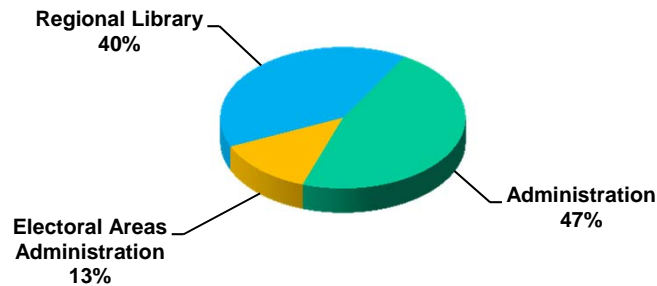
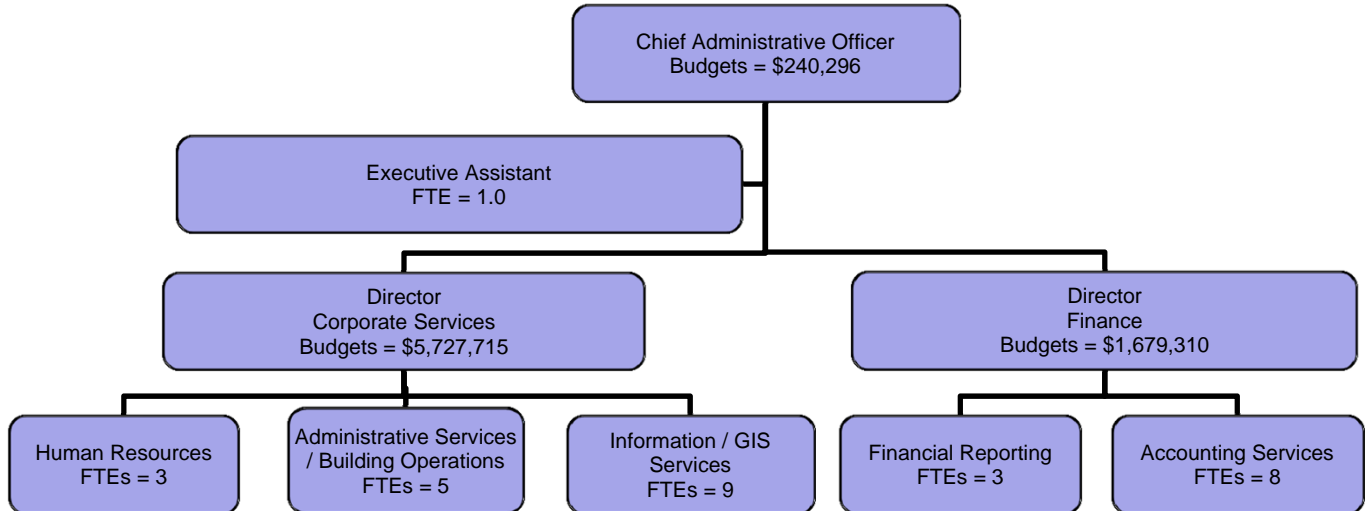


**REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2017 to 2021
INDEX**

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REGIONAL DISTRICT OF NANAIMO DEPARTMENTAL HIGHLIGHTS CORPORATE ADMINISTRATION



Corporate Administration	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	
Legislative/Chief Administrative Officer	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				