

2015 - 2016

ENVIRONMENTAL UTILITIES

OPERATING PLAN

2015 - 2016 ENVIRONMENTAL UTILITIES

OPERATING PLAN

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2015 - 2016 OPERATING PLAN

Activity Summary

(Statement of Operating Revenues and Expenses By Activity)

(In thousands of dollars)

| WATER UTILITY | | | | | | | | | | | | | |
|---------------------------------|-----------------|------------------------|-----------------|----------------------------|-----------------|------------------------------|------|-----------------------------|-----------------|------------------------------|------|------------------|------------------|
| ACTIVITY DESCRIPTION | 2013 ACTUAL | 2014 EST. ACTUAL | 2014 BUDGET | 2015/ 2014 B CHANGES | 2015 BUDGET | 2015 / 2014 B % CHANGE | Note | 2016 / 2015 B CHANGES | 2016 BUDGET | 2016 / 2015 B % CHANGE | Note | 2017 FORECAST | 2018 FORECAST |
| REVENUE | | | | | | | | | | | | | |
| Sale of Services | \$ 17,257 | \$ 16,888 | \$ 16,888 | \$ 890 | \$ 17,778 | 5.3 | 1 | \$ 1,664 | \$ 19,442 | 9.4 | 7 | \$ 20,735 | \$ 22,099 |
| Taxes | 114 | 114 | 114 | - | 114 | 0.0 | | - | 114 | 0.0 | | 114 | 114 |
| Rechargables | 555 | 805 | 805 | 1 | 806 | 0.1 | | 19 | 825 | 2.4 | | 840 | 840 |
| Miscellaneous | 711 | - | - | - | - | 0.0 | | - | - | 0.0 | | - | - |
| Offsite Transfer | 422 | 1,372 | 1,372 | (502) | 870 | (36.6) | 2 | (243) | 627 | (27.9) | 8 | 550 | 472 |
| TOTAL REVENUES | 19,059 | 19,179 | 19,179 | 389 | 19,568 | 2.0 | | 1,440 | 21,008 | 7.4 | | 22,239 | 23,525 |
| EXPENSES | | | | | | | | | | | | | |
| Administration and General | 2,310 | 2,282 | 2,268 | 197 | 2,465 | 8.7 | 3 | (61) | 2,404 | (2.5) | | 2,496 | 2,540 |
| Operations and Maintenance | 8,701 | 8,934 | 8,626 | 216 | 8,842 | 2.5 | 4 | 335 | 9,177 | 3.8 | 9 | 9,521 | 9,689 |
| Interest Expense | 2,474 | 2,680 | 2,531 | 291 | 2,822 | 11.5 | 5 | 164 | 2,986 | 5.8 | 10 | 3,034 | 4,238 |
| Amortization | 2,596 | 2,563 | 2,563 | 221 | 2,784 | 8.6 | 6 | 637 | 3,422 | 22.9 | 11 | 3,666 | 4,290 |
| TOTAL OPERATING EXPENSES | 16,081 | 16,459 | 15,988 | 926 | 16,913 | 5.8 | | 1,075 | 17,988 | 6.4 | | 18,718 | 20,757 |
| NET EARNINGS (LOSS) | \$ 2,978 | \$ 2,720 | \$ 3,191 | \$ (537) | \$ 2,655 | (16.8) | | \$ 365 | \$ 3,020 | 13.7 | | \$ 3,521 | \$ 2,768 |



2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

WATER UTILITY

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

| POSITIONS | 2014 | RECOMMENDED CHANGES | | 2015 | RECOMMENDED CHANGES | | 2016 | 2017 | 2018 | |
|--|----------|---------------------|-----------|--------|---------------------|------------|-----------|--------|------------------------|-------|
| | APPROVED | Reductions | Additions | BUDGET | Note | Reductions | Additions | BUDGET | Note FORECAST FORECAST | |
| Permanently Established Positions (PEPs) | 28.85 | | 3 | 31.85 | | | 2.0 | 33.85 | 33.85 | 33.85 |
| Term Positions (TERM) | | | | - | | | | - | - | - |
| Full Time Equivalent Positions (FTEs) | 24.8 | | | 24.8 | | | (2.0) | 22.80 | 22.8 | 22.8 |

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and i) a change greater than 1.8% and > \$10,000 over the prior year, and ii) all personnel changes

2015 Notes:

1. Increase in water sales to fund utility per rate model
2. Adjustment to Offsite Transfer amount to match Corvus Developer Levy Model projection
3. Increase in AMI Allocation to the Water Utility, increase in insurance and safety allocation
4. Increase due to 3 additional construction crew staff (1 foreman, 1 equipment operator, 1 level 2 operator) total wages 220,035, total benefits 94,615 as well as rising cost of utilities for WTP
5. Interest increased due to funding for capital replacement program
6. Amortization increased as a result of capital replacement program

