

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

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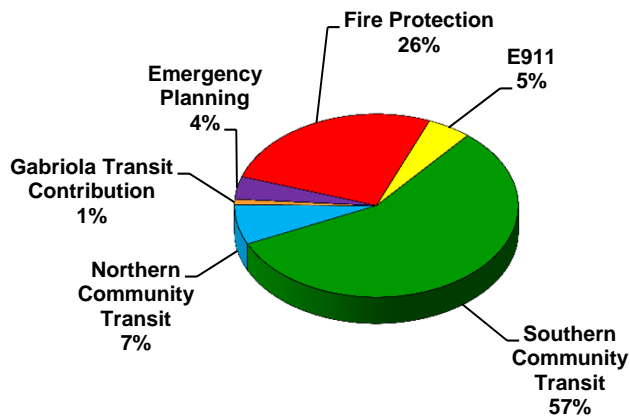
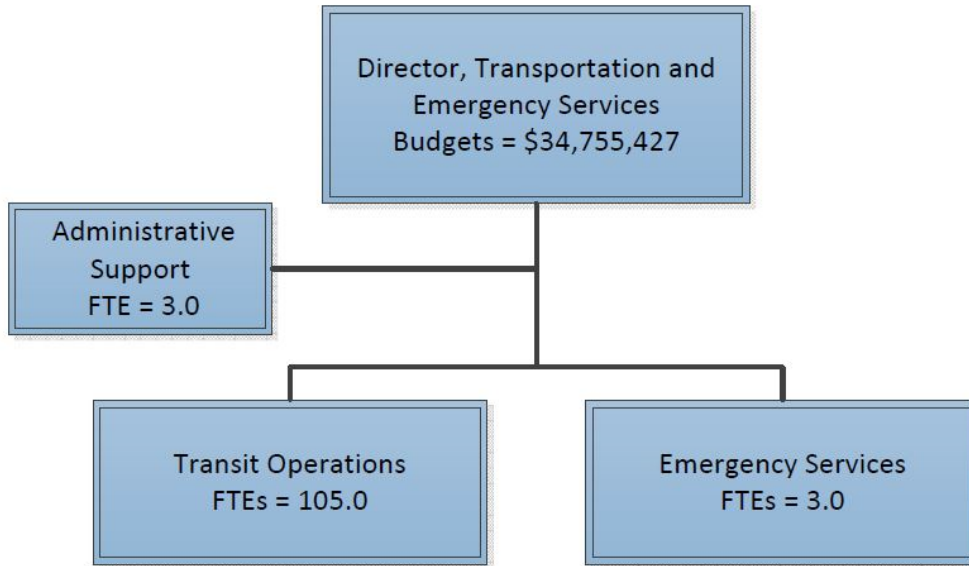
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REGIONAL DISTRICT OF NANAIMO DEPARTMENTAL HIGHLIGHTS TRANSIT & EMERGENCY SERVICES



Transit & Emergency Services	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	
Southern Community Transit	22,972,888	13,367,447	9,605,441	57%
Northern Community Transit	2,062,412	874,546	1,187,866	7%
Gabriola Emergency Wharf	8,955	-	8,955	0%
Gabriola Transit Contribution	136,000	-	136,000	1%
Gabriola Island Taxi Saver	8,440	-	8,440	0%
Emergency Planning	942,932	338,635	604,297	4%
Fire Protection	7,767,295	3,299,949	4,467,346	26%
E911	856,505	-	856,505	5%
	34,755,427	17,880,577	16,874,850	100%

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

AREA	TRANSPORTATION AND EMERGENCY SERVICES		
SERVICE	TRANSIT BUS SERVICE – CONVENTIONAL & CUSTOM SOUTHERN AND NORTHERN COMMUNITIES		
SERVICE LEVEL	<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, 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 119,000 annual hours of service in 2017.</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.</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>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR*	BENCHMARK	CURRENT PERFORMANCE	2018 PERFORMANCE OBJECTIVES
SOUTHERN AND NORTHERN CONVENTIONAL PERFORMANCE INDICATORS			
<p>*Based upon the BC Transit Annual Performance Summary</p> <p>*RDN currently has the best operating cost recovery of the 81 transit systems within BC Transit</p>			
Asset Management Plan Implementation	Strategic Asset Management plan in place	Asset registry and long term capital plan under development	Completed asset registry and preliminary asset management plan
Ridership	2,500,000	2,815,000	3,100,000
Total Passengers Per Hour	21	24	25
Operating Cost Recover	33.6%	*39.4%	40%
CUSTOM PERFORMANCE INDICATORS			
<p>*Based upon StrataGen software and the Annual Operating Agreement with BC Transit (Apr 1–Mar 31 annually)</p>			
Rides Per Hour	2.1	2.6	2.8
Total Passengers	55,000	69,000	70,000

