

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

PAGE NO. DESCRIPTION

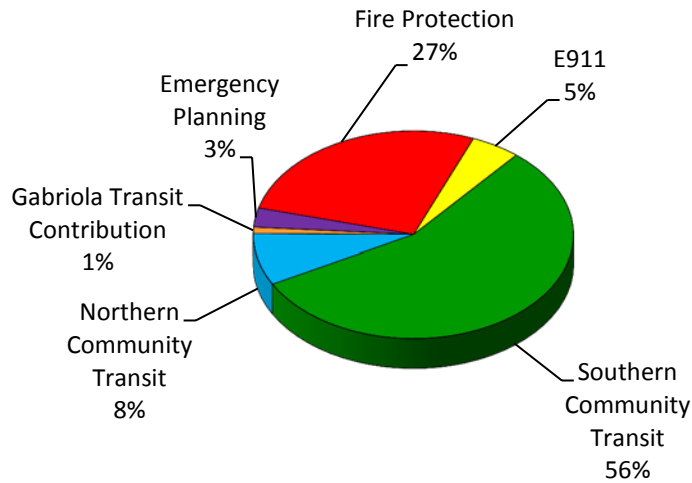
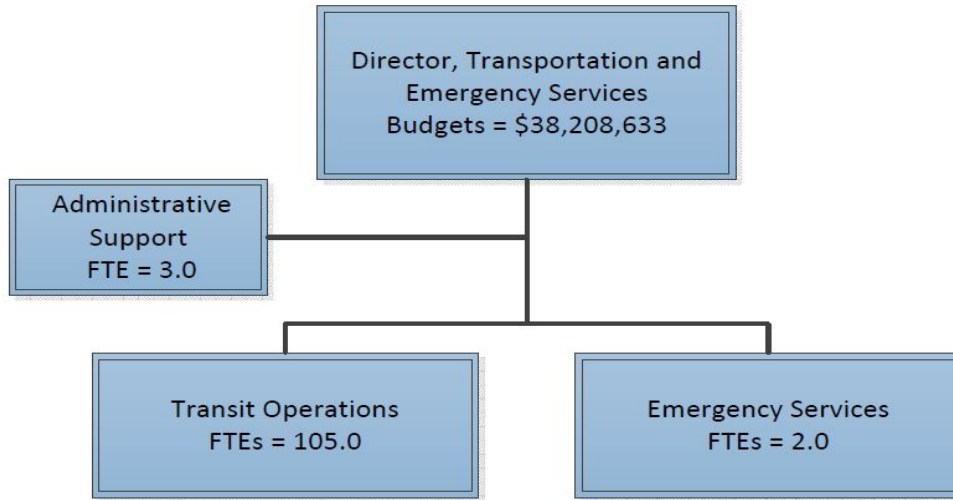
TRANSIT & EMERGENCY SERVICES

160 Departmental Highlights

Business Plans and Departmental Budget Summaries

161-162	Business Plan - Conventional and Custom Southern and Northern Communities
163	Budget Summary - Transit Southern Community
164	Budget Summary - Transit Northern Community
165	Budget Summary - Gabriola Island Emergency Wharf
166	Budget Summary - Gabriola Transit Contribution
167	Budget Summary - Gabriola Island Taxi Saver
168-170	Business Plan - Emergency Planning
171	Budget Summary - Emergency Planning Services
172	Budget Summary - D68 Search & Rescue
173	Budget Summary - D69 Marine Search & Rescue
174	Budget Summary - D69 Land Search & Rescue
175	Budget Summary - D68 E911
176	Budget Summary - D69 E911
177	Budget Summary - D68 Community Justice
178	Budget Summary - D69 Community Justice
179-180	Business Plan - Fire Services
181	Budget Summary - Fire Administration
182	Budget Summary - Fire Coombs-Hilliers
183	Budget Summary - Fire Errington
184	Budget Summary - Fire Nanoose Bay
185	Budget Summary - Fire Dashwood
186	Budget Summary - Fire Meadowood
187	Budget Summary - Fire Extension
188	Budget Summary - Fire Nanaimo River
189	Budget Summary - Fire Bow Horn Bay
190	Budget Summary - Fire Cassidy Waterloo
191	Budget Summary - Fire Wellington
192	Budget Summary - Fire French Creek
193	Budget Summary - Fire Parksville Local

**REGIONAL DISTRICT OF NANAIMO
DEPARTMENTAL HIGHLIGHTS
TRANSIT & EMERGENCY SERVICES**



Transportation & Emergency Services	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	
Southern Community Transit	27,628,129	17,668,877	9,959,252	56%
Northern Community Transit	2,495,016	1,087,479	1,407,537	8%
Gabriola Emergency Wharf	6,177		6,177	0%
Gabriola Transit Contribution	136,000		136,000	1%
Gabriola Island Taxi Saver	8,440		8,440	0%
Emergency Planning	794,063	167,288	626,775	3%
Fire Protection	6,249,843	1,491,063	4,758,780	27%
E911	890,962		890,962	5%
	38,208,630	20,414,707	17,793,923	100%

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

AREA	TRANSPORTATION and EMERGENCY SERVICES
SERVICE	TRANSIT BUS SERVICE –Conventional & Custom Southern and Northern Communities
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>The Regional District of Nanaimo operates and maintains a fleet of 50 conventional New Flyer Compressed Natural Gas buses (CNG) buses and four (4) ARBOC community diesel buses. These vehicles are equipped with bicycle racks and are accessible to persons with limited mobility (i.e. wheelchairs, small scooters, and child strollers).</p> <p>RDN transit is an integrated service connecting communities from Deep Bay in the north, Electoral Area ‘H’, to Cedar, Electoral Area ‘A’, south of the City of Nanaimo. The amount of service varies between the northern and southern parts of the Regional District, with approximately 90% of the service hours occurring in the southern areas, primarily within the City of Nanaimo.</p> <p>Service is provided for the most part, between 6:00 am and 12:00 pm Monday to Saturday, with reduced service on Sunday. Service frequency varies, ranging from 10 minute service to every hour, with additional peak time service on weekdays.</p> <p>Revenue hours of service have increased from 102,000 annual hour of service in 2009 to 121,600 annual hours of service in 2018.</p> <p>The Regional District of Nanaimo also operates and maintains a fleet of 14 Custom vehicles that provide responsive on-demand, door-to-door service to persons with disabilities severe enough to prevent them from using the Conventional transit system unattended. Service is provided to residents within the same transit service boundaries as Conventional transit. Custom service hours for 2017/18 are 25,317 annually.</p> <p>Service is scheduled between the hours of 7:00 am to 7:30 pm Monday to Friday, with limited service Saturdays and Sundays and no service on statutory holidays. Weekend service is from 9:00 am to 5:00 pm. No weekend service is available in the Northern Communities at this time.</p>