2016 Notes:

7. Increase in water sales to fund utility per rate model
8. Adjustment to Offsite Transfer amount to match Corvus Developer Levy Model projection
9. Conversion of P/T to F/T WTP Maintenance position in 2016 as per EU Business Plan
10. Interest increased due to funding for capital replacement program
11. Amortization increased as a result of capital replacement program



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

WATER UTILITY

| ACTIVITY DESCRIPTION | 2013 ACTUAL | 2014 EST. ACTUAL | 2014 BUDGET | 2015 / 2014 B CHANGES | 2015 BUDGET | 2015 / 2014 B % CHANGE | 2016 / 2015 B CHANGES | 2016 BUDGET | 2016 / 2015 B % CHANGE | 2017 FORECAST | 2018 FORECAST |
|---------------------------------|-----------------|------------------------|-----------------|-----------------------------|-----------------|------------------------------|-----------------------------|-----------------|------------------------------|------------------|------------------|
| REVENUE | | | | | | | | | | | |
| Sale of Goods & Services | \$ 17,217 | \$ 16,888 | \$ 16,888 | \$ 890 | \$ 17,778 | 5.3 | \$ 1,664 | \$ 19,442 | 9.4 | \$ 20,735 | \$ 22,099 |
| Local Improvement Tax | 114 | 114 | 114 | - | 114 | 0.0 | - | 114 | 0.0 | 114 | 114 |
| Internal Recoveries | 362 | 562 | 561 | 19 | 580 | 3.4 | 20 | 600 | 3.4 | 600 | 600 |
| Rechargable Work | 193 | 244 | 244 | (18) | 226 | (7.4) | - | 226 | 0.0 | 240 | 240 |
| Damage Claims | 711 | - | - | - | - | 0.0 | - | - | 0.0 | - | - |
| Miscellaneous | 40 | - | - | - | - | 0.0 | - | - | 0.0 | - | - |
| Offsite Transfer | 422 | 1,372 | 1,372 | (502) | 870 | (36.6) | (243) | 627 | (27.9) | 550 | 472 |
| TOTAL REVENUES | 19,059 | 19,180 | 19,179 | 389 | 19,568 | 2.0 | 1,441 | 21,009 | 7.4 | 22,239 | 23,525 |
| EXPENSES | | | | | | | | | | | |
| Salaries, Wages & Benefits | 4,143 | 4,475 | 4,453 | 347 | 4,800 | 7.8 | 237 | 5,037 | 4.9 | 5,182 | 5,284 |
| Other Personnel Costs | 60 | 73 | 90 | (16) | 74 | (17.8) | 1 | 75 | 1.4 | 79 | 79 |
| Contracted Services | 1,259 | 977 | 780 | 72 | 852 | 9.2 | 27 | 879 | 3.2 | 907 | 931 |
| Materials and Supplies | 1,647 | 1,615 | 1,413 | 18 | 1,431 | 1.3 | 29 | 1,460 | 2.0 | 1,568 | 1,561 |
| Interdepartmental Charges | 3,855 | 4,029 | 4,110 | 6 | 4,116 | 0.1 | (23) | 4,093 | (0.6) | 4,242 | 4,332 |
| Provision for Allowances | 47 | 48 | 48 | (14) | 34 | (29.2) | 3 | 37 | 8.8 | 40 | 42 |
| Interest Expense | 2,474 | 2,680 | 2,531 | 291 | 2,822 | 11.5 | 164 | 2,986 | 5.8 | 3,034 | 4,238 |
| Amortization | 2,596 | 2,563 | 2,563 | 221 | 2,784 | 8.6 | 638 | 3,422 | 22.9 | 3,666 | 4,290 |
| TOTAL OPERATING EXPENSES | 16,081 | 16,460 | 15,988 | 925 | 16,913 | 5.8 | 1,076 | 17,989 | 6.4 | 18,718 | 20,757 |
| NET EARNINGS (LOSS) | \$ 2,978 | \$ 2,720 | \$ 3,191 | \$ (536) | \$ 2,655 | (16.8) | \$ 365 | \$ 3,020 | 13.7 | \$ 3,521 | \$ 2,768 |



2015 - 2016 OPERATING PLAN

Change in Financial Position

(Statement of Changes in Financial Position)