KEY ACTIONS TO ACHIEVE 2018 PERFORMANCE OBJECTIVES		STRATEGIC PLAN ALIGNMENT
SOUTHERN AND NORTHERN CONVENTIONAL		
1. Implement a 5000 hour annual expansion in September	S6	We will advocate for transit improvements and active transportation.
2. Meet with key stakeholder groups, user groups and supporting groups that utilize transit services in the Regional District.	R2	We will focus on improved two-way communication within the Regional District and with our communities.
3. Promote transit to Vancouver Island University - Work with VIUSU to grow ridership and transit revenues	R4	We look for opportunities to partner with other branches of government/ community groups to advance our region.
4. Implement GPS tracking system - to improve system efficiency and make the system for user friendly	S4	We recognize community mobility and recreational amenities as core services.
5. Work with BC Transit to secure grant infrastructure funding - to build/expand three transit exchanges in Nanaimo	R4	We look for opportunities to partner with other branches of government/ community groups to advance our region.
6. Upgrade transit bus stop infrastructure, including shelters - to assist in growing ridership by making the system more convenient	S4	We recognize community mobility and recreational amenities as core services.
7. Implement Fleet Management Software - this will ensure the transit fleet is safe and efficient	S6	We will advocate for transit improvements and active transportation.
8. Implement two (2) expansion buses to the transit fleet.	S4	We recognize community mobility and recreational amenities as core services.
9. In partnership with BC Transit, develop a South Nanaimo – Local Area Transit Plan to define short to medium-term transit service and infrastructure priorities.	R4	We look for opportunities to partner with other branches of government/ community groups to advance our region.
10. Work with RDN departmental staff to implement RDN Asset Management working group objectives	S2	We will fund infrastructure in support of our core services employing an asset management focus.
CUSTOM TRANSIT		
1. Meet with key stakeholder groups, user groups and supporting groups that utilize handyDART services to ensure opportunities for access to the system.	R2	We will focus on improved two-way communication within the Regional District and with our communities.
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.	S6	We will advocate for transit improvements and active transportation.
3. Work with First Nations within the RDN to expand handyDART service.	R1	We value our First Nations relationships and will integrate their input in future planning and service delivery.
4. Implement BC Transit's Custom transit 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.	S7	We will ensure our processes are as easy to work with as possible.
5. Work with RDN departmental staff to implement RDN Asset Management working group objectives	S2	We will fund infrastructure in support of our core services employing an asset management focus.

FINANCIAL PLAN
Transit Southern Community
2018 Proposed Budget

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(6,617,069)	(8,822,759)	(9,087,442)	3.0%
	(6,617,069)	(8,822,759)	(9,087,442)	3.0%
Grants in lieu of taxes	(43,244)	(73,000)	(73,000)	
Operating grants	(3,831,277)	(5,304,188)	(5,463,383)	
Planning grants	(50,296)	(221,964)	(325,413)	
Transit fares	(3,278,930)	(4,216,199)	(4,209,449)	
Operations	(18,003)	(186,974)	(173,417)	
Miscellaneous	(8,189)	(5,100)	(5,100)	
Interdepartmental recoveries	(1,132,744)	(1,510,324)	(1,335,685)	
Total Operating Revenues	(14,979,752)	(20,340,508)	(20,672,889)	1.6%
Operating Expenditures				
Administration	840,177	1,137,584	1,133,471	
Professional fees	28,254	43,500	43,500	
Building oper & maint	221,641	347,631	321,631	
Vehicle & Equip- oper & maint	3,303,289	5,265,537	5,088,432	
Operating costs	1,587,066	2,260,304	2,200,623	
Total Operating Expenditures (excluding wages)	5,980,427	9,054,556	8,787,657	(2.9%)
Wages & benefits	8,228,816	10,964,253	11,275,186	2.8%
Total Operating Expenditures (including wages)	14,209,243	20,018,809	20,062,843	0.2%
Contribution to reserve funds		2,045	452,045	
Operating (surplus) / deficit	(770,509)	(319,654)	(158,001)	
Capital Asset Expenditures				
Capital expenditures	63,428	2,277,550	2,458,000	
Transfers from reserves		(1,191,930)	(1,501,860)	
Grants and other		(140,070)	(280,140)	
Net Capital Assets funded from Operations	63,428	945,550	676,000	(28.5%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(707,081)	625,896	517,999	
Transfer to appropriated surplus	1,501,298			
Transfer from appropriated surplus			(480,000)	
Prior year (surplus) / deficit	(2,354,634)	(2,354,634)	(1,825,235)	
Current year unappropriated surplus	(1,560,417)	(1,728,738)	(1,787,236)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(820,259)	(1,093,679)	(1,181,386)	8.0%
	(820,259)	(1,093,679)	(1,181,386)	8.0%
Operating grants	(363,839)	(586,377)	(564,477)	
Planning grants	(4,865)	(18,251)	(35,287)	
Transit fares	(189,347)	(270,782)	(270,782)	
Operations	(294)	(4,000)	(4,000)	
Total Operating Revenues	(1,378,604)	(1,973,089)	(2,055,932)	4.2%
Operating Expenditures				
Administration	73,244	97,659	103,644	
Operating costs	661,084	879,351	839,145	
Total Operating Expenditures (excluding wages)	734,328	977,010	942,789	(3.5%)
Wages & benefits	621,705	1,095,772	1,119,623	2.2%
Total Operating Expenditures (including wages)	1,356,033	2,072,782	2,062,412	(0.5%)
Operating (surplus) / deficit	(22,571)	99,693	6,480	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(22,571)	99,693	6,480	
Prior year (surplus) / deficit	(508,481)	(508,481)	(555,679)	
Current year unappropriated surplus	(531,052)	(408,788)	(549,199)	

