

REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2017 to 2021
INDEX

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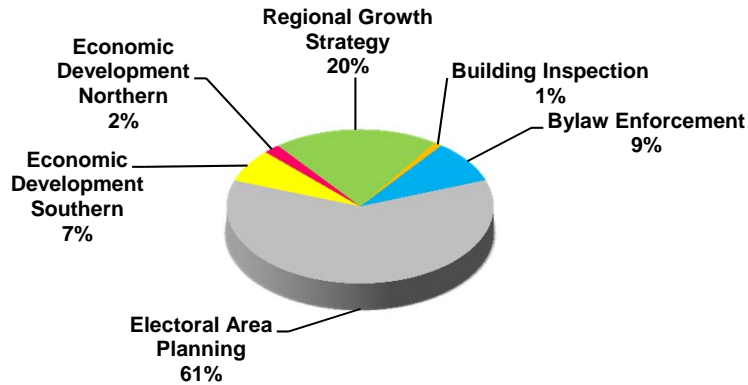
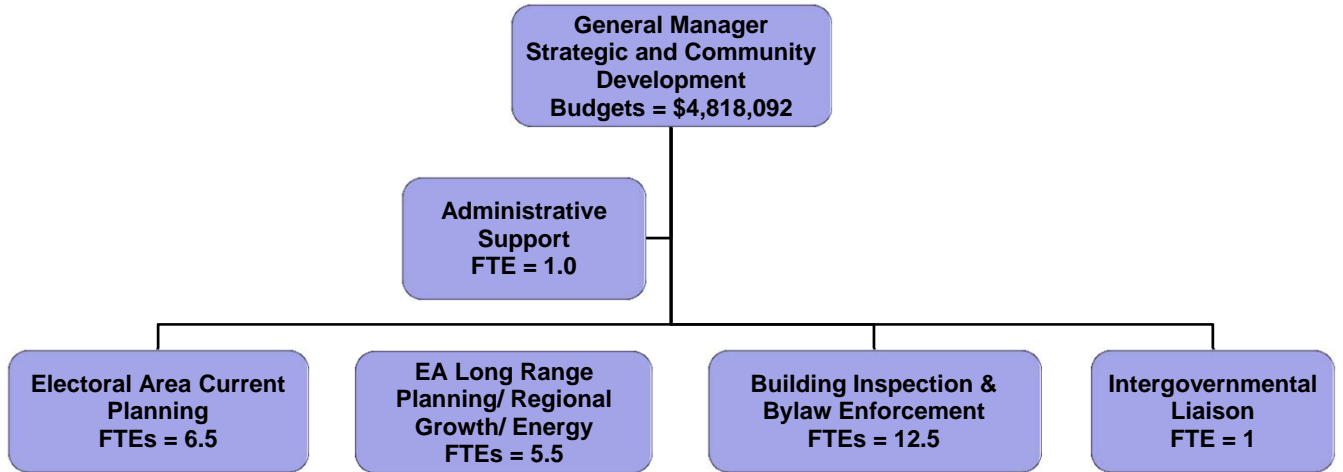
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**REGIONAL DISTRICT OF NANAIMO
DEPARTMENTAL HIGHLIGHTS
STRATEGIC & COMMUNITY DEVELOPMENT**



Development Services	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	
Electoral Area Community Planning Services	1,975,022	187,400	1,787,622	61%
Economic Development Southern	190,000	-	190,000	7%
Economic Development Northern	50,850	-	50,850	2%
VIHA Health Network Funding	44,695	44,695	-	0%
Regional Growth Strategy	671,321	85,500	585,821	20%
Building Inspection	1,188,630	1,166,650	21,980	1%
Bylaw Enforcement	697,574	442,636	254,938	9%
	4,818,092	1,926,881	2,891,211	100%