In thousands of dollars

| WATER UTILITY | | | | | | | | | | |
|--|-----------------|---------------------|-----------------|-----------------|------------------------------|-----------------|------------------------------|------------------|------------------|--|
| ACTIVITY DESCRIPTION | 2013 ACTUAL | 2014 EST. ACTUAL | 2014 BUDGET | 2015 BUDGET | 2015 / 2014 B % CHANGE | 2016 BUDGET | 2016 / 2015 B % CHANGE | 2017 FORECAST | 2018 FORECAST | |
| OPERATING ACTIVITIES | | | | | | | | | | |
| Net Earnings (Loss) | \$ 2,978 | \$ 2,720 | \$ 3,191 | \$ 2,655 | (16.8) | \$ 3,020 | 13.7 | \$ 3,521 | \$ 2,768 | |
| Add: Depreciation Expenses | 2,596 | 2,563 | 2,563 | 2,784 | 8.6 | 3,422 | 22.9 | 3,666 | 4,290 | |
| Deduct: Contribution to General | 786 | 852 | 852 | 920 | 8.0 | 994 | 8.0 | 994 | 994 | |
| Deduct: Offsite Contributions | 965 | 938 | 938 | 870 | (7.2) | 627 | (27.9) | 550 | 472 | |
| TOTAL OPERATING ACTIVITIES | 3,823 | 3,493 | 3,964 | 3,649 | (8.0) | 4,820 | 32.1 | 5,644 | 5,592 | |
| INVESTMENTS | | | | | | | | | | |
| Plant, Property & Equipment | | | | | | | | | | |
| - Current Year Budget | 1,347 | 5,185 | 4,250 | 6,675 | 57.1 | 6,050 | (9.4) | 34,785 | 27,925 | |
| - Prior Year Budget | 13,293 | 6,484 | 6,484 | 3,065 | (52.7) | 2,415 | (21.2) | 2,275 | 15,200 | |
| - Inventory | 33 | - | - | - | 0.0 | - | 0.0 | - | - | |
| TOTAL INVESTING ACTIVITIES | 14,673 | 11,669 | 10,734 | 9,740 | (9.3) | 8,465 | (13.1) | 37,060 | 43,125 | |
| FINANCING | | | | | | | | | | |
| Long Term Debt Issued | 12,175 | 14,409 | 11,130 | 10,809 | (2.9) | 6,150 | (43.1) | 47,250 | 21,000 | |
| Debenture Principal Repaid | (3,742) | (3,957) | (3,963) | (3,785) | (4.5) | (4,297) | 13.5 | (4,719) | (6,656) | |
| Internal Loan Principal Repaid | (4) | (4) | (4) | (5) | 25.0 | (5) | 0.0 | (5) | (5) | |
| Contributions for Capital Projects | 700 | - | - | - | 0.0 | - | 0.0 | - | - | |
| Offsite Receipts | - | 1,372 | 1,372 | 1,391 | 1.4 | 2,062 | 48.2 | 5,137 | 4,240 | |
| Offsite Contributions | 418 | - | - | - | 0.0 | - | 0.0 | - | - | |
| Contributions for Offsite Debt Principal | 543 | - | - | - | 0.0 | - | 0.0 | - | - | |
| Offsite Contributions/Receipts | 961 | 1,372 | 1,372 | 1,391 | 1.4 | 2,062 | 48.2 | 5,137 | 4,240 | |
| TOTAL FINANCING ACTIVITIES | 10,090 | 11,820 | 8,535 | 8,410 | (1.5) | 3,910 | (53.5) | 47,663 | 18,579 | |
| INCR/(DECR) IN WORKING CAPITAL | (760) | 3,644 | 1,765 | 2,319 | | 265 | | 16,247 | (18,954) | |
| OPENING WORKING CAPITAL | 3,042 | 2,282 | 2,282 | 5,926 | | 8,245 | | 8,511 | 24,757 | |
| CLOSING WORKING CAPITAL | \$ 2,282 | \$ 5,926 | \$ 4,047 | \$ 8,245 | 103.7 | \$ 8,511 | 3.2 | \$ 24,757 | \$ 5,804 | |



2015 - 2016 OPERATING PLAN

Activity Summary

(Statement of Operating Revenues and Expenses By Activity)

(In thousands of dollars)

