



*Taken by Karen Massier*



# REGIONAL DISTRICT OF NANAIMO

2024 - 2028 AMENDED FINANCIAL PLAN

MARCH 26, 2024

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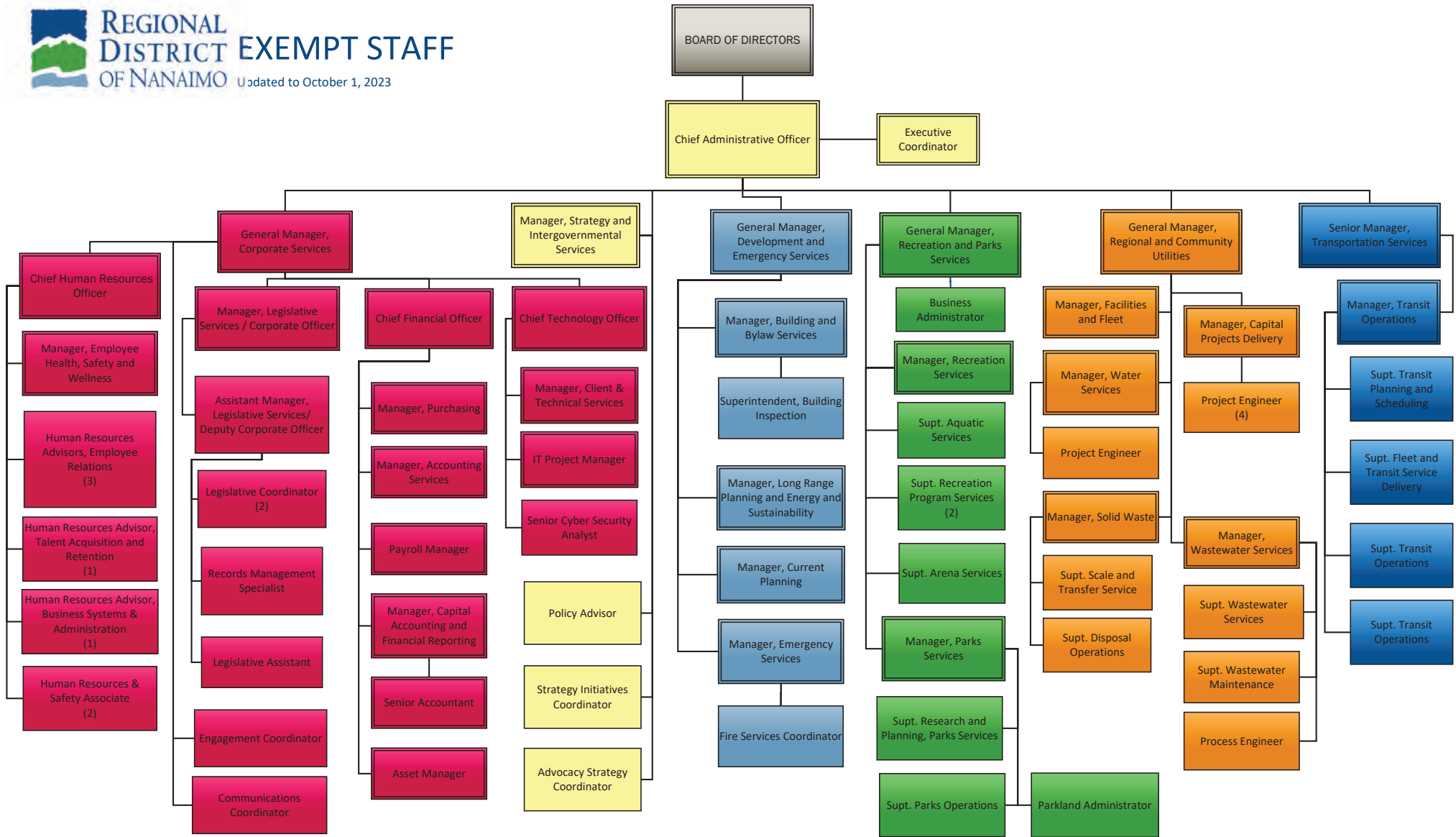
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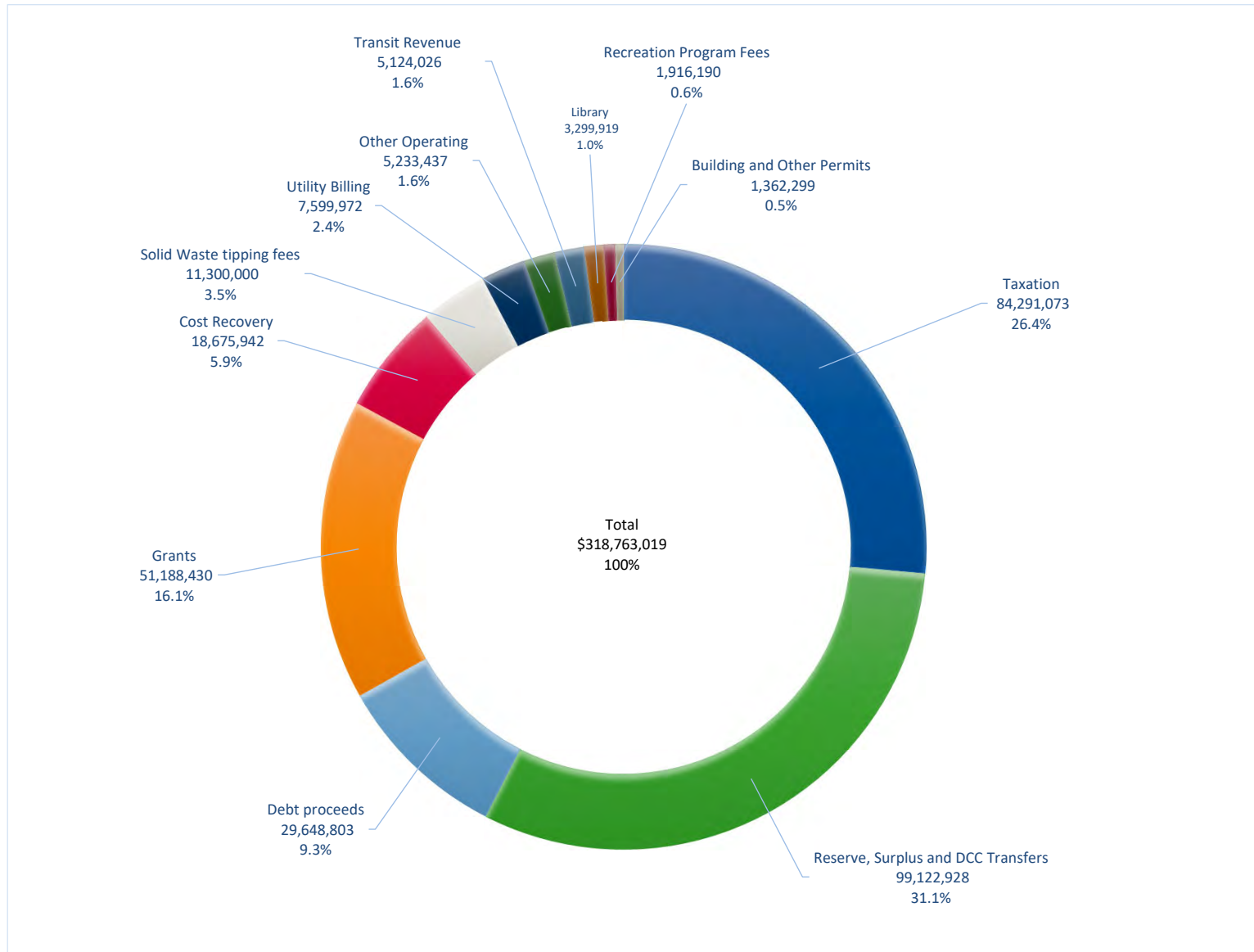


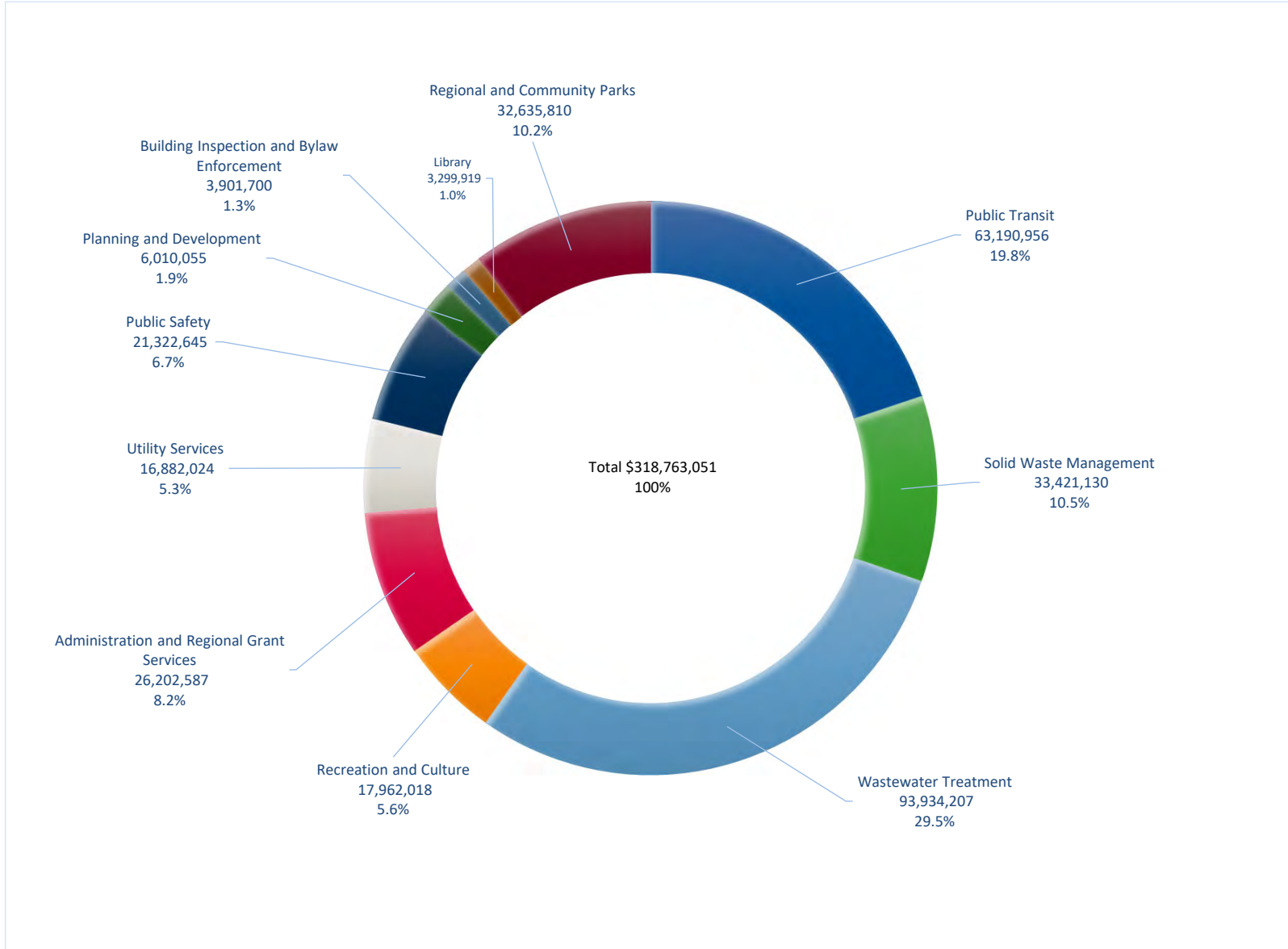
RDN SERVICES AND PARTICIPANTS														
Service Count	Final List	X = Entire Electoral Area or Municipality						O = Portion of Electoral Area or Municipality						Requisition Allocation
		NANAIMO	PARKSVILLE	QUALICUM BEACH	LANTZVILLE	AREA A	AREA B	AREA C	AREA E	AREA F	AREA G	AREA H		
1	Administration	X	X	X	X	X	X	X	X	X	X	X	Assessment	
2	Electoral Area Administration					X	X	X	X	X	X	X	Assessment	
3	Feasibility					X	X	X	X	X	X	X	Assessment	
4	Grants In Aid	X	X	X	X	X	X	X	X	X	X	X	Assessment	
	<b>Port Theatre Contribution</b>													
5	Area A					X							Assessment	
6	Area B						X						Assessment	
7	Area C (Extension)							X					Assessment	
8	Area C (East Wellington)							X					Assessment	
9	Area E								X				Assessment	
	<b>Search and Rescue</b>													
10	Southern Community Search & Rescue Contribution	X			X	X	X	X					Population	
11	Northern Community Search and Rescue Contribution		X	X					X	X	X	X	Population	
12	Northern Community Marine Search and Rescue Contribution		X	X						X	X	X	Assessment	
	<b>Various Single Services</b>													
13	Vancouver Island Regional Library					X	X	X	X	X	X	X	50% Population/ 50% Assessment	
14	Southern Community Restorative Justice					X	X	X					Assessment	
15	Crime Prevention and Community Justice		X	X					X	X	X	X	Parcel Tax	
16	Electoral Area Community Planning					X		X	X	X	X	X	Assessment	
17	Regional Growth Management	X	X	X	X	X	X	X	X	X	X	X	50% Population/ 50% Assessment	
18	House Numbering				X	X	X	X	X	X	X	X	Assessment	
19	Southern Community Economic Development						X						Assessment	
20	Northern Community Economic Development		X	X					X	X	X	X	Parcel Tax	
21	Building Inspection					X	X	X	X	X	X	X	Usage	
22	Hazardous Properties (Nuisance Control)					X	X	X	X		X	X	Assessment	
23	Unightly Premises					X	X	X	X		X	X	Assessment	
24	Drinking Water / Watershed Protection	X	X	X	X	X	X	X	X	X	X	X	Parcel Tax	
25	Fairwinds Community Rainwater Detention Service								X				Assessment	
26	Gabriola Island Community Health and Wellbeing Contribution						O						Assessment	
	<b>Transit</b>													
27	Southern Community Transit	X			X	X		O					Usage	
28	D69 Community Transit		X	X					X		X	X	40% Population/ 60% Usage	
29	Gabriola Island Taxi Saver Contribution						O						Assessment	
30	Gabriola Island Transit Contribution						X						Assessment	
31	Descanso Bay Wharf Service						X						Assessment	

RDN SERVICES AND PARTICIPANTS													
Service Count	Final List	X = Entire Electoral Area or Municipality						O = Portion of Electoral Area or Municipality					Requisition Allocation
		NANAIMO	PARKSVILLE	QUALICUM BEACH	LANTZVILLE	AREA A	AREA B	AREA C	AREA E	AREA F	AREA G	AREA H	
32	Electric Vehicle Charging Station Service						X		X		X	X	Assessment
	<b>Solid Waste / Recycling</b>												
33	Solid Waste Disposal (Landfills)	X	X	X	X	X	X	X	X	X	X	X	50% Population/ 50% Assessment
34	Recycling and Compulsory Garbage Collection		X	X	X	X	X	X	X	X	X	X	Usage
	<b>Animal Control</b>												
35	Areas E,G,H								X		X	X	Assessment
36	Area F									X			Assessment
37	Areas A,B,C					X	X	X					Assessment
	<b>Parks / Recreation</b>												
38	Community Parks Area A					X							Assessment
39	Community Parks Area B						X						Assessment
40	Community Parks Area C (Extension)							X					Assessment
41	Community Parks Area C (East Wellington)							X					Assessment
42	Community Parks Area E								X				Assessment
43	Community Parks Area F									X			Assessment
44	Community Parks Area G										X		Assessment
45	Community Parks Area H											X	Assessment
46	Regional Parks and Trails	X	X	X	X	X	X	X	X	X	X	X	50% Population/ 50% Assessment
47	Northern Community Recreation		X	X					X	X	X	X	Assessment/ Sportfield By Usage
48	Oceanside Place Arena		X	X					X	X	X	X	50% Assessment/ 50% Usage
49	Ravensong Aquatic Centre		X	X					X	X	X	X	100% Usage
50	Southern Community Recreation				X	X	X	X					Usage
51	Electoral Area A Recreation & Culture					X							Assessment
52	Gabriola Island Recreation						O						Assessment
	<b>Wastewater</b>												
53	Southern Wastewater	O			O								Flow Data
54	Duke Point Sewer	O				O							Assessment
55	Cedar (Collection & Debt)					O							Parcel Tax
56	Liquid Waste Management Planning	X	X	X	X	X	X	X	X	X	X	X	50% Population/ 50% Assessment
57	Northern Communities Wastewater		O	O					O		O		Flow Data
58	Fairwinds Sewer Facilities (& Collection)								O				Parcel Tax
59	French Creek Sewer										O		Parcel Tax
60	Hawthorne Rise Sewer Capital Financing										O		Parcel Tax
61	Pacific Shores Sewer								O				Parcel Tax
62	Surfside Sewer										O		Parcel Tax
63	Reid Road Sewer Capital Financing										O		Parcel Tax
64	Barclay Crescent Sewer										O		Parcel Tax
	<b>Bulk Water</b>												
65	Nanoose Bay Bulk Water								O				Parcel Tax
66	French Creek Bulk Water										O		Parcel Tax
	<b>Water Supply</b>												
67	Surfside										O		Parcel Tax
68	Nanoose Bay Peninsula								O				Parcel Tax
69	French Creek										O		Parcel Tax
70	Decourcey					O							Parcel Tax



RDN SERVICES AND PARTICIPANTS														
Service Count	Final List	X = Entire Electoral Area or Municipality						O = Portion of Electoral Area or Municipality						Requisition Allocation
		NANAIMO	PARKSVILLE	QUALICUM BEACH	LANTZVILLE	AREA A	AREA B	AREA C	AREA E	AREA F	AREA G	AREA H		
71	San Pareil										O		Parcel Tax	
72	Driftwood Water (Debt Only)								O				Parcel Tax	
73	River's Edge										O		Parcel Tax	
74	Melrose Terrace									O			Parcel Tax	
75	Whiskey Creek									O			Parcel Tax	
76	Westurne Heights									O			Parcel Tax	
<b>Emergency Services</b>														
77	D68 Emergency 911				X	X	X	X					Assessment	
78	D69 Emergency 911		X	X					X	X	X	X	Assessment	
79	Emergency Planning				Contract	X	X	X	X	X	X	X	Assessment	
<b>Fire Protection</b>														
80	French Creek									O	O		Assessment	
81	Errington									O	O		Assessment	
82	Dashwood									O	O	O	Assessment	
83	Dashwood Fire Hall Service Area (Debt Only)									O	O	O	Assessment	
84	Meadowood Fire (Debt Only)									O			Parcel Tax	
85	Nanoose Bay								O	O	O		Assessment	
86	Wellington Fire & Streetlighting							O					Assessment	
87	Parksville Local										O		Assessment	
88	Coombs-Hilliers									O			Assessment	
89	Bow Horn Bay									O		O	Assessment	
90	Cassidy / Waterloo					O		O					Assessment	
91	Extension							O					Assessment	
92	Nanaimo River Fire							O					Assessment	
93	San Pareil Water System (Fire Protection Improvements)										O		Parcel Tax	
<b>Streetlighting (Separate Services)</b>														
94	Rural Streetlighting					O			O			O	Assessment	
95	Fairwinds Streetlighting								O				Assessment	
96	Morningstar Streetlighting										O		Assessment	
97	Sandpiper Streetlighting										O		Assessment	
98	Highway 4 Intersections Streetlighting									X			Assessment	
99	French Creek Village Streetlighting										O		Assessment	
100	French Creek - Highway Intersection Streetlighting										O		Assessment	
101	River's Edge Streetlighting										O		Assessment	
<b>Noise Control</b>														
102	Area A					X							Assessment	
103	Area B						O						Assessment	
104	Area C							X					Assessment	
105	Area E								X				Assessment	
106	Area G										X		Assessment	
<b>Stormwater</b>														
107	River's Edge									O	O		Assessment	
108	Cedar Estates					O							Assessment	







**GENERAL REVENUE FUND**  
**2024 Budget**

	<b>CORPORATE</b>	<b>SERVICES</b>	<b>DEVELOPMENT &amp;</b>	<b>EMERGENCY SERV</b>
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
	<b>2023</b>	<b>2024</b>	<b>2023</b>	<b>2024</b>
<b>OPERATING REVENUES</b>				
TAX REQUISITION	(7,167,698)	(7,853,745)	(12,062,530)	(14,160,466)
OPERATING GRANTS	(878,048)	(1,686,258)	(994,031)	(1,245,574)
OPERATING REVENUE	(25,202)	(29,228)	(1,657,541)	(1,431,713)
OTHER REVENUE	(18,435,451)	(19,746,384)	(2,367,815)	(3,524,044)
<b>TOTAL OPERATING REVENUES</b>	<b>(26,506,399)</b>	<b>(29,315,615)</b>	<b>(17,081,917)</b>	<b>(20,361,797)</b>
<b>OPERATING EXPENDITURES</b>				
OFFICE OPERATING	494,677	615,273	1,256,127	1,818,951
COMMUNITY GRANTS	152,750	229,550	0	0
LEGISLATIVE	942,092	1,025,620	0	0
PROFESSIONAL FEES	1,835,476	3,349,596	2,232,784	2,054,887
BUILDING - OPER & MAINT	658,221	649,454	968,259	1,049,242
VEH & EQUIP - OPER & MAINT	641,574	836,783	672,456	698,844
OTHER OPERATING COSTS	1,616,371	1,777,470	1,885,382	2,175,108
WAGES & BENEFITS	9,816,893	10,287,671	5,052,067	5,852,842
PROGRAM COSTS	0	0	495,250	964,568
DEBT - FINANCING - INTEREST	2,806,005	2,939,917	321,987	383,356
DEBT - FINANCING - PRINCIPAL	3,829,406	3,896,875	312,681	243,662
TRANSFER TO RESERVE FUND	2,621,687	3,028,713	1,381,639	1,343,450
TRANSFER TO OTHER GOV'T/AGENCIES	3,235,214	4,040,095	4,450,201	4,944,742
<b>TOTAL OPERATING EXPENDITURES</b>	<b>28,650,366</b>	<b>32,677,017</b>	<b>19,028,833</b>	<b>21,529,652</b>
<b>CAPITAL ASSET EXPENDITURES</b>				
CAPITAL EXPENDITURES	2,632,300	3,662,281	9,814,277	9,704,748
TRANSFERS FROM RESERVES	(2,011,300)	(3,044,000)	(2,740,340)	(4,615,359)
CAPITAL GRANTS AND OTHER	0	(595,000)	(612,186)	(131,989)
NEW BORROWING	0	0	(6,398,621)	(4,927,550)
<b>NET CAPITAL ASSETS FUNDED FROM OPERATIONS</b>	<b>621,000</b>	<b>23,281</b>	<b>63,130</b>	<b>29,850</b>
<b>ACCUMULATED SURPLUS</b>				
NET (SURPLUS) DEFICIT	2,764,967	3,384,683	2,010,046	1,197,705
TRANSFER TO APPROPRIATED SURPLUS	0	0	0	0
TRANSFER FROM APPROPRIATED SURPLUS	(796,738)	(1,633,928)	(846,993)	(728,326)
PRIOR YEARS (SURPLUS) DEFICIT	(1,968,230)	(1,750,753)	(1,163,053)	(469,378)
<b>CURRENT YEAR UNAPPROPRIATED (SURPLUS) DEFICIT</b>	<b>(1)</b>	<b>2</b>	<b>0</b>	<b>1</b>



**GENERAL REVENUE FUND  
2024 Budget**

	<b>REGIONAL &amp; Budget 2023</b>	<b>COMM UTILITIES Budget 2024</b>	<b>RECREATION &amp; Budget 2023</b>	<b>PARKS SERVICES Budget 2024</b>
<b>OPERATING REVENUES</b>				
TAX REQUISITION	(27,259,853)	(30,091,786)	(16,312,498)	(16,995,443)
OPERATING GRANTS	(1,019,879)	(1,030,193)	(549,653)	(496,268)
OPERATING REVENUE	(20,755,621)	(21,730,825)	(1,740,776)	(1,916,190)
OTHER REVENUE	(3,050,076)	(3,677,183)	(229,036)	(283,734)
<b>TOTAL OPERATING REVENUES</b>	<b>(52,085,429)</b>	<b>(56,529,987)</b>	<b>(18,831,963)</b>	<b>(19,691,635)</b>
<b>OPERATING EXPENDITURES</b>				
OFFICE OPERATING	3,669,035	4,035,741	1,188,500	1,373,697
COMMUNITY GRANTS	0	0	0	0
LEGISLATIVE	0	0	1,000	1,000
PROFESSIONAL FEES	2,143,116	2,531,219	1,066,792	1,190,394
BUILDING - OPER & MAINT	2,789,314	2,997,538	960,084	1,079,940
VEH & EQUIP - OPER & MAINT	3,507,680	3,518,001	237,230	263,791
OTHER OPERATING COSTS	17,705,811	18,867,227	2,307,873	2,859,695
WAGES & BENEFITS	12,634,488	14,216,331	6,997,203	7,699,596
PROGRAM COSTS	355,340	382,187	805,518	942,448
DEBT - FINANCING - INTEREST	1,752,455	1,850,116	357,268	269,004
DEBT - FINANCING - PRINCIPAL	2,524,944	2,605,026	435,996	167,177
TRANSFER TO RESERVE FUND	10,185,492	9,301,774	2,908,491	2,939,923
TRANSFER TO OTHER GOV'T/AGENCIES	1,040,000	726,000	2,996,791	3,115,362
<b>TOTAL OPERATING EXPENDITURES</b>	<b>58,307,675</b>	<b>61,031,160</b>	<b>20,262,746</b>	<b>21,902,027</b>
<b>CAPITAL ASSET EXPENDITURES</b>				
CAPITAL EXPENDITURES	32,172,078	83,206,201	18,053,742	28,695,801
TRANSFERS FROM RESERVES	(24,650,969)	(53,819,833)	(4,985,794)	(7,541,609)
CAPITAL GRANTS AND OTHER	(1,170,435)	(10,902,107)	(5,420,355)	(7,150,667)
NEW BORROWING	(970,113)	(11,718,253)	(7,000,000)	(13,003,000)
<b>NET CAPITAL ASSETS FUNDED FROM OPERATIONS</b>	<b>5,380,561</b>	<b>6,766,008</b>	<b>647,593</b>	<b>1,000,525</b>
<b>ACCUMULATED SURPLUS</b>				
NET (SURPLUS) DEFICIT	11,602,807	11,267,181	2,078,376	3,210,917
TRANSFER TO APPROPRIATED SURPLUS	0	0	205,830	45,000
TRANSFER FROM APPROPRIATED SURPLUS	(2,660,895)	(5,391,677)	(1,261,542)	(1,641,604)
PRIOR YEARS (SURPLUS) DEFICIT	(8,941,885)	(5,875,473)	(1,022,664)	(1,614,310)
<b>CURRENT YEAR UNAPPROPRIATED (SURPLUS) DEFICIT</b>	<b>27</b>	<b>31</b>	<b>0</b>	<b>3</b>

**GENERAL REVENUE FUND  
2024 Budget**

	<b>TRANSPORTATION</b>	<b>SERVICES</b>	<b>TOTAL</b>	<b>BUDGET</b>	
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>%</b>
	<b>2023</b>	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>Change</b>
<b>OPERATING REVENUES</b>					
TAX REQUISITION	(15,796,954)	(18,489,552)	(78,599,533)	(87,590,992)	11.4%
OPERATING GRANTS	(10,015,821)	(24,092,367)	(13,457,432)	(28,550,660)	
OPERATING REVENUE	(4,478,432)	(5,181,565)	(28,657,572)	(30,289,521)	
OTHER REVENUE	(8,335,295)	(6,049,152)	(32,417,673)	(33,280,497)	
<b>TOTAL OPERATING REVENUES</b>	<b>(38,626,502)</b>	<b>(53,812,636)</b>	<b>(153,132,210)</b>	<b>(179,711,670)</b>	
<b>OPERATING EXPENDITURES</b>					
OFFICE OPERATING	2,846,215	3,045,385	9,454,554	10,889,047	
COMMUNITY GRANTS	0	0	152,750	229,550	
LEGISLATIVE	0	0	943,092	1,026,620	
PROFESSIONAL FEES	282,500	202,500	7,560,668	9,328,596	
BUILDING - OPER & MAINT	470,349	742,811	5,846,227	6,518,985	
VEH & EQUIP - OPER & MAINT	6,511,529	7,779,418	11,570,469	13,096,837	
OTHER OPERATING COSTS	6,492,528	8,428,055	30,007,965	34,107,555	
WAGES & BENEFITS	17,717,011	19,692,849	52,217,662	57,749,289	
PROGRAM COSTS	0	0	1,656,108	2,289,203	
DEBT - FINANCING - INTEREST	0	0	5,237,715	5,442,393	
DEBT - FINANCING - PRINCIPAL	0	0	7,103,027	6,912,740	
TRANSFER TO RESERVE FUND	3,727,234	988,977	20,824,543	17,602,837	
TRANSFER TO OTHER GOV'T/AGENCIES	4,786,805	13,673,694	16,509,011	26,499,893	
<b>TOTAL OPERATING EXPENDITURES</b>	<b>42,834,171</b>	<b>54,553,689</b>	<b>169,083,791</b>	<b>191,693,545</b>	<b>13.4%</b>
<b>CAPITAL ASSET EXPENDITURES</b>					
CAPITAL EXPENDITURES	2,332,691	8,637,267	65,005,088	133,906,298	
TRANSFERS FROM RESERVES	(1,344,802)	(4,524,510)	(35,733,205)	(73,545,311)	
CAPITAL GRANTS AND OTHER	(953,085)	(3,858,007)	(8,156,061)	(22,637,770)	
NEW BORROWING	0	0	(14,368,734)	(29,648,803)	
<b>NET CAPITAL ASSETS FUNDED FROM OPERATIONS</b>	<b>34,804</b>	<b>254,750</b>	<b>6,747,088</b>	<b>8,074,414</b>	
<b>ACCUMULATED SURPLUS</b>					
NET (SURPLUS) DEFICIT	4,242,473	995,803	22,698,669	20,056,289	
TRANSFER TO APPROPRIATED SURPLUS	0	927,000	205,830	972,000	
TRANSFER FROM APPROPRIATED SURPLUS	(1,028,804)	(1,047,720)	(6,594,972)	(10,443,255)	
PRIOR YEARS (SURPLUS) DEFICIT	(3,213,670)	(875,088)	(16,309,502)	(10,585,002)	
<b>CURRENT YEAR UNAPPROPRIATED (SURPLUS) DEFICIT</b>	<b>(1)</b>	<b>(5)</b>	<b>25</b>	<b>32</b>	

**CONSOLIDATED FINANCIAL PLAN  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		11.4%	15.7%	9.9%	7.9%	7.8%	
Property taxes	(72,081,233)	<b>(80,261,757)</b>	(93,460,176)	(102,770,304)	(111,081,548)	(119,983,507)	(507,557,292)
Parcel taxes	(6,518,300)	<b>(7,329,235)</b>	(7,868,228)	(8,596,237)	(9,060,501)	(9,483,746)	(42,337,947)
	(78,599,533)	<b>(87,590,992)</b>	(101,328,404)	(111,366,541)	(120,142,049)	(129,467,253)	(549,895,239)
Municipal agreements	(61,443)	<b>(88,642)</b>	(91,301)	(94,040)	(96,862)	(99,767)	(470,612)
Operations	(4,516,486)	<b>(4,306,971)</b>	(4,504,102)	(4,652,140)	(4,836,163)	(5,173,476)	(23,472,852)
Interest income	(300,000)	<b>(300,000)</b>	(300,000)	(300,000)	(300,000)	(300,000)	(1,500,000)
Transit fares	(4,420,894)	<b>(5,124,027)</b>	(5,589,916)	(6,109,282)	(6,533,759)	(6,697,103)	(30,054,087)
Landfill tipping fees	(10,669,464)	<b>(11,300,000)</b>	(11,300,000)	(11,300,000)	(11,300,000)	(11,300,000)	(56,500,000)
Recreation fees	(651,184)	<b>(750,122)</b>	(758,949)	(767,908)	(777,004)	(786,240)	(3,840,223)
Recreation facility rentals	(509,015)	<b>(574,191)</b>	(581,335)	(588,585)	(595,943)	(603,409)	(2,943,463)
Recreation vending sales	(2,800)	<b>(3,800)</b>	(3,802)	(3,804)	(3,806)	(3,808)	(19,020)
Recreation concession	(5,500)	<b>(6,000)</b>	(6,000)	(6,000)	(6,000)	(6,000)	(30,000)
Recreation other	(548,097)	<b>(535,797)</b>	(537,421)	(589,061)	(590,769)	(795,026)	(3,048,074)
Utility user fees	(7,272,690)	<b>(7,599,971)</b>	(7,974,691)	(8,367,055)	(8,777,910)	(9,208,154)	(41,927,781)
Operating grants	(12,718,039)	<b>(14,654,626)</b>	(14,429,296)	(16,778,461)	(17,608,960)	(17,902,166)	(81,373,509)
Grants other	(338,991)	<b>(13,444,594)</b>	(152,554)				(13,597,148)
Grants in lieu of taxes	(400,402)	<b>(451,440)</b>	(451,440)	(451,440)	(451,440)	(451,440)	(2,257,200)
Interdepartmental recoveries	(15,501,749)	<b>(18,675,942)</b>	(19,583,768)	(20,456,918)	(21,320,167)	(22,432,587)	(102,469,382)
Miscellaneous	(16,615,925)	<b>(14,304,555)</b>	(14,294,883)	(14,394,307)	(11,820,380)	(10,917,999)	(65,732,124)
<b>Total Operating Revenues</b>	<b>(153,132,212)</b>	<b>(179,711,670)</b>	<b>(181,887,862)</b>	<b>(196,225,542)</b>	<b>(205,161,212)</b>	<b>(216,144,428)</b>	<b>(979,130,714)</b>
<b>Operating Expenditures</b>							
Administration	9,234,667	<b>10,557,455</b>	10,963,311	11,586,947	12,042,954	12,545,022	57,695,689
Community grants	152,750	<b>229,550</b>	180,050	180,050	180,050	180,050	949,750
Legislative	943,092	<b>1,026,620</b>	1,057,389	1,325,080	1,122,172	1,155,808	5,687,069
Professional fees	7,560,668	<b>9,328,596</b>	5,245,899	5,319,433	5,498,766	5,460,371	30,853,065
Building ops	5,846,221	<b>6,518,981</b>	6,530,782	6,747,809	6,919,473	7,147,416	33,864,461
Veh & Equip ops	11,570,465	<b>13,096,834</b>	12,865,326	15,132,829	13,886,591	14,274,699	69,256,279
Operating costs	30,007,956	<b>34,107,542</b>	36,092,767	39,186,524	41,564,749	43,341,805	194,293,387
Program costs	1,656,108	<b>2,289,203</b>	1,653,919	1,687,685	1,690,455	1,648,791	8,970,053
Wages & benefits	52,217,663	<b>57,749,282</b>	62,643,309	67,250,083	69,849,621	73,072,913	330,565,208
Transfer to other gov/org	16,509,011	<b>26,499,893</b>	15,799,557	12,276,530	12,497,157	12,812,297	79,885,434
Contributions to reserve funds	20,824,543	<b>17,602,837</b>	12,422,557	12,781,987	13,360,088	13,847,939	70,015,408
Debt interest	5,094,078	<b>5,145,904</b>	5,270,348	5,264,549	4,751,605	4,830,626	25,263,032
<b>Total Operating Expenditures</b>	<b>161,617,222</b>	<b>184,152,697</b>	<b>170,725,214</b>	<b>178,739,506</b>	<b>183,363,681</b>	<b>190,317,737</b>	<b>907,298,835</b>
<b>Operating (surplus)/deficit</b>	<b>8,485,010</b>	<b>4,441,027</b>	<b>(11,162,648)</b>	<b>(17,486,036)</b>	<b>(21,797,531)</b>	<b>(25,826,691)</b>	<b>(71,831,879)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	65,224,970	<b>134,237,885</b>	118,468,966	79,809,514	87,257,500	105,289,261	525,063,126
Transfer from reserves	(35,733,205)	<b>(73,545,311)</b>	(30,540,571)	(15,193,825)	(16,678,068)	(20,710,713)	(156,668,488)
Grants and other	(8,156,061)	<b>(22,637,770)</b>	(8,525,689)	(7,455,296)	(8,413,186)	(6,038,906)	(53,070,847)
New borrowing	(14,368,734)	<b>(29,648,803)</b>	(77,459,383)	(55,358,457)	(59,970,648)	(76,144,973)	(298,582,264)
<b>Net Capital Assets funded from Operations</b>	<b>6,966,970</b>	<b>8,406,001</b>	<b>1,943,323</b>	<b>1,801,936</b>	<b>2,195,598</b>	<b>2,394,669</b>	<b>16,741,527</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	7,103,027	<b>6,912,740</b>	6,986,654	6,545,353	6,018,163	5,159,416	31,622,326
New debt (principal & interest)	143,637	<b>296,489</b>	3,204,671	9,138,747	13,583,770	18,272,606	44,496,283
<b>Total Capital Financing Charges</b>	<b>7,246,664</b>	<b>7,209,229</b>	<b>10,191,325</b>	<b>15,684,100</b>	<b>19,601,933</b>	<b>23,432,022</b>	<b>76,118,609</b>
<b>Net (surplus)/deficit for the year</b>	<b>22,698,644</b>	<b>20,056,257</b>	<b>972,000</b>				<b>21,028,257</b>
Less: Transfer to appropriated surplus	205,830	<b>972,000</b>					972,000
Add: Transfer from appropriated surplus	(6,594,972)	<b>(10,443,255)</b>	(972,000)				(11,415,255)
Add: Prior year (surplus) / deficit	(16,309,502)	<b>(10,585,002)</b>					(10,585,002)
<b>(Surplus) applied to future years</b>							

	City of Nanaimo	District of Lantzville	City of Parksville	Town of Qualicum Beach	Area A Cedar Yellowpoint Cassidy	Area B Gabriola Mudge Decourcey Islands	Area C Extension E. Wellington Pleasant Valley	Area E Nanoose Bay	Area F Coombs Hilliers Errington	Area G French Creek San Pareil Surfside	Area H Bowser Deep Bay
2024 Total Requisition	\$ 34,622,961	\$ 1,284,175	\$ 7,548,243	\$ 5,397,617	\$ 3,264,162	\$ 2,250,406	\$ 1,845,639	\$ 4,234,008	\$ 3,610,665	\$ 4,378,188	\$ 2,554,406
2023 Total Requisition	\$ 30,619,778	\$ 1,100,337	\$ 7,167,080	\$ 5,142,558	\$ 2,921,897	\$ 2,098,838	\$ 1,653,112	\$ 3,635,480	\$ 3,289,373	\$ 4,122,793	\$ 2,361,202
Change from prior year	\$ 4,003,183	\$ 183,838	\$ 381,163	\$ 255,059	\$ 342,265	\$ 151,568	\$ 192,527	\$ 598,528	\$ 321,292	\$ 255,395	\$ 193,204
<b>General Services Property Tax</b>											
2024	\$ 88.96	\$ 59.56	\$ 109.37	\$ 105.95	\$ 103.88	\$ 79.01	\$ 97.98	\$ 89.00	\$ 101.88	\$ 107.69	\$ 98.27
2023	\$ 79.06	\$ 51.06	\$ 106.17	\$ 99.67	\$ 90.95	\$ 69.59	\$ 82.71	\$ 74.22	\$ 97.41	\$ 99.04	\$ 90.61
Change per \$100,000	\$ 9.90	\$ 8.50	\$ 3.20	\$ 6.29	\$ 12.93	\$ 9.42	\$ 15.27	\$ 14.77	\$ 4.47	\$ 8.65	\$ 7.66
<b>Regional Parcel Taxes</b>											
2024	\$ 16.00	\$ 16.00	\$ 23.32	\$ 23.32	\$ 16.00	\$ 16.00	\$ 16.00	\$ 23.32	\$ 23.32	\$ 23.32	\$ 23.32
2023	\$ 16.00	\$ 16.00	\$ 22.63	\$ 22.63	\$ 16.00	\$ 16.00	\$ 16.00	\$ 22.63	\$ 22.63	\$ 22.63	\$ 22.63
Change per property	\$ -	\$ -	\$ 0.69	\$ 0.69	\$ -	\$ -	\$ -	\$ 0.69	\$ 0.69	\$ 0.69	\$ 0.69
<b>2024 RDN Property Tax at:</b>											
\$600,000	\$ 550	\$ 373	\$ 680	\$ 659	\$ 639	\$ 490	\$ 604	\$ 557	\$ 635	\$ 669	\$ 613
\$700,000	\$ 639	\$ 433	\$ 789	\$ 765	\$ 743	\$ 569	\$ 702	\$ 646	\$ 736	\$ 777	\$ 711
\$800,000	\$ 728	\$ 492	\$ 898	\$ 871	\$ 847	\$ 648	\$ 800	\$ 735	\$ 838	\$ 885	\$ 809
\$900,000	\$ 817	\$ 552	\$ 1,008	\$ 977	\$ 951	\$ 727	\$ 898	\$ 824	\$ 940	\$ 993	\$ 908
\$1,000,000	\$ 906	\$ 612	\$ 1,117	\$ 1,083	\$ 1,055	\$ 806	\$ 996	\$ 913	\$ 1,042	\$ 1,100	\$ 1,006
\$1,100,000	\$ 995	\$ 671	\$ 1,226	\$ 1,189	\$ 1,159	\$ 885	\$ 1,094	\$ 1,002	\$ 1,144	\$ 1,208	\$ 1,104
\$1,200,000	\$ 1,083	\$ 731	\$ 1,336	\$ 1,295	\$ 1,263	\$ 964	\$ 1,192	\$ 1,091	\$ 1,246	\$ 1,316	\$ 1,203



	City of Nanaimo	District of Lantzville	City of Parksville	Town of Qualicum Beach	Area A Cedar Yellowpoint Cassidy	Area B Gabriola Mudge Decourcey Islands	Area C Extension E. Wellington Pleasant Valley	Area E Nanoose Bay	Area F Coombs Hilliers Errington	Area G French Creek San Pareil Surfside	Area H Bowser Deep Bay
2024 Total Requisition	\$ 34,622,961	\$ 1,284,175	\$ 7,548,243	\$ 5,397,617	\$ 3,264,162	\$ 2,250,406	\$ 1,845,639	\$ 4,234,008	\$ 3,610,665	\$ 4,378,188	\$ 2,554,406
2023 Total Requisition	\$ 30,619,778	\$ 1,100,337	\$ 7,167,080	\$ 5,142,558	\$ 2,921,897	\$ 2,098,838	\$ 1,653,112	\$ 3,635,480	\$ 3,289,373	\$ 4,122,793	\$ 2,361,202
Change from prior year	\$ 4,003,183	\$ 183,838	\$ 381,163	\$ 255,059	\$ 342,265	\$ 151,568	\$ 192,527	\$ 598,528	\$ 321,292	\$ 255,395	\$ 193,204
<b>General Services Property Tax</b>											
2024	\$ 88.96	\$ 59.56	\$ 109.37	\$ 105.95	\$ 103.88	\$ 79.01	\$ 97.98	\$ 89.00	\$ 101.88	\$ 107.69	\$ 98.27
2023	\$ 79.06	\$ 51.06	\$ 106.17	\$ 99.67	\$ 90.95	\$ 69.59	\$ 82.71	\$ 74.22	\$ 97.41	\$ 99.04	\$ 90.61
Change per \$100,000	\$ 9.90	\$ 8.50	\$ 3.20	\$ 6.29	\$ 12.93	\$ 9.42	\$ 15.27	\$ 14.77	\$ 4.47	\$ 8.65	\$ 7.66
<b>Regional Parcel Taxes</b>											
2024	\$ 16.00	\$ 16.00	\$ 23.32	\$ 23.32	\$ 16.00	\$ 16.00	\$ 16.00	\$ 23.32	\$ 23.32	\$ 23.32	\$ 23.32
2023	\$ 16.00	\$ 16.00	\$ 22.63	\$ 22.63	\$ 16.00	\$ 16.00	\$ 16.00	\$ 22.63	\$ 22.63	\$ 22.63	\$ 22.63
Change per property	\$ -	\$ -	\$ 0.69	\$ 0.69	\$ -	\$ -	\$ -	\$ 0.69	\$ 0.69	\$ 0.69	\$ 0.69
2024 Average Residential Value	\$ 757,563	\$ 1,147,713	\$ 745,143	\$ 937,823	\$ 798,899	\$ 700,494	\$ 1,054,093	\$ 1,260,809	\$ 802,034	\$ 996,940	\$ 902,915
2023 Average Residential Value	\$ 774,771	\$ 1,176,431	\$ 753,356	\$ 960,113	\$ 842,302	\$ 737,731	\$ 1,173,330	\$ 1,302,858	\$ 761,627	\$ 1,024,653	\$ 920,365
2024 RDN Property Tax based on average residential value	\$ 690	\$ 700	\$ 838	\$ 1,017	\$ 846	\$ 569	\$ 1,049	\$ 1,145	\$ 840	\$ 1,097	\$ 911
2023 RDN Property Tax based on average residential value	\$ 629	\$ 617	\$ 822	\$ 980	\$ 782	\$ 529	\$ 986	\$ 990	\$ 765	\$ 1,037	\$ 857
Change for average residential value	\$ 61	\$ 83	\$ 16	\$ 37	\$ 64	\$ 40	\$ 62	\$ 156	\$ 76	\$ 60	\$ 54

JURISDICTION	Average Residential Value*	2023	2024	2025	2026	2027	2028
<b>City of Nanaimo</b>							
	\$757,563	\$629	\$690	\$801	\$870	\$936	\$1,007
Dollar Change		\$53	\$61	\$111	\$70	\$65	\$71
% change		9%	10%	16%	9%	7%	8%
<b>District of Lantzville</b>							
	\$1,147,713	\$617	\$700	\$785	\$837	\$879	\$936
Dollar Change		\$24	\$83	\$85	\$52	\$42	\$57
% change		4%	13%	12%	7%	5%	7%
<b>City of Parksville</b>							
	\$745,143	\$822	\$838	\$973	\$1,066	\$1,152	\$1,242
Dollar Change		\$57	\$16	\$135	\$93	\$86	\$90
% change		7%	2%	16%	10%	8%	8%
<b>Town of Qualicum Beach</b>							
	\$937,823	\$980	\$1,017	\$1,203	\$1,324	\$1,436	\$1,546
Dollar Change		\$68	\$37	\$186	\$121	\$112	\$110
% change		7%	4%	18%	10%	8%	8%
<b>Electoral Area A</b>							
	\$798,899	\$782	\$846	\$967	\$1,029	\$1,074	\$1,111
Dollar Change		\$43	\$64	\$121	\$62	\$45	\$37
% change		6%	8%	14%	6%	4%	3%
<b>Electoral Area B</b>							
	\$700,494	\$529	\$569	\$612	\$640	\$650	\$671
Dollar Change		\$73	\$40	\$42	\$28	\$11	\$21
% change		16%	8%	7%	5%	2%	3%
<b>Electoral Area C</b>							
	\$1,054,093	\$986	\$1,049	\$1,143	\$1,202	\$1,229	\$1,267
Dollar Change		\$106	\$62	\$94	\$59	\$27	\$38
% change		12%	6%	9%	5%	2%	3%
<b>Electoral Area E</b>							
	\$1,260,809	\$990	\$1,145	\$1,284	\$1,366	\$1,414	\$1,471
Dollar Change		\$65	\$156	\$139	\$82	\$48	\$57
% change		7%	16%	12%	6%	4%	4%
<b>Electoral Area F</b>							
	\$802,034	\$765	\$840	\$954	\$1,009	\$1,053	\$1,097
Dollar Change		\$16	\$76	\$113	\$55	\$44	\$44
% change		2%	10%	13%	6%	4%	4%
<b>Electoral Area G</b>							
	\$996,940	\$1,037	\$1,097	\$1,229	\$1,311	\$1,374	\$1,435
Dollar Change		\$76	\$60	\$132	\$82	\$63	\$61
% change		8%	6%	12%	7%	5%	4%
<b>Electoral Area H</b>							
	\$902,915	\$857	\$911	\$1,019	\$1,080	\$1,124	\$1,170
Dollar Change		\$57	\$54	\$109	\$60	\$44	\$46
% change		7%	6%	12%	6%	4%	4%

\*Average residential values are based on 2023 Revised roll

	2023 Final	2024 Amended	Change from 2023	Changed Service Levels	Other Jurisdictions	Existing Service Levels
City of Nanaimo	30,619,778	34,622,961	4,003,183 13.1%	1,023,593 3.3%	0 0.0%	2,979,591 9.7%
<b>General Services Tax cost per \$100,000</b>	\$79.06	\$88.96				
<b>Regional Parcel Taxes</b>						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
	\$95.06	\$104.96				
Change from previous year	(\$0.52)	\$9.90				
District of Lantzville	1,100,337	1,284,175	183,838 16.7%	32,695 3.0%	73,026 6.6%	78,117 7.1%
<b>General Services Tax cost per \$100,000</b>	\$51.06	\$59.56				
<b>Regional Parcel Taxes</b>						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
	\$67.06	\$75.56				
Change from previous year	(\$2.22)	\$8.50				
City of Parksville	7,167,080	7,548,243	381,163 5.3%	249,117 3.5%	22,547 0.3%	109,500 1.5%
<b>General Services Tax cost per \$100,000</b>	\$106.17	\$109.37				
<b>Regional Parcel Taxes</b>						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
District 69 Community Justice	\$6.63	\$7.32				
	\$128.80	\$132.69				
Change from previous year	(\$1.43)	\$3.89				
Town of Qualicum Beach	5,142,558	5,397,617	255,059 5.0%	174,413 3.4%	12,265 0.2%	68,381 1.3%
<b>General Services Tax cost per \$100,000</b>	\$99.67	\$105.95				
<b>Regional Parcel Taxes</b>						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
District 69 Community Justice	\$6.63	\$7.32				
	\$122.30	\$129.27				
Change from previous year	\$1.87	\$6.98				

	2023 Final	2024 Amended	Change from 2023	Changed Service Levels	Other Jurisdictions	Existing Service Levels
Electoral Area A	2,921,897	3,264,162	342,265	88,097	81,942	172,226
<b>General Services Tax cost per \$100,000</b>	\$90.95	\$103.88	11.7%	3.0%	2.8%	5.9%
<b>Regional Parcel Taxes</b>						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
	\$106.95	\$119.88				
Change from previous year	(\$9.89)	\$12.93				
Electoral Area B	2,098,838	2,250,406	151,568	115,047	32,134	4,387
<b>General Services Tax cost per \$100,000</b>	\$69.59	\$79.01	7.2%	5.5%	1.5%	0.2%
<b>Regional Parcel Taxes</b>						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
	\$85.59	\$95.01				
Change from previous year	\$0.21	\$9.42				
Electoral Area C	1,653,112	1,845,639	192,527	62,431	85,447	44,649
<b>General Services Tax cost per \$100,000</b>	\$82.71	\$97.98	11.6%	3.8%	5.2%	2.7%
<b>Regional Parcel Taxes</b>						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
	\$98.71	\$113.98				
Change from previous year	(\$7.69)	\$15.27				
Electoral Area E	3,635,480	4,234,008	598,528	129,683	119,603	349,242
<b>General Services Tax cost per \$100,000</b>	\$74.22	\$89.00	16.5%	3.6%	3.3%	9.6%
<b>Regional Parcel Taxes</b>						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
District 69 Community Justice	\$6.63	\$7.32				
	\$96.85	\$112.32				
Change from previous year	(\$1.72)	\$15.46				

	2023 Final	2024 Amended	Change from 2023	Changed Service Levels	Other Jurisdictions	Existing Service Levels
Electoral Area F	3,289,373	3,610,665	321,292 9.8%	101,320 3.1%	141,320 4.3%	78,652 2.4%
<b>General Services Tax cost per \$100,000</b>	\$97.41	\$101.88				
<b>Regional Parcel Taxes</b>						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
District 69 Community Justice	\$6.63	\$7.32				
	\$120.04	\$125.20				
Change from previous year	(\$3.88)	\$5.16				
Electoral Area G	4,122,794	4,378,188	255,394 6.2%	245,809 6.0%	118,190 2.9%	(108,605) (2.6%)
<b>General Services Tax cost per \$100,000</b>	\$99.04	\$107.69				
<b>Regional Parcel Taxes</b>						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
District 69 Community Justice	\$6.63	\$7.32				
	\$121.67	\$131.01				
Change from previous year	\$3.08	\$9.34				
Electoral Area H	2,361,202	2,554,406	193,204 8.2%	82,734 3.5%	71,907 3.0%	38,563 1.6%
<b>General Services Tax cost per \$100,000</b>	\$90.61	\$98.27				
<b>Regional Parcel Taxes</b>						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
District 69 Community Justice	\$6.63	\$7.32				
	\$113.24	\$121.59				
Change from previous year	(\$2.10)	\$8.35				
<b>General Services Tax Revenues</b>	<b>64,112,448</b>	<b>70,990,470</b>				
Change from previous year	<b>8.6%</b>	<b>10.7%</b>				
<b>Local Services Tax Revenues</b>	<b>14,487,085</b>	<b>16,600,522</b>				
<b>Tax Revenues</b>	<b>78,599,533</b>	<b>87,590,992</b>				
Change from previous year	<b>8.9%</b>	<b>11.4%</b>				

	%	
	Change	
<b>Tax Revenues 2023</b>	78,599,533	
<b><u>Changed service levels</u></b>		
Administration	526,724	Additional staffing (Asset Management Coordinator (2 year term position), GIS Analyst (3 year term position) and Return to Work Specialist); increase in Bylaw recovery due to restructuring; costs associated with implementation of Accessibility Plan and People Plan; Employee Engagement and Staff Development Training
Electoral Area Building Policy & Advice	87,076	Increase in Bylaw recovery due to restructuring
Community Grants	142,300	Increase to Community Grants approved by the Board as well as \$50,000 additional one-time funding to Arrowsmith Search & Rescue
Feasibility Studies	75,368	Electoral Area G Governance Study
Electoral Area Community Planning	87,076	Increase in Bylaw recovery due to restructuring
Regional Growth Strategy	80,000	RGS Annual Report Data Review (\$30,000); Housing Options Feasibility Report (\$50,000)
Animal Control	20,526	Increase in Bylaw recovery due to restructuring
Unightly Premises/Hazardous Properties	13,684	Increase in Bylaw recovery due to restructuring
Noise Control	34,210	Increase in Bylaw recovery due to restructuring
Gabriola Island Health & Wellbeing Contribution	50,592	New service for Gabriola health and wellbeing administration and coordinator services
Regional Parks	61,765	Additional staffing (Parks Stewardship Coordinator)
Community Parks	61,842	Additional staffing (Parks Stewardship Coordinator); increased contribution to Gabriola Lands and Trails Trust (EA B)
Wastewater - Southern Community	324,645	Operating impact related to capital program approved by the Board
Wastewater - Northern Community	283,657	Increased capital and operating costs (including additional staffing) due to impact of French Creek Pollution Control Centre expansion project
Solid Waste Management	182,045	Implementation of solid waste management programs approved by the Board
Southern Community Transit	225,030	Additional staffing (HandyDART Trainer; HandyDART Dispatcher; HandyDART Serviceperson Operator; Transportation Planner); 2000 hour custom transit expansion
Northern Community Transit	48,399	Additional staffing (HandyDART Trainer; HandyDART Dispatcher; HandyDART Serviceperson Operator; Transportation Planner); 500 hour conventional transit expansion for 99 Deep Bay route; 2000 hour custom transit expansion
	2.9%	2,304,939
<b><u>Changes for Other Jurisdictions</u></b>		
D68 E911	22,933	Increase in rate for City of Surrey agreement and allowance for call volume overage
D69 E911	73,356	Increase in transfer to NI 911 Partnership per agreement
Southern Community - Facilities & Sportsfield agreement	73,058	Based on budgeted numbers from City of Nanaimo
Northern Community - Sportsfield agreement	62,863	Based on budgeted numbers from City of Parksville and Town of Qualicum Beach
Vancouver Island Regional Library	526,171	Per budget information from VIRL
	1.0%	758,381

	%	Change	
<b><u>Changes within existing service levels</u></b>			
Administration		(511,669)	New staffing in Human Resources, Information Services, Finance and Legislative Services, impacts of redistribution of GIS costs and general inflation offset by reduced transfer to administration building reserve and adjustment for understated general administrative cost allocation recoveries
Electoral Area Community Planning		151,048	Inflationary impact and increased operating costs
Regional Growth Strategy		99,655	Inflationary impact and increased operating costs
Emergency Planning		259,795	Impact of additional staffing and increased operating costs
Ravensong Aquatic Centre		(1,166,543)	Impact of reduction of 2024 Transfer to Reserve per Board direction
Northern Community Recreation		387,996	Additional staffing; increased program and other operating costs
Regional Parks		671,719	Increased operating costs due to debt issue, additional staffing, and operations-funded capital purchases
Community Parks		433,084	Impact of increased operating costs, additional staffing and transfers to other organizations
Wastewater - Southern Community		725,877	Inflationary impact and increased operating costs
Wastewater - Northern Community		293,943	Impact of inflation, increased operating costs, and operations-funded capital purchases
Southern Community Transit		2,109,677	Increased operating costs and additional staffing impact
Northern Community Transit		276,056	Increased operating costs and additional staffing impact
Other increases/decreases		84,065	Cumulative other changes over 107 services
	<b>4.9%</b>	<b>3,814,703</b>	
<b>Local Services Property/Parcel Tax Revenues - Change</b>	<b>2.7%</b>	<b>2,113,436</b>	Largest changes explained on next page
<b>Tax Revenues 2024</b>	<b>11.4%</b>	<b>87,590,992</b>	
Total Annual 2024 Tax Revenues		87,590,992	
Total Annual 2023 Tax Revenues		78,599,533	
Change	<b>11.4%</b>	<b>8,991,459</b>	

**General services property taxes are levied to all properties within the Electoral Area.**

**Local Service Area taxes are paid only by property owners within the boundaries of the specific service area.**

	%	
	Change	
<b>Local Services Property/Parcel Tax Revenues 2024 - Change</b>		
Local Service Area Property/Parcel taxes 2024	16,600,522	
Local Service Area Property/Parcel taxes 2023	14,487,086	
Change from 2023	2,113,436	
<b>Local Services Property/Parcel Tax Revenues 2024 - Largest Changes</b>		
Nanoose Peninsula Water	207,876	Increased operating costs and inflationary impact
French Creek Water	53,514	Inflationary impact and increased transfer to reserve to fund future capital projects
River's Edge Water	22,241	Increased transfer to reserve to fund future capital projects
Whiskey Creek Water	44,253	Debt repayment and inflationary impact
San Pareil Water	25,443	Increased transfer to reserve to fund future capital projects
Nanoose Bulk Water	37,441	Impact of increased operating costs related to ERWS
French Creek Sewer	167,467	Impact of costs associated with French Creek Sewer Collection Master Plan and increased sewer utility requisition
Fairwinds Sewer/Nanoose Wastewater	193,699	Increased operating costs including debt repayment and inflationary impact
Barclay Crescent Sewer	39,249	Impact of costs associated with French Creek Sewer Collection Master Plan and increased sewer utility requisition
Coombs-Hilliers Fire Service	185,515	Increased operating costs, debt repayment and inflationary impact
Errington Fire Service	185,553	Increased operating costs (including those budgeted by Society) and inflationary impact
Nanoose Bay Fire Service	190,182	Impact of inflation and increased operating costs
Dashwood Fire Service	204,925	Increased operating costs (including those budgeted by Society) and inflationary impact
Dashwood Fire Hall	37,111	Impact of debt repayment
Bow Horn Bay Fire Service	245,887	Increased operating costs (including those budgeted by Society) and inflationary impact
Nanaimo River Fire Services	(2,200)	Impact of reduction of 2024 Transfer to Reserve per Board direction
Other increases/decreases	275,280	Cumulative other changes
	2,113,436	



SUMMARY OF NEW/CHANGED SERVICES LEVELS

	Administration	Electoral Area Community Planning	Community Grants	Feasibility Studies	Electoral Area Building Policy & Advice	Regional Growth Strategy	Animal Control	Unsanitary Premises/Hazardous Properties	Noise Control	Gabriola Health & Wellbeing Contribution	Regional Parks	Community Parks	Southern Community Wastewater	Northern Community Wastewater	Solid Waste Management	Southern Community Transit	Northern Community Transit	Total Change
City of Nanaimo	269,053		37,441			44,742					33,987		319,061		100,175	219,134		1,023,593
District of Lantzville	14,808		2,061			2,060					1,564		5,584		4,611	2,007		32,695
City of Parksville	47,500		20,165			6,944					5,273			135,175	15,541		18,519	249,117
Town of Qualicum Beach	35,093		14,126			4,945					3,755			91,391	11,065		14,038	174,413
Electoral Area A	21,805	13,630	3,035		11,847	3,479	2,620	2,196	6,842		2,642	8,474			7,789	3,738		88,097
Electoral Area B	19,729		2,746		10,719	1,281	2,370	1,988	6,842	50,592	1,978	10,974			5,828			115,047
Electoral Area C	15,413	9,634	2,145		8,374	1,994	1,852	1,552	6,842		1,514	8,498			4,462	151		62,431
Electoral Area E	32,966	19,835	11,308		17,911	4,172	2,860	3,322	6,842		3,167	8,474		2,621 *	9,333		6,872	129,683
Electoral Area F	24,446	15,280	17,565		13,282	3,860	6,842				2,931	8,474			8,640			101,320
Electoral Area G	28,058	17,538	11,960	75,368	15,244	4,114	2,434	2,826	6,842		3,124	8,474		54,470 *	9,208		6,149	245,809
Electoral Area H	17,853	11,159	19,748		9,699	2,409	1,548	1,800			1,830	8,474			5,393		2,821	82,734
	526,724	87,076	142,300	75,368	87,076	80,000	20,526	13,684	34,210	50,592	61,765	61,842	324,645	283,657	182,045	225,030	48,399	2,304,939

\* Amounts for Electoral Areas will impact specific sewer service areas only - Barclay Crescent, French Creek, Surfside and Pacific Shores

CHANGES FOR OTHER JURISDICTIONS

	District 68 E 911 (Central Vancouver Island Partnership)	District 69 E911 (North Island 911 Corporation)	Southern Community Recreation Facilities/Sportsfield Agreement	Northern Community Sportsfield Agreement	Vancouver Island Regional Library	Total Change
District of Lantzville	5,568		67,458			73,026
City Of Parksville		22,547				22,547
Town of Qualicum Beach		12,265				12,265
Electoral Area A	7,425		(6,835)		81,352	81,942
Electoral Area B	5,655		(27,931)		54,410	32,134
Electoral Area C	4,285		40,366		40,796	85,447
Electoral Area E		9,316		17,639	92,648	119,603
Electoral Area F		13,861		23,293	104,166	141,320
Electoral Area G		8,579		14,799	94,812	118,190
Electoral Area H		6,788		7,132	57,987	71,907
	22,933	73,356	73,058	62,863	526,171	758,381

Administration	Electoral Area Community Planning	Regional Growth Strategy	Emergency Planning	Ravensong Aquatic Centre	Northern Community Recreation	Regional Parks	Community Parks	Wastewater Treatment	Wastewater Treatment	Southern Community Transit	Northern Community Transit	Other Cumulative Changes	Total	
								(Southern)	(Northern)					
City of Nanaimo	(250,468)	57,163				377,524		681,991		2,068,720		44,661	2,979,591	
District of Lantzville	(14,273)	2,571				17,094		43,886		20,873		7,966	78,117	
City Of Parksville	(39,451)	9,635		(397,725)	108,211	62,199			209,604		113,861	43,166	109,500	
Town of Qualicum Beach	(36,132)	5,812		(249,462)	69,463	39,349			141,430		85,099	12,822	68,381	
Electoral Area A	(23,682)	20,633	3,930	35,157		26,930	67,502			24,502		17,254	172,226	
Electoral Area B	(25,090)		1,148	29,936		17,209	10,863					(29,679)	4,387	
Electoral Area C	(20,062)	4,780	1,687	23,151		12,772	23,909			(4,418)		2,830	44,649	
Electoral Area E	(37,448)	25,545	4,333	52,311	100,217	59,990	30,506	63,526			40,190	10,072	349,242	
Electoral Area F	(16,714)	52,171	5,867	44,445	(209,176)	61,076	36,985	96,974				7,024	78,652	
Electoral Area G	(30,839)	25,472	4,547	45,051	(240,321)	52,610	31,378	76,666			22,481	(95,650)	(108,605)	
Electoral Area H	(17,510)	22,447	2,962	29,744	(170,076)	36,646	19,773	93,644			14,425	6,508	38,563	
	(511,669)	151,048	99,655	259,795	(1,166,543)	387,996	671,719	433,084	725,877	351,034	2,109,677	276,056	26,974	3,814,703

	2022 FINAL	2023 FINAL	2024 Recommended Dec 12, 2023	2024 Recommended Mar 12, 2024	2024 Amended Mar 26, 2024	Change from Recommended Mar 12, 2024 \$	Change from Recommended Mar 12, 2024 %	Change from 2023 Final \$	Change from 2023 Final %
<b>CORPORATE SERVICES</b>									
Administration	3,439,475	3,147,125	4,477,437	3,162,180	3,162,180	0	0.0%	15,055	0.5%
House Numbering	20,395	18,721	19,282	19,257	19,257	0	0.0%	536	2.9%
Electoral Areas Admin/Building Policy & Advice	905,428	889,975	996,637	996,637	996,637	0	0.0%	106,662	12.0%
Community Grants	256,487	167,261	265,384	215,384	265,384	50,000	23.2%	98,123	58.7%
Feasibility Studies/Referendums	246,617	170,868	121,768	110,368	110,368	0	0.0%	(60,500)	(35.4%)
Parksville Pool Feasibility	0	0	170,000	0	0	0	0.0%	0	0.0%
	4,868,402	4,393,950	6,050,508	4,503,826	4,553,826	50,000			
<b>DEVELOPMENT &amp; EMERGENCY SERVICES</b>									
Electoral Area Community & Long Range Planning	2,443,765	2,485,055	2,723,179	2,723,179	2,723,179	0	0.0%	238,124	9.6%
Regional Growth Strategy	738,398	948,683	1,128,338	1,128,338	1,128,338	0	0.0%	179,655	18.9%
Economic Development - Southern Community	65,000	68,900	68,900	68,900	68,900	0	0.0%	0	0.0%
Animal Control - Area A, B, C, Lantzville	61,483	62,881	89,783	89,783	89,783	0	0.0%	26,902	42.8%
Animal Control Area E, G, H	98,275	101,799	147,648	147,648	147,648	0	0.0%	45,849	45.0%
Animal Control Area F	28,595	29,814	48,049	48,049	48,049	0	0.0%	18,235	61.2%
Hazardous Properties	22,965	25,909	29,029	29,029	29,029	0	0.0%	3,120	12.0%
Unsanitary Premises	21,798	21,078	28,806	28,806	28,806	0	0.0%	7,728	36.7%
Noise Control	108,075	107,276	135,528	135,528	135,528	0	0.0%	28,252	26.3%
Emergency Planning	405,385	497,791	830,364	757,586	757,586	0	0.0%	259,795	52.2%
District 68 Search & Rescue	52,051	51,665	51,724	51,724	51,724	0	0.0%	59	0.1%
District 69 Marine Search & Rescue	17,700	17,775	17,850	17,850	17,850	0	0.0%	75	0.4%
District 69 Land Search & Rescue	17,272	30,340	30,470	30,470	30,470	0	0.0%	130	0.4%
Southern Restorative Justice/Victim Services	21,420	21,420	21,420	21,420	21,420	0	0.0%	0	0.0%
Northern Community Justice	115,141	165,257	175,653	183,975	183,975	0	0.0%	18,718	11.3%
	4,217,323	4,635,643	5,526,741	5,462,285	5,462,285	0			
<b>RECREATION &amp; PARKS</b>									
Ravensong Aquatic Centre	3,085,082	3,393,590	2,227,047	2,227,047	2,227,047	0	0.0%	(1,166,543)	(34.4%)
Oceanside Place	2,088,159	2,150,804	2,236,836	2,236,836	2,236,836	0	0.0%	86,032	4.0%
Northern Community Recreation	1,505,046	1,663,222	2,051,218	2,051,218	2,051,218	0	0.0%	387,996	23.3%
Gabriola Island Recreation	119,755	188,342	142,530	142,530	142,530	0	0.0%	(45,812)	(24.3%)
Gabriola Island Health & Wellbeing Contribution	0	0	0	50,592	50,592	0	0.0%	50,592	0.0%
Area A Recreation & Culture	257,123	306,009	351,910	311,910	311,910	0	0.0%	5,901	1.9%
Port Theatre/Cultural Centre Contribution	96,094	101,477	101,923	101,923	101,923	0	0.0%	446	0.4%
Regional Parks	3,798,362	4,563,231	5,296,715	5,296,715	5,296,715	0	0.0%	733,484	16.1%
Electoral Areas Community Parks	1,881,775	2,176,132	2,763,158	2,671,058	2,671,058	0	0.0%	494,926	22.7%
	12,831,396	14,542,807	15,171,337	15,089,829	15,089,829	0			
<b>REGIONAL &amp; COMMUNITY UTILITIES</b>									
Southern Wastewater Treatment	10,288,442	11,214,402	12,264,924	12,264,924	12,264,924	0	0.0%	1,050,522	9.4%
Northern Wastewater Treatment	4,893,573	5,296,631	5,874,231	5,874,231	5,874,231	0	0.0%	577,600	10.9%
Liquid Waste Management Planning	197,024	198,114	219,311	219,311	219,311	0	0.0%	21,197	10.7%
Drinking Water/Watershed Protection	993,006	1,140,192	1,144,032	1,154,736	1,154,736	0	0.0%	14,544	1.3%
Solid Waste Management & Disposal	1,379,123	1,517,035	1,744,591	1,744,591	1,744,591	0	0.0%	227,556	15.0%
EV Charging Stations	10,118	7,916	10,000	10,000	10,000	0	0.0%	2,084	26.3%
	17,761,286	19,374,290	21,257,089	21,267,793	21,267,793	0			
<b>TRANSIT SERVICES</b>									
Southern Community Transit	12,437,526	13,681,863	16,016,570	16,016,570	16,016,570	0	0.0%	2,334,707	17.1%
Northern Community Transit	1,681,064	1,897,394	2,221,849	2,221,849	2,221,849	0	0.0%	324,455	17.1%
Descanso Bay Emergency Wharf	17,490	27,973	29,038	29,038	29,038	0	0.0%	1,065	3.8%
Gabriola Transit contribution	149,211	179,721	183,877	207,536	207,536	0	0.0%	27,815	15.5%
Gabriola Taxi Saver	8,705	10,003	10,160	14,559	14,559	0	0.0%	4,556	45.5%
	14,293,996	15,796,954	18,461,494	18,489,552	18,489,552	0			
<b>GENERAL TAXATION FOR OTHER JURISDICTIONS</b>									
SD 68 Emergency 911	119,697	128,362	154,224	151,295	151,295	0	0.0%	22,933	17.9%
SD 69 Emergency 911	671,565	697,001	770,357	770,357	770,357	0	0.0%	73,356	10.5%
Southern Community Recreation	1,385,560	1,404,903	1,517,981	1,477,961	1,477,961	0	0.0%	73,058	5.2%
Northern Community Sportsfield Agreement	348,096	364,790	395,666	427,653	427,653	0	0.0%	62,863	17.2%
Vancouver Island Regional Library	2,524,008	2,773,748	3,299,919	3,299,919	3,299,919	0	0.0%	526,171	19.0%
	5,048,926	5,368,804	6,138,147	6,127,185	6,127,185	0			
<b>GENERAL SERVICES PROPERTY TAX REVENUES</b>									
Change from previous year	59,021,329	64,112,448	72,605,316	70,940,470	70,990,470	50,000			
	11.5%	8.6%	13.2%	10.7%	10.7%				
<b>LOCAL SERVICE AREA TAX REVENUES</b>									
Duke Point Wastewater Treatment	338,795	372,675	400,761	400,761	400,761	0	0.0%	28,086	7.5%
Northern Community Wastewater - other benefitting areas	1,264,034	1,353,585	1,480,233	1,480,233	1,480,233	0	0.0%	126,648	9.4%
Fire Protection Areas	5,808,391	6,601,523	7,747,381	7,776,529	7,776,529	0	0.0%	1,175,006	17.8%
Streetlighting Service Areas	99,775	143,175	124,953	124,953	124,953	0	0.0%	(18,222)	(12.7%)
Stormwater Management	7,968	10,267	10,656	10,656	10,656	0	0.0%	389	3.8%
Utility Services	5,657,066	6,005,861	6,807,400	6,807,390	6,807,390	0	0.0%	801,529	13.3%
	13,176,029	14,487,086	16,571,384	16,600,522	16,600,522	0			
<b>NET PROPERTY TAX REVENUES</b>									
Change from previous year	72,197,358	78,599,534	89,176,700	87,540,992	87,590,992	50,000			
	11.2%	8.9%	13.5%	11.4%	11.4%				

	2022 FINAL	2023 FINAL	2024 Recommended Dec 12, 2023	2024 Recommended Mar 12, 2024	2024 Amended Mar 26, 2024	Change from Recommended Mar 12, 2024 \$	Change from Recommended Mar 12, 2024 %	Change from 2023 Final \$	Change from 2023 Final %
<b>ADDITIONAL DETAILS - GENERAL SERVICES</b>									
<b>PORT THEATRE/CULTURAL CENTRE CONTRIBUTION</b>									
Electoral Area A	17,028	17,304	17,391	17,391	17,391	0	0.0%	87	0.5%
Electoral Area B	33,205	37,570	37,808	37,808	37,808	0	0.0%	238	0.6%
Electoral Area C (Extension)	17,038	17,315	17,288	17,287	17,287	0	0.0%	(28)	(0.2%)
Electoral Area C (E. Wellington)	4,382	4,452	4,475	4,476	4,476	0	0.0%	24	0.5%
Electoral Area E	24,441	24,836	24,961	24,961	24,961	0	0.0%	125	0.5%
	96,094	101,477	101,923	101,923	101,923	0			
<b>COMMUNITY PARKS</b>									
Electoral Area A	252,663	262,770	338,746	338,746	338,746	0	0.0%	75,976	28.9%
Electoral Area B	355,350	437,062	502,999	458,899	458,899	0	0.0%	21,837	5.0%
Electoral Area C (Extension)	90,024	99,087	108,738	108,738	108,738	0	0.0%	9,651	9.7%
Electoral Area C (E. Wellington)	104,670	122,430	145,186	145,186	145,186	0	0.0%	22,756	18.6%
Electoral Area E	332,653	353,515	443,515	425,515	425,515	0	0.0%	72,000	20.4%
Electoral Area F	274,151	322,111	457,559	427,559	427,559	0	0.0%	105,448	32.7%
Electoral Area G	194,198	260,116	345,256	345,256	345,256	0	0.0%	85,140	32.7%
Electoral Area H	278,066	319,041	421,159	421,159	421,159	0	0.0%	102,118	32.0%
	1,881,775	2,176,132	2,763,158	2,671,058	2,671,058	0			
<b>ADDITIONAL DETAILS - LOCAL SERVICES TAX REVENUES</b>									
<b>FIRE PROTECTION</b>									
Nanaimo River Fire (Area C)	17,262	3,980	1,781	1,780	1,780	0	0.0%	(2,200)	(55.3%)
Coombs-Hilliers Fire Volunteer (Area F)	745,761	806,586	992,101	992,101	992,101	0	0.0%	185,515	23.0%
Errington Fire Volunteer (Area F, G)	864,484	927,764	1,113,317	1,113,317	1,113,317	0	0.0%	185,553	20.0%
Nanose Bay Fire Volunteer (Area E, G, F)	979,675	1,000,958	1,191,140	1,191,140	1,191,140	0	0.0%	190,182	19.0%
Dashwood Fire Volunteer (Area F, G, H)	918,442	1,024,625	1,229,550	1,229,550	1,229,550	0	0.0%	204,925	20.0%
Dashwood Fire Hall (Area F, G, H)	43,743	68,289	112,778	105,400	105,400	0	0.0%	37,111	54.3%
Meadowood Fire (Area F)	89,157	89,347	89,348	89,348	89,348	0	0.0%	1	0.0%
Extension Fire Volunteer (Area C)	230,989	250,183	275,201	275,201	275,201	0	0.0%	25,018	10.0%
Bow Horn Bay (Area H)	645,304	768,396	1,014,283	1,014,283	1,014,283	0	0.0%	245,887	32.0%
Cassidy Waterloo Fire Contract (Area A, C)	241,162	258,043	278,686	278,686	278,686	0	0.0%	20,643	8.0%
Wellington Fire Contract (Area C - Pleasant Valley)	128,783	117,658	121,569	158,096	158,096	0	0.0%	40,438	34.4%
Parksville (Local) Fire Contract (Area G)	166,651	241,741	262,795	262,795	262,795	0	0.0%	21,054	8.7%
French Creek Fire Contract (Area G)	736,978	1,043,953	1,064,832	1,064,832	1,064,832	0	0.0%	20,879	2.0%
	5,808,391	6,601,523	7,747,381	7,776,529	7,776,529	0			
<b>STREETLIGHTING</b>									
Rural Areas Streetlighting	7,948	20,899	16,008	16,008	16,008	0	0.0%	(4,891)	(23.4%)
Fairwinds Streetlighting	25,657	26,427	27,220	27,220	27,220	0	0.0%	793	3.0%
French Creek Village Streetlighting	51,500	81,000	66,430	66,430	66,430	0	0.0%	(14,570)	(18.0%)
Highway Intersections Streetlighting (French Creek)	2,253	3,026	3,117	3,117	3,117	0	0.0%	91	3.0%
Hwy # 4 (Area F)	4,822	4,000	4,120	4,120	4,120	0	0.0%	120	3.0%
River's Edge Community	7,595	7,823	8,058	8,058	8,058	0	0.0%	235	3.0%
	99,775	143,175	124,953	124,953	124,953	0			
<b>NOISE CONTROL</b>									
Noise Control Area A	23,061	22,614	28,270	28,270	28,270	0	0.0%	5,656	25.0%
Noise Control Area B	21,368	21,287	25,093	25,093	25,093	0	0.0%	3,806	17.9%
Noise Control Area C	19,863	19,685	26,053	26,053	26,053	0	0.0%	6,368	32.3%
Noise Control Area E	22,243	22,218	28,343	28,343	28,343	0	0.0%	6,125	27.6%
Noise Control Area G	21,540	21,472	27,769	27,769	27,769	0	0.0%	6,297	29.3%
	108,075	107,276	135,528	135,528	135,528	0			
<b>UTILITIES</b>									
Englishman River Community Stormwater	3,701	5,872	6,129	6,129	6,129	0	0.0%	257	4.4%
Cedar Estates Stormwater	4,267	4,395	4,527	4,527	4,527	0	0.0%	132	3.0%
	7,968	10,267	10,656	10,656	10,656	0			

	2022 FINAL	2023 FINAL	2024		2024 Amended Mar 26, 2024	Change from Recommended Mar 12, 2024 \$	Change from Recommended Mar 12, 2024 %	Change from 2023 Final \$	Change from 2023 Final %	Per Parcel Estimate		
			Recommended Dec 12, 2023	Recommended Mar 12, 2024						2023	2024	Change
<b>UTILITY SERVICES - PARCEL TAX REVENUES</b>												
<b>WATER UTILITIES</b>												
Nanoose Peninsula (Area E)	1,385,310	1,484,829	1,692,705	1,692,705	1,692,705	0	0.0%	207,876	14.0%	577	658	80
Driftwood (Area E)	5,940	4,080	(696)	(706)	(706)	0	0.0%	(4,786)	(117.3%)	314	(54)	(368)
Surfside (Area G)	20,519	17,489	19,238	19,238	19,238	0	0.0%	1,749	10.0%	448	493	45
French Creek (Area G)	118,834	90,275	143,789	143,789	143,789	0	0.0%	53,514	59.3%	378	602	224
River's Edge Community (Area G)	52,265	44,481	66,722	66,722	66,722	0	0.0%	22,241	50.0%	283	425	142
Whiskey Creek Water (Area F)	122,434	128,556	172,809	172,809	172,809	0	0.0%	44,253	34.4%	1,020	1,372	351
San Pareil Water (Area G)	177,930	169,619	195,062	195,062	195,062	0	0.0%	25,443	15.0%	varies	varies	
San Pareil Water (Fire Improvements Debt Levy)	74,306	74,492	74,656	74,656	74,656	0	0.0%	164	0.2%	279	280	1
Melrose Place (Area F)	36,238	39,862	41,058	41,058	41,058	0	0.0%	1,196	3.0%	1,424	1,466	43
Decourcey Water (Area A)	12,984	13,374	13,775	13,775	13,775	0	0.0%	401	3.0%	2,675	2,755	80
Nanoose Bulk Water (Area E)	1,242,357	1,258,755	1,296,196	1,296,196	1,296,196	0	0.0%	37,441	3.0%	489	503	14
French Creek Bulk Water (Area G)	4,320	4,612	4,606	4,606	4,606	0	0.0%	(6)	(0.1%)	2	2	(0)
Westurne Heights Water	27,833	28,390	29,242	29,242	29,242	0	0.0%	852	3.0%	1,670	1,720	50
	3,281,270	3,358,814	3,749,162	3,749,152	3,749,152	0						
<b>SEWAGE COLLECTION UTILITIES</b>												
Hawthorne Rise Debt Levy	9,990	10,016	10,040	10,040	10,040	0	0.0%	24	0.2%	715	717	2
Reid Road Debt Levy	3,642	3,651	3,660	3,660	3,660	0	0.0%	9	0.2%	406	407	1
French Creek (Area G)	1,014,949	1,116,445	1,283,912	1,283,912	1,283,912	0	0.0%	167,467	15.0%	555	635	80
Fairwinds (Area E)	930,000	1,049,927	1,243,626	1,243,626	1,243,626	0	0.0%	193,699	18.4%	1,260	1,493	233
Surfside Sewer (Area G)	30,280	31,188	34,480	34,480	34,480	0	0.0%	3,292	10.6%	1,155	1,277	122
Pacific Shores (Area E)	86,766	90,237	94,749	94,749	94,749	0	0.0%	4,512	5.0%	684	718	34
Barclay Crescent (Area G)	182,676	212,831	252,080	252,080	252,080	0	0.0%	39,249	18.4%	varies	varies	
Cedar Sewer Service (Operating) (Area A)	40,134	55,000	57,750	57,750	57,750	0	0.0%	2,750	5.0%	varies	varies	
Cedar Sewer Service (Capital Financing) (Area A)	77,359	77,752	77,941	77,941	77,941	0	0.0%	189	0.2%	varies	varies	
	2,375,796	2,647,047	3,058,238	3,058,238	3,058,238	0						
<b>TOTAL UTILITY PARCEL TAX REVENUES</b>	<b>5,657,066</b>	<b>6,005,861</b>	<b>6,807,400</b>	<b>6,807,390</b>	<b>6,807,390</b>							
Change from previous year	<b>10.4%</b>	<b>6.2%</b>	<b>13.3%</b>	<b>13.3%</b>	<b>13.3%</b>							

