

**REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2018 to 2022
INDEX**

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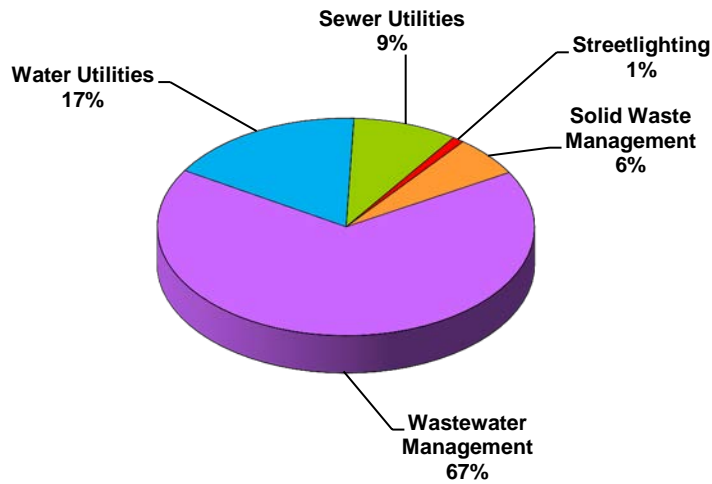
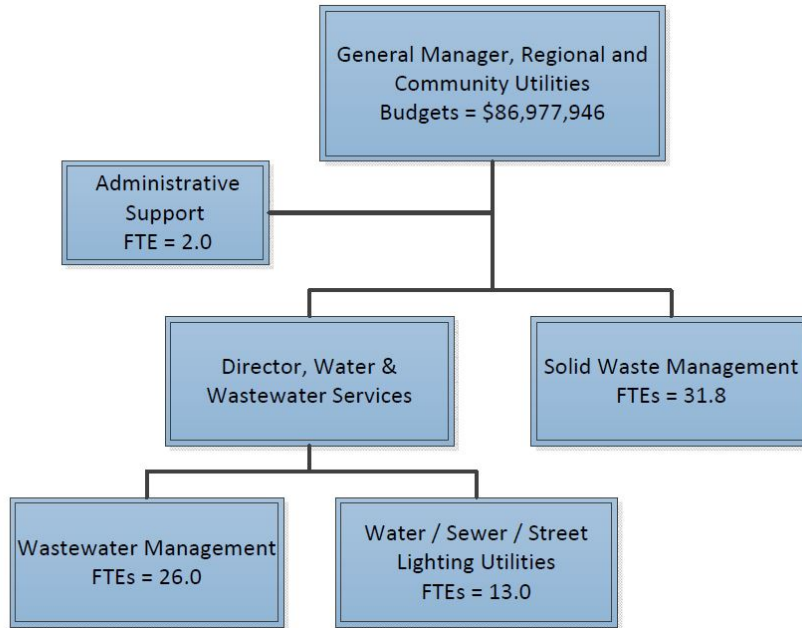
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REGIONAL DISTRICT OF NANAIMO DEPARTMENTAL HIGHLIGHTS REGIONAL & COMMUNITY UTILITIES



Regional & Community Utilities	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	
Wastewater Management	58,517,426	44,484,522	14,032,904	67%
Water Utilities	10,154,459	6,667,891	3,486,568	17%
Sewer Utilities	2,530,545	590,004	1,940,541	9%
Streetlighting	112,244	18,036	94,208	1%
Solid Waste	15,663,272	14,284,258	1,379,014	6%
	86,977,946	66,044,711	20,933,235	100%

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2018**

AREA	REGIONAL AND COMMUNITY UTILITIES								
SERVICE	WASTEWATER MANAGEMENT – SOUTHERN COMMUNITY								
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>Wastewater treatment is provided by a primary treatment facility using chemically enhanced treatment processes. The facility serves the City of Nanaimo, District of Lantzville and Snuneymuxw First Nation. Septage disposal is also provided for properties not connected to the plant in these areas and for Electoral Areas A, B and C. The treatment facility in Nanaimo serves a connected population of approximately 90,000 persons.</p> <p>The plant processes the following annual quantities (2016):</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Wastewater</td> <td style="text-align: right;">15,061,083 m³</td> </tr> <tr> <td>Septage</td> <td style="text-align: right;">6,547 m³</td> </tr> <tr> <td>Treat and reuse biosolids</td> <td style="text-align: right;">3,094 metric tonnes</td> </tr> </table>			Wastewater	15,061,083 m ³	Septage	6,547 m ³	Treat and reuse biosolids	3,094 metric tonnes
Wastewater	15,061,083 m ³								
Septage	6,547 m ³								
Treat and reuse biosolids	3,094 metric tonnes								
PERFORMANCE INDICATORS									
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2018 PERFORMANCE OBJECTIVES						
Effluent Quality	Ministry permit levels BOD 130 mg/l, TSS 130 mg/l. Current average annual level BOD 93 mg/l, TSS 67 mg/l.	2017 = 99.3% of samples met permit levels to date 2016 = 99.2% of samples met permit levels 2015 = 97.9% of samples met permit levels	100% of samples meet permit levels						
Equipment Reliability	Unplanned emergency maintenance hours	2017 = est. 408 call out hours (357 to date) 2016 = 353 call out hours 2015 = 219 call out hours	Reduce by 5% (excluding secondary treatment emergency hours)						
Asset Management Plan Implementation	Strategic Asset Management plan in place	Asset registry being optimized and long term capital plan under development	Continue developing asset registry for all new equipment critical to sustained service delivery						
Odour Complaints	No odour complaints	2017 = 8 odour complaints to date 2016 = 6 odour complaints 2015 = 9 odour complaints	Maintain current performance levels during secondary treatment upgrade						
Biogas Utilized	75% biogas utilization – when secondary project is completed	2017 = 34.2% gas utilized to date 2016 = 34.6% of gas utilized 2015 = 45.3% gas utilized The remainder is wasted (flared)	Maintain current performance levels during secondary treatment upgrade (sufficient energy to power up to 225 homes)						

KEY ACTIONS TO ACHIEVE 2018 PERFORMANCE OBJECTIVES	STRATEGIC PLAN ALIGNMENT
1. Expand capacity and provide secondary treatment at GNPCC - \$40M, 2018 and \$22M, 2019 to meet regulatory requirements and provide capacity to the service area to 2039	S3 As we invest in regional services we look at both costs and benefits – The RDN will be effective and efficient.
2. Refine chemically enhanced primary treatment procedures during periods of high BOD and TSS and maintenance periods. 2018 \$470k	EV1 We will have a strong focus on protecting and enhancing our environment in all decisions.
3. Continue developing Preventative Maintenance Plan to monitor equipment failure and repair costs and prioritize asset replacement – Departure Bay Forcemain Inspection \$50k	S2 We will fund infrastructure in support of our core services employing an asset management focus.
4. Operate cogeneration facility to utilize 75% of the biogas produced from the site by 2019– revenue potential\$100k+	EV2 We will evaluate air quality and climate impacts as factors in our infrastructure and services planning.
5. Work with WWS departmental staff and RDN Asset Management working group to track all new equipment included in the secondary treatment project critical to sustained service delivery.	S2 We will fund infrastructure in support of our core services employing an asset management focus.

FINANCIAL PLAN
Wastewater Southern Community
2018 Proposed Budget

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(5,267,628)	(7,023,504)	(8,147,265)	16.0%
	(5,267,628)	(7,023,504)	(8,147,265)	16.0%
Grants in lieu of taxes	(29,623)			
Operations	(347,182)	(342,800)	(377,800)	
Interdepartmental recoveries	(44,755)	(60,423)	(60,423)	
Total Operating Revenues	(5,689,188)	(7,426,727)	(8,585,488)	15.6%
Operating Expenditures				
Administration	237,228	322,536	366,485	
Professional fees	111,819	158,205	222,103	
Building oper & maint	438,545	683,036	693,536	
Vehicle & Equip- oper & maint	354,975	554,109	400,490	
Operating costs	830,179	1,325,409	1,235,804	
Total Operating Expenditures (excluding wages)	1,972,746	3,043,295	2,918,418	(4.1%)
Wages & benefits	1,185,073	1,778,181	1,834,774	3.2%
Total Operating Expenditures (including wages)	3,157,819	4,821,476	4,753,192	(1.4%)
Contribution to reserve funds	1,700,000	1,700,575	2,000,575	
Operating (surplus) / deficit	(831,369)	(904,676)	(1,831,721)	
Capital Asset Expenditures				
Capital expenditures	5,157,679	45,742,453	42,655,200	
Transfers from reserves	(218,671)	(26,965,871)	(30,084,087)	
Grants and other	(36,675)	(1,086,470)	(966,470)	
New borrowing	(4,797,875)	(16,797,237)	(11,369,443)	
Net Capital Assets funded from Operations	104,458	892,875	235,200	(73.7%)
Capital Financing Charges				
Existing debt (principal)	139,559	186,079	744,314	
Existing debt (interest)	83,428	250,000	742,500	
New Debt (principal & interest)		167,972	113,694	
Total Capital Financing Charges	222,987	604,051	1,600,508	165.0%
Accumulated Surplus				
Net (surplus)/deficit for the year	(503,924)	592,250	3,987	
Transfer to appropriated surplus	50,000			
Transfer from appropriated surplus			(50,000)	
Prior year (surplus) / deficit	(967,998)	(967,998)	(820,392)	
Current year unappropriated surplus	(1,421,922)	(375,748)	(866,405)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2018**

AREA	REGIONAL AND COMMUNITY UTILITIES								
SERVICE	WASTEWATER MANAGEMENT – DUKE POINT								
CURRENT SERVICE LEVEL	<p>This secondary treatment facility located within the City of Nanaimo serves properties within the Duke Point Industrial Park and a portion of the Cedar Village area. The plant is operated by staff located at the Greater Nanaimo Wastewater Treatment Center. Sludge from this facility is transported to the Greater Nanaimo plant for additional treatment. Current plant capacity is 910 m³/day</p> <p>The plant processes the following annual quantities (2016):</p> <table border="0" data-bbox="358 541 1089 604"> <tr> <td>Wastewater</td> <td>34,735 m³</td> <td>(Average daily flow 95 m³)</td> </tr> <tr> <td>Sludge</td> <td>648 m³</td> <td></td> </tr> </table>			Wastewater	34,735 m ³	(Average daily flow 95 m ³)	Sludge	648 m ³	
Wastewater	34,735 m ³	(Average daily flow 95 m ³)							
Sludge	648 m ³								
PERFORMANCE INDICATORS									
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2018 PERFORMANCE OBJECTIVES						
Effluent Quality	Ministry permit levels BOD 30mg/l, TSS 30 mg/l. Current average annual level BOD 2.7 mg/l, TSS 2.7 mg/l.	2017 = 100% of samples met permit levels to date 2016 = 100% of samples met permit levels 2015 = 97.2% of samples met permit levels	100% of samples meet permit levels						
Equipment Reliability	Unplanned emergency maintenance hours	2017 = est. 23 call out hours (20 to date) 2016 = 20 call out hours 2015 = 27 call out hours	Reduce by 5%						
Asset Management Plan Implementation	Strategic Asset Management plan in place	Asset registry being optimized and long term capital plan under development	Continue advance asset registry and asset management plan						
Odour Complaints	No odour complaints	2017 = 0 odour complaints to date 2016 = 0 odour complaints 2015 = 0 odour complaints	No odour complaints						
KEY ACTIONS TO ACHIEVE 2018 PERFORMANCE OBJECTIVES		STRATEGIC PLAN ALIGNMENT							
1. Administer source control strategies aimed at reducing contaminants that industries and businesses discharge into the sanitary sewer system. \$12k monitoring probe	EV1 We will have a strong focus on protecting and enhancing our environment in all decisions.								
2. Continue developing Preventative Maintenance Plan to monitor equipment failure and repair costs and prioritize asset replacement. - \$5k Outfall inspection	S2 We will fund infrastructure in support of our core services employing an asset management focus.								
3. Work on sewer servicing strategy for Cedar Village with Development Services.	R2 We will focus on improved two-way communication within the Regional District and with our communities.								
4. Work with WWS departmental staff and RDN Asset Management working group to implement program.	S2 We will fund infrastructure in support of our core services employing an asset management focus.								

