

**REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2017 to 2021
INDEX**

PAGE NO. DESCRIPTION

Organizational Chart

1	Organizational Chart
2-3	RDN Services and Participants

2017 Budget Summaries

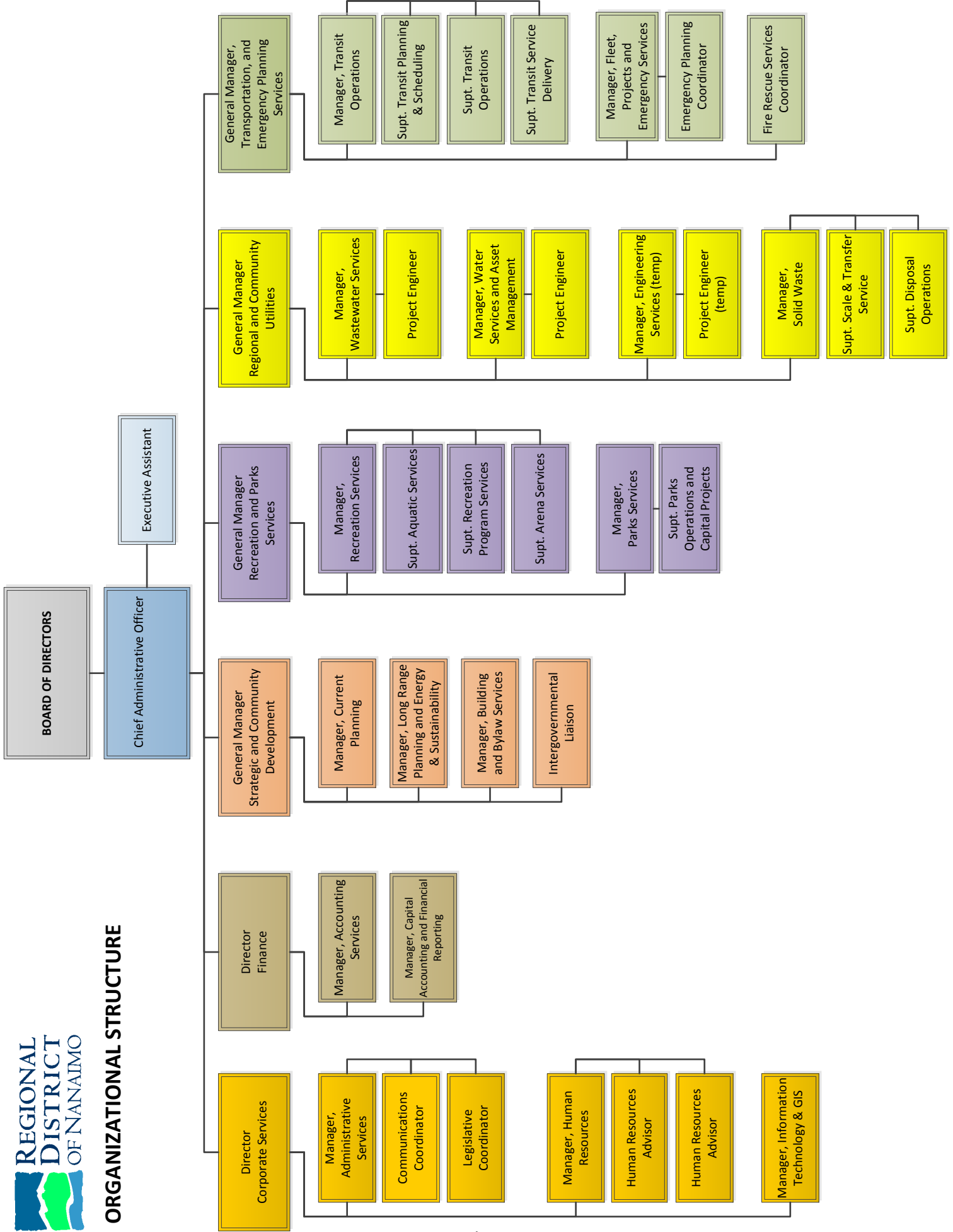
4	Chart - Sources of Revenues
5	Chart - Expenditure by Service
6	Analysis of Changes in General Property Tax Revenues
7-9	Summary of Tax Revenues
10-11	Overall Budget Summaries
12	Chart - Member Share of Tax Revenues
13	Summary of Estimated General Services Property Tax Change
14-16	Summary of Participation by Member
17	Summary of New/Changed Service Levels
18	Summary of Changes for Other Jurisdictions
19	Summary of Changes in Existing Services
20-21	Summary of Statutory Reserve Fund Balances

Member Summaries

23-24	City of Nanaimo
25-26	District of Lantzville
27-28	City of Parksville
29-30	Town of Qualicum Beach
31-32	Electoral Area A
33-34	Electoral Area B
35-36	Electoral Area C
37-38	Electoral Area E
39-40	Electoral Area F
41-42	Electoral Area G
43-44	Electoral Area H



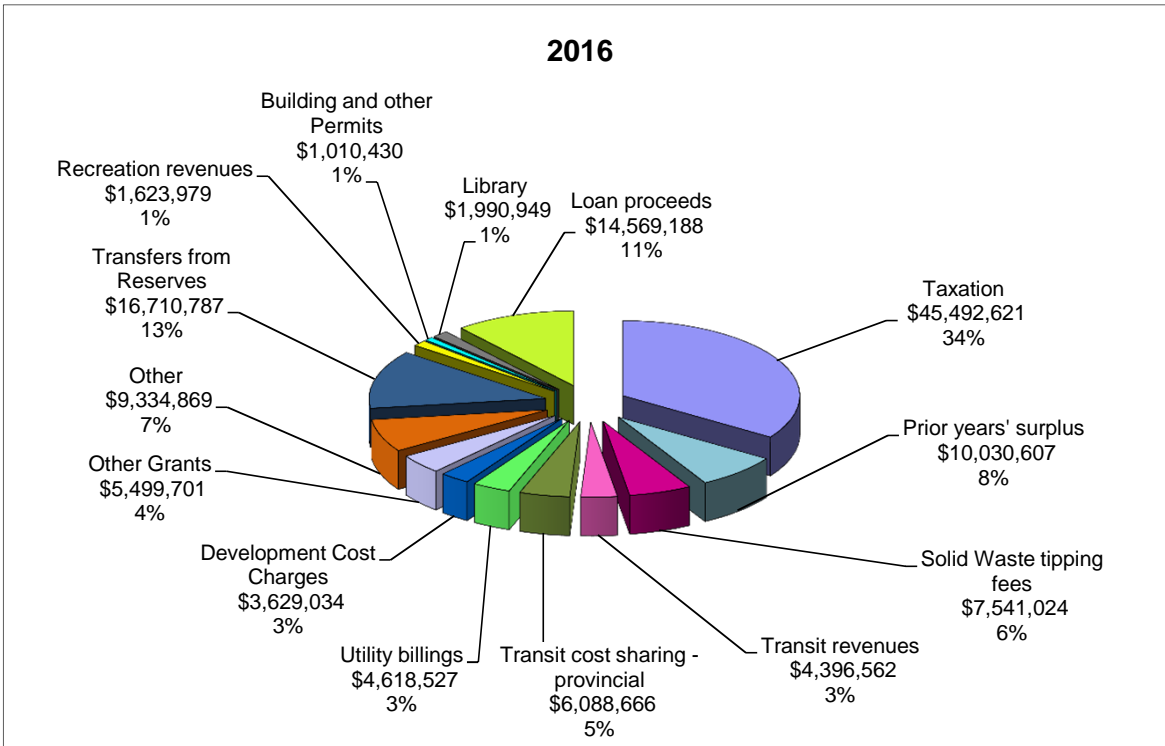
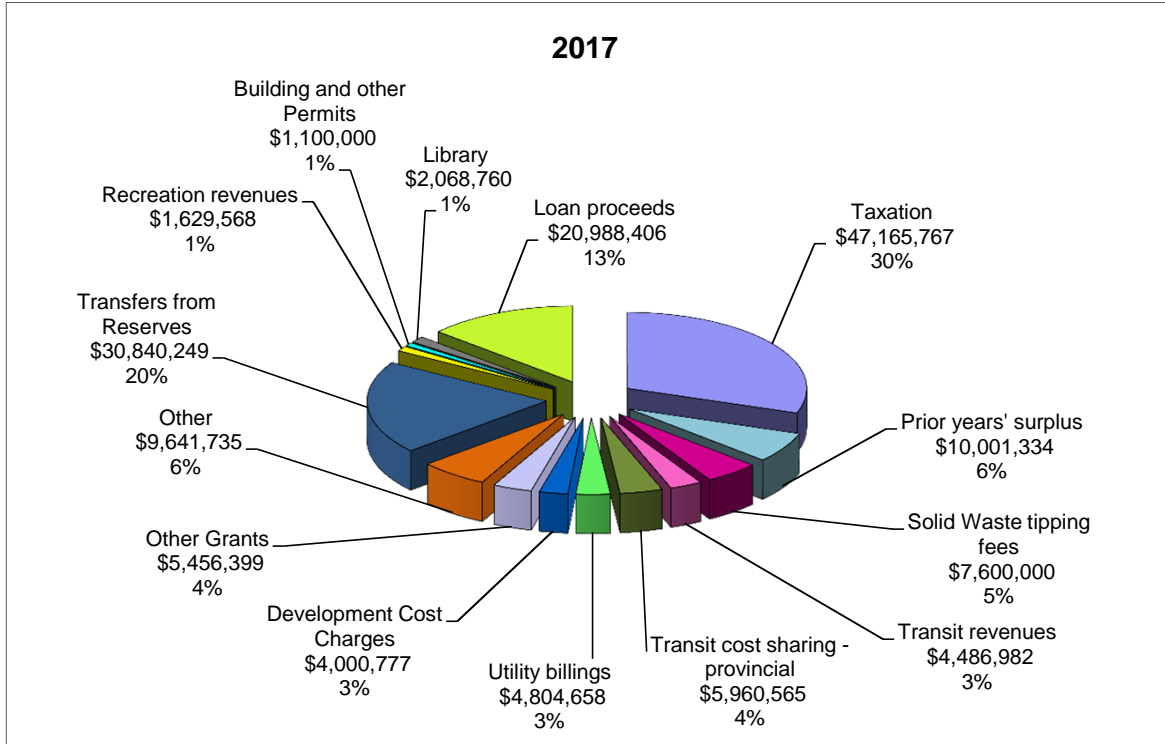
ORGANIZATIONAL STRUCTURE



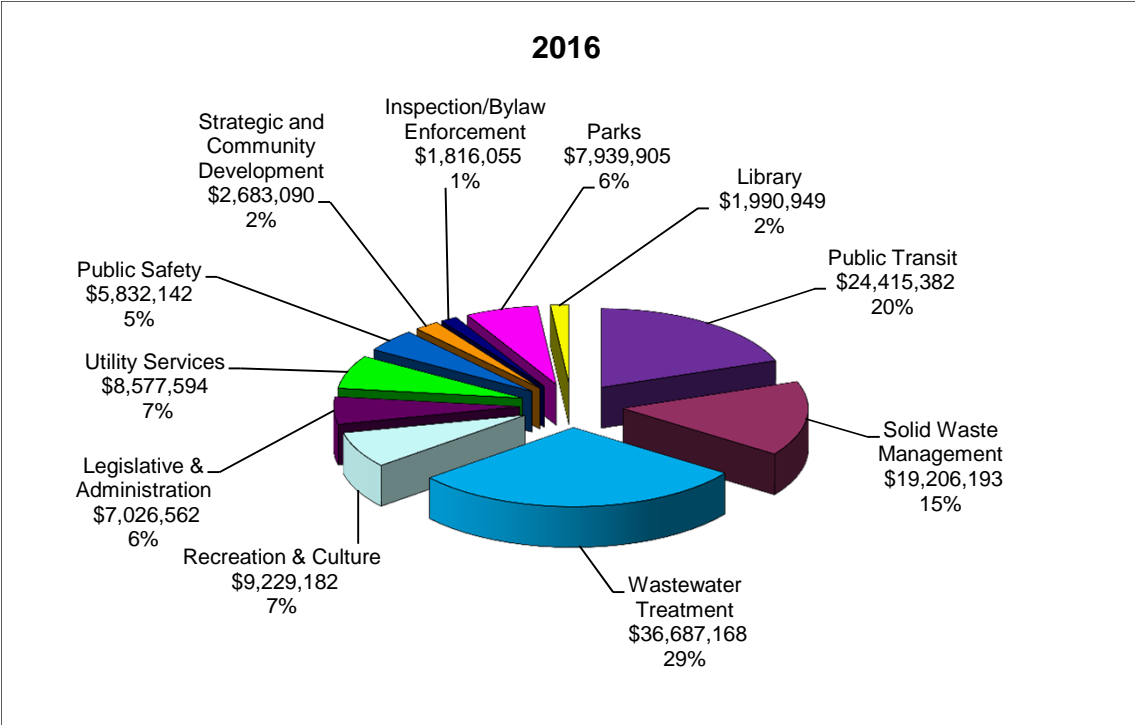
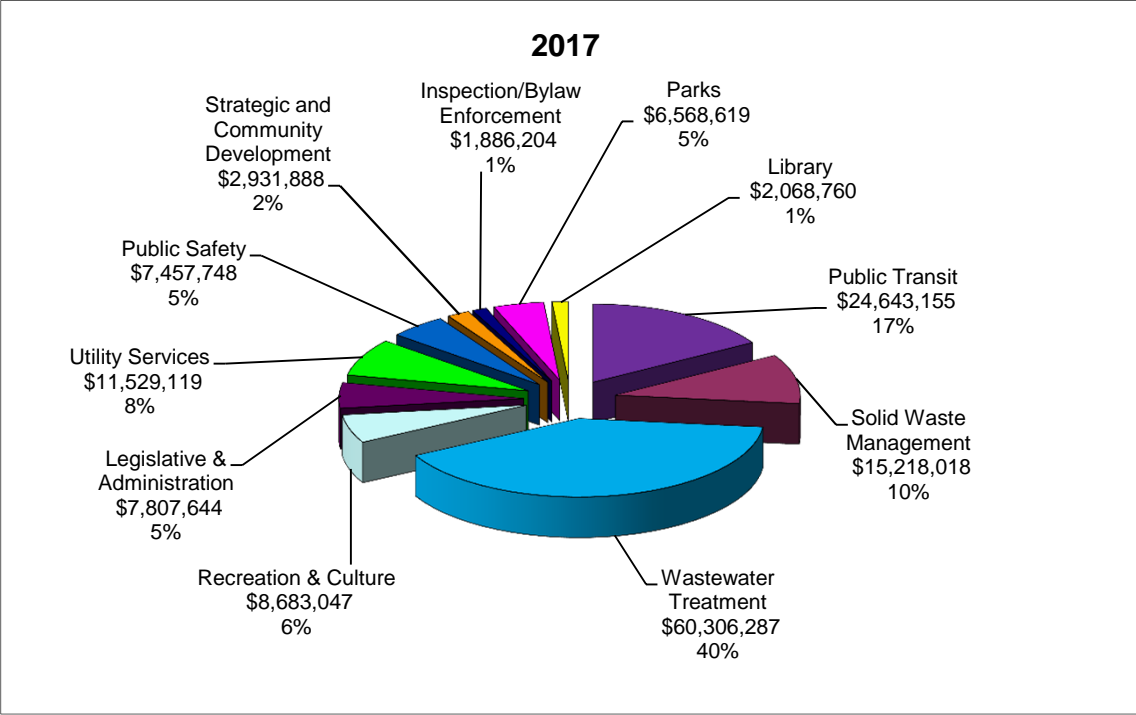
RDN SERVICES AND PARTICIPANTS X = Entire Electoral Area or Municipality O = Portion of Electoral Area or Municipality												
	NANAIMO	PARKSVILLE	QUALICUM BEACH	LAMITZVILLE	AREA A	AREA B	AREA C	AREA E	AREA F	AREA G	AREA H	Requisition Allocation
Administration	X	X	X	X	X	X	X	X	X	X	X	Assessment
Grants in Aid	X	X	X	X	X	X	X	X	X	X	X	Assessment
Port Theatre Contribution												Assessment
Southern Community Search & Rescue Contribution	X			X	X	X	X					Population
Northern Community Search & Rescue Contribution		X	X		X	X	X	X	X	X	X	Population
Northern Community Marine Search & Rescue Contribution												Assessment
V.I. Regional Library					X	X	X	X	X	X	X	50% Population/50% Assessment
Southern Community Restorative Justice & Victim Services					X	X	X					Assessment
Northern Community Crime Prevention and Community Justice		X	X					X	X	X	X	Parcel tax
Electoral Area (Community) Planning					X	X	X	X	X	X	X	Assessment
Regional Growth Management	X	X	X	X	X	X	X	X	X	X	X	50% Population/50% Assessment
House Numbering				X	X	X	X	X	X	X	X	Assessment
Southern Community Economic					X	X	X					Assessment
Northern Community Economic		X	X					X	X	X	X	Parcel tax
Hazardous Properties (nuisance control)					X	X	X	X	X	X	X	Assessment
Unslightly Premises					X	X	X	X	X	X	X	Assessment
Southern Community Transit	X				X		O					Usage
D69 Community Transit		X	X	X	X			X		X	X	40% Population/60% Usage
Gabriola Taxi Saver						O						Assessment
Gabriola Transit Contribution					X	X	X					Assessment
Gabriola Emergency Wharf (Descano Bay)					X	X	X					Assessment
Solid Waste Disposal (Landfills)	X	X	X	X	X	X	X	X	X	X	X	50% Population/50% Assessment
Animal Control												Assessment
Areas E,G,H								X		X	X	Assessment
Area F									X			Assessment
Areas A,B,C				contract	X	X	X					Assessment
Regional Parks and Trails	X	X	X	X	X	X	X	X	X	X	X	Operations = Population/ Acquisition = Parcel Tax
Community Parks					X	X	X	X	X	X	X	Assessment
Northern Community Recreation		X	X					X	X	X	X	Assessment/Sportsfields by usage
Oceanside Place Arena		X	X					X	X	X	X	70% Assessment/30% Usage
Ravensong Aquatic Centre		X	X					X	X	X	X	70% Assessment/30% Usage
Southern Community Recreation		X	X						X	X	X	Usage
Electoral Area A Recreation & Culture				X	X	X	X					Assessment
Gabriola Island Rec Commission					X	X	X					Assessment
Wastewater-Southern	O			O		X						Flow data
Duke Point Sewer (funds Duke Point PCC)	O			O	O							Assessment
Cedar (collection & debt)				O								Parcel tax
Liquid Waste Mgmt Planning	X	X	X	X	X	X	X	X	X	X	X	50% Population/50% Assessment
Wastewater-Northern		O	O					O		O		Flow data
Fairwinds Sewer Facilities (& collection)						O						Parcel tax
French Creek Sewer												Parcel tax
Pacific Shores Sewer												Parcel tax
Surfside Sewer												Parcel tax
Barclay Crescent Sewer												Parcel tax
Hawthorne Rise Sewer Capital Financing										O	O	Parcel tax

RDN SERVICES AND PARTICIPANTS X = Entire Electoral Area or Municipality O = Portion of Electoral Area or Municipality												
	NANAIMO	PARKSVILLE	QUALICUM BEACH	LANTZVILLE	AREA A	AREA B	AREA C	AREA E	AREA F	AREA G	AREA H	Requisition Allocation
Reid Road Sewer Capital Financing												Parcel tax
Drinking Water Protection	X	X	X	X	X	X	X	X	X	X	X	Parcel tax
Nanoose Bay Bulk Water												Parcel tax
French Creek Bulk Water												Parcel tax
Water Supply												
Surfside												Parcel tax
Nanoose Bay Peninsula												Parcel tax
French Creek												Parcel tax
Decourcy												Parcel tax
San Pareil												Parcel tax
San Paniel (Fire Protection Improvements)												Parcel tax
Driftwood Water (Debt only)												Parcel tax
Englishman River												Parcel tax
Melrose Terrace												Parcel tax
Whiskey Creek												Parcel tax
Westurne Heights												Parcel tax
D68 Emergency 911												Assessment
D69 Emergency 911		X	X	X	X	X	X	X	X	X	X	Assessment
Emergency Planning												Assessment
Fire Protection												Assessment
French Creek												Assessment
Errington												Assessment
Dashwood												Assessment
Meadowood Fire (debt only)												Parcel tax
Nanoose												Assessment
Wellington Fire & Streetlighting												Assessment
Parksville Local												Assessment
Coombs-Hilliers												Assessment
Bow Horn Bay												Assessment
Cassidy / Waterloo												Assessment
Extension												Assessment
Nanaimo River Fire												Assessment
Rural Street Lighting												Assessment
Streetlighting (separate services)												Assessment
Fairwinds Streetlighting												Assessment
Morningstar Streetlighting												Assessment
Sandpiper Streetlighting												Assessment
Hwy 4 Intersections Streetlight												Assessment
French Creek Village Streetlight												Assessment
Englishman River Streetlighting												Assessment
Noise Control												Assessment
Area A												Assessment
Area B												Assessment
Area C												Assessment
Area E												Assessment
Area G												Assessment
Lantzville												Assessment
Stormwater												Assessment
Englishman River												Assessment
Cedar Sewer Stormwater												Assessment

REGIONAL DISTRICT OF NANAIMO SOURCES OF REVENUE



REGIONAL DISTRICT OF NANAIMO EXPENDITURE BY SERVICE





2017 BUDGET

ANALYSIS OF CHANGES IN GENERAL PROPERTY TAX/MUNICIPAL SERVICE PARTICIPATION REVENUES

	%		
	Change		
General Services Property Tax Revenues 2016		38,963,500	
Changed service levels			
Southern Community Wastewater		725,000	New debt servicing and capital program for Secondary treatment/marine outfall
Northern Community Wastewater		190,000	Additional capital projects & maintenance of reserve fund transfers for 2019 expansion
Legislative Services		150,000	Regional Services Review, 50th anniversary + website upgrades
Area B Community Parks		63,000	Mudge Island park purchase debt servicing
Transportation Services		60,000	Northern Expansion - 1400 hours in 2017 (estimate pending BC Transit revised budget)
Gabriola Transit Contribution		38,335	Addition for full year funding - new service
Drinking Water/Watershed Protection		38,315	Increase from municipal participation/changed rates
Hazardous Properties		22,000	Cassidy Property Clean Up Legal
Emergency Planning		15,000	Table top exercise, temporary position + CECA Coms Trailer
Grants in Aid		10,000	Coastal Invasive Species Committee - 2016 grant collected in 2017
Gabriola Island Recreation		8,000	Increase contribution to Gabriola Island Recreation Society
Unightly Premises		3,600	Increase reserve fund transfer pending EA H clean up litigation
Descanso Bay Wharf		1,000	Addition of Green's Landing Wharf
	3.4%	1,324,250	
Changes for Other Jurisdictions			
Vancouver Island Regional Library		77,811	Budget per VIRL
D69 E911		39,273	Per preliminary budget from NI 911 includes FireCom adjustments
Southern Community - Facilities & Sportsfield agreement		10,496	Preliminary per 2016 budget from Nanaimo
D68 E911		6,059	Firecom agreement impacts
Northern Community - Sportsfield agreement		5,493	Preliminary estimate of costs from Parksville & Qualicum
	0.3%	139,132	
Changes within existing service levels			
Grants in Aid		(799,000)	Impact of return of ICF requisition
Ravensong Aquatic Centre		(500,000)	Completion of 20 year debt servicing requisition
Other increases/decreases		982,152	Includes \$100,000 for solid waste increase to offset tipping fee revenue decline and develop reserves
	-0.8%	(316,848)	
General Services Property Tax Revenues 2017 - Change	2.9%	40,110,034	
Total Annual 2017 Tax Revenues		49,234,527	
Less: Local Service Area/Parcel Taxes		(9,124,493)	
2017 General Services Tax Revenues		40,110,034	
2016 General Services Tax Revenues		(38,963,500)	
Change	2.9%	1,146,534	
General services property taxes are levied to all properties within the Electoral Area. Local Service Area taxes are paid only by property owners within the boundaries of the specific service area.			
Local Services Property Tax Revenues 2017 - Change			
Local Service Area/Parcel taxes in 2016		8,525,631	
Changed Service Levels			
Nanoose Bulk Water		84,000	Englishman River Water Service Joint Venture capital program
All fire service areas		80,000	Fire Services Coordinator implementation
Nanoose Peninsula Water		34,000	Capital program, debt servicing
Coombs-Hilliers Fire Department		33,000	Build capital reserves & Implementation of paid fire chief program
French Creek Fire Service		25,000	Estimate for increased transfer to TQB & Parksville for contract renewal
Errington Fire Department		24,000	Build capital reserves for trucks/hall infrastructure + additional wages
Fairwinds Sewer & Treatment Plan		20,000	Reserve fund development for secondary treatment
Extension Fire Department		15,000	Build capital reserves for trucks/hall
French Creek Sewer		12,000	Transfer to French Creek Pollution Control Centre (FCPCC)
Hawthorne Rise Debt levy		1,803	New service debt servicing implementation
	3.9%	328,803	
Local Service Area/Parcel taxes 2017		9,124,493	
Total change from 2016	7.0%	598,862	



Summary of Tax Revenues/Municipal Participation Agreements

	2016 FINAL Mar 2016	2017 Proposed Nov 2016	change from 2016 \$	change from 2016 %
CORPORATE SERVICES				
Corporate Administration	1,103,007	1,310,157	207,150	18.8%
House Numbering	21,500	21,500	0	0.0%
Electoral Areas Admin/Building Policy & Advice	428,795	447,992	19,197	4.5%
Lantzville Service Participation Agreement	19,136	19,600	464	2.4%
General Grants In Aid	80,150	(734,000)	(814,150)	-1015.8%
Southern Restorative Justice/Victim Services	16,000	16,000	0	0.0%
Northern Community Justice	122,300	122,300	0	0.0%
	1,790,888	1,203,549		
STRATEGIC & COMMUNITY DEVELOPMENT				
Electoral Area Community & Long Range Planning	1,495,256	1,562,543	67,287	4.5%
Regional Growth Strategy	433,857	455,549	21,692	5.0%
Economic Development - Southern Community	177,000	190,000	13,000	7.3%
Economic Development - Northern Community	50,000	50,000	0	0.0%
Animal Control - Area A, B, C, Lantzville	67,482	68,832	1,350	2.0%
Animal Control Area E, G, H	83,252	84,917	1,665	2.0%
Animal Control Area F	18,595	18,781	186	1.0%
Hazardous Properties	14,511	36,927	22,416	154.5%
Unightly Premises	7,841	11,461	3,620	46.2%
Noise Control	38,734	41,635	2,901	7.5%
	2,386,528	2,520,645		
RECREATION & PARKS				
Ravensong Aquatic Centre	2,524,505	2,020,829	(503,676)	-20.0%
Oceanside Place	1,878,543	1,934,899	56,356	3.0%
Northern Community Recreation	1,107,471	1,140,657	33,186	3.0%
Gabriola Island Recreation	111,876	124,351	12,475	11.2%
Area A Recreation & Culture	188,171	193,816	5,645	3.0%
Port Theatre/Cultural Centre Contribution	82,869	83,813	944	1.1%
Regional Parks - operating	1,329,060	1,362,287	33,227	2.5%
Regional Parks - capital	946,036	951,216	5,180	0.5%
Electoral Areas Community Parks	1,100,610	1,218,439	117,829	10.7%
	9,269,141	9,030,307		
REGIONAL & COMMUNITY UTILITIES				
Southern Wastewater Treatment	6,107,395	7,023,504	916,109	15.0%
Northern Wastewater Treatment	3,924,468	4,114,561	190,093	4.8%
Liquid Waste Management Planning	168,366	171,733	3,367	2.0%
Drinking Water Protection	505,237	543,552	38,315	7.6%
Solid Waste Management & Disposal	578,088	722,610	144,522	25.0%
	11,283,554	12,575,960		
TRANSIT & EMERGENCY SERVICES				
Southern Community Transit	8,565,785	8,822,759	256,974	3.0%
Northern Community Transit	1,012,665	1,093,679	81,014	8.0%
Descanso Bay Emergency Wharf	5,914	6,961	1,047	17.7%
Gabriola Transit contribution	97,665	136,000	38,335	39.3%
Gabriola Taxi saver	11,940	15,000	3,060	25.6%
Emergency Planning	272,354	296,865	24,511	9.0%
Lantzville Service Participation Agreement	24,203	25,792	1,589	6.6%
District 68 Search & Rescue	47,563	47,884	321	0.7%
District 69 Marine Search & Rescue	5,000	5,000	0	0.0%
District 69 Land Search & Rescue	10,000	10,200	200	2.0%
	10,053,089	10,460,140		
GENERAL TAXATION FOR OTHER JURISDICTIONS				
SD 68 Emergency 911	151,278	157,337	6,059	4.0%
SD 69 Emergency 911	605,464	644,737	39,273	6.5%
Southern Community Recreation	1,157,962	1,168,458	10,496	0.9%
Northern Community Sportsfield Agreement	274,647	280,140	5,493	2.0%
Vancouver Island Regional Library	1,990,949	2,068,760	77,811	3.9%
	4,180,300	4,319,432		
GENERAL SERVICES PROPERTY TAX REVENUES				
	38,963,500	40,110,033		
	5.4%	2.9%		
LOCAL SERVICE AREA TAX REVENUES				
Duke Point Wastewater Treatment	226,779	231,315	4,536	2.0%
Northern Community Wastewater -other benefitting areas	940,977	994,156	53,179	5.7%
Fire Protection Areas	3,433,724	3,725,455	291,731	8.5%
Streetlighting Service Areas	84,789	87,396	2,607	3.1%
Stormwater Management	9,739	9,839	100	1.0%
Utility Services	3,829,623	4,076,333	246,710	6.4%
	8,525,631	9,124,494		
NET PROPERTY TAX REVENUES/MUNICIPAL SERVICE PARTICIPATION AGREEMENTS				
	47,489,131	49,234,527		
	5.5%	3.7%		



Summary of Tax Revenues/Municipal Participation Agreements

	2016 FINAL Mar 2016	2017 Proposed Nov 2016	change from 2016 \$	change from 2016 %
ADDITIONAL DETAILS - GENERAL SERVICES				
PORT THEATRE/CULTURAL CENTRE CONTRIBUTION				
Electoral Area A	15,120	15,347	227	1.5%
Electoral Area B	27,136	27,363	227	0.8%
Electoral Area C (Extension)	15,020	15,126	106	0.7%
Electoral Area C (E.Wellington)	3,890	3,948	58	1.5%
Electoral Area E	21,703	22,029	326	1.5%
	82,869	83,813		
COMMUNITY PARKS				
Electoral Area A	186,000	188,490	2,490	1.3%
Electoral Area B	188,828	260,000	71,172	37.7%
Electoral Area C(Extension)	66,161	68,807	2,646	4.0%
Electoral Area C(E. Wellington)	85,409	89,679	4,270	5.0%
Electoral Area E	126,000	142,080	16,080	12.8%
Electoral Area F	148,800	156,240	7,440	5.0%
Electoral Area G	114,739	126,623	11,884	10.4%
Electoral Area H	184,673	186,520	1,847	1.0%
	1,100,610	1,218,439		
ADDITIONAL DETAILS - LOCAL SERVICES TAX REVENUES				
FIRE PROTECTION				
Nanaimo River Fire (Area C)	17,792	17,792	0	0.0%
Coombs-Hilliars Fire Volunteer (Area F)	406,318	466,406	60,088	14.8%
Errington Fire Volunteer (Area F)	452,901	496,086	43,185	9.5%
Nanoose Bay Fire Volunteer (Area E)	644,095	702,065	57,970	9.0%
Dashwood Fire Volunteer (Area F,G,H)	527,960	553,709	25,749	4.9%
Meadowood Fire (Area F)	139,358	139,357	(1)	0.0%
Extension Fire Volunteer (Area C)	157,736	186,808	29,072	18.4%
Bow Horn Bay (Area H)	333,448	353,104	19,656	5.9%
Cassidy Waterloo Fire Contract (Area A, C)	158,758	166,759	8,001	5.0%
Wellington Fire Contract (Area C - Pleasant Valley)	75,644	80,547	4,903	6.5%
Parksville (Local) Fire Contract (Area G)	94,172	97,014	2,842	3.0%
French Creek Fire Contract (Area G)	425,542	465,808	40,266	9.5%
	3,433,724	3,725,455		
STREETLIGHTING				
Rural Areas Streetlighting	16,356	16,356	0	0.0%
Fairwinds Streetlighting	23,500	23,500	0	0.0%
French Creek Village Streetlighting	6,851	7,536	685	10.0%
Highway Intersections Streetlighting (French Creek)	1,173	1,279	106	9.0%
Morningstar Streetlighting	15,300	15,912	612	4.0%
Sandpiper Streetlighting	11,962	12,799	837	7.0%
Hwy # 4 (Area F)	3,850	4,043	193	5.0%
Englishman River Community	5,797	5,971	174	3.0%
	84,789	87,396		
NOISE CONTROL				
Noise Control Area A	7,271	8,541	1,270	17.5%
Noise Control Area B	8,575	9,350	775	9.0%
Noise Control Area C	7,068	7,599	531	7.5%
Noise Control Area E	7,496	7,571	75	1.0%
Noise Control Area G	8,324	8,574	250	3.0%
	38,734	41,635		
UTILITIES				
Englishman River Community Stormwater	5,014	5,114	100	2.0%
Cedar Sewer Stormwater	4,725	4,725	0	0.0%
	9,739	9,839		



Summary of Tax Revenues/Municipal Participation Agreements

	2016 FINAL Mar 2016	2017 Proposed Nov 2016	change from 2016 \$	change from 2016 %	2016 # of parcels	2017 # of parcels	2017 Change
UTILITY SERVICES - PARCEL TAX REVENUES							
WATER UTILITIES							
Nanoose Peninsula (Area E)	851,881	902,994	51,113	6.0%	2,503	2,503	361
Driftwood (Area E)	5,458	5,458	0	0.0%	13	13	420
Surfside(Area G)	14,083	14,505	422	3.0%	39	39	372
French Creek(Area G)	72,243	77,300	5,057	7.0%	239	239	323
Englishman River Community(Area G)	37,602	37,602	0	0.0%	157	157	240
Whiskey Creek Water(Area F)	89,824	90,722	898	1.0%	126	126	720
San Pareil Water(Area G)	133,480	133,480	0	0.0%	289	289	462
San Pareil Water(Fire Improvements Debt levy)	74,212	74,213	1	0.0%	268	268	277
Melrose Place(Area F)	22,597	23,049	452	2.0%	28	28	823
Decourcey Water(Area A)	7,871	8,186	315	4.0%	5	5	1,637
Nanoose Bulk Water (Area E)	937,418	1,021,786	84,368	9.0%	2,505	2,505	408
French Creek Bulk Water (Area G)	4,320	4,320	0	0.0%	2,200	2,200	2
Westurne Heights Water		18,576	0	NEW		17	1,093
	2,250,989	2,412,191					
SEWAGE COLLECTION UTILITIES							
Hawthorne Rise Debt levy	8,138	9,941	1,803	22.2%	14	14	710
Reid Road Debt levy	5,316	3,624	(1,692)	-31.8%	5	5	725
French Creek (Area G)	635,083	685,890	50,807	8.0%	1,907	1,907	360
Fairwinds (Area E)	557,798	581,919	24,121	4.3%	796	796	731
Surfside Sewer (area G)	21,209	21,633	424	2.0%	27	27	801
Pacific Shores (Area E)	66,638	69,970	3,332	5.0%	129	129	542
Barclay Crescent (Area G)	150,473	156,632	6,159	4.1%	245	245	varies
Cedar Sewer Service (Operating)(Area A)	28,191	28,755	564	2.0%	varies	varies	varies
Cedar Sewer Service (Capital Financing)(Area A)	105,788	105,778	(10)	0.0%	varies	varies	varies
	1,578,634	1,664,142					
	3,829,623	4,076,333					
				6.02%			
							6.44%
TOTAL UTILITY PARCEL TAX REVENUES							

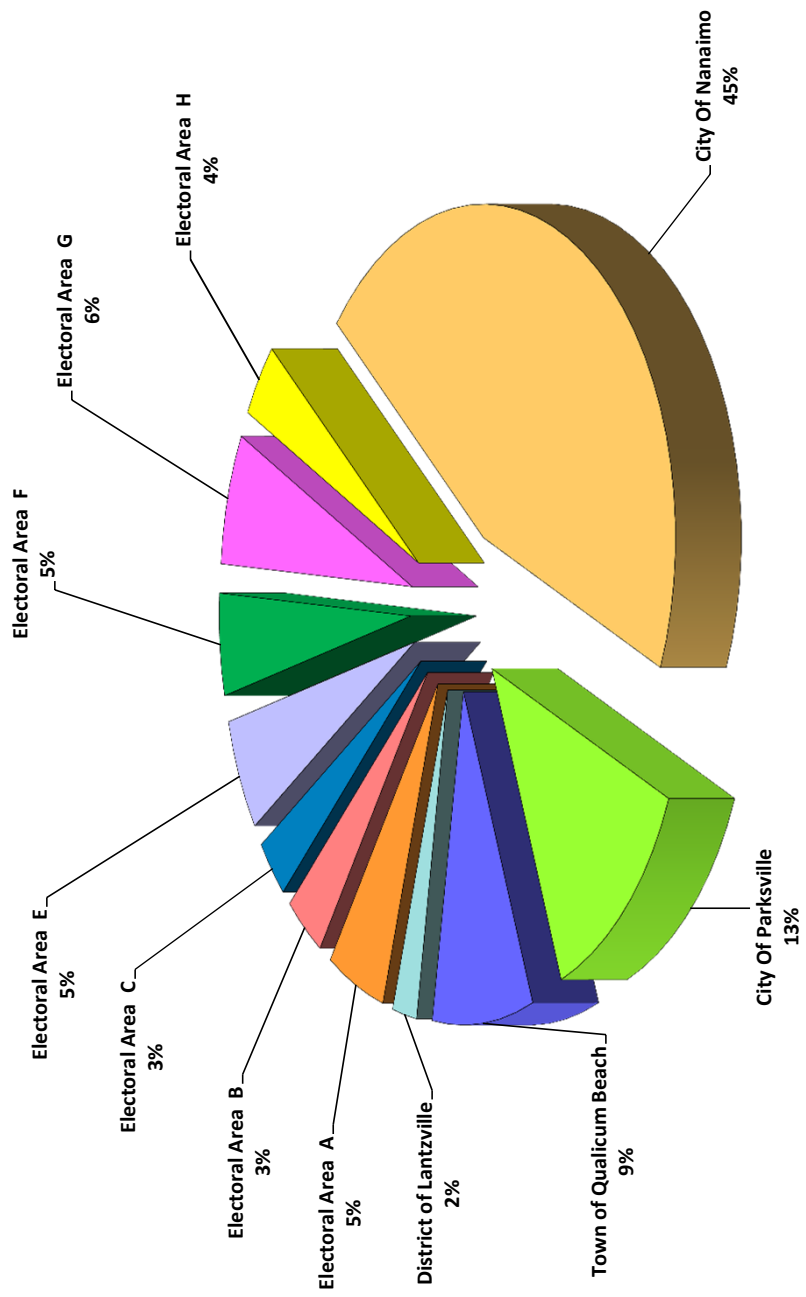
	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Municipal agreements	(240,901)	(321,202)	(328,912)	2.4%
Parcel taxes	(3,386,216)	(4,514,950)	(4,761,879)	5.5%
Property taxes	(31,989,734)	(42,652,979)	(44,143,736)	3.5%
	(35,616,851)	(47,489,131)	(49,234,527)	3.7%
Grants in lieu of taxes	(170,928)	(149,645)	(149,245)	
Operating grants	(4,870,514)	(6,449,033)	(6,212,296)	
Planning grants	(24,204)	(272,260)	(247,315)	
Concession sales	(2,886)	(3,000)	(3,500)	
Transit fares	(3,327,733)	(4,401,561)	(4,486,981)	
Operations	(2,720,324)	(3,211,325)	(3,551,545)	
Recreation - other operating	(310,010)	(411,785)	(452,315)	
Recreation fees	(527,284)	(590,740)	(588,895)	
Recreation facility rentals	(370,147)	(549,505)	(541,172)	
Recreation vending sales	(3,501)	(4,500)	(4,500)	
Landfill tipping fees	(6,079,904)	(7,200,000)	(7,600,000)	
Utility user fees	(4,563,785)	(4,629,751)	(4,804,657)	
Transfer from reserve - non capital	(180,347)	(563,157)	(1,215,700)	
Interest income	(223,913)	(150,000)	(150,000)	
Miscellaneous	(5,334,880)	(7,612,435)	(7,801,950)	
Interdepartmental recoveries	(5,298,636)	(6,913,798)	(6,270,925)	
Total Operating Revenues	(69,625,847)	(90,601,626)	(93,315,523)	3.0%
Operating Expenditures				
Administration	3,140,135	4,390,985	4,508,658	
Grants in aid	54,517	56,528	32,836	
Legislative	344,700	498,394	511,635	
Professional fees	1,037,393	2,522,668	2,364,270	
Building oper & maint	2,121,039	3,232,608	3,256,405	
Vehicle & Equip- oper & maint	5,643,571	7,878,996	7,583,762	
Operating costs	10,344,990	16,861,610	17,112,121	
Program costs	630,272	946,870	1,090,078	
Transfer to other govt / org	6,487,091	7,244,413	7,155,958	
Total Operating Expenditures (excluding wages)	29,803,708	43,633,072	43,615,723	
Wages & benefits	22,487,471	30,665,190	32,468,812	5.9%
Total Operating Expenditures (including wages)	52,291,179	74,298,262	76,084,535	2.4%
Contribution to reserve funds	8,882,304	8,456,997	9,007,942	
Operating (surplus) / deficit	(8,452,364)	(7,846,367)	(8,223,046)	
Capital Asset Expenditures				
Capital expenditures	20,710,227	44,816,373	62,818,320	
Transfers from reserves	(5,445,001)	(20,069,387)	(33,625,326)	
Grants and other	(7,901,675)	(6,426,060)	(4,808,108)	
New borrowing	(5,422,984)	(14,974,713)	(20,988,406)	
Net Capital Assets funded from Operations	1,940,567	3,346,213	3,396,480	1.5%
Capital Financing Charges				
Existing debt (principal)	3,355,104	4,787,627	4,352,669	
Existing debt (interest)	2,920,237	4,513,284	4,545,968	
New Debt (principal & interest)		150,885	209,884	
Total Capital Financing Charges	6,275,341	9,451,796	9,108,521	(3.6%)
Net (surplus)/deficit for the year	(236,456)	4,951,642	4,281,955	
Prior year (surplus) / deficit	(11,482,486)	(11,482,486)	(10,001,334)	
(Surplus) applied to future years	(11,718,942)	(6,530,844)	(5,719,379)	



