

REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2017 to 2021
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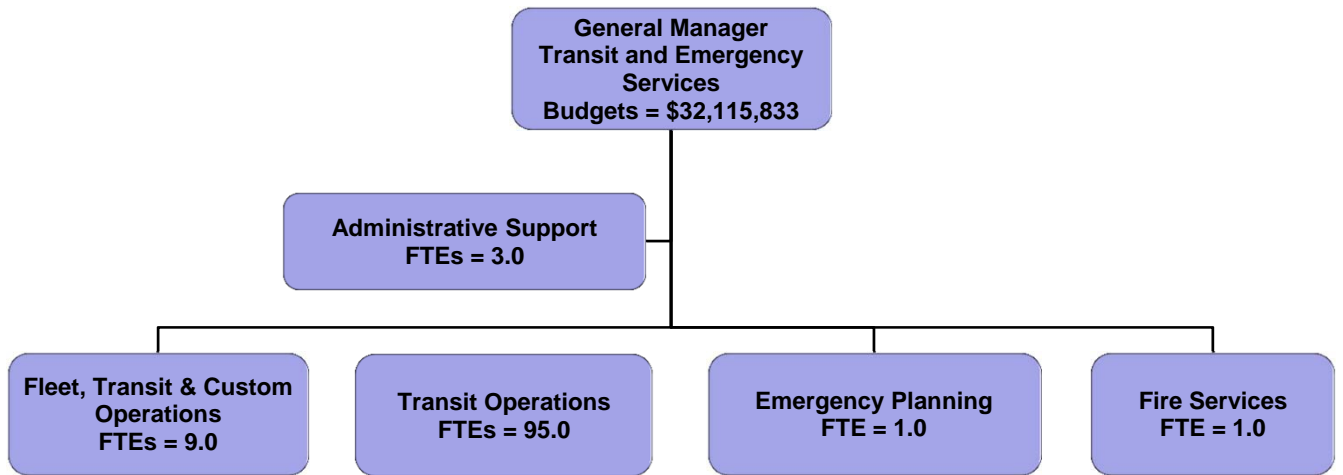
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REGIONAL DISTRICT OF NANAIMO DEPARTMENTAL HIGHLIGHTS TRANSIT & EMERGENCY SERVICES



Transit & Emergency Services	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	
Southern Community Transit	22,427,038	12,780,292	9,646,746	60%
Northern Community Transit	2,072,783	879,410	1,193,373	7%
Gabriola Emergency Wharf	7,264	-	7,264	0%
Gabriola Transit Contribution	136,000	-	136,000	1%
Gabriola Island Taxi Saver	15,000	-	15,000	0%
Emergency Planning	572,737	150,135	422,602	3%
Fire Protection	6,065,215	2,207,437	3,857,778	24%
E911	819,796		819,796	5%
	32,115,833	16,017,274	16,098,559	100%

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

AREA	TRANSPORTATION and EMERGENCY SERVICES		
SERVICE	CONVENTIONAL BUS SERVICE – Southern and Northern Communities		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>The Regional District operates and maintains a fleet of 49 conventional buses, including 25 New Flyer Compressed Natural Gas buses (CNG) and 24 New Flyer Diesel buses. The vehicles are equipped with bicycle racks and are accessible to persons with limited mobility (i.e. wheelchairs, small scooters, child strollers).</p> <p>RDN transit is an integrated service connecting communities from Deep Bay in the north to Electoral Area A (Cedar) south of the City of Nanaimo. The amount of service varies between the northern and southern parts of the Regional District, with approximately 90% of the service hours occurring in the southern areas, primarily within the City of Nanaimo.</p> <p>Service is provided for the most part, between 6:20 am and 12:00 pm Monday to Saturday. Service frequency varies, ranging from 10 minute service to every hour, with additional peak time service on week-days.</p> <p>Revenue hours of service have increased from 102,000 annual hour of service in 2009 to 116,000 annual hours of service in 2016.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATORS *	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Asset Management Plan Implementation	Strategic Asset Management plan in place	Asset registry and long term capital plan under development	Completed asset registry and preliminary asset management plan
Ridership	2,500,000	2,724,000	2,900,000
Total Passengers Per Hour	23	24	25
Operating Cost Recover	25.5%	*38.5%	40%
*Based upon the BC Transit Annual Performance Summary			
*RDN currently has the best operating cost recover out of 81 transit systems within BC Transit			
KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES			
<ol style="list-style-type: none"> 1. Implement a 5000 annual hour expansion in September- Expand service in District 69 and create two new routes in Qualicum Beach 2. Receive 24 new CNG buses- Work with BC Transit to ensure smooth transition into service 3. Promote transit to Vancouver Island University- Work with VIUSU to grow ridership and transit revenues 4. Implement GPS tracking system- to improve system efficiency and make the system more user friendly 5. Work with BC Transit to review the fare structure; with a focus on increasing the commuter market 6. Work with BC Transit to secure infrastructure grant funding- to build/expand three transit exchanges in Nanaimo 7. Upgrade transit bus stop infrastructure, including shelters- to assist in growing ridership by making the system more convenient 8. Work with BC Transit to activate on board video surveillance system- this will reduce claims and make the system safer for staff and the public 9. Implement Fleet Management Software- this will ensure the transit fleet is safe and efficient 10. Prepare 24 diesel buses to be moved out of the RDN Transit System- to ensure the RDN has no financial penalties 11. Work with RDN departmental staff to implement RDN Asset Management working group objectives 			

