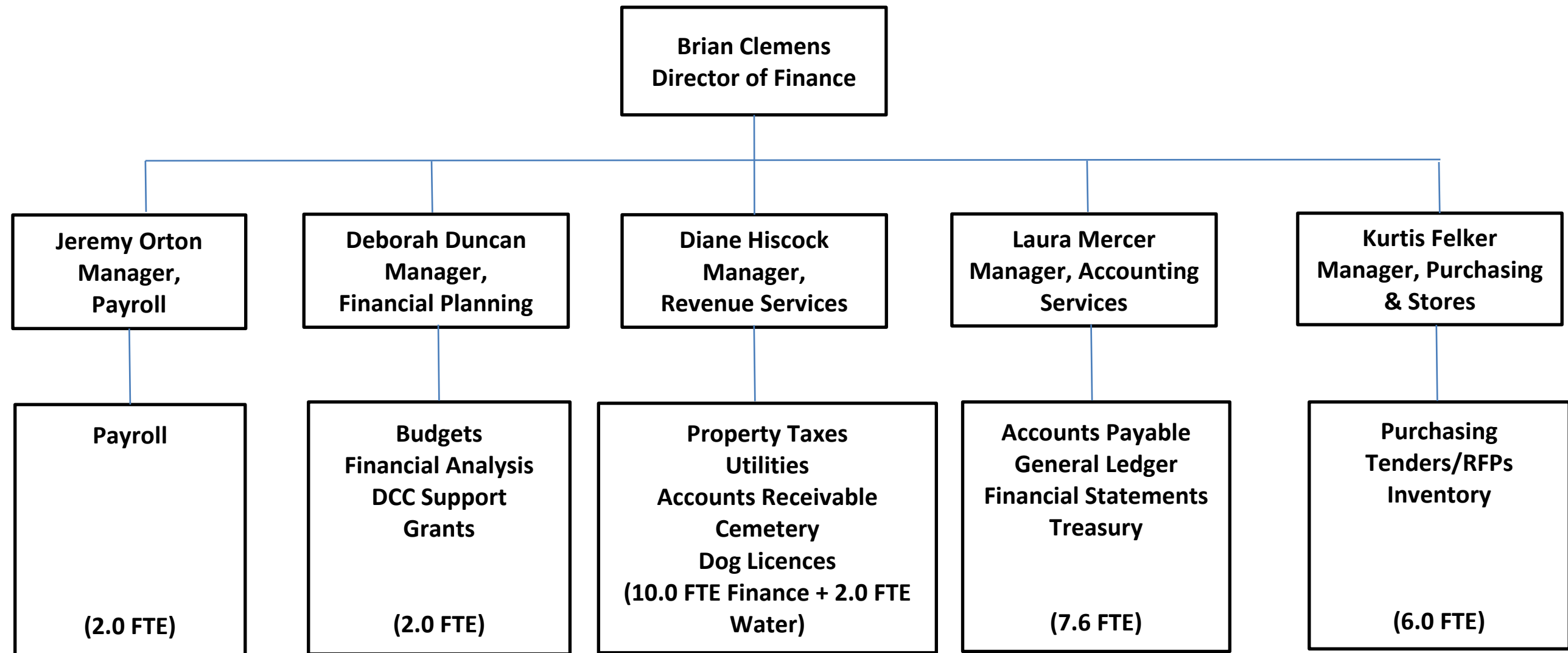




**COUNCIL BUDGET REVIEW
CORPORATE SERVICES
FINANCE & PURCHASING
February 27, 2014**



Corporate Services - Finance & Purchasing - Current Level of Service

2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

- Annual operating and maintenance activities to provide current service levels
- Identify specific projects, supported by a long range asset management plan, for renewal of current infrastructure.
- Identify specific projects for expansion/upgrades to current infrastructure.

Significant Events:

- Council's initiative to reduce the major industry tax rate to be equal to the commercial tax rate over several years was achieved in 2013.
- Implemented new budget/service level review process.

Current Level of Services:

Revenue Services

- Responsible for billing, collecting money and maintaining records for properties, business licenses and dog licenses.
- Maintains records of assessment, ownership, legal description and tax accounts. Tax notices and reminders are mailed annually to 35,850 property accounts and an annual tax sale is held for properties where property taxes are unpaid for three years.
- Bills for water, sewer and garbage services, known as User Rates. There are 22,000 property accounts that are billed three times a year. The Revenue Section also issues 5,600 dog licenses annually.
- Ensures that these bills are collected, the money is deposited promptly in the bank and that the transactions are appropriately recorded in the City's financial records.

Accounting Services

- Responsible for the expenditures of the City of Nanaimo including processing over 30,000 invoices annually, resulting in the issuance of 12,000 accounts payable cheques.
- Prepares monthly financial reports for internal review, and an annual financial statement.
- Responsible for ensuring that the financial records accurately reflect the financial position of the City
- Monitors cash flow and invests any available funds within the guidelines established by the Community Charter.
- Year end reporting, including preparing the Statement of Financial Information.

Financial Planning

- Prepare the City's financial plan annually for review and adoption by Council.
 - Collecting information from all departments and working with senior management to prepare a draft budget in accordance with the principles that have been established by Council
 - The budget is modified during a public input and discussion period and finally adopted by bylaw.
- Provides financial analysis and works on special projects such as the Development Cost Charge review.

Payroll

- Provides bi-weekly paycheques for approximately 850 employees (including full-time, part-time and casual employees).
- Year end reporting, such as issuing T4's and employee pay information for the Statement of Financial Information.

Purchasing

- Overall responsibility for acquiring goods, services, and construction as per Council's Purchasing Bylaw NO.7175 adopted in 2013.
- Responsible for the operation of Central Stores and Fleet Stores warehouses. Combined inventory value of \$673,000 at the end of fiscal 2013.
- Responsible for processing electronic requisitions and issuing Purchase Orders. 2,153 Purchase Orders issued valued at \$85 million in 2013.
- Responsible for issuing formal Tenders/Requests For Proposals. 80 Tenders/RFPs issued in 2013.
- Responsible for disposing of surplus City assets. \$54,000 recovered in 2013.
- Prepares quarterly "Direct Award" and "One Response" reports for Council's Information.

Corporate Services - Finance & Purchasing - Current Level of Service

2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:

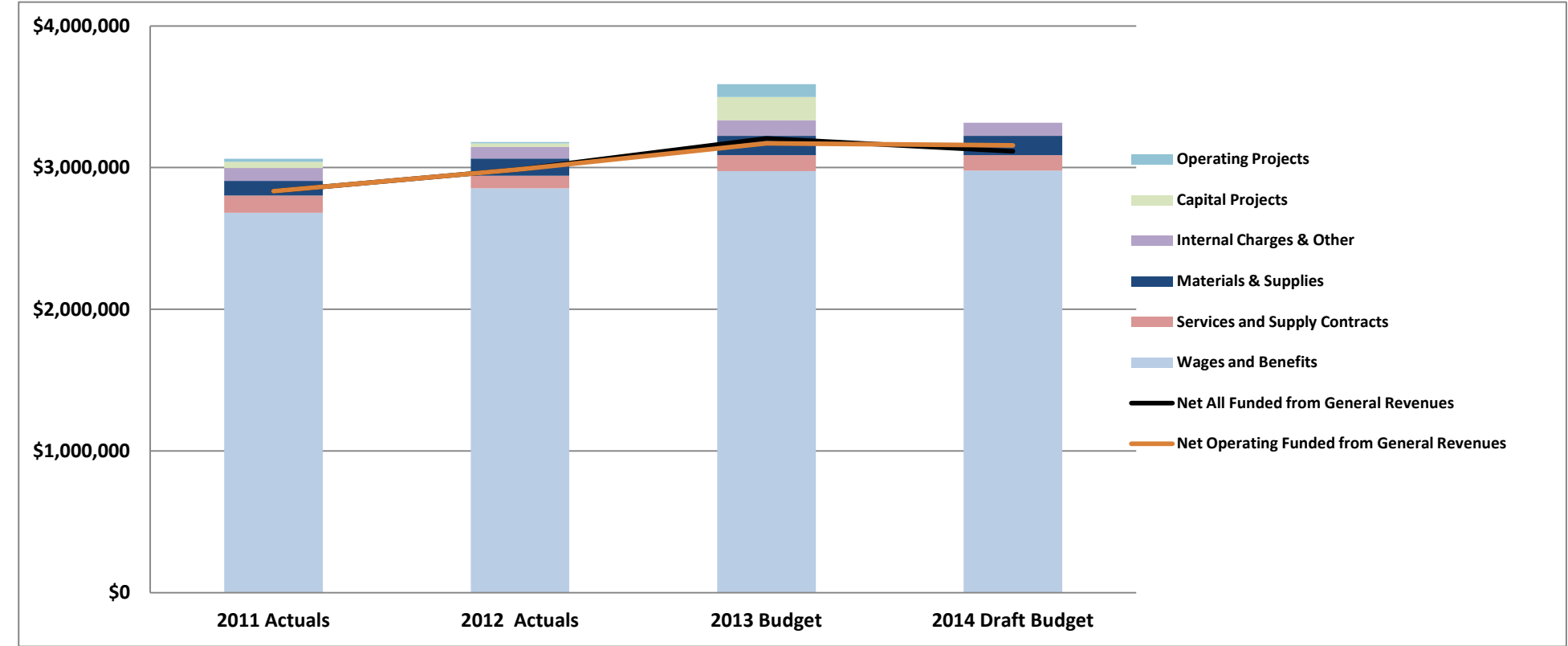
- Staffing
- Software Licenses
- Materials and Supplies
- Employment Expenses (i.e. vehicle allowance, memberships, training and development)

Notes:
 CUPE contract expires December 31 2013
 2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)
 2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

	2013 - 2017 Financial Plan				
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
Finance and Purchasing					
Services to Other Governments - Provincial	39,460	39,738	40,000	40,400	41,000
Property Information Letter Sales	38,767	33,695	40,000	40,400	35,000
Commissions	29,915	34,495	32,000	32,320	35,000
Other Revenue	1,986	2,973	2,000	2,020	2,000
Miscellaneous Revenue	53,233	45,937	49,000	49,490	47,000
Total Operating Revenues	163,361	156,838	163,000	164,630	160,000
Wages and Benefits	2,681,477	2,852,986	2,975,556	3,035,068	2,978,425
Services and Supply Contracts	122,351	90,214	113,100	115,362	108,700
Materials & Supplies	101,934	120,353	135,230	133,447	137,630
Internal Charges & Other	92,314	81,785	110,440	109,651	91,929
Total Operating and Maintenance Expenditures	2,998,076	3,145,339	3,334,326	3,393,527	3,316,684
Net	2,834,715	2,988,501	3,171,326	3,228,897	3,156,684
Transfers from Reserves	65,272	35,225	194,150	101,000	42,000
Other Project Funding	-	-	25,425	-	-
Total Project Funding	65,272	35,225	219,575	101,000	42,000
Capital	42,428	25,427	163,575	59,000	-
Operating	22,844	9,798	91,000	77,000	-
Total Project Expenditures	65,272	35,225	254,575	136,000	-
Net - Funded from General Revenues	2,834,715	2,988,501	3,206,326	3,263,897	3,114,684
Funded from General Revenues	93%	94%	89%	92%	94%
Cost per Capita	\$ 32.60	\$ 34.15	\$ 36.12	\$ 36.26	\$ 34.60
Budgeted FTEs	33.7				

Corporate Services - Finance & Purchasing - Current Level of Service
2014 - 2018 Financial Plan Review

Expenditure Analysis



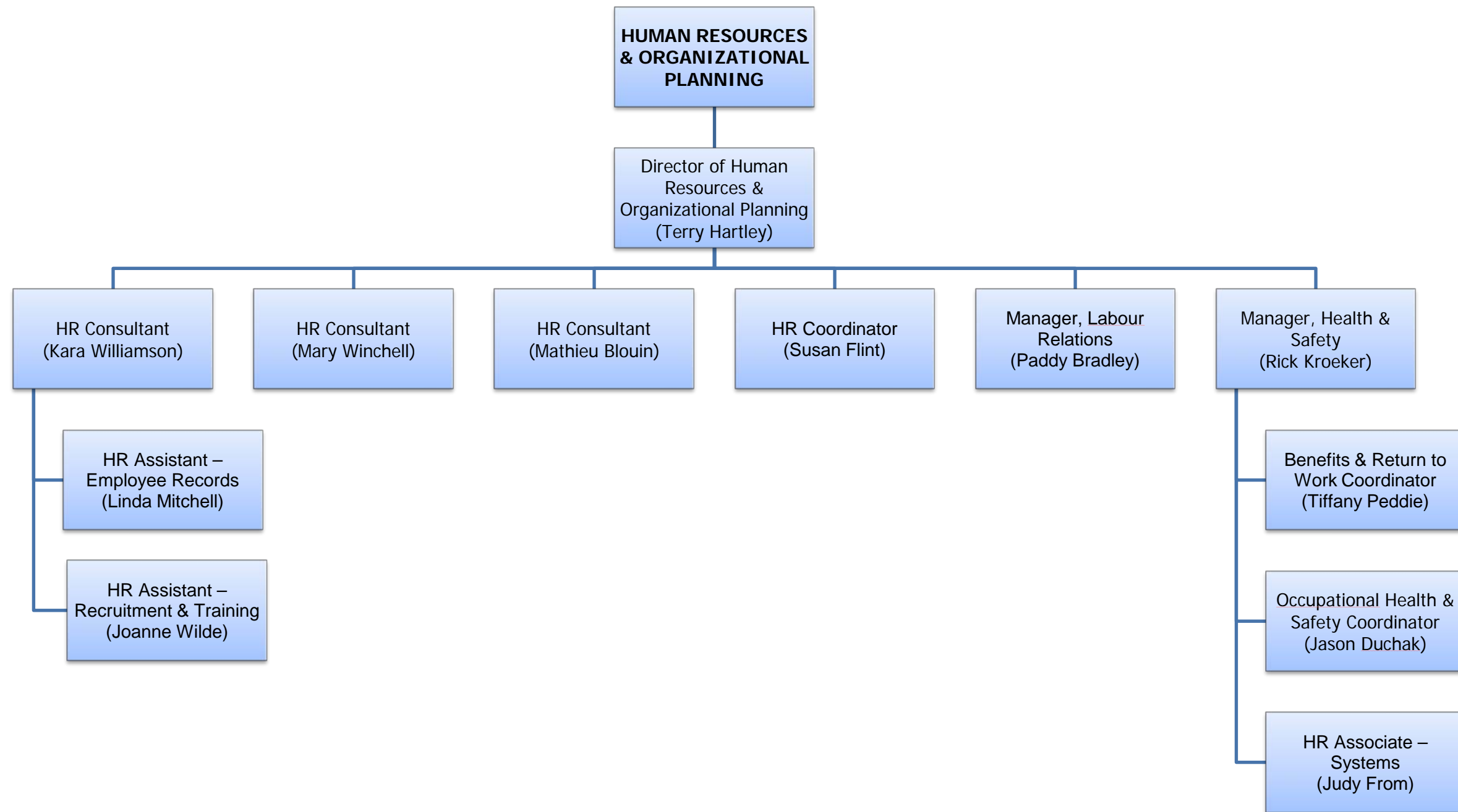
Corporate Services - Finance & Purchasing - Service Level Changes and Projects
2014 - 2018 Financial Plan Review

- Notes:
- 1) Projects are for expenditures that do not occur every year or vary from year to year.
 - 2) Most projects are related to asset management of current facilities.
 - 3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
 - 4) Projects can be funded from DCC's, other reserves, grants and general taxation funding.

		Asset Renewal Projects	New Assets Projects	Asset Upgrade Projects	Strategic Projects			
		2014						
	Projects - included in Decision Package Approval Process	\$	% - 1% taxation	2015	2016	2017	2018	Future Years
	Finance							
	Financial/Performance Audits	50,000	0.1%	50,000	50,000	50,000	50,000	
	Purchasing							
	Photocopier Purchases (Capital)	59,000	0.1%	42,000	10,000	116,000		
	Photocopier Purchases (Operating)	42,000	0.0%	24,000		56,000		
	Property Valuations for Insurance	35,000	0.0%	35,000	35,000	10,000	10,000	
		186,000	0.2%	151,000	95,000	232,000	60,000	



**COUNCIL BUDGET REVIEW
CORPORATE SERVICES
HUMAN RESOURCES & ORG PLANNING
February 27, 2014**



* 12 FTEs (including 2 OH&S)

Corporate Services - Human Resources - Current Level of Service
2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

Annual operating and maintenance activities to provide current service levels
Identify specific projects, supported by a long range asset management plan, for renewal of current infrastructure.
Identify specific projects for expansion/upgrades to current infrastructure.

Department Overview:

Vision: We partner with our customers to achieve excellence for the community.
Mission: We provide professional human resources services and guide organizational planning initiatives to fulfill the goals of the municipality.
Values: Integrity, Support, Excellence, Teamwork, Respect, Responsiveness.

- Goals:**
- 1. Provide human resources services and programs that are responsive, effective and efficient.
 - 2. Attract and retain talented people.
 - 3. Promote and support a safe, healthy, harmonious and high performance workplace.
 - 4. Contribute to the success of the corporate strategic plan.

Current Level of Service:

Recruitment & Selection

The goal of this service is to attract, screen and select qualified candidates for City positions. HR&OP staff advise on and manage the recruitment process in a manner intended to maintain a fair, consistent and transparent hiring process which complies with legislative and collective agreement requirements and does not favour or discriminate.

Training & Employee Development

The purpose of this function is to develop a highly skilled and engaged workforce to meet the current and future needs of the corporation. This involves coordinating corporate orientation and training, designing/monitoring the performance management process, and supporting career development and leadership development initiatives.

Employee Relations

The goal of employee relations is to foster a positive work environment. This includes developing/maintaining programs to support regular attendance, coordinating respectful workplace training and workplace investigations, mediating workplace disputes, conducting exit interviews, and providing general advice on employee relations issues.

Labour Relations

The purpose of this function is to oversee and foster positive and effective Union-Management relations. It involves managing the relationships with the unions, overseeing the grievance handling process, collective bargaining, providing advice and training to managers on the interpretation and application of the Collective Agreement and coordinating effective employer representation for dispute resolution processes.

Corporate Services - Human Resources - Current Level of Service
2014 - 2018 Financial Plan Review

Job Classification, Compensation & Benefits

The intention of this function is to design and maintain a total compensation program to achieve internal pay equity, maintain market competitiveness, and ensure good value and cost-effectiveness of compensation and benefit programs. This includes providing information and advice on job classification, compensation and benefits, administering the CUPE and Exempt job evaluation plans, maintaining the exempt compensation and transportation allowance policies and managing benefit and leave plans for all employees.

Health, Safety & Disability Management

The goal of this program is to maintain a health and safety program that reduces workplace illness and injury through compliance with OH&S legislation and best practices. To meet this goal, HR&OP staff provide consultative services on health and safety issues, co-ordinate occupational health & safety orientation & training, work with joint committees to identify and resolve safety concerns, manage injury and illness claims and facilitate the return to work and accommodation processes.

Organizational Development

The purpose of organizational development is to engage employees in organizational efforts to increase corporate effectiveness and efficiency. This includes coordinating organizational & strategic planning initiatives, supporting organizational design/reorganization, developing competencies and using these in human resources processes, succession planning, internal communication, employee surveys and employee retention initiatives.

Additional Services/Functions

- HR Information Management (SAP data & reports, employee files, organizational charts)
- Employee Wellness
- Social Activities (e.g. Picnic, Corporate BBQ, Christmas Lunch)
- Service Recognition
- Access & ID Cards
- Recruitment, Assignment & Evaluation of Temporary Employees

Significant Events:

Revised Respectful Workplace policy and program in anticipation of new OH&S legislation. Used RFP process to select training consultants and coordinated supervisory and general training for City Council members and 671 employees.

As part of a Joint Steering Committee, a new CUPE job evaluation plan was developed. Prepared communication materials and trained 290 employees on the job evaluation process. Collected and reviewed job information questionnaires for 85% of CUPE job classifications. These questionnaires have been reviewed by the joint rating committee and a job hierarchy has been developed.

Completed collective bargaining with IAFF within Council mandate. The agreement was reached after 11 days of bargaining, 3 sessions with a government appointed mediator (including one with legal counsel) and 4 subcommittee meetings.

Corporate Services - Human Resources - Current Level of Service

2014 - 2018 Financial Plan Review

Upcoming Events:

- CUPE Collective Bargaining
- CUPE Job Evaluation Plan Implementation
- Disability Management Program changes

Metrics:

	2009	2010	2011	2012	2013
Number of Employees	1375	1322	1296	1236	1271
Job Competitions	75	86	86	98	103
Staff Movements (No Competition)	NT	NT	NT	NT	29+
Turnover Rate	4.2%	5.4%	6.9%	6.1%	5.5%
Corporate Training Courses (including OH&S)	72	64	53	75	62
Respectful Workplace Investigations ¹	NT	NT	NT	NT	4
Grievance Activity	28	15	19	21	36
Short-term Sick Leave Hours	83.2	76.3	96.4	88.8	87.4
New LTD Claims	6	8	3	5	9
Permanent Accommodations	1	4	1	5	4
Service Award Recipients ²	20	55	136	84	102

¹ Commenced tracking in 2013

² Revised service recognition policy commencing in 2011 so that recognition commenced earlier (at 5 years rather than 15 years) and more frequently (every 5 years).

Corporate Services - Human Resources - Current Level of Service

2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

- Annual operating and maintenance budgets include:
- Staffing
 - Software Licenses
 - Materials and Supplies
 - Employment Expenses (i.e. vehicle allowance, memberships, training and development)

Notes:

CUPE contract expires December 31 2013

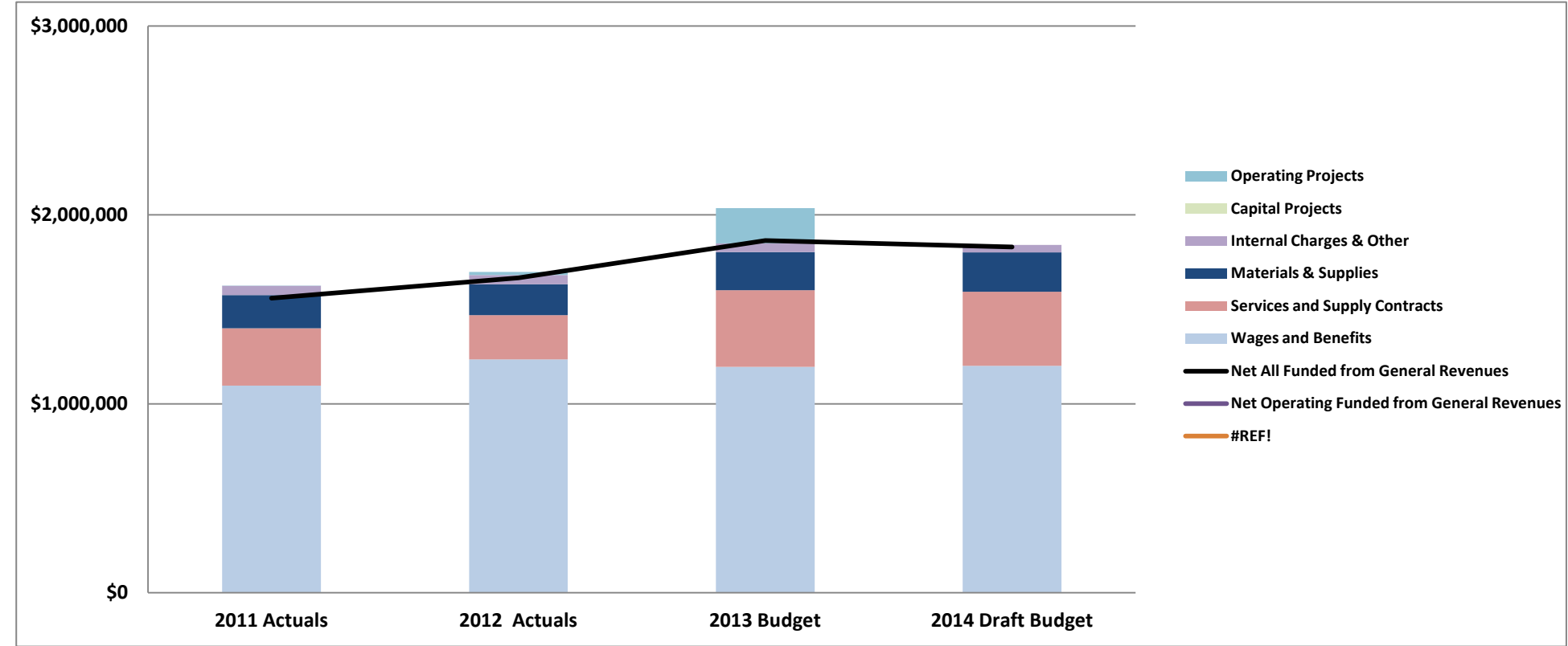
2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)

2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

		2013 - 2017 Financial Plan				2014 Draft Budget
Human Resources		2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	Budget
	Recoveries	31,083	14,744	12,000	12,120	10,249
	Transfers from Reserves	33,700	-	34,705	-	-
	Total Operating Revenues	64,783	14,744	46,705	12,120	10,249
	Wages and Benefits	1,096,033	1,234,762	1,195,642	1,219,555	1,201,089
	Services and Supply Contracts	303,765	233,779	406,255	378,981	392,100
	Materials & Supplies	175,078	163,511	200,862	204,879	208,827
	Internal Charges & Other	49,544	49,485	46,530	43,624	38,672
	Total Operating and Maintenance Expenditures	1,624,420	1,681,537	1,849,289	1,847,039	1,840,688
	Net	1,559,636	1,666,793	1,802,584	1,834,919	1,830,439
	Transfers from Reserves	345	16,732	124,318	-	-
	Other Project Funding	-	-	-	-	-
	Total Project Funding	345	16,732	124,318	-	-
	Capital	-	-	-	-	-
	Operating	345	16,732	186,018	7,300	-
	Total Project Expenditures	345	16,732	186,018	7,300	-
	Net - Funded from General Revenues	1,559,636	1,666,793	1,864,284	1,842,219	1,830,439
	Funded from General Revenues	100%	99%	94%	100%	100%
	Cost per Capita	\$ 17.93	\$ 19.05	\$ 21.00	\$ 20.46	\$ 20.33
	Budgeted FTEs	12.0				

Corporate Services - Human Resources - Current Level of Service
2014 - 2018 Financial Plan Review

Expenditure Analysis





COUNCIL BUDGET REVIEW
INFORMATION TECHNOLOGY & LEGISLATIVE SERVICES
February 27, 2014



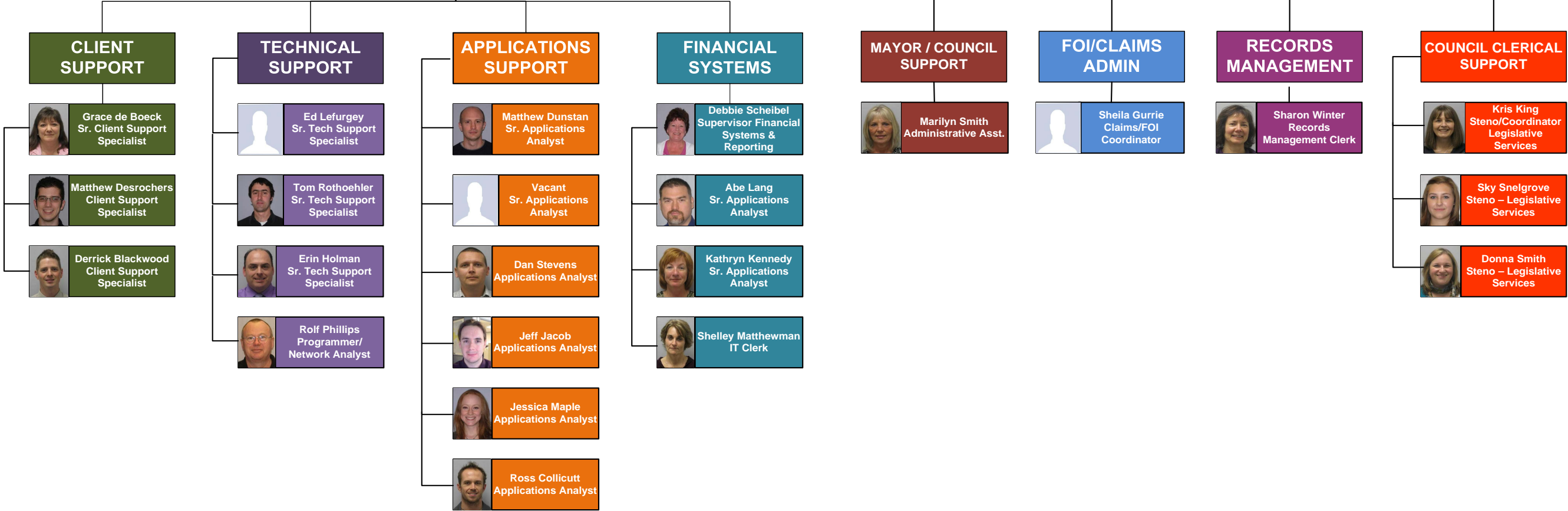
Guillermo Ferrero
Director of Information Technology & Legislative Services




Jason Birch
A/Manager Information Technology




Chris Jackson
Manager Legislative Services




CLIENT
SUPPORT



Grace de Boeck
Sr. Client Support
Specialist




Matthew Desrochers
Client Support
Specialist




Derrick Blackwood
Client Support
Specialist


TECHNICAL
SUPPORT




Ed Lefurgey
Sr. Tech Support
Specialist



Tom Rothoehler
Sr. Tech Support
Specialist




Erin Holman
Sr. Tech Support
Specialist




Rolf Phillips
Programmer/
Network Analyst


APPLICATIONS
SUPPORT




Matthew Dunstan
Sr. Applications
Analyst




Vacant
Sr. Applications
Analyst




Dan Stevens
Applications Analyst



Jeff Jacob
Applications Analyst




Jessica Maple
Applications Analyst




Ross Collicutt
Applications Analyst


FINANCIAL
SYSTEMS



Debbie Scheibel
Supervisor Financial
Systems &
Reporting



Abe Lang
Sr. Applications
Analyst



Kathryn Kennedy
Sr. Applications
Analyst



Shelley Matthewman
IT Clerk

MAYOR / COUNCIL
SUPPORT



Marilyn Smith
Administrative Asst.

FOI/CLAIMS
ADMIN




Sheila Gurrie
Claims/FOI
Coordinator

RECORDS
MANAGEMENT




Sharon Winter
Records
Management Clerk


COUNCIL CLERICAL
SUPPORT



Kris King
Steno/Coordinator
Legislative
Services



Sky Snelgrove
Steno – Legislative
Services



Donna Smith
Steno – Legislative
Services

Corporate Services - Information Technology and Legislative Services - Current Level of Service

2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

- Annual operating and maintenance activities to provide current service levels
- Identify specific projects, supported by a long range asset management plan, for renewal of current infrastructure.
- Identify specific projects for expansion/upgrades to current infrastructure.

INFORMATION TECHNOLOGY

Significant Events

- 2011 By-Election and Election
- 2011 Computer Virus Attack
- 2012 SAP Budget Module Implementation
- 2012 What’s Building in my Neighbourhood Launched
- 2012 Phone System Replacement – Public Works
- 2012 SARC Network, Server and Telephone Implementation and Transition
- 2013 Two Successful e-Town Hall Meetings
- 2013 Phone System Replacement – Parks & Recreation
- 2013 Tempest Business Licensing Module Replacement
- 2013 Implemented inter-municipal business licensing
- 2013 Provide access to Building Permits and Business Licences via MyCity
- 2013 Renegotiated TELUS Mobility Contract
- 2013 Nanaimo Cultural Map Launched
- 2013 Shaw Go Wi-Fi contract signed and installation commencing
- 2013 Structural Change (IT combined with Legislative Services, one management position rescinded)
- 2014 Nanaimo Crime Map Launched
- 2014 Upcoming Election

Current Level of Service

The information technology department provides the organization with support for assets and business processes throughout the City. Some basic statistics for 2013:

- 430+ desktop phones and voicemail accounts
- 900+ Exchange mailboxes
- 450+ computers, spanning over 40 different models and configurations, including specialty devices for fire dispatch and engines, engineering workstations, and information display boards
- 150+ servers (120+ virtual servers, remainder physical)
- 200+ city-owned mobile devices (smartphones and tablets)
- Major business applications supported: SAP, Tempest, Class, FDM, Sharepoint, Munsys, MapGuide/NanaimoMap, Fleet, City of Nanaimo Website, Social Media Software
- 20+ custom citizen-facing web applications (e.g. Fire Incidents, Crime Map, What’s Building, Garbage Calendars, Recreation Schedules, Business Licences, Bid Opportunities)
- Over 130 corporately supported applications
- 2300+ updates to the City of Nanaimo website by all departments
- 515 Tweets and 962 Facebook posts by all departments
- 18+ sites: Ice Centre, Aquatic Centre, Oliver Woods, Services and Resource Centre, City Hall, Public Works, Fire Command, ECC, Fire Stations 1, 2, 3, 4 & 7,
- Major technical systems supported: network storage (SAN), MS Exchange email, Citrix, spam filter, network firewall, corporate anti-virus software, security video systems,
- 365,000+ email messages allowed, over 5 million spam messages blocked
- 4000 virus-laden emails blocked
- 50+ Terabytes of data stored (five times the amount of data in all of the books in the US Library of Congress)

Corporate Services - Information Technology and Legislative Services - Current Level of Service
2014 - 2018 Financial Plan Review

- Full data backups, including offsite storage in case of catastrophic failure
- 1 GB of data transferred to and from the Internet in an average month over a high-speed 100mbps data connection
- 200+ corporate and desktop printers
- 37 City of Nanaimo Free Wi-Fi access points in City facilities for use by the public and by staff (reducing smartphone data usage)
- 50km+ of networking cables, connected by 60+ network switches

All of this is supported by four functional work groups:

Client Support

- initial point of contact for most technology'-based client issues (phones, computers, software)
- approximately 4,000 individual trouble reports resolved by directly by Client Support in 2013
- advanced issues handed off to Applications Support, Financial Systems or Technical Support as required
- provisioning new computers and upgrading existing computers when required. Approximately 20% of all City computers are replaced in a given year. In 2013 this was higher than usual
- providing audio'-visual and computing support for presentations, including provision and setup of “loaner” laptops, projectors, and conference phones as necessary
- upgrading software across all licensed computers as necessary
- user and email account creation and changes as staff move between positions and roles
- providing support for printers, network and wireless access as well as mobile data issues
- providing operational technical support for council

Technical Support

- installing and maintaining all corporate technical infrastructure (servers, switches, networking cables)
- maintaining MS Exchange email software
- maintaining network security, spam, and virus protection software
- maintaining network management software
- maintaining remote access software (Citrix)
- maintaining virtual computing infrastructure (VMWare)
- maintaining and ensuring validity of backup software
- managing access to all corporate printers and multi-function photocopiers
- providing first and second-tier support for all City facilities other than SARC and City Hall

Financial Systems

- providing first-tier support for SAP software, which stores financial, human resources, payroll, and asset management information. Acts as liaison with consultant support when required
- providing first-tier support for Tempest, which stores land records, taxation, development information, dog licences, calls for service, ticketing, and many other municipal data
 - resolving customer issues where possible and acting as liaison with Applications Support for advanced technical issues
 - referring identified software deficiencies to Tempest (113 defects and enhancement requirements identified in 2013)
- implementing and supporting new functionality in SAP and Tempest as dictated by business needs of organization
- maintaining enterprise budget reporting software
- developing business dashboard functionality - allowing a cross-application view of high-level business information such as budget, business licensing, building permits, fire responses
- developing custom queries for advanced analysis tasks not supported in existing software
- coordinating software and hardware purchases across entire organization. Over 650 individual purchases in 2013
- tracking and renewing critical hardware and software support contracts
- digitizing all IT asset records, currently over 22,000 documents
- providing clerical support to the Information Technology department

Corporate Services - Information Technology and Legislative Services - Current Level of Service
2014 - 2018 Financial Plan Review

Applications Support

- providing second-tier support for Tempest (upgrades, technical troubleshooting)
- developing custom queries and reports for Tempest to meet specific analytical requirements (60+ custom reports in 2013)
- providing technical support and sustainment for Class, the Parks and Recreation registration and customer relationship management software
- providing technical support and sustainment for FDM, the Fire Department dispatch and records management software
- providing technical support and sustainment for SharePoint, the City’s Intranet (City Portal) software
- providing technical support and sustainment for Fleet, the City’s fleet management software
- providing technical support and sustainment for MapGuide, NanaimoMap, Munsys and other corporate mapping applications
- providing technical support and sustainment for the City’s website and social media software
- developing custom in-house software to support internal business processes and provide enhanced service to citizens

LEGISLATIVE SERVICES
Significant Events:

Completed a formal petition process for Ornamental Streetlighting in the Cilaire Area in 2011
Conducted by-election in 2011
Conducted two Alternative Approval Processes: to authorize the borrowing of a maximum of \$22.5 Million for the construction of a Water Treatment Plant, and to authorize the Emergency Water Connection Agreement between the City of Nanaimo (the City) and Nanaimo Forest Products (NFP) in 2011
Conducted the 2011 Municipal Election
Records Management Clerk position created in 2012
Staffing turnover: recruitment, hiring, orientation, training, cross-training undertaken for 5 of 7 positions from hold 2012-2013
Conduct DNBIA Board Elections
Working towards implementation of eSCRIBE (part of 'paperless agenda' project)
Initiated Hard Copy Document Review (historical records backlog)
Continuing with Electronic Data Management development
Working towards Release of 2010, 2011, 2012 and 2013 In-Camera minutes, agendas and attachments; developing quarterly reporting systems for release of in-camera items no longer private or confidential
2014 Municipal Election

	2008	2009	2010	2011	2012	2013	2014*	Notes
FOIPOP Requests	57	77	73	76	87	109	-	There is a trend with requests proportionately becoming more complex and extensive than previous years.
Claims	18	10	19	18	16	16	-	A 'claim' is opened and decided by the City insurer when there is bodily injury, the claim exceeds \$5,000, or legal action is undertaken. All other claims are dealt with by the City staff, where the claim is either denied or costs paid out by the associated department.
Regular Council/ Committee of the Whole Meetings	31	32	32	34	39	31	4	In-Camera meetings are included; Special Meetings increases in 2013 are largely attributed to budget meetings and separate closed meetings.
Special Council/ Committee of the Whole Meetings	9	8	9	6	3	37	10	
							*up to Feb 17, 2014	

Corporate Services - Information Technology and Legislative Services - Current Level of Service
2014 - 2018 Financial Plan Review

Current Level of Services:

- provides the public with information related to activities of Council;
- oversees the statutory record keeping, and required retention/ destruction;
- processes requests under the *Freedom of Information and Protection of Privacy Act* ;
- responsible for conducting elections and elector approval processes, including referendums;
- oversees claims administration for the City;
- carries out the Statutory duties and requirements expected of the Corporate Office;
- administer Oaths and Take Affirmations, Affidavits and Declarations;
- oversees and assists other departments in the support and admin of Council Standing Committees, Select Committees, and Commissions;
- administers Council and Committee of Whole including: agendas, bookings, logistics, recording, transcribing, action lists, website updates, Shaw Cable video admin, support e-town hall, professional advice;
- administers City liability insurance;
- coordinates internal circulation of Council correspondence;
- coordinates invitations to Mayor and Council, including arrangements to attend AVICC, FCM, UBCM;
- responds or refers to requests for the Mayor or a member of Councillor;
- provide first point of contact with City Hall customer service;
- provides administrative assistance to the Mayor's Office.

Continuous Improvement Changes

The departments priority is to provide day to day service delivery to Council and meet legislated obligations. These day to day tasks take up roughly 85 to 100% of staff time. Depending on the time of week, month and year there are opportunities for staff to work on projects. Below is a list of projects and initiatives that Council has directed staff to work on, and others that staff have identified in order to improve processes and maintain relevancy. Again, staff time dedicated to these projects is always subject to other Council and legislated directives that must take priority including processing FOIPOP requests, election deadlines, or administering additional special Council meetings.

- Council Policy Review
- Governance Steering Committee Administration
- Governance Review Implementation
- Procedure Bylaw Review
- Delegation Bylaw Update
- Implementation of eSCRIBE (part of “Paperless Agenda” project)
- Investigate options for replacing current DOS program to track records storage information and records due for destruction.
- Develop and undertake routine and scheduled review/ updates of Council administrative bylaws and procedures

Corporate Services - Information Technology and Legislative Services - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:

- Staffing
- Service and Supply Contracts
 - Information Technology - corporate software licenses, data/phone line charges, external consultants
- Materials and Supplies
 - Information Technology - corporate software/hardware purchases

Notes:
CUPE contract expires December 31 2013
2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)
2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases
Director, IT and Legislative services is included in IT financial information

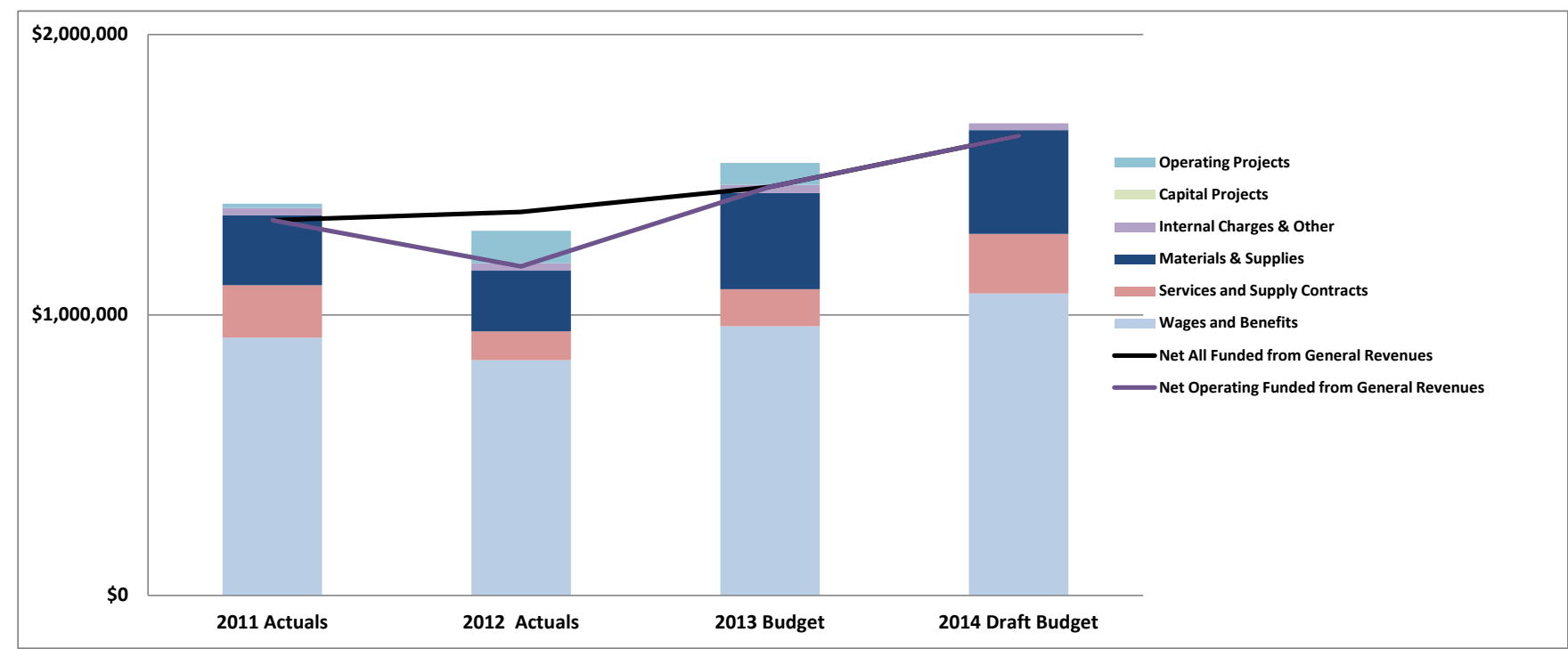
Legislative Services	2013 - 2017 Financial Plan				
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
Recoveries	42,431	8,951	7,180	41,592	43,800
Other Revenues	1,100	2,299	-	505	-
Total Operating Revenues	43,531	11,250	7,180	42,097	43,800
Wages and Benefits	919,383	838,949	960,139	1,007,636	1,076,344
Services and Supply Contracts	186,267	102,447	131,875	342,083	212,925
Materials & Supplies	248,939	216,322	342,696	375,549	369,446
Internal Charges & Other	26,400	26,400	28,880	31,050	24,088
Total Operating and Maintenance Expenditures	1,380,989	1,184,118	1,463,590	1,756,318	1,682,803
Net Excluding Transfer to Reserves	1,337,458	1,172,868	1,456,410	1,714,221	1,639,003
Transfer to/(from) Leg Serv Reserve	78,000				
Net Operating Funded from General Revenues	1,337,458	1,250,868	1,456,410	1,714,221	1,639,003
Transfers from Reserves	15,527	-	78,000	-	-
Other Project Funding	-	-	-	-	-
Total Project Funding	15,527	-	78,000	-	-
Capital	-	-	-	-	-
Operating	15,527	115,893	78,000	-	-
Total Project Expenditures	15,527	115,893	78,000	-	-
Net - Funded from General Revenues	1,337,458	1,366,761	1,456,410	1,714,221	1,639,003
Funded from General Revenues	96%	105%	94%	98%	97%
Cost per Capita	\$ 15.38	\$ 15.62	\$ 16.41	\$ 19.04	\$ 18.21
Budgeted FTEs	7.0				

Corporate Services - Information Technology and Legislative Services - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

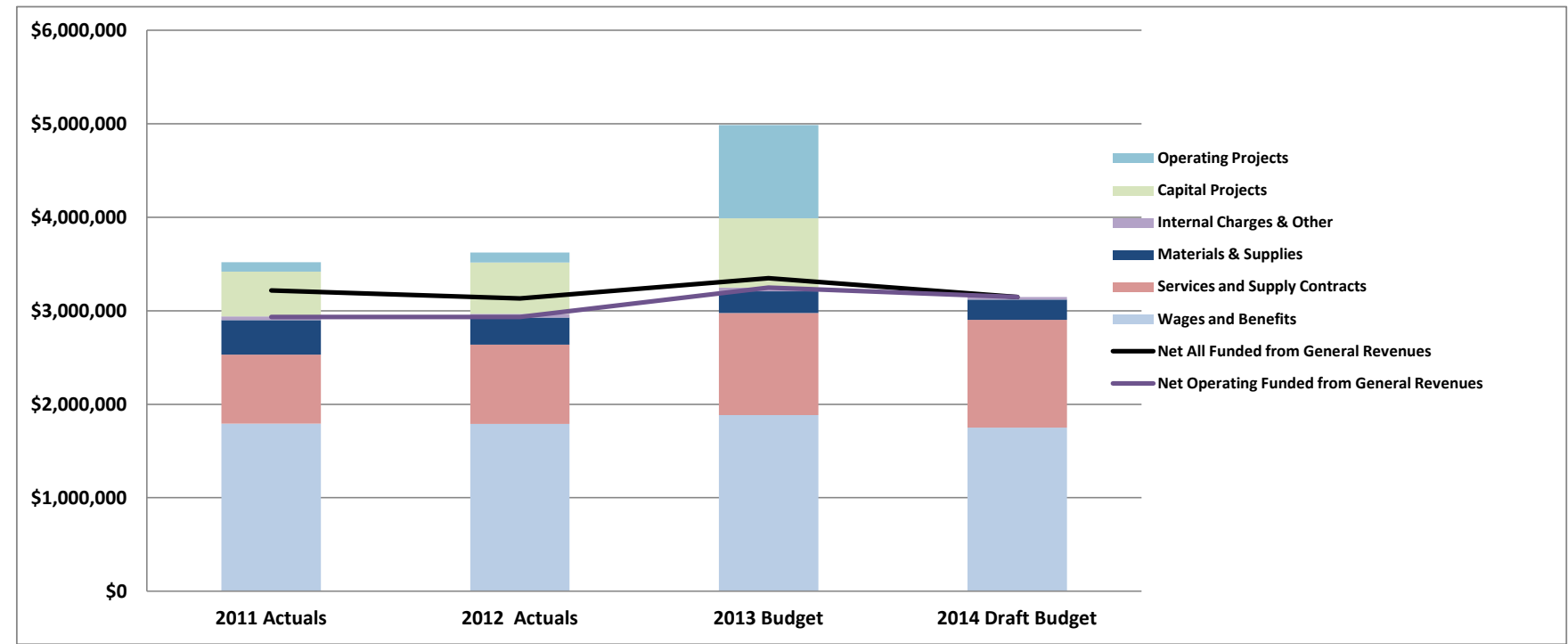
Information Technology Services	2013 - 2017 Financial Plan				
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
Recoveries	-	866	-	-	-
Other Revenues	5,839	33,285	-	-	-
Total Operating Revenues	5,839	34,152	-	-	-
Wages and Benefits	1,792,396	1,789,776	1,883,572	1,921,243	1,748,786
Services and Supply Contracts	738,997	848,225	1,093,458	1,115,327	1,154,770
Materials & Supplies	369,428	287,835	230,800	235,416	215,100
Internal Charges & Other	38,360	40,140	39,060	35,771	29,500
Total Operating and Maintenance Expenditures	2,939,182	2,965,975	3,246,890	3,307,757	3,148,156
Net Excluding Transfer to Reserves	2,933,343	2,931,824	3,246,890	3,307,757	3,148,156
Transfer to/(from) SAP Reserve	164,725	56,900			
Net Operating Funded from General Revenues	3,098,068	2,988,724	3,246,890	3,307,757	3,148,156
Transfers from Reserves	457,446	405,709	640,900	593,000	-
Other Project Funding	5,839	107,848	998,861	680,000	-
Total Project Funding	463,285	513,557	1,639,761	1,273,000	-
Capital	477,446	548,808	740,900	693,000	-
Operating	103,115	107,848	998,861	680,000	-
Total Project Expenditures	580,561	656,656	1,739,761	1,373,000	-
Net - Funded from General Revenues	3,215,344	3,131,823	3,346,890	3,407,757	3,148,156
Funded from General Revenues	91%	86%	67%	73%	100%
Cost per Capita	\$ 36.97	\$ 35.79	\$ 37.71	\$ 37.85	\$ 34.97
Budgeted FTEs	20.0				

Corporate Services - Information Technology and Legislative Services - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Expenditure Analysis - Legislative Services



Expenditure Analysis - Information Technology



Information Technology and Legislative Services - Service Level Changes and Projects
2014 - 2018 Financial Plan Review

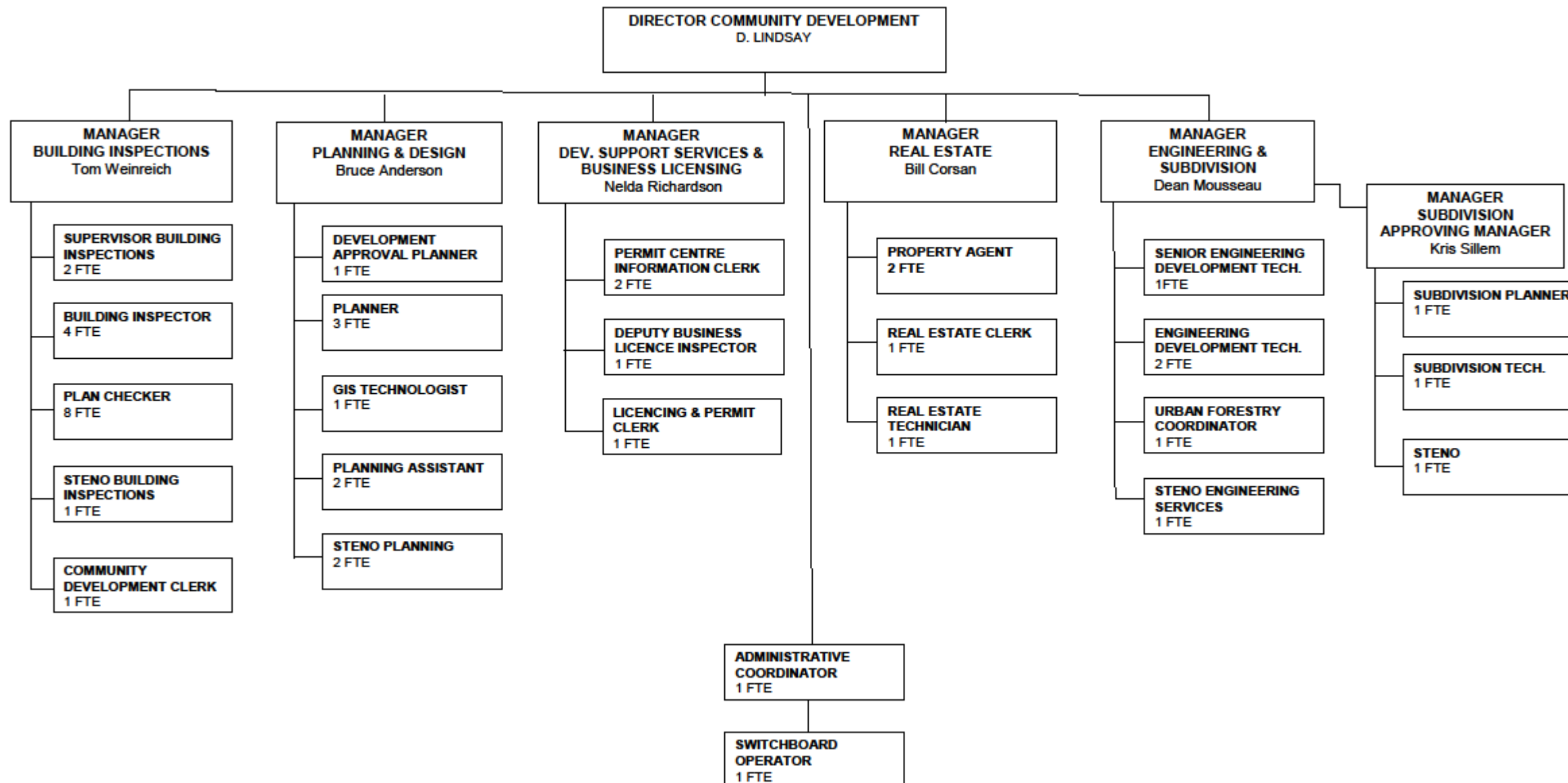
- Notes:
- Internal charges to departments (\$/computer) contribute to a reserve for funding information technology projects.
- 1) Projects are for expenditures that do not occur every year or vary from year to year.
- 2) Most projects are related to asset management of current facilities.
- 3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
- 4) Projects can be funded from DCC's, other reserves, grants and general taxation funding.

		Asset Renewal Projects	New Assets Projects	Asset Upgrade Projects	Strategic Projects			
		2014						
	Early Approval/Critical Projects - excluded from Decision Package Approval Process	\$	% - 1% taxation	2015	2016	2017	2018	Future Years
	Information Technology							
	Networking Equipment Sustainment	15,000	0.0%	15,000	15,000	20,000	15,000	
	Physical Server Sustainment	25,000	0.0%	25,000	25,000	25,000	25,000	
	Uninterruptable Power Supply (UPS) Sustainment	10,000	0.0%	10,000	10,000	35,000	10,000	
	ERP Business Warehouse Sustainment	20,000	0.0%	20,000	20,000	20,000	20,000	
	Election 2014	7,500	0.0%			8,500		
	Computer Hardware Sustainment	24,000	0.0%	24,000	36,000	25,000	26,000	
	Legislative Services							
	Nanaimo Mayor's Youth Advisory Council	3,000	0.0%	3,000	3,000	3,000	3,000	
		104,500	0.1%	97,000	109,000	136,500	99,000	

	Projects - included in Decision Package Approval Process	\$	% - 1% taxation	2015	2016	2017	2018	Future Years
	Information Technology							
	Air Watch MDM	5,000	0.0%	1,000	1,000	5,000	1,000	
	Archive Link Enhancements	30,000	0.0%					
	Budget Software Sustainment	10,000	0.0%	5,000				
	Business Workflow Enhancements	10,000	0.0%	10,000	10,000	10,000	10,000	
	Citrix Server Farm Sustainment	5,000	0.0%	5,000	25,000	5,000	5,000	
	Clearscada Sustainment	5,000	0.0%	1,000		2,000	3,000	
	Commvault Upgrade for Dedupe Storage			15,000	15,000	10,000	10,000	
	Computer Room Expansion Stn #1			20,000				
	Corporate Printer Replacement	24,000	0.0%				32,000	
	Corporate Storage Filer Replacement			145,000		25,000		
	Document Management				50,000	15,000		
	Electronic Records Archiving				50,000			
	E-Mailing of Paystubs	30,000	0.0%					
	ERP Business Warehouse Drill Down	10,000	0.0%					
	ERP Dashboard Sustainment	10,000	0.0%	10,000	10,000	10,000	10,000	
	ERP Enhancement Packs (Bi-Yearly)			10,000		10,000		
	ERP Software Enhancements					200,000		
	HVAC for SARC LAN Rooms	5,000	0.0%	5,000	5,000			
	IP Address Management	7,000	0.0%					
	IT Trailer/ Mobile Command Centre			20,000	10,000	10,000	10,000	
	LAN Business Continuity	15,000	0.0%	10,000	20,000	20,000	15,000	
	LAN Upgrades	20,000	0.0%	20,000	48,000	25,000	12,000	
	Microsoft Major Apps Licensing			100,000	100,000	100,000	250,000	
	Network Security Audit	15,000	0.0%				15,000	
	Public Works Server Room	5,000	0.0%	15,000				
	Security Systems CCTV	15,000	0.0%	10,000				
	Software Licences	20,000	0.0%	20,000	75,000	20,000	20,000	
	Telephone Audit	5,000	0.0%					
	Telephone System Replacement	100,000	0.1%		12,000	15,000		
	Tempest Enhancements	24,000	0.0%					
	VM Server Farm	165,000	0.2%		24,000	16,000	16,000	
	VM Ware Views	15,000	0.0%	5,000	10,000			
	Web Mapping Replacement	70,000	0.1%	30,000				
	Windows 7 Rollout: Workstations	3,000	0.0%			5,000	5,000	
	Wireless Redundancy to PW/Fire Station#2	20,000	0.0%	5,000				
	Wireless to Fire Station 3			15,000				
		643,000	0.7%	477,000	465,000	503,000	414,000	
		747,500	0.9%	574,000	574,000	639,500	513,000	



**COUNCIL BUDGET REVIEW
COMMUNITY DEVELOPMENT
CORPORATE SERVICES
February 19, 2014**



Corporate Services - Community Development - Current Level of Service
2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

- Annual operating and maintenance activities to provide current service levels
- Identify specific projects, supported by a long range asset management plan, for renewal of current infrastructure.
- Identify specific projects for expansion/upgrades to current infrastructure.

Significant Events:

- Acquisition of 1 Port Drive (26.7 acres) for waterfront enhancement.
- Sale of 100 Gordon Street to SSS Manhao for conference centre hotel.
- Completion of land exchange agreement with School District 68.
- Completion of a property management strategy for the City's real estate assets.
- Planning Application Fees Update – Bylaw adopted 2013-DEC-02
- Watercourse Setback Review – Policy and process revised; draft OCP - DPA amendments.
- Zoning Bylaw General Amendment Bylaws adopted.
- Completion and adoption of the Harewood Neighbourhood Plan.
- Launch of "My City" for building permits - allows for real-time tracking of building inspections.
- Developed policy and procedure for addressing secondary suites in duplexes.
- Participation in and support to the South Downtown Waterfront Initiative.
- Acquired 4 acres of land along Departure Creek as part of a land exchange.
- Successfully facilitated the removal of a hazardous building in the downtown core (former theatre at 91 Chapel Street).
- Expanded the award wining online development database "What's Building" to include building permits.
- Completion and adoption of the "Management and Protection of Trees Bylaw 2013 N. 7126".

Current Level of Services:

Business Licence

The Business Licence Section consists of two full-time employees (FTE’s) working within the Service Centre at the SARC to ensure regulations are adhered to; fees are collected and administer the program. Pursuant to Council’s Policy, "BUSINESS LICENCE BYLAW 1998 NO. 5351" applies to any person carrying on business within the boundaries of the municipality, and any such person shall hold a valid and subsisting business licence. The function of the Business Licence Section is to ensure that the City’s municipal land use regulations, building and fire codes and other community safety requirements are followed by businesses. As well, through the Licencing process important statistical information about local business activities is collected and shared with the Nanaimo Economic Development Corporation, local Chamber of Commerce and the Province. This information serves as an economic development tool to ensure that our community’s growth is healthy and positive.

- In 2013, 5840 Business Licences were issued and the 2013 revenue collected was \$993,284.75.
- In 2013, 138 investigations were completed with regard to regulation of businesses.
- The Business Licence Section is responsible for the administration of Street Entertainer Permits (SEP). 92 SEP were issued in 2013.

In May of 2013, the Business Licence Bylaw was amended to include the requirement for Fetal Alcohol Spectrum Disorder (FASD) warning signage be posted in premises where alcohol is consumed or sold.

Corporate Services - Community Development - Current Level of Service
2014 - 2018 Financial Plan Review

In October of 2013 "INTER-COMMUNITY BUSINESS LICENCE BYLAW 2013 NO. 7176" was adopted to establish an Inter-Community Business Licence (ICBL) program amongst the 12 Central Vancouver Island municipalities.

This process was established by collaborating with the province and participating municipalities. As of 2014-FEB-11, 118 ICBL’s have been issued by the City of Nanaimo with revenue of \$17,700.00.

In September 2013 the Business Licence Section went live with the latest version of Licencing software purchased from Tempest. This was the first new software since the previous implementation of business licence software in 1995 and involved many hours of testing and data input processes. The new software provides more functionality, providing more efficient customer services externally and internally.

Planning & Design

Planning & Design Section is responsible for Official Community Plan (planNanaimo) policy and program implementation, the application of Development Permit Area guidelines, and the administration of the City’s Zoning Bylaw, Parking Bylaw, and Sign Bylaw. The Planning & Design Section is also responsible for processing policy and development-related applications such as OCP amendments, rezoning, development permit, and development variance permit applications. The section also reviews and processes Board of Variance applications, liquor license applications, and waste stream management license applications; and provides reviews associated with business licenses, telecommunications facilities, and the agricultural land reserve.