GENERAL REVENUE FUND
2017 Proposed Budget

	CORPORATE Budget 2016	SERVICES Budget 2017	STRATEGIC & COMM Budget 2016	DEVELOPMENT Budget 2017	REGIONAL & COMM UTILITIES Budget 2016	2017	RECREATION & PARKS SERVICES Budget 2016	2017	TRANSPORTATION & SOLID WASTE Budget 2016	2017	TOTAL Budget 2016	2017	FUND % Change
REVENUES													
TAX REQUISITION	3,781,837	3,272,309	2,386,528	2,520,645	16,375,461	17,974,999	10,701,750	10,478,905	14,243,555	14,987,669	47,489,131	49,234,527	3.7%
GRANTS	158,890	140,890	209,128	53,195	1,825,025	3,449,387	4,115,245	1,347,707	6,988,710	6,425,785	13,296,998	11,416,964	
OPERATING REVENUE	19,554	22,076	1,213,763	1,341,711	13,650,849	14,362,256	1,608,515	1,629,568	4,509,487	4,877,956	21,002,168	22,033,567	
OTHER REVENUE	11,623,380	12,482,148	382,385	531,975	33,547,324	50,596,175	1,507,942	1,528,475	3,222,459	4,913,534	50,283,490	70,052,307	
PRIOR YEARS SURPLUS (DEFICI)	1,244,851	1,269,738	1,206,108	999,999	4,832,295	4,413,487	1,522,596	1,099,962	2,676,636	2,218,148	11,482,486	10,001,334	
TOTAL REVENUES	16,828,512	17,187,161	5,397,912	5,447,525	70,230,954	90,796,304	19,456,048	16,084,617	31,640,847	33,223,092	143,554,273	162,738,699	
EXPENSES													
OFFICE OPERATING	188,602	204,333	398,735	399,202	1,858,322	1,803,991	597,498	657,749	1,347,826	1,443,379	4,390,983	4,508,654	
COMMUNITY GRANTS	56,528	32,836									56,528	32,836	
LEGISLATIVE	496,894	510,135					1,500	1,500			498,394	511,635	
PROFESSIONAL FEES	375,550	429,485	331,100	335,600	1,410,078	1,104,315	311,200	363,800	94,740	131,070	2,522,668	2,364,270	
BUILDING - OPER & MAINT	340,947	331,890	40,813	41,313	1,568,859	1,645,070	806,539	751,698	475,449	486,435	3,232,607	3,256,406	
VEH & EQUIP - OPER & MAINT	175,062	195,005	74,766	76,593	1,798,938	1,718,626	236,826	197,535	5,593,401	5,396,003	7,878,993	7,583,762	
OTHER OPERATING COSTS	761,966	771,776	694,746	667,267	10,849,392	10,718,738	1,165,280	1,284,278	3,390,217	3,670,047	16,861,601	17,112,106	
WAGES & BENEFITS	4,176,160	4,295,171	2,418,273	2,650,249	7,937,129	8,586,369	4,619,651	4,602,847	11,513,970	12,334,182	30,665,183	32,468,818	
PROGRAM COSTS	21,000		173,284	258,296	189,300	206,550	563,286	625,231			946,870	1,090,077	
CAPITAL EXPENDITURES	549,500	640,500	72,500	18,000	35,251,642	54,599,142	5,602,994	3,157,378	3,339,737	4,403,300	44,816,373	62,818,320	
DEBT - FINANCING - INTEREST	3,438,815	3,422,558			447,712	547,286	459,224	408,058	167,533	168,067	4,513,284	4,545,969	
DEBT - FINANCING - PRINCIPAL	3,185,994	3,187,018			590,117	800,963	1,004,287	394,867	158,114	179,704	4,938,512	4,562,552	
CONTINGENCY													
TRSF TO RESERVE FUND	187,550	187,550	156,375	121,875	5,215,586	6,350,154	1,485,659	1,375,638	1,411,826	972,724	8,456,996	9,007,941	
TRSF TO OTHER GOV'T/AGENCIE	2,207,331	2,270,628	376,628	249,695			2,001,992	1,719,644	2,658,462	2,915,991	7,244,413	7,155,958	
TOTAL EXPENDITURES	16,161,899	16,478,885	4,737,220	4,818,090	67,117,075	88,081,204	18,855,936	15,540,223	30,151,275	32,100,902	137,023,405	157,019,304	14.6%
OPERATING SURPLUS (DEFICIT)	666,613	708,276	660,692	629,435	3,113,879	2,715,100	600,112	544,394	1,489,572	1,122,190	6,530,868	5,719,395	

**REGIONAL DISTRICT OF NANAIMO
MEMBER SHARE OF 2017 TAX REVENUE**





2017
MEMBER SUMMARY
ESTIMATED GENERAL SERVICES PROPERTY TAX CHANGE

	City of Nanaimo	District of Lantzville	City of Parksville	Town of Qualicum Beach	Area A Cedar Yellowpoint Cassidy	Area B Gabriola Mudge Decourcey Islands	Area C Extension E.Wellington Pleasant Valley	Area E Nanoose Bay	Area F Coombs Hilliers Errington	Area G French Creek San Pareil Surfside	Area H Bowser Deep Bay
General Services Property Tax											
2017	\$ 104	\$ 99	\$ 182	\$ 151	\$ 158	\$ 111	\$ 138	\$ 111	\$ 147	\$ 147	\$ 137
2016	\$ 98	\$ 98	\$ 180	\$ 154	\$ 156	\$ 99	\$ 142	\$ 108	\$ 150	\$ 148	\$ 142
Change per \$100,000	\$ 6	\$ 1	\$ 2	\$ (3)	\$ 2	\$ 12	\$ (4)	\$ 3	\$ (3)	\$ (1)	\$ (5)
Regional Parcel Taxes											
2017	\$ 22	\$ 22	\$ 27	\$ 27	\$ 22	\$ 22	\$ 22	\$ 29	\$ 29	\$ 29	\$ 29
2016	\$ 21	\$ 21	\$ 27	\$ 27	\$ 22	\$ 22	\$ 22	\$ 29	\$ 29	\$ 29	\$ 29
Change per property	\$ 1	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total change at \$100,000	\$ 7	\$ 2	\$ 2	\$ (3)	\$ 2	\$ 12	\$ (4)	\$ 3	\$ (3)	\$ (1)	\$ (5)
Total change at \$200,000	\$ 13	\$ 3	\$ 4	\$ (6)	\$ 4	\$ 24	\$ (8)	\$ 6	\$ (6)	\$ (2)	\$ (10)
Total change at \$300,000	\$ 19	\$ 4	\$ 6	\$ (9)	\$ 6	\$ 36	\$ (12)	\$ 9	\$ (9)	\$ (3)	\$ (15)
Total change at \$400,000	\$ 25	\$ 5	\$ 8	\$ (12)	\$ 8	\$ 48	\$ (16)	\$ 12	\$ (12)	\$ (4)	\$ (20)



**2017 BUDGET
SUMMARY OF PARTICIPATION BY MEMBER**

	2016 Final	2017 Proposed	Change from 2016	Changed Service Levels	Other Jurisdictions	Existing Service Levels
City of Nanaimo	17,138,676	18,149,749	1,011,073 5.9%	838,858 4.9%	0 0.0%	172,215 1.0%
General Services Tax cost per \$100,000	\$97.80	\$103.90				
Regional Parcel Taxes	\$14.00	\$14.00				
Regional Parks	\$7.00	\$8.00				
Drinking Water/Watershed Protection	\$118.80	\$125.90				
	\$3.80	\$7.10				
District of Lantzville	806,894	816,829	9,935 1.2%	15,344 1.9%	5,475 0.7%	(10,884) -1.3%
General Services Tax cost per \$100,000	\$98.00	\$99.10				
Regional Parcel Taxes	\$14.00	\$14.00				
Regional Parks	\$7.00	\$8.00				
Drinking Water/Watershed Protection	\$119.00	\$121.10				
	(\$0.30)	\$2.10				
City of Parksville	5,067,843	5,115,884	48,041 0.9%	136,926 2.7%	9,668 0.2%	(98,553) -1.9%
General Services Tax cost per \$100,000	\$179.70	\$181.60				
Regional Parcel Taxes	\$14.00	\$14.00				
Regional Parks	\$8.00	\$8.00				
Drinking Water/Watershed Protection	\$5.07	\$5.05				
District 69 Community Justice	\$206.77	\$208.65				
	\$1.28	\$1.88				
Town of Qualicum Beach	3,477,706	3,401,937	(75,769) -2.2%	82,182 2.4%	7,912 0.2%	(165,863) -4.8%
General Services Tax cost per \$100,000	\$153.90	\$150.50				
Regional Parcel Taxes	\$14.00	\$14.00				
Regional Parks	\$8.00	\$8.00				
Drinking Water/Watershed Protection	\$5.07	\$5.05				
District 69 Community Justice	\$180.97	\$177.55				
	(\$2.32)	(\$3.42)				



**2017 BUDGET
SUMMARY OF PARTICIPATION BY MEMBER**

	2016 Final	2017 Proposed	Change from 2016	Changed Service Levels	Other Jurisdictions	Existing Service Levels
Electoral Area A	1,916,639	1,946,757	30,118 1.6%	11,541 0.6%	15,490 0.8%	3,087 0.2%
General Services Tax cost per \$100,000	\$155.80	\$158.40				
Regional Parcel Taxes	\$14.00	\$14.00				
Regional Parks	\$8.00	\$8.00				
Drinking Water/Watershed Protection	\$177.80	\$180.40				
	\$1.90	\$2.60				
Electoral Area B	1,192,701	1,326,154	133,453 11.2%	121,302 10.2%	10,071 0.8%	2,080 0.2%
General Services Tax cost per \$100,000	\$99.20	\$111.10				
Regional Parcel Taxes	\$14.00	\$14.00				
Regional Parks	\$8.00	\$8.00				
Drinking Water/Watershed Protection	\$121.20	\$133.10				
	\$9.60	\$11.90				
Electoral Area C	1,139,375	1,166,428	27,053 2.4%	9,614 0.8%	16,449 1.4%	990 0.1%
General Services Tax cost per \$100,000	\$141.90	\$137.80				
Regional Parcel Taxes	\$14.00	\$14.00				
Regional Parks	\$8.00	\$8.00				
Drinking Water/Watershed Protection	\$163.90	\$159.80				
	\$1.80	(\$4.10)				
Electoral Area E	2,138,590	2,189,326	50,736 2.4%	28,535 1.3%	19,802 0.9%	2,399 0.1%
General Services Tax cost per \$100,000	\$108.10	\$111.40				
Regional Parcel Taxes	\$14.00	\$14.00				
Regional Parks	\$8.00	\$8.00				
Drinking Water/Watershed Protection	\$2.07	\$2.06				
Economic Development Northern Community District 69 Community Justice	\$5.07	\$5.05				
	\$137.24	\$140.51				
	(\$0.93)	\$3.27				



**2017 BUDGET
SUMMARY OF PARTICIPATION BY MEMBER**

	2016 Final	2017 Proposed	Change from 2016	Changed Service Levels	Other Jurisdictions	Existing Service Levels
Electoral Area F	2,010,003	1,979,524	(30,479)	8,535	19,797	(58,811)
General Services Tax cost per \$100,000	\$149.70	\$146.70	-1.5%	0.4%	1.0%	-2.9%
Regional Parcel Taxes						
Regional Parks	\$14.00	\$14.00				
Drinking Water/Watershed Protection	\$8.00	\$8.00				
Economic Development Northern Community	\$2.07	\$2.06				
District 69 Community Justice	\$5.07	\$5.05				
	\$178.84	\$175.81				
	\$2.27	(\$3.03)				
Electoral Area G	2,570,727	2,552,416	(18,311)	58,380	21,797	(98,488)
General Services Tax cost per \$100,000	\$148.00	\$146.80	-0.7%	2.3%	0.8%	-3.8%
Regional Parcel Taxes						
Regional Parks	\$14.00	\$14.00				
Drinking Water/Watershed Protection	\$8.00	\$8.00				
Economic Development Northern Community	\$2.07	\$2.06				
District 69 Community Justice	\$5.07	\$5.05				
	\$177.14	\$175.91				
	(\$2.43)	(\$1.23)				
Electoral Area H	1,504,346	1,465,030	(39,316)	13,033	12,671	(65,020)
General Services Tax cost per \$100,000	\$141.50	\$136.80	-2.6%	0.9%	0.8%	-4.3%
Regional Parcel Taxes						
Regional Parks	\$14.00	\$14.00				
Drinking Water/Watershed Protection	\$8.00	\$8.00				
Economic Development Northern Community	\$2.07	\$2.06				
District 69 Community Justice	\$5.07	\$5.05				
	\$170.64	\$165.91				
	(\$3.13)	(\$4.73)				
General Services Tax Revenues	38,963,500	40,110,034				
	5.4%	2.9%				
Local Services Tax Revenues	8,525,631	9,124,493				
Tax Revenues/Municipal Participation Agreements	47,489,131	49,234,527				
	5.5%	3.7%				



**2017 BUDGET
SUMMARY OF NEW/CHANGED SERVICES LEVELS**

	Legislative (Regional services Review, 50th Anniversary & website upgrades)	Grants in Aid (Coastal Invasive Species Grant)	Hazardous Properties	Unightly Premises	Community Parks	Gabriola Island Recreation	Drinking Water/ Watershed Protection	Northern Community Wastewater Services	Southern Community Wastewater Services	Gabriola Transit contribution	Descanso Bay Wharf	Emergency Planning	Transportation Services	Total Change
City of Nanaimo	80,117	5,341					35,868	717,532						838,858
District of Lantzville	3,776	252	2,029	332			1,487	7,468						15,344
City of Parksville	12,718	848					800	92,720					29,840	136,926
Town of Qualicum Beach	10,182	679					80	60,306					10,935	82,182
Electoral Area A	5,660	377	3,041	498								1,965		11,541
Electoral Area B	5,378	359	2,890	473	63,000	8,000					1,000	1,867		121,302
Electoral Area C	4,715	314	2,533	415								1,637		9,614
Electoral Area E	8,854	590	4,757	778				1,881*				3,074	8,601	28,535
Electoral Area F	6,037	402										2,096		8,535
Electoral Area G	7,797	520	4,189	685			80	35,093*				2,707	7,309	58,380
Electoral Area H	4,766	318	2,561	419								1,654	3,315	13,033
	150,000	10,000	22,000	3,600	63,000	8,000	38,315	190,000	725,000	38,335	1,000	15,000	60,000	1,324,250

* Amounts for Electoral Areas will impact specific sewer service areas only - Barclay Crescent, French Creek, Surfside and Pacific Shores



**2017 BUDGET
CHANGES FOR OTHER JURISDICTIONS**

	District 68 E 911 (Central Vancouver Island Partnership)	District 69 E911 (North Island 911 Corporation)	Southern Community Recreation Facilities/Sportsfield Agreement	Northern Community Sportsfield Agreement	Vancouver Island Regional Library	Total Change
District of Lantzville	893		4,582			5,475
City Of Parksville	9,668	7,912				9,668
Town of Qualicum Beach						7,912
Electoral Area A	1,309		2,662		11,519	15,490
Electoral Area B	1,249		470		8,352	10,071
Electoral Area C	2,608		2,782		11,059	16,449
Electoral Area E		6,483		1,250	12,069	19,802
Electoral Area F		5,033		1,671	13,093	19,797
Electoral Area G		6,098		2,081	13,618	21,797
Electoral Area H	4,079			491	8,101	12,671
	6,059	39,273	10,496	5,493	77,811	139,132



**2017 BUDGET
SUMMARY OF CHANGES IN EXISTING SERVICES**

	Electoral Area Planning	Regional Growth Strategy	Wastewater Treatment (Southern)	Wastewater Treatment (Northern)	Wastewater Treatment	Oceanside Place	Ravensong Aquatic Centre	Regional Parks Operations	Community Parks	Northern Community Recreation	Southern & Northern Community Transit	Other Cumulative Changes	Total
City Of Nanaimo		11,973	193,416					18,999			273,457	(325,630)	172,215
District of Lantzville		544	(2,307)					816			3,333	(13,270)	(10,884)
City Of Parksville		1,796		52,270	33,241	(157,311)	2,716	7,923			11,884	(51,072)	(98,553)
Town of Qualicum Beach		1,391		(15,203)	1,506	(122,844)	1,970	6,658			3,319	(42,660)	(165,863)
Electoral Area A	8,677	945					1,631	2,490			(2,492)	(8,164)	3,087
Electoral Area B		339					917	8,172				(7,348)	2,080
Electoral Area C	15,004	864					728	6,916			(17,324)	(5,198)	990
Electoral Area E	12,080	1,034		(1,881)	(1,812)		1,332	16,080		5,061	3,349	(32,844)	2,399
Electoral Area F	10,556	1,037		0	5,804	(70,109)	1,682	7,440		4,574		(19,795)	(58,811)
Electoral Area G	12,286	1,108		(35,093)	24,259	(94,668)	1,623	11,884		5,167	1,754	(26,808)	(98,488)
Electoral Area H	8,684	661		0	(6,642)	(58,744)	813	1,847		3,803	708	(16,150)	(65,020)
	67,287	21,692	191,109	93	56,356	(503,676)	33,227	54,829	33,186	277,988	(548,939)		(316,848)

REGIONAL DISTRICT OF NANAIMO
SUMMARY OF RESERVE FUND BALANCES
As at September 2016



	2014	2015	2016
Public Safety & Fire Protection			
Coombs- Hilliers Buildings & Equipment	615,728	442,108	546,750
Dashwood Vehicle & Equipment	214,706	273,834	313,921
Buildings	161,081	140,331	144,194
Errington Vehicle & Equipment	493,324	599,929	652,148
Buildings	10,170	44,812	95,572
Extension Vehicle & Equipment	326,198	402,235	494,617
Nanoose Bay Vehicle & Equipment	633,627	380,723	221,666
Buildings	4,525	4,551	4,597
Bow Horn Bay Vehicle & Equipment	123,734	140,351	174,435
Buildings	141,213	165,741	187,827
Nanaimo River Buildings & Equipment	101,902	119,753	137,916
Cassidy Waterloo Buildings & Equipment	61,923	134,535	202,237
District 68 E-911	136,944	134,005	136,218
Liquid Waste Management			
Southern Community Wastewater	20,223,773	21,722,403	21,538,602
Northern Community Wastewater	6,198,367	8,278,509	9,582,793
Fairwinds Wastewater Treatment	502,139	650,420	771,233
Duke Point Wastewater	165,765	173,483	201,363
Water/Sewer Utilities			
Nanoose Bay Peninsula Water	568,365	587,682	643,758
Madrona Water	205,658	209,027	212,480
Nanoose Bay Water	214,386	217,898	221,498
Arbutus Park Estates Water	-	-	-
West Bay Estates Water	41,545	42,216	36,886
French Creek Water	151,597	154,080	169,631
Surfside Water	13,044	14,241	9,238
Decourcey Water	10,267	12,932	16,126
Englishman River Water	224,100	242,777	261,797
Melrose Water	1,000	6,000	11,061
San Pareil Water	10,009	10,171	15,514
Whiskey Creek Water	11,163	7,626	32,741
French Creek Bulk Water	797,359	810,483	839,242
Nanoose Bay Bulk Water	663,491	989,906	1,507,835
French Creek Sewer	499,662	474,583	454,597
Surfside Sewer	-	1,000	3,000
Pacific Shores Sewer	32,654	43,184	48,892
Cedar Sewer Collection	13,725	15,933	41,207
Fairwinds Sewer	145,748	137,185	144,454
Cedar Estates Stormwater	11,186	13,356	17,567
Englishman River Stormwater	15,432	19,676	22,999
Englishman River Streetlighting	6,563	7,651	8,251
Fairwinds Streetlighting	22,058	24,907	39,305
Morningstar Streetlighting	16,985	17,249	13,024
Rural EA E & G Streetlighting	10,043	11,205	14,851
Drinking Water/Watershed Protection	-	10,000	20,146
Development Cost Charges			
French Creek Bulk Water DCC's	742,337	754,498	766,962
Nanoose Bay Bulk Water DCC's	146,527	64,311	132
Northern Community Wastewater DCC's	5,382,184	2,156,588	7,166,088
Nanoose (Fairwinds) Wastewater DCC's	255,569	259,756	288,698
Duke Point Wastewater (DCC's)	312,471	331,088	375,212
Southern Community Sewer DCC's	3,990,336	3,811,294	2,764,071
Barclay Crescent Sewer DCC's	2,118	3,191	5,348

REGIONAL DISTRICT OF NANAIMO
SUMMARY OF RESERVE FUND BALANCES
As at September 2016



	2014	2015	2016
Recreation & Parks			
Ravensong Aquatic Centre	146,260	251,697	786,370
Regional Parks Acquisition	1,286,232	1,757,658	2,443,851
Regional Parks Development	47,932	48,718	59,519
D69 Arena/Multiplex	88,269	89,864	128,832
Northern Community Recreation	151,188	149,338	151,804
Electoral Area A Recreation and Culture	275,277	363,040	434,078
Electoral Area B Recreation	55,595	64,995	48,614
Extension Recreation Commission	35,748	35,715	35,579
Muni Park E&N Trail	-	300,000	454,938
Community Parks (Cash in lieu)			
Electoral Area A	352,531	358,305	364,225
Electoral Area C Extension	23,899	24,277	24,673
Electoral Area C E.Wellington	13,436	13,639	13,853
Electoral Area E	81,638	82,975	84,346
Electoral Area F	154,460	156,991	159,584
Electoral Area G	813,990	827,305	840,972
Electoral Area H	217,983	221,554	225,214
Community Parks(Operating Fund)			
Electoral Area A	312,820	318,858	346,523
Electoral Area B	93,131	88,254	99,715
Electoral Area C Extension	35,251	47,634	53,415
Electoral Area C E.Wellington	80,783	82,107	73,509
Electoral Area E	176,229	179,558	152,497
Electoral Area F	18,466	13,138	53,654
Electoral Area G	133,287	175,474	183,336
Electoral Area H	54,918	57,819	70,781
Other Services			
Administration Building	33,151	133,732	236,002
Administration Computers	1,738,316	1,789,077	1,885,590
Local Government Elections	52,227	53,083	53,959
Solid Waste Management	4,154,337	4,816,190	3,013,972
Solid Waste Collection & Recycling	-	160,052	332,804
Transit	2,027,020	2,862,972	3,660,711
Descanso Bay Emergency Wharf	38,422	14,853	12,609
Regional Growth Management	51,296	72,114	123,334
Community Planning Legal	85,086	100,500	102,177
Emergency Planning	73,747	55,332	69,255
CARIP Program	265,043	324,829	297,582
Carbon Neutral	51,705	52,553	53,421
Building Inspection	310,371	325,460	357,525
Unightly Premises	9,740	10,379	8,484
Planning Bylaw Update	-	71,000	147,190
Green's Landing Wharf	-	-	200,354
Animal Control			
Animal Control A,B,C, Lantzville	10,985	11,152	11,308
Animal Control E,G,H	12,904	15,099	17,337
Animal Control F	10,037	15,699	17,956
Noise Control			
Electoral Area A	6,944	3,498	3,498
Electoral Area B	1,000	2,000	3,000
Electoral Area C Extension	18,751	19,048	19,359
Electoral Area C E.Wellington	4,734	4,771	4,820
Electoral Area E	7,656	8,271	8,878
Electoral Area G	5,935	6,506	7,571
	<u>\$58,251,432</u>	<u>\$61,906,498</u>	<u>\$69,517,277</u>

**REGIONAL DISTRICT OF NANAIMO
2017 BUDGET
HISTORY OF MEMBER PARTICIPATION**

	City of Nanaimo	City of Nanaimo	City of Nanaimo	Changed Service Level
	Final 2015	Final 2016	Proposed 2017	
Administration	495,289	590,200	699,769	80,117
Grants In Aid	247,648	40,211	-394,708	5,341
Regional Growth Strategy	241,557	244,034	256,007	
Southern Community Transit	7,893,054	8,300,593	8,574,050	
Solid Waste Management	255,804	319,935	399,569	
Regional Parks - Operations	690,862	759,947	778,946	
Regional Parks - Acquisitions	436,384	474,152	477,652	
Wastewater Southern Community	5,435,581	6,040,214	6,951,162	717,532
Liquid Waste Management Planning	90,415	93,180	94,960	
Drinking Water/Watershed Protection	201,408	237,076	272,944	35,868
D68 Search & Rescue	33,726	39,134	39,398	
Regional District General Services Requisition	\$16,021,728	\$17,138,676	\$18,149,749	\$838,858

LOCAL SERVICE AREAS			
Duke Point Wastewater	218,056	226,779	231,315

**REGIONAL DISTRICT OF NANAIMO
2017 BUDGET
HISTORY OF TAX RATES**

	City of Nanaimo Final 2015	City of Nanaimo Final 2016	City of Nanaimo Proposed 2017	Changed Service Level
Regional District General Services Rate	0.960	0.978	1.039	0.047
General Services Cost per \$100,000	\$96.00	\$97.80	\$103.90	\$4.70
Regional Parcel Taxes	\$19.00	\$21.00	\$22.00	1.00
Current Year Cost at \$100,000	\$115.00	\$118.80	\$125.90	\$5.70
Dollar Change Year over Year	\$5.80	\$3.80	\$7.10	

Cost per \$100,000	\$115	\$119	\$126	\$7
Cost per \$200,000	\$211	\$217	\$230	\$13
Cost per \$300,000	\$307	\$314	\$334	\$20
Cost per \$400,000	\$403	\$412	\$438	\$26

Variance information for RDN General Service rate for cost per \$100,000

Wastewater Southern Community	\$5.40 increase	New debt servicing and capital program for secondary treatment
Grants in Aid	\$2.50 decrease	Reversal of ICF requisition
Southern Community Transit	\$1.70 increase	Usage adjustments & reduction in carry forward surplus
Solid Waste Management	\$0.40 increase	3rd year of 2015 plan to offset tipping fee revenue decline & develop reserves
Administration	\$0.70 increase	Regional Services Review, 50th Anniversary & website upgrades

**REGIONAL DISTRICT OF NANAIMO
2017 BUDGET
HISTORY OF MEMBER PARTICIPATION**

	District of Lantzville	District of Lantzville	District of Lantzville	Changed Service Level
	Final 2015	Final 2016	Proposed 2017	
Administration	22,759	27,790	32,985	3,776
Grants In Aid	11,380	1,893	-18,605	252
Building Inspection	18,446	19,136	19,600	
Regional Growth Strategy	10,729	10,972	11,516	
House Numbering	1,684	1,736	1,728	
Hazardous Properties	681	1,344	3,406	2,029
Unsightly Premises	654	726	1,057	332
Southern Community Transit	111,404	109,378	112,711	
Solid Waste Management	11,360	14,383	17,972	
Animal Control Area A,B,C, Lantzville	12,452	13,174	13,311	
Regional Parks - Operations	29,684	32,652	33,468	
Regional Parks - Acquisitions	19,318	20,818	20,818	
Southern Community Recreation	389,067	412,481	417,063	4,582
Wastewater Southern Community	66,576	67,181	72,342	7,468
Liquid Waste Management Planning	4,015	4,189	4,271	
Drinking Water/Watershed Protection	8,916	10,409	11,896	1,487
D68 Search & Rescue	1,449	1,681	1,693	
D68 Emergency 911	24,542	29,532	30,425	893
Emergency Planning	22,449	24,203	25,792	
Noise Control	3,176	3,216	3,380	
Regional District General Services Requisition	\$770,741	\$806,894	\$816,829	\$20,819

**REGIONAL DISTRICT OF NANAIMO
2017 BUDGET
HISTORY OF TAX RATES**

	District of Lantzville Final 2015	District of Lantzville Final 2016	District of Lantzville Proposed 2017	Changed Service Level
Regional District General Services Rate	1.003	0.980	0.991	0.024
General Services Cost per \$100,000	\$100.30	\$98.00	\$99.10	\$2.40
Regional Parcel Taxes	\$19.00	\$21.00	\$22.00	1.00
Current Year Cost at \$100,000	\$119.30	\$119.00	\$121.10	\$3.40
Dollar Change Year over Year	\$6.60	(\$0.30)	\$2.10	

Cost per \$100,000	\$119	\$119	\$121	\$2
Cost per \$200,000	\$220	\$217	\$220	\$3
Cost per \$300,000	\$320	\$315	\$319	\$4
Cost per \$400,000	\$420	\$413	\$418	\$5

Variance information for RDN General Service rate for cost per \$100,000

Wastewater Southern Community	\$0.70 increase	New debt servicing and capital program for secondary treatment
Grants in Aid	\$2.50 decrease	Reversal of ICF requisition
Hazardous Properties, Noise Control & Animal Control	\$0.30 increase	Cassidy property cleanup cost recovery + reserve development
Southern Community Transit	\$0.40 increase	Usage adjustments & reduction in carry forward surplus
Solid Waste Management	\$0.40 increase	3rd year of 2015 plan to offset tipping fee revenue decline & develop reserves
Southern Community Recreation	\$0.60 increase	Based on City of Nanaimo budgets pending final results
Administration	\$0.70 increase	Regional Services Review, 50th Anniversary & website upgrades
Emergency Planning	\$0.20 increase	Table top exercise, temp position, CECA Coms Trailer

**REGIONAL DISTRICT OF NANAIMO
2017 BUDGET
HISTORY OF MEMBER PARTICIPATION**

	City of Parksville Final 2015	City of Parksville Proposed 2016	City of Parksville Proposed 2017	Changed Service Level
Administration	78,529	93,720	111,085	12,718
Grants In Aid	42,943	7,650	-61,395	848
D69 Community Justice	30,810	33,758	34,096	
Regional Growth Strategy	36,350	36,752	38,548	
Northern Community Economic Development	13,794	13,802	13,940	
Northern Community Transit	463,579	502,214	543,939	29,840
Solid Waste Management	38,490	48,179	60,157	
Regional Parks - Operations	98,729	108,601	111,317	
Regional Parks - Acquisitions	86,086	93,212	94,612	
Northern Community Recreation	271,951	280,175	288,098	
Oceanside Place	497,044	527,383	560,624	
Ravensong Aquatic Centre	763,996	751,184	593,873	
Liquid Waste Management Planning	13,604	14,032	14,297	
Wastewater Northern Community	2,193,300	2,348,064	2,493,054	92,720
Drinking Water/Watershed Protection	52,976	53,264	54,064	800
D69 Land Search & Rescue		2,679	2,732	
D69 Emergency 911	148,639	153,174	162,843	9,669
Regional District General Services Requisition	\$4,830,820	\$5,067,843	\$5,115,884	\$146,595

**REGIONAL DISTRICT OF NANAIMO
2017 BUDGET
HISTORY OF TAX RATES**

	City of Parksville Final 2015	City of Parksville Final 2016	City of Parksville Proposed 2017	Changed Service Level
Regional District General Services Rate	1.798	1.797	1.816	0.054
General Services Cost per \$100,000	\$179.80	\$179.70	\$181.60	\$5.40
Regional Parcel Taxes	\$25.69	\$27.07	\$27.05	(0.02)
Current Year Cost at \$100,000	\$205.49	\$206.77	\$208.65	\$5.38
Dollar Change Year over Year	\$7.79	\$1.28	\$1.88	
Cost per \$100,000	\$205	\$207	\$209	\$2
Cost per \$200,000	\$385	\$386	\$390	\$4
Cost per \$300,000	\$565	\$566	\$572	\$6
Cost per \$400,000	\$745	\$746	\$753	\$7

Variance information for RDN General Service rate for cost per \$100,000		
Grants in Aid	\$2.60 decrease	Reversal of ICF requisition
Northern Community Transit	\$1.50 increase	2017 expansion
Solid Waste Management	\$0.40 increase	3rd year of 2015 plan to offset tipping fee revenue decline & develop reserves
Oceanside Place	\$1.30 increase	Implementation of usage share @ 10% per year
Ravensong Aquatic Centre	\$5.70 decrease	Completion of 20 yr debt servicing + implementation of usage share @ 10% annually
Northern Community Recreation	\$0.30 increase	Reduced carry forward surplus
Wastewater Northern Community	\$5.50 increase	Capital projects & reserve fund transfers for 2019 expansion
Administration	\$0.70 increase	Regional Services Review, 50th Anniversary & website upgrades

**REGIONAL DISTRICT OF NANAIMO
2017 BUDGET
HISTORY OF MEMBER PARTICIPATION**

	Town of Qualicum Beach Final 2015	Town of Qualicum Beach Final 2016	Town of Qualicum Beach Proposed 2017	Changed Service Level
Administration	62,283	74,928	88,936	10,182
Grants In Aid	34,369	6,116	-49,153	679
D69 Community Justice	22,343	24,551	24,480	
Regional Growth Strategy	27,624	28,049	29,440	
Northern Community Economic Development	10,003	10,037	10,008	
Northern Community Transit	185,939	185,077	199,331	10,935
Solid Waste Management	29,246	36,766	45,939	
Regional Parks - Operations	71,609	78,769	80,739	
Regional Parks - Acquisitions	62,426	67,788	67,928	
Northern Community Recreation	215,693	223,996	230,654	
Oceanside Place	350,307	353,600	355,106	
Ravensong Aquatic Centre	643,490	637,777	514,933	
Liquid Waste Management Planning	10,337	10,708	10,918	
Wastewater Northern Community	1,485,491	1,576,404	1,621,507	60,306
Drinking Water/Watershed Protection	38,416	38,736	38,816	80
D69 Land Search & Rescue		1,943	1,982	
D69 Emergency 911	117,890	122,461	130,373	7,912
Regional District General Services Requisition	\$3,367,466	\$3,477,706	\$3,401,937	\$90,094

**REGIONAL DISTRICT OF NANAIMO
2017 BUDGET
HISTORY OF TAX RATES**

	Town Of Qualicum Beach Final 2015	Town Of Qualicum Beach Final 2016	Town Of Qualicum Beach Proposed 2017	Changed Service Level
Regional District General Services Rate	1.576	1.539	1.505	0.042
General Services Cost per \$100,000	\$157.60	\$153.90	\$150.50	\$4.20
Regional Parcel Taxes	\$25.69	\$27.07	\$27.05	(0.02)
Current Year Cost at \$100,000	\$183.29	\$180.97	\$177.55	\$4.18
Dollar Change Year over Year	\$2.79	(\$2.32)	(\$3.42)	
Cost per \$100,000	\$183	\$181	\$178	(\$3)
Cost per \$200,000	\$341	\$335	\$328	(\$7)
Cost per \$300,000	\$498	\$489	\$479	(\$10)
Cost per \$400,000	\$656	\$643	\$629	(\$14)

Variance information for RDN General Service rate for cost per \$100,000	
Grants in Aid	\$2.60 decrease Reversal of ICF requisition
Northern Community Transit	\$0.70 increase 2017 expansion
Wastewater Northern Community	\$2.10 increase Capital projects & reserve fund transfers for 2019 expansion
Ravensong Aquatic Centre	\$5.60 decrease Completion of 20 yr debt servicing + implementation of usage share @ 10% annually
Northern Community Recreation	\$0.30 increase Reduced carry forward surplus
Solid Waste Management	\$0.40 increase 3rd year of 2015 plan to offset tipping fee revenue decline & develop reserves
D69 Emergency 911	\$0.40 increase Impact of FireCom agreements
Administration	\$0.70 increase Regional Services Review, 50th Anniversary & website upgrades

**REGIONAL DISTRICT OF NANAIMO
2017 BUDGET
HISTORY OF MEMBER PARTICIPATION**

	Elect Area A Final 2015	Elect Area A Final 2016	Elect Area A Proposed 2017	Changed Service Level
Administration	35,848	41,675	49,434	5,660
Grants In Aid	17,924	2,840	-27,883	377
Electoral Areas Administration	56,277	56,485	58,683	
Southern Community Restorative Justice	5,335	6,227	6,159	
Electoral Area Community Planning	222,699	227,128	235,805	
Regional Growth Strategy	19,295	19,149	20,094	
House Numbering	2,652	2,603	2,590	
Southern Community Economic Development	59,891	64,389	68,265	
Hazardous Properties	1,073	2,016	5,104	3,041
Unightly Premises	1,030	1,089	1,584	498
Southern Community Transit	119,866	129,350	126,858	
Solid Waste Management	20,438	25,110	31,368	
Animal Control Area A,B,C, Lantzville	19,613	19,756	19,948	
Regional Parks - Operations	60,052	65,241	66,872	
Regional Parks - Acquisitions	37,661	40,642	40,642	
Community Parks	163,783	186,000	188,490	
Southern Community Recreation	401,783	388,045	390,707	2,662
Electoral Area A Recreation	182,690	188,171	193,816	
Port Theatre/Cultural Centre Contribution	14,897	15,120	15,347	
Liquid Waste Management Planning	7,224	7,313	7,455	
Drinking Water/Watershed Protection	23,176	23,224	23,224	
D68 Search & Rescue	2,932	3,360	3,382	
D68 Emergency 911	38,657	44,289	45,598	1,309
Emergency Planning	34,739	35,877	38,887	1,965
Noise Control	6,610	7,271	8,541	
Regional District General Services Requisition	\$1,556,145	\$1,602,370	\$1,620,970	\$15,512
Vancouver Island Regional Library	311,610	314,269	325,787	11,518
Total Requisition	\$1,867,755	\$1,916,639	\$1,946,757	\$27,030

LOCAL SERVICE AREAS			
Cassidy Waterloo Fire	176,265	158,758	166,759
Cedar Estates Stormwater	4,725	4,725	4,725

**REGIONAL DISTRICT OF NANAIMO
2017 BUDGET
HISTORY OF TAX RATES**

	Elect Area A Final 2015	Elect Area A Final 2016	Elect Area A Proposed 2017	Changed Service Level
Regional District General Services Rate	1.286	1.298	1.314	0.013
Vancouver Island Regional Library	0.263	0.260	0.270	0.010
General Services Tax Rate	1.549	1.558	1.584	0.023
General Services Cost per \$100,000	\$154.90	\$155.80	\$158.40	\$2.30
Regional Parcel Taxes	\$21.00	\$22.00	\$22.00	0.00
Current Year Cost at \$100,000	\$175.90	\$177.80	\$180.40	\$2.30
Dollar Change Year over Year	\$9.60	\$1.90	\$2.60	

Local Service Area Rates				
Cassidy Waterloo Fire (tax rate)	0.899	1.053	1.104	
Cassidy Waterloo fire (parcel tax)	\$63	\$0	\$0	

Cost per \$100,000	\$176	\$178	\$180	\$2
Cost per \$200,000	\$331	\$334	\$339	\$5
Cost per \$300,000	\$486	\$489	\$497	\$8
Cost per \$400,000	\$641	\$645	\$656	\$11

Variance information for RDN General Service rate for cost per \$100,000

Grants in Aid	\$2.50 decrease	Reversal of ICF requisition
Hazardous Properties, Noise Control & Animal Control	\$0.40 increase	Cassidy property cleanup cost recovery + increased operating costs + reserve fund
Southern Community Economic Development	\$0.40 increase	Annual contribution adjustment
Southern Community Transit	\$0.20 decrease	Usage adjustments
Solid Waste Management	\$0.50 increase	3rd year of 2015 plan to offset tipping fee revenue decline & develop reserves
Community Parks	\$0.20 increase	Operating costs + reserve development
Area A Recreation & Culture	\$0.40 increase	Recreation facility planning & reserve fund
Southern Community Recreation	\$0.20 increase	Based on City of Nanaimo budgets pending final results
Administration	\$0.70 increase	Regional Services Review, 50th Anniversary & website upgrades
EA Community Planning	\$0.70 increase	Bylaw 500 Review + Subdivision Servicing Review
Emergency Planning	\$0.20 increase	Table top exercise, temp position, CECA Coms Trailer