**FINANCIAL PLAN
Gabriola Island Emergency Wharf
2018 Proposed Budget**

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(5,221)	(6,961)	(6,891)	(1.0%)
	(5,221)	(6,961)	(6,891)	(1.0%)
Total Operating Revenues	(5,221)	(6,961)	(6,891)	(1.0%)
Operating Expenditures				
Administration	375	500	500	
Professional fees		2,000	500	
Operating costs	1,420	2,000	2,500	
Total Operating Expenditures (excluding wages)	1,795	4,500	3,500	(22.2%)
Total Operating Expenditures (including wages)	1,795	4,500	3,500	(22.2%)
Contribution to reserve funds	2,764	2,764	5,455	
Operating (surplus) / deficit	(662)	303	2,064	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(662)	303	2,064	
Prior year (surplus) / deficit	(303)	(303)	(2,064)	
Current year unappropriated surplus	(965)			

**FINANCIAL PLAN
Transit - Gabriola Transit Contribution
2018 Proposed Budget**

	2017 Actuals September YTD	2017 Budget	2018 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			

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes			(4,332)	
			(4,332)	
Grants in lieu of taxes	(62)			
Total Operating Revenues	(62)		(4,332)	
Operating Expenditures				
Administration	330	440	440	
Transfer to other govt / org	3,508	7,554	8,000	
Total Operating Expenditures (excluding wages)	3,838	7,994	8,440	5.6%
Total Operating Expenditures (including wages)	3,838	7,994	8,440	5.6%
Operating (surplus) / deficit	3,776	7,994	4,108	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	3,776	7,994	4,108	
Prior year (surplus) / deficit	(7,994)	(7,994)	(4,108)	
Current year unappropriated surplus	(4,218)			

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 reliance. The RDN also provides direct Emergency Management planning services for the District of Lantzville.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATORS	BENCHMARK	CURRENT PERFORMANCE	2018 PERFORMANCE OBJECTIVES
Operational Readiness	Emergency Plan, area evacuation plans, operational guidelines are up to date	<ol style="list-style-type: none"> 1. Emergency Plan review 2. Evacuation Planning: Continue Area “E” and “H” evacuation planning for specific neighbourhoods 3. Review Operational Guidelines for flood, landslide and wildland urban interface fire 	<ol style="list-style-type: none"> 1. Update Emergency Plan 2. Develop evacuation plans for specific areas in Area “E” and “H” 3. Update seasonal Operational Guidelines with stakeholder input 4. Establish evacuation guidelines with partner agencies – RCMP, SAR, Fire Depts, etc. 5. Develop EM policy – Exempt staff wage recovery from Province when working extraordinary hours during emergencies
	EOC and Reception Centre activation readiness	<ol style="list-style-type: none"> 1. EOC Layout Adjusted 2. Table Top Exercise with Staff 3. Policy Group Training 4. Seven out of eight Reception Centres are operational and equipped 	<ol style="list-style-type: none"> 1. Apply for grant funding for improvements to EOC layout 2. Develop plan to increase EOC emergency communications capacity 3. Update SharePoint Emergency Management Data 4. Develop Emergency Management mapping (hardcopy and online accessible) 5. 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"> 1. Staff attended 2 EOC courses 2. EOC Table Top Exercise for Staff 3. Policy Group Training 4. Updating Staff Training Matrix 	<ol style="list-style-type: none"> 1. One RDN hosted EOC course, one EOC course cost shared with EMO 2. Table Top Exercise - Staff 3. EMBC subsidized EOC courses 4. Emergency activation checklist and drill for Policy Group

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 3. Neighborhood Emergency Preparedness Program training 	<ol style="list-style-type: none"> 1. Develop D68 ESS program through partnership with City of Nanaimo and engage Area A & C participants 2. Volunteer appreciation/retention activities 3. Update Neighbourhood Emergency Preparedness Program 4. Develop social media to engage volunteers and enable networking
Public Awareness	Public awareness of RDN response & recovery roles	<ol style="list-style-type: none"> 1. Facebook posts regularly provided 2. Website information updated 3. Connect Rocket platform started for EOC and Area Emergency notifications 4. Emergency Preparedness Week Expo 5. Great BC ShakeOut earthquake drill 	<ol style="list-style-type: none"> 1. Expand social media presence for public education 2. Emergency Preparedness Week event 3. Promote Emergency Notification system to increase subscribers by minimum 20%. 4. Utilize mass notification system for preparedness, alerting when required and minimum 1 functional test per year. 5. Provide EOC / EM orientation with first responder agencies.
	Community, personal/family emergency preparedness	<ol style="list-style-type: none"> 1. Emergency Program staff attended over 10 community events for outreach 2. Emergency kits used in draws for public attendance at outreach events 3. Personal preparedness workshops provided during Emergency Preparedness Week events. 	<ol style="list-style-type: none"> 1. Attendance at minimum 10 community events for outreach 2. Ongoing staff EOC and Emergency Preparedness education 3. Expand social media presence for public education with added focus on personal / family preparedness, NEPP
Cooperative Agreements	Agreements / Partnerships in place	<ol style="list-style-type: none"> 1. Updated/expanded emergency supplier agreements 2. District of Lantzville Emergency Management Service Agreement 3. Update Emergency Management Agreement 	<ol style="list-style-type: none"> 1. Update emergency supplier agreements 2. Continue service agreement with District of Lantzville 3. Designate alternative second reception centre for area “B”, enter into License of Use Agreement 4. Renew Agreements for Emergency Reception Centres as required 5. Establish a maintenance program for Emergency Generators

