

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON  
MUNICIPALITÉ RÉGIONALE D'OTTAWA-CARLETON

REPORT  
RAPPORT

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Our File/N/Réf.  
Your File/V/Réf.

DATE 26 May 1998

TO/DEST. Co-ordinator  
Corporate Services and Economic Development Committee

FROM/EXP. Finance Commissioner

SUBJECT/OBJET **1997 OPERATING RESULTS**

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### **DEPARTMENTAL RECOMMENDATIONS**

**That the Corporate Services and Economic Development Committee recommend Council approve:**

- a) the re-financing of the capital program as outlined in this report;**
- b) the funding of the 1997 Region Wide Fund - Police Services operating shortfall of \$3.1 million from the Region Wide Capital Reserve Fund;**
- c) the funding of the 1997 Solid Waste Fund operating shortfall of \$2.8 million from the Solid Waste Capital Reserve Fund.**

### **PURPOSE**

The purpose of this report is to identify the 1997 operating results and to provide recommendations on any necessary funding requirements.

### **OVERVIEW**

The Region's external auditors Ernst and Young have now completed their audit of the 1997 Consolidated Operations of the Region together with its Boards and Commissions.

The following table summarizes the 1997 Year End Operating Results of each fund. A complete listing by activity for each fund is attached to this report as Annex A.

### 1997 Results of Operations

| Operating Fund         | Expenditures | Revenues | Surplus<br>(Deficit) |
|------------------------|--------------|----------|----------------------|
|                        | \$000        | \$000    | \$000                |
| Region Wide - General  | 484,943      | 484,943  | -                    |
| - Police               | 110,886      | 107,822  | (3,064)              |
| Child Care             | 49,756       | 50,600   | 844                  |
| Transit - Transit Fund | 102,683      | 102,606  | (77)                 |
| - OC Transpo           | 146,691      | 148,153  | 1,462                |
| Sewer Capital Levy     | 12,347       | 12,347   | -                    |
| Sewer Operations       | 47,398       | 47,552   | 154                  |
| Water                  | 62,390       | 63,111   | 721                  |
| Solid Waste            |              |          |                      |
| -Existing Capacity     | 33,498       | 30,679   | (2,819)              |
| -Future Initiatives    | 3,196        | 3,196    | -                    |

The following section highlights some of the major issues impacting the results of operation for each fund.

### OPERATING RESULTS

#### Region Wide Fund

##### a) General Services

- Administrative Departments

The general administrative departments were under budget by \$1.1 million. The majority is within the Finance and Human Resources departments due to a number of positions that were vacant throughout the year.

- Transportation Services

The Transportation department (excluding winter maintenance) ended the year with an under expenditures of \$1.5 million as a result of favourable summer weather conditions and an early start to winter in 1997. The dry summer reduced mowing operations and the early winter postponed the scheduled work for turf & trees, bridge and culvert maintenance.

On the other hand, the winter maintenance activity experienced the second largest snowfall on record. In accordance with Council policy, funds in the amount of \$3.4 million were transferred from the Winter Control Reserve Fund to the Winter Maintenance program to fund the shortfall for the year.

b) Police Services - Deficit \$3,064,000

The Region Wide Fund - Police Services ended the year in a shortfall position of \$3.1 million. Additional expenditures were required for police operations (\$5.5 million). The majority of the additional costs was due to 1997 salary settlements (\$2.0 million), accumulated social contract overtime/court time (\$1.3 million), various program issues (\$1.4 million), fiscal accounts (\$0.4 million), and false alarm revenue shortfall (\$0.4 million).

The year end deficit includes a one time OMERS revenue item in the amount of \$2.0 million which reduced the amount of the shortfall.

Funding Recommendations

In reviewing the options to address 1997 deficit of \$3.064 million in the Region Wide Fund - Police Services, staff re-examined the financing of the Region Wide Fund Capital Program. The objective of this review was to determine whether additional funds from the Transportation Regional Development Charge (TRDC) Reserve Fund could be used to finance a greater portion of eligible growth related capital projects in accordance with the Region's existing development charge by-law (By-Law 210-91). This additional TRDC funding would then replace the existing Region Wide Capital Reserve Fund funding of the applicable capital project. The effect of this refinancing of a portion of the capital program would be to generate sufficient funds in the Region Wide Capital Reserve Fund to finance the 1997 operating shortfall of the Regional Police Services.

