



Taken by Karen Massier

REGIONAL DISTRICT OF NANAIMO

2024 - 2028 RECOMMENDED FINANCIAL PLAN

NOVEMBER 07, 2023

PAGE NO.	DESCRIPTION
----------	-------------

BUDGET SUMMARIES

6	Organizational Chart
7-9	RDN Services and Participants
10-11	Sources of Revenue and Expenses
12-14	General Revenue Fund
15	Consolidated Financial Plan
16-17	Estimated General Services Property Tax Change
18	Forecast of Residential Tax Rates
19-21	Summary of Participation by Member
22-24	Analysis of Changes in General Property Tax Revenues
25	Summary of New/Changed Service Levels
26	Summary of Changes for Other Jurisdictions
27	Summary of Changes in Existing Services
28-30	Summary of Tax Requisition by Service
31-34	Summary of Reserve Fund Balances

MEMBER SUMMARIES AND REQUISITION FORECAST

35-40	City of Nanaimo
41-46	District of Lantzville
47-52	City of Parksville
53-58	Town of Qualicum Beach
59-64	Electoral Area A
65-70	Electoral Area B
71-76	Electoral Area C
77-82	Electoral Area E
83-88	Electoral Area F
89-94	Electoral Area G
95-100	Electoral Area H



PAGE NO.	DESCRIPTION
REGIONAL AND COMMUNITY UTILITIES	
101-102	Organizational Chart
103	Financial Plan Summary
104-105	Summary of Tax Requisitions
WASTEWATER SERVICES	
106-107	Liquid Waste Management Planning
108-110	Wastewater Southern Community
111-113	Wastewater Northern Community
114-116	Wastewater Duke Point
117-119	Wastewater Nanoose
WATER SERVICES	
120-122	Surfside
123-125	French Creek
126-128	Whiskey Creek
129-131	DeCourcy
132-134	San Pareil
135	Driftwood
136-138	River's Edge
139-141	Melrose Terrace
142-145	Nanoose Peninsula
146-148	Bulk Water Nanoose Bay
149-151	Bulk Water French Creek
152	San Pareil Fire
153-155	Westurne Heights
156-157	Drinking Water/ Watershed Protection
SEWER SERVICES	
158-160	French Creek
161-163	Fairwinds
164-166	Pacific Shores
167-169	Surfside
170-172	Cedar
173-175	Barclay
176	Reid Road Debt
177	Hawthorne Rise Debt
178-179	River's Edge Stormwater
180-181	Cedar Estates Stormwater
182-193	Streetlighting Utilities Summary by Local Service Area
194-195	EV Charging Stations
SOLID WASTE SERVICES	
196-198	Solid Waste Management (Facilities)
199-200	Solid Waste Collection and Recycling
201	Community Works Fund Projects

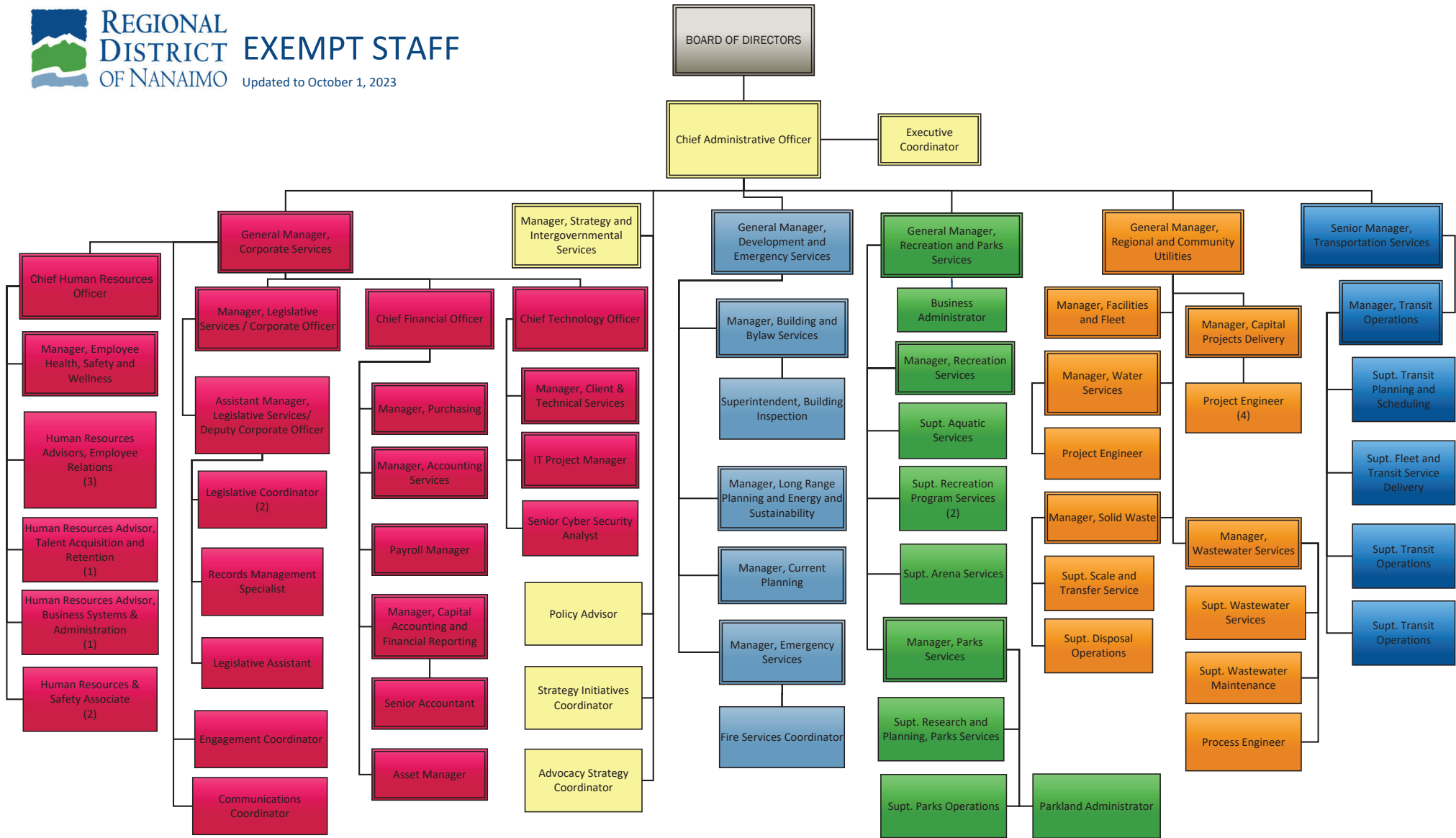
PAGE NO.	DESCRIPTION
RECREATION AND PARKS SERVICES	
202	Organizational Chart
203	Financial Plan Summary
204	Summary of Tax Requisitions
205-207	Oceanside Place
208-210	Ravensong Aquatic Centre
211-212	Northern Community Recreation
213-214	Gabriola Island Recreation
215-217	Area A Recreation and Culture
218	Southern Community Recreation and Culture
219-220	Regional Parks Operations
221-223	Regional Parks Capital
224-247	Community Parks
248-252	Port Theatre
253	Community Works Fund Projects
TRANSPORTATION SERVICES	
254	Organizational Chart
255	Financial Plan Summary
256	Summary of Tax Requisitions
257-259	Transit Southern Community
260	Transit Northern Community
261-263	Descanso Bay Wharf Service
264	Gabriola Transit Contribution
265	Gabriola Island Taxi Saver

PAGE NO.	DESCRIPTION
DEVELOPMENT AND EMERGENCY SERVICES	
266	Organizational Chart
267	Financial Plan Summary
268-269	Summary of Tax Requisitions
270-271	Electoral Area Community Planning
272-273	Regional Growth Strategy
274	Economic Development South
275-277	Building Inspection
278-280	Bylaw Enforcement
281-286	Animal Control
287-296	Noise Control
297-298	Hazardous Properties
299-300	Unsanitary Premises
301-303	Emergency Planning
304	D68 Search and Rescue
305	D69 Marine Search and Rescue
306	D69 Land Search and Rescue
307-308	D68 E911
309	D69 E911
310	D68 Community Justice
311	D69 Community Justice
312-342	Fire Protection Services
CORPORATE ADMINISTRATION	
343-344	Organizational Chart
345	Financial Plan Summary
346	Summary of Tax Requisitions
347-349	Corporate Administration Summary
350	Community Grants
351	House Numbering
352-353	Electoral Area Administration
354-359	Feasibility Studies
360	Regional Library
361	Municipal Debt Transfers



REGIONAL DISTRICT OF NANAIMO EXEMPT STAFF

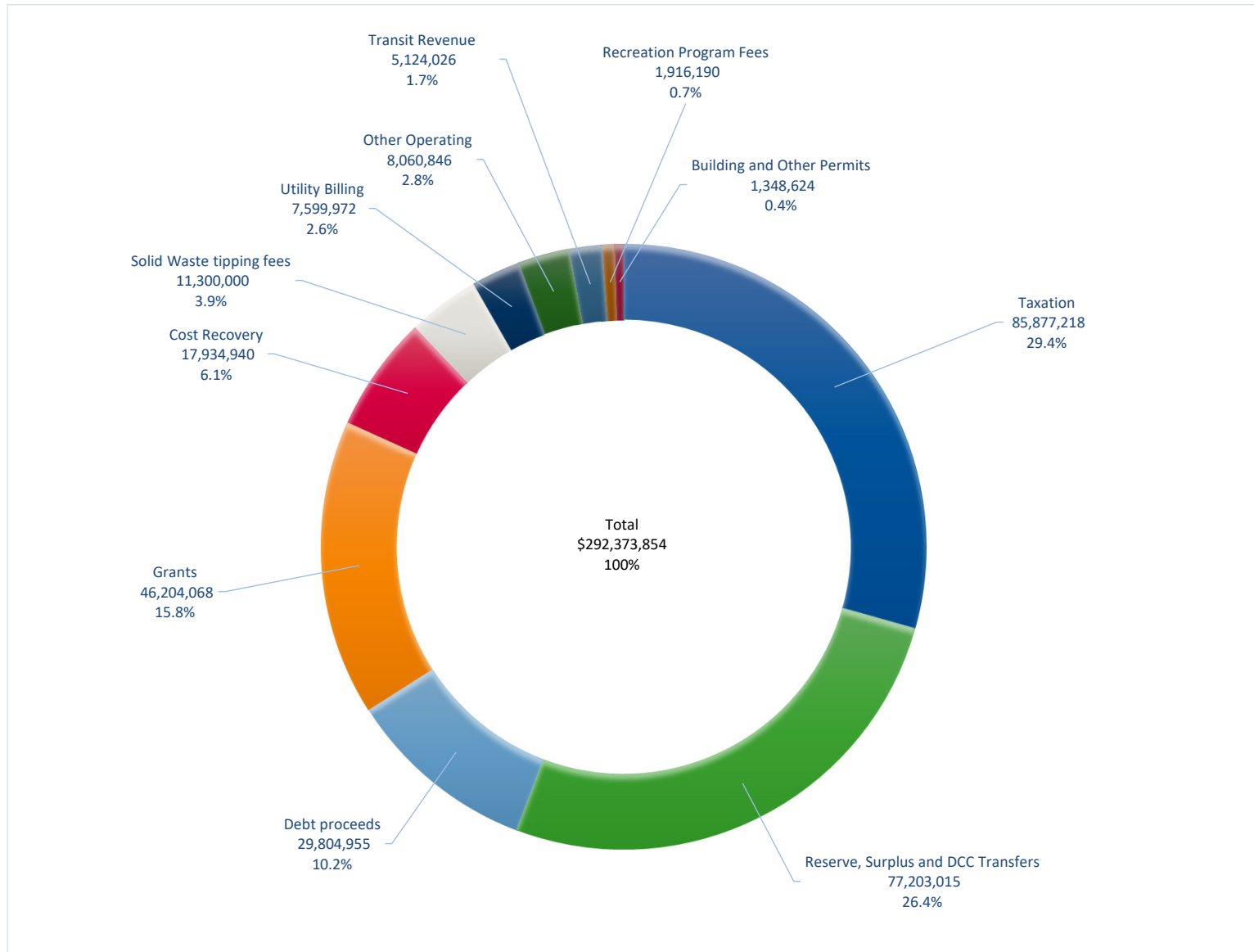
Updated to October 1, 2023

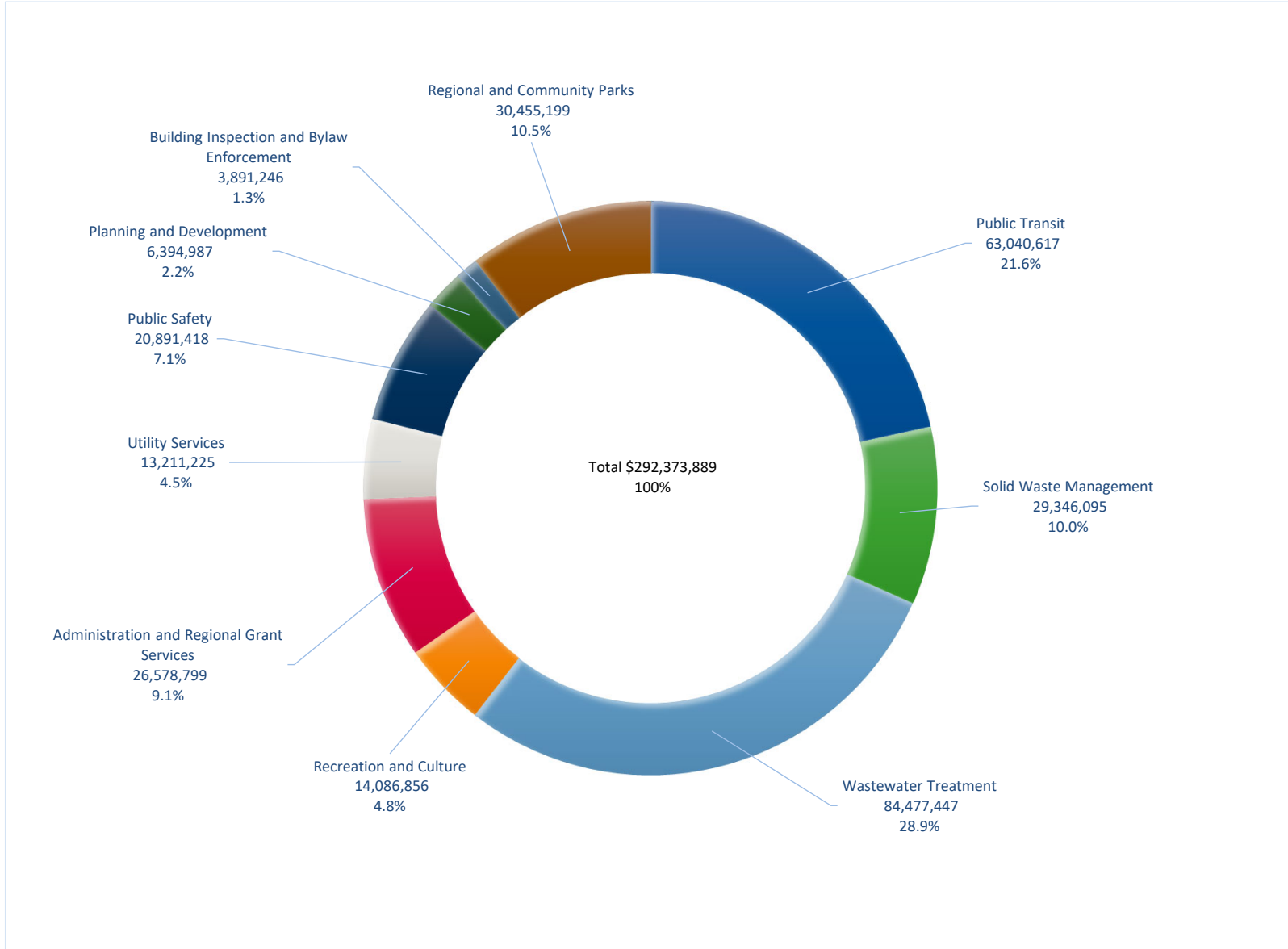


RDN SERVICES AND PARTICIPANTS														
Service Count	Final List	X = Entire Electoral Area or Municipality						O = Portion of Electoral Area or Municipality						Requisition Allocation
		NANAIMO	PARKSVILLE	QUALICUM BEACH	LANTZVILLE	AREA A	AREA B	AREA C	AREA E	AREA F	AREA G	AREA H		
1	Administration	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	
	Port Theatre Contribution													
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	
	Search and Rescue													
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	
	Various Single Services													
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	
	Transit													
26	Southern Community Transit	X			X	X		O					Usage	
27	D69 Community Transit		X	X					X		X	X	40% Population/ 60% Usage	
28	Gabriola Island Taxi Saver Contribution							O					Assessment	
29	Gabriola Island Transit Contribution							X					Assessment	
30	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		
31	Electric Vehicle Charging Station Service						X		X		X	X	Assessment	
	Solid Waste / Recycling													
32	Solid Waste Disposal (Landfills)	X	X	X	X	X	X	X	X	X	X	X	50% Population/ 50% Assessment	
33	Recycling and Compulsory Garbage Collection		X	X	X	X	X	X	X	X	X	X	Usage	
	Animal Control													
34	Areas E,G,H								X		X	X	Assessment	
35	Area F									X			Assessment	
36	Areas A,B,C					X	X	X					Assessment	
	Parks / Recreation													
37	Community Parks Area A					X							Assessment	
38	Community Parks Area B						X						Assessment	
39	Community Parks Area C (Extension)							X					Assessment	
40	Community Parks Area C (East Wellington)							X					Assessment	
41	Community Parks Area E								X				Assessment	
42	Community Parks Area F									X			Assessment	
43	Community Parks Area G										X		Assessment	
44	Community Parks Area H											X	Assessment	
45	Regional Parks and Trails	X	X	X	X	X	X	X	X	X	X	X	50% Population/ 50% Assessment	
46	Northern Community Recreation		X	X					X	X	X	X	Assessment/ Sportfield By Usage	
47	Oceanside Place Arena		X	X					X	X	X	X	50% Assessment/ 50% Usage	
48	Ravensong Aquatic Centre		X	X						X	X	X	50% Assessment/ 50% Usage	
49	Southern Community Recreation				X	X	X	X					Usage	
50	Electoral Area A Recreation & Culture					X							Assessment	
51	Gabriola Island Recreation						O						Assessment	
	Wastewater													
52	Southern Wastewater	O			O								Flow Data	
53	Duke Point Sewer	O				O							Assessment	
54	Cedar (Collection & Debt)					O							Parcel Tax	
55	Liquid Waste Management Planning	X	X	X	X	X	X	X	X	X	X	X	50% Population/ 50% Assessment	
56	Northern Communities Wastewater		O	O					O		O		Flow Data	
57	Fairwinds Sewer Facilities (& Collection)								O				Parcel Tax	
58	French Creek Sewer										O		Parcel Tax	
59	Hawthorne Rise Sewer Capital Financing										O		Parcel Tax	
60	Pacific Shores Sewer								O				Parcel Tax	
61	Surfside Sewer										O		Parcel Tax	
62	Reid Road Sewer Capital Financing										O		Parcel Tax	
63	Barclay Crescent Sewer										O		Parcel Tax	
	Bulk Water													
64	Nanoose Bay Bulk Water								O				Parcel Tax	
65	French Creek Bulk Water										O		Parcel Tax	
	Water Supply													
66	Surfside										O		Parcel Tax	
67	Nanoose Bay Peninsula								O				Parcel Tax	
68	French Creek										O		Parcel Tax	
69	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		
70	San Pareil										O		Parcel Tax	
71	Driftwood Water (Debt Only)								O				Parcel Tax	
72	River's Edge										O		Parcel Tax	
73	Melrose Terrace									O			Parcel Tax	
74	Whiskey Creek									O			Parcel Tax	
75	Westurne Heights									O			Parcel Tax	
Emergency Services														
76	D68 Emergency 911				X	X	X	X					Assessment	
77	D69 Emergency 911		X	X					X	X	X	X	Assessment	
78	Emergency Planning				Contract	X	X	X	X	X	X	X	Assessment	
Fire Protection														
79	French Creek									O	O		Assessment	
80	Errington									O	O		Assessment	
81	Dashwood									O	O	O	Assessment	
82	Dashwood Fire Hall Service Area (Debt Only)									O	O	O	Assessment	
83	Meadowood Fire (Debt Only)									O			Parcel Tax	
84	Nanoose Bay								O	O	O		Assessment	
85	Wellington Fire & Streetlighting							O					Assessment	
86	Parksville Local										O		Assessment	
87	Coombs-Hilliers									O			Assessment	
88	Bow Horn Bay									O		O	Assessment	
89	Cassidy / Waterloo					O		O					Assessment	
90	Extension							O					Assessment	
91	Nanaimo River Fire							O					Assessment	
92	San Pareil Water System (Fire Protection Improvements)										O		Parcel Tax	
Streetlighting (Separate Services)														
93	Rural Streetlighting					O			O			O	Assessment	
94	Fairwinds Streetlighting								O				Assessment	
95	Morningstar Streetlighting										O		Assessment	
96	Sandpiper Streetlighting										O		Assessment	
97	Highway 4 Intersections Streetlighting									X			Assessment	
98	French Creek Village Streetlighting										O		Assessment	
99	French Creek - Highway Intersection Streetlighting										O		Assessment	
100	River's Edge Streetlighting										O		Assessment	
Noise Control														
101	Area A					X							Assessment	
102	Area B						O						Assessment	
103	Area C							X					Assessment	
104	Area E								X				Assessment	
105	Area G										X		Assessment	
Stormwater														
106	River's Edge									O	O		Assessment	
107	Cedar Estates					O							Assessment	





**GENERAL REVENUE FUND
2024 Recommended Budget**

	CORPORATE Budget 2023	SERVICES Budget 2024	DEVELOPMENT & Budget 2023	EMERGENCY SERV Budget 2024
OPERATING REVENUES				
TAX REQUISITION	(7,167,698)	(8,718,668)	(12,062,530)	(14,211,985)
OPERATING GRANTS	(773,048)	(1,001,082)	(994,031)	(1,147,127)
OPERATING REVENUE	(25,202)	(29,186)	(1,657,541)	(1,436,929)
OTHER REVENUE	(18,435,451)	(18,912,723)	(2,367,815)	(3,243,640)
TOTAL OPERATING REVENUES	(26,401,399)	(28,661,659)	(17,081,917)	(20,039,681)
OPERATING EXPENDITURES				
OFFICE OPERATING	494,677	574,783	1,256,127	1,867,293
COMMUNITY GRANTS	152,750	229,000	0	0
LEGISLATIVE	942,092	1,025,620	0	0
PROFESSIONAL FEES	2,010,476	2,900,280	2,232,784	1,799,879
BUILDING - OPER & MAINT	658,221	573,237	968,259	1,049,242
VEH & EQUIP - OPER & MAINT	641,574	811,851	622,456	693,464
OTHER OPERATING COSTS	1,616,371	1,768,470	1,885,382	2,073,637
WAGES & BENEFITS	9,816,893	10,218,896	5,052,067	5,852,842
PROGRAM COSTS	0	0	495,250	1,157,124
DEBT - FINANCING - INTEREST	2,806,005	2,939,917	321,987	390,967
DEBT - FINANCING - PRINCIPAL	3,829,406	3,896,875	312,681	243,662
TRANSFER TO RESERVE FUND	2,621,687	2,965,702	1,453,039	990,039
TRANSFER TO OTHER GOV'T/AGENCIES	3,130,214	2,856,960	4,450,201	4,894,859
TOTAL OPERATING EXPENDITURES	28,720,366	30,761,591	19,050,233	21,013,008
CAPITAL ASSET EXPENDITURES				
CAPITAL EXPENDITURES	1,844,500	2,654,000	9,687,877	10,164,643
TRANSFERS FROM RESERVES	(1,398,500)	(2,059,000)	(2,740,340)	(4,505,981)
CAPITAL GRANTS AND OTHER	0	(595,000)	(612,186)	0
NEW BORROWING	0	0	(6,293,621)	(5,658,662)
NET CAPITAL ASSETS FUNDED FROM OPERATIONS	446,000	0	41,730	0
ACCUMULATED SURPLUS				
NET (SURPLUS) DEFICIT	2,764,967	2,099,932	2,010,046	973,327
TRANSFER TO APPROPRIATED SURPLUS	0	0	0	0
TRANSFER FROM APPROPRIATED SURPLUS	(796,738)	(947,646)	(846,993)	(676,439)
PRIOR YEARS (SURPLUS) DEFICIT	(1,968,230)	(1,152,284)	(1,163,053)	(296,887)
CURRENT YEAR UNAPPROPRIATED (SURPLUS) DEFICIT	(1)	2	0	1



GENERAL REVENUE FUND
2024 Recommended Budget

	REGIONAL & Budget 2023	COMM UTILITIES Budget 2024	RECREATION & Budget 2023	PARKS SERVICES Budget 2024
OPERATING REVENUES				
TAX REQUISITION	(27,259,853)	(30,190,196)	(16,312,498)	(17,151,835)
OPERATING GRANTS	(1,019,879)	(934,452)	(519,653)	(49,336)
OPERATING REVENUE	(20,755,621)	(21,730,825)	(1,740,776)	(1,916,190)
OTHER REVENUE	(3,024,076)	(3,532,928)	(24,636)	(249,184)
TOTAL OPERATING REVENUES	(52,059,429)	(56,388,401)	(18,597,563)	(19,366,545)
OPERATING EXPENDITURES				
OFFICE OPERATING	3,669,035	4,005,076	1,188,500	1,373,140
COMMUNITY GRANTS	0	0	0	0
LEGISLATIVE	0	0	1,000	1,000
PROFESSIONAL FEES	2,117,116	2,255,132	1,066,792	1,090,492
BUILDING - OPER & MAINT	2,789,314	2,995,278	960,084	1,054,940
VEH & EQUIP - OPER & MAINT	2,857,680	2,966,488	237,230	263,791
OTHER OPERATING COSTS	17,679,811	18,349,041	2,307,873	2,874,648
WAGES & BENEFITS	12,634,488	14,325,438	6,997,203	7,703,404
PROGRAM COSTS	355,340	355,900	805,518	923,761
DEBT - FINANCING - INTEREST	1,752,455	1,862,650	357,268	269,004
DEBT - FINANCING - PRINCIPAL	2,524,944	2,709,874	435,996	167,177
TRANSFER TO RESERVE FUND	10,865,992	7,693,485	2,938,491	2,046,475
TRANSFER TO OTHER GOV'T/AGENCIES	1,040,000	726,000	2,732,391	2,631,993
TOTAL OPERATING EXPENDITURES	58,286,175	58,244,362	20,028,346	20,399,825
CAPITAL ASSET EXPENDITURES				
CAPITAL EXPENDITURES	30,068,078	68,790,405	17,803,742	24,142,230
TRANSFERS FROM RESERVES	(22,451,469)	(42,325,274)	(3,992,595)	(6,879,814)
CAPITAL GRANTS AND OTHER	(1,170,435)	(11,045,055)	(6,077,724)	(3,481,642)
NEW BORROWING	(1,070,113)	(11,143,293)	(7,000,000)	(13,003,000)
NET CAPITAL ASSETS FUNDED FROM OPERATIONS	5,376,061	4,276,783	733,423	777,774
ACCUMULATED SURPLUS				
NET (SURPLUS) DEFICIT	11,602,807	6,132,744	2,164,206	1,811,054
TRANSFER TO APPROPRIATED SURPLUS	0	0	120,000	45,000
TRANSFER FROM APPROPRIATED SURPLUS	(2,660,895)	(2,724,979)	(1,261,542)	(1,115,531)
PRIOR YEARS (SURPLUS) DEFICIT	(8,941,885)	(3,407,732)	(1,022,664)	(740,519)
CURRENT YEAR UNAPPROPRIATED (SURPLUS) DEFICIT	27	33	0	4



GENERAL REVENUE FUND
2024 Recommended Budget

	TRANSPORTATION	SERVICES	TOTAL	RECOMMENDED	BUDGET
	Budget	Budget	Budget	Budget	%
	2023	2024	2023	2024	Change
OPERATING REVENUES					
TAX REQUISITION	(15,796,954)	(18,461,494)	(78,599,533)	(88,734,178)	12.9%
OPERATING GRANTS	(10,015,821)	(24,092,367)	(13,322,432)	(27,224,364)	
OPERATING REVENUE	(4,478,432)	(5,181,565)	(28,657,572)	(30,294,695)	
OTHER REVENUE	(8,335,295)	(5,408,081)	(32,187,273)	(31,346,556)	
TOTAL OPERATING REVENUES	(38,626,502)	(53,143,507)	(152,766,810)	(177,599,793)	
OPERATING EXPENDITURES					
OFFICE OPERATING	2,846,215	3,045,385	9,454,554	10,865,677	
COMMUNITY GRANTS	0	0	152,750	229,000	
LEGISLATIVE	0	0	943,092	1,026,620	
PROFESSIONAL FEES	282,500	202,500	7,709,668	8,248,283	
BUILDING - OPER & MAINT	470,349	742,811	5,846,227	6,415,508	
VEH & EQUIP - OPER & MAINT	6,511,529	7,779,418	10,870,469	12,515,012	
OTHER OPERATING COSTS	6,492,528	8,429,555	29,981,965	33,495,351	
WAGES & BENEFITS	17,717,011	19,692,849	52,217,662	57,793,429	
PROGRAM COSTS	0	0	1,656,108	2,436,785	
DEBT - FINANCING - INTEREST	0	0	5,237,715	5,462,538	
DEBT - FINANCING - PRINCIPAL	0	0	7,103,027	7,017,588	
TRANSFER TO RESERVE FUND	3,727,234	950,897	21,606,443	14,646,598	
TRANSFER TO OTHER GOV'T/AGENCIES	4,786,805	13,649,935	16,139,611	24,759,747	
TOTAL OPERATING EXPENDITURES	42,834,171	54,493,350	168,919,291	184,912,136	9.5%
CAPITAL ASSET EXPENDITURES					
CAPITAL EXPENDITURES	2,332,691	8,547,267	61,736,888	114,298,545	
TRANSFERS FROM RESERVES	(1,344,802)	(4,524,510)	(31,927,706)	(60,294,579)	
CAPITAL GRANTS AND OTHER	(953,085)	(3,858,007)	(8,813,430)	(18,979,704)	
NEW BORROWING	0	0	(14,363,734)	(29,804,955)	
NET CAPITAL ASSETS FUNDED FROM OPERATIONS	34,804	164,750	6,632,018	5,219,307	
ACCUMULATED SURPLUS					
NET (SURPLUS) DEFICIT	4,242,473	1,514,593	22,784,499	12,531,650	
TRANSFER TO APPROPRIATED SURPLUS	0	927,000	120,000	972,000	
TRANSFER FROM APPROPRIATED SURPLUS	(1,028,804)	(927,000)	(6,594,972)	(6,391,595)	
PRIOR YEARS (SURPLUS) DEFICIT	(3,213,670)	(1,514,598)	(16,309,502)	(7,112,020)	
CURRENT YEAR UNAPPROPRIATED (SURPLUS) DEFICIT	(1)	(5)	25	35	