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN - 2017**

AREA	TRANSPORTATION and EMERGENCY SERVICES		
SERVICE	CUSTOM TRANSIT (handyDART) SERVICE – Southern and Northern Communities		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>The Regional District operates and maintains a fleet of 14 Custom vehicles that provide responsive demand door-to-door service to persons with disabilities severe enough to prevent them from using the Conventional transit system unattended. Service is provided to residents within the same transit service boundaries as Conventional transit.</p> <p>Service is scheduled between the hours of 7:00 am to 9:00 pm Monday to Friday, with limited service Saturdays and Sundays and no service on statutory holidays. Weekend service is from 9:00 am to 5:00 pm. No weekend service is available in the Northern Communities at this time.</p> <p>In 2016, staff attended a variety of public consultations highlighting the availability of the Custom Transit service. Specifically, staff went to group homes, not-for-profits and businesses throughout the RDN, Nanaimo, Parksville and Lantzville promoting Custom Transit. From these consultations it was decided to offer service in the weekday evening.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATORS*	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Rides Per Hour	2.1	2.8	3.0
Total Passengers	55,000	61,500	66,000
*Based upon StrataGen software and the Annual Operating Agreement with BC Transit (Apr 1–Mar 31 annually)			
KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES			
<ol style="list-style-type: none"> 1. Meet with key stakeholder groups, user groups and supporting groups that utilize handyDART services to ensure opportunities for access to the system. 2. Work with BC Transit to improve scheduling efficiencies and trial new scheduling software. This will reduce costs and make the system more efficient for users. 3. Work with First Nations within the RDN to expand handyDART service. 4. Work with BC Transit to develop a cancellation policy to reduce the number of at the door cancellations. This will allow the service to be provided to a greater number of clients and reduce cost. 			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(6,424,339)	(8,565,785)	(8,822,759)	3.0%
	(6,424,339)	(8,565,785)	(8,822,759)	3.0%
Grants in lieu of taxes	(44,788)	(73,000)	(73,000)	
Operating grants	(4,178,115)	(5,548,569)	(5,304,188)	
Planning grants	(22,024)	(100,439)	(221,964)	
Transit fares	(3,144,314)	(4,174,611)	(4,216,199)	
Operations	(26,277)	(103,425)	(186,974)	
Miscellaneous	(27,209)	(5,100)	(5,100)	
Interdepartmental recoveries	(1,010,263)	(1,347,017)	(1,472,867)	
Total Operating Revenues	(14,877,329)	(19,917,946)	(20,303,051)	1.9%
Operating Expenditures				
Administration	816,504	1,114,841	1,137,584	
Professional fees	4,875	43,500	43,500	
Building oper & maint	208,530	343,980	347,631	
Vehicle & Equip- oper & maint	3,925,494	5,404,316	5,218,528	
Operating costs	1,500,550	2,046,575	2,258,059	
Total Operating Expenditures (excluding wages)	6,455,953	8,953,212	9,005,302	0.6%
Wages & benefits	7,881,953	10,424,340	10,909,210	4.7%
Total Operating Expenditures (including wages)	14,337,906	19,377,552	19,914,512	2.8%
Contribution to reserve funds	750,000	752,045	252,045	
Operating (surplus) / deficit	210,577	211,651	(136,494)	
Capital Asset Expenditures				
Capital expenditures	151,298	2,273,550	2,245,550	
Transfers from reserves		(800,518)	(1,159,930)	
Grants and other		(704,482)	(140,070)	
Net Capital Assets funded from Operations	151,298	768,550	945,550	23.0%
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	361,875	980,201	809,056	
Prior year (surplus) / deficit	(1,896,360)	(1,896,360)	(1,343,622)	
(Surplus) applied to future years	(1,534,485)	(916,159)	(534,566)	