		Bylaw No.	2021	2022	2023
<b>RESERVE FUND BALANCES</b>					
<b>Wastewater Management</b>					
Liquid Waste Management Plan	Operating	1822	142,786	186,703	169,735
Southern Community Wastewater		989	11,849,896	6,580,483	5,454,181
Northern Community Wastewater		1537	22,039,839	20,311,235	21,622,056
Fairwinds Wastewater Treatment		1310	1,545,059	1,319,919	1,237,375
Duke Point Wastewater		1535	752,100	589,242	618,794
<b>Water</b>					
Nanoose Bay Peninsula Water		1503	976,756	1,106,073	1,079,492
Madrona Water		1071	229,832	235,585	244,825
Nanoose Bay Water		1533	71,293	73,078	75,944
French Creek Water		1167	187,649	220,459	196,252
Surfside Water		1360	27,808	19,026	19,619
Surfside Water	Operating	1864	-	10,505	10,917
Decourcey Water		1502	34,003	19,239	7,763
Decourcey Water	Operating	1881	-	-	4,543
River's Edge Water		1534	370,681	298,315	281,478
Melrose Water		1667	29,634	23,978	22,891
Melrose Water	Operating	1882	-	-	5,339
San Pareil Water		1607 & 1781	281,364	297,977	283,283
San Pareil Water	Operating	1866	-	45,100	46,869
Whiskey Creek Water		1645	126,419	138,126	124,555
Whiskey Creek Water	Operating	1865	-	983	983
Westurne Heights Water		1768	32,189	20,503	14,408
Westurne Heights Water	Operating	1867	-	9,816	10,221
French Creek Bulk Water		1585	697,394	670,774	642,473
Nanoose Bay Bulk Water		1586	1,406,783	1,856,189	2,535,212
Nanoose Bay Bulk Water	Operating	1883	-	-	99,280
Drinking Water/Watershed Protection		1608	68,503	58,931	82,710
<b>Sewer</b>					
French Creek Sewer		1070	583,925	642,664	698,474
Surfside Sewer		1252	45,580	32,205	39,660
Pacific Shores Sewer		1253	101,580	114,709	85,995
Cedar Sewer Collection		1691	173,453	185,855	196,926
Fairwinds Sewer		1311	182,220	224,960	186,342
Fairwinds Sewer	Operating	1886	-	-	12,802
Barclay Crescent Sewer		1767	32,316	44,795	71,951
Cedar Estates Stormwater		1669	42,838	46,449	47,074
Englishman River Stormwater		1644	43,477	45,741	40,213
<b>Streetlighting</b>					
River's Edge Streetlighting		1668	12,214	13,407	14,167
French Creek Village Streetlighting		1820	1,461	1,837	4,950
Highway #4 Streetlighting		1821	332	1,449	2,718
Fairwinds Streetlighting		1613	49,563	57,479	62,145
Morningstar Streetlighting		1614	8,269	8,476	8,808
Rural EA E & G Streetlighting		1716	14,128	15,686	16,301
Highway Intersection Streetlighting		1887	-	-	303

		Bylaw No.	2021	2022	2023
<b>Public Safety &amp; Fire Protection</b>					
Coombs-Hilliers	Buildings & Equipment	833	884,212	653,942	335,262
Dashwood	Vehicle & Equipment	711	977,126	1,050,751	647,754
	Buildings	1164	219,348	25,768	26,779
Meadowood	Buildings	1164	6,769	6,921	7,193
Errington	Vehicle & Equipment	1324	220,380	299,858	406,487
	Buildings	745	142,613	149,057	181,241
	Operating	1880	-	-	10,160
Extension	Vehicle & Equipment	1470	125,702	170,598	275,584
Nanoose Bay	Vehicle & Equipment	707	801,207	1,013,296	930,553
	Buildings	1312	30,291	21,172	32,192
Bow Horn Bay	Vehicle & Equipment	1415 & 1414	390,064	244,437	345,060
	Buildings	1411	261,427	267,971	283,069
Nanaimo River	Buildings & Equipment	1612	231,731	231,989	241,088
Cassidy Waterloo	Buildings & Equipment	1666	600,685	666,968	777,792
District 68 E-911		1069 & 1824	267,261	274,863	291,649
<b>Development Cost Charges</b>					
French Creek Bulk Water		1089	829,597	850,364	883,715
Nanoose Bay Bulk Water		1715	163,112	183,854	207,928
Nanoose Bay Peninsula Water Service		1715	77,440	86,633	97,397
Northern Community Wastewater		1328	16,107,764	17,773,754	20,273,957
Nanoose (Fairwinds) Wastewater		1715	480,300	399,789	421,695
Duke Point Wastewater		1498	120,661	123,681	128,532
Southern Community Sewer		1547	3,579,554	4,315,945	4,578,889
Barclay Crescent Sewer		1557	7,898	8,096	8,413
Electoral Area A Community Parks		1839	-	174	957
Electoral Area B Community Parks		1840	-	3,710	10,881
Electoral Area G Community Parks		1841	-	990	2,870
Electoral Area H Community Parks		1842	-	5,221	32,913
<b>Other Services</b>					
Administration	Building	997	3,150,341	5,253,729	6,777,702
Administration	Computers	924	2,025,669	1,867,294	1,483,161
Administration	Operating	1879	-	-	169,699
Local Government Elections		1501	284,705	206,152	296,316
Solid Waste Management		1600	8,618,279	10,422,323	9,645,985
Solid Waste Management	Operating	1819	2,339,664	3,309,269	5,058,181
Solid Waste Collection & Recycling		1778	590,469	1,012,024	1,522,512
Transit		1664	10,043,022	10,477,691	12,476,102
Descanso Bay Emergency Wharf		1536	28,897	38,711	49,166
Regional Growth Management		1465	420,817	451,158	495,265
Community Planning Legal		1665	101,883	104,433	108,529
Emergency Planning		1582	271,192	365,339	381,956
CARIP Program		1650	944,855	804,021	801,579
Carbon Neutral		1662	54,999	52,612	54,676
Building Inspection		1643	1,622,422	1,817,204	1,676,398
Uninsightly Premises		1466	32,588	33,910	39,007
Hazardous Properties		1779	80,733	74,303	77,217
Planning Bylaw Update		1665	187,164	191,849	199,373
Green's Landing Wharf		1748	220,893	227,147	236,385
EV Charging Station		1797	-	-	6,604



	Bylaw No.	2021	2022	2023
<b>Recreation &amp; Parks</b>				
Ravensong Aquatic Centre	1464	3,800,064	5,382,599	6,738,941
Regional Parks Acquisition	1477	1,219,730	1,250,262	1,299,298
Regional Parks Development	1670	1,242,459	1,872,385	3,079,636
D69 Arena/Multiplex	1504	498,210	623,977	938,293
Northern Community Recreation	1588	201,639	152,721	158,710
Electoral Area A Recreation and Culture	1599	1,334,964	1,379,565	1,433,671
Electoral Area A Recreation and Culture	Operating	-	-	39,202
Electoral Area B Recreation	1671	80,291	83,119	86,379
Extension Recreation Commission	162	35,421	35,492	36,214
<b>Community Parks (Cash in lieu)</b>				
Electoral Area A	1830	428,117	471,732	490,234
Electoral Area B	1831	519	519	519
Electoral Area C	Extension	26,700	27,369	28,442
Electoral Area C	E. Wellington	14,964	15,339	15,940
Electoral Area E	1834	184,310	57,329	59,577
Electoral Area F	1835	124,447	127,562	132,565
Electoral Area G	1836	909,651	510,725	530,756
Electoral Area H	1837	263,573	270,170	280,766
<b>Community Parks</b>				
Electoral Area A	1455	451,900	470,902	511,212
Electoral Area B	1456	151,272	103,003	111,037
Electoral Area C	Extension	112,422	115,236	119,756
Electoral Area C	E. Wellington	163,383	167,473	157,220
Electoral Area C	Operating (Extension)	-	-	12,342
Electoral Area E	1457	112,605	147,148	120,775
Electoral Area F	1458	235,494	238,060	255,397
Electoral Area F		216,855	218,954	235,541
Corcan Meadowood Community Centre		18,640	19,106	19,856
Electoral Area G	1609	153,697	159,495	171,546
Electoral Area H	1559	110,348	58,653	97,334
<b>Animal Control</b>				
Animal Control A,B,C, Lantzville	1452	53,508	48,700	55,829
Animal Control E,G,H	1453	40,129	44,478	47,952
Animal Control F	1454	45,805	50,757	57,649
<b>Noise Control</b>				
Electoral Area A	1459	13,529	17,916	24,252
Electoral Area B	1717	17,136	20,702	26,014
Electoral Area C	Extension	19,613	20,225	23,776
Electoral Area C	E. Wellington	4,975	5,043	5,240
Electoral Area E	1462	14,181	17,050	20,420
Electoral Area G	1463	8,930	11,261	16,162
<b>Reserve Fund Balance Total</b>		<b>\$111,779,061</b>	<b>\$115,023,887</b>	<b>\$126,558,907</b>

	Bylaw No.	2021	2022	2023
<b>RESERVE ACCOUNT BALANCES</b>				
<b>Feasibility Study</b>				
Regional	Reserve Account	150,762	154,536	160,596
Electoral Area A	Reserve Account	55,377	77,009	80,029
Electoral Area B	Reserve Account	48,602	37,278	40,980
Electoral Area C	Reserve Account	12,687	23,127	44,354
Electoral Area E	Reserve Account	35,894	44,637	62,136
Electoral Area F	Reserve Account	55,377	70,266	93,341
Electoral Area G	Reserve Account	68,063	62,238	74,838
Electoral Area H	Reserve Account	95,923	98,980	103,168
<b>Other Services</b>				
Landfill Closure	Reserve Account	2,788,554	3,162,036	3,794,043
Coombs-Hilliers Fire Department	Insurance Deductible	15,640	21,093	27,000
Errington Fire Department	Insurance Deductible	15,741	21,196	27,108
Nanoose Bay Fire Department	Insurance Deductible	15,357	20,802	26,698
Dashwood Fire Department	Insurance Deductible	15,303	20,747	26,641
Extension Fire Department	Insurance Deductible	15,546	20,996	26,900
Bow Horn Bay Fire Department	Insurance Deductible	15,302	20,747	26,640
Municipal Insurance Association	Insurance Deductible	163,739	167,837	174,420
Errington Fire Department	Water Storage	17,998	18,449	19,172
COVID-19 Safe Restart	Reserve Account	502,497	410,641	-
Info Services Capital	Operating	360,347	300,000	311,337
Departmental Computers	Operating	-	69,367	39,103
Dashwood Fire Department	Reserve Account	9,376	16,696	-
French Creek Fire Department	Reserve Account	-	20,139	20,929
Northern Community Recreation	Reserve Account	586,167	718,594	858,536
Regional Sustainability Initiative	Reserve Account	13,308	57	-
Local Government Climate Action Program	Reserve Account	-	145,384	273,010
EA Community Planning	Reserve Account	423,937	543,654	833,141
EA's Building Policy & Advice	Reserve Account	-	-	58,287
EA Administration	Reserve Account	-	-	50,000
Solid Waste Convertus to Curbside	Reserve Account	-	700,000	727,454
Administration	Reserve Account	-	-	497,026
Administration	Pacific Blue Cross Renewal	230,701	236,475	245,750
Growing Communities Fund	Reserve Account	-	-	7,252,402
Vehicle Replacement	Administration- Vehicle Pool	482,023	484,435	387,923
Vehicle Replacement		665,864	668,276	679,973
Vehicle Replacement	Bylaw Enforcement	19,047	36,665	12,638
Vehicle Replacement	Utilities	67,112	40,439	72,333
Vehicle Replacement	Building Inspection	116,714	125,920	65,154
Vehicle Replacement	Emergency Planning	27,802	28,498	29,616
Transit	Operating	747,671	634,182	2,847,216
<b>Reserve Account Balance Total</b>		<b>\$7,172,566</b>	<b>\$8,553,120</b>	<b>\$19,389,919</b>
<b>RESERVE FUND AND RESERVE ACCOUNT BALANCE TOTAL</b>		<b>\$118,951,627</b>	<b>\$123,577,007</b>	<b>\$145,948,826</b>



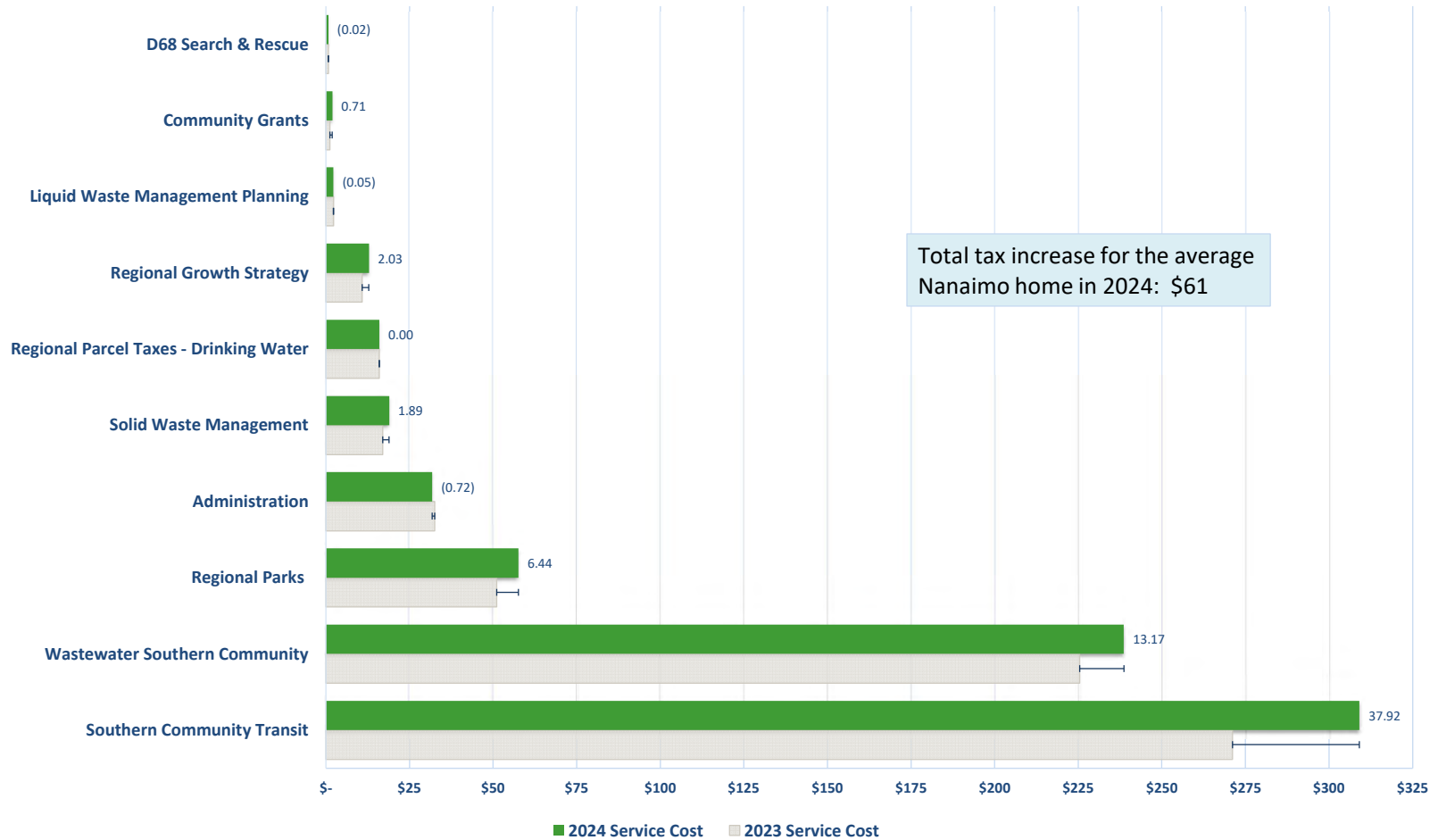
## City of Nanaimo



# REGIONAL DISTRICT OF NANAIMO SERVICES

## City of Nanaimo Home Tax Change

2024 Total Cost for the average City of Nanaimo home (\$757,563) = \$690



**CITY OF NANAIMO**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Changed Service Level / Other Jurisdiction Impact</b>
Administration	1,596,672	1,615,257	269,053
Community Grants	60,344	97,902	37,441
Regional Growth Strategy	529,143	631,048	44,742
Southern Community Transit	13,309,043	15,596,897	219,134
Solid Waste Management	832,164	960,010	100,175
Regional Parks	2,503,147	2,914,658	33,987
Wastewater Southern Community Liquid Waste Management Planning	11,052,915 108,675	12,053,967 120,682	319,061
Drinking Water/Watershed Protection	584,320	589,136	
D68 Search & Rescue	43,355	43,404	
<b>Regional District General Services Requisition</b>	<b>\$30,619,778</b>	<b>\$34,622,961</b>	<b>\$1,023,593</b>
<b>LOCAL SERVICE AREAS</b>			
Duke Point Wastewater	372,675	400,761	

**CITY OF NANAIMO**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Changed Service Level / Other Jurisdiction Impact</b>
Administration	0.042	0.042	0.007
Community Grants	0.002	0.003	0.001
Regional Growth Strategy	0.014	0.017	0.001
Southern Community Transit	0.350	0.408	0.006
Solid Waste Management	0.022	0.025	0.003
Regional Parks	0.066	0.076	0.001
Wastewater Southern Community Liquid Waste Management Planning	0.291 0.003	0.315 0.003	0.008
D68 Search & Rescue	0.001	0.001	
<b>Regional District General Services Rate</b>	<b>0.791</b>	<b>0.890</b>	<b>0.027</b>
<b>General Services Cost per \$100,000</b>	<b>\$79.06</b>	<b>\$88.96</b>	<b>\$2.70</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$2.52)</b>	<b>\$9.90</b>	
<b>Regional Parcel Taxes</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$0.00</b>
<b>Change in Regional Parcel Taxes</b>	<b>\$2.00</b>	<b>\$0.00</b>	
<b>Local Service Area Rates</b>			
Duke Point Wastewater	0.743	0.697	
Average Residential Value *	\$774,771	\$757,563	(\$17,208)
Property tax based on Average Residential Value	\$629	\$690	\$61

\* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional Districts to use.

CITY OF NANAIMO - 5 Year Forecast

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Forecast 2025</b>	<b>Forecast 2026</b>	<b>Forecast 2027</b>	<b>Forecast 2028</b>
Administration	1,596,672	1,615,257	3,014,383	3,783,743	4,004,834	4,481,560
Community Grants	60,344	97,902	77,044	77,044	77,044	77,044
Regional Growth Strategy	529,143	631,048	653,135	675,995	699,655	724,142
Southern Community Transit	13,309,043	15,596,897	18,646,120	20,137,809	21,748,835	23,053,764
Solid Waste Management	832,164	960,010	1,152,028	1,324,832	1,589,799	1,907,758
Regional Parks	2,503,147	2,914,658	3,273,189	3,588,210	3,908,832	4,253,495
Wastewater Southern Community	11,052,915	12,053,967	13,259,364	14,717,894	16,484,042	18,626,967
Liquid Waste Management Planning	108,675	120,682	131,543	143,382	156,287	167,140
Drinking Water/Watershed Protection	584,320	589,136	591,056	592,976	594,896	596,816
D68 Search & Rescue	43,355	43,404	44,772	44,799	44,827	44,856
<b>Regional District General Services Requisition</b>	<b>\$30,619,778</b>	<b>\$ 34,622,961</b>	<b>\$40,842,634</b>	<b>\$45,086,684</b>	<b>\$49,309,051</b>	<b>\$53,933,542</b>
<b>LOCAL SERVICE AREAS</b>						
Duke Point Wastewater	372,675	400,761	436,829	476,144	518,997	565,707

CITY OF NANAIMO - 5 Year Forecast

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Forecast 2025</b>	<b>Forecast 2026</b>	<b>Forecast 2027</b>	<b>Forecast 2028</b>
Administration	0.042	0.042	0.078	0.096	0.100	0.110
Community Grants	0.002	0.003	0.002	0.002	0.002	0.002
Regional Growth Strategy	0.014	0.017	0.017	0.017	0.017	0.018
Southern Community Transit	0.350	0.408	0.480	0.510	0.542	0.565
Solid Waste Management	0.022	0.025	0.030	0.034	0.040	0.047
Regional Parks	0.066	0.076	0.084	0.091	0.097	0.104
Wastewater Southern Community Liquid Waste Management Planning	0.291 0.003	0.315 0.003	0.341 0.003	0.373 0.004	0.411 0.004	0.457 0.004
D68 Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
<b>Regional District General Services Rate</b>	<b>0.791</b>	<b>0.890</b>	<b>1.036</b>	<b>1.128</b>	<b>1.214</b>	<b>1.308</b>
<b>General Services Cost per \$100,000</b>	<b>\$79.06</b>	<b>\$88.96</b>	<b>\$103.60</b>	<b>\$112.80</b>	<b>\$121.39</b>	<b>\$130.79</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$2.52)</b>	<b>\$9.90</b>	<b>\$14.64</b>	<b>\$9.20</b>	<b>\$8.60</b>	<b>\$9.40</b>
<b>Regional Parcel Taxes</b>	<b>\$16.00</b>	<b>16.00</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$16.00</b>
<b>Change in Regional Parcel Taxes</b>	<b>2.00</b>	<b>0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Local Service Area Rates</b>						
Duke Point Wastewater	0.743	0.697	0.747	0.802	0.860	0.922
Average Residential Value*	\$774,771	\$757,563	\$757,563	\$757,563	\$757,563	\$757,563
Property tax based on Average Residential Value	\$629	\$690	\$801	\$870	\$936	\$1,007

\*Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional Districts to use





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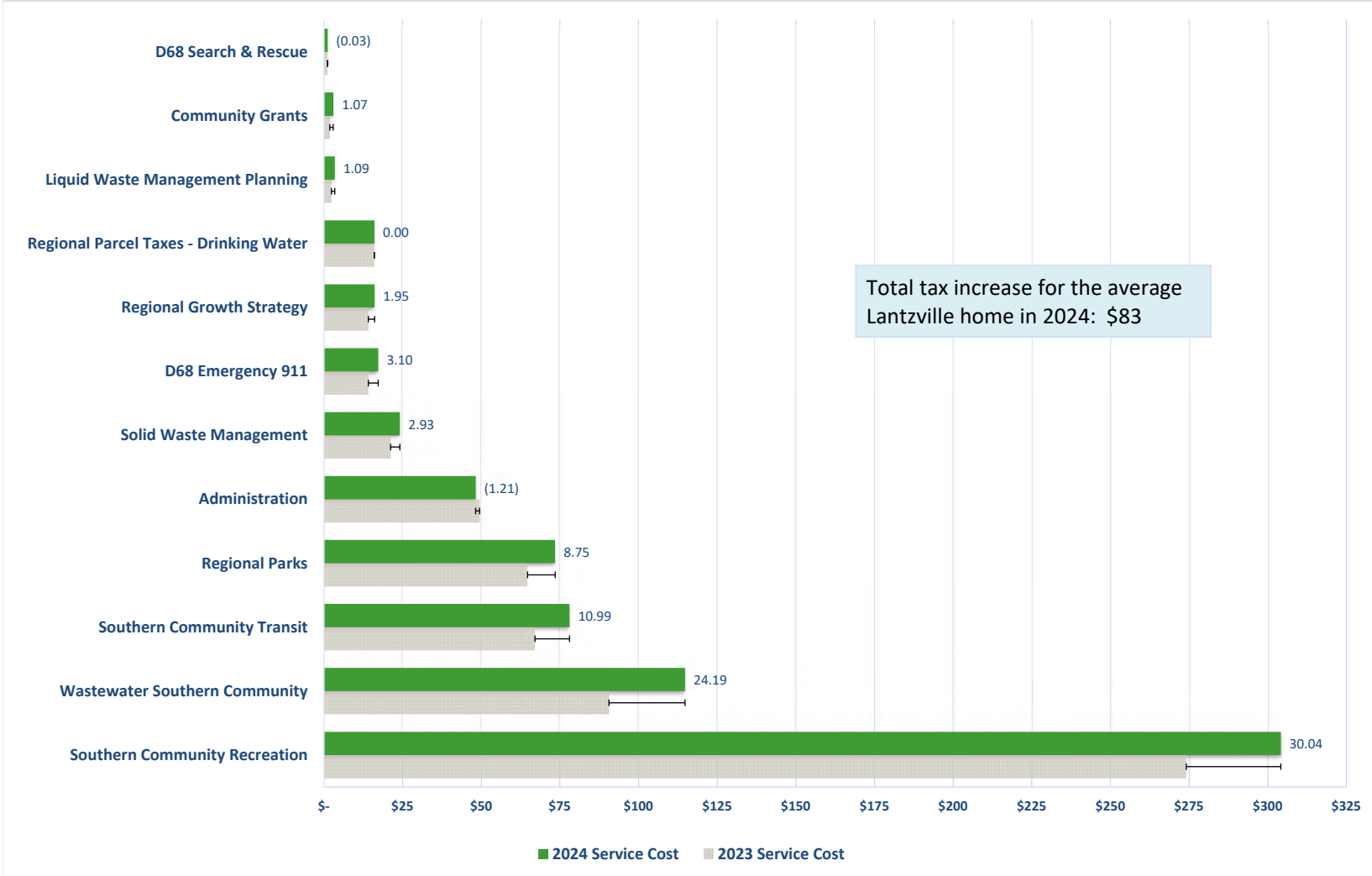
## District of Lantzville



# REGIONAL DISTRICT OF NANAIMO SERVICES

## District of Lantzville Home Tax Change

2024 Total Cost for the average District of Lantzville home (\$1,147,713) = \$700



**DISTRICT OF LANTZVILLE**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Changed Service Level / Other Jurisdiction Impact</b>
Administration	88,366	88,901	14,808
Community Grants	3,340	5,389	2,061
Regional Growth Strategy	24,429	29,060	2,060
Southern Community Transit	119,976	142,856	2,007
Solid Waste Management	38,396	44,186	4,611
Regional Parks	115,495	134,153	1,564
Southern Community Recreation	490,250	557,708	67,458
Wastewater Southern Community Liquid Waste Management Planning	161,487 5,014	210,957 5,555	5,584
Drinking Water/Watershed Protection	26,272	32,528	
D68 Search & Rescue	1,657	1,659	
D68 Emergency 911	25,655	31,223	5,568
<b>Regional District General Services Requisition</b>	<b>\$1,100,337</b>	<b>\$1,284,175</b>	<b>\$105,721</b>

**DISTRICT OF LANTZVILLE**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Changed Service Level / Other Jurisdiction Impact</b>
Administration	0.042	0.042	0.007
Community Grants	0.002	0.003	0.001
Regional Growth Strategy	0.012	0.014	0.001
Southern Community Transit	0.057	0.068	0.001
Solid Waste Management	0.018	0.021	0.002
Regional Parks	0.055	0.064	0.001
Southern Community Recreation	0.233	0.265	0.032
Wastewater Southern Community Liquid Waste Management Planning	0.077 0.002	0.100 0.003	0.003
D68 Search & Rescue	0.001	0.001	
D68 Emergency 911	0.012	0.015	0.003
<b>Regional District General Services Rate</b>	<b>0.511</b>	<b>0.596</b>	<b>0.051</b>
<b>General Services Cost per \$100,000</b>	<b>\$51.06</b>	<b>\$59.56</b>	<b>\$5.10</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$4.22)</b>	<b>\$8.50</b>	
<b>Regional Parcel Taxes</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$0.00</b>
<b>Change in Regional Parcel Taxes</b>	<b>\$2.00</b>	<b>\$0.00</b>	
Average Residential Value *	\$1,176,431	\$1,147,713	(\$28,719)
Property tax based on Average Residential Value	\$617	\$700	\$83

\* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional Districts to use.

DISTRICT OF LANTZVILLE - 5 Year Forecast

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Forecast 2025</b>	<b>Forecast 2026</b>	<b>Forecast 2027</b>	<b>Forecast 2028</b>
Administration	88,366	88,901	165,906	208,250	220,418	246,656
Community Grants	3,340	5,389	4,241	4,241	4,241	4,241
Regional Growth Strategy	24,429	29,060	30,077	31,130	32,219	33,348
Southern Community Transit	119,976	142,856	170,783	184,446	199,202	211,154
Solid Waste Management	38,396	44,186	53,025	60,978	73,173	87,809
Regional Parks	115,495	134,153	150,655	165,155	179,912	195,776
Southern Community Recreation	490,250	557,708	582,746	600,258	618,295	647,625
Wastewater Southern Community	161,487	210,957	232,052	257,578	288,487	325,991
Liquid Waste Management Planning	5,014	5,555	6,055	6,599	7,193	7,693
Drinking Water/Watershed Protection	26,272	32,528	32,848	33,168	33,488	33,808
D68 Search & Rescue	1,657	1,659	1,711	1,712	1,713	1,714
D68 Emergency 911	25,655	31,223	34,114	35,137	36,191	37,277
<b>Regional District General Services Requisition</b>	<b>\$1,100,337</b>	<b>\$1,284,175</b>	<b>\$1,464,213</b>	<b>\$1,588,652</b>	<b>\$1,694,532</b>	<b>\$1,833,092</b>

**DISTRICT OF LANTZVILLE - 5 Year Forecast**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Forecast 2025</b>	<b>Forecast 2026</b>	<b>Forecast 2027</b>	<b>Forecast 2028</b>
Administration	0.042	0.042	0.078	0.096	0.100	0.110
Community Grants	0.002	0.003	0.002	0.002	0.002	0.002
Regional Growth Strategy	0.012	0.014	0.014	0.014	0.015	0.015
Southern Community Transit	0.057	0.068	0.080	0.085	0.090	0.094
Solid Waste Management	0.018	0.021	0.025	0.028	0.033	0.039
Regional Parks	0.055	0.064	0.070	0.076	0.081	0.087
Southern Community Recreation	0.233	0.265	0.272	0.276	0.280	0.289
Wastewater Southern Community	0.077	0.100	0.109	0.118	0.131	0.145
Liquid Waste Management Planning	0.002	0.003	0.003	0.003	0.003	0.003
D68 Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D68 Emergency 911	0.012	0.015	0.016	0.016	0.016	0.017
<b>Regional District General Services Rate</b>	<b>0.511</b>	<b>0.596</b>	<b>0.670</b>	<b>0.715</b>	<b>0.752</b>	<b>0.802</b>
<b>General Services Cost per \$100,000</b>	<b>\$51.06</b>	<b>\$59.56</b>	<b>\$67.00</b>	<b>\$71.50</b>	<b>\$75.19</b>	<b>\$80.19</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$4.22)</b>	<b>\$8.50</b>	<b>\$7.44</b>	<b>\$4.50</b>	<b>\$3.70</b>	<b>\$5.00</b>
<b>Regional Parcel Taxes</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$16.00</b>
<b>Change in Regional Parcel Taxes</b>	<b>\$2.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
Average Residential Value*	\$1,176,431	\$1,147,713	\$1,147,713	\$1,147,713	\$1,147,713	\$1,147,713
Property tax based on Average Residential Value	\$617	\$700	\$785	\$837	\$879	\$936

\*Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional Districts to use



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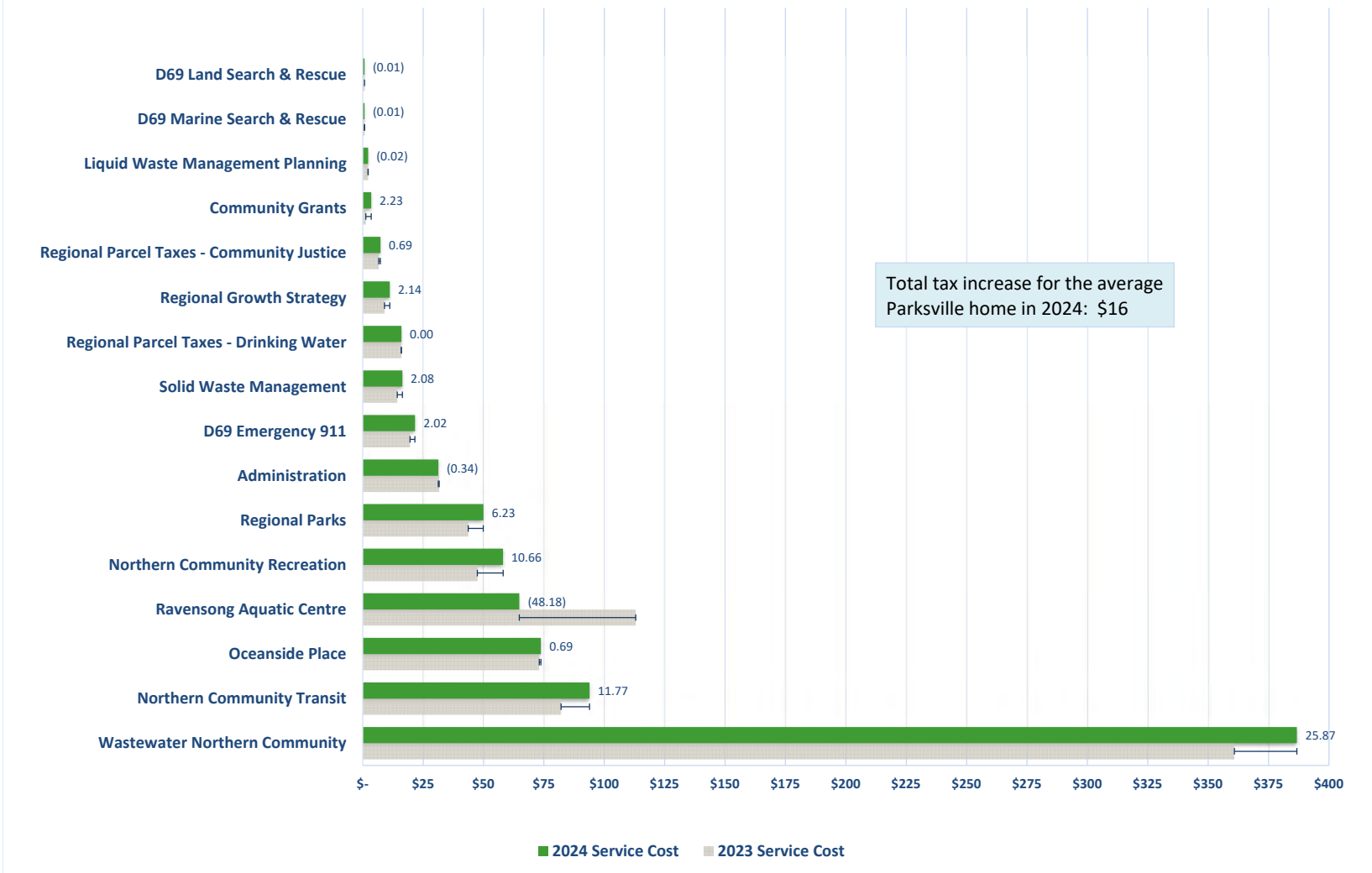
## City of Parksville



# REGIONAL DISTRICT OF NANAIMO SERVICES

## City of Parksville Home Tax Change

2024 Total Cost for the average City of Parksville home (\$745,143) = \$838





**CITY OF PARKSVILLE**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Changed Service Level / Other Jurisdiction Impact</b>
Administration	277,120	285,169	47,500
Community Grants	11,124	31,733	20,165
D69 Community Justice	47,049	53,033	
Regional Growth Strategy	81,360	97,939	6,944
Northern Community Transit	717,739	850,119	18,519
Solid Waste Management	127,900	148,940	15,541
Regional Parks	384,723	452,195	5,273
Northern Community Recreation	415,866	524,077	
Oceanside Place	640,441	667,132	
Ravensong Aquatic Centre	985,665	587,940	
Liquid Waste Management Planning	16,703	18,723	
Wastewater Northern Community	3,159,917	3,504,696	135,175
Drinking Water/Watershed Protection	113,536	115,920	
D69 Marine Search & Rescue	5,437	5,544	
D69 Land Search & Rescue	8,224	8,260	
D69 Emergency 911	174,276	196,823	22,547
<b>Regional District General Services Requisition</b>	<b>\$7,167,080</b>	<b>\$7,548,243</b>	<b>\$271,664</b>

**CITY OF PARKSVILLE**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Changed Service Level / Other Jurisdiction Impact</b>
Administration	0.042	0.042	0.007
Community Grants	0.002	0.005	0.003
Regional Growth Strategy	0.012	0.015	0.001
Northern Community Transit	0.109	0.126	0.003
Solid Waste Management	0.019	0.022	0.002
Regional Parks	0.058	0.067	0.001
Northern Community Recreation	0.063	0.078	0.000
Oceanside Place	0.097	0.099	
Ravensong Aquatic Centre	0.150	0.087	
Liquid Waste Management Planning	0.003	0.003	
Wastewater Northern Community	0.479	0.519	0.020
D69 Marine Search & Rescue	0.001	0.001	
D69 Land Search & Rescue	0.001	0.001	
D69 Emergency 911	0.026	0.029	0.003
<b>Regional District General Services Rate</b>	<b>1.062</b>	<b>1.094</b>	<b>0.040</b>
<b>General Services Cost per \$100,000</b>	<b>\$106.17</b>	<b>\$109.37</b>	<b>\$4.00</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$5.43)</b>	<b>\$3.20</b>	
<b>Regional Parcel Taxes</b>	<b>\$22.63</b>	<b>\$23.32</b>	<b>\$0.69</b>
<b>Change in Regional Parcel Taxes</b>	<b>\$4.00</b>	<b>\$0.69</b>	
Average Residential Value *	\$753,356	\$745,143	(\$8,214)
Property tax based on Average Residential Value	\$822	\$838	\$16

\* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional Districts to use.

CITY OF PARKSVILLE - 5 Year Forecast

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Forecast 2025</b>	<b>Forecast 2026</b>	<b>Forecast 2027</b>	<b>Forecast 2028</b>
Administration	277,120	285,169	532,180	668,008	707,041	791,205
Community Grants	11,124	31,733	15,901	15,901	15,901	15,901
D69 Community Justice	47,049	53,033	53,082	53,091	53,079	53,090
Regional Growth Strategy	81,360	97,939	101,368	104,915	108,587	112,388
Northern Community Transit	717,739	850,119	1,015,893	1,198,753	1,342,604	1,468,195
Solid Waste Management	127,900	148,940	178,731	205,541	246,648	295,978
Regional Parks	384,723	452,195	507,818	556,690	606,434	659,906
Northern Community Recreation	415,866	524,077	560,762	577,585	594,913	612,760
Oceanside Place	640,441	667,132	693,817	721,569	746,824	769,229
Ravensong Aquatic Centre	985,665	587,940	993,576	1,142,613	1,314,004	1,445,405
Liquid Waste Management Planning	16,703	18,723	20,408	22,245	24,247	25,931
Wastewater Northern Community	3,159,917	3,504,696	3,890,213	4,318,136	4,793,131	5,320,376
Drinking Water/Watershed Protection	113,536	115,920	116,240	116,560	116,880	117,200
D69 Marine Search & Rescue	5,437	5,544	5,547	5,550	5,554	5,557
D69 Land Search & Rescue	8,224	8,260	8,263	8,267	8,272	8,276
D69 Emergency 911	174,276	196,823	209,838	216,523	223,399	230,101
<b>Regional District General Services Requisition</b>	<b>\$7,167,079</b>	<b>\$7,548,243</b>	<b>\$8,903,637</b>	<b>\$9,931,947</b>	<b>\$10,907,519</b>	<b>\$11,931,498</b>

**CITY OF PARKSVILLE - 5 Year Forecast**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Forecast 2025</b>	<b>Forecast 2026</b>	<b>Forecast 2027</b>	<b>Forecast 2028</b>
Administration	0.042	0.042	0.078	0.096	0.100	0.110
Community Grants	0.002	0.005	0.002	0.002	0.002	0.002
Regional Growth Strategy	0.012	0.015	0.015	0.015	0.015	0.016
Northern Community Economic Development	0.000	0.000	0.000	0.000	0.000	0.000
Northern Community Transit	0.109	0.126	0.148	0.172	0.189	0.204
Solid Waste Management	0.019	0.022	0.026	0.029	0.035	0.041
Regional Parks	0.058	0.067	0.074	0.080	0.086	0.092
Northern Community Recreation	0.063	0.078	0.082	0.083	0.084	0.085
Oceanside Place	0.097	0.099	0.101	0.103	0.105	0.107
Ravensong Aquatic Centre	0.150	0.087	0.145	0.164	0.185	0.201
Liquid Waste Management Planning	0.003	0.003	0.003	0.003	0.003	0.004
Wastewater Northern Community	0.479	0.519	0.567	0.619	0.676	0.739
D69 Marine Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D69 Land Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D69 Emergency 911	0.026	0.029	0.031	0.031	0.032	0.032
<b>Regional District General Services Rate</b>	<b>1.062</b>	<b>1.094</b>	<b>1.274</b>	<b>1.399</b>	<b>1.514</b>	<b>1.635</b>
<b>General Services Cost per \$100,000</b>	<b>\$106.17</b>	<b>\$109.37</b>	<b>\$127.43</b>	<b>\$139.93</b>	<b>\$151.42</b>	<b>\$163.52</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$5.43)</b>	<b>\$3.20</b>	<b>\$18.06</b>	<b>\$12.50</b>	<b>\$11.50</b>	<b>\$12.10</b>
<b>Regional Parcel Taxes</b>	<b>\$22.63</b>	<b>\$23.32</b>	<b>\$23.32</b>	<b>\$23.32</b>	<b>\$23.32</b>	<b>\$23.32</b>
<b>Change in Regional Parcel Taxes</b>	<b>\$4.00</b>	<b>\$0.69</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
Average Residential Value*	\$753,356	\$745,143	\$745,143	\$745,143	\$745,143	\$745,143
Property tax based on Average Residential Value	\$822	\$838	\$973	\$1,066	\$1,152	\$1,242

\*Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional Districts to use



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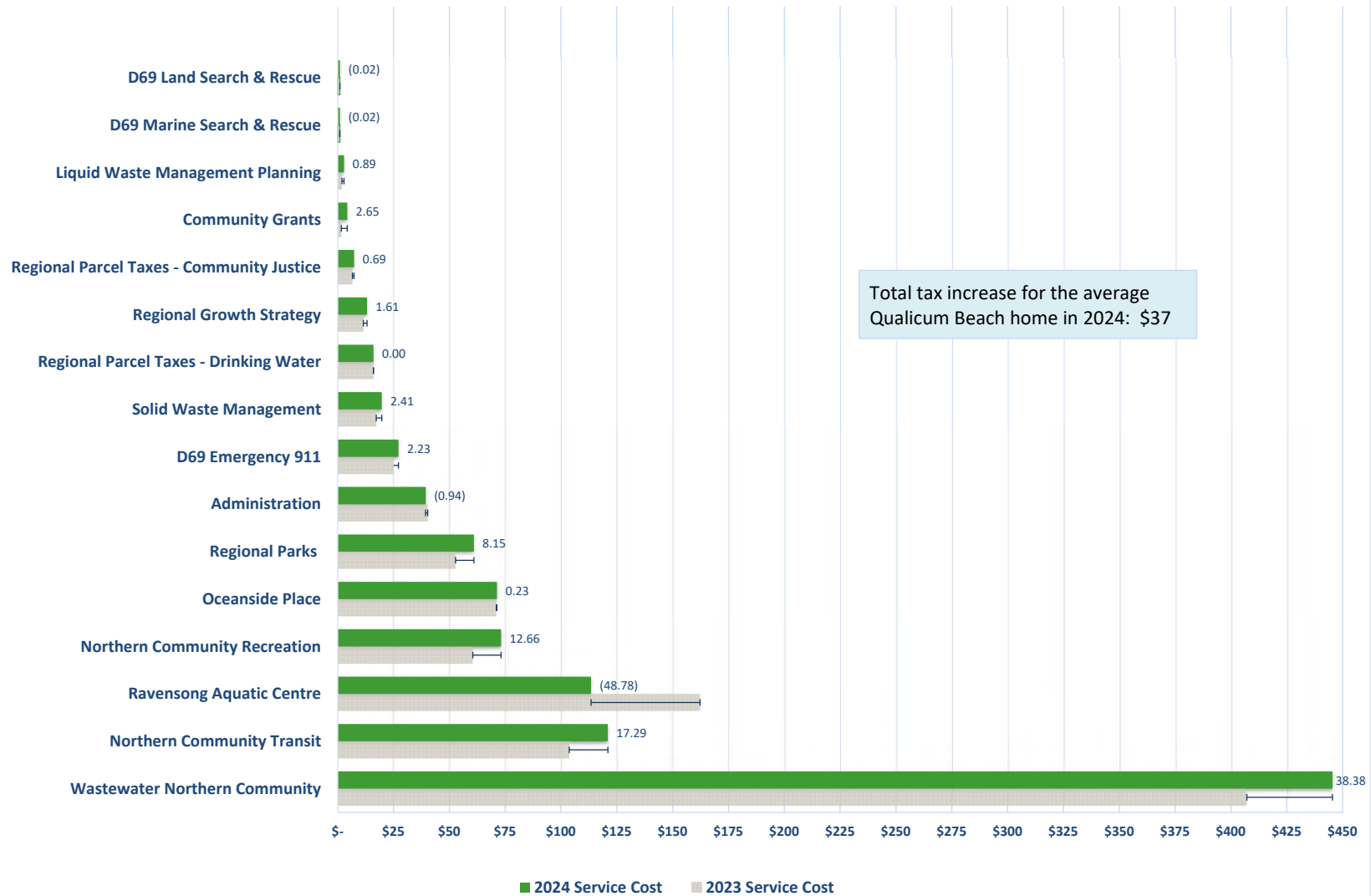
## Town of Qualicum Beach



# REGIONAL DISTRICT OF NANAIMO SERVICES

## Town of Qualicum Beach Home Tax Change

2024 Total Cost for the average Town of Qualicum Beach home (\$937,823) = \$1,017



**TOWN OF QUALICUM BEACH**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Changed Service Level / Other Jurisdiction Impact</b>
Administration	211,721	210,682	35,093
Community Grants	8,498	22,673	14,126
D69 Community Justice	32,635	36,286	
Regional Growth Strategy	58,980	69,737	4,945
Northern Community Transit	545,322	644,459	14,038
Solid Waste Management	92,702	106,041	11,065
Regional Parks	278,845	321,949	3,755
Northern Community Recreation	317,724	387,187	
Oceanside Place	372,658	377,756	
Ravensong Aquatic Centre	852,992	603,530	
Liquid Waste Management Planning	12,106	13,330	
Wastewater Northern Community	2,136,714	2,369,535	91,391
Drinking Water/Watershed Protection	78,752	79,312	
D69 Marine Search & Rescue	4,154	4,096	
D69 Land Search & Rescue	5,608	5,633	
D69 Emergency 911	133,147	145,412	12,265
<b>Regional District General Services Requisition</b>	<b>\$5,142,558</b>	<b>\$5,397,617</b>	<b>\$186,678</b>

**TOWN OF QUALICUM BEACH**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Changed Service Level / Other Jurisdiction Impact</b>
Administration	0.042	0.042	0.007
Community Grants	0.002	0.005	0.003
Regional Growth Strategy	0.012	0.014	0.001
Northern Community Transit	0.108	0.129	0.003
Solid Waste Management	0.018	0.021	0.002
Regional Parks	0.055	0.065	0.001
Northern Community Recreation	0.063	0.078	0.000
Oceanside Place	0.074	0.076	
Ravensong Aquatic Centre	0.169	0.121	
Liquid Waste Management Planning	0.002	0.003	
Wastewater Northern Community	0.424	0.475	0.018
D69 Marine Search & Rescue	0.001	0.001	
D69 Land Search & Rescue	0.001	0.001	
D69 Emergency 911	0.026	0.029	0.003
<b>Regional District General Services Rate</b>	<b>0.997</b>	<b>1.060</b>	<b>0.038</b>
<b>General Services Cost per \$100,000</b>	<b>\$99.67</b>	<b>\$105.95</b>	<b>\$3.80</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$2.13)</b>	<b>\$6.29</b>	
<b>Regional Parcel Taxes</b>	<b>\$22.63</b>	<b>\$23.32</b>	<b>\$0.69</b>
<b>Change in Regional Parcel Taxes</b>	<b>\$4.00</b>	<b>\$0.69</b>	
Average Residential Value *	\$960,113	\$937,823	(\$22,291)
Property tax based on Average Residential Value	\$980	\$1,017	\$37

\* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional Districts to use



**TOWN OF QUALICUM BEACH - 5 Year Forecast**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Forecast 2025</b>	<b>Forecast 2026</b>	<b>Forecast 2027</b>	<b>Forecast 2028</b>
Administration	211,721	210,682	393,173	493,523	522,360	584,541
Community Grants	8,498	22,673	11,748	11,748	11,748	11,748
D69 Community Justice	32,635	36,286	36,365	36,417	36,455	36,508
Regional Growth Strategy	58,980	69,737	72,179	74,705	77,319	80,025
Northern Community Transit	545,322	644,459	770,128	908,750	1,017,801	1,113,010
Solid Waste Management	92,702	106,041	127,251	146,339	175,606	210,727
Regional Parks	278,845	321,949	361,551	396,348	431,763	469,833
Northern Community Recreation	317,724	387,187	414,290	426,719	439,520	452,706
Oceanside Place	372,658	377,756	392,867	408,581	422,882	435,568
Ravensong Aquatic Centre	852,992	603,530	1,019,921	1,172,909	1,348,845	1,483,730
Liquid Waste Management Planning	12,106	13,330	14,530	15,838	17,263	18,462
Wastewater Northern Community	2,136,714	2,369,535	2,630,184	2,919,504	3,240,649	3,597,121
Drinking Water/Watershed Protection	78,752	79,312	79,632	79,952	80,272	80,592
D69 Marine Search & Rescue	4,154	4,096	4,098	4,100	4,103	4,106
D69 Land Search & Rescue	5,608	5,633	5,635	5,638	5,641	5,643
D69 Emergency 911	133,147	145,412	155,028	159,967	165,047	169,998
<b>Regional District General Services Requisition</b>	<b>\$5,142,558</b>	<b>\$5,397,617</b>	<b>\$6,488,580</b>	<b>\$7,261,038</b>	<b>\$7,997,274</b>	<b>\$8,754,318</b>

TOWN OF QUALICUM BEACH - 5 Year Forecast

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Forecast 2025</b>	<b>Forecast 2026</b>	<b>Forecast 2027</b>	<b>Forecast 2028</b>
Administration	0.042	0.042	0.078	0.096	0.100	0.110
Community Grants	0.002	0.005	0.002	0.002	0.002	0.002
Regional Growth Strategy	0.012	0.014	0.014	0.015	0.015	0.015
Northern Community Economic Development	0.000	0.000	0.000	0.000	0.000	0.000
Northern Community Transit	0.108	0.129	0.152	0.176	0.194	0.209
Solid Waste Management	0.018	0.021	0.025	0.028	0.034	0.040
Regional Parks	0.055	0.065	0.071	0.077	0.082	0.088
Northern Community Recreation	0.063	0.078	0.082	0.083	0.084	0.085
Oceanside Place	0.074	0.076	0.078	0.079	0.081	0.082
Ravensong Aquatic Centre	0.169	0.121	0.201	0.228	0.258	0.279
Liquid Waste Management Planning	0.002	0.003	0.003	0.003	0.003	0.003
Wastewater Northern Community	0.424	0.475	0.519	0.567	0.619	0.676
D69 Marine Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D69 Land Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D69 Emergency 911	0.026	0.029	0.031	0.031	0.032	0.032
Emergency Planning						
Referendums	0.000	0.000	0.000	0.000	0.000	1.000
<b>Regional District General Services Rate</b>	<b>0.997</b>	<b>1.060</b>	<b>1.258</b>	<b>1.387</b>	<b>1.506</b>	<b>1.623</b>
<b>General Services Cost per \$100,000</b>	<b>\$99.67</b>	<b>\$105.95</b>	<b>\$125.83</b>	<b>\$138.73</b>	<b>\$150.62</b>	<b>\$162.32</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$2.13)</b>	<b>\$6.29</b>	<b>\$19.88</b>	<b>\$12.90</b>	<b>\$11.90</b>	<b>\$11.70</b>
<b>Regional Parcel Taxes</b>	<b>\$22.63</b>	<b>\$23.32</b>	<b>\$23.32</b>	<b>\$23.32</b>	<b>\$23.32</b>	<b>\$23.32</b>
<b>Change in Regional Parcel Taxes</b>	<b>\$4.00</b>	<b>\$0.69</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
Average Residential Value*	\$960,113	\$937,823	\$937,823	\$937,823	\$937,823	\$937,823
Property tax based on Average Residential Value	\$980	\$1,017	\$1,203	\$1,324	\$1,436	\$1,546

\*Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional Districts to use



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## Electoral Area A

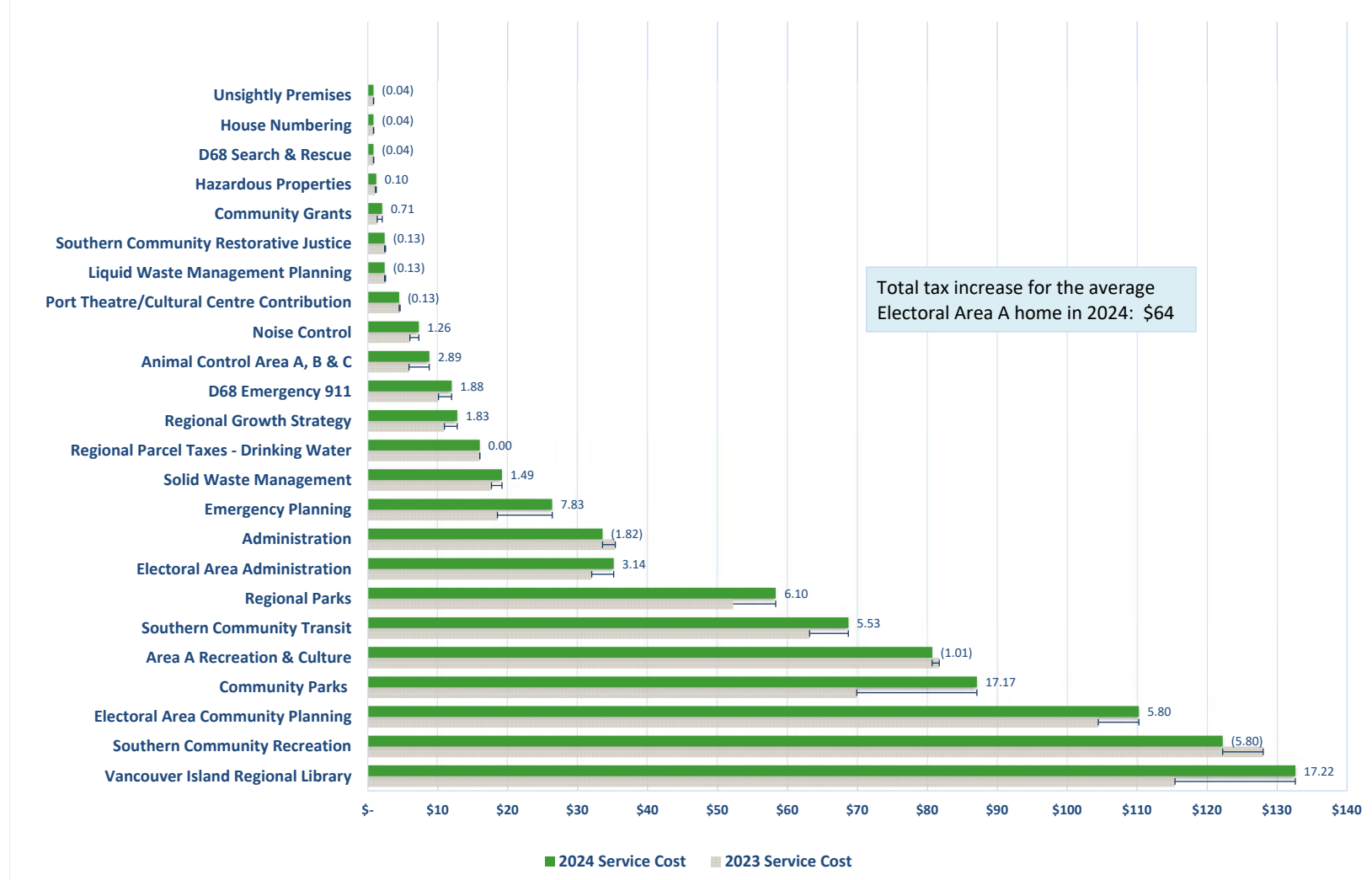
*Cedar, South Wellington, Yellowpoint, Cassidy*



# REGIONAL DISTRICT OF NANAIMO SERVICES

## Electoral Area A Home Tax Change

2024 Total Cost for the average Electoral Area A home (\$798,899) = \$846



\* Local Services such as Fire, Water and Sewer are not included in the above General Services analysis. For Fire tax rates, see page 62 and for Water and Sewer, see page 30.

**ELECTORAL AREA A**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Changed Service Level / Other Jurisdiction Impact</b>
Administration	132,786	130,909	21,805
Community Grants	5,019	7,935	3,035
Electoral Areas Administration	121,425	135,598	11,847
Southern Community Restorative Justice	8,435	8,589	
Electoral Area Community Planning	391,999	426,262	13,630
Regional Growth Strategy	41,666	49,075	3,479
House Numbering	2,554	2,620	
Hazardous Properties	4,124	4,660	1,098
Unightly Premises	3,355	4,625	1,098
Southern Community Transit	237,814	266,054	3,738
Solid Waste Management	65,515	74,649	7,789
Animal Control Area A, B & C	23,601	34,379	2,620
Regional Parks	197,069	226,641	2,642
Community Parks	262,770	338,746	8,474
Southern Community Recreation	481,145	474,310	(6,835)
Electoral Area A Recreation	306,009	311,910	
Port Theatre/Cultural Centre Contribution	17,304	17,391	
Liquid Waste Management Planning	8,556	9,384	
Drinking Water/Watershed Protection	46,256	46,336	
D68 Search & Rescue	3,248	3,252	
D68 Emergency 911	38,551	45,976	7,425
Emergency Planning	67,917	103,074	
Noise Control	22,614	28,270	6,842
Feasibility Studies	-	-	
<b>Regional District General Services Requisition</b>	<b>\$2,489,732</b>	<b>\$2,750,645</b>	<b>\$88,687</b>
Vancouver Island Regional Library	432,165	513,517	81,352
<b>Total Requisition</b>	<b>\$2,921,897</b>	<b>\$3,264,162</b>	<b>\$170,039</b>

**LOCAL SERVICE AREAS**

Cassidy Waterloo Fire	258,043	278,686
Cedar Estates Stormwater	4,395	4,527
Rural Areas Streetlighting	20,899	16,008

ELECTORAL AREA A

	Final 2023	Amended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	0.042	0.042	0.007
Community Grants	0.002	0.003	0.001
Electoral Area Administration	0.038	0.044	0.004
Southern Community Restorative Justice	0.003	0.003	
Electoral Area Community Planning	0.124	0.138	0.004
Regional Growth Strategy	0.013	0.016	0.001
House Numbering	0.001	0.001	
Hazardous Properties	0.001	0.002	0.000
Unightly Premises	0.001	0.001	0.000
Southern Community Transit	0.075	0.086	0.001
Solid Waste Management	0.021	0.024	0.003
Animal Control Area A, B & C	0.007	0.011	0.001
Noise Control	0.007	0.009	0.002
Regional Parks	0.062	0.073	0.001
Community Parks	0.083	0.109	0.003
Southern Community Recreation	0.152	0.153	0.001
Area A Recreation & Culture	0.097	0.101	
Port Theatre/Cultural Centre Contribution	0.005	0.006	
Liquid Waste Management Planning	0.003	0.003	
D68 Search & Rescue	0.001	0.001	
D68 Emergency 911	0.012	0.015	0.003
Emergency Planning	0.022	0.033	
Feasibility Studies	0.000	0.000	
<b>Regional District General Services Rate</b>	<b>0.773</b>	<b>0.873</b>	<b>0.032</b>
Vancouver Island Regional Library	0.137	0.166	0.029
<b>General Services Tax Rate</b>	<b>0.910</b>	<b>1.039</b>	<b>0.061</b>
<b>General Services Cost per \$100,000</b>	<b>\$90.95</b>	<b>\$103.88</b>	<b>\$6.14</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$11.89)</b>	<b>\$12.93</b>	
<b>Regional Parcel Taxes *</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$0.00</b>
<b>Change in Regional Parcel Taxes</b>	<b>\$2.00</b>	<b>\$0.00</b>	
<b>Local Service Area Rates</b>			
Cassidy Waterloo Fire	0.603	0.680	
Cedar Estates Stormwater	0.101	0.106	
Rural Areas Streetlighting	0.081	0.061	
Average Residential Value **	\$842,302	\$798,899	(\$43,403)
Property tax based on Average Residential Value	\$782	\$846	\$64

\* Does not include Local Service Area Parcel Taxes. For information on Local Service Area Parcel Taxes refer to Summary of Tax Requisition By Service

\*\* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government  
Act for Regional Districts to use.

**ELECTORAL AREA A - 5 Year Forecast**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Forecast 2025</b>	<b>Forecast 2026</b>	<b>Forecast 2027</b>	<b>Forecast 2028</b>
Administration	132,786	130,909	244,301	306,654	324,572	363,208
Community Grants	5,019	7,935	6,244	6,244	6,244	6,244
Electoral Areas Administration	121,425	135,598	159,310	171,616	183,629	192,364
Southern Community Restorative Justice	8,435	8,589	8,594	8,599	8,604	8,609
Electoral Area Community Planning	391,999	426,262	500,962	517,328	534,229	551,683
Regional Growth Strategy	41,666	49,075	50,792	52,571	54,411	56,315
House Numbering	2,554	2,620	2,630	2,630	2,630	2,630
Hazardous Properties	4,124	4,660	5,582	5,911	6,083	6,261
Unightly Premises	3,355	4,625	5,057	5,259	5,443	5,634
Southern Community Transit	237,814	266,054	318,069	343,514	370,995	393,255
Solid Waste Management	65,515	74,649	89,580	103,018	123,621	148,345
Animal Control Area A, B & C	23,601	34,379	36,786	37,897	39,040	40,219
Regional Parks	197,069	226,641	254,520	279,016	303,947	330,747
Community Parks	262,770	338,746	455,167	508,034	538,435	554,881
Southern Community Recreation	481,145	474,310	496,459	511,380	526,749	552,831
Electoral Area A Recreation	306,009	311,910	425,136	482,453	540,329	555,741
Port Theatre/Cultural Centre Contribution	17,304	17,391	17,913	18,450	19,004	19,574
Liquid Waste Management Planning	8,556	9,384	10,229	11,149	12,153	12,997
Drinking Water/Watershed Protection	46,256	46,336	46,448	46,560	46,672	46,784
D68 Search & Rescue	3,248	3,252	3,354	3,356	3,358	3,360
D68 Emergency 911	38,551	45,976	50,233	51,740	53,293	54,891
Emergency Planning	67,917	103,074	106,383	122,248	126,271	130,428
Noise Control	22,614	28,270	33,021	33,986	34,983	36,011
Feasibility Studies	-	-	-	-	-	-
<b>Regional District General Services Requisition</b>	<b>\$2,489,732</b>	<b>\$2,750,645</b>	<b>\$3,326,770</b>	<b>\$3,629,613</b>	<b>\$3,864,695</b>	<b>\$4,073,012</b>
Vancouver Island Regional Library	432,165	513,517	459,991	473,791	488,004	502,645
<b>Total Requisition</b>	<b>\$2,921,897</b>	<b>\$3,264,162</b>	<b>\$3,786,761</b>	<b>\$4,103,404</b>	<b>\$4,352,699</b>	<b>\$4,575,657</b>
<b>LOCAL SERVICE AREAS</b>						
Cassidy Waterloo Fire	258,043	278,686	300,981	325,059	422,577	439,480
Cedar Estates Stormwater	4,395	4,527	4,663	4,803	4,947	5,095
Rural Areas Streetlighting	20,899	16,008	16,488	16,983	17,492	18,017

ELECTORAL AREA A - 5 Year Forecast

	Final 2023	Amended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	0.042	0.042	0.078	0.096	0.100	0.110
Community Grants	0.002	0.003	0.002	0.002	0.002	0.002
Electoral Area Administration	0.038	0.044	0.051	0.054	0.056	0.058
Southern Community Restorative Justice	0.003	0.003	0.003	0.003	0.003	0.003
Electoral Area Community Planning	0.124	0.138	0.159	0.162	0.164	0.167
Regional Growth Strategy	0.013	0.016	0.016	0.016	0.017	0.017
House Numbering	0.001	0.001	0.001	0.001	0.001	0.001
Hazardous Properties	0.001	0.002	0.002	0.002	0.002	0.002
Unightly Premises	0.001	0.001	0.002	0.002	0.002	0.002
Southern Community Transit	0.075	0.086	0.101	0.107	0.114	0.119
Solid Waste Management	0.021	0.024	0.028	0.032	0.038	0.045
Animal Control Area A, B & C	0.007	0.011	0.012	0.012	0.012	0.012
Noise Control	0.007	0.009	0.010	0.011	0.011	0.011
Regional Parks	0.062	0.073	0.081	0.087	0.093	0.100
Community Parks	0.083	0.109	0.145	0.159	0.166	0.168
Southern Community Recreation	0.152	0.153	0.158	0.160	0.162	0.167
Area A Recreation & Culture	0.097	0.101	0.135	0.151	0.166	0.168
Port Theatre/Cultural Centre Contribution	0.005	0.006	0.006	0.006	0.006	0.006
Liquid Waste Management Planning	0.003	0.003	0.003	0.003	0.004	0.004
D68 Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D68 Emergency 911	0.012	0.015	0.016	0.016	0.016	0.017
Emergency Planning	0.022	0.033	0.034	0.038	0.039	0.039
Feasibility Studies	0.000	0.000	0.000	0.000	0.000	0.000
<b>Regional District General Services Rate</b>	<b>0.773</b>	<b>0.873</b>	<b>1.044</b>	<b>1.120</b>	<b>1.174</b>	<b>1.219</b>
Vancouver Island Regional Library	0.137	0.166	0.146	0.148	0.150	0.152
<b>General Services Tax Rate</b>	<b>0.910</b>	<b>1.039</b>	<b>1.190</b>	<b>1.268</b>	<b>1.324</b>	<b>1.371</b>
<b>General Services Cost per \$100,000</b>	<b>\$90.95</b>	<b>\$103.88</b>	<b>\$119.00</b>	<b>\$126.81</b>	<b>\$132.44</b>	<b>\$137.06</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$11.89)</b>	<b>\$12.93</b>	<b>\$15.12</b>	<b>\$7.82</b>	<b>\$5.63</b>	<b>\$4.62</b>
<b>Regional Parcel Taxes</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$16.00</b>
<b>Change in Regional Parcel Taxes</b>	<b>\$2.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Local Service Area Rates</b>						
Cassidy Waterloo Fire	0.603	0.680	0.722	0.768	0.982	1.005
Cedar Estates Stormwater	0.101	0.106	0.107	0.108	0.110	0.111
Rural Areas Streetlighting	0.081	0.061	0.062	0.063	0.064	0.064
Average Residential Value*	\$842,302	\$798,899	\$798,899	\$798,899	\$798,899	\$798,899
Property tax based on Average Residential Value	\$782	\$846	\$967	\$1,029	\$1,074	\$1,111

\*Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional Districts to use





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## Electoral Area B

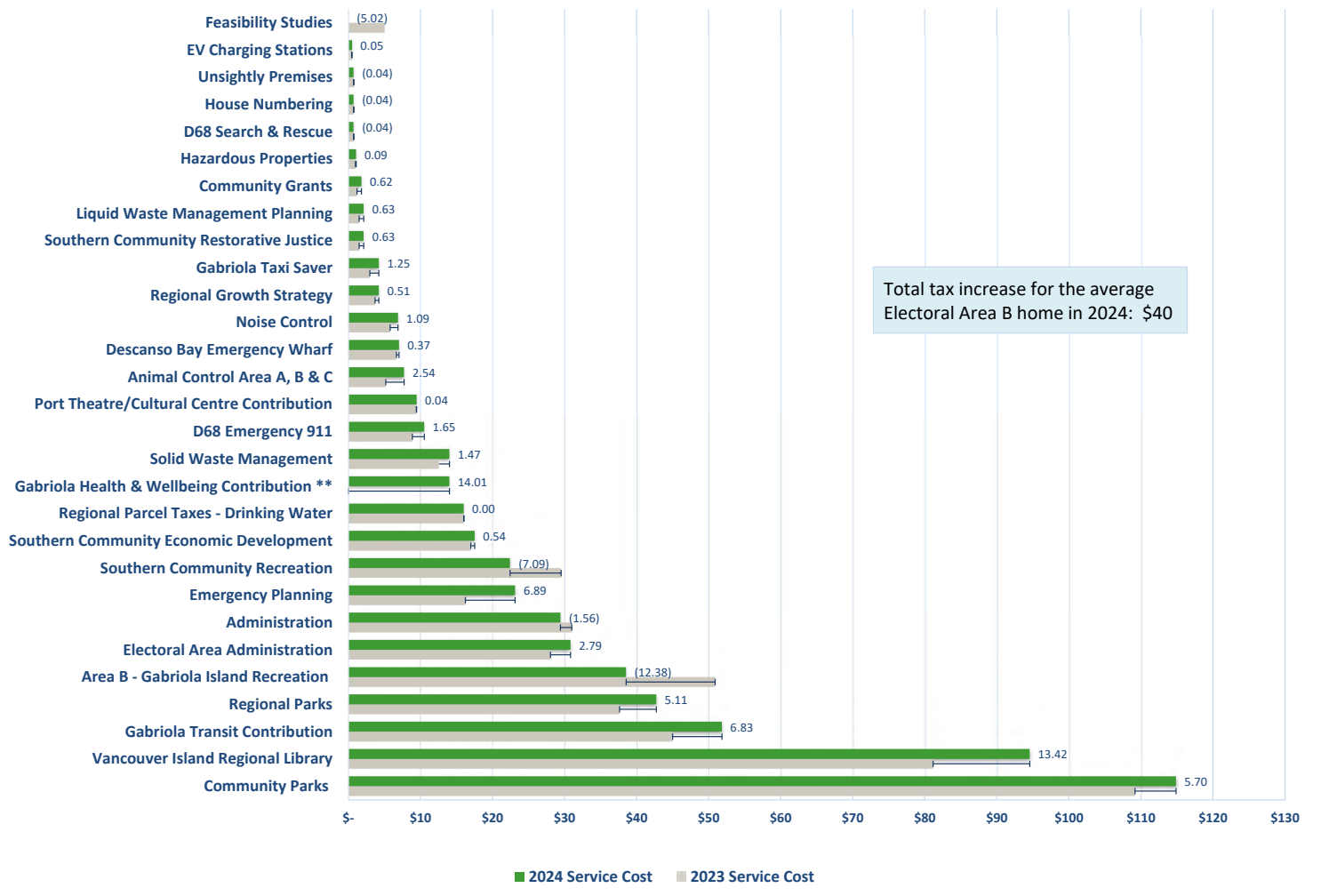
*Gabriola, DeCourcy, Mudge Islands*



# REGIONAL DISTRICT OF NANAIMO SERVICES

## Electoral Area B Home Tax Change

2024 Total Cost for the average Electoral Area B home (\$700,494) = \$569



\* Local Services such as Fire, Water and Sewer are not included in the above General Services analysis. For Fire tax rates, see page 68 and for Water and Sewer, see page 30.

\*\*Gabriola Island Health & Wellbeing Contribution is requisitioned through Gabriola Island Recreation in 2024 only. Future tax requisitions will be collected through the Gabriola Island Health & Wellbeing Contribution service area beginning in 2025.

**ELECTORAL AREA B**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Changed Service Level / Other Jurisdiction Impact</b>
Administration	123,803	118,442	19,729
Community Grants	4,679	7,179	2,746
Electoral Areas Administration	113,210	122,684	10,719
Southern Community Restorative Justice	7,146	7,074	
Regional Growth Strategy	15,633	18,062	1,281
House Numbering	2,381	2,370	
Southern Community Economic Development	68,900	68,900	
Hazardous Properties	3,845	4,217	994
Unightly Premises	3,128	4,184	994
Gabriola Emergency Wharf	27,973	29,038	
Gabriola Transit Contribution	179,721	207,536	
Gabriola Taxi Saver	10,003	14,559	
Solid Waste Management	49,997	55,853	5,828
Animal Control Area A, B & C	22,006	31,104	2,370
Regional Parks	150,390	169,577	1,978
Community Parks	437,062	458,899	10,974
Southern Community Recreation	118,796	90,865	(27,931)
Gabriola Island Recreation	188,342	142,530	
Gabriola Island Health & Wellbeing Contribution *	0	50,592	50,592
Port Theatre/Cultural Centre Contribution	37,570	37,808	
Liquid Waste Management Planning	6,529	7,021	
Drinking Water/Watershed Protection	61,040	61,040	
D68 Search & Rescue	1,954	1,956	
D68 Emergency 911	35,943	41,598	5,655
Emergency Planning	63,322	93,258	
EV Charging Stations	1,622	2,001	
Noise Control	21,287	25,093	6,842
Feasibility Studies	20,000	0	
<b>Regional District General Services Requisition</b>	<b>\$1,776,282</b>	<b>\$1,873,440</b>	<b>\$92,771</b>
Vancouver Island Regional Library	322,556	376,966	54,410
<b>Total Requisition</b>	<b>\$2,098,838</b>	<b>\$2,250,406</b>	<b>\$147,181</b>

\* Gabriola Island Health & Wellbeing Contribution is requisitioned through Gabriola Island Recreation in 2024 only. Future tax requisitions will be collected through the Gabriola Island Health & Wellbeing Contribution service area beginning in 2025.

**ELECTORAL AREA B**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Changed Service Level / Other Jurisdiction Impact</b>
Administration	0.042	0.042	0.007
Community Grants	0.002	0.003	0.001
Electoral Area Administration	0.038	0.044	0.004
Southern Community Restorative Justice	0.002	0.003	
Regional Growth Strategy	0.005	0.006	0.000
House Numbering	0.001	0.001	
Southern Community Economic Development	0.023	0.025	
Hazardous Properties	0.001	0.002	0.000
Unightly Premises	0.001	0.001	0.000
Descanso Bay Emergency Wharf	0.009	0.010	
Gabriola Transit Contribution	0.061	0.074	
Gabriola Taxi Saver	0.004	0.006	
Solid Waste Management	0.017	0.020	0.002
Animal Control Area A, B & C	0.007	0.011	0.001
Noise Control	0.008	0.010	0.003
Regional Parks	0.051	0.061	0.001
Community Parks	0.148	0.164	0.004
Southern Community Recreation	0.040	0.032	(0.008)
Area B - Gabriola Island Recreation	0.069	0.055	
Gabriola Island Health & Wellbeing Contribution ***	0.000	0.020	0.020
Port Theatre/Cultural Centre Contribution	0.013	0.013	
Liquid Waste Management Planning	0.002	0.003	
D68 Search & Rescue	0.001	0.001	
D68 Emergency 911	0.012	0.015	0.003
Emergency Planning	0.022	0.033	
EV Charging Stations	0.001	0.001	
Feasibility Studies	0.007	0.000	
<b>Regional District General Services Rate</b>	<b>0.586</b>	<b>0.655</b>	<b>0.038</b>
Vancouver Island Regional Library	0.110	0.135	0.025
<b>General Services Tax Rate</b>	<b>0.696</b>	<b>0.790</b>	<b>0.063</b>
<b>General Services Cost per \$100,000</b>	<b>\$69.59</b>	<b>\$79.01</b>	<b>\$6.34</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$1.79)</b>	<b>\$9.42</b>	
<b>Regional Parcel Taxes *</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$0.00</b>
<b>Change in Regional Parcel Taxes</b>	<b>\$2.00</b>	<b>\$0.00</b>	
Average Residential Value **	\$737,731	\$700,494	(\$37,237)
Property tax based on Average Residential Value	\$529	\$569	\$40

\* Does not include Local Service Area Parcel Taxes. For information on Local Service Area Parcel Taxes refer to Summary of Tax Requisition By Service

\*\*Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional Districts to use.

\*\*\*Gabriola Island Health & Wellbeing Contribution is requisitioned through Gabriola Island Recreation in 2024 only. Future tax requisitions will be collected through the Gabriola Island Health & Wellbeing Contribution service area beginning in 2025.

**ELECTORAL AREA B - 5 Year Forecast**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Forecast 2025</b>	<b>Forecast 2026</b>	<b>Forecast 2027</b>	<b>Forecast 2028</b>
Administration	123,803	118,442	221,035	277,450	293,662	328,619
Community Grants	4,679	7,179	5,650	5,650	5,650	5,650
Electoral Areas Administration	113,210	122,684	144,138	155,272	166,141	174,045
Southern Community Restorative Justice	7,146	7,074	7,079	7,083	7,088	7,093
Regional Growth Strategy	15,633	18,062	18,694	19,348	20,025	20,726
House Numbering	2,381	2,370	2,380	2,380	2,380	2,380
Southern Community Economic Development	68,900	68,900	68,900	68,900	68,900	68,900
Gabriola Island Health & Wellbeing Contribution *	-	50,592	101,592	102,612	102,612	102,612
Hazardous Properties	3,845	4,217	5,051	5,348	5,504	5,664
Unightly Premises	3,128	4,184	4,575	4,758	4,925	5,097
Gabriola Emergency Wharf	27,973	29,038	29,909	30,806	31,730	32,682
Gabriola Transit Contribution	179,721	207,536	211,722	215,993	220,350	224,796
Gabriola Taxi Saver	10,003	14,559	10,342	10,384	10,426	10,470
Solid Waste Management	49,997	55,853	67,026	77,080	92,495	110,995
Animal Control Area A, B & C	22,006	31,104	33,282	34,287	35,322	36,389
Regional Parks	150,390	169,577	190,436	208,764	227,417	247,470
Community Parks	437,062	458,899	472,666	486,846	501,451	516,495
Southern Community Recreation	118,796	90,865	95,137	97,996	100,942	105,976
Gabriola Island Recreation	188,342	142,530	138,574	139,793	133,551	134,853
Port Theatre/Cultural Centre Contribution	37,570	37,808	38,942	40,110	41,314	42,553
Liquid Waste Management Planning	6,529	7,021	7,653	8,342	9,093	9,724
Wastewater Northern Community Drinking Water/Watershed Protection	61,040	61,040	61,152	61,264	61,376	61,488
D68 Search & Rescue	1,954	1,956	2,018	2,019	2,020	2,021
D68 Emergency 911	35,943	41,598	45,450	46,813	48,217	49,664
Emergency Planning	63,322	93,258	96,251	110,605	114,246	118,007
EV Charging Stations	1,622	2,001	4,002	4,122	4,245	4,373
Noise Control	21,287	25,093	31,838	33,269	34,229	35,218
Feasibility Studies	20,000	-	-	-	-	-
<b>Regional District General Services Requisition</b>	<b>\$1,776,282</b>	<b>\$1,873,440</b>	<b>\$2,115,494</b>	<b>\$2,257,294</b>	<b>\$2,345,311</b>	<b>\$2,463,960</b>
Vancouver Island Regional Library	322,556	376,966	337,674	347,804	358,238	368,985
<b>Total Requisition</b>	<b>\$2,098,838</b>	<b>\$2,250,406</b>	<b>\$2,453,168</b>	<b>\$2,605,098</b>	<b>\$2,703,549</b>	<b>\$2,832,945</b>

\* Gabriola Island Health & Wellbeing Contribution is requisitioned through Gabriola Island Recreation in 2024 only. Future tax requisitions will be collected through the Gabriola Island Health & Wellbeing Contribution service area beginning in 2025.

