



Benson Creek



REGIONAL
DISTRICT
OF NANAIMO

2020 - 2024

FINANCIAL PLAN

REGIONAL DISTRICT OF NANAIMO
BRITISH COLUMBIA, CANADA

**REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2020 to 2024
INDEX**

PAGE NO.	DESCRIPTION
Organizational Chart	
1	Organizational Chart
2-3	RDN Services and Participants
2020 Budget Summaries	
4	Chart - Sources of Revenues
5	Chart - Expenditure by Service
6-8	2020 Proposed Budget
9	Estimated General Services Property Tax Change
10-12	Summary of Participation by Member
13-14	Analysis of Changes in General Property Tax Revenues
15	Summary of New/Changed Service Levels
16	Changes for Other Jurisdictions
17	Summary of Changes in Existing Services
18-21	Summary of Tax Requisition By Service
22-23	Summary of Statutory Reserve Fund Balances
Member Summaries	
24-27	City of Nanaimo
28-31	District of Lantzville
32-35	City of Parksville
36-39	Town of Qualicum Beach
40-43	Electoral Area A
44-47	Electoral Area B
48-51	Electoral Area C
52-55	Electoral Area E
56-59	Electoral Area F
60-63	Electoral Area G
64-67	Electoral Area H

**REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2020 to 2024
INDEX**

PAGE NO.	DESCRIPTION
REGIONAL AND COMMUNITY UTILITIES	
68-69	Organizational Chart
70	Departmental Highlights
Business Plans and Departmental Budget Summaries	
71	Business Plan - Liquid Waste Management Planning
72	Budget Summary - Liquid Waste Management Planning
73-74	Business Plan - Wastewater Management Southern Community
75	Budget Summary - Wastewater Services Southern Community
76-77	Business Plan - Wastewater Management Northern Community
78	Budget Summary - Wastewater Services Northern Community
79	Business Plan - Wastewater Management Duke Point
80	Business Plan - Wastewater Management Nanoose Bay (Fairwinds)
81	Budget Summary - Wastewater Services Nanoose Bay
82	Budget Summary - Wastewater Services Duke Point
83-85	Business Plan - Water Supply, Sanitary Sewer Collection, Stormwater, Streetlighting
86	Budget Summary - Water Services Surfside
87	Budget Summary - Water Services French Creek
88	Budget Summary - Water Services Whiskey Creek
89	Budget Summary - Water Services Decourcey
90	Budget Summary - Water Services San Pareil
91	Budget Summary - Water Services Driftwood
92	Budget Summary - Water Services Englishman River
93	Budget Summary - Water Services Melrose Place
94	Budget Summary - Water Services Nanoose Peninsula
95	Budget Summary - Water Services Bulk Water Nanoose
96	Budget Summary - Water Services Bulk Water French Creek
97	Budget Summary - Water Services San Pareil Fire
98	Budget Summary - Water Services Westurne Heights
99-102	Buisness Plan - Drinking Water and Watershed Protection
103	Budget Summary - Drinking Water / Watershed Protection
104	Budget Summary - Sewer French Creek
105	Budget Summary - Sewer Fairwinds
106	Budget Summary - Sewer Pacific Shores
107	Budget Summary - Sewer Surfside
108	Budget Summary - Sewer Cedar
109	Budget Summary - Sewer Barclay

**REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2020 to 2024
INDEX**

PAGE NO.	DESCRIPTION
-----------------	--------------------

REGIONAL AND COMMUNITY UTILITIES

Business Plans and Departmental Budget Summaries - Continued

110	Budget Summary - Sewer Reid Road Debt
111	Budget Summary - Sewer Hawthorne Rise Debt
112	Budget Summary - Englishman River Stormwater
113	Budget Summary - Cedar Estates Stormwater
114	Budget Summary - Streetlighting Rural Areas
115	Budget Summary - Streetlighting Fairwinds
116	Budget Summary - Streetlighting French Creek Village
117	Budget Summary - Streetlighting Morningstar
118	Budget Summary - Streetlighting Englishman River
119	Budget Summary - Streetlighting Highway Intersections
120	Budget Summary - Streetlighting Sandpiper
121	Budget Summary - Streetlighting Highway #4
122-123	Business Plan - Solid Waste Management Facilities
124-125	Business Plan - Solid Waste Management Planning (Zero Waste)
126	Budget Summary - Solid Waste Management
127	Business Plan - Residential Garbage, Food Waste & Recycling Collection Program
128	Budget Summary - Solid Waste Collection & Recycling
129	Budget Summary - Community Works Fund Projects

**REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2020 to 2024
INDEX**

PAGE NO.	DESCRIPTION
RECREATION & PARKS SERVICES	
130	Organizational Chart
131	Departmental Highlights
Business Plans and Departmental Budget Summaries	
132	Business Plan - Oceanside Place Multiplex
133	Budget Summary- Oceanside Place
134	Business Plan - Ravensong Aquatic Centre
135	Budget Summary - Ravensong Aquatic Centre
136-137	Business Plan - Northern Community Recreation
138	Budget Summary - Northern Community Recreation
139	Budget Summary - Northern Community Recreation Sportsfield
140	Business Plan - Gabriola Island Recreation Services
141	Budget Summary - Gabriola Island Recreation
142	Business Plan - Area A Recreation & Culture
143	Budget Summary - Area A Recreation & Culture
144	Budget Summary - Southern Community Recreation & Culture
145	Budget Summary - Port Theatre Area A
146	Budget Summary - Port Theatre Area B
147	Budget Summary - Port Theatre Area C (Extension)
148	Budget Summary - Port Theatre Area C (East Wellington)
149	Budget Summary - Port Theatre Area E
150	Budget Summary - Regional Parks Operations
151	Budget Summary - Regional Parks Capital
152	Budget Summary - Community Parks Area A
153	Budget Summary - Community Parks Area B
154	Budget Summary - Community Parks Area C (Extension)
155	Budget Summary - Community Parks Area C (East Wellington)
156	Budget Summary - Community Parks Area E
157	Budget Summary - Community Parks Area F
158	Budget Summary - Community Parks Area G
159	Budget Summary - Community Parks Area H
160	Budget Summary - Community Works Fund Projects

**REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2020 to 2024
INDEX**

PAGE NO.	DESCRIPTION
TRANSPORTATION & EMERGENCY SERVICES	
161	Organizational Chart
162	Departmental Highlights
Business Plans and Departmental Budget Summaries	
163-164	Business Plan - Conventional and Custom Southern and Northern Communities
165	Budget Summary - Transit Southern Community
166	Budget Summary - Transit Northern Community
167	Budget Summary - Gabriola Island Emergency Wharf
168	Budget Summary - Gabriola Transit Contribution
169	Budget Summary - Gabriola Island Taxi Saver
170-172	Business Plan - Emergency Planning
173	Budget Summary - Emergency Planning Services
174	Budget Summary - D68 Search & Rescue
175	Budget Summary - D69 Marine Search & Rescue
176	Budget Summary - D69 Land Search & Rescue
177	Budget Summary - D68 E911
178	Budget Summary - D69 E911
179	Budget Summary - D68 Community Justice
180	Budget Summary - D69 Community Justice
181-183	Business Plan - Fire Services
184	Budget Summary - Fire Administration
185	Budget Summary - Fire Meadowood
186	Budget Summary - Fire Nanaimo River
187	Budget Summary - Fire Coombs-Hilliers
188	Budget Summary - Fire Errington
189	Budget Summary - Fire French Creek
190	Budget Summary - Fire Nanoose Bay
191	Budget Summary - Fire Wellington
192	Budget Summary - Fire Cassidy Waterloo
193	Budget Summary - Fire Dashwood
194	Budget Summary - Fire Extension
195	Budget Summary - Fire Parksville Local
196	Budget Summary - Fire Bow Horn Bay

**REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2020 to 2024
INDEX**

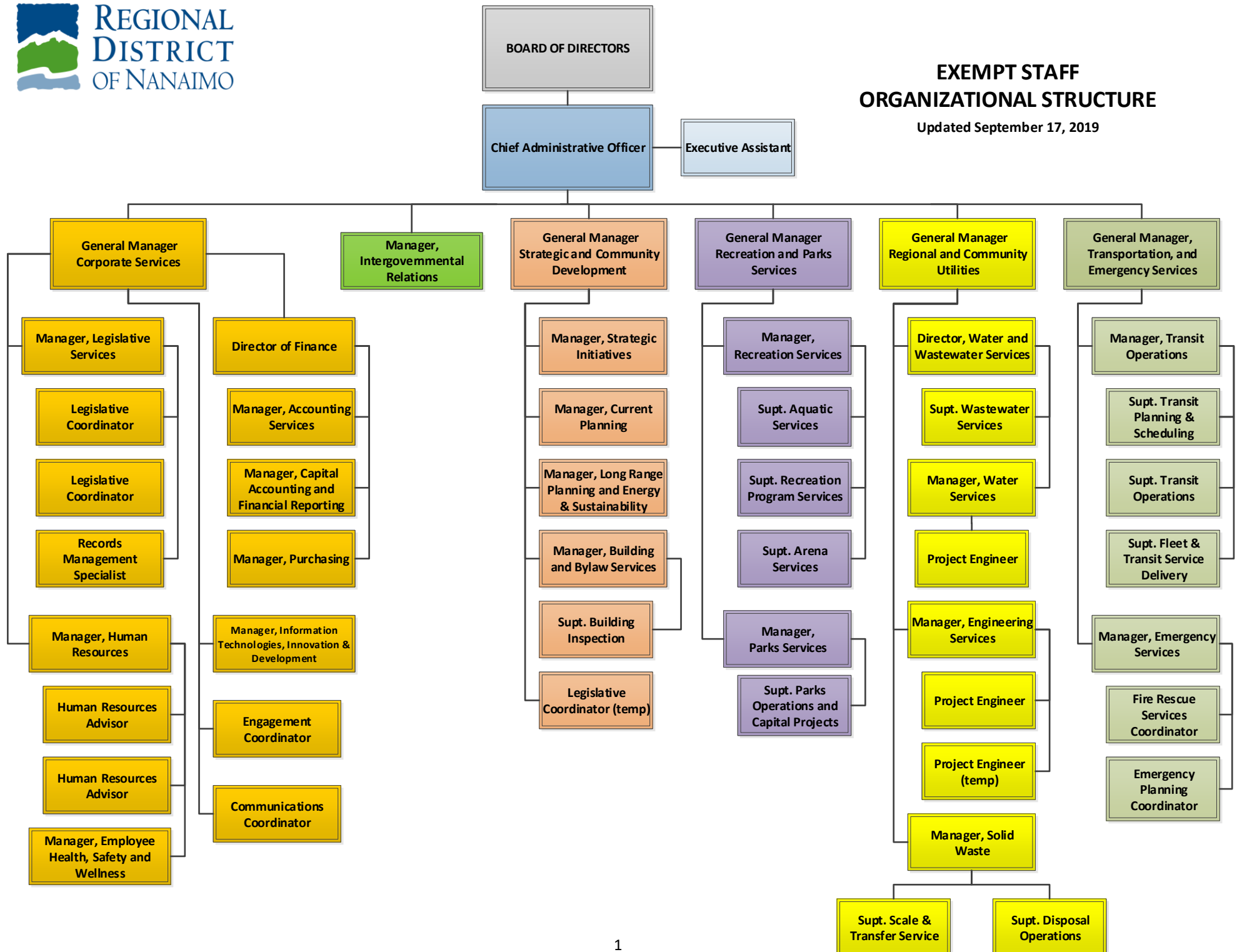
PAGE NO.	DESCRIPTION
STRATEGIC & COMMUNITY DEVELOPMENT	
197	Organizational Chart
198	Departmental Highlights
Business Plans and Departmental Budget Summaries	
199-201	Business Plan - Electoral Area Community Planning
202	Budget Summary - Electoral Area Community Planning
203-204	Business Plan - Regional Growth Strategy and Energy & Sustainability
205	Budget Summary - Regional Growth Strategy
206	Budget Summary - Economic Development South
207	Budget Summary - Economic Development North
208	Budget Summary - Strategic Initiatives
209-210	Business Plan - Building Inspection
211	Budget Summary - Building Inspection
212-213	Business Plan - Bylaw Enforcement
214	Budget Summary - Bylaw Enforcement
215	Budget Summary - Animal Control Area A, B, C, Lantzville
216	Budget Summary - Animal Control Area E, G, H
217	Budget Summary - Animal Control Area F
218	Budget Summary - Hazardous Properties
219	Budget Summary - Unsightly Premises
220	Budget Summary - Noise Control Area A
221	Budget Summary - Noise Control Area B
222	Budget Summary - Noise Control Area C
223	Budget Summary - Noise Control Area E
224	Budget Summary - Noise Control Area G
225	Budget Summary - Community Works Fund Projects

**REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2020 to 2024
INDEX**

PAGE NO.	DESCRIPTION
CORPORATE ADMINISTRATION	
226	Organizational Chart
227	Departmental Highlights
Business Plans and Departmental Budget Summaries	
228-230	Business Plan - Communications Services
231-233	Business Plan - Legislative Services
234-235	Business Plan - Human Resources
236-238	Business Plan - Financial Services
239	Budget Summary - Corporate Administration Summary
240	Budget Summary - Community Grants
241	Budget Summary - Electoral Areas Administration
242	Budget Summary - Regional Library
243	Budget Summary - Municipal Debt Transfers
244	Budget Summary - House Numbering
245	Budget Summary - Community Works Fund Projects

EXEMPT STAFF ORGANIZATIONAL STRUCTURE

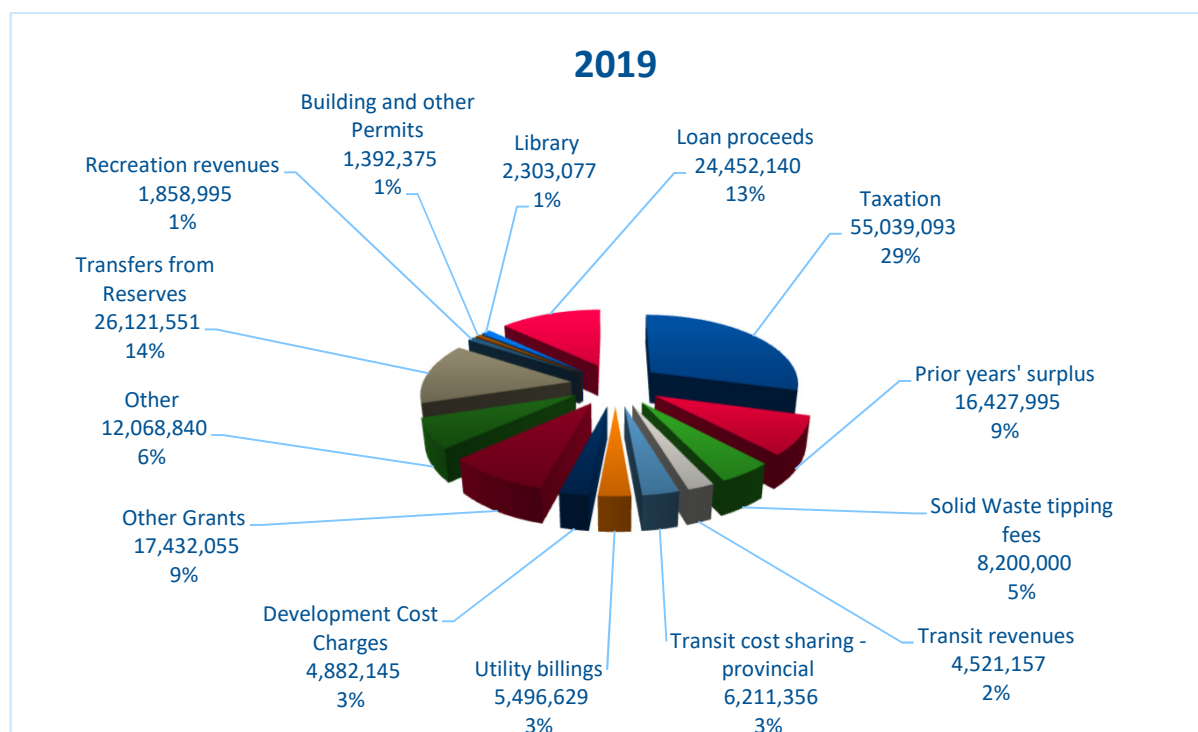
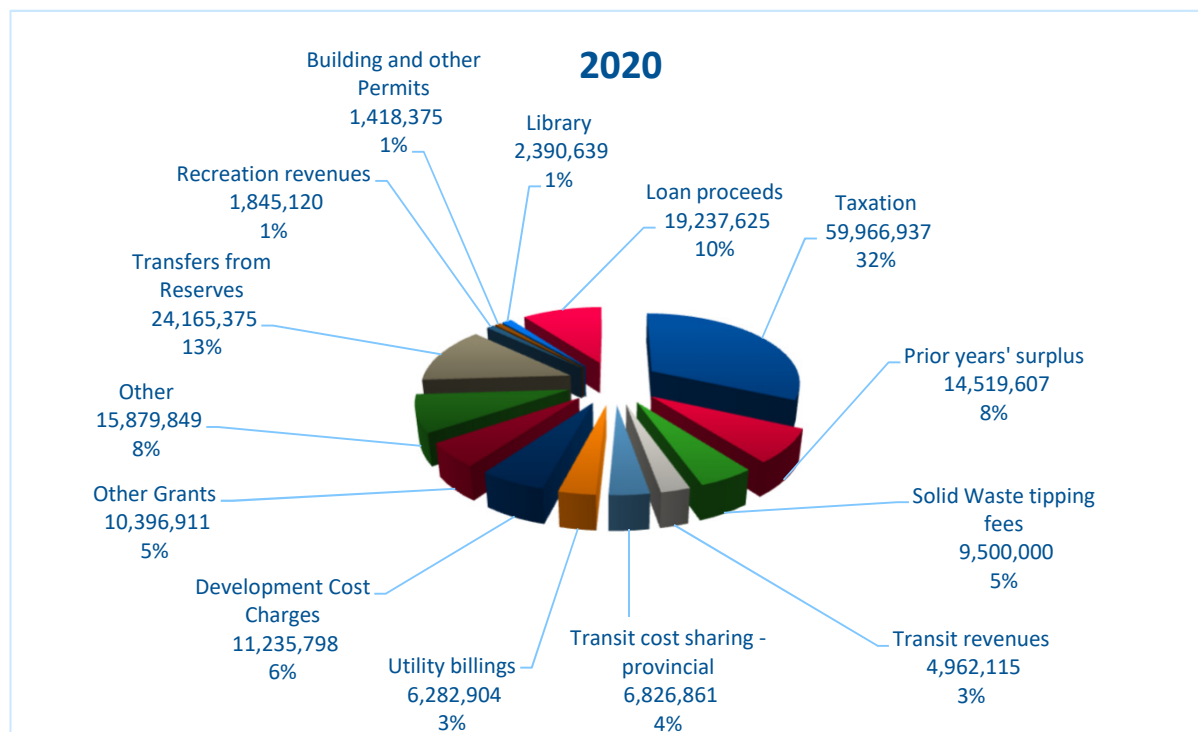
Updated September 17, 2019



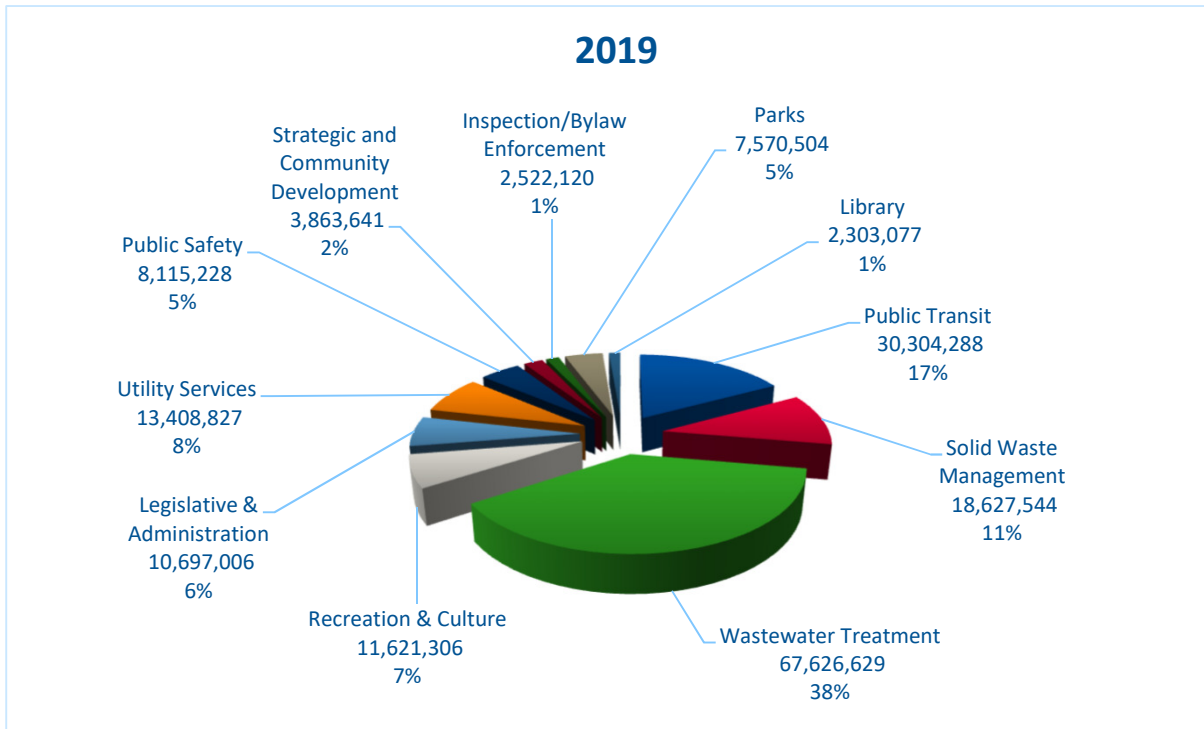
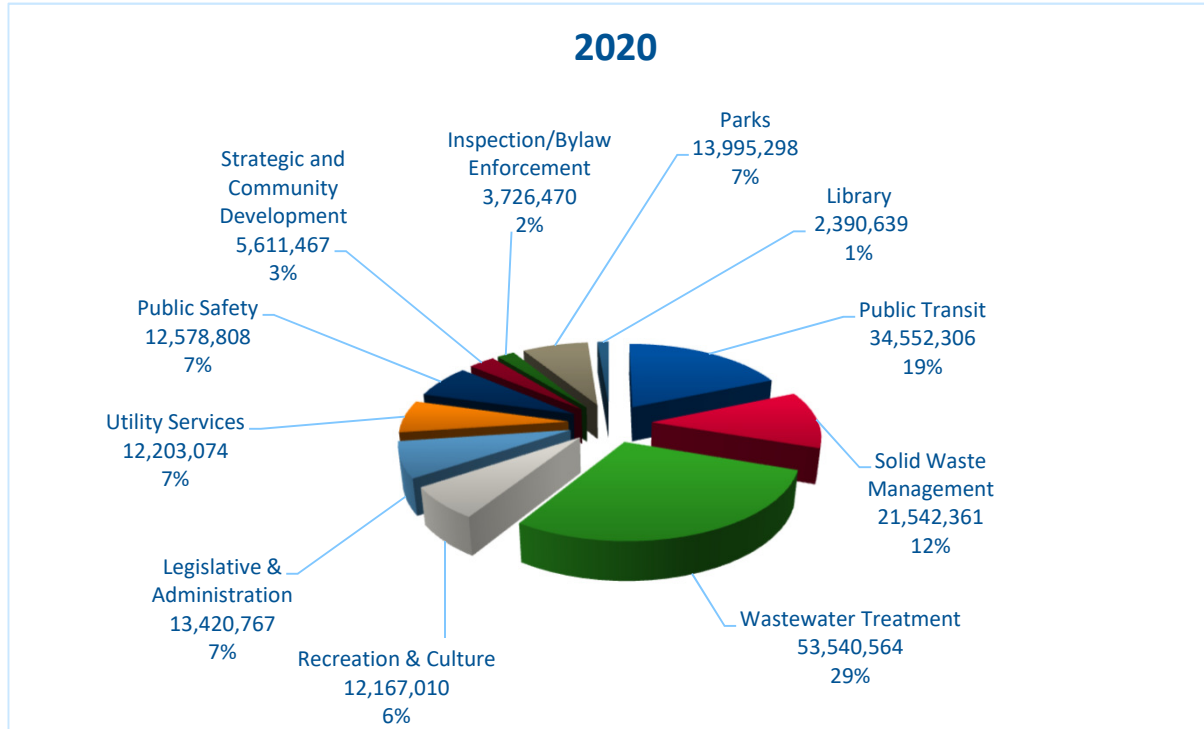
RDN SERVICES AND PARTICIPANTS												
	X = Entire Electoral Area or Municipality					O = Portion of Electoral Area or Municipality						
	NANAIMO	PARKSVILLE	QUALICUM BEACH	LANTZVILLE	AREA A	AREA B	AREA C	AREA E	AREA F	AREA G	AREA H	Requisition Allocation
Administration	X	X	X	X	X	X	X	X	X	X	X	Assessment
Grants In Aid	X	X	X	X	X	X	X	X	X	X	X	Assessment
Port Theatre Contribution					X	X	X	X				Assessment
Southern Community Search & Rescue Contribution	X			X	X	X	X					Population
Northern Community Search & Rescue Contribution		X	X					X	X	X	X	Population
Northern Community Marine Search & Rescue Contribution											X	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	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 Development					X	X	X					Assessment
Northern Community Economic Development		X	X					X	X	X	X	Parcel tax
Hazardous Properties (nuisance control)				contract	X	X	X	X		X	X	Assessment
Unightly Premises				contract	X	X	X	X		X	X	Assessment
Southern Community Transit	X			X	X		O					Usage
Northern Community Transit		X	X					X		X	X	40% Population/60% usage
Gabriola Taxi Saver						O						Assessment
Gabriola Transit Contribution						X						Assessment
Gabriola Emergency Wharf (Descano Bay)						X						Assessment
Solid Waste Disposal (Landfills)	X	X	X	X	X	X	X	X	X	X	X	50% Population/50% Assessment
Recycling and Compulsory (Garbage) Collection		X	X	X	X	X	X	X	X	X	X	
Animal Control												
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	50% Assessment/50% Usage
Ravensong Aquatic Centre		X	X						X	X	X	50% Assessment/50% Usage
Southern Community Recreation				X	X	X	X					Usage
Electoral Area A Recreation & Culture					X							Assessment
Gabriola Island Rec Commission						X						Assessment
Wastewater-Southern	O			O								Flow data
Duke Point Sewer (funds Duke Point PCC)	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										O		Parcel tax
Pacific Shores Sewer								O				Parcel tax
Surfside Sewer										O		Parcel tax
Barclay Crescent Sewer										O		Parcel tax
Hawthorne Rise Sewer Capital Financing										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										O		Parcel tax
Bowser Sewer											X	Parcel tax
Drinking Water Protection	X	X	X	X	X	X	X	X	X	X	X	Parcel tax
Nanoose Bay Bulk Water								O				Parcel tax
French Creek Bulk Water										O		Parcel tax
Water Supply												
Surfside										O		Parcel tax
Nanoose Bay Peninsula								O				Parcel tax
French Creek										O		Parcel tax
Decourcey					O							Parcel tax
San Pareil										O		Parcel tax
San Pareil (Fire Protection Improvements)										O		Parcel tax
Driftwood Water (Debt only)								O				Parcel tax
Englishman River										O		Parcel tax
Melrose Terrace									O			Parcel tax
Whiskey Creek									O			Parcel tax
Westurne Heights												Parcel tax
D68 Emergency 911				X	X	X	X					Assessment
D69 Emergency 911		X	X					X	X	X	X	Assessment
Emergency Planning				contract	X	X	X	X	X	X	X	Assessment
Fire Protection												
French Creek									O	O		Assessment
Errington									O	O		Assessment
Dashwood									O	O	O	Assessment
Meadowood Fire (debt only)									O			Parcel tax
Nanoose								O	O	O		Assessment
Wellington Fire & Streetlighting							O					Assessment
Parksville Local										O		Assessment
Coombs-Hilliars									O			Assessment
Bow Horn Bay											O	Assessment
Cassidy / Waterloo					O		O					Assessment
Extension							O					Assessment
Nanaimo River Fire							O					Assessment
Rural Street Lighting					O			O		O		Assessment
Streetlighting (separate services)												Assessment
Fairwinds Streetlighting								O				Assessment
Morningstar Streetlighting										O		Assessment
Sandpiper Streetlighting										O		Assessment
Hwy 4 Intersections Streetlight									X			Assessment
French Creek Village Streetlight										O		Assessment
Englishman River Streetlighting										O		Assessment
Noise Control												
Area A					X							Assessment
Area B						X						Assessment
Area C							X					Assessment
Area E								X				Assessment
Area G										X		Assessment
Lantzville				X								Assessment
Stormwater												
Englishman River									O	O		Assessment
Cedar Sewer Stormwater					O							Assessment

REGIONAL DISTRICT OF NANAIMO SOURCES OF REVENUE



REGIONAL DISTRICT OF NANAIMO EXPENDITURE BY SERVICE



**GENERAL REVENUE FUND
2020 Proposed Budget**

	CORPORATE Budget 2019	SERVICES Budget 2020	STRATEGIC & COMM Budget 2019	DEVELOPMENT Budget 2020
OPERATING REVENUES				
TAX REQUISITION	(5,176,216)	(5,601,275)	(2,519,182)	(3,149,542)
OPERATING GRANTS	(1,399,550)	(1,427,464)	(266,080)	(424,417)
OPERATING REVENUE	(78,480)	(84,391)	(1,721,314)	(1,768,798)
OTHER REVENUE	(11,797,644)	(13,011,065)	(1,191,419)	(1,640,202)
TOTAL OPERATING REVENUES	(18,451,890)	(20,124,195)	(5,697,995)	(6,982,959)
OPERATING EXPENDITURES				
OFFICE OPERATING	259,675	345,775	477,959	510,887
COMMUNITY GRANTS	129,650	124,050	0	0
LEGISLATIVE	754,712	822,910	0	0
PROFESSIONAL FEES	525,751	1,140,509	851,815	1,555,330
BUILDING - OPER & MAINT	376,645	485,389	40,813	40,813
VEH & EQUIP - OPER & MAINT	440,244	544,250	83,328	83,793
OTHER OPERATING COSTS	1,624,791	2,077,004	991,633	999,485
WAGES & BENEFITS	5,001,882	5,583,361	3,386,251	3,758,747
PROGRAM COSTS	0	0	417,346	417,500
DEBT - FINANCING - INTEREST	2,628,175	2,576,811	0	0
DEBT - FINANCING - PRINCIPAL	3,323,387	3,368,374	0	0
TRANSFER TO RESERVE FUND	307,066	461,322	127,270	1,567,964
TRANSFER TO OTHER GOV'T/AGENCIES	3,541,692	3,629,254	114,695	164,695
TOTAL OPERATING EXPENDITURES	18,913,670	21,159,009	6,491,110	9,099,214
CAPITAL ASSET EXPENDITURES				
CAPITAL EXPENDITURES	1,276,591	1,836,200	58,875	288,722
TRANSFERS FROM RESERVES	(950,000)	(1,556,000)	(12,500)	(241,722)
CAPITAL GRANTS AND OTHER	0	0	0	0
NEW BORROWING	0	0	0	0
NET CAPITAL ASSETS FUNDED FROM OPERATIONS	326,591	280,200	46,375	47,000
ACCUMULATED SURPLUS				
NET (SURPLUS) DEFICIT	788,371	1,315,014	839,490	2,163,255
TRANSFER TO APPROPRIATED SURPLUS	0	0	127,847	127,847
TRANSFER FROM APPROPRIATED SURPLUS	(134,465)	(617,304)	(481,847)	(287,847)
PRIOR YEARS (SURPLUS) DEFICIT	(991,878)	(697,710)	(2,087,504)	(2,003,255)
CURRENT YEAR UNAPPROPRIATED (SURPLUS) DEFICIT	(337,972)	0	(1,602,014)	0

**GENERAL REVENUE FUND
2020 Proposed Budget**

	REGIONAL & Budget 2019	COMM UTILITIES Budget 2020	RECREATION & Budget 2019	PARKS SERVICES Budget 2020
OPERATING REVENUES				
TAX REQUISITION	(20,665,507)	(21,875,752)	(11,989,129)	(13,288,379)
OPERATING GRANTS	(165,312)	(87,787)	(123,022)	(242,550)
OPERATING REVENUE	(17,027,209)	(18,034,693)	(1,783,995)	(1,845,120)
OTHER REVENUE	(1,928,725)	(2,796,493)	(99,515)	(88,938)
TOTAL OPERATING REVENUES	(39,786,753)	(42,794,725)	(13,995,661)	(15,464,987)
OPERATING EXPENDITURES				
OFFICE OPERATING	2,210,193	2,652,354	750,926	844,696
COMMUNITY GRANTS	0	0	0	0
LEGISLATIVE	0	0	1,500	1,100
PROFESSIONAL FEES	1,253,108	1,472,801	796,145	921,001
BUILDING - OPER & MAINT	1,586,923	2,093,107	820,502	830,279
VEH & EQUIP - OPER & MAINT	1,797,552	1,831,872	222,647	192,159
OTHER OPERATING COSTS	12,493,613	13,305,949	1,447,096	1,461,541
WAGES & BENEFITS	9,786,362	10,489,303	5,095,337	5,291,919
PROGRAM COSTS	205,685	288,885	752,110	800,378
DEBT - FINANCING - INTEREST	1,472,772	1,606,031	412,858	427,763
DEBT - FINANCING - PRINCIPAL	1,158,621	1,740,007	442,083	412,288
TRANSFER TO RESERVE FUND	9,095,949	10,342,607	2,069,924	3,712,641
TRANSFER TO OTHER GOV'T/AGENCIES	0	0	1,921,666	2,179,136
TOTAL OPERATING EXPENDITURES	41,060,778	45,822,916	14,732,794	17,074,901
CAPITAL ASSET EXPENDITURES				
CAPITAL EXPENDITURES	59,744,543	42,090,691	5,647,176	10,504,504
TRANSFERS FROM RESERVES	(21,791,740)	(24,187,878)	(2,997,915)	(4,505,088)
CAPITAL GRANTS AND OTHER	(10,554,505)	(2,000,977)	(2,313,762)	(3,197,354)
NEW BORROWING	(24,452,140)	(13,237,625)	0	(2,000,000)
NET CAPITAL ASSETS FUNDED FROM OPERATIONS	2,946,158	2,664,211	335,499	802,062
ACCUMULATED SURPLUS				
NET (SURPLUS) DEFICIT	4,220,183	5,692,402	1,072,632	2,411,976
TRANSFER TO APPROPRIATED SURPLUS	0	0	0	0
TRANSFER FROM APPROPRIATED SURPLUS	(1,593,441)	(938,865)	(755,912)	(495,000)
PRIOR YEARS (SURPLUS) DEFICIT	(6,216,920)	(4,753,537)	(1,391,893)	(1,916,976)
CURRENT YEAR UNAPPROPRIATED (SURPLUS) DEFICIT	(3,590,178)	0	(1,075,173)	0

**GENERAL REVENUE FUND
2020 Proposed Budget**

	TRANSIT & Budget 2019	EMERGENCY SERVICES Budget 2020	TOTAL Budget 2019	PROPOSED Budget 2020	BUDGET % Change
OPERATING REVENUES					
TAX REQUISITION	(16,931,974)	(18,442,628)	(57,282,008)	(62,357,576)	8.9%
OPERATING GRANTS	(6,851,189)	(8,091,138)	(8,805,153)	(10,273,356)	
OPERATING REVENUE	(4,609,505)	(5,052,922)	(25,220,503)	(26,785,924)	
OTHER REVENUE	(1,827,965)	(1,944,895)	(16,845,268)	(19,481,593)	
TOTAL OPERATING REVENUES	(30,220,633)	(33,531,583)	(108,152,932)	(118,898,449)	
OPERATING EXPENDITURES					
OFFICE OPERATING	1,752,914	2,383,055	5,451,667	6,736,767	
COMMUNITY GRANTS	0	0	129,650	124,050	
LEGISLATIVE	0	0	756,212	824,010	
PROFESSIONAL FEES	323,183	269,650	3,750,002	5,359,291	
BUILDING - OPER & MAINT	498,299	513,067	3,323,182	3,962,655	
VEH & EQUIP - OPER & MAINT	5,303,849	5,474,344	7,847,620	8,126,418	
OTHER OPERATING COSTS	4,111,045	4,609,874	20,668,178	22,453,853	
WAGES & BENEFITS	13,649,259	15,130,132	36,919,091	40,253,462	
PROGRAM COSTS	17,300	60,000	1,392,441	1,566,763	
DEBT - FINANCING - INTEREST	179,413	216,288	4,693,218	4,826,893	
DEBT - FINANCING - PRINCIPAL	261,416	264,529	5,185,507	5,785,198	
TRANSFER TO RESERVE FUND	1,542,343	3,838,056	13,142,552	19,922,590	
TRANSFER TO OTHER GOV'T/AGENCIES	3,212,966	3,441,688	8,791,019	9,414,773	
TOTAL OPERATING EXPENDITURES	30,851,987	36,200,683	112,050,339	129,356,723	15.4%
CAPITAL ASSET EXPENDITURES					
CAPITAL EXPENDITURES	7,567,532	10,930,430	74,294,717	65,650,547	
TRANSFERS FROM RESERVES	(5,251,541)	(4,910,485)	(31,003,696)	(35,401,173)	
CAPITAL GRANTS AND OTHER	(1,969,991)	(1,752,085)	(14,838,258)	(6,950,416)	
NEW BORROWING	0	(4,000,000)	(24,452,140)	(19,237,625)	
NET CAPITAL ASSETS FUNDED FROM OPERATIONS	346,000	267,860	4,000,623	4,061,333	
ACCUMULATED SURPLUS					
NET (SURPLUS) DEFICIT	977,354	2,936,960	7,898,030	14,519,607	
TRANSFER TO APPROPRIATED SURPLUS	0	0	127,847	127,847	
TRANSFER FROM APPROPRIATED SURPLUS	(612,922)	(16,000)	(3,578,587)	(2,355,016)	
PRIOR YEARS (SURPLUS) DEFICIT	(2,289,060)	(2,920,960)	(12,977,255)	(12,292,438)	
CURRENT YEAR UNAPPROPRIATED (SURPLUS) DEFICIT	(1,924,628)	0	(8,529,965)	0	



**2020
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
2020 Total Requisition	\$24,224,185	\$935,570	\$5,972,757	\$4,076,640	\$2,323,968	\$1,642,324	\$1,395,378	\$2,722,251	\$2,587,299	\$3,264,621	\$1,891,922
2019 Total Requisition	\$21,749,440	\$837,975	\$5,558,417	\$3,887,339	\$2,122,986	\$1,490,887	\$1,260,114	\$2,521,160	\$2,391,042	\$3,023,714	\$1,781,757
Change from prior year	\$2,474,745	\$97,595	\$414,340	\$189,301	\$200,982	\$151,437	\$135,264	\$201,091	\$196,257	\$240,907	\$110,165
General Services Property Tax											
2020	\$ 92.22	\$ 70.22	\$ 139.54	\$ 118.84	\$ 122.80	\$ 96.40	\$ 107.07	\$ 92.03	\$ 125.40	\$ 126.40	\$ 112.83
2019	\$ 84.63	\$ 64.53	\$ 132.91	\$ 115.97	\$ 114.89	\$ 89.99	\$ 99.79	\$ 87.32	\$ 118.42	\$ 120.02	\$ 108.80
Change per \$100,000	\$ 7.59	\$ 5.69	\$ 6.63	\$ 2.87	\$ 7.91	\$ 6.41	\$ 7.28	\$ 4.71	\$ 6.98	\$ 6.38	\$ 4.03
Regional Parcel Taxes											
2020	\$ 32.00	\$ 32.00	\$ 38.20	\$ 38.20	\$ 32.00	\$ 32.00	\$ 32.00	\$ 39.94	\$ 39.94	\$ 39.94	\$ 39.94
2019	\$ 24.00	\$ 24.00	\$ 29.29	\$ 29.29	\$ 24.00	\$ 24.00	\$ 24.00	\$ 31.34	\$ 31.34	\$ 31.34	\$ 31.34
Change per property	\$ 8.00	\$ 8.00	\$ 8.91	\$ 8.91	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.60	\$ 8.60	\$ 8.60	\$ 8.60
Total change at \$100,000	\$ 15.59	\$ 13.69	\$ 15.54	\$ 11.78	\$ 15.91	\$ 14.41	\$ 15.28	\$ 13.31	\$ 15.58	\$ 14.98	\$ 12.63
Average Residential Value 2019	\$497,409	\$754,605	\$465,644	\$617,787	\$491,430	\$392,160	\$631,326	\$755,770	\$438,460	\$616,063	\$555,014
RDN Property Tax 2020 based on average residential value	\$491	\$562	\$688	\$772	\$635	\$410	\$708	\$735	\$590	\$819	\$666
RDN Property Tax 2019 based on average residential value	\$445	\$511	\$648	\$746	\$589	\$377	\$654	\$691	\$551	\$771	\$635
Change for average residential value	\$46	\$51	\$40	\$27	\$47	\$33	\$54	\$44	\$39	\$48	\$31

2020 BUDGET

	2019 Final	2020 Proposed	Change from 2019	Changed Service Levels	Other Jurisdictions
City of Nanaimo	21,749,440	24,224,185	2,474,745 11.4%	1,856,728 8.5%	0 0.0%
General Services Tax cost per \$100,000	\$84.63	\$92.22			
Regional Parcel Taxes					
Regional Parks	\$16.00	\$20.00			
Drinking Water/Watershed Protection	\$8.00	\$12.00			
	\$108.63	\$124.22			
Change from previous year	\$0.13	\$15.59			
District of Lantzville	837,975	935,570	97,595 11.6%	46,756 5.6%	26,884 3.2%
General Services Tax cost per \$100,000	\$64.53	\$70.22			
Regional Parcel Taxes					
Regional Parks	\$16.00	\$20.00			
Drinking Water/Watershed Protection	\$8.00	\$12.00			
	\$88.53	\$102.22			
Change from previous year	(\$4.87)	\$13.69			
City of Parksville	5,558,417	5,972,757	414,340 7.5%	401,689 7.2%	3,647 0.1%
General Services Tax cost per \$100,000	\$132.91	\$139.54			
Regional Parcel Taxes					
Regional Parks	\$16.00	\$20.00			
Drinking Water/Watershed Protection	\$8.00	\$12.00			
District 69 Community Justice	\$5.29	\$6.20			
	\$162.20	\$177.74			
Change from previous year	(\$7.04)	\$15.54			
Town of Qualicum Beach	3,887,339	4,076,640	189,301 4.9%	302,320 7.8%	2,916 0.1%
General Services Tax cost per \$100,000	\$115.97	\$118.84			
Regional Parcel Taxes					
Regional Parks	\$16.00	\$20.00			
Drinking Water/Watershed Protection	\$8.00	\$12.00			
District 69 Community Justice	\$5.29	\$6.20			
	\$145.26	\$157.04			
Change from previous year	(\$1.98)	\$11.78			

2020 BUDGET

	2019 Final	2020 Proposed	Change from 2019	Changed Service Levels	Other Jurisdictions
Electoral Area A	2,122,986	2,323,968	200,982 9.5%	71,532 3.4%	35,940 1.7%
General Services Tax cost per \$100,000	\$114.89	\$122.80			
Regional Parcel Taxes					
Regional Parks	\$16.00	\$20.00			
Drinking Water/Watershed Protection	\$8.00	\$12.00			
	\$138.89	\$154.80			
Change from previous year	(\$4.51)	\$15.91			
Electoral Area B	1,490,887	1,642,324	151,437 10.2%	54,615 3.7%	15,280 1.0%
General Services Tax cost per \$100,000	\$89.99	\$96.40			
Regional Parcel Taxes					
Regional Parks	\$16.00	\$20.00			
Drinking Water/Watershed Protection	\$8.00	\$12.00			
	\$113.99	\$128.40			
Change from previous year	(\$0.21)	\$14.41			
Electoral Area C	1,260,114	1,395,378	135,264 10.7%	39,876 3.2%	25,190 2.0%
General Services Tax cost per \$100,000	\$99.79	\$107.07			
Regional Parcel Taxes					
Regional Parks	\$16.00	\$20.00			
Drinking Water/Watershed Protection	\$8.00	\$12.00			
	\$123.79	\$139.07			
Change from previous year	(\$4.41)	\$15.28			
Electoral Area E	2,521,160	2,722,251	201,091 8.0%	189,737 7.5%	21,168 0.8%
General Services Tax cost per \$100,000	\$87.32	\$92.03			
Regional Parcel Taxes					
Regional Parks	\$16.00	\$20.00			
Drinking Water/Watershed Protection	\$8.00	\$12.00			
Economic Development Northern Community	\$2.05	\$1.74			
District 69 Community Justice	\$5.29	\$6.20			
	\$118.66	\$131.97			
Change from previous year	\$0.65	\$13.31			

2020 BUDGET

	2019 Final	2020 Proposed	Change from 2019	Changed Service Levels	Other Jurisdictions
Electoral Area F	2,391,042	2,587,299	196,257 8.2%	197,457 8.3%	20,424 0.9%
General Services Tax cost per \$100,000	\$118.42	\$125.40			
Regional Parcel Taxes					
Regional Parks	\$16.00	\$20.00			
Drinking Water/Watershed Protection	\$8.00	\$12.00			
Economic Development Northern Community	\$2.05	\$1.74			
District 69 Community Justice	\$5.29	\$6.20			
	\$149.76	\$165.34			
Change from previous year	\$2.95	\$15.58			
Electoral Area G	3,023,714	3,264,621	240,907 8.0%	251,023 8.3%	23,093 0.8%
General Services Tax cost per \$100,000	\$120.02	\$126.40			
Regional Parcel Taxes					
Regional Parks	\$16.00	\$20.00			
Drinking Water/Watershed Protection	\$8.00	\$12.00			
Economic Development Northern Community	\$2.05	\$1.74			
District 69 Community Justice	\$5.29	\$6.20			
	\$151.36	\$166.34			
Change from previous year	\$2.55	\$14.98			
Electoral Area H	1,781,757	1,891,922	110,165 6.2%	135,529 7.6%	11,932 0.7%
General Services Tax cost per \$100,000	\$108.80	\$112.83			
Regional Parcel Taxes					
Regional Parks	\$16.00	\$20.00			
Drinking Water/Watershed Protection	\$8.00	\$12.00			
Economic Development Northern Community	\$2.05	\$1.74			
District 69 Community Justice	\$5.29	\$6.20			
	\$140.14	\$152.77			
Change from previous year	\$3.03	\$12.63			
General Services Tax Revenues	46,624,831	51,036,915			
Change from previous year	7.8%	9.5%			
Local Services Tax Revenues	10,640,741	11,320,661			
Tax Revenues	57,265,572	62,357,576			
Change from previous year	7.3%	8.9%			

**2020 BUDGET
ANALYSIS OF CHANGES IN GENERAL PROPERTY TAX**

		%
		Change
Tax Revenues 2019	57,265,572	
Changed service levels		
Southern Community Transit	839,350	5,900 conventional hours and 1,700 custom hours proposed service expansion effective January 2020 approved by the Board
Regional Growth Management	441,000	Climate Action Technical Advisory Committee (\$80,000), Sea Level Rise Mapping (\$150,000), Social Needs Assessment (\$61,000), Floodplain Data Review (\$150,000)
Northern Community Recreation	350,000	Contribution to Reserves for Outdoor Sport Multi-Plex, Master plan implementation and initiatives
D69 Arena	321,750	Contribution to reserve for removal and remediation of D69 Arena
Ravensong Aquatic Centre	297,000	Ravensong Pool expansion planning, design and referendum
Drinking Water Watershed Protection	278,452	\$4 increase in parcel tax
Regional Parks Acquisition	278,452	\$4 increase in parcel tax
Southern Community Wastewater	267,000	New debt servicing and capital program for Nanaimo Pollution Control Centre secondary treatment upgrade project approved by the Board
Legislative Services	291,230	Electronic data management support (\$184,000), Fleet & Facilities Manager (\$107,230),
Solid Waste Management	105,000	Implementation of new solid waste management plan programs approved by the Board
Intergovernmental Liaison	50,000	Tribal Journeys
Emergency Planning	28,028	Emergency Support Services modernization project
	6.2%	3,547,262
Changes for Other Jurisdictions		
Vancouver Island Regional Library	87,561	Budget per VIRL = 3.94% increase, impact to RDN share is 3.80%, allocation is based on population and assessment and RDN growth was larger than other participants
Southern Community - Facilities & Sportsfield agreement	68,553	Estimated numbers from City of Nanaimo
D69 E911	14,434	NI 911 Partnership allocation based on property assessment, pending new NI 911 Board review
Northern Community - Sportsfield agreement	12,372	Estimated numbers from Parksville & Qualicum Beach
D68 E911	3,554	RDN share of FireComm partnership costs pending final information
	0.3%	186,474
Changes within existing service levels		
Legislative	364,589	Aerial photos (\$61,000) Insurance Asset Appraisal (\$65,000), Implementation of new upcoming PSAB standard, additional staffing
Community & Regional Parks Operations	317,487	Increase to general operating costs related to enhanced maintenance programs as well as general inflationary increase in operating costs. Additional staffing and transfer to reserves for future capital
Community Planning	110,315	Additional temporary staffing
Community Grants	-492,504	Refund for project not proceeding
Other increases/decreases	378,461	Cumulative other changes over 106 services
	1.2%	678,348
Local Services Property/Parcel Tax Revenues - Change	1.2%	679,920
		Largest changes explained on next page
Tax Revenues 2020	8.9%	62,357,576
Total Annual 2020 Tax Revenues	62,357,576	
Total Annual 2019 Tax Revenues	-57,265,572	
Change	8.9%	5,092,004

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.