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

AREA	STRATEGIC AND COMMUNITY DEVELOPMENT		
SERVICE	ELECTORAL AREA COMMUNITY PLANNING		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	Prepare, review, and amend Official Community Plans and local area plans. Provide timely and accurate information and effective and efficient service in land use planning, development review, and development approvals. Support the RDN in achieving the Board's Strategic Plan objectives and in implementing the policy objectives land use plans, the Agricultural Area Plan and as otherwise established by the Board.		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATORS	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
<u>COMMUNICATION</u> Public involvement. Information access. Public consultation tailored to community needs.	Consistently well attended public meetings. Increasing percentage of inquiries/information obtained via web site. Most sought information available on web.	Variable success in engaging resident and stakeholder groups. Innovative ways to reach the public.	Continue to foster cooperative relationships with residents and stakeholder groups. Improved community engagement through use of innovative tools.
<u>GROWTH MANAGEMENT</u> Compliance of work program to Regional Growth Strategy	Full compliance to RGS policies in implementation of OCPs, and other regulations	100% compliance	Maintain compliance and linkage between policy, OCPs and RGS
<u>CUSTOMER SERVICE</u> Provide accurate inquiry response in a timely manner. Information support and development approvals to the Board efficiently.	Complete within established processing timelines (attached). General enquiries - same day response.	Substantially achieving benchmarks. Improved efficiencies and customer service has been achieved through reorganization of the Planning Service Centre.	Strive to fully meet benchmarks. Review application and permit processing for service improvement.
KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES			
<u>COMMUNITY PLANNING</u> <ul style="list-style-type: none"> • Adopt a new OCP for Electoral Area 'H' OCP – up to \$30,000 for professional fees and legal review • Complete flood plain assessments for Electoral Areas G and H – up to \$30,000 for professional fees • Conduct review of OCPs to streamline application requirements for Development Permits • Complete zoning bylaw updates to address new ALR regulations • Initiate a targeted review of Bylaw 500 in 2017 for completion in 2018 (\$75,000 for professional fees in 2017, with \$75,000 primarily from reserves for 2018) • Complete a subdivision servicing bylaw review in 2017 – up to \$25,000 funded jointly with RCU. • Continue implementation of the Agricultural Area Plan – updating action plan in 2017 <u>COMMUNICATION</u> <ul style="list-style-type: none"> • Outreach to public and development community regarding department processes and procedures. • Monitor effectiveness of information meetings, advertising, newsletters and web site. • Update development review process information on web page. • Complete yearly update of web based information on affordable housing resources. • Maintain and update web pages with information on agriculture. 			

KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES

CUSTOMER SERVICE

- Process development applications with target processing timelines. Major development applications anticipated in 2017 include: Springhill Road industrial park subdivision and Schooner Cove development permits.
- Review and update web page to ensure information is accurate, accessible, and easily understood.
- Monitor service delivery model for opportunities for continued service level improvements.
- Maintain and revise zoning bylaw(s) to ensure it reflects Board policy.
- Update the delegation bylaw to streamline application process

ELECTORAL AREA COMMUNITY PLANNING

HISTORY OF APPLICATIONS RECEIVED

Application Type	2016 (*As of Sept 30)	2015	2014	2013	2012	2011
Bylaw Amendment	7*	9	8	11	12	11
Development Permit	39*	55	50	45	50	48
Development Variance	25*	22	25	9	18	16
Subdivision	26*	29	25	17	27	42
ALR	8*	5	7	8	6	11
BOV	7*	11	7	8	11	9
Totals	112* (135 projected)	131	122	98	124	137

PROCESSING TIMELINES

Processing timelines will vary depending on the type and complexity of the application. Current processing timelines are generally on target with the goals as outlined below.

Processing goals, based on a complete submission of a typical file, are as follows:

Subdivision with no park dedication - report provided to Ministry of Transportation and Infrastructure within 4 weeks.

Subdivision with park - report provided to Ministry of Transportation and Infrastructure within 2 to 4 months depending on schedules for POSAC / PIM and the Board.

Final Approval of Subdivision - Two weeks from date of complete submission.

Development Permit Approvals under Delegation Bylaw - 4 weeks.

Development Permit - 4 to 6 weeks from date of submission to EASC for simple DP to 8 weeks for complicated DP which requires internal/external referrals.

Development Variance Permit - 4 to 6 weeks from date of submission to EASC.

Frontage Relaxation - 4 to 6 weeks from date of submission to EASC.