**ELECTORAL AREA B - 5 Year Forecast**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Forecast 2025</b>	<b>Forecast 2026</b>	<b>Forecast 2027</b>	<b>Forecast 2028</b>
Administration	0.042	0.042	0.078	0.096	0.100	0.110
Community Grants	0.002	0.003	0.002	0.002	0.002	0.002
Electoral Area Administration	0.038	0.044	0.051	0.054	0.056	0.058
Southern Community Restorative Justice	0.002	0.003	0.002	0.002	0.002	0.002
Regional Growth Strategy	0.005	0.006	0.007	0.007	0.007	0.007
House Numbering	0.001	0.001	0.001	0.001	0.001	0.001
Southern Community Economic Development	0.023	0.025	0.024	0.024	0.023	0.023
Gabriola Island Health & Wellbeing Contribution **		0.020	0.039	0.039	0.038	0.038
Hazardous Properties	0.001	0.002	0.002	0.002	0.002	0.002
Unsightly Premises	0.001	0.001	0.002	0.002	0.002	0.002
Descanso Bay Emergency Wharf	0.009	0.010	0.010	0.011	0.011	0.011
Gabriola Transit Contribution	0.061	0.074	0.074	0.075	0.075	0.075
Gabriola Taxi Saver	0.004	0.006	0.004	0.004	0.004	0.004
Solid Waste Management	0.017	0.020	0.024	0.027	0.031	0.037
Animal Control Area A, B & C	0.007	0.011	0.012	0.012	0.012	0.012
Noise Control	0.008	0.010	0.012	0.013	0.013	0.013
Regional Parks	0.051	0.061	0.067	0.072	0.077	0.083
Community Parks	0.148	0.164	0.166	0.168	0.170	0.173
Southern Community Recreation	0.040	0.032	0.033	0.034	0.034	0.035
Gabriola Island Recreation	0.069	0.055	0.053	0.053	0.050	0.049
Port Theatre/Cultural Centre Contribution	0.013	0.013	0.014	0.014	0.014	0.014
Liquid Waste Management Planning	0.002	0.003	0.003	0.003	0.003	0.003
D68 Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D68 Emergency 911	0.012	0.015	0.016	0.016	0.016	0.017
Emergency Planning	0.022	0.033	0.034	0.038	0.039	0.039
EV Charging Stations	0.001	0.001	0.001	0.001	0.001	0.001
Feasibility Studies	0.007	0.000	0.000	0.000	0.000	0.000
<b>Regional District General Services Rate</b>	<b>0.586</b>	<b>0.655</b>	<b>0.732</b>	<b>0.770</b>	<b>0.784</b>	<b>0.812</b>
Vancouver Island Regional Library	0.110	0.135	0.119	0.120	0.122	0.123
<b>General Services Tax Rate</b>	<b>0.696</b>	<b>0.790</b>	<b>0.851</b>	<b>0.890</b>	<b>0.906</b>	<b>0.935</b>
<b>General Services Cost per \$100,000</b>	<b>\$69.59</b>	<b>\$79.01</b>	<b>\$85.07</b>	<b>\$89.02</b>	<b>\$90.56</b>	<b>\$93.49</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$1.79)</b>	<b>\$9.42</b>	<b>\$6.06</b>	<b>\$3.95</b>	<b>\$1.54</b>	<b>\$2.93</b>
<b>Regional Parcel Taxes</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$16.00</b>
<b>Change in Regional Parcel Taxes</b>	<b>\$2.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
Average Residential Value*	\$737,731	\$700,494	\$700,494	\$700,494	\$700,494	\$700,494
Property tax based on Average Residential Value	\$529	\$569	\$612	\$640	\$650	\$671

\*Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional Districts to use  
 \*\* Gabriola Island Health & Wellbeing Contribution is requisitioned through Gabriola Island Recreation in 2024 only. Future tax requisitions will be collected through the Gabriola Island Health & Wellbeing Contribution service area beginning in 2025.



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## Electoral Area C

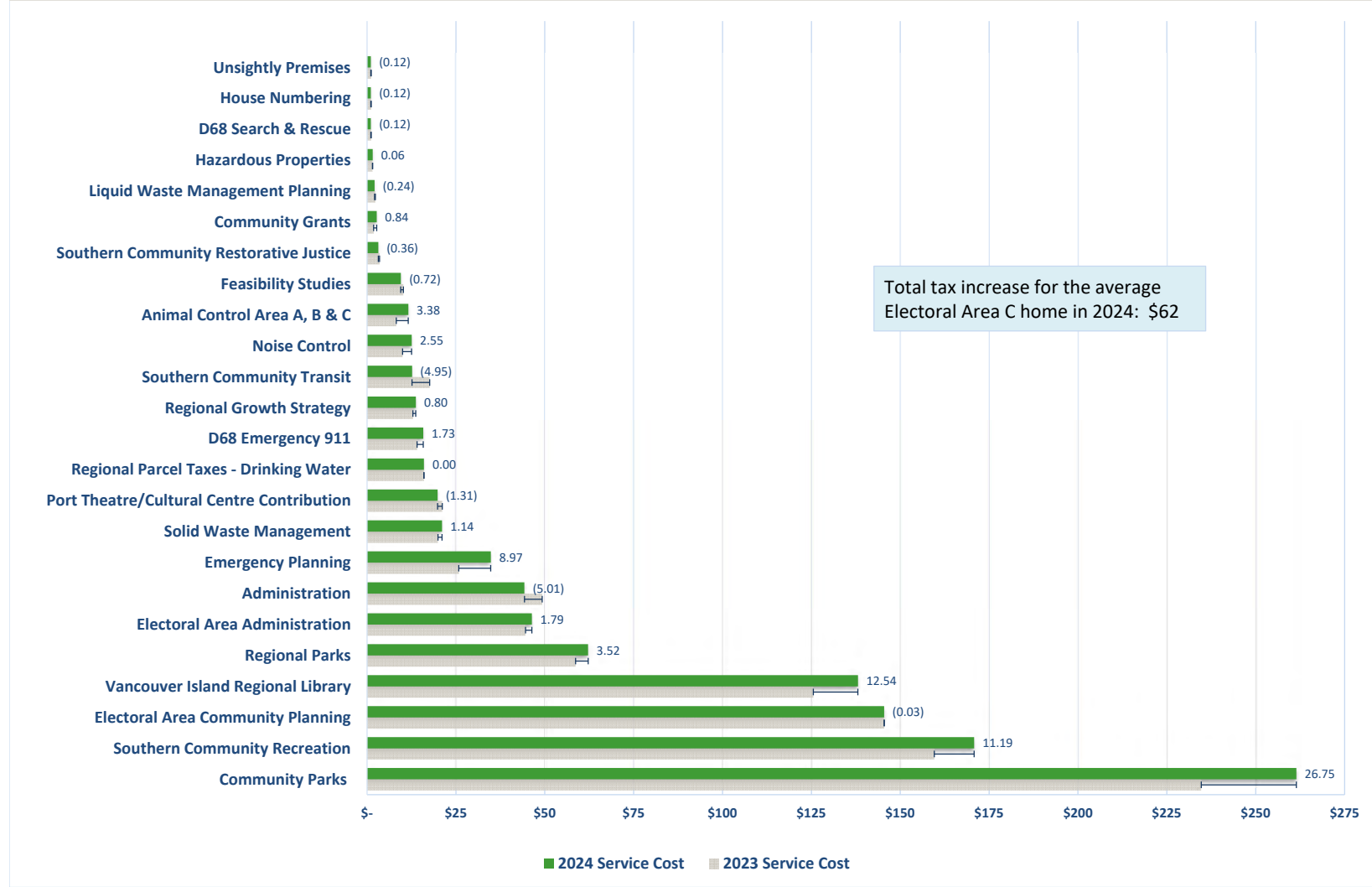
*Extension, Nanaimo Lakes, East Wellington, Pleasant Valley*



# REGIONAL DISTRICT OF NANAIMO SERVICES

## Electoral Area C Home Tax Change

2024 Total Cost for the average Electoral Area C home (\$1,054,093) = \$1,049



\* Local Services such as Fire, Water and Sewer are not included in the above General Services analysis. For Fire tax rates, see page 74 and for Water and Sewer, see page 30.



**ELECTORAL AREA C**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Changed Service Level / Other Jurisdiction Impact</b>
Administration	97,181	92,532	15,413
Community Grants	3,673	5,609	2,145
Electoral Areas Administration	88,866	95,847	8,374
Southern Community Restorative Justice	5,839	5,757	
Electoral Area Community Planning	286,888	301,302	9,634
Regional Growth Strategy	24,442	28,123	1,994
House Numbering	1,869	1,852	
Hazardous Properties	3,018	3,294	776
Unightly Premises	2,455	3,269	776
Southern Community Transit	15,030	10,763	151
Solid Waste Management	38,401	42,751	4,462
Animal Control Area A, B & C	17,274	24,300	1,852
Regional Parks	115,512	129,798	1,514
Community Parks - Extension and Wellington combined	221,517	253,924	8,498
Southern Community Recreation	314,712	355,078	40,366
Port Theatre/Cultural Centre Contribution	21,767	21,763	
Liquid Waste Management Planning	5,015	5,374	
Drinking Water/Watershed Protection	23,520	23,568	
D68 Search & Rescue	1,451	1,453	
D68 Emergency 911	28,213	32,498	4,285
Emergency Planning	49,706	72,857	
Noise Control	19,685	26,053	6,842
Feasibility Studies	20,000	20,000	
<b>Regional District General Services Requisition</b>	<b>\$1,406,034</b>	<b>\$1,557,765</b>	<b>\$107,082</b>
Vancouver Island Regional Library	247,078	287,874	40,796
<b>Total Requisition</b>	<b>\$1,653,112</b>	<b>\$1,845,639</b>	<b>\$147,878</b>

**LOCAL SERVICE AREAS**

Cassidy Waterloo Fire	258,043	278,686
Wellington Fire/Streetlighting	117,658	158,096
Extension Fire	250,183	275,201
Nanaimo River Fire	3,980	1,780

ELECTORAL AREA C

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Changed Service Level / Other Jurisdiction Impact</b>
Administration	0.042	0.042	0.007
Community Grants	0.002	0.003	0.001
Electoral Area Administration	0.038	0.044	0.004
Southern Community Restorative Justice	0.003	0.003	
Electoral Area Community Planning	0.124	0.138	0.004
Regional Growth Strategy	0.011	0.013	0.001
House Numbering	0.001	0.001	
Hazardous Properties	0.001	0.002	0.000
Unightly Premises	0.001	0.001	0.000
Southern Community Transit	0.015	0.012	0.000
Solid Waste Management	0.017	0.020	0.002
Animal Control Area A, B & C	0.007	0.011	0.001
Noise Control	0.009	0.012	0.003
Regional Parks	0.050	0.059	0.001
Community Parks	0.200	0.248	0.008
Southern Community Recreation	0.136	0.162	0.026
Port Theatre/Cultural Centre Contribution	0.018	0.019	
Liquid Waste Management Planning	0.002	0.002	
D68 Search & Rescue	0.001	0.001	
D68 Emergency 911	0.012	0.015	0.003
Emergency Planning	0.022	0.033	
Feasibility Studies	0.009	0.009	
<b>Regional District General Services Rate</b>	<b>0.720</b>	<b>0.849</b>	<b>0.061</b>
Vancouver Island Regional Library	0.107	0.131	0.024
<b>General Services Tax Rate</b>	<b>0.827</b>	<b>0.980</b>	<b>0.085</b>
<b>General Services Cost per \$100,000</b>	<b>\$82.71</b>	<b>\$97.98</b>	<b>\$8.54</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$9.69)</b>	<b>\$15.27</b>	
<b>Regional Parcel Taxes *</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$0.00</b>
<b>Change in Regional Parcel Taxes</b>	<b>\$2.00</b>	<b>\$0.00</b>	
<b>Local Service Area Rates</b>			
Cassidy Waterloo Fire	0.603	0.680	
Wellington Fire/Streetlighting	0.519	0.815	
Extension Fire	0.602	0.746	
Nanaimo River Fire	0.050	0.024	
Average Residential Value **	\$1,173,330	\$1,054,093	(\$119,237)
Property tax based on Average Residential Value	\$986	\$1,049	\$62

\* Does not include Local Service Area Parcel Taxes. For information on Local Service Area Parcel Taxes refer to Summary of Tax Requisition By Service

\*\* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional Districts to use.

**ELECTORAL AREA C - 5 Year Forecast**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Forecast 2025</b>	<b>Forecast 2026</b>	<b>Forecast 2027</b>	<b>Forecast 2028</b>
Administration	97,181	92,532	172,683	216,757	229,423	256,733
Community Grants	3,673	5,609	4,413	4,413	4,413	4,413
Electoral Areas Administration	88,866	95,847	112,608	121,306	129,797	135,972
Southern Community Restorative Justice	5,839	5,757	5,760	5,764	5,767	5,771
Electoral Area Community Planning	286,888	301,302	354,103	365,671	377,618	389,956
Regional Growth Strategy	24,442	28,123	29,108	30,127	31,181	32,273
House Numbering	1,869	1,852	1,859	1,859	1,859	1,859
Hazardous Properties	3,018	3,294	3,946	4,178	4,300	4,425
Unightly Premises	2,455	3,269	3,574	3,717	3,848	3,982
Southern Community Transit	15,030	10,763	12,867	13,897	15,008	15,909
Solid Waste Management	38,401	42,751	51,303	58,998	70,797	84,958
Animal Control Area A, B & C	17,274	24,300	26,002	26,787	27,595	28,429
Regional Parks	115,512	129,798	145,764	159,791	174,070	189,419
Community Parks - Extension + Wellington combi	221,517	253,924	273,568	298,371	308,076	318,661
Southern Community Recreation	314,712	355,078	371,139	382,292	393,781	412,614
Port Theatre/Cultural Centre Contribution	21,767	21,763	22,533	23,208	23,905	24,622
Liquid Waste Management Planning	5,015	5,374	5,858	6,385	6,960	7,443
Drinking Water/Watershed Protection	23,520	23,568	23,680	23,792	23,904	24,016
D68 Search & Rescue	1,451	1,453	1,499	1,500	1,501	1,503
D68 Emergency 911	28,213	32,498	35,507	36,572	37,670	38,800
Emergency Planning	49,706	72,857	75,196	86,410	89,254	92,193
Noise Control	19,685	26,053	31,118	32,027	32,965	33,931
Feasibility Studies	20,000	20,000	20,000	20,000	10,000	-
<b>Regional District General Services Requisition</b>	<b>\$1,406,034</b>	<b>\$1,557,765</b>	<b>\$1,784,088</b>	<b>\$1,923,822</b>	<b>\$2,003,692</b>	<b>\$2,107,882</b>
Vancouver Island Regional Library	247,078	287,874	257,868	265,604	273,572	281,779
<b>Total Requisition</b>	<b>\$1,653,112</b>	<b>\$1,845,639</b>	<b>\$2,041,956</b>	<b>\$2,189,426</b>	<b>\$2,277,264</b>	<b>\$2,389,661</b>
<b>LOCAL SERVICE AREAS</b>						
Cassidy Waterloo Fire	258,043	278,686	300,981	325,059	422,577	439,480
Wellington Fire/Streetlighting	117,658	158,096	163,904	168,821	173,885	179,102
Extension Fire	250,183	275,201	294,465	315,078	337,133	360,732
Nanaimo River Fire	3,980	1,780	1,780	1,780	0	0

ELECTORAL AREA C - 5 Year Forecast

	Final 2023	Amended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	0.042	0.042	0.078	0.096	0.100	0.110
Community Grants	0.002	0.003	0.002	0.002	0.002	0.002
Electoral Area Administration	0.038	0.044	0.051	0.054	0.056	0.058
Southern Community Restorative Justice	0.003	0.003	0.003	0.003	0.003	0.002
Electoral Area Community Planning	0.124	0.138	0.159	0.162	0.164	0.167
Regional Growth Strategy	0.011	0.013	0.013	0.013	0.014	0.014
House Numbering	0.001	0.001	0.001	0.001	0.001	0.001
Hazardous Properties	0.001	0.002	0.002	0.002	0.002	0.002
Unightly Premises	0.001	0.001	0.002	0.002	0.002	0.002
Southern Community Transit	0.015	0.012	0.014	0.015	0.016	0.017
Solid Waste Management	0.017	0.020	0.023	0.026	0.031	0.036
Animal Control Area A, B & C	0.007	0.011	0.012	0.012	0.012	0.012
Noise Control	0.009	0.012	0.014	0.014	0.014	0.015
Regional Parks	0.050	0.059	0.065	0.071	0.076	0.081
Community Parks	0.200	0.248	0.265	0.280	0.285	0.291
Southern Community Recreation	0.136	0.162	0.167	0.169	0.171	0.177
Port Theatre/Cultural Centre Contribution	0.018	0.019	0.019	0.019	0.020	0.020
Liquid Waste Management Planning	0.002	0.002	0.003	0.003	0.003	0.003
D68 Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D68 Emergency 911	0.012	0.015	0.016	0.016	0.016	0.017
Emergency Planning	0.022	0.033	0.034	0.038	0.039	0.039
Feasibility Studies	0.009	0.009	0.009	0.009	0.004	0.000
<b>Regional District General Services Rate</b>	<b>0.720</b>	<b>0.849</b>	<b>0.953</b>	<b>1.008</b>	<b>1.032</b>	<b>1.066</b>
Vancouver Island Regional Library	0.107	0.131	0.116	0.117	0.119	0.121
<b>General Services Tax Rate</b>	<b>0.827</b>	<b>0.980</b>	<b>1.069</b>	<b>1.125</b>	<b>1.151</b>	<b>1.187</b>
<b>General Services Cost per \$100,000</b>	<b>\$82.71</b>	<b>\$97.98</b>	<b>\$106.89</b>	<b>\$112.51</b>	<b>\$115.11</b>	<b>\$118.73</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$9.69)</b>	<b>\$15.27</b>	<b>\$8.91</b>	<b>\$5.62</b>	<b>\$2.60</b>	<b>\$3.61</b>
<b>Regional Parcel Taxes</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$16.00</b>	<b>\$16.00</b>
<b>Change in Regional Parcel Taxes</b>	<b>\$2.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Local Service Area Rates</b>						
Cassidy Waterloo Fire	0.603	0.680	0.722	0.768	0.982	1.005
Wellington Fire/Streetlighting	0.519	0.815	0.831	0.842	0.853	0.865
Extension Fire	0.602	0.746	0.785	0.827	0.870	0.917
Nanaimo River Fire	0.050	0.024	0.024	0.023	0.000	0.000
Average Residential Value*	\$1,173,330	\$1,054,093	\$1,054,093	\$1,054,093	\$1,054,093	\$1,054,093
Property tax based on Average Residential Value	\$986	\$1,049	\$1,143	\$1,202	\$1,229	\$1,267

\*Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional Districts to use



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## Electoral Area E

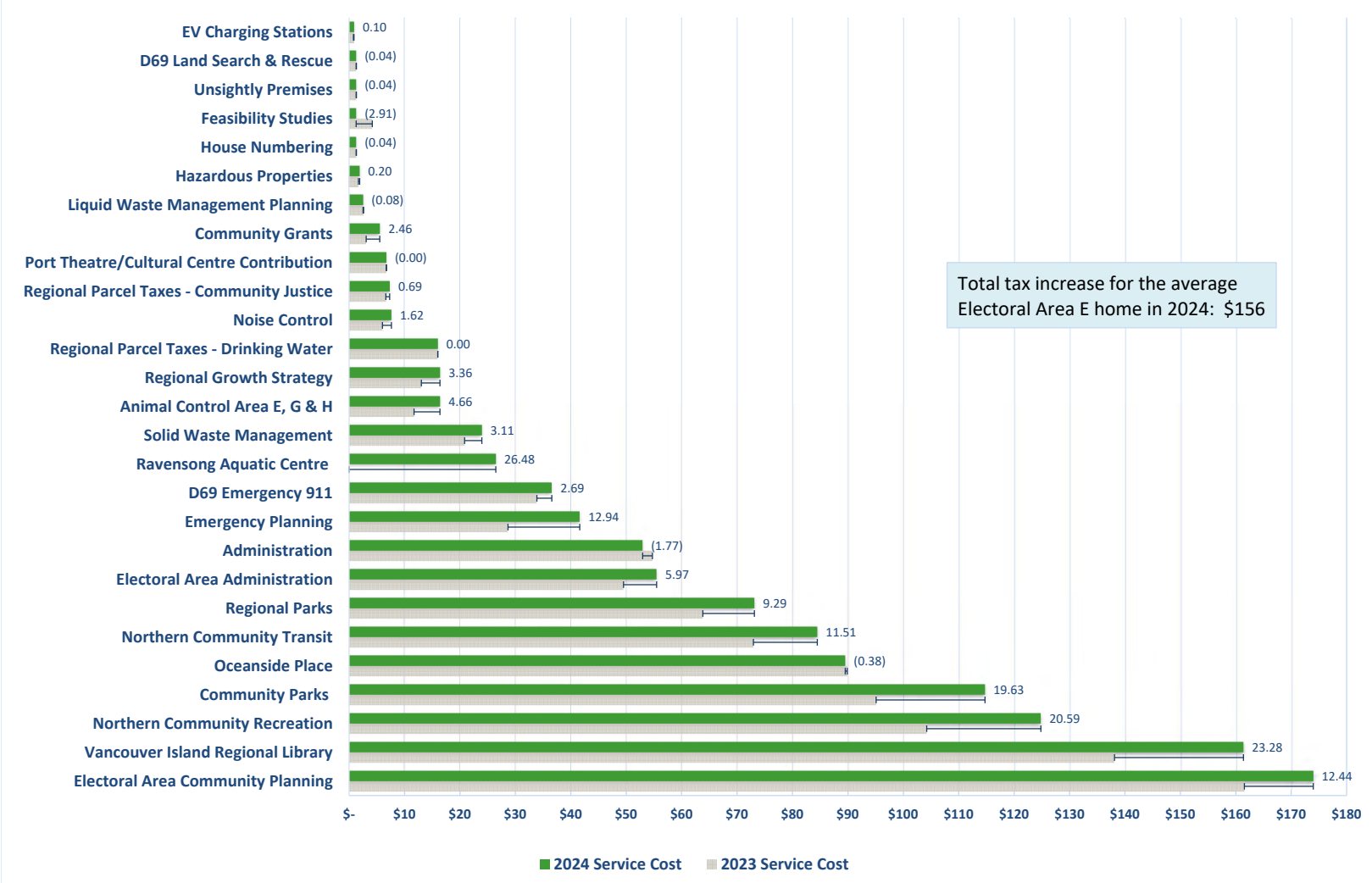
*Nanoose Bay*



# REGIONAL DISTRICT OF NANAIMO SERVICES

## Electoral Area E Home Tax Change

2024 Total Cost for the average Electoral Area E home (\$1,260,809) = \$1,145



\* Local Services such as Fire, Water and Sewer are not included in the above General Services analysis. For Fire tax rates, see page 80 and for Water and Sewer, see page 30.

**ELECTORAL AREA E**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Changed Service Level / Other Jurisdiction Impact</b>
Administration	202,395	197,913	32,966
Community Grants	11,345	20,558	11,308
Electoral Areas Administration	185,078	205,002	17,911
D69 Community Justice	23,082	25,511	
Electoral Area Community Planning	574,901	620,281	19,835
Regional Growth Strategy	50,339	58,844	4,172
House Numbering	3,893	3,960	
Hazardous Properties	6,286	7,046	1,661
Unightly Premises	5,114	6,992	1,661
Northern Community Transit	268,426	315,488	6,872
Solid Waste Management	79,085	89,444	9,333
Animal Control Area E, G & H	42,884	61,710	2,860
Regional Parks	237,887	271,560	3,167
Community Parks	353,515	425,515	8,474
Northern Community Recreation	386,761	464,390	17,639
Oceanside Place	330,273	333,646	
Ravensong Aquatic Centre	-	100,217	
Port Theatre/Cultural Centre Contribution	24,836	24,961	
Liquid Waste Management Planning	10,328	11,244	
Drinking Water/Watershed Protection	55,696	55,760	
D69 Land Search & Rescue	4,078	4,096	
D69 Emergency 911	127,283	136,599	9,316
Emergency Planning	103,520	155,831	
EV Charging Stations	2,651	3,343	
Noise Control	22,218	28,343	6,842
Feasibility Studies	15,500	5,000	
<b>Regional District General Services Requisition</b>	<b>\$3,127,374</b>	<b>\$3,633,254</b>	<b>\$154,017</b>
Vancouver Island Regional Library	508,106	600,754	92,648
<b>Total Requisition</b>	<b>\$3,635,480</b>	<b>\$4,234,008</b>	<b>\$246,665</b>
<b>LOCAL SERVICE AREAS</b>			
Nanoose Bay Fire	1,000,958	1,191,140	
Fairwinds Streetlighting	26,427	27,220	
Rural Areas Streetlighting	20,899	16,008	

ELECTORAL AREA E

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Changed Service Level / Other Jurisdiction Impact</b>
Administration	0.042	0.042	0.007
Community Grants	0.002	0.004	0.002
Electoral Area Administration	0.038	0.044	0.004
Electoral Area Community Planning	0.124	0.138	0.004
Regional Growth Strategy	0.010	0.013	0.001
House Numbering	0.001	0.001	
Hazardous Properties	0.001	0.002	0.000
Unightly Premises	0.001	0.001	0.000
Northern Community Transit	0.056	0.067	0.001
Solid Waste Management	0.016	0.019	0.002
Animal Control Area E, G & H	0.009	0.013	0.001
Noise Control	0.005	0.006	0.001
Regional Parks	0.049	0.058	0.001
Community Parks	0.073	0.091	0.002
Northern Community Recreation	0.080	0.099	0.004
Oceanside Place	0.069	0.071	
Ravensong Aquatic Centre	0.000	0.021	
Port Theatre/Cultural Centre Contribution	0.005	0.005	
Liquid Waste Management Planning	0.002	0.002	
D69 Land Search & Rescue	0.001	0.001	
D69 Emergency 911	0.026	0.029	0.003
Emergency Planning	0.022	0.033	
EV Charging Stations	0.001	0.001	
Feasibility Studies	0.003	0.001	
<b>Regional District General Services Rate</b>	<b>0.636</b>	<b>0.762</b>	<b>0.033</b>
Vancouver Island Regional Library	0.106	0.128	0.022
<b>General Services Tax Rate</b>	<b>0.742</b>	<b>0.890</b>	<b>0.055</b>
<b>General Services Cost per \$100,000</b>	<b>\$74.22</b>	<b>\$89.00</b>	<b>\$5.54</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$5.72)</b>	<b>\$14.77</b>	
<b>Regional Parcel Taxes *</b>	<b>\$22.63</b>	<b>\$23.32</b>	<b>\$0.69</b>
<b>Change in Regional Parcel Taxes</b>	<b>\$4.00</b>	<b>\$0.69</b>	
<b>Local Service Area Rates</b>			
Nanoose Bay Fire	0.195	0.239	
Fairwinds Streetlighting	0.023	0.025	
Rural Areas Streetlighting	0.081	0.061	
Average Residential Value **	\$1,302,858	\$1,260,809	(\$42,049)
Property tax based on Average Residential Value	\$990	\$1,145	\$156

\* Does not include Local Service Area Parcel Taxes. For information on Local Service Area Parcel Taxes refer to Summary of Tax Requisition By Service

\*\* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional Districts to use.



**ELECTORAL AREA E - 5 Year Forecast**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Forecast 2025</b>	<b>Forecast 2026</b>	<b>Forecast 2027</b>	<b>Forecast 2028</b>
Administration	202,395	197,913	369,343	463,610	490,700	549,112
Community Grants	11,345	20,558	12,257	12,257	12,257	12,257
Electoral Areas Administration	185,078	205,002	240,851	259,455	277,617	290,823
D69 Community Justice	23,082	25,511	25,538	25,545	25,615	25,623
Electoral Area Community Planning	574,901	620,281	728,981	752,795	777,390	802,789
Regional Growth Strategy	50,339	58,844	60,904	63,035	65,241	67,524
House Numbering	3,893	3,960	3,977	3,977	3,977	3,977
Hazardous Properties	6,286	7,046	8,440	8,936	9,196	9,465
Unightly Premises	5,114	6,992	7,645	7,951	8,229	8,518
Northern Community Transit	268,426	315,488	377,008	444,869	498,254	544,862
Solid Waste Management	79,085	89,444	107,335	123,435	148,121	177,746
Animal Control Area E, G & H	42,884	61,710	65,843	67,944	70,108	72,337
Regional Parks	237,887	271,560	304,963	334,313	364,186	396,298
Community Parks	353,515	425,515	485,087	526,320	542,109	558,372
Northern Community Recreation	386,761	464,390	492,870	507,656	522,886	538,572
Oceanside Place	330,273	333,646	346,991	360,870	373,501	384,706
Ravensong Aquatic Centre		100,217	169,360	194,764	223,978	246,376
Port Theatre/Cultural Centre Contribution	24,836	24,961	25,710	26,481	27,275	28,093
Liquid Waste Management Planning	10,328	11,244	12,256	13,359	14,561	15,572
Drinking Water/Watershed Protection	55,696	55,760	55,920	56,080	56,400	56,560
D69 Land Search & Rescue	4,078	4,096	4,098	4,100	4,102	4,104
D69 Emergency 911	127,283	136,599	145,631	150,271	155,043	159,695
Emergency Planning	103,520	155,831	160,833	184,818	190,901	197,186
EV Charging Stations	2,651	3,343	6,687	6,887	7,094	7,307
Noise Control	22,218	28,343	33,479	34,408	35,368	36,199
Feasibility Studies	15,500	5,000	5,000	5,000	5,000	5,000
<b>Regional District General Services Requisition</b>	<b>\$3,127,374</b>	<b>\$3,633,254</b>	<b>\$4,257,007</b>	<b>\$4,639,136</b>	<b>\$4,909,109</b>	<b>\$5,199,073</b>
Vancouver Island Regional Library	508,106	600,754	538,136	554,279	570,908	588,035
<b>Total Requisition</b>	<b>\$3,635,480</b>	<b>\$4,234,008</b>	<b>\$4,795,143</b>	<b>\$5,193,415</b>	<b>\$5,480,017</b>	<b>\$5,787,108</b>
<b>LOCAL SERVICE AREAS</b>						
Nanoose Bay Fire	1,000,958	1,191,140	1,226,874	1,263,680	1,301,591	1,340,639
Fairwinds Streetlighting	26,427	27,220	28,037	28,878	29,744	30,636
Rural Areas Streetlighting	20,899	16,008	16,488	16,983	17,492	18,017

ELECTORAL AREA E - 5 Year Forecast

	Final 2023	Amended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	0.042	0.042	0.078	0.096	0.100	0.110
Community Grants	0.002	0.004	0.003	0.003	0.002	0.002
Electorat Area Administration	0.038	0.044	0.051	0.054	0.056	0.058
<b>Electorat Area Community Planning</b>	<b>0.124</b>	<b>0.138</b>	<b>0.159</b>	<b>0.162</b>	<b>0.164</b>	<b>0.167</b>
Building Inspection	0.000	0.000	0.000	0.000	0.000	0.000
Regional Growth Strategy	0.010	0.013	0.013	0.013	0.013	0.014
House Numbering	0.001	0.001	0.001	0.001	0.001	0.001
<b>Hazardous Properties</b>	<b>0.001</b>	<b>0.002</b>	<b>0.002</b>	<b>0.002</b>	<b>0.002</b>	<b>0.002</b>
Unsightly Premises	0.001	0.001	0.002	0.002	0.002	0.002
<b>Northern Community Transit</b>	<b>0.056</b>	<b>0.067</b>	<b>0.079</b>	<b>0.092</b>	<b>0.101</b>	<b>0.109</b>
<b>Solid Waste Management</b>	<b>0.016</b>	<b>0.019</b>	<b>0.023</b>	<b>0.026</b>	<b>0.030</b>	<b>0.036</b>
<b>Animal Control Area E, G &amp; H</b>	<b>0.009</b>	<b>0.013</b>	<b>0.014</b>	<b>0.014</b>	<b>0.014</b>	<b>0.014</b>
Noise Control	0.005	0.006	0.007	0.007	0.007	0.007
<b>Regional Parks</b>	<b>0.049</b>	<b>0.058</b>	<b>0.064</b>	<b>0.069</b>	<b>0.074</b>	<b>0.079</b>
Community Parks	0.073	0.091	0.102	0.109	0.110	0.112
Northern Community Recreation	0.080	0.099	0.104	0.105	0.106	0.108
Oceanside Place	0.069	0.071	0.073	0.075	0.076	0.077
Ravensong Aquatic Centre		0.021	0.036	0.040	0.046	0.049
Port Theatre/Cultural Centre Contribution	0.005	0.005	0.005	0.005	0.006	0.006
<b>Liquid Waste Management Planning</b>	<b>0.002</b>	<b>0.002</b>	<b>0.003</b>	<b>0.003</b>	<b>0.003</b>	<b>0.003</b>
<b>D69 Land Search &amp; Rescue</b>	<b>0.001</b>	<b>0.001</b>	<b>0.001</b>	<b>0.001</b>	<b>0.001</b>	<b>0.001</b>
D68 Emergency 911						
D69 Emergency 911	0.026	0.029	0.031	0.031	0.032	0.032
Emergency Planning	0.022	0.033	0.034	0.038	0.039	0.039
EV Charging Stations	0.001	0.001	0.001	0.001	0.001	0.001
<b>Feasibility Studies</b>	<b>0.003</b>	<b>0.001</b>	<b>0.001</b>	<b>0.001</b>	<b>0.001</b>	<b>0.001</b>
<b>Regional District General Services Rate</b>	<b>0.636</b>	<b>0.762</b>	<b>0.887</b>	<b>0.950</b>	<b>0.987</b>	<b>1.030</b>
Vancouver Island Regional Library	0.106	0.128	0.113	0.115	0.116	0.118
<b>General Services Tax Rate</b>	<b>0.742</b>	<b>0.890</b>	<b>1.000</b>	<b>1.065</b>	<b>1.103</b>	<b>1.148</b>
<b>General Services Cost per \$100,000</b>	<b>\$74.22</b>	<b>\$89.00</b>	<b>\$99.99</b>	<b>\$106.49</b>	<b>\$110.31</b>	<b>\$114.82</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$5.72)</b>	<b>\$14.77</b>	<b>\$10.99</b>	<b>\$6.50</b>	<b>\$3.82</b>	<b>\$4.51</b>
<b>Regional Parcel Taxes</b>	<b>\$22.63</b>	<b>\$23.32</b>	<b>\$23.32</b>	<b>\$23.32</b>	<b>\$23.32</b>	<b>\$23.32</b>
<b>Change in Regional Parcel Taxes</b>	<b>\$4.00</b>	<b>\$0.69</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Local Service Area Rates</b>						
Nanooose Bay Fire	0.195	0.239	0.242	0.245	0.249	0.252
Fairwinds Streetlighting	0.023	0.025	0.025	0.025	0.026	0.026
Rural Areas Streetlighting	0.081	0.061	0.062	0.063	0.064	0.064
<b>Average Residential Value*</b>	<b>\$1,302,858</b>	<b>\$1,260,809</b>	<b>\$1,260,809</b>	<b>\$1,260,809</b>	<b>\$1,260,809</b>	<b>\$1,260,809</b>
<b>Property tax based on Average Residential Value</b>	<b>\$990</b>	<b>\$1,145</b>	<b>\$1,284</b>	<b>\$1,366</b>	<b>\$1,414</b>	<b>\$1,471</b>

\*Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional Districts to use



REGIONAL  
DISTRICT  
OF NANAIMO

## Electoral Area F

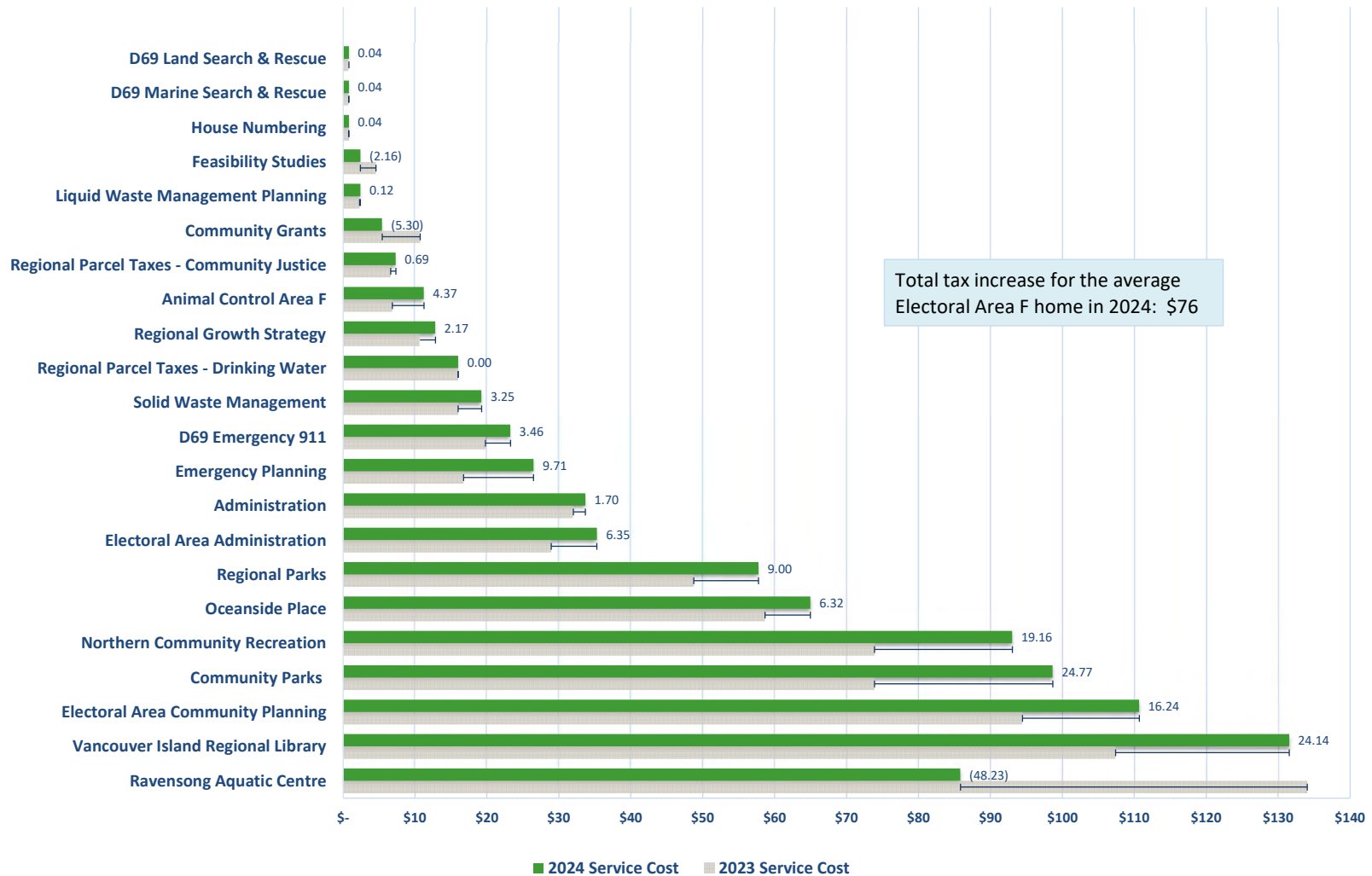
*Coombs, Hilliers, Errington, Whiskey Creek, Meadowood*



# REGIONAL DISTRICT OF NANAIMO SERVICES

## Electoral Area F Home Tax Change

2024 Total Cost for the average Electoral Area F home (\$802,034) = \$840



\* Local Services such as Fire, Water and Sewer are not included in the above General Services analysis. For Fire tax rates, see page 86 and for Water and Sewer, see page 30.

**ELECTORAL AREA F**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Changed Service Level / Other Jurisdiction Impact</b>
Administration	139,027	146,759	24,446
Community Grants	46,581	23,519	17,565
Electoral Areas Administration	127,132	152,016	13,282
D69 Community Justice	20,143	22,246	
Electoral Area Community Planning	410,423	477,874	15,280
Regional Growth Strategy	44,713	54,440	3,860
House Numbering	2,674	2,937	
Solid Waste Management	70,312	82,808	8,640
Animal Control Area F	29,814	48,049	6,842
Regional Parks	211,497	251,413	2,931
Community Parks	322,111	427,559	8,474
Northern Community Recreation	319,569	403,938	23,293
Oceanside Place	255,344	282,388	
Ravensong Aquatic Centre	581,093	371,917	
Liquid Waste Management Planning	9,182	10,410	
Drinking Water/Watershed Protection	48,608	48,624	
D69 Marine Search & Rescue	2,728	2,853	
D69 Land Search & Rescue	4,953	4,974	
D69 Emergency 911	87,432	101,293	13,861
Emergency Planning	71,109	115,554	
Feasibility Studies	20,000	10,000	
<b>Regional District General Services Requisition</b>	<b>\$2,824,445</b>	<b>\$3,041,571</b>	<b>\$138,474</b>
Vancouver Island Regional Library	464,928	569,094	104,166
<b>Total Requisition</b>	<b>\$3,289,373</b>	<b>\$3,610,665</b>	<b>\$242,640</b>

**LOCAL SERVICE AREAS**

Errington Fire	927,764	1,113,317
Coombs-Hilliers Fire	806,586	992,101
Nanoose Bay Fire	1,000,958	1,191,140
Dashwood Fire	1,024,625	1,229,550
Dashwood Fire Hall	68,289	105,400
French Creek Fire	1,043,953	1,064,832
Hwy # 4 Streetlighting	4,000	4,120
Meadowood Fire	89,347	89,348
Bow Horn Bay Fire	768,396	1,014,283
River's Edge Stormwater	5,872	6,129

ELECTORAL AREA F

	Final 2023	Amended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	0.042	0.042	0.007
Community Grants	0.014	0.007	0.005
Electoral Area Administration	0.038	0.044	0.004
Electoral Area Community Planning	0.124	0.138	0.004
Regional Growth Strategy	0.014	0.016	0.001
House Numbering	0.001	0.001	
Solid Waste Management	0.021	0.024	0.002
Animal Control Area F	0.009	0.014	0.002
Regional Parks	0.064	0.072	0.001
Community Parks	0.097	0.123	0.002
Northern Community Recreation	0.097	0.116	0.005
Oceanside Place	0.077	0.081	
Ravensong Aquatic Centre	0.176	0.107	
Liquid Waste Management Planning	0.003	0.003	
D69 Marine Search & Rescue	0.001	0.001	
D69 Land Search & Rescue	0.001	0.001	
D69 Emergency 911	0.026	0.029	0.003
Emergency Planning	0.022	0.033	
Feasibility Studies	0.006	0.003	
<b>Regional District General Services Rate</b>	<b>0.833</b>	<b>0.855</b>	<b>0.036</b>
Vancouver Island Regional Library	0.141	0.164	0.023
<b>General Services Tax Rate</b>	<b>0.974</b>	<b>1.019</b>	<b>0.059</b>
<b>General Services Cost per \$100,000</b>	<b>\$97.41</b>	<b>\$101.88</b>	<b>\$5.90</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$7.88)</b>	<b>\$4.47</b>	
<b>Regional Parcel Taxes *</b>	<b>\$22.63</b>	<b>\$23.32</b>	<b>\$0.69</b>
<b>Change in Regional Parcel Taxes</b>	<b>\$4.00</b>	<b>\$0.69</b>	
<b>Local Service Area Rates</b>			
Errington Fire	0.600	0.686	
Coombs-Hilliers Fire	0.677	0.793	
Nanoose Bay Fire	0.195	0.239	
Dashwood Fire	0.788	0.916	
Dashwood Fire Hall	0.075	0.112	
French Creek Fire	0.409	0.426	
Hwy. # 4 Streetlighting	0.001	0.001	
Meadowood Fire	\$186	\$186	
Bow Horn Bay Fire	0.681	0.886	
River's Edge Stormwater	0.021	0.022	
Average Residential Value **	\$761,627	\$802,034	\$40,407
Property tax based on Average Residential Value	\$765	\$840	\$76

\* Does not include Local Service Area Parcel Taxes. For information on Local Service Area Parcel Taxes refer to Summary of Tax Requisition By Service

\*\* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional Districts to use.

**ELECTORAL AREA F - 5 Year Forecast**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Forecast 2025</b>	<b>Forecast 2026</b>	<b>Forecast 2027</b>	<b>Forecast 2028</b>
Administration	139,027	146,759	273,881	343,783	363,871	407,185
Community Grants	46,581	23,519	14,184	14,184	14,184	14,184
Electoral Areas Administration	127,132	152,016	178,599	192,395	205,862	215,655
D69 Community Justice	20,143	22,246	22,256	22,250	22,235	22,230
Electoral Area Community Planning	410,423	477,874	561,618	579,966	598,913	618,481
Regional Growth Strategy	44,713	54,440	56,345	58,318	60,359	62,472
House Numbering	2,674	2,937	2,949	2,949	2,949	2,949
Solid Waste Management	70,312	82,808	99,371	114,276	137,132	164,559
Animal Control Area F	29,814	48,049	52,856	54,757	56,408	58,108
Regional Parks	211,497	251,413	282,336	309,510	337,165	366,896
Community Parks	322,111	427,559	454,607	468,856	483,570	499,323
Northern Community Recreation	319,569	403,938	426,844	439,649	452,839	466,423
Oceanside Place	255,344	282,388	293,683	305,430	316,120	325,603
Ravensong Aquatic Centre	581,093	371,917	628,512	722,789	831,207	914,328
Liquid Waste Management Planning	9,182	10,410	11,347	12,368	13,481	14,417
Drinking Water/Watershed Protection	48,608	48,624	48,736	48,848	48,960	49,072
D69 Marine Search & Rescue	2,728	2,853	2,855	2,856	2,858	2,860
D69 Land Search & Rescue	4,953	4,974	4,977	4,979	4,982	4,984
D69 Emergency 911	87,432	101,293	107,991	111,431	114,970	118,419
Emergency Planning	71,109	115,554	119,263	137,049	141,560	146,220
Feasibility Studies	20,000	10,000	10,000	10,000	-	-
<b>Regional District General Services Requisition</b>	<b>\$2,824,445</b>	<b>\$3,041,571</b>	<b>\$3,653,210</b>	<b>\$3,956,643</b>	<b>\$4,209,625</b>	<b>\$4,474,368</b>
Vancouver Island Regional Library	464,928	569,094	509,775	525,068	540,821	557,045
<b>Total Requisition</b>	<b>\$3,289,373</b>	<b>\$3,610,665</b>	<b>\$4,162,985</b>	<b>\$4,481,711</b>	<b>\$4,750,446</b>	<b>\$5,031,413</b>
<b>LOCAL SERVICE AREAS</b>						
Errington Fire	927,764	1,113,317	1,335,980	1,790,214	1,843,920	1,899,238
Coombs-Hilliers Fire	806,586	992,101	1,220,284	1,342,313	1,476,544	1,624,198
Nanoose Bay Fire	1,000,958	1,191,140	1,226,874	1,263,680	1,301,591	1,340,639
Dashwood Fire	1,024,625	1,229,550	1,291,028	1,329,758	1,369,651	1,410,741
Dashwood Fire Hall	68,289	105,400	482,839	482,914	482,991	483,070
French Creek Fire	1,043,953	1,064,832	1,096,777	1,129,680	1,112,009	1,145,582
Hwy. # 4 Streetlighting	4,000	4,120	4,244	4,371	4,502	4,637
Meadowood Fire	89,347	89,348	89,348	89,348	89,348	89,348
Bow Horn Bay Fire	768,396	1,014,283	1,166,425	1,364,087	1,500,496	1,620,536
River's Edge Stormwater	5,872	6,129	6,313	6,502	6,697	6,898

ELECTORAL AREA F - 5 Year Forecast

	Final 2023	Amended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	0.042	0.042	0.078	0.096	0.100	0.110
Community Grants	0.014	0.007	0.004	0.004	0.004	0.004
Electoral Area Administration	0.038	0.044	0.051	0.054	0.056	0.058
Electoral Area Community Planning	0.124	0.138	0.159	0.162	0.164	0.167
Regional Growth Strategy	0.014	0.016	0.016	0.016	0.017	0.017
House Numbering	0.001	0.001	0.001	0.001	0.001	0.001
Solid Waste Management	0.021	0.024	0.028	0.032	0.038	0.044
Animal Control Area F	0.009	0.014	0.015	0.015	0.015	0.016
Regional Parks	0.064	0.072	0.080	0.086	0.092	0.099
Community Parks	0.097	0.123	0.129	0.131	0.133	0.135
Northern Community Recreation	0.097	0.116	0.121	0.123	0.124	0.126
Oceanside Place	0.077	0.081	0.083	0.085	0.087	0.088
Ravensong Aquatic Centre	0.176	0.107	0.178	0.201	0.228	0.247
Liquid Waste Management Planning	0.003	0.003	0.003	0.003	0.004	0.004
D69 Marine Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D69 Land Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D69 Emergency 911	0.026	0.029	0.031	0.031	0.032	0.032
Emergency Planning	0.022	0.033	0.034	0.038	0.039	0.039
Feasibility Studies	0.006	0.003	0.003	0.003	0.000	0.000
<b>Regional District General Services Rate</b>	<b>0.833</b>	<b>0.855</b>	<b>1.016</b>	<b>1.083</b>	<b>1.136</b>	<b>1.189</b>
Vancouver Island Regional Library	0.141	0.164	0.144	0.146	0.148	0.150
<b>General Services Tax Rate</b>	<b>0.974</b>	<b>1.019</b>	<b>1.160</b>	<b>1.229</b>	<b>1.284</b>	<b>1.339</b>
<b>General Services Cost per \$100,000</b>	<b>\$97.41</b>	<b>\$101.88</b>	<b>\$115.98</b>	<b>\$122.88</b>	<b>\$128.39</b>	<b>\$133.88</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$7.88)</b>	<b>\$4.47</b>	<b>\$14.10</b>	<b>\$6.89</b>	<b>\$5.51</b>	<b>\$5.49</b>
<b>Regional Parcel Taxes</b>	<b>\$22.63</b>	<b>\$23.32</b>	<b>\$23.32</b>	<b>\$23.32</b>	<b>\$23.32</b>	<b>\$23.32</b>
<b>Change in Regional Parcel Taxes</b>	<b>\$4.00</b>	<b>\$0.69</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Local Service Area Rates</b>						
Errington Fire	0.600	0.686	0.810	1.068	1.082	1.097
Coombs-Hilliars Fire	0.677	0.793	0.959	1.038	1.124	1.217
Nanoose Bay Fire	0.195	0.239	0.242	0.245	0.249	0.252
Dashwood Fire	0.788	0.916	0.946	0.958	0.971	0.985
Dashwood Fire Hall	0.075	0.112	0.506	0.498	0.490	0.483
French Creek Fire	0.409	0.426	0.431	0.437	0.423	0.429
Hwy. # 4 Streetlighting	0.001	0.001	0.001	0.001	0.001	0.001
River's Edge Stormwater	0.021	0.022	0.022	0.023	0.023	0.023
Bow Horn Bay Fire	0.681	0.886	1.002	1.153	1.248	1.327
Meadowood Fire	\$186	\$186	\$186	\$186	\$186	\$186
Average Residential Value*	\$761,627	\$802,034	\$802,034	\$802,034	\$802,034	\$802,034
Property tax based on Average Residential Value	\$765	\$840	\$954	\$1,009	\$1,053	\$1,097

\*Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional Districts to use





REGIONAL  
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## Electoral Area G

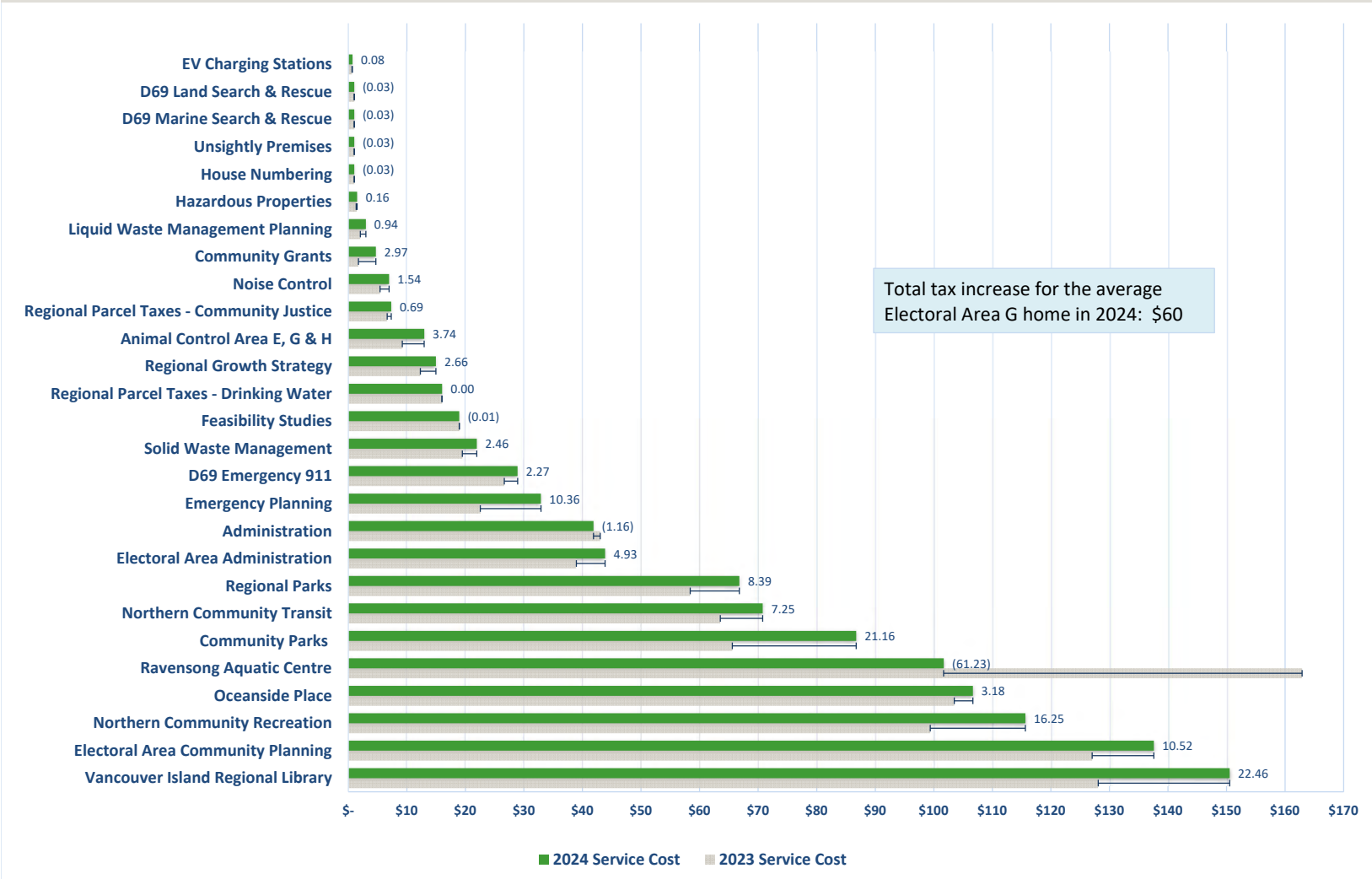
*River's Edge, French Creek, San Pareil, Little Qualicum, Dashwood*



# REGIONAL DISTRICT OF NANAIMO SERVICES

## Electoral Area G Home Tax Change

2024 Total Cost for the average Electoral Area G home (\$996,940) = \$1,097



\* Local Services such as Fire, Water and Sewer are not included in the above General Services analysis. For Fire tax rates, see page 92 and for Water and Sewer, see page 30.

**ELECTORAL AREA G**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Changed Service Level / Other Jurisdiction Impact</b>
Administration	171,226	168,445	28,058
Community Grants	6,873	18,793	11,960
Electoral Areas Administration	156,576	174,479	15,244
D69 Community Justice	25,375	28,058	
Electoral Area Community Planning	505,478	548,488	17,538
Regional Growth Strategy	49,362	58,023	4,114
House Numbering	3,294	3,371	
Hazardous Properties	5,318	5,997	1,413
Unightly Premises	4,326	5,951	1,413
Northern Community Transit	253,660	282,290	6,149
Solid Waste Management	77,593	88,239	9,208
Animal Control Area E, G & H	36,280	52,522	2,434
Regional Parks	233,399	267,901	3,124
Community Parks	260,116	345,256	8,474
Northern Community Recreation	395,112	462,521	14,799
Oceanside Place	411,870	424,907	
Ravensong Aquatic Centre	645,644	405,323	
Liquid Waste Management Planning	10,133	11,092	
Drinking Water/Watershed Protection	61,232	61,328	
D69 Marine Search & Rescue	3,360	3,275	
D69 Land Search & Rescue	4,889	4,910	
D69 Emergency 911	107,681	116,260	8,579
Emergency Planning	87,578	132,629	
EV Charging Stations	2,243	2,845	
Noise Control	21,472	27,769	6,842
Feasibility Studies	75,368	75,368	75,368
<b>Regional District General Services Requisition</b>	<b>\$3,615,458</b>	<b>\$3,776,040</b>	<b>\$214,717</b>
Vancouver Island Regional Library	507,336	602,148	94,812
<b>Total Requisition</b>	<b>\$4,122,794</b>	<b>\$4,378,188</b>	<b>\$309,529</b>

**LOCAL SERVICE AREAS**

Errington Fire	927,764	1,113,317
Parksville Local Fire	241,741	262,795
Nanoose Bay Fire	1,000,958	1,191,140
Dashwood Fire	1,024,625	1,229,550
Dashwood Fire Hall	68,289	105,400
French Creek Fire	1,043,953	1,064,832
French Creek Village Streetlighting	81,000	66,430
Highway Intersection Streetlighting (French Creek)	3,026	3,117
River's Edge Community Streetlighting	7,823	8,058
River's Edge Stormwater	5,872	6,129

ELECTORAL AREA G

	Final 2023	Amended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	0.042	0.042	0.007
Community Grants	0.002	0.005	0.003
Electoral Area Administration	0.038	0.044	0.004
Electoral Area Community Planning	0.124	0.138	0.004
Regional Growth Strategy	0.012	0.015	0.001
House Numbering	0.001	0.001	
Hazardous Properties	0.001	0.002	0.000
Unsightly Premises	0.001	0.001	0.000
Northern Community Transit	0.062	0.071	0.002
Solid Waste Management	0.019	0.022	0.002
Animal Control Area E, G & H	0.009	0.013	0.001
Noise Control	0.005	0.007	0.002
Regional Parks	0.057	0.067	0.001
Community Parks	0.064	0.087	0.002
Northern Community Recreation	0.097	0.116	0.004
Oceanside Place	0.101	0.107	
Ravensong Aquatic Centre	0.159	0.102	
Liquid Waste Management Planning	0.002	0.003	
D69 Marine Search & Rescue	0.001	0.001	
D69 Land Search & Rescue	0.001	0.001	
D69 Emergency 911	0.026	0.029	0.003
Emergency Planning	0.022	0.033	
EV Charging Stations	0.001	0.001	
Feasibility Studies	0.019	0.019	0.019
<b>Regional District General Services Rate</b>	<b>0.865</b>	<b>0.926</b>	<b>0.055</b>
Vancouver Island Regional Library	0.125	0.151	0.026
<b>General Services Tax Rate</b>	<b>0.990</b>	<b>1.077</b>	<b>0.081</b>
<b>General Services Cost per \$100,000</b>	<b>\$99.04</b>	<b>\$107.69</b>	<b>\$8.14</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$0.92)</b>	<b>\$8.65</b>	
<b>Regional Parcel Taxes *</b>	<b>\$22.63</b>	<b>\$23.32</b>	<b>\$0.69</b>
<b>Change in Regional Parcel Taxes</b>	<b>\$4.00</b>	<b>\$0.69</b>	
<b>Local Service Area Rates</b>			
Errington Fire	0.600	0.686	
Parksville Local Fire	0.389	0.451	
Nanoose Bay Fire	0.195	0.239	
Dashwood Fire	0.788	0.916	
Dashwood Fire Hall	0.075	0.112	
French Creek Fire	0.409	0.426	
French Creek Village Streetlighting	0.058	0.049	
Highway Intersection Streetlighting (French Creek)	0.001	0.001	
River's Edge Community Streetlighting	0.026	0.027	
River's Edge Stormwater	0.021	0.022	
Average Residential Value **	\$1,024,653	\$996,940	(\$27,713)
Property tax based on Average Residential Value	\$1,037	\$1,097	\$60

\* Does not include Local Service Area Parcel Taxes. For information on Local Service Area Parcel Taxes refer to Summary of Tax Requisition By Service

\*\* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional Districts to use.

ELECTORAL AREA G - 5 Year Forecast

	Final 2023	Amended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	171,226	168,445	314,351	394,583	417,639	467,354
Community Grants	6,873	18,793	9,392	9,392	9,392	9,392
Electoral Areas Administration	156,576	174,479	204,990	220,825	236,282	247,522
D69 Community Justice	25,375	28,058	28,116	28,153	28,179	28,216
Electoral Area Community Planning	505,478	548,488	644,607	665,666	687,413	709,872
Regional Growth Strategy	49,362	58,023	60,054	62,156	64,331	66,583
House Numbering	3,294	3,371	3,385	3,385	3,385	3,385
Hazardous Properties	5,318	5,997	7,183	7,605	7,827	8,056
Unightly Premises	4,326	5,951	6,507	6,767	7,004	7,249
Northern Community Transit	253,660	282,290	337,337	398,057	445,825	487,528
Solid Waste Management	77,593	88,239	105,888	121,771	146,126	175,351
Animal Control Area E, G & H	36,280	52,522	56,040	57,828	59,670	61,567
Regional Parks	233,399	267,901	300,853	329,809	359,279	390,959
Community Parks	260,116	345,256	359,031	373,392	384,594	396,132
Northern Community Recreation	395,112	462,521	488,780	503,443	518,546	534,102
Oceanside Place	411,870	424,907	441,903	459,579	475,664	489,934
Ravensong Aquatic Centre	645,644	405,323	684,965	787,710	905,867	996,453
Liquid Waste Management Planning	10,133	11,092	12,091	13,179	14,365	15,363
Drinking Water/Watershed Protection	61,232	61,328	61,568	61,808	62,048	62,288
D69 Marine Search & Rescue	3,360	3,275	3,277	3,278	3,280	3,283
D69 Land Search & Rescue	4,889	4,910	4,912	4,914	4,917	4,919
D69 Emergency 911	107,681	116,260	123,948	127,897	131,959	135,917
Emergency Planning	87,578	132,629	136,887	157,301	162,478	167,827
EV Charging Stations	2,243	2,845	5,691	5,862	6,038	6,219
Noise Control	21,472	27,769	32,905	33,835	34,795	35,784
Feasibility Studies	75,368	75,368	10,000	10,000	10,000	10,000
<b>Regional District General Services Requisition</b>	<b>\$3,615,458</b>	<b>\$3,776,040</b>	<b>\$4,444,661</b>	<b>\$4,848,195</b>	<b>\$5,186,903</b>	<b>\$5,521,255</b>
Vancouver Island Regional Library	507,336	602,148	539,383	555,565	572,232	589,399
<b>Total Requisition</b>	<b>\$4,122,794</b>	<b>\$4,378,188</b>	<b>\$4,984,044</b>	<b>\$5,403,760</b>	<b>\$5,759,135</b>	<b>\$6,110,654</b>
<b>LOCAL SERVICE AREAS</b>						
Errington Fire	927,764	1,113,317	1,335,980	1,790,214	1,843,920	1,899,238
Parksville Local Fire	241,741	262,795	270,679	278,800	265,087	273,039
Nanoose Bay Fire	1,000,958	1,191,140	1,226,874	1,263,680	1,301,591	1,340,639
Dashwood Fire	1,024,625	1,229,550	1,291,028	1,329,758	1,369,651	1,410,741
Dashwood Fire Hall	68,289	105,400	482,839	482,914	482,991	483,070
French Creek Fire	1,043,953	1,064,832	1,096,777	1,129,680	1,112,009	1,145,582
French Creek Village Streetlighting	81,000	66,430	68,423	70,476	72,590	74,768
Highway Intersection Streetlighting (French Creek)	3,026	3,117	3,211	3,307	3,406	3,508
River's Edge Community Streetlighting	7,823	8,058	8,300	8,549	8,805	9,069
River's Edge Stormwater	5,872	6,129	6,313	6,502	6,697	6,898

ELECTORAL AREA G - 5 Year Forecast

	Final 2023	Amended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	0.042	0.042	0.078	0.096	0.100	0.110
Community Grants	0.002	0.005	0.002	0.002	0.002	0.002
Electoral Area Administration	0.038	0.044	0.051	0.054	0.056	0.058
Electoral Area Community Planning	0.124	0.138	0.159	0.162	0.164	0.167
Regional Growth Strategy	0.012	0.015	0.015	0.015	0.015	0.016
House Numbering	0.001	0.001	0.001	0.001	0.001	0.001
Hazardous Properties	0.001	0.002	0.002	0.002	0.002	0.002
Unsightly Premises	0.001	0.001	0.002	0.002	0.002	0.002
Northern Community Transit	0.062	0.071	0.083	0.097	0.107	0.115
Solid Waste Management	0.019	0.022	0.026	0.030	0.035	0.041
Animal Control Area E, G & H	0.009	0.013	0.014	0.014	0.014	0.014
Noise Control	0.005	0.007	0.008	0.008	0.008	0.008
Regional Parks	0.057	0.067	0.074	0.080	0.086	0.092
Community Parks	0.064	0.087	0.089	0.091	0.092	0.093
Northern Community Recreation	0.097	0.116	0.121	0.122	0.124	0.126
Oceanside Place	0.101	0.107	0.109	0.112	0.114	0.115
Ravensong Aquatic Centre	0.159	0.102	0.169	0.191	0.216	0.234
Liquid Waste Management Planning	0.002	0.003	0.003	0.003	0.003	0.004
D69 Marine Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D69 Land Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D69 Emergency 911	0.026	0.029	0.031	0.031	0.032	0.032
Emergency Planning	0.022	0.033	0.034	0.038	0.039	0.039
EV Charging Stations	0.001	0.001	0.001	0.001	0.001	0.001
Feasibility Studies	0.019	0.019	0.003	0.002	0.002	0.002
<b>Regional District General Services Rate</b>	<b>0.865</b>	<b>0.926</b>	<b>1.077</b>	<b>1.157</b>	<b>1.218</b>	<b>1.277</b>
Vancouver Island Regional Library	0.125	0.151	0.133	0.135	0.137	0.139
<b>General Services Tax Rate</b>	<b>0.990</b>	<b>1.077</b>	<b>1.210</b>	<b>1.292</b>	<b>1.355</b>	<b>1.416</b>
<b>General Services Cost per \$100,000</b>	<b>\$99.04</b>	<b>\$107.69</b>	<b>\$120.97</b>	<b>\$129.17</b>	<b>\$135.49</b>	<b>\$141.59</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$0.92)</b>	<b>\$8.65</b>	<b>\$13.29</b>	<b>\$8.20</b>	<b>\$6.32</b>	<b>\$6.11</b>
<b>Regional Parcel Taxes</b>	<b>\$22.63</b>	<b>\$23.32</b>	<b>\$23.32</b>	<b>\$23.32</b>	<b>\$23.32</b>	<b>\$23.32</b>
<b>Change in Regional Parcel Taxes</b>	<b>\$4.00</b>	<b>\$0.69</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Local Service Area Rates</b>						
Errington Fire	0.600	0.686	0.810	1.068	1.082	1.097
Parksville Local Fire	0.389	0.451	0.457	0.463	0.433	0.439
Nanoose Bay Fire	0.195	0.239	0.242	0.245	0.249	0.252
Dashwood Fire	0.788	0.916	0.946	0.958	0.971	0.985
Dashwood Fire Hall	0.075	0.112	0.506	0.498	0.490	0.483
French Creek Fire	0.409	0.426	0.431	0.437	0.423	0.429
French Creek Village Streetlighting	0.058	0.049	0.049	0.050	0.051	0.051
Highway Intersection Streetlighting (French Creek)	0.001	0.001	0.001	0.001	0.001	0.001
River's Edge Community Streetlighting	0.026	0.027	0.028	0.028	0.029	0.029
River's Edge Stormwater	0.021	0.022	0.022	0.023	0.023	0.023
<b>Average Residential Value*</b>	<b>\$1,024,653</b>	<b>\$996,940</b>	<b>\$996,940</b>	<b>\$996,940</b>	<b>\$996,940</b>	<b>\$996,940</b>
Property tax based on Average Residential Value	\$1,037	\$1,097	\$1,229	\$1,311	\$1,374	\$1,435

\*Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional Districts to use



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## Electoral Area H

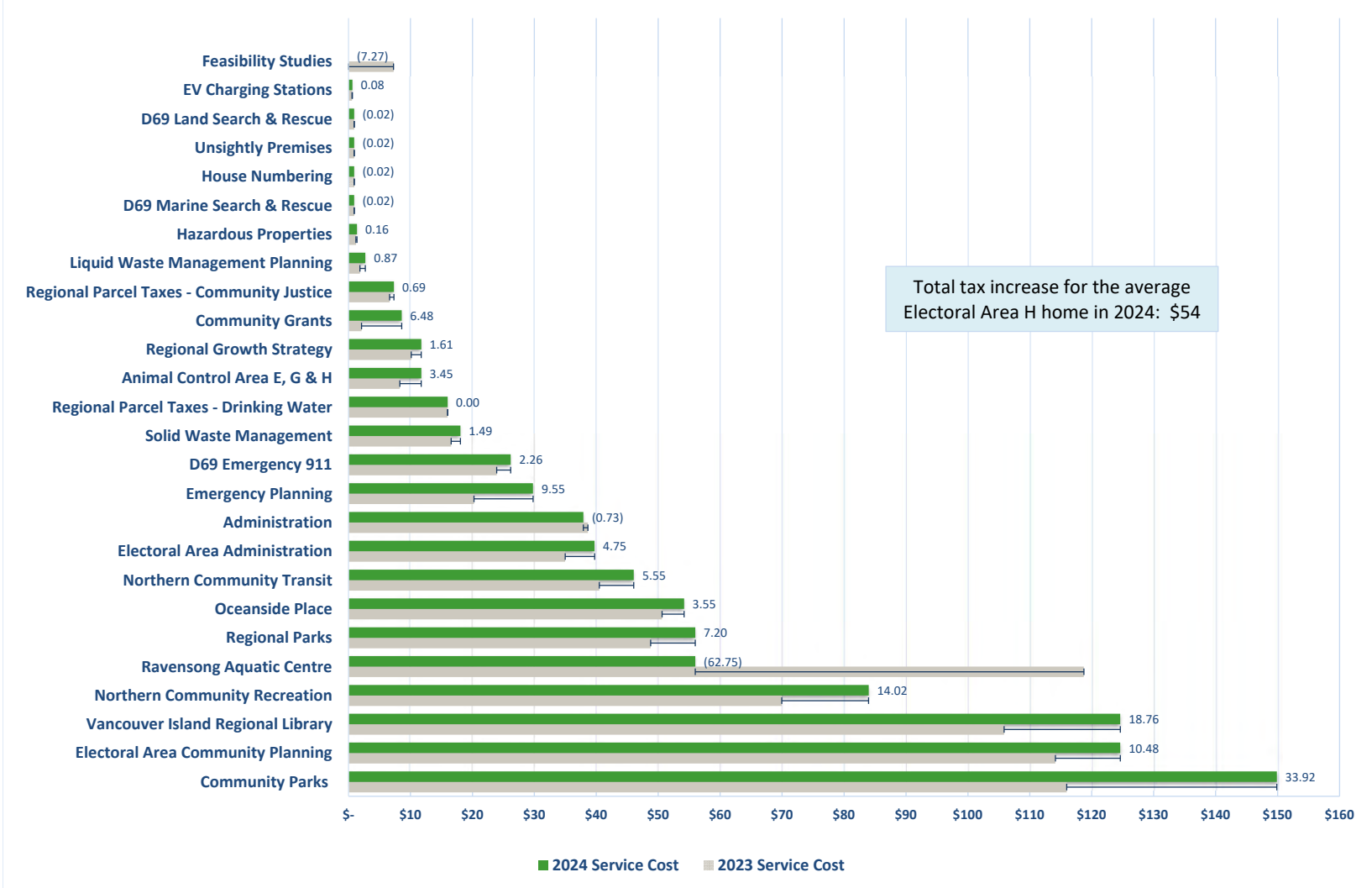
*Bowser, Qualicum Bay, Deep Bay*



# REGIONAL DISTRICT OF NANAIMO SERVICES

## Electoral Area H Home Tax Change

2024 Total Cost for the average Electoral Area H home (\$902,915) = \$911



Total tax increase for the average Electoral Area H home in 2024: \$54

\* Local Services such as Fire, Water and Sewer are not included in the above General Services analysis. For Fire tax rates, see page 98 and for Water and Sewer, see page 30.



**ELECTORAL AREA H**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Changed Service Level / Other Jurisdiction Impact</b>
Administration	106,828	107,171	17,853
Community Grants	5,785	24,094	19,748
Electoral Areas Administration	97,688	111,011	9,699
D69 Community Justice	16,974	18,842	
Electoral Area Community Planning	315,366	348,972	11,159
Regional Growth Strategy	28,616	33,987	2,409
House Numbering	2,056	2,147	
Hazardous Properties	3,318	3,815	900
Unightly Premises	2,700	3,785	900
Northern Community Transit	112,247	129,493	2,821
Solid Waste Management	44,970	51,670	5,393
Animal Control Area E, G & H	22,635	33,416	1,548
Regional Parks	135,267	156,870	1,830
Community Parks	319,041	421,159	8,474
Northern Community Recreation	192,980	236,758	7,132
Oceanside Place	140,218	151,007	
Ravensong Aquatic Centre	328,196	158,120	
Liquid Waste Management Planning	5,873	6,496	
Drinking Water/Watershed Protection	40,960	41,184	
D69 Marine Search & Rescue	2,096	2,082	
D69 Land Search & Rescue	2,588	2,597	
D69 Emergency 911	67,182	73,970	6,788
Emergency Planning	54,639	84,383	
EV Charging Stations	1,400	1,811	
Feasibility Studies	20,000	-	
<b>Regional District General Services Requisition</b>	<b>\$2,069,623</b>	<b>\$2,204,840</b>	<b>\$96,654</b>
Vancouver Island Regional Library	291,579	349,566	57,987
<b>Total Requisition</b>	<b>\$2,361,202</b>	<b>\$2,554,406</b>	<b>\$154,641</b>

**LOCAL SERVICE AREAS**

Dashwood Fire	1,024,625	1,229,550
Dashwood Fire Hall	68,289	105,400
Bow Horn Bay Fire	768,396	1,014,283
Rural Areas Streetlighting	20,899	16,008

ELECTORAL AREA H

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Changed Service Level / Other Jurisdiction Impact</b>
Administration	0.042	0.042	0.007
Community Grants	0.002	0.010	0.008
Electoral Area Administration	0.038	0.044	0.004
Electoral Area Community Planning	0.124	0.138	0.004
Regional Growth Strategy	0.011	0.013	0.001
House Numbering	0.001	0.001	
Hazardous Properties	0.001	0.002	0.000
Unightly Premises	0.001	0.001	0.000
Northern Community Transit	0.044	0.051	0.001
Solid Waste Management	0.018	0.020	0.002
Animal Control Area E, G & H	0.009	0.013	0.001
Regional Parks	0.053	0.062	0.001
Community Parks	0.126	0.166	0.003
Northern Community Recreation	0.076	0.093	0.003
Oceanside Place	0.055	0.060	
Ravensong Aquatic Centre	0.129	0.062	
Liquid Waste Management Planning	0.002	0.003	
D69 Marine Search & Rescue	0.001	0.001	
D69 Land Search & Rescue	0.001	0.001	
D69 Emergency 911	0.026	0.029	0.003
Emergency Planning	0.022	0.033	
EV Charging Stations	0.001	0.001	
Feasibility Studies	0.008	0.000	
<b>Regional District General Services Rate</b>	<b>0.791</b>	<b>0.845</b>	<b>0.038</b>
Vancouver Island Regional Library	0.115	0.138	0.023
<b>General Services Tax Rate</b>	<b>0.906</b>	<b>0.983</b>	<b>0.061</b>
<b>General Services Cost per \$100,000</b>	<b>\$90.61</b>	<b>\$98.27</b>	<b>\$6.14</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$6.10)</b>	<b>\$7.66</b>	
<b>Regional Parcel Taxes *</b>	<b>\$22.63</b>	<b>\$23.32</b>	<b>\$0.69</b>
<b>Change in Regional Parcel Taxes</b>	<b>\$4.00</b>	<b>\$0.69</b>	
<b>Local Service Area Rates</b>			
Dashwood Fire	0.788	0.916	
Dashwood Fire Hall	0.075	0.112	
Bow Horn Bay Fire	0.681	0.886	
Rural Areas Streetlighting	0.081	0.061	
Average Residential Value **	\$920,365	\$902,915	(\$17,450)
Property tax based on Average Residential Value	\$857	\$911	\$54

\* Does not include Local Service Area Parcel Taxes. For information on Local Service Area Parcel Taxes refer to Summary of Tax Requisition By Service

\*\* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional Districts to use.