In 2013 the Section processed the following applications:
Rezoning: 32 applications; 24 new applications; 17 approved.
OCP amendment: 6 applications; 3 new applications; 4 approved.
Development Permit: 73 applications; 37 new applications; 49 approved.
Development Variance Permit: 18 applications; 12 approved.
Board of Variance: 26 applications; 18 approved.
Liquor Licenses: 28 applications; 19 Special Occasion; 28 processed.
Business Licenses: 893 applications reviewed for land use compliance.

Real Estate

The real estate department is responsible for the fair and equitable acquisition, disposition, development and management of the City's real estate assets. The team negotiates and implements real estate transactions involving the purchase, development, and disposal of municipal properties to support civic requirements for roads, parks, utilities and strategic initiatives.

Real Estate staff are currently implementing the Property Management Strategy which provides a strategic perspective on future land acquisitions and dispositions
Staff are currently working to secure unprotected right of ways in connection with the City's water infrastructure
Staff are working with partners to redevelop 1 Port Drive as a transportation hub with a fast ferry service

In addition to the larger acquisitions and dispositions, the following were completed in 2013:
5 lease disposals were concluded;
29 license disposals or renewals were completed;
37 temporary right-of-way agreements for the sewer relining projects were secured;

Corporate Services - Community Development - Current Level of Service
2014 - 2018 Financial Plan Review

20 permanent rights-of-way were finalized; and
6 encroachment agreements were documented.

Engineering & Subdivision

The Engineering & Subdivision Section works to evaluate and process development applications.
The engineering side of this section is responsible for reviewing detailed design of private infrastructure as well as infrastructure that the City will inherit.
The subdivision side of this section is responsible for the established of subdivision requirements (PLA's), approval of subdivision lots, acquisition of Park Land through subdivision and collection of Development Cost Charges.

In 2013 the Engineering & Subdivision Section
Approved or renewed PLA's for 941 lots and issued Final Approval for 116 new residential lots
Collected \$1.9 Million +/- in Development Cost Charges
Reviewed \$4.2 Million +/- of private infrastructure and \$5.5 Million +/- of infrastructure that the City inherited
Obtained 1.75 ha of park dedication and approximately \$67,000 cash-in-lieu through subdivision.

Building Inspections

The Building Inspection Section is responsible for plan checking, licensing and inspection of all construction within the city. Building Inspections continues to have an active and ongoing role in the review and permitting of existing illegal suites. The section is a community resource for all matters related to building in the community and currently dedicated two fulltime building officials to the Service and Resource Centre.

In 2013, the section issued 925 permits and completed a total of 7,672 inspections.
The total construction value of all permits issued in 2013 was approximately \$120 million.

Corporate Services - Community Development - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:

- Staffing
- Legal, real estate, engineering, landscaping contracted services
- Materials and Supplies
- Employment Expenses (i.e. vehicle allowance, memberships, training and development)

Impact of Reorganization:

The Community Safety and Development division went through a significant reorganization at the end of 2013.
A new department called Social and Protective Services was created to include Police and Fire Services, Bylaw and Social Planning sections.
Environmental services moved to Parks, Recreation and Environment.
A new Community Development department was created to include development, planning, real estate and business licensing services.

The new Community Development department's financial information below includes the Community Planning section.
The Community Planning section was reallocated to other section within Community Development, the new Culture and Heritage department and to the Parks, Recreation and Environment department.

Notes:

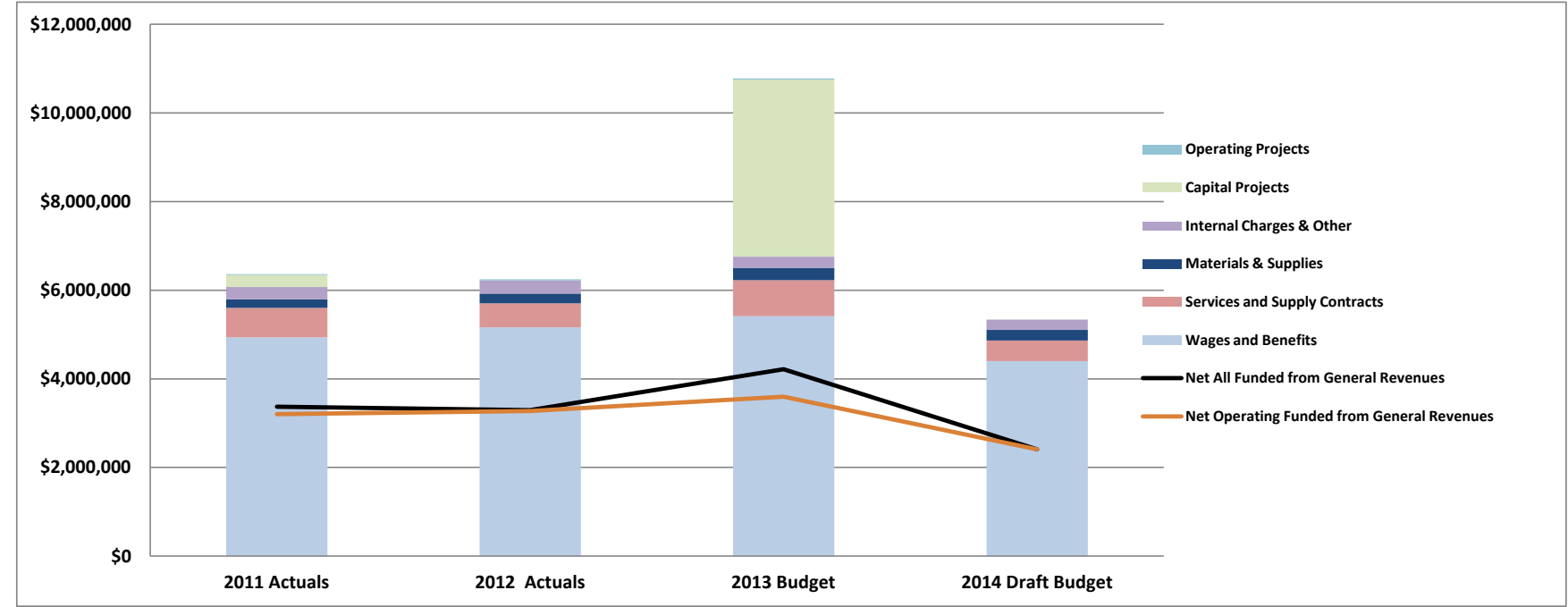
CUPE contract expires December 31 2013
2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)
2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

Community Development	2013 - 2017 Financial Plan				
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
Business Licenses and Permits	1,001,714	999,043	1,000,000	1,010,000	1,000,000
Building Permits	1,074,164	1,154,228	1,450,000	1,464,500	1,200,000
Other Licenses and Permits	235,622	213,259	213,500	215,635	213,500
Subdivision Application/ Approval Fees	121,150	153,700	115,000	116,150	125,000
City Property Rentals	212,477	221,063	215,000	405,500	333,800
Recoveries	69,136	55,951	52,000	52,520	48,000
Transfer from Reserves	71,114	50,417	107,372	87,986	-
Private Contributions/Grants	76,148	86,888	-	-	-
Other Revenues	15,594	24,302	15,400	15,554	15,400
Total Operating Revenues	2,877,120	2,958,850	3,168,272	3,367,845	2,935,700
Wages and Benefits	4,934,107	5,163,682	5,417,583	5,509,726	4,399,300
Services and Supply Contracts	669,643	542,053	807,822	738,044	467,591
Utilities	8,522	8,161	8,000	8,160	7,200
Materials & Supplies	191,104	221,243	282,375	288,023	239,335
Internal Charges & Other	278,696	295,476	248,850	249,974	229,102
Total Operating and Maintenance Expenditures	6,082,071	6,230,614	6,764,630	6,793,926	5,342,528
Net	3,204,951	3,271,764	3,596,358	3,426,081	2,406,828
Transfers from Reserves	74,973	-	3,400,000	-	-
Other Project Funding	50,750	-	-	-	-
Total Project Funding	125,723	-	3,400,000	-	-
Capital	269,218	-	4,000,000	600,000	-
Operating	20,167	23,466	23,300	23,300	-
Total Project Expenditures	289,385	23,466	4,023,300	623,300	-

Corporate Services - Community Development - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Net - Funded from General Revenues	3,368,613	3,295,230	4,219,658	4,049,381	2,406,828
Funded from General Revenues	53%	53%	39%	55%	45%
Cost per Capita	\$ 38.74	\$ 37.65	\$ 47.54	\$ 44.98	\$ 26.74
Budgeted FTEs	56.0				

Expenditure Analysis



Community Development - Service Level Changes and Projects
2014 - 2018 Financial Plan Review

- Notes:**
- 1) Projects are for expenditures that do not occur every year or vary from year to year.
 - 2) Most projects are related to asset management of current facilities.
 - 3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
 - 4) Projects can be funded from DCC's, other reserves, grants and general taxation funding.

		Asset Renewal Projects	New Assets Projects	Asset Upgrade Projects	Strategic Projects			
		2014						
	Projects	\$	% - 1% taxation	2015	2016	2017	2018	Future Years
	Property Acquisitions - General	600,000	0.7%	600,000	600,000	600,000	600,000	
	Downtown Façade Grants	20,000	0.0%	20,000	20,000	20,000	20,000	
	Community Planning Studies/ Updates	75,000	0.1%	75,000	75,000	75,000	75,000	
		695,000	0.8%	695,000	695,000	695,000	695,000	



COUNCIL BUDGET REVIEW
INFORMATION TECHNOLOGY & LEGISLATIVE SERVICES
February 19, 2014



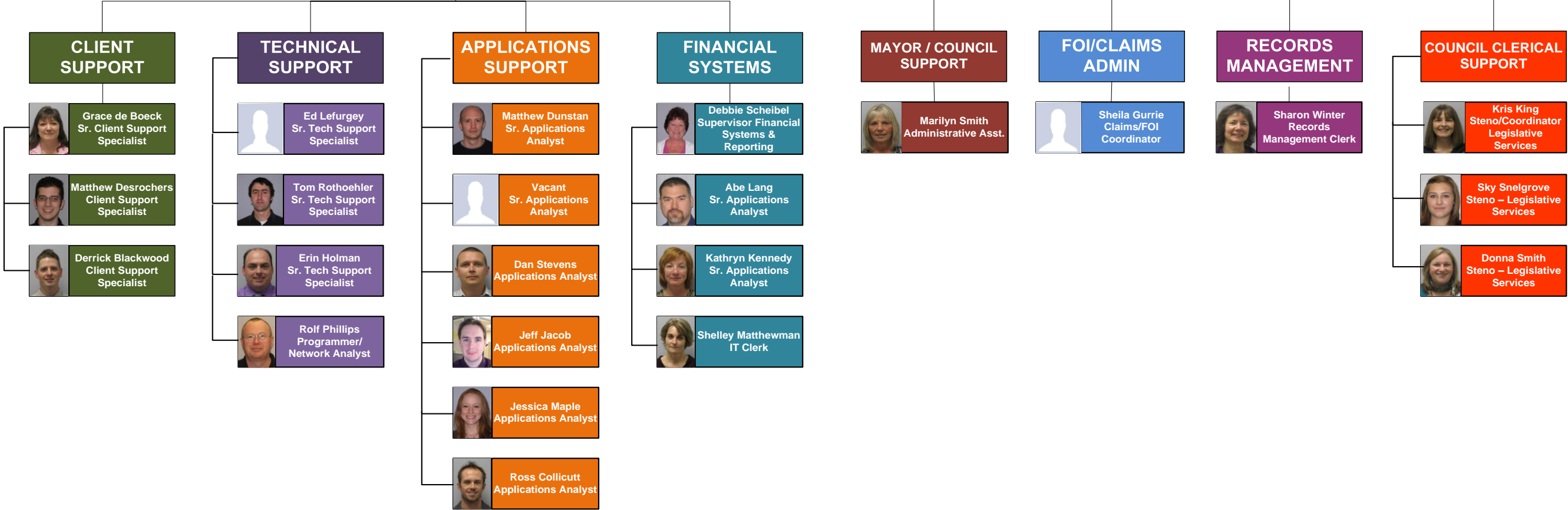
Guillermo Ferrero
Director of Information Technology & Legislative Services



Jason Birch
A/Manager Information Technology



Chris Jackson
Manager Legislative Services



Corporate Services - Information Technology and Legislative Services - Current Level of Service

2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

- Annual operating and maintenance activities to provide current service levels
- Identify specific projects, supported by a long range asset management plan, for renewal of current infrastructure.
- Identify specific projects for expansion/upgrades to current infrastructure.

INFORMATION TECHNOLOGY

Significant Events

- 2011 By-Election and Election
- 2011 Computer Virus Attack
- 2012 SAP Budget Module Implementation
- 2012 What’s Building in my Neighbourhood Launched
- 2012 Phone System Replacement – Public Works
- 2012 SARC Network, Server and Telephone Implementation and Transition
- 2013 Two Successful e-Town Hall Meetings
- 2013 Phone System Replacement – Parks & Recreation
- 2013 Tempest Business Licensing Module Replacement
- 2013 Implemented inter-municipal business licensing
- 2013 Provide access to Building Permits and Business Licences via MyCity
- 2013 Renegotiated TELUS Mobility Contract
- 2013 Nanaimo Cultural Map Launched
- 2013 Shaw Go Wi-Fi contract signed and installation commencing
- 2013 Structural Change (IT combined with Legislative Services, one management position rescinded)
- 2014 Nanaimo Crime Map Launched
- 2014 Upcoming Election

Current Level of Service

The information technology department provides the organization with support for assets and business processes throughout the City. Some basic statistics for 2013:

- 430+ desktop phones and voicemail accounts
- 900+ Exchange mailboxes
- 450+ computers, spanning over 40 different models and configurations, including specialty devices for fire dispatch and engines, engineering workstations, and information display boards
- 150+ servers (120+ virtual servers, remainder physical)
- 200+ city-owned mobile devices (smartphones and tablets)
- Major business applications supported: SAP, Tempest, Class, FDM, Sharepoint, Munsys, MapGuide/NanaimoMap, Fleet, City of Nanaimo Website, Social Media Software
- 20+ custom citizen-facing web applications (e.g. Fire Incidents, Crime Map, What’s Building, Garbage Calendars, Recreation Schedules, Business Licences, Bid Opportunities)
- Over 130 corporately supported applications
- 2300+ updates to the City of Nanaimo website by all departments
- 515 Tweets and 962 Facebook posts by all departments
- 18+ sites: Ice Centre, Aquatic Centre, Oliver Woods, Services and Resource Centre, City Hall, Public Works, Fire Command, ECC, Fire Stations 1, 2, 3, 4 & 7,
- Major technical systems supported: network storage (SAN), MS Exchange email, Citrix, spam filter, network firewall, corporate anti-virus software, security video systems,
- 365,000+ email messages allowed, over 5 million spam messages blocked
- 4000 virus-laden emails blocked
- 50+ Terabytes of data stored (five times the amount of data in all of the books in the US Library of Congress)

Corporate Services - Information Technology and Legislative Services - Current Level of Service
2014 - 2018 Financial Plan Review

- Full data backups, including offsite storage in case of catastrophic failure
- 1 GB of data transferred to and from the Internet in an average month over a high-speed 100mbps data connection
- 200+ corporate and desktop printers
- 37 City of Nanaimo Free Wi-Fi access points in City facilities for use by the public and by staff (reducing smartphone data usage)
- 50km+ of networking cables, connected by 60+ network switches

All of this is supported by four functional work groups:

Client Support

- initial point of contact for most technology'-based client issues (phones, computers, software)
- approximately 4,000 individual trouble reports resolved by directly by Client Support in 2013
- advanced issues handed off to Applications Support, Financial Systems or Technical Support as required
- provisioning new computers and upgrading existing computers when required. Approximately 20% of all City computers are replaced in a given year. In 2013 this was higher than usual
- providing audio'-visual and computing support for presentations, including provision and setup of “loaner” laptops, projectors, and conference phones as necessary
- upgrading software across all licensed computers as necessary
- user and email account creation and changes as staff move between positions and roles
- providing support for printers, network and wireless access as well as mobile data issues
- providing operational technical support for council

Technical Support

- installing and maintaining all corporate technical infrastructure (servers, switches, networking cables)
- maintaining MS Exchange email software
- maintaining network security, spam, and virus protection software
- maintaining network management software
- maintaining remote access software (Citrix)
- maintaining virtual computing infrastructure (VMWare)
- maintaining and ensuring validity of backup software
- managing access to all corporate printers and multi-function photocopiers
- providing first and second-tier support for all City facilities other than SARC and City Hall

Financial Systems

- providing first-tier support for SAP software, which stores financial, human resources, payroll, and asset management information. Acts as liaison with consultant support when required
- providing first-tier support for Tempest, which stores land records, taxation, development information, dog licences, calls for service, ticketing, and many other municipal data
 - resolving customer issues where possible and acting as liaison with Applications Support for advanced technical issues
 - referring identified software deficiencies to Tempest (113 defects and enhancement requirements identified in 2013)
- implementing and supporting new functionality in SAP and Tempest as dictated by business needs of organization
- maintaining enterprise budget reporting software
- developing business dashboard functionality - allowing a cross-application view of high-level business information such as budget, business licensing, building permits, fire responses
- developing custom queries for advanced analysis tasks not supported in existing software
- coordinating software and hardware purchases across entire organization. Over 650 individual purchases in 2013
- tracking and renewing critical hardware and software support contracts
- digitizing all IT asset records, currently over 22,000 documents
- providing clerical support to the Information Technology department

Corporate Services - Information Technology and Legislative Services - Current Level of Service

2014 - 2018 Financial Plan Review

Applications Support

- providing second-tier support for Tempest (upgrades, technical troubleshooting)
- developing custom queries and reports for Tempest to meet specific analytical requirements (60+ custom reports in 2013)
- providing technical support and sustainment for Class, the Parks and Recreation registration and customer relationship management software
- providing technical support and sustainment for FDM, the Fire Department dispatch and records management software
- providing technical support and sustainment for SharePoint, the City’s Intranet (City Portal) software
- providing technical support and sustainment for Fleet, the City’s fleet management software
- providing technical support and sustainment for MapGuide, NanaimoMap, Munsys and other corporate mapping applications
- providing technical support and sustainment for the City’s website and social media software
- developing custom in-house software to support internal business processes and provide enhanced service to citizens

LEGISLATIVE SERVICES

Significant Events:

Completed a formal petition process for Ornamental Streetlighting in the Cilaire Area in 2011

Conducted by-election in 2011

Conducted two Alternative Approval Processes: to authorize the borrowing of a maximum of \$22.5 Million for the construction of a Water Treatment Plant, and to authorize the Emergency Water Connection Agreement between the City of Nanaimo (the City) and Nanaimo Forest Products (NFP) in 2011

Conducted the 2011 Municipal Election

Records Management Clerk position created in 2012

Staffing turnover: recruitment, hiring, orientation, training, cross-training undertaken for 5 of 7 positions from hold 2012-2013

Conduct DNBIA Board Elections

Working towards implementation of eSCRIBE (part of 'paperless agenda' project)

Initiated Hard Copy Document Review (historical records backlog)

Continuing with Electronic Data Management development

Working towards Release of 2010, 2011, 2012 and 2013 In-Camera minutes, agendas and attachments; developing quarterly reporting systems for release of in-camera items no longer private or confidential

2014 Municipal Election

	2008	2009	2010	2011	2012	2013	2014*	Notes
FOIPOP Requests	57	77	73	76	87	84	-	There is a trend with requests proportionately becoming more complex and extensive than previous years.
Claims	18	10	19	18	16	16	-	A 'claim' is opened and decided by the City insurer when there is bodily injury, the claim exceeds \$5,000, or legal action is undertaken. All other claims are dealt with by the City staff, where the claim is either denied or costs paid out by the associated department.
Regular Council/ Committee of the Whole Meetings	31	32	32	34	39	31	4	In-Camera meetings are included; Special Meetings increases in 2013 are largely attributed to budget meetings and separate closed meetings.
Special Council/ Committee of the Whole Meetings	9	8	9	6	3	37	10	
							*up to Feb 17, 2014	

Corporate Services - Information Technology and Legislative Services - Current Level of Service
2014 - 2018 Financial Plan Review

Current Level of Services:

- provides the public with information related to activities of Council;
- oversees the statutory record keeping, and required retention/ destruction;
- processes requests under the *Freedom of Information and Protection of Privacy Act* ;
- responsible for conducting elections and elector approval processes, including referendums;
- oversees claims administration for the City;
- carries out the Statutory duties and requirements expected of the Corporate Office;
- administer Oaths and Take Affirmations, Affidavits and Declarations;
- oversees and assists other departments in the support and admin of Council Standing Committees, Select Committees, and Commissions;
- administers Council and Committee of Whole including: agendas, bookings, logistics, recording, transcribing, action lists, website updates, Shaw Cable video admin, support e-town hall, professional advice;
- administers City liability insurance;
- coordinates internal circulation of Council correspondence;
- coordinates invitations to Mayor and Council, including arrangements to attend AVICC, FCM, UBCM;
- responds or refers to requests for the Mayor or a member of Councillor;
- provide first point of contact with City Hall customer service;
- provides administrative assistance to the Mayor's Office.

Continuous Improvement Changes

The departments priority is to provide day to day service delivery to Council and meet legislated obligations. These day to day tasks take up roughly 85 to 100% of staff time. Depending on the time of week, month and year there are opportunities for staff to work on projects. Below is a list of projects and initiatives that Council has directed staff to work on, and others that staff have identified in order to improve processes and maintain relevancy. Again, staff time dedicated to these projects is always subject to other Council and legislated directives that must take priority including processing FOIPOP requests, election deadlines, or administering additional special Council meetings.

- Council Policy Review
- Governance Steering Committee Administration
- Governance Review Implementation
- Procedure Bylaw Review
- Delegation Bylaw Update
- Implementation of eSCRIBE (part of “Paperless Agenda” project)
- Investigate options for replacing current DOS program to track records storage information and records due for destruction.
- Develop and undertake routine and scheduled review/ updates of Council administrative bylaws and procedures

Corporate Services - Information Technology and Legislative Services - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:

- Staffing
- Service and Supply Contracts
 - Information Technology - corporate software licenses, data/phone line charges, external consultants
- Materials and Supplies
 - Information Technology - corporate software/hardware purchases

Notes:

CUPE contract expires December 31 2013
2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)
2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases
Director, IT and Legislative services is included in IT financial information

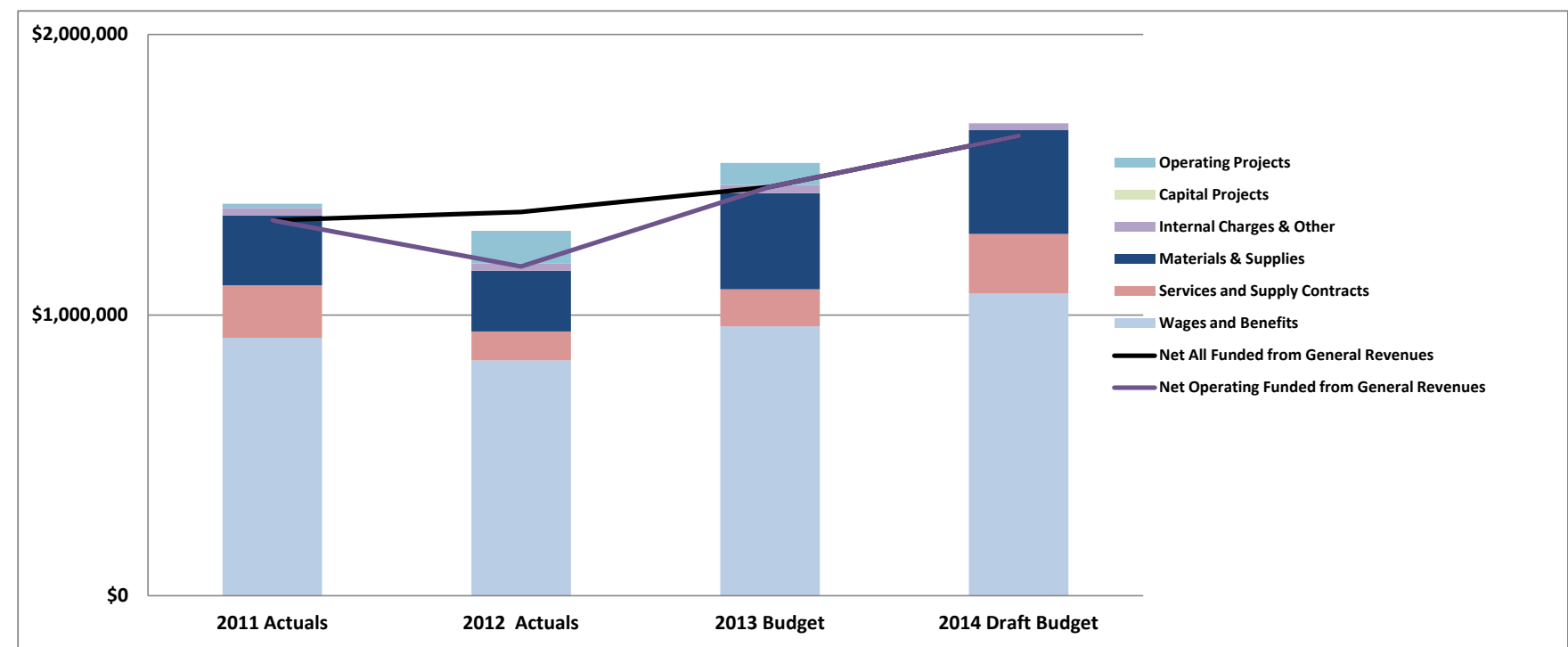
Legislative Services	2013 - 2017 Financial Plan				
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
Recoveries	42,431	8,951	7,180	41,592	43,800
Other Revenues	1,100	2,299	-	505	-
Total Operating Revenues	43,531	11,250	7,180	42,097	43,800
Wages and Benefits	919,383	838,949	960,139	1,007,636	1,076,344
Services and Supply Contracts	186,267	102,447	131,875	342,083	212,925
Materials & Supplies	248,939	216,322	342,696	375,549	369,446
Internal Charges & Other	26,400	26,400	28,880	31,050	24,088
Total Operating and Maintenance Expenditures	1,380,989	1,184,118	1,463,590	1,756,318	1,682,803
Net Excluding Transfer to Reserves	1,337,458	1,172,868	1,456,410	1,714,221	1,639,003
Transfer to/(from) Leg Serv Reserve	78,000				
Net Operating Funded from General Revenues	1,337,458	1,250,868	1,456,410	1,714,221	1,639,003
Transfers from Reserves	15,527	-	78,000	-	-
Other Project Funding	-	-	-	-	-
Total Project Funding	15,527	-	78,000	-	-
Capital	-	-	-	-	-
Operating	15,527	115,893	78,000	-	-
Total Project Expenditures	15,527	115,893	78,000	-	-
Net - Funded from General Revenues	1,337,458	1,366,761	1,456,410	1,714,221	1,639,003
Funded from General Revenues	96%	105%	94%	98%	97%
Cost per Capita	\$ 15.38	\$ 15.62	\$ 16.41	\$ 19.04	\$ 18.21
Budgeted FTEs	7.0				

Corporate Services - Information Technology and Legislative Services - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

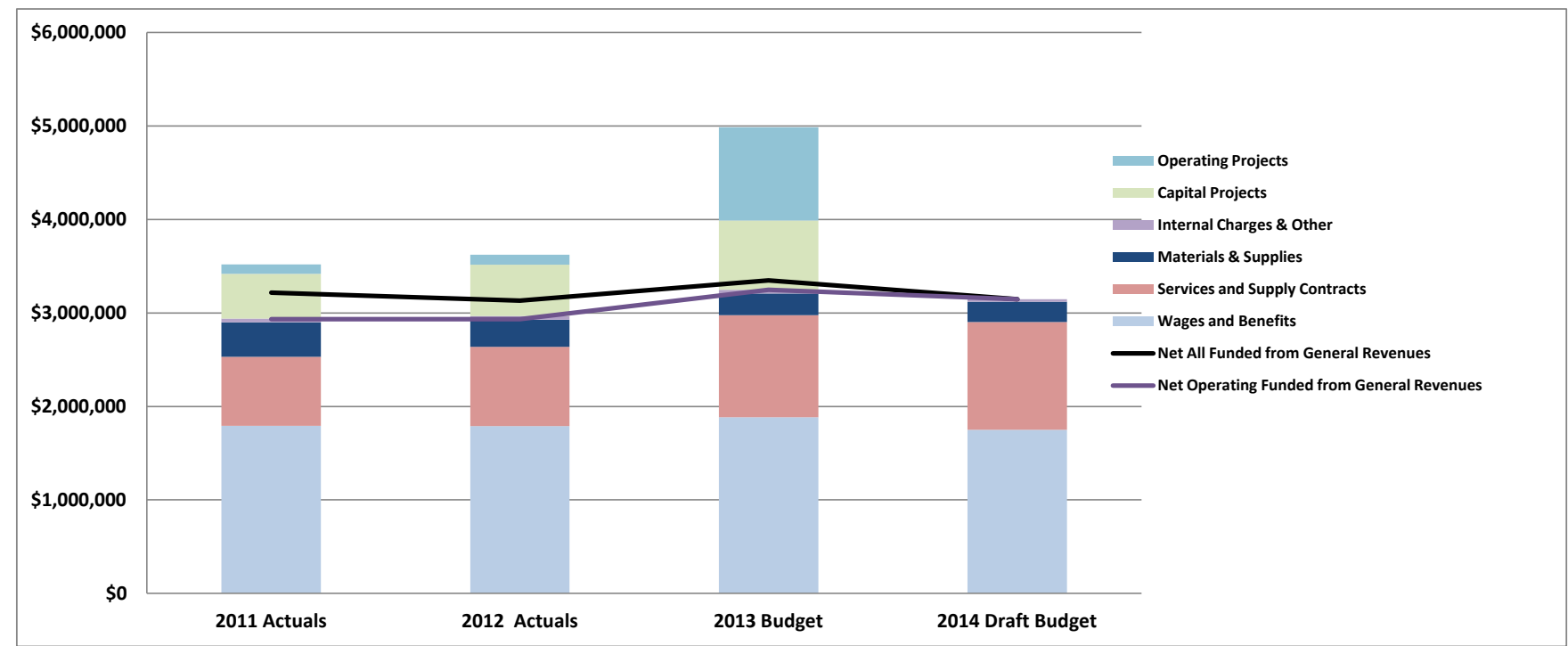
Information Technology Services	2013 - 2017 Financial Plan				
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
Recoveries	-	866	-	-	-
Other Revenues	5,839	33,285	-	-	-
Total Operating Revenues	5,839	34,152	-	-	-
Wages and Benefits	1,792,396	1,789,776	1,883,572	1,921,243	1,748,786
Services and Supply Contracts	738,997	848,225	1,093,458	1,115,327	1,154,770
Materials & Supplies	369,428	287,835	230,800	235,416	215,100
Internal Charges & Other	38,360	40,140	39,060	35,771	29,500
Total Operating and Maintenance Expenditures	2,939,182	2,965,975	3,246,890	3,307,757	3,148,156
Net Excluding Transfer to Reserves	2,933,343	2,931,824	3,246,890	3,307,757	3,148,156
Transfer to/(from) SAP Reserve	164,725	56,900			
Net Operating Funded from General Revenues	3,098,068	2,988,724	3,246,890	3,307,757	3,148,156
Transfers from Reserves	457,446	405,709	640,900	593,000	-
Other Project Funding	5,839	107,848	998,861	680,000	-
Total Project Funding	463,285	513,557	1,639,761	1,273,000	-
Capital	477,446	548,808	740,900	693,000	-
Operating	103,115	107,848	998,861	680,000	-
Total Project Expenditures	580,561	656,656	1,739,761	1,373,000	-
Net - Funded from General Revenues	3,215,344	3,131,823	3,346,890	3,407,757	3,148,156
Funded from General Revenues	91%	86%	67%	73%	100%
Cost per Capita	\$ 36.97	\$ 35.79	\$ 37.71	\$ 37.85	\$ 34.97
Budgeted FTEs			20.0		

Corporate Services - Information Technology and Legislative Services - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Expenditure Analysis - Legislative Services



Expenditure Analysis - Information Technology



Information Technology and Legislative Services - Service Level Changes and Projects
2014 - 2018 Financial Plan Review

- Notes:
- Internal charges to departments (\$/computer) contribute to a reserve for funding information technology projects.
- 1) Projects are for expenditures that do not occur every year or vary from year to year.
- 2) Most projects are related to asset management of current facilities.
- 3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
- 4) Projects can be funded from DCC's, other reserves, grants and general taxation funding.

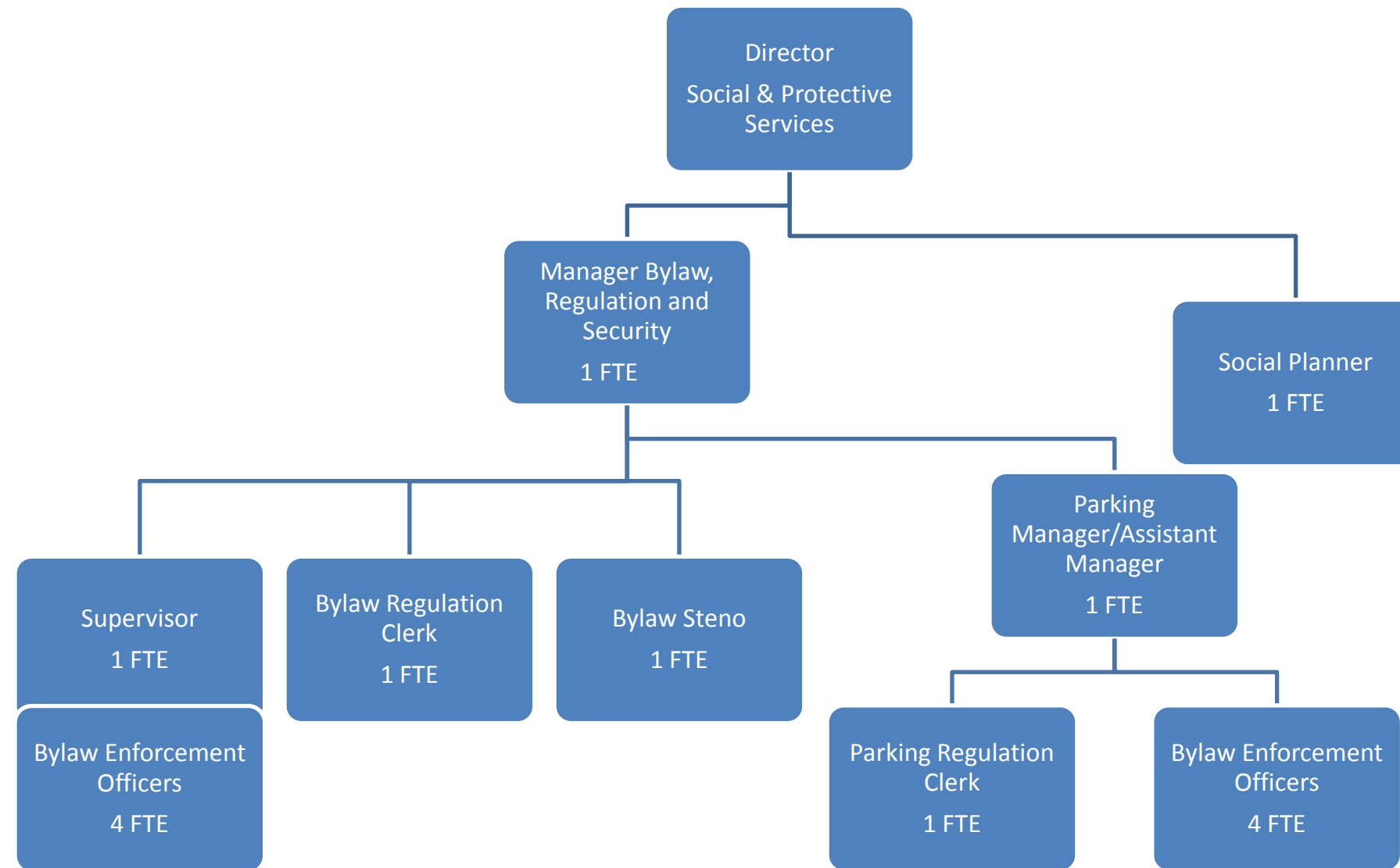
Asset Renewal Projects	New Assets Projects	Asset Upgrade Projects	Strategic Projects
------------------------	---------------------	------------------------	--------------------

		2014						
Early Approval/Critical Projects - excluded from Decision Package Approval Process		\$	% - 1% taxation	2015	2016	2017	2018	Future Years
Information Technology								
Networking Equipment Sustainment		15,000	0.0%	15,000	15,000	20,000	15,000	
Physical Server Sustainment		25,000	0.0%	25,000	25,000	25,000	25,000	
Uninterruptable Power Supply (UPS) Sustainment		10,000	0.0%	10,000	10,000	35,000	10,000	
ERP Business Warehouse Sustainment		20,000	0.0%	20,000	20,000	20,000	20,000	
Election 2014		7,500	0.0%			8,500		
Computer Hardware Sustainment		24,000	0.0%	24,000	36,000	25,000	26,000	
Legislative Services								
Nanaimo Mayor's Youth Advisory Council		3,000	0.0%	3,000	3,000	3,000	3,000	
		104,500	0.1%	97,000	109,000	136,500	99,000	

		\$	% - 1% taxation	2015	2016	2017	2018	Future Years
Projects - included in Decision Package Approval Process								
Information Technology								
Air Watch MDM		5,000	0.0%	1,000	1,000	5,000	1,000	
Archive Link Enhancements		30,000	0.0%					
Budget Software Sustainment		10,000	0.0%	5,000				
Business Workflow Enhancements		10,000	0.0%	10,000	10,000	10,000	10,000	
Citrix Server Farm Sustainment		5,000	0.0%	5,000	25,000	5,000	5,000	
Clearscada Sustainment		5,000	0.0%	1,000		2,000	3,000	
Commvault Upgrade for Dedupe Storage				15,000	15,000	10,000	10,000	
Computer Room Expansion Stn #1				20,000				
Corporate Printer Replacement		24,000	0.0%				32,000	
Corporate Storage Filer Replacement				145,000		25,000		
Document Management					50,000	15,000		
Electronic Records Archiving					50,000			
E-Mailing of Paystubs		30,000	0.0%					
ERP Business Warehouse Drill Down		10,000	0.0%					
ERP Dashboard Sustainment		10,000	0.0%	10,000	10,000	10,000	10,000	
ERP Enhancement Packs (Bi-Yearly)				10,000		10,000		
ERP Software Enhancements						200,000		
HVAC for SARC LAN Rooms		5,000	0.0%	5,000	5,000			
IP Address Management		7,000	0.0%					
IT Trailer/ Mobile Command Centre				20,000	10,000	10,000	10,000	
LAN Business Continuity		15,000	0.0%	10,000	20,000	20,000	15,000	
LAN Upgrades		20,000	0.0%	20,000	48,000	25,000	12,000	
Microsoft Major Apps Licensing				100,000	100,000	100,000	250,000	
Network Security Audit		15,000	0.0%				15,000	
Public Works Server Room		5,000	0.0%	15,000				
Security Systems CCTV		15,000	0.0%	10,000				
Software Licences		20,000	0.0%	20,000	75,000	20,000	20,000	
Telephone Audit		5,000	0.0%					
Telephone System Replacement		100,000	0.1%		12,000	15,000		
Tempest Enhancements		24,000	0.0%					
VM Server Farm		165,000	0.2%		24,000	16,000	16,000	
VM Ware Views		15,000	0.0%	5,000	10,000			
Web Mapping Replacement		70,000	0.1%	30,000				
Windows 7 Rollout: Workstations		3,000	0.0%			5,000	5,000	
Wireless Redundancy to PW/Fire Station#2		20,000	0.0%	5,000				
Wireless to Fire Station 3				15,000				
		643,000	0.7%	477,000	465,000	503,000	414,000	
		747,500	0.9%	574,000	574,000	639,500	513,000	



**COUNCIL BUDGET REVIEW
SOCIAL & PROTECTIVE SERVICES
BYLAW SERVICES & SOCIAL PLANNING
February 12, 2014**



Social & Protective Services - Regulation & Security, Parking & Social Planning - Current Level of Service

2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

- Annual operating and maintenance activities to provide current service levels
- Identify specific projects, supported by a long range asset management plan, for renewal of current facilities. Renewal projects focus on replacing major components of each facility.
- Identify specific projects for upgrades to current facilities.

Significant Events

Bylaw Services

In 2013, the parking enforcement business model was changed and expanded.

- The old business model focused on parking enforcement in the downtown area. Contractors provided parking enforcement and security services.
- The new business model focuses on a larger geographic area within the City, integrates other bylaw enforcement functions and includes ambassadorial functions in the downtown area.
- In 2013, additional city staff were hired including a Parking Manager, Parking Regulation Clerk and additional Bylaw Officers to fully implement the new business model.

In 2014 the monthly parking fees at the Wallace and Wentworth lot were revised to make rates consistent with all other downtown parkades.

In 2014 27 new parking stalls are being added to the overall downtown parking plan with the implementation of the new parking lot on Selby Street in the Old City Quarter.

In the Spring of 2013 Bylaw Notice Enforcement Bylaw 2012 No. 7159 was implemented which provides for discounts and surcharges on bylaw violations and fines. The bylaw is anticipated to have a positive impact on collections rates and will be assessed once it has been in effect for a full year.

In October 2012 an increase to impound fees in the animal control contract was approved. This is the first increase since Bylaw 4923 Control Of Animals was first passed in 1995 and is anticipated to act as a deterrent for dog owners who allow their dogs to run at large.

Social Planning

In 2013 the City hosted it's first Immigrant Welcome Ceremony for new comers to Canada who have taken up residence in Nanaimo.

Council approved the creation of the Mayor's Youth Advisory Council which will meet quarterly to provide Mayor and Council with youth perspectives and experiences that can help inform municipal processes and decision making.

Current Level of Service

Bylaw Services

The Bylaw Services Division provides the City with a variety of services related to regulatory, security and parking issues. They work to gain compliance and enforce municipal bylaws such as unsightly property, noise, street entertainers, snow removal and signs. Bylaw Enforcement Officers also work in conjunction with the RCMP on a variety of programs and initiatives such as downtown security issues, public security matters, BAR Watch and nuisance properties within the City.

Under the new parking model Bylaw Enforcement Officers provide parking enforcement and an ambassadorial presence in the Downtown Core, Old City Quarter and Brechin Hill Area and at the Nanaimo Aquatic Centre and the Nanaimo Ice Centre.

In addition to metered street parking the City also operates three parkades - Bastion Street Parkade, Harbourfront Parkade and the Port of Nanaimo Centre as well as a seven parking lots - Wallace/Wentworth, Prideaux/Franklyn, Dunsmuir St, Cavan Street, Maffeo Sutton, Brechin Boat Ramp and Selby St. (opening in 2014).

Provide security services from 7 am to 5:30 pm 7 days a week on the downtown streets, waterfront area, parkades and surface parkade lots

The City owns and maintains an animal control facility which is operated under a contract. Animal control issues approx. 12,000 dog licenses a year.

Social Planning

Social Planning works collaboratively with local non profit agencies and faith based groups to coordinate effective responses to social issues and advises mayor and Council on the municipality's role in addressing these issues.

Detailed analysis is conducted of social issues affecting the community including poverty, homelessness, affordability of housing, substance misuse and mental health, special needs housing, the impact of an aging demographic, attraction and integration of immigrants to the community, anti-social behaviour and public disorder.

Social & Protective Services - Regulation & Security, Parking & Social Planning - Current Level of Service

2014 - 2018 Financial Plan Review

Implementation of the City of Nanaimo "Response to Homelessness Action Plan" and Housing and Harm Reduction Strategy which aims to address the increasing problems associated with homelessness and related challenges of mental illness and addiction.

Continuous Improvement Changes

Bylaw Services

In conjunction with the City of Parksville a new adjudication process for bylaw violations was implemented. The new process provides citizens with a fast and fair ticket dispute process approved by the Province. As well, the creation of an early screening process allows citizens with concerns regarding tickets to be heard within two day, this resolves matters where the ticket can be cancelled for valid circumstances (i.e. meter broken) without the need for adjudication. The new adjudication process will save on legal fees as a solicitor is no longer required to prosecute the cases. It is anticipated to have a net yearly savings of approx. \$12,000 in legal fees.

To improve customer service and encourage more prompt payment of fines owing a new online payment system for bylaw tickets was implemented.

Social Planning

In 2005 the Housing Legacy Reserve was created based upon an earlier recommendation from PLAN Nanaimo to establish a Housing Legacy fund for cash in lieu contributions negotiated with developers who opt not to build affordable units on-site and make these funds available for affordable housing development across the city through a complementary ground lease program. Initial funding for the reserve was from annual unspent gaming revenue with subsequent funding from general revenue and developer contributions. By leveraging these funds a number of permanent additions to the social infrastructure have been created. Since 2008 these projects include:

Year	Project	Operator	Description	Units
2008	2104 Bowen Road	Nanaimo Affordable Housing Society	Affordable rental housing for single adults on fixed incomes/low incomes	20 bachelor apartments
2009	126 Haliburton Street - Balmoral Hotel	Canadian Mental Health Association	Reduce homelessness by providing housing for single adults with mental illness or addiction	20 single room occupancy units
2010	355 Nicol Street - Samaritan House Emergency Shelter for Women	Island Crisis Care Society	Reduce homelessness by providing beds for single homeless women	20 beds
2011	477 Tenth Street Tillicum Lelum Aboriginal Youth and Elder Housing	Tillicum Lelum Aboriginal Friendship Centre	Prevention of homelessness amongst aboriginal youth and aboriginal elders on low incomes	18 bachelor apartments
2011	477 Tenth Street - Youth Safe House	Tillicum Lelum Aboriginal Friendship Centre	Prevention of youth homelessness and protection of vulnerable youth under the age of 19	5 beds
2012	437 Wesley Street includes 24/7 on-site staff support	Canadian Mental Health Association	Reduce homelessness by providing housing for single adults with mental illness or addiction	36 bachelor apartments
2013	545 Haliburton Street Rowe House	Nanaimo Youth Services Association	Safe affordable housing for single employed youth (under 30) entering the work force	18 rooming house units

Annual Operating Programs Include:

Bylaw Services

Bylaw Enforcement

- Enforcement of all City regulatory bylaws such as:
 - Graffiti
 - Dumping
 - Property maintenance
 - Panhandlers
 - Abandoned autos
 - Noise
 - Buskers
 - Parks assistance
 - Animal control
 - Squatters
- Provide assist to other City departments with enforcement issues such as suite removals
- Liaison with the RCMP on public security matters and Bar Watch initiatives
- Assist neighbourhood associations with bylaw and security matters including Good Neighbour Agreements that deal with concerns that may arise between neighbourhoods and social services agencies/ liquor outlets. Assistance for Good Neighbour Agreements may include:
 - Attending meetings and being part of the resolution
 - Assisting in the writing and monitoring of the agreements
- Provide staff support for Safer Nanaimo Advisory Committee
- In conjunction with the RCMP and provincial government agencies monitor and take action on nuisance properties in the City
- Prepare bylaws and amendments as required and advise other departments/agencies with respect to bylaw issues
- Receive disputes, collect evidence and provide evidentiary packages for the adjudication process

Social & Protective Services - Regulation & Security, Parking & Social Planning - Current Level of Service

2014 - 2018 Financial Plan Review

	Parking Enforcement <ul style="list-style-type: none">- Patrolling downtown on street parking areas and off street parking facilities- Respond to public parking complaints- Bylaw adjudication hearing preparation- Special event parking assistance and monitoring
	Security <ul style="list-style-type: none">- Provide assistance to City departments on security matters (i.e. Occupy Nanaimo, Colliery Dam)- Review Crime Prevention through Environmental Design issues- Parkade security including monitoring and reporting vandalism and inappropriate public use of facilities and cleanliness- Downtown security including public nuisance issues and providing assistance to RCMP
	Repair and Maintenance <ul style="list-style-type: none">- Repair and maintenance of parking infrastructure including three parkades: Harbourfront, Bastion Street and Port of Nanaimo Centre (PoNC), seven parking lots and on-street parking meters- Repair and maintenance of animal control facility

Social Planning

	Housing/Homelessness <ul style="list-style-type: none">- Support the allocation of Housing Legacy Reserve funds to affordable housing projects- Assist with creation of rooming house bylaws, Good Neighbour Agreements and Housing Agreements- Support initiatives and processes to address homelessness such as the Federal Homeless Partnering Strategy and the Provincial Extreme Weather Response- Lead municipal response to emergencies of a social nature; extreme weather events, tenant displacements arising from flood, fires etc.- Collaborate with the Real Estate Division in the development of a land acquisition strategy with respect to sites for future development of affordable housing- Participate in nuisance properties committee monitoring and responding to problematic land use- Reviewing development proposals for social impact
	Community Involvement <ul style="list-style-type: none">- Support initiatives and work with organization that address social issues within the City<ul style="list-style-type: none">Food Security - development and implementation of Nanaimo Food Strategy, working with local food agencies, food banks and hot meal programsInclusive Communities - working with the Multicultural Society on the integration of newcomers and a range of social inclusion initiativesPublic Safety - support initiatives addressing the safety of the general public and of vulnerable citizens such as used syringe drop boxes, sex trade worker initiative, recovery housesPublic Health - support Island Health in addressing social determinants of health such as teen pregnancy, drop out rates, suicide, addictionsSeniors - support organizations that work to address issues related to seniors- Support initiatives fostering inclusion of children and youth in municipal planning and policy development- Participate in community based committees on social issues such as Nanaimo's Working Group on Homelessness, Community Advisory Board on Homelessness, Greater Nanaimo Early Years Partnership- Liaison and support to the Social Planning Advisory Committee (SPAC)- Member, Safer Nanaimo Advisory Committee

Social & Protective Services - Regulation & Security, Parking & Social Planning - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:

- Staffing
- Contracted Services (e.g. animal control contract, parking contract, legal fees related to bylaw enforcement)
- Materials and Supplies
- Bad Debts Expense

Indirect costs that are incurred to support operations such as payroll, accounts payable, human resources and senior management resources are not included in operations actuals/budget.

Notes:

CUPE contract expires December 31 2013

2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)

2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

2014 Draft Budget reflects organizational change to include Social Planner prior years are not restated

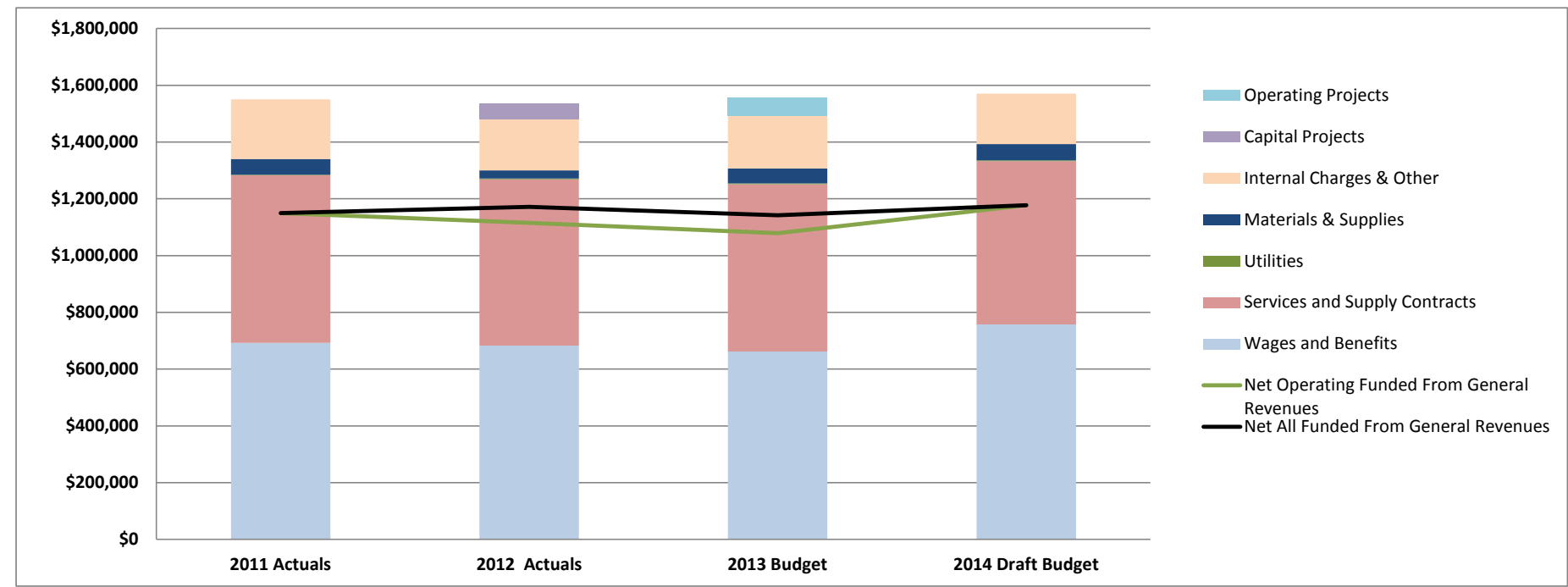
Bylaw Services (excluding Parking) & Social Planning	2013 - 2017 Financial Plan				
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
Animal Impound Fees	21,465	28,945	25,000	25,250	25,000
Licenses	196,980	195,139	235,000	237,350	235,000
Fines	181,195	134,705	151,000	152,510	133,000
Recoveries	902	6,462	3,000	3,030	1,000
Total Operating Revenues	400,542	365,251	414,000	418,140	394,000
Wages and Benefits	692,708	682,976	662,002	675,242	757,665
Services and Supply Contracts	590,357	585,845	589,821	588,357	575,340
Utilities	1,926	2,247	2,500	2,550	2,700
Materials & Supplies	55,106	28,971	52,800	53,856	57,050
Internal Charges & Other	210,650	180,940	185,880	189,239	178,288
Total Operating and Maintenance Expenditures	1,550,748	1,480,979	1,493,003	1,509,244	1,571,043
Net Operating Funded from General Revenue	1,150,206	1,115,728	1,079,003	1,091,104	1,177,043
Transfers from Reserves	-	-	-	-	-
Other Project Funding	-	-	-	-	-
Total Project Funding	-	-	-	-	-
Capital	-	55,942	-	-	-
Operating	-	-	63,000	-	-
Total Project Expenditures	-	55,942	63,000	-	-
Net - Funded from General Revenues	1,150,206	1,171,670	1,142,003	1,091,104	1,177,043
Funded from General Revenues	74%	76%	73%	72%	75%
Cost per Capita	\$ 13.23	\$ 13.39	\$ 12.87	\$ 12.12	\$ 13.08
Budgeted FTEs			8.0		9.0

Social & Protective Services - Regulation & Security, Parking & Social Planning - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

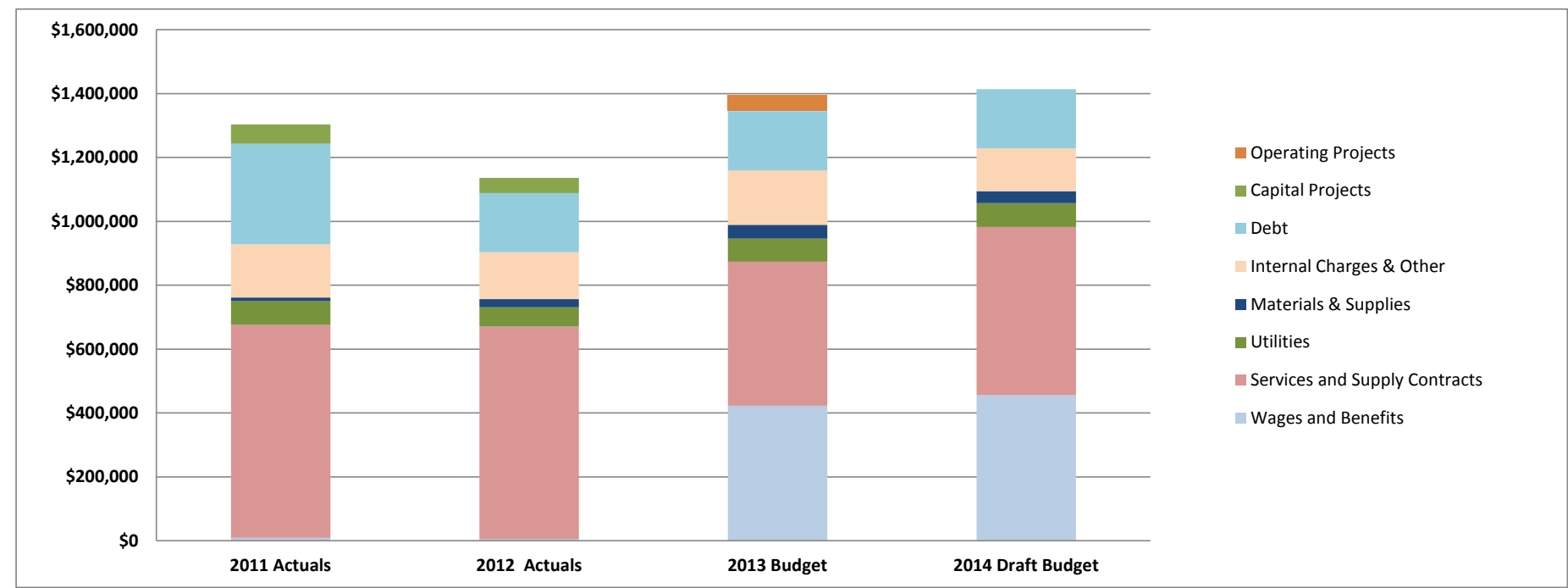
Parking	2013 - 2017 Financial Plan				
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
Parking Fees	552,557	575,954	547,500	552,975	547,500
Parking Permits	489,893	478,094	460,800	465,408	549,720
Parking Meter Hood Rental	1,920	3,640	2,000	2,020	2,000
Parking Fines	274,332	254,266	247,100	249,571	162,000
City Property Rentals	33,600	30,000	30,000	30,300	30,000
Parking Adjudication Fees	-	-	-	-	500
Total Operating Revenues	1,352,302	1,341,954	1,287,400	1,300,274	1,291,720
Wages and Benefits	9,398	5,911	423,100	481,179	455,865
Services and Supply Contracts	666,778	664,875	451,085	390,719	526,372
Utilities	74,301	60,761	71,600	73,032	75,205
Materials & Supplies	10,956	25,092	43,850	34,935	37,335
Internal Charges & Other	166,669	146,499	169,474	172,863	133,646
Total Operating and Maintenance Expenditures	928,102	903,138	1,159,109	1,152,728	1,228,423
Net Excluding Tsf to Parking Reserve and Debt	(424,199)	(438,816)	(128,291)	(147,546)	(63,297)
Transfer to/(from) Parking Reserve	109,054	253,058	-	-	-
Debt	315,145	185,758	185,758	185,758	185,758
Total Tsf to Parking Reserve and Debt	424,199	438,816	185,758	185,758	185,758
Net Operating Funded from General Revenue	(0)	0	57,467	38,212	122,461
Transfers from Reserves	60,658	47,106	50,000	-	-
Other Project Funding	-	-	-	-	-
Total Project Funding	60,658	47,106	50,000	-	-
Capital	60,658	47,106	-	-	-
Operating	-	-	50,000	-	-
Total Project Expenditures	60,658	47,106	50,000	-	-
Net - Funded from General Revenues	(0)	0	57,467	38,212	122,461
Total Operating & Maintenance Expenditures per Capita	\$ 10.67	\$ 10.32	\$ 13.06	\$ 12.80	\$ 13.65
Budgeted FTEs			6.0		

Social & Protective Services - Regulation & Security, Parking & Social Planning - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Expenditure Analysis - Bylaw Services (excluding Parking) & Social Planning



Expenditure Analysis - Parking



Social & Protective Services - Regulation & Security, Parking & Social Planning - Service Level Changes and Projects
2014 - 2018 Financial Plan Review

- Notes:
- 1) Projects are for expenditures that do not occur every year or vary from year to year.
 - 2) Most projects are related to asset management of current facilities.
 - 3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
 - 4) Projects can be funded from DCC's, other reserves, grants and general taxation funding.

Asset Renewal Projects	New Assets Projects
Asset Upgrade Projects	Strategic Projects

		2014						
	Description	\$	% - 1% taxation	2015	2016	2017	2018	Future Years
	Service Level Changes							
	Parking							
	License Plate Recognition System	97,810	0.1%					
	Parking							
	Harbourfront Parkade							
	Ceiling Crack Repair	10,000	0.0%					
	Lighting			150,000				
	Membrane Renewal			350,000				
	Membrane Patching	25,000	0.0%					
	Roof - Gordon Street Entrance	10,000	0.0%					
	Bastion Street Parkade							
	Lighting Improvement Upgrade	50,000	0.1%					
	Engineering - Post Tension Beams Evaluation	30,000	0.0%					
	P/T Strand Repair - Beam 21 and Two Slab Strands	200,000	0.2%					
	P/T Strand Repair - Beams 22, 23 and 40			380,000				
	P/T Strand Repair - Beams 34, 35, 39 and Two Slab Strands						360,000	
	Exterior Wall Sealing						250,000	
30037	Parking Meter Replacement Program	9,000	0.0%	9,000	9,000	9,000		
	Bylaw							
30034	Animal Shelter Roof & Siding	27,000	0.0%					
	Social Planning							
10513	1597 Boundry Crescent MOU Housing First Project	320,000	0.4%					
30031	Immigrant Welcome Reception	4,500	0.0%	4,500	4,500	4,500	4,500	
	Total Expenditures	783,310	0.9%	393,500	363,500	163,500	614,500	



**COUNCIL BUDGET REVIEW
SOCIAL & PROTECTIVE SERVICES
SUMMARY ALL DEPARTMENTS
February 12, 2014**

Social & Protective Services - Regulation & Security, Parking & Social Planning - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:

- Staffing
- Contracted Services (e.g. animal control contract, parking contract, legal fees related to bylaw enforcement)
- Materials and Supplies
- Bad Debts Expense

Indirect costs that are incurred to support operations such as payroll, accounts payable, human resources and senior management resources are not included in operations actuals/budget.