CONVENTIONAL PERFORMANCE INDICATORS

MEASUREMENT INDICATORS *	Peer Average	2016-17 Performance	2017-18 Performance
Asset Management Plan Implementation	Strategic Asset Management plan in place	Asset registry and long term capital plan under development	Completed asset registry and preliminary asset management plan
Operating Cost Per Passenger	\$3.52	\$3.84	\$3.55
Total Passengers Per Hour	29	24	25
Operating Cost Recover	34%	39%	*41%

*Based upon the BC Transit Annual Performance Summary

*RDN currently has the best operating cost recovery of the 81 transit systems within BC Transit

CUSTOM PERFORMANCE INDICATORS			
MEASUREMENT INDICATORS*	Peer Average	2016-17 Performance	2017-18 Performance
Rides Per Hour	2.1	2.6	2.7
Operating Cost Per Passenger	\$21.87	\$24.21	\$26.00
Operating Cost Recover	8%	13%	9%

*Based upon StrataGen software and the Annual Operating Agreement with BC Transit (Apr 1–Mar 31 annually)

CONVENTIONAL KEY ACTIONS TO ACHIEVE 2019 PERFORMANCE OBJECTIVES

1. Implement a 5000 annual hour expansion in January
2. Meet with key stakeholder groups, user groups and supporting groups that utilize transit services in the Regional District.
3. Promote transit to Vancouver Island University- Work with VIUSU to grow ridership and transit revenues.
4. Upgrade transit bus stop infrastructure, including shelters - to assist in growing ridership by making the system more convenient
5. In partnership with BC Transit, secure grant infrastructure funding - to build/expand three transit exchanges in Nanaimo
6. In partnership with BC Transit, develop an Area ‘F’ – Local Area Transit Plan to define medium to long-term transit service and infrastructure priorities.
7. In partnership with BC Transit, develop a South Nanaimo – Local Area Transit Plan to define short to medium-term transit service and infrastructure priorities.
8. Implement two (2) expansion buses to the transit fleet.
9. In partnership with BC Transit, implement new mobile fare payment technology.
10. Work with RDN departmental staff to implement RDN Asset Management working group objectives.
11. Remove and reinstall a transit shop bus hoist.

CUSTOM TRANSIT KEY ACTIONS TO ACHIEVE 2019 PERFORMANCE OBJECTIVES

1. Meet with key stakeholder groups, user groups and supporting groups that utilize handyDART services to ensure opportunities for access to the system.
2. Trial new scheduling software with BC Transit to improve scheduling efficiencies. This will reduce operating costs and make the system more efficient for users.
3. Work with First Nations within the RDN to expand handyDART service.
4. Implement BC Transit’s handyDART cancellation policy to reduce the number of at-the-door cancellations. This will provide service to a greater number of clients, reduce the number of unmet trips and lower the number of clients on a waitlist for subscription services.
5. Work with RDN departmental staff to implement RDN Asset Management working group objectives



FINANCIAL PLAN
Transit Southern Community
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(6,815,581)	(9,087,442)	(9,360,065)	3.0%
	(6,815,581)	(9,087,442)	(9,360,065)	3.0%
Grants in lieu of taxes	(122,291)	(73,000)	(73,000)	
Operating grants	(3,599,557)	(5,463,383)	(5,411,313)	
Planning grants	(79,975)	(193,664)	(368,131)	
Transit fares	(3,437,615)	(4,209,449)	(4,250,374)	
Operations	(27,024)	(173,417)	(51,117)	
Miscellaneous	(11,501)	(5,100)	(5,100)	
Interdepartmental recoveries	(1,001,763)	(1,335,685)	(1,574,842)	
Total Operating Revenues	(15,095,307)	(20,541,140)	(21,093,942)	2.7%
Operating Expenditures				
Administration	827,252	1,133,471	1,285,546	
Professional fees	23,320	43,500	43,500	
Building oper & maint	283,975	321,631	321,631	
Vehicle & Equip- oper & maint	3,469,601	4,963,669	5,017,129	
Operating costs	1,493,268	2,226,823	2,278,455	
Total Operating Expenditures (excluding wages)	6,097,416	8,689,094	8,946,261	3.0%
Wages & benefits	9,064,220	11,275,186	11,797,953	4.6%
Total Operating Expenditures (including wages)	15,161,636	19,964,280	20,744,214	3.9%
Contribution to reserve funds	450,000	452,045	652,045	
Operating (surplus) / deficit	516,329	(124,815)	302,317	
Capital Asset Expenditures				
Capital expenditures	118,278	2,488,000	6,266,000	
Transfers from reserves	(19,548)	(1,510,360)	(3,952,510)	
Grants and other		(280,140)	(1,982,490)	
Net Capital Assets funded from Operations	98,730	697,500	331,000	(52.5%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	615,059	572,685	633,317	
Transfer to appropriated surplus	194,556			
Transfer from appropriated surplus	(487,794)	(480,000)	(513,737)	7.0%
Prior year (surplus) / deficit	(1,474,393)	(1,474,393)	(1,496,861)	
Current year unappropriated surplus	(1,152,572)	(1,381,708)	(1,377,281)	



