

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

PAGE NO. DESCRIPTION

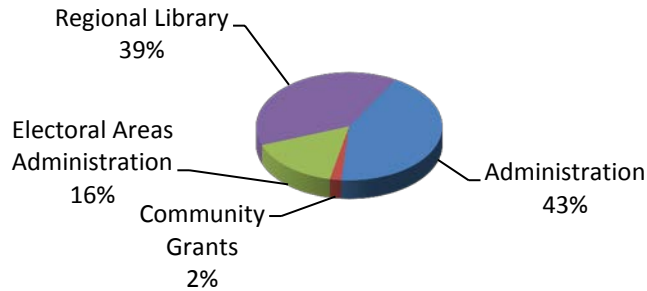
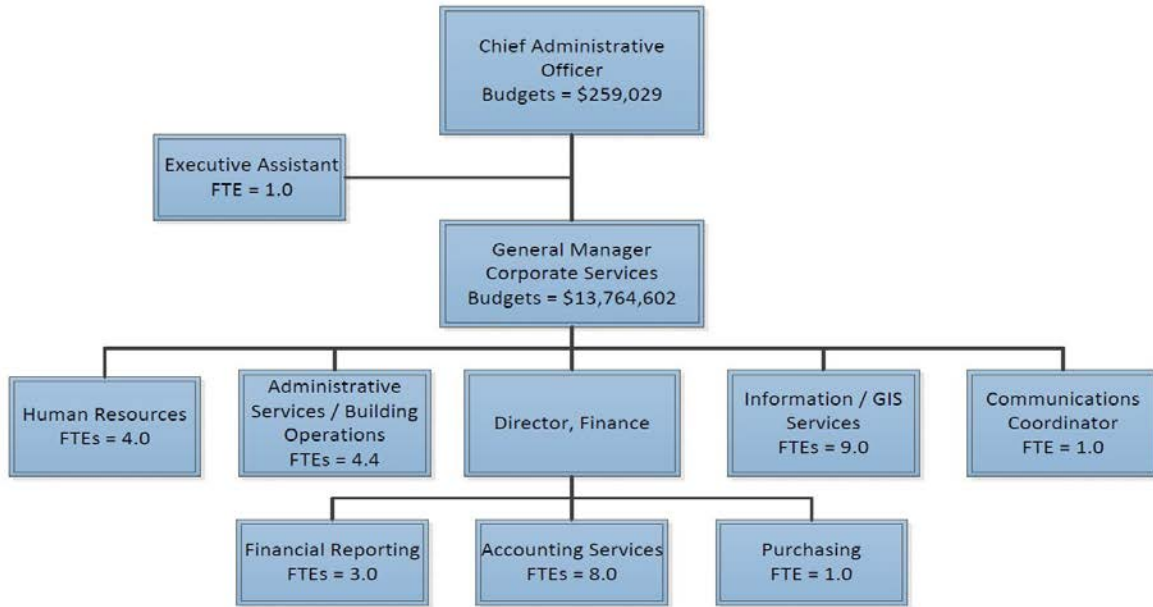
CORPORATE ADMINISTRATION

223 Departmental Highlights

Business Plans and Departmental Budget Summaries

224-225	Business Plan - Corporate Services
226-227	Business Plan - Communications Services
228	Business Plan - Human Resources
229-230	Business Plan - Information and GIS Services
231-233	Business Plan - Financial Services
234	Budget Summary - Corporate Administration Summary
235	Budget Summary - Community Grants
236	Budget Summary - Electoral Areas Administration
237	Budget Summary - Regional Library
238	Budget Summary - Municipal Debt Transfers
239	Budget Summary - House Numbering
240	Budget Summary - Community Works Fund Projects