SEWER UTILITY

| ACTIVITY DESCRIPTION | 2013 ACTUAL | 2014 EST. ACTUAL | 2014 BUDGET | 2015/ 2014 B CHANGES | 2015 BUDGET | 2015 / 2014 B % CHANGE | Note | 2016 / 2015 B CHANGES | 2016 BUDGET | 2016 / 2015 B % CHANGE | Note | 2017 FORECAST | 2018 FORECAST |
|---------------------------------|-----------------|------------------------|-----------------|----------------------------|-----------------|------------------------------|------|-----------------------------|-----------------|------------------------------|------|------------------|------------------|
| REVENUE | | | | | | | | | | | | | |
| Sale of Services | \$ 13,641 | \$ 13,867 | \$ 13,867 | \$ 266 | \$ 14,133 | 1.9 | 1 | \$ 1,005 | \$ 15,138 | 7.1 | 6 | \$ 16,064 | \$ 17,160 |
| Taxes | 149 | 114 | 114 | - | 114 | 0.0 | | - | 114 | 0.0 | | 114 | 143 |
| Rechargables | 502 | 307 | 307 | 15 | 322 | 4.9 | | 16 | 338 | 5.0 | | 345 | 347 |
| Offsite Transfer | 419 | 659 | 659 | (119) | 540 | (18.1) | 2 | 38 | 578 | 7.0 | 7 | 567 | 556 |
| TOTAL REVENUES | 14,711 | 14,947 | 14,947 | 162 | 15,109 | 1.1 | | 1,059 | 16,168 | 7.0 | | 17,090 | 18,206 |
| EXPENSES | | | | | | | | | | | | | |
| Administration and General | 1,242 | 1,335 | 1,340 | 194 | 1,534 | 14.5 | 3 | 42 | 1,576 | 2.7 | | 1,625 | 1,695 |
| Operations and Maintenance | 7,617 | 7,555 | 7,951 | 16 | 7,967 | 0.2 | 4 | 256 | 8,223 | 3.2 | 8 | 8,432 | 8,620 |
| Interest Expense | 2,011 | 1,955 | 1,943 | 15 | 1,958 | 0.8 | | 201 | 2,159 | 10.3 | 9 | 2,469 | 2,717 |
| Amortization | 2,306 | 1,762 | 1,762 | 109 | 1,871 | 6.2 | 5 | 296 | 2,167 | 15.8 | 10 | 2,622 | 2,914 |
| TOTAL OPERATING EXPENSES | 13,176 | 12,607 | 12,996 | 334 | 13,330 | 2.6 | | 795 | 14,125 | 6.0 | | 15,148 | 15,946 |
| NET EARNINGS (LOSS) | \$ 1,535 | \$ 2,340 | \$ 1,951 | \$ (172) | \$ 1,779 | (8.8) | | \$ 264 | \$ 2,043 | 14.8 | | \$ 1,942 | \$ 2,260 |



2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

SEWER UTILITY

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

| POSITIONS | 2014 | RECOMMENDED CHANGES | | 2015 | Note | RECOMMENDED CHANGES | | 2016 | Note | 2017 | 2018 |
|--|----------|---------------------|-----------|--------|------|---------------------|------------|-----------|------|--------|----------|
| | APPROVED | Reductions | Additions | BUDGET | | BUDGET | Reductions | Additions | | BUDGET | FORECAST |
| Permanently Established Positions (PEPs) | 13.65 | | | 13.65 | | | 1.00 | 14.65 | | 14.65 | 14.65 |
| Term Positions (TERM) | | | | - | | | | - | | - | - |
| Full Time Equivalent Positions (FTEs) | 0.8 | | | 0.80 | | | | 0.80 | | 0.80 | 0.80 |

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and i) a change greater than 1.8% and > \$10,000 over the prior year, and ii) all personnel changes

2015 Notes:

1. Increase in sewer rates
2. Change in projection of offsite transfer to match Corvus Developer Levy Model
3. Increase in administrative expense due to increase in insurance and interdepartmental transfers including corporate safety
4. Increase primarily due to increased cost of staffing and contracted services
5. Amortization increased as a result of capital replacement program

2016 Notes:

6. Increase in sewer rates
7. Change in projection of offsite transfer to match Corvus Developer Levy Model
8. Increase primarily due to increased cost of staffing and contracted services
9. Interest increased due to funding for capital replacement program
10. Amortization increased as a result of capital replacement program