**CONSOLIDATED FINANCIAL PLAN
2024 to 2028**

	2023 Budget	2024 Recommended	2025	2026	2027	2028	Total
Operating Revenues		12.9%	16.1%	9.6%	7.9%	7.7%	
Property taxes	(72,081,233)	(81,402,426)	(95,167,929)	(104,370,297)	(112,802,270)	(121,819,345)	(515,562,267)
Parcel taxes	(6,518,300)	(7,331,752)	(7,871,553)	(8,600,378)	(9,065,563)	(9,489,850)	(42,359,096)
	(78,599,533)	(88,734,178)	(103,039,482)	(112,970,675)	(121,867,833)	(131,309,195)	(557,921,363)
Municipal agreements	(61,443)	(93,816)	(96,631)	(99,530)	(102,515)	(105,591)	(498,083)
Operations	(4,516,486)	(4,306,971)	(4,503,974)	(4,652,007)	(4,761,541)	(5,049,037)	(23,273,530)
Interest income	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(1,500,000)
Transit fares	(4,420,894)	(5,124,027)	(5,589,916)	(6,109,282)	(6,533,759)	(6,697,103)	(30,054,087)
Landfill tipping fees	(10,669,464)	(11,300,000)	(11,300,000)	(11,300,000)	(11,300,000)	(11,300,000)	(56,500,000)
Recreation fees	(651,184)	(750,122)	(758,949)	(767,908)	(777,004)	(786,240)	(3,840,223)
Recreation facility rentals	(509,015)	(574,191)	(581,335)	(588,585)	(595,943)	(603,409)	(2,943,463)
Recreation vending sales	(2,800)	(3,800)	(3,802)	(3,804)	(3,806)	(3,808)	(19,020)
Recreation concession	(5,500)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(30,000)
Recreation other	(548,097)	(535,797)	(537,421)	(589,061)	(590,769)	(795,026)	(3,048,074)
Utility user fees	(7,272,690)	(7,599,971)	(7,974,691)	(8,367,055)	(8,777,910)	(9,208,154)	(41,927,781)
Operating grants	(12,583,039)	(13,328,330)	(14,024,113)	(16,448,571)	(17,296,335)	(17,625,283)	(78,722,632)
Grants other	(338,991)	(13,444,594)	(152,554)				(13,597,148)
Grants in lieu of taxes	(400,402)	(451,440)	(451,440)	(451,440)	(451,440)	(451,440)	(2,257,200)
Interdepartmental recoveries	(15,475,749)	(17,934,940)	(18,825,628)	(19,668,595)	(20,500,475)	(21,575,887)	(98,505,525)
Miscellaneous	(16,411,525)	(13,111,616)	(14,191,101)	(14,517,756)	(12,052,366)	(11,211,702)	(65,084,541)
Total Operating Revenues	(152,766,812)	(177,599,793)	(182,337,037)	(196,840,269)	(205,917,696)	(217,027,875)	(979,722,670)
Operating Expenditures							
Administration	9,234,667	10,565,307	11,147,313	11,775,481	12,237,203	12,745,158	58,470,462
Community grants	152,750	229,000	229,000	229,000	229,000	229,000	1,145,000
Legislative	943,092	1,026,620	1,057,389	1,325,080	1,122,172	1,155,808	5,687,069
Professional fees	7,709,668	8,248,283	4,828,446	4,970,627	5,171,675	5,184,353	28,403,384
Building ops	5,846,221	6,415,504	6,524,655	6,741,470	6,912,910	7,140,625	33,735,164
Veh & Equip ops	10,870,465	12,515,009	12,812,258	15,078,169	13,830,291	14,216,710	68,452,437
Operating costs	29,981,956	33,495,338	36,224,943	39,343,012	41,723,343	43,486,593	194,273,229
Program costs	1,656,108	2,436,785	1,794,944	1,832,845	1,839,871	1,802,590	9,707,035
Wages & benefits	52,217,663	57,793,419	62,585,313	67,131,070	69,720,514	72,993,551	330,223,867
Transfer to other gov/org	16,139,611	24,759,747	15,259,154	11,733,966	11,959,875	12,272,736	75,985,478
Contributions to reserve funds	21,606,443	14,646,598	13,407,194	13,802,781	14,513,223	15,147,481	71,517,277
Debt interest	5,094,078	5,164,488	5,270,648	5,275,649	4,760,005	4,726,496	25,197,286
Total Operating Expenditures	161,452,722	177,296,098	171,141,257	179,239,150	184,020,082	191,101,101	902,797,688
Operating (surplus)/deficit	8,685,910	(303,695)	(11,195,780)	(17,601,119)	(21,897,614)	(25,926,774)	(76,924,982)
Capital Asset Expenditures							
Capital expenditures	61,956,770	114,598,910	117,359,076	79,064,514	86,496,500	104,128,261	501,647,261
Transfer from reserves	(31,927,706)	(60,294,579)	(28,661,121)	(14,433,825)	(15,917,068)	(23,849,713)	(143,156,306)
Grants and other	(8,813,430)	(18,979,704)	(8,670,689)	(7,455,296)	(8,413,186)	(5,738,906)	(49,257,781)
New borrowing	(14,363,734)	(29,804,955)	(78,069,362)	(55,358,457)	(59,970,648)	(72,144,973)	(295,348,395)
Net Capital Assets funded from Operations	6,851,900	5,519,672	1,957,904	1,816,936	2,195,598	2,394,669	13,884,779
Capital Financing Charges							
Existing debt (principal)	7,103,027	7,017,588	6,986,307	6,584,167	6,056,977	5,198,230	31,843,269
New debt (principal & interest)	143,637	298,050	3,223,569	9,200,016	13,645,039	18,333,875	44,700,549
Total Capital Financing Charges	7,246,664	7,315,638	10,209,876	15,784,183	19,702,016	23,532,105	76,543,818
Net (surplus)/deficit for the year	22,784,474	12,531,615	972,000				13,503,615
Less: Transfer to appropriated surplus	120,000	972,000					972,000
Add: Transfer from appropriated surplus	(6,594,972)	(6,391,595)	(972,000)				(7,363,595)
Add: Prior year (surplus) / deficit	(16,309,502)	(7,112,020)					(7,112,020)
(Surplus) applied to future years							

	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	\$ 35,343,611	\$ 1,303,609	\$ 7,681,871	\$ 5,467,104	\$ 3,342,050	\$ 2,297,121	\$ 1,880,180	\$ 4,222,157	\$ 3,505,983	\$ 4,460,015	\$ 2,629,411
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	\$ 4,723,833	\$ 203,272	\$ 514,791	\$ 324,546	\$ 420,153	\$ 198,283	\$ 227,068	\$ 586,677	\$ 216,610	\$ 337,222	\$ 268,209
General Services Property Tax											
2024	\$ 90.09	\$ 60.09	\$ 112.60	\$ 104.70	\$ 103.26	\$ 75.46	\$ 94.00	\$ 85.39	\$ 102.40	\$ 106.00	\$ 99.79
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	\$ 11.03	\$ 9.03	\$ 6.43	\$ 5.03	\$ 12.31	\$ 5.87	\$ 11.29	\$ 11.17	\$ 4.99	\$ 6.97	\$ 9.18
Regional Parcel Taxes											
2024	\$ 16.00	\$ 16.00	\$ 23.02	\$ 23.02	\$ 16.00	\$ 16.00	\$ 16.00	\$ 23.02	\$ 23.02	\$ 23.02	\$ 23.02
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	\$ -	\$ -	\$ 0.39	\$ 0.39	\$ -	\$ -	\$ -	\$ 0.39	\$ 0.39	\$ 0.39	\$ 0.39
2024 RDN Property Tax at:											
\$600,000	\$ 557	\$ 377	\$ 699	\$ 651	\$ 636	\$ 469	\$ 580	\$ 535	\$ 637	\$ 659	\$ 622
\$700,000	\$ 647	\$ 437	\$ 811	\$ 756	\$ 739	\$ 544	\$ 674	\$ 621	\$ 740	\$ 765	\$ 722
\$800,000	\$ 737	\$ 497	\$ 924	\$ 861	\$ 842	\$ 620	\$ 768	\$ 706	\$ 842	\$ 871	\$ 821
\$900,000	\$ 827	\$ 557	\$ 1,036	\$ 965	\$ 945	\$ 695	\$ 862	\$ 792	\$ 945	\$ 977	\$ 921
\$1,000,000	\$ 917	\$ 617	\$ 1,149	\$ 1,070	\$ 1,049	\$ 771	\$ 956	\$ 877	\$ 1,047	\$ 1,083	\$ 1,021
\$1,100,000	\$ 1,007	\$ 677	\$ 1,262	\$ 1,175	\$ 1,152	\$ 846	\$ 1,050	\$ 962	\$ 1,149	\$ 1,189	\$ 1,121
\$1,200,000	\$ 1,097	\$ 737	\$ 1,374	\$ 1,279	\$ 1,255	\$ 921	\$ 1,144	\$ 1,048	\$ 1,252	\$ 1,295	\$ 1,221

	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	\$ 35,343,611	\$ 1,303,609	\$ 7,681,871	\$ 5,467,104	\$ 3,342,050	\$ 2,297,121	\$ 1,880,180	\$ 4,222,157	\$ 3,505,983	\$ 4,460,015	\$ 2,629,411
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	\$ 4,723,833	\$ 203,272	\$ 514,791	\$ 324,546	\$ 420,153	\$ 198,283	\$ 227,068	\$ 586,677	\$ 216,610	\$ 337,222	\$ 268,209
General Services Property Tax											
2024	\$ 90.09	\$ 60.09	\$ 112.60	\$ 104.70	\$ 103.26	\$ 75.46	\$ 94.00	\$ 85.39	\$ 102.40	\$ 106.00	\$ 99.79
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	\$ 11.03	\$ 9.03	\$ 6.43	\$ 5.03	\$ 12.31	\$ 5.87	\$ 11.29	\$ 11.17	\$ 4.99	\$ 6.97	\$ 9.18
Regional Parcel Taxes											
2024	\$ 16.00	\$ 16.00	\$ 23.02	\$ 23.02	\$ 16.00	\$ 16.00	\$ 16.00	\$ 23.02	\$ 23.02	\$ 23.02	\$ 23.02
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	\$ -	\$ -	\$ 0.39	\$ 0.39	\$ -	\$ -	\$ -	\$ 0.39	\$ 0.39	\$ 0.39	\$ 0.39
2023 Average Residential Value											
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	\$ 714	\$ 723	\$ 871	\$ 1,028	\$ 886	\$ 573	\$ 1,119	\$ 1,136	\$ 803	\$ 1,109	\$ 941
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	\$ 85	\$ 106	\$ 49	\$ 48	\$ 104	\$ 43	\$ 132	\$ 146	\$ 38	\$ 72	\$ 84

JURISDICTION	Average Residential Value*	2023	2024	2025	2026	2027	2028
City of Nanaimo							
	\$774,771	\$629	\$714	\$826	\$898	\$966	\$1,038
Dollar Change		\$53	\$85	\$112	\$72	\$67	\$73
% change		9%	14%	16%	9%	7%	8%
District of Lantzville							
	\$1,176,431	\$617	\$723	\$783	\$838	\$878	\$933
Dollar Change		\$24	\$106	\$60	\$55	\$40	\$55
% change		4%	17%	8%	7%	5%	6%
City of Parksville							
	\$753,356	\$822	\$871	\$1,015	\$1,113	\$1,203	\$1,298
Dollar Change		\$57	\$49	\$144	\$98	\$90	\$95
% change		7%	6%	17%	10%	8%	8%
Town of Qualicum Beach							
	\$960,113	\$980	\$1,028	\$1,214	\$1,336	\$1,446	\$1,558
Dollar Change		\$68	\$49	\$185	\$122	\$110	\$112
% change		7%	5%	18%	10%	8%	8%
Electoral Area A							
	\$842,302	\$782	\$886	\$1,025	\$1,080	\$1,118	\$1,162
Dollar Change		\$43	\$104	\$140	\$55	\$38	\$44
% change		6%	13%	16%	5%	4%	4%
Electoral Area B							
	\$737,731	\$529	\$573	\$617	\$642	\$660	\$681
Dollar Change		\$73	\$43	\$44	\$25	\$18	\$22
% change		16%	8%	8%	4%	3%	3%
Electoral Area C							
	\$1,173,330	\$986	\$1,119	\$1,249	\$1,299	\$1,329	\$1,369
Dollar Change		\$106	\$132	\$130	\$51	\$29	\$40
% change		12%	13%	12%	4%	2%	3%
Electoral Area E							
	\$1,302,858	\$990	\$1,136	\$1,275	\$1,352	\$1,397	\$1,451
Dollar Change		\$65	\$146	\$139	\$77	\$46	\$54
% change		7%	15%	12%	6%	3%	4%
Electoral Area F							
	\$761,627	\$765	\$803	\$929	\$983	\$1,027	\$1,071
Dollar Change		\$16	\$38	\$126	\$53	\$44	\$44
% change		2%	5%	16%	6%	4%	4%
Electoral Area G							
	\$1,024,653	\$1,037	\$1,109	\$1,263	\$1,347	\$1,415	\$1,477
Dollar Change		\$76	\$72	\$154	\$84	\$68	\$63
% change		8%	7%	14%	7%	5%	4%
Electoral Area H							
	\$920,365	\$857	\$941	\$1,080	\$1,145	\$1,197	\$1,240
Dollar Change		\$57	\$85	\$139	\$65	\$51	\$43
% change		7%	10%	15%	6%	4%	4%

*Average residential values are based on 2023 Revised roll

	2023 Final	2024 Recommended	Change from 2023	Changed Service Levels	Other Jurisdictions	Existing Service Levels
City of Nanaimo	30,619,778	35,343,611	4,723,833 15.4%	1,035,118 3.4%	0 0.0%	3,688,715 12.0%
General Services Tax cost per \$100,000	\$79.06	\$90.09				
Regional Parcel Taxes						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
	\$95.06	\$106.09				
Change from previous year	(\$0.52)	\$11.03				
District of Lantzville	1,100,337	1,303,609	203,272 18.5%	33,454 3.0%	59,128 5.4%	110,690 10.1%
General Services Tax cost per \$100,000	\$51.06	\$60.09				
Regional Parcel Taxes						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
	\$67.06	\$76.09				
Change from previous year	(\$2.22)	\$9.03				
City of Parksville	7,167,080	7,681,871	514,791 7.2%	236,251 3.3%	18,242 0.3%	260,298 3.6%
General Services Tax cost per \$100,000	\$106.17	\$112.60				
Regional Parcel Taxes						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
District 69 Community Justice	\$6.63	\$7.02				
	\$128.80	\$135.62				
Change from previous year	(\$1.43)	\$6.82				
Town of Qualicum Beach	5,142,558	5,467,104	324,546 6.3%	167,640 3.3%	14,220 0.3%	142,686 2.8%
General Services Tax cost per \$100,000	\$99.67	\$104.70				
Regional Parcel Taxes						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
District 69 Community Justice	\$6.63	\$7.02				
	\$122.30	\$127.72				
Change from previous year	\$1.87	\$5.42				

	2023 Final	2024 Recommended	Change from 2023	Changed Service Levels	Other Jurisdictions	Existing Service Levels
Electoral Area A	2,921,897	3,342,050	420,153 14.4%	89,830 3.1%	44,662 1.5%	285,661 9.8%
General Services Tax cost per \$100,000	\$90.95	\$103.26				
Regional Parcel Taxes						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
	\$106.95	\$119.26				
Change from previous year	(\$9.89)	\$12.31				
Electoral Area B	2,098,838	2,297,121	198,283 9.4%	64,871 3.1%	20,286 1.0%	113,126 6.3%
General Services Tax cost per \$100,000	\$69.59	\$75.46				
Regional Parcel Taxes						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
	\$85.59	\$91.46				
Change from previous year	\$0.21	\$5.87				
Electoral Area C	1,653,112	1,880,180	227,068 13.7%	64,863 3.9%	43,430 2.6%	118,775 7.2%
General Services Tax cost per \$100,000	\$82.71	\$94.00				
Regional Parcel Taxes						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
	\$98.71	\$110.00				
Change from previous year	(\$7.69)	\$11.29				
Electoral Area E	3,635,480	4,222,157	586,677 16.1%	126,588 3.5%	35,707 1.0%	424,382 11.7%
General Services Tax cost per \$100,000	\$74.22	\$85.39				
Regional Parcel Taxes						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
District 69 Community Justice	\$6.63	\$7.02				
	\$96.85	\$108.41				
Change from previous year	(\$1.72)	\$11.56				

	2023 Final	2024 Recommended	Change from 2023	Changed Service Levels	Other Jurisdictions	Existing Service Levels
Electoral Area F	3,289,373	3,505,983	216,610 6.6%	84,969 2.6%	32,828 1.0%	98,813 3.0%
General Services Tax cost per \$100,000	\$97.41	\$102.40				
Regional Parcel Taxes						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
District 69 Community Justice	\$6.63	\$7.02				
	\$120.04	\$125.42				
Change from previous year	(\$3.88)	\$5.38				
Electoral Area G	4,122,794	4,460,015	337,221 8.2%	240,508 5.8%	38,824 0.9%	57,889 1.4%
General Services Tax cost per \$100,000	\$99.04	\$106.00				
Regional Parcel Taxes						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
District 69 Community Justice	\$6.63	\$7.02				
	\$121.67	\$129.02				
Change from previous year	\$3.08	\$7.36				
Electoral Area H	2,361,202	2,629,411	268,209 11.4%	66,205 2.8%	19,057 0.8%	182,947 7.7%
General Services Tax cost per \$100,000	\$90.61	\$99.79				
Regional Parcel Taxes						
Drinking Water/Watershed Protection	\$16.00	\$16.00				
District 69 Community Justice	\$6.63	\$7.02				
	\$113.24	\$122.81				
Change from previous year	(\$2.10)	\$9.57				
General Services Tax Revenues	64,112,448	72,133,112				
Change from previous year	8.6%	12.5%				
Local Services Tax Revenues	14,487,085	16,601,066				
Tax Revenues	78,599,533	88,734,178				
Change from previous year	8.9%	12.9%				

	%	
	Change	
Tax Revenues 2023		78,599,533
<u>Changed service levels</u>		
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	100,750	Increase to Community Grants approved by the Board
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
Regional Parks	61,765	Additional staffing (Parks Stewardship Coordinator)
Community Parks	59,342	Additional staffing (Parks Stewardship Coordinator)
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
	2.8%	2,210,297
<u>Changes for Other Jurisdictions</u>		
D68 E911	25,862	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	113,078	Based on budgeted numbers from City of Nanaimo
Northern Community - Sportsfield agreement	30,876	Based on budgeted numbers from City of Parksville and Town of Qualicum Beach
Vancouver Island Regional Library	83,212	Per budget information from VIRL
	0.4%	326,384

%
Change

Changes within existing service levels

Administration	803,588	New staffing in Human Resources, Information Services, Finance and Legislative Services, impacts of redistribution of GIS costs and general inflation
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	332,573	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	673,562	Increased operating costs due to debt issue, additional staffing, and operations-funded capital purchases
Community Parks	592,692	Impact of increased operating costs, additional staffing and transfers to other organizations
Wastewater - Southern Community	796,795	Inflationary impact and increased operating costs
Wastewater - Northern Community	315,729	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	111,155	Cumulative other changes over 107 services

7.0% 5,483,983

Local Services Property/Parcel Tax Revenues - Change

2.7% 2,113,981 Largest changes explained on next page

Tax Revenues 2024

12.9% 88,734,178

Total Annual 2024 Tax Revenues	88,734,178
Total Annual 2023 Tax Revenues	78,599,533
Change	12.9% 10,134,645

**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

Local Services Property/Parcel Tax Revenues 2024 - Change

Local Service Area Property/Parcel taxes 2024	16,601,066
Local Service Area Property/Parcel taxes 2023	14,487,085
Change from 2023	2,113,981

Local Services Property/Parcel Tax Revenues 2024 - Largest Changes

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	199,154	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	44,489	Impact of debt repayment
Bow Horn Bay Fire Service	245,887	Increased operating costs (including those budgeted by Society) and inflationary impact
Other increases/decreases	260,792	Cumulative other changes
	2,113,981	

	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	Regional Parks	Community Parks	Southern Community Wastewater	Northern Community Wastewater	Solid Waste Management	Southern Community Transit	Northern Community Transit	Total Change
City of Nanaimo	267,423		51,152			44,636				33,895		319,061		99,894	219,057		1,035,118
District of Lantzville	14,793		2,830			2,060				1,563		5,584		4,608	2,016		33,454
City of Parksville	46,373		8,870			6,861				5,207			135,175	15,347		18,418	236,251
Town of Qualicum Beach	35,497		6,790			4,979				3,778			91,391	11,135		14,070	167,640
Electoral Area A	22,164	13,722	4,239		11,866	3,509	2,572	2,176	6,842	2,663	8,474			7,851	3,752		89,830
Electoral Area B	20,713		3,962		11,090	1,318	2,405	2,034	6,842	2,035	8,474			5,998			64,871
Electoral Area C	16,072	9,950	3,074		8,605	2,047	1,865	1,578	6,842	1,552	8,498			4,575	205		64,863
Electoral Area E	33,846	20,163	6,474		18,121	4,243	2,880	3,324	6,842	3,218	8,474		2,621 *	9,485		6,897	126,588
Electoral Area F	23,269	14,406	4,451		12,458	3,770	6,842			2,862	8,474			8,437			84,969
Electoral Area G	28,675	17,753	5,485	75,368	15,353	4,164	2,440	2,816	6,842	3,160	8,474		54,470 *	9,314		6,194	240,508
Electoral Area H	17,899	11,082	3,423		9,583	2,413	1,522	1,756		1,832	8,474			5,401		2,820	66,205
	526,724	87,076	100,750	75,368	87,076	80,000	20,526	13,684	34,210	61,765	59,342	324,645	283,657	182,045	225,030	48,399	2,210,297

* 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	5,283		53,845			59,128
City Of Parksville		18,242				18,242
Town of Qualicum Beach		14,220				14,220
Electoral Area A	7,802		24,126		12,734	44,662
Electoral Area B	7,377		3,016		9,893	20,286
Electoral Area C	5,400		32,091		5,939	43,430
Electoral Area E		13,229		7,027	15,451	35,707
Electoral Area F		9,171		9,390	14,267	32,828
Electoral Area G		11,366		11,694	15,764	38,824
Electoral Area H		7,128		2,765	9,164	19,057
	25,862	73,356	113,078	30,876	83,212	326,384

	Administration	Electoral Area Community Planning	Regional Growth Strategy	Emergency Planning	Ravensong Aquatic Centre	Northern Community Recreation	Regional Parks	Community Parks	Southern Wastewater Treatment	Northern Wastewater Treatment	Southern Community Transit	Northern Community Transit	Other Cumulative Changes	Total
City of Nanaimo	409,142		55,778				370,434		751,690		2,063,355		38,316	3,688,715
District of Lantzville	22,591		2,571				17,066		45,105		21,435		1,922	110,690
City Of Parksville	70,700		8,537		(339,087)	96,749	56,749			222,602		109,392	34,656	260,298
Town of Qualicum Beach	54,524		6,258		(292,919)	74,667	41,467			150,218		86,507	21,964	142,686
Electoral Area A	33,453	23,411	4,315	45,241			28,789	67,502			25,505		57,445	285,661
Electoral Area B	31,558		1,638	42,431			22,162	54,963					(39,626)	113,126
Electoral Area C	23,367	14,347	2,371	32,351			16,093	23,909			(618)		6,955	118,775
Electoral Area E	51,466	35,480	5,259	69,282		70,410	34,974	90,334				41,299	25,878	424,382
Electoral Area F	35,504	25,708	4,697	47,694	(199,850)	48,588	31,223	126,974					(21,725)	98,813
Electoral Area G	43,856	31,983	5,203	58,827	(221,936)	60,030	34,540	111,366				24,479	(90,459)	57,889
Electoral Area H	27,427	20,119	3,028	36,747	(112,751)	37,552	20,065	117,644				14,379	18,737	182,947
	803,588	151,048	99,655	332,573	(1,166,543)	387,996	673,562	592,692	796,795	372,820	2,109,677	276,056	54,063	5,483,982

	2022 FINAL	2023 FINAL	2024 Recommended Nov 7, 2023	Change from 2023 Final \$	Change from 2023 Final %
CORPORATE SERVICES					
Administration	3,439,475	3,147,125	4,477,437	1,330,312	42.3%
House Numbering	20,395	18,721	19,282	561	3.0%
Electoral Areas Admin/Building Policy & Advice	905,428	889,975	996,637	106,662	12.0%
Community Grants	256,487	167,261	223,834	56,573	33.8%
Feasibility Studies/Referendums	246,617	170,868	144,518	(26,350)	(15.4%)
	4,868,402	4,393,950	5,861,708		
DEVELOPMENT & EMERGENCY SERVICES					
Electoral Area Community & Long Range Planning	2,443,765	2,485,055	2,723,179	238,124	9.6%
Regional Growth Strategy	738,398	948,683	1,128,338	179,655	18.9%
Economic Development - Southern Community	65,000	68,900	68,900	0	0.0%
Animal Control - Area A , B, C, Lantzville	61,483	62,881	89,783	26,902	42.8%
Animal Control Area E, G, H	98,275	101,799	147,648	45,849	45.0%
Animal Control Area F	28,595	29,814	48,049	18,235	61.2%
Hazardous Properties	22,965	25,909	29,029	3,120	12.0%
Unsightly Premises	21,798	21,078	28,806	7,728	36.7%
Noise Control	108,075	107,276	135,528	28,252	26.3%
Emergency Planning	405,385	497,791	830,364	332,573	66.8%
District 68 Search & Rescue	52,051	51,665	51,724	59	0.1%
District 69 Marine Search & Rescue	17,700	17,775	17,850	75	0.4%
District 69 Land Search & Rescue	17,272	30,340	30,470	130	0.4%
Southern Restorative Justice/Victim Services	21,420	21,420	21,420	0	0.0%
Northern Community Justice	115,141	165,257	175,653	10,396	6.3%
	4,217,323	4,635,643	5,526,741		
RECREATION & PARKS					
Ravensong Aquatic Centre	3,085,082	3,393,590	2,227,047	(1,166,543)	(34.4%)
Oceanside Place	2,088,159	2,150,804	2,236,836	86,032	4.0%
Northern Community Recreation	1,505,046	1,663,222	2,051,218	387,996	23.3%
Gabriola Island Recreation	119,755	188,342	142,530	(45,812)	(24.3%)
Area A Recreation & Culture	257,123	306,009	351,910	45,901	15.0%
Port Theatre/Cultural Centre Contribution	96,094	101,477	101,923	446	0.4%
Regional Parks	3,798,362	4,563,231	5,298,558	735,327	16.1%
Electoral Areas Community Parks	1,881,775	2,176,132	2,828,166	652,034	30.0%
	12,831,396	14,542,807	15,238,188		
REGIONAL & COMMUNITY UTILITIES					
Southern Wastewater Treatment	10,288,442	11,214,402	12,335,842	1,121,440	10.0%
Northern Wastewater Treatment	4,893,573	5,296,631	5,896,017	599,386	11.3%
Liquid Waste Management Planning	197,024	198,114	219,311	21,197	10.7%
Drinking Water/Watershed Protection	993,006	1,140,192	1,144,032	3,840	0.3%
Solid Waste Management & Disposal	1,379,123	1,517,035	1,744,591	227,556	15.0%
EV Charging Stations	10,118	7,916	10,000	2,084	26.3%
	17,761,286	19,374,290	21,349,793		
TRANSIT SERVICES					
Southern Community Transit	12,437,526	13,681,863	16,016,570	2,334,707	17.1%
Northern Community Transit	1,681,064	1,897,394	2,221,849	324,455	17.1%
Descanso Bay Emergency Wharf	17,490	27,973	29,038	1,065	3.8%
Gabriola Transit contribution	149,211	179,721	183,877	4,156	2.3%
Gabriola Taxi Saver	8,705	10,003	10,160	157	1.6%
	14,293,996	15,796,954	18,461,494		
GENERAL TAXATION FOR OTHER JURISDICTIONS					
SD 68 Emergency 911	119,697	128,362	154,224	25,862	20.1%
SD 69 Emergency 911	671,565	697,001	770,357	73,356	10.5%
Southern Community Recreation	1,385,560	1,404,903	1,517,981	113,078	8.0%
Northern Community Sportsfield Agreement	348,096	364,790	395,666	30,876	8.5%
Vancouver Island Regional Library	2,524,008	2,773,748	2,856,960	83,212	3.0%
	5,048,926	5,368,804	5,695,188		
GENERAL SERVICES PROPERTY TAX REVENUES					
Change from previous year	59,021,329	64,112,448	72,133,112		
	11.5%	8.6%	12.5%		

	2022 FINAL	2023 FINAL	2024 Recommended Nov 7, 2023	Change from 2023 Final \$	Change from 2023 Final %
LOCAL SERVICE AREA TAX REVENUES					
Duke Point Wastewater Treatment	338,795	372,675	406,216	33,541	9.0%
Northern Community Wastewater - other benefitting areas	1,264,034	1,353,585	1,485,723	132,138	9.8%
Fire Protection Areas	5,808,391	6,601,523	7,760,663	1,159,140	17.6%
Streetlighting Service Areas	99,775	143,175	124,953	(18,222)	(12.7%)
Stormwater Management	7,968	10,267	10,656	389	3.8%
Utility Services	5,657,066	6,005,861	6,812,855	806,994	13.4%
	13,176,029	14,487,086	16,601,066		
NET PROPERTY TAX REVENUES					
	72,197,358	78,599,534	88,734,178		
Change from previous year	11.2%	8.9%	12.9%		
ADDITIONAL DETAILS - GENERAL SERVICES					
PORT THEATRE/CULTURAL CENTRE CONTRIBUTION					
Electoral Area A	17,028	17,304	17,391	87	0.5%
Electoral Area B	33,205	37,570	37,808	238	0.6%
Electoral Area C (Extension)	17,038	17,315	17,288	(27)	(0.2%)
Electoral Area C (E. Wellington)	4,382	4,452	4,475	23	0.5%
Electoral Area E	24,441	24,836	24,961	125	0.5%
	96,094	101,477	101,923		
COMMUNITY PARKS					
Electoral Area A	252,663	262,770	338,746	75,976	28.9%
Electoral Area B	355,350	437,062	500,499	63,437	14.5%
Electoral Area C (Extension)	90,024	99,087	108,738	9,651	9.7%
Electoral Area C (E. Wellington)	104,670	122,430	145,186	22,756	18.6%
Electoral Area E	332,653	353,515	452,323	98,808	28.0%
Electoral Area F	274,151	322,111	457,559	135,448	42.1%
Electoral Area G	194,198	260,116	379,956	119,840	46.1%
Electoral Area H	278,066	319,041	445,159	126,118	39.5%
	1,881,775	2,176,132	2,828,166		
ADDITIONAL DETAILS - LOCAL SERVICES TAX REVENUES					
FIRE PROTECTION					
Nanaimo River Fire (Area C)	17,262	3,980	15,063	11,083	278.5%
Coombs-Hilliers Fire Volunteer (Area F)	745,761	806,586	992,101	185,515	23.0%
Errington Fire Volunteer (Area F, G)	864,484	927,764	1,113,317	185,553	20.0%
Nanoose Bay Fire Volunteer (Area E, G, F)	979,675	1,000,958	1,191,140	190,182	19.0%
Dashwood Fire Volunteer (Area F, G, H)	918,442	1,024,625	1,229,550	204,925	20.0%
Dashwood Fire Hall (Area F, G, H)	43,743	68,289	112,778	44,489	65.1%
Meadowood Fire (Area F)	89,157	89,347	89,348	1	0.0%
Extension Fire Volunteer (Area C)	230,989	250,183	275,201	25,018	10.0%
Bow Horn Bay (Area H)	645,304	768,396	1,014,283	245,887	32.0%
Cassidy Waterloo Fire Contract (Area A, C)	241,162	258,043	278,686	20,643	8.0%
Wellington Fire Contract (Area C - Pleasant Valley)	128,783	117,658	121,569	3,911	3.3%
Parksville (Local) Fire Contract (Area G)	166,651	241,741	262,795	21,054	8.7%
French Creek Fire Contract (Area G)	736,978	1,043,953	1,064,832	20,879	2.0%
	5,808,391	6,601,523	7,760,663		
STREETLIGHTING					
Rural Areas Streetlighting	7,948	20,899	16,008	(4,891)	(23.4%)
Fairwinds Streetlighting	25,657	26,427	27,220	793	3.0%
French Creek Village Streetlighting	51,500	81,000	66,430	(14,570)	(18.0%)
Highway Intersections Streetlighting (French Creek)	2,253	3,026	3,117	91	3.0%
Hwy # 4 (Area F)	4,822	4,000	4,120	120	3.0%
River's Edge Community	7,595	7,823	8,058	235	3.0%
	99,775	143,175	124,953		
NOISE CONTROL					
Noise Control Area A	23,061	22,614	28,270	5,656	25.0%
Noise Control Area B	21,368	21,287	25,093	3,806	17.9%
Noise Control Area C	19,863	19,685	26,053	6,368	32.3%
Noise Control Area E	22,243	22,218	28,343	6,125	27.6%
Noise Control Area G	21,540	21,472	27,769	6,297	29.3%
	108,075	107,276	135,528		
UTILITIES					
Englishman River Community Stormwater	3,701	5,872	6,129	257	4.4%
Cedar Estates Stormwater	4,267	4,395	4,527	132	3.0%
	7,968	10,267	10,656		