Notes:

CUPE contract expires December 31 2013

2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)

2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

2014 Draft Budget reflects organizational change to include Social Planner prior years are not restated

Social and Protective Services (Fire, Police, 911, Emergency Services ,Bylaw, Parking)	2013 - 2017 Financial Plan				
	2011 Actual	2012 Actual	2013 Budget	2014 Budget	2014 Draft Budget
Fire Protection Contracts	79,635	84,173	84,173	85,015	84,173
911 Revenue	591,949	573,326	545,670	556,583	540,000
Provincial Traffic Fine	1,711,541	1,718,360	843,162	843,162	843,162
Keep of Prisoners	107,861	78,687	80,000	80,800	80,000
Animal Impound Fees	21,465	28,945	25,000	25,250	25,000
Other Licenses	196,980	195,139	235,000	237,350	235,000
Bylaw Fines	190,660	153,785	163,000	164,630	145,000
Parking Fees	552,557	575,954	547,500	552,975	547,500
Parking Permits	489,893	478,094	460,800	465,408	549,720
Parking Meter Hood Rental	1,920	3,640	2,000	2,020	2,000
Parking Fines	274,332	254,266	247,100	249,571	162,000
Parking Adjudication Fees	-	-	-	-	500
City Property Rentals	661,428	628,244	606,278	617,479	581,715
Recoveries	654,450	710,906	716,171	727,774	706,613
Miscellaneous Revenue	137,102	135,577	122,800	124,028	132,800
Other Revenue	10,578	62,754	10,000	10,100	11,500
Total Operating Revenues	5,682,353	5,681,849	4,688,654	4,742,145	4,646,683
Wages and Benefits	16,842,354	17,549,331	18,812,722	19,290,371	19,268,204
Services and Supply Contracts	2,161,900	2,175,962	1,920,053	1,872,390	2,014,157
RCMP Contract	17,504,128	19,398,518	20,546,736	21,961,408	20,687,930
Utilities	300,521	292,704	311,500	317,730	341,505
Materials & Supplies	731,308	692,588	797,638	803,769	820,840
Internal Charges & Other	1,163,942	1,149,080	1,202,092	1,223,697	1,071,785
Total Operating and Maintenance Expenditures	38,704,153	41,258,182	43,590,740	45,469,364	44,204,421
Net Excluding Transfers to Reserve and Debt	33,021,800	35,576,333	38,902,086	40,727,220	39,557,738
Transfer to/(from) Reserves	134,054	253,058	(32,467)	(12,713)	(97,461)
Debt	621,266	491,855	491,833	501,302	491,809
Total Transfer to Reserves and Debt	755,320	744,913	459,366	488,589	394,348
Net Operating Funded from General Revenue	33,777,120	36,321,246	39,361,452	41,215,809	39,952,086
Transfers from Reserves	921,733	1,098,398	1,908,424	822,000	-
Other Project Funding	13,691	-	-	2,400,000	-
Total Project Funding	935,424	1,098,398	1,908,424	3,222,000	-
Capital	643,342	1,154,618	1,669,224	3,147,000	-
Operating	595,588	179,093	515,815	271,400	-
Total Project Expenditures	1,238,930	1,333,711	2,185,039	3,418,400	-
Net - Funded from General Revenues	34,080,626	36,556,559	39,638,067	41,412,209	39,952,086
% Funded from General Revenues	84%	84%	86%	84%	90%
Cost per Capita	\$ 391.91	\$ 417.72	\$ 446.58	\$ 460.02	\$ 443.80
Budgeted FTEs - Municipal			189.7		191.7
Budgeted FTEs - RCMP			140.0		140.0

Social & Protective Services - Regulation & Security, Parking & Social Planning - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:

- Staffing
- Contracted Services (e.g. animal control contract, parking contract, legal fees related to bylaw enforcement)
- Materials and Supplies
- Bad Debts Expense

Indirect costs that are incurred to support operations such as payroll, accounts payable, human resources and senior management resources are not included in operations actuals/budget.

Notes:

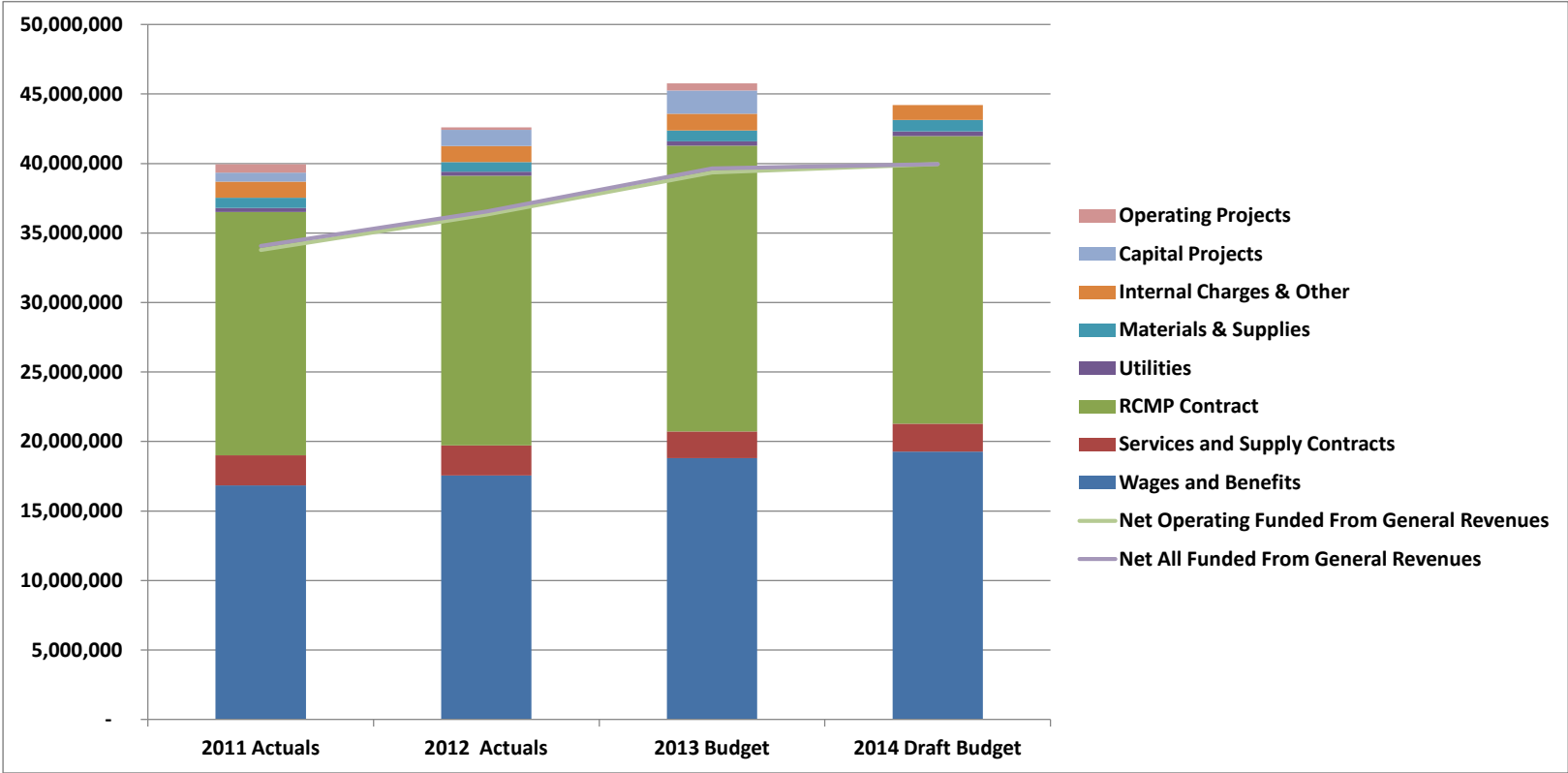
CUPE contract expires December 31 2013

2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)

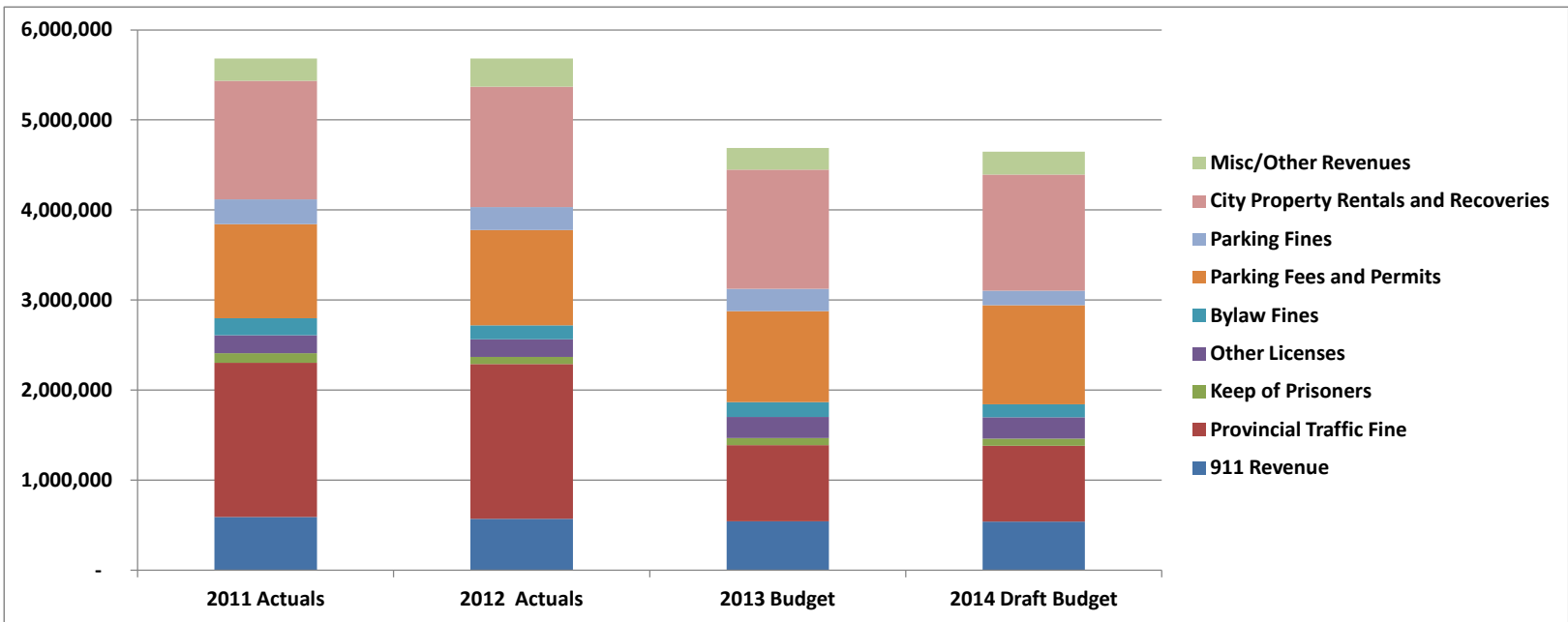
2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

2014 Draft Budget reflects organizational change to include Social Planner prior years are not restated

Expenditures Analysis

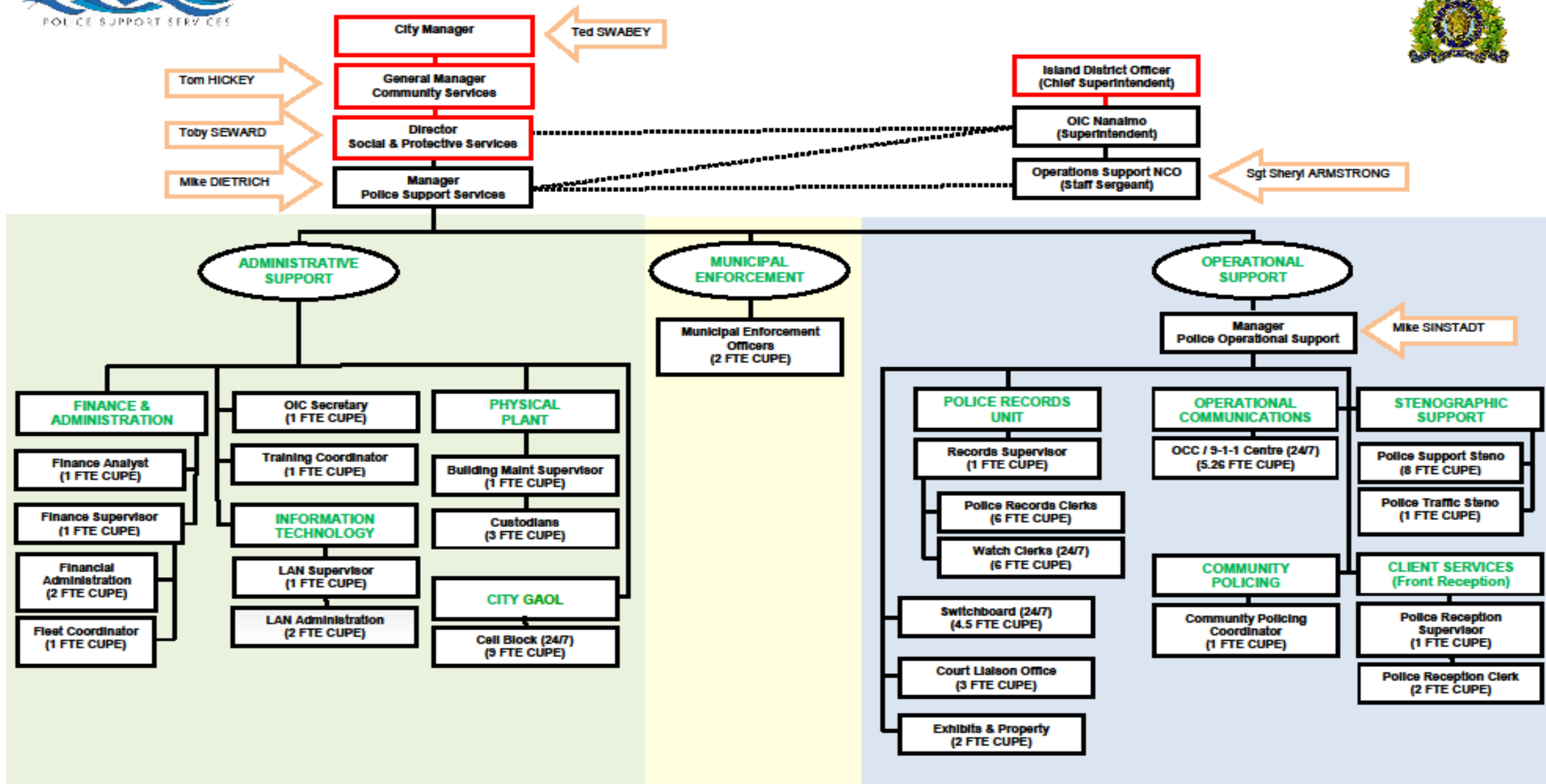


Revenue Analysis





**COUNCIL BUDGET REVIEW
SOCIAL & PROTECTIVE SERVICES
POLICE
February 5, 2014**



Social & Protective Services - Police - Current Level of Service
2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

- Annual operating and maintenance activities to provide current service levels
- Identify specific projects, supported by a long range asset management plan, for renewal of current facilities. Renewal projects focus on replacing major components of each facility.
- Identify specific projects for upgrades to current facilities.

Significant Events/Pressures

Staffing:

In 2009 the RCMP issued a Police Human Resource Study for the Nanaimo Detachment. The report analyzed the Nanaimo Detachment general duty section and recommended up to an additional 40 members. In 2010 Council approved 24 additional general duty members and 10 additional support staff to be allocated over a five year term.

Implementation of Plan to Date

	2010	2011	2012	2013	Total
RMCP - General Duty Members (FTE's)	5.00	5.00	5.00	0.00	15.00
Municipal - Support Staff (FTE's)	2.00	2.00	2.00	1.00	7.00

Total Staffing

RMCP - General Duty Members (FTE's)	130.00	135.00	140.00	140.00
Municipal - Support Staff (FTE's)	57.70	59.70	61.90	62.90

Technological Crimes:

Technological innovations are generating new technological crimes. Furthermore, technologically savvy criminal can be located anywhere where in the world creating additional challenges for police. The police must continually update their technology and training to respond to these changes but due to the reactive nature of their investigations and limited resources these changes occur at a slower pace then the innovations.

Complex legal questions are arising with regard to technology (i.e. police use of technology on one hand and police access to technology used for crime on the other hand)

Current pressures include: child pornography, child luring, identification theft and fraud

Court:

Case law has created an increasing disclosure and evidentiary burden on police to ensure a conviction. In 2010 a .5 FTE Exhibit and Property Clerk was added to staffing and an additional 0.5 FTE is included in the higher service level request for 2015.

Technology is becoming challenging (i.e. in terms of disclosing evidence)

Court cases are become more complex requiring significant resources being used before and during trails (members in court longer, more overtime, members "off the road" longer)

Organized Crime/Gangs:

Significant focus on organized crime/gangs in the Lower Mainland is driving them to Vancouver Island and in particular Nanaimo

Organized crime is in a recruitment phase which means they are building their operations and Nanaimo is seen as a fertile ground for organized crime/gang recruitment. The RCMP are implementing proactive plans to deal with and minimize the effect of this segment on the Community (this work is tied in with their youth initiatives).

Mental Health:

Police are increasingly finding themselves in the role of a social worker dealing with mental health issues, creating an increased burden on police operations. These calls place members at a higher risk, require more training and typically require twice as many members and time to deal with successfully. It is not uncommon for members to be dealing with the same individual 10 to 15 times per month.

Major Cases:

Nanaimo members handle all major cases within the municipality and the Vancouver Island Major Case Unit (VIMCU) handles non-municipal major cases in the area. However until recently Nanaimo members handled both municipal cases as well as major cases in the surrounding rural area. Major cases require significant resources to investigate and bring to trial with costs ranging from \$250,000 per conviction for a “simple” major case to \$1 million per conviction for a “complex” case.

Changes to Marihuana For Medical Purposes Regulations (MMPR):

Anticipated that 200-500 currently licenced medical marihuana operations will become illegal effective April 1, 2014

Plan needs to be in place to ensure these operations cease and be cognizant of potential crime against new licenced operations in future

911 - Police

Abandoned 9-1-1 calls create a significant burden on the system as each one must be investigated. In 2013 6,151 of 59,073 or 10.4% of 9-1-1 calls were abandoned calls. With 65% of those abandoned calls coming from wireless devices.

Technological changes to the Public Safety Answering Point (PSAP) are pending that will allow for NexGen technology to enable 9-1-1 to be used via text or internet

Social & Protective Services - Police - Current Level of Service
2014 - 2018 Financial Plan Review

Youth

The tough socio-economic environment some youth in Nanaimo are facing leads to youth issues such as substance abuse, youth crime, criminal behaviour and gang involvement. The RCMP are implementing 5 and 10 year plans to prevent youth crime and related anti-social behaviour.

Current Level of Service

The City of Nanaimo is policed by the Royal Canadian Mounted Police (RCMP) under a Municipal Police Unit Agreement with the BC Minister of Justice. The City funds 90% up to the contract maximum of this service. Support services are provided by Municipal staff. There is currently one officer in charge and 139 members assigned to nine different units. Actual staffing levels may be lower due to vacancies.

Proactive Units	Reactive Units
8 - Bike Unit	76 - General Duty (GD)
24 - General Investigations Section (GIS)	10 - Serious Crime (SCU)
7 - Municipal Traffic Unit	3 - Police Dog Service (PDS)
6 - Youth/School Liaison (SLO)	3 - Forensic Identification Services (FIS)
2 - Community Policing (CPS)	

Police Services operates out of the Police Operations Building (303 Prideaux) as well as the Police Annex Building (575 Fitzwilliam). Approx. 80% of the Police Annex Building is leased to the Government of Canada for non-City RCMP use. The City also operates a remote RCMP office at the Oliver Woods Community Centre.

A Restorative Justice Program is operated by the Nanaimo branch of the John Howard Society with core funding provided by the City, In 2013 the program handled 107 case files for youth and 94 case files for adults.

Police-based victim services are provided by the Nanaimo Police-Base Victim Services Society which receives core funding from the City. In 2013 the Society handled 50 case files for youth and 877 case files for adults. Demand for their services has been increasing 12-20% annually.

The Auxiliary Constable Program has 28 uniformed Auxiliary Constables who help support community policing programs such as DARE and the school liaison program as well as help staff special events and displays promoting community policing. They also assist the City with Emergency Preparedness initiatives such as the recent Colliery Dam information distribution.

Continuous Improvement Changes/Crime Reduction

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Population	78,630	79,620	81,077	81,035	81,743	83,056	84,620	85,778	87,314	87,816
# of Criminal Code Offences	12,865	13,758	13,720	13,624	12,431	10,336	11,311	10,459	9,146	9,182
Crime Rates - Total Criminal Code Offences	163.6	172.8	169.2	168.1	152.1	124.4	133.7	121.9	104.7	104.6
# of Violent Offences	1,891	1,952	2,137	2,225	1,737	1,632	1,636	1,693	1,403	1,428
# of Property Offences	8,804	9,481	8,355	8,025	7,919	6,476	6,691	5,841	5,288	5,248
# of Other Criminal Code Offences	2,170	2,325	3,228	3,374	2,775	2,228	2,984	2,925	2,455	2,506
# of Drug Offences	470	551	553	532	549	629	705	693	622	677

Approved RMCP - General Duty Members (FTE's) 111.00 112.00 112.00 114.00 118.00 123.00 125.00 130.00 135.00 140.00

Number of offences represents only those crimes reported to, or discovered by the police which, upon preliminary investigation, have been deemed to have occurred or been attempted; these data do not represent nor imply a count of the number of charges laid, prosecutions conducted, informations sworn or convictions obtained. The crime data contained in these reports have been recorded by the police utilizing the Uniform Crime Reporting 2 (UCR2) Survey scoring rules and guidelines. If a single criminal incident contains a number of violations of the law, then only the most serious violation is recorded for UCR2 purposes.

Statics Per Police Services Division, Ministry of Justice, November 2013

In 2012 seasonal marine patrols were implemented creating a RCMP presence on the water (lake and ocean) during the peak times of boating activity. This has enhanced the enforcement of boating laws, provided a crime prevention presence and allowed the RCMP to promote safety on the water.

Social & Protective Services - Police - Current Level of Service
2014 - 2018 Financial Plan Review

In 2011 a Domestic Violence Investigation Unit was created and a specially trained investigator was dedicated to handling all domestic violence complaints. The investigator’s specialized skills allow for more efficient investigations to occur and have enabled police to build relationships with external agencies such as the Community Based Victim Services, the Men’s Resource Centre, Ministry of Children & Families and the Crown.

A number of steps were taken to streamline the Bar Watch program which has reduce the program's reliance on overtime. These steps included integrating the program into the Bike Patrol Unit's management and rescheduling members for Bar Watch for regular shifts. As well, there is an increased focus on street checks and making and maintaining contacts.

Improvements were undertaken to the School Liaison (SLO) program to focus on at-risk youth in the community both in and out of school. As part of the RCMP 5 and 10 year plans within the community they are working with the School District and other agencies such as the Ministry of Children and Families to identify at-risk youth early and to ensure that they and their families are connected with the appropriate resources to ensure their success.

Improving services for chronic complainers, prolific offenders and for socially disadvantaged individuals by dedicating a member to deal solely with them. Some are dealt with through the Prolific Offender Program, while others are connected with social service agencies, medical programs and charitable organizations as necessary in order to improve their circumstances thereby lessening their impact on the community and on calls for service (for all emergency services). Long term solutions that reduce calls for service by coordinating community services is the goal of the program. It is estimated that in excess of 1,000 calls for service are eliminated annually by this program.

Re-alignment of General Investigation (GIS) teams to focus on offender based crime vs. commodity based crime. By focussing on the offenders and not the commodities, the police are able to take a holistic approach to the full spectrum of crime as it is often the case that the same people are involved in a variety of criminal activities.

Upgrade to Nanaimo Gaol for the safety and security of staff and prisoners. Upgrades included: eliminating dangerous hazards from within the cells thereby reducing liability, improvements to sight-lines and improvements to security and surveillance systems.

Annual Operating Programs Include:

Support Services:

- General administrative support to the RCMP including: RCMP Finance, RCMP IT, RCMP training coordination, stenography, switchboard, police recordkeeping, building emergency preparedness and front desk client services

Municipal Enforcement:

- Assist the RCMP to enforce traffic and highways regulations (Bylaw 5000) especially as it relates to Commercial Vehicles
- Provides assistance to the Downtown Bylaw department
- Enforce the Transportation of Dangerous Goods Act (BC)

Facility Operations:

- The repair and maintenance of the Police Operations Building and the Police Annex Building
- The repair of maintenance of police equipment including computers, weapons and vehicles is covered under the Municipal Police Unit Agreement

Nanaimo Gaol (Cell Block):

- 24/7 operation of the Nanaimo Gaol including: guarding, security of prisoners, feeding and health services to prisoners, custodial and linen services
- 12 holding cells housing approx. 5,000 prisoners annually
- Under the "Keep of Prisoners" plan the Province provides reimbursement for keeping non-municipal prisoners

Crime Prevention:

- Support crime prevention and community policing programs such as Block Watch, Harbour Watch, Speed Watch, Citizens on Patrol, Lock Out Auto Crime, Security Survey Team, Crime Stoppers etc.
- Engage in public relations and participate in community initiatives such as Leaders-In-Training and P.A.R.T.Y. program
- Currently 52 volunteers involved in various community policing programs

911 Call Centre:

- Operation of the Central Island PSAP which answers all Central Island 911 calls and downstreams them to the appropriate secondary PSAP's - Police, Fire and/or Ambulance dispatch centres
- Revenues are generated by a call answer levy

Social & Protective Services - Police - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:

- Staffing
- RCMP Contract
- Utilities
- Building Repair and Maintenance

Indirect costs that are incurred to support the Police operations such as payroll, accounts payable, human resources and senior management resources are not included in Police operations actuals/budget.

Notes:

CUPE contract expires December 31 2013

2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)

2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

911 Public Safety Answering Point (PSAP)

A levy is collected by communication utilities (Shaw, Telus, Rogers). Currently the levy is assessed on land lines only.

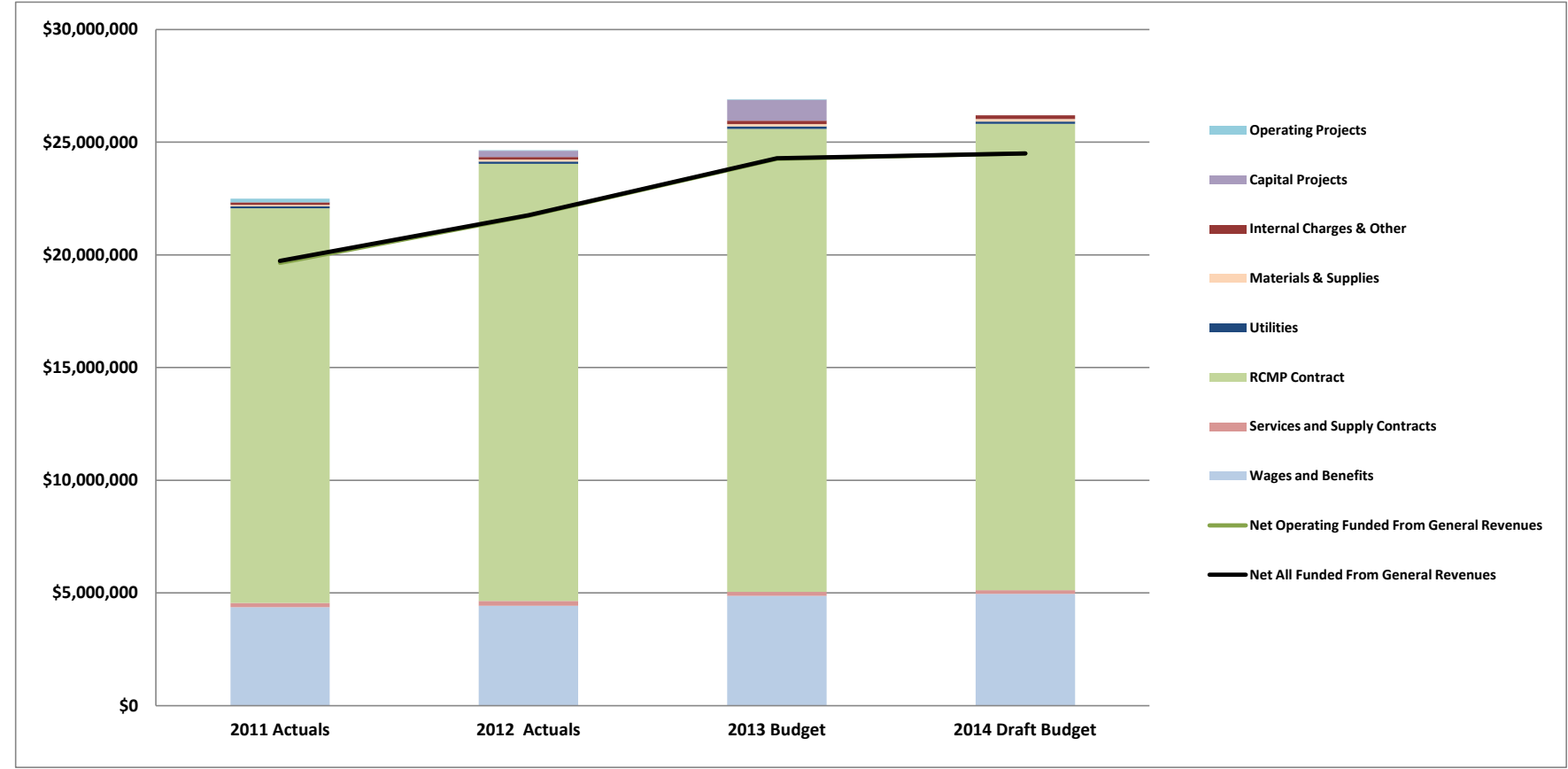
			2013 - 2017 Financial Plan			
Police		2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
	Provincial Traffic Fine	1,711,541	1,718,360	843,162	843,162	843,162
	Keep of Prisoners	107,861	78,687	80,000	80,800	80,000
	Bylaw Ticket Fines	3,555	1,900	2,000	2,020	2,000
	City Property Rentals	607,628	579,844	556,278	566,979	531,715
	Recoveries	133,883	107,172	96,801	97,769	98,353
	Miscellaneous Revenue	113,584	118,395	110,000	111,100	120,000
	Other Revenue	9,238	9,193	9,000	9,090	11,000
	Total Operating Revenues	2,687,290	2,613,551	1,697,241	1,710,920	1,686,230
	Wages and Benefits	4,362,944	4,431,095	4,872,704	5,039,924	4,961,357
	Services and Supply Contracts	195,459	216,191	172,519	175,833	162,109
	RCMP Contract	17,504,128	19,398,518	20,546,736	21,961,408	20,687,930
	Utilities	96,724	98,669	105,600	107,712	109,600
	Materials & Supplies	63,607	85,043	99,318	101,304	113,250
	Internal Charges & Other	113,445	112,022	158,829	160,255	152,905
	Total Operating and Maintenance Expenditures	22,336,308	24,341,538	25,955,705	27,546,436	26,187,151
	Net Operating Funded from General Revenue	19,649,018	21,727,988	24,258,464	25,835,516	24,500,921
	Transfers from Reserves	80,000	277,794	925,395	5,000	
	Other Project Funding	-	-	-	-	
	Total Project Funding	80,000	277,794	925,395	5,000	-
	Capital	-	278,072	925,395	-	
	Operating	162,722	26,202	30,000	35,000	
	Total Project Expenditures	162,722	304,274	955,395	35,000	-
						-
	Net - Funded from General Revenues	19,731,740	21,754,468	24,288,464	25,865,516	24,500,921
	Funded from General Revenues	88%	88%	90%	94%	94%
	Cost per Capita	\$ 226.90	\$ 248.58	\$ 273.64	\$ 287.32	\$ 272.17
	Budgeted FTEs - Municipal			62.9		
	Budgeted FTEs - RCMP			140.0		

Social & Protective Services - Police - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

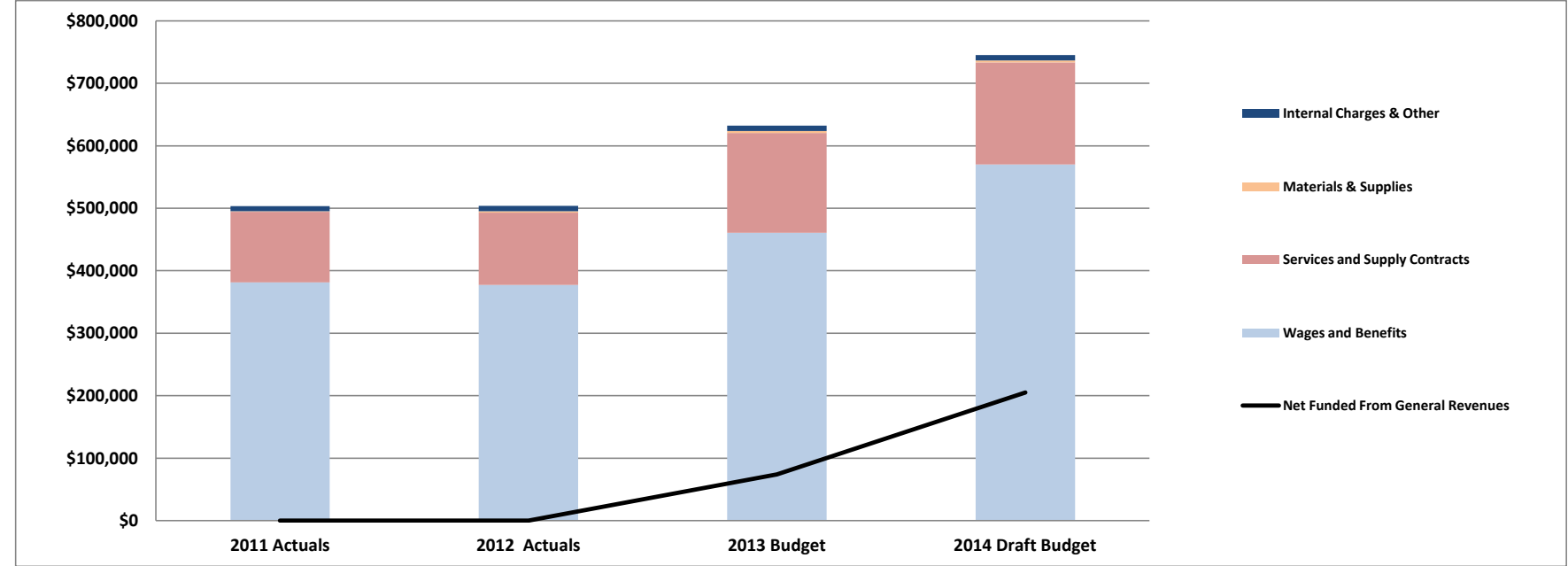
			2013 - 2017 Financial Plan				
911 - Public Safety Answering Point (PSAP)			2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
911 Revenue			591,949	573,326	545,670	556,583	540,000
Recoveries			-	8,907	12,317	10,880	-
Other Revenue			-	25,000	-	-	-
Total Operating Revenues			591,949	607,233	557,987	567,464	540,000
Wages and Benefits			381,446	377,453	460,813	470,029	570,029
Services and Supply Contracts			112,731	115,709	159,763	159,898	163,483
Materials & Supplies			875	2,234	3,000	3,060	3,000
Internal Charges & Other			8,488	8,488	8,488	8,658	8,488
Total Operating and Maintenance Expenditures			503,539	503,883	632,064	641,645	745,000
Net - Funded from General Revenues					74,077	74,181	205,000
Ne - Contributed to General Revenues			88,410	103,350			
Cost per Capita			\$ -	\$ -	\$ 0.83	\$ 0.82	\$ 2.28
Budgeted FTEs					5.3		6.3

Social & Protective Services - Police - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Expenditure Analysis - Police



Expenditure Analysis - 911 Police



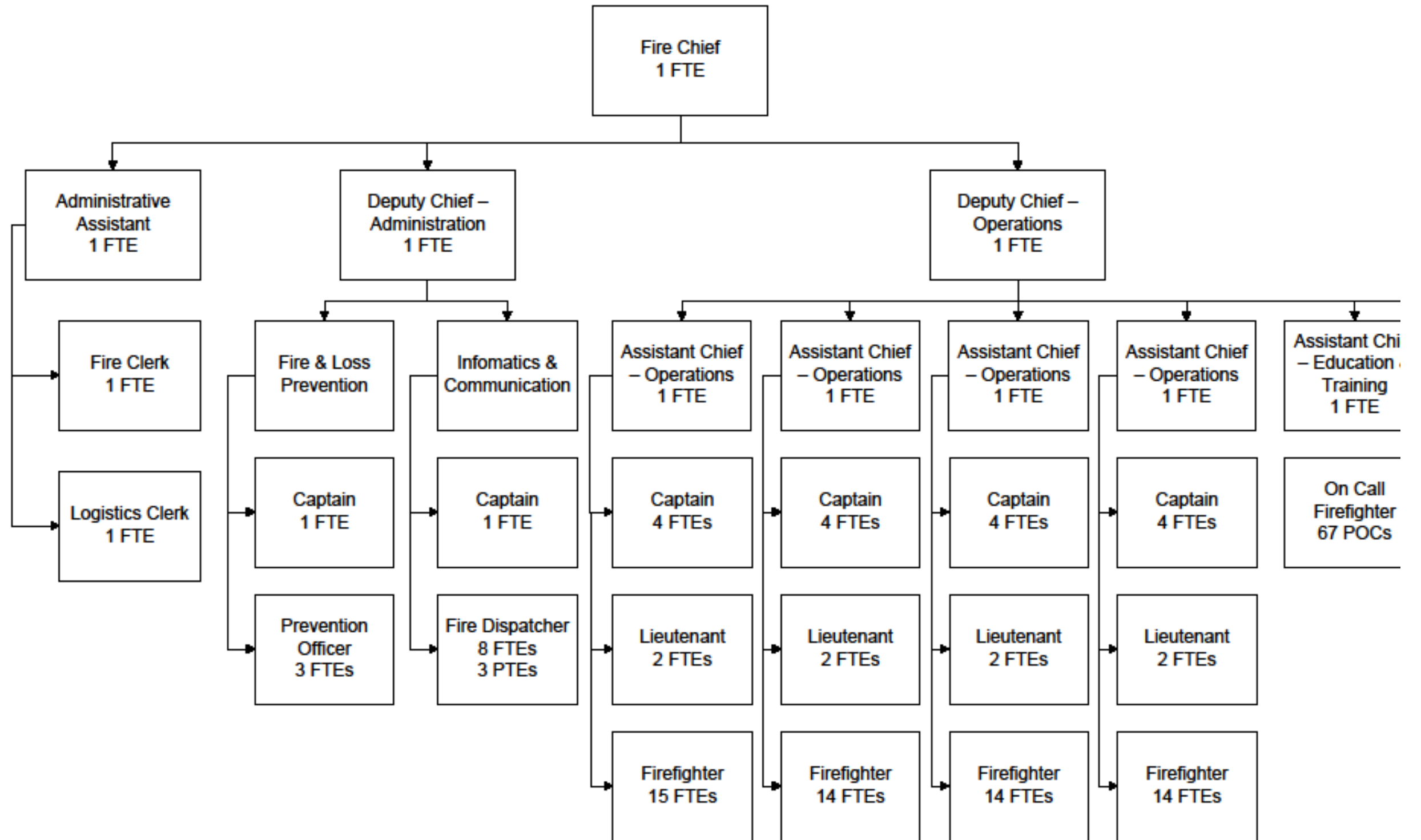
Social & Protective Services - Police - Service Level Changes and Projects
2014 - 2018 Financial Plan Review

- Notes:
- 1) Projects are for expenditures that do not occur every year or vary from year to year.
 - 2) Most projects are related to asset management of current facilities.
 - 3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
 - 4) Projects can be funded from DCC's, other reserves, grants and general taxation funding.

	Asset Renewal Projects	New Assets Projects	Asset Upgrade Projects	Strategic Projects			
	2014						
Description	\$	% - 1% taxation	2015	2016	2017	2018	Future Years
Service Level Changes							
Victim Services - Increase annual operating grant	5,000	0.0%	5,000	5,000	5,000	5,000	
Additional Staffing - Remaining Implementation per Police Human Resource Study (2009)							
Additional RCMP General Duty members - FTEs	3		3	3			
RCMP members restated (2013 staffing - 140 members)	143		146	149	149	149	
Annual \$	465,078	0.5%	470,640	479,979	-	-	
Additional Municipal Support staff - FTEs	2		1				
Annual \$	145,435	0.2%	72,717	-	-	-	
Total - RCMP and Municipal Staffing - Annual \$	610,513	0.7%	543,357	479,979	-	-	
Cumulative - \$			1,153,870	1,633,849	1,633,849	1,633,849	
Additional Staffing:							
RCMP Members							
Plainclothes Investigator(s)			2		2		
Community Policing				1		1	
Domestic Violence Investigator				1			
General Duty					2	2	
Municipal Traffic						1	
Additional RCMP members - FTEs:	-		2	2	4	4	
Total RCMP members restated (2013 staffing - 140 members) - FTEs	143		148	153	157	161	
Annual \$	-		313,760	319,986	653,336	665,724	
Additional Municipal Support staff - FTEs							
Manager, Police Administration Support				1			
Annual \$		0.0%		106,250			
Total - RCMP and Municipal Staffing - Annual \$	-	0.0%	313,760	426,236	653,336	665,724	
Cumulative - \$			313,760	739,996	1,393,332	2,059,056	
Total - All Additional Staffing - \$	610,513	0.7%	857,117	906,215	653,336	665,724	
Cumulative - All Additional Staffing - \$			1,467,630	2,373,845	3,027,181	3,692,905	
Furniture and Equipment:							
Furniture and Equipment Replacement Program	20,000	0.0%	20,000	20,000	20,000	20,000	
RTID Prisoner Booking Software/Hardware	50,000	0.1%					
Chemical Wet Station					50,000		
	70,000	0.1%	20,000	20,000	70,000	20,000	
Police Building - 303 Prideaux Street:							
Police Building Expansion							
Study				40,000			
Design					600,000		
Construction						6,000,000	
Total	-	-	-	40,000	600,000	6,000,000	
Energy Upgrades	1,000	0.0%					
HVAC - Pump Replacement Program	20,000	0.0%	20,000	20,000	20,000	20,000	
HVAC - Boiler Replacement					25,000		
Sustainability - Redesign lighting to ASHRE/IESNA standards				10,000			
Siding			20,000				
Main Disconnect Switch					50,000		
	21,000	0	40,000	30,000	95,000	20,000	
Police Building - 575 Fitzwilliam Street:							
Roof Replacement					234,000		
	-	0.0%	-	-	234,000	-	
Total Expenditures	706,513	0.8%	922,117	1,001,215	1,657,336	6,710,724	



**COUNCIL BUDGET REVIEW
SOCIAL & PROTECTIVE SERVICES
NANAIMO FIRE RESCUE
January 30, 2014**



Social & Protective Services - Nanaimo Fire Rescue- Current Level of Service

2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

- Annual operating and maintenance activities to provide current service levels
- Identify specific projects, supported by a long range asset management plan, for renewal of current facilities. Renewal projects focus on replacing major components of each facility.
- Identify specific projects for upgrades to current facilities.

Significant Events

In 2005 a Standard of Response Coverage Study was completed. In order for Nanaimo Fire Rescue to meet its response time objectives the study recommended the addition of Fire Station #4, which opened in 2008, and the construction of a Hammond Bay station (Fire Station #6) which is included as part of our service level changes/project plan. In 2013 staff also presented a Fire Rescue Integrated Risk Management Model Synopsis as a Fire Plan update to continuously build a safer community through targeted risk reduction and improve response performance. This model is still under discussion.

In December 2013 the IAFF and the City signed a new collective agreement covering April 10, 2010 to December 31, 2011

In 2013 Nanaimo Fire Rescue completed a "pilot" home inspection program to ensure residences had a functional smoke alarm with the goal of eliminating fire deaths. Educating the public on life safety initiatives, like the home safe program, will expand through collaborative dialogue with Management and the Union.

LiveMUM (Move Up Module) software was recently purchased and should be operational in 2014. This software works in combination with AVL (automatic vehicle locator) to enable the staff to indentify where vehicles are and when to relocate them should another vehicle be tied up at another incident. This technology will assist in improving response performance.

In November 2013 Nanaimo Fire Rescue and the Vancouver Island Emergency Response Academy received approval from the British Columbia Emergency Health Services and the British Columbia Emergency Medical Assistance Licensing Board to implement a new First Responder Curriculum. With approx. 70 % of calls medical in nature, the development of this new curriculum is key to providing the best possible service to the public. It will eliminate the disparity between First Responders and Paramedics training and provide for seamless pre-hospital care for patients.

Introduction of the BC Paramedics "Treatment Guidelines". These guidelines are evidence-based and are considered to be best practices for patient care. The new First Responder Curriculum will educate First Responders in these new practices.

Current Level of Service

Nanaimo Fire Rescue provides 24/7 service to the City 365 days of the year through five fire stations with 81 FTE's in operations and 67 on-call firefighters. Four stations are staffed by career firefighters and on-call firefighters. One station, located on Protection Island, is an on-call station. During 2013 Fire Rescue responded to 6,914 incidents and performed 2,657 inspections.

Nanaimo Fire Rescue responds to fires, medical incidents, rescue situations, natural disasters and provides specialized services such as hazmat and technical rescue.

The Level of Service provided by Nanaimo Fire Rescue can also be defined by response performance represented by the percentile of the first unit on scene of emergencies within 6 minutes, 90% of the time. This includes targets of 60 seconds for dispatch, 60 seconds for turnout, and 4 minutes for travelling to the emergency. In 2013, the actual performance was:

First unit arrival within 6 minutes	80.63%
Dispatch time within 60 sec.	91.91%
Turnout within 60 sec.	72.23%
Travel time within 240 sec.	72.32%
Initial alarm assignment arrival within 10 minutes	98.40%

Nanaimo Fire Rescue operates FireComm; a ‘secondary service answer point’ as it receives both emergency and non-emergency calls from the 911 operators at the RCMP as well as from BC Ambulance service in Victoria. FireComm is a fire dispatch and communication centre that dispatches 27 fire departments within the Central Island region. The Central Island Partnership consists of the City of Nanaimo (45%), Cowichan Valley Regional District (45%) and Regional District of Nanaimo (10%). It has state of the art equipment and a radio infrastructure to provide communications. Approximately 50% of the calls received are for the City of Nanaimo.

Nanaimo Fire Rescue also uses advanced technology to provide responding firefighters with detailed response information. Fire engines have an on-board computer that are updated in real time from the computer-aided dispatch system at FireComm. The information includes street network maps and pre-incident plans of major risk buildings.

Social & Protective Services - Nanaimo Fire Rescue- Current Level of Service

2014 - 2018 Financial Plan Review

Continuous Improvement Changes

Nanaimo Fire Rescue staff have been working diligently to improve response performance through an array of methods. The 6 minute percentile has largely improved through turnout time of members. Dispatch and travel time has remained relatively constant. The following table outlines turnout time performance over the last 6 years

Measure	2013	2012	2011	2010	2009	2008	2007
Turnout within 60 seconds	72.23%	59.30%	53.52%	41.31%	32.62%	32.30%	17.55%
Turnout within 80 seconds	69.02%	60.80%	53.13%				

Nanaimo Fire Rescue operates the Vancouver Island Emergency Responses Academy (VIERA) and markets accredited fire service courses to numerous other departments. With the development of a new Medical First Responder manual and curriculum, coupled with recent shift to sole ownership, it is anticipated that revenues will significantly increase in 2014 and future.

Annual Operating Programs Include:

Training:

- Nanaimo Fire Rescue manages an array of Firefighter and Fire Officers courses to develop and maintain the skills, knowledge and abilities of all members.
- The City owns and maintains a Fire Training Centre for skill maintenance including, but not limited to, live fire training, auto-ex training and high angle rescue training. The centre also generates revenue through rental to a private organization who provides training for various fire response organizations
- Operate the Vancouver Island Emergency Reponses Academy to provide high quality, current and relevant training and certification that meets or exceeds the standards set by the National Fire Protection Association

Prevention:

- Reviewing of development plans before permits are issued to ensure that all fire and life safety issues are appropriately addressed
- Business inspections for life/safety issues
 - Annual inspection of large commercial kitchens or ones with multiple complicated components
 - Inspection of any new suppression system installed in a commercial kitchen
 - Life safety inspection of new businesses
- Code enforcement to ensure premises do not pose an increase risk of fire, explosions, endanger life and property

Public Education:

- Fire prevention week which focuses on a different fire prevention theme each year. For 2013 the focus was kitchen fire prevention.
- On-going campaigns to empower the public to prevent home fires and protect their families through appropriate planning, tools and education
- Nanaimo Fire Rescue Child Passenger Safety Program provides education clinics at various locations and time throughout the City on the proper installation of children's car seats
- Basic fire safety and fire extinguisher use training courses are offered. During 2013 60 people completed the training.
- Tours of fire stations and their operations for kids to educate them on fire safety

Maintenance:

- Repair and maintenance of 2,950 fire hydrants by contractor. Fire hydrants are serviced annually as well as after each use.
- Repair and maintenance of the fire fleet including trucks, cars, boat, trailers and 16 pieces of fire apparatus ranging from pumper trucks to a emergency mobile bus.

On-Call:

- Approx. 67 on-call firefighters support Nanaimo Fire Rescue
- Annual operating grants are paid to six on-call groups: Protection Island Volunteer, Hammond Bay Volunteer, Chase River Volunteer, Harewood Volunteer and Northfield Volunteer (2014 budget - \$17,500 total)

Social & Protective Services - Nanaimo Fire Rescue - Annual Operating and Maintenance

2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:

- Staffing
- Contracted Services (e.g. hydrant maintenance, fleet repairs - heavy duty, instructors)
- Fire fleet

Indirect costs that are incurred to support the Fire operations such as payroll, accounts payable, human resources and senior management resources are not included in Fire operations actuals/budget.

Notes:

Wages and benefits:

- 2011 and 2012 actuals include an estimate re IAFF contract increase
- 2013 Budget includes an estimate re IAFF contract increase (2010, 2011, 2012 and 2013)
- 2014 Budget includes an estimate re IAFF contract increase (2010, 2011, 2012, 2013 and 2014) - see note below re inflationary increase for 2014
- 2014 Draft Budget includes IAFF contract increase (2010, 2011, 2012 and 2013 only) - this provides wage expense at 'estimated' 2013 level
- Wages and benefits actuals and budgets include individual IAFF members increment level increases

IAFF contract expired December 31 2011, CUPE contract expires December 31 2013

2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)

2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

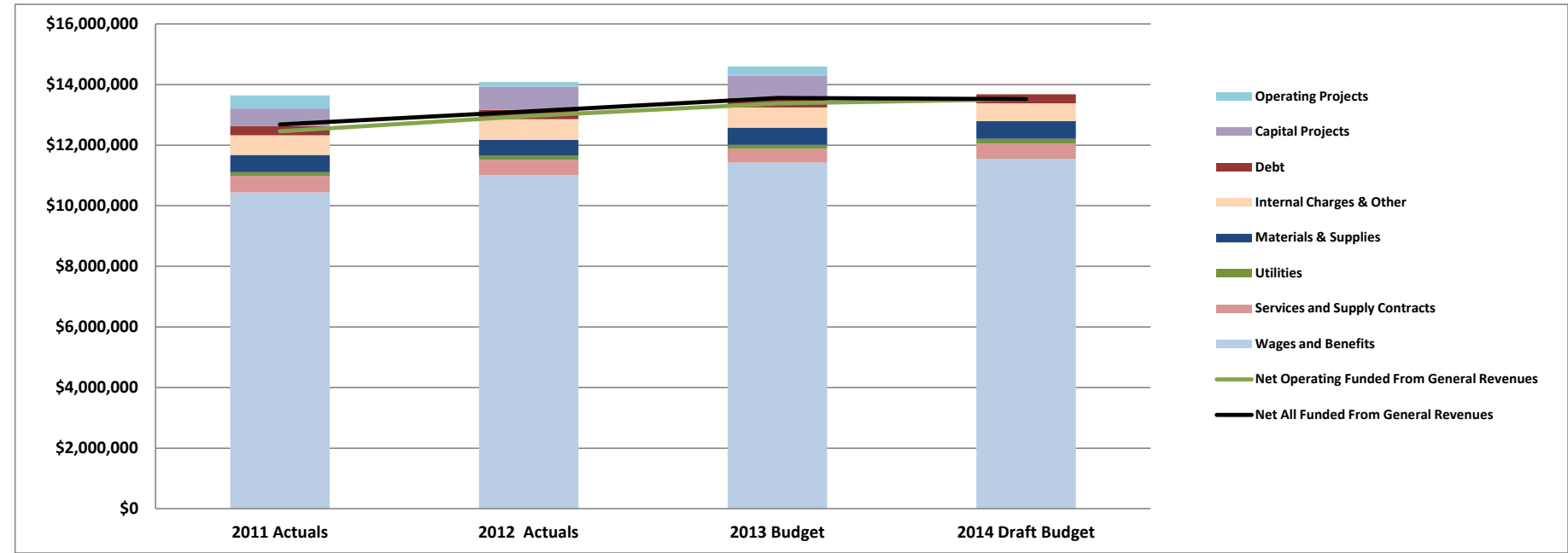
Nanaimo Fire Rescue	2013 - 2017 Financial Plan				
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
see below for restated wages and benefits					
Fire Protection Contracts	79,635	84,173	84,173	85,015	84,173
Recoveries	39,541	45,696	50,950	51,930	36,200
Fines	5,910	17,180	10,000	10,100	10,000
City Property Rentals	20,200	18,400	20,000	20,200	20,000
Other Revenue	24,858	36,836	13,800	13,938	13,300
Total Operating Revenues	170,145	202,285	178,923	181,182	163,673
Wages and Benefits	10,440,977	11,006,077	11,420,982	11,631,413	11,553,253
Services and Supply Contracts	540,268	511,168	459,750	468,725	502,981
Utilities	126,875	130,308	130,800	133,416	153,000
Materials & Supplies	573,182	526,585	570,920	582,308	581,775
Internal Charges & Other	644,169	680,611	663,461	676,722	585,978
Total Operating and Maintenance Expenditures	12,325,472	12,854,749	13,245,913	13,492,585	13,376,987
Net Excluding Debt	12,155,327	12,652,464	13,066,990	13,311,402	13,213,314
Debt	306,121	306,097	306,075	315,544	306,051
Net Operating Funded from General Revenue	12,461,448	12,958,561	13,373,065	13,626,946	13,519,365
Transfers from Reserves	781,075	773,498	862,829	762,000	
Other Project Funding	13,691	-	-	2,400,000	
Total Project Funding	794,766	773,498	862,829	3,162,000	-
Capital	582,684	773,498	743,829	3,147,000	
Operating	432,866	152,891	302,615	181,400	
Total Project Expenditures	1,015,550	926,389	1,046,444	3,328,400	-
					-
Net - Funded from General Revenues	12,682,232	13,111,452	13,556,680	13,793,346	13,519,365
Funded from General Revenues	93%	93%	93%	80%	99%
Cost per Capita	\$ 145.84	\$ 149.82	\$ 152.73	\$ 153.22	\$ 150.18
Budgeted FTEs			96.8		

Social & Protective Services - Nanaimo Fire Rescue - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

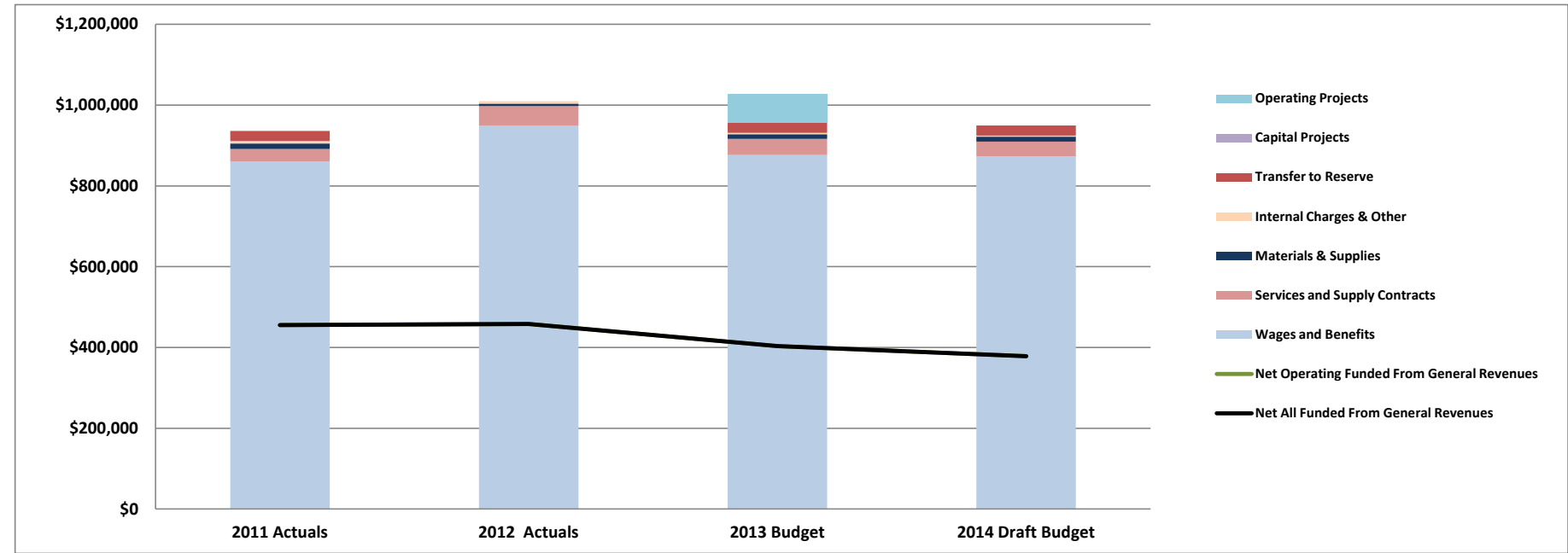
911 - Fire (FireComm)	2013 - 2017 Financial Plan				
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
Recoveries	480,124	551,576	553,103	564,165	571,060
Total Operating Revenues	480,124	551,576	553,103	564,165	571,060
Wages and Benefits	859,971	949,407	876,457	893,986	873,140
Services and Supply Contracts	31,348	48,121	39,775	40,571	36,352
Materials & Supplies	13,805	6,393	11,600	11,832	12,280
Internal Charges & Other	5,700	5,700	3,420	3,420	2,880
Total Operating and Maintenance Expenditures	910,824	1,009,621	931,252	949,809	924,652
Next Excluding Transfer to Reserve	430,699	458,045	378,149	385,644	353,592
Transfer to Reserve	25,000	-	25,000	25,500	25,000
Net Operating Funded from General Revenue	455,699	458,045	403,149	411,144	378,592
Transfers from Reserves	-	-	70,200	55,000	
Other Project Funding	-	-	-	-	
Total Project Funding	-	-	70,200	55,000	-
Capital	-	-	-	-	
Operating	-	-	70,200	55,000	
Total Project Expenditures	-	-	70,200	55,000	-
					-
Net - Funded from General Revenues	455,699	458,045	403,149	411,144	378,592
Funded from General Revenues	49%	45%	39%	40%	40%
Cost per Capita	\$ 5.24	\$ 5.23	\$ 4.54	\$ 4.57	\$ 4.21
Budgeted FTEs			9.7		

Social & Protective Services - Nanaimo Fire Rescue - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Expenditure Analysis - Nanaimo Fire Rescue



Expenditure Analysis - 911 Fire (FireComm)



Social & Protective Services - Nanaimo Fire Rescue - Service Level Changes and Projects
2014 - 2018 Financial Plan Review

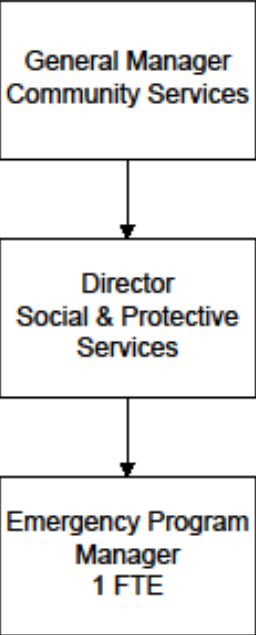
- Notes:
- 1) Projects are for expenditures that do not occur every year or vary from year to year.
 - 2) Most projects are related to asset management of current facilities.
 - 3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
 - 4) Projects can be funded from DCC's, other reserves, grants and general taxation funding.