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(173,486)	(231,315)	(238,254)	3.0%
	(173,486)	(231,315)	(238,254)	3.0%
Utility user fees	(9,253)	(12,000)	(12,000)	
Interdepartmental recoveries	(20,662)	(27,550)	(49,279)	
Total Operating Revenues	(203,401)	(270,865)	(299,533)	10.6%
Operating Expenditures				
Administration	13,602	19,139	20,314	
Professional fees	(577)	14,626	12,900	
Building oper & maint	11,798	15,198	18,270	
Vehicle & Equip- oper & maint	15,577	28,074	34,033	
Operating costs	43,425	58,610	83,261	
Total Operating Expenditures (excluding wages)	83,825	135,647	168,778	24.4%
Wages & benefits	76,616	100,535	103,414	2.9%
Total Operating Expenditures (including wages)	160,441	236,182	272,192	15.2%
Contribution to reserve funds	25,000	25,065	25,065	
Operating (surplus) / deficit	(17,960)	(9,618)	(2,276)	
Capital Asset Expenditures				
Capital expenditures	25,183	46,148	35,832	
Transfers from reserves	(12,840)	(12,000)		
Net Capital Assets funded from Operations	12,343	34,148	35,832	4.9%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(5,617)	24,530	33,556	
Prior year (surplus) / deficit	(162,141)	(162,141)	(131,527)	
Current year unappropriated surplus	(167,758)	(137,611)	(97,971)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2018**

AREA	REGIONAL AND COMMUNITY UTILITIES								
SERVICE	WASTEWATER MANAGEMENT – NORTHERN COMMUNITY								
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>The Northern Community Sewage Treatment Service Area serves the municipalities of Parksville, Qualicum Beach and portions of Electoral Areas E and G. The treatment facility at French Creek is a secondary treatment plant serving a population of approximately 26,500 persons. Septage disposal is also provided for properties not connected to the plant in these areas and for Electoral Areas E, F, G and H.</p> <p>The plant processes the following annual quantities (2016):</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Wastewater</td> <td style="width: 50%; text-align: right;">3,816,837 m³</td> </tr> <tr> <td>Septage</td> <td style="text-align: right;">8,617 m³</td> </tr> <tr> <td>Treat and reuse of biosolids</td> <td style="text-align: right;">1,189 metric tons</td> </tr> </table>			Wastewater	3,816,837 m ³	Septage	8,617 m ³	Treat and reuse of biosolids	1,189 metric tons
Wastewater	3,816,837 m ³								
Septage	8,617 m ³								
Treat and reuse of biosolids	1,189 metric tons								
PERFORMANCE INDICATORS									
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2018 PERFORMANCE OBJECTIVES						
Effluent Quality	Ministry permit level BOD 45 mg/l, TSS 60 mg/l. Current average annual level BOD 14 mg/l, TSS 25 mg/l.	2017 = 97.8% of samples met permit limits to date (maintenance project on secondary treatment system impacted effluent quality this year) 2016 = 97.1% of samples met permit levels (maintenance project on secondary treatment system impacted effluent quality this year) 2015 = 99.8% of samples met permit levels	100% of samples meet permit levels						
Equipment Reliability	Unplanned emergency maintenance hours	2017 = 287 est. call out hours (251 to date) 2016 = 310 call out hours 2015 = 285 call out hours	Reduce by 5%						
Asset Management Plan Implementation	Strategic Asset Management plan in place	Asset registry being optimized and long term capital plan under development	Continue advance asset registry and asset management plan						
Odour Complaints	No odour complaints	2017 = 38 odour complaints to date 2016 = 9 odour complaints 2015 = 4 odour complaints	No odour complaints						

KEY ACTIONS TO ACHIEVE 2018 PERFORMANCE OBJECTIVES	STRATEGIC PLAN ALIGNMENT	
1. Expand treatment plant capacity at FCPC - \$1M, 2018, \$1M, 2019 and 2020-21, \$30M will provide treatment plant capacity to this services area to 2040.	S3	As we invest in regional services we look at both costs and benefits – The RDN will be effective and efficient.
2. Expand Bay Avenue pump station - \$180k 2018 and \$2.2 M 2019 to provide future capacity and improve operational efficiency.	S3	As we invest in regional services we look at both costs and benefits – The RDN will be effective and efficient.
3. Continue developing Preventative Maintenance Plan to monitor equipment failure and repair costs and prioritize asset replacement – Underground utilizes maintenance \$90K.	S2	We will fund infrastructure in support of our core services employing an asset management focus.
4. Work with WWS departmental staff and RDN Asset Management working group to implement program.	S2	We will fund infrastructure in support of our core services employing an asset management focus.
5. Continue to implement a capital works strategy and adjust operational procedures to mitigate on site odours.	EV1	We will have a strong focus on protecting and enhancing our environment in all decisions.

FINANCIAL PLAN
Wastewater Northern Community
2018 Proposed Budget

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(3,831,538)	(5,108,717)	(5,209,000)	2.0%
	(3,831,538)	(5,108,717)	(5,209,000)	2.0%
Grants in lieu of taxes	(19,616)	(5,470)	(5,470)	
Operations	(272,468)	(312,800)	(316,550)	
Interdepartmental recoveries	(563)	(1,000)	(1,000)	
Total Operating Revenues	(4,124,185)	(5,427,987)	(5,532,020)	1.9%
Operating Expenditures				
Administration	154,648	217,043	228,800	
Professional fees	114,903	187,575	123,666	
Building oper & maint	235,523	442,919	469,091	
Vehicle & Equip- oper & maint	241,403	342,370	439,296	
Operating costs	365,329	579,936	681,430	
Total Operating Expenditures (excluding wages)	1,111,806	1,769,843	1,942,283	9.7%
Wages & benefits	758,395	1,076,072	1,117,254	3.8%
Total Operating Expenditures (including wages)	1,870,201	2,845,915	3,059,537	7.5%
Contribution to reserve funds	2,239,186	2,239,616	2,239,616	
Operating (surplus) / deficit	(14,798)	(342,456)	(232,867)	
Capital Asset Expenditures				
Capital expenditures	543,026	1,424,492	1,536,800	
Transfers from reserves	(8,334)	(630,000)	(1,180,000)	
Grants and other	(120,084)			
Net Capital Assets funded from Operations	414,608	794,492	356,800	(55.1%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	399,810	452,036	123,933	
Transfer to appropriated surplus	117,000			
Transfer from appropriated surplus			(117,000)	
Prior year (surplus) / deficit	(1,301,066)	(1,301,066)	(965,859)	
Current year unappropriated surplus	(784,256)	(849,030)	(958,926)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2018**

AREA	REGIONAL AND COMMUNITY UTILITIES						
SERVICE	WASTEWATER MANAGEMENT – NANOOSE BAY (Fairwinds)						
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>A primary treatment facility located in Fairwinds on the Nanoose Bay Peninsula. The plant currently serves a population of approximately 1,410. The plant is operated by staff located at the French Creek treatment plant. Sludge from this facility is transported to the French Creek treatment plant for additional treatment.</p> <p>The plant processes the following annual quantities (2016):</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Wastewater</td> <td style="text-align: right;">89,595 m³</td> </tr> <tr> <td>Sludge</td> <td style="text-align: right;">723 m³</td> </tr> </table>			Wastewater	89,595 m ³	Sludge	723 m ³
Wastewater	89,595 m ³						
Sludge	723 m ³						
PERFORMANCE INDICATORS							
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2018 PERFORMANCE OBJECTIVES				
Effluent Quality	Ministry permit levels BOD 100 mg/l, TSS 100 mg/l Current average annual level BOD 64 mg/l, TSS 40 mg/l	2017 = 100% of samples met permit levels to date 2016 = 99.3% of samples met permit levels 2015 = 100% of samples met permit levels	100% of samples meet permit levels				
Equipment Reliability	Unplanned emergency maintenance hours	2017 = est. 32 call out hours (28 to date) 2016 = 34 call out hours 2015 = 32 call out hours	Reduce by 5%				
Asset Management Plan Implementation	Strategic Asset Management plan in place	Asset registry being optimized and long term capital plan under development	Continue advance asset registry and asset management plan				
Odour complaints	No odour complaints	2017 = 2 odour complaints to date 2016 = 1 odour complaint 2015 = 0 odour complaints	0 odour complaints				
KEY ACTIONS TO ACHIEVE 2018 PERFORMANCE OBJECTIVES		STRATEGIC PLAN ALIGNMENT					
1. Improve chemically enhanced primary treatment to ensure effluent quality meets Ministry permit requirements.		EV1	We will have a strong focus on protecting and enhancing our environment in all decisions.				
2. Continue developing Preventative Maintenance Plan to monitor equipment failure and repair costs and prioritize asset replacement.		S2	We will fund infrastructure in support of our core services employing an asset management focus.				
3. Quantify maintenance and repair costs to determine the annual cost of maintaining “problem” assets versus replacement.		S2	We will fund infrastructure in support of our core services employing an asset management focus.				
4. Work with WWS departmental staff and RDN Asset Management working group to implement program.		S2	We will fund infrastructure in support of our core services employing an asset management focus.				