KEY ACTIONS TO ACHIEVE 2018 PERFORMANCE OBJECTIVES	STRATEGIC PLAN ALIGNMENT
<p>1. To achieve EOC and Reception Centre Operational Readiness:</p> <ul style="list-style-type: none"> ○ Host Spring Fire Season Readiness Meeting and a Winter Weather Readiness Meeting ○ Meet and provide training on evacuation processes with RCMP, SAR and other stakeholders ○ Provide additional training to Policy Group for activation in an emergency with checklist and activation drill ○ Establish an agreement with City of Nanaimo or contractual service provider for D68 ESS coordination ○ Revise and simplify NEPP program for new program in Spring 2018. 	<p>S1 We view our emergency services as core elements of community safety.</p>
<p>2. To ensure all planning documents are up to date:</p> <ul style="list-style-type: none"> ○ Update Emergency Plan to reflect any new evacuation plans 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 for subdivisions in parts of Area H (Corcan/Meadowood) and Area B (Sea Blush/Morello) ○ Build and update training plan for current year and one year outlook. 	<p>S1</p> <p>We view our emergency services as core elements of community safety.</p>
<p>3. To ensure public awareness:</p> <ul style="list-style-type: none"> ○ Utilize public engagement platform Bang The Table, and social media such as Facebook and other mediums to deliver public education pieces and enable volunteer interaction on a regional basis. ○ Special Projects Coordinator to attend a minimum of 10 community events/presentations ○ Build on Connect Rocket Mass Notification System enrollment to enhance public use with a target of 20% increase over year prior 	<p>R2 We will focus on improved two-way communication within the Regional District and with our communities.</p>
<p>4. To ensure cooperative agreements are in place:</p> <ul style="list-style-type: none"> ○ Continue relations with regional partners to ensure continuation of current agreements and contracts ○ Develop operational guidelines to supplement the Regional Emergency Management Agreement so all parties understand purpose and how to use the plan when needed. 	<p>R4 We look for opportunities to partner with other branches of government/ community groups to advance our region.</p>

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Municipal agreements	(20,114)	(26,819)	(29,442)	9.8%
Property taxes	(228,780)	(305,040)	(332,494)	9.0%
	(248,894)	(331,859)	(361,936)	9.1%
Operating grants		(70,000)	(233,500)	
Transfer from reserve - non capital			(20,000)	
Miscellaneous	(6,466)	(10,000)		
Total Operating Revenues	(255,360)	(411,859)	(615,436)	49.4%
Operating Expenditures				
Administration	22,574	34,016	34,146	
Professional fees	287	81,500	136,500	
Building oper & maint		1,100	1,100	
Vehicle & Equip- oper & maint	4,263	11,050	9,600	
Operating costs	27,781	40,414	55,668	
Program costs			128,500	
Transfer to other govt / org	20,000	20,000	20,000	
Total Operating Expenditures (excluding wages)	74,905	188,080	385,514	105.0%
Wages & benefits	138,229	243,663	211,022	(13.4%)
Total Operating Expenditures (including wages)	213,134	431,743	596,536	38.2%
Contribution to reserve funds	23,000	23,340	50,000	
Operating (surplus) / deficit	(19,226)	43,224	31,100	
Capital Asset Expenditures				
Capital expenditures	363	54,250	87,500	
Transfers from reserves		(50,000)	(85,000)	
Net Capital Assets funded from Operations	363	4,250	2,500	(41.2%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(18,863)	47,474	33,600	
Prior year (surplus) / deficit	(57,639)	(57,639)	(58,985)	
Current year unappropriated surplus	(76,502)	(10,165)	(25,385)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(35,913)	(47,884)	(47,400)	(1.0%)
	(35,913)	(47,884)	(47,400)	(1.0%)
Grants in lieu of taxes	(204)	(135)	(135)	
Miscellaneous	(5)			
Total Operating Revenues	(36,122)	(48,019)	(47,535)	(1.0%)
Operating Expenditures				
Administration	375	500	750	
Building oper & maint	20,000	24,000	24,000	
Transfer to other govt / org	23,475	23,800	23,475	
Total Operating Expenditures (excluding wages)	43,850	48,300	48,225	(0.2%)
Total Operating Expenditures (including wages)	43,850	48,300	48,225	(0.2%)
Operating (surplus) / deficit	7,728	281	690	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	7,728	281	690	
Prior year (surplus) / deficit	(3,350)	(3,350)	(3,468)	
Current year unappropriated surplus	4,378	(3,069)	(2,778)	

**FINANCIAL PLAN
D69 Marine Search & Rescue
2018 Proposed Budget**

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(3,750)	(5,000)	(5,000)	
	(3,750)	(5,000)	(5,000)	
Total Operating Revenues	(3,750)	(5,000)	(5,000)	
Operating Expenditures				
Transfer to other govt / org	5,000	5,000	5,000	
Total Operating Expenditures (excluding wages)	5,000	5,000	5,000	
Total Operating Expenditures (including wages)	5,000	5,000	5,000	
Operating (surplus) / deficit	1,250			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	1,250			
Current year unappropriated surplus	1,250			