**2020 BUDGET
ANALYSIS OF CHANGES IN GENERAL PROPERTY TAX**

%
Change

Local Services Property/Parcel Tax Revenues 2020 - Change

Local Service Area Property/Parcel taxes 2020	11,320,661
Local Service Area Property/Parcel taxes 2019	10,640,741
Change from 2019	679,920

Local Services Property/Parcel Tax Revenues 2020 - Largest Changes

Nanoose Peninsula Water	99,555	Maintenance and operating costs associated with Englishman River Water Service.
Errington Fire Service	85,387	Increased practice pay and training costs as well as added a part time Fire Prevention Officer and Fire Department Governance implementation. Increased contribution to building reserve in anticipation of future seismic upgrade to hall #2.
Dashwood Fire Service	80,543	Debt issuing costs for new fire hall, additional training and duty officer pay, increased costs of fire protection equipment and Fire Department Governance implementation.
Bow Horn Bay Fire Service	61,170	Increased fire chief wages, increased transfer to vehicle reserve in planning for future purchase of new command vehicle and fire engine and Fire Department Governance implementation.
Fairwinds Sewer/Nanoose Wastewater	60,567	Nanoose Wastewater Secondary treatment project
Nanoose Bay Fire Service	44,404	Increased costs of fire fighting equipment, increase to vehicle/equipment reserve in anticipation of new pumper truck purchase and Fire Department Governance Implementation.
Coombs-Hilliars Fire Service	39,754	Increased duty officer pay and calls/practices pay, increased fire fighting equipment costs and Fire Department Governance implementation.
Nanoose Bulk Water	34,442	Englishman River Water Service Joint Venture capital program and related debt servicing.
San Pareil Water	34,305	Debt servicing on five year short term borrowing for UV Treatment project.
French Creek Sewer	24,223	Transfer to French Creek Pollution Control Centre (FCPCC) and maintain reserve fund.
Other increases/decreases	115,570	Cumulative other changes
	679,920	

**2020 BUDGET
SUMMARY OF NEW/CHANGED SERVICES LEVELS**

	Legislative	Legislative (Intergovernmental Liaison)	Regional Growth Management	Drinking Water Parcel Tax	Regional Parks Acquisition Parcel Tax	Northern Community Recreation	Ravensong Aquatic Center	Oceanside Place	Southern Community Wastewater Services	Solid Waste Management	Emergency Planning	Transportation Services	Total Change
City of Nanaimo	153,795	26,404	249,213	141,408	141,408				264,624	58,444		821,432	1,856,728
District of Lantzville	7,737	1,328	11,168	6,376	6,376				2,376	2,619		8,776	46,756
City of Parksville	25,157	4,319	37,457	27,524	27,524	88,433	86,262	96,230		8,783			401,689
Town of Qualicum Beach	20,119	3,454	28,418	19,572	19,572	70,724	76,275	57,524		6,662			302,320
Electoral Area A	11,152	1,915	18,786	11,576	11,576					4,406	3,702	8,419	71,532
Electoral Area B	9,772	1,678	6,574	15,108	15,108					3,131	3,244		54,615
Electoral Area C	9,208	1,581	11,150	5,772	5,772					2,613	3,057	723	39,876
Electoral Area E	17,324	2,974	22,193	13,688	13,688	60,897		48,020		5,202	5,751		189,737
Electoral Area F	12,080	2,074	20,464	12,076	12,076	42,463	49,878	37,536		4,800	4,010		197,457
Electoral Area G	15,131	2,598	22,454	15,200	15,200	53,187	55,758	61,207		5,265	5,023		251,023
Electoral Area H	9,755	1,675	13,123	10,152	10,152	34,296	28,827	21,233		3,075	3,241		135,529
	291,230	50,000	441,000	278,452	278,452	350,000	297,000	321,750	267,000	105,000	28,028	839,350	3,547,262



**2020 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	727		26,157			26,884
City Of Parksville		3,647				3,647
Town of Qualicum Beach		2,916				2,916
Electoral Area A	1,047		21,209		13,684	35,940
Electoral Area B	917		4,780		9,583	15,280
Electoral Area C	863		16,407		7,920	25,190
Electoral Area E		2,511		2,816	15,841	21,168
Electoral Area F		1,751		3,762	14,911	20,424
Electoral Area G		2,193		4,686	16,214	23,093
Electoral Area H		1,416		1,108	9,408	11,932
	3,554	14,434	68,553	12,372	87,561	186,474



2020 BUDGET
SUMMARY OF CHANGES IN EXISTING SERVICES

	Electoral Area Planning	Regional Growth Strategy	Community Grants	Wastewater Treatment (Southern)	Wastewater Treatment (Northern)	Oceanside Place	Ravensong Aquatic Center	Regional Parks Operations	Community Parks	Northern Community Recreation	Southern & Northern Community Transit	Other Cumulative Changes	Total
City of Nanaimo		29,064	-2,365	173,132				102,009			133,202	182,975	618,017
District of Lantzville		1,302	-119	4,245				4,064			4,972	9,491	23,955
City Of Parksville		4,368	-387		-2,005	-35,042	-15,747	14,105		-48,786	58,443	34,055	9,004
Town of Qualicum Beach		3,313	-133,477		29,462	-20,947	-13,924	10,080		-39,016	22,048	26,526	-115,935
Electoral Area A	17,597	2,192	-172					7,955	7,009		4,080	54,849	93,510
Electoral Area B		766	-151					4,546	25,213			51,168	81,542
Electoral Area C	14,531	1,300	-141					3,165	7,972		0	43,371	70,198
Electoral Area E	26,427	2,588	-114,929			-17,486		6,903	30,418	-33,595	22,121	67,739	-9,814
Electoral Area F	19,063	2,386	-80,139			-13,668	-9,105	8,706	22,249	-23,425		52,309	-21,624
Electoral Area G	23,876	2,619	-100,380			-22,287	-10,178	8,426	29,151	-29,342	17,465	47,441	-33,209
Electoral Area H	15,396	1,532	-64,723			-7,732	-5,262	4,375	21,141	-18,921	3,965	12,933	-37,296
	116,890	51,430	-496,983	177,377	27,457	-117,162	-54,216	174,334	143,153	-193,085	266,296	582,857	678,348

Summary of Tax Requisition By Service

	2019 FINAL	2020 Proposed Nov 2019	change from 2019 \$	change from 2019 %
CORPORATE SERVICES				
Legislative Services	2,078,635	2,734,454	655,819	31.6%
House Numbering	20,369	20,556	187	0.9%
Electoral Areas Admin/Building Policy & Advice	585,573	699,915	114,342	19.5%
Community Grants	112,694	-384,289	-496,983	-441.0%
Feasibility Studies/Referendums	74,000	140,000	66,000	89.2%
	2,871,271	3,210,636		
STRATEGIC & COMMUNITY DEVELOPMENT				
Electoral Area Community & Long Range Planning	1,706,297	1,823,187	116,890	6.9%
Regional Growth Strategy	455,550	947,980	492,430	108.1%
Economic Development - Southern Community	65,000	65,000	0	0.0%
Economic Development - Northern Community	50,000	42,760	-7,240	-14.5%
Animal Control - Area A , B, C, Lantzville	45,354	52,410	7,056	15.6%
Animal Control Area E, G, H	85,000	89,869	4,869	5.7%
Animal Control Area F	19,000	25,000	6,000	31.6%
Hazardous Properties	20,015	22,246	2,231	11.1%
Unightly Premises	10,866	12,621	1,755	16.2%
Noise Control	47,123	68,469	21,346	45.3%
	2,504,205	3,149,542		
RECREATION & PARKS				
Ravensong Aquatic Centre	2,427,836	2,670,620	242,784	10.0%
Oceanside Place	2,051,750	2,256,338	204,588	10.0%
Northern Community Recreation	1,426,500	1,583,415	156,915	11.0%
Gabriola Island Recreation	127,401	131,223	3,822	3.0%
Area A Recreation & Culture	226,848	231,385	4,537	2.0%
Port Theatre/Cultural Centre Contribution	90,033	94,973	4,940	5.5%
Regional Parks - operating	1,443,342	1,617,676	174,334	12.1%
Regional Parks - acquisition & capital	1,109,280	1,392,260	282,980	25.5%
Electoral Areas Community Parks	1,479,259	1,622,412	143,153	9.7%
	10,382,249	11,600,302		
REGIONAL & COMMUNITY UTILITIES				
Southern Wastewater Treatment	8,887,543	9,331,920	444,377	5.0%
Northern Wastewater Treatment	4,166,158	4,193,615	27,457	0.7%
Liquid Waste Management Planning	176,920	180,458	3,538	2.0%
Drinking Water/Watershed Protection	554,640	835,356	280,716	50.6%
Solid Waste Management & Disposal	955,802	1,080,056	124,254	13.0%
	14,741,063	15,621,405		

Summary of Tax Requisition By Service

	2019 FINAL	2020 Proposed Nov 2019	change from 2019 \$	change from 2019 %
TRANSIT & EMERGENCY SERVICES				
Southern Community Transit	9,360,065	10,341,669	981,604	10.5%
Northern Community Transit	1,240,455	1,364,499	124,044	10.0%
Descanso Bay Emergency Wharf	16,177	15,692	-485	-3.0%
Gabriola Transit contribution	139,906	136,788	-3,118	-2.2%
Gabriola Taxi Saver	5,997	7,168	1,171	19.5%
Emergency Planning	367,418	382,115	14,697	4.0%
District 68 Search & Rescue	47,400	48,495	1,095	2.3%
District 69 Marine Search & Rescue	7,600	8,000	400	5.3%
District 69 Land Search & Rescue	10,250	10,500	250	2.4%
Southern Restorative Justice/Victim Services	16,445	16,500	55	0.3%
Northern Community Justice	129,344	152,143	22,799	17.6%
	11,341,057	12,483,569		
GENERAL TAXATION FOR OTHER JURISDICTIONS				
SD 68 Emergency 911	165,294	168,848	3,554	2.2%
SD 69 Emergency 911	709,462	723,896	14,434	2.0%
Southern Community Recreation	1,288,554	1,357,107	68,553	5.3%
Northern Community Sportsfield Agreement	318,598	330,970	12,372	3.9%
Vancouver Island Regional Library	2,303,078	2,390,639	87,561	3.8%
	4,784,986	4,971,460		
GENERAL SERVICES PROPERTY TAX REVENUES	46,624,831	51,036,914		
Change from previous year	7.8%	9.5%		
LOCAL SERVICE AREA TAX REVENUES				
Duke Point Wastewater Treatment	247,784	270,085	22,301	9.0%
Northern Community Wastewater - other benefitting areas	1,042,842	1,067,475	24,633	2.4%
Fire Protection Areas	4,716,161	5,066,315	350,154	7.4%
Streetlighting Service Areas	105,730	105,294	-436	-0.4%
Stormwater Management	10,236	10,440	204	2.0%
Utility Services	4,517,988	4,801,053	283,065	6.3%
	10,640,741	11,320,662		
NET PROPERTY TAX REVENUES	57,265,572	62,357,576		
Change from previous year	7.3%	8.9%		

Summary of Tax Requisition By Service

	2019 FINAL	2020 Proposed Nov 2019	change from 2019 \$	change from 2019 %
ADDITIONAL DETAILS - GENERAL SERVICES				
PORT THEATRE/CULTURAL CENTRE CONTRIBUTION				
Electoral Area A	15,811	16,817	1,006	6.4%
Electoral Area B	31,827	32,834	1,007	3.2%
Electoral Area C (Extension)	15,632	16,857	1,225	7.8%
Electoral Area C (E. Wellington)	4,069	4,327	258	6.3%
Electoral Area E	22,694	24,138	1,444	6.4%
	90,033	94,973		
COMMUNITY PARKS				
Electoral Area A	233,622	240,631	7,009	3.0%
Electoral Area B	315,164	340,377	25,213	8.0%
Electoral Area C (Extension)	73,706	78,865	5,159	7.0%
Electoral Area C (E. Wellington)	93,760	96,573	2,813	3.0%
Electoral Area E	156,582	187,000	30,418	19.4%
Electoral Area F	222,487	244,736	22,249	10.0%
Electoral Area G	191,785	220,936	29,151	15.2%
Electoral Area H	192,153	213,294	21,141	11.0%
	1,479,259	1,622,412		
ADDITIONAL DETAILS - LOCAL SERVICES TAX REVENUES				
FIRE PROTECTION				
Nanaimo River Fire (Area C)	17,792	17,792	0	0.0%
Coombs-Hilliers Fire Volunteer (Area F)	567,773	607,527	39,754	7.0%
Errington Fire Volunteer (Area F)	657,541	742,928	85,387	13.0%
Nanoose Bay Fire Volunteer (Area E)	888,087	932,491	44,404	5.0%
Dashwood Fire Volunteer (Area F, G, H)	732,207	812,750	80,543	11.0%
Meadowood Fire (Area F)	139,557	139,857	300	0.2%
Extension Fire Volunteer (Area C)	182,180	192,200	10,020	5.5%
Bow Horn Bay (Area H)	407,798	468,968	61,170	15.0%
Cassidy Waterloo Fire Contract (Area A, C)	195,944	210,640	14,696	7.5%
Wellington Fire Contract (Area C - Pleasant Valley)	85,534	95,232	9,698	11.3%
Parksville (Local) Fire Contract (Area G)	142,785	146,103	3,318	2.3%
French Creek Fire Contract (Area G)	698,963	699,827	864	0.1%
	4,716,161	5,066,315		
STREETLIGHTING				
Rural Areas Streetlighting	19,910	20,308	398	2.0%
Fairwinds Streetlighting	23,500	23,970	470	2.0%
French Creek Village Streetlighting	15,125	10,276	-4,849	-32.1%
Highway Intersections Streetlighting (French Creek)	2,159	2,915	756	35.0%
Morningstar Streetlighting	18,045	19,489	1,444	8.0%
Sandpiper Streetlighting	15,487	16,416	929	6.0%
Hwy # 4 (Area F)	4,414	4,546	132	3.0%
Englishman River Community	7,090	7,374	284	4.0%
	105,730	105,294		
NOISE CONTROL				
Noise Control Area A	11,323	15,726	4,403	38.9%
Noise Control Area B	10,109	14,048	3,939	39.0%
Noise Control Area C	5,010	7,255	2,245	44.8%
Noise Control Area E	9,242	13,878	4,636	50.2%
Noise Control Area G	11,439	17,562	6,123	53.5%
	47,123	68,469		
UTILITIES				
Englishman River Community Stormwater	5,320	5,426	106	2.0%
Cedar Estates Stormwater	4,916	5,014	98	2.0%
	10,236	10,440		



Summary of Tax Requisition By Service

	2019 FINAL	2020 Proposed Nov 2019	change from 2019 \$	change from 2019 %			
UTILITY SERVICES - PARCEL TAX REVENUES					2019	2020	Change
WATER UTILITIES							
Nanoose Peninsula (Area E)	995,551	1,095,106	99,555	10.0%	394	434	39
Driftwood (Area E)	6,021	5,211	-810	-13.5%	463	401	-62
Surfside (Area G)	17,232	18,611	1,379	8.0%	442	477	35
French Creek (Area G)	89,282	98,210	8,928	10.0%	374	411	37
Englishman River Community (Area G)	41,456	42,285	829	2.0%	264	269	5
Whiskey Creek Water (Area F)	106,780	112,119	5,339	5.0%	847	890	42
San Pareil Water (Area G)	145,760	180,065	34,305	23.5%	499	617	117
San Pareil Water (Fire Improvements Debt Levy)	73,935	73,935	0	0.0%	277	277	0
Melrose Place (Area F)	24,452	25,430	978	4.0%	873	908	35
Decourcey Water (Area A)	9,906	10,401	495	5.0%	1,981	2,080	99
Nanoose Bulk Water (Area E)	1,148,079	1,182,521	34,442	3.0%	455	468	14
French Creek Bulk Water (Area G)	4,320	4,320	0	0.0%	2	2	0
Westurne Heights Water	21,273	21,698	425	2.0%	1,251	1,276	25
	2,684,047	2,869,912					
SEWAGE COLLECTION UTILITIES							
Hawthorne Rise Debt Levy	9,941	9,941	0	0.0%	710	710	0
Reid Road Debt Levy	3,624	3,624	0	0.0%	403	403	0
French Creek (Area G)	807,430	831,653	24,223	3.0%	412	425	12
Fairwinds (Area E)	645,120	705,687	60,567	9.4%	811	888	76
Surfside Sewer (Area G)	23,851	26,236	2,385	10.0%	883	972	88
Pacific Shores (Area E)	77,142	80,999	3,857	5.0%	598	628	30
Barclay Crescent (Area G)	130,540	156,607	26,067	20.0%	varies	varies	
Cedar Sewer Service (Operating) (Area A)	30,507	31,727	1,220	4.0%	varies	varies	
Cedar Sewer Service (Capital Financing) (Area A)	105,786	84,667	-21,119	-20.0%	varies	varies	
	1,833,941	1,931,141					
TOTAL UTILITY PARCEL TAX REVENUES							
	4,517,988	4,801,053					
Change from previous year	4.6%	6.3%					

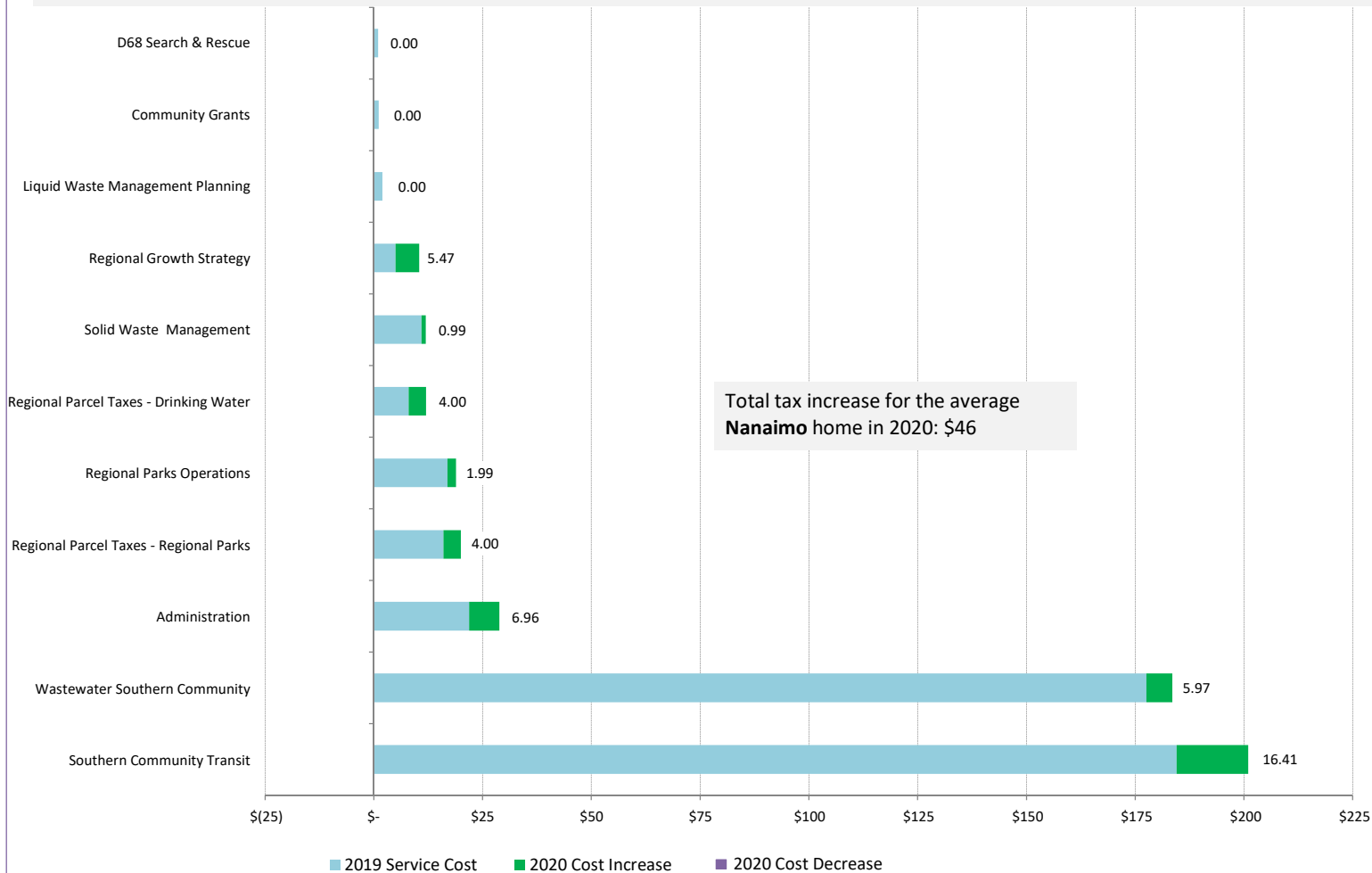
		2017	2018	2019
Public Safety & Fire Protection				
Coombs- Hilliers	Buildings & Equipment	711,814	691,349	704,956
Dashwood	Vehicle & Equipment	353,815	456,464	583,931
	Buildings	145,915	152,185	196,611
Meadowood	Buildings	-	7,542	27,858
Errington	Vehicle & Equipment	695,498	44,163	156,810
	Buildings	136,404	145,354	149,429
Extension	Vehicle & Equipment	574,723	638,004	685,887
NanOOSE Bay	Vehicle & Equipment	318,803	461,158	398,106
	Buildings	4,983	-	10,000
Bow Horn Bay	Vehicle & Equipment	214,708	273,346	327,095
	Buildings	196,434	200,094	230,529
Nanaimo River	Buildings & Equipment	155,909	175,119	193,827
Cassidy Waterloo	Buildings & Equipment	274,895	357,728	434,833
District 68 E-911		129,866	120,577	122,836
Liquid Waste Management				
Southern Community Wastewater		23,002,970	8,289,365	11,339,096
Northern Community Wastewater		11,882,238	14,557,365	17,538,054
Fairwinds Wastewater Treatment		890,673	1,074,077	1,428,047
Duke Point Wastewater		215,991	250,285	303,936
Water/Sewer/Streetlighting Utilities				
NanOOSE Bay Peninsula Water		780,975	986,393	990,108
Madrona Water		215,021	219,027	222,223
NanOOSE Bay Water		66,699	67,942	68,933
French Creek Water		188,769	189,074	185,193
Surfside Water		3,511	21,372	25,684
Decourcey Water		18,328	21,688	22,005
Englishman River Water		290,072	330,791	345,617
Melrose Water		11,202	17,638	18,858
San Pareil Water		27,818	98,966	157,285
Whiskey Creek Water		39,825	56,944	77,775
Westurne Heights Water		-	8,055	15,169
French Creek Bulk Water		777,941	754,147	741,525
NanOOSE Bay Bulk Water		1,978,955	2,224,415	2,427,623
Drinking Water/Watershed Protection		45,500	71,572	72,617
French Creek Sewer		490,493	508,258	526,131
Surfside Sewer		8,054	23,322	28,662
Pacific Shores Sewer		54,506	63,594	72,521
Cedar Sewer Collection		86,975	128,955	160,836
Fairwinds Sewer		146,113	158,925	161,244
Barclay Crescent Sewer		5,014	15,052	15,272
Cedar Estates Stormwater		22,803	28,273	32,685
Englishman River Stormwater		26,300	32,844	36,323
Englishman River Streetlighting		8,346	8,979	9,610
Fairwinds Streetlighting		34,684	37,348	42,893
Morningstar Streetlighting		10,693	7,174	7,778
Rural EA E & G Streetlighting		13,016	12,253	12,431
Development Cost Charges				
French Creek Bulk Water DCC's		776,135	790,595	802,130
NanOOSE Bay Bulk Water DCC's		2,346	-	-
NanOOSE Bay Peninsula Water Service DCC's		-	60,297	184,345
Northern Community Wastewater DCC's		8,722,407	10,577,636	11,687,198
NanOOSE (Fairwinds) Wastewater DCC's		289,115	322,696	352,282
Duke Point Wastewater (DCC's)		379,701	399,244	408,196
Southern Community Sewer DCC's		4,493,673	768,866	2,023,127
Barclay Crescent Sewer DCC's		6,433	7,595	7,705
Bowser Village Sanitary Sewer DCC's		2,634,912	2,683,492	-

		2017	2018	2019
Recreation & Parks				
Ravensong Aquatic Centre		1,348,624	1,789,879	2,459,942
Regional Parks Acquisition		3,606,871	3,731,445	4,035,421
Regional Parks Development		70,286	102,495	214,758
D69 Arena/Multiplex		226,188	436,467	205,872
Northern Community Recreation		163,667	157,746	195,047
Electoral Area A Recreation and Culture		615,088	803,122	899,840
Electoral Area B Recreation		61,807	75,066	77,092
Extension Recreation Commission		35,671	35,878	35,467
Community Parks (Cash in lieu)				
Electoral Area A		368,581	407,990	413,943
Electoral Area B		-	-	22,595
Electoral Area C	Extension	24,980	25,445	25,816
Electoral Area C	E.Wellington	14,018	14,273	14,482
Electoral Area E		85,364	86,955	118,752
Electoral Area F		86,303	87,911	89,194
Electoral Area G		851,030	866,886	879,533
Electoral Area H		227,908	232,154	235,541
Community Parks (Operating Fund)				
Electoral Area A		345,505	377,167	407,670
Electoral Area B		56,642	57,697	60,539
Electoral Area C	Extension	59,084	70,275	76,300
Electoral Area C	E.Wellington	64,180	100,690	108,159
Electoral Area E		94,784	116,730	118,433
Electoral Area F		62,273	65,402	71,357
Electoral Area G		143,975	128,281	151,820
Electoral Area H		79,659	19,276	36,031
Other Services				
Administration	Building	339,294	446,515	653,029
Administration	Computers	1,948,212	1,970,127	2,041,119
Local Government Elections		54,611	55,628	56,440
Solid Waste Management		1,957,047	3,951,898	5,508,127
Solid Waste Collection & Recycling		427,219	536,130	553,967
Transit		3,736,425	4,345,594	5,031,592
Descanso Bay Emergency Wharf		14,532	14,797	18,610
Regional Growth Management		159,973	213,404	241,517
Community Planning Legal		113,445	125,649	127,482
Emergency Planning		93,191	135,782	182,763
CARIP Program		404,174	502,422	610,288
Carbon Neutral		54,066	55,073	55,877
Building Inspection		345,095	452,424	464,025
Uninsured Premises		11,597	13,514	30,443
Hazardous Properties		-	27,302	56,041
Planning Bylaw Update		199,148	178,332	180,939
Green's Landing Wharf		203,762	207,583	211,617
Animal Control				
Animal Control A,B,C, Lantzville		16,478	20,814	36,117
Animal Control E,G,H		19,554	26,469	39,332
Animal Control F		23,197	25,647	33,732
Noise Control				
Electoral Area A		3,498	3,508	6,715
Electoral Area B		6,016	9,105	11,905
Electoral Area C	Extension	19,590	19,947	22,033
Electoral Area C	E.Wellington	4,819	4,857	4,911
Electoral Area E		8,991	9,130	10,609
Electoral Area G		8,655	8,789	9,023
		<u>\$81,427,051</u>	<u>\$72,747,268</u>	<u>\$83,925,683</u>

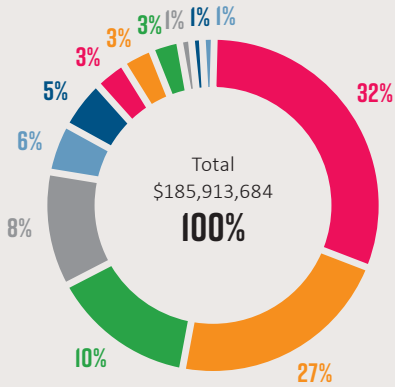
REGIONAL DISTRICT OF NANAIMO SERVICES













City of Nanaimo Average Home Tax Change

2020 Total Cost for the average **Nanaimo Home** (\$497,409) = \$491

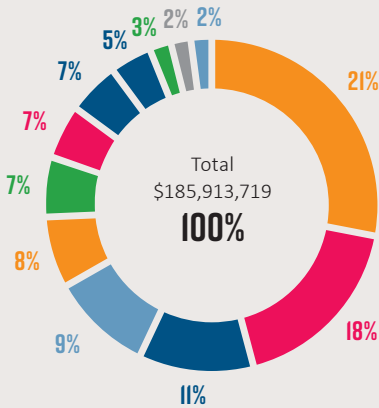














WHERE DOES THE MONEY COME FROM?



 <div>Taxation \$59,966,937 32%</div>	 <div>Reserve & Surplus Transfers \$49,698,558 27%</div>	 <div>Debt Proceeds \$19,237,625 10%</div>
 <div>Grants \$14,161,893 8%</div>	 <div>Recovery of Costs \$10,237,630 6%</div>	 <div>Solid Waste Tipping Fee \$9,500,000 5%</div>
 <div>Transit Revenue \$4,962,115 3%</div>	 <div>Utility Billings \$6,282,904 3%</div>	 <div>Other Operating \$6,238,568 3%</div>
 <div>Building & Other Permits \$1,418,375 1%</div>	 <div>Recreation Program Fees \$1,818,440 1%</div>	 <div>Taxation for Vancouver Island Regional Library \$2,390,639 1%</div>








WHERE DOES THE MONEY GO?



 <div>Wastewater & Water Major Capital \$38,365,571 21%</div>	 <div>Public Transit \$34,552,306 18%</div>	 <div>Solid Waste Management \$21,542,361 11%</div>
 <div>Wastewater Treatment \$17,540,690 9%</div>	 <div>Regional & Community Parks \$13,995,298 8%</div>	 <div>Administration & Regional Grants \$13,420,767 7%</div>
 <div>Public Safety \$12,578,808 7%</div>	 <div>Recreation & Culture \$12,167,010 7%</div>	 <div>Water, Sewer & Streetlighting \$9,515,903 5%</div>
 <div>Strategic & Community Development \$5,177,023 3%</div>	 <div>Building Inspection / Bylaw Enforcement \$3,726,470 2%</div>	 <div>Vancouver Island Regional Library Transfer \$3,331,512 2%</div>

EXPENDITURES FOR 2020

THESE ARE THE RDN'S LARGEST CAPITAL INVESTMENTS IN THE COMING YEAR:

 <div>Wastewater Treatment</div>	\$37,260,526
 <div>Parks & Recreation</div>	\$8,698,269
 <div>Transit</div>	\$5,504,790
 <div>Fire Departments</div>	\$5,325,440
 <div>Water Services</div>	\$2,365,695
 <div>Solid Waste/Regional Landfill</div>	\$2,330,509
 <div>Corporate Services</div>	\$1,836,200


THE RDN IS ALSO WORKING ON OTHER MAJOR PROJECTS THAT MAY IMPACT YOUR AREA. THESE INCLUDE:

- Transit Service Expansion – 7,600 hours
- Automated Curbside Collection
- Sea Level Rise Adaptation Program
- Floodplain Mapping Data Review
- Social Needs Assessment Study
- Ravensong Pool Expansion Planning
- Electronic Data Management
- Oceanside Recreation Services Expansion
- Fire Services Delivery Model Review
- Regional Economic Development Service Review
- Organizational First Nation Engagement Strategy
- Drinking Water and Watershed Protection Renewed Master Plan
- Emergency Support Services Modernization

City of Nanaimo
CONTRIBUTION TO THE
REGIONAL DISTRICT OF NANAIMO

	2020	2019
City of Nanaimo contribution to RDN General Services property taxes total	\$24,224,185	\$21,749,440
Estimated RDN General Services tax rate per \$100,000 of assessment	\$92.22	\$84.63
Average residential dwelling assessment value*	\$497,409	\$497,409
Average Nanaimo General Services property tax amount **	\$490.71	\$444.96
Change from prior year	10.3%	

HOW THE FUNDS ARE SPENT IN YOUR AREA

 <div>Transit Services</div>	42%
 <div>Wastewater Services</div>	39%
 <div>Regional Parks</div>	7%
 <div>Administration, Regional Grant Services & Other</div>	6%
 <div>Regional Development</div>	4%
 <div>Solid Waste Management</div>	2%

NOTES: PParticipants in the Duke Point Wastewater Local Service Area also contribute to the Regional District specific to that service.

* Average residential values are based on BC Assessment 2019 Completed Roll Values and may vary as a result of revisions to the roll.

** Includes \$20 for Regional Parks Parcel Tax and \$12 for Drinking Water and Watershed Protection (2019: \$24.00) which are levied at the same amount for each property in the specified service area.

For more information visit
www.getinvolved.rdn.ca or call RDN Finance
toll-free: 1-877-607-4111 or 250-390-4111

Get Involved RDN!

**REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
CITY OF NANAIMO**

	City of Nanaimo Final 2019	City of Nanaimo Proposed 2020	Changed Service Level
Administration	1,097,700	1,444,029	180,199
Community Grants	56,977	54,612	
Regional Growth Strategy	257,435	535,712	249,213
Southern Community Transit	9,166,265	10,120,899	821,432
Solid Waste Management	532,008	601,169	58,444
Regional Parks - Operations	844,544	946,553	
Regional Parks - Acquisitions & Capital	563,472	707,040	141,408
Wastewater Southern Community	8,811,110	9,248,866	264,624
Liquid Waste Management Planning	98,475	100,445	
Drinking Water/Watershed Protection	281,736	424,224	141,408
D68 Search & Rescue	39,718	40,636	
Regional District General Services Requisition	\$21,749,440	\$24,224,185	\$1,856,728

LOCAL SERVICE AREAS		
Duke Point Wastewater	247,784	270,085

REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
CITY OF NANAIMO HISTORY OF MEMBER PARTICIPATION

	City of Nanaimo Final 2019	City of Nanaimo Proposed 2020	Changed Service Level
Administration	0.044	0.058	0.007
Community Grants	0.002	0.002	
Regional Growth Strategy	0.010	0.021	0.010
Southern Community Transit	0.371	0.404	0.033
Solid Waste Management	0.022	0.024	0.002
Regional Parks Operations	0.034	0.038	
Wastewater Southern Community	0.357	0.369	0.011
Liquid Waste Management Planning	0.004	0.004	
D68 Search & Rescue	0.002	0.002	
Regional District General Services Rate	0.846	0.922	0.063
General Services Cost per \$100,000	\$84.63	\$92.22	\$6.30
Regional Parcel Taxes	\$24.00	\$32.00	8.00
Current Year Cost at \$100,000	\$108.63	\$124.22	\$14.30
Dollar Change Year over Year	\$0.13	\$15.59	

Average Residential Value*	\$497,409	\$497,409	
Property tax based on Average Residential Value	\$445	\$491	\$46

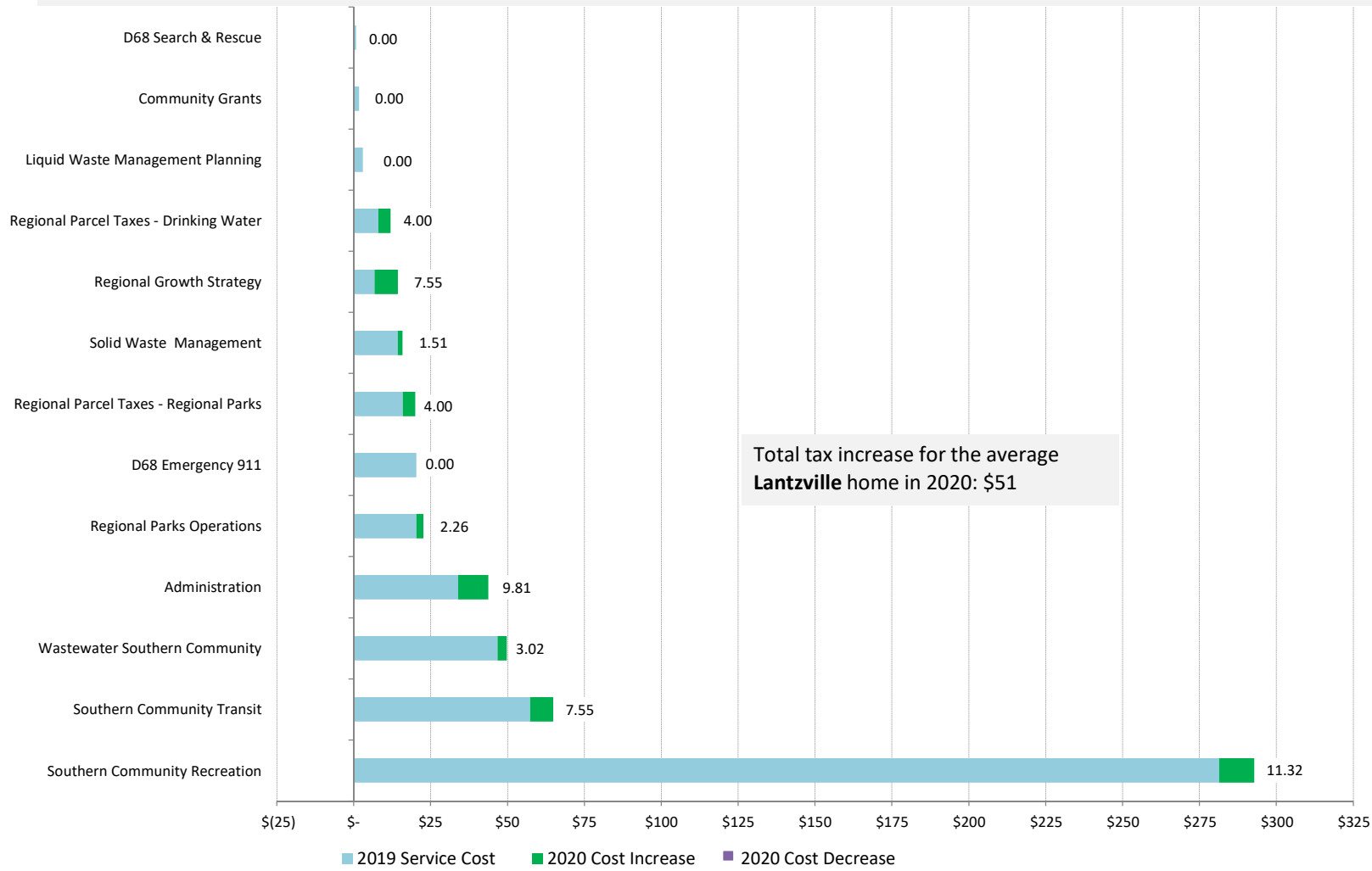
* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional District's to use.

* Average Residential value is based on the BC Assessment 2019 Completed Roll and will vary when the 2020 Completed Roll is released.

REGIONAL DISTRICT OF NANAIMO SERVICES

District of Lantzville Average Home Tax Change

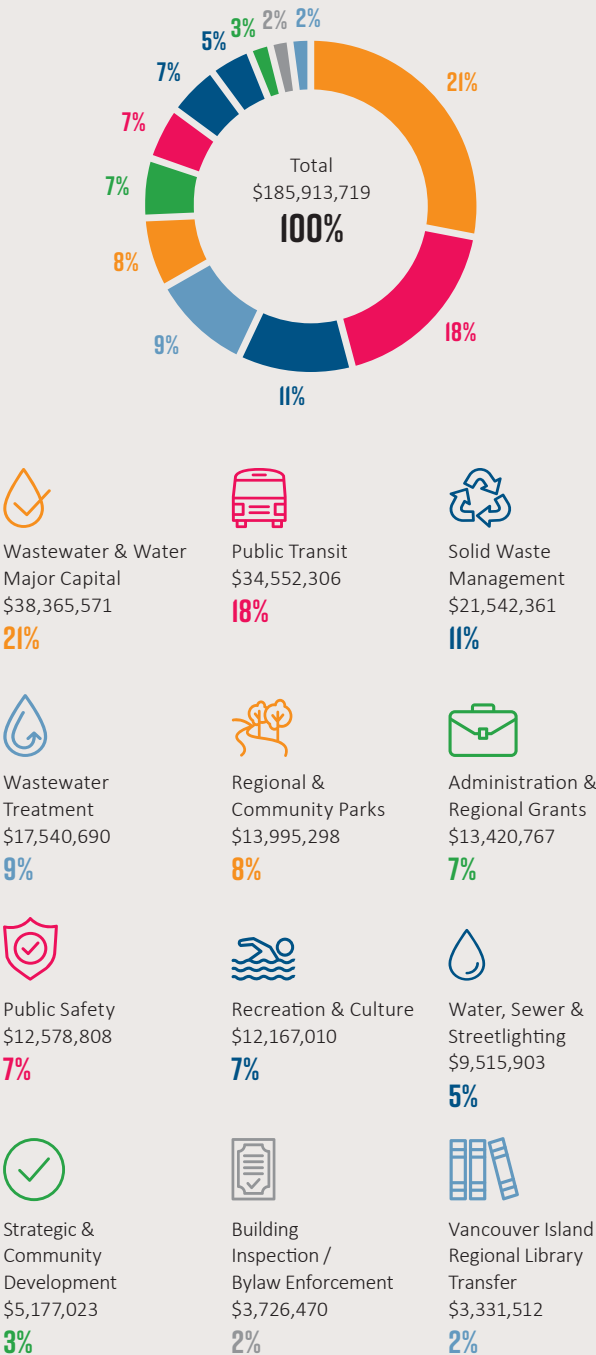
2020 Total Cost for the average **Lantzville Home** (\$754,605) = \$ 562



WHERE DOES THE MONEY COME FROM?



WHERE DOES THE MONEY GO?



EXPENDITURES FOR 2020

THESE ARE THE RDN'S LARGEST CAPITAL INVESTMENTS IN THE COMING YEAR:

	Wastewater Treatment	\$37,260,526
	Parks & Recreation	\$8,698,269
	Transit	\$5,504,790
	Fire Departments	\$5,325,440
	Water Services	\$2,365,695
	Solid Waste/Regional Landfill	\$2,330,509
	Corporate Services	\$1,836,200

THE RDN IS ALSO WORKING ON OTHER MAJOR PROJECTS THAT MAY IMPACT YOUR AREA. THESE INCLUDE:

- Transit Service Expansion – 7,600 hours
- Automated Curbside Collection
- Sea Level Rise Adaptation Program
- Floodplain Mapping Data Review
- Social Needs Assessment Study
- Ravensong Pool Expansion Planning
- Electronic Data Management
- Oceanside Recreation Services Expansion
- Fire Services Delivery Model Review
- Regional Economic Development Service Review
- Organizational First Nation Engagement Strategy
- Drinking Water and Watershed Protection Renewed Master Plan
- Emergency Support Services Modernization

District of Lantzville
CONTRIBUTION TO THE
REGIONAL DISTRICT OF NANAIMO

	2020	2019
District of Lantzville contribution to RDN General Services property taxes total	\$935,570	\$837,975
Estimated RDN General Services tax rate per \$100,000 of assessment	\$70.22	\$64.53
Average residential dwelling assessment value*	\$754,605	\$754,605
Average Lantzville General Services property tax amount **	\$561.88	\$510.95
Change from prior year	10.0%	

HOW THE FUNDS ARE SPENT IN YOUR AREA

	Recreation Services	52%
	Transit Services	12%
	Wastewater Services	9%
	Administration, Regional Grant Services & Other	8%
	Regional Parks	7%
	Regional Development	5%
	Public Safety & Emergency Services	4%
	Solid Waste Management	3%

NOTES:

- * Average residential values are based on BC Assessment 2019 Completed Roll Values and may vary as a result of revisions to the roll.
- ** Includes \$20 for Regional Parks Parcel Tax and \$12 for Drinking Water and Watershed Protection (2019: \$24.00) which are levied at the same amount for each property in the specified service area.

For more information visit www.getinvolved.rdn.ca or call RDN Finance toll-free: 1-877-607-4111 or 250-390-4111

Get Involved RDN!

**REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
DISTRICT OF LANTZVILLE**

	District of Lantzville	District of Lantzville	Changed Service Level
	Final 2019	Proposed 2020	
Administration	55,222	72,645	9,065
Community Grants	2,866	2,747	
Regional Growth Strategy	11,536	24,006	11,168
Southern Community Transit	94,373	108,121	8,776
Solid Waste Management	23,835	26,934	2,619
Regional Parks - Operations	33,640	37,704	
Regional Parks - Acquisitions & Capital	25,152	31,880	6,376
Southern Community Recreation	462,577	488,734	26,157
Wastewater Southern Community	76,433	83,054	2,376
Liquid Waste Management Planning	4,412	4,500	
Drinking Water/Watershed Protection	12,576	19,128	6,376
D68 Search & Rescue	1,582	1,619	
D68 Emergency 911	33,771	34,498	727
Regional District General Services Requisition	\$837,975	\$935,570	\$73,640

REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
DISTRICT OF LANTZVILLE HISTORY OF MEMBER PARTICIPATION

	District of Lantzville Final 2019	District of Lantzville Proposed 2020	Changed Service Level
Administration	0.045	0.058	0.007
Community Grants	0.002	0.002	
Regional Growth Strategy	0.009	0.019	0.009
Southern Community Transit	0.076	0.086	0.007
Solid Waste Management	0.019	0.021	0.002
Regional Parks Operations	0.027	0.030	
Southern Community Recreation	0.373	0.388	0.015
Wastewater Southern Community	0.062	0.066	0.002
Liquid Waste Management Planning	0.004	0.004	
D68 Search & Rescue	0.001	0.001	
D68 Emergency 911	0.027	0.027	0.000
Regional District General Services Rate	0.645	0.702	0.042
General Services Cost per \$100,000	\$64.53	\$70.22	\$4.20
Regional Parcel Taxes	\$24.00	\$32.00	8.00
Current Year Cost at \$100,000	\$88.53	\$102.22	\$12.20
Dollar Change Year over Year	(\$4.87)	\$13.69	
Average Residential Value*	\$754,605	\$754,605	
Property tax based on Average Residential Value	\$511	\$562	\$51

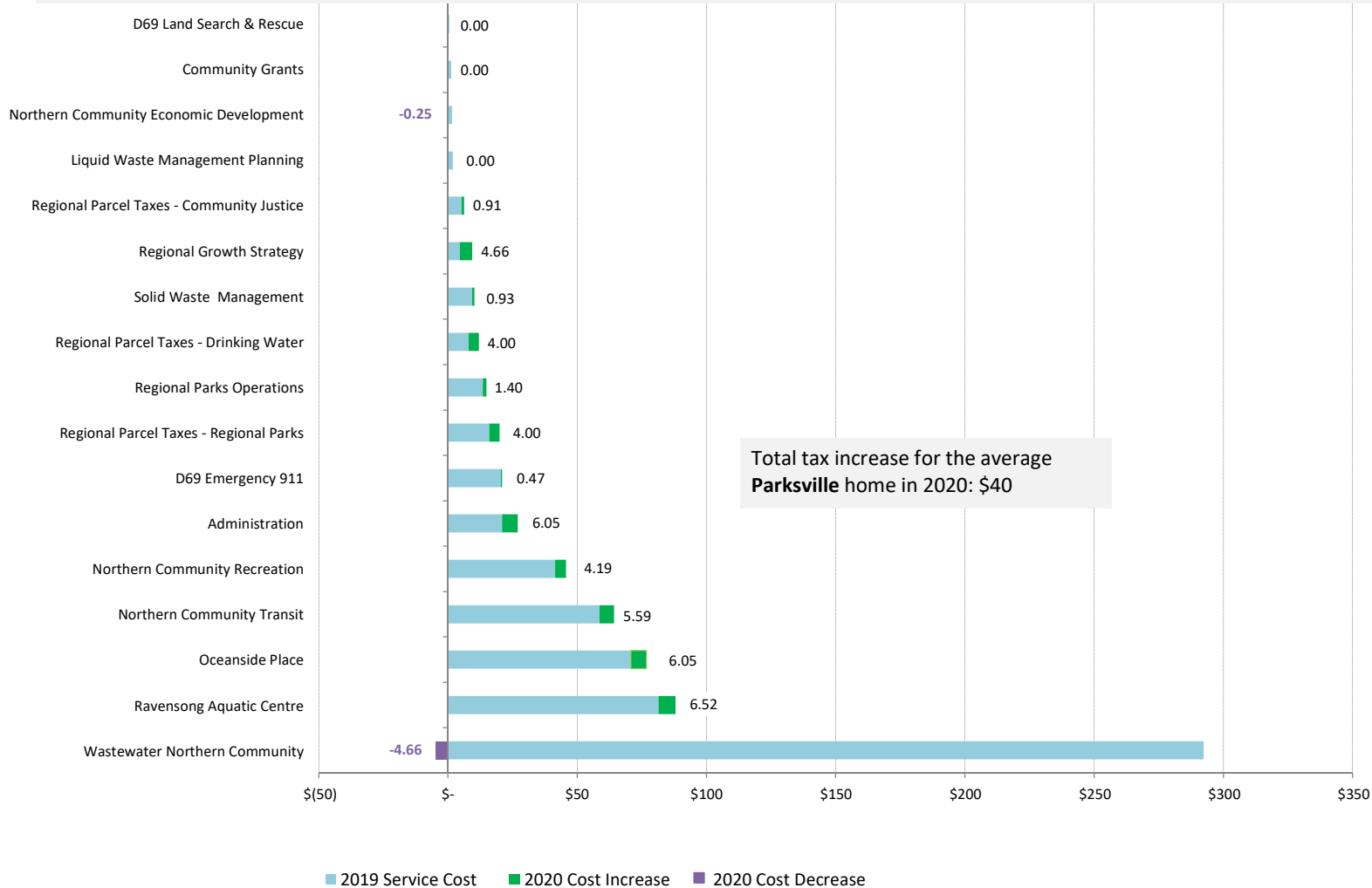
* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional District's to use.

* Average Residential value is based on the BC Assessment 2019 Completed Roll and will vary when the 2020 Completed Roll is released.

REGIONAL DISTRICT OF NANAIMO SERVICES

City of Parksville Average Home Tax Change

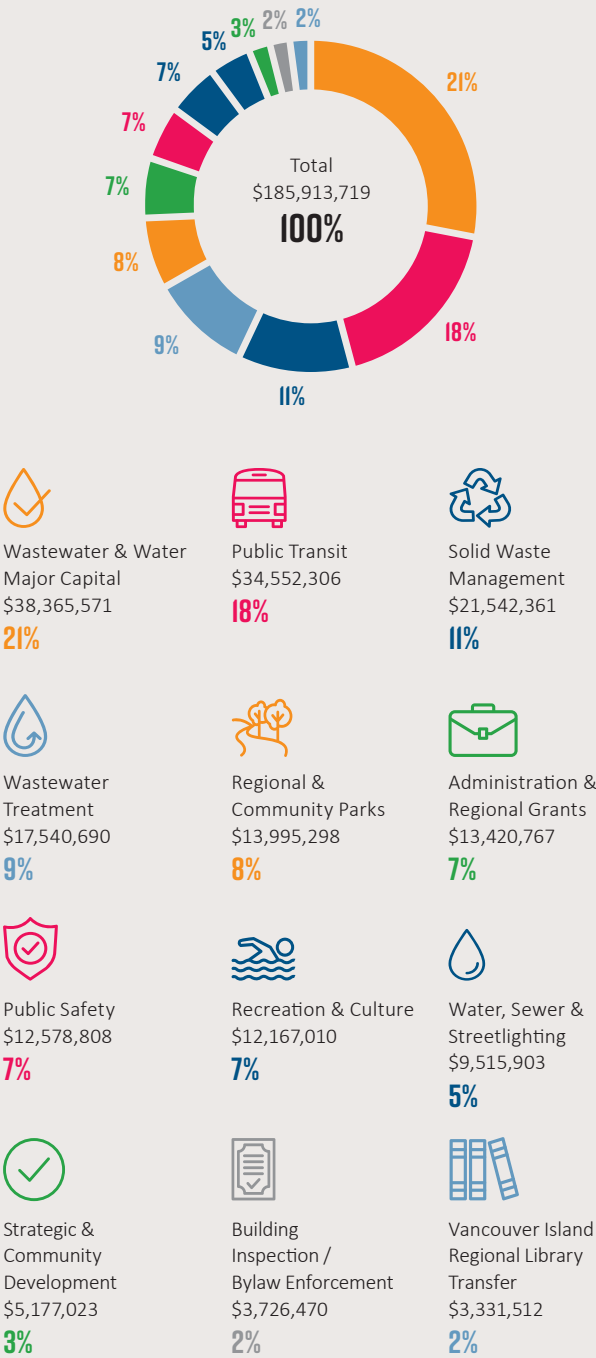
2020 Total Cost for the average Parksville Home (\$465,644) = \$ 688



WHERE DOES THE MONEY COME FROM?



WHERE DOES THE MONEY GO?



EXPENDITURES FOR 2020

THESE ARE THE RDN'S LARGEST CAPITAL INVESTMENTS IN THE COMING YEAR:

	Wastewater Treatment	\$37,260,526
	Parks & Recreation	\$8,698,269
	Transit	\$5,504,790
	Fire Departments	\$5,325,440
	Water Services	\$2,365,695
	Solid Waste/Regional Landfill	\$2,330,509
	Corporate Services	\$1,836,200

THE RDN IS ALSO WORKING ON OTHER MAJOR PROJECTS THAT MAY IMPACT YOUR AREA. THESE INCLUDE:

- ✓ Transit Service Expansion – 7,600 hours
- ✓ Automated Curbside Collection
- ✓ Sea Level Rise Adaptation Program
- ✓ Floodplain Mapping Data Review
- ✓ Social Needs Assessment Study
- ✓ Ravensong Pool Expansion Planning
- ✓ Electronic Data Management
- ✓ Oceanside Recreation Services Expansion
- ✓ Fire Services Delivery Model Review
- ✓ Regional Economic Development Service Review
- ✓ Organizational First Nation Engagement Strategy
- ✓ Drinking Water and Watershed Protection Renewed Master Plan
- ✓ Emergency Support Services Modernization

City of Parksville
CONTRIBUTION TO THE
REGIONAL DISTRICT OF NANAIMO

	2020	2019
City of Parksville contribution to RDN General Services property taxes total	\$5,972,757	\$5,558,417
Estimated RDN only General Services tax rate per \$100,000 of assessment	\$139.54	\$132.91
Average residential dwelling assessment value*	\$465,644	\$465,644
Average Parksville General Services property tax amount **	\$687.96	\$648.18
Change from prior year	6.1%	

HOW THE FUNDS ARE SPENT IN YOUR AREA

	Wastewater Services	43%
	Recreation Services	31%
	Transit Services	9%
	Administration, Regional Grant Services	4%
	Public Safety & Emergency Services	4%
	Regional Parks	4%
	Regional Development	3%
	Solid Waste Management	2%

NOTES:

- * Average residential values are based on BC Assessment 2019 Completed Roll Values and may vary as a result of revisions to the roll.
- ** Includes \$20 for Regional Parks Parcel Tax, \$6.20 for Crime Prevention and Community Justice Support and \$12 for Drinking Water and Watershed Protection (2019: \$29.29) which are levied at the same amount for each property in the specified service area.

For more information visit
www.getinvolved.rdn.ca or call RDN Finance
toll-free: 1-877-607-4111 or 250-390-4111

Get Involved RDN!

REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
CITY OF PARKSVILLE

	City of Parksville Final 2019	City of Parksville Proposed 2020	Changed Service Level
Administration	179,557	236,209	29,476
Community Grants	10,533	10,146	
D69 Community Justice	36,271	42,637	
Regional Growth Strategy	38,692	80,517	37,457
Northern Community Economic Development	14,021	11,984	
Northern Community Transit	506,810	565,253	
Solid Waste Management	79,947	90,341	8,783
Regional Parks - Operations	116,775	130,880	
Regional Parks - Acquisitions & Capital	109,712	137,620	27,524
Northern Community Recreation	360,427	400,074	88,433
Oceanside Place	613,643	674,831	96,230
Ravensong Aquatic Centre	705,149	775,664	86,262
Liquid Waste Management Planning	14,798	15,094	
Wastewater Northern Community	2,535,220	2,533,215	
Drinking Water/Watershed Protection	54,856	82,572	27,524
D69 Land Search & Rescue	2,749	2,816	
D69 Emergency 911	179,257	182,904	3,647
Regional District General Services Requisition	\$5,558,417	\$5,972,757	\$405,336

REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
CITY OF PARKSVILLE HISTORY OF MEMBER PARTICIPATION

	City of Parksville Final 2019	City of Parksville Proposed 2020	Changed Service Level
Administration	0.045	0.058	0.007
Community Grants	0.003	0.002	
Regional Growth Strategy	0.010	0.020	0.009
Northern Community Economic Development	0.003	0.003	
Northern Community Transit	0.126	0.138	
Solid Waste Management	0.020	0.022	0.002
Regional Parks Operations	0.029	0.032	
Northern Community Recreation	0.089	0.098	0.022
Oceanside Place	0.152	0.165	0.023
Ravensong Aquatic Centre	0.175	0.189	0.021
Liquid Waste Management Planning	0.004	0.004	
Wastewater Northern Community	0.628	0.618	
D69 Land Search & Rescue	0.001	0.001	
D69 Emergency 911	0.044	0.045	0.001
Regional District General Services Rate	1.329	1.395	0.085
General Services Cost per \$100,000	\$132.91	\$139.54	\$8.50
Regional Parcel Taxes	\$29.29	\$38.20	8.91
Current Year Cost at \$100,000	\$162.20	\$177.74	\$17.41
Dollar Change Year over Year	(\$7.04)	\$15.54	
Average Residential Value*	\$465,644	\$465,644	
Property tax based on Average Residential Value	\$648	\$688	\$40

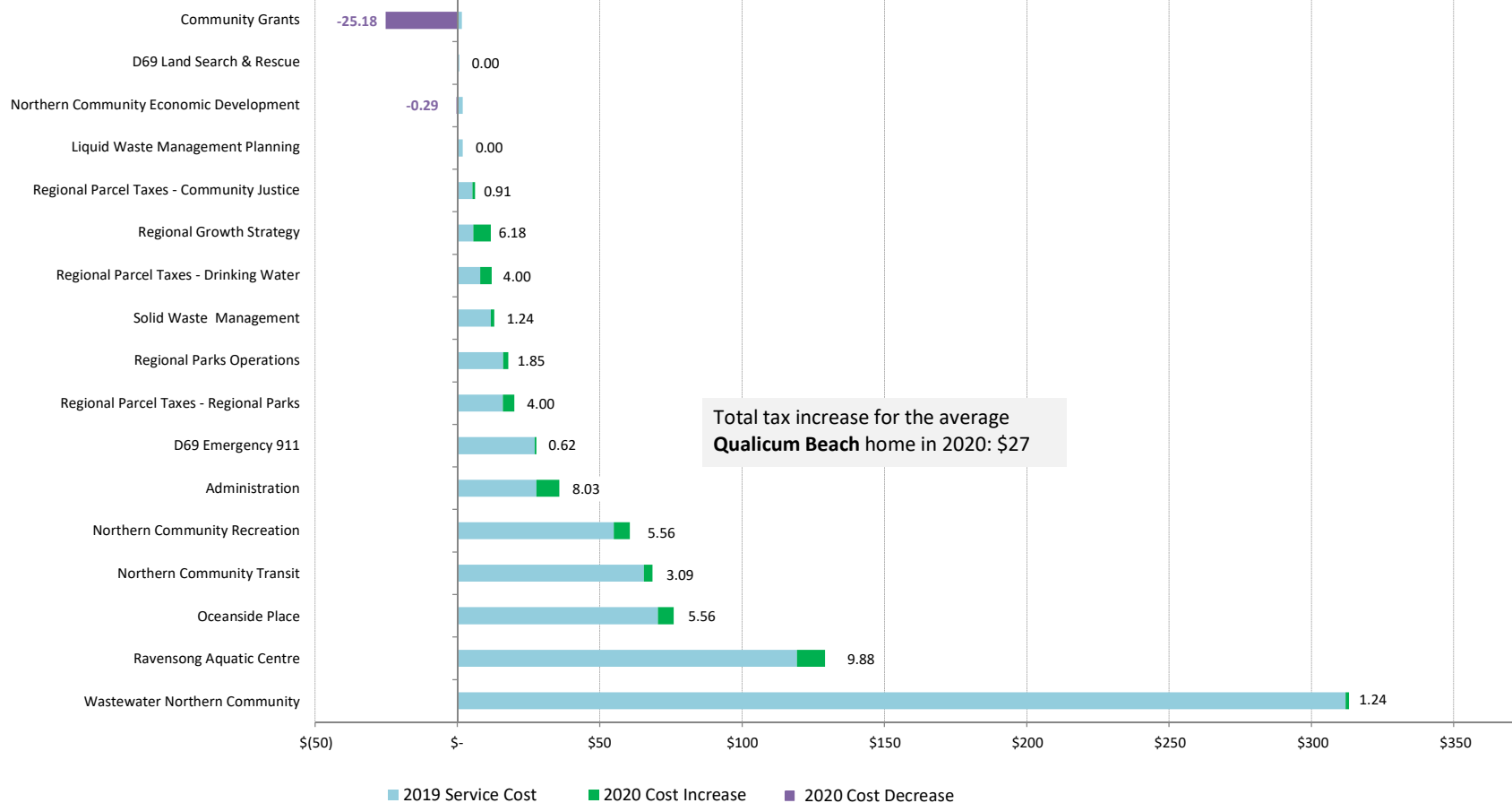
* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional District's to use.

* Average Residential value is based on the BC Assessment 2019 Completed Roll and will vary when the 2020 Completed Roll is released.

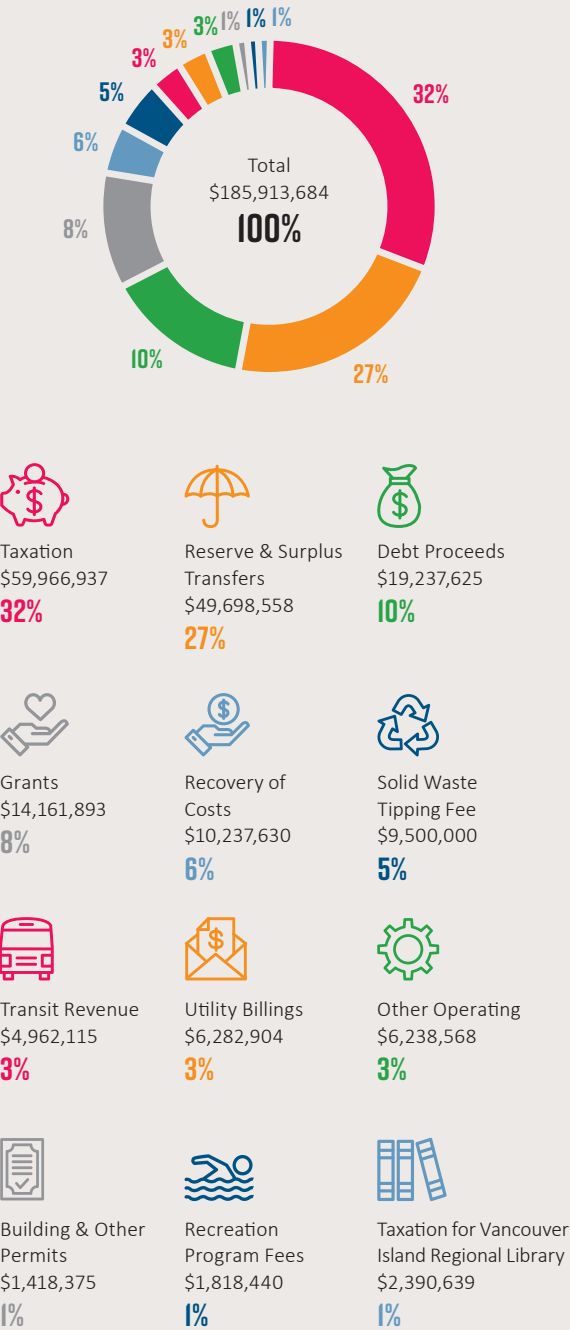
REGIONAL DISTRICT OF NANAIMO SERVICES

Town of Qualicum Beach Average Home Tax Change

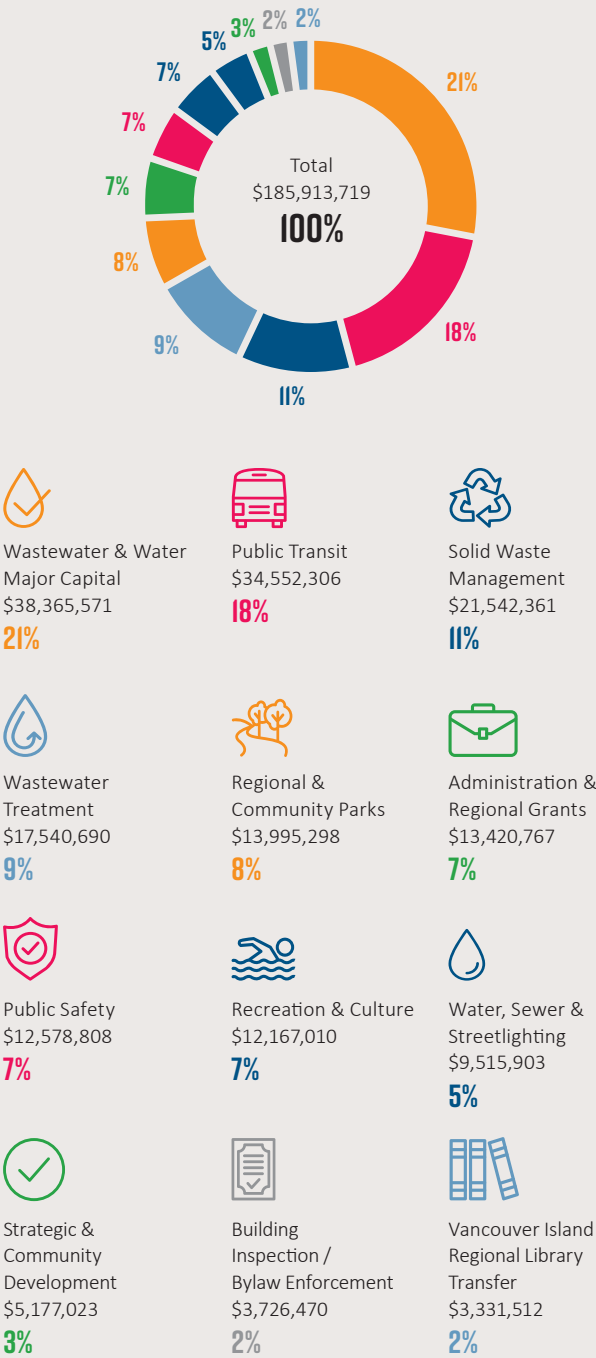
2020 Total Cost for the average **Qualicum Beach Home** (\$617,787) = \$ 772



WHERE DOES THE MONEY COME FROM?