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(416,388)	(555,184)	(574,615)	3.5%
	(416,388)	(555,184)	(574,615)	3.5%
Utility user fees	(31,947)	(30,000)	(30,000)	
Total Operating Revenues	(448,335)	(585,184)	(604,615)	3.3%
Operating Expenditures				
Administration	23,610	33,209	29,134	
Professional fees	1,043	12,010	11,500	
Building oper & maint	28,626	54,332	46,961	
Vehicle & Equip- oper & maint	8,862	79,596	50,657	
Operating costs	77,952	161,140	164,136	
Total Operating Expenditures (excluding wages)	140,093	340,287	302,388	(11.1%)
Wages & benefits	81,821	114,747	118,826	3.6%
Total Operating Expenditures (including wages)	221,914	455,034	421,214	(7.4%)
Contribution to reserve funds	110,000	110,080	90,080	
Operating (surplus) / deficit	(116,421)	(20,070)	(93,321)	
Capital Asset Expenditures				
Capital expenditures	426	52,270	185,550	
Net Capital Assets funded from Operations	426	52,270	185,550	255.0%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(115,995)	32,200	92,229	
Prior year (surplus) / deficit	(254,390)	(254,390)	(348,114)	
Current year unappropriated surplus	(370,385)	(222,190)	(255,885)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2018**

AREA	REGIONAL AND COMMUNITY UTILITIES		
SERVICE	LIQUID WASTE MANAGEMENT PLANNING		
CURRENT SERVICE LEVEL	<p>Fulfilling the RDN Liquid Waste Management Plan (LWMP) is a requirement of the provincial Municipal Wastewater Regulation. Permits and Operational Certificates issued by the Ministry of Environment are based on the LWMP and provide the region's authorization to discharge treated effluent. The LWMP serves all of the municipalities and electoral areas.</p> <p>Our LWMP lets our communities shape how we finance and upgrade infrastructure (i.e. secondary-level wastewater treatment). It defines how the region will recover resources from waste, reduce pollution, manage odours, reduce the volume of flow entering wastewater infrastructure, and manage rainwater. SepticSmart and the Septic Maintenance Rebate program empower residents, particularly those in rural areas, to manage their septic systems so water quality is maintained.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2018 PERFORMANCE OBJECTIVES
Implementation of programs in the approved LWMP	Compliance with the Municipal Wastewater Regulation	Meeting requirements of the Municipal Wastewater Regulation by implementing LWMP programs	Continue implementing LWMP programs. Monitor and report progress and achievements
KEY ACTIONS TO ACHIEVE 2018 PERFORMANCE OBJECTIVES		STRATEGIC PLAN ALIGNMENT	
1. Hold two or more LWMP Monitoring Committee meetings to oversee LWMP implementation and prepare an annual LWMP Monitoring Report		R2	We will focus on improved two-way communication within the Regional District and with our communities.
2. Coordinate two Wastewater and Water Collaborative (W3C) meetings between the RDN and member municipalities to implement LWMP commitments		R2	We will focus on improved two-way communication within the Regional District and with our communities.
3. Participate in W3C working groups:			
a. Source Control: Develop a "SewerSmart" program to communicate source control initiatives to the public		R2	We will focus on improved two-way communication within the Regional District and with our communities.
b. Inflow and Infiltration (I&I) : Refine a regional strategy to manage I&I received at RDN treatment facilities		EV1	We will have a strong focus on protecting and enhancing our environment in all decisions.
c. Rainwater Management: Refine a regional strategy to manage rainwater through Drinking Water Watershed protection program		EV4	We will include conservation of resources as a planning factor.
4. Offer four SepticSmart workshops. Continue delivering the Septic Maintenance Rebate Program. Provide \$47,000 in Septic Maintenance Rebates to improve the performance of regional onsite systems		EC2	We recognize the importance of water in supporting our economic and environmental health.
5. Complete a Biosolids Site Lifetime Assessment for the TimberWest forest fertilization lands.		EV1	We will have a strong focus on protecting and enhancing our environment in all decisions.

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(128,800)	(171,733)	(175,168)	2.0%
	(128,800)	(171,733)	(175,168)	2.0%
Grants in lieu of taxes	(478)			
Operating grants	(139,288)	(50,100)		
Operations	(54,332)	(50,000)	(62,000)	
Total Operating Revenues	(322,898)	(271,833)	(237,168)	(12.8%)
Operating Expenditures				
Administration	13,686	19,280	19,104	
Professional fees	131,746	65,600	57,500	
Vehicle & Equip- oper & maint	239	650	206	
Operating costs	5,023	14,029	14,143	
Program costs	40,549	63,500	68,000	
Total Operating Expenditures (excluding wages)	191,243	163,059	158,953	(2.5%)
Wages & benefits	111,939	148,801	149,131	0.2%
Total Operating Expenditures (including wages)	303,182	311,860	308,084	(1.2%)
Contribution to reserve funds		205	205	
Operating (surplus) / deficit	(19,716)	40,232	71,121	
Capital Asset Expenditures				
Capital expenditures	611	2,000	400	
Net Capital Assets funded from Operations	611	2,000	400	(80.0%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(19,105)	42,232	71,521	
Prior year (surplus) / deficit	(205,014)	(205,014)	(196,244)	
Current year unappropriated surplus	(224,119)	(162,782)	(124,723)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2018**

AREA	REGIONAL & COMMUNITY UTILITIES		
SERVICE	DRINKING WATER AND WATERSHED PROTECTION		
SERVICE LEVEL	<p>The Drinking Water and Watershed Protection Program delivers programs to all Electoral Areas and member municipalities within the Regional District.</p> <p>Guided by the Board’s Strategic Priorities focused on Governance, Relationships, Economic Health and Environment, as well as input from a Technical Advisory Committee and the Drinking Water Watershed Protection Action Plan, the Program provides:</p> <ul style="list-style-type: none"> • scientific and technical research, monitoring and reporting to support innovative, evidence based policy- and decision-making, as well as emergency planning; • a forum to develop partnerships between public, private and civic sector organizations and First Nations on regional issues relating to water policy, water use and conservation; • capacity-building to support local stewardship groups with on-the-ground conservation initiatives; • rebate programs to assist residents with direct investments in household efficiency measures; and • outreach to improve conservation and reduce drinking water costs to taxpayers. 		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2018 PERFORMANCE OBJECTIVES
Support for land use decision-making & emergency planning	Planning and decision-making based on science and collaborative understanding of watersheds and water availability.	<p>Completed State of Our Aquifers reports for 18 aquifers within our region, analyzing groundwater level trends over time and reporting on status.</p> <p>Expanded monitoring and data collection in priority aquifers and watersheds (15 new groundwater sites and 4 new surface water sites) to enable next phase of water budget, supply and demand analysis.</p> <p>Provided real-time streamflow and precipitation data from local monitoring sites to Emergency Planning staff during severe weather events.</p> <p>Continued to update regional wetland mapping in partnership with VIU.</p> <p>Analyzed and reported on the relationship between groundwater levels and streamflow in the Englishman River watershed.</p>	<p>Collect data from established monitoring locations.</p> <p>Implement a data management framework for the ever-growing DWWP program datasets including the volunteer groundwater monitoring network & well water quality data voluntarily submitted via the Rural Water Quality Stewardship rebate program.</p> <p>Continue to support Emergency Planning staff as required.</p> <p>Update DWWP Action Plan as 2018 will be the 10th year of program implementation.</p> <p>Continue to work with regional partners to co-develop watershed management strategies.</p> <p>Complete Policy B1.21 review and update. Maintain monthly meetings with Planning to support with water-related information and initiatives.</p>

		<p>Worked closely with GIS to update and improve Water Map.</p> <p>Coordinated the review and initiated the revision process of Policy B1.21 Groundwater assessment requirements for rezoning in partnership with Planning and technical experts.</p>																						
Oversight of health of regional watersheds	Watershed protection activities active in all RDN water regions.	<p>Added 6 monitoring sites for surface water quality monitoring.</p> <p>Trained stewardship groups to conduct stream assessments on Cat Stream (City of Nanaimo) and Annie Creek (EA 'H').</p> <p>Leveraged partnerships with 13 local stewardship groups to monitor surface water quality in all water regions of the RDN.</p> <p>Supported local enhancement projects on Walley Creek, Departure Creek (City of Nanaimo), Millstone River (EA 'C') and Plum Creek wetland (EA 'A').</p> <p>Continued dialogue on collaborative watershed based decision making through DWWP Technical Advisory Committee and Nanaimo River Watershed Roundtable.</p> <table border="1"> <thead> <tr> <th></th> <th>YTD Rebates (\$)</th> <th>YTD Rebates (#)</th> </tr> </thead> <tbody> <tr> <td>Rainwater</td> <td>\$33,000</td> <td>44</td> </tr> <tr> <td>Well Water</td> <td>\$6,825</td> <td>65</td> </tr> <tr> <td>Quality Test</td> <td></td> <td></td> </tr> <tr> <td>Well</td> <td>\$3,100</td> <td>6</td> </tr> <tr> <td>Upgrades</td> <td></td> <td></td> </tr> <tr> <td>WaterSmart Garden</td> <td>\$2,525</td> <td>10</td> </tr> </tbody> </table>		YTD Rebates (\$)	YTD Rebates (#)	Rainwater	\$33,000	44	Well Water	\$6,825	65	Quality Test			Well	\$3,100	6	Upgrades			WaterSmart Garden	\$2,525	10	<p>Analyze and report on surface water quality data trends observed over the past 7 years of the Community Watershed Monitoring Network in a comprehensive review that includes streamflow, climate and land use change.</p> <p>Continue to train and support up to 13 local groups for ongoing water quality monitoring across region; train 4 groups on digital field data collection via tablets.</p> <p>Initiate local stream enhancement projects on Holden Creek, Cat Stream, and up to two other streams to be identified.</p>
	YTD Rebates (\$)	YTD Rebates (#)																						
Rainwater	\$33,000	44																						
Well Water	\$6,825	65																						
Quality Test																								
Well	\$3,100	6																						
Upgrades																								
WaterSmart Garden	\$2,525	10																						
Implementation of education and awareness initiatives	<p>100% of households reached with communications about regional water resources.</p> <p>Ongoing positive presence in media.</p> <p>Consistent Watering Restrictions in place across region.</p> <p>Meet per capita water consumption reduction targets.</p>	<p>Provided a regional newsletter on the State of Our Aquifers for groundwater users across the region.</p> <p>Provided information on DWWP programs and regional water resources to all residents through EA Updates and Regional Perspectives newsletter.</p>	<p>Use RDN Get Involved website, and other media to promote water-related outreach events, information and surveys.</p> <p>Partner with City of Nanaimo and Private Forestry Companies to provide 12 school watershed field trips.</p>																					

		<p>Leveraged partnerships with City of Nanaimo and Private Forestry to engage 180 students on 6 watershed field trips.</p> <p>Attended or hosted a total of 35 public events providing educational opportunities to achieve water conservation targets and promote watershed protection.</p>	<p>Host / attend more than 35 public events to promote water conservation and protection.</p> <p>On track for per capita water consumption reduction targets.</p>
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KEY ACTIONS TO ACHIEVE 2018 PERFORMANCE OBJECTIVES		STRATEGIC PLAN ALIGNMENT	
1. Update DWWP Action Plan for next 10 year period - 2019 to 2028 - based on achievements to date and focus areas moving forward, including considering the implications of the new BC Water Sustainability Act (\$60,000).	EC2	We recognize the importance of water in supporting our economic and environmental health.	
2. Implement data management framework for DWWP program datasets to improve efficiency and organization, increase capacity for data integration and visualization, data analysis and data sharing (\$20,000).	EV1	We will have a strong focus on protecting and enhancing our environment in all decisions.	
3. Complete comprehensive trend analysis on surface water quality data from the Community Watershed Monitoring network, to inform land-use planning, targeted outreach, further monitoring and watershed protection decisions (\$20,000).	EV1	We will have a strong focus on protecting and enhancing our environment in all decisions.	
4. Continue to participate in dialogue on a framework for collaborative watershed decision making to support area-based water planning (staff time).	G1	We will develop our governance structure to reflect our unique municipal/ electoral area demographics.	
5. Provide direct support and training to local stewardship groups to enable community watershed monitoring and restoration activities to enhance stream health across the region including new digital field data collection via tablets (\$15,000).	R4	We look for opportunities to partner with other branches of government/ community groups to advance our region.	
6. Target delivery of education and awareness initiatives based on data in order to achieve water consumption reduction goal of 25% below 2008 levels by 2030.	EV4	We will include conservation of resources as a planning factor.	
7. Complete groundwater assessment requirements policy review and updates that were initiated with Planning in 2017.	EV4	We will include conservation of resources as a planning factor.	
8. Hold three DWWP Technical Advisory Committee meetings to oversee DWWP program implementation.	R2	We will focus on improved two-way communication within the Regional District and with our communities.	

