

AGENDA
SPECIAL OPEN COMMITTEE OF THE WHOLE MEETING
BOARD ROOM, SERVICE AND RESOURCE CENTRE,
411 DUNSMUIR STREET, NANAIMO, BC
WEDNESDAY, 2013-OCT-23, AT 9:00 A.M.

1. **CALL THE SPECIAL OPEN COMMITTEE OF THE WHOLE MEETING TO ORDER:**

2. **ADOPTION OF AGENDA:**

3. **PRESENTATIONS:**

- (a) Mr. R. J. Harding, Director of Parks, Recreation and Culture, to provide a presentation regarding the 2014-2018 Financial Plan for Parks, Recreation and Culture. Council discussion regarding the Financial Plan to follow the presentation.

Pg. 2-15

4. **OTHER BUSINESS:**

- (a) Recent feedback from Council regarding the value of holding Special Committee of the Whole Meetings to review the 2014-2018 Financial Plan using the Parks, Recreation and Culture (PRC) budget as a model has been very positive and Staff are proposing to proceed with scheduling further meetings for budget review. Unless Council directs otherwise, Staff will proceed with scheduling the following six Wednesdays from 9:00 a.m. to 11:00 a.m. in the Board Room for Special Committee of the Whole meetings to review other departmental budgets once the process for PRC has been completed:

2013-NOV-06
2013-NOV-13
2013-NOV-20
2013-NOV-27
2013-DEC-04
2013-DEC-11

5. **QUESTION PERIOD:** *(Agenda Items Only)*

6. **ADJOURNMENT:**

ACTING MAYOR: COUNCILLOR MCKAY

2013-OCT-21 to 2013-DEC-01



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

DEPARTMENT OF PARKS, RECREATION AND CULTURE

RECREATION AND CULTURE SERVICES



**Director of
Parks, Recreation & Culture**
Richard Harding

**Senior Manager of
Recreation & Culture Services**
Suzanne Samborski

**Manager of
Recreation & Culture Services**
Beban
Mary Smith

Recreation Coordinator
4 Full-time Employees

Allocation Clerk
1 Full-time Employee

**Manager of
Recreation & Culture Services**
Oliver Woods / Culture
Bob Kuhn

Recreation Coordinator
2 Full-time Employees

Allocation Clerk
1 Full-time Employee

**Manager of
Recreation & Culture Services**
Bowen / Business Services
Sandy Raddysh

Recreation Coordinator
3 Full-time Employees

Allocation Clerk
1 Full-time Employee

**Business Services
Supervisor**
1 Full-time Employee

Front Desk Clerk
7 Full-time
14 Part-time

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
Kids Club After School Care	Nanaimo Kennel Club	Bite of Nanaimo	Nanaimo Clippers Hockey Club
NIDES	Newcomers Club	Evergreen Home Show	Nanaimo Kennel Club
VIHA	Kennel Club	Professional Christmas Craft Fair	Vancouver Island Community Support Services
Science of the Soul Study Centre	Rhododendron Society	Upper Island Music Festival	Beban Park
Dancesport	Maple Sugar Festival	Miss Nanaimo Pageant	Hot Chai Express

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	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
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	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
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	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 Managers, 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

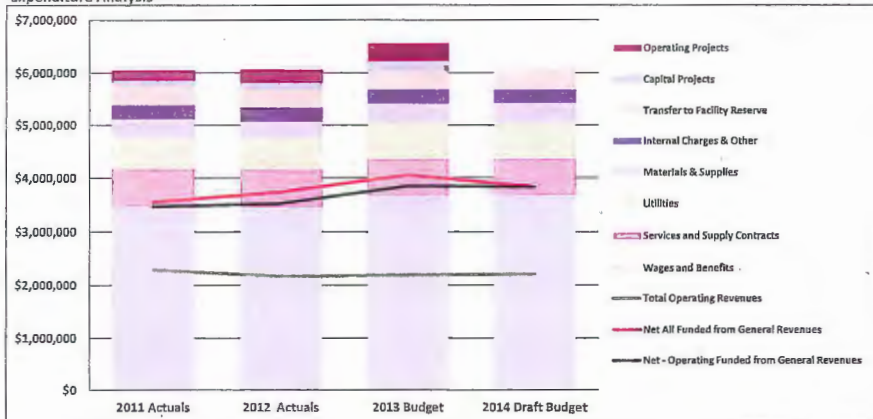
2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)

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

Recreation and Culture	2013 - 2017 Financial Plan				
	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				