The 1997 forecast revenues for Regional Development Charges as presented in the 1997 Capital Budget were \$12.8 million of which \$6.3 million related to the Transportation component of the RDC. As a result of higher than projected RDC revenues for 1997, an additional \$3.7 million in revenues was received for Transportation purposes. The TRDC financing of various capital projects can therefore be increased by the \$3.7 million. This would result in an increase in the uncommitted balance in the Region Wide Capital Reserve Fund from \$1.1 to \$4.8 million. It is recommended that the following capital projects listed below be refinanced.

| Description                  | Project Authority | Current RDC | Proposed RDC | Proposed Increase |
|------------------------------|-------------------|-------------|--------------|-------------------|
|                              | \$000             | \$000       | \$000        | \$000             |
| Walkley Rd (Russell - 417)   | 18,570            | 3,591       | 4,001        | 410               |
| March Rd (Qway-Solandt)      | 17,302            | 1,600       | 2,425        | 825               |
| Hawthorne/Walkley Connection | 9,600             | 5,634       | 6,259        | 625               |
| St. Joseph (Duford-Centrum)  | 3,690             | 534         | 1,196        | 662               |
| Conroy Rd                    | 3,510             | 1,325       | 2,530        | 1,205             |
| Total                        |                   |             |              | 3,727             |

### Child Care Fund - Surplus \$844,000

The primary factor contributing to the year end surplus position of the Child Care Fund was enhanced provincial funding formula that resulted in additional subsidy of \$1.2 million. This was partially offset by increased service expansion during the school strike that cost \$0.5 million.

In accordance with Council policy, the surplus has been contributed to the Child Care Contingency Reserve Fund.

### Transit Fund - Surplus \$1,385,000

OC Transpo completed the year with a surplus of \$1.462 million. Although OC Transpo's operating expenditures (including Para Transpo) were under budget by \$4.8 million, these savings were offset by reduced Provincial operating and capital subsidies of \$0.8 million. Passenger and other revenues were under budget by \$2.6 million due mainly to the fare incentives offered in early 1998 to encourage the return of transit riders following the strike in late 1996. Other miscellaneous items reduced the surplus by \$0.1 million

In accordance with Council policy, the surplus was contributed to the OC Transpo Capital Reserve Fund.

### Sewer Capital Levy Fund

The Sewer Capital Levy Fund ended the year in balance.

### Sewer Operations Fund - Surplus \$154,000

Although sewer surcharge revenues were \$1.8 million less than forecast, this revenue shortfall was offset by reduced requirements for operations in the amount of \$1.9 million. The majority of savings was due to favourable contract pricing for hauling and processing in the land application program as well as sewer inspections and cleanings. As a result of the commissioning of the Co-Generation facility, hydro costs were less than anticipated.

The surplus has been contributed to the Sewer Surcharge Contingency Reserve Fund in accordance with Council policy.

### Water Operations Fund - Surplus \$721,000

Revenues from the sale of water and fire supply charges were \$1.0 million lower than budget. This shortfall was offset by reduced operational requirements in the amount of \$2.5 million. The majority of operational savings was due to favourable contract prices for roadway reinstatement, hydrant painting and valve inspections, as well as contract prices for chemicals, fuel and lubricants.

In accordance with Council Policy, the surplus has been contributed to the Water Capital Reserve Fund.

### Solid Waste Fund - Existing Capacity - Deficit \$2,819,000

The deficit was due to additional funding requirements associated with increased operational requirements in the amount of \$1.7 million resulting from higher than forecast tonnages and \$1.4 million for lower recycling revenues.

The deficit was offset by an operating surplus in the landfill operations in the amount of \$0.1 million.

It is recommended that the 1997 Solid Waste Fund - Existing Capacity deficit of \$2.8 million be funded from the Solid Waste Existing Capacity Capital Reserve Fund. As at December 31, 1997, the uncommitted balance in this reserve fund was \$4.2 million.