FINANCIAL PLAN
Drinking Water/Watershed Protection
2018 Proposed Budget

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(124,614)	(166,152)	(155,843)	(6.2%)
Property taxes	(284,574)	(379,432)	(357,645)	(5.7%)
	(409,188)	(545,584)	(513,488)	(5.9%)
Total Operating Revenues	(409,188)	(545,584)	(513,488)	(5.9%)
Operating Expenditures				
Administration	29,524	43,954	47,126	
Professional fees	55,891	84,000	120,500	
Building oper & maint	1,875	2,500	2,500	
Vehicle & Equip- oper & maint	1,236	1,600	1,600	
Operating costs	15,826	62,294	29,888	
Program costs	38,342	146,550	93,700	
Total Operating Expenditures (excluding wages)	142,694	340,898	295,314	(13.4%)
Wages & benefits	192,619	251,232	276,358	10.0%
Total Operating Expenditures (including wages)	335,313	592,130	571,672	(3.5%)
Contribution to reserve funds	25,000	25,410	25,410	
Operating (surplus) / deficit	(48,875)	71,956	83,594	
Capital Asset Expenditures				
Capital expenditures	250	1,000	1,400	
Net Capital Assets funded from Operations	250	1,000	1,400	40.0%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(48,625)	72,956	84,994	
Prior year (surplus) / deficit	(198,860)	(198,860)	(196,964)	
Current year unappropriated surplus	(247,485)	(125,904)	(111,970)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2018**

AREA	REGIONAL AND COMMUNITY UTILITIES		
SERVICE	WATER SUPPLY, SANITARY SEWER COLLECTION, STORMWATER DETENTION, STREETLIGHTING		
CURRENT SERVICE LEVEL	<p>The Water Services Department operates 9 water systems with 3,416 properties (estimated population of 8,200), 7 sanitary sewer collection systems with 3,226 properties (estimated population of 7,740), 2 storm-water detention functions, and 8 street lighting systems.</p> <p>The Water Services Department also provides development services support including Engineering and DWWP referral responses for zoning and development permit applications, and Design Stage Acceptance reviews for development driven infrastructure.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2018 PERFORMANCE OBJECTIVES
Water Quality	Meet Canadian Drinking Water Quality and Island Health standards.	Water systems meet current standards except for aesthetic limits in some areas.	Develop strategies to meet aesthetic standards and fulfil permit requirements in all water systems.
Annual Per Capita Water Consumption Target	25% Reduction in consumption (334 l/d to 250 l/d) by 2030.	The 5 year (2012-16) average is 284 litres per capita per day.	Continue to target planned reductions for water consumption – delivered through the Drinking Water/ Watershed Protection Program and Water Services Operations staff. Target 265 litres per capita per day consumption in 2018.
Asset Management Plan Implementation	Strategic Asset management plan in place	Asset registry and preliminary asset management plan developed.	Develop preliminary lifecycle asset renewal plan. Ensure effective operation and maintenance of water, sewer, stormwater, and street lighting systems.
KEY ACTIONS TO ACHIEVE 2018 PERFORMANCE OBJECTIVES		STRATEGIC PLAN ALIGNMENT	
1. Continue planned capital upgrades in RDN water systems in order to maintain services at current levels (\$415,524).		EC2	We recognize the importance of water in supporting our economic and environmental health.
2. Continue preventive maintenance and efficient operation of water, sewer, stormwater detention, and streetlighting systems in order to maintain services at current levels (Operations staff time).		S2	We will fund infrastructure in support of our core services employing an asset management focus.
3. Complete Condition Assessments/Capital Plans for all Water Service Areas to provide better definition and clarity for future asset replacements and upgrades (\$157,500).		S2	We will fund infrastructure in support of our core services employing an asset management focus.
4. Completion of a SCADA Master Plan for all Water Service Areas. Implementation of this plan, in stages over the next few years, will result in increased Operations efficiency (\$60,000).		EC2	We recognize the importance of water in supporting our economic and environmental health.

5. Continue to provide efficient Design Stage reviews for development driven water, sewer, and streetlighting infrastructure (staff time, covered by development fees).	EC3 We will foster economic development.
6. Work with residents to investigate water, sewer, and streetlighting service area expansions that compliment OCP and RGS objectives (staff time).	R2 We will focus on improved two-way communication within the Regional District and with our communities.
7. Develop water supply strategy for the French Creek WSA in order to provide improved water quality to 239 households (staff time).	EC2 We recognize the importance of water in supporting our economic and environmental health.
8. Continue work to develop a ground water source for Whiskey Creek Water Service Area to meet Island Health requirements to provide safe drinking water to 126 households; and to reduce call-outs as well as water hauling and overtime costs for Utilities staff (\$323,214).	EC2 We recognize the importance of water in supporting our economic and environmental health.
9. Design and construction of a new pumphouse and transmission main for the Whiskey Creek WSA (\$453,412, pending completion of Key Action #6).	S3 As we invest in regional services we look at both costs and benefits – The RDN will be effective and efficient.
10. Design and installation of back-up power for the Nanoose WTP (\$100,000).	EV3 We will prepare for and mitigate the impact of environmental events.
11. Design and construction of new Nanoose Pumpstation to meet current and build-out water demand requirements (\$1,759,681).	EC2 We recognize the importance of water in supporting our economic and environmental health.
12. Work with Strategic Initiatives staff to inform and implement RDN Asset Management program, particularly for the Water Services Department (staff time).	S2 We will fund infrastructure in support of our core services employing an asset management focus.
13. Develop design standards for streetlighting systems to ensure consistency and to improve the overall quality, efficiency and resident safety in RDN streetlighting service areas (\$13,000).	S3 As we invest in regional services we look at both costs and benefits – The RDN will be effective and efficient.

FINANCIAL PLAN
Water - Nanoose Peninsula
2018 Proposed Budget

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(677,246)	(902,994)	(948,144)	5.0%
	(677,246)	(902,994)	(948,144)	5.0%
Operations	(15,500)	(15,000)	(16,000)	
Utility user fees	(710,605)	(637,000)	(658,426)	
Miscellaneous	(7,310)			
Interdepartmental recoveries	(1,109)	(1,120)	(3,565)	
Total Operating Revenues	(1,411,770)	(1,556,114)	(1,626,135)	4.5%
Operating Expenditures				
Administration	90,702	128,686	124,934	
Professional fees	4,164	84,785	137,780	
Building oper & maint	106,157	166,121	176,275	
Vehicle & Equip- oper & maint	65,385	84,370	77,619	
Operating costs	168,008	357,292	320,340	
Total Operating Expenditures (excluding wages)	434,416	821,254	836,948	1.9%
Wages & benefits	487,783	673,561	737,942	9.6%
Total Operating Expenditures (including wages)	922,199	1,494,815	1,574,890	5.4%
Contribution to reserve funds	75,000	75,390	90,390	
Operating (surplus) / deficit	(414,571)	14,091	39,145	
Capital Asset Expenditures				
Capital expenditures	68,291	497,635	644,071	
Transfers from reserves	(23,757)	(195,100)	(187,000)	
New borrowing	(37,189)	(229,700)	(377,024)	
Net Capital Assets funded from Operations	7,345	72,835	80,047	9.9%
Capital Financing Charges				
Existing debt (principal)	25,322	33,762	33,762	
Existing debt (interest)	14,449	20,960	26,201	
New Debt (principal & interest)		2,297	3,770	
Total Capital Financing Charges	39,771	57,019	63,733	11.8%
Accumulated Surplus				
Net (surplus)/deficit for the year	(367,455)	143,945	182,925	
Transfer to appropriated surplus	25,000			
Transfer from appropriated surplus			(25,000)	
Prior year (surplus) / deficit	(244,524)	(244,524)	(217,737)	
Current year unappropriated surplus	(586,979)	(100,579)	(59,812)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(4,093)	(5,457)	(5,458)	
	(4,093)	(5,457)	(5,458)	
Total Operating Revenues	(4,093)	(5,457)	(5,458)	
Operating Expenditures				
Total Operating Expenditures (excluding wages)				
Total Operating Expenditures (including wages)				
Operating (surplus) / deficit	(4,093)	(5,457)	(5,458)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	2,282	3,043	3,043	
Existing debt (interest)	1,811	2,415	2,415	
Total Capital Financing Charges	4,093	5,458	5,458	
Accumulated Surplus				
Net (surplus)/deficit for the year		1		
Prior year (surplus) / deficit	(1)	(1)		
Current year unappropriated surplus	(1)			

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(57,975)	(77,300)	(85,030)	10.0%
	(57,975)	(77,300)	(85,030)	10.0%
Operations		(580)	(580)	
Utility user fees	(51,617)	(54,280)	(54,280)	
Miscellaneous	(647)			
Interdepartmental recoveries	(106)	(105)	(345)	
Total Operating Revenues	(110,345)	(132,265)	(140,235)	6.0%
Operating Expenditures				
Administration	7,712	11,095	11,178	
Professional fees	1,015	3,390	4,840	
Building oper & maint	4,751	7,582	7,713	
Vehicle & Equip- oper & maint	8,271	8,371	8,010	
Operating costs	23,757	37,902	39,504	
Total Operating Expenditures (excluding wages)	45,506	68,340	71,245	4.3%
Wages & benefits	46,546	64,272	69,926	8.8%
Total Operating Expenditures (including wages)	92,052	132,612	141,171	6.5%
Contribution to reserve funds	10,000	10,035	2,035	
Operating (surplus) / deficit	(8,293)	10,382	2,971	
Capital Asset Expenditures				
Capital expenditures	701	40,270	26,013	
Transfers from reserves		(40,000)	(25,000)	
Net Capital Assets funded from Operations	701	270	1,013	275.2%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(7,592)	10,652	3,984	
Prior year (surplus) / deficit	(18,217)	(18,217)	(7,747)	
Current year unappropriated surplus	(25,809)	(7,565)	(3,763)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(100,110)	(133,480)	(140,154)	5.0%
	(100,110)	(133,480)	(140,154)	5.0%
Operations	(2,320)			
Utility user fees	(70,808)	(72,513)	(72,513)	
Miscellaneous	(1,243)			
Interdepartmental recoveries	(176)	(1,630)	(1,915)	
Total Operating Revenues	(174,657)	(207,623)	(214,582)	3.4%
Operating Expenditures				
Administration	12,179	17,177	13,527	
Professional fees	1,419	25,275	10,730	
Building oper & maint	3,435	4,805	5,205	
Vehicle & Equip- oper & maint	4,320	6,986	6,976	
Operating costs	41,184	60,593	40,769	
Total Operating Expenditures (excluding wages)	62,537	114,836	77,207	(32.8%)
Wages & benefits	56,303	77,771	84,818	9.1%
Total Operating Expenditures (including wages)	118,840	192,607	162,025	(15.9%)
Contribution to reserve funds	2,000	2,045	50,045	
Operating (surplus) / deficit	(53,817)	(12,971)	(2,512)	
Capital Asset Expenditures				
Capital expenditures	81,641	840,327	1,224	
Grants and other	(80,793)	(697,200)		
New borrowing		(142,800)		
Net Capital Assets funded from Operations	848	327	1,224	274.3%
Capital Financing Charges				
Existing debt (principal)	9,983	13,310	13,310	
Existing debt (interest)	6,257	6,915	12,169	
New Debt (principal & interest)		1,428		
Total Capital Financing Charges	16,240	21,653	25,479	17.7%
Accumulated Surplus				
Net (surplus)/deficit for the year	(36,729)	9,009	24,191	
Prior year (surplus) / deficit	(16,959)	(16,959)	(42,173)	
Current year unappropriated surplus	(53,688)	(7,950)	(17,982)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(55,660)	(74,213)	(74,212)	
	(55,660)	(74,213)	(74,212)	
Total Operating Revenues	(55,660)	(74,213)	(74,212)	
Operating Expenditures				
Total Operating Expenditures (excluding wages)				
Total Operating Expenditures (including wages)				
Operating (surplus) / deficit	(55,660)	(74,213)	(74,212)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	28,073	37,430	37,430	
Existing debt (interest)	27,586	36,782	36,782	
Total Capital Financing Charges	55,659	74,212	74,212	
Accumulated Surplus				
Net (surplus)/deficit for the year	(1)	(1)		
Prior year (surplus) / deficit	1	1		
Current year unappropriated surplus				