FINANCIAL PLAN
Transit Northern Community
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(886,039)	(1,181,386)	(1,240,455)	5.0%
	(886,039)	(1,181,386)	(1,240,455)	5.0%
Operating grants	(381,740)	(564,477)	(710,865)	
Planning grants	(8,069)	(19,303)	(101,832)	
Transit fares	(222,944)	(270,782)	(270,782)	
Operations	(1,804)	(4,000)	(4,000)	
Total Operating Revenues	(1,500,596)	(2,039,948)	(2,327,934)	14.1%
Operating Expenditures				
Administration	77,733	103,644	132,765	
Operating costs	630,566	839,145	1,087,785	
Total Operating Expenditures (excluding wages)	708,299	942,789	1,220,550	29.5%
Wages & benefits	760,197	1,119,623	1,274,466	13.8%
Total Operating Expenditures (including wages)	1,468,496	2,062,412	2,495,016	21.0%
Operating (surplus) / deficit	(32,100)	22,464	167,082	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(32,100)	22,464	167,082	
Prior year (surplus) / deficit	(534,810)	(534,810)	(663,723)	
Current year unappropriated surplus	(566,910)	(512,346)	(496,641)	



FINANCIAL PLAN
Gabriola Island Emergency Wharf
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(5,168)	(6,891)	(6,891)	
	(5,168)	(6,891)	(6,891)	
Total Operating Revenues	(5,168)	(6,891)	(6,891)	
Operating Expenditures				
Administration	375	500	810	
Professional fees		500	500	
Operating costs	4,235	2,500	2,500	
Total Operating Expenditures (excluding wages)	4,610	3,500	3,810	8.9%
Total Operating Expenditures (including wages)	4,610	3,500	3,810	8.9%
Contribution to reserve funds		5,296	2,367	
Operating (surplus) / deficit	(558)	1,905	(714)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(558)	1,905	(714)	
Prior year (surplus) / deficit	(1,905)	(1,905)	714	
Current year unappropriated surplus	(2,463)			



FINANCIAL PLAN
Transit - Gabriola Transit Contribution
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(102,000)	(136,000)	(136,000)	
	(102,000)	(136,000)	(136,000)	
Total Operating Revenues	(102,000)	(136,000)	(136,000)	
Operating Expenditures				
Administration	4,350	5,800	5,800	
Transfer to other govt / org	130,200	130,200	130,200	
Total Operating Expenditures (excluding wages)	134,550	136,000	136,000	
Total Operating Expenditures (including wages)	134,550	136,000	136,000	
Operating (surplus) / deficit	32,550			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	32,550			
Current year unappropriated surplus	32,550			



FINANCIAL PLAN
Transit -Gabriola Island Taxi Saver
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(3,249)	(4,332)	(5,997)	38.4%
	(3,249)	(4,332)	(5,997)	38.4%
Total Operating Revenues	(3,249)	(4,332)	(5,997)	38.4%
Operating Expenditures				
Administration	330	440	440	
Transfer to other govt / org	3,242	8,000	8,000	
Total Operating Expenditures (excluding wages)	3,572	8,440	8,440	
Total Operating Expenditures (including wages)	3,572	8,440	8,440	
Operating (surplus) / deficit	323	4,108	2,443	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	323	4,108	2,443	
Prior year (surplus) / deficit	(4,108)	(4,108)	(2,443)	
Current year unappropriated surplus	(3,785)			

AREA	TRANSPORTATION AND EMERGENCY SERVICES		
SERVICE	EMERGENCY PLANNING SERVICES		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>The RDN Emergency Program provides Emergency Management through planning and activities related to response, recovery, mitigation and preparedness. Community disaster resilience is enhanced by maintaining operational readiness, cooperative agreements and partnerships and through public education.</p> <p>RDN Emergency Program is a collaborative service, with regional partners such as Nanaimo, Lantzville, Parksville, First Nations and Qualicum Beach, with a goal of encouraging personal preparedness and disaster resilience. The RDN also provides direct Emergency Management planning services for the District of Lantzville.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATORS	BENCHMARK	CURRENT PERFORMANCE	2019 PERFORMANCE OBJECTIVES
Operational Readiness	Emergency Plan, area evacuation plans, operational guidelines are up to date	<ol style="list-style-type: none"> Emergency Plan updates underway, scheduled for completion by December. Evacuation Planning: Identified site specific risk areas Emergency Management policy completed for Exempt staff wage recovery Apply for grant funding for evacuation route planning 	<ol style="list-style-type: none"> Review Emergency Plan once NDMP and HRVA assessments complete and update as required Utilize evacuation route planning grant to develop evacuation plans for identified areas Review and update seasonal Operational Guidelines with stakeholder input Continue National Disaster Mitigation Program
	EOC and Reception Centre activation readiness	<ol style="list-style-type: none"> EOC readiness almost complete - purchased 9 dedicated phones lines, GIS computer purchased, two sat phones to be purchased in October. Seven out of eight Reception centres are operational and equipped. Last one to be completed by December. Cranberry reception centre generator added to generator maintenance budget. ESS trailer purchased with CEPF grant Emergency Management mapping in progress and almost complete 	<ol style="list-style-type: none"> Continue improvements to EOC based on learnings from exercises EOC activations. Develop plan to increase EOC emergency communications capacity (radio trailer) Develop Generator maintenance schedule Develop ESS trailer for deployment readiness Complete Emergency Management mapping (hardcopy and online accessible) Develop Operational Guidelines to accompany Regional Emergency Agreement
	Sufficient numbers of EOC staff trained and a training schedule in place	<ol style="list-style-type: none"> Staff attended at least 3 EOC courses EOC director course scheduled for November EOC Table Top Exercise for Staff completed and second planned for October Updating Staff Training Matrix 	<ol style="list-style-type: none"> Host two EOC courses cost shared with EMO Two Table Top Exercises for Staff Policy group training EMBC subsidized courses Develop training plans