**REGIONAL DISTRICT OF NANAIMO
2017 BUDGET
HISTORY OF MEMBER PARTICIPATION**

	Elect Area B Final 2015	Elect Area B Final 2016	Elect Area B Proposed 2017	Changed Service Level
Administration	34,427	39,597	46,974	5,378
Grants In Aid	17,214	2,697	-26,496	359
Electoral Areas Administration	54,046	53,668	55,764	
Southern Community Restorative Justice	4,384	5,185	5,121	
Regional Growth Strategy	6,954	6,887	7,226	
House Numbering	2,547	2,474	2,461	
Southern Community Economic Development	57,516	61,178	64,869	
Hazardous Properties	1,031	1,916	4,850	2,890
Unsightly Premises	989	1,035	1,505	473
Gabriola Emergency Wharf	5,798	5,914	6,961	1,000
Gabriola Transit Contribution		97,665	136,000	38,335
Gabriola Taxi Saver		11,940	15,000	
Solid Waste Management	14,971	18,353	22,925	
Animal Control Area A,B,C, Lantzville	18,836	18,771	18,956	
Regional Parks - Operations	33,344	36,678	37,595	
Regional Parks - Acquisitions	49,075	52,822	52,822	
Community Parks	184,222	188,828	260,000	63,000
Southern Community Recreation	105,006	94,091	94,561	470
Gabriola Island Recreation	101,839	111,876	124,351	8,000
Port Theatre/Cultural Centre Contribution	26,912	27,136	27,363	
Liquid Waste Management Planning	5,292	5,345	5,448	
Drinking Water/Watershed Protection	30,200	30,184	30,184	
D68 Search & Rescue	1,628	1,889	1,902	
D68 Emergency 911	37,124	42,080	43,329	1,249
Emergency Planning	33,362	34,088	36,952	1,867
Noise Control	8,575	8,575	9,350	
Feasibility Studies	22,500	0	0	
Regional District General Services Requisition	\$857,792	\$960,872	\$1,085,973	\$123,021
Vancouver Island Regional Library	225,317	231,829	240,181	8,352
Total Requisition	\$1,083,109	\$1,192,701	\$1,326,154	\$131,373

**REGIONAL DISTRICT OF NANAIMO
2017 BUDGET
HISTORY OF TAX RATES**

	Elect Area B Final 2015	Elect Area B Final 2016	Elect Area B Proposed 2017	Changed Service Level
Regional District General Services Rate	0.708	0.790	0.902	0.108
Vancouver Island Regional Library	0.198	0.202	0.209	0.007
General Services Tax Rate	0.906	0.992	1.111	0.115
General Services Cost per \$100,000	\$90.60	\$99.20	\$111.10	\$11.50
Regional Parcel Taxes	\$21.00	\$22.00	\$22.00	0.00
Current Year Cost at \$100,000	\$111.60	\$121.20	\$133.10	\$11.50
Dollar Change Year over Year	\$7.20	\$9.60	\$11.90	

Cost per \$100,000	\$112	\$121	\$133	\$12
Cost per \$200,000	\$202	\$220	\$244	\$24
Cost per \$300,000	\$293	\$320	\$355	\$35
Cost per \$400,000	\$383	\$419	\$466	\$47

Variance information for RDN General Service rate for cost per \$100,000

Grants in Aid	\$2.50 decrease	Reversal of ICF requisition
Hazardous Properties, Noise Control & Animal Control	\$0.40 increase	Cassidy property cleanup cost recovery + increased operating costs + reserve fund development
Southern Community Economic Development	\$0.40 increase	Annual contribution adjustment
Gabriola Transit Contribution	\$3.30 increase	2nd year of program, full annual cost
Gabriola Taxi Saver	\$0.30 increase	2nd year of program, full annual cost
Solid Waste Management	\$0.40 increase	3rd year of 2015 plan to offset tipping fee revenue decline & develop reserves
Community Parks	\$6.30 increase	Mudge Island Park purchase
Gabriola Island Recreation	\$1.20 increase	Additional funding to Gabriola Recreation Society
Emergency Planning	\$0.20 increase	Table top exercise, temp position, CECA Coms Trailer
Descanso Bay Emergency Wharf	\$0.10 increase	Addition of Green's Landing wharf
Administration	\$0.70 increase	Regional Services Review, 50th Anniversary & website upgrades

**REGIONAL DISTRICT OF NANAIMO
2017 BUDGET
HISTORY OF MEMBER PARTICIPATION**

	Elect Area C Final 2015	Elect Area C Final 2016	Elect Area C Proposed 2017	Changed Service Level
Administration	27,889	33,290	41,180	4,715
Grants In Aid	13,945	2,268	-23,227	314
Electoral Areas Administration	43,782	45,120	48,885	
Southern Community Restorative Justice	3,781	4,588	4,720	
Electoral Area Community Planning	173,252	181,428	196,432	
Regional Growth Strategy	11,226	11,489	12,353	
House Numbering	2,063	2,080	2,157	
Southern Community Economic Development	46,593	51,433	56,866	
Hazardous Properties	835	1,611	4,252	2,533
Unightly Premises	801	870	1,320	415
Southern Community Transit	33,566	26,464	9,140	
Solid Waste Management	11,883	15,056	19,271	
Animal Control Area A,B,C, Lantzville	15,258	15,781	16,617	
Regional Parks - Operations	25,727	29,116	29,844	
Regional Parks - Acquisitions	18,434	19,922	19,922	
Community Parks - Extension + Wellington combined	142,256	151,570	158,486	
Southern Community Recreation	211,679	263,345	266,127	2,782
Port Theatre/Cultural Centre Contribution	18,631	18,910	19,074	
Liquid Waste Management Planning	4,200	4,385	4,580	
Drinking Water/Watershed Protection	11,344	11,384	11,384	
D68 Search & Rescue	1,256	1,499	1,509	
D68 Emergency 911	30,074	35,377	37,985	2,608
Emergency Planning	27,026	28,658	32,394	1,637
Noise Control	3,892	3,852	4,219	
Regional District General Services Requisition	\$879,393	\$959,496	\$975,490	\$15,004
Vancouver Island Regional Library	178,622	179,879	190,938	11,059
Total Requisition	\$1,058,015	\$1,139,375	\$1,166,428	\$26,063

LOCAL SERVICE AREAS			
Cassidy Waterloo Fire	176,265	158,758	166,759
Wellington Fire/Streetlighting	64,260	75,644	80,547
Extension Fire	149,027	157,736	186,808
Nanaimo River Fire	17,786	17,792	17,792

**REGIONAL DISTRICT OF NANAIMO
2017 BUDGET
HISTORY OF TAX RATES**

	Elect Area C Final 2015	Elect Area C Final 2016	Elect Area C Proposed 2017	Changed Service Level
Regional District General Services Rate	1.217	1.233	1.188	0.003
Vancouver Island Regional Library	0.194	0.186	0.190	0.004
General Services Tax Rate	1.411	1.419	1.378	0.007
General Services Cost per \$100,000	\$141.10	\$141.90	\$137.80	\$0.70
Regional Parcel Taxes	\$21.00	\$22.00	\$22.00	0.00
Current Year Cost at \$100,000	\$162.10	\$163.90	\$159.80	\$0.70
Dollar Change Year over Year	\$33.10	\$1.80	(\$4.10)	

Local Service Area Rates			
Cassidy Waterloo Fire (tax rate)	0.899	1.053	1.104
Cassidy Waterloo fire (parcel tax)	\$63	\$0	\$0
Wellington Fire/Streetlight	0.920	0.966	1.028
Extension Fire	1.105	1.123	1.330
Nanaimo River Fire	0.707	0.646	0.654

Cost per \$100,000	\$162	\$164	\$160	(\$4)
Cost per \$200,000	\$303	\$306	\$298	(\$8)
Cost per \$300,000	\$444	\$448	\$435	(\$13)
Cost per \$400,000	\$585	\$590	\$573	(\$17)

Variance information for RDN General Service rate for cost per \$100,000

Grants in Aid	\$2.50 decrease	Reversal of ICF requisition
Southern Community Transit	\$4.90 decrease	Usage adjustments
Southern Community Economic Development	\$0.40 increase	Annual contribution adjustment
Hazardous Properties, Noise Control & Animal Control	\$0.30 increase	Cassidy property cleanup cost recovery + increased operating costs + reserve fund development
Solid Waste Management	\$0.30 increase	3rd year of 2015 plan to offset tipping fee revenue decline & develop reserves
Community Parks	\$1.00 increase	Anders Dorrit assessments/design + reduced carry forward surplus
Southern Community Recreation	\$0.80 decrease	Based on City of Nanaimo budgets pending final results
Electoral Area Planning	\$0.70 increase	Bylaw 500 Review + Subdivision Servicing Review
Administration	\$0.70 increase	Regional Services Review, 50th Anniversary & website upgrades
Emergency Planning	\$0.20 increase	Table top exercise, temp position, CECA Coms Trailer

**REGIONAL DISTRICT OF NANAIMO
2017 BUDGET
HISTORY OF MEMBER PARTICIPATION**

	Elect Area E Final 2015	Elect Area E Final 2016	Elect Area E Proposed 2017	Changed Service Level
Administration	55,293	65,400	77,337	8,854
Grants In Aid	30,679	5,339	-42,743	590
Electoral Areas Administration	86,803	88,641	91,807	
D69 Community Justice	15,788	17,230	17,145	
Electoral Area Community Planning	331,139	343,283	355,363	
Regional Growth Strategy	21,797	21,925	22,959	
House Numbering	4,091	4,086	4,052	
Northern Community Economic Development	7,068	7,044	7,009	
Hazardous Properties	1,655	3,164	7,985	4,757
Unightly Premises	1,589	1,710	2,478	778
Northern Community Transit	137,024	144,824	156,774	8,601
Solid Waste Management	23,070	28,729	35,816	
Animal Control Area E,G,H,	34,258	34,548	35,106	
Regional Parks - Operations	48,453	53,299	54,631	
Regional Parks - Acquisitions	44,109	47,572	47,572	
Community Parks	103,141	126,000	142,080	
Northern Community Recreation	249,387	258,025	264,336	1,250
Oceanside Place	309,433	302,310	300,498	
Port Theatre/Cultural Centre Contribution	21,382	21,703	22,029	
Liquid Waste Management Planning	8,154	8,367	8,512	
Wastewater Northern Community	16,276	0	0	
Drinking Water/Watershed Protection	27,144	27,184	27,184	
D69 Land Search & Rescue		1,315	1,341	
D69 Emergency 911	104,658	106,888	113,371	6,483
Emergency Planning	53,583	56,301	60,837	3,074
Noise Control	7,496	7,496	7,571	
Regional District General Services Requisition	\$1,743,470	\$1,782,383	\$1,821,050	\$34,387
Vancouver Island Regional Library	346,380	356,207	368,276	12,069
Total Requisition	\$2,089,850	\$2,138,590	\$2,189,326	\$46,456

LOCAL SERVICE AREAS			
Nanoose Bay Fire	604,850	644,095	702,065
Fairwinds Streetlighting	23,500	23,500	23,500
Rural Areas Streetlighting	16,035	16,356	16,356

**REGIONAL DISTRICT OF NANAIMO
2017 BUDGET
HISTORY OF TAX RATES**

	Elect Area E Final 2015	Elect Area E Final 2016	Elect Area E Proposed 2017	Changed Service Level
Regional District General Services Rate	0.914	0.893	0.919	0.020
Vancouver Island Regional Library	0.190	0.188	0.195	0.007
General Services Tax Rate	1.104	1.081	1.114	0.027
General Services Cost per \$100,000	\$110.40	\$108.10	\$111.40	\$2.70
Regional Parcel Taxes	\$27.77	\$29.14	\$29.11	(0.03)
Current Year Cost at \$100,000	\$138.17	\$137.24	\$140.51	\$2.67
Dollar Change Year over Year	\$2.00	(\$0.93)	\$3.27	

Local Service Area Rates				
Nanoose Bay Fire	0.312	0.319	0.349	
Fairwinds Streetlighting	0.055	0.052	0.052	
Rural Areas Streetlighting	0.068	0.065	0.065	

Cost per \$100,000	\$138	\$137	\$141	\$4
Cost per \$200,000	\$249	\$245	\$252	\$7
Cost per \$300,000	\$359	\$353	\$363	\$10
Cost per \$400,000	\$469	\$462	\$475	\$13

Variance information for RDN General Service rate for cost per \$100,000	
Grants in Aid	\$2.60 decrease Reversal of ICF requisition
Northern Community Transit	\$0.70 increase 2017 expansion
Solid Waste Management	\$0.40 increase 3rd year of 2015 plan to offset tipping fee revenue decline & develop reserves
Hazardous Properties, Noise Control & Animal Control	\$0.30 increase Cassidy property cleanup cost recovery + increased operating costs + reserve fund development
EA Community Planning	\$0.70 increase Bylaw 500 Review + Subdivision Servicing Review
Community Parks	\$0.90 increase Reduced carry forward surplus + Operating costs increase
Northern Community Recreation	\$0.40 increase Reduced carry forward surplus
D69 Emergency 911	\$0.40 increase Impact of FireCom agreements
Administration	\$0.70 increase Regional Services Review, 50th Anniversary & website upgrades
Emergency Planning	\$0.20 increase Table top exercise, temp position, CECA Coms Trailer

**REGIONAL DISTRICT OF NANAIMO
2017 BUDGET
HISTORY OF MEMBER PARTICIPATION**

	Elect Area F Final 2015	Elect Area F Final 2016	Elect Area F Proposed 2017	Changed Service Level
Administration	37,954	44,212	52,726	6,037
Grants In Aid	21,529	3,609	-29,141	402
Electoral Areas Administration	59,583	59,923	62,591	
D69 Community Justice	13,870	15,161	15,086	
Electoral Area Community Planning	235,781	240,953	251,509	
Regional Growth Strategy	19,996	19,997	21,034	
House Numbering	2,808	2,762	2,762	
Northern Community Economic Development	6,210	6,198	6,167	
Solid Waste Management	21,179	26,222	32,835	
Animal Control Area F	18,595	18,595	18,781	
Regional Parks - Operations	61,181	67,299	68,981	
Regional Parks - Acquisitions	38,753	41,860	41,860	
Community Parks	124,000	148,800	156,240	
Northern Community Recreation	213,123	215,691	221,936	1,671
Oceanside Place	213,366	220,054	225,858	
Ravensong Aquatic Centre	382,232	399,253	329,144	
Liquid Waste Management Planning	7,486	7,637	7,804	
Wastewater Northern Community	15,675	0	0	
Drinking Water/Watershed Protection	23,848	23,920	23,920	
D69 Land Search & Rescue		1,660	1,693	
D69 Emergency 911	71,839	72,259	77,292	5,033
Emergency Planning	36,780	38,061	41,476	2,096
Regional District General Services Requisition	\$1,625,788	\$1,674,126	\$1,630,554	\$15,239
Vancouver Island Regional Library	322,625	335,877	348,970	13,093
Total Requisition	\$1,948,413	\$2,010,003	\$1,979,524	\$28,332

LOCAL SERVICE AREAS			
Errington Fire	419,605	452,901	496,086
Coombs-Hilliers Fire	374,083	406,318	466,406
Nanoose Bay Fire	604,850	644,095	702,065
Dashwood Fire	502,245	527,960	553,709
Meadowood Fire	139,354	139,358	139,357
French Creek Fire	425,542	425,542	465,808
Hwy. # 4 Streetlighting	3,500	3,850	4,043

**REGIONAL DISTRICT OF NANAIMO
2017 BUDGET
HISTORY OF TAX RATES**

	Elect Area F Final 2015	Elect Area F Final 2016	Elect Area F Proposed 2017	Changed Service Level
Regional District General Services Rate	1.231	1.235	1.196	0.012
Vancouver Island Regional Library	0.257	0.262	0.271	0.009
General Services Tax Rate	1.488	1.497	1.467	0.021
General Services Cost per \$100,000	\$148.80	\$149.70	\$146.70	\$2.10
Regional Parcel Taxes	\$27.77	\$29.14	\$29.11	(0.03)
Current Year Cost at \$100,000	\$176.57	\$178.84	\$175.81	\$2.07
Dollar Change Year over Year	\$1.00	\$2.27	(\$3.03)	

Local Service Area Rates				
Errington Fire	0.741	0.778	0.850	
Coombs-Hilliers Fire	0.808	0.876	1.007	
Dashwood Fire	1.035	1.042	1.095	
French Creek Fire	0.441	0.410	0.449	
Hwy. # 4 Streetlighting (Area F)	0.003	0.003	0.003	
Meadowood Fire	\$313	\$313	\$313	

Cost per \$100,000	\$177	\$179	\$176	(\$3)
Cost per \$200,000	\$325	\$329	\$323	(\$6)
Cost per \$300,000	\$474	\$478	\$469	(\$9)
Cost per \$400,000	\$623	\$628	\$616	(\$12)

Variance information for RDN General Service rate for cost per \$100,000

Grants in Aid	\$2.60 decrease	Reversal of ICF requisition
Solid Waste Management	\$0.50 increase	3rd year of 2015 plan to offset tipping fee revenue decline & develop reserves
Community Parks	\$0.50 increase	Increased operating costs
Northern Community Recreation	\$0.40 increase	Reduced carry forward surplus
Ravensong Aquatic Centre	\$5.60 decrease	Completion of 20 yr debt servicing + implementation of usage share @ 10% per year
Oceanside Place	\$0.40 increase	Implementation of usage share @ 10% per year
D69 Emergency 911	\$0.40 increase	Impact of FireCom agreements
EA Community Planning	\$0.70 increase	Bylaw 500 Review + Subdivision Servicing Review
Administration	\$0.70 increase	Regional Services Review, 50th Anniversary & website upgrades
Emergency Planning	\$0.20 increase	Table top exercise, temp position, CECA Coms Trailer

**REGIONAL DISTRICT OF NANAIMO
2017 BUDGET
HISTORY OF MEMBER PARTICIPATION**

	Elect Area G Final 2015	Elect Area G Final 2016	Elect Area G Proposed 2017	Changed Service Level
Administration	46,968	57,351	68,101	7,797
Grants In Aid	26,286	4,682	-37,638	520
Electoral Areas Administration	73,733	77,732	80,843	
D69 Community Justice	17,169	18,832	18,789	
Electoral Area Community Planning	291,775	312,563	324,849	
Regional Growth Strategy	21,733	22,233	23,341	
House Numbering	3,475	3,583	3,568	
Northern Community Economic Development	7,687	7,699	7,682	
Hazardous Properties	1,406	2,775	7,031	4,189
Unightly Premises	1,350	1,499	2,182	685
Northern Community Transit	124,191	124,164	133,227	7,309
Solid Waste Management	23,011	29,145	36,424	
Animal Control Area E,G,H,	29,100	30,297	30,913	
Regional Parks - Operations	59,005	64,905	66,528	
Regional Parks - Acquisitions	47,970	51,996	52,136	
Community Parks	109,275	114,739	126,623	
Northern Community Recreation	258,813	275,468	282,716	2,081
Oceanside Place	305,694	332,350	356,609	
Ravensong Aquatic Centre	461,153	477,262	382,594	
Liquid Waste Management Planning	8,134	8,488	8,657	
Wastewater Northern Community	8,685	0	0	
Drinking Water/Watershed Protection	29,520	29,712	29,792	80
D69 Land Search & Rescue		1,601	1,633	
D69 Emergency 911	88,900	93,733	99,831	6,098
Emergency Planning	45,515	49,372	53,571	2,707
Noise Control	8,324	8,324	8,574	
Regional District General Services Requisition	\$2,098,872	\$2,200,505	\$2,168,576	\$31,466
Vancouver Island Regional Library	348,469	370,222	383,840	13,618
Total Requisition	\$2,447,341	\$2,570,727	\$2,552,416	\$45,084

LOCAL SERVICE AREAS			
Errington Fire	419,605	452,901	496,086
Parksville Local Fire	94,172	94,172	97,014
Nanoose Bay Fire	604,850	644,095	702,065
Dashwood Fire	502,245	527,960	553,709
French Creek Fire	425,542	425,542	465,808
Rural Areas Streetlighting	16,035	16,356	16,356
Fr. Creek Village Streetlighting	6,228	6,851	7,536
Highway Intersection Streetlights	1,086	1,173	1,279
Morningstar Streetlighting	14,571	15,300	15,912
Sandpiper Streetlighting	11,076	11,962	12,799
Englishman River Community Streetlighting	5,628	5,797	5,971
Englishman River Stormwater	4,916	5,014	5,114

REGIONAL DISTRICT OF NANAIMO

2017 BUDGET

HISTORY OF TAX RATES

	Elect Area G Final 2015	Elect Area G Final 2016	Elect Area G Proposed 2017	Changed Service Level
Regional District General Services Rate	1.293	1.258	1.237	0.019
Vancouver Island Regional Library	0.225	0.222	0.231	0.009
General Services Tax Rate	1.518	1.480	1.468	0.028
General Services Cost per \$100,000	\$151.80	\$148.00	\$146.80	\$2.80
Regional Parcel Taxes	\$27.77	\$29.14	\$29.11	(0.03)
Current Year Cost at \$100,000	\$179.57	\$177.14	\$175.91	\$2.77
Dollar Change Year over Year	\$2.00	(\$2.43)	(\$1.23)	

Local Service Area Rates			
Errington Fire	0.741	0.778	0.850
Parksville Local Fire	0.407	0.377	0.389
Dashwood Fire	1.035	1.042	1.095
French Creek Fire	0.441	0.410	0.449
Rural Areas Streetlighting	0.068	0.065	0.065
Fr. Creek Village Streetlighting	0.099	0.104	0.114
Highway Intersection Streetlights (French Creek)	0.001	0.001	0.001
Morningstar Streetlighting	0.077	0.071	0.074
Sandpiper Streetlighting	0.090	0.091	0.097
Englishman River Community Streetlighting	0.049	0.047	0.048

Cost per \$100,000	\$180	\$177	\$176	(\$1)
Cost per \$200,000	\$331	\$325	\$323	(\$2)
Cost per \$300,000	\$483	\$473	\$470	(\$3)
Cost per \$400,000	\$635	\$621	\$616	(\$5)

Variance information for RDN General Service rate for cost per \$100,000

Grants in Aid	\$2.60 decrease	Reversal of ICF requisition
Northern Community Transit	\$0.50 increase	2017 expansion
Hazardous Properties, Noise Control & Animal Control	\$0.30 increase	Cassidy property cleanup cost recovery + increased operating costs + reserve fund development
Solid Waste Management	\$0.40 increase	3rd year of 2015 plan to offset tipping fee revenue decline & develop reserves
Community Parks	\$0.70 increase	Reduced carry forward surplus + Operating costs increase
Northern Community Recreation	\$0.50 increase	Reduced carry forward surplus
Ravensong Aquatic Centre	\$5.70 decrease	Completion of 20 yr debt servicing + implementation of usage share @ 10% per year
Oceanside Place	\$1.40 increase	Implementation of usage share @ 10% per year
D69 Emergency 911	\$0.40 increase	Impact of FireCom agreements
EA Community Planning	\$0.70 increase	Bylaw 500 Review + Subdivision Servicing Review
Administration	\$0.70 increase	Regional Services Review, 50th Anniversary & website upgrades
Emergency Planning	\$0.20 increase	Table top exercise, temp position, CECA Coms Trailer

**REGIONAL DISTRICT OF NANAIMO
2017 BUDGET
HISTORY OF MEMBER PARTICIPATION**

	Elect Area H Final 2015	Elect Area H Final 2016	Elect Area H Proposed 2017	Changed Service Level
Administration	29,474	34,844	41,631	4,766
Grants In Aid	17,054	2,844	-23,011	318
Electoral Areas Administration	46,270	47,227	49,420	
D69 Community Justice	11,702	12,767	12,704	
Electoral Area Community Planning	183,099	189,901	198,585	
Regional Growth Strategy	12,300	12,370	13,031	
House Numbering	2,180	2,176	2,182	
Northern Community Economic Development	5,239	5,220	5,194	
Hazardous Properties	883	1,685	4,299	2,561
Unightly Premises	847	912	1,335	419
Northern Community Transit	66,212	56,385	60,406	3,315
Solid Waste Management	13,018	16,210	20,334	
Animal Control Area E,G,H,	18,262	18,407	18,898	
Regional Parks - Operations	29,591	32,553	33,366	
Regional Parks - Acquisitions	32,695	35,252	35,252	
Community Parks	150,635	184,673	186,520	
Northern Community Recreation	126,367	128,763	133,057	491
Oceanside Place	147,984	142,846	136,204	
Ravensong Aquatic Centre	274,203	259,029	200,285	
Liquid Waste Management Planning	4,601	4,722	4,831	
Wastewater Northern Community	12,172	0	0	
Drinking Water/Watershed Protection	20,120	20,144	20,144	
D69 Marine Search & Rescue	5,000	5,000	5,000	
D69 Land Search & Rescue		803	819	
D69 Emergency 911	55,788	56,949	61,028	4,079
Emergency Planning	28,562	29,997	32,748	1,654
Regional District General Services Requisition	\$1,294,258	\$1,301,679	\$1,254,262	\$17,603
Vancouver Island Regional Library	196,079	202,667	210,768	8,101
Total Requisition	\$1,490,337	\$1,504,346	\$1,465,030	\$25,704

LOCAL SERVICE AREAS			
Dashwood Fire	502,245	527,960	553,709
Bow Horn Bay Fire	310,058	333,448	353,104

**REGIONAL DISTRICT OF NANAIMO
2017 BUDGET
HISTORY OF TAX RATES**

	Elect Area H Final 2015	Elect Area H Final 2016	Elect Area H Proposed 2017	Changed Service Level
Regional District General Services Rate	1.259	1.215	1.161	0.017
Vancouver Island Regional Library	0.201	0.200	0.207	0.007
General Services Tax Rate	1.460	1.415	1.368	0.024
General Services Cost per \$100,000	\$146.00	\$141.50	\$136.80	\$2.40
Regional Parcel Taxes	\$27.77	\$29.14	\$29.11	(0.03)
Current Year Cost at \$100,000	\$173.77	\$170.64	\$165.91	\$2.37
Dollar Change Year over Year	\$1.70	(\$3.13)	(\$4.73)	

Local Service Area Rates			
Dashwood Fire	1.035	1.042	1.095
Bow Horn Bay Fire	0.756	0.777	0.824

Cost per \$100,000	\$174	\$171	\$166	(\$5)
Cost per \$200,000	\$320	\$312	\$303	(\$9)
Cost per \$300,000	\$466	\$454	\$440	(\$14)
Cost per \$400,000	\$612	\$595	\$576	(\$19)

Variance information for RDN General Service rate for cost per \$100,000	
Grants in Aid	\$2.60 decrease Reversal of ICF requisition
Northern Community Transit	\$0.30 increase 2017 expansion
Hazardous Properties & Animal Control	\$0.30 increase Cassidy property cleanup cost recovery + increased operating costs + reserve fund development
Solid Waste Management	\$0.40 increase 3rd year of 2015 plan to offset tipping fee revenue decline & develop reserves
Ravensong Aquatic Centre	\$5.90 decrease Completion of 20 yr debt servicing + implementation of usage share @ 10% per year
Oceanside Place	\$0.70 decrease Implementation of usage share @ 10% per year
Northern Community Recreation	\$0.40 increase Reduced carry forward surplus
D69 Emergency 911	\$0.40 increase Impact of FireCom agreements
EA Community Planning	\$0.70 increase Bylaw 500 Review + Subdivision Servicing Review
Administration	\$0.70 increase Regional Services Review, 50th Anniversary & website upgrades
Emergency Planning	\$0.20 increase Table top exercise, temp position, CECA Coms Trailer

**REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2017 to 2021
INDEX**

PAGE NO. DESCRIPTION

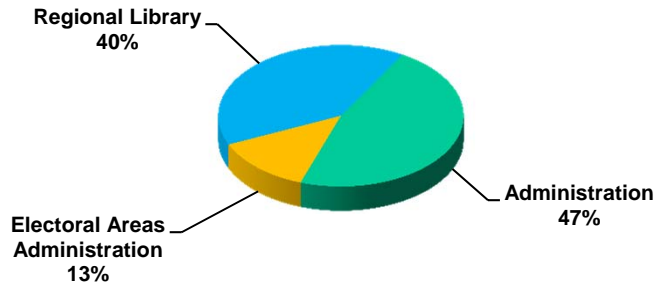
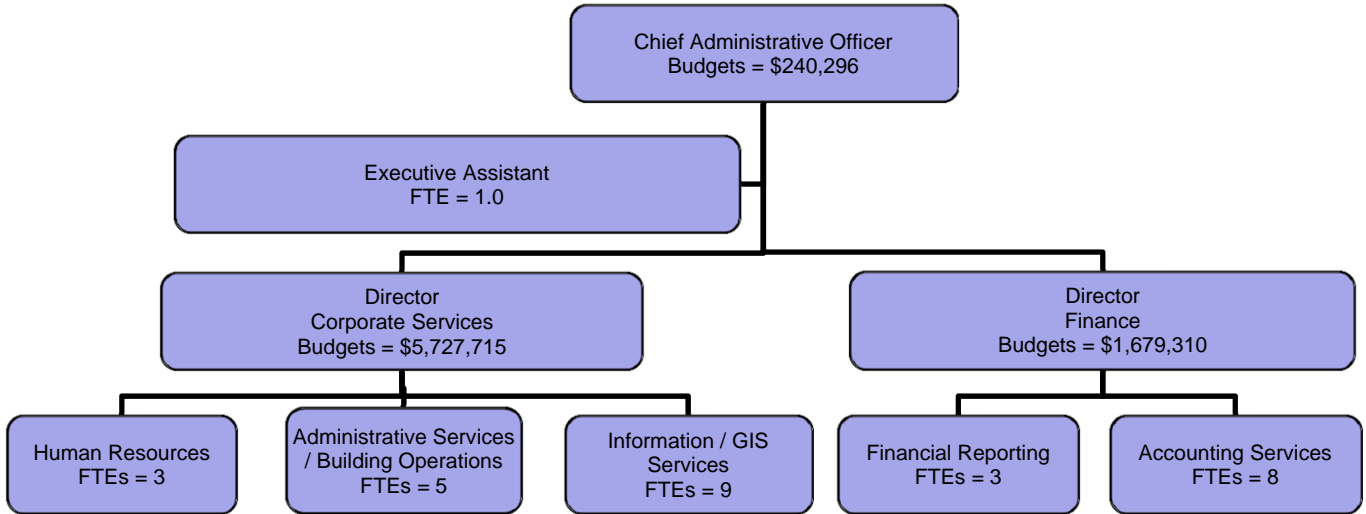
Corporate Services

45 Departmental Highlights - Corporate Services

Business Plans and Departmental Budget Summaries

46-47	Business Plan - Administrative Services
48	Business Plan - Human Resources
49-50	Business Plan - Information and GIS Services
51-52	Business Plan - Financial Services
53	Budget Summary - Corporate Administration Summary
54	Budget Summary - House Numbering
55	Budget Summary - Electoral Areas Administration
56	Budget Summary - Grants in Aid
57	Budget Summary - D68 Community Justice
58	Budget Summary - D69 Community Justice
59	Budget Summary - Vancouver Island Regional Library
60	Budget Summary - Municipal Debt Transfers

**REGIONAL DISTRICT OF NANAIMO
DEPARTMENTAL HIGHLIGHTS
CORPORATE ADMINISTRATION**



Corporate Administration	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	
Legislative/Chief Administrative Officer	1,796,804	-	1,796,804	
Human Resources	645,130	-	645,130	
Finance	1,537,711	10,000	1,527,711	
Information/GIS Services	1,751,670	26,500	1,725,170	
Administration Building Operations	998,770	270,900	727,870	
Asset Management	141,598	90,000	51,598	
Community Justice	138,300	-	138,300	
Interdepartmental Recoveries		4,220,572	(4,220,572)	
Administration	7,009,983	4,617,972	2,392,011	47%
Grants in Aid	66,604	65,390	1,214	0%
Electoral Areas Administration	709,031	52,500	656,531	13%
Regional Library	2,068,760	-	2,068,760	40%
	9,854,378	4,735,862	5,118,516	100%

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN - 2017**

AREA	CORPORATE SERVICES		
SERVICE	ADMINISTRATIVE SERVICES		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	Legislative / Communication / Building Operations – 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	2017 PERFORMANCE OBJECTIVES
Level of usage of Website (visits per year)	2015 - 555,898 visits 2014 - 483,388 visits 2013 - 413,688 visits 2012 - 452,546 visits 2011 - 408,509 visits 2010 - 371,973 visits	Last 12 months – October 1, 2015 – October 1, 2016) - 520,904 visits	Continue to enhance the use of the RDN website.
Communication	Perspectives EA Updates News Releases 2015 - 35 2014 - 36 2013 - 29 2012 - 45 2011 - 39 2010 - 85 RDN Board Report 2015 - 12 2014 - 12 2013 - 12	3 Issues in 2016 (3 rd issue to be published in December) 2 Issues per Electoral Area (excluding Electoral Area F) 2016 (year to date) - 29 2016 (year to date) - 9	Continue to provide and enhance these forms of public communication. 2 Issues per Electoral Area per year. No more than 52 per year. Use of social media, advertising, public notices preferred. One to be produced following each Board meeting.
Use of Social Media	Increased use of various forms of social media. (as at October 1 st approx.) RDN Facebook page 2015 – 1,038 likes 2014 - 774 likes 2013 - 573 likes RDN Twitter feed 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 2016 - 1,501 likes RDN Twitter feed 2016 – 1,564 followers	Expand use of social media, and continue to monitor their effectiveness in communicating with the public.

KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES

1. Implement new meeting management software (eSCRIBE).
2. Work to implement RDN Asset Management working group objectives.
3. Update and improve functionality of the website in time for roll-out in conjunction with the RDN's 50th anniversary.
4. Review information on each section of the website and assist departments with updating content to ensure information remains current and informative.
5. Assist departments in improving their social media presence as a means to further engage the public.
6. Liaise with local media to enhance coverage of RDN initiatives.
7. Continue to encourage and facilitate website use on RDN services and initiatives.
8. Assist staff in their communications with the media.

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN - 2017**

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	2017 PERFORMANCE OBJECTIVES
RDN WorkSafeBC Premium (Based on prior 3 years of claims)	WorkSafeBC Base Rate for Local Governments 2017 – TBD 2016 - \$2.03 2015 - \$2.00 2014 - \$1.67 2013 - \$1.52 2012 - \$1.42	RDN Premium Rate 2017 - TBD 2016 - \$2.24 2015 - \$1.98 2014 - \$1.67 2013 - \$1.62 2012 - \$1.38	Obtain Premium Rate equal to or less than the Base Premium Rate through the effective management of WSBC claims and return-to-work initiatives. <i>Note: 2016 rates are for all RDN operations except Transit and HandyDART.</i>
Accepted Claims	2014 – 25 (\$88,914.04) 2013 – 25 (\$204,559.23) <i>Reflects Total Paid to June 30, 2015</i>	2015 – TBD	Reduce number of claims. <i>Note: 2013 – 2015 claims and claims costs have been used to calculate experience rating adjustment for 2017</i>
Grievances	2015 – 14 2014 – 27 2013 – 48 2012 – 19 2011 – 14	2016 (to date) – 8	Reduce number of grievances.
Competitions	2015 – 88 2014 – 72 2013 – 68 2012 – 93 2011 – 86	2016 (to date) – 90	Ensure well executed recruitment process
KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES			
<ol style="list-style-type: none"> 1. Assist all departments in complying with WorkSafeBC Regulations and facilitating proactive return to work initiatives in order to reduce the number of claims and associated claims costs. 2. Earn Certificate of Recognition (COR) to achieve reduced WorkSafeBC Premiums through compliance with WorkSafeBC Regulations (continued from 2015) 3. Complete Hazardous Materials Management Plan for all RDN sites. 4. Continue improvements for staff to access Health and Safety and other personnel related information on SharePoint. 5. Management Salary Review 6. Prepare for and begin contract negotiations with CUPE 			

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN - 2017**

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 280 personal computers, 40 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>There is an increased need for assistance in Information Services in order to maintain acceptable service delivery for I/T services throughout the RDN. The current temporary I/T technician position has been funded since mid-2015. The Temporary I/T technician position allows other I/T staff to take on required areas of increased workload and responsibility, such as Asset Management, Network Services Management, Server Storage Data Migration, SharePoint Services upgrade, support and development, Cityview mobile systems support. In 2017, GIS services will be requiring additional back-end GIS database development and support to further develop our public facing and internal mapping applications using Cloud based Arc GIS Online services. Having the temporary position established as a FTE will allow the department to continue in more depth, a cross training strategy to mitigate knowledge gaps identified due to the high ratio (1:56) of I/T staff to Computer Users supported, which is approximately twice the local government provincial average of (1:25).</p> <p>Reclassifying the current Information Services Technician position as an Information Services Technologist and establishing the Temporary Information Services Technician position as permanent full-time, would increase staffing costs by approximately \$4,760.00.</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	2017 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)	1:53.6 (4.0 FTE and 1.0 Temp position for support) (265 User Workstations supported in 2016)	1:56 (5.0 FTE) (280 User Workstations supported in 2017)
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 2017 PERFORMANCE OBJECTIVES

1. Migration of core data to new SAN (Storage Area Network) for increased resiliency and faster data access. Associated capital costs is \$50,000.
2. Continuing the development of a Strategic plan for new web based service delivery of GIS services for conventional computer and mobile devices (for internal departmental users and external community groups, stakeholders and general public users).
3. Implementation of a new Test Environment using updated hardware for thorough testing of systems prior to deployment into the production environment. Associated capital costs is \$35,000.
4. Develop an Open Data Portal for GIS related information to improve internal and external service delivery.
5. Implement a new 5 year Communications Services Contract for Internet, WAN, Local and Long Distance Services.

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

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	2016(to date) = 13,694	2015 = 18,384	2014 = 17,758 2013 = 18,376
	E-billed customers	2016 = 472	2015 = 431	2014 = 392 2013 = 363
	Customer accounts	2016 =17,835	2015 = 17,524	2014 = 17,282 2013 = 17,100
PERFORMANCE INDICATORS				
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE		2017 PERFORMANCE OBJECTIVES
Use of technology	Non-office based payment of accounts – 75% or more of customers	2016 – 76% 2015 – 75% 2014 – 73% 2013 – 72%		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	2016 – 472 (2.6%) 2015 – 431 (2.5%) 2014 – 392 (2.3%) 2013 – 363 (2.1%) 2012 – 351 (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 and Transit.		Implement Web based payroll entry in Recreation, Solid Waste & RCU.
		Electronic transfer and upload of utility activity/payment transactions		Develop electronic interface with Solid Waste scale software.
				Review options and costs with Vadim for additional on-line payment options for customers.
	On-line purchase order system allowing for multiple account distributions and electronic commitment tracking	Electronic Accounts Payable		Research options for electronic invoice storage.
		Research and discussion underway with Vadim software provider		Final evaluation of Vadim product’s applicability & research options if not Vadim.

MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2017 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 & FMW in 2016.</p> <p>Staff use financial plans to evaluate new changes so as to inform elected members.</p> <p>Regional Perspectives Budget edition in February and brochure included with utility bills in May.</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 so more citizens aware before property tax notices of probable individual impacts.</p>
Interdepartmental support	Procurement process/policies are up to date and reflect best practices	RFP template updated in 2016, CCDC and MMCD contracts utilized for larger contracts.	<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 2017 PERFORMANCE OBJECTIVES

1. Complete implementation of new web based software to enhance customer services offered through internet (Vadim Open)
2. Financial Plan review and awareness – continuous review and improvement of public information & jurisdiction impacts.
3. Participate in RDN staff committee for organization wide asset inventory and management software solution.
4. Implement Purchasing Officer position & update process/policies, develop templates.
5. Complete implementation of web based time reporting for staff.
6. Complete implementation of new report generating software (Vadim Explorer).
7. Ongoing work with Vadim support group for improvements related to purchasing, timesheet and customer’s on-line access.
8. Research and support for grant funding opportunities and administration of Community Works Fund.