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(10,879)	(14,505)	(15,956)	10.0%
	(10,879)	(14,505)	(15,956)	10.0%
Operations	(580)			
Utility user fees	(10,868)	(11,500)	(11,500)	
Miscellaneous	(106)			
Interdepartmental recoveries	(17)	(20)	(55)	
Total Operating Revenues	(22,450)	(26,025)	(27,511)	5.7%
Operating Expenditures				
Administration	2,306	3,210	2,034	
Professional fees	2,002	1,929	2,034	
Building oper & maint	614	1,047	1,074	
Vehicle & Equip- oper & maint	611	2,108	1,988	
Operating costs	4,804	7,115	7,166	
Total Operating Expenditures (excluding wages)	10,337	15,409	14,296	(7.2%)
Wages & benefits	7,543	10,524	11,407	8.4%
Total Operating Expenditures (including wages)	17,880	25,933	25,703	(0.9%)
Contribution to reserve funds		10	2,010	
Operating (surplus) / deficit	(4,570)	(82)	202	
Capital Asset Expenditures				
Capital expenditures	(1,687)	9,045	164	
Transfers from reserves	1,800	(4,000)		
Grants and other		(5,000)		
Net Capital Assets funded from Operations	113	45	164	264.4%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(4,457)	(37)	366	
Prior year (surplus) / deficit	(1,294)	(1,294)	(1,503)	
Current year unappropriated surplus	(5,751)	(1,331)	(1,137)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(28,202)	(37,602)	(39,482)	5.0%
	(28,202)	(37,602)	(39,482)	5.0%
Operations	(1,005)	(2,900)	(1,160)	
Utility user fees	(72,662)	(61,180)	(61,180)	
Interdepartmental recoveries	(70)	(70)	(225)	
Total Operating Revenues	(101,939)	(101,752)	(102,047)	0.3%
Operating Expenditures				
Administration	5,230	7,509	7,427	
Professional fees	2,602	8,475	22,330	
Building oper & maint	3,349	7,862	8,143	
Vehicle & Equip- oper & maint	7,791	7,641	7,255	
Operating costs	11,586	21,928	21,963	
Total Operating Expenditures (excluding wages)	30,558	53,415	67,118	25.7%
Wages & benefits	30,587	42,240	45,967	8.8%
Total Operating Expenditures (including wages)	61,145	95,655	113,085	18.2%
Contribution to reserve funds	20,000	20,025	20,025	
Operating (surplus) / deficit	(20,794)	13,928	31,063	
Capital Asset Expenditures				
Capital expenditures	461	178	665	
Net Capital Assets funded from Operations	461	178	665	273.6%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(20,333)	14,106	31,728	
Prior year (surplus) / deficit	(28,022)	(28,022)	(33,546)	
Current year unappropriated surplus	(48,355)	(13,916)	(1,818)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(17,287)	(23,049)	(23,740)	3.0%
	(17,287)	(23,049)	(23,740)	3.0%
Utility user fees	(6,320)	(4,222)	(4,222)	
Transfer from reserve - non capital		(5,000)		
Miscellaneous	(76)			
Interdepartmental recoveries	(12)	(15)	(40)	
Total Operating Revenues	(23,695)	(32,286)	(28,002)	(13.3%)
Operating Expenditures				
Administration	1,456	2,904	2,052	
Professional fees	5	760	1,030	
Building oper & maint	829	2,028	2,107	
Vehicle & Equip- oper & maint	1,524	1,620	1,548	
Operating costs	8,787	20,682	11,131	
Total Operating Expenditures (excluding wages)	12,601	27,994	17,868	(36.2%)
Wages & benefits	5,465	7,545	8,252	9.4%
Total Operating Expenditures (including wages)	18,066	35,539	26,120	(26.5%)
Contribution to reserve funds		5	5,005	
Operating (surplus) / deficit	(5,629)	3,258	3,123	
Capital Asset Expenditures				
Capital expenditures	83	32	9,119	
Transfers from reserves			(5,000)	
Net Capital Assets funded from Operations	83	32	4,119	12,771.9%
Capital Financing Charges				
Existing debt (principal)	896	1,195	1,195	
Existing debt (interest)	500	667	334	
Total Capital Financing Charges	1,396	1,862	1,529	(17.9%)
Accumulated Surplus				
Net (surplus)/deficit for the year	(4,150)	5,152	8,771	
Prior year (surplus) / deficit	(12,012)	(12,012)	(14,364)	
Current year unappropriated surplus	(16,162)	(6,860)	(5,593)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(6,140)	(8,186)	(9,005)	10.0%
	(6,140)	(8,186)	(9,005)	10.0%
Operations	(13)			
Utility user fees	(824)	(1,426)	(736)	
Interdepartmental recoveries	(2)	(5)	(10)	
Total Operating Revenues	(6,979)	(9,617)	(9,751)	1.4%
Operating Expenditures				
Administration	402	555	507	
Professional fees	1	240	3,125	
Building oper & maint	431	734	734	
Vehicle & Equip- oper & maint	73	187	198	
Operating costs	1,812	5,038	4,766	
Total Operating Expenditures (excluding wages)	2,719	6,754	9,330	38.1%
Wages & benefits	942	1,298	1,407	8.4%
Total Operating Expenditures (including wages)	3,661	8,052	10,737	33.3%
Contribution to reserve funds	2,000	2,005	1,005	
Operating (surplus) / deficit	(1,318)	440	1,991	
Capital Asset Expenditures				
Capital expenditures	14	5	21	
Net Capital Assets funded from Operations	14	5	21	320.0%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(1,304)	445	2,012	
Prior year (surplus) / deficit	(3,017)	(3,017)	(3,661)	
Current year unappropriated surplus	(4,321)	(2,572)	(1,649)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(68,042)	(90,722)	(99,794)	10.0%
	(68,042)	(90,722)	(99,794)	10.0%
Utility user fees	(38,373)	(25,760)	(25,760)	
Miscellaneous	(342)			
Interdepartmental recoveries	(56)	(55)	(180)	
Total Operating Revenues	(106,813)	(116,537)	(125,734)	7.9%
Operating Expenditures				
Administration	5,073	7,201	7,817	
Professional fees	602	3,500	23,160	
Building oper & maint	9,063	14,658	14,870	
Vehicle & Equip- oper & maint	3,923	7,616	7,447	
Operating costs	14,966	33,903	33,512	
Total Operating Expenditures (excluding wages)	33,627	66,878	86,806	29.8%
Wages & benefits	24,538	33,889	36,836	8.7%
Total Operating Expenditures (including wages)	58,165	100,767	123,642	22.7%
Contribution to reserve funds	15,000	15,020	15,020	
Operating (surplus) / deficit	(33,648)	(750)	12,928	
Capital Asset Expenditures				
Capital expenditures	370	55,483	455,947	
Transfers from reserves		(10,000)	(2,000)	
Grants and other		(29,052)	(290,532)	
New borrowing		(16,288)	(162,880)	
Net Capital Assets funded from Operations	370	143	535	274.1%
Capital Financing Charges				
Existing debt (interest)	358	1,516	3,349	
New Debt (principal & interest)		163	1,629	
Total Capital Financing Charges	358	1,679	4,978	196.5%
Accumulated Surplus				
Net (surplus)/deficit for the year	(32,920)	1,072	18,441	
Prior year (surplus) / deficit	(5,157)	(5,157)	(24,194)	
Current year unappropriated surplus	(38,077)	(4,085)	(5,753)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(14,471)	(19,295)	(20,260)	5.0%
	(14,471)	(19,295)	(20,260)	5.0%
Operations	(46)			
Utility user fees	(2,366)	(2,490)	(2,490)	
Interdepartmental recoveries	(7)		(40)	
Total Operating Revenues	(16,890)	(21,785)	(22,790)	4.6%
Operating Expenditures				
Administration	755	1,653	894	
Professional fees		730	1,030	
Building oper & maint	35	881	606	
Vehicle & Equip- oper & maint	251	815	769	
Operating costs	1,901	6,817	7,209	
Total Operating Expenditures (excluding wages)	2,942	10,896	10,508	(3.6%)
Wages & benefits	3,149	4,553	4,983	9.4%
Total Operating Expenditures (including wages)	6,091	15,449	15,491	0.3%
Contribution to reserve funds			6,000	
Operating (surplus) / deficit	(10,799)	(6,336)	(1,299)	
Capital Asset Expenditures				
Capital expenditures	27,421	43,731	38	
New borrowing	(27,384)	(43,731)		
Net Capital Assets funded from Operations	37		38	
Capital Financing Charges				
Existing debt (principal)			2,233	
Existing debt (interest)	316	1,575	1,890	
New Debt (principal & interest)		437		
Total Capital Financing Charges	316	2,012	4,123	104.9%
Accumulated Surplus				
Net (surplus)/deficit for the year	(10,446)	(4,324)	2,862	
Prior year (surplus) / deficit	3,288	3,288	(5,696)	
Current year unappropriated surplus	(7,158)	(1,036)	(2,834)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(766,339)	(1,021,786)	(1,103,529)	8.0%
	(766,339)	(1,021,786)	(1,103,529)	8.0%
Miscellaneous	(2,363)			
Interdepartmental recoveries	(39)	(40)	(125)	
Total Operating Revenues	(768,741)	(1,021,826)	(1,103,654)	8.0%
Operating Expenditures				
Administration	9,496	12,104	8,961	
Professional fees	92	12,450	33,250	
Building oper & maint	9,073	14,585	16,386	
Vehicle & Equip- oper & maint	1,233	1,619	1,574	
Operating costs	21,231	32,122	31,639	
Total Operating Expenditures (excluding wages)	41,125	72,880	91,810	26.0%
Wages & benefits	52,407	70,489	78,369	11.2%
Total Operating Expenditures (including wages)	93,532	143,369	170,179	18.7%
Contribution to reserve funds	654,320	654,435	654,435	
Operating (surplus) / deficit	(20,889)	(224,022)	(279,040)	
Capital Asset Expenditures				
Capital expenditures	900,507	4,617,821	4,637,131	
Transfers from reserves		(1,942,926)	(650,000)	
Grants and other	(38)	(979,681)	(1,162,108)	
New borrowing	(900,000)	(1,695,114)	(2,824,213)	
Net Capital Assets funded from Operations	469	100	810	710.0%
Capital Financing Charges				
Existing debt (principal)	73,390	97,853	159,069	
Existing debt (interest)	62,121	82,828	134,641	
New Debt (principal & interest)		16,951	28,242	
Total Capital Financing Charges	135,511	197,632	321,952	62.9%
Accumulated Surplus				
Net (surplus)/deficit for the year	115,091	(26,290)	43,722	
Prior year (surplus) / deficit	(78,201)	(78,201)	(120,216)	
Current year unappropriated surplus	36,890	(104,491)	(76,494)	