Rezoning - 3 to 4 months from date of complete submission to EASC.

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(1,121,442)	(1,495,256)	(1,562,543)	4.5%
	(1,121,442)	(1,495,256)	(1,562,543)	4.5%
Grants in lieu of taxes	(4,650)			
Operating grants	(4,000)			
Operations	(102,736)	(111,900)	(76,900)	
Transfer from reserve - non capital			(95,000)	
Miscellaneous	(2,738)	(500)	(500)	
Interdepartmental recoveries	(3,750)	(5,000)	(5,000)	
Total Operating Revenues	(1,239,316)	(1,612,656)	(1,739,943)	7.9%
Operating Expenditures				
Administration	216,351	311,606	299,070	
Professional fees	55,237	171,000	226,000	
Building oper & maint	27,985	37,313	37,313	
Vehicle & Equip- oper & maint	30,861	39,136	40,536	
Operating costs	102,134	171,701	169,584	
Total Operating Expenditures (excluding wages)	432,568	730,756	772,503	5.7%
Wages & benefits	718,801	1,028,916	1,131,894	10.0%
Total Operating Expenditures (including wages)	1,151,369	1,759,672	1,904,397	8.2%
Contribution to reserve funds	75,000	76,125	61,125	
Operating (surplus) / deficit	(12,947)	223,141	225,579	
Capital Asset Expenditures				
Capital expenditures	5,204	23,000	9,500	
Transfers from reserves			(10,000)	
Net Capital Assets funded from Operations	5,204	23,000	(500)	(102.2%)
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(7,743)	246,141	225,079	
Prior year (surplus) / deficit	(422,172)	(422,172)	(428,044)	
(Surplus) applied to future years	(429,915)	(176,031)	(202,965)	

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

AREA	STRATEGIC AND COMMUNITY DEVELOPMENT		
SERVICE	REGIONAL GROWTH MANAGEMENT and ENERGY and SUSTAINABILITY		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	Coordinates inter/intra - governmental liaison about regional growth management, climate change and sustainability matters (Intergovernmental Advisory Committee, consultation with other government bodies, special purpose projects/workshops). Works to raise public awareness about regional growth management, climate change and energy use through reports, studies, educational materials, and sustainability monitoring. Oversees the review of the Regional Growth Strategy (RGS) and amendments. Coordinates monitoring regional growth strategy implementation and delivery of corporate and community energy conservation and emission reduction programs.		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Public awareness about sustainability	Informed residents Publication of one Best Practices Guidebook All RDN households reached	Awareness materials developed for RGS monitoring Education and awareness on green buildings and energy use Continuous update to website	Implement awareness and education policies in RGS Continue awareness activities for regional sustainability Maintain annual reporting system Green building education initiatives Publication of one best practices guidebook
Sustainable Communities	Annual reporting Carbon Neutral Operations achieved \$50,000 invested in Green Building Incentives \$50,000 disbursed through NCED Service	Targets and indicators adopted Progress toward Carbon Neutral Operations \$50,000 invested in Green Building Incentives \$50,000 disbursed through NCED service	Update targets and indicators and complete reporting program Carbon Neutral Operations achieved. \$50,000 invested in Green Building Incentives \$50,000 disbursed through NCED service
Support for regional growth strategy	An adopted regional growth strategy	Updated RGS adopted	Continue implementation of RGS
Regional context statements (RCS)	Board approved RCS in each municipal Official Community Plan (OCP) pursuant to provincial legislation	Board approved RCS for Lantzville, Nanaimo, Qualicum Beach & Parksville RCSs completed	Work with municipalities on updated RCS for 2017
Electoral Area OCP consistency	Board approved OCPs that are consistent with RGS	All Electoral Area OCPs are consistent with RGS	Monitor OCPs to maintain consistency, Adopt new Area H OCP
Resolution of growth management conflicts	Effectively functioning Intergovernmental Advisory Committee	Conduct IAC meetings as required to address issues	Regular IAC meetings to keep member municipalities informed on RGS implementation

KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES

1. Produce an annual report on RGS implementation
2. Report on targets and indicators for RGS goals (RGS Policy 5.2.4) – collect new data and update web site
3. Review monitoring and reporting program (RGS Policy 5.2.5) – evaluate usefulness of indicators
4. Organize and facilitate *Intergovernmental Advisory Committee* and *Sustainability Select Committee* meetings
5. Continue implementation of Housing Action Plan – update web resources and participate in D 69 Homelessness initiatives
6. AAP Implementation - update web resource pages on agriculture
7. Complete data collection and inclusion in GIS for sea level rise and climate change adaptation (RGS Policies under Goals 1 & 2)
8. Undertake flood plain mapping assessment – up to \$50,000 for professional fees
9. Complete amendment to RGS to clarify criteria for minor amendment
10. Work with Island Health to manage the OHWN Coordinator
11. Initiate work on background information for consideration of RGS Review – up to \$15,000 for professional fees
12. Public seminars on green buildings, renewable energy systems, and emissions reductions – up to \$21,000 for workshop, tours, education and publications
13. Publish energy and sustainability articles in regional newsletter
14. Continue development of Green Building Guidebook series – focus on water conservation
15. Continue Green Building Incentive Program for Electoral Areas and Lantzville – Up to \$51,500 available for rebates
16. Assist with the development of renewable energy projects within the region
17. Continue administration of the Northern Communities Economic Development Service – distribute up to \$50,000 in grants
18. Monitor and report on corporate energy use and emissions

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(325,393)	(433,857)	(455,549)	5.0%
	(325,393)	(433,857)	(455,549)	5.0%
Grants in lieu of taxes	(1,374)			
Transfer from reserve - non capital		(25,500)	(40,500)	
Miscellaneous			(45,000)	
Total Operating Revenues	(326,767)	(459,357)	(541,049)	17.8%
Operating Expenditures				
Administration	22,321	36,041	41,094	
Professional fees	16,649	83,000	97,000	
Building oper & maint		3,500	4,000	
Vehicle & Equip- oper & maint	6,586	7,030	7,356	
Operating costs	51,651	99,525	60,563	
Program costs			21,000	
Transfer to other govt / org			15,000	
Total Operating Expenditures (excluding wages)	97,207	229,096	246,013	7.4%
Wages & benefits	227,201	323,009	389,558	20.6%
Total Operating Expenditures (including wages)	324,408	552,105	635,571	15.1%
Contribution to reserve funds	50,000	50,750	35,750	
Operating (surplus) / deficit	47,641	143,498	130,272	
Capital Asset Expenditures				
Capital expenditures	2,291	2,500		
Net Capital Assets funded from Operations	2,291	2,500		(100.0%)
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	49,932	145,998	130,272	
Prior year (surplus) / deficit	(251,121)	(251,121)	(152,717)	
(Surplus) applied to future years	(201,189)	(105,123)	(22,445)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(132,750)	(177,000)	(190,000)	7.3%
	(132,750)	(177,000)	(190,000)	7.3%
Total Operating Revenues	(132,750)	(177,000)	(190,000)	7.3%
Operating Expenditures				
Transfer to other govt / org	177,000	177,000	190,000	
Total Operating Expenditures (excluding wages)	177,000	177,000	190,000	7.3%
Total Operating Expenditures (including wages)	177,000	177,000	190,000	7.3%
Operating (surplus) / deficit	44,250			
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	44,250			
(Surplus) applied to future years	44,250			

