

**REGIONAL DISTRICT OF NANAIMO  
FINANCIAL PLAN 2019 to 2023  
INDEX**

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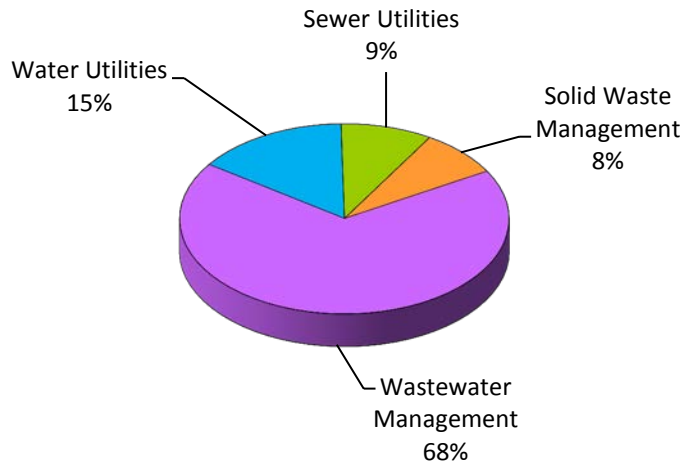
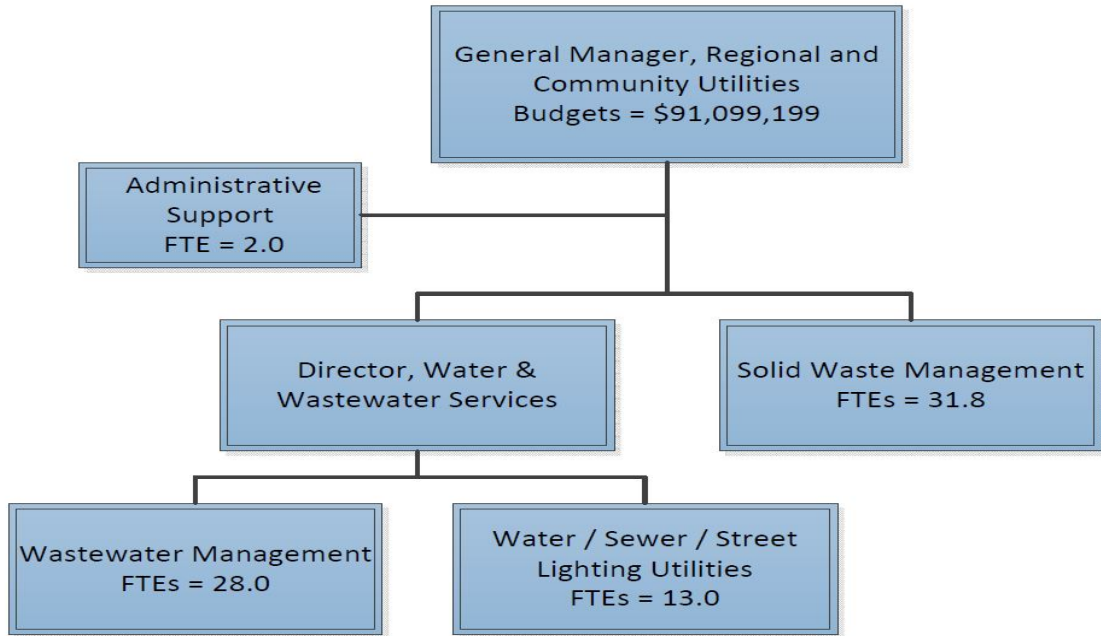
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**REGIONAL DISTRICT OF NANAIMO  
DEPARTMENTAL HIGHLIGHTS  
REGIONAL & COMMUNITY UTILITIES**



Regional & Community Utilities	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	
Wastewater Management	61,444,220	45,187,266	16,256,954	68%
Water Utilities	7,295,566	3,733,802	3,561,764	15%
Sewer Utilities	2,996,773	892,272	2,104,501	9%
Streetlighting	109,672	4,736	104,936	0%
Solid Waste Management	18,139,099	16,201,358	1,937,741	8%
	89,985,330	66,019,434	23,965,896	100%

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

AREA	REGIONAL AND COMMUNITY UTILITIES								
SERVICE	WASTEWATER MANAGEMENT – SOUTHERN COMMUNITY								
<b>CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES</b>	<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 97,600 persons.</p> <p>The plant processes the following annual quantities (2017):</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Wastewater</td> <td style="width: 50%; text-align: right;">15,525,250 m<sup>3</sup></td> </tr> <tr> <td>Septage &amp; Pump and Haul</td> <td style="text-align: right;">8,540 m<sup>3</sup></td> </tr> <tr> <td>Treat and reuse biosolids</td> <td style="text-align: right;">3,338 metric tonnes</td> </tr> </table>			Wastewater	15,525,250 m <sup>3</sup>	Septage & Pump and Haul	8,540 m <sup>3</sup>	Treat and reuse biosolids	3,338 metric tonnes
Wastewater	15,525,250 m <sup>3</sup>								
Septage & Pump and Haul	8,540 m <sup>3</sup>								
Treat and reuse biosolids	3,338 metric tonnes								
PERFORMANCE INDICATORS									
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2019 PERFORMANCE OBJECTIVES						
Effluent Quality	Ministry permit levels BOD 130 mg/l, TSS 130 mg/l.  Current average annual level BOD 97 mg/l, TSS 50 mg/l.	2018 = 99.4% of samples met permit levels to date  2017 = 99.0% of samples met permit levels  2016 = 99.2% of samples met permit levels	100% of samples meet permit levels						
Equipment Reliability	Unplanned emergency maintenance hours	2018 = est. 400 call out hours (267 call out hours to Sept 1/18) 2017 = 427 call out hours 2016 = 353 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	2018 = 3 odour complaints (to date) 2017 = 11 odour complaints 2016 = 6 odour complaints	Maintain current performance levels during secondary treatment upgrade						
Biogas Utilized	75% biogas utilization – when secondary project is completed	2018 = 29.1% gas utilized (to date) 2017 = 39.6% gas utilized 2016 = 34.6% of 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 2019 PERFORMANCE OBJECTIVES**

1. Expand capacity and provide secondary treatment at GNPCC to meet regulatory requirements and provide capacity to the service area to 2039
2. Refine chemically enhanced primary treatment procedures during periods of high BOD and TSS and maintenance periods.
3. Continue developing Preventative Maintenance Plan to monitor equipment failure and repair costs and prioritize asset replacement – CCTV inspection program and Wellington Northshore manhole repair program.
4. Operate cogeneration facility to utilize 75% of the biogas produced from the site– revenue potential\$100k+
5. Work with WWS departmental staff and RDN Asset Management working group to track all new equipment included in the secondary treatment project critical to sustained service delivery.



**FINANCIAL PLAN**  
**Wastewater Southern Community**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Property taxes	(6,005,096)	(8,006,795)	(8,887,543)	11.0%
	<b>(6,005,096)</b>	<b>(8,006,795)</b>	<b>(8,887,543)</b>	<b>11.0%</b>
Grants in lieu of taxes	(119,740)			
Operations	(404,516)	(377,800)	(453,800)	
Interdepartmental recoveries	(40,528)	(60,423)	(60,423)	
<b>Total Operating Revenues</b>	<b>(6,569,880)</b>	<b>(8,445,018)</b>	<b>(9,401,766)</b>	<b>11.3%</b>
<b>Operating Expenditures</b>				
Administration	262,757	366,485	432,663	
Professional fees	139,866	222,103	189,458	
Building oper & maint	442,911	693,536	676,354	
Vehicle & Equip- oper & maint	301,323	452,640	473,672	
Operating costs	798,260	1,235,804	1,262,586	
Contingency	(8,345)			
<b>Total Operating Expenditures (excluding wages)</b>	<b>1,936,772</b>	<b>2,970,568</b>	<b>3,034,733</b>	<b>2.2%</b>
Wages & benefits	1,337,940	1,834,774	1,852,851	1.0%
<b>Total Operating Expenditures (including wages)</b>	<b>3,274,712</b>	<b>4,805,342</b>	<b>4,887,584</b>	<b>1.7%</b>
Contribution to reserve funds	2,070,000	2,070,575	3,300,575	
<b>Operating (surplus) / deficit</b>	<b>(1,225,168)</b>	<b>(1,569,101)</b>	<b>(1,213,607)</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	20,927,193	45,795,200	30,611,095	
Transfers from reserves	(9,815,179)	(29,085,250)	(6,812,706)	
Grants and other	(6,011,510)	(7,018,295)		
New borrowing	(4,856,149)	(9,322,155)	(23,381,459)	
<b>Net Capital Assets funded from Operations</b>	<b>244,355</b>	<b>369,500</b>	<b>416,930</b>	<b>12.8%</b>
<b>Capital Financing Charges</b>				
Existing debt (principal)	558,236	744,314	744,314	
Existing debt (interest)	433,125	742,500	877,500	
New Debt (principal & interest)		93,222	233,815	
<b>Total Capital Financing Charges</b>	<b>991,361</b>	<b>1,580,036</b>	<b>1,855,629</b>	<b>17.4%</b>
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	10,548	380,435	1,058,952	
Transfer to appropriated surplus	62,000			
Transfer from appropriated surplus	<b>(355,490)</b>	<b>(355,490)</b>	(62,000)	<b>(82.6%)</b>
Prior year (surplus) / deficit	(784,237)	(784,237)	(1,134,417)	
<b>Current year unappropriated surplus</b>	<b>(1,067,179)</b>	<b>(759,292)</b>	<b>(137,465)</b>	

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

AREA	REGIONAL AND COMMUNITY UTILITIES						
SERVICE	WASTEWATER MANAGEMENT – DUKE POINT						
<b>CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES</b>	<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 m<sup>3</sup>/day</p> <p>The plant processes the following annual quantities (2017):</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Wastewater</td> <td style="width: 70%;">50,670 m<sup>3</sup> (Average daily flow 139 m<sup>3</sup>)</td> </tr> <tr> <td>Sludge</td> <td>665 m<sup>3</sup></td> </tr> </table>			Wastewater	50,670 m <sup>3</sup> (Average daily flow 139 m <sup>3</sup> )	Sludge	665 m <sup>3</sup>
Wastewater	50,670 m <sup>3</sup> (Average daily flow 139 m <sup>3</sup> )						
Sludge	665 m <sup>3</sup>						
PERFORMANCE INDICATORS							
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2019 PERFORMANCE OBJECTIVES				
Effluent Quality	Ministry Permit Levels BOD 30mg/l, TSS 30 mg/l.  Current average annual level BOD 3.1 mg/l, TSS 4.2 mg/l.	2018 = 100 % of samples met permit levels to date  2017 = 100% of samples met permit levels  2016 = 100% of samples met permit levels	100% of samples meet permit levels				
Equipment Reliability	Unplanned emergency maintenance hours	2018 = est. 55 call out hours (37 call out hours to Sept 1/18) 2017 = 29 call out hours 2016 = 20 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	2018 = 0 odour complaints to date 2017 = 0 odour complaints 2016 = 0 odour complaints	No odour complaints				
KEY ACTIONS TO ACHIEVE 2019 PERFORMANCE OBJECTIVES							
<ol style="list-style-type: none"> <li>1. Administer source control strategies aimed at reducing contaminants that industries and businesses discharge into the sanitary sewer system.</li> <li>2. Continue developing Preventative Maintenance Plan to monitor equipment failure and repair costs and prioritize asset replacement</li> <li>3. Work on sewer servicing strategy for Cedar Village with Development Services.</li> <li>4. Work with WWS departmental staff and RDN Asset Management working group to implement program.</li> </ol>							



**FINANCIAL PLAN**  
**Wastewater Duke Point**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Property taxes	(178,691)	(238,254)	(247,784)	4.0%
	<b>(178,691)</b>	<b>(238,254)</b>	<b>(247,784)</b>	<b>4.0%</b>
Operations	(57)			
Utility user fees	(7,559)	(12,000)	(12,000)	
Interdepartmental recoveries	(25,709)	(48,479)	(42,656)	
<b>Total Operating Revenues</b>	<b>(212,016)</b>	<b>(298,733)</b>	<b>(302,440)</b>	<b>1.2%</b>
<b>Operating Expenditures</b>				
Administration	15,051	20,314	25,024	
Professional fees	5,852	12,900	8,400	
Building oper & maint	12,466	18,270	17,500	
Vehicle & Equip- oper & maint	29,095	34,033	31,110	
Operating costs	52,334	82,461	79,783	
<b>Total Operating Expenditures (excluding wages)</b>	<b>114,798</b>	<b>167,978</b>	<b>161,817</b>	<b>(3.7%)</b>
Wages & benefits	79,530	103,414	120,225	<b>16.3%</b>
<b>Total Operating Expenditures (including wages)</b>	<b>194,328</b>	<b>271,392</b>	<b>282,042</b>	<b>3.9%</b>
Contribution to reserve funds	30,000	30,065	50,065	
<b>Operating (surplus) / deficit</b>	<b>12,312</b>	<b>2,724</b>	<b>29,667</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	16,010	35,832	25,720	
<b>Net Capital Assets funded from Operations</b>	<b>16,010</b>	<b>35,832</b>	<b>25,720</b>	<b>(28.2%)</b>
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	28,322	38,556	55,387	
Prior year (surplus) / deficit	(161,614)	(161,614)	(154,513)	
<b>Current year unappropriated surplus</b>	<b>(133,292)</b>	<b>(123,058)</b>	<b>(99,126)</b>	