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(7,650)	(10,200)	(10,200)	
	(7,650)	(10,200)	(10,200)	
Total Operating Revenues	(7,650)	(10,200)	(10,200)	
Operating Expenditures				
Administration	150	200	200	
Transfer to other govt / org	10,000	10,000	10,000	
Total Operating Expenditures (excluding wages)	10,150	10,200	10,200	
Total Operating Expenditures (including wages)	10,150	10,200	10,200	
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			

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(116,865)	(155,820)	(158,937)	2.0%
	(116,865)	(155,820)	(158,937)	2.0%
Total Operating Revenues	(116,865)	(155,820)	(158,937)	2.0%
Operating Expenditures				
Administration	5,625	7,500	10,000	
Vehicle & Equip- oper & maint	24,173	7,050	7,450	
Operating costs	6,712	9,920	10,000	
Transfer to other govt / org	73,839	130,000	133,000	
Total Operating Expenditures (excluding wages)	110,349	154,470	160,450	3.9%
Total Operating Expenditures (including wages)	110,349	154,470	160,450	3.9%
Operating (surplus) / deficit	(6,516)	(1,350)	1,513	
Capital Asset Expenditures				
Capital expenditures	7,984			
Net Capital Assets funded from Operations	7,984			
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	1,468	(1,350)	1,513	
Prior year (surplus) / deficit	(17,437)	(17,437)	(2,482)	
Current year unappropriated surplus	(15,969)	(18,787)	(969)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(476,803)	(635,737)	(677,060)	6.5%
	(476,803)	(635,737)	(677,060)	6.5%
Total Operating Revenues	(476,803)	(635,737)	(677,060)	6.5%
Operating Expenditures				
Administration	7,500	10,000	12,500	
Operating costs	4,500	6,000	6,500	
Transfer to other govt / org	640,241	640,241	677,055	
Total Operating Expenditures (excluding wages)	652,241	656,241	696,055	6.1%
Total Operating Expenditures (including wages)	652,241	656,241	696,055	6.1%
Operating (surplus) / deficit	175,438	20,504	18,995	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	175,438	20,504	18,995	
Prior year (surplus) / deficit	(49,914)	(49,914)	(29,410)	
Current year unappropriated surplus	125,524	(29,410)	(10,415)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(12,000)	(16,000)	(16,125)	0.8%
	(12,000)	(16,000)	(16,125)	0.8%
Total Operating Revenues	(12,000)	(16,000)	(16,125)	0.8%
Operating Expenditures				
Administration			125	
Transfer to other govt / org	16,000	16,000	16,000	
Total Operating Expenditures (excluding wages)	16,000	16,000	16,125	0.8%
Total Operating Expenditures (including wages)	16,000	16,000	16,125	0.8%
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			

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(48,421)	(64,561)	(53,646)	(16.9%)
Property taxes	(44,249)	(58,999)	(49,275)	(16.5%)
	(92,670)	(123,560)	(102,921)	(16.7%)
Total Operating Revenues	(92,670)	(123,560)	(102,921)	(16.7%)
Operating Expenditures				
Administration			125	
Transfer to other govt / org	59,220	123,560	129,221	
Total Operating Expenditures (excluding wages)	59,220	123,560	129,346	4.7%
Total Operating Expenditures (including wages)	59,220	123,560	129,346	4.7%
Operating (surplus) / deficit	(33,450)		26,425	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(33,450)		26,425	
Prior year (surplus) / deficit			(26,425)	
Current year unappropriated surplus	(33,450)			

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

AREA	TRANSPORTATION AND EMERGENCY SERVICES		
SERVICE	FIRE SERVICES		
SERVICE LEVEL	<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 INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2018 PERFORMANCE OBJECTIVES
Responsibility / Jurisdiction	2016 Fire Services Review	<ol style="list-style-type: none"> 1. Finalize the Fire Service Agreement with Cranberry FD. & the Cassidy/Waterloo Fire Protection Area. 2. Develop and finalize an “Inter Power Bylaw” for Coombs/Hilliers FD. 3. Finalize a Building and Land use agreement with Coombs/Hillier FD and Arrowsmith Search & Rescue. 4. Assisted RDN Fire Departments so they are training to their respective Playbook declaration. 5. Monitored RDN Fire Departments for an up to date OH&S program that meets current regulatory requirements. 6. Develop one set of RDN Fire Department Standardized Operational Guidelines to cover the six RDN FDs. 7. Develop and finalize an RDN FD Operational Bylaw. 	<ol style="list-style-type: none"> 1. In conjunction with Fire Departments, develop promotional requirements for each officer position 2. RDN and Societies review compensation for their members to establish a consistent standard across RDN FDs 3. RDN and Fire Departments to review feasibility of a regional recruitment strategy, retention program and duty crew system. 4. RDN develop a recognition program for volunteers and employers of volunteers. 5. RDN to develop a strategic business plan for Fire Services over the next 1 – 5 years to guide Fire Services administration activities.
	Occupational Health and Safety	<p>Monitored that RDN Fire Departments have an up to date OH&S program that meets current regulatory requirements</p>	<p>Monitor FDs OH&S programs to promote compliance with OH&S regulations and requirements (1 – 2 times per year per dept.)</p>