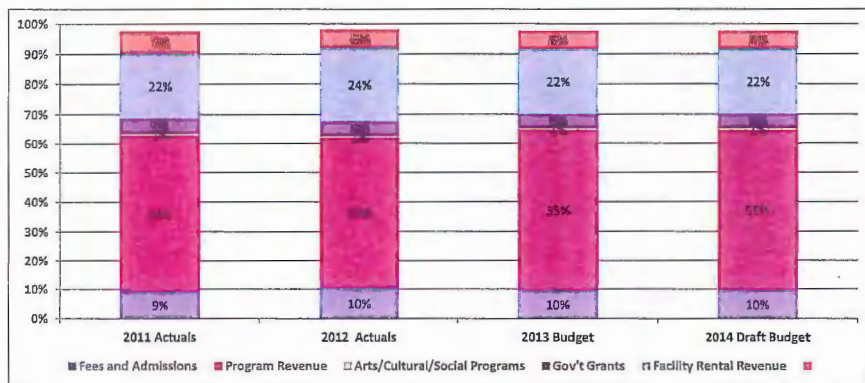
Parks, Recreation and Culture - Recreation and Culture - Annual Operating and Maintenance Revenues and Expenditures

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
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		2014		2015	2016	2017	2018	Future Years
#	Description	\$	% - 1% taxation					
	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	Bowler City - Minor Street Facilities			50,000				
		618,000	0.7%	720,000	355,000	435,000	210,500	