### Solid Waste Fund - Future Initiatives

Contributions from the Solid Waste - Existing Capacity Fund are made to Future Initiatives as adopted by Council in 1992. This contribution was based on the principle that the users of the existing capacity should contribute towards its replacement. A portion of the tipping fee is recovered from both RMOC sites as well as private operators totalling \$6.4 million in 1997

### PUBLIC CONSULTATION

Public Consultation is not required.

### FINANCIAL IMPLICATIONS

Funding of the 1997 deficit for Regional Police Services (\$3.1 million) and Solid Waste Existing Capacity (\$2.8 million) can be funded from the respective reserve funds. The net result of funding the 1997 deficits is that less reserve funding will be available for the 10 year capital program for both the Region Wide and Solid Waste Funds.

*Approved by*  
*J.C. LeBelle*  
*Finance Commissioner*

## Region Wide Fund - 1997 Operations

|                                | 1997<br>Budget |               | 1997<br>Actual |               | Surplus(Deficit) |                |
|--------------------------------|----------------|---------------|----------------|---------------|------------------|----------------|
|                                | <u>Expend.</u> | <u>Net</u>    | <u>Expend.</u> | <u>Net</u>    | <u>Expend.</u>   | <u>Net</u>     |
|                                | \$000          | \$000         | \$000          | \$000         | \$000            | \$000          |
| <b>Administration</b>          |                |               |                |               |                  |                |
| Legislative                    | 2,297          | 2,197         | 2,361          | 2,257         | (64)             | (60)           |
| Regional Chair's Office        | 587            | 587           | 574            | 574           | 13               | 13             |
| C.A.O.                         | 680            | 680           | 664            | 664           | 16               | 16             |
| - Information & Public Affairs | 1,714          | 1,684         | 1,760          | 1,746         | (46)             | (62)           |
| Regional Clerk                 | 2,733          | 2,731         | 2,691          | 2,688         | 42               | 43             |
| Legal Services                 | 2,143          | 2,143         | 2,347          | 2,334         | (204)            | (191)          |
| Planning & Dev. Approval       | 7,270          | 7,069         | 7,173          | 7,111         | 97               | (42)           |
| - Property Services            | 5,390          | 4,199         | 5,026          | 3,869         | 364              | 330            |
| - Parking Garage               | 278            | (772)         | 272            | (720)         | 6                | (52)           |
| - Environmental Areas          | 125            | 125           | 125            | 125           | -                | -              |
| Human Resources                | 4,865          | 4,749         | 4,473          | 4,349         | 392              | 400            |
| Finance                        | 12,261         | 11,806        | 12,070         | 11,155        | 191              | 651            |
| Audit - Internal               | 548            | 548           | 535            | 535           | 13               | 13             |
|                                | <b>40,891</b>  | <b>37,746</b> | <b>40,071</b>  | <b>36,687</b> | <b>820</b>       | <b>1,059</b>   |
| <b>Transportation Services</b> |                |               |                |               |                  |                |
| - Executive Office             | 2,852          | 2,852         | 2,689          | 2,689         | 163              | 163            |
| - Engineering                  | 5,729          | 5,576         | 5,352          | 5,124         | 377              | 452            |
| - Mobility Services            | 8,722          | 8,008         | 8,997          | 7,905         | (275)            | 103            |
| - Cost Recovery                | 3,206          | -             | 2,701          | 92            | 505              | (92)           |
| - Infrastructure Mtce.         | 10,358         | 10,300        | 9,456          | 9,388         | 902              | 912            |
| - Community Services           | 164            | 164           | 141            | 141           | 23               | 23             |
|                                | <b>31,031</b>  | <b>26,900</b> | <b>29,336</b>  | <b>25,339</b> | <b>1,695</b>     | <b>1,561</b>   |
| - Winter Maintenance           | <b>14,965</b>  | <b>14,595</b> | <b>18,427</b>  | <b>14,608</b> | <b>(3,462)</b>   | <b>(13)</b>    |
| - Emergency Services           | <b>1,714</b>   | <b>1,714</b>  | <b>1,610</b>   | <b>1,610</b>  | <b>104</b>       | <b>104</b>     |
|                                | <b>47,710</b>  | <b>43,209</b> | <b>49,373</b>  | <b>41,557</b> | <b>(1,663)</b>   | <b>1,652</b>   |
| <b>Community Services</b>      |                |               |                |               |                  |                |
| Public Health Programs         | 17,670         | 6,142         | 17,838         | 6,420         | (168)            | (278)          |
| - 100% Provincial              | 6,005          |               | 5,074          |               | 931              | -              |
| Social Services                | 281,328        | 64,209        | 291,303        | 65,979        | (9,975)          | (1,770)        |
| Homes for the Aged             | 30,667         | 8,363         | 30,711         | 8,093         | (44)             | 270            |
|                                | <b>335,670</b> | <b>78,714</b> | <b>344,926</b> | <b>80,492</b> | <b>(9,256)</b>   | <b>(1,778)</b> |