	Operational Guidelines & Playbook Requirements	Issue a RFI to source a consultant to develop Standardized RDN Operational Guidelines for all RDN FDs	Implement RDN Standardized Operational Guidelines
Stakeholder Engagement	Fire Departments	Attending occasional fire practices for each department.	Attend 1 – 2 Fire Practices of each department annually
		Reviewing maintenance needs for fire apparatus with each department	Establish Regional Fire Services – Apparatus Maintenance Working Group
		Developing standard vehicle specifications for purchasing fire apparatus	Establish Regional Fire Services – Apparatus Purchasing Working Group
	Fire Chiefs	Hosted 2 RDN FD Regional Fire Chiefs meetings in 2017.	Host quarterly RDN FD Regional Fire Chiefs Meetings (4 per year)
	FD Societies	Attended 6 society board meetings in 2017.	Attend 2 Society Board Meetings for each Society per year to update on RDN Fire Services activities.

KEY ACTIONS TO ACHIEVE 2018 PERFORMANCE OBJECTIVES	STRATEGIC PLAN ALIGNMENT
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<p>1. To achieve 2018 Fire Service Objectives :</p> <ul style="list-style-type: none"> • Collaboratively work with Fire Chiefs and Societies on promotional requirements for all officer positions to set a common standard amongst all RDN Fire Departments based on competency, not seniority. • 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 FDs to work on an annual recruitment/retention campaign to utilize budgeted funds collectively to create greater exposure from joint advertising and testing opportunities. • RDN & FDs 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. 	<p>S1 We view our emergency services as core elements of community safety.</p>
<p>2. Occupational Health and Safety program :</p> <ul style="list-style-type: none"> • 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 requirement 	<p>S1 We view our emergency services as core elements of community safety.</p>
<p>3. Operational Guidelines and Playbook Requirements:</p> <ul style="list-style-type: none"> • Request FD input to participate in a project to combine operational guidelines for consistency with all fire departments and that can be routinely updated from one source, ie. RDN. 	<p>R4 We look for opportunities to partner with other branches of government/ community groups to advance our region.</p>

<ul style="list-style-type: none"> • Host a workshop on the implementation once the OGs have been completed • Monitor Playbook requirements at Practices and documentation process. 	
<p>4. Attend FD Practices, Society Board meetings and hosting RDN Fire Chief meetings:</p> <ul style="list-style-type: none"> • 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 	<p>R4 We look for opportunities to partner with other branches of government/ community groups to advance our region.</p>
<p>5. Establish Regional Fire Services Working Groups:</p> <ul style="list-style-type: none"> • Establish Regional Fire Services – Apparatus Maintenance Working Group to assess options for regional maintenance and testing of fire apparatus and equipment for potential efficiencies and cost savings. • Establish Regional Fire Services – Apparatus Purchasing Working Group to establish standardized fire apparatus specs, develop consistency in regional fire apparatus, enable improved budget planning, and potentially leverage improved pricing from manufacturers if several FDs are able to plan and order similar new trucks together. 	<p>R4 We look for opportunities to partner with other branches of government/ community groups to advance our region.</p>

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Miscellaneous	(108,043)	(144,058)	(230,780)	
Total Operating Revenues	(108,043)	(144,058)	(230,780)	60.2%
Operating Expenditures				
Administration	1,155	1,200	3,500	
Professional fees			65,000	
Vehicle & Equip- oper & maint	1,001		1,200	
Operating costs	1,762	5,668	5,300	
Total Operating Expenditures (excluding wages)	3,918	6,868	75,000	992.0%
Wages & benefits	89,727	137,189	177,168	29.1%
Total Operating Expenditures (including wages)	93,645	144,057	252,168	75.0%
Operating (surplus) / deficit	(14,398)	(1)	21,388	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(14,398)	(1)	21,388	
Prior year (surplus) / deficit			(21,389)	
Current year unappropriated surplus	(14,398)	(1)	(1)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(349,954)	(466,606)	(535,639)	14.8%
	(349,954)	(466,606)	(535,639)	14.8%
Miscellaneous	(19,814)			
Total Operating Revenues	(369,768)	(466,606)	(535,639)	14.8%
Operating Expenditures				
Administration	16,342	21,789	28,778	
Professional fees	295	500	300	
Building oper & maint	18,614	23,300	26,950	
Vehicle & Equip- oper & maint	68,220	75,070	101,985	
Operating costs	77,919	83,295	97,685	
Total Operating Expenditures (excluding wages)	181,390	203,954	255,698	25.4%
Wages & benefits	76,588	101,155	128,980	27.5%
Total Operating Expenditures (including wages)	257,978	305,109	384,678	26.1%
Contribution to reserve funds	151,490	139,847	129,311	
Operating (surplus) / deficit	39,700	(21,650)	(21,650)	
Capital Asset Expenditures				
Capital expenditures	71,047	80,000	762,300	
Transfers from reserves	(71,047)	(80,000)	(762,300)	
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	13,085	17,450	17,450	
Existing debt (interest)	3,150	4,200	4,200	
Total Capital Financing Charges	16,235	21,650	21,650	
Accumulated Surplus				
Net (surplus)/deficit for the year	55,935			
Current year unappropriated surplus	55,935			