WHERE DOES THE MONEY GO?



EXPENDITURES FOR 2020

THESE ARE THE RDN'S LARGEST CAPITAL INVESTMENTS IN THE COMING YEAR:

	Wastewater Treatment	\$37,260,526
	Parks & Recreation	\$8,698,269
	Transit	\$5,504,790
	Fire Departments	\$5,325,440
	Water Services	\$2,365,695
	Solid Waste/Regional Landfill	\$2,330,509
	Corporate Services	\$1,836,200

THE RDN IS ALSO WORKING ON OTHER MAJOR PROJECTS THAT MAY IMPACT YOUR AREA. THESE INCLUDE:

- Transit Service Expansion – 7,600 hours
- Automated Curbside Collection
- Sea Level Rise Adaptation Program
- Floodplain Mapping Data Review
- Social Needs Assessment Study
- Ravensong Pool Expansion Planning
- Electronic Data Management
- Oceanside Recreation Services Expansion
- Fire Services Delivery Model Review
- Regional Economic Development Service Review
- Organizational First Nation Engagement Strategy
- Drinking Water and Watershed Protection Renewed Master Plan
- Emergency Support Services Modernization

Town of Qualicum Beach
CONTRIBUTION TO THE
REGIONAL DISTRICT OF NANAIMO

	2020	2019
Town of Qualicum Beach contribution to RDN General Services property taxes total	\$4,076,640	\$3,887,339
Estimated RDN only General Services tax rate per \$100,000 of assessment	\$118.84	\$115.97
Average residential dwelling assessment value*	\$617,787	\$617,787
Average Qualicum Beach General Services property tax amount **	\$772.38	\$745.74
Change from prior year	3.6%	

HOW THE FUNDS ARE SPENT IN YOUR AREA

	Wastewater Services	41%
	Recreation Services	34%
	Transit Services	9%
	Regional Parks	5%
	Public Safety & Emergency Services	4%
	Regional Development	3%
	Solid Waste Management	2%
	Administration, Regional Grant Services	2%

NOTES:

- * Average residential values are based on BC Assessment 2019 Completed Roll Values and may vary as a result of revisions to the roll.
- ** Includes \$20 for Regional Parks Parcel Tax, \$6.20 for Crime Prevention and Community Justice Support and \$12 for Drinking Water and Watershed Protection (2019: \$29.29) which are levied at the same amount for each property in the specified service area.

For more information visit www.getinvolved.rdn.ca or call RDN Finance toll-free: 1-877-607-4111 or 250-390-4111

Get Involved RDN!

REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
TOWN OF QUALICUM BEACH

	Town of Qualicum Beach Final 2019	Town of Qualicum Beach Proposed 2020	Changed Service Level
Administration	143,601	188,908	23,573
Community Grants	8,424	-125,053	
D69 Community Justice	25,824	30,320	
Regional Growth Strategy	29,355	61,086	28,418
Northern Community Economic Development	9,983	8,521	
Northern Community Transit	342,812	364,860	
Solid Waste Management	60,648	68,532	6,662
Regional Parks - Operations	83,452	93,532	
Regional Parks - Acquisitions & Capital	78,112	97,860	19,572
Northern Community Recreation	288,252	319,960	70,724
Oceanside Place	366,822	403,399	57,524
Ravensong Aquatic Centre	623,509	685,860	76,275
Liquid Waste Management Planning	11,226	11,450	
Wastewater Northern Community	1,630,938	1,660,400	
Drinking Water/Watershed Protection	39,056	58,716	19,572
D69 Land Search & Rescue	1,964	2,012	
D69 Emergency 911	143,361	146,277	2,916
Regional District General Services Requisition	\$3,887,339	\$4,076,640	\$305,236

REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
TOWN OF QUALICUM BEACH HISTORY OF MEMBER PARTICIPATION

	Town Of Qualicum Beach Final 2019	Town Of Qualicum Beach Proposed 2020	Changed Service Level
Administration	0.045	0.058	0.007
Community Grants	0.003	-0.038	
Regional Growth Strategy	0.009	0.019	0.009
Northern Community Economic Development	0.003	0.003	
Northern Community Transit	0.106	0.111	
Solid Waste Management	0.019	0.021	0.002
Regional Parks Operations	0.026	0.029	
Northern Community Recreation	0.089	0.098	0.022
Oceanside Place	0.114	0.123	0.018
Ravensong Aquatic Centre	0.193	0.209	0.023
Liquid Waste Management Planning	0.003	0.003	
Wastewater Northern Community	0.505	0.507	
D69 Land Search & Rescue	0.001	0.001	
D69 Emergency 911	0.044	0.045	0.001
Regional District General Services Rate	1.160	1.188	0.082
General Services Cost per \$100,000	\$115.97	\$118.84	\$8.20
Regional Parcel Taxes	\$29.29	\$38.20	8.91
Current Year Cost at \$100,000	\$145.26	\$157.04	\$17.11
Dollar Change Year over Year	(\$1.98)	\$11.78	
Average Residential Value*	\$617,787	\$617,787	
Property tax based on Average Residential Value	\$746	\$772	\$27

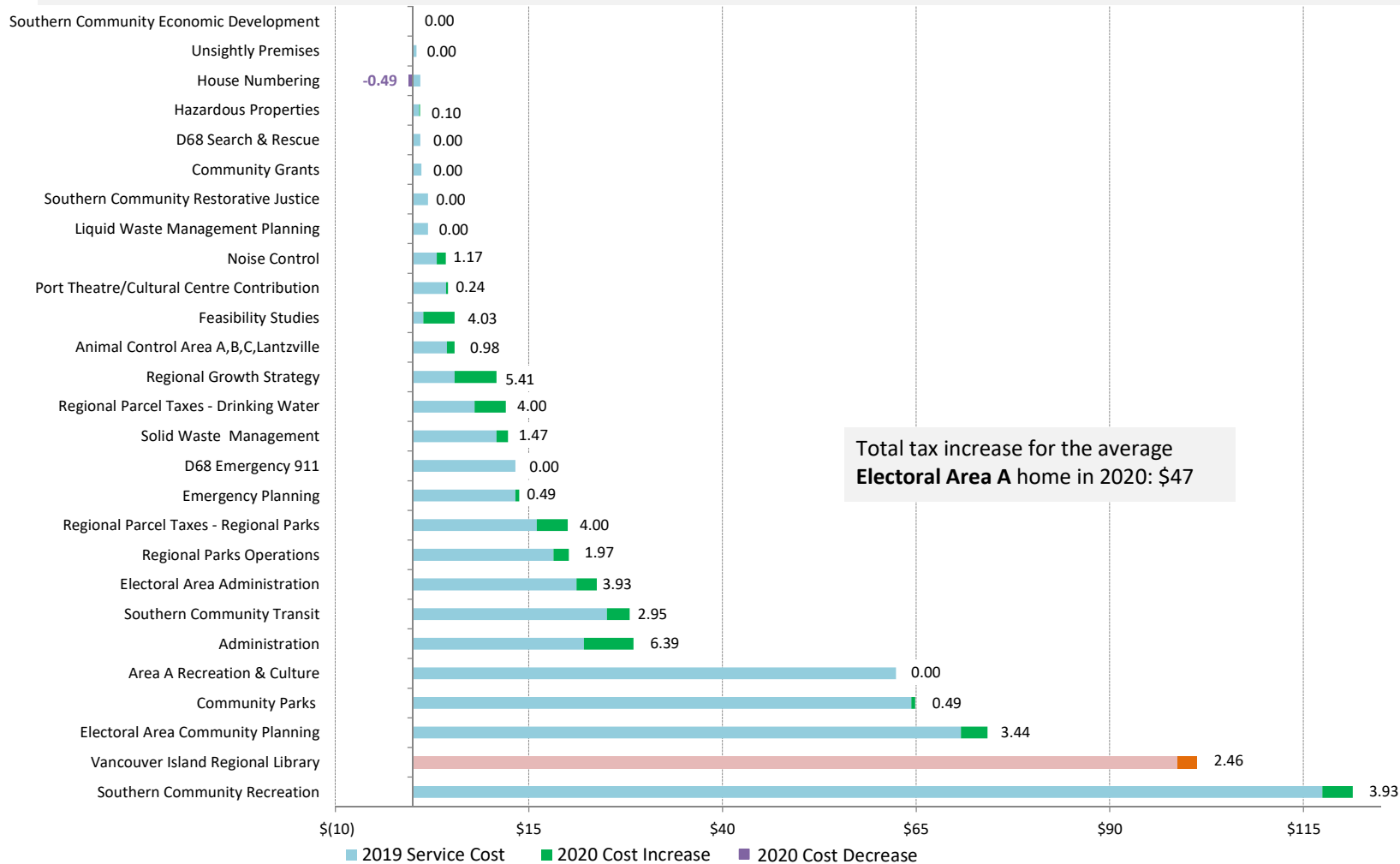
* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional District's to use.

* Average Residential value is based on the BC Assessment 2019 Completed Roll and will vary when the 2020 Completed Roll is released.

REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area A Average Home Tax Change

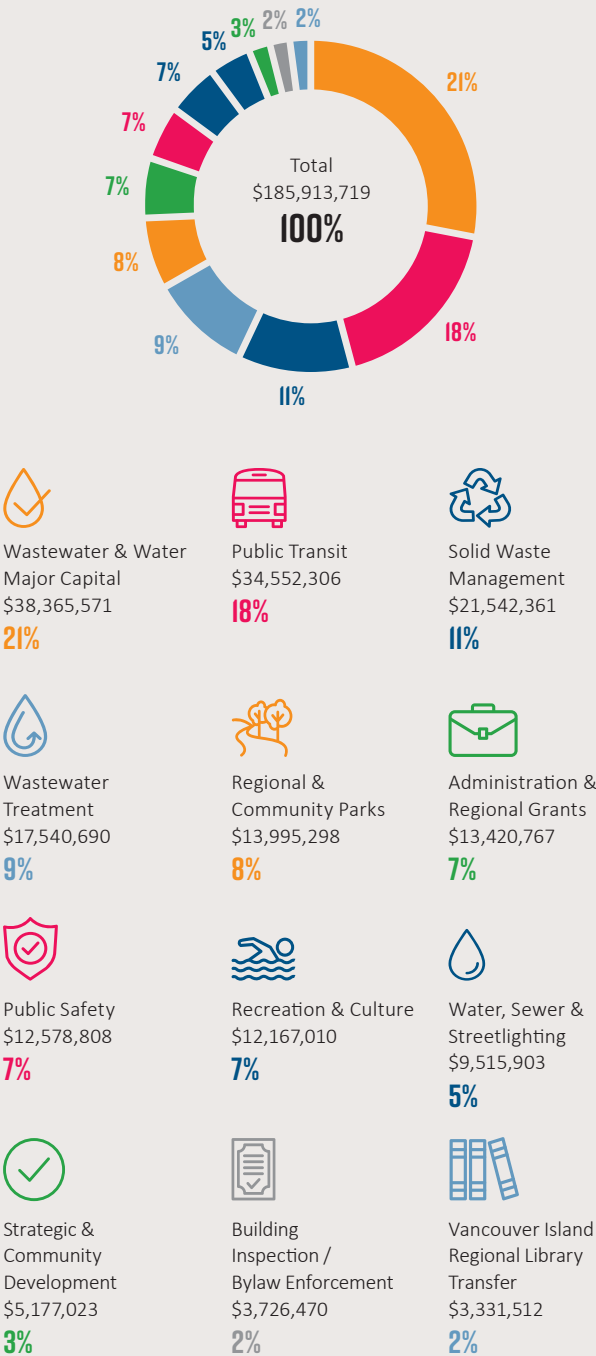
2020 Total Cost for the average **Electoral Area A Home** (\$491,430) = \$635



WHERE DOES THE MONEY COME FROM?



WHERE DOES THE MONEY GO?



EXPENDITURES FOR 2020

THESE ARE THE RDN'S LARGEST CAPITAL INVESTMENTS IN THE COMING YEAR:

	Wastewater Treatment	\$37,260,526
	Parks & Recreation	\$8,698,269
	Transit	\$5,504,790
	Fire Departments	\$5,325,440
	Water Services	\$2,365,695
	Solid Waste/Regional Landfill	\$2,330,509
	Corporate Services	\$1,836,200

THE RDN IS ALSO WORKING ON OTHER MAJOR PROJECTS THAT MAY IMPACT YOUR AREA. THESE INCLUDE:

- ✓ Transit Service Expansion – 7,600 hours
- ✓ Automated Curbside Collection
- ✓ Sea Level Rise Adaptation Program
- ✓ Floodplain Mapping Data Review
- ✓ Social Needs Assessment Study
- ✓ Ravensong Pool Expansion Planning
- ✓ Electronic Data Management
- ✓ Oceanside Recreation Services Expansion
- ✓ Fire Services Delivery Model Review
- ✓ Regional Economic Development Service Review
- ✓ Organizational First Nation Engagement Strategy
- ✓ Drinking Water and Watershed Protection Renewed Master Plan
- ✓ Emergency Support Services Modernization

Electoral Area A
2020 PROPOSED
REGIONAL BUDGET

	2020	2019
Area A contribution to RDN General Services property taxes total	\$2,323,968	\$2,122,986
Estimated RDN General Services tax rate per \$100,000 of assessment	\$122.80	\$114.89
Average residential dwelling assessment value*	\$491,430	\$491,430
Average Area A General Services property tax amount **	\$635.48	\$588.60
Change from prior year	8.0%	

HOW THE FUNDS ARE SPENT IN YOUR AREA

	Community & Regional Recreation	30%
	Vancouver Island Regional Library	16%
	Community & Regional Parks	16%
	Community & Regional Development	16%
	Administration, Regional Grant Services	10%
	Public Safety & Emergency Services	6%
	Transit Services	4%
	Solid Waste Management	2%

NOTES: You may also have specific local taxes included on your tax notice for services such as your fire department. Local services taxes are applied on an assessment basis only to properties in the specific area.

* Average residential values are based on BC Assessment 2019 Completed Roll Values and may vary as a result of revisions to the roll.

** Includes Parcel Taxes of \$32.00 (2019: \$24.00) which are levied at the same amount for each property in the specified service area.

For more information visit
www.getinvolved.rdn.ca or call RDN Finance
toll-free: 1-877-607-4111 or 250-390-4111

Get Involved RDN!

**REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA A**

	Elect Area A Final 2019	Elect Area A Proposed 2020	Changed Service Level
Administration	79,594	104,706	13,067
Community Grants	4,132	3,960	
Electoral Areas Administration	77,351	92,455	
Southern Community Restorative Justice	6,486	6,507	
Electoral Area Community Planning	256,883	274,480	
Regional Growth Strategy	19,406	40,384	18,786
House Numbering	2,691	2,715	
Hazardous Properties	3,085	3,429	
Unsightly Premises	1,675	1,946	
Southern Community Transit	91,237	103,736	8,419
Solid Waste Management	40,106	45,320	4,406
Animal Control Area A, B, C, Lantzville	16,786	19,397	
Regional Parks - Operations	65,862	73,817	
Regional Parks - Acquisitions & Capital	46,160	57,880	11,576
Community Parks	233,622	240,631	
Southern Community Recreation	428,177	449,386	21,209
Electoral Area A Recreation	226,848	231,385	
Port Theatre/Cultural Centre Contribution	15,811	16,817	
Liquid Waste Management Planning	7,424	7,572	
Drinking Water/Watershed Protection	23,080	34,728	11,576
D68 Search & Rescue	3,097	3,169	
D68 Emergency 911	48,676	49,723	1,047
Emergency Planning	48,534	50,475	3,702
Noise Control	11,323	15,726	
Feasibility Studies	5,000	20,000	
Regional District General Services Requisition	\$1,763,046	\$1,950,344	\$93,788
Vancouver Island Regional Library	359,940	373,624	13,684
Total Requisition	\$2,122,986	\$2,323,968	\$107,472

LOCAL SERVICE AREAS		
Cassidy Waterloo Fire	195,944	210,640
Cedar Estates Stormwater	4,916	5,014

REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
ELECTORAL AREA A HISTORY OF MEMBER PARTICIPATION

	Elect Area A	Elect Area A	Changed Service Level
	Final 2019	Proposed 2020	
Administration	0.045	0.058	0.007
Community Grants	0.002	0.002	
Electoral Area Administration	0.043	0.051	
Southern Community Restorative Justice	0.004	0.004	
Electoral Area Community Planning	0.144	0.151	
Regional Growth Strategy	0.011	0.022	0.010
House Numbering	0.002	0.001	
Hazardous Properties	0.002	0.002	
Unsightly Premises	0.001	0.001	
Southern Community Transit	0.051	0.057	0.005
Solid Waste Management	0.022	0.025	0.002
Animal Control Area A,B,C,Lantzville	0.009	0.011	
Noise Control	0.006	0.009	
Regional Parks Operations	0.037	0.041	
Community Parks	0.131	0.132	
Southern Community Recreation	0.239	0.247	0.008
Area A Recreation & Culture	0.127	0.127	
Port Theatre/Cultural Centre Contribution	0.009	0.009	
Liquid Waste Management Planning	0.004	0.004	
D68 Search & Rescue	0.002	0.002	
D68 Emergency 911	0.027	0.027	0.000
Emergency Planning	0.027	0.028	0.002
Feasibility Studies	0.003	0.011	
Regional District General Services Rate	0.948	1.022	0.034
Vancouver Island Regional Library	0.201	0.206	0.005
General Services Tax Rate	1.149	1.228	0.107
General Services Cost per \$100,000	\$114.89	\$122.80	\$10.70
Regional Parcel Taxes	\$24.00	\$32.00	8.00
Current Year Cost at \$100,000	\$138.89	\$154.80	\$18.70
Dollar Change Year over Year	(\$4.51)	\$15.91	

Local Service Area Rates		
Cassidy Waterloo Fire (tax rate)	0.827	0.878

Average Residential Value*	\$491,430	\$491,430	
Property tax based on Average Residential Value	\$589	\$635	\$47

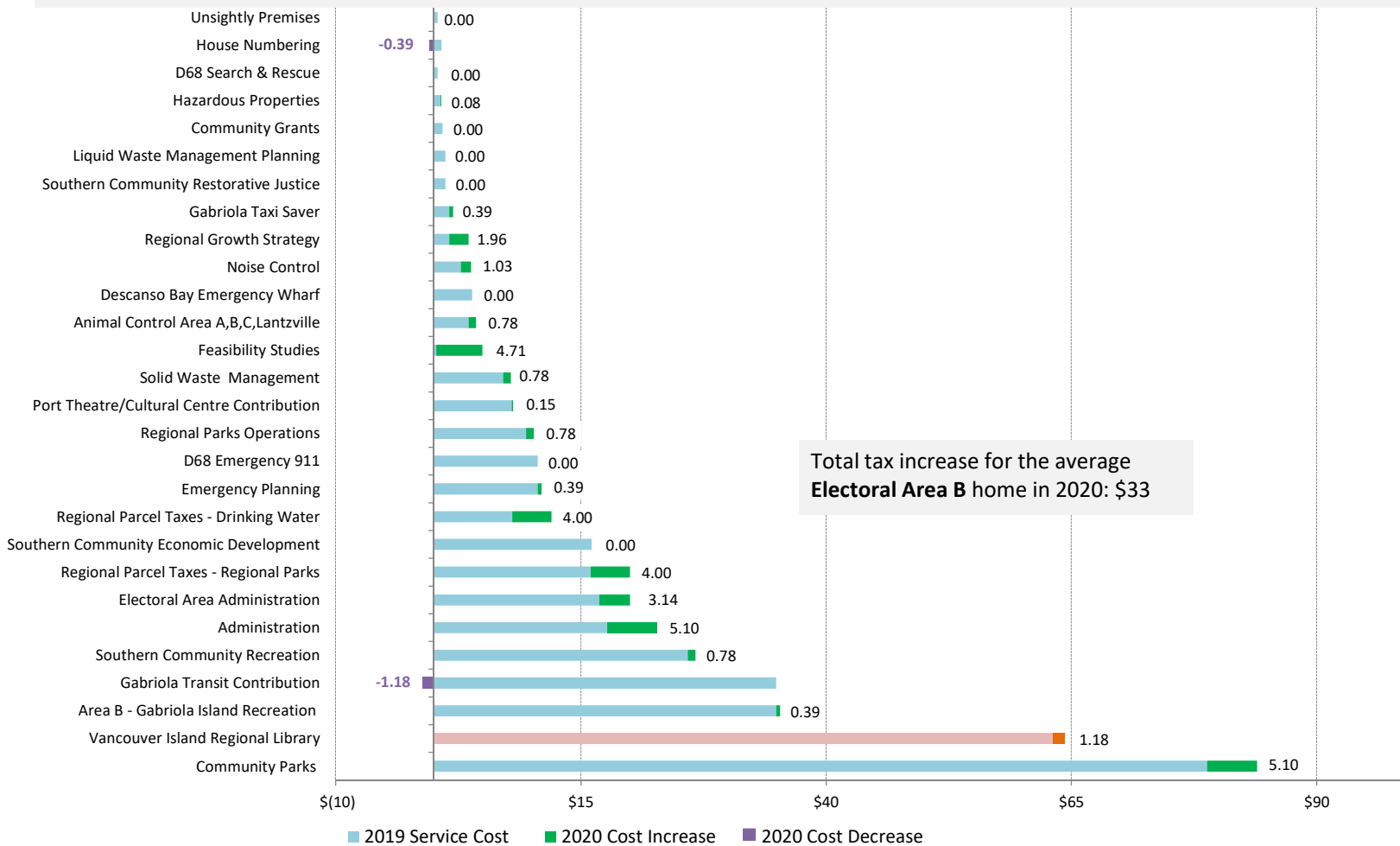
* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional District's to use.

* Average Residential value is based on the BC Assessment 2019 Completed Roll and will vary when the 2020 Completed Roll is released.

REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area B Average Home Tax Change

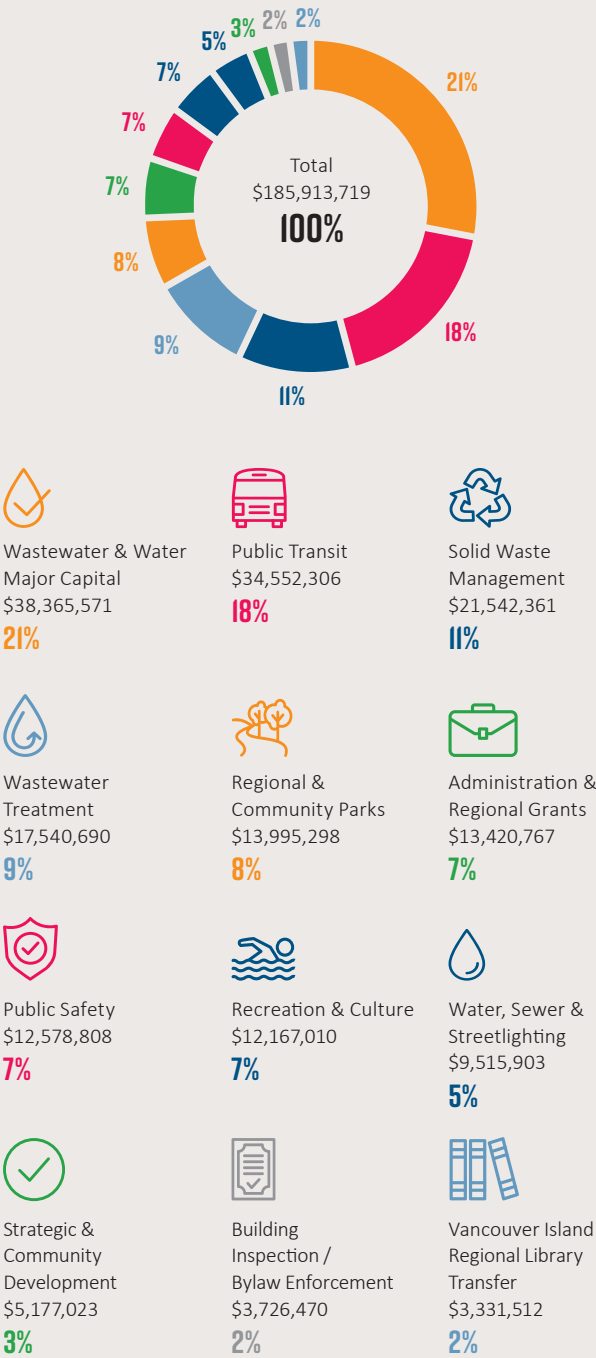
2020 Total Cost for the average **Electoral Area B Home** (\$392,160) = \$410



WHERE DOES THE MONEY COME FROM?



WHERE DOES THE MONEY GO?



EXPENDITURES FOR 2020

THESE ARE THE RDN'S LARGEST CAPITAL INVESTMENTS IN THE COMING YEAR:

	Wastewater Treatment	\$37,260,526
	Parks & Recreation	\$8,698,269
	Transit	\$5,504,790
	Fire Departments	\$5,325,440
	Water Services	\$2,365,695
	Solid Waste/Regional Landfill	\$2,330,509
	Corporate Services	\$1,836,200

THE RDN IS ALSO WORKING ON OTHER MAJOR PROJECTS THAT MAY IMPACT YOUR AREA. THESE INCLUDE:

- Transit Service Expansion – 7,600 hours
- Automated Curbside Collection
- Sea Level Rise Adaptation Program
- Floodplain Mapping Data Review
- Social Needs Assessment Study
- Ravensong Pool Expansion Planning
- Electronic Data Management
- Oceanside Recreation Services Expansion
- Fire Services Delivery Model Review
- Regional Economic Development Service Review
- Organizational First Nation Engagement Strategy
- Drinking Water and Watershed Protection Renewed Master Plan
- Emergency Support Services Modernization

Electoral Area B
2020 PROPOSED
REGIONAL BUDGET

	2020	2019
Area B contribution to RDN General Services property taxes total	\$1,642,324	\$1,490,887
Estimated RDN General Services tax rate per \$100,000 of assessment	\$96.40	\$89.99
Average residential dwelling assessment value*	\$392,160	\$392,160
Average Area B General Services property tax amount **	\$410.04	\$376.90
Change from prior year	8.8%	

HOW THE FUNDS ARE SPENT IN YOUR AREA

	Community & Regional Parks	28%
	Community & Regional Recreation	16%
	Vancouver Island Regional Library	16%
	Administration, Regional Grant Services	12%
	Transit Services	10%
	Public Safety & Emergency Services	8%
	Community & Regional Development	8%
	Solid Waste Management	2%

NOTES: You may also have specific local taxes included on your tax notice for services such as your fire department. Local services taxes are applied on an assessment basis only to properties in the specific area.

* Average residential values are based on BC Assessment 2019 Completed Roll Values and may vary as a result of revisions to the roll.

** Includes Parcel Taxes of \$32.00 (2019: \$24.00) which are levied at the same amount for each property in the specified service area.

For more information visit www.getinvolved.rdn.ca or call RDN Finance toll-free: 1-877-607-4111 or 250-390-4111

Get Involved RDN!

REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA B

	Elect Area B Final 2019	Elect Area B Proposed 2020	Changed Service Level
Administration	69,745	91,749	11,450
Community Grants	3,621	3,470	
Electoral Areas Administration	67,779	81,014	
Southern Community Restorative Justice	5,009	5,027	
Regional Growth Strategy	6,791	14,131	6,574
House Numbering	2,358	2,379	
Southern Community Economic Development	65,000	65,000	
Hazardous Properties	2,704	3,005	
Unsightly Premises	1,468	1,705	
Gabriola Emergency Wharf	16,177	15,692	
Gabriola Transit Contribution	139,906	136,788	
Gabriola Taxi Saver	5,997	7,168	
Solid Waste Management	28,496	32,201	3,131
Animal Control Area A, B, C, Lantzville	14,708	16,997	
Regional Parks - Operations	37,634	42,180	
Regional Parks - Acquisitions & Capital	60,432	75,540	15,108
Community Parks	315,164	340,377	
Southern Community Recreation	103,076	107,856	4,780
Gabriola Island Recreation	127,401	131,223	
Port Theatre/Cultural Centre Contribution	31,827	32,834	
Liquid Waste Management Planning	5,275	5,380	
Drinking Water/Watershed Protection	30,216	45,324	15,108
D68 Search & Rescue	1,770	1,811	
D68 Emergency 911	42,653	43,570	917
Emergency Planning	42,528	44,229	3,244
Noise Control	10,109	14,048	
Feasibility Studies	1,000	20,000	
Regional District General Services Requisition	\$1,238,844	\$1,380,698	\$60,312
Vancouver Island Regional Library	252,043	261,626	9,583
Total Requisition	\$1,490,887	\$1,642,324	\$69,895

REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
ELECTORAL AREA B HISTORY OF MEMBER PARTICIPATION

	Elect Area B Final 2019	Elect Area B Proposed 2020	Changed Service Level
Administration	0.045	0.058	0.007
Community Grants	0.002	0.002	
Electoral Area Administration	0.043	0.051	
Southern Community Restorative Justice	0.003	0.003	
Regional Growth Strategy	0.004	0.009	0.004
House Numbering	0.002	0.001	
Southern Community Economic Development	0.041	0.041	
Hazardous Properties	0.002	0.002	
Unsightly Premises	0.001	0.001	
Descanso Bay Emergency Wharf	0.01	0.01	
Gabriola Transit Contribution	0.089	0.086	
Gabriola Taxi Saver	0.004	0.005	
Solid Waste Management	0.018	0.020	0.002
Animal Control Area A,B,C,Lantzville	0.009	0.011	
Noise Control	0.007	0.010	
Regional Parks Operations	0.024	0.026	
Community Parks	0.201	0.214	
Southern Community Recreation	0.066	0.068	0.002
Area B - Gabriola Island Recreation	0.089	0.090	
Port Theatre/Cultural Centre Contribution	0.020	0.021	
Liquid Waste Management Planning	0.003	0.003	
D68 Search & Rescue	0.001	0.001	
D68 Emergency 911	0.027	0.027	0.000
Emergency Planning	0.027	0.028	0.002
Feasibility Studies	0.001	0.013	
Regional District General Services Rate	0.739	0.800	0.017
Vancouver Island Regional Library	0.161	0.164	0.003
General Services Tax Rate	0.900	0.964	0.020
General Services Cost per \$100,000	\$89.99	\$96.40	\$2.00
Regional Parcel Taxes	\$24.00	\$32.00	8.00
Current Year Cost at \$100,000	\$113.99	\$128.40	\$10.00
Dollar Change Year over Year	(\$0.21)	\$14.41	
Average Residential Value*	\$392,160	\$392,160	
Property tax based on Average Residential Value	\$377	\$410	\$33

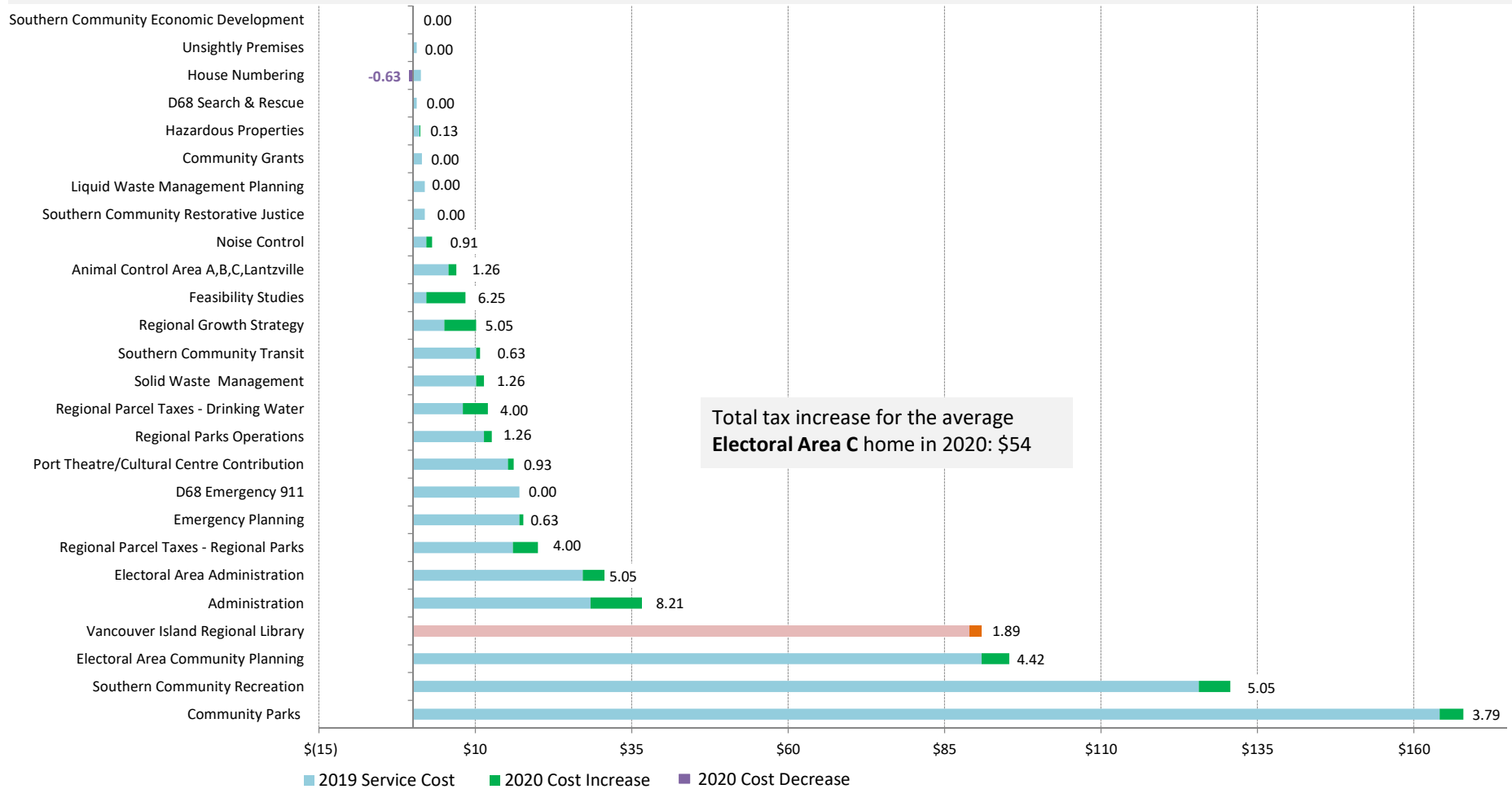
* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional District's to use.

* Average Residential value is based on the BC Assessment 2019 Completed Roll and will vary when the 2020 Completed Roll is released.

REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area C Average Home Tax Change

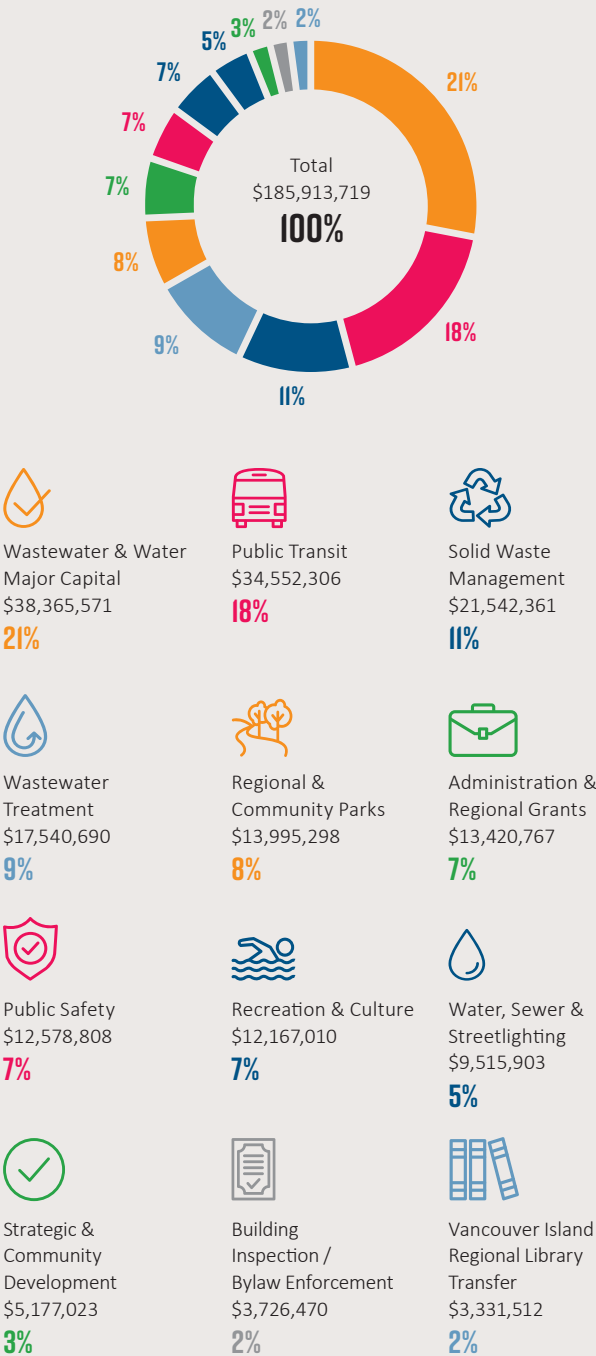
2020 Total Cost for the average **Electoral Area C Home** (\$631,326) = \$708



WHERE DOES THE MONEY COME FROM?



WHERE DOES THE MONEY GO?



EXPENDITURES FOR 2020

THESE ARE THE RDN'S LARGEST CAPITAL INVESTMENTS IN THE COMING YEAR:

	Wastewater Treatment	\$37,260,526
	Parks & Recreation	\$8,698,269
	Transit	\$5,504,790
	Fire Departments	\$5,325,440
	Water Services	\$2,365,695
	Solid Waste/Regional Landfill	\$2,330,509
	Corporate Services	\$1,836,200

THE RDN IS ALSO WORKING ON OTHER MAJOR PROJECTS THAT MAY IMPACT YOUR AREA. THESE INCLUDE:

- Transit Service Expansion – 7,600 hours
- Automated Curbside Collection
- Sea Level Rise Adaptation Program
- Floodplain Mapping Data Review
- Social Needs Assessment Study
- Ravensong Pool Expansion Planning
- Electronic Data Management
- Oceanside Recreation Services Expansion
- Fire Services Delivery Model Review
- Regional Economic Development Service Review
- Organizational First Nation Engagement Strategy
- Drinking Water and Watershed Protection Renewed Master Plan
- Emergency Support Services Modernization

Electoral Area C
2020 PROPOSED
REGIONAL BUDGET

	2020	2019
Area C contribution to RDN General Services property taxes total	\$1,395,378	\$1,260,114
Estimated RDN General Services tax rate per \$100,000 of assessment	\$107.07	\$99.79
Average residential dwelling assessment value*	\$631,326	\$631,326
Average Area C General Services property tax amount **	\$707.96	\$654.00
Change from prior year	8.3%	

HOW THE FUNDS ARE SPENT IN YOUR AREA

	Community & Regional Recreation	24%
	Community & Regional Development	20%
	Community & Regional Parks	17%
	Vancouver Island Regional Library	15%
	Administration, Regional Grant Services	13%
	Public Safety & Emergency Services	8%
	Solid Waste Management	2%
	Transit Services	1%

NOTES: You may also have specific local taxes included on your tax notice for services such as your fire department. Local services taxes are applied on an assessment basis only to properties in the specific area.

* Average residential values are based on BC Assessment 2019 Completed Roll Values and may vary as a result of revisions to the roll.

** Includes Parcel Taxes of \$32.00 (2019: \$24.00) which are levied at the same amount for each property in the specified service area.

For more information visit
www.getinvolved.rdn.ca or call RDN Finance
toll-free: 1-877-607-4111 or 250-390-4111

Get Involved RDN!

REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA C

	Elect Area C Final 2019	Elect Area C Proposed 2020	Changed Service Level
Administration	65,722	86,458	10,789
Community Grants	3,411	3,270	
Electoral Areas Administration	63,870	76,342	
Southern Community Restorative Justice	4,950	4,966	
Electoral Area Community Planning	212,113	226,644	
Regional Growth Strategy	11,517	23,967	11,150
House Numbering	2,222	2,242	
Hazardous Properties	2,548	2,832	
Unightly Premises	1,383	1,606	
Southern Community Transit	8,190	8,913	723
Solid Waste Management	23,786	26,879	2,613
Animal Control Area A, B, C, Lantzville	13,860	16,016	
Regional Parks - Operations	26,203	29,368	
Regional Parks - Acquisitions & Capital	22,832	28,860	5,772
Community Parks - Extension and Wellington combined	167,466	175,438	
Southern Community Recreation	294,724	311,131	16,407
Port Theatre/Cultural Centre Contribution	19,701	21,184	
Liquid Waste Management Planning	4,403	4,491	
Drinking Water/Watershed Protection	11,416	17,316	5,772
D68 Search & Rescue	1,233	1,260	
D68 Emergency 911	40,194	41,057	863
Emergency Planning	40,075	41,678	3,057
Noise Control	5,010	7,255	
Feasibility Studies	5,000	20,000	
Regional District General Services Requisition	\$1,051,829	\$1,179,173	\$57,146
Vancouver Island Regional Library	208,285	216,205	7,920
Total Requisition	\$1,260,114	\$1,395,378	\$65,066

LOCAL SERVICE AREAS		
Cassidy Waterloo Fire	195,944	210,640
Wellington Fire/Streetlighting	85,534	95,232
Extension Fire	182,180	192,200
Nanaimo River Fire	17,792	17,792

**REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
ELECTORAL AREA C HISTORY OF MEMBER PARTICIPATION**

	Elect Area C Final 2019	Elect Area C Proposed 2020	Changed Service Level
Administration	0.045	0.058	0.007
Community Grants	0.002	0.002	
Electoral Area Administration	0.043	0.051	
Southern Community Restorative Justice	0.003	0.003	
Electoral Area Community Planning	0.144	0.151	
Regional Growth Strategy	0.008	0.016	0.007
House Numbering	0.002	0.001	
Hazardous Properties	0.002	0.002	
Unsightly Premises	0.001	0.001	
Southern Community Transit	0.016	0.017	0.001
Solid Waste Management	0.016	0.018	0.002
Animal Control Area A,B,C,Lantzville	0.009	0.011	
Noise Control	0.003	0.005	
Regional Parks Operations	0.018	0.020	
Community Parks	0.260	0.266	
Southern Community Recreation	0.199	0.207	0.008
Port Theatre/Cultural Centre Contribution	0.024	0.026	
Liquid Waste Management Planning	0.003	0.003	
D68 Search & Rescue	0.001	0.001	
D68 Emergency 911	0.027	0.027	0.000
Emergency Planning	0.027	0.028	0.002
Feasibility Studies	0.003	0.013	
Regional District General Services Rate	0.857	0.927	0.027
Vancouver Island Regional Library	0.141	0.144	0.003
General Services Tax Rate	0.998	1.071	0.030
General Services Cost per \$100,000	\$99.79	\$107.07	\$3.00
Regional Parcel Taxes	\$24.00	\$32.00	8.00
Current Year Cost at \$100,000	\$123.79	\$139.07	\$11.00
Dollar Change Year over Year	(\$4.41)	\$15.29	

Local Service Area Rates		
Cassidy Waterloo Fire (tax rate)	0.827	0.878
Wellington Fire/Streetlighting	0.748	0.839
Extension Fire	0.815	0.851
Nanaimo River Fire	0.431	0.429

Average Residential Value*	\$631,326	\$631,326	
Average Residential Value = \$456,403*	\$654	\$708	\$54

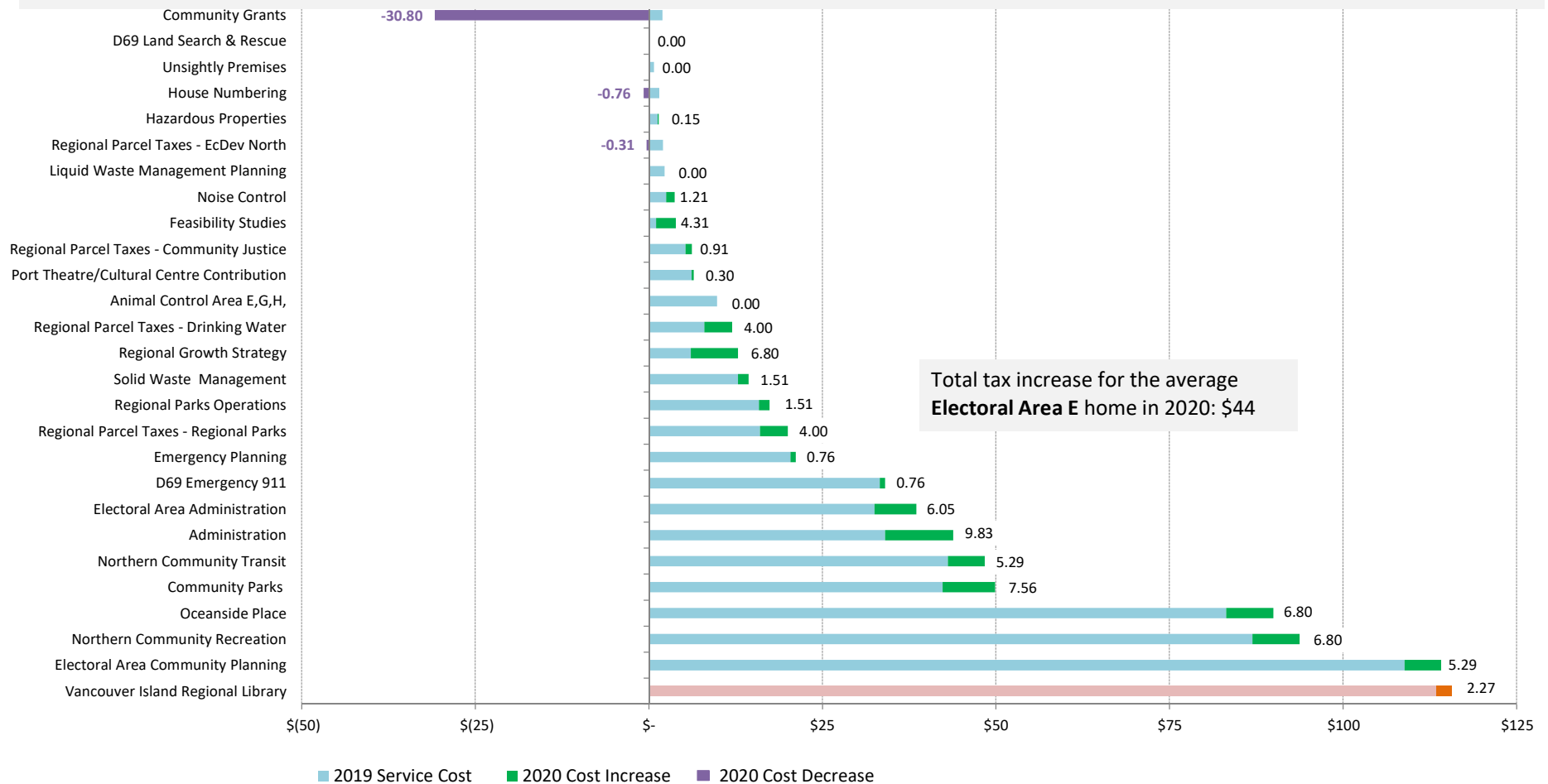
* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional District's to use.

* Average Residential value is based on the BC Assessment 2019 Completed Roll and will vary when the 2020 Completed Roll is released.

REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area E Average Home Tax Change

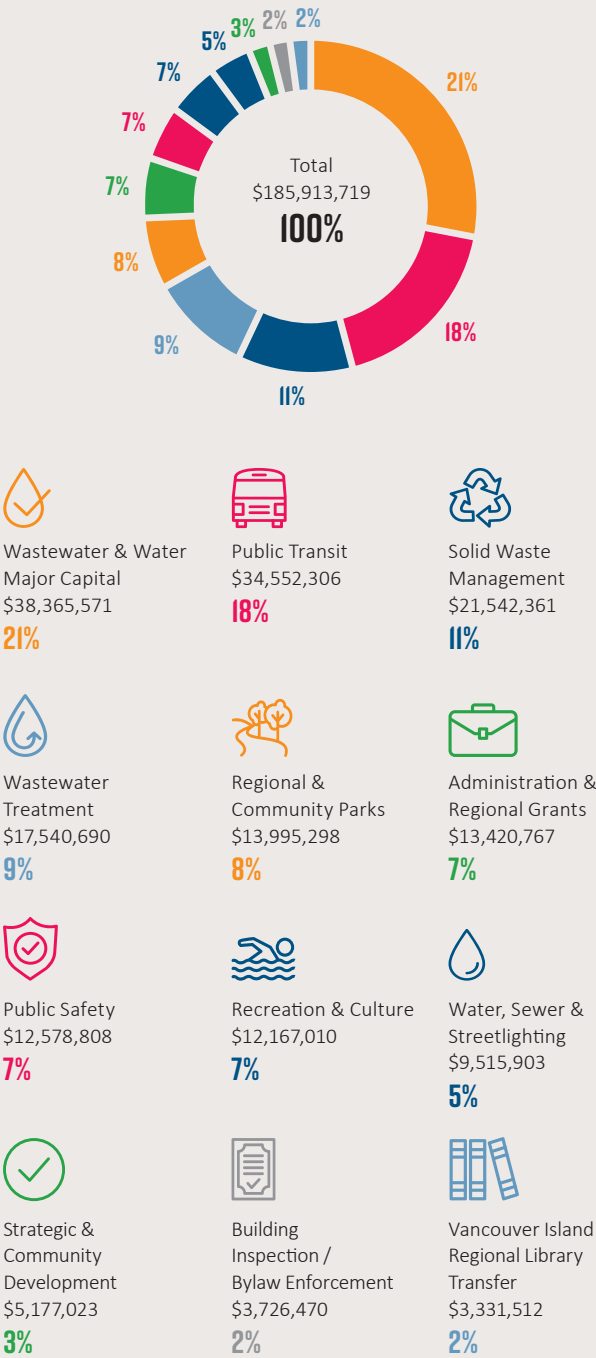
2020 Total Cost for the average **Electoral Area E Home** (\$755,770) = \$735



WHERE DOES THE MONEY COME FROM?



WHERE DOES THE MONEY GO?



EXPENDITURES FOR 2020

THESE ARE THE RDN'S LARGEST CAPITAL INVESTMENTS IN THE COMING YEAR:

	Wastewater Treatment	\$37,260,526
	Parks & Recreation	\$8,698,269
	Transit	\$5,504,790
	Fire Departments	\$5,325,440
	Water Services	\$2,365,695
	Solid Waste/Regional Landfill	\$2,330,509
	Corporate Services	\$1,836,200

THE RDN IS ALSO WORKING ON OTHER MAJOR PROJECTS THAT MAY IMPACT YOUR AREA. THESE INCLUDE:

- Transit Service Expansion – 7,600 hours
- Automated Curbside Collection
- Sea Level Rise Adaptation Program
- Floodplain Mapping Data Review
- Social Needs Assessment Study
- Ravensong Pool Expansion Planning
- Electronic Data Management
- Oceanside Recreation Services Expansion
- Fire Services Delivery Model Review
- Regional Economic Development Service Review
- Organizational First Nation Engagement Strategy
- Drinking Water and Watershed Protection Renewed Master Plan
- Emergency Support Services Modernization

Electoral Area E
2020 PROPOSED
REGIONAL BUDGET

	2020	2019
Area E contribution to RDN General Services property taxes total	\$2,722,251	\$2,521,160
Estimated RDN General Services tax rate per \$100,000 of assessment	\$92.03	\$87.32
Average residential dwelling assessment value*	\$755,770	\$755,770
Average Area E General Services property tax amount **	\$735.48	\$691.28
Change from prior year	6.4%	

HOW THE FUNDS ARE SPENT IN YOUR AREA

	Community & Regional Recreation	26%
	Community & Regional Development	19%
	Vancouver Island Regional Library	16%
	Community & Regional Parks	12%
	Public Safety & Emergency Services	10%
	Administration, Regional Grant Services	8%
	Transit Services	7%
	Solid Waste Management	2%

NOTES: You may also have specific local taxes included on your tax notice for services such as your fire department. Local services taxes are applied on an assessment basis only to properties in the specific area.

* Average residential values are based on BC Assessment 2019 Completed Roll Values and may vary as a result of revisions to the roll.

** Includes Parcel Taxes of \$39.94 (2019: \$31.34) which are levied at the same amount for each property in the specified service area.

For more information visit www.getinvolved.rdn.ca or call RDN Finance toll-free: 1-877-607-4111 or 250-390-4111

Get Involved RDN!

**REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA E**

	Elect Area E Final 2019	Elect Area E Proposed 2020	Changed Service Level
Administration	123,647	162,658	20,298
Community Grants	7,253	-107,676	
Electoral Areas Administration	120,162	143,626	
D69 Community Justice	18,102	21,205	
Electoral Area Community Planning	385,756	412,183	
Regional Growth Strategy	22,925	47,706	22,193
House Numbering	4,180	4,218	
Northern Community Economic Development	6,997	5,960	
Hazardous Properties	4,793	5,327	
Unightly Premises	2,602	3,022	
Northern Community Transit	158,171	180,292	
Solid Waste Management	47,353	53,508	5,202
Animal Control Area E, G, H	34,885	36,883	
Regional Parks - Operations	57,156	64,059	
Regional Parks - Acquisitions & Capital	54,752	68,440	13,688
Community Parks	156,582	187,000	
Northern Community Recreation	320,715	350,833	63,713
Oceanside Place	306,214	336,748	48,020
Port Theatre/Cultural Centre Contribution	22,694	24,138	
Liquid Waste Management Planning	8,765	8,940	
Drinking Water/Watershed Protection	27,376	41,064	13,688
D69 Land Search & Rescue	1,345	1,378	
D69 Emergency 911	123,440	125,951	2,511
Emergency Planning	75,396	78,412	5,751
Noise Control	9,242	13,878	
Feasibility Studies	4,000	20,000	
Regional District General Services Requisition	\$2,104,503	\$2,289,753	\$195,064
Vancouver Island Regional Library	416,657	432,498	15,841
Total Requisition	\$2,521,160	\$2,722,251	\$210,905

LOCAL SERVICE AREAS		
Nanoose Bay Fire	888,087	932,491
Fairwinds Streetlighting	23,500	23,970
Rural Areas Streetlighting	19,910	20,308

REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
ELECTORAL AREA E HISTORY OF MEMBER PARTICIPATION

	Elect Area E	Elect Area E	Changed Service Level
	Final 2019	Proposed 2020	
Administration	0.045	0.058	0.007
Community Grants	0.003	-0.038	
Electoral Area Administration	0.043	0.051	
Electoral Area Community Planning	0.144	0.151	
Regional Growth Strategy	0.008	0.017	0.008
House Numbering	0.002	0.001	
Hazardous Properties	0.002	0.002	
Unightly Premises	0.001	0.001	
Northern Community Transit	0.057	0.064	
Solid Waste Management	0.017	0.019	0.002
Animal Control Area E,G,H, Noise Control	0.013 0.003	0.013 0.005	
Regional Parks Operations	0.021	0.023	
Community Parks	0.056	0.066	
Northern Community Recreation	0.115	0.124	0.023
Oceanside Place	0.110	0.119	0.017
Port Theatre/Cultural Centre Contribution	0.008	0.009	
Liquid Waste Management Planning	0.003	0.003	
D69 Land Search & Rescue	0.000	0.000	
D69 Emergency 911	0.044	0.045	0.001
Emergency Planning	0.027	0.028	0.002
Feasibility Studies	0.001	0.007	
Regional District General Services Rate	0.723	0.767	0.060
Vancouver Island Regional Library	0.150	0.153	0.003
General Services Tax Rate	0.873	0.920	0.063
General Services Cost per \$100,000	\$87.32	\$92.03	\$6.30
Regional Parcel Taxes	\$31.34	\$39.94	8.60
Current Year Cost at \$100,000	\$118.66	\$131.97	\$14.90
Dollar Change Year over Year	\$0.65	\$13.31	

Local Service Area Rates			
NanOOSE Bay Fire	0.299	0.310	
Fairwinds Streetlighting	0.037	0.037	
Rural Areas Streetlighting	0.054	0.054	

Average Residential Value*	\$755,770	\$755,770	
Property tax based on Average Residential Value	\$691	\$735	\$44

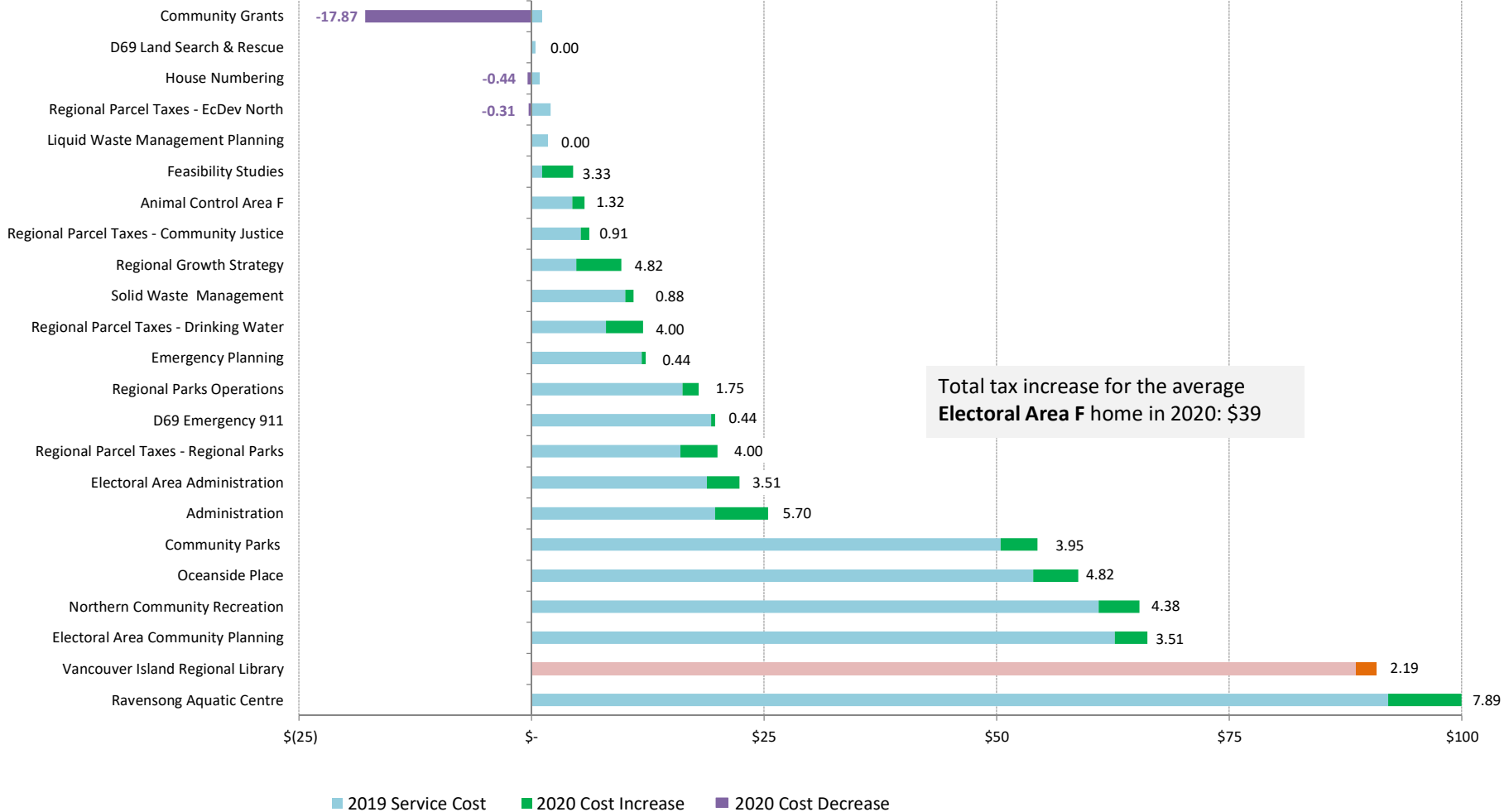
* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional District's to use.