	2022 FINAL	2023 FINAL	2024 Recommended Nov 7, 2023	Change from 2023 Final \$	Change from 2023 Final %	Per Parcel Estimate		
						2023	2024	Change
UTILITY SERVICES - PARCEL TAX REVENUES								
WATER UTILITIES								
Nanoose Peninsula (Area E)	1,385,310	1,484,829	1,692,705	207,876	14.0%	577	658	81
Driftwood (Area E)	5,940	4,080	(696)	(4,776)	(117.1%)	314	(54)	(367)
Surfside (Area G)	20,519	17,489	19,238	1,749	10.0%	448	493	45
French Creek (Area G)	118,834	90,275	143,789	53,514	59.3%	378	602	224
River's Edge Community (Area G)	52,265	44,481	66,722	22,241	50.0%	283	425	142
Whiskey Creek Water (Area F)	122,434	128,556	172,809	44,253	34.4%	1,020	1,372	351
San Pareil Water (Area G)	177,930	169,619	195,062	25,443	15.0%	varies	varies	
San Pareil Water (Fire Improvements Debt Levy)	74,306	74,492	74,656	164	0.2%	279	280	1
Melrose Place (Area F)	36,238	39,862	41,058	1,196	3.0%	1,424	1,466	43
Decourcey Water (Area A)	12,984	13,374	13,775	401	3.0%	2,675	2,755	80
Nanoose Bulk Water (Area E)	1,242,357	1,258,755	1,296,196	37,441	3.0%	489	504	15
French Creek Bulk Water (Area G)	4,320	4,612	4,606	(6)	(0.1%)	2	2	(0)
Westurne Heights Water	27,833	28,390	29,242	852	3.0%	1,670	1,720	50
	3,281,270	3,358,814	3,749,162					
SEWAGE COLLECTION UTILITIES								
Hawthorne Rise Debt Levy	9,990	10,016	10,040	24	0.2%	715	717	2
Reid Road Debt Levy	3,642	3,651	3,660	9	0.2%	406	407	1
French Creek (Area G)	1,014,949	1,116,445	1,283,912	167,467	15.0%	555	639	83
Fairwinds (Area E)	930,000	1,049,927	1,249,081	199,154	19.0%	1,260	1,499	239
Surfside Sewer (Area G)	30,280	31,188	34,480	3,292	10.6%	1,155	1,277	122
Pacific Shores (Area E)	86,766	90,237	94,749	4,512	5.0%	684	718	34
Barclay Crescent (Area G)	182,676	212,831	252,080	39,249	18.4%	varies	varies	
Cedar Sewer Service (Operating) (Area A)	40,134	55,000	57,750	2,750	5.0%	varies	varies	
Cedar Sewer Service (Capital Financing) (Area A)	77,359	77,752	77,941	189	0.2%	varies	varies	
	2,375,796	2,647,047	3,063,693					
TOTAL UTILITY PARCEL TAX REVENUES								
	5,657,066	6,005,861	6,812,855					
Change from previous year	10.4%	6.2%	13.4%					

		Bylaw No.	2021	2022	2023
RESERVE FUND BALANCES					
Wastewater Management					
Liquid Waste Management Plan	Operating	1822	142,786	186,703	192,080
Southern Community Wastewater		989	11,849,896	6,580,483	7,161,092
Northern Community Wastewater		1537	22,039,839	20,311,235	22,236,223
Fairwinds Wastewater Treatment		1310	1,545,059	1,319,919	1,422,108
Duke Point Wastewater		1535	752,100	589,242	612,585
Water					
Nanoose Bay Peninsula Water		1503	976,756	1,106,073	1,125,433
Madrona Water		1071	229,832	235,585	242,370
Nanoose Bay Water		1533	71,293	73,078	75,183
French Creek Water		1167	187,649	220,459	201,127
Surfside Water		1360	27,808	19,026	19,420
Surfside Water	Operating	1864	-	10,505	10,808
Decourcey Water		1502	34,003	19,239	7,765
Decourcey Water	Operating		-	-	4,496
River's Edge Water		1534	370,681	298,315	279,765
Melrose Water		1667	29,634	23,978	22,659
Melrose Water	Operating		-	-	5,284
San Pareil Water		1607 & 1781	281,364	297,977	280,433
San Pareil Water	Operating	1866	-	45,100	46,399
Whiskey Creek Water		1645	126,419	138,126	132,350
Whiskey Creek Water	Operating	1865	-	983	983
Westurne Heights Water		1768	32,189	20,503	14,618
Westurne Heights Water	Operating	1867	-	9,816	10,119
French Creek Bulk Water		1585	697,394	670,774	637,152
Nanoose Bay Bulk Water		1586	1,406,783	1,856,189	2,483,566
Nanoose Bay Bulk Water	Operating		-	-	98,247
Drinking Water/Watershed Protection		1608	68,503	58,931	81,875
Sewer					
French Creek Sewer		1070	583,925	642,664	688,552
Surfside Sewer		1252	45,580	32,205	39,261
Pacific Shores Sewer		1253	101,580	114,709	85,287
Cedar Sewer Collection		1691	173,453	185,855	194,950
Fairwinds Sewer		1311	182,220	224,960	184,476
Fairwinds Sewer	Operating		-	-	12,669
Barclay Crescent Sewer		1767	32,316	44,795	71,224
Cedar Estates Stormwater		1669	42,838	46,449	50,713
Englishman River Stormwater		1644	43,477	45,741	47,791
Streetlighting					
River's Edge Streetlighting		1668	12,214	13,407	14,024
French Creek Village Streetlighting		1820	1,461	1,837	4,900
Highway #4 Streetlighting		1821	332	1,449	2,708
Fairwinds Streetlighting		1613	49,563	57,479	61,522
Morningstar Streetlighting		1614	8,269	8,476	8,720
Rural EA E & G Streetlighting		1716	14,128	15,686	16,138
Highway Intersection Streetlighting			-	-	303

		Bylaw No.	2021	2022	2023
Public Safety & Fire Protection					
Coombs-Hilliers	Buildings & Equipment	833	884,212	653,942	356,729
Dashwood	Vehicle & Equipment	711	977,126	1,050,751	1,006,202
	Buildings	1164	219,348	25,768	26,510
Meadowood	Buildings	1164	6,769	6,921	7,120
Errington	Vehicle & Equipment	1324	220,380	299,858	402,393
	Buildings	745	142,613	149,057	181,940
	Operating		-	-	10,056
Extension	Vehicle & Equipment	1470	125,702	170,598	272,799
Nanoose Bay	Vehicle & Equipment	707	801,207	1,013,296	970,815
	Buildings	1312	30,291	21,172	31,867
Bow Horn Bay	Vehicle & Equipment	1415 & 1414	390,064	244,437	341,578
	Buildings	1411	261,427	267,971	279,240
Nanaimo River	Buildings & Equipment	1612	231,731	231,989	238,670
Cassidy Waterloo	Buildings & Equipment	1666	600,685	666,968	791,189
District 68 E-911		1069 & 1824	267,261	274,863	288,725
Development Cost Charges					
French Creek Bulk Water		1089	829,597	850,364	874,854
Nanoose Bay Bulk Water		1715	163,112	183,854	205,840
Nanoose Bay Peninsula Water Service		1715	77,440	86,633	96,419
Northern Community Wastewater		1328	16,107,764	17,773,754	19,460,073
Nanoose (Fairwinds) Wastewater		1715	480,300	399,789	417,466
Duke Point Wastewater		1498	120,661	123,681	127,243
Southern Community Sewer		1547	3,579,554	4,315,945	4,839,724
Barclay Crescent Sewer		1557	7,898	8,096	8,329
Electoral Area A Community Parks		1839	-	174	957
Electoral Area B Community Parks		1840	-	3,710	9,188
Electoral Area G Community Parks		1841	-	990	2,640
Electoral Area H Community Parks		1842	-	5,221	29,990
Other Services					
Administration	Building	997	3,150,341	5,253,729	6,712,271
Administration	Computers	924	2,025,669	1,867,294	1,493,557
Administration	Operating		-	-	167,959
Local Government Elections		1501	284,705	206,152	342,813
Solid Waste Management		1600	8,618,279	10,422,323	9,984,063
Solid Waste Management	Operating	1819	2,339,664	3,309,269	5,007,105
Solid Waste Collection & Recycling		1778	590,469	1,012,024	1,507,139
Transit		1664	10,043,022	10,477,691	12,350,643
Descanso Bay Emergency Wharf		1536	28,897	38,711	48,671
Regional Growth Management		1465	420,817	451,158	490,293
Community Planning Legal		1665	101,883	104,433	107,441
Emergency Planning		1582	271,192	365,339	378,126
CARIP Program		1650	944,855	804,021	797,992
Carbon Neutral		1662	54,999	52,612	54,128
Building Inspection		1643	1,622,422	1,817,204	1,885,126
Uninsightly Premises		1466	32,588	33,910	38,615
Hazardous Properties		1779	80,733	74,303	76,443
Planning Bylaw Update		1665	187,164	191,849	197,374
Green's Landing Wharf		1748	220,893	227,147	234,008
EV Charging Station		1797	-	-	6,536

	Bylaw No.	2021	2022	2023
Recreation & Parks				
Ravensong Aquatic Centre	1464	3,800,064	5,382,599	6,671,109
Regional Parks Acquisition	1477	1,219,730	1,250,262	1,286,270
Regional Parks Development	1670	1,242,459	1,872,385	3,251,428
D69 Arena/Multiplex	1504	498,210	623,977	928,841
Northern Community Recreation	1588	201,639	152,721	157,119
Electoral Area A Recreation and Culture	1599	1,334,964	1,379,565	1,419,296
Electoral Area A Recreation and Culture	Operating	-	-	38,800
Electoral Area B Recreation	1671	80,291	83,119	85,513
Extension Recreation Commission	162	35,421	35,492	35,851
Community Parks (Cash in lieu)				
Electoral Area A	1830	428,117	471,732	485,318
Electoral Area B	1831	519	519	519
Electoral Area C	Extension	26,700	27,369	28,157
Electoral Area C	E. Wellington	14,964	15,339	15,781
Electoral Area E	1834	184,310	57,329	58,980
Electoral Area F	1835	124,447	127,562	131,236
Electoral Area G	1836	909,651	510,725	525,434
Electoral Area H	1837	263,573	270,170	277,951
Community Parks				
Electoral Area A	1455	451,900	470,902	506,082
Electoral Area B	1456	151,272	103,003	109,923
Electoral Area C	Extension	112,422	115,236	118,555
Electoral Area C	E. Wellington	163,383	167,473	163,267
Electoral Area C	Operating (Extension)	-	-	12,216
Electoral Area E	1457	112,605	147,148	128,476
Electoral Area F	1458	235,494	238,060	244,916
Electoral Area G	1609	153,697	159,495	154,478
Electoral Area H	1559	110,348	58,653	88,431
Animal Control				
Animal Control A,B,C, Lantzville	1452	53,508	48,700	55,268
Animal Control E,G,H	1453	40,129	44,478	47,471
Animal Control F	1454	45,805	50,757	57,069
Noise Control				
Electoral Area A	1459	13,529	17,916	24,007
Electoral Area B	1717	17,136	20,702	25,752
Electoral Area C	Extension	19,613	20,225	23,537
Electoral Area C	E. Wellington	4,975	5,043	5,188
Electoral Area E	1462	14,181	17,050	20,214
Electoral Area G	1463	8,930	11,261	15,999
Reserve Fund Balance Total		\$111,779,061	\$115,023,887	\$129,244,683

	Bylaw No.	2021	2022	2023
RESERVE ACCOUNT BALANCES				
Feasibility Study				
Regional	Reserve Account	150,762	154,536	158,986
Electoral Area A	Reserve Account	55,377	77,009	79,227
Electoral Area B	Reserve Account	48,602	37,278	58,463
Electoral Area C	Reserve Account	12,687	23,127	43,904
Electoral Area E	Reserve Account	35,894	44,637	61,509
Electoral Area F	Reserve Account	55,377	70,266	92,401
Electoral Area G	Reserve Account	68,063	62,238	74,086
Electoral Area H	Reserve Account	95,923	98,980	121,942
Other Services				
Landfill Closure	Reserve Account	2,788,554	3,162,036	3,755,885
Coombs-Hilliers Fire Department	Insurance Deductible	15,640	21,093	26,728
Errington Fire Department	Insurance Deductible	15,741	21,196	26,835
Nanoose Bay Fire Department	Insurance Deductible	15,357	20,802	26,429
Dashwood Fire Department	Insurance Deductible	15,303	20,747	26,372
Extension Fire Department	Insurance Deductible	15,546	20,996	26,629
Bow Horn Bay Fire Department	Insurance Deductible	15,302	20,747	26,372
Municipal Insurance Association	Insurance Deductible	163,739	167,837	172,671
Errington Fire Department	Water Storage	17,998	18,449	18,980
COVID-19 Safe Restart	Reserve Account	502,497	410,641	643
Info Services Capital	Operating	360,347	300,000	308,640
Departmental Computers	Operating	-	69,367	297,353
Dashwood Fire Department	Reserve Account	9,376	16,696	-
French Creek Fire Department	Reserve Account	-	20,139	20,719
Northern Community Recreation	Reserve Account	586,167	718,594	849,902
Regional Sustainability Initiative	Reserve Account	13,308	57	-
Local Government Climate Action Program	Reserve Account	-	145,384	298,923
EA Community Planning	Reserve Account	423,937	543,654	834,810
EA 's Building Policy & Advice	Reserve Account	-	-	57,689
Solid Waste Convertus to Curbside	Reserve Account	-	700,000	720,160
Administration	Reserve Account	-	-	491,928
Administration	Pacific Blue Cross Renewal	230,701	236,475	243,286
Growing Communities Fund	Reserve Account	-	-	8,093,428
Vehicle Replacement	Administration- Vehicle Pool	482,023	484,435	461,098
Vehicle Replacement	Bylaw Enforcement	19,047	36,665	53,810
Vehicle Replacement	Utilities	67,112	40,439	71,804
Vehicle Replacement	Building Inspection	116,714	125,920	144,630
Vehicle Replacement	Emergency Planning	27,802	28,498	29,319
Transit	Operating	747,671	634,182	2,818,166
Reserve Account Balance Total		\$7,172,566	\$8,553,120	\$20,593,725
RESERVE FUND AND RESERVE ACCOUNT BALANCE TOTAL		\$118,951,627	\$123,577,007	\$149,838,408



REGIONAL
DISTRICT
OF NANAIMO

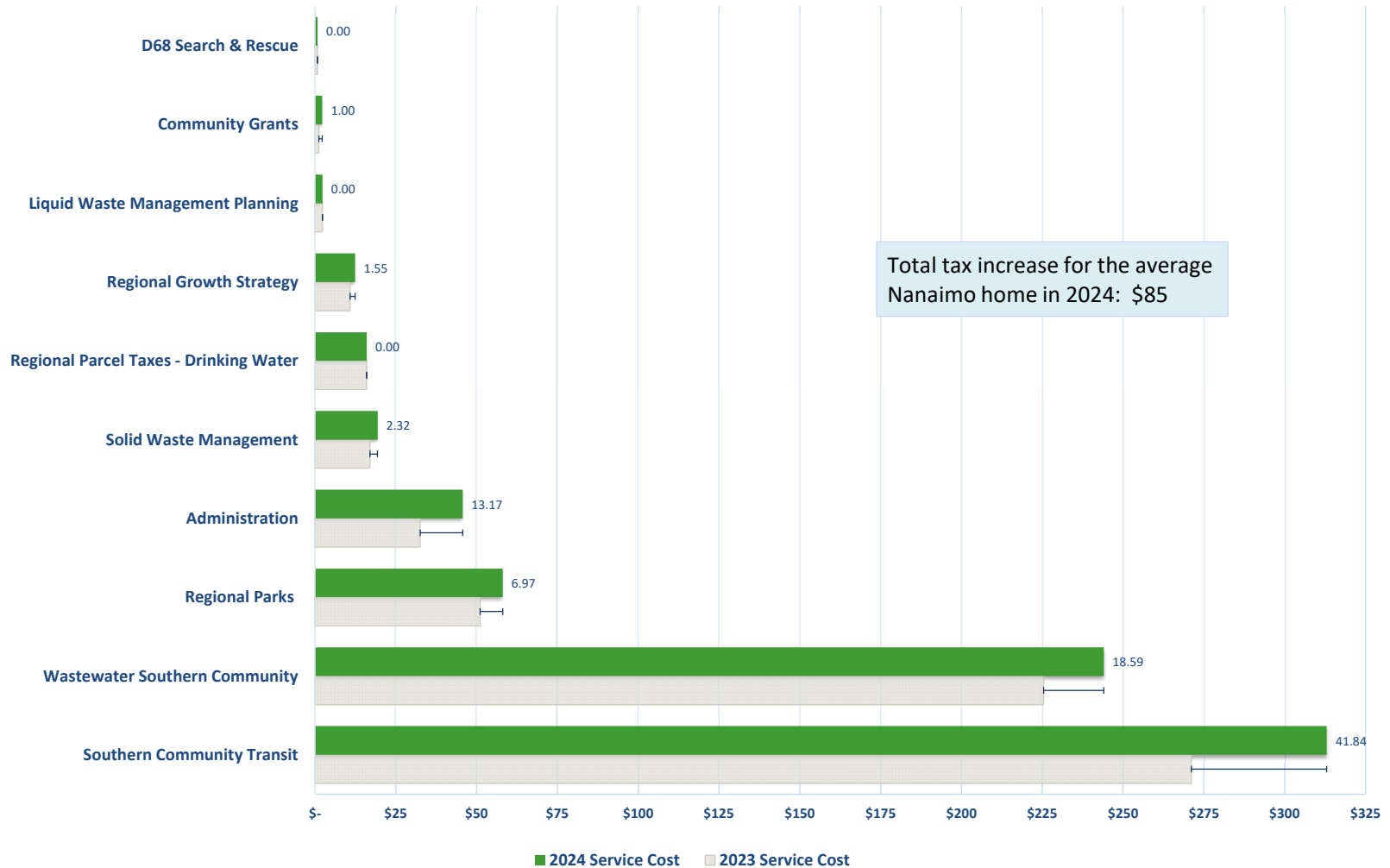
City of Nanaimo



REGIONAL DISTRICT OF NANAIMO SERVICES

City of Nanaimo Home Tax Change

2024 Total Cost for the average City of Nanaimo home (\$774,771) = \$714



CITY OF NANAIMO

	Final 2023	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	1,596,672	2,273,237	267,423
Community Grants	60,344	111,245	51,152
Regional Growth Strategy	529,143	629,557	44,636
Southern Community Transit	13,309,043	15,591,455	219,057
Solid Waste Management	832,164	957,309	99,894
Regional Parks	2,503,147	2,907,476	33,895
Wastewater Southern Community Liquid Waste Management Planning	11,052,915 108,675	12,123,666 120,342	319,061
Drinking Water/Watershed Protection	584,320	585,920	
D68 Search & Rescue	43,355	43,404	
Regional District General Services Requisition	\$30,619,778	\$35,343,611	\$1,035,118
LOCAL SERVICE AREAS			
Duke Point Wastewater	372,675	406,216	

CITY OF NANAIMO

	Final 2023	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	0.042	0.059	0.007
Community Grants	0.002	0.003	0.001
Regional Growth Strategy	0.014	0.016	0.001
Southern Community Transit	0.350	0.404	0.006
Solid Waste Management	0.022	0.025	0.003
Regional Parks	0.066	0.075	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	
Regional District General Services Rate	0.791	0.901	0.027
General Services Cost per \$100,000	\$79.06	\$90.09	\$2.70
Change in General Services Cost per \$100,000	(\$2.52)	\$11.03	
Regional Parcel Taxes	\$16.00	\$16.00	\$0.00
Change in Regional Parcel Taxes	\$2.00	\$0.00	
Local Service Area Rates			
Duke Point Wastewater	0.743	0.797	
Average Residential Value *	\$774,771	\$774,771	\$0
Property tax based on Average Residential Value	\$629	\$714	\$85

* 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

	Final 2023	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	1,596,672	2,273,237	3,653,152	4,442,767	4,720,281	5,234,501
Community Grants	60,344	111,245	112,238	112,238	112,238	112,238
Regional Growth Strategy	529,143	629,557	651,592	674,397	698,001	722,431
Southern Community Transit	13,309,043	15,591,455	18,639,613	20,130,782	21,741,245	23,045,720
Solid Waste Management	832,164	957,309	1,148,788	1,321,106	1,585,328	1,902,392
Regional Parks	2,503,147	2,907,476	3,265,175	3,579,513	3,899,457	4,243,392
Wastewater Southern Community	11,052,915	12,123,666	13,374,026	14,845,169	16,626,590	18,788,046
Liquid Waste Management Planning	108,675	120,342	131,173	142,979	155,847	166,670
Drinking Water/Watershed Protection	584,320	585,920	587,840	589,760	591,680	593,600
D68 Search & Rescue	43,355	43,404	44,772	44,799	44,827	44,856
Regional District General Services Requisition	\$30,619,778	\$35,343,611	\$41,608,369	\$45,883,510	\$50,175,494	\$54,853,846
LOCAL SERVICE AREAS						
Duke Point Wastewater	372,675	406,216	442,775	482,625	526,061	573,407

CITY OF NANAIMO - 5 Year Forecast

	Final 2023	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	0.042	0.059	0.093	0.112	0.117	0.127
Community Grants	0.002	0.003	0.003	0.003	0.003	0.003
Regional Growth Strategy	0.014	0.016	0.017	0.017	0.017	0.018
Southern Community Transit	0.350	0.404	0.476	0.506	0.538	0.561
Solid Waste Management	0.022	0.025	0.029	0.033	0.039	0.046
Regional Parks	0.066	0.075	0.083	0.090	0.096	0.103
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
Regional District General Services Rate	0.791	0.901	1.046	1.139	1.226	1.320
General Services Cost per \$100,000	\$79.06	\$90.09	\$104.59	\$113.88	\$122.58	\$131.97
Change in General Services Cost per \$100,000	(\$2.52)	\$11.03	\$14.50	\$9.30	\$8.70	\$9.40
Regional Parcel Taxes	\$16.00	16.00	\$16.00	\$16.00	\$16.00	\$16.00
Change in Regional Parcel Taxes	2.00	0.00	\$0.00	\$0.00	\$0.00	\$0.00
Local Service Area Rates						
Duke Point Wastewater	0.743	0.797	0.854	0.917	0.983	1.055
Average Residential Value*	\$774,771	\$774,771	\$774,771	\$774,771	\$774,771	\$774,771
Property tax based on Average Residential Value	\$629	\$714	\$826	\$898	\$966	\$1,038

*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

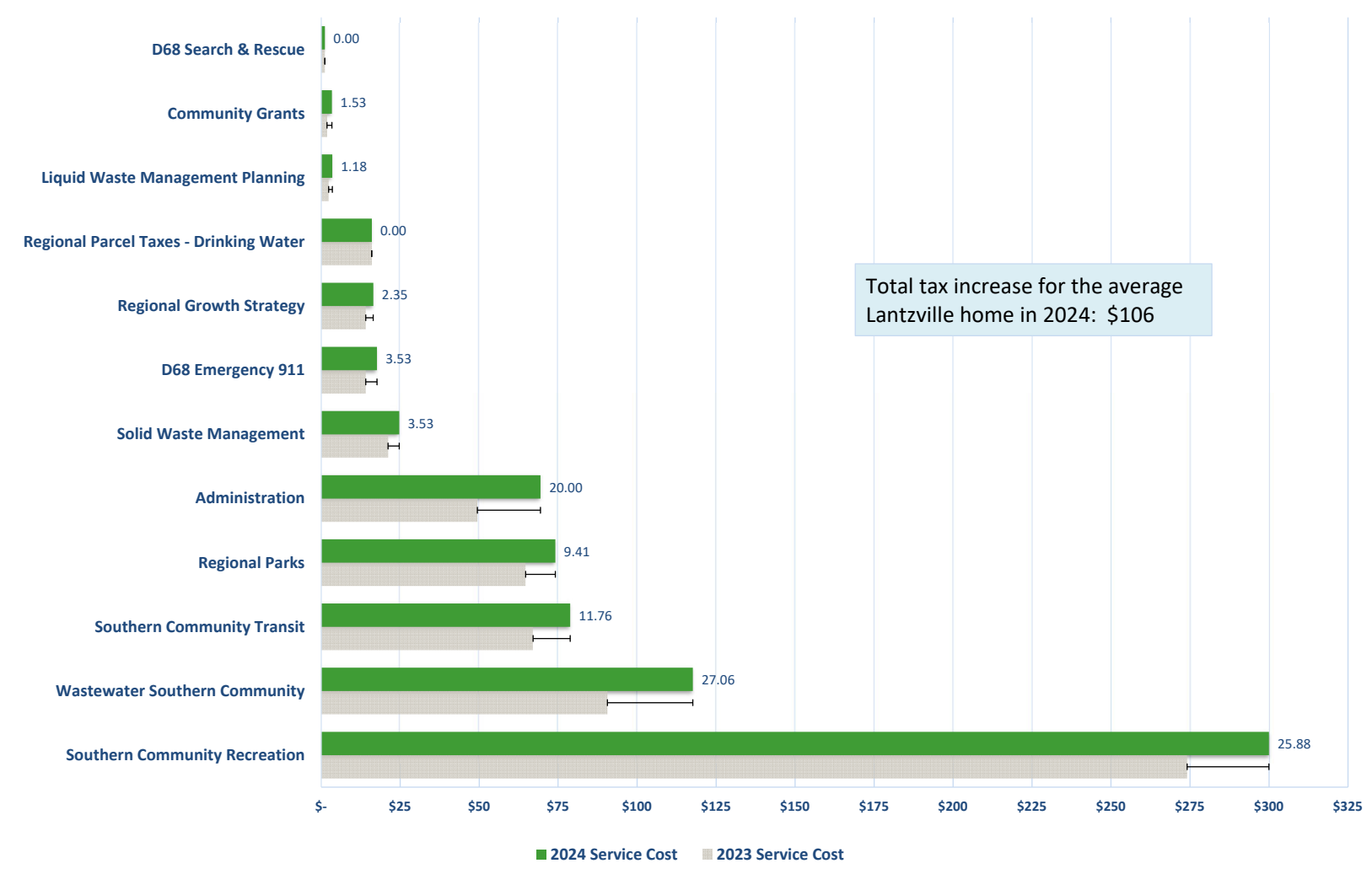
District of Lantzville



REGIONAL DISTRICT OF NANAIMO SERVICES

District of Lantzville Home Tax Change

2024 Total Cost for the average District of Lantzville home (\$1,176,431) = \$723



DISTRICT OF LANTZVILLE

	Final 2023	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	88,366	125,750	14,793
Community Grants	3,340	6,154	2,830
Regional Growth Strategy	24,429	29,060	2,060
Southern Community Transit	119,976	143,427	2,016
Solid Waste Management	38,396	44,162	4,608
Regional Parks	115,495	134,124	1,563
Southern Community Recreation	490,250	544,095	53,845
Wastewater Southern Community	161,487	212,176	5,584
Liquid Waste Management Planning	5,014	5,552	
Drinking Water/Watershed Protection	26,272	26,512	
D68 Search & Rescue	1,657	1,659	
D68 Emergency 911	25,655	30,938	5,283
Regional District General Services Requisition	\$1,100,337	\$1,303,609	\$92,582

DISTRICT OF LANTZVILLE

	Final 2023	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	0.042	0.059	0.007
Community Grants	0.002	0.003	0.001
Regional Growth Strategy	0.012	0.014	0.001
Southern Community Transit	0.057	0.067	0.001
Solid Waste Management	0.018	0.021	0.002
Regional Parks	0.055	0.063	0.001
Southern Community Recreation	0.233	0.255	0.022
Wastewater Southern Community	0.077	0.100	0.003
Liquid Waste Management Planning	0.002	0.003	
D68 Search & Rescue	0.001	0.001	
D68 Emergency 911	0.012	0.015	0.003
Regional District General Services Rate	0.511	0.601	0.041
General Services Cost per \$100,000	\$51.06	\$60.09	\$4.13
Change in General Services Cost per \$100,000	(\$4.22)	\$9.03	
Regional Parcel Taxes*	\$16.00	\$16.00	\$0.00
Change in Regional Parcel Taxes	\$2.00	\$0.00	
Average Residential Value *	\$1,176,431	\$1,176,431	\$0
Property tax based on Average Residential Value	\$617	\$723	\$106

* 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

	Final 2023	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	88,366	125,750	202,084	245,763	261,115	289,560
Community Grants	3,340	6,154	6,209	6,209	6,209	6,209
Regional Growth Strategy	24,429	29,060	30,077	31,130	32,219	33,347
Southern Community Transit	119,976	143,427	171,468	185,185	200,000	211,999
Solid Waste Management	38,396	44,162	52,995	60,944	73,132	87,759
Regional Parks	115,495	134,124	150,626	165,127	179,887	195,752
Southern Community Recreation	490,250	544,095	565,576	582,571	600,075	628,106
Wastewater Southern Community	161,487	212,176	195,400	216,894	242,921	274,501
Liquid Waste Management Planning	5,014	5,552	6,051	6,596	7,189	7,689
Drinking Water/Watershed Protection	26,272	26,512	26,832	27,152	27,472	27,792
D68 Search & Rescue	1,657	1,659	1,711	1,712	1,713	1,714
D68 Emergency 911	25,655	30,938	33,161	34,156	35,181	36,236
Regional District General Services Requisition	\$1,100,337	\$1,303,609	\$1,442,190	\$1,563,439	\$1,667,113	\$1,800,664

DISTRICT OF LANTZVILLE - 5 Year Forecast

	Final 2023	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	0.042	0.059	0.093	0.112	0.117	0.127
Community Grants	0.002	0.003	0.003	0.003	0.003	0.003
Regional Growth Strategy	0.012	0.014	0.014	0.014	0.014	0.015
Southern Community Transit	0.057	0.067	0.079	0.084	0.089	0.093
Solid Waste Management	0.018	0.021	0.024	0.028	0.033	0.039
Regional Parks	0.055	0.063	0.069	0.075	0.080	0.086
Southern Community Recreation	0.233	0.255	0.261	0.265	0.268	0.276
Wastewater Southern Community	0.077	0.100	0.090	0.098	0.109	0.121
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	0.015	0.016	0.016	0.016
Regional District General Services Rate	0.511	0.601	0.652	0.699	0.733	0.780
General Services Cost per \$100,000	\$51.06	\$60.09	\$65.19	\$69.88	\$73.28	\$77.97
Change in General Services Cost per \$100,000	(\$4.22)	\$9.03	\$5.10	\$4.70	\$3.40	\$4.70
Regional Parcel Taxes	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00
Change in Regional Parcel Taxes	\$2.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Average Residential Value*	\$1,176,431	\$1,176,431	\$1,176,431	\$1,176,431	\$1,176,431	\$1,176,431
Property tax based on Average Residential Value	\$617	\$723	\$783	\$838	\$878	\$933