Asset Renewal Projects	New Assets Projects	Asset Upgrade Projects	Strategic Projects
---------------------------	------------------------	---------------------------	-----------------------

		2014						Future Years
	Description	\$	% - 1% taxation	2015	2016	2017	2018	
	Service Level Changes							
	New Fire Station - Hammond Bay Road							
	Facility construction	2,400,000	2.7%					
	Type 1 Engine			660,000				
	Annual Operational Cost Increases:							
	Staffing (2011 IAFF Rates)							
	10 additional firefighters, June 1			327,488	663,425	764,242	864,975	
	10 additional firefighters, start June 1				327,488	663,425	764,242	
	Initial gear			50,000	50,000			
	Increased operating costs - fire equipment, bldgs, training			59,500	59,500	59,500	59,500	
				436,988	1,100,413	1,487,167	1,688,717	
	Fire Pump Installation in Nanaimo Port Authority Boat (Osprey)	80,000	0.1%					
	Fire Headquarters							
P-3422	Fire Headquarters - Seismic Upgrade	455,000	0.5%					
	Fire Station #1							
	Millwork Kitchen			15,000				
	Roof Replacement			220,000				
	Plumbing					67,000		
P-3424	Boiler Replacement	100,000	0.1%					
	Fire Station #2							
30017	Fire Station #2 - Painting	21,000	0.0%					
	Fire Station #2 - New Compressor	25,500	0.0%					
	Fire Station #3							
	Fire Station #3 - Paint Truck Bay	14,200	0.0%					
	Fire Station #4							
	Fire Station #4 - Air Conditioners	25,000	0.0%					
	Fire Station #4 - Seal Exterior Beams and Paint Exterior	16,000	0.0%					
30016	Fire Training Centre Misc Projects	25,000	0.0%	25,000	25,000	25,000	25,000	
P-3407	Fire Fleet Replacement	692,000	0.8%	50,000	115,000	30,000	650,000	
30035	Fire Fleet - Apparatus Refit						100,000	
30001	Firefighting Equipment	31,500	0.0%	31,500	31,500	25,000	31,500	
30002	Fire Technology Program	81,000	0.1%	17,000	17,000	17,000	24,000	
30004	Intersection Controllers	12,000	0.0%	12,000	12,000	12,000	12,000	
30005	Furniture and Equipment	10,000	0.0%	17,500	17,500	17,500	17,500	
30006	Recruitment Expenses	5,000	0.0%	5,000	5,000	5,000	5,000	
	911 Projects							
30014	911 Call Taking OCC Upgrade	15,000	0.0%					
30015	911 Misc Projects	40,000	0.0%	57,500	60,000	62,500		
	Total Expenditures	4,048,200	4.6%	1,547,488	1,383,413	1,748,167	2,553,717	



**COUNCIL BUDGET REVIEW
SOCIAL & PROTECTIVE SERVICES
EMERGENCY SERVICES
January 30, 2014**



Social & Protective Services - Emergency Services - Current Level of Service
2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

- Annual operating and maintenance activities to provide current service levels
- Identify specific projects, supported by a long range asset management plan, for renewal of current facilities. Renewal projects focus on replacing major components of each facility.
- Identify specific projects for upgrades to current facilities.

Significant Events

In 2013 a 2 year study in partnership with Emergency Management British Columbia (EMBC), the Government of Canada DRDC, RCMP, BC Ambulance Service, Nanaimo Port Authority, George Mason University and local private sector partners was completed. The study provided a comprehensive examination, using Value Added Metrics modelling, of two identified community risks with significant impact, Hazardous Material and Earthquakes. The study developed two potential scenarios and provided a detailed analysis of the two hazards utilizing the four pillars of Emergency Management - Mitigation, Preparedness, Response and Recovery. In addition to a comprehensive analysis of the two high risk disasters, the study helped developed techniques that can now be utilized in planning and analysis of other emergencies and disasters while engaging community stakeholders. The estimated in-kind value of the study was \$250,000.

Formalized Hazardous Materials Consortium with public and private sector partners to look at response and recovery capabilities as well as potential for shared response within the City of Nanaimo.

In the Spring of 2013 established an interdepartmental/agency virtual Emergency Coordination Centre to manage potential occupation of the Colliery Dams.

- Development of the Colliery Dam Short Term Risk Mitigation Strategy. Some initiatives of the strategy include:
- installation of sirens
 - weekly interdepartmental/agency Emergency Coordination Centre meetings
 - development of GIS evacuation priority mapping
 - door to door public safety campaign to educate residents living within inundation area
 - development and testing of geographic mass notification using City Emergency Call Alert system
 - functional community exercise

Current Level of Service

- The emergency management program works to manage risks from major emergencies and disasters that may affect the City. This involves continuously examining actions that might help reduce the likelihood and impact of major emergencies and disasters. These actions include:
- understanding the risks
 - taking all reasonable steps to reduce the threat
 - planning for both response and recovery
 - working to ensure site support teams and community residents are prepared to act when needed through education
 - continually evaluating and improving the program

Emergency Management is available 24/7 365 days of the year and in addition manages the Volunteer Community Assistance Program (formerly ESS, funded in part by the Province). This Community Assistance Program is managed through Emergency Management and integrated into Nanaimo Fire Rescue's operations and is available for other departments. This volunteer program primarily supports fire related calls however it can support any emergency in the community and in the past has been utilized for water main breaks and large scale evacuations.

Emergency Management in addition to planning and development, oversees and provides support and training for the Emergency Coordination Centre (ECC), it also manages the Departure Bay Volunteer Centre and the Community Assistance Volunteer Program made up 50 volunteers. 70 City employees are designated and trained to support operations of the ECC in the event of an emergency.

Nanaimo Fire Rescue maintains a Emergency Mobile Trailer that can be utilized by Emergency Services for the Community Assistance Program and victim assistance. Support kits are maintained for the 4 designated reception centres: Bowen, Beban, Nanaimo Aquatic Centre and Oliver Woods.

During 2013 the Community Assistance Program had 17 callouts - 9 single family and 8 multi units assisting 89 residents and their pets with food, shelter, clothing and recovery .

Social & Protective Services - Emergency Services - Current Level of Service

2014 - 2018 Financial Plan Review

Continuous Improvement Changes

Rapid Damage Assessment

Primary, secondary and tertiary buildings have been mapped and Building Inspectors have been allocated priority buildings by geographic area. In the event of an emergency this will allow for high priority buildings needed to provide services, care, response and recovery for residents to be inspected first. Rapid damage kits have been purchased and assembled for trained building inspectors at Reception Centres and program will continue to be developed further in 2014 along with private sector community partners.

Communications

Entered the social media arena with Nanaimo Fire Rescue Twitter account to reach a broader range for public education and emergency information

Annual Operating Programs Include:

Training: Exercises for responding to emergencies and disasters are conducted on a regular basis. During 2013 the following exercises were undertaken:

- Conducted and facilitated 4 ECC exercises for approximately 50 City staff
 - Two exercises for the potential failure of Colliery Dams
 - One exercise for 12 planning department staff for the potential failure of Colliery Dams
 - One exercise for a Urban Interface Fire
- Community Exercise - Functional
 - Interagency/departmental exercise of Emergency Action Plan for potential failure of Colliery Dams
 - Approximately 80-100 staff participated and several functions of the Emergency Action Plan were tested including incident command centre structure, unified command staging, communications, road closures and emergency call alert.
- Port Security Exercise
 - Facilitated interagency exercise utilizing a hazardous materials scenario
- BC Ferries Exercise
 - Participated in BC Ferries multi agency exercise
- Table Top Exercise
 - As part of the two year study the City participated in a table top exercise conducted by Deference Research & Development Canada (DRDC) and George Mason University

Repair and Maintenance:

Emergency Coordination Centre including electronics, computer hardware, Kramer system, satellite services etc

Departure Bay Volunteer Centre which houses HAMM Radio and the Salvation Army to support emergency response

Communication and Radio equipment including four portable HAMM radios, 4 laptops as HAMM converted to digital communication, radio bases

satellite phone, hand held radios and sirens

Public Education: Educating the public on how to prepare for a major emergency

Annual "Great Shake Out" event

Emergency Preparedness Week

Strategic Planning: Ongoing development of plans and strategies for mitigation, preparedness, response and recovery.

Social & Protective Services - Emergency Services - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:

- Staffing
- Contracted Services (e.g. disaster assistance volunteer director, consultants/trainers)

Indirect costs that are incurred to support the Emergency Services operations such as payroll, accounts payable, human resources and senior management resources are not included in Emergency Services operations actuals/budget.

Notes:

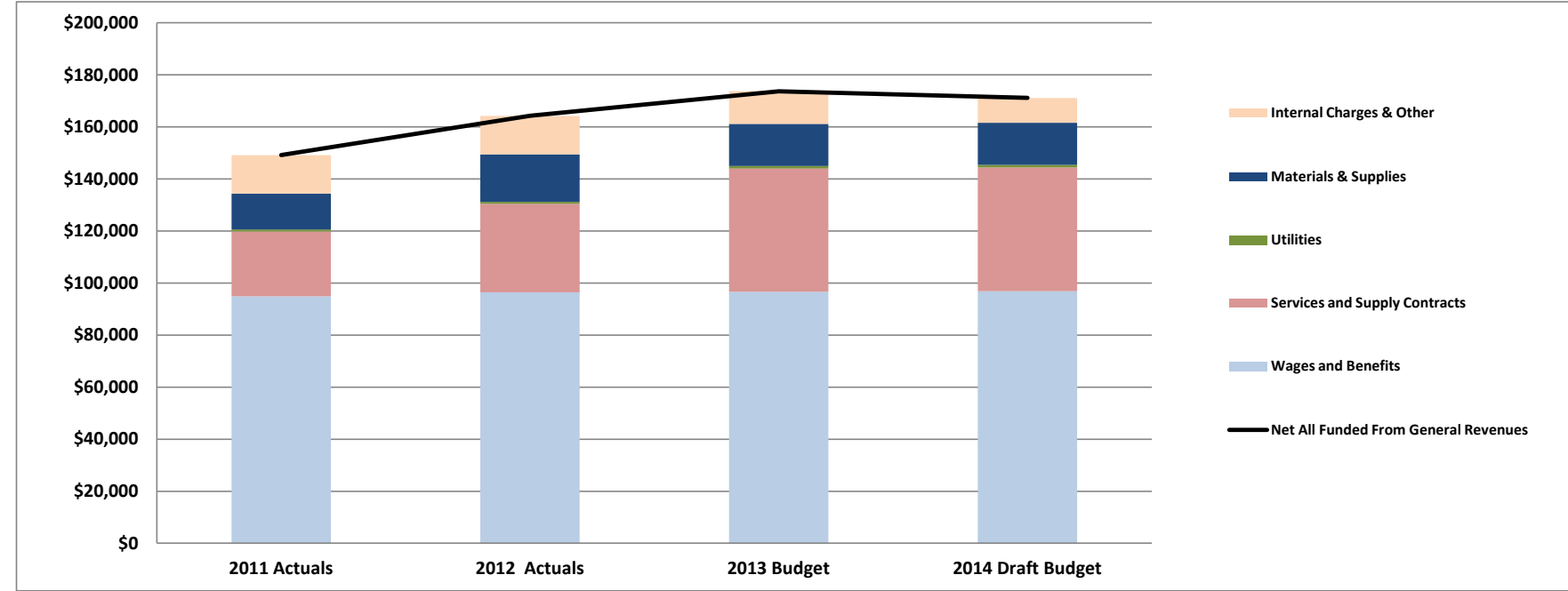
2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)

2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

Emergency Services	2013 - 2017 Financial Plan				
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
Wages and Benefits	94,910	96,412	96,665	98,598	96,895
Services and Supply Contracts	24,959	34,052	47,340	48,287	47,520
Utilities	694	719	1,000	1,020	1,000
Materials & Supplies	13,777	18,271	16,150	16,473	16,150
Internal Charges & Other	14,820	14,820	12,540	12,540	9,600
Net Operating Funded from General Revenue	149,160	164,274	173,695	176,918	171,165
Net - Funded from General Revenues	149,160	164,274	173,695	176,918	171,165
Funded from General Revenues	100%	100%	100%	100%	100%
Cost per Capita	\$ 1.72	\$ 1.88	\$ 1.96	\$ 1.97	\$ 1.90

Budgeted FTEs	1.0
---------------	-----

Expenditure Analysis





**COUNCIL BUDGET REVIEW
ENGINEERING AND PUBLIC WORKS
SUMMARY
January 15, 2014**

Engineering and Public Works - Annual Operating and Expenditures Summary
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

The Engineering and Public Works department includes the following operational areas: Engineering Services, Transportation, Sanitation, Fleet, Drainage, Cemeteries and Administration.

General					
			2013 - 2017 Financial Plan		
Description	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
Cemetery Services	45,405	37,510	34,775	35,123	37,775
City Property Rentals	61,401	31,533	45,000	45,450	35,000
Connection and Service Fees	61,340	67,640	53,000	53,530	53,000
Garbage Tags	89,468	97,985	95,000	95,950	95,000
Garbage User Fees	2,830,826	3,129,191	3,280,189	3,372,345	2,927,100
Grants - Provincial Government	1,038	880	750	758	-
Interest Income	12,741	11,759	10,000	10,100	10,000
Other Revenue	66,162	56,553	51,800	52,318	43,300
Permits	14,812	15,654	19,000	19,190	19,000
Plot Sales	14,345	6,710	10,500	10,605	10,500
PPP Recoveries	-	-	-	-	465,300
Private Contributions	39,438	(1,644)	-	-	-
Recoveries	132,492	191,784	6,505	6,585	4,515
Total Operating Revenues	3,369,468	3,645,555	3,606,519	3,701,953	3,700,490
Wages and Benefits	8,760,987	8,694,379	9,602,675	9,795,311	9,678,099
Services and Supply Contracts	3,707,912	3,588,473	3,757,700	3,832,854	3,908,987
Utilities	1,134,780	1,230,369	1,267,500	1,292,850	1,354,996
Materials & Supplies	2,387,003	2,287,769	2,394,490	2,441,798	2,356,355
Internal Charges & Other	1,529,805	1,735,684	1,888,350	1,923,444	1,859,834
Total Operating and Maintenance Expenditures	17,520,488	17,536,674	18,910,716	19,286,257	19,158,271
Net Excluding Interprogram Credits/Transfer to Reserves/Debt	14,151,020	13,891,119	15,304,197	15,584,303	15,457,781
Interprogram Credits	(4,076,818)	(4,330,595)	(4,084,338)	(4,165,817)	(4,355,001)
Debt	44,434	20,109	20,107	20,104	20,104
Transfer to Cemetary Care Reserve	10,340	6,348	7,500	7,500	7,500
Transfer to Equipment Depreciation Reserve	453,839	640,809	306,015	312,126	522,517
Net Operating Funded from General Revenues	(3,568,205)	(3,663,329)	(3,750,716)	(3,826,087)	(3,804,880)
Net Operating Funded from General Revenues	10,582,815	10,227,789	11,553,481	11,758,216	11,652,901
Transfers from Reserves	7,945,590	5,008,343	7,840,880	2,940,407	-
Other Project Funding	238,370	485,265	543,524	480,000	-
Total Project Funding	8,183,960	5,493,608	8,384,404	3,420,407	-
Capital	10,416,448	5,779,065	10,622,402	5,842,811	-
Operating	1,044,051	1,642,899	1,795,989	903,950	-
Total Project Expenditures	11,460,499	7,421,964	12,418,391	6,746,761	-
Net - Funded from General Revenues	13,859,355	12,156,145	15,587,468	15,084,570	11,652,901
% Funded from General Revenues	55%	57%	57%	68%	76%
Cost per Capita	\$ 159.37	\$ 138.90	\$ 175.61	\$ 167.57	\$ 129.45
Budgeted FTEs			114.0		

Transfer to Equipment Depreciation Reserve:

The net credit from Fleet Operations are transferred to the reserve to fund future fleet and small equipment replacement.

Interprogram Credits:

24% of the net cost of Support Services , Construction Services and Engineering and 100% of Water Supply Administration is charged out to the Sewer and Water departments.

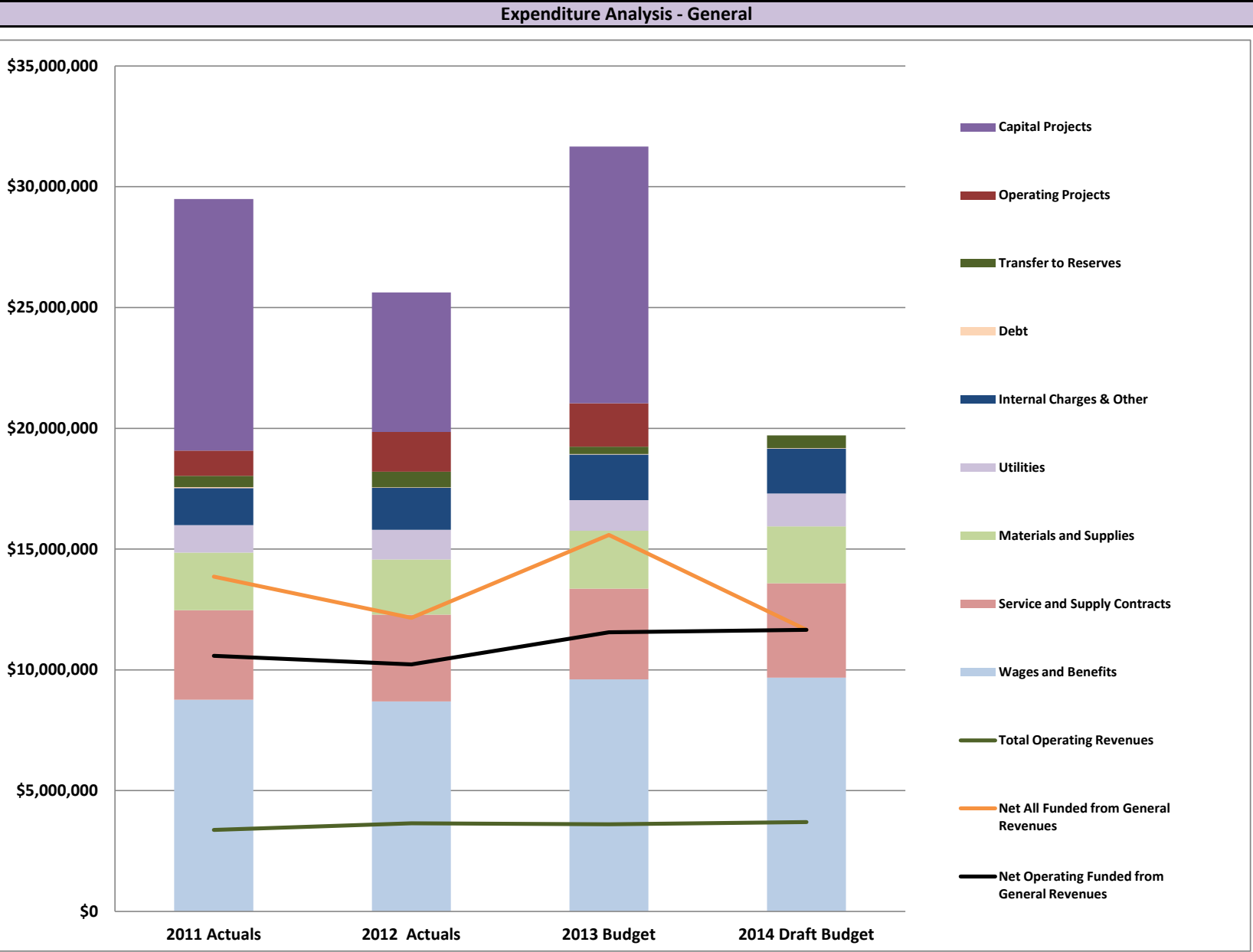
City departments pay a monthly or hourly rate for use of fleet vehicles and small equipment maintained by Fleet Operations. This charge covers the annual operating and maintenance costs, including insurance, of the equipment and allow for a contribution to the reserve to fund the future replacement.

Notes:

CUPE contract expires December 31 2013

2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)

2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

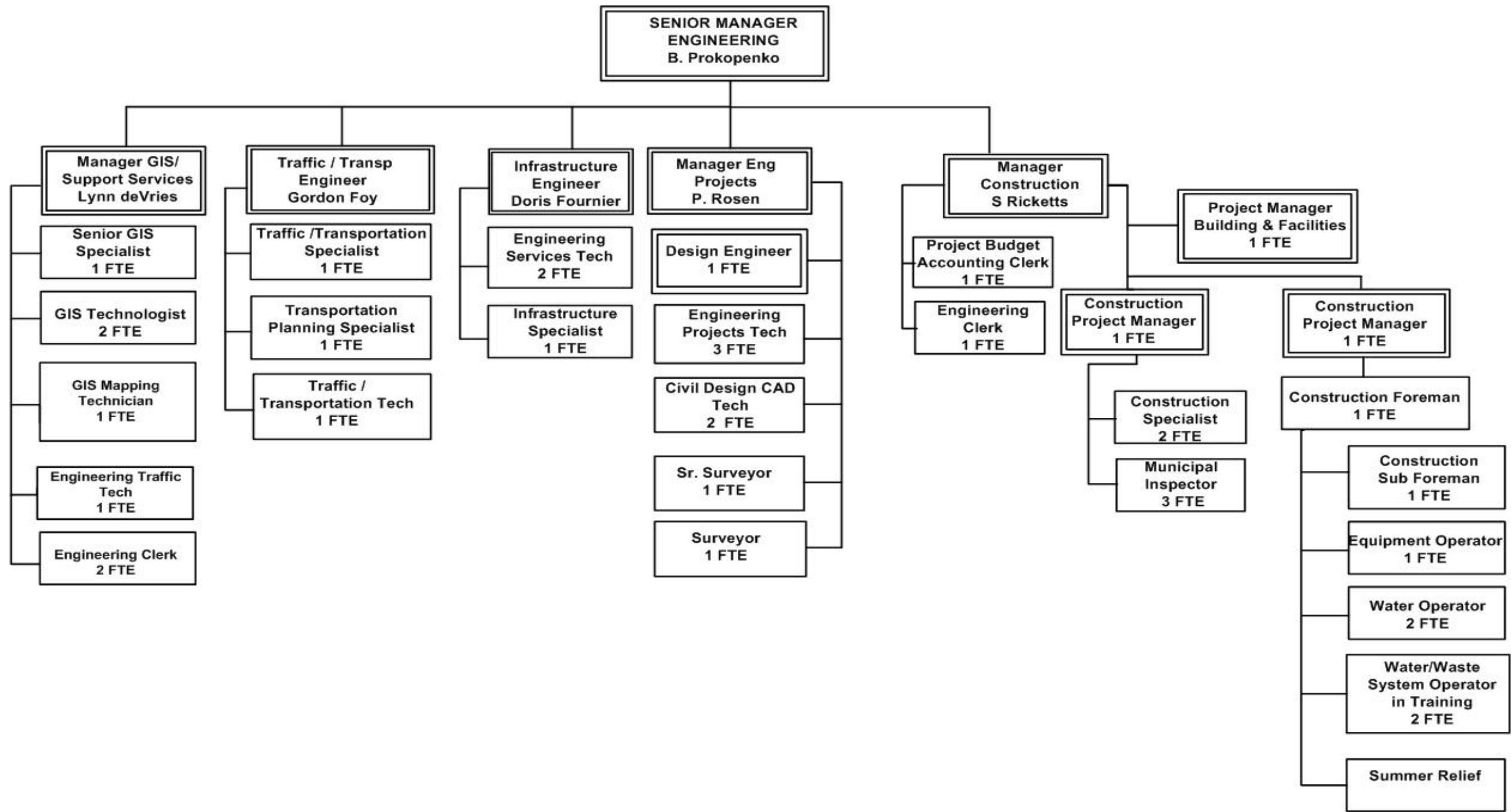


Water					
			2013 - 2017 Financial Plan		
Description	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
City Property Rentals	18,900	18,900	18,900	18,900	18,900
User Fees	11,165,546	11,798,813	13,246,482	14,239,969	13,982,752
Connection and Service Fees	87,330	133,860	123,000	123,030	103,000
Other Revenue	26,598	10,037	500	500	58,833
Total Operating Revenues	11,298,374	11,961,610	13,388,882	14,382,399	14,163,485
Wages and Benefits	1,770,681	1,831,059	1,874,962	1,911,437	2,263,909
Services and Supply Contracts	427,764	452,398	467,620	476,732	482,630
Utilities	112,428	118,275	109,300	111,486	117,700
Materials & Supplies	372,882	434,848	494,650	496,398	495,550
Contingency	-	-	100,000	100,000	100,000
RDN Initiatives	-	-	139,260	174,875	174,075
Internal Charges & Other	2,469,577	2,598,815	2,689,653	2,773,609	2,816,243
Total Operating and Maintenance Expenditures	5,153,332	5,435,395	5,875,445	6,044,538	6,450,107
Net Revenues before Transfer to Reserves, Debt and Projects	6,145,042	6,526,215	7,513,437	8,337,861	7,713,378
Debt	540,695	97,292	148,001	1,166,868	1,159,744
Transfer to Asset Management Reserve	-	-	302,506	634,884	-
Transfer to Reserve	4,290,536	4,470,772	1,987,867	3,065,109	-
	4,831,231	4,568,064	2,438,374	4,866,861	1,159,744
Net Revenues before Projects	1,313,811	1,958,151	5,075,063	3,471,000	6,553,634
Transfers from Reserves	4,219,335	6,630,405	7,570,083	23,819,350	-
User Fees	1,269,660	1,911,919	5,075,063	3,471,000	-
Borrowing	-	-	13,312,350	9,187,650	-
Other Project Funding	1,550,054	9,706,864	12,754,116	421,000	-
Total Project Funding	7,039,049	18,249,188	38,711,612	36,899,000	-
Capital	6,689,929	17,543,753	37,728,172	36,639,000	-
Operating	349,120	705,435	983,440	260,000	-
Total Project Expenditures	7,039,049	18,249,188	38,711,612	36,899,000	-
Net - Water Budgeted FTEs	44,151	46,232	(0) 19.9	0	6,553,634

Sewer					
			2013 - 2017 Financial Plan		
Description	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
Recoveries	-	-	1,000	1,020	1,000
User Fees	4,670,536	4,883,810	5,113,500	5,420,310	5,422,867
Connection and Service Fees	48,680	123,120	85,000	85,850	85,000
Total Operating Revenues	4,719,216	5,006,930	5,199,500	5,507,180	5,508,867
Wages and Benefits	798,031	897,848	846,847	863,784	857,340
Services and Supply Contracts	277,267	355,592	314,600	320,892	305,186
Utilities	24,523	26,147	28,660	29,233	28,600
Materials & Supplies	195,670	208,729	198,995	202,975	201,195
Contingency	-	-	60,000	60,000	60,000
Internal Charges & Other	1,636,795	1,681,608	1,740,139	1,783,441	1,803,751
Total Operating and Maintenance Expenditures	2,932,285	3,169,925	3,189,241	3,260,325	3,256,072
Net Revenues before Transfer to Reserves and Projects	1,786,931	1,837,005	2,010,259	2,246,855	2,252,795
Transfer to Asset Management Reserve	-	-	233,273	480,542	-
Transfer to Reserve	1,032,010	1,208,724	176,486	65,813	-
	1,032,010	1,208,724	409,759	546,355	-
Net before Projects	754,921	628,281	1,600,500	1,700,500	-
Transfers from Reserves	966,189	1,747,729	4,568,151	2,241,000	-
User Fees	695,307	556,678	1,600,500	1,700,500	-
Borrowing	-	-	-	-	-
Other Project Funding	361,338	511,324	-	-	-
Total Project Funding	2,022,833	2,815,730	6,168,651	3,941,500	-
Capital	1,465,252	2,288,440	4,777,962	3,479,000	-
Operating	557,581	527,290	1,390,689	462,500	-
Total Project Expenditures	2,022,833	2,815,730	6,168,651	3,941,500	-
Net - Sewer	59,615	71,604	0	0	2,252,795
Budgeted FTEs			8.1		



**COUNCIL BUDGET REVIEW
ENGINEERING AND PUBLIC WORKS
ENGINEERING SERVICES
January 8, 2014**



Engineering and Public Works - Engineering Services - Current Level of Service
2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

- Annual operating and maintenance activities to provide current service levels
- Identify specific projects, supported by a long range asset management plan, for renewal of current infrastructure.
- Identify specific projects for expansion/upgrades to current infrastructure.

Significant Events: In 2012 the City's Asset Management Plan was updated and asset management was indentified as a strategic priority in the City's Strategic Plan
Development of the City's first long-term Transportation Master Plan which will guide transportation decision-making in the City over the next 25 years and beyond
The City is currently negotiating a new operating agreement with Fortis BC, the outcome of this agreement and related processes may have an impact to City operations
Provincial requirements for reduction of Inflow & Infiltration (I & I) in the sanitary sewer system
Increasing environmental awareness around climate change and rainwater management to determine where ground water recharging can be achieved in the City
Addition of a CAD technician position in 2013 as a result of the contracted services recommendations to bring work in-house

Current Level of Services:

GIS: The GIS department provides support to operating and planning staff through the management of a corporate geodatabase to store spatial data in a centralized location enabling the City's geographic information system (GIS). This inventory data supports long range asset renewal plans.

Infrastructure Planning: The infrastructure department is responsible for planning, establishing, controlling and monitoring the policies and standards necessary to develop an efficient multi-modal transportation network, safe and efficient water distribution, sanitary sewer collection and storm drainage infrastructure to support existing and future growth.

Engineering Projects: The engineering projects department is responsible for the engineered designs for municipal infrastructure including: roads, water, sanitary sewer, storm drainage, traffic signals, bridges, streetlights, sidewalks and retaining walls.

Construction: The construction department provides project management, construction management, contract administration, inspection and liaison with the public to support construction projects. Examples of projects include: Quaterway Bridge/Bowen widening, Cilaire utility improvements, Green Lake low pressure sanitary sewer, Vancouver Island Conference Centre, SARC building, Beban Park Upgrades and the Water Treatment Plant.

Engineering and Public Works - Engineering Services - Current Level of Service
2014 - 2018 Financial Plan Review

Continuous Improvement Changes

GIS: Implementation of a GIS web server to share GIS information across the City and the web
Updating the City's traffic sign management system

Infrastructure Planning: Risk Assessment scoring of linear assets for condition and capacity to support project prioritization for the five year capital and asset management plans

- Millstone and Chase River Sanitary Sewer catchments were completed as a pilot and scoring is now being expanded for all other sanitary sewer utilities as well as water distribution and storm drainage

Development of a annual condition assessment program for water distribution

Working with the Regional District of Nanaimo (RDN) to develop a common strategy for I & I that is achievable financially and physically within all areas of the RDN

Collaborate with other City departments to review and research Rainwater Management & Climate Change efforts undertaken by other jurisdictions, develop policies and guidelines

Improvements to the Capital Projects Management System (CPMS) to improve efficiency and access to information

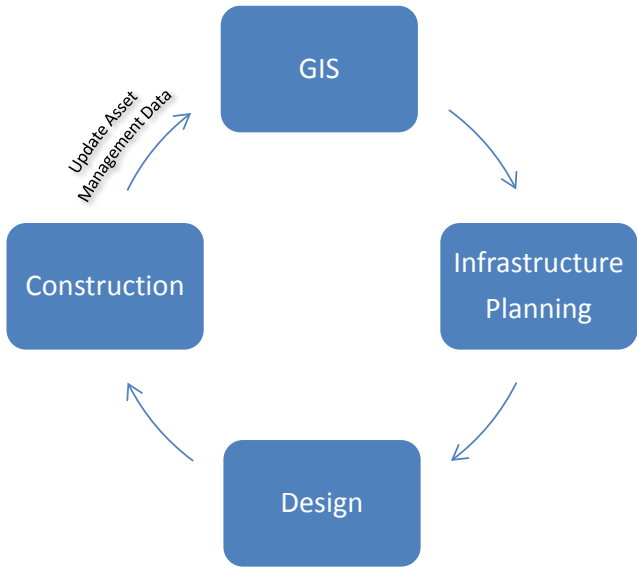
Engineering Projects: Development of seismic hazard map for City infrastructure

Construction: Use of on-line tenders to reduce paper generation and improve accessibility to documents

Using the City website to improve public access to project information such as project facts, updates, construction notices and traffic disruptions

(currently under development)

Annual Operating Programs Include:



Engineering and Public Works - Engineering Services - Current Level of Service
2014 - 2018 Financial Plan Review

- Support Services:** Provide traffic management services to the community including:
- Reviewing traffic issues and working with residents to resolve and explain road safety
 - Manage road conditions through traffic signage
 - Conduct traffic calming reviews and implement changes

Approving road closures, permitted road uses

Production of City mapbook

Processing of engineering as-built records

Permit processing

- GIS:** Development, implementation and management of the corporate geodatabases including 3D data collection and aerial data acquisition
- Updating inventory data for completed capital projects with details such as in-service date, location, measurements and material type
 - Geospatial database inventories maintained include:
 - Sanitary sewer
 - Storm drainage
 - Water system
 - Parks and Recreation fields
 - Traffic signage
 - Sidewalks
 - Urban trees
 - City's land base information (legal plans)

The geodatabases support such systems as:

- Mapguide
- Snow and ice control routing initiative
- Utilities condition assessment
- Fire department urban interface hazard data and mapping
- Traffic data map views and tools
- Utilities modelling and forecasting

- Infrastructure Planning:** Annual updating of the five year capital plan for linear assets
- Review annual condition assessments of critical sanitary sewer and storm drainage pipes
 - Modeling to determine capacity issues
 - Coordinate with utilities and transportation departments to identify assets that require replacement/upgrading
- Management of studies and master plans for the City water distribution, sanitary sewer and storm drainage infrastructure to meet the short and long-term development, upgrading and maintenance of the utilities
- Long-term transportation planning for multi-modal transportation system
- Review development projects for local road network layout and impacts on major roads
- Traffic signal system timing and neighbourhood traffic calming programs
- Annual condition assessment programs for sanitary sewer and storm drainage
- Management of nine sanitary sewer flow monitoring stations and five rainfall monitoring stations that provide data to determine sanitary sewer base flows and I & I values
- Every three years, coordinate the evaluation and revisions to the Engineering Standards and Specifications with users

Engineering and Public Works - Engineering Services - Current Level of Service
2014 - 2018 Financial Plan Review

Engineering Projects: Prepare engineered designs for the City's municipal infrastructure projects. Includes project management during the design stage, engineering, survey, design and drafting services.

- The goal is to have designs completed well in advance of construction to allow for detailed budgeting and coordination
- Designs are completed by with City staff or contract consultants with 50-100 projects of varying size and complexity underway at any given time
- Designs are completed taking into account a wide range of factors including:
 - Council priority
 - Level of service
 - Cost effectiveness
 - Operation and maintenance
 - Asset lifespan and impact
 - Public safety
 - Technical requirements
 - Environmental and social impact
 - Neighborhood benefit and concern
- To allow for coordination, consultation, property acquisition, permitting and resolution of issues designs are typically started two years in advance of construction

Provide project management during the design stage, engineering, survey design and drafting support to other departments within the City
Maintenance of the City's passive survey monument network that allows for establishing calibration of the GPS rover and ensures availability of the survey control when the GPS network is not functioning

Construction: Project construction management, contract administration and inspection for engineering projects including roads, pedestrian facilities, water and sewer mains
Project management, contract administration and inspection for civic facilities
Construction inspection for private developments and subdivisions, fill sites and other works in City streets
Permits and inspection of all private utility installations for example: BC Hydro, Telus, Shaw and Fortis BC
In house construction of water and sewer projects with a typical annual value of 2 - 2.5M

Engineering and Public Works - Engineering Services - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:

- Staffing
- Software Licenses
- Materials and Supplies
- Employment Expenses (i.e. vehicle allowance, memberships, training and development)

Indirect costs that are incurred to support the Engineering Services operations such as payroll, accounts payable, human resources and senior management resources are not included in Engineering Services operations actuals/budget.

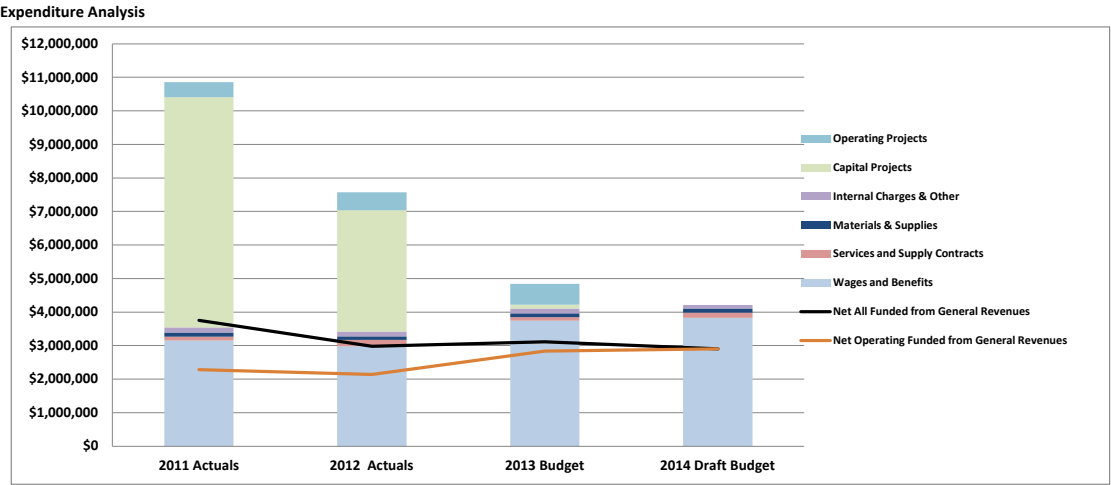
Interprogram Credits - 24% of the net cost of Support Services , Construction Services and Engineering and 100% of Water Supply Administration is charged out to the Sewer and Water departments

- Notes:**
CUPE contract expires December 31 2013
2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)
2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases
*** Changes to classifying Capital and Operating Projects:**
- In 2012 Pedestrian Facilities, Bicycle Network Development, Railway Crossing Repairs and Transportation Studies/Predesign operating projects moved from Engineering Services to Transportation
- Effective 2013 all Transportation and Drainage construction projects that were previously in Engineering Services were moved to the applicable department

			2013 - 2017 Financial Plan		2014 Draft Budget
Engineering Services	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
Permits	14,812	15,654	19,000	19,190	19,000
Private Contributions	37,794	-	-	-	-
Other Revenue	7,706	10,471	2,100	2,121	3,100
Total Operating Revenues	60,311	26,125	21,100	21,311	22,100
Wages and Benefits	3,146,578	2,981,222	3,739,334	3,814,121	3,830,837
Services and Supply Contracts	121,218	184,904	109,551	111,742	155,417
Materials & Supplies	118,996	108,926	117,000	119,340	115,750
Internal Charges & Other	151,036	141,934	140,959	142,208	107,792
Total Operating and Maintenance Expenditures	3,537,828	3,416,986	4,106,844	4,187,411	4,209,796
Net Excluding Interprogram Credits	3,477,517	3,390,860	4,085,744	4,166,100	4,187,696
Interprogram Credits	(1,198,161)	(1,250,483)	(1,254,005)	(1,279,085)	(1,282,826)
Net Operating Funded from General Revenues	2,279,356	2,140,377	2,831,739	2,887,015	2,904,870
Transfers from Reserves	5,719,483	3,176,466	458,246	-	
Other Project Funding	125,811	139,139	-	-	
Total Project Funding	5,845,294	3,315,605	458,246	-	-
Capital*	6,872,635	3,623,347	116,679	80,000	
Operating*	448,800	535,298	621,568	50,000	
Total Project Expenditures	7,321,435	4,158,645	738,247	130,000	-
Net - Funded from General Revenues	3,755,497	2,983,417	3,111,740	3,017,015	2,904,870
Funded from General Revenues	39%	47%	87%	99%	99%
Cost per Capita	\$ 43.19	\$ 34.09	\$ 35.06	\$ 33.51	\$ 32.27

Budgeted FTEs	45*
---------------	-----

* Budget reflects 46 positions however Manager of Engineering Services position was recently eliminated.





**COUNCIL BUDGET REVIEW
ENGINEERING AND PUBLIC WORKS
PROJECTS
January 8, 2014**

Engineering and Public Works - Project Planning

Asset Management

The City of Nanaimo's Strategic Plan included asset management as a priority. Asset management is an integrated approach involving planning, finance, engineering and operations to effectively manage existing and new assets. The intent is to maximize benefits, reduce risks and provide satisfactory levels of service to the community in a sustainable manner.

The Engineering and Public Works department's responsibilities include identifying specific projects to renew, upgrade and expand the City's infrastructure (excluding park amenities, facilities and IT). These responsibilities support the purposes of efficient and effective asset management.

The City's 2012 Asset Management Update, presented to Council in January 2013, projected long term renewal needs for current infrastructure. The projected long term renewal needs are based on assumptions regarding material types, current costs and on current infrastructure condition information where available. The purpose of preparing long term renewal plans is to bring attention to significant issues and their probable timing.

The current replacement cost (2012 Asset Management Update) for the City's infrastructure managed by Engineering and Public Works is approximately \$1.9B.

Annual Project Planning Review

Each year, the Infrastructure Planning section leads a review and update of the specific projects to be included in the next five year financial plan. Starting with the information from the long term renewal plans additional information is gathered from:

- Studies and capacity/condition assessment programs
- Field information from operations (eg main breaks, service leaks, low flows)

Risk assessment and ability to time concurrent projects (eg need to replace water and sewer mains in same location) is then used to prioritize projects that will maximize cost efficiencies and minimize impact to service levels.

This comprehensive process includes consultation with a wide range of operational staff, finance staff and external consultants.

Currently, the Infrastructure Planning section is completing a comprehensive evaluation of all roads, storm sanitary sewer and water infrastructure identified at or near end of life in the Asset Management Update long term renewal plans. Additional investigation will determine the timing for replacement of this infrastructure.

Engineering and Public Works - Service Level Changes and Projects
2014 - 2018 Financial Plan Review

Notes:

- 1) Projects are for expenditures that do not occur every year or vary from year to year.
- 2) Most projects are related to asset management of current facilities.
- 3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
- 4) Projects can be funded from reserve, DCC Reserves, borrowing, grants and general taxation funding.

		Asset Renewal Projects	New Assets Projects	Asset Upgrade Projects	Strategic Projects		
		2014					
Type	Description	\$	% - 1% taxation	2015	2016	2017	2018
	Concurrent Renewal Projects:						
Sewer	Highland & Departure Bay Sanitary	175,000					
Water	Highland Blvd WM: Departure Bay/Island Hwy	25,000					
Drainage	Drainage Northfield Cr @ Dep Bay Rd: MH45163 to outlet	194,000	0.2%				
Water	Juniper: Princess Royal to Vancouver			300,000			
Water	St George St WM: Vancouver to Belford			224,000			
Drainage	Drainage Juniper St, 229 Juniper to Stewart			76,000			
Water	Townsite: Graham to St Patrick (CI and Lead Joints)			217,000			
Transportation	Boundary Avenue			17,500			
Transportation	Crosswalk Imp: Boundary Cres @ Graham Cres			80,000			
Transportation	Crosswalk Imp: Boundary Ave @ Nightingale Pl			80,000			
Transportation	Crosswalk Imp: Townsite Rd @ Bush St			80,000			
Sewer	Beban Plaza Sanitary	20,000			280,000		
Drainage	Beban Plaza Storm	30,000	0.0%		450,000		
Water	Glenayr Dr WM: Loat to Bay			25,000		240,000	
Water	Wingrove St WM: Glenayr to Elk St Looping			5,000		89,000	
Sewer	Sherwood Forest Utility Upgrades - Sewer	659,120					
Water	Sherwood Forest Utility Upgrades WM	1,327,936					
Drainage	Sherwood Forest Area Drainage	336,000	0.4%				
Water	Argyle Ave WM: Cul-de-sac to Golf Course			10,000		110,000	
Water	Argyle Ave WM: Cosgrove to Cul-de-Sac			10,000		60,000	
Sewer	Beaufort Park Area Sanitary			2,508,924			
Water	Beaufort Park Area Water			843,000			
Water	Seafield Crescent WM			175,000			
Drainage	Drainage Beaufort Park Area			340,000			
Water	Fourth St WM: Wakesiah to Milton			110,000		1,533,000	
Drainage	Drainage Replacement Program - Priority					725,000	
Sewer	Bruce Ave, Fifth St to Dundas St	375,000					
Water	Bruce Ave Area Water	620,000					
Transportation	Pine - Bruce - 10th Bikeway Ph 1	10,000	0.0%				
Transportation	Pine - Bruce - 10th Bikeway Ph 2	70,000	0.1%				
Water	Cumberland Place WM: Nottingham to End			20,000		225,000	
Water	Locksley Pl: End to Cumberland Pl			10,000		91,000	
Sewer	Cliff Street, Comox to Terminal	25,000			250,000		
Water	Cliff St Area Water	25,000			385,700		
Transportation	Downtown St Lighting : Ph B Commercial & Skinner	-			270,000		
Drainage	Morningside Dr: Replace CSP Drainage	50,000	0.1%				
Water	Morningside Dr: Hammond Bay to End	180,000					
	Sewer Infrastructure Renewal Projects:						
Sewer	Sewer Service Connection Upgrades	175,000		175,000	175,000	175,000	175,000
Sewer	Sanitary Share - Road Rehabilitation	200,000		200,000	200,000	200,000	200,000
Sewer	Sanitary Infrastructure - Sewer Capital	200,000		200,000	200,000	200,000	200,000
Sewer	Sanitary Sewer Main Replacement Program - Priority			-	633,000	966,450	
Sewer	Bradley & Wall SS -Millstone to Terminal			50,000		500,000	
Sewer	Hammond Bay Road (@ Turner Road)			40,000			
Sewer	Fillinger Cres @ Rear of 5154 Fillinger			30,000			
Sewer	Greystone Place			25,000		250,000	
Sewer	Lake Road -Shoreline of Loudon Park			40,000		322,400	
Sewer	Garner Cres: L Emt adj Hawthorne Dev	25,000			236,600		
Sewer	Lane 1001 RW: Robins to Woodhouse			20,000		210,100	
Sewer	Lane 1264 RW: Robins to Woodhouse				20,000		258,000
Sewer	Victoria Rd: S to Bing Kee	20,000			239,000		
	Water Infrastructure Renewal Projects:						
Water	Water Share - Road Rehabilitation	300,000		300,000	300,000	300,000	300,000
Water	Water Infrastructure	300,000		300,000	300,000	300,000	300,000
Water	Water Distribution Main Replacement Program - Priority	-		-	1,635,500	759,862	4,800,050
Water	Water PRV Replacement Program	150,000		150,000	150,000	150,000	150,000
Water	Giggleswick Place WM	260,000					
Water	Extension Rd WM: Duke Pnt Main SN103	25,000		319,550			
Water	Cinnabar Dr WM: Stacey to End			35,000		400,950	
Water	Nanaimo Pky WM: Cranberry to Wilson - SN153			10,000		158,606	
Water	Wall St WM: Pythian Lane to Curling Club			205,000			
Water	Roberta Road E / Naylor Cres - B31 WM	10,000			115,000		
Water	Highland Blvd WM: Cosgrove to #2596			170,000			
Water	Forest Dr Area Water	540,000					
Water	Bruce Ave WM: Albion to Fourth	140,000					
Water	Poplar St WM: Estevan to Stewart	35,000			381,000		
Water	Eberts St WM: Millstone to Townsite	35,000			357,000		
Water	Neyland Rd Area Water	75,000		529,500	308,000		

Engineering and Public Works - Service Level Changes and Projects
2014 - 2018 Financial Plan Review

Notes:

- 1) Projects are for expenditures that do not occur every year or vary from year to year.
- 2) Most projects are related to asset management of current facilities.
- 3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
- 4) Projects can be funded from reserve, DCC Reserves, borrowing, grants and general taxation funding.

		Asset Renewal Projects	New Assets Projects	Asset Upgrade Projects	Strategic Projects		
		2014					
Type	Description	\$	% - 1% taxation	2015	2016	2017	2018
Water	Turnabout View & Centennary WM			45,000		354,200	
Water	Cranberry Road WM: Extension to 14th			10,000		142,000	
Water	Bay St WM: Fandell to Keighley	25,000			180,000		
Water	Marban Road WM: SN9 & SN158	15,000			224,000		
Water	Howard Ave WM: 732 Howard to Sixth St			15,000		85,000	
Water	Dawkins Lane: Neil to End	35,000					
Water	Camosun & Langara WM			10,000		125,000	
Water	College Park to Towers Supply Main					650,000	
Water	WPC - Decommissioning				100,000	-	
Water	Toilet Rebate Program	50,000		50,000	50,000	50,000	50,000
Water	Water Facilities - Roofing Program	79,000					
Water	Annual Dam Safety Review	31,000		31,000	31,000	31,000	31,000
Water	Reservoir #1 Decommissioning	35,600					
Water	Pryde Ave Pump/PRV Station			200,000			
Water	College Park Altitude Valve (PRV) Station Upgrade	50,000					
Water	Towers Pump Station Upgrade					100,000	
Water	Duke Point Reservoir Upgrade				50,000		
Water	Towers Reservoir					200,000	1,600,000
Water	Lost Lake Reservoir #2 - Rehab						500,000
Water	Water Treatment Plant Vehicles	70,000					
Drainage Infrastructure Renewal Projects:							
Drainage	Renfrew Lane Storm			62,000			
Drainage	Drainage Share Road Rehab Program	60,000	0.1%	60,000	60,000	60,000	60,000
Drainage	Drainage Infrastructure	75,000	0.1%	75,000	75,000	75,000	75,000
Drainage	Drainage Wakesiah Ave Woodstave			170,000			
Drainage	Drainage 5351 Hammond Bay Easement			75,000			
Drainage	Drainage 2465 Rosstown Rd (#3677 RoW)			65,000			
Drainage	Drainage Replacement Program - Priority				434,000		1,060,000
Roads Infrastructure Renewal Projects:							
Transportation	Major Road Rehabilitation Program - Priority	934,261	1.1%	1,034,000	1,097,860	996,000	1,084,432
Transportation	Local Road Rehabilitation Program - Priority	491,165	0.6%	467,100	408,461	486,000	374,700
Transportation	Street Upgrades	-		-	125,000	70,000	780,000
Transportation	Road Infrastructure	100,000	0.1%	100,000	100,000	100,000	100,000
Bridge Renewal Projects:							
Transportation	Welcox Yard Trestle Maintenance	40,000	0.0%	40,000	40,000		
Transportation	Welcox Yard/Port Trestle Bridge Replacement contingent on area development						
Transportation	Bastion Street Bridge Rehab	30,000	0.0%				
Transportation	Bastion Street Bridge Repair, project scope and costs currently being evaluated						
Railway Crossings:							
Transportation	Railway Crossing Upgrades	100,000	0.1%	145,000			
Transportation	Railway Crossing Repairs	25,000	0.0%	25,000	25,000	25,000	25,000
Street Lighting Renewal Program:							
Transportation	Sustainability - Street Lighting Reductions	6,000	0.0%	6,000	6,000	6,000	
Transportation	Street Light Upgrades Annual Program	50,000	0.1%	50,000	50,000	50,000	50,000
Sidewalks Renewal Projects:							
Transportation	Sidewalks - Power Washing Downtown Area			35,000		35,000	
Concurrent Upgrade Projects:							
Transportation	Ped Crosswalk Curb Ext: Holly Ave @ Rosehill St				35,000		
Transportation	Ped Crosswalk Curb Ext: Townsite Rd @ Holly Ave				40,000		
Transportation	Ped Crosswalk Flashers: Bowen Rd @ Howard Ave	15,000	0.0%				
Transportation	BowenWakesiah Signal Controller & Intersection Upgrade	180,000	0.2%				
Transportation	Bowen Rd (Pine St to Acacia Pl)	28,000	0.0%				
Roads Upgrade Projects:							
Transportation	Local Improvement Projects	480,000	0.5%	480,000	480,000	480,000	480,000
Pedestrian Facilities Upgrades:							
Transportation	Traffic Counters	10,000	0.0%	15,000	15,000	15,000	15,000
Transportation	Ped Crosswalk Curb Ext: Fitzwilliam St @ Wesley St			31,600			
Transportation	Terminal Ave (Northfield–Victoria/Esplanade) Corridor Plan	50,000	0.1%				
Transportation	Stewart Avenue Corridor Plan			50,000			
Transportation	Traffic Signal Standard Package				50,000		
Transportation	Corridor Plan					50,000	50,000
Transportation	Ped Pushbutton & Countdown Timer: Wakesiah/Fourth					8,400	
Transportation	Audible Signals	6,000	0.0%	6,000	6,000	6,000	6,000
Transportation	Ped Pushbutton & Countdown Timer: Aulds Rd @ Metral Dr				8,400		
Transportation	Ped Countdown Timer: Third St @ Wakesiah Ave			6,400			
Transportation	Ped Countdown Timer: Bastion @ Commercial				6,400		
Transportation	Ped Crosswalk Flashers: Cranberry Ave @ Moose Hall	15,000	0.0%				
Transportation	Ped Crosswalk Flashers: Hammond Bay @ Morningside				15,000		
Transportation	Ped Crosswalk Flashers: Hammond Bay Rd @ Lagoon Rd					45,000	
Transportation	Ped Crosswalk Flashers: DBR @ Uplands						30,000
Transportation	Ped Crosswalk Flashers: Princess Royal @ Hemlock						30,000
Transportation	Safer School Travel Program				3,400		

Engineering and Public Works - Service Level Changes and Projects
2014 - 2018 Financial Plan Review

Notes:

- 1) Projects are for expenditures that do not occur every year or vary from year to year.
- 2) Most projects are related to asset management of current facilities.
- 3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
- 4) Projects can be funded from reserve, DCC Reserves, borrowing, grants and general taxation funding.

		Asset Renewal Projects	New Assets Projects	Asset Upgrade Projects	Strategic Projects		
		2014					
Type	Description	\$	% - 1% taxation	2015	2016	2017	2018
Transportation	Traffic Calming Program				4,200	7,100	
Transportation	Departure Bay Road SW: Rock City School to Newton St				10,000		
Transportation	Ped Pushbutton & Timer: Terminal Ave @ St. George St				6,400		
Transportation	Terminal /StGeorge/Princess Signal Controller & Upgrade				80,000		
Transportation	Hammond Bay Road					15,000	
Transportation	Ped Fac: Wireless Count Station, Rutherford Rd	12,000					
Transportation	Pedestrian Facilities Improvements Program					60,000	69,000
	Street Lighting Upgrades Program:						
Transportation	Downtown St Lighting : Ph A - Church & Ph C - Commercial	195,000	0.2%				
Transportation	Downtown St Lighting : Ph D - Victoria				500,000		
	Concurrent New Projects:						
Transportation	DCC R85 Boxwood Connector	450,000			4,455,000		
Transportation	DCC R49 Northfield: Bowen to Boxwood	70,000			710,000		
Drainage	Boxwood Connector Pond Drainage	30,000			300,000		
Sewer	Boxwood Connector Sanitary	25,000			350,000		
Sewer	Rosstwon Rd: Boxwood to 2227 Rosstown	20,000			310,000		
Water	Boxwood Connector WM	40,000			370,000		
Water	DCC W13 Looping Harwell/Jingle Pt/Westwd	600,000					
Water	Harewell Loop Water						
Sewer	DCC SS19 Millstone: Buttertubs Easement	1,849,000					
Sewer	DCC SS19 Millstone: Buttertubs Dr (Bowen to End)	994,000					
Drainage	Drainage Buttertubs Drive: Bowen to Buttertubs Marsh	200,000			0.2%		
Sewer	Linley Valley Dr: Turner to 5101 Rutherford	340,000					
Water	100 Line Road WM: Turner to Rutherford	210,000					
Transportation	DCC R65 100 Line Rd (Turner to Rutherford)	1,000,000			1.1%		
Water	DCC W48: Ham Bay Rd: Prince John to Stephenson Pt	50,000			502,000		
Transportation	DCC R84 Hammond Bay	340,000			3,400,000		
Sewer	Sewer renewal needs currently being evaluated						
	Sewer Infrastructure New Projects:						
Sewer	DCC Unspecified Sanitary Sewer Projects	150,000					
Sewer	DCC SS17 Millstone, Easement				1,540,000		
Sewer	DCC SS25: Bruce Ave, Deering to Webber				164,000		
Sewer	DCC SS44 HB Rd, McGirr/Kenwill/Turner/Kenning	50,000			430,000		
Sewer	DCC SS47 Millstone Lateral						
Sewer	DCC SS18 Millstone: Easement				1,500,000		
	Water Infrastructure New Projects:						
Water	DCC Water Designs & Unspecified Projects	100,000					
Water	DCC W49 Departure Bay Rd WM				147,000		
Water	Right of Way Acquisitions	20,000			20,000		
Water	Water Treatment Plant	25,541,480			3,540,509		
Water	South Fork II				1,500,000		
Water	DCCWS36 Randerson Ridge Reservoir				600,000		
Water	Emergency Water Supply				3,000,000		
Water	DCC WS41#1 Reservoir: College Pk Dup Supply Main	200,000			3,500,000		
Water	DCC W47 College Drive Twinning WM				10,000		
	Drainage Infrastructure New Projects:						
Drainage	Drainage Unspecified DCC Projects	100,000			0.1%		
	Roads Infrastructure New Projects:						
Transportation	DCC Road Designs & Unspecified Projects	100,000			0.1%		
	Sidewalks New Projects:						
Transportation	Sidewalks	323,900			0.4%		
	Sewer Infrastructure - Condition Assessment and Studies:						
Sewer	Sanitary Sewer Studies				50,000		
Sewer	Sewer Monitoring Calibration & Upgrades	30,000			35,000		
Sewer	Sewer Investigation / Condition Assessment Program	170,000			190,000		
Sewer	North Slope Study	50,000			200,000		
Sewer	King Richard Drive Sewers Study	-			50,000		
Sewer	Sewer Designs	60,000			60,000		
Sewer	Sewer Design Investigations	2,500			2,500		
	Sewer Equipment:						
Sewer	Maintenance Equipment	35,000			35,000		
Sewer	Maintenance Equipment - Sewer Capital	39,944			35,000		
	Water Infrastructure - Condition Assessment and Studies:						
Water	Water Condition Assessment Program	100,000			100,000		
Water	Water Studies				50,000		
Water	Townsite/Boundary PRV Review	50,000					
Water	Old College PRV Review				50,000		

Engineering and Public Works - Service Level Changes and Projects
2014 - 2018 Financial Plan Review

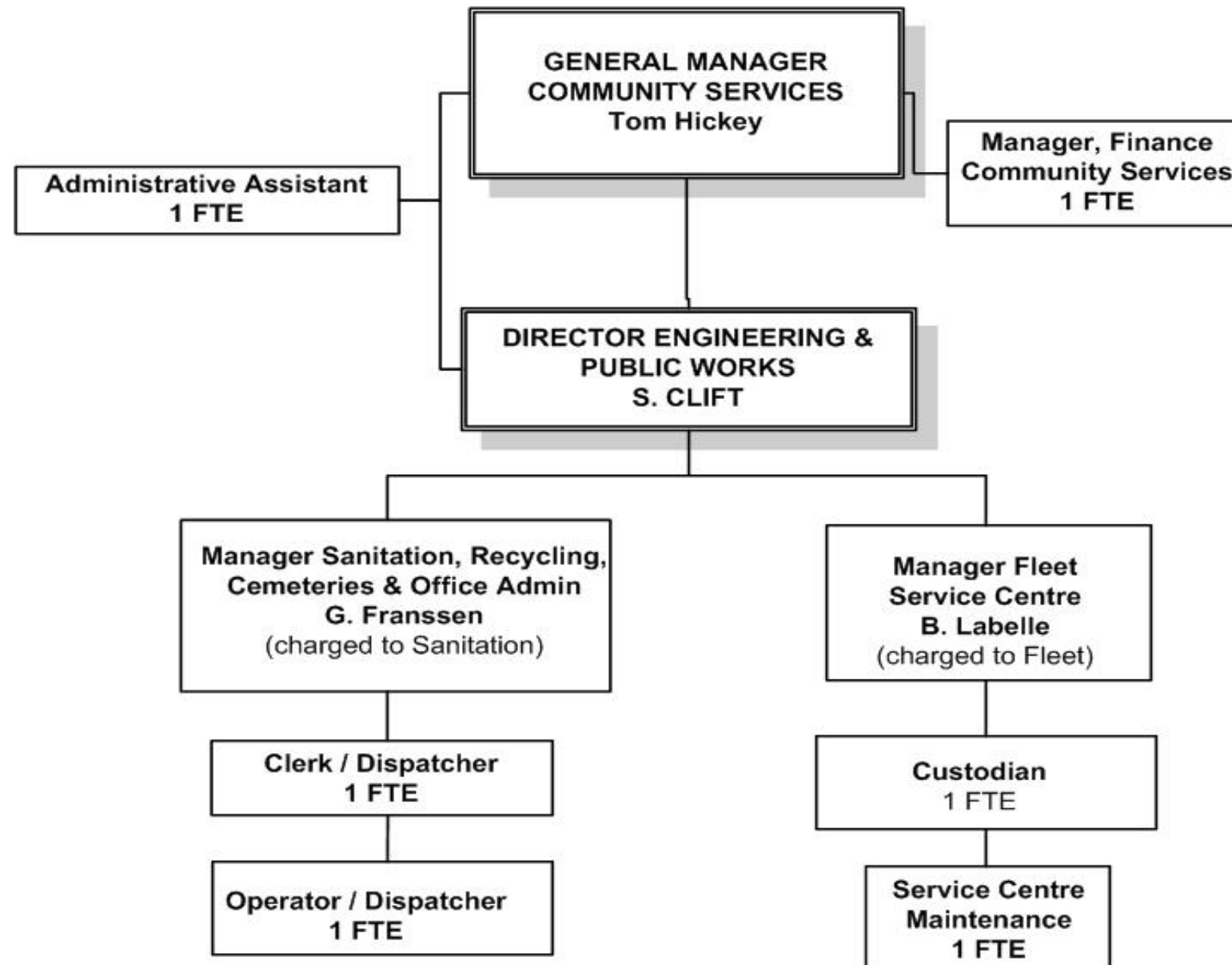
Notes:

- 1) Projects are for expenditures that do not occur every year or vary from year to year.
- 2) Most projects are related to asset management of current facilities.
- 3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
- 4) Projects can be funded from reserve, DCC Reserves, borrowing, grants and general taxation funding.