TRANSPORTATION AND EMERGENCY SERVICES			
EMERGENCY PLANNING SERVICES			
	Stable number of trained Emergency Program volunteers	<ol style="list-style-type: none"> 1. Trained new ESS volunteers – Gabriola / Lantzville 2. Three appreciation events for Emergency Program volunteers 	<ol style="list-style-type: none"> 1. Increase ESS volunteer capacity in D68 2. Volunteer appreciation/retention activities 3. Promote “get involved” page to engage volunteers and enable networking
Public Awareness	Public awareness of RDN response & recovery roles	<ol style="list-style-type: none"> 1. Social media posts regularly provided 2. Website information updated 3. Connect Rocket platform in place for EOC and Area Emergency notifications. 2018 growth of over 500% with 7500 subscribers 4. Emergency Preparedness Week Expo 5. Great BC ShakeOut earthquake drill 6. Webpage developed for Emergency Preparedness with regional partners 	<ol style="list-style-type: none"> 1. Expand social media presence for public education and volunteer interaction 2. Promote Emergency Notification system to increase subscribers 3. Utilize mass notification system for preparedness, alerting when required and minimum 1 functional test per year. 4. Emergency Preparedness Week event
	Community, personal/family emergency preparedness	<ol style="list-style-type: none"> 1. Emergency Program staff attended over 10 community events for outreach 2. 2 Person emergency kits provided to policy group and further kits being prepared for incoming directors 3. Emergency kits used in draws for public attendance at outreach events 4. Updated and delivered the emergency preparedness presentation 5. Neighborhood Emergency Preparedness Program updated 6. https://www.getinvolved.rdn.ca/ page developed for NEPP 	<ol style="list-style-type: none"> 1. Attendance at minimum 10 community events for outreach 2. Promote and deliver the preparedness and NEPP presentations 3. Meet and provide training on evacuation processes with RCMP, SAR and other stakeholders
Cooperative Agreements	Agreements / Partnerships in place	<ol style="list-style-type: none"> 1. Updated/expanded emergency supplier lists/partnerships 2. District of Lantzville emergency management service agreement renewed 3. NSAR agreement in progress 4. Agreements renewed for Emergency Reception Centres 	<ol style="list-style-type: none"> 1. Establish agreement with D68 for ESS coordination 2. Continue relations with regional partners to ensure continuation of current agreements and contracts

TRANSPORTATION AND EMERGENCY SERVICES

EMERGENCY PLANNING SERVICES

KEY ACTIONS TO ACHIEVE 2019 PERFORMANCE OBJECTIVES

- To achieve EOC and Reception Centre Operational Readiness:
 - Complete ESS Trailer readiness, utilizing the CEPF grant
 - Continue improvements to EOC based on learnings from exercises and EOC activations
 - Develop plan to increase EOC emergency communications capacity (radio trailer)
 - Update staff training matrix and organize training opportunities, build ongoing training plan, schedule table top exercise and policy group training
 - Develop generator maintenance program
- To ensure all planning documents are up to date:
 - Update Emergency Plan to reflect any new evacuation plans, HRVA and other preparedness documents
 - Hold Emergency Activation drills for EOC, ESS, Reception Centres, and Emergency Communications
 - Continue the National Disaster Mitigation Program Flood Risk Analysis
 - Complete area evacuation plans utilizing CEPF grant
- To ensure public awareness:
 - Utilize public engagement platforms such as <https://www.getinvolved.rdn.ca/> , Facebook and other mediums to deliver public education pieces and enable volunteer interaction on a regional basis.
 - Emergency Services to attend a minimum of 10 community events/presentations
 - Build on Connect Rocket Mass Notification System enrollment to enhance public use
 - Promote and train new NEPP program
 - Meet and provide training on evacuation processes with RCMP, SAR and other stakeholders
- To ensure cooperative agreements are in place:
 - Continue relations with regional partners to ensure continuation of current agreements and contracts
 - Update and renew service agreements as required
 - Develop operational guidelines to supplement the Regional Emergency Management Agreement so all parties understand purpose and plan for use when needed.
 - Establish agreement with D68 for ESS coordination and increase ESS volunteer capacity



FINANCIAL PLAN
Emergency Planning
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Municipal agreements	(22,001)	(29,334)	(31,854)	8.6%
Property taxes	(249,370)	(332,494)	(367,418)	10.5%
	(271,371)	(361,828)	(399,272)	10.3%
Operating grants	(6,543)	(278,500)	(82,153)	
Transfer from reserve - non capital		(20,000)		
Miscellaneous	(4,000)			
Total Operating Revenues	(281,914)	(660,328)	(481,425)	(27.1%)
Operating Expenditures				
Administration	22,051	34,146	40,478	
Professional fees	2,072	183,500	68,153	
Building oper & maint	65	1,100	800	
Vehicle & Equip- oper & maint	8,444	9,600	11,250	
Operating costs	27,700	55,668	62,776	
Program costs		128,500	37,500	
Transfer to other govt / org	21,000	23,000	23,000	
Total Operating Expenditures (excluding wages)	81,332	435,514	243,957	(44.0%)
Wages & benefits	182,588	211,022	216,832	2.8%
Total Operating Expenditures (including wages)	263,920	646,536	460,789	(28.7%)
Contribution to reserve funds	45,000	45,000	35,000	
Operating (surplus) / deficit	27,006	31,208	14,364	
Capital Asset Expenditures				
Capital expenditures	6,543	87,500	85,000	
Transfers from reserves		(85,000)	(85,000)	
Net Capital Assets funded from Operations	6,543	2,500		(100.0%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	33,549	33,708	14,364	
Transfer to appropriated surplus	10,000			
Transfer from appropriated surplus			(10,000)	
Prior year (surplus) / deficit	(58,788)	(58,788)	(14,180)	
Current year unappropriated surplus	(15,239)	(25,080)	(9,816)	



FINANCIAL PLAN
D68 Search & Rescue
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(35,550)	(47,400)	(47,400)	
	(35,550)	(47,400)	(47,400)	
Grants in lieu of taxes	(673)	(135)	(135)	
Miscellaneous	(5)			
Total Operating Revenues	(36,228)	(47,535)	(47,535)	
Operating Expenditures				
Administration	563	750	2,160	
Building oper & maint	20,000	24,000	24,000	
Transfer to other govt / org	23,475	23,475	23,475	
Total Operating Expenditures (excluding wages)	44,038	48,225	49,635	2.9%
Total Operating Expenditures (including wages)	44,038	48,225	49,635	2.9%
Operating (surplus) / deficit	7,810	690	2,100	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	7,810	690	2,100	
Prior year (surplus) / deficit	(3,468)	(3,468)	(3,321)	
Current year unappropriated surplus	4,342	(2,778)	(1,221)	