*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

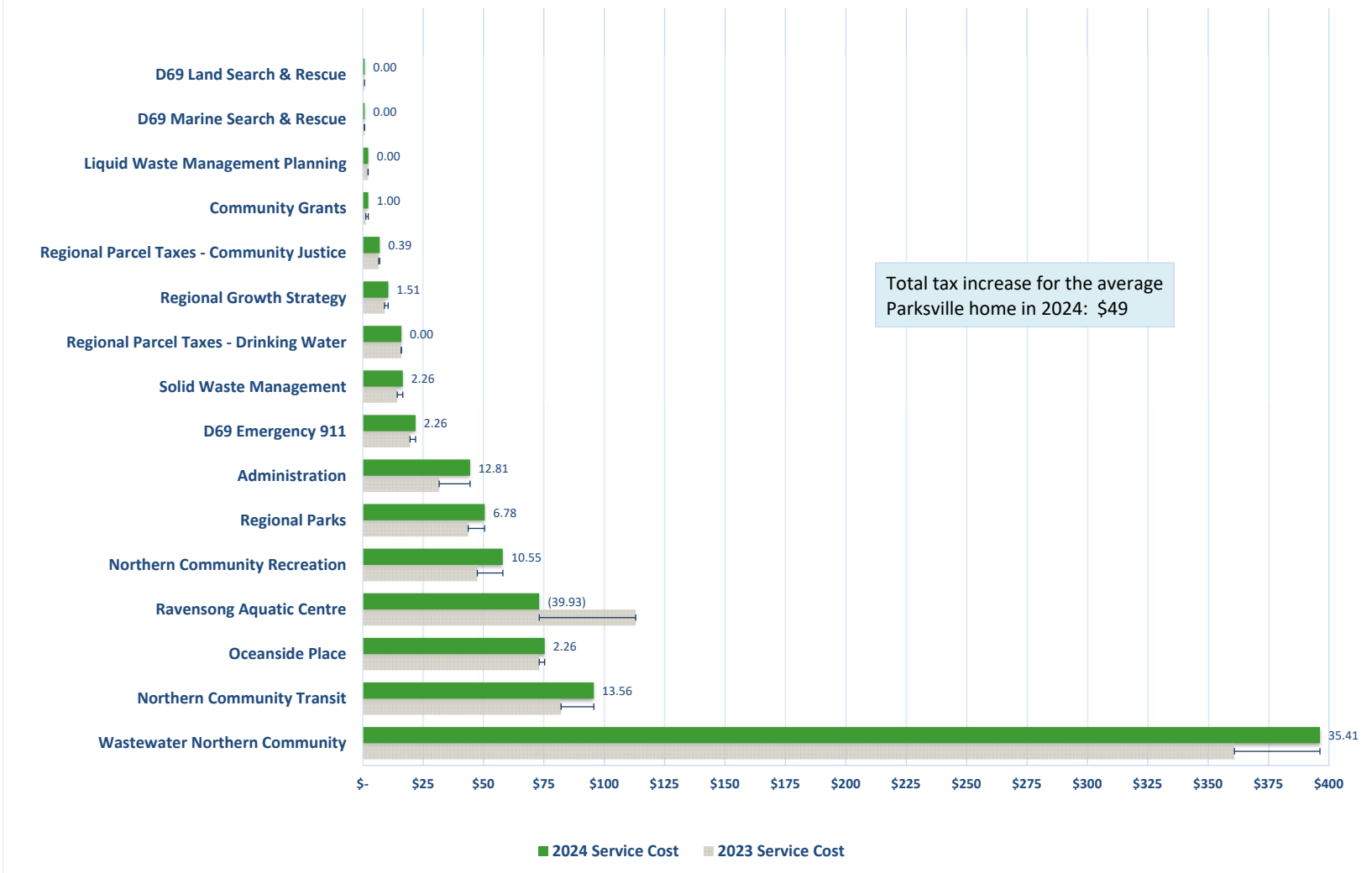
City of Parksville



REGIONAL DISTRICT OF NANAIMO SERVICES

City of Parksville Home Tax Change

2024 Total Cost for the average City of Parksville home (\$753,356) = \$871



CITY OF PARKSVILLE

	Final 2023	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	277,120	394,193	46,373
Community Grants	11,124	20,166	8,870
D69 Community Justice	47,049	49,994	
Regional Growth Strategy	81,360	96,758	6,861
Northern Community Transit	717,739	845,549	18,418
Solid Waste Management	127,900	147,073	15,347
Regional Parks	384,723	446,679	5,207
Northern Community Recreation	415,866	512,615	
Oceanside Place	640,441	665,914	
Ravensong Aquatic Centre	985,665	646,578	
Liquid Waste Management Planning	16,703	18,488	
Wastewater Northern Community	3,159,917	3,517,694	135,175
Drinking Water/Watershed Protection	113,536	113,936	
D69 Marine Search & Rescue	5,437	5,456	
D69 Land Search & Rescue	8,224	8,260	
D69 Emergency 911	174,276	192,518	18,242
Regional District General Services Requisition	\$7,167,080	\$7,681,871	\$254,493

CITY OF PARKSVILLE

	Final 2023	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	0.042	0.059	0.007
Community Grants	0.002	0.003	0.001
Regional Growth Strategy	0.012	0.014	0.001
Northern Community Transit	0.109	0.127	0.003
Solid Waste Management	0.019	0.022	0.002
Regional Parks	0.058	0.067	0.001
Northern Community Recreation	0.063	0.077	0.000
Oceanside Place	0.097	0.100	
Ravensong Aquatic Centre	0.150	0.097	
Liquid Waste Management Planning	0.003	0.003	
Wastewater Northern Community	0.479	0.526	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
Regional District General Services Rate	1.062	1.126	0.038
General Services Cost per \$100,000	\$106.17	\$112.60	\$3.83
Change in General Services Cost per \$100,000	(\$5.43)	\$6.43	
Regional Parcel Taxes	\$22.63	\$23.02	\$0.39
Change in Regional Parcel Taxes	\$4.00	\$0.39	
Average Residential Value *	\$753,356	\$753,356	\$0
Property tax based on Average Residential Value	\$822	\$871	\$49

* 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

	Final 2023	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	277,120	394,193	633,478	770,402	818,525	907,693
Community Grants	11,124	20,166	21,712	21,712	21,712	21,712
D69 Community Justice	47,049	49,994	50,045	50,056	50,068	50,082
Regional Growth Strategy	81,360	96,758	100,145	103,650	107,277	111,032
Northern Community Transit	717,739	845,549	1,010,432	1,192,309	1,335,387	1,460,303
Solid Waste Management	127,900	147,073	176,489	202,963	243,555	292,267
Regional Parks	384,723	446,679	501,633	549,923	599,078	651,917
Northern Community Recreation	415,866	512,615	548,312	565,578	583,416	604,345
Oceanside Place	640,441	665,914	692,551	720,254	745,462	767,826
Ravensong Aquatic Centre	985,665	646,578	1,112,115	1,278,932	1,470,771	1,617,848
Liquid Waste Management Planning	16,703	18,488	20,152	21,966	23,943	25,606
Wastewater Northern Community	3,159,917	3,517,694	3,904,313	4,333,788	4,810,504	5,339,659
Drinking Water/Watershed Protection	113,536	113,936	114,256	114,576	114,896	115,216
D69 Marine Search & Rescue	5,437	5,456	5,459	5,462	5,466	5,469
D69 Land Search & Rescue	8,224	8,260	8,263	8,267	8,272	8,276
D69 Emergency 911	174,276	192,518	205,248	211,787	218,513	225,069
Regional District General Services Requisition	\$7,167,079	\$7,681,871	\$9,104,603	\$10,151,625	\$11,156,845	\$12,204,320

CITY OF PARKSVILLE - 5 Year Forecast

	Final 2023	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	0.042	0.059	0.093	0.112	0.117	0.127
Community Grants	0.002	0.003	0.003	0.003	0.003	0.003
Regional Growth Strategy	0.012	0.014	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	0.127	0.149	0.173	0.190	0.205
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	0.085	0.092
Northern Community Recreation	0.063	0.077	0.081	0.082	0.083	0.085
Oceanside Place	0.097	0.100	0.102	0.104	0.106	0.108
Ravensong Aquatic Centre	0.150	0.097	0.164	0.185	0.210	0.227
Liquid Waste Management Planning	0.003	0.003	0.003	0.003	0.003	0.004
Wastewater Northern Community	0.479	0.526	0.575	0.628	0.686	0.750
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	0.030	0.031	0.031	0.032
Regional District General Services Rate	1.062	1.126	1.317	1.447	1.566	1.692
General Services Cost per \$100,000	\$106.17	\$112.60	\$131.72	\$144.71	\$156.61	\$169.20
Change in General Services Cost per \$100,000	(\$5.43)	\$6.43	\$19.12	\$12.99	\$11.90	\$12.60
Regional Parcel Taxes	\$22.63	\$23.02	\$23.02	\$23.02	\$23.02	\$23.02
Change in Regional Parcel Taxes	\$4.00	\$0.39	\$0.00	\$0.00	\$0.00	\$0.00
Average Residential Value*	\$753,356	\$753,356	\$753,356	\$753,356	\$753,356	\$753,356
Property tax based on Average Residential Value	\$822	\$871	\$1,015	\$1,113	\$1,203	\$1,298

*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

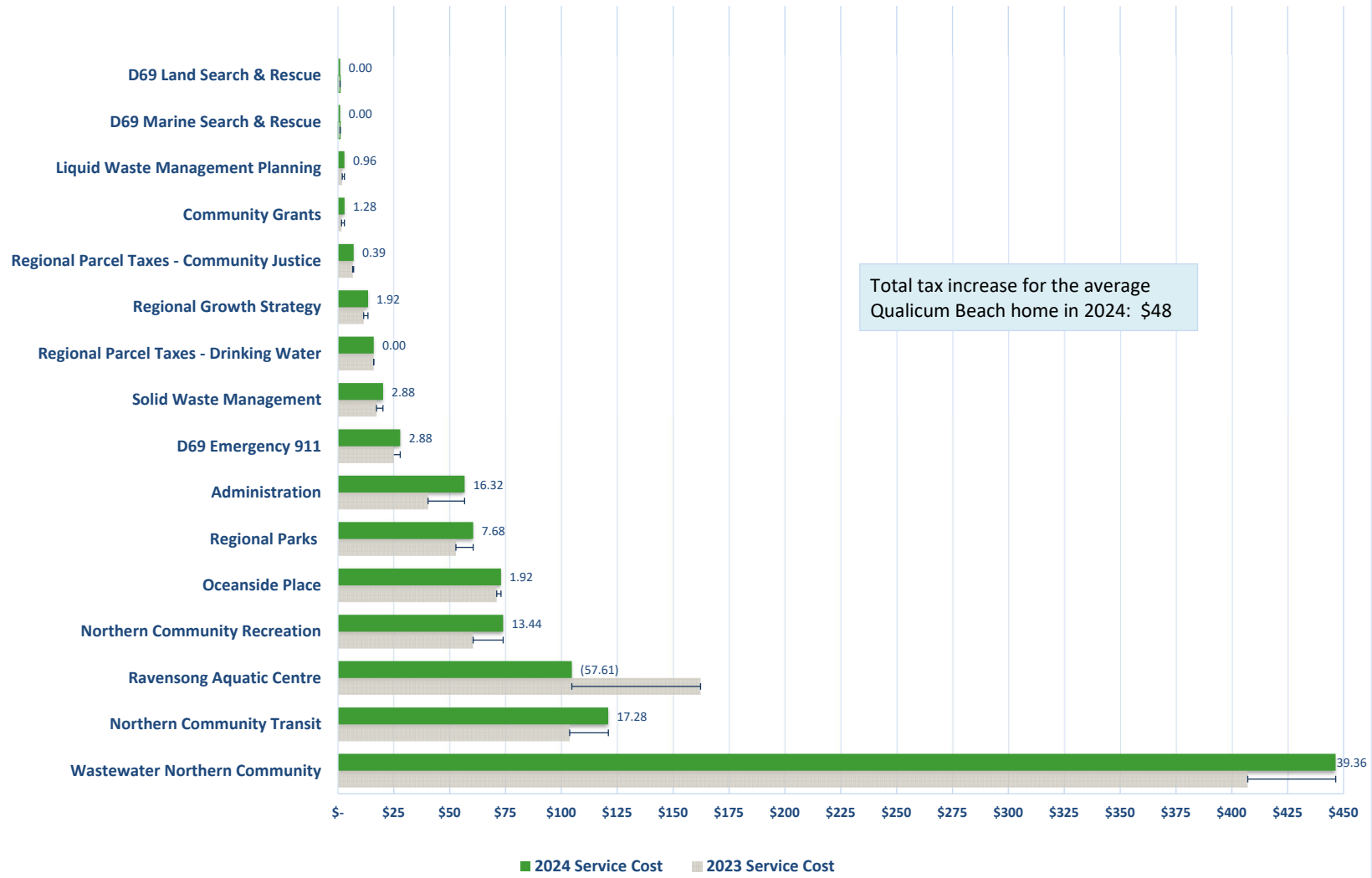
Town of Qualicum Beach



REGIONAL DISTRICT OF NANAIMO SERVICES

Town of Qualicum Beach Home Tax Change

2024 Total Cost for the average Town of Qualicum Beach home (\$960,113) = \$1,028



TOWN OF QUALICUM BEACH

	Final 2023	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	211,721	301,742	35,497
Community Grants	8,498	15,437	6,790
D69 Community Justice	32,635	34,697	
Regional Growth Strategy	58,980	70,217	4,979
Northern Community Transit	545,322	645,899	14,070
Solid Waste Management	92,702	106,709	11,135
Regional Parks	278,845	324,090	3,778
Northern Community Recreation	317,724	392,391	
Oceanside Place	372,658	387,864	
Ravensong Aquatic Centre	852,992	560,073	
Liquid Waste Management Planning	12,106	13,414	
Wastewater Northern Community	2,136,714	2,378,323	91,391
Drinking Water/Watershed Protection	78,752	79,072	
D69 Marine Search & Rescue	4,154	4,176	
D69 Land Search & Rescue	5,608	5,633	
D69 Emergency 911	133,147	147,367	14,220
Regional District General Services Requisition	\$5,142,558	\$5,467,104	\$181,860

TOWN OF QUALICUM BEACH

	Final 2023	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	0.042	0.059	0.007
Community Grants	0.002	0.003	0.001
Regional Growth Strategy	0.012	0.014	0.001
Northern Community Transit	0.108	0.126	0.003
Solid Waste Management	0.018	0.021	0.002
Regional Parks	0.055	0.063	0.001
Northern Community Recreation	0.063	0.077	0.000
Oceanside Place	0.074	0.076	
Ravensong Aquatic Centre	0.169	0.109	
Liquid Waste Management Planning	0.002	0.003	
Wastewater Northern Community	0.424	0.465	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
Regional District General Services Rate	0.997	1.047	0.036
General Services Cost per \$100,000	\$99.67	\$104.70	\$3.63
Change in General Services Cost per \$100,000	(\$2.13)	\$5.03	
Regional Parcel Taxes	\$22.63	\$23.02	\$0.39
Change in Regional Parcel Taxes	\$4.00	\$0.39	
Average Residential Value *	\$960,113	\$960,113	\$0
Property tax based on Average Residential Value	\$980	\$1,028	\$48

* 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

	Final 2023	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	211,721	301,742	484,908	589,719	626,555	694,811
Community Grants	8,498	15,437	16,621	16,621	16,621	16,621
D69 Community Justice	32,635	34,697	34,775	34,826	34,876	34,928
Regional Growth Strategy	58,980	70,217	72,674	75,218	77,851	80,575
Northern Community Transit	545,322	645,899	771,848	910,781	1,020,075	1,115,496
Solid Waste Management	92,702	106,709	128,053	147,261	176,713	212,055
Regional Parks	278,845	324,090	363,962	399,001	434,664	473,001
Northern Community Recreation	317,724	392,391	419,716	432,932	446,587	462,608
Oceanside Place	372,658	387,864	403,379	419,513	434,196	447,222
Ravensong Aquatic Centre	852,992	560,073	963,324	1,107,823	1,273,997	1,401,396
Liquid Waste Management Planning	12,106	13,414	14,622	15,938	17,372	18,578
Wastewater Northern Community	2,136,714	2,378,323	2,640,020	2,930,423	3,252,769	3,610,574
Drinking Water/Watershed Protection	78,752	79,072	79,392	79,712	80,032	80,352
D69 Marine Search & Rescue	4,154	4,176	4,179	4,181	4,184	4,187
D69 Land Search & Rescue	5,608	5,633	5,635	5,638	5,641	5,643
D69 Emergency 911	133,147	147,367	157,111	162,117	167,265	172,283
Regional District General Services Requisition	\$5,142,558	\$5,467,104	\$6,560,219	\$7,331,703	\$8,069,398	\$8,830,329

TOWN OF QUALICUM BEACH - 5 Year Forecast

	Final 2023	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	0.042	0.059	0.093	0.112	0.117	0.127
Community Grants	0.002	0.003	0.003	0.003	0.003	0.003
Regional Growth Strategy	0.012	0.014	0.014	0.014	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	0.126	0.148	0.172	0.190	0.205
Solid Waste Management	0.018	0.021	0.025	0.028	0.033	0.039
Regional Parks	0.055	0.063	0.070	0.076	0.081	0.087
Northern Community Recreation	0.063	0.077	0.081	0.082	0.083	0.085
Oceanside Place	0.074	0.076	0.078	0.079	0.081	0.082
Ravensong Aquatic Centre	0.169	0.109	0.185	0.210	0.237	0.257
Liquid Waste Management Planning	0.002	0.003	0.003	0.003	0.003	0.003
Wastewater Northern Community	0.424	0.465	0.508	0.555	0.606	0.662
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	0.030	0.031	0.031	0.032
Regional District General Services Rate	0.997	1.047	1.240	1.367	1.482	1.599
General Services Cost per \$100,000	\$99.67	\$104.70	\$124.02	\$136.71	\$148.21	\$159.90
Change in General Services Cost per \$100,000	(\$2.13)	\$5.03	\$19.32	\$12.69	\$11.50	\$11.70
Regional Parcel Taxes	\$22.63	\$23.02	\$23.02	\$23.02	\$23.02	\$23.02
Change in Regional Parcel Taxes	\$4.00	\$0.39	\$0.00	\$0.00	\$0.00	\$0.00
Average Residential Value*	\$960,113	\$960,113	\$960,113	\$960,113	\$960,113	\$960,113
Property tax based on Average Residential Value	\$980	\$1,028	\$1,214	\$1,336	\$1,446	\$1,558

*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 A

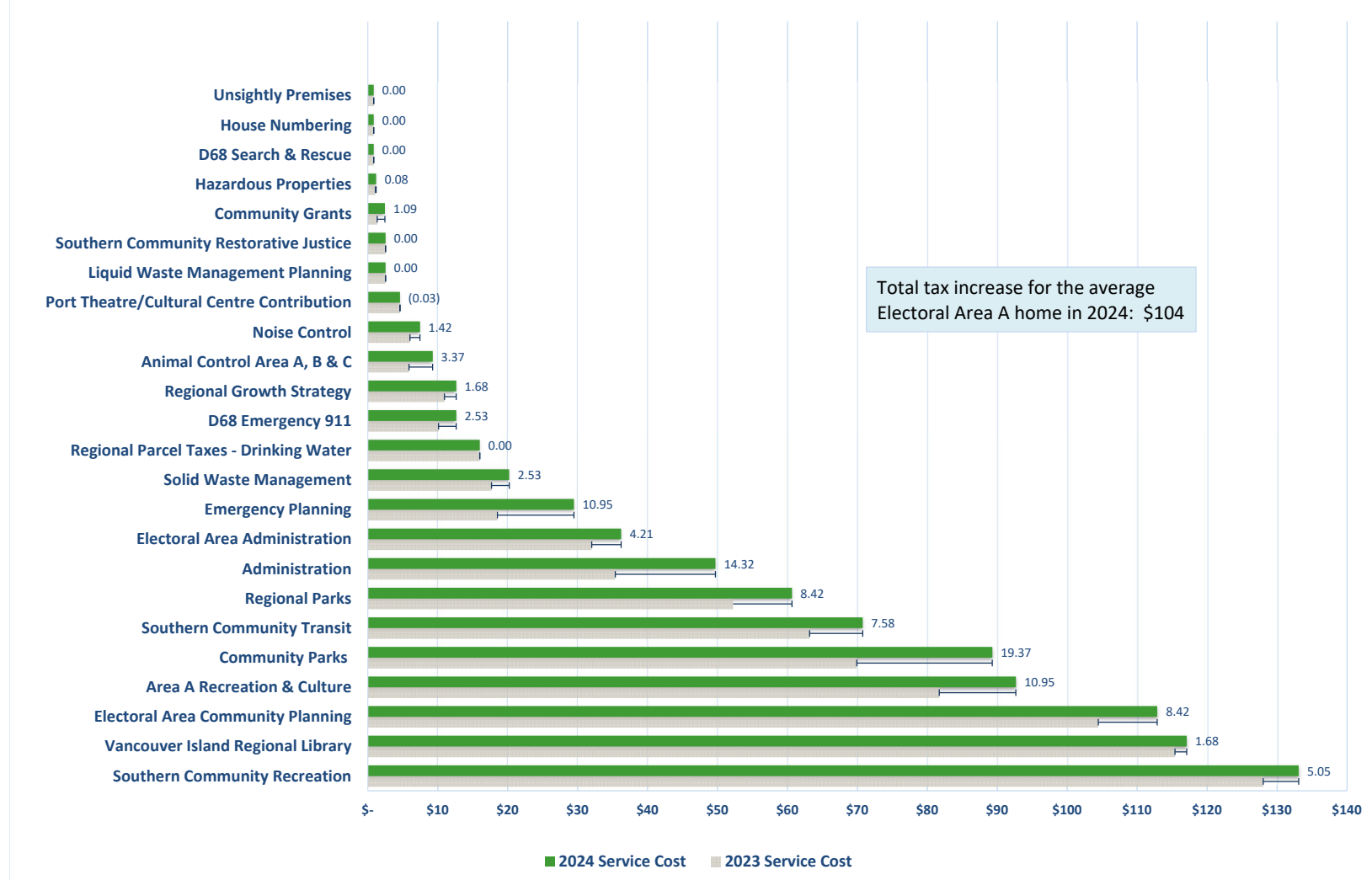
Cedar, South Wellington, Yellowpoint, Cassidy



REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area A Home Tax Change

2024 Total Cost for the average Electoral Area A home (\$842,302) = \$886



ELECTORAL AREA A

	Final 2023	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	132,786	188,403	22,164
Community Grants	5,019	9,220	4,239
Electoral Areas Administration	121,425	135,817	11,866
Southern Community Restorative Justice	8,435	8,448	
Electoral Area Community Planning	391,999	429,132	13,722
Regional Growth Strategy	41,666	49,490	3,509
House Numbering	2,554	2,627	
Hazardous Properties	4,124	4,616	1,088
Unightly Premises	3,355	4,581	1,088
Southern Community Transit	237,814	267,071	3,752
Solid Waste Management	65,515	75,243	7,851
Animal Control Area A, B & C	23,601	33,756	2,572
Regional Parks	197,069	228,521	2,663
Community Parks	262,770	338,746	8,474
Southern Community Recreation	481,145	505,271	24,126
Electoral Area A Recreation	306,009	351,910	
Port Theatre/Cultural Centre Contribution	17,304	17,391	
Liquid Waste Management Planning	8,556	9,459	
Drinking Water/Watershed Protection	46,256	46,416	
D68 Search & Rescue	3,248	3,252	
D68 Emergency 911	38,551	46,353	7,802
Emergency Planning	67,917	113,158	
Noise Control	22,614	28,270	6,842
Feasibility Studies	0	0	
Regional District General Services Requisition	\$2,489,732	\$2,897,151	\$121,758
Vancouver Island Regional Library	432,165	444,899	12,734
Total Requisition	\$2,921,897	\$3,342,050	\$134,492
LOCAL SERVICE AREAS			
Cassidy Waterloo Fire	258,043	278,686	
Cedar Estates Stormwater	4,395	4,527	

ELECTORAL AREA A

	Final 2023	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	0.042	0.059	0.007
Community Grants	0.002	0.003	0.001
Electoral Area Administration	0.038	0.043	0.004
Southern Community Restorative Justice	0.003	0.003	
Electoral Area Community Planning	0.124	0.134	0.004
Regional Growth Strategy	0.013	0.015	0.001
House Numbering	0.001	0.001	
Hazardous Properties	0.001	0.001	0.000
Unightly Premises	0.001	0.001	0.000
Southern Community Transit	0.075	0.084	0.001
Solid Waste Management	0.021	0.024	0.002
Animal Control Area A, B & C	0.007	0.011	0.001
Noise Control	0.007	0.009	0.002
Regional Parks	0.062	0.072	0.001
Community Parks	0.083	0.106	0.003
Southern Community Recreation	0.152	0.158	0.006
Area A Recreation & Culture	0.097	0.110	
Port Theatre/Cultural Centre Contribution	0.005	0.005	
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	0.035	
Feasibility Studies	0.000	0.000	
Regional District General Services Rate	0.773	0.894	0.036
Vancouver Island Regional Library	0.137	0.139	0.002
General Services Tax Rate	0.910	1.033	0.038
General Services Cost per \$100,000	\$90.95	\$103.26	\$3.80
Change in General Services Cost per \$100,000	(\$11.89)	\$12.31	
Regional Parcel Taxes	\$16.00	\$16.00	\$0.00
Change in Regional Parcel Taxes	\$2.00	\$0.00	
Local Service Area Rates			
Cassidy Waterloo Fire	0.603	0.649	
Cedar Estates Stormwater	0.101	0.103	
Average Residential Value *	\$842,302	\$842,302	\$0
Property tax based on Average Residential Value	\$782	\$886	\$104

* 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

	Final 2023	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	132,786	188,403	302,768	368,210	391,210	433,828
Community Grants	5,019	9,220	9,302	9,302	9,302	9,302
Electoral Areas Administration	121,425	135,817	161,984	171,893	183,925	192,675
Southern Community Restorative Justice	8,435	8,448	8,452	8,457	8,462	8,467
Electoral Area Community Planning	391,999	429,132	504,334	520,810	537,825	555,397
Regional Growth Strategy	41,666	49,490	51,222	53,016	54,871	56,791
House Numbering	2,554	2,627	2,635	2,635	2,635	2,635
Hazardous Properties	4,124	4,616	5,530	5,855	6,026	6,201
Unightly Premises	3,355	4,581	5,009	5,210	5,392	5,581
Southern Community Transit	237,814	267,071	319,284	344,827	372,413	394,758
Solid Waste Management	65,515	75,243	90,292	103,836	124,604	149,524
Animal Control Area A, B & C	23,601	33,756	36,120	37,211	38,334	39,491
Regional Parks	197,069	228,521	256,636	281,343	306,488	333,521
Community Parks	262,770	338,746	455,167	508,034	538,435	554,881
Southern Community Recreation	481,145	505,271	525,975	541,783	558,066	585,589
Electoral Area A Recreation	306,009	351,910	468,604	490,843	514,149	543,103
Port Theatre/Cultural Centre Contribution	17,304	17,391	17,913	18,450	19,004	19,574
Liquid Waste Management Planning	8,556	9,459	10,310	11,238	12,249	13,100
Drinking Water/Watershed Protection	46,256	46,416	46,528	46,640	46,752	46,864
D68 Search & Rescue	3,248	3,252	3,354	3,356	3,358	3,360
D68 Emergency 911	38,551	46,353	49,683	51,173	52,709	54,290
Emergency Planning	67,917	113,158	117,906	121,787	125,798	129,941
Noise Control	22,614	28,270	33,021	33,986	34,983	36,011
Feasibility Studies	-	-	-	-	-	-
Regional District General Services Requisition	\$2,489,732	\$2,897,151	\$3,482,029	\$3,739,895	\$3,946,990	\$4,174,884
Vancouver Island Regional Library	432,165	444,899	458,247	471,994	486,154	500,739
Total Requisition	\$2,921,897	\$3,342,050	\$3,940,276	\$4,211,889	\$4,433,144	\$4,675,623
LOCAL SERVICE AREAS						
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

ELECTORAL AREA A - 5 Year Forecast

	Final 2023	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	0.042	0.059	0.093	0.112	0.117	0.127
Community Grants	0.002	0.003	0.003	0.003	0.003	0.003
Electoral Area Administration	0.038	0.043	0.050	0.052	0.055	0.057
Southern Community Restorative Justice	0.003	0.003	0.003	0.003	0.003	0.002
Electoral Area Community Planning	0.124	0.134	0.155	0.158	0.160	0.163
Regional Growth Strategy	0.013	0.015	0.016	0.016	0.016	0.017
House Numbering	0.001	0.001	0.001	0.001	0.001	0.001
Hazardous Properties	0.001	0.001	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	0.084	0.098	0.105	0.111	0.116
Solid Waste Management	0.021	0.024	0.028	0.031	0.037	0.044
Animal Control Area A, B & C	0.007	0.011	0.011	0.011	0.011	0.012
Noise Control	0.007	0.009	0.010	0.010	0.010	0.011
Regional Parks	0.062	0.072	0.079	0.085	0.091	0.098
Community Parks	0.083	0.106	0.140	0.154	0.161	0.163
Southern Community Recreation	0.152	0.158	0.162	0.164	0.166	0.172
Area A Recreation & Culture	0.097	0.110	0.144	0.149	0.153	0.160
Port Theatre/Cultural Centre Contribution	0.005	0.005	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	0.015	0.016	0.016	0.016
Emergency Planning	0.022	0.035	0.036	0.037	0.038	0.038
Feasibility Studies	0.000	0.000	0.000	0.000	0.000	0.000
Regional District General Services Rate	0.773	0.894	1.057	1.121	1.164	1.214
Vancouver Island Regional Library	0.137	0.139	0.141	0.143	0.145	0.147
General Services Tax Rate	0.910	1.033	1.198	1.264	1.309	1.361
General Services Cost per \$100,000	\$90.95	\$103.26	\$119.83	\$126.35	\$130.87	\$136.09
Change in General Services Cost per \$100,000	(\$11.89)	\$12.31	\$16.57	\$6.53	\$4.52	\$5.22
Regional Parcel Taxes	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00
Change in Regional Parcel Taxes	\$2.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Local Service Area Rates						
Cassidy Waterloo Fire	0.603	0.649	0.690	0.733	0.938	0.961
Cedar Estates Stormwater	0.101	0.103	0.104	0.106	0.107	0.109
Average Residential Value*	\$842,302	\$842,302	\$842,302	\$842,302	\$842,302	\$842,302
Property tax based on Average Residential Value	\$782	\$886	\$1,025	\$1,080	\$1,118	\$1,162

*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 B

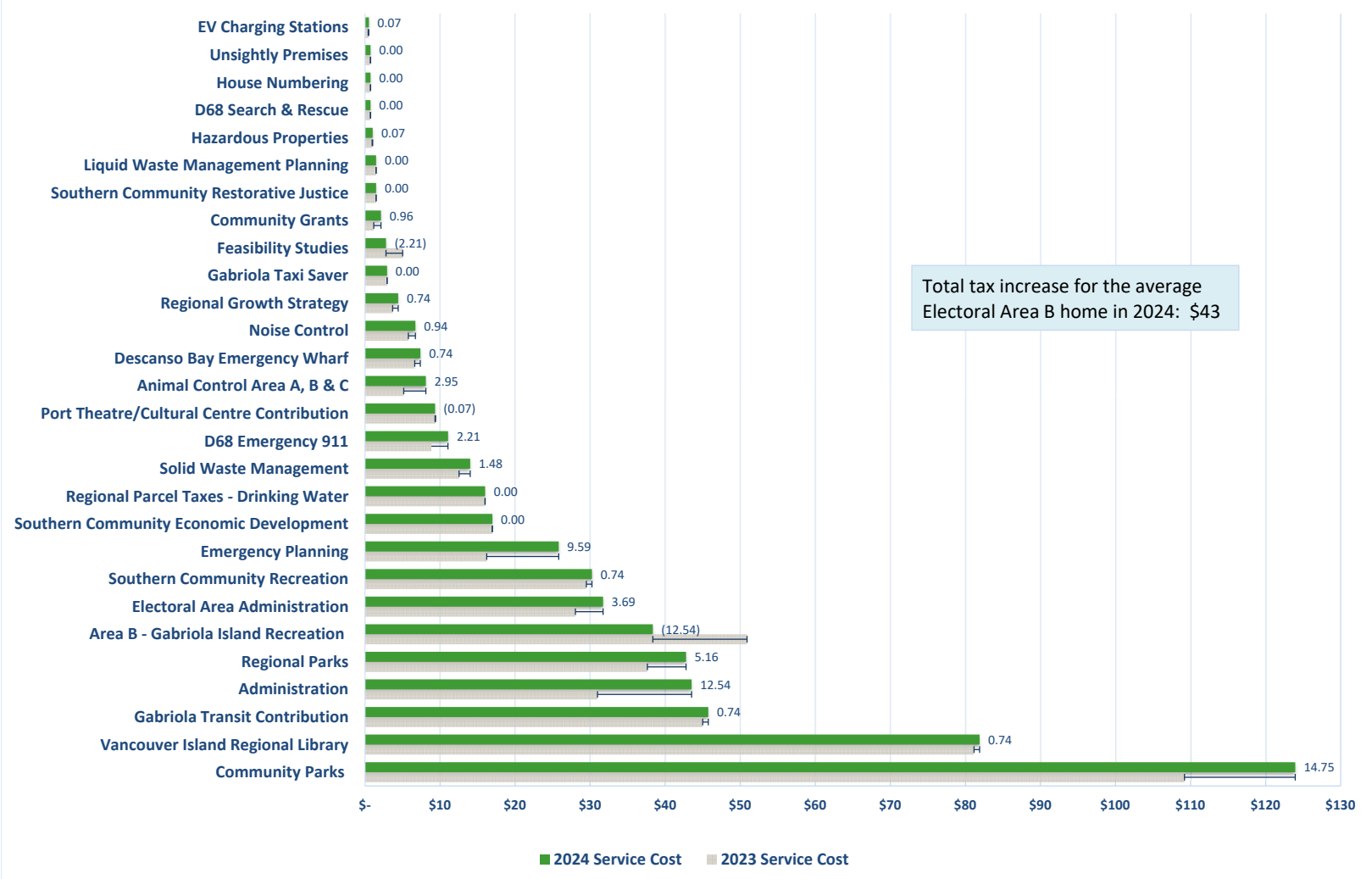
Gabriola, DeCourcy, Mudge Islands



REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area B Home Tax Change

2024 Total Cost for the average Electoral Area B home (\$737,731) = \$573



ELECTORAL AREA B

	Final 2023	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	123,803	176,074	20,713
Community Grants	4,679	8,616	3,962
Electoral Areas Administration	113,210	126,929	11,090
Southern Community Restorative Justice	7,146	7,175	
Regional Growth Strategy	15,633	18,589	1,318
House Numbering	2,381	2,455	
Southern Community Economic Development	68,900	68,900	
Hazardous Properties	3,845	4,314	1,017
Unightly Premises	3,128	4,281	1,017
Gabriola Emergency Wharf	27,973	29,038	
Gabriola Transit Contribution	179,721	183,877	
Gabriola Taxi Saver	10,003	10,160	
Solid Waste Management	49,997	57,484	5,998
Animal Control Area A, B & C	22,006	31,548	2,405
Regional Parks	150,390	174,587	2,035
Community Parks	437,062	500,499	8,474
Southern Community Recreation	118,796	121,812	3,016
Gabriola Island Recreation	188,342	142,530	
Port Theatre/Cultural Centre Contribution	37,570	37,808	
Liquid Waste Management Planning	6,529	7,226	
Drinking Water/Watershed Protection	61,040	61,200	
D68 Search & Rescue	1,954	1,956	
D68 Emergency 911	35,943	43,320	7,377
Emergency Planning	63,322	105,753	
EV Charging Stations	1,622	2,048	
Noise Control	21,287	25,093	6,842
Feasibility Studies	20,000	11,400	
Regional District General Services Requisition	\$1,776,282	\$1,964,672	\$75,264
Vancouver Island Regional Library	322,556	332,449	9,893
Total Requisition	\$2,098,838	\$2,297,121	\$85,157