FINANCIAL PLAN
Corporate Administration Summary
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(827,255)	(1,103,007)	(1,310,157)	18.8%
	(827,255)	(1,103,007)	(1,310,157)	18.8%
Grants in lieu of taxes	(63,946)	(48,000)	(48,000)	
Operating grants	(49,950)	(40,000)	(40,000)	
Operations	(20,865)	(19,554)	(22,076)	
Transfer from reserve - non capital	(65,957)	(80,957)	(90,000)	
Interest income	(223,913)	(150,000)	(150,000)	
Miscellaneous	(102,402)	(119,170)	(124,170)	
Interdepartmental recoveries	(3,107,368)	(4,185,444)	(4,146,402)	
Total Operating Revenues	(4,461,656)	(5,746,132)	(5,930,805)	3.2%
Operating Expenditures				
Administration	58,587	128,944	148,605	
Legislative	247,755	356,388	357,753	
Professional fees	110,979	275,370	404,655	
Building oper & maint	262,464	320,136	311,080	
Vehicle & Equip- oper & maint	146,202	172,222	192,165	
Operating costs	327,636	545,966	549,720	
Program costs		21,000		
Transfer to other govt / org		45,000	30,000	
Total Operating Expenditures (excluding wages)	1,153,623	1,865,026	1,993,978	6.9%
Wages & benefits	2,915,257	3,957,943	4,029,950	1.8%
Total Operating Expenditures (including wages)	4,068,880	5,822,969	6,023,928	3.5%
Contribution to reserve funds	182,945	186,355	186,355	
Operating (surplus) / deficit	(209,831)	263,192	279,478	
Capital Asset Expenditures				
Capital expenditures	117,887	486,900	639,900	
Transfers from reserves	(19,526)	(260,000)	(410,000)	
Net Capital Assets funded from Operations	98,361	226,900	229,900	1.3%
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(111,470)	490,092	509,378	
Prior year (surplus) / deficit	(1,053,344)	(1,053,344)	(1,039,825)	
(Surplus) applied to future years	(1,164,814)	(563,252)	(530,447)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(16,125)	(21,500)	(21,500)	
	(16,125)	(21,500)	(21,500)	
Total Operating Revenues	(16,125)	(21,500)	(21,500)	
Operating Expenditures				
Administration	1,125	1,500	1,500	
Operating costs	15,000	20,000	20,000	
Total Operating Expenditures (excluding wages)	16,125	21,500	21,500	
Total Operating Expenditures (including wages)	16,125	21,500	21,500	
Operating (surplus) / deficit				
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year (Surplus) applied to future years				

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Municipal agreements	(14,352)	(19,136)	(19,600)	2.4%
Property taxes	(321,596)	(428,795)	(447,992)	4.5%
	(335,948)	(447,931)	(467,592)	4.4%
Grants in lieu of taxes		(2,500)	(2,500)	
Operating grants	(68,705)	(23,000)	(50,000)	
Miscellaneous	(3,977)			
Interdepartmental recoveries	(152,250)	(203,000)	(153,000)	
Total Operating Revenues	(560,880)	(676,431)	(673,092)	(0.5%)
Operating Expenditures				
Administration	38,977	57,959	54,029	
Legislative	96,945	140,506	152,382	
Professional fees	37,619	90,250	14,900	
Building oper & maint	15,485	20,810	20,810	
Vehicle & Equip- oper & maint	2,096	2,840	2,840	
Operating costs	117,855	191,000	197,055	
Total Operating Expenditures (excluding wages)	308,977	503,365	442,016	(12.2%)
Wages & benefits	155,634	218,217	265,220	21.5%
Total Operating Expenditures (including wages)	464,611	721,582	707,236	(2.0%)
Contribution to reserve funds	896	1,195	1,195	
Operating (surplus) / deficit	(95,373)	46,346	35,339	
Capital Asset Expenditures				
Capital expenditures	35,433	17,600	600	
Net Capital Assets funded from Operations	35,433	17,600	600	(96.6%)
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(59,940)	63,946	35,939	
Prior year (surplus) / deficit	(167,307)	(167,307)	(213,769)	
(Surplus) applied to future years	(227,247)	(103,361)	(177,830)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(60,113)	(80,150)	734,000	(1,015.8%)
	(60,113)	(80,150)	734,000	(1,015.8%)
Grants in lieu of taxes	(1,404)	(390)	(390)	
Transfer from reserve - non capital	(10,000)		(799,000)	
Total Operating Revenues	(71,517)	(80,540)	(65,390)	(18.8%)
Operating Expenditures				
Administration		200	200	
Grants in aid	54,517	56,528	32,836	
Transfer to other govt / org	33,082	33,082	33,568	
Total Operating Expenditures (excluding wages)	87,599	89,810	66,604	(25.8%)
Total Operating Expenditures (including wages)	87,599	89,810	66,604	(25.8%)
Operating (surplus) / deficit	16,082	9,270	1,214	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	16,082	9,270	1,214	
Prior year (surplus) / deficit	(9,270)	(9,270)	(1,214)	
(Surplus) applied to future years	6,812			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(12,000)	(16,000)	(16,000)	
	(12,000)	(16,000)	(16,000)	
Total Operating Revenues	(12,000)	(16,000)	(16,000)	
Operating Expenditures				
Transfer to other govt / org	16,000	16,000	16,000	
Total Operating Expenditures (excluding wages)	16,000	16,000	16,000	
Total Operating Expenditures (including wages)	16,000	16,000	16,000	
Operating (surplus) / deficit	4,000			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	4,000			
(Surplus) applied to future years	4,000			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(47,993)	(63,990)	(63,990)	
Property taxes	(43,733)	(58,310)	(58,310)	
	(91,726)	(122,300)	(122,300)	
Total Operating Revenues	(91,726)	(122,300)	(122,300)	
Operating Expenditures				
Transfer to other govt / org	122,300	122,300	122,300	
Total Operating Expenditures (excluding wages)	122,300	122,300	122,300	
Total Operating Expenditures (including wages)	122,300	122,300	122,300	
Operating (surplus) / deficit	30,574			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	30,574			
(Surplus) applied to future years	30,574			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(1,493,212)	(1,990,949)	(2,068,760)	3.9%
	(1,493,212)	(1,990,949)	(2,068,760)	3.9%
Miscellaneous	(668,228)	(940,873)	(940,873)	
Total Operating Revenues	(2,161,440)	(2,931,822)	(3,009,633)	2.7%
Operating Expenditures				
Transfer to other govt / org	1,493,211	1,990,949	2,068,760	
Total Operating Expenditures (excluding wages)	1,493,211	1,990,949	2,068,760	3.9%
Total Operating Expenditures (including wages)	1,493,211	1,990,949	2,068,760	3.9%
Operating (surplus) / deficit	(668,229)	(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	
Net (surplus)/deficit for the year	(1)			
(Surplus) applied to future years	(1)			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Miscellaneous	(3,539,883)	(5,683,936)	(5,668,703)	
Total Operating Revenues	(3,539,883)	(5,683,936)	(5,668,703)	(0.3%)
Operating Expenditures				
Total Operating Expenditures (excluding wages)				
Total Operating Expenditures (including wages)				
Operating (surplus) / deficit	(3,539,883)	(5,683,936)	(5,668,703)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	1,784,678	2,836,606	2,837,630	
Existing debt (interest)	1,755,205	2,847,330	2,831,073	
Total Capital Financing Charges	3,539,883	5,683,936	5,668,703	(0.3%)
Net (surplus)/deficit for the year				
(Surplus) applied to future years				

**REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2017 to 2021
INDEX**

PAGE NO. DESCRIPTION

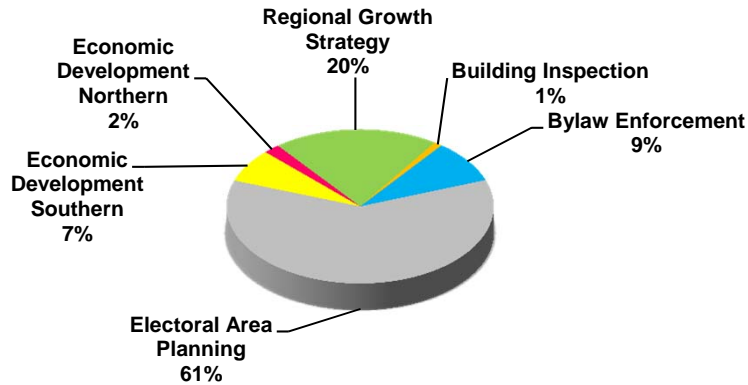
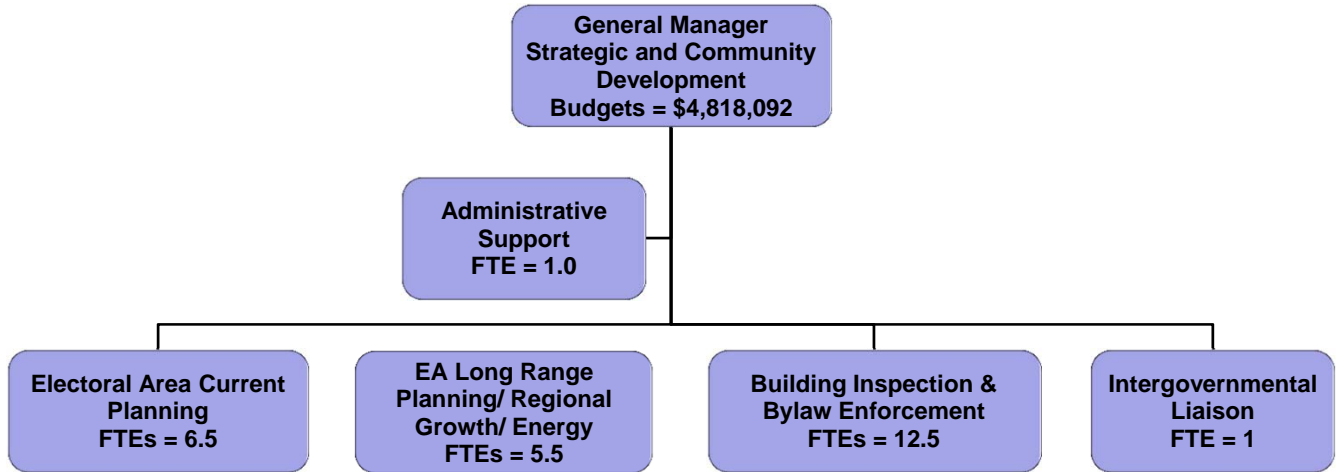
Strategic & Community Development

61 Departmental Highlights - Strategic and Community Development

Business Plans and Departmental Budget Summaries

62-64	Business Plan - Electoral Area Community Planning
65	Budget Summary - Electoral Area Community Planning
66-67	Business Plan - Regional Growth Management and Energy and Sustainability
68	Budget Summary - Regional Growth Strategy
69	Budget Summary - Economic Development South
70	Budget Summary - Economic Development North
71	Budget Summary - VIHA Health Network Funding
72-73	Business Plan - Building Inspection
74	Budget Summary - Building Inspection
75	Business Plan - Bylaw Enforcement
76	Budget Summary - Bylaw Enforcement
77	Budget Summary - Animal Control Area A, B, C, Lantzville
78	Budget Summary - Animal Control Area E, G, H
79	Budget Summary - Animal Control Area F
80	Budget Summary - Hazardous Properties
81	Budget Summary - Unsightly Premises
82	Budget Summary - Noise Area A
83	Budget Summary - Noise Area B
84	Budget Summary - Noise Area C
85	Budget Summary - Noise Area E
86	Budget Summary - Noise Area G

**REGIONAL DISTRICT OF NANAIMO
DEPARTMENTAL HIGHLIGHTS
STRATEGIC & COMMUNITY DEVELOPMENT**



Development Services	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	
Electoral Area Community Planning Services	1,975,022	187,400	1,787,622	61%
Economic Development Southern	190,000	-	190,000	7%
Economic Development Northern	50,850	-	50,850	2%
VIHA Health Network Funding	44,695	44,695	-	0%
Regional Growth Strategy	671,321	85,500	585,821	20%
Building Inspection	1,188,630	1,166,650	21,980	1%
Bylaw Enforcement	697,574	442,636	254,938	9%
	4,818,092	1,926,881	2,891,211	100%

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

AREA	STRATEGIC AND COMMUNITY DEVELOPMENT		
SERVICE	ELECTORAL AREA COMMUNITY PLANNING		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	Prepare, review, and amend Official Community Plans and local area plans. Provide timely and accurate information and effective and efficient service in land use planning, development review, and development approvals. Support the RDN in achieving the Board's Strategic Plan objectives and in implementing the policy objectives land use plans, the Agricultural Area Plan and as otherwise established by the Board.		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATORS	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
<u>COMMUNICATION</u> Public involvement. Information access. Public consultation tailored to community needs.	Consistently well attended public meetings. Increasing percentage of inquiries/information obtained via web site. Most sought information available on web.	Variable success in engaging resident and stakeholder groups. Innovative ways to reach the public.	Continue to foster cooperative relationships with residents and stakeholder groups. Improved community engagement through use of innovative tools.
<u>GROWTH MANAGEMENT</u> Compliance of work program to Regional Growth Strategy	Full compliance to RGS policies in implementation of OCPs, and other regulations	100% compliance	Maintain compliance and linkage between policy, OCPs and RGS
<u>CUSTOMER SERVICE</u> Provide accurate inquiry response in a timely manner. Information support and development approvals to the Board efficiently.	Complete within established processing timelines (attached). General enquiries - same day response.	Substantially achieving benchmarks. Improved efficiencies and customer service has been achieved through reorganization of the Planning Service Centre.	Strive to fully meet benchmarks. Review application and permit processing for service improvement.
KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES			
<u>COMMUNITY PLANNING</u> <ul style="list-style-type: none"> • Adopt a new OCP for Electoral Area 'H' OCP – up to \$30,000 for professional fees and legal review • Complete flood plain assessments for Electoral Areas G and H – up to \$30,000 for professional fees • Conduct review of OCPs to streamline application requirements for Development Permits • Complete zoning bylaw updates to address new ALR regulations • Initiate a targeted review of Bylaw 500 in 2017 for completion in 2018 (\$75,000 for professional fees in 2017, with \$75,000 primarily from reserves for 2018) • Complete a subdivision servicing bylaw review in 2017 – up to \$25,000 funded jointly with RCU. • Continue implementation of the Agricultural Area Plan – updating action plan in 2017 <u>COMMUNICATION</u> <ul style="list-style-type: none"> • Outreach to public and development community regarding department processes and procedures. • Monitor effectiveness of information meetings, advertising, newsletters and web site. • Update development review process information on web page. • Complete yearly update of web based information on affordable housing resources. • Maintain and update web pages with information on agriculture. 			

KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES

CUSTOMER SERVICE

- Process development applications with target processing timelines. Major development applications anticipated in 2017 include: Springhill Road industrial park subdivision and Schooner Cove development permits.
- Review and update web page to ensure information is accurate, accessible, and easily understood.
- Monitor service delivery model for opportunities for continued service level improvements.
- Maintain and revise zoning bylaw(s) to ensure it reflects Board policy.
- Update the delegation bylaw to streamline application process

ELECTORAL AREA COMMUNITY PLANNING

HISTORY OF APPLICATIONS RECEIVED

Application Type	2016 (*As of Sept 30)	2015	2014	2013	2012	2011
Bylaw Amendment	7*	9	8	11	12	11
Development Permit	39*	55	50	45	50	48
Development Variance	25*	22	25	9	18	16
Subdivision	26*	29	25	17	27	42
ALR	8*	5	7	8	6	11
BOV	7*	11	7	8	11	9
Totals	112* (135 projected)	131	122	98	124	137

PROCESSING TIMELINES

Processing timelines will vary depending on the type and complexity of the application. Current processing timelines are generally on target with the goals as outlined below.

Processing goals, based on a complete submission of a typical file, are as follows:

Subdivision with no park dedication - report provided to Ministry of Transportation and Infrastructure within 4 weeks.

Subdivision with park - report provided to Ministry of Transportation and Infrastructure within 2 to 4 months depending on schedules for POSAC / PIM and the Board.

Final Approval of Subdivision - Two weeks from date of complete submission.

Development Permit Approvals under Delegation Bylaw - 4 weeks.

Development Permit - 4 to 6 weeks from date of submission to EASC for simple DP to 8 weeks for complicated DP which requires internal/external referrals.

Development Variance Permit - 4 to 6 weeks from date of submission to EASC.

Frontage Relaxation - 4 to 6 weeks from date of submission to EASC.

Rezoning - 3 to 4 months from date of complete submission to EASC.

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(1,121,442)	(1,495,256)	(1,562,543)	4.5%
	(1,121,442)	(1,495,256)	(1,562,543)	4.5%
Grants in lieu of taxes	(4,650)			
Operating grants	(4,000)			
Operations	(102,736)	(111,900)	(76,900)	
Transfer from reserve - non capital			(95,000)	
Miscellaneous	(2,738)	(500)	(500)	
Interdepartmental recoveries	(3,750)	(5,000)	(5,000)	
Total Operating Revenues	(1,239,316)	(1,612,656)	(1,739,943)	7.9%
Operating Expenditures				
Administration	216,351	311,606	299,070	
Professional fees	55,237	171,000	226,000	
Building oper & maint	27,985	37,313	37,313	
Vehicle & Equip- oper & maint	30,861	39,136	40,536	
Operating costs	102,134	171,701	169,584	
Total Operating Expenditures (excluding wages)	432,568	730,756	772,503	5.7%
Wages & benefits	718,801	1,028,916	1,131,894	10.0%
Total Operating Expenditures (including wages)	1,151,369	1,759,672	1,904,397	8.2%
Contribution to reserve funds	75,000	76,125	61,125	
Operating (surplus) / deficit	(12,947)	223,141	225,579	
Capital Asset Expenditures				
Capital expenditures	5,204	23,000	9,500	
Transfers from reserves			(10,000)	
Net Capital Assets funded from Operations	5,204	23,000	(500)	(102.2%)
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(7,743)	246,141	225,079	
Prior year (surplus) / deficit	(422,172)	(422,172)	(428,044)	
(Surplus) applied to future years	(429,915)	(176,031)	(202,965)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN - 2017**

AREA	STRATEGIC AND COMMUNITY DEVELOPMENT		
SERVICE	REGIONAL GROWTH MANAGEMENT and ENERGY and SUSTAINABILITY		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	Coordinates inter/intra - governmental liaison about regional growth management, climate change and sustainability matters (Intergovernmental Advisory Committee, consultation with other government bodies, special purpose projects/workshops). Works to raise public awareness about regional growth management, climate change and energy use through reports, studies, educational materials, and sustainability monitoring. Oversees the review of the Regional Growth Strategy (RGS) and amendments. Coordinates monitoring regional growth strategy implementation and delivery of corporate and community energy conservation and emission reduction programs.		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Public awareness about sustainability	Informed residents Publication of one Best Practices Guidebook All RDN households reached	Awareness materials developed for RGS monitoring Education and awareness on green buildings and energy use Continuous update to website	Implement awareness and education policies in RGS Continue awareness activities for regional sustainability Maintain annual reporting system Green building education initiatives Publication of one best practices guidebook
Sustainable Communities	Annual reporting Carbon Neutral Operations achieved \$50,000 invested in Green Building Incentives \$50,000 disbursed through NCED Service	Targets and indicators adopted Progress toward Carbon Neutral Operations \$50,000 invested in Green Building Incentives \$50,000 disbursed through NCED service	Update targets and indicators and complete reporting program Carbon Neutral Operations achieved. \$50,000 invested in Green Building Incentives \$50,000 disbursed through NCED service
Support for regional growth strategy	An adopted regional growth strategy	Updated RGS adopted	Continue implementation of RGS
Regional context statements (RCS)	Board approved RCS in each municipal Official Community Plan (OCP) pursuant to provincial legislation	Board approved RCS for Lantzville, Nanaimo, Qualicum Beach & Parksville RCSs completed	Work with municipalities on updated RCS for 2017
Electoral Area OCP consistency	Board approved OCPs that are consistent with RGS	All Electoral Area OCPs are consistent with RGS	Monitor OCPs to maintain consistency, Adopt new Area H OCP
Resolution of growth management conflicts	Effectively functioning Intergovernmental Advisory Committee	Conduct IAC meetings as required to address issues	Regular IAC meetings to keep member municipalities informed on RGS implementation

KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES

1. Produce an annual report on RGS implementation
2. Report on targets and indicators for RGS goals (RGS Policy 5.2.4) – collect new data and update web site
3. Review monitoring and reporting program (RGS Policy 5.2.5) – evaluate usefulness of indicators
4. Organize and facilitate *Intergovernmental Advisory Committee* and *Sustainability Select Committee* meetings
5. Continue implementation of Housing Action Plan – update web resources and participate in D 69 Homelessness initiatives
6. AAP Implementation - update web resource pages on agriculture
7. Complete data collection and inclusion in GIS for sea level rise and climate change adaptation (RGS Policies under Goals 1 & 2)
8. Undertake flood plain mapping assessment – up to \$50,000 for professional fees
9. Complete amendment to RGS to clarify criteria for minor amendment
10. Work with Island Health to manage the OHWN Coordinator
11. Initiate work on background information for consideration of RGS Review – up to \$15,000 for professional fees
12. Public seminars on green buildings, renewable energy systems, and emissions reductions – up to \$21,000 for workshop, tours, education and publications
13. Publish energy and sustainability articles in regional newsletter
14. Continue development of Green Building Guidebook series – focus on water conservation
15. Continue Green Building Incentive Program for Electoral Areas and Lantzville – Up to \$51,500 available for rebates
16. Assist with the development of renewable energy projects within the region
17. Continue administration of the Northern Communities Economic Development Service – distribute up to \$50,000 in grants
18. Monitor and report on corporate energy use and emissions

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(325,393)	(433,857)	(455,549)	5.0%
	(325,393)	(433,857)	(455,549)	5.0%
Grants in lieu of taxes	(1,374)			
Transfer from reserve - non capital		(25,500)	(40,500)	
Miscellaneous			(45,000)	
Total Operating Revenues	(326,767)	(459,357)	(541,049)	17.8%
Operating Expenditures				
Administration	22,321	36,041	41,094	
Professional fees	16,649	83,000	97,000	
Building oper & maint		3,500	4,000	
Vehicle & Equip- oper & maint	6,586	7,030	7,356	
Operating costs	51,651	99,525	60,563	
Program costs			21,000	
Transfer to other govt / org			15,000	
Total Operating Expenditures (excluding wages)	97,207	229,096	246,013	7.4%
Wages & benefits	227,201	323,009	389,558	20.6%
Total Operating Expenditures (including wages)	324,408	552,105	635,571	15.1%
Contribution to reserve funds	50,000	50,750	35,750	
Operating (surplus) / deficit	47,641	143,498	130,272	
Capital Asset Expenditures				
Capital expenditures	2,291	2,500		
Net Capital Assets funded from Operations	2,291	2,500		(100.0%)
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	49,932	145,998	130,272	
Prior year (surplus) / deficit	(251,121)	(251,121)	(152,717)	
(Surplus) applied to future years	(201,189)	(105,123)	(22,445)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(132,750)	(177,000)	(190,000)	7.3%
	(132,750)	(177,000)	(190,000)	7.3%
Total Operating Revenues	(132,750)	(177,000)	(190,000)	7.3%
Operating Expenditures				
Transfer to other govt / org	177,000	177,000	190,000	
Total Operating Expenditures (excluding wages)	177,000	177,000	190,000	7.3%
Total Operating Expenditures (including wages)	177,000	177,000	190,000	7.3%
Operating (surplus) / deficit	44,250			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	44,250			
(Surplus) applied to future years	44,250			

**FINANCIAL PLAN
Economic Development North
2017 Proposed Budget**

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(19,621)	(26,161)	(26,161)	
Property taxes	(17,879)	(23,839)	(23,839)	
	(37,500)	(50,000)	(50,000)	
Operations	(4,530)			
Total Operating Revenues	(42,030)	(50,000)	(50,000)	
Operating Expenditures				
Operating costs	1,034	2,000	2,000	
Program costs	32,900	55,488	48,500	
Total Operating Expenditures (excluding wages)	33,934	57,488	50,500	(12.2%)
Wages & benefits		350	350	
Total Operating Expenditures (including wages)	33,934	57,838	50,850	(12.1%)
Operating (surplus) / deficit	(8,096)	7,838	850	
Capital Asset Expenditures				
Capital expenditures	4,530			
Net Capital Assets funded from Operations	4,530			
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(3,566)	7,838	850	
Prior year (surplus) / deficit	(7,838)	(7,838)	(850)	
(Surplus) applied to future years	(11,404)			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Operating grants	(7,951)	(44,695)	(44,695)	
Total Operating Revenues	(7,951)	(44,695)	(44,695)	
Operating Expenditures				
Professional fees	7,573			
Operating costs	378			
Transfer to other govt / org		44,695	44,695	
Total Operating Expenditures (excluding wages)	7,951	44,695	44,695	
Total Operating Expenditures (including wages)	7,951	44,695	44,695	
Operating (surplus) / deficit				
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year (Surplus) applied to future years				

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

AREA	STRATEGIC AND COMMUNITY DEVELOPMENT		
SERVICE	BUILDING INSPECTION		
SERVICE LEVEL	Responsible for providing building inspection services, policy and advice to all Electoral Areas and the District of Lantzville (contract).		
ACTIVITY LEVELS	2016 - 595 permits – construction value: \$90 million (est) 2015 - 594 permits – construction value: \$87 million 2014 - 591 permits – construction value: \$85 million 2013 - 545 permits – construction value: \$91 million		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Client Services	90% of permits issued within 3 weeks of application. Two week turn-around time on small project permits Conduct inspections within 48 hours of request 100% of the time	Average permit turn-around time - 5 weeks, 90% of time Small project permits issued within 3 weeks or less Inspections conducted within 48 hours 95% of the time (Department experienced staff shortages in 2016).	Shorten permit turn-around time and inspection scheduling benchmarks (new staff hired to fill existing vacancies) Implement fast track approval system
Technology	Discontinue handwritten inspection reports Efficient access to paper and historical building permit records	All field inspection reports now completed on mobile devices and emailed to clients Paper/historical files conversion project completed	Monitor client satisfaction with mobile inspections Reduce storage of paper files by converting to electronic records system.
Public Awareness	All bylaw and permit requirements available in printed form and on website Public outreach in distant electoral areas	Website and printed material being updated to reflect current regulatory requirements and owner-builder info. Site offices staffed in Electoral Areas B and H for convenience of residents	Continue to update on-line info on Building Code revisions/bulletins Provide information to owner-builders Maintain site offices in Electoral Areas B and H
Compliance	95% of infraction files completed without enforcement action	Met benchmark	Maintain benchmark level

KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES

1. Investigate and implement accelerated permit processing system to reduce permit turn-around for registered builders as per O&E review.
2. Work with administration staff to implement electronic data records system.
3. Publish online updates to Building Code, owner builder information and changes to RDN processes for use by the public.
4. Conduct audits of mobile inspection reports and solicit client feed-back to ensure the system is meeting operational and client needs.
5. Maintain relationships with development community (CHBA, BOABC) to improve knowledge of inspection services and requirements.

Continue focus on resolving infractions through pro-active enforcement of the building bylaw and public awareness of building regulations in the RDN.

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Operating grants	(11,400)	(9,500)	(8,500)	
Operations	(947,494)	(1,025,380)	(1,115,150)	
Transfer from reserve - non capital	(3,330)	(21,000)	(23,000)	
Interdepartmental recoveries	(20,000)	(20,000)	(20,000)	
Total Operating Revenues	(982,224)	(1,075,880)	(1,166,650)	8.4%
Operating Expenditures				
Administration	24,677	33,639	41,709	
Professional fees	40,349	69,000	5,000	
Vehicle & Equip- oper & maint	18,600	20,200	20,200	
Operating costs	154,348	199,897	203,747	
Program costs	29,280	50,500	51,500	
Total Operating Expenditures (excluding wages)	267,254	373,236	322,156	(13.7%)
Wages & benefits	564,702	817,244	855,474	4.7%
Total Operating Expenditures (including wages)	831,956	1,190,480	1,177,630	(1.1%)
Contribution to reserve funds	35,929	22,500	5,000	
Operating (surplus) / deficit	(114,339)	137,100	15,980	
Capital Asset Expenditures				
Capital expenditures	24,773	17,000	6,000	
Transfers from reserves	(13,285)	(12,500)		
Net Capital Assets funded from Operations	11,488	4,500	6,000	33.3%
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(102,851)	141,600	21,980	
Prior year (surplus) / deficit	(493,302)	(493,302)	(402,052)	
(Surplus) applied to future years	(596,153)	(351,702)	(380,072)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

AREA	STRATEGIC AND COMMUNITY DEVELOPMENT		
SERVICE	BYLAW ENFORCEMENT		
SERVICE LEVEL	Responsible for enforcing regulatory bylaws in the Electoral Areas and the District of Lantzville (contract). Regulatory bylaws include zoning, building, animal control, noise control, unsightly and hazardous properties, parks usage, illegal dumping, outdoor water usage and where applicable, outdoor burning. Bylaw Enforcement Officers are Alternate Emergency Program Coordinators for the RDN and the District of Lantzville.		
ACTIVITY LEVELS	Staff conducts a wide range of investigations, mediates disputes, answer inquiries from outside agencies and provide support and assistance to other departments. Files range from routine issues to lengthy and complex investigations and court preparation. Department assumed illegal dumping investigations in 2015, accounting in part for higher caseload. The caseload for the past 5 years is illustrated below: 2016 (550 est), 2015 (600), 2014 (318), 2013 (295), 2012 (288)		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Response time	Respond to questions/ complaints in 24 hours	Met benchmark 90% of time	Meet benchmark
Public awareness and inter-agency cooperation	Provide online and printed information to the public on bylaws and compliance Inter-agency cooperation and relationships.	Information available on website. Other printed information under development. Online complaint form available at website Attend inter-agency meetings to liaise on common issues and working protocols.	Encourage public use of online contact form. Continue to update online information for public Maintain relationships
Compliance	95% of files completed annually by voluntary compliance Proactive enforcement of priority regulations	Met benchmark Workload primarily complaint driven. Other enforcement limited to staff observations.	Maintain benchmark Continue limited enforcement from staff observations.
Technology	Efficiency of file management through mobile technology	Integration of CityView Mobile for file retrieval and updates via mobile devices in the field	Continue review of CityView Mobile activities to ensure optimal efficiency
KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES			
<ol style="list-style-type: none"> 1. Exceed 90% response rate to telephone and online complaints within 24 hours. 2. In response to complaints, continue emphasis on voluntary compliance versus legal action. 3. Update website information and printed material to increase public awareness of regulatory bylaws and online complaint form. 4. Promote interagency cooperation and working protocols through ongoing participation in key inter-agency meetings with RCMP, ALC and RDN member municipalities. 5. Audit CityView Mobile use to identify areas requiring improvement. 			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Operations	(5,537)	(7,383)	(9,061)	
Miscellaneous	(7,500)			
Interdepartmental recoveries	(196,268)	(266,385)	(292,975)	
Total Operating Revenues	(209,305)	(273,768)	(302,036)	10.3%
Operating Expenditures				
Administration		500	500	
Professional fees	51	600	600	
Vehicle & Equip- oper & maint	10,040	8,400	8,500	
Operating costs	15,132	15,528	15,963	
Total Operating Expenditures (excluding wages)	25,223	25,028	25,563	2.1%
Wages & benefits	184,097	248,757	272,974	9.7%
Total Operating Expenditures (including wages)	209,320	273,785	298,537	9.0%
Contribution to reserve funds			1,000	
Operating (surplus) / deficit	15	17	(2,499)	
Capital Asset Expenditures				
Capital expenditures	28,603	30,000	2,500	
Transfers from reserves	(28,603)	(30,000)		
Net Capital Assets funded from Operations			2,500	
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	15	17	1	
Prior year (surplus) / deficit	(17)	(17)		
(Surplus) applied to future years	(2)		1	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(50,612)	(67,482)	(68,832)	2.0%
	(50,612)	(67,482)	(68,832)	2.0%
Operations	(500)			
Total Operating Revenues	(51,112)	(67,482)	(68,832)	2.0%
Operating Expenditures				
Administration	4,022	5,363	4,750	
Professional fees	1,144	1,000	1,000	
Operating costs	43,438	61,100	61,736	
Total Operating Expenditures (excluding wages)	48,604	67,463	67,486	
Total Operating Expenditures (including wages)	48,604	67,463	67,486	
Contribution to reserve funds			5,000	
Operating (surplus) / deficit	(2,508)	(19)	3,654	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(2,508)	(19)	3,654	
Prior year (surplus) / deficit	(4,024)	(4,024)	(7,268)	
(Surplus) applied to future years	(6,532)	(4,043)	(3,614)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(62,439)	(83,252)	(84,917)	2.0%
	(62,439)	(83,252)	(84,917)	2.0%
Operations	(7,950)	(9,100)	(9,100)	
Total Operating Revenues	(70,389)	(92,352)	(94,017)	1.8%
Operating Expenditures				
Administration	4,982	6,643	7,067	
Professional fees		1,000	1,000	
Operating costs	61,518	83,101	85,205	
Total Operating Expenditures (excluding wages)	66,500	90,744	93,272	2.8%
Total Operating Expenditures (including wages)	66,500	90,744	93,272	2.8%
Contribution to reserve funds	2,000	2,000	2,000	
Operating (surplus) / deficit	(1,889)	392	1,255	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(1,889)	392	1,255	
Prior year (surplus) / deficit	(4,088)	(4,088)	(5,646)	
(Surplus) applied to future years	(5,977)	(3,696)	(4,391)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(13,946)	(18,595)	(18,781)	1.0%
	(13,946)	(18,595)	(18,781)	1.0%
Operations			(1,500)	
Total Operating Revenues	(13,946)	(18,595)	(20,281)	9.1%
Operating Expenditures				
Administration	946	1,261	1,225	
Professional fees		2,000	1,000	
Operating costs	11,211	15,580	17,850	
Total Operating Expenditures (excluding wages)	12,157	18,841	20,075	6.5%
Total Operating Expenditures (including wages)	12,157	18,841	20,075	6.5%
Contribution to reserve funds	2,000	2,000	5,000	
Operating (surplus) / deficit	211	2,246	4,794	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	211	2,246	4,794	
Prior year (surplus) / deficit	(11,491)	(11,491)	(13,045)	
(Surplus) applied to future years	(11,280)	(9,245)	(8,251)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(10,883)	(14,511)	(36,927)	154.5%
	(10,883)	(14,511)	(36,927)	154.5%
Operations		(10,000)	(80,000)	
Total Operating Revenues	(10,883)	(24,511)	(116,927)	377.0%
Operating Expenditures				
Administration	389	519	528	
Professional fees	18,948	500	1,000	
Operating costs	5,102	6,552	7,167	
Program costs		17,296	87,296	
Total Operating Expenditures (excluding wages)	24,439	24,867	95,991	286.0%
Total Operating Expenditures (including wages)	24,439	24,867	95,991	286.0%
Operating (surplus) / deficit	13,556	356	(20,936)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	13,556	356	(20,936)	
Prior year (surplus) / deficit	(970)	(970)	20,936	
(Surplus) applied to future years	12,586	(614)		

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(5,881)	(7,841)	(11,461)	46.2%
	(5,881)	(7,841)	(11,461)	46.2%
Operations	(36,167)	(50,000)	(50,000)	
Total Operating Revenues	(42,048)	(57,841)	(61,461)	6.3%
Operating Expenditures				
Administration	406	541	640	
Professional fees	915	500	500	
Operating costs	5,475	6,952	7,567	
Program costs	36,167	50,000	50,000	
Total Operating Expenditures (excluding wages)	42,963	57,993	58,707	1.2%
Total Operating Expenditures (including wages)	42,963	57,993	58,707	1.2%
Contribution to reserve funds	500	500	3,000	
Operating (surplus) / deficit	1,415	652	246	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	1,415	652	246	
Prior year (surplus) / deficit	(1,432)	(1,432)	(280)	
(Surplus) applied to future years	(17)	(780)	(34)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(5,453)	(7,271)	(8,541)	17.5%
	(5,453)	(7,271)	(8,541)	17.5%
Transfer from reserve - non capital		(1,500)		
Total Operating Revenues	(5,453)	(8,771)	(8,541)	(2.6%)
Operating Expenditures				
Administration	395	527	535	
Professional fees		1,500	1,500	
Operating costs	5,216	6,652	7,267	
Total Operating Expenditures (excluding wages)	5,611	8,679	9,302	7.2%
Total Operating Expenditures (including wages)	5,611	8,679	9,302	7.2%
Operating (surplus) / deficit	158	(92)	761	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	158	(92)	761	
Prior year (surplus) / deficit	(699)	(699)	(761)	
(Surplus) applied to future years	(541)	(791)		

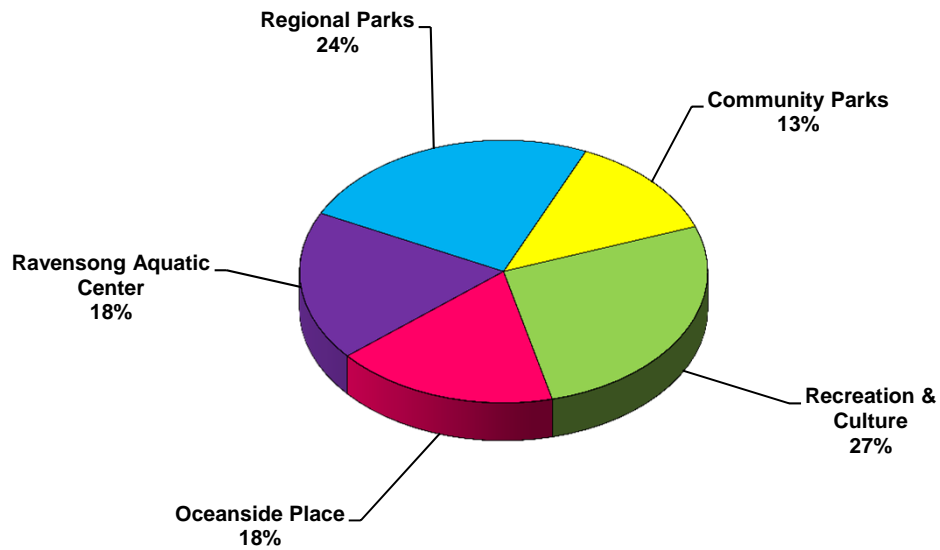
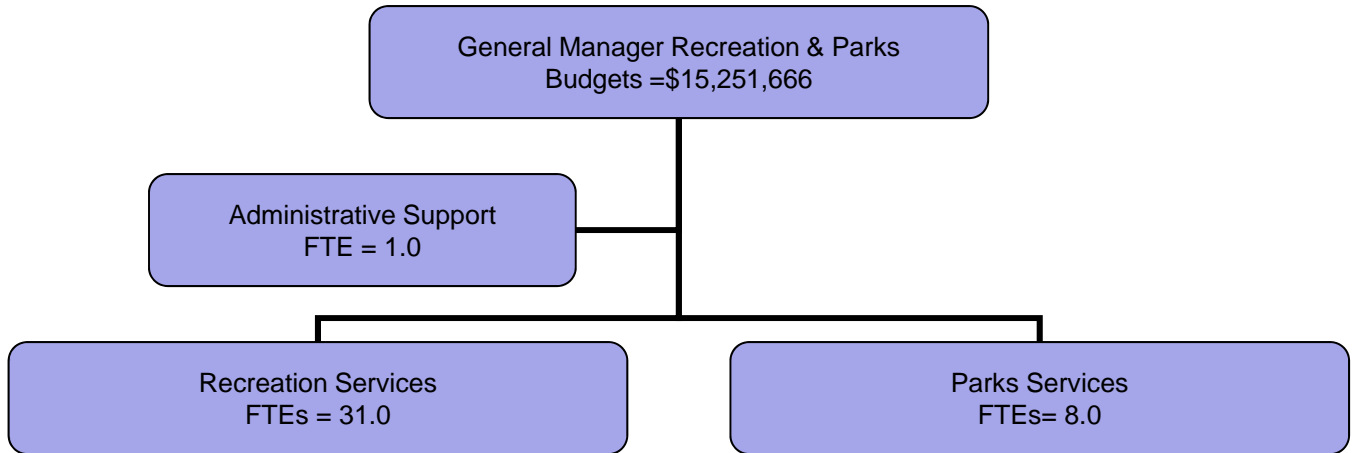
	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(6,431)	(8,575)	(9,350)	9.0%
	(6,431)	(8,575)	(9,350)	9.0%
Grants in lieu of taxes	(508)			
Total Operating Revenues	(6,939)	(8,575)	(9,350)	9.0%
Operating Expenditures				
Administration	395	527	525	
Professional fees		500	500	
Operating costs	5,091	6,602	7,217	
Total Operating Expenditures (excluding wages)	5,486	7,629	8,242	8.0%
Total Operating Expenditures (including wages)	5,486	7,629	8,242	8.0%
Contribution to reserve funds	1,000	1,000	3,000	
Operating (surplus) / deficit	(453)	54	1,892	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(453)	54	1,892	
Prior year (surplus) / deficit	(3,623)	(3,623)	(4,627)	
(Surplus) applied to future years	(4,076)	(3,569)	(2,735)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Municipal agreements	(2,412)	(3,216)	(3,380)	5.1%
Property taxes	(2,889)	(3,852)	(4,219)	9.5%
	(5,301)	(7,068)	(7,599)	7.5%
Total Operating Revenues	(5,301)	(7,068)	(7,599)	7.5%
Operating Expenditures				
Administration	394	526	520	
Operating costs	5,029	6,502	7,117	
Total Operating Expenditures (excluding wages)	5,423	7,028	7,637	8.7%
Total Operating Expenditures (including wages)	5,423	7,028	7,637	8.7%
Operating (surplus) / deficit	122	(40)	38	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	122	(40)	38	
Prior year (surplus) / deficit	(1,123)	(1,123)	(1,163)	
(Surplus) applied to future years	(1,001)	(1,163)	(1,125)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(5,622)	(7,496)	(7,571)	1.0%
	(5,622)	(7,496)	(7,571)	1.0%
Total Operating Revenues	(5,622)	(7,496)	(7,571)	1.0%
Operating Expenditures				
Administration	389	519	520	
Operating costs	5,003	6,502	7,117	
Total Operating Expenditures (excluding wages)	5,392	7,021	7,637	8.8%
Total Operating Expenditures (including wages)	5,392	7,021	7,637	8.8%
Contribution to reserve funds	500	500		
Operating (surplus) / deficit	270	25	66	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	270	25	66	
Prior year (surplus) / deficit	(1,493)	(1,493)	(1,468)	
(Surplus) applied to future years	(1,223)	(1,468)	(1,402)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(6,243)	(8,324)	(8,574)	3.0%
	(6,243)	(8,324)	(8,574)	3.0%
Total Operating Revenues	(6,243)	(8,324)	(8,574)	3.0%
Operating Expenditures				
Administration	392	523	520	
Professional fees		500	500	
Operating costs	5,003	6,552	7,167	
Total Operating Expenditures (excluding wages)	5,395	7,575	8,187	8.1%
Total Operating Expenditures (including wages)	5,395	7,575	8,187	8.1%
Contribution to reserve funds	1,000	1,000	1,000	
Operating (surplus) / deficit	152	251	613	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	152	251	613	
Prior year (surplus) / deficit	(2,715)	(2,715)	(3,014)	
(Surplus) applied to future years	(2,563)	(2,464)	(2,401)	