**REGIONAL DISTRICT OF NANAIMO
DEPARTMENTAL HIGHLIGHTS
CORPORATE ADMINISTRATION**



Corporate Administration	Expenditures	Revenues/Reserves	Net Cost	
Administration / Legislative				
Legislative/Chief Administrative Officer	2,565,215	0	2,565,215	
Human Resources	927,988	0	927,988	
Finance	1,783,208	10,000	1,773,208	
Information/GIS Services	2,583,625	770,000	1,813,625	
Administration /Building Operations	1,155,071	477,570	677,501	
Communications	315,596	0	315,596	
Interdepartmental Recoveries		5,516,828	(5,516,828)	
Administration	9,330,703	6,774,398	2,556,305	43%
Community Grants	129,850	435	129,415	2%
Electoral Areas Administration	1,001,630	62,500	939,130	16%
Regional Library	2,303,077		2,303,077	39%
	12,765,260	6,837,333	5,927,927	100%

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

AREA	CORPORATE SERVICES		
SERVICE	ADMINISTRATIVE SERVICES		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	The Administrative Services Department supports the Board through preparation of Board & Committee agendas and minutes. Conducts local elections, referendums, alternative approval processes and petition processes and is responsible for responding to requests under the <i>Freedom of Information and Protection of Privacy Act</i> , processing special event permits, and developing and maintaining the records management system for the organization.		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2019 PERFORMANCE OBJECTIVES
Agenda and minute preparation	Board 2017 Regular meetings – 12 2017 Special meetings – 5 Committee of the Whole 2017 Regular meetings – 10 2017 Special meetings – 1 Electoral Area Services Committee 2017 Regular meetings – 10 2017 Special meetings – 1	Board 2018 Regular meetings – 11 2018 Special meetings – 4 Committee of the Whole 2018 Regular meetings – 10 2018 Special meetings – 0 Electoral Area Services Committee 2018 Regular meetings – 10 2018 Special meetings – 1	Continue with timely preparation of agendas and minutes
Requests responded to under the <i>Freedom of Information and Protection of Privacy Act</i>	2017 – 15 2016 – 23 2015 – 16 2014 – 18	2018 (as of November 1) – 25	Respond in a timely manner to requests made under the <i>Freedom of Information and Protection of Privacy Act</i>
Special Event Permit applications processed	2017 – 15 2016 – 17 2015 – 16 2014 – 14	2018 (as of November 1) – 13	Continue with timely processing of Special Event Permit applications

Use of technology	<p>2017 – Implemented eSCRIBE meeting management software organization wide and prepared agendas and minutes digitally</p> <p>2017 – Records Management - Improved metadata in SharePoint</p>	<p>2018 – Extended use of eSCRIBE meeting management software to meeting participants to utilize digital agendas in meetings</p> <p>2018 – Records Management - Completed organizational needs and readiness assessment for an electronic document and records management system</p>	<p>Continue to increase the administrative efficiency of Board and Committee meetings</p> <p>Effectively manage physical and electronic records and documents</p>
Elections, petitions, and elector approval processes	Conducted the petition process for establishment of the Bowser Village Sanitary Sewer Service and related borrowing	Conducted the 2018 general local elections	Ensure petition and elector approval processes are conducted according to statute

KEY ACTIONS TO ACHIEVE 2019 PERFORMANCE OBJECTIVES
<ol style="list-style-type: none"> 1. Review additional eSCRIBE modules that can further increase the administrative efficiency of Board and Committee meetings. 2. Develop a comprehensive records management program to provide the framework for implementing an electronic document and records management system. 3. Conduct petition process, referendums or alternative approval processes as required.