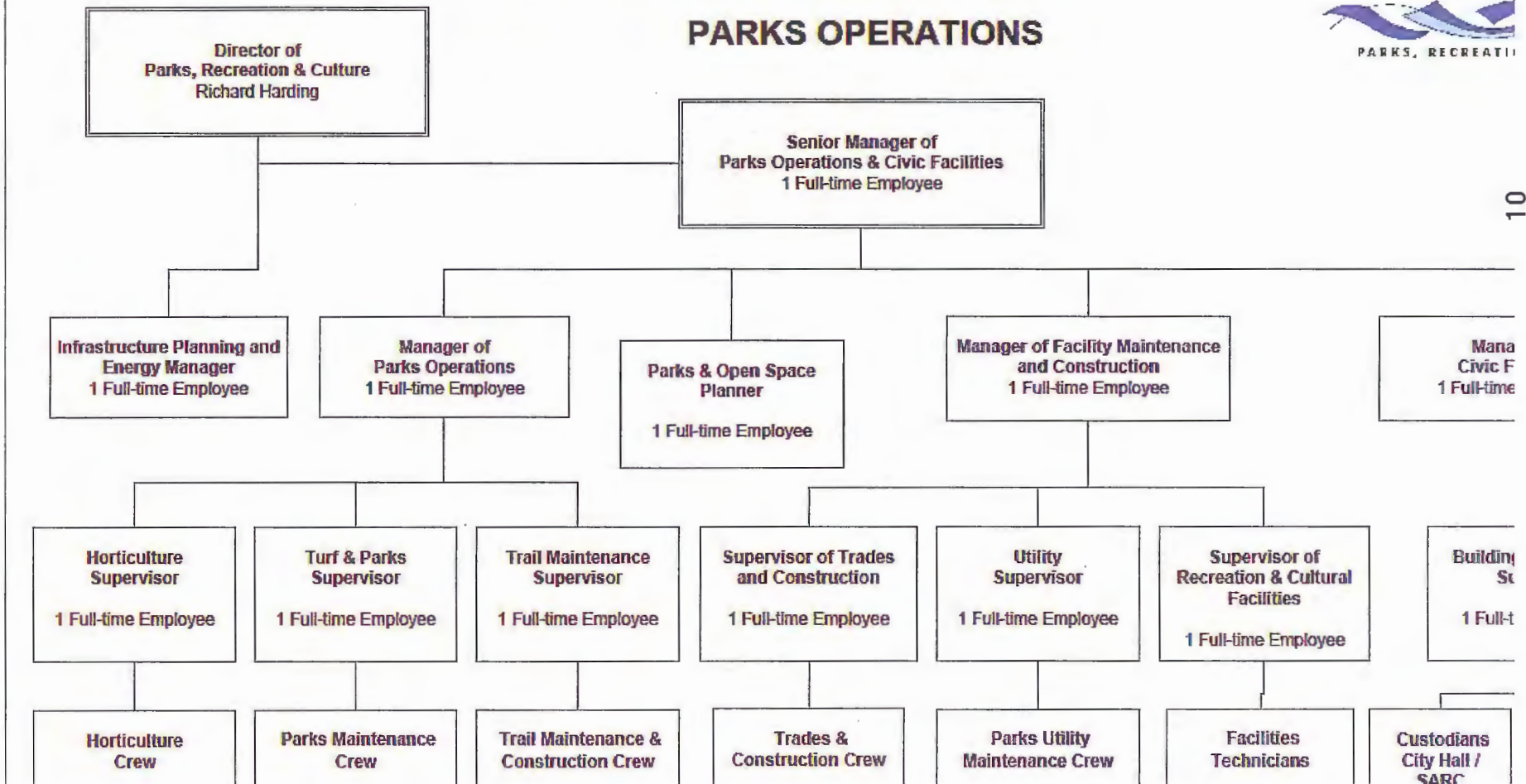


**COUNCIL BUDGET REVIEW PILOT
PARKS, RECREATION AND CULTURE
PARKS OPERATIONS
October 23, 2013**

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

Double H Holdings Ltd - Lease for Beban Park Occupation Agreement - Pitch & Putt Golf Course
Westar Holdings Ltd - Lease of Land Adjacent to Beban Plaza

Use and Management Agreements

Beban Park Lawn Bowling Club	Boys and Girls Club
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

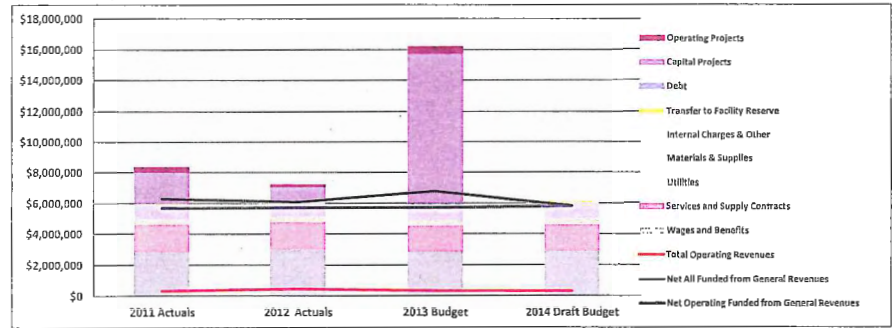
2013 2017 Financial Plan included \$7M capital project re Colliery Dams, debt repayment expenses

2014 Draft Budget does not include debt repayment until Council provides direction

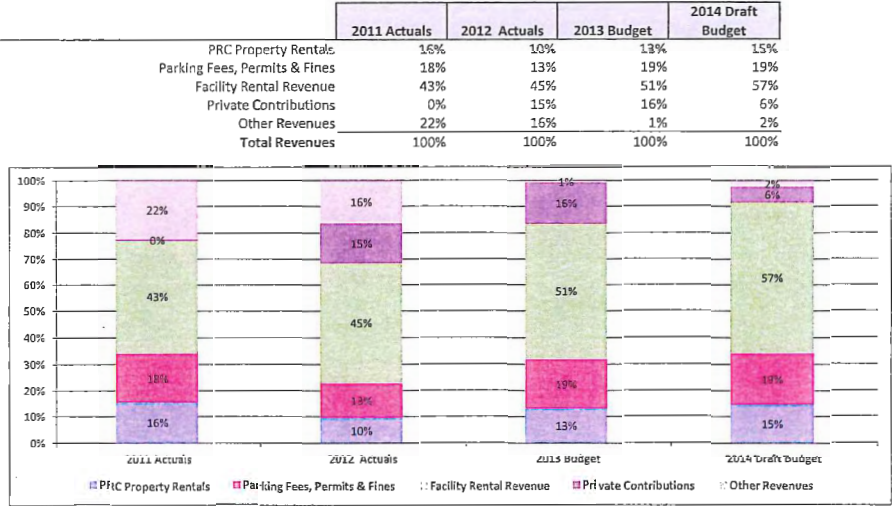
Parks Operation	2013 - 2017 Financial Plan				2014 Draft Budget
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	
PRC Property Rentals	46,277	41,883	41,650	42,066	41,650
Parking Fees, Permits & Fines	54,566	58,820	59,000	59,590	55,000
Facility Rental Revenue	127,879	199,475	162,000	163,620	162,000
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 Tsf 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 Tsf 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 Operating	2,021,791	909,029	9,724,891	600,000	-
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



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
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#	Description	2014		2015	2016	2017	2018	Future Years
		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	Seban 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	