ELECTORAL AREA B

	Final 2023	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	0.042	0.059	0.007
Community Grants	0.002	0.003	0.001
Electoral Area Administration	0.038	0.043	0.004
Southern Community Restorative Justice	0.002	0.002	
Regional Growth Strategy	0.005	0.006	0.000
House Numbering	0.001	0.001	
Southern Community Economic Development	0.023	0.023	
Hazardous Properties	0.001	0.001	0.000
Unightly Premises	0.001	0.001	0.000
Descanso Bay Emergency Wharf	0.009	0.010	
Gabriola Transit Contribution	0.061	0.062	
Gabriola Taxi Saver	0.004	0.004	
Solid Waste Management	0.017	0.019	0.002
Animal Control Area A, B & C	0.007	0.011	0.001
Noise Control	0.008	0.009	0.002
Regional Parks	0.051	0.058	0.001
Community Parks	0.148	0.168	0.003
Southern Community Recreation	0.040	0.041	0.001
Area B - Gabriola Island Recreation	0.069	0.052	
Port Theatre/Cultural Centre Contribution	0.013	0.013	
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	0.035	
EV Charging Stations	0.001	0.001	
Feasibility Studies	0.007	0.004	
Regional District General Services Rate	0.586	0.644	0.025
Vancouver Island Regional Library	0.110	0.111	0.001
General Services Tax Rate	0.696	0.755	0.026
General Services Cost per \$100,000	\$69.59	\$75.46	\$2.60
Change in General Services Cost per \$100,000	(\$1.79)	\$5.87	
Regional Parcel Taxes	\$16.00	\$16.00	\$0.00
Change in Regional Parcel Taxes	\$2.00	\$0.00	
Average Residential Value *	\$737,731	\$737,731	\$0
Property tax based on Average Residential Value	\$529	\$573	\$43

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

ELECTORAL AREA B - 5 Year Forecast

	Final 2023	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	123,803	176,074	282,955	344,115	365,610	405,439
Community Grants	4,679	8,616	8,693	8,693	8,693	8,693
Electoral Areas Administration	113,210	126,929	151,384	160,645	171,890	180,066
Southern Community Restorative Justice	7,146	7,175	7,180	7,184	7,189	7,194
Regional Growth Strategy	15,633	18,589	19,240	19,913	20,610	21,331
House Numbering	2,381	2,455	2,462	2,462	2,462	2,462
Southern Community Economic Development	68,900	68,900	68,900	68,900	68,900	68,900
Hazardous Properties	3,845	4,314	5,168	5,472	5,631	5,796
Unightly Premises	3,128	4,281	4,681	4,869	5,039	5,216
Gabriola Emergency Wharf	27,973	29,038	29,909	30,806	31,730	32,682
Gabriola Transit Contribution	179,721	183,877	187,590	191,378	195,243	199,187
Gabriola Taxi Saver	10,003	10,160	10,206	10,212	10,218	10,225
Solid Waste Management	49,997	57,484	68,982	79,329	95,195	114,234
Animal Control Area A, B & C	22,006	31,548	33,757	34,776	35,826	36,907
Regional Parks	150,390	174,587	196,066	214,942	234,153	254,805
Community Parks	437,062	500,499	515,514	530,979	546,909	563,316
Southern Community Recreation	118,796	121,812	126,885	130,700	134,628	141,424
Gabriola Island Recreation	188,342	142,530	148,574	149,793	151,051	152,353
Port Theatre/Cultural Centre Contribution	37,570	37,808	38,942	40,110	41,314	42,553
Liquid Waste Management Planning	6,529	7,226	7,877	8,586	9,358	10,008
Wastewater Northern Community Drinking Water/Watershed Protection	61,040	61,200	61,312	61,424	61,536	61,648
D68 Search & Rescue	1,954	1,956	2,018	2,019	2,020	2,021
D68 Emergency 911	35,943	43,320	46,432	47,825	49,260	50,737
Emergency Planning	63,322	105,753	110,190	113,818	117,566	121,438
EV Charging Stations	1,622	2,048	4,096	4,219	4,346	4,476
Noise Control	21,287	25,093	31,838	33,269	34,229	35,218
Feasibility Studies	20,000	11,400	-	-	-	-
Regional District General Services Requisition	\$1,776,282	\$1,964,672	\$2,170,851	\$2,306,438	\$2,410,606	\$2,538,329
Vancouver Island Regional Library	322,556	332,449	342,423	352,695	363,276	374,174
Total Requisition	\$2,098,838	\$2,297,121	\$2,513,274	\$2,659,133	\$2,773,882	\$2,912,503

ELECTORAL AREA B - 5 Year Forecast

	Final 2023	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	0.042	0.059	0.093	0.112	0.117	0.127
Community Grants	0.002	0.003	0.003	0.003	0.003	0.003
Electoral Area Administration	0.038	0.043	0.050	0.052	0.055	0.057
Southern Community Restorative Justice	0.002	0.002	0.002	0.002	0.002	0.002
Regional Growth Strategy	0.005	0.006	0.006	0.006	0.007	0.007
House Numbering	0.001	0.001	0.001	0.001	0.001	0.001
Southern Community Economic Development	0.023	0.023	0.023	0.022	0.022	0.022
Hazardous Properties	0.001	0.001	0.002	0.002	0.002	0.002
Unightly Premises	0.001	0.001	0.002	0.002	0.002	0.002
Descanso Bay Emergency Wharf	0.009	0.010	0.010	0.010	0.010	0.010
Gabriola Transit Contribution	0.061	0.062	0.062	0.062	0.062	0.063
Gabriola Taxi Saver	0.004	0.004	0.004	0.004	0.004	0.003
Solid Waste Management	0.017	0.019	0.023	0.026	0.030	0.036
Animal Control Area A, B & C	0.007	0.011	0.011	0.011	0.011	0.012
Noise Control	0.008	0.009	0.011	0.012	0.012	0.012
Regional Parks	0.051	0.058	0.065	0.070	0.075	0.080
Community Parks	0.148	0.168	0.170	0.172	0.175	0.177
Southern Community Recreation	0.040	0.041	0.042	0.042	0.043	0.044
Area B - Gabriola Island Recreation	0.069	0.052	0.053	0.053	0.052	0.052
Port Theatre/Cultural Centre Contribution	0.013	0.013	0.013	0.013	0.013	0.013
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	0.015	0.016	0.016	0.016
Emergency Planning	0.022	0.035	0.036	0.037	0.038	0.038
EV Charging Stations	0.001	0.001	0.001	0.001	0.001	0.001
Feasibility Studies	0.007	0.004	0.000	0.000	0.000	0.000
Regional District General Services Rate	0.586	0.644	0.702	0.734	0.757	0.784
Vancouver Island Regional Library	0.110	0.111	0.113	0.114	0.116	0.118
General Services Tax Rate	0.696	0.755	0.815	0.848	0.873	0.902
General Services Cost per \$100,000	\$69.59	\$75.46	\$81.48	\$84.83	\$87.26	\$90.19
Change in General Services Cost per \$100,000	(\$1.79)	\$5.87	\$6.02	\$3.36	\$2.43	\$2.93
Regional Parcel Taxes	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00
Change in Regional Parcel Taxes	\$2.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Average Residential Value*	\$737,731	\$737,731	\$737,731	\$737,731	\$737,731	\$737,731
Property tax based on Average Residential Value	\$529	\$573	\$617	\$642	\$660	\$681

*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 C

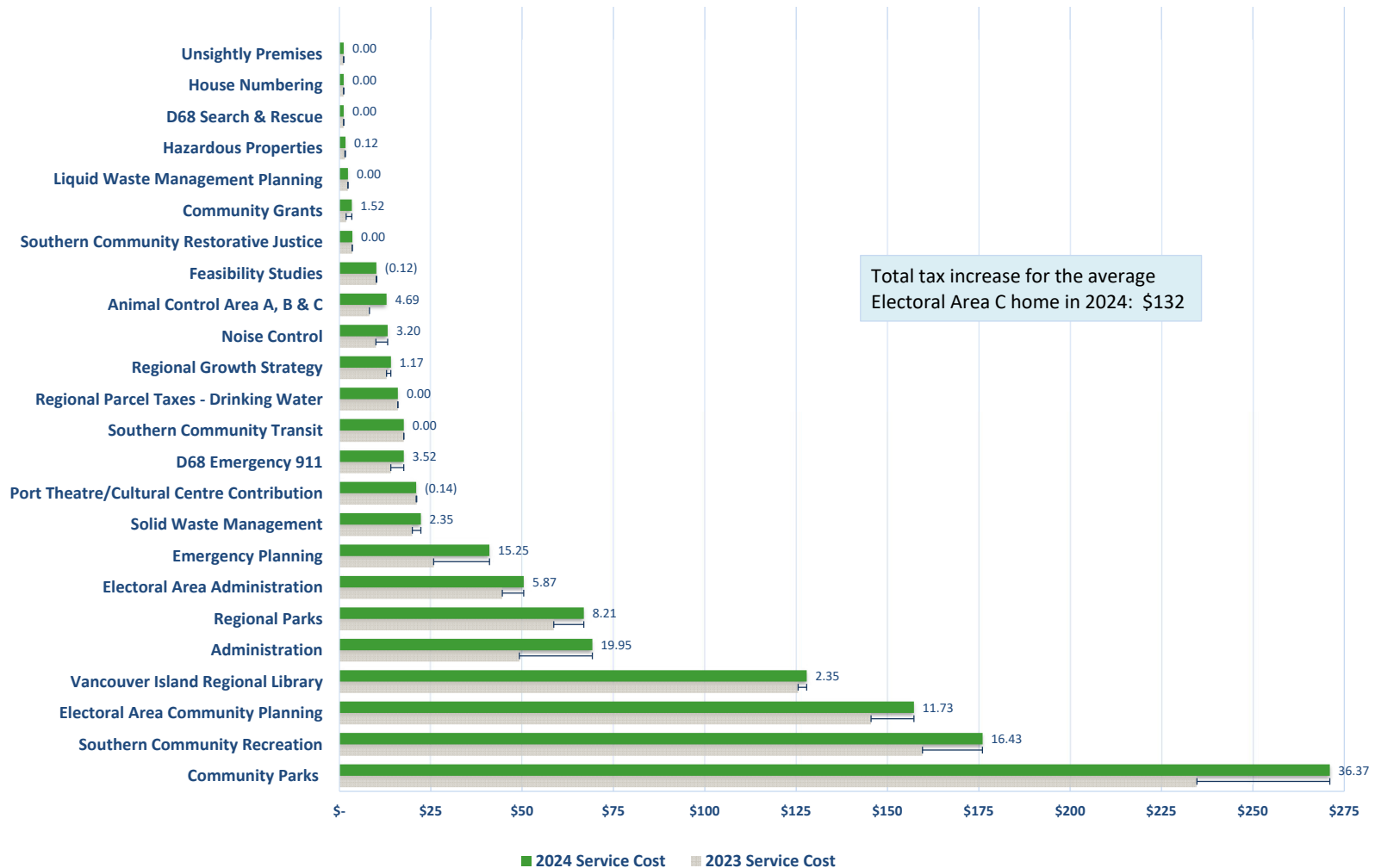
Extension, Nanaimo Lakes, East Wellington, Pleasant Valley



REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area C Home Tax Change

2024 Total Cost for the average Electoral Area C home (\$1,173,330) = \$1,119



ELECTORAL AREA C

	Final 2023	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	97,181	136,620	16,072
Community Grants	3,673	6,686	3,074
Electoral Areas Administration	88,866	98,488	8,605
Southern Community Restorative Justice	5,839	5,797	
Electoral Area Community Planning	286,888	311,185	9,950
Regional Growth Strategy	24,442	28,860	2,047
House Numbering	1,869	1,905	
Hazardous Properties	3,018	3,348	789
Unightly Premises	2,455	3,322	789
Southern Community Transit	15,030	14,617	205
Solid Waste Management	38,401	43,842	4,575
Animal Control Area A, B & C	17,274	24,479	1,865
Regional Parks	115,512	133,157	1,552
Community Parks - Extension and Wellington combined	221,517	253,924	8,498
Southern Community Recreation	314,712	346,803	32,091
Port Theatre/Cultural Centre Contribution	21,767	21,763	
Liquid Waste Management Planning	5,015	5,511	
Drinking Water/Watershed Protection	23,520	23,680	
D68 Search & Rescue	1,451	1,453	
D68 Emergency 911	28,213	33,613	5,400
Emergency Planning	49,706	82,057	
Noise Control	19,685	26,053	6,842
Feasibility Studies	20,000	20,000	
Regional District General Services Requisition	\$1,406,034	\$1,627,163	\$102,354
Vancouver Island Regional Library	247,078	253,017	5,939
Total Requisition	\$1,653,112	\$1,880,180	\$108,293

LOCAL SERVICE AREAS

Cassidy Waterloo Fire	258,043	278,686
Wellington Fire/Streetlighting	117,658	121,569
Extension Fire	250,183	275,201
Nanaimo River Fire	3,980	15,063

ELECTORAL AREA C

	Final 2023	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	0.042	0.059	0.007
Community Grants	0.002	0.003	0.001
Electoral Area Administration	0.038	0.043	0.004
Southern Community Restorative Justice	0.003	0.003	
Electoral Area Community Planning	0.124	0.134	0.004
Regional Growth Strategy	0.011	0.012	0.001
House Numbering	0.001	0.001	
Hazardous Properties	0.001	0.001	0.000
Unsightly Premises	0.001	0.001	0.000
Southern Community Transit	0.015	0.015	0.000
Solid Waste Management	0.017	0.019	0.002
Animal Control Area A, B & C	0.007	0.011	0.001
Noise Control	0.009	0.011	0.003
Regional Parks	0.050	0.057	0.001
Community Parks	0.200	0.231	0.007
Southern Community Recreation	0.136	0.150	0.014
Port Theatre/Cultural Centre Contribution	0.018	0.018	
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	0.035	
Feasibility Studies	0.009	0.009	
Regional District General Services Rate	0.720	0.831	0.048
Vancouver Island Regional Library	0.107	0.109	0.002
General Services Tax Rate	0.827	0.940	0.050
General Services Cost per \$100,000	\$82.71	\$94.00	\$5.00
Change in General Services Cost per \$100,000	(\$9.69)	\$11.29	
Regional Parcel Taxes	\$16.00	\$16.00	\$0.00
Change in Regional Parcel Taxes	\$2.00	\$0.00	
Local Service Area Rates			
Cassidy Waterloo Fire	0.603	0.649	
Wellington Fire/Streetlighting	0.519	0.570	
Extension Fire	0.602	0.655	
Nanaimo River Fire	0.050	0.189	
Average Residential Value *	\$1,173,330	\$1,173,330	\$0
Property tax based on Average Residential Value	\$986	\$1,119	\$132

* 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

	Final 2023	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	97,181	136,620	219,553	267,008	283,687	314,591
Community Grants	3,673	6,686	6,746	6,746	6,746	6,746
Electoral Areas Administration	88,866	98,488	117,463	124,649	133,374	139,719
Southern Community Restorative Justice	5,839	5,797	5,801	5,805	5,808	5,812
Electoral Area Community Planning	286,888	311,185	365,719	377,666	390,005	402,747
Regional Growth Strategy	24,442	28,860	29,871	30,916	31,998	33,118
House Numbering	1,869	1,905	1,910	1,910	1,910	1,910
Hazardous Properties	3,018	3,348	4,010	4,246	4,369	4,497
Unightly Premises	2,455	3,322	3,632	3,778	3,910	4,047
Southern Community Transit	15,030	14,617	17,474	18,872	20,382	21,605
Solid Waste Management	38,401	43,842	52,612	60,504	72,604	87,126
Animal Control Area A, B & C	17,274	24,479	26,193	26,984	27,798	28,637
Regional Parks	115,512	133,157	149,538	163,933	178,587	194,339
Community Parks - Extension + Wellington combi	221,517	253,924	288,814	298,205	307,905	318,485
Southern Community Recreation	314,712	346,803	360,562	371,395	382,556	400,552
Port Theatre/Cultural Centre Contribution	21,767	21,763	22,533	23,208	23,905	24,622
Liquid Waste Management Planning	5,015	5,511	6,007	6,548	7,137	7,633
Drinking Water/Watershed Protection	23,520	23,680	23,792	23,904	24,016	24,128
D68 Search & Rescue	1,451	1,453	1,499	1,500	1,501	1,503
D68 Emergency 911	28,213	33,613	36,028	37,108	38,221	39,369
Emergency Planning	49,706	82,057	85,500	88,314	91,222	94,227
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	-
Regional District General Services Requisition	\$1,406,034	\$1,627,163	\$1,876,375	\$1,995,226	\$2,080,606	\$2,189,344
Vancouver Island Regional Library	247,078	253,017	260,608	268,426	276,478	284,773
Total Requisition	\$1,653,112	\$1,880,180	\$2,136,983	\$2,263,652	\$2,357,084	\$2,474,117
LOCAL SERVICE AREAS						
Cassidy Waterloo Fire	258,043	278,686	300,981	325,059	422,577	439,480
Wellington Fire/Streetlighting	117,658	121,569	126,246	130,033	133,934	137,952
Extension Fire	250,183	275,201	294,465	315,078	337,133	360,732
Nanaimo River Fire	3,980	15,063	15,062	15,062	13,282	13,282

ELECTORAL AREA C - 5 Year Forecast

	Final 2023	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	0.042	0.059	0.093	0.112	0.117	0.127
Community Grants	0.002	0.003	0.003	0.003	0.003	0.003
Electoral Area Administration	0.038	0.043	0.050	0.052	0.055	0.057
Southern Community Restorative Justice	0.003	0.003	0.002	0.002	0.002	0.002
Electoral Area Community Planning	0.124	0.134	0.155	0.158	0.160	0.163
Regional Growth Strategy	0.011	0.012	0.013	0.013	0.013	0.013
House Numbering	0.001	0.001	0.001	0.001	0.001	0.001
Hazardous Properties	0.001	0.001	0.002	0.002	0.002	0.002
Unsightly Premises	0.001	0.001	0.002	0.002	0.002	0.002
Southern Community Transit	0.015	0.015	0.017	0.018	0.020	0.020
Solid Waste Management	0.017	0.019	0.022	0.025	0.030	0.035
Animal Control Area A, B & C	0.007	0.011	0.011	0.011	0.011	0.012
Noise Control	0.009	0.011	0.013	0.013	0.014	0.014
Regional Parks	0.050	0.057	0.064	0.069	0.073	0.079
Community Parks	0.200	0.231	0.257	0.262	0.265	0.270
Southern Community Recreation	0.136	0.150	0.153	0.155	0.157	0.162
Port Theatre/Cultural Centre Contribution	0.018	0.018	0.018	0.018	0.019	0.019
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	0.015	0.016	0.016	0.016
Emergency Planning	0.022	0.035	0.036	0.037	0.038	0.038
Feasibility Studies	0.009	0.009	0.009	0.008	0.004	0.000
Regional District General Services Rate	0.720	0.831	0.940	0.982	1.005	1.038
Vancouver Island Regional Library	0.107	0.109	0.111	0.112	0.114	0.115
General Services Tax Rate	0.827	0.940	1.051	1.094	1.119	1.153
General Services Cost per \$100,000	\$82.71	\$94.00	\$105.05	\$109.39	\$111.90	\$115.33
Change in General Services Cost per \$100,000	(\$9.69)	\$11.29	\$11.05	\$4.34	\$2.51	\$3.43
Regional Parcel Taxes	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00
Change in Regional Parcel Taxes	\$2.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Local Service Area Rates						
Cassidy Waterloo Fire	0.603	0.649	0.690	0.733	0.938	0.961
Wellington Fire/Streetlighting	0.519	0.570	0.582	0.590	0.598	0.607
Extension Fire	0.602	0.655	0.689	0.726	0.764	0.805
Nanaimo River Fire	0.050	0.189	0.186	0.183	0.159	0.156
Average Residential Value*	\$1,173,330	\$1,173,330	\$1,173,330	\$1,173,330	\$1,173,330	\$1,173,330
Property tax based on Average Residential Value	\$986	\$1,119	\$1,249	\$1,299	\$1,329	\$1,369

*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 E

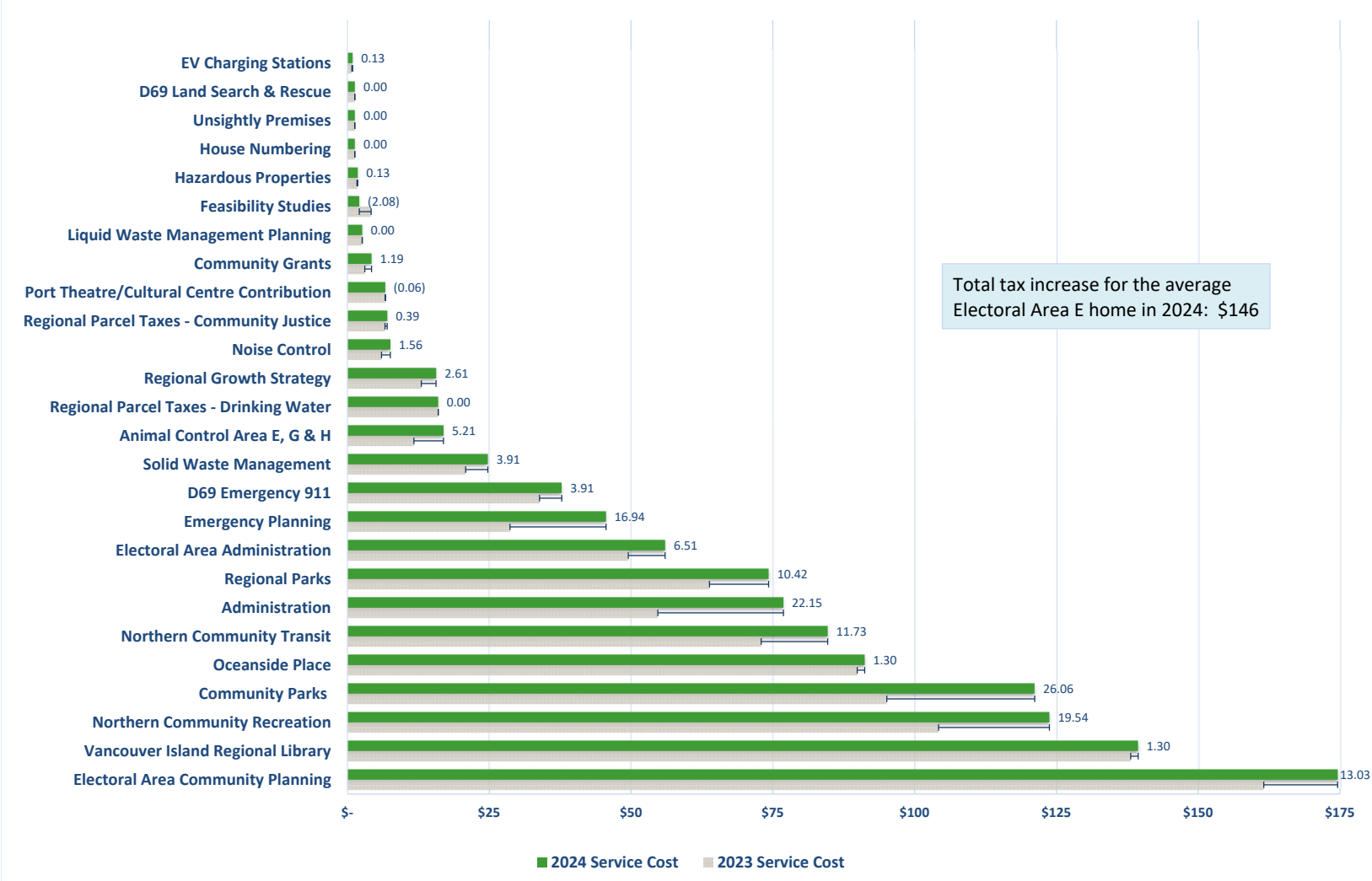
Nanoose Bay



REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area E Home Tax Change

2024 Total Cost for the average Electoral Area E home (\$1,302,858) = \$1,136



ELECTORAL AREA E

	Final 2023	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	202,395	287,707	33,846
Community Grants	11,345	15,939	6,474
Electoral Areas Administration	185,078	207,404	18,121
D69 Community Justice	23,082	24,511	
Electoral Area Community Planning	574,901	630,544	20,163
Regional Growth Strategy	50,339	59,841	4,243
House Numbering	3,893	4,012	
Hazardous Properties	6,286	7,050	1,662
Unightly Premises	5,114	6,996	1,662
Northern Community Transit	268,426	316,622	6,897
Solid Waste Management	79,085	90,900	9,485
Animal Control Area E, G & H	42,884	62,139	2,880
Regional Parks	237,887	276,079	3,218
Community Parks	353,515	452,323	8,474
Northern Community Recreation	386,761	464,198	7,027
Oceanside Place	330,273	343,241	
Port Theatre/Cultural Centre Contribution	24,836	24,961	
Liquid Waste Management Planning	10,328	11,427	
Drinking Water/Watershed Protection	55,696	55,856	
D69 Land Search & Rescue	4,078	4,096	
D69 Emergency 911	127,283	140,512	13,229
Emergency Planning	103,520	172,802	
EV Charging Stations	2,651	3,347	
Noise Control	22,218	28,343	6,842
Feasibility Studies	15,500	7,750	
Regional District General Services Requisition	\$3,127,374	\$3,698,600	\$144,223
Vancouver Island Regional Library	508,106	523,557	15,451
Total Requisition	\$3,635,480	\$4,222,157	\$159,674
LOCAL SERVICE AREAS			
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

	Final 2023	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	0.042	0.059	0.007
Community Grants	0.002	0.003	0.001
Electoral Area Administration	0.038	0.043	0.004
Electoral Area Community Planning	0.124	0.134	0.004
Regional Growth Strategy	0.010	0.012	0.001
House Numbering	0.001	0.001	
Hazardous Properties	0.001	0.001	0.000
Unightly Premises	0.001	0.001	0.000
Northern Community Transit	0.056	0.065	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	0.057	0.001
Community Parks	0.073	0.093	0.002
Northern Community Recreation	0.080	0.095	0.001
Oceanside Place	0.069	0.070	
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	0.035	
EV Charging Stations	0.001	0.001	
Feasibility Studies	0.003	0.002	
Regional District General Services Rate	0.636	0.747	0.029
Vancouver Island Regional Library	0.106	0.107	0.001
General Services Tax Rate	0.742	0.854	0.030
General Services Cost per \$100,000	\$74.22	\$85.39	\$3.03
Change in General Services Cost per \$100,000	(\$5.72)	\$11.17	
Regional Parcel Taxes	\$22.63	\$23.02	\$0.39
Change in Regional Parcel Taxes	\$4.00	\$0.39	
Local Service Area Rates			
Nanoose Bay Fire	0.195	0.229	
Fairwinds Streetlighting	0.023	0.023	
Rural Areas Streetlighting	0.081	0.061	
Average Residential Value *	\$1,302,858	\$1,302,858	\$0
Property tax based on Average Residential Value	\$990	\$1,136	\$146

* 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

	Final 2023	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	202,395	287,707	462,353	562,289	597,412	662,493
Community Grants	11,345	15,939	17,068	17,068	17,068	17,068
Electoral Areas Administration	185,078	207,404	247,364	262,496	280,870	294,232
D69 Community Justice	23,082	24,511	24,537	24,544	24,551	24,559
Electoral Area Community Planning	574,901	630,544	741,043	765,251	790,252	816,071
Regional Growth Strategy	50,339	59,841	61,936	64,103	66,347	68,668
House Numbering	3,893	4,012	4,023	4,023	4,023	4,023
Hazardous Properties	6,286	7,050	8,444	8,941	9,202	9,470
Unightly Premises	5,114	6,996	7,650	7,956	8,234	8,522
Northern Community Transit	268,426	316,622	378,363	446,468	500,044	546,820
Solid Waste Management	79,085	90,900	109,082	125,445	150,533	180,641
Animal Control Area E, G & H	42,884	62,139	66,301	68,417	70,596	72,840
Regional Parks	237,887	276,079	310,042	339,890	370,270	402,928
Community Parks	353,515	452,323	515,648	556,736	573,438	590,641
Northern Community Recreation	386,761	464,198	492,953	508,338	524,223	542,452
Oceanside Place	330,273	343,241	356,971	371,249	384,243	395,771
Port Theatre/Cultural Centre Contribution	24,836	24,961	25,710	26,481	27,275	28,093
Liquid Waste Management Planning	10,328	11,427	12,455	13,576	14,798	15,826
Drinking Water/Watershed Protection	55,696	55,856	56,016	56,176	56,336	56,496
D69 Land Search & Rescue	4,078	4,096	4,098	4,100	4,102	4,104
D69 Emergency 911	127,283	140,512	149,804	154,576	159,485	164,270
Emergency Planning	103,520	172,802	180,053	185,980	192,104	198,432
EV Charging Stations	2,651	3,347	6,693	6,894	7,101	7,314
Noise Control	22,218	28,343	33,479	34,408	35,368	36,199
Feasibility Studies	15,500	7,750	7,750	7,750	7,750	7,750
Regional District General Services Requisition	\$3,127,374	\$3,698,600	\$4,279,836	\$4,623,155	\$4,875,625	\$5,155,683
Vancouver Island Regional Library	508,106	523,557	539,263	555,441	572,104	589,267
Total Requisition	\$3,635,480	\$4,222,157	\$4,819,099	\$5,178,596	\$5,447,729	\$5,744,950
LOCAL SERVICE AREAS						
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	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	0.042	0.059	0.093	0.112	0.117	0.127
Community Grants	0.002	0.003	0.003	0.003	0.003	0.003
Electoral Area Administration	0.038	0.043	0.050	0.052	0.055	0.057
Electoral Area Community Planning	0.124	0.134	0.155	0.158	0.160	0.163
Regional Growth Strategy	0.010	0.012	0.012	0.013	0.013	0.013
House Numbering	0.001	0.001	0.001	0.001	0.001	0.001
Hazardous Properties	0.001	0.001	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	0.056	0.065	0.076	0.089	0.098	0.105
Solid Waste Management	0.016	0.019	0.022	0.025	0.029	0.035
Animal Control Area E, G & H	0.009	0.013	0.013	0.014	0.014	0.014
Noise Control	0.005	0.006	0.007	0.007	0.007	0.007
Regional Parks	0.049	0.057	0.063	0.067	0.072	0.078
Community Parks	0.073	0.093	0.104	0.110	0.112	0.114
Northern Community Recreation	0.080	0.095	0.099	0.101	0.102	0.104
Oceanside Place	0.069	0.070	0.072	0.074	0.075	0.076
Port Theatre/Cultural Centre Contribution	0.005	0.005	0.005	0.005	0.005	0.005
Liquid Waste Management Planning	0.002	0.002	0.003	0.003	0.003	0.003
D69 Land Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D69 Emergency 911	0.026	0.029	0.030	0.031	0.031	0.032
Emergency Planning	0.022	0.035	0.036	0.037	0.038	0.038
EV Charging Stations	0.001	0.001	0.001	0.001	0.001	0.001
Feasibility Studies	0.003	0.002	0.002	0.002	0.002	0.002
Regional District General Services Rate	0.636	0.747	0.852	0.910	0.943	0.983
Vancouver Island Regional Library	0.106	0.107	0.109	0.110	0.112	0.113
General Services Tax Rate	0.742	0.854	0.961	1.020	1.055	1.096
General Services Cost per \$100,000	\$74.22	\$85.39	\$96.07	\$101.98	\$105.49	\$109.59
Change in General Services Cost per \$100,000	(\$5.72)	\$11.17	\$10.68	\$5.91	\$3.51	\$4.11
Regional Parcel Taxes	\$22.63	\$23.02	\$23.02	\$23.02	\$23.02	\$23.02
Change in Regional Parcel Taxes	\$4.00	\$0.39	\$0.00	\$0.00	\$0.00	\$0.00
Local Service Area Rates						
Nanoose Bay Fire	0.195	0.229	0.232	0.236	0.239	0.242
Fairwinds Streetlighting	0.023	0.023	0.024	0.024	0.024	0.025
Rural Areas Streetlighting	0.081	0.061	0.062	0.063	0.064	0.065
Average Residential Value*	\$1,302,858	\$1,302,858	\$1,302,858	\$1,302,858	\$1,302,858	\$1,302,858
Property tax based on Average Residential Value	\$990	\$1,136	\$1,275	\$1,352	\$1,397	\$1,451