* Average Residential value is based on the BC Assessment 2019 Completed Roll and will vary when the 2020 Completed Roll is released.

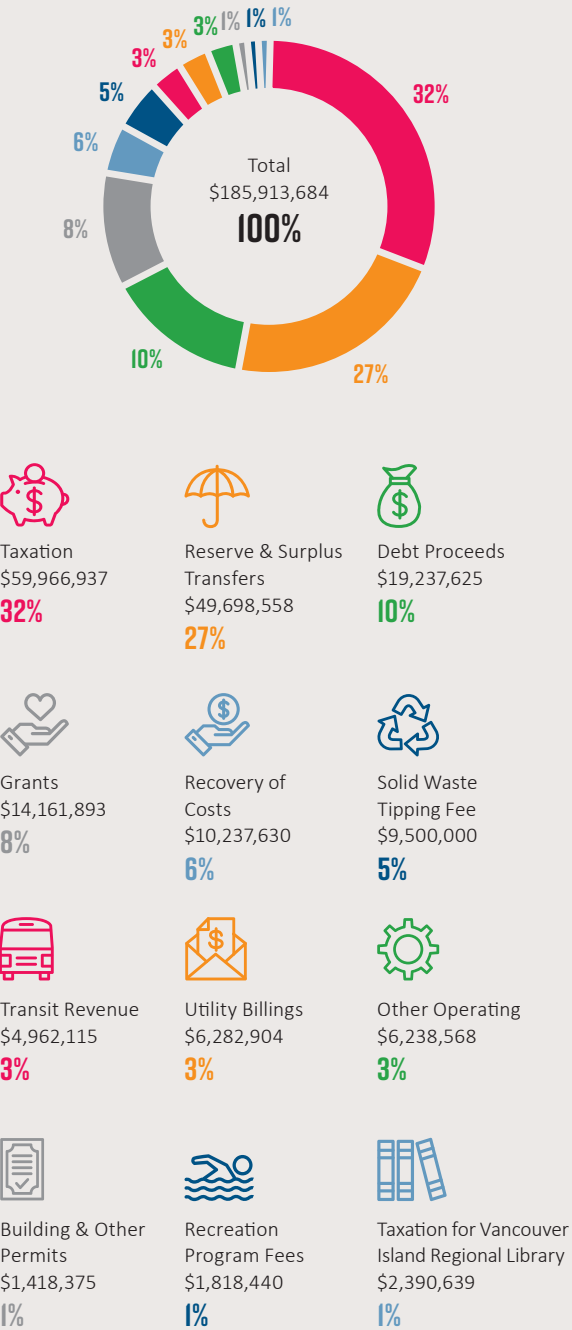
REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area F Average Home Tax Change

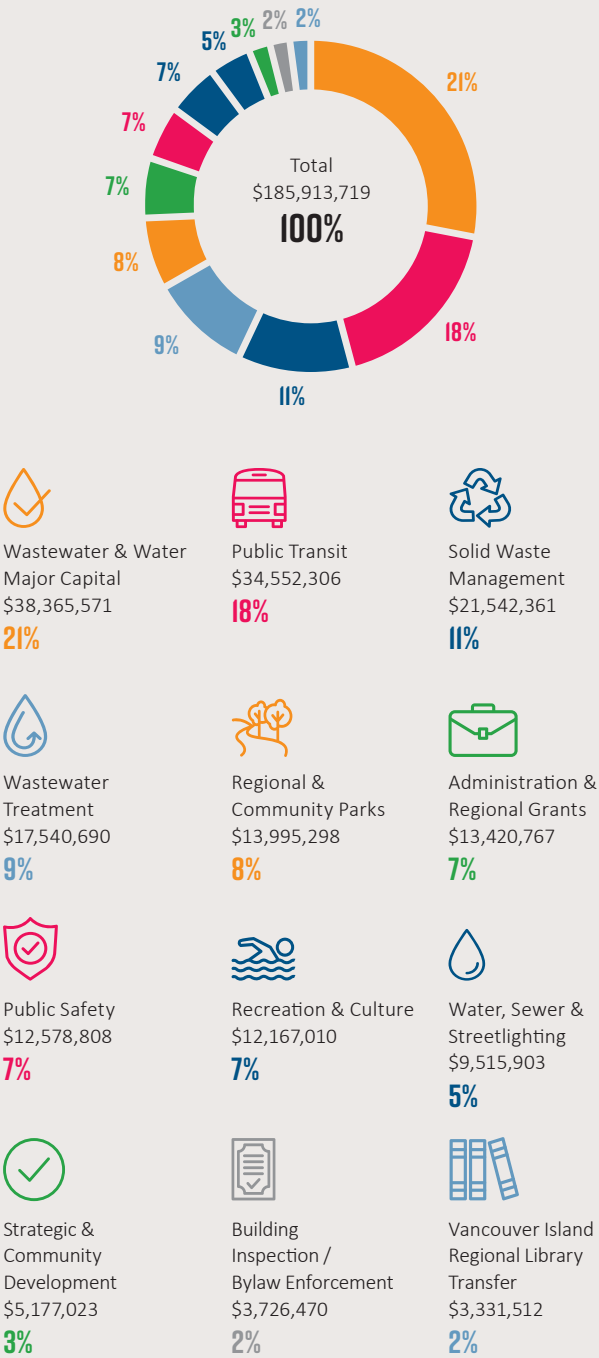
2020 Total Cost for the average Electoral Area F Home (\$438,460) = \$590



WHERE DOES THE MONEY COME FROM?



WHERE DOES THE MONEY GO?



EXPENDITURES FOR 2020

THESE ARE THE RDN'S LARGEST CAPITAL INVESTMENTS IN THE COMING YEAR:

	Wastewater Treatment	\$37,260,526
	Parks & Recreation	\$8,698,269
	Transit	\$5,504,790
	Fire Departments	\$5,325,440
	Water Services	\$2,365,695
	Solid Waste/Regional Landfill	\$2,330,509
	Corporate Services	\$1,836,200

THE RDN IS ALSO WORKING ON OTHER MAJOR PROJECTS THAT MAY IMPACT YOUR AREA. THESE INCLUDE:

- Transit Service Expansion – 7,600 hours
- Automated Curbside Collection
- Sea Level Rise Adaptation Program
- Floodplain Mapping Data Review
- Social Needs Assessment Study
- Ravensong Pool Expansion Planning
- Electronic Data Management
- Oceanside Recreation Services Expansion
- Fire Services Delivery Model Review
- Regional Economic Development Service Review
- Organizational First Nation Engagement Strategy
- Drinking Water and Watershed Protection Renewed Master Plan
- Emergency Support Services Modernization

Electoral Area F
2020 PROPOSED
REGIONAL BUDGET

	2020	2019
Area F contribution to RDN General Services property taxes total	\$2,587,299	\$2,391,042
Estimated RDN General Services tax rate per \$100,000 of assessment	\$125.40	\$118.42
Average residential dwelling assessment value*	\$438,460	\$438,460
Average Area F General Services property tax amount **	\$589.77	\$550.56
Change from prior year	7.1%	

HOW THE FUNDS ARE SPENT IN YOUR AREA

	Community & Regional Recreation	39%
	Vancouver Island Regional Library	16%
	Community & Regional Development	15%
	Community & Regional Parks	15%
	Public Safety & Emergency Services	7%
	Administration, Regional Grant Services	6%
	Solid Waste Management	2%

NOTES: You may also have specific local taxes included on your tax notice for services such as your fire department. Local services taxes are applied on an assessment basis only to properties in the specific area.

* Average residential values are based on BC Assessment 2019 Completed Roll Values and may vary as a result of revisions to the roll.

** Includes Parcel Taxes of \$39.94 (2019: \$31.34) which are levied at the same amount for each property in the specified service area.

For more information visit www.getinvolved.rdn.ca or call RDN Finance toll-free: 1-877-607-4111 or 250-390-4111

Get Involved RDN!

REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA F

	Elect Area F	Elect Area F	Changed Service Level
	Final 2019	Proposed 2020	
Administration	86,219	113,421	14,154
Community Grants	5,057	-75,082	
Electoral Areas Administration	83,789	100,150	
D69 Community Justice	15,822	18,707	
Electoral Area Community Planning	278,263	297,326	
Regional Growth Strategy	21,139	43,989	20,464
House Numbering	2,915	2,941	
Northern Community Economic Development	6,116	5,258	
Solid Waste Management	43,688	49,368	4,800
Animal Control Area F	19,000	25,000	
Regional Parks - Operations	72,077	80,783	
Regional Parks - Acquisitions & Capital	47,856	60,380	12,076
Community Parks	222,487	244,736	
Northern Community Recreation	269,954	292,754	46,225
Oceanside Place	239,360	263,228	37,536
Ravensong Aquatic Centre	407,729	448,502	49,878
Liquid Waste Management Planning	8,087	8,248	
Drinking Water/Watershed Protection	23,928	36,228	12,076
D69 Land Search & Rescue	1,697	1,738	
D69 Emergency 911	86,074	87,825	1,751
Emergency Planning	52,573	54,676	4,010
Feasibility Studies	5,000	20,000	
Regional District General Services Requisition	\$1,998,830	\$2,180,176	\$202,970
Vancouver Island Regional Library	392,212	407,123	14,911
Total Requisition	\$2,391,042	\$2,587,299	\$217,881

LOCAL SERVICE AREAS		
Errington Fire	657,541	742,928
Coombs-Hilliers Fire	567,773	607,527
Nanoose Bay Fire	888,087	932,491
Dashwood Fire	732,207	812,750
Meadowood Fire	139,557	139,857
French Creek Fire	698,963	699,827
Hwy # 4 Streetlighting	4,414	4,546

REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
ELECTORAL AREA F HISTORY OF MEMBER PARTICIPATION

	Elect Area F	Elect Area F	Changed Service Level
	Final 2019	Proposed 2020	
Administration	0.045	0.058	0.007
Community Grants	0.003	-0.038	
Electoral Area Administration	0.043	0.051	
Electoral Area Community Planning	0.143	0.151	
Regional Growth Strategy	0.011	0.022	0.010
House Numbering	0.002	0.001	
Solid Waste Management	0.023	0.025	0.002
Animal Control Area F	0.010	0.013	
Regional Parks Operations	0.037	0.041	
Community Parks	0.115	0.124	
Northern Community Recreation	0.139	0.149	0.024
Oceanside Place	0.123	0.134	0.019
Ravensong Aquatic Centre	0.210	0.228	0.025
Liquid Waste Management Planning	0.004	0.004	
D69 Land Search & Rescue	0.001	0.001	
D69 Emergency 911	0.044	0.045	0.001
Emergency Planning	0.027	0.028	0.002
Feasibility Studies	0.003	0.010	
Regional District General Services Rate	0.982	1.047	0.090
Vancouver Island Regional Library	0.202	0.207	0.005
General Services Tax Rate	1.184	1.254	0.095
General Services Cost per \$100,000	\$118.42	\$125.40	\$9.50
Regional Parcel Taxes	\$31.34	\$39.94	8.60
Current Year Cost at \$100,000	\$149.76	\$165.34	\$18.10
Dollar Change Year over Year	\$2.95	\$15.58	

Local Service Area Rates		
Errington Fire	0.730	0.824
Coombs-Hilliers Fire	0.825	0.871
Dashwood Fire	0.937	1.025
French Creek Fire	0.466	0.460
Hwy. # 4 Streetlighting (Area F)	0.002	0.002
Meadowood Fire	\$303	\$303

Average Residential Value*	\$438,460	\$438,460	
Property tax based on Average Residential Value	\$551	\$590	\$39

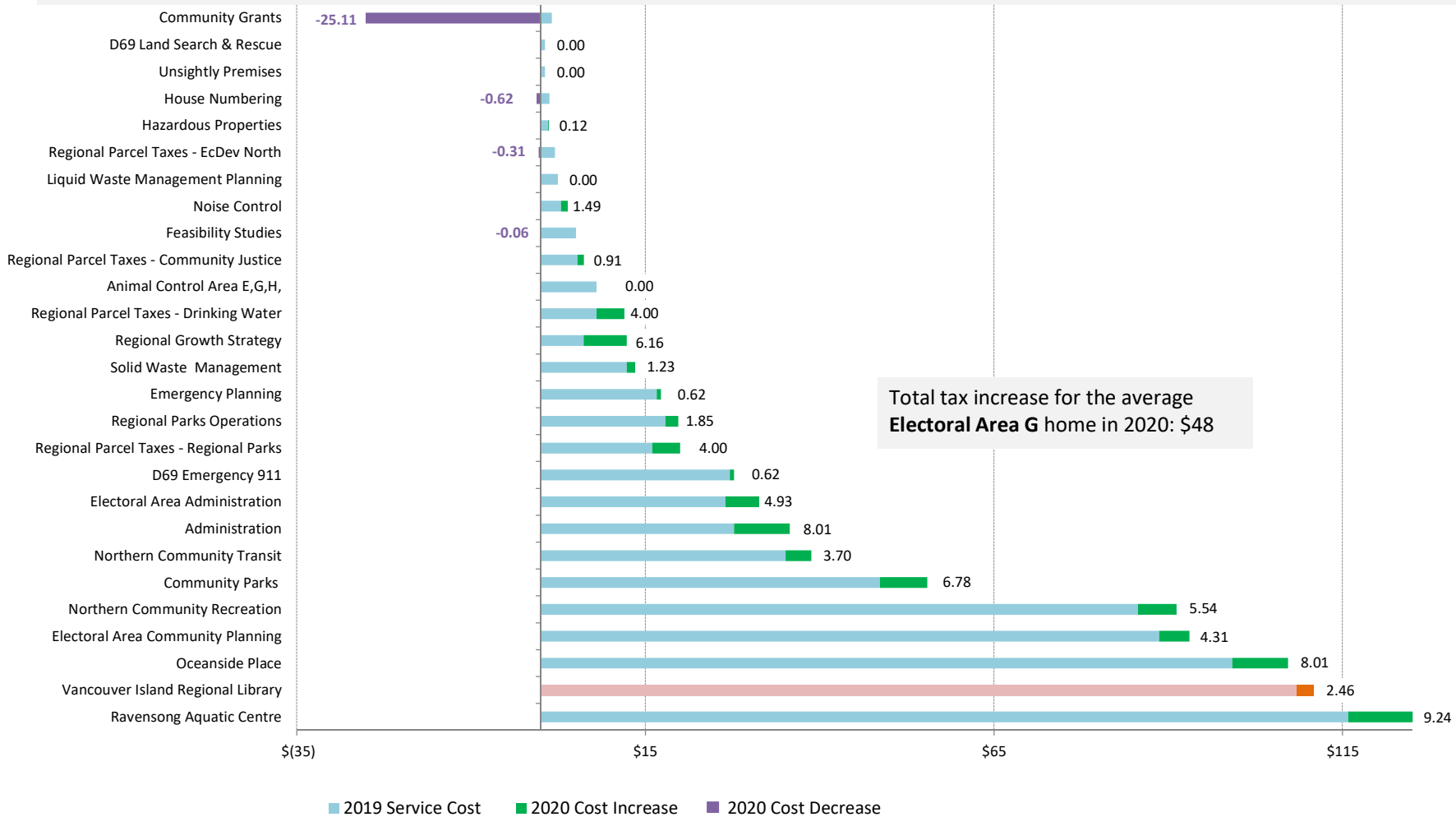
* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional District's to use.

* Average Residential value is based on the BC Assessment 2019 Completed Roll and will vary when the 2020 Completed Roll is released.

REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area G Average Home Tax Change

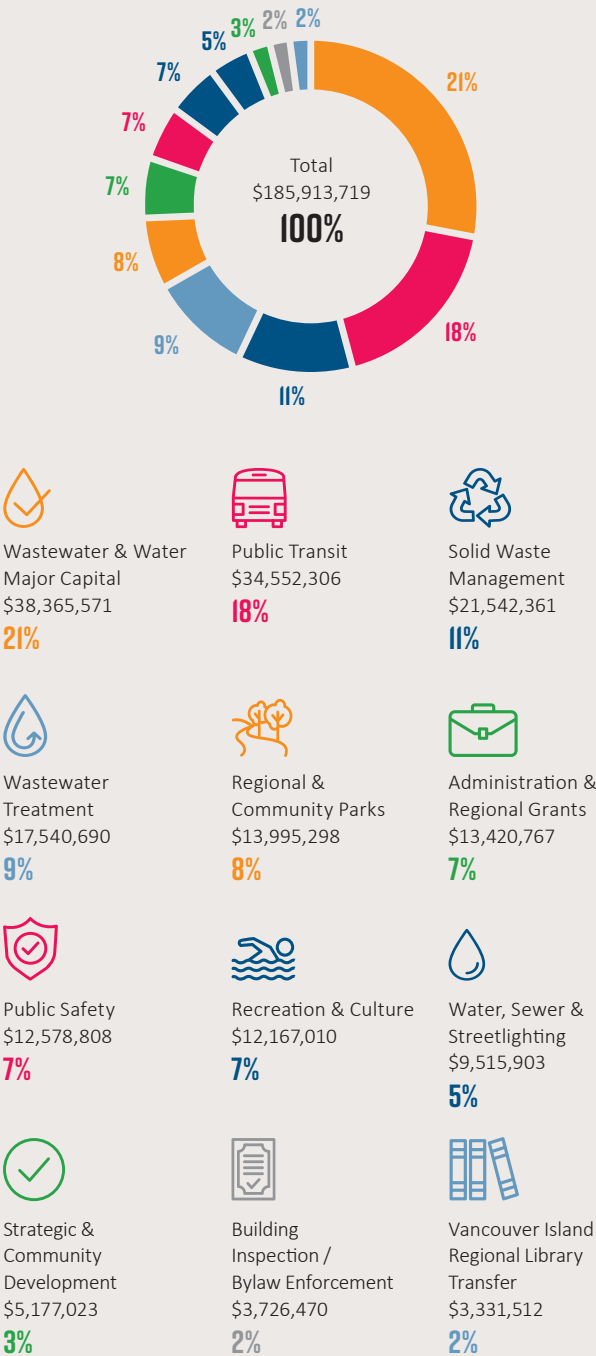
2020 Total Cost for the average **Electoral Area G** Home (\$616,063) = \$819



WHERE DOES THE MONEY COME FROM?



WHERE DOES THE MONEY GO?



EXPENDITURES FOR 2020

THESE ARE THE RDN'S LARGEST CAPITAL INVESTMENTS IN THE COMING YEAR:

	Wastewater Treatment	\$37,260,526
	Parks & Recreation	\$8,698,269
	Transit	\$5,504,790
	Fire Departments	\$5,325,440
	Water Services	\$2,365,695
	Solid Waste/Regional Landfill	\$2,330,509
	Corporate Services	\$1,836,200

THE RDN IS ALSO WORKING ON OTHER MAJOR PROJECTS THAT MAY IMPACT YOUR AREA. THESE INCLUDE:

- Transit Service Expansion – 7,600 hours
- Automated Curbside Collection
- Sea Level Rise Adaptation Program
- Floodplain Mapping Data Review
- Social Needs Assessment Study
- Ravensong Pool Expansion Planning
- Electronic Data Management
- Oceanside Recreation Services Expansion
- Fire Services Delivery Model Review
- Regional Economic Development Service Review
- Organizational First Nation Engagement Strategy
- Drinking Water and Watershed Protection Renewed Master Plan
- Emergency Support Services Modernization

Electoral Area G
2020 PROPOSED
REGIONAL BUDGET

	2020	2019
Area G contribution to RDN General Services property taxes total	\$3,264,621	\$3,023,714
Estimated RDN General Services tax rate per \$100,000 of assessment	\$126.40	\$120.02
Average residential dwelling assessment value*	\$616,063	\$616,063
Average Area G General Services property tax amount **	\$818.64	\$770.74
Change from prior year	6.2%	

HOW THE FUNDS ARE SPENT IN YOUR AREA

	Community & Regional Recreation	40%
	Community & Regional Development	15%
	Vancouver Island Regional Library	13%
	Community & Regional Parks	11%
	Public Safety & Emergency Services	8%
	Administration, Regional Grant Services	6%
	Transit Services	5%
	Solid Waste Management	2%

NOTES: You may also have specific local taxes included on your tax notice for services such as your fire department. Local services taxes are applied on an assessment basis only to properties in the specific area.

* Average residential values are based on BC Assessment 2019 Completed Roll Values and may vary as a result of revisions to the roll.

** Includes Parcel Taxes of \$39.94 (2019: \$31.34) which are levied at the same amount for each property in the specified service area.

For more information visit
www.getinvolved.rdn.ca or call RDN Finance
toll-free: 1-877-607-4111 or 250-390-4111

Get Involved RDN!

REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA G

	Elect Area G Final 2019	Elect Area G Proposed 2020	Changed Service Level
Administration	107,994	142,066	17,729
Community Grants	6,335	-94,045	
Electoral Areas Administration	104,950	125,443	
D69 Community Justice	19,969	23,547	
Electoral Area Community Planning	348,542	372,418	
Regional Growth Strategy	23,194	48,267	22,454
House Numbering	3,651	3,684	
Northern Community Economic Development	7,719	6,618	
Hazardous Properties	4,186	4,653	
Unsanitary Premises	2,273	2,640	
Northern Community Transit	138,717	156,182	
Solid Waste Management	47,925	54,155	5,265
Animal Control Area E, G, H	30,469	32,214	
Regional Parks - Operations	69,753	78,179	
Regional Parks - Acquisitions & Capital	60,400	76,000	15,200
Community Parks	191,785	220,936	
Northern Community Recreation	337,440	365,971	57,873
Oceanside Place	390,308	429,228	61,207
Ravensong Aquatic Centre	455,794	501,374	55,758
Liquid Waste Management Planning	8,871	9,048	
Drinking Water/Watershed Protection	30,200	45,600	15,200
D69 Land Search & Rescue	1,642	1,682	
D69 Emergency 911	107,813	110,006	2,193
Emergency Planning	65,851	68,485	5,023
Noise Control	11,439	17,562	
Feasibility Studies	20,000	20,000	
Regional District General Services Requisition	\$2,597,220	\$2,821,913	\$257,902
Vancouver Island Regional Library	426,494	442,708	16,214
Total Requisition	\$3,023,714	\$3,264,621	\$274,116

LOCAL SERVICE AREAS		
Errington Fire	657,541	742,928
Parksville Local Fire	142,785	146,103
Nanoose Bay Fire	888,087	932,491
Dashwood Fire	732,207	812,750
French Creek Fire	698,963	699,827
Rural Areas Streetlighting	19,910	20,308
Fr. Creek Village Streetlighting	15,125	10,276
Highway Intersections Streetlighting	2,159	2,915
Morningstar Streetlighting	18,045	19,489
Sandpiper Streetlighting	15,487	16,416
Englishman River Community Streetlighting	7,090	7,374
Englishman River Stormwater	5,320	5,426

REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
ELECTORAL AREA G HISTORY OF MEMBER PARTICIPATION

	Elect Area G	Elect Area G	Changed Service Level
	Final 2019	Proposed 2020	
Administration	0.045	0.058	0.007
Community Grants	0.003	-0.038	
Electoral Area Administration	0.043	0.051	
Electoral Area Community Planning	0.144	0.151	
Regional Growth Strategy	0.010	0.020	0.009
House Numbering	0.002	0.001	
Hazardous Properties	0.002	0.002	
Unsightly Premises	0.001	0.001	
Northern Community Transit	0.057	0.063	
Solid Waste Management	0.020	0.022	0.002
Animal Control Area E,G,H,	0.013	0.013	
Noise Control	0.005	0.007	
Regional Parks Operations	0.029	0.032	
Community Parks	0.079	0.090	
Northern Community Recreation	0.139	0.148	0.024
Oceanside Place	0.161	0.174	0.025
Ravensong Aquatic Centre	0.188	0.203	0.023
Liquid Waste Management Planning	0.004	0.004	
D69 Land Search & Rescue	0.001	0.001	
D69 Emergency 911	0.044	0.045	0.001
Emergency Planning	0.027	0.028	0.002
Feasibility Studies	0.008	0.008	
Regional District General Services Rate	1.024	1.084	0.093
Vancouver Island Regional Library	0.176	0.180	0.004
General Services Tax Rate	1.200	1.264	0.097
General Services Cost per \$100,000	\$120.02	\$126.40	\$9.70
Regional Parcel Taxes	\$31.34	\$39.94	8.60
Current Year Cost at \$100,000	\$151.36	\$166.34	\$18.30
Dollar Change Year over Year	\$2.55	\$14.97	

Local Service Area Rates		
Errington Fire	0.730	0.824
Parksville Local Fire	0.386	0.390
Dashwood Fire	0.937	1.025
French Creek Fire	0.466	0.460
Rural Areas Streetlighting	0.054	0.054
Fr. Creek Village Streetlighting	0.168	0.112
Highway Intersection Streetlights (French Creek)	0.002	0.002
Morningstar Streetlighting	0.054	0.057
Sandpiper Streetlighting	0.082	0.085
Englishman River Community Streetlighting	0.040	0.041

Average Residential Value*	\$616,063	\$616,063	
Property tax based on Average Residential Value	\$771	\$819	\$48

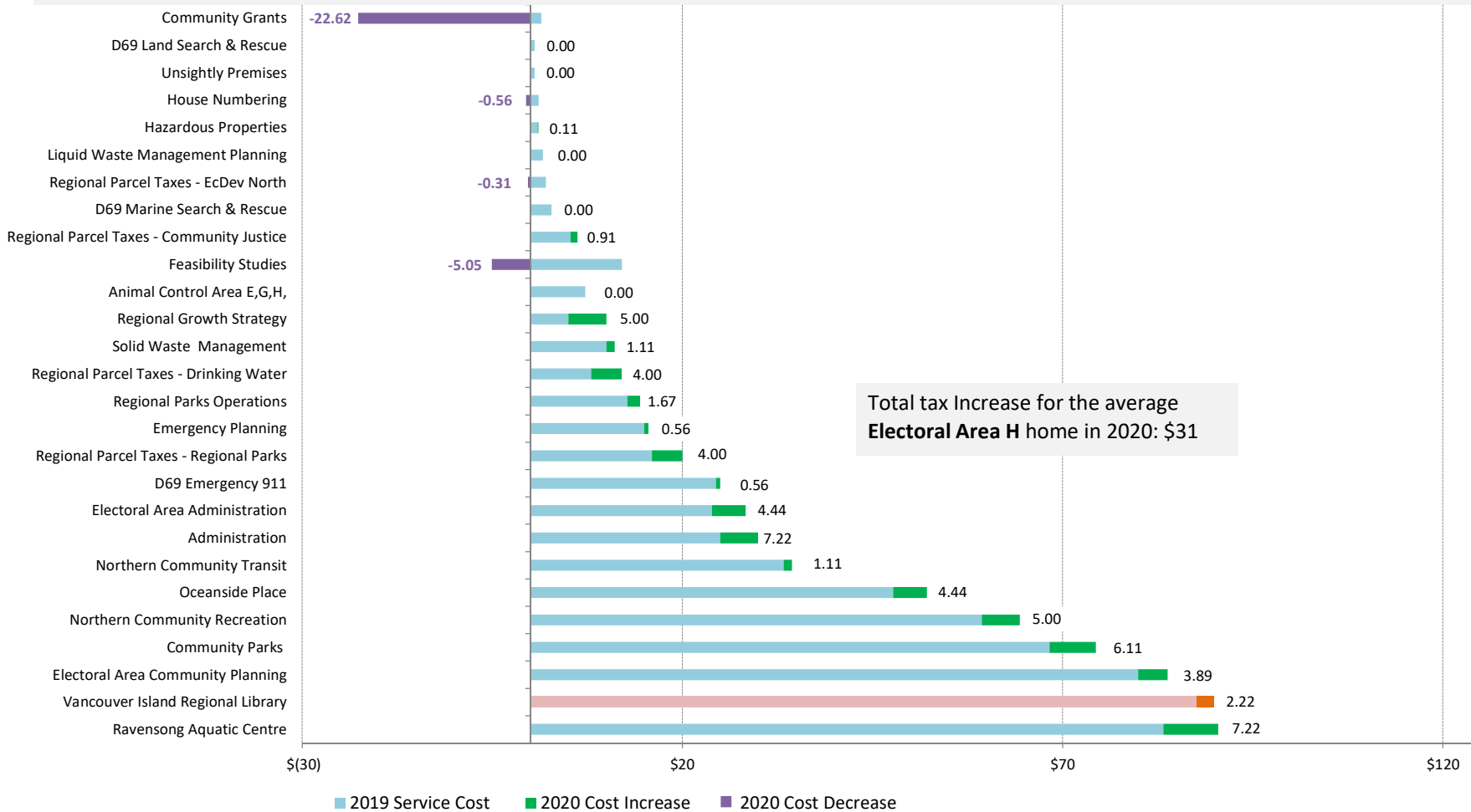
* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional District's to use.

* Average Residential value is based on the BC Assessment 2019 Completed Roll and will vary when the 2020 Completed Roll is released.

REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area H Average Home Tax Change

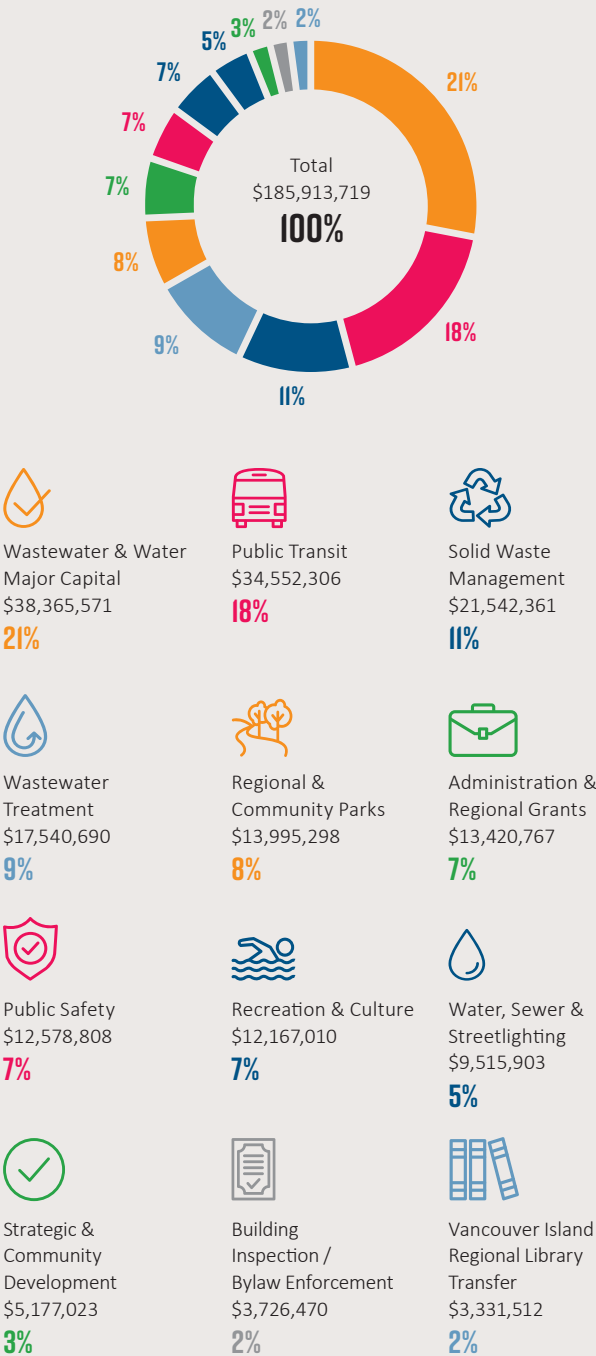
2020 Total Cost for the average Electoral Area H Home (\$555,014) = \$666



WHERE DOES THE MONEY COME FROM?



WHERE DOES THE MONEY GO?



EXPENDITURES FOR 2020

THESE ARE THE RDN'S LARGEST CAPITAL INVESTMENTS IN THE COMING YEAR:

	Wastewater Treatment	\$37,260,526
	Parks & Recreation	\$8,698,269
	Transit	\$5,504,790
	Fire Departments	\$5,325,440
	Water Services	\$2,365,695
	Solid Waste/Regional Landfill	\$2,330,509
	Corporate Services	\$1,836,200

THE RDN IS ALSO WORKING ON OTHER MAJOR PROJECTS THAT MAY IMPACT YOUR AREA. THESE INCLUDE:

- Transit Service Expansion – 7,600 hours
- Automated Curbside Collection
- Sea Level Rise Adaptation Program
- Floodplain Mapping Data Review
- Social Needs Assessment Study
- Ravensong Pool Expansion Planning
- Electronic Data Management
- Oceanside Recreation Services Expansion
- Fire Services Delivery Model Review
- Regional Economic Development Service Review
- Organizational First Nation Engagement Strategy
- Drinking Water and Watershed Protection Renewed Master Plan
- Emergency Support Services Modernization

Electoral Area H
2020 PROPOSED
REGIONAL BUDGET

	2020	2019
Area H contribution to RDN General Services property taxes total	\$1,891,922	\$1,781,757
Estimated RDN General Services tax rate per \$100,000 of assessment	\$112.83	\$108.80
Average residential dwelling assessment value*	\$555,014	\$555,014
Average Area H General Services property tax amount **	\$666.16	\$635.20
Change from prior year	4.9%	

HOW THE FUNDS ARE SPENT IN YOUR AREA

	Community & Regional Recreation	31%
	Community & Regional Development	16%
	Community & Regional Parks	16%
	Vancouver Island Regional Library	14%
	Public Safety & Emergency Services	9%
	Administration, Regional Grant Services	7%
	Transit Services	5%
	Solid Waste Management	2%

NOTES: You may also have specific local taxes included on your tax notice for services such as your fire department. Local services taxes are applied on an assessment basis only to properties in the specific area.

* Average residential values are based on BC Assessment 2019 Completed Roll Values and may vary as a result of revisions to the roll.

** Includes Parcel Taxes of \$39.94 (2019: \$31.34) which are levied at the same amount for each property in the specified service area.

For more information visit
www.getinvolved.rdn.ca or call RDN Finance
toll-free: 1-877-607-4111 or 250-390-4111

Get Involved RDN!

REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA H

	Elect Area H Final 2019	Elect Area H Proposed 2020	Changed Service Level
Administration	69,634	91,605	11,430
Community Grants	4,085	-60,638	
Electoral Areas Administration	67,672	80,885	
D69 Community Justice	13,357	15,727	
Electoral Area Community Planning	224,740	240,136	
Regional Growth Strategy	13,560	28,215	13,123
House Numbering	2,352	2,377	
Northern Community Economic Development	5,163	4,420	
Hazardous Properties	2,699	3,000	
Unsanitary Premises	1,465	1,702	
Northern Community Transit	93,945	97,912	
Solid Waste Management	28,010	31,649	3,075
Animal Control Area E,G,H,	19,646	20,772	
Regional Parks - Operations	36,246	40,621	
Regional Parks - Acquisitions & Capital	40,400	50,760	10,152
Community Parks	192,153	213,294	
Northern Community Recreation	168,310	184,793	35,404
Oceanside Place	135,403	148,904	21,233
Ravensong Aquatic Centre	235,655	259,220	28,827
Liquid Waste Management Planning	5,184	5,290	
Drinking Water/Watershed Protection	20,200	30,456	10,152
D69 Marine Search & Rescue	7,600	8,000	
D69 Land Search & Rescue	853	874	
D69 Emergency 911	69,517	70,933	1,416
Emergency Planning	42,461	44,160	3,241
Feasibility Studies	34,000	20,000	
Regional District General Services Requisition	\$1,534,310	\$1,635,067	\$138,053
Vancouver Island Regional Library	247,447	256,855	9,408
Total Requisition	\$1,781,757	\$1,891,922	\$147,461

LOCAL SERVICE AREAS		
Dashwood Fire	732,207	812,750
Bow Horn Bay Fire	407,798	468,968

REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
ELECTORAL AREA H HISTORY OF MEMBER PARTICIPATION

	Elect Area H	Elect Area H	Changed Service Level
	Final 2019	Proposed 2020	
Administration	0.045	0.058	0.007
Community Grants	0.003	-0.038	
Electoral Area Administration	0.043	0.051	
Electoral Area Community Planning	0.144	0.151	
Regional Growth Strategy	0.009	0.018	0.008
House Numbering	0.002	0.001	
Hazardous Properties	0.002	0.002	
Unsightly Premises	0.001	0.001	
Northern Community Transit	0.060	0.062	
Solid Waste Management	0.018	0.020	0.002
Animal Control Area E,G,H,	0.013	0.013	
Regional Parks Operations	0.023	0.026	
Community Parks	0.123	0.134	
Northern Community Recreation	0.107	0.116	0.023
Oceanside Place	0.086	0.094	0.013
Ravensong Aquatic Centre	0.150	0.163	0.018
Liquid Waste Management Planning	0.003	0.003	
D69 Marine Search & Rescue	0.005	0.005	
D69 Land Search & Rescue	0.001	0.001	
D69 Emergency 911	0.044	0.045	0.001
Emergency Planning	0.027	0.028	0.002
Feasibility Studies	0.022	0.013	
Regional District General Services Rate	0.930	0.966	0.074
Vancouver Island Regional Library	0.158	0.162	0.004
General Services Tax Rate	1.088	1.128	0.078
General Services Cost per \$100,000	\$108.80	\$112.83	\$7.80
Regional Parcel Taxes	\$31.34	\$39.94	8.60
Current Year Cost at \$100,000	\$140.14	\$152.77	\$16.40
Dollar Change Year over Year	\$3.03	\$12.63	

Local Service Area Rates		
Dashwood Fire	0.937	1.025
Bow Horn Bay Fire	0.614	0.697

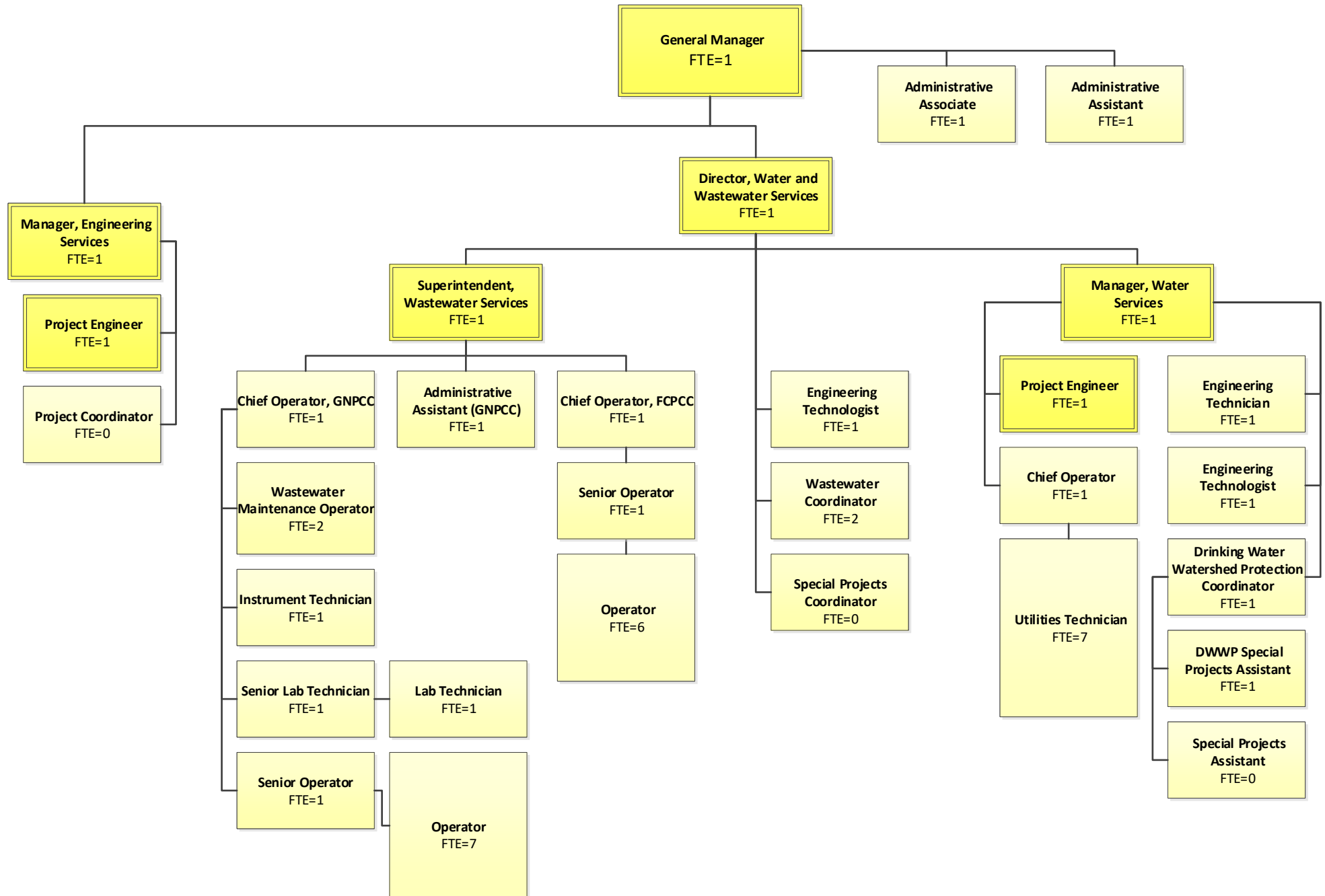
Average Residential Value*	\$555,014	\$555,014	
Property tax based on Average Residential Value	\$635	\$666	\$31

* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional District's to use.

* Average Residential value is based on the BC Assessment 2019 Completed Roll and will vary when the 2020 Completed Roll is released.

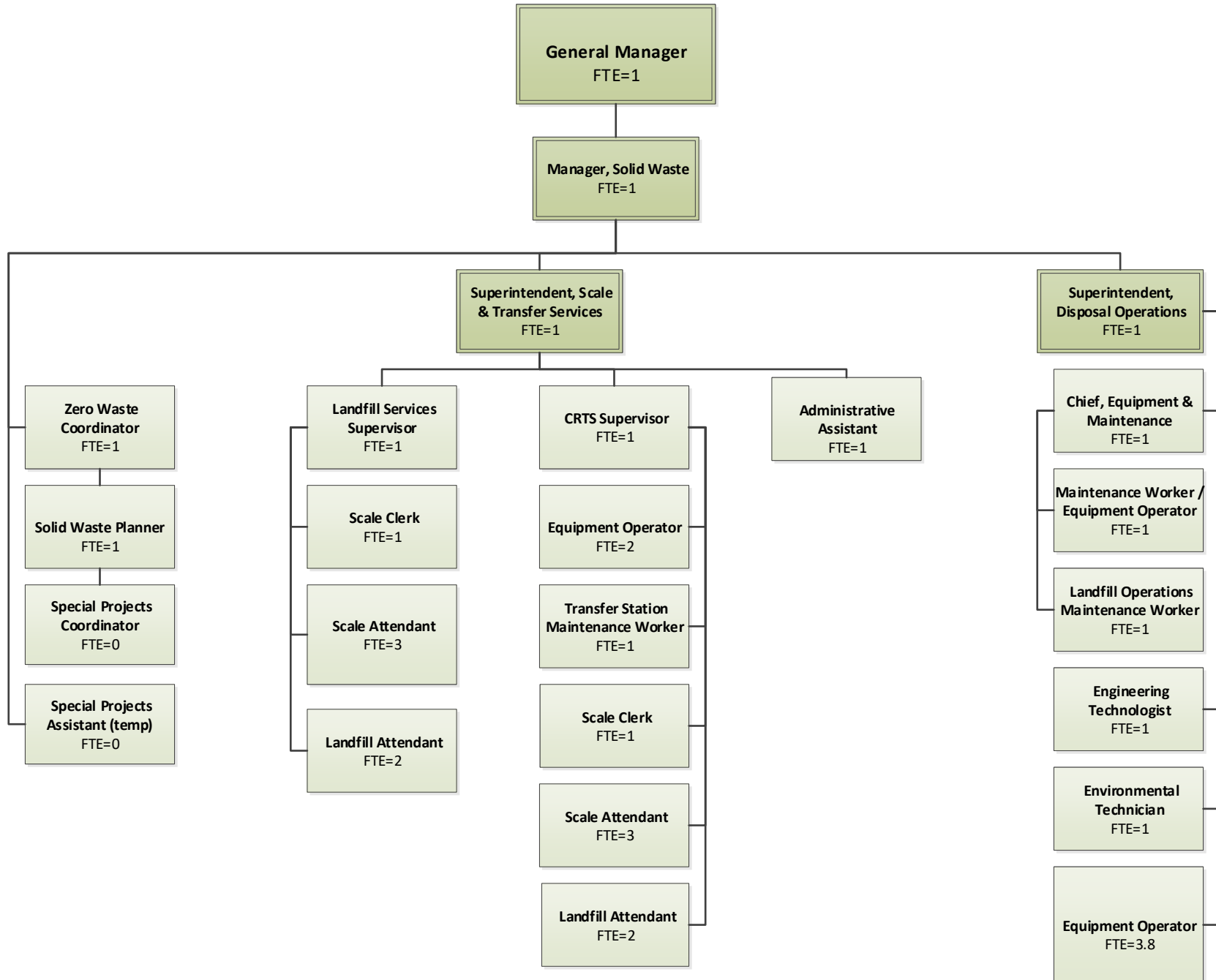
REGIONAL AND COMMUNITY UTILITIES

Updated: September 17, 2019



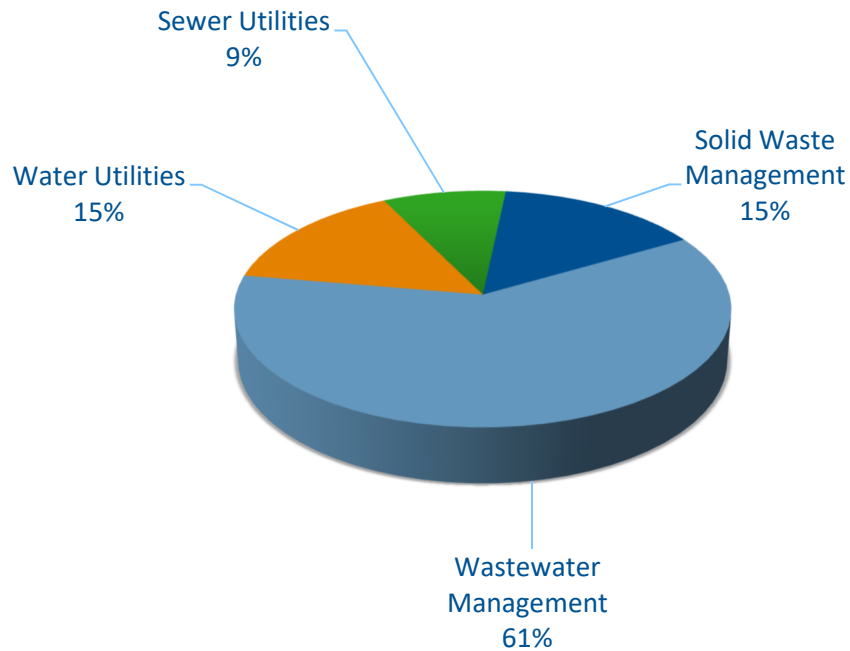
SOLID WASTE

September 17, 2019



DEPARTMENTAL HIGHLIGHTS

Regional & Community Utilities



Regional & Community Utilities	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	Percentage of total Net Cost
Wastewater Management	53,540,564	36,663,747	16,876,817	61%
Water Utilities	7,785,672	3,587,222	4,198,450	15%
Sewer Utilities	3,981,542	1,665,216	2,316,326	9%
Streetlighting	114,384	4,736	109,648	0%
Solid Waste Management	21,542,361	17,475,416	4,066,945	15%
	86,964,523	59,396,337	27,568,186	100%

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2020**

AREA	REGIONAL AND COMMUNITY UTILITIES		
SERVICE	LIQUID WASTE MANAGEMENT PLANNING		
CURRENT SERVICE LEVEL WITH EXISTING RESOURCES	<p>The Liquid Waste Management Plan (LWMP), along with the Permits and Operational Certificates issued by the province, provide the RDN’s authorization to discharge treated municipal wastewater effluent. Our LWMP lets our communities shape how we finance and upgrade infrastructure (i.e. secondary-level wastewater treatment). It also defines how the region will recover resources from waste, reduce pollution, manage odours, reduce the volume of flow entering wastewater infrastructure, and manage rainwater. The LWMP serves all RDN municipalities and electoral areas.</p> <p>The LWMP is embedded with quantitative and qualitative commitments. Some of the quantitative commitments (i.e. infrastructure upgrades) are linked to other business plans. The LWMP function supports these commitments by providing our communities with meaningful communication on the relevant projects that serve them. A function of the LWMP is also to maintain and enhance partnerships with other departments and organizations.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE 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 2020 PERFORMANCE OBJECTIVES
<ol style="list-style-type: none"> 1. Coordinate two or more LWMP Monitoring Committee meetings to oversee and guide LWMP implementation. 2. Prepare the LWMP Annual Report to document LWMP implantation. 3. Complete a 5 year audit of the LWMP. 4. Coordinate two Wastewater and Water Collaborative (W3C) meetings between the RDN and member municipalities to implement LWMP commitments related to source control and pollution prevention; water conservation and volume reduction; inflow and infiltration; rainwater management and watershed protection; climate change; and public education. 5. Offer four SepticSmart workshops. 6. Continue delivering the Septic Maintenance Rebate Program. Offer \$50,000 in Septic Maintenance Rebates to improve the performance of regional onsite systems. 7. Support the Drinking Water and Watershed Initiatives that are linked to the LWMP (i.e. rainwater management). 8. Provide community members with informative updates through web and print, on programs and projects that serve them (e.g. SepticSmart, rebates changes to sewer services and treatment plant upgrades).

FINANCIAL PLAN
Liquid Waste Management Planning
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(132,690)	(176,920)	(180,458)	2.0%
	(132,690)	(176,920)	(180,458)	2.0%
Grants in lieu of taxes	(460)			
Operating grants		(10,000)	(10,000)	
Operations	(60,684)	(62,000)	(65,000)	
Total Operating Revenues	(193,834)	(248,920)	(255,458)	2.6%
Operating Expenditures				
Administration	19,361	26,747	28,759	
Professional fees	18,737	45,833	14,458	
Vehicle & Equip- oper & maint	225	293	293	
Operating costs	6,956	14,256	14,215	
Program costs	51,424	68,935	76,935	
Total Operating Expenditures (excluding wages)	96,703	156,064	134,660	(13.7%)
Wages & benefits	114,297	153,466	146,127	(4.8%)
Total Operating Expenditures (including wages)	211,000	309,530	280,787	(9.3%)
Contribution to reserve funds	154	205	111,428	
Operating (surplus) / deficit	17,320	60,815	136,757	
Capital Asset Expenditures				
Capital expenditures	123		150	
Net Capital Assets funded from Operations	123		150	
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	17,443	60,815	136,907	
Transfer from appropriated surplus	(2,833)	(2,833)		(100.0%)
Prior year (surplus) / deficit	(204,549)	(204,549)	(136,907)	
Current year unappropriated surplus	(189,939)	(146,567)		

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2020**

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, District of Lantzville and Snuneymuxw First Nation. 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 99,278 persons.</p> <p>The plant processes the following annual quantities (2018):</p> <table><tr><td>Wastewater</td><td>10,930,000 m³</td></tr><tr><td>Septage & Pump and Haul</td><td>9,278 m³</td></tr><tr><td>Treat and reuse biosolids</td><td>3,658 metric tonnes</td></tr></table>			Wastewater	10,930,000 m³	Septage & Pump and Haul	9,278 m³	Treat and reuse biosolids	3,658 metric tonnes
Wastewater	10,930,000 m³								
Septage & Pump and Haul	9,278 m³								
Treat and reuse biosolids	3,658 metric tonnes								
PERFORMANCE INDICATORS									
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES						
Effluent Quality	<p>Ministry permit levels BOD 130 mg/l, TSS 130 mg/l.</p> <p>Current average annual level BOD 104 mg/l, TSS 66 mg/l.</p>	<p>2019 = 99.2% of samples met permit levels (to Sept 13)</p> <p>2018 = 99.6% of samples met permit levels</p> <p>2017 = 99.0% of samples met permit levels</p>	100% of samples meet permit levels						
Equipment Reliability	Unplanned emergency maintenance hours	<p>2019 = 730 call out hours estimated (498 to Sept 12)</p> <p>2018 = 422.8 call out hours</p> <p>2017 = 427 call out hours</p>	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	<p>2019 = 3 odour complaints (to Sept 13)</p> <p>2018 = 6 odour complaints</p> <p>2017 = 11 odour complaints</p>	Maintain current performance levels during secondary treatment upgrade						
Biogas Utilized	75% biogas utilization – when secondary project is completed	<p>2019 = 44.2% gas utilized (to Sept 13)</p> <p>2018 = 29.6 % gas utilized</p> <p>2017 = 39.6% gas utilized</p> <p>The remainder is wasted (flared)</p>	Maintain current performance levels during secondary treatment upgrade (sufficient energy to power up to 225 homes)						

KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES	
1.	Expand capacity and provide secondary treatment at GNPCC 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.
3.	Continue developing Preventative Maintenance Plan to monitor equipment failure and repair costs and prioritize asset replacement – CCTV inspection program and Wellington Northshore manhole repair program.
4.	Operate cogeneration facility to utilize 75% of the biogas produced from the site– 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
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(6,665,657)	(8,887,543)	(9,331,920)	5.0%
	(6,665,657)	(8,887,543)	(9,331,920)	5.0%
Grants in lieu of taxes	(38,753)			
Operations	(463,519)	(453,800)	(455,000)	
Transfer from reserve - non capital			(520,481)	
Interdepartmental recoveries	(82,081)	(60,423)	(121,260)	
Total Operating Revenues	(7,250,010)	(9,401,766)	(10,428,661)	10.9%
Operating Expenditures				
Administration	314,029	432,663	536,492	
Professional fees	150,240	189,458	295,890	
Building oper & maint	471,697	676,354	1,132,783	
Vehicle & Equip- oper & maint	368,440	516,058	510,555	
Operating costs	991,210	1,376,585	1,600,456	
Total Operating Expenditures (excluding wages)	2,295,616	3,191,118	4,076,176	27.7%
Wages & benefits	1,454,384	1,852,851	2,169,001	17.1%
Total Operating Expenditures (including wages)	3,750,000	5,043,969	6,245,177	23.8%
Contribution to reserve funds	3,300,431	3,300,575	1,727,012	
Operating (surplus) / deficit	(199,579)	(1,057,222)	(2,456,472)	
Capital Asset Expenditures				
Capital expenditures	18,717,485	36,356,630	12,344,194	
Transfers from reserves	(661,066)	(11,552,915)	(3,652,773)	
Grants and other		(1,006,785)	(1,341,484)	
New borrowing	(17,903,469)	(23,380,000)	(6,996,987)	
Net Capital Assets funded from Operations	152,950	416,930	352,950	(15.3%)
Capital Financing Charges				
Existing debt (principal)	558,236	744,314	1,302,550	
Existing debt (interest)	446,071	877,500	1,138,500	
New Debt (principal & interest)		233,800	69,970	
Total Capital Financing Charges	1,004,307	1,855,614	2,511,020	35.3%
Accumulated Surplus				
Net (surplus)/deficit for the year	957,678	1,215,322	407,498	
Transfer from appropriated surplus	(134,051)	(134,051)	(152,000)	13.4%
Prior year (surplus) / deficit	(1,182,389)	(1,182,389)	(255,499)	
Current year unappropriated surplus	(358,762)	(101,118)	(1)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2020**

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 27,941 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 (2018):</p> <table><tr><td>Wastewater</td><td>3,779,924 m³</td></tr><tr><td>Septage & Pump and Haul</td><td>9,870 m³</td></tr><tr><td>Treat and reuse of biosolids</td><td>1,287 metric tonnes</td></tr></table>			Wastewater	3,779,924 m³	Septage & Pump and Haul	9,870 m³	Treat and reuse of biosolids	1,287 metric tonnes
Wastewater	3,779,924 m³								
Septage & Pump and Haul	9,870 m³								
Treat and reuse of biosolids	1,287 metric tonnes								
PERFORMANCE INDICATORS									
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES						
Effluent Quality	<p>Ministry permit level BOD 45 mg/l, TSS 60 mg/l.</p> <p>Current average annual level BOD 12.7 mg/l, TSS 12.0 mg/l.</p>	<p>2019 = 100% of samples to date met permit levels (to Sept 13).</p> <p>2018 = 99.5 % of samples met permit limits (maintenance impacted effluent quality for 3 days).</p> <p>2017 = 97.0% of samples met permit limits (maintenance project on secondary treatment system impacted effluent quality this year)</p>	100% of samples meet permit levels						
Equipment Reliability	Unplanned emergency maintenance hours	<p>2019 = est. 507 call out hours (345.6 hours to Sept 12)</p> <p>2018 = 408.2 call out hours</p> <p>2017 = 337 call out hours</p>	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	<p>2019 = 32 odour complaints (to Sept 13)</p> <p>2018 = 61 odour complaints</p> <p>2017 = 39 odour complaints</p>	No odour complaints						

KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES
<ol style="list-style-type: none"> 1. Expand treatment plant capacity at FCPCC - \$1M, 2018, \$1M, 2019 and 2020-21, \$30M will provide treatment plant capacity to this services area to 2040 2. Expand Bay Avenue pump station - \$2.3 M 2019 and \$1.2 M in 2020 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 \$188K 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
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(3,906,750)	(5,209,000)	(5,261,090)	1.0%
	(3,906,750)	(5,209,000)	(5,261,090)	1.0%
Grants in lieu of taxes	(9,826)	(5,470)	(5,470)	
Operations	(311,636)	(346,550)	(372,300)	
Total Operating Revenues	(4,228,212)	(5,561,020)	(5,638,860)	1.4%
Operating Expenditures				
Administration	182,662	242,722	277,534	
Professional fees	72,746	89,717	134,304	
Building oper & maint	260,321	380,975	413,482	
Vehicle & Equip- oper & maint	180,188	379,256	366,785	
Operating costs	469,048	708,209	628,961	
Total Operating Expenditures (excluding wages)	1,164,965	1,800,879	1,821,066	1.1%
Wages & benefits	839,265	1,149,608	1,254,831	9.2%
Total Operating Expenditures (including wages)	2,004,230	2,950,487	3,075,897	4.3%
Contribution to reserve funds	2,842,951	2,843,059	3,128,268	
Operating (surplus) / deficit	618,969	232,526	565,305	
Capital Asset Expenditures				
Capital expenditures	831,759	4,379,769	23,634,379	
Transfers from reserves	(771,400)	(4,009,625)	(18,288,654)	
New borrowing			(4,750,000)	
Net Capital Assets funded from Operations	60,359	370,144	595,725	60.9%
Capital Financing Charges				
New Debt (principal & interest)			47,500	
Total Capital Financing Charges			47,500	
Accumulated Surplus				
Net (surplus)/deficit for the year	679,328	602,670	1,208,530	
Transfer from appropriated surplus	(164,530)	(164,530)	(50,000)	(69.6%)
Prior year (surplus) / deficit	(1,371,255)	(1,368,255)	(1,158,530)	
Current year unappropriated surplus	(856,457)	(930,115)		

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN - 2020**

AREA	REGIONAL AND COMMUNITY UTILITIES		
SERVICE	WASTEWATER MANAGEMENT – DUKE POINT		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	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		
	The plant processes the following annual quantities (2018):		
	Wastewater	53,546 m³ (Average daily flow 146 m³)	
Sludge	704 m³		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Effluent Quality	Ministry Permit Levels BOD 30mg/l, TSS 30 mg/l. Current average annual level BOD 2.9 mg/l, TSS 4.0 mg/l.	2019 = 100% of samples met permit levels (to Sept 13) 2018 = 100 % of samples met permit levels 2017 = 100% of samples met permit levels	100% of samples meet permit levels
Equipment Reliability	Unplanned emergency maintenance hours	2019= 2.9 est. call out hours (2.0 call out hours to Sept 12) 2018 = 56.7 call out hours 2017 = 29 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	2019 = 0 odour complaints to date 2018 = 0 odour complaints 2017 = 0 odour complaints	No odour complaints

KEY ACTIONS TO ACHIEVE 2020 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. 2. Continue developing Preventative Maintenance Plan to monitor equipment failure and repair costs and prioritize asset replacement 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.