## Region Wide Fund - 1997 Operations

|                                   | 1997<br>Budget  |                 | 1997<br>Actual  |                 | Surplus(Deficit) |                |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|------------------|----------------|
|                                   | <u>Expend.</u>  | <u>Net</u>      | <u>Expend.</u>  | <u>Net</u>      | <u>Expend.</u>   | <u>Net</u>     |
|                                   | \$000           | \$000           | \$000           | \$000           | \$000            | \$000          |
| <b>Corporate Fleet Services</b>   |                 |                 |                 |                 |                  |                |
| Expenditures                      | 10,989          | 10,884          | 9,912           | 9,813           | 1,077            | 1,071          |
| Recoveries                        | (10,884)        | (10,884)        | (10,436)        | (10,458)        | (448)            | (426)          |
|                                   | 105             | -               | (524)           | (645)           | 629              | 645            |
| <b>External Agencies</b>          |                 |                 |                 |                 |                  |                |
| Children's Aid Society            | 6,800           | 6,800           | 6,826           | 6,826           | (26)             | (26)           |
| Conservation Authorities          | 1,950           | 1,950           | 2,043           | 1,943           | (93)             | 7              |
| O.T.C.A.                          | 1,723           | 1,723           | 1,723           | 1,723           | -                | -              |
| O.C.E.D.C.                        | 1,498           | 1,498           | 1,498           | 1,498           | -                | -              |
| Grants - Arts                     | 841             | 841             | 837             | 837             | 4                | 4              |
| O.C. Humane Society               | 357             | 357             | 357             | 357             | -                | -              |
| O.C.R.I.                          | 328             | 328             | 328             | 328             | -                | -              |
| Economic Development Grants       | 275             | 275             | 275             | 275             | -                | -              |
| Entrepreneurship Center           | 188             | 188             | 188             | 188             | -                | -              |
| Life Sciences Council             | 142             | 142             | 142             | 142             | -                | -              |
| Wild Life Center                  | 42              | 42              | 38              | 38              | 4                | 4              |
|                                   | <b>14,144</b>   | <b>14,144</b>   | <b>14,255</b>   | <b>14,155</b>   | <b>(111)</b>     | <b>(11)</b>    |
| <b>Financing Costs</b>            |                 |                 |                 |                 |                  |                |
| Financial Charges                 | 2,449           | 2,449           | 1,882           | 1,882           | 567              | 567            |
| Capital P.A.Y.G.                  | 13,500          | 13,500          | 13,500          | 13,500          | -                | -              |
| Debt Charges                      | 41,346          | 41,346          | 41,346          | 41,346          | -                | -              |
|                                   | <b>57,295</b>   | <b>57,295</b>   | <b>56,728</b>   | <b>56,728</b>   | <b>567</b>       | <b>567</b>     |
| <b>Other Non-Department</b>       |                 |                 |                 |                 |                  |                |
| Police Services Board             | 54              | 54              | 38              | 38              | 16               | 16             |
| Sundry                            | 158             | 158             | 219             | 219             | (61)             | (61)           |
| Unforeseen                        | 190             | 190             | 190             | 190             | -                | -              |
| Corporate H.R. Provisions         | 3,003           | 1,898           | 2,541           | 1,747           | 462              | 151            |
| Internal Reallocations            | (25,949)        | (25,949)        | (25,999)        | (25,999)        | 50               | 50             |
| Remissions                        | 2,091           | 2,091           | 3,125           | 3,125           | (1,034)          | (1,034)        |
| Supplementary Assessment          |                 | (3,065)         |                 | (2,940)         | -                | (125)          |
| Municipal Support Program         |                 | (15,681)        |                 | (15,684)        | -                | 3              |
| Miscellaneous Revenue             |                 | (2,826)         |                 | (1,845)         | -                | (981)          |
| Bell Canada / Public Institutions |                 | (3,685)         |                 | (3,434)         | -                | (251)          |
|                                   | <b>(20,453)</b> | <b>(46,815)</b> | <b>(19,886)</b> | <b>(44,583)</b> | <b>(567)</b>     | <b>(2,232)</b> |
| <b>Total Actual</b>               | <b>475,362</b>  |                 | <b>484,943</b>  |                 | <b>(9,581)</b>   | <b>(98)</b>    |
| <b>Tax Requirement:</b>           |                 | <b>184,293</b>  |                 | <b>184,391</b>  |                  | <b>98</b>      |
| <b>Surplus (Deficit)</b>          |                 | <b>-</b>        |                 | <b>-</b>        |                  | <b>-</b>       |