FINANCIAL PLAN
Economic Development North
2017 Proposed Budget

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Parcel taxes	(19,621)	(26,161)	(26,161)	
Property taxes	(17,879)	(23,839)	(23,839)	
	(37,500)	(50,000)	(50,000)	
Operations	(4,530)			
Total Operating Revenues	(42,030)	(50,000)	(50,000)	
Operating Expenditures				
Operating costs	1,034	2,000	2,000	
Program costs	32,900	55,488	48,500	
Total Operating Expenditures (excluding wages)	33,934	57,488	50,500	(12.2%)
Wages & benefits		350	350	
Total Operating Expenditures (including wages)	33,934	57,838	50,850	(12.1%)
Operating (surplus) / deficit	(8,096)	7,838	850	
Capital Asset Expenditures				
Capital expenditures	4,530			
Net Capital Assets funded from Operations	4,530			
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(3,566)	7,838	850	
Prior year (surplus) / deficit	(7,838)	(7,838)	(850)	
(Surplus) applied to future years	(11,404)			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Operating grants	(7,951)	(44,695)	(44,695)	
Total Operating Revenues	(7,951)	(44,695)	(44,695)	
Operating Expenditures				
Professional fees	7,573			
Operating costs	378			
Transfer to other govt / org		44,695	44,695	
Total Operating Expenditures (excluding wages)	7,951	44,695	44,695	
Total Operating Expenditures (including wages)	7,951	44,695	44,695	
Operating (surplus) / deficit				
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year (Surplus) applied to future years				

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

AREA	STRATEGIC AND COMMUNITY DEVELOPMENT		
SERVICE	BUILDING INSPECTION		
SERVICE LEVEL	Responsible for providing building inspection services, policy and advice to all Electoral Areas and the District of Lantzville (contract).		
ACTIVITY LEVELS	2016 - 595 permits – construction value: \$90 million (est) 2015 - 594 permits – construction value: \$87 million 2014 - 591 permits – construction value: \$85 million 2013 - 545 permits – construction value: \$91 million		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Client Services	90% of permits issued within 3 weeks of application. Two week turn-around time on small project permits Conduct inspections within 48 hours of request 100% of the time	Average permit turn-around time - 5 weeks, 90% of time Small project permits issued within 3 weeks or less Inspections conducted within 48 hours 95% of the time (Department experienced staff shortages in 2016).	Shorten permit turn-around time and inspection scheduling benchmarks (new staff hired to fill existing vacancies) Implement fast track approval system
Technology	Discontinue handwritten inspection reports Efficient access to paper and historical building permit records	All field inspection reports now completed on mobile devices and emailed to clients Paper/historical files conversion project completed	Monitor client satisfaction with mobile inspections Reduce storage of paper files by converting to electronic records system.
Public Awareness	All bylaw and permit requirements available in printed form and on website Public outreach in distant electoral areas	Website and printed material being updated to reflect current regulatory requirements and owner-builder info. Site offices staffed in Electoral Areas B and H for convenience of residents	Continue to update on-line info on Building Code revisions/bulletins Provide information to owner-builders Maintain site offices in Electoral Areas B and H
Compliance	95% of infraction files completed without enforcement action	Met benchmark	Maintain benchmark level

KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES

1. Investigate and implement accelerated permit processing system to reduce permit turn-around for registered builders as per O&E review.
2. Work with administration staff to implement electronic data records system.
3. Publish online updates to Building Code, owner builder information and changes to RDN processes for use by the public.
4. Conduct audits of mobile inspection reports and solicit client feed-back to ensure the system is meeting operational and client needs.
5. Maintain relationships with development community (CHBA, BOABC) to improve knowledge of inspection services and requirements.

Continue focus on resolving infractions through pro-active enforcement of the building bylaw and public awareness of building regulations in the RDN.

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Operating grants	(11,400)	(9,500)	(8,500)	
Operations	(947,494)	(1,025,380)	(1,115,150)	
Transfer from reserve - non capital	(3,330)	(21,000)	(23,000)	
Interdepartmental recoveries	(20,000)	(20,000)	(20,000)	
Total Operating Revenues	(982,224)	(1,075,880)	(1,166,650)	8.4%
Operating Expenditures				
Administration	24,677	33,639	41,709	
Professional fees	40,349	69,000	5,000	
Vehicle & Equip- oper & maint	18,600	20,200	20,200	
Operating costs	154,348	199,897	203,747	
Program costs	29,280	50,500	51,500	
Total Operating Expenditures (excluding wages)	267,254	373,236	322,156	(13.7%)
Wages & benefits	564,702	817,244	855,474	4.7%
Total Operating Expenditures (including wages)	831,956	1,190,480	1,177,630	(1.1%)
Contribution to reserve funds	35,929	22,500	5,000	
Operating (surplus) / deficit	(114,339)	137,100	15,980	
Capital Asset Expenditures				
Capital expenditures	24,773	17,000	6,000	
Transfers from reserves	(13,285)	(12,500)		
Net Capital Assets funded from Operations	11,488	4,500	6,000	33.3%
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(102,851)	141,600	21,980	
Prior year (surplus) / deficit	(493,302)	(493,302)	(402,052)	
(Surplus) applied to future years	(596,153)	(351,702)	(380,072)	