		Asset Renewal Projects	New Assets Projects	Asset Upgrade Projects	Strategic Projects		
		2014					
Type	Description	\$	% - 1% taxation	2015	2016	2017	2018
Water	Water Designs & Studies	60,000		60,000	60,000	60,000	60,000
Water	Water Design Investigation	5,000		5,000	5,000	5,000	5,000
	Water Equipment:						
Water	Maintenance Equipment	25,000		25,000	25,000	25,000	25,000
	Drainage Infrastructure - Condition Assessments and Studies:						
Drainage	Storm Studies/Predesign	21,450	0.0%	21,450	21,450	21,450	25,000
Drainage	Storm Drainage Condition Assessment Prog	50,000	0.1%	50,000	50,000	50,000	50,000
Drainage	Fill Deposit Sites	25,000	0.0%	25,000	25,000	25,000	25,000
Drainage	Drainage Design	10,000	0.0%	10,000	50,000	50,000	50,000
Drainage	Storm Design Investigation	2,500	0.0%	2,500	2,500	2,500	2,500
	Drainage Equipment:						
Drainage	Storm Maintenance Equipment	20,000	0.0%	20,000	20,000	20,000	20,000
	Transportation Infrastructure - Condition Assessments and Studies:						
Transportation	Street Designs and Studies	100,000	0.1%	100,000	100,000	100,000	100,000
Transportation	Transportation Design Investigations	2,500	0.0%	2,500	2,500	2,500	2,500
	Transportation Equipment:						
Transportation	Transportation Maintenance Equipment	20,000	0.0%	20,000	20,000	20,000	20,000
Transportation	Transportation Maintenance Equipment	60,000	0.1%	115,000			
	Bike Network Development:						
Transportation	Bike to Work Week	7,500	0.0%	7,500	7,500	7,500	7,500
Transportation	Bicycle Network Development Program					7,500	27,500
	Fleet Replacement Projects:						
Fleet	Small Tools Replacement (Fleet)	9,000	0.0%	25,000	25,000	25,000	25,000
Fleet	Shop Equipment Replacement (Fleet)	18,500	0.0%	15,100	5,000	2,000	8,000
Fleet	Small Tools Relpacement	16,000	0.0%				
Fleet	Fleet Replacements	483,000	0.5%	507,000	345,000	1,077,000	715,000
	Public Works Yard Renewal Projects:						
PW Yard	Furniture, Computer & Software Upgrades	15,000	0.0%	15,000	15,000	15,000	15,000
PW Yard	PW Yard Upgrades	65,000	0.1%	75,500	65,000	65,000	74,500
PW Yard	PW Yard Roofing	152,650	0.2%	238,000			
PW Yard	PW Yard - Gas Kiosk	25,000	0.0%				
PW Yard	Admin Trailer Lighting Upgrade	10,000	0.0%				
PW Yard	Casting Shed - Replace Furnance			20,000			
PW Yard	Purchasing/Stores - Replace Exterior Doors			16,000			
PW Yard	Truck Barn/ Sign Shop - Replace Exterior Doors				24,000		
PW Yard	Garage - Replace Door					24,000	
	Engineering Services Projects:						
Eng Services	Furniture and Equipment	15,000	0.0%	15,000	15,000	15,000	15,000
Eng Services	City Orthos	25,000	0.0%	150,000	25,000	25,000	150,000
Eng Services	Integrated Survey Control Monuments	10,000	0.0%	10,000	10,000	10,000	10,000
Eng Services	GIS Development	25,000	0.0%	45,000	45,000	45,000	45,000
	Total Expenditures	43,487,006		21,442,133	18,004,371	31,053,718	15,173,182



**COUNCIL BUDGET REVIEW PILOT
ENGINEERING AND PUBLIC WORKS
ADMINISTRATION AND SUPPORT SERVICES
December 11, 2013**



Engineering and Public Works - Administration and Support Services - Current Level of Service
2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

- Annual operating and maintenance activities to provide current service levels
- Identify specific projects, supported by a long range asset management plan, for renewal of current facilities. Renewal projects focus on replacing major components of each facility.
- Identify specific projects for upgrades to current facilities.

Current Level of Service

Administration and Support Services encompasses several different functions that support all departments within Public Works and Community Services overall:

Community Services Administration:

- The General Manager, Finance Manager and Administrative Assistant reside under this function
- The Administrative Assistant provides support to the General Manager of Community Services, the Director of Engineering and Public Works and several of the Managers at Public Works
- The Finance Manager position provides asset management and financial management services to all staff within Community Services

Public Works Support Services:

- The Director of Engineering and Public Works resides under the function
- Provide internal and external support and response services such as dispatch, reception, providing technical and non technical information to field staff and the public, clerical, permit processing, records management, accounts receivable and payroll data entry. In 2012 support staff generated 7,586 work orders.
- After hours security services, systems and alarm monitoring, City emergency contact for public, dispatch and reception are provided by contractor (Canadian Corps of Commissionaires) to ensure 24/7 coverage
- Supply and operation of security and telephone systems, office equipment and supplies for Public Works
- GPS monitoring costs for Public Works fleet vehicles
- Training and development of Public Works employees
- Safety and first aid at Public Works
- Shared inventory that provides small tools, materials and consumables in a cost effective method at no charge to the user department
 - i.e. traffic cones, barricades, flash lights, ladders, rakes, nut and bolts, strap ties etc.
- Repair and maintenance of Public Works facilities - Administration, Stores/Purchasing, Shop, Truck Barn, Construction Trailer, Casting Shed and Gas Kiosk
- Revenues are generated from asphalt rebates and metal recycling

Engineering and Public Works - Administration and Support Service - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:

- Staffing
- Contracted Services (eg commissionaires, coveralls, waste disposal)
- Utilities
- Materials and Supplies

Indirect costs that are incurred to support the Administration and Support Services operations such as payroll, accounts payable, human resources and senior management resources are not included in Administration and Support Services actuals/budget.

Interprogram Credits - 24% of the net cost of Support Services (PW Admin, Yard Administration, Training, Shared Small Tools and Safety & First Aid) is charged out to the Sewer and Water departments

Note:

CUPE contract expires December 31 2013

2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)

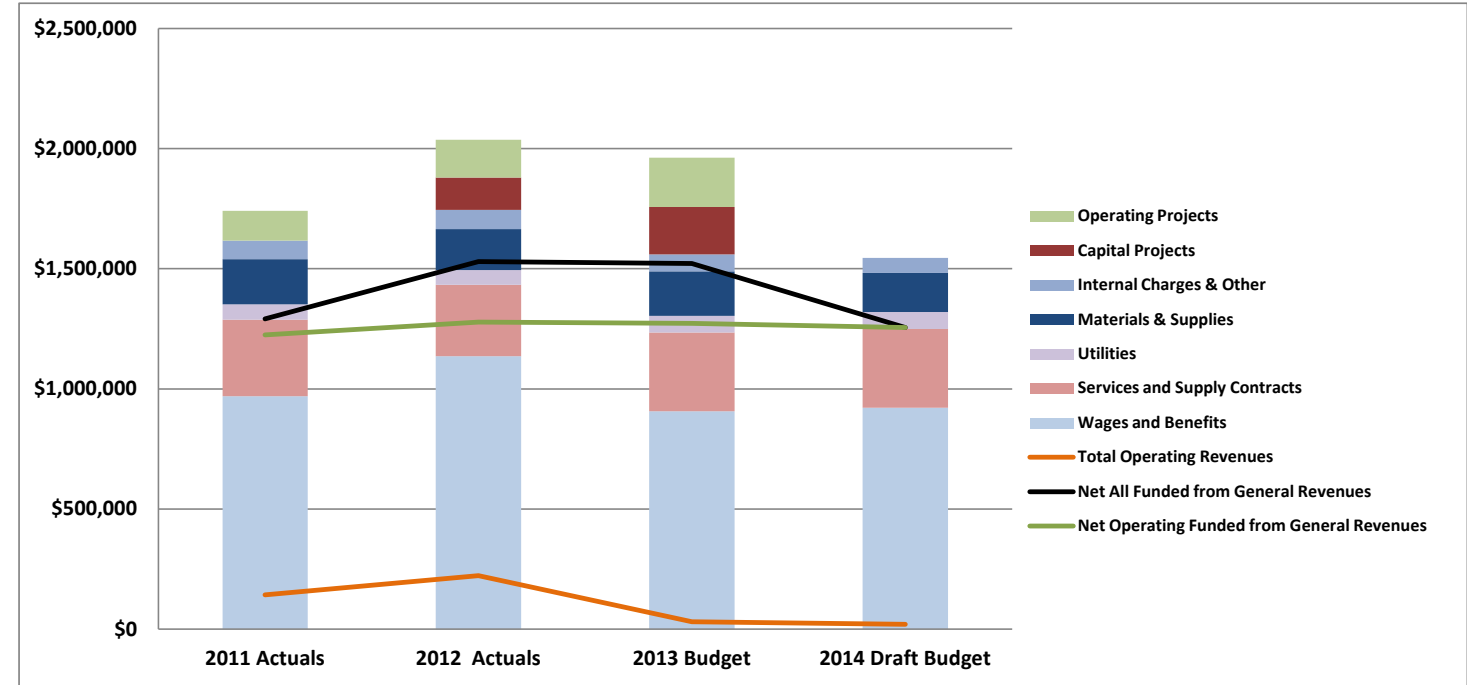
2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

Administration and Support Services			2013 - 2017 Financial Plan		2014 Draft Budget
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	
Recoveries	111,990	181,916	-	-	-
Other Revenue	30,616	40,203	30,200	30,502	20,200
Total Operating Revenues	142,606	222,119	30,200	30,502	20,200
Wages and Benefits	968,927	1,135,860	906,351	925,060	921,680
Services and Supply Contracts	319,059	297,244	328,136	334,698	328,127
Utilities	63,496	61,208	70,000	71,400	70,000
Materials & Supplies	187,646	170,483	185,125	188,246	162,525
Internal Charges & Other	77,901	80,618	70,290	71,156	62,296
Total Operating and Maintenance Expenditures	1,617,028	1,745,413	1,559,902	1,590,560	1,544,628
Net Excluding Interprogram Credits	1,474,422	1,523,293	1,529,702	1,560,058	1,524,428
Interprogram Credits	(249,781)	(245,848)	(256,916)	(262,054)	(269,883)
Net Operating Funded from General Revenues	1,224,641	1,277,445	1,272,786	1,298,004	1,254,545
Transfers from Reserves	38,587	38,664	154,033	-	
Other Project Funding	18,827	-	-	-	
Total Project Funding	57,414	38,664	154,033	-	-
Capital	-	133,822	196,778	152,650	
Operating	124,209	156,988	205,705	80,000	
Total Project Expenditures	124,209	290,810	402,483	232,650	-
Net - Funded from General Revenues	1,291,436	1,529,591	1,521,236	1,530,654	1,254,545
Funded from General Revenues	74%	75%	78%	84%	81%
Cost per Capita	\$ 14.85	\$ 17.48	\$ 17.14	\$ 17.00	\$ 13.94

Budgeted FTEs	8.0
---------------	-----

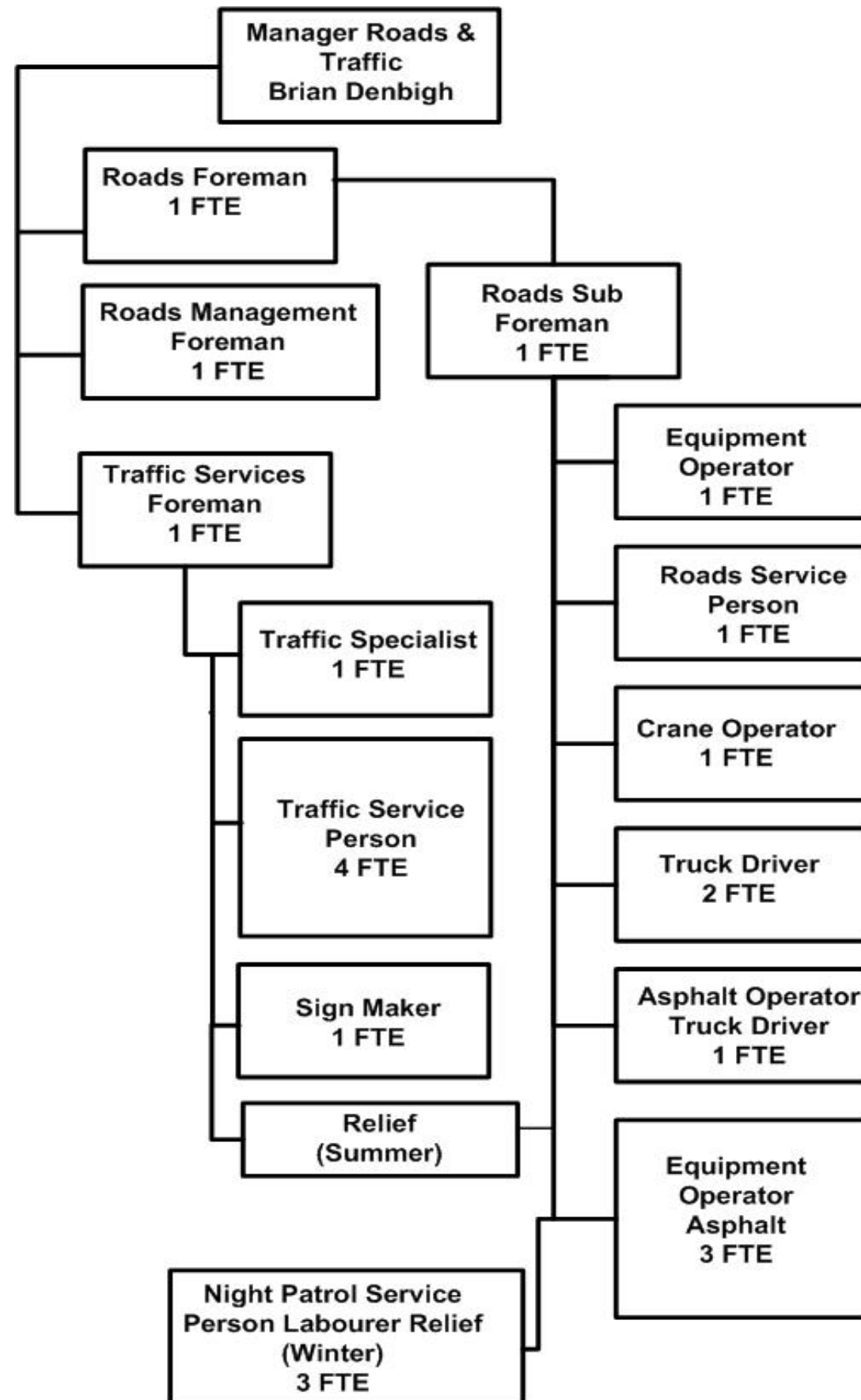
Engineering and Public Works - Administration and Support Service - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Expenditure Analysis





**COUNCIL BUDGET REVIEW PILOT
ENGINEERING AND PUBLIC WORKS
TRANSPORTATION
December 11, 2013**



Engineering and Public Works - Transportation - Current Level of Service
2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

- Annual operating and maintenance activities to provide current service levels
- Identify specific projects, supported by a long range asset management plan, for renewal of current infrastructure.
- Identify specific projects for expansion/upgrades to current infrastructure.

Significant Events

Government regulations require Municipalities to discontinue the use of high level volatile organic compound (VOC) road marking paint. In 2013 the City tested the use of more water based paints and acceptable low level VOC paints. Based on test results, for our climate, the low level VOC road marking paint was found to be the most effective. This change will result in an increase in the cost of road marking paint.

Over the last 10 years in a joint venture with ICBC all 2,082 stop signs have been changed over to high intensity reflective sheeting. The program is now expanding to work on switching over warning signs.

Trial installation of 10 LED street lights on Derby Place.

Current Level of Service

The City provides streets, sidewalks, signage and street lighting that are safe, accessible, clean and convenient.

The major components of the City's transportation infrastructure are roads (arterial, industrial, collector and local), bridges, sidewalks, traffic signals and street lights; with a current asset value in excess of \$386M. There are approximately 1,100 lane kilometers of roads.

In 2012 886 work orders were completed by the department for 2013 816 works orders have been processed as of November 12th.

The City provides emergency response to requests from the Fire Department and RCMP for a variety of issues such as major accidents and oil spills.

Detailed asset information for transportation infrastructure is maintained in the City's Geographical Information System (GIS).

Continuous Improvement Changes

Salting of Roads:

Implemented salt brine saddle tanks and our own brine manufacturing facility. These changes resulted in an estimated 25 - 30% reduction of salt use.

Vandalism:

Implemented a mural program for high profile traffic control boxes which has reduced tags from over 40 a week to none (on traffic control boxes with murals).

Engineering and Public Works - Transportation - Current Level of Service

2014 - 2018 Financial Plan Review

Annual Operating Programs Include:

Preventative Maintenance Program

- Pavement management system software (Road Matrix) is used to model optimum road rehab schedule
- A condition assessment program is completed every three to five years, data is updated to pavement management system
- Work indentified under the program is carried out as either an operating or capital project depending on the scope of the work required

Road Repairs and Maintenance Program

- Maintenance and repair of 1,100 plus lane kilometers of City owned road and alley ways including roads on Protection Island. Work includes:
 - Pot hole repair or asphalt patching in the case of larger failures
 - Annual chip sealing and crack sealing programs to increase longevity of the road by preventing moisture from seeping into the road base
 - Annual dust suppression program. Approx. 55,000 litres of dust suppressant (magnesium chloride) is applied annually on City roads, Protection Island, parking lots and major road shoulders

Curbing/Shoulder Maintenance Program

- Maintenance of 300 plus kilometers of gravel shoulders
- Shoulders are maintained in the Spring and Fall (weather dependent).
- Curbing is generally scheduled in July and August with large jobs completed by a contractor

Boulevard Maintenance Program

- 300 kilometers of boulevards are maintained annually by a contractor. Boulevards are mowed once or twice per annum with major road leadings off the Parkway mowed four to five times per annum.
- Vegetation control program for 115 medians and 400 plus kilometers of sidewalks
- Maintenance work for Water department - Jump Lake, South Forks and waterline ROW
- Special requests and sight line safety work

Sidewalks and Walkways

- Transportation is responsible for 85 walkways that lead from road to road and 400 kilometers of concrete, asphalt and gravel sidewalks
- Walkways conditions are reviewed annually
- Annual maintenance for walkways includes power washing and vegetation control; depending on growing season vegetation control may be required twice per year on some walkways
- As per the City of Nanaimo Sidewalk Inspection Policy all sidewalks are inspected for defects on a semi annual basis, additionally an inspection program is in place that utilizes the water meter readers throughout the year to report issues
- Sidewalk maintenance includes repairing cracked, lifted, broken and extreme surface degradation; repairs can range from small fixes to complete blocks
- Bi annual power washing of the downtown core paver bricks

Snow and Ice Control Program (SNIC)

- 1,100 lane kilometers are maintained with a fleet of 25 pieces of equipment - 19 trucks, 5 backhoes and 1 loader
- 100 kilometers are maintained by a contractor
- Maintain good winter driving conditions on all major roads including emergency and bus routes
- Plough and maintain residential areas within 96 hours unless conditions necessitate crews return to major roads

Engineering and Public Works - Transportation - Current Level of Service
2014 - 2018 Financial Plan Review

Street Marking

- Annual painting of all centrelines, 210 kilometers of lane lines and 80 kilometers of shoulder lines
- Plastiline program to place and maintain 2,153 crosswalks, 1,502 stop bars, 1,062 arrows and some lane lines
- Annual repainting of curbs in downtown core prior to May Day Celebrations
- All sign and traffic related infrastructure is under the guidelines of the Manual Uniform Traffic Control Devices (MUTCD)

Signs

- Maintenance of 16,880 plus regulatory warning and information signs including 2,082 stop signs
- Manufacturing (in-house) of all transportation signage
- Manufacturing (in-house) signage for other City departments
- All sign and traffic related infrastructure is under the guidelines of the Manual Uniform Traffic Control Devices (MUTCD)

Traffic Signals

- Maintenance of 51 LED traffic signals, 34 solar powered yellow flashing pedestrian signal crossings, emergency pre-empts, hearing and sight vibrating/sound emitting push buttons, cuck coo's/chirps and count down timers.
- Maintenance is provided by contractor who is available 24/7 for emergency repairs
- Semi annual inspection of all controllers
- Annual inspection of all conflict monitors
- 20 traffic signals on 19A are owned and maintained by the Ministry of Transportation and Highways. City cost shares 50/50

Street Lighting

- Maintenance of 3,569 City owned streetlights and 4,137 BC Hydro leased lights
- 241 street lights on 19A are owned and maintained by the Ministry of Transportation and Highways. City cost shares 50/50

Bridge Maintenance Program

- Maintenance of 14 bridges ranging in age of construction from 1936 Bastion Street Pillars (new deck in 1978) to the 2012 Quarterway Bridge.
- Annual inspection of each bridge by an engineering firm
- Annual maintenance plan is determined by recommendations from engineering firm's report

Banners, Christmas Lighting Program

- Annual placement and removal of approx. 400 banners. Includes the City of Nanaimo and the Nanaimo Art Gallery and Exhibition banner programs
- Annual placement and removal of approx. 108 Christmas decorations
- Annual artists' banner competition

Vandalism

- Graffiti removal program for 51 traffic control boxes, no posts, city retaining walls, lamp standards etc through contractor
- Mural program for high profile traffic control boxes to reduce tagging

Engineering and Public Works - Transportation - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:

- Staffing
- Contracted services (eg brushcutting, electrical, flagging, pavement management - condition assessments)
- Utilities
- Materials and Supplies
- Vehicles, Equipment

Indirect costs that are incurred to support the Transportation operations such as payroll, accounts payable, human resources and senior management resources are not included in Transportation operations actuals/budget.

Notes:

CUPE contract expires December 31 2013

2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)

2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

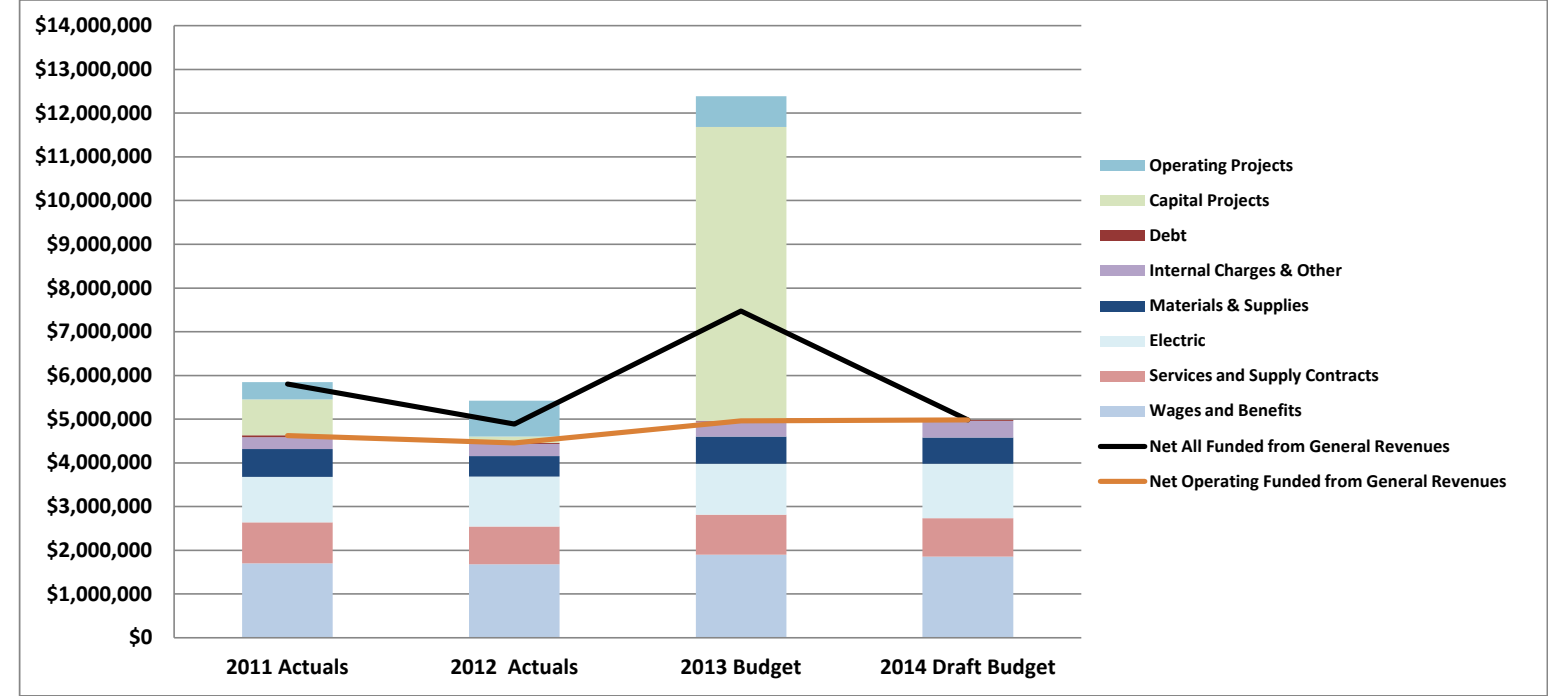
* Changes to classifying Capital and Operating Projects:

- In 2012, some operating projects moved from Engineering Services to Transportation
 - projects included Pedestrian Facilities, Bicycle Network Development, Railway Crossing Repairs and Transportation Studies/Predesig
- Prior to 2013 only Major and Minor Road Rehab projects were classified under Transportation Capital Project
 - effective 2013 all Transportation construction projects that were previously in Engineering Services were moved to Transportation

			2013 - 2017 Financial Plan		2014 Draft Budget
Transportation			2011 Actuals	2012 Actuals	
Grants - Provincial Government			1,038	880	750
Other Revenue			7,594	(1,550)	758
Total Operating Revenues			8,633	(670)	-
Wages and Benefits			1,704,389	1,677,942	1,902,494
Services and Supply Contracts			933,899	868,822	1,940,544
Electric			1,042,697	1,140,368	1,856,883
Materials & Supplies			638,046	467,195	874,695
Internal Charges & Other			269,279	278,394	930,284
Total Operating and Maintenance Expenditures			4,588,309	4,432,722	1,189,830
Net Excluding Debt			4,579,676	4,433,393	1,250,346
Debt			44,434	20,109	595,000
Net Operating Funded from General Revenues			4,624,110	4,453,502	633,191
Transfers from Reserves			35,000	302,691	620,775
Other Project Funding			-	226,937	633,191
Total Project Funding			35,000	529,628	595,000
Capital*			821,290	146,365	383,595
Operating*			390,521	821,053	342,109
Total Project Expenditures			1,211,811	967,418	348,700
Net - Funded from General Revenues			5,800,921	4,891,292	4,960,519
Funded from General Revenues			99%	90%	4,960,519
Cost per Capita			\$ 66.71	\$ 55.89	\$ 55.33
Budgeted FTEs			22.0		

Engineering and Public Works - Transportation - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Expenditure Analysis





**COUNCIL BUDGET REVIEW PILOT
ENGINEERING AND PUBLIC WORKS
CEMETERIES
December 4, 2013**

Engineering and Public Works - Cemeteries - Current Level of Service

2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

- Annual operating and maintenance activities to provide current service levels
- Identify specific projects, supported by a long range asset management plan, for renewal of current facilities. Renewal projects focus on replacing major components of each facility.
- Identify specific projects for upgrades to current facilities.

Significant Events

As a result of the lot line adjustment that removed part of the land attached to Townsite Cemetery, the development of the housing and commercial space will create some issues and needs. Known items have been recognized throughout the design and development process but financial implications are not fully recognized and timing will depend on construction of the Dufferin Crescent and Boundary housing portion of the project.

Current Level of Service

The City operates three cemetery sites: Nanaimo (Bowen Road) Cemetery, Townsite Road (Chinese) Cemetery and Wellington Cemetery.

Cemetery opening and closing services are provided to the public and funeral homes as needed. All graves include the supply of grave liners and the necessary manpower and equipment. The City also installs headstone markers, when markers are provided by the public. All marker installs and replacements require a permit.

Users are charged for services per the bylaw fee schedule that came into effect January 1, 2010.

The fees charge for Interment Rights Certificates and Memorial Marker Permits include a provision for the Cemetery Care Fund. The Cemetery Care Fund is independent and is not included in the City's financial reporting. A separate bank account is maintained and interest income is earned. This interest income can be used for the purpose of upkeep and maintenance of City cemeteries.

Annual operating and maintenance programs include:

Grounds Maintenance

- turf, flower, tree and shrub maintenance is performed by a contractor to provide safe and aesthetic cemetery grounds
- goose control
- annual rejuvenation/renovation of a section of cemetery grounds including re-levelling turf and headstones or other needed renovations. A 5 - 7 year rotation is used to ensure all areas are covered

Building Maintenance

- annual program to repair and maintain buildings and amenities

Cemetery Security

- night time security patrols of cemetery grounds performed by a contractor
- daily opening and closing of gates
- repairs due to vandalism

Engineering and Public Works - Cemeteries - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:

- Staffing: No dedicated staffing positions but a variety of City employees provide manpower for operations
- Contracted services (landscaping)
- Utilities

Indirect costs that are incurred to support the Cemeteries operations such as payroll, accounts payable, human resources and senior management resources are not included in Cemeteries operations actuals/budget.

Notes:

CUPE contract expires December 31 2013

2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)

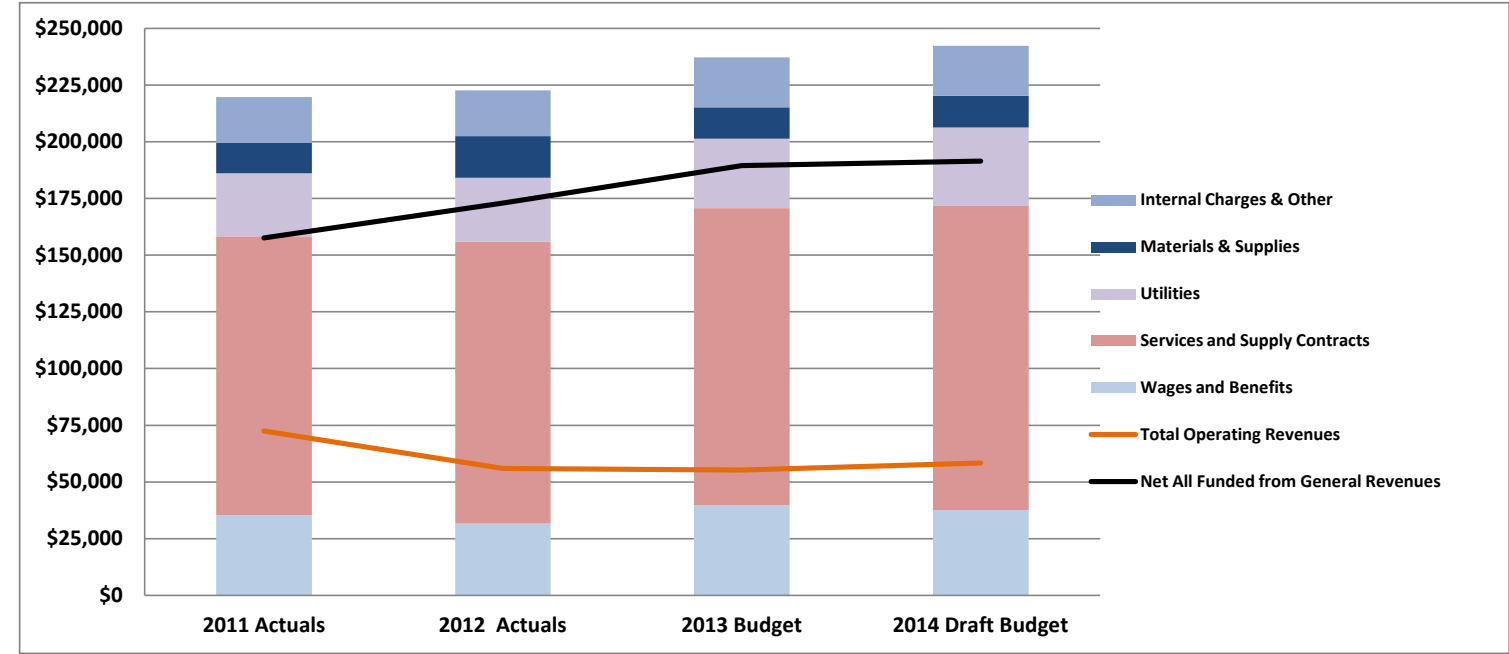
2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

			2013 - 2017 Financial Plan		2014 Draft Budget
Cemeteries	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	
Cemetery Services	45,405	37,510	34,775	35,123	37,775
Plot Sales	14,345	6,710	10,500	10,605	10,500
Interest Income	12,741	11,759	10,000	10,100	10,000
Total Operating Revenues	72,491	55,979	55,275	55,828	58,275
Wages and Benefits	35,254	31,691	39,762	40,557	37,600
Services and Supply Contracts	123,077	124,247	130,935	133,554	134,095
Utilities	27,828	28,281	30,650	31,263	34,650
Materials & Supplies	13,444	18,283	13,900	14,178	13,980
Internal Charges & Other	20,177	20,172	22,000	22,440	22,000
Total Operating and Maintenance Expenditures	219,780	222,675	237,247	241,992	242,325
Net Excluding Transfer to Cemetery Care Reserve	147,288	166,696	181,972	186,164	184,050
Transfer to Cemetery Care Reserve	10,340	6,348	7,500	7,500	7,500
Net - Operating Funded from General Revenues	157,628	173,044	189,472	193,664	191,550
Net - Funded from General Revenues	157,628	173,044	189,472	193,664	191,550
Funded from General Revenues	68%	76%	77%	78%	77%
Cost per Capita	\$ 1.81	\$ 1.98	\$ 2.13	\$ 2.15	\$ 2.13

Budgeted FTEs	-
---------------	---

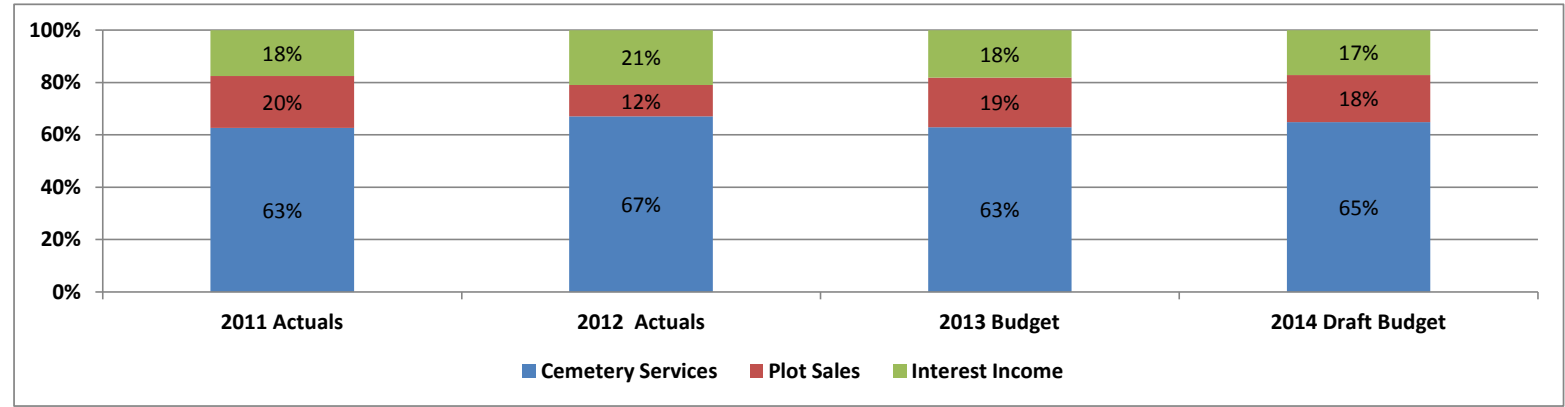
Engineering and Public Works - Cemeteries - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Expenditure Analysis



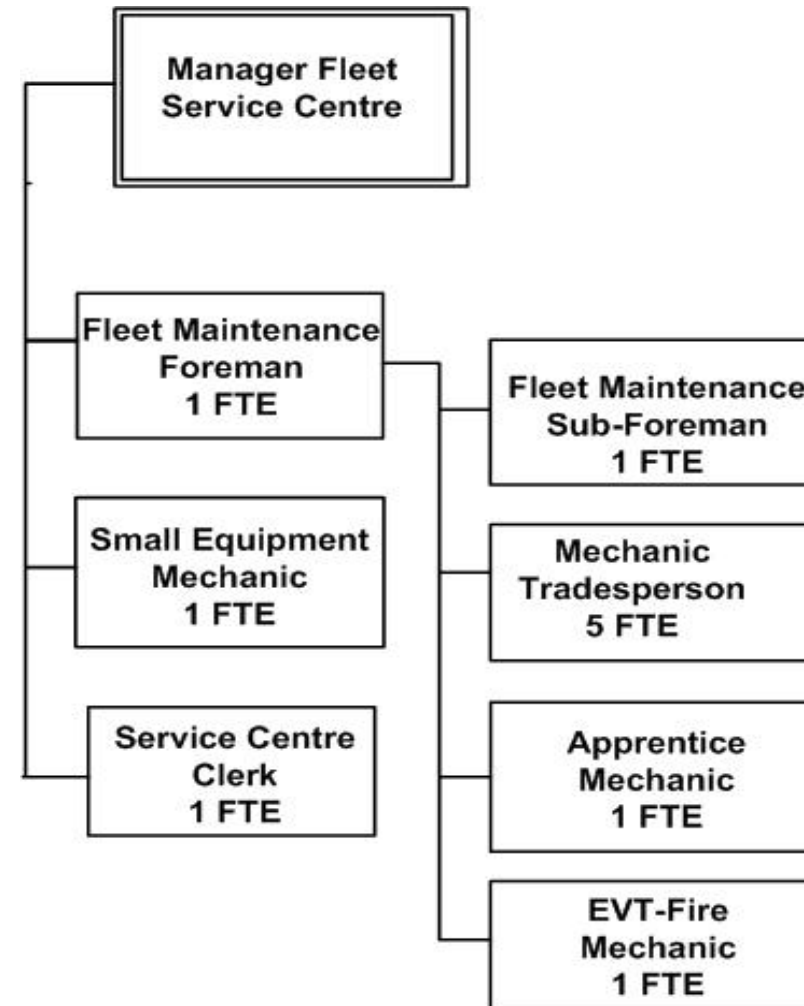
Operating Revenue Analysis

	2011 Actuals	2012 Actuals	2013 Budget	2014 Draft Budget
Cemetery Services	63%	67%	63%	65%
Plot Sales	20%	12%	19%	18%
Interest Income	18%	21%	18%	17%
Total Revenues	100%	100%	100%	100%





**COUNCIL BUDGET REVIEW PILOT
ENGINEERING AND PUBLIC WORKS
FLEET
December 4, 2013**



Engineering and Public Works - Fleet - Current Level of Service

2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

- Annual operating and maintenance activities to provide current service levels
- Identify specific projects, supported by a long range asset management plan, for renewal of current facilities. Renewal projects focus on replacing major components of each facility.
- Identify specific projects for upgrades to current facilities.

Significant Events

Completed 3rd E3 fleet review. This independent review of our equipment benchmarks us against other fleets within BC and provides us with a rating and recommendations to improve or green our fleet.

Changes to Government regulations have resulted in different tooling and equipment being required to maintain our inspection facility licence. Over the years items such as headlight aiming equipment, gas analysers and decibel meters have become mandatory equipment.

Many fleet vehicles now require more expensive synthetic oils. The diversity of oils in newer equipment also creates additional costs as we now must carry a wider inventory of oils thereby increasing storage needs and dispensing equipment.

Fuel prices have increased significantly over the past few years.

Technology changes in vehicles have increased the need for more scan tools, laptops and software to diagnose, adjust and repair - onboard computer systems, fuel systems and tire pressure.

Backup radio repeaters and all associated equipment was transferred to an emergency radio trailer for use in a disaster or in the event of a repeater fail or tower fail.

In anticipation of Industry Canada's narrow banding compliance order the Public Works VHF repeater (which was past the end of its useful life) has been replaced and all radios are being upgraded to be narrow band compliant.

Current Level of Service

Fleet Operations is responsible for the purchase, insurance, maintenance and repair of all City fleet vehicles, the radio communications system and small equipment.

The fleet consists of a diverse range of equipment including trucks, cars, fire pumpers, vans, tractors, mowers, compressors, leaf blowers, zambonis, back hoes, flush trucks and more. Currently the fleet consists of approximately:

Vehicle Type	Department	#	Type	Department	#
Light Duty	City	55	Small Equipment, Trailers and Machinery Generators and Pump Stations Zambonis Equipment and Machinery	City	173
	Fire	8		City	31
Medium Duty	City	45		City	6
	Fire	5		Fire	7
Heavy Duty	City	51			
	Fire	15			

The Fleet Service Centre operates 3 shifts to provide off hour coverage for the servicing and repair of vehicles without creating downtime. Approximately 3,300 work orders are handle per year in the main shop and another 65 work orders are handle by the small equipment shop.

The Fleet Service Centre operates 6 service bays, 1 welding bay and 1 small equipment shop. Shop bays are equipped with two service pits and two vehicle lifts.

Engineering and Public Works - Fleet - Current Level of Service

2014 - 2018 Financial Plan Review

The City operates a Computrol fuel system and bulk fuel tanks are used by all City fleet vehicles as well as the RCMP fleet vehicles.

The Shop Foreman is the City of Nanaimo Driver Trainer and is responsible for training all City staff that operate fleet vehicles.

- Administration of the GPS program for Public Works fleet vehicles. Benefits of the program include:
- | | | |
|-----------------------------------|-------------------------------|------------------------|
| - Tracking of hourly vehicles | - Cost analysis and reduction | - Idle time monitoring |
| - Snow and ice control monitoring | - Customer response times | |
| - Route planning | - Data collection | |

Continuous Improvement Changes

Anti-Idle Strategies:

- When possible tenders specs for new vehicles include anti-idle shut downs
- Incorporating in-cab heaters or dual batteries and on boarder charges in trucks to reduce the need for operators to idle
- When possible tender specs include LED lighting
- LED strobe lights and arrows sticks are now the fleet standard, this allows operators to shut engines down while operating emergency lighting
- Anti-idling training for staff

Electric Vehicles:

- Purchase of electric vehicles:
 - 3 Nissan Leaf with a projected lifecycle savings of \$6,000/each
 - 1 Electric zamboni with a projected lifecycle savings of \$24,000
- Electric vehicle conversions:
 - Ford Ranger EV conversion with a projected lifecycle savings of between \$6,000-\$18,0000
 - Zamboni EV conversion with a projected lifecycle savings of between \$27,000-\$40,000

Fleet Downsizing:

- Replaced 15 full size V8 powered trucks with 4 cylinder trucks
- Replace 4 full size vans with 4 cylinder vans

Alternative Fuels:

- Purchase of two 1 ton utility trucks that are dual fuel, CNG and gasoline, with a projected lifecycle savings of \$50,000/each
- Converted two 1/2 ton trucks to dual fuel, propane and gasoline, with a projected lifecycle savings of \$3,500 and \$20,000 respectfully
- Additional conversions to dual fuel are planned including another 1/2 ton truck to propane and gasoline, with projected lifecycle savings of \$20,000 and two garbage trucks to diesel and propane with a projected lifecycle savings of \$22,000/each.

Fuel Management:

- Initiated a bulk fuel tank sampling and analysis program
- Program found contamination in bulk fuel tanks that can result in poor operation, plugged fuel filters and fuel system failures
- Sampling conducted twice per year at no cost to the City
- Initiated a fuel additive program as a result of the sampling and analysis program

Tires:

- Recap heavy duty truck tires
- Typically can get four recaps per tire. Each recap saves approx. \$250 over a new tire for a single axle dump truck

Engineering and Public Works - Fleet - Current Level of Service

2014 - 2018 Financial Plan Review

Annual Operating Programs Include:

Fleet Maintenance Program

- Preventative maintain program on all fleet equipment
- Service work and annual inspection of approx. 162 pieces of mobile equipment
 - Four services are performed per annum on the typical fleet vehicle, higher use vehicles such as garbage trucks are serviced more frequently
 - Electric vehicles receive two services per annum
 - One service per annum for trailers
- Annual motor vehicle inspections
- Approx. 58 annual commercial vehicle inspections (CVIS)
- Service work and CVIS must be done within the standards and timelines of Government standards to maintain our designated inspection facility license
- Annual review of fleet rates
- Purchase and disposal of fleet vehicles
- Fleet replacement plan

Welding

- Welding bay equipped with oxy acct equipment, plasma cutter, mig and tig welders, metal sheer and break
- Repairs and projects to fleet equipment i.e. sanders, plows, trailers, truck boxes and in cab storage solutions, replacing floors in garbage packers etc
- Welding projects completed for other City departments i.e. building and installing steps and platform at Jump Creek, repairing or building handrails etc

Small Equipment

- Approx. 200 pieces of small equipment are provide for rental to City departments
- Service and repair fleet small equipment
- Service and repair small equipment owned by individual City departments
- Maintain inventory of equipment and supplies for all City departments small equipment
- Annual review of small equipment: usage, disposal of equipment at the end of their lifecycle or no longer required
- Purchase of small equipment to meet needs of department

Communications and Radios

- Repair, maintenance and replacement of radio communication system
- System consists of:
 - 45.6 meter radio tower
 - 1 VHF repeater for Parks and Recreation vehicles
 - 1 VHF repeater for Public Works vehicles
 - 1 UHF repeater that is currently inactive but can be quickly re-enabled if required
 - Emergency radio communications trailer
 - Three radio bases - Public Works Administration Office, Public Works Shop Facility and Parks Office at Prideux Street
 - Approx. 140 radios installed in fleet vehicles
 - Approx. 40 handheld radios
- Annual radio licensing from Industry Canada

Engineering and Public Works - Fleet - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:

- Staffing
- Contracted Services (fleet repairs - heavy duty equipment, fabricating, body work, glass replacement, testing etc)
- Materials and Supplies

Indirect costs that are incurred to support the Fleet operations such as payroll, accounts payable, human resources and senior management resources are not included in Fleet operations actuals/budget.

Interprogram Credits - City departments pay a monthly or hourly rate for use of fleet vehicles and small equipment maintained by Fleet Operations. This charges covers the annual operating and maintenance costs, including insurance, of the equipment and allow for a contribution to the reserve to fund the future replacment.

Transfer to Equipment Depreciation Reserve - the net credit from Fleet Operations are transferred to the reserve to fund future fleet and small equipment replacement

Notes:

CUPE contract expires December 31 2013

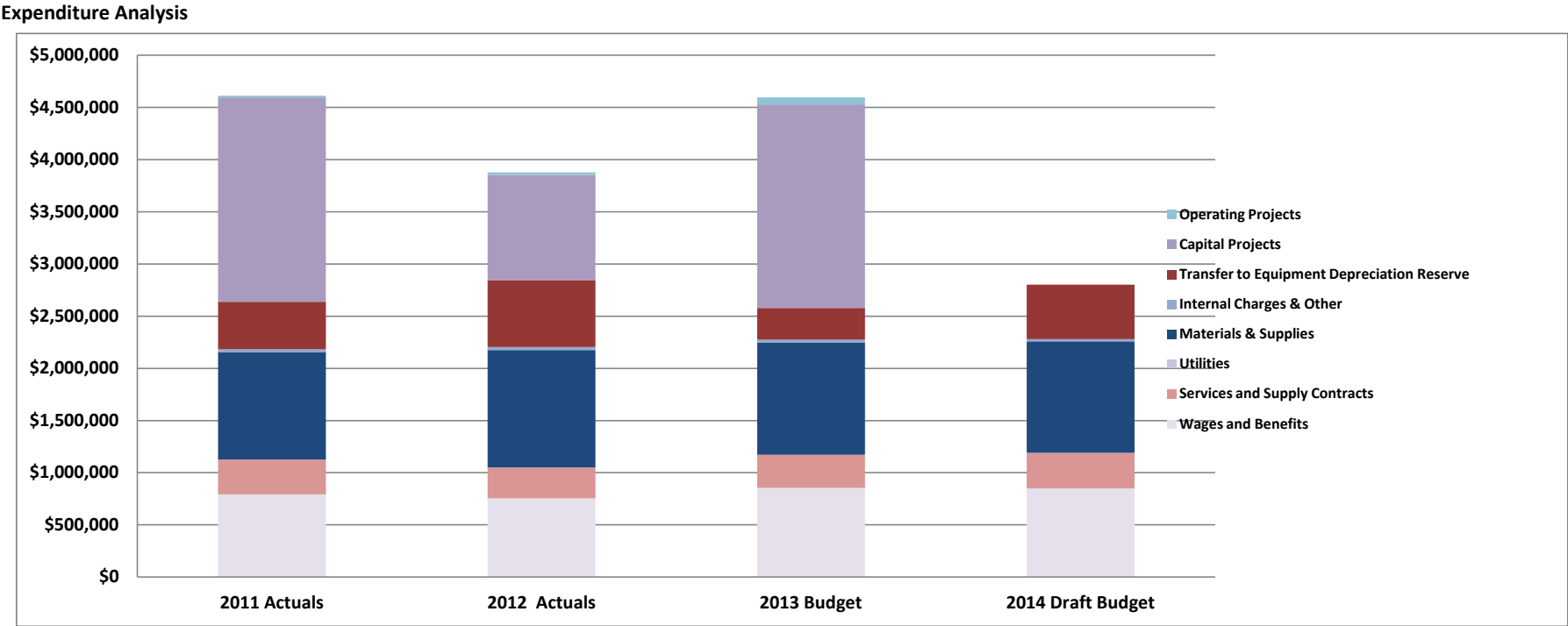
2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)

2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

Fleet	2013 - 2017 Financial Plan				
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
Other Revenue	8,244	10,812	-	-	-
Total Operating Revenues	8,244	10,812	-	-	-
Wages and Benefits	793,868	755,895	855,429	872,538	848,156
Services and Supply Contracts	332,208	294,634	316,700	323,034	342,720
Utilities	759	512	350	357	-
Materials & Supplies	1,030,081	1,125,172	1,074,300	1,095,786	1,068,475
Internal Charges & Other	26,365	28,054	26,772	27,110	19,654
Total Operating and Maintenance Expenditures	2,183,281	2,204,266	2,273,551	2,318,825	2,279,005
Net Excluding Transfer to Equipment Depreciation Reserve and Interprogram Credits	2,175,037	2,193,455	2,273,551	2,318,825	2,279,005
Transfer to Equipment Depreciation Reserve	453,839	640,809	306,015	312,126	522,517
Net Fleet Operations	2,628,876	2,834,264	2,579,566	2,630,951	2,801,522
Interprogram Credits	(2,628,876)	(2,834,264)	(2,573,417)	(2,624,678)	(2,802,292)
Net Operating Funded from General Revenues	(0)	(0)	6,149	6,273	(770)
Transfers from Reserves	1,882,180	918,278	2,017,904	652,000	
Other Project Funding	93,732	115,324	-	-	
Total Project Funding	1,975,912	1,033,602	2,017,904	652,000	-
Capital	1,958,976	1,008,330	1,948,955	627,000	
Operating	16,936	25,272	68,949	25,000	
Total Project Expenditures	1,975,912	1,033,602	2,017,904	652,000	-
Net - Funded from General Revenues	(0)	(0)	6,149	6,273	(770)
Total Operating & Maintenance Expenditures per Capita	\$ 25.11	\$ 25.19	\$ 25.61	\$ 25.76	\$ 25.32

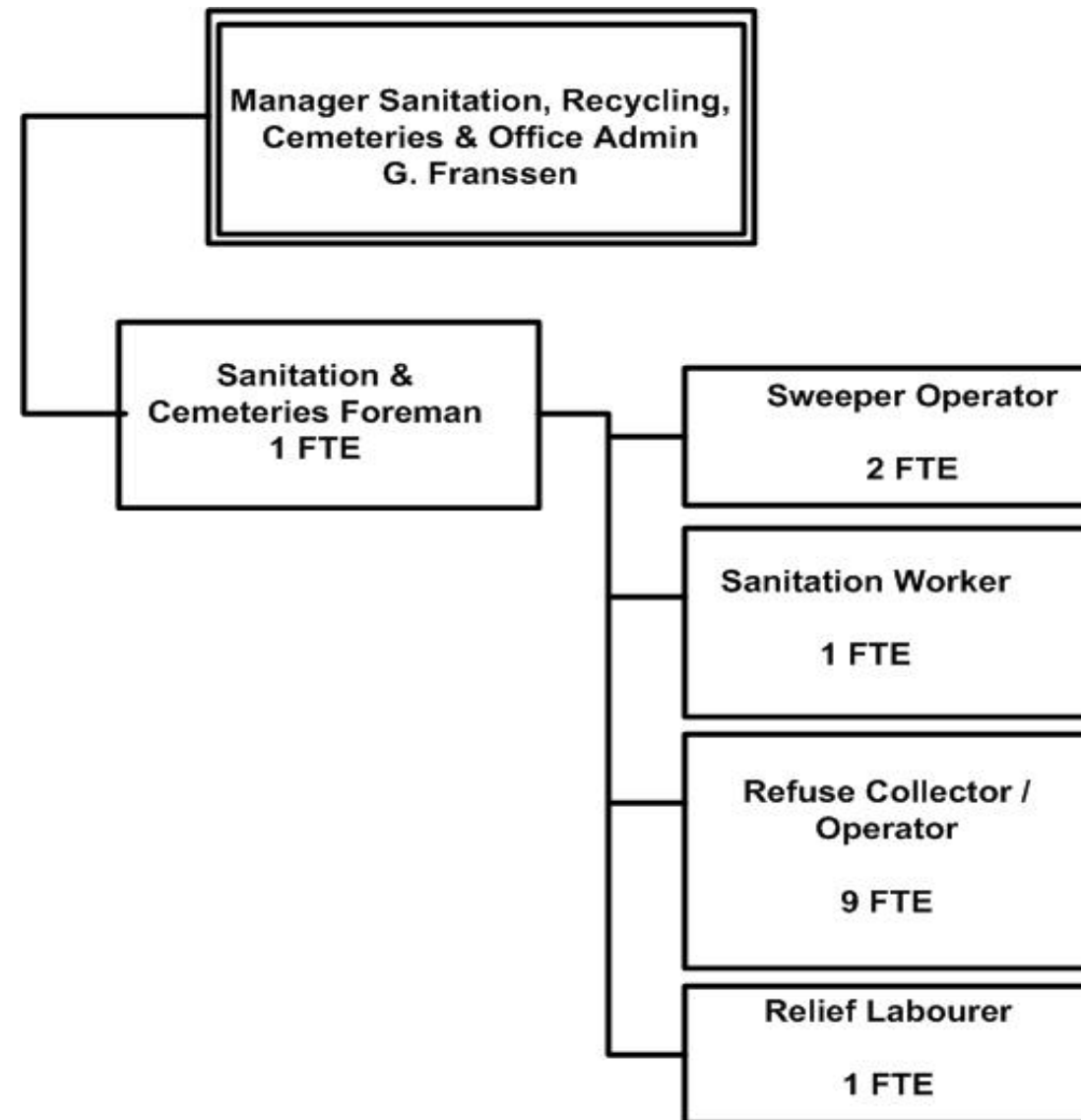
Budgeted FTEs	12.0
---------------	------

Engineering and Public Works - Fleet - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review





**COUNCIL BUDGET REVIEW PILOT
ENGINEERING AND PUBLIC WORKS
SANITATION
December 4, 2013**



Engineering and Public Works - Sanitation - Current Level of Service

2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

- Annual operating and maintenance activities to provide current service levels
- Identify specific projects, supported by a long range asset management plan, for renewal of current facilities. Renewal projects focus on replacing major components of each facility.
- Identify specific projects for upgrades to current facilities.

Significant Events

- Established food waste collection program that reduces waste to the landfill, full City wide collection started in 2011
- New recycling stewardship program for Packaging and Printed Paper (PPP) under Multi-Material British Columbia (MMBC) scheduled to begin May 19, 2014

Current Level of Service

Provide weekly residential food waste collection and bi-weekly garbage and recycling collection to over 26,000 residences on 35 routes. Collection of recycling is done by a contractor and residential food waste collection and garbage collection is undertaken by City staff.

The 2013 user fee for collection services is \$125.74 per household. User Fees, garbage tag sales and the sale of green bins are budgeted to fully fund the following services:

Service	% of Revenue
Annual Calendar Delivery	1%
Residential Garbage Collection	43%
Landfill Fees	25%
Nanaimo Recycling Exchange	3%
Curbside Recycling	19%
Street Waste Receptacles	1%
Cleaner Community Partnership	1%
Education & Promotion	2%
Administration & Discounts	5%
	100%

In 2012 3,745 tonnes of recycling, 4,021 tonnes of garbage and 3,256 tonnes of food waste was collected at the curbside.

Enhance the appearance of the City core and Business Improvement Association (BIA) by providing street and sidewalk amenities and sanitation services.

Provide scheduled street sweeping programs and services to address public safety and street sanitation.

The City receives a portion of the advertising revenue generated by bus shelters and benches provided by contractor.

Annual operating programs include:

Residential Garbage Collection / approximately 26,000 households

- weekly collection of residential food waste
- bi-weekly collection of residential garbage and specified recyclables
- production and delivery of annual collection schedules

Public education and promotion of 3R's programs, services and opportunities

- provide public education through two annual newsletters and other local media
- school and other 3R's programs via service arrangement with the Nanaimo Recycling Exchange (NRE)

Engineering and Public Works - Sanitation - Current Level of Service

2014 - 2018 Financial Plan Review

Residential Recycling Collection

- bi-weekly collection of residential recyclables - single family to 4-plex / approximately 26,000 households
- Community based recyclables collection services and open access to most stewardship programs through drop-off (NRE)

Street Cleaning

- specific Spring and Fall programs - sweep all city streets in Spring / SNIC material removal and Fall leaf and gutter program
- sweep downtown area streets weekly
- sweep downtown sidewalks bi-weekly
- scheduled street sweeping of all City streets at least once annually
- annual litter program covering approximately 200 km of roadside boulevards serviced by local not for profit groups

Bus Shelters and benches

- provision and maintenance of approximately 260 benches (contract service)
- provision and maintenance of approximately 40 bus shelters (contract service)
- provision and maintenance of approximately 6 City owned and serviced bus shelters
- provision and maintenance of approximately 12 City owned and serviced benches

Continuous Improvement Changes

- In 2012 curbside recycling and food waste collection diverted 64.2% of total garbage from the landfill.
- In 2012 under the food waste collection program 45.7% of garbage that previously would have gone to the landfill was diverted.

Engineering and Public Works - Sanitation - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:

- Staffing
- Contracted Services (eg recycling, RDN disposal fees)
- Vehicles, Equipment
- Materials and Supplies

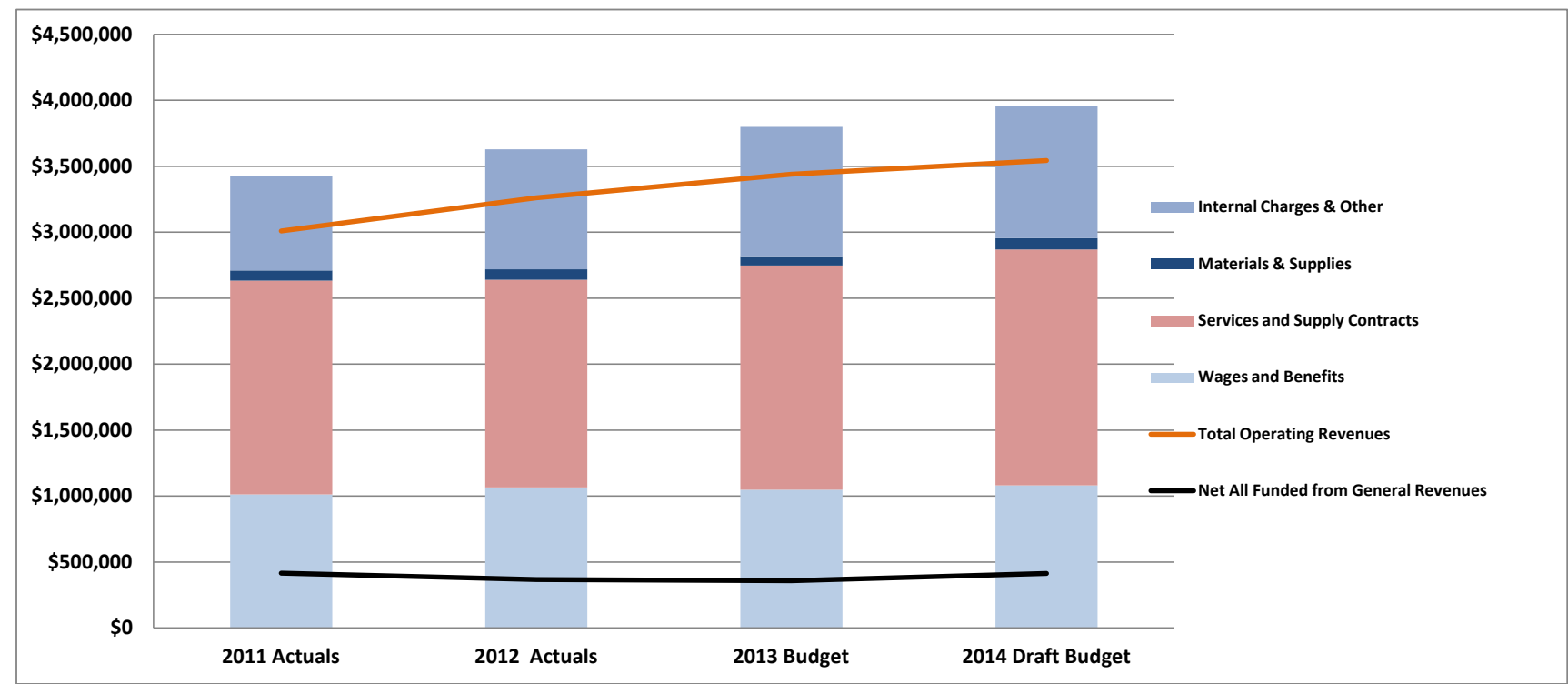
Indirect costs that are incurred to support Sanitation operations such as payroll, accounts payable, human resources and senior management resources are not included in Sanitation operations actuals/budget.

Notes:
CUPE contract expires December 31 2013
2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)
2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases
2014 and 2015 Draft Budgets are restated to include impact of proposed contract with MMBC and proposed contract increase with BFI
- 2014 user fees would be reduced from \$128.50 effective January 1, 2014 to \$94.50 in May 2014.