**ELECTORAL AREA H - 5 Year Forecast**

	<b>Final 2023</b>	<b>Amended 2024</b>	<b>Forecast 2025</b>	<b>Forecast 2026</b>	<b>Forecast 2027</b>	<b>Forecast 2028</b>
Administration	106,828	107,171	200,004	251,051	265,721	297,351
Community Grants	5,785	24,094	18,976	18,976	18,976	18,976
Electoral Areas Administration	97,688	111,011	130,425	140,498	150,333	157,485
D69 Community Justice	16,974	18,842	18,859	18,861	18,856	18,859
Electoral Area Community Planning	315,366	348,972	410,128	423,526	437,362	451,652
Regional Growth Strategy	28,616	33,987	35,174	36,404	37,681	38,998
House Numbering	2,056	2,147	2,655	3,250	3,862	4,494
Hazardous Properties	3,318	3,815	4,570	4,838	4,980	5,125
Unightly Premises	2,700	3,785	4,141	4,307	4,457	4,613
Northern Community Transit	112,247	129,493	154,745	182,599	204,510	223,641
Solid Waste Management	44,970	51,670	62,002	71,303	85,567	102,676
Animal Control Area E, G & H	22,635	33,416	35,655	36,792	37,964	39,171
Regional Parks	135,267	156,870	176,166	193,121	210,377	228,926
Community Parks	319,041	421,159	433,794	446,808	460,212	474,018
Northern Community Recreation	192,980	236,758	251,740	259,292	267,071	275,085
Oceanside Place	140,218	151,007	157,048	163,333	169,048	174,121
Ravensong Aquatic Centre	328,196	158,120	267,212	307,293	353,388	388,726
Liquid Waste Management Planning	5,873	6,496	7,079	7,717	8,411	8,996
Drinking Water/Watershed Protection	40,960	41,184	41,296	41,408	41,360	41,472
D69 Marine Search & Rescue	2,096	2,082	2,084	2,087	2,087	2,088
D69 Land Search & Rescue	2,588	2,597	2,599	2,601	2,600	2,603
D69 Emergency 911	67,182	73,970	78,861	81,373	83,957	86,477
Emergency Planning	54,639	84,383	87,094	100,082	103,375	106,779
EV Charging Stations	1,400	1,811	3,620	3,729	3,841	3,956
Feasibility Studies	20,000	-	-	-	-	-
<b>Regional District General Services Requisition</b>	<b>\$2,069,623</b>	<b>\$2,204,840</b>	<b>\$2,585,927</b>	<b>\$2,801,249</b>	<b>\$2,975,996</b>	<b>\$3,156,288</b>
Vancouver Island Regional Library	291,579	349,566	313,130	322,524	332,200	342,167
<b>Total Requisition</b>	<b>\$2,361,202</b>	<b>\$2,554,406</b>	<b>\$2,899,057</b>	<b>\$3,123,773</b>	<b>\$3,308,196</b>	<b>\$3,498,455</b>
<b>LOCAL SERVICE AREAS</b>						
Dashwood Fire	1,024,625	1,229,550	1,291,028	1,329,758	1,369,651	1,410,741
Dashwood Fire Hall	68,289	105,400	482,839	482,914	482,991	483,070
Bow Horn Bay Fire	768,396	1,014,283	1,166,425	1,364,087	1,500,496	1,620,536
Rural Areas Streetlighting	20,899	16,008	16,488	16,983	17,492	18,017

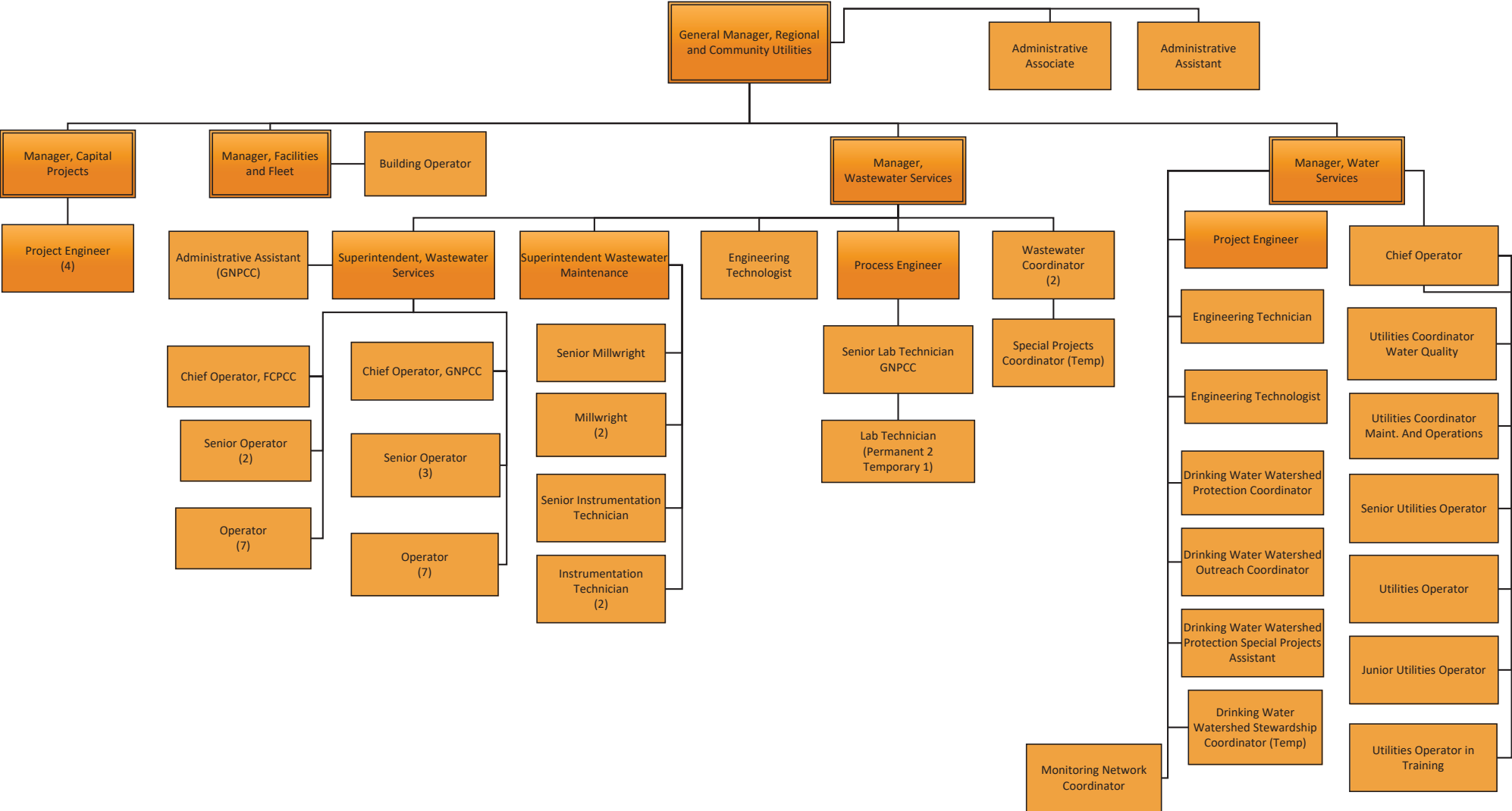
ELECTORAL AREA H - 5 Year Forecast

	Final 2023	Amended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	0.042	0.042	0.078	0.096	0.100	0.110
Community Grants	0.002	0.010	0.007	0.007	0.007	0.007
Electoral Area Administration	0.038	0.044	0.051	0.054	0.056	0.058
Electoral Area Community Planning	0.124	0.138	0.159	0.162	0.164	0.167
Regional Growth Strategy	0.011	0.013	0.014	0.014	0.014	0.014
House Numbering	0.001	0.001	0.001	0.001	0.001	0.002
Hazardous Properties	0.001	0.002	0.002	0.002	0.002	0.002
Unightly Premises	0.001	0.001	0.002	0.002	0.002	0.002
Northern Community Transit	0.044	0.051	0.060	0.070	0.077	0.083
Solid Waste Management	0.018	0.020	0.024	0.027	0.032	0.038
Animal Control Area E, G & H	0.009	0.013	0.014	0.014	0.014	0.014
Regional Parks	0.053	0.062	0.068	0.074	0.079	0.085
Community Parks	0.126	0.166	0.168	0.171	0.173	0.175
Northern Community Recreation	0.076	0.093	0.098	0.099	0.100	0.102
Oceanside Place	0.055	0.060	0.061	0.062	0.063	0.064
Ravensong Aquatic Centre	0.129	0.062	0.104	0.117	0.133	0.144
Liquid Waste Management Planning	0.002	0.003	0.003	0.003	0.003	0.003
D69 Marine Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D69 Land Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D69 Emergency 911	0.026	0.029	0.031	0.031	0.032	0.032
Emergency Planning	0.022	0.033	0.034	0.038	0.039	0.039
EV Charging Stations	0.001	0.001	0.001	0.001	0.001	0.001
Feasibility Studies	0.008	0.000	0.000	0.000	0.000	0.000
<b>Regional District General Services Rate</b>	<b>0.791</b>	<b>0.845</b>	<b>0.982</b>	<b>1.047</b>	<b>1.094</b>	<b>1.144</b>
Vancouver Island Regional Library	0.115	0.138	0.121	0.123	0.125	0.126
<b>General Services Tax Rate</b>	<b>0.906</b>	<b>0.983</b>	<b>1.103</b>	<b>1.170</b>	<b>1.219</b>	<b>1.270</b>
<b>General Services Cost per \$100,000</b>	<b>\$90.61</b>	<b>\$98.27</b>	<b>\$110.32</b>	<b>\$117.00</b>	<b>\$121.90</b>	<b>\$126.99</b>
<b>Change in General Services Cost per \$100,000</b>	<b>(\$6.10)</b>	<b>\$7.66</b>	<b>\$12.05</b>	<b>\$6.69</b>	<b>\$4.90</b>	<b>\$5.09</b>
<b>Regional Parcel Taxes</b>	<b>\$22.63</b>	<b>\$23.32</b>	<b>\$23.32</b>	<b>\$23.32</b>	<b>\$23.32</b>	<b>\$23.32</b>
<b>Change in Regional Parcel Taxes</b>	<b>\$4.00</b>	<b>\$0.69</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Local Service Area Rates</b>						
Dashwood Fire	0.788	0.916	0.946	0.958	0.971	0.985
Dashwood Fire Hall	0.075	0.112	0.506	0.498	0.490	0.483
Bow Horn Bay Fire	0.681	0.886	1.002	1.153	1.248	1.327
Rural Areas Streetlighting	0.081	0.061	0.062	0.063	0.064	0.064
Average Residential Value*	\$920,365	\$902,915	\$902,915	\$902,915	\$902,915	\$902,915
Property tax based on Average Residential Value	\$857	\$911	\$1,019	\$1,080	\$1,124	\$1,170

\*Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional Districts to use

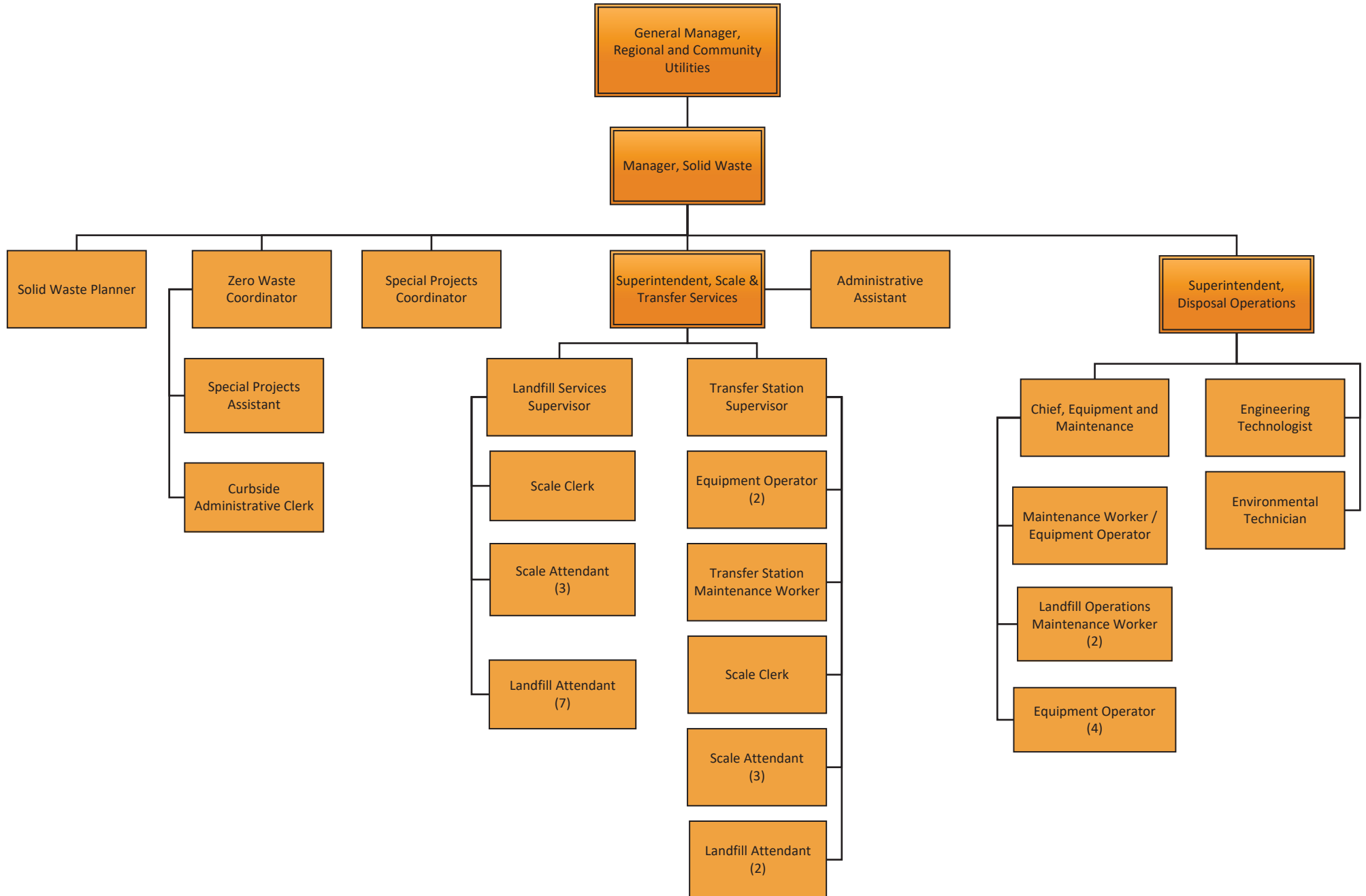
# REGIONAL AND COMMUNITY UTILITIES

Updated to October 1, 2023



# SOLID WASTE

Updated to October 1, 2023



**REGIONAL & COMMUNITY UTILITIES  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

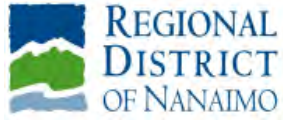
	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>10.4%</b>	10.0%	10.6%	10.4%	10.8%	
Property taxes	(20,916,680)	<b>(22,946,556)</b>	(25,403,744)	(28,168,310)	(31,517,755)	(35,456,798)	(143,493,163)
Parcel taxes	(6,343,173)	<b>(7,145,230)</b>	(7,684,098)	(8,412,053)	(8,876,264)	(9,299,453)	(41,417,098)
	(27,259,853)	<b>(30,091,786)</b>	(33,087,842)	(36,580,363)	(40,394,019)	(44,756,251)	(184,910,261)
Operations	(2,813,467)	<b>(2,830,853)</b>	(2,874,110)	(2,918,295)	(2,963,454)	(3,009,609)	(14,596,321)
Landfill tipping fees	(10,669,464)	<b>(11,300,000)</b>	(11,300,000)	(11,300,000)	(11,300,000)	(11,300,000)	(56,500,000)
Utility user fees	(7,272,690)	<b>(7,599,971)</b>	(7,974,691)	(8,367,055)	(8,777,910)	(9,208,154)	(41,927,781)
Operating grants	(835,330)	<b>(824,886)</b>	(809,886)	(809,886)	(809,886)	(809,886)	(4,064,430)
Grants in lieu of taxes	(184,549)	<b>(205,307)</b>	(205,307)	(205,307)	(205,307)	(205,307)	(1,026,535)
Interdepartmental recoveries	(766,756)	<b>(889,007)</b>	(788,547)	(796,249)	(804,365)	(809,802)	(4,087,970)
Miscellaneous	(2,283,321)	<b>(2,788,176)</b>	(3,206,761)	(4,088,614)	(4,738,284)	(5,374,434)	(20,196,269)
<b>Total Operating Revenues</b>	<b>(52,085,430)</b>	<b>(56,529,986)</b>	<b>(60,247,144)</b>	<b>(65,065,769)</b>	<b>(69,993,225)</b>	<b>(75,473,443)</b>	<b>(327,309,567)</b>
<b>Operating Expenditures</b>							
Administration	3,473,855	<b>3,802,150</b>	3,771,073	3,870,911	3,973,748	4,079,671	19,497,553
Professional fees	2,143,116	<b>2,531,219</b>	2,153,679	2,228,623	2,340,944	2,335,968	11,590,433
Building ops	2,789,307	<b>2,997,534</b>	3,025,708	3,141,721	3,209,219	3,329,735	15,703,917
Veh & Equip ops	3,507,676	<b>3,517,996</b>	3,079,735	3,174,097	3,255,748	3,337,422	16,364,998
Operating costs	17,705,795	<b>18,867,214</b>	18,994,264	19,718,186	20,361,959	21,059,500	99,001,123
Program costs	355,340	<b>382,187</b>	312,557	281,838	264,702	252,653	1,493,937
Wages & benefits	12,634,494	<b>14,216,326</b>	14,966,039	15,723,594	16,520,086	17,098,290	78,524,335
Transfer to other gov/org	1,040,000	<b>726,000</b>	726,000	726,000	726,000	726,000	3,630,000
Contributions to reserve funds	10,185,492	<b>9,301,774</b>	5,718,860	4,771,214	4,776,417	6,252,128	30,820,393
Debt interest	1,741,754	<b>1,732,933</b>	1,753,642	1,753,642	1,752,921	1,717,986	8,711,124
<b>Total Operating Expenditures</b>	<b>55,576,829</b>	<b>58,075,333</b>	<b>54,501,557</b>	<b>55,389,826</b>	<b>57,181,744</b>	<b>60,189,353</b>	<b>285,337,813</b>
<b>Operating (surplus)/deficit</b>	<b>3,491,399</b>	<b>1,545,347</b>	<b>(5,745,587)</b>	<b>(9,675,943)</b>	<b>(12,811,481)</b>	<b>(15,284,090)</b>	<b>(41,971,754)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	32,367,253	<b>83,439,787</b>	77,068,714	58,461,891	42,338,238	27,874,686	289,183,316
Transfer from reserves	(24,650,969)	<b>(53,819,833)</b>	(16,806,890)	(11,567,375)	(10,974,960)	(8,462,263)	(101,631,321)
Grants and other	(1,170,435)	<b>(10,902,107)</b>	(4,555,650)	(4,178,454)			(19,636,211)
New borrowing	(970,113)	<b>(11,718,253)</b>	(54,108,968)	(41,360,629)	(30,043,101)	(17,851,370)	(155,082,321)
<b>Net Capital Assets funded from Operations</b>	<b>5,575,736</b>	<b>6,999,594</b>	<b>1,597,206</b>	<b>1,355,433</b>	<b>1,320,177</b>	<b>1,561,053</b>	<b>12,833,463</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	2,524,944	<b>2,605,026</b>	2,646,839	2,646,839	2,644,205	2,610,567	13,153,476
New debt (principal & interest)	10,701	<b>117,183</b>	1,501,542	5,673,671	8,847,099	11,112,470	27,251,965
<b>Total Capital Financing Charges</b>	<b>2,535,645</b>	<b>2,722,209</b>	<b>4,148,381</b>	<b>8,320,510</b>	<b>11,491,304</b>	<b>13,723,037</b>	<b>40,405,441</b>
<b>Net (surplus)/deficit for the year</b>	<b>11,602,780</b>	<b>11,267,150</b>					<b>11,267,150</b>
Add: Transfer from appropriated surplus	(2,660,895)	<b>(5,391,677)</b>					(5,391,677)
Add: Prior year (surplus) / deficit	(8,941,885)	<b>(5,875,473)</b>					(5,875,473)
<b>(Surplus) applied to future years</b>							



**REGIONAL & COMMUNITY UTILITIES  
SUMMARY OF TAX REQUISITIONS  
2024 to 2028**

	2024	2024	2025	2025	2026	2026	2027	2027	2028	2028
	\$	%	\$	%	\$	%	\$	%	\$	%
<b>Wastewater Management</b>										
2870 LIQUID WASTE MANAGEMENT PLANNING	(219,311)	10.7%	(239,049)	9.0%	(260,563)	9.0%	(284,014)	9.0%	(303,738)	6.9%
2871 WASTEWATER - SOUTHERN COMMUNITY	(12,264,924)	9.4%	(13,491,416)	10.0%	(14,975,472)	11.0%	(16,772,529)	12.0%	(18,952,958)	13.0%
2872 WASTEWATER - NORTHERN COMMUNITY	(7,354,464)	10.6%	(8,163,455)	11.0%	(9,061,435)	11.0%	(10,058,193)	11.0%	(11,164,594)	11.0%
2877 WASTEWATER - DUKE POINT	(400,761)	7.5%	(436,829)	9.0%	(476,144)	9.0%	(518,997)	9.0%	(565,707)	9.0%
	(\$20,239,460)		(\$22,330,749)		(\$24,773,614)		(\$27,633,733)		(\$30,986,997)	
<b>Water Supply</b>										
2034 WATER - SURFSIDE	(19,238)	10.0%	(21,162)	10.0%	(23,278)	10.0%	(25,606)	10.0%	(28,166)	10.0%
2038 WATER - FRENCH CREEK	(143,789)	59.3%	(150,978)	5.0%	(158,527)	5.0%	(174,380)	10.0%	(183,099)	5.0%
2039 WATER - WHISKEY CREEK	(172,809)	34.4%	(184,906)	7.0%	(190,453)	3.0%	(196,166)	3.0%	(202,051)	3.0%
2042 WATER - DECOURCY	(13,775)	3.0%	(14,188)	3.0%	(14,614)	3.0%	(15,052)	3.0%	(15,504)	3.0%
2043 WATER - SAN PAREIL	(195,062)	15.0%	(196,242)	0.6%	(202,130)	3.0%	(208,193)	3.0%	(214,439)	3.0%
2044 WATER - DRIFTWOOD	706	(117.3%)		(100.0%)						
2045 WATER - RIVER'S EDGE	(66,722)	50.0%	(103,419)	55.0%	(274,061)	165.0%	(282,282)	3.0%	(290,751)	3.0%
2046 WATER - MELROSE TERRACE	(41,058)	3.0%	(42,290)	3.0%	(43,558)	3.0%	(44,865)	3.0%	(46,211)	3.0%
2047 WATER - NANOOSE PENINSULA	(1,692,705)	14.0%	(1,845,048)	9.0%	(2,048,004)	11.0%	(2,109,444)	3.0%	(2,193,822)	4.0%
2048 BULK WATER - NANOOSE BAY	(1,296,196)	3.0%	(1,322,120)	2.0%	(1,348,562)	2.0%	(1,375,534)	2.0%	(1,403,044)	2.0%
2049 BULK WATER - FRENCH CREEK	(4,606)	(0.1%)	(4,606)		(4,606)		(4,606)		(4,606)	
2050 WATER - SAN PAREIL FIRE IMPROVEMENTS	(74,656)	0.2%	(74,635)		(74,635)		(74,635)		(74,635)	
2051 WATER - WESTURNE HEIGHTS	(29,242)	3.0%	(29,827)	2.0%	(30,423)	2.0%	(31,032)	2.0%	(31,652)	2.0%
4500 DRINKING WATER/WATERSHED PROTECTION	(1,154,736)	1.3%	(1,158,576)	0.3%	(1,162,416)	0.3%	(1,166,256)	0.3%	(1,170,096)	0.3%
	(\$4,903,888)		(\$5,147,997)		(\$5,575,267)		(\$5,708,051)		(\$5,858,076)	
<b>Streetlighting</b>										
2052 STREETLIGHTING - RURAL AREAS (E & G)	(16,008)	(23.4%)	(16,488)	3.0%	(16,983)	3.0%	(17,492)	3.0%	(18,017)	3.0%
2053 STREETLIGHTING - FAIRWINDS	(27,220)	3.0%	(28,037)	3.0%	(28,878)	3.0%	(29,744)	3.0%	(30,636)	3.0%
2054 STREETLIGHTING - FRENCH CREEK VILLAGE	(66,430)	(18.0%)	(68,423)	3.0%	(70,476)	3.0%	(72,590)	3.0%	(74,768)	3.0%
2056 STREETLIGHTING - RIVER'S EDGE	(8,058)	3.0%	(8,300)	3.0%	(8,549)	3.0%	(8,805)	3.0%	(9,069)	3.0%
2057 STREETLIGHTING - FR CREEK-HWY INTERSECT	(3,117)	3.0%	(3,211)	3.0%	(3,307)	3.0%	(3,406)	3.0%	(3,508)	3.0%
2059 STREETLIGHTING - HIGHWAY #4 (AREA F)	(4,120)	3.0%	(4,244)	3.0%	(4,371)	3.0%	(4,502)	3.0%	(4,637)	3.0%
	(\$124,953)		(\$128,703)		(\$132,564)		(\$136,539)		(\$140,635)	
<b>Sewer Collection</b>										
2090 STORMWATER - RIVER'S EDGE	(6,129)	4.4%	(6,313)	3.0%	(6,502)	3.0%	(6,697)	3.0%	(6,898)	3.0%
2091 STORMWATER - CEDAR ESTATES	(4,527)	3.0%	(4,663)	3.0%	(4,803)	3.0%	(4,947)	3.0%	(5,095)	3.0%
2851 WASTEWATER - NANOOSE (PART OF 75-51)	(1,176,554)	19.2%	(1,353,037)	15.0%	(1,528,932)	13.0%	(1,727,693)	13.0%	(1,952,293)	13.0%
7550 SEWER - FRENCH CREEK COLLECTION	(1,283,912)	15.0%	(1,373,786)	7.0%	(1,469,951)	7.0%	(1,572,847)	7.0%	(1,667,218)	6.0%
7551 SEWER - FAIRWINDS COLLECTION(see 2851)	(67,072)	6.0%	(71,432)	6.5%	(76,432)	7.0%	(80,253)	5.0%	(84,266)	5.0%
7554 SEWER - PACIFIC SHORES	(94,749)	5.0%	(98,539)	4.0%	(101,495)	3.0%	(104,540)	3.0%	(107,676)	3.0%
7555 SEWER - SURFSIDE	(34,480)	10.6%	(39,652)	15.0%	(43,617)	10.0%	(47,979)	10.0%	(52,777)	10.0%
7557 SEWER - BARCLAY CR	(252,080)	18.4%	(268,307)	6.4%	(286,107)	6.6%	(305,691)	6.8%	(248,924)	(18.6%)
7558 SEWER - CEDAR COLLECTION	(57,750)	5.0%	(59,483)	3.0%	(61,267)	3.0%	(63,105)	3.0%	(64,998)	3.0%
7559 SEWER - CEDAR PH 1 SML RESIDENTIAL DEBT	(6,163)	0.3%	(6,163)		(6,163)		(6,163)		(6,163)	
7560 SEWER - CEDAR LARGE RESIDENTIAL DEBT	(4,224)	0.2%	(4,224)		(4,224)		(4,224)		(4,224)	
7561 SEWER - CEDAR COMMERCIAL DEBT	(52,461)	0.2%	(52,461)		(52,461)		(52,461)		(52,461)	
7562 SEWER - CEDAR SPORTSFIELD DEBT	(3,466)	0.2%	(3,466)		(3,466)		(3,466)		(3,466)	
7563 SEWER - CEDAR PH 2 SML RESIDENTIAL DEBT	(11,627)	0.2%	(11,627)		(11,627)		(11,627)		(11,627)	
7569 SEWER - REID RD DEBT	(3,660)	0.2%	(3,660)		(3,660)		(3,660)		(3,660)	
7570 SEWER - HAWTHORNE RISE DEBT	(10,040)	0.2%	(10,040)		(10,040)		(10,040)		(10,040)	
	(\$3,068,894)		(\$3,366,853)		(\$3,670,747)		(\$4,005,393)		(\$4,281,786)	
<b>EV Charging Station</b>										
0212 EV CHARGING STATION	(10,000)	26.3%	(20,000)	100.0%	(20,600)	3.0%	(21,218)	3.0%	(21,855)	3.0%
	(\$10,000)		(\$20,000)		(\$20,600)		(\$21,218)		(\$21,855)	





**REGIONAL & COMMUNITY UTILITIES  
SUMMARY OF TAX REQUISITIONS  
2024 to 2028**

	2024		2025		2026		2027		2028	
	\$	%	\$	%	\$	%	\$	%	\$	%
Solid Waste										
1200 SOLID WASTE MANAGEMENT	(1,744,591)	15.0%	(2,093,540)	20.0%	(2,407,571)	15.0%	(2,889,085)	20.0%	(3,466,902)	20.0%
	(\$1,744,591)		(\$2,093,540)		(\$2,407,571)		(\$2,889,085)		(\$3,466,902)	
<b>Total REGIONAL &amp; COMMUNITY UTILITIES</b>	<b>(30,091,786)</b>	<b>10.4%</b>	<b>(33,087,842)</b>	<b>10.0%</b>	<b>(36,580,363)</b>	<b>10.6%</b>	<b>(40,394,019)</b>	<b>10.4%</b>	<b>(44,756,251)</b>	<b>10.8%</b>



**Liquid Waste Management Planning  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>10.7%</b>	9.0%	9.0%	9.0%	6.9%	
Property taxes	(198,114)	<b>(219,311)</b>	(239,049)	(260,563)	(284,014)	(303,738)	(1,306,675)
	(198,114)	<b>(219,311)</b>	(239,049)	(260,563)	(284,014)	(303,738)	(1,306,675)
Operations	(90,000)	<b>(90,000)</b>	(92,700)	(95,481)	(98,345)	(101,296)	(477,822)
Miscellaneous	(24,290)	<b>(3,430)</b>	(38,201)	(25,225)	(10,601)		(77,457)
<b>Total Operating Revenues</b>	<b>(312,404)</b>	<b>(312,741)</b>	<b>(369,950)</b>	<b>(381,269)</b>	<b>(392,960)</b>	<b>(405,034)</b>	<b>(1,861,954)</b>
<b>Operating Expenditures</b>							
Administration	28,573	<b>33,862</b>	34,878	35,924	37,002	38,112	179,778
Professional fees	34,000	<b>18,700</b>	19,261	19,839	20,434	21,047	99,281
Building ops	19,568	<b>22,818</b>	22,818	22,818	22,818	22,818	114,090
Veh & Equip ops	1,027	<b>1,106</b>	1,139	1,173	1,209	1,245	5,872
Operating costs	23,559	<b>17,531</b>	18,057	18,599	19,157	19,731	93,075
Program costs	98,333	<b>90,000</b>	92,700	95,481	98,345	101,296	477,822
Wages & benefits	170,033	<b>174,973</b>	181,097	187,435	193,995	200,785	938,285
<b>Total Operating Expenditures</b>	<b>375,093</b>	<b>358,990</b>	<b>369,950</b>	<b>381,269</b>	<b>392,960</b>	<b>405,034</b>	<b>1,908,203</b>
<b>Operating (surplus)/deficit</b>	<b>62,689</b>	<b>46,249</b>					<b>46,249</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>62,689</b>	<b>46,249</b>					<b>46,249</b>
Add: Transfer from appropriated surplus	(39,000)						
Add: Prior year (surplus) / deficit	(23,689)	<b>(46,249)</b>					(46,249)
<b>(Surplus) applied to future years</b>							



**Liquid Waste Management Planning  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	169,735	169,700	134,893	112,366	104,012
Interest earned	3,395	3,394	2,698	2,247	2,080
Withdrawals for capital projects:					
Other transfers out of Reserve	3,430	38,201	25,225	10,601	
<b>Closing Balance Reserve Fund</b>	<b>169,700</b>	<b>134,893</b>	<b>112,366</b>	<b>104,012</b>	<b>106,092</b>

**Wastewater Southern Community  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		9.4%	10.0%	11.0%	12.0%	13.0%	
Property taxes	(11,214,402)	<b>(12,264,924)</b>	(13,491,416)	(14,975,472)	(16,772,529)	(18,952,958)	(76,457,299)
	(11,214,402)	<b>(12,264,924)</b>	(13,491,416)	(14,975,472)	(16,772,529)	(18,952,958)	(76,457,299)
Operations	(715,720)	<b>(736,000)</b>	(754,400)	(773,260)	(792,592)	(812,406)	(3,868,658)
Grants in lieu of taxes	(164,710)	<b>(185,468)</b>	(185,468)	(185,468)	(185,468)	(185,468)	(927,340)
Interdepartmental recoveries	(141,958)	<b>(164,682)</b>	(164,682)	(164,682)	(164,682)	(164,682)	(823,410)
Miscellaneous	(876,168)	<b>(848,732)</b>	(1,037,621)	(1,469,409)	(2,159,594)	(2,870,448)	(8,385,804)
<b>Total Operating Revenues</b>	<b>(13,112,958)</b>	<b>(14,199,806)</b>	<b>(15,633,587)</b>	<b>(17,568,291)</b>	<b>(20,074,865)</b>	<b>(22,985,962)</b>	<b>(90,462,511)</b>
<b>Operating Expenditures</b>							
Administration	828,752	<b>866,778</b>	892,782	919,565	947,152	975,567	4,601,844
Professional fees	482,842	<b>617,465</b>	565,989	582,969	600,458	618,472	2,985,353
Building ops	1,415,348	<b>1,595,484</b>	1,643,349	1,692,649	1,743,429	1,795,731	8,470,642
Veh & Equip ops	865,344	<b>902,285</b>	929,353	957,234	985,951	1,015,530	4,790,353
Operating costs	2,238,199	<b>2,408,513</b>	2,504,546	2,579,683	2,657,073	2,736,786	12,886,601
Wages & benefits	2,891,818	<b>3,124,026</b>	3,323,888	3,557,099	3,806,797	3,940,035	17,751,845
Contributions to reserve funds	1,574,920	<b>1,113,818</b>	864,401	563,175	673,450	1,304,995	4,519,839
Debt interest	1,380,615	<b>1,375,979</b>	1,386,350	1,386,350	1,386,350	1,386,350	6,921,379
<b>Total Operating Expenditures</b>	<b>11,677,838</b>	<b>12,004,348</b>	<b>12,110,658</b>	<b>12,238,724</b>	<b>12,800,660</b>	<b>13,773,466</b>	<b>62,927,856</b>
<b>Operating (surplus)/deficit</b>	<b>(1,435,120)</b>	<b>(2,195,458)</b>	<b>(3,522,929)</b>	<b>(5,329,567)</b>	<b>(7,274,205)</b>	<b>(9,212,496)</b>	<b>(27,534,655)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	9,559,639	<b>19,903,668</b>	28,670,001	26,062,529	29,761,513	3,246,750	107,644,461
Transfer from reserves	(8,001,749)	<b>(7,260,233)</b>	(5,380,302)	(1,600,000)	(1,600,000)	(1,000,000)	(16,840,535)
New borrowing	(194,113)	<b>(11,143,293)</b>	(23,057,523)	(24,268,019)	(27,987,953)	(2,100,000)	(88,556,788)
<b>Net Capital Assets funded from Operations</b>	<b>1,363,777</b>	<b>1,500,142</b>	<b>232,176</b>	<b>194,510</b>	<b>173,560</b>	<b>146,750</b>	<b>2,247,138</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	2,120,454	<b>2,146,850</b>	2,146,850	2,146,850	2,146,850	2,146,850	10,734,250
New debt (principal & interest)	1,941	<b>111,433</b>	1,143,903	2,988,207	4,953,795	6,918,896	16,116,234
<b>Total Capital Financing Charges</b>	<b>2,122,395</b>	<b>2,258,283</b>	<b>3,290,753</b>	<b>5,135,057</b>	<b>7,100,645</b>	<b>9,065,746</b>	<b>26,850,484</b>
<b>Net (surplus)/deficit for the year</b>	<b>2,051,052</b>	<b>1,562,967</b>					<b>1,562,967</b>
Add: Transfer from appropriated surplus	(423,900)	<b>(953,571)</b>					(953,571)
Add: Prior year (surplus) / deficit	(1,627,152)	<b>(609,396)</b>					(609,396)
<b>(Surplus) applied to future years</b>							



Wastewater Southern Community

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2871 MAJOR CAP - WASTEWATER NPCC	1,046,284	797,362	600,000	600,000	600,000	<b>3,643,646</b>
VH-2871 VEHICLE - WASTEWATER NPCC	117,000	86,000	63,950	43,000	146,750	<b>456,700</b>
WW-0023 GNPCC -DEPARTURE BAY PUMP STATION UPGRD	6,204,168	6,000,000	12,000,000	12,000,000	2,500,000	<b>38,704,168</b>
WW-0024 GNPCC - CHASE RIVER PS FORCEMAIN UPGRD	19,712					<b>19,712</b>
WW-0029 GNPCC - DEPARTURE BAY FORCEMAIN TWINNING	5,316,138	13,112,578	13,112,578	13,772,125		<b>45,313,419</b>
WW-0031 GNPCC - CHASE RIVER PUMP STATION UPGRADE	38,772					<b>38,772</b>
WW-0032 GNPCC - BASEMENT MCC REPLACEMENT	1,325,694					<b>1,325,694</b>
WW-0035 GNPCC - DIGESTER #1 UPGRADE			286,001	3,346,388		<b>3,632,389</b>
WW-0036 GNPCC - WPS UPGRADE	2,750,071	5,924,271				<b>8,674,342</b>
WW-0038 GNPCC - GRIT & SED TANK RELINING	2,763,221	1,880,000				<b>4,643,221</b>
WW-0042 GNPCC - BIOGAS BLOWER RELOCATION	41,357					<b>41,357</b>
WW-0043 GNPCC - BIOGAS FLARE UPGRADE	192,100					<b>192,100</b>
WW-0047 GNPCC - OLD OUTFALL PIPE DECOM LAND SEC		869,790				<b>869,790</b>
WW-0049 GNPCC - MAFFEO SUTTON BAR SCREEN IMPROV	89,151					<b>89,151</b>
<b>Total Wastewater Southern Community</b>	<b>19,903,668</b>	<b>28,670,001</b>	<b>26,062,529</b>	<b>29,761,513</b>	<b>3,246,750</b>	<b>107,644,461</b>



**Wastewater Southern Community  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	5,454,181	4,547,285	3,505,270	3,538,550	3,682,771
Contributions	1,113,818	864,401	563,175	673,450	1,304,995
Interest earned	109,084	90,946	70,105	70,771	73,655
Withdrawals for capital projects:					
MAJOR CAP - WASTEWATER NPCC		(797,362)	(600,000)	(600,000)	(600,000)
GNPCC - CHASE RIVER PS FORCEMAIN UPGRD	(19,712)				
GNPCC - CHASE RIVER PUMP STATION UPGRADE	(38,772)				
GNPCC - BASEMENT MCC REPLACEMENT	(198,459)				
GNPCC - WPS UPGRADE	(815,800)	(1,200,000)			
GNPCC - GRIT & SED TANK RELINING	(823,221)				
GNPCC - BIOGAS BLOWER RELOCATION	(36,477)				
GNPCC - BIOGAS FLARE UPGRADE	(123,680)				
GNPCC - MAFFEO SUTTON BAR SCREEN IMPROV	(73,677)				
Total Withdrawals for capital projects	(2,129,798)	(1,997,362)	(600,000)	(600,000)	(600,000)
<b>Closing Balance Reserve Fund</b>	<b>4,547,285</b>	<b>3,505,270</b>	<b>3,538,550</b>	<b>3,682,771</b>	<b>4,461,421</b>
<b>DEVELOPMENT COST CHARGES</b>					
<b>Opening Balance DCC Fund</b>	4,578,889	2,703,322	1,144,002	1,818,601	1,743,293
Contributions	2,773,290	2,784,099	3,098,052	3,024,838	3,050,593
Interest earned	91,578	54,066	22,880	36,372	34,866
Withdrawals for capital projects:					
GNPCC - DEPARTURE BAY PUMP STATION UPGRD	(3,004,168)	(2,800,000)	(1,000,000)	(1,000,000)	(400,000)
GNPCC - DEPARTURE BAY FORCEMAIN TWINNING	(910,611)	(582,940)			
Total Withdrawals for capital projects	(3,914,779)	(3,382,940)	(1,000,000)	(1,000,000)	(400,000)
Other transfers out of DCCs	825,656	1,014,545	1,446,333	2,136,518	2,847,371
<b>Closing Balance DCC Fund</b>	<b>2,703,322</b>	<b>1,144,002</b>	<b>1,818,601</b>	<b>1,743,293</b>	<b>1,581,381</b>



**Wastewater Southern Community  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>New Borrowing</b>					
GNPCC - DEPARTURE BAY PUMP STATION UPGRD	3,200,000	3,200,000	11,000,000	11,000,000	2,100,000
GNPCC - DEPARTURE BAY FORCEMAIN TWINNING	4,196,949	12,417,060	13,000,000	13,659,547	
GNPCC - BASEMENT MCC REPLACEMENT	1,117,000				
GNPCC - DIGESTER #1 UPGRADE			268,019	3,328,406	
GNPCC - WPS UPGRADE	1,155,000	4,695,000			
GNPCC - GRIT & SED TANK RELINING	1,474,344	1,880,000			
GNPCC - OLD OUTFALL PIPE DECOM LAND SEC		865,463			
<b>Total New Borrowing</b>	<b>11,143,293</b>	<b>23,057,523</b>	<b>24,268,019</b>	<b>27,987,953</b>	<b>2,100,000</b>
New Debt Principal/Int		913,328	1,832,199	1,928,388	2,223,981
New Debt Principal/Int(Cumulative)		913,328	2,745,527	4,673,915	6,897,896
Borrowing cost	111,433	230,575	242,680	279,880	21,000



**Wastewater Northern Community  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>10.6%</b>	11.0%	11.0%	11.0%	11.0%	
Property taxes	(6,650,216)	<b>(7,354,464)</b>	(8,163,455)	(9,061,435)	(10,058,193)	(11,164,594)	(45,802,141)
	(6,650,216)	<b>(7,354,464)</b>	(8,163,455)	(9,061,435)	(10,058,193)	(11,164,594)	(45,802,141)
Operations	(524,800)	<b>(524,800)</b>	(537,920)	(551,368)	(565,152)	(579,281)	(2,758,521)
Operating grants		<b>(2,609)</b>	(2,609)	(2,609)	(2,609)	(2,609)	(13,045)
Grants in lieu of taxes	(5,470)	<b>(5,470)</b>	(5,470)	(5,470)	(5,470)	(5,470)	(27,350)
Interdepartmental recoveries	(6,450)	<b>(16,311)</b>	(16,311)	(16,311)	(16,311)	(16,311)	(81,555)
Miscellaneous	(9,000)	<b>(9,000)</b>	(9,000)	(428,991)	(673,986)	(673,986)	(1,794,963)
<b>Total Operating Revenues</b>	<b>(7,195,936)</b>	<b>(7,912,654)</b>	<b>(8,734,765)</b>	<b>(10,066,184)</b>	<b>(11,321,721)</b>	<b>(12,442,251)</b>	<b>(50,477,575)</b>
<b>Operating Expenditures</b>							
Administration	408,270	<b>462,008</b>	475,868	490,144	504,849	519,994	2,452,863
Professional fees	258,689	<b>266,469</b>	274,463	282,696	291,177	299,913	1,414,718
Building ops	463,791	<b>482,142</b>	496,606	511,504	526,850	542,655	2,559,757
Veh & Equip ops	646,044	<b>731,009</b>	752,940	775,528	798,794	822,757	3,881,028
Operating costs	945,797	<b>972,701</b>	1,001,882	1,031,939	1,062,897	1,094,784	5,164,203
Wages & benefits	2,037,579	<b>2,612,051</b>	2,769,307	2,971,420	3,184,289	3,295,739	14,832,806
Contributions to reserve funds	2,943,566	<b>2,079,668</b>	2,068,699	1,095,181	790,223	1,590,996	7,624,767
<b>Total Operating Expenditures</b>	<b>7,703,736</b>	<b>7,606,048</b>	<b>7,839,765</b>	<b>7,158,412</b>	<b>7,159,079</b>	<b>8,166,838</b>	<b>37,930,142</b>
<b>Operating (surplus)/deficit</b>	<b>507,800</b>	<b>(306,606)</b>	<b>(895,000)</b>	<b>(2,907,772)</b>	<b>(4,162,642)</b>	<b>(4,275,413)</b>	<b>(12,547,433)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	10,563,076	<b>51,258,935</b>	37,413,988	26,386,550	2,757,262	11,685,888	129,502,623
Transfer from reserves	(9,650,936)	<b>(39,604,264)</b>	(6,323,338)	(4,444,655)	(1,697,956)	(3,097,525)	(55,167,738)
Grants and other		<b>(10,294,283)</b>	(4,455,650)	(4,178,454)			(18,928,387)
New borrowing			(26,000,000)	(17,092,610)	(324,135)	(7,841,350)	(51,258,095)
<b>Net Capital Assets funded from Operations</b>	<b>912,140</b>	<b>1,360,388</b>	<b>635,000</b>	<b>670,831</b>	<b>735,171</b>	<b>747,013</b>	<b>4,148,403</b>
<b>Capital Financing Charges</b>							
New debt (principal & interest)			260,000	2,236,941	3,427,471	3,528,400	9,452,812
<b>Total Capital Financing Charges</b>			<b>260,000</b>	<b>2,236,941</b>	<b>3,427,471</b>	<b>3,528,400</b>	<b>9,452,812</b>
<b>Net (surplus)/deficit for the year</b>	<b>1,419,940</b>	<b>1,053,782</b>					<b>1,053,782</b>
Add: Transfer from appropriated surplus	(569,000)	<b>(545,641)</b>					(545,641)
Add: Prior year (surplus) / deficit	(850,940)	<b>(508,141)</b>					(508,141)
<b>(Surplus) applied to future years</b>							





Wastewater Northern Community

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2872 MAJOR CAP - WASTEWATER FCPCC	1,131,173	600,000	600,000	600,000	600,000	<b>3,531,173</b>
VH-2872 VEHICLE - WASTEWATER FCPCC	344,575	35,000	11,600	60,000	77,500	<b>528,675</b>
WW-0010 FCPCC - PLANT EXPANSION (2016)	42,521,616	36,778,988	25,301,868			<b>104,602,472</b>
WW-0018 FCPCC-ATAD MIXING	4,648,872					<b>4,648,872</b>
WW-0021 FCPCC- BAY AVE PMP STN GENSET UPGRD 2016	866,631					<b>866,631</b>
WW-0027 FCPCC - OUTFALL REPLACEMENT			285,098	863,911	8,156,948	<b>9,305,957</b>
WW-0039 FCPCC - BAY AVE FORCEMAIN REPLACEMENT	85,879			278,440	2,851,440	<b>3,215,759</b>
WW-0040 FCPCC - PRIMARY CLARIFIER ROOF REPLACMNT			187,984	954,911		<b>1,142,895</b>
WW-0051 FCPCC - INFLUENT PIPE REPAIR	956,689					<b>956,689</b>
WW-0052 FCPCC- CHEMICAL SCRUBBER REPLACEMENT	703,500					<b>703,500</b>
<b>Total Wastewater Northern Community</b>	<b>51,258,935</b>	<b>37,413,988</b>	<b>26,386,550</b>	<b>2,757,262</b>	<b>11,685,888</b>	<b>129,502,623</b>

**Wastewater Northern Community  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	21,622,056	1,961,747	1,908,012	1,671,284	1,333,055
Contributions	2,079,668	2,068,699	1,095,181	790,223	1,590,996
Interest earned	432,441	39,235	38,160	33,426	26,661
Withdrawals for capital projects:					
MAJOR CAP - WASTEWATER FCPC	(144,300)				
FCPC - PLANT EXPANSION (2016)	(16,145,635)	(2,161,669)	(1,187,743)		
FCPC-ATAD MIXING	(3,478,013)				
FCPC - BAY AVE PMP STN GENSET UPGRD 2016	(776,631)				
FCPC - BAY AVE FORCEMAIN REPLACEMENT	(52,839)			(212,625)	(2,296,755)
FCPC - PRIMARY CLARIFIER ROOF REPLACMNT			(182,326)	(949,253)	
FCPC - INFLUENT PIPE REPAIR	(875,000)				
FCPC - CHEMICAL SCRUBBER REPLACEMENT	(700,000)				
Total Withdrawals for capital projects	(22,172,418)	(2,161,669)	(1,370,069)	(1,161,878)	(2,296,755)
<b>Closing Balance Reserve Fund</b>	<b>1,961,747</b>	<b>1,908,012</b>	<b>1,671,284</b>	<b>1,333,055</b>	<b>653,957</b>
<b>DEVELOPMENT COST CHARGES</b>					
<b>Opening Balance DCC Fund</b>	20,273,957	5,302,679	3,198,562	1,430,949	1,908,193
Contributions	1,978,400	1,951,498	1,662,993	1,649,689	1,625,462
Interest earned	405,479	106,054	63,971	28,619	38,164
Withdrawals for capital projects:					
FCPC - PLANT EXPANSION (2016)	(16,081,698)	(4,161,669)	(2,935,671)		
FCPC-ATAD MIXING	(1,170,859)				
FCPC - BAY AVE PMP STN GENSET UPGRD 2016	(85,500)				
FCPC - OUTFALL REPLACEMENT			(138,915)	(486,203)	(262,025)
FCPC - BAY AVE FORCEMAIN REPLACEMENT	(17,100)			(49,875)	(538,745)
Total Withdrawals for capital projects	(17,355,157)	(4,161,669)	(3,074,586)	(536,078)	(800,770)
Other transfers out of DCCs			419,991	664,986	664,986
<b>Closing Balance DCC Fund</b>	<b>5,302,679</b>	<b>3,198,562</b>	<b>1,430,949</b>	<b>1,908,193</b>	<b>2,106,063</b>
<b>New Borrowing</b>					
FCPC - PLANT EXPANSION (2016)		26,000,000	17,000,000		
FCPC - OUTFALL REPLACEMENT			92,610	324,135	7,841,350
<b>Total New Borrowing</b>		<b>26,000,000</b>	<b>17,092,610</b>	<b>324,135</b>	<b>7,841,350</b>
New Debt Principal/Int			2,066,015	1,358,215	25,756
New Debt Principal/Int(Cumulative)			2,066,015	3,424,230	3,449,986
Borrowing cost		260,000	170,926	3,241	78,414

**Wastewater Duke Point  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		7.5%	9.0%	9.0%	9.0%	9.0%	
Property taxes	(372,675)	<b>(400,761)</b>	(436,829)	(476,144)	(518,997)	(565,707)	(2,398,438)
	(372,675)	<b>(400,761)</b>	(436,829)	(476,144)	(518,997)	(565,707)	(2,398,438)
Operations	(14,000)	<b>(18,000)</b>	(18,000)	(18,000)	(18,000)	(18,000)	(90,000)
Utility user fees	(16,000)	<b>(15,000)</b>	(15,300)	(15,606)	(15,918)	(16,236)	(78,060)
Interdepartmental recoveries	(101,147)	<b>(94,256)</b>	(94,256)	(94,256)	(94,256)	(94,256)	(471,280)
<b>Total Operating Revenues</b>	(503,822)	<b>(528,017)</b>	(564,385)	(604,006)	(647,171)	(694,199)	(3,037,778)
<b>Operating Expenditures</b>							
Administration	38,690	<b>41,813</b>	43,067	44,359	45,690	47,061	221,990
Professional fees	20,444	<b>20,107</b>	20,710	21,332	21,971	22,631	106,751
Building ops	23,427	<b>27,660</b>	28,490	29,344	30,225	31,131	146,850
Veh & Equip ops	30,448	<b>25,099</b>	25,852	26,627	27,426	28,249	133,253
Operating costs	145,186	<b>153,572</b>	158,152	162,870	167,729	172,735	815,058
Wages & benefits	167,070	<b>164,648</b>	172,880	178,931	185,193	191,675	893,327
Contributions to reserve funds	40,501	<b>64,486</b>	52,757	77,631	101,760	127,616	424,250
<b>Total Operating Expenditures</b>	465,766	<b>497,385</b>	501,908	541,094	579,994	621,098	2,741,479
<b>Operating (surplus)/deficit</b>	(38,056)	<b>(30,632)</b>	(62,477)	(62,912)	(67,177)	(73,101)	(296,299)
<b>Capital Asset Expenditures</b>							
Capital expenditures	92,117	<b>46,550</b>	132,477	562,912	5,267,177	1,796,839	7,805,955
Transfer from reserves	(72,649)		(70,000)	(500,000)	(5,200,000)	(1,723,738)	(7,493,738)
<b>Net Capital Assets funded from Operations</b>	19,468	<b>46,550</b>	62,477	62,912	67,177	73,101	312,217
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	(18,588)	<b>15,918</b>					15,918
Add: Transfer from appropriated surplus	(17,100)	<b>(15,993)</b>					(15,993)
Add: Prior year (surplus) / deficit	35,688	<b>75</b>					75
<b>(Surplus) applied to future years</b>							



**Wastewater Duke Point**

**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
MJ-2877 MAJOR CAP - WASTEWATER DUKE POINT	33,000	37,500	37,500	37,500	37,500	<b>183,000</b>
VH-2877 VEHICLE - WASTEWATER DUKE POINT	13,550		435	4,700	10,625	<b>29,310</b>
WW-0034 DPPCC - PHASE 1 EXPANSION		94,977	524,977	5,224,977	1,748,714	<b>7,593,645</b>
<b>Total Wastewater Duke Point</b>	<b>46,550</b>	<b>132,477</b>	<b>562,912</b>	<b>5,267,177</b>	<b>1,796,839</b>	<b>7,805,955</b>



**Wastewater Duke Point  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	954,693	702,374	769,178	862,192	981,196
Contributions	64,486	122,757	577,631	5,301,760	1,851,354
Interest earned	19,094	14,047	15,383	17,244	19,624
Withdrawals for capital projects:					
DPPCC - PHASE 1 EXPANSION		(70,000)	(500,000)	(5,200,000)	(1,723,738)
Total Withdrawals for capital projects		(70,000)	(500,000)	(5,200,000)	(1,723,738)
Other transfers out of Reserve	335,899				
<b>Closing Balance Reserve Fund</b>	<b>702,374</b>	<b>769,178</b>	<b>862,192</b>	<b>981,196</b>	<b>1,128,436</b>
<b>DEVELOPMENT COST CHARGES</b>					
<b>Opening Balance DCC Fund</b>	128,532	131,103	133,725	136,400	139,128
Interest earned	2,571	2,622	2,675	2,728	2,783
Withdrawals for capital projects:					
<b>Closing Balance DCC Fund</b>	<b>131,103</b>	<b>133,725</b>	<b>136,400</b>	<b>139,128</b>	<b>141,911</b>

**Wastewater Nanoose  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>19.2%</b>	15.0%	13.0%	13.0%	13.0%	
Parcel taxes	(986,652)	<b>(1,176,554)</b>	(1,353,037)	(1,528,932)	(1,727,693)	(1,952,293)	(7,738,509)
	(986,652)	<b>(1,176,554)</b>	(1,353,037)	(1,528,932)	(1,727,693)	(1,952,293)	(7,738,509)
Utility user fees	(48,730)	<b>(55,000)</b>	(55,000)	(55,000)	(55,000)	(55,000)	(275,000)
Interdepartmental recoveries	(210)	<b>(210)</b>	(210)	(210)	(210)	(210)	(1,050)
<b>Total Operating Revenues</b>	<b>(1,035,592)</b>	<b>(1,231,764)</b>	<b>(1,408,247)</b>	<b>(1,584,142)</b>	<b>(1,782,903)</b>	<b>(2,007,503)</b>	<b>(8,014,559)</b>
<b>Operating Expenditures</b>							
Administration	52,649	<b>70,304</b>	72,413	74,585	76,823	79,128	373,253
Professional fees	17,523	<b>28,828</b>	29,693	30,584	31,501	32,446	153,052
Building ops	58,861	<b>62,953</b>	64,842	66,787	68,791	70,854	334,227
Veh & Equip ops	122,419	<b>127,080</b>	130,892	134,819	138,863	143,029	674,683
Operating costs	277,917	<b>296,076</b>	304,958	314,107	323,530	333,236	1,571,907
Wages & benefits	267,946	<b>303,460</b>	319,841	342,724	366,816	379,655	1,712,496
Contributions to reserve funds	229,185	<b>327,466</b>	175,392	439,305	560,548	600,126	2,102,837
Debt interest	9,900	<b>7,084</b>	25,368	25,368	25,368	25,368	108,556
<b>Total Operating Expenditures</b>	<b>1,036,400</b>	<b>1,223,251</b>	<b>1,123,399</b>	<b>1,428,279</b>	<b>1,592,240</b>	<b>1,663,842</b>	<b>7,031,011</b>
<b>Operating (surplus)/deficit</b>	<b>808</b>	<b>(8,513)</b>	<b>(284,848)</b>	<b>(155,863)</b>	<b>(190,663)</b>	<b>(343,661)</b>	<b>(983,548)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	2,422,511	<b>2,083,839</b>	245,000	51,015	2,499,518	3,148,260	8,027,632
Transfer from reserves	(1,525,981)	<b>(1,103,939)</b>	(65,000)		(700,000)	(200,000)	(2,068,939)
New borrowing	(560,000)	<b>(560,000)</b>			(1,731,013)	(2,875,755)	(5,166,768)
<b>Net Capital Assets funded from Operations</b>	<b>336,530</b>	<b>419,900</b>	<b>180,000</b>	<b>51,015</b>	<b>68,505</b>	<b>72,505</b>	<b>791,925</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)			58,949	58,949	58,949	58,949	235,796
New debt (principal & interest)	6,600	<b>5,600</b>	45,899	45,899	63,209	212,207	372,814
<b>Total Capital Financing Charges</b>	<b>6,600</b>	<b>5,600</b>	<b>104,848</b>	<b>104,848</b>	<b>122,158</b>	<b>271,156</b>	<b>608,610</b>
<b>Net (surplus)/deficit for the year</b>	<b>343,938</b>	<b>416,987</b>					<b>416,987</b>
Add: Transfer from appropriated surplus	(126,200)	<b>(206,813)</b>					(206,813)
Add: Prior year (surplus) / deficit	(217,738)	<b>(210,174)</b>					(210,174)
<b>(Surplus) applied to future years</b>							



**Wastewater Nanoose**

**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
MJ-2851 MAJOR CAP - WASTEWATER NANOOSE	368,000	50,000	50,000	50,000	50,000	<b>568,000</b>
VH-2851 VEHICLE - WASTEWATER NANOOSE	93,900	195,000	1,015		4,000	<b>293,915</b>
WW-0022 NBPCC-NANOOSE FORCEMAIN REPLACEMENT PH 1	1,621,939					<b>1,621,939</b>
WW-0045 NBPCC-NANOOSE FORCEMAIN REPLACEMENT PH 2				2,449,518	3,094,260	<b>5,543,778</b>
<b>Total Wastewater Nanoose</b>	<b>2,083,839</b>	<b>245,000</b>	<b>51,015</b>	<b>2,499,518</b>	<b>3,148,260</b>	<b>8,027,632</b>

**Wastewater Nanoose  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	1,237,375	485,649	605,754	1,057,174	938,865
Contributions	327,466	175,392	439,305	560,548	600,126
Interest earned	24,747	9,713	12,115	21,143	18,777
Withdrawals for capital projects:					
MAJOR CAP - WASTEWATER NANOOSE	(42,000)	(50,000)			
VEHICLE - WASTEWATER NANOOSE		(15,000)			
NBPCC-NANOOSE FORCEMAIN REPLACEMENT PH 1	(1,061,939)				
NBPCC-NANOOSE FORCEMAIN REPLACEMENT PH 2				(700,000)	(200,000)
Total Withdrawals for capital projects	(1,103,939)	(65,000)		(700,000)	(200,000)
<b>Closing Balance Reserve Fund</b>	<b>485,649</b>	<b>605,754</b>	<b>1,057,174</b>	<b>938,865</b>	<b>1,357,768</b>
<b>DEVELOPMENT COST CHARGES</b>					
<b>Opening Balance DCC Fund</b>	421,695	430,129	438,732	447,507	456,457
Interest earned	8,434	8,603	8,775	8,950	9,129
Withdrawals for capital projects:					
<b>Closing Balance DCC Fund</b>	<b>430,129</b>	<b>438,732</b>	<b>447,507</b>	<b>456,457</b>	<b>465,586</b>
<b>New Borrowing</b>					
NBPCC-NANOOSE FORCEMAIN REPLACEMENT PH 1	560,000				
NBPCC-NANOOSE FORCEMAIN REPLACEMENT PH 2				1,731,013	2,875,755
<b>Total New Borrowing</b>	<b>560,000</b>			<b>1,731,013</b>	<b>2,875,755</b>
New Debt Principal/Int		45,899			137,550
New Debt Principal/Int(Cumulative)		45,899	45,899	45,899	183,449
Borrowing cost	5,600			17,310	28,758





**Water - Surfside**  
**FINANCIAL PLAN SUMMARY**  
**2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>10.0%</b>	10.0%	10.0%	10.0%	10.0%	
Parcel taxes	(17,489)	<b>(19,238)</b>	(21,162)	(23,278)	(25,606)	(28,166)	(117,450)
	(17,489)	<b>(19,238)</b>	(21,162)	(23,278)	(25,606)	(28,166)	(117,450)
Operations	(780)						
Utility user fees	(12,880)	<b>(17,480)</b>	(18,004)	(18,545)	(19,101)	(19,674)	(92,804)
Grants in lieu of taxes	(526)	<b>(526)</b>	(526)	(526)	(526)	(526)	(2,630)
Interdepartmental recoveries	(65)	<b>(65)</b>	(65)	(65)	(65)	(65)	(325)
Miscellaneous	(5,000)	<b>(5,100)</b>	(100)	(5,100)	(100)	(100)	(10,500)
<b>Total Operating Revenues</b>	<b>(36,740)</b>	<b>(42,409)</b>	<b>(39,857)</b>	<b>(47,514)</b>	<b>(45,398)</b>	<b>(48,531)</b>	<b>(223,709)</b>
<b>Operating Expenditures</b>							
Administration	2,833	<b>3,502</b>	3,502	3,502	3,502	3,502	17,510
Professional fees	1,531	<b>1,307</b>	1,307	6,307	1,307	1,307	11,535
Building ops	2,193	<b>2,189</b>	2,255	2,323	2,392	2,464	11,623
Veh & Equip ops	7,408	<b>7,518</b>	2,626	2,705	2,786	2,870	18,505
Operating costs	6,648	<b>7,260</b>	7,406	7,627	7,857	8,092	38,242
Wages & benefits	13,760	<b>15,045</b>	15,572	16,117	16,681	17,264	80,679
Contributions to reserve funds	298	<b>6,572</b>	7,189	8,933	10,873	13,032	46,599
<b>Total Operating Expenditures</b>	<b>34,671</b>	<b>43,393</b>	<b>39,857</b>	<b>47,514</b>	<b>45,398</b>	<b>48,531</b>	<b>224,693</b>
<b>Operating (surplus)/deficit</b>	<b>(2,069)</b>	<b>984</b>					<b>984</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	64,154	<b>609</b>			653		1,262
Transfer from reserves	(246)	<b>(609)</b>			(653)		(1,262)
Grants and other	(63,908)						
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>(2,069)</b>	<b>984</b>					<b>984</b>
Add: Transfer from appropriated surplus	(280)						
Add: Prior year (surplus) / deficit	2,349	<b>(984)</b>					(984)
<b>(Surplus) applied to future years</b>							



**Water - Surfside**  
**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
VH-2034 VEHICLE - WATER SURFSIDE	609			653		<b>1,262</b>
<b>Total Water - Surfside</b>	609			653		<b>1,262</b>



**Water - Surfside  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	30,536	32,445	40,010	44,470	55,959
Contributions	6,299	6,916	8,660	10,600	12,585
Interest earned	610	649	800	889	1,119
Withdrawals for capital projects:					
Other transfers out of Reserve	5,000		5,000		
<b>Closing Balance Reserve Fund</b>	<b>32,445</b>	<b>40,010</b>	<b>44,470</b>	<b>55,959</b>	<b>69,663</b>
<b>RESERVE ACCOUNT FUNDS</b>					
Withdrawals for capital projects:					
VEHICLE - WATER SURFSIDE	(609)			(653)	
Total Withdrawals for capital projects	(609)			(653)	
<b>Closing Balance Reserve Account</b>	<b>(609)</b>			<b>(653)</b>	

**Water - French Creek  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>59.3%</b>	5.0%	5.0%	10.0%	5.0%	
Parcel taxes	(90,275)	<b>(143,789)</b>	(150,978)	(158,527)	(174,380)	(183,099)	(810,773)
	(90,275)	<b>(143,789)</b>	(150,978)	(158,527)	(174,380)	(183,099)	(810,773)
Operations	(580)						
Utility user fees	(163,120)	<b>(163,120)</b>	(168,014)	(173,054)	(178,246)	(183,593)	(866,027)
Interdepartmental recoveries	(402)	<b>(402)</b>	(402)	(402)	(402)	(402)	(2,010)
Miscellaneous		<b>(6,000)</b>				(15,000)	(21,000)
<b>Total Operating Revenues</b>	<b>(254,377)</b>	<b>(313,311)</b>	<b>(319,394)</b>	<b>(331,983)</b>	<b>(353,028)</b>	<b>(382,094)</b>	<b>(1,699,810)</b>
<b>Operating Expenditures</b>							
Administration	22,639	<b>27,387</b>	27,387	27,387	27,387	27,387	136,935
Professional fees	3,748	<b>3,748</b>	2,374	2,374	2,374	2,374	13,244
Building ops	11,487	<b>12,442</b>	12,815	13,199	13,595	29,003	81,054
Veh & Equip ops	10,881	<b>17,200</b>	11,716	12,067	12,429	12,802	66,214
Operating costs	142,207	<b>147,618</b>	152,046	156,607	161,306	166,146	783,723
Wages & benefits	84,204	<b>91,865</b>	95,080	98,408	101,852	105,417	492,622
Contributions to reserve funds	1,590	<b>43,593</b>	17,976	21,941	11,321	38,965	133,796
<b>Total Operating Expenditures</b>	<b>276,756</b>	<b>343,853</b>	<b>319,394</b>	<b>331,983</b>	<b>330,264</b>	<b>382,094</b>	<b>1,707,588</b>
<b>Operating (surplus)/deficit</b>	<b>22,379</b>	<b>30,542</b>			(22,764)		<b>7,778</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	103,293	<b>119,102</b>	30,000		126,769		275,871
Transfer from reserves	(69,027)	<b>(39,102)</b>	(30,000)		(104,005)		(173,107)
Grants and other	(34,266)	<b>(80,000)</b>					(80,000)
<b>Net Capital Assets funded from Operations</b>					22,764		22,764
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>22,379</b>	<b>30,542</b>					<b>30,542</b>
Add: Transfer from appropriated surplus	(1,718)	<b>(1,374)</b>					(1,374)
Add: Prior year (surplus) / deficit	(20,661)	<b>(29,168)</b>					(29,168)
<b>(Surplus) applied to future years</b>							



**Water - French Creek**

**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
MJ-2038 MAJOR CAP - WATER FRENCH CREEK	115,364	30,000				<b>145,364</b>
VH-2038 VEHICLE - WATER FRENCH CREEK	3,738			4,005		<b>7,743</b>
WT-0040 FRENCH CREEK AC PIPE REPLACEMENT				122,764		<b>122,764</b>
<b>Total Water - French Creek</b>	<b>119,102</b>	<b>30,000</b>		<b>126,769</b>		<b>275,871</b>



**Water - French Creek  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	196,252	200,816	191,218	215,393	129,432
Contributions	42,003	16,386	20,351	9,731	36,307
Interest earned	3,925	4,016	3,824	4,308	2,589
Withdrawals for capital projects:					
MAJOR CAP - WATER FRENCH CREEK	(35,364)	(30,000)			
FRENCH CREEK AC PIPE REPLACEMENT				(100,000)	
Total Withdrawals for capital projects	(35,364)	(30,000)		(100,000)	
Other transfers out of Reserve	6,000				(15,000)
<b>Closing Balance Reserve Fund</b>	<b>200,816</b>	<b>191,218</b>	<b>215,393</b>	<b>129,432</b>	<b>183,328</b>
<b>RESERVE ACCOUNT FUNDS</b>					
Withdrawals for capital projects:					
VEHICLE - WATER FRENCH CREEK	(3,738)			(4,005)	
Total Withdrawals for capital projects	(3,738)			(4,005)	
<b>Closing Balance Reserve Account</b>	<b>(3,738)</b>			<b>(4,005)</b>	

**Water - Whiskey Creek  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>34.4%</b>	7.0%	3.0%	3.0%	3.0%	
Parcel taxes	(128,556)	<b>(172,809)</b>	(184,906)	(190,453)	(196,166)	(202,051)	(946,385)
	(128,556)	<b>(172,809)</b>	(184,906)	(190,453)	(196,166)	(202,051)	(946,385)
Utility user fees	(27,600)	<b>(27,600)</b>	(28,428)	(29,281)	(30,159)	(31,064)	(146,532)
Interdepartmental recoveries	(210)	<b>(210)</b>	(210)	(210)	(210)	(210)	(1,050)
Miscellaneous		<b>(6,000)</b>				(10,000)	(16,000)
<b>Total Operating Revenues</b>	<b>(156,366)</b>	<b>(206,619)</b>	<b>(213,544)</b>	<b>(219,944)</b>	<b>(226,535)</b>	<b>(243,325)</b>	<b>(1,109,967)</b>
<b>Operating Expenditures</b>							
Administration	12,446	<b>12,194</b>	12,194	12,194	12,194	12,194	60,970
Professional fees	9,948	<b>2,524</b>	2,524	2,524	2,524	2,524	12,620
Building ops	20,151	<b>20,717</b>	21,338	21,978	22,638	23,317	109,988
Veh & Equip ops	10,384	<b>16,552</b>	10,685	11,005	11,335	11,675	61,252
Operating costs	24,270	<b>13,355</b>	13,531	13,937	14,355	14,786	69,964
Wages & benefits	44,422	<b>48,468</b>	50,165	51,921	53,738	55,619	259,911
Contributions to reserve funds	7,359	<b>44,143</b>	18,347	43,702	47,068	17,100	170,360
Debt interest	12,045	<b>15,146</b>	15,146	15,146	15,146	15,146	75,730
<b>Total Operating Expenditures</b>	<b>141,025</b>	<b>173,099</b>	<b>143,930</b>	<b>172,407</b>	<b>178,998</b>	<b>152,361</b>	<b>820,795</b>
<b>Operating (surplus)/deficit</b>	<b>(15,341)</b>	<b>(33,520)</b>	<b>(69,614)</b>	<b>(47,537)</b>	<b>(47,537)</b>	<b>(90,964)</b>	<b>(289,172)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	924,756	<b>59,127</b>	82,077		2,108	2,157,045	2,300,357
Transfer from reserves	(83,260)	<b>(59,127)</b>	(60,000)		(2,108)		(121,235)
Grants and other	(641,496)						
New borrowing	(200,000)					(2,134,968)	(2,134,968)
<b>Net Capital Assets funded from Operations</b>			22,077			22,077	44,154
<b>Capital Financing Charges</b>							
Existing debt (principal)	7,537	<b>47,537</b>	47,537	47,537	47,537	47,537	237,685
New debt (principal & interest)	2,000					21,350	21,350
<b>Total Capital Financing Charges</b>	<b>9,537</b>	<b>47,537</b>	<b>47,537</b>	<b>47,537</b>	<b>47,537</b>	<b>68,887</b>	<b>259,035</b>
<b>Net (surplus)/deficit for the year</b>	<b>(5,804)</b>	<b>14,017</b>					14,017
Add: Transfer from appropriated surplus	(905)						
Add: Prior year (surplus) / deficit	6,709	<b>(14,017)</b>					(14,017)
<b>(Surplus) applied to future years</b>							



**Water - Whiskey Creek**

**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
MJ-2039 MAJOR CAP - WATER WHISKEY CREEK	35,000					<b>35,000</b>
VH-2039 VEHICLE - WATER WHISKEY CREEK	1,967			2,108		<b>4,075</b>
WT-0031 WHISKEY CREEK WATER SUPPLY UPGRADE	22,160					<b>22,160</b>
WT-0041 WHISKEY CREEK AC PIPE REPLACEMENT		82,077			2,157,045	<b>2,239,122</b>
<b>Total Water - Whiskey Creek</b>	<b>59,127</b>	<b>82,077</b>		<b>2,108</b>	<b>2,157,045</b>	<b>2,300,357</b>



**Water - Whiskey Creek  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	125,538	108,192	67,863	112,082	160,552
Contributions	43,303	17,507	42,862	46,228	15,698
Interest earned	2,511	2,164	1,357	2,242	3,211
Withdrawals for capital projects:					
MAJOR CAP - WATER WHISKEY CREEK	(35,000)				
WHISKEY CREEK WATER SUPPLY UPGRADE	(22,160)				
WHISKEY CREEK AC PIPE REPLACEMENT		(60,000)			
Total Withdrawals for capital projects	(57,160)	(60,000)			
Other transfers out of Reserve	6,000				10,000
<b>Closing Balance Reserve Fund</b>	<b>108,192</b>	<b>67,863</b>	<b>112,082</b>	<b>160,552</b>	<b>169,461</b>
<b>RESERVE ACCOUNT FUNDS</b>					
Withdrawals for capital projects:					
VEHICLE - WATER WHISKEY CREEK	(1,967)			(2,108)	
Total Withdrawals for capital projects	(1,967)			(2,108)	
<b>Closing Balance Reserve Account</b>	<b>(1,967)</b>			<b>(2,108)</b>	
<b>New Borrowing</b>					
WHISKEY CREEK AC PIPE REPLACEMENT					2,134,968
<b>Total New Borrowing</b>					<b>2,134,968</b>
Borrowing cost					21,350

**Water - Decourcy  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>3.0%</b>	3.0%	3.0%	3.0%	3.0%	
Parcel taxes	(13,374)	<b>(13,775)</b>	(14,188)	(14,614)	(15,052)	(15,504)	(73,133)
	(13,374)	<b>(13,775)</b>	(14,188)	(14,614)	(15,052)	(15,504)	(73,133)
Utility user fees	(920)	<b>(920)</b>	(948)	(976)	(1,005)	(1,035)	(4,884)
Interdepartmental recoveries	(11)	<b>(11)</b>	(11)	(11)	(11)	(11)	(55)
Miscellaneous				(6,000)			(6,000)
<b>Total Operating Revenues</b>	<b>(14,305)</b>	<b>(14,706)</b>	(15,147)	(21,601)	(16,068)	(16,550)	(84,072)
<b>Operating Expenditures</b>							
Administration	953	<b>844</b>	844	844	844	844	4,220
Professional fees	560	<b>530</b>	530	530	530	530	2,650
Building ops	795	<b>795</b>	819	6,844	1,049	1,081	10,588
Veh & Equip ops	454	<b>467</b>	468	482	497	512	2,426
Operating costs	4,536	<b>4,207</b>	4,325	4,455	4,588	4,727	22,302
Wages & benefits	1,721	<b>1,870</b>	1,935	2,003	2,073	2,146	10,027
Contributions to reserve funds	8,816	<b>6,923</b>	6,226	6,443	6,487	6,710	32,789
<b>Total Operating Expenditures</b>	<b>17,835</b>	<b>15,636</b>	15,147	21,601	16,068	16,550	85,002
<b>Operating (surplus)/deficit</b>	<b>3,530</b>	<b>930</b>					930
<b>Capital Asset Expenditures</b>							
Capital expenditures	18,848	<b>2,850</b>			83	10,000	12,933
Transfer from reserves	(18,848)	<b>(2,850)</b>			(83)	(10,000)	(12,933)
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>3,530</b>	<b>930</b>					930
Add: Transfer from appropriated surplus	(38)						
Add: Prior year (surplus) / deficit	(3,492)	<b>(930)</b>					(930)
<b>(Surplus) applied to future years</b>							



**Water - Decourcy**

**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
MJ-2042 MAJOR CAP - WATER DECOURCY	2,773				10,000	<b>12,773</b>
VH-2042 VEHICLE - WATER DECOURCY	77			83		<b>160</b>
<b>Total Water - Decourcy</b>	<b>2,850</b>			<b>83</b>	<b>10,000</b>	<b>12,933</b>

**Water - Decourcy  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	12,306	16,666	23,189	24,060	30,992
Contributions	6,887	6,190	6,407	6,451	6,652
Interest earned	246	333	464	481	620
Withdrawals for capital projects:					
MAJOR CAP - WATER DECOURCY	(2,773)				(10,000)
Total Withdrawals for capital projects	(2,773)				(10,000)
Other transfers out of Reserve			6,000		
<b>Closing Balance Reserve Fund</b>	<b>16,666</b>	<b>23,189</b>	<b>24,060</b>	<b>30,992</b>	<b>28,264</b>
<b>RESERVE ACCOUNT FUNDS</b>					
Withdrawals for capital projects:					
VEHICLE - WATER DECOURCY	(77)			(83)	
Total Withdrawals for capital projects	(77)			(83)	
<b>Closing Balance Reserve Account</b>	<b>(77)</b>			<b>(83)</b>	

**Water - San Pareil  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>15.0%</b>	0.6%	3.0%	3.0%	3.0%	
Parcel taxes	(169,619)	<b>(195,062)</b>	(196,242)	(202,130)	(208,193)	(214,439)	(1,016,066)
	(169,619)	<b>(195,062)</b>	(196,242)	(202,130)	(208,193)	(214,439)	(1,016,066)
Operations	(1,560)						
Utility user fees	(82,800)	<b>(82,800)</b>	(85,284)	(87,843)	(90,478)	(93,192)	(439,597)
Interdepartmental recoveries	(485)	<b>(485)</b>	(485)	(485)	(485)	(485)	(2,425)
Miscellaneous	(5,000)	<b>(6,000)</b>					(6,000)
<b>Total Operating Revenues</b>	(259,464)	<b>(284,347)</b>	(282,011)	(290,458)	(299,156)	(308,116)	(1,464,088)
<b>Operating Expenditures</b>							
Administration	26,433	<b>24,006</b>	24,006	24,006	24,006	24,006	120,030
Professional fees	15,920	<b>7,150</b>	5,260	5,260	5,260	5,260	28,190
Building ops	10,553	<b>10,642</b>	10,961	11,290	11,628	11,977	56,498
Veh & Equip ops	23,440	<b>21,829</b>	16,484	16,979	17,488	18,013	90,793
Operating costs	58,518	<b>44,601</b>	45,939	47,317	48,736	50,199	236,792
Wages & benefits	104,621	<b>114,044</b>	118,036	122,167	126,443	130,869	611,559
Contributions to reserve funds	27,518	<b>76,014</b>	56,920	60,084	65,595	67,792	326,405
Debt interest	3,496	<b>2,891</b>	721	721			4,333
<b>Total Operating Expenditures</b>	270,499	<b>301,177</b>	278,327	287,824	299,156	308,116	1,474,600
<b>Operating (surplus)/deficit</b>	11,035	<b>16,830</b>	(3,684)	(2,634)			10,512
<b>Capital Asset Expenditures</b>							
Capital expenditures	101,026	<b>28,186</b>	201,050	10,000	4,860		244,096
Transfer from reserves	(66,026)	<b>(27,136)</b>	(200,000)	(10,000)	(4,860)		(241,996)
Grants and other	(35,000)						
<b>Net Capital Assets funded from Operations</b>		<b>1,050</b>	1,050				2,100
<b>Capital Financing Charges</b>							
Existing debt (principal)	22,090	<b>19,770</b>	2,634	2,634			25,038
<b>Total Capital Financing Charges</b>	22,090	<b>19,770</b>	2,634	2,634			25,038
<b>Net (surplus)/deficit for the year</b>	33,125	<b>37,650</b>					37,650
Add: Transfer from appropriated surplus	(29,663)	<b>(1,890)</b>					(1,890)
Add: Prior year (surplus) / deficit	(3,462)	<b>(35,760)</b>					(35,760)
<b>(Surplus) applied to future years</b>							



**Water - San Pareil**  
**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
MJ-2043 MAJOR CAP - WATER SAN PAREIL	12,600		10,000			<b>22,600</b>
VH-2043 VEHICLE - WATER SAN PAREIL	4,536			4,860		<b>9,396</b>
WT-0042 SAN PAREIL SHOREWOOD WATERMAIN LOOPING	11,050	201,050				<b>212,100</b>
<b>Total Water - San Pareil</b>	<b>28,186</b>	<b>201,050</b>	<b>10,000</b>	<b>4,860</b>		<b>244,096</b>



**Water - San Pareil  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	247,711	298,129	159,061	210,376	278,228
Contributions	74,064	54,970	58,134	63,645	64,546
Interest earned	4,954	5,962	3,181	4,207	5,565
Withdrawals for capital projects:					
MAJOR CAP - WATER SAN PAREIL	(12,600)		(10,000)		
SAN PAREIL SHOREWOOD WATERMAIN LOOPING	(10,000)	(200,000)			
Total Withdrawals for capital projects	(22,600)	(200,000)	(10,000)		
Other transfers out of Reserve	6,000				
<b>Closing Balance Reserve Fund</b>	<b>298,129</b>	<b>159,061</b>	<b>210,376</b>	<b>278,228</b>	<b>348,339</b>
<b>RESERVE ACCOUNT FUNDS</b>					
Withdrawals for capital projects:					
VEHICLE - WATER SAN PAREIL	(4,536)			(4,860)	
Total Withdrawals for capital projects	(4,536)			(4,860)	
<b>Closing Balance Reserve Account</b>	<b>(4,536)</b>			<b>(4,860)</b>	



**Water - Driftwood**  
**FINANCIAL PLAN SUMMARY**  
**2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>(117.3%)</b>	<b>(100.0%)</b>				
Parcel taxes	(4,080)	<b>706</b>					706
	(4,080)	<b>706</b>					706
Miscellaneous	(1,876)						
<b>Total Operating Revenues</b>	(5,956)	<b>706</b>					706
<b>Operating Expenditures</b>							
Administration	45						
Debt interest	2,868						
<b>Total Operating Expenditures</b>	2,913						
<b>Operating (surplus)/deficit</b>	(3,043)	<b>706</b>					706
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
Existing debt (principal)	3,043						
<b>Total Capital Financing Charges</b>	3,043						
<b>Net (surplus)/deficit for the year</b>		<b>706</b>					706
Add: Prior year (surplus) / deficit		<b>(706)</b>					(706)
<b>(Surplus) applied to future years</b>							



**Water - River's Edge  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>50.0%</b>	55.0%	165.0%	3.0%	3.0%	
Parcel taxes	(44,481)	<b>(66,722)</b>	(103,419)	(274,061)	(282,282)	(290,751)	(1,017,235)
	(44,481)	<b>(66,722)</b>	(103,419)	(274,061)	(282,282)	(290,751)	(1,017,235)
Operations	(580)						
Utility user fees	(69,000)	<b>(69,000)</b>	(71,070)	(73,202)	(75,398)	(77,660)	(366,330)
Interdepartmental recoveries	(263)	<b>(263)</b>	(263)	(263)	(263)	(263)	(1,315)
Miscellaneous	(10,250)	<b>(21,250)</b>	(22,250)	(22,250)	(22,250)	(22,250)	(110,250)
<b>Total Operating Revenues</b>	(124,574)	<b>(157,235)</b>	(197,002)	(369,776)	(380,193)	(390,924)	(1,495,130)
<b>Operating Expenditures</b>							
Administration	11,258	<b>12,560</b>	12,560	12,560	12,560	12,560	62,800
Professional fees	9,137	<b>15,231</b>	5,231	5,231	5,231	5,231	36,155
Building ops	9,723	<b>15,604</b>	11,072	11,404	11,746	12,098	61,924
Veh & Equip ops	18,125	<b>24,337</b>	8,613	8,441	9,124	9,398	59,913
Operating costs	19,943	<b>19,968</b>	20,288	20,896	21,523	22,169	104,844
Wages & benefits	55,336	<b>60,386</b>	62,500	64,687	66,951	69,294	323,818
Contributions to reserve funds	1,050	<b>39,533</b>	29,559	8,908	15,409	22,525	115,934
<b>Total Operating Expenditures</b>	124,572	<b>187,619</b>	149,823	132,127	142,544	153,275	765,388
<b>Operating (surplus)/deficit</b>	(2)	<b>30,384</b>	(47,179)	(237,649)	(237,649)	(237,649)	(729,742)
<b>Capital Asset Expenditures</b>							
Capital expenditures	62,044	<b>138,078</b>	3,427,999	70,000	12,633		3,648,710
Transfer from reserves	(51,994)	<b>(50,806)</b>	(320,000)	(70,000)	(12,633)		(453,439)
Grants and other	(10,050)	<b>(70,000)</b>	(100,000)				(170,000)
New borrowing			(2,990,727)				(2,990,727)
<b>Net Capital Assets funded from Operations</b>		<b>17,272</b>	17,272				34,544
<b>Capital Financing Charges</b>							
New debt (principal & interest)			29,907	237,649	237,649	237,649	742,854
<b>Total Capital Financing Charges</b>			29,907	237,649	237,649	237,649	742,854
<b>Net (surplus)/deficit for the year</b>	(2)	<b>47,656</b>					47,656
Add: Transfer from appropriated surplus	(4,133)	<b>(3,000)</b>					(3,000)
Add: Prior year (surplus) / deficit	4,135	<b>(44,656)</b>					(44,656)
<b>(Surplus) applied to future years</b>							



**Water - River's Edge**

**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
MJ-2045 MAJOR CAP - WATER RIVER'S EDGE	108,349	20,000	70,000	10,000		<b>208,349</b>
VH-2045 VEHICLE - WATER RIVER'S EDGE	2,457			2,633		<b>5,090</b>
WT-0034 RIVER'S EDGE WATER SUPPLY UPGRADE	27,272	3,407,999				<b>3,435,271</b>
<b>Total Water - River's Edge</b>	<b>138,078</b>	<b>3,427,999</b>	<b>70,000</b>	<b>12,633</b>		<b>3,648,710</b>



**Water - River's Edge  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	281,478	240,350	227,857	148,052	132,642
Contributions	22,591	24,700	7,638	13,629	19,619
Interest earned	5,630	4,807	4,557	2,961	2,653
Withdrawals for capital projects:					
MAJOR CAP - WATER RIVER'S EDGE	(38,349)	(20,000)	(70,000)	(10,000)	
RIVER'S EDGE WATER SUPPLY UPGRADE	(10,000)				
Total Withdrawals for capital projects	(48,349)	(20,000)	(70,000)	(10,000)	
Other transfers out of Reserve	21,000	22,000	22,000	22,000	22,000
<b>Closing Balance Reserve Fund</b>	<b>240,350</b>	<b>227,857</b>	<b>148,052</b>	<b>132,642</b>	<b>132,914</b>
<b>RESERVE ACCOUNT FUNDS</b>					
Withdrawals for capital projects:					
VEHICLE - WATER RIVER'S EDGE	(2,457)			(2,633)	
Total Withdrawals for capital projects	(2,457)			(2,633)	
<b>Closing Balance Reserve Account</b>	<b>(2,457)</b>			<b>(2,633)</b>	
<b>New Borrowing</b>					
RIVER'S EDGE WATER SUPPLY UPGRADE		2,990,727			
<b>Total New Borrowing</b>		<b>2,990,727</b>			
New Debt Principal/Int			237,649		
New Debt Principal/Int(Cumulative)			237,649	237,649	237,649
Borrowing cost		29,907			