## Region Wide Fund - Police Services - 1997 Operations

|                                 | 1997<br>Budget |               | 1997<br>Actual |                | Surplus (Deficit) |                |
|---------------------------------|----------------|---------------|----------------|----------------|-------------------|----------------|
|                                 | <u>Expend.</u> | <u>Net</u>    | <u>Expend.</u> | <u>Net</u>     | <u>Expend.</u>    | <u>Net</u>     |
|                                 | \$000          | \$000         | \$000          | \$000          | \$000             | \$000          |
| Regional Police Services        | 87,124         | 82,110        | 92,341         | 87,620         | (5,217)           | (5,510)        |
| Fiscal Costs                    | 5,973          | 5,378         | 6,561          | 5,103          | (588)             | 275            |
|                                 | <b>93,097</b>  | <b>87,488</b> | <b>98,902</b>  | <b>92,723</b>  | <b>(5,805)</b>    | <b>(5,235)</b> |
| <b>Ont. Prov. Police</b>        | 7,668          | 7,668         | 7,535          | 7,535          | 133               | 133            |
| - Community Policing            | 346            | 346           | 310            | 310            | 36                | 36             |
|                                 | <b>8,014</b>   | <b>8,014</b>  | <b>7,845</b>   | <b>7,845</b>   | <b>169</b>        | <b>169</b>     |
| <b>Total Police Services</b>    | <b>101,111</b> | <b>95,502</b> | <b>106,747</b> | <b>100,568</b> | (5,636)           | (5,066)        |
| <b>Funding</b>                  |                |               |                |                |                   |                |
| Supplementary Assessment        |                | (1,101)       |                | (1,379)        | -                 | 278            |
| Remissions                      | 1,014          | 1,014         | 1,317          | 1,317          | (303)             | (303)          |
| Municipal Support               |                | (4,273)       |                | (4,270)        | -                 | (3)            |
| Prior Year Deficit              |                |               | 2,822          |                | (2,822)           | -              |
| Omers Surplus                   |                |               |                | (2,000)        |                   | 2,000          |
| Sinking Fund Surplus            |                | (190)         |                | (223)          | -                 | 33             |
| Bell Canada/Public Institutions |                | (1,752)       |                | (1,690)        | -                 | (62)           |
|                                 | <b>102,125</b> | <b>89,200</b> | <b>110,886</b> | <b>92,323</b>  | <b>(8,761)</b>    | <b>(3,123)</b> |
| <b>Tax Requirement</b>          |                | <b>89,200</b> |                | <b>89,259</b>  |                   | <b>59</b>      |
| <b>Surplus (Deficit)</b>        |                | <b>-</b>      |                | <b>(3,064)</b> |                   | <b>(3,064)</b> |