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

<b>AREA</b>	<b>REGIONAL AND COMMUNITY UTILITIES</b>								
<b>SERVICE</b>	<b>WASTEWATER MANAGEMENT – NORTHERN COMMUNITY</b>								
<b>CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES</b>	<p>The Northern Community Sewage Treatment Service Area serves the municipalities of Parksville, Qualicum Beach and portions of Electoral Areas E and G. The treatment facility at French Creek is a secondary treatment plant serving a population of approximately 27,700 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 (2017):</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 60%;">Wastewater</td> <td style="text-align: right;">3,864,816 m<sup>3</sup></td> </tr> <tr> <td>Septage &amp; Pump and Haul</td> <td style="text-align: right;">10,114 m<sup>3</sup></td> </tr> <tr> <td>Treat and reuse of biosolids</td> <td style="text-align: right;">1,260 metric tonnes</td> </tr> </table>			Wastewater	3,864,816 m <sup>3</sup>	Septage & Pump and Haul	10,114 m <sup>3</sup>	Treat and reuse of biosolids	1,260 metric tonnes
Wastewater	3,864,816 m <sup>3</sup>								
Septage & Pump and Haul	10,114 m <sup>3</sup>								
Treat and reuse of biosolids	1,260 metric tonnes								
<b>PERFORMANCE INDICATORS</b>									
<b>MEASUREMENT INDICATOR</b>	<b>BENCHMARK</b>	<b>CURRENT PERFORMANCE</b>	<b>2019 PERFORMANCE OBJECTIVES</b>						
Effluent Quality	<p>Ministry permit level BOD 45 mg/l, TSS 60 mg/l.</p> <p>Current average annual level BOD 17 mg/l, TSS 20 mg/l.</p>	<p>2018 = 99.1 % of samples to date met permit limits (maintenance on secondary treatment system impacted effluent quality for 3 days).</p> <p>2017 = 97.0% of samples met permit limits (maintenance project on secondary treatment system impacted effluent quality this year)</p> <p>2016 = 97.1% of samples met permit levels (maintenance project on secondary treatment system impacted effluent quality this year)</p>	100% of samples meet permit levels						
Equipment Reliability	Unplanned emergency maintenance hours	<p>2018 = est. 431 call out hours (287 hrs to Sept 1/18).</p> <p>2017 = 337 call out hours</p> <p>2016 = 310 call out hours</p>	Reduce by 5%						
Asset Management Plan Implementation	Strategic Asset Management plan in place	Asset registry being optimized and long term capital plan under development	Continue advance asset registry and asset management plan						
Odour Complaints	No odour complaints	<p>2018 = 52 odour complaints to date</p> <p>2017 = 39 odour complaints</p> <p>2016 = 9 odour complaints</p>	No odour complaints						



**KEY ACTIONS TO ACHIEVE 2019 PERFORMANCE OBJECTIVES**

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
2. Expand Bay Avenue pump station - \$2.3 M 2019 and \$1.2 M in 2020 to provide future capacity and improve operational efficiency
3. Continue developing Preventative Maintenance Plan to monitor equipment failure and repair costs and prioritize asset replacement – Underground utilizes maintenance \$188K
4. Work with WWS departmental staff and RDN Asset Management working group to implement program
5. Continue to implement a capital works strategy and adjust operational procedures to mitigate on site odours.



**FINANCIAL PLAN**  
**Wastewater Northern Community**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Property taxes	(3,906,750)	(5,209,000)	(5,209,000)	
	<b>(3,906,750)</b>	<b>(5,209,000)</b>	<b>(5,209,000)</b>	
Grants in lieu of taxes	(11,456)	(5,470)	(5,470)	
Operations	(283,444)	(316,550)	(346,550)	
Interdepartmental recoveries		(1,000)	(1,000)	
<b>Total Operating Revenues</b>	<b>(4,201,650)</b>	<b>(5,532,020)</b>	<b>(5,562,020)</b>	<b>0.5%</b>
<b>Operating Expenditures</b>				
Administration	164,915	228,800	242,722	
Professional fees	47,539	123,666	78,417	
Building oper & maint	260,914	465,791	380,975	
Vehicle & Equip- oper & maint	261,577	438,976	379,256	
Operating costs	347,474	693,710	681,234	
<b>Total Operating Expenditures (excluding wages)</b>	<b>1,082,419</b>	<b>1,950,943</b>	<b>1,762,604</b>	<b>(9.7%)</b>
Wages & benefits	807,643	1,117,254	1,149,608	<b>2.9%</b>
<b>Total Operating Expenditures (including wages)</b>	<b>1,890,062</b>	<b>3,068,197</b>	<b>2,912,212</b>	<b>(5.1%)</b>
Contribution to reserve funds	2,342,629	2,343,059	2,843,059	
<b>Operating (surplus) / deficit</b>	<b>31,041</b>	<b>(120,764)</b>	<b>193,251</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	412,553	1,643,611	4,116,398	
Transfers from reserves	(88,597)	(1,180,000)	(3,773,698)	
Grants and other	(17,311)	(17,311)		
<b>Net Capital Assets funded from Operations</b>	<b>306,645</b>	<b>446,300</b>	<b>342,700</b>	<b>(23.2%)</b>
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	337,686	325,536	535,951	
Transfer to appropriated surplus	114,250			
Transfer from appropriated surplus	<b>(244,900)</b>	<b>(244,900)</b>	(114,250)	<b>(53.3%)</b>
Prior year (surplus) / deficit	(1,077,344)	(1,077,344)	(1,368,620)	
<b>Current year unappropriated surplus</b>	<b>(870,308)</b>	<b>(996,708)</b>	<b>(946,919)</b>	

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

AREA	REGIONAL AND COMMUNITY UTILITIES						
SERVICE	WASTEWATER MANAGEMENT – NANOOSE BAY (Fairwinds)						
<b>CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES</b>	<p>A primary treatment facility located in Fairwinds on the Nanoose Bay Peninsula. The plant currently serves a population of approximately 1,496. 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 (2017):</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Wastewater</td> <td style="text-align: right;">75,374 m<sup>3</sup></td> </tr> <tr> <td>Sludge</td> <td style="text-align: right;">725 m<sup>3</sup></td> </tr> </table>			Wastewater	75,374 m <sup>3</sup>	Sludge	725 m <sup>3</sup>
Wastewater	75,374 m <sup>3</sup>						
Sludge	725 m <sup>3</sup>						
PERFORMANCE INDICATORS							
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2019 PERFORMANCE OBJECTIVES				
Effluent Quality	Ministry permit levels BOD 100 mg/l, TSS 100 mg/l  Current average annual level BOD 65.0 mg/l, TSS 34.5 mg/l	2018 = 98.9 % of samples met permit levels to date  2017 = 100% of samples met permit levels  2016 = 99.3% of samples met permit levels	100% of samples meet permit levels				
Equipment Reliability	Unplanned emergency maintenance hours	2018 = est. 47.9 call out hours (31.9 hours to Sept 1/18) 2017 = 37 call out hours 2016 = 34 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	2018 = 5 odour complaints to date 2017 = 2 odour complaints 2016 = 1 odour complaint	0 odour complaints				
KEY ACTIONS TO ACHIEVE 2019 PERFORMANCE OBJECTIVES							
<ol style="list-style-type: none"> <li>1. Improve chemically enhanced primary treatment to ensure effluent quality meets Ministry permit requirements.</li> <li>2. Continue developing Preventative Maintenance Plan to monitor equipment failure and repair costs and prioritize asset replacement.</li> <li>3. Quantify maintenance and repair costs to determine the annual cost of maintaining “problem” assets versus replacement.</li> <li>4. Work with WWS departmental staff and RDN Asset Management working group to implement program.</li> </ol>							



**FINANCIAL PLAN**  
**Wastewater Nanoose**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(430,961)	(574,615)	(603,346)	5.0%
	<b>(430,961)</b>	<b>(574,615)</b>	<b>(603,346)</b>	<b>5.0%</b>
Operations	(132)			
Utility user fees	(33,381)	(30,000)	(30,000)	
<b>Total Operating Revenues</b>	<b>(464,474)</b>	<b>(604,615)</b>	<b>(633,346)</b>	<b>4.8%</b>
<b>Operating Expenditures</b>				
Administration	21,767	29,134	33,357	
Professional fees	1,284	11,500	8,300	
Building oper & maint	26,483	46,961	46,017	
Vehicle & Equip- oper & maint	29,781	50,657	51,713	
Operating costs	99,113	164,136	168,808	
<b>Total Operating Expenditures (excluding wages)</b>	<b>178,428</b>	<b>302,388</b>	<b>308,195</b>	<b>1.9%</b>
Wages & benefits	86,874	118,826	121,941	<b>2.6%</b>
<b>Total Operating Expenditures (including wages)</b>	<b>265,302</b>	<b>421,214</b>	<b>430,136</b>	<b>2.1%</b>
Contribution to reserve funds	90,000	90,080	350,080	
<b>Operating (surplus) / deficit</b>	<b>(109,172)</b>	<b>(93,321)</b>	<b>146,870</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	10,739	185,550	376,180	
Transfers from reserves			(320,000)	
<b>Net Capital Assets funded from Operations</b>	<b>10,739</b>	<b>185,550</b>	<b>56,180</b>	<b>(69.7%)</b>
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	(98,433)	92,229	203,050	
Transfer to appropriated surplus	40,000			
Transfer from appropriated surplus			(40,000)	
Prior year (surplus) / deficit	(378,783)	(378,783)	(404,095)	
<b>Current year unappropriated surplus</b>	<b>(437,216)</b>	<b>(286,554)</b>	<b>(241,045)</b>	

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

<b>AREA</b>	<b>REGIONAL AND COMMUNITY UTILITIES</b>		
<b>SERVICE</b>	<b>LIQUID WASTE MANAGEMENT PLANNING</b>		
<b>CURRENT SERVICE LEVEL WITH EXISTING RESOURCES</b>	<p>The <i>Environmental Management Act</i> allows local governments to develop a Liquid Waste Management Plan (LWMP). The RDN’s LWMP was adopted by the Board and approved by the Minister of Environment in 2014 and forms a legally binding contract to fulfill its commitments. The LWMP and Permits and Operational Certificates issued by the province provide the RDN’s authorization to discharge treated municipal wastewater effluent.</p> <p>The LWMP’s ten programs are embedded with commitments that serve all RDN communities and electoral areas. Some of the commitments (i.e. infrastructure upgrades) are linked to other business plans. As such, partnerships and collaboration with other departments and partner municipalities are essential to the success of the LWMP.</p> <p>The LWMP was adopted after extensive dialogue with the communities. This allowed our residents to shape how we finance and upgrade infrastructure, recover resources from waste, reduce pollution, manage odours, reduce the volume of flow entering wastewater infrastructure, and manage rainwater. The LWMP function continues to support the communities with communication on the programs and projects that serve them.</p>		
<b>PERFORMANCE INDICATORS</b>			
<b>MEASUREMENT INDICATOR</b>	<b>BENCHMARK</b>	<b>CURRENT PERFORMANCE</b>	<b>2019 OBJECTIVES</b>
Implementation of programs in the approved LWMP	Compliance with the <i>Environmental Management Act</i>	Meeting requirements of the <i>Environmental Management Act</i> by implementing LWMP programs	Continue implementing LWMP programs. Report progress and achievements to the Monitoring Committee and province.
<b>KEY ACTIONS TO ACHIEVE 2019 PERFORMANCE OBJECTIVES</b>			
<ol style="list-style-type: none"> <li>1. Coordinate two or more LWMP Monitoring Committee meetings to oversee and guide LWMP implementation.</li> <li>2. Prepare the LWMP Annual Report to document LWMP implementation.</li> <li>3. Coordinate two Wastewater and Water Collaborative (W3C) meetings between the RDN and member municipalities to: <ol style="list-style-type: none"> <li>a) maintain and enhance partnerships with other departments and organizations</li> <li>b) to implement LWMP commitments related to source control and pollution prevention; water conservation and volume reduction; inflow and infiltration; rainwater management and watershed protection; climate change; and public education.</li> </ol> </li> <li>4. Offer four SepticSmart workshops to communities using onsite septic systems for wastewater management.</li> <li>5. Continue delivering the Septic Maintenance Rebate Program. Offer \$47,000 in Septic Maintenance Rebates to share the costs of improving the performance of regional onsite systems.</li> <li>6. Contribute to the Drinking Water and Watershed Action Plan Update to: <ol style="list-style-type: none"> <li>c) strengthen connections between the DWWP Action Plan and the LWMP and</li> <li>d) identify actions to improve Rainwater Management in the region.</li> </ol> </li> <li>7. Provide community members with informative updates, through web and print, on programs and projects that serve them (e.g. SepticSmart, rebates changes to sewer services and treatment plant upgrades).</li> </ol>			



**FINANCIAL PLAN**  
**Liquid Waste Management Planning**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Property taxes	(131,376)	(175,168)	(176,920)	1.0%
	<b>(131,376)</b>	<b>(175,168)</b>	<b>(176,920)</b>	<b>1.0%</b>
Grants in lieu of taxes	(1,550)			
Operating grants			(10,000)	
Operations	(54,251)	(62,000)	(62,000)	
Miscellaneous	(500)			
<b>Total Operating Revenues</b>	<b>(187,677)</b>	<b>(237,168)</b>	<b>(248,920)</b>	<b>5.0%</b>
<b>Operating Expenditures</b>				
Administration	13,548	19,104	26,747	
Professional fees	1,222	57,500	43,000	
Vehicle & Equip- oper & maint	206	206	293	
Operating costs	6,772	14,143	14,256	
Program costs	42,884	68,000	68,000	
<b>Total Operating Expenditures (excluding wages)</b>	<b>64,632</b>	<b>158,953</b>	<b>152,296</b>	<b>(4.2%)</b>
Wages & benefits	105,050	149,131	153,466	2.9%
<b>Total Operating Expenditures (including wages)</b>	<b>169,682</b>	<b>308,084</b>	<b>305,762</b>	<b>(0.8%)</b>
Contribution to reserve funds		205	205	
<b>Operating (surplus) / deficit</b>	<b>(17,995)</b>	<b>71,121</b>	<b>57,047</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	686	400		
<b>Net Capital Assets funded from Operations</b>	<b>686</b>	<b>400</b>		<b>(100.0%)</b>
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	(17,309)	71,521	57,047	
Prior year (surplus) / deficit	(216,592)	(216,592)	(159,204)	
<b>Current year unappropriated surplus</b>	<b>(233,901)</b>	<b>(145,071)</b>	<b>(102,157)</b>	