**FINANCIAL PLAN
Water - Bulk Water French Creek
2018 Proposed Budget**

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(3,240)	(4,320)	(4,320)	
	(3,240)	(4,320)	(4,320)	
Transfer from reserve - non capital	(48,134)	(65,401)	(66,787)	
Total Operating Revenues	(51,374)	(69,721)	(71,107)	2.0%
Operating Expenditures				
Administration	1,039	1,485	1,606	
Professional fees		3,750	2,250	
Building oper & maint		60	60	
Vehicle & Equip- oper & maint	19	131	131	
Operating costs	9,656	9,855	9,349	
Total Operating Expenditures (excluding wages)	10,714	15,281	13,396	(12.3%)
Wages & benefits	9,057	13,273	16,444	23.9%
Total Operating Expenditures (including wages)	19,771	28,554	29,840	4.5%
Contribution to reserve funds	2,400	2,515	2,515	
Operating (surplus) / deficit	(29,203)	(38,652)	(38,752)	
Capital Asset Expenditures				
Capital expenditures			100	
Net Capital Assets funded from Operations			100	
Capital Financing Charges				
Existing debt (principal)	11,424	15,232	15,232	
Existing debt (interest)	17,565	23,420	23,420	
Total Capital Financing Charges	28,989	38,652	38,652	
Accumulated Surplus				
Net (surplus)/deficit for the year	(214)			
Prior year (surplus) / deficit	214	214		
Current year unappropriated surplus		214		

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(20,051)	(26,735)	(33,419)	25.0%
	(20,051)	(26,735)	(33,419)	25.0%
Operations	(5,447)	(3,500)	(4,800)	
Utility user fees	(61,325)	(57,960)	(60,226)	
Interdepartmental recoveries	(106)	(110)	(110)	
Total Operating Revenues	(86,929)	(88,305)	(98,555)	11.6%
Operating Expenditures				
Administration	6,347	9,786	9,812	
Professional fees	39	2,340	6,450	
Building oper & maint	4,127	6,258	6,389	
Vehicle & Equip- oper & maint	3,467	4,691	4,409	
Operating costs	6,869	22,256	12,311	
Total Operating Expenditures (excluding wages)	20,849	45,331	39,371	(13.1%)
Wages & benefits	46,667	64,272	69,926	8.8%
Total Operating Expenditures (including wages)	67,516	109,603	109,297	(0.3%)
Contribution to reserve funds		35	35	
Operating (surplus) / deficit	(19,413)	21,333	10,777	
Capital Asset Expenditures				
Capital expenditures	701	216	1,258	
Net Capital Assets funded from Operations	701	216	1,258	482.4%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(18,712)	21,549	12,035	
Prior year (surplus) / deficit	(31,974)	(31,974)	(15,247)	
Current year unappropriated surplus	(50,686)	(10,425)	(3,212)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(514,418)	(685,890)	(747,620)	9.0%
	(514,418)	(685,890)	(747,620)	9.0%
Operations	(9,020)	(10,000)	(6,000)	
Utility user fees	(333,911)	(322,000)	(329,512)	
Transfer from reserve - non capital		(62,000)	(38,000)	
Interdepartmental recoveries	(253)	(235)	(235)	
Total Operating Revenues	(857,602)	(1,080,125)	(1,121,367)	3.8%
Operating Expenditures				
Administration	14,955	20,871	21,194	
Professional fees	1,172	15,475	5,500	
Building oper & maint	9,595	13,030	13,318	
Vehicle & Equip- oper & maint	8,622	13,316	11,197	
Operating costs	637,254	863,736	890,012	
Total Operating Expenditures (excluding wages)	671,598	926,428	941,221	1.6%
Wages & benefits	111,593	153,896	168,287	9.4%
Total Operating Expenditures (including wages)	783,191	1,080,324	1,109,508	2.7%
Contribution to reserve funds	900	980	10,080	
Operating (surplus) / deficit	(73,511)	1,179	(1,779)	
Capital Asset Expenditures				
Capital expenditures	1,674	50,506	2,295	
Transfers from reserves		(50,000)		
Net Capital Assets funded from Operations	1,674	506	2,295	353.6%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(71,837)	1,685	516	
Prior year (surplus) / deficit	(6,152)	(6,152)	(6,067)	
Current year unappropriated surplus	(77,989)	(4,467)	(5,551)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(117,369)	(156,492)	(169,011)	8.0%
	(117,369)	(156,492)	(169,011)	8.0%
Operations	(1,700)	(1,690)	(1,690)	
Utility user fees	(59,680)	(55,660)	(55,660)	
Interdepartmental recoveries	(33)	(35)	(35)	
Total Operating Revenues	(178,782)	(213,877)	(226,396)	5.9%
Operating Expenditures				
Administration	3,016	4,174	3,557	
Professional fees	12	2,095	1,500	
Building oper & maint	1,883	2,793	2,763	
Vehicle & Equip- oper & maint	10,033	5,811	5,620	
Operating costs	79,537	117,004	121,746	
Total Operating Expenditures (excluding wages)	94,481	131,877	135,186	2.5%
Wages & benefits	14,415	19,867	21,737	9.4%
Total Operating Expenditures (including wages)	108,896	151,744	156,923	3.4%
Contribution to reserve funds	9,725	9,735	4,760	
Operating (surplus) / deficit	(60,161)	(52,398)	(64,713)	
Capital Asset Expenditures				
Capital expenditures	217	66	6,296	
Net Capital Assets funded from Operations	217	66	6,296	9,439.4%
Capital Financing Charges				
Existing debt (principal)	22,561	30,082	30,082	
Existing debt (interest)	32,382	43,177	43,177	
Total Capital Financing Charges	54,943	73,259	73,259	
Accumulated Surplus				
Net (surplus)/deficit for the year	(5,001)	20,927	14,842	
Prior year (surplus) / deficit	(38,670)	(38,670)	(24,639)	
Current year unappropriated surplus	(43,671)	(17,743)	(9,797)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(16,225)	(21,633)	(22,715)	5.0%
	(16,225)	(21,633)	(22,715)	5.0%
Operations	(900)			
Utility user fees	(4,907)	(4,604)	(4,604)	
Miscellaneous	(22)			
Interdepartmental recoveries	(4)	(5)	(5)	
Total Operating Revenues	(22,058)	(26,242)	(27,324)	4.1%
Operating Expenditures				
Administration	660	916	537	
Professional fees	1	270	200	
Building oper & maint	23	234	224	
Vehicle & Equip- oper & maint	828	2,714	2,695	
Operating costs	11,151	20,180	20,918	
Total Operating Expenditures (excluding wages)	12,663	24,314	24,574	1.1%
Wages & benefits	1,565	2,145	2,331	8.7%
Total Operating Expenditures (including wages)	14,228	26,459	26,905	1.7%
Contribution to reserve funds	2,000	2,005	15,005	
Operating (surplus) / deficit	(5,830)	2,222	14,586	
Capital Asset Expenditures				
Capital expenditures	24	8	32	
Net Capital Assets funded from Operations	24	8	32	300.0%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(5,806)	2,230	14,618	
Prior year (surplus) / deficit	(11,509)	(11,509)	(16,281)	
Current year unappropriated surplus	(17,315)	(9,279)	(1,663)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(52,477)	(69,970)	(73,469)	5.0%
	(52,477)	(69,970)	(73,469)	5.0%
Miscellaneous	(106)			
Interdepartmental recoveries	(17)	(20)	(20)	
Total Operating Revenues	(52,600)	(69,990)	(73,489)	5.0%
Operating Expenditures				
Administration	1,227	1,674	1,764	
Professional fees	6	915	600	
Building oper & maint	633	853	880	
Vehicle & Equip- oper & maint	555	693	677	
Operating costs	38,429	57,142	53,133	
Total Operating Expenditures (excluding wages)	40,850	61,277	57,054	(6.9%)
Wages & benefits	7,549	10,424	11,407	9.4%
Total Operating Expenditures (including wages)	48,399	71,701	68,461	(4.5%)
Contribution to reserve funds	5,000	5,010	8,010	
Operating (surplus) / deficit	799	6,721	2,982	
Capital Asset Expenditures				
Capital expenditures	113	34	155	
Net Capital Assets funded from Operations	113	34	155	355.9%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	912	6,755	3,137	
Prior year (surplus) / deficit	(11,402)	(11,402)	(5,920)	
Current year unappropriated surplus	(10,490)	(4,647)	(2,783)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(100,897)	(134,530)	(135,404)	0.6%
	(100,897)	(134,530)	(135,404)	0.6%
Operations	(1,566)			
Utility user fees	(62,752)	(52,992)	(57,102)	
Interdepartmental recoveries	(11)	(5)	(5)	
Total Operating Revenues	(165,226)	(187,527)	(192,511)	2.7%
Operating Expenditures				
Administration	3,225	4,373	2,584	
Professional fees	4	1,710	1,500	
Building oper & maint	3,217	5,602	6,048	
Vehicle & Equip- oper & maint	2,964	2,730	2,723	
Operating costs	22,455	42,194	48,366	
Total Operating Expenditures (excluding wages)	31,865	56,609	61,221	8.1%
Wages & benefits	4,772	6,571	7,180	9.3%
Total Operating Expenditures (including wages)	36,637	63,180	68,401	8.3%
Contribution to reserve funds	30,000	30,005	30,005	
Operating (surplus) / deficit	(98,589)	(94,342)	(94,105)	
Capital Asset Expenditures				
Capital expenditures	72	22	6,097	
Net Capital Assets funded from Operations	72	22	6,097	27,613.6%
Capital Financing Charges				
Existing debt (principal)	35,443	47,260	47,260	
Existing debt (interest)	43,895	58,526	58,526	
Total Capital Financing Charges	79,338	105,786	105,786	
Accumulated Surplus				
Net (surplus)/deficit for the year	(19,179)	11,466	17,778	
Prior year (surplus) / deficit	(50,252)	(50,252)	(51,252)	
Current year unappropriated surplus	(69,431)	(38,786)	(33,474)	

**FINANCIAL PLAN
Sewer - Hawthorne Rise Debt
2018 Proposed Budget**

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(7,456)	(9,941)	(9,941)	
	(7,456)	(9,941)	(9,941)	
Total Operating Revenues	(7,456)	(9,941)	(9,941)	
Operating Expenditures				
Total Operating Expenditures (excluding wages)				
Total Operating Expenditures (including wages)				
Operating (surplus) / deficit	(7,456)	(9,941)	(9,941)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	4,596	6,128	6,128	
Existing debt (interest)	2,859	3,813	3,813	
Total Capital Financing Charges	7,455	9,941	9,941	
Accumulated Surplus				
Net (surplus)/deficit for the year	(1)			
Current year unappropriated surplus	(1)			

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(2,719)	(3,625)	(3,624)	
	(2,719)	(3,625)	(3,624)	
Total Operating Revenues	(2,719)	(3,625)	(3,624)	
Operating Expenditures				
Total Operating Expenditures (excluding wages)				
Total Operating Expenditures (including wages)				
Operating (surplus) / deficit	(2,719)	(3,625)	(3,624)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	1,529	2,039	2,039	
Existing debt (interest)	1,189	1,585	1,585	
Total Capital Financing Charges	2,718	3,624	3,624	
Accumulated Surplus				
Net (surplus)/deficit for the year	(1)	(1)		
Prior year (surplus) / deficit	1	1		
Current year unappropriated surplus				