REGIONAL DISTRICT OF NANAIMO DEPARTMENTAL HIGHLIGHTS RECREATION & PARKS SERVICES



Recreation & Parks	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	
Recreation & Culture	3,357,891	409,640	2,948,251	27%
Oceanside Place	2,588,579	633,756	1,954,823	18%
Ravensong Aquatic Centre	2,736,577	702,370	2,034,207	18%
Regional Parks	5,012,876	2,332,630	2,680,246	24%
Community Parks	1,555,743	138,796	1,416,947	13%
	15,251,666	4,217,192	11,034,474	100%

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

AREA	RECREATION AND PARKS		
SERVICE	OCEANSIDE PLACE MULTIPLEX		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	Oceanside Place (2 ½ ice sheets) operates year round with a peak demand ice season between September and April. From May through June, 1 ½ ice sheets are removed and the space is booked for dry floor activities such as lacrosse, high school graduation ceremonies, home show, etc. Ice rentals, registered programs and public skating continue throughout the year on the remaining sheet of ice. The 2 nd ice sheet is installed in July due to demand for ice rentals, hockey and figure skating schools, and training camps.		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	2016 PROJECTED PERFORMANCE	2017 PERFORMANCE OBJECTIVE
Investment Per Capita (net operating cost /population (44,427))	\$23.00 - \$27.00	\$26.85	\$26.68
Hours of use available for public use (main rinks)			
Ice	10,000	9,620	9,800
Dry Floor	2,500	2,266	2,448
Hours of use booked for public use (main rinks)			
Ice	7,800 78%	7,640 79%*	7,780 79%
Dry Floor	1,000 41%	575 25%*	650 27%
		(* hours of use lower due to maintenance shutdown in 2016)	
Total program opportunities	35	33	35
Total program registrations	750	479	600
Annual public skate admissions	21,600	21,900	22,000
KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES			
<ol style="list-style-type: none"> 1. Maintain 2016 utilities usage rates. <i>December</i> 2. Complete District 69 Recreation Services Master Plan. <i>October</i> 3. Develop implementation strategy for District 69 Recreation Services Master Plan specific to arena services (future function of District 69 Arena). <i>December</i> 4. Continue to develop tasks as part of RDN Asset Management Planning Group. <i>December</i> 5. Book two additional sport tourism events on either dry floor or ice. <i>September</i> 			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(1,408,907)	(1,878,543)	(1,934,899)	3.0%
	(1,408,907)	(1,878,543)	(1,934,899)	3.0%
Concession sales	(2,592)	(3,000)	(3,500)	
Operations	(4,136)	(24,300)	(19,500)	
Recreation - other operating	(45,521)	(82,240)	(87,050)	
Recreation fees	(41,150)	(45,000)	(45,000)	
Recreation facility rentals	(305,538)	(469,100)	(458,027)	
Recreation vending sales	(1,266)	(3,000)	(3,000)	
Miscellaneous	(606)	(100)	(100)	
Interdepartmental recoveries	(9,479)	(17,579)	(17,579)	
Total Operating Revenues	(1,819,195)	(2,522,862)	(2,568,655)	1.8%
Operating Expenditures				
Administration	100,799	137,787	145,297	
Legislative		500	500	
Professional fees	94	22,000	15,000	
Building oper & maint	233,670	365,500	348,215	
Vehicle & Equip- oper & maint	44,788	96,388	75,726	
Operating costs	44,093	69,056	91,215	
Program costs	16,323	34,600	34,600	
Total Operating Expenditures (excluding wages)	439,767	725,831	710,553	(2.1%)
Wages & benefits	828,748	1,129,771	1,147,029	1.5%
Total Operating Expenditures (including wages)	1,268,515	1,855,602	1,857,582	0.1%
Contribution to reserve funds	50,180	50,360	20,540	
Operating (surplus) / deficit	(500,500)	(616,900)	(690,533)	
Capital Asset Expenditures				
Capital expenditures	97,114	179,550	124,875	
Transfers from reserves	(12,127)	(10,000)		
Grants and other	(20,500)	(45,000)		
Net Capital Assets funded from Operations	64,487	124,550	124,875	0.3%
Capital Financing Charges				
Existing debt (principal)	204,789	273,052	273,052	
Existing debt (interest)	234,399	312,530	312,530	
Total Capital Financing Charges	439,188	585,582	585,582	
Net (surplus)/deficit for the year	3,175	93,232	19,924	
Prior year (surplus) / deficit	(190,649)	(190,649)	(79,317)	
(Surplus) applied to future years	(187,474)	(97,417)	(59,393)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

AREA	RECREATION AND PARKS		
SERVICE	RAVENSONG AQUATIC CENTRE		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	Ravensong Aquatic Centre (RAC) consists of a main 25m tank, small leisure pool, 25 person hot tub, steam room and infra-red sauna. RAC operates between 6:00 am and 9:00 pm / 10:00 pm, seven days per week, with a regular three week maintenance shut down starting mid-August. The centre offers a wide range of aquatic based programs and services for all ages.		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	PROJECTED 2016 PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Investment Per Capita (net operating cost/population 38,753)	\$35.00 - 40.00	\$37.46	\$38.01
Hours available for use	98% of total hours used	93% of total hours used 4765hrs/5065hrs	95% of total hours used 4798hrs/5050hrs
Total number of registered program opportunities	50-70	57	60
Total number of registered program participants	2,500	2,550	2,600
Total number of registered program attendance	22,500	25,500	26,000
Number of public swim admissions	95,000	93,724	94,000
KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES			
<ol style="list-style-type: none"> 1. Maintain 2016 utilities usage rates. <i>December</i> 2. Complete District 69 Recreation Services Master Plan. <i>October</i> 3. Develop implementation strategy for District 69 Recreation Services Master Plan document specific to aquatic services (potential expansion of Ravensong Aquatic Centre). <i>December</i> 4. Continue to develop tasks as part of RDN Asset Management Planning Group. <i>December</i> 5. Complete cost/benefit analysis of the 2016 Energy Assessment Report. <i>January</i> 			

**FINANCIAL PLAN
Ravensong Aquatic Centre
2017 Proposed Budget**

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(1,893,379)	(2,524,505)	(2,020,829)	(20.0%)
	(1,893,379)	(2,524,505)	(2,020,829)	(20.0%)
Operating grants	(500)			
Concession sales	(294)			
Operations	(152)	(2,740)	(2,740)	
Recreation - other operating	(264,489)	(329,545)	(365,265)	
Recreation fees	(171,637)	(199,720)	(199,720)	
Recreation facility rentals	(64,609)	(80,405)	(83,145)	
Recreation vending sales	(2,235)	(1,500)	(1,500)	
Transfer from reserve - non capital	(15,000)	(15,000)	(15,000)	
Total Operating Revenues	(2,412,295)	(3,153,415)	(2,688,199)	(14.8%)
Operating Expenditures				
Administration	113,697	152,766	172,190	
Legislative		1,000	1,000	
Professional fees	28,113	45,000	20,000	
Building oper & maint	176,460	276,015	249,315	
Vehicle & Equip- oper & maint	22,158	40,618	28,580	
Operating costs	90,141	136,563	157,363	
Program costs	48,810	79,475	87,475	
Total Operating Expenditures (excluding wages)	479,379	731,437	715,923	(2.1%)
Wages & benefits	1,107,619	1,455,227	1,463,424	0.6%
Total Operating Expenditures (including wages)	1,586,998	2,186,664	2,179,347	(0.3%)
Contribution to reserve funds	400,000	465,180	450,180	
Operating (surplus) / deficit	(425,297)	(501,571)	(58,672)	
Capital Asset Expenditures				
Capital expenditures	43,123	48,725	107,050	
Transfers from reserves	(34,738)	(35,000)	(35,000)	
Net Capital Assets funded from Operations	8,385	13,725	72,050	425.0%
Capital Financing Charges				
Existing debt (principal)	645,115	645,115		
Existing debt (interest)	39,292	52,390		
Total Capital Financing Charges	684,407	697,505		(100.0%)
Net (surplus)/deficit for the year	267,495	209,659	13,378	
Prior year (surplus) / deficit	(316,564)	(316,564)	(85,034)	
(Surplus) applied to future years	(49,069)	(106,905)	(71,656)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

AREA	RECREATION AND PARKS		
SERVICE	NORTHERN COMMUNITY RECREATION		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>Plan, develop and coordinate the delivery of recreation programs and services to the communities of Parksville, Qualicum Beach and Electoral Areas E, F, G and H. Recreation services delivery includes; recreation grants, financial assistance program, inclusion support, summer camp programs, support for community events and community development initiatives. The Department also acts as the booking agent for sports fields and courts within the City of Parksville, the Town of Qualicum Beach and School District 69.</p> <p>The Department oversees a service contract for additional local programming in Electoral Area F with Arrowsmith Community Recreation Association. Regional District staff act in a resource capacity and monitor the outcomes and performance of the Society.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	PROJECTED PERFORMANCE 2016	2017 PERFORMANCE OBJECTIVE
Total number of program registrations	4,000	4,066	5,000
Total program attendance	15,500	26,762	30,000
Total program opportunities	95-105	119 programs	150
Financial Assistance Program (households supported)	90-145	234 households \$24,154.22	116
Inclusion Support	1,000 hours 31 individuals	860 hours 22 individuals supported	900 hours 30 individuals
Recreation Grants	\$62,500 35 - 45 projects	\$62,622 44 projects supported	\$62,500 35 - 45 projects
KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES			
<ol style="list-style-type: none"> 1. Review measurement indicators quarterly for variances in objectives. Implement marketing strategies if required to meet performance objectives. <i>January, April, July, September</i> 2. Complete transition to Active Network registration and facility booking system. <i>March</i> 3. Complete District 69 Recreation Services Master Plan. <i>October</i> 4. Develop implementation strategy for District 69 Recreation Services Master Plan document specific to recreation program services (outdoor multi-sport complex, changes to recreation program service levels and/or direction). <i>December</i> 5. Meet quarterly with community services and health care organization partners (POGOSA, NGOs, SD#69 Qualicum, Island Health, Divisions of Family Practice) on community and individual wellness programs. <i>March/June/September/June</i> 6. Deliver program initiatives as per 2016 Island Health Community Wellness Grant. <i>March</i> 			

**FINANCIAL PLAN
Northern Community Recreation
2017 Proposed Budget**

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(830,603)	(1,107,471)	(1,140,657)	3.0%
	(830,603)	(1,107,471)	(1,140,657)	3.0%
Operating grants		(8,000)	(58,000)	
Operations	(6,430)	(5,945)	(5,945)	
Recreation fees	(314,497)	(346,020)	(344,175)	
Miscellaneous		(1,000)	(1,000)	
Total Operating Revenues	(1,151,530)	(1,468,436)	(1,549,777)	5.5%
Operating Expenditures				
Administration	82,723	113,483	114,617	
Professional fees	94	12,300	22,300	
Building oper & maint	9,680	14,138	14,282	
Vehicle & Equip- oper & maint	16,378	25,373	14,386	
Operating costs	62,970	85,690	102,727	
Program costs	355,883	439,211	493,157	
Transfer to other govt / org	70,591	70,910	72,328	
Total Operating Expenditures (excluding wages)	598,319	761,105	833,797	9.6%
Wages & benefits	568,480	738,156	668,184	(9.5%)
Total Operating Expenditures (including wages)	1,166,799	1,499,261	1,501,981	0.2%
Contribution to reserve funds		180	10,180	
Operating (surplus) / deficit	15,269	31,005	(37,616)	
Capital Asset Expenditures				
Capital expenditures	3,699	4,675	2,325	
Net Capital Assets funded from Operations	3,699	4,675	2,325	(50.3%)
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	18,968	35,680	(35,291)	
Prior year (surplus) / deficit	(64,556)	(64,556)	(29,656)	
(Surplus) applied to future years	(45,588)	(28,876)	(64,947)	

FINANCIAL PLAN
Northern Community Recreation Sportsfield
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Municipal agreements	(205,985)	(274,647)	(280,140)	2.0%
	(205,985)	(274,647)	(280,140)	2.0%
Total Operating Revenues	(205,985)	(274,647)	(280,140)	2.0%
Operating Expenditures				
Transfer to other govt / org	274,647	274,647	280,140	
Total Operating Expenditures (excluding wages)	274,647	274,647	280,140	2.0%
Total Operating Expenditures (including wages)	274,647	274,647	280,140	2.0%
Operating (surplus) / deficit	68,662			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	68,662			
(Surplus) applied to future years	68,662			

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

AREA	RECREATION AND PARKS		
SERVICE	GABRIOLA ISLAND RECREATION SERVICE		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>In addition to access to recreation facilities and programs offered through the City of Nanaimo, residents of Gabriola Island raise a tax levy for recreation programming delivered directly on Gabriola Island. The Gabriola Recreation Society provides this island-based recreation programming under a service contract with the Regional District of Nanaimo. Regional District staff act in a resource capacity and monitor the established outcomes and performance of the Society.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	2016 PROJECTED PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Program offerings	Diversity of programs meeting resident demands	Gabriola Recreation Society providing satisfactory annual reports on program offerings	Year 3 of 3 year service contract (2015-2017)
Total number of program registrations	700 - 800	950	1,000
Total program attendance	8,000 - 9,000	8,500	9,000
Total program opportunities	50 - 80	65	70
KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES			
<ol style="list-style-type: none"> 1. Manage the 2015 - 2017 recreation services delivery agreement between the RDN and the Gabriola Recreation Society. Monitor and evaluate 2017 performance objectives by the Society as per terms of the three year Agreement via review of reports submitted and meetings with Society. May, February, October 2. Provide staff report to RDN Board on recommending future recreation services delivery agreement with Gabriola Recreation Society past 2017. July 			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(83,907)	(111,876)	(124,351)	11.2%
	(83,907)	(111,876)	(124,351)	11.2%
Grants in lieu of taxes	(572)	(520)	(520)	
Total Operating Revenues	(84,479)	(112,396)	(124,871)	11.1%
Operating Expenditures				
Administration	1,980	2,891	2,548	
Professional fees	2,582	2,800	2,800	
Vehicle & Equip- oper & maint	292	150	150	
Operating costs	1,273	3,029	3,029	
Transfer to other govt / org	99,500	82,800	82,914	
Total Operating Expenditures (excluding wages)	105,627	91,670	91,441	(0.2%)
Wages & benefits	15,571	20,493	20,997	2.5%
Total Operating Expenditures (including wages)	121,198	112,163	112,438	0.2%
Contribution to reserve funds	8,610	8,610		
Operating (surplus) / deficit	45,329	8,377	(12,433)	
Capital Asset Expenditures				
Capital expenditures	62	100		
Transfers from reserves	(26,059)			
Net Capital Assets funded from Operations	(25,997)	100		(100.0%)
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	19,332	8,477	(12,433)	
Prior year (surplus) / deficit	(8,478)	(8,478)	(10,452)	
(Surplus) applied to future years	10,854	(1)	(22,885)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

AREA	RECREATION AND PARKS		
SERVICE	ELECTORAL AREA 'A' RECREATION AND CULTURE		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>In addition to access to recreation facilities and programs offered through the City of Nanaimo, residents of Electoral Area 'A' raise a tax levy for recreation and park services. Currently the Regional District of Nanaimo does not offer Recreation and Culture programs in Electoral Area 'A' through direct programming. The Parks, Recreation and Culture Commission exists as an advisory body to the Regional Board regarding RDN service functions related to parks, recreation and culture for Electoral Area 'A' and oversees an Electoral Area 'A' Grant-in-Aid program supporting recreation and cultural initiatives.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	PROJECTED 2016 PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Utilization of Grant-in-Aid program	Full disbursement of available grant funding (\$10,000 annually)	2016 = \$2,868 2015 = \$4,118 2014 = \$1,500 2013 = \$7,500 2012 = \$7,065 2011 = \$7,625 2010 = \$7,150	Full disbursement of available grant funding
KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES			
<ol style="list-style-type: none"> 1. Distribute all funds from Grant-in-Aid program. <i>February, September</i> 2. Work with Snuneymuxw First Nation on the opening and community use of their new Sport Court that received funding from RDN through Community Works Funds. <i>April</i> 3. Provide staff report to Commission and RDN Board on recommendations regarding future operations and use of Cedar Heritage Centre. <i>June</i> 4. Complete cost/benefit analysis on school facility use for community recreation and culture programming purposes. <i>June</i> 			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(141,128)	(188,171)	(193,816)	3.0%
	(141,128)	(188,171)	(193,816)	3.0%
Total Operating Revenues	(141,128)	(188,171)	(193,816)	3.0%
Operating Expenditures				
Administration	7,428	9,511	12,334	
Professional fees	1,013	57,000	59,000	
Building oper & maint	6,470	17,000	11,000	
Vehicle & Equip- oper & maint	39	550	550	
Operating costs	1,864	5,539	5,539	
Program costs	2,868	10,000	10,000	
Total Operating Expenditures (excluding wages)	19,682	99,600	98,423	(1.2%)
Wages & benefits	20,101	26,474	26,957	1.8%
Total Operating Expenditures (including wages)	39,783	126,074	125,380	(0.6%)
Contribution to reserve funds	65,000	65,000	65,000	
Operating (surplus) / deficit	(36,345)	2,903	(3,436)	
Capital Asset Expenditures				
Capital expenditures	125	200		
Net Capital Assets funded from Operations	125	200		(100.0%)
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(36,220)	3,103	(3,436)	
Prior year (surplus) / deficit	(117,276)	(117,276)	(156,248)	
(Surplus) applied to future years	(153,496)	(114,173)	(159,684)	

FINANCIAL PLAN
Southern Community Recreation & Culture
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(930,623)	(1,240,831)	(1,252,271)	0.9%
	(930,623)	(1,240,831)	(1,252,271)	0.9%
Grants in lieu of taxes	(119)			
Total Operating Revenues	(930,742)	(1,240,831)	(1,252,271)	0.9%
Operating Expenditures				
Administration	375	500	1,000	
Professional fees	195	2,000	2,000	
Building oper & maint	37,987	55,770	55,770	
Operating costs	4,524	7,415	7,415	
Transfer to other govt / org	1,183,635	1,183,635	1,194,262	
Total Operating Expenditures (excluding wages)	1,226,716	1,249,320	1,260,447	0.9%
Total Operating Expenditures (including wages)	1,226,716	1,249,320	1,260,447	0.9%
Operating (surplus) / deficit	295,974	8,489	8,176	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	295,974	8,489	8,176	
Prior year (surplus) / deficit	(8,489)	(8,489)	(8,176)	
(Surplus) applied to future years	287,485			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(11,340)	(15,120)	(15,347)	1.5%
	(11,340)	(15,120)	(15,347)	1.5%
Total Operating Revenues	(11,340)	(15,120)	(15,347)	1.5%
Operating Expenditures				
Transfer to other govt / org	15,120	15,120	15,347	
Total Operating Expenditures (excluding wages)	15,120	15,120	15,347	1.5%
Total Operating Expenditures (including wages)	15,120	15,120	15,347	1.5%
Operating (surplus) / deficit	3,780			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	3,780			
(Surplus) applied to future years	3,780			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(20,352)	(27,136)	(27,363)	0.8%
	(20,352)	(27,136)	(27,363)	0.8%
Total Operating Revenues	(20,352)	(27,136)	(27,363)	0.8%
Operating Expenditures				
Transfer to other govt / org	27,136	27,136	27,363	
Total Operating Expenditures (excluding wages)	27,136	27,136	27,363	0.8%
Total Operating Expenditures (including wages)	27,136	27,136	27,363	0.8%
Operating (surplus) / deficit	6,784			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	6,784			
(Surplus) applied to future years	6,784			

**FINANCIAL PLAN
Port Theatre EA C (Extension)
2017 Proposed Budget**

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(11,265)	(15,020)	(15,126)	0.7%
	(11,265)	(15,020)	(15,126)	0.7%
Grants in lieu of taxes	(119)			
Total Operating Revenues	(11,384)	(15,020)	(15,126)	0.7%
Operating Expenditures				
Transfer to other govt / org	15,146	15,146	15,245	
Total Operating Expenditures (excluding wages)	15,146	15,146	15,245	0.7%
Total Operating Expenditures (including wages)	15,146	15,146	15,245	0.7%
Operating (surplus) / deficit	3,762	126	119	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	3,762	126	119	
Prior year (surplus) / deficit	(126)	(126)	(119)	
(Surplus) applied to future years	3,636			

FINANCIAL PLAN
Port Theatre EA C (East Wellington)
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(2,918)	(3,890)	(3,948)	1.5%
	(2,918)	(3,890)	(3,948)	1.5%
Total Operating Revenues	(2,918)	(3,890)	(3,948)	1.5%
Operating Expenditures				
Transfer to other govt / org	3,890	3,890	3,948	
Total Operating Expenditures (excluding wages)	3,890	3,890	3,948	1.5%
Total Operating Expenditures (including wages)	3,890	3,890	3,948	1.5%
Operating (surplus) / deficit	972			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	972			
(Surplus) applied to future years	972			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(16,277)	(21,703)	(22,029)	1.5%
	(16,277)	(21,703)	(22,029)	1.5%
Total Operating Revenues	(16,277)	(21,703)	(22,029)	1.5%
Operating Expenditures				
Transfer to other govt / org	21,703	21,703	22,029	
Total Operating Expenditures (excluding wages)	21,703	21,703	22,029	1.5%
Total Operating Expenditures (including wages)	21,703	21,703	22,029	1.5%
Operating (surplus) / deficit	5,426			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	5,426			
(Surplus) applied to future years	5,426			

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN - 2017**

AREA	RECREATION AND PARKS		
SERVICE	REGIONAL PARKS		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	The Regional Parks Plan is the guiding document for the acquisition of regional park land and trails. At present the Regional District owns or manages 12 Regional Parks comprising 2083 hectares including two campgrounds.		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Acquisition readiness and Capital Planning	Sufficient resources to acquire lands when opportunities arise and to complete large capital projects.	Continuously monitoring and reviewing financial plan forecasts. Assessing properties that come available for acquisition.	Continue to use financial plan to review financial impacts of property purchases and large capital projects. Continue to assess properties that come available for acquisition.
Management and development documents	Park management plans and agreements in place for all sites.	Management Plans in place for 11 of 12 Regional parks. Beachcomber Management Plan underway. Updating 5 year plan for projects identified in completed management plans.	Begin development of the Regional Parks and Trails Master Planning process. Carry out projects identified in the 5 year project plan. Continue 5-year reviews of management plans.
Trail planning and development	Completion of regional trail system in accordance with Plan documents.	Over 70.2 km of trail in place by way of agreement out of a targeted 155 km system. E&N Trail Parksville – Coombs Phase development near completion. Planning for the Morden Colliery Trail and bridge underway. Horne Lake Regional Trail planning underway.	Upgrade the lease and carry out detailed design for the Morden Colliery Trail expansion. Planning and Development of parking improvements at Witchcraft Lake Regional Trail (Mount Benson Regional Park). Continue planning for construction of the Horne Lake Regional Trail.

KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES

1. Commence the development of the Regional Parks and Trails Master Planning process for Board approval in 2018.
2. Continue to work with partners and community in initiating/developing management plans and implementing site management actions. 2017 actions include:
 - a) Build the La Salva Trail (Moorecroft)
 - b) Design and install the Benson Creek Falls Kiosk
 - c) Complete the Benson Creek Falls studies and stair design. Construction to follow in 2018.
 - d) Design and construct the Moorecroft Washroom, Vault Toilet and Picnic Shelter
 - e) Renovate the Little Qualicum Bridge
 - f) Design and install the Nanaimo River Interpretive Signs
 - g) Plan the Horne Lake Regional Trail
3. Work with Land Trusts to secure identified regionally significant parkland.
4. Implement recommendations from Operational and Efficiency Review and the Asset Management Program. Tasks include:
 - a) Purchase and use a maintenance and service request software
 - b) Expand outdoor park programming to include all regional parks
 - c) Continue to develop park management plans and review at five year intervals

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(996,795)	(1,329,060)	(1,362,287)	2.5%
	(996,795)	(1,329,060)	(1,362,287)	2.5%
Grants in lieu of taxes	(3,886)			
Operations	(501)	(6,000)	(1,000)	
Miscellaneous	(1,100)			
Total Operating Revenues	(1,002,282)	(1,335,060)	(1,363,287)	2.1%
Operating Expenditures				
Administration	72,168	102,724	106,255	
Professional fees	4,980	19,000	64,100	
Building oper & maint	31,194	55,410	47,410	
Vehicle & Equip- oper & maint	24,317	27,645	27,940	
Operating costs	190,669	458,458	548,091	
Transfer to other govt / org	42,000	42,000	42,000	
Total Operating Expenditures (excluding wages)	365,328	705,237	835,796	18.5%
Wages & benefits	421,654	714,551	685,415	(4.1%)
Total Operating Expenditures (including wages)	786,982	1,419,788	1,521,211	7.1%
Contribution to reserve funds	10,000	10,180	10,180	
Operating (surplus) / deficit	(205,300)	94,908	168,104	
Capital Asset Expenditures				
Capital expenditures	33,705	105,154	143,895	
Net Capital Assets funded from Operations	33,705	105,154	143,895	36.8%
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(171,595)	200,062	311,999	
Prior year (surplus) / deficit	(375,353)	(375,353)	(450,324)	
(Surplus) applied to future years	(546,948)	(175,291)	(138,325)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(217,550)	(290,066)	(290,206)	
Property taxes	(491,978)	(655,970)	(661,010)	0.8%
	(709,528)	(946,036)	(951,216)	0.5%
Grants in lieu of taxes	(274)	(630)	(630)	
Transfer from reserve - non capital		(300,000)		
Total Operating Revenues	(709,802)	(1,246,666)	(951,846)	(23.6%)
Operating Expenditures				
Professional fees	26,246	57,500	62,000	
Transfer to other govt / org		300,000		
Total Operating Expenditures (excluding wages)	26,246	357,500	62,000	(82.7%)
Total Operating Expenditures (including wages)	26,246	357,500	62,000	(82.7%)
Contribution to reserve funds	811,760	811,760	796,559	
Operating (surplus) / deficit	128,204	(77,406)	(93,287)	
Capital Asset Expenditures				
Capital expenditures	1,281,243	3,946,293	2,331,000	
Transfers from reserves	(10,675)	(936,717)	(1,331,000)	
Grants and other	(1,270,252)	(2,949,576)	(1,000,000)	
Net Capital Assets funded from Operations	316	60,000		(100.0%)
Capital Financing Charges				
Existing debt (principal)	51,724	68,965	68,965	
Existing debt (interest)	59,299	79,066	79,066	
Total Capital Financing Charges	111,023	148,031	148,031	
Net (surplus)/deficit for the year	239,543	130,625	54,744	
Prior year (surplus) / deficit	(130,625)	(130,625)	(54,744)	
(Surplus) applied to future years	108,918			

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

AREA	RECREATION AND PARKS		
SERVICE	ELECTORAL AREA COMMUNITY PARKS		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>Community Parks are generally small lot parcels which have been dedicated through the subdivision process. Many parks are in a natural state. There are in excess of 200 community park and green spaces throughout the seven Regional District Electoral Areas.</p> <p>Each Electoral Area is supported by an Advisory committee to provide community perspective on the acquisition, development, protection and management of these lands.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Park Planning and Development	<p>Park and trail Development projects carried out in accordance with Electoral Area 5 year plans.</p> <p>Parks and Trails Plan in each Electoral Area.</p>	<p>Blueback Park, Meadow Drive picnic shelter, Cedar Plaza kiosk, Oak Leaf development near completion.</p> <p>Planning for Dunsmuir community Park completed.</p> <p>Completed Community Works Projects including Cranswick Road, and Claudet CP development.</p>	<p>Complete Phase I development at Huxley Park.</p> <p>Complete design work for Anders Dorrit, Errington and River's Edge Playground.</p> <p>Continue with Community Works Projects including construction of Village Way Trail (Gab Is).</p>
Park Maintenance Standards and Risk Management	<p>All parks maintained in accordance with established standards.</p>	<p>Establishing park maintenance standards and risk management programs. Tendering for new maintenance contracts.</p> <p>Researching maintenance request and maintenance software.</p> <p>Design new park entry and information signs.</p>	<p>Implement new maintenance standards and routines and risk management programs.</p> <p>Implement new maintenance software for better customer service.</p> <p>Use design guidelines in park design and produce new sign designs.</p>
Community Engagement and Partnerships	<p>Regular Advisory Committee meetings.</p> <p>Active volunteer participation & strategic partnerships.</p> <p>Leverage external sources of funding (grants, etc.)</p>	<p>21 plus Park Advisory meetings in 2015.</p> <p>Actively worked with community partners for the installation of projects funded through the Community Recreation Program.</p>	<p>Support Advisory Committees.</p> <p>Continue working with community partners for the completion of park projects.</p>

KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES

1. Continue the review and prioritization of development projects for implementation in the year the project is budgeted for in the Five Year Financial Plan. Key projects include:
 - a) Build beach access stairs (EA A)
 - b) Construct Phase I Huxley Community Park (EA B)
 - c) Create design for Anders Dorrit Community Park (EA C East Wellington)
 - d) Create a playground design for Errington Community Park (EA F)
 - e) Build the Stanhope Trail (EA G)
 - f) Create a playground design for River's Edge Community Park (EA G)
 - g) Create detailed designs and construction documents for Dunsmuir Community Park (EA H)
 - h) Construct Phase I Dunsmuir Community Park (EA H)

2. Prioritize the use of Community Works funds in 2017 with the EASC for Community Parks and Trails design and development projects that have been identified by POSAC and Electoral Area Directors. Key Community Works Projects include:
 - a) Construct the Village Way Path (EA B)
 - b) Continue planning the Morden Colliery Bridge (EA A)
 - c) Renovate Extension School (EA C Extension)
 - d) Design and build next phase of ACT trails (EA F)
 - e) Determine course of action for the Little Qualicum Hall (EA G)

3. Implement recommendations from the Operational and Efficiency Review and the Asset Management program including the purchase and use of maintenance and service request software.

4. Work with Planning Department on OCPs, development applications and park zoning implementation. Key plans and projects include:
 - a) Area H OCP update (2017)
 - b) OCP fine tuning (2017/2018)
 - c) Fairwinds development (timing dependent on developer)

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(139,500)	(186,000)	(188,490)	1.3%
	(139,500)	(186,000)	(188,490)	1.3%
Total Operating Revenues	(139,500)	(186,000)	(188,490)	1.3%
Operating Expenditures				
Administration	8,892	11,533	15,978	
Professional fees		10,000	10,000	
Building oper & maint	1,438	2,675	2,675	
Vehicle & Equip- oper & maint	8,806	12,158	12,158	
Operating costs	31,330	76,455	57,327	
Transfer to other govt / org	12,000	12,000	12,000	
Total Operating Expenditures (excluding wages)	62,466	124,821	110,138	(11.8%)
Wages & benefits	51,988	76,446	84,400	10.4%
Total Operating Expenditures (including wages)	114,454	201,267	194,538	(3.3%)
Contribution to reserve funds	22,390	22,390	10,000	
Operating (surplus) / deficit	(2,656)	37,657	16,048	
Capital Asset Expenditures				
Capital expenditures	583	27,711	35,425	
Transfers from reserves		(22,656)		
Net Capital Assets funded from Operations	583	5,055	35,425	600.8%
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(2,073)	42,712	51,473	
Prior year (surplus) / deficit	(50,127)	(50,127)	(51,585)	
(Surplus) applied to future years	(52,200)	(7,415)	(112)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(141,621)	(188,828)	(260,000)	37.7%
	(141,621)	(188,828)	(260,000)	37.7%
Total Operating Revenues	(141,621)	(188,828)	(260,000)	37.7%
Operating Expenditures				
Administration	8,634	12,978	16,205	
Professional fees	3,572	9,500	9,500	
Building oper & maint	2,627	4,725	4,725	
Vehicle & Equip- oper & maint	3,929	4,958	4,958	
Operating costs	43,218	99,315	79,979	
Total Operating Expenditures (excluding wages)	61,980	131,476	115,367	(12.3%)
Wages & benefits	51,986	76,446	84,400	10.4%
Total Operating Expenditures (including wages)	113,966	207,922	199,767	(3.9%)
Contribution to reserve funds	10,000	10,000		
Operating (surplus) / deficit	(17,655)	29,094	(60,233)	
Capital Asset Expenditures				
Capital expenditures	235,814	14,711	32,221	
Transfers from reserves		(12,000)	(31,796)	
Grants and other	(18,000)			
New borrowing	(205,000)			
Net Capital Assets funded from Operations	12,814	2,711	425	(84.3%)
Capital Financing Charges				
Existing debt (principal)	12,933	17,155	52,850	
Existing debt (interest)	10,555	15,238	16,462	
Total Capital Financing Charges	23,488	32,393	69,312	114.0%
Net (surplus)/deficit for the year	18,647	64,198	9,504	
Prior year (surplus) / deficit	(71,184)	(71,184)	(12,147)	
(Surplus) applied to future years	(52,537)	(6,986)	(2,643)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(49,621)	(66,161)	(68,807)	4.0%
	(49,621)	(66,161)	(68,807)	4.0%
Total Operating Revenues	(49,621)	(66,161)	(68,807)	4.0%
Operating Expenditures				
Administration	3,247	4,828	6,490	
Professional fees		5,500	5,500	
Building oper & maint	684	1,263	1,263	
Vehicle & Equip- oper & maint	1,967	2,478	2,578	
Operating costs	7,834	21,887	21,311	
Total Operating Expenditures (excluding wages)	13,732	35,956	37,142	3.3%
Wages & benefits	26,039	38,177	42,220	10.6%
Total Operating Expenditures (including wages)	39,771	74,133	79,362	7.1%
Contribution to reserve funds	5,000	5,000	5,000	
Operating (surplus) / deficit	(4,850)	12,972	15,555	
Capital Asset Expenditures				
Capital expenditures	292	1,361	215	
Net Capital Assets funded from Operations	292	1,361	215	(84.2%)
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(4,558)	14,333	15,770	
Prior year (surplus) / deficit	(33,121)	(33,121)	(31,433)	
(Surplus) applied to future years	(37,679)	(18,788)	(15,663)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(64,057)	(85,409)	(89,679)	5.0%
	(64,057)	(85,409)	(89,679)	5.0%
Total Operating Revenues	(64,057)	(85,409)	(89,679)	5.0%
Operating Expenditures				
Administration	4,972	7,599	9,440	
Professional fees		500	25,500	
Building oper & maint	684	1,263	1,263	
Vehicle & Equip- oper & maint	1,967	2,477	2,477	
Operating costs	11,850	38,512	35,736	
Total Operating Expenditures (excluding wages)	19,473	50,351	74,416	47.8%
Wages & benefits	26,039	38,127	42,220	10.7%
Total Operating Expenditures (including wages)	45,512	88,478	116,636	31.8%
Contribution to reserve funds	10,000	10,000	1,000	
Operating (surplus) / deficit	(8,545)	13,069	27,957	
Capital Asset Expenditures				
Capital expenditures	20,129	41,361	215	
Transfers from reserves	(19,837)	(40,000)		
Net Capital Assets funded from Operations	292	1,361	215	(84.2%)
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(8,253)	14,430	28,172	
Prior year (surplus) / deficit	(32,734)	(32,734)	(28,829)	
(Surplus) applied to future years	(40,987)	(18,304)	(657)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(94,500)	(126,000)	(142,080)	12.8%
	(94,500)	(126,000)	(142,080)	12.8%
Total Operating Revenues	(94,500)	(126,000)	(142,080)	12.8%
Operating Expenditures				
Administration	5,987	9,454	12,530	
Professional fees		6,000	1,000	
Building oper & maint	2,211	3,425	3,425	
Vehicle & Equip- oper & maint	6,993	9,658	13,658	
Operating costs	10,803	39,407	35,054	
Total Operating Expenditures (excluding wages)	25,994	67,944	65,667	(3.4%)
Wages & benefits	52,177	76,446	84,400	10.4%
Total Operating Expenditures (including wages)	78,171	144,390	150,067	3.9%
Operating (surplus) / deficit	(16,329)	18,390	7,987	
Capital Asset Expenditures				
Capital expenditures	47,647	138,601	30,425	
Transfers from reserves		(85,890)	(30,000)	
Grants and other	(47,064)	(50,000)		
Net Capital Assets funded from Operations	583	2,711	425	(84.3%)
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(15,746)	21,101	8,412	
Prior year (surplus) / deficit	(23,435)	(23,435)	(9,118)	
(Surplus) applied to future years	(39,181)	(2,334)	(706)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(111,600)	(148,800)	(156,240)	5.0%
	(111,600)	(148,800)	(156,240)	5.0%
Operations	(100)			
Miscellaneous	(1,730)			
Total Operating Revenues	(113,430)	(148,800)	(156,240)	5.0%
Operating Expenditures				
Administration	6,960	10,731	14,820	
Professional fees	4,024	13,000	16,000	
Building oper & maint	5,905	2,775	5,775	
Vehicle & Equip- oper & maint	3,929	4,958	4,958	
Operating costs	17,820	48,062	51,508	
Transfer to other govt / org		6,000	6,000	
Total Operating Expenditures (excluding wages)	38,638	85,526	99,061	15.8%
Wages & benefits	51,992	76,446	84,400	10.4%
Total Operating Expenditures (including wages)	90,630	161,972	183,461	13.3%
Contribution to reserve funds	10,000	10,000	2,000	
Operating (surplus) / deficit	(12,800)	23,172	29,221	
Capital Asset Expenditures				
Capital expenditures	583	2,711	425	
Net Capital Assets funded from Operations	583	2,711	425	(84.3%)
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(12,217)	25,883	29,646	
Prior year (surplus) / deficit	(35,690)	(35,690)	(35,424)	
(Surplus) applied to future years	(47,907)	(9,807)	(5,778)	

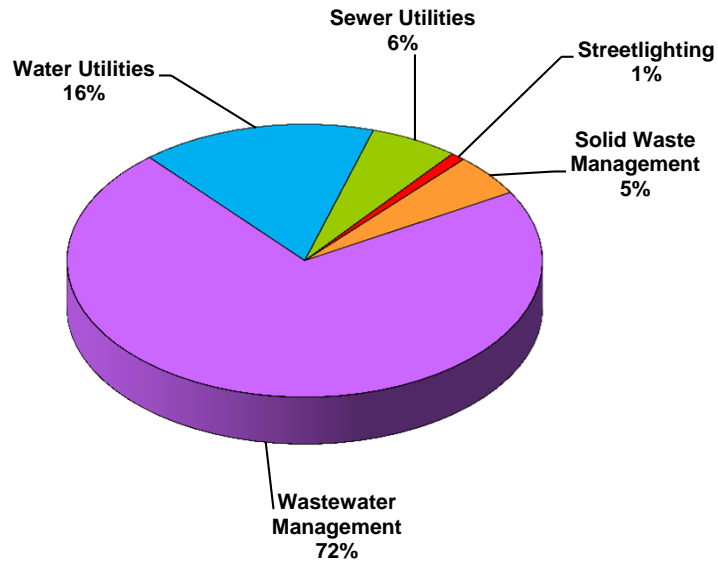
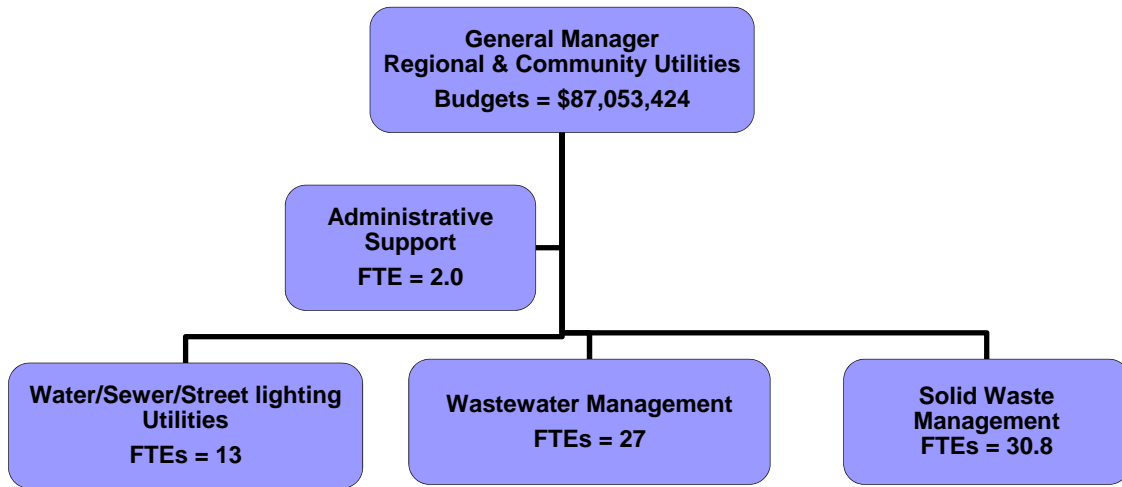
	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(86,054)	(114,739)	(126,623)	10.4%
	(86,054)	(114,739)	(126,623)	10.4%
Operations	(1,329)	(10,000)	(10,000)	
Total Operating Revenues	(87,383)	(124,739)	(136,623)	9.5%
Operating Expenditures				
Administration	5,882	9,314	12,415	
Professional fees		11,000	11,000	
Building oper & maint	2,693	3,815	3,815	
Vehicle & Equip- oper & maint	3,925	4,458	4,458	
Operating costs	19,145	29,057	34,803	
Transfer to other govt / org		10,000	10,000	
Total Operating Expenditures (excluding wages)	31,645	67,644	76,491	13.1%
Wages & benefits	51,995	76,446	84,400	10.4%
Total Operating Expenditures (including wages)	83,640	144,090	160,891	11.7%
Contribution to reserve funds	5,000	5,000		
Operating (surplus) / deficit	1,257	24,351	24,268	
Capital Asset Expenditures				
Capital expenditures	583	34,711	37,425	
Transfers from reserves		(32,000)	(37,000)	
Net Capital Assets funded from Operations	583	2,711	425	(84.3%)
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	1,840	27,062	24,693	
Prior year (surplus) / deficit	(34,688)	(34,688)	(24,824)	
(Surplus) applied to future years	(32,848)	(7,626)	(131)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(138,505)	(184,673)	(186,520)	1.0%
	(138,505)	(184,673)	(186,520)	1.0%
Grants in lieu of taxes	(483)			
Total Operating Revenues	(138,988)	(184,673)	(186,520)	1.0%
Operating Expenditures				
Administration	7,446	11,399	15,630	
Professional fees	34	31,000	31,000	
Building oper & maint	1,365	2,765	2,765	
Vehicle & Equip- oper & maint	3,997	4,958	4,958	
Operating costs	23,789	46,837	53,183	
Transfer to other govt / org	20,000	20,000	20,000	
Total Operating Expenditures (excluding wages)	56,631	116,959	127,536	9.0%
Wages & benefits	51,992	76,446	84,400	10.4%
Total Operating Expenditures (including wages)	108,623	193,405	211,936	9.6%
Contribution to reserve funds	12,000	12,000	5,000	
Operating (surplus) / deficit	(18,365)	20,732	30,416	
Capital Asset Expenditures				
Capital expenditures	583	2,711	30,425	
Transfers from reserves			(30,000)	
Net Capital Assets funded from Operations	583	2,711	425	(84.3%)
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(17,782)	23,443	30,841	
Prior year (surplus) / deficit	(29,627)	(29,627)	(32,651)	
(Surplus) applied to future years	(47,409)	(6,184)	(1,810)	

**REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2017 to 2021
INDEX**

PAGE NO.	DESCRIPTION
Regional and Community Utilities	
119	Departmental Highlights - Regional and Community Utilities
Business Plans and Departmental Budget Summaries	
120-121	Business Plan - Wastewater Management - Southern Community
122	Budget Summary - Wastewater Services Southern Community
123	Business Plan - Wastewater Management - Duke Point
124	Budget Summary - Wastewater Services Duke Point
125-126	Business Plan - Wastewater Management - Northern Community
127	Budget Summary - Wastewater Services Northern Community
128	Business Plan - Wastewater Management - Nanoose Bay (Fairwinds)
129	Budget Summary - Wastewater Services Nanoose Bay
130	Business Plan - Liquid Waste Management Planning
131	Budget Summary - Liquid Waste Management Planning
132	Business Plan - Asset Management
133-135	Business Plan - Drinking Water and Watershed Protection
136	Budget Summary - Drinking Water / Watershed Protection
137-138	Business Plan - Water Supply, Sanitary Sewer Collection, Stormwater, Streetlighting
139	Budget Summary - Water Services Nanoose Peninsula
140	Budget Summary - Water Services Driftwood
141	Budget Summary - Water Services French Creek
142	Budget Summary - Water Services San Pareil
143	Budget Summary - Water Services San Pareil Fire
144	Budget Summary - Water Services Surfside
145	Budget Summary - Water Services Englishman River
146	Budget Summary - Water Services Melrose Place
147	Budget Summary - Water Services Decourcey
148	Budget Summary - Water Services Whiskey Creek
149	Budget Summary - Water Services Westurne Heights
150	Budget Summary - Water Services Bulk Water Nanoose Bay
151	Budget Summary - Water Services Bulk Water French Creek
152	Budget Summary - Sewer Fairwinds
153	Budget Summary - Sewer French Creek
154	Budget Summary - Sewer Barclay
155	Budget Summary - Sewer Surfside
156	Budget Summary - Sewer Pacific Shores
157	Budget Summary - Sewer Cedar
158	Budget Summary - Sewer Hawthorne Rise Debt
159	Budget Summary - Sewer Reid Road Debt
160	Budget Summary - Englishman River Stormwater
161	Budget Summary - Cedar Estates Stormwater
162	Budget Summary - Pump & Haul
163	Budget Summary - Streetlighting Fairwinds
164	Budget Summary - Streetlighting French Creek Village
165	Budget Summary - Streetlighting Sandpiper
166	Budget Summary - Streetlighting Morningstar
167	Budget Summary - Streetlighting Englishman River
168	Budget Summary - Streetlighting Rural Areas
169	Budget Summary - Streetlighting Highway #4
170	Budget Summary - Streetlighting Highway Intersections
171-172	Business Plan - Solid Waste Management - Facilities
173-174	Business Plan - Solid Waste Management - Planning (Zero Waste)
175	Budget Summary - Solid Waste Management
176	Business Plan - Regional Garbage, Food Waste & Recycling Collection Program
177	Budget Summary - Solid Waste Collection & Recycling

REGIONAL DISTRICT OF NANAIMO DEPARTMENTAL HIGHLIGHTS REGIONAL & COMMUNITY UTILITIES



Regional & Community Utilities	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	
Wastewater Management	60,306,287	46,183,528	14,122,759	72%
Water Utilities	9,637,507	6,423,927	3,213,580	16%
Sewer Utilities	1,784,880	623,270	1,161,610	6%
Streetlighting	106,732	18,736	87,996	1%
Solid Waste	15,218,018	14,130,576	1,087,442	5%
	87,053,424	67,380,037	19,673,387	100%

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

AREA	REGIONAL AND COMMUNITY UTILITIES								
SERVICE	WASTEWATER MANAGEMENT – SOUTHERN COMMUNITY								
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>Wastewater treatment is provided by a primary treatment facility using chemically enhanced treatment processes. The facility serves the City of Nanaimo and the District of Lantzville. Septage disposal is also provided for properties not connected to the plant in these areas and for Electoral Areas A, B and C. The treatment facility in Nanaimo serves a connected population of approximately 90,000 persons.</p> <p>The plant processes the following annual quantities (2015):</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Wastewater</td> <td style="text-align: right;">12,736,880 m³</td> </tr> <tr> <td>Septage</td> <td style="text-align: right;">7,605 m³</td> </tr> <tr> <td>Treat and reuse biosolids</td> <td style="text-align: right;">3,087 metric tons</td> </tr> </table>			Wastewater	12,736,880 m ³	Septage	7,605 m ³	Treat and reuse biosolids	3,087 metric tons
Wastewater	12,736,880 m ³								
Septage	7,605 m ³								
Treat and reuse biosolids	3,087 metric tons								
PERFORMANCE INDICATORS									
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES						
Effluent Quality	Ministry permit levels TSS 130 mg/l, BOD 130 mg/l. Current average annual level TSS 69 mg/l, BOD 97 mg/l.	2016 - 99.3% est. of samples have met permit levels to date 2015 – 97.9% of samples met permit levels 2014 - 99.1% of samples met permit levels	100% of samples meet permit levels						
Equipment Reliability	Unplanned emergency maintenance hours	2016= est. 357 call out hours (outfall project added approximately 150 hrs. to 2016) 2015 = 219 call out hours 2014 = 242 call out hours	Reduce by 5% (excluding secondary treatment emergency hours)						
Asset Management Plan Implementation	Strategic Asset Management plan in place	Asset registry being optimized and long term capital plan under development	Continue developing asset registry for all new equipment critical to sustained service delivery						
Odour Complaints	No odour complaints	2016= 7 est. odour complaints 2015 = 9 odour complaints 2014 = 8 odour complaints	Maintain current performance levels during secondary treatment upgrade						
Biogas Utilized	75% biogas utilization – when secondary project is completed	2016= 45.9% est. gas utilized 2015 = 45.3% gas utilized 2014 = 49.1% gas utilized The remainder is wasted (flared)	Maintain current performance levels during secondary treatment upgrade (sufficient energy to power up to 225 homes)						

KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES

1. Expand capacity and provide secondary treatment at GNPCC - \$43M, 2017 and \$32M, 2018 to meet regulatory requirements and provide capacity to the service area to 2039
2. Refine chemically enhanced primary treatment procedures during periods of high BOD and TSS and maintenance periods. 2017 \$470k
3. Continue developing Preventative Maintenance Plan to monitor equipment failure and repair costs and prioritize asset replacement – Departure Bay Forcemain Inspection \$400k
4. Operate cogeneration facility to utilize 75% of the biogas produced from the site by 2019– revenue potential\$100k+
5. Work with WWS departmental staff and RDN Asset Management working group to track all new equipment included in the secondary treatment project critical to sustained service delivery.

FINANCIAL PLAN
Wastewater Southern Community
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(4,580,546)	(6,107,395)	(7,023,504)	15.0%
	(4,580,546)	(6,107,395)	(7,023,504)	15.0%
Grants in lieu of taxes	(28,374)			
Operations	(310,092)	(282,800)	(342,800)	
Interdepartmental recoveries	(703,958)	(744,730)	(29,575)	
Total Operating Revenues	(5,622,970)	(7,134,925)	(7,395,879)	3.7%
Operating Expenditures				
Administration	243,367	342,474	322,536	
Professional fees	72,343	154,175	153,280	
Building oper & maint	438,709	671,254	683,036	
Vehicle & Equip- oper & maint	377,007	499,864	517,029	
Operating costs	757,053	1,404,674	1,334,859	
Total Operating Expenditures (excluding wages)	1,888,479	3,072,441	3,010,740	(2.0%)
Wages & benefits	1,044,382	1,354,098	1,788,104	32.1%
Total Operating Expenditures (including wages)	2,932,861	4,426,539	4,798,844	8.4%
Contribution to reserve funds	1,984,407	1,998,080	1,700,575	
Operating (surplus) / deficit	(705,702)	(710,306)	(896,460)	
Capital Asset Expenditures				
Capital expenditures	14,471,503	22,712,213	45,608,433	
Transfers from reserves	(2,466,984)	(10,828,890)	(25,006,574)	
Grants and other	(6,000,000)		(1,086,470)	
New borrowing	(5,000,000)	(11,303,323)	(18,695,289)	
Net Capital Assets funded from Operations	1,004,519	580,000	820,100	41.4%
Capital Financing Charges				
Existing debt (principal)			186,079	
Existing debt (interest)	5,203	120,000	250,000	
New Debt (principal & interest)		113,033	186,953	
Total Capital Financing Charges	5,203	233,033	623,032	167.4%
Net (surplus)/deficit for the year	304,020	102,727	546,672	
Prior year (surplus) / deficit	(1,051,631)	(1,051,631)	(1,028,537)	
(Surplus) applied to future years	(747,611)	(948,904)	(481,865)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN - 2017**

AREA	REGIONAL AND COMMUNITY UTILITIES						
SERVICE	WASTEWATER MANAGEMENT – DUKE POINT						
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>This secondary treatment facility located within the City of Nanaimo serves properties within the Duke Point Industrial Park and a portion of the Cedar Village area. The plant is operated by staff located at the Greater Nanaimo Wastewater Treatment Center. Sludge from this facility is transported to the Greater Nanaimo plant for additional treatment. Current plant capacity is 910 m³/day</p> <p>The plant processes the following annual quantities (2015):</p> <table style="width: 100%; border: none;"> <tr> <td style="padding-right: 20px;">Wastewater</td> <td style="text-align: right;">18,936 m³ (Average daily flow 52 m³)</td> </tr> <tr> <td>Sludge</td> <td style="text-align: right;">294 m³</td> </tr> </table>			Wastewater	18,936 m ³ (Average daily flow 52 m ³)	Sludge	294 m ³
Wastewater	18,936 m ³ (Average daily flow 52 m ³)						
Sludge	294 m ³						
PERFORMANCE INDICATORS							
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES				
Effluent Quality	Ministry permit levels BOD 30mg/l, TSS 30 mg/l. Current average annual level BOD 4.3 mg/l, TSS 3.9 mg/l.	2016 = 100% of samples to date met permit levels 2015 = 97.2% of samples met permit levels 2014 = 100% of samples met permit levels	100% of samples meet permit levels				
Equipment Reliability	Unplanned emergency maintenance hours	2016 = 24 est. call out hours (18 to date) 2015 = 27 call out hours 2014 = 18 call out hours	Reduce by 5%				
Asset Management Plan Implementation	Strategic Asset Management plan in place	Asset registry being optimized and long term capital plan under development	Continue advance asset registry and asset management plan				
Odour Complaints	No odour complaints	2016 = No odour complaints 2015 = No odour complaints 2014 = No odour complaints	No odour complaints				
KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES							
<ol style="list-style-type: none"> 1. Administer source control strategies aimed at reducing contaminants that industries and businesses discharge into the sanitary sewer system. \$12k monitoring probe 2. Continue developing Preventative Maintenance Plan to monitor equipment failure and repair costs and prioritize asset replacement. - \$5k Outfall inspection 3. Work on sewer servicing strategy for Cedar Village with Development Services. 4. Work with WWS departmental staff and RDN Asset Management working group to implement program. 							

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(170,084)	(226,779)	(231,315)	2.0%
	(170,084)	(226,779)	(231,315)	2.0%
Operations	(34,840)			
Utility user fees	(8,240)	(12,000)	(12,000)	
Interdepartmental recoveries	(14,000)	(18,666)	(27,550)	
Total Operating Revenues	(227,164)	(257,445)	(270,865)	5.2%
Operating Expenditures				
Administration	11,912	17,763	19,139	
Professional fees	3,626	20,930	14,626	
Building oper & maint	10,348	14,800	15,198	
Vehicle & Equip- oper & maint	17,756	27,648	28,074	
Operating costs	41,318	47,465	58,610	
Total Operating Expenditures (excluding wages)	84,960	128,606	135,647	5.5%
Wages & benefits	68,597	105,466	101,231	(4.0%)
Total Operating Expenditures (including wages)	153,557	234,072	236,878	1.2%
Contribution to reserve funds	59,442	25,065	25,065	
Operating (surplus) / deficit	(14,165)	1,692	(8,922)	
Capital Asset Expenditures				
Capital expenditures	36,584	70,000	55,148	
Transfers from reserves		(45,000)	(27,000)	
Net Capital Assets funded from Operations	36,584	25,000	28,148	12.6%
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	22,419	26,692	19,226	
Prior year (surplus) / deficit	(181,525)	(181,525)	(147,289)	
(Surplus) applied to future years	(159,106)	(154,833)	(128,063)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

AREA	REGIONAL AND COMMUNITY UTILITIES								
SERVICE	WASTEWATER MANAGEMENT – NORTHERN COMMUNITY								
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>The Northern Community Sewage Treatment Service Area serves the municipalities of Parksville, Qualicum Beach and portions of Electoral Areas E and G. The treatment facility at French Creek is a secondary treatment plant serving a population of approximately 26,500 persons. Septage disposal is also provided for properties not connected to the plant in these areas and for Electoral Areas E, F, G and H.</p> <p>The plant processes the following annual quantities (2015):</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Wastewater</td> <td style="width: 50%; text-align: right;">3,910,517 m³</td> </tr> <tr> <td>Septage</td> <td style="text-align: right;">8,100 m³</td> </tr> <tr> <td>Treat and reuse of biosolids</td> <td style="text-align: right;">1,299 metric tons</td> </tr> </table>			Wastewater	3,910,517 m ³	Septage	8,100 m ³	Treat and reuse of biosolids	1,299 metric tons
Wastewater	3,910,517 m ³								
Septage	8,100 m ³								
Treat and reuse of biosolids	1,299 metric tons								
PERFORMANCE INDICATORS									
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES						
Effluent Quality	Ministry permit level BOD 45 mg/l, TSS 60 mg/l. Current average annual level BOD 13 mg/l, TSS 28.1 mg/l.	2016 = 92.1% of samples to date met permit levels (maintenance project on secondary treatment system impacted effluent quality this year) 2015 = 99.8% of samples met permit levels 2014 = 99.4% of samples met permit levels	100% of samples meet permit levels						
Equipment Reliability	Unplanned emergency maintenance hours	2016= 303 est. call out hours (233 to date) 2015 = 285 call out hours 2014 = 315 call out hours	Reduce by 5%						
Asset Management Plan Implementation	Strategic Asset Management plan in place	Asset registry being optimized and long term capital plan under development	Continue advance asset registry and asset management plan						
Odour Complaints	No odour complaints	2016 = 10 est. odour complaints (8 to date) 2015 = 4 odour complaints 2014 = 33 odour complaints	No odour complaints						

KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES

1. Expand treatment plant capacity at FCPC - \$350k, 2017 \$15M, 2018 and \$17M, 2019 will provide treatment plant capacity to this services area to 2040
2. Expand Bay Avenue pump station - \$157k 2017, \$164k 2018 and \$2.2 M 2019 to provide future capacity and improve operational efficiency
3. Continue developing Preventative Maintenance Plan to monitor equipment failure and repair costs and prioritize asset replacement – Underground utilizes maintenance \$90K
4. Work with WWS departmental staff and RDN Asset Management working group to implement program
5. Continue to implement a capital works strategy and adjust operational procedures to mitigate on site odours.

FINANCIAL PLAN
Wastewater Northern Community
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(3,649,084)	(4,865,445)	(5,108,717)	5.0%
	(3,649,084)	(4,865,445)	(5,108,717)	5.0%
Grants in lieu of taxes	(6,413)	(5,470)	(5,470)	
Operations	(231,686)	(252,800)	(312,800)	
Interdepartmental recoveries	(563)	(1,000)	(1,000)	
Total Operating Revenues	(3,887,746)	(5,124,715)	(5,427,987)	5.9%
Operating Expenditures				
Administration	159,055	218,339	217,043	
Professional fees	160,970	193,700	172,800	
Building oper & maint	243,832	398,025	442,919	
Vehicle & Equip- oper & maint	229,839	348,845	342,370	
Operating costs	309,940	702,065	564,936	
Total Operating Expenditures (excluding wages)	1,103,636	1,860,974	1,740,068	(6.5%)
Wages & benefits	735,204	1,044,156	1,085,997	4.0%
Total Operating Expenditures (including wages)	1,838,840	2,905,130	2,826,065	(2.7%)
Contribution to reserve funds	1,539,186	1,539,616	2,739,616	
Operating (surplus) / deficit	(509,720)	(679,969)	137,694	
Capital Asset Expenditures				
Capital expenditures	228,894	1,154,300	817,800	
Transfers from reserves	58,499	(175,000)	(507,000)	
Net Capital Assets funded from Operations	287,393	979,300	310,800	(68.3%)
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(222,327)	299,331	448,494	
Prior year (surplus) / deficit	(695,462)	(695,462)	(1,049,759)	
(Surplus) applied to future years	(917,789)	(396,131)	(601,265)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

AREA	REGIONAL AND COMMUNITY UTILITIES								
SERVICE	WASTEWATER MANAGEMENT – NANOOSE BAY (Fairwinds)								
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>A primary treatment facility located in Fairwinds on the Nanoose Bay Peninsula. The plant currently serves a population of approximately 1,410. The plant is operated by staff located at the French Creek treatment plant. Sludge from this facility is transported to the French Creek treatment plant for additional treatment.</p> <p>The plant processes the following annual quantities (2015):</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Wastewater</td> <td style="width: 30%; text-align: right;">77,934 m³</td> <td style="width: 40%;"></td> </tr> <tr> <td>Sludge</td> <td style="text-align: right;">868 m³</td> <td></td> </tr> </table>			Wastewater	77,934 m ³		Sludge	868 m ³	
Wastewater	77,934 m ³								
Sludge	868 m ³								
PERFORMANCE INDICATORS									
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES						
Effluent Quality	Ministry permit levels BOD 100 mg/l, TSS 100 mg/l Current average annual level BOD 71 mg/l, TSS 51 mg/l	2016 = 97.6 % of samples met permit levels to date 2015 = 100% of samples met permit levels 2014 = 100% of samples met permit levels	100% of samples meet permit levels						
Equipment Reliability	Unplanned emergency maintenance hours	2016 = est. 34 call out hours (26 to date) 2015 = 32 call out hours 2014 = 35 call out hours	Reduce by 5%						
Asset Management Plan Implementation	Strategic Asset Management plan in place	Asset registry being optimized and long term capital plan under development	Continue advance asset registry and asset management plan						
Odour complaints	No odour complaints	2016 = est. 1 odour complaint (1 to date) 2015 = 0 odour complaints 2014 = 0 odour complaints	0 odour complaints						
KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES									
<ol style="list-style-type: none"> 1. Improve chemically enhanced primary treatment to ensure effluent quality meets Ministry permit requirements. 2. Continue developing Preventative Maintenance Plan to monitor equipment failure and repair costs and prioritize asset replacement. - \$5k Outfall inspection 3. Quantify maintenance and repair costs to determine the annual cost of maintaining “problem” assets versus replacement. \$5k Foremain replacement study 4. Work with WWS departmental staff and RDN Asset Management working group to implement program. 									

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(402,307)	(536,410)	(555,184)	3.5%
	(402,307)	(536,410)	(555,184)	3.5%
Operations	(597)			
Utility user fees	(30,623)	(30,000)	(30,000)	
Total Operating Revenues	(433,527)	(566,410)	(585,184)	3.3%
Operating Expenditures				
Administration	23,652	33,201	33,209	
Professional fees	12,060	25,805	12,010	
Building oper & maint	21,511	54,675	54,332	
Vehicle & Equip- oper & maint	24,721	92,096	79,596	
Operating costs	80,068	165,231	161,140	
Total Operating Expenditures (excluding wages)	162,012	371,008	340,287	(8.3%)
Wages & benefits	81,227	115,198	116,732	1.3%
Total Operating Expenditures (including wages)	243,239	486,206	457,019	(6.0%)
Contribution to reserve funds	110,000	110,080	55,080	
Operating (surplus) / deficit	(80,288)	29,876	(73,085)	
Capital Asset Expenditures				
Capital expenditures	23,963	106,700	52,270	
Net Capital Assets funded from Operations	23,963	106,700	52,270	(51.0%)
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(56,325)	136,576	(20,815)	
Prior year (surplus) / deficit	(192,076)	(192,076)	(197,864)	
(Surplus) applied to future years	(248,401)	(55,500)	(218,679)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

AREA	REGIONAL AND COMMUNITY UTILITIES		
SERVICE	LIQUID WASTE MANAGEMENT PLANNING		
CURRENT SERVICE LEVEL WITH EXISTING RESOURCES	<p>Fulfilling the RDN Liquid Waste Management Plan (LWMP) is a requirement of the provincial Municipal Wastewater Regulation. Permits and Operational Certificates issued by the Ministry of Environment are based on the LWMP and provide the region’s authorization to discharge treated effluent. The LWMP serves all of the municipalities and electoral areas.</p> <p>Our LWMP lets our communities shape how we finance and upgrade infrastructure (i.e. secondary-level wastewater treatment). It defines how the region will recover resources from waste, reduce pollution, manage odours, reduce the volume of flow entering wastewater infrastructure, and manage rainwater. SepticSmart and the Septic Maintenance Rebate program empower residents, particularly those in rural areas, to manage their septic systems so water quality is maintained.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2017 OBJECTIVES
Implementation of programs in the approved LWMP	Compliance with the Municipal Wastewater Regulation	Meeting requirements of the Municipal Wastewater Regulation by implementing LWMP programs	Continue implementing LWMP programs. Monitor and report progress and achievements
KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES			
<ol style="list-style-type: none"> 1. Hold two or more LWMP Monitoring Committee meetings to oversee LWMP implementation and prepare an annual LWMP Monitoring Report 2. Coordinate two Wastewater and Water Collaborative (W3C) meetings between the RDN and member municipalities to implement LWMP commitments 3. Participate in W3C working groups: <ol style="list-style-type: none"> a. Source Control: Develop a “SewerSmart” program to communicate source control initiatives to the public b. Inflow and Infiltration (I&I) : Refine a regional strategy to manage I&I received at RDN treatment facilities c. Rainwater Management: Refine a regional strategy to manage rainwater through Drinking Water Watershed protection program 4. Offer four SepticSmart workshops. Continue delivering the Septic Maintenance Rebate Program. Provide \$35,000 in Septic Maintenance Rebates to improve the performance of regional onsite systems 5. Implement the Trucked Liquid Waste Rates and Regulations Bylaw No. 1732, 2016 to improve operating conditions at the septage receiving sites 6. Continue to keep public informed of major capital improvements (i.e. the Greater Nanaimo Pollution Control Centre secondary treatment upgrade project) 7. Complete the Bowser Village Sewer Servicing Studies according to the 2014 Gas Tax Agreement - \$350k 8. Review the Duke Point Pollution Control Centre agreement with respect to potential sewer services in Cedar Village 9. Continue to update the Wastewater Services website with content that is consistent with the corporate framework. Develop a webpage to inform the public of historic sewer servicing studies and of the criteria for the provision of future sewer services 			

FINANCIAL PLAN
Liquid Waste Management Planning
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(126,275)	(168,366)	(171,733)	2.0%
	(126,275)	(168,366)	(171,733)	2.0%
Grants in lieu of taxes	(514)			
Operating grants	(136,533)	(234,636)	(50,000)	
Operations	(45,138)	(42,000)	(50,000)	
Total Operating Revenues	(308,460)	(445,002)	(271,733)	(38.9%)
Operating Expenditures				
Administration	14,239	19,676	19,280	
Professional fees	143,040	272,636	65,500	
Vehicle & Equip- oper & maint	180	650	650	
Operating costs	6,855	15,227	14,029	
Program costs	41,086	60,000	60,000	
Total Operating Expenditures (excluding wages)	205,400	368,189	159,459	(56.7%)
Wages & benefits	108,007	144,260	148,801	3.1%
Total Operating Expenditures (including wages)	313,407	512,449	308,260	(39.8%)
Contribution to reserve funds		205	205	
Operating (surplus) / deficit	4,947	67,652	36,732	
Capital Asset Expenditures				
Capital expenditures	182		2,000	
Net Capital Assets funded from Operations	182		2,000	
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	5,129	67,652	38,732	
Prior year (surplus) / deficit	(219,519)	(219,519)	(196,245)	
(Surplus) applied to future years	(214,390)	(151,867)	(157,513)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

AREA	CORPORATE ADMINISTRATION		
SERVICE	ASSET MANAGEMENT		
CURRENT SERVICE LEVEL	<p>The RDN Asset Management Program provides interdepartmental guidance and advice on asset management principles and practices for the purpose of optimizing asset lifecycle costs and realizing strategic objectives related to service delivery and organizational excellence.</p> <p>Guided by a program manager and an interdepartmental working group, the Asset Management Program coordinates organizational approaches to managing assets to ensure that the delivery of regional services is sustained at expected service levels; that assets reach optimal service lives; and that appropriate mechanisms are in place to develop and implement a strategic approach to asset renewal and replacement.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Completeness of Asset Information	Complete, up to date asset registries for all relevant departments.	<p>Asset registry complete for water and sewer systems.</p> <p>Asset information requirements included in Wastewater Tender Specifications for Secondary Treatment.</p>	<p>Continue developing up to date asset registries for all relevant departments.</p> <p>Incorporate asset information requirements in tenders for all capital projects.</p> <p>Coordinate Condition Assessment planning across departments.</p>
Understanding of Asset Lifecycle Costs	Comprehensive Board strategy to manage lifecycle costs of asset systems at established service levels.	<p>Preliminary asset lifecycle costs determined for water and sewer services.</p> <p>Preliminary Infrastructure Risk Register drafted.</p>	<p>Complete preliminary asset lifecycle costs for all relevant departments.</p> <p>Facilitate development of strategic approach to long term asset renewal</p> <p>Complete organizational Infrastructure Risk Registry.</p>
Staff Capacity for Asset Management	Line-of-sight understanding of asset management principles and practices shared between Senior Management and Operational Staff – captured in asset management plans.	Asset Management Introduction and Infrastructure Risk Workshops held for all relevant departments.	<p>Facilitate Asset Management Planning Workshops across relevant departments.</p> <p>Complete Preliminary Asset Management Plans.</p>
KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES			
<ol style="list-style-type: none"> Complete Departmental Asset Registries in order to quantify asset replacement costs over time (staff time). Complete Preliminary Asset Lifecycle Analysis for Departments to establish the true cost of service delivery (staff time). Facilitate organizational discussion on long term asset renewal strategy to optimize the useful lives of assets and to ensure the most equitable financial impact of renewals on present and future taxpayers (staff time). Coordinate Condition Assessment planning across departments in order to improve confidence in knowledge of current asset condition and remaining useful lives (\$20,000 – pending \$10,000 in grant funding). Complete Asset Risk Registry to identify risks to effective service delivery and options for mitigating risk (staff time). Develop Preliminary Asset Management Plans for RDN Service Areas (staff time). 			

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN - 2017**

AREA	REGIONAL & COMMUNITY UTILITIES		
SERVICE	DRINKING WATER AND WATERSHED PROTECTION		
CURRENT SERVICE LEVEL	<p>The Drinking Water and Watershed Protection Program delivers programs to all Electoral Areas and member municipalities within the Regional District.</p> <p>Guided by the Board's Strategic Priorities focused on Governance, Relationships, Economic Health and Environment, as well as input from a Technical Advisory Committee and the Drinking Water Watershed Protection Action Plan, the Program provides:</p> <ul style="list-style-type: none"> • scientific and technical research, monitoring and reporting to support innovative, evidence based policy- and decision-making, as well as emergency planning; • a forum to develop partnerships between public, private and civic sector organizations and First Nations on regional issues relating to water policy, water use and conservation; • capacity-building to support local stewardship groups with on-the-ground conservation initiatives; • rebate programs to assist residents with direct investments in household efficiency measures; and • outreach to improve conservation and reduce drinking water costs to taxpayers. 		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Support for Land Use Decision Making & Emergency Planning	Planning and decision-making based on science and collaborative understanding of watersheds and water availability.	<p>Added 8 monitoring sites for surface water quality, 1 for snowpack and 1 for streamflow data, bringing regional totals to 55 sites for surface water quality, 2 for snowpack, 6 for streamflow, and 13 for groundwater. In partnership with the Province, Department of Fisheries and Oceans and a network of community volunteers.</p> <p>Provided real-time streamflow and precipitation data from local monitoring sites to the EOC and Emergency Planning staff during severe weather events.</p> <p>Updated regional wetland inventory in partnership with VIU.</p> <p>Completed Scoping Study for Phase 2 Water Budget Project.</p> <p>Developed water monitoring plan for Electoral Area E.</p> <p>Provided groundwater mapping support for Electoral Area H Official Community Plan Review.</p>	<p>Expand water monitoring activities into priority areas (French Creek, Cedar-Yellowpoint, Nanoose, and other areas as needs arise) in partnership with the Province, local conservation groups, community volunteers, and other agencies as appropriate.</p> <p>Continue to support Emergency Planning staff with real-time streamflow and precipitation data as required.</p> <p>Continue to work with regional partners to co-develop watershed management strategies.</p> <p>Continue to support community planning with water-related information as required.</p>

MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES												
Protection of Regional Watersheds	Watershed protection activities active in all RDN water regions.	<p>Trained stewardship groups to conduct stream assessments on Holden Creek (EA A) and Millstone Riv. (EA C/City of Nanaimo).</p> <p>Leveraged partnerships with Province and 13 local stewardship groups to train and provide support for surface water quality monitoring in all water regions of the RDN.</p> <p>Initiated local streamside restoration projects on Walley Creek, Departure Creek (City of Nanaimo), and Shelly Creek (City of Parksville, EA F).</p>	<p>Provide stream assessment training to two new stewardship groups.</p> <p>Train and support up to 13 local groups for ongoing water quality monitoring across region.</p> <p>Initiate local stream enhancement projects on Holden Creek, Millstone River, and up to two other streams to be identified.</p>												
Participation in Rebate Programs	90 Rebates issued totaling \$50,000 and generating \$185,000 in additional economic activity.	<table border="1"> <thead> <tr> <th></th> <th>YTD Rebates (\$)</th> <th>YTD Rebates (#)</th> </tr> </thead> <tbody> <tr> <td>Rainwater</td> <td>\$27,246</td> <td>38</td> </tr> <tr> <td>Water Quality</td> <td>\$7,258</td> <td>31</td> </tr> <tr> <td>Well Upgrades</td> <td>\$1,711</td> <td>7</td> </tr> </tbody> </table>		YTD Rebates (\$)	YTD Rebates (#)	Rainwater	\$27,246	38	Water Quality	\$7,258	31	Well Upgrades	\$1,711	7	<p>\$66,250 in rebates for water conservation and efficiency measures. This includes a new region-wide rebate for Landscape Water Efficiency to support City of Nanaimo and RDN Water Conservation Plan objectives.</p> <p>Determine economic activity generated by all rebate programs.</p>
			YTD Rebates (\$)	YTD Rebates (#)											
		Rainwater	\$27,246	38											
		Water Quality	\$7,258	31											
Well Upgrades	\$1,711	7													
Economic Activity 2016 (YTD): \$94,500 (Rainwater Harvesting only)															
Water Conservation: Effectiveness of Education and Awareness Initiatives	<p>Consistent Watering Restrictions in place across region.</p> <p>100% of households reached with communications about regional water resources.</p> <p>Ongoing positive presence in media.</p> <p>Meet per capita water consumption reduction targets.</p>	<p>Standardized regional watering restrictions, and developed water restrictions map (featured on Shaw TV).</p> <p>Provided information on DWWP Programs and regional water resources to all residents through Electoral Area Updates and Regional Perspectives newsletter.</p> <p>Leveraged partnerships with City of Nanaimo and Private Forest Companies to engage approx. 360 students with 12 watershed field trips (feat. on Shaw TV).</p> <p>Attended 27 public events and provided other educational opportunities to achieve water conservation targets and promote watershed protection through Team WaterSmart (\$95,873 budgeted in 2016).</p>	<p>Provide a regional newsletter on the State of Our Aquifers.</p> <p>Partner with City of Nanaimo and Private Forest Companies to provide 12 school watershed field trips.</p> <p>Expand presence to 40 public events and offer more educational opportunities to achieve water conservation targets and promote watershed protection in response to growing community demand for Team WaterSmart services (\$113,170 budgeted in 2017).</p>												

KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES

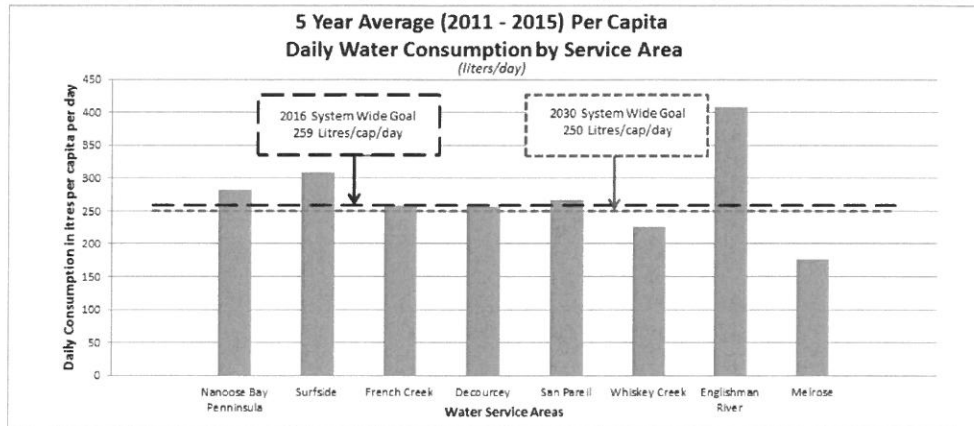
1. Expand monitoring and data collection in targeted aquifers and watersheds to enable Phase 2 Water Budget Project: Quantitative Water Supply and Demand Analysis; to provide ongoing EOC support; to inform Provincial water license allocation decisions under the new Water Sustainability Act; and to support land-use planning initiatives (\$30,000).
2. Initiate dialogue on a framework for collaborating on watershed based decision making in anticipation of provincial requirements for area-based water planning (staff time).
3. Provide direct support and training to local stewardship groups to enable community watershed monitoring and restoration activities to enhance stream health across the region (\$15,000).
4. Distribute a State of Our Aquifers newsletter to all households to communicate results of ongoing groundwater monitoring activities and increase awareness and understanding of aquifers among residents (\$15,000).
5. Allocate \$10,000 toward a new Landscape Water Efficiency rebate to advance recommendations in the Regional District and City of Nanaimo's Water Conservation Plans. Continue offering existing rebates at current levels (\$66,250 for all rebate programs).
6. Expand delivery of education and awareness initiatives in order to achieve water consumption reduction target of 25% below 2008 levels by 2030 (\$113,170 budgeted for Team WaterSmart services in 2017).

FINANCIAL PLAN
Drinking Water/Watershed Protection
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(124,314)	(165,752)	(165,832)	
Property taxes	(254,614)	(339,485)	(377,720)	11.3%
	(378,928)	(505,237)	(543,552)	7.6%
Total Operating Revenues	(378,928)	(505,237)	(543,552)	7.6%
Operating Expenditures				
Administration	28,681	46,708	43,954	
Professional fees	19,395	102,126	84,000	
Building oper & maint	1,875	2,500	2,500	
Vehicle & Equip- oper & maint	1,200	1,600	1,600	
Operating costs	21,101	57,158	62,294	
Program costs	66,955	129,300	146,550	
Total Operating Expenditures (excluding wages)	139,207	339,392	340,898	0.4%
Wages & benefits	184,848	227,800	241,309	5.9%
Total Operating Expenditures (including wages)	324,055	567,192	582,207	2.6%
Contribution to reserve funds	10,000	10,410	20,410	
Operating (surplus) / deficit	(44,873)	72,365	59,065	
Capital Asset Expenditures				
Capital expenditures	308	1,000	1,000	
Net Capital Assets funded from Operations	308	1,000	1,000	
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(44,565)	73,365	60,065	
Prior year (surplus) / deficit	(170,868)	(170,868)	(157,668)	
(Surplus) applied to future years	(215,433)	(97,503)	(97,603)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

AREA	REGIONAL & COMMUNITY UTILITIES
SERVICE	WATER SUPPLY, SANITARY SEWER COLLECTION, STORMWATER, STREETLIGHTING
CURRENT SERVICE LEVEL	The Water Services Department operates 9 water systems with 3,416 properties (estimated population of 8,200), 7 sanitary sewer collection systems with 3,226 properties (estimated population of 7,740, components of a bulk water distribution system (currently servicing part of the Nanoose Peninsula) two storm-water functions and 8 street lighting systems.



PERFORMANCE INDICATORS

MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Water Quality	Meet Canadian Drinking Water Quality and Island Health standards.	Water systems meet current standards except for aesthetic limits in some areas.	Develop strategies to meet aesthetic standards and fulfil permit requirements in all water systems.
Annual per capita water consumption (see chart above – Westerne Heights WSA not included)	25% Reduction in consumption (334 l/d to 250 l/d) by 2030.	The 5 year (2011-15) average is 274 litres per capita per day	Continue to exceed the planned reduction target for water consumption – delivered through the Drinking Water/ Watershed Protection Program Target 265 litres per capita per day consumption in 2017.
Asset Management Plan Implementation	Strategic Asset management plan in place	Asset registry and preliminary asset management plan developed	Develop preliminary lifecycle asset renewal plan. Ensure effective operation and maintenance of water, sewer and street lighting systems.

KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES

1. Implement UV treatment for San Pareil WSA to meet Island Health requirements to provide safe drinking water to 289 households (\$790,000).
2. Continue planned capital upgrades in RDN water systems in order to maintain services at current levels (\$780,555).
3. Continue preventive maintenance and efficient operation of sewer and streetlighting systems in order to maintain services at current levels (\$1,891,610).
4. Develop water supply strategy for the French Creek WSA in order to provide improved water quality to 239 households (staff time).
5. Continue work to develop a ground water source for Whiskey Creek Water Service Area to meet Island Health requirements to provide safe drinking water to 126 households; and to reduce call-outs as well as water hauling and overtime costs for Utilities staff (\$45,340).
6. Work with Utilities staff to inform and implement RDN Asset Management program.
7. Partner with Community Planning to develop regional subdivision servicing standards in order to provide clarity and consistency for the development community active within the region (\$10,000 with \$15,000 from Current Planning).
8. Develop design standards for streetlighting systems to ensure consistency and to improve the overall quality, efficiency and resident safety in RDN streetlighting service areas (\$15,000).