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

SEWER UTILITY

| ACTIVITY DESCRIPTION | 2013 ACTUAL | 2014 EST. ACTUAL | 2014 BUDGET | 2015 / 2014 B CHANGES | 2015 BUDGET | 2015 / 2014 B % CHANGE | 2016 / 2015 B CHANGES | 2016 BUDGET | 2016 / 2015 B % CHANGE | 2017 FORECAST | 2018 FORECAST |
|---------------------------------|-----------------|------------------------|-----------------|-----------------------------|-----------------|------------------------------|-----------------------------|-----------------|------------------------------|------------------|------------------|
| REVENUE | | | | | | | | | | | |
| Sale of Goods & Services | \$ 13,641 | \$ 13,867 | \$ 13,867 | \$ 266 | \$ 14,133 | 1.9 | \$ 1,005 | \$ 15,138 | 7.1 | \$ 16,064 | \$ 17,160 |
| Local Improvement Tax | 149 | 114 | 114 | - | 114 | 0.0 | - | 114 | 0.0 | 114 | 143 |
| Internal Recoveries | - | - | - | - | - | 0.0 | - | - | 0.0 | - | - |
| Rechargeable Work | 502 | 307 | 307 | 15 | 322 | 4.9 | 16 | 338 | 5.0 | 345 | 347 |
| Offsite Transfer | 419 | 659 | 659 | (119) | 540 | (18.1) | 38 | 578 | 7.0 | 567 | 556 |
| TOTAL REVENUES | 14,711 | 14,947 | 14,947 | 162 | 15,109 | 1.1 | 1,059 | 16,168 | 7.0 | 17,090 | 18,206 |
| EXPENSES | | | | | | | | | | | |
| Salaries, Wages & Benefits | 3,750 | 3,600 | 3,711 | 397 | 4,108 | 10.7 | 150 | 4,258 | 3.7 | 4,370 | 4,457 |
| Other Personnel Costs | 69 | 97 | 119 | (19) | 100 | (16.0) | 3 | 103 | 3.0 | 106 | 110 |
| Contracted Services | 639 | 546 | 610 | 51 | 661 | 8.4 | 24 | 685 | 3.6 | 700 | 716 |
| Materials and Supplies | 1,601 | 1,356 | 1,368 | (27) | 1,341 | (2.0) | 38 | 1,379 | 2.8 | 1,419 | 1,459 |
| Interdepartmental Charges | 2,756 | 3,246 | 3,438 | (176) | 3,262 | (5.1) | 81 | 3,343 | 2.5 | 3,429 | 3,538 |
| Provision for Allowances | 44 | 45 | 45 | (16) | 29 | (35.6) | 2 | 31 | 6.9 | 33 | 35 |
| Interest Expense | 2,011 | 1,955 | 1,943 | 15 | 1,958 | 0.8 | 201 | 2,159 | 10.3 | 2,469 | 2,717 |
| Amortization | 2,306 | 1,762 | 1,762 | 109 | 1,871 | 6.2 | 296 | 2,167 | 15.8 | 2,622 | 2,914 |
| TOTAL OPERATING EXPENSES | 13,176 | 12,607 | 12,996 | 334 | 13,330 | 2.6 | 795 | 14,125 | 6.0 | 15,148 | 15,946 |
| NET EARNINGS (LOSS) | \$ 1,535 | \$ 2,340 | \$ 1,951 | \$ (172) | \$ 1,779 | (8.8) | \$ 264 | \$ 2,043 | 14.8 | \$ 1,942 | \$ 2,260 |



2015 - 2016 OPERATING PLAN
Change in Financial Position
(Statement of Changes in Financial Position)
In thousands of dollars