**Water - Melrose Terrace  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>3.0%</b>	3.0%	3.0%	3.0%	3.0%	
Parcel taxes	(39,862)	<b>(41,058)</b>	(42,290)	(43,558)	(44,865)	(46,211)	(217,982)
	(39,862)	<b>(41,058)</b>	(42,290)	(43,558)	(44,865)	(46,211)	(217,982)
Utility user fees	(5,060)	<b>(5,060)</b>	(5,212)	(5,368)	(5,529)	(5,695)	(26,864)
Interdepartmental recoveries	(46)	<b>(46)</b>	(46)	(46)	(46)	(46)	(230)
Miscellaneous		<b>(4,000)</b>	(9,600)	(15,000)			(28,600)
<b>Total Operating Revenues</b>	<b>(44,968)</b>	<b>(50,164)</b>	<b>(57,148)</b>	<b>(63,972)</b>	<b>(50,440)</b>	<b>(51,952)</b>	<b>(273,676)</b>
<b>Operating Expenditures</b>							
Administration	3,437	<b>3,665</b>	3,665	3,665	3,665	3,665	18,325
Professional fees	824	<b>662</b>	662	662	662	662	3,310
Building ops	5,651	<b>2,698</b>	2,779	12,862	3,248	3,346	24,933
Veh & Equip ops	6,400	<b>6,937</b>	12,745	8,527	3,783	3,896	35,888
Operating costs	11,698	<b>12,660</b>	12,991	13,381	13,783	14,197	67,012
Wages & benefits	9,872	<b>10,751</b>	11,128	11,517	11,920	12,338	57,654
Contributions to reserve funds	20,435	<b>25,646</b>	13,178	13,358	13,379	13,848	79,409
<b>Total Operating Expenditures</b>	<b>58,317</b>	<b>63,019</b>	<b>57,148</b>	<b>63,972</b>	<b>50,440</b>	<b>51,952</b>	<b>286,531</b>
<b>Operating (surplus)/deficit</b>	<b>13,349</b>	<b>12,855</b>					<b>12,855</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	266,845	<b>263,873</b>			473	50,000	314,346
Transfer from reserves	(16,845)	<b>(15,441)</b>			(473)	(50,000)	(65,914)
Grants and other	(250,000)	<b>(248,432)</b>					(248,432)
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>13,349</b>	<b>12,855</b>					<b>12,855</b>
Add: Transfer from appropriated surplus	(203)						
Add: Prior year (surplus) / deficit	(13,146)	<b>(12,855)</b>					(12,855)
<b>(Surplus) applied to future years</b>							



**Water - Melrose Terrace**

**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
MJ-2046 MAJOR CAP - WATER MELROSE TERRACE	15,000				50,000	<b>65,000</b>
VH-2046 VEHICLE - WATER MELROSE TERRACE	441			473		<b>914</b>
WT-0029 MELROSE TERRACE RESERVOIR REPLACEMENT	248,432					<b>248,432</b>
<b>Total Water - Melrose Terrace</b>	<b>263,873</b>			<b>473</b>	<b>50,000</b>	<b>314,346</b>

**Water - Melrose Terrace  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	28,230	35,261	39,364	38,330	52,296
Contributions	25,466	12,998	13,178	13,199	13,542
Interest earned	565	705	788	767	1,046
Withdrawals for capital projects:					
MAJOR CAP - WATER MELROSE TERRACE	(15,000)				(50,000)
Total Withdrawals for capital projects	(15,000)				(50,000)
Other transfers out of Reserve	4,000	9,600	15,000		
<b>Closing Balance Reserve Fund</b>	<b>35,261</b>	<b>39,364</b>	<b>38,330</b>	<b>52,296</b>	<b>16,884</b>
<b>RESERVE ACCOUNT FUNDS</b>					
Withdrawals for capital projects:					
VEHICLE - WATER MELROSE TERRACE	(441)			(473)	
Total Withdrawals for capital projects	(441)			(473)	
<b>Closing Balance Reserve Account</b>	<b>(441)</b>			<b>(473)</b>	

**Water - Nanoose Peninsula  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>14.0%</b>	9.0%	11.0%	3.0%	4.0%	
Parcel taxes	(1,484,829)	<b>(1,692,705)</b>	(1,845,048)	(2,048,004)	(2,109,444)	(2,193,822)	(9,889,023)
	(1,484,829)	<b>(1,692,705)</b>	(1,845,048)	(2,048,004)	(2,109,444)	(2,193,822)	(9,889,023)
Operations	(16,380)	<b>(7,800)</b>	(7,800)	(7,800)	(7,800)	(7,800)	(39,000)
Utility user fees	(800,400)	<b>(864,800)</b>	(890,744)	(917,466)	(944,990)	(973,340)	(4,591,340)
Grants in lieu of taxes	(1,616)	<b>(1,616)</b>	(1,616)	(1,616)	(1,616)	(1,616)	(8,080)
Interdepartmental recoveries	(4,174)	<b>(4,174)</b>	(4,174)	(4,174)	(4,174)	(4,174)	(20,870)
Miscellaneous	(15,000)	<b>(10,000)</b>	(11,000)	(15,000)	(10,000)	(10,000)	(56,000)
<b>Total Operating Revenues</b>	<b>(2,322,399)</b>	<b>(2,581,095)</b>	<b>(2,760,382)</b>	<b>(2,994,060)</b>	<b>(3,078,024)</b>	<b>(3,190,752)</b>	<b>(14,604,313)</b>
<b>Operating Expenditures</b>							
Administration	174,295	<b>177,712</b>	177,712	177,712	177,712	177,712	888,560
Professional fees	53,500	<b>40,450</b>	30,450	30,450	30,450	30,450	162,250
Building ops	223,703	<b>217,554</b>	221,081	237,713	234,844	251,890	1,163,082
Veh & Equip ops	126,565	<b>134,952</b>	126,617	129,415	138,297	132,446	661,727
Operating costs	643,842	<b>742,788</b>	700,779	732,969	751,708	782,261	3,710,505
Wages & benefits	901,989	<b>983,612</b>	1,018,039	1,053,670	1,090,548	1,128,718	5,274,587
Contributions to reserve funds	237,686	<b>469,091</b>	280,145	295,202	317,536	292,746	1,654,720
Debt interest	76,763	<b>80,790</b>	75,014	75,014	75,014	75,014	380,846
<b>Total Operating Expenditures</b>	<b>2,438,343</b>	<b>2,846,949</b>	<b>2,629,837</b>	<b>2,732,145</b>	<b>2,816,109</b>	<b>2,871,237</b>	<b>13,896,277</b>
<b>Operating (surplus)/deficit</b>	<b>115,944</b>	<b>265,854</b>	<b>(130,545)</b>	<b>(261,915)</b>	<b>(261,915)</b>	<b>(319,515)</b>	<b>(708,036)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	747,137	<b>889,347</b>	2,534,940	63,000	146,308	2,990,904	6,624,499
Transfer from reserves	(639,637)	<b>(715,560)</b>	(459,450)	(60,000)	(143,308)	(60,000)	(1,438,318)
Grants and other	(82,000)	<b>(155,677)</b>					(155,677)
New borrowing	(16,000)	<b>(14,960)</b>	(2,060,718)			(2,899,297)	(4,974,975)
<b>Net Capital Assets funded from Operations</b>	<b>9,500</b>	<b>3,150</b>	<b>14,772</b>	<b>3,000</b>	<b>3,000</b>	<b>31,607</b>	<b>55,529</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	69,559	<b>93,940</b>	93,940	93,940	93,940	93,940	469,700
New debt (principal & interest)	160	<b>150</b>	21,833	164,975	164,975	193,968	545,901
<b>Total Capital Financing Charges</b>	<b>69,719</b>	<b>94,090</b>	<b>115,773</b>	<b>258,915</b>	<b>258,915</b>	<b>287,908</b>	<b>1,015,601</b>
<b>Net (surplus)/deficit for the year</b>	<b>195,163</b>	<b>363,094</b>					<b>363,094</b>
Add: Transfer from appropriated surplus	(57,158)	<b>(17,600)</b>					(17,600)
Add: Prior year (surplus) / deficit	(138,005)	<b>(345,494)</b>					(345,494)
<b>(Surplus) applied to future years</b>							



Water - Nanoose Peninsula

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2047 MAJOR CAP - WATER NANOOSE PENINSULA	701,892	100,000		41,000		<b>842,892</b>
VH-2047 VEHICLE - WATER NANOOSE PENINSULA	39,487			42,308		<b>81,795</b>
WT-0005 NB WT - FAIRWINDS RESERVOIR		1,769,844				<b>1,769,844</b>
WT-0006 NB WT- OUTRIGGER RD MAIN 2017	11,000					<b>11,000</b>
WT-0019 NB WT - DOLPHIN DRIVE MAIN 2018	14,960					<b>14,960</b>
WT-0020 NB WT - DCC MAJOR UPDATE STUDY	40,150					<b>40,150</b>
WT-0030 FAIRWINDS #1 WELL IN-SITU REPLACEMENT	12,787					<b>12,787</b>
WT-0035 NB ASBESTOS-CEMENT WATERMAIN REPLACEMENT					2,927,904	<b>2,927,904</b>
WT-0036 NB RESIDENTIAL WATERMETER REPLACEMENT	69,071	63,000	63,000	63,000	63,000	<b>321,071</b>
WT-0038 NB ARBUTUS RESERVOIR REPLACEMENT		602,096				<b>602,096</b>
<b>Total Water - Nanoose Peninsula</b>	<b>889,347</b>	<b>2,534,940</b>	<b>63,000</b>	<b>146,308</b>	<b>2,990,904</b>	<b>6,624,499</b>



**Water - Nanoose Peninsula  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	1,079,492	917,180	725,924	938,762	1,118,635
Contributions	402,171	260,850	273,320	272,098	262,678
Interest earned	21,590	18,344	14,518	18,775	22,373
Withdrawals for capital projects:					
MAJOR CAP - WATER NANOOSE PENINSULA	(446,215)	(100,000)		(41,000)	
NB WT - FAIRWINDS RESERVOIR		(5,891)			
NB WT- OUTRIGGER RD MAIN 2017	(11,000)				
NB WT - DCC MAJOR UPDATE STUDY	(40,000)				
FAIRWINDS #1 WELL IN-SITU REPLACEMENT	(12,787)				
NB RESIDENTIAL WATERMETER REPLACEMENT	(66,071)	(60,000)	(60,000)	(60,000)	(60,000)
NB ARBUTUS RESERVOIR REPLACEMENT		(293,559)			
Total Withdrawals for capital projects	(576,073)	(459,450)	(60,000)	(101,000)	(60,000)
Other transfers out of Reserve	10,000	11,000	15,000	10,000	10,000
<b>Closing Balance Reserve Fund</b>	<b>917,180</b>	<b>725,924</b>	<b>938,762</b>	<b>1,118,635</b>	<b>1,333,686</b>
<b>DEVELOPMENT COST CHARGES</b>					
<b>Opening Balance DCC Fund</b>	97,397	99,345	101,332	103,359	105,426
Interest earned	1,948	1,987	2,027	2,067	2,109
Withdrawals for capital projects:					
<b>Closing Balance DCC Fund</b>	<b>99,345</b>	<b>101,332</b>	<b>103,359</b>	<b>105,426</b>	<b>107,535</b>
<b>RESERVE ACCOUNT FUNDS</b>					
<b>Opening Balance Reserve Account</b>	72,333	33,813	64,522	95,845	52,795
Contributions	30,033	30,033	30,033	30,033	50,000
Interest earned	1,447	676	1,290	1,917	1,056
Withdrawals for capital projects:					
MAJOR CAP - WATER NANOOSE PENINSULA					
VEHICLE - WATER NANOOSE PENINSULA	(39,487)			(42,308)	
Total Withdrawals for capital projects	(39,487)			(42,308)	
Other transfers out of Reserve	30,513			32,692	
<b>Closing Balance Reserve Account</b>	<b>33,813</b>	<b>64,522</b>	<b>95,845</b>	<b>52,795</b>	<b>103,851</b>
<b>New Borrowing</b>					



**Water - Nanoose Peninsula  
Fund Manager Summary**

	2024	2025	2026	2027	2028
NB WT - FAIRWINDS RESERVOIR		1,755,177			
NB WT - DOLPHIN DRIVE MAIN 2018	14,960				
NB ASBESTOS-CEMENT WATERMAIN REPLACEMENT					2,899,297
NB ARBUTUS RESERVOIR REPLACEMENT		305,541			
<b>Total New Borrowing</b>	<b>14,960</b>	<b>2,060,718</b>			<b>2,899,297</b>
New Debt Principal/Int		1,226	163,749		
New Debt Principal/Int(Cumulative)		1,226	164,975	164,975	164,975
Borrowing cost	150	20,607			28,993

**Bulk Water Nanoose Bay  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		3.0%	2.0%	2.0%	2.0%	2.0%	
Parcel taxes	(1,258,755)	<b>(1,296,196)</b>	(1,322,120)	(1,348,562)	(1,375,534)	(1,403,044)	(6,745,456)
	(1,258,755)	<b>(1,296,196)</b>	(1,322,120)	(1,348,562)	(1,375,534)	(1,403,044)	(6,745,456)
Grants in lieu of taxes	(1,449)	<b>(1,449)</b>	(1,449)	(1,449)	(1,449)	(1,449)	(7,245)
Interdepartmental recoveries	(404,551)	<b>(504,748)</b>	(404,288)	(411,990)	(420,106)	(425,543)	(2,166,675)
Miscellaneous		<b>(9,000)</b>		(20,000)			(29,000)
<b>Total Operating Revenues</b>	(1,664,755)	<b>(1,811,393)</b>	(1,727,857)	(1,782,001)	(1,797,089)	(1,830,036)	(8,948,376)
<b>Operating Expenditures</b>							
Administration	17,483	<b>20,095</b>	20,698	21,319	21,958	22,617	106,687
Professional fees	31,016	<b>4,508</b>	4,508	4,508	4,508	4,508	22,540
Building ops	51,360	<b>52,934</b>	51,522	53,067	54,659	56,299	268,481
Veh & Equip ops	5,011	<b>11,210</b>	5,287	25,445	6,209	6,395	54,546
Operating costs	564,007	<b>715,546</b>	551,707	579,424	593,557	619,366	3,059,600
Wages & benefits	97,880	<b>103,627</b>	107,254	111,008	114,893	118,915	555,697
Contributions to reserve funds	782,351	<b>721,116</b>	676,552	676,901	690,976	691,607	3,457,152
Debt interest	148,054	<b>143,030</b>	143,030	143,030	143,030	143,030	715,150
<b>Total Operating Expenditures</b>	1,697,162	<b>1,772,066</b>	1,560,558	1,614,702	1,629,790	1,662,737	8,239,853
<b>Operating (surplus)/deficit</b>	32,407	<b>(39,327)</b>	(167,299)	(167,299)	(167,299)	(167,299)	(708,523)
<b>Capital Asset Expenditures</b>							
Capital expenditures	140,396	<b>578,181</b>	878,800	940,320	872,500	1,271,000	4,540,801
Transfer from reserves	(139,896)	<b>(577,181)</b>	(878,800)	(940,320)	(872,500)	(1,271,000)	(4,539,801)
<b>Net Capital Assets funded from Operations</b>	500	<b>1,000</b>					1,000
<b>Capital Financing Charges</b>							
Existing debt (principal)	172,631	<b>167,299</b>	167,299	167,299	167,299	167,299	836,495
<b>Total Capital Financing Charges</b>	172,631	<b>167,299</b>	167,299	167,299	167,299	167,299	836,495
<b>Net (surplus)/deficit for the year</b>	205,538	<b>128,972</b>					128,972
Add: Transfer from appropriated surplus	(635)						
Add: Prior year (surplus) / deficit	(204,903)	<b>(128,972)</b>					(128,972)
<b>(Surplus) applied to future years</b>							



Water - Bulk Water Nanoose Bay

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2048 MAJOR CAP - BULK WATER NANOOSE BAY	304,530	878,800	940,320	871,000	1,271,000	<b>4,265,650</b>
VH-2048 VEHICLE - BULK WATER NANOOSE BAY	1,400			1,500		<b>2,900</b>
WT-0025 NANOOSE BAY PENINSULA PUMP STATION	4,461					<b>4,461</b>
WT-0037 NANOOSE BULK WTR AQUIFER STOR & REC DEV	267,790					<b>267,790</b>
<b>Total Water - Bulk Water Nanoose Bay</b>	<b>578,181</b>	<b>878,800</b>	<b>940,320</b>	<b>872,500</b>	<b>1,271,000</b>	<b>4,540,801</b>



**Water - Bulk Water Nanoose Bay  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	2,634,492	2,764,869	2,559,270	2,268,388	2,075,083
Contributions	662,468	617,904	618,253	632,328	632,559
Interest earned	52,690	55,297	51,185	45,367	41,502
Withdrawals for capital projects:					
MAJOR CAP - BULK WATER NANOOSE BAY	(304,530)	(878,800)	(940,320)	(871,000)	(1,049,000)
NANOOSE BAY PENINSULA PUMP STATION	(4,461)				
NANOOSE BULK WTR AQUIFER STOR & REC DEV	(266,790)				
Total Withdrawals for capital projects	(575,781)	(878,800)	(940,320)	(871,000)	(1,049,000)
Other transfers out of Reserve	9,000		20,000		
<b>Closing Balance Reserve Fund</b>	<b>2,764,869</b>	<b>2,559,270</b>	<b>2,268,388</b>	<b>2,075,083</b>	<b>1,700,144</b>
<b>DEVELOPMENT COST CHARGES</b>					
<b>Opening Balance DCC Fund</b>	207,928	212,087	216,329	220,656	225,069
Interest earned	4,159	4,242	4,327	4,413	4,501
Withdrawals for capital projects:					
MAJOR CAP - BULK WATER NANOOSE BAY					(222,000)
Total Withdrawals for capital projects					(222,000)
<b>Closing Balance DCC Fund</b>	<b>212,087</b>	<b>216,329</b>	<b>220,656</b>	<b>225,069</b>	<b>7,570</b>
<b>RESERVE ACCOUNT FUNDS</b>					
Withdrawals for capital projects:					
VEHICLE - BULK WATER NANOOSE BAY	(1,400)			(1,500)	
Total Withdrawals for capital projects	(1,400)			(1,500)	
<b>Closing Balance Reserve Account</b>	<b>(1,400)</b>			<b>(1,500)</b>	

**Bulk Water French Creek  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>(0.1%)</b>					
Parcel taxes	(4,612)	<b>(4,606)</b>	(4,606)	(4,606)	(4,606)	(4,606)	(23,030)
	(4,612)	<b>(4,606)</b>	(4,606)	(4,606)	(4,606)	(4,606)	(23,030)
Miscellaneous	(62,259)	<b>(62,204)</b>	(63,868)	(66,378)	(69,106)	(73,926)	(335,482)
<b>Total Operating Revenues</b>	<b>(66,871)</b>	<b>(66,810)</b>	<b>(68,474)</b>	<b>(70,984)</b>	<b>(73,712)</b>	<b>(78,532)</b>	<b>(358,512)</b>
<b>Operating Expenditures</b>							
Administration	2,355	<b>3,305</b>	3,404	3,506	3,611	3,720	17,546
Professional fees	500	<b>500</b>	500	500	500	500	2,500
Building ops	10,775	<b>13,666</b>	14,076	14,498	14,933	15,381	72,554
Veh & Equip ops	297	<b>178</b>	183	189	195	201	946
Operating costs	21,961	<b>17,023</b>	17,166	18,104	19,207	22,347	93,847
Wages & benefits	27,623	<b>28,778</b>	29,785	30,827	31,906	33,023	154,319
Contributions to reserve funds	3,360	<b>3,360</b>	3,360	3,360	3,360	3,360	16,800
<b>Total Operating Expenditures</b>	<b>66,871</b>	<b>66,810</b>	<b>68,474</b>	<b>70,984</b>	<b>73,712</b>	<b>78,532</b>	<b>358,512</b>
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
Capital expenditures	2,672	<b>3,072</b>		2,400			5,472
Transfer from reserves	(2,672)	<b>(3,072)</b>		(2,400)			(5,472)
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year (Surplus) applied to future years</b>							



Water - Bulk Water French Creek

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
MJ-2049 MAJOR CAP - BULK WATER FRENCH CREEK	3,072		2,400			<b>5,472</b>
<b>Total Water - Bulk Water French Creek</b>	3,072		2,400			<b>5,472</b>



**Water - Bulk Water French Creek  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	642,473	590,046	537,979	479,961	420,454
Interest earned	12,849	11,801	10,760	9,599	8,409
Withdrawals for capital projects:					
MAJOR CAP - BULK WATER FRENCH CREEK	(3,072)		(2,400)		
Total Withdrawals for capital projects	(3,072)		(2,400)		
Other transfers out of Reserve	62,204	63,868	66,378	69,106	73,926
<b>Closing Balance Reserve Fund</b>	<b>590,046</b>	<b>537,979</b>	<b>479,961</b>	<b>420,454</b>	<b>354,937</b>



**Water - San Pareil Fire  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>0.2%</b>					
Parcel taxes	(74,492)	<b>(74,656)</b>	(74,635)	(74,635)	(74,635)	(74,635)	(373,196)
	(74,492)	<b>(74,656)</b>	(74,635)	(74,635)	(74,635)	(74,635)	(373,196)
Operations	(277)	<b>(298)</b>	(319)	(319)	(319)	(319)	(1,574)
<b>Total Operating Revenues</b>	<b>(74,769)</b>	<b>(74,954)</b>	<b>(74,954)</b>	<b>(74,954)</b>	<b>(74,954)</b>	<b>(74,954)</b>	<b>(374,770)</b>
<b>Operating Expenditures</b>							
Administration	557	<b>742</b>	742	742	742	742	3,710
Debt interest	36,782	<b>36,782</b>	36,782	36,782	36,782	36,782	183,910
<b>Total Operating Expenditures</b>	<b>37,339</b>	<b>37,524</b>	<b>37,524</b>	<b>37,524</b>	<b>37,524</b>	<b>37,524</b>	<b>187,620</b>
<b>Operating (surplus)/deficit</b>	<b>(37,430)</b>	<b>(37,430)</b>	<b>(37,430)</b>	<b>(37,430)</b>	<b>(37,430)</b>	<b>(37,430)</b>	<b>(187,150)</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
Existing debt (principal)	37,430	<b>37,430</b>	37,430	37,430	37,430	37,430	187,150
<b>Total Capital Financing Charges</b>	<b>37,430</b>	<b>37,430</b>	<b>37,430</b>	<b>37,430</b>	<b>37,430</b>	<b>37,430</b>	<b>187,150</b>
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							

**Water - Westurne Heights  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		3.0%	2.0%	2.0%	2.0%	2.0%	
Parcel taxes	(28,390)	<b>(29,242)</b>	(29,827)	(30,423)	(31,032)	(31,652)	(152,176)
	(28,390)	<b>(29,242)</b>	(29,827)	(30,423)	(31,032)	(31,652)	(152,176)
Utility user fees	(2,760)	<b>(2,760)</b>	(2,843)	(2,928)	(3,016)	(3,106)	(14,653)
Interdepartmental recoveries	(44)	<b>(44)</b>	(44)	(44)	(44)	(44)	(220)
Miscellaneous			(6,000)				(6,000)
<b>Total Operating Revenues</b>	<b>(31,194)</b>	<b>(32,046)</b>	<b>(38,714)</b>	<b>(33,395)</b>	<b>(34,092)</b>	<b>(34,802)</b>	<b>(173,049)</b>
<b>Operating Expenditures</b>							
Administration	1,538	<b>1,750</b>	1,750	1,750	1,750	1,750	8,750
Professional fees	824	<b>662</b>	662	662	662	662	3,310
Building ops	1,123	<b>1,120</b>	1,154	1,188	1,224	1,261	5,947
Veh & Equip ops	2,059	<b>1,955</b>	8,014	2,254	2,322	2,392	16,937
Operating costs	5,615	<b>6,244</b>	6,431	6,625	6,824	7,028	33,152
Wages & benefits	6,003	<b>6,570</b>	6,800	7,038	7,284	7,539	35,231
Contributions to reserve funds	13,433	<b>11,503</b>	9,780	9,755	9,903	10,047	50,988
Debt interest	1,890	<b>1,890</b>	1,890	1,890	1,890	1,890	9,450
<b>Total Operating Expenditures</b>	<b>32,485</b>	<b>31,694</b>	<b>36,481</b>	<b>31,162</b>	<b>31,859</b>	<b>32,569</b>	<b>163,765</b>
<b>Operating (surplus)/deficit</b>	<b>1,291</b>	<b>(352)</b>	<b>(2,233)</b>	<b>(2,233)</b>	<b>(2,233)</b>	<b>(2,233)</b>	<b>(9,284)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	37,012	<b>17,166</b>			285		17,451
Transfer from reserves	(37,012)	<b>(17,166)</b>			(285)		(17,451)
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
Existing debt (principal)	2,233	<b>2,233</b>	2,233	2,233	2,233	2,233	11,165
<b>Total Capital Financing Charges</b>	<b>2,233</b>	<b>2,233</b>	<b>2,233</b>	<b>2,233</b>	<b>2,233</b>	<b>2,233</b>	<b>11,165</b>
<b>Net (surplus)/deficit for the year</b>	<b>3,524</b>	<b>1,881</b>					<b>1,881</b>
Add: Transfer from appropriated surplus	(203)						
Add: Prior year (surplus) / deficit	(3,321)	<b>(1,881)</b>					(1,881)
<b>(Surplus) applied to future years</b>							



Water - Westurne Heights

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
MJ-2051 MAJOR CAP - WATER WESTURNE HEIGHTS	16,900					<b>16,900</b>
VH-2051 VEHICLE - WESTURNE HEIGHTS	266			285		<b>551</b>
<b>Total Water - Westurne Heights</b>	<b>17,166</b>			<b>285</b>		<b>17,451</b>

**Water - Westurne Heights  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	24,629	19,604	23,656	33,764	44,222
Contributions	11,383	9,660	9,635	9,783	9,851
Interest earned	492	392	473	675	884
Withdrawals for capital projects:					
MAJOR CAP - WATER WESTURNE HEIGHTS	(16,900)				
Total Withdrawals for capital projects	(16,900)				
Other transfers out of Reserve		6,000			
<b>Closing Balance Reserve Fund</b>	<b>19,604</b>	<b>23,656</b>	<b>33,764</b>	<b>44,222</b>	<b>54,957</b>
<b>RESERVE ACCOUNT FUNDS</b>					
Withdrawals for capital projects:					
VEHICLE - WESTURNE HEIGHTS	(266)			(285)	
Total Withdrawals for capital projects	(266)			(285)	
<b>Closing Balance Reserve Account</b>	<b>(266)</b>			<b>(285)</b>	

**Drinking Water/Watershed Protection  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		1.3%	0.3%	0.3%	0.3%	0.3%	
Property taxes	(802,880)	<b>(816,896)</b>	(819,776)	(822,656)	(825,536)	(828,416)	(4,113,280)
Parcel taxes	(337,312)	<b>(337,840)</b>	(338,800)	(339,760)	(340,720)	(341,680)	(1,698,800)
	(1,140,192)	<b>(1,154,736)</b>	(1,158,576)	(1,162,416)	(1,166,256)	(1,170,096)	(5,812,080)
Operating grants		<b>(15,000)</b>					(15,000)
Grants in lieu of taxes	(572)	<b>(572)</b>	(572)	(572)	(572)	(572)	(2,860)
Miscellaneous		<b>(29,400)</b>					(29,400)
<b>Total Operating Revenues</b>	(1,140,764)	<b>(1,199,708)</b>	(1,159,148)	(1,162,988)	(1,166,828)	(1,170,668)	(5,859,340)
<b>Operating Expenditures</b>							
Administration	101,442	<b>110,254</b>	110,254	110,254	110,254	110,254	551,270
Professional fees	342,216	<b>332,837</b>	143,662	157,923	157,893	152,043	944,358
Building ops	48,027	<b>45,594</b>	46,962	48,371	49,822	51,316	242,065
Veh & Equip ops	178	<b>178</b>	183	189	194	200	944
Operating costs	51,954	<b>81,892</b>	54,320	55,922	57,571	59,270	308,975
Program costs	257,007	<b>292,187</b>	219,857	186,357	166,357	151,357	1,016,115
Wages & benefits	547,753	<b>564,697</b>	573,206	593,268	614,033	635,524	2,980,728
Contributions to reserve funds	21,130	<b>30,411</b>	10,704	10,704	10,704	10,704	73,227
<b>Total Operating Expenditures</b>	1,369,707	<b>1,458,050</b>	1,159,148	1,162,988	1,166,828	1,170,668	6,117,682
<b>Operating (surplus)/deficit</b>	228,943	<b>258,342</b>					258,342
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	228,943	<b>258,342</b>					258,342
Add: Transfer from appropriated surplus	(152,966)	<b>(175,624)</b>					(175,624)
Add: Prior year (surplus) / deficit	(75,977)	<b>(82,718)</b>					(82,718)
<b>(Surplus) applied to future years</b>							



**Drinking Water/Watershed Protection  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	82,710	85,375	97,786	110,446	123,359
Contributions	30,411	10,704	10,704	10,704	10,704
Interest earned	1,654	1,707	1,956	2,209	2,467
Withdrawals for capital projects:					
Other transfers out of Reserve	29,400				
<b>Closing Balance Reserve Fund</b>	<b>85,375</b>	<b>97,786</b>	<b>110,446</b>	<b>123,359</b>	<b>136,530</b>

**Sewer - French Creek  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>15.0%</b>	7.0%	7.0%	7.0%	6.0%	
Parcel taxes	(1,116,445)	<b>(1,283,912)</b>	(1,373,786)	(1,469,951)	(1,572,847)	(1,667,218)	(7,367,714)
	(1,116,445)	<b>(1,283,912)</b>	(1,373,786)	(1,469,951)	(1,572,847)	(1,667,218)	(7,367,714)
Operations	(6,000)	<b>(6,000)</b>	(6,000)	(6,000)	(6,000)	(6,000)	(30,000)
Utility user fees	(350,087)	<b>(351,434)</b>	(361,977)	(372,836)	(384,021)	(395,542)	(1,865,810)
Interdepartmental recoveries	(2,214)						
Miscellaneous		<b>(133,000)</b>					(133,000)
<b>Total Operating Revenues</b>	<b>(1,474,746)</b>	<b>(1,774,346)</b>	<b>(1,741,763)</b>	<b>(1,848,787)</b>	<b>(1,962,868)</b>	<b>(2,068,760)</b>	<b>(9,396,524)</b>
<b>Operating Expenditures</b>							
Administration	29,281	<b>30,896</b>	30,896	30,896	30,896	30,896	154,480
Professional fees	6,000	<b>140,500</b>	7,500	7,500	7,500	7,500	170,500
Building ops	29,859	<b>29,796</b>	30,690	31,610	32,559	33,535	158,190
Veh & Equip ops	16,076	<b>16,756</b>	15,581	16,049	16,530	17,026	81,942
Operating costs	1,175,175	<b>1,283,528</b>	1,371,001	1,462,131	1,555,996	1,652,675	7,325,331
Wages & benefits	210,250	<b>229,098</b>	237,117	245,416	254,005	262,895	1,228,531
Contributions to reserve funds	26,820	<b>52,574</b>	47,949	55,185	65,382	64,233	285,323
<b>Total Operating Expenditures</b>	<b>1,493,461</b>	<b>1,783,148</b>	<b>1,740,734</b>	<b>1,848,787</b>	<b>1,962,868</b>	<b>2,068,760</b>	<b>9,404,297</b>
<b>Operating (surplus)/deficit</b>	<b>18,715</b>	<b>8,802</b>	<b>(1,029)</b>				<b>7,773</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures		<b>9,002</b>	1,029		189,645		199,676
Transfer from reserves		<b>(9,002)</b>			(189,645)		(198,647)
<b>Net Capital Assets funded from Operations</b>			<b>1,029</b>				<b>1,029</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>18,715</b>	<b>8,802</b>					<b>8,802</b>
Add: Prior year (surplus) / deficit	(18,715)	<b>(8,802)</b>					(8,802)
<b>(Surplus) applied to future years</b>							



Sewer - French Creek

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-7550 MAJOR CAP - SEWER FRENCH CR COLLECTION				180,000		<b>180,000</b>
PC-7550 COMPUTER - SEWER FRENCH CR COLLECTION		1,029				<b>1,029</b>
VH-7550 VEHICLE - SEWER FRENCH CR COLLECTION	9,002			9,645		<b>18,647</b>
<b>Total Sewer - French Creek</b>	9,002	1,029		189,645		<b>199,676</b>





**Sewer - French Creek  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	698,474	761,147	820,449	888,173	787,448
Contributions	48,704	44,079	51,315	61,512	57,791
Interest earned	13,969	15,223	16,409	17,763	15,749
Withdrawals for capital projects:					
MAJOR CAP - SEWER FRENCH CR COLLECTION				(180,000)	
Total Withdrawals for capital projects				(180,000)	
<b>Closing Balance Reserve Fund</b>	<b>761,147</b>	<b>820,449</b>	<b>888,173</b>	<b>787,448</b>	<b>860,988</b>
<b>RESERVE ACCOUNT FUNDS</b>					
Withdrawals for capital projects:					
VEHICLE - SEWER FRENCH CR COLLECTION	(9,002)			(9,645)	
Total Withdrawals for capital projects	(9,002)			(9,645)	
<b>Closing Balance Reserve Account</b>	<b>(9,002)</b>			<b>(9,645)</b>	

**Sewer Fairwinds  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>6.0%</b>	6.5%	7.0%	5.0%	5.0%	
Parcel taxes	(63,275)	<b>(67,072)</b>	(71,432)	(76,432)	(80,253)	(84,266)	(379,455)
	(63,275)	<b>(67,072)</b>	(71,432)	(76,432)	(80,253)	(84,266)	(379,455)
Operations	(3,000)	<b>(3,000)</b>	(3,000)	(3,000)	(3,000)	(3,000)	(15,000)
Utility user fees	(72,448)	<b>(73,661)</b>	(75,871)	(78,147)	(80,491)	(82,906)	(391,076)
Grants in lieu of taxes	(3,345)	<b>(3,345)</b>	(3,345)	(3,345)	(3,345)	(3,345)	(16,725)
Interdepartmental recoveries	(946)	<b>(57)</b>	(57)	(57)	(57)	(57)	(285)
Miscellaneous		<b>(5,582)</b>	(5,211)	(2,077)			(12,870)
<b>Total Operating Revenues</b>	<b>(143,014)</b>	<b>(152,717)</b>	<b>(158,916)</b>	<b>(163,058)</b>	<b>(167,146)</b>	<b>(173,574)</b>	<b>(815,411)</b>
<b>Operating Expenditures</b>							
Administration	12,671	<b>13,547</b>	13,547	13,547	13,547	13,547	67,735
Professional fees	6,500	<b>7,700</b>	6,500	6,500	6,500	6,500	33,700
Building ops	12,052	<b>12,027</b>	12,387	12,759	13,142	13,536	63,851
Veh & Equip ops	6,265	<b>6,533</b>	6,040	6,221	6,408	6,600	31,802
Operating costs	15,562	<b>19,109</b>	19,258	19,835	20,431	21,044	99,677
Wages & benefits	87,311	<b>94,944</b>	98,267	101,706	105,266	108,950	509,133
Contributions to reserve funds	24,189	<b>9,716</b>	2,490	2,490	1,852	3,397	19,945
<b>Total Operating Expenditures</b>	<b>164,550</b>	<b>163,576</b>	<b>158,489</b>	<b>163,058</b>	<b>167,146</b>	<b>173,574</b>	<b>825,843</b>
<b>Operating (surplus)/deficit</b>	<b>21,536</b>	<b>10,859</b>	<b>(427)</b>				<b>10,432</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	64,000	<b>11,910</b>	427		4,005		16,342
Transfer from reserves	(64,000)	<b>(11,910)</b>			(4,005)		(15,915)
<b>Net Capital Assets funded from Operations</b>			<b>427</b>				<b>427</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>21,536</b>	<b>10,859</b>					<b>10,859</b>
Add: Transfer from appropriated surplus		<b>(1,200)</b>					(1,200)
Add: Prior year (surplus) / deficit	(21,536)	<b>(9,659)</b>					(9,659)
<b>(Surplus) applied to future years</b>							



**Sewer Fairwinds  
5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
MJ-7551 MAJOR CAP - SEWER FAIRWINDS COLLECTION	8,172					<b>8,172</b>
PC-7551 COMPUTER - SEWER FAIRWINDS COLLECTION		427				<b>427</b>
VH-7551 VEHICLE - SEWER FAIRWINDS COLLECTION	3,738			4,005		<b>7,743</b>
<b>Total Sewer Fairwinds</b>	<b>11,910</b>	<b>427</b>		<b>4,005</b>		<b>16,342</b>



**Sewer Fairwinds  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	199,144	197,499	197,138	199,903	204,163
Contributions	8,126	900	900	262	739
Interest earned	3,983	3,950	3,942	3,998	4,083
Withdrawals for capital projects:					
MAJOR CAP - SEWER FAIRWINDS COLLECTION	(8,172)				
Total Withdrawals for capital projects	(8,172)				
Other transfers out of Reserve	5,582	5,211	2,077		
<b>Closing Balance Reserve Fund</b>	<b>197,499</b>	<b>197,138</b>	<b>199,903</b>	<b>204,163</b>	<b>208,985</b>
<b>RESERVE ACCOUNT FUNDS</b>					
Withdrawals for capital projects:					
VEHICLE - SEWER FAIRWINDS COLLECTION	(3,738)			(4,005)	
Total Withdrawals for capital projects	(3,738)			(4,005)	
<b>Closing Balance Reserve Account</b>	<b>(3,738)</b>			<b>(4,005)</b>	

**Sewer - Pacific Shores  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>5.0%</b>	4.0%	3.0%	3.0%	3.0%	
Parcel taxes	(90,237)	<b>(94,749)</b>	(98,539)	(101,495)	(104,540)	(107,676)	(506,999)
	(90,237)	<b>(94,749)</b>	(98,539)	(101,495)	(104,540)	(107,676)	(506,999)
Interdepartmental recoveries	(151)	<b>(10)</b>	(10)	(10)	(10)	(10)	(50)
<b>Total Operating Revenues</b>	<b>(90,388)</b>	<b>(94,759)</b>	<b>(98,549)</b>	<b>(101,505)</b>	<b>(104,550)</b>	<b>(107,686)</b>	<b>(507,049)</b>
<b>Operating Expenditures</b>							
Administration	2,260	<b>2,410</b>	2,410	2,410	2,410	2,410	12,050
Professional fees	1,500	<b>2,000</b>	2,000	2,000	2,000	2,000	10,000
Building ops	1,868	<b>1,864</b>	1,920	1,978	2,037	2,098	9,897
Veh & Equip ops	1,847	<b>1,893</b>	1,833	1,888	1,944	2,003	9,561
Operating costs	66,814	<b>71,459</b>	73,532	75,737	78,009	80,350	379,087
Wages & benefits	13,927	<b>15,215</b>	15,748	16,299	16,870	17,460	81,592
Contributions to reserve funds	7,428	<b>4,493</b>	1,036	1,193	1,280	1,365	9,367
<b>Total Operating Expenditures</b>	<b>95,644</b>	<b>99,334</b>	<b>98,479</b>	<b>101,505</b>	<b>104,550</b>	<b>107,686</b>	<b>511,554</b>
<b>Operating (surplus)/deficit</b>	<b>5,256</b>	<b>4,575</b>	<b>(70)</b>				<b>4,505</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	75,000	<b>35,899</b>	70		653		36,622
Transfer from reserves	(75,000)	<b>(35,899)</b>			(653)		(36,552)
<b>Net Capital Assets funded from Operations</b>			<b>70</b>				<b>70</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>5,256</b>	<b>4,575</b>					<b>4,575</b>
Add: Prior year (surplus) / deficit	(5,256)	<b>(4,575)</b>					(4,575)
<b>(Surplus) applied to future years</b>							



Sewer - Pacific Shores

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-7554 MAJOR CAP - SEWER PACIFIC SHORES	35,290					<b>35,290</b>
PC-7554 COMPUTER - SEWER PACIFIC SHORES		70				<b>70</b>
VH-7554 VEHICLE - SEWER PACIFIC SHORES	609			653		<b>1,262</b>
<b>Total Sewer - Pacific Shores</b>	<b>35,899</b>	<b>70</b>		<b>653</b>		<b>36,622</b>

**Sewer - Pacific Shores  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	85,995	56,654	58,559	60,659	62,888
Contributions	4,229	772	929	1,016	927
Interest earned	1,720	1,133	1,171	1,213	1,258
Withdrawals for capital projects:					
MAJOR CAP - SEWER PACIFIC SHORES	(35,290)				
Total Withdrawals for capital projects	(35,290)				
<b>Closing Balance Reserve Fund</b>	<b>56,654</b>	<b>58,559</b>	<b>60,659</b>	<b>62,888</b>	<b>65,073</b>
<b>RESERVE ACCOUNT FUNDS</b>					
Withdrawals for capital projects:					
VEHICLE - SEWER PACIFIC SHORES	(609)			(653)	
Total Withdrawals for capital projects	(609)			(653)	
<b>Closing Balance Reserve Account</b>	<b>(609)</b>			<b>(653)</b>	

**Sewer - Surfside  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>10.6%</b>	15.0%	10.0%	10.0%	10.0%	
Parcel taxes	(31,188)	<b>(34,480)</b>	(39,652)	(43,617)	(47,979)	(52,777)	(218,505)
	(31,188)	<b>(34,480)</b>	(39,652)	(43,617)	(47,979)	(52,777)	(218,505)
Utility user fees	(6,044)	<b>(6,044)</b>	(6,225)	(6,412)	(6,604)	(6,802)	(32,087)
Interdepartmental recoveries	(33)	<b>(2)</b>	(2)	(2)	(2)	(2)	(10)
<b>Total Operating Revenues</b>	<b>(37,265)</b>	<b>(40,526)</b>	(45,879)	(50,031)	(54,585)	(59,581)	(250,602)
<b>Operating Expenditures</b>							
Administration	722	<b>749</b>	749	749	749	749	3,745
Professional fees	200	<b>200</b>	200	200	200	200	1,000
Building ops	324	<b>317</b>	327	336	346	357	1,683
Veh & Equip ops	431	<b>441</b>	428	441	454	468	2,232
Operating costs	30,650	<b>34,566</b>	38,005	41,804	45,983	50,580	210,938
Wages & benefits	2,811	<b>3,088</b>	3,196	3,308	3,424	3,544	16,560
Contributions to reserve funds	6,155	<b>2,824</b>	2,960	3,193	3,429	3,683	16,089
<b>Total Operating Expenditures</b>	<b>41,293</b>	<b>42,185</b>	45,865	50,031	54,585	59,581	252,247
<b>Operating (surplus)/deficit</b>	<b>4,028</b>	<b>1,659</b>	(14)				1,645
<b>Capital Asset Expenditures</b>							
Capital expenditures		<b>126</b>	14		135		275
Transfer from reserves		<b>(126)</b>			(135)		(261)
<b>Net Capital Assets funded from Operations</b>			14				14
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>4,028</b>	<b>1,659</b>					1,659
Add: Prior year (surplus) / deficit	(4,028)	<b>(1,659)</b>					(1,659)
<b>(Surplus) applied to future years</b>							





Sewer - Surfside

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
PC-7555 COMPUTER - SEWER SURFSIDE		14				<b>14</b>
VH-7555 VEHICLE - SEWER SURFSIDE	126			135		<b>261</b>
<b>Total Sewer - Surfside</b>	<b>126</b>	<b>14</b>		<b>135</b>		<b>275</b>



**Sewer - Surfside  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	39,660	43,217	46,981	51,054	55,444
Contributions	2,764	2,900	3,133	3,369	3,587
Interest earned	793	864	940	1,021	1,109
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>43,217</b>	<b>46,981</b>	<b>51,054</b>	<b>55,444</b>	<b>60,140</b>
<b>RESERVE ACCOUNT FUNDS</b>					
Withdrawals for capital projects:					
VEHICLE - SEWER SURFSIDE	(126)			(135)	
Total Withdrawals for capital projects	(126)			(135)	
<b>Closing Balance Reserve Account</b>	<b>(126)</b>			<b>(135)</b>	

**Sewer - Cedar  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>2.2%</b>	1.3%	1.3%	1.3%	1.3%	
Parcel taxes	(132,752)	<b>(135,691)</b>	(137,424)	(139,208)	(141,046)	(142,939)	(696,308)
	(132,752)	<b>(135,691)</b>	(137,424)	(139,208)	(141,046)	(142,939)	(696,308)
Operations	(300)	<b>(300)</b>	(300)	(300)	(300)	(300)	(1,500)
Utility user fees	(71,744)	<b>(70,576)</b>	(72,693)	(74,874)	(77,120)	(79,434)	(374,697)
Interdepartmental recoveries	(98)	<b>(6)</b>	(6)	(6)	(6)	(6)	(30)
<b>Total Operating Revenues</b>	<b>(204,894)</b>	<b>(206,573)</b>	<b>(210,423)</b>	<b>(214,388)</b>	<b>(218,472)</b>	<b>(222,679)</b>	<b>(1,072,535)</b>
<b>Operating Expenditures</b>							
Administration	3,312	<b>3,432</b>	3,432	3,432	3,432	3,432	17,160
Professional fees	1,000	<b>1,500</b>	1,500	1,500	1,500	1,500	7,500
Building ops	6,822	<b>6,820</b>	6,956	7,096	7,238	7,382	35,492
Veh & Equip ops	2,272	<b>2,303</b>	2,294	2,363	2,434	2,507	11,901
Operating costs	110,060	<b>99,909</b>	102,858	105,943	109,122	112,396	530,228
Wages & benefits	8,716	<b>9,557</b>	9,892	10,238	10,597	10,967	51,251
Contributions to reserve funds	3,902	<b>8,785</b>	6,277	6,646	6,979	7,325	36,012
Debt interest	29,008	<b>29,008</b>	29,008	29,008	29,008	29,008	145,040
<b>Total Operating Expenditures</b>	<b>165,092</b>	<b>161,314</b>	<b>162,217</b>	<b>166,226</b>	<b>170,310</b>	<b>174,517</b>	<b>834,584</b>
<b>Operating (surplus)/deficit</b>	<b>(39,802)</b>	<b>(45,259)</b>	<b>(48,206)</b>	<b>(48,162)</b>	<b>(48,162)</b>	<b>(48,162)</b>	<b>(237,951)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures		<b>385</b>	44	40,000	413		40,842
Transfer from reserves		<b>(385)</b>		(40,000)	(413)		(40,798)
<b>Net Capital Assets funded from Operations</b>			44				44
<b>Capital Financing Charges</b>							
Existing debt (principal)	48,162	<b>48,162</b>	48,162	48,162	48,162	48,162	240,810
<b>Total Capital Financing Charges</b>	<b>48,162</b>	<b>48,162</b>	<b>48,162</b>	<b>48,162</b>	<b>48,162</b>	<b>48,162</b>	<b>240,810</b>
<b>Net (surplus)/deficit for the year</b>	<b>8,360</b>	<b>2,903</b>					<b>2,903</b>
Add: Prior year (surplus) / deficit	(8,360)	<b>(2,903)</b>					(2,903)
<b>(Surplus) applied to future years</b>							



**Sewer - Cedar**  
**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
MJ-7558 MAJOR CAP - SEWER CEDAR COLLECTION			40,000			<b>40,000</b>
PC-7558 COMPUTER - SEWER CEDAR COLLECTION		44				<b>44</b>
VH-7558 VEHICLE - SEWER CEDAR COLLECTION	385			413		<b>798</b>
<b>Total Sewer - Cedar</b>	<b>385</b>	<b>44</b>	<b>40,000</b>	<b>413</b>		<b>40,842</b>



**Sewer - Cedar  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	196,926	209,470	219,756	190,617	201,228
Contributions	8,605	6,097	6,466	6,799	7,035
Interest earned	3,939	4,189	4,395	3,812	4,025
Withdrawals for capital projects:					
MAJOR CAP - SEWER CEDAR COLLECTION			(40,000)		
Total Withdrawals for capital projects			(40,000)		
<b>Closing Balance Reserve Fund</b>	<b>209,470</b>	<b>219,756</b>	<b>190,617</b>	<b>201,228</b>	<b>212,288</b>
<b>RESERVE ACCOUNT FUNDS</b>					
Withdrawals for capital projects:					
VEHICLE - SEWER CEDAR COLLECTION	(385)			(413)	
Total Withdrawals for capital projects	(385)			(413)	
<b>Closing Balance Reserve Account</b>	<b>(385)</b>			<b>(413)</b>	

**Sewer - Barclay  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>18.4%</b>	6.4%	6.6%	6.8%	(18.6%)	
Parcel taxes	(212,831)	<b>(252,080)</b>	(268,307)	(286,107)	(305,691)	(248,924)	(1,361,109)
	(212,831)	<b>(252,080)</b>	(268,307)	(286,107)	(305,691)	(248,924)	(1,361,109)
Operations	(1,690)	<b>(1,690)</b>	(1,690)	(1,690)	(1,690)	(1,690)	(8,450)
Utility user fees	(66,318)	<b>(66,708)</b>	(68,709)	(70,771)	(72,894)	(75,081)	(354,163)
Interdepartmental recoveries	(291)	<b>(18)</b>	(18)	(18)	(18)	(18)	(90)
Miscellaneous	(6,000)	<b>(17,000)</b>	(6,000)		(6,000)		(29,000)
<b>Total Operating Revenues</b>	<b>(287,130)</b>	<b>(337,496)</b>	<b>(344,724)</b>	<b>(358,586)</b>	<b>(386,293)</b>	<b>(325,713)</b>	<b>(1,752,812)</b>
<b>Operating Expenditures</b>							
Administration	5,652	<b>6,579</b>	6,579	6,579	6,579	6,579	32,895
Professional fees	1,000	<b>18,500</b>	1,500	1,500	1,500	1,500	24,500
Building ops	4,875	<b>4,962</b>	5,111	5,264	5,422	5,584	26,343
Veh & Equip ops	11,975	<b>6,061</b>	12,022	6,383	12,574	6,951	43,991
Operating costs	153,434	<b>167,095</b>	183,657	202,011	222,201	244,409	1,019,373
Wages & benefits	26,950	<b>29,402</b>	30,431	31,496	32,598	33,739	157,666
Contributions to reserve funds	37,310	<b>51,502</b>	36,718	36,780	36,846	26,951	188,797
Debt interest	34,935	<b>34,935</b>	34,935	34,935	34,935		139,740
<b>Total Operating Expenditures</b>	<b>276,131</b>	<b>319,036</b>	<b>310,953</b>	<b>324,948</b>	<b>352,655</b>	<b>325,713</b>	<b>1,633,305</b>
<b>Operating (surplus)/deficit</b>	<b>(10,999)</b>	<b>(18,460)</b>	<b>(33,771)</b>	<b>(33,638)</b>	<b>(33,638)</b>		<b>(119,507)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures		<b>1,162</b>	20,133	100,000	1,245		122,540
Transfer from reserves		<b>(1,162)</b>	(20,000)	(100,000)	(1,245)		(122,407)
<b>Net Capital Assets funded from Operations</b>			133				133
<b>Capital Financing Charges</b>							
Existing debt (principal)	33,638	<b>33,638</b>	33,638	33,638	33,638		134,552
<b>Total Capital Financing Charges</b>	<b>33,638</b>	<b>33,638</b>	<b>33,638</b>	<b>33,638</b>	<b>33,638</b>		<b>134,552</b>
<b>Net (surplus)/deficit for the year</b>	<b>22,639</b>	<b>15,178</b>					<b>15,178</b>
Add: Prior year (surplus) / deficit	(22,639)	<b>(15,178)</b>					(15,178)
<b>(Surplus) applied to future years</b>							



**Sewer - Barclay  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	71,951	112,582	113,242	39,977	59,024
Contributions	50,992	36,208	36,270	36,336	26,109
Interest earned	1,439	2,252	2,265	800	1,180
Withdrawals for capital projects:					
MAJOR CAP - SEWER BARCLAY CRESCENT		(20,000)	(100,000)		
Total Withdrawals for capital projects		(20,000)	(100,000)		
Other transfers out of Reserve	11,800	17,800	11,800	18,089	
<b>Closing Balance Reserve Fund</b>	<b>112,582</b>	<b>113,242</b>	<b>39,977</b>	<b>59,024</b>	<b>86,313</b>
<b>RESERVE ACCOUNT FUNDS</b>					
Withdrawals for capital projects:					
VEHICLE - SEWER BARCLAY CRESCENT	(1,162)			(1,245)	
Total Withdrawals for capital projects	(1,162)			(1,245)	
<b>Closing Balance Reserve Account</b>	<b>(1,162)</b>			<b>(1,245)</b>	



**Sewer - Barclay**  
**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
MJ-7557 MAJOR CAP - SEWER BARCLAY CRESCENT		20,000	100,000			<b>120,000</b>
PC-7557 COMPUTER - SEWER BARCLAY CRESCENT		133				<b>133</b>
VH-7557 VEHICLE - SEWER BARCLAY CRESCENT	1,162			1,245		<b>2,407</b>
<b>Total Sewer - Barclay</b>	<b>1,162</b>	<b>20,133</b>	<b>100,000</b>	<b>1,245</b>		<b>122,540</b>





**Sewer - Reid Rd Debt**  
**FINANCIAL PLAN SUMMARY**  
**2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>0.2%</b>					
Parcel taxes	(3,651)	<b>(3,660)</b>	(3,660)	(3,660)	(3,660)	(3,660)	(18,300)
	(3,651)	<b>(3,660)</b>	(3,660)	(3,660)	(3,660)	(3,660)	(18,300)
<b>Total Operating Revenues</b>	(3,651)	<b>(3,660)</b>	(3,660)	(3,660)	(3,660)	(3,660)	(18,300)
<b>Operating Expenditures</b>							
Administration	27	<b>36</b>	36	36	36	36	180
Debt interest	1,585	<b>1,585</b>	1,585	1,585	1,585	1,585	7,925
<b>Total Operating Expenditures</b>	1,612	<b>1,621</b>	1,621	1,621	1,621	1,621	8,105
<b>Operating (surplus)/deficit</b>	(2,039)	<b>(2,039)</b>	(2,039)	(2,039)	(2,039)	(2,039)	(10,195)
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
Existing debt (principal)	2,039	<b>2,039</b>	2,039	2,039	2,039	2,039	10,195
<b>Total Capital Financing Charges</b>	2,039	<b>2,039</b>	2,039	2,039	2,039	2,039	10,195
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							



**Sewer - Hawthorne Rise Debt  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>0.2%</b>					
Parcel taxes	(10,016)	<b>(10,040)</b>	(10,040)	(10,040)	(10,040)	(10,040)	(50,200)
	(10,016)	<b>(10,040)</b>	(10,040)	(10,040)	(10,040)	(10,040)	(50,200)
<b>Total Operating Revenues</b>	(10,016)	<b>(10,040)</b>	(10,040)	(10,040)	(10,040)	(10,040)	(50,200)
<b>Operating Expenditures</b>							
Administration	75	<b>99</b>	99	99	99	99	495
Debt interest	3,813	<b>3,813</b>	3,813	3,813	3,813	3,813	19,065
<b>Total Operating Expenditures</b>	3,888	<b>3,912</b>	3,912	3,912	3,912	3,912	19,560
<b>Operating (surplus)/deficit</b>	(6,128)	<b>(6,128)</b>	(6,128)	(6,128)	(6,128)	(6,128)	(30,640)
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
Existing debt (principal)	6,128	<b>6,128</b>	6,128	6,128	6,128	6,128	30,640
<b>Total Capital Financing Charges</b>	6,128	<b>6,128</b>	6,128	6,128	6,128	6,128	30,640
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							

**River's Edge Stormwater  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>4.4%</b>	3.0%	3.0%	3.0%	3.0%	
Property taxes	(5,872)	<b>(6,129)</b>	(6,313)	(6,502)	(6,697)	(6,898)	(32,539)
	(5,872)	<b>(6,129)</b>	(6,313)	(6,502)	(6,697)	(6,898)	(32,539)
Miscellaneous	(10,000)						
<b>Total Operating Revenues</b>	<b>(15,872)</b>	<b>(6,129)</b>	(6,313)	(6,502)	(6,697)	(6,898)	(32,539)
<b>Operating Expenditures</b>							
Administration	465	<b>916</b>	916	916	916	916	4,580
Operating costs	14,000	<b>4,000</b>	4,120	4,244	4,371	4,502	21,237
Wages & benefits	1,189	<b>1,213</b>	1,255	1,299	1,345	1,392	6,504
Contributions to reserve funds	728	<b>4,000</b>	22	43	65	88	4,218
<b>Total Operating Expenditures</b>	<b>16,382</b>	<b>10,129</b>	6,313	6,502	6,697	6,898	36,539
<b>Operating (surplus)/deficit</b>	510	<b>4,000</b>					4,000
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	510	<b>4,000</b>					4,000
Add: Prior year (surplus) / deficit	(510)	<b>(4,000)</b>					(4,000)
<b>(Surplus) applied to future years</b>							



**River's Edge Stormwater  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	40,213	45,017	45,939	46,880	47,862
Contributions	4,000	22	22	44	67
Interest earned	804	900	919	938	957
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>45,017</b>	<b>45,939</b>	<b>46,880</b>	<b>47,862</b>	<b>48,886</b>



**Cedar Estates Stormwater  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>3.0%</b>	3.0%	3.0%	3.0%	3.0%	
Property taxes	(4,395)	<b>(4,527)</b>	(4,663)	(4,803)	(4,947)	(5,095)	(24,035)
	(4,395)	<b>(4,527)</b>	(4,663)	(4,803)	(4,947)	(5,095)	(24,035)
Miscellaneous	(5,000)	<b>(10,000)</b>	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
<b>Total Operating Revenues</b>	<b>(9,395)</b>	<b>(14,527)</b>	<b>(14,663)</b>	<b>(14,803)</b>	<b>(14,947)</b>	<b>(15,095)</b>	<b>(74,035)</b>
<b>Operating Expenditures</b>							
Administration	231	<b>457</b>	457	457	457	457	2,285
Operating costs	6,400	<b>11,400</b>	6,742	6,944	7,153	7,367	39,606
Wages & benefits	1,189	<b>1,213</b>	1,255	1,299	1,345	1,392	6,504
Contributions to reserve funds	2,910	<b>2,857</b>	6,209	6,103	5,992	5,879	27,040
<b>Total Operating Expenditures</b>	<b>10,730</b>	<b>15,927</b>	<b>14,663</b>	<b>14,803</b>	<b>14,947</b>	<b>15,095</b>	<b>75,435</b>
<b>Operating (surplus)/deficit</b>	<b>1,335</b>	<b>1,400</b>					<b>1,400</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>1,335</b>	<b>1,400</b>					<b>1,400</b>
Add: Prior year (surplus) / deficit	(1,335)	<b>(1,400)</b>					(1,400)
<b>(Surplus) applied to future years</b>							



**Cedar Estates Stormwater  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	47,074	50,872	58,098	65,363	72,662
Contributions	2,857	6,209	6,103	5,992	5,879
Interest earned	941	1,017	1,162	1,307	1,453
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>50,872</b>	<b>58,098</b>	<b>65,363</b>	<b>72,662</b>	<b>79,994</b>

**Streetlighting - Rural Areas  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>(23.4%)</b>	3.0%	3.0%	3.0%	3.0%	
Property taxes	(20,899)	<b>(16,008)</b>	(16,488)	(16,983)	(17,492)	(18,017)	(84,988)
	(20,899)	<b>(16,008)</b>	(16,488)	(16,983)	(17,492)	(18,017)	(84,988)
<b>Total Operating Revenues</b>	(20,899)	<b>(16,008)</b>	(16,488)	(16,983)	(17,492)	(18,017)	(84,988)
<b>Operating Expenditures</b>							
Administration	621	<b>926</b>	926	926	926	926	4,630
Operating costs	13,550	<b>14,450</b>	14,884	15,330	15,790	16,264	76,718
Wages & benefits	129	<b>132</b>	137	141	146	151	707
Contributions to reserve funds		<b>376</b>	541	586	630	676	2,809
<b>Total Operating Expenditures</b>	14,300	<b>15,884</b>	16,488	16,983	17,492	18,017	84,864
<b>Operating (surplus)/deficit</b>	(6,599)	<b>(124)</b>					(124)
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	(6,599)	<b>(124)</b>					(124)
Add: Prior year (surplus) / deficit	6,599	<b>124</b>					124
<b>(Surplus) applied to future years</b>							



**Streetlighting - Rural Areas  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	16,301	17,003	17,884	18,828	19,835
Contributions	376	541	586	630	676
Interest earned	326	340	358	377	397
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>17,003</b>	<b>17,884</b>	<b>18,828</b>	<b>19,835</b>	<b>20,908</b>



**Streetlighting - Fairwinds  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>3.0%</b>	3.0%	3.0%	3.0%	3.0%	
Property taxes	(26,427)	<b>(27,220)</b>	(28,037)	(28,878)	(29,744)	(30,636)	(144,515)
	(26,427)	<b>(27,220)</b>	(28,037)	(28,878)	(29,744)	(30,636)	(144,515)
Grants in lieu of taxes	(61)	<b>(61)</b>	(61)	(61)	(61)	(61)	(305)
Miscellaneous	(1,000)						
<b>Total Operating Revenues</b>	<b>(27,488)</b>	<b>(27,281)</b>	(28,098)	(28,939)	(29,805)	(30,697)	(144,820)
<b>Operating Expenditures</b>							
Administration	2,047	<b>2,025</b>	2,025	2,025	2,025	2,025	10,125
Operating costs	22,370	<b>22,070</b>	22,732	23,414	24,116	24,840	117,172
Wages & benefits	129	<b>132</b>	137	141	146	151	707
Contributions to reserve funds	2,374	<b>3,517</b>	3,204	3,359	3,518	3,681	17,279
<b>Total Operating Expenditures</b>	<b>26,920</b>	<b>27,744</b>	28,098	28,939	29,805	30,697	145,283
<b>Operating (surplus)/deficit</b>	<b>(568)</b>	<b>463</b>					463
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>(568)</b>	<b>463</b>					463
Add: Prior year (surplus) / deficit	568	<b>(463)</b>					(463)
<b>(Surplus) applied to future years</b>							



**Streetlighting - Fairwinds  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	62,145	66,905	71,447	76,235	81,278
Contributions	3,517	3,204	3,359	3,518	3,681
Interest earned	1,243	1,338	1,429	1,525	1,626
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>66,905</b>	<b>71,447</b>	<b>76,235</b>	<b>81,278</b>	<b>86,585</b>



**Streetlighting - French Creek Village**  
**FINANCIAL PLAN SUMMARY**  
**2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>(18.0%)</b>	3.0%	3.0%	3.0%	3.0%	
Property taxes	(81,000)	<b>(66,430)</b>	(68,423)	(70,476)	(72,590)	(74,768)	(352,687)
	(81,000)	<b>(66,430)</b>	(68,423)	(70,476)	(72,590)	(74,768)	(352,687)
<b>Total Operating Revenues</b>	(81,000)	<b>(66,430)</b>	(68,423)	(70,476)	(72,590)	(74,768)	(352,687)
<b>Operating Expenditures</b>							
Administration	3,897	<b>5,113</b>	5,113	5,113	5,113	5,113	25,565
Operating costs	56,500	<b>56,500</b>	58,195	59,941	61,739	63,591	299,966
Wages & benefits	307	<b>313</b>	324	335	347	359	1,678
Contributions to reserve funds	3,032	<b>4,853</b>	4,791	5,087	5,391	5,705	25,827
<b>Total Operating Expenditures</b>	63,736	<b>66,779</b>	68,423	70,476	72,590	74,768	353,036
<b>Operating (surplus)/deficit</b>	(17,264)	<b>349</b>					349
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	(17,264)	<b>349</b>					349
Add: Prior year (surplus) / deficit	17,264	<b>(349)</b>					(349)
<b>(Surplus) applied to future years</b>							



**Streetlighting - French Creek Village  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	4,950	9,902	14,891	20,276	26,073
Contributions	4,853	4,791	5,087	5,391	5,705
Interest earned	99	198	298	406	521
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>9,902</b>	<b>14,891</b>	<b>20,276</b>	<b>26,073</b>	<b>32,299</b>

**Streetlighting - River's Edge  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>3.0%</b>	3.0%	3.0%	3.0%	3.0%	
Property taxes	(7,823)	<b>(8,058)</b>	(8,300)	(8,549)	(8,805)	(9,069)	(42,781)
	(7,823)	<b>(8,058)</b>	(8,300)	(8,549)	(8,805)	(9,069)	(42,781)
<b>Total Operating Revenues</b>	(7,823)	<b>(8,058)</b>	(8,300)	(8,549)	(8,805)	(9,069)	(42,781)
<b>Operating Expenditures</b>							
Administration	610	<b>642</b>	642	642	642	642	3,210
Operating costs	7,000	<b>7,000</b>	7,210	7,426	7,649	7,879	37,164
Wages & benefits	129	<b>132</b>	137	141	146	151	707
Contributions to reserve funds	230	<b>498</b>	311	340	368	397	1,914
<b>Total Operating Expenditures</b>	7,969	<b>8,272</b>	8,300	8,549	8,805	9,069	42,995
<b>Operating (surplus)/deficit</b>	146	<b>214</b>					214
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	146	<b>214</b>					214
Add: Prior year (surplus) / deficit	(146)	<b>(214)</b>					(214)
<b>(Surplus) applied to future years</b>							



**Streetlighting - River's Edge  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	14,167	14,948	15,558	16,209	16,901
Contributions	498	311	340	368	397
Interest earned	283	299	311	324	338
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>14,948</b>	<b>15,558</b>	<b>16,209</b>	<b>16,901</b>	<b>17,636</b>



**Streetlighting - Highway Intersections**  
**FINANCIAL PLAN SUMMARY**  
**2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>3.0%</b>	3.0%	3.0%	3.0%	3.0%	
Property taxes	(3,026)	<b>(3,117)</b>	(3,211)	(3,307)	(3,406)	(3,508)	(16,549)
	(3,026)	<b>(3,117)</b>	(3,211)	(3,307)	(3,406)	(3,508)	(16,549)
Operating grants	(536)	<b>(536)</b>	(536)	(536)	(536)	(536)	(2,680)
<b>Total Operating Revenues</b>	<b>(3,562)</b>	<b>(3,653)</b>	<b>(3,747)</b>	<b>(3,843)</b>	<b>(3,942)</b>	<b>(4,044)</b>	<b>(19,229)</b>
<b>Operating Expenditures</b>							
Administration	287	<b>287</b>	287	287	287	287	1,435
Operating costs	3,060	<b>3,060</b>	3,152	3,246	3,344	3,444	16,246
Wages & benefits	129	<b>132</b>	137	141	146	151	707
Contributions to reserve funds	303	<b>362</b>	171	169	165	162	1,029
<b>Total Operating Expenditures</b>	<b>3,779</b>	<b>3,841</b>	<b>3,747</b>	<b>3,843</b>	<b>3,942</b>	<b>4,044</b>	<b>19,417</b>
<b>Operating (surplus)/deficit</b>	<b>217</b>	<b>188</b>					<b>188</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>217</b>	<b>188</b>					<b>188</b>
Add: Prior year (surplus) / deficit	(217)	<b>(188)</b>					(188)
<b>(Surplus) applied to future years</b>							



**Streetlighting - Highway Intersections  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	303	671	855	1,041	1,227
Contributions	362	171	169	165	162
Interest earned	6	13	17	21	25
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>671</b>	<b>855</b>	<b>1,041</b>	<b>1,227</b>	<b>1,414</b>



**Streetlighting - Highway#4  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>3.0%</b>	3.0%	3.0%	3.0%	3.0%	
Property taxes	(4,000)	<b>(4,120)</b>	(4,244)	(4,371)	(4,502)	(4,637)	(21,874)
	(4,000)	<b>(4,120)</b>	(4,244)	(4,371)	(4,502)	(4,637)	(21,874)
<b>Total Operating Revenues</b>	(4,000)	<b>(4,120)</b>	(4,244)	(4,371)	(4,502)	(4,637)	(21,874)
<b>Operating Expenditures</b>							
Administration	382	<b>327</b>	327	327	327	327	1,635
Operating costs	3,500	<b>3,500</b>	3,605	3,713	3,825	3,939	18,582
Wages & benefits	129	<b>132</b>	137	141	146	151	707
Contributions to reserve funds	1,259	<b>788</b>	175	190	204	220	1,577
<b>Total Operating Expenditures</b>	5,270	<b>4,747</b>	4,244	4,371	4,502	4,637	22,501
<b>Operating (surplus)/deficit</b>	1,270	<b>627</b>					627
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	1,270	<b>627</b>					627
Add: Prior year (surplus) / deficit	(1,270)	<b>(627)</b>					(627)
<b>(Surplus) applied to future years</b>							



**Streetlighting - Highway#4  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	2,718	2,772	2,827	2,884	2,942
Interest earned	54	55	57	58	59
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>2,772</b>	<b>2,827</b>	<b>2,884</b>	<b>2,942</b>	<b>3,001</b>

**EV Charging Station  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>26.3%</b>	100.0%	3.0%	3.0%	3.0%	
Property taxes	(7,916)	<b>(10,000)</b>	(20,000)	(20,600)	(21,218)	(21,855)	(93,673)
	(7,916)	<b>(10,000)</b>	(20,000)	(20,600)	(21,218)	(21,855)	(93,673)
Utility user fees		<b>(2,000)</b>	(2,060)	(2,122)	(2,185)	(2,251)	(10,618)
<b>Total Operating Revenues</b>	(7,916)	<b>(12,000)</b>	(22,060)	(22,722)	(23,403)	(24,106)	(104,291)
<b>Operating Expenditures</b>							
Administration	455	<b>726</b>	748	770	793	817	3,854
Operating costs	11,079	<b>16,087</b>	6,491	6,685	6,886	7,092	43,241
Contributions to reserve funds	6,500	<b>7,294</b>	14,821	15,267	15,724	16,197	69,303
<b>Total Operating Expenditures</b>	18,034	<b>24,107</b>	22,060	22,722	23,403	24,106	116,398
<b>Operating (surplus)/deficit</b>	10,118	<b>12,107</b>					12,107
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	10,118	<b>12,107</b>					12,107
Add: Transfer from appropriated surplus	(10,118)	<b>(10,079)</b>					(10,079)
Add: Prior year (surplus) / deficit		<b>(2,028)</b>					(2,028)
<b>(Surplus) applied to future years</b>							



**EV Charging Station  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	6,604	14,030	29,132	44,982	61,606
Contributions	7,294	14,821	15,267	15,724	16,197
Interest earned	132	281	583	900	1,232
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>14,030</b>	<b>29,132</b>	<b>44,982</b>	<b>61,606</b>	<b>79,035</b>

**Solid Waste Management  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		15.0%	20.0%	15.0%	20.0%	20.0%	
Property taxes	(1,517,035)	<b>(1,744,591)</b>	(2,093,540)	(2,407,571)	(2,889,085)	(3,466,902)	(12,601,689)
	(1,517,035)	<b>(1,744,591)</b>	(2,093,540)	(2,407,571)	(2,889,085)	(3,466,902)	(12,601,689)
Operations	(209,500)	<b>(209,500)</b>	(213,516)	(217,612)	(221,791)	(226,052)	(1,088,471)
Landfill tipping fees	(10,669,464)	<b>(11,300,000)</b>	(11,300,000)	(11,300,000)	(11,300,000)	(11,300,000)	(56,500,000)
Grants in lieu of taxes	(6,800)	<b>(6,800)</b>	(6,800)	(6,800)	(6,800)	(6,800)	(34,000)
Interdepartmental recoveries	(103,007)	<b>(103,007)</b>	(103,007)	(103,007)	(103,007)	(103,007)	(515,035)
Miscellaneous	(1,032,988)	<b>(1,032,988)</b>	(1,557,679)	(1,613,855)	(1,502,669)	(1,540,386)	(7,247,577)
<b>Total Operating Revenues</b>	<b>(13,538,794)</b>	<b>(14,396,886)</b>	<b>(15,274,542)</b>	<b>(15,648,845)</b>	<b>(16,023,352)</b>	<b>(16,643,147)</b>	<b>(77,986,772)</b>
<b>Operating Expenditures</b>							
Administration	1,087,146	<b>1,208,608</b>	1,244,867	1,282,212	1,320,679	1,360,300	6,416,666
Professional fees	714,900	<b>908,400</b>	935,652	963,722	1,052,634	1,024,212	4,884,620
Building ops	332,936	<b>331,918</b>	291,875	300,631	309,650	318,939	1,553,013
Veh & Equip ops	1,591,208	<b>1,452,217</b>	995,783	1,025,658	1,056,426	1,088,119	5,618,203
Operating costs	4,725,450	<b>4,917,902</b>	4,828,784	4,972,899	5,113,336	5,266,228	25,099,149
Wages & benefits	4,451,124	<b>4,974,018</b>	5,246,916	5,430,558	5,620,627	5,817,349	27,089,468
Transfer to other gov/org	314,000						
Contributions to reserve funds	3,685,764	<b>3,875,383</b>	1,300,000	1,300,000	1,300,000	1,300,000	9,075,383
<b>Total Operating Expenditures</b>	<b>16,902,528</b>	<b>17,668,446</b>	<b>14,843,877</b>	<b>15,275,680</b>	<b>15,773,352</b>	<b>16,175,147</b>	<b>79,736,502</b>
<b>Operating (surplus)/deficit</b>	<b>3,363,734</b>	<b>3,271,560</b>	<b>(430,665)</b>	<b>(373,165)</b>	<b>(250,000)</b>	<b>(468,000)</b>	<b>1,749,730</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	7,069,012	<b>7,935,005</b>	3,430,665	4,173,165	690,000	1,518,000	17,746,835
Transfer from reserves	(4,135,191)	<b>(4,284,863)</b>	(3,000,000)	(3,800,000)	(440,000)	(1,050,000)	(12,574,863)
<b>Net Capital Assets funded from Operations</b>	<b>2,933,821</b>	<b>3,650,142</b>	<b>430,665</b>	<b>373,165</b>	<b>250,000</b>	<b>468,000</b>	<b>5,171,972</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>6,297,555</b>	<b>6,921,702</b>					<b>6,921,702</b>
Add: Transfer from appropriated surplus	(1,227,675)	<b>(3,327,041)</b>					(3,327,041)
Add: Prior year (surplus) / deficit	(5,069,880)	<b>(3,594,661)</b>					(3,594,661)
<b>(Surplus) applied to future years</b>							



Solid Waste Management

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-1202 MAJOR CAP - SOLID WASTE CHURCH ROAD	1,180,000	70,000	135,000	25,000	200,000	<b>1,610,000</b>
MJ-1203 MAJOR CAP - SOLID WASTE ENG & DISP OPS	1,359,570	120,000	87,500	95,000	205,000	<b>1,867,070</b>
PC-1200 COMPUTER - SOLID WASTE MANAGEMENT	428,675					<b>428,675</b>
SW-0001 SW- CELL 1 CAPITAL PROJECTS (2010)	212,774					<b>212,774</b>
SW-0007 SW - CELL ONE SOUTH WEST BERM CLOSURE					513,000	<b>513,000</b>
SW-0010 SW - CELL TWO SOUTH EAST BERM CONSTRUCT	1,220,665	2,520,665	2,520,665			<b>6,261,995</b>
SW-0012 SW - FLARE STATION REPLACEMENT	257,032					<b>257,032</b>
SW-0014 SW - PLC UPGRADE & CONTROL VALVE	193,289					<b>193,289</b>
SW-0015 SW - CR WWTP UPGRADE/REPLACEMENT	603,000					<b>603,000</b>
VH-1203 VEHICLE - SOLID WASTE ENG & DISP OPS	2,480,000	720,000	1,430,000	570,000	600,000	<b>5,800,000</b>
<b>Total Solid Waste Management</b>	<b>7,935,005</b>	<b>3,430,665</b>	<b>4,173,165</b>	<b>690,000</b>	<b>1,518,000</b>	<b>17,746,835</b>

**Solid Waste Management  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	14,704,166	14,688,770	12,478,515	9,388,952	9,730,277
Contributions	3,375,383	1,000,000	1,000,000	1,000,000	1,000,000
Interest earned	294,084	293,776	249,571	187,779	194,605
Withdrawals for capital projects:					
SW- CELL 1 CAPITAL PROJECTS (2010)	(212,774)				
SW - CELL ONE SOUTH WEST BERM CLOSURE					(500,000)
SW - CELL TWO SOUTH EAST BERM CONSTRUCT	(1,200,000)	(2,500,000)	(2,500,000)		
SW - PLC UPGRADE & CONTROL VALVE	(192,089)				
SW - CR WWTP UPGRADE/REPLACEMENT	(600,000)				
VEHICLE - SOLID WASTE ENG & DISP OPS	(2,080,000)	(500,000)	(1,300,000)	(440,000)	(550,000)
Total Withdrawals for capital projects	(4,284,863)	(3,000,000)	(3,800,000)	(440,000)	(1,050,000)
Other transfers out of Reserve		504,031	539,134	406,454	422,247
<b>Closing Balance Reserve Fund</b>	<b>14,088,770</b>	<b>12,478,515</b>	<b>9,388,952</b>	<b>9,730,277</b>	<b>9,452,635</b>
<b>RESERVE ACCOUNT FUNDS</b>					
<b>Opening Balance Reserve Account</b>	3,794,043	4,169,924	4,553,322	4,944,388	5,343,276
Contributions	300,000	300,000	300,000	300,000	300,000
Interest earned	75,881	83,398	91,066	98,888	106,866
Withdrawals for capital projects:					
<b>Closing Balance Reserve Account</b>	<b>4,169,924</b>	<b>4,553,322</b>	<b>4,944,388</b>	<b>5,343,276</b>	<b>5,750,142</b>

**Solid Waste Collection & Recycling  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>							
Operations	(1,228,300)	<b>(1,233,465)</b>	(1,238,465)	(1,243,465)	(1,248,465)	(1,253,465)	(6,217,325)
Utility user fees	(5,476,779)	<b>(5,726,008)</b>	(6,046,309)	(6,382,624)	(6,735,755)	(7,106,543)	(31,997,239)
Miscellaneous	(219,490)	<b>(569,490)</b>	(430,231)	(389,329)	(273,978)	(148,338)	(1,811,366)
<b>Total Operating Revenues</b>	<b>(6,924,569)</b>	<b>(7,528,963)</b>	<b>(7,715,005)</b>	<b>(8,015,418)</b>	<b>(8,258,198)</b>	<b>(8,508,346)</b>	<b>(40,025,930)</b>
<b>Operating Expenditures</b>							
Administration	589,066	<b>651,594</b>	539,291	555,470	572,134	589,298	2,907,787
Professional fees	40,000	<b>10,000</b>	10,300	10,609	10,927	11,255	53,091
Building ops	24,035	<b>22,818</b>	23,503	24,208	24,934	25,682	121,145
Veh & Equip ops	1,118	<b>1,900</b>	1,957	2,015	2,076	2,138	10,086
Operating costs	6,085,334	<b>6,474,024</b>	6,675,514	6,942,421	7,150,607	7,365,040	34,607,606
Wages & benefits	400,445	<b>448,734</b>	464,440	480,695	497,520	514,933	2,406,322
Contributions to reserve funds	463,390	<b>208,609</b>					208,609
<b>Total Operating Expenditures</b>	<b>7,603,388</b>	<b>7,817,679</b>	<b>7,715,005</b>	<b>8,015,418</b>	<b>8,258,198</b>	<b>8,508,346</b>	<b>40,314,646</b>
<b>Operating (surplus)/deficit</b>	<b>678,819</b>	<b>288,716</b>					<b>288,716</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>678,819</b>	<b>288,716</b>					<b>288,716</b>
Add: Transfer from appropriated surplus		<b>(131,851)</b>					<b>(131,851)</b>
Add: Prior year (surplus) / deficit	<b>(678,819)</b>	<b>(156,865)</b>					<b>(156,865)</b>
<b>(Surplus) applied to future years</b>							





**Solid Waste Collection & Recycling  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	1,522,512	1,761,571	1,716,571	1,361,573	1,114,826
Contributions	208,609				
Interest earned	30,450	35,231	34,331	27,231	22,297
Withdrawals for capital projects:					
Other transfers out of Reserve		80,231	389,329	273,978	148,338
<b>Closing Balance Reserve Fund</b>	<b>1,761,571</b>	<b>1,716,571</b>	<b>1,361,573</b>	<b>1,114,826</b>	<b>988,785</b>

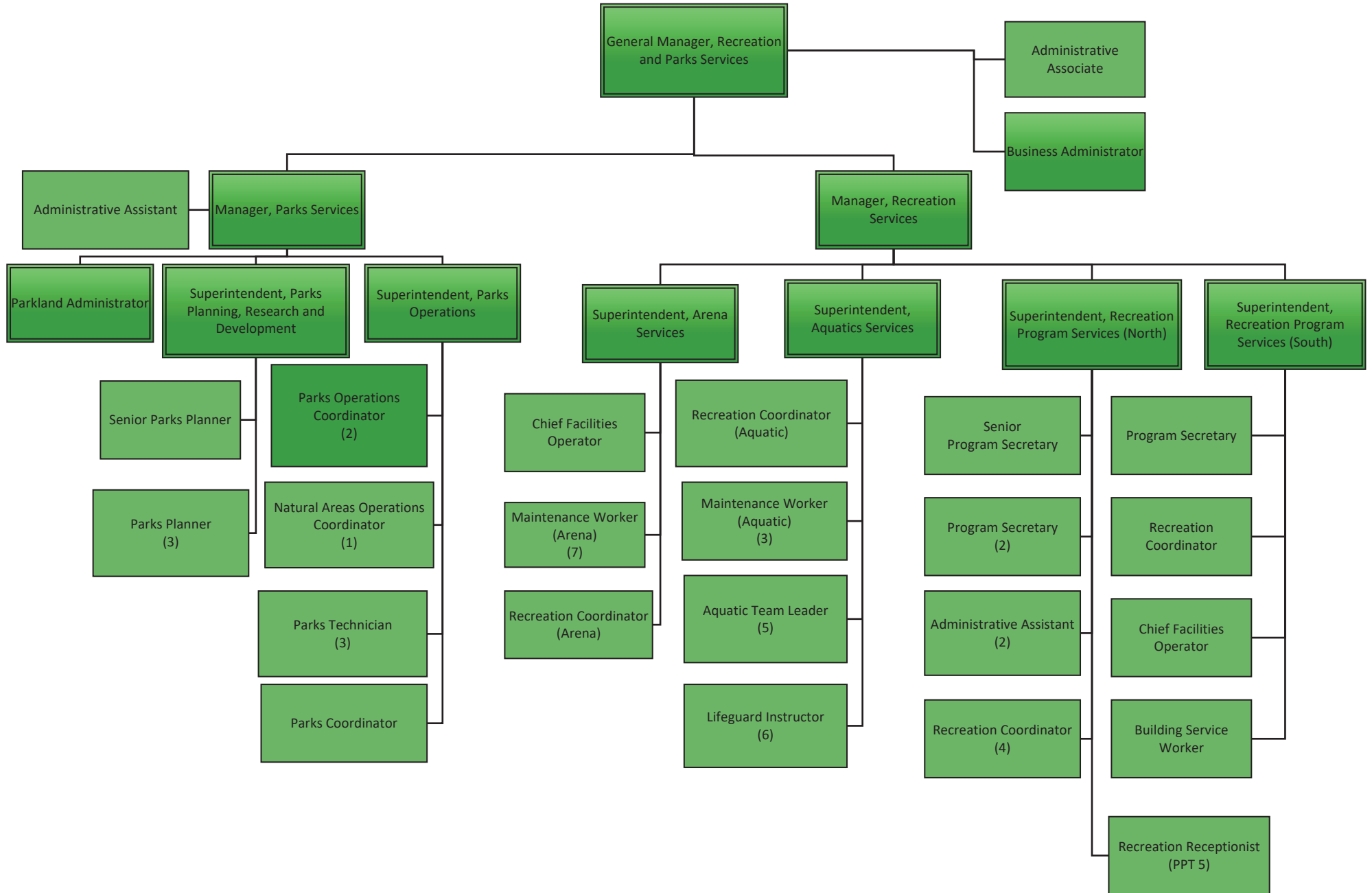


**Community Works Fund Projects  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>							
Operating grants	(834,794)	<b>(806,741)</b>	(806,741)	(806,741)	(806,741)	(806,741)	(4,033,705)
<b>Total Operating Revenues</b>	(834,794)	<b>(806,741)</b>	(806,741)	(806,741)	(806,741)	(806,741)	(4,033,705)
<b>Operating Expenditures</b>							
Professional fees	88,794	<b>80,741</b>	80,741	80,741	80,741	80,741	403,705
Operating costs	20,000						
Transfer to other gov/org	726,000	<b>726,000</b>	726,000	726,000	726,000	726,000	3,630,000
<b>Total Operating Expenditures</b>	834,794	<b>806,741</b>	806,741	806,741	806,741	806,741	4,033,705
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
Capital expenditures	53,715	<b>53,715</b>					53,715
Grants and other	(53,715)	<b>(53,715)</b>					(53,715)
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							