FINANCIAL PLAN
Transit Northern Community
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(759,499)	(1,012,665)	(1,093,679)	8.0%
	(759,499)	(1,012,665)	(1,093,679)	8.0%
Operating grants	(413,593)	(540,097)	(586,377)	
Planning grants	(2,180)	(9,788)	(18,251)	
Transit fares	(183,419)	(226,950)	(270,782)	
Operations	(1,791)	(4,500)	(4,000)	
Total Operating Revenues	(1,360,482)	(1,794,000)	(1,973,089)	10.0%
Operating Expenditures				
Administration	73,701	98,268	97,659	
Operating costs	609,987	811,797	879,351	
Total Operating Expenditures (excluding wages)	683,688	910,065	977,010	7.4%
Wages & benefits	602,981	963,318	1,095,772	13.7%
Total Operating Expenditures (including wages)	1,286,669	1,873,383	2,072,782	10.6%
Operating (surplus) / deficit	(73,813)	79,383	99,693	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(73,813)	79,383	99,693	
Prior year (surplus) / deficit	(428,226)	(428,226)	(536,453)	
(Surplus) applied to future years	(502,039)	(348,843)	(436,760)	

FINANCIAL PLAN
Gabriola Island Emergency Wharf
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(4,435)	(5,914)	(6,961)	17.7%
	(4,435)	(5,914)	(6,961)	17.7%
Miscellaneous	(200,000)			
Total Operating Revenues	(204,435)	(5,914)	(6,961)	17.7%
Operating Expenditures				
Administration	113	150	500	
Professional fees	3,319	2,000	2,000	
Operating costs	377	2,000	2,000	
Total Operating Expenditures (excluding wages)	3,809	4,150	4,500	8.4%
Total Operating Expenditures (including wages)	3,809	4,150	4,500	8.4%
Contribution to reserve funds	201,764	1,764	2,764	
Operating (surplus) / deficit	1,138		303	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	1,138		303	
Prior year (surplus) / deficit			(303)	
(Surplus) applied to future years	1,138			

FINANCIAL PLAN
Transit - Gabriola Transit Contribution
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(73,249)	(97,665)	(136,000)	39.3%
	(73,249)	(97,665)	(136,000)	39.3%
Total Operating Revenues	(73,249)	(97,665)	(136,000)	39.3%
Operating Expenditures				
Administration	13,764	13,265	5,800	
Professional fees	1,420	2,735		
Transfer to other govt / org	81,665	81,665	130,200	
Total Operating Expenditures (excluding wages)	96,849	97,665	136,000	39.3%
Total Operating Expenditures (including wages)	96,849	97,665	136,000	39.3%
Operating (surplus) / deficit	23,600			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	23,600			
(Surplus) applied to future years	23,600			

FINANCIAL PLAN
Transit -Gabriola Island Taxi Saver
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(8,955)	(11,940)	(15,000)	25.6%
	(8,955)	(11,940)	(15,000)	25.6%
Total Operating Revenues	(8,955)	(11,940)	(15,000)	25.6%
Operating Expenditures				
Administration	330	440	440	
Transfer to other govt / org	2,000	11,500	14,560	
Total Operating Expenditures (excluding wages)	2,330	11,940	15,000	25.6%
Total Operating Expenditures (including wages)	2,330	11,940	15,000	25.6%
Operating (surplus) / deficit	(6,625)			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(6,625)			
(Surplus) applied to future years	(6,625)			