FINANCIAL PLAN
D69 Marine Search & Rescue
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(5,700)	(7,600)	(7,600)	
	(5,700)	(7,600)	(7,600)	
Total Operating Revenues	(5,700)	(7,600)	(7,600)	
Operating Expenditures				
Administration	75	100	100	
Transfer to other govt / org	7,500	7,500	7,500	
Total Operating Expenditures (excluding wages)	7,575	7,600	7,600	
Total Operating Expenditures (including wages)	7,575	7,600	7,600	
Operating (surplus) / deficit	1,875			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	1,875			
Current year unappropriated surplus	1,875			



FINANCIAL PLAN
D69 Land Search & Rescue
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(7,650)	(10,200)	(10,250)	0.5%
	(7,650)	(10,200)	(10,250)	0.5%
Total Operating Revenues	(7,650)	(10,200)	(10,250)	0.5%
Operating Expenditures				
Administration	150	200	250	
Transfer to other govt / org	10,000	10,000	10,000	
Total Operating Expenditures (excluding wages)	10,150	10,200	10,250	0.5%
Total Operating Expenditures (including wages)	10,150	10,200	10,250	0.5%
Operating (surplus) / deficit	2,500			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	2,500			
Current year unappropriated surplus	2,500			



FINANCIAL PLAN
D68 E911
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(119,203)	(158,937)	(165,294)	4.0%
	(119,203)	(158,937)	(165,294)	4.0%
Total Operating Revenues	(119,203)	(158,937)	(165,294)	4.0%
Operating Expenditures				
Administration	7,500	10,000	10,000	
Vehicle & Equip- oper & maint	6,463	9,450	13,100	
Operating costs	7,219	10,000	10,000	
Transfer to other govt / org	80,458	133,000	137,490	
Total Operating Expenditures (excluding wages)	101,640	162,450	170,590	5.0%
Total Operating Expenditures (including wages)	101,640	162,450	170,590	5.0%
Contribution to reserve funds			500	
Operating (surplus) / deficit	(17,563)	3,513	5,796	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(17,563)	3,513	5,796	
Prior year (surplus) / deficit	(8,906)	(8,906)	(8,780)	
Current year unappropriated surplus	(26,469)	(5,393)	(2,984)	



FINANCIAL PLAN
D69 E911
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(500,794)	(667,725)	(709,462)	6.3%
	(500,794)	(667,725)	(709,462)	6.3%
Total Operating Revenues	(500,794)	(667,725)	(709,462)	6.3%
Operating Expenditures				
Administration	9,375	12,500	15,000	
Operating costs	4,875	6,500	6,500	
Transfer to other govt / org	667,725	667,725	698,372	
Total Operating Expenditures (excluding wages)	681,975	686,725	719,872	4.8%
Total Operating Expenditures (including wages)	681,975	686,725	719,872	4.8%
Operating (surplus) / deficit	181,181	19,000	10,410	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	181,181	19,000	10,410	
Prior year (surplus) / deficit	(29,410)	(29,410)	(10,410)	
Current year unappropriated surplus	151,771	(10,410)		



FINANCIAL PLAN
D68 Community Justice
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(12,094)	(16,125)	(16,445)	2.0%
	(12,094)	(16,125)	(16,445)	2.0%
Total Operating Revenues	(12,094)	(16,125)	(16,445)	2.0%
Operating Expenditures				
Administration	94	125	445	
Transfer to other govt / org	16,000	16,000	16,000	
Total Operating Expenditures (excluding wages)	16,094	16,125	16,445	2.0%
Total Operating Expenditures (including wages)	16,094	16,125	16,445	2.0%
Operating (surplus) / deficit	4,000			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	4,000			
Current year unappropriated surplus	4,000			



FINANCIAL PLAN
D69 Community Justice
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(40,235)	(53,646)	(64,216)	19.7%
Property taxes	(36,956)	(49,275)	(65,128)	32.2%
	(77,191)	(102,921)	(129,344)	25.7%
Total Operating Revenues	(77,191)	(102,921)	(129,344)	25.7%
Operating Expenditures				
Administration	94	125	125	
Transfer to other govt / org	116,558	129,219	129,219	
Total Operating Expenditures (excluding wages)	116,652	129,344	129,344	
Total Operating Expenditures (including wages)	116,652	129,344	129,344	
Operating (surplus) / deficit	39,461	26,423		
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	39,461	26,423		
Transfer from appropriated surplus	(26,423)	(26,423)		(100.0%)
Current year unappropriated surplus	13,038			

AREA	TRANSPORTATION AND EMERGENCY SERVICES		
SERVICE	FIRE SERVICES		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>The RDN Fire Services provides support and direction to the six RDN fire departments through planning and activities related to current training and requirement standards and regulation, department needs, emergency response and preparedness. Fire Service emergency and public service response is enhanced by maintaining operational readiness, cooperative agreements and partnerships and through public education.</p> <p>RDN Fire Services is a collaborative service, with regional and provincial partners such as RDN Emergency Services, RCMP, BCAS, Nanaimo FD, Lantzville FD, Parksville FD, Qualicum FD, North Cedar FD, Cranberry FD, East Wellington FD, Deep Bay FD, B.C. Wildfire Service and the B.C. Fire Commissioners Office.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATORS	BENCHMARK	CURRENT PERFORMANCE	2019 PERFORMANCE OBJECTIVES
Responsibility / Jurisdiction	2016 Fire Services Review	<ol style="list-style-type: none"> 1. Finalized the Fire Service Agreement with Cranberry FD. & the Cassidy/Waterloo Fire Protection Area. 2. Completed an “Inter Power Bylaw” for Coombs/Hillier FD. 3. Finalize a Building and Land use agreement with Coombs/Hillier FD and Arrowsmith Search & Rescue. 4. RDN Fire Departments are training to their respective Playbook declaration. 5. Finalized the RDN Fire Departments OH&S program that meets current regulatory requirements. 6. Develop one set of RDN Fire Department Standardized Operational Guidelines to cover the six RDN FD’s 7. In conjunction with Fire Departments, developed promotional requirements for each officer position. 	<ol style="list-style-type: none"> 1. RDN and Societies review compensation for their members to establish a consistent standard across RDN FD’s 2. RDN and Fire Departments to review feasibility of a regional recruitment strategy, retention program and duty crew system. 3. RDN develop a recognition program for volunteers and employers 4. RDN to develop a strategic business plan for Fire Services over the next 1 – 5 years to guide Fire Services administration activities. 5. Develop and finalize an RDN FD Operational Bylaw (continued from 2018 project RFP issued) 6. Ongoing involvement in Fire Department training and verification of playbook declaration requirements.
Fire Suppression Readiness	Interface Firewater Storage Tanks	<ol style="list-style-type: none"> 1. First tank installed in Nanoose in 2018 and second firewater tank being installed Seablush Dr in 2019 2. Develop a prioritized list for tanks 3. Meet with fire chiefs and MOTI to discuss locations of tanks 	<ol style="list-style-type: none"> 1. Develop a 5-year plan for tank installation 2. Develop a maintenance schedule for tanks 3. Develop a standard plan for water tank installation
	Apparatus	Meeting with the six fire departments to assess options for regional	Develop Maintenance Contract for apparatus if cost savings and