*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

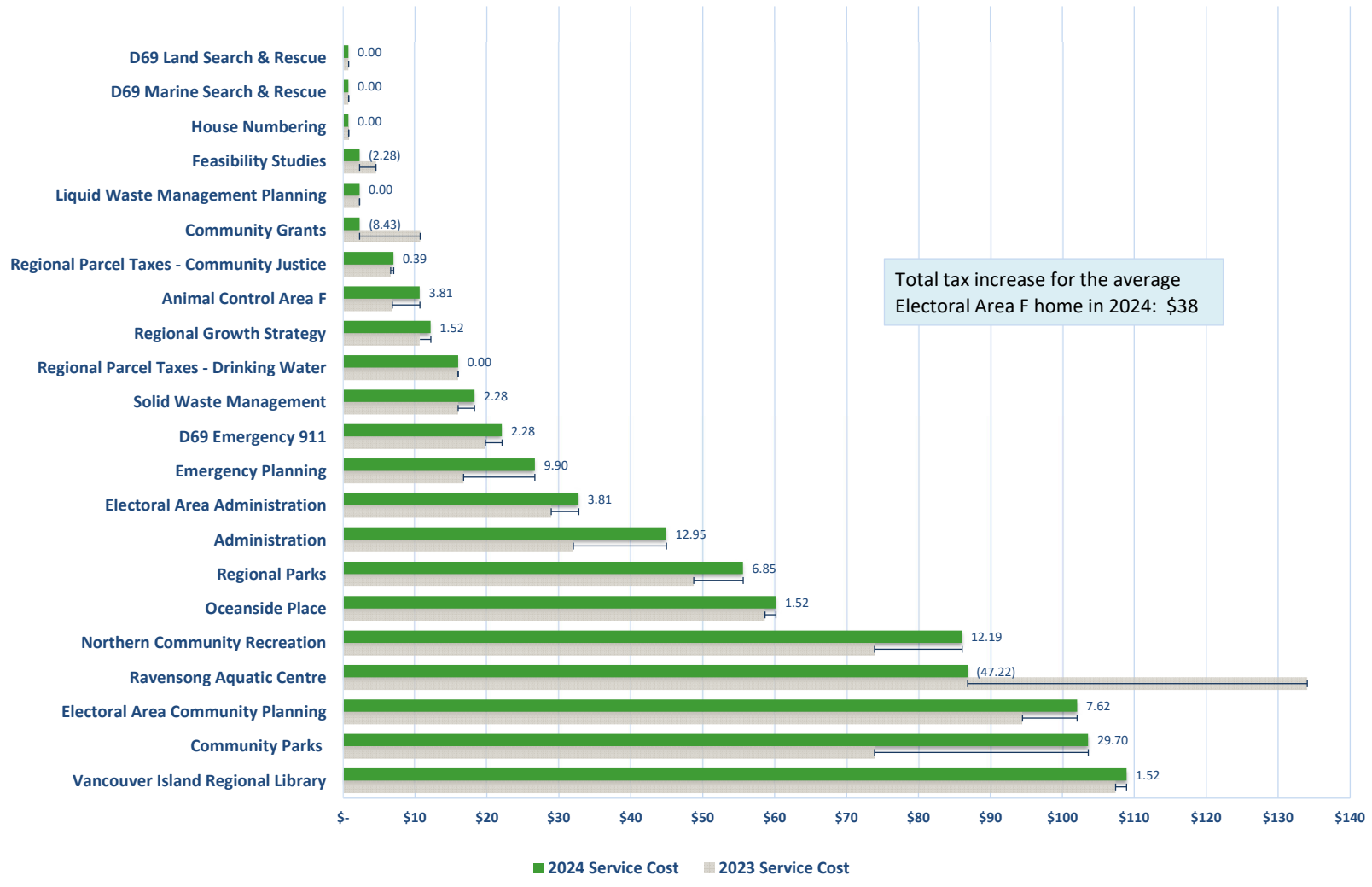
Coombs, Hilliers, Errington, Whiskey Creek, Meadowood



REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area F Home Tax Change

2024 Total Cost for the average Electoral Area F home (\$761,627) = \$803



ELECTORAL AREA F

	Final 2023	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	139,027	197,800	23,269
Community Grants	46,581	10,119	4,451
Electoral Areas Administration	127,132	142,592	12,458
D69 Community Justice	20,143	21,399	
Electoral Area Community Planning	410,423	450,537	14,406
Regional Growth Strategy	44,713	53,180	3,770
House Numbering	2,674	2,758	
Solid Waste Management	70,312	80,859	8,437
Animal Control Area F	29,814	48,049	6,842
Regional Parks	211,497	245,582	2,862
Community Parks	322,111	457,559	8,474
Northern Community Recreation	319,569	377,547	9,390
Oceanside Place	255,344	265,513	
Ravensong Aquatic Centre	581,093	381,243	
Liquid Waste Management Planning	9,182	10,165	
Drinking Water/Watershed Protection	48,608	48,768	
D69 Marine Search & Rescue	2,728	2,738	
D69 Land Search & Rescue	4,953	4,974	
D69 Emergency 911	87,432	96,603	9,171
Emergency Planning	71,109	118,803	
Feasibility Studies	20,000	10,000	
Regional District General Services Requisition	\$2,824,445	\$3,026,788	\$103,530
Vancouver Island Regional Library	464,928	479,195	14,267
Total Requisition	\$3,289,373	\$3,505,983	\$117,797

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	112,778
French Creek Fire	1,043,953	1,064,832
Hwy # 4 Streetlighting	4,000	4,120
Meadowood Fire	89,347	89,348

ELECTORAL AREA F

	Final 2023	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	0.042	0.059	0.007
Community Grants	0.014	0.003	0.001
Electoral Area Administration	0.038	0.043	0.004
Electoral Area Community Planning	0.124	0.134	0.004
Regional Growth Strategy	0.014	0.016	0.001
House Numbering	0.001	0.001	
Solid Waste Management	0.021	0.024	0.003
Animal Control Area F	0.009	0.014	0.002
Regional Parks	0.064	0.073	0.001
Community Parks	0.097	0.136	0.003
Northern Community Recreation	0.097	0.113	0.002
Oceanside Place	0.077	0.079	
Ravensong Aquatic Centre	0.176	0.114	
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	0.035	
Feasibility Studies	0.006	0.003	
Regional District General Services Rate	0.833	0.881	0.031
Vancouver Island Regional Library	0.141	0.143	0.002
General Services Tax Rate	0.974	1.024	0.033
General Services Cost per \$100,000	\$97.41	\$102.40	\$3.33
Change in General Services Cost per \$100,000	(\$7.88)	\$4.99	
Regional Parcel Taxes	\$22.63	\$23.02	\$0.39
Change in Regional Parcel Taxes	\$4.00	\$0.39	
Local Service Area Rates			
Errington Fire	0.600	0.711	
Coombs-Hilliers Fire	0.677	0.822	
Nanoose Bay Fire	0.195	0.229	
Dashwood Fire	0.788	0.930	
Dashwood Fire Hall	0.075	0.121	
French Creek Fire	0.409	0.411	
Hwy. # 4 Streetlighting	0.001	0.001	
Meadowood Fire	\$186	\$186	
Average Residential Value *	\$761,627	\$761,627	\$0
Property tax based on Average Residential Value	\$765	\$803	\$38

* 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

	Final 2023	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	139,027	197,800	317,870	386,577	410,724	455,468
Community Grants	46,581	10,119	10,895	10,895	10,895	10,895
Electoral Areas Administration	127,132	142,592	170,064	180,467	193,100	202,286
D69 Community Justice	20,143	21,399	21,410	21,404	21,399	21,393
Electoral Area Community Planning	410,423	450,537	529,491	546,789	564,653	583,101
Regional Growth Strategy	44,713	53,180	55,042	56,969	58,963	61,027
House Numbering	2,674	2,758	2,766	2,766	2,766	2,766
Solid Waste Management	70,312	80,859	97,033	111,588	133,906	160,687
Animal Control Area F	29,814	48,049	52,856	54,757	56,408	58,108
Regional Parks	211,497	245,582	275,795	302,346	329,369	358,421
Community Parks	322,111	457,559	471,286	485,424	499,987	514,987
Northern Community Recreation	319,569	377,547	399,069	411,451	424,231	438,678
Oceanside Place	255,344	265,513	276,133	287,178	297,229	306,147
Ravensong Aquatic Centre	581,093	381,243	655,738	754,100	867,214	953,936
Liquid Waste Management Planning	9,182	10,165	11,080	12,077	13,164	14,078
Drinking Water/Watershed Protection	48,608	48,768	48,880	48,992	49,104	49,216
D69 Marine Search & Rescue	2,728	2,738	2,739	2,741	2,743	2,745
D69 Land Search & Rescue	4,953	4,974	4,977	4,979	4,982	4,984
D69 Emergency 911	87,432	96,603	102,991	106,272	109,647	112,936
Emergency Planning	71,109	118,803	123,787	127,862	132,073	136,423
Feasibility Studies	20,000	10,000	10,000	10,000	-	-
Regional District General Services Requisition	\$2,824,445	\$3,026,788	\$3,639,902	\$3,925,634	\$4,182,557	\$4,448,282
Vancouver Island Regional Library	464,928	479,195	493,571	508,378	523,629	539,338
Total Requisition	\$3,289,373	\$3,505,983	\$4,133,473	\$4,434,012	\$4,706,186	\$4,987,620
LOCAL SERVICE AREAS						
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	112,778	501,975	502,050	502,127	502,206
French Creek Fire	1,043,953	1,064,832	1,096,777	1,129,680	1,116,607	1,152,713
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

ELECTORAL AREA F - 5 Year Forecast

	Final 2023	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	0.042	0.059	0.093	0.112	0.117	0.127
Community Grants	0.014	0.003	0.003	0.003	0.003	0.003
Electoral Area Administration	0.038	0.043	0.050	0.052	0.055	0.057
Electoral Area Community Planning	0.124	0.134	0.155	0.158	0.160	0.163
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	0.045
Animal Control Area F	0.009	0.014	0.016	0.016	0.016	0.016
Regional Parks	0.064	0.073	0.081	0.087	0.094	0.100
Community Parks	0.097	0.136	0.138	0.140	0.142	0.144
Northern Community Recreation	0.097	0.113	0.117	0.119	0.121	0.123
Oceanside Place	0.077	0.079	0.081	0.083	0.084	0.086
Ravensong Aquatic Centre	0.176	0.114	0.192	0.218	0.246	0.267
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	0.030	0.031	0.031	0.032
Emergency Planning	0.022	0.035	0.036	0.037	0.038	0.038
Feasibility Studies	0.006	0.003	0.003	0.003	0.000	0.000
Regional District General Services Rate	0.833	0.881	1.045	1.113	1.169	1.225
Vancouver Island Regional Library	0.141	0.143	0.145	0.147	0.149	0.151
General Services Tax Rate	0.974	1.024	1.190	1.260	1.318	1.376
General Services Cost per \$100,000	\$97.41	\$102.40	\$119.01	\$126.00	\$131.81	\$137.60
Change in General Services Cost per \$100,000	(\$7.88)	\$4.99	\$16.61	\$6.99	\$5.81	\$5.80
Regional Parcel Taxes	\$22.63	\$23.02	\$23.02	\$23.02	\$23.02	\$23.02
Change in Regional Parcel Taxes	\$4.00	\$0.39	\$0.00	\$0.00	\$0.00	\$0.00
Local Service Area Rates						
Errington Fire	0.600	0.711	0.839	1.107	1.122	1.138
Coombs-Hilliers Fire	0.677	0.822	0.995	1.077	1.166	1.263
Nanoose Bay Fire	0.195	0.229	0.232	0.236	0.239	0.242
Dashwood Fire	0.788	0.930	0.961	0.974	0.988	1.002
Dashwood Fire Hall	0.075	0.121	0.530	0.522	0.514	0.506
French Creek Fire	0.409	0.411	0.417	0.423	0.411	0.418
Hwy. # 4 Streetlighting	0.001	0.001	0.001	0.001	0.001	0.001
Meadowood Fire	\$186	\$186	\$194	\$194	\$194	\$194
Average Residential Value*	\$761,627	\$761,627	\$761,627	\$761,627	\$761,627	\$761,627
Property tax based on Average Residential Value	\$765	\$803	\$929	\$983	\$1,027	\$1,071

*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 G

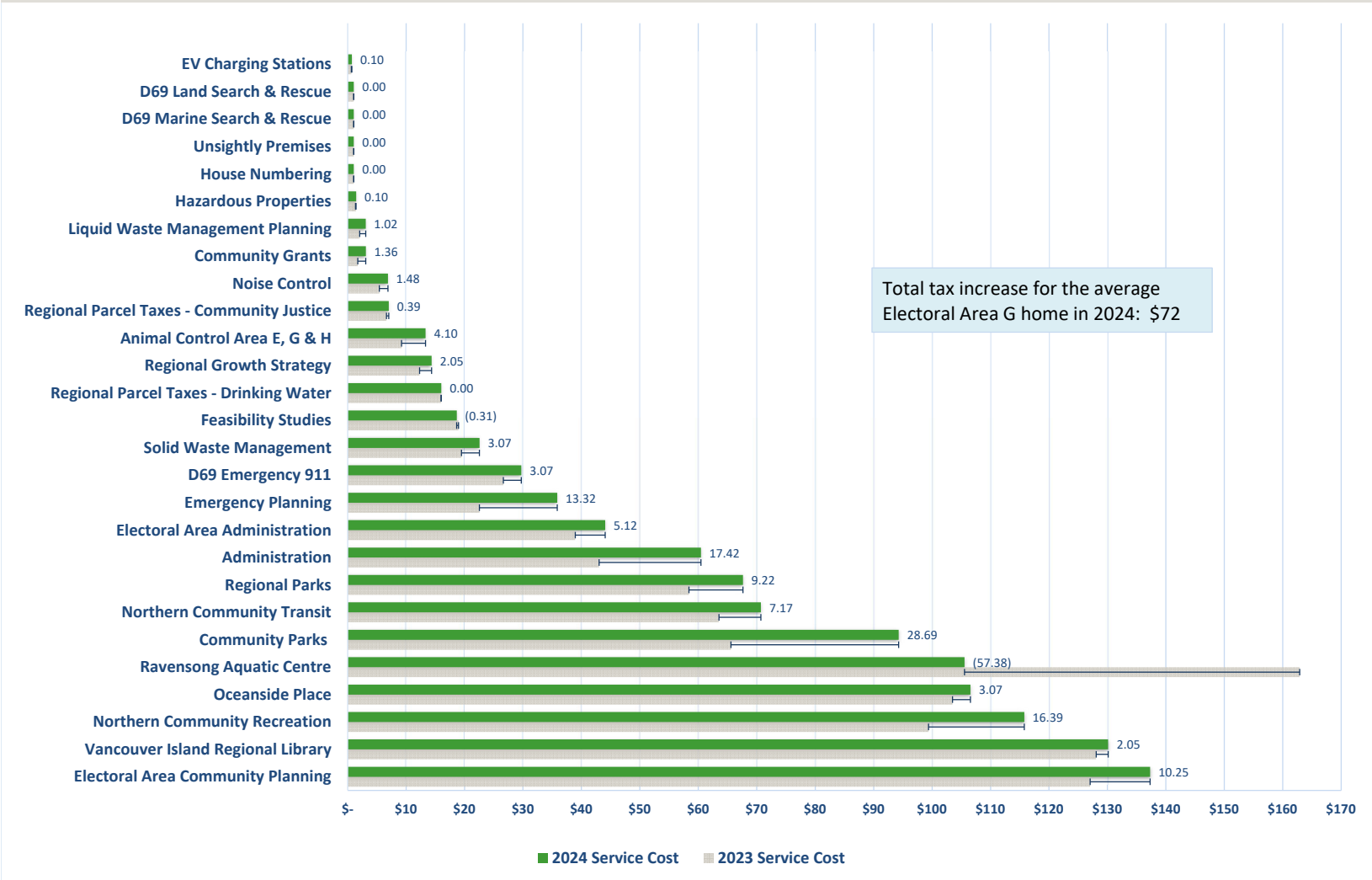
River's Edge, French Creek, San Pareil, Little Qualicum, Dashwood



REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area G Home Tax Change

2024 Total Cost for the average Electoral Area G home (\$1,024,653) = \$1,109



ELECTORAL AREA G

	Final 2023	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	171,226	243,757	28,675
Community Grants	6,873	12,470	5,485
Electoral Areas Administration	156,576	175,721	15,353
D69 Community Justice	25,375	27,009	
Electoral Area Community Planning	505,478	555,214	17,753
Regional Growth Strategy	49,362	58,729	4,164
House Numbering	3,294	3,399	
Hazardous Properties	5,318	5,973	1,408
Unightly Premises	4,326	5,927	1,408
Northern Community Transit	253,660	284,333	6,194
Solid Waste Management	77,593	89,262	9,314
Animal Control Area E, G & H	36,280	52,647	2,440
Regional Parks	233,399	271,099	3,160
Community Parks	260,116	379,956	8,474
Northern Community Recreation	395,112	466,836	11,694
Oceanside Place	411,870	428,394	
Ravensong Aquatic Centre	645,644	423,708	
Liquid Waste Management Planning	10,133	11,221	
Drinking Water/Watershed Protection	61,232	61,552	
D69 Marine Search & Rescue	3,360	3,374	
D69 Land Search & Rescue	4,889	4,910	
D69 Emergency 911	107,681	119,047	11,366
Emergency Planning	87,578	146,405	
EV Charging Stations	2,243	2,835	
Noise Control	21,472	27,769	6,842
Feasibility Studies	75,368	75,368	75,368
Regional District General Services Requisition	\$3,615,458	\$3,936,915	\$209,098
Vancouver Island Regional Library	507,336	523,100	15,764
Total Requisition	\$4,122,794	\$4,460,015	\$224,862

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	112,778
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	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	0.042	0.059	0.007
Community Grants	0.002	0.003	0.001
Electoral Area Administration	0.038	0.043	0.004
Electoral Area Community Planning	0.124	0.134	0.004
Regional Growth Strategy	0.012	0.014	0.001
House Numbering	0.001	0.001	
Hazardous Properties	0.001	0.001	0.000
Unsightly Premises	0.001	0.001	0.000
Northern Community Transit	0.062	0.069	0.001
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	0.066	0.001
Community Parks	0.064	0.092	0.002
Northern Community Recreation	0.097	0.113	0.002
Oceanside Place	0.101	0.104	
Ravensong Aquatic Centre	0.159	0.103	
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	0.035	
EV Charging Stations	0.001	0.001	
Feasibility Studies	0.019	0.018	0.018
Regional District General Services Rate	0.865	0.933	0.050
Vancouver Island Regional Library	0.125	0.127	0.002
General Services Tax Rate	0.990	1.060	0.052
General Services Cost per \$100,000	\$99.04	\$106.00	\$5.15
Change in General Services Cost per \$100,000	(\$0.92)	\$6.97	
Regional Parcel Taxes	\$22.63	\$23.02	\$0.39
Change in Regional Parcel Taxes	\$4.00	\$0.39	
Local Service Area Rates			
Errington Fire	0.600	0.711	
Parksville Local Fire	0.389	0.416	
Nanoose Bay Fire	0.195	0.229	
Dashwood Fire	0.788	0.930	
Dashwood Fire Hall	0.075	0.121	
French Creek Fire	0.409	0.411	
French Creek Village Streetlighting	0.058	0.047	
Highway Intersection Streetlighting (French Creek)	0.001	0.001	
River's Edge Community Streetlighting	0.026	0.026	
River's Edge Stormwater	0.021	0.021	
Average Residential Value *	\$1,024,653	\$1,024,653	\$0
Property tax based on Average Residential Value	\$1,037	\$1,109	\$72

* 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	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	171,226	243,757	391,723	476,393	506,150	561,289
Community Grants	6,873	12,470	13,426	13,426	13,426	13,426
Electoral Areas Administration	156,576	175,721	209,577	222,397	237,964	249,284
D69 Community Justice	25,375	27,009	27,066	27,101	27,137	27,173
Electoral Area Community Planning	505,478	555,214	652,511	673,828	695,842	718,577
Regional Growth Strategy	49,362	58,729	60,784	62,912	65,113	67,392
House Numbering	3,294	3,399	3,409	3,409	3,409	3,409
Hazardous Properties	5,318	5,973	7,154	7,575	7,796	8,023
Unsightly Premises	4,326	5,927	6,481	6,740	6,976	7,220
Northern Community Transit	253,660	284,333	339,779	400,938	449,051	491,057
Solid Waste Management	77,593	89,262	107,115	123,182	147,819	177,383
Animal Control Area E, G & H	36,280	52,647	56,173	57,965	59,812	61,713
Regional Parks	233,399	271,099	304,451	333,762	363,594	395,663
Community Parks	260,116	379,956	391,355	403,095	415,188	427,644
Northern Community Recreation	395,112	466,836	493,406	508,713	524,512	542,368
Oceanside Place	411,870	428,394	445,529	463,350	479,567	493,955
Ravensong Aquatic Centre	645,644	423,708	728,776	838,093	963,807	1,060,188
Liquid Waste Management Planning	10,133	11,221	12,231	13,332	14,532	15,541
Drinking Water/Watershed Protection	61,232	61,552	61,792	62,032	62,272	62,512
D69 Marine Search & Rescue	3,360	3,374	3,376	3,378	3,380	3,382
D69 Land Search & Rescue	4,889	4,910	4,912	4,914	4,917	4,919
D69 Emergency 911	107,681	119,047	126,919	130,963	135,122	139,175
Emergency Planning	87,578	146,405	152,548	157,569	162,758	168,119
EV Charging Stations	2,243	2,835	5,671	5,841	6,016	6,197
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
Regional District General Services Requisition	\$3,615,458	\$3,936,915	\$4,649,069	\$5,044,743	\$5,400,955	\$5,751,393
Vancouver Island Regional Library	507,336	523,100	538,793	554,956	571,605	588,753
Total Requisition	\$4,122,794	\$4,460,015	\$5,187,862	\$5,599,699	\$5,972,560	\$6,340,146
LOCAL SERVICE AREAS						
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	112,778	501,975	502,050	502,127	502,206
French Creek Fire	1,043,953	1,064,832	1,096,777	1,129,680	1,116,607	1,152,713
French Creek Village Streetlighting	81,000	66,430	68,423	70,476	72,590	74,768
Highway Intersection Streetlighting	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	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	0.042	0.059	0.093	0.112	0.117	0.127
Community Grants	0.002	0.003	0.003	0.003	0.003	0.003
Electoral Area Administration	0.038	0.043	0.050	0.052	0.055	0.057
Electoral Area Community Planning	0.124	0.134	0.155	0.158	0.160	0.163
Regional Growth Strategy	0.012	0.014	0.014	0.015	0.015	0.015
House Numbering	0.001	0.001	0.001	0.001	0.001	0.001
Hazardous Properties	0.001	0.001	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	0.062	0.069	0.081	0.094	0.104	0.111
Solid Waste Management	0.019	0.022	0.025	0.029	0.034	0.040
Animal Control Area E, G & H	0.009	0.013	0.013	0.014	0.014	0.014
Noise Control	0.005	0.007	0.008	0.008	0.008	0.008
Regional Parks	0.057	0.066	0.072	0.078	0.084	0.090
Community Parks	0.064	0.092	0.093	0.094	0.096	0.097
Northern Community Recreation	0.097	0.113	0.117	0.119	0.121	0.123
Oceanside Place	0.101	0.104	0.106	0.109	0.111	0.112
Ravensong Aquatic Centre	0.159	0.103	0.173	0.196	0.222	0.241
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	0.030	0.031	0.031	0.032
Emergency Planning	0.022	0.035	0.036	0.037	0.038	0.038
EV Charging Stations	0.001	0.001	0.001	0.001	0.001	0.001
Feasibility Studies	0.019	0.018	0.002	0.002	0.002	0.002
Regional District General Services Rate	0.865	0.933	1.082	1.162	1.226	1.285
Vancouver Island Regional Library	0.125	0.127	0.128	0.130	0.132	0.134
General Services Tax Rate	0.990	1.060	1.210	1.292	1.358	1.419
General Services Cost per \$100,000	\$99.04	\$106.00	\$121.01	\$129.22	\$135.82	\$141.93
Change in General Services Cost per \$100,000	(\$0.92)	\$6.97	\$15.01	\$8.20	\$6.60	\$6.11
Regional Parcel Taxes	\$22.63	\$23.02	\$23.02	\$23.02	\$23.02	\$23.02
Change in Regional Parcel Taxes	\$4.00	\$0.39	\$0.00	\$0.00	\$0.00	\$0.00
Local Service Area Rates						
Errington Fire	0.600	0.711	0.839	1.107	1.122	1.138
Parksville Local Fire	0.389	0.416	0.422	0.427	0.400	0.406
Nanoose Bay Fire	0.195	0.229	0.232	0.236	0.239	0.242
Dashwood Fire	0.788	0.930	0.961	0.974	0.988	1.002
Dashwood Fire Hall	0.075	0.121	0.530	0.522	0.514	0.506
French Creek Fire	0.409	0.411	0.417	0.423	0.411	0.418
French Creek Village Streetlighting	0.058	0.047	0.047	0.048	0.049	0.049
Highway Intersection Streetlighting	0.001	0.001	0.001	0.001	0.001	0.001
River's Edge Community Streetlighting	0.026	0.026	0.027	0.027	0.027	0.028
River's Edge Stormwater	0.021	0.021	0.021	0.022	0.022	0.022
Average Residential Value*	\$1,024,653	\$1,024,653	\$1,024,653	\$1,024,653	\$1,024,653	\$1,024,653
Property tax based on Average Residential Value	\$1,037	\$1,109	\$1,263	\$1,347	\$1,415	\$1,477

*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 H

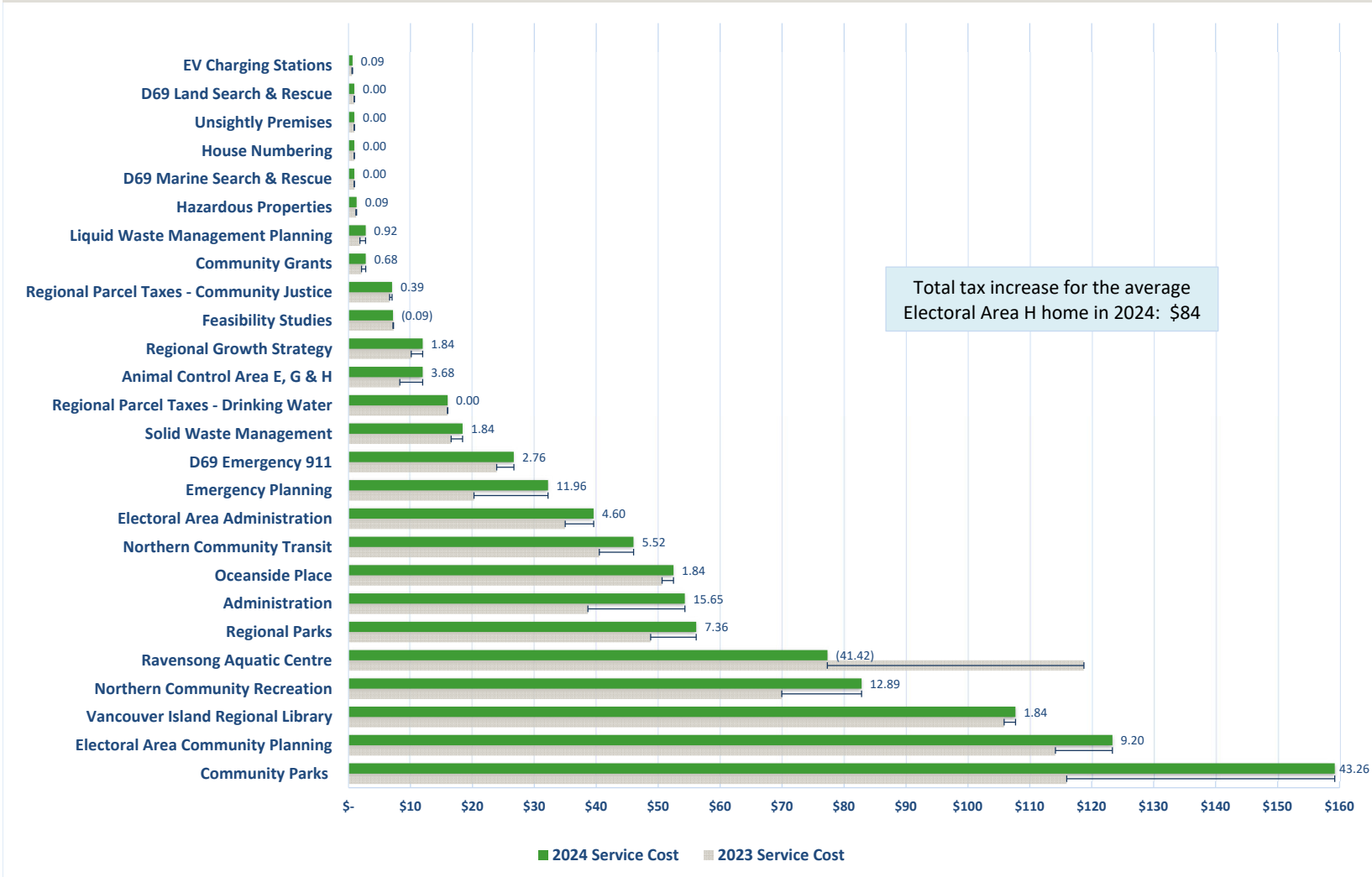
Bowser, Qualicum Bay, Deep Bay



REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area H Home Tax Change

2024 Total Cost for the average Electoral Area H home (\$920,365) = \$941



ELECTORAL AREA H

	Final 2023	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	106,828	152,154	17,899
Community Grants	5,785	7,782	3,423
Electoral Areas Administration	97,688	109,686	9,583
D69 Community Justice	16,974	18,043	
Electoral Area Community Planning	315,366	346,567	11,082
Regional Growth Strategy	28,616	34,057	2,413
House Numbering	2,056	2,126	
Hazardous Properties	3,318	3,728	878
Unightly Premises	2,700	3,699	878
Northern Community Transit	112,247	129,446	2,820
Solid Waste Management	44,970	51,748	5,401
Animal Control Area E, G & H	22,635	32,862	1,522
Regional Parks	135,267	157,164	1,832
Community Parks	319,041	445,159	8,474
Northern Community Recreation	192,980	233,297	2,765
Oceanside Place	140,218	145,910	
Ravensong Aquatic Centre	328,196	215,445	
Liquid Waste Management Planning	5,873	6,506	
Drinking Water/Watershed Protection	40,960	41,120	
D69 Marine Search & Rescue	2,096	2,106	
D69 Land Search & Rescue	2,588	2,597	
D69 Emergency 911	67,182	74,310	7,128
Emergency Planning	54,639	91,386	
EV Charging Stations	1,400	1,770	
Feasibility Studies	20,000	20,000	
Regional District General Services Requisition	\$2,069,623	\$2,328,668	\$76,098
Vancouver Island Regional Library	291,579	300,743	9,164
Total Requisition	\$2,361,202	\$2,629,411	\$85,262
LOCAL SERVICE AREAS			
Dashwood Fire	1,024,625	1,229,550	
Dashwood Fire Hall	68,289	112,778	
Bow Horn Bay Fire	768,396	1,014,283	