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2017**

AREA	TRANSPORTATION and EMERGENCY SERVICES		
SERVICE	EMERGENCY PLANNING SERVICES		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>Emergency Planning Services provides Emergency Management through planning and activities related to response, recovery, mitigation and preparedness. Community disaster resilience is enhanced by maintaining operational readiness, cooperative agreements and partnerships and through public education.</p> <p>Emergency Planning Services is a collaborative service, with regional partners such as the City of Nanaimo, District of Lantzville, City of Parksville, First Nations and Town of Qualicum Beach, with a goal of encouraging personal preparedness and disaster reliance. The RDN also provides direct Emergency Management planning services for the District of Lantzville.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATORS	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Operational Readiness	1. Emergency Plan, area evacuation plans, operational guidelines are up to date	1. Emergency Plan review 2. Area Specific Evacuation Planning: Rivers Edge, Area 'E' underway 3. Updated Operational Guidelines	1. Update Emergency Plan 2. Complete evacuation plans for electoral area 'E' 3. Refine Operational Guidelines with stakeholder input
	2. EOC and Reception Center activation readiness	1. EOC Layout consultation 2. Six out of eight Reception Centers are operational and equipped	1. Purchase/implement improvements to EOC layout 2. Re-supply Cranberry Reception Center once renovation complete
	3. Sufficient numbers of EOC staff trained & 5 year training schedule in place	1. staff attend 7 Emergency Management BC sponsored EOC courses, 4 Emergency Management BC webinars 2. Six in house EOC training sessions 3. Rapid Damage Assessment (basic and advanced)	1. One paid EOC course, cost shared with regional partners 2. Table top exercise 3. Emergency Management BC subsidized EOC courses 4. Emergency Program system drills
	4. Stable number of trained Emergency Program volunteers	1. Recruited & trained 8 new Emergency Social Services volunteers 2. Two appreciation events for Emergency Program volunteers 3. Promoted/recruited Neighborhood Emergency Preparedness Program volunteers	1. Advancement of Emergency Social Services in Areas 'A&C' 2. Volunteer appreciation activities 3. Update Neighbourhood Emergency Preparedness Program
Public Awareness	5. Public awareness of RDN response & recovery roles	1. Social media, website used for alerts 2. Emergency Preparedness Week Expo 3. Great BC ShakeOut earthquake drill 4. Website review & analysis	1. Expanded use of social media for prevention and alerting 2. Emergency Preparedness Week event 3. Take part in Emergency drills 4. Utilize mass notification system for preparedness, alerting
	6. Community, personal/family emergency preparedness	1. Emergency Program staff attended community events for outreach 2. Two Emergency Preparedness Lunch and Learn sessions for staff	1. Attendance at minimum 5 community events for outreach 2. Ongoing staff education

MEASUREMENT INDICATORS	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Cooperative Agreements	7. Agreements/ Partnerships in place	1. Updated/expanded emergency partner agreements	1. Continue service agreement with District of Lantzville
KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES			
<ol style="list-style-type: none"> 1. To achieve EOC and Reception Center Operational Readiness: <ol style="list-style-type: none"> a. Purchase & install generator at second Gabriola Island Reception Centre b. Implement EOC Layout changes 2. To ensure all planning documents are up to date: <ol style="list-style-type: none"> a. Update Emergency Plan to reflect new provincial four pillars of emergency management approach b. Hold Emergency Activation drills for EOC, ESS, Reception Centres, & Emergency Communications c. Undertake National Disaster Mitigation Program Flood Risk Analysis 3. To ensure public awareness: <ol style="list-style-type: none"> a. Utilize Connect Rocket Mass Notification System to promote outreach/develop marketing campaign to encourage enrollment b. Develop regional emergency event with municipalities & First Nations 4. To ensure cooperative agreements are in place: <ol style="list-style-type: none"> a. Continue relations with regional partners to ensure continuation of current agreements and contracts 			
Addition to Emergency Planning Services, Special Projects Coordinator			
<ol style="list-style-type: none"> 1. Complete area evacuation plans for 'H' and 'B' 2. Create a 5 year training plan 3. Utilize website analysis to revamp Emergency program webpages 4. Additional 10 community events/presentations provided to residents 5. Ongoing recruitment & retention of Emergency Program volunteers 6. Centralize volunteer management of Neighbourhood Emergency Preparedness Program 			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Municipal agreements	(18,152)	(24,203)	(25,792)	6.6%
Property taxes	(204,266)	(272,354)	(296,865)	9.0%
	(222,418)	(296,557)	(322,657)	8.8%
Operating grants	635		(70,000)	
Total Operating Revenues	(221,783)	(296,557)	(392,657)	32.4%
Operating Expenditures				
Administration	25,345	41,027	34,016	
Professional fees	1,815	43,435	81,500	
Building oper & maint	86	2,800	1,100	
Vehicle & Equip- oper & maint	9,207	19,550	15,550	
Operating costs	14,267	45,119	40,414	
Transfer to other govt / org		17,000	20,000	
Total Operating Expenditures (excluding wages)	50,720	168,931	192,580	14.0%
Wages & benefits	107,105	126,314	206,067	63.1%
Total Operating Expenditures (including wages)	157,825	295,245	398,647	35.0%
Contribution to reserve funds	15,505	16,340	26,340	
Operating (surplus) / deficit	(48,453)	15,028	32,330	
Capital Asset Expenditures				
Capital expenditures		50,000	84,250	
Transfers from reserves		(50,000)	(80,000)	
Net Capital Assets funded from Operations			4,250	
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(48,453)	15,028	36,580	
Prior year (surplus) / deficit	(32,903)	(32,903)	(48,468)	
(Surplus) applied to future years	(81,356)	(17,875)	(11,888)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(35,672)	(47,563)	(47,884)	0.7%
	(35,672)	(47,563)	(47,884)	0.7%
Grants in lieu of taxes	(188)	(135)	(135)	
Miscellaneous	(5)			
Total Operating Revenues	(35,865)	(47,698)	(48,019)	0.7%
Operating Expenditures				
Administration			500	
Building oper & maint	20,000	24,000	24,000	
Transfer to other govt / org	23,475	23,800	23,800	
Total Operating Expenditures (excluding wages)	43,475	47,800	48,300	1.0%
Total Operating Expenditures (including wages)	43,475	47,800	48,300	1.0%
Operating (surplus) / deficit	7,610	102	281	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	7,610	102	281	
Prior year (surplus) / deficit	(2,762)	(2,762)	(281)	
(Surplus) applied to future years	4,848	(2,660)		