**FINANCIAL PLAN
Wastewater Duke Point
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(185,838)	(247,784)	(270,085)	9.0%
	(185,838)	(247,784)	(270,085)	9.0%
Operations	(845)			
Utility user fees	(10,746)	(12,000)	(12,000)	
Interdepartmental recoveries	(25,992)	(42,656)	(72,338)	
Total Operating Revenues	(223,421)	(302,440)	(354,423)	17.2%
Operating Expenditures				
Administration	17,522	25,024	32,962	
Professional fees	11,810	33,400	18,520	
Building oper & maint	10,738	17,500	17,920	
Vehicle & Equip- oper & maint	16,451	31,110	30,092	
Operating costs	78,274	79,783	113,133	
Total Operating Expenditures (excluding wages)	134,795	186,817	212,627	13.8%
Wages & benefits	89,459	120,225	129,174	7.4%
Total Operating Expenditures (including wages)	224,254	307,042	341,801	11.3%
Contribution to reserve funds	50,049	50,065	71,798	
Operating (surplus) / deficit	50,882	54,667	59,176	
Capital Asset Expenditures				
Capital expenditures	4,636	4,180	21,153	
Net Capital Assets funded from Operations	4,636	4,180	21,153	406.1%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	55,518	58,847	80,329	
Transfer from appropriated surplus	(3,460)	(3,460)		(100.0%)
Prior year (surplus) / deficit	(146,934)	(146,934)	(80,330)	
Current year unappropriated surplus	(94,876)	(91,547)	(1)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2020**

AREA	REGIONAL AND COMMUNITY UTILITIES		
SERVICE	WASTEWATER MANAGEMENT – NANOOSE BAY (Fairwinds)		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	A primary treatment facility located in Fairwinds on the Nanoose Bay Peninsula. The plant currently serves a population of approximately 1,518. 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. The plant processes the following annual quantities (2018): Wastewater 78,427 m³ Sludge 990 m³		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Effluent Quality	Ministry permit levels BOD 100 mg/l, TSS 100 mg/l Current average annual level BOD 69.7 mg/l, TSS 39.5 mg/l	2019 = 99.2% of samples met permit levels (to Sept 13) 2018 = 99.5 % of samples met permit levels. 2017 = 100% of samples met permit levels	100% of samples meet permit levels
Equipment Reliability	Unplanned emergency maintenance hours	2019 = est. 56.3 call out hours (38.4 hours to Sept 12) 2018 = 45 call out hours 2017 = 37 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	2019 = 10 odour complaints (to Sept 13) 2018 = 6 odour complaints 2017 = 2 odour complaints	0 odour complaints

KEY ACTIONS TO ACHIEVE 2020 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. 3. Quantify maintenance and repair costs to determine the annual cost of maintaining “problem” assets versus replacement. 4. Work with WWS departmental staff and RDN Asset Management working group to implement program.

**FINANCIAL PLAN
Wastewater Nanoose
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(452,509)	(603,346)	(657,647)	9.0%
	(452,509)	(603,346)	(657,647)	9.0%
Operations	(718)			
Utility user fees	(35,461)	(30,000)	(37,464)	
Total Operating Revenues	(488,688)	(633,346)	(695,111)	9.8%
Operating Expenditures				
Administration	25,061	33,357	43,485	
Professional fees	7,122	8,300	11,540	
Building oper & maint	26,264	46,017	44,049	
Vehicle & Equip- oper & maint	58,807	51,713	61,984	
Operating costs	154,115	168,808	171,481	
Total Operating Expenditures (excluding wages)	271,369	308,195	332,539	7.9%
Wages & benefits	88,949	121,941	132,382	8.6%
Total Operating Expenditures (including wages)	360,318	430,136	464,921	8.1%
Contribution to reserve funds	350,060	350,080	298,575	
Operating (surplus) / deficit	221,690	146,870	68,385	
Capital Asset Expenditures				
Capital expenditures	26,637	376,180	1,123,722	
Transfers from reserves	(11,669)	(320,000)	(450,000)	
New borrowing			(500,000)	
Net Capital Assets funded from Operations	14,968	56,180	173,722	209.2%
Capital Financing Charges				
New Debt (principal & interest)			5,000	
Total Capital Financing Charges			5,000	
Accumulated Surplus				
Net (surplus)/deficit for the year	236,658	203,050	247,107	
Transfer from appropriated surplus	(40,000)	(40,000)		(100.0%)
Prior year (surplus) / deficit	(404,535)	(404,535)	(247,107)	
Current year unappropriated surplus	(207,877)	(241,485)		

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2019**

AREA	REGIONAL & COMMUNITY UTILITIES		
SERVICE	WATER SUPPLY, SANITARY SEWER COLLECTION, STORMWATER DETENTION, STREET LIGHTING		
CURRENT SERVICE LEVEL	<p>The Water Services Department operates 9 water service areas (~3,400 properties), 7 sanitary sewer collection service areas (~3300 properties), 2 storm-water detention functions, and 8 street lighting systems.</p> <p>The Water Services Department also provides development services support including Engineering and DWWP referral responses for zoning and development permit applications, and Design Stage Acceptance reviews for development driven infrastructure.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Water Quality	Meet Canadian Drinking Water Quality (CDWQ) standards and Vancouver Island Health Authority (VIHA) license requirements.	<p>All water systems except Whiskey Creek meet current CDWQ and VIHA requirements. The Whiskey Creek water system is non-compliant due to inadequate source protection or treatment as a surface water source. Work has been ongoing to address this issue for several years.</p> <p>In 2020, VIHA will establish new regulations on maximum acceptable manganese concentrations in drinking water that will make the French Creek water system non-compliant.</p>	<p>Obtain source approval for a new groundwater source in the Whiskey Creek Water Service Area.</p> <p>Complete the installation of a new pumphouse and transmission main to integrate the new source into the existing water system.</p> <p>Develop a strategy for the French Creek Water Service Area to be compliant with the new regulations on manganese concentration in drinking water.</p>
Water Usage/Conservation	Have a Water Conservation Plan in place and continue to reduce use of potable water for non-household purposes. Plan should acknowledge climate change effects.	Usage in 2018 was about 31% less than in 2004. This is close to the target set for 2018 of 35% in the 2013 Water Conservation Plan. A new 5 year Water Conservation Plan (2020-2025) for RDN Water Services is under development in the fourth quarter of 2019.	<p>Continue to support existing water conservation efforts through active participation in:</p> <ul style="list-style-type: none">the timely identification and resolution of excessive water use incidents; andthe implementation and monitoring of Watering Restriction Stages in the summer months. <p>Implement the RDN Water Service Areas Water Conservation Plan for 2020-2025, in partnership with the DWWP program.</p>

MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Water Supply Planning - Nanoose Bay Peninsula Water Service Area	Up-to-date plan in place and being executed to support full build-out of community plan.	<p>Current plan is based on joint venture with the City of Parksville, the “Englishman River Water Service” (ERWS). ERWS water treatment plant to be commissioned in fourth quarter of 2019 as planned. Related new Nanoose Bay Peninsula Water Pump Station commissioned in September 2019.</p> <p>Existing ERWS-based water supply plan beyond 2035 relying on Aquifer Storage and Recovery (ASR) is not fully developed or understood.</p>	Through the ERWS, clarify the status and usefulness of ASR in the long term ERWS water supply strategy.
Asset Management Plan Development and Implementation	Strategic Asset Management Plan in place to ensure cost-effective long-term viability of water, sewer, stormwater, and street lighting systems.	<p>Asset registry and very rudimentary asset management plan developed for Water Service Areas.</p> <p>Formal condition assessment on water systems will be complete in fourth quarter of 2019. This will provide necessary information and cost data required for formal Asset Management Plan development.</p> <p>Management training in formal asset management will be complete in fourth quarter of 2019.</p>	<p>Develop formal Asset Management Plans for all Water Service Areas. Use these plans to develop the 2021-2031 Financial Plan as part of 2021 budget planning.</p> <p>Asset Management Plans for sewer collection, stormwater detention, and streetlighting service areas will be prepared in 2021 for the 2022 budget planning cycle.</p>
Asset Renewal / Capital Expenditure Program	Complete all projects identified on yearly capital and special maintenance work plan.	Three significant projects delayed by partners or circumstances beyond staff control.	<p>Complete delayed 2019 projects.</p> <p>Ensure work plans for 2020 and beyond are attainable given the resources in place.</p> <p>Complete 2020 projects.</p>
Customer Service - External	<p>Zero unresolved service-related complaints.</p> <p>Positive feedback from residents in response to events or processes involving Water Services staff.</p> <p>Design Stage Approvals (DSA) completed on a schedule agreed upon by both parties.</p>	<p>No unresolved complaints at end of third quarter of 2019. Positive feedback received from residents on operations response to incidents and office staff response to requests for assistance.</p> <p>Schedule for review and approval is not always agreed upon currently. This is showing an improving trend.</p>	<p>Continued performance at this level.</p> <p>Implementation of a complaints tracking system to ensure timely follow-up and identify trends.</p> <p>Work towards establishing realistic schedule for approvals by both parties in advance.</p>

MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Customer Service - Internal	Planning referral response scope documented and response completed on an agreed upon schedule.	Monthly coordination meetings with planning group has been productive in helping the two groups understand what each other requires, and the ongoing communication is improving.	Continue to engage with planning group to ensure the scope of response required on each referral is understood. Provide training to planning group on the extents of RDN Utilities Services.

KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES
<ol style="list-style-type: none"> 1. Continue preventive maintenance and efficient operation of water, sewer, stormwater detention, and streetlighting systems in order to maintain services at current levels. (staff time) 2. Continue to provide Design Stage reviews for development driven water, sewer, and streetlighting infrastructure. (staff time) 3. Continue to provide referral support to the planning group and to work towards improved interface management between the two groups. (staff time) 4. Continue to develop Asset Management Plans for the water service areas for inclusion in the 2021 budget cycle. (staff time). 5. Implement Water Conservation Plan 2020-2025 recommendations. (staff time) 6. Work with residents to investigate water, sewer and street lighting service area expansions that compliment OCP and RGS objectives. The expansion to the San Pareil Water Service Area will go to petition in late 2019 for possible implementation in 2020. The amalgamation of several streetlight service areas in French Creek will be pursued in 2020 to allow for more efficient and responsive management of that service. Expansion of the Surfside Sewer Service Area along Surfside Drive will be investigated for addition to the 2021 work plan. (staff time). 7. Participate in the ERWS status update on the ASR program. (staff time) 8. Complete development of a ground water source for Whiskey Creek Water Service Area to meet VIHA requirements. With a well in place in late 2019, the pumphouse and transmission main will be completed in 2020. (~\$450,000) 9. Complete design and installation of first phase of Supervisory Control and Data Acquisition System (SCADA) upgrade in all Water Service Areas. (\$230,000) 10. Complete upgrade/replacement of Outrigger, Dolphin, and Dorcas Point watermain in Nanoose Bay. (~\$1,200,000 total, \$375,000 in 2020) 11. Complete the transfer of the land containing the Claudette Road Well in Nanoose Bay from Parks. (\$95,000) 12. Develop a plan for the French Creek water system to meet upcoming VIHA regulations on manganese in drinking water. 13. Design and construction of upgrades to the West Bay Pumphouse in the Nanoose Bay peninsula WSA (\$100,000). 14. Purchase of a Crawler Inspection Camera system for sewer main inspection. (\$100,000) 15. In-situ Replacement of Fairwinds #1 Well in Nanoose Bay Water Service Area. (\$180,000) 16. Replace the reservoir in the Melrose Terrace Water Service Area. (\$100,000) 17. Plan and begin construction of new Water/Utilities Operations Facility to replace the current leased facility. Complete construction in 2021. (\$600,000 in 2020, \$400,000 in 2021) 18. Complete other planned upgrades and maintenance to RDN water and utility systems in order to maintain services at current levels.

**FINANCIAL PLAN
Water - Surfside
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(12,924)	(17,232)	(18,611)	8.0%
	(12,924)	(17,232)	(18,611)	8.0%
Operations		(780)	(780)	
Utility user fees	(12,553)	(11,500)	(11,908)	
Miscellaneous	(126)			
Interdepartmental recoveries	(65)	(55)	(65)	
Total Operating Revenues	(25,668)	(29,567)	(31,364)	6.1%
Operating Expenditures				
Administration	1,675	2,228	2,715	
Professional fees	400	1,829	1,703	
Building oper & maint	643	1,074	1,070	
Vehicle & Equip- oper & maint	814	1,600	1,603	
Operating costs	2,646	5,454	3,600	
Total Operating Expenditures (excluding wages)	6,178	12,185	10,691	(12.3%)
Wages & benefits	8,964	12,054	12,066	0.1%
Total Operating Expenditures (including wages)	15,142	24,239	22,757	(6.1%)
Contribution to reserve funds	4,199	4,192	12,560	
Operating (surplus) / deficit	(6,327)	(1,136)	3,953	
Capital Asset Expenditures				
Capital expenditures	5,475	56,065	47,780	
Transfers from reserves			(7,744)	
Grants and other	(5,463)	(55,000)	(40,000)	
Net Capital Assets funded from Operations	12	1,065	36	(96.6%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(6,315)	(71)	3,989	
Prior year (surplus) / deficit	(4,352)	(4,352)	(3,986)	
Current year unappropriated surplus	(10,667)	(4,423)	3	

**FINANCIAL PLAN
Water - French Creek
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(66,962)	(89,282)	(98,210)	10.0%
	(66,962)	(89,282)	(98,210)	10.0%
Operations		(580)	(580)	
Utility user fees	(57,407)	(54,280)	(56,120)	
Miscellaneous	(771)			
Interdepartmental recoveries	(401)	(345)	(402)	
Total Operating Revenues	(125,541)	(144,487)	(155,312)	7.5%
Operating Expenditures				
Administration	9,736	12,884	16,117	
Professional fees	1,092	4,150	5,045	
Building oper & maint	4,964	7,713	7,627	
Vehicle & Equip- oper & maint	5,709	8,520	8,688	
Operating costs	20,650	39,715	47,124	
Total Operating Expenditures (excluding wages)	42,151	72,982	84,601	15.9%
Wages & benefits	55,047	73,927	73,939	
Total Operating Expenditures (including wages)	97,198	146,909	158,540	7.9%
Contribution to reserve funds	4,146	4,095	16,042	
Operating (surplus) / deficit	(24,197)	6,517	19,270	
Capital Asset Expenditures				
Capital expenditures	23,357	39,901	13,224	
Transfers from reserves	(9,630)	(14,500)	(12,995)	
Grants and other	(13,654)	(25,000)		
Net Capital Assets funded from Operations	73	401	229	(42.9%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(24,124)	6,918	19,499	
Prior year (surplus) / deficit	(26,470)	(26,470)	(19,495)	
Current year unappropriated surplus	(50,594)	(19,552)	4	

**FINANCIAL PLAN
Water - Whiskey Creek
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(80,085)	(106,780)	(112,119)	5.0%
	(80,085)	(106,780)	(112,119)	5.0%
Utility user fees	(29,852)	(25,760)	(29,312)	
Miscellaneous	(758)			
Interdepartmental recoveries	(211)	(180)	(210)	
Total Operating Revenues	(110,906)	(132,720)	(141,641)	6.7%
Operating Expenditures				
Administration	7,043	9,292	13,614	
Professional fees	14,419	22,347	2,820	
Building oper & maint	9,542	15,343	15,616	
Vehicle & Equip- oper & maint	6,936	7,814	8,022	
Operating costs	12,157	33,672	32,808	
Total Operating Expenditures (excluding wages)	50,097	88,468	72,880	(17.6%)
Wages & benefits	28,989	38,987	38,931	(0.1%)
Total Operating Expenditures (including wages)	79,086	127,455	111,811	(12.3%)
Contribution to reserve funds	20,607	20,580	40,168	
Operating (surplus) / deficit	(11,213)	15,315	10,338	
Capital Asset Expenditures				
Capital expenditures	39	485,623	486,320	
Transfers from reserves		(32,000)	(32,788)	
Grants and other		(290,532)	(290,532)	
New borrowing		(162,880)	(162,880)	
Net Capital Assets funded from Operations	39	211	120	(43.1%)
Capital Financing Charges				
Existing debt (interest)	525	3,812	3,812	
New Debt (principal & interest)		1,629	1,629	
Total Capital Financing Charges	525	5,441	5,441	
Accumulated Surplus				
Net (surplus)/deficit for the year	(10,649)	20,967	15,899	
Transfer from appropriated surplus	(20,000)	(20,000)		(100.0%)
Prior year (surplus) / deficit	(15,387)	(15,387)	(15,899)	
Current year unappropriated surplus	(46,036)	(14,420)		

**FINANCIAL PLAN
Water - Decourcey
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(7,430)	(9,906)	(10,401)	5.0%
	(7,430)	(9,906)	(10,401)	5.0%
Operations	(15)			
Utility user fees	(1,293)	(736)	(1,191)	
Interdepartmental recoveries	(9)	(10)	(11)	
Total Operating Revenues	(8,747)	(10,652)	(11,603)	8.9%
Operating Expenditures				
Administration	665	889	1,394	
Professional fees	1,388	5,560	1,565	
Building oper & maint	379	734	721	
Vehicle & Equip- oper & maint	90	193	212	
Operating costs	1,890	5,369	3,052	
Total Operating Expenditures (excluding wages)	4,412	12,745	6,944	(45.5%)
Wages & benefits	1,100	1,491	1,500	0.6%
Total Operating Expenditures (including wages)	5,512	14,236	8,444	(40.7%)
Contribution to reserve funds	29	29	5,835	
Operating (surplus) / deficit	(3,206)	3,613	2,676	
Capital Asset Expenditures				
Capital expenditures	1	1,008	3,037	
Transfers from reserves		(1,000)	(3,032)	
Net Capital Assets funded from Operations	1	8	5	(37.5%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(3,205)	3,621	2,681	
Transfer from appropriated surplus	(2,500)	(2,500)		(100.0%)
Prior year (surplus) / deficit	(3,327)	(3,327)	(2,677)	
Current year unappropriated surplus	(9,032)	(2,206)	4	

**FINANCIAL PLAN
Water - San Pareil
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(109,320)	(145,760)	(180,065)	23.5%
	(109,320)	(145,760)	(180,065)	23.5%
Operating grants		(12,525)		
Utility user fees	(81,808)	(72,513)	(80,608)	
Miscellaneous	(1,613)			
Interdepartmental recoveries	(485)	(1,915)	(1,985)	
Total Operating Revenues	(193,226)	(232,713)	(262,658)	12.9%
Operating Expenditures				
Administration	11,550	15,200	20,907	
Professional fees	1,323	21,394	20,500	
Building oper & maint	4,086	5,205	5,765	
Vehicle & Equip- oper & maint	9,158	8,292	9,692	
Operating costs	29,752	40,540	43,656	
Total Operating Expenditures (excluding wages)	55,869	90,631	100,520	10.9%
Wages & benefits	66,763	89,885	89,690	(0.2%)
Total Operating Expenditures (including wages)	122,632	180,516	190,210	5.4%
Contribution to reserve funds	46,407	46,345	54,548	
Operating (surplus) / deficit	(24,187)	(5,852)	(17,900)	
Capital Asset Expenditures				
Capital expenditures	189,747	292,615	584,793	
Transfers from reserves		(10,000)	(13,815)	
Grants and other	(60,870)	(139,329)	(100,000)	
New borrowing	(136,479)	(142,800)	(470,700)	
Net Capital Assets funded from Operations	(7,602)	486	278	(42.8%)
Capital Financing Charges				
Existing debt (principal)	9,983	13,310	36,460	
Existing debt (interest)	5,585	9,946	9,878	
New Debt (principal & interest)		1,428	4,707	
Total Capital Financing Charges	15,568	24,684	51,045	106.8%
Accumulated Surplus				
Net (surplus)/deficit for the year	(16,221)	19,318	33,423	
Transfer from appropriated surplus			(12,525)	
Prior year (surplus) / deficit	(48,114)	(48,114)	(20,895)	
Current year unappropriated surplus	(64,335)	(28,796)	3	

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(4,516)	(6,021)	(5,211)	(13.5%)
	(4,516)	(6,021)	(5,211)	(13.5%)
Total Operating Revenues	(4,516)	(6,021)	(5,211)	(13.5%)
Operating Expenditures				
Total Operating Expenditures (excluding wages)				
Total Operating Expenditures (including wages)				
Operating (surplus) / deficit	(4,516)	(6,021)	(5,211)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	2,282	3,043	3,043	
Existing debt (interest)	2,151	2,868	2,868	
Total Capital Financing Charges	4,433	5,911	5,911	
Accumulated Surplus				
Net (surplus)/deficit for the year	(83)	(110)	700	
Prior year (surplus) / deficit	110	110	(700)	
Current year unappropriated surplus	27			

FINANCIAL PLAN
Water - Englishman River
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(31,092)	(41,456)	(42,285)	2.0%
	(31,092)	(41,456)	(42,285)	2.0%
Operations	(507)	(1,160)	(1,410)	
Utility user fees	(81,307)	(61,180)	(77,860)	
Interdepartmental recoveries	(264)	(225)	(263)	
Total Operating Revenues	(113,170)	(104,021)	(121,818)	17.1%
Operating Expenditures				
Administration	6,908	9,141	12,535	
Professional fees	10,209	21,438	6,075	
Building oper & maint	3,642	8,393	6,816	
Vehicle & Equip- oper & maint	5,715	7,713	7,736	
Operating costs	12,931	21,480	21,997	
Total Operating Expenditures (excluding wages)	39,405	68,165	55,159	(19.1%)
Wages & benefits	36,191	48,624	48,609	
Total Operating Expenditures (including wages)	75,596	116,789	103,768	(11.1%)
Contribution to reserve funds	10,759	10,725	62,504	
Operating (surplus) / deficit	(26,815)	23,493	44,454	
Capital Asset Expenditures				
Capital expenditures	48	22,264	53,134	
Transfers from reserves		(22,000)	(52,984)	
Net Capital Assets funded from Operations	48	264	150	(43.2%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(26,767)	23,757	44,604	
Transfer from appropriated surplus	(15,000)	(15,000)		(100.0%)
Prior year (surplus) / deficit	(34,967)	(34,967)	(44,602)	
Current year unappropriated surplus	(76,734)	(26,210)	2	

**FINANCIAL PLAN
Water - Melrose Place
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(18,339)	(24,452)	(25,430)	4.0%
	(18,339)	(24,452)	(25,430)	4.0%
Utility user fees	(4,762)	(4,222)	(4,580)	
Miscellaneous	(91)			
Interdepartmental recoveries	(47)	(40)	(46)	
Total Operating Revenues	(23,239)	(28,714)	(30,056)	4.7%
Operating Expenditures				
Administration	2,010	2,647	2,828	
Professional fees	129	839	940	
Building oper & maint	1,435	2,107	4,336	
Vehicle & Equip- oper & maint	1,858	1,630	1,512	
Operating costs	7,349	8,296	9,013	
Total Operating Expenditures (excluding wages)	12,781	15,519	18,629	20.0%
Wages & benefits	6,487	8,748	8,712	(0.4%)
Total Operating Expenditures (including wages)	19,268	24,267	27,341	12.7%
Contribution to reserve funds	6,131	6,125	4,722	
Operating (surplus) / deficit	2,160	1,678	2,007	
Capital Asset Expenditures				
Capital expenditures	10,467	67,048	103,705	
Transfers from reserves	(4,995)	(7,000)	(177)	
Grants and other	(5,463)	(60,000)	(100,000)	
Net Capital Assets funded from Operations	9	48	3,528	7,250.0%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	2,169	1,726	5,535	
Prior year (surplus) / deficit	(10,745)	(10,745)	(5,533)	
Current year unappropriated surplus	(8,576)	(9,019)	2	

FINANCIAL PLAN
Water - Nanoose Peninsula
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(746,663)	(995,551)	(1,095,106)	10.0%
	(746,663)	(995,551)	(1,095,106)	10.0%
Operations	(8,120)	(16,000)	(16,000)	
Utility user fees	(785,076)	(658,426)	(723,640)	
Miscellaneous	(8,133)			
Interdepartmental recoveries	(4,222)	(3,565)	(4,174)	
Total Operating Revenues	(1,552,214)	(1,673,542)	(1,838,920)	9.9%
Operating Expenditures				
Administration	110,544	145,583	199,472	
Professional fees	46,671	112,054	82,660	
Building oper & maint	112,428	172,705	173,919	
Vehicle & Equip- oper & maint	92,460	81,455	92,447	
Operating costs	157,802	314,388	447,276	
Total Operating Expenditures (excluding wages)	519,905	826,185	995,774	20.5%
Wages & benefits	581,068	772,760	780,412	1.0%
Total Operating Expenditures (including wages)	1,100,973	1,598,945	1,776,186	11.1%
Contribution to reserve funds	262,208	261,670	138,151	
Operating (surplus) / deficit	(189,033)	187,073	75,417	
Capital Asset Expenditures				
Capital expenditures	260,773	627,731	1,046,605	
Transfers from reserves	(260,000)	(346,442)	(617,138)	
New borrowing		(207,058)	(357,058)	
Net Capital Assets funded from Operations	773	74,231	72,409	(2.5%)
Capital Financing Charges				
Existing debt (principal)	25,322	33,762	33,762	
Existing debt (interest)	18,600	30,493	30,493	
New Debt (principal & interest)		2,071	3,571	
Total Capital Financing Charges	43,922	66,326	67,826	2.3%
Accumulated Surplus				
Net (surplus)/deficit for the year	(144,338)	327,630	215,652	
Transfer from appropriated surplus	(132,174)	(132,174)	(100,640)	(23.9%)
Prior year (surplus) / deficit	(427,093)	(427,093)	(115,012)	
Current year unappropriated surplus	(703,605)	(231,637)		



FINANCIAL PLAN
Water - Bulk Water Nanoose Bay
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(861,059)	(1,148,079)	(1,182,521)	3.0%
	(861,059)	(1,148,079)	(1,182,521)	3.0%
Miscellaneous	(6,309)			
Interdepartmental recoveries	(149)	(125)	(224,969)	
Total Operating Revenues	(867,517)	(1,148,204)	(1,407,490)	22.6%
Operating Expenditures				
Administration	9,136	11,972	15,259	
Professional fees	11,331	27,448	8,050	
Building oper & maint	13,634	17,600	22,390	
Vehicle & Equip- oper & maint	1,584	1,579	2,603	
Operating costs	26,070	178,139	252,725	
Total Operating Expenditures (excluding wages)	61,755	236,738	301,027	27.2%
Wages & benefits	62,154	81,076	74,140	(8.6%)
Total Operating Expenditures (including wages)	123,909	317,814	375,167	18.0%
Contribution to reserve funds	404,829	404,835	692,811	
Operating (surplus) / deficit	(338,779)	(425,555)	(339,512)	
Capital Asset Expenditures				
Capital expenditures	1,567,547	3,713,402	24,807	
Transfers from reserves	(229,246)	(2,375,092)	(24,660)	
Grants and other	(778,759)	(778,758)		
New borrowing	(559,402)	(559,402)		
Net Capital Assets funded from Operations	140	150	147	(2.0%)
Capital Financing Charges				
Existing debt (principal)	179,265	239,020	239,020	
Existing debt (interest)	185,461	180,877	186,471	
New Debt (principal & interest)		5,594		
Total Capital Financing Charges	364,726	425,491	425,491	
Accumulated Surplus				
Net (surplus)/deficit for the year	26,087	86	86,126	
Transfer from appropriated surplus	(20,000)	(20,000)		(100.0%)
Prior year (surplus) / deficit	(59,394)	(56,253)	(86,125)	
Current year unappropriated surplus	(53,307)	(76,167)	1	



FINANCIAL PLAN
Water - Bulk Water French Creek
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 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	(23,599)	(32,531)	(21,685)	
Total Operating Revenues	(26,839)	(36,851)	(26,005)	(29.4%)
Operating Expenditures				
Administration	1,032	1,850	1,780	
Professional fees		2,250		
Building oper & maint		60		
Vehicle & Equip- oper & maint		131		
Operating costs	12,002	12,579	10,565	
Total Operating Expenditures (excluding wages)	13,034	16,870	12,345	(26.8%)
Wages & benefits	13,066	17,467	11,112	(36.4%)
Total Operating Expenditures (including wages)	26,100	34,337	23,457	(31.7%)
Contribution to reserve funds	2,486	2,515	2,515	
Operating (surplus) / deficit	1,747	1	(33)	
Capital Asset Expenditures				
Capital expenditures			33	
Net Capital Assets funded from Operations			33	
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	1,747	1		
Prior year (surplus) / deficit	(1,745)			
Current year unappropriated surplus	2	1		

FINANCIAL PLAN
Water - San Pareil Fire
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(55,451)	(73,935)	(73,935)	
	(55,451)	(73,935)	(73,935)	
Operations		(277)	(277)	
Total Operating Revenues	(55,451)	(74,212)	(74,212)	
Operating Expenditures				
Total Operating Expenditures (excluding wages)				
Total Operating Expenditures (including wages)				
Operating (surplus) / deficit	(55,451)	(74,212)	(74,212)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	28,073	37,430	37,430	
Existing debt (interest)	27,586	36,782	36,782	
Total Capital Financing Charges	55,659	74,212	74,212	
Accumulated Surplus				
Net (surplus)/deficit for the year	208			
Current year unappropriated surplus	208			

FINANCIAL PLAN
Water - Westurne Heights
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(15,955)	(21,273)	(21,698)	2.0%
	(15,955)	(21,273)	(21,698)	2.0%
Operations	(55)			
Utility user fees	(2,547)	(2,490)	(2,492)	
Interdepartmental recoveries	(45)	(40)	(44)	
Total Operating Revenues	(18,602)	(23,803)	(24,234)	1.8%
Operating Expenditures				
Administration	896	1,247	1,651	
Professional fees	63	690	760	
Building oper & maint	279	606	603	
Vehicle & Equip- oper & maint	875	850	880	
Operating costs	2,019	6,239	5,960	
Total Operating Expenditures (excluding wages)	4,132	9,632	9,854	2.3%
Wages & benefits	3,922	5,271	5,248	(0.4%)
Total Operating Expenditures (including wages)	8,054	14,903	15,102	1.3%
Contribution to reserve funds	7,084	7,080	8,805	
Operating (surplus) / deficit	(3,464)	(1,820)	(327)	
Capital Asset Expenditures				
Capital expenditures	5	1,029	124	
Transfers from reserves		(1,000)	(107)	
Net Capital Assets funded from Operations	5	29	17	(41.4%)
Capital Financing Charges				
Existing debt (principal)	1,675	2,233	2,233	
Existing debt (interest)	1,418	1,890	1,890	
Total Capital Financing Charges	3,093	4,123	4,123	
Accumulated Surplus				
Net (surplus)/deficit for the year	(366)	2,332	3,813	
Prior year (surplus) / deficit	(7,183)	(7,183)	(3,814)	
Current year unappropriated surplus	(7,549)	(4,851)	(1)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN - 2020**

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 Climate Change Adaptation, Environmental Stewardship, and Growth Management, as well as input from a Technical Advisory Committee, a newly updated Drinking Water Watershed Protection Action Plan, and commitments under the Liquid Waste Management 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• coordination with land-use planning and development to integrate information, practices and policies that recognize water-related constraints.		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 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>Updated the DWWP Action Plan, incorporating findings from the 10-year review completed in 2018, the engagement that took place in 2019 and including the overlapping commitments in the RDN LWMP for rainwater management.</p> <p>Continued the regional wetland mapping partnership with VIU.</p> <p>Provided real-time streamflow and precipitation data from local monitoring sites to Emergency staff during severe weather events.</p> <p>Maintained monthly meetings with Planning to provide support with water-related information.</p> <p>Presented the 2018 Surface Water Quality Trend Report highlights to each municipal council in 2019.</p> <p>Did not complete the objective to support Community 2 Community Forums on water governance with First Nations due to limitations outside our control. Now postponed.</p>	<p>Develop watershed performance targets for rainwater management in a priority water region.</p> <p>Pilot natural assets ecological accounting protocol for one creekshed.</p> <p>Coordinate support from qualified professionals for planning referrals that require extra technical review.</p> <p>Conduct statistically significant market research to help with program evaluation and design for future.</p> <p>Continue to work with regional partners to co-develop and implement watershed initiatives, including coordinating with Wastewater Services on Initiatives linked to the Liquid Waste Management Plan (i.e. rainwater management).</p> <p>Continue to support Emergency Planning staff as required.</p> <p>Maintain monthly meetings with Planning to provide support with water-related information & actions.</p>

MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE			2020 PERFORMANCE OBJECTIVES
Oversight of health of regional watersheds	Watershed protection activities active in all RDN water regions.	Supported Area F OCP update with data analysis and characterization study on water quality status and risk; water availability (Water Budget Phase 3 French Creek).			Complete snowpack modeling for the region to better understand the effects of climate change on water supply in partnership with VIU and FLNRO.
		Continued to train and support up to 13 local groups for ongoing water quality monitoring across region.			Support more local watercourse enhancement projects.
		Implemented recommendations from 2018 Surface Water Quality Trend Report including sampling for additional lab parameters.			Continue to collect data from established monitoring locations and continue to refine processes for data management.
		Supported five local enhancement projects on Holden Creek (Area A), Lower Knarston Creek (Lantzville), Englishman River Estuary (Parksville), Pacific Gardens Wetland (Nanaimo) and Millstone River (Area C / Nanaimo)			Continue to implement recommendations from 2018 Surface Water Quality Trend Report.
		Collected data from established monitoring locations & installed two new low flow monitoring stations through partnership with MFLNRO – Morningstar Creek and Walley Creek.			Continue dialogue on collaborative watershed-based decision making through DWWP Technical Advisory Committee and Nanaimo River Watershed Roundtable.
		Continued dialogue on collaborative watershed-based decision making through DWWP Technical Advisory Committee and Nanaimo River Watershed Roundtable.			
Participation in rebate programs	~140 rebates allocated, totaling ~\$40,000 in rebate dollars, generating over \$100,000 additional economic activity yearly.		YTD Rebates (\$)	YTD Rebates (#)	Continue to offer rebates to promote water protection and conservation.
		Rainwater	\$20,250	27	Determine economic activity generated by all rebate programs.
		Well Water Quality Test	\$5,775	58	Increase number of rebates allocated across the region.
		Well Upgrades	\$4,550	9	
		Irrigation & Soil	\$9,125	44	
		TOTAL	\$39,700	138	

MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Implementation of education and awareness initiatives	<p>Consistent Watering Restrictions in place across region.</p> <p>Partnerships with municipalities</p> <p>Ongoing positive presence in media and community.</p>	<p>Supported the update of the RDN Water Service Areas Water Conservation Plan targets and measures for 2020-2025.</p> <p>Evaluated the Irrigation Check-up Program and found 66% of participants reduced their summer water use after taking part in the program.</p> <p>Leveraged partnerships with City of Nanaimo and Private Forestry Companies to engage ~240 students on 8 watershed field trips.</p> <p>Used RDN Get Involved website and other media to promote water-related outreach events, information.</p> <p>Attended or hosted more than 30 public events providing educational opportunities to achieve water conservation targets and promote watershed protection.</p> <p>Direct mail-out to target areas for promotion of wellSMART workshops and well protection rebates.</p> <p>Did not complete the objective to develop a video series for promoting water conservation and water protection messaging – this is moved to 2020.</p>	<p>Partner with other RDN departments on demonstration sites of water conservation / protection best practices including interpretive signage.</p> <p>Review Team WaterSmart campaigns with Community Based Social Marketing experts to redesign and enhance impact.</p> <p>Develop a short video series for promoting water messaging online.</p> <p>Assist agricultural sector in the region with water protection and conservation efforts by providing information and facilitating pilot program opportunities.</p> <p>Partner with City of Nanaimo and Private Forestry Companies to provide 12 schools in SD68 and SD69 watershed field trips to the Nanaimo or Englishman watershed.</p>

KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES

1. Develop watershed performance targets for priority water region as part of the commitments in the RDN Liquid Waste Management Plan for Rainwater Management (\$40,000).
2. Pilot ecosystem services accounting for watershed natural assets in one creekshed. (\$10,000)
3. Partner on snowpack modelling analysis for the region (\$37,500)
4. Provide direct support and training to local stewardship groups to enable community watershed monitoring and restoration activities to enhance stream health across the region including implementing recommendations from 2018 Trend Analysis report (\$23,750).
5. Review Team WaterSmart campaigns with Community-Based Social Marketing experts to redesign and enhance impact. (\$40,000) and administer a statistically significant Market Research effort to help with program evaluation and design. (\$70,000)
6. Develop a short video series for promoting water conservation and water protection messaging (\$20,000).
7. Partner with other Departments on demonstration sites and interpretive signage for water stewardship best practices. (\$10,000)
8. Hold at least three DWWP Technical Advisory Committee meetings to oversee DWWP program implementation.
9. Increase number and dollar value of watercourse restoration projects supported with seedfunding. (\$15,000)
10. Increase the number of water stewardship incentives (rebates) distributed to residents across the region. (\$51, 250)

FINANCIAL PLAN
Drinking Water/Watershed Protection
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(124,908)	(166,544)	(250,716)	50.5%
Property taxes	(290,970)	(387,960)	(584,640)	50.7%
	(415,878)	(554,504)	(835,356)	50.6%
Operations	(15,501)	(15,000)		
Transfer from reserve - non capital			(40,000)	
Total Operating Revenues	(431,379)	(569,504)	(875,356)	53.7%
Operating Expenditures				
Administration	39,872	52,212	68,715	
Professional fees	64,446	121,852	223,500	
Building oper & maint	1,875	2,500	2,500	
Vehicle & Equip- oper & maint	1,200	1,600	1,600	
Operating costs	23,829	30,619	32,080	
Program costs	48,592	136,750	211,950	
Total Operating Expenditures (excluding wages)	179,814	345,533	540,345	56.4%
Wages & benefits	268,579	346,934	390,440	12.5%
Total Operating Expenditures (including wages)	448,393	692,467	930,785	34.4%
Contribution to reserve funds	308	410	3,699	
Operating (surplus) / deficit	17,322	123,373	59,128	
Capital Asset Expenditures				
Capital expenditures	2,086	2,000	2,133	
Net Capital Assets funded from Operations	2,086	2,000	2,133	6.7%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	19,408	125,373	61,261	
Transfer from appropriated surplus	(32,853)	(32,853)	(17,200)	(47.6%)
Prior year (surplus) / deficit	(130,109)	(130,109)	(44,062)	
Current year unappropriated surplus	(143,554)	(37,589)	(1)	

**FINANCIAL PLAN
Sewer - French Creek
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(605,572)	(807,430)	(831,653)	3.0%
	(605,572)	(807,430)	(831,653)	3.0%
Operations	(6,055)	(6,000)	(6,000)	
Utility user fees	(342,637)	(337,181)	(338,920)	
Interdepartmental recoveries	(139)	(2,310)	(2,214)	
Total Operating Revenues	(954,403)	(1,152,921)	(1,178,787)	2.2%
Operating Expenditures				
Administration	17,561	24,927	29,646	
Professional fees	6,387	10,002	13,885	
Building oper & maint	9,938	13,318	13,834	
Vehicle & Equip- oper & maint	9,655	11,229	13,720	
Operating costs	670,191	906,511	931,533	
Total Operating Expenditures (excluding wages)	713,732	965,987	1,002,618	3.8%
Wages & benefits	132,802	176,581	175,805	(0.4%)
Total Operating Expenditures (including wages)	846,534	1,142,568	1,178,423	3.1%
Contribution to reserve funds	2,785	2,660	11,103	
Operating (surplus) / deficit	(105,084)	(7,693)	10,739	
Capital Asset Expenditures				
Capital expenditures	176	12,820	63,430	
Transfers from reserves			(51,025)	
Net Capital Assets funded from Operations	176	12,820	12,405	(3.2%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(104,908)	5,127	23,144	
Transfer from appropriated surplus			(10,000)	
Prior year (surplus) / deficit	(11,859)	(11,859)	(13,140)	
Current year unappropriated surplus	(116,767)	(6,732)	4	

**FINANCIAL PLAN
Sewer Fairwinds
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(31,331)	(41,774)	(48,040)	15.0%
	(31,331)	(41,774)	(48,040)	15.0%
Operations	(1,971)	(4,800)	(4,800)	
Utility user fees	(63,939)	(62,325)	(62,792)	
Interdepartmental recoveries	(58)	(999)	(946)	
Total Operating Revenues	(97,299)	(109,898)	(116,578)	6.1%
Operating Expenditures				
Administration	7,493	10,729	12,939	
Professional fees	4,042	5,800	7,945	
Building oper & maint	4,211	6,389	6,398	
Vehicle & Equip- oper & maint	4,031	4,418	5,613	
Operating costs	3,716	22,292	15,918	
Total Operating Expenditures (excluding wages)	23,493	49,628	48,813	(1.6%)
Wages & benefits	55,161	73,228	73,921	0.9%
Total Operating Expenditures (including wages)	78,654	122,856	122,734	(0.1%)
Contribution to reserve funds	1,146	1,095	9,107	
Operating (surplus) / deficit	(17,499)	14,053	15,263	
Capital Asset Expenditures				
Capital expenditures	73	5,481	27,124	
Transfers from reserves			(21,815)	
Net Capital Assets funded from Operations	73	5,481	5,309	(3.1%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(17,426)	19,534	20,572	
Transfer from appropriated surplus			(10,000)	
Prior year (surplus) / deficit	(26,062)	(26,062)	(10,570)	
Current year unappropriated surplus	(43,488)	(6,528)	2	

**FINANCIAL PLAN
Sewer - Pacific Shores
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(57,857)	(77,142)	(80,999)	5.0%
	(57,857)	(77,142)	(80,999)	5.0%
Operations	(300)			
Miscellaneous	(426)			
Interdepartmental recoveries	(9)	(161)	(151)	
Total Operating Revenues	(58,592)	(77,303)	(81,150)	5.0%
Operating Expenditures				
Administration	1,124	1,625	2,419	
Professional fees	144	914	1,085	
Building oper & maint	649	880	913	
Vehicle & Equip- oper & maint	659	680	1,298	
Operating costs	42,337	58,131	54,631	
Total Operating Expenditures (excluding wages)	44,913	62,230	60,346	(3.0%)
Wages & benefits	8,973	11,936	12,066	1.1%
Total Operating Expenditures (including wages)	53,886	74,166	72,412	(2.4%)
Contribution to reserve funds	8,193	8,186	15,844	
Operating (surplus) / deficit	3,487	5,049	7,106	
Capital Asset Expenditures				
Capital expenditures	12	871	29,310	
Transfers from reserves			(28,468)	
Net Capital Assets funded from Operations	12	871	842	(3.3%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	3,499	5,920	7,948	
Transfer from appropriated surplus			(1,500)	
Prior year (surplus) / deficit	(11,279)	(11,279)	(6,445)	
Current year unappropriated surplus	(7,780)	(5,359)	3	

**FINANCIAL PLAN
Sewer - Surfside
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(17,888)	(23,851)	(26,236)	10.0%
	(17,888)	(23,851)	(26,236)	10.0%
Operations	(300)			
Utility user fees	(5,838)	(5,104)	(5,804)	
Transfer from reserve - non capital			(15,000)	
Miscellaneous	(26)			
Interdepartmental recoveries	(2)	(36)	(33)	
Total Operating Revenues	(24,054)	(28,991)	(47,073)	62.4%
Operating Expenditures				
Administration	562	795	1,329	
Professional fees	30	270	15,330	
Building oper & maint	26	224	213	
Vehicle & Equip- oper & maint	146	3,196	458	
Operating costs	13,589	23,709	22,929	
Total Operating Expenditures (excluding wages)	14,353	28,194	40,259	42.8%
Wages & benefits	1,854	2,438	2,472	1.4%
Total Operating Expenditures (including wages)	16,207	30,632	42,731	39.5%
Contribution to reserve funds	5,046	5,045	9,229	
Operating (surplus) / deficit	(2,801)	6,686	4,887	
Capital Asset Expenditures				
Capital expenditures	3	192	950	
Transfers from reserves			(763)	
Net Capital Assets funded from Operations	3	192	187	(2.6%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(2,798)	6,878	5,074	
Prior year (surplus) / deficit	(10,844)	(10,844)	(5,074)	
Current year unappropriated surplus	(13,642)	(3,966)		

**FINANCIAL PLAN
Sewer - Cedar
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(102,220)	(136,293)	(116,394)	(14.6%)
	(102,220)	(136,293)	(116,394)	(14.6%)
Operations	(379)			
Utility user fees	(66,515)	(65,602)	(65,988)	
Interdepartmental recoveries	(6)	(97)	(98)	
Total Operating Revenues	(169,120)	(201,992)	(182,480)	(9.7%)
Operating Expenditures				
Administration	2,141	2,940	3,485	
Professional fees	91	1,709	1,860	
Building oper & maint	3,311	6,333	6,165	
Vehicle & Equip- oper & maint	396	2,725	2,549	
Operating costs	28,766	47,748	75,873	
Total Operating Expenditures (excluding wages)	34,705	61,455	89,932	46.3%
Wages & benefits	5,692	7,520	7,600	1.1%
Total Operating Expenditures (including wages)	40,397	68,975	97,532	41.4%
Contribution to reserve funds	30,130	30,125	45,936	
Operating (surplus) / deficit	(98,593)	(102,892)	(39,012)	
Capital Asset Expenditures				
Capital expenditures	8	565	7,798	
Transfers from reserves			(7,251)	
Net Capital Assets funded from Operations	8	565	547	(3.2%)
Capital Financing Charges				
Existing debt (principal)	35,443	47,260	47,260	
Existing debt (interest)	43,895	58,528	37,407	
Total Capital Financing Charges	79,338	105,788	84,667	(20.0%)
Accumulated Surplus				
Net (surplus)/deficit for the year	(19,247)	3,461	46,202	
Prior year (surplus) / deficit	(48,321)	(48,321)	(46,200)	
Current year unappropriated surplus	(67,568)	(44,860)	2	

**FINANCIAL PLAN
Sewer - Barclay
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(97,905)	(130,540)	(156,607)	20.0%
	(97,905)	(130,540)	(156,607)	20.0%
Operations	(539)	(1,690)	(1,690)	
Utility user fees	(58,948)	(55,660)	(57,015)	
Interdepartmental recoveries	(18)	(307)	(290)	
Total Operating Revenues	(157,410)	(188,197)	(215,602)	14.6%
Operating Expenditures				
Administration	3,143	4,435	5,227	
Professional fees	274	2,093	2,105	
Building oper & maint	1,829	2,763	2,860	
Vehicle & Equip- oper & maint	6,913	5,624	5,702	
Operating costs	83,965	122,442	122,571	
Total Operating Expenditures (excluding wages)	96,124	137,357	138,465	0.8%
Wages & benefits	17,138	22,772	22,695	(0.3%)
Total Operating Expenditures (including wages)	113,262	160,129	161,160	0.6%
Contribution to reserve funds	12,399	12,383	23,154	
Operating (surplus) / deficit	(31,749)	(15,685)	(31,288)	
Capital Asset Expenditures				
Capital expenditures	23	7,680	8,316	
Transfers from reserves			(6,689)	
Net Capital Assets funded from Operations	23	7,680	1,627	(78.8%)
Capital Financing Charges				
Existing debt (principal)	22,561	30,082	30,082	
Existing debt (interest)	15,116	20,155	20,155	
Total Capital Financing Charges	37,677	50,237	50,237	
Accumulated Surplus				
Net (surplus)/deficit for the year	5,951	42,232	20,576	
Transfer from appropriated surplus	(13,000)	(13,000)	(7,000)	(46.2%)
Prior year (surplus) / deficit	(45,801)	(45,801)	(13,572)	
Current year unappropriated surplus	(52,850)	(16,569)	4	

**FINANCIAL PLAN
Sewer - Reid Road Debt
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(2,718)	(3,624)	(3,624)	
	(2,718)	(3,624)	(3,624)	
Total Operating Revenues	(2,718)	(3,624)	(3,624)	
Operating Expenditures				
Total Operating Expenditures (excluding wages)				
Total Operating Expenditures (including wages)				
Operating (surplus) / deficit	(2,718)	(3,624)	(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	
Accumulated Surplus				
Net (surplus)/deficit for the year				
Current year unappropriated surplus				

FINANCIAL PLAN
Sewer - Hawthorne Rise Debt
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(7,456)	(9,941)	(9,941)	
	(7,456)	(9,941)	(9,941)	
Total Operating Revenues	(7,456)	(9,941)	(9,941)	
Operating Expenditures				
Total Operating Expenditures (excluding wages)				
Total Operating Expenditures (including wages)				
Operating (surplus) / deficit	(7,456)	(9,941)	(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	3,814	3,813	
Total Capital Financing Charges	7,455	9,942	9,941	
Accumulated Surplus				
Net (surplus)/deficit for the year	(1)	1		
Prior year (surplus) / deficit	(1)	(1)		
Current year unappropriated surplus	(2)			

FINANCIAL PLAN
Englishman River Stormwater
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(3,990)	(5,320)	(5,426)	2.0%
	(3,990)	(5,320)	(5,426)	2.0%
Total Operating Revenues	(3,990)	(5,320)	(5,426)	2.0%
Operating Expenditures				
Administration	176	234	500	
Operating costs	178	2,000	2,000	
Total Operating Expenditures (excluding wages)	354	2,234	2,500	11.9%
Wages & benefits	825	1,100	1,122	2.0%
Total Operating Expenditures (including wages)	1,179	3,334	3,622	8.6%
Contribution to reserve funds	3,000	3,000	3,746	
Operating (surplus) / deficit	189	1,014	1,942	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	189	1,014	1,942	
Prior year (surplus) / deficit	(2,956)	(2,956)	(1,942)	
Current year unappropriated surplus	(2,767)	(1,942)		

**FINANCIAL PLAN
Cedar Estates Stormwater
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(3,687)	(4,916)	(5,014)	2.0%
	(3,687)	(4,916)	(5,014)	2.0%
Total Operating Revenues	(3,687)	(4,916)	(5,014)	2.0%
Operating Expenditures				
Administration	108	144	500	
Operating costs		1,000	1,000	
Total Operating Expenditures (excluding wages)	108	1,144	1,500	31.1%
Wages & benefits	825	1,100	1,122	2.0%
Total Operating Expenditures (including wages)	933	2,244	2,622	16.8%
Contribution to reserve funds	4,000	4,000	4,572	
Operating (surplus) / deficit	1,246	1,328	2,180	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	1,246	1,328	2,180	
Prior year (surplus) / deficit	(3,508)	(3,508)	(2,180)	
Current year unappropriated surplus	(2,262)	(2,180)		

FINANCIAL PLAN
Streetlighting - Rural Areas
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(14,933)	(19,910)	(20,308)	2.0%
	(14,933)	(19,910)	(20,308)	2.0%
Transfer from reserve - non capital		(5,500)		
Total Operating Revenues	(14,933)	(25,410)	(20,308)	(20.1%)
Operating Expenditures				
Administration	2,050	2,734	2,242	
Professional fees	5,450	5,500		
Operating costs	10,072	16,800	17,106	
Total Operating Expenditures (excluding wages)	17,572	25,034	19,348	(22.7%)
Wages & benefits	120	120	122	1.7%
Total Operating Expenditures (including wages)	17,692	25,154	19,470	(22.6%)
Contribution to reserve funds			1,498	
Operating (surplus) / deficit	2,759	(256)	660	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	2,759	(256)	660	
Prior year (surplus) / deficit	(404)	(404)	(660)	
Current year unappropriated surplus	2,355	(660)		

FINANCIAL PLAN
Streetlighting - Fairwinds
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(17,625)	(23,500)	(23,970)	2.0%
	(17,625)	(23,500)	(23,970)	2.0%
Grants in lieu of taxes	(64)			
Operations	(300)			
Total Operating Revenues	(17,989)	(23,500)	(23,970)	2.0%
Operating Expenditures				
Administration	1,312	1,749	1,985	
Operating costs	13,035	18,625	19,448	
Total Operating Expenditures (excluding wages)	14,347	20,374	21,433	5.2%
Wages & benefits	120	120	122	1.7%
Total Operating Expenditures (including wages)	14,467	20,494	21,555	5.2%
Contribution to reserve funds	5,000	5,000	2,528	
Operating (surplus) / deficit	1,478	1,994	113	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	1,478	1,994	113	
Prior year (surplus) / deficit	(2,343)	(2,343)	(113)	
Current year unappropriated surplus	(865)	(349)		

FINANCIAL PLAN
Streetlighting - French Creek Village
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(11,344)	(15,125)	(10,276)	(32.1%)
	(11,344)	(15,125)	(10,276)	(32.1%)
Total Operating Revenues	(11,344)	(15,125)	(10,276)	(32.1%)
Operating Expenditures				
Administration	923	1,231	884	
Operating costs	5,521	8,720	8,884	
Total Operating Expenditures (excluding wages)	6,444	9,951	9,768	(1.8%)
Wages & benefits	120	120	122	1.7%
Total Operating Expenditures (including wages)	6,564	10,071	9,890	(1.8%)
Contribution to reserve funds			1,221	
Operating (surplus) / deficit	(4,780)	(5,054)	835	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(4,780)	(5,054)	835	
Prior year (surplus) / deficit	4,219	4,219	(835)	
Current year unappropriated surplus	(561)	(835)		

**FINANCIAL PLAN
Streetlighting - Morningstar
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(13,534)	(18,045)	(19,489)	8.0%
	(13,534)	(18,045)	(19,489)	8.0%
Transfer from reserve - non capital		(4,200)	(4,200)	
Total Operating Revenues	(13,534)	(22,245)	(23,689)	6.5%
Operating Expenditures				
Administration	1,300	1,733	2,077	
Operating costs	11,415	20,650	20,933	
Total Operating Expenditures (excluding wages)	12,715	22,383	23,010	2.8%
Wages & benefits	120	120	122	1.7%
Total Operating Expenditures (including wages)	12,835	22,503	23,132	2.8%
Contribution to reserve funds	500	500	909	
Operating (surplus) / deficit	(199)	758	352	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(199)	758	352	
Prior year (surplus) / deficit	(1,110)	(1,110)	(352)	
Current year unappropriated surplus	(1,309)	(352)		

FINANCIAL PLAN
Streetlighting - Englishman River
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(5,317)	(7,090)	(7,374)	4.0%
	(5,317)	(7,090)	(7,374)	4.0%
Total Operating Revenues	(5,317)	(7,090)	(7,374)	4.0%
Operating Expenditures				
Administration	421	561	634	
Operating costs	3,731	6,222	6,336	
Total Operating Expenditures (excluding wages)	4,152	6,783	6,970	2.8%
Wages & benefits	120	120	122	1.7%
Total Operating Expenditures (including wages)	4,272	6,903	7,092	2.7%
Contribution to reserve funds	500	500	848	
Operating (surplus) / deficit	(545)	313	566	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(545)	313	566	
Prior year (surplus) / deficit	(879)	(879)	(566)	
Current year unappropriated surplus	(1,424)	(566)		

FINANCIAL PLAN
Streetlighting - Highway Intersections
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(1,619)	(2,159)	(2,915)	35.0%
	(1,619)	(2,159)	(2,915)	35.0%
Operating grants	(268)	(536)	(536)	
Total Operating Revenues	(1,887)	(2,695)	(3,451)	28.1%
Operating Expenditures				
Administration	204	272	500	
Operating costs	1,947	2,965	3,024	
Total Operating Expenditures (excluding wages)	2,151	3,237	3,524	8.9%
Wages & benefits	120	120	122	1.7%
Total Operating Expenditures (including wages)	2,271	3,357	3,646	8.6%
Contribution to reserve funds			504	
Operating (surplus) / deficit	384	662	699	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	384	662	699	
Prior year (surplus) / deficit	(1,361)	(1,361)	(699)	
Current year unappropriated surplus	(977)	(699)		

**FINANCIAL PLAN
Streetlighting - Sandpiper
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(11,615)	(15,487)	(16,416)	6.0%
	(11,615)	(15,487)	(16,416)	6.0%
Total Operating Revenues	(11,615)	(15,487)	(16,416)	6.0%
Operating Expenditures				
Administration	959	1,278	1,498	
Operating costs	9,553	14,858	15,145	
Total Operating Expenditures (excluding wages)	10,512	16,136	16,643	3.1%
Wages & benefits	120	120	122	1.7%
Total Operating Expenditures (including wages)	10,632	16,256	16,765	3.1%
Contribution to reserve funds			531	
Operating (surplus) / deficit	(983)	769	880	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(983)	769	880	
Prior year (surplus) / deficit	(1,649)	(1,649)	(880)	
Current year unappropriated surplus	(2,632)	(880)		

FINANCIAL PLAN
Streetlighting - Highway#4
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(3,310)	(4,414)	(4,546)	3.0%
	(3,310)	(4,414)	(4,546)	3.0%
Total Operating Revenues	(3,310)	(4,414)	(4,546)	3.0%
Operating Expenditures				
Administration	270	360	500	
Operating costs	2,610	3,954	4,033	
Total Operating Expenditures (excluding wages)	2,880	4,314	4,533	5.1%
Wages & benefits	120	120	122	1.7%
Total Operating Expenditures (including wages)	3,000	4,434	4,655	5.0%
Contribution to reserve funds			140	
Operating (surplus) / deficit	(310)	20	249	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(310)	20	249	
Prior year (surplus) / deficit	(269)	(269)	(249)	
Current year unappropriated surplus	(579)	(249)		

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2020**

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 and recycling 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
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	65,254	10,058	177,809	\$8.0 M
2017	59,130	9,832	183,551	\$9.1 M
2018	60,837	10,184	180,056	\$9.2 M
2019	61,000*	11,300*	173,000*	\$9.3 M*
(*year end projection)				
PERFORMANCE INDICATORS				
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES	
Compliance with MOE Operating Certificate (OC)	OC compliance	Implementing Design & Operations Plan (D&O) approved by MOE in 2009.	Update D&O Plan in 2019-2020, submit to MOE for approval.	
Asset Management Plan Implementation	Strategic Asset Management Plan in place.	Asset registry developed and long term capital plan being implemented.	SW Asset Management Program Implemented and Operated first quarter 2020	
Environmental Monitoring	No off-site impacts.	Suspected off-site impacts.	Finalize draft Update Hydrogeological Study (2018) and D&O Plan (2019/20) to address potential impacts.	
Leachate Volume	Peak discharge to sanitary @ 70 l/s (February, 2017).	Peak discharge of 91 l/s (Jan. 2018) includes neighbouring community.	Installation of new flow-meters in locations that isolate landfill. Ultimate target of 25 l/s for peak discharge.	
Greenhouse Gas Reductions (eCO ₂)	50,000 tonne per year (TPY) eCO ₂ emission reduction (based on a regulatory target of 75% recovery of LFG generation potential).	Annual TPY reduction eCO ₂ : 2018 – 25,000 2017 - 24,500 2016 - 33,900	27,000 tonne per year eCO ₂	

MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
LFG Collection Efficiency	Regulatory target 75% collection efficiency	Collection Efficiencies: 2018 - 53% 2017 - 52% 2016 - 64%	65% collection efficiency by advancing LFG wells in newly closed area.
LFG Operational Efficiency	RDN target of >90% operational efficiency	Operational Efficiencies: 2018 - 97.6% 2017 - 95.6% 2016 - 92.4%	Maintain >90% operational efficiency

KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES
<ol style="list-style-type: none"> 1. Following receipt of final Update Hydrogeological report, conduct an update of Design & Operations Plan and submit to the Ministry of Environment for approval. 2. Complete design and tender for Cell 1 closure, advance gas-wells in 2019 closed areas and upgrade flare station. 3. Relocate and replace flow-meters and monitor data to best characterize landfill leachate contributions. 4. Implement and maintain the SW Asset Management Plan, ensuring accurate management of current and future assets and liabilities to ensure best value for residents of the RDN. 5. Replacement of heavy equipment in accordance with Asset Management and Budget plan.