		2013 - 2017 Financial Plan				2014 Draft Budget		2014 and 2015 Draft Budget Restated	
		2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget		Assumes PPP with MMBC Contract and BFI Contract Changes are	
Sanitation								2014 Draft Budget	2015 Draft Budget
	Garbage User Fees	2,830,826	3,129,191	3,280,189	3,372,345	3,392,400		2,927,100	2,542,123
	PPP Recoveries							465,300	941,774
	Garbage Tags	89,468	97,985	95,000	95,950	95,000		95,000	95,950
	City Property Rentals	61,401	31,533	45,000	45,450	35,000		35,000	35,350
	Other Income	27,348	2,642	19,755	19,955	20,250		20,250	20,455
	Total Operating Revenues	3,009,042	3,261,351	3,439,944	3,533,700	3,542,650		3,542,650	3,635,652
	Wages and Benefits	1,013,625	1,065,834	1,049,009	1,069,990	1,081,400		1,081,400	1,103,028
	Services and Supply Contracts	1,619,508	1,573,385	1,698,614	1,732,586	1,787,638		1,798,708	1,845,897
	Materials & Supplies	77,414	80,632	70,440	71,849	85,575		85,575	87,287
	Internal Charges & Other	713,934	908,753	980,888	1,000,483	1,002,078		982,595	1,022,100
	Total Operating and Maintenance Expenditures	3,424,481	3,628,603	3,798,951	3,874,907	3,956,691		3,948,278	4,058,312
	Net - Funded from General Revenues	415,438	367,252	359,007	341,207	414,041		405,628	422,660
	Funded from General Revenues	12%	10%	9%	9%	10%		10%	10%
	Estimated # of Households	24,832	25,861	26,085	26,398	26,400		26,400	26,717
	User Fee \$/ Household	\$ 114.00	\$ 121.00	\$ 125.74	\$ 127.75	\$ 128.50		\$ 110.50	\$ 94.50
	Cost per Capita	\$ 4.78	\$ 4.20	\$ 4.04	\$ 3.79	\$ 4.60		\$ 4.51	\$ 4.70
Budgeted FTEs				14.0					

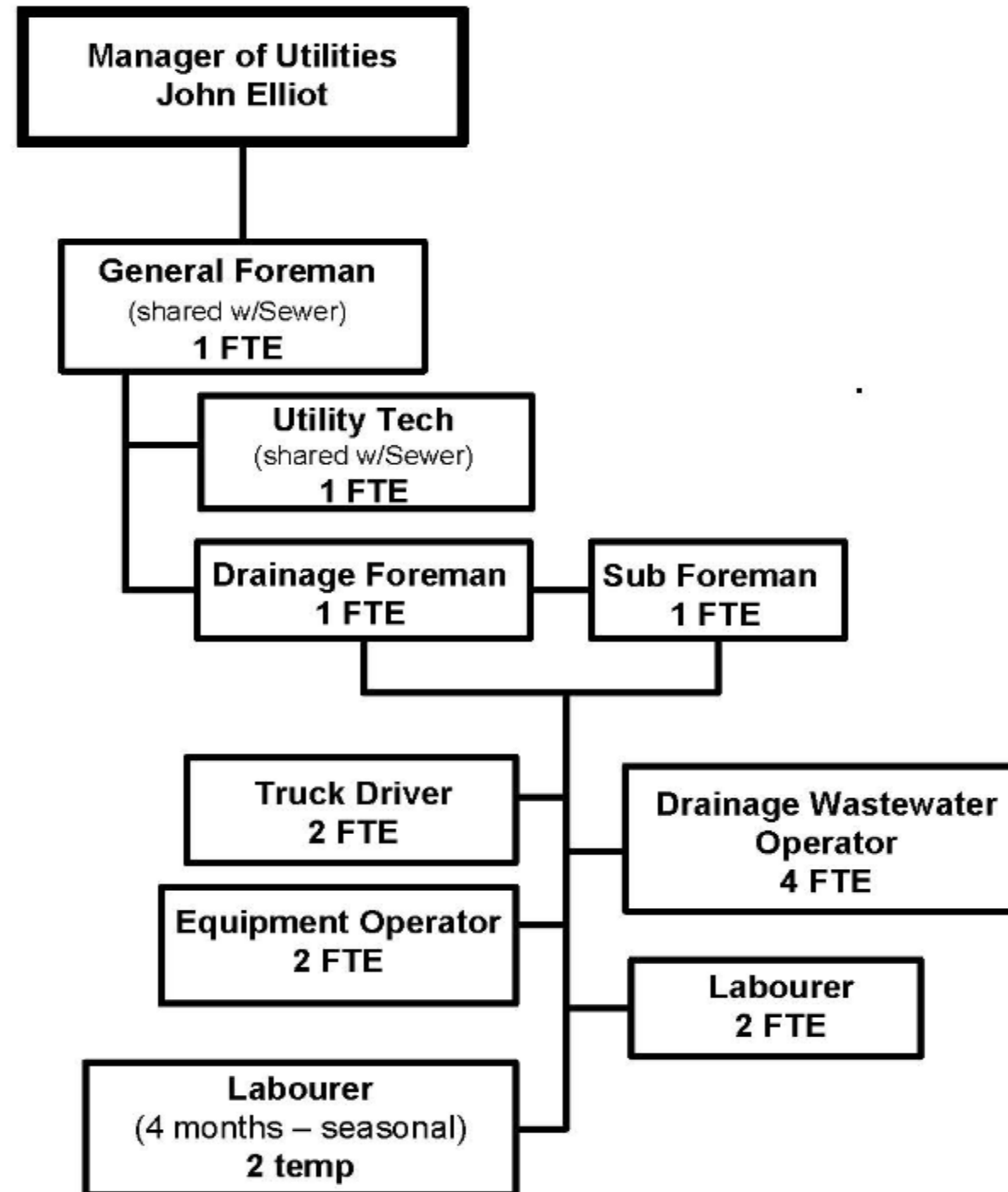
Engineering and Public Works - Sanitation - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Expenditure Analysis





**COUNCIL BUDGET REVIEW PILOT
ENGINEERING AND PUBLIC WORKS
DRAINAGE
November 13, 2013**



Engineering and Public Works - Drainage - Current Level of Service
2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

Annual operating and maintenance activities to provide current service levels
Identify specific projects, supported by a long range asset management plan, for renewal of current infrastructure.
Identify specific projects for expansion/upgrades to current infrastructure.

Significant Changes

Environmental awareness around climate change and ground water recharging - Ditch/Swale Policy.
Beaver Management - managing areas prone to flooding.
Steepslope developments - Detention Chambers to manage pre development drainage flows, challenging access to utility rights of ways.
New infrastructure like rain gardens in addition to in-ground storm systems.

Current Level of Service

Drainage infrastructure conveys rainwater in order to minimizes impact to property and environment.
The major components of the City's drainage system are mains, services, catch basins, inlet and outlet structures, open ditches and retention poi
There are over 423 kilometers of drainage mains.

Annual operating and maintenance programs include:

- Storm sewer mains and service connections
 - repairs and upgrades to existing system with function and safety in mind
 - investigate to resolve flooding concerns and ensure city owned infrastructure is in good working condition
 - extension to existing systems to resolve drainage problems
- Video inspection program
 - identify/monitor problem areas
 - provide support information for capital planning
 - video prior to any flushing or root cutting
- Main flushing program
 - flush ~ 10 kms/ annually
 - root cutting
 - clean mains and service connections of silt and debris
- Catchbasin, manholes, cleanouts, inlet/outlet structure maintenance program
 - clean structures of debris
 - annually clean approximately 10,000 catch basins
- Detention pond and natural water courses
 - brushcutting to ensure access to infrastructure including detentions ponds and ditches
 - cleaning underground detention chambers
 - beaver management clearing unnatural debris from stream channels
- Culvert and Inlet / outlet structure maintenance program
 - assess and inventory culverts
 - replace/repair as required or submit for capital planning
 - vegetation control at inlets and outlets to ensure full capacity in storm events

Detailed asset information for drainage infrastructure including location, type of material and in service year are maintained in the City's Geographic Information System (GIS).

Continuous Improvement Changes

Asset Management - Ongoing culvert Inventory and assessment program using GPS field tablets.
Field Laptops for emergency response - mapping and as-built information readily available in the event the system is down
Develop maintenance management programs for operational and maintenance of new infrastructure like in-ground detention chambers. 9 now
Installation of rain gardens and bottomless catch basins, where ground conditions warrant, to promote ground water recharging.

Annual Operating and Maintenance Budget

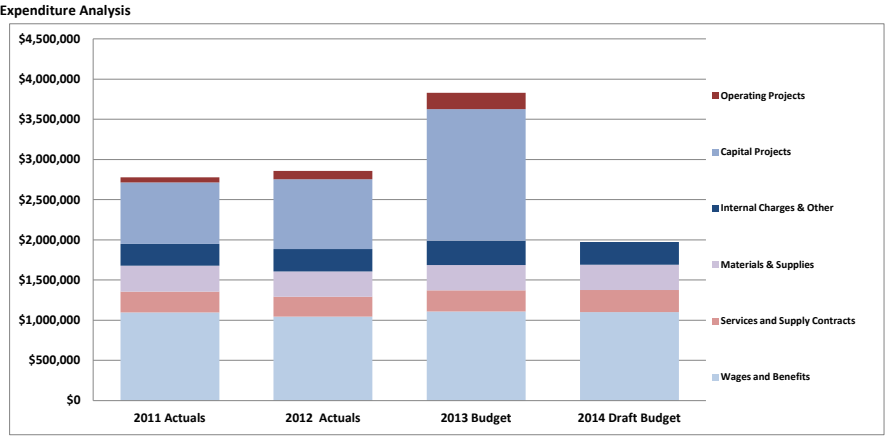
Annual operating and maintenance budgets include:

- Staffing
- Contracted Services (eg flush truck, flagging)
- Materials and supplies

Indirect costs that are incurred to support Drainage operations such as payroll, accounts payable, human resources and senior management resources are not included in Drainage Operations actuals/budget.

Notes:
CUPE contract expires December 31 2013
2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)
2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

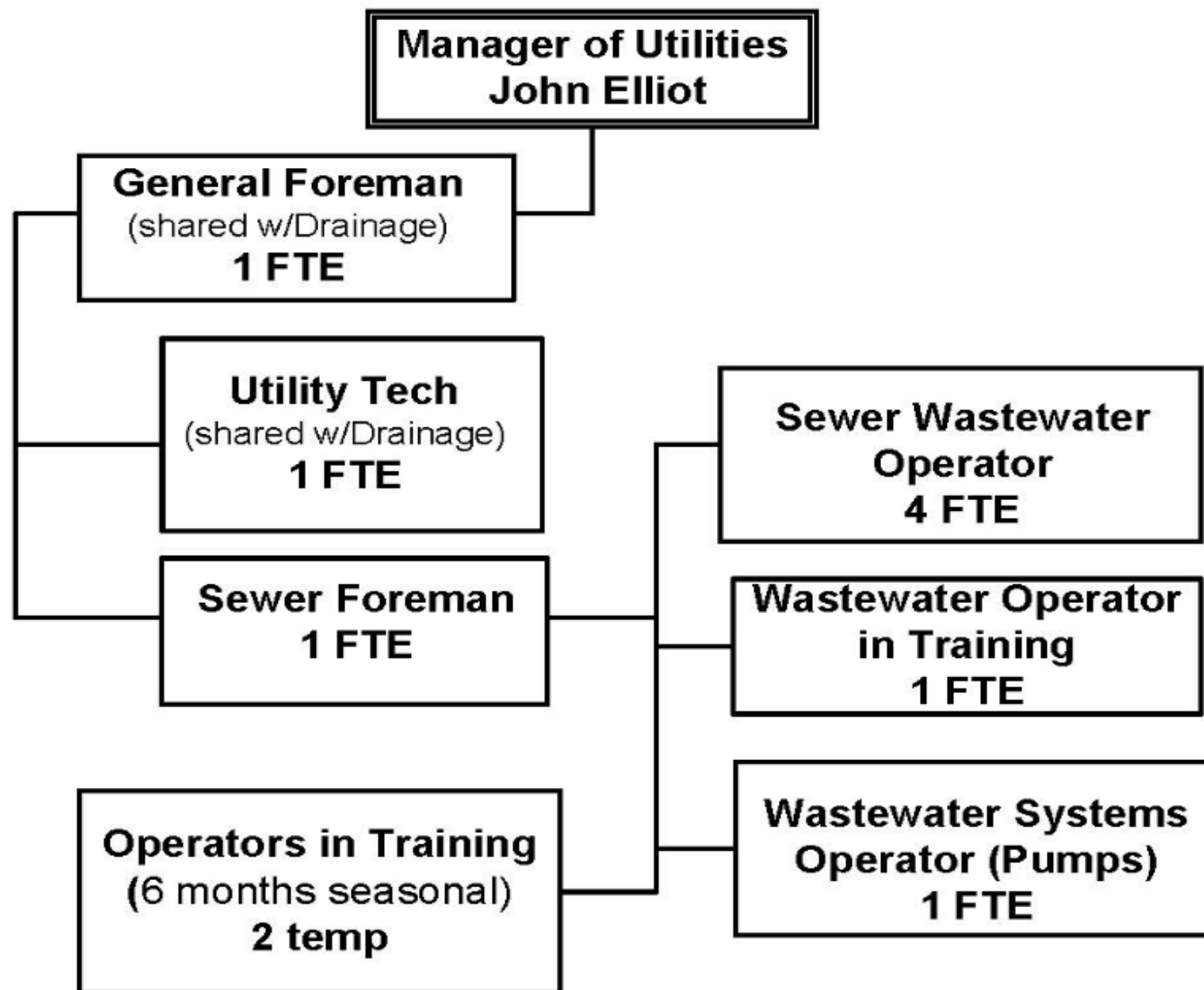
				2013 - 2017 Financial Plan		
Drainage	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget	
Connection and Service Fees	61,340	67,640	53,000	53,530	53,000	
Recoveries	6,800	2,200	6,250	6,325	4,265	
Total Operating Revenues	68,140	69,840	59,250	59,855	57,265	
Wages and Benefits	1,098,346	1,045,934	1,110,296	1,132,502	1,101,543	
Services and Supply Contracts	258,944	245,237	261,722	266,956	275,225	
Materials & Supplies	321,378	317,078	312,950	319,209	315,050	
Internal Charges & Other	271,113	277,759	305,332	311,347	281,902	
Total Operating and Maintenance Expenditures	1,949,781	1,886,009	1,990,300	2,030,015	1,973,720	
Net - Operating Funded from General Revenues	1,881,641	1,816,169	1,931,050	1,970,160	1,916,455	
Transfers from Reserves	270,340	572,244	843,453	875,000		
Other Project Funding	-	3,865	-	-		
Total Project Funding	270,340	576,109	843,453	875,000	-	
Capital	763,547	867,201	1,636,667	875,000		
Operating	63,585	104,288	202,262	118,950		
Total Project Expenditures	827,132	971,489	1,838,929	993,950	-	
Net - Funded from General Revenues	2,438,434	2,211,549	2,926,526	2,089,110	1,916,455	
Funded from General Revenues	88%	77%	76%	69%	97%	
Cost per Capita	\$ 28.04	\$ 25.27	\$ 32.97	\$ 23.21	\$ 21.29	
Budgeted FTEs			13.0			





**COUNCIL BUDGET REVIEW PILOT
ENGINEERING AND PUBLIC WORKS
SEWER**

November 13, 2013



Engineering and Public Works - Sewer - Current Level of Service
2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

Annual operating and maintenance activities to provide current service levels
Identify specific projects, supported by a long range asset management plan, for renewal of current infrastructure.
Identify specific projects for expansion/upgrades to current infrastructure.

Significant Events

Identify any changes (eg regulatory, development) that have impacted service levels/budgets
RDN secondary treatment and capital improvements
Provincial requirements for reduction of inflow and infiltration
New low pressure system - Green Lake area

Current Level of Service

Sanitary sewer infrastructure maintains public health and safety, with minimal service disruption and impact to environment and property.
The main components of the City's sanitary sewer infrastructure are mains, services and lift stations.
There are over 548 kilometers of sanitary sewer mains. During 2011, the City's average daily flow was 31,100 cubic meters per day. Could fill Nanaimo Aquati

Annual operating and maintenance programs include:

- Video inspection program
 - identify/monitor problem areas
 - provide support and input for capital planning
 - pre video prior to root cutting to ensure safety to workers and public
- Main flushing programs
 - flush 40 - 45 kms annually
 - some areas require 3 month, 6 month or annual flushing rotations
- flush mains prior to videoing
- Manhole, cleanouts maintenance
 - address infiltration (eg roots)
 - right of way inspections to ensure MH's are accessible and safe
 - ensure water tight manholes are functioning in ESA's
- Main repairs and service upgrades
 - repair mains and connections, identified through video inspection program, flushing program, users
 - sewer backups investigation reports to manage risk and ensure
 - support and provide input for capital planning process
 - inspection repair and maintenance to 16 sewer lift stations and 11 sewer flow monitors

Detailed asset information for sanitary sewer infrastructure including location, type of material and in service year are maintained in the City's Geographic Information System (GIS).

Continuous Improvement Changes

Identify operational changes that have been recently implemented and estimated annual cost savings
program to reduce I & I within the system
upgrading sewer lift station pumps with more efficient pumps to save energy
replace Telus data lines as part of SCADA upgrade with radio communications - savings of \$40K per year (split with water)
installing computers in vehicles to provide current as-built information allowing crews to stay in the field
field laptops for emergency response - mapping and as-built information in the event the system is down

Engineering and Public Works - Sewer - Annual Operating and Maintenance
 2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

- Annual operating and maintenance budgets include:
- Staffing
 - Contracted services (eg flush truck, trucking, flagging)
 - Utilities
 - Materials and supplies
 - Vehicles, Equipment
 - Allocation of portion of Corporate Services and Engineering Services expenditures to Sewer and Water Operations

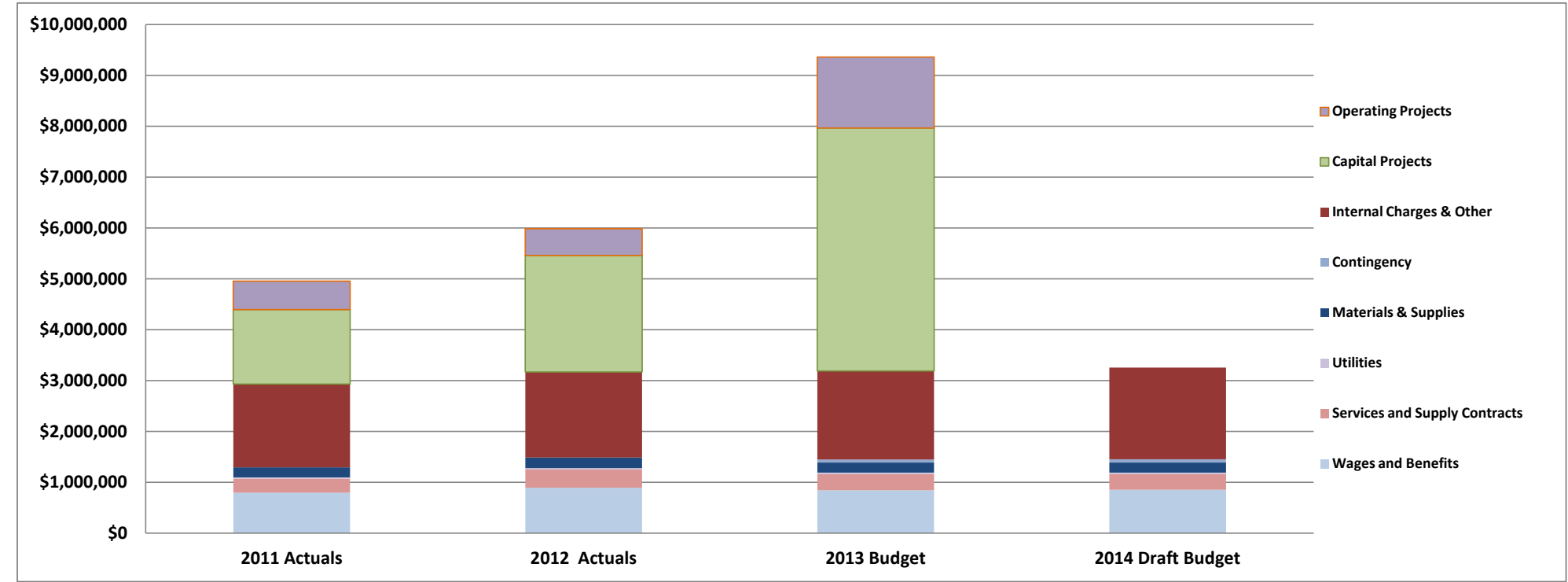
Notes:
 CUPE contract expires December 31 2013
 2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)
 2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

			2013 - 2017 Financial Plan			
Sewer		2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
	User Fees	4,670,536	4,883,810	5,113,500	5,420,310	5,422,867
	Connection and Service Fees	48,680	123,120	85,000	85,850	85,000
	Recoveries	-	-	1,000	1,020	1,000
	Total Operating Revenues	4,719,216	5,006,930	5,199,500	5,507,180	5,508,867
	Wages and Benefits	798,031	897,848	846,847	863,784	857,340
	Services and Supply Contracts	277,267	355,592	314,600	320,892	305,186
	Utilities	24,523	26,147	28,660	29,233	28,600
	Materials & Supplies	195,670	208,729	198,995	202,975	201,195
	Contingency	-	-	60,000	60,000	60,000
	Internal Charges & Other	1,636,795	1,681,608	1,740,139	1,783,441	1,803,751
	Total Operating and Maintenance Expenditures	2,932,285	3,169,925	3,189,241	3,260,325	3,256,072
	Net Revenues before Transfer to Reserves and Projects	1,786,931	1,837,005	2,010,259	2,246,855	2,252,795
	Transfer to/from Surplus Reserve	1,032,010	1,208,724	176,486	65,813	
	Transfer to Asset Management Reserve	-	-	233,273	480,542	
		1,032,010	1,208,724	409,759	546,355	-
	Net before Projects	754,921	628,281	1,600,500	1,700,500	
	User fees	695,307	556,678	1,600,500	1,700,500	
	Transfers from Reserves	966,189	1,747,729	4,568,151	2,241,000	

Engineering and Public Works - Sewer - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Other Project Funding	361,338	511,324			
Total Project Funding	2,022,833	2,815,730	6,168,651	3,941,500	-
Capital	1,465,252	2,288,440	4,777,962	3,479,000	
Operating	557,581	527,290	1,390,689	462,500	
Total Project Expenditures	2,022,833	2,815,730	6,168,651	3,941,500	-
Net Budgeted FTEs	59,615	71,604	0 8.1	0	-

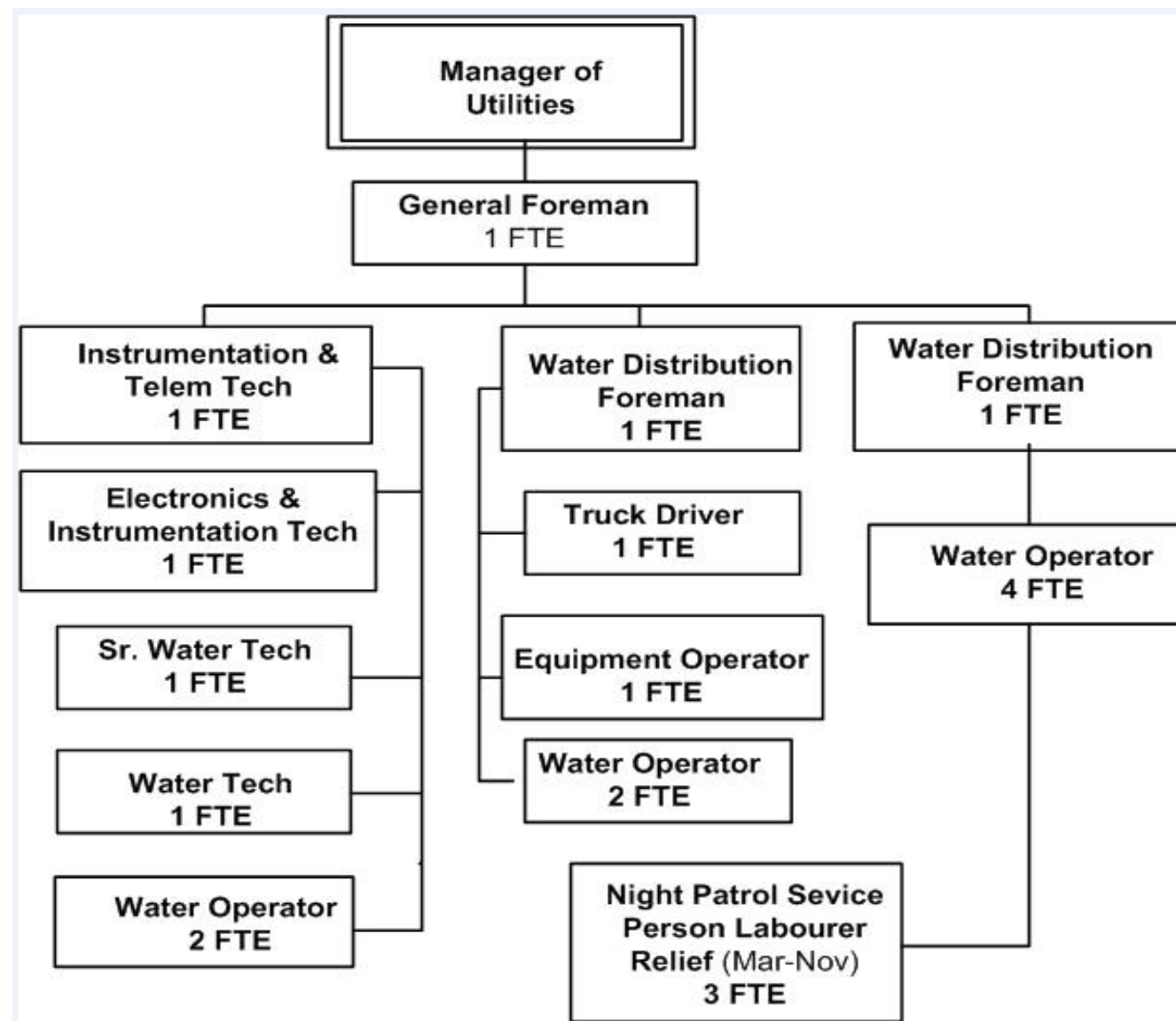
Expenditure Analysis





**COUNCIL BUDGET REVIEW PILOT
ENGINEERING AND PUBLIC WORKS
WATER**

November 13, 2013



Engineering and Public Works - Water - Current Level of Service
2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

Annual operating and maintenance activities to provide current service levels
Adjust activities to respond to the expansion of water supply and distribution infrastructure
Identify, design and construct specific projects, supported by a long range asset management plan, for renewal of current infrastructure.
Identify and support specific projects for expansion/upgrades to current infrastructure.

Significant Events

A new water treatment plant and reservoir are currently under construction. Both will be in service in 2015.
Ongoing water conservation education and incentives to reduce consumption.
Planning for a new source/augmentation of existing source to be in place by 2020
Sharing of water supply with other communities
Revenue decline due to conservation
Water Sustainability Act - Spring 2014

Current Level of Service

Water infrastructure provides water that is clean and safe to drink with minimal service disruption, to satisfy all anticipated consumption and fire protection.
The main components of the City's water infrastructure are dams, reservoirs, mains and pump/pressure reducing stations and services. Current replacement cost is estimated in excess of \$700M.
There are over 600 kilometers of supply and distribution mains.
During 2012, the City delivered over 15.8 billion liters of water to its residential, commercial and industrial customers. (Residential population of 88,000)

Annual operating and maintenance programs include:

- Telemetry monitoring of system from Jump Cr to remote points throughout
 - weekly calibration of instruments
 - data collection/analysis

- Dam inspections, reporting and maintenance program
 - compliance with British Columbia Dam Safety Regulation and Canadian Dam Association (CDA) guidelines
 - daily/weekly/monthly inspection protocols
 - maintenance and upgrades as issues develop
 - annual engineering inspection

- Reservoirs inspections and maintenance program (9 tanks in system)
 - flushing and cleaning program
 - maintenance and repair; security
 - controls and adjustments of flows and levels
 - vegetation control

- Water testing program
 - raw water quality samples
 - treated water quality samples
 - also complaint-driven response

- Water treatment program
 - operating and maintenance of facilities
 - chlorine handling and response

- Pump station, pressure reducing station, air valve inspections and maintenance
 - asset management program to rebuild/replace components
 - manage 23 pressure zones to ensure residential, commercial, industrial and fire flows

- Main flushing program
 - supply and distribution mains

- Supply Main Maintenance
 - regular inspection, maintenance, repair

- Watershed Management
 - weather station maintenance
 - interact with forestry companies: security/forest fires
 - supply main inspection and maintenance
 - rights of way maintenance

- Main and service connections
 - repair main breaks (e.g. 11 breaks in 2012 at a cost of \$75k; responded within avg 22 minutes)
 - replace service connections
 - valve exercising, meter maintenance

- Support capital projects and development
 - service connections and tie-ins
 - shut downs, reconfiguration of system

Detailed asset information for water supply and distribution infrastructure including location, type of material and in service year are maintained in the City's Geographic Information System (GIS).

Continuous Improvement Changes

Partnership projects (e.g. MOTI) to replace mains over failing culverts
Replace Telus data lines as part of SCADA upgrade with radio communications - saving over \$40k per year
Migrated all dam inspection reports to digital, eliminating paper and retyping - allows easy access in a database
Field laptops for emergency response - mapping and as-built information in the event the system is down

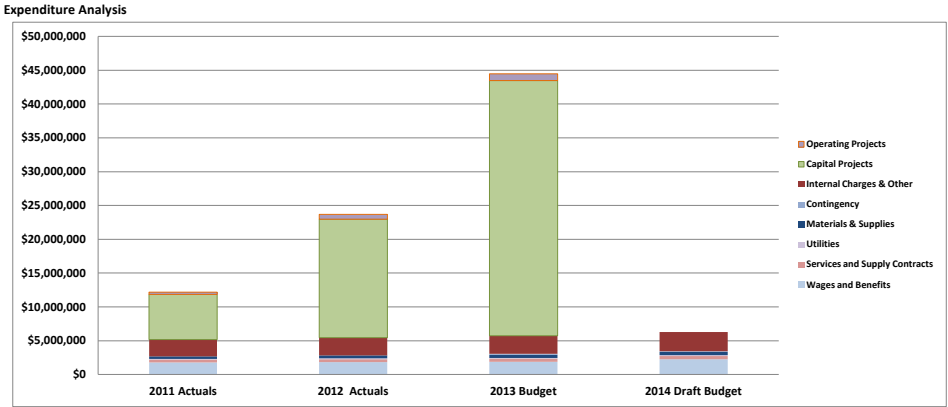
Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:

- Staffing
- Contracted services (eg flush truck, flagging, water testing, brushcutting)
- Utilities
- Materials and supplies
- Vehicles, Equipment
- Allocation of portion of Corporate Services and Engineering Services expenditures to Sewer and Water Operations

Notes:
CUPE contract expires December 31 2013
2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)
2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

	2013 - 2017 Financial Plan				
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
Water (including Water Treatment Plant)					
User Fees	11,165,546	11,798,813	13,246,482	14,239,969	13,982,752
Connection and Service Fees	87,330	133,860	123,000	123,030	103,000
City Property Rentals	18,900	18,900	18,900	18,900	18,900
Other Revenue	26,598	10,037	500	500	58,833
Total Operating Revenues	11,298,374	11,961,610	13,388,882	14,382,399	14,163,485
Wages and Benefits	1,770,681	1,831,059	1,874,962	1,911,437	2,263,909
Services and Supply Contracts	427,764	452,398	467,620	476,732	482,630
Utilities	112,428	118,275	109,300	111,486	117,700
Materials & Supplies	372,882	434,848	494,650	496,398	495,550
Contingency	-	-	100,000	100,000	100,000
RDN Initiatives	-	-	139,260	174,875	174,075
Internal Charges & Other	2,469,577	2,598,815	2,689,653	2,773,609	2,816,243
Total Operating and Maintenance Expenditures	5,153,332	5,435,395	5,875,445	6,044,538	6,450,107
Net Revenues before Transfer to Reserves, Debt and Projects	6,145,042	6,526,215	7,513,437	8,337,861	7,713,378
Transfer to Reserves	4,290,536	4,470,772	1,987,867	3,065,109	
Transfer to Asset Management Reserve	-	-	302,506	634,884	
Debt	540,695	97,292	148,001	1,166,868	1,159,744
	4,831,231	4,568,064	2,438,374	4,866,861	1,159,744
Net Revenues before Projects	1,313,811	1,958,151	5,075,063	3,471,000	6,553,634
User Fees	1,269,660	1,911,919	5,075,063	3,471,000	
Transfers from Reserves	4,219,335	6,630,405	7,570,083	23,819,350	
Borrowing	-	-	13,312,350	9,187,650	
Other Project Funding	1,550,054	9,706,864	12,754,116	421,000	
Total Project Funding	7,039,049	18,249,188	38,711,612	36,899,000	-
Capital	6,689,929	17,543,753	37,728,172	36,639,000	
Operating	349,120	705,435	983,440	260,000	
Total Project Expenditures	7,039,049	18,249,188	38,711,612	36,899,000	-
Net Budgeted FTEs	44,151	46,232	(0) 19.9	0	6,553,634



	2013 - 2017 Financial Plan						
	2013 Budget	2014 Budget	2014 Draft Budget	2015 Draft Budget	2016 Draft Budget	2017 Draft Budget	2018 Draft Budget
Water Treatment Plant							
Wages and Benefits			354,221	658,691	671,864	685,304	699,008
Services and Supply Contracts			-	164,055	169,938	173,337	176,802
Utilities			-	154,000	157,080	160,222	163,426
Materials & Supplies			-	179,691	183,284	186,949	190,689
Contingency							
RDN Initiatives							
Internal Charges & Other			19,200	21,768	22,062	22,361	22,667
Total Operating and Maintenance Expenditures	-	-	373,421	1,178,205	1,204,228	1,228,173	1,252,592
Budgeted FTEs				6.0			



**COUNCIL BUDGET REVIEW PILOT
PARKS, RECREATION AND CULTURE
SUMMARY
November 6, 2013**

Parks, Recreation and Culture - Annual Operating and Maintenance Revenues and Expenditures Summary
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget
The Parks, Recreation and Culture department includes the following operational areas: Arena Operations, Aquatic Operations, Recreation and Culture Operations, Parks Operations, Community Development, Civic Properties and Administration. The department is also responsible for asset management planning for all city facilities. The department is also responsible for asset management planning for all city facilities.

Annual operating and maintenance budgets include:
Staffing, contracted services, utilities, facility and equipment repairs and maintenance, materials and supplies.
Indirect costs that are incurred to support the operations such as payroll, accounts payable, human resources and senior management resources are not included in actuals/budget. These costs are budgeted in another department (Corporate Services).

Facility Development Reserve
- 20% of annual revenues generated from recreation facilities is transferred to the Facility Development Reserve
- the reserve provides for funding new PR&C facilities and existing facility renewal projects (asset management)

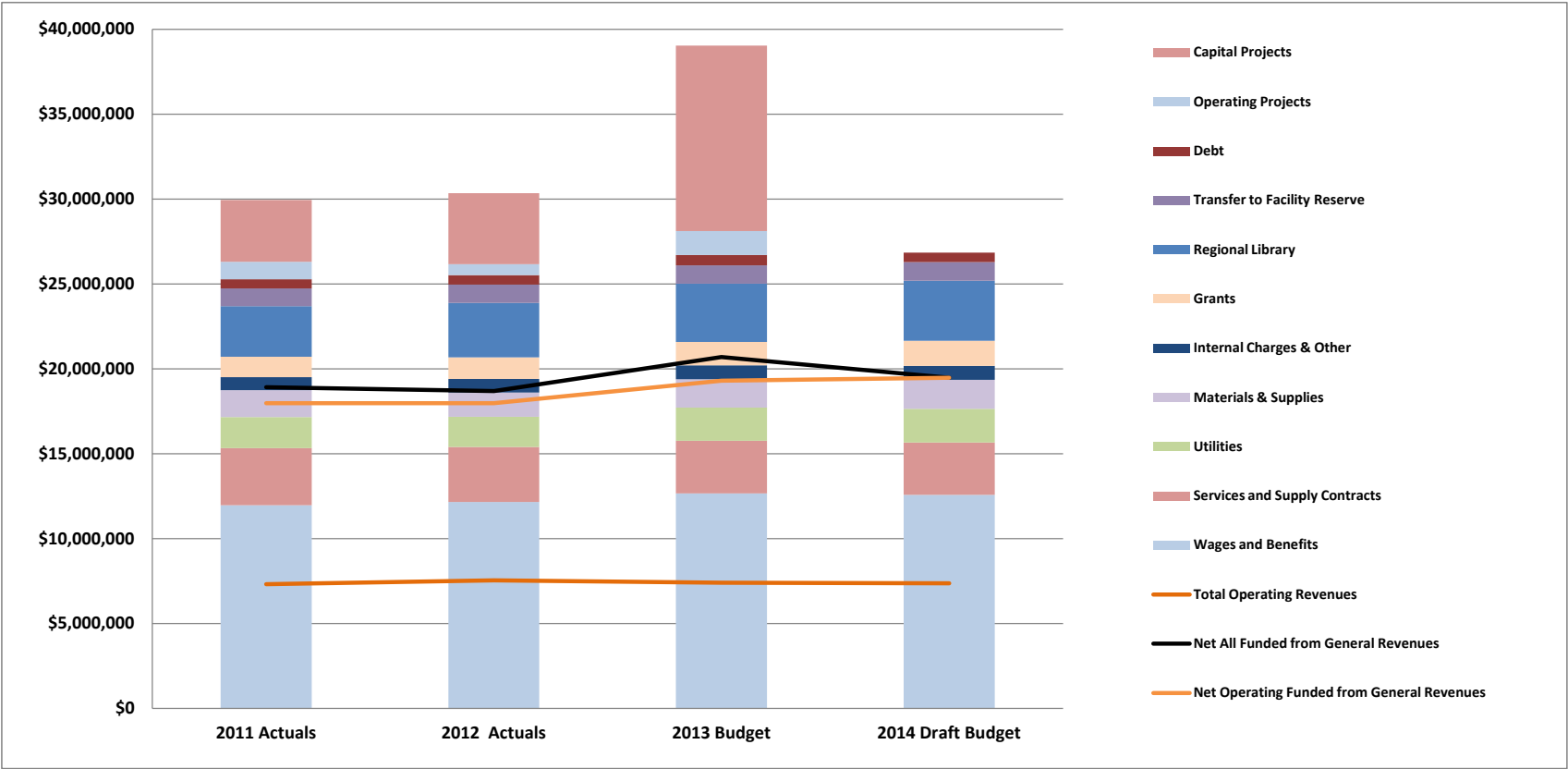
Notes: CUPE contract expires December 31 2013
2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)
2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases
2013 2017 Financial Plan included \$7M capital project re Colliery Dams, debt repayment expenses
2014 Draft Budget does not include debt repayment until Council provides direction

Description	2013 - 2017 Financial Plan				
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
Fees and Admissions	\$ 1,684,154	1,814,103	1,775,669	1,793,426	\$ 1,798,600
Program Revenue	1,942,020	1,814,129	1,937,940	1,957,319	1,937,181
Rental Revenue	1,642,759	1,797,360	1,652,000	1,668,520	1,725,800
Rental of Commercial Space	55,475	58,563	55,000	55,550	55,000
Property Rentals	216,162	243,911	227,589	229,625	238,739
Private Contributions	1,225	68,466	50,000	12,625	17,500
RDN Sports Field & Rec Service Agreement	976,295	1,038,760	1,038,760	1,038,760	982,029
Parking Fees, Permits & Fines	54,566	58,820	59,000	59,590	55,000
Arts/Cultural/Social Programs	13,637	12,039	14,500	14,645	13,100
Government Grants	118,528	108,076	105,175	106,227	105,175
Other Revenues	609,864	528,913	492,914	488,857	430,071
Total Operating Revenues	\$ 7,314,685	7,543,141	7,408,547	7,425,144	\$ 7,358,195
Wages and Benefits	\$ 11,959,650	12,159,881	12,660,186	12,883,515	\$ 12,567,777
Services and Supply Contracts	3,373,071	3,228,370	3,104,772	3,159,608	3,092,006
Utilities	1,816,309	1,788,746	1,945,685	1,984,494	1,979,967
Materials & Supplies	1,591,358	1,430,049	1,679,830	1,713,427	1,712,691
Internal Charges & Other	761,489	796,142	806,935	822,338	825,148
Grants	1,211,978	1,266,457	1,382,845	1,412,310	1,465,763
Vancouver Island Regional Library	2,977,668	3,206,236	3,424,172	3,544,018	3,544,018
Total Operating and Maintenance Expenditures	\$ 23,691,524	23,875,881	25,004,424	25,519,710	\$ 25,187,369
Net Excluding Tsf to Facility Reserve and Debt	16,376,839	16,332,740	17,595,877	18,094,566	17,829,174
Debt	\$ 554,863	554,813	611,008	1,555,955	\$ 554,705
Transfer to Facility Reserve	1,034,670	1,080,678	1,088,847	1,110,624	1,091,314
Total Tsf to Facility Reserve and Debt	\$ 1,589,533	1,635,491	1,699,855	2,666,579	\$ 1,646,019
Net Operating Funded from General Revenues	17,966,372	17,968,231	19,295,732	20,761,144	19,475,193
Transfers from Reserves	\$ 2,842,461	3,707,885	5,459,682	1,483,000	\$ -
Borrowing	-	-	4,500,000	-	-
Other Project Funding	884,545	405,812	976,543	-	-
Total Project Funding	\$ 3,727,006	4,113,697	10,936,225	1,483,000	\$ -
Capital Projects	\$ 3,645,144	4,185,745	10,931,695	1,730,000	\$ -
Operating Projects	1,022,824	648,455	1,402,530	1,229,055	-
Total Project Expenditures	\$ 4,667,968	4,834,200	12,334,225	2,959,055	\$ -
Net - Funded from General Revenues	18,907,334	18,688,734	20,693,732	22,237,199	19,475,193
Funded from General Revenues	63%	62%	53%	71%	73%
Annual Cost per Capita	\$ 217.42	\$ 213.55	\$ 233.14	\$ 247.02	\$ 216.34

Budgeted FTEs	125.10
---------------	--------

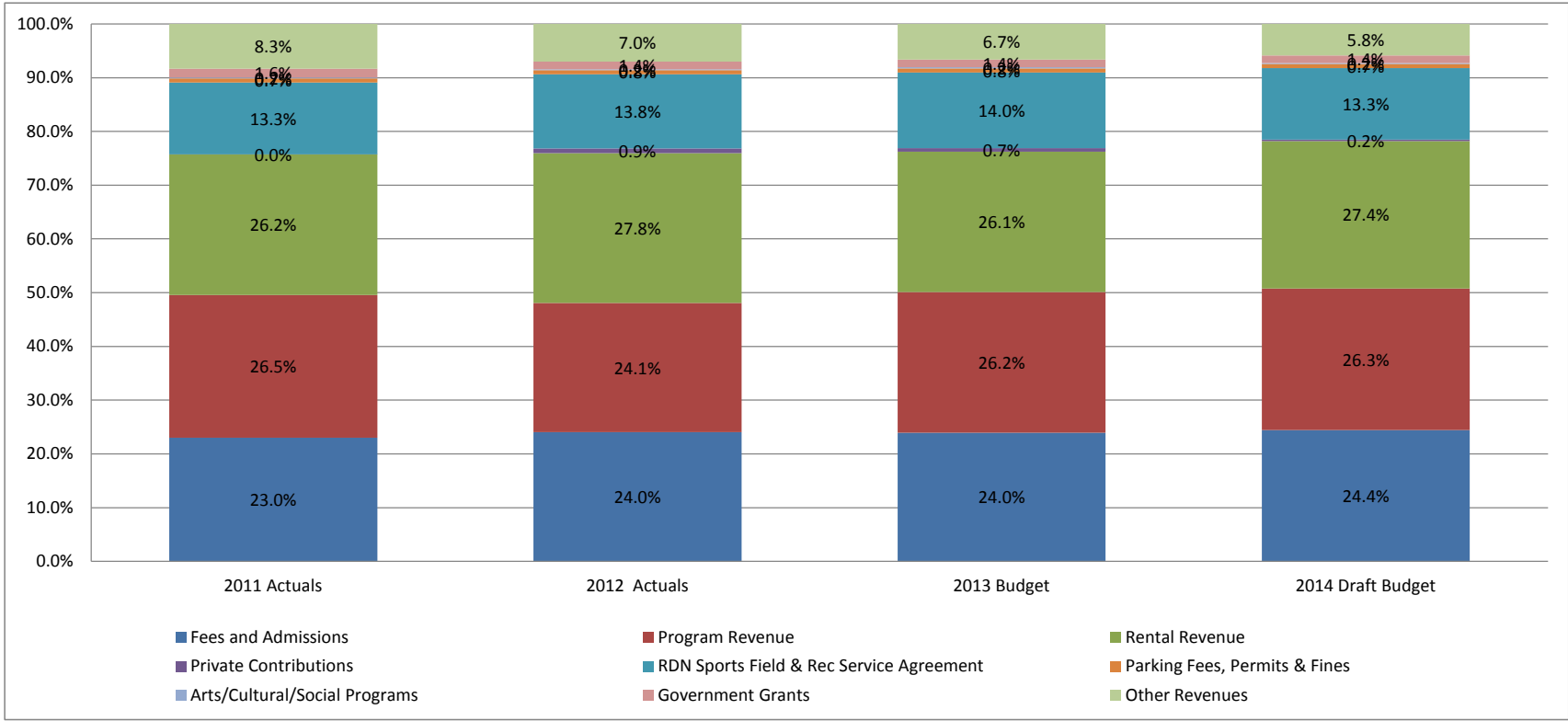
Parks, Recreation and Culture - Annual Operating and Maintenance Revenues and Expenditures Summary
2014 - 2018 Financial Plan Review

Expenditure Analysis



Revenue Analysis

	2011 Actuals	2012 Actuals	2013 Budget	2014 Draft Budget
Fees and Admissions	23.0%	24.0%	24.0%	24.4%
Program Revenue	26.5%	24.1%	26.2%	26.3%
Rental Revenue	26.2%	27.8%	26.1%	27.4%
Private Contributions	0.0%	0.9%	0.7%	0.2%
RDN Sports Field & Rec Service Agreement	13.3%	13.8%	14.0%	13.3%
Parking Fees, Permits & Fines	0.7%	0.8%	0.8%	0.7%
Arts/Cultural/Social Programs	0.2%	0.2%	0.2%	0.2%
Government Grants	1.6%	1.4%	1.4%	1.4%
Other Revenues	8.3%	7.0%	6.7%	5.8%
Total Revenues	100%	100%	100%	100%



Park Recreation & Culture - Service Level Changes and Projects Summary
2014 - 2018 Financial Plan Review

- Notes:
- 1) Projects are identified for expenditures that do not occur every year or vary from year to year.
 - 2) Most projects are related to asset management of current facilities.
 - 3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
 - 4) Projects can be funded from the Facility Development Reserve, other reserves, grants and general taxation funding.

		Asset Renewal Project	Asset Project	Asset Upgrade Project	Strategic Projects					
		2014								
Description		\$	% - 1% taxation	2015	2016	2017	2018	Future Years		
Arena Operations										
	Projects by Facility									
	Cliff McNabb Arena									
P-4165	Cliff McNabb Dasher Board Replacement	200,000	0.2%							
40058	Cliff McNabb HVAC Rebuild/Replace Compressor	10,000	0.0%	10,000	10,000	10,000	10,000			
40088	Cliff McNabb New Speakers						15,000			
40089	Cliff McNabb Paint Interior						50,000			
40059	Cliff McNabb Replace Domestic Hot Water Tank						15,000			
40076	Cliff McNabb Sustainability - Heat Exchanger			40,000						
40062	Cliff McNabb Washroom/Changeroom Upgrades	40,000	0.0%				40,000			
	Frank Crane Arena									
P-4187	FCA Domestic Water Piping	3,000	0.0%	100,000						
P-4188	FCA Heat Recovery System	290,000	0.3%							
P-4161	FCA HVAC			100,000	120,000					
40070	FCA HVAC Rebuild/Replace Compressor	10,000	0.0%	10,000	10,000	10,000	12,000			
40056	FCA Replace/Upgrade Electrical Panels			20,000	20,000					
P-4164	FCA Sound System Replacement				30,000					
P-4162	FCA Washroom/Dressing Room Upgrades				100,000					
	FCA HVAC Ammonia Chiller						160,000			
	Nanaimo Ice Centre									
P-4156	NIC Dressing Room Flooring Replacement			100,000						
P-4159	NIC Dry Floor System				100,000					
40069	NIC Electric Duct Heater Replacement Program			5,000		5,000				
P-4157	NIC HVAC					85,000	110,000			
40063	NIC HVAC Rebuild/Replace Compressor	10,000	0.0%	10,000	10,000	10,000	10,000			
40067	NIC HVAC Replace 2 Heat Pump Units						50,000			
40068	NIC Plumbing Upgrades			20,000		20,000				
40090	NIC Repaint Interior						75,000			
40091	NIC Replace Chairs/tables						20,000			
40094	NIC Replace Doors/Corner Windows						100,000			
40065	NIC Replace Lobby/Hallway/Washroom Floor				180,000					
P-4189	NIC Sound System	20,000	0.0%							
40081	NIC Sustainability - Energy Study	10,000	0.0%							
40057	NIC Tile Dressing Room Shower Stalls	60,000	0.1%							
P-4190	NIC Upgrade Rink Lighting				50,000					
	NIC Score Clock (NIC 1)						45,000			
P-4140	Zamboni Replacement Program									
	Zamboni Replacements				180,000					
	Total Expenditures - Arena Operations	653,000	0.7%	565,000	660,000	140,000	712,000	-		
Aquatics Operations										
	Projects by Facility									
	Beban Pool									
40095	Beban Pool Boiler Tube Replacement			30,000	30,000		30,000			
40040	Beban Pool Coil Replacement (HV1 and HV3)	45,000	0.1%							
40041	Beban Pool Expansion Joint Maintenance	15,000	0.0%			15,000				
40039	Beban Pool Filter Element Replacement Pgm						10,000			
40092	Beban Pool Pneumatic Compressor Units						10,000			
40037	Beban Pool Pump Replacement Program	20,000	0.0%		20,000		20,000			
40093	Beban Pool Recommission HV3 Recovery	53,000	0.1%							
40036	Beban Pool Replace AHUs					20,000	20,000			
P-4191	Beban Pool Replace Chlorine Gas w/Puck System	50,000	0.1%							
40008	Beban Pool Replace Heat Exchangers	20,000	0.0%							
40035	Beban Pool replace Pool Deck Tiling					75,000	50,000			
40034	Beban Pool Replace/Upgrade Electric Panels	10,000	0.0%	10,000	10,000					
P-4174	Beban Pool Washroom/Changeroom Retrofit	300,000	0.3%							
P-4171	Beban Pool/Retrofit/Retheme	20,000	0.0%	510,000						
	Beban Pool Roof - Glass Roof Over Original Lobby	25,000	0.0%							
	Beban Pool Roof - Sloped Sarnafil Roof (includes Frank Crane)					780,000				
	Beban Pool Motor Control Centre				110,000					
	Beban Pool Control Centre						110,000			
	Kin Pool									
P-4192	Kin Pool Replace Cement Piping			100,000						
40043	Kin Pool Washrooms/Changeroom Upgrades	45,000	0.1%							
	Kin Pool Liner				100,000					
	Nanaimo Aquatic Centre									
40113	NAC 2 AHU Controllers	12,500	0.0%							
40049	NAC Coiler Replacement (AHU1 and AHU2)				35,000					
40050	NAC Diving Board Retrofits				50,000					
40099	NAC Exterior Painting	55,000	0.1%							
40052	NAC Filter Element Replacement Program	15,000	0.0%							
40047	NAC Furniture/Equipment Replacement Program	15,000	0.0%			15,000				
P-4198	NAC Hot Tub Replacement			20,000	250,000					
40100	NAC Leisure Pool Lights	50,000	0.1%							
P-4199	NAC New Program Feature - Climbing Wall						125,000			

Park Recreation & Culture - Service Level Changes and Projects Summary
2014 - 2018 Financial Plan Review

Notes:

- 1) Projects are identified for expenditures that do not occur every year or vary from year to year.
- 2) Most projects are related to asset management of current facilities.
- 3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
- 4) Projects can be funded from the Facility Development Reserve, other reserves, grants and general taxation funding.

		Asset Renewal Project	Asset Project	Asset Upgrade Project	Strategic Projects				
		2014							
Description		\$	% - 1% taxation	2015	2016	2017	2018	Future Years	
40097	NAC Pneumatic Compressor Units						10,000		
40072	NAC Pump Replacement Program	20,000	0.0%						
40048	NAC Replace AHUs	35,000	0.0%	35,000	35,000				
P-4193	NAC Replace Chlorine Gas w/Puck System	50,000	0.1%						
40096	NAC Replace Dampers					5,000			
40098	NAC Replace Heat Exchangers			25,000	25,000	25,000			
P-4197	NAC Replace Score Clock					300,000			
40046	NAC Resurface Acid Stain Floor	10,000	0.0%			10,000			
P-4169	NAC Retrofit/Retheme			20,000	500,000				
P-4170	NAC Slide Replacements			200,000	200,000		300,000		
40045	NAC Upgrade Lighting Fixtures			50,000					
	NAC Siding - Investigate Wall Leak by Slide Pumps	10,000	0.0%						
	NAC Siding - Repair Wall Leak by Slide Pumps			90,000					
	Total Expenditures - Aquatics Operations	875,500	1.0%	1,090,000	1,365,000	1,245,000	685,000	-	
Recreation and Culture									
	Projects by Facility								
	Beban Social Centre								
40024	Beban SS Replace Chairs	150,000	0.2%						
40101	Beban SS Washroom/Changeroom Upgrades	50,000	0.1%						
40003	Beban Washroom/Changeroom Upgrades	50,000	0.1%						
40027	Beban SS HVAC - Replace AHU			40,000					
40022	Beban SS Replace Meeting Room Floor			60,000					
40023	Beban SS Replace Stage Flooring			10,000	20,000	20,000			
	Beban SS Transformer			70,000					
40020	Beban SS Pump Replacement Program				10,000	10,000			
40025	Beban SS Replace Stage Curtains				30,000				
40026	Beban SS Replace Window Coverings				75,000				
	Beban SS Roof Auditorium - Sloped Sarnafil Roof					170,000			
	Bowen Park Complex								
40018	Bowen Kitchen Upgrades	25,000	0.0%						
	Bowen Main Building Roof - Mansard	35,000	0.0%						
40102	Bowen Replace Fire Panel	7,500	0.0%						
40015	Bowen Replace Window Coverings	16,500	0.0%						
40013	Bowen Replace/Upgrade Electrical Panels	55,000	0.1%						
40107	Bowen Elevator Area Insulation	7,000	0.0%	50,000					
40108	Bowen Attic Insulation	8,000	0.0%						
P-4154	Bowen Boiler Replacement			75,000					
40104	Bowen Replace Entry Signs			30,000					
40016	Bowen Replace Heat Pump Units			50,000					
40106	Bowen Full Sanding of Auditorium & Activity Room 1 Floor				35,000				
40019	Bowen Main Floor Washroom Upgrades				25,000				
40103	Bowen Facility Review					30,000			
40105	Bowen Paint Exterior of Building						30,000		
	Centennial Building								
40011	Centennial Bldg Replace Radiant Heat Panels	15,000	0.0%	15,000					
40000	Furniture & Equipment Replacement	20,000	0.0%	50,000	50,000	50,000	50,000		
P-4153	Centennial Building Roof Replacement			50,000					
	Centennial Bldg Ceiling - Interior						25,000		
	Centennial Bldg Doors - Exterior						33,000		
	Centennial Bldg Flooring - Interior						7,500		
	Oliver Woods Community Centre								
40044	OWCC Refinish Gym Floor	15,000	0.0%	15,000	15,000	15,000	15,000		
40004	OWCC Refinish Acid Stain Floor	35,000	0.0%						
40005	OWCC HVAC Heat Pump Replacement Program			20,000					
40007	OWCC Interior Painting Program			10,000		75,000			
40006	OWCC HVAC AHU Replacement				65,000	65,000			
40009	OWCC Plumbing Replacements				20,000				
	Other								
40001	Gym Fitness Equip Replacement	14,000	0.0%	50,000	50,000	50,000	50,000		
40012	PRC Master Plan Update	75,000	0.1%	75,000					
40010	OWCC Replace Front Desk Glass with Shutters	30,000	0.0%						
P-4000	Bucket Lift - Third Street Facilities			50,000					
	Total Expenditures - Recreation and Culture Operations	608,000	0.69%	720,000	395,000	485,000	210,500		

Park Recreation & Culture - Service Level Changes and Projects Summary
2014 - 2018 Financial Plan Review

Notes:

- 1) Projects are identified for expenditures that do not occur every year or vary from year to year.
- 2) Most projects are related to asset management of current facilities.
- 3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
- 4) Projects can be funded from the Facility Development Reserve, other reserves, grants and general taxation funding.

		Asset Renewal Project	Asset Project	Asset Upgrade Project	Strategic Projects				
		2014							
Description		\$	% - 1% taxation	2015	2016	2017	2018	Future Years	
Parks Operations									
	Service Level Changes								
	Invasive Plant Management Program	20,000	0.0%	20,000	20,000	20,000	20,000		
	Projects								
P-4031	Altursa Playground	100,000	0.1%						
40031	Beach Access Upgrades	10,000	0.0%	25,000	25,000	25,000	25,000		
P-4177	Bowen Tennis Courts	95,000	0.1%						
P-4098	Caledonia Field Re-development	200,000	0.2%						
40030	Parks/Facility Accessibility	15,000	0.0%	50,000	50,000	50,000	50,000		
40109	Playground Safety Surfacing	20,000	0.0%	20,000	20,000	20,000	20,000		
40032	Roofing Program	50,000	0.1%	50,000	50,000	50,000	50,000		
40111	Caledonia Fieldhouse - Replace Furnace with Heat Pump	15,000	0.0%						
40079	Sustainability Fieldhouse Lighting Upgrades	48,000	0.1%						
P-4040	Buttertubs Trailways	165,800	0.2%						
P-4045	Community Gardens Greenhouse	25,000	0.0%						
P-4180	Piper Park Improvements	202,176	0.2%						
40033	Public Art	20,000	0.0%	20,000	20,000	20,000	20,000		
P-4045	VIP Program	75,000	0.1%	100,000	100,000	100,000	100,000		
P-4040	Beban Park Trailway			200,000					
P-4031	Comox Park Playground			75,000					
	Merle Logan Artificial Turf			500,000					
P-4098	Sherry Field Re-Development			200,000					
P-4031	Thunderbird Park 1 Playground			25,000					
40112	Parks Annex - Replace Furnace with Heat Pump			15,000					
P-4031	Playground Equipment Replacement				100,000	100,000	100,000		
P-4098	Sports Field Re-Development				200,000	200,000	200,000		
P-4040	Trailway Development and Rehab				200,000	200,000	200,000		
40110	Harewood Activity Centre - Replace Boiler with Heat Pump				25,000				
P-4181	Loudon Park Boathouse					900,000			
P-4176	Sports Zone Signage					125,000			
	Total Expenditures - Parks Operations	1,060,976	1.21%	1,300,000	810,000	1,810,000	785,000		
Civic Properties									
	Projects by Facility								
	25 Victoria - Nanaimo Centre Stage								
	25 Victoria - Sloped Portion of Roof			50,000					
	25 Victoria - Siding (excludes Nicol Street side in 2013 budget)			480,000					
	25 Victoria - HVAC (roof top unit)						25,000		
40121	25 Victoria - Upgrade HVAC			30,000					
40120	25 Victoria - Upgrade Lighting			15,000					
	Chase River Fire Hall								
	Seismic Upgrade to Building	295,000	0.3%						
	<i>* Contingent on discussions and cost share with Nanaimo</i>								
	<i>Boys and Girls Club</i>								
	150 Commercial Street - CIBC Nanaimo Arts Centre								
	Back Entrance - Replace Glazed Wall			100,000					
40115	CIBC Art Gallery - Upgrade Lighting			10,000					
40114	Nanaimo Art Gallery - Capital Improvements Grant	50,000	0.1%						
	Port Theatre								
40117	Port Theatre - Control Values	26,500	0.0%						
40119	Port Theatre - Controller (NCM-350)	8,000	0.0%						
	Port Theatre - Interior Flooring (lino/carpet)				227,500				
40116	Port Theatre - New Controls Air Compressor	6,400	0.0%						
40118	Port Theatre - Pneumatic Controller	10,000	0.0%						
	Port Theatre - Windows	25,000	0.0%	25,000					
	Total Expenditures - Civic Properties	420,900	0.5%	710,000	227,500	-	25,000	-	
Community Development									
	Service Level Changes								
	PacificSport	(15,000)	0.0%	(15,000)	(15,000)	(15,000)	(15,000)		
	VIEX Operating Grant	(12,000)	0.0%	(12,000)	(12,000)	(12,000)	(12,000)		
	Total Expenditures - Community Development	(27,000)	0.0%	(27,000)	(27,000)	(27,000)	(27,000)	-	
Total - All		3,591,376	4%	4,358,000	3,430,500	3,653,000	2,390,500		

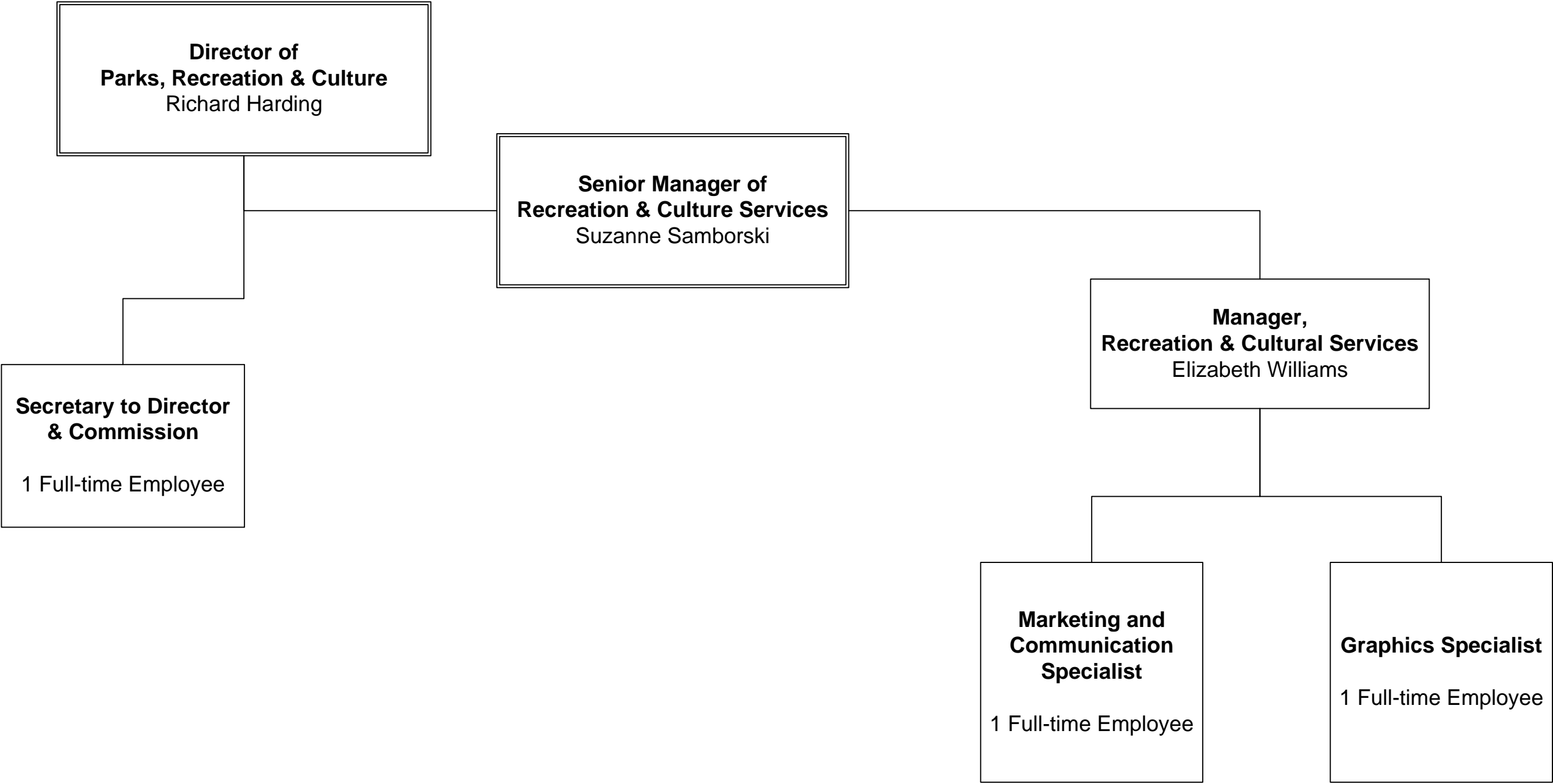


**COUNCIL BUDGET REVIEW PILOT
PARKS, RECREATION AND CULTURE
ADMINISTRATION
October 31, 2013**

DEPARTMENT OF PARKS, RECREATION AND CULTURE



ADMIN



Parks, Recreation and Culture - Administration - Current Level of Service

Financial and Operational Planning includes:

- Annual operating and maintenance activities to provide current service levels
- Identify specific projects, supported by a long range asset management plan, for renewal of current facilities. Renewal projects focus on replacing major components of each facility.
- Identify specific projects for upgrades to current facilities.