**FINANCIAL PLAN
D69 Marine Search & Rescue
2017 Proposed Budget**

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(3,750)	(5,000)	(5,000)	
	(3,750)	(5,000)	(5,000)	
Total Operating Revenues	(3,750)	(5,000)	(5,000)	
Operating Expenditures				
Transfer to other govt / org	5,000	5,000	5,000	
Total Operating Expenditures (excluding wages)	5,000	5,000	5,000	
Total Operating Expenditures (including wages)	5,000	5,000	5,000	
Operating (surplus) / deficit	1,250			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	1,250			
(Surplus) applied to future years	1,250			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(7,500)	(10,000)	(10,200)	2.0%
	(7,500)	(10,000)	(10,200)	2.0%
Total Operating Revenues	(7,500)	(10,000)	(10,200)	2.0%
Operating Expenditures				
Administration			200	
Transfer to other govt / org	10,000	10,000	10,000	
Total Operating Expenditures (excluding wages)	10,000	10,000	10,200	2.0%
Total Operating Expenditures (including wages)	10,000	10,000	10,200	2.0%
Operating (surplus) / deficit	2,500			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	2,500			
(Surplus) applied to future years	2,500			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(113,459)	(151,278)	(157,337)	4.0%
	(113,459)	(151,278)	(157,337)	4.0%
Total Operating Revenues	(113,459)	(151,278)	(157,337)	4.0%
Operating Expenditures				
Administration	1,875	2,500	5,000	
Vehicle & Equip- oper & maint	4,931	5,375	7,050	
Operating costs	6,117	9,570	9,920	
Transfer to other govt / org	71,456	130,000	130,000	
Total Operating Expenditures (excluding wages)	84,379	147,445	151,970	3.1%
Total Operating Expenditures (including wages)	84,379	147,445	151,970	3.1%
Operating (surplus) / deficit	(29,080)	(3,833)	(5,367)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(29,080)	(3,833)	(5,367)	
Prior year (surplus) / deficit	3,833	3,833	(1,135)	
(Surplus) applied to future years	(25,247)		(6,502)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(454,098)	(605,464)	(644,737)	6.5%
	(454,098)	(605,464)	(644,737)	6.5%
Total Operating Revenues	(454,098)	(605,464)	(644,737)	6.5%
Operating Expenditures				
Administration	1,875	2,500	5,000	
Operating costs	4,500	6,000	6,000	
Transfer to other govt / org	604,638	610,745	656,826	
Total Operating Expenditures (excluding wages)	611,013	619,245	667,826	7.8%
Total Operating Expenditures (including wages)	611,013	619,245	667,826	7.8%
Operating (surplus) / deficit	156,915	13,781	23,089	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	156,915	13,781	23,089	
Prior year (surplus) / deficit	(57,588)	(57,588)	(49,914)	
(Surplus) applied to future years	99,327	(43,807)	(26,825)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(304,738)	(406,318)	(466,406)	14.8%
	(304,738)	(406,318)	(466,406)	14.8%
Total Operating Revenues	(304,738)	(406,318)	(466,406)	14.8%
Operating Expenditures				
Administration	4,700	6,266	11,789	
Professional fees	2,189	200	200	
Building oper & maint	1,722	1,750	1,750	
Vehicle & Equip- oper & maint	6,119	4,800	8,200	
Operating costs	660			
Transfer to other govt / org	266,698	266,698	304,407	
Total Operating Expenditures (excluding wages)	282,088	279,714	326,346	16.7%
Total Operating Expenditures (including wages)	282,088	279,714	326,346	16.7%
Contribution to reserve funds	121,534	121,534	118,410	
Operating (surplus) / deficit	98,884	(5,070)	(21,650)	
Capital Asset Expenditures				
Capital expenditures	233,602	245,187	60,000	
Transfers from reserves	(35,791)	(49,187)	(60,000)	
New borrowing	(200,000)	(196,000)		