## Child Care Fund - 1997 Operations

|                                 | 1997<br>Budget |               | 1997<br>Actual |               | Surplus(Deficit) |            |
|---------------------------------|----------------|---------------|----------------|---------------|------------------|------------|
|                                 | <u>Expend.</u> | <u>Net</u>    | <u>Expend.</u> | <u>Net</u>    | <u>Expend.</u>   | <u>Net</u> |
|                                 | \$000          | \$000         | \$000          | \$000         | \$000            | \$000      |
| Service Area                    | 42,896         | 8,815         | 43,386         | 8,054         | (490)            | 761        |
| Non - Service Area              | 815            |               | 778            | 8             | 37               | (8)        |
| Administration                  | 2,675          | 640           | 2,718          | 511           | (43)             | 129        |
| Admin. & Overhead               | 2,298          | 2,298         | 2,298          | 2,298         | -                | -          |
| Financial Charges               | 254            | 254           | (24)           | (24)          | 278              | 278        |
| Corporate H.R. Provision        | 51             | 51            | 391            | 391           | (340)            | (340)      |
| Remissions                      | 176            | 176           | 209            | 209           | (33)             | (33)       |
| Supplementary Assessment        |                | (123)         |                | (191)         | -                | 68         |
| Bell Canada/Public Institutions |                | (243)         |                | (224)         | -                | (19)       |
| <b>Tax Actual</b>               | <b>49,165</b>  | <b>11,868</b> | <b>49,756</b>  | <b>11,032</b> | <b>(591)</b>     | <b>836</b> |
| <b>Tax Requirement</b>          |                | <b>11,868</b> |                | <b>11,876</b> |                  | <b>8</b>   |
| <b>Surplus (Deficit)</b>        |                | <b>-</b>      |                | <b>844</b>    |                  | <b>844</b> |

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## Transit Fund - 1997 Operations

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|                                 | 1997<br>Budget |                      | 1997<br>Actual |                      | Surplus (Deficit) |                     |
|---------------------------------|----------------|----------------------|----------------|----------------------|-------------------|---------------------|
|                                 | <u>Expend.</u> | <u>Net</u>           | <u>Expend.</u> | <u>Net</u>           | <u>Expend.</u>    | <u>Net</u>          |
|                                 | \$000          | \$000                | \$000          | \$000                | \$000             | \$000               |
| OC Transpo                      | 151,571        | 47,108               | 146,691        | 45,646               | 4,880             | 1,462               |
| Para Transpo                    | 15,214         | 7,380                | 15,214         | 7,380                | -                 | -                   |
| General Admin. Allocation       | 2,366          | 2,366                | 2,366          | 2,366                | -                 | -                   |
| Capital P.A.Y.G.                | 13,000         | 13,000               | 13,000         | 13,000               | -                 | -                   |
| Debt Charges                    | 1,246          | 1,246                | 1,246          | 1,246                | -                 | -                   |
| Remissions                      | 860            | 860                  | 1,232          | 1,232                | (372)             | (372)               |
| Supplementary Assessment        |                | (979)                |                | (1,127)              | -                 | 148                 |
| Bell Canada/Public Institutions |                | (1,420)              |                | (1,329)              | -                 | (91)                |
| Prior Year Deficit              |                |                      | 2,733          |                      | (2,733)           | -                   |
| Financial Charges               | 75             | 73                   | (94)           | (94)                 | 169               | 167                 |
| <b>Total Actual</b>             | <b>184,332</b> | <b>69,634</b>        | <b>182,388</b> | <b>68,320</b>        | <b>1,944</b>      | <b>1,314</b>        |
| <b>Tax Requirement:</b>         |                | <u><u>69,634</u></u> |                | <u><u>69,705</u></u> |                   | <u><u>71</u></u>    |
| <b>Surplus (Deficit)</b>        |                | <u><u>-</u></u>      |                | <u><u>1,385</u></u>  |                   | <u><u>1,385</u></u> |