# RECREATION AND PARKS SERVICES

Updated to October 1, 2023



**RECREATION & PARKS SERVICES  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>4.2%</b>	16.6%	8.0%	7.5%	6.4%	
Property taxes	(16,312,498)	<b>(16,995,443)</b>	(19,821,599)	(21,413,558)	(23,024,076)	(24,505,916)	(105,760,592)
	(16,312,498)	<b>(16,995,443)</b>	(19,821,599)	(21,413,558)	(23,024,076)	(24,505,916)	(105,760,592)
Operations	(24,180)	<b>(46,280)</b>	(46,386)	(46,496)	(46,608)	(46,724)	(232,494)
Recreation fees	(651,184)	<b>(750,122)</b>	(758,949)	(767,908)	(777,004)	(786,240)	(3,840,223)
Recreation facility rentals	(509,015)	<b>(574,191)</b>	(581,335)	(588,585)	(595,943)	(603,409)	(2,943,463)
Recreation vending sales	(2,800)	<b>(3,800)</b>	(3,802)	(3,804)	(3,806)	(3,808)	(19,020)
Recreation concession	(5,500)	<b>(6,000)</b>	(6,000)	(6,000)	(6,000)	(6,000)	(30,000)
Recreation other	(548,097)	<b>(535,797)</b>	(537,421)	(589,061)	(590,769)	(795,026)	(3,048,074)
Operating grants	(548,503)	<b>(495,638)</b>	(356,700)	(356,700)	(356,700)	(356,700)	(1,922,438)
Grants in lieu of taxes	(1,150)	<b>(630)</b>	(630)	(630)	(630)	(630)	(3,150)
Interdepartmental recoveries	(13,436)	<b>(13,436)</b>	(13,436)	(13,436)	(13,436)	(13,436)	(67,180)
Miscellaneous	(215,600)	<b>(270,298)</b>	(201,615)	(76,732)	(19,204)	(19,205)	(587,054)
<b>Total Operating Revenues</b>	<b>(18,831,963)</b>	<b>(19,691,635)</b>	(22,327,873)	(23,862,910)	(25,434,176)	(27,137,094)	(118,453,688)
<b>Operating Expenditures</b>							
Administration	1,163,797	<b>1,350,837</b>	1,391,363	1,433,106	1,476,096	1,520,379	7,171,781
Legislative	1,000	<b>1,000</b>	1,000	1,000	1,000	1,000	5,000
Professional fees	1,066,792	<b>1,190,394</b>	360,040	370,601	366,477	437,231	2,724,743
Building ops	960,084	<b>1,079,940</b>	1,070,061	1,102,160	1,135,224	1,169,281	5,556,666
Veh & Equip ops	237,230	<b>263,790</b>	264,703	272,646	280,826	289,250	1,371,215
Operating costs	2,307,878	<b>2,859,694</b>	2,514,831	2,685,454	2,764,461	3,131,035	13,955,475
Program costs	805,518	<b>942,448</b>	929,360	996,851	1,016,247	986,108	4,871,014
Wages & benefits	6,997,198	<b>7,699,595</b>	8,162,541	8,543,930	8,842,966	9,685,120	42,934,152
Transfer to other gov/org	2,996,791	<b>3,115,362</b>	2,827,406	2,890,957	2,948,918	3,016,341	14,798,984
Contributions to reserve funds	2,908,491	<b>2,939,923</b>	3,154,868	2,827,325	3,466,802	1,990,989	14,379,907
Debt interest	287,268	<b>138,974</b>	147,546	143,656	138,538	134,032	702,746
<b>Total Operating Expenditures</b>	<b>19,732,047</b>	<b>21,581,957</b>	20,823,719	21,267,686	22,437,555	22,360,766	108,471,683
<b>Operating (surplus)/deficit</b>	<b>900,084</b>	<b>1,890,322</b>	(1,504,154)	(2,595,224)	(2,996,621)	(4,776,328)	(9,982,005)
<b>Capital Asset Expenditures</b>							
Capital expenditures	18,078,445	<b>28,718,661</b>	24,702,448	8,312,600	24,118,851	28,034,950	113,887,510
Transfer from reserves	(4,985,794)	<b>(7,541,609)</b>	(10,908,933)	(1,816,450)	(2,104,100)	(262,950)	(22,634,042)
Grants and other	(5,420,355)	<b>(7,150,667)</b>	(823,450)	(350,000)			(8,324,117)
New borrowing	(7,000,000)	<b>(13,003,000)</b>	(12,775,164)	(5,846,000)	(21,935,953)	(27,711,000)	(81,271,117)
<b>Net Capital Assets funded from Operations</b>	<b>672,296</b>	<b>1,023,385</b>	194,901	300,150	78,798	61,000	1,658,234
<b>Capital Financing Charges</b>							
Existing debt (principal)	435,996	<b>167,177</b>	160,748	155,720	153,033	149,712	786,390
New debt (principal & interest)	70,000	<b>130,030</b>	1,193,505	2,139,354	2,764,790	4,565,616	10,793,295
<b>Total Capital Financing Charges</b>	<b>505,996</b>	<b>297,207</b>	1,354,253	2,295,074	2,917,823	4,715,328	11,579,685
<b>Net (surplus)/deficit for the year</b>	<b>2,078,376</b>	<b>3,210,914</b>	45,000				3,255,914
Less: Transfer to appropriated surplus	205,830	<b>45,000</b>					45,000
Add: Transfer from appropriated surplus	(1,261,542)	<b>(1,641,604)</b>	(45,000)				(1,686,604)
Add: Prior year (surplus) / deficit	(1,022,664)	<b>(1,614,310)</b>					(1,614,310)
<b>(Surplus) applied to future years</b>							

**RECREATION & PARKS SERVICES  
SUMMARY OF TAX REQUISITIONS  
2024 to 2028**

	2024	2024	2025	2025	2026	2026	2027	2027	2028	2028
	\$	%	\$	%	\$	%	\$	%	\$	%
<b>Regional Parks</b>										
2700 REGIONAL PARKS	(3,354,166)	14.0%	(3,656,041)	9.0%	(3,838,843)	5.0%	(3,992,397)	4.0%	(4,152,093)	4.0%
2703 REGIONAL PARKS - CAPITAL	(1,942,549)	19.9%	(2,292,208)	18.0%	(2,681,883)	17.0%	(3,110,984)	16.0%	(3,577,632)	15.0%
	(\$5,296,715)		(\$5,948,249)		(\$6,520,726)		(\$7,103,381)		(\$7,729,725)	
<b>Community Parks</b>										
2080 COMMUNITY PARKS - AREA A	(338,746)	28.9%	(455,167)	34.4%	(508,034)	11.6%	(538,435)	6.0%	(554,881)	3.1%
2081 COMMUNITY PARKS - AREA B	(458,899)	5.0%	(472,666)	3.0%	(486,846)	3.0%	(501,451)	3.0%	(516,495)	3.0%
2082 COMMUNITY PARKS - AREA C (Extension)	(108,738)	9.7%	(112,243)	3.2%	(131,804)	17.4%	(136,098)	3.3%	(140,814)	3.5%
2083 COMMUNITY PARKS - AREA C (E Wellington)	(145,186)	18.6%	(161,325)	11.1%	(166,567)	3.2%	(171,978)	3.2%	(177,847)	3.4%
2084 COMMUNITY PARKS - AREA E	(425,515)	20.4%	(485,087)	14.0%	(526,320)	8.5%	(542,109)	3.0%	(558,372)	3.0%
2085 COMMUNITY PARKS - AREA F	(427,559)	32.7%	(454,607)	6.3%	(468,856)	3.1%	(483,570)	3.1%	(499,323)	3.3%
2086 COMMUNITY PARKS - AREA G	(345,256)	32.7%	(359,031)	4.0%	(373,392)	4.0%	(384,594)	3.0%	(396,132)	3.0%
2087 COMMUNITY PARKS - AREA H	(421,159)	32.0%	(433,794)	3.0%	(446,808)	3.0%	(460,212)	3.0%	(474,018)	3.0%
	(\$2,671,058)		(\$2,933,920)		(\$3,108,627)		(\$3,218,447)		(\$3,317,882)	
<b>Area A Recreation &amp; Culture</b>										
3171 RECREATION & CULTURE - AREA A	(311,910)	1.9%	(425,136)	36.3%	(482,453)	13.5%	(540,329)	12.0%	(555,741)	2.9%
	(\$311,910)		(\$425,136)		(\$482,453)		(\$540,329)		(\$555,741)	
<b>Northern Community Recreation</b>										
2900 NORTH COMM REC - OVERALL	(2,051,218)	23.3%	(2,194,803)	7.0%	(2,260,647)	3.0%	(2,328,467)	3.0%	(2,398,321)	3.0%
2915 NORTH COMM REC - SPORTFIELDS	(427,653)	17.2%	(440,483)	3.0%	(453,697)	3.0%	(467,308)	3.0%	(481,327)	3.0%
	(\$2,478,871)		(\$2,635,286)		(\$2,714,344)		(\$2,795,775)		(\$2,879,648)	
<b>Oceanside Place</b>										
3070 OCEANSIDE PLACE	(2,236,836)	4.0%	(2,326,309)	4.0%	(2,419,362)	4.0%	(2,504,039)	3.5%	(2,579,161)	3.0%
	(\$2,236,836)		(\$2,326,309)		(\$2,419,362)		(\$2,504,039)		(\$2,579,161)	
<b>Ravensong Aquatic Centre</b>										
3200 RAVENSONG AQUATIC CENTRE	(2,227,047)	(34.4%)	(3,763,546)	69.0%	(4,328,078)	15.0%	(4,977,289)	15.0%	(5,475,018)	10.0%
	(\$2,227,047)		(\$3,763,546)		(\$4,328,078)		(\$4,977,289)		(\$5,475,018)	
<b>Gabriola Island Recreation</b>										
3681 RECREATION AREA B - GABRIOLA ISL	(193,122)	2.5%	(138,574)	(28.2%)	(139,793)	0.9%	(133,551)	(4.5%)	(134,853)	1.0%
	(\$193,122)		(\$138,574)		(\$139,793)		(\$133,551)		(\$134,853)	
<b>Southern Community Recreation &amp; Culture</b>										
2780 PORT THEATER - AREA A	(17,391)	0.5%	(17,913)	3.0%	(18,450)	3.0%	(19,004)	3.0%	(19,574)	3.0%
2781 PORT THEATER - AREA B	(37,808)	0.6%	(38,942)	3.0%	(40,110)	3.0%	(41,314)	3.0%	(42,553)	3.0%
2782 PORT THEATER - AREA C (Extension)	(17,287)	(0.2%)	(17,923)	3.7%	(18,461)	3.0%	(19,015)	3.0%	(19,585)	3.0%
2783 PORT THEATER - AREA C (E Wellington)	(4,476)	0.5%	(4,610)	3.0%	(4,747)	3.0%	(4,890)	3.0%	(5,037)	3.0%
2784 PORT THEATER - AREA E	(24,961)	0.5%	(25,710)	3.0%	(26,481)	3.0%	(27,275)	3.0%	(28,093)	3.0%
3170 SOUTH COMMUNITY REC - B/L 1059	(1,477,961)	5.2%	(1,545,481)	4.6%	(1,591,926)	3.0%	(1,639,767)	3.0%	(1,719,046)	4.8%
	(\$1,579,884)		(\$1,650,579)		(\$1,700,175)		(\$1,751,265)		(\$1,833,888)	
<b>Total RECREATION &amp; PARKS SERVICES</b>	(16,995,443)	4.2%	(19,821,599)	16.6%	(21,413,558)	8.0%	(23,024,076)	7.5%	(24,505,916)	6.4%



**Oceanside Place  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		4.0%	4.0%	4.0%	3.5%	3.0%	
Property taxes	(2,150,804)	<b>(2,236,836)</b>	(2,326,309)	(2,419,362)	(2,504,039)	(2,579,161)	(12,065,707)
	(2,150,804)	<b>(2,236,836)</b>	(2,326,309)	(2,419,362)	(2,504,039)	(2,579,161)	(12,065,707)
Operations	(17,000)	<b>(15,500)</b>	(15,500)	(15,500)	(15,500)	(15,500)	(77,500)
Recreation fees	(82,000)	<b>(106,000)</b>	(107,590)	(109,204)	(110,842)	(112,505)	(546,141)
Recreation facility rentals	(410,000)	<b>(470,000)</b>	(477,050)	(484,206)	(491,469)	(498,841)	(2,421,566)
Recreation vending sales	(1,800)	<b>(1,800)</b>	(1,800)	(1,800)	(1,800)	(1,800)	(9,000)
Recreation concession	(5,500)	<b>(6,000)</b>	(6,000)	(6,000)	(6,000)	(6,000)	(30,000)
Recreation other	(94,450)	<b>(82,150)</b>	(83,320)	(84,506)	(85,710)	(86,932)	(422,618)
Operating grants	(1,700)	<b>(1,700)</b>	(1,700)	(1,700)	(1,700)	(1,700)	(8,500)
Interdepartmental recoveries	(13,436)	<b>(13,436)</b>	(13,436)	(13,436)	(13,436)	(13,436)	(67,180)
<b>Total Operating Revenues</b>	<b>(2,776,690)</b>	<b>(2,933,422)</b>	<b>(3,032,705)</b>	<b>(3,135,714)</b>	<b>(3,230,496)</b>	<b>(3,315,875)</b>	<b>(15,648,212)</b>
<b>Operating Expenditures</b>							
Administration	211,498	<b>233,474</b>	240,478	247,693	255,123	262,777	1,239,545
Professional fees	25,000	<b>25,662</b>	20,770	21,393	22,035	32,696	122,556
Building ops	412,243	<b>459,143</b>	472,918	487,105	501,718	516,770	2,437,654
Veh & Equip ops	101,710	<b>106,382</b>	109,573	112,860	116,246	119,734	564,795
Operating costs	101,690	<b>111,839</b>	114,953	118,160	121,463	124,866	591,281
Program costs	94,000	<b>103,000</b>	106,090	109,273	112,551	115,927	546,841
Wages & benefits	1,470,468	<b>1,540,556</b>	1,594,475	1,650,282	1,708,042	1,767,823	8,261,178
Transfer to other gov/org	30,000						
Contributions to reserve funds	46,879	<b>792,260</b>	373,448	166,798	393,318	322,282	2,048,106
Debt interest	156,266						
<b>Total Operating Expenditures</b>	<b>2,649,754</b>	<b>3,372,316</b>	<b>3,032,705</b>	<b>2,913,564</b>	<b>3,230,496</b>	<b>3,262,875</b>	<b>15,811,956</b>
<b>Operating (surplus)/deficit</b>	<b>(126,936)</b>	<b>438,894</b>		<b>(222,150)</b>		<b>(53,000)</b>	<b>163,744</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures		<b>1,839,600</b>	60,050	366,600	944,100	135,950	3,346,300
Transfer from reserves		<b>(903,600)</b>	(60,050)	(144,450)	(944,100)	(82,950)	(2,135,150)
Grants and other		<b>(936,000)</b>					(936,000)
<b>Net Capital Assets funded from Operations</b>				<b>222,150</b>		<b>53,000</b>	<b>275,150</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	273,052						
<b>Total Capital Financing Charges</b>	<b>273,052</b>						
<b>Net (surplus)/deficit for the year</b>	<b>146,116</b>	<b>438,894</b>					<b>438,894</b>
Add: Transfer from appropriated surplus	(7,500)	<b>(662)</b>					(662)
Add: Prior year (surplus) / deficit	(138,616)	<b>(438,232)</b>					(438,232)
<b>(Surplus) applied to future years</b>							



**Oceanside Place**  
**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
MJ-3070 MAJOR CAP - OCEANSIDE PLACE	903,600	60,050	292,150	944,100	135,950	<b>2,335,850</b>
PC-3070 COMPUTER - OCEANSIDE PLACE			20,000			<b>20,000</b>
RC-0003 OP HEAT RECOVERY/ENERGY UPGRADES	936,000					<b>936,000</b>
VH-3070 VEHICLE - OCEANSIDE PLACE			54,450			<b>54,450</b>
<b>Total Oceanside Place</b>	<b>1,839,600</b>	<b>60,050</b>	<b>366,600</b>	<b>944,100</b>	<b>135,950</b>	<b>3,346,300</b>



**Oceanside Place  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	938,293	1,045,719	1,380,031	1,429,980	907,798
Contributions	792,260	373,448	166,798	393,318	322,282
Interest earned	18,766	20,914	27,601	28,600	18,156
Withdrawals for capital projects:					
MAJOR CAP - OCEANSIDE PLACE	(703,600)	(60,050)	(90,000)	(944,100)	(82,950)
VEHICLE - OCEANSIDE PLACE			(54,450)		
Total Withdrawals for capital projects	(703,600)	(60,050)	(144,450)	(944,100)	(82,950)
<b>Closing Balance Reserve Fund</b>	<b>1,045,719</b>	<b>1,380,031</b>	<b>1,429,980</b>	<b>907,798</b>	<b>1,165,286</b>



**Ravensong Aquatic Centre  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>(34.4%)</b>	69.0%	15.0%	15.0%	10.0%	
Property taxes	(3,393,590)	<b>(2,227,047)</b>	(3,763,546)	(4,328,078)	(4,977,289)	(5,475,018)	(20,770,978)
	(3,393,590)	<b>(2,227,047)</b>	(3,763,546)	(4,328,078)	(4,977,289)	(5,475,018)	(20,770,978)
Operations	(2,740)	<b>(2,740)</b>	(2,740)	(2,740)	(2,740)	(2,740)	(13,700)
Recreation fees	(186,051)	<b>(183,736)</b>	(183,920)	(184,104)	(184,288)	(184,472)	(920,520)
Recreation facility rentals	(99,015)	<b>(94,191)</b>	(94,285)	(94,379)	(94,474)	(94,568)	(471,897)
Recreation vending sales	(1,000)	<b>(2,000)</b>	(2,002)	(2,004)	(2,006)	(2,008)	(10,020)
Recreation other	(453,647)	<b>(453,647)</b>	(454,101)	(504,555)	(505,059)	(708,094)	(2,625,456)
Miscellaneous	(1,200)	<b>(1,200)</b>	(68,208)	(1,202)	(1,204)	(1,205)	(73,019)
<b>Total Operating Revenues</b>	<b>(4,137,243)</b>	<b>(2,964,561)</b>	<b>(4,568,802)</b>	<b>(5,117,062)</b>	<b>(5,767,060)</b>	<b>(6,468,105)</b>	<b>(24,885,590)</b>
<b>Operating Expenditures</b>							
Administration	274,441	<b>307,694</b>	316,925	326,433	336,226	346,312	1,633,590
Legislative	1,000	<b>1,000</b>	1,000	1,000	1,000	1,000	5,000
Professional fees	323,500	<b>312,558</b>	27,877	28,713	29,574	40,462	439,184
Building ops	356,351	<b>362,648</b>	373,528	384,734	396,276	408,164	1,925,350
Veh & Equip ops	49,353	<b>42,197</b>	36,463	37,557	38,684	39,845	194,746
Operating costs	199,128	<b>208,552</b>	214,521	342,899	352,898	648,402	1,767,272
Program costs	89,975	<b>86,475</b>	89,069	141,741	145,994	100,373	563,652
Wages & benefits	1,931,045	<b>1,994,895</b>	2,064,717	2,232,682	2,310,825	2,924,354	11,527,473
Contributions to reserve funds	1,127,218	<b>67,007</b>	1,270,488	1,259,213	1,586,171	31,354	4,214,233
<b>Total Operating Expenditures</b>	<b>4,352,011</b>	<b>3,383,026</b>	<b>4,394,588</b>	<b>4,754,972</b>	<b>5,197,648</b>	<b>4,540,266</b>	<b>22,270,500</b>
<b>Operating (surplus)/deficit</b>	<b>214,768</b>	<b>418,465</b>	<b>(174,214)</b>	<b>(362,090)</b>	<b>(569,412)</b>	<b>(1,927,839)</b>	<b>(2,615,090)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	230,000	<b>320,000</b>	11,671,884	550,000	21,764,415	80,000	34,386,299
Transfer from reserves	(105,000)	<b>(160,000)</b>	(7,913,258)	(472,000)	(1,000,000)	(80,000)	(9,625,258)
New borrowing			(3,575,164)		(20,685,953)		(24,261,117)
<b>Net Capital Assets funded from Operations</b>	<b>125,000</b>	<b>160,000</b>	<b>183,462</b>	<b>78,000</b>	<b>78,462</b>		<b>499,924</b>
<b>Capital Financing Charges</b>							
New debt (principal & interest)			35,752	284,090	490,950	1,927,839	2,738,631
<b>Total Capital Financing Charges</b>			<b>35,752</b>	<b>284,090</b>	<b>490,950</b>	<b>1,927,839</b>	<b>2,738,631</b>
<b>Net (surplus)/deficit for the year</b>	<b>339,768</b>	<b>578,465</b>	<b>45,000</b>				<b>623,465</b>
Less: Transfer to appropriated surplus	70,000	<b>45,000</b>					45,000
Add: Transfer from appropriated surplus	(245,000)	<b>(438,058)</b>	(45,000)				(483,058)
Add: Prior year (surplus) / deficit	(164,768)	<b>(185,407)</b>					(185,407)
<b>(Surplus) applied to future years</b>							

**Ravensong Aquatic Centre**

**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
MJ-3200 MAJOR CAP - RAVENSONG	320,000	1,808,000	542,000		80,000	<b>2,750,000</b>
PC-3200 COMPUTER - RAVENSONG			8,000			<b>8,000</b>
PR-0057 RAVENSONG POOL EXPANSION		9,777,384		21,764,415		<b>31,541,799</b>
VH-3200 VEHICLE - RAVENSONG		86,500				<b>86,500</b>
<b>Total Ravensong Aquatic Centre</b>	<b>320,000</b>	<b>11,671,884</b>	<b>550,000</b>	<b>21,764,415</b>	<b>80,000</b>	<b>34,386,299</b>

**Ravensong Aquatic Centre  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	6,738,941	6,713,720	205,224	996,541	1,602,643
Contributions		1,270,488	1,259,213	1,586,171	31,354
Interest earned	134,779	134,274	4,104	19,931	32,053
Withdrawals for capital projects:					
MAJOR CAP - RAVENSONG	(160,000)	(1,703,000)	(472,000)		(80,000)
RAVENSONG POOL EXPANSION		(6,123,758)		(1,000,000)	
VEHICLE - RAVENSONG		(86,500)			
Total Withdrawals for capital projects	(160,000)	(7,913,258)	(472,000)	(1,000,000)	(80,000)
<b>Closing Balance Reserve Fund</b>	<b>6,713,720</b>	<b>205,224</b>	<b>996,541</b>	<b>1,602,643</b>	<b>1,586,050</b>
<b>New Borrowing</b>					
RAVENSONG POOL EXPANSION		3,575,164		20,685,953	
<b>Total New Borrowing</b>		<b>3,575,164</b>		<b>20,685,953</b>	
New Debt Principal/Int			284,090		1,643,749
New Debt Principal/Int(Cumulative)			284,090	284,090	1,927,839
Borrowing cost		35,752		206,860	



**Northern Community Recreation  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>22.2%</b>	6.3%	3.0%	3.0%	3.0%	
Property taxes	(2,028,012)	<b>(2,478,871)</b>	(2,635,286)	(2,714,344)	(2,795,775)	(2,879,648)	(13,503,924)
	(2,028,012)	<b>(2,478,871)</b>	(2,635,286)	(2,714,344)	(2,795,775)	(2,879,648)	(13,503,924)
Operations	(3,240)	<b>(3,540)</b>	(3,646)	(3,756)	(3,868)	(3,984)	(18,794)
Recreation fees	(358,383)	<b>(426,636)</b>	(433,036)	(439,531)	(446,124)	(452,816)	(2,198,143)
Operating grants	(24,603)	<b>(14,452)</b>	(5,000)	(5,000)	(5,000)	(5,000)	(34,452)
Miscellaneous	(204,400)	<b>(204,400)</b>					(204,400)
<b>Total Operating Revenues</b>	<b>(2,618,638)</b>	<b>(3,127,899)</b>	<b>(3,076,968)</b>	<b>(3,162,631)</b>	<b>(3,250,767)</b>	<b>(3,341,448)</b>	<b>(15,959,713)</b>
<b>Operating Expenditures</b>							
Administration	191,453	<b>207,197</b>	213,413	219,816	226,410	233,202	1,100,038
Professional fees	47,793	<b>82,851</b>	6,486	6,680	6,880	17,087	119,984
Building ops	16,467	<b>16,884</b>	17,390	17,912	18,450	19,003	89,639
Veh & Equip ops	21,162	<b>22,338</b>	23,008	23,699	24,410	25,142	118,597
Operating costs	109,982	<b>121,458</b>	124,385	127,394	130,484	133,660	637,381
Program costs	571,888	<b>688,027</b>	674,543	685,286	696,239	707,414	3,451,509
Wages & benefits	1,068,389	<b>1,218,963</b>	1,367,514	1,415,378	1,464,915	1,516,187	6,982,957
Transfer to other gov/org	706,167	<b>800,354</b>	619,965	638,563	657,720	677,452	3,394,054
Contributions to reserve funds	110,000	<b>204,351</b>	30,264	27,903	25,259	12,301	300,078
<b>Total Operating Expenditures</b>	<b>2,843,301</b>	<b>3,362,423</b>	<b>3,076,968</b>	<b>3,162,631</b>	<b>3,250,767</b>	<b>3,341,448</b>	<b>16,194,237</b>
<b>Operating (surplus)/deficit</b>	<b>224,663</b>	<b>234,524</b>					<b>234,524</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>224,663</b>	<b>234,524</b>					<b>234,524</b>
Add: Transfer from appropriated surplus	(72,093)	<b>(43,851)</b>					(43,851)
Add: Prior year (surplus) / deficit	(152,570)	<b>(190,673)</b>					(190,673)
<b>(Surplus) applied to future years</b>							



**Northern Community Recreation  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	158,710	256,235	291,624	325,359	357,125
Contributions	94,351	30,264	27,903	25,259	12,301
Interest earned	3,174	5,125	5,832	6,507	7,143
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>256,235</b>	<b>291,624</b>	<b>325,359</b>	<b>357,125</b>	<b>376,569</b>
<b>RESERVE ACCOUNT FUNDS</b>					
<b>Opening Balance Reserve Account</b>	858,536	781,307	796,933	812,872	829,129
Contributions	110,000				
Interest earned	17,171	15,626	15,939	16,257	16,583
Withdrawals for capital projects:					
Other transfers out of Reserve	204,400				
<b>Closing Balance Reserve Account</b>	<b>781,307</b>	<b>796,933</b>	<b>812,872</b>	<b>829,129</b>	<b>845,712</b>

**Gabriola Island Recreation  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>2.5%</b>	<b>(28.2%)</b>	<b>0.9%</b>	<b>(4.5%)</b>	<b>1.0%</b>	
Property taxes	(188,342)	<b>(193,122)</b>	(138,574)	(139,793)	(133,551)	(134,853)	(739,893)
	(188,342)	<b>(193,122)</b>	(138,574)	(139,793)	(133,551)	(134,853)	(739,893)
Grants in lieu of taxes	(520)						
<b>Total Operating Revenues</b>	<b>(188,862)</b>	<b>(193,122)</b>	<b>(138,574)</b>	<b>(139,793)</b>	<b>(133,551)</b>	<b>(134,853)</b>	<b>(739,893)</b>
<b>Operating Expenditures</b>							
Administration	5,152	<b>7,863</b>	8,099	8,342	8,592	8,850	41,746
Professional fees	57,000	<b>43,775</b>	6,000	6,000	6,000	6,000	67,775
Veh & Equip ops	175	<b>175</b>	180	186	191	197	929
Operating costs	2,707	<b>2,568</b>	2,637	2,707	2,780	2,854	13,546
Wages & benefits	31,891	<b>24,824</b>	25,692	26,592	27,522	28,486	133,116
Transfer to other gov/org	92,465	<b>146,558</b>	95,966	95,966	88,466	88,466	515,422
Contributions to reserve funds		<b>852</b>					852
<b>Total Operating Expenditures</b>	<b>189,390</b>	<b>226,615</b>	<b>138,574</b>	<b>139,793</b>	<b>133,551</b>	<b>134,853</b>	<b>773,386</b>
<b>Operating (surplus)/deficit</b>	<b>528</b>	<b>33,493</b>					<b>33,493</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>528</b>	<b>33,493</b>					<b>33,493</b>
Add: Transfer from appropriated surplus		<b>(22,775)</b>					(22,775)
Add: Prior year (surplus) / deficit	(528)	<b>(10,718)</b>					(10,718)
<b>(Surplus) applied to future years</b>							



**Gabriola Island Recreation  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	86,379	88,959	90,738	92,553	94,404
Contributions	852				
Interest earned	1,728	1,779	1,815	1,851	1,888
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>88,959</b>	<b>90,738</b>	<b>92,553</b>	<b>94,404</b>	<b>96,292</b>

**Area A Recreation & Culture  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>1.9%</b>	36.3%	13.5%	12.0%	2.9%	
Property taxes	(306,009)	<b>(311,910)</b>	(425,136)	(482,453)	(540,329)	(555,741)	(2,315,569)
	(306,009)	<b>(311,910)</b>	(425,136)	(482,453)	(540,329)	(555,741)	(2,315,569)
Recreation fees	(15,000)	<b>(24,000)</b>	(24,360)	(24,725)	(25,096)	(25,473)	(123,654)
Recreation facility rentals		<b>(10,000)</b>	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
Operating grants		<b>(5,117)</b>					(5,117)
Miscellaneous			(100,000)	(57,530)			(157,530)
<b>Total Operating Revenues</b>	<b>(321,009)</b>	<b>(351,027)</b>	<b>(559,496)</b>	<b>(574,708)</b>	<b>(575,425)</b>	<b>(591,214)</b>	<b>(2,651,870)</b>
<b>Operating Expenditures</b>							
Administration	26,378	<b>37,569</b>	38,696	39,857	41,053	42,284	199,459
Professional fees	29,000	<b>5,000</b>	20,150	20,755	6,377	6,568	58,850
Building ops	5,600	<b>13,320</b>	21,440	22,083	22,745	23,428	103,016
Veh & Equip ops	1,525	<b>1,525</b>	1,571	1,618	1,666	1,716	8,096
Operating costs	15,890	<b>23,596</b>	28,959	29,782	30,630	31,503	144,470
Program costs	40,000	<b>55,291</b>	49,713	50,308	50,913	51,527	257,752
Wages & benefits	220,687	<b>228,400</b>	323,967	335,305	347,041	359,188	1,593,901
Transfer to other gov/org	68,000	<b>54,000</b>	75,000	75,000	75,000	75,000	354,000
Contributions to reserve funds	38,585	<b>157,530</b>					157,530
<b>Total Operating Expenditures</b>	<b>445,665</b>	<b>576,231</b>	<b>559,496</b>	<b>574,708</b>	<b>575,425</b>	<b>591,214</b>	<b>2,877,074</b>
<b>Operating (surplus)/deficit</b>	<b>124,656</b>	<b>225,204</b>					<b>225,204</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	1,476,273	<b>2,758,168</b>	4,500				2,762,668
Transfer from reserves	(360,765)	<b>(267,660)</b>	(4,500)				(272,160)
Grants and other	(1,092,460)	<b>(2,467,460)</b>					(2,467,460)
<b>Net Capital Assets funded from Operations</b>	<b>23,048</b>	<b>23,048</b>					<b>23,048</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>147,704</b>	<b>248,252</b>					<b>248,252</b>
Less: Transfer to appropriated surplus	85,830						
Add: Transfer from appropriated surplus	(132,830)	<b>(107,172)</b>					(107,172)
Add: Prior year (surplus) / deficit	(100,704)	<b>(141,080)</b>					(141,080)
<b>(Surplus) applied to future years</b>							





Area A Recreation & Culture

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-3171 MAJOR CAP - REC & CULTURE EA A	23,048					<b>23,048</b>
PR-0048 EA A STH WELLINGTON COMM CENTRE FAC UPG	2,735,120					<b>2,735,120</b>
VH-3171 VEHICLE - REC & CULTURE EA A		4,500				<b>4,500</b>
<b>Total Area A Recreation &amp; Culture</b>	<b>2,758,168</b>	<b>4,500</b>				<b>2,762,668</b>



**Area A Recreation & Culture  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	1,433,671	1,462,344	1,487,091	1,516,833	1,547,170
Interest earned	28,673	29,247	29,742	30,337	30,943
Withdrawals for capital projects:					
VEHICLE - REC & CULTURE EA A		(4,500)			
Total Withdrawals for capital projects		(4,500)			
<b>Closing Balance Reserve Fund</b>	<b>1,462,344</b>	<b>1,487,091</b>	<b>1,516,833</b>	<b>1,547,170</b>	<b>1,578,113</b>



**Southern Community Recreation & Culture**  
**FINANCIAL PLAN SUMMARY**  
**2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		5.2%	4.6%	3.0%	3.0%	4.8%	
Property taxes	(1,404,903)	<b>(1,477,961)</b>	(1,545,481)	(1,591,926)	(1,639,767)	(1,719,046)	(7,974,181)
	(1,404,903)	<b>(1,477,961)</b>	(1,545,481)	(1,591,926)	(1,639,767)	(1,719,046)	(7,974,181)
Operating grants	(142,200)	<b>(94,369)</b>					(94,369)
<b>Total Operating Revenues</b>	<b>(1,547,103)</b>	<b>(1,572,330)</b>	<b>(1,545,481)</b>	<b>(1,591,926)</b>	<b>(1,639,767)</b>	<b>(1,719,046)</b>	<b>(8,068,550)</b>
<b>Operating Expenditures</b>							
Administration	31,115	<b>42,622</b>	43,901	45,218	46,574	47,971	226,286
Professional fees	32,000	<b>4,122</b>	2,124	2,187	2,253	32,321	43,007
Building ops	76,600	<b>91,600</b>	69,348	71,428	73,571	75,778	381,725
Operating costs	10,580	<b>17,685</b>	18,213	18,758	19,318	19,896	93,870
Wages & benefits	15,199	<b>15,902</b>	16,458	17,034	17,631	18,248	85,273
Transfer to other gov/org	1,442,623	<b>1,446,414</b>	1,395,437	1,437,301	1,480,420	1,524,832	7,284,404
<b>Total Operating Expenditures</b>	<b>1,608,117</b>	<b>1,618,345</b>	<b>1,545,481</b>	<b>1,591,926</b>	<b>1,639,767</b>	<b>1,719,046</b>	<b>8,114,565</b>
<b>Operating (surplus)/deficit</b>	61,014	<b>46,015</b>					46,015
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	61,014	<b>46,015</b>					46,015
Add: Transfer from appropriated surplus	(45,000)	<b>(27,122)</b>					(27,122)
Add: Prior year (surplus) / deficit	(16,014)	<b>(18,893)</b>					(18,893)
<b>(Surplus) applied to future years</b>							

**Regional Parks Operations  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>14.0%</b>	9.0%	5.0%	4.0%	4.0%	
Property taxes	(2,942,902)	<b>(3,354,166)</b>	(3,656,041)	(3,838,843)	(3,992,397)	(4,152,093)	(18,993,540)
	(2,942,902)	<b>(3,354,166)</b>	(3,656,041)	(3,838,843)	(3,992,397)	(4,152,093)	(18,993,540)
Operations	(1,200)	<b>(5,800)</b>	(5,800)	(5,800)	(5,800)	(5,800)	(29,000)
Recreation fees	(9,750)	<b>(9,750)</b>	(10,043)	(10,344)	(10,654)	(10,974)	(51,765)
Miscellaneous	(10,000)	<b>(10,000)</b>	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
<b>Total Operating Revenues</b>	<b>(2,963,852)</b>	<b>(3,379,716)</b>	<b>(3,681,884)</b>	<b>(3,864,987)</b>	<b>(4,018,851)</b>	<b>(4,178,867)</b>	<b>(19,124,305)</b>
<b>Operating Expenditures</b>							
Administration	249,953	<b>305,913</b>	315,090	324,543	334,279	344,308	1,624,133
Professional fees	354,000	<b>519,000</b>	184,510	189,986	195,625	201,434	1,290,555
Building ops	63,395	<b>76,997</b>	66,557	68,553	70,609	72,727	355,443
Veh & Equip ops	28,343	<b>33,223</b>	34,220	35,247	36,304	37,393	176,387
Operating costs	1,163,221	<b>1,264,517</b>	986,898	1,016,260	1,046,508	1,077,662	5,391,845
Program costs	9,655	<b>9,655</b>	9,945	10,243	10,550	10,867	51,260
Wages & benefits	1,210,306	<b>1,485,264</b>	1,537,248	1,591,051	1,646,739	1,704,375	7,964,677
Transfer to other gov/org	100,000	<b>100,000</b>	100,000	100,000	100,000	100,000	500,000
Contributions to reserve funds	156,541	<b>189,820</b>	447,416	529,104	578,237	626,021	2,370,598
<b>Total Operating Expenditures</b>	<b>3,335,414</b>	<b>3,984,389</b>	<b>3,681,884</b>	<b>3,864,987</b>	<b>4,018,851</b>	<b>4,174,787</b>	<b>19,724,898</b>
<b>Operating (surplus)/deficit</b>	<b>371,562</b>	<b>604,673</b>				<b>(4,080)</b>	<b>600,593</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	35,080	<b>121,000</b>				4,080	125,080
<b>Net Capital Assets funded from Operations</b>	<b>35,080</b>	<b>121,000</b>				<b>4,080</b>	<b>125,080</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>406,642</b>	<b>725,673</b>					<b>725,673</b>
Less: Transfer to appropriated surplus	40,000						
Add: Transfer from appropriated surplus	(171,219)	<b>(396,615)</b>					(396,615)
Add: Prior year (surplus) / deficit	(275,423)	<b>(329,058)</b>					(329,058)
<b>(Surplus) applied to future years</b>							



Regional Parks Operations

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2702 MAJOR CAP - REG PARKS - TRAIL DEVELOP	20,000					<b>20,000</b>
MJ-2704 MAJOR CAP - REG PARKS - HORNE LK CMPGRND	18,000					<b>18,000</b>
MJ-2718 MAJOR CAP - REG PARKS - MOORECROFT	70,000					<b>70,000</b>
PC-2700 COMPUTER - REGIONAL PARKS					4,080	<b>4,080</b>
VH-2700 VEHICLE - REGIONAL PARKS	13,000					<b>13,000</b>
<b>Total Regional Parks Operations</b>	<b>121,000</b>				<b>4,080</b>	<b>125,080</b>



**Regional Parks Capital  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>19.9%</b>	18.0%	17.0%	16.0%	15.0%	
Property taxes	(1,620,327)	<b>(1,942,549)</b>	(2,292,208)	(2,681,883)	(3,110,984)	(3,577,632)	(13,605,256)
	(1,620,327)	<b>(1,942,549)</b>	(2,292,208)	(2,681,883)	(3,110,984)	(3,577,632)	(13,605,256)
Grants in lieu of taxes	(630)	<b>(630)</b>	(630)	(630)	(630)	(630)	(3,150)
<b>Total Operating Revenues</b>	<b>(1,620,957)</b>	<b>(1,943,179)</b>	<b>(2,292,838)</b>	<b>(2,682,513)</b>	<b>(3,111,614)</b>	<b>(3,578,262)</b>	<b>(13,608,406)</b>
<b>Operating Expenditures</b>							
Professional fees	44,000	<b>44,000</b>	31,320	32,260	33,227	34,224	175,031
Contributions to reserve funds	1,365,346	<b>1,317,000</b>	958,692	706,032	737,429	846,089	4,565,242
Debt interest	79,066	<b>92,825</b>	92,825	92,825	92,825	92,825	464,125
<b>Total Operating Expenditures</b>	<b>1,488,412</b>	<b>1,453,825</b>	<b>1,082,837</b>	<b>831,117</b>	<b>863,481</b>	<b>973,138</b>	<b>5,204,398</b>
<b>Operating (surplus)/deficit</b>	<b>(132,545)</b>	<b>(489,354)</b>	<b>(1,210,001)</b>	<b>(1,851,396)</b>	<b>(2,248,133)</b>	<b>(2,605,124)</b>	<b>(8,404,008)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	10,666,133	<b>17,755,344</b>	11,536,439	6,446,000	1,310,000	27,811,000	64,858,783
Transfer from reserves	(3,014,570)	<b>(4,223,587)</b>	(2,687,125)	(900,000)	(160,000)	(100,000)	(8,070,712)
Grants and other	(250,000)	<b>(240,037)</b>	(237,875)				(477,912)
New borrowing	(7,000,000)	<b>(12,653,000)</b>	(8,600,000)	(5,546,000)	(1,150,000)	(27,711,000)	(55,660,000)
<b>Net Capital Assets funded from Operations</b>	<b>401,563</b>	<b>638,720</b>	<b>11,439</b>				<b>650,159</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	68,965	<b>75,496</b>	75,496	75,496	75,496	75,496	377,480
New debt (principal & interest)	70,000	<b>126,530</b>	1,123,066	1,775,900	2,172,637	2,529,628	7,727,761
<b>Total Capital Financing Charges</b>	<b>138,965</b>	<b>202,026</b>	<b>1,198,562</b>	<b>1,851,396</b>	<b>2,248,133</b>	<b>2,605,124</b>	<b>8,105,241</b>
<b>Net (surplus)/deficit for the year</b>	<b>407,983</b>	<b>351,392</b>					<b>351,392</b>
Add: Transfer from appropriated surplus	(398,360)	<b>(350,530)</b>					(350,530)
Add: Prior year (surplus) / deficit	(9,623)	<b>(862)</b>					(862)
<b>(Surplus) applied to future years</b>							



**Regional Parks Capital**

**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
LD-2703 LAND - REGIONAL PARKS CAPITAL		5,600,000			6,000,000	<b>11,600,000</b>
MJ-2703 MAJOR CAP - REGIONAL PARKS CAPITAL	1,276,550	1,125,000	900,000	110,000		<b>3,411,550</b>
PR-0010 NANAIMO RIV BRIDGE-MORDEN COLLIERY TRAIL	281,957	4,811,439				<b>5,093,396</b>
PR-0012 MOORECROFT GATHERING PLACE						
PR-0013 NOTCH, EA E				1,200,000		<b>1,200,000</b>
PR-0016 LIGHTHOUSE CRT - NILE CREEK	478,727					<b>478,727</b>
PR-0018 BENSON CREEK FALLS ACCESS IMPROVEMENT	2,569					<b>2,569</b>
PR-0019 THE LOOKOUT - EA E					100,000	<b>100,000</b>
PR-0027 QUALICUM TO ACRD REGIONAL TRAIL	328,360					<b>328,360</b>
PR-0049 DESCANSO BAY BUILDING REPLACEMENT	254,307					<b>254,307</b>
PR-0053 PARKLAND PROPERTY PURCHASE - NORTH	14,025,209		5,546,000		21,711,000	<b>41,282,209</b>
PR-0056 COATS MARSH REG PARK WEIR REPLACEMENT	853,665					<b>853,665</b>
VH-2703 VEHICLE - REGIONAL PARKS	254,000					<b>254,000</b>
<b>Total Regional Parks Capital</b>	<b>17,755,344</b>	<b>11,536,439</b>	<b>6,446,000</b>	<b>1,310,000</b>	<b>27,811,000</b>	<b>64,858,783</b>



**Regional Parks Capital  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	4,378,934	2,339,746	1,180,524	1,727,434	2,967,649
Contributions	1,506,820	1,406,108	1,235,136	1,315,666	1,472,110
Interest earned	87,579	46,795	23,611	34,549	59,353
Withdrawals for capital projects:					
MAJOR CAP - REGIONAL PARKS CAPITAL	(581,550)	(1,050,000)	(711,837)	(110,000)	
NANAIMO RIV BRIDGE-MORDEN COLLIERY TRAIL	(220,518)	(1,562,125)			
NOTCH, EA E				(50,000)	
LIGHTHOUSE CRT - NILE CREEK	(236,190)				
BENSON CREEK FALLS ACCESS IMPROVEMENT	(2,569)				
THE LOOKOUT - EA E					(100,000)
QUALICUM TO ACRD REGIONAL TRAIL	(200,000)				
DESCANSO BAY BUILDING REPLACEMENT	(171,907)				
PARKLAND PROPERTY PURCHASE - NORTH	(1,372,209)				
COATS MARSH REG PARK WEIR REPLACEMENT	(848,644)				
Total Withdrawals for capital projects	(3,633,587)	(2,612,125)	(711,837)	(160,000)	(100,000)
<b>Closing Balance Reserve Fund</b>	<b>2,339,746</b>	<b>1,180,524</b>	<b>1,727,434</b>	<b>2,917,649</b>	<b>4,399,112</b>
<b>New Borrowing</b>					
LAND - REGIONAL PARKS CAPITAL		5,600,000			6,000,000
NANAIMO RIV BRIDGE-MORDEN COLLIERY TRAIL		3,000,000			
NOTCH, EA E				1,150,000	
PARKLAND PROPERTY PURCHASE - NORTH	12,653,000		5,546,000		21,711,000
<b>Total New Borrowing</b>	<b>12,653,000</b>	<b>8,600,000</b>	<b>5,546,000</b>	<b>1,150,000</b>	<b>27,711,000</b>
New Debt Principal/Int		1,037,066	683,374	440,697	91,381
New Debt Principal/Int(Cumulative)		1,037,066	1,720,440	2,161,137	2,252,518
Borrowing cost	126,530	86,000	55,460	11,500	277,110



**Community Parks - Area A  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>28.9%</b>	34.4%	11.6%	6.0%	3.1%	
Property taxes	(262,770)	<b>(338,746)</b>	(455,167)	(508,034)	(538,435)	(554,881)	(2,395,263)
	(262,770)	<b>(338,746)</b>	(455,167)	(508,034)	(538,435)	(554,881)	(2,395,263)
Operations		<b>(100)</b>	(100)	(100)	(100)	(100)	(500)
Miscellaneous		<b>(4,000)</b>	(4,000)	(4,000)	(4,000)	(4,000)	(20,000)
<b>Total Operating Revenues</b>	(262,770)	<b>(342,846)</b>	(459,267)	(512,134)	(542,535)	(558,981)	(2,415,763)
<b>Operating Expenditures</b>							
Administration	23,130	<b>27,064</b>	27,876	28,712	29,574	30,461	143,687
Professional fees	9,000	<b>12,000</b>	12,360	12,731	13,113	13,506	63,710
Building ops	3,038	<b>5,298</b>	3,707	3,818	3,933	4,051	20,807
Veh & Equip ops	4,993	<b>8,277</b>	8,525	8,781	9,045	9,316	43,944
Operating costs	103,325	<b>146,652</b>	134,052	138,073	142,216	146,483	707,476
Wages & benefits	136,606	<b>158,596</b>	164,147	169,892	175,838	181,992	850,465
Transfer to other gov/org	12,000	<b>20,000</b>	20,000	20,000	20,000	20,000	100,000
Contributions to reserve funds	21,498	<b>25,155</b>					25,155
Debt interest		<b>(3,500)</b>	12,600	9,450	6,300	3,150	28,000
<b>Total Operating Expenditures</b>	313,590	<b>399,542</b>	383,267	391,457	400,019	408,959	1,983,244
<b>Operating (surplus)/deficit</b>	50,820	<b>56,696</b>	(76,000)	(120,677)	(142,516)	(150,022)	(432,519)
<b>Capital Asset Expenditures</b>							
Capital expenditures	1,301,811	<b>1,401,251</b>	900,000	600,000	100,000	560	3,001,811
Transfer from reserves	(454,218)	<b>(854,218)</b>		(300,000)			(1,154,218)
Grants and other	(835,642)	<b>(185,642)</b>	(300,000)				(485,642)
New borrowing		<b>(350,000)</b>	(600,000)	(300,000)	(100,000)		(1,350,000)
<b>Net Capital Assets funded from Operations</b>	11,951	<b>11,391</b>				560	11,951
<b>Capital Financing Charges</b>							
Existing debt (principal)			41,313	41,313	41,313	41,313	165,252
New debt (principal & interest)		<b>3,500</b>	34,687	79,364	101,203	108,149	326,903
<b>Total Capital Financing Charges</b>		<b>3,500</b>	76,000	120,677	142,516	149,462	492,155
<b>Net (surplus)/deficit for the year</b>	62,771	<b>71,587</b>					71,587
Add: Transfer from appropriated surplus	(11,391)	<b>(11,391)</b>					(11,391)
Add: Prior year (surplus) / deficit	(51,380)	<b>(60,196)</b>					(60,196)
<b>(Surplus) applied to future years</b>							



Community Parks - Area A

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
LD-2080 LAND - COMM PARKS EA A	779,979					<b>779,979</b>
MJ-2080 MAJOR CAP - COMM PARKS EA A	405,630	900,000	600,000	100,000		<b>2,005,630</b>
PC-2080 COMPUTER - COMM PARKS EA A					560	<b>560</b>
PR-0047 EA A NELSON BOAT LAUNCH IMPROVEMENT	215,642					<b>215,642</b>
<b>Total Community Parks - Area A</b>	<b>1,401,251</b>	<b>900,000</b>	<b>600,000</b>	<b>100,000</b>	<b>560</b>	<b>3,001,811</b>



**Community Parks - Area A  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	511,212	472,352	481,799	191,435	195,264
Contributions	25,155				
Interest earned	10,224	9,447	9,636	3,829	3,905
Withdrawals for capital projects:					
LAND - COMM PARKS EA A	(429,979)				
MAJOR CAP - COMM PARKS EA A	(55,630)		(300,000)		
EA A NELSON BOAT LAUNCH IMPROVEMENT	(18,609)				
Total Withdrawals for capital projects	(504,218)		(300,000)		
<b>Closing Balance Reserve Fund</b>	<b>42,373</b>	<b>481,799</b>	<b>191,435</b>	<b>195,264</b>	<b>199,169</b>
<b>New Borrowing</b>					
LAND - COMM PARKS EA A	350,000				
MAJOR CAP - COMM PARKS EA A		600,000	300,000	100,000	
<b>Total New Borrowing</b>	<b>350,000</b>	<b>600,000</b>	<b>300,000</b>	<b>100,000</b>	
New Debt Principal/Int		28,687	47,677	23,839	7,946
New Debt Principal/Int(Cumulative)		28,687	76,364	100,203	108,149
Borrowing cost	3,500	6,000	3,000	1,000	

**Community Parks - Area B  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		5.0%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(437,062)	(458,899)	(472,666)	(486,846)	(501,451)	(516,495)	(2,436,357)
	(437,062)	(458,899)	(472,666)	(486,846)	(501,451)	(516,495)	(2,436,357)
Operations		(450)	(450)	(450)	(450)	(450)	(2,250)
Miscellaneous		(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(20,000)
<b>Total Operating Revenues</b>	(437,062)	(463,349)	(477,116)	(491,296)	(505,901)	(520,945)	(2,458,607)
<b>Operating Expenditures</b>							
Administration	31,157	40,936	42,164	43,429	44,732	46,074	217,335
Professional fees	109,333	92,760	9,983	10,282	10,591	10,908	134,524
Building ops	5,088	6,898	5,355	5,516	5,681	5,851	29,301
Veh & Equip ops	5,093	8,377	8,628	8,887	9,154	9,428	44,474
Operating costs	133,094	184,144	175,083	154,836	159,481	164,266	837,810
Wages & benefits	136,595	158,585	164,136	169,881	175,826	181,980	850,408
Transfer to other gov/org	7,500	10,000	10,000	10,000	10,000	10,000	50,000
Contributions to reserve funds		13,573	46,667	79,133	85,759	91,878	317,010
Debt interest	13,879	11,592	4,064	3,324	1,356		20,336
<b>Total Operating Expenditures</b>	441,739	526,865	466,080	485,288	502,580	520,385	2,501,198
<b>Operating (surplus)/deficit</b>	4,677	63,516	(11,036)	(6,008)	(3,321)	(560)	42,591
<b>Capital Asset Expenditures</b>							
Capital expenditures	327,927	950,969	75,000			560	1,026,529
Transfer from reserves	(195,172)	(456,041)	(75,000)				(531,041)
Grants and other	(132,195)	(494,756)					(494,756)
<b>Net Capital Assets funded from Operations</b>	560	172				560	732
<b>Capital Financing Charges</b>							
Existing debt (principal)	61,076	58,778	11,036	6,008	3,321		79,143
<b>Total Capital Financing Charges</b>	61,076	58,778	11,036	6,008	3,321		79,143
<b>Net (surplus)/deficit for the year</b>	66,313	122,466					122,466
Less: Transfer to appropriated surplus	10,000						
Add: Transfer from appropriated surplus	(63,333)	(101,845)					(101,845)
Add: Prior year (surplus) / deficit	(12,980)	(20,621)					(20,621)
<b>(Surplus) applied to future years</b>							



Community Parks - Area B

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2081 MAJOR CAP - COMM PARKS EA B	893,976	75,000				<b>968,976</b>
PC-2081 COMPUTER - COMM PARKS EA B					560	<b>560</b>
PR-0037 HUXLEY PARK SKATE PARK & PARKING CONSTR.	56,993					<b>56,993</b>
<b>Total Community Parks - Area B</b>	<b>950,969</b>	<b>75,000</b>			<b>560</b>	<b>1,026,529</b>



**Community Parks - Area B  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	111,037	106,831	80,635	161,381	250,368
Contributions	13,573	46,667	79,133	85,759	91,878
Interest earned	2,221	2,137	1,613	3,228	5,007
Withdrawals for capital projects:					
MAJOR CAP - COMM PARKS EA B	(20,000)	(75,000)			
Total Withdrawals for capital projects	(20,000)	(75,000)			
<b>Closing Balance Reserve Fund</b>	<b>106,831</b>	<b>80,635</b>	<b>161,381</b>	<b>250,368</b>	<b>347,253</b>

**Community Parks - Area C (Extension)  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>9.7%</b>	3.2%	17.4%	3.3%	3.5%	
Property taxes	(99,087)	<b>(108,738)</b>	(112,243)	(131,804)	(136,098)	(140,814)	(629,697)
	(99,087)	<b>(108,738)</b>	(112,243)	(131,804)	(136,098)	(140,814)	(629,697)
Operations		<b>(150)</b>	(150)	(150)	(150)	(150)	(750)
Miscellaneous		<b>(12,148)</b>	(15,407)				(27,555)
<b>Total Operating Revenues</b>	(99,087)	<b>(121,036)</b>	(127,800)	(131,954)	(136,248)	(140,964)	(658,002)
<b>Operating Expenditures</b>							
Administration	9,358	<b>10,293</b>	10,602	10,920	11,247	11,585	54,647
Professional fees	6,000	<b>10,000</b>	5,300	5,459	5,623	5,791	32,173
Building ops	1,610	<b>2,515</b>	1,715	1,767	1,820	1,875	9,692
Veh & Equip ops	2,647	<b>4,289</b>	4,418	4,550	4,687	4,827	22,771
Operating costs	18,458	<b>21,958</b>	20,618	21,236	21,873	22,529	108,214
Wages & benefits	69,494	<b>79,369</b>	82,147	85,022	87,998	91,077	425,613
Transfer to other gov/org	3,000	<b>3,000</b>	3,000	3,000	3,000	3,000	15,000
Contributions to reserve funds	12,148	<b>15,407</b>					15,407
<b>Total Operating Expenditures</b>	122,715	<b>146,831</b>	127,800	131,954	136,248	140,684	683,517
<b>Operating (surplus)/deficit</b>	23,628	<b>25,795</b>				(280)	25,515
<b>Capital Asset Expenditures</b>							
Capital expenditures	33,182	<b>555,465</b>				280	555,745
Transfer from reserves		<b>(200,000)</b>					(200,000)
Grants and other	(32,902)	<b>(355,465)</b>					(355,465)
<b>Net Capital Assets funded from Operations</b>	280					280	280
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	23,908	<b>25,795</b>					25,795
Add: Transfer from appropriated surplus	(7,000)	<b>(7,000)</b>					(7,000)
Add: Prior year (surplus) / deficit	(16,908)	<b>(18,795)</b>					(18,795)
<b>(Surplus) applied to future years</b>							



Community Parks - Area C (Extension)

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2082 MAJOR CAP - COMM PARKS EA C	545,000					<b>545,000</b>
PC-2082 COMPUTER - COMM PARKS EA C					280	<b>280</b>
PR-0045 EA C EXT MINERS CP COAL CART PROJECT	10,465					<b>10,465</b>
<b>Total Community Parks - Area C (Extension)</b>	<b>555,465</b>				<b>280</b>	<b>555,745</b>





**Community Parks - Area C (Extension)  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	119,756	122,151	124,594	127,086	129,628
Interest earned	2,395	2,443	2,492	2,542	2,593
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>122,151</b>	<b>124,594</b>	<b>127,086</b>	<b>129,628</b>	<b>132,221</b>



**Community Parks - Area C (East Wellington)**  
**FINANCIAL PLAN SUMMARY**  
**2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>18.6%</b>	11.1%	3.2%	3.2%	3.4%	
Property taxes	(122,430)	<b>(145,186)</b>	(161,325)	(166,567)	(171,978)	(177,847)	(822,903)
	(122,430)	<b>(145,186)</b>	(161,325)	(166,567)	(171,978)	(177,847)	(822,903)
Operations		<b>(450)</b>	(450)	(450)	(450)	(450)	(2,250)
<b>Total Operating Revenues</b>	(122,430)	<b>(145,636)</b>	(161,775)	(167,017)	(172,428)	(178,297)	(825,153)
<b>Operating Expenditures</b>							
Administration	10,720	<b>13,019</b>	13,410	13,812	14,226	14,653	69,120
Professional fees	1,500	<b>2,000</b>	2,060	2,122	2,185	2,251	10,618
Building ops	1,560	<b>2,465</b>	1,664	1,714	1,765	1,818	9,426
Veh & Equip ops	2,597	<b>4,239</b>	4,366	4,497	4,632	4,771	22,505
Operating costs	52,069	<b>65,951</b>	62,567	64,444	66,377	68,368	327,707
Wages & benefits	69,446	<b>75,080</b>	77,708	80,428	83,243	86,156	402,615
Contributions to reserve funds		<b>13,736</b>					13,736
<b>Total Operating Expenditures</b>	137,892	<b>176,490</b>	161,775	167,017	172,428	178,017	855,727
<b>Operating (surplus)/deficit</b>	15,462	<b>30,854</b>				(280)	30,574
<b>Capital Asset Expenditures</b>							
Capital expenditures	754,040	<b>186,619</b>	25,000			280	211,899
Transfer from reserves	(490,000)	<b>(182,325)</b>	(25,000)				(207,325)
Grants and other	(257,966)						
<b>Net Capital Assets funded from Operations</b>	6,074	<b>4,294</b>				280	4,574
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	21,536	<b>35,148</b>					35,148
Add: Transfer from appropriated surplus	(5,794)	<b>(9,657)</b>					(9,657)
Add: Prior year (surplus) / deficit	(15,742)	<b>(25,491)</b>					(25,491)
<b>(Surplus) applied to future years</b>							



Community Parks - Area C (East Wellington)

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
MJ-2083 MAJOR CAP - COMM PARKS EA D	28,387	25,000				<b>53,387</b>
PC-2083 COMPUTER - COMM PARKS EA D					280	<b>280</b>
PR-0039 ANDERS DORRIT PARK DEVELOPMENT	158,232					<b>158,232</b>
<b>Total Community Parks - Area C (East Wellington)</b>	<b>186,619</b>	<b>25,000</b>			<b>280</b>	<b>211,899</b>



**Community Parks - Area C (East Wellington)  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	157,220	145,713	123,627	126,100	128,622
Contributions	13,736				
Interest earned	3,144	2,914	2,473	2,522	2,572
Withdrawals for capital projects:					
MAJOR CAP - COMM PARKS EA D	(28,387)	(25,000)			
Total Withdrawals for capital projects	(28,387)	(25,000)			
<b>Closing Balance Reserve Fund</b>	<b>145,713</b>	<b>123,627</b>	<b>126,100</b>	<b>128,622</b>	<b>131,194</b>

**Community Parks - Area E  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>20.4%</b>	14.0%	8.5%	3.0%	3.0%	
Property taxes	(353,515)	<b>(425,515)</b>	(485,087)	(526,320)	(542,109)	(558,372)	(2,537,403)
	(353,515)	<b>(425,515)</b>	(485,087)	(526,320)	(542,109)	(558,372)	(2,537,403)
Operations		<b>(300)</b>	(300)	(300)	(300)	(300)	(1,500)
<b>Total Operating Revenues</b>	<b>(353,515)</b>	<b>(425,815)</b>	<b>(485,387)</b>	<b>(526,620)</b>	<b>(542,409)</b>	<b>(558,672)</b>	<b>(2,538,903)</b>
<b>Operating Expenditures</b>							
Administration	26,615	<b>30,756</b>	31,679	32,629	33,608	34,616	163,288
Professional fees	5,000	<b>8,000</b>	8,240	8,487	8,742	9,004	42,473
Building ops	4,508	<b>8,718</b>	7,230	7,446	7,670	7,900	38,964
Veh & Equip ops	4,943	<b>8,227</b>	8,474	8,728	8,990	9,260	43,679
Operating costs	119,082	<b>141,683</b>	155,933	160,612	165,430	170,393	794,051
Wages & benefits	156,095	<b>174,948</b>	181,071	187,408	193,968	200,757	938,152
Contributions to reserve funds		<b>40,240</b>	21,800	50,350	52,705	55,222	220,317
Debt interest	38,057	<b>38,057</b>	38,057	38,057	38,057	38,057	190,285
<b>Total Operating Expenditures</b>	<b>354,300</b>	<b>450,629</b>	<b>452,484</b>	<b>493,717</b>	<b>509,170</b>	<b>525,209</b>	<b>2,431,209</b>
<b>Operating (surplus)/deficit</b>	<b>785</b>	<b>24,814</b>	<b>(32,903)</b>	<b>(32,903)</b>	<b>(33,239)</b>	<b>(33,463)</b>	<b>(107,694)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	1,154,493	<b>297,825</b>	137,250		336	560	435,971
Transfer from reserves	(42,567)	<b>(12,815)</b>	(137,250)				(150,065)
Grants and other	(1,101,366)	<b>(276,750)</b>					(276,750)
<b>Net Capital Assets funded from Operations</b>	<b>10,560</b>	<b>8,260</b>			<b>336</b>	<b>560</b>	<b>9,156</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	32,903	<b>32,903</b>	32,903	32,903	32,903	32,903	164,515
<b>Total Capital Financing Charges</b>	<b>32,903</b>	<b>32,903</b>	<b>32,903</b>	<b>32,903</b>	<b>32,903</b>	<b>32,903</b>	<b>164,515</b>
<b>Net (surplus)/deficit for the year</b>	<b>44,248</b>	<b>65,977</b>					<b>65,977</b>
Add: Transfer from appropriated surplus	(25,356)	<b>(8,260)</b>					(8,260)
Add: Prior year (surplus) / deficit	(18,892)	<b>(57,717)</b>					(57,717)
<b>(Surplus) applied to future years</b>							



Community Parks - Area E

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2084 MAJOR CAP - COMM PARKS EA E	21,075	135,000				<b>156,075</b>
PC-2084 COMPUTER - COMM PARKS EA E				336	560	<b>896</b>
PR-0044 CWF-EA E JACK BAGLEY COMM PARK PH 1 DEV	276,750					<b>276,750</b>
VH-2084 VEHICLE - COMM PARKS EA E		2,250				<b>2,250</b>
<b>Total Community Parks - Area E</b>	<b>297,825</b>	<b>137,250</b>		<b>336</b>	<b>560</b>	<b>435,971</b>



**Community Parks - Area E  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	180,352	211,384	100,161	152,515	208,270
Contributions	40,240	21,800	50,350	52,705	55,222
Interest earned	3,607	4,227	2,004	3,050	4,166
Withdrawals for capital projects:					
MAJOR CAP - COMM PARKS EA E	(12,815)	(135,000)			
VEHICLE - COMM PARKS EA E		(2,250)			
Total Withdrawals for capital projects	(12,815)	(137,250)			
<b>Closing Balance Reserve Fund</b>	<b>211,384</b>	<b>100,161</b>	<b>152,515</b>	<b>208,270</b>	<b>267,658</b>

**Community Parks - Area F  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>32.7%</b>	6.3%	3.1%	3.1%	3.3%	
Property taxes	(322,111)	<b>(427,559)</b>	(454,607)	(468,856)	(483,570)	(499,323)	(2,333,915)
	(322,111)	<b>(427,559)</b>	(454,607)	(468,856)	(483,570)	(499,323)	(2,333,915)
Operations		<b>(15,450)</b>	(15,450)	(15,450)	(15,450)	(15,450)	(77,250)
<b>Total Operating Revenues</b>	<b>(322,111)</b>	<b>(443,009)</b>	(470,057)	(484,306)	(499,020)	(514,773)	(2,411,165)
<b>Operating Expenditures</b>							
Administration	22,153	<b>28,226</b>	29,073	29,945	30,843	31,769	149,856
Professional fees	5,000	<b>10,000</b>	10,300	10,609	10,927	11,255	53,091
Building ops	4,508	<b>18,318</b>	17,118	17,631	18,160	18,705	89,932
Veh & Equip ops	4,993	<b>8,277</b>	8,525	8,781	9,045	9,316	43,944
Operating costs	80,063	<b>180,103</b>	165,506	170,471	175,586	180,853	872,519
Wages & benefits	178,633	<b>202,449</b>	209,535	216,869	224,459	232,315	1,085,627
Transfer to other gov/org	30,000	<b>30,000</b>	30,000	30,000	30,000	30,000	150,000
Contributions to reserve funds		<b>27,213</b>					27,213
<b>Total Operating Expenditures</b>	<b>325,350</b>	<b>504,586</b>	470,057	484,306	499,020	514,213	2,472,182
<b>Operating (surplus)/deficit</b>	<b>3,239</b>	<b>61,577</b>				(560)	61,017
<b>Capital Asset Expenditures</b>							
Capital expenditures	753,795	<b>951,251</b>	186,750			560	1,138,561
Transfer from reserves	(258,175)	<b>(18,363)</b>	(6,750)				(25,113)
Grants and other	(440,060)	<b>(877,888)</b>	(180,000)				(1,057,888)
<b>Net Capital Assets funded from Operations</b>	<b>55,560</b>	<b>55,000</b>				560	55,560
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>58,799</b>	<b>116,577</b>					116,577
Add: Transfer from appropriated surplus	(45,000)	<b>(85,000)</b>					(85,000)
Add: Prior year (surplus) / deficit	(13,799)	<b>(31,577)</b>					(31,577)
<b>(Surplus) applied to future years</b>							





Community Parks - Area F

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2085 MAJOR CAP - COMM PARKS EA F	389,628	180,000				<b>569,628</b>
PC-2085 COMPUTER - COMM PARKS EA F					560	<b>560</b>
PR-0032 MEADOWOOD COMM REC CTR CONSTRUCTION	93,260					<b>93,260</b>
PR-0041 EA F - ERRINGTON COMM. PARK IMPROVEMENTS	468,363					<b>468,363</b>
VH-2085 VEHICLE - COMM PARKS EA F		6,750				<b>6,750</b>
<b>Total Community Parks - Area F</b>	<b>951,251</b>	<b>186,750</b>			<b>560</b>	<b>1,138,561</b>



**Community Parks - Area F  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	255,397	272,543	271,244	276,669	282,202
Contributions	27,213				
Interest earned	5,108	5,451	5,425	5,533	5,644
Withdrawals for capital projects:					
EA F - ERRINGTON COMM. PARK IMPROVEMENTS	(15,175)				
VEHICLE - COMM PARKS EA F		(6,750)			
Total Withdrawals for capital projects	(15,175)	(6,750)			
<b>Closing Balance Reserve Fund</b>	<b>272,543</b>	<b>271,244</b>	<b>276,669</b>	<b>282,202</b>	<b>287,846</b>

**Community Parks - Area G  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>32.7%</b>	4.0%	4.0%	3.0%	3.0%	
Property taxes	(260,116)	<b>(345,256)</b>	(359,031)	(373,392)	(384,594)	(396,132)	(1,858,405)
	(260,116)	<b>(345,256)</b>	(359,031)	(373,392)	(384,594)	(396,132)	(1,858,405)
Operations		<b>(1,200)</b>	(1,200)	(1,200)	(1,200)	(1,200)	(6,000)
Miscellaneous		<b>(34,550)</b>					(34,550)
<b>Total Operating Revenues</b>	(260,116)	<b>(381,006)</b>	(360,231)	(374,592)	(385,794)	(397,332)	(1,898,955)
<b>Operating Expenditures</b>							
Administration	22,676	<b>26,531</b>	27,327	28,147	28,991	29,861	140,857
Professional fees	11,333	<b>11,333</b>	8,340	8,590	8,848	9,113	46,224
Building ops	5,808	<b>10,018</b>	8,569	8,826	9,090	9,363	45,866
Veh & Equip ops	5,153	<b>8,437</b>	8,690	8,951	9,219	9,496	44,793
Operating costs	74,000	<b>162,797</b>	128,130	131,974	135,934	140,012	698,847
Wages & benefits	156,095	<b>173,116</b>	179,175	185,446	191,936	198,654	928,327
Contributions to reserve funds		<b>47,244</b>		2,658	1,776	273	51,951
<b>Total Operating Expenditures</b>	275,065	<b>439,476</b>	360,231	374,592	385,794	396,772	1,956,865
<b>Operating (surplus)/deficit</b>	14,949	<b>58,470</b>				(560)	57,910
<b>Capital Asset Expenditures</b>							
Capital expenditures	413,443	<b>727,923</b>	105,575	350,000		560	1,184,058
Grants and other	(412,883)	<b>(727,923)</b>	(105,575)	(350,000)			(1,183,498)
<b>Net Capital Assets funded from Operations</b>	560					560	560
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	15,509	<b>58,470</b>					58,470
Add: Transfer from appropriated surplus	(3,333)	<b>(3,333)</b>					(3,333)
Add: Prior year (surplus) / deficit	(12,176)	<b>(55,137)</b>					(55,137)
<b>(Surplus) applied to future years</b>							



Community Parks - Area G

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2086 MAJOR CAP - COMM PARKS EA G	727,923	105,575	350,000			<b>1,183,498</b>
PC-2086 COMPUTER - COMM PARKS EA G					560	<b>560</b>
<b>Total Community Parks - Area G</b>	<b>727,923</b>	<b>105,575</b>	<b>350,000</b>		<b>560</b>	<b>1,184,058</b>



**Community Parks - Area G  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	702,302	763,592	778,863	797,098	814,816
Contributions	47,244		2,658	1,776	273
Interest earned	14,046	15,271	15,577	15,942	16,296
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>763,592</b>	<b>778,863</b>	<b>797,098</b>	<b>814,816</b>	<b>831,385</b>

**Community Parks - Area H  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>32.0%</b>	3.0%	3.0%	3.0%	3.0%	
Property taxes	(319,041)	<b>(421,159)</b>	(433,794)	(446,808)	(460,212)	(474,018)	(2,235,991)
	(319,041)	<b>(421,159)</b>	(433,794)	(446,808)	(460,212)	(474,018)	(2,235,991)
Operations		<b>(600)</b>	(600)	(600)	(600)	(600)	(3,000)
<b>Total Operating Revenues</b>	<b>(319,041)</b>	<b>(421,759)</b>	(434,394)	(447,408)	(460,812)	(474,618)	(2,238,991)
<b>Operating Expenditures</b>							
Administration	26,557	<b>29,680</b>	30,570	31,488	32,432	33,405	157,575
Professional fees	7,333	<b>7,333</b>	4,220	4,347	4,477	4,611	24,988
Building ops	3,308	<b>5,118</b>	3,522	3,627	3,736	3,848	19,851
Veh & Equip ops	4,543	<b>7,827</b>	8,062	8,304	8,553	8,809	41,555
Operating costs	124,589	<b>206,191</b>	182,376	187,848	193,483	199,288	969,186
Wages & benefits	146,249	<b>168,648</b>	174,551	180,660	186,983	193,528	904,370
Transfer to other gov/org	25,000	<b>25,000</b>	25,000	25,000	25,000	25,000	125,000
Contributions to reserve funds	30,276	<b>28,535</b>	6,093	6,134	6,148	5,569	52,479
<b>Total Operating Expenditures</b>	<b>367,855</b>	<b>478,332</b>	434,394	447,408	460,812	474,058	2,295,004
<b>Operating (surplus)/deficit</b>	<b>48,814</b>	<b>56,573</b>				(560)	56,013
<b>Capital Asset Expenditures</b>							
Capital expenditures	906,724	<b>829,988</b>				560	830,548
Transfer from reserves	(65,327)	<b>(263,000)</b>					(263,000)
Grants and other	(839,337)	<b>(565,488)</b>					(565,488)
<b>Net Capital Assets funded from Operations</b>	<b>2,060</b>	<b>1,500</b>				560	2,060
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>50,874</b>	<b>58,073</b>					58,073
Add: Transfer from appropriated surplus	(28,333)	<b>(28,333)</b>					(28,333)
Add: Prior year (surplus) / deficit	(22,541)	<b>(29,740)</b>					(29,740)
<b>(Surplus) applied to future years</b>							



Community Parks - Area H

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2087 MAJOR CAP - COMM PARKS EA H	398,125					<b>398,125</b>
PC-2087 COMPUTER - COMM PARKS EA H					560	<b>560</b>
PR-0051 EA H LIONS PARK PH 2 IMPROVEMENTS	130,363					<b>130,363</b>
PR-0052 EA H LIONS PARK PH 3 IMPROVEMENTS	301,500					<b>301,500</b>
<b>Total Community Parks - Area H</b>	<b>829,988</b>				<b>560</b>	<b>830,548</b>



**Community Parks - Area H  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	97,334	67,689	75,136	82,773	90,576
Contributions	28,535	6,093	6,134	6,148	5,569
Interest earned	1,947	1,354	1,503	1,655	1,812
Withdrawals for capital projects:					
MAJOR CAP - COMM PARKS EA H	(13,000)				
EA H LIONS PARK PH 2 IMPROVEMENTS	(50,000)				
Total Withdrawals for capital projects	(63,000)				
<b>Closing Balance Reserve Fund</b>	<b>64,816</b>	<b>75,136</b>	<b>82,773</b>	<b>90,576</b>	<b>97,957</b>



**Port Theatre EA A  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>0.5%</b>	3.0%	3.0%	3.0%	3.0%	
Property taxes	(17,304)	<b>(17,391)</b>	(17,913)	(18,450)	(19,004)	(19,574)	(92,332)
	(17,304)	<b>(17,391)</b>	(17,913)	(18,450)	(19,004)	(19,574)	(92,332)
<b>Total Operating Revenues</b>	(17,304)	<b>(17,391)</b>	(17,913)	(18,450)	(19,004)	(19,574)	(92,332)
<b>Operating Expenditures</b>							
Administration	256	<b>341</b>	351	362	373	384	1,811
Transfer to other gov/org	17,050	<b>17,050</b>	17,562	18,088	18,631	19,190	90,521
<b>Total Operating Expenditures</b>	17,306	<b>17,391</b>	17,913	18,450	19,004	19,574	92,332
<b>Operating (surplus)/deficit</b>	2						
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	2						
Add: Prior year (surplus) / deficit	(2)						
<b>(Surplus) applied to future years</b>							



**Port Theatre EA B  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>0.6%</b>	3.0%	3.0%	3.0%	3.0%	
Property taxes	(37,570)	<b>(37,808)</b>	(38,942)	(40,110)	(41,314)	(42,553)	(200,727)
	(37,570)	<b>(37,808)</b>	(38,942)	(40,110)	(41,314)	(42,553)	(200,727)
<b>Total Operating Revenues</b>	(37,570)	<b>(37,808)</b>	(38,942)	(40,110)	(41,314)	(42,553)	(200,727)
<b>Operating Expenditures</b>							
Administration	496	<b>741</b>	763	786	810	834	3,934
Transfer to other gov/org	37,067	<b>37,067</b>	38,179	39,324	40,504	41,719	196,793
<b>Total Operating Expenditures</b>	37,563	<b>37,808</b>	38,942	40,110	41,314	42,553	200,727
<b>Operating (surplus)/deficit</b>	(7)						
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	(7)						
Add: Prior year (surplus) / deficit	7						
<b>(Surplus) applied to future years</b>							

**Port Theatre EA C (Extension)  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>(0.2%)</b>	3.7%	3.0%	3.0%	3.0%	
Property taxes	(17,315)	<b>(17,287)</b>	(17,923)	(18,461)	(19,015)	(19,585)	(92,271)
	(17,315)	<b>(17,287)</b>	(17,923)	(18,461)	(19,015)	(19,585)	(92,271)
<b>Total Operating Revenues</b>	(17,315)	<b>(17,287)</b>	(17,923)	(18,461)	(19,015)	(19,585)	(92,271)
<b>Operating Expenditures</b>							
Administration	256	<b>341</b>	351	362	373	384	1,811
Transfer to other gov/org	17,060	<b>17,060</b>	17,572	18,099	18,642	19,201	90,574
<b>Total Operating Expenditures</b>	17,316	<b>17,401</b>	17,923	18,461	19,015	19,585	92,385
<b>Operating (surplus)/deficit</b>	1	<b>114</b>					114
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	1	<b>114</b>					114
Add: Prior year (surplus) / deficit	(1)	<b>(114)</b>					(114)
<b>(Surplus) applied to future years</b>							



**Port Theatre EA C (East Wellington)**  
**FINANCIAL PLAN SUMMARY**  
**2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>0.5%</b>	3.0%	3.0%	3.0%	3.0%	
Property taxes	(4,452)	<b>(4,476)</b>	(4,610)	(4,747)	(4,890)	(5,037)	(23,760)
	(4,452)	<b>(4,476)</b>	(4,610)	(4,747)	(4,890)	(5,037)	(23,760)
<b>Total Operating Revenues</b>	(4,452)	<b>(4,476)</b>	(4,610)	(4,747)	(4,890)	(5,037)	(23,760)
<b>Operating Expenditures</b>							
Administration	66	<b>88</b>	91	93	96	99	467
Transfer to other gov/org	4,387	<b>4,387</b>	4,519	4,654	4,794	4,938	23,292
<b>Total Operating Expenditures</b>	4,453	<b>4,475</b>	4,610	4,747	4,890	5,037	23,759
<b>Operating (surplus)/deficit</b>	1	<b>(1)</b>					(1)
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	1	<b>(1)</b>					(1)
Add: Prior year (surplus) / deficit	(1)	<b>1</b>					1
<b>(Surplus) applied to future years</b>							

**Port Theatre EA E  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>0.5%</b>	3.0%	3.0%	3.0%	3.0%	
Property taxes	(24,836)	<b>(24,961)</b>	(25,710)	(26,481)	(27,275)	(28,093)	(132,520)
	(24,836)	<b>(24,961)</b>	(25,710)	(26,481)	(27,275)	(28,093)	(132,520)
<b>Total Operating Revenues</b>	(24,836)	<b>(24,961)</b>	(25,710)	(26,481)	(27,275)	(28,093)	(132,520)
<b>Operating Expenditures</b>							
Administration	367	<b>489</b>	504	519	534	550	2,596
Transfer to other gov/org	24,472	<b>24,472</b>	25,206	25,962	26,741	27,543	129,924
<b>Total Operating Expenditures</b>	24,839	<b>24,961</b>	25,710	26,481	27,275	28,093	132,520
<b>Operating (surplus)/deficit</b>	3						
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	3						
Add: Prior year (surplus) / deficit	(3)						
<b>(Surplus) applied to future years</b>							