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(421,200)	(561,600)	(641,503)	14.2%
	(421,200)	(561,600)	(641,503)	14.2%
Total Operating Revenues	(421,200)	(561,600)	(641,503)	14.2%
Operating Expenditures				
Administration	10,752	14,336	24,250	
Professional fees	374	400	400	
Building oper & maint	4,009	4,080	4,200	
Vehicle & Equip- oper & maint	7,407	7,500	9,000	
Operating costs	1,788	1,420	1,420	
Transfer to other govt / org	322,764	322,764	389,398	
Total Operating Expenditures (excluding wages)	347,094	350,500	428,668	22.3%
Total Operating Expenditures (including wages)	347,094	350,500	428,668	22.3%
Contribution to reserve funds	211,100	211,100	160,570	
Operating (surplus) / deficit	136,994		(52,265)	
Capital Asset Expenditures				
Capital expenditures	138,515	672,000	1,033,538	
Transfers from reserves	(138,515)	(672,000)	(557,538)	
New borrowing			(475,000)	
Net Capital Assets funded from Operations			1,000	
Capital Financing Charges				
Existing debt (principal)			44,365	
Existing debt (interest)			2,150	
New Debt (principal & interest)			4,750	
Total Capital Financing Charges			51,265	
Accumulated Surplus				
Net (surplus)/deficit for the year	136,994			
Current year unappropriated surplus	136,994			

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(529,466)	(705,955)	(804,495)	14.0%
	(529,466)	(705,955)	(804,495)	14.0%
Grants in lieu of taxes	(11,125)	(11,000)	(11,000)	
Total Operating Revenues	(540,591)	(716,955)	(815,495)	13.7%
Operating Expenditures				
Administration	38,653	51,537	85,952	
Professional fees	1,140	500	500	
Building oper & maint	25,051	44,605	57,205	
Vehicle & Equip- oper & maint	28,750	51,800	50,000	
Operating costs	44,906	316,000	332,136	
Total Operating Expenditures (excluding wages)	138,500	464,442	525,793	13.2%
Wages & benefits	2,761		4,000	
Total Operating Expenditures (including wages)	141,261	464,442	529,793	14.1%
Contribution to reserve funds	93,400	93,400	93,400	
Operating (surplus) / deficit	(305,930)	(159,113)	(192,302)	
Capital Asset Expenditures				
Capital expenditures	5,618	11,500	68,000	
Transfers from reserves			(38,000)	
Net Capital Assets funded from Operations	5,618	11,500	30,000	160.9%
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	(167,267)	29,787	15,098	
Prior year (surplus) / deficit	(29,787)	(29,787)	(15,098)	
Current year unappropriated surplus	(197,054)			

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(417,307)	(556,409)	(638,410)	14.7%
	(417,307)	(556,409)	(638,410)	14.7%
Grants in lieu of taxes	(804)	(800)	(800)	
Miscellaneous	(1,070)			
Total Operating Revenues	(419,181)	(557,209)	(639,210)	14.7%
Operating Expenditures				
Administration	9,517	12,689	21,528	
Professional fees	295	400	400	
Building oper & maint	21,500	26,450	29,450	
Vehicle & Equip- oper & maint	9,664	10,225	10,225	
Operating costs	1,969	1,700	1,700	
Transfer to other govt / org	412,845	403,245	426,307	
Total Operating Expenditures (excluding wages)	455,790	454,709	489,610	7.7%
Total Operating Expenditures (including wages)	455,790	454,709	489,610	7.7%
Contribution to reserve funds	103,570	102,500	149,600	
Operating (surplus) / deficit	140,179			
Capital Asset Expenditures				
Capital expenditures	65,938	106,000	110,000	
Transfers from reserves	(75,538)	(106,000)	(110,000)	
Net Capital Assets funded from Operations	(9,600)			
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	130,579			
Current year unappropriated surplus	130,579			

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(104,519)	(139,358)	(139,457)	0.1%
	(104,519)	(139,358)	(139,457)	0.1%
Total Operating Revenues	(104,519)	(139,358)	(139,457)	0.1%
Operating Expenditures				
Administration			100	
Total Operating Expenditures (excluding wages)			100	
Total Operating Expenditures (including wages)			100	
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			

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(125,106)	(166,808)	(175,173)	5.0%
	(125,106)	(166,808)	(175,173)	5.0%
Total Operating Revenues	(125,106)	(166,808)	(175,173)	5.0%
Operating Expenditures				
Administration	4,565	5,739	8,501	
Professional fees	295	350	350	
Building oper & maint	18,779	28,000	29,900	
Vehicle & Equip- oper & maint	23,980	38,100	39,300	
Operating costs	33,090	54,650	56,650	
Total Operating Expenditures (excluding wages)	80,709	126,839	134,701	6.2%
Total Operating Expenditures (including wages)	80,709	126,839	134,701	6.2%
Contribution to reserve funds	79,108	79,108	40,472	
Operating (surplus) / deficit	34,711	39,139		
Capital Asset Expenditures				
Capital expenditures	21,162		500,000	
Transfers from reserves			(500,000)	
Net Capital Assets funded from Operations	21,162			
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	55,873	39,139		
Prior year (surplus) / deficit	(39,139)	(39,139)		
Current year unappropriated surplus	16,734			