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

AREA	STRATEGIC AND COMMUNITY DEVELOPMENT		
SERVICE	BYLAW ENFORCEMENT		
SERVICE LEVEL	Responsible for enforcing regulatory bylaws in the Electoral Areas and the District of Lantzville (contract). Regulatory bylaws include zoning, building, animal control, noise control, unsightly and hazardous properties, parks usage, illegal dumping, outdoor water usage and where applicable, outdoor burning. Bylaw Enforcement Officers are Alternate Emergency Program Coordinators for the RDN and the District of Lantzville.		
ACTIVITY LEVELS	Staff conducts a wide range of investigations, mediates disputes, answer inquiries from outside agencies and provide support and assistance to other departments. Files range from routine issues to lengthy and complex investigations and court preparation. Department assumed illegal dumping investigations in 2015, accounting in part for higher caseload. The caseload for the past 5 years is illustrated below: 2016 (550 est), 2015 (600), 2014 (318), 2013 (295), 2012 (288)		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2017 PERFORMANCE OBJECTIVES
Response time	Respond to questions/ complaints in 24 hours	Met benchmark 90% of time	Meet benchmark
Public awareness and inter-agency cooperation	Provide online and printed information to the public on bylaws and compliance Inter-agency cooperation and relationships.	Information available on website. Other printed information under development. Online complaint form available at website Attend inter-agency meetings to liaise on common issues and working protocols.	Encourage public use of online contact form. Continue to update online information for public Maintain relationships
Compliance	95% of files completed annually by voluntary compliance Proactive enforcement of priority regulations	Met benchmark Workload primarily complaint driven. Other enforcement limited to staff observations.	Maintain benchmark Continue limited enforcement from staff observations.
Technology	Efficiency of file management through mobile technology	Integration of CityView Mobile for file retrieval and updates via mobile devices in the field	Continue review of CityView Mobile activities to ensure optimal efficiency
KEY ACTIONS TO ACHIEVE 2017 PERFORMANCE OBJECTIVES			
<ol style="list-style-type: none"> 1. Exceed 90% response rate to telephone and online complaints within 24 hours. 2. In response to complaints, continue emphasis on voluntary compliance versus legal action. 3. Update website information and printed material to increase public awareness of regulatory bylaws and online complaint form. 4. Promote interagency cooperation and working protocols through ongoing participation in key inter-agency meetings with RCMP, ALC and RDN member municipalities. 5. Audit CityView Mobile use to identify areas requiring improvement. 			