| SEWER UTILITY | | | | | | | | | | |
|---------------------------------------|-----------------|---------------------|-----------------|-----------------|------------------------------|-----------------|------------------------------|------------------|------------------|--|
| ACTIVITY DESCRIPTION | 2013 ACTUAL | 2014 EST. ACTUAL | 2014 BUDGET | 2015 BUDGET | 2015 / 2014 B % CHANGE | 2016 BUDGET | 2016 / 2015 B % CHANGE | 2017 FORECAST | 2018 FORECAST | |
| OPERATING ACTIVITIES | | | | | | | | | | |
| Net Earnings (Loss) | \$ 1,535 | \$ 2,340 | \$ 1,951 | \$ 1,779 | (8.8) | \$ 2,043 | 14.8 | \$ 1,942 | \$ 2,260 | |
| Add: Depreciation Expenses | 2,306 | 1,762 | 1,762 | 1,871 | 6.2 | 2,167 | 15.8 | 2,622 | 2,914 | |
| Deduct: Contribution to General | 641 | 681 | 681 | 722 | 6.0 | 765 | 6.0 | 765 | 765 | |
| Deduct: Offsite Contributions | 419 | 659 | 659 | 540 | (18.1) | 578 | 7.0 | 567 | 556 | |
| TOTAL OPERATING ACTIVITIES | 2,781 | 2,762 | 2,373 | 2,388 | 0.6 | 2,867 | 20.1 | 3,232 | 3,853 | |
| INVESTMENTS | | | | | | | | | | |
| Plant, Property & Equipment | | | | | | | | | | |
| - Current Year Budget | 1,033 | 1,875 | 775 | 4,850 | 525.8 | 4,550 | (6.2) | 20,900 | 9,400 | |
| - Prior Year Budget | 3,712 | 3,184 | 3,100 | 8,312 | 168.1 | 5,805 | (30.2) | - | - | |
| TOTAL INVESTING ACTIVITIES | 4,745 | 5,059 | 3,875 | 13,162 | 239.7 | 10,355 | (21.3) | 20,900 | 9,400 | |
| FINANCING | | | | | | | | | | |
| Long Term Debt Issued | 1,870 | 5,075 | 7,150 | 10,650 | 49.0 | 15,000 | 40.8 | 13,700 | 9,000 | |
| Debenture Principal Repaid | (2,932) | (2,816) | (2,862) | (2,745) | (4.1) | (3,269) | 19.1 | (3,846) | (4,557) | |
| Internal Loan Principal Repaid | - | - | - | - | 0.0 | - | 0.0 | - | - | |
| Contributions for Capital Projects | 470 | - | - | - | 0.0 | 1,200 | 100.0 | - | - | |
| Offsite Contributions/Receipts | 419 | 477 | 659 | 698 | 5.9 | 286 | (59.0) | 1,947 | 1,918 | |
| TOTAL FINANCING ACTIVITIES | (173) | 2,736 | 4,947 | 8,603 | 73.9 | 13,217 | 53.6 | 11,801 | 6,361 | |
| INCR/(DECR) IN WORKING CAPITAL | (2,137) | 439 | 3,445 | (2,171) | | 5,729 | | (5,867) | 814 | |
| OPENING WORKING CAPITAL | 5,966 | 3,829 | 3,829 | 4,268 | | 2,097 | | 7,826 | 1,959 | |
| CLOSING WORKING CAPITAL | \$ 3,829 | \$ 4,268 | \$ 7,274 | \$ 2,097 | (71.2) | \$ 7,826 | 273.2 | \$ 1,959 | \$ 2,773 | |



2015 - 2016 OPERATING PLAN
Activity Summary
(Statement of Operating Revenues and Expenses By Activity)
(In thousands of dollars)

SOLID WASTE UTILITY

| ACTIVITY DESCRIPTION | 2013 ACTUAL | 2014 EST. ACTUAL | 2014 BUDGET | 2015/ 2014 B CHANGES | 2015 BUDGET | 2015 / 2014 B % CHANGE | Note | 2016 / 2015 B CHANGES | 2016 BUDGET | 2016 / 2015 B % CHANGE | Note | 2017 FORECAST | 2018 FORECAST |
|----------------------------------|-----------------|------------------------|----------------|----------------------------|----------------|------------------------------|------|-----------------------------|----------------|------------------------------|------|------------------|------------------|
| REVENUE | | | | | | | | | | | | | |
| Sale of Services | \$ 8,499 | \$ 8,019 | \$ 7,843 | \$ 258 | \$ 8,101 | 3.3 | 1 | \$ 636 | \$ 8,737 | 7.9 | 3 | \$ 9,522 | \$ 10,370 |
| Biosolids Tipping Fee | 441 | 455 | 472 | 1 | 473 | 0.2 | | 12 | 485 | 2.5 | | 500 | 515 |
| Miscellaneous | 1,647 | 470 | 493 | 44 | 537 | 8.9 | | 45 | 582 | 8.4 | | 664 | 758 |
| TOTAL REVENUES | 10,587 | 8,944 | 8,808 | 303 | 9,111 | 3.4 | | 693 | 9,804 | 7.6 | | 10,686 | 11,643 |
| EXPENSES | | | | | | | | | | | | | |
| Administration | 1,172 | 1,191 | 1,206 | 44 | 1,250 | 3.6 | | 29 | 1,279 | 2.3 | | 1,312 | 1,362 |
| Operations and Maintenance | 6,298 | 5,943 | 6,380 | 291 | 6,671 | 4.6 | 2 | 182 | 6,853 | 2.7 | 4 | 6,820 | 6,922 |
| Interest Expense | 146 | 196 | 197 | (69) | 128 | (35.0) | | 61 | 189 | 47.7 | | 191 | 166 |
| Amortization | 370 | 513 | 568 | (8) | 560 | (1.4) | | 234 | 794 | 41.8 | 5 | 1,196 | 1,840 |
| Gain (Loss) on Disposal of Asset | - | - | - | - | - | 0.0 | | - | - | 0.0 | | - | - |
| Site Restoration and Abandonment | - | 179 | 179 | (47) | 132 | (26.3) | | (16) | 116 | (12.1) | | 139 | 140 |
| TOTAL OPERATING EXPENSES | 7,986 | 8,022 | 8,530 | 211 | 8,741 | 2.5 | | 490 | 9,231 | 5.6 | | 9,658 | 10,430 |
| NET EARNINGS (LOSS) | \$ 2,601 | \$ 922 | \$ 278 | \$ 92 | \$ 370 | 33.0 | | \$ 203 | \$ 573 | 54.8 | | \$ 1,028 | \$ 1,213 |