Net Capital Assets funded from Operations	(2,189)			
Capital Financing Charges				
Existing debt (principal)			17,450	
Existing debt (interest)		3,110	4,200	
New Debt (principal & interest)		1,960		
Total Capital Financing Charges		5,070	21,650	327.0%
Net (surplus)/deficit for the year	96,695			
(Surplus) applied to future years	96,695			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(339,676)	(452,901)	(496,086)	9.5%
	(339,676)	(452,901)	(496,086)	9.5%
Total Operating Revenues	(339,676)	(452,901)	(496,086)	9.5%
Operating Expenditures				
Administration	5,429	7,239	14,336	
Professional fees	4,835	820	820	
Building oper & maint	3,872	4,000	4,080	
Vehicle & Equip- oper & maint	6,506	5,500	6,800	
Operating costs	965			
Transfer to other govt / org	291,505	295,342	323,950	
Total Operating Expenditures (excluding wages)	313,112	312,901	349,986	11.9%
Total Operating Expenditures (including wages)	313,112	312,901	349,986	11.9%
Contribution to reserve funds	140,000	140,000	140,000	
Operating (surplus) / deficit	113,436		(6,100)	
Capital Asset Expenditures				
Capital expenditures	32,097	60,000	1,342,000	
Transfers from reserves	(36,932)	(60,000)	(732,000)	
New borrowing			(610,000)	
Net Capital Assets funded from Operations	(4,835)			
Capital Financing Charges				
New Debt (principal & interest)			6,100	
Total Capital Financing Charges			6,100	
Net (surplus)/deficit for the year	108,601			
(Surplus) applied to future years	108,601			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(483,071)	(644,095)	(702,065)	9.0%
	(483,071)	(644,095)	(702,065)	9.0%
Grants in lieu of taxes	(10,865)	(11,000)	(11,000)	
Miscellaneous	(9,000)			
Total Operating Revenues	(502,936)	(655,095)	(713,065)	8.8%
Operating Expenditures				
Administration	20,174	26,899	51,537	
Professional fees		1,500	500	
Building oper & maint	24,832	36,550	39,605	
Vehicle & Equip- oper & maint	31,712	54,300	49,300	
Operating costs	44,135	314,500	314,200	
Total Operating Expenditures (excluding wages)	120,853	433,749	455,142	4.9%
Total Operating Expenditures (including wages)	120,853	433,749	455,142	4.9%
Contribution to reserve funds	92,700	83,700	93,400	
Operating (surplus) / deficit	(289,383)	(137,646)	(164,523)	
Capital Asset Expenditures				
Capital expenditures	265,480	266,000	11,500	
Transfers from reserves	(265,480)	(266,000)		
Net Capital Assets funded from Operations			11,500	
Capital Financing Charges				
Existing debt (principal)	70,270	93,700	93,700	
Existing debt (interest)	62,775	83,700	83,700	
Total Capital Financing Charges	133,045	177,400	177,400	
Net (surplus)/deficit for the year	(156,338)	39,754	24,377	
Prior year (surplus) / deficit	(55,199)	(55,199)	(24,432)	
(Surplus) applied to future years	(211,537)	(15,445)	(55)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(395,970)	(527,960)	(553,709)	4.9%
	(395,970)	(527,960)	(553,709)	4.9%
Grants in lieu of taxes	(836)	(1,200)	(800)	
Total Operating Revenues	(396,806)	(529,160)	(554,509)	4.8%
Operating Expenditures				
Administration	4,849	6,465	12,689	
Professional fees	2,148	200	200	
Building oper & maint	15,995	19,250	26,350	
Vehicle & Equip- oper & maint	10,078	8,850	10,325	
Operating costs	2,128	2,000	1,700	
Transfer to other govt / org	384,294	392,395	403,245	
Total Operating Expenditures (excluding wages)	419,492	429,160	454,509	5.9%
Total Operating Expenditures (including wages)	419,492	429,160	454,509	5.9%
Contribution to reserve funds	100,000	100,000	100,000	
Operating (surplus) / deficit	122,686			