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(3,836)	(5,114)	(5,216)	2.0%
	(3,836)	(5,114)	(5,216)	2.0%
Total Operating Revenues	(3,836)	(5,114)	(5,216)	2.0%
Operating Expenditures				
Administration	186	248	200	
Operating costs		2,000	2,000	
Total Operating Expenditures (excluding wages)	186	2,248	2,200	(2.1%)
Wages & benefits	825	1,100	1,100	
Total Operating Expenditures (including wages)	1,011	3,348	3,300	(1.4%)
Contribution to reserve funds	3,000	3,000	5,000	
Operating (surplus) / deficit	175	1,234	3,084	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	175	1,234	3,084	
Prior year (surplus) / deficit	(6,049)	(6,049)	(5,415)	
Current year unappropriated surplus	(5,874)	(4,815)	(2,331)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(3,544)	(4,725)	(4,820)	2.0%
	(3,544)	(4,725)	(4,820)	2.0%
Total Operating Revenues	(3,544)	(4,725)	(4,820)	2.0%
Operating Expenditures				
Administration	186	248	168	
Operating costs		1,000	1,000	
Total Operating Expenditures (excluding wages)	186	1,248	1,168	(6.4%)
Wages & benefits	825	1,100	1,100	
Total Operating Expenditures (including wages)	1,011	2,348	2,268	(3.4%)
Contribution to reserve funds	5,000	5,000	5,000	
Operating (surplus) / deficit	2,467	2,623	2,448	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	2,467	2,623	2,448	
Prior year (surplus) / deficit	(6,579)	(6,579)	(3,956)	
Current year unappropriated surplus	(4,112)	(3,956)	(1,508)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Utility user fees	(1,500)	(2,000)	(2,000)	
Total Operating Revenues	(1,500)	(2,000)	(2,000)	
Operating Expenditures				
Administration	94	125	125	
Operating costs	1,406	1,875	1,875	
Total Operating Expenditures (excluding wages)	1,500	2,000	2,000	
Total Operating Expenditures (including wages)	1,500	2,000	2,000	
Operating (surplus) / deficit				
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year				
Current year unappropriated surplus				

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(17,625)	(23,500)	(23,500)	
	(17,625)	(23,500)	(23,500)	
Grants in lieu of taxes	(66)			
Total Operating Revenues	(17,691)	(23,500)	(23,500)	
Operating Expenditures				
Administration	131	175	175	
Operating costs	10,713	16,500	17,810	
Total Operating Expenditures (excluding wages)	10,844	16,675	17,985	7.9%
Wages & benefits	120	120	120	
Total Operating Expenditures (including wages)	10,964	16,795	18,105	7.8%
Contribution to reserve funds	5,000	6,000	6,000	
Operating (surplus) / deficit	(1,727)	(705)	605	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(1,727)	(705)	605	
Prior year (surplus) / deficit	(1,192)	(1,192)	(1,963)	
Current year unappropriated surplus	(2,919)	(1,897)	(1,358)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(6,166)	(8,221)	(9,043)	10.0%
	(6,166)	(8,221)	(9,043)	10.0%
Total Operating Revenues	(6,166)	(8,221)	(9,043)	10.0%
Operating Expenditures				
Administration	131	175	175	
Operating costs	5,585	8,300	8,558	
Total Operating Expenditures (excluding wages)	5,716	8,475	8,733	3.0%
Wages & benefits	120	120	120	
Total Operating Expenditures (including wages)	5,836	8,595	8,853	3.0%
Operating (surplus) / deficit	(330)	374	(190)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(330)	374	(190)	
Prior year (surplus) / deficit	(519)	(519)	(145)	
Current year unappropriated surplus	(849)	(145)	(335)	

**FINANCIAL PLAN
Streetlighting - Sandpiper
2018 Proposed Budget**

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(9,599)	(12,799)	(14,079)	10.0%
	(9,599)	(12,799)	(14,079)	10.0%
Total Operating Revenues	(9,599)	(12,799)	(14,079)	10.0%
Operating Expenditures				
Administration	131	175	175	
Operating costs	9,009	13,890	14,576	
Total Operating Expenditures (excluding wages)	9,140	14,065	14,751	4.9%
Wages & benefits	120	120	120	
Total Operating Expenditures (including wages)	9,260	14,185	14,871	4.8%
Operating (surplus) / deficit	(339)	1,386	792	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(339)	1,386	792	
Prior year (surplus) / deficit	(3,107)	(3,107)	(1,311)	
Current year unappropriated surplus	(3,446)	(1,721)	(519)	

**FINANCIAL PLAN
Streetlighting - Morningstar
2018 Proposed Budget**

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(12,049)	(16,065)	(16,708)	4.0%
	(12,049)	(16,065)	(16,708)	4.0%
Transfer from reserve - non capital		(4,200)	(4,500)	
Total Operating Revenues	(12,049)	(20,265)	(21,208)	4.7%
Operating Expenditures				
Administration	131	175	175	
Operating costs	13,479	20,300	20,572	
Total Operating Expenditures (excluding wages)	13,610	20,475	20,747	1.3%
Wages & benefits	120	120	120	
Total Operating Expenditures (including wages)	13,730	20,595	20,867	1.3%
Operating (surplus) / deficit	1,681	330	(341)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	1,681	330	(341)	
Prior year (surplus) / deficit	(937)	(937)	(507)	
Current year unappropriated surplus	744	(607)	(848)	

FINANCIAL PLAN
Streetlighting - Englishman River
2018 Proposed Budget

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(4,565)	(6,087)	(6,330)	4.0%
	(4,565)	(6,087)	(6,330)	4.0%
Total Operating Revenues	(4,565)	(6,087)	(6,330)	4.0%
Operating Expenditures				
Administration	131	175	175	
Operating costs	3,577	6,000	6,110	
Total Operating Expenditures (excluding wages)	3,708	6,175	6,285	1.8%
Wages & benefits	120	120	120	
Total Operating Expenditures (including wages)	3,828	6,295	6,405	1.7%
Operating (surplus) / deficit	(737)	208	75	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(737)	208	75	
Prior year (surplus) / deficit	(835)	(835)	(627)	
Current year unappropriated surplus	(1,572)	(627)	(552)	

**FINANCIAL PLAN
Streetlighting - Rural Areas
2018 Proposed Budget**

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(12,512)	(16,683)	(17,017)	2.0%
	(12,512)	(16,683)	(17,017)	2.0%
Transfer from reserve - non capital		(13,000)	(13,000)	
Total Operating Revenues	(12,512)	(29,683)	(30,017)	1.1%
Operating Expenditures				
Administration	131	175	175	
Professional fees		13,000	13,000	
Operating costs	11,134	16,000	16,000	
Total Operating Expenditures (excluding wages)	11,265	29,175	29,175	
Wages & benefits	120	120	120	
Total Operating Expenditures (including wages)	11,385	29,295	29,295	
Contribution to reserve funds		500	500	
Operating (surplus) / deficit	(1,127)	112	(222)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(1,127)	112	(222)	
Prior year (surplus) / deficit	(392)	(392)	(580)	
Current year unappropriated surplus	(1,519)	(280)	(802)	

**FINANCIAL PLAN
Streetlighting - Highway#4
2018 Proposed Budget**

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(3,061)	(4,081)	(4,244)	4.0%
	(3,061)	(4,081)	(4,244)	4.0%
Total Operating Revenues	(3,061)	(4,081)	(4,244)	4.0%
Operating Expenditures				
Administration	131	175	175	
Operating costs	2,508	3,760	3,876	
Total Operating Expenditures (excluding wages)	2,639	3,935	4,051	2.9%
Wages & benefits	120	120	120	
Total Operating Expenditures (including wages)	2,759	4,055	4,171	2.9%
Operating (surplus) / deficit	(302)	(26)	(73)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(302)	(26)	(73)	
Prior year (surplus) / deficit	(184)	(184)	(170)	
Current year unappropriated surplus	(486)	(210)	(243)	

FINANCIAL PLAN
Streetlighting - Highway Intersections
2018 Proposed Budget

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(959)	(1,279)	(1,599)	25.0%
	(959)	(1,279)	(1,599)	25.0%
Operating grants	(402)	(536)	(536)	
Total Operating Revenues	(1,361)	(1,815)	(2,135)	17.6%
Operating Expenditures				
Administration	113	150	150	
Operating costs	1,848	2,226	2,907	
Total Operating Expenditures (excluding wages)	1,961	2,376	3,057	28.7%
Wages & benefits	120	120	120	
Total Operating Expenditures (including wages)	2,081	2,496	3,177	27.3%
Operating (surplus) / deficit	720	681	1,042	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	720	681	1,042	
Prior year (surplus) / deficit	(3,368)	(3,368)	(2,063)	
Current year unappropriated surplus	(2,648)	(2,687)	(1,021)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2018**

AREA	REGIONAL AND COMMUNITY UTILITIES				
SERVICE	SOLID WASTE MANAGEMENT - FACILITIES				
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	The Regional Landfill and Church Road Transfer Station provide solid waste disposal and recycling services to a population of 155,000. The facilities are open seven days per week except for Statutory Holidays.				
ACTIVITY LEVELS	MSW (Tonnes)	Recyclables (Tonnes)	Loads	Fees	
	2010	63,700	13,000	171,800	\$7.9 M
	2011	56,600	11,900	168,200	\$7.4 M
	2012	55,000	11,700	173,000	\$7.5 M
	2013	53,201	11,310	170,000	\$7.8 M
	2014	51,217	9,642	163,613	\$7.1 M
	2015	46,900	9,835	169,312	\$7.0 M
	2016	65,254	10,058	177,809	\$8.0 M
	2017	65,000*	10,241*	188,705*	\$8.8 M *
	<i>(*year end projection; note \$622k in revenue from 3 large demolition projects)</i>				
PERFORMANCE INDICATORS					
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2018 PERFORMANCE OBJECTIVES		
Compliance with MOE Operating Certificate(OC)	OC compliance	Design & Operations Plan (D&O) approved by MOE	Implement projects in D&O Plan		
Asset Management Plan Implementation	Strategic Asset Management Plan in place	Asset registry developed and long term capital plan being implemented	Continued development of Asset Management Program		
Leachate Impact	No off-site impacts. Peak discharge to sanitary @ 80 l/s (March 9, 2016)	Suspected off-site impacts. Peak discharge of 70 l/s (Feb. 15, 2017)	Update D&O Plan to address potential impacts. Ultimate Target of 25 l/s 2018 Target of 30 l/s		
Greenhouse Gases (eCO ₂)	50,000 tonne per year eCO ₂ (29,425 tpy eCO ₂ in 2015)	33,867 tonne per year eCO ₂	34,4000 tonne per year eCO ₂		
LFG Collection Efficiency	MOE target 75% collection efficiency by 2016 (63% in 2015) RDN target of >90% operational efficiency (91.4% in 2015)	64% collection efficiency 92.4% operational efficiency	65% collection efficiency; higher is not possible until cell is closed >90% operational efficiency		
KEY ACTIONS TO ACHIEVE 2018 PERFORMANCE OBJECTIVES		STRATEGIC PLAN ALIGNMENT			
1. Review Design & Operations Plan and ensure compliance with the Ministry of Environments regulatory obligations.		EV1	We will have a strong focus on protecting and enhancing our environment in all decisions.		
2. Complete Regional Landfill scale replacement project initiated in the fall of 2017.		S2	We will fund infrastructure in support of our core services employing an asset management focus.		