ELECTORAL AREA H

	Final 2023	Recommended 2024	Changed Service Level / Other Jurisdiction Impact
Administration	0.042	0.059	0.007
Community Grants	0.002	0.003	0.001
Electoral Area Administration	0.038	0.043	0.004
Electoral Area Community Planning	0.124	0.134	0.004
Regional Growth Strategy	0.011	0.013	0.001
House Numbering	0.001	0.001	
Hazardous Properties	0.001	0.001	0.000
Unightly Premises	0.001	0.001	0.000
Northern Community Transit	0.044	0.050	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	0.061	0.001
Community Parks	0.126	0.173	0.003
Northern Community Recreation	0.076	0.090	0.001
Oceanside Place	0.055	0.057	
Ravensong Aquatic Centre	0.129	0.084	
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	0.035	
EV Charging Stations	0.001	0.001	
Feasibility Studies	0.008	0.008	
Regional District General Services Rate	0.791	0.881	0.029
Vancouver Island Regional Library	0.115	0.117	0.002
General Services Tax Rate	0.906	0.998	0.031
General Services Cost per \$100,000	\$90.61	\$99.79	\$3.13
Change in General Services Cost per \$100,000	(\$6.10)	\$9.18	
Regional Parcel Taxes	\$22.63	\$23.02	\$0.39
Change in Regional Parcel Taxes	\$4.00	\$0.39	
Local Service Area Rates			
Dashwood Fire	0.788	0.930	
Dashwood Fire Hall	0.075	0.121	
Bow Horn Bay Fire	0.681	0.886	
Average Residential Value *	\$920,365	\$920,365	(\$0)
Property tax based on Average Residential Value	\$857	\$941	\$84

* 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

	Final 2023	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	106,828	152,154	244,516	297,367	315,941	350,360
Community Grants	5,785	7,782	8,380	8,380	8,380	8,380
Electoral Areas Administration	97,688	109,686	130,820	138,820	148,538	155,604
D69 Community Justice	16,974	18,043	18,060	18,063	18,066	18,069
Electoral Area Community Planning	315,366	346,567	407,301	420,607	434,348	448,539
Regional Growth Strategy	28,616	34,057	35,247	36,480	37,759	39,082
House Numbering	2,056	2,126	2,655	3,251	3,865	4,497
Hazardous Properties	3,318	3,728	4,466	4,727	4,866	5,009
Unightly Premises	2,700	3,699	4,046	4,206	4,355	4,507
Northern Community Transit	112,247	129,446	154,689	182,533	204,436	223,560
Solid Waste Management	44,970	51,748	62,099	71,413	85,696	102,834
Animal Control Area E, G & H	22,635	32,862	35,064	36,182	37,334	38,522
Regional Parks	135,267	157,164	176,500	193,492	210,785	229,377
Community Parks	319,041	445,159	458,514	472,269	486,437	501,030
Northern Community Recreation	192,980	233,297	248,137	255,897	263,911	273,150
Oceanside Place	140,218	145,910	151,746	157,818	163,342	168,240
Ravensong Aquatic Centre	328,196	215,445	370,568	426,151	490,075	539,082
Liquid Waste Management Planning	5,873	6,506	7,091	7,727	8,425	9,009
Drinking Water/Watershed Protection	40,960	41,120	41,232	41,344	41,456	41,568
D69 Marine Search & Rescue	2,096	2,106	2,108	2,109	2,109	2,111
D69 Land Search & Rescue	2,588	2,597	2,599	2,601	2,600	2,603
D69 Emergency 911	67,182	74,310	79,224	81,747	84,343	86,874
Emergency Planning	54,639	91,386	95,221	98,357	101,594	104,940
EV Charging Stations	1,400	1,770	3,540	3,646	3,755	3,868
Feasibility Studies	20,000	20,000	20,000	20,000	20,000	-
Regional District General Services Requisition	\$2,069,623	\$2,328,668	\$2,763,823	\$2,985,187	\$3,182,416	\$3,360,815
Vancouver Island Regional Library	291,579	300,743	309,764	319,059	328,631	338,489
Total Requisition	\$2,361,202	\$2,629,411	\$3,073,587	\$3,304,246	\$3,511,047	\$3,699,304
LOCAL SERVICE AREAS						
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	112,778	501,975	502,050	502,127	502,206
Bow Horn Bay Fire	768,396	1,014,283	1,166,425	1,341,389	1,475,528	1,593,570

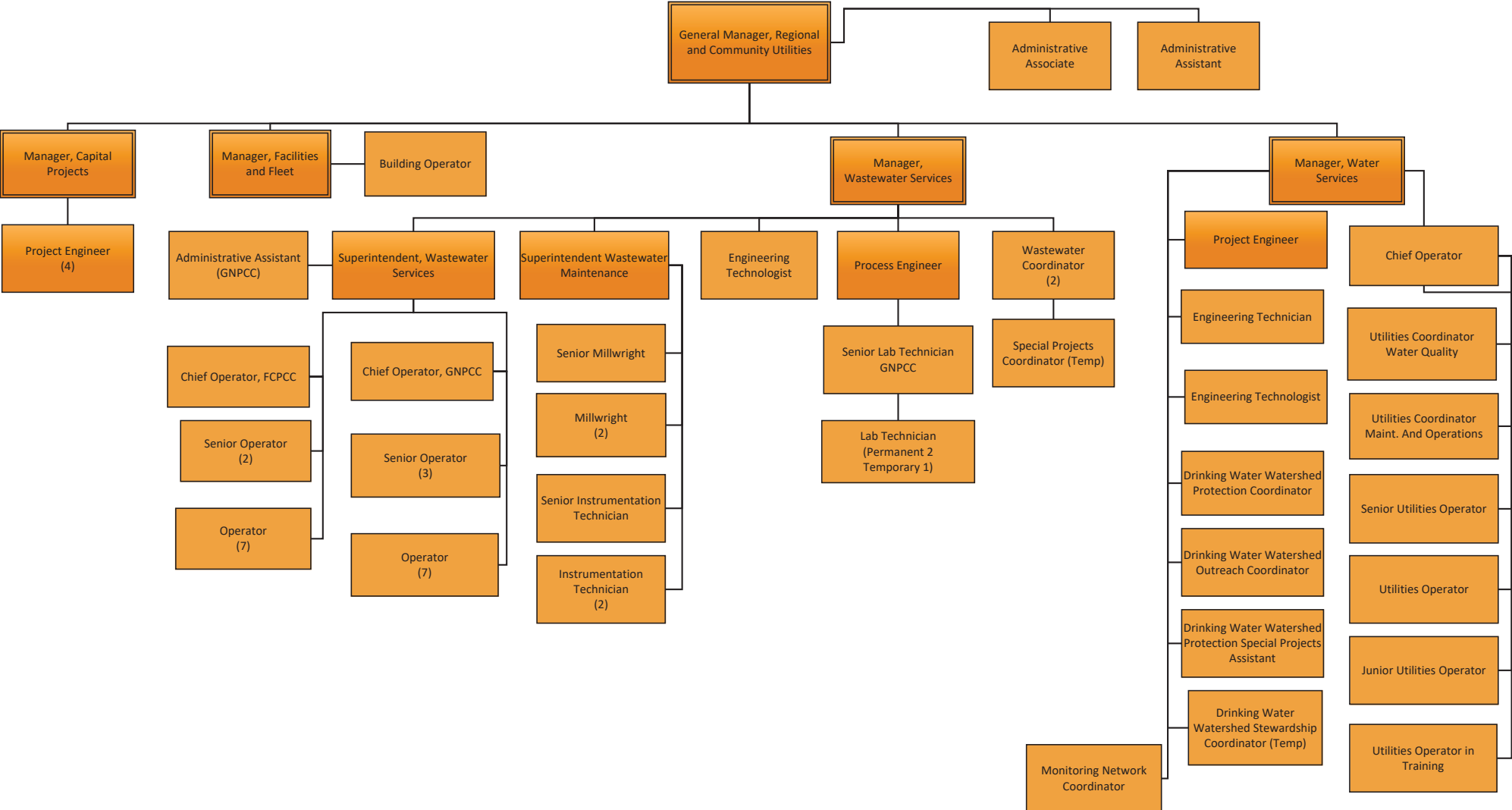
ELECTORAL AREA H - 5 Year Forecast

	Final 2023	Recommended 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Administration	0.042	0.059	0.093	0.112	0.117	0.127
Community Grants	0.002	0.003	0.003	0.003	0.003	0.003
Electoral Area Administration	0.038	0.043	0.050	0.052	0.055	0.057
Electoral Area Community Planning	0.124	0.134	0.155	0.158	0.160	0.163
Regional Growth Strategy	0.011	0.013	0.013	0.014	0.014	0.014
House Numbering	0.001	0.001	0.001	0.001	0.001	0.002
Hazardous Properties	0.001	0.001	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	0.050	0.059	0.068	0.076	0.081
Solid Waste Management	0.018	0.020	0.024	0.027	0.032	0.037
Animal Control Area E, G & H	0.009	0.013	0.013	0.014	0.014	0.014
Regional Parks	0.053	0.061	0.067	0.073	0.078	0.083
Community Parks	0.126	0.173	0.175	0.177	0.180	0.182
Northern Community Recreation	0.076	0.090	0.095	0.096	0.097	0.099
Oceanside Place	0.055	0.057	0.058	0.059	0.060	0.061
Ravensong Aquatic Centre	0.129	0.084	0.141	0.160	0.181	0.196
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	0.030	0.031	0.031	0.032
Emergency Planning	0.022	0.035	0.036	0.037	0.038	0.038
EV Charging Stations	0.001	0.001	0.001	0.001	0.001	0.001
Feasibility Studies	0.008	0.008	0.008	0.008	0.007	0.000
Regional District General Services Rate	0.791	0.881	1.030	1.099	1.154	1.199
Vancouver Island Regional Library	0.115	0.117	0.118	0.120	0.121	0.123
General Services Tax Rate	0.906	0.998	1.148	1.219	1.275	1.322
General Services Cost per \$100,000	\$90.61	\$99.79	\$114.85	\$121.94	\$127.53	\$132.18
Change in General Services Cost per \$100,000	(\$6.10)	\$9.18	\$15.06	\$7.09	\$5.59	\$4.66
Regional Parcel Taxes	\$22.63	\$23.02	\$23.02	\$23.02	\$23.02	\$23.02
Change in Regional Parcel Taxes	\$4.00	\$0.39	\$0.00	\$0.00	\$0.00	\$0.00
Local Service Area Rates						
Dashwood Fire	0.788	0.930	0.961	0.974	0.988	1.002
Dashwood Fire Hall	0.075	0.121	0.530	0.522	0.514	0.506
Bow Horn Bay Fire	0.681	0.886	1.002	1.134	1.228	1.306
Average Residential Value*	\$920,365	\$920,365	\$920,365	\$920,365	\$920,365	\$920,365
Property tax based on Average Residential Value	\$857	\$941	\$1,080	\$1,145	\$1,197	\$1,240

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

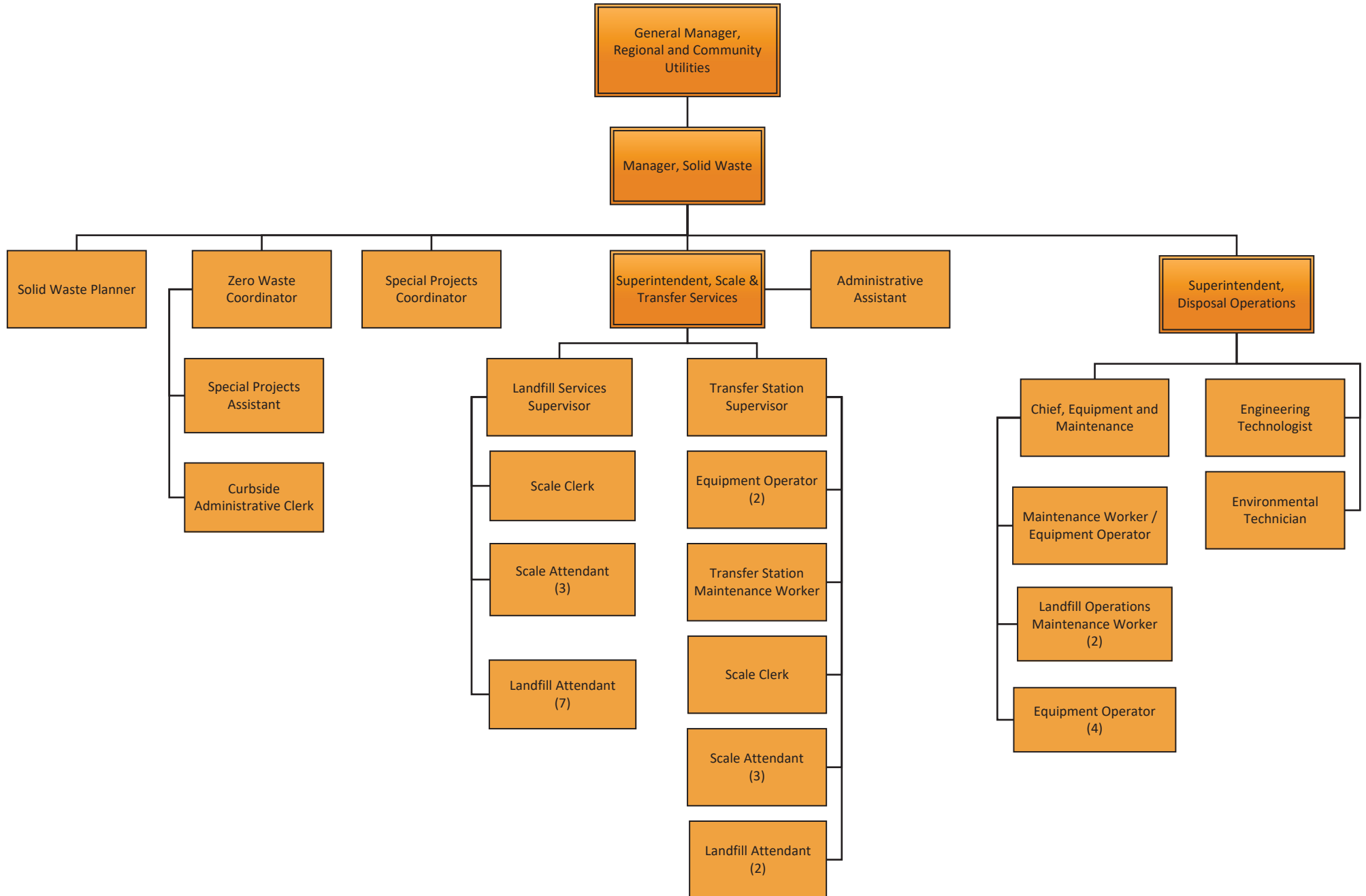
REGIONAL AND COMMUNITY UTILITIES

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
Operating Revenues		10.7%	10.0%	10.6%	10.4%	10.8%	
Property taxes	(20,916,680)	(23,038,749)	(25,506,520)	(28,283,533)	(31,647,648)	(35,604,038)	(144,080,488)
Parcel taxes	(6,343,173)	(7,151,447)	(7,691,123)	(8,419,894)	(8,885,026)	(9,309,257)	(41,456,747)
	(27,259,853)	(30,190,196)	(33,197,643)	(36,703,427)	(40,532,674)	(44,913,295)	(185,537,235)
Operations	(2,813,467)	(2,830,853)	(2,874,110)	(2,918,295)	(2,963,454)	(3,009,609)	(14,596,321)
Landfill tipping fees	(10,669,464)	(11,300,000)	(11,300,000)	(11,300,000)	(11,300,000)	(11,300,000)	(56,500,000)
Utility user fees	(7,272,690)	(7,599,971)	(7,974,691)	(8,367,055)	(8,777,910)	(9,208,154)	(41,927,781)
Operating grants	(835,330)	(729,145)	(729,145)	(729,145)	(729,145)	(729,145)	(3,645,725)
Grants in lieu of taxes	(184,549)	(205,307)	(205,307)	(205,307)	(205,307)	(205,307)	(1,026,535)
Interdepartmental recoveries	(740,756)	(891,558)	(873,124)	(880,118)	(887,372)	(887,372)	(4,419,544)
Miscellaneous	(2,283,321)	(2,641,370)	(3,370,142)	(4,256,362)	(4,895,472)	(5,533,772)	(20,697,118)
Total Operating Revenues	(52,059,430)	(56,388,400)	(60,524,162)	(65,359,709)	(70,291,334)	(75,786,654)	(328,350,259)
Operating Expenditures							
Administration	3,473,855	3,802,150	3,902,924	4,006,717	4,113,629	4,223,748	20,049,168
Professional fees	2,117,116	2,255,132	1,906,683	1,976,538	2,083,618	2,073,244	10,295,215
Building ops	2,789,307	2,995,274	3,023,380	3,139,324	3,206,749	3,327,192	15,691,919
Veh & Equip ops	2,857,676	2,966,483	3,026,676	3,119,448	3,199,458	3,279,443	15,591,508
Operating costs	17,679,795	18,349,028	19,100,986	19,823,010	20,467,392	21,149,583	98,889,999
Program costs	355,340	355,900	309,200	278,481	261,345	249,296	1,454,222
Wages & benefits	12,634,494	14,325,431	15,078,962	15,840,469	16,641,055	17,223,491	79,109,408
Transfer to other gov/org	1,040,000	726,000	726,000	726,000	726,000	726,000	3,630,000
Contributions to reserve funds	10,865,992	7,693,485	5,933,667	4,981,731	5,004,280	6,509,175	30,122,338
Debt interest	1,741,754	1,751,217	1,753,642	1,753,642	1,752,921	1,717,986	8,729,408
Total Operating Expenditures	55,555,329	55,220,100	54,762,120	55,645,360	57,456,447	60,479,158	283,563,185
Operating (surplus)/deficit	3,495,899	(1,168,300)	(5,762,042)	(9,714,349)	(12,834,887)	(15,307,496)	(44,787,074)
Capital Asset Expenditures							
Capital expenditures	30,263,253	68,993,326	76,158,824	57,641,891	41,577,238	27,013,686	271,384,965
Transfer from reserves	(22,451,469)	(42,325,274)	(15,672,440)	(10,732,375)	(10,213,960)	(7,601,263)	(86,545,312)
Grants and other	(1,170,435)	(11,045,055)	(4,455,650)	(4,178,454)			(19,679,159)
New borrowing	(1,070,113)	(11,143,293)	(54,418,947)	(41,360,629)	(30,043,101)	(17,851,370)	(154,817,340)
Net Capital Assets funded from Operations	5,571,236	4,479,704	1,611,787	1,370,433	1,320,177	1,561,053	10,343,154
Capital Financing Charges							
Existing debt (principal)	2,524,944	2,709,874	2,692,738	2,692,738	2,690,104	2,656,466	13,441,920
New debt (principal & interest)	10,701	111,433	1,457,517	5,651,178	8,824,606	11,089,977	27,134,711
Total Capital Financing Charges	2,535,645	2,821,307	4,150,255	8,343,916	11,514,710	13,746,443	40,576,631
Net (surplus)/deficit for the year	11,602,780	6,132,711					6,132,711
Add: Transfer from appropriated surplus	(2,660,895)	(2,724,979)					(2,724,979)
Add: Prior year (surplus) / deficit	(8,941,885)	(3,407,732)					(3,407,732)
(Surplus) applied to future years							

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

	2024	2024	2025	2025	2026	2026	2027	2027	2028	2028
	\$	%	\$	%	\$	%	\$	%	\$	%
Wastewater Management										
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	(12,335,842)	10.0%	(13,569,426)	10.0%	(15,062,063)	11.0%	(16,869,511)	12.0%	(19,062,547)	13.0%
2872 WASTEWATER - NORTHERN COMMUNITY	(7,381,740)	11.0%	(8,193,731)	11.0%	(9,095,042)	11.0%	(10,095,496)	11.0%	(11,206,001)	11.0%
2877 WASTEWATER - DUKE POINT	(406,216)	9.0%	(442,775)	9.0%	(482,625)	9.0%	(526,061)	9.0%	(573,407)	9.0%
	(\$20,343,109)		(\$22,444,981)		(\$24,900,293)		(\$27,775,082)		(\$31,145,693)	
Water Supply										
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	696	(117.1%)		(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	(1,144,032)	0.3%	(1,147,872)	0.3%	(1,151,712)	0.3%	(1,155,552)	0.3%	(1,159,392)	0.3%
	(\$4,893,194)		(\$5,137,293)		(\$5,564,563)		(\$5,697,347)		(\$5,847,372)	
Streetlighting										
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)	
Sewer Collection										
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)	(1,182,009)	19.8%	(1,359,310)	15.0%	(1,536,021)	13.0%	(1,735,703)	13.0%	(1,961,345)	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)	
	(\$3,074,349)		(\$3,373,126)		(\$3,677,836)		(\$4,013,403)		(\$4,290,838)	
EV Charging Station										
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	2024	2025	2025	2026	2026	2027	2027	2028	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)	
Total REGIONAL & COMMUNITY UTILITIES	(30,190,196)	10.7%	(33,197,643)	10.0%	(36,703,427)	10.6%	(40,532,674)	10.4%	(44,913,295)	10.8%

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		10.7%	9.0%	9.0%	9.0%	6.9%	
Property taxes	(198,114)	(219,311)	(239,049)	(260,563)	(284,014)	(303,738)	(1,306,675)
	(198,114)	(219,311)	(239,049)	(260,563)	(284,014)	(303,738)	(1,306,675)
Operations	(90,000)	(90,000)	(92,700)	(95,481)	(98,345)	(101,296)	(477,822)
Miscellaneous	(24,290)	(23,594)	(38,201)	(25,225)	(10,601)		(97,621)
Total Operating Revenues	(312,404)	(332,905)	(369,950)	(381,269)	(392,960)	(405,034)	(1,882,118)
Operating Expenditures							
Administration	28,573	33,862	34,878	35,924	37,002	38,112	179,778
Professional fees	34,000	18,700	19,261	19,839	20,434	21,047	99,281
Building ops	19,568	22,818	22,818	22,818	22,818	22,818	114,090
Veh & Equip ops	1,027	1,106	1,139	1,173	1,209	1,245	5,872
Operating costs	23,559	17,531	18,057	18,599	19,157	19,731	93,075
Program costs	98,333	90,000	92,700	95,481	98,345	101,296	477,822
Wages & benefits	170,033	174,973	181,097	187,435	193,995	200,785	938,285
Total Operating Expenditures	375,093	358,990	369,950	381,269	392,960	405,034	1,908,203
Operating (surplus)/deficit	62,689	26,085					26,085
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	62,689	26,085					26,085
Add: Transfer from appropriated surplus	(39,000)						
Add: Prior year (surplus) / deficit	(23,689)	(26,085)					(26,085)
(Surplus) applied to future years							

**Liquid Waste Management Planning
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	191,404	171,638	136,870	114,382	106,069
Interest earned	3,828	3,433	2,737	2,288	2,121
Withdrawals for capital projects:					
Other transfers out of Reserve	23,594	38,201	25,225	10,601	
Closing Balance Reserve Fund	171,638	136,870	114,382	106,069	108,190

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		10.0%	10.0%	11.0%	12.0%	13.0%	
Property taxes	(11,214,402)	(12,335,842)	(13,569,426)	(15,062,063)	(16,869,511)	(19,062,547)	(76,899,389)
	(11,214,402)	(12,335,842)	(13,569,426)	(15,062,063)	(16,869,511)	(19,062,547)	(76,899,389)
Operations	(715,720)	(736,000)	(754,400)	(773,260)	(792,592)	(812,406)	(3,868,658)
Grants in lieu of taxes	(164,710)	(185,468)	(185,468)	(185,468)	(185,468)	(185,468)	(927,340)
Interdepartmental recoveries	(141,958)	(164,682)	(164,682)	(164,682)	(164,682)	(164,682)	(823,410)
Miscellaneous	(876,168)	(848,732)	(1,037,621)	(1,469,409)	(2,159,594)	(2,870,448)	(8,385,804)
Total Operating Revenues	(13,112,958)	(14,270,724)	(15,711,597)	(17,654,882)	(20,171,847)	(23,095,551)	(90,904,601)
Operating Expenditures							
Administration	828,752	866,778	892,782	919,565	947,152	975,567	4,601,844
Professional fees	482,842	515,127	460,581	474,398	488,630	503,289	2,442,025
Building ops	1,415,348	1,593,224	1,641,021	1,690,252	1,740,959	1,793,188	8,458,644
Veh & Equip ops	865,344	890,285	916,993	944,503	972,838	1,002,023	4,726,642
Operating costs	2,238,199	2,408,513	2,504,546	2,579,683	2,657,073	2,736,786	12,886,601
Wages & benefits	2,891,818	3,194,944	3,397,288	3,633,068	3,885,426	4,021,416	18,132,142
Contributions to reserve funds	1,574,920	832,181	989,107	697,496	819,214	1,464,436	4,802,434
Debt interest	1,380,615	1,375,979	1,386,350	1,386,350	1,386,350	1,386,350	6,921,379
Total Operating Expenditures	11,677,838	11,677,031	12,188,668	12,325,315	12,897,642	13,883,055	62,971,711
Operating (surplus)/deficit	(1,435,120)	(2,593,693)	(3,522,929)	(5,329,567)	(7,274,205)	(9,212,496)	(27,932,890)
Capital Asset Expenditures							
Capital expenditures	9,464,639	17,029,384	28,670,001	26,062,529	29,761,513	3,246,750	104,770,177
Transfer from reserves	(7,906,749)	(4,818,707)	(5,380,302)	(1,600,000)	(1,600,000)	(1,000,000)	(14,399,009)
New borrowing	(194,113)	(11,143,293)	(23,057,523)	(24,268,019)	(27,987,953)	(2,100,000)	(88,556,788)
Net Capital Assets funded from Operations	1,363,777	1,067,384	232,176	194,510	173,560	146,750	1,814,380
Capital Financing Charges							
Existing debt (principal)	2,120,454	2,146,850	2,146,850	2,146,850	2,146,850	2,146,850	10,734,250
New debt (principal & interest)	1,941	111,433	1,143,903	2,988,207	4,953,795	6,918,896	16,116,234
Total Capital Financing Charges	2,122,395	2,258,283	3,290,753	5,135,057	7,100,645	9,065,746	26,850,484
Net (surplus)/deficit for the year	2,051,052	731,974					731,974
Add: Transfer from appropriated surplus	(423,900)	(413,940)					(413,940)
Add: Prior year (surplus) / deficit	(1,627,152)	(318,034)					(318,034)
(Surplus) applied to future years							



Wastewater Southern Community

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2871 MAJOR CAP - WASTEWATER NPCC	798,300	797,362	600,000	600,000	600,000	3,395,662
VH-2871 VEHICLE - WASTEWATER NPCC	117,000	86,000	63,950	43,000	146,750	456,700
WW-0023 GNPCC -DEPARTURE BAY PUMP STATION UPGRD	6,000,000	6,000,000	12,000,000	12,000,000	2,500,000	38,500,000
WW-0029 GNPCC - DEPARTURE BAY FORCEMAIN TWINNING	5,112,578	13,112,578	13,112,578	13,772,125		45,109,859
WW-0032 GNPCC - BASEMENT MCC REPLACEMENT	1,127,235					1,127,235
WW-0035 GNPCC - DIGESTER #1 UPGRADE			286,001	3,346,388		3,632,389
WW-0036 GNPCC - WPS UPGRADE	1,934,271	5,924,271				7,858,542
WW-0038 GNPCC - GRIT & SED TANK RELINING	1,940,000	1,880,000				3,820,000
WW-0047 GNPCC - OLD OUTFALL PIPE DECOM LAND SEC		869,790				869,790
Total Wastewater Southern Community	17,029,384	28,670,001	26,062,529	29,761,513	3,246,750	104,770,177

**Wastewater Southern Community
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	2,219,616	3,096,189	2,149,858	2,290,351	2,555,372
Contributions	832,181	989,107	697,496	819,214	1,464,436
Interest earned	44,392	61,924	42,997	45,807	51,107
Withdrawals for capital projects:					
MAJOR CAP - WASTEWATER NPCC		(797,362)	(600,000)	(600,000)	(600,000)
GNPCC - WPS UPGRADE		(1,200,000)			
Total Withdrawals for capital projects		(1,997,362)	(600,000)	(600,000)	(600,000)
Closing Balance Reserve Fund	3,096,189	2,149,858	2,290,351	2,555,372	3,470,915
DEVELOPMENT COST CHARGES					
Opening Balance DCC Fund	3,571,231	1,987,239	413,598	1,073,589	983,381
Contributions	2,773,290	2,784,099	3,098,052	3,024,838	3,050,593
Interest earned	71,425	39,745	8,272	21,472	19,668
Withdrawals for capital projects:					
GNPCC - DEPARTURE BAY PUMP STATION UPGRD	(2,800,000)	(2,800,000)	(1,000,000)	(1,000,000)	(400,000)
GNPCC - DEPARTURE BAY FORCEMAIN TWINNING	(803,051)	(582,940)			
Total Withdrawals for capital projects	(3,603,051)	(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
Closing Balance DCC Fund	1,987,239	413,598	1,073,589	983,381	806,271
New Borrowing					
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			
Total New Borrowing	11,143,293	23,057,523	24,268,019	27,987,953	2,100,000
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
Operating Revenues		11.0%	11.0%	11.0%	11.0%	11.0%	
Property taxes	(6,650,216)	(7,381,740)	(8,193,731)	(9,095,042)	(10,095,496)	(11,206,001)	(45,972,010)
	(6,650,216)	(7,381,740)	(8,193,731)	(9,095,042)	(10,095,496)	(11,206,001)	(45,972,010)
Operations	(524,800)	(524,800)	(537,920)	(551,368)	(565,152)	(579,281)	(2,758,521)
Operating grants		(2,609)	(2,609)	(2,609)	(2,609)	(2,609)	(13,045)
Grants in lieu of taxes	(5,470)	(5,470)	(5,470)	(5,470)	(5,470)	(5,470)	(27,350)
Interdepartmental recoveries	(6,450)	(16,311)	(16,311)	(16,311)	(16,311)	(16,311)	(81,555)
Miscellaneous	(9,000)	(9,000)	(9,000)	(428,991)	(673,986)	(673,986)	(1,794,963)
Total Operating Revenues	(7,195,936)	(7,939,930)	(8,765,041)	(10,099,791)	(11,359,024)	(12,483,658)	(50,647,444)
Operating Expenditures							
Administration	408,270	462,008	475,868	490,144	504,849	519,994	2,452,863
Professional fees	258,689	212,655	219,034	225,605	232,373	239,345	1,129,012
Building ops	463,791	482,142	496,606	511,504	526,850	542,655	2,559,757
Veh & Equip ops	646,044	700,496	721,511	743,157	765,451	788,415	3,719,030
Operating costs	945,797	952,426	980,999	1,010,429	1,040,742	1,071,964	5,056,560
Wages & benefits	2,037,579	2,639,327	2,797,537	3,000,639	3,214,531	3,327,039	14,979,073
Contributions to reserve funds	2,948,066	1,922,116	2,178,486	1,210,541	911,586	1,718,833	7,941,562
Total Operating Expenditures	7,708,236	7,371,170	7,870,041	7,192,019	7,196,382	8,208,245	37,837,857
Operating (surplus)/deficit	512,300	(568,760)	(895,000)	(2,907,772)	(4,162,642)	(4,275,413)	(12,809,587)
Capital Asset Expenditures							
Capital expenditures	8,613,076	45,241,292	37,413,988	26,386,550	2,757,262	11,685,888	123,484,980
Transfer from reserves	(7,705,436)	(33,256,737)	(6,323,338)	(4,444,655)	(1,697,956)	(3,097,525)	(48,820,211)
Grants and other		(10,796,055)	(4,455,650)	(4,178,454)			(19,430,159)
New borrowing			(26,000,000)	(17,092,610)	(324,135)	(7,841,350)	(51,258,095)
Net Capital Assets funded from Operations	907,640	1,188,500	635,000	670,831	735,171	747,013	3,976,515
Capital Financing Charges							
New debt (principal & interest)			260,000	2,236,941	3,427,471	3,528,400	9,452,812
Total Capital Financing Charges			260,000	2,236,941	3,427,471	3,528,400	9,452,812
Net (surplus)/deficit for the year	1,419,940	619,740					619,740
Add: Transfer from appropriated surplus	(569,000)	(298,600)					(298,600)
Add: Prior year (surplus) / deficit	(850,940)	(321,140)					(321,140)
(Surplus) applied to future years							