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

AREA	CORPORATE SERVICES		
SERVICE	COMMUNICATIONS SERVICES		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>Communication – Coordinate and promotes the RDN’s website, social media, advertising, online engagement tool, regional Perspectives newsletter, Electoral Area Updates and news releases.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2019 PERFORMANCE OBJECTIVES
Level of usage of Website (visits per year)	2017 – 528,903 visits 2016 - 511,518 visits 2015 - 555,898 visits 2014 - 483,388 visits 2013 - 413,688 visits 2012 - 452,546 visits 2011 - 408,509 visits	2018 – <i>as of Sep 30</i> 440,031 visits	To continue to ensure website remain up-to-date, is consistently branded and sharing relevant information in an accessible format.
Communication	Perspectives EA Updates News Releases 2017 - 48 2016 - 34 2015 - 35 2014 - 36 2013 - 29 2012 - 45 2011 – 39 RDN Monthly Updates Get Involved RDN 2017 – 18 active projects	1 Perspectives inserted into the Nanaimo Bulletin, Parksville Qualicum Beach and Sounder newspapers in the summer 1 issue per Electoral Area in the spring – fall issue did not occur as it is an election year 2018 (<i>as of Sept 30</i>) - 40 Monthly calendar and advertising combined into one ad in the Nanaimo Bulletin, Parksville Qualicum Beach and Sounder newspapers – commenced May 2018 Launched online engagement tool to share info and provide an opportunity for 2-way engagement for specific projects – commenced Sept 2017; currently have 16 active projects	Review all current communications tools, and recommend any revisions to use and timing of current or new communications tools. Will increase awareness of services delivered through use of News Releases. Improve awareness of all services and departments with consistently branded ads monthly. Provide an interactive opportunity to share information and receive 2-way engagement on projects.

Use of Social Media	<p>RDN Facebook feed 2017 – 2,123 likes 2016 - 1,501 likes 2015 - 1,038 likes 2014 - 774 likes 2013 - 573 likes</p> <p>RDN Twitter feed 2017 – 1856 followers 2016 – 1,564 followers 2015 - 1,155 followers 2014 - 858 followers 2013 - 554 followers</p> <p>RDN Instagram feed 2017 – 163 followers</p>	<p><i>As of Sept 30</i></p> <p>RDN Facebook page 2018 - 3,383 likes</p> <p>RDN Twitter feed 2018 – 2,457 followers</p> <p>RDN Instagram feed 2018 – 933 followers</p>	Consistently use social media by all departments, to share events, project and service info; grow our social media presence; continue to monitor effectiveness in communicating with the public.
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KEY ACTIONS TO ACHIEVE 2019 PERFORMANCE OBJECTIVES
<ol style="list-style-type: none"> 1. Continue to assist departments in improving their social media presence as a means to further engage the public. 2. Continue to build relationships with local media to enhance coverage of RDN initiatives. 3. Continue to encourage and facilitate website use on RDN services and initiatives. 4. Assist staff in their communications with the media. 5. Ensure branding remains consistent and focused on RDN as a whole and not each department. 6. Focus on providing opportunities for two-way communication.

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

AREA	CORPORATE SERVICES		
SERVICE	HUMAN RESOURCES		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>Human Resources – Provides human resources support to all Departments. This includes labour relations & negotiations advice, recruitment & selection support; health and safety program management; management of personnel records; management of benefit plans; and management of CUPE job evaluation systems.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2019 PERFORMANCE OBJECTIVES
RDN WorkSafeBC Premium (Based on prior 3 years of claims)	WorkSafeBC Base Rate for Local Governments 2018 - \$1.91 2017 - \$2.03 2016 - \$2.03 2015 - \$2.00 2014 - \$1.67	RDN (excluding Transit Operations) Experience Rate 2018 - \$2.13 (11.4% surcharge) 2017 - \$2.60 (28.2% surcharge) 2016 - \$2.24 (10.3% surcharge) 2015 - \$1.98 (0.9% surcharge) 2014 - \$1.67 (0.2% surcharge)	Reduce Premium Rate through the effective management of WSBC claims and return-to-work initiatives. <i>Note: Rates since 2016 are for all RDN operations except Transit and HandyDART.</i>
Accepted WSBC Claims (HCO=Health Care Only; LT=Lost Time; CC=Claim Costs Paid by WSBC for current year claims only)	2017 5 HCO; 25 LT; \$82,779 CC 2016 13 HCO; 10 LT; \$49,305 CC 2015 24 HCO; 19 LT; \$114,279 CC 2014 10 HCO; 17 LT; \$53,846 CC	2018 4 HCO; 16 LT; \$66,741 CC <i>(up to Aug 31, 2018)</i>	Prevent injuries. Manage lost time claims more effectively. <i>Note: 2014, 2015 and 2016 claim costs, paid until Jun 30 2017, are used to calculate experience rating for 2018</i>
Grievances	2017 - 31 2016 - 16 2015 - 14 2014 - 27 2013 - 48	2018 (to date) – 12	Strengthen the workplace by developing and maintaining collaborative working relationships.
Competitions	2017 - 81 2016 - 101 2015 - 88 2014 - 72 2013 - 68	2018 (to date) – 85	Leverage technology and improve our ability to attract highly qualified applicants.
KEY ACTIONS TO ACHIEVE 2019 PERFORMANCE OBJECTIVES			
<ol style="list-style-type: none"> 1. Implement elements of OHS Program to comply with WorkSafeBC Regulation and facilitate proactive return to work initiatives. 2. Conduct Certificate of Recognition (COR) Audit to identify gaps. Assess value of spending funds on administration of COR versus focusing funds on safety prevention and claims management. 3. Conduct current condition assessment of known hazardous materials and develop plan to remediate, or repair materials. 4. Implement candidate management system for the RDN. 			