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Operations	(5,537)	(7,383)	(9,061)	
Miscellaneous	(7,500)			
Interdepartmental recoveries	(196,268)	(266,385)	(292,975)	
Total Operating Revenues	(209,305)	(273,768)	(302,036)	10.3%
Operating Expenditures				
Administration		500	500	
Professional fees	51	600	600	
Vehicle & Equip- oper & maint	10,040	8,400	8,500	
Operating costs	15,132	15,528	15,963	
Total Operating Expenditures (excluding wages)	25,223	25,028	25,563	2.1%
Wages & benefits	184,097	248,757	272,974	9.7%
Total Operating Expenditures (including wages)	209,320	273,785	298,537	9.0%
Contribution to reserve funds			1,000	
Operating (surplus) / deficit	15	17	(2,499)	
Capital Asset Expenditures				
Capital expenditures	28,603	30,000	2,500	
Transfers from reserves	(28,603)	(30,000)		
Net Capital Assets funded from Operations			2,500	
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	15	17	1	
Prior year (surplus) / deficit	(17)	(17)		
(Surplus) applied to future years	(2)		1	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(50,612)	(67,482)	(68,832)	2.0%
	(50,612)	(67,482)	(68,832)	2.0%
Operations	(500)			
Total Operating Revenues	(51,112)	(67,482)	(68,832)	2.0%
Operating Expenditures				
Administration	4,022	5,363	4,750	
Professional fees	1,144	1,000	1,000	
Operating costs	43,438	61,100	61,736	
Total Operating Expenditures (excluding wages)	48,604	67,463	67,486	
Total Operating Expenditures (including wages)	48,604	67,463	67,486	
Contribution to reserve funds			5,000	
Operating (surplus) / deficit	(2,508)	(19)	3,654	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(2,508)	(19)	3,654	
Prior year (surplus) / deficit	(4,024)	(4,024)	(7,268)	
(Surplus) applied to future years	(6,532)	(4,043)	(3,614)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(62,439)	(83,252)	(84,917)	2.0%
	(62,439)	(83,252)	(84,917)	2.0%
Operations	(7,950)	(9,100)	(9,100)	
Total Operating Revenues	(70,389)	(92,352)	(94,017)	1.8%
Operating Expenditures				
Administration	4,982	6,643	7,067	
Professional fees		1,000	1,000	
Operating costs	61,518	83,101	85,205	
Total Operating Expenditures (excluding wages)	66,500	90,744	93,272	2.8%
Total Operating Expenditures (including wages)	66,500	90,744	93,272	2.8%
Contribution to reserve funds	2,000	2,000	2,000	
Operating (surplus) / deficit	(1,889)	392	1,255	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(1,889)	392	1,255	
Prior year (surplus) / deficit	(4,088)	(4,088)	(5,646)	
(Surplus) applied to future years	(5,977)	(3,696)	(4,391)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(13,946)	(18,595)	(18,781)	1.0%
	(13,946)	(18,595)	(18,781)	1.0%
Operations			(1,500)	
Total Operating Revenues	(13,946)	(18,595)	(20,281)	9.1%
Operating Expenditures				
Administration	946	1,261	1,225	
Professional fees		2,000	1,000	
Operating costs	11,211	15,580	17,850	
Total Operating Expenditures (excluding wages)	12,157	18,841	20,075	6.5%
Total Operating Expenditures (including wages)	12,157	18,841	20,075	6.5%
Contribution to reserve funds	2,000	2,000	5,000	
Operating (surplus) / deficit	211	2,246	4,794	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	211	2,246	4,794	
Prior year (surplus) / deficit	(11,491)	(11,491)	(13,045)	
(Surplus) applied to future years	(11,280)	(9,245)	(8,251)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(10,883)	(14,511)	(36,927)	154.5%
	(10,883)	(14,511)	(36,927)	154.5%
Operations		(10,000)	(80,000)	
Total Operating Revenues	(10,883)	(24,511)	(116,927)	377.0%
Operating Expenditures				
Administration	389	519	528	
Professional fees	18,948	500	1,000	
Operating costs	5,102	6,552	7,167	
Program costs		17,296	87,296	
Total Operating Expenditures (excluding wages)	24,439	24,867	95,991	286.0%
Total Operating Expenditures (including wages)	24,439	24,867	95,991	286.0%
Operating (surplus) / deficit	13,556	356	(20,936)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	13,556	356	(20,936)	
Prior year (surplus) / deficit	(970)	(970)	20,936	
(Surplus) applied to future years	12,586	(614)		

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(5,881)	(7,841)	(11,461)	46.2%
	(5,881)	(7,841)	(11,461)	46.2%
Operations	(36,167)	(50,000)	(50,000)	
Total Operating Revenues	(42,048)	(57,841)	(61,461)	6.3%
Operating Expenditures				
Administration	406	541	640	
Professional fees	915	500	500	
Operating costs	5,475	6,952	7,567	
Program costs	36,167	50,000	50,000	
Total Operating Expenditures (excluding wages)	42,963	57,993	58,707	1.2%
Total Operating Expenditures (including wages)	42,963	57,993	58,707	1.2%
Contribution to reserve funds	500	500	3,000	
Operating (surplus) / deficit	1,415	652	246	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	1,415	652	246	
Prior year (surplus) / deficit	(1,432)	(1,432)	(280)	
(Surplus) applied to future years	(17)	(780)	(34)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(5,453)	(7,271)	(8,541)	17.5%
	(5,453)	(7,271)	(8,541)	17.5%
Transfer from reserve - non capital		(1,500)		
Total Operating Revenues	(5,453)	(8,771)	(8,541)	(2.6%)
Operating Expenditures				
Administration	395	527	535	
Professional fees		1,500	1,500	
Operating costs	5,216	6,652	7,267	
Total Operating Expenditures (excluding wages)	5,611	8,679	9,302	7.2%
Total Operating Expenditures (including wages)	5,611	8,679	9,302	7.2%
Operating (surplus) / deficit	158	(92)	761	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	158	(92)	761	
Prior year (surplus) / deficit	(699)	(699)	(761)	
(Surplus) applied to future years	(541)	(791)		