2015 - 2016 OPERATING PLAN
Summary of Personnel Changes and Notes
(Explanatory Notes to Activity Summary)

SOLID WASTE UTILITY

SUMMARY OF PERSONNEL CHANGES FOR 2015 - 2016 OPERATING PLAN:

| POSITIONS | 2014 | RECOMMENDED CHANGES | | 2015 | Note | RECOMMENDED CHANGES | | 2016 | 2017 | 2018 |
|--|----------|---------------------|-----------|--------|------|---------------------|-----------|--------|-------|-------|
| | APPROVED | Reductions | Additions | BUDGET | | Reductions | Additions | BUDGET | | |
| Permanently Established Positions (PEPs) | 30.70 | | | 30.70 | | | | 30.70 | 30.70 | 30.70 |
| Term Positions (TERM) | | | | 0.00 | | | | 0.00 | 0.00 | 0.00 |
| Full Time Equivalent Positions (FTEs) | 34.40 | | | 34.40 | | | | 34.40 | 34.40 | 34.40 |

EXPLANATORY NOTES TO STATEMENT OF REVENUES AND OPERATING EXPENSES BY ACTIVITY:

NOTES: For Wages Explain Changes > 0% and i) a change greater than 1.8% and > \$10,000 over the prior year, and ii) all personnel changes

2015 Notes:

1. Increase in Solid Waste Rates
2. Increase in contracted services (\$426k) and conversion of 1.0 FTE (temporary) to PEP (permanent) for SW Customer Service Rep per Business Plan, mitigated by decreased interdepartmental allocations

2016 Notes:

3. Increase in Solid Waste Rates
4. Increase in interdepartmental charges including insurance, safety, and ICS
5. Amortization increased as a result of capital replacement program, including Compost Facility Enhancements (\$59k), CNG Garage (\$17k), and Kipling Drop of Depot (\$93)



2015 - 2016 OPERATING PLAN
Object Summary
(Statement of Operating Revenues and Expenses)
(In thousands of dollars)

SOLID WASTE UTILITY

| ACTIVITY DESCRIPTION | 2013 ACTUAL | 2014 EST. ACTUAL | 2014 BUDGET | 2015 / 2014 B CHANGES | 2015 BUDGET | 2015 / 2014 B % CHANGE | 2016 / 2015 B CHANGES | 2016 BUDGET | 2016 / 2015 B % CHANGE | 2017 FORECAST | 2018 FORECAST |
|---------------------------------|-----------------|------------------------|----------------|-----------------------------|----------------|------------------------------|-----------------------------|----------------|------------------------------|------------------|------------------|
| REVENUE | | | | | | | | | | | |
| Collection Revenue | \$ 7,475 | \$ 6,164 | \$ 6,257 | \$ 161 | \$ 6,418 | 2.6 | \$ 519 | \$ 6,937 | 8.1 | \$ 7,510 | \$ 8,117 |
| Landfill Revenue | 610 | 714 | 667 | 7 | 674 | 1.0 | - | 674 | 0.0 | 674 | 688 |
| Special Residuals | 531 | 553 | 305 | - | 305 | 0.0 | - | 305 | 0.0 | 305 | 305 |
| Waste Diversion Revenue | 2,159 | 1,772 | 1,774 | 141 | 1,915 | 7.9 | 162 | 2,077 | 8.5 | 2,371 | 2,707 |
| Biosolids Tipping Fees | 441 | 455 | 472 | 1 | 473 | 0.2 | 12 | 485 | 2.5 | 500 | 515 |
| TOTAL REVENUES | 11,216 | 9,658 | 9,475 | 310 | 9,785 | 3.3 | 693 | 10,478 | 7.1 | 11,360 | 12,332 |
| EXPENSES | | | | | | | | | | | |
| Salaries, Wages & Benefits | 2,585 | 2,568 | 2,563 | 134 | 2,697 | 5.2 | 37 | 2,734 | 1.4 | 2,785 | 2,840 |
| Other Personnel Costs | 51 | 40 | 46 | - | 46 | 0.0 | 4 | 50 | 8.7 | 46 | 47 |
| Contracted Services | 1,587 | 1,462 | 1,291 | 426 | 1,717 | 33.0 | 51 | 1,768 | 3.0 | 1,632 | 1,650 |
| Materials and Supplies | 1,161 | 947 | 1,033 | (11) | 1,022 | (1.1) | 28 | 1,050 | 2.7 | 1,067 | 1,084 |
| Interdepartmental Charges | 2,696 | 2,813 | 3,302 | (175) | 3,127 | (5.3) | 92 | 3,219 | 2.9 | 3,292 | 3,370 |
| Provision for Allowances | 19 | 18 | 18 | (32) | (14) | (177.8) | (1) | (15) | 7.1 | (16) | (18) |
| Interest Expense | 146 | 196 | 197 | (69) | 128 | (35.0) | 61 | 189 | 47.7 | 191 | 166 |
| Amortization | 370 | 513 | 568 | (8) | 560 | (1.4) | 234 | 794 | 41.8 | 1,196 | 1,840 |
| Gain (Loss) on Disposal | - | - | - | - | - | 0.0 | - | - | 0.0 | - | - |
| Site Abandonment | - | 179 | 179 | (47) | 132 | (26.3) | (16) | 116 | (12.1) | 139 | 140 |
| TOTAL OPERATING EXPENSES | 8,615 | 8,736 | 9,197 | 218 | 9,415 | 2.4 | 490 | 9,905 | 5.2 | 10,332 | 11,119 |
| NET EARNINGS (LOSS) | \$ 2,601 | \$ 922 | \$ 278 | \$ 92 | \$ 370 | 33.1 | \$ 203 | \$ 573 | 54.9 | \$ 1,028 | \$ 1,213 |