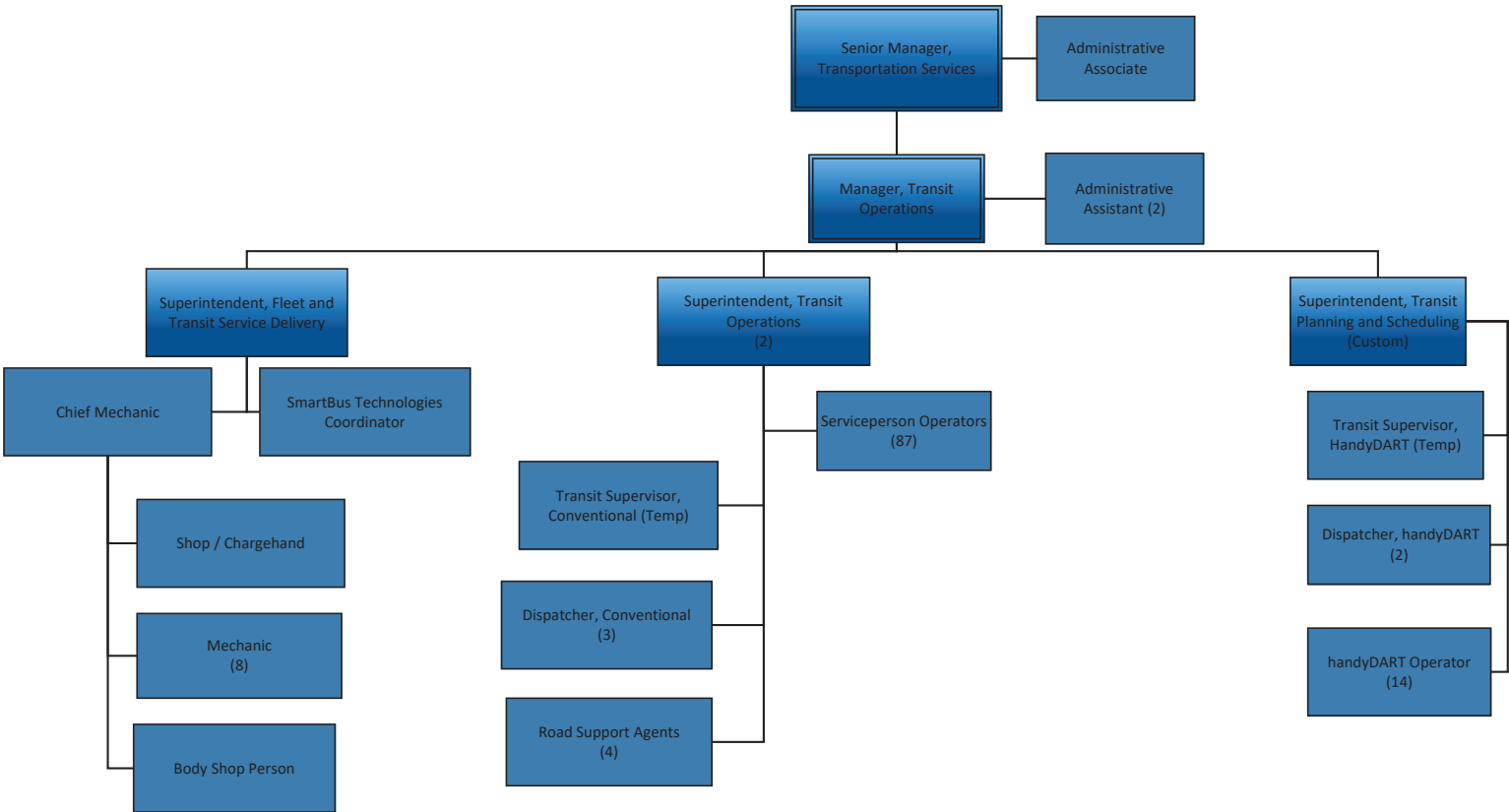


**Community Works Fund Projects  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>							
Operating grants	(380,000)	<b>(380,000)</b>	(350,000)	(350,000)	(350,000)	(350,000)	(1,780,000)
<b>Total Operating Revenues</b>	(380,000)	<b>(380,000)</b>	(350,000)	(350,000)	(350,000)	(350,000)	(1,780,000)
<b>Operating Expenditures</b>							
Transfer to other gov/org	380,000	<b>380,000</b>	350,000	350,000	350,000	350,000	1,780,000
<b>Total Operating Expenditures</b>	380,000	<b>380,000</b>	350,000	350,000	350,000	350,000	1,780,000
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
Capital expenditures	25,544	<b>23,258</b>					23,258
Grants and other	(25,544)	<b>(23,258)</b>					(23,258)
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							

# TRANSPORTATION SERVICES

Updated to October 1, 2023



**TRANSPORTATION SERVICES  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>17.0%</b>	19.3%	9.1%	8.5%	6.4%	
Property taxes	(15,796,954)	<b>(18,489,552)</b>	(22,054,922)	(24,069,878)	(26,105,539)	(27,779,267)	(118,499,158)
	(15,796,954)	<b>(18,489,552)</b>	(22,054,922)	(24,069,878)	(26,105,539)	(27,779,267)	(118,499,158)
Operations	(57,539)	<b>(57,539)</b>	(58,540)	(59,561)	(60,598)	(61,655)	(297,893)
Transit fares	(4,420,894)	<b>(5,124,027)</b>	(5,589,916)	(6,109,282)	(6,533,759)	(6,697,103)	(30,054,087)
Operating grants	(9,543,630)	<b>(10,483,773)</b>	(12,966,538)	(15,386,903)	(16,230,452)	(16,555,058)	(71,622,724)
Grants other	(338,991)	<b>(13,444,594)</b>	(152,554)				(13,597,148)
Grants in lieu of taxes	(133,200)	<b>(164,000)</b>	(164,000)	(164,000)	(164,000)	(164,000)	(820,000)
Interdepartmental recoveries	(3,317,704)	<b>(4,892,927)</b>	(5,188,120)	(5,498,334)	(5,810,573)	(6,171,626)	(27,561,580)
Miscellaneous	(5,017,591)	<b>(1,156,225)</b>	(2,011,165)	(322,588)	(161,215)	(84,172)	(3,735,365)
<b>Total Operating Revenues</b>	<b>(38,626,503)</b>	<b>(53,812,637)</b>	<b>(48,185,755)</b>	<b>(51,610,546)</b>	<b>(55,066,136)</b>	<b>(57,512,881)</b>	<b>(266,187,955)</b>
<b>Operating Expenditures</b>							
Administration	2,846,211	<b>2,990,107</b>	3,351,079	3,757,224	3,994,071	4,269,783	18,362,264
Professional fees	282,500	<b>202,500</b>	208,575	214,833	221,277	227,916	1,075,101
Building ops	470,350	<b>742,811</b>	765,095	788,048	811,690	836,040	3,943,684
Veh & Equip ops	6,511,528	<b>7,779,421</b>	8,016,403	8,258,732	8,510,405	8,767,703	41,332,664
Operating costs	6,492,530	<b>8,428,057</b>	10,643,348	12,793,658	14,423,729	14,970,533	61,259,325
Wages & benefits	17,717,011	<b>19,692,850</b>	21,782,482	23,731,447	24,562,048	25,421,720	115,190,547
Transfer to other gov/org	4,786,805	<b>13,673,694</b>	4,042,124	222,414	226,694	231,061	18,395,987
Contributions to reserve funds	3,727,234	<b>988,977</b>	149,953	1,424,945	908,585	815,106	4,287,566
<b>Total Operating Expenditures</b>	<b>42,834,169</b>	<b>54,498,417</b>	<b>48,959,059</b>	<b>51,191,301</b>	<b>53,658,499</b>	<b>55,539,862</b>	<b>263,847,138</b>
<b>Operating (surplus)/deficit</b>	<b>4,207,666</b>	<b>685,780</b>	<b>773,304</b>	<b>(419,245)</b>	<b>(1,407,637)</b>	<b>(1,973,019)</b>	<b>(2,340,817)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	2,332,695	<b>8,692,545</b>	7,221,543	6,428,948	18,917,811	13,085,375	54,346,222
Transfer from reserves	(1,344,802)	<b>(4,524,510)</b>	(612,848)	(40,000)	(1,716,408)	(52,500)	(6,946,266)
Grants and other	(953,085)	<b>(3,858,007)</b>	(3,146,589)	(2,926,842)	(8,413,186)	(5,738,906)	(24,083,530)
New borrowing			(3,341,828)	(3,341,828)	(7,991,594)	(6,552,603)	(21,227,853)
<b>Net Capital Assets funded from Operations</b>	<b>34,808</b>	<b>310,028</b>	<b>120,278</b>	<b>120,278</b>	<b>796,623</b>	<b>741,366</b>	<b>2,088,573</b>
<b>Capital Financing Charges</b>							
New debt (principal & interest)			33,418	298,967	611,014	1,231,653	2,175,052
<b>Total Capital Financing Charges</b>			<b>33,418</b>	<b>298,967</b>	<b>611,014</b>	<b>1,231,653</b>	<b>2,175,052</b>
<b>Net (surplus)/deficit for the year</b>	<b>4,242,474</b>	<b>995,808</b>	<b>927,000</b>				<b>1,922,808</b>
Less: Transfer to appropriated surplus		<b>927,000</b>					927,000
Add: Transfer from appropriated surplus	(1,028,804)	<b>(1,047,720)</b>	(927,000)				(1,974,720)
Add: Prior year (surplus) / deficit	(3,213,670)	<b>(875,088)</b>					(875,088)
<b>(Surplus) applied to future years</b>							





**TRANSPORTATION SERVICES  
SUMMARY OF TAX REQUISITIONS  
2024 to 2028**

	2024		2025		2026		2027		2028	
	\$	%	\$	%	\$	%	\$	%	\$	%
Transit Southern Community										
0500 TRANSIT - SOUTHERN COMM - CONVENTIONAL	(16,016,570)	17.1%	(19,147,839)	19.6%	(20,679,666)	8.0%	(22,334,040)	8.0%	(23,674,082)	6.0%
	(\$16,016,570)		(\$19,147,839)		(\$20,679,666)		(\$22,334,040)		(\$23,674,082)	
Transit - Gabriola Transit Contribution										
0520 TRANSIT - GABRIOLA TRANSIT CONTRIBUTION	(207,536)	15.5%	(211,722)	2.0%	(215,993)	2.0%	(220,350)	2.0%	(224,796)	2.0%
	(\$207,536)		(\$211,722)		(\$215,993)		(\$220,350)		(\$224,796)	
Transit - Gabriola Island Taxi Saver										
0525 TRANSIT - GABRIOLA ISLAND TAXI SAVER	(14,559)	45.5%	(10,342)	(29.0%)	(10,384)	0.4%	(10,426)	0.4%	(10,470)	0.4%
	(\$14,559)		(\$10,342)		(\$10,384)		(\$10,426)		(\$10,470)	
Transit Northern Community										
0611 TRANSIT - NORTHERN COMM - CONVENTIONAL	(2,221,849)	17.1%	(2,655,110)	19.5%	(3,133,029)	18.0%	(3,508,993)	12.0%	(3,837,237)	9.4%
	(\$2,221,849)		(\$2,655,110)		(\$3,133,029)		(\$3,508,993)		(\$3,837,237)	
Descanso Bay Wharf service										
7700 DESCANSO BAY WHARF SERVICE	(29,038)	3.8%	(29,909)	3.0%	(30,806)	3.0%	(31,730)	3.0%	(32,682)	3.0%
	(\$29,038)		(\$29,909)		(\$30,806)		(\$31,730)		(\$32,682)	
<b>Total TRANSPORTATION SERVICES</b>	<b>(18,489,552)</b>	<b>17.0%</b>	<b>(22,054,922)</b>	<b>19.3%</b>	<b>(24,069,878)</b>	<b>9.1%</b>	<b>(26,105,539)</b>	<b>8.5%</b>	<b>(27,779,267)</b>	<b>6.4%</b>

**Transit Southern Community  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>17.1%</b>	19.6%	8.0%	8.0%	6.0%	
Property taxes	(13,681,863)	<b>(16,016,570)</b>	(19,147,839)	(20,679,666)	(22,334,040)	(23,674,082)	(101,852,197)
	(13,681,863)	<b>(16,016,570)</b>	(19,147,839)	(20,679,666)	(22,334,040)	(23,674,082)	(101,852,197)
Operations	(53,139)	<b>(53,139)</b>	(54,052)	(54,983)	(55,929)	(56,892)	(274,995)
Transit fares	(4,184,677)	<b>(4,741,170)</b>	(5,149,155)	(5,657,502)	(6,070,685)	(6,222,452)	(27,840,964)
Operating grants	(8,492,876)	<b>(9,316,732)</b>	(11,604,210)	(13,997,328)	(14,813,085)	(15,109,345)	(64,840,700)
Grants other	(299,310)	<b>(13,444,594)</b>	(152,554)				(13,597,148)
Grants in lieu of taxes	(133,200)	<b>(164,000)</b>	(164,000)	(164,000)	(164,000)	(164,000)	(820,000)
Interdepartmental recoveries	(3,317,704)	<b>(4,892,927)</b>	(5,188,120)	(5,498,334)	(5,810,573)	(6,171,626)	(27,561,580)
Miscellaneous	(4,869,412)	<b>(560,675)</b>	(1,411,261)	(5,100)	(5,100)	(5,100)	(1,987,236)
<b>Total Operating Revenues</b>	<b>(35,032,181)</b>	<b>(49,189,807)</b>	<b>(42,871,191)</b>	<b>(46,056,913)</b>	<b>(49,253,412)</b>	<b>(51,403,497)</b>	<b>(238,774,820)</b>
<b>Operating Expenditures</b>							
Administration	2,689,860	<b>2,827,734</b>	3,169,121	3,527,577	3,703,956	3,889,153	17,117,541
Professional fees	282,000	<b>202,000</b>	208,060	214,302	220,731	227,353	1,072,446
Building ops	470,350	<b>742,811</b>	765,095	788,048	811,690	836,040	3,943,684
Veh & Equip ops	6,511,528	<b>7,779,421</b>	8,016,403	8,258,732	8,510,405	8,767,703	41,332,664
Operating costs	4,527,649	<b>5,822,506</b>	7,563,176	9,590,438	11,092,543	11,506,267	45,574,930
Wages & benefits	16,152,025	<b>17,962,223</b>	19,960,796	21,846,002	22,610,613	23,401,985	105,781,619
Transfer to other gov/org	4,600,000	<b>13,444,594</b>	3,823,908				17,268,502
Contributions to reserve funds	3,716,234	<b>969,800</b>	137,936	1,412,569	895,837	801,977	4,218,119
<b>Total Operating Expenditures</b>	<b>38,949,646</b>	<b>49,751,089</b>	<b>43,644,495</b>	<b>45,637,668</b>	<b>47,845,775</b>	<b>49,430,478</b>	<b>236,309,505</b>
<b>Operating (surplus)/deficit</b>	<b>3,917,465</b>	<b>561,282</b>	<b>773,304</b>	<b>(419,245)</b>	<b>(1,407,637)</b>	<b>(1,973,019)</b>	<b>(2,465,315)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	2,321,695	<b>8,570,579</b>	7,221,543	6,428,948	18,917,811	13,085,375	54,224,256
Transfer from reserves	(1,343,606)	<b>(4,524,510)</b>	(612,848)	(40,000)	(1,716,408)	(52,500)	(6,946,266)
Grants and other	(953,085)	<b>(3,736,041)</b>	(3,146,589)	(2,926,842)	(8,413,186)	(5,738,906)	(23,961,564)
New borrowing			(3,341,828)	(3,341,828)	(7,991,594)	(6,552,603)	(21,227,853)
<b>Net Capital Assets funded from Operations</b>	<b>25,004</b>	<b>310,028</b>	<b>120,278</b>	<b>120,278</b>	<b>796,623</b>	<b>741,366</b>	<b>2,088,573</b>
<b>Capital Financing Charges</b>							
New debt (principal & interest)			33,418	298,967	611,014	1,231,653	2,175,052
<b>Total Capital Financing Charges</b>			<b>33,418</b>	<b>298,967</b>	<b>611,014</b>	<b>1,231,653</b>	<b>2,175,052</b>
<b>Net (surplus)/deficit for the year</b>	<b>3,942,469</b>	<b>871,310</b>	<b>927,000</b>				<b>1,798,310</b>
Less: Transfer to appropriated surplus		<b>927,000</b>					927,000
Add: Transfer from appropriated surplus	(1,019,000)	<b>(1,047,720)</b>	(927,000)				(1,974,720)
Add: Prior year (surplus) / deficit	(2,923,469)	<b>(750,590)</b>					(750,590)
<b>(Surplus) applied to future years</b>							



Transit Southern Community

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-0500 MAJOR CAP - TRANSIT STHRN CONVENTIONAL	231,500	300,000	65,000	65,000	65,000	<b>726,500</b>
PC-0501 COMPUTER - TRANSIT STHRN HANDYDART	12	12	12	4	12	<b>52</b>
TR-0004 TRANSIT - WOODGROVE EXCHANGE IMPROVEMENT				1,572,596		<b>1,572,596</b>
TR-0009 TRANSIT-COUNTRY CLUB MALL EXCHANGE UPGRD		472,595				<b>472,595</b>
TR-0010 TRANSIT - OP. AND MAINT. FACILITY PH1	8,057,067	6,323,936	6,323,936	1,622,434		<b>22,327,373</b>
TR-0011 TRANSIT - OP. AND MAINT. FACILITY PH2				13,823,497	10,559,367	<b>24,382,864</b>
TR-0012 TRANSIT - OP. AND MAINT. FACILITY PH3				1,246,433	1,812,247	<b>3,058,680</b>
TR-0013 TRANSIT - OP. AND MAINT. FACILITY PH4				487,847	596,249	<b>1,084,096</b>
VH-0500 VEHICLE - TRANSIT STHRN CONVENTIONAL	282,000	125,000	40,000	100,000	52,500	<b>599,500</b>
<b>Total Transit Southern Community</b>	<b>8,570,579</b>	<b>7,221,543</b>	<b>6,428,948</b>	<b>18,917,811</b>	<b>13,085,375</b>	<b>54,224,256</b>



**Transit Southern Community  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	12,476,102	9,170,914	7,473,259	8,782,724	8,137,807
Contributions	969,800	137,936	1,200,000	895,837	789,697
Interest earned	249,522	183,418	149,465	175,654	162,756
Withdrawals for capital projects:					
MAJOR CAP - TRANSIT STHRN CONVENTIONAL	(166,500)	(235,000)			
TRANSIT - WOODGROVE EXCHANGE IMPROVEMENT				(839,258)	
TRANSIT-COUNTRY CLUB MALL EXCHANGE UPGRD		(252,848)			
TRANSIT - OP. AND MAINT. FACILITY PH1	(4,265,760)				
TRANSIT - OP. AND MAINT. FACILITY PH3				(603,782)	
TRANSIT - OP. AND MAINT. FACILITY PH4				(173,368)	
VEHICLE - TRANSIT STHRN CONVENTIONAL	(92,250)	(125,000)	(40,000)	(100,000)	(52,500)
Total Withdrawals for capital projects	(4,524,510)	(612,848)	(40,000)	(1,716,408)	(52,500)
Other transfers out of Reserve		1,406,161			
<b>Closing Balance Reserve Fund</b>	<b>9,170,914</b>	<b>7,473,259</b>	<b>8,782,724</b>	<b>8,137,807</b>	<b>9,037,760</b>
<b>RESERVE ACCOUNT FUNDS</b>					
<b>Opening Balance Reserve Account</b>	2,847,216	1,753,035	1,188,192	1,107,037	973,063
Contributions			212,569		12,280
Interest earned	56,944	35,061	23,764	22,141	19,461
Withdrawals for capital projects:					
Other transfers out of Reserve	1,151,125	599,904	317,488	156,115	79,072
<b>Closing Balance Reserve Account</b>	<b>1,753,035</b>	<b>1,188,192</b>	<b>1,107,037</b>	<b>973,063</b>	<b>925,732</b>
<b>New Borrowing</b>					
TRANSIT - OP. AND MAINT. FACILITY PH1		3,341,828	3,341,828	835,458	
TRANSIT - OP. AND MAINT. FACILITY PH2				7,156,136	5,416,028
TRANSIT - OP. AND MAINT. FACILITY PH3					905,418
TRANSIT - OP. AND MAINT. FACILITY PH4					231,157
<b>Total New Borrowing</b>		<b>3,341,828</b>	<b>3,341,828</b>	<b>7,991,594</b>	<b>6,552,603</b>
New Debt Principal/Int			265,549	265,549	635,029
New Debt Principal/Int(Cumulative)			265,549	531,098	1,166,127
Borrowing cost		33,418	33,418	79,916	65,526



**Transit Northern Community  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>17.1%</b>	19.5%	18.0%	12.0%	9.4%	
Property taxes	(1,897,394)	<b>(2,221,849)</b>	(2,655,110)	(3,133,029)	(3,508,993)	(3,837,237)	(15,356,218)
	(1,897,394)	<b>(2,221,849)</b>	(2,655,110)	(3,133,029)	(3,508,993)	(3,837,237)	(15,356,218)
Operations	(4,400)	<b>(4,400)</b>	(4,488)	(4,578)	(4,669)	(4,763)	(22,898)
Transit fares	(236,217)	<b>(382,857)</b>	(440,761)	(451,780)	(463,074)	(474,651)	(2,213,123)
Operating grants	(1,050,754)	<b>(1,152,041)</b>	(1,362,328)	(1,389,575)	(1,417,367)	(1,445,713)	(6,767,024)
Grants other	(39,681)						
Miscellaneous	(148,179)	<b>(595,550)</b>	(599,904)	(317,488)	(156,115)	(79,072)	(1,748,129)
<b>Total Operating Revenues</b>	<b>(3,376,625)</b>	<b>(4,356,697)</b>	<b>(5,062,591)</b>	<b>(5,296,450)</b>	<b>(5,550,218)</b>	<b>(5,841,436)</b>	<b>(26,107,392)</b>
<b>Operating Expenditures</b>							
Administration	152,278	<b>157,199</b>	176,629	224,158	284,462	374,806	1,217,254
Operating costs	1,949,402	<b>2,590,118</b>	3,064,276	3,186,847	3,314,321	3,446,895	15,602,457
Wages & benefits	1,564,986	<b>1,730,627</b>	1,821,686	1,885,445	1,951,435	2,019,735	9,408,928
<b>Total Operating Expenditures</b>	<b>3,666,666</b>	<b>4,477,944</b>	<b>5,062,591</b>	<b>5,296,450</b>	<b>5,550,218</b>	<b>5,841,436</b>	<b>26,228,639</b>
<b>Operating (surplus)/deficit</b>	<b>290,041</b>	<b>121,247</b>					<b>121,247</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>290,041</b>	<b>121,247</b>					<b>121,247</b>
Add: Prior year (surplus) / deficit	(290,041)	<b>(121,247)</b>					(121,247)
<b>(Surplus) applied to future years</b>							

**Descanso Bay Wharf service  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>3.8%</b>	3.0%	3.0%	3.0%	3.0%	
Property taxes	(27,973)	<b>(29,038)</b>	(29,909)	(30,806)	(31,730)	(32,682)	(154,165)
	(27,973)	<b>(29,038)</b>	(29,909)	(30,806)	(31,730)	(32,682)	(154,165)
<b>Total Operating Revenues</b>	(27,973)	<b>(29,038)</b>	(29,909)	(30,806)	(31,730)	(32,682)	(154,165)
<b>Operating Expenditures</b>							
Administration	994	<b>1,438</b>	1,481	1,526	1,571	1,619	7,635
Professional fees	500	<b>500</b>	515	531	546	563	2,655
Operating costs	15,479	<b>15,433</b>	15,896	16,373	16,865	17,371	81,938
Contributions to reserve funds	11,000	<b>19,177</b>	12,017	12,376	12,748	13,129	69,447
<b>Total Operating Expenditures</b>	27,973	<b>36,548</b>	29,909	30,806	31,730	32,682	161,675
<b>Operating (surplus)/deficit</b>		<b>7,510</b>					7,510
<b>Capital Asset Expenditures</b>							
Capital expenditures	11,000	<b>121,966</b>					121,966
Transfer from reserves	(1,196)						
Grants and other		<b>(121,966)</b>					(121,966)
<b>Net Capital Assets funded from Operations</b>	9,804						
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	9,804	<b>7,510</b>					7,510
Add: Transfer from appropriated surplus	(9,804)						
Add: Prior year (surplus) / deficit		<b>(7,510)</b>					(7,510)
<b>(Surplus) applied to future years</b>							



Descanso Bay Wharf service

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
MJ-7700 MAJOR CAP - DESCANSO BAY EMERGENCY WHARF	121,966					<b>121,966</b>
<b>Total Descanso Bay Wharf service</b>	121,966					<b>121,966</b>



**Descanso Bay Wharf service  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	285,551	310,439	328,665	347,614	367,315
Contributions	19,177	12,017	12,376	12,748	13,129
Interest earned	5,711	6,209	6,573	6,952	7,346
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>310,439</b>	<b>328,665</b>	<b>347,614</b>	<b>367,314</b>	<b>387,790</b>





**Transit - Gabriola Transit Contribution**  
**FINANCIAL PLAN SUMMARY**  
**2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>15.5%</b>	2.0%	2.0%	2.0%	2.0%	
Property taxes	(179,721)	<b>(207,536)</b>	(211,722)	(215,993)	(220,350)	(224,796)	(1,080,397)
	(179,721)	<b>(207,536)</b>	(211,722)	(215,993)	(220,350)	(224,796)	(1,080,397)
Operating grants		<b>(15,000)</b>					(15,000)
<b>Total Operating Revenues</b>	(179,721)	<b>(222,536)</b>	(211,722)	(215,993)	(220,350)	(224,796)	(1,095,397)
<b>Operating Expenditures</b>							
Administration	2,916	<b>3,536</b>	3,642	3,751	3,864	3,980	18,773
Transfer to other gov/org	176,805	<b>219,000</b>	208,080	212,242	216,486	220,816	1,076,624
<b>Total Operating Expenditures</b>	179,721	<b>222,536</b>	211,722	215,993	220,350	224,796	1,095,397
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							

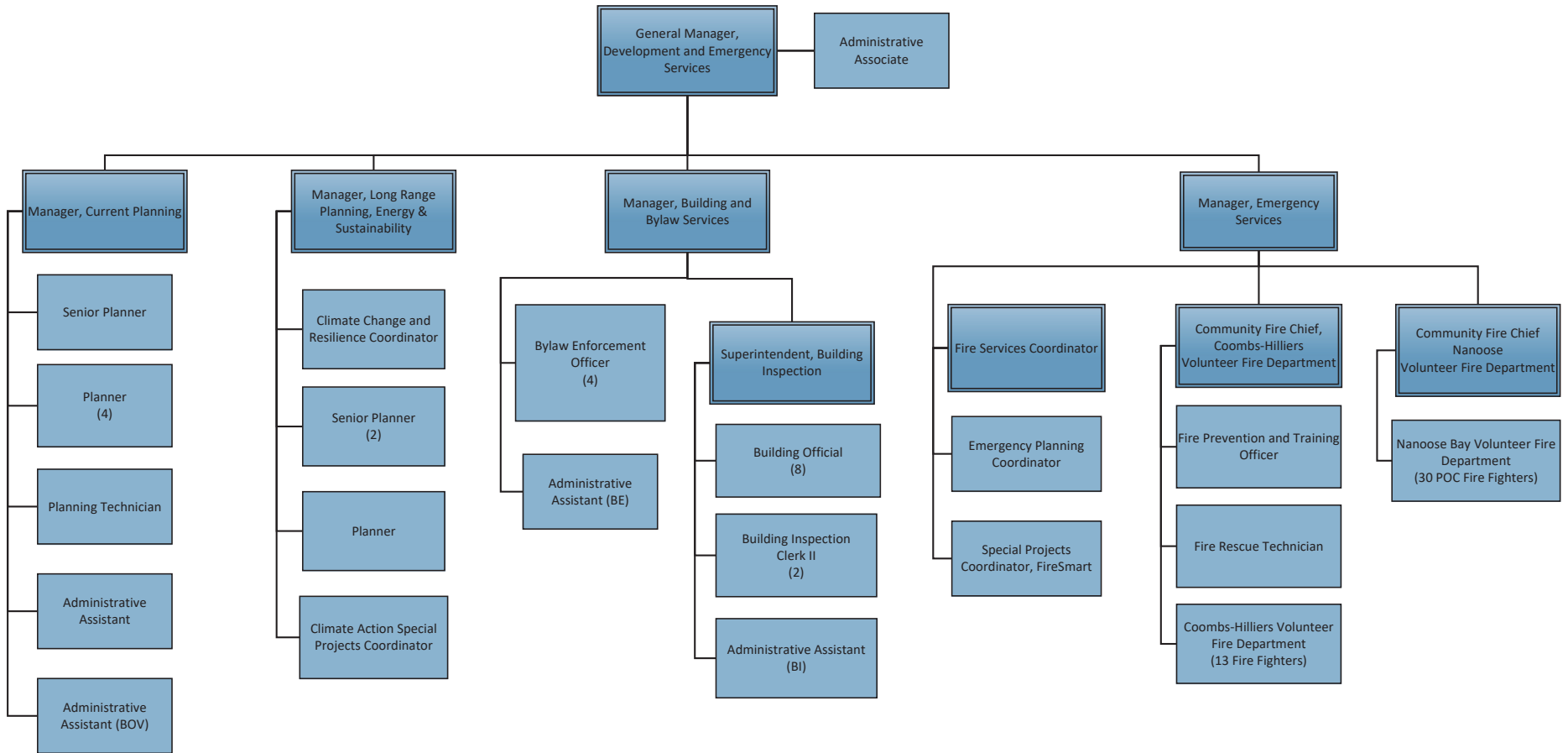


**Transit - Gabriola Island Taxi Saver**  
**FINANCIAL PLAN SUMMARY**  
**2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>45.5%</b>	(29.0%)	0.4%	0.4%	0.4%	
Property taxes	(10,003)	<b>(14,559)</b>	(10,342)	(10,384)	(10,426)	(10,470)	(56,181)
	(10,003)	<b>(14,559)</b>	(10,342)	(10,384)	(10,426)	(10,470)	(56,181)
<b>Total Operating Revenues</b>	(10,003)	<b>(14,559)</b>	(10,342)	(10,384)	(10,426)	(10,470)	(56,181)
<b>Operating Expenditures</b>							
Administration	163	<b>200</b>	206	212	218	225	1,061
Transfer to other gov/org	10,000	<b>10,100</b>	10,136	10,172	10,208	10,245	50,861
<b>Total Operating Expenditures</b>	10,163	<b>10,300</b>	10,342	10,384	10,426	10,470	51,922
<b>Operating (surplus)/deficit</b>	160	<b>(4,259)</b>					(4,259)
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	160	<b>(4,259)</b>					(4,259)
Add: Prior year (surplus) / deficit	(160)	<b>4,259</b>					4,259
<b>(Surplus) applied to future years</b>							

# DEVELOPMENT AND EMERGENCY SERVICES

Updated to October 1, 2023



**DEVELOPMENT & EMERGENCY SERVICES  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>17.4%</b>	13.6%	7.8%	4.2%	4.0%	
Property taxes	(11,887,403)	<b>(13,976,461)</b>	(15,906,907)	(17,159,663)	(17,882,209)	(18,607,357)	(83,532,597)
Parcel taxes	(175,127)	<b>(184,005)</b>	(184,130)	(184,184)	(184,237)	(184,293)	(920,849)
	(12,062,530)	<b>(14,160,466)</b>	(16,091,037)	(17,343,847)	(18,066,446)	(18,791,650)	(84,453,446)
Municipal agreements	(46,241)	<b>(69,414)</b>	(71,496)	(73,641)	(75,851)	(78,126)	(368,528)
Operations	(1,611,300)	<b>(1,362,299)</b>	(1,515,066)	(1,617,788)	(1,755,503)	(2,045,488)	(8,296,144)
Operating grants	(977,528)	<b>(1,229,071)</b>	(196,172)	(124,972)	(111,922)	(80,522)	(1,742,659)
Grants in lieu of taxes	(16,503)	<b>(16,503)</b>	(16,503)	(16,503)	(16,503)	(16,503)	(82,515)
Interdepartmental recoveries	(1,212,853)	<b>(1,744,605)</b>	(1,962,156)	(1,965,886)	(2,030,891)	(2,098,113)	(9,801,651)
Miscellaneous	(1,154,962)	<b>(1,779,439)</b>	(1,022,106)	(839,333)	(737,911)	(396,173)	(4,774,962)
<b>Total Operating Revenues</b>	<b>(17,081,917)</b>	<b>(20,361,797)</b>	<b>(20,874,536)</b>	<b>(21,981,970)</b>	<b>(22,795,027)</b>	<b>(23,506,575)</b>	<b>(109,519,905)</b>
<b>Operating Expenditures</b>							
Administration	1,256,127	<b>1,799,088</b>	1,867,119	1,924,050	1,980,877	2,038,483	9,609,617
Professional fees	2,232,784	<b>2,054,887</b>	1,093,663	985,083	999,719	901,346	6,034,698
Building ops	968,259	<b>1,049,242</b>	1,080,434	1,112,561	1,145,646	1,179,732	5,567,615
Veh & Equip ops	672,456	<b>698,844</b>	611,440	629,687	648,480	687,936	3,276,387
Operating costs	1,885,382	<b>2,175,108</b>	2,124,859	2,166,829	2,210,065	2,254,595	10,931,456
Program costs	495,250	<b>964,568</b>	412,002	408,996	409,506	410,030	2,605,102
Wages & benefits	5,052,067	<b>5,852,841</b>	6,057,690	6,269,710	6,489,149	6,716,269	31,385,659
Transfer to other gov/org	4,450,201	<b>4,944,742</b>	5,248,069	5,392,523	5,459,570	5,608,840	26,653,744
Contributions to reserve funds	1,381,639	<b>1,343,450</b>	1,148,983	1,232,441	1,325,386	1,624,743	6,675,003
Debt interest	259,051	<b>334,080</b>	442,191	449,376	426,021	408,808	2,060,476
<b>Total Operating Expenditures</b>	<b>18,653,216</b>	<b>21,216,850</b>	<b>20,086,450</b>	<b>20,571,256</b>	<b>21,094,419</b>	<b>21,830,782</b>	<b>104,799,757</b>
<b>Operating (surplus)/deficit</b>	<b>1,571,299</b>	<b>855,053</b>	<b>(788,086)</b>	<b>(1,410,714)</b>	<b>(1,700,608)</b>	<b>(1,675,793)</b>	<b>(4,720,148)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	9,814,277	<b>9,724,611</b>	8,862,361	6,296,075	570,000	2,024,250	27,477,297
Transfer from reserves	(2,740,340)	<b>(4,615,359)</b>	(1,598,000)	(1,460,000)	(570,000)	(1,493,000)	(9,736,359)
Grants and other	(612,186)	<b>(131,989)</b>				(300,000)	(431,989)
New borrowing	(6,398,621)	<b>(4,927,550)</b>	(7,233,423)	(4,810,000)		(200,000)	(17,170,973)
<b>Net Capital Assets funded from Operations</b>	<b>63,130</b>	<b>49,713</b>	<b>30,938</b>	<b>26,075</b>		<b>31,250</b>	<b>137,976</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	312,681	<b>243,662</b>	280,942	357,884	339,741	281,676	1,503,905
New debt (principal & interest)	62,936	<b>49,276</b>	476,206	1,026,755	1,360,867	1,362,867	4,275,971
<b>Total Capital Financing Charges</b>	<b>375,617</b>	<b>292,938</b>	<b>757,148</b>	<b>1,384,639</b>	<b>1,700,608</b>	<b>1,644,543</b>	<b>5,779,876</b>
<b>Net (surplus)/deficit for the year</b>	<b>2,010,046</b>	<b>1,197,704</b>					<b>1,197,704</b>
Add: Transfer from appropriated surplus	(846,993)	<b>(728,326)</b>					(728,326)
Add: Prior year (surplus) / deficit	(1,163,053)	<b>(469,378)</b>					(469,378)
<b>(Surplus) applied to future years</b>							

**DEVELOPMENT & EMERGENCY SERVICES  
SUMMARY OF TAX REQUISITIONS  
2024 to 2028**

	2024	2024	2025	2025	2026	2026	2027	2027	2028	2028
	\$	%	\$	%	\$	%	\$	%	\$	%
<b>EA Community Planning</b>										
0200 PLANNING - CURRENT PLANNING	(2,723,179)	9.6%	(3,200,399)	17.5%	(3,304,952)	3.3%	(3,412,925)	3.3%	(3,524,433)	3.3%
	(\$2,723,179)		(\$3,200,399)		(\$3,304,952)		(\$3,412,925)		(\$3,524,433)	
<b>Economic Development South</b>										
0203 ECONOMIC DEV - SOUTHERN COMMUNITY	(68,900)		(68,900)		(68,900)		(68,900)		(68,900)	
	(\$68,900)		(\$68,900)		(\$68,900)		(\$68,900)		(\$68,900)	
<b>Gabriola Island Health &amp; Wellbeing Contribution Service</b>										
0213 GABRIOLA HEALTH & WELLBEING CONTRIB. SVC			(101,592)		(102,612)	1.0%	(102,612)		(102,612)	
			(\$101,592)		(\$102,612)		(\$102,612)		(\$102,612)	
<b>Regional Growth Strategy</b>										
0400 REGIONAL GROWTH STRATEGY	(1,128,338)	18.9%	(1,167,830)	3.5%	(1,208,704)	3.5%	(1,251,009)	3.5%	(1,294,794)	3.5%
	(\$1,128,338)		(\$1,167,830)		(\$1,208,704)		(\$1,251,009)		(\$1,294,794)	
<b>Bylaw Enforcement</b>										
2060 NOISE CONTROL - AREA A	(28,270)	25.0%	(33,021)	16.8%	(33,986)	2.9%	(34,983)	2.9%	(36,011)	2.9%
2061 NOISE CONTROL - AREA B	(25,093)	17.9%	(31,838)	26.9%	(33,269)	4.5%	(34,229)	2.9%	(35,218)	2.9%
2062 NOISE CONTROL - AREA C	(26,053)	32.3%	(31,118)	19.4%	(32,027)	2.9%	(32,965)	2.9%	(33,931)	2.9%
2064 NOISE CONTROL - AREA E	(28,343)	27.6%	(33,479)	18.1%	(34,408)	2.8%	(35,368)	2.8%	(36,199)	2.3%
2066 NOISE CONTROL - AREA G	(27,769)	29.3%	(32,905)	18.5%	(33,835)	2.8%	(34,795)	2.8%	(35,784)	2.8%
2068 UNSIGHTLY PREMISES	(28,806)	36.7%	(31,499)	9.3%	(32,759)	4.0%	(33,906)	3.5%	(35,093)	3.5%
2069 HAZARDOUS PROPERTIES	(29,029)	12.0%	(34,772)	19.8%	(36,816)	5.9%	(37,890)	2.9%	(38,996)	2.9%
2070 ANIMAL CONTROL - AREA F B/L940.2	(48,049)	61.2%	(52,856)	10.0%	(54,757)	3.6%	(56,408)	3.0%	(58,108)	3.0%
2071 ANIMAL CONTROL - AREA A,B,C B/L1065	(89,783)	42.8%	(96,070)	7.0%	(98,971)	3.0%	(101,958)	3.0%	(105,036)	3.0%
2072 ANIMAL CONTROL - AREA E,G,H	(147,648)	45.0%	(157,538)	6.7%	(162,564)	3.2%	(167,742)	3.2%	(173,075)	3.2%
	(\$478,843)		(\$535,096)		(\$553,392)		(\$570,244)		(\$587,451)	
<b>Fire Protection</b>										
2017 FIRE PROTECTION-DASHWOOD FIREHALL CONST	(105,400)	54.3%	(482,839)	358.1%	(482,914)		(482,991)		(483,070)	
2018 FIRE PROTECTION - MEADOWWOOD	(89,348)		(89,348)		(89,348)		(89,348)		(89,348)	
2019 FIRE PROTECTION - NANAIMO RIVER	(1,780)	(55.3%)	(1,780)		(1,780)			(100.0%)		
2020 FIRE PROTECTION - COOMBS HILLIERS	(992,101)	23.0%	(1,220,284)	23.0%	(1,342,313)	10.0%	(1,476,544)	10.0%	(1,624,198)	10.0%
2021 FIRE PROTECTION - ERRINGTON	(1,113,317)	20.0%	(1,335,980)	20.0%	(1,790,214)	34.0%	(1,843,920)	3.0%	(1,899,238)	3.0%
2022 FIRE PROTECTION - FRENCH CREEK	(1,064,832)	2.0%	(1,096,777)	3.0%	(1,129,680)	3.0%	(1,112,009)	(1.6%)	(1,145,582)	3.0%
2023 FIRE PROTECTION - NANOOSE BAY	(1,191,140)	19.0%	(1,226,874)	3.0%	(1,263,680)	3.0%	(1,301,591)	3.0%	(1,340,639)	3.0%
2024 FIRE PROT & ST LIGHTING - WELLINGTON	(158,096)	34.4%	(163,904)	3.7%	(168,821)	3.0%	(173,885)	3.0%	(179,102)	3.0%
2025 FIRE PROTECTION - CASSIDY WATERLOO	(278,686)	8.0%	(300,981)	8.0%	(325,059)	8.0%	(422,577)	30.0%	(439,480)	4.0%
2026 FIRE PROTECTION - DASHWOOD	(1,229,550)	20.0%	(1,291,028)	5.0%	(1,329,758)	3.0%	(1,369,651)	3.0%	(1,410,741)	3.0%
2027 FIRE PROTECTION - EXTENSION	(275,201)	10.0%	(294,465)	7.0%	(315,078)	7.0%	(337,133)	7.0%	(360,732)	7.0%
2028 FIRE PROTECTION - PARKSVILLE LOCAL	(262,795)	8.7%	(270,679)	3.0%	(278,800)	3.0%	(265,087)	(4.9%)	(273,039)	3.0%
2029 FIRE PROTECTION - BOW HORN BAY	(1,014,283)	32.0%	(1,166,425)	15.0%	(1,364,087)	16.9%	(1,500,496)	10.0%	(1,620,536)	8.0%
	(\$7,776,529)		(\$8,941,364)		(\$9,881,532)		(\$10,375,232)		(\$10,865,705)	
<b>Emergency Planning</b>										
1900 EMERGENCY PLANNING	(757,586)	52.2%	(781,907)	3.2%	(898,513)	14.9%	(928,085)	3.3%	(958,640)	3.3%
	(\$757,586)		(\$781,907)		(\$898,513)		(\$928,085)		(\$958,640)	
<b>D68 Search &amp; Rescue</b>										
1901 D68 SEARCH AND RESCUE CONTRIBUTION SVCS	(51,724)	0.1%	(53,354)	3.2%	(53,386)	0.1%	(53,419)	0.1%	(53,454)	0.1%
	(\$51,724)		(\$53,354)		(\$53,386)		(\$53,419)		(\$53,454)	
<b>D69 Marine Search &amp; Rescue</b>										
1902 D69 MARINE SEARCH & RESCUE CONTRIBUTION	(17,850)	0.4%	(17,861)	0.1%	(17,871)	0.1%	(17,882)	0.1%	(17,894)	0.1%
	(\$17,850)		(\$17,861)		(\$17,871)		(\$17,882)		(\$17,894)	
<b>D69 Land Search &amp; Rescue</b>										
1903 D69 LAND SEARCH & RESCUE CONTRIBUTION	(30,470)	0.4%	(30,484)		(30,499)		(30,514)		(30,529)	
	(\$30,470)		(\$30,484)		(\$30,499)		(\$30,514)		(\$30,529)	

**DEVELOPMENT & EMERGENCY SERVICES  
SUMMARY OF TAX REQUISITIONS  
2024 to 2028**

	2024	2024	2025	2025	2026	2026	2027	2027	2028	2028
	\$	%	\$	%	\$	%	\$	%	\$	%
D68 E911										
0800 EMERGENCY 9-1-1 - D68	(151,295)	17.9%	(165,304)	9.3%	(170,262)	3.0%	(175,371)	3.0%	(180,632)	3.0%
	(\$151,295)		(\$165,304)		(\$170,262)		(\$175,371)		(\$180,632)	
D69 E911										
0900 EMERGENCY 9-1-1 - D69	(770,357)	10.5%	(821,297)	6.6%	(847,462)	3.2%	(874,375)	3.2%	(900,607)	3.0%
	(\$770,357)		(\$821,297)		(\$847,462)		(\$874,375)		(\$900,607)	
Community Justice										
0197 D68 RESTORATIVE JUSTICE/VICTIM SVCS	(21,420)		(21,433)	0.1%	(21,446)	0.1%	(21,459)	0.1%	(21,473)	0.1%
0199 D69 COMMUNITY JUSTICE	(183,975)	11.3%	(184,216)	0.1%	(184,316)	0.1%	(184,419)	0.1%	(184,526)	0.1%
	(\$205,395)		(\$205,649)		(\$205,762)		(\$205,878)		(\$205,999)	
<b>Total DEVELOPMENT &amp; EMERGENCY SERVICES</b>	<b>(14,160,466)</b>	<b>17.4%</b>	<b>(16,091,037)</b>	<b>13.6%</b>	<b>(17,343,847)</b>	<b>7.8%</b>	<b>(18,066,446)</b>	<b>4.2%</b>	<b>(18,791,650)</b>	<b>4.0%</b>

**EA Community Planning  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>9.6%</b>	17.5%	3.3%	3.3%	3.3%	
Property taxes	(2,485,055)	<b>(2,723,179)</b>	(3,200,399)	(3,304,952)	(3,412,925)	(3,524,433)	(16,165,888)
	(2,485,055)	<b>(2,723,179)</b>	(3,200,399)	(3,304,952)	(3,412,925)	(3,524,433)	(16,165,888)
Operations	(87,950)	<b>(87,950)</b>	(90,589)	(93,306)	(96,105)	(98,988)	(466,938)
Operating grants	(321,000)						
Grants in lieu of taxes	(4,500)	<b>(4,500)</b>	(4,500)	(4,500)	(4,500)	(4,500)	(22,500)
Interdepartmental recoveries	(94,348)	<b>(5,000)</b>	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)
Miscellaneous	(71,988)	<b>(66,800)</b>	(30,500)	(30,500)	(30,500)	(30,500)	(188,800)
<b>Total Operating Revenues</b>	<b>(3,064,841)</b>	<b>(2,887,429)</b>	<b>(3,330,988)</b>	<b>(3,438,258)</b>	<b>(3,549,030)</b>	<b>(3,663,421)</b>	<b>(16,869,126)</b>
<b>Operating Expenditures</b>							
Administration	367,703	<b>383,254</b>	394,751	406,594	418,791	431,355	2,034,745
Professional fees	656,803	<b>347,950</b>	355,213	365,870	376,846	388,152	1,834,031
Building ops	358,618	<b>369,900</b>	380,997	392,427	404,199	416,326	1,963,849
Veh & Equip ops	130,203	<b>75,133</b>	77,387	79,709	82,100	84,563	398,892
Operating costs	390,041	<b>471,257</b>	493,767	507,950	522,561	537,609	2,533,144
Wages & benefits	1,610,342	<b>1,568,959</b>	1,623,873	1,680,708	1,739,533	1,800,416	8,413,489
Contributions to reserve funds	273,974	<b>246,887</b>	5,000	5,000	5,000	5,000	266,887
<b>Total Operating Expenditures</b>	<b>3,787,684</b>	<b>3,463,340</b>	<b>3,330,988</b>	<b>3,438,258</b>	<b>3,549,030</b>	<b>3,663,421</b>	<b>17,445,037</b>
<b>Operating (surplus)/deficit</b>	<b>722,843</b>	<b>575,911</b>					<b>575,911</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	659,345	<b>145,820</b>					145,820
Transfer from reserves	(47,159)	<b>(13,831)</b>					(13,831)
Grants and other	(612,186)	<b>(131,989)</b>					(131,989)
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>722,843</b>	<b>575,911</b>					<b>575,911</b>
Add: Transfer from appropriated surplus	(202,315)	<b>(194,650)</b>					(194,650)
Add: Prior year (surplus) / deficit	(520,528)	<b>(381,261)</b>					(381,261)
<b>(Surplus) applied to future years</b>							



EA Community Planning

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
PD-0001 EV CHARGING STATIONS	145,820					145,820
<b>Total EA Community Planning</b>	145,820					145,820





**EA Community Planning  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	1,141,043	1,344,451	1,346,340	1,348,267	1,350,232
Contributions	246,887	5,000	5,000	5,000	5,000
Interest earned	22,821	26,889	26,927	26,965	27,004
Withdrawals for capital projects:					
Other transfers out of Reserve	66,300	30,000	30,000	30,000	30,000
<b>Closing Balance Reserve Fund</b>	<b>1,344,451</b>	<b>1,346,340</b>	<b>1,348,267</b>	<b>1,350,232</b>	<b>1,352,236</b>

**Regional Growth Strategy  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>18.9%</b>	3.5%	3.5%	3.5%	3.5%	
Property taxes	(948,683)	<b>(1,128,338)</b>	(1,167,830)	(1,208,704)	(1,251,009)	(1,294,794)	(6,050,675)
	(948,683)	<b>(1,128,338)</b>	(1,167,830)	(1,208,704)	(1,251,009)	(1,294,794)	(6,050,675)
Operating grants	(311,000)	<b>(399,680)</b>	(115,650)	(44,450)	(31,400)		(591,180)
Miscellaneous	(315,000)	<b>(568,969)</b>	(157,177)	(125,750)	(125,750)	(28,442)	(1,006,088)
<b>Total Operating Revenues</b>	<b>(1,574,683)</b>	<b>(2,096,987)</b>	<b>(1,440,657)</b>	<b>(1,378,904)</b>	<b>(1,408,159)</b>	<b>(1,323,236)</b>	<b>(7,647,943)</b>
<b>Operating Expenditures</b>							
Administration	124,157	<b>157,223</b>	161,940	166,798	171,802	175,238	833,001
Professional fees	994,768	<b>1,305,011</b>	434,039	335,675	330,825	212,385	2,617,935
Building ops	162,787	<b>159,882</b>	164,678	169,619	174,707	179,949	848,835
Veh & Equip ops	10,721	<b>10,465</b>	10,779	11,102	11,435	11,778	55,559
Operating costs	70,842	<b>64,417</b>	65,331	67,222	69,170	71,176	337,316
Program costs	16,000	<b>16,000</b>	16,480	16,974	17,484	18,008	84,946
Wages & benefits	544,674	<b>565,064</b>	584,841	605,310	626,496	648,424	3,030,135
Contributions to reserve funds	25,997	<b>53,933</b>	2,569	6,204	6,240	6,278	75,224
<b>Total Operating Expenditures</b>	<b>1,949,946</b>	<b>2,331,995</b>	<b>1,440,657</b>	<b>1,378,904</b>	<b>1,408,159</b>	<b>1,323,236</b>	<b>7,882,951</b>
<b>Operating (surplus)/deficit</b>	<b>375,263</b>	<b>235,008</b>					<b>235,008</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>375,263</b>	<b>235,008</b>					<b>235,008</b>
Add: Transfer from appropriated surplus	(294,678)	<b>(162,649)</b>					(162,649)
Add: Prior year (surplus) / deficit	(80,585)	<b>(72,359)</b>					(72,359)
<b>(Surplus) applied to future years</b>							



**Regional Growth Strategy  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	495,265	393,353	403,789	418,069	432,670
Contributions	53,933	2,569	6,204	6,240	6,278
Interest earned	9,905	7,867	8,076	8,361	8,653
Withdrawals for capital projects:					
Other transfers out of Reserve	165,750				
<b>Closing Balance Reserve Fund</b>	<b>393,353</b>	<b>403,789</b>	<b>418,069</b>	<b>432,670</b>	<b>447,601</b>



**Economic Development South  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>							
Property taxes	(68,900)	<b>(68,900)</b>	(68,900)	(68,900)	(68,900)	(68,900)	(344,500)
	(68,900)	<b>(68,900)</b>	(68,900)	(68,900)	(68,900)	(68,900)	(344,500)
<b>Total Operating Revenues</b>	(68,900)	<b>(68,900)</b>	(68,900)	(68,900)	(68,900)	(68,900)	(344,500)
<b>Operating Expenditures</b>							
Transfer to other gov/org	68,900	<b>68,900</b>	68,900	68,900	68,900	68,900	344,500
<b>Total Operating Expenditures</b>	68,900	<b>68,900</b>	68,900	68,900	68,900	68,900	344,500
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							



**Gabriola Island Health & Wellbeing Contribution Service**  
**FINANCIAL PLAN SUMMARY**  
**2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>				1.0%			
Property taxes			(101,592)	(102,612)	(102,612)	(102,612)	(409,428)
			(101,592)	(102,612)	(102,612)	(102,612)	(409,428)
<b>Total Operating Revenues</b>			(101,592)	(102,612)	(102,612)	(102,612)	(409,428)
<b>Operating Expenditures</b>							
Administration			992	2,012	2,012	2,012	7,028
Transfer to other gov/org			100,600	100,600	100,600	100,600	402,400
<b>Total Operating Expenditures</b>			101,592	102,612	102,612	102,612	409,428
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							

**Building Inspection  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>							
Operations	(1,509,675)	<b>(1,260,674)</b>	(1,410,802)	(1,510,807)	(1,645,723)	(1,932,825)	(7,760,831)
Operating grants	(46,750)	<b>(80,522)</b>	(80,522)	(80,522)	(80,522)	(80,522)	(402,610)
Interdepartmental recoveries	(24,000)	<b>(21,500)</b>	(21,500)	(21,500)	(21,500)	(21,500)	(107,500)
Miscellaneous	(241,324)	<b>(810,198)</b>	(425,022)	(361,231)	(267,430)	(23,000)	(1,886,881)
<b>Total Operating Revenues</b>	<b>(1,821,749)</b>	<b>(2,172,894)</b>	<b>(1,937,846)</b>	<b>(1,974,060)</b>	<b>(2,015,175)</b>	<b>(2,057,847)</b>	<b>(10,157,822)</b>
<b>Operating Expenditures</b>							
Administration	126,329	<b>143,822</b>	148,137	152,581	157,158	161,873	763,571
Professional fees	22,500	<b>2,000</b>	9,560	9,847	10,142	10,446	41,995
Building ops	157,819	<b>195,072</b>	200,924	206,952	213,160	219,555	1,035,663
Veh & Equip ops	26,800	<b>26,800</b>	27,515	28,245	28,995	29,865	141,420
Operating costs	316,578	<b>180,930</b>	183,795	168,886	153,528	137,710	824,849
Program costs	64,250	<b>122,022</b>	95,522	92,022	92,022	92,022	493,610
Wages & benefits	1,196,453	<b>1,190,718</b>	1,232,393	1,275,527	1,320,170	1,366,376	6,385,184
Transfer to other gov/org	10,000	<b>10,000</b>	10,000	10,000	10,000	10,000	50,000
Contributions to reserve funds	30,500	<b>7,000</b>	30,000	30,000	30,000	30,000	127,000
<b>Total Operating Expenditures</b>	<b>1,951,229</b>	<b>1,878,364</b>	<b>1,937,846</b>	<b>1,974,060</b>	<b>2,015,175</b>	<b>2,057,847</b>	<b>9,863,292</b>
<b>Operating (surplus)/deficit</b>	<b>129,480</b>	<b>(294,530)</b>					<b>(294,530)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	80,000	<b>45,000</b>					45,000
Transfer from reserves	(80,000)	<b>(41,150)</b>					(41,150)
<b>Net Capital Assets funded from Operations</b>		<b>3,850</b>					<b>3,850</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>129,480</b>	<b>(290,680)</b>					<b>(290,680)</b>
Add: Prior year (surplus) / deficit	(129,480)	<b>290,680</b>					290,680
<b>(Surplus) applied to future years</b>							

**Building Inspection**

**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
VH-0300 VEHICLE - BLDG INSPECTION	45,000					<b>45,000</b>
<b>Total Building Inspection</b>	45,000					<b>45,000</b>



**Building Inspection  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	1,676,398	945,078	569,308	246,313	10,659
Contributions	3,500	15,000	15,000	15,000	15,000
Interest earned	33,528	18,902	11,386	4,926	213
Withdrawals for capital projects:					
Other transfers out of Reserve	768,348	409,672	349,381	255,580	11,150
<b>Closing Balance Reserve Fund</b>	<b>945,078</b>	<b>569,308</b>	<b>246,313</b>	<b>10,659</b>	<b>14,722</b>
<b>RESERVE ACCOUNT FUNDS</b>					
<b>Opening Balance Reserve Account</b>	65,154	28,807	44,383	60,271	76,476
Contributions	3,500	15,000	15,000	15,000	15,000
Interest earned	1,303	576	888	1,205	1,530
Withdrawals for capital projects:					
VEHICLE - BLDG INSPECTION	(41,150)				
Total Withdrawals for capital projects	(41,150)				
<b>Closing Balance Reserve Account</b>	<b>28,807</b>	<b>44,383</b>	<b>60,271</b>	<b>76,476</b>	<b>93,006</b>





**Bylaw Enforcement  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>							
Interdepartmental recoveries	(805,702)	<b>(1,055,927)</b>	(1,141,227)	(1,117,856)	(1,154,826)	(1,193,049)	(5,662,885)
<b>Total Operating Revenues</b>	(805,702)	<b>(1,055,927)</b>	(1,141,227)	(1,117,856)	(1,154,826)	(1,193,049)	(5,662,885)
<b>Operating Expenditures</b>							
Administration	49,541	<b>69,550</b>	84,764	87,306	89,926	92,623	424,169
Professional fees	31,674	<b>5,674</b>	35,844	6,920	7,127	7,341	62,906
Building ops	82,162	<b>100,232</b>	103,239	106,336	109,526	112,812	532,145
Veh & Equip ops	16,552	<b>20,345</b>	20,955	21,584	22,232	22,898	108,014
Operating costs	35,770	<b>37,660</b>	38,643	39,655	40,698	41,772	198,428
Wages & benefits	574,003	<b>780,466</b>	807,782	836,055	865,317	895,603	4,185,223
Contributions to reserve funds	16,000	<b>42,000</b>	50,000	20,000	20,000	20,000	152,000
<b>Total Operating Expenditures</b>	805,702	<b>1,055,927</b>	1,141,227	1,117,856	1,154,826	1,193,049	5,662,885
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
Capital expenditures	45,000	<b>50,000</b>	50,000			50,000	150,000
Transfer from reserves	(45,000)	<b>(50,000)</b>	(50,000)			(50,000)	(150,000)
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year (Surplus) applied to future years</b>							



**Bylaw Enforcement**

**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
VH-0301 VEHICLE - BYLAW	50,000	50,000			50,000	<b>150,000</b>
<b>Total Bylaw Enforcement</b>	50,000	50,000			50,000	<b>150,000</b>

**Bylaw Enforcement  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE ACCOUNT FUNDS</b>					
<b>Opening Balance Reserve Account</b>	12,638	4,891	4,989	25,089	45,591
Contributions	42,000	50,000	20,000	20,000	20,000
Interest earned	253	98	100	502	912
Withdrawals for capital projects:					
VEHICLE - BYLAW	(50,000)	(50,000)			(50,000)
Total Withdrawals for capital projects	(50,000)	(50,000)			(50,000)
<b>Closing Balance Reserve Account</b>	<b>4,891</b>	<b>4,989</b>	<b>25,089</b>	<b>45,591</b>	<b>16,503</b>

**Animal Control EA A,B & C  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>42.8%</b>	7.0%	3.0%	3.0%	3.0%	
Property taxes	(62,882)	<b>(89,783)</b>	(96,070)	(98,971)	(101,958)	(105,036)	(491,818)
	(62,882)	<b>(89,783)</b>	(96,070)	(98,971)	(101,958)	(105,036)	(491,818)
Operations	(1,125)	<b>(1,125)</b>	(1,125)	(1,125)	(1,125)	(1,125)	(5,625)
<b>Total Operating Revenues</b>	<b>(64,007)</b>	<b>(90,908)</b>	<b>(97,195)</b>	<b>(100,096)</b>	<b>(103,083)</b>	<b>(106,161)</b>	<b>(497,443)</b>
<b>Operating Expenditures</b>							
Administration	3,323	<b>3,654</b>	3,764	3,877	3,993	4,113	19,401
Professional fees	2,500	<b>1,000</b>	1,030	1,061	1,093	1,126	5,310
Operating costs	58,779	<b>89,224</b>	91,901	94,658	97,497	100,422	473,702
Contributions to reserve funds	5,136	<b>2,814</b>	500	500	500	500	4,814
<b>Total Operating Expenditures</b>	<b>69,738</b>	<b>96,692</b>	<b>97,195</b>	<b>100,096</b>	<b>103,083</b>	<b>106,161</b>	<b>503,227</b>
<b>Operating (surplus)/deficit</b>	<b>5,731</b>	<b>5,784</b>					<b>5,784</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>5,731</b>	<b>5,784</b>					<b>5,784</b>
Add: Prior year (surplus) / deficit	(5,731)	<b>(5,784)</b>					(5,784)
<b>(Surplus) applied to future years</b>							



**Animal Control EA A,B,C  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	55,829	59,760	61,455	63,184	64,948
Contributions	2,814	500	500	500	500
Interest earned	1,117	1,195	1,229	1,264	1,299
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>59,760</b>	<b>61,455</b>	<b>63,184</b>	<b>64,948</b>	<b>66,747</b>

**Animal Control E,G & H  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>45.0%</b>	6.7%	3.2%	3.2%	3.2%	
Property taxes	(101,799)	<b>(147,648)</b>	(157,538)	(162,564)	(167,742)	(173,075)	(808,567)
	(101,799)	<b>(147,648)</b>	(157,538)	(162,564)	(167,742)	(173,075)	(808,567)
Operations	(10,525)	<b>(10,525)</b>	(10,525)	(10,525)	(10,525)	(10,525)	(52,625)
<b>Total Operating Revenues</b>	<b>(112,324)</b>	<b>(158,173)</b>	<b>(168,063)</b>	<b>(173,089)</b>	<b>(178,267)</b>	<b>(183,600)</b>	<b>(861,192)</b>
<b>Operating Expenditures</b>							
Administration	8,567	<b>9,250</b>	9,528	9,813	10,108	10,411	49,110
Professional fees	13,230	<b>10,625</b>	1,319	1,358	1,399	1,441	16,142
Operating costs	110,228	<b>156,974</b>	156,683	161,384	166,225	171,212	812,478
Contributions to reserve funds	1,702		533	534	535	536	2,138
<b>Total Operating Expenditures</b>	<b>133,727</b>	<b>176,849</b>	<b>168,063</b>	<b>173,089</b>	<b>178,267</b>	<b>183,600</b>	<b>879,868</b>
<b>Operating (surplus)/deficit</b>	<b>21,403</b>	<b>18,676</b>					<b>18,676</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>21,403</b>	<b>18,676</b>					<b>18,676</b>
Add: Transfer from appropriated surplus	(18,330)	<b>(15,725)</b>					(15,725)
Add: Prior year (surplus) / deficit	(3,073)	<b>(2,951)</b>					(2,951)
<b>(Surplus) applied to future years</b>							



**Animal Control E,G & H  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	47,952	48,911	50,422	51,964	53,538
Contributions		533	534	535	536
Interest earned	959	978	1,008	1,039	1,071
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>48,911</b>	<b>50,422</b>	<b>51,964</b>	<b>53,538</b>	<b>55,145</b>

**Animal Control EA F  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>61.2%</b>	10.0%	3.6%	3.0%	3.0%	
Property taxes	(29,814)	<b>(48,049)</b>	(52,856)	(54,757)	(56,408)	(58,108)	(270,178)
	(29,814)	<b>(48,049)</b>	(52,856)	(54,757)	(56,408)	(58,108)	(270,178)
Operations	(750)	<b>(750)</b>	(750)	(750)	(750)	(750)	(3,750)
<b>Total Operating Revenues</b>	<b>(30,564)</b>	<b>(48,799)</b>	<b>(53,606)</b>	<b>(55,507)</b>	<b>(57,158)</b>	<b>(58,858)</b>	<b>(273,928)</b>
<b>Operating Expenditures</b>							
Administration	1,016	<b>1,026</b>	1,057	1,088	1,121	1,155	5,447
Professional fees	2,500	<b>2,500</b>	2,575	2,652	2,732	2,814	13,273
Operating costs	29,577	<b>48,324</b>	49,774	51,267	52,805	54,389	256,559
Contributions to reserve funds	4,912	<b>1,465</b>	200	500	500	500	3,165
<b>Total Operating Expenditures</b>	<b>38,005</b>	<b>53,315</b>	<b>53,606</b>	<b>55,507</b>	<b>57,158</b>	<b>58,858</b>	<b>278,444</b>
<b>Operating (surplus)/deficit</b>	<b>7,441</b>	<b>4,516</b>					<b>4,516</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>7,441</b>	<b>4,516</b>					<b>4,516</b>
Add: Prior year (surplus) / deficit	(7,441)	<b>(4,516)</b>					(4,516)
<b>(Surplus) applied to future years</b>							





**Animal Control EA F  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	57,649	60,267	61,672	63,405	65,173
Contributions	1,465	200	500	500	500
Interest earned	1,153	1,205	1,233	1,268	1,303
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>60,267</b>	<b>61,672</b>	<b>63,405</b>	<b>65,173</b>	<b>66,976</b>

**NOISE CONTROL - AREA A  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>25.0%</b>	16.8%	2.9%	2.9%	2.9%	
Property taxes	(22,614)	<b>(28,270)</b>	(33,021)	(33,986)	(34,983)	(36,011)	(166,271)
	(22,614)	<b>(28,270)</b>	(33,021)	(33,986)	(34,983)	(36,011)	(166,271)
Operations	(225)	<b>(225)</b>	(225)	(225)	(225)	(225)	(1,125)
<b>Total Operating Revenues</b>	<b>(22,839)</b>	<b>(28,495)</b>	<b>(33,246)</b>	<b>(34,211)</b>	<b>(35,208)</b>	<b>(36,236)</b>	<b>(167,396)</b>
<b>Operating Expenditures</b>							
Administration	252	<b>252</b>	260	267	275	284	1,338
Professional fees	2,600	<b>2,650</b>	2,730	2,811	2,896	2,983	14,070
Operating costs	20,882	<b>27,724</b>	29,256	30,133	31,037	31,969	150,119
Contributions to reserve funds	5,544	<b>2,598</b>	1,000	1,000	1,000	1,000	6,598
<b>Total Operating Expenditures</b>	<b>29,278</b>	<b>33,224</b>	<b>33,246</b>	<b>34,211</b>	<b>35,208</b>	<b>36,236</b>	<b>172,125</b>
<b>Operating (surplus)/deficit</b>	<b>6,439</b>	<b>4,729</b>					<b>4,729</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>6,439</b>	<b>4,729</b>					<b>4,729</b>
Add: Prior year (surplus) / deficit	(6,439)	<b>(4,729)</b>					(4,729)
<b>(Surplus) applied to future years</b>							



**Noise Control EA A  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	24,252	27,335	28,882	30,460	32,069
Contributions	2,598	1,000	1,000	1,000	1,000
Interest earned	485	547	578	609	641
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>27,335</b>	<b>28,882</b>	<b>30,460</b>	<b>32,069</b>	<b>33,710</b>

**NOISE CONTROL - AREA B  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>17.9%</b>	26.9%	4.5%	2.9%	2.9%	
Property taxes	(21,287)	<b>(25,093)</b>	(31,838)	(33,269)	(34,229)	(35,218)	(159,647)
	(21,287)	<b>(25,093)</b>	(31,838)	(33,269)	(34,229)	(35,218)	(159,647)
Operations	(225)	<b>(225)</b>	(225)	(225)	(225)	(225)	(1,125)
<b>Total Operating Revenues</b>	(21,512)	<b>(25,318)</b>	(32,063)	(33,494)	(34,454)	(35,443)	(160,772)
<b>Operating Expenditures</b>							
Administration	284	<b>284</b>	293	301	310	320	1,508
Professional fees	3,000	<b>1,520</b>	1,566	1,613	1,661	1,711	8,071
Operating costs	20,832	<b>27,674</b>	29,204	30,080	30,983	31,912	149,853
Contributions to reserve funds	4,429	<b>1,139</b>	1,000	1,500	1,500	1,500	6,639
<b>Total Operating Expenditures</b>	28,545	<b>30,617</b>	32,063	33,494	34,454	35,443	166,071
<b>Operating (surplus)/deficit</b>	7,033	<b>5,299</b>					5,299
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	7,033	<b>5,299</b>					5,299
Add: Prior year (surplus) / deficit	(7,033)	<b>(5,299)</b>					(5,299)
<b>(Surplus) applied to future years</b>							



**Noise Control EA B  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	26,014	27,673	29,226	31,311	33,437
Contributions	1,139	1,000	1,500	1,500	1,500
Interest earned	520	553	585	626	669
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>27,673</b>	<b>29,226</b>	<b>31,311</b>	<b>33,437</b>	<b>35,606</b>

**NOISE CONTROL - AREA C  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>32.3%</b>	19.4%	2.9%	2.9%	2.9%	
Property taxes	(19,685)	<b>(26,053)</b>	(31,118)	(32,027)	(32,965)	(33,931)	(156,094)
	(19,685)	<b>(26,053)</b>	(31,118)	(32,027)	(32,965)	(33,931)	(156,094)
Operations	(225)	<b>(225)</b>	(225)	(225)	(225)	(225)	(1,125)
<b>Total Operating Revenues</b>	(19,910)	<b>(26,278)</b>	(31,343)	(32,252)	(33,190)	(34,156)	(157,219)
<b>Operating Expenditures</b>							
Administration	185	<b>185</b>	191	196	202	208	982
Professional fees	2,000	<b>1,020</b>	1,051	1,082	1,115	1,148	5,416
Operating costs	20,732	<b>27,574</b>	29,101	29,974	30,873	31,800	149,322
Contributions to reserve funds	2,714	<b>1,536</b>	1,000	1,000	1,000	1,000	5,536
<b>Total Operating Expenditures</b>	25,631	<b>30,315</b>	31,343	32,252	33,190	34,156	161,256
<b>Operating (surplus)/deficit</b>	5,721	<b>4,037</b>					4,037
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	5,721	<b>4,037</b>					4,037
Add: Prior year (surplus) / deficit	(5,721)	<b>(4,037)</b>					(4,037)
<b>(Surplus) applied to future years</b>							



**Noise Control EA C  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	23,776	25,788	27,304	28,850	30,427
Contributions	1,536	1,000	1,000	1,000	1,000
Interest earned	476	516	546	577	609
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>25,788</b>	<b>27,304</b>	<b>28,850</b>	<b>30,427</b>	<b>32,036</b>

**NOISE CONTROL - AREA E  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>27.6%</b>	18.1%	2.8%	2.8%	2.3%	
Property taxes	(22,218)	<b>(28,343)</b>	(33,479)	(34,408)	(35,368)	(36,199)	(167,797)
	(22,218)	<b>(28,343)</b>	(33,479)	(34,408)	(35,368)	(36,199)	(167,797)
Operations	(225)	<b>(225)</b>	(225)	(225)	(225)	(225)	(1,125)
<b>Total Operating Revenues</b>	<b>(22,443)</b>	<b>(28,568)</b>	<b>(33,704)</b>	<b>(34,633)</b>	<b>(35,593)</b>	<b>(36,424)</b>	<b>(168,922)</b>
<b>Operating Expenditures</b>							
Administration	187	<b>187</b>	193	198	204	210	992
Professional fees	2,000	<b>1,550</b>	1,597	1,644	1,694	1,745	8,230
Operating costs	20,757	<b>27,724</b>	29,256	30,133	31,037	31,969	150,119
Contributions to reserve funds	2,658	<b>3,222</b>	2,658	2,658	2,658	2,500	13,696
<b>Total Operating Expenditures</b>	<b>25,602</b>	<b>32,683</b>	<b>33,704</b>	<b>34,633</b>	<b>35,593</b>	<b>36,424</b>	<b>173,037</b>
<b>Operating (surplus)/deficit</b>	<b>3,159</b>	<b>4,115</b>					<b>4,115</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>3,159</b>	<b>4,115</b>					<b>4,115</b>
Add: Prior year (surplus) / deficit	(3,159)	<b>(4,115)</b>					(4,115)
<b>(Surplus) applied to future years</b>							





**Noise Control EA E  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	20,420	24,050	27,189	30,391	33,657
Contributions	3,222	2,658	2,658	2,658	2,500
Interest earned	408	481	544	608	673
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>24,050</b>	<b>27,189</b>	<b>30,391</b>	<b>33,657</b>	<b>36,830</b>

**NOISE CONTROL - AREA G  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>29.3%</b>	18.5%	2.8%	2.8%	2.8%	
Property taxes	(21,472)	<b>(27,769)</b>	(32,905)	(33,835)	(34,795)	(35,784)	(165,088)
	(21,472)	<b>(27,769)</b>	(32,905)	(33,835)	(34,795)	(35,784)	(165,088)
Operations	(225)	<b>(225)</b>	(225)	(225)	(225)	(225)	(1,125)
<b>Total Operating Revenues</b>	<b>(21,697)</b>	<b>(27,994)</b>	<b>(33,130)</b>	<b>(34,060)</b>	<b>(35,020)</b>	<b>(36,009)</b>	<b>(166,213)</b>
<b>Operating Expenditures</b>							
Administration	189	<b>189</b>	195	201	207	213	1,005
Professional fees	2,000	<b>1,550</b>	1,597	1,644	1,694	1,745	8,230
Operating costs	20,782	<b>27,724</b>	29,256	30,133	31,037	31,969	150,119
Contributions to reserve funds	4,389	<b>2,646</b>	2,082	2,082	2,082	2,082	10,974
<b>Total Operating Expenditures</b>	<b>27,360</b>	<b>32,109</b>	<b>33,130</b>	<b>34,060</b>	<b>35,020</b>	<b>36,009</b>	<b>170,328</b>
<b>Operating (surplus)/deficit</b>	<b>5,663</b>	<b>4,115</b>					<b>4,115</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>5,663</b>	<b>4,115</b>					<b>4,115</b>
Add: Prior year (surplus) / deficit	(5,663)	<b>(4,115)</b>					(4,115)
<b>(Surplus) applied to future years</b>							



**Noise Control EA G  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	16,162	19,131	21,596	24,110	26,674
Contributions	2,646	2,082	2,082	2,082	2,082
Interest earned	323	383	432	482	533
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>19,131</b>	<b>21,596</b>	<b>24,110</b>	<b>26,674</b>	<b>29,289</b>

**Hazardous Properties  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>12.0%</b>	19.8%	5.9%	2.9%	2.9%	
Property taxes	(25,909)	<b>(29,029)</b>	(34,772)	(36,816)	(37,890)	(38,996)	(177,503)
	(25,909)	<b>(29,029)</b>	(34,772)	(36,816)	(37,890)	(38,996)	(177,503)
Miscellaneous	(275,000)	<b>(150,000)</b>	(150,000)	(150,000)	(150,000)	(150,000)	(750,000)
<b>Total Operating Revenues</b>	<b>(300,909)</b>	<b>(179,029)</b>	<b>(184,772)</b>	<b>(186,816)</b>	<b>(187,890)</b>	<b>(188,996)</b>	<b>(927,503)</b>
<b>Operating Expenditures</b>							
Administration	324	<b>1,406</b>	1,448	1,492	1,536	1,582	7,464
Professional fees	27,500	<b>4,000</b>	4,120	4,244	4,371	4,502	21,237
Operating costs	20,832	<b>27,674</b>	29,204	30,080	30,983	31,912	149,853
Program costs	250,000	<b>150,000</b>	150,000	150,000	150,000	150,000	750,000
Contributions to reserve funds		<b>20,286</b>		1,000	1,000	1,000	23,286
<b>Total Operating Expenditures</b>	<b>298,656</b>	<b>203,366</b>	<b>184,772</b>	<b>186,816</b>	<b>187,890</b>	<b>188,996</b>	<b>951,840</b>
<b>Operating (surplus)/deficit</b>	<b>(2,253)</b>	<b>24,337</b>					<b>24,337</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>(2,253)</b>	<b>24,337</b>					<b>24,337</b>
Add: Prior year (surplus) / deficit	2,253	<b>(24,337)</b>					(24,337)
<b>(Surplus) applied to future years</b>							



**Hazardous Properties  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	77,217	99,047	101,028	104,049	107,130
Contributions	20,286		1,000	1,000	1,000
Interest earned	1,544	1,981	2,021	2,081	2,143
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>99,047</b>	<b>101,028</b>	<b>104,049</b>	<b>107,130</b>	<b>110,273</b>

**Unsightly Premises  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>36.7%</b>	9.4%	4.0%	3.5%	3.5%	
Property taxes	(21,078)	<b>(28,806)</b>	(31,499)	(32,759)	(33,906)	(35,093)	(162,063)
	(21,078)	<b>(28,806)</b>	(31,499)	(32,759)	(33,906)	(35,093)	(162,063)
Operations	(150)	<b>(150)</b>	(150)	(150)	(150)	(150)	(750)
Miscellaneous	(150,000)	<b>(150,000)</b>	(150,000)	(150,000)	(150,000)	(150,000)	(750,000)
<b>Total Operating Revenues</b>	<b>(171,228)</b>	<b>(178,956)</b>	(181,649)	(182,909)	(184,056)	(185,243)	(912,813)
<b>Operating Expenditures</b>							
Administration	225	<b>225</b>	232	239	246	253	1,195
Professional fees	2,000	<b>550</b>	567	583	601	619	2,920
Operating costs	21,182	<b>28,024</b>	29,565	30,452	31,365	32,306	151,712
Program costs	150,000	<b>150,000</b>	150,000	150,000	150,000	150,000	750,000
Contributions to reserve funds	3,708	<b>4,440</b>	1,285	1,635	1,844	2,065	11,269
<b>Total Operating Expenditures</b>	<b>177,115</b>	<b>183,239</b>	181,649	182,909	184,056	185,243	917,096
<b>Operating (surplus)/deficit</b>	<b>5,887</b>	<b>4,283</b>					4,283
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>5,887</b>	<b>4,283</b>					4,283
Add: Prior year (surplus) / deficit	(5,887)	<b>(4,283)</b>					(4,283)
<b>(Surplus) applied to future years</b>							

**Unsightly Premises  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	39,007	44,227	46,397	48,960	51,783
Contributions	4,440	1,285	1,635	1,844	2,065
Interest earned	780	885	928	979	1,036
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>44,227</b>	<b>46,397</b>	<b>48,960</b>	<b>51,783</b>	<b>54,884</b>

**Emergency Planning  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>52.2%</b>	3.2%	14.9%	3.3%	3.3%	
Property taxes	(497,791)	<b>(757,586)</b>	(781,907)	(898,513)	(928,085)	(958,640)	(4,324,731)
	(497,791)	<b>(757,586)</b>	(781,907)	(898,513)	(928,085)	(958,640)	(4,324,731)
Municipal agreements	(46,241)	<b>(69,414)</b>	(71,496)	(73,641)	(75,851)	(78,126)	(368,528)
Operating grants	(298,778)	<b>(599,324)</b>					(599,324)
Miscellaneous			(87,984)				(87,984)
<b>Total Operating Revenues</b>	<b>(842,810)</b>	<b>(1,426,324)</b>	<b>(941,387)</b>	<b>(972,154)</b>	<b>(1,003,936)</b>	<b>(1,036,766)</b>	<b>(5,380,567)</b>
<b>Operating Expenditures</b>							
Administration	93,893	<b>101,378</b>	104,419	107,551	110,778	114,101	538,227
Professional fees	386,859	<b>236,969</b>	173,609	178,817	184,182	189,707	963,284
Building ops	800	<b>800</b>	824	849	874	900	4,247
Veh & Equip ops	14,558	<b>20,808</b>	21,432	22,075	22,737	23,420	110,472
Operating costs	84,864	<b>86,866</b>	89,351	91,911	94,548	97,263	459,939
Program costs	15,000	<b>526,546</b>					526,546
Wages & benefits	345,513	<b>511,200</b>	529,092	547,611	566,777	586,614	2,741,294
Transfer to other gov/org	22,000	<b>22,000</b>	22,660	23,340	24,040	24,761	116,801
Contributions to reserve funds	2,252	<b>87,984</b>					87,984
<b>Total Operating Expenditures</b>	<b>965,739</b>	<b>1,594,551</b>	<b>941,387</b>	<b>972,154</b>	<b>1,003,936</b>	<b>1,036,766</b>	<b>5,548,794</b>
<b>Operating (surplus)/deficit</b>	<b>122,929</b>	<b>168,227</b>					<b>168,227</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	2,800	<b>340,000</b>					340,000
Transfer from reserves		<b>(340,000)</b>					(340,000)
<b>Net Capital Assets funded from Operations</b>	<b>2,800</b>						
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>125,729</b>	<b>168,227</b>					<b>168,227</b>
Add: Transfer from appropriated surplus	(98,423)	<b>(59,398)</b>					(59,398)
Add: Prior year (surplus) / deficit	(27,306)	<b>(108,829)</b>					(108,829)
<b>(Surplus) applied to future years</b>							





**Emergency Planning**

**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
MJ-1900 MAJOR CAP - EMERGENCY PLANNING	255,000					<b>255,000</b>
VH-1900 VEHICLE - EMERGENCY PLANNING	85,000					<b>85,000</b>
<b>Total Emergency Planning</b>	<b>340,000</b>					<b>340,000</b>

**Emergency Planning  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	381,956	74,595	76,087	77,609	79,161
Interest earned	7,639	1,492	1,522	1,552	1,583
Withdrawals for capital projects:					
MAJOR CAP - EMERGENCY PLANNING	(255,000)				
VEHICLE - EMERGENCY PLANNING	(60,000)				
Total Withdrawals for capital projects	(315,000)				
<b>Closing Balance Reserve Fund</b>	<b>74,595</b>	<b>76,087</b>	<b>77,609</b>	<b>79,161</b>	<b>80,744</b>
<b>RESERVE ACCOUNT FUNDS</b>					
<b>Opening Balance Reserve Account</b>	29,616	5,208	5,312	5,418	5,526
Interest earned	592	104	106	108	111
Withdrawals for capital projects:					
VEHICLE - EMERGENCY PLANNING	(25,000)				
Total Withdrawals for capital projects	(25,000)				
<b>Closing Balance Reserve Account</b>	<b>5,208</b>	<b>5,312</b>	<b>5,418</b>	<b>5,526</b>	<b>5,637</b>

**D68 Search & Rescue  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>0.1%</b>	3.2%	0.1%	0.1%	0.1%	
Property taxes	(51,665)	<b>(51,724)</b>	(53,354)	(53,386)	(53,419)	(53,454)	(265,337)
	(51,665)	<b>(51,724)</b>	(53,354)	(53,386)	(53,419)	(53,454)	(265,337)
Grants in lieu of taxes	(203)	<b>(203)</b>	(203)	(203)	(203)	(203)	(1,015)
Interdepartmental recoveries	(1,220)	<b>(1,221)</b>					(1,221)
<b>Total Operating Revenues</b>	<b>(53,088)</b>	<b>(53,148)</b>	(53,557)	(53,589)	(53,622)	(53,657)	(267,573)
<b>Operating Expenditures</b>							
Administration	1,050	<b>1,050</b>	1,082	1,114	1,147	1,182	5,575
Transfer to other gov/org	52,475	<b>52,475</b>	52,475	52,475	52,475	52,475	262,375
<b>Total Operating Expenditures</b>	<b>53,525</b>	<b>53,525</b>	53,557	53,589	53,622	53,657	267,950
<b>Operating (surplus)/deficit</b>	<b>437</b>	<b>377</b>					<b>377</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>437</b>	<b>377</b>					<b>377</b>
Add: Prior year (surplus) / deficit	(437)	<b>(377)</b>					(377)
<b>(Surplus) applied to future years</b>							