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

<b>AREA</b>	<b>REGIONAL &amp; COMMUNITY UTILITIES</b>		
<b>SERVICE</b>	<b>DRINKING WATER AND WATERSHED PROTECTION</b>		
<b>CURRENT SERVICE LEVEL</b>	<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, Drinking Water Watershed Protection Action Plan, and commitments under the Liquid Waste Management Plan, the Program provides:</p> <ul style="list-style-type: none"> <li>• scientific and technical research, monitoring and reporting to support innovative, evidence based policy- and decision-making, as well as emergency planning;</li> <li>• 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;</li> <li>• capacity-building to support local stewardship groups with on-the-ground conservation initiatives;</li> <li>• rebate programs to assist residents with direct investments in household efficiency measures; and</li> <li>• outreach to improve conservation and reduce drinking water costs to taxpayers.</li> </ul>		
<b>PERFORMANCE INDICATORS</b>			
<b>MEASUREMENT INDICATOR</b>	<b>BENCHMARK</b>	<b>CURRENT PERFORMANCE</b>	<b>2019 PERFORMANCE OBJECTIVES</b>
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 a third-party 10-year implementation review of the DWWP Action Plan and reported to the Board.</p> <p>Implemented data management software WaterTrax for the ever-growing DWWP program datasets including well water quality data voluntarily submitted via the Rural Water Quality Stewardship rebate.</p> <p>Established a data sharing agreement with the Province to move data from the DWWP volunteer groundwater monitoring network into the new provincial water data web platform to enable better access for Provincial decision makers.</p> <p>Continued to update regional wetland mapping in partnership with VIU.</p> <p>Provided real-time streamflow and precipitation data from local monitoring sites to Emergency Planning staff during severe weather events.</p> <p>Completed policy review and update for groundwater assessment requirements for rezoning / subdivision. Maintained monthly meetings with Planning to provide support with water-related information and initiatives.</p>	<p>Update the DWWP Action Plan, incorporating findings from the 10-year review completed in 2018. Also include overlapping commitments in RDN LWMP for rainwater management.</p> <p>Continue to support Emergency Planning staff as required.</p> <p>Continue to work with regional partners to co-develop watershed management strategies.</p> <p>Support efforts for Community 2 Community forums to foster dialogue with First Nations on water governance.</p> <p>Maintain monthly meetings with Planning to provide support with water-related information and initiatives.</p>

MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2019 PERFORMANCE OBJECTIVES																					
Oversight of health of regional watersheds	Watershed protection activities active in all RDN water regions.	<p>Analyzed and reported on surface water quality data trends observed over the past 7 years of the Community Watershed Monitoring Network in a comprehensive review that included streamflow, climate and land use change.</p> <p>Continued to train and support up to 13 local groups for ongoing water quality monitoring across region; trained 3 groups on digital field data collection via tablets.</p> <p>Supported local enhancement projects on Shelly Creek (Parksville, EA G), Chase River (City of Nanaimo), Knarston Creek (Lantzville).</p> <p>Collected data from established monitoring locations &amp; installed two new monitoring stations through partnership with MFLNRO, DFO and Island Timberlands. (French Creek – streamflow; Upper Nanoose Creek watershed -climate)</p> <p>Continued dialogue on collaborative watershed based decision making through DWWP Technical Advisory Committee and Nanaimo River Watershed Roundtable.</p>	<p>Support Area F OCP update with data analysis and studies on water quality status and risk; water availability (Water Budget Phase 3 French Creek).</p> <p>Continue to collect data from established monitoring locations and continue to refine processes for data management.</p> <p>Implement recommendations from 2018 Surface Water Quality Trend Report.</p> <p>Continue dialogue on collaborative watershed based decision making through DWWP Technical Advisory Committee and Nanaimo River Watershed Roundtable.</p>																					
Participation in rebate programs	140+ rebates allocated, totaling \$40,000+ and generating over \$100,000 additional economic activity yearly.	<table border="1"> <thead> <tr> <th></th> <th>YTD Rebates (\$)</th> <th>YTD Rebates (#)</th> </tr> </thead> <tbody> <tr> <td>Rainwater</td> <td>\$23,250</td> <td>31</td> </tr> <tr> <td>Well Water</td> <td>\$8,924</td> <td>87</td> </tr> <tr> <td>Quality Test Well</td> <td>\$2,700</td> <td>8</td> </tr> <tr> <td>Upgrades</td> <td></td> <td></td> </tr> <tr> <td>Irrigation &amp; Soil</td> <td>\$6,675</td> <td>27</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>\$41,549</b></td> <td><b>153</b></td> </tr> </tbody> </table>		YTD Rebates (\$)	YTD Rebates (#)	Rainwater	\$23,250	31	Well Water	\$8,924	87	Quality Test Well	\$2,700	8	Upgrades			Irrigation & Soil	\$6,675	27	<b>TOTAL</b>	<b>\$41,549</b>	<b>153</b>	<p>Continue to offer rebates to promote water protection and conservation.</p> <p>Determine economic activity generated by all rebate programs.</p>
	YTD Rebates (\$)	YTD Rebates (#)																						
Rainwater	\$23,250	31																						
Well Water	\$8,924	87																						
Quality Test Well	\$2,700	8																						
Upgrades																								
Irrigation & Soil	\$6,675	27																						
<b>TOTAL</b>	<b>\$41,549</b>	<b>153</b>																						
Implementation of education and awareness initiatives	<p>Consistent Watering Restrictions in place across region.</p> <p>Meet water consumption reduction targets.</p> <p>Ongoing positive presence in media.</p> <p>100% of households reached with communications about regional water</p>	<p>Evaluated the Irrigation Check-up Program and found 65% of participants reduced their summer water use after taking part in the program.</p> <p>Reviewed RDN Water Systems progress against the targeted laid out in the 2013 Water Conservation Plan – we are on track to meet targets across all systems (observed 31% decrease in water use per connection since 2004).</p> <p>Provided information on DWWP programs</p>	<p>Remain on track for water consumption reduction target of 33% below 2004 average annual residential water use. Aiming for average of 525 litres per connection per day.</p> <p>Update the RDN Water Service Areas Water Conservation Plan targets and measures for 2019 - 2025.</p> <p>Develop a short video series for</p>																					



	resources.	<p>and regional water resources to all residents through EA Updates and Regional Perspectives newsletter.</p> <p>Leveraged partnerships with City of Nanaimo and Private Forestry to engage 180 students on 6 watershed field trips.</p> <p>Used RDN Get Involved website and other media to promote water-related outreach events, information.</p> <p>Developed and distributed Stream Stewardship Newsletters for residents in Beck Creek and Walley Creek watersheds.</p> <p>Attended or hosted more than 30 public events providing educational opportunities to achieve water conservation targets and promote watershed protection.</p>	<p>promoting water messaging online.</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>
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**KEY ACTIONS TO ACHIEVE 2019 PERFORMANCE OBJECTIVES**

1. Update DWWP Action Plan for next 10 year period - 2020 to 2030 - based on review of achievements to date and focus areas moving forward, considering the implications of the new BC Water Sustainability Act and the commitments in the RDN Liquid Waste Management Plan for Rainwater Management (\$60,000).
2. Support Community 2 Community Forums on water governance with First Nations. (\$3,000).
3. Support Area F OCP Update with data analysis and studies on water quality status and risk; water availability. (\$25,000)
4. Update the RDN Water Services Water Conservation Plan targets and measures for 2019-2025. (\$8,000)
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 implementing recommendations from 2018 Trend Analysis report (\$19,300).
6. Develop a short video series for promoting water conservation and water protection messaging (\$3000).
7. Target delivery of education and awareness initiatives based on data in order to achieve water consumption reduction goals of 525 litres per connection per day.
8. Hold three DWWP Technical Advisory Committee meetings to oversee DWWP program implementation.



**FINANCIAL PLAN**  
**Drinking Water/Watershed Protection**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(116,635)	(155,513)	(165,960)	6.7%
Property taxes	(269,399)	(359,198)	(384,856)	7.1%
	<b>(386,034)</b>	<b>(514,711)</b>	<b>(550,816)</b>	<b>7.0%</b>
Operations	(60)		(15,000)	
<b>Total Operating Revenues</b>	<b>(386,094)</b>	<b>(514,711)</b>	<b>(565,816)</b>	<b>9.9%</b>
<b>Operating Expenditures</b>				
Administration	32,316	47,126	52,212	
Professional fees	32,150	120,500	114,000	
Building oper & maint	1,875	2,500	2,500	
Vehicle & Equip- oper & maint	1,200	1,600	1,600	
Operating costs	24,647	29,888	30,619	
Program costs	57,657	93,700	116,750	
<b>Total Operating Expenditures (excluding wages)</b>	<b>149,845</b>	<b>295,314</b>	<b>317,681</b>	<b>7.6%</b>
Wages & benefits	209,020	276,358	346,934	<b>25.5%</b>
<b>Total Operating Expenditures (including wages)</b>	<b>358,865</b>	<b>571,672</b>	<b>664,615</b>	<b>16.3%</b>
Contribution to reserve funds	25,000	25,410	410	
<b>Operating (surplus) / deficit</b>	<b>(2,229)</b>	<b>82,371</b>	<b>99,209</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	1,135	1,400	2,000	
<b>Net Capital Assets funded from Operations</b>	<b>1,135</b>	<b>1,400</b>	<b>2,000</b>	<b>42.9%</b>
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	(1,094)	83,771	101,209	
Transfer to appropriated surplus	25,000			
Transfer from appropriated surplus			(25,000)	
Prior year (surplus) / deficit	(200,962)	(200,962)	(119,438)	
<b>Current year unappropriated surplus</b>	<b>(177,056)</b>	<b>(117,191)</b>	<b>(43,229)</b>	

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

AREA	REGIONAL & COMMUNITY UTILITIES		
SERVICE	<b>WATER SUPPLY, SANITARY SEWER COLLECTION, STORMWATER DETENTION, STREETLIGHTING</b>		
CURRENT SERVICE LEVEL	The Water Services Department operates 9 water systems with 3,427 properties, 7 sanitary sewer collection systems with 3,268 properties, 2 storm-water detention functions, and 8 street lighting systems. 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.		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2019 PERFORMANCE OBJECTIVES
Water Quality	Meet Canadian Drinking Water Quality and Island Health standards.	All water systems except Whiskey Creek meet current standards. Aesthetic limits are exceeded in some areas.	<p>Complete the development of a new groundwater source for Whiskey Creek Water Service Area and the installation of a new pumphouse and transmission main to integrate the new source into the existing water system.</p> <p>Develop and implement strategies to meet aesthetic standards and fulfil permit requirements in all water systems.</p>
Water Usage/Conservation	2013 Water Conservation Plan targets an average daily use per connection in 2018 of 33% below 2004 usage.	2017 Results indicate an average use per connection of 31% below 2004 usage.	<p>Continue to support water conservation efforts to meet 2013 Plan goals through active participation in:</p> <ul style="list-style-type: none"> <li>the timely identification and resolution of excessive water use incidents; and</li> <li>the implementation and monitoring of Watering Restriction Stages in the summer months.</li> </ul> <p>Participate in and support the update to the RDN Water Service Areas Water Conservation Plan for 2020-2025, in partnership with the DWWP program.</p>
Asset Management Plan Development	Strategic Asset Management Plan in place to ensure effective long-term operability and maintainability of water,	Asset registry and rudimentary asset management plan developed for water supply, sewer collection, stormwater	Develop lifecycle-based asset renewal plan for water supply, sewer collection, stormwater detention, and streetlighting

	sewer, stormwater, and street lighting systems.	detention, and streetlighting services.  Project underway to perform formal condition assessment on all water systems.	services.  Use the results of the water systems condition assessment project to help populate the asset management plan.
Asset Management Plan Implementation	Projects identified on the Asset Management Plan for the Water Services department are executed in the timeframe identified in the plan. The Water Services 10 Year Capital Spending Plan is the current manifestation of the Asset Management Plan in this area.	Most projects identified for 2018 execution have been progressed, with some notable exceptions due to staffing or regulatory delays.	Participate in the development of the asset management plan to ensure targets are appropriate and adequate staffing is in place to promote success.  Execute all work identified as 2019 priority work in the Asset Management Plan

## KEY ACTIONS TO ACHIEVE 2019 PERFORMANCE OBJECTIVES

1. 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).
2. Continue to provide efficient Design Stage reviews for development driven water, sewer, and streetlighting infrastructure (staff time, covered by development fees).
3. Continue to develop long term capital plan (Asset Management Plan) for the water service areas, incorporating the findings of Key Action #6, the Condition Assessment project (staff time).
4. Work with residents to investigate water, sewer, and streetlighting service area expansions that compliment OCP and RGS objectives (staff time).
5. Continue to work with Strategic Initiatives staff to develop and implement the RDN Asset Management Plan for the Water Services Department. (staff time).
6. Complete Condition Assessments for all Water Service Areas to provide better definition and clarity for future asset replacements and upgrades. This activity started in 2018 and will be completed in 2019 (\$40,000).
7. Complete development of a ground water source for Whiskey Creek Water Service Area to meet Island Health requirements to provide safe drinking water to 126 households. This activity started in 2018 and will be completed in 2019 (\$303,000).
8. Complete the design and installation of back-up power for the Nanoose WTP to increase the resilience of that water system. This activity started in 2018 and will be completed in 2019 (\$80,000).
9. Complete design and construction of new Nanoose Pumpstation to meet current and build-out water demand requirements. This activity started in 2018 and will be completed in 2019 (\$1,335,000).
10. Design and construction of a new pumphouse and transmission main to incorporate the new Whiskey Creek WSA ground water source into the existing distribution system (\$453,412, contingent on completion of Key Action #7).
11. Design of upgrades to the French Creek WSA, contingent on receiving a grant from the provincial Green Initiatives program (\$374,300). Construction will occur in 2020 and 2021. (\$1,497,000)
12. Design of upgrades to the West Bay Pumphouse in the Nanoose Bay peninsula WSA (\$15,000). Construction will occur in 2020. (\$100,000)
13. Design and construction of replacement water mains in Nanoose Bay Peninsula WSA in order to maintain services at current levels. (\$275,000)
14. Install planned miscellaneous capital upgrades to RDN water systems in order to maintain services at current levels (\$230,000).