Significant Events

Athletic Commission was disbanded in 2013

Current Level of Service

Under Administration resides the Director, Senior Manager of Recreation and Cultural Services, Secretary, the Parks, Recreation and Culture Commission, sports and tourism and the marketing function for Parks, Recreation and Culture.

Parks, Recreation and Culture Commission

The objective of the Parks, Recreation and Culture Commission (PRCC) is to advise Council on maintaining and improve the quality of life and leisure in our community by fostering creativity, pride and community involvement in the provision of cost effective leisure opportunities and the management of public lands and facilities. Several sub-committees report back to the PRCC. They also distribute monies as part of the VIP program. The sub-committees are:

Culture Committee

Evaluate and report back to PRCC on VIP Public Art projects, Culture Awards, Permanent and Temporary Art, Culture Forum, Poet Laureate, Cultural Operating Grants, Culture and Event Grants and Culture Plan

Parks Committee

Evaluate and report back to PRCC on Volunteers in the Park, Dogs in the Parks, Park Issues, Parks & Trail Master Plan

Recreation Committee

Evaluate and report back to PRCC on Fees & Charges, Sport Tournament Grants and Recreation and Sport Issues

Sports & Tourism

The City liaisons with organizations hosting sports or tourism events at City facilities/properties. The amount of involvement varies based on expected public attendance, set up of event, amenities required and needs of organizing group. It may include ensuring required permits are in place, event insurance, site plans, vendor information, site visits and special event applications.

They are also the City liaison for the BC Summer Games

Sample of Events		
- CIBC Run for the Cure	- Cinema Under the Stars	- Run for Life
- Nanaimo 5K Run/Walk	- Swing into Spring Jazz Festival	- Paddlefest
- Hub City Triathlon Club - Splash N Dash	- Speedy Sunday	- Snowbirds
- Dragon Boat Festival	- Vanisle Fiddlers Community Concert	- Art in the Park
- Cultural Awareness Week	- National Aboriginal Day	- Marine Festival

Annual Utilization	# of Events	Attendance
Community Events	110 - 125	65,000 - 95,000
Sport Events	25 - 30	36,250
2014 BC Summer Games		36,000 over four days

Marketing

Parks, Recreation and Culture develops and implements a marketing plan to market and promote Parks, Recreation and Culture, some of the functions include:

- Develop, design and distribute print marketing material including (all production takes place in-house):
 - Bi-annual Activity Guide - production, proofing, content, ad sales, distribution, printing (outside company) and evaluation
 - In excess of 800 marketing collateral pieces annually such as plans, brochures, flyers, newsletters, ads and PowerPoint presentations
- Daily maintenance of Social media posts and maintaining these mediums (Facebook & Twitter)
- Negotiation and maintenance of media outlets (radio, print and on-line)
- Communication development/writing; media releases, speakers notes, newsletters, social media
- Purchase and distribution of City marketing swag

Parks, Recreation and Culture - Administration - Annual Operating and Maintenance Revenues and Expenditures
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Oversees the operations of the Parks, Recreation and Cultural department. Supports the Parks, Recreation and Cultural Commission.
Liaisons with sports and tourism event organizers. Production of the semi-annual activity guide.

Annual operating and maintenance budgets include:

- Staffing: Director, Senior Manager, Manager, Secretary, Marketing and Communications Specialist, Graphics Specialist
- Equipment Maintenance:

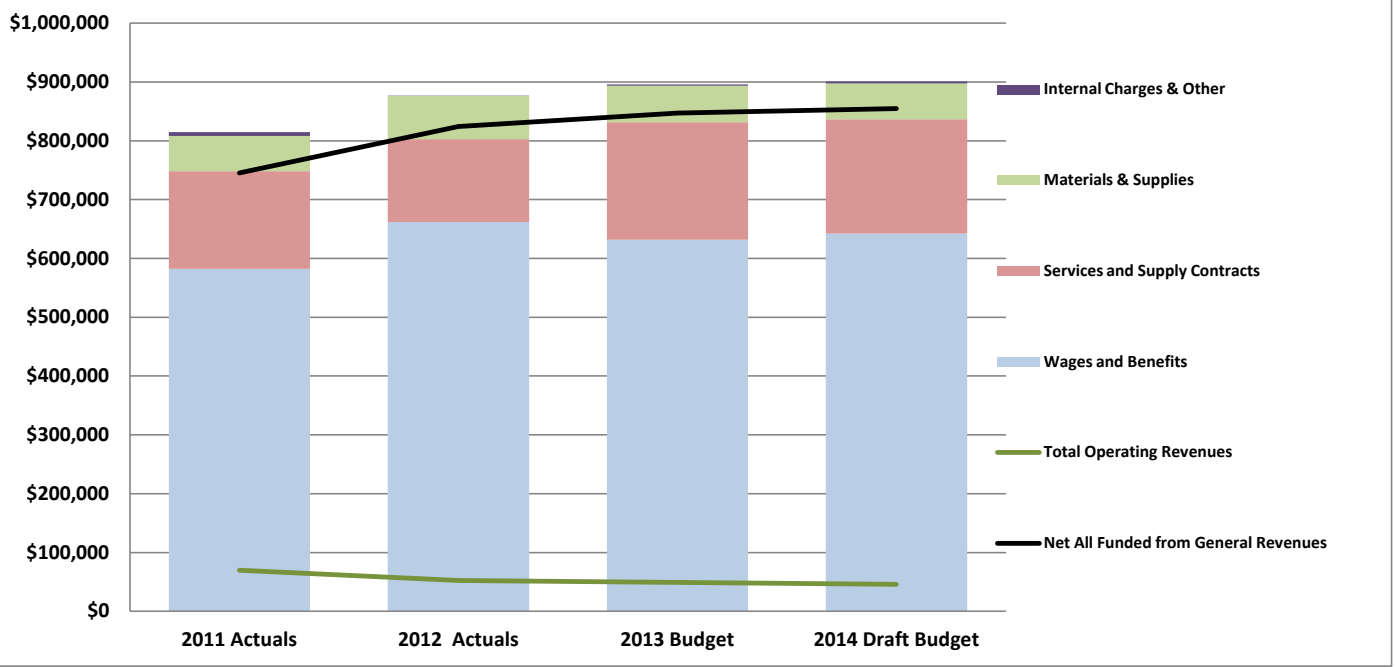
Indirect costs that are incurred to support the Administration operations such as payroll, accounts payable, human resources and senior management resources are not included in Administration actuals/budget.

Caution: CUPE contract expires December 31 2013
2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)
2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

Administration	2013 - 2017 Financial Plan				
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
Private Contributions	-	1,500	-	-	-
Other Revenues	69,699	50,768	49,000	49,490	46,000
Total Operating Revenues	69,699	52,268	49,000	49,490	46,000
Wages and benefits	582,230	662,069	632,046	644,687	642,249
Services and Supply Contracts	166,135	140,925	199,780	198,676	194,250
Materials & Supplies	60,108	73,450	62,100	63,342	61,200
Internal Charges & Other	6,440	335	2,280	2,280	2,880
Total Operating and Maintenance Expenditures	814,913	876,779	896,206	908,985	900,579
Net - Funded from General Revenues	745,214	824,511	847,206	859,495	854,579
Funded from General Revenue	91%	94%	95%	95%	95%
Cost per Capita	\$ 8.57	\$ 9.42	\$ 9.54	\$ 9.55	\$ 9.49

Budgeted FTEs	6.0
---------------	-----

Expenditure Analysis



Parks Recreation & Culture - Administration - Service Level Changes and Projects
2014 - 2018 Financial Plan Review

- Notes:
- 1) Projects are identified for expenditures that do not occur every year or vary from year to year.
 - 2) Most projects are related to asset management of current facilities.
 - 3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
 - 4) Projects can be funded from the reserves, grants and general taxation funding.

Asset Renewal Project	New Asset Project	Asset Upgrade Project	Strategic Projects
--------------------------	----------------------	--------------------------	-----------------------

		2014						
#	Description	\$	% - 1% taxation	2015	2016	2017	2018	Future Years
	Service Level Changes							
		-	0.0%	-	-	-	-	



**COUNCIL BUDGET REVIEW PILOT
PARKS, RECREATION AND CULTURE
CIVIC PROPERTIES
October 31, 2013**

Parks, Recreation and Culture - Civic Properties - Current Level of Service

Financial and Operational Planning includes:

- Annual operating and maintenance activities to provide current service levels
- Identify specific projects, supported by a long range asset management plan, for renewal of current facilities. Renewal projects focus on replacing major components of each facility.
- Identify specific projects for upgrades to current facilities.

Current Level of Service

The City owns and maintains a variety of civic properties under Parks, Recreation and Culture - Civic Properties:

- Harewood Activity Centre, the Community Services Building and the Military Museum are leased to tenants
- Centre for the Arts (150 Commercial Street), Nanaimo Centre Stage (25 Victoria Crescent) and Chase River Fire Hall (1400 Cranberry Ave) have lease agreements for the use of the facility
- The City maintains a variety of recreation and cultural buildings including the Bastion, two Miner's Cottage, two caretaker's homes - Neck Point Park and Westwood Lake, Protection Island Museum and Community Centre and a train shed
- The City is responsible for the mechanical maintenance/repair of the HVAC units that service the Nanaimo District Museum at their location with the Port of Nanaimo Centre
- The Port Theatre is operated by the Port Theatre Society under an operating agreement with the City. The operating funding is provided under Community Development. The City is responsible for maintenance of the exterior, structure and the major components of the mechanical system (i.e. chiller, boilers, AHU's, elevator) which is budgeted in Civic Properties
- Maintenance of the grounds of City Hall and the Service and Resource Centre

Military Museum Building	Community Services Building	Use Agreements
Tenants: Vancouver Island Military Museum Society Nanaimo & District Museum Society Projected 2014 Revenues: \$48,900 Projected Net Profit Transferred to Reserve: \$7,600	Tenants: John Howard Society Mid Island Intergroup Society Mid Island Métis Nation Association Nanaimo 7-10 Club Nanaimo Brain Injury Society Nanaimo Citizens Advocacy Association Nanaimo Supportive Lifestyles Program Options for Sexual Health Semi Independent Living Vancouver Island Vocational & Rehab Svc Projected 2014 Revenues: \$97,789 Projected 2014 Net Operating Profit: \$16,195	CVI Centre for the Arts Nanaimo Society - 25 Victoria Road Nanaimo Boys' & Girls' Club - Chase River Fire Hall CVI Centre for the Arts (Managing Society) - 150 Commercial Street
Harewood Activity Centre		Tenants - 150 Commercial Street
Tenant: Nanaimo Search & Rescue Projected 2014 Revenues: \$24,000 Projected 2014 Net Operating Profit: \$18,250		CVI Centre for the Arts Nanaimo Art Gallery MISTIC Theatre One Assembly of BC Arts Councils British Columbia Boys Choir Vancouver Island Symphony Nanaimo Community Archives Crimson Coast Dance Society

As noted in the Asset Management Plan, the construction or upgrades of these facilities that are not included in the 2014 - 2018 draft financial plan, may need Council's consideration in the next 10 years:

- Port Theatre - addition of small performing theatre

Parks, Recreation and Culture - Civic Properties - Annual Operating and Maintenance Revenues and Expenditures
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

The operation and maintenance of a number of properties owned by the City and maintenance of City Hall and SARC grounds.

Annual operating and maintenance budgets include:

- Staffing: No dedicated staffing positions but a variety of City employees provide ongoing repair and maintenance to a number of the properties.
- Utilities
- Equipment Maintenance:

Indirect costs that are incurred to support the Civic Properties operations such as payroll, accounts payable, human resources and senior management resources are not included in Civic Properties actuals/budget.

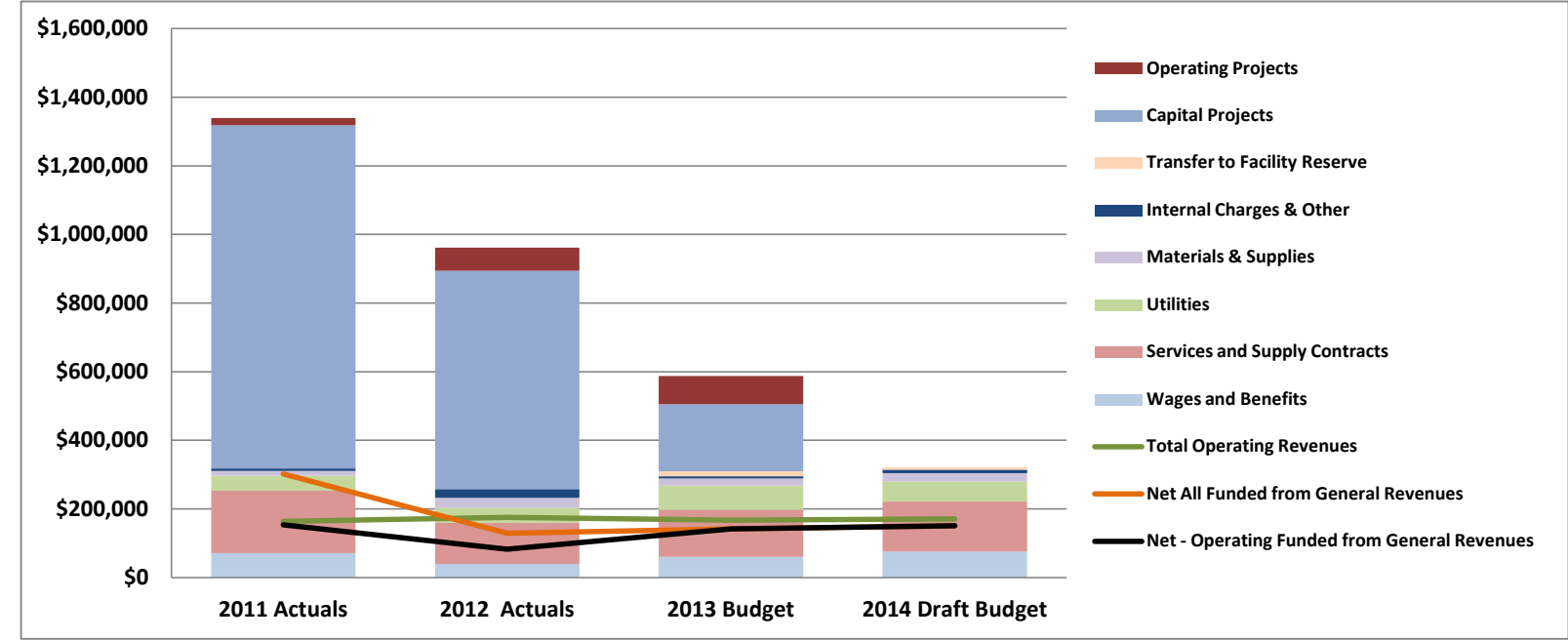
Transfer to Facility Reserve - Net profit from the rental of 100 Cameron Road is transferred to reserve. Property is rented to V.I. Military Museum Society and Nanaimo & District Museum

Notes: CUPE contract expires December 31 2013
2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)
2014 Draft Budget does not include any increase for wages and benefits

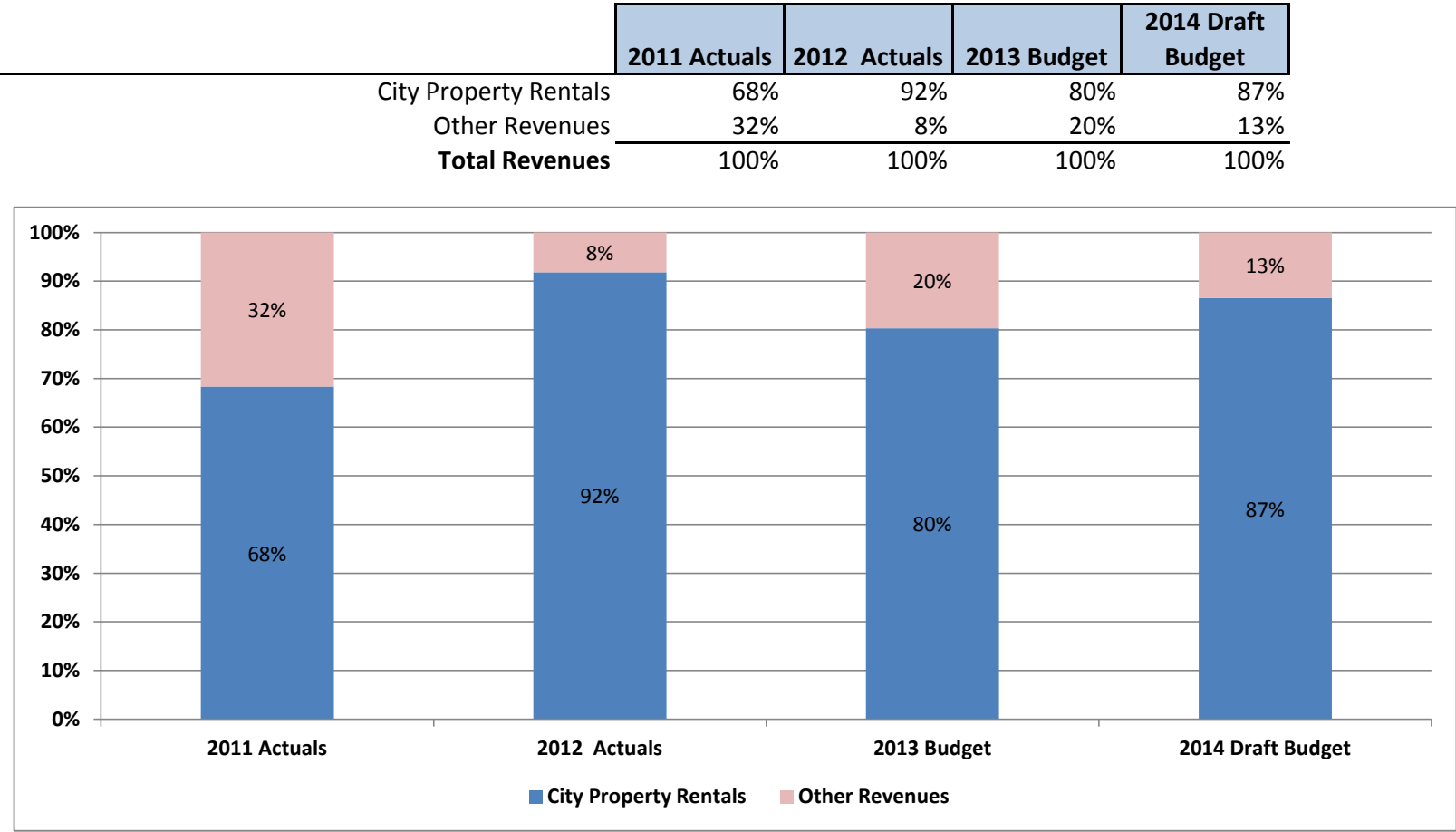
Civic Properties	2013 - 2017 Financial Plan				
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
City Property Rentals	112,044	160,988	134,739	135,846	147,689
Other Revenues	51,928	14,332	33,000	33,330	23,000
Total Operating Revenues	163,972	175,320	167,739	169,176	170,689
Wages and benefits	71,371	39,363	60,500	61,710	75,500
Services and Supply Contracts	181,635	119,877	137,300	140,036	146,350
Utilities	44,443	43,640	69,885	71,178	58,144
Materials & Supplies	13,661	29,344	21,000	21,420	24,300
Internal Charges & Other	6,997	25,833	6,448	6,577	9,864
Total Operating and Maintenance Expenditures	318,106	258,058	295,133	300,921	314,158
Net Excluding Tsf to Facility Reserve	154,134	82,738	127,394	131,744	143,469
Transfer to Facility Reserve	-	-	14,400	14,688	7,600
Net Operating Funded from General Revenues	154,134	82,738	141,794	146,432	151,069
Transfers from Reserves	273,593	578,318	276,344	-	-
Other Project Funding	600,000	78,345	2,000	-	-
Total Project Funding	873,593	656,663	278,344	-	-
Capital	1,000,247	635,946	195,925	-	-
Operating	20,969	67,512	82,419	-	-
Total Project Expenditures	1,021,216	703,458	278,344	-	-
Net - Funded from General Revenues	301,757	129,533	141,794	146,432	151,069
Funded from General Revenue	23%	13%	24%	46%	47%
Cost per Capita	\$ 3.47	\$ 1.48	\$ 1.60	\$ 1.63	\$ 1.68
Budgeted FTEs	-				

Parks, Recreation and Culture - Civic Properties - Annual Operating and Maintenance Revenues and Expenditures

Expenditure Analysis



Revenue Analysis



Parks Recreation & Culture - Civic Properties - Service Level Changes and Projects

2014 - 2018 Financial Plan Review

- Notes:
- 1) Projects are identified for expenditures that do not occur every year or vary from year to year.
 - 2) Most projects are related to asset management of current facilities.
 - 3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
 - 4) Projects can be funded from the DCC Parks Reserve, other reserves, grants and general taxation funding.

Asset Renewal Projects	New Assets Projects	Asset Upgrade Projects	Strategic Projects
---------------------------	------------------------	---------------------------	-----------------------

		2014						
#	Description	2014	% of taxes	2015	2016	2017	2018	Future Years
	Service Level Changes							
	25 Victoria - Nanaimo Centre Stage							
	25 Victoria - Sloped Portion of Roof			50,000				
	25 Victoria - Siding (excludes Nicol Street side in 2013 budget)			480,000				
	25 Victoria - HVAC (roof top unit)						25,000	
40121	25 Victoria - Upgrade HVAC			30,000				
40120	25 Victoria - Upgrade Lighting			15,000				
	Chase River Fire Hall							
	Seismic Upgrade to Building*	295,000	0.3%					
	150 Commercial Street - CIBC Nanaimo Arts Centre							
	Back Entrance - Replace Glazed Wall			100,000				
40115	CIBC Art Gallery - Upgrade Lighting			10,000				
40114	Nanaimo Art Gallery - Capital Improvements Grant	50,000	0.1%					
	Port Theatre							
40117	Port Theatre - Control Values	26,500	0.0%					
40119	Port Theatre - Controller (NCM-350)	8,000	0.0%					
	Port Theatre - Interior Flooring (lino/carpet)				227,500			
40116	Port Theatre - New Controls Air Compressor	6,400	0.0%					
40118	Port Theatre - Pneumatic Controller	10,000	0.0%					
	Port Theatre - Windows	25,000	0.0%	25,000				
	Total Expenditures	420,900	0.5%	710,000	227,500	-	25,000	

* Contingent on discussions and cost share with Nanaimo Boys and Girls Club



**COUNCIL BUDGET REVIEW PILOT
PARKS, RECREATION AND CULTURE
COMMUNITY DEVELOPMENT
October 31, 2013**

Parks, Recreation and Culture - Community Development - Current Level of Service

Financial and Operational Planning includes:

- Annual operating and maintenance activities to provide current service levels
- Identify specific projects, supported by a long range asset management plan, for renewal of current facilities. Renewal projects focus on replacing major components of each facility.
- Identify specific projects for upgrades to current facilities.

Current Level of Service

Nanaimo Art Gallery

The City provides an annual operating grant to the Nanaimo Art Gallery which currently operates two locations in Nanaimo: a campus Gallery at Vancouver Island University and a downtown location on Commercial Street. Parks, Recreation and Cultural has submitted a report to Council for a 10 year Management Agreement with the Nanaimo Art Gallery which increases the annual operating grant starting in 2014 and provides capital costs. The increase in operating funding is reflected in the 2014 budget presented here and the capital costs are included with the projects presented in the Civic Properties presentation.

Port Theatre Society

The Port Theatre Society operates the Port Theatre under an operating agreement with the City. The operating agreement provides for an annually operating grant from the City. The theatre offers over 250 events annually attracting more than 100,000 people.

Nanaimo & District Museum Society

The City provides an annual operating grant to the Nanaimo & District Museum Society to operate the Nanaimo Museum located in the Port of Nanaimo Centre. In addition to the museum the Society also operates the Bastion, an icon in the community. The museum attracted almost 57,000 visitors last year, offered 78 school programs, more than 80 other events and tours and 11 feature and temporary exhibits.

Cultural Grants

On an annual basis the City offers cultural operating grants to cultural groups and organization based on a eligibility criteria. The awarding of grants is overseen by the Cultural Committee, PRC Commission and Council. Funding for this program is based on a per capita rate of \$2.30 and is projected to be \$207,050 for 2014.

Art & Culture Events Grants

Each year the City provides 10 - 15 grants to local cultural/event groups that host community special events. \$27,573 is budgeted for this program in 2014.

Travel Grants

Travel grants are awarded to eligible applicants to provide assist to local groups with travel expenses to provincial or national sport or cultural competitions, The awarding of grants is approved by PRC Commission and Council. \$7,500 is budgeted for this program in 2014.

Sport Tournament Grants

Each year the City provides 25 - 30 grants to local groups that host tournaments in Nanaimo. Grants are awarded bi-annually and are approved by PRC Commission and Council. \$21,498 is budgeted for this program in 2014.

Live Site Operations

The City operates and maintains the Live Site (giant TV) located in Diana Krall Plaza.

PacificSport

The City provides an annually operating grant to PacificSport a not-for-profit organization providing services and programs to meet the needs of high performance athletes, coaches and volunteers.

McGirr Sports Society

The City has an agreement with the McGirr Sports Society for the management of McGirr Sports Field and provides an annual operating grant. This park hosts 72 local teams that use McGirr to practice on a regular basis with approx. 2,500 participants in league play. On average McGirr hosts 30 - 35 tournaments annually with an estimated 12,000 individuals.

Vancouver Island Exhibition Association

The City provides an annually operating grant for the Vancouver Island Exhibition.

BC Summer Games

In 2008 the City bid and was awarded the 2014 BC Summer Games to be hosted July 17 -20. This event will bring 3,200 athletes, coaches and officials to participate. \$45,000 has been budgeted in 2014 for this event.

Vancouver Island Regional Library

The City provides annual funding for the operation of the Vancouver Island Regional Library. The Vancouver Island Regional Library is the fourth largest library system in British Columbia and services over 430,000 people on Vancouver Island, Haida Gwaii and the Central Cost through 38 branches, eLibrary and books by mail.

RDN - Sports Field & Recreation Services Agreement

The City of Nanaimo receives annual funding as per our agreement with the Regional District of Nanaimo for providing access to Sports Fields and recreational services to members of the public residing outside of the boundaries of Nanaimo and within the boundaries of the District of Lantzville and Electoral Areas A, B and C.

Parks, Recreation and Culture - Community Development - Annual Operating and Maintenance Revenues and Expenditures
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget
Grants to community organizations for arts, cultural and sports, as well as the operation of the Live Site in Diana Krall Plaza.

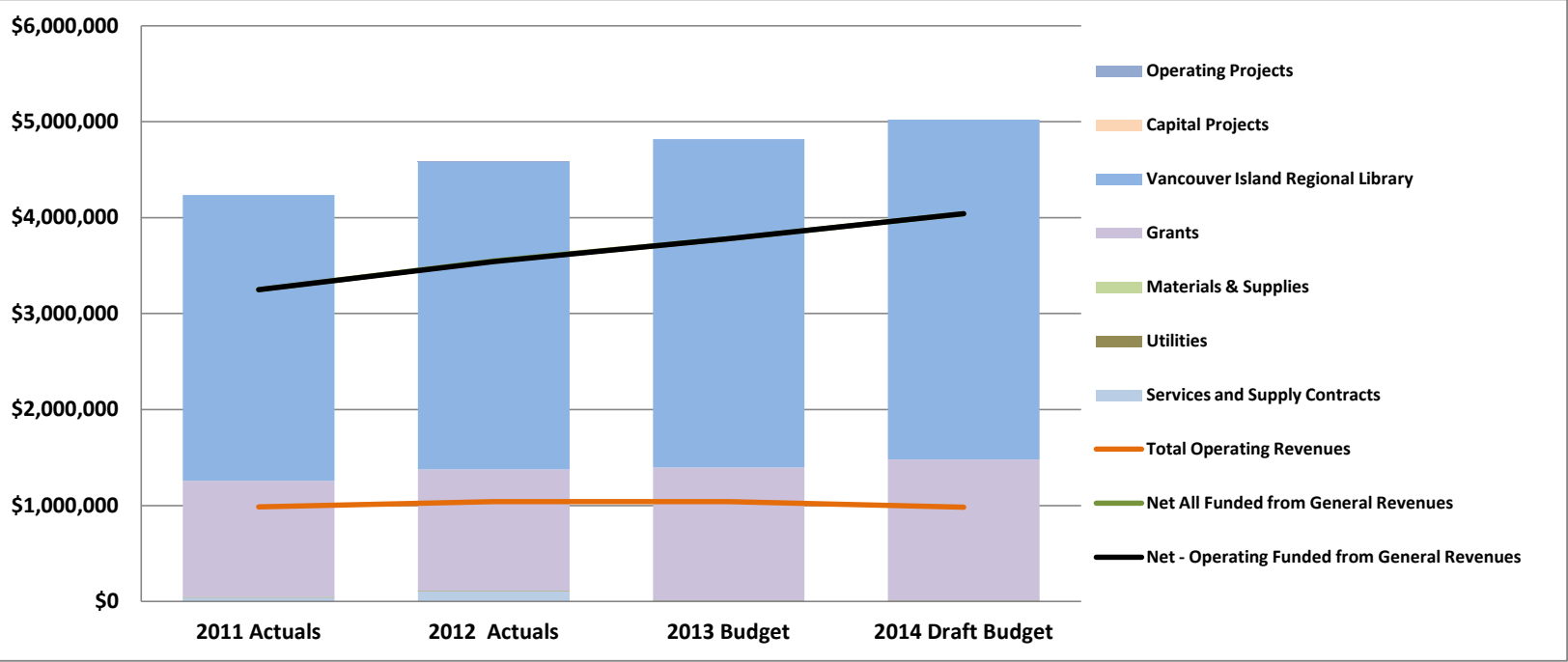
Annual operating and maintenance budgets include:
- Operation of the Live Site in Diana Krall Plaza

Indirect costs that are incurred to support the Community Development operations such as payroll, accounts payable, human resources and senior management resources are not included in Community Development actuals/budget.

Community Development	2013 - 2017 Financial Plan				
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
RDN - Sports Field & Recreation Services Agreement	976,295	1,038,760	1,038,760	1,038,760	982,029
Other Revenues	10,475	3,150	1,398	-	-
Total Operating Revenues	986,770	1,041,910	1,040,158	1,038,760	982,029
Services and Supply Contracts	41,700	106,445	6,600	6,732	6,600
Utilities	5,354	5,655	6,000	6,120	6,000
Materials & Supplies	388	60	-	-	500
Grants	1,211,978	1,266,457	1,382,845	1,412,310	1,465,763
Vancouver Island Regional Library	2,977,668	3,206,236	3,424,172	3,544,018	3,544,018
Total Operating and Maintenance Expenditures	4,237,089	4,584,853	4,819,617	4,969,180	5,022,881
Net Operating Funded from General Revenues	3,250,319	3,542,943	3,779,459	3,930,420	4,040,852
Transfers from Reserves	-	3,931	-	-	-
Other Project Funding	-	-	-	-	-
Total Project Funding	-	3,931	-	-	-
Capital	-	-	-	-	-
Operating	-	10,120	-	-	-
Total Project Expenditures	-	10,120	-	-	-
Net - Funded from General Revenues	3,250,319	3,549,132	3,779,459	3,930,420	4,040,852
Funded from General Revenue	77%	77%	78%	79%	80%
Cost per Capita	\$ 37.38	\$ 40.55	\$ 42.58	\$ 43.66	\$ 44.89
Budgeted FTEs	-				

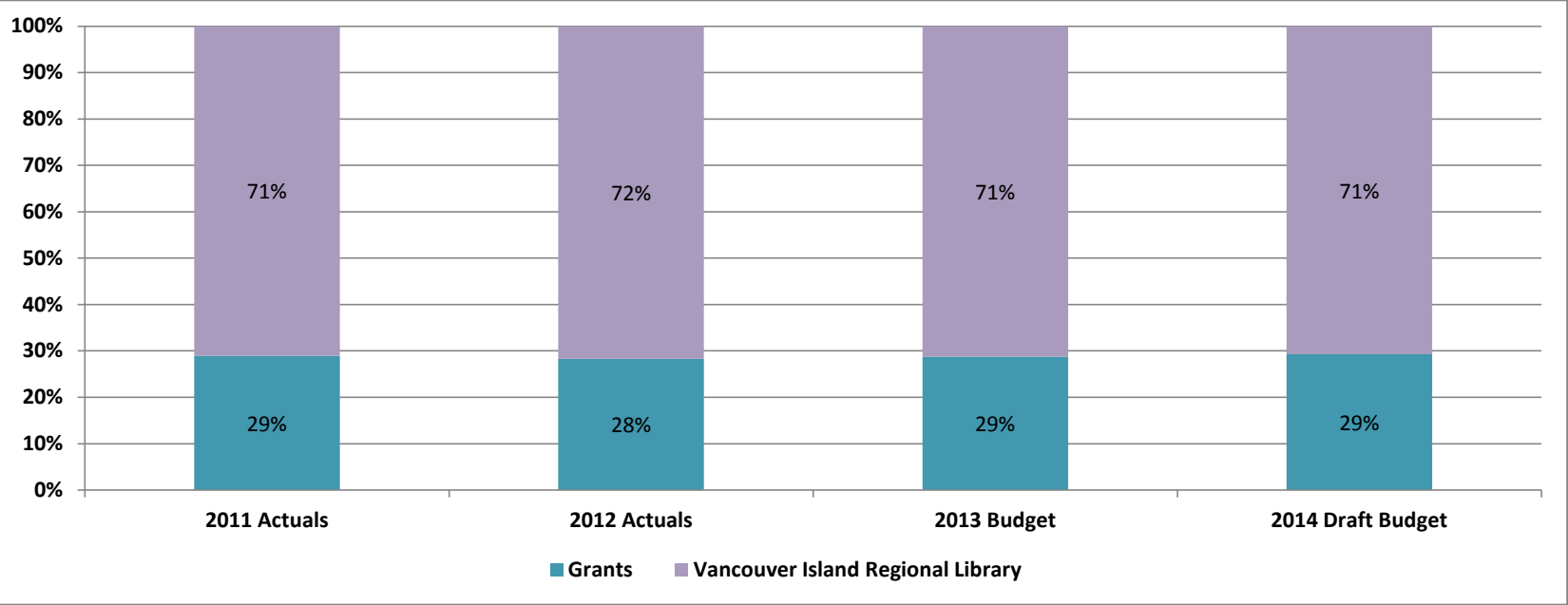
Parks, Recreation and Culture - Community Development - Annual Operating and Maintenance Revenues and Expenditures

Expenditure Analysis



Grants Analysis

	2011 Actuals	2012 Actuals	2013 Budget	2014 Draft Budget
Grants	29%	28%	29%	29%
Vancouver Island Regional Library	71%	72%	71%	71%
Total Grants	100%	100%	100%	100%



Parks Recreation & Culture - Community Development - Service Level Changes and Projects
2014 - 2018 Financial Plan Review

- Notes:
- 1) Projects are identified for expenditures that do not occur every year or vary from year to year.
 - 2) Most projects are related to asset management of current facilities.
 - 3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
 - 4) Projects can be funded from reserves, grants and general taxation funding.

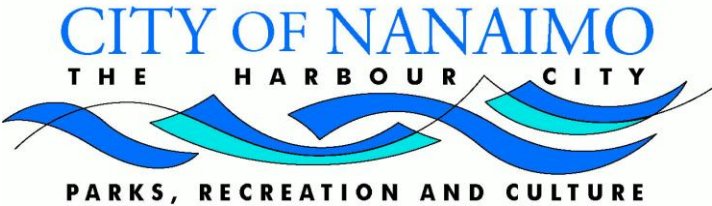
Asset Renewal Projects	New Assets Projects	Asset Upgrade Projects	Strategic Projects
---------------------------	------------------------	---------------------------	-----------------------

		2014						
#	Description	2014	% of taxes	2015	2016	2017	2018	Future Years
	Service Level Changes							
	PacificSport	(15,000)	0.0%	(15,000)	(15,000)	(15,000)	(15,000)	
	VIEX Operating Grant	(12,000)	0.0%	(12,000)	(12,000)	(12,000)	(12,000)	
	Projects							
	Total Expenditures	(27,000)	0.0%	(27,000)	(27,000)	(27,000)	(27,000)	0

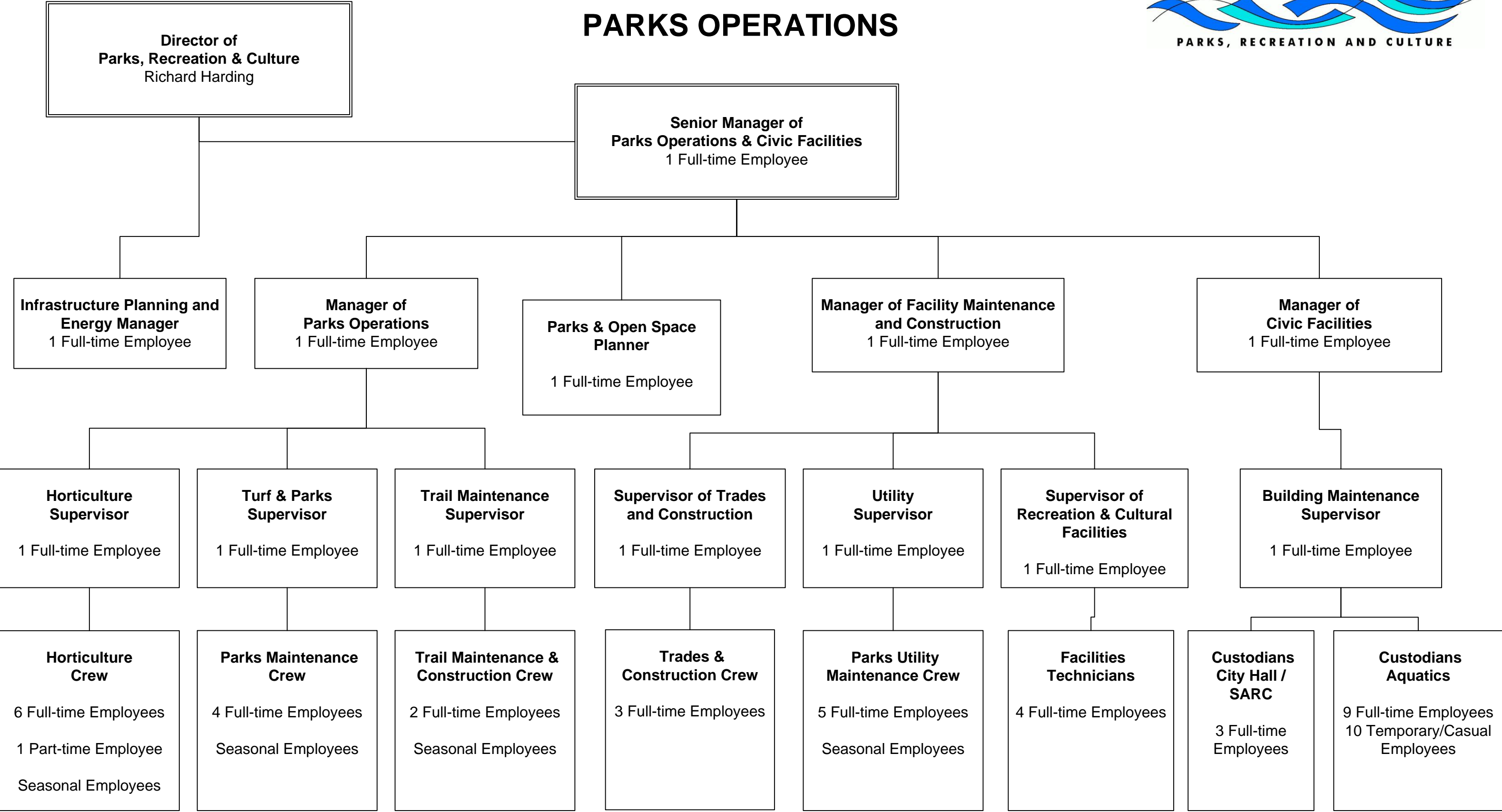


**COUNCIL BUDGET REVIEW PILOT
PARKS, RECREATION AND CULTURE
PARKS OPERATIONS
October 23, 2013**

DEPARTMENT OF PARKS, RECREATION AND CULTURE



PARKS OPERATIONS



Parks, Recreation and Culture - Parks Operations - Current Level of Service
2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

- Annual operating and maintenance activities to provide current service levels
- Identify specific projects, supported by a long range asset management plan, for renewal of current facilities. Renewal projects focus on replacing major components of each facility.
- Identify specific projects for upgrades to current facilities.

Current Level of Service

- | | |
|-----------------------------------|------------------------------------|
| - Over 631 hectares of City parks | - Approx. 140 kilometers of trails |
| - 65 playgrounds | - 26 sports fields |
| - 13 City destination parks | - 30 baseball diamonds |
| - over 90 neighbourhood parks | - 2 outdoor amphitheatres |
| - 12 dog off-leash parks | |

Recently acquired parks:

- Buttertubs Marsh - 63 acres of wetlands in partnership with Ducks Unlimited Canada
- Harewood Fields through exchanges with School District

Sports Fields:

The City has 26 sports fields - 4 sand based, 3 soil based, 17 blended grow medium and 2 artificial. As well as 30 baseball diamonds consisting of hard ball, softball and t-ball diamonds.

Annual Maintenance Programs:

- | | |
|---|--|
| - Fields are aerated three to four times per year | - Majority of grass fields are cut by City staff twice a week with surrounding grass areas cut on a 10 day cycle |
| - Fields are over seeded at least once per year | - Fields are fertilized five times a year and limed twice a year |
| - Maintenance of irrigation system | - Fields are top dressed with sand at least once per year |
| - Maintenance of artificial fields - monthly sweeping, annual brushing and crumb rubber top-up, carpet seam repair as needed | |
| - Maintenance of ball fields - during the winter fields are refurbished for upcoming season - grass removed from infield, topping up infield mix, re-sod worn out areas, removal of grass humps | |

The City has an agreement with the McGirr Sports Society for the management of McGirr Sports Field. This park hosts approx. 2,500 participants a year in league play and an estimated 12,000 individuals in tournament or weekend events.

Trail Maintenance:

The City has approx 140 kms of trails of which approx. 35 kms are paved commuter and recreational trails. The remaining 105 kms are soft surface trails that range from easy access urban soft surface trails to nature trails for the more aggressive hiker.

Annual Maintenance Programs:

- | | |
|--------------------------------|---|
| - Drainage and erosion control | - Resurfacing |
| - Vegetation control | - Tree removal |
| - Signage | - Infrastructure such as board walks, stairs, bridges and platforms |
| - Garbage removal | |

Parks, Recreation and Culture - Parks Operations - Current Level of Service

2014 - 2018 Financial Plan Review

Horticulture:

The City is responsible for the maintenance of over 147 planting beds and 150 contained planters as well as all trees located on public property owned or managed by the City including street trees. The City is also involved with community outreach programs such as community gardens, invasive plant removal and restoration plantings.

- The City strives to be efficient and environmentally responsible in water use. Some of the steps taken include:
- Annual flower beds throughout the City have been converted to hardy, drought tolerant perennials and shrubs
 - Gator bag system was implemented to water unirrigated trees
 - Hanging baskets reduced from 335 to 270 and new technologies were implemented that reduced watering by half compared to traditional moss baskets

Parks and Open Space Planning:

- Preparation of park master plans, management plans and landscape plans
- Work with neighbourhoods, event groups and sport teams to improve existing recreational facilities
- Facilitate the Volunteers in the Parks program

Facility Maintenance and Construction and Civic Facilities:

Parks Operation's staffing includes facility technicians, carpenters, park utility workers and custodians. These employees are responsible for the maintenance of most Parks, Recreation and Culture facilities and well as Corporate Services civic properties. Their time is charged out as appropriate to the area where the work is completed.

Service areas include:

- | | |
|---|--|
| - 3 Aquatic Facilities | - All park field houses and washroom buildings |
| - 3 Arenas | - 65 playground |
| - 5 Community Centres | - 4 water parks |
| - Service and Resource Centre and City Hall | - 5 boat ramps and 4 swimming beaches |
| - Community Services Building | - All park signage |
| - Port Theatre | - Graffiti removal and vandalism repairs |
| - Port of Nanaimo Centre | - Refuse collection for all City parks and trailways |
| - Military Museum Building | - Annual painting programs for parks and facilities |

Commercial Tenants	Use and Management Agreements	
Double H Holdings Ltd - Lease for Beban Park Occupation Agreement - Pitch & Putt Golf Course	Beban Park Lawn Bowling Club	Boys and Girls Club
Westar Holdings Ltd - Lease of Land Adjacent to Beban Plaza	Ducks Unlimited	Douglas Island Garden Society
	Harbour City Football Club	McGirr Sports Society
	Ministry of Environment	Nanaimo Canoe/Kayak Club
	Nanaimo & District Equestrian Association	Nanaimo Hornets Rugby-Football Club
	Nanaimo BMX Association	Nanaimo Search and Rescue
	Nature Trust of BC	Nanaimo Amateur Football Association
	Protection Island Lions Club	Nanaimo Curling Club
	Vancouver Island University	Rowing Club
	VI Raiders	VIEX - Exhibition & Community Garden

As noted in the Asset Management Plan, the construction or upgrades of these facilities that are not included in the 2014 - 2018 draft financial plan, may need Council's consideration in the next 10 years:

- Stadium upgrade at either Rotary Bowl or Caledonia Field

Parks, Recreation and Culture - Parks Operations - Annual Operating and Maintenance Revenues and Expenditures
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget
Over 631 hectares of City Parks, over 140 kilometers of trails, 65 playgrounds and 22 sports fields.

- Annual operating and maintenance budgets include:
- Staffing: Senior Manager, 3 Managers, Parks & Open Space Planner, Building Maintenance Supervisor, Custodians, Horticulture Supervisor, Landscape Horticulturists, Labourer, Truck Driver, Trails Supervisor, Parks Maintenance Workers, Turf & Parks Supervisor, Equipment Operators, Supervisor of Facility Maintenance, Trades Supervisor, Utility Supervisor, Facilities Technicians, Carpentry Tradespersons, Parks Utility Workers, Parks Utility Assistants
 - Utilities
 - Equipment Maintenance:

Indirect costs that are incurred to support the Parks operations such as payroll, accounts payable, human resources and senior management resources are not included in Parks Operations actuals/budget.

- Facility Development Reserve
- 20% of annual revenues generated from recreation facilities is transferred to the Facility Development Reserve
 - the reserve provides for funding new PR&C facilities and existing facility renewal projects (asset management)

Caution: CUPE contract expires December 31 2013
2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)
2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

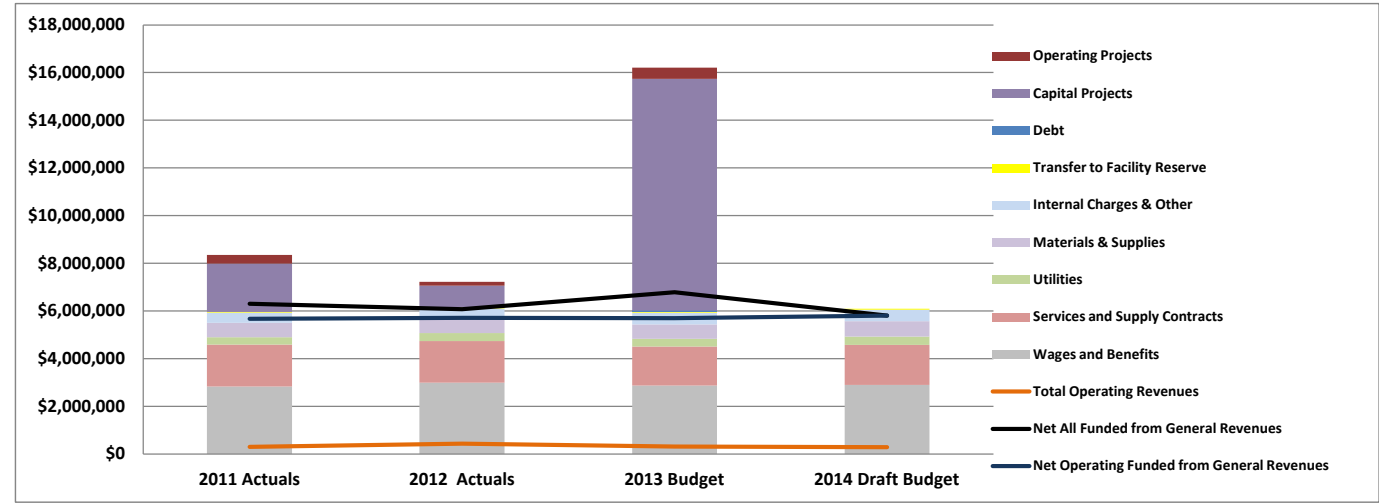
2013 2017 Financial Plan included \$7M capital project re Colliery Dams, debt repayment expenses
2014 Draft Budget does not include debt repayment until Council provides direction

Parks Operation			2013 - 2017 Financial Plan		2014 Draft Budget
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	
PRC Property Rentals	46,277	41,883	41,650	42,066	41,650
Parking Fees, Permits & Fines	54,566	58,820	59,000	59,590	55,000
Facility Rental Revenue	127,879	199,475	162,000	163,620	162,000
Private Contributions	1,225	66,966	50,000	12,625	17,500
Other Revenues	66,603	71,562	2,200	2,222	6,500
Total Operating Revenues	296,551	438,706	314,850	280,123	282,650
Wages and benefits	2,827,907	2,998,811	2,870,219	2,905,396	2,897,009
Services and Supply Contracts	1,762,263	1,743,446	1,635,014	1,665,565	1,684,577
Utilities	309,872	336,019	332,800	339,456	350,553
Materials & Supplies	610,399	581,600	605,700	617,814	641,950
Internal Charges & Other	427,371	455,800	478,020	486,102	487,236
Total Operating and Maintenance Expenditures	5,937,812	6,115,677	5,921,753	6,014,333	6,061,325
Net Excluding Tsف to Facility Reserve and Debt	5,641,261	5,676,971	5,606,903	5,734,210	5,778,675
Debt	-	-	56,250	1,001,250	
Transfer to Facility Reserve	25,576	39,895	32,500	33,150	32,400
Total Tsف to Facility Reserve and Debt	25,576	39,895	88,750	1,034,400	32,400
Net Operating Funded from General Revenues	5,666,836	5,716,866	5,695,653	6,768,610	5,811,075
Transfers from Reserves	1,689,501	457,299	3,655,233	298,000	
Borrowing	-	-	4,500,000	-	
Other Project Funding	57,061	251,749	949,230	-	
Total Project Funding	1,746,562	709,048	9,104,463	298,000	-
Capital	2,021,791	909,029	9,724,891	600,000	
Operating	366,834	155,865	466,572	173,000	
Total Project Expenditures	2,388,625	1,064,894	10,191,463	773,000	-
Net - Funded from General Revenues	6,308,899	6,072,712	6,782,653	7,243,610	5,811,075
Funded from General Revenue	76%	84%	42%	93%	95%
Cost per Capita	\$ 72.55	\$ 69.39	\$ 76.42	\$ 80.46	\$ 64.55

Budgeted FTEs	36.4
---------------	------

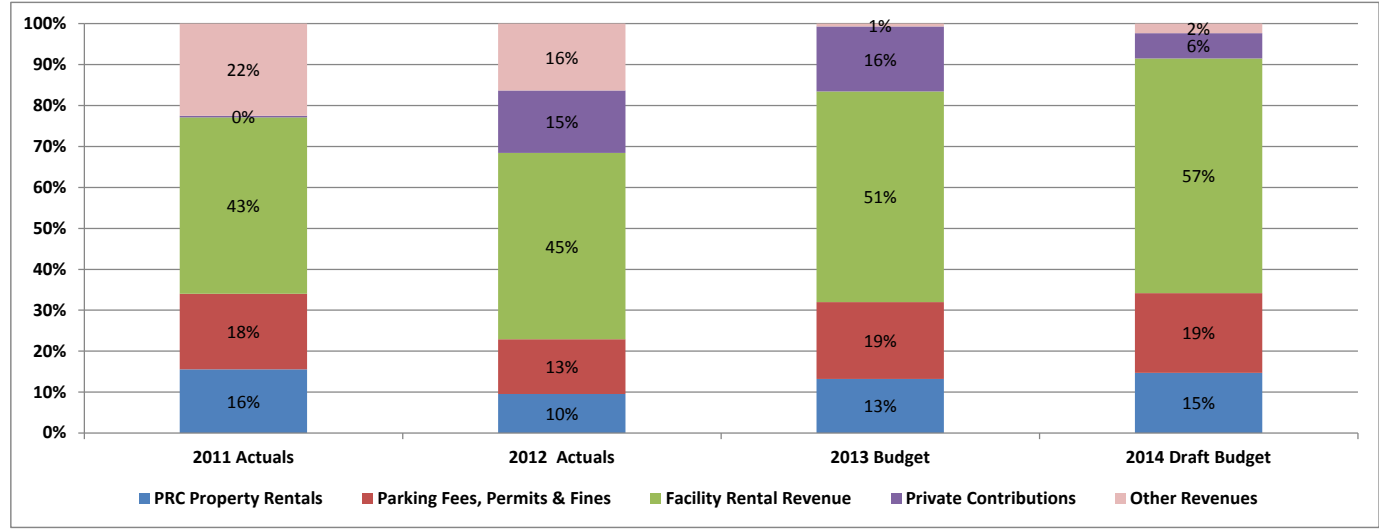
Parks, Recreation and Culture - Parks Operations - Annual Operating and Maintenance Revenues and Expenditures

Expenditure Analysis



Revenue Analysis

	2011 Actuals	2012 Actuals	2013 Budget	2014 Draft Budget
PRC Property Rentals	16%	10%	13%	15%
Parking Fees, Permits & Fines	18%	13%	19%	19%
Facility Rental Revenue	43%	45%	51%	57%
Private Contributions	0%	15%	16%	6%
Other Revenues	22%	16%	1%	2%
Total Revenues	100%	100%	100%	100%



Parks Recreation & Culture - Parks Operations - Service Level Changes and Projects

2014 - 2018 Financial Plan Review

- Notes:
- 1) Projects are identified for expenditures that do not occur every year or vary from year to year.
 - 2) Most projects are related to asset management of current facilities.
 - 3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
 - 4) Projects can be funded from the DCC Parks Reserve, other reserves, grants and general taxation funding.

Asset Renewal Projects	New Assets Projects	Asset Upgrade Projects	Strategic Projects
---------------------------	------------------------	---------------------------	-----------------------

		2014		2015	2016	2017	2018	Future Years
#	Description	2014	% of taxes					
	Service Level Changes							
	Invasive Plant Management Program	20,000	0.0%	20,000	20,000	20,000	20,000	
P-4031	Altursa Playground	100,000	0.1%					
40031	Beach Access Upgrades	10,000	0.0%	25,000	25,000	25,000	25,000	
P-4177	Bowen Tennis Courts	95,000	0.1%					
P-4098	Caledonia Field Re-development	200,000	0.2%					
40030	Parks/Facility Accessibility	15,000	0.0%	50,000	50,000	50,000	50,000	
40109	Playground Safety Surfacing	20,000	0.0%	20,000	20,000	20,000	20,000	
40032	Roofing Program	50,000	0.1%	50,000	50,000	50,000	50,000	
40111	Caledonia Fieldhouse - Replace Furnace with Heat Pump	15,000	0.0%					
40079	Sustainability Fieldhouse Lighting Upgrades	48,000	0.1%					
P-4040	Buttertubs Trailways	165,800	0.2%					
P-4045	Community Gardens Greenhouse	25,000	0.0%					
P-4180	Piper Park Improvements	202,176	0.2%					
40033	Public Art	20,000	0.0%	20,000	20,000	20,000	20,000	
P-4045	VIP Program	75,000	0.1%	100,000	100,000	100,000	100,000	
P-4040	Beban Park Trailway			200,000				
P-4031	Comox Park Playground			75,000				
	Merle Logan Artificial Turf			500,000				
P-4098	Sherry Field Re-Development			200,000				
P-4031	Thunderbird Park 1 Playground			25,000				
40112	Parks Annex - Replace Furnace with Heat Pump			15,000				
P-4031	Playground Equipment Replacement				100,000	100,000	100,000	
P-4098	Sports Field Re-Development				200,000	200,000	200,000	
P-4040	Trailway Development and Rehab				200,000	200,000	200,000	
40110	Harewood Activity Centre - Replace Boiler with Heat Pump				25,000			
P-4181	Loudon Park Boathouse					900,000		
P-4176	Sports Zone Signage					125,000		
	Total Expenditures	1,040,976	1.18%	1,280,000	790,000	1,790,000	765,000	

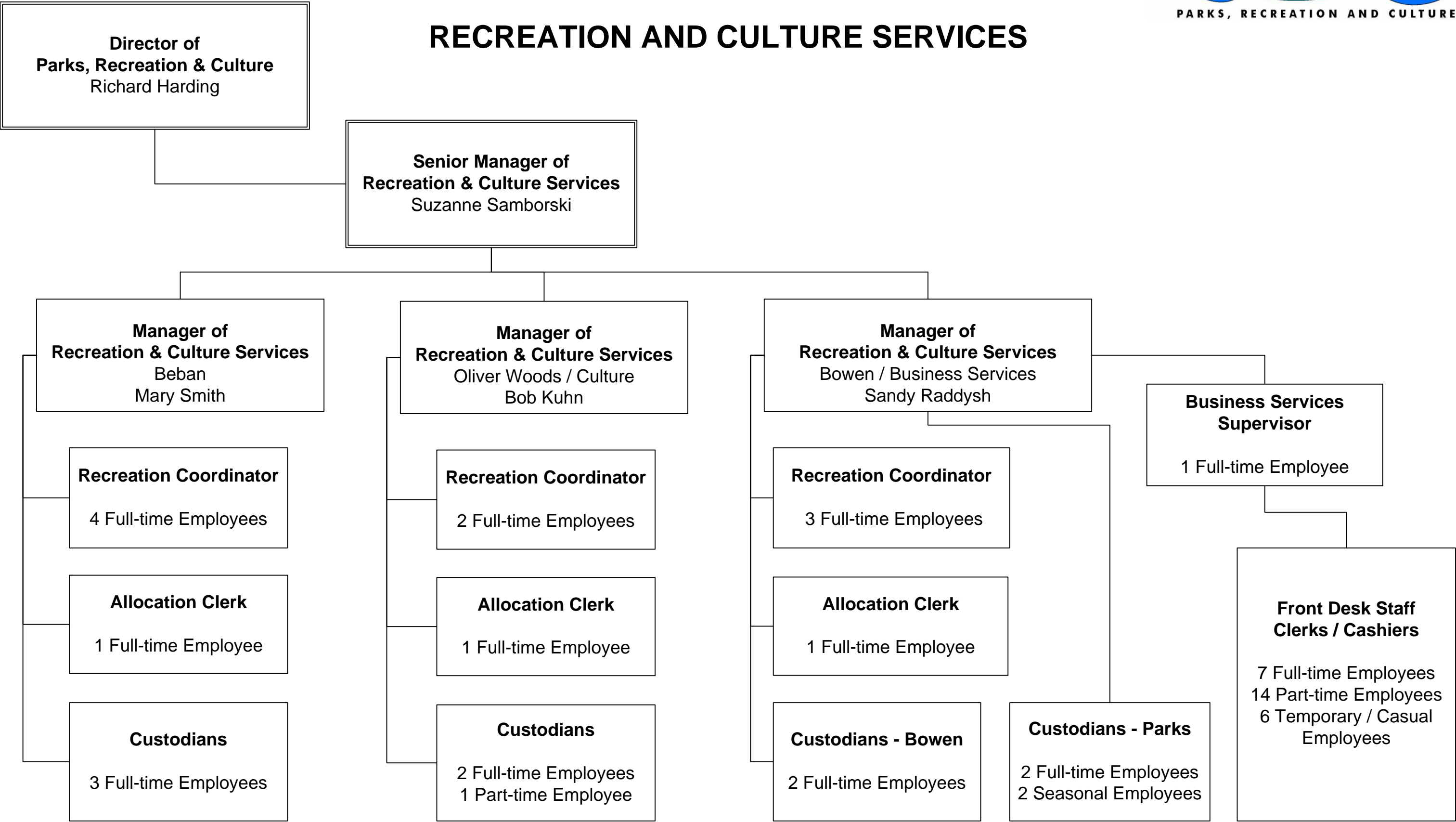


**COUNCIL BUDGET REVIEW PILOT
PARKS, RECREATION AND CULTURE
RECREATION AND CULTURE
October 23, 2013**

DEPARTMENT OF PARKS, RECREATION AND CULTURE



RECREATION AND CULTURE SERVICES



Parks, Recreation and Culture - Recreation and Culture - Current Level of Service

Financial and Operational Planning includes:

- Annual operating and maintenance activities to provide current service levels
- Identify specific projects, supported by a long range asset management plan, for renewal of current facilities. Renewal projects focus on replacing major components of each facility.
- Identify specific projects for upgrades to current facilities.