**D69 Marine Search & Rescue  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>0.4%</b>	0.1%	0.1%	0.1%	0.1%	
Property taxes	(17,775)	<b>(17,850)</b>	(17,861)	(17,871)	(17,882)	(17,894)	(89,358)
	(17,775)	<b>(17,850)</b>	(17,861)	(17,871)	(17,882)	(17,894)	(89,358)
<b>Total Operating Revenues</b>	(17,775)	<b>(17,850)</b>	(17,861)	(17,871)	(17,882)	(17,894)	(89,358)
<b>Operating Expenditures</b>							
Administration	275	<b>350</b>	361	371	382	394	1,858
Transfer to other gov/org	17,500	<b>17,500</b>	17,500	17,500	17,500	17,500	87,500
<b>Total Operating Expenditures</b>	17,775	<b>17,850</b>	17,861	17,871	17,882	17,894	89,358
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							



**D69 Land Search & Rescue  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>0.4%</b>					
Property taxes	(30,340)	<b>(30,470)</b>	(30,484)	(30,499)	(30,514)	(30,529)	(152,496)
	(30,340)	<b>(30,470)</b>	(30,484)	(30,499)	(30,514)	(30,529)	(152,496)
<b>Total Operating Revenues</b>	(30,340)	<b>(30,470)</b>	(30,484)	(30,499)	(30,514)	(30,529)	(152,496)
<b>Operating Expenditures</b>							
Administration	340	<b>470</b>	484	499	514	529	2,496
Transfer to other gov/org	30,000	<b>30,000</b>	30,000	30,000	30,000	30,000	150,000
<b>Total Operating Expenditures</b>	30,340	<b>30,470</b>	30,484	30,499	30,514	30,529	152,496
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							

**D68 E911  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>17.9%</b>	9.3%	3.0%	3.0%	3.0%	
Property taxes	(128,362)	<b>(151,295)</b>	(165,304)	(170,262)	(175,371)	(180,632)	(842,864)
	(128,362)	<b>(151,295)</b>	(165,304)	(170,262)	(175,371)	(180,632)	(842,864)
Miscellaneous		<b>(11,372)</b>					(11,372)
<b>Total Operating Revenues</b>	(128,362)	<b>(162,667)</b>	(165,304)	(170,262)	(175,371)	(180,632)	(854,236)
<b>Operating Expenditures</b>							
Administration	12,142	<b>13,043</b>	13,434	13,837	14,252	14,680	69,246
Veh & Equip ops	26,100	<b>26,100</b>	11,883	12,239	12,607	12,985	75,814
Operating costs	9,920	<b>9,920</b>	10,218	10,524	10,840	11,165	52,667
Transfer to other gov/org	106,825	<b>137,030</b>	129,769	133,662	137,672	141,802	679,935
<b>Total Operating Expenditures</b>	154,987	<b>186,093</b>	165,304	170,262	175,371	180,632	877,662
<b>Operating (surplus)/deficit</b>	26,625	<b>23,426</b>					23,426
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	26,625	<b>23,426</b>					23,426
Add: Transfer from appropriated surplus	(15,000)	<b>(15,000)</b>					(15,000)
Add: Prior year (surplus) / deficit	(11,625)	<b>(8,426)</b>					(8,426)
<b>(Surplus) applied to future years</b>							



**D68 E911  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	126,385	128,913	131,491	134,121	136,803
Interest earned	2,528	2,578	2,630	2,682	2,736
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>128,913</b>	<b>131,491</b>	<b>134,121</b>	<b>136,803</b>	<b>139,539</b>

**D69 E911  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>10.5%</b>	6.6%	3.2%	3.2%	3.0%	
Property taxes	(697,001)	<b>(770,357)</b>	(821,297)	(847,462)	(874,375)	(900,607)	(4,214,098)
	(697,001)	<b>(770,357)</b>	(821,297)	(847,462)	(874,375)	(900,607)	(4,214,098)
<b>Total Operating Revenues</b>	(697,001)	<b>(770,357)</b>	(821,297)	(847,462)	(874,375)	(900,607)	(4,214,098)
<b>Operating Expenditures</b>							
Administration	22,944	<b>24,396</b>	25,128	25,882	26,658	27,458	129,522
Professional fees	500	<b>500</b>	515	530	546	563	2,654
Operating costs	6,500	<b>6,500</b>	6,695	6,896	7,103	7,316	34,510
Transfer to other gov/org	667,557	<b>736,295</b>	788,959	814,154	840,068	865,270	4,044,746
<b>Total Operating Expenditures</b>	697,501	<b>767,691</b>	821,297	847,462	874,375	900,607	4,211,432
<b>Operating (surplus)/deficit</b>	500	<b>(2,666)</b>					(2,666)
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	500	<b>(2,666)</b>					(2,666)
Add: Prior year (surplus) / deficit	(500)	<b>2,666</b>					2,666
<b>(Surplus) applied to future years</b>							





**D68 Community Justice  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>			0.1%	0.1%	0.1%	0.1%	
Property taxes	(21,420)	<b>(21,420)</b>	(21,433)	(21,446)	(21,459)	(21,473)	(107,231)
	(21,420)	<b>(21,420)</b>	(21,433)	(21,446)	(21,459)	(21,473)	(107,231)
<b>Total Operating Revenues</b>	(21,420)	<b>(21,420)</b>	(21,433)	(21,446)	(21,459)	(21,473)	(107,231)
<b>Operating Expenditures</b>							
Administration	420	<b>420</b>	433	446	459	473	2,231
Transfer to other gov/org	21,000	<b>21,000</b>	21,000	21,000	21,000	21,000	105,000
<b>Total Operating Expenditures</b>	21,420	<b>21,420</b>	21,433	21,446	21,459	21,473	107,231
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							



**D69 Community Justice  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>11.3%</b>	0.1%	0.1%	0.1%	0.1%	
Property taxes	(79,477)	<b>(89,318)</b>	(89,434)	(89,480)	(89,530)	(89,581)	(447,343)
Parcel taxes	(85,780)	<b>(94,657)</b>	(94,782)	(94,836)	(94,889)	(94,945)	(474,109)
	(165,257)	<b>(183,975)</b>	(184,216)	(184,316)	(184,419)	(184,526)	(921,452)
<b>Total Operating Revenues</b>	(165,257)	<b>(183,975)</b>	(184,216)	(184,316)	(184,419)	(184,526)	(921,452)
<b>Operating Expenditures</b>							
Administration	3,244	<b>3,244</b>	3,342	3,442	3,545	3,652	17,225
Transfer to other gov/org	162,220	<b>180,874</b>	180,874	180,874	180,874	180,874	904,370
<b>Total Operating Expenditures</b>	165,464	<b>184,118</b>	184,216	184,316	184,419	184,526	921,595
<b>Operating (surplus)/deficit</b>	207	<b>143</b>					143
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	207	<b>143</b>					143
Add: Prior year (surplus) / deficit	(207)	<b>(143)</b>					(143)
<b>(Surplus) applied to future years</b>							



**Fire - Administration**  
**FINANCIAL PLAN SUMMARY**  
**2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>							
Operating grants		<b>(119,545)</b>					(119,545)
Interdepartmental recoveries	(287,583)	<b>(660,957)</b>	(794,429)	(821,530)	(849,565)	(878,564)	(4,005,045)
<b>Total Operating Revenues</b>	(287,583)	<b>(780,502)</b>	(794,429)	(821,530)	(849,565)	(878,564)	(4,124,590)
<b>Operating Expenditures</b>							
Administration	5,450	<b>9,950</b>	10,249	10,556	10,873	11,199	52,827
Professional fees	52,000	<b>53,000</b>	54,590	56,228	57,915	59,652	281,385
Veh & Equip ops	1,430	<b>3,143</b>	3,237	3,334	3,434	3,537	16,685
Operating costs	7,060	<b>152,004</b>	36,927	37,944	38,991	40,069	305,935
Wages & benefits	307,024	<b>663,697</b>	686,926	710,968	735,852	761,607	3,559,050
Transfer to other gov/org	2,150	<b>2,500</b>	2,500	2,500	2,500	2,500	12,500
<b>Total Operating Expenditures</b>	375,114	<b>884,294</b>	794,429	821,530	849,565	878,564	4,228,382
<b>Operating (surplus)/deficit</b>	87,531	<b>103,792</b>					103,792
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	87,531	<b>103,792</b>					103,792
Add: Transfer from appropriated surplus	(50,000)	<b>(50,500)</b>					(50,500)
Add: Prior year (surplus) / deficit	(37,531)	<b>(53,292)</b>					(53,292)
<b>(Surplus) applied to future years</b>							

**Fire - Dashwood Firehall Construction  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>54.3%</b>	358.1%				
Property taxes	(68,289)	<b>(105,400)</b>	(482,839)	(482,914)	(482,991)	(483,070)	(2,037,214)
	(68,289)	<b>(105,400)</b>	(482,839)	(482,914)	(482,991)	(483,070)	(2,037,214)
<b>Total Operating Revenues</b>	(68,289)	<b>(105,400)</b>	(482,839)	(482,914)	(482,991)	(483,070)	(2,037,214)
<b>Operating Expenditures</b>							
Administration	1,856	<b>2,416</b>	2,488	2,563	2,640	2,719	12,826
Debt interest	128,074	<b>198,365</b>	280,964	280,964	280,964	280,964	1,322,221
<b>Total Operating Expenditures</b>	129,930	<b>200,781</b>	283,452	283,527	283,604	283,683	1,335,047
<b>Operating (surplus)/deficit</b>	61,641	<b>95,381</b>	(199,387)	(199,387)	(199,387)	(199,387)	(702,167)
<b>Capital Asset Expenditures</b>							
Capital expenditures	5,923,621	<b>4,623,824</b>					4,623,824
Transfer from reserves		<b>(922,274)</b>					(922,274)
New borrowing	(5,923,621)	<b>(3,701,550)</b>					(3,701,550)
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
Existing debt (principal)			(104,000)	(104,000)	(104,000)	(104,000)	(416,000)
New debt (principal & interest)	59,236	<b>37,016</b>	303,387	303,387	303,387	303,387	1,250,564
<b>Total Capital Financing Charges</b>	59,236	<b>37,016</b>	199,387	199,387	199,387	199,387	834,564
<b>Net (surplus)/deficit for the year</b>	120,877	<b>132,397</b>					132,397
Add: Transfer from appropriated surplus	(113,617)	<b>(132,524)</b>					(132,524)
Add: Prior year (surplus) / deficit	(7,260)	<b>127</b>					127
<b>(Surplus) applied to future years</b>							



**Fire - Dashwood Firehall Construction**

**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
FR-0012 DASHWOOD FIREHALL REPLCMNT CONSTRUCTION	4,623,824					<b>4,623,824</b>
<b>Total Fire - Dashwood Firehall Construction</b>	<b>4,623,824</b>					<b>4,623,824</b>



**Fire - Dashwood Firehall Construction  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>New Borrowing</b>					
DASHWOOD FIREHALL REPLCMNT CONSTRUCTION	3,701,550				
<b>Total New Borrowing</b>	<b>3,701,550</b>				
New Debt Principal/Int		303,387			
New Debt Principal/Int(Cumulative)		303,387	303,387	303,387	303,387
Borrowing cost	37,016				



**Fire - Meadowood**  
**FINANCIAL PLAN SUMMARY**  
**2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>							
Parcel taxes	(89,347)	<b>(89,348)</b>	(89,348)	(89,348)	(89,348)	(89,348)	(446,740)
	(89,347)	<b>(89,348)</b>	(89,348)	(89,348)	(89,348)	(89,348)	(446,740)
<b>Total Operating Revenues</b>	(89,347)	<b>(89,348)</b>	(89,348)	(89,348)	(89,348)	(89,348)	(446,740)
<b>Operating Expenditures</b>							
Administration	1,454	<b>1,454</b>	1,454	1,454	1,454	1,454	7,270
Debt interest	22,700	<b>22,700</b>	22,700	22,700	22,700	22,700	113,500
<b>Total Operating Expenditures</b>	24,154	<b>24,154</b>	24,154	24,154	24,154	24,154	120,770
<b>Operating (surplus)/deficit</b>	(65,193)	<b>(65,194)</b>	(65,194)	(65,194)	(65,194)	(65,194)	(325,970)
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
Existing debt (principal)	65,194	<b>65,194</b>	65,194	65,194	65,194	65,194	325,970
<b>Total Capital Financing Charges</b>	65,194	<b>65,194</b>	65,194	65,194	65,194	65,194	325,970
<b>Net (surplus)/deficit for the year</b>	1						
Add: Prior year (surplus) / deficit	(1)						
<b>(Surplus) applied to future years</b>							

**Fire - Nanaimo River  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>(55.3%)</b>			<b>(100.0%)</b>		
Property taxes	(3,980)	<b>(1,780)</b>	(1,780)	(1,780)			(5,340)
	(3,980)	<b>(1,780)</b>	(1,780)	(1,780)			(5,340)
<b>Total Operating Revenues</b>	<b>(3,980)</b>	<b>(1,780)</b>	(1,780)	(1,780)			(5,340)
<b>Operating Expenditures</b>							
Administration	1,576	<b>765</b>	765	765			2,295
Professional fees	2,000	<b>2,000</b>					2,000
Debt interest	318	<b>318</b>	318	318			954
<b>Total Operating Expenditures</b>	<b>3,894</b>	<b>3,083</b>	1,083	1,083			5,249
<b>Operating (surplus)/deficit</b>	<b>(86)</b>	<b>1,303</b>	(697)	(697)			(91)
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
Existing debt (principal)	697	<b>697</b>	697	697			2,091
<b>Total Capital Financing Charges</b>	<b>697</b>	<b>697</b>	697	697			2,091
<b>Net (surplus)/deficit for the year</b>	<b>611</b>	<b>2,000</b>					2,000
Add: Transfer from appropriated surplus		<b>(2,000)</b>					(2,000)
Add: Prior year (surplus) / deficit	(611)						
<b>(Surplus) applied to future years</b>							





**Fire - Nanaimo River  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	241,088	245,910	250,828	255,845	260,962
Interest earned	4,822	4,918	5,017	5,117	5,219
Withdrawals for capital projects:					
<b>Closing Balance Reserve Fund</b>	<b>245,910</b>	<b>250,828</b>	<b>255,845</b>	<b>260,962</b>	<b>266,181</b>

**Fire - Coombs Hilliers  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>23.0%</b>	23.0%	10.0%	10.0%	10.0%	
Property taxes	(806,586)	<b>(992,101)</b>	(1,220,284)	(1,342,313)	(1,476,544)	(1,624,198)	(6,655,440)
	(806,586)	<b>(992,101)</b>	(1,220,284)	(1,342,313)	(1,476,544)	(1,624,198)	(6,655,440)
Miscellaneous	(25,000)						
<b>Total Operating Revenues</b>	<b>(831,586)</b>	<b>(992,101)</b>	(1,220,284)	(1,342,313)	(1,476,544)	(1,624,198)	(6,655,440)
<b>Operating Expenditures</b>							
Administration	62,449	<b>173,349</b>	178,549	183,906	189,423	195,106	920,333
Professional fees	5,500	<b>5,500</b>	5,665	5,835	6,010	6,190	29,200
Building ops	70,374	<b>73,984</b>	76,204	78,490	80,844	83,270	392,792
Veh & Equip ops	117,820	<b>127,120</b>	130,934	134,862	138,907	143,075	674,898
Operating costs	127,089	<b>136,739</b>	140,841	145,066	149,418	153,901	725,965
Wages & benefits	299,523	<b>390,999</b>	404,684	418,848	433,508	448,680	2,096,719
Contributions to reserve funds	170,773	<b>50,305</b>	249,767	203,039	333,593	434,564	1,271,268
Debt interest	5,785	<b>6,102</b>	5,627	26,369	16,389	10,710	65,197
<b>Total Operating Expenditures</b>	<b>859,313</b>	<b>964,098</b>	1,192,271	1,196,415	1,348,092	1,475,496	6,176,372
<b>Operating (surplus)/deficit</b>	<b>27,727</b>	<b>(28,003)</b>	(28,013)	(145,898)	(128,452)	(148,702)	(479,068)
<b>Capital Asset Expenditures</b>							
Capital expenditures	601,113	<b>475,793</b>	1,104,423		125,000	645,250	2,350,466
Transfer from reserves	(584,813)	<b>(467,793)</b>	(515,000)		(125,000)	(425,000)	(1,532,793)
New borrowing			(589,423)			(200,000)	(789,423)
<b>Net Capital Assets funded from Operations</b>	<b>16,300</b>	<b>8,000</b>				20,250	28,250
<b>Capital Financing Charges</b>							
Existing debt (principal)	17,446	<b>28,013</b>	22,119	99,061	81,615	79,615	310,423
New debt (principal & interest)			5,894	46,837	46,837	48,837	148,405
<b>Total Capital Financing Charges</b>	<b>17,446</b>	<b>28,013</b>	28,013	145,898	128,452	128,452	458,828
<b>Net (surplus)/deficit for the year</b>	<b>61,473</b>	<b>8,010</b>					8,010
Add: Transfer from appropriated surplus		<b>(8,000)</b>					(8,000)
Add: Prior year (surplus) / deficit	(61,473)	<b>(10)</b>					(10)
<b>(Surplus) applied to future years</b>							



Fire - Coombs Hilliers

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
FR-0011 COOMBS HILLIERS FIREHALL 2 RECONSTRUCT					70,250	<b>70,250</b>
MJ-2020 MAJOR CAP - FIRE COOMBS HILLIERS	36,000					<b>36,000</b>
PC-2020 COMPUTER - COOMBS HILLIERS	8,000					<b>8,000</b>
VH-2020 VEHICLE - FIRE COOMBS HILLIERS	431,793	1,104,423		125,000	575,000	<b>2,236,216</b>
<b>Total Fire - Coombs Hilliers</b>	<b>475,793</b>	<b>1,104,423</b>		<b>125,000</b>	<b>645,250</b>	<b>2,350,466</b>



**Fire - Coombs Hilliers  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	335,262	326,872	63,176	262,479	471,322
Contributions	45,305	244,767	198,039	328,593	429,564
Interest earned	6,705	6,537	1,264	5,250	9,426
Withdrawals for capital projects:					
COOMBS HILLIERS FIREHALL 2 RECONSTRUCT					(50,000)
MAJOR CAP - FIRE COOMBS HILLIERS	(36,000)				
VEHICLE - FIRE COOMBS HILLIERS	(24,400)	(515,000)		(125,000)	(375,000)
Total Withdrawals for capital projects	(60,400)	(515,000)		(125,000)	(425,000)
<b>Closing Balance Reserve Fund</b>	<b>326,872</b>	<b>63,176</b>	<b>262,479</b>	<b>471,322</b>	<b>485,312</b>
<b>RESERVE ACCOUNT FUNDS</b>					
Withdrawals for capital projects:					
VEHICLE - FIRE COOMBS HILLIERS	(407,393)				
Total Withdrawals for capital projects	(407,393)				
<b>Closing Balance Reserve Account</b>	<b>(407,393)</b>				
<b>New Borrowing</b>					
VEHICLE - FIRE COOMBS HILLIERS		589,423			200,000
<b>Total New Borrowing</b>		<b>589,423</b>			<b>200,000</b>
New Debt Principal/Int			46,837		
New Debt Principal/Int(Cumulative)			46,837	46,837	46,837
Borrowing cost		5,894			2,000

**Fire - Errington  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>20.0%</b>	20.0%	34.0%	3.0%	3.0%	
Property taxes	(927,764)	<b>(1,113,317)</b>	(1,335,980)	(1,790,214)	(1,843,920)	(1,899,238)	(7,982,669)
	(927,764)	<b>(1,113,317)</b>	(1,335,980)	(1,790,214)	(1,843,920)	(1,899,238)	(7,982,669)
Miscellaneous		<b>(5,000)</b>					(5,000)
<b>Total Operating Revenues</b>	(927,764)	<b>(1,118,317)</b>	(1,335,980)	(1,790,214)	(1,843,920)	(1,899,238)	(7,987,669)
<b>Operating Expenditures</b>							
Administration	44,076	<b>119,010</b>	122,580	126,258	130,045	133,947	631,840
Professional fees	400	<b>400</b>	412	424	437	450	2,123
Building ops	4,918	<b>5,204</b>	5,360	5,521	5,686	5,857	27,628
Veh & Equip ops	10,122	<b>10,000</b>	10,300	10,609	10,927	31,255	73,091
Operating costs	3,774	<b>3,812</b>	3,927	4,044	4,166	4,291	20,240
Transfer to other gov/org	698,907	<b>806,266</b>	830,454	855,368	881,029	907,459	4,280,576
Contributions to reserve funds	113,432	<b>176,669</b>	153,094	184,858	213,448	222,747	950,816
Debt interest	1,415	<b>6,875</b>	19,800	14,850	9,900	4,950	56,375
<b>Total Operating Expenditures</b>	877,044	<b>1,128,236</b>	1,145,927	1,201,932	1,255,638	1,310,956	6,042,689
<b>Operating (surplus)/deficit</b>	(50,720)	<b>9,919</b>	(190,053)	(588,282)	(588,282)	(588,282)	(1,944,980)
<b>Capital Asset Expenditures</b>							
Capital expenditures	130,000	<b>1,147,319</b>	6,081,863	350,000	60,000	100,000	7,739,182
Transfer from reserves	(130,000)	<b>(577,456)</b>	(43,000)	(350,000)	(60,000)	(100,000)	(1,130,456)
New borrowing		<b>(550,000)</b>	(6,019,000)				(6,569,000)
<b>Net Capital Assets funded from Operations</b>		<b>19,863</b>	19,863				39,726
<b>Capital Financing Charges</b>							
Existing debt (principal)	83,608		64,921	64,921	64,921	64,921	259,684
New debt (principal & interest)		<b>5,500</b>	105,269	523,361	523,361	523,361	1,680,852
<b>Total Capital Financing Charges</b>	83,608	<b>5,500</b>	170,190	588,282	588,282	588,282	1,940,536
<b>Net (surplus)/deficit for the year</b>	32,888	<b>35,282</b>					35,282
Add: Prior year (surplus) / deficit	(32,888)	<b>(35,282)</b>					(35,282)
<b>(Surplus) applied to future years</b>							



**Fire - Errington**  
**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
FR-0003 ERRINGTON SEISMIC UPGRADE HALL #2	119,863	6,038,863				<b>6,158,726</b>
MJ-2021 MAJOR CAP - FIRE ERRINGTON	77,456	15,000	350,000			<b>442,456</b>
VH-2021 VEHICLE - FIRE ERRINGTON	950,000	28,000		60,000	100,000	<b>1,138,000</b>
<b>Total Fire - Errington</b>	<b>1,147,319</b>	<b>6,081,863</b>	<b>350,000</b>	<b>60,000</b>	<b>100,000</b>	<b>7,739,182</b>

**Fire - Errington  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	587,728	193,696	302,664	138,575	289,795
Contributions	171,669	148,094	179,858	208,448	217,747
Interest earned	11,755	3,874	6,053	2,772	5,796
Withdrawals for capital projects:					
ERRINGTON SEISMIC UPGRADE HALL #2	(100,000)				
MAJOR CAP - FIRE ERRINGTON	(77,456)	(15,000)	(350,000)		
VEHICLE - FIRE ERRINGTON	(400,000)	(28,000)		(60,000)	(100,000)
Total Withdrawals for capital projects	(577,456)	(43,000)	(350,000)	(60,000)	(100,000)
<b>Closing Balance Reserve Fund</b>	<b>193,696</b>	<b>302,664</b>	<b>138,575</b>	<b>289,795</b>	<b>413,338</b>
<b>New Borrowing</b>					
ERRINGTON SEISMIC UPGRADE HALL #2		6,019,000			
VEHICLE - FIRE ERRINGTON	550,000				
<b>Total New Borrowing</b>	<b>550,000</b>	<b>6,019,000</b>			
New Debt Principal/Int		45,079	478,282		
New Debt Principal/Int(Cumulative)		45,079	523,361	523,361	523,361
Borrowing cost	5,500	60,190			

**Fire - French Creek  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>2.0%</b>	3.0%	3.0%	(1.6%)	3.0%	
Property taxes	(1,043,953)	<b>(1,064,832)</b>	(1,096,777)	(1,129,680)	(1,112,009)	(1,145,582)	(5,548,880)
	(1,043,953)	<b>(1,064,832)</b>	(1,096,777)	(1,129,680)	(1,112,009)	(1,145,582)	(5,548,880)
Miscellaneous			(14,323)	(14,752)	(7,131)	(7,131)	(43,337)
<b>Total Operating Revenues</b>	<b>(1,043,953)</b>	<b>(1,064,832)</b>	<b>(1,111,100)</b>	<b>(1,144,432)</b>	<b>(1,119,140)</b>	<b>(1,152,713)</b>	<b>(5,592,217)</b>
<b>Operating Expenditures</b>							
Administration	64,816	<b>74,357</b>	76,588	78,885	81,252	83,689	394,771
Operating costs	78,081	<b>80,423</b>	82,836	85,321	87,881	90,517	426,978
Transfer to other gov/org	944,873	<b>878,637</b>	951,676	980,226	950,007	978,507	4,739,053
Contributions to reserve funds		<b>43,337</b>					43,337
<b>Total Operating Expenditures</b>	<b>1,087,770</b>	<b>1,076,754</b>	<b>1,111,100</b>	<b>1,144,432</b>	<b>1,119,140</b>	<b>1,152,713</b>	<b>5,604,139</b>
<b>Operating (surplus)/deficit</b>	<b>43,817</b>	<b>11,922</b>					<b>11,922</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>43,817</b>	<b>11,922</b>					<b>11,922</b>
Add: Prior year (surplus) / deficit	(43,817)	<b>(11,922)</b>					(11,922)
<b>(Surplus) applied to future years</b>							



**Fire - Nanoose Bay  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>19.0%</b>	3.0%	3.0%	3.0%	3.0%	
Property taxes	(1,000,958)	<b>(1,191,140)</b>	(1,226,874)	(1,263,680)	(1,301,591)	(1,340,639)	(6,323,924)
	(1,000,958)	<b>(1,191,140)</b>	(1,226,874)	(1,263,680)	(1,301,591)	(1,340,639)	(6,323,924)
Grants in lieu of taxes	(11,000)	<b>(11,000)</b>	(11,000)	(11,000)	(11,000)	(11,000)	(55,000)
<b>Total Operating Revenues</b>	<b>(1,011,958)</b>	<b>(1,202,140)</b>	<b>(1,237,874)</b>	<b>(1,274,680)</b>	<b>(1,312,591)</b>	<b>(1,351,639)</b>	<b>(6,378,924)</b>
<b>Operating Expenditures</b>							
Administration	131,841	<b>210,761</b>	217,084	223,596	230,304	237,213	1,118,958
Professional fees	1,000	<b>1,000</b>	1,030	1,061	1,093	1,126	5,310
Building ops	50,171	<b>58,225</b>	59,972	61,771	63,624	65,533	309,125
Veh & Equip ops	157,100	<b>170,500</b>	125,615	129,383	133,265	137,263	696,026
Operating costs	299,942	<b>338,868</b>	348,743	358,914	369,391	380,181	1,796,097
Wages & benefits	128,985	<b>156,738</b>	162,224	167,902	173,778	179,861	840,503
Contributions to reserve funds	76,638	<b>46,169</b>	145,813	154,660	163,743	173,069	683,454
Debt interest	83,700	<b>83,700</b>	83,700	83,700	83,700	83,700	418,500
<b>Total Operating Expenditures</b>	<b>929,377</b>	<b>1,065,961</b>	<b>1,144,181</b>	<b>1,180,987</b>	<b>1,218,898</b>	<b>1,257,946</b>	<b>5,867,973</b>
<b>Operating (surplus)/deficit</b>	<b>(82,581)</b>	<b>(136,179)</b>	<b>(93,693)</b>	<b>(93,693)</b>	<b>(93,693)</b>	<b>(93,693)</b>	<b>(510,951)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	840,941	<b>924,391</b>	800,000				1,724,391
Transfer from reserves	(832,941)	<b>(916,391)</b>	(800,000)				(1,716,391)
<b>Net Capital Assets funded from Operations</b>	<b>8,000</b>	<b>8,000</b>					<b>8,000</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	93,693	<b>93,693</b>	93,693	93,693	93,693	93,693	468,465
<b>Total Capital Financing Charges</b>	<b>93,693</b>	<b>93,693</b>	<b>93,693</b>	<b>93,693</b>	<b>93,693</b>	<b>93,693</b>	<b>468,465</b>
<b>Net (surplus)/deficit for the year</b>	<b>19,112</b>	<b>(34,486)</b>					<b>(34,486)</b>
Add: Transfer from appropriated surplus		<b>(58,000)</b>					(58,000)
Add: Prior year (surplus) / deficit	(19,112)	<b>92,486</b>					92,486
<b>(Surplus) applied to future years</b>							



**Fire - Nanoose Bay**

**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
MJ-2023 MAJOR CAP - FIRE NANOOSE BAY	104,941					<b>104,941</b>
PC-2023 COMPUTER - FIRE NANOOSE BAY	8,000					<b>8,000</b>
VH-2023 VEHICLE - FIRE NANOOSE BAY	811,450	800,000				<b>1,611,450</b>
<b>Total Fire - Nanoose Bay</b>	<b>924,391</b>	<b>800,000</b>				<b>1,724,391</b>



**Fire - Nanoose Bay  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	962,745	768,228	124,406	276,554	440,828
Contributions	41,169	140,813	149,660	158,743	168,069
Interest earned	19,255	15,365	2,488	5,531	8,817
Withdrawals for capital projects:					
MAJOR CAP - FIRE NANOOSE BAY	(104,941)				
VEHICLE - FIRE NANOOSE BAY	(150,000)	(800,000)			
Total Withdrawals for capital projects	(254,941)	(800,000)			
<b>Closing Balance Reserve Fund</b>	<b>768,228</b>	<b>124,406</b>	<b>276,554</b>	<b>440,828</b>	<b>617,714</b>

**Fire - Wellington  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>34.4%</b>	3.7%	3.0%	3.0%	3.0%	
Property taxes	(117,658)	<b>(158,096)</b>	(163,904)	(168,821)	(173,885)	(179,102)	(843,808)
	(117,658)	<b>(158,096)</b>	(163,904)	(168,821)	(173,885)	(179,102)	(843,808)
<b>Total Operating Revenues</b>	(117,658)	<b>(158,096)</b>	(163,904)	(168,821)	(173,885)	(179,102)	(843,808)
<b>Operating Expenditures</b>							
Administration	5,756	<b>6,465</b>	6,659	6,859	7,064	7,276	34,323
Professional fees	1,000	<b>1,000</b>	1,030	1,061	1,093	1,126	5,310
Operating costs	3,700	<b>3,700</b>	3,811	3,925	4,043	4,164	19,643
Transfer to other gov/org	108,159	<b>147,965</b>	152,404	156,976	161,685	166,536	785,566
<b>Total Operating Expenditures</b>	118,615	<b>159,130</b>	163,904	168,821	173,885	179,102	844,842
<b>Operating (surplus)/deficit</b>	957	<b>1,034</b>					1,034
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	957	<b>1,034</b>					1,034
Add: Prior year (surplus) / deficit	(957)	<b>(1,034)</b>					(1,034)
<b>(Surplus) applied to future years</b>							

**Fire - Cassidy Waterloo  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>8.0%</b>	8.0%	8.0%	30.0%	4.0%	
Property taxes	(258,043)	<b>(278,686)</b>	(300,981)	(325,059)	(422,577)	(439,480)	(1,766,783)
	(258,043)	<b>(278,686)</b>	(300,981)	(325,059)	(422,577)	(439,480)	(1,766,783)
<b>Total Operating Revenues</b>	(258,043)	<b>(278,686)</b>	(300,981)	(325,059)	(422,577)	(439,480)	(1,766,783)
<b>Operating Expenditures</b>							
Administration	15,925	<b>17,264</b>	17,782	18,315	18,865	19,431	91,657
Professional fees	17,500	<b>17,500</b>	3,025	3,116	3,209	3,305	30,155
Building ops	9,418	<b>9,563</b>	9,563	9,563	9,563	9,563	47,815
Veh & Equip ops	39,550	<b>39,550</b>	40,737	41,959	43,217	44,514	209,977
Operating costs	17,085	<b>22,985</b>	23,675	24,385	25,116	25,870	122,031
Transfer to other gov/org	91,330	<b>94,070</b>	96,892	99,799	102,793	105,877	499,431
Contributions to reserve funds	83,031	<b>111,986</b>	98,232	100,847	92,675	103,781	507,521
<b>Total Operating Expenditures</b>	273,839	<b>312,918</b>	289,906	297,984	295,438	312,341	1,508,587
<b>Operating (surplus)/deficit</b>	15,796	<b>34,232</b>	(11,075)	(27,075)	(127,139)	(127,139)	(258,196)
<b>Capital Asset Expenditures</b>							
Capital expenditures	36,030		61,075	2,111,075		700,000	2,872,150
Transfer from reserves			(50,000)	(500,000)		(700,000)	(1,250,000)
New borrowing				(1,600,000)			(1,600,000)
<b>Net Capital Assets funded from Operations</b>	36,030		11,075	11,075			22,150
<b>Capital Financing Charges</b>							
New debt (principal & interest)				16,000	127,139	127,139	270,278
<b>Total Capital Financing Charges</b>				16,000	127,139	127,139	270,278
<b>Net (surplus)/deficit for the year</b>	51,826	<b>34,232</b>					34,232
Add: Transfer from appropriated surplus	(29,630)	<b>(17,500)</b>					(17,500)
Add: Prior year (surplus) / deficit	(22,196)	<b>(16,732)</b>					(16,732)
<b>(Surplus) applied to future years</b>							



**Fire - Cassidy Waterloo**

**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
FR-0004 CASSIDY WATERLOO SEISMIC UPGRD		61,075	2,111,075			<b>2,172,150</b>
VH-2025 VEHICLE - CASSIDY WATERLOO					700,000	<b>700,000</b>
<b>Total Fire - Cassidy Waterloo</b>		61,075	2,111,075		700,000	<b>2,872,150</b>

**Fire - Cassidy Waterloo  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	777,792	905,334	971,673	591,953	696,467
Contributions	111,986	98,232	100,847	92,675	103,781
Interest earned	15,556	18,107	19,433	11,839	13,929
Withdrawals for capital projects:					
CASSIDY WATERLOO SEISMIC UPGRD		(50,000)	(500,000)		
VEHICLE - CASSIDY WATERLOO					(700,000)
Total Withdrawals for capital projects		(50,000)	(500,000)		(700,000)
<b>Closing Balance Reserve Fund</b>	<b>905,334</b>	<b>971,673</b>	<b>591,953</b>	<b>696,467</b>	<b>114,177</b>
<b>New Borrowing</b>					
CASSIDY WATERLOO SEISMIC UPGRD			1,600,000		
<b>Total New Borrowing</b>			<b>1,600,000</b>		
New Debt Principal/Int				127,139	
New Debt Principal/Int(Cumulative)				127,139	127,139
Borrowing cost			16,000		

**Fire - Dashwood  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>20.0%</b>	5.0%	3.0%	3.0%	3.0%	
Property taxes	(1,024,625)	<b>(1,229,550)</b>	(1,291,028)	(1,329,758)	(1,369,651)	(1,410,741)	(6,630,728)
	(1,024,625)	<b>(1,229,550)</b>	(1,291,028)	(1,329,758)	(1,369,651)	(1,410,741)	(6,630,728)
Grants in lieu of taxes	(800)	<b>(800)</b>	(800)	(800)	(800)	(800)	(4,000)
Miscellaneous	(69,550)	<b>(10,000)</b>					(10,000)
<b>Total Operating Revenues</b>	<b>(1,094,975)</b>	<b>(1,240,350)</b>	<b>(1,291,828)</b>	<b>(1,330,558)</b>	<b>(1,370,451)</b>	<b>(1,411,541)</b>	<b>(6,644,728)</b>
<b>Operating Expenditures</b>							
Administration	37,201	<b>122,230</b>	125,897	129,674	133,564	137,571	648,936
Professional fees	400	<b>400</b>	412	424	437	450	2,123
Building ops	34,162	<b>37,184</b>	38,300	39,449	40,632	41,851	197,416
Veh & Equip ops	27,000	<b>27,000</b>	27,810	28,644	29,504	30,389	143,347
Operating costs	6,154	<b>6,154</b>	6,339	6,529	6,725	6,926	32,673
Wages & benefits	20,550						
Transfer to other gov/org	688,914	<b>759,214</b>	781,990	805,450	829,614	854,502	4,030,770
Contributions to reserve funds	297,958	<b>292,465</b>	263,644	274,761	286,157	297,843	1,414,870
Debt interest		<b>2,513</b>	7,236	5,427	3,618	1,809	20,603
<b>Total Operating Expenditures</b>	<b>1,112,339</b>	<b>1,247,160</b>	<b>1,251,628</b>	<b>1,290,358</b>	<b>1,330,251</b>	<b>1,371,341</b>	<b>6,490,738</b>
<b>Operating (surplus)/deficit</b>	<b>17,364</b>	<b>6,810</b>	<b>(40,200)</b>	<b>(40,200)</b>	<b>(40,200)</b>	<b>(40,200)</b>	<b>(153,990)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	690,427	<b>1,114,824</b>	90,000	150,000	385,000	100,000	1,839,824
Transfer from reserves	(690,427)	<b>(903,824)</b>	(90,000)	(150,000)	(385,000)	(100,000)	(1,628,824)
New borrowing		<b>(201,000)</b>					(201,000)
<b>Net Capital Assets funded from Operations</b>		<b>10,000</b>					<b>10,000</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)			23,726	23,726	23,726	23,726	94,904
New debt (principal & interest)		<b>2,010</b>	16,474	16,474	16,474	16,474	67,906
<b>Total Capital Financing Charges</b>		<b>2,010</b>	<b>40,200</b>	<b>40,200</b>	<b>40,200</b>	<b>40,200</b>	<b>162,810</b>
<b>Net (surplus)/deficit for the year</b>	<b>17,364</b>	<b>18,820</b>					<b>18,820</b>
Add: Prior year (surplus) / deficit	(17,364)	<b>(18,820)</b>					(18,820)
<b>(Surplus) applied to future years</b>							





**Fire - Dashwood**

**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
MJ-2026 MAJOR CAP - FIRE DASHWOOD	470,000			35,000	100,000	<b>605,000</b>
VH-2026 VEHICLE - FIRE DASHWOOD	644,824	90,000	150,000	350,000		<b>1,234,824</b>
<b>Total Fire - Dashwood</b>	<b>1,114,824</b>	<b>90,000</b>	<b>150,000</b>	<b>385,000</b>	<b>100,000</b>	<b>1,839,824</b>

**Fire - Dashwood  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	681,725	79,000	249,224	373,970	277,606
Contributions	287,465	258,644	269,761	281,157	292,843
Interest earned	13,634	1,580	4,985	7,479	5,552
Withdrawals for capital projects:					
MAJOR CAP - FIRE DASHWOOD	(460,000)			(35,000)	(100,000)
VEHICLE - FIRE DASHWOOD	(443,824)	(90,000)	(150,000)	(350,000)	
Total Withdrawals for capital projects	(903,824)	(90,000)	(150,000)	(385,000)	(100,000)
<b>Closing Balance Reserve Fund</b>	<b>79,000</b>	<b>249,224</b>	<b>373,970</b>	<b>277,606</b>	<b>476,001</b>
<b>New Borrowing</b>					
VEHICLE - FIRE DASHWOOD	201,000				
<b>Total New Borrowing</b>	<b>201,000</b>				
New Debt Principal/Int		16,474			
New Debt Principal/Int(Cumulative)		16,474	16,474	16,474	16,474
Borrowing cost	2,010				



**Fire - Extension**  
**FINANCIAL PLAN SUMMARY**  
**2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>10.0%</b>	7.0%	7.0%	7.0%	7.0%	
Property taxes	(250,183)	<b>(275,201)</b>	(294,465)	(315,078)	(337,133)	(360,732)	(1,582,609)
	(250,183)	<b>(275,201)</b>	(294,465)	(315,078)	(337,133)	(360,732)	(1,582,609)
Operating grants		<b>(30,000)</b>					(30,000)
<b>Total Operating Revenues</b>	(250,183)	<b>(305,201)</b>	(294,465)	(315,078)	(337,133)	(360,732)	(1,612,609)
<b>Operating Expenditures</b>							
Administration	22,867	<b>35,793</b>	36,867	37,973	39,112	40,285	190,030
Professional fees	150	<b>48,618</b>	155	159	164	169	49,265
Building ops	29,364	<b>30,481</b>	31,396	32,338	33,308	34,307	161,830
Veh & Equip ops	58,500	<b>93,500</b>	65,405	67,367	69,388	71,470	367,130
Operating costs	81,095	<b>81,529</b>	83,975	86,494	89,089	91,762	432,849
Wages & benefits	25,000	<b>25,000</b>	25,875	26,781	27,718	28,688	134,062
Contributions to reserve funds	101,749	<b>46,765</b>	50,792	63,966	78,354	83,051	322,928
<b>Total Operating Expenditures</b>	318,725	<b>361,686</b>	294,465	315,078	337,133	349,732	1,658,094
<b>Operating (surplus)/deficit</b>	68,542	<b>56,485</b>				(11,000)	45,485
<b>Capital Asset Expenditures</b>							
Capital expenditures						411,000	411,000
Transfer from reserves						(100,000)	(100,000)
Grants and other						(300,000)	(300,000)
<b>Net Capital Assets funded from Operations</b>						11,000	11,000
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	68,542	<b>56,485</b>					56,485
Add: Prior year (surplus) / deficit	(68,542)	<b>(56,485)</b>					(56,485)
<b>(Surplus) applied to future years</b>							



**Fire - Extension**  
**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
FR-0006 EXTENSION FIREHALL REBUILD					411,000	<b>411,000</b>
<b>Total Fire - Extension</b>					411,000	<b>411,000</b>



**Fire - Extension  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	275,584	322,861	375,110	441,578	523,764
Contributions	41,765	45,792	58,966	73,354	78,051
Interest earned	5,512	6,457	7,502	8,832	10,475
Withdrawals for capital projects:					
EXTENSION FIREHALL REBUILD					(100,000)
Total Withdrawals for capital projects					(100,000)
<b>Closing Balance Reserve Fund</b>	<b>322,861</b>	<b>375,110</b>	<b>441,578</b>	<b>523,764</b>	<b>512,290</b>



**Fire - Parksville Local**  
**FINANCIAL PLAN SUMMARY**  
**2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>8.7%</b>	3.0%	3.0%	(4.9%)	3.0%	
Property taxes	(241,741)	<b>(262,795)</b>	(270,679)	(278,800)	(265,087)	(273,039)	(1,350,400)
	(241,741)	<b>(262,795)</b>	(270,679)	(278,800)	(265,087)	(273,039)	(1,350,400)
<b>Total Operating Revenues</b>	(241,741)	<b>(262,795)</b>	(270,679)	(278,800)	(265,087)	(273,039)	(1,350,400)
<b>Operating Expenditures</b>							
Administration	14,733	<b>17,154</b>	17,669	18,199	18,745	19,307	91,074
Transfer to other gov/org	245,641	<b>245,641</b>	253,010	260,601	246,342	253,732	1,259,326
<b>Total Operating Expenditures</b>	260,374	<b>262,795</b>	270,679	278,800	265,087	273,039	1,350,400
<b>Operating (surplus)/deficit</b>	18,633						
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	18,633						
Add: Prior year (surplus) / deficit	(18,633)						
<b>(Surplus) applied to future years</b>							

**Fire - Bow Horn Bay  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>32.0%</b>	15.0%	16.9%	10.0%	8.0%	
Property taxes	(768,396)	<b>(1,014,283)</b>	(1,166,425)	(1,364,087)	(1,500,496)	(1,620,536)	(6,665,827)
	(768,396)	<b>(1,014,283)</b>	(1,166,425)	(1,364,087)	(1,500,496)	(1,620,536)	(6,665,827)
Miscellaneous	(7,100)	<b>(7,100)</b>	(7,100)	(7,100)	(7,100)	(7,100)	(35,500)
<b>Total Operating Revenues</b>	<b>(775,496)</b>	<b>(1,021,383)</b>	<b>(1,173,525)</b>	<b>(1,371,187)</b>	<b>(1,507,596)</b>	<b>(1,627,636)</b>	<b>(6,701,327)</b>
<b>Operating Expenditures</b>							
Administration	29,537	<b>93,262</b>	96,060	98,942	101,910	104,967	495,141
Professional fees	400	<b>400</b>	412	424	437	450	2,123
Building ops	7,666	<b>8,715</b>	8,977	9,246	9,523	9,809	46,270
Veh & Equip ops	36,000	<b>48,380</b>	37,451	38,575	39,732	40,924	205,062
Operating costs	2,304	<b>2,704</b>	2,785	2,869	2,955	3,043	14,356
Transfer to other gov/org	511,750	<b>734,375</b>	756,406	779,098	802,471	826,545	3,898,895
Contributions to reserve funds	154,143	<b>97,804</b>	89,814	176,697	83,557	235,727	683,599
Debt interest	17,059	<b>13,507</b>	21,846	15,048	8,750	3,975	63,126
<b>Total Operating Expenditures</b>	<b>758,859</b>	<b>999,147</b>	<b>1,013,751</b>	<b>1,120,899</b>	<b>1,049,335</b>	<b>1,225,440</b>	<b>5,408,572</b>
<b>Operating (surplus)/deficit</b>	<b>(16,637)</b>	<b>(22,236)</b>	<b>(159,774)</b>	<b>(250,288)</b>	<b>(458,261)</b>	<b>(402,196)</b>	<b>(1,292,755)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	805,000	<b>857,640</b>	675,000	3,685,000		18,000	5,235,640
Transfer from reserves	(330,000)	<b>(382,640)</b>	(50,000)	(460,000)		(18,000)	(910,640)
New borrowing	(475,000)	<b>(475,000)</b>	(625,000)	(3,210,000)			(4,310,000)
<b>Net Capital Assets funded from Operations</b>				15,000			15,000
<b>Capital Financing Charges</b>							
Existing debt (principal)	52,043	<b>56,065</b>	114,592	114,592	114,592	58,527	458,368
New debt (principal & interest)	3,700	<b>4,750</b>	45,182	120,696	343,669	343,669	857,966
<b>Total Capital Financing Charges</b>	<b>55,743</b>	<b>60,815</b>	<b>159,774</b>	<b>235,288</b>	<b>458,261</b>	<b>402,196</b>	<b>1,316,334</b>
<b>Net (surplus)/deficit for the year</b>	<b>39,106</b>	<b>38,579</b>					<b>38,579</b>
Add: Transfer from appropriated surplus	(25,000)	<b>(12,380)</b>					(12,380)
Add: Prior year (surplus) / deficit	(14,106)	<b>(26,199)</b>					(26,199)
<b>(Surplus) applied to future years</b>							

**Fire - Bow Horn Bay**

**5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	<b>Total</b>
FR-0007 BHB SATELLITE HALL DESIGN & CONST			3,015,000			<b>3,015,000</b>
MJ-2029 MAJOR CAP - FIRE BOW HORN BAY	112,640	50,000	10,000		18,000	<b>190,640</b>
VH-2029 VEHICLE - FIRE BOW HORN BAY	745,000	625,000	660,000			<b>2,030,000</b>
<b>Total Fire - Bow Horn Bay</b>	<b>857,640</b>	<b>675,000</b>	<b>3,685,000</b>		<b>18,000</b>	<b>5,235,640</b>

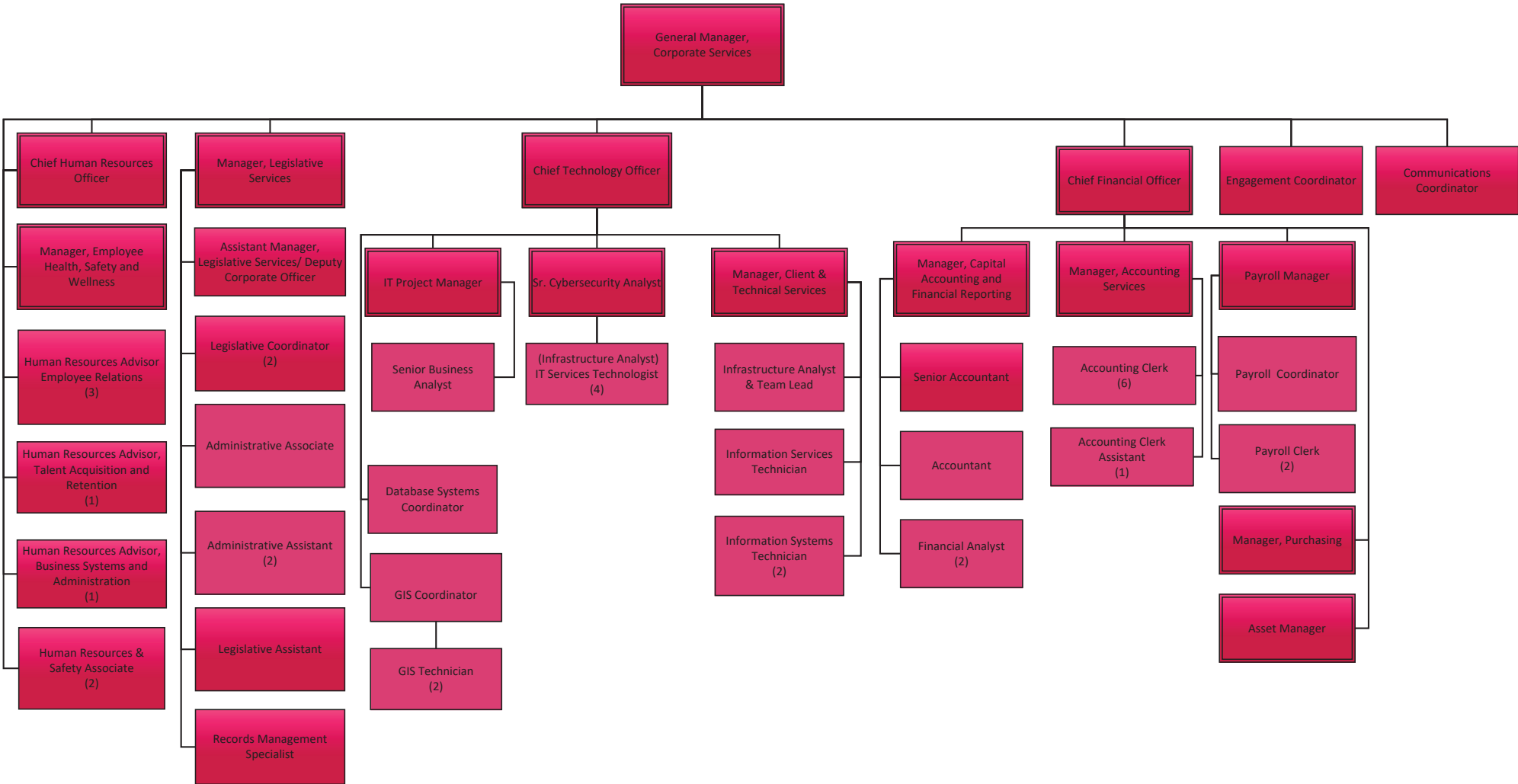


**Fire - Bow Horn Bay  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	628,129	350,855	392,687	112,238	193,040
Contributions	92,804	84,814	171,697	78,557	230,727
Interest earned	12,562	7,018	7,854	2,245	3,860
Withdrawals for capital projects:					
BHB SATELLITE HALL DESIGN & CONST			(250,000)		
MAJOR CAP - FIRE BOW HORN BAY	(112,640)	(50,000)	(10,000)		(18,000)
VEHICLE - FIRE BOW HORN BAY	(270,000)		(200,000)		
Total Withdrawals for capital projects	(382,640)	(50,000)	(460,000)		(18,000)
<b>Closing Balance Reserve Fund</b>	<b>350,855</b>	<b>392,687</b>	<b>112,238</b>	<b>193,040</b>	<b>409,627</b>
<b>New Borrowing</b>					
BHB SATELLITE HALL DESIGN & CONST			2,750,000		
VEHICLE - FIRE BOW HORN BAY	475,000	625,000	460,000		
<b>Total New Borrowing</b>	<b>475,000</b>	<b>625,000</b>	<b>3,210,000</b>		
New Debt Principal/Int		38,932	49,664	255,073	
New Debt Principal/Int(Cumulative)		38,932	88,596	343,669	343,669
Borrowing cost	4,750	6,250	32,100		

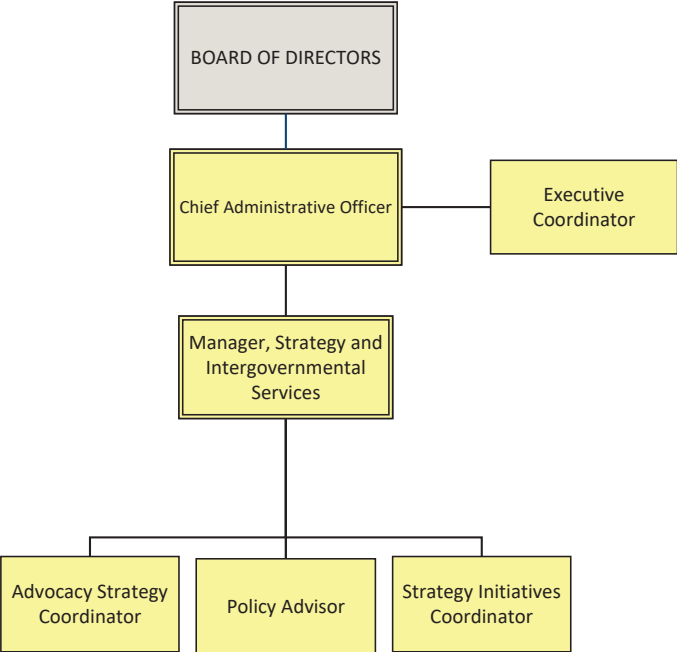
# CORPORATE SERVICES

Updated to October 1, 2023



# STRATEGY & INTERGOVERNMENTAL SERVICES

Updated to October 1, 2023



**CORPORATE SERVICES  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>9.6%</b>	30.8%	16.4%	5.0%	8.6%	
Property taxes	(7,167,698)	<b>(7,853,745)</b>	(10,273,004)	(11,958,895)	(12,551,969)	(13,634,169)	(56,271,782)
	(7,167,698)	<b>(7,853,745)</b>	(10,273,004)	(11,958,895)	(12,551,969)	(13,634,169)	(56,271,782)
Municipal agreements	(15,202)	<b>(19,228)</b>	(19,805)	(20,399)	(21,011)	(21,641)	(102,084)
Operations	(10,000)	<b>(10,000)</b>	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
Interest income	(300,000)	<b>(300,000)</b>	(300,000)	(300,000)	(300,000)	(300,000)	(1,500,000)
Operating grants	(813,048)	<b>(1,621,258)</b>	(100,000)	(100,000)	(100,000)	(100,000)	(2,021,258)
Grants in lieu of taxes	(65,000)	<b>(65,000)</b>	(65,000)	(65,000)	(65,000)	(65,000)	(325,000)
Interdepartmental recoveries	(10,191,000)	<b>(11,135,967)</b>	(11,631,509)	(12,183,013)	(12,660,902)	(13,339,610)	(60,951,001)
Miscellaneous	(7,944,451)	<b>(8,310,417)</b>	(7,853,236)	(9,067,040)	(6,163,766)	(5,044,015)	(36,438,474)
<b>Total Operating Revenues</b>	<b>(26,506,399)</b>	<b>(29,315,615)</b>	<b>(30,252,554)</b>	<b>(33,704,347)</b>	<b>(31,872,648)</b>	<b>(32,514,435)</b>	<b>(157,659,599)</b>
<b>Operating Expenditures</b>							
Administration	494,677	<b>615,273</b>	582,677	601,656	618,162	636,706	3,054,474
Community grants	152,750	<b>229,550</b>	180,050	180,050	180,050	180,050	949,750
Legislative	942,092	<b>1,025,620</b>	1,056,389	1,324,080	1,121,172	1,154,808	5,682,069
Professional fees	1,835,476	<b>3,349,596</b>	1,429,942	1,520,293	1,570,349	1,557,910	9,428,090
Building ops	658,221	<b>649,454</b>	589,484	603,319	617,694	632,628	3,092,579
Veh & Equip ops	641,575	<b>836,783</b>	893,045	2,797,667	1,191,132	1,192,388	6,911,015
Operating costs	1,616,371	<b>1,777,469</b>	1,815,465	1,822,397	1,804,535	1,926,142	9,146,008
Wages & benefits	9,816,893	<b>10,287,670</b>	11,674,557	12,981,402	13,435,372	14,151,514	62,530,515
Transfer to other gov/org	3,235,214	<b>4,040,095</b>	2,955,958	3,044,636	3,135,975	3,230,055	16,406,719
Contributions to reserve funds	2,621,687	<b>3,028,713</b>	2,249,893	2,526,062	2,882,898	3,164,973	13,852,539
Debt interest	2,806,005	<b>2,939,917</b>	2,926,969	2,917,875	2,434,125	2,569,800	13,788,686
<b>Total Operating Expenditures</b>	<b>24,820,961</b>	<b>28,780,140</b>	<b>26,354,429</b>	<b>30,319,437</b>	<b>28,991,464</b>	<b>30,396,974</b>	<b>144,842,444</b>
<b>Operating (surplus)/deficit</b>	<b>(1,685,438)</b>	<b>(535,475)</b>	<b>(3,898,125)</b>	<b>(3,384,910)</b>	<b>(2,881,184)</b>	<b>(2,117,461)</b>	<b>(12,817,155)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	2,632,300	<b>3,662,281</b>	613,900	310,000	1,312,600	34,270,000	40,168,781
Transfer from reserves	(2,011,300)	<b>(3,044,000)</b>	(613,900)	(310,000)	(1,312,600)	(10,440,000)	(15,720,500)
Grants and other		<b>(595,000)</b>					(595,000)
New borrowing						(23,830,000)	(23,830,000)
<b>Net Capital Assets funded from Operations</b>	<b>621,000</b>	<b>23,281</b>					<b>23,281</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	3,829,406	<b>3,896,875</b>	3,898,125	3,384,910	2,881,184	2,117,461	16,178,555
<b>Total Capital Financing Charges</b>	<b>3,829,406</b>	<b>3,896,875</b>	<b>3,898,125</b>	<b>3,384,910</b>	<b>2,881,184</b>	<b>2,117,461</b>	<b>16,178,555</b>
<b>Net (surplus)/deficit for the year</b>	<b>2,764,968</b>	<b>3,384,681</b>					<b>3,384,681</b>
Add: Transfer from appropriated surplus	(796,738)	<b>(1,633,928)</b>					(1,633,928)
Add: Prior year (surplus) / deficit	(1,968,230)	<b>(1,750,753)</b>					(1,750,753)
<b>(Surplus) applied to future years</b>							



**CORPORATE SERVICES  
SUMMARY OF TAX REQUISITIONS  
2024 to 2028**

	2024	2024	2025	2025	2026	2026	2027	2027	2028	2028
	\$	%	\$	%	\$	%	\$	%	\$	%
<b>Administration</b>										
0100 ADMINISTRATION - OVERALL	(3,162,180)	0.5%	(5,901,240)	86.6%	(7,407,412)	25.5%	(7,840,241)	5.8%	(8,773,524)	11.9%
0198 COMMUNITY GRANTS	(265,384)	58.7%	(180,050)	(32.2%)	(180,050)		(180,050)		(180,050)	
	(\$3,427,564)		(\$6,081,290)		(\$7,587,462)		(\$8,020,291)		(\$8,953,574)	
<b>Electoral Area Administration</b>										
1500 ELECTORAL AREAS ONLY	(310,952)	15.9%	(400,216)	28.7%	(421,926)	5.4%	(460,904)	9.2%	(474,857)	3.0%
1502 EA'S ONLY - BUILDING POLICY AND ADVICE	(685,685)	10.3%	(770,705)	12.4%	(839,441)	8.9%	(888,757)	5.9%	(939,009)	5.7%
	(\$996,637)		(\$1,170,921)		(\$1,261,367)		(\$1,349,661)		(\$1,413,866)	
<b>Regional Library</b>										
1300 VAN ISL REGIONAL LIBRARY	(3,299,919)	19.0%	(2,955,958)	(10.4%)	(3,044,636)	3.0%	(3,135,975)	3.0%	(3,230,055)	3.0%
	(\$3,299,919)		(\$2,955,958)		(\$3,044,636)		(\$3,135,975)		(\$3,230,055)	
<b>Feasibility Studies</b>										
8001 FEASIBILITY STUDY FUND AREA B		(100.0%)								
8002 FEASIBILITY STUDY FUND AREA C	(20,000)		(20,000)		(20,000)		(10,000)	(50.0%)		(100.0%)
8004 FEASIBILITY STUDY FUND AREA E	(5,000)	(67.7%)	(5,000)		(5,000)		(5,000)		(5,000)	
8005 FEASIBILITY STUDY FUND AREA F	(10,000)	(50.0%)	(10,000)		(10,000)			(100.0%)		
8006 FEASIBILITY STUDY FUND AREA G	(75,368)		(10,000)	(86.7%)	(10,000)		(10,000)		(10,000)	
8007 FEASIBILITY STUDY FUND AREA H		(100.0%)								
	(\$110,368)		(\$45,000)		(\$45,000)		(\$25,000)		(\$15,000)	
<b>House Numbering</b>										
4300 HOUSE NUMBERING	(19,257)	2.9%	(19,835)	3.0%	(20,430)	3.0%	(21,042)	3.0%	(21,674)	3.0%
	(\$19,257)		(\$19,835)		(\$20,430)		(\$21,042)		(\$21,674)	
<b>Total CORPORATE SERVICES</b>	(7,853,745)	9.6%	(10,273,004)	30.8%	(11,958,895)	16.4%	(12,551,969)	5.0%	(13,634,169)	8.6%

**Corporate Administration Summary  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>0.5%</b>	86.6%	25.5%	5.8%	11.9%	
Property taxes	(3,147,125)	<b>(3,162,180)</b>	(5,901,240)	(7,407,412)	(7,840,241)	(8,773,524)	(33,084,597)
	(3,147,125)	<b>(3,162,180)</b>	(5,901,240)	(7,407,412)	(7,840,241)	(8,773,524)	(33,084,597)
Municipal agreements	(13,502)	<b>(17,452)</b>	(17,976)	(18,515)	(19,070)	(19,642)	(92,655)
Operations	(10,000)	<b>(10,000)</b>	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
Interest income	(300,000)	<b>(300,000)</b>	(300,000)	(300,000)	(300,000)	(300,000)	(1,500,000)
Operating grants	(276,582)	<b>(826,082)</b>	(50,000)	(50,000)	(50,000)	(50,000)	(1,026,082)
Grants in lieu of taxes	(65,000)	<b>(65,000)</b>	(65,000)	(65,000)	(65,000)	(65,000)	(325,000)
Interdepartmental recoveries	(10,044,188)	<b>(11,027,016)</b>	(11,524,697)	(12,096,201)	(12,594,090)	(13,292,798)	(60,534,802)
Miscellaneous	(1,134,040)	<b>(1,210,839)</b>	(974,236)	(2,474,255)	(848,457)	(892,929)	(6,400,716)
<b>Total Operating Revenues</b>	<b>(14,990,437)</b>	<b>(16,618,569)</b>	<b>(18,843,149)</b>	<b>(22,421,383)</b>	<b>(21,726,858)</b>	<b>(23,403,893)</b>	<b>(103,013,852)</b>
<b>Operating Expenditures</b>							
Administration	422,454	<b>534,807</b>	499,798	514,790	530,235	546,141	2,625,771
Legislative	645,507	<b>710,073</b>	731,375	753,316	775,915	799,193	3,769,872
Professional fees	1,715,843	<b>2,813,343</b>	1,399,042	1,488,465	1,537,567	1,524,144	8,762,561
Building ops	624,590	<b>604,485</b>	543,166	555,611	568,555	582,015	2,853,832
Veh & Equip ops	636,473	<b>831,181</b>	887,275	2,791,724	1,185,011	1,186,083	6,881,274
Operating costs	1,154,015	<b>1,259,305</b>	1,283,697	1,275,090	1,241,224	1,346,345	6,405,661
Wages & benefits	9,168,371	<b>9,958,536</b>	11,333,903	12,601,325	13,070,453	13,773,824	60,738,041
Contributions to reserve funds	2,328,817	<b>2,963,391</b>	2,164,893	2,441,062	2,817,898	3,109,973	13,497,217
Debt interest						536,175	536,175
<b>Total Operating Expenditures</b>	<b>16,696,070</b>	<b>19,675,121</b>	<b>18,843,149</b>	<b>22,421,383</b>	<b>21,726,858</b>	<b>23,403,893</b>	<b>106,070,404</b>
<b>Operating (surplus)/deficit</b>	<b>1,705,633</b>	<b>3,056,552</b>					<b>3,056,552</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	2,632,300	<b>3,662,281</b>	613,900	310,000	1,312,600	34,270,000	40,168,781
Transfer from reserves	(2,011,300)	<b>(3,044,000)</b>	(613,900)	(310,000)	(1,312,600)	(10,440,000)	(15,720,500)
Grants and other		<b>(595,000)</b>					(595,000)
New borrowing						(23,830,000)	(23,830,000)
<b>Net Capital Assets funded from Operations</b>	<b>621,000</b>	<b>23,281</b>					<b>23,281</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>2,326,633</b>	<b>3,079,833</b>					<b>3,079,833</b>
Add: Transfer from appropriated surplus	(681,181)	<b>(1,413,543)</b>					(1,413,543)
Add: Prior year (surplus) / deficit	(1,645,452)	<b>(1,666,290)</b>					(1,666,290)
<b>(Surplus) applied to future years</b>							



Corporate Administration Summary

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
AD-0003 ADMIN BUILDING RENO/REPLACEMENT				1,000,000	33,830,000	<b>34,830,000</b>
MJ-0109 MAJOR CAP - BUILDING OPS	2,419,000	196,900	200,000	242,600		<b>3,058,500</b>
PC-0112 COMPUTER - INFO SERVICES CAPITAL	1,070,000	417,000	110,000	70,000	440,000	<b>2,107,000</b>
PC-0113 COMPUTER - GIS & MAPPING	23,281					<b>23,281</b>
VH-0119 VEHICLE - VEHICLE POOL	150,000					<b>150,000</b>
<b>Total Corporate Administration Summary</b>	<b>3,662,281</b>	<b>613,900</b>	<b>310,000</b>	<b>1,312,600</b>	<b>34,270,000</b>	<b>40,168,781</b>



**Corporate Administration Summary  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	8,781,002	8,435,312	9,760,365	10,063,600	11,373,495
Contributions	2,644,190	2,156,748	2,424,528	2,792,723	3,075,897
Interest earned	175,620	168,705	195,208	201,272	227,470
Withdrawals for capital projects:					
ADMIN BUILDING RENO/REPLACEMENT				(1,000,000)	(10,000,000)
MAJOR CAP - BUILDING OPS	(1,824,000)	(196,900)	(200,000)	(242,600)	
COMPUTER - INFO SERVICES CAPITAL	(1,070,000)	(417,000)	(110,000)	(70,000)	(440,000)
Total Withdrawals for capital projects	(2,894,000)	(613,900)	(310,000)	(1,312,600)	(10,440,000)
Other transfers out of Reserve	271,500	386,500	2,006,500	371,500	406,500
<b>Closing Balance Reserve Fund</b>	<b>8,435,312</b>	<b>9,760,365</b>	<b>10,063,601</b>	<b>11,373,495</b>	<b>3,830,362</b>
<b>RESERVE ACCOUNT FUNDS</b>					
<b>Opening Balance Reserve Account</b>	387,923	218,748	195,651	171,543	146,392
Interest earned	7,758	4,375	3,913	3,431	2,928
Withdrawals for capital projects:					
VEHICLE - VEHICLE POOL	(150,000)				
Total Withdrawals for capital projects	(150,000)				
Other transfers out of Reserve	26,933	27,472	28,021	28,582	29,153
<b>Closing Balance Reserve Account</b>	<b>218,748</b>	<b>195,651</b>	<b>171,543</b>	<b>146,392</b>	<b>120,167</b>
<b>New Borrowing</b>					
ADMIN BUILDING RENO/REPLACEMENT					23,830,000
<b>Total New Borrowing</b>					<b>23,830,000</b>
Borrowing cost					225,300





**Community Grants  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>58.7%</b>	(32.2%)				
Property taxes	(167,261)	<b>(265,384)</b>	(180,050)	(180,050)	(180,050)	(180,050)	(985,584)
	(167,261)	<b>(265,384)</b>	(180,050)	(180,050)	(180,050)	(180,050)	(985,584)
<b>Total Operating Revenues</b>	(167,261)	<b>(265,384)</b>	(180,050)	(180,050)	(180,050)	(180,050)	(985,584)
<b>Operating Expenditures</b>							
Community grants	152,750	<b>229,550</b>	180,050	180,050	180,050	180,050	949,750
Operating costs	1,220	<b>1,221</b>					1,221
Transfer to other gov/org	35,000	<b>85,000</b>					85,000
<b>Total Operating Expenditures</b>	188,970	<b>315,771</b>	180,050	180,050	180,050	180,050	1,035,971
<b>Operating (surplus)/deficit</b>	21,709	<b>50,387</b>					50,387
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	21,709	<b>50,387</b>					50,387
Add: Transfer from appropriated surplus	(15,000)	<b>(49,500)</b>					(49,500)
Add: Prior year (surplus) / deficit	(6,709)	<b>(887)</b>					(887)
<b>(Surplus) applied to future years</b>							



**House Numbering  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>2.9%</b>	3.0%	3.0%	3.0%	3.0%	
Property taxes	(18,721)	<b>(19,257)</b>	(19,835)	(20,430)	(21,042)	(21,674)	(102,238)
	(18,721)	<b>(19,257)</b>	(19,835)	(20,430)	(21,042)	(21,674)	(102,238)
Municipal agreements	(1,700)	<b>(1,776)</b>	(1,829)	(1,884)	(1,941)	(1,999)	(9,429)
<b>Total Operating Revenues</b>	(20,421)	<b>(21,033)</b>	(21,664)	(22,314)	(22,983)	(23,673)	(111,667)
<b>Operating Expenditures</b>							
Operating costs	20,420	<b>21,033</b>	21,664	22,314	22,983	23,673	111,667
<b>Total Operating Expenditures</b>	20,420	<b>21,033</b>	21,664	22,314	22,983	23,673	111,667
<b>Operating (surplus)/deficit</b>	(1)						
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	(1)						
Add: Prior year (surplus) / deficit	1						
<b>(Surplus) applied to future years</b>							

**Electoral Area Administration  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>12.0%</b>	17.5%	7.7%	7.0%	4.8%	
Property taxes	(889,975)	<b>(996,637)</b>	(1,170,921)	(1,261,367)	(1,349,661)	(1,413,866)	(6,192,452)
	(889,975)	<b>(996,637)</b>	(1,170,921)	(1,261,367)	(1,349,661)	(1,413,866)	(6,192,452)
Operating grants	(50,000)	<b>(50,000)</b>	(50,000)	(50,000)	(50,000)	(50,000)	(250,000)
Interdepartmental recoveries	(146,812)	<b>(108,951)</b>	(106,812)	(86,812)	(66,812)	(46,812)	(416,199)
Miscellaneous		<b>(73,786)</b>	(53,906)	(290,000)			(417,692)
<b>Total Operating Revenues</b>	<b>(1,086,787)</b>	<b>(1,229,374)</b>	<b>(1,381,639)</b>	<b>(1,688,179)</b>	<b>(1,466,473)</b>	<b>(1,510,678)</b>	<b>(7,276,343)</b>
<b>Operating Expenditures</b>							
Administration	72,223	<b>80,466</b>	82,879	86,866	87,927	90,565	428,703
Legislative	296,585	<b>315,547</b>	325,014	570,764	345,257	355,615	1,912,197
Professional fees	30,000	<b>30,000</b>	30,900	31,828	32,782	33,766	159,276
Building ops	33,631	<b>44,969</b>	46,318	47,708	49,139	50,613	238,747
Veh & Equip ops	5,102	<b>5,602</b>	5,770	5,943	6,121	6,305	29,741
Operating costs	400,894	<b>486,910</b>	510,104	524,993	540,328	556,124	2,618,459
Wages & benefits	377,052	<b>329,134</b>	340,654	380,077	364,919	377,690	1,792,474
Contributions to reserve funds	187,370	<b>20,322</b>	40,000	40,000	40,000	40,000	180,322
<b>Total Operating Expenditures</b>	<b>1,402,857</b>	<b>1,312,950</b>	<b>1,381,639</b>	<b>1,688,179</b>	<b>1,466,473</b>	<b>1,510,678</b>	<b>7,359,919</b>
<b>Operating (surplus)/deficit</b>	<b>316,070</b>	<b>83,576</b>					<b>83,576</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>316,070</b>	<b>83,576</b>					<b>83,576</b>
Add: Prior year (surplus) / deficit	(316,070)	<b>(83,576)</b>					(83,576)
<b>(Surplus) applied to future years</b>							



**Electoral Area Administration  
Fund Manager Summary**

	2024	2025	2026	2027	2028
<b>RESERVE FUNDS</b>					
<b>Opening Balance Reserve Fund</b>	296,316	302,242	348,287	105,253	147,358
Contributions		40,000	40,000	40,000	40,000
Interest earned	5,926	6,045	6,966	2,105	2,947
Withdrawals for capital projects:					
Other transfers out of Reserve			290,000		
<b>Closing Balance Reserve Fund</b>	<b>302,242</b>	<b>348,287</b>	<b>105,253</b>	<b>147,358</b>	<b>190,305</b>



**Feasibility Study Fund EA B  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>(100.0%)</b>					
Property taxes	(20,000)						
	(20,000)						
Miscellaneous	(25,000)	<b>(9,000)</b>					(9,000)
<b>Total Operating Revenues</b>	<b>(45,000)</b>	<b>(9,000)</b>					<b>(9,000)</b>
<b>Operating Expenditures</b>							
Professional fees	20,000						
Operating costs	5,000	<b>9,000</b>					9,000
Contributions to reserve funds	20,000						
<b>Total Operating Expenditures</b>	<b>45,000</b>	<b>9,000</b>					<b>9,000</b>
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							



**Feasibility Study Fund EA C  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>							
Property taxes	(20,000)	<b>(20,000)</b>	(20,000)	(20,000)	(10,000)	(100.0%)	(70,000)
	(20,000)	<b>(20,000)</b>	(20,000)	(20,000)	(10,000)		(70,000)
<b>Total Operating Revenues</b>	(20,000)	<b>(20,000)</b>	(20,000)	(20,000)	(10,000)		(70,000)
<b>Operating Expenditures</b>							
Contributions to reserve funds	20,000	<b>20,000</b>	20,000	20,000	10,000		70,000
<b>Total Operating Expenditures</b>	20,000	<b>20,000</b>	20,000	20,000	10,000		70,000
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							



**Feasibility Study Fund EA E  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>(67.7%)</b>					
Property taxes	(15,500)	<b>(5,000)</b>	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)
	(15,500)	<b>(5,000)</b>	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)
<b>Total Operating Revenues</b>	(15,500)	<b>(5,000)</b>	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)
<b>Operating Expenditures</b>							
Contributions to reserve funds	15,500	<b>5,000</b>	5,000	5,000	5,000	5,000	25,000
<b>Total Operating Expenditures</b>	15,500	<b>5,000</b>	5,000	5,000	5,000	5,000	25,000
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							



**Feasibility Study Fund EA F  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>(50.0%)</b>			<b>(100.0%)</b>		
Property taxes	(20,000)	<b>(10,000)</b>	(10,000)	(10,000)			(30,000)
	(20,000)	<b>(10,000)</b>	(10,000)	(10,000)			(30,000)
Operating grants		<b>(45,000)</b>					(45,000)
Miscellaneous	(70,000)	<b>(80,000)</b>					(80,000)
<b>Total Operating Revenues</b>	<b>(90,000)</b>	<b>(135,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>			<b>(155,000)</b>
<b>Operating Expenditures</b>							
Professional fees	20,000	<b>230,517</b>					230,517
Operating costs	14,822						
Wages & benefits	135,735						
Contributions to reserve funds	20,000	<b>10,000</b>	10,000	10,000			30,000
<b>Total Operating Expenditures</b>	<b>190,557</b>	<b>240,517</b>	<b>10,000</b>	<b>10,000</b>			<b>260,517</b>
<b>Operating (surplus)/deficit</b>	<b>100,557</b>	<b>105,517</b>					<b>105,517</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>100,557</b>	<b>105,517</b>					<b>105,517</b>
Add: Transfer from appropriated surplus	(100,557)	<b>(105,517)</b>					(105,517)
<b>(Surplus) applied to future years</b>							





**Feasibility Study Fund EA G  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>			(86.7%)				
Property taxes	(75,368)	<b>(75,368)</b>	(10,000)	(10,000)	(10,000)	(10,000)	(115,368)
	(75,368)	<b>(75,368)</b>	(10,000)	(10,000)	(10,000)	(10,000)	(115,368)
Operating grants	(60,000)	<b>(45,000)</b>					(45,000)
Miscellaneous	(50,000)	<b>(50,000)</b>					(50,000)
<b>Total Operating Revenues</b>	<b>(185,368)</b>	<b>(170,368)</b>	(10,000)	(10,000)	(10,000)	(10,000)	(210,368)
<b>Operating Expenditures</b>							
Professional fees	19,633	<b>225,736</b>					225,736
Operating costs	20,000						
Wages & benefits	135,735						
Contributions to reserve funds	10,000	<b>10,000</b>	10,000	10,000	10,000	10,000	50,000
<b>Total Operating Expenditures</b>	<b>185,368</b>	<b>235,736</b>	10,000	10,000	10,000	10,000	275,736
<b>Operating (surplus)/deficit</b>		<b>65,368</b>					65,368
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>		<b>65,368</b>					65,368
Add: Transfer from appropriated surplus		<b>(65,368)</b>					(65,368)
<b>(Surplus) applied to future years</b>							



**Feasibility Study Fund EA H  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>(100.0%)</b>					
Property taxes	(20,000)						
	(20,000)						
Miscellaneous	(20,000)	<b>(50,000)</b>					(50,000)
<b>Total Operating Revenues</b>	(40,000)	<b>(50,000)</b>					(50,000)
<b>Operating Expenditures</b>							
Professional fees	20,000	<b>50,000</b>					50,000
Contributions to reserve funds	20,000						
<b>Total Operating Expenditures</b>	40,000	<b>50,000</b>					50,000
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							

**Regional Library  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>		<b>19.0%</b>	(10.4%)	3.0%	3.0%	3.0%	
Property taxes	(2,773,748)	<b>(3,299,919)</b>	(2,955,958)	(3,044,636)	(3,135,975)	(3,230,055)	(15,666,543)
	(2,773,748)	<b>(3,299,919)</b>	(2,955,958)	(3,044,636)	(3,135,975)	(3,230,055)	(15,666,543)
Miscellaneous	(818,219)	<b>(899,862)</b>	(899,862)	(899,862)	(899,862)	(899,862)	(4,499,310)
<b>Total Operating Revenues</b>	<b>(3,591,967)</b>	<b>(4,199,781)</b>	<b>(3,855,820)</b>	<b>(3,944,498)</b>	<b>(4,035,837)</b>	<b>(4,129,917)</b>	<b>(20,165,853)</b>
<b>Operating Expenditures</b>							
Transfer to other gov/org	2,773,748	<b>3,299,919</b>	2,955,958	3,044,636	3,135,975	3,230,055	15,666,543
Debt interest	449,085	<b>506,772</b>	506,772	506,772	506,772	506,772	2,533,860
<b>Total Operating Expenditures</b>	<b>3,222,833</b>	<b>3,806,691</b>	<b>3,462,730</b>	<b>3,551,408</b>	<b>3,642,747</b>	<b>3,736,827</b>	<b>18,200,403</b>
<b>Operating (surplus)/deficit</b>	<b>(369,134)</b>	<b>(393,090)</b>	<b>(393,090)</b>	<b>(393,090)</b>	<b>(393,090)</b>	<b>(393,090)</b>	<b>(1,965,450)</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
Existing debt (principal)	369,134	<b>393,090</b>	393,090	393,090	393,090	393,090	1,965,450
<b>Total Capital Financing Charges</b>	<b>369,134</b>	<b>393,090</b>	<b>393,090</b>	<b>393,090</b>	<b>393,090</b>	<b>393,090</b>	<b>1,965,450</b>
<b>Net (surplus)/deficit for the year (Surplus) applied to future years</b>							



**Municipal Debt Transfers  
FINANCIAL PLAN SUMMARY  
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
<b>Operating Revenues</b>							
Miscellaneous	(5,817,192)	<b>(5,936,930)</b>	(5,925,232)	(5,402,923)	(4,415,447)	(3,251,224)	(24,931,756)
<b>Total Operating Revenues</b>	(5,817,192)	<b>(5,936,930)</b>	(5,925,232)	(5,402,923)	(4,415,447)	(3,251,224)	(24,931,756)
<b>Operating Expenditures</b>							
Debt interest	2,356,920	<b>2,433,145</b>	2,420,197	2,411,103	1,927,353	1,526,853	10,718,651
<b>Total Operating Expenditures</b>	2,356,920	<b>2,433,145</b>	2,420,197	2,411,103	1,927,353	1,526,853	10,718,651
<b>Operating (surplus)/deficit</b>	(3,460,272)	<b>(3,503,785)</b>	(3,505,035)	(2,991,820)	(2,488,094)	(1,724,371)	(14,213,105)
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
Existing debt (principal)	3,460,272	<b>3,503,785</b>	3,505,035	2,991,820	2,488,094	1,724,371	14,213,105
<b>Total Capital Financing Charges</b>	3,460,272	<b>3,503,785</b>	3,505,035	2,991,820	2,488,094	1,724,371	14,213,105
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							



Taken by Jim Macquarrie



REGIONAL  
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