3. Complete design for Cell 1 closure and flare station upgrade.	EC3 We will foster economic development.
4. Reduce precipitation infiltration by extending the cover system and installing water control features to minimize the risk of offsite groundwater impacts and reduce the amount of leachate requiring treatment.	EV4 We will include conservation of resources as a planning factor.
5. Continue to implement the Asset Management Plan to ensure future assets and liabilities are managed to ensure best value for residents of the RDN.	S2 We will fund infrastructure in support of our core services employing an asset management focus.

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2018**

AREA	REGIONAL AND COMMUNITY UTILITIES																														
SERVICE	SOLID WASTE MANAGEMENT – PLANNING (ZERO WASTE)																														
CURRENT SERVICE LEVEL	<p>As part of the Solid Waste Management service, staff develop and implement plans and policies to minimize the need for regional waste disposal capacity by investigating residual disposal options, delivering Zero Waste programs and coordinating actions related to illegal dumping enforcement.</p> <p>Solid Waste Management Plans are mandated by the province and provide regional district's the regulatory authority to manage solid waste.</p>																														
ACTIVITY LEVELS	<p>Waste Stream Management License (WSML)</p> <ul style="list-style-type: none"> - 14 WSML Licenses issued, 2 applications pending - Minor administrative non-compliance (e.g. late reporting) remains on-going with 20% of licensees <p>Illegal Dumping</p> <table border="1" style="margin-left: 40px;"> <thead> <tr> <th></th> <th style="text-align: center;"><i>Total # of Sites</i></th> <th style="text-align: center;"><i># Community Clean Ups</i></th> <th style="text-align: center;"><i>Total Tonnes Recovered</i></th> <th style="text-align: center;"><i>Warning Signs Posted</i></th> </tr> </thead> <tbody> <tr> <td>2013</td> <td style="text-align: center;">143</td> <td style="text-align: center;">17</td> <td style="text-align: center;">30</td> <td style="text-align: center;">65</td> </tr> <tr> <td>2014</td> <td style="text-align: center;">113</td> <td style="text-align: center;">15</td> <td style="text-align: center;">33</td> <td style="text-align: center;">68</td> </tr> <tr> <td>2015</td> <td style="text-align: center;">56</td> <td style="text-align: center;">16</td> <td style="text-align: center;">97</td> <td style="text-align: center;">68</td> </tr> <tr> <td>2016</td> <td style="text-align: center;">58</td> <td style="text-align: center;">10</td> <td style="text-align: center;">35</td> <td style="text-align: center;">69</td> </tr> <tr> <td>2017*</td> <td style="text-align: center;">56</td> <td style="text-align: center;">29</td> <td style="text-align: center;">13</td> <td style="text-align: center;">69</td> </tr> </tbody> </table> <p>*YTD numbers only</p> <p>Solid Waste Management Plan</p> <ul style="list-style-type: none"> - Approved by the Minister of the Environment in 2004 - Currently being updated with completion targeted for the first quarter of 2018 		<i>Total # of Sites</i>	<i># Community Clean Ups</i>	<i>Total Tonnes Recovered</i>	<i>Warning Signs Posted</i>	2013	143	17	30	65	2014	113	15	33	68	2015	56	16	97	68	2016	58	10	35	69	2017*	56	29	13	69
	<i>Total # of Sites</i>	<i># Community Clean Ups</i>	<i>Total Tonnes Recovered</i>	<i>Warning Signs Posted</i>																											
2013	143	17	30	65																											
2014	113	15	33	68																											
2015	56	16	97	68																											
2016	58	10	35	69																											
2017*	56	29	13	69																											

PERFORMANCE INDICATORS

MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2018 PERFORMANCE OBJECTIVES
Region-wide diversion rate*	50% Provincial	2016 = 69%	2018 = 69%
Region-wide per capita waste disposal*	2010 CDN = 729 kg/c/year 2010 BC = 587 kg/c/year 2010 RDN = 410 kg/c/year	2016 = 338 kg/c/year 2015= 338 kg/c/year 2014 = 347 kg/c/year 2013 = 350 kg/c/year 2012 = 350 kg/c/year	2018 = 338 kg/c/year

KEY ACTIONS TO ACHIEVE 2018 PERFORMANCE OBJECTIVES

STRATEGIC PLAN ALIGNMENT

<p>1. Complete public consultation on the draft updated Solid Waste Management Plan to ensure new waste reduction targets and future waste management strategies meet the electorate's needs.</p>	<p>R2 We will focus on improved two-way communication within the Regional District and with our communities.</p>
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<p>2. Finalize Updated Solid Waste Management Plan, seek adoption from the Regional Board and submit the Plan for approval by the Minister of Environment.</p>	<p>EV4 We will include conservation of resources as a planning factor.</p>
<p>3. Provide staff support for the Association of Vancouver Island and Coastal Communities Solid Waste Management Committee.</p>	<p>R4 We look for opportunities to partner with other branches of government/ community groups to advance our region.</p>
<p>4. Ensure that private and non-profit waste management and recycling facilities licensed under Bylaw No. 1386 are operating in compliance with approved site operating plans.</p>	<p>EV2 We will evaluate air quality and climate impacts as factors in our infrastructure and services planning.</p>
<p>5. Work with other agencies to reduce illegal dumping and community parties to carry out clean up</p>	<p>R4 We look for opportunities to partner with other branches of government/ community groups to advance our region.</p>

**FINANCIAL PLAN
Solid Waste Management
2018 Proposed Budget**

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(541,958)	(722,610)	(831,132)	15.0%
	(541,958)	(722,610)	(831,132)	15.0%
Grants in lieu of taxes	(1,655)	(6,800)	(6,800)	
Operations	(149,427)	(129,275)	(139,925)	
Landfill tipping fees	(6,925,958)	(7,600,000)	(8,200,000)	
Miscellaneous	(365,549)	(478,944)	(489,178)	
Interdepartmental recoveries	(77,255)	(103,007)	(103,007)	
Total Operating Revenues	(8,061,802)	(9,040,636)	(9,770,042)	8.1%
Operating Expenditures				
Administration	427,060	577,177	601,863	
Professional fees	168,678	428,010	397,700	
Building oper & maint	116,731	202,602	195,550	
Vehicle & Equip- oper & maint	549,741	585,904	651,248	
Operating costs	1,735,452	2,818,877	2,860,259	
Total Operating Expenditures (excluding wages)	2,997,662	4,612,570	4,706,620	2.0%
Wages & benefits	2,314,386	3,219,611	3,328,271	3.4%
Total Operating Expenditures (including wages)	5,312,048	7,832,181	8,034,891	2.6%
Contribution to reserve funds	600,000	602,095	1,452,095	
Operating (surplus) / deficit	(2,149,754)	(606,360)	(283,056)	
Capital Asset Expenditures				
Capital expenditures	950,779	2,475,709	1,408,917	
Transfers from reserves	(671,073)	(1,835,909)	(682,917)	
Net Capital Assets funded from Operations	279,706	639,800	726,000	13.5%
Capital Financing Charges				
Existing debt (principal)	82,799	125,967	43,255	
Existing debt (interest)	2,201	1,532	158	
Total Capital Financing Charges	85,000	127,499	43,413	(66.0%)
Accumulated Surplus				
Net (surplus)/deficit for the year	(1,785,048)	160,939	486,357	
Transfer to appropriated surplus	245,000			
Transfer from appropriated surplus			(245,000)	
Prior year (surplus) / deficit	(583,103)	(583,103)	(1,425,761)	
Current year unappropriated surplus	(2,123,151)	(422,164)	(1,184,404)	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2018**

AREA	REGIONAL & COMMUNITY UTILITIES		
SERVICE	RESIDENTIAL GARBAGE, FOOD WASTE & RECYCLING COLLECTION PROGRAM		
SERVICE LEVEL	<p>Curbside collection service of residential waste is provided to over 28,000 single family and equivalent homes throughout the service area. The collection is provided through a private sector contractor.</p> <p>Garbage, food waste and recycling collection is provided to approximately 24,500 single family households and equivalents within the Electoral Areas, the City of Parksville, and District of Lantzville.</p> <p>Food waste and recycling service is provided to approximately 4,000 households within the Town of Qualicum Beach. Qualicum Beach staff provides garbage collection to their residents.</p> <p>The program prepares and distributes public education materials to promote waste reduction.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2018 PERFORMANCE OBJECTIVES
User Rates	\$149.75/year is the 2015 median residential user fee calculated by comparing 10 Island municipalities providing a similar level of curbside collection.	\$127.65/year	\$130.23/year
Disposal Rate (garbage only)	2009 – 283 kg/hh/yr	172.03 kg/hh/yr	170 kg/hh/year
Contamination in Recycling	3% non-printed paper and packaging, as per Recycle BC contract.	5.06% average in 2016 and 2017	4%
KEY ACTIONS TO ACHIEVE 2018 PERFORMANCE OBJECTIVES		STRATEGIC PLAN ALIGNMENT	
1. Manage the programs costs while promoting resident participation in the recycling and food waste diversion program.		EV4 We will include conservation of resources as a planning factor.	
2. Update web content for garbage & recycling/zero waste programs to allow easier use by residents and help to drive reduction of waste generation.		R2 We will focus on improved two-way communication within the Regional District and with our communities.	
3. Work with Recycle BC, the collection contractor, municipal partners and residents to lower contamination in recycling and organic waste streams.		R4 We look for opportunities to partner with other branches of government/ community groups to advance our region.	
4. Contribute funds to the reserve (\$90,000/2018), to manage the future costs associated with potential changes to the collection service in 2020 (e.g. automated or semi-automated collection).		S3 As we invest in regional services we look at both costs and benefits – The RDN will be effective and efficient.	

FINANCIAL PLAN
Solid Waste Collection & Recycling
2018 Proposed Budget

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Operations	(658,657)	(1,094,854)	(1,113,632)	
Utility user fees	(3,221,953)	(3,422,696)	(3,541,299)	
Miscellaneous	(7,354)	(20,000)	(7,500)	
Total Operating Revenues	(3,887,964)	(4,537,550)	(4,662,431)	2.8%
Operating Expenditures				
Administration	247,425	332,286	343,897	
Professional fees	1,632	12,500	8,000	
Building oper & maint	2,011	2,681	2,681	
Vehicle & Equip- oper & maint	686	1,485	1,485	
Operating costs	2,731,753	3,971,391	4,055,729	
Total Operating Expenditures (excluding wages)	2,983,507	4,320,343	4,411,792	2.1%
Wages & benefits	134,983	209,839	221,834	5.7%
Total Operating Expenditures (including wages)	3,118,490	4,530,182	4,633,626	2.3%
Contribution to reserve funds	90,000	90,205	90,205	
Operating (surplus) / deficit	(679,474)	82,837	61,400	
Capital Asset Expenditures				
Capital expenditures	228	2,450	125	
Net Capital Assets funded from Operations	228	2,450	125	(94.9%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(679,246)	85,287	61,525	
Prior year (surplus) / deficit	(260,473)	(260,473)	(200,284)	
Current year unappropriated surplus	(939,719)	(175,186)	(138,759)	