Current Level of Service

The City currently operates 3 social centres: Bowen Social Centre, Beban Social Centre and Oliver Woods Community Centre. Four offsite facilities are also operated through Bowen Social Centre - Departure Bay Activity Centre, Harewood Activity Centre, Kin Hut and Rotary Field House. The City also offers a variety of recreation and culture programs, summer programs and community events.

Parks, Recreation and Culture Master Plan:

The plan is expected to guide City Council with the development of facilities, parks and open spaces and the delivery of services that best meet the needs of the community. The PRC Master Plan objectives include:

- Identification and evaluation of community attitudes toward current services and facilities
- Identification and evaluation of how City services and facilities work with other community agencies and businesses
- Preparation of a 10 year Facility Development Plan for Parks, Recreation and Culture
- Development of service delivery strategies to meet the needs of the community for the next 10 years
- Identification and evaluation of emerging trends and needs for Parks, Recreation and Culture facilities and services in the community

The last Parks, Recreation and Culture Master Plan was developed in 2004 and adopted in 2005. The current plan is in need of a comprehensive update.

Culture Portfolio:

Cultural planning and development is the responsibility of the City as a whole, but the Recreation and Culture department takes the lead role in cultural planning. Cultural planning is a core part of city-building as outlined in the Nanaimo Corporate Strategic Plan (Cultural Vitality as a Pillar of Sustainability). The Department works closely with community stakeholders and the public in developing strategies and actions that support quality of life. Staff work with the Cultural Committee who report to the Parks, Recreation and Culture Commission.

Future cultural planning and development will revolve around some of the key findings from a recent cultural planning community engagement process.

Beban Social Centre:

- Hours of Operation: 8 am to 10 pm (may vary for scheduled activities)
- Programmable Space: 20,000 sq. feet
- Hours of Usage per Year: approx. 18,500

The facility is used approx. 25% of the time for community programs, meetings and events managed by City staff. The remaining 75% is used for community programs, meetings and events managed by outside groups: not for profit, private and commercial interests. With rentals periods varying from 1 hour to several days.

Examples of Regular User Groups Include			Tenants
Weight Watchers	Canadian Blood Services	Island Fantasy Ball	Beban House Nanaimo Clippers Hockey Club Nanaimo Kennel Club Vancouver Island Community Support Services
Kids Club After School Care	Nanaimo Kennel Club	Bite of Nanaimo	
NIDES	Newcomers Club	Evergreen Home Show	
VIHA	Kennel Club	Professional Christmas Craft Fair	
Science of the Soul Study Centre	Rhododendron Society	Upper Island Music Festival	Beban Park Hot Chai Express
Dancesport	Maple Sugar Festival	Miss Nanaimo Pageant	

Bowen Social Centre:

- Hours of Operation: 8 am to 9 pm (may vary for events, particularly on weekends)
- Programmable Space: 20,000 sq. feet
- Hours of Usage per Year: approx. 15,000

Examples of Regular User Groups Include		
Nanaimo Lawn Bowling	After School Kids Klub	Ballroom Dance Society
The Word Fellowship	Thursday Night Dance Group	
The facility has a number of single use rentals throughout the year for strata AGM's and weddings.		

Oliver Woods Community Centre:

- Hours of Operation: 8:30 am to 10:30 pm (typically but may vary)
- Programmable Space: 19,641 sq. feet
- Hours of Usage per Year: approx. 15,000
- # of Gym Users Annually: 8,873
- Total Program Registrations: 6,592

The facility includes: 2 gymnasiums, fitness/wellness rooms, multipurpose rooms, pre-school/children's room and an outdoor fitness/wellness park. The facility is used approx. 50% of the time for PR & C programs, with the remaining 50% used for community programs, meetings and events managed by outside groups: not for profits, private and commercial interests.

Parks, Recreation and Culture - Recreation and Culture - Current Level of Service

Examples of Regular User Groups Include		
Departure Bay Bridge Club	Kidney Foundation	Fung Loy Kok Institute
Baha'is of Nanaimo	Bob Ross Painting Classes	Long Lake Physio
Nanaimo Hindu Cultural Society	Badminton Nanaimo	Marshall Floor Hockey
Harbour City Football Club	Oddfellows Badminton	Mid Island Wheelchair Basketball

Centennial Building:

- Hours of Usage per Year: approx. 2,150

The facility houses a woodworking and welding shop for City staff and has 146'x60' available for public use. Typical uses include: Kennel Club training, dog shows, roll/floor hockey, lacrosse, baseball practice, roller derby practice, flea markets and trade show events. Highest usage is evenings and weekends.

Community Recreation:

Summer Day Camps	Participants: Approx. 2,200 kids participated in 2013 Ages: 6 - 12 yrs Length: Partial to full day Types: Sports, dance, language, arts, preschool, computer and general interest Ministry of Children and Families provides grant funding for Camp Sunsation
Early Years	Ages: 0 - 5 yrs Offered year-round Types: Regular classroom activities, sports, dance and creative artistic programs Programs are interactive with a focus on developing skills in a fun, enjoyable setting
Youth Programs	Offered year-round Types: LIT/Quest leadership training program - up to 110 participants in spring/summer program and 20-30 participants in fall/winter program Spare Box - free drop-in sport Zone Youth Hang Out Teen dances - average attendance 200 - 250 per dance General interest programs including Babysitter training, first aid and WHMIS

Summer Playgrounds	Unregistered, free supervised activities for kids 5 - 12 yrs Available in 5 parks throughout the City Partnerships: Harewood Family of Community Schools Nanaimo Food Shares Summer Lunch Munch Program
Outdoor Sport & Park	Ages: all ages Types: Scuba diving, kayaking, river rafting, white watching, hiking, fishing, sailing, golf, tennis and more Liaises with many community groups whose mandate is to promote outdoor pursuits and the environment including: Mortell Nature Sanctuary NALT Nanaimo Fish and Game Club
General Registered Pgms	Ages: all ages Offered year-round Types: Arts, crafts, dance, cooking, language, music, sports and special interest Adult programs have an average of 7,800 registrants per year

Children's Programs	Ages: 6 - 12 yrs Offered year-round Types: Arts and crafts, sports, cooking, dance, language, music and special interest Special programs are offered during Pro D Days, Spring Break and the Summer Partner with local Nanaimo businesses to offer specialized programming such as gymnastics, rock climbing, martial arts and dance programs.
---------------------	---

Weight Rooms	Locations: Beban Park and Nanaimo Aquatic Centre (NAC) Beban Park - open 12 hours per day (avg) 885 sq. feet with 26 pieces of equipment over 22,000 visits per year NAC - open 16 hours per day (avg) 4,050 sq. feet with 55 pieces of equipment over 86,000 visits per year Weight rooms are open 47 - 50 weeks/year depending on pool shutdowns
--------------	---

Special Events

Healthamongus	New Years Finale
Canada Day	Concerts in the Park
Earth Day	Rivers Day
Family Fishing Day	Bike to Work Week

As noted in the Asset Management Plan, the construction or upgrades of these facilities that are not included in the 2014 - 2018 draft financial plan, may need Council's consideration in the next 10 years:

- Beban Social Centre renovation
- Construction of a Multiplex/Event Arena
- Bowen Social Centre renovation
- Construction of a South Nanaimo Community Centre
- Replacement of removal of the Departure Bay Activity Centre

Parks, Recreation and Culture - Recreation and Culture - Annual Operating and Maintenance Revenues and Expenditures
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Three community centres are operated to provide a variety of recreational and cultural programs, lessons and space rental for events.

A number of community events are also run throughout the year.

Annual operating and maintenance budgets include:

- Staffing: 3 Mangers, Recreation & Cultural Services, Manager of Civic Facilities, Supervisor of Facility Maintenance, Accounting Clerk, Allocation Clerks
Business Services Supervisor, Clerks, Custodians, Recreation Coordinators
- Utilities
- Equipment Maintenance: facility and weight room equipment

Indirect costs that are incurred to support the Parks operations such as payroll, accounts payable, human resources and senior management resources are not included in Parks Operations actuals/budget.

Facility Development Reserve

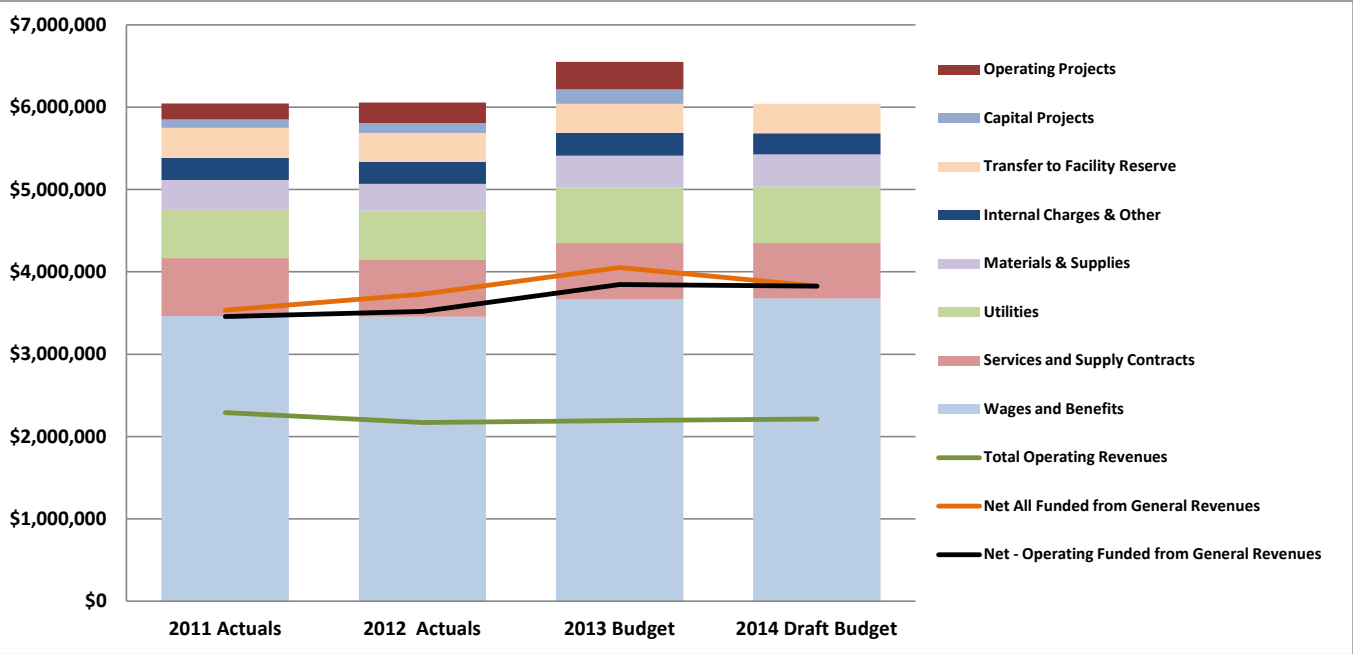
- 20% of annual revenues generated from recreation facilities is transferred to the Facility Development Reserve
- the reserve provides for funding new PR&C facilities and existing facility renewal projects (asset management)

Caution: CUPE contract expires December 31 2013
2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)
2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

			2013 - 2017 Financial Plan		
Recreation and Culture	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
Fees and Admissions	208,604	223,813	210,300	212,403	229,800
Program Revenue	1,231,749	1,123,323	1,207,940	1,220,019	1,198,757
Arts/Cultural/Social Programs	13,637	12,039	14,500	14,645	13,100
Gov't Grants	118,528	108,076	105,175	106,227	105,175
Facility Rental Revenue	493,087	528,221	474,000	478,740	493,000
City Property Rentals	57,841	41,040	51,200	51,712	49,400
Other Revenues	168,957	132,532	130,450	131,755	123,105
Total Operating Revenues	2,292,402	2,169,044	2,193,565	2,215,501	2,212,337
Wages and benefits	3,460,787	3,453,117	3,665,561	3,738,872	3,674,774
Services and Supply Contracts	707,128	688,314	681,638	695,271	675,029
Utilities	583,039	601,291	676,500	690,030	683,750
Materials & Supplies	362,904	324,842	386,830	394,567	390,341
Internal Charges & Other	270,802	267,674	275,304	281,108	258,344
Total Operating and Maintenance Expenditures	5,384,660	5,335,238	5,685,833	5,799,847	5,682,238
Net Excluding Transfer to Facility Reserve	3,092,257	3,166,195	3,492,267	3,584,346	3,469,901
Transfer to Facility Reserve	363,012	351,213	354,140	361,223	358,041
Net - Operating Funded from General Revenues	3,455,269	3,517,407	3,846,407	3,945,569	3,827,942
Transfers from Reserves	166,053	141,811	307,042	30,000	-
Other Project Funding	49,441	14,274	-	-	-
Total Project Funding	215,494	156,085	307,042	30,000	-
Capital	100,322	120,036	175,000	-	-
Operating	194,141	248,421	336,042	656,055	-
Total Project Expenditures	294,463	368,457	511,042	656,055	-
Net - Funded from General Revenues	3,534,238	3,729,779	4,050,407	4,571,624	3,827,942
Funded from General Revenue	58%	62%	62%	67%	63%
Cost per Capita	\$ 40.64	\$ 42.62	\$ 45.63	\$ 50.78	\$ 42.52
Budgeted FTEs			32.5		

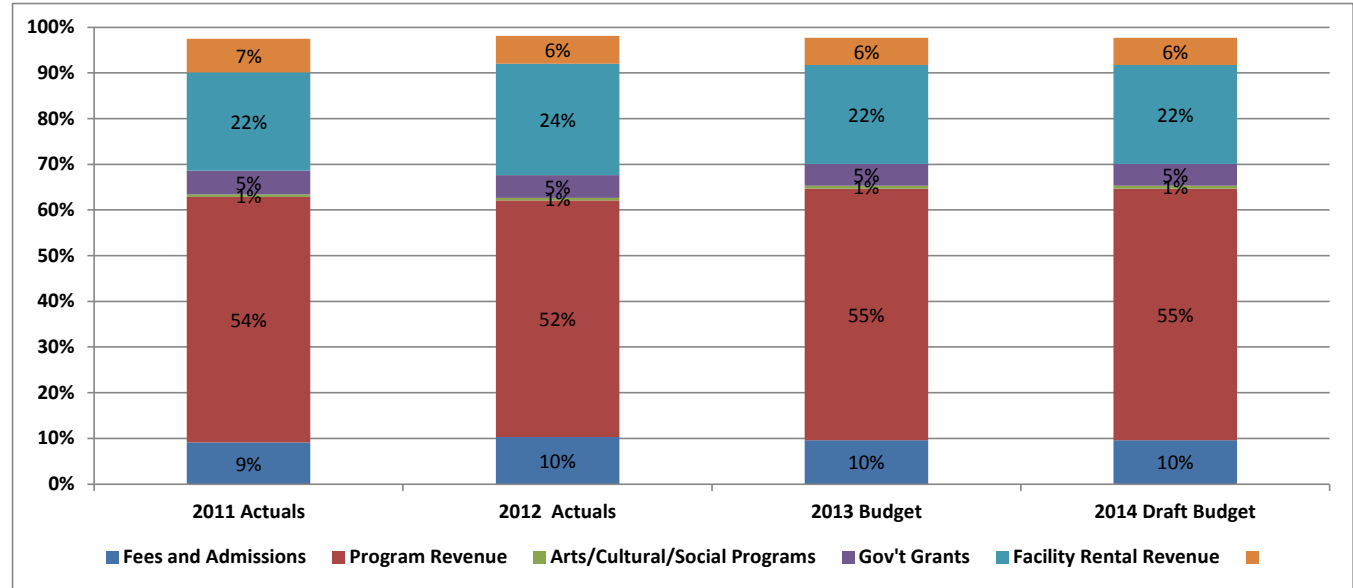
Parks, Recreation and Culture - Recreation and Culture - Annual Operating and Maintenance Revenues and Expenditures

Expenditure Analysis



Revenue Analysis

	2011 Actuals	2012 Actuals	2013 Budget	2014 Draft Budget
Fees and Admissions	9%	10%	10%	10%
Program Revenue	54%	52%	55%	55%
Arts/Cultural/Social Programs	1%	1%	1%	1%
Gov't Grants	5%	5%	5%	5%
Facility Rental Revenue	22%	24%	22%	22%
	7%	6%	6%	6%
Total Revenues	100%	100%	100%	100%



Parks Recreation & Culture - Recreation and Culture - Service Level Changes and Projects

2014 - 2018 Financial Plan Review

- Notes:
- 1) Projects are identified for expenditures that do not occur every year or vary from year to year.
 - 2) Most projects are related to asset management of current facilities.
 - 3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
 - 4) Projects can be funded from the Facility Development Reserve, other reserves, grants and general taxation funding.

Asset Renewal Project	New Asset Project	Asset Upgrade Project	Strategic Projects
--------------------------	----------------------	--------------------------	-----------------------

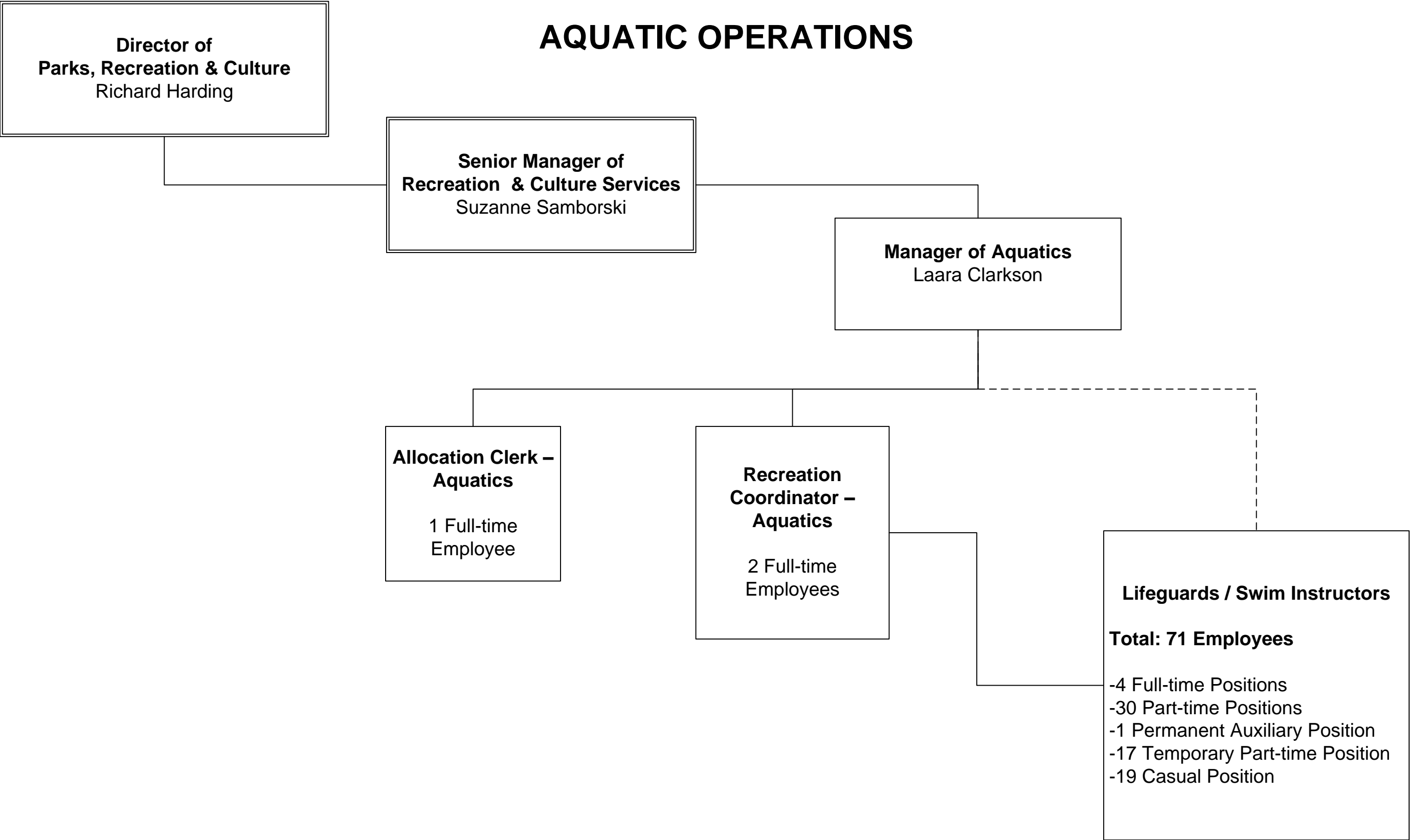
		2014						
#	Description	\$	% - 1% taxation	2015	2016	2017	2018	Future Years
	Service Level Changes							
	Beban Social Centre							
40024	Beban SS Replace Chairs	150,000	0.2%					
40101	Beban SS Washroom/Changeroom Upgrades	50,000	0.1%					
40003	Beban Washroom/Changeroom Upgrades	50,000	0.1%					
40027	Beban SS HVAC - Replace AHU			40,000				
40022	Beban SS Replace Meeting Room Floor			60,000				
40023	Beban SS Replace Stage Flooring			10,000	20,000	20,000		
	Beban SS Transformer			70,000				
40020	Beban SS Pump Replacement Program				10,000	10,000		
40025	Beban SS Replace Stage Curtains				30,000			
40026	Beban SS Replace Window Coverings				75,000			
	Beban SS Roof Auditorium - Sloped Sarnafil Roof					170,000		
	Bowen Park Complex							
40018	Bowen Kitchen Upgrades	25,000	0.0%					
	Bowen Main Building Roof - Mansard	35,000	0.0%					
40102	Bowen Replace Fire Panel	7,500	0.0%					
40015	Bowen Replace Window Coverings	16,500	0.0%					
40013	Bowen Replace/Upgrade Electrical Panels	55,000	0.1%					
40107	Bowen Elevator Area Insulation	7,000	0.0%	50,000				
40108	Bowen Attic Insulation	8,000	0.0%					
P-4154	Bowen Boiler Replacement			75,000				
40104	Bowen Replace Entry Signs			30,000				
40016	Bowen Replace Heat Pump Units			50,000				
40106	Bowen Full Sanding of Auditorium & Activity Room 1 Floor				35,000			
40019	Bowen Main Floor Washroom Upgrades				25,000			
40103	Bowen Facility Review					30,000		
40105	Bowen Paint Exterior of Building						30,000	
	Centennial Building							
40011	Centennial Bldg Replace Radiant Heat Panels	15,000	0.0%	15,000				
40000	Furniture & Equipment Replacement	20,000	0.0%	50,000	50,000	50,000	50,000	
P-4153	Centennial Building Roof Replacement			50,000				
	Centennial Bldg Ceiling - Interior						25,000	
	Centennial Bldg Doors - Exterior						33,000	
	Centennial Bldg Flooring - Interior						7,500	
	Oliver Woods Community Centre							
40044	OWCC Refinish Gym Floor	15,000	0.0%	15,000	15,000	15,000	15,000	
40004	OWCC Refinish Acid Stain Floor	35,000	0.0%					
40005	OWCC HVAC Heat Pump Replacement Program			20,000				
40007	OWCC Interior Painting Program			10,000		75,000		
40006	OWCC HVAC AHU Replacement				65,000	65,000		
40009	OWCC Plumbing Replacements				20,000			
	Other							
40001	Gym Fitness Equip Replacement	14,000	0.0%	50,000	50,000	50,000	50,000	
40012	PRC Master Plan Update	75,000	0.1%	75,000				
40010	OWCC Replace Front Desk Glass with Shutters	30,000	0.0%					
P-4000	Bucket Lift - Third Street Facilities			50,000				
		608,000	0.7%	720,000	395,000	485,000	210,500	



**COUNCIL BUDGET REVIEW PILOT
PARKS, RECREATION AND CULTURE
AQUATIC OPERATIONS
OCTOBER 16, 2013**

DEPARTMENT OF PARKS, RECREATION AND CULTURE

AQUATIC OPERATIONS



Parks, Recreation and Culture - Aquatics - Current Level of Service

2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

Annual operating and maintenance activities to provide current service levels

Identify specific projects, supported by a long range asset management plan, for renewal of current facilities. Renewal projects focus on replacing major components of each facility.

Identify specific projects for upgrades to current facilities.

Significant Events

In September 2011 a number of projects were completed at the Nanaimo Aquatic Centre that resulted in energy savings.

- NAC consumes approx \$330,000 per year of natural gas. The boiler replacement project saves 3,320 GJ natural gas, 169 tonnes GHG emissions and \$43,000 per year.
- NAC consumes approx \$200,00 per year of electricity. UV Disinfection and several smaller upgrades save 218,00 kwh electricity, 660 GJ natural gas, 38 tonnes GHG emissions and \$44,000 per year.

In September 2013 Beban Pool moved to UV Disinfection and underwent variable speed drive energy upgrades which are anticipated to save 295,000 kwh electricity, 6.5 tonnes GHG emissions and \$22,000 per year.

Current Level of Service

The City currently operates 2 year round aquatic facilities:

Nanaimo Aquatic Centre (NAC):

- Hours of Operation:
 - Monday - Friday from 6 am to 10 pm
 - Saturday - Sunday 7 am to 10 pm
- NAC is open daily for everyone welcome drop in swimming, lane swimming, hot tub, steam room, sauna and slides.
- Lessons, rentals and aquafit sessions are also offered within these times.
- In addition to the pools, NAC also has a weight room and commercial lease space.

Beban Pool

- Hours of Operation:
 - Monday, Wednesday from 6:15 am to 8:30 pm
 - Tuesday, Thursday - Friday from 6:15 am to 7 pm
 - Saturday - Sunday 10 am to 7 pm
- Beban Pool operations is more defined and set blocks of time are allocated to users.
- Public swimming sessions, rentals, lessons and aquafit sessions are available.

An annual shutdown occurs each year to allow needed repairs and maintenance, upgrades and new projects to be undertaken. Typically NAC is shutdown for 2 weeks and Beban Pool is shutdown for 3 - 5 weeks.

Some of the standard tasks performed at shutdown include.

- Major service on air handling units, slides, chlorine equipment, wave-machine (NAC)
 - Drain pools, inspect and repair expansions joints as needed
 - Clean out surge tanks
 - Strip, clean and grind boats and repaint
- Re grout and repair tile in all areas - tanks, decks, steam rooms, showers, change rooms etc
 - Check all plumbing fixtures for proper operation and repair, as needed
 - Inspect pumps and other mechanical equipment, repair or replace as needed
 - Service under water lights, overhead lights and UV system
 - Paint as needed

Under a co-management agreement one seasonal outdoor facility: Kin Pool is in operation from May to the third week in August.

The City currently operates 1 seasonal lifeguarded beach-swimming area: Westwood Lake. Effective 2014 swim lessons will be offered at Westwood Lake.

		Annual Utilization			
		Weeks	Annual	Projected	Projected
# of Pools		Available	Shutdown Weeks	Admissions/Year	Program Registrations/
Nanaimo Aquatic Centre	3	50	2	391,281	2,450
Beban Pool	4	47-49	3-5	81,174	2,520

Commercial Tenants	2013-2014 Swim Meets
Angel's Day Restaurant	Riptides - 3 events during the season
Canadian Back Institute	Synchro BC
Team Aquatic Supplies Ltd	Ebbtides 33rd Annual Master Swim Meet

2013 -2014 User Groups	
Riptides	Alberni Outpost
SD 68 - BC High School Swim Club	Marine Safety Training
Ebbtides Masters	Aspengrove School
Tri Group	Special Olympics
White Rapids	Nanaimo Dive Outfitters
Ravensong Breakers	Sink or Swim Scuba
Campbell River Swim Club	Green Sea Diving
Ladysmith/Chemainus Swim Club	SD 68 Special Needs Swim
Hub City Trip Group	Lion Heart
Ravensong Waterdancers - Nanaimo	Long Lake Physio
Diamonds	VIU Kayaking
Swimfit	

Parks, Recreation and Culture - Aquatics Operations - Annual Operating and Maintenance Revenues and Expenditures
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Two year round pools are operated to provide public swimming, lessons and pool rentals to a wide range of users.
One seasonal outdoor pool (May to the third week of August) operated in a co-management arrangement with the Nanaimo White Rapids Swim Club
One seasonal lifeguarded beach-swimming area (July through August) - Westwood Lake

- Annual operating and maintenance budgets include:
- Staffing: Manager, Recreation Coordinators, Lifeguard Instructors, Cashiers, Allocation Clerk, Facility Technicians, Custodians
 - Utilities
 - Equipment Maintenance: facility

Indirect costs that are incurred to support the Aquatic operations such as payroll, accounts payable, human resources and senior management resources are not included in Aquatics Operations actuals/budget.

Facility Development Reserve

- 20% of annual revenues generated from recreation facilities is transferred to the Facility Development Reserve
- the reserve provides for funding new PR&C facilities and existing facility renewal projects (asset management)

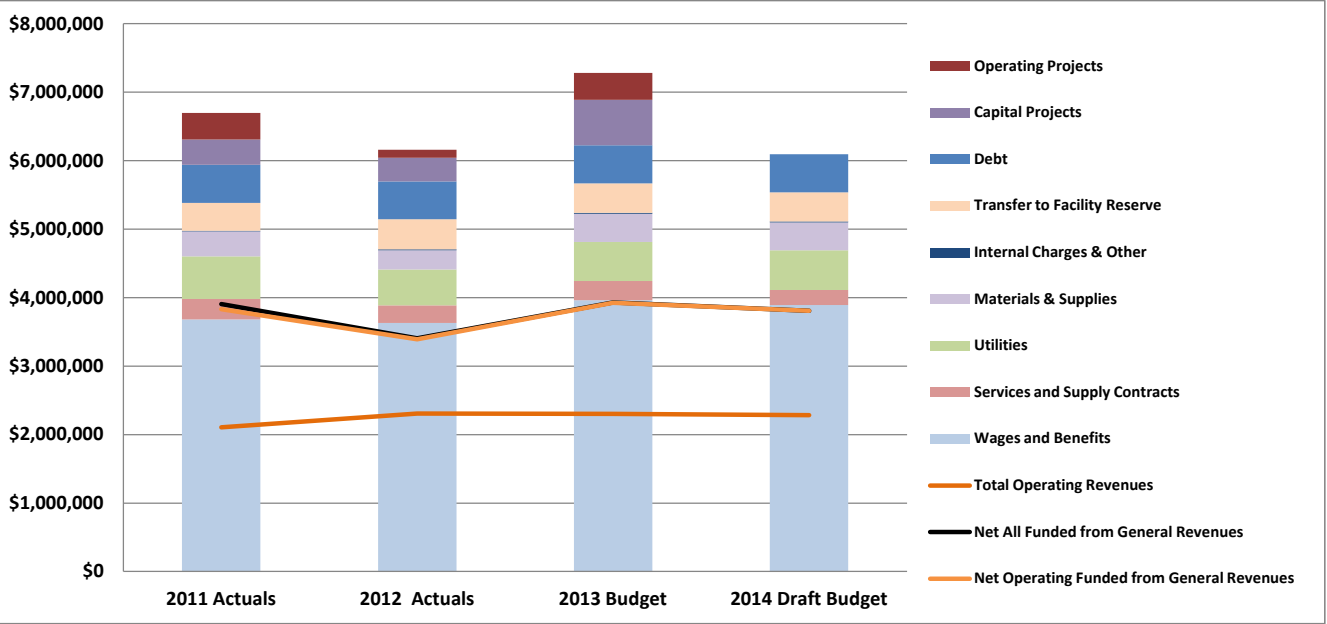
Significant Events
In 2014 both NAC and Beban Pool will move from a chlorine gas system to a calcium hypochlorite chlorine system.
Chlorine gas presents both a public safety issue and work safe issue which the new system addresses.

			2013 - 2017 Financial Plan		
Aquatics	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
Fees and Admissions	1,370,771	1,505,594	1,467,519	1,482,194	1,465,000
Program Revenue	440,109	444,097	490,000	494,900	488,424
Rental Revenue	143,196	181,600	180,000	181,800	185,000
Rental of Commercial Space	55,475	58,563	55,000	55,550	55,000
Other Revenues	95,127	114,677	107,500	108,575	90,500
Total Operating Revenues	2,104,678	2,304,531	2,300,019	2,323,019	2,283,924
Wages and Benefits	3,679,052	3,630,914	3,961,479	4,040,708	3,893,066
Services and Supply Contracts	303,312	253,981	282,840	288,497	217,400
Utilities	621,992	523,880	566,500	577,830	581,200
Materials & Supplies	363,206	282,221	414,400	422,688	407,100
Internal Charges & Other	10,248	14,732	12,240	12,437	12,432
Total Operating and Maintenance Expenditures	4,977,810	4,705,728	5,237,459	5,342,160	5,111,198
Net Excluding Tsf to Facility Reserve and Debt	2,873,132	2,401,197	2,937,440	3,019,141	2,827,274
Debt	554,863	554,813	554,758	554,705	554,705
Transfer to Facility Reserve	405,167	437,254	429,904	438,502	426,000
Total Tsf to Facility Reserve and Debt	960,030	992,067	984,662	993,207	980,705
Net Operating Funded from General Revenues	3,833,161	3,393,263	3,922,102	4,012,348	3,807,979
Transfers from Reserves	547,676	420,823	1,030,100	1,015,000	
Other Project Funding	139,632	23,944	25,313	-	
Total Project Funding	687,308	444,767	1,055,413	1,015,000	-
Capital	371,092	345,577	667,711	800,000	
Operating	388,523	113,397	392,702	300,000	
Total Project Expenditures	759,615	458,974	1,060,413	1,100,000	-
Net - Funded from General Revenues	3,905,468	3,407,470	3,927,102	4,097,348	3,807,979
Funded from General Revenues	58%	55%	54%	55%	63%
Cost per Capita	\$ 44.91	\$ 38.94	\$ 44.24	\$ 45.51	\$ 42.30

Budgeted FTEs	37.2
---------------	------

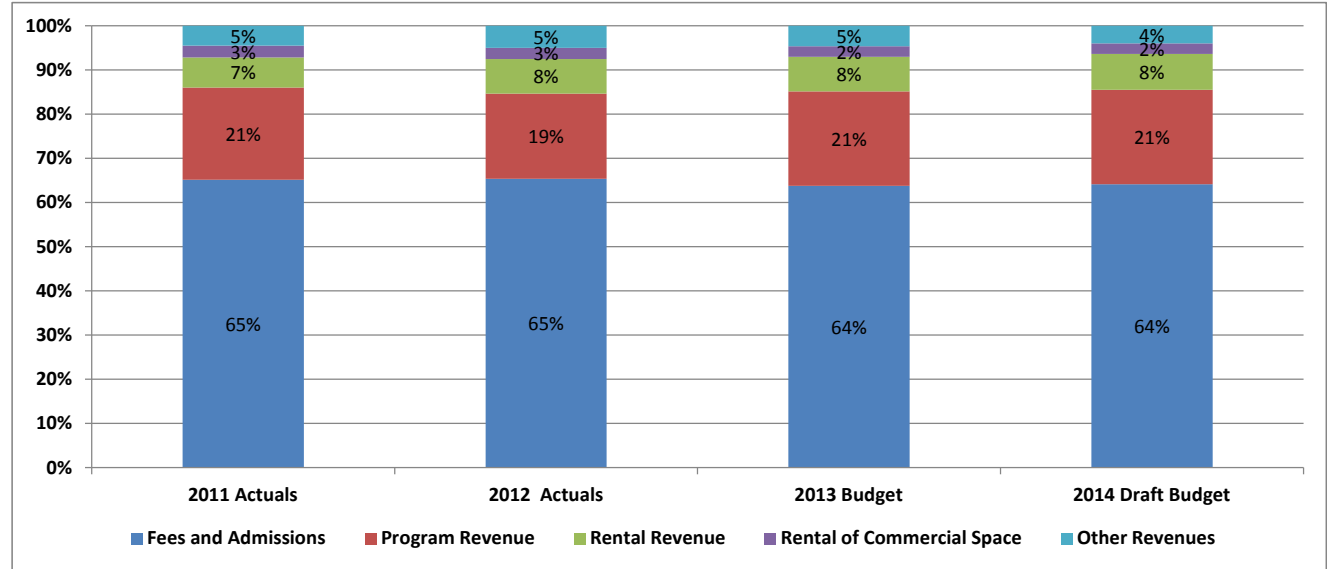
Parks, Recreation and Culture - Aquatics Operations - Annual Operating and Maintenance Revenues and Expenditures

Expenditure Analysis



Revenue Analysis

	2011 Actuals	2012 Actuals	2013 Budget	2014 Draft Budget
Fees and Admissions	65%	65%	64%	64%
Program Revenue	21%	19%	21%	21%
Rental Revenue	7%	8%	8%	8%
Rental of Commercial Space	3%	3%	2%	2%
Other Revenues	5%	5%	5%	4%
Total Revenues	100%	100%	100%	100%



Parks Recreation & Culture - Aquatics Operations - Service Level Changes and Projects
2014 - 2018 Financial Plan Review

- Notes:
- 1) Projects are identified for expenditures that do not occur every year or vary from year to year.
 - 2) Most projects are related to asset management of current facilities.
 - 3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
 - 4) Projects can be funded from the Facility Development Reserve, other reserves, grants and general taxation funding.

Asset Renewal Projects	New Assets Projects
Asset Upgrade Projects	Strategic Projects

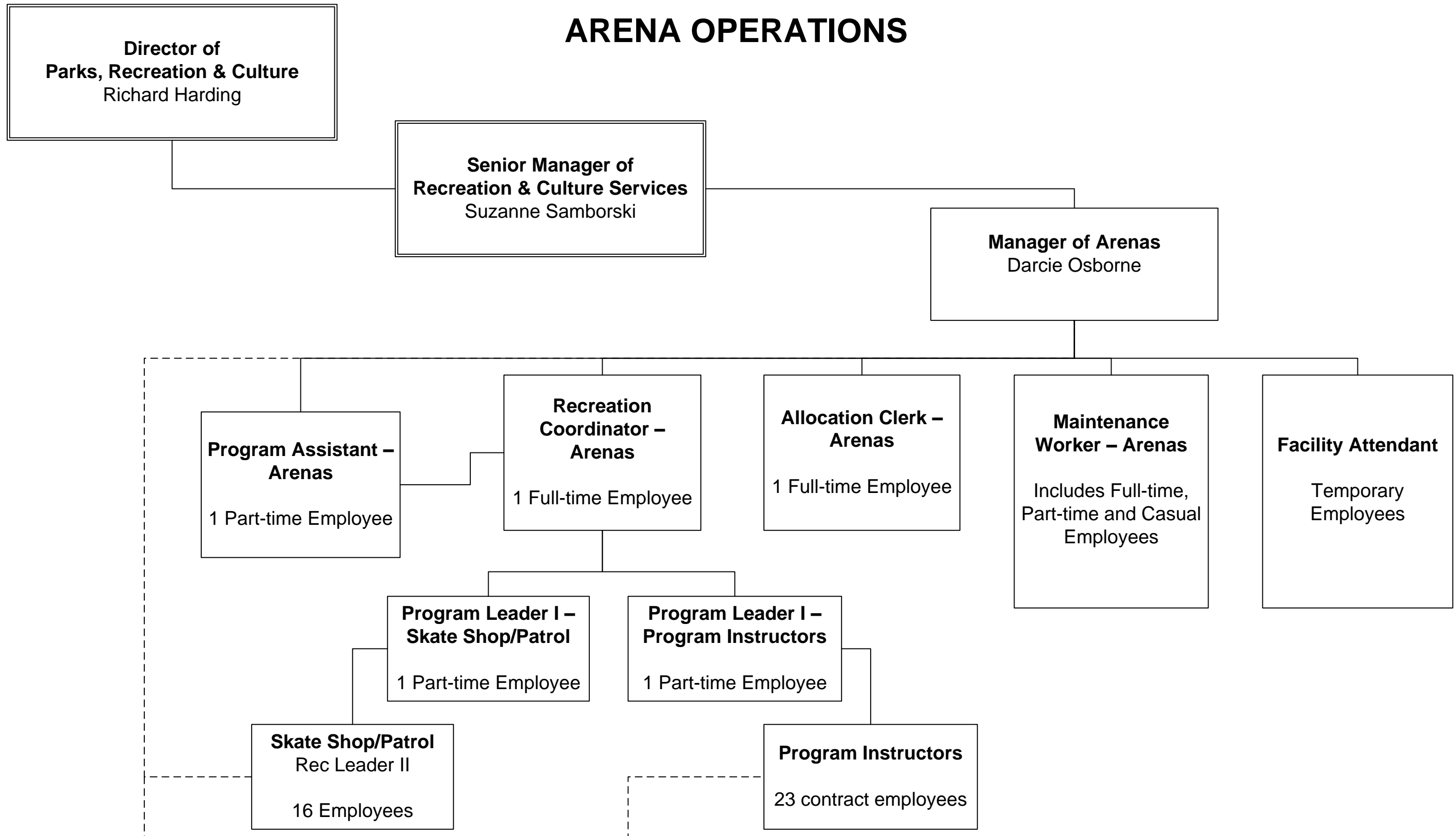
		2014						
	Description	\$	% - 1% taxation	2015	2016	2017	2018	Future Years
	Service Level Changes							
	Projects by Facility							
	Beban Pool							
40095	Beban Pool Boiler Tube Replacement			30,000	30,000		30,000	
40040	Beban Pool Coil Replacement (HV1 and HV3)	45,000	0.1%					
40041	Beban Pool Expansion Joint Maintenance	15,000	0.0%			15,000		
40039	Beban Pool Filter Element Replacement Pgm						10,000	
40092	Beban Pool Pneumatic Compressor Units						10,000	
40037	Beban Pool Pump Replacement Program	20,000	0.0%		20,000		20,000	
40093	Beban Pool Recommission HV3 Recovery	53,000	0.1%					
40036	Beban Pool Replace AHUs					20,000	20,000	
P-4191	Beban Pool Replace Chlorine Gas w/Puck System	50,000	0.1%					
40008	Beban Pool Replace Heat Exchangers	20,000	0.0%					
40035	Beban Pool replace Pool Deck Tiling					75,000	50,000	
40034	Beban Pool Replace/Upgrade Electric Panels	10,000	0.0%	10,000	10,000			
P-4174	Beban Pool Washroom/Changeroom Retrofit	300,000	0.3%					
P-4171	Beban Pool/Retrofit/Retheme	20,000	0.0%	510,000				
	Beban Pool Roof - Glass Roof Over Original Lobby	25,000	0.0%					
	Beban Pool Roof - Sloped Sarnafil Roof (includes Frank Crane)					780,000		
	Beban Pool Motor Control Centre				110,000			
	Beban Pool Control Centre						110,000	
	Kin Pool							
P-4192	Kin Pool Replace Cement Piping			100,000				
40043	Kin Pool Washrooms/Changeroom Upgrades	45,000	0.1%					
	Kin Pool Liner				100,000			
	Nanaimo Aquatic Centre							
40113	NAC 2 AHU Controllers	12,500	0.0%					
40049	NAC Coiler Replacement (AHU1 and AHU2)				35,000			
40050	NAC Diving Board Retrofits				50,000			
40099	NAC Exterior Painting	55,000	0.1%					
40052	NAC Filter Element Replacement Program	15,000	0.0%					
40047	NAC Furniture/Equipment Replacement Program	15,000	0.0%			15,000		
P-4198	NAC Hot Tub Replacement			20,000	250,000			
40100	NAC Leisure Pool Lights	50,000	0.1%					
P-4199	NAC New Program Feature - Climbing Wall						125,000	
40097	NAC Pneumatic Compressor Units						10,000	
40072	NAC Pump Replacement Program	20,000	0.0%					
40048	NAC Replace AHUs	35,000	0.0%	35,000	35,000			
P-4193	NAC Replace Chlorine Gas w/Puck System	50,000	0.1%					
40096	NAC Replace Dampers					5,000		
40098	NAC Replace Heat Exchangers			25,000	25,000	25,000		
P-4197	NAC Replace Score Clock					300,000		
40046	NAC Resurface Acid Stain Floor	10,000	0.0%			10,000		
P-4169	NAC Retrofit/Retheme			20,000	500,000			
P-4170	NAC Slide Replacements			200,000	200,000		300,000	
40045	NAC Upgrade Lighting Fixtures			50,000				
	NAC Siding - Investigate Wall Leak by Slide Pumps	10,000	0.0%					
	NAC Siding - Repair Wall Leak by Slide Pumps			90,000				
	Total Expenditures	875,500	1.0%	1,090,000	1,365,000	1,245,000	685,000	



**COUNCIL BUDGET REVIEW PILOT
PARKS, RECREATION AND CULTURE
ARENA OPERATIONS
Revised, October 10, 2013**

DEPARTMENT OF PARKS, RECREATION AND CULTURE

ARENA OPERATIONS



Parks Recreation and Culture - Arena Operations - Current Level of Service

2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

- Annual operating and maintenance activities to provide current service levels
- Identify specific projects, supported by a long range asset management plan, for renewal of current facilities. Renewal projects focus on replacing major components of each facility.
- Identify specific projects for upgrades to current facilities.

Significant Events

Significant rehab work was completed on Frank Crane Arena in 2010 and Cliff McNabb Arena in 2012, this work required extended shutdown of each facility.

Current Level of Service

The City currently operates 3 arena facilities with a total of 4 rinks: Nanaimo Ice Centre, Frank Crane Arena and Cliff McNabb Arena.

These rinks are operated to provide public skating, lessons and ice rentals to a wide range of users.

Both Frank Crane Arena and the Nanaimo Ice Centre have concessions.

The concession at Frank Crane Arena is operated by Cormier Ventures Inc under an operating agreement with the city.

The concession at the Nanaimo Ice Centre is under a licence of use agreement with Sub on the Hub Restaurant Ltd (DBA Tia Mei's Café).

Nanaimo Ice Centre is the newest arena and went into service during 2006.

Annual Utilization											
			Available		Available		Projected Drop		Projected Drop		Projected
			Hours/ Day -	Jan - March,	Hours/ Day -	Rental Hours/	In Skating	In Skating	Admissions/	Program	Program
			# of	Ice - Weeks/	Dry Floor -	Hours/ Day -	Projected	Hours/ Year	Year	Hours/ Year	Registrations/
			Rinks	Year	Weeks/ Year	Sept - Dec	Apr - Aug	Year	Year	Year	Year
Nanaimo Ice Centre											
	NIC1	1	37	13	18	16	2,650	152		279	
	NIC2	1	48	2	18	16	2,144	717		532	
Beban Arenas											
	Frank Crane Arena	1	36	16	18	16	2,740	401		422	
	Cliff McNabb Arena	1	48	2	18	16	2,915	299		426	
		4					10,447	1,569	40,367	1,658	5,699

User Groups		
Nanaimo Minor Hockey	Intermediate Lacrosse	Nanaimo Clippers Junior A Hockey Club
Ol' Tubbers Hockey Club	Master Lacrosse	Buccaneers Junior B Hockey Club
Bastion Hockey Club	Nanaimo Minor Lacrosse Association	Nanaimo Skating Club
Rec Hockey League	Senior A Timberman Lacrosse Team	Nanaimo Old Timers Hockey League
Ladies Hockey	Senior B Timberman Lacrosse Team	Nanaimo Casual Hockey League
BC Major Midget League	Junior A Timberman Lacrosse Team	Candy Crushers Roller Derby
Woodland Hockey Academy	Junior B Timberman Lacrosse Team	Harbour City Rollers

Parks Recreation and Culture - Arena Operations - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:

- Staffing: Manager, Recreation Co-ordinator, Allocations Clerk, Arena Maintenance Workers, Facility Technicians, Program Leaders
- Utilities
- Equipment Maintenance: facility and ice machine maintenance

Indirect costs that are incurred to support the Arena operations such as payroll, accounts payable, human resources and senior management resources are not included in Arena Operations actuals/budget.

Facility Development Reserve

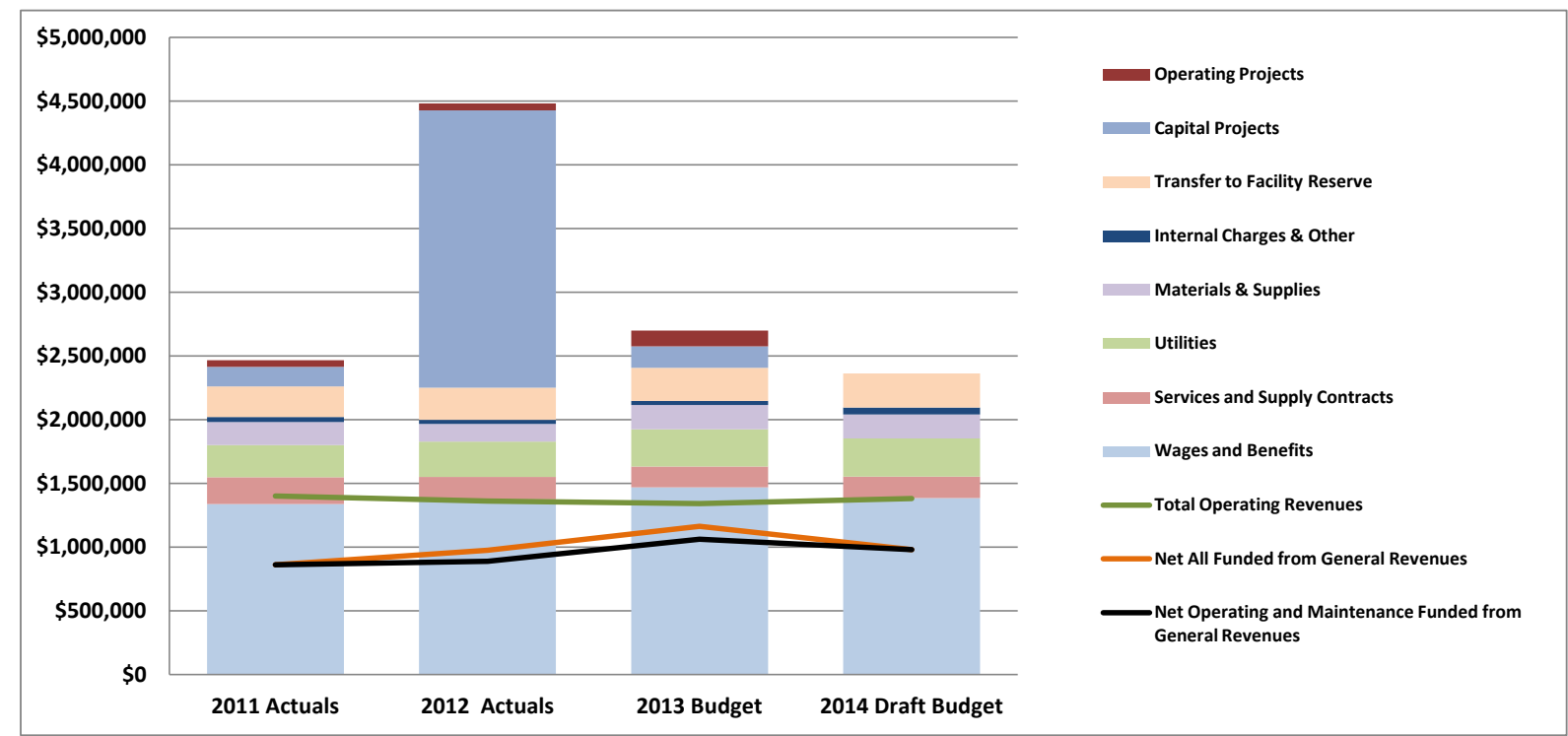
- 20% of annual revenues generated from recreation facilities is transferred to the Facility Development Reserve
- the reserve provides for funding new PR&C facilities and existing facility renewal projects (asset management)

		2013 - 2017 Financial Plan				2014 Draft Budget
Arena Operations		2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	
	Fees and Admissions	104,779	84,697	97,850	98,829	103,800
	Program Revenue	270,163	246,709	240,000	242,400	250,000
	Rental Revenue	878,597	888,064	836,000	844,360	885,800
	Other Revenues	147,074	141,892	169,366	163,485	140,966
	Total Operating Revenues	1,400,612	1,361,362	1,343,216	1,349,074	1,380,566
	Wages and Benefits	1,338,305	1,375,606	1,470,381	1,492,141	1,385,179
	Services and Supply Contracts	210,898	175,383	161,600	164,832	167,800
	Utilities	251,610	278,260	294,000	299,880	300,320
	Materials & Supplies	180,690	138,532	189,800	193,596	187,300
	Internal Charges & Other	39,632	31,767	32,643	33,834	54,392
	Total Operating and Maintenance Expenditures	2,021,135	1,999,548	2,148,424	2,184,283	2,094,991
	Net Excluding Transfer to Facility Reserve	620,523	638,185	805,208	835,209	714,425
	Transfer to Facility Reserve	240,915	252,317	257,903	263,061	267,273
	Net - Operating Funded from General Revenues	861,437	890,502	1,063,111	1,098,270	981,698
	Transfers from Reserves	165,638	2,105,703	190,963	140,000	
	Other Project Funding	38,411	37,500	-	-	
	Total Project Funding	204,049	2,143,203	190,963	140,000	-
	Capital	151,692	2,175,157	168,168	330,000	
	Operating	52,357	53,140	124,795	100,000	
	Total Project Expenditures	204,049	2,228,297	292,963	430,000	-
	Net - Funded from General Revenues	861,437	975,596	1,165,111	1,388,270	981,698
	Funded from General Revenues	35%	22%	43%	48%	42%
	Cost per Capita \$	9.91	\$ 11.15	\$ 13.13	\$ 15.42	\$ 10.91

Budgeted FTEs	13.0
---------------	------

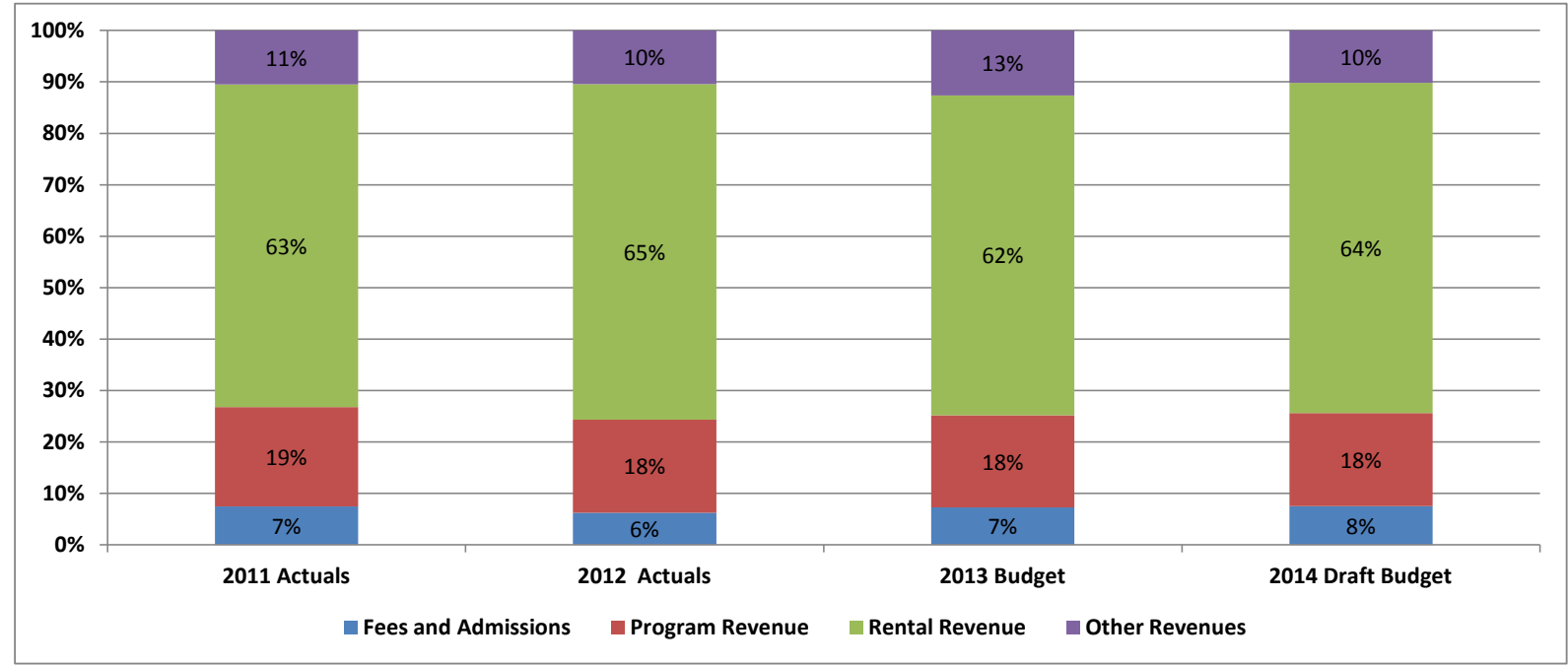
Parks Recreation and Culture - Arena Operations - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Expenditure Analysis



Operating Revenue Analysis

	2011 Actuals	2012 Actuals	2013 Budget	2014 Draft Budget
Fees and Admissions	7%	6%	7%	8%
Program Revenue	19%	18%	18%	18%
Rental Revenue	63%	65%	62%	64%
Other Revenues	11%	10%	13%	10%
Total Revenues	100%	100%	100%	100%



Parks Recreation and Culture - Arena Operations - Service Level Changes and Projects
2014 - 2018 Financial Plan Review

- Notes:
- 1) Projects are for expenditures that do not occur every year or vary from year to year.
 - 2) Most projects are related to asset management of current facilities.
 - 3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
 - 4) Projects can be funded from the Facility Development Reserve, other reserves, grants and general taxation funding.

Asset Renewal Projects	New Assets Projects
Asset Upgrade Projects	Strategic Projects

		2014						
	Description	\$	% - 1% taxation	2015	2016	2017	2018	Future Years
	Service Level Changes							
	Cliff McNabb Arena							
P-4165	Cliff McNabb Dasher Board Replacement	200,000	0.2%					
40058	Cliff McNabb HVAC Rebuild/Replace Compressor	10,000	0.0%	10,000	10,000	10,000	10,000	
40088	Cliff McNabb New Speakers						15,000	
40089	Cliff McNabb Paint Interior						50,000	
40059	Cliff McNabb Replace Domestic Hot Water Tank						15,000	
40076	Cliff McNabb Sustainability - Heat Exchanger			40,000				
40062	Cliff McNabb Washroom/Changeroom Upgrades	40,000	0.0%				40,000	
	Frank Crane Arena							
P-4187	FCA Domestic Water Piping	3,000	0.0%	100,000				
P-4188	FCA Heat Recovery System	290,000	0.3%					
P-4161	FCA HVAC			100,000	120,000			
40070	FCA HVAC Rebuild/Replace Compressor	10,000	0.0%	10,000	10,000	10,000	12,000	
40056	FCA Replace/Upgrade Electrical Panels			20,000	20,000			
P-4164	FCA Sound System Replacement				30,000			
P-4162	FCA Washroom/Dressing Room Upgrades				100,000			
	FCA HVAC Ammonia Chiller						160,000	
	Nanaimo Ice Centre							
P-4156	NIC Dressing Room Flooring Replacement			100,000				
P-4159	NIC Dry Floor System			100,000				
40069	NIC Electric Duct Heater Replacement Program			5,000		5,000		
P-4157	NIC HVAC					85,000	110,000	
40063	NIC HVAC Rebuild/Replace Compressor	10,000	0.0%	10,000	10,000	10,000	10,000	
40067	NIC HVAC Replace 2 Heat Pump Units						50,000	
40068	NIC Plumbing Upgrades			20,000		20,000		
40090	NIC Repaint Interior						75,000	
40091	NIC Replace Chairs/tables						20,000	
40094	NIC Replace Doors/Corner Windows						100,000	
40065	NIC Replace Lobby/Hallway/Washroom Floor				180,000			
P-4189	NIC Sound System	20,000	0.0%					
40081	NIC Sustainability - Energy Study	10,000	0.0%					
40057	NIC Tile Dressing Room Shower Stalls	60,000	0.1%					
P-4190	NIC Upgrade Rink Lighting			50,000				
	NIC Score Clock (NIC 1)						45,000	
	Zamboni Replacement Program							
P-4140	Zamboni Replacements				180,000			
	Total Expenditures	653,000	0.7%	565,000	660,000	140,000	712,000	