Wastewater Northern Community

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2872 MAJOR CAP - WASTEWATER FCPCC	919,000	600,000	600,000	600,000	600,000	3,319,000
VH-2872 VEHICLE - WASTEWATER FCPCC	266,000	35,000	11,600	60,000	77,500	450,100
WW-0010 FCPCC - PLANT EXPANSION (2016)	40,808,360	36,778,988	25,301,868			102,889,216
WW-0018 FCPCC-ATAD 2ND GENERATION CONCEPT DESIGN	2,544,432					2,544,432
WW-0027 FCPCC - OUTFALL REPLACEMENT			285,098	863,911	8,156,948	9,305,957
WW-0039 FCPCC - BAY AVE FORCEMAIN REPLACEMENT				278,440	2,851,440	3,129,880
WW-0040 FCPCC - PRIMARY CLARIFIER ROOF REPLACMNT			187,984	954,911		1,142,895
WW-0052 FCPCC- CHEMICAL SCRUBBER REPLACEMENT	703,500					703,500
Total Wastewater Northern Community	45,241,292	37,413,988	26,386,550	2,757,262	11,685,888	123,484,980

**Wastewater Northern Community
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	17,428,732	1,776,339	1,828,683	1,705,729	1,489,552
Contributions	1,922,116	2,178,486	1,210,541	911,586	1,718,833
Interest earned	348,575	35,527	36,574	34,115	29,791
Withdrawals for capital projects:					
FCPCC - PLANT EXPANSION (2016)	(15,006,152)	(2,161,669)	(1,187,743)		
FCPCC-ATAD 2ND GENERATION CONCEPT DESIGN	(2,216,932)				
FCPCC - BAY AVE FORCEMAIN REPLACEMENT				(212,625)	(2,296,755)
FCPCC - PRIMARY CLARIFIER ROOF REPLACMNT			(182,326)	(949,253)	
FCPCC- CHEMICAL SCRUBBER REPLACEMENT	(700,000)				
Total Withdrawals for capital projects	(17,923,084)	(2,161,669)	(1,370,069)	(1,161,878)	(2,296,755)
Closing Balance Reserve Fund	1,776,339	1,828,683	1,705,729	1,489,552	941,421
DEVELOPMENT COST CHARGES					
Opening Balance DCC Fund	17,170,647	4,158,807	2,031,812	240,864	694,306
Contributions	1,978,400	1,951,498	1,662,993	1,649,689	1,625,462
Interest earned	343,413	83,176	40,636	4,817	13,886
Withdrawals for capital projects:					
FCPCC - PLANT EXPANSION (2016)	(15,006,153)	(4,161,669)	(2,935,671)		
FCPCC-ATAD 2ND GENERATION CONCEPT DESIGN	(327,500)				
FCPCC - OUTFALL REPLACEMENT			(138,915)	(486,203)	(262,025)
FCPCC - BAY AVE FORCEMAIN REPLACEMENT				(49,875)	(538,745)
Total Withdrawals for capital projects	(15,333,653)	(4,161,669)	(3,074,586)	(536,078)	(800,770)
Other transfers out of DCCs			419,991	664,986	664,986
Closing Balance DCC Fund	4,158,807	2,031,812	240,864	694,306	867,898
New Borrowing					
FCPCC - PLANT EXPANSION (2016)		26,000,000	17,000,000		
FCPCC - OUTFALL REPLACEMENT			92,610	324,135	7,841,350
Total New Borrowing		26,000,000	17,092,610	324,135	7,841,350
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
Operating Revenues		9.0%	9.0%	9.0%	9.0%	9.0%	
Property taxes	(372,675)	(406,216)	(442,775)	(482,625)	(526,061)	(573,407)	(2,431,084)
	(372,675)	(406,216)	(442,775)	(482,625)	(526,061)	(573,407)	(2,431,084)
Operations	(14,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(90,000)
Utility user fees	(16,000)	(15,000)	(15,300)	(15,606)	(15,918)	(16,236)	(78,060)
Interdepartmental recoveries	(101,147)	(95,251)	(95,251)	(95,251)	(95,251)	(95,251)	(476,255)
Total Operating Revenues	(503,822)	(534,467)	(571,326)	(611,482)	(655,230)	(702,894)	(3,075,399)
Operating Expenditures							
Administration	38,690	41,813	43,067	44,359	45,690	47,061	221,990
Professional fees	20,444	14,714	15,155	15,610	16,078	16,561	78,118
Building ops	23,427	27,660	28,490	29,344	30,225	31,131	146,850
Veh & Equip ops	30,448	31,099	32,032	32,993	33,983	35,002	165,109
Operating costs	145,186	153,572	158,152	162,870	167,729	172,735	815,058
Wages & benefits	167,070	170,103	178,526	184,774	191,242	197,935	922,580
Contributions to reserve funds	40,501	65,783	53,427	78,620	103,106	129,368	430,304
Total Operating Expenditures	465,766	504,744	508,849	548,570	588,053	629,793	2,780,009
Operating (surplus)/deficit	(38,056)	(29,723)	(62,477)	(62,912)	(67,177)	(73,101)	(295,390)
Capital Asset Expenditures							
Capital expenditures	92,117	36,550	132,477	562,912	5,267,177	1,796,839	7,795,955
Transfer from reserves	(72,649)		(70,000)	(500,000)	(5,200,000)	(1,723,738)	(7,493,738)
Net Capital Assets funded from Operations	19,468	36,550	62,477	62,912	67,177	73,101	302,217
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	(18,588)	6,827					6,827
Add: Transfer from appropriated surplus	(17,100)	(6,600)					(6,600)
Add: Prior year (surplus) / deficit	35,688	(227)					(227)
(Surplus) applied to future years							

Wastewater Duke Point

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2877 MAJOR CAP - WASTEWATER DUKE POINT	23,000	37,500	37,500	37,500	37,500	173,000
VH-2877 VEHICLE - WASTEWATER DUKE POINT	13,550		435	4,700	10,625	29,310
WW-0034 DPPCC - PHASE 1 EXPANSION		94,977	524,977	5,224,977	1,748,714	7,593,645
Total Wastewater Duke Point	36,550	132,477	562,912	5,267,177	1,796,839	7,795,955

**Wastewater Duke Point
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	903,007	655,489	722,026	815,087	934,495
Contributions	65,783	123,427	578,620	5,303,106	1,853,106
Interest earned	18,060	13,110	14,441	16,302	18,690
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	331,361				
Closing Balance Reserve Fund	655,489	722,026	815,087	934,495	1,082,553
DEVELOPMENT COST CHARGES					
Opening Balance DCC Fund	126,796	129,332	131,919	134,557	137,248
Interest earned	2,536	2,587	2,638	2,691	2,745
Withdrawals for capital projects:					
Closing Balance DCC Fund	129,332	131,919	134,557	137,248	139,993

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		19.8%	15.0%	13.0%	13.0%	13.0%	
Parcel taxes	(986,652)	(1,182,009)	(1,359,310)	(1,536,021)	(1,735,703)	(1,961,345)	(7,774,388)
	(986,652)	(1,182,009)	(1,359,310)	(1,536,021)	(1,735,703)	(1,961,345)	(7,774,388)
Utility user fees	(48,730)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)	(275,000)
Interdepartmental recoveries	(210)	(210)	(210)	(210)	(210)	(210)	(1,050)
Total Operating Revenues	(1,035,592)	(1,237,219)	(1,414,520)	(1,591,231)	(1,790,913)	(2,016,555)	(8,050,438)
Operating Expenditures							
Administration	52,649	70,304	72,413	74,585	76,823	79,128	373,253
Professional fees	17,523	24,828	25,573	26,340	27,130	27,944	131,815
Building ops	58,861	62,953	64,842	66,787	68,791	70,854	334,227
Veh & Equip ops	122,419	127,080	130,892	134,819	138,863	143,029	674,683
Operating costs	277,917	296,076	304,958	314,107	323,530	333,236	1,571,907
Wages & benefits	267,946	308,916	325,488	348,568	372,865	385,915	1,741,752
Contributions to reserve funds	229,185	32,487	180,138	444,794	566,880	607,420	1,831,719
Debt interest	9,900	25,368	25,368	25,368	25,368	25,368	126,840
Total Operating Expenditures	1,036,400	948,012	1,129,672	1,435,368	1,600,250	1,672,894	6,786,196
Operating (surplus)/deficit	808	(289,207)	(284,848)	(155,863)	(190,663)	(343,661)	(1,264,242)
Capital Asset Expenditures							
Capital expenditures	2,422,511	391,150	245,000	51,015	2,499,518	3,148,260	6,334,943
Transfer from reserves	(1,425,981)	(42,000)	(65,000)		(700,000)	(200,000)	(1,007,000)
New borrowing	(660,000)				(1,731,013)	(2,875,755)	(4,606,768)
Net Capital Assets funded from Operations	336,530	349,150	180,000	51,015	68,505	72,505	721,175
Capital Financing Charges							
Existing debt (principal)		104,848	104,848	104,848	104,848	104,848	524,240
New debt (principal & interest)	6,600				17,310	166,308	183,618
Total Capital Financing Charges	6,600	104,848	104,848	104,848	122,158	271,156	707,858
Net (surplus)/deficit for the year	343,938	164,791					164,791
Add: Transfer from appropriated surplus	(126,200)	(143,200)					(143,200)
Add: Prior year (surplus) / deficit	(217,738)	(21,591)					(21,591)
(Surplus) applied to future years							

Wastewater Nanoose

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2851 MAJOR CAP - WASTEWATER NANOOSE	368,000	50,000	50,000	50,000	50,000	568,000
VH-2851 VEHICLE - WASTEWATER NANOOSE	23,150	195,000	1,015		4,000	223,165
WW-0045 NBPCC-NANOOSE FORCEMAIN REPLACEMENT PH 2				2,449,518	3,094,260	5,543,778
Total Wastewater Nanoose	391,150	245,000	51,015	2,499,518	3,148,260	6,334,943

**Wastewater Nanoose
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	154,783	148,366	266,471	716,594	597,806
Contributions	32,487	180,138	444,794	566,880	607,420
Interest earned	3,096	2,967	5,329	14,332	11,956
Withdrawals for capital projects:					
MAJOR CAP - WASTEWATER NANOOSE	(42,000)	(50,000)			
VEHICLE - WASTEWATER NANOOSE		(15,000)			
NBPCC-NANOOSE FORCEMAIN REPLACEMENT PH 2				(700,000)	(200,000)
Total Withdrawals for capital projects	(42,000)	(65,000)		(700,000)	(200,000)
Closing Balance Reserve Fund	148,366	266,471	716,594	597,806	1,017,182
New Borrowing					
NBPCC-NANOOSE FORCEMAIN REPLACEMENT PH 2				1,731,013	2,875,755
Total New Borrowing				1,731,013	2,875,755
New Debt Principal/Int					137,550
New Debt Principal/Int(Cumulative)					137,550
Borrowing cost				17,310	28,758

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		10.0%	10.0%	10.0%	10.0%	10.0%	
Parcel taxes	(17,489)	(19,238)	(21,162)	(23,278)	(25,606)	(28,166)	(117,450)
	(17,489)	(19,238)	(21,162)	(23,278)	(25,606)	(28,166)	(117,450)
Operations	(780)						
Utility user fees	(12,880)	(17,480)	(18,004)	(18,545)	(19,101)	(19,674)	(92,804)
Grants in lieu of taxes	(526)	(526)	(526)	(526)	(526)	(526)	(2,630)
Interdepartmental recoveries	(65)	(65)	(65)	(65)	(65)	(65)	(325)
Miscellaneous	(5,000)	(100)	(100)	(5,100)	(100)	(100)	(5,500)
Total Operating Revenues	(36,740)	(37,409)	(39,857)	(47,514)	(45,398)	(48,531)	(218,709)
Operating Expenditures							
Administration	2,833	3,502	3,502	3,502	3,502	3,502	17,510
Professional fees	1,531	1,307	1,307	6,307	1,307	1,307	11,535
Building ops	2,193	2,189	2,255	2,323	2,392	2,464	11,623
Veh & Equip ops	7,408	2,518	2,476	2,551	2,627	2,706	12,878
Operating costs	6,648	7,260	7,406	7,627	7,857	8,092	38,242
Wages & benefits	13,760	15,045	15,572	16,117	16,681	17,264	80,679
Contributions to reserve funds	298	7,788	7,339	9,087	11,032	13,196	48,442
Total Operating Expenditures	34,671	39,609	39,857	47,514	45,398	48,531	220,909
Operating (surplus)/deficit	(2,069)	2,200					2,200
Capital Asset Expenditures							
Capital expenditures	64,154	609			653		1,262
Transfer from reserves	(246)	(609)			(653)		(1,262)
Grants and other	(63,908)						
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	(2,069)	2,200					2,200
Add: Transfer from appropriated surplus	(280)						
Add: Prior year (surplus) / deficit	2,349	(2,200)					(2,200)
(Surplus) applied to future years							

**Water - Surfside
5 Year Capital Plan**

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

**Water - Surfside
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	24,760	32,771	40,493	45,117	56,778
Contributions	7,515	7,066	8,814	10,759	12,749
Interest earned	496	656	810	902	1,136
Withdrawals for capital projects:					
Other transfers out of Reserve			5,000		
Closing Balance Reserve Fund	32,771	40,493	45,117	56,778	70,663
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - WATER SURFSIDE	(609)			(653)	
Total Withdrawals for capital projects	(609)			(653)	
Closing Balance Reserve Account	(609)			(653)	

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		59.3%	5.0%	5.0%	10.0%	5.0%	
Parcel taxes	(90,275)	(143,789)	(150,978)	(158,527)	(174,380)	(183,099)	(810,773)
	(90,275)	(143,789)	(150,978)	(158,527)	(174,380)	(183,099)	(810,773)
Operations	(580)						
Utility user fees	(163,120)	(163,120)	(168,014)	(173,054)	(178,246)	(183,593)	(866,027)
Interdepartmental recoveries	(402)	(402)	(402)	(402)	(402)	(402)	(2,010)
Miscellaneous		(6,000)				(15,000)	(21,000)
Total Operating Revenues	(254,377)	(313,311)	(319,394)	(331,983)	(353,028)	(382,094)	(1,699,810)
Operating Expenditures							
Administration	22,639	27,387	27,387	27,387	27,387	27,387	136,935
Professional fees	3,748	2,374	2,374	2,374	2,374	2,374	11,870
Building ops	11,487	12,442	12,815	13,199	13,595	29,003	81,054
Veh & Equip ops	10,881	17,200	11,716	12,067	12,429	12,802	66,214
Operating costs	142,207	147,618	152,046	156,607	161,306	166,146	783,723
Wages & benefits	84,204	91,865	95,080	98,408	101,852	105,417	492,622
Contributions to reserve funds	1,590	15,861	17,976	21,941	11,321	38,965	106,064
Total Operating Expenditures	276,756	314,747	319,394	331,983	330,264	382,094	1,678,482
Operating (surplus)/deficit	22,379	1,436			(22,764)		(21,328)
Capital Asset Expenditures							
Capital expenditures	103,293	83,738	30,000		126,769		240,507
Transfer from reserves	(69,027)	(83,738)	(30,000)		(104,005)		(217,743)
Grants and other	(34,266)						
Net Capital Assets funded from Operations					22,764		22,764
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	22,379	1,436					1,436
Add: Transfer from appropriated surplus	(1,718)						
Add: Prior year (surplus) / deficit	(20,661)	(1,436)					(1,436)
(Surplus) applied to future years							

Water - French Creek

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2038 MAJOR CAP - WATER FRENCH CREEK	80,000	30,000				110,000
VH-2038 VEHICLE - WATER FRENCH CREEK	3,738			4,005		7,743
WT-0040 FRENCH CREEK AC PIPE REPLACEMENT				122,764		122,764
Total Water - French Creek	83,738	30,000		126,769		240,507

**Water - French Creek
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	155,875	87,264	75,395	97,254	8,930
Contributions	14,271	16,386	20,351	9,731	36,307
Interest earned	3,118	1,745	1,508	1,945	179
Withdrawals for capital projects:					
MAJOR CAP - WATER FRENCH CREEK	(80,000)	(30,000)			
FRENCH CREEK AC PIPE REPLACEMENT				(100,000)	
Total Withdrawals for capital projects	(80,000)	(30,000)		(100,000)	
Other transfers out of Reserve	6,000				(15,000)
Closing Balance Reserve Fund	87,264	75,395	97,254	8,930	60,416
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - WATER FRENCH CREEK	(3,738)			(4,005)	
Total Withdrawals for capital projects	(3,738)			(4,005)	
Closing Balance Reserve Account	(3,738)			(4,005)	

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		34.4%	7.0%	3.0%	3.0%	3.0%	
Parcel taxes	(128,556)	(172,809)	(184,906)	(190,453)	(196,166)	(202,051)	(946,385)
	(128,556)	(172,809)	(184,906)	(190,453)	(196,166)	(202,051)	(946,385)
Utility user fees	(27,600)	(27,600)	(28,428)	(29,281)	(30,159)	(31,064)	(146,532)
Interdepartmental recoveries	(210)	(210)	(210)	(210)	(210)	(210)	(1,050)
Miscellaneous		(6,000)				(10,000)	(16,000)
Total Operating Revenues	(156,366)	(206,619)	(213,544)	(219,944)	(226,535)	(243,325)	(1,109,967)
Operating Expenditures							
Administration	12,446	12,194	12,194	12,194	12,194	12,194	60,970
Professional fees	9,948	2,524	2,524	2,524	2,524	2,524	12,620
Building ops	20,151	20,717	21,338	21,978	22,638	23,317	109,988
Veh & Equip ops	10,384	16,552	10,685	11,005	11,335	11,675	61,252
Operating costs	24,270	13,355	13,531	13,937	14,355	14,786	69,964
Wages & benefits	44,422	48,468	50,165	51,921	53,738	55,619	259,911
Contributions to reserve funds	7,359	28,840	18,347	43,702	47,068	17,100	155,057
Debt interest	12,045	15,146	15,146	15,146	15,146	15,146	75,730
Total Operating Expenditures	141,025	157,796	143,930	172,407	178,998	152,361	805,492
Operating (surplus)/deficit	(15,341)	(48,823)	(69,614)	(47,537)	(47,537)	(90,964)	(304,475)
Capital Asset Expenditures							
Capital expenditures	924,756	1,967	82,077		2,108	2,157,045	2,243,197
Transfer from reserves	(83,260)	(1,967)	(60,000)		(2,108)		(64,075)
Grants and other	(641,496)						
New borrowing	(200,000)					(2,134,968)	(2,134,968)
Net Capital Assets funded from Operations			22,077			22,077	44,154
Capital Financing Charges							
Existing debt (principal)	7,537	47,537	47,537	47,537	47,537	47,537	237,685
New debt (principal & interest)	2,000					21,350	21,350
Total Capital Financing Charges	9,537	47,537	47,537	47,537	47,537	68,887	259,035
Net (surplus)/deficit for the year	(5,804)	(1,286)					(1,286)
Add: Transfer from appropriated surplus	(905)						
Add: Prior year (surplus) / deficit	6,709	1,286					1,286
(Surplus) applied to future years							

Water - Whiskey Creek

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
VH-2039 VEHICLE - WATER WHISKEY CREEK	1,967			2,108		4,075
WT-0041 WHISKEY CREEK AC PIPE REPLACEMENT		82,077			2,157,045	2,239,122
Total Water - Whiskey Creek	1,967	82,077		2,108	2,157,045	2,243,197

**Water - Whiskey Creek
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	65,288	88,594	47,873	91,692	139,754
Contributions	28,000	17,507	42,862	46,228	15,698
Interest earned	1,306	1,772	957	1,834	2,795
Withdrawals for capital projects:					
WHISKEY CREEK AC PIPE REPLACEMENT		(60,000)			
Total Withdrawals for capital projects		(60,000)			
Other transfers out of Reserve	6,000				10,000
Closing Balance Reserve Fund	88,594	47,873	91,692	139,754	148,247
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - WATER WHISKEY CREEK	(1,967)			(2,108)	
Total Withdrawals for capital projects	(1,967)			(2,108)	
Closing Balance Reserve Account	(1,967)			(2,108)	
New Borrowing					
WHISKEY CREEK AC PIPE REPLACEMENT					2,134,968
Total New Borrowing					2,134,968
Borrowing cost					21,350

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		3.0%	3.0%	3.0%	3.0%	3.0%	
Parcel taxes	(13,374)	(13,775)	(14,188)	(14,614)	(15,052)	(15,504)	(73,133)
	(13,374)	(13,775)	(14,188)	(14,614)	(15,052)	(15,504)	(73,133)
Utility user fees	(920)	(920)	(948)	(976)	(1,005)	(1,035)	(4,884)
Interdepartmental recoveries	(11)	(11)	(11)	(11)	(11)	(11)	(55)
Miscellaneous				(6,000)			(6,000)
Total Operating Revenues	(14,305)	(14,706)	(15,147)	(21,601)	(16,068)	(16,550)	(84,072)
Operating Expenditures							
Administration	953	844	844	844	844	844	4,220
Professional fees	560	530	530	530	530	530	2,650
Building ops	795	795	819	6,844	1,049	1,081	10,588
Veh & Equip ops	454	467	468	482	497	512	2,426
Operating costs	4,536	4,207	4,325	4,455	4,588	4,727	22,302
Wages & benefits	1,721	1,870	1,935	2,003	2,073	2,146	10,027
Contributions to reserve funds	8,816	5,993	6,226	6,443	6,487	6,710	31,859
Total Operating Expenditures	17,835	14,706	15,147	21,601	16,068	16,550	84,072
Operating (surplus)/deficit	3,530						
Capital Asset Expenditures							
Capital expenditures	18,848	77			83	10,000	10,160
Transfer from reserves	(18,848)	(77)			(83)	(10,000)	(10,160)
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	3,530						
Add: Transfer from appropriated surplus	(38)						
Add: Prior year (surplus) / deficit	(3,492)						
(Surplus) applied to future years							

Water - Decourcy

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2042 MAJOR CAP - WATER DECOURCY					10,000	10,000
VH-2042 VEHICLE - WATER DECOURCY	77			83		160
Total Water - Decourcy	77			83	10,000	10,160

**Water - Decourcy
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	12,124	18,324	24,881	25,786	32,752
Contributions	5,957	6,190	6,407	6,451	6,652
Interest earned	243	367	498	515	656
Withdrawals for capital projects:					
MAJOR CAP - WATER DECOURCY					(10,000)
Total Withdrawals for capital projects					(10,000)
Other transfers out of Reserve			6,000		
Closing Balance Reserve Fund	18,324	24,881	25,786	32,752	30,060
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - WATER DECOURCY	(77)			(83)	
Total Withdrawals for capital projects	(77)			(83)	
Closing Balance Reserve Account	(77)			(83)	

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		15.0%	0.6%	3.0%	3.0%	3.0%	
Parcel taxes	(169,619)	(195,062)	(196,242)	(202,130)	(208,193)	(214,439)	(1,016,066)
	(169,619)	(195,062)	(196,242)	(202,130)	(208,193)	(214,439)	(1,016,066)
Operations	(1,560)						
Utility user fees	(82,800)	(82,800)	(85,284)	(87,843)	(90,478)	(93,192)	(439,597)
Interdepartmental recoveries	(485)	(485)	(485)	(485)	(485)	(485)	(2,425)
Miscellaneous	(5,000)	(6,000)					(6,000)
Total Operating Revenues	(259,464)	(284,347)	(282,011)	(290,458)	(299,156)	(308,116)	(1,464,088)
Operating Expenditures							
Administration	26,433	24,006	24,006	24,006	24,006	24,006	120,030
Professional fees	15,920	5,260	5,260	5,260	5,260	5,260	26,300
Building ops	10,553	10,642	10,961	11,290	11,628	11,977	56,498
Veh & Equip ops	23,440	21,829	16,484	16,979	17,488	18,013	90,793
Operating costs	58,518	44,601	45,939	47,317	48,736	50,199	236,792
Wages & benefits	104,621	114,044	118,036	122,167	126,443	130,869	611,559
Contributions to reserve funds	27,518	64,635	56,920	60,084	65,595	67,792	315,026
Debt interest	3,496	2,891	721	721			4,333
Total Operating Expenditures	270,499	287,908	278,327	287,824	299,156	308,116	1,461,331
Operating (surplus)/deficit	11,035	3,561	(3,684)	(2,634)			(2,757)
Capital Asset Expenditures							
Capital expenditures	101,026	25,586	201,050	10,000	4,860		241,496
Transfer from reserves	(66,026)	(24,536)	(200,000)	(10,000)	(4,860)		(239,396)
Grants and other	(35,000)						
Net Capital Assets funded from Operations		1,050	1,050				2,100
Capital Financing Charges							
Existing debt (principal)	22,090	19,770	2,634	2,634			25,038
Total Capital Financing Charges	22,090	19,770	2,634	2,634			25,038
Net (surplus)/deficit for the year	33,125	24,381					24,381
Add: Transfer from appropriated surplus	(29,663)						
Add: Prior year (surplus) / deficit	(3,462)	(24,381)					(24,381)
(Surplus) applied to future years							

Water - San Pareil

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2043 MAJOR CAP - WATER SAN PAREIL	10,000		10,000			20,000
VH-2043 VEHICLE - WATER SAN PAREIL	4,536			4,860		9,396
WT-0042 SAN PAREIL SHOREWOOD WATERMAIN LOOPING	11,050	201,050				212,100
Total Water - San Pareil	25,586	201,050	10,000	4,860		241,496

**Water - San Pareil
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	223,906	265,069	125,340	175,980	243,144
Contributions	62,685	54,970	58,134	63,645	64,546
Interest earned	4,478	5,301	2,506	3,519	4,863
Withdrawals for capital projects:					
MAJOR CAP - WATER SAN PAREIL	(10,000)		(10,000)		
SAN PAREIL SHOREWOOD WATERMAIN LOOPING	(10,000)	(200,000)			
Total Withdrawals for capital projects	(20,000)	(200,000)	(10,000)		
Other transfers out of Reserve	6,000				
Closing Balance Reserve Fund	265,069	125,340	175,980	243,144	312,553
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - WATER SAN PAREIL	(4,536)			(4,860)	
Total Withdrawals for capital projects	(4,536)			(4,860)	
Closing Balance Reserve Account	(4,536)			(4,860)	

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		(117.1%)	(100.0%)				
Parcel taxes	(4,080)	696					696
	(4,080)	696					696
Miscellaneous	(1,876)						
Total Operating Revenues	(5,956)	696					696
Operating Expenditures							
Administration	45						
Debt interest	2,868						
Total Operating Expenditures	2,913						
Operating (surplus)/deficit	(3,043)	696					696
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	3,043						
Total Capital Financing Charges	3,043						
Net (surplus)/deficit for the year		696					696
Add: Prior year (surplus) / deficit		(696)					(696)
(Surplus) applied to future years							

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		50.0%	55.0%	165.0%	3.0%	3.0%	
Parcel taxes	(44,481)	(66,722)	(103,419)	(274,061)	(282,282)	(290,751)	(1,017,235)
	(44,481)	(66,722)	(103,419)	(274,061)	(282,282)	(290,751)	(1,017,235)
Operations	(580)						
Utility user fees	(69,000)	(69,000)	(71,070)	(73,202)	(75,398)	(77,660)	(366,330)
Interdepartmental recoveries	(263)	(263)	(263)	(263)	(263)	(263)	(1,315)
Miscellaneous	(10,250)	(11,250)	(22,250)	(22,250)	(22,250)	(22,250)	(100,250)
Total Operating Revenues	(124,574)	(147,235)	(197,002)	(369,776)	(380,193)	(390,924)	(1,485,130)
Operating Expenditures							
Administration	11,258	12,560	12,560	12,560	12,560	12,560	62,800
Professional fees	9,137	15,231	5,231	5,231	5,231	5,231	36,155
Building ops	9,723	15,604	11,072	11,404	11,746	12,098	61,924
Veh & Equip ops	18,125	14,337	8,313	8,132	8,806	9,070	48,658
Operating costs	19,943	19,968	20,288	20,896	21,523	22,169	104,844
Wages & benefits	55,336	60,386	62,500	64,687	66,951	69,294	323,818
Contributions to reserve funds	1,050	23,641	28,859	1,270	7,780	14,906	76,456
Total Operating Expenditures	124,572	161,727	148,823	124,180	134,597	145,328	714,655
Operating (surplus)/deficit	(2)	14,492	(48,179)	(245,596)	(245,596)	(245,596)	(770,475)
Capital Asset Expenditures							
Capital expenditures	62,044	54,729	3,437,999	80,000	22,633	10,000	3,605,361
Transfer from reserves	(51,994)	(37,457)	(330,000)	(80,000)	(22,633)	(10,000)	(480,090)
Grants and other	(10,050)						
New borrowing			(3,090,727)				(3,090,727)
Net Capital Assets funded from Operations		17,272	17,272				34,544
Capital Financing Charges							
New debt (principal & interest)			30,907	245,596	245,596	245,596	767,695
Total Capital Financing Charges			30,907	245,596	245,596	245,596	767,695
Net (surplus)/deficit for the year	(2)	31,764					31,764
Add: Transfer from appropriated surplus	(4,133)	(3,000)					(3,000)
Add: Prior year (surplus) / deficit	4,135	(28,764)					(28,764)
(Surplus) applied to future years							

Water - River's Edge

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2045 MAJOR CAP - WATER RIVER'S EDGE	25,000	30,000	80,000	20,000	10,000	165,000
VH-2045 VEHICLE - WATER RIVER'S EDGE	2,457			2,633		5,090
WT-0034 RIVER'S EDGE WATER SUPPLY UPGRADE	27,272	3,407,999				3,435,271
Total Water - River's Edge	54,729	3,437,999	80,000	22,633	10,000	3,605,361

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

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	252,264	233,900	210,578	112,790	79,046
Contributions	22,591	24,000		6,000	12,000
Interest earned	5,045	4,678	4,212	2,256	1,581
Withdrawals for capital projects:					
MAJOR CAP - WATER RIVER'S EDGE	(25,000)	(30,000)	(80,000)	(20,000)	(10,000)
RIVER'S EDGE WATER SUPPLY UPGRADE	(10,000)				
Total Withdrawals for capital projects	(35,000)	(30,000)	(80,000)	(20,000)	(10,000)
Other transfers out of Reserve	11,000	22,000	22,000	22,000	22,000
Closing Balance Reserve Fund	233,900	210,578	112,790	79,046	60,627
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - WATER RIVER'S EDGE	(2,457)			(2,633)	
Total Withdrawals for capital projects	(2,457)			(2,633)	
Closing Balance Reserve Account	(2,457)			(2,633)	
New Borrowing					
RIVER'S EDGE WATER SUPPLY UPGRADE		3,090,727			
Total New Borrowing		3,090,727			
New Debt Principal/Int			245,596		
New Debt Principal/Int(Cumulative)			245,596	245,596	245,596
Borrowing cost		30,907			

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		3.0%	3.0%	3.0%	3.0%	3.0%	
Parcel taxes	(39,862)	(41,058)	(42,290)	(43,558)	(44,865)	(46,211)	(217,982)
	(39,862)	(41,058)	(42,290)	(43,558)	(44,865)	(46,211)	(217,982)
Utility user fees	(5,060)	(5,060)	(5,212)	(5,368)	(5,529)	(5,695)	(26,864)
Interdepartmental recoveries	(46)	(46)	(46)	(46)	(46)	(46)	(230)
Miscellaneous		(4,000)	(9,600)	(15,000)			(28,600)
Total Operating Revenues	(44,968)	(50,164)	(57,148)	(63,972)	(50,440)	(51,952)	(273,676)
Operating Expenditures							
Administration	3,437	3,665	3,665	3,665	3,665	3,665	18,325
Professional fees	824	662	662	662	662	662	3,310
Building ops	5,651	2,698	2,779	12,862	3,248	3,346	24,933
Veh & Equip ops	6,400	6,937	12,745	8,527	3,783	3,896	35,888
Operating costs	11,698	12,660	12,