Capital Asset Expenditures				
Capital expenditures	64,838	45,000	50,000	
Transfers from reserves	(66,986)	(45,000)	(50,000)	
Net Capital Assets funded from Operations	(2,148)			
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	120,538			
(Surplus) applied to future years	120,538			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(104,519)	(139,358)	(139,357)	
	(104,519)	(139,358)	(139,357)	
Total Operating Revenues	(104,519)	(139,358)	(139,357)	
Operating Expenditures				
Total Operating Expenditures (excluding wages)				
Total Operating Expenditures (including wages)				
Operating (surplus) / deficit	(104,519)	(139,358)	(139,357)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	44,666	59,554	59,554	
Existing debt (interest)	59,853	79,803	79,803	
Total Capital Financing Charges	104,519	139,357	139,357	
Net (surplus)/deficit for the year			(1)	
Prior year (surplus) / deficit	1	1		
(Surplus) applied to future years	1			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(118,302)	(157,736)	(186,808)	18.4%
	(118,302)	(157,736)	(186,808)	18.4%
Total Operating Revenues	(118,302)	(157,736)	(186,808)	18.4%
Operating Expenditures				
Administration	3,074	4,018	5,739	
Professional fees	2,189	150	150	
Building oper & maint	14,425	27,700	26,500	
Vehicle & Equip- oper & maint	23,697	49,500	37,500	
Operating costs	25,559	48,550	48,550	
Total Operating Expenditures (excluding wages)	68,944	129,918	118,439	(8.8%)
Total Operating Expenditures (including wages)	68,944	129,918	118,439	(8.8%)
Contribution to reserve funds	63,597	63,597	97,367	
Operating (surplus) / deficit	14,239	35,779	28,998	
Capital Asset Expenditures				
Capital expenditures	4,829			
Transfers from reserves	(7,018)			
Net Capital Assets funded from Operations	(2,189)			
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	12,050	35,779	28,998	
Prior year (surplus) / deficit	(35,779)	(35,779)	(28,998)	
(Surplus) applied to future years	(23,729)			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(13,344)	(17,792)	(17,792)	
	(13,344)	(17,792)	(17,792)	
Total Operating Revenues	(13,344)	(17,792)	(17,792)	
Operating Expenditures				
Administration			575	
Total Operating Expenditures (excluding wages)			575	
Total Operating Expenditures (including wages)			575	
Contribution to reserve funds	16,175	16,175	16,156	
Operating (surplus) / deficit	2,831	(1,617)	(1,061)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	523	700	700	
Existing debt (interest)	690	920	364	
Total Capital Financing Charges	1,213	1,620	1,064	(34.3%)
Net (surplus)/deficit for the year	4,044	3	3	
Prior year (surplus) / deficit	(3)	(3)	(3)	
(Surplus) applied to future years	4,041			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(250,086)	(333,448)	(353,104)	5.9%
	(250,086)	(333,448)	(353,104)	5.9%
Miscellaneous	(4,169)	(3,637)	(3,637)	
Total Operating Revenues	(254,255)	(337,085)	(356,741)	5.8%
Operating Expenditures				
Administration	4,342	5,789	11,055	
Professional fees	2,210	200	200	
Building oper & maint	5,316	6,000	6,000	
Vehicle & Equip- oper & maint	9,274	7,200	8,200	
Operating costs	1,068			
Transfer to other govt / org	264,465	264,465	283,355	
Total Operating Expenditures (excluding wages)	286,675	283,654	308,810	8.9%
Total Operating Expenditures (including wages)	286,675	283,654	308,810	8.9%
Contribution to reserve funds	51,106	51,231	45,331	
Operating (surplus) / deficit	83,526	(2,200)	(2,600)	
Capital Asset Expenditures				
Capital expenditures		400,000	610,000	