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

AREA	CORPORATE SERVICES		
SERVICE	INFORMATION AND GIS SERVICES		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>The Information Services department plans and implements the utilization of computer technology, provides advice to inter-departmental projects, and maintains all aspects of the network / telecom communications related equipment on behalf of the organization. The Regional District has computing resources in 27 facilities across the region with 324 personal computers, 57 file / application servers (the majority of which operate in a virtual server environment), 149 Wireless Device users and associated peripheral equipment. This section of the department consists of four full time I/T technical staff and one temporary technical support staff.</p> <p>There is an increased need for assistance in Information Services in order to maintain acceptable service delivery for I/T services throughout the RDN. The current temporary I/T technician position has been funded since mid-2015. It is proposed to establish the Temporary I/T technician position as full time in 2019 (see IT Staffing Report). From 2015 to the end of 2018 Help Desk requests will have increased by 43% with 2018 estimated at 2,435. The 2019 projection based on trending since 2013 is 2,678. Having the temporary position established as a FTE will allow the department to continue in more depth with a cross training strategy to mitigate knowledge gaps identified due to the high ratio (1:64.8) of I/T staff to Computer Users supported, which is more than twice the local government provincial average of (1:25).</p> <p>A major area of focus for Information Services in 2019 will continue to be on security. IT staff have created a document outlining 15 specific areas of focus regarding technology to ensure industry best practices are applied to ensure that corporate data is secure and also available to enhance operational efficiency across the organization.</p> <p>The GIS section of the department maintains property information which is published in map form. The GIS section produces statistical property information and special purpose maps for all departments, assigns house numbers in the rural areas and supports map services which are published on the Regional District's website. The Regional District also provides GIS services to the District of Lantzville under a service contract. This section of the department consists of four full time GIS technical staff.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	INDUSTRY BENCHMARK	CURRENT PERFORMANCE	2019 PERFORMANCE OBJECTIVE
Network resources availability	>99.9% for network resource availability.	>99.9% for network resources. (<8.7 Hrs. Unavailable network resources).	Maintain >99.9% network resources availability.
Ratio of I/S staff to User Workstations supported	1:25.09 Ratio (Average from MISA BC web site 2014) <i>(Data no longer published)</i>	1:59.4 (4.0 FTE and 1.0 Temp position for support) (297 User Workstations supported in 2018)	1:64.86 (5.0 FTE) (324 User Workstations supported in 2018)
GIS Mapping applications, systems integration	Highly developed map services (internal and web based).	Primary focus is on functional map layers – i.e. current subdivision information, zoning, development permit areas, photos and addressing.	Add additional data to map to improve inter-departmental use. Minimize service disruptions to Webmap based services.

KEY ACTIONS TO ACHIEVE 2019 PERFORMANCE OBJECTIVES

1. Transition to selected RDN Website vendor for support and development in April 2019.
2. Continue the process of replacing the current public and internal facing Web Map product (Onpoint) with a new product that delivers efficient spatial information in a more data rich, flexible and intuitive interface. The replacement project was started in 2018.
3. Complete 75% of IT Security - Areas of Focus project.
4. Determine the preferred vendor product for the RDN's EDRMS and continue with implementation planning.