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2020**

AREA	REGIONAL AND COMMUNITY UTILITIES						
SERVICE	SOLID WASTE MANAGEMENT – ZERO WASTE						
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	As part of the Solid Waste Management service, staff develop and implement plans and policies to minimize the need for regional waste disposal capacity as per the approved Solid Waste Management Plan by investigating residual disposal options, delivering Zero Waste programs, and coordinating actions related to illegal dumping enforcement.						
PERFORMANCE INDICATORS							
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE			2020 PERFORMANCE OBJECTIVES		
Solid Waste Management Plan	Maintain and implement new zero waste programs based on the Board approved SWMP	Implementation of new zero waste programs delayed due waiting on approval of SWMP from the Minister of Environment and Climate Change Strategy (MOECCS). Introduction of non-stewarded household hazardous program, creation of new School Educator program for delivery of lesson plans in School District 68/69.			Maintenance of existing Zero Waste Programs. Review and consultation pending Minister approval of Mandatory Source Separation and Waste Hauler Licensing Bylaws.		
RDN-wide diversion rate	68%	2017 = 68% 2018 = 68%			2020 = 68%		
RDN per capita disposal rate*	350 per capita MOECCS 2020 target	2017 = 384 kg/capita 2017 BC Disposal Rate 506 kg/capita * 2018/19 confirmed data not available			2020 =350 kg/capita/year		
Illegal Dumping	Surveillance and enforcement activities as well as on-going clean-up of illegal dumping sites and free disposal for community clean ups. Provide waived tipping fees and hauling costs to Not-for-Profit Organizations.	Year	Number of Clean Ups			Total Tonnes Recovered	Continue to promote community clean ups in the region. Provide waived tipping fees for clean up of illegal dumping sites.
			Community	City of Nanaimo	RDN		
		2018	38	60	7	48	
		2019	20	48	5	31	
		Data is YTD ending July 2019					
Waste Stream Management License	Support the maintenance of the WSML Bylaw by processing new applications, review site specific operating plans, monitors reporting and inspects existing licensed facilities.	15 WSML Licensed Facilities Review and Amendment to WSML Bylaw			Ongoing review and inspections of Licensees		

MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
School Education	Development and delivery of a primary school program with a focus on zero waste	Gabriola Only: 11 in-depth lesson plans developed and conducted in grades 4-7. Classroom reviews to ensure recycling set up, sorting and procedures for collection.	Develop region wide school education program and advance adult education.
Zero Waste Promotion and Advocacy	<p>Ongoing positive presence in media.</p> <p>Deliver zero waste education resources to all stakeholders in the RDN.</p> <p>Provide feedback to the MOECCS.</p> <p>Meet waste diversion target.</p>	<p>Provided information on Recycling and Waste Disposal options in our Region through a variety of online webpages, RDN Curbside App, Videos and brochures.</p> <p>Development and Roll out of the Recycle Right at Home campaign with AVICC Communications Working Group.</p> <p>Participation and promotion of the Love Food Hate Waste campaign in partnership with the MOECCS.</p> <p>Participation with BC Product Stewardship Council and Stewardship Agencies of BC to improve EPR programs.</p>	<p>Continue to provide up to date information on recycling and waste diversion opportunities in the RDN.</p> <p>Ongoing communication with the MOECCS to improve recycling and waste reduction in BC.</p>
Non-Stewarded Household Hazardous Waste	Collection of non-stewarded residential household hazardous waste	Development of RFP.	<p>Awarding of Contract for managing collection and disposal of residential house hazardous waste.</p> <p>Implementation and Start-Up of Program 2020.</p>

KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES
<ol style="list-style-type: none"> 1. Implementation of updated SWMP following approval by the Minister of Environment & Climate Change Strategy 2. Initiate consultation and bylaw drafting for Waste Hauler Licensing and Mandatory Source Separation to increase waste diversion in the private/not-for-profit sector 3. Expand Zero Waste education program 4. Maintain and monitor non-stewarded Household Hazardous Waste program 5. Administer and ensure compliance with Waste Stream Management Licensing system 6. Work with other agencies to reduce illegal dumping and community parties to carry out clean ups 7. Work with other local governments to advocate for increases in targets and material included in BC EPR programs

**FINANCIAL PLAN
Solid Waste Management
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(716,852)	(955,802)	(1,080,056)	13.0%
	(716,852)	(955,802)	(1,080,056)	13.0%
Grants in lieu of taxes	(2,200)	(6,800)	(6,800)	
Operations	(123,760)	(133,075)	(135,075)	
Landfill tipping fees	(7,237,327)	(9,300,000)	(9,500,000)	
Miscellaneous	(886,082)	(966,604)	(899,947)	
Interdepartmental recoveries	(77,255)	(103,007)	(103,007)	
Total Operating Revenues	(9,043,476)	(11,465,288)	(11,724,885)	2.3%
Operating Expenditures				
Administration	536,280	722,601	789,536	
Professional fees	152,394	376,280	505,280	
Building oper & maint	139,387	199,450	210,450	
Vehicle & Equip- oper & maint	526,175	653,805	682,304	
Operating costs	1,934,040	3,524,509	3,658,828	
Total Operating Expenditures (excluding wages)	3,288,276	5,476,645	5,846,398	6.8%
Wages & benefits	2,626,681	3,701,948	3,775,680	2.0%
Total Operating Expenditures (including wages)	5,914,957	9,178,593	9,622,078	4.8%
Contribution to reserve funds	1,700,142	1,700,665	3,550,280	
Operating (surplus) / deficit	(1,428,377)	(586,030)	1,447,473	
Capital Asset Expenditures				
Capital expenditures	770,882	2,456,962	2,330,359	
Transfers from reserves		(464,990)	(915,000)	
Net Capital Assets funded from Operations	770,882	1,991,972	1,415,359	(28.9%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(657,495)	1,405,942	2,862,832	
Transfer from appropriated surplus	(1,010,207)	(1,010,207)	(578,000)	(42.8%)
Prior year (surplus) / deficit	(1,746,437)	(1,729,475)	(2,284,831)	
Current year unappropriated surplus	(3,414,139)	(1,333,740)	1	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2020**

AREA	REGIONAL AND COMMUNITY UTILITIES		
SERVICE	RESIDENTIAL GARBAGE, FOOD WASTE & RECYCLING COLLECTION PROGRAM		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	The RDN provides curbside collection of residential garbage, food waste and recycling to approximately 29,000 single family and equivalent homes within the Electoral Areas, the City of Parksville, District of Lantzville, and Nanoose First Nations. The collection is provided through a private sector contractor. The program prepares and distributes public education materials to promote waste reduction.		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
User Rates	\$268/year is the 2019 average residential user fee calculated by comparing 5 BC municipalities providing similar level of automated curbside collection (i.e. garbage, recycling and food waste only).	\$154.03/year	\$175/year
Disposal Rate (garbage only)	2009 – 283 kg/hh/yr	170 kg/hh/yr	170 kg/hh/year
Contamination in Recycling	3% non-printed paper and packaging, as per Recycle BC contract.	3.4% 2019 YTD 4.4% 2018 3.7% 2017 5.3% 2016	3.0%

KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES
<ol style="list-style-type: none"> Starting September 23, 2019, launching a comprehensive communication campaign to educate RDN residents on the new automated collection service coming Fall 2020. The campaign will provide information on how the program came about, how it works, FAQs, and where they can get more detailed information on the new service. Improve communication to residents via the Recollect app by relaunching the app as part of the new service rollout Manage the curbside programs with the aim to improve diversion and lower contamination in the recycling stream by: <ul style="list-style-type: none"> promoting resident participation in the recycling and food waste diversion programs; and drive correct recycling behavior through positive reinforcement of good recycling practices and providing clarity on non-compliant materials. Update Solid Waste garbage & recycling/zero waste programs to improve user experience by residents and help to drive reduction of waste generation. Create a video series, primarily focused on contamination reduction, and recycling preparation best practices, in preparation for the automated curbside collection rollout in effort to maintain/reduce contamination level in the recycling stream. Work with Recycle BC, Circular Waste BC (organics processor), Waste Connections of Canada (curbside collection contractor), municipal partners and residents to continue to lower contamination in recycling and organic waste stream.

FINANCIAL PLAN
Solid Waste Collection & Recycling
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Operations	(717,337)	(1,188,868)	(1,192,877)	
Utility user fees	(3,754,610)	(4,037,648)	(4,715,210)	
Miscellaneous	(4,714)	(7,500)	(7,500)	
Total Operating Revenues	(4,476,661)	(5,234,016)	(5,915,587)	13.0%
Operating Expenditures				
Administration	294,999	401,189	504,038	
Professional fees	112,687	30,000	50,000	
Building oper & maint	2,011	2,681	2,681	
Vehicle & Equip- oper & maint	653	1,485	1,485	
Operating costs	3,142,479	4,610,687	4,847,138	
Total Operating Expenditures (excluding wages)	3,552,829	5,046,042	5,405,342	7.1%
Wages & benefits	143,241	234,827	352,136	50.0%
Total Operating Expenditures (including wages)	3,696,070	5,280,869	5,757,478	9.0%
Contribution to reserve funds	10,154	10,205	282,016	
Operating (surplus) / deficit	(770,437)	57,058	123,907	
Capital Asset Expenditures				
Capital expenditures	123	250	150	
Net Capital Assets funded from Operations	123	250	150	(40.0%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(770,314)	57,308	124,057	
Transfer from appropriated surplus	(2,833)	(2,833)		(100.0%)
Prior year (surplus) / deficit	(252,466)	(252,466)	(124,056)	
Current year unappropriated surplus	(1,025,613)	(197,991)	1	

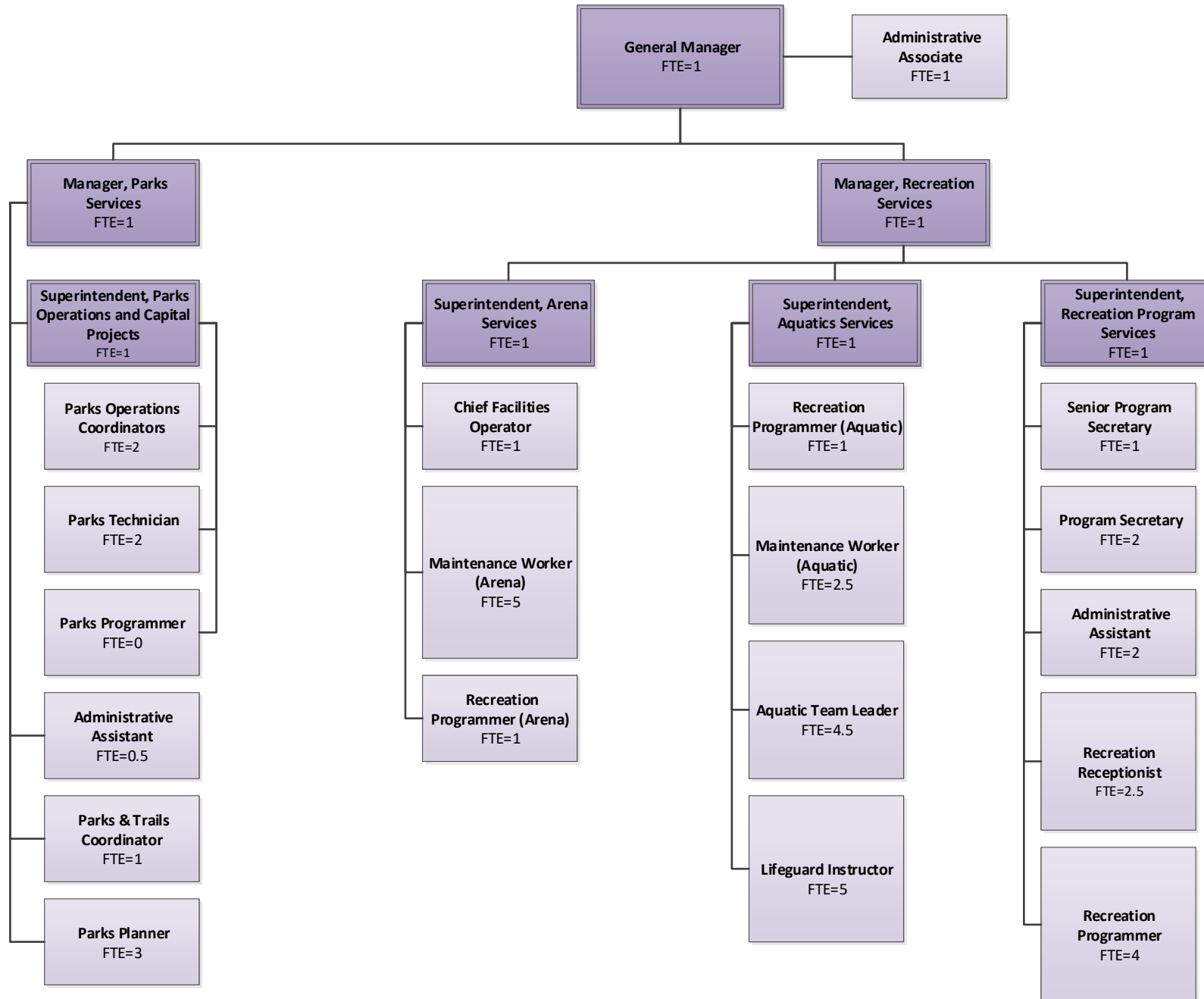


FINANCIAL PLAN
Community Works Fund Projects - Regional & Community Utilities
2020 Proposed Budget

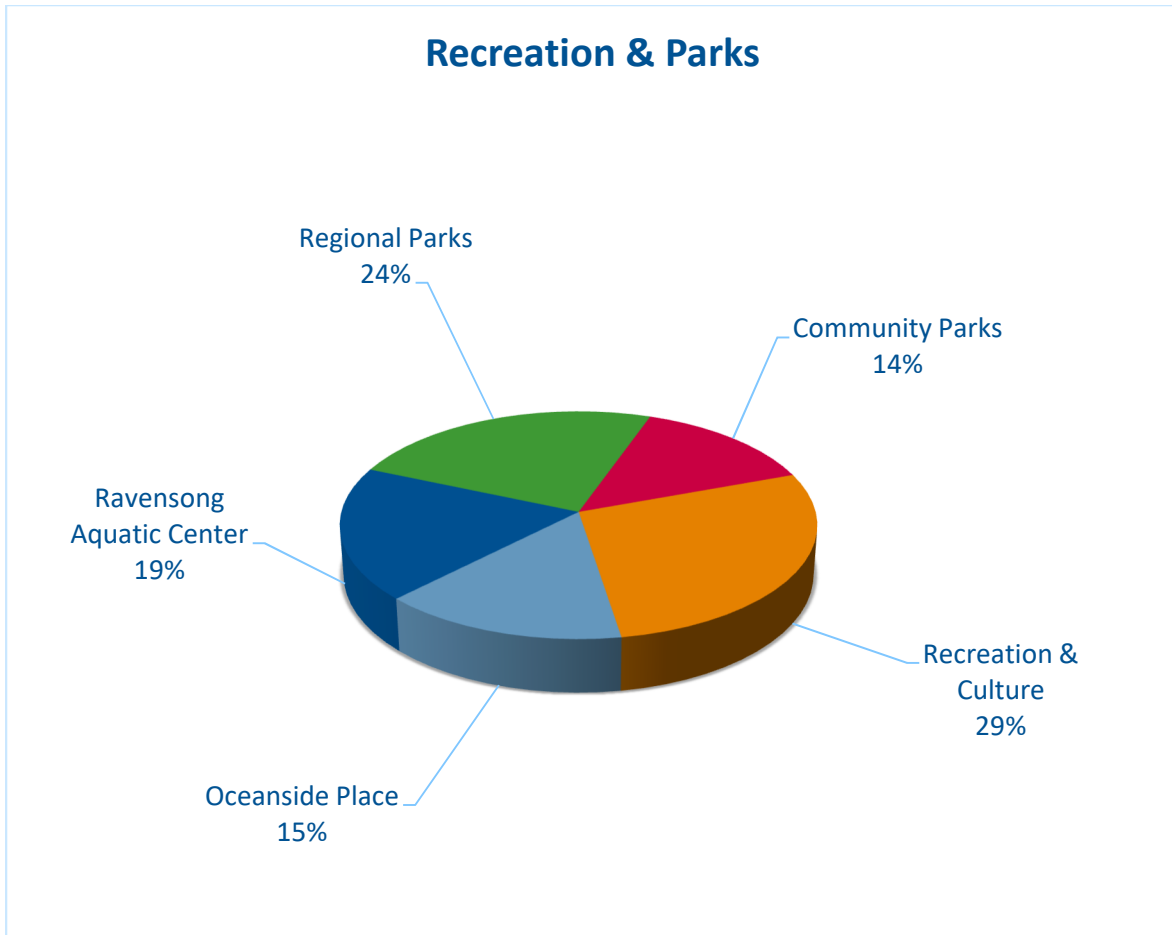
	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Operating grants		(129,981)	(64,981)	
Total Operating Revenues		(129,981)	(64,981)	(50.0%)
Operating Expenditures				
Professional fees		109,981	44,981	
Operating costs		20,000	20,000	
Total Operating Expenditures (excluding wages)		129,981	64,981	(50.0%)
Total Operating Expenditures (including wages)		129,981	64,981	(50.0%)
Operating (surplus) / deficit				
Capital Asset Expenditures				
Capital expenditures	105,285	608,773	128,961	
Grants and other	(105,285)	(608,773)	(128,961)	
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year				
Current year unappropriated surplus				

RECREATION AND PARKS

Updated: September 17, 2019



DEPARTMENTAL HIGHLIGHTS



Recreation & Parks	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	Percentage of total Net Cost
Recreation & Culture	5,008,992	568,835	4,440,157	28%
Oceanside Place	3,079,376	660,963	2,418,413	15%
Ravensong Aquatic Center	4,078,642	1,061,375	3,017,267	19%
Regional Parks	9,686,047	5,971,423	3,714,624	24%
Community Parks	4,309,251	2,199,354	2,109,897	14%
	26,162,308	10,461,950	15,700,358	100%

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2020**

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	2019 PROJECTED PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Investment Per Capita (net operating cost /population (49,758))	\$27.00 -\$30.00	\$27.51	\$26.56
Hours of use available for public use (main rinks)			
Ice	10,000	9,469	10, 132
Dry Floor	1,800	2,091	1,785
Hours of use booked for public use (main rinks)			
Ice	6,000 60%	4,947 53%	6,080 60%
Dry Floor	1,080 60%	1,367 65%* (Higher due to both floors for chiller project -June -Aug.)	1,070 60%
Total program opportunities (registered space available)	1,200	1,310	1400
Total program registrations	800	890	950
Annual public skate admissions	21,000	21,000	21,000

KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES
<ol style="list-style-type: none"> 1. Continue to address and monitor regulatory changes that are relevant to Oceanside Place and D69 Arena. 2. Maintain 2019 utilities usage rates. 3. Complete 2020 Capital Plan projects (\$75,700). 4. Continue to develop tasks as part of RDN Asset Management Planning Group. 5. Review and increase sport tourism events and programming on dry floor or ice. 6. Develop implementation strategies for 2019 - 2029 Oceanside Recreation Services Master Plan specific to arena services (Future use of Pond/Leisure Rink). 7. Complete the District 69 Usage and Allocation Survey in 2020 as per the District 69 Sports Field and Recreation Services Agreement between City of Parksville, Town of Qualicum Beach and Regional District of Nanaimo.

**FINANCIAL PLAN
Oceanside Place
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(1,538,813)	(2,051,750)	(2,256,338)	10.0%
	(1,538,813)	(2,051,750)	(2,256,338)	10.0%
Concession sales	(3,788)	(5,500)	(5,500)	
Operations	(8,111)	(18,500)	(17,700)	
Recreation - other operating	(50,360)	(89,050)	(95,600)	
Recreation fees	(63,449)	(65,000)	(65,000)	
Recreation facility rentals	(250,750)	(455,000)	(452,500)	
Recreation vending sales	(1,400)	(3,000)	(3,000)	
Miscellaneous	(3,039)	(800)	(1,300)	
Interdepartmental recoveries	(9,479)	(12,638)	(12,638)	
Total Operating Revenues	(1,929,189)	(2,701,238)	(2,909,576)	7.7%
Operating Expenditures				
Administration	118,834	158,729	174,056	
Legislative		500	100	
Professional fees	4,479	35,000	31,000	
Building oper & maint	225,100	336,500	368,904	
Vehicle & Equip- oper & maint	32,816	64,710	66,124	
Operating costs	52,578	84,378	85,251	
Program costs	33,865	40,800	43,235	
Total Operating Expenditures (excluding wages)	467,672	720,617	768,670	6.7%
Wages & benefits	868,576	1,189,795	1,246,172	4.7%
Total Operating Expenditures (including wages)	1,336,248	1,910,412	2,014,842	5.5%
Contribution to reserve funds	100,135	100,180	403,275	
Operating (surplus) / deficit	(492,806)	(690,646)	(491,459)	
Capital Asset Expenditures				
Capital expenditures	236,963	579,950	75,675	
Transfers from reserves	(236,963)	(527,000)	(7,725)	
Grants and other	(1,345)			
Net Capital Assets funded from Operations	(1,345)	52,950	67,950	28.3%
Capital Financing Charges				
Existing debt (principal)	204,789	273,052	273,052	
Existing debt (interest)	234,399	312,532	312,532	
Total Capital Financing Charges	439,188	585,584	585,584	
Accumulated Surplus				
Net (surplus)/deficit for the year	(54,963)	(52,112)	162,075	
Transfer from appropriated surplus	(16,023)	(16,023)		(100.0%)
Prior year (surplus) / deficit	(130,519)	(130,519)	(162,074)	
Current year unappropriated surplus	(201,505)	(198,654)	1	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2020**

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. RAC offers a wide range of aquatic based programs and services for all ages.		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Investment Per Capita (net operating cost/population 44,427)	\$35.00 - 40.00	\$49.13	\$49.50
Hours available for use	98% of total hours used	96% of total hours used 4,708hrs/4,899hrs Note: Total hrs reduced by extended shutdown	95% of total hours used 4,849hrs/5,105hrs
Total number of registered program opportunities	570-590	556	585
Total number of registered program participants	2,500	2,652	2,750
Total number of registered program attendance	22,500	21,932	22,500
Number of public swim admissions	95,000	97,500	96,500

KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES
<ol style="list-style-type: none"> 1. Develop implementation strategies for 2019 - 2029 Oceanside Recreation Services Master Plan specific to aquatic services. 2. Continue to develop tasks as part of RDN Asset Management Planning Group. 3. Complete 2020 Capital Plan projects (\$356,000). 4. Complete Expansion Planning Concept Design (phase 1). 5. Complete the District 69 Usage and Allocation Survey in 2020 as per the District 69 Sports Field and Recreation Services Agreement between City of Parksville, Town of Qualicum Beach and Regional District of Nanaimo.

**FINANCIAL PLAN
Ravensong Aquatic Centre
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(1,820,877)	(2,427,836)	(2,670,620)	10.0%
	(1,820,877)	(2,427,836)	(2,670,620)	10.0%
Operating grants	(500)			
Operations	(396)	(2,740)	(2,740)	
Recreation - other operating	(274,151)	(406,100)	(406,100)	
Recreation fees	(177,727)	(199,145)	(199,145)	
Recreation facility rentals	(68,702)	(94,190)	(94,190)	
Recreation vending sales	(2,236)	(3,200)	(3,200)	
Miscellaneous	(700)			
Total Operating Revenues	(2,345,289)	(3,133,211)	(3,375,995)	7.7%
Operating Expenditures				
Administration	145,888	197,049	241,061	
Legislative		1,000	1,000	
Professional fees	3,604	178,500	288,500	
Building oper & maint	197,253	270,178	272,146	
Vehicle & Equip- oper & maint	9,878	31,831	29,589	
Operating costs	116,247	278,299	278,299	
Program costs	55,010	84,975	84,975	
Total Operating Expenditures (excluding wages)	527,880	1,041,832	1,195,570	14.8%
Wages & benefits	1,189,754	1,624,539	1,687,104	3.9%
Total Operating Expenditures (including wages)	1,717,634	2,666,371	2,882,674	8.1%
Contribution to reserve funds	700,135	700,180	823,528	
Operating (surplus) / deficit	72,480	233,340	330,207	
Capital Asset Expenditures				
Capital expenditures	71,105	960,700	372,440	
Transfers from reserves	(56,033)	(940,000)	(356,000)	
Net Capital Assets funded from Operations	15,072	20,700	16,440	(20.6%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	87,552	254,040	346,647	
Transfer from appropriated surplus	(83,198)	(83,198)	(215,000)	158.4%
Prior year (surplus) / deficit	(301,375)	(298,875)	(131,647)	
Current year unappropriated surplus	(297,021)	(128,033)		

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2020**

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. In addition to providing year round recreation programs to all Oceanside residents, recreation services delivery provided also 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 (updated to reflect previous year end totals)	CURRENT PERFORMANCE As of September 4, 2019	2020 PERFORMANCE OBJECTIVES
Total drop-in attendance <i>(After school gym, pickleball, fitness + fitness pass swipes)</i>	5,534	3,786	5,600
Total number of program registrations	10,558 <i>(3,183 camp flex & 7,375 program registrations)</i>	2,680 + 3,331=6,011 <i>(traditional registration + camp flex reg)</i>	11,700
Total program attendance	44,250 <i>(program registrations x 6 sessions)</i>	16,080 <i>(traditional program registrations x 6 sessions)</i>	20,000
Total program opportunities <i>* Updated the way this benchmark is calculated for 2019 so not a straight comparisons</i>	490 <i>(total of program opportunities & flex reg programs)</i>	505 <i>(total program opportunities- includes multiple sets & flex sessions)</i>	520
Financial Assistance Program (households supported)	181 families <i>*All 3 service areas</i>	169 families YTD <i>*All 3 service areas</i>	Meet Demand
Inclusion Support	926 hours of support 15 individuals	1,146 hours of support 15 individuals	Meet Demand
Recreation Grants <i>*change in grant process due to OSC formation now only 2 intakes/year</i>	\$67,488 45 projects funded	\$26,852 18 projects funded	\$75,000 35-45 projects
Field & Court Usage	15,732.25 hours booked	10,044.75 hours booked	

KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES
<ol style="list-style-type: none">1. Develop implementation strategies for 2019-2029 Oceanside Recreation Services Master Plan specific to Northern Community Recreation Services.2. Continue to execute PLAY Oceanside initiatives initiated by the Sport for Life grant program. PLAY Oceanside is a community working group with the goal of raising awareness of the Physical Literacy and Sport for Life philosophies and the associated benefits.3. Complete the initiatives outlined within the Age Friendly Communities grant, namely the creation, maintenance and promotion of the digital recreation services map for the Oceanside region.4. Complete the District 69 Usage and Allocation Survey in 2020 as per the District 69 Sports Field and Recreation Services Agreement between City of Parksville, Town of Qualicum Beach and Regional District of Nanaimo.

FINANCIAL PLAN
Northern Community Recreation
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(1,069,875)	(1,426,500)	(1,583,415)	11.0%
	(1,069,875)	(1,426,500)	(1,583,415)	11.0%
Operating grants	(23,682)	(54,772)	(14,300)	
Operations	(5,206)	(7,140)	(5,040)	
Recreation fees	(423,587)	(434,430)	(478,975)	
Total Operating Revenues	(1,522,350)	(1,922,842)	(2,081,730)	8.3%
Operating Expenditures				
Administration	103,298	141,549	160,836	
Professional fees	13,736	119,800	161,500	
Building oper & maint	10,962	14,138	14,138	
Vehicle & Equip- oper & maint	12,368	14,681	15,993	
Operating costs	82,131	104,168	103,658	
Program costs	481,974	616,335	647,012	
Transfer to other govt / org	77,511	111,755	148,645	
Total Operating Expenditures (excluding wages)	781,980	1,122,426	1,251,782	11.5%
Wages & benefits	589,406	820,932	790,415	(3.7%)
Total Operating Expenditures (including wages)	1,371,386	1,943,358	2,042,197	5.1%
Contribution to reserve funds	35,135	35,180	488,457	
Operating (surplus) / deficit	(115,829)	55,696	448,924	
Capital Asset Expenditures				
Capital expenditures		37,825	83,040	
Transfers from reserves		(35,000)	(70,000)	
Net Capital Assets funded from Operations		2,825	13,040	361.6%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(115,829)	58,521	461,964	
Transfer from appropriated surplus	(161,532)	(161,532)		(100.0%)
Prior year (surplus) / deficit	(60,616)	(56,616)	(461,964)	
Current year unappropriated surplus	(337,977)	(159,627)		



FINANCIAL PLAN
Northern Community Recreation Sportsfield
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(238,948)	(318,598)	(330,970)	3.9%
	(238,948)	(318,598)	(330,970)	3.9%
Total Operating Revenues	(238,948)	(318,598)	(330,970)	3.9%
Operating Expenditures				
Professional fees			6,000	
Transfer to other govt / org	150,911	318,598	337,766	
Total Operating Expenditures (excluding wages)	150,911	318,598	343,766	7.9%
Total Operating Expenditures (including wages)	150,911	318,598	343,766	7.9%
Operating (surplus) / deficit	(88,037)		12,796	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(88,037)		12,796	
Prior year (surplus) / deficit			(12,796)	
Current year unappropriated surplus	(88,037)			

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2020**

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 an additional 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	CURRENT PERFORMANCE	2020 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 (2018-2020)
Total number of program registrations	700 - 800	900	1000
Total program attendance	2,500	3,000	3,020
Total program opportunities	50 - 80	70	70

KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES
<ol style="list-style-type: none"> 1. Monitor and evaluate 2020 performance objectives by the Society as per terms of the three year Agreement via review of reports submitted and meetings with Society. 2. Work with community groups on initiatives identified and approved by Board. 3. Complete the District 68 Usage and Allocation Survey in 2020 as per the District 68 Sports Field and Recreation Services Agreement between City of Nanaimo, Regional District of Nanaimo and District of Lantzville.

**FINANCIAL PLAN
Gabriola Island Recreation
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(95,551)	(127,401)	(131,223)	3.0%
	(95,551)	(127,401)	(131,223)	3.0%
Grants in lieu of taxes	(493)	(520)	(520)	
Recreation - other operating	(65)			
Total Operating Revenues	(96,109)	(127,921)	(131,743)	3.0%
Operating Expenditures				
Administration	2,008	2,904	4,961	
Professional fees	3,286	3,000	3,000	
Vehicle & Equip- oper & maint	16	171	171	
Operating costs	1,180	3,099	3,099	
Transfer to other govt / org	90,426	91,705	91,705	
Total Operating Expenditures (excluding wages)	96,916	100,879	102,936	2.0%
Wages & benefits	17,323	22,565	24,648	9.2%
Total Operating Expenditures (including wages)	114,239	123,444	127,584	3.4%
Contribution to reserve funds			27,553	
Operating (surplus) / deficit	18,130	(4,477)	23,394	
Capital Asset Expenditures				
Capital expenditures		100	40	
Net Capital Assets funded from Operations		100	40	(60.0%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	18,130	(4,377)	23,434	
Prior year (surplus) / deficit	(15,236)	(15,236)	(23,434)	
Current year unappropriated surplus	2,894	(19,613)		

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2020**

AREA	RECREATION AND PARKS		
SERVICE	ELECTORAL AREA 'A' RECREATION AND CULTURE		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	In addition to access to recreation facilities and programs offered through the City of Nanaimo, residents of Electoral Area 'A' raise an additional 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 Electoral Area 'A' 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 the communities of EA A. The Commission also oversees an Electoral Area 'A' Grant-in-Aid program in the amount of \$10,000 supporting recreation and cultural initiatives.		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Utilization of Grant-in-Aid program	Full disbursement of available grant funding (\$10,000 annually)	2019= \$0.00 (as of August) 2018= \$3,161 2017= \$4,800 2016 = \$2,868 2015 = \$4,118 2014 = \$1,500 2013 = \$7,500 2012 = \$7,065 2011 = \$7,625	Full disbursement of available grant funding

KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES
<ol style="list-style-type: none"> 1. Distribute all funds from Grant-in-Aid program. 2. Analysis of 2019 recreation services, programs and facility inventory work and identification of next steps in regards to recreation provision as recommended by Commission and directed by RDN Board. 3. Work with community groups on initiatives identified throughout the recreation inventory and potential needs assessment projects as recommended by Commission and directed by Board. 4. Complete the District 68 Usage and Allocation Survey in 2020 as per the District 68 Sports Field and Recreation Services Agreement between City of Nanaimo, Regional District of Nanaimo and District of Lantzville.

**FINANCIAL PLAN
Area A Recreation & Culture
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(170,136)	(226,848)	(231,385)	2.0%
	(170,136)	(226,848)	(231,385)	2.0%
Miscellaneous	(65)			
Total Operating Revenues	(170,201)	(226,848)	(231,385)	2.0%
Operating Expenditures				
Administration	6,669	12,030	11,020	
Professional fees	1,165	99,000	82,000	
Building oper & maint	10,073	13,000	13,000	
Vehicle & Equip- oper & maint		550	550	
Operating costs	1,882	5,684	5,184	
Program costs		10,000	10,000	
Total Operating Expenditures (excluding wages)	19,789	140,264	121,754	(13.2%)
Wages & benefits	22,250	28,958	31,797	9.8%
Total Operating Expenditures (including wages)	42,039	169,222	153,551	(9.3%)
Contribution to reserve funds	85,000	85,000	191,204	
Operating (surplus) / deficit	(43,162)	27,374	113,370	
Capital Asset Expenditures				
Capital expenditures		200	75,040	
Net Capital Assets funded from Operations		200	75,040	37,420.0%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(43,162)	27,574	188,410	
Transfer from appropriated surplus	(103,409)	(103,409)		(100.0%)
Prior year (surplus) / deficit	(24,914)	(24,914)	(188,410)	
Current year unappropriated surplus	(171,485)	(100,749)		

FINANCIAL PLAN
Southern Community Recreation & Culture
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(966,416)	(1,288,554)	(1,357,107)	5.3%
	(966,416)	(1,288,554)	(1,357,107)	5.3%
Grants in lieu of taxes	(1,056)			
Total Operating Revenues	(967,472)	(1,288,554)	(1,357,107)	5.3%
Operating Expenditures				
Administration	2,776	3,209	10,400	
Professional fees	1,540	2,000	35,500	
Building oper & maint	34,546	61,770	59,800	
Operating costs	5,545	7,415	6,840	
Transfer to other govt / org	1,240,500	1,240,500	1,270,307	
Total Operating Expenditures (excluding wages)	1,284,907	1,314,894	1,382,847	5.2%
Total Operating Expenditures (including wages)	1,284,907	1,314,894	1,382,847	5.2%
Operating (surplus) / deficit	317,435	26,340	25,740	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	317,435	26,340	25,740	
Prior year (surplus) / deficit	(26,340)	(26,340)	(25,740)	
Current year unappropriated surplus	291,095			

**FINANCIAL PLAN
Port Theatre EA A
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(11,858)	(15,811)	(16,817)	6.4%
	(11,858)	(15,811)	(16,817)	6.4%
Total Operating Revenues	(11,858)	(15,811)	(16,817)	6.4%
Operating Expenditures				
Transfer to other govt / org	16,073	15,811	16,555	
Total Operating Expenditures (excluding wages)	16,073	15,811	16,555	4.7%
Total Operating Expenditures (including wages)	16,073	15,811	16,555	4.7%
Operating (surplus) / deficit	4,215		(262)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	4,215		(262)	
Prior year (surplus) / deficit			262	
Current year unappropriated surplus	4,215			

**FINANCIAL PLAN
Port Theatre EA B
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(23,870)	(31,827)	(32,834)	3.2%
	(23,870)	(31,827)	(32,834)	3.2%
Total Operating Revenues	(23,870)	(31,827)	(32,834)	3.2%
Operating Expenditures				
Transfer to other govt / org	32,089	31,827	32,572	
Total Operating Expenditures (excluding wages)	32,089	31,827	32,572	2.3%
Total Operating Expenditures (including wages)	32,089	31,827	32,572	2.3%
Operating (surplus) / deficit	8,219		(262)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	8,219		(262)	
Prior year (surplus) / deficit			262	
Current year unappropriated surplus	8,219			

**FINANCIAL PLAN
Port Theatre EA C (Extension)
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(11,724)	(15,632)	(16,857)	7.8%
	(11,724)	(15,632)	(16,857)	7.8%
Grants in lieu of taxes	(82)			
Total Operating Revenues	(11,806)	(15,632)	(16,857)	7.8%
Operating Expenditures				
Transfer to other govt / org	16,082	15,707	16,564	
Total Operating Expenditures (excluding wages)	16,082	15,707	16,564	5.5%
Total Operating Expenditures (including wages)	16,082	15,707	16,564	5.5%
Operating (surplus) / deficit	4,276	75	(293)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	4,276	75	(293)	
Prior year (surplus) / deficit	(75)	(75)	293	
Current year unappropriated surplus	4,201			

FINANCIAL PLAN
Port Theatre EA C (East Wellington)
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(3,052)	(4,069)	(4,327)	6.3%
	(3,052)	(4,069)	(4,327)	6.3%
Total Operating Revenues	(3,052)	(4,069)	(4,327)	6.3%
Operating Expenditures				
Transfer to other govt / org	4,136	4,069	4,260	
Total Operating Expenditures (excluding wages)	4,136	4,069	4,260	4.7%
Total Operating Expenditures (including wages)	4,136	4,069	4,260	4.7%
Operating (surplus) / deficit	1,084		(67)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	1,084		(67)	
Prior year (surplus) / deficit			67	
Current year unappropriated surplus	1,084			

FINANCIAL PLAN
Port Theatre EA E
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(17,021)	(22,694)	(24,138)	6.4%
	(17,021)	(22,694)	(24,138)	6.4%
Total Operating Revenues	(17,021)	(22,694)	(24,138)	6.4%
Operating Expenditures				
Transfer to other govt / org	23,070	22,694	23,762	
Total Operating Expenditures (excluding wages)	23,070	22,694	23,762	4.7%
Total Operating Expenditures (including wages)	23,070	22,694	23,762	4.7%
Operating (surplus) / deficit	6,049		(376)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	6,049		(376)	
Prior year (surplus) / deficit			376	
Current year unappropriated surplus	6,049			



FINANCIAL PLAN
Regional Parks Operations
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(1,082,507)	(1,443,342)	(1,617,676)	12.1%
	(1,082,507)	(1,443,342)	(1,617,676)	12.1%
Grants in lieu of taxes	(4,333)			
Operations	(1,224)	(1,000)	(1,200)	
Recreation fees			(15,230)	
Miscellaneous	(3,270)	(75,000)	(75,000)	
Total Operating Revenues	(1,091,334)	(1,519,342)	(1,709,106)	12.5%
Operating Expenditures				
Administration	91,267	127,199	129,184	
Professional fees	18,547	82,900	98,100	
Building oper & maint	61,403	73,360	58,055	
Vehicle & Equip- oper & maint	19,498	47,150	27,800	
Operating costs	250,822	574,838	572,805	
Program costs			15,156	
Transfer to other govt / org	46,666	47,000	55,000	
Total Operating Expenditures (excluding wages)	488,203	952,447	956,100	0.4%
Wages & benefits	553,721	755,667	790,519	4.6%
Total Operating Expenditures (including wages)	1,041,924	1,708,114	1,746,619	2.3%
Contribution to reserve funds	100,135	100,180	280,855	
Operating (surplus) / deficit	50,725	288,952	318,368	
Capital Asset Expenditures				
Capital expenditures	46,750	248,032	179,722	
Transfers from reserves		(25,000)		
Net Capital Assets funded from Operations	46,750	223,032	179,722	(19.4%)
Capital Financing Charges				
Existing debt (principal)	1,871	2,685		
Existing debt (interest)	23	80		
Total Capital Financing Charges	1,894	2,765		(100.0%)
Accumulated Surplus				
Net (surplus)/deficit for the year	99,369	514,749	498,090	
Transfer from appropriated surplus	(291,250)	(291,250)	(25,000)	(91.4%)
Prior year (surplus) / deficit	(452,825)	(454,355)	(473,091)	
Current year unappropriated surplus	(644,706)	(230,856)	(1)	

**FINANCIAL PLAN
Regional Parks Capital
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(249,816)	(333,088)	(417,860)	25.5%
Property taxes	(581,940)	(775,920)	(974,400)	25.6%
	(831,756)	(1,109,008)	(1,392,260)	25.5%
Grants in lieu of taxes	(268)	(630)	(630)	
Total Operating Revenues	(832,024)	(1,109,638)	(1,392,890)	25.5%
Operating Expenditures				
Professional fees	3,193	82,000	81,801	
Total Operating Expenditures (excluding wages)	3,193	82,000	81,801	(0.2%)
Total Operating Expenditures (including wages)	3,193	82,000	81,801	(0.2%)
Contribution to reserve funds	961,204	961,204	1,149,656	
Operating (surplus) / deficit	132,373	(66,434)	(161,433)	
Capital Asset Expenditures				
Capital expenditures	698,806	1,430,000	6,079,363	
Transfers from reserves	(698,806)	(1,392,125)	(3,879,363)	
Grants and other		(37,875)		
New borrowing			(2,000,000)	
Net Capital Assets funded from Operations			200,000	
Capital Financing Charges				
Existing debt (principal)	51,724	68,965	68,965	
Existing debt (interest)	59,299	79,066	79,066	
New Debt (principal & interest)			20,000	
Total Capital Financing Charges	111,023	148,031	168,031	13.5%
Accumulated Surplus				
Net (surplus)/deficit for the year	243,396	81,597	206,598	
Transfer from appropriated surplus	(44,500)	(44,500)	(194,500)	337.1%
Prior year (surplus) / deficit	(38,695)	(38,695)	(12,098)	
Current year unappropriated surplus	160,201	(1,598)		

**FINANCIAL PLAN
Community Parks - Area A
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(175,217)	(233,622)	(240,631)	3.0%
	(175,217)	(233,622)	(240,631)	3.0%
Miscellaneous	(93)			
Total Operating Revenues	(175,310)	(233,622)	(240,631)	3.0%
Operating Expenditures				
Administration	11,854	17,552	17,100	
Professional fees	1,352	14,000	14,000	
Building oper & maint	2,983	3,882	3,038	
Vehicle & Equip- oper & maint	7,283	13,984	12,763	
Operating costs	27,889	49,203	85,897	
Transfer to other govt / org	12,000	12,000	12,000	
Total Operating Expenditures (excluding wages)	63,361	110,621	144,798	30.9%
Wages & benefits	68,193	93,228	103,702	11.2%
Total Operating Expenditures (including wages)	131,554	203,849	248,500	21.9%
Contribution to reserve funds	25,000	25,000	47,530	
Operating (surplus) / deficit	(18,756)	(4,773)	55,399	
Capital Asset Expenditures				
Capital expenditures	3,048	25,866	32,355	
Transfers from reserves		(25,000)	(25,000)	
Net Capital Assets funded from Operations	3,048	866	7,355	749.3%
Capital Financing Charges				
Existing debt (principal)	257	370		
Existing debt (interest)	3	12		
Total Capital Financing Charges	260	382		(100.0%)
Accumulated Surplus				
Net (surplus)/deficit for the year	(15,448)	(3,525)	62,754	
Transfer from appropriated surplus			(7,500)	
Prior year (surplus) / deficit	(31,724)	(31,934)	(55,254)	
Current year unappropriated surplus	(47,172)	(35,459)		

FINANCIAL PLAN
Community Parks - Area B
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(236,373)	(315,164)	(340,377)	8.0%
	(236,373)	(315,164)	(340,377)	8.0%
Miscellaneous	(193)			
Total Operating Revenues	(236,566)	(315,164)	(340,377)	8.0%
Operating Expenditures				
Administration	12,467	17,698	18,552	
Professional fees	1,352	21,500	16,000	
Building oper & maint	4,139	5,932	5,088	
Vehicle & Equip- oper & maint	2,447	6,784	4,763	
Operating costs	44,281	100,905	78,211	
Total Operating Expenditures (excluding wages)	64,686	152,819	122,614	(19.8%)
Wages & benefits	68,176	93,228	103,703	11.2%
Total Operating Expenditures (including wages)	132,862	246,047	226,317	(8.0%)
Contribution to reserve funds	2,000	2,000	65,620	
Operating (surplus) / deficit	(101,704)	(67,117)	(48,440)	
Capital Asset Expenditures				
Capital expenditures	12,618	372,154	781,055	
Transfers from reserves		(27,500)	(55,000)	
Grants and other	(9,345)	(318,400)	(597,354)	
Net Capital Assets funded from Operations	3,273	26,254	128,701	390.2%
Capital Financing Charges				
Existing debt (principal)	13,426	80,531	55,271	
Existing debt (interest)	10,333	18,268	13,325	
Total Capital Financing Charges	23,759	98,799	68,596	(30.6%)
Accumulated Surplus				
Net (surplus)/deficit for the year	(74,672)	57,936	148,857	
Transfer from appropriated surplus	(21,500)	(21,500)	(10,000)	(53.5%)
Prior year (surplus) / deficit	(80,226)	(80,436)	(138,856)	
Current year unappropriated surplus	(176,398)	(44,000)	1	

FINANCIAL PLAN
Community Parks - Area C (Extension)
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(55,280)	(73,706)	(78,865)	7.0%
	(55,280)	(73,706)	(78,865)	7.0%
Operations	(96)			
Total Operating Revenues	(55,376)	(73,706)	(78,865)	7.0%
Operating Expenditures				
Administration	4,598	6,647	6,536	
Professional fees	794	13,000	3,000	
Building oper & maint	1,891	1,867	1,279	
Vehicle & Equip- oper & maint	1,225	3,233	2,347	
Operating costs	5,151	10,123	10,117	
Total Operating Expenditures (excluding wages)	13,659	34,870	23,279	(33.2%)
Wages & benefits	34,098	46,753	52,033	11.3%
Total Operating Expenditures (including wages)	47,757	81,623	75,312	(7.7%)
Contribution to reserve funds	5,000	5,000	50,654	
Operating (surplus) / deficit	(2,619)	12,917	47,101	
Capital Asset Expenditures				
Capital expenditures	1,637	615	23,677	
Transfers from reserves			(20,000)	
Net Capital Assets funded from Operations	1,637	615	3,677	497.9%
Capital Financing Charges				
Existing debt (principal)	128	185		
Existing debt (interest)	2	12		
Total Capital Financing Charges	130	197		(100.0%)
Accumulated Surplus				
Net (surplus)/deficit for the year	(852)	13,729	50,778	
Prior year (surplus) / deficit	(51,795)	(51,900)	(50,778)	
Current year unappropriated surplus	(52,647)	(38,171)		

FINANCIAL PLAN
Community Parks - Area C (East Wellington)
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(70,320)	(93,760)	(96,573)	3.0%
	(70,320)	(93,760)	(96,573)	3.0%
Operations	(46)			
Total Operating Revenues	(70,366)	(93,760)	(96,573)	3.0%
Operating Expenditures				
Administration	4,897	7,095	6,761	
Professional fees	676	26,500	1,500	
Building oper & maint	998	1,867	1,229	
Vehicle & Equip- oper & maint	1,225	3,358	2,347	
Operating costs	11,477	20,148	24,911	
Total Operating Expenditures (excluding wages)	19,273	58,968	36,748	(37.7%)
Wages & benefits	34,097	46,753	52,033	11.3%
Total Operating Expenditures (including wages)	53,370	105,721	88,781	(16.0%)
Contribution to reserve funds	6,000	6,000	30,369	
Operating (surplus) / deficit	(10,996)	17,961	22,577	
Capital Asset Expenditures				
Capital expenditures	1,637	615	30,677	
Net Capital Assets funded from Operations	1,637	615	30,677	4,888.1%
Capital Financing Charges				
Existing debt (principal)	128	185		
Existing debt (interest)	2	12		
Total Capital Financing Charges	130	197		(100.0%)
Accumulated Surplus				
Net (surplus)/deficit for the year	(9,229)	18,773	53,254	
Transfer from appropriated surplus	(15,000)	(15,000)	(27,000)	80.0%
Prior year (surplus) / deficit	(23,867)	(23,972)	(26,254)	
Current year unappropriated surplus	(48,096)	(20,199)		

FINANCIAL PLAN
Community Parks - Area E
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(117,437)	(156,582)	(187,000)	19.4%
	(117,437)	(156,582)	(187,000)	19.4%
Miscellaneous	(193)	(1,077)		
Total Operating Revenues	(117,630)	(157,659)	(187,000)	18.6%
Operating Expenditures				
Administration	9,697	14,075	15,067	
Professional fees	5,443	6,800	8,000	
Building oper & maint	3,256	4,632	3,458	
Vehicle & Equip- oper & maint	8,287	15,484	15,063	
Operating costs	22,472	32,755	39,515	
Total Operating Expenditures (excluding wages)	49,155	73,746	81,103	10.0%
Wages & benefits	68,185	93,228	104,294	11.9%
Total Operating Expenditures (including wages)	117,340	166,974	185,397	11.0%
Contribution to reserve funds			7,421	
Operating (surplus) / deficit	(290)	9,315	5,818	
Capital Asset Expenditures				
Capital expenditures	3,273	1,219	87,355	
Transfers from reserves			(30,000)	
Grants and other			(50,000)	
Net Capital Assets funded from Operations	3,273	1,219	7,355	503.4%
Capital Financing Charges				
Existing debt (principal)	257	370		
Existing debt (interest)	3	12		
Total Capital Financing Charges	260	382		(100.0%)
Accumulated Surplus				
Net (surplus)/deficit for the year	3,243	10,916	13,173	
Prior year (surplus) / deficit	(14,787)	(14,997)	(13,172)	
Current year unappropriated surplus	(11,544)	(4,081)	1	

FINANCIAL PLAN
Community Parks - Area F
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(166,865)	(222,487)	(244,736)	10.0%
	(166,865)	(222,487)	(244,736)	10.0%
Operating grants		(10,000)	(10,000)	
Operations	(93)			
Total Operating Revenues	(166,958)	(232,487)	(254,736)	9.6%
Operating Expenditures				
Administration	11,289	16,128	17,039	
Professional fees	7,512	27,000	13,000	
Building oper & maint	2,935	23,982	22,808	
Vehicle & Equip- oper & maint	2,447	6,784	4,763	
Operating costs	25,586	55,893	56,073	
Transfer to other govt / org		10,000	10,000	
Total Operating Expenditures (excluding wages)	49,769	139,787	123,683	(11.5%)
Wages & benefits	68,187	93,228	103,703	11.2%
Total Operating Expenditures (including wages)	117,956	233,015	227,386	(2.4%)
Contribution to reserve funds	5,000	5,000	74,717	
Operating (surplus) / deficit	(44,002)	5,528	47,367	
Capital Asset Expenditures				
Capital expenditures	3,273	916,205	1,383,355	
Transfers from reserves			(26,000)	
Grants and other		(915,000)	(1,350,000)	
Net Capital Assets funded from Operations	3,273	1,205	7,355	510.4%
Capital Financing Charges				
Existing debt (principal)	257	15,000	15,000	
Existing debt (interest)	1,147	2,840	2,840	
Total Capital Financing Charges	1,404	17,840	17,840	
Accumulated Surplus				
Net (surplus)/deficit for the year	(39,325)	24,573	72,562	
Transfer from appropriated surplus	(10,000)	(10,000)	(10,000)	
Prior year (surplus) / deficit	(43,454)	(43,664)	(62,562)	
Current year unappropriated surplus	(92,779)	(29,091)		