Transfers from reserves	(2,210)	(180,000)	(390,000)	
New borrowing		(220,000)	(220,000)	
Net Capital Assets funded from Operations	(2,210)			
Capital Financing Charges				
New Debt (principal & interest)		2,200	2,200	
Total Capital Financing Charges		2,200	2,200	
Net (surplus)/deficit for the year	81,316		(400)	
(Surplus) applied to future years	81,316		(400)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(119,068)	(158,758)	(166,759)	5.0%
	(119,068)	(158,758)	(166,759)	5.0%
Total Operating Revenues	(119,068)	(158,758)	(166,759)	5.0%
Operating Expenditures				
Administration	3,366	4,488	11,291	
Professional fees	2,023			
Building oper & maint	3,053	9,420	9,420	
Vehicle & Equip- oper & maint	8,851	34,010	34,550	
Operating costs	7,960	14,930	14,930	
Transfer to other govt / org	43,500	43,250	45,000	
Total Operating Expenditures (excluding wages)	68,753	106,098	115,191	8.6%
Total Operating Expenditures (including wages)	68,753	106,098	115,191	8.6%
Contribution to reserve funds	65,440	65,440	80,911	
Operating (surplus) / deficit	15,125	12,780	29,343	
Capital Asset Expenditures				
Transfers from reserves	(2,023)			
Net Capital Assets funded from Operations	(2,023)			
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	13,102	12,780	29,343	
Prior year (surplus) / deficit	(12,780)	(12,780)	(29,343)	
(Surplus) applied to future years	322			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(56,733)	(75,644)	(80,547)	6.5%
	(56,733)	(75,644)	(80,547)	6.5%
Total Operating Revenues	(56,733)	(75,644)	(80,547)	6.5%
Operating Expenditures				
Administration	635	846	2,500	
Professional fees			2,000	
Operating costs	2,044	3,176	3,255	
Transfer to other govt / org	72,292	75,000	75,500	
Total Operating Expenditures (excluding wages)	74,971	79,022	83,255	5.4%
Total Operating Expenditures (including wages)	74,971	79,022	83,255	5.4%
Operating (surplus) / deficit	18,238	3,378	2,708	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	18,238	3,378	2,708	
Prior year (surplus) / deficit	(3,378)	(3,378)	(2,708)	
(Surplus) applied to future years	14,860			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(319,156)	(425,542)	(465,808)	9.5%
	(319,156)	(425,542)	(465,808)	9.5%
Grants in lieu of taxes	(208)			
Total Operating Revenues	(319,364)	(425,542)	(465,808)	9.5%
Operating Expenditures				
Administration	7,438	9,917	25,430	
Operating costs		86,000	86,000	
Transfer to other govt / org	334,869	342,369	399,130	
Total Operating Expenditures (excluding wages)	342,307	438,286	510,560	16.5%
Total Operating Expenditures (including wages)	342,307	438,286	510,560	16.5%
Operating (surplus) / deficit	22,943	12,744	44,752	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	22,943	12,744	44,752	
Prior year (surplus) / deficit	(72,696)	(72,696)	(67,660)	
(Surplus) applied to future years	(49,753)	(59,952)	(22,908)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(70,629)	(94,172)	(97,014)	3.0%
	(70,629)	(94,172)	(97,014)	3.0%
Total Operating Revenues	(70,629)	(94,172)	(97,014)	3.0%
Operating Expenditures				
Administration	2,180	2,907	8,539	
Transfer to other govt / org	89,233	89,233	91,018	
Total Operating Expenditures (excluding wages)	91,413	92,140	99,557	8.0%
Total Operating Expenditures (including wages)	91,413	92,140	99,557	8.0%
Operating (surplus) / deficit	20,784	(2,032)	2,543	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	20,784	(2,032)	2,543	
Prior year (surplus) / deficit	(82,796)	(82,796)	(84,828)	
(Surplus) applied to future years	(62,012)	(84,828)	(82,285)	