2015 - 2016 OPERATING PLAN
Change in Financial Position
(Statement of Changes in Financial Position)

In thousands of dollars

| SOLID WASTE UTILITY | | | | | | | | | | |
|---------------------------------------|----------------|---------------------|----------------|----------------|------------------------------|----------------|------------------------------|------------------|------------------|--|
| ACTIVITY DESCRIPTION | 2013 ACTUAL | 2014 EST. ACTUAL | 2014 BUDGET | 2015 BUDGET | 2015 / 2014 B % CHANGE | 2016 BUDGET | 2016 / 2015 B % CHANGE | 2017 FORECAST | 2018 FORECAST | |
| OPERATING ACTIVITIES | | | | | | | | | | |
| Net Earnings (Loss) | \$ 2,601 | \$ 922 | \$ 278 | \$ 370 | 33.0 | 573 | 54.8 | 1,028 | 1,213 | |
| Add: Depreciation Expenses | 370 | 513 | 568 | 560 | (1.4) | 794 | 41.8 | 1,196 | 1,840 | |
| Deduct: Contribution to General | 393 | 393 | 393 | 393 | 0.0 | 393 | 0.0 | 393 | 393 | |
| Add: Site Restoration & Abandonment | - | 179 | 179 | 132 | (26.3) | 116 | (12.1) | 139 | 140 | |
| TOTAL OPERATING ACTIVITIES | 2,578 | 1,221 | 632 | 669 | 5.8 | 1,090 | 62.9 | 1,970 | 2,800 | |
| INVESTMENTS | | | | | | | | | | |
| Plant, Property & Equipment | | | | | | | | | | |
| - Current Year Budget | 20 | - | 50 | 1,925 | 3,750.0 | 1,950 | 1.3 | 4,750 | 7,250 | |
| - Prior Year Budget | 118 | 2,135 | 2,050 | 3,635 | 77.3 | 675 | (81.4) | - | - | |
| TOTAL INVESTING ACTIVITIES | 138 | 2,135 | 2,100 | 5,560 | 164.8 | 2,625 | (52.8) | 4,750 | 7,250 | |
| FINANCING | | | | | | | | | | |
| Long Term Debt Issued | - | 750 | 1,050 | 1,550 | 47.6 | 1,550 | 0.0 | 3,450 | 6,250 | |
| Debenture Principal Repaid | (348) | (361) | (361) | (383) | 6.1 | (566) | 47.8 | (679) | (692) | |
| Internal Loan Principal Repaid | - | - | - | - | 0.0 | (19) | 100.0 | (19) | (20) | |
| TOTAL FINANCING ACTIVITIES | (348) | 389 | 689 | 1,167 | 69.4 | 965 | (17.3) | 2,752 | 5,538 | |
| INCR/(DECR) IN WORKING CAPITAL | 2,092 | (525) | (779) | (3,724) | | (570) | | (28) | 1,088 | |
| OPENING WORKING CAPITAL | 8,785 | 10,877 | 10,877 | 10,352 | | 6,628 | | 6,058 | 6,030 | |
| CLOSING WORKING CAPITAL | 10,877 | 10,352 | 10,099 | 6,628 | (34.4) | 6,058 | (8.6) | 6,030 | 7,118 | |