**FINANCIAL PLAN
Community Parks - Area G
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(143,839)	(191,785)	(220,936)	15.2%
	(143,839)	(191,785)	(220,936)	15.2%
Operations	(93)			
Transfer from reserve - non capital		(10,000)		
Total Operating Revenues	(143,932)	(201,785)	(220,936)	9.5%
Operating Expenditures				
Administration	9,642	13,981	16,020	
Professional fees	9,802	18,045	3,000	
Building oper & maint	4,008	5,172	4,058	
Vehicle & Equip- oper & maint	2,447	7,144	5,123	
Operating costs	26,581	41,635	55,805	
Total Operating Expenditures (excluding wages)	52,480	85,977	84,006	(2.3%)
Wages & benefits	68,185	93,228	98,096	5.2%
Total Operating Expenditures (including wages)	120,665	179,205	182,102	1.6%
Contribution to reserve funds	25,000	25,000	51,802	
Operating (surplus) / deficit	1,733	2,420	12,968	
Capital Asset Expenditures				
Capital expenditures	6,953	6,205	37,355	
Transfers from reserves	(3,315)	(5,000)	(30,000)	
Net Capital Assets funded from Operations	3,638	1,205	7,355	510.4%
Capital Financing Charges				
Existing debt (principal)	257	370		
Existing debt (interest)	3	12		
Total Capital Financing Charges	260	382		(100.0%)
Accumulated Surplus				
Net (surplus)/deficit for the year	5,631	4,007	20,323	
Prior year (surplus) / deficit	(22,445)	(22,655)	(20,322)	
Current year unappropriated surplus	(16,814)	(18,648)	1	

FINANCIAL PLAN
Community Parks - Area H
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(144,115)	(192,153)	(213,294)	11.0%
	(144,115)	(192,153)	(213,294)	11.0%
Grants in lieu of taxes	(378)			
Operations	(93)			
Total Operating Revenues	(144,586)	(192,153)	(213,294)	11.0%
Operating Expenditures				
Administration	10,504	15,081	16,103	
Professional fees	1,571	10,000	18,000	
Building oper & maint	2,933	4,222	3,278	
Vehicle & Equip- oper & maint	2,447	6,784	4,763	
Operating costs	34,257	78,548	55,876	
Total Operating Expenditures (excluding wages)	51,712	114,635	98,020	(14.5%)
Wages & benefits	68,174	93,228	103,703	11.2%
Total Operating Expenditures (including wages)	119,886	207,863	201,723	(3.0%)
Contribution to reserve funds	20,000	20,000	20,000	
Operating (surplus) / deficit	(4,700)	35,710	8,429	
Capital Asset Expenditures				
Capital expenditures	12,440	25,003	63,355	
Transfers from reserves	(3,524)	(21,290)	(6,000)	
Grants and other	(1,653)			
Net Capital Assets funded from Operations	7,263	3,713	57,355	1,444.7%
Capital Financing Charges				
Existing debt (principal)	257	370		
Existing debt (interest)	3	12		
Total Capital Financing Charges	260	382		(100.0%)
Accumulated Surplus				
Net (surplus)/deficit for the year	2,823	39,805	65,784	
Transfer from appropriated surplus	(9,500)	(9,500)	(6,000)	(36.8%)
Prior year (surplus) / deficit	(76,500)	(76,710)	(59,784)	
Current year unappropriated surplus	(83,177)	(46,405)		

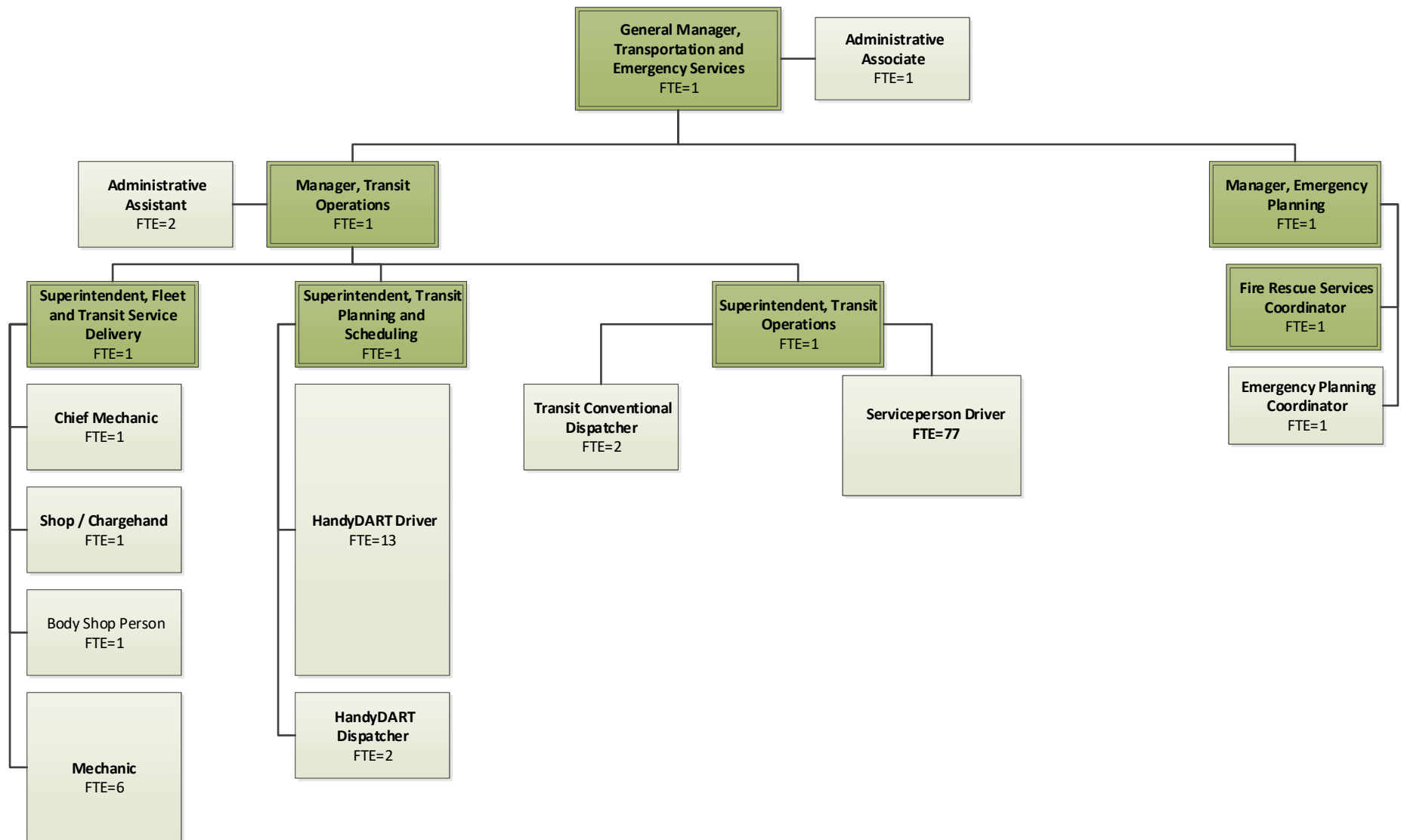


FINANCIAL PLAN
Community Works Fund Projects - Parks & Recreation Services
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Operating grants		(57,100)	(217,100)	
Total Operating Revenues		(57,100)	(217,100)	280.2%
Operating Expenditures				
Professional fees		57,100	57,100	
Transfer to other govt / org			160,000	
Total Operating Expenditures (excluding wages)		57,100	217,100	280.2%
Total Operating Expenditures (including wages)		57,100	217,100	280.2%
Operating (surplus) / deficit				
Capital Asset Expenditures				
Capital expenditures	145,345	1,042,487	1,200,000	
Grants and other	(145,346)	(1,042,487)	(1,200,000)	
Net Capital Assets funded from Operations	(1)			
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(1)			
Current year unappropriated surplus	(1)			

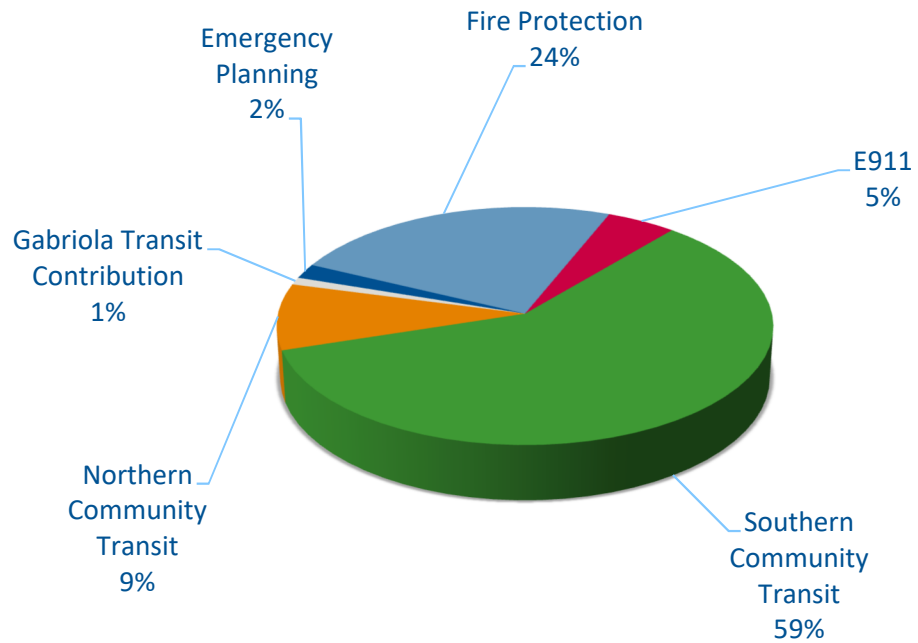
TRANSPORTATION SERVICES

Updated September 24, 2019



DEPARTMENTAL HIGHLIGHTS

Transportation & Emergency Services



Transportation & Emergency Services	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	Percentage of total Net Cost
Southern Community Transit	31,132,268	18,575,199	12,557,069	59%
Northern Community Transit	3,259,058	1,282,128	1,976,930	9%
Gabriola Emergency Wharf	15,692		15,692	0%
Gabriola Transit Contribution	136,788		136,788	1%
Gabriola Island Taxi Saver	8,500		8,500	0%
Emergency Planning	899,475	220,425	679,050	2%
Fire Protection	10,766,441	5,673,772	5,092,669	24%
E911	912,892		912,892	5%
	47,131,114	25,751,524	21,379,590	100%

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2020**

AREA	TRANSPORTATION and EMERGENCY SERVICES		
SERVICE	TRANSIT BUS SERVICE –Conventional & Custom Southern and Northern Communities		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	The Regional District of Nanaimo operates and maintains a fleet of 54 conventional New Flyer Compressed Natural Gas buses (CNG) buses and four (4) ARBOC community diesel buses. These vehicles are equipped with bicycle racks and are accessible to persons with limited mobility (i.e. wheelchairs, small scooters, and child strollers).		
	RDN transit is an integrated service connecting communities from Deep Bay in the north, Electoral Area ‘H’, to Cedar, Electoral Area ‘A’, 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.		
	Service is provided for the most part, between 6:00 am and 12:00 pm Monday to Saturday, with reduced service on Sunday. Service frequency varies, ranging from 10 minute service to every hour, with additional peak time service on weekdays.		
	Revenue hours of service have increased from 102,000 annual hours of service in 2009 to 128,005 annual hours of service in 2019.		
	The Regional District of Nanaimo also operates and maintains a fleet of 14 Custom vehicles that provide responsive on-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. Custom service hours for 2018/19 are 26,329 annually.		
	Service is scheduled between the hours of 7:00 am to 7:30 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.		
CONVENTIONAL PERFORMANCE INDICATORS			
MEASUREMENT INDICATORS *	PEER AVERAGE	2017-18 PERFORMANCE	2018-19 PERFORMANCE
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
Operating Cost Per Passenger	\$3.31	\$3.55	\$3.31
Total Passengers Per Hour	31.95	25.31	27.06
Operating Cost Recover	34.76%	40.86%	*42.87%
*Based upon the BC Transit Annual Performance Summary			
*RDN currently has the best operating cost recovery of the 81 transit systems within BC Transit			

CUSTOM PERFORMANCE INDICATORS			
MEASUREMENT INDICATORS *	PEER AVERAGE	2017-18 PERFORMANCE	2018-19 PERFORMANCE
Rides Per Hour	3.6	2.6	2.7
Operating Cost Per Passenger	\$23.03	\$26.00	\$24.92
Operating Cost Recover	7.31%	9.39%	8.56%
*Based upon StrataGen software and the Annual Operating Agreement with BC Transit (Apr 1–Mar 31 annually)			

CONVENTIONAL KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES
<ol style="list-style-type: none"> 1. Implement a 5,900 Conventional Transit annual hour expansion in January 2. Meet with key stakeholders, users and supporting groups that utilize transit services to ensure public expectations are achieved 3. Promote transit to Vancouver Island University; work with VIUSU to grow ridership and transit revenues 4. Upgrade transit bus stop infrastructure, including shelters, to assist in growing ridership by making the system more convenient 5. In partnership with BC Transit, secure grant infrastructure funding to build/expand three transit exchanges in Nanaimo. 6. Conduct an RDN Transit System Review (to include Area F) with the use of a consultant and in partnership with BC Transit, to look at route structures, fleet right sizing and fare review 7. In partnership with City of Nanaimo, conduct a bus rapid transit review 8. Implement three (3) Conventional expansion buses to the transit fleet 9. In partnership with BC Transit, implement new mobile fare payment technology. 10. Work with RDN departmental staff to implement RDN Asset Management working group objectives

CUSTOM TRANSIT KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES
<ol style="list-style-type: none"> 1. Implement a 1,700 handyDART Transit annual hour expansion in January 2. Implement one (1) handyDART bus to the Custom transit fleet 3. Meet with key stakeholders, users and supporting groups, to ensure equitable access to the system 4. Trial new scheduling software with BC Transit to improve scheduling efficiencies 5. Work with First Nations within the RDN to expand handyDART service 6. Implement Custom Transit Revised Registration Process for new handyDART applicants 7. Implement enhanced Taxi Saver program for all handyPASS users 8. Work with RDN departmental staff to implement RDN Asset Management working group objectives

FINANCIAL PLAN
Transit Southern Community
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(7,020,049)	(9,360,065)	(10,341,669)	10.5%
	(7,020,049)	(9,360,065)	(10,341,669)	10.5%
Grants in lieu of taxes	(42,044)	(73,000)	(73,000)	
Operating grants	(3,736,397)	(5,411,313)	(5,970,909)	
Planning grants	(172,665)	(368,131)	(893,236)	
Transit fares	(3,692,834)	(4,250,374)	(4,666,444)	
Operations	(66,815)	(51,117)	(51,117)	
Miscellaneous	(4,593)	(5,100)	(5,100)	
Interdepartmental recoveries	(1,181,131)	(1,574,842)	(1,670,203)	
Total Operating Revenues	(15,916,528)	(21,093,942)	(23,671,678)	12.2%
Operating Expenditures				
Administration	942,742	1,285,546	1,795,480	
Professional fees	7,896	43,500	173,500	
Building oper & maint	272,834	321,631	351,537	
Vehicle & Equip- oper & maint	3,168,855	5,017,129	5,181,490	
Operating costs	1,610,758	2,285,485	2,614,145	
Total Operating Expenditures (excluding wages)	6,003,085	8,953,291	10,116,152	13.0%
Wages & benefits	9,428,736	11,797,953	13,094,639	11.0%
Total Operating Expenditures (including wages)	15,431,821	20,751,244	23,210,791	11.9%
Contribution to reserve funds	651,534	652,045	2,416,687	
Operating (surplus) / deficit	166,827	309,347	1,955,800	
Capital Asset Expenditures				
Capital expenditures	55,171	6,239,230	5,504,790	
Transfers from reserves	(27,405)	(3,938,239)	(3,493,105)	
Grants and other	(27,405)	(1,969,991)	(1,752,085)	
Net Capital Assets funded from Operations	361	331,000	259,600	(21.6%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	167,188	640,347	2,215,400	
Transfer from appropriated surplus	(150,000)	(513,737)		(100.0%)
Prior year (surplus) / deficit	(1,525,121)	(1,527,620)	(2,215,399)	
Current year unappropriated surplus	(1,507,933)	(1,401,010)	1	

FINANCIAL PLAN
Transit Northern Community
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(930,341)	(1,240,455)	(1,364,499)	10.0%
	(930,341)	(1,240,455)	(1,364,499)	10.0%
Operating grants	(533,816)	(710,865)	(855,952)	
Planning grants	(22,832)	(101,832)	(126,106)	
Transit fares	(149,976)	(270,782)	(295,670)	
Operations	(8,695)	(4,000)	(4,400)	
Total Operating Revenues	(1,645,660)	(2,327,934)	(2,646,627)	13.7%
Operating Expenditures				
Administration	99,573	132,765	168,303	
Operating costs	817,539	1,087,785	1,174,388	
Total Operating Expenditures (excluding wages)	917,112	1,220,550	1,342,691	10.0%
Wages & benefits	939,155	1,274,466	1,394,561	9.4%
Total Operating Expenditures (including wages)	1,856,267	2,495,016	2,737,252	9.7%
Contribution to reserve funds			521,806	
Operating (surplus) / deficit	210,607	167,082	612,431	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	210,607	167,082	612,431	
Prior year (surplus) / deficit	(609,893)	(609,893)	(612,431)	
Current year unappropriated surplus	(399,286)	(442,811)		

FINANCIAL PLAN
Gabriola Island Emergency Wharf
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(12,133)	(16,177)	(15,692)	(3.0%)
	(12,133)	(16,177)	(15,692)	(3.0%)
Total Operating Revenues	(12,133)	(16,177)	(15,692)	(3.0%)
Operating Expenditures				
Administration	608	810	2,093	
Professional fees		10,500	500	
Operating costs	3,103	2,500	6,520	
Total Operating Expenditures (excluding wages)	3,711	13,810	9,113	(34.0%)
Total Operating Expenditures (including wages)	3,711	13,810	9,113	(34.0%)
Contribution to reserve funds	4,597	4,597	6,579	
Operating (surplus) / deficit	(3,825)	2,230		
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(3,825)	2,230		
Prior year (surplus) / deficit	(2,230)	(2,230)		
Current year unappropriated surplus	(6,055)			



FINANCIAL PLAN
Transit - Gabriola Transit Contribution
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(104,929)	(139,906)	(136,788)	(2.2%)
	(104,929)	(139,906)	(136,788)	(2.2%)
Total Operating Revenues	(104,929)	(139,906)	(136,788)	(2.2%)
Operating Expenditures				
Administration	4,350	5,800	2,682	
Transfer to other govt / org	130,200	134,106	134,106	
Total Operating Expenditures (excluding wages)	134,550	139,906	136,788	(2.2%)
Total Operating Expenditures (including wages)	134,550	139,906	136,788	(2.2%)
Operating (surplus) / deficit	29,621			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	29,621			
Current year unappropriated surplus	29,621			

FINANCIAL PLAN
Transit -Gabriola Island Taxi Saver
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(4,498)	(5,997)	(7,168)	19.5%
	(4,498)	(5,997)	(7,168)	19.5%
Grants in lieu of taxes	(17)			
Total Operating Revenues	(4,515)	(5,997)	(7,168)	19.5%
Operating Expenditures				
Administration	330	440	500	
Transfer to other govt / org	559	8,000	8,000	
Total Operating Expenditures (excluding wages)	889	8,440	8,500	0.7%
Total Operating Expenditures (including wages)	889	8,440	8,500	0.7%
Operating (surplus) / deficit	(3,626)	2,443	1,332	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(3,626)	2,443	1,332	
Prior year (surplus) / deficit	(3,758)	(3,758)	(1,332)	
Current year unappropriated surplus	(7,384)	(1,315)		

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2020**

AREA	TRANSPORTATION AND EMERGENCY SERVICES		
SERVICE	EMERGENCY PLANNING SERVICES		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>The RDN Emergency Program 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>RDN Emergency Program 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 resilience. The RDN also provides direct Emergency Management planning services for the District of Lantzville.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATORS	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
	Emergency Plan, area evacuation plans, operational guidelines are up to date	<div><div>1.</div><div>Emergency Plan updates underway, scheduled for completion early 2020</div></div> <div><div>2.</div><div>Evacuation Planning: Completion of evacuation plan for EA E underway, future areas prioritized</div></div> <div><div>3.</div><div>HRVA and NDMP Plans underway, scheduled for completion 2019</div></div>	<div><div>1.</div><div>Publish new Emergency Plan and complete Annexes. Update as required</div></div> <div><div>2.</div><div>Utilize evacuation route planning grant to develop evacuation plans for EA B</div></div> <div><div>3.</div><div>Incorporate Seasonal Operational guidelines into Emergency Plan Annexes.</div></div> <div><div>4.</div><div>Commence phase 2 of Flood mitigation project with RDN planning which consists of overland flood mapping.</div></div>
Operational Readiness	EOC and Reception Centre activation readiness	<div><div>1.</div><div>EOC dedicated phones lines, GIS computer, satellite phones all purchased and tested.</div></div> <div><div>2.</div><div>All Reception Centres are operational and equipped.</div></div> <div><div>3.</div><div>Generator annual maintenance has been scheduled.</div></div> <div><div>4.</div><div>Discussions initiated for secondary Reception Centre location on Gabriola with group lodging capabilities.</div></div> <div><div>5.</div><div>ESS trailer purchased and fully outfitted.</div></div> <div><div>6.</div><div>Emergency Management mapping complete</div></div> <div><div>7.</div><div>Wildland Urban Interface risk class mapping underway</div></div>	<div><div>1.</div><div>Continue improvements to EOC based on learnings from exercises EOC activations.</div></div> <div><div>2.</div><div>Apply for grant to increase EOC emergency communications capacity (radio trailer)</div></div> <div><div>3.</div><div>ESS grant for new ESS modernization and group lodging</div></div> <div><div>4.</div><div>EOC activation contacts and vacation calendar continuously updated.</div></div>

MEASUREMENT INDICATORS	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Operational Readiness	Sufficient numbers of EOC staff trained and a training schedule in place	<ol style="list-style-type: none"> 1. Emergency Services staff attended at least 3 EOC courses 2. EOC Table Top Exercise for Staff completed and second planned for October 3. Updated Staff Training Matrix 4. Target attendance of minimum one course per year for staff identified in EOC schedule 	<ol style="list-style-type: none"> 1. Four EOC Exercises for Staff 2. Policy group training 3. Host two EMBC subsidized courses 4. Finalize training and exercise program as an annex to emergency plan. 5. Target attendance of minimum one course per year for staff identified in EOC schedule 6. Target attendance of minimum one exercise per year for staff identified in EOC schedule
	Stable number of trained Emergency Program volunteers	<ol style="list-style-type: none"> 1. Trained new ESS volunteers – Gabriola / Lantzville 2. Three appreciation events for Emergency Program volunteers 3. Southern Communities ESS recruitment and registration 	<ol style="list-style-type: none"> 1. Continue to increase ESS volunteer capacity in the south and schedule training 2. Volunteer appreciation/retention activities 3. Promote “get involved” page to engage volunteers and enable networking 4. Network with non-profit organizations for volunteer support
Public Awareness	Public awareness of RDN response & recovery roles	<ol style="list-style-type: none"> 1. Social media posts regularly provided 2. Website information updated 3. Connect Rocket platform in place for EOC and Area Emergency notifications. 4. Emergency Preparedness Expo 5. FireSmart Preparedness Week and mitigation activities 6. Great BC ShakeOut earthquake drill 	<ol style="list-style-type: none"> 1. Expand social media presence for public education and volunteer interaction 2. Promote Emergency Notification system to increase subscribers 3. Utilize mass notification system for preparedness, alerting when required and minimum 1 functional test per year. 4. Emergency and FireSmart Preparedness week events
	Community, personal/family emergency preparedness	<ol style="list-style-type: none"> 1. Emergency Program staff attended over 10 community events for outreach 2. Two Person emergency kits provided to policy group 3. Emergency kits used in draws for public attendance at outreach events 4. Updated and delivered the emergency preparedness and FireSmart Community Champion presentations 5. Delivered Neighbourhood Emergency Preparedness Program Presentations 	<ol style="list-style-type: none"> 1. Attendance at a minimum of 10 community events for outreach 2. Promote and deliver the preparedness, FireSmart and NEPP presentations 3. Meet and provide training on evacuation processes with RCMP, SAR and other stakeholders. 4. Conduct FireSmart home and community assessments in collaboration with Fire Departments.

MEASUREMENT INDICATORS	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Cooperative Agreements	Agreements / Partnerships in place	<ol style="list-style-type: none"> 1. Updated/expanded emergency supplier lists/partnerships 2. District of Lantzville emergency management service agreement renewed 3. OESS agreement to be renewed 	<ol style="list-style-type: none"> 1. Collaborate with City of Nanaimo for ESS coordination, support and training. 2. Continue relations with regional partners to ensure continuation of current agreements and contracts 3. Increase suppliers lists and partnerships

KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES

- To achieve EOC and Reception Centre Operational Readiness:
 - Purchase and outfit an Emergency Communications trailer, utilizing the CEPF grant and reserves
 - Continue improvements to EOC based on learnings from exercises and EOC activations
 - Update staff training matrix and organize training opportunities, build ongoing training plan, schedule table top exercise
 - Sign agreement for a secondary Reception Centre on Gabriola Island with group lodging capabilities.
 - Apply for CEPF grant for ESS modernization and group lodging supplies.
- To ensure all planning documents are up to date:
 - Update Emergency Plan to reflect any new evacuation plans, HRVA and other preparedness documents
 - Hold Emergency Activation drills for EOC, ESS, Reception Centres, and Emergency Communications
 - Complete area evacuation plans utilizing CEPF grant
- To ensure public awareness:
 - Utilize public engagement platforms such as <https://www.getinvolved.rdn.ca/>, Facebook and other mediums to deliver public education pieces and enable volunteer interaction on a regional basis.
 - Emergency Services to attend a minimum of 10 community events/presentations
 - Build on Connect Rocket Mass Notification System enrollment to enhance public use
 - Promote and train new NEPP program and FireSmart Community Champion Program
 - Meet and provide training on evacuation processes with RCMP, SAR and other stakeholders
- To ensure cooperative agreements are in place:
 - Continue relations with regional partners to ensure continuation of current agreements and contracts
 - Update and renew service agreements as required
 - Develop operational guidelines to supplement the Regional Emergency Management Agreement so all parties understand purpose and plan for use when needed.
 - Establish agreement or procedure with City of Nanaimo for ESS coordination and increase ESS volunteer capacity

**FINANCIAL PLAN
Emergency Planning
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(275,564)	(367,418)	(382,115)	4.0%
	(275,564)	(367,418)	(382,115)	4.0%
Operating grants	(47,684)	(174,113)	(85,000)	
Municipal agreements	(24,923)	(33,231)	(35,290)	
Miscellaneous	(16,789)	(9,480)		
Total Operating Revenues	(364,960)	(584,242)	(502,405)	(14.0%)
Operating Expenditures				
Administration	25,189	40,478	69,587	
Professional fees	105,037	184,533	38,500	
Building oper & maint	60	800	800	
Vehicle & Equip- oper & maint	10,785	11,250	14,558	
Operating costs	23,594	62,776	63,372	
Program costs	34,582	17,300	60,000	
Transfer to other govt / org	22,000	23,000	23,000	
Total Operating Expenditures (excluding wages)	221,247	340,137	269,817	(20.7%)
Wages & benefits	163,741	216,832	233,150	7.5%
Total Operating Expenditures (including wages)	384,988	556,969	502,967	(9.7%)
Contribution to reserve funds	45,000	45,000	46,160	
Operating (surplus) / deficit	65,028	17,727	46,722	
Capital Asset Expenditures				
Capital expenditures		35,000	100,200	
Transfers from reserves		(35,000)	(100,000)	
Net Capital Assets funded from Operations			200	
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	65,028	17,727	46,922	
Transfer from appropriated surplus	(10,000)	(10,000)	(16,000)	60.0%
Prior year (surplus) / deficit	(39,634)	(43,634)	(30,921)	
Current year unappropriated surplus	15,394	(35,907)	1	

**FINANCIAL PLAN
D68 Search & Rescue
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(35,550)	(47,400)	(48,495)	2.3%
	(35,550)	(47,400)	(48,495)	2.3%
Grants in lieu of taxes	(251)	(135)	(135)	
Total Operating Revenues	(35,801)	(47,535)	(48,630)	2.3%
Operating Expenditures				
Administration	1,620	2,160	2,870	
Building oper & maint	24,000	24,000	24,000	
Transfer to other govt / org	23,475	23,475	23,475	
Total Operating Expenditures (excluding wages)	49,095	49,635	50,345	1.4%
Total Operating Expenditures (including wages)	49,095	49,635	50,345	1.4%
Operating (surplus) / deficit	13,294	2,100	1,715	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	13,294	2,100	1,715	
Prior year (surplus) / deficit	(3,699)	(3,699)	(1,715)	
Current year unappropriated surplus	9,595	(1,599)		

**FINANCIAL PLAN
D69 Marine Search & Rescue
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(5,700)	(7,600)	(8,000)	5.3%
	(5,700)	(7,600)	(8,000)	5.3%
Total Operating Revenues	(5,700)	(7,600)	(8,000)	5.3%
Operating Expenditures				
Administration	75	100	500	
Transfer to other govt / org	7,500	7,500	7,500	
Total Operating Expenditures (excluding wages)	7,575	7,600	8,000	5.3%
Total Operating Expenditures (including wages)	7,575	7,600	8,000	5.3%
Operating (surplus) / deficit	1,875			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	1,875			
Current year unappropriated surplus	1,875			

**FINANCIAL PLAN
D69 Land Search & Rescue
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(7,688)	(10,250)	(10,500)	2.4%
	(7,688)	(10,250)	(10,500)	2.4%
Total Operating Revenues	(7,688)	(10,250)	(10,500)	2.4%
Operating Expenditures				
Administration	187	250	500	
Transfer to other govt / org	10,000	10,000	10,000	
Total Operating Expenditures (excluding wages)	10,187	10,250	10,500	2.4%
Total Operating Expenditures (including wages)	10,187	10,250	10,500	2.4%
Operating (surplus) / deficit	2,499			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	2,499			
Current year unappropriated surplus	2,499			

**FINANCIAL PLAN
D68 E911
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(123,971)	(165,294)	(168,848)	2.2%
	(123,971)	(165,294)	(168,848)	2.2%
Total Operating Revenues	(123,971)	(165,294)	(168,848)	2.2%
Operating Expenditures				
Administration	7,500	10,000	10,200	
Vehicle & Equip- oper & maint	9,083	13,100	13,100	
Operating costs	7,338	10,000	10,000	
Transfer to other govt / org	89,982	137,490	138,271	
Total Operating Expenditures (excluding wages)	113,903	170,590	171,571	0.6%
Total Operating Expenditures (including wages)	113,903	170,590	171,571	0.6%
Contribution to reserve funds	500	500	500	
Operating (surplus) / deficit	(9,568)	5,796	3,223	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(9,568)	5,796	3,223	
Prior year (surplus) / deficit	(9,019)	(9,019)	(3,223)	
Current year unappropriated surplus	(18,587)	(3,223)		

**FINANCIAL PLAN
D69 E911
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(532,096)	(709,462)	(723,896)	2.0%
	(532,096)	(709,462)	(723,896)	2.0%
Total Operating Revenues	(532,096)	(709,462)	(723,896)	2.0%
Operating Expenditures				
Administration	11,250	15,000	17,000	
Professional fees	222		500	
Operating costs	4,875	6,500	6,500	
Transfer to other govt / org	681,225	698,372	716,821	
Total Operating Expenditures (excluding wages)	697,572	719,872	740,821	2.9%
Total Operating Expenditures (including wages)	697,572	719,872	740,821	2.9%
Operating (surplus) / deficit	165,476	10,410	16,925	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	165,476	10,410	16,925	
Prior year (surplus) / deficit	(10,410)	(10,410)	(16,925)	
Current year unappropriated surplus	155,066			

**FINANCIAL PLAN
D68 Community Justice
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(12,334)	(16,445)	(16,500)	0.3%
	(12,334)	(16,445)	(16,500)	0.3%
Total Operating Revenues	(12,334)	(16,445)	(16,500)	0.3%
Operating Expenditures				
Administration	334	445	500	
Transfer to other govt / org	16,000	16,000	16,000	
Total Operating Expenditures (excluding wages)	16,334	16,445	16,500	0.3%
Total Operating Expenditures (including wages)	16,334	16,445	16,500	0.3%
Operating (surplus) / deficit	4,000			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	4,000			
Current year unappropriated surplus	4,000			

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(48,162)	(64,216)	(79,186)	23.3%
Property taxes	(48,846)	(65,128)	(72,957)	12.0%
	(97,008)	(129,344)	(152,143)	17.6%
Total Operating Revenues	(97,008)	(129,344)	(152,143)	17.6%
Operating Expenditures				
Administration	94	125	2,584	
Transfer to other govt / org	129,220	129,219	162,219	
Total Operating Expenditures (excluding wages)	129,314	129,344	164,803	27.4%
Total Operating Expenditures (including wages)	129,314	129,344	164,803	27.4%
Operating (surplus) / deficit	32,306		12,660	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	32,306		12,660	
Prior year (surplus) / deficit	(12,661)	(12,661)	(12,660)	
Current year unappropriated surplus	19,645	(12,661)		

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2020**

AREA	TRANSPORTATION AND EMERGENCY SERVICES		
SERVICE	FIRE SERVICES		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>The RDN Fire Services provides support and direction to the six RDN fire departments through planning and activities related to current training and requirement standards and regulation, department needs, emergency response and preparedness. Fire Service emergency and public service response is enhanced by maintaining operational readiness, cooperative agreements and partnerships, and through public education.</p> <p>RDN Fire Services is a collaborative service, with regional and provincial partners such as RDN Emergency Services, RCMP, BCAS, Nanaimo FD, Lantzville FD, Parksville FD, Qualicum FD, North Cedar FD, Cranberry FD, East Wellington FD, Deep Bay FD, B.C. Wildfire Service and the B.C. Fire Commissioners Office.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATORS	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Responsibility / Jurisdiction	2016 Fire Services Review	<ol style="list-style-type: none">1. Undertaking Governance Review2. Review of new Fire Safety Act and requirements for Regional District3. Finalized a Building and Land use agreement with Coombs/Hillier FD and Arrowsmith Search & Rescue.4. RDN Fire Departments are training to their respective Playbook declaration.5. Finalized the RDN Fire Departments OH&S program that meets current regulatory requirements.6. RDN Fire Department Standardized Operational Guidelines developed.7. In conjunction with Fire Departments, developed promotional requirements for each officer position.	<ol style="list-style-type: none">1. RDN and Societies review compensation for their members to establish a consistent standard across RDN FD’s2. RDN and Fire Departments to review feasibility of a regional recruitment strategy, retention program and duty crew system.3. RDN develop a recognition program for volunteers and employers4. RDN to develop a strategic business plan for Fire Services over the next 1 – 5 years to guide Fire Services administration activities.5. Develop and finalize an RDN FD Operational Bylaw (continued from 2019 project)6. Ongoing involvement in Fire Department training and verification of playbook declaration requirements.
Fire Suppression Readiness	Interface Firewater Storage Tanks	<ol style="list-style-type: none">1. First tank installed in Nanoose in 2018 and second firewater tank installed on Seablush Dr in 2019.2. Develop a prioritized list for tanks - underway3. Meet with fire chiefs and MOTI to discuss locations of tanks – underway4. Develop options to implement a consistent, coordinated and equitable approach to install water storage tanks.	<ol style="list-style-type: none">1. Develop a 5-year plan for tank installation2. Develop a maintenance schedule for tanks3. Develop a standard plan for water tank installation4. Develop a process for funding tanks.

MEASUREMENT INDICATORS	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Fire Suppression Readiness	Apparatus	1. Meeting with the six fire departments to assess options for regional maintenance of fire apparatus and equipment for potential savings 2. Develop standardized apparatus purchasing options to leverage savings	1. Develop Maintenance Contract for apparatus if cost savings and efficiencies realized 2. Develop 5 year plan for apparatus purchasing
Statutory and Regulatory Compliance	Occupational Health and Safety	RDN Fire Departments have an up to date OH&S program that meets current regulatory requirements	Conduct routine monitoring process to ensure OH&S policy is being followed at each department (1 – 2 times per year per department.)
	Operational Guidelines & Playbook Requirements	Standardized RDN Operational Guidelines for all RDN FD's complete	Review and update RDN Standardized Operational Guidelines as needed.
	Fire Safety Act	Meet with Fire Chiefs to discuss new Fire Safety Act and implications	Develop a process for inspections
Stakeholder Engagement	Fire Departments	Attending occasional fire practices for each department.	Attend 1 – 2 Fire Practices of each department annually
Stakeholder Engagement	Fire Chiefs	1. Hosted 2 RDN FD Regional Fire Chiefs meetings in 2019. 2. Hosted 2 RDN Fire Services Meetings	1. Host 2 RDN FD Regional Fire Chiefs Meetings 2. Host 2 RDN Fire Services Meetings
	FD Societies	Consultations and collaboration with FD Societies	Attend Society Board Meetings as requested by the societies for RDN Fire Services activities.

KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES

- To achieve 2020 Fire Service Objectives:
 - RDN Fire services, RDN Finance Fire Chiefs and Societies to look at standardizing RDN FD member compensation because each Society is using a different structure to pay their staff, and a common standard is being sought.
 - RDN and FD's to work on an annual recruitment/retention campaign to utilize budgeted funds collectively to create greater exposure from joint advertising and testing opportunities.
 - RDN & FD's to work to develop recognition programs for FD members and employers. This may include appreciation dinners or other activities but also to include employers who often allow members to attend calls and not lose pay.
 - Work with Fire departments and working group for apparatus purchasing specs and maintenance contracts
 - Meet with Fire Chiefs and MOTI to prioritize and develop a plan for water storage tank installations and funding
 - Implement recommendations from the Governance Review
- Occupational Health and Safety program:
 - Request the OH&S committee for a convenient time to conduct check-ins to verify that department records are up to date and being maintained as per regulatory requirements.
- Operational Guidelines and Playbook Requirements:
 - Review and enhance standardized operational guidelines with all fire departments as required
- Attend FD Practices, Society Board meetings and hosting RDN Fire Chief meetings:
 - Request attendance at strategic practices for opportunity to observe training
 - Attendance at Society Board meetings is to enable dialogue and familiarity with the activities and work being conducted by RDN Fire Services
 - Host and develop agenda and topics for RDN Regional Fire Chief Meetings and Fire Services Meeting to ensure consistent expectations and information is shared with all 6 departments on RDN policies and direction.

**FINANCIAL PLAN
Fire - Administration
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Miscellaneous	(175,509)	(234,012)	(264,556)	
Total Operating Revenues	(175,509)	(234,012)	(264,556)	13.1%
Operating Expenditures				
Administration	6,426	3,100	7,100	
Professional fees	29,396	78,000	51,000	
Vehicle & Equip- oper & maint	1,505	2,000	2,712	
Operating costs	1,288	5,442	4,730	
Total Operating Expenditures (excluding wages)	38,615	88,542	65,542	(26.0%)
Wages & benefits	141,375	179,938	199,449	10.8%
Total Operating Expenditures (including wages)	179,990	268,480	264,991	(1.3%)
Operating (surplus) / deficit	4,481	34,468	435	
Capital Asset Expenditures				
Capital expenditures			200	
Net Capital Assets funded from Operations			200	
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	4,481	34,468	635	
Transfer from appropriated surplus	(31,000)	(31,000)		(100.0%)
Prior year (surplus) / deficit	(3,467)	(3,467)	(635)	
Current year unappropriated surplus	(29,986)	1		

**FINANCIAL PLAN
Fire - Meadowood
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(104,668)	(139,557)	(139,857)	0.2%
	(104,668)	(139,557)	(139,857)	0.2%
Total Operating Revenues	(104,668)	(139,557)	(139,857)	0.2%
Operating Expenditures				
Administration	150	200	500	
Total Operating Expenditures (excluding wages)	150	200	500	150.0%
Total Operating Expenditures (including wages)	150	200	500	150.0%
Operating (surplus) / deficit	(104,518)	(139,357)	(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	
Accumulated Surplus				
Net (surplus)/deficit for the year	1			
Current year unappropriated surplus	1			

**FINANCIAL PLAN
Fire - Nanaimo River
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 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	431	575	1,075	
Total Operating Expenditures (excluding wages)	431	575	1,075	87.0%
Total Operating Expenditures (including wages)	431	575	1,075	87.0%
Contribution to reserve funds	16,153	16,153	15,657	
Operating (surplus) / deficit	3,240	(1,064)	(1,060)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	523	700	697	
Existing debt (interest)	273	364	363	
Total Capital Financing Charges	796	1,064	1,060	(0.4%)
Accumulated Surplus				
Net (surplus)/deficit for the year	4,036			
Current year unappropriated surplus	4,036			

**FINANCIAL PLAN
Fire - Coombs Hilliers
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(425,830)	(567,773)	(607,527)	7.0%
	(425,830)	(567,773)	(607,527)	7.0%
Operating grants			(25,000)	
Miscellaneous	(6,526)			
Total Operating Revenues	(432,356)	(567,773)	(632,527)	11.4%
Operating Expenditures				
Administration	21,821	29,094	35,096	
Professional fees	439	300	300	
Building oper & maint	22,477	28,950	25,836	
Vehicle & Equip- oper & maint	86,351	93,795	86,210	
Operating costs	38,897	95,185	114,263	
Total Operating Expenditures (excluding wages)	169,985	247,324	261,705	5.8%
Wages & benefits	123,025	176,066	204,333	16.1%
Total Operating Expenditures (including wages)	293,010	423,390	466,038	10.1%
Contribution to reserve funds	142,921	142,921	144,843	
Operating (surplus) / deficit	3,575	(1,462)	(21,646)	
Capital Asset Expenditures				
Capital expenditures	144,780	312,102	56,800	
Transfers from reserves	(138,354)	(312,102)	(56,800)	
Net Capital Assets funded from Operations	6,426			
Capital Financing Charges				
Existing debt (principal)	13,085	17,446	17,446	
Existing debt (interest)	3,150	4,200	4,200	
Total Capital Financing Charges	16,235	21,646	21,646	
Accumulated Surplus				
Net (surplus)/deficit for the year	26,236	20,184		
Prior year (surplus) / deficit	(20,184)	(20,184)		
Current year unappropriated surplus	6,052			

**FINANCIAL PLAN
Fire - Errington
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(493,156)	(657,541)	(742,928)	13.0%
	(493,156)	(657,541)	(742,928)	13.0%
Total Operating Revenues	(493,156)	(657,541)	(742,928)	13.0%
Operating Expenditures				
Administration	18,511	24,681	28,971	
Professional fees	593	400	400	
Building oper & maint	4,779	4,300	4,954	
Vehicle & Equip- oper & maint	9,924	9,225	9,924	
Operating costs	1,308	2,264	2,449	
Transfer to other govt / org	431,636	431,636	488,099	
Total Operating Expenditures (excluding wages)	466,751	472,506	534,797	13.2%
Total Operating Expenditures (including wages)	466,751	472,506	534,797	13.2%
Contribution to reserve funds	125,858	125,858	106,770	
Operating (surplus) / deficit	99,453	(59,177)	(101,361)	
Capital Asset Expenditures				
Capital expenditures	11,872	63,200	82,000	
Transfers from reserves	(11,872)	(63,200)	(82,000)	
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	60,174	90,016	93,139	
Existing debt (interest)	7,401	11,346	8,222	
Total Capital Financing Charges	67,575	101,362	101,361	
Accumulated Surplus				
Net (surplus)/deficit for the year	167,028	42,185		
Transfer from appropriated surplus	(42,185)	(42,185)		(100.0%)
Current year unappropriated surplus	124,843			

**FINANCIAL PLAN
Fire - French Creek
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(524,222)	(698,963)	(699,827)	0.1%
	(524,222)	(698,963)	(699,827)	0.1%
Grants in lieu of taxes	(273)			
Total Operating Revenues	(524,495)	(698,963)	(699,827)	0.1%
Operating Expenditures				
Administration	29,693	39,590	46,863	
Operating costs		102,242	102,242	
Transfer to other govt / org	425,307	555,729	575,935	
Total Operating Expenditures (excluding wages)	455,000	697,561	725,040	3.9%
Total Operating Expenditures (including wages)	455,000	697,561	725,040	3.9%
Operating (surplus) / deficit	(69,495)	(1,402)	25,213	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(69,495)	(1,402)	25,213	
Prior year (surplus) / deficit	(23,538)	(23,538)	(25,213)	
Current year unappropriated surplus	(93,033)	(24,940)		

**FINANCIAL PLAN
Fire - Nanooose Bay
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(666,065)	(888,087)	(932,491)	5.0%
	(666,065)	(888,087)	(932,491)	5.0%
Grants in lieu of taxes	(13,039)	(11,000)	(11,000)	
Operating grants			(25,000)	
Total Operating Revenues	(679,104)	(899,087)	(968,491)	7.7%
Operating Expenditures				
Administration	65,623	87,497	101,801	
Professional fees	466	500	500	
Building oper & maint	26,327	48,405	38,955	
Vehicle & Equip- oper & maint	27,971	50,800	58,800	
Operating costs	53,289	363,936	385,236	
Total Operating Expenditures (excluding wages)	173,676	551,138	585,292	6.2%
Wages & benefits	1,892	4,000	4,000	
Total Operating Expenditures (including wages)	175,568	555,138	589,292	6.2%
Contribution to reserve funds	167,549	167,549	193,946	
Operating (surplus) / deficit	(335,987)	(176,400)	(185,253)	
Capital Asset Expenditures				
Capital expenditures	225,945	294,000	438,440	
Transfers from reserves	(225,945)	(279,000)	(430,580)	
Net Capital Assets funded from Operations		15,000	7,860	(47.6%)
Capital Financing Charges				
Existing debt (principal)	70,270	93,700	93,693	
Existing debt (interest)	62,775	83,700	83,700	
Total Capital Financing Charges	133,045	177,400	177,393	
Accumulated Surplus				
Net (surplus)/deficit for the year	(202,942)	16,000		
Transfer from appropriated surplus	(16,000)	(16,000)		(100.0%)
Current year unappropriated surplus	(218,942)			

FINANCIAL PLAN
Fire - Wellington
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(64,150)	(85,534)	(95,232)	11.3%
	(64,150)	(85,534)	(95,232)	11.3%
Total Operating Revenues	(64,150)	(85,534)	(95,232)	11.3%
Operating Expenditures				
Administration	2,959	3,946	4,471	
Professional fees		2,000	1,000	
Operating costs	2,207	3,450	3,450	
Transfer to other govt / org	83,588	80,929	85,652	
Total Operating Expenditures (excluding wages)	88,754	90,325	94,573	4.7%
Total Operating Expenditures (including wages)	88,754	90,325	94,573	4.7%
Operating (surplus) / deficit	24,604	4,791	(659)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	24,604	4,791	(659)	
Prior year (surplus) / deficit	(4,791)	(4,791)	659	
Current year unappropriated surplus	19,813			

FINANCIAL PLAN
Fire - Cassidy Waterloo
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(146,958)	(195,944)	(210,640)	7.5%
	(146,958)	(195,944)	(210,640)	7.5%
Total Operating Revenues	(146,958)	(195,944)	(210,640)	7.5%
Operating Expenditures				
Administration	8,063	10,751	12,117	
Professional fees	159	2,500	2,500	
Building oper & maint	5,233	9,420	9,445	
Vehicle & Equip- oper & maint	12,355	34,550	34,550	
Operating costs	5,606	20,930	20,930	
Transfer to other govt / org	28,063	56,125	58,925	
Total Operating Expenditures (excluding wages)	59,479	134,276	138,467	3.1%
Total Operating Expenditures (including wages)	59,479	134,276	138,467	3.1%
Contribution to reserve funds	71,885	71,885	72,173	
Operating (surplus) / deficit	(15,594)	10,217		
Capital Asset Expenditures				
Capital expenditures			40,000	
Transfers from reserves			(40,000)	
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(15,594)	10,217		
Prior year (surplus) / deficit	(10,217)	(10,217)		
Current year unappropriated surplus	(25,811)			

FINANCIAL PLAN
Fire - Dashwood
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(549,155)	(732,207)	(812,750)	11.0%
	(549,155)	(732,207)	(812,750)	11.0%
Grants in lieu of taxes	(1,110)	(800)	(800)	
Total Operating Revenues	(550,265)	(733,007)	(813,550)	11.0%
Operating Expenditures				
Administration	17,619	21,730	26,845	
Professional fees	583	400	400	
Building oper & maint	18,969	28,900	29,908	
Vehicle & Equip- oper & maint	10,667	11,000	11,000	
Operating costs	1,685	2,900	3,500	
Transfer to other govt / org	463,077	463,077	516,627	
Total Operating Expenditures (excluding wages)	512,600	528,007	588,280	11.4%
Total Operating Expenditures (including wages)	512,600	528,007	588,280	11.4%
Contribution to reserve funds	205,000	205,000	185,270	
Operating (surplus) / deficit	167,335		(40,000)	
Capital Asset Expenditures				
Capital expenditures	21,995	124,000	4,073,000	
Transfers from reserves	(21,970)	(124,000)	(73,000)	
New borrowing			(4,000,000)	
Net Capital Assets funded from Operations	25			
Capital Financing Charges				
New Debt (principal & interest)			40,000	
Total Capital Financing Charges			40,000	
Accumulated Surplus				
Net (surplus)/deficit for the year	167,360			
Current year unappropriated surplus	167,360			

**FINANCIAL PLAN
Fire - Extension
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(136,635)	(182,180)	(192,200)	5.5%
	(136,635)	(182,180)	(192,200)	5.5%
Operating grants			(25,000)	
Total Operating Revenues	(136,635)	(182,180)	(217,200)	19.2%
Operating Expenditures				
Administration	6,154	8,706	11,007	
Professional fees	209	150	150	
Building oper & maint	7,996	25,800	21,096	
Vehicle & Equip- oper & maint	22,242	50,000	51,000	
Operating costs	23,626	58,950	97,450	
Total Operating Expenditures (excluding wages)	60,227	143,606	180,703	25.8%
Total Operating Expenditures (including wages)	60,227	143,606	180,703	25.8%
Contribution to reserve funds	38,574	38,574	36,497	
Operating (surplus) / deficit	(37,834)			
Capital Asset Expenditures				
Capital expenditures		250,000	450,000	
Transfers from reserves		(250,000)	(450,000)	
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(37,834)			
Current year unappropriated surplus	(37,834)			

**FINANCIAL PLAN
Fire - Parksville Local
2020 Proposed Budget**

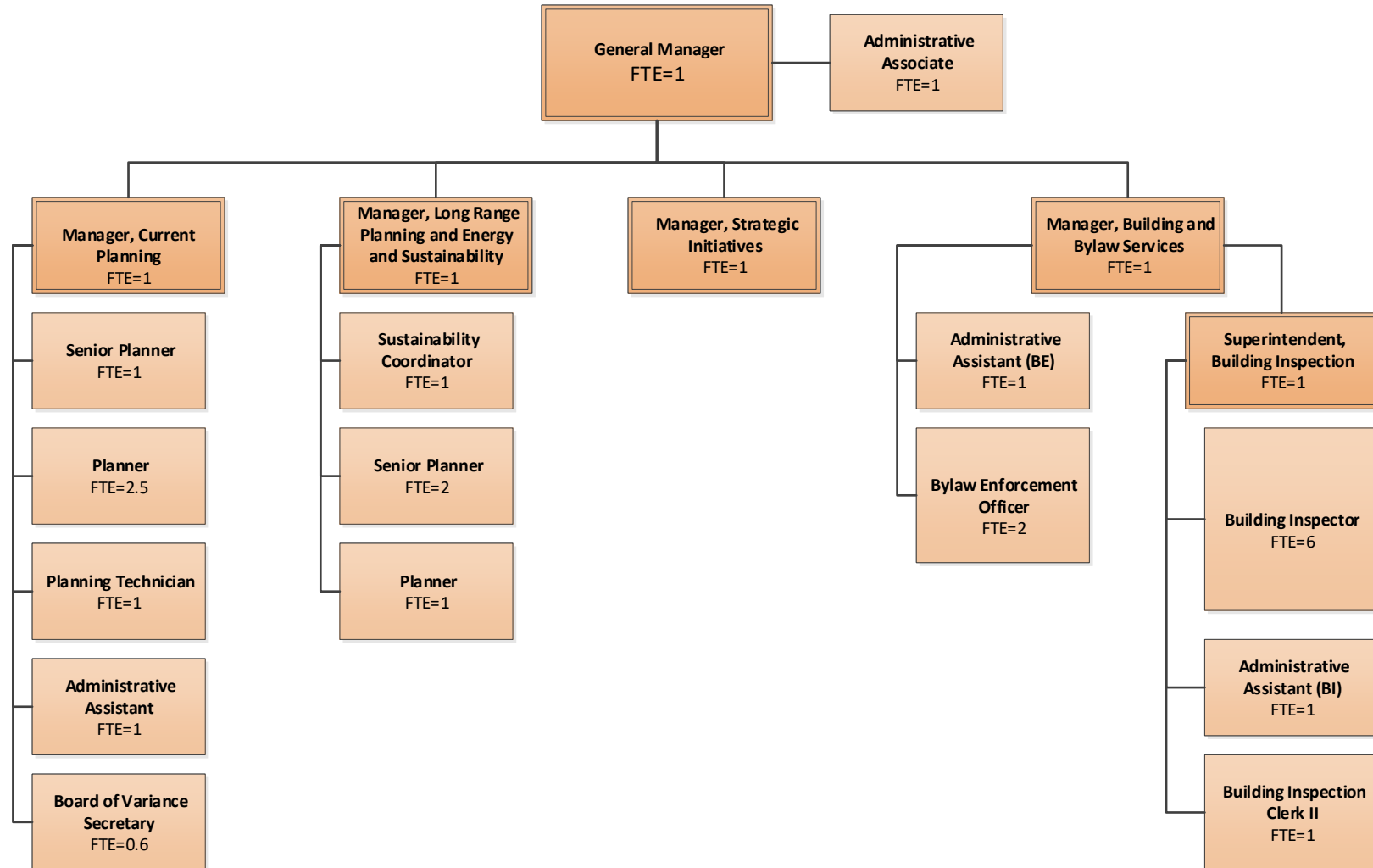
	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(107,089)	(142,785)	(146,103)	2.3%
	(107,089)	(142,785)	(146,103)	2.3%
Total Operating Revenues	(107,089)	(142,785)	(146,103)	2.3%
Operating Expenditures				
Administration	7,726	10,301	12,010	
Transfer to other govt / org	135,258	135,258	135,258	
Total Operating Expenditures (excluding wages)	142,984	145,559	147,268	1.2%
Total Operating Expenditures (including wages)	142,984	145,559	147,268	1.2%
Operating (surplus) / deficit	35,895	2,774	1,165	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	35,895	2,774	1,165	
Prior year (surplus) / deficit	(3,939)	(3,939)	(1,165)	
Current year unappropriated surplus	31,956	(1,165)		

**FINANCIAL PLAN
Fire - Bow Horn Bay
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(305,849)	(407,798)	(468,968)	15.0%
	(305,849)	(407,798)	(468,968)	15.0%
Miscellaneous	(4,707)	(4,531)	(5,036)	
Total Operating Revenues	(310,556)	(412,329)	(474,004)	15.0%
Operating Expenditures				
Administration	14,118	18,824	22,400	
Professional fees	557	400	400	
Building oper & maint	5,857	6,094	6,536	
Vehicle & Equip- oper & maint	9,597	11,000	11,000	
Operating costs	173	700	700	
Transfer to other govt / org	303,050	303,050	341,800	
Total Operating Expenditures (excluding wages)	333,352	340,068	382,836	12.6%
Total Operating Expenditures (including wages)	333,352	340,068	382,836	12.6%
Contribution to reserve funds	72,261	72,261	91,168	
Operating (surplus) / deficit	95,057			
Capital Asset Expenditures				
Capital expenditures	5,000	250,000	185,000	
Transfers from reserves	(5,000)	(250,000)	(185,000)	
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	95,057			
Current year unappropriated surplus	95,057			

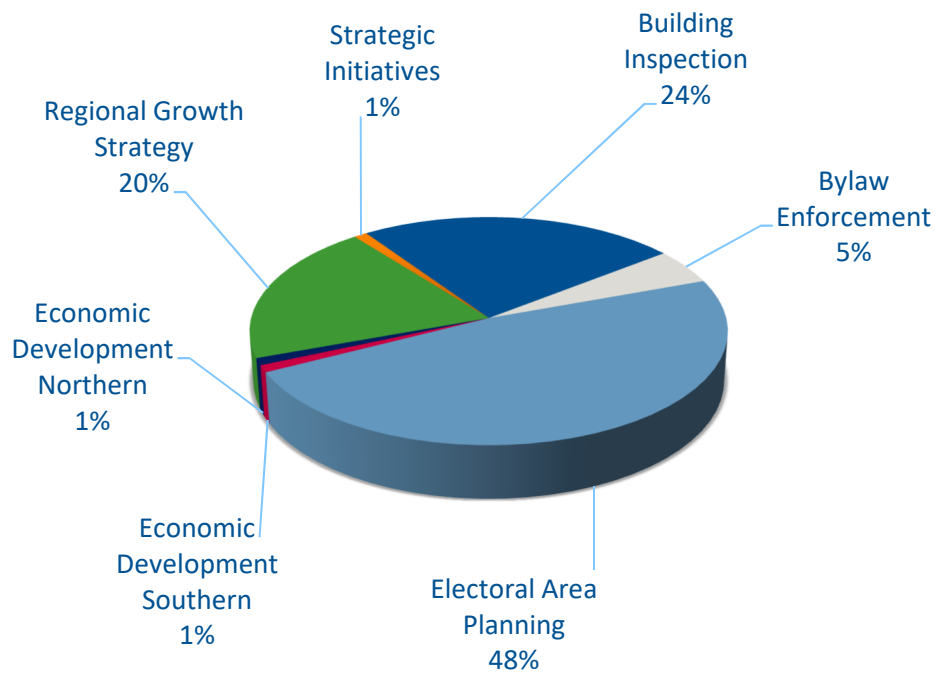
STRATEGIC AND COMMUNITY DEVELOPMENT

Updated: September 17, 2019



DEPARTMENTAL HIGHLIGHTS

Strategic and Community Development



Strategic and Community Development	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	Percentage of total Net Cost
Electoral Area Planning	3,175,186	637,181	2,538,005	48%
Economic Development Southern	65,000	0	65,000	1%
Economic Development Northern	52,050	0	52,050	1%
VIHA Health Network Funding	94,695	94,695	0	0%
Regional Growth Strategy	1,345,146	260,000	1,085,146	20%
Strategic Initiatives	829,390	779,390	50,000	1%
Building Inspection	2,637,554	1,393,675	1,243,879	24%
Bylaw Enforcement	1,088,916	810,198	278,718	5%
	9,287,937	3,975,139	5,312,798	100%

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2020**

AREA	STRATEGIC AND COMMUNITY DEVELOPMENT		
SERVICE	ELECTORAL AREA COMMUNITY PLANNING		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	Prepare, review, and amend Official Community Plans, local area plans and zoning bylaws. 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	2020 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 website. Most sought information available on the website.	Variable success in engaging resident and stakeholder groups. Limited feedback on information currently provided and information desired on the website.	Continue to foster cooperative relationships with residents and stakeholder groups. Improved community engagement through use of innovative tools such as Get Involved RDN.
<u>GROWTH MANAGEMENT</u> Compliance of work program to Regional Growth Strategy	Full compliance with 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 enquiry response in a timely manner. Efficient information support and development approvals to the Board.	Complete within established processing timelines (attached). General enquiries - same day response.	Substantially achieving benchmarks. Improved efficiencies and customer service has been achieved through enhanced delegated approvals.	Strive to fully meet benchmarks. Review application and permit processing for service improvement.
KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES			
<u>COMMUNITY PLANNING</u> <ul style="list-style-type: none">Continue sea level rise mapping - up to \$71,000 for professional feesInitiate review of the Electoral Area F OCP – up to \$55,000 for professional feesComplete OCP and Zoning amendments for the Nanaimo Airport – up to \$2,000 for community review processInitiate a targeted review of Bylaw 500 in 2019 and proceed in 2020 (professional fees in 2019 and 2020 \$100,000).Complete subdivision servicing bylaw review in 2020 (jointly with RCU).Initiate Level of Acceptable Risk Policy – up to \$20,000 for professional feesInitiate Community Amenity Policy – up to \$10,000 for professional fees			
<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 and print materials on affordable housing resources.Utilize tools such as Get Involved RDN to more effectively communicate with public on service area projects.			

KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES

CUSTOMER SERVICE

- Process development applications within target processing timelines. Major development applications anticipated in 2020 include: Cassidy Village Centre expansion, Bowser Village Centre rezonings, French Creek House 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.
- Monitor applications to assess opportunities for improved timelines (eg. increased delegated approvals).

ELECTORAL AREA COMMUNITY PLANNING HISTORY OF APPLICATIONS RECEIVED

Application Type	2019 (*As of Sept 9)	2018	2017	2016	2015	2014
Bylaw Amendment ¹	14*	12	10	8	9	8
Liquor ² /Cannabis License	1*	5	n/a	n/a	n/a	n/a
Development Permit ³	52*	81	85	69	55	50
Development Variance	18*	14	19	16	22	25
Subdivision	22*	29	25	31	29	25
ALR	15*	11	5	12	5	7
BOV	11*	17	16	9	11	7
Telecommunications	1*					
Totals	134*	169	160	145	131	122

¹ Includes: Zoning/OCP Amendment and Temporary Use Permit

² Liquor License Applications were included under Bylaw Amendment prior to 2018

³ Includes: Development Permit, Development Permit Delegated, and Development Permit with Variance

PROCESSING TIMELINES

Processing timelines will vary depending on the type and complexity of the application. Current processing timelines are 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 8 to 16 weeks 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 - Issuance of delegated DPs within 2 to 4 weeks.
- internal/external referrals and DPs with variances to EASC within 8 weeks.
- Development Variance Permit - To EASC within 4 to 6 weeks from date of complete application.
- Frontage Relaxation - To EASC within 4 to 6 weeks from date of complete application.
- Rezoning - To EASC within 12 to 16 weeks from date of complete application.

FINANCIAL PLAN
EA Community Planning
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(1,279,723)	(1,706,297)	(1,823,187)	6.9%
	(1,279,723)	(1,706,297)	(1,823,187)	6.9%
Grants in lieu of taxes	(4,329)	(4,500)	(4,500)	
Planning grants			(162,222)	
Operations	(112,519)	(92,700)	(88,700)	
Transfer from reserve - non capital		(30,000)	(30,000)	
Miscellaneous	(1,738)	(500)	(500)	
Interdepartmental recoveries	(3,750)	(80,000)	(129,037)	
Total Operating Revenues	(1,402,059)	(1,913,997)	(2,238,146)	16.9%
Operating Expenditures				
Administration	208,509	332,162	343,488	
Professional fees	36,272	275,800	415,800	
Building oper & maint	27,985	37,313	37,313	
Vehicle & Equip- oper & maint	35,762	41,881	42,085	
Operating costs	119,707	209,932	243,911	
Total Operating Expenditures (excluding wages)	428,235	897,088	1,082,597	20.7%
Wages & benefits	905,996	1,267,626	1,354,979	6.9%
Total Operating Expenditures (including wages)	1,334,231	2,164,714	2,437,576	12.6%
Contribution to reserve funds	844	1,125	502,998	
Operating (surplus) / deficit	(66,984)	251,842	702,428	
Capital Asset Expenditures				
Capital expenditures	1,162	7,719	234,612	
Transfers from reserves			(222,222)	
Net Capital Assets funded from Operations	1,162	7,719	12,390	60.5%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(65,822)	259,561	714,818	
Transfer from appropriated surplus	(160,000)	(160,000)	(105,000)	(34.4%)
Prior year (surplus) / deficit	(421,928)	(421,928)	(609,818)	
Current year unappropriated surplus	(647,750)	(322,367)		

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN - 2019**

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	2020 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
Sustainable Communities	Annual reporting Carbon Neutral Operations achieved \$50,000 invested in Green Building Incentives \$50,000 disbursed through NCED Service	Targets and indicators updated Carbon Neutral Operations achieved \$30,000 invested in Green Building Incentives \$50,000 disbursed through NCED service	Update targets and indicators and complete reporting program Carbon Neutral Operations achieved. Establish new green building incentives \$50,000 invested in Green Building Incentives \$39,000 disbursed through NCED service
Support for regional growth strategy	An adopted regional growth strategy	Updated RGS adopted	Continue implementation of RGS Process amendments to RGS in Lantzville and Cassidy
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 2020
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, Continue review of EA F OCP

KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES

1. Provide options for Board to determine level of RGS review – up to \$75,000 for professional fees – additional review levels will require additional funds
2. Initiate review to establish a regional housing service and reserve fund – possible funding available from Regional Service Review funds
3. Produce an annual report on RGS implementation
4. Update targets and indicators for RGS goals (RGS Policy 5.2.4) – collect new data and update web site
5. Continue implementation of Housing Action Plan – update web resources and participate in D 69 Homelessness initiatives
6. Continue sea level rise mapping – up to \$71,000 for professional fees plus grant funding (additional funding provided through Community Planning)
7. Work with Island Health to manage the OHWN Coordinator for both Oceanside and Nanaimo community networks
8. Create new corporate carbon neutral by 2032 strategy
9. Public seminars on green buildings, renewable energy systems, and emissions reductions – up to \$16,000 for workshop, tours, education and publications
10. Publish energy and sustainability articles in regional newsletter
11. Review Green Building Incentives
12. Continue Green Building Incentive Program for Electoral Areas and Lantzville – Up to \$50,000 available for rebates
13. Continue administration of the Northern Communities Economic Development Service – distribute up to \$49,000 in grants
14. Determine renewal request for Area B (Gabriola Island) for the Southern Communities Economic Development Service which will require service area amendment
15. Coordinate assessment of establishing a regional economic development service
16. Administer the provision of funding to INfilm to promote film and television production in the region
17. Monitor and report on corporate energy use and emissions
18. Assist VIU with neighbourhood air quality monitoring
19. Participate in Ministry of Agriculture Climate Adaptation study
20. Process RGS amendment to expand Cassidy Village Centre
21. Determine new service level requests for a Climate Change Technical Advisory Committee (\$80,000) and Social Needs Assessment Review (\$61,000)

FINANCIAL PLAN
Regional Growth Strategy
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(341,663)	(455,550)	(947,980)	108.1%
	(341,663)	(455,550)	(947,980)	108.1%
Grants in lieu of taxes	(1,079)			
Operating grants	(6,885)	(6,885)	(79,000)	
Transfer from reserve - non capital		(58,000)	(136,000)	
Miscellaneous	(33,750)	(50,000)	(45,000)	
Total Operating Revenues	(383,377)	(570,435)	(1,207,980)	111.8%
Operating Expenditures				
Administration	40,520	61,267	71,329	
Professional fees	125,985	153,585	628,500	
Building oper & maint		3,500	3,500	
Vehicle & Equip- oper & maint	7,662	7,145	7,156	
Operating costs	18,323	52,585	55,449	
Program costs	2,678	16,000	16,000	
Transfer to other govt / org		5,000	5,000	
Total Operating Expenditures (excluding wages)	195,168	299,082	786,934	163.1%
Wages & benefits	265,482	392,113	527,852	34.6%
Total Operating Expenditures (including wages)	460,650	691,195	1,314,786	90.2%
Contribution to reserve funds	25,563	25,750	25,750	
Operating (surplus) / deficit	102,836	146,510	132,556	
Capital Asset Expenditures				
Capital expenditures	678	1,031	4,610	
Net Capital Assets funded from Operations	678	1,031	4,610	347.1%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	103,514	147,541	137,166	
Transfer from appropriated surplus	(78,000)	(78,000)		(100.0%)
Prior year (surplus) / deficit	(157,390)	(157,390)	(137,166)	
Current year unappropriated surplus	(131,876)	(87,849)		

FINANCIAL PLAN
Economic Development South
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(48,750)	(65,000)	(65,000)	
	(48,750)	(65,000)	(65,000)	
Total Operating Revenues	(48,750)	(65,000)	(65,000)	
Operating Expenditures				
Transfer to other govt / org	65,000	65,000	65,000	
Total Operating Expenditures (excluding wages)	65,000	65,000	65,000	
Total Operating Expenditures (including wages)	65,000	65,000	65,000	
Operating (surplus) / deficit	16,250			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	16,250			
Transfer to appropriated surplus		127,847	127,847	
Transfer from appropriated surplus	(127,847)	(127,847)	(127,847)	
Current year unappropriated surplus	(111,597)			

FINANCIAL PLAN
Economic Development North
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(18,750)	(25,000)	(21,380)	(14.5%)
Property taxes	(18,750)	(25,000)	(21,380)	(14.5%)
	(37,500)	(50,000)	(42,760)	(14.5%)
Total Operating Revenues	(37,500)	(50,000)	(42,760)	(14.5%)
Operating Expenditures				
Operating costs	950	1,700	1,700	
Program costs	38,410	49,846	50,000	
Total Operating Expenditures (excluding wages)	39,360	51,546	51,700	0.3%
Wages & benefits		350	350	
Total Operating Expenditures (including wages)	39,360	51,896	52,050	0.3%
Operating (surplus) / deficit	1,860	1,896	9,290	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	1,860	1,896	9,290	
Prior year (surplus) / deficit	(1,896)	(1,896)	(9,290)	
Current year unappropriated surplus	(36)			

FINANCIAL PLAN
Strategic Initiatives/Asset Management
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Operating grants		(150,000)	(15,000)	
Transfer from reserve - non capital		(39,001)		
Interdepartmental recoveries	(74,318)	(505,515)	(764,390)	
Total Operating Revenues	(74,318)	(694,516)	(779,390)	12.2%
Operating Expenditures				
Administration	27	9,000	12,500	
Professional fees	64,837	385,000	360,000	
Operating costs	14,214	39,174	35,452	
Total Operating Expenditures (excluding wages)	79,078	433,174	407,952	(5.8%)
Wages & benefits	135,322	376,092	421,438	12.1%
Total Operating Expenditures (including wages)	214,400	809,266	829,390	2.5%
Operating (surplus) / deficit	140,082	114,750	50,000	
Capital Asset Expenditures				
Capital expenditures	570	1,250		
Net Capital Assets funded from Operations	570	1,250		(100.0%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	140,652	116,000	50,000	
Transfer from appropriated surplus	(116,000)	(116,000)	(50,000)	(56.9%)
Prior year (surplus) / deficit	(24,653)	(24,653)		
Current year unappropriated surplus	(1)	(24,653)		

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2020**

AREA	STRATEGIC AND COMMUNITY DEVELOPMENT		
SERVICE	BUILDING INSPECTION		
SERVICE LEVEL	The central role of Building Inspection is to ensure the health, safety and protection of persons and property by confirming that buildings and their systems generally conform to RDN bylaws, the BC Building Code and other applicable standards. The department provides permitting and inspection services in the Electoral Areas and the District of Lantzville (contract), as well as public advice and statistical data for outside agencies.		
ACTIVITY LEVELS	2019 – 750 permits issued – construction value: \$130 million (900 applications) (estimated) 2018 - 695 permits issued – construction value: \$130 million (857 applications) 2017 - 686 permits issued – construction value: \$122 million (858 applications) 2016 - 595 permits issued – construction value: \$92 million (708 applications) 2015 - 594 permits issued – construction value: \$87 million (660 applications) Approximately 6,500 inspections carried out in 2019		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Client Services	90% of permits issued within 4 weeks of application. Shorter turn-around time on small project permits. Conduct inspections within 48 hours of request 100% of the time.	Average permit turn-around time - 9 weeks, 90% of time. Small project permits issued within 2 weeks or less. Inspections conducted within 48 hours 100% of the time.	Shorten permit turn-around time. Promote use of public portal for building permit applications and inspection requests. Establish a fast track permit processing system for contractors/registered builders.
Public Awareness and Education	All bylaw and permit requirements available in printed form and on website	Website and printed material updated to reflect current regulatory requirements and owner-builder info. Work is underway to roll out the public portal by the end of 2019	Update on-line info on new Building Code revisions/bulletins. Provide information to owner-builders.
Regulatory Compliance	Building Bylaw BC Building Code Bylaw Offence Notices	Review of Building Bylaw underway meet current legislative requirements and evolving community standards Changes to BCBC published on website and in printed form Bylaw Adjudication System and Bylaw Notice ticketing established to enhance regulatory compliance	Develop new Building Bylaw that is in line with statutory requirements and community standards Continue to publish changes to BCBC Increase use of ticketing to address building bylaw contraventions

KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES
<ol style="list-style-type: none">1. Shorten permit turn around time by promoting use of public portal (implementation in November 2019) for applications and inspection requests through website, news releases and RDN publications.2. Adjust staffing levels as necessary (temp building inspector/building clerk).3. Continue recruitment of qualified building officials from other regions/provinces (province wide shortage)4. Enhance internal permit processing efficiencies through use of Electronic Plan Review software in conjunction with public portal.5. Establish a “fast track” permit application system for registered builders.6. Publish online updates of the Building Code as they become available, owner builder information and changes to RDN processes for use by the public.7. Maintain contact with development community (CHBA, BOABC) to improve knowledge of inspection services and requirements.8. Continue focus on resolving infractions through pro-active enforcement of the building bylaw and public awareness of building regulations in the RDN.

**FINANCIAL PLAN
Building Inspection
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Operating grants	(22,500)	(10,000)	(19,000)	
Operations	(1,170,374)	(1,299,675)	(1,329,675)	
Transfer from reserve - non capital		(21,500)		
Interdepartmental recoveries		(20,000)	(32,500)	
Total Operating Revenues	(1,192,874)	(1,351,175)	(1,381,175)	2.2%
Operating Expenditures				
Administration	34,629	53,146	57,575	
Professional fees	37,545	17,500	32,500	
Vehicle & Equip- oper & maint	20,656	23,800	23,800	
Operating costs	267,054	385,963	342,237	
Program costs	15,940	51,500	51,500	
Total Operating Expenditures (excluding wages)	375,824	531,909	507,612	(4.6%)
Wages & benefits	670,791	1,005,077	1,077,409	7.2%
Total Operating Expenditures (including wages)	1,046,615	1,536,986	1,585,021	3.1%
Contribution to reserve funds	8,750	10,000	1,003,033	
Operating (surplus) / deficit	(137,509)	195,811	1,206,879	
Capital Asset Expenditures				
Capital expenditures	536	46,375	49,500	
Transfers from reserves		(12,500)	(12,500)	
Net Capital Assets funded from Operations	536	33,875	37,000	9.2%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(136,973)	229,686	1,243,879	
Prior year (surplus) / deficit	(1,383,051)	(1,383,051)	(1,243,878)	
Current year unappropriated surplus	(1,520,024)	(1,153,365)	1	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2020**

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 Officers provide key support to the RDN Emergency Program.		
ACTIVITY LEVELS	Bylaw Officers conduct 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. The caseloads for the past 5 years are as follows: 2019 (620 est.), 2018 (562), 2017 (528), 2016 (506), 2015 (600)		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Client Services	Respond to questions/ complaints in 24 hours	Met benchmark 80% of time (staff shortage for part year)	Adjust staffing levels as necessary to meet benchmark
Public awareness and inter-agency cooperation	Provide online information to the public on bylaws and compliance	Information available on website. Online complaint form available at website. Public portal for online interaction being rolled out by end of 2019	Encourage use of public portal for registering complaints and interacting with staff. Continue to update online information for public.
	Inter-agency cooperation and relationships.	Attended regular inter-agency meetings to liaise on common issues and working protocols.	Maintain relationships.
Regulatory Compliance	90% of files completed annually by voluntary compliance	Met benchmark	Maintain benchmark
	Proactive enforcement of priority regulations	Workload primarily complaint driven. Other enforcement limited to staff observations.	Continue limited enforcement from staff observations.
	Establish Bylaw Adjudication System and Bylaw Notice ticketing	Bylaw Adjudication System established and utilization of Bylaw Notices beginning in September 2019. Training of Screening Officers and enforcement staff completed.	Increase ticketing for bylaw contraventions. Undertake a full review of regulatory bylaws and enforcement policy to address service gaps and community expectations/priorities.

MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Technology and Records Management	Efficiency of file management through mobile and web-based technology.	Integration of CityView Mobile for file retrieval and updates via mobile devices in the field.	Use of online portal by public for bylaw complaints and efficient interaction with RDN. Implement online dog licensing via the public portal

KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES
<ol style="list-style-type: none"> 1. Exceed 90% response rate to telephone and online complaints within 24 hours by adjusting staff levels. 2. Focus on increased ticketing for bylaw contraventions where applicable. 3. Undertake a full review of regulatory bylaws to address service gaps/community expectations, and report to the Board on recommended changes and options, including an updated bylaw enforcement policy. 4. Implement online dog licensing via CityView Portal. 5. Update website information and printed material to increase public awareness of regulatory bylaws. Encourage use of public portal through website and printed material. 6. Promote interagency cooperation and working protocols through ongoing participation in key inter-agency meetings with RCMP, ALC and RDN member municipalities.

**FINANCIAL PLAN
Bylaw Enforcement
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Operations	(7,956)	(10,608)	(13,466)	
Interdepartmental recoveries	(274,119)	(376,173)	(442,045)	
Total Operating Revenues	(282,075)	(386,781)	(455,511)	17.8%
Operating Expenditures				
Administration		500	1,000	
Professional fees	6,339	600	31,200	
Vehicle & Equip- oper & maint	10,142	10,502	10,752	
Operating costs	12,194	26,684	28,202	
Total Operating Expenditures (excluding wages)	28,675	38,286	71,154	85.8%
Wages & benefits	252,651	344,994	376,719	9.2%
Total Operating Expenditures (including wages)	281,326	383,280	447,873	16.9%
Contribution to reserve funds	750	1,000	1,000	
Operating (surplus) / deficit	1	(2,501)	(6,638)	
Capital Asset Expenditures				
Capital expenditures		2,500		
Net Capital Assets funded from Operations		2,500		(100.0%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	1	(1)	(6,638)	
Prior year (surplus) / deficit			6,638	
Current year unappropriated surplus	1	(1)		

FINANCIAL PLAN
Animal Control EA A,B,C,LANTZ
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(42,750)	(57,000)	(52,410)	(8.1%)
	(42,750)	(57,000)	(52,410)	(8.1%)
Municipal agreements			(13,457)	
Operations		(1,425)	(1,125)	
Total Operating Revenues	(42,750)	(58,425)	(66,992)	14.7%
Operating Expenditures				
Administration	4,317	5,756	5,490	
Professional fees		1,000	2,500	
Operating costs	37,554	53,897	54,691	
Total Operating Expenditures (excluding wages)	41,871	60,653	62,681	3.3%
Total Operating Expenditures (including wages)	41,871	60,653	62,681	3.3%
Contribution to reserve funds	15,000	15,000	7,500	
Operating (surplus) / deficit	14,121	17,228	3,189	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	14,121	17,228	3,189	
Prior year (surplus) / deficit	(20,417)	(20,417)	(3,189)	
Current year unappropriated surplus	(6,296)	(3,189)		

FINANCIAL PLAN
Animal Control E,G & H
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(63,750)	(85,000)	(89,869)	5.7%
	(63,750)	(85,000)	(89,869)	5.7%
Operations	(9,135)	(10,525)	(10,525)	
Transfer from reserve - non capital		(10,730)	(10,730)	
Total Operating Revenues	(72,885)	(106,255)	(111,124)	4.6%
Operating Expenditures				
Administration	5,901	7,868	9,948	
Professional fees		11,730	13,230	
Operating costs	58,659	87,747	89,541	
Total Operating Expenditures (excluding wages)	64,560	107,345	112,719	5.0%
Total Operating Expenditures (including wages)	64,560	107,345	112,719	5.0%
Contribution to reserve funds	12,477	12,477	5,000	
Operating (surplus) / deficit	4,152	13,567	6,595	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	4,152	13,567	6,595	
Transfer from appropriated surplus			(5,000)	
Prior year (surplus) / deficit	(15,162)	(15,162)	(1,595)	
Current year unappropriated surplus	(11,010)	(1,595)		

**FINANCIAL PLAN
Animal Control EA F
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(14,250)	(19,000)	(25,000)	31.6%
	(14,250)	(19,000)	(25,000)	31.6%
Operations		(925)	(750)	
Total Operating Revenues	(14,250)	(19,925)	(25,750)	29.2%
Operating Expenditures				
Administration	1,338	1,784	1,870	
Professional fees		1,000	2,500	
Operating costs	11,871	17,697	19,491	
Total Operating Expenditures (excluding wages)	13,209	20,481	23,861	16.5%
Total Operating Expenditures (including wages)	13,209	20,481	23,861	16.5%
Contribution to reserve funds	7,711	7,711	4,577	
Operating (surplus) / deficit	6,670	8,267	2,688	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	6,670	8,267	2,688	
Prior year (surplus) / deficit	(10,955)	(10,955)	(2,688)	
Current year unappropriated surplus	(4,285)	(2,688)		

**FINANCIAL PLAN
Hazardous Properties
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(16,617)	(22,156)	(22,246)	0.4%
	(16,617)	(22,156)	(22,246)	0.4%
Municipal agreements			(2,379)	
Operations		(150,000)	(150,000)	
Total Operating Revenues	(16,617)	(172,156)	(174,625)	1.4%
Operating Expenditures				
Administration	803	1,070	1,240	
Professional fees	110	3,000	3,500	
Operating costs	6,753	9,397	11,191	
Program costs		150,000	150,000	
Total Operating Expenditures (excluding wages)	7,666	163,467	165,931	1.5%
Total Operating Expenditures (including wages)	7,666	163,467	165,931	1.5%
Contribution to reserve funds	28,377	28,377	15,000	
Operating (surplus) / deficit	19,426	19,688	6,306	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	19,426	19,688	6,306	
Prior year (surplus) / deficit	(25,994)	(25,994)	(6,306)	
Current year unappropriated surplus	(6,568)	(6,306)		

**FINANCIAL PLAN
Unightly Premises
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(9,021)	(12,028)	(12,621)	4.9%
	(9,021)	(12,028)	(12,621)	4.9%
Municipal agreements			(1,350)	
Operations		(150,150)	(150,150)	
Total Operating Revenues	(9,021)	(162,178)	(164,121)	1.2%
Operating Expenditures				
Administration	661	881	1,030	
Professional fees		500	1,500	
Operating costs	6,954	9,797	11,591	
Program costs		150,000	150,000	
Total Operating Expenditures (excluding wages)	7,615	161,178	164,121	1.8%
Total Operating Expenditures (including wages)	7,615	161,178	164,121	1.8%
Contribution to reserve funds	16,732	16,732		
Operating (surplus) / deficit	15,326	15,732		
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	15,326	15,732		
Prior year (surplus) / deficit	(15,732)	(15,732)		
Current year unappropriated surplus	(406)			

**FINANCIAL PLAN
Noise Control EA A
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(8,492)	(11,323)	(15,726)	38.9%
	(8,492)	(11,323)	(15,726)	38.9%
Operations		(225)	(225)	
Total Operating Revenues	(8,492)	(11,548)	(15,951)	38.1%
Operating Expenditures				
Administration	708	944	1,060	
Professional fees		1,100	2,600	
Operating costs	6,801	9,497	11,291	
Total Operating Expenditures (excluding wages)	7,509	11,541	14,951	29.5%
Total Operating Expenditures (including wages)	7,509	11,541	14,951	29.5%
Contribution to reserve funds	3,184	3,184	1,000	
Operating (surplus) / deficit	2,201	3,177		
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	2,201	3,177		
Prior year (surplus) / deficit	(3,177)	(3,177)		
Current year unappropriated surplus	(976)			

**FINANCIAL PLAN
Noise Control EA B
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(7,582)	(10,109)	(14,048)	39.0%
	(7,582)	(10,109)	(14,048)	39.0%
Grants in lieu of taxes	(963)			
Operations		(225)	(225)	
Total Operating Revenues	(8,545)	(10,334)	(14,273)	38.1%
Operating Expenditures				
Administration	637	849	995	
Professional fees		500	2,000	
Operating costs	6,813	9,447	11,241	
Total Operating Expenditures (excluding wages)	7,450	10,796	14,236	31.9%
Total Operating Expenditures (including wages)	7,450	10,796	14,236	31.9%
Contribution to reserve funds	2,667	2,667	1,000	
Operating (surplus) / deficit	1,572	3,129	963	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	1,572	3,129	963	
Prior year (surplus) / deficit	(3,129)	(3,129)	(963)	
Current year unappropriated surplus	(1,557)			

**FINANCIAL PLAN
Noise Control EA C
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(3,778)	(5,038)	(7,255)	44.0%
	(3,778)	(5,038)	(7,255)	44.0%
Municipal agreements	(3,136)	(4,181)	(6,096)	
Operations		(225)	(225)	
Total Operating Revenues	(6,914)	(9,444)	(13,576)	43.8%
Operating Expenditures				
Administration	596	795	935	
Professional fees			1,000	
Operating costs	6,783	9,347	11,141	
Total Operating Expenditures (excluding wages)	7,379	10,142	13,076	28.9%
Total Operating Expenditures (including wages)	7,379	10,142	13,076	28.9%
Contribution to reserve funds	1,795	1,795	500	
Operating (surplus) / deficit	2,260	2,493		
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	2,260	2,493		
Prior year (surplus) / deficit	(2,493)	(2,493)		
Current year unappropriated surplus	(233)			

**FINANCIAL PLAN
Noise Control EA E
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(6,932)	(9,242)	(13,878)	50.2%
	(6,932)	(9,242)	(13,878)	50.2%
Operations		(225)	(225)	
Total Operating Revenues	(6,932)	(9,467)	(14,103)	49.0%
Operating Expenditures				
Administration	596	795	937	
Professional fees			1,500	
Operating costs	6,753	9,372	11,166	
Total Operating Expenditures (excluding wages)	7,349	10,167	13,603	33.8%
Total Operating Expenditures (including wages)	7,349	10,167	13,603	33.8%
Contribution to reserve funds	1,346	1,346	500	
Operating (surplus) / deficit	1,763	2,046		
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	1,763	2,046		
Prior year (surplus) / deficit	(2,046)	(2,046)		
Current year unappropriated surplus	(283)			

**FINANCIAL PLAN
Noise Control EA G
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(8,579)	(11,439)	(17,562)	53.5%
	(8,579)	(11,439)	(17,562)	53.5%
Operations		(225)	(225)	
Total Operating Revenues	(8,579)	(11,664)	(17,787)	52.5%
Operating Expenditures				
Administration	857	1,142	1,490	
Professional fees	5,484	500	7,000	
Operating costs	6,765	9,397	11,191	
Total Operating Expenditures (excluding wages)	13,106	11,039	19,681	78.3%
Total Operating Expenditures (including wages)	13,106	11,039	19,681	78.3%
Contribution to reserve funds	106	106	106	
Operating (surplus) / deficit	4,633	(519)	2,000	
Capital Asset Expenditures				
Transfers from reserves			(7,000)	
Net Capital Assets funded from Operations			(7,000)	
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	4,633	(519)	(5,000)	
Prior year (surplus) / deficit	519	519	5,000	
Current year unappropriated surplus	5,152			

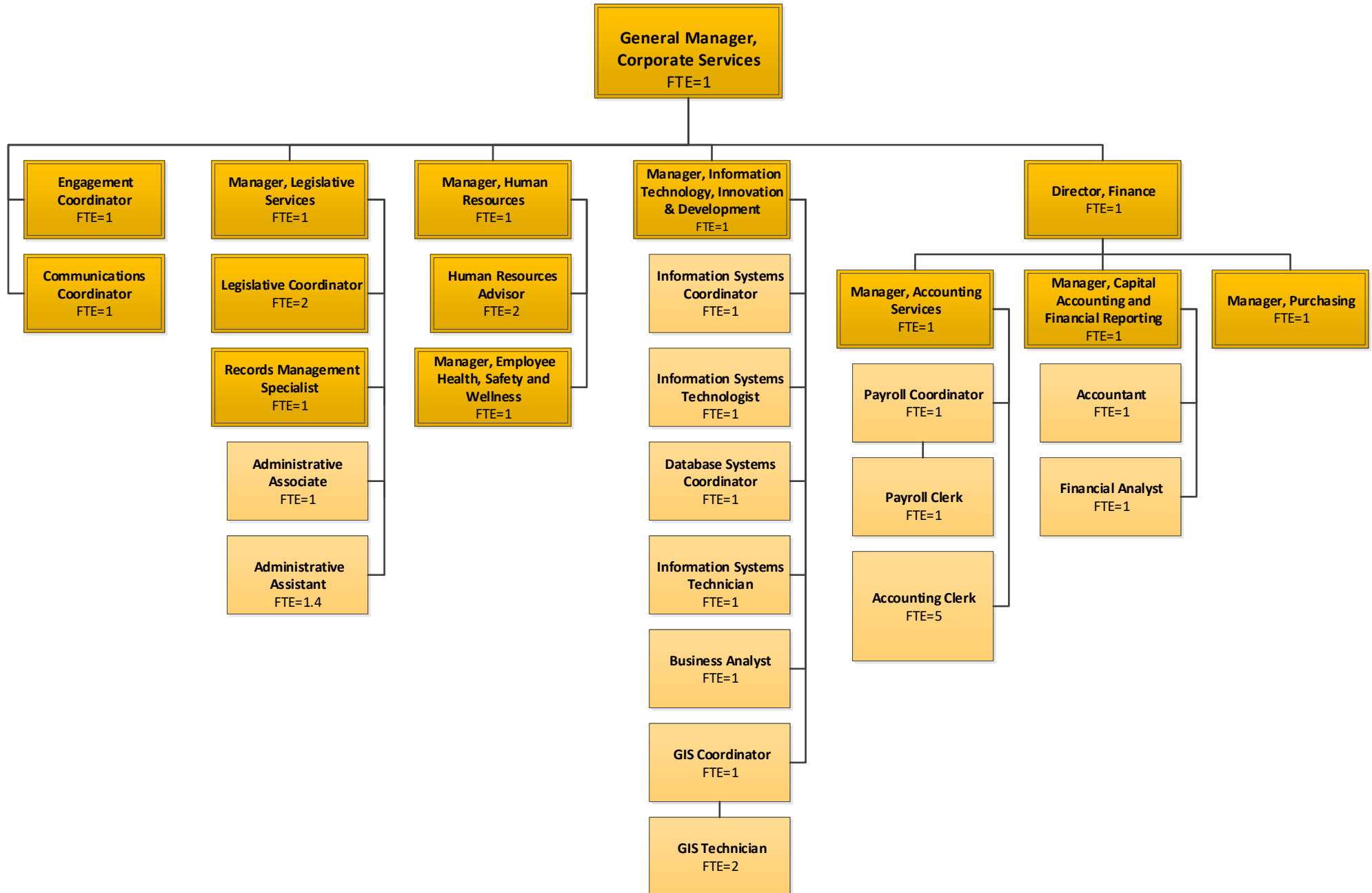


FINANCIAL PLAN
Community Works Fund Projects - Strategic & Community Development
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Operating grants		(50,000)	(50,000)	
Total Operating Revenues		(50,000)	(50,000)	
Operating Expenditures				
Operating costs		50,000	50,000	
Total Operating Expenditures (excluding wages)		50,000	50,000	
Total Operating Expenditures (including wages)		50,000	50,000	
Operating (surplus) / deficit				
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year				
Current year unappropriated surplus				

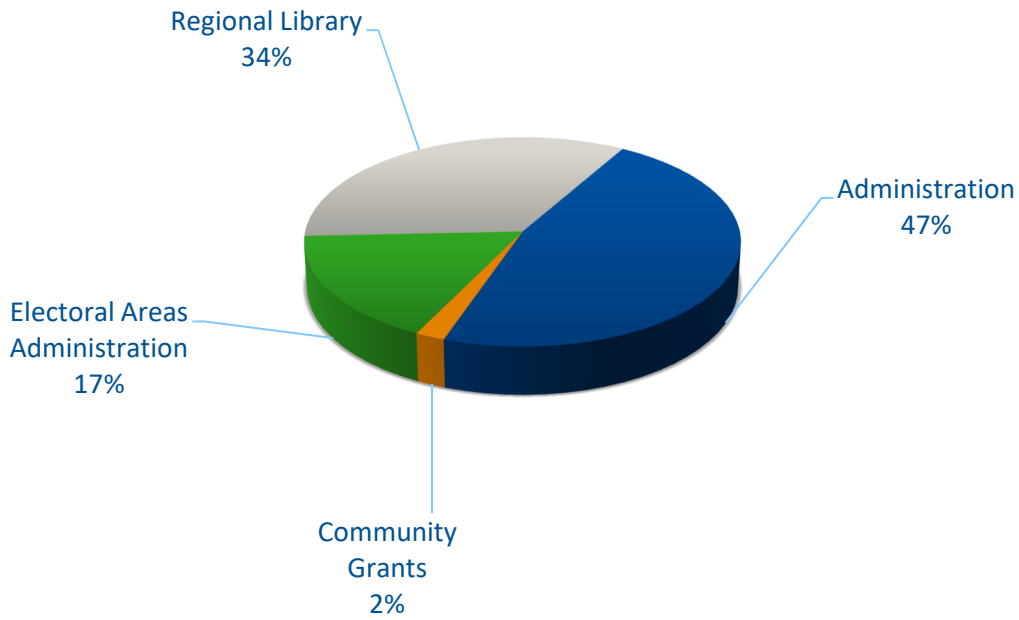
CORPORATE SERVICES

Updated September 17, 2019



DEPARTMENTAL HIGHLIGHTS

Corporate Administration



Corporate Administration	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	Percentage of total Net Cost
Administration / Legislative				
Legislative/Chief Administrative Officer	3,244,966	0	3,244,966	
Human Resources	1,093,761	33,424	1,060,337	
Finance	2,309,149	10,000	2,299,149	
Information/GIS Services	3,617,255	1,477,884	2,139,371	
Administration /Building Operations	1,359,650	617,484	742,166	
Communications	412,566	0	412,566	
Interdepartmental Recoveries		6,654,310	-6,654,310	
Administration	12,037,347	8,793,102	3,244,245	47%
Community Grants	124,250	435	123,815	2%
Electoral Areas Administration	1,259,170	62,500	1,196,670	17%
Regional Library	3,331,512	940,873	2,390,639	34%
	16,752,279	9,796,910	6,955,369	100%

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN - 2020**

AREA	CORPORATE SERVICES		
SERVICE	COMMUNICATIONS SERVICES		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	Communication – Coordinate and manage the RDN’s website, news releases and relationship with media. Support and approve all RDN advertising and external communications materials. Engagement – Coordinate and manage RDN social media, the RDN online engagement tool, internal engagement including Sync (intranet), events and communications. Support departments with engagement efforts.		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Website	2018 – 566,112 visits 2017 – 528,903 visits 2016 – 511,518 visits 2015 – 555,898 visits 2014 – 483,388 visits 2013 – 413,688 visits 2012 – 452,546 visits 2011 – 408,509 visits	2019 – <i>(as of Sep 13)</i> 337,331 visits Converted website to an open source format to allow staff to make regular edits themselves. Completing training and new regular update process for designated staff in fall 2019. Worked with new contractor and supported departments to review existing website to ensure all information is accurate, on brand and accessible. Ongoing initiative. RSS feeds established for residents to sign-up to receive emails for news releases, public notices, service alerts, career opportunities and bid opportunities.	Continue to support departments to ensure website remains up-to-date, consistently branded and accessible.
Media	News Releases 2018 – 26 2017 – 48 2016 – 34 2015 – 35 2014 – 36 2013 – 29 2012 – 45 2011 – 39	2019 – <i>(as of Sept 13)</i> 25 Clearly defined news releases, public notices, and service alerts templates were created for each, and communicated purpose and process to staff.	Ensure news releases are timely, share information that affects the region and increase awareness of services delivered.

MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Advertising	RDN Monthly Updates	Monthly calendar and advertising combined into one ad in the Nanaimo Bulletin, Parksville Qualicum Beach and Sounder newspapers – commenced May 2018.	Improve awareness of all services and departments with consistently branded monthly ads.
Engagement	<p>Get Involved RDN</p> <p>2018 – 24 active projects</p> <p>Engaged Visitors – 1,100</p> <p>Informed Visitors – 4,000</p> <p>Aware Visitors – 8,500</p> <p>2017 – 18 active projects</p> <p>Engaged Visitors – 33</p> <p>Informed Visitors – 406</p> <p>Aware Visitors – 755</p>	<p>2019 – <i>as of Sept 13</i></p> <p>24 active projects</p> <p>Engaged Visitors – 176</p> <p>Informed Visitors – 2,400</p> <p>Aware Visitors – 5,600</p> <p>Launched online engagement tool to share info and provide an opportunity for 2-way engagement for specific projects – commenced Sept 2017.</p> <p>Engagement policy drafted for approval of Board in 2019.</p> <p>Working with CVRD, City of Courtney and CVRD on a joint Engagement Strategy and Toolkit to support this, to be finalized fall 2019.</p>	Provide an interactive opportunity to share information and receive 2-way engagement on projects.
Social Media	<p>RDN Facebook feed</p> <p>2018 – 3,383 likes</p> <p>2017 – 2,123 likes</p> <p>2016 – 1,501 likes</p> <p>2015 – 1,038 likes</p> <p>2014 – 774 likes</p> <p>2013 – 573 likes</p> <p>RDN Twitter feed</p> <p>2018 – 2,457 followers</p> <p>2017 – 1,856 followers</p> <p>2016 – 1,564 followers</p> <p>2015 – 1,155 followers</p> <p>2014 – 858 followers</p> <p>2013 – 554 followers</p> <p>RDN Instagram feed</p> <p>2018 – 933 followers</p> <p>2017 – 163 followers</p>	<p>2019 – <i>as of Sept 13</i></p> <p>RDN Facebook feed</p> <p>2019 – 4,014 likes</p> <p>2019 – 4,833 followers</p> <p>2019 – 4,754 post reach</p> <p>RDN Twitter feed</p> <p>2019 – 2,776 followers</p> <p>RDN Instagram feed</p> <p>2019 – 1,304 followers</p> <p>312 posts</p> <p>Social media guide and training completed in 2019 for all staff who do regular posting. Regular meetings established to ensure this group continues to stay on top of current practices.</p>	Consistently use social media across departments to share events, project and service info; grow our social media presence; continue to monitor effectiveness in communicating with the public.

KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES
<ol style="list-style-type: none">1. Continue to assist departments in improving their social media presence as a means to further engage the public.2. Continue to build relationships with local media to enhance coverage of RDN initiatives.3. Continue to encourage and facilitate website use on RDN services and initiatives.4. Assist staff in their communications with the media.5. Ensure branding remains consistent and focused on RDN as a whole and not on each department.6. Focus on providing opportunities for two-way communication.

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN - 2020**

AREA	CORPORATE SERVICES		
SERVICE	LEGISLATIVE SERVICES		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	The Legislative Services Department supports the Board through preparation of Board & Committee agendas and minutes. Conducts local elections, referendums, alternative approval processes and petition processes and is responsible for responding to requests under the <i>Freedom of Information and Protection of Privacy Act</i> , processing special event permits, and developing and maintaining the records management system for the organization.		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Agenda and minute preparation	Board 2018 Regular meetings – 11 2018 Special meetings – 4 Committee of the Whole 2018 Regular meetings – 10 2018 Special meetings – 0 Electoral Area Services Committee 2018 Regular meetings – 10 2018 Special meetings – 1	Board 2019 Regular meetings – 11 2019 Special meetings – 4 Committee of the Whole 2019 Regular meetings – 10 2019 Special meetings – 0 Electoral Area Services Committee 2019 Regular meetings – 10 2019 Special meetings – 0 Oceanside Services Committee 2019 Regular meetings – 3 2019 Special meetings – 0	Continue with timely preparation of agendas and minutes
Requests responded to under the <i>Freedom of Information and Protection of Privacy Act</i>	2018 – 28 2017 – 15 2016 – 23 2015 – 16 2014 – 18	2019 (<i>as of Sept. 18</i>) – 25	Respond in a timely manner to requests made under the <i>Freedom of Information and Protection of Privacy Act</i>
Special Event Permit applications processed	2018 – 13 2017 – 15 2016 – 17 2015 – 16 2014 – 14	2019 (<i>as of Sept. 18</i>) – 13	Continue with timely processing of Special Event Permit applications

MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Use of technology	<p>eSCRIBE:</p> <p>2018 – Extended use of eSCRIBE meeting management software to meeting participants to utilize digital agendas in meetings</p> <p>2017 – Implemented eSCRIBE meeting management software organization wide and prepared agendas and minutes digitally</p> <p>Records Management:</p> <p>2018 – Completed organizational needs and readiness assessment for an electronic document and records management system</p> <p>2017 – Improved metadata in SharePoint for improved access and searchability</p>	<p>2019 (eSCRIBE) – Extended use of eSCRIBE to include webcasting of meetings with closed-captioning as well as timestamping of agendas and minutes to the webcast for quick access to meeting discussions and materials</p> <p>2019 (Records Management) – Completed a new File Plan and Retention Schedule for the electronic document and records management system</p>	<p>Continue to increase the administrative efficiency of Board and Committee meetings</p> <p>Effectively manage physical and electronic records and documents</p>
Elections, petitions, and elector approval processes	<p>2018</p> <p>Conducted the 2018 general local elections</p> <p>Conducted a petition process to extend the boundaries of the Dashwood Fire Protection Service Area to include additional properties</p>	<p>2019</p> <p>Conducted the Electoral Area G by-election</p> <p>Conducted an Alternative Approval Process to obtain elector approval for the Dashwood Fire Hall Service Establishment and Loan Authorization Bylaws for construction of a new Fire Hall</p> <p>Conducted a petition process to extend the boundaries of the Bow Horn Bay Fire Protection Service Area to include additional properties</p> <p>Conduct a petition process for expansion of the San Pareil Water Service Area and related capital borrowing for those petitioning to join the service</p>	<p>Ensure petition and elector approval processes are conducted according to statute</p>

KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES
<ol style="list-style-type: none">1. Review additional eSCRIBE modules that can further increase the administrative efficiency of Board and Committee meetings.2. Develop a comprehensive records management program to provide the framework for implementing an electronic document and records management system.3. Conduct petition process, referendums or alternative approval processes as required.

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN - 2020**

AREA	CORPORATE SERVICES		
SERVICE	HUMAN RESOURCES		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	Human Resources – Provides human resources support to all Departments. This includes labour relations & negotiations advice, training and development, recruitment & selection support; health and safety program management; absence / claim monitoring and return to work planning; management of personnel records; management of benefit plans; and compensation / job evaluation.		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
RDN WorkSafeBC Premium (Based on prior 3 years of claims)	WorkSafeBC Base Rate for Local Governments 2019 - \$2.08 2018 - \$1.91 2017 - \$2.03 2016 - \$2.03 WorkSafeBC Base Rate for Conventional Transit 2019 - \$2.09 2018 - \$2.05 2017 - \$2.13 2016 - \$2.60 WorkSafeBC Base Rate for HandyDART Transit 2019 - \$3.36 2018 - \$3.98 2017 - \$4.95 2016 - \$5.53	RDN (excluding Transit Operations) Experience Rate 2019 - \$1.71 (17.9% discount) 2018 - \$2.13 (11.4% surcharge) 2017 - \$2.60 (28.2% surcharge) 2016 - \$2.24 (10.3% surcharge) Conventional Transit Experience Rate 2019 - \$2.68 (28.0% surcharge) 2018 - \$2.08 (1.5% surcharge) 2017 - \$2.13 (base rate) 2016 - \$2.60 (base rate) HandyDART Transit Experience Rate 2019 - \$3.57 (6.3% surcharge) 2018 - \$3.85 (3.2% discount) 2017 - \$4.95 (base rate) 2016 - \$5.53 (base rate)	Reduce Premium Rate through the effective management of WSBC claims and return-to-work initiatives. <

MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Competitions	2018 - 109 2017 - 81 2016 - 101 2015 - 88 2014 – 72	2019 (to date) - 91	Leverage technology and improve our ability to attract highly qualified applicants.

KEY ACTIONS TO ACHIEVE 2020 PERFORMANCE OBJECTIVES
<ol style="list-style-type: none"> 1. Safety activities will continue to focus on injury prevention activities and improvements to hazard identification and risk assessment processes, coupled with a comprehensive and effective OHS Program. Note: An internal COR assessment was completed in order to identify improvements needed in the OHS Program. These findings will lead ongoing health and safety activities. 2. Hazardous material monitoring, repair and remediation will be addressed as needed through health and safety activities and maintained in the OHS Program Hazard Inventory. Note: Hazardous Material survey and assessment was completed. 3. Implement an RDN applicant tracking system. 4. Enhance learning opportunities and build capacity across the organization e.g. Leadership Development

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2020**

AREA	CORPORATE SERVICES																		
SERVICE	FINANCIAL SERVICES																		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>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.</p> <table> <tr> <td>Vendor invoices processed</td><td>2019 = 20,200 est.</td><td>2018 = 19,043</td><td>2017 = 19,415</td><td>2016 = 18,961</td></tr> <tr> <td>E-billed customers</td><td>2019 = 528</td><td>2018 = 513</td><td>2017 = 481</td><td>2016 = 472</td></tr> <tr> <td>Customer accounts</td><td>2019 = 18,386</td><td>2018 = 18,273</td><td>2017 = 18,016</td><td>2016 = 17,835</td></tr> </table>				Vendor invoices processed	2019 = 20,200 est.	2018 = 19,043	2017 = 19,415	2016 = 18,961	E-billed customers	2019 = 528	2018 = 513	2017 = 481	2016 = 472	Customer accounts	2019 = 18,386	2018 = 18,273	2017 = 18,016	2016 = 17,835
Vendor invoices processed	2019 = 20,200 est.	2018 = 19,043	2017 = 19,415	2016 = 18,961															
E-billed customers	2019 = 528	2018 = 513	2017 = 481	2016 = 472															
Customer accounts	2019 = 18,386	2018 = 18,273	2017 = 18,016	2016 = 17,835															
PERFORMANCE INDICATORS																			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES																
Use of technology	Non-office based payment of accounts – 75% or more of customers	2019 – 78%(to date) 2018 – 82% 2017 – 76% 2016 – 76% 2015 – 75%	Sign up forms go to all new customers. Annual bills, web page and counter materials to promote electronic payments.																
	Email delivery of customer invoices – 3% or more of customers	2019 – 528 (2.9%) 2018 – 513 (2.8%) 2017 – 481 (2.7%) 2016 – 472 (2.6%) 2015 – 431 (2.5%)	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	Electronic payments available for utility billing through telephone or internet banking Electronic Accounts Payable used for specific vendors only	Implement new on-line payment options for customers. Work with Corporate Services to plan electronic invoice storage & expand electronic vendor payments.																
	On-line purchase order system allowing for multiple account distributions and electronic commitment tracking		Support Purchasing Manager in research and development of on-line purchase order system.																

MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2020 PERFORMANCE OBJECTIVES
Financial plan quality, understanding and access to information	<p>Elected members and staff understand financial plan for 5 year and 10 year planning.</p> <p>Staff able to utilize software for Long Range planning scenarios.</p> <p>Citizens aware of impact of financial plan to them personally.</p>	<p>Elected members are informed and receive regular updates. Quarterly reports to Board.</p> <p>Improvements to budget software reports and interface between Vadim & Financial Manager's Workbench (FMW).</p> <p>Staff use financial plans to evaluate new changes so as to inform elected members.</p> <p>Brochure included with property tax notices.</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.</p> <p>Collaborate with the communications department to make the reports more user friendly through the use of colours, pictures and graphs.</p> <p>Revise budget presentations.</p> <p>Continue to develop enhanced reporting from FMW.</p> <p>Increase management understanding of FMW through training.</p> <p>Continue to use financial plan, review FMW for software improvements providing financial planning & asset management analysis.</p> <p>Maintain this process and update the brochure based on the feedback received from the stakeholders.</p> <p>Improve outreach through new interactive tool for public budget communication</p>
Interdepartmental support	Procurement process/policies are up to date and reflect best practices	<p>RFP template updated in 2016, CCDC and MMCD contracts utilized for larger contracts.</p> <p>Purchasing Policy drafted in 2018</p>	<p>Purchasing policy adoption</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 2020 PERFORMANCE OBJECTIVES
<ol style="list-style-type: none">1. Obtain staffing resources to implement an effective efficient departmental succession plan, efficiently meet new PSAB requirements and meet existing work requirements.2. Complete implementation of new web-based software to enhance customer services offered through internet (CentralSquare Online) including online payments.3. Implement CaseWare Financial Statement reporting tool.4. Ongoing work with CentralSquare for improvements related to purchasing and customers' on-line access.5. Financial Plan review and awareness – continuous review and improvement of public information & jurisdiction impacts.



FINANCIAL PLAN
Corporate Administration Summary
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(1,558,976)	(2,078,635)	(2,734,454)	31.6%
	(1,558,976)	(2,078,635)	(2,734,454)	31.6%
Grants in lieu of taxes	(65,696)	(48,000)	(65,000)	
Operating grants	(50,000)	(50,000)	(60,914)	
Operations	(19,362)	(55,730)	(56,112)	
Interest income	(735,638)	(150,000)	(200,000)	
Miscellaneous	(179,027)	(199,570)	(211,570)	
Interdepartmental recoveries	(3,740,279)	(5,243,512)	(6,509,371)	
Total Operating Revenues	(6,348,978)	(7,825,447)	(9,837,421)	25.7%
Operating Expenditures				
Administration	98,413	187,948	258,049	
Legislative	489,538	537,475	569,433	
Professional fees	238,409	448,516	1,120,509	
Building oper & maint	324,987	355,835	465,622	
Vehicle & Equip- oper & maint	172,646	435,142	539,148	
Operating costs	531,613	1,256,500	1,648,530	
Program costs	(451)			
Total Operating Expenditures (excluding wages)	1,855,155	3,221,416	4,601,291	42.8%
Wages & benefits	3,390,984	4,731,577	5,306,506	12.2%
Total Operating Expenditures (including wages)	5,246,139	7,952,993	9,907,797	24.6%
Contribution to reserve funds	282,558	283,410	283,410	
Operating (surplus) / deficit	(820,281)	410,956	353,786	
Capital Asset Expenditures				
Capital expenditures	44,581	1,257,191	1,823,700	
Transfers from reserves	(37,405)	(950,000)	(1,556,000)	
Net Capital Assets funded from Operations	7,176	307,191	267,700	(12.9%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(813,105)	718,147	621,486	
Transfer from appropriated surplus	(110,000)	(110,000)	(120,000)	9.1%
Prior year (surplus) / deficit	(883,641)	(883,641)	(501,488)	
Current year unappropriated surplus	(1,806,746)	(275,494)	(2)	

**FINANCIAL PLAN
Community Grants
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(84,521)	(112,694)	384,289	(441.0%)
	(84,521)	(112,694)	384,289	(441.0%)
Grants in lieu of taxes	(335)	(435)	(435)	
Miscellaneous	(492,504)			
Total Operating Revenues	(577,360)	(113,129)	383,854	(439.3%)
Operating Expenditures				
Administration		200	200	
Grants in aid	114,050	129,650	124,050	
Total Operating Expenditures (excluding wages)	114,050	129,850	124,250	(4.3%)
Total Operating Expenditures (including wages)	114,050	129,850	124,250	(4.3%)
Operating (surplus) / deficit	(463,310)	16,721	508,104	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(463,310)	16,721	508,104	
Transfer from appropriated surplus	(5,600)	(5,600)	(497,304)	8,780.4%
Prior year (surplus) / deficit	(11,121)	(11,121)	(10,800)	
Current year unappropriated surplus	(480,031)			

FINANCIAL PLAN
Electoral Area Administration
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(439,180)	(585,573)	(699,915)	19.5%
	(439,180)	(585,573)	(699,915)	19.5%
Grants in lieu of taxes		(2,500)	(2,500)	
Operating grants	(50,000)	(60,000)	(60,000)	
Municipal agreements	(17,062)	(22,750)	(26,395)	
Miscellaneous	1			
Interdepartmental recoveries	(246,000)	(253,000)	(144,939)	
Total Operating Revenues	(752,241)	(923,823)	(933,749)	1.1%
Operating Expenditures				
Administration	50,839	69,690	85,485	
Legislative	63,446	217,237	253,477	
Professional fees	4,209	10,000	20,000	
Building oper & maint	15,673	20,810	19,767	
Vehicle & Equip- oper & maint	2,814	5,102	5,102	
Operating costs	214,516	347,890	408,072	
Total Operating Expenditures (excluding wages)	351,497	670,729	791,903	18.1%
Wages & benefits	196,962	270,306	276,855	2.4%
Total Operating Expenditures (including wages)	548,459	941,035	1,068,758	13.6%
Contribution to reserve funds	896	1,195	1,195	
Operating (surplus) / deficit	(202,886)	18,407	136,204	
Capital Asset Expenditures				
Capital expenditures	5,587	19,400	12,500	
Net Capital Assets funded from Operations	5,587	19,400	12,500	(35.6%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(197,299)	37,807	148,704	
Prior year (surplus) / deficit	(154,831)	(100,286)	(148,705)	
Current year unappropriated surplus	(352,130)	(62,479)	(1)	

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(1,727,309)	(2,303,078)	(2,390,639)	3.8%
	(1,727,309)	(2,303,078)	(2,390,639)	3.8%
Miscellaneous	(668,228)	(940,873)	(940,873)	
Total Operating Revenues	(2,395,537)	(3,243,951)	(3,331,512)	2.7%
Operating Expenditures				
Transfer to other govt / org	1,727,307	2,303,077	2,390,639	
Total Operating Expenditures (excluding wages)	1,727,307	2,303,077	2,390,639	3.8%
Total Operating Expenditures (including wages)	1,727,307	2,303,077	2,390,639	3.8%
Operating (surplus) / deficit	(668,230)	(940,874)	(940,873)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)		349,388	349,388	
Existing debt (interest)	295,743	591,485	591,485	
Total Capital Financing Charges	295,743	940,873	940,873	
Accumulated Surplus				
Net (surplus)/deficit for the year	(372,487)	(1)		
Prior year (surplus) / deficit	1	1		
Current year unappropriated surplus	(372,486)			

**FINANCIAL PLAN
Municipal Debt Transfers
2020 Proposed Budget**

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Miscellaneous	(3,250,060)	(5,010,689)	(5,004,312)	
Total Operating Revenues	(3,250,060)	(5,010,689)	(5,004,312)	(0.1%)
Operating Expenditures				
Total Operating Expenditures (excluding wages)				
Total Operating Expenditures (including wages)				
Operating (surplus) / deficit	(3,250,060)	(5,010,689)	(5,004,312)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	1,926,394	2,973,999	3,018,986	
Existing debt (interest)	1,328,822	2,036,690	1,985,326	
Total Capital Financing Charges	3,255,216	5,010,689	5,004,312	(0.1%)
Accumulated Surplus				
Net (surplus)/deficit for the year	5,156			
Current year unappropriated surplus	5,156			

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(16,677)	(22,236)	(20,556)	(7.6%)
	(16,677)	(22,236)	(20,556)	(7.6%)
Municipal agreements			(1,884)	
Total Operating Revenues	(16,677)	(22,236)	(22,440)	0.9%
Operating Expenditures				
Administration	1,377	1,836	2,040	
Operating costs	15,300	20,400	20,400	
Total Operating Expenditures (excluding wages)	16,677	22,236	22,440	0.9%
Total Operating Expenditures (including wages)	16,677	22,236	22,440	0.9%
Operating (surplus) / deficit				
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year				
Current year unappropriated surplus				



FINANCIAL PLAN
Community Works Fund Projects - Corporate Services
2020 Proposed Budget

	2019 Actuals September YTD	2019 Budget	2020 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Operating grants	(84,328)	(1,238,615)	(1,238,615)	
Total Operating Revenues	(84,328)	(1,238,615)	(1,238,615)	
Operating Expenditures				
Transfer to other govt / org	84,328	1,238,615	1,238,615	
Total Operating Expenditures (excluding wages)	84,328	1,238,615	1,238,615	
Total Operating Expenditures (including wages)	84,328	1,238,615	1,238,615	
Operating (surplus) / deficit				
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year				
Current year unappropriated surplus				