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(6,431)	(8,575)	(9,350)	9.0%
	(6,431)	(8,575)	(9,350)	9.0%
Grants in lieu of taxes	(508)			
Total Operating Revenues	(6,939)	(8,575)	(9,350)	9.0%
Operating Expenditures				
Administration	395	527	525	
Professional fees		500	500	
Operating costs	5,091	6,602	7,217	
Total Operating Expenditures (excluding wages)	5,486	7,629	8,242	8.0%
Total Operating Expenditures (including wages)	5,486	7,629	8,242	8.0%
Contribution to reserve funds	1,000	1,000	3,000	
Operating (surplus) / deficit	(453)	54	1,892	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	(453)	54	1,892	
Prior year (surplus) / deficit	(3,623)	(3,623)	(4,627)	
(Surplus) applied to future years	(4,076)	(3,569)	(2,735)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Municipal agreements	(2,412)	(3,216)	(3,380)	5.1%
Property taxes	(2,889)	(3,852)	(4,219)	9.5%
	(5,301)	(7,068)	(7,599)	7.5%
Total Operating Revenues	(5,301)	(7,068)	(7,599)	7.5%
Operating Expenditures				
Administration	394	526	520	
Operating costs	5,029	6,502	7,117	
Total Operating Expenditures (excluding wages)	5,423	7,028	7,637	8.7%
Total Operating Expenditures (including wages)	5,423	7,028	7,637	8.7%
Operating (surplus) / deficit	122	(40)	38	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	122	(40)	38	
Prior year (surplus) / deficit	(1,123)	(1,123)	(1,163)	
(Surplus) applied to future years	(1,001)	(1,163)	(1,125)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(5,622)	(7,496)	(7,571)	1.0%
	(5,622)	(7,496)	(7,571)	1.0%
Total Operating Revenues	(5,622)	(7,496)	(7,571)	1.0%
Operating Expenditures				
Administration	389	519	520	
Operating costs	5,003	6,502	7,117	
Total Operating Expenditures (excluding wages)	5,392	7,021	7,637	8.8%
Total Operating Expenditures (including wages)	5,392	7,021	7,637	8.8%
Contribution to reserve funds	500	500		
Operating (surplus) / deficit	270	25	66	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	270	25	66	
Prior year (surplus) / deficit	(1,493)	(1,493)	(1,468)	
(Surplus) applied to future years	(1,223)	(1,468)	(1,402)	

	2016 Actuals September YTD	2016 Budget	2017 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(6,243)	(8,324)	(8,574)	3.0%
	(6,243)	(8,324)	(8,574)	3.0%
Total Operating Revenues	(6,243)	(8,324)	(8,574)	3.0%
Operating Expenditures				
Administration	392	523	520	
Professional fees		500	500	
Operating costs	5,003	6,552	7,167	
Total Operating Expenditures (excluding wages)	5,395	7,575	8,187	8.1%
Total Operating Expenditures (including wages)	5,395	7,575	8,187	8.1%
Contribution to reserve funds	1,000	1,000	1,000	
Operating (surplus) / deficit	152	251	613	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Net (surplus)/deficit for the year	152	251	613	
Prior year (surplus) / deficit	(2,715)	(2,715)	(3,014)	
(Surplus) applied to future years	(2,563)	(2,464)	(2,401)	