		maintenance of fire apparatus and equipment for potential savings	efficiencies realized
Statutory and Regulatory Compliance	Occupational Health and Safety	RDN Fire Departments have an up to date OH&S program that meets current regulatory requirements	Conduct routine monitoring process to ensure OH&S policy is being followed at each department (1 – 2 times per year per department.)
	Operational Guidelines & Playbook Requirements	RFP posted to source a consultant to develop Standardized RDN Operational Guidelines for all RDN FD's	Implement RDN Standardized Operational Guidelines
	Fire Safety Act	Meet with Fire Chiefs to discuss new Fire Safety Act and implications	Continue engagement with fire commissioner for timeline for when Act goes into effect and implications for regional districts. Determine costs associated and staff requirements to comply with Act.
Stakeholder Engagement	Fire Departments	Attending occasional fire practices for each department.	Attend 1 – 2 Fire Practices of each department annually
Stakeholder Engagement	Fire Chiefs	Hosted 2 RDN FD Regional Fire Chiefs meetings in 2018.	Host 2 RDN FD Regional Fire Chiefs Meetings
	FD Societies	Attended 9 society board meetings in 2018.	Attend Society Board Meetings as requested by the societies for RDN Fire Services activities.

KEY ACTIONS TO ACHIEVE 2019 PERFORMANCE OBJECTIVES

- To achieve 2019 Fire Service Objectives:
 - RDN Fire services, RDN Finance Fire Chiefs and Societies to look at standardizing RDN FD member compensation because each Society is using a different structure to pay their staff, and a common standard is being sought.
 - RDN and FD's to work on an annual recruitment/retention campaign to utilize budgeted funds collectively to create greater exposure from joint advertising and testing opportunities.
 - RDN & FD's to work to develop recognition programs for FD members and employers. This may include appreciation dinners or other activities but also to include employers who often allow members to attend calls and not lose pay.
 - Work with Fire departments and working group for apparatus purchasing specs and maintenance contracts
 - Meet with Fire Chiefs and MOTI to prioritize and develop a plan for water storage tank installations
 - Review details of new Fire Safety Act coming to effect and determine implications to Regional District
- Occupational Health and Safety program:
 - Request the OH&S committee for a convenient time to conduct check-ins to verify that department records are up to date and being maintained as per regulatory requirements.
- Operational Guidelines and Playbook Requirements:
 - Review and enhance standardized operational guidelines with all fire departments as required
 - Host a workshop on the implementation once the OG's have been completed
 - Monitor Playbook requirements at Practices and documentation process.
- Attend FD Practices, Society Board meetings and hosting RDN Fire Chief meetings:
 - Request attendance at strategic practices for opportunity to observe training
 - Attendance at Society Board meetings is to enable dialogue and familiarity with the activities and work being conducted by RDN Fire Services, ie. speaking to cost benefits
 - Host and develop agenda and topics for RDN Regional Fire Chief Meetings to ensure consistent expectations and information is shared with all 6 departments on RDN policies and direction.
 - Accommodate requested guest speakers for Fire Chief meetings



FINANCIAL PLAN
Fire - Administration
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Miscellaneous	(173,085)	(230,780)	(234,012)	
Total Operating Revenues	(173,085)	(230,780)	(234,012)	1.4%
Operating Expenditures				
Administration	2,398	3,000	3,100	
Professional fees	18,568	65,000	78,000	
Vehicle & Equip- oper & maint	1,249	1,200	1,517	
Operating costs	1,921	4,883	5,200	
Total Operating Expenditures (excluding wages)	24,136	74,083	87,817	18.5%
Wages & benefits	134,942	177,168	179,938	1.6%
Total Operating Expenditures (including wages)	159,078	251,251	267,755	6.6%
Operating (surplus) / deficit	(14,007)	20,471	33,743	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(14,007)	20,471	33,743	
Transfer to appropriated surplus	31,000			
Transfer from appropriated surplus	(20,472)	(20,472)	(31,000)	51.4%
Prior year (surplus) / deficit			(2,742)	
Current year unappropriated surplus	(3,479)	(1)	1	



FINANCIAL PLAN
Fire - Coombs Hilliers
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(401,729)	(535,639)	(567,773)	6.0%
	(401,729)	(535,639)	(567,773)	6.0%
Miscellaneous	(13,438)			
Total Operating Revenues	(415,167)	(535,639)	(567,773)	6.0%
Operating Expenditures				
Administration	21,584	28,778	29,094	
Professional fees	1,047	300	300	
Building oper & maint	15,646	26,950	28,950	
Vehicle & Equip- oper & maint	91,833	101,985	93,795	
Operating costs	94,877	97,685	94,235	
Total Operating Expenditures (excluding wages)	224,987	255,698	246,374	(3.6%)
Wages & benefits	103,290	132,080	139,680	5.8%
Total Operating Expenditures (including wages)	328,277	387,778	386,054	(0.4%)
Contribution to reserve funds	141,399	129,311	184,063	
Operating (surplus) / deficit	54,509	(18,550)	2,344	
Capital Asset Expenditures				
Capital expenditures	279,888	762,300	320,000	
Transfers from reserves	(279,887)	(762,300)	(320,000)	
Net Capital Assets funded from Operations	1			
Capital Financing Charges				
Existing debt (principal)	13,085	17,450	17,446	
Existing debt (interest)	3,150	4,200	4,200	
Total Capital Financing Charges	16,235	21,650	21,646	
Accumulated Surplus				
Net (surplus)/deficit for the year	70,745	3,100	23,990	
Prior year (surplus) / deficit	(27,904)	(27,904)	(23,990)	
Current year unappropriated surplus	42,841	(24,804)		