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

AREA	CORPORATE SERVICES			
SERVICE	FINANCIAL SERVICES			
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	The Finance Department develops financial management policies, performs financial forecasting services and maintains accounting systems necessary to assist departments to achieve capital and operational targets.			
	Vendor invoices processed	2018 = 13,224(to date)	2017 = 19,415	2016 = 18,961 2015 = 18,384
	E-billed customers	2018 = 513	2017 = 481	2016 = 472 2015 = 431
	Customer accounts	2018 = 18,515	2017 = 18,016	2016 = 17,835 2015 = 17,524
PERFORMANCE INDICATORS				
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE		2019 PERFORMANCE OBJECTIVES
Use of technology	Non-office based payment of accounts – 75% or more of customers	2018 – 82% 2017 – 76% 2016 – 76% 2015 – 75% 2014 – 73%		Sign up forms go to all new customers. Annual bills, web page and counter materials promote electronic payments.
	Email delivery of customer invoices – 3% or more of customers	2018 – 513 (2.8%) 2017 – 481 (2.7%) 2016 – 472 (2.6%) 2015 – 431 (2.5%) 2014 – 392 (2.3%)		Email sign up info to all new customers. Annual bills, web page and counter materials promote email delivery. Promote new Vadim product with new features which may appeal to customers for accessing account information electronically.
	Cost effective transaction processing	Web based staff payroll reporting in place in Finance Dept, Corp Admin, IT, Transit & RCU Admin.		Obtain distribution feature in Vadim to allow for Implementation of web based payroll entry in Recreation, Solid Waste & RCU.
		Electronic payments available for utility billing through telephone or internet banking		Implement new on-line payment options for customers.
		Electronic Accounts Payable used for specific vendors only		Work with Corporate Services to plan electronic invoice storage & expand electronic vendor payments.
	On-line purchase order system allowing for multiple account distributions and electronic commitment tracking			Support Purchasing Manager in research and development of on-line purchase order system.

MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2019 PERFORMANCE OBJECTIVES
Financial plan quality, understanding and access to information	<p>Elected members and staff understand financial plan for 5 year and 10 year planning.</p> <p>Staff able to utilize software for Long Range planning scenarios.</p> <p>Citizens aware of impact of financial plan to them personally.</p>	<p>Elected members are informed and receive regular updates. Quarterly reports to Board.</p> <p>Improvements to budget software reports and interface between Vadim & Financial Manager's Workbench (FMW) in 2016. Staff use financial plans to evaluate new changes so as to inform elected members.</p> <p>Brochure included with property tax notices for first time in 2017.</p> <p>Most questions from public answered by direct calls once property tax notices are received.</p>	<p>Continuously inform elected members of financial impacts of new information.</p> <p>Collaborate with the communications department to make the reports more user friendly through the use of colours, pictures and graphs.</p> <p>Revise budget presentations.</p> <p>Continue to develop enhanced reporting from FMW.</p> <p>Increase management understanding of FMW through training.</p> <p>Continue to use financial plan, review FMW for software improvements providing financial planning & asset management analysis.</p> <p>Maintain this process and update the brochure based on the feedback received from the stakeholders.</p> <p>Improve outreach through new interactive tool for public budget communication</p>
Interdepartmental support	Procurement process/policies are up to date and reflect best practices	<p>RFP template updated in 2016, CCDC and MMCD contracts utilized for larger contracts.</p> <p>Purchasing Policy drafted in 2018</p>	<p>Purchasing policy adoption</p> <p>Additional RFP/RFQ templates developed.</p> <p>Purchasing & other financial process guidelines easily accessed by staff & training available</p>

KEY ACTIONS TO ACHIEVE 2019 PERFORMANCE OBJECTIVES

1. Obtain staffing resources to implement an effective efficient departmental succession plan and meet existing work requirements.
2. Complete implementation of web based time reporting for staff.
3. Complete implementation of new web based software to enhance customer services offered through internet (CentralSquare Online) including online payments
4. Complete implementation of new report generating software (RIM & Reporting).
5. Implement Caseware Financial Statement reporting tool.
6. Ongoing work with CentralSquare support group for improvements related to purchasing, timesheet and customers' on-line access.
7. Financial Plan review and awareness – continuous review and improvement of public information & jurisdiction impacts.
8. Participate in RDN staff committee for organization wide asset inventory and management software solution.
9. Research and support for grant funding opportunities and administration of Community Works Fund.
10. Continue to revise purchasing policies including social/sustainable procurement and develop templates.