## Sewer System - 1997 Operations

|                                 | 1997<br>Budget          |                     | 1997<br>Actual          |                     | Surplus (Deficit)       |                     |
|---------------------------------|-------------------------|---------------------|-------------------------|---------------------|-------------------------|---------------------|
|                                 | <u>Expend.</u><br>\$000 | <u>Net</u><br>\$000 | <u>Expend.</u><br>\$000 | <u>Net</u><br>\$000 | <u>Expend.</u><br>\$000 | <u>Net</u><br>\$000 |
| <b>Sewer Operations</b>         |                         |                     |                         |                     |                         |                     |
| Operations                      | 18,154                  | 17,962              | 16,589                  | 16,234              | 1,565                   | 1,728               |
| Administration & Overhead       | 7,101                   | 7,101               | 7,101                   | 7,101               | -                       | -                   |
| Debt Charges                    | 11,427                  | 11,427              | 11,369                  | 11,369              | 58                      | 58                  |
| Depreciation                    | 12,009                  | 12,009              | 12,009                  | 12,009              | -                       | -                   |
| Financial Charges               | 361                     | 361                 | 120                     | 120                 | 241                     | 241                 |
| Corporate H.R. Provisions       | 300                     | 300                 | 210                     | 210                 | 90                      | 90                  |
| Misc. Revenue                   |                         | (212)               |                         | (14)                | -                       | (198)               |
| <b>Total Actual</b>             | <b>49,352</b>           | <b>48,948</b>       | <b>47,398</b>           | <b>47,029</b>       | <b>1,954</b>            | <b>1,919</b>        |
| <b>Sewer Surcharge</b>          |                         | <b>48,948</b>       |                         | <b>47,183</b>       |                         | <b>(1,765)</b>      |
| <b>Surplus (Deficit)</b>        |                         | <b>-</b>            |                         | <b>154</b>          |                         | <b>154</b>          |
| <b>Sewer Capital</b>            |                         |                     |                         |                     |                         |                     |
| Debenture Principal             | 5,169                   | 5,169               | 5,122                   | 5,122               | 47                      | 47                  |
| Capital P.A.Y.G.                | 6,800                   | 6,800               | 6,800                   | 6,800               | -                       | -                   |
| Remissions                      | 192                     | 192                 | 249                     | 249                 | (57)                    | (57)                |
| Supplementary Assessment        |                         | (209)               |                         | (201)               | -                       | (8)                 |
| Bell Canada/Public Institutions |                         | (325)               |                         | (222)               | -                       | (103)               |
| Prior Year Deficit              | 176                     |                     | 176                     |                     | -                       | -                   |
| Misc. Revenue                   |                         | (9)                 |                         | (52)                | -                       | 43                  |
| <b>Total Actual</b>             | <b>12,337</b>           | <b>11,618</b>       | <b>12,347</b>           | <b>11,696</b>       | <b>(10)</b>             | <b>(78)</b>         |
| <b>Tax Requirement:</b>         |                         | <b>11,618</b>       |                         | <b>11,696</b>       |                         | <b>78</b>           |
| <b>Surplus (Deficit)</b>        |                         | <b>-</b>            |                         | <b>-</b>            |                         | <b>-</b>            |

## Water Fund - 1997 Operations

|                            | 1997<br>Budget |               | 1997<br>Actual |               | Surplus (Deficit) |              |
|----------------------------|----------------|---------------|----------------|---------------|-------------------|--------------|
|                            | Expend.        | Net           | Expend.        | Net           | Expend.           | Net          |
|                            | \$000          | \$000         | \$000          | \$000         | \$000             | \$000        |
| Operations                 | 32,040         | 30,549        | 29,526         | 28,300        | 2,514             | 2,249        |
| Administration & Overhead  | 8,426          | 8,426         | 8,431          | 8,431         | (5)               | (5)          |
| Debt Charges               | 1,228          | 1,228         | 1,019          | 1,019         | 209               | 209          |
| Capital P.A. Y.G.          | 21,400         | 21,400        | 21,400         | 21,400        | -                 | -            |
| Financial Charges          | 524            | 524           | 101            | 101           | 423               | 423          |
| Corporate H.R. Provision   | 400            | 400           | 1,800          | 1,800         | (1,400)           | (1,400)      |
| Remissions                 | 146            | 146           | 113            | 113           | 33                | 33           |
| Supplementary Assessment   |                | (174)         |                | (69)          | -                 | (105)        |
| Sinking Fund Surplus       |                | (602)         |                | (704)         | -                 | 102          |
| Misc. Revenue              |                | (1,017)       |                | (1,184)       | -                 | 167          |
| <b>Total Actual</b>        | <b>64,164</b>  | <b>60,880</b> | <b>62,390</b>  | <b>59,207</b> | <b>1,774</b>      | <b>1,673</b> |
| <b>Revenue Requirement</b> |                |               |                |               |                   |              |
| Sale of Water              |                | 49,308        |                | 48,057        |                   | (1,251)      |
| Fire Supply                |                | 11,572        |                | 11,871        |                   | 299          |
|                            |                | <u>60,880</u> |                | <u>59,928</u> |                   | <u>(952)</u> |
| <b>Surplus (Deficit)</b>   |                | <u>-</u>      |                | <u>721</u>    |                   | <u>721</u>   |