FINANCIAL PLAN
Water - Nanoose Peninsula
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(638,911)	(851,881)	(902,994)	6.0%
	(638,911)	(851,881)	(902,994)	6.0%
Operations	(14,420)	(8,700)	(8,700)	
Utility user fees	(667,684)	(561,200)	(620,620)	
Miscellaneous	(7,857)			
Interdepartmental recoveries	(1,117)	(1,120)	(1,120)	
Total Operating Revenues	(1,329,989)	(1,422,901)	(1,533,434)	7.8%
Operating Expenditures				
Administration	86,247	120,722	128,686	
Professional fees	13,836	94,670	69,785	
Building oper & maint	106,257	160,453	159,881	
Vehicle & Equip- oper & maint	75,481	73,540	84,370	
Operating costs	162,546	421,809	367,215	
Total Operating Expenditures (excluding wages)	444,367	871,194	809,937	(7.0%)
Wages & benefits	481,930	648,368	681,144	5.1%
Total Operating Expenditures (including wages)	926,297	1,519,562	1,491,081	(1.9%)
Contribution to reserve funds	50,000	50,390	60,390	
Operating (surplus) / deficit	(353,692)	147,051	18,037	
Capital Asset Expenditures				
Capital expenditures	23,151	405,341	427,635	
Transfers from reserves	(9,669)	(159,204)	(195,100)	
Grants and other	(735)			
New borrowing	(10,979)	(173,302)	(229,700)	
Net Capital Assets funded from Operations	1,768	72,835	2,835	(96.1%)
Capital Financing Charges				
Existing debt (principal)			33,762	
Existing debt (interest)	8,283	28,972	31,129	
New Debt (principal & interest)		2,773	2,297	
Total Capital Financing Charges	8,283	31,745	67,188	111.6%
Net (surplus)/deficit for the year	(343,641)	251,631	88,060	
Prior year (surplus) / deficit	(373,567)	(373,567)	(239,926)	
(Surplus) applied to future years	(717,208)	(121,936)	(151,866)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(4,093)	(5,458)	(5,458)	
	(4,093)	(5,458)	(5,458)	
Total Operating Revenues	(4,093)	(5,458)	(5,458)	
Operating Expenditures				
Total Operating Expenditures (excluding wages)				
Total Operating Expenditures (including wages)				
Operating (surplus) / deficit	(4,093)	(5,458)	(5,458)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	2,282	3,043	3,043	
Existing debt (interest)	1,811	2,416	2,415	
Total Capital Financing Charges	4,093	5,459	5,458	
Net (surplus)/deficit for the year		1		
Prior year (surplus) / deficit	(1)	(1)		
(Surplus) applied to future years	(1)			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(54,182)	(72,243)	(77,300)	7.0%
	(54,182)	(72,243)	(77,300)	7.0%
Operations		(580)	(580)	
Utility user fees	(55,493)	(48,760)	(48,760)	
Miscellaneous	(747)			
Interdepartmental recoveries	(106)	(105)	(105)	
Total Operating Revenues	(110,528)	(121,688)	(126,745)	4.2%
Operating Expenditures				
Administration	8,983	12,534	11,095	
Professional fees	21	3,580	3,390	
Building oper & maint	4,519	6,640	7,582	
Vehicle & Equip- oper & maint	3,895	7,801	8,371	
Operating costs	23,614	36,425	34,241	
Total Operating Expenditures (excluding wages)	41,032	66,980	64,679	(3.4%)
Wages & benefits	46,539	62,161	64,986	4.5%
Total Operating Expenditures (including wages)	87,571	129,141	129,665	0.4%
Contribution to reserve funds	15,000	10,035	5,035	
Operating (surplus) / deficit	(7,957)	17,488	7,955	
Capital Asset Expenditures				
Capital expenditures	179	41,890	40,270	
Transfers from reserves		(41,620)	(40,000)	
Net Capital Assets funded from Operations	179	270	270	
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(7,778)	17,758	8,225	
Prior year (surplus) / deficit	(35,698)	(35,698)	(17,181)	
(Surplus) applied to future years	(43,476)	(17,940)	(8,956)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(100,110)	(133,480)	(133,480)	
	(100,110)	(133,480)	(133,480)	
Utility user fees	(74,036)	(68,080)	(72,513)	
Transfer from reserve - non capital	(10,000)	(10,000)		
Miscellaneous	(6,483)			
Interdepartmental recoveries	(1,641)	(130)	(130)	
Total Operating Revenues	(192,270)	(211,690)	(206,123)	(2.6%)
Operating Expenditures				
Administration	11,562	16,037	17,177	
Professional fees	18,039	38,867	15,775	
Building oper & maint	5,172	3,930	4,805	
Vehicle & Equip- oper & maint	8,892	6,686	6,986	
Operating costs	40,045	55,272	59,019	
Total Operating Expenditures (excluding wages)	83,710	120,792	103,762	(14.1%)
Wages & benefits	56,281	75,056	78,645	4.8%
Total Operating Expenditures (including wages)	139,991	195,848	182,407	(6.9%)
Contribution to reserve funds	10,118	45	2,045	
Operating (surplus) / deficit	(42,161)	(15,797)	(21,671)	
Capital Asset Expenditures				
Capital expenditures	216	2,286	790,327	
Transfers from reserves		(1,959)		
Grants and other			(647,200)	
New borrowing			(142,800)	
Net Capital Assets funded from Operations	216	327	327	
Capital Financing Charges				
Existing debt (principal)	16,725	22,300	13,310	
Existing debt (interest)	8,912	12,465	8,343	
New Debt (principal & interest)			1,428	
Total Capital Financing Charges	25,637	34,765	23,081	(33.6%)
Net (surplus)/deficit for the year	(16,308)	19,295	1,737	
Prior year (surplus) / deficit	(22,783)	(22,783)	(5,642)	
(Surplus) applied to future years	(39,091)	(3,488)	(3,905)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(55,659)	(74,212)	(74,213)	
	(55,659)	(74,212)	(74,213)	
Total Operating Revenues	(55,659)	(74,212)	(74,213)	
Operating Expenditures				
Total Operating Expenditures (excluding wages)				
Total Operating Expenditures (including wages)				
Operating (surplus) / deficit	(55,659)	(74,212)	(74,213)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	28,073	37,429	37,430	
Existing debt (interest)	27,586	36,782	36,782	
Total Capital Financing Charges	55,659	74,211	74,212	
Net (surplus)/deficit for the year		(1)	(1)	
Prior year (surplus) / deficit	1	1	1	
(Surplus) applied to future years	1			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(10,562)	(14,083)	(14,505)	3.0%
	(10,562)	(14,083)	(14,505)	3.0%
Utility user fees	(11,682)	(10,200)	(10,200)	
Miscellaneous	(123)			
Interdepartmental recoveries	(17)	(20)	(20)	
Total Operating Revenues	(22,384)	(24,303)	(24,725)	1.7%
Operating Expenditures				
Administration	2,144	2,971	3,210	
Professional fees	13,564	14,506	1,929	
Building oper & maint	608	908	1,047	
Vehicle & Equip- oper & maint	3,762	1,558	1,608	
Operating costs	3,264	7,173	6,215	
Total Operating Expenditures (excluding wages)	23,342	27,116	14,009	(48.3%)
Wages & benefits	7,587	10,131	10,642	5.0%
Total Operating Expenditures (including wages)	30,929	37,247	24,651	(33.8%)
Contribution to reserve funds		1,010	10	
Operating (surplus) / deficit	8,545	13,954	(64)	
Capital Asset Expenditures				
Capital expenditures	4,722	7,309	5,045	
Transfers from reserves	(4,693)	(7,264)	(5,000)	
Net Capital Assets funded from Operations	29	45	45	
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	8,574	13,999	(19)	
Prior year (surplus) / deficit	(15,115)	(15,115)	(1,156)	
(Surplus) applied to future years	(6,541)	(1,116)	(1,175)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(28,202)	(37,602)	(37,602)	
	(28,202)	(37,602)	(37,602)	
Operations	(1,652)	(2,900)	(2,900)	
Utility user fees	(62,990)	(59,260)	(59,260)	
Interdepartmental recoveries	(70)	(70)	(70)	
Total Operating Revenues	(92,914)	(99,832)	(99,832)	
Operating Expenditures				
Administration	7,047	9,762	7,509	
Professional fees	3,636	9,950	8,475	
Building oper & maint	3,170	7,214	7,862	
Vehicle & Equip- oper & maint	2,653	7,031	7,641	
Operating costs	13,576	22,232	21,413	
Total Operating Expenditures (excluding wages)	30,082	56,189	52,900	(5.9%)
Wages & benefits	30,666	40,468	42,716	5.6%
Total Operating Expenditures (including wages)	60,748	96,657	95,616	(1.1%)
Contribution to reserve funds	15,000	15,025	15,025	
Operating (surplus) / deficit	(17,166)	11,850	10,809	
Capital Asset Expenditures				
Capital expenditures	118	1,246	178	
Transfers from reserves		(1,068)		
Net Capital Assets funded from Operations	118	178	178	
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(17,048)	12,028	10,987	
Prior year (surplus) / deficit	(34,337)	(34,337)	(24,535)	
(Surplus) applied to future years	(51,385)	(22,309)	(13,548)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(16,948)	(22,597)	(23,049)	2.0%
	(16,948)	(22,597)	(23,049)	2.0%
Utility user fees	(4,345)	(4,232)	(4,222)	
Transfer from reserve - non capital		(5,000)	(5,000)	
Miscellaneous	(88)			
Interdepartmental recoveries	(13)	(15)	(15)	
Total Operating Revenues	(21,394)	(31,844)	(32,286)	1.4%
Operating Expenditures				
Administration	1,466	2,897	2,904	
Professional fees	2	670	760	
Building oper & maint	796	1,901	2,028	
Vehicle & Equip- oper & maint	623	1,365	1,620	
Operating costs	8,952	17,621	20,482	
Total Operating Expenditures (excluding wages)	11,839	24,454	27,794	13.7%
Wages & benefits	5,513	7,357	7,625	3.6%
Total Operating Expenditures (including wages)	17,352	31,811	35,419	11.3%
Contribution to reserve funds	5,000	5,005	5	
Operating (surplus) / deficit	958	4,972	3,138	
Capital Asset Expenditures				
Capital expenditures	21	224	32	
Transfers from reserves		(192)		
Net Capital Assets funded from Operations	21	32	32	
Capital Financing Charges				
Existing debt (principal)	896	1,195	1,195	
Existing debt (interest)	500	667	667	
Total Capital Financing Charges	1,396	1,862	1,862	
Net (surplus)/deficit for the year	2,375	6,866	5,032	
Prior year (surplus) / deficit	(14,197)	(14,197)	(9,431)	
(Surplus) applied to future years	(11,822)	(7,331)	(4,399)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(5,903)	(7,871)	(8,186)	4.0%
	(5,903)	(7,871)	(8,186)	4.0%
Operations	(17)			
Utility user fees	(1,465)	(1,126)	(1,426)	
Interdepartmental recoveries	(2)	(5)	(5)	
Total Operating Revenues	(7,387)	(9,002)	(9,617)	6.8%
Operating Expenditures				
Administration	621	840	555	
Professional fees	52	225	240	
Building oper & maint	473	614	681	
Vehicle & Equip- oper & maint	961	89	187	
Operating costs	1,960	4,810	4,838	
Total Operating Expenditures (excluding wages)	4,067	6,578	6,501	(1.2%)
Wages & benefits	1,027	1,394	1,317	(5.5%)
Total Operating Expenditures (including wages)	5,094	7,972	7,818	(1.9%)
Contribution to reserve funds	3,000	2,005	2,005	
Operating (surplus) / deficit	707	975	206	
Capital Asset Expenditures				
Capital expenditures	4	41	5	
Transfers from reserves		(36)		
Net Capital Assets funded from Operations	4	5	5	
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	711	980	211	
Prior year (surplus) / deficit	(3,528)	(3,528)	(2,665)	
(Surplus) applied to future years	(2,817)	(2,548)	(2,454)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(67,368)	(89,824)	(90,722)	1.0%
	(67,368)	(89,824)	(90,722)	1.0%
Operations	(580)			
Utility user fees	(26,387)	(25,300)	(25,300)	
Miscellaneous	(394)			
Interdepartmental recoveries	(56)	(55)	(55)	
Total Operating Revenues	(94,785)	(115,179)	(116,077)	0.8%
Operating Expenditures				
Administration	6,516	8,986	7,201	
Professional fees	(239)	6,395	3,500	
Building oper & maint	8,394	15,194	14,658	
Vehicle & Equip- oper & maint	1,969	6,901	7,616	
Operating costs	14,384	28,729	26,903	
Total Operating Expenditures (excluding wages)	31,024	66,205	59,878	(9.6%)
Wages & benefits	24,552	32,820	34,266	4.4%
Total Operating Expenditures (including wages)	55,576	99,025	94,144	(4.9%)
Contribution to reserve funds	30,000	15,020	20,020	
Operating (surplus) / deficit	(9,209)	(1,134)	(1,913)	
Capital Asset Expenditures				
Capital expenditures	94	53,838	55,483	
Transfers from reserves		(8,355)	(10,000)	
Grants and other		(29,052)	(29,052)	
New borrowing		(16,288)	(16,288)	
Net Capital Assets funded from Operations	94	143	143	
Capital Financing Charges				
Existing debt (interest)	390	1,550	1,516	
New Debt (principal & interest)		261	163	
Total Capital Financing Charges	390	1,811	1,679	(7.3%)
Net (surplus)/deficit for the year	(8,725)	820	(91)	
Prior year (surplus) / deficit	(12,148)	(12,148)	(13,561)	
(Surplus) applied to future years	(20,873)	(11,328)	(13,652)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes			(18,576)	
			(18,576)	
Operations		(6,485)		
Utility user fees			(2,490)	
Total Operating Revenues		(6,485)	(21,066)	224.8%
Operating Expenditures				
Administration			1,653	
Professional fees			730	
Building oper & maint	16		881	
Vehicle & Equip- oper & maint			815	
Operating costs		2,000	6,557	
Total Operating Expenditures (excluding wages)	16	2,000	10,636	431.8%
Wages & benefits			4,611	
Total Operating Expenditures (including wages)	16	2,000	15,247	662.4%
Contribution to reserve funds			148	
Operating (surplus) / deficit	16	(4,485)	(5,671)	
Capital Asset Expenditures				
Capital expenditures	12,044		45,415	
Grants and other	(5,029)			
New borrowing	(7,005)		(45,415)	
Net Capital Assets funded from Operations	10			
Capital Financing Charges				
Existing debt (principal)		2,261		
Existing debt (interest)		34	1,552	
New Debt (principal & interest)			454	
Total Capital Financing Charges		2,295	2,006	(12.6%)
Net (surplus)/deficit for the year	26	(2,190)	(3,665)	
Prior year (surplus) / deficit	2,190	2,190	2,576	
(Surplus) applied to future years	2,216		(1,089)	

FINANCIAL PLAN
Water - Bulk Water Nanoose Bay
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(703,064)	(937,418)	(1,021,786)	9.0%
	(703,064)	(937,418)	(1,021,786)	9.0%
Operations	(149,398)			
Interdepartmental recoveries	(39)	(40)	(40)	
Total Operating Revenues	(852,501)	(937,458)	(1,021,826)	9.0%
Operating Expenditures				
Administration	12,305	15,309	12,104	
Professional fees	1,263	22,150	22,450	
Building oper & maint	8,435	10,755	13,545	
Vehicle & Equip- oper & maint	1,162	1,619	1,619	
Operating costs	19,689	43,826	32,122	
Total Operating Expenditures (excluding wages)	42,854	93,659	81,840	(12.6%)
Wages & benefits	82,156	117,785	80,411	(31.7%)
Total Operating Expenditures (including wages)	125,010	211,444	162,251	(23.3%)
Contribution to reserve funds	649,610	504,435	754,435	
Operating (surplus) / deficit	(77,881)	(221,579)	(105,140)	
Capital Asset Expenditures				
Capital expenditures	93,342	2,962,540	4,131,940	
Transfers from reserves	(93,000)	(1,101,640)	(2,122,926)	
Grants and other		(795,000)	(980,000)	
New borrowing		(1,065,800)	(1,028,914)	
Net Capital Assets funded from Operations	342	100	100	
Capital Financing Charges				
Existing debt (principal)	127,377	151,855	97,853	
Existing debt (interest)	83,867	111,366	82,828	
New Debt (principal & interest)		10,658	10,289	
Total Capital Financing Charges	211,244	273,879	190,970	(30.3%)
Net (surplus)/deficit for the year	133,705	52,400	85,930	
Prior year (surplus) / deficit	(169,328)	(169,328)	(183,794)	
(Surplus) applied to future years	(35,623)	(116,928)	(97,864)	

FINANCIAL PLAN
Water - Bulk Water French Creek
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(3,240)	(4,320)	(4,320)	
	(3,240)	(4,320)	(4,320)	
Transfer from reserve - non capital	(37,060)	(55,000)	(68,000)	
Miscellaneous	(80,910)			
Total Operating Revenues	(121,210)	(59,320)	(72,320)	21.9%
Operating Expenditures				
Administration	892	1,485	1,485	
Professional fees	2,073	4,250	3,750	
Building oper & maint		60	60	
Vehicle & Equip- oper & maint	17	131	131	
Operating costs	7,637	10,458	9,855	
Total Operating Expenditures (excluding wages)	10,619	16,384	15,281	(6.7%)
Wages & benefits			17,242	
Total Operating Expenditures (including wages)	10,619	16,384	32,523	98.5%
Contribution to reserve funds	83,310	2,515	2,515	
Operating (surplus) / deficit	(27,281)	(40,421)	(37,282)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	11,424	15,230	15,232	
Existing debt (interest)	17,565	23,420	23,420	
Total Capital Financing Charges	28,989	38,650	38,652	
Net (surplus)/deficit for the year	1,708	(1,771)	1,370	
Prior year (surplus) / deficit	(1,707)	(1,707)	(4,453)	
(Surplus) applied to future years	1	(3,478)	(3,083)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(16,041)	(21,388)	(26,735)	25.0%
	(16,041)	(21,388)	(26,735)	25.0%
Operations	(4,051)	(2,000)	(2,000)	
Utility user fees	(59,136)	(57,960)	(57,960)	
Interdepartmental recoveries	(107)	(110)	(110)	
Total Operating Revenues	(79,335)	(81,458)	(86,805)	6.6%
Operating Expenditures				
Administration	6,156	9,825	9,786	
Professional fees	21	1,530	2,340	
Building oper & maint	3,873	5,186	6,258	
Vehicle & Equip- oper & maint	3,304	3,551	4,691	
Operating costs	5,692	11,995	12,256	
Total Operating Expenditures (excluding wages)	19,046	32,087	35,331	10.1%
Wages & benefits	46,818	62,386	64,986	4.2%
Total Operating Expenditures (including wages)	65,864	94,473	100,317	6.2%
Contribution to reserve funds	5,000	5,035	35	
Operating (surplus) / deficit	(8,471)	18,050	13,547	
Capital Asset Expenditures				
Capital expenditures	179	1,896	216	
Transfers from reserves		(1,626)		
Net Capital Assets funded from Operations	179	270	216	(20.0%)
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(8,292)	18,320	13,763	
Prior year (surplus) / deficit	(36,232)	(36,232)	(21,714)	
(Surplus) applied to future years	(44,524)	(17,912)	(7,951)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(476,312)	(635,083)	(685,890)	8.0%
	(476,312)	(635,083)	(685,890)	8.0%
Operations	(8,394)	(12,000)	(12,000)	
Utility user fees	(328,917)	(322,000)	(322,000)	
Transfer from reserve - non capital	(35,000)	(35,000)	(62,000)	
Interdepartmental recoveries	(249)	(235)	(235)	
Total Operating Revenues	(848,872)	(1,004,318)	(1,082,125)	7.7%
Operating Expenditures				
Administration	13,698	19,879	20,871	
Professional fees	135	3,540	15,475	
Building oper & maint	8,609	10,934	13,030	
Vehicle & Equip- oper & maint	7,662	12,076	13,316	
Operating costs	600,613	817,761	863,736	
Total Operating Expenditures (excluding wages)	630,717	864,190	926,428	7.2%
Wages & benefits	107,528	144,036	155,622	8.0%
Total Operating Expenditures (including wages)	738,245	1,008,226	1,082,050	7.3%
Contribution to reserve funds		80	980	
Operating (surplus) / deficit	(110,627)	3,988	905	
Capital Asset Expenditures				
Capital expenditures	390	4,428	50,506	
Transfers from reserves		(3,795)	(50,000)	
Net Capital Assets funded from Operations	390	633	506	(20.1%)
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(110,237)	4,621	1,411	
Prior year (surplus) / deficit	(8,496)	(8,496)	(5,995)	
(Surplus) applied to future years	(118,733)	(3,875)	(4,584)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(112,855)	(150,473)	(156,632)	4.1%
	(112,855)	(150,473)	(156,632)	4.1%
Operations	(530)	(1,690)	(1,690)	
Utility user fees	(57,353)	(55,660)	(55,660)	
Interdepartmental recoveries	(33)	(35)	(35)	
Total Operating Revenues	(170,771)	(207,858)	(214,017)	3.0%
Operating Expenditures				
Administration	2,677	3,811	4,174	
Professional fees	6	1,840	2,095	
Building oper & maint	1,655	1,551	2,793	
Vehicle & Equip- oper & maint	1,862	5,391	5,811	
Operating costs	75,294	110,886	110,004	
Total Operating Expenditures (excluding wages)	81,494	123,479	124,877	1.1%
Wages & benefits	14,333	19,113	20,085	5.1%
Total Operating Expenditures (including wages)	95,827	142,592	144,962	1.7%
Contribution to reserve funds	4,700	4,710	4,735	
Operating (surplus) / deficit	(70,244)	(60,556)	(64,320)	
Capital Asset Expenditures				
Capital expenditures	55	581	66	
Transfers from reserves		(498)		
Net Capital Assets funded from Operations	55	83	66	(20.5%)
Capital Financing Charges				
Existing debt (principal)	22,561	30,082	30,082	
Existing debt (interest)	32,382	43,177	43,177	
Total Capital Financing Charges	54,943	73,259	73,259	
Net (surplus)/deficit for the year	(15,246)	12,786	9,005	
Prior year (surplus) / deficit	(45,150)	(45,150)	(26,931)	
(Surplus) applied to future years	(60,396)	(32,364)	(17,926)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(15,907)	(21,209)	(21,633)	2.0%
	(15,907)	(21,209)	(21,633)	2.0%
Utility user fees	(4,711)	(4,558)	(4,558)	
Miscellaneous	(26)			
Interdepartmental recoveries	(4)	(5)	(5)	
Total Operating Revenues	(20,648)	(25,772)	(26,196)	1.6%
Operating Expenditures				
Administration	721	1,007	916	
Professional fees	1	240	270	
Building oper & maint	21	234	234	
Vehicle & Equip- oper & maint	651	2,684	2,714	
Operating costs	11,119	18,905	20,228	
Total Operating Expenditures (excluding wages)	12,513	23,070	24,362	5.6%
Wages & benefits	1,640	2,196	2,185	(0.5%)
Total Operating Expenditures (including wages)	14,153	25,266	26,547	5.1%
Contribution to reserve funds	2,000	2,005	2,005	
Operating (surplus) / deficit	(4,495)	1,499	2,356	
Capital Asset Expenditures				
Capital expenditures	6	67	8	
Transfers from reserves		(57)		
Net Capital Assets funded from Operations	6	10	8	(20.0%)
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(4,489)	1,509	2,364	
Prior year (surplus) / deficit	(10,229)	(10,229)	(9,908)	
(Surplus) applied to future years	(14,718)	(8,720)	(7,544)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(49,979)	(66,638)	(69,970)	5.0%
	(49,979)	(66,638)	(69,970)	5.0%
Miscellaneous	(119)			
Interdepartmental recoveries	(17)	(20)	(20)	
Total Operating Revenues	(50,115)	(66,658)	(69,990)	5.0%
Operating Expenditures				
Administration	959	1,363	1,674	
Professional fees	3	5,680	915	
Building oper & maint	588	708	853	
Vehicle & Equip- oper & maint	527	513	693	
Operating costs	37,033	53,193	52,142	
Total Operating Expenditures (excluding wages)	39,110	61,457	56,277	(8.4%)
Wages & benefits	7,429	9,903	10,542	6.5%
Total Operating Expenditures (including wages)	46,539	71,360	66,819	(6.4%)
Contribution to reserve funds	5,000	5,010	5,010	
Operating (surplus) / deficit	1,424	9,712	1,839	
Capital Asset Expenditures				
Capital expenditures	28	301	34	
Transfers from reserves		(258)		
Net Capital Assets funded from Operations	28	43	34	(20.9%)
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	1,452	9,755	1,873	
Prior year (surplus) / deficit	(13,954)	(13,954)	(8,614)	
(Surplus) applied to future years	(12,502)	(4,199)	(6,741)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(100,485)	(133,979)	(134,533)	0.4%
	(100,485)	(133,979)	(134,533)	0.4%
Operations	(2,778)			
Utility user fees	(53,741)	(40,204)	(52,992)	
Interdepartmental recoveries	(11)	(5)	(5)	
Total Operating Revenues	(157,015)	(174,188)	(187,530)	7.7%
Operating Expenditures				
Administration	2,723	3,717	4,373	
Professional fees	2	4,620	1,710	
Building oper & maint	2,852	5,618	5,602	
Vehicle & Equip- oper & maint	4,104	1,895	2,730	
Operating costs	18,049	32,225	42,194	
Total Operating Expenditures (excluding wages)	27,730	48,075	56,609	17.8%
Wages & benefits	4,827	6,443	6,650	3.2%
Total Operating Expenditures (including wages)	32,557	54,518	63,259	16.0%
Contribution to reserve funds	25,000	25,005	30,005	
Operating (surplus) / deficit	(99,458)	(94,665)	(94,266)	
Capital Asset Expenditures				
Capital expenditures	18	196	22	
Transfers from reserves		(168)		
Net Capital Assets funded from Operations	18	28	22	(21.4%)
Capital Financing Charges				
Existing debt (principal)	35,443	47,265	47,260	
Existing debt (interest)	43,895	58,530	58,526	
Total Capital Financing Charges	79,338	105,795	105,786	
Net (surplus)/deficit for the year	(20,102)	11,158	11,542	
Prior year (surplus) / deficit	(56,608)	(56,608)	(49,494)	
(Surplus) applied to future years	(76,710)	(45,450)	(37,952)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(6,104)	(8,138)	(9,941)	22.2%
	(6,104)	(8,138)	(9,941)	22.2%
Total Operating Revenues	(6,104)	(8,138)	(9,941)	22.2%
Operating Expenditures				
Total Operating Expenditures (excluding wages)				
Total Operating Expenditures (including wages)				
Operating (surplus) / deficit	(6,104)	(8,138)	(9,941)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	4,596	6,128	6,128	
Existing debt (interest)	2,859	3,813	3,813	
Total Capital Financing Charges	7,455	9,941	9,941	
Net (surplus)/deficit for the year	1,351	1,803		
Prior year (surplus) / deficit	(1,803)	(1,803)		
(Surplus) applied to future years	(452)			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(3,987)	(5,316)	(3,624)	(31.8%)
	(3,987)	(5,316)	(3,624)	(31.8%)
Total Operating Revenues	(3,987)	(5,316)	(3,624)	(31.8%)
Operating Expenditures				
Total Operating Expenditures (excluding wages)				
Total Operating Expenditures (including wages)				
Operating (surplus) / deficit	(3,987)	(5,316)	(3,624)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	1,529	2,039	2,039	
Existing debt (interest)	1,189	1,585	1,585	
Total Capital Financing Charges	2,718	3,624	3,624	
Net (surplus)/deficit for the year	(1,269)	(1,692)		
Prior year (surplus) / deficit	1,692	1,692		
(Surplus) applied to future years	423			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(3,760)	(5,014)	(5,114)	2.0%
	(3,760)	(5,014)	(5,114)	2.0%
Total Operating Revenues	(3,760)	(5,014)	(5,114)	2.0%
Operating Expenditures				
Administration	186	248	248	
Operating costs		2,000	2,000	
Total Operating Expenditures (excluding wages)	186	2,248	2,248	
Wages & benefits	825	1,100	1,100	
Total Operating Expenditures (including wages)	1,011	3,348	3,348	
Contribution to reserve funds	3,000	3,000	2,000	
Operating (surplus) / deficit	251	1,334	234	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	251	1,334	234	
Prior year (surplus) / deficit	(6,368)	(6,368)	(5,934)	
(Surplus) applied to future years	(6,117)	(5,034)	(5,700)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(3,544)	(4,725)	(4,725)	
	(3,544)	(4,725)	(4,725)	
Total Operating Revenues	(3,544)	(4,725)	(4,725)	
Operating Expenditures				
Administration	186	248	248	
Operating costs		2,000	2,000	
Total Operating Expenditures (excluding wages)	186	2,248	2,248	
Wages & benefits	825	1,100	1,100	
Total Operating Expenditures (including wages)	1,011	3,348	3,348	
Contribution to reserve funds	4,000	4,000	4,000	
Operating (surplus) / deficit	1,467	2,623	2,623	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	1,467	2,623	2,623	
Prior year (surplus) / deficit	(7,202)	(7,202)	(6,579)	
(Surplus) applied to future years	(5,735)	(4,579)	(3,956)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Utility user fees	(1,500)	(2,400)	(2,000)	
Total Operating Revenues	(1,500)	(2,400)	(2,000)	(16.7%)
Operating Expenditures				
Administration	94	125	125	
Operating costs	1,406	2,275	1,875	
Total Operating Expenditures (excluding wages)	1,500	2,400	2,000	(16.7%)
Total Operating Expenditures (including wages)	1,500	2,400	2,000	(16.7%)
Operating (surplus) / deficit				
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year (Surplus) applied to future years				

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(17,625)	(23,500)	(23,500)	
	(17,625)	(23,500)	(23,500)	
Grants in lieu of taxes	(73)			
Total Operating Revenues	(17,698)	(23,500)	(23,500)	
Operating Expenditures				
Administration	131	175	175	
Operating costs	10,633	16,500	16,500	
Total Operating Expenditures (excluding wages)	10,764	16,675	16,675	
Wages & benefits	120	120	120	
Total Operating Expenditures (including wages)	10,884	16,795	16,795	
Contribution to reserve funds	5,000	5,000	5,000	
Operating (surplus) / deficit	(1,814)	(1,705)	(1,705)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(1,814)	(1,705)	(1,705)	
Prior year (surplus) / deficit	(502)	(502)	(1,980)	
(Surplus) applied to future years	(2,316)	(2,207)	(3,685)	

FINANCIAL PLAN
Streetlighting - French Creek Village
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(5,138)	(6,851)	(7,536)	10.0%
	(5,138)	(6,851)	(7,536)	10.0%
Total Operating Revenues	(5,138)	(6,851)	(7,536)	10.0%
Operating Expenditures				
Administration	131	175	175	
Operating costs	5,486	7,500	7,600	
Total Operating Expenditures (excluding wages)	5,617	7,675	7,775	1.3%
Wages & benefits	120	120	120	
Total Operating Expenditures (including wages)	5,737	7,795	7,895	1.3%
Operating (surplus) / deficit	599	944	359	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	599	944	359	
Prior year (surplus) / deficit	(2,017)	(2,017)	(573)	
(Surplus) applied to future years	(1,418)	(1,073)	(214)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(8,971)	(11,962)	(12,799)	7.0%
	(8,971)	(11,962)	(12,799)	7.0%
Total Operating Revenues	(8,971)	(11,962)	(12,799)	7.0%
Operating Expenditures				
Administration	131	175	175	
Operating costs	8,589	13,310	13,066	
Total Operating Expenditures (excluding wages)	8,720	13,485	13,241	(1.8%)
Wages & benefits	120	120	120	
Total Operating Expenditures (including wages)	8,840	13,605	13,361	(1.8%)
Operating (surplus) / deficit	(131)	1,643	562	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(131)	1,643	562	
Prior year (surplus) / deficit	(4,457)	(4,457)	(3,924)	
(Surplus) applied to future years	(4,588)	(2,814)	(3,362)	

FINANCIAL PLAN
Streetlighting - Morningstar
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(11,475)	(15,300)	(15,912)	4.0%
	(11,475)	(15,300)	(15,912)	4.0%
Transfer from reserve - non capital	(4,000)	(4,200)	(4,200)	
Total Operating Revenues	(15,475)	(19,500)	(20,112)	3.1%
Operating Expenditures				
Administration	131	175	175	
Operating costs	12,704	19,200	19,350	
Total Operating Expenditures (excluding wages)	12,835	19,375	19,525	0.8%
Wages & benefits	120	120	120	
Total Operating Expenditures (including wages)	12,955	19,495	19,645	0.8%
Contribution to reserve funds			1,000	
Operating (surplus) / deficit	(2,520)	(5)	533	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(2,520)	(5)	533	
Prior year (surplus) / deficit	(91)	(91)	(1,596)	
(Surplus) applied to future years	(2,611)	(96)	(1,063)	

**FINANCIAL PLAN
Streetlighting - Englishman River
2017 Proposed Budget**

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(4,348)	(5,797)	(5,971)	3.0%
	(4,348)	(5,797)	(5,971)	3.0%
Total Operating Revenues	(4,348)	(5,797)	(5,971)	3.0%
Operating Expenditures				
Administration	131	175	175	
Operating costs	4,469	5,550	5,550	
Total Operating Expenditures (excluding wages)	4,600	5,725	5,725	
Wages & benefits	120	120	120	
Total Operating Expenditures (including wages)	4,720	5,845	5,845	
Contribution to reserve funds	500	500	500	
Operating (surplus) / deficit	872	548	374	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	872	548	374	
Prior year (surplus) / deficit	(2,056)	(2,056)	(1,058)	
(Surplus) applied to future years	(1,184)	(1,508)	(684)	

**FINANCIAL PLAN
Streetlighting - Rural Areas
2017 Proposed Budget**

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(12,267)	(16,356)	(16,356)	
	(12,267)	(16,356)	(16,356)	
Transfer from reserve - non capital		(10,000)	(14,000)	
Total Operating Revenues	(12,267)	(26,356)	(30,356)	15.2%
Operating Expenditures				
Administration	131	175	175	
Professional fees		15,000	15,000	
Operating costs	10,799	14,000	15,000	
Total Operating Expenditures (excluding wages)	10,930	29,175	30,175	3.4%
Wages & benefits	120	120	120	
Total Operating Expenditures (including wages)	11,050	29,295	30,295	3.4%
Contribution to reserve funds	4,500			
Operating (surplus) / deficit	3,283	2,939	(61)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	3,283	2,939	(61)	
Prior year (surplus) / deficit	(3,007)	(3,007)	(88)	
(Surplus) applied to future years	276	(68)	(149)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(2,887)	(3,850)	(4,043)	5.0%
	(2,887)	(3,850)	(4,043)	5.0%
Total Operating Revenues	(2,887)	(3,850)	(4,043)	5.0%
Operating Expenditures				
Administration	131	175	175	
Operating costs	2,418	3,623	3,605	
Total Operating Expenditures (excluding wages)	2,549	3,798	3,780	(0.5%)
Wages & benefits	120	120	120	
Total Operating Expenditures (including wages)	2,669	3,918	3,900	(0.5%)
Operating (surplus) / deficit	(218)	68	(143)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(218)	68	(143)	
Prior year (surplus) / deficit	(279)	(279)	(334)	
(Surplus) applied to future years	(497)	(211)	(477)	

FINANCIAL PLAN
Streetlighting - Highway Intersections
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(880)	(1,173)	(1,279)	9.0%
	(880)	(1,173)	(1,279)	9.0%
Operating grants	(402)	(536)	(536)	
Total Operating Revenues	(1,282)	(1,709)	(1,815)	6.2%
Operating Expenditures				
Administration	113	150	150	
Operating costs	1,405	2,226	2,226	
Total Operating Expenditures (excluding wages)	1,518	2,376	2,376	
Wages & benefits	120	120	120	
Total Operating Expenditures (including wages)	1,638	2,496	2,496	
Operating (surplus) / deficit	356	787	681	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	356	787	681	
Prior year (surplus) / deficit	(4,184)	(4,184)	(3,489)	
(Surplus) applied to future years	(3,828)	(3,397)	(2,808)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN - 2017**

AREA	REGIONAL AND COMMUNITY UTILITIES			
SERVICE	SOLID WASTE MANAGEMENT - FACILITIES			
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	The Regional Landfill and Church Road Transfer Station provide solid waste disposal services to a population of 155,000. The facilities are open seven days per week except for Statutory Holidays.			
ACTIVITY LEVELS	MSW (Tonnes)	Recyclables (Tonnes)	Loads	Fees
	2010 63,700	13,000	171,800	\$7.9 M
	2011 56,600	11,900	168,200	\$7.4 M
	2012 55,000	11,700	173,000	\$7.5 M
	2013 53,201	11,310	170,000	\$7.8 M
	2014 51,217	9,642	163,613	\$7.1 M
	2015 46,900	9,835	169,312	\$7.0 M
	2016 52,400*	7,880*	185,420*	\$8.0M*
	(*year end projection)			
PERFORMANCE INDICATORS				
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES	
Compliance with MOE Operating Certificate(OC)	OC compliance	Design & Operations Plan (D&O) approved by MOE	Implement projects in D&O Plan	
Asset Management Plan Implementation	Strategic Asset Management Plan in place	Asset registry and long term capital plan under development	Completed asset registry and preliminary asset management plan	
Leachate Impact	No off-site impacts. Peak discharge to sanitary @ 40 l/s (2015)	Suspected off-site impacts. Peak discharge of 80 l/s in 2016 (few hours one day in March) due to active face location and tie-ins to leachate collection system.	Update D&O Plan to address potential impacts. Ultimate Target of 25 l/s 2017 Target of 30 l/s	
Greenhouse Gases (eCO ₂)	75% reduction of total methane generated (50,000 tpy eCO ₂)	44% reduction (29,425 tpy eCO ₂)	45% reduction (30,300 tpy eCO ₂)	
LFG Collection Efficiency	MOE target 75% collection efficiency by 2016 RDN target of >90% operational efficiency	63% collection efficiency (08/16) 91.4% operational efficiency (08/16)	65% collection efficiency; higher is not possible until cell is closed >90% operational efficiency	

KEY ACTIONS TO MEET 2017 PERFORMANCE OBJECTIVES

1. Update Design & Operations Plan and submit to the Ministry of Environment to meet regulatory obligations.
2. Replace Regional Landfill scale which has exceeded its operation life. The scale is critical for determining weights and applying fees.
3. Reduce infiltration by extending the cover system and priority on repair to ditch/culvert lining systems to minimize the risk of offsite groundwater impacts and reduce the amount of leachate requiring treatment.
4. Complete Asset Registry as the first step in developing an Asset Management Plan to ensure future assets and liabilities are managed to ensure best value for residents of the RDN.

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

AREA	REGIONAL AND COMMUNITY UTILITIES																														
SERVICE	SOLID WASTE MANAGEMENT – PLANNING (ZERO WASTE)																														
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>As part of the Solid Waste Management service, staff develop and implement plans and policies to minimize the need for regional waste disposal capacity by investigating residual disposal options, delivering Zero Waste programs and coordinating actions related to illegal dumping enforcement.</p> <p>Solid Waste Management Plans are mandated by the province and provide regional district's the regulatory authority to manage solid waste.</p>																														
ACTIVITY LEVELS	<p>Waste Stream Management License (WSML)</p> <ul style="list-style-type: none"> - 13 WSML Licenses issued, 2 applications pending - 19 inspections in 2016; minor administrative non-compliance (e.g. late reporting) remains on-going with 50% of licensees <p>Illegal Dumping</p> <table border="1" style="margin-left: 40px;"> <thead> <tr> <th></th> <th style="text-align: center;"><i>Total # of Sites</i></th> <th style="text-align: center;"><i># Community Clean Ups</i></th> <th style="text-align: center;"><i>Total Tonnes Recovered</i></th> <th style="text-align: center;"><i>Warning Signs Posted</i></th> </tr> </thead> <tbody> <tr> <td>2012</td> <td style="text-align: center;">120</td> <td style="text-align: center;">15</td> <td style="text-align: center;">43</td> <td style="text-align: center;">60</td> </tr> <tr> <td>2013</td> <td style="text-align: center;">143</td> <td style="text-align: center;">17</td> <td style="text-align: center;">30</td> <td style="text-align: center;">65</td> </tr> <tr> <td>2014</td> <td style="text-align: center;">113</td> <td style="text-align: center;">15</td> <td style="text-align: center;">33</td> <td style="text-align: center;">68</td> </tr> <tr> <td>2015</td> <td style="text-align: center;">56</td> <td style="text-align: center;">16</td> <td style="text-align: center;">97</td> <td style="text-align: center;">68</td> </tr> <tr> <td>2016*</td> <td style="text-align: center;">50</td> <td style="text-align: center;">10</td> <td style="text-align: center;">32</td> <td style="text-align: center;">69</td> </tr> </tbody> </table> <p>*YTD numbers only</p> <p>Solid Waste Management Plan</p> <ul style="list-style-type: none"> - Approved by the Minister of the Environment in 2004 - Currently being updated with completion targeted for the spring of 2017 		<i>Total # of Sites</i>	<i># Community Clean Ups</i>	<i>Total Tonnes Recovered</i>	<i>Warning Signs Posted</i>	2012	120	15	43	60	2013	143	17	30	65	2014	113	15	33	68	2015	56	16	97	68	2016*	50	10	32	69
	<i>Total # of Sites</i>	<i># Community Clean Ups</i>	<i>Total Tonnes Recovered</i>	<i>Warning Signs Posted</i>																											
2012	120	15	43	60																											
2013	143	17	30	65																											
2014	113	15	33	68																											
2015	56	16	97	68																											
2016*	50	10	32	69																											

PERFORMANCE INDICATORS

MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Region-wide diversion rate*	50% Provincial	2016 = 69%	2017 = 69%
Region-wide per capita waste disposal*	2010 CDN = 729 kg/c/year 2010 BC = 587 kg/c/year 2010 RDN = 410 kg/c/year	2015= 338 kg/c/year 2014 = 347 kg/c/year 2013 = 350 kg/c/year 2012 = 350 kg/c/year 2011 = 379 kg/c/year	2017 = 338 kg/c/year

* 2016 year end volumes are unavailable and projections are estimates

KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES

1. Engage with the Regional Solid Waste Advisory Committee to review, update and amend the 2004 Solid Waste Management Plan (Zero Waste & Residual Disposal) as required by the Province to maintain regulatory compliance.
2. Undertake public consultation on the draft updated Solid Waste Management Plan to ensure new waste reduction targets and future waste management strategies meet the electorate's needs.
3. Provide staff support for the Association of Vancouver Island and Coastal Communities Solid Waste Management Committee.
4. Ensure that private and non-profit waste management and recycling facilities licensed under Bylaw No. 1386 are operating in compliance with approved site operating plans.
5. Work with other agencies to reduce illegal dumping and community parties to carry out clean ups.