**FINANCIAL PLAN**  
**Water - Nanoose Peninsula**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(711,108)	(948,144)	(995,551)	5.0%
	<b>(711,108)</b>	<b>(948,144)</b>	<b>(995,551)</b>	<b>5.0%</b>
Operations	(12,440)	(16,000)	(16,000)	
Utility user fees	(753,617)	(658,426)	(658,426)	
Miscellaneous	(3,234)			
Interdepartmental recoveries	(4,172)	(3,565)	(3,565)	
<b>Total Operating Revenues</b>	<b>(1,484,571)</b>	<b>(1,626,135)</b>	<b>(1,673,542)</b>	<b>2.9%</b>
<b>Operating Expenditures</b>				
Administration	88,429	124,934	145,583	
Professional fees	15,083	137,780	103,650	
Building oper & maint	112,117	176,275	172,705	
Vehicle & Equip- oper & maint	45,820	77,619	74,325	
Operating costs	145,078	320,340	314,388	
<b>Total Operating Expenditures (excluding wages)</b>	<b>406,527</b>	<b>836,948</b>	<b>810,651</b>	<b>(3.1%)</b>
Wages & benefits	508,275	737,942	772,760	4.7%
<b>Total Operating Expenditures (including wages)</b>	<b>914,802</b>	<b>1,574,890</b>	<b>1,583,411</b>	0.5%
Contribution to reserve funds	200,000	100,390	136,670	
<b>Operating (surplus) / deficit</b>	<b>(369,769)</b>	<b>49,145</b>	<b>46,539</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	261,434	644,611	596,231	
Transfers from reserves	(10,777)	(187,000)	(309,700)	
New borrowing	(246,058)	(377,564)	(212,300)	
<b>Net Capital Assets funded from Operations</b>	<b>4,599</b>	<b>80,047</b>	<b>74,231</b>	<b>(7.3%)</b>
<b>Capital Financing Charges</b>				
Existing debt (principal)	25,322	33,762	33,762	
Existing debt (interest)	14,832	26,201	31,554	
New Debt (principal & interest)		3,776	2,123	
<b>Total Capital Financing Charges</b>	<b>40,154</b>	<b>63,739</b>	<b>67,439</b>	<b>5.8%</b>
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	<b>(325,016)</b>	<b>192,931</b>	<b>188,209</b>	
Transfer to appropriated surplus	90,000			
Transfer from appropriated surplus	<b>(95,000)</b>	<b>(25,000)</b>	(90,000)	<b>260.0%</b>
Prior year (surplus) / deficit	(277,955)	(277,955)	(125,277)	
<b>Current year unappropriated surplus</b>	<b>(607,971)</b>	<b>(110,024)</b>	<b>(27,068)</b>	



**FINANCIAL PLAN**  
**Water - Driftwood**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(4,093)	(5,457)	(5,458)	
	<b>(4,093)</b>	<b>(5,457)</b>	<b>(5,458)</b>	
<b>Total Operating Revenues</b>	<b>(4,093)</b>	<b>(5,457)</b>	<b>(5,458)</b>	
<b>Operating Expenditures</b>				
<b>Total Operating Expenditures (excluding wages)</b>				
<b>Total Operating Expenditures (including wages)</b>				
<b>Operating (surplus) / deficit</b>	<b>(4,093)</b>	<b>(5,457)</b>	<b>(5,458)</b>	
<b>Capital Asset Expenditures</b>				
<b>Net Capital Assets funded from Operations</b>				
<b>Capital Financing Charges</b>				
Existing debt (principal)	2,282	3,043	3,043	
Existing debt (interest)	1,811	2,415	2,415	
<b>Total Capital Financing Charges</b>	<b>4,093</b>	<b>5,458</b>	<b>5,458</b>	
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>		1		
Prior year (surplus) / deficit	(1)	(1)		
<b>Current year unappropriated surplus</b>	<b>(1)</b>			



**FINANCIAL PLAN**  
**Water - French Creek**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(63,772)	(85,030)	(89,282)	5.0%
	<b>(63,772)</b>	<b>(85,030)</b>	<b>(89,282)</b>	<b>5.0%</b>
Operations		(580)	(580)	
Utility user fees	(57,183)	(54,280)	(54,280)	
Miscellaneous	(251)			
Interdepartmental recoveries	(401)	(345)	(345)	
<b>Total Operating Revenues</b>	<b>(121,607)</b>	<b>(140,235)</b>	<b>(144,487)</b>	<b>3.0%</b>
<b>Operating Expenditures</b>				
Administration	7,824	11,178	12,884	
Professional fees	2,842	4,840	3,360	
Building oper & maint	6,018	7,713	7,713	
Vehicle & Equip- oper & maint	6,830	8,010	7,830	
Operating costs	21,577	39,504	39,715	
<b>Total Operating Expenditures (excluding wages)</b>	<b>45,091</b>	<b>71,245</b>	<b>71,502</b>	<b>0.4%</b>
Wages & benefits	48,118	69,926	73,927	5.7%
<b>Total Operating Expenditures (including wages)</b>	<b>93,209</b>	<b>141,171</b>	<b>145,429</b>	<b>3.0%</b>
Contribution to reserve funds	10,000	2,035	2,095	
<b>Operating (surplus) / deficit</b>	<b>(18,398)</b>	<b>2,971</b>	<b>3,037</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	24,848	76,013	34,901	
Transfers from reserves		(25,000)	(14,500)	
Grants and other	(24,412)	(50,000)	(20,000)	
<b>Net Capital Assets funded from Operations</b>	<b>436</b>	<b>1,013</b>	<b>401</b>	<b>(60.4%)</b>
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	(17,962)	3,984	3,438	
Prior year (surplus) / deficit	(10,801)	(10,801)	(5,317)	
<b>Current year unappropriated surplus</b>	<b>(28,763)</b>	<b>(6,817)</b>	<b>(1,879)</b>	





**FINANCIAL PLAN**  
**Water - San Pareil**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(105,116)	(140,154)	(145,760)	4.0%
	<b>(105,116)</b>	<b>(140,154)</b>	<b>(145,760)</b>	<b>4.0%</b>
Operations	(580)			
Utility user fees	(97,657)	(72,513)	(72,513)	
Miscellaneous	(784)			
Interdepartmental recoveries	(485)	(1,915)	(1,915)	
<b>Total Operating Revenues</b>	<b>(204,622)</b>	<b>(214,582)</b>	<b>(220,188)</b>	<b>2.6%</b>
<b>Operating Expenditures</b>				
Administration	9,744	13,527	15,200	
Professional fees	1,736	10,730	7,900	
Building oper & maint	3,312	5,205	5,205	
Vehicle & Equip- oper & maint	6,512	6,976	8,292	
Operating costs	25,488	40,769	39,710	
<b>Total Operating Expenditures (excluding wages)</b>	<b>46,792</b>	<b>77,207</b>	<b>76,307</b>	<b>(1.2%)</b>
Wages & benefits	58,407	84,818	89,885	6.0%
<b>Total Operating Expenditures (including wages)</b>	<b>105,199</b>	<b>162,025</b>	<b>166,192</b>	<b>2.6%</b>
Contribution to reserve funds	70,000	50,045	26,345	
<b>Operating (surplus) / deficit</b>	<b>(29,423)</b>	<b>(2,512)</b>	<b>(27,651)</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	327,036	617,811	30,486	
Transfers from reserves			(10,000)	
Grants and other	(326,507)	(473,787)	(20,000)	
New borrowing		(142,800)		
<b>Net Capital Assets funded from Operations</b>	<b>529</b>	<b>1,224</b>	<b>486</b>	<b>(60.3%)</b>
<b>Capital Financing Charges</b>				
Existing debt (principal)	9,983	13,310	13,310	
Existing debt (interest)	6,257	9,592	12,621	
New Debt (principal & interest)		1,428		
<b>Total Capital Financing Charges</b>	<b>16,240</b>	<b>24,330</b>	<b>25,931</b>	<b>6.6%</b>
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	(12,654)	23,042	(1,234)	
Prior year (surplus) / deficit	(39,170)	(39,170)	(4,380)	
<b>Current year unappropriated surplus</b>	<b>(51,824)</b>	<b>(16,128)</b>	<b>(5,614)</b>	



**FINANCIAL PLAN**  
**Water - San Pareil Fire**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(55,451)	(73,935)	(73,935)	
	<b>(55,451)</b>	<b>(73,935)</b>	<b>(73,935)</b>	
Operations		(277)	(277)	
<b>Total Operating Revenues</b>	<b>(55,451)</b>	<b>(74,212)</b>	<b>(74,212)</b>	
<b>Operating Expenditures</b>				
<b>Total Operating Expenditures (excluding wages)</b>				
<b>Total Operating Expenditures (including wages)</b>				
<b>Operating (surplus) / deficit</b>	<b>(55,451)</b>	<b>(74,212)</b>	<b>(74,212)</b>	
<b>Capital Asset Expenditures</b>				
<b>Net Capital Assets funded from Operations</b>				
<b>Capital Financing Charges</b>				
Existing debt (principal)	28,073	37,430	37,430	
Existing debt (interest)	27,586	36,782	36,782	
<b>Total Capital Financing Charges</b>	<b>55,659</b>	<b>74,212</b>	<b>74,212</b>	
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	<b>208</b>			
<b>Current year unappropriated surplus</b>	<b>208</b>			



**FINANCIAL PLAN**  
**Water - Surfside**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(11,967)	(15,956)	(17,232)	8.0%
	<b>(11,967)</b>	<b>(15,956)</b>	<b>(17,232)</b>	<b>8.0%</b>
Operations	(580)		(780)	
Utility user fees	(12,735)	(11,500)	(11,500)	
Miscellaneous	(41)			
Interdepartmental recoveries	(65)	(55)	(55)	
<b>Total Operating Revenues</b>	<b>(25,388)</b>	<b>(27,511)</b>	<b>(29,567)</b>	<b>7.5%</b>
<b>Operating Expenditures</b>				
Administration	1,426	2,034	2,228	
Professional fees	1,624	2,034	1,695	
Building oper & maint	854	1,074	1,074	
Vehicle & Equip- oper & maint	956	1,488	1,490	
Operating costs	2,740	5,566	5,454	
<b>Total Operating Expenditures (excluding wages)</b>	<b>7,600</b>	<b>12,196</b>	<b>11,941</b>	<b>(2.1%)</b>
Wages & benefits	7,852	11,407	12,054	5.7%
<b>Total Operating Expenditures (including wages)</b>	<b>15,452</b>	<b>23,603</b>	<b>23,995</b>	<b>1.7%</b>
Contribution to reserve funds		2,010	5,192	
<b>Operating (surplus) / deficit</b>	<b>(9,936)</b>	<b>(1,898)</b>	<b>(380)</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	6,871	10,164	56,065	
Grants and other		(10,000)	(55,000)	
<b>Net Capital Assets funded from Operations</b>	<b>6,871</b>	<b>164</b>	<b>1,065</b>	<b>549.4%</b>
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	<b>(3,065)</b>	<b>(1,734)</b>	<b>685</b>	
Prior year (surplus) / deficit	(1,150)	(1,150)	(2,118)	
<b>Current year unappropriated surplus</b>	<b>(4,215)</b>	<b>(2,884)</b>	<b>(1,433)</b>	



**FINANCIAL PLAN**  
**Water - Englishman River**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(29,612)	(39,482)	(41,456)	5.0%
	<b>(29,612)</b>	<b>(39,482)</b>	<b>(41,456)</b>	<b>5.0%</b>
Operations	(165)	(1,160)	(1,160)	
Utility user fees	(81,782)	(61,180)	(61,180)	
Transfer from reserve - non capital			(5,000)	
Interdepartmental recoveries	(264)	(225)	(225)	
<b>Total Operating Revenues</b>	<b>(111,823)</b>	<b>(102,047)</b>	<b>(109,021)</b>	<b>6.8%</b>
<b>Operating Expenditures</b>				
Administration	5,206	7,427	9,141	
Professional fees	2,684	22,330	20,916	
Building oper & maint	3,589	8,143	8,393	
Vehicle & Equip- oper & maint	2,678	7,255	7,263	
Operating costs	13,972	21,963	21,480	
<b>Total Operating Expenditures (excluding wages)</b>	<b>28,129</b>	<b>67,118</b>	<b>67,193</b>	<b>0.1%</b>
Wages & benefits	31,663	45,967	48,624	5.8%
<b>Total Operating Expenditures (including wages)</b>	<b>59,792</b>	<b>113,085</b>	<b>115,817</b>	<b>2.4%</b>
Contribution to reserve funds	35,000	20,025	725	
<b>Operating (surplus) / deficit</b>	<b>(17,031)</b>	<b>31,063</b>	<b>7,521</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	287	665	22,264	
Transfers from reserves			(22,000)	
<b>Net Capital Assets funded from Operations</b>	<b>287</b>	<b>665</b>	<b>264</b>	<b>(60.3%)</b>
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	(16,744)	31,728	7,785	
Prior year (surplus) / deficit	(35,600)	(35,600)	(10,872)	
<b>Current year unappropriated surplus</b>	<b>(52,344)</b>	<b>(3,872)</b>	<b>(3,087)</b>	



**FINANCIAL PLAN**  
**Water - Melrose Place**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(17,805)	(23,740)	(24,452)	3.0%
	<b>(17,805)</b>	<b>(23,740)</b>	<b>(24,452)</b>	<b>3.0%</b>
Utility user fees	(4,100)	(4,222)	(4,222)	
Miscellaneous	(241)			
Interdepartmental recoveries	(47)	(40)	(40)	
<b>Total Operating Revenues</b>	<b>(22,193)</b>	<b>(28,002)</b>	<b>(28,714)</b>	<b>2.5%</b>
<b>Operating Expenditures</b>				
Administration	1,489	2,052	2,647	
Professional fees	169	1,030	750	
Building oper & maint	1,073	2,107	2,107	
Vehicle & Equip- oper & maint	2,279	1,548	1,550	
Operating costs	7,598	11,131	8,296	
<b>Total Operating Expenditures (excluding wages)</b>	<b>12,608</b>	<b>17,868</b>	<b>15,350</b>	<b>(14.1%)</b>
Wages & benefits	5,645	8,252	8,748	6.0%
<b>Total Operating Expenditures (including wages)</b>	<b>18,253</b>	<b>26,120</b>	<b>24,098</b>	<b>(7.7%)</b>
Contribution to reserve funds	6,196	6,005	6,125	
<b>Operating (surplus) / deficit</b>	<b>2,256</b>	<b>4,123</b>	<b>1,509</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	2,821	19,119	62,048	
Transfers from reserves		(5,000)	(2,000)	
Grants and other		(10,000)	(60,000)	
<b>Net Capital Assets funded from Operations</b>	<b>2,821</b>	<b>4,119</b>	<b>48</b>	<b>(98.8%)</b>
<b>Capital Financing Charges</b>				
Existing debt (principal)	896	1,195		
Existing debt (interest)	250	334		
<b>Total Capital Financing Charges</b>	<b>1,146</b>	<b>1,529</b>		<b>(100.0%)</b>
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	6,223	9,771	1,557	
Prior year (surplus) / deficit	(16,923)	(16,923)	(4,548)	
<b>Current year unappropriated surplus</b>	<b>(10,700)</b>	<b>(7,152)</b>	<b>(2,991)</b>	



**FINANCIAL PLAN**  
**Water - Decourcey**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(6,754)	(9,005)	(9,906)	10.0%
	<b>(6,754)</b>	<b>(9,005)</b>	<b>(9,906)</b>	<b>10.0%</b>
Operations	(5)			
Utility user fees	(1,096)	(736)	(736)	
Transfer from reserve - non capital			(4,000)	
Interdepartmental recoveries	(9)	(10)	(10)	
<b>Total Operating Revenues</b>	<b>(7,864)</b>	<b>(9,751)</b>	<b>(14,652)</b>	<b>50.3%</b>
<b>Operating Expenditures</b>				
Administration	366	507	889	
Professional fees	31	3,125	5,545	
Building oper & maint	607	734	734	
Vehicle & Equip- oper & maint	77	198	193	
Operating costs	2,806	4,766	5,349	
<b>Total Operating Expenditures (excluding wages)</b>	<b>3,887</b>	<b>9,330</b>	<b>12,710</b>	<b>36.2%</b>
Wages & benefits	945	1,407	1,491	<b>6.0%</b>
<b>Total Operating Expenditures (including wages)</b>	<b>4,832</b>	<b>10,737</b>	<b>14,201</b>	<b>32.3%</b>
Contribution to reserve funds	3,000	1,005	29	
<b>Operating (surplus) / deficit</b>	<b>(32)</b>	<b>1,991</b>	<b>(422)</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	9	21	1,008	
Transfers from reserves			(1,000)	
<b>Net Capital Assets funded from Operations</b>	<b>9</b>	<b>21</b>	<b>8</b>	<b>(61.9%)</b>
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	(23)	2,012	(414)	
Prior year (surplus) / deficit	(4,868)	(4,868)	(2,956)	
<b>Current year unappropriated surplus</b>	<b>(4,891)</b>	<b>(2,856)</b>	<b>(3,370)</b>	



**FINANCIAL PLAN**  
**Water - Whiskey Creek**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(74,846)	(99,794)	(106,780)	7.0%
	<b>(74,846)</b>	<b>(99,794)</b>	<b>(106,780)</b>	<b>7.0%</b>
Operations	(580)			
Utility user fees	(19,154)	(25,760)	(25,760)	
Miscellaneous	(132)			
Interdepartmental recoveries	(211)	(180)	(180)	
<b>Total Operating Revenues</b>	<b>(94,923)</b>	<b>(125,734)</b>	<b>(132,720)</b>	<b>5.6%</b>
<b>Operating Expenditures</b>				
Administration	5,604	7,817	9,292	
Professional fees	756	23,160	21,930	
Building oper & maint	9,816	14,870	15,343	
Vehicle & Equip- oper & maint	4,329	7,447	7,454	
Operating costs	14,399	33,512	33,672	
<b>Total Operating Expenditures (excluding wages)</b>	<b>34,904</b>	<b>86,806</b>	<b>87,691</b>	<b>1.0%</b>
Wages & benefits	25,359	36,836	38,987	5.8%
<b>Total Operating Expenditures (including wages)</b>	<b>60,263</b>	<b>123,642</b>	<b>126,678</b>	<b>2.5%</b>
Contribution to reserve funds	45,000	15,020	5,580	
<b>Operating (surplus) / deficit</b>	<b>10,340</b>	<b>12,928</b>	<b>(462)</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	9,130	455,947	485,623	
Transfers from reserves	(8,900)	(2,000)	(32,000)	
Grants and other		(290,532)	(290,532)	
New borrowing		(162,880)	(162,880)	
<b>Net Capital Assets funded from Operations</b>	<b>230</b>	<b>535</b>	<b>211</b>	<b>(60.6%)</b>
<b>Capital Financing Charges</b>				
Existing debt (interest)	444	3,349	3,812	
New Debt (principal & interest)		1,629	1,629	
<b>Total Capital Financing Charges</b>	<b>444</b>	<b>4,978</b>	<b>5,441</b>	<b>9.3%</b>
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	11,014	18,441	5,190	
Prior year (surplus) / deficit	(26,146)	(26,146)	(11,449)	
<b>Current year unappropriated surplus</b>	<b>(15,132)</b>	<b>(7,705)</b>	<b>(6,259)</b>	



**FINANCIAL PLAN**  
**Water - Westurne Heights**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(15,195)	(20,260)	(21,273)	5.0%
	<b>(15,195)</b>	<b>(20,260)</b>	<b>(21,273)</b>	<b>5.0%</b>
Operations	(18)			
Utility user fees	(2,436)	(2,490)	(2,490)	
Interdepartmental recoveries	(45)	(40)	(40)	
<b>Total Operating Revenues</b>	<b>(17,694)</b>	<b>(22,790)</b>	<b>(23,803)</b>	<b>4.4%</b>
<b>Operating Expenditures</b>				
Administration	617	894	1,247	
Professional fees	29	1,030	630	
Building oper & maint	548	606	606	
Vehicle & Equip- oper & maint	346	769	770	
Operating costs	1,556	7,209	6,239	
<b>Total Operating Expenditures (excluding wages)</b>	<b>3,096</b>	<b>10,508</b>	<b>9,492</b>	<b>(9.7%)</b>
Wages & benefits	3,451	4,983	5,271	5.8%
<b>Total Operating Expenditures (including wages)</b>	<b>6,547</b>	<b>15,491</b>	<b>14,763</b>	<b>(4.7%)</b>
Contribution to reserve funds	8,000	6,000	5,080	
<b>Operating (surplus) / deficit</b>	<b>(3,147)</b>	<b>(1,299)</b>	<b>(3,960)</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	31	38	1,029	
Transfers from reserves			(1,000)	
<b>Net Capital Assets funded from Operations</b>	<b>31</b>	<b>38</b>	<b>29</b>	<b>(23.7%)</b>
<b>Capital Financing Charges</b>				
Existing debt (principal)	1,675	2,233	2,233	
Existing debt (interest)	1,418	1,890	1,890	
<b>Total Capital Financing Charges</b>	<b>3,093</b>	<b>4,123</b>	<b>4,123</b>	
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	<b>(23)</b>	<b>2,862</b>	<b>192</b>	
Prior year (surplus) / deficit	(6,449)	(6,449)	(3,875)	
<b>Current year unappropriated surplus</b>	<b>(6,472)</b>	<b>(3,587)</b>	<b>(3,683)</b>	





**FINANCIAL PLAN**  
**Water - Bulk Water Nanoose Bay**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(812,319)	(1,083,093)	(1,148,079)	6.0%
	<b>(812,319)</b>	<b>(1,083,093)</b>	<b>(1,148,079)</b>	<b>6.0%</b>
Miscellaneous	(919)			
Interdepartmental recoveries	(149)	(125)	(125)	
<b>Total Operating Revenues</b>	<b>(813,387)</b>	<b>(1,083,218)</b>	<b>(1,148,204)</b>	<b>6.0%</b>
<b>Operating Expenditures</b>				
Administration	7,196	8,961	11,972	
Professional fees	533	33,250	27,150	
Building oper & maint	11,833	16,386	17,600	
Vehicle & Equip- oper & maint	4,218	1,574	1,579	
Operating costs	21,035	31,639	149,384	
<b>Total Operating Expenditures (excluding wages)</b>	<b>44,815</b>	<b>91,810</b>	<b>207,685</b>	<b>126.2%</b>
Wages & benefits	49,059	78,369	81,076	3.5%
<b>Total Operating Expenditures (including wages)</b>	<b>93,874</b>	<b>170,179</b>	<b>288,761</b>	<b>69.7%</b>
Contribution to reserve funds	629,320	654,435	454,835	
<b>Operating (surplus) / deficit</b>	<b>(90,193)</b>	<b>(258,604)</b>	<b>(404,608)</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	115,270	6,166,208	1,551,548	
Transfers from reserves		(1,364,886)	(810,621)	
Grants and other	(114,797)	(1,381,185)		
New borrowing		(3,419,327)	(740,777)	
<b>Net Capital Assets funded from Operations</b>	<b>473</b>	<b>810</b>	<b>150</b>	<b>(81.5%)</b>
<b>Capital Financing Charges</b>				
Existing debt (principal)	119,301	159,069	239,020	
Existing debt (interest)	129,322	127,192	178,269	
New Debt (principal & interest)		34,193	7,408	
<b>Total Capital Financing Charges</b>	<b>248,623</b>	<b>320,454</b>	<b>424,697</b>	<b>32.5%</b>
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	158,903	62,660	20,239	
Prior year (surplus) / deficit	(120,567)	(120,567)	(80,616)	
<b>Current year unappropriated surplus</b>	<b>38,336</b>	<b>(57,907)</b>	<b>(60,377)</b>	



**FINANCIAL PLAN**  
**Water - Bulk Water French Creek**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(3,240)	(4,320)	(4,320)	
	<b>(3,240)</b>	<b>(4,320)</b>	<b>(4,320)</b>	
Transfer from reserve - non capital	(44,362)	(66,787)	(29,696)	
<b>Total Operating Revenues</b>	<b>(47,602)</b>	<b>(71,107)</b>	<b>(34,016)</b>	<b>(52.2%)</b>
<b>Operating Expenditures</b>				
Administration	850	1,606	1,850	
Professional fees		2,250	2,250	
Building oper & maint		60	60	
Vehicle & Equip- oper & maint	10	131	131	
Operating costs	8,402	9,349	9,743	
<b>Total Operating Expenditures (excluding wages)</b>	<b>9,262</b>	<b>13,396</b>	<b>14,034</b>	<b>4.8%</b>
Wages & benefits	8,055	16,444	17,467	<b>6.2%</b>
<b>Total Operating Expenditures (including wages)</b>	<b>17,317</b>	<b>29,840</b>	<b>31,501</b>	<b>5.6%</b>
Contribution to reserve funds	2,400	2,515	2,515	
<b>Operating (surplus) / deficit</b>	<b>(27,885)</b>	<b>(38,752)</b>		
<b>Capital Asset Expenditures</b>				
Capital expenditures	148	100		
<b>Net Capital Assets funded from Operations</b>	<b>148</b>	<b>100</b>		<b>(100.0%)</b>
<b>Capital Financing Charges</b>				
Existing debt (principal)	11,424	15,232		
Existing debt (interest)	17,565	23,420		
<b>Total Capital Financing Charges</b>	<b>28,989</b>	<b>38,652</b>		<b>(100.0%)</b>
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	<b>1,252</b>			
Prior year (surplus) / deficit	(1,252)	(1,252)		
<b>Current year unappropriated surplus</b>		<b>(1,252)</b>		



**FINANCIAL PLAN**  
**Sewer Fairwinds**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(25,064)	(33,419)	(41,774)	25.0%
	<b>(25,064)</b>	<b>(33,419)</b>	<b>(41,774)</b>	<b>25.0%</b>
Operations	(2,651)	(4,800)	(4,800)	
Utility user fees	(63,275)	(60,226)	(62,325)	
Interdepartmental recoveries	(58)	(110)	(999)	
<b>Total Operating Revenues</b>	<b>(91,048)</b>	<b>(98,555)</b>	<b>(109,898)</b>	<b>11.5%</b>
<b>Operating Expenditures</b>				
Administration	6,627	9,812	10,729	
Professional fees	2,243	6,450	5,010	
Building oper & maint	4,222	6,389	6,389	
Vehicle & Equip- oper & maint	3,816	4,409	4,418	
Operating costs	4,605	12,311	12,292	
<b>Total Operating Expenditures (excluding wages)</b>	<b>21,513</b>	<b>39,371</b>	<b>38,838</b>	<b>(1.4%)</b>
Wages & benefits	48,212	69,926	73,228	<b>4.7%</b>
<b>Total Operating Expenditures (including wages)</b>	<b>69,725</b>	<b>109,297</b>	<b>112,066</b>	<b>2.5%</b>
Contribution to reserve funds	10,000	5,035	1,095	
<b>Operating (surplus) / deficit</b>	<b>(11,323)</b>	<b>15,777</b>	<b>3,263</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	436	1,258	5,481	
<b>Net Capital Assets funded from Operations</b>	<b>436</b>	<b>1,258</b>	<b>5,481</b>	<b>335.7%</b>
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	(10,887)	17,035	8,744	
Prior year (surplus) / deficit	(30,950)	(30,950)	(14,084)	
<b>Current year unappropriated surplus</b>	<b>(41,837)</b>	<b>(13,915)</b>	<b>(5,340)</b>	



**FINANCIAL PLAN**  
**Sewer - French Creek**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(560,715)	(747,620)	(807,430)	8.0%
	<b>(560,715)</b>	<b>(747,620)</b>	<b>(807,430)</b>	<b>8.0%</b>
Operations	(4,803)	(6,000)	(6,000)	
Utility user fees	(340,484)	(329,512)	(337,181)	
Transfer from reserve - non capital		(38,000)		
Interdepartmental recoveries	(139)	(235)	(2,310)	
<b>Total Operating Revenues</b>	<b>(906,141)</b>	<b>(1,121,367)</b>	<b>(1,152,921)</b>	<b>2.8%</b>
<b>Operating Expenditures</b>				
Administration	14,332	21,194	24,927	
Professional fees	4,766	5,500	8,080	
Building oper & maint	9,790	13,318	13,318	
Vehicle & Equip- oper & maint	9,172	11,197	11,229	
Operating costs	656,478	890,012	906,511	
<b>Total Operating Expenditures (excluding wages)</b>	<b>694,538</b>	<b>941,221</b>	<b>964,065</b>	<b>2.4%</b>
Wages & benefits	116,131	168,287	176,581	<b>4.9%</b>
<b>Total Operating Expenditures (including wages)</b>	<b>810,669</b>	<b>1,109,508</b>	<b>1,140,646</b>	<b>2.8%</b>
Contribution to reserve funds	10,000	10,080	4,660	
<b>Operating (surplus) / deficit</b>	<b>(85,472)</b>	<b>(1,779)</b>	<b>(7,615)</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	1,049	2,295	12,820	
<b>Net Capital Assets funded from Operations</b>	<b>1,049</b>	<b>2,295</b>	<b>12,820</b>	<b>458.6%</b>
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	(84,423)	516	5,205	
Prior year (surplus) / deficit	(6,896)	(6,896)	(8,611)	
<b>Current year unappropriated surplus</b>	<b>(91,319)</b>	<b>(6,380)</b>	<b>(3,406)</b>	



**FINANCIAL PLAN**  
**Sewer - Barclay**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(126,758)	(169,011)	(130,540)	(22.8%)
	<b>(126,758)</b>	<b>(169,011)</b>	<b>(130,540)</b>	<b>(22.8%)</b>
Operations	(978)	(1,690)	(1,690)	
Utility user fees	(55,420)	(55,660)	(55,660)	
Interdepartmental recoveries	(18)	(35)	(307)	
<b>Total Operating Revenues</b>	<b>(183,174)</b>	<b>(226,396)</b>	<b>(188,197)</b>	<b>(16.9%)</b>
<b>Operating Expenditures</b>				
Administration	2,428	3,557	4,435	
Professional fees	125	1,500	1,840	
Building oper & maint	1,810	2,763	2,763	
Vehicle & Equip- oper & maint	1,182	5,620	5,624	
Operating costs	82,761	121,746	115,442	
<b>Total Operating Expenditures (excluding wages)</b>	<b>88,306</b>	<b>135,186</b>	<b>130,104</b>	<b>(3.8%)</b>
Wages & benefits	14,951	21,737	22,772	<b>4.8%</b>
<b>Total Operating Expenditures (including wages)</b>	<b>103,257</b>	<b>156,923</b>	<b>152,876</b>	<b>(2.6%)</b>
Contribution to reserve funds	4,750	14,760	12,383	
<b>Operating (surplus) / deficit</b>	<b>(75,167)</b>	<b>(54,713)</b>	<b>(22,938)</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	136	6,296	1,680	
<b>Net Capital Assets funded from Operations</b>	<b>136</b>	<b>6,296</b>	<b>1,680</b>	<b>(73.3%)</b>
<b>Capital Financing Charges</b>				
Existing debt (principal)	22,561	30,082	30,082	
Existing debt (interest)	15,116	43,177	20,155	
<b>Total Capital Financing Charges</b>	<b>37,677</b>	<b>73,259</b>	<b>50,237</b>	<b>(31.4%)</b>
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	<b>(37,354)</b>	<b>24,842</b>	<b>28,979</b>	
Prior year (surplus) / deficit	(33,969)	(33,969)	(51,534)	
<b>Current year unappropriated surplus</b>	<b>(71,323)</b>	<b>(9,127)</b>	<b>(22,555)</b>	



**FINANCIAL PLAN**  
**Sewer - Surfside**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(17,036)	(22,715)	(23,851)	5.0%
	<b>(17,036)</b>	<b>(22,715)</b>	<b>(23,851)</b>	<b>5.0%</b>
Operations	(600)			
Utility user fees	(5,228)	(4,604)	(5,104)	
Miscellaneous	(9)			
Interdepartmental recoveries	(2)	(5)	(36)	
<b>Total Operating Revenues</b>	<b>(22,875)</b>	<b>(27,324)</b>	<b>(28,991)</b>	<b>6.1%</b>
<b>Operating Expenditures</b>				
Administration	362	537	795	
Professional fees	14	200	240	
Building oper & maint	24	224	224	
Vehicle & Equip- oper & maint	140	2,695	3,196	
Operating costs	11,647	20,918	23,709	
<b>Total Operating Expenditures (excluding wages)</b>	<b>12,187</b>	<b>24,574</b>	<b>28,164</b>	<b>14.6%</b>
Wages & benefits	1,624	2,331	2,438	<b>4.6%</b>
<b>Total Operating Expenditures (including wages)</b>	<b>13,811</b>	<b>26,905</b>	<b>30,602</b>	<b>13.7%</b>
Contribution to reserve funds	15,000	15,005	4,045	
<b>Operating (surplus) / deficit</b>	<b>5,936</b>	<b>14,586</b>	<b>5,656</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	14	32	192	
<b>Net Capital Assets funded from Operations</b>	<b>14</b>	<b>32</b>	<b>192</b>	<b>500.0%</b>
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	5,950	14,618	5,848	
Prior year (surplus) / deficit	(16,286)	(16,286)	(7,057)	
<b>Current year unappropriated surplus</b>	<b>(10,336)</b>	<b>(1,668)</b>	<b>(1,209)</b>	



**FINANCIAL PLAN**  
**Sewer - Pacific Shores**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(55,102)	(73,469)	(77,142)	5.0%
	<b>(55,102)</b>	<b>(73,469)</b>	<b>(77,142)</b>	<b>5.0%</b>
Miscellaneous	(41)			
Interdepartmental recoveries	(9)	(20)	(161)	
<b>Total Operating Revenues</b>	<b>(55,152)</b>	<b>(73,489)</b>	<b>(77,303)</b>	<b>5.2%</b>
<b>Operating Expenditures</b>				
Administration	1,199	1,764	1,625	
Professional fees	65	600	780	
Building oper & maint	661	880	880	
Vehicle & Equip- oper & maint	622	677	680	
Operating costs	39,168	53,133	58,131	
<b>Total Operating Expenditures (excluding wages)</b>	<b>41,715</b>	<b>57,054</b>	<b>62,096</b>	<b>8.8%</b>
Wages & benefits	7,867	11,407	11,936	<b>4.6%</b>
<b>Total Operating Expenditures (including wages)</b>	<b>49,582</b>	<b>68,461</b>	<b>74,032</b>	<b>8.1%</b>
Contribution to reserve funds	8,000	8,010	5,186	
<b>Operating (surplus) / deficit</b>	<b>2,430</b>	<b>2,982</b>	<b>1,915</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	71	155	871	
<b>Net Capital Assets funded from Operations</b>	<b>71</b>	<b>155</b>	<b>871</b>	<b>461.9%</b>
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	2,501	3,137	2,786	
Prior year (surplus) / deficit	(11,813)	(11,813)	(9,457)	
<b>Current year unappropriated surplus</b>	<b>(9,312)</b>	<b>(8,676)</b>	<b>(6,671)</b>	



**FINANCIAL PLAN**  
**Sewer - Cedar**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(101,554)	(135,404)	(136,293)	0.7%
	<b>(101,554)</b>	<b>(135,404)</b>	<b>(136,293)</b>	<b>0.7%</b>
Operations	(326)			
Utility user fees	(65,119)	(57,102)	(65,602)	
Interdepartmental recoveries	(6)	(5)	(97)	
<b>Total Operating Revenues</b>	<b>(167,005)</b>	<b>(192,511)</b>	<b>(201,992)</b>	<b>4.9%</b>
<b>Operating Expenditures</b>				
Administration	1,841	2,584	2,940	
Professional fees	41	1,500	1,620	
Building oper & maint	3,349	6,048	6,333	
Vehicle & Equip- oper & maint	3,159	2,723	2,725	
Operating costs	27,294	48,366	47,748	
<b>Total Operating Expenditures (excluding wages)</b>	<b>35,684</b>	<b>61,221</b>	<b>61,366</b>	<b>0.2%</b>
Wages & benefits	4,995	7,180	7,520	4.7%
<b>Total Operating Expenditures (including wages)</b>	<b>40,679</b>	<b>68,401</b>	<b>68,886</b>	<b>0.7%</b>
Contribution to reserve funds	40,000	30,005	30,125	
<b>Operating (surplus) / deficit</b>	<b>(86,326)</b>	<b>(94,105)</b>	<b>(102,981)</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	45	6,097	565	
<b>Net Capital Assets funded from Operations</b>	<b>45</b>	<b>6,097</b>	<b>565</b>	<b>(90.7%)</b>
<b>Capital Financing Charges</b>				
Existing debt (principal)	35,443	47,260	47,260	
Existing debt (interest)	43,895	58,526	58,526	
<b>Total Capital Financing Charges</b>	<b>79,338</b>	<b>105,786</b>	<b>105,786</b>	
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	<b>(6,943)</b>	<b>17,778</b>	<b>3,370</b>	
Prior year (surplus) / deficit	(63,483)	(63,483)	(45,186)	
<b>Current year unappropriated surplus</b>	<b>(70,426)</b>	<b>(45,705)</b>	<b>(41,816)</b>	





**FINANCIAL PLAN**  
**Sewer - Hawthorne Rise Debt**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(7,456)	(9,941)	(9,941)	
	<b>(7,456)</b>	<b>(9,941)</b>	<b>(9,941)</b>	
<b>Total Operating Revenues</b>	<b>(7,456)</b>	<b>(9,941)</b>	<b>(9,941)</b>	
<b>Operating Expenditures</b>				
<b>Total Operating Expenditures (excluding wages)</b>				
<b>Total Operating Expenditures (including wages)</b>				
<b>Operating (surplus) / deficit</b>	<b>(7,456)</b>	<b>(9,941)</b>	<b>(9,941)</b>	
<b>Capital Asset Expenditures</b>				
<b>Net Capital Assets funded from Operations</b>				
<b>Capital Financing Charges</b>				
Existing debt (principal)	4,596	6,128	6,128	
Existing debt (interest)	2,859	3,813	3,813	
<b>Total Capital Financing Charges</b>	<b>7,455</b>	<b>9,941</b>	<b>9,941</b>	
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	<b>(1)</b>			
<b>Current year unappropriated surplus</b>	<b>(1)</b>			



**FINANCIAL PLAN**  
**Sewer - Reid Road Debt**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Parcel taxes	(2,718)	(3,624)	(3,624)	
	<b>(2,718)</b>	<b>(3,624)</b>	<b>(3,624)</b>	
<b>Total Operating Revenues</b>	<b>(2,718)</b>	<b>(3,624)</b>	<b>(3,624)</b>	
<b>Operating Expenditures</b>				
<b>Total Operating Expenditures (excluding wages)</b>				
<b>Total Operating Expenditures (including wages)</b>				
<b>Operating (surplus) / deficit</b>	<b>(2,718)</b>	<b>(3,624)</b>	<b>(3,624)</b>	
<b>Capital Asset Expenditures</b>				
<b>Net Capital Assets funded from Operations</b>				
<b>Capital Financing Charges</b>				
Existing debt (principal)	1,529	2,039	2,039	
Existing debt (interest)	1,189	1,585	1,585	
<b>Total Capital Financing Charges</b>	<b>2,718</b>	<b>3,624</b>	<b>3,624</b>	
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>				
<b>Current year unappropriated surplus</b>				



**FINANCIAL PLAN**  
**Englishman River Stormwater**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Property taxes	(3,912)	(5,216)	(5,320)	2.0%
	<b>(3,912)</b>	<b>(5,216)</b>	<b>(5,320)</b>	<b>2.0%</b>
<b>Total Operating Revenues</b>	<b>(3,912)</b>	<b>(5,216)</b>	<b>(5,320)</b>	<b>2.0%</b>
<b>Operating Expenditures</b>				
Administration	150	200	234	
Operating costs		2,000	2,000	
<b>Total Operating Expenditures (excluding wages)</b>	<b>150</b>	<b>2,200</b>	<b>2,234</b>	<b>1.5%</b>
Wages & benefits	825	1,100	1,100	
<b>Total Operating Expenditures (including wages)</b>	<b>975</b>	<b>3,300</b>	<b>3,334</b>	<b>1.0%</b>
Contribution to reserve funds	6,000	5,000	3,000	
<b>Operating (surplus) / deficit</b>	<b>3,063</b>	<b>3,084</b>	<b>1,014</b>	
<b>Capital Asset Expenditures</b>				
<b>Net Capital Assets funded from Operations</b>				
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	3,063	3,084	1,014	
Prior year (surplus) / deficit	(5,945)	(5,945)	(2,361)	
<b>Current year unappropriated surplus</b>	<b>(2,882)</b>	<b>(2,861)</b>	<b>(1,347)</b>	



**FINANCIAL PLAN**  
**Cedar Estates Stormwater**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Property taxes	(3,615)	(4,820)	(4,916)	2.0%
	<b>(3,615)</b>	<b>(4,820)</b>	<b>(4,916)</b>	<b>2.0%</b>
<b>Total Operating Revenues</b>	<b>(3,615)</b>	<b>(4,820)</b>	<b>(4,916)</b>	<b>2.0%</b>
<b>Operating Expenditures</b>				
Administration	126	168	144	
Operating costs		1,000	1,000	
<b>Total Operating Expenditures (excluding wages)</b>	<b>126</b>	<b>1,168</b>	<b>1,144</b>	<b>(2.1%)</b>
Wages & benefits	825	1,100	1,100	
<b>Total Operating Expenditures (including wages)</b>	<b>951</b>	<b>2,268</b>	<b>2,244</b>	<b>(1.1%)</b>
Contribution to reserve funds	5,000	5,000	4,000	
<b>Operating (surplus) / deficit</b>	<b>2,336</b>	<b>2,448</b>	<b>1,328</b>	
<b>Capital Asset Expenditures</b>				
<b>Net Capital Assets funded from Operations</b>				
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	2,336	2,448	1,328	
Prior year (surplus) / deficit	(4,956)	(4,956)	(3,008)	
<b>Current year unappropriated surplus</b>	<b>(2,620)</b>	<b>(2,508)</b>	<b>(1,680)</b>	



**FINANCIAL PLAN**  
**Streetlighting - Fairwinds**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Property taxes	(17,625)	(23,500)	(23,500)	
	<b>(17,625)</b>	<b>(23,500)</b>	<b>(23,500)</b>	
Grants in lieu of taxes	(75)			
<b>Total Operating Revenues</b>	<b>(17,700)</b>	<b>(23,500)</b>	<b>(23,500)</b>	
<b>Operating Expenditures</b>				
Administration	131	175	1,749	
Operating costs	13,688	17,810	18,625	
<b>Total Operating Expenditures (excluding wages)</b>	<b>13,819</b>	<b>17,985</b>	<b>20,374</b>	<b>13.3%</b>
Wages & benefits	120	120	120	
<b>Total Operating Expenditures (including wages)</b>	<b>13,939</b>	<b>18,105</b>	<b>20,494</b>	<b>13.2%</b>
Contribution to reserve funds	2,000	6,000	5,000	
<b>Operating (surplus) / deficit</b>	<b>(1,761)</b>	<b>605</b>	<b>1,994</b>	
<b>Capital Asset Expenditures</b>				
<b>Net Capital Assets funded from Operations</b>				
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	(1,761)	605	1,994	
Prior year (surplus) / deficit	(1,814)	(1,814)	(3,784)	
<b>Current year unappropriated surplus</b>	<b>(3,575)</b>	<b>(1,209)</b>	<b>(1,790)</b>	



**FINANCIAL PLAN**  
**Streetlighting - French Creek Village**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Property taxes	(6,782)	(9,043)	(15,125)	67.3%
	<b>(6,782)</b>	<b>(9,043)</b>	<b>(15,125)</b>	<b>67.3%</b>
<b>Total Operating Revenues</b>	<b>(6,782)</b>	<b>(9,043)</b>	<b>(15,125)</b>	<b>67.3%</b>
<b>Operating Expenditures</b>				
Administration	131	175	1,231	
Operating costs	5,338	8,558	8,720	
<b>Total Operating Expenditures (excluding wages)</b>	<b>5,469</b>	<b>8,733</b>	<b>9,951</b>	<b>13.9%</b>
Wages & benefits	120	120	120	
<b>Total Operating Expenditures (including wages)</b>	<b>5,589</b>	<b>8,853</b>	<b>10,071</b>	<b>13.8%</b>
<b>Operating (surplus) / deficit</b>	<b>(1,193)</b>	<b>(190)</b>	<b>(5,054)</b>	
<b>Capital Asset Expenditures</b>				
<b>Net Capital Assets funded from Operations</b>				
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	(1,193)	(190)	(5,054)	
Prior year (surplus) / deficit	(203)	(203)	4,607	
<b>Current year unappropriated surplus</b>	<b>(1,396)</b>	<b>(393)</b>	<b>(447)</b>	



**FINANCIAL PLAN**  
**Streetlighting - Sandpiper**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Property taxes	(10,559)	(14,079)	(15,487)	10.0%
	<b>(10,559)</b>	<b>(14,079)</b>	<b>(15,487)</b>	<b>10.0%</b>
<b>Total Operating Revenues</b>	<b>(10,559)</b>	<b>(14,079)</b>	<b>(15,487)</b>	<b>10.0%</b>
<b>Operating Expenditures</b>				
Administration	131	175	1,278	
Operating costs	9,401	14,576	14,858	
<b>Total Operating Expenditures (excluding wages)</b>	<b>9,532</b>	<b>14,751</b>	<b>16,136</b>	<b>9.4%</b>
Wages & benefits	120	120	120	
<b>Total Operating Expenditures (including wages)</b>	<b>9,652</b>	<b>14,871</b>	<b>16,256</b>	<b>9.3%</b>
<b>Operating (surplus) / deficit</b>	<b>(907)</b>	<b>792</b>	<b>769</b>	
<b>Capital Asset Expenditures</b>				
<b>Net Capital Assets funded from Operations</b>				
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	(907)	792	769	
Prior year (surplus) / deficit	(2,020)	(2,020)	(1,728)	
<b>Current year unappropriated surplus</b>	<b>(2,927)</b>	<b>(1,228)</b>	<b>(959)</b>	



**FINANCIAL PLAN**  
**Streetlighting - Morningstar**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Property taxes	(12,531)	(16,708)	(18,045)	8.0%
	<b>(12,531)</b>	<b>(16,708)</b>	<b>(18,045)</b>	<b>8.0%</b>
Transfer from reserve - non capital		(4,200)	(4,200)	
<b>Total Operating Revenues</b>	<b>(12,531)</b>	<b>(20,908)</b>	<b>(22,245)</b>	<b>6.4%</b>
<b>Operating Expenditures</b>				
Administration	131	175	1,733	
Operating costs	10,494	20,572	20,650	
<b>Total Operating Expenditures (excluding wages)</b>	<b>10,625</b>	<b>20,747</b>	<b>22,383</b>	<b>7.9%</b>
Wages & benefits	120	120	120	
<b>Total Operating Expenditures (including wages)</b>	<b>10,745</b>	<b>20,867</b>	<b>22,503</b>	<b>7.8%</b>
Contribution to reserve funds	500	500	1,000	
<b>Operating (surplus) / deficit</b>	<b>(1,286)</b>	<b>459</b>	<b>1,258</b>	
<b>Capital Asset Expenditures</b>				
<b>Net Capital Assets funded from Operations</b>				
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	(1,286)	459	1,258	
Prior year (surplus) / deficit	(1,223)	(1,223)	(2,199)	
<b>Current year unappropriated surplus</b>	<b>(2,509)</b>	<b>(764)</b>	<b>(941)</b>	





**FINANCIAL PLAN**  
**Streetlighting - Englishman River**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Property taxes	(4,748)	(6,330)	(7,090)	12.0%
	<b>(4,748)</b>	<b>(6,330)</b>	<b>(7,090)</b>	<b>12.0%</b>
<b>Total Operating Revenues</b>	<b>(4,748)</b>	<b>(6,330)</b>	<b>(7,090)</b>	<b>12.0%</b>
<b>Operating Expenditures</b>				
Administration	131	175	561	
Operating costs	3,675	6,110	6,222	
<b>Total Operating Expenditures (excluding wages)</b>	<b>3,806</b>	<b>6,285</b>	<b>6,783</b>	<b>7.9%</b>
Wages & benefits	120	120	120	
<b>Total Operating Expenditures (including wages)</b>	<b>3,926</b>	<b>6,405</b>	<b>6,903</b>	<b>7.8%</b>
Contribution to reserve funds	500	500	500	
<b>Operating (surplus) / deficit</b>	<b>(322)</b>	<b>575</b>	<b>313</b>	
<b>Capital Asset Expenditures</b>				
<b>Net Capital Assets funded from Operations</b>				
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	(322)	575	313	
Prior year (surplus) / deficit	(1,222)	(1,222)	(647)	
<b>Current year unappropriated surplus</b>	<b>(1,544)</b>	<b>(647)</b>	<b>(334)</b>	



**FINANCIAL PLAN**  
**Streetlighting - Rural Areas**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Property taxes	(12,763)	(17,017)	(19,910)	17.0%
	<b>(12,763)</b>	<b>(17,017)</b>	<b>(19,910)</b>	<b>17.0%</b>
Transfer from reserve - non capital		(13,000)		
<b>Total Operating Revenues</b>	<b>(12,763)</b>	<b>(30,017)</b>	<b>(19,910)</b>	<b>(33.7%)</b>
<b>Operating Expenditures</b>				
Administration	131	175	2,734	
Professional fees		13,000		
Operating costs	12,243	16,000	16,300	
<b>Total Operating Expenditures (excluding wages)</b>	<b>12,374</b>	<b>29,175</b>	<b>19,034</b>	<b>(34.8%)</b>
Wages & benefits	120	120	120	
<b>Total Operating Expenditures (including wages)</b>	<b>12,494</b>	<b>29,295</b>	<b>19,154</b>	<b>(34.6%)</b>
Contribution to reserve funds		500		
<b>Operating (surplus) / deficit</b>	<b>(269)</b>	<b>(222)</b>	<b>(756)</b>	
<b>Capital Asset Expenditures</b>				
<b>Net Capital Assets funded from Operations</b>				
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	<b>(269)</b>	<b>(222)</b>	<b>(756)</b>	
Prior year (surplus) / deficit	(165)	(165)	370	
<b>Current year unappropriated surplus</b>	<b>(434)</b>	<b>(387)</b>	<b>(386)</b>	



**FINANCIAL PLAN**  
**Streetlighting - Highway#4**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Property taxes	(3,183)	(4,244)	(4,414)	4.0%
	<b>(3,183)</b>	<b>(4,244)</b>	<b>(4,414)</b>	<b>4.0%</b>
<b>Total Operating Revenues</b>	<b>(3,183)</b>	<b>(4,244)</b>	<b>(4,414)</b>	<b>4.0%</b>
<b>Operating Expenditures</b>				
Administration	131	175	360	
Operating costs	2,566	3,876	3,954	
<b>Total Operating Expenditures (excluding wages)</b>	<b>2,697</b>	<b>4,051</b>	<b>4,314</b>	<b>6.5%</b>
Wages & benefits	120	120	120	
<b>Total Operating Expenditures (including wages)</b>	<b>2,817</b>	<b>4,171</b>	<b>4,434</b>	<b>6.3%</b>
<b>Operating (surplus) / deficit</b>	<b>(366)</b>	<b>(73)</b>	<b>20</b>	
<b>Capital Asset Expenditures</b>				
<b>Net Capital Assets funded from Operations</b>				
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	(366)	(73)	20	
Prior year (surplus) / deficit	(186)	(186)	(259)	
<b>Current year unappropriated surplus</b>	<b>(552)</b>	<b>(259)</b>	<b>(239)</b>	



**FINANCIAL PLAN**  
**Streetlighting - Highway Intersections**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Property taxes	(1,199)	(1,599)	(2,159)	35.0%
	<b>(1,199)</b>	<b>(1,599)</b>	<b>(2,159)</b>	<b>35.0%</b>
Operating grants	(268)	(536)	(536)	
<b>Total Operating Revenues</b>	<b>(1,467)</b>	<b>(2,135)</b>	<b>(2,695)</b>	<b>26.2%</b>
<b>Operating Expenditures</b>				
Administration	113	150	272	
Operating costs	1,915	2,907	2,965	
<b>Total Operating Expenditures (excluding wages)</b>	<b>2,028</b>	<b>3,057</b>	<b>3,237</b>	<b>5.9%</b>
Wages & benefits	120	120	120	
<b>Total Operating Expenditures (including wages)</b>	<b>2,148</b>	<b>3,177</b>	<b>3,357</b>	<b>5.7%</b>
<b>Operating (surplus) / deficit</b>	<b>681</b>	<b>1,042</b>	<b>662</b>	
<b>Capital Asset Expenditures</b>				
<b>Net Capital Assets funded from Operations</b>				
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	681	1,042	662	
Prior year (surplus) / deficit	(2,381)	(2,381)	(897)	
<b>Current year unappropriated surplus</b>	<b>(1,700)</b>	<b>(1,339)</b>	<b>(235)</b>	

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

AREA	REGIONAL AND COMMUNITY UTILITIES				
SERVICE	SOLID WASTE MANAGEMENT - FACILITIES				
<b>CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES</b>	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.				
<b>ACTIVITY LEVELS</b>	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	59,130	9,832	183,551	\$9.1 M
	2018	59,209*	9,171*	187,469*	\$9.0 M*
	(*year end projection)				
PERFORMANCE INDICATORS					
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2019 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.		
Environmental Monitoring	No off-site impacts.	Suspected off-site impacts.	Update Hydrogeological Study (2018) and D&O Plan (2019) to address potential impacts.		
Leachate Volume	Peak discharge to sanitary @ 70 l/s (February, 2017).	Peak discharge of 91 l/s (Jan. 2018) includes neighbouring community.	Installation of new flow-meters in locations that isolate landfill leachate volumes. Ultimate target of 25 l/s for peak discharge.		
Greenhouse Gas Reductions (eCO <sub>2</sub> )	50,000 tonne per year (tpy) eCO <sub>2</sub> emission reduction (based on a regulatory target of 75% recovery of LFG generation potential).	Annual tpy reduction eCO <sub>2</sub> : 2017 - 24,500 2016 - 33,900 2015 - 29,450	27,000 tonne per year eCO <sub>2</sub>		
LFG Collection Efficiency	Regulatory target 75% collection efficiency	Collection Efficiencies: 2017 - 52% 2016 - 64% 2015 – 63%	65% collection efficiency by advancing LFG wells in newly closed area.		

LFG Operational Efficiency	RDN target of >90% operational efficiency	Operational Efficiencies: 2017 - 95.6% 2016 - 92.4% 2015 - 91.4%	Maintain >90% operational efficiency
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**KEY ACTIONS TO MEET 2019 PERFORMANCE OBJECTIVES**

1. Following receipt of 2018 Update Hydrogeological report, Review Design & Operations Plan and ensure compliance with the Ministry of Environment regulatory obligations.
2. Complete tender for Cell 1 closure, advance gas-wells in closed areas and upgrade flare station.
3. Relocate and replace flow-meters and monitor data to best characterize landfill leachate contributions.
4. Continue to implement the Asset Management Plan to ensure future assets and liabilities are managed to ensure best value for residents of the RDN.
5. Replacement of heavy equipment in accordance with Asset Management and Budget plan.

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

AREA	REGIONAL AND COMMUNITY UTILITIES																																						
SERVICE	SOLID WASTE MANAGEMENT – PLANNING (ZERO WASTE)																																						
<b>CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES</b>	<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. The RDN submitted an updated Board approved Solid Waste Management Plan (Plan) to the Ministry of Environment in July 2018 and is awaiting Minister approval.</p>																																						
<b>ACTIVITY LEVELS</b>	<p><b>Waste Stream Management License (WSML)</b></p> <ul style="list-style-type: none"> <li>- 14 WSML Licenses issued, 3 applications pending.</li> <li>- Minor administrative non-compliance (e.g. late reporting) remains on-going with 20% of licensees.</li> </ul> <p><b>Illegal Dumping</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Year</th> <th style="text-align: center;">Total # of Sites</th> <th style="text-align: center;"># Community Clean Ups</th> <th style="text-align: center;">Total Tonnes Recovered</th> <th style="text-align: center;">Warning Signs Posted</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">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 style="text-align: center;">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 style="text-align: center;">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 style="text-align: center;">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 style="text-align: center;">2017</td> <td style="text-align: center;">92</td> <td style="text-align: center;">32</td> <td style="text-align: center;">13</td> <td style="text-align: center;">69</td> </tr> <tr> <td style="text-align: center;">2018<sup>1</sup></td> <td style="text-align: center;">58</td> <td style="text-align: center;">16</td> <td style="text-align: center;">30</td> <td style="text-align: center;">67</td> </tr> </tbody> </table> <p><b>Solid Waste Management Plan</b></p> <ul style="list-style-type: none"> <li>- Plan in effect was approved by the Minister of the Environment in 2004.</li> <li>- Updated Plan was approved by the Regional Board in July 2018, and is awaiting approval by the Minister of the Environment which is anticipated between 9 – 12 months.</li> </ul>				Year	Total # of Sites	# Community Clean Ups	Total Tonnes Recovered	Warning Signs Posted	2013	143	17	30	65	2014	113	15	33	68	2015	56	16	97	68	2016	58	10	35	69	2017	92	32	13	69	2018 <sup>1</sup>	58	16	30	67
Year	Total # of Sites	# Community Clean Ups	Total Tonnes Recovered	Warning Signs Posted																																			
2013	143	17	30	65																																			
2014	113	15	33	68																																			
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2016	58	10	35	69																																			
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2018 <sup>1</sup>	58	16	30	67																																			
PERFORMANCE INDICATORS																																							
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2019 PERFORMANCE OBJECTIVES																																				
<b>RDN-wide diversion rate</b>	90% waste diversion in 2028	2017 = 68%	2019 = 68%																																				
<b>RDN-wide per capita waste disposal</b>	109 kg/capita/year in 2028	RDN: 2017 = 347 kg/capita/year 2016 = 341 kg/capita/year  Reference: 2016 CDN = 709 kg/capita/year 2016 BC= 472 kg/capita/year	2019 =347 kg/capita/year																																				

<sup>1</sup> YTD numbers only

**KEY ACTIONS TO ACHIEVE 2019 PERFORMANCE OBJECTIVES**

1. Obtain approval of the updated Plan by the Minister of Environment & Climate Change Strategy
2. Initiate consultation and bylaw drafting for Mandatory Source Separation Bylaw
3. Expand Zero Waste education program
4. Introduce Household Hazardous Waste program
5. Administer and ensure compliance with Waste Stream Management Licencing system
6. Work with other agencies to reduce illegal dumping and community parties to carry out clean ups





**FINANCIAL PLAN**  
**Solid Waste Management**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Property taxes	(623,349)	(831,132)	(955,802)	15.0%
	<b>(623,349)</b>	<b>(831,132)</b>	<b>(955,802)</b>	<b>15.0%</b>
Grants in lieu of taxes	(4,651)	(6,800)	(6,800)	
Operations	(124,250)	(139,925)	(133,075)	
Landfill tipping fees	(7,043,056)	(8,200,000)	(9,300,000)	
Miscellaneous	(328,809)	(895,290)	(946,604)	
Interdepartmental recoveries	(77,255)	(103,007)	(103,007)	
<b>Total Operating Revenues</b>	<b>(8,201,370)</b>	<b>(10,176,154)</b>	<b>(11,445,288)</b>	<b>12.5%</b>
<b>Operating Expenditures</b>				
Administration	436,471	601,863	722,601	
Professional fees	289,806	420,700	374,780	
Building oper & maint	122,826	200,550	199,450	
Vehicle & Equip- oper & maint	683,207	651,248	653,805	
Operating costs	1,525,906	3,222,940	3,513,803	
<b>Total Operating Expenditures (excluding wages)</b>	<b>3,058,216</b>	<b>5,097,301</b>	<b>5,464,439</b>	<b>7.2%</b>
Wages & benefits	2,538,320	3,328,271	3,701,948	11.2%
<b>Total Operating Expenditures (including wages)</b>	<b>5,596,536</b>	<b>8,425,572</b>	<b>9,166,387</b>	<b>8.8%</b>
Contribution to reserve funds	1,341,430	1,343,525	1,700,665	
<b>Operating (surplus) / deficit</b>	<b>(1,263,404)</b>	<b>(407,057)</b>	<b>(578,236)</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	622,379	2,522,807	1,983,356	
Transfers from reserves	(49,156)	(1,333,707)	(477,856)	
<b>Net Capital Assets funded from Operations</b>	<b>573,223</b>	<b>1,189,100</b>	<b>1,505,500</b>	<b>26.6%</b>
<b>Capital Financing Charges</b>				
Existing debt (principal)	43,121	43,255		
Existing debt (interest)	185	158	200	
<b>Total Capital Financing Charges</b>	<b>43,306</b>	<b>43,413</b>	<b>200</b>	<b>(99.5%)</b>
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	(646,875)	825,456	927,464	
Transfer to appropriated surplus	498,000			
Transfer from appropriated surplus	<b>(611,070)</b>	<b>(611,070)</b>	(498,000)	<b>(18.5%)</b>
Prior year (surplus) / deficit	(1,485,401)	(1,485,401)	(1,737,101)	
<b>Current year unappropriated surplus</b>	<b>(2,245,346)</b>	<b>(1,271,015)</b>	<b>(1,307,637)</b>	

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

<b>AREA</b>	<b>REGIONAL AND COMMUNITY UTILITIES</b>		
<b>SERVICE</b>	<b>RESIDENTIAL GARBAGE, FOOD WASTE &amp; RECYCLING COLLECTION PROGRAM</b>		
<b>CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES</b>	<p>The RDN provides curbside collection of residential garbage, food waste and recycling to approximately 29,000 single family and equivalent homes within the Electoral Areas, the City of Parksville, District of Lantzville, and Nanoose First Nations. The collection is provided through a private sector contractor.</p> <p>The program prepares and distributes public education materials to promote waste reduction.</p>		
<b>PERFORMANCE INDICATORS</b>			
<b>MEASUREMENT INDICATOR</b>	<b>BENCHMARK</b>	<b>CURRENT PERFORMANCE</b>	<b>2019 PERFORMANCE OBJECTIVES</b>
User Rates	\$197.23/year is the 2018 average residential user fee calculated by comparing 5 Vancouver Island municipalities providing similar level of curbside collection (i.e. garbage, recycling and food waste only). Please note, all municipalities are serviced by automated collection truck hence the cost is significantly higher.	\$144.69/year	\$154.03/year
Disposal Rate (garbage only)	2009 – 283 kg/hh/yr	170 kg/hh/yr	170 kg/hh/year
Contamination in Recycling	3% non-printed paper and packaging, as per Recycle BC contract.	3.1% 2018 YTD 3.7% 2017 5.3% 2016	3.0%
<b>KEY ACTIONS TO ACHIEVE 2019 PERFORMANCE OBJECTIVES</b>			
<ol style="list-style-type: none"> <li>1. Issuance of a Request for Proposal to solicit proposals for the delivery of a replacement collection service for a ten year contract from April 2020 to April 2030.</li> <li>2. Manage the curbside programs with the aim to improve diversion and lower contamination in the recycling stream by: <ul style="list-style-type: none"> <li>• promoting resident participation in the recycling and food waste diversion programs; and</li> <li>• drive correct recycling behavior through positive reinforcement of good recycling practices and providing clarity on non-compliant materials.</li> </ul> </li> <li>3. Update Solid Waste garbage &amp; recycling/zero waste programs to improve user experience by residents and help to drive reduction of waste generation.</li> <li>4. Create a video series, primarily focused on contamination reduction, and recycling preparation best practices, for curbside collection and depots.</li> <li>5. Increase presence via digital and print media to drive awareness to the solid waste program.</li> <li>6. Work with Recycle BC, the collection contractor, municipal partners and residents to continue to lower contamination in recycling and organic waste stream.</li> </ol>			



**FINANCIAL PLAN**  
**Solid Waste Collection & Recycling**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Operations	(669,758)	(1,113,632)	(1,188,868)	
Utility user fees	(3,349,549)	(3,567,447)	(4,037,648)	
Miscellaneous	(7,782)	(7,500)	(7,500)	
<b>Total Operating Revenues</b>	<b>(4,027,089)</b>	<b>(4,688,579)</b>	<b>(5,234,016)</b>	<b>11.6%</b>
<b>Operating Expenditures</b>				
Administration	254,978	343,897	401,189	
Professional fees	1,913	8,000	30,000	
Building oper & maint	2,011	2,681	2,681	
Vehicle & Equip- oper & maint	653	1,485	1,485	
Operating costs	2,856,762	4,091,844	4,607,854	
<b>Total Operating Expenditures (excluding wages)</b>	<b>3,116,317</b>	<b>4,447,907</b>	<b>5,043,209</b>	<b>13.4%</b>
Wages & benefits	143,067	221,834	234,827	<b>5.9%</b>
<b>Total Operating Expenditures (including wages)</b>	<b>3,259,384</b>	<b>4,669,741</b>	<b>5,278,036</b>	13.0%
Contribution to reserve funds	100,000	100,205	10,205	
<b>Operating (surplus) / deficit</b>	<b>(667,705)</b>	<b>81,367</b>	<b>54,225</b>	
<b>Capital Asset Expenditures</b>				
Capital expenditures	62	125	250	
<b>Net Capital Assets funded from Operations</b>	<b>62</b>	<b>125</b>	<b>250</b>	<b>100.0%</b>
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>	<b>(667,643)</b>	<b>81,492</b>	<b>54,475</b>	
Prior year (surplus) / deficit	(294,508)	(294,508)	(245,514)	
<b>Current year unappropriated surplus</b>	<b>(962,151)</b>	<b>(213,016)</b>	<b>(191,039)</b>	



**FINANCIAL PLAN**  
**Community Works Fund Projects - Regional & Community Utilities**  
**2019 Proposed Budget**

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
<b>Operating Revenues</b>				
Operating grants	(860)	(85,000)	(85,000)	
<b>Total Operating Revenues</b>	<b>(860)</b>	<b>(85,000)</b>	<b>(85,000)</b>	
<b>Operating Expenditures</b>				
Professional fees	850	65,000	65,000	
Operating costs	10	20,000	20,000	
<b>Total Operating Expenditures (excluding wages)</b>	<b>860</b>	<b>85,000</b>	<b>85,000</b>	
<b>Total Operating Expenditures (including wages)</b>	<b>860</b>	<b>85,000</b>	<b>85,000</b>	
<b>Operating (surplus) / deficit</b>				
<b>Capital Asset Expenditures</b>				
Capital expenditures	27,100	416,714	361,363	
Grants and other	(27,100)	(416,714)	(361,363)	
<b>Net Capital Assets funded from Operations</b>				
<b>Capital Financing Charges</b>				
<b>Total Capital Financing Charges</b>				
<b>Accumulated Surplus</b>				
<b>Net (surplus)/deficit for the year</b>				
<b>Current year unappropriated surplus</b>				