## Solid Waste Fund - 1997 Operations

|                                 | 1997<br>Budget |                      | 1997<br>Actual |                       | Surplus (Deficit) |                       |
|---------------------------------|----------------|----------------------|----------------|-----------------------|-------------------|-----------------------|
|                                 | <u>Expend.</u> | <u>Net</u>           | <u>Expend.</u> | <u>Net</u>            | <u>Expend.</u>    | <u>Net</u>            |
|                                 | \$000          | \$000                | \$000          | \$000                 | \$000             | \$000                 |
| Garbage Collection              | 23,175         | 17,351               | 25,495         | 20,529                | (2,320)           | (3,178)               |
| Landfill Operations             | 3,523          | 3,523                | 3,407          | 3,407                 | 116               | 116                   |
| Administration & Overhead       | 1,857          | 1,857                | 1,857          | 1,857                 |                   |                       |
| Debt Charges                    | 93             | 93                   | 93             | 93                    | -                 | -                     |
| Capital P.A.Y.G.                | 1,200          | 1,200                | 1,200          | 1,200                 | -                 | -                     |
| Corporate H.R. Provision        | 5              | 5                    | 45             | 45                    | (40)              | (40)                  |
| Financial Charges               | 293            | 293                  | (86)           | (86)                  | 379               | 379                   |
| Tipping Fee Rebate              | 65             | 65                   | 75             | 75                    | (10)              | (10)                  |
| Remissions                      | 265            | 265                  | 337            | 337                   | (72)              | (72)                  |
| Supplementary Assessment        |                | (330)                |                | (381)                 | -                 | 51                    |
| Collections Prior Yr. Carry Fwd | 1,075          |                      | 1,075          |                       | -                 | -                     |
| Misc. Revenue                   |                | (74)                 |                | (89)                  | -                 | 15                    |
| Bell Canada/Public Institutions |                | (452)                |                | (444)                 | -                 | (8)                   |
|                                 |                | -                    |                | -                     | -                 | -                     |
|                                 | <b>31,551</b>  | <b>23,796</b>        | <b>33,498</b>  | <b>26,543</b>         | <b>(1,947)</b>    | <b>(2,747)</b>        |
| <b>Tax Requirement</b>          |                | <u><b>23,796</b></u> |                | <u><b>23,724</b></u>  |                   | <u><b>72</b></u>      |
| <b>Surplus (Deficit)</b>        |                | <u><b>-</b></u>      |                | <u><b>(2,819)</b></u> |                   | <u><b>(2,819)</b></u> |

## Solid Waste Fund - 1997 Operations

| Solid Waste<br>Future Initiatives | 1997<br>Budget |                | 1997<br>Actual |                | Surplus (Deficit) |            |
|-----------------------------------|----------------|----------------|----------------|----------------|-------------------|------------|
|                                   | <u>Expend.</u> | <u>Net</u>     | <u>Expend.</u> | <u>Net</u>     | <u>Expend.</u>    | <u>Net</u> |
|                                   | \$000          | \$000          | \$000          | \$000          | \$000             | \$000      |
| Diversion Operations              | 1,046          | 1,046          | 863            | 863            | 183               | 183        |
| Reserve Fund Contribution         | 5,538          | 5,538          | 5,669          | 5,669          | (131)             | (131)      |
| Financial Charges                 | 120            | 120            | (49)           | (49)           | 169               | 169        |
| <b>Requirement</b>                | <b>6,704</b>   | <b>6,704</b>   | <b>6,483</b>   | <b>6,483</b>   | <b>221</b>        | <b>221</b> |
| <b>Revenues</b>                   |                |                |                |                |                   |            |
| R.M.O.C. Contribution             |                | (2,944)        |                | (3,287)        | -                 | (343)      |
| Other Site Tipping Fees           |                | (3,760)        |                | (3,196)        | -                 | 564        |
|                                   | -              | <b>(6,704)</b> | -              | <b>(6,483)</b> | -                 | <b>221</b> |
| <b>Surplus (Deficit)</b>          |                | <u>-</u>       |                | <u>-</u>       |                   | <u>-</u>   |