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(433,566)	(578,088)	(722,610)	25.0%
	(433,566)	(578,088)	(722,610)	25.0%
Grants in lieu of taxes	(1,453)	(6,800)	(6,800)	
Operations	(99,640)	(123,750)	(129,275)	
Landfill tipping fees	(6,079,904)	(7,200,000)	(7,600,000)	
Miscellaneous	(363,879)	(464,274)	(478,944)	
Interdepartmental recoveries	(77,255)	(103,007)	(103,007)	
Total Operating Revenues	(7,055,697)	(8,475,919)	(9,040,636)	6.7%
Operating Expenditures				
Administration	449,102	611,807	577,177	
Professional fees	177,009	400,493	421,010	
Building oper & maint	130,482	193,025	202,602	
Vehicle & Equip- oper & maint	473,555	683,589	585,904	
Operating costs	1,611,852	2,808,959	2,785,029	
Total Operating Expenditures (excluding wages)	2,842,000	4,697,873	4,571,722	(2.7%)
Wages & benefits	2,247,034	3,150,847	3,264,870	3.6%
Total Operating Expenditures (including wages)	5,089,034	7,848,720	7,836,592	(0.2%)
Contribution to reserve funds	700,000	702,095	802,095	
Operating (surplus) / deficit	(1,266,663)	74,896	(401,949)	
Capital Asset Expenditures				
Capital expenditures	2,971,630	6,967,589	1,864,000	
Transfers from reserves	(2,347,864)	(4,765,289)	(1,275,000)	
New borrowing		(2,000,000)		
Net Capital Assets funded from Operations	623,766	202,300	589,000	191.2%
Capital Financing Charges				
Existing debt (principal)	82,757	124,565	125,967	
Existing debt (interest)	2,242	2,935	1,532	
New Debt (principal & interest)		20,000		
Total Capital Financing Charges	84,999	147,500	127,499	(13.6%)
Net (surplus)/deficit for the year	(557,898)	424,696	314,550	
Prior year (surplus) / deficit	(1,121,905)	(1,121,905)	(786,374)	
(Surplus) applied to future years	(1,679,803)	(697,209)	(471,824)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

AREA	REGIONAL AND COMMUNITY UTILITIES		
SERVICE	RESIDENTIAL GARBAGE, FOOD WASTE & RECYCLING COLLECTION PROGRAM		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>Curbside collection service of residential waste is provided to approximately 28,000 single family and equivalent homes throughout the service area. The collection is provided through a private sector contractor.</p> <p>Garbage, food waste and recycling collection is provided to approximately 24,000 single family households and equivalents within the Electoral Areas, the City of Parksville, and District of Lantzville.</p> <p>Food waste and recycling service only is provided to approximately 4,000 households within the Town of Qualicum Beach. The Town staff provides garbage collection to their residents.</p> <p>The program prepares and distributes public education materials to promote waste reduction.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
User Rates	\$149.75/year is the 2015 median residential user fee calculated by comparing 10 Island municipalities providing a similar level of curbside collection.	\$125.15/year	\$127.65/year
Disposal Rate (garbage only)	2009 – 283 kg/hh/yr	166 kg/hh/yr	166 kg/hh/year
KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES			
<ol style="list-style-type: none"> 1. Manage the cost to taxpayers by promoting high levels of participation in the organics and recyclables diversion programs and Zero Waste through the distribution of 3 editions of the collection program newsletter. 2. Maintain web content for garbage & recycling/zero waste programs to allow easier use by residents and help to drive reduction of waste generation. 3. Work with Multi-Material BC, collection contractor, municipal partners and residents to minimize contamination materials, avoiding financial penalties and controlling costs. 4. Contribute funds to an operations reserve (\$170,000/2016), to manage the future costs associated with the anticipation that by 2020 the collection system will require significant overhaul (such as implementing automated collection). <i>With automation the cost of bins is estimated at \$6,412,500 (\$75 p/bin x 3 (garbage, food waste, recycling) x 28,500 collection dwellings)</i> 			

FINANCIAL PLAN
Solid Waste Collection & Recycling
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Operations	(650,016)	(1,085,393)	(1,094,854)	
Utility user fees	(3,115,482)	(3,326,811)	(3,422,696)	
Miscellaneous	(22,420)	(20,000)	(20,000)	
Total Operating Revenues	(3,787,918)	(4,432,204)	(4,537,550)	2.4%
Operating Expenditures				
Administration	246,492	331,415	332,286	
Professional fees		12,500	12,500	
Building oper & maint	2,011	2,681	2,681	
Vehicle & Equip- oper & maint	653	1,485	1,485	
Operating costs	2,649,368	3,853,116	3,946,313	
Total Operating Expenditures (excluding wages)	2,898,524	4,201,197	4,295,265	2.2%
Wages & benefits	150,374	206,815	199,914	(3.3%)
Total Operating Expenditures (including wages)	3,048,898	4,408,012	4,495,179	2.0%
Contribution to reserve funds	170,000	170,205	90,205	
Operating (surplus) / deficit	(569,020)	146,013	47,834	
Capital Asset Expenditures				
Capital expenditures	1,427	2,125	2,450	
Net Capital Assets funded from Operations	1,427	2,125	2,450	15.3%
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(567,593)	148,138	50,284	
Prior year (surplus) / deficit	(318,148)	(318,148)	(201,773)	
(Surplus) applied to future years	(885,741)	(170,010)	(151,489)	

REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2017 to 2021
INDEX

PAGE NO. DESCRIPTION

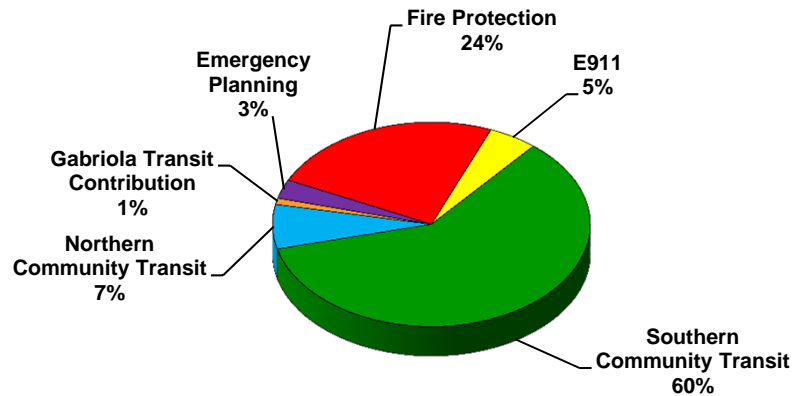
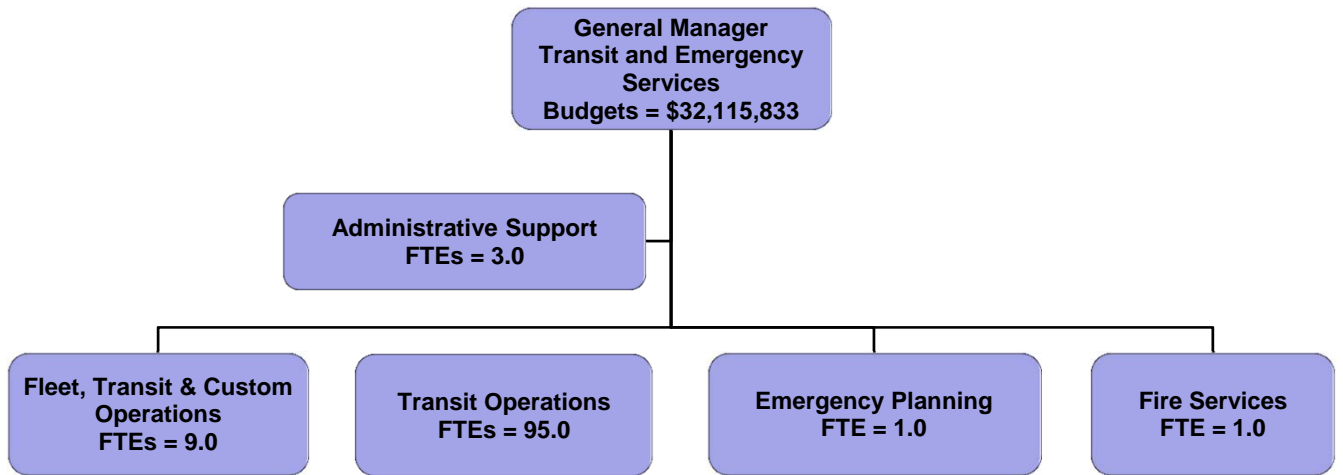
Transportation and Emergency Services

178 Departmental Highlights - Transportation and Emergency Services

Business Plans and Departmental Budget Summaries

179 Business Plan - Conventional Bus Service - Southern and Northern Communities
180 Business Plan - Custom Transit (handyDART) Service - Southern and Northern Communities
181 Budget Summary - Transit Southern Community
182 Budget Summary - Transit Northern Community
183 Budget Summary - Gabriola Island Emergency Wharf
184 Budget Summary - Gabriola Transit Contribution
185 Budget Summary - Gabriola Island Taxi Saver
186-187 Business Plan - Emergency Planning Services
188 Budget Summary - Emergency Planning
189 Budget Summary - D68 Search & Rescue
190 Budget Summary - D69 Marine Search & Rescue
191 Budget Summary - D69 Land Search & Rescue
192 Budget Summary - D68 E911
193 Budget Summary - D69 E911
194 Budget Summary - Fire Protection Coombs-Hilliers
195 Budget Summary - Fire Protection Errington
196 Budget Summary - Fire Protection Nanoose
197 Budget Summary - Fire Protection Dashwood
198 Budget Summary - Fire Protection Meadowood
199 Budget Summary - Fire Protection Extension
200 Budget Summary - Fire Protection Nanaimo River
201 Budget Summary - Fire Protection Bow Horn Bay
202 Budget Summary - Fire Protection Cassidy/Waterloo
203 Budget Summary - Fire Protection Wellington
204 Budget Summary - Fire Protection French Creek
205 Budget Summary - Fire Protection Parksville

REGIONAL DISTRICT OF NANAIMO DEPARTMENTAL HIGHLIGHTS TRANSIT & EMERGENCY SERVICES



Transit & Emergency Services	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	
Southern Community Transit	22,427,038	12,780,292	9,646,746	60%
Northern Community Transit	2,072,783	879,410	1,193,373	7%
Gabriola Emergency Wharf	7,264	-	7,264	0%
Gabriola Transit Contribution	136,000	-	136,000	1%
Gabriola Island Taxi Saver	15,000	-	15,000	0%
Emergency Planning	572,737	150,135	422,602	3%
Fire Protection	6,065,215	2,207,437	3,857,778	24%
E911	819,796		819,796	5%
	32,115,833	16,017,274	16,098,559	100%

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

AREA	TRANSPORTATION and EMERGENCY SERVICES		
SERVICE	CONVENTIONAL BUS SERVICE – Southern and Northern Communities		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>The Regional District operates and maintains a fleet of 49 conventional buses, including 25 New Flyer Compressed Natural Gas buses (CNG) and 24 New Flyer Diesel buses. The vehicles are equipped with bicycle racks and are accessible to persons with limited mobility (i.e. wheelchairs, small scooters, child strollers).</p> <p>RDN transit is an integrated service connecting communities from Deep Bay in the north to Electoral Area A (Cedar) south of the City of Nanaimo. The amount of service varies between the northern and southern parts of the Regional District, with approximately 90% of the service hours occurring in the southern areas, primarily within the City of Nanaimo.</p> <p>Service is provided for the most part, between 6:20 am and 12:00 pm Monday to Saturday. Service frequency varies, ranging from 10 minute service to every hour, with additional peak time service on weekdays.</p> <p>Revenue hours of service have increased from 102,000 annual hour of service in 2009 to 116,000 annual hours of service in 2016.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATORS *	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Asset Management Plan Implementation	Strategic Asset Management plan in place	Asset registry and long term capital plan under development	Completed asset registry and preliminary asset management plan
Ridership	2,500,000	2,724,000	2,900,000
Total Passengers Per Hour	23	24	25
Operating Cost Recover	25.5%	*38.5%	40%
*Based upon the BC Transit Annual Performance Summary			
*RDN currently has the best operating cost recover out of 81 transit systems within BC Transit			
KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES			
<ol style="list-style-type: none"> 1. Implement a 5000 annual hour expansion in September- Expand service in District 69 and create two new routes in Qualicum Beach 2. Receive 24 new CNG buses- Work with BC Transit to ensure smooth transition into service 3. Promote transit to Vancouver Island University- Work with VIUSU to grow ridership and transit revenues 4. Implement GPS tracking system- to improve system efficiency and make the system more user friendly 5. Work with BC Transit to review the fare structure; with a focus on increasing the commuter market 6. Work with BC Transit to secure infrastructure grant funding- to build/expand three transit exchanges in Nanaimo 7. Upgrade transit bus stop infrastructure, including shelters- to assist in growing ridership by making the system more convenient 8. Work with BC Transit to activate on board video surveillance system- this will reduce claims and make the system safer for staff and the public 9. Implement Fleet Management Software- this will ensure the transit fleet is safe and efficient 10. Prepare 24 diesel buses to be moved out of the RDN Transit System- to ensure the RDN has no financial penalties 11. Work with RDN departmental staff to implement RDN Asset Management working group objectives 			

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN - 2017**

AREA	TRANSPORTATION and EMERGENCY SERVICES		
SERVICE	CUSTOM TRANSIT (handyDART) SERVICE – Southern and Northern Communities		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>The Regional District operates and maintains a fleet of 14 Custom vehicles that provide responsive demand door-to-door service to persons with disabilities severe enough to prevent them from using the Conventional transit system unattended. Service is provided to residents within the same transit service boundaries as Conventional transit.</p> <p>Service is scheduled between the hours of 7:00 am to 9:00 pm Monday to Friday, with limited service Saturdays and Sundays and no service on statutory holidays. Weekend service is from 9:00 am to 5:00 pm. No weekend service is available in the Northern Communities at this time.</p> <p>In 2016, staff attended a variety of public consultations highlighting the availability of the Custom Transit service. Specifically, staff went to group homes, not-for-profits and businesses throughout the RDN, Nanaimo, Parksville and Lantzville promoting Custom Transit. From these consultations it was decided to offer service in the weekday evening.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATORS*	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Rides Per Hour	2.1	2.8	3.0
Total Passengers	55,000	61,500	66,000
*Based upon StrataGen software and the Annual Operating Agreement with BC Transit (Apr 1–Mar 31 annually)			
KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES			
<ol style="list-style-type: none"> 1. Meet with key stakeholder groups, user groups and supporting groups that utilize handyDART services to ensure opportunities for access to the system. 2. Work with BC Transit to improve scheduling efficiencies and trial new scheduling software. This will reduce costs and make the system more efficient for users. 3. Work with First Nations within the RDN to expand handyDART service. 4. Work with BC Transit to develop a cancellation policy to reduce the number of at the door cancellations. This will allow the service to be provided to a greater number of clients and reduce cost. 			

FINANCIAL PLAN
Transit Southern Community
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(6,424,339)	(8,565,785)	(8,822,759)	3.0%
	(6,424,339)	(8,565,785)	(8,822,759)	3.0%
Grants in lieu of taxes	(44,788)	(73,000)	(73,000)	
Operating grants	(4,178,115)	(5,548,569)	(5,304,188)	
Planning grants	(22,024)	(100,439)	(221,964)	
Transit fares	(3,144,314)	(4,174,611)	(4,216,199)	
Operations	(26,277)	(103,425)	(186,974)	
Miscellaneous	(27,209)	(5,100)	(5,100)	
Interdepartmental recoveries	(1,010,263)	(1,347,017)	(1,472,867)	
Total Operating Revenues	(14,877,329)	(19,917,946)	(20,303,051)	1.9%
Operating Expenditures				
Administration	816,504	1,114,841	1,137,584	
Professional fees	4,875	43,500	43,500	
Building oper & maint	208,530	343,980	347,631	
Vehicle & Equip- oper & maint	3,925,494	5,404,316	5,218,528	
Operating costs	1,500,550	2,046,575	2,258,059	
Total Operating Expenditures (excluding wages)	6,455,953	8,953,212	9,005,302	0.6%
Wages & benefits	7,881,953	10,424,340	10,909,210	4.7%
Total Operating Expenditures (including wages)	14,337,906	19,377,552	19,914,512	2.8%
Contribution to reserve funds	750,000	752,045	252,045	
Operating (surplus) / deficit	210,577	211,651	(136,494)	
Capital Asset Expenditures				
Capital expenditures	151,298	2,273,550	2,245,550	
Transfers from reserves		(800,518)	(1,159,930)	
Grants and other		(704,482)	(140,070)	
Net Capital Assets funded from Operations	151,298	768,550	945,550	23.0%
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	361,875	980,201	809,056	
Prior year (surplus) / deficit	(1,896,360)	(1,896,360)	(1,343,622)	
(Surplus) applied to future years	(1,534,485)	(916,159)	(534,566)	

FINANCIAL PLAN
Transit Northern Community
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(759,499)	(1,012,665)	(1,093,679)	8.0%
	(759,499)	(1,012,665)	(1,093,679)	8.0%
Operating grants	(413,593)	(540,097)	(586,377)	
Planning grants	(2,180)	(9,788)	(18,251)	
Transit fares	(183,419)	(226,950)	(270,782)	
Operations	(1,791)	(4,500)	(4,000)	
Total Operating Revenues	(1,360,482)	(1,794,000)	(1,973,089)	10.0%
Operating Expenditures				
Administration	73,701	98,268	97,659	
Operating costs	609,987	811,797	879,351	
Total Operating Expenditures (excluding wages)	683,688	910,065	977,010	7.4%
Wages & benefits	602,981	963,318	1,095,772	13.7%
Total Operating Expenditures (including wages)	1,286,669	1,873,383	2,072,782	10.6%
Operating (surplus) / deficit	(73,813)	79,383	99,693	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(73,813)	79,383	99,693	
Prior year (surplus) / deficit	(428,226)	(428,226)	(536,453)	
(Surplus) applied to future years	(502,039)	(348,843)	(436,760)	

FINANCIAL PLAN
Gabriola Island Emergency Wharf
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(4,435)	(5,914)	(6,961)	17.7%
	(4,435)	(5,914)	(6,961)	17.7%
Miscellaneous	(200,000)			
Total Operating Revenues	(204,435)	(5,914)	(6,961)	17.7%
Operating Expenditures				
Administration	113	150	500	
Professional fees	3,319	2,000	2,000	
Operating costs	377	2,000	2,000	
Total Operating Expenditures (excluding wages)	3,809	4,150	4,500	8.4%
Total Operating Expenditures (including wages)	3,809	4,150	4,500	8.4%
Contribution to reserve funds	201,764	1,764	2,764	
Operating (surplus) / deficit	1,138		303	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	1,138		303	
Prior year (surplus) / deficit			(303)	
(Surplus) applied to future years	1,138			

FINANCIAL PLAN
Transit - Gabriola Transit Contribution
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(73,249)	(97,665)	(136,000)	39.3%
	(73,249)	(97,665)	(136,000)	39.3%
Total Operating Revenues	(73,249)	(97,665)	(136,000)	39.3%
Operating Expenditures				
Administration	13,764	13,265	5,800	
Professional fees	1,420	2,735		
Transfer to other govt / org	81,665	81,665	130,200	
Total Operating Expenditures (excluding wages)	96,849	97,665	136,000	39.3%
Total Operating Expenditures (including wages)	96,849	97,665	136,000	39.3%
Operating (surplus) / deficit	23,600			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	23,600			
(Surplus) applied to future years	23,600			

FINANCIAL PLAN
Transit -Gabriola Island Taxi Saver
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(8,955)	(11,940)	(15,000)	25.6%
	(8,955)	(11,940)	(15,000)	25.6%
Total Operating Revenues	(8,955)	(11,940)	(15,000)	25.6%
Operating Expenditures				
Administration	330	440	440	
Transfer to other govt / org	2,000	11,500	14,560	
Total Operating Expenditures (excluding wages)	2,330	11,940	15,000	25.6%
Total Operating Expenditures (including wages)	2,330	11,940	15,000	25.6%
Operating (surplus) / deficit	(6,625)			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(6,625)			
(Surplus) applied to future years	(6,625)			

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

AREA	TRANSPORTATION and EMERGENCY SERVICES		
SERVICE	EMERGENCY PLANNING SERVICES		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>Emergency Planning Services provides Emergency Management through planning and activities related to response, recovery, mitigation and preparedness. Community disaster resilience is enhanced by maintaining operational readiness, cooperative agreements and partnerships and through public education.</p> <p>Emergency Planning Services is a collaborative service, with regional partners such as the City of Nanaimo, District of Lantzville, City of Parksville, First Nations and Town of Qualicum Beach, with a goal of encouraging personal preparedness and disaster reliance. The RDN also provides direct Emergency Management planning services for the District of Lantzville.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATORS	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Operational Readiness	1. Emergency Plan, area evacuation plans, operational guidelines are up to date	1. Emergency Plan review 2. Area Specific Evacuation Planning: Rivers Edge, Area 'E' underway 3. Updated Operational Guidelines	1. Update Emergency Plan 2. Complete evacuation plans for electoral area 'E' 3. Refine Operational Guidelines with stakeholder input
	2. EOC and Reception Center activation readiness	1. EOC Layout consultation 2. Six out of eight Reception Centers are operational and equipped	1. Purchase/implement improvements to EOC layout 2. Re-supply Cranberry Reception Center once renovation complete
	3. Sufficient numbers of EOC staff trained & 5 year training schedule in place	1. staff attend 7 Emergency Management BC sponsored EOC courses, 4 Emergency Management BC webinars 2. Six in house EOC training sessions 3. Rapid Damage Assessment (basic and advanced)	1. One paid EOC course, cost shared with regional partners 2. Table top exercise 3. Emergency Management BC subsidized EOC courses 4. Emergency Program system drills
	4. Stable number of trained Emergency Program volunteers	1. Recruited & trained 8 new Emergency Social Services volunteers 2. Two appreciation events for Emergency Program volunteers 3. Promoted/recruited Neighborhood Emergency Preparedness Program volunteers	1. Advancement of Emergency Social Services in Areas 'A&C' 2. Volunteer appreciation activities 3. Update Neighbourhood Emergency Preparedness Program
Public Awareness	5. Public awareness of RDN response & recovery roles	1. Social media, website used for alerts 2. Emergency Preparedness Week Expo 3. Great BC ShakeOut earthquake drill 4. Website review & analysis	1. Expanded use of social media for prevention and alerting 2. Emergency Preparedness Week event 3. Take part in Emergency drills 4. Utilize mass notification system for preparedness, alerting
	6. Community, personal/family emergency preparedness	1. Emergency Program staff attended community events for outreach 2. Two Emergency Preparedness Lunch and Learn sessions for staff	1. Attendance at minimum 5 community events for outreach 2. Ongoing staff education

MEASUREMENT INDICATORS	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Cooperative Agreements	7. Agreements/ Partnerships in place	1. Updated/expanded emergency partner agreements	1. Continue service agreement with District of Lantzville
KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES			
<ol style="list-style-type: none"> 1. To achieve EOC and Reception Center Operational Readiness: <ol style="list-style-type: none"> a. Purchase & install generator at second Gabriola Island Reception Centre b. Implement EOC Layout changes 2. To ensure all planning documents are up to date: <ol style="list-style-type: none"> a. Update Emergency Plan to reflect new provincial four pillars of emergency management approach b. Hold Emergency Activation drills for EOC, ESS, Reception Centres, & Emergency Communications c. Undertake National Disaster Mitigation Program Flood Risk Analysis 3. To ensure public awareness: <ol style="list-style-type: none"> a. Utilize Connect Rocket Mass Notification System to promote outreach/develop marketing campaign to encourage enrollment b. Develop regional emergency event with municipalities & First Nations 4. To ensure cooperative agreements are in place: <ol style="list-style-type: none"> a. Continue relations with regional partners to ensure continuation of current agreements and contracts 			
Addition to Emergency Planning Services, Special Projects Coordinator			
<ol style="list-style-type: none"> 1. Complete area evacuation plans for 'H' and 'B' 2. Create a 5 year training plan 3. Utilize website analysis to revamp Emergency program webpages 4. Additional 10 community events/presentations provided to residents 5. Ongoing recruitment & retention of Emergency Program volunteers 6. Centralize volunteer management of Neighbourhood Emergency Preparedness Program 			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Municipal agreements	(18,152)	(24,203)	(25,792)	6.6%
Property taxes	(204,266)	(272,354)	(296,865)	9.0%
	(222,418)	(296,557)	(322,657)	8.8%
Operating grants	635		(70,000)	
Total Operating Revenues	(221,783)	(296,557)	(392,657)	32.4%
Operating Expenditures				
Administration	25,345	41,027	34,016	
Professional fees	1,815	43,435	81,500	
Building oper & maint	86	2,800	1,100	
Vehicle & Equip- oper & maint	9,207	19,550	15,550	
Operating costs	14,267	45,119	40,414	
Transfer to other govt / org		17,000	20,000	
Total Operating Expenditures (excluding wages)	50,720	168,931	192,580	14.0%
Wages & benefits	107,105	126,314	206,067	63.1%
Total Operating Expenditures (including wages)	157,825	295,245	398,647	35.0%
Contribution to reserve funds	15,505	16,340	26,340	
Operating (surplus) / deficit	(48,453)	15,028	32,330	
Capital Asset Expenditures				
Capital expenditures		50,000	84,250	
Transfers from reserves		(50,000)	(80,000)	
Net Capital Assets funded from Operations			4,250	
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(48,453)	15,028	36,580	
Prior year (surplus) / deficit	(32,903)	(32,903)	(48,468)	
(Surplus) applied to future years	(81,356)	(17,875)	(11,888)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(35,672)	(47,563)	(47,884)	0.7%
	(35,672)	(47,563)	(47,884)	0.7%
Grants in lieu of taxes	(188)	(135)	(135)	
Miscellaneous	(5)			
Total Operating Revenues	(35,865)	(47,698)	(48,019)	0.7%
Operating Expenditures				
Administration			500	
Building oper & maint	20,000	24,000	24,000	
Transfer to other govt / org	23,475	23,800	23,800	
Total Operating Expenditures (excluding wages)	43,475	47,800	48,300	1.0%
Total Operating Expenditures (including wages)	43,475	47,800	48,300	1.0%
Operating (surplus) / deficit	7,610	102	281	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	7,610	102	281	
Prior year (surplus) / deficit	(2,762)	(2,762)	(281)	
(Surplus) applied to future years	4,848	(2,660)		

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(3,750)	(5,000)	(5,000)	
	(3,750)	(5,000)	(5,000)	
Total Operating Revenues	(3,750)	(5,000)	(5,000)	
Operating Expenditures				
Transfer to other govt / org	5,000	5,000	5,000	
Total Operating Expenditures (excluding wages)	5,000	5,000	5,000	
Total Operating Expenditures (including wages)	5,000	5,000	5,000	
Operating (surplus) / deficit	1,250			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	1,250			
(Surplus) applied to future years	1,250			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(7,500)	(10,000)	(10,200)	2.0%
	(7,500)	(10,000)	(10,200)	2.0%
Total Operating Revenues	(7,500)	(10,000)	(10,200)	2.0%
Operating Expenditures				
Administration			200	
Transfer to other govt / org	10,000	10,000	10,000	
Total Operating Expenditures (excluding wages)	10,000	10,000	10,200	2.0%
Total Operating Expenditures (including wages)	10,000	10,000	10,200	2.0%
Operating (surplus) / deficit	2,500			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	2,500			
(Surplus) applied to future years	2,500			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(113,459)	(151,278)	(157,337)	4.0%
	(113,459)	(151,278)	(157,337)	4.0%
Total Operating Revenues	(113,459)	(151,278)	(157,337)	4.0%
Operating Expenditures				
Administration	1,875	2,500	5,000	
Vehicle & Equip- oper & maint	4,931	5,375	7,050	
Operating costs	6,117	9,570	9,920	
Transfer to other govt / org	71,456	130,000	130,000	
Total Operating Expenditures (excluding wages)	84,379	147,445	151,970	3.1%
Total Operating Expenditures (including wages)	84,379	147,445	151,970	3.1%
Operating (surplus) / deficit	(29,080)	(3,833)	(5,367)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(29,080)	(3,833)	(5,367)	
Prior year (surplus) / deficit	3,833	3,833	(1,135)	
(Surplus) applied to future years	(25,247)		(6,502)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(454,098)	(605,464)	(644,737)	6.5%
	(454,098)	(605,464)	(644,737)	6.5%
Total Operating Revenues	(454,098)	(605,464)	(644,737)	6.5%
Operating Expenditures				
Administration	1,875	2,500	5,000	
Operating costs	4,500	6,000	6,000	
Transfer to other govt / org	604,638	610,745	656,826	
Total Operating Expenditures (excluding wages)	611,013	619,245	667,826	7.8%
Total Operating Expenditures (including wages)	611,013	619,245	667,826	7.8%
Operating (surplus) / deficit	156,915	13,781	23,089	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	156,915	13,781	23,089	
Prior year (surplus) / deficit	(57,588)	(57,588)	(49,914)	
(Surplus) applied to future years	99,327	(43,807)	(26,825)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(304,738)	(406,318)	(466,406)	14.8%
	(304,738)	(406,318)	(466,406)	14.8%
Total Operating Revenues	(304,738)	(406,318)	(466,406)	14.8%
Operating Expenditures				
Administration	4,700	6,266	11,789	
Professional fees	2,189	200	200	
Building oper & maint	1,722	1,750	1,750	
Vehicle & Equip- oper & maint	6,119	4,800	8,200	
Operating costs	660			
Transfer to other govt / org	266,698	266,698	304,407	
Total Operating Expenditures (excluding wages)	282,088	279,714	326,346	16.7%
Total Operating Expenditures (including wages)	282,088	279,714	326,346	16.7%
Contribution to reserve funds	121,534	121,534	118,410	
Operating (surplus) / deficit	98,884	(5,070)	(21,650)	
Capital Asset Expenditures				
Capital expenditures	233,602	245,187	60,000	
Transfers from reserves	(35,791)	(49,187)	(60,000)	
New borrowing	(200,000)	(196,000)		
Net Capital Assets funded from Operations	(2,189)			
Capital Financing Charges				
Existing debt (principal)			17,450	
Existing debt (interest)		3,110	4,200	
New Debt (principal & interest)		1,960		
Total Capital Financing Charges		5,070	21,650	327.0%
Net (surplus)/deficit for the year	96,695			
(Surplus) applied to future years	96,695			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(339,676)	(452,901)	(496,086)	9.5%
	(339,676)	(452,901)	(496,086)	9.5%
Total Operating Revenues	(339,676)	(452,901)	(496,086)	9.5%
Operating Expenditures				
Administration	5,429	7,239	14,336	
Professional fees	4,835	820	820	
Building oper & maint	3,872	4,000	4,080	
Vehicle & Equip- oper & maint	6,506	5,500	6,800	
Operating costs	965			
Transfer to other govt / org	291,505	295,342	323,950	
Total Operating Expenditures (excluding wages)	313,112	312,901	349,986	11.9%
Total Operating Expenditures (including wages)	313,112	312,901	349,986	11.9%
Contribution to reserve funds	140,000	140,000	140,000	
Operating (surplus) / deficit	113,436		(6,100)	
Capital Asset Expenditures				
Capital expenditures	32,097	60,000	1,342,000	
Transfers from reserves	(36,932)	(60,000)	(732,000)	
New borrowing			(610,000)	
Net Capital Assets funded from Operations	(4,835)			
Capital Financing Charges				
New Debt (principal & interest)			6,100	
Total Capital Financing Charges			6,100	
Net (surplus)/deficit for the year	108,601			
(Surplus) applied to future years	108,601			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(483,071)	(644,095)	(702,065)	9.0%
	(483,071)	(644,095)	(702,065)	9.0%
Grants in lieu of taxes	(10,865)	(11,000)	(11,000)	
Miscellaneous	(9,000)			
Total Operating Revenues	(502,936)	(655,095)	(713,065)	8.8%
Operating Expenditures				
Administration	20,174	26,899	51,537	
Professional fees		1,500	500	
Building oper & maint	24,832	36,550	39,605	
Vehicle & Equip- oper & maint	31,712	54,300	49,300	
Operating costs	44,135	314,500	314,200	
Total Operating Expenditures (excluding wages)	120,853	433,749	455,142	4.9%
Total Operating Expenditures (including wages)	120,853	433,749	455,142	4.9%
Contribution to reserve funds	92,700	83,700	93,400	
Operating (surplus) / deficit	(289,383)	(137,646)	(164,523)	
Capital Asset Expenditures				
Capital expenditures	265,480	266,000	11,500	
Transfers from reserves	(265,480)	(266,000)		
Net Capital Assets funded from Operations			11,500	
Capital Financing Charges				
Existing debt (principal)	70,270	93,700	93,700	
Existing debt (interest)	62,775	83,700	83,700	
Total Capital Financing Charges	133,045	177,400	177,400	
Net (surplus)/deficit for the year	(156,338)	39,754	24,377	
Prior year (surplus) / deficit	(55,199)	(55,199)	(24,432)	
(Surplus) applied to future years	(211,537)	(15,445)	(55)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(395,970)	(527,960)	(553,709)	4.9%
	(395,970)	(527,960)	(553,709)	4.9%
Grants in lieu of taxes	(836)	(1,200)	(800)	
Total Operating Revenues	(396,806)	(529,160)	(554,509)	4.8%
Operating Expenditures				
Administration	4,849	6,465	12,689	
Professional fees	2,148	200	200	
Building oper & maint	15,995	19,250	26,350	
Vehicle & Equip- oper & maint	10,078	8,850	10,325	
Operating costs	2,128	2,000	1,700	
Transfer to other govt / org	384,294	392,395	403,245	
Total Operating Expenditures (excluding wages)	419,492	429,160	454,509	5.9%
Total Operating Expenditures (including wages)	419,492	429,160	454,509	5.9%
Contribution to reserve funds	100,000	100,000	100,000	
Operating (surplus) / deficit	122,686			
Capital Asset Expenditures				
Capital expenditures	64,838	45,000	50,000	
Transfers from reserves	(66,986)	(45,000)	(50,000)	
Net Capital Assets funded from Operations	(2,148)			
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	120,538			
(Surplus) applied to future years	120,538			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(104,519)	(139,358)	(139,357)	
	(104,519)	(139,358)	(139,357)	
Total Operating Revenues	(104,519)	(139,358)	(139,357)	
Operating Expenditures				
Total Operating Expenditures (excluding wages)				
Total Operating Expenditures (including wages)				
Operating (surplus) / deficit	(104,519)	(139,358)	(139,357)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	44,666	59,554	59,554	
Existing debt (interest)	59,853	79,803	79,803	
Total Capital Financing Charges	104,519	139,357	139,357	
Net (surplus)/deficit for the year		(1)		
Prior year (surplus) / deficit	1	1		
(Surplus) applied to future years	1			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(118,302)	(157,736)	(186,808)	18.4%
	(118,302)	(157,736)	(186,808)	18.4%
Total Operating Revenues	(118,302)	(157,736)	(186,808)	18.4%
Operating Expenditures				
Administration	3,074	4,018	5,739	
Professional fees	2,189	150	150	
Building oper & maint	14,425	27,700	26,500	
Vehicle & Equip- oper & maint	23,697	49,500	37,500	
Operating costs	25,559	48,550	48,550	
Total Operating Expenditures (excluding wages)	68,944	129,918	118,439	(8.8%)
Total Operating Expenditures (including wages)	68,944	129,918	118,439	(8.8%)
Contribution to reserve funds	63,597	63,597	97,367	
Operating (surplus) / deficit	14,239	35,779	28,998	
Capital Asset Expenditures				
Capital expenditures	4,829			
Transfers from reserves	(7,018)			
Net Capital Assets funded from Operations	(2,189)			
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	12,050	35,779	28,998	
Prior year (surplus) / deficit	(35,779)	(35,779)	(28,998)	
(Surplus) applied to future years	(23,729)			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(13,344)	(17,792)	(17,792)	
	(13,344)	(17,792)	(17,792)	
Total Operating Revenues	(13,344)	(17,792)	(17,792)	
Operating Expenditures				
Administration			575	
Total Operating Expenditures (excluding wages)			575	
Total Operating Expenditures (including wages)			575	
Contribution to reserve funds	16,175	16,175	16,156	
Operating (surplus) / deficit	2,831	(1,617)	(1,061)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	523	700	700	
Existing debt (interest)	690	920	364	
Total Capital Financing Charges	1,213	1,620	1,064	(34.3%)
Net (surplus)/deficit for the year	4,044	3	3	
Prior year (surplus) / deficit	(3)	(3)	(3)	
(Surplus) applied to future years	4,041			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(250,086)	(333,448)	(353,104)	5.9%
	(250,086)	(333,448)	(353,104)	5.9%
Miscellaneous	(4,169)	(3,637)	(3,637)	
Total Operating Revenues	(254,255)	(337,085)	(356,741)	5.8%
Operating Expenditures				
Administration	4,342	5,789	11,055	
Professional fees	2,210	200	200	
Building oper & maint	5,316	6,000	6,000	
Vehicle & Equip- oper & maint	9,274	7,200	8,200	
Operating costs	1,068			
Transfer to other govt / org	264,465	264,465	283,355	
Total Operating Expenditures (excluding wages)	286,675	283,654	308,810	8.9%
Total Operating Expenditures (including wages)	286,675	283,654	308,810	8.9%
Contribution to reserve funds	51,106	51,231	45,331	
Operating (surplus) / deficit	83,526	(2,200)	(2,600)	
Capital Asset Expenditures				
Capital expenditures		400,000	610,000	
Transfers from reserves	(2,210)	(180,000)	(390,000)	
New borrowing		(220,000)	(220,000)	
Net Capital Assets funded from Operations	(2,210)			
Capital Financing Charges				
New Debt (principal & interest)		2,200	2,200	
Total Capital Financing Charges		2,200	2,200	
Net (surplus)/deficit for the year	81,316		(400)	
(Surplus) applied to future years	81,316		(400)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(119,068)	(158,758)	(166,759)	5.0%
	(119,068)	(158,758)	(166,759)	5.0%
Total Operating Revenues	(119,068)	(158,758)	(166,759)	5.0%
Operating Expenditures				
Administration	3,366	4,488	11,291	
Professional fees	2,023			
Building oper & maint	3,053	9,420	9,420	
Vehicle & Equip- oper & maint	8,851	34,010	34,550	
Operating costs	7,960	14,930	14,930	
Transfer to other govt / org	43,500	43,250	45,000	
Total Operating Expenditures (excluding wages)	68,753	106,098	115,191	8.6%
Total Operating Expenditures (including wages)	68,753	106,098	115,191	8.6%
Contribution to reserve funds	65,440	65,440	80,911	
Operating (surplus) / deficit	15,125	12,780	29,343	
Capital Asset Expenditures				
Transfers from reserves	(2,023)			
Net Capital Assets funded from Operations	(2,023)			
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	13,102	12,780	29,343	
Prior year (surplus) / deficit	(12,780)	(12,780)	(29,343)	
(Surplus) applied to future years	322			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(56,733)	(75,644)	(80,547)	6.5%
	(56,733)	(75,644)	(80,547)	6.5%
Total Operating Revenues	(56,733)	(75,644)	(80,547)	6.5%
Operating Expenditures				
Administration	635	846	2,500	
Professional fees			2,000	
Operating costs	2,044	3,176	3,255	
Transfer to other govt / org	72,292	75,000	75,500	
Total Operating Expenditures (excluding wages)	74,971	79,022	83,255	5.4%
Total Operating Expenditures (including wages)	74,971	79,022	83,255	5.4%
Operating (surplus) / deficit	18,238	3,378	2,708	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	18,238	3,378	2,708	
Prior year (surplus) / deficit	(3,378)	(3,378)	(2,708)	
(Surplus) applied to future years	14,860			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(319,156)	(425,542)	(465,808)	9.5%
	(319,156)	(425,542)	(465,808)	9.5%
Grants in lieu of taxes	(208)			
Total Operating Revenues	(319,364)	(425,542)	(465,808)	9.5%
Operating Expenditures				
Administration	7,438	9,917	25,430	
Operating costs		86,000	86,000	
Transfer to other govt / org	334,869	342,369	399,130	
Total Operating Expenditures (excluding wages)	342,307	438,286	510,560	16.5%
Total Operating Expenditures (including wages)	342,307	438,286	510,560	16.5%
Operating (surplus) / deficit	22,943	12,744	44,752	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	22,943	12,744	44,752	
Prior year (surplus) / deficit	(72,696)	(72,696)	(67,660)	
(Surplus) applied to future years	(49,753)	(59,952)	(22,908)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(70,629)	(94,172)	(97,014)	3.0%
	(70,629)	(94,172)	(97,014)	3.0%
Total Operating Revenues	(70,629)	(94,172)	(97,014)	3.0%
Operating Expenditures				
Administration	2,180	2,907	8,539	
Transfer to other govt / org	89,233	89,233	91,018	
Total Operating Expenditures (excluding wages)	91,413	92,140	99,557	8.0%
Total Operating Expenditures (including wages)	91,413	92,140	99,557	8.0%
Operating (surplus) / deficit	20,784	(2,032)	2,543	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	20,784	(2,032)	2,543	
Prior year (surplus) / deficit	(82,796)	(82,796)	(84,828)	
(Surplus) applied to future years	(62,012)	(84,828)	(82,285)	