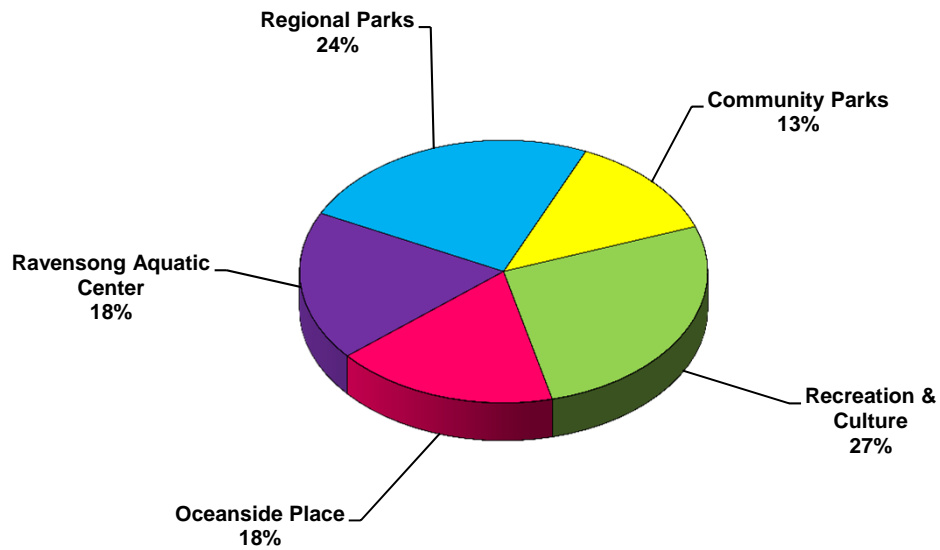
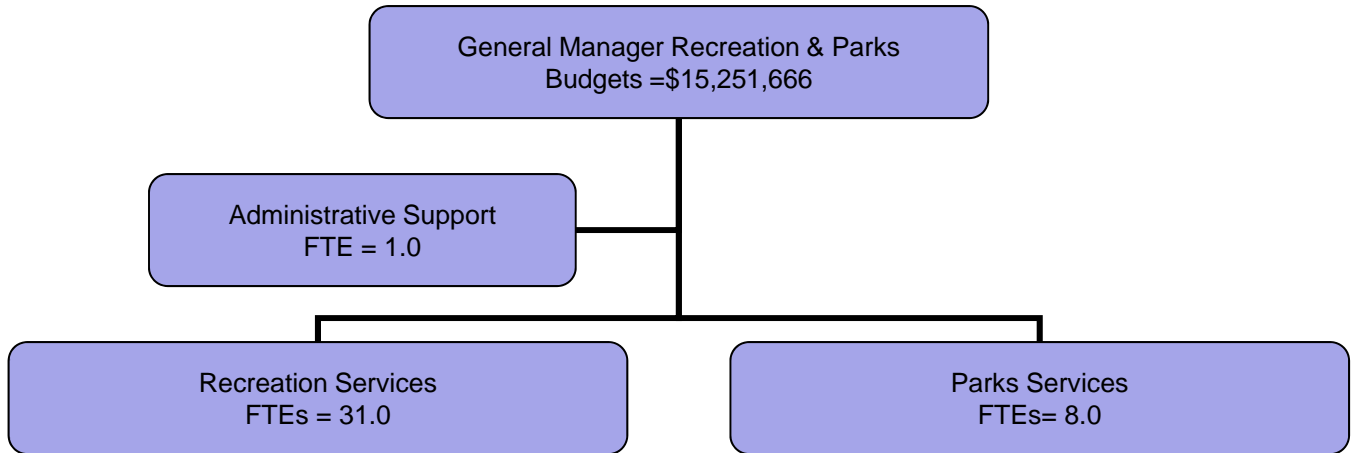


REGIONAL DISTRICT OF NANAIMO DEPARTMENTAL HIGHLIGHTS RECREATION & PARKS SERVICES



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	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.		
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> 			

**FINANCIAL PLAN
Area A Recreation & Culture
2017 Proposed Budget**

	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)	

FINANCIAL PLAN
Community Parks - Area C (East Wellington)
2017 Proposed Budget

	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)	