	2017 Actuals September YTD	2017 Budget	2018 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	16,267	16,267	16,156	
Operating (surplus) / deficit	3,354	(950)	(1,061)	
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	4,150	114	3	
Prior year (surplus) / deficit	(114)	(114)	(3)	
Current year unappropriated surplus	4,036			

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(264,828)	(353,104)	(374,290)	6.0%
	(264,828)	(353,104)	(374,290)	6.0%
Miscellaneous	(4,383)	(3,637)	(4,531)	
Total Operating Revenues	(269,211)	(356,741)	(378,821)	6.2%
Operating Expenditures				
Administration	8,291	11,055	18,130	
Professional fees	295	400	400	
Building oper & maint	5,375	6,000	6,094	
Vehicle & Equip- oper & maint	8,764	9,400	9,400	
Operating costs	682		700	
Transfer to other govt / org	283,355	283,355	289,042	
Total Operating Expenditures (excluding wages)	306,762	310,210	323,766	4.4%
Total Operating Expenditures (including wages)	306,762	310,210	323,766	4.4%
Contribution to reserve funds	44,331	44,331	55,885	
Operating (surplus) / deficit	81,882	(2,200)	830	
Capital Asset Expenditures				
Capital expenditures		610,000	610,000	
Transfers from reserves		(390,000)	(390,000)	
New borrowing		(220,000)	(220,000)	
Net Capital Assets funded from Operations				
Capital Financing Charges				
New Debt (principal & interest)		2,200	2,200	
Total Capital Financing Charges		2,200	2,200	
Accumulated Surplus				
Net (surplus)/deficit for the year	81,882		3,030	
Prior year (surplus) / deficit			(3,030)	
Current year unappropriated surplus	81,882			

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(125,069)	(166,759)	(174,893)	4.9%
	(125,069)	(166,759)	(174,893)	4.9%
Total Operating Revenues	(125,069)	(166,759)	(174,893)	4.9%
Operating Expenditures				
Administration	10,744	14,326	10,545	
Professional fees	258	5,000	5,000	
Building oper & maint	4,713	9,420	9,420	
Vehicle & Equip- oper & maint	12,366	34,550	34,550	
Operating costs	2,557	20,930	20,930	
Transfer to other govt / org	45,000	45,000	53,450	
Total Operating Expenditures (excluding wages)	75,638	129,226	133,895	3.6%
Total Operating Expenditures (including wages)	75,638	129,226	133,895	3.6%
Contribution to reserve funds	69,911	69,911	67,459	
Operating (surplus) / deficit	20,480	32,378	26,461	
Capital Asset Expenditures				
Capital expenditures	2,620			
Transfers from reserves	(1,123)			
Net Capital Assets funded from Operations	1,497			
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	21,977	32,378	26,461	
Prior year (surplus) / deficit	(32,378)	(32,378)	(26,461)	
Current year unappropriated surplus	(10,401)			

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(60,342)	(80,456)	(84,687)	5.3%
	(60,342)	(80,456)	(84,687)	5.3%
Total Operating Revenues	(60,342)	(80,456)	(84,687)	5.3%
Operating Expenditures				
Administration	1,875	2,500	3,825	
Professional fees		2,000	2,000	
Operating costs	2,120	3,255	3,080	
Transfer to other govt / org	75,179	75,500	75,200	
Total Operating Expenditures (excluding wages)	79,174	83,255	84,105	1.0%
Total Operating Expenditures (including wages)	79,174	83,255	84,105	1.0%
Operating (surplus) / deficit	18,832	2,799	(582)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	18,832	2,799	(582)	
Prior year (surplus) / deficit	(2,799)	(2,799)	(1,646)	
Current year unappropriated surplus	16,033		(2,228)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(367,029)	(489,372)	(658,430)	34.5%
	(367,029)	(489,372)	(658,430)	34.5%
Grants in lieu of taxes	(197)			
Total Operating Revenues	(367,226)	(489,372)	(658,430)	34.5%
Operating Expenditures				
Administration	19,073	25,430	39,846	
Operating costs		109,503	122,643	
Transfer to other govt / org	398,930	398,932	507,463	
Total Operating Expenditures (excluding wages)	418,003	533,865	669,952	25.5%
Total Operating Expenditures (including wages)	418,003	533,865	669,952	25.5%
Operating (surplus) / deficit	50,777	44,493	11,522	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	50,777	44,493	11,522	
Prior year (surplus) / deficit	(55,818)	(55,818)	(11,522)	
Current year unappropriated surplus	(5,041)	(11,325)		

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(72,761)	(97,014)	(111,551)	15.0%
	(72,761)	(97,014)	(111,551)	15.0%
Total Operating Revenues	(72,761)	(97,014)	(111,551)	15.0%
Operating Expenditures				
Administration	6,404	8,539	10,399	
Transfer to other govt / org	90,510	90,512	135,258	
Total Operating Expenditures (excluding wages)	96,914	99,051	145,657	47.1%
Total Operating Expenditures (including wages)	96,914	99,051	145,657	47.1%
Operating (surplus) / deficit	24,153	2,037	34,106	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	24,153	2,037	34,106	
Prior year (surplus) / deficit	(84,828)	(84,828)	(38,045)	
Current year unappropriated surplus	(60,675)	(82,791)	(3,939)	