FINANCIAL PLAN
Fire - Errington
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(481,127)	(641,503)	(657,541)	2.5%
	(481,127)	(641,503)	(657,541)	2.5%
Total Operating Revenues	(481,127)	(641,503)	(657,541)	2.5%
Operating Expenditures				
Administration	18,187	24,250	24,681	
Professional fees		400	400	
Building oper & maint	4,194	4,200	4,300	
Vehicle & Equip- oper & maint	7,511	9,000	9,225	
Operating costs	1,563	1,420	2,264	
Transfer to other govt / org	389,398	389,398	431,636	
Total Operating Expenditures (excluding wages)	420,853	428,668	472,506	10.2%
Total Operating Expenditures (including wages)	420,853	428,668	472,506	10.2%
Contribution to reserve funds	160,570	160,570	124,212	
Operating (surplus) / deficit	100,296	(52,265)	(60,823)	
Capital Asset Expenditures				
Capital expenditures	707,405	1,378,862	63,200	
Transfers from reserves	(707,405)	(902,862)	(63,200)	
New borrowing		(475,000)		
Net Capital Assets funded from Operations		1,000		(100.0%)
Capital Financing Charges				
Existing debt (principal)		44,365	88,995	
Existing debt (interest)		2,150	14,396	
New Debt (principal & interest)		4,750		
Total Capital Financing Charges		51,265	103,391	101.7%
Accumulated Surplus				
Net (surplus)/deficit for the year	100,296		42,568	
Prior year (surplus) / deficit			(42,568)	
Current year unappropriated surplus	100,296			



FINANCIAL PLAN
Fire - Nanoose Bay
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(643,541)	(858,055)	(888,087)	3.5%
	(643,541)	(858,055)	(888,087)	3.5%
Grants in lieu of taxes	(11,593)	(11,000)	(11,000)	
Miscellaneous	(2,140)			
Total Operating Revenues	(657,274)	(869,055)	(899,087)	3.5%
Operating Expenditures				
Administration	64,464	85,952	87,497	
Professional fees		500	500	
Building oper & maint	21,735	47,205	37,405	
Vehicle & Equip- oper & maint	27,346	50,000	50,800	
Operating costs	25,063	337,636	358,936	
Total Operating Expenditures (excluding wages)	138,608	521,293	535,138	2.7%
Wages & benefits	1,295	4,000	4,000	
Total Operating Expenditures (including wages)	139,903	525,293	539,138	2.6%
Contribution to reserve funds	145,140	143,000	167,549	
Operating (surplus) / deficit	(372,231)	(200,762)	(192,400)	
Capital Asset Expenditures				
Capital expenditures	90,715	125,040	268,520	
Transfers from reserves	(61,003)	(95,040)	(253,520)	
Net Capital Assets funded from Operations	29,712	30,000	15,000	(50.0%)
Capital Financing Charges				
Existing debt (principal)	70,270	93,700	93,700	
Existing debt (interest)	62,775	83,700	83,700	
Total Capital Financing Charges	133,045	177,400	177,400	
Accumulated Surplus				
Net (surplus)/deficit for the year	(209,474)	6,638		
Prior year (surplus) / deficit	(8,958)	(8,958)		
Current year unappropriated surplus	(218,432)	(2,320)		



FINANCIAL PLAN
Fire - Dashwood
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(478,807)	(638,410)	(732,207)	14.7%
	(478,807)	(638,410)	(732,207)	14.7%
Grants in lieu of taxes	(869)	(800)	(800)	
Miscellaneous	(25,265)			
Total Operating Revenues	(504,941)	(639,210)	(733,007)	14.7%
Operating Expenditures				
Administration	16,146	21,528	21,730	
Professional fees		400	400	
Building oper & maint	18,106	29,450	28,900	
Vehicle & Equip- oper & maint	12,591	10,225	11,000	
Operating costs	27,640	1,700	2,900	
Transfer to other govt / org	426,307	426,307	463,077	
Total Operating Expenditures (excluding wages)	500,790	489,610	528,007	7.8%
Total Operating Expenditures (including wages)	500,790	489,610	528,007	7.8%
Contribution to reserve funds	149,600	149,600	205,000	
Operating (surplus) / deficit	145,449			
Capital Asset Expenditures				
Capital expenditures	47,985	110,000	104,000	
Transfers from reserves	(47,985)	(110,000)	(104,000)	
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	145,449			
Current year unappropriated surplus	145,449			



FINANCIAL PLAN
Fire - Meadowood
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(104,594)	(139,458)	(139,557)	0.1%
	(104,594)	(139,458)	(139,557)	0.1%
Total Operating Revenues	(104,594)	(139,458)	(139,557)	0.1%
Operating Expenditures				
Administration	75	100	200	
Total Operating Expenditures (excluding wages)	75	100	200	100.0%
Total Operating Expenditures (including wages)	75	100	200	100.0%
Operating (surplus) / deficit	(104,519)	(139,358)	(139,357)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	44,666	59,554	59,554	
Existing debt (interest)	59,853	79,803	79,803	
Total Capital Financing Charges	104,519	139,357	139,357	
Accumulated Surplus				
Net (surplus)/deficit for the year		(1)		
Prior year (surplus) / deficit	1	1		
Current year unappropriated surplus	1			



FINANCIAL PLAN
Fire - Extension
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(131,380)	(175,173)	(182,180)	4.0%
	(131,380)	(175,173)	(182,180)	4.0%
Total Operating Revenues	(131,380)	(175,173)	(182,180)	4.0%
Operating Expenditures				
Administration	6,001	8,501	8,706	
Professional fees		350	150	
Building oper & maint	28,521	29,900	25,800	
Vehicle & Equip- oper & maint	29,504	39,300	50,000	
Operating costs	39,590	56,650	58,950	
Total Operating Expenditures (excluding wages)	103,616	134,701	143,606	6.6%
Total Operating Expenditures (including wages)	103,616	134,701	143,606	6.6%
Contribution to reserve funds	33,319	40,472	38,574	
Operating (surplus) / deficit	5,555			
Capital Asset Expenditures				
Capital expenditures		500,000	250,000	
Transfers from reserves		(500,000)	(250,000)	
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	5,555			
Current year unappropriated surplus	5,555			