FINANCIAL PLAN
Corporate Administration Summary
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(1,267,361)	(1,689,815)	(2,078,635)	23.0%
	(1,267,361)	(1,689,815)	(2,078,635)	23.0%
Grants in lieu of taxes	(73,380)	(48,000)	(48,000)	
Operating grants	(50,000)	(50,000)	(50,000)	
Operations	(18,857)	(23,094)	(22,645)	
Interest income	(230,169)	(150,000)	(150,000)	
Miscellaneous	(70,721)	(189,170)	(199,570)	
Interdepartmental recoveries	(3,245,319)	(4,422,299)	(5,263,828)	
Total Operating Revenues	(4,955,807)	(6,572,378)	(7,812,678)	18.9%
Operating Expenditures				
Administration	80,217	165,124	187,948	
Legislative	317,414	473,815	537,475	
Professional fees	216,549	387,016	448,516	
Building oper & maint	355,376	320,493	355,835	
Vehicle & Equip- oper & maint	185,318	233,211	435,142	
Operating costs	696,542	1,159,764	1,201,500	
Total Operating Expenditures (excluding wages)	1,851,416	2,739,423	3,166,416	15.6%
Wages & benefits	3,058,152	4,180,544	4,729,239	13.1%
Total Operating Expenditures (including wages)	4,909,568	6,919,967	7,895,655	14.1%
Contribution to reserve funds	182,945	186,355	303,410	
Operating (surplus) / deficit	136,706	533,944	386,387	
Capital Asset Expenditures				
Capital expenditures	246,940	926,050	1,107,191	
Transfers from reserves	(67,859)	(637,800)	(800,000)	
Net Capital Assets funded from Operations	179,081	288,250	307,191	6.6%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	315,787	822,194	693,578	
Transfer to appropriated surplus	110,000			
Transfer from appropriated surplus	(161,500)	(161,500)	(110,000)	(31.9%)
Prior year (surplus) / deficit	(942,926)	(942,926)	(588,638)	
Current year unappropriated surplus	(678,639)	(282,232)	(5,060)	



FINANCIAL PLAN
Community Grants
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(85,918)	(114,557)	(113,377)	(1.0%)
	(85,918)	(114,557)	(113,377)	(1.0%)
Grants in lieu of taxes	(673)	(435)	(435)	
Total Operating Revenues	(86,591)	(114,992)	(113,812)	(1.0%)
Operating Expenditures				
Administration		200	200	
Grants in aid	116,340	131,940	129,650	
Transfer to other govt / org	33,900	33,900		
Total Operating Expenditures (excluding wages)	150,240	166,040	129,850	(21.8%)
Total Operating Expenditures (including wages)	150,240	166,040	129,850	(21.8%)
Operating (surplus) / deficit	63,649	51,048	16,038	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	63,649	51,048	16,038	
Transfer to appropriated surplus	5,600			
Transfer from appropriated surplus	(51,048)	(51,048)	(5,600)	(89.0%)
Prior year (surplus) / deficit			(10,438)	
Current year unappropriated surplus	18,201			



FINANCIAL PLAN
Electoral Area Administration
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Municipal agreements	(15,245)	(20,327)	(21,798)	7.2%
Property taxes	(381,911)	(509,214)	(585,573)	15.0%
	(397,156)	(529,541)	(607,371)	14.7%
Grants in lieu of taxes		(2,500)	(2,500)	
Operating grants	(60,000)	(60,000)	(60,000)	
Interdepartmental recoveries	(152,250)	(253,000)	(253,000)	
Total Operating Revenues	(609,406)	(845,041)	(922,871)	9.2%
Operating Expenditures				
Administration	48,245	65,069	69,690	
Legislative	167,723	294,416	217,237	
Professional fees	8,468	10,000	10,000	
Building oper & maint	15,481	20,810	20,810	
Vehicle & Equip- oper & maint	1,276	2,840	5,102	
Operating costs	151,541	289,203	347,890	
Total Operating Expenditures (excluding wages)	392,734	682,338	670,729	(1.7%)
Wages & benefits	184,385	285,656	270,306	(5.4%)
Total Operating Expenditures (including wages)	577,119	967,994	941,035	(2.8%)
Contribution to reserve funds	896	1,195	1,195	
Operating (surplus) / deficit	(31,391)	124,148	19,359	
Capital Asset Expenditures				
Capital expenditures		400	19,400	
Net Capital Assets funded from Operations		400	19,400	4,750.0%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(31,391)	124,548	38,759	
Prior year (surplus) / deficit	(212,632)	(212,632)	(113,373)	
Current year unappropriated surplus	(244,023)	(88,084)	(74,614)	



FINANCIAL PLAN
Regional Library
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(1,621,718)	(2,162,291)	(2,303,077)	6.5%
	(1,621,718)	(2,162,291)	(2,303,077)	6.5%
Miscellaneous	(668,228)	(940,873)	(940,873)	
Total Operating Revenues	(2,289,946)	(3,103,164)	(3,243,950)	4.5%
Operating Expenditures				
Transfer to other govt / org	1,621,719	2,162,291	2,303,077	
Total Operating Expenditures (excluding wages)	1,621,719	2,162,291	2,303,077	6.5%
Total Operating Expenditures (including wages)	1,621,719	2,162,291	2,303,077	6.5%
Operating (surplus) / deficit	(668,227)	(940,873)	(940,873)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	206,743	349,388	349,388	
Existing debt (interest)	461,485	591,485	591,485	
Total Capital Financing Charges	668,228	940,873	940,873	
Accumulated Surplus				
Net (surplus)/deficit for the year	1			
Current year unappropriated surplus	1			



FINANCIAL PLAN
Municipal Debt Transfers
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Miscellaneous	(3,073,993)	(5,213,660)	(5,010,689)	
Total Operating Revenues	(3,073,993)	(5,213,660)	(5,010,689)	(3.9%)
Operating Expenditures				
Total Operating Expenditures (excluding wages)				
Total Operating Expenditures (including wages)				
Operating (surplus) / deficit	(3,073,993)	(5,213,660)	(5,010,689)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	1,786,748	2,838,676	2,973,999	
Existing debt (interest)	1,287,245	2,374,984	2,036,690	
Total Capital Financing Charges	3,073,993	5,213,660	5,010,689	(3.9%)
Accumulated Surplus				
Net (surplus)/deficit for the year				
Current year unappropriated surplus				



FINANCIAL PLAN
House Numbering
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(16,425)	(21,900)	(22,236)	1.5%
	(16,425)	(21,900)	(22,236)	1.5%
Total Operating Revenues	(16,425)	(21,900)	(22,236)	1.5%
Operating Expenditures				
Administration	1,125	1,500	1,836	
Operating costs	15,300	20,400	20,400	
Total Operating Expenditures (excluding wages)	16,425	21,900	22,236	1.5%
Total Operating Expenditures (including wages)	16,425	21,900	22,236	1.5%
Operating (surplus) / deficit				
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year				
Current year unappropriated surplus				



FINANCIAL PLAN
Community Works Fund Projects - Corporate Services
2019 Proposed Budget

	2018 Actuals September YTD	2018 Budget	2019 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Planning grants	(252,988)	(100,000)	(1,230,000)	
Total Operating Revenues	(252,988)	(100,000)	(1,230,000)	1,130.0%
Operating Expenditures				
Professional fees	6,735			
Transfer to other govt / org	246,252	100,000	1,230,000	
Total Operating Expenditures (excluding wages)	252,987	100,000	1,230,000	1,130.0%
Total Operating Expenditures (including wages)	252,987	100,000	1,230,000	1,130.0%
Operating (surplus) / deficit	(1)			
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)			
Current year unappropriated surplus	(1)			