FINANCIAL PLAN
Fire - Nanaimo River
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(13,344)	(17,792)	(17,792)	
	(13,344)	(17,792)	(17,792)	
Total Operating Revenues	(13,344)	(17,792)	(17,792)	
Operating Expenditures				
Administration	431	575	575	
Total Operating Expenditures (excluding wages)	431	575	575	
Total Operating Expenditures (including wages)	431	575	575	
Contribution to reserve funds	16,233	16,157	16,153	
Operating (surplus) / deficit	3,320	(1,060)	(1,064)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	523	700	700	
Existing debt (interest)	273	364	364	
Total Capital Financing Charges	796	1,064	1,064	
Accumulated Surplus				
Net (surplus)/deficit for the year	4,116	4		
Prior year (surplus) / deficit	(4)	(4)		
Current year unappropriated surplus	4,112			



FINANCIAL PLAN
Fire - Bow Horn Bay
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(280,717)	(374,290)	(407,798)	9.0%
	(280,717)	(374,290)	(407,798)	9.0%
Miscellaneous	(4,529)	(4,531)	(4,531)	
Total Operating Revenues	(285,246)	(378,821)	(412,329)	8.8%
Operating Expenditures				
Administration	13,597	18,130	18,824	
Professional fees		400	400	
Building oper & maint	5,490	6,094	6,094	
Vehicle & Equip- oper & maint	10,064	9,400	11,000	
Operating costs	598	700	700	
Transfer to other govt / org	289,042	289,042	303,050	
Total Operating Expenditures (excluding wages)	318,791	323,766	340,068	5.0%
Total Operating Expenditures (including wages)	318,791	323,766	340,068	5.0%
Contribution to reserve funds	52,855	52,855	72,261	
Operating (surplus) / deficit	86,400	(2,200)		
Capital Asset Expenditures				
Capital expenditures		610,000	250,000	
Transfers from reserves		(390,000)	(250,000)	
New borrowing		(220,000)		
Net Capital Assets funded from Operations				
Capital Financing Charges				
New Debt (principal & interest)		2,200		
Total Capital Financing Charges		2,200		(100.0%)
Accumulated Surplus				
Net (surplus)/deficit for the year	86,400			
Current year unappropriated surplus	86,400			



FINANCIAL PLAN
Fire - Cassidy Waterloo
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(130,052)	(173,402)	(195,944)	13.0%
	(130,052)	(173,402)	(195,944)	13.0%
Total Operating Revenues	(130,052)	(173,402)	(195,944)	13.0%
Operating Expenditures				
Administration	7,909	10,545	10,751	
Professional fees		5,000	2,500	
Building oper & maint	1,852	9,420	9,420	
Vehicle & Equip- oper & maint	8,149	34,550	34,550	
Operating costs	5,954	20,930	20,930	
Transfer to other govt / org	26,725	53,450	56,125	
Total Operating Expenditures (excluding wages)	50,589	133,895	134,276	0.3%
Total Operating Expenditures (including wages)	50,589	133,895	134,276	0.3%
Contribution to reserve funds	83,162	67,459	70,168	
Operating (surplus) / deficit	3,699	27,952	8,500	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	3,699	27,952	8,500	
Prior year (surplus) / deficit	(36,316)	(36,316)	(8,500)	
Current year unappropriated surplus	(32,617)	(8,364)		



FINANCIAL PLAN
Fire - Wellington
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(63,515)	(84,687)	(85,534)	1.0%
	(63,515)	(84,687)	(85,534)	1.0%
Total Operating Revenues	(63,515)	(84,687)	(85,534)	1.0%
Operating Expenditures				
Administration	2,869	3,825	3,946	
Professional fees		2,000	2,000	
Operating costs	2,169	3,080	3,450	
Transfer to other govt / org	75,179	75,200	80,898	
Total Operating Expenditures (excluding wages)	80,217	84,105	90,294	7.4%
Total Operating Expenditures (including wages)	80,217	84,105	90,294	7.4%
Operating (surplus) / deficit	16,702	(582)	4,760	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	16,702	(582)	4,760	
Prior year (surplus) / deficit	(2,377)	(2,377)	(4,760)	
Current year unappropriated surplus	14,325	(2,959)		



FINANCIAL PLAN
Fire - French Creek
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(494,633)	(659,511)	(698,963)	6.0%
	(494,633)	(659,511)	(698,963)	6.0%
Grants in lieu of taxes	(209)			
Total Operating Revenues	(494,842)	(659,511)	(698,963)	6.0%
Operating Expenditures				
Administration	29,885	39,846	39,590	
Operating costs		122,643	102,242	
Transfer to other govt / org	511,028	511,028	563,872	
Total Operating Expenditures (excluding wages)	540,913	673,517	705,704	4.8%
Total Operating Expenditures (including wages)	540,913	673,517	705,704	4.8%
Operating (surplus) / deficit	46,071	14,006	6,741	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	46,071	14,006	6,741	
Prior year (surplus) / deficit	(14,006)	(14,006)	(12,852)	
Current year unappropriated surplus	32,065		(6,111)	



FINANCIAL PLAN
Fire - Parksville Local
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(83,663)	(111,551)	(142,785)	28.0%
	(83,663)	(111,551)	(142,785)	28.0%
Total Operating Revenues	(83,663)	(111,551)	(142,785)	28.0%
Operating Expenditures				
Administration	7,799	10,399	10,301	
Transfer to other govt / org	135,258	135,258	135,258	
Total Operating Expenditures (excluding wages)	143,057	145,657	145,559	(0.1%)
Total Operating Expenditures (including wages)	143,057	145,657	145,559	(0.1%)
Operating (surplus) / deficit	59,394	34,106	2,774	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	59,394	34,106	2,774	
Prior year (surplus) / deficit	(38,045)	(38,045)	(3,939)	
Current year unappropriated surplus	21,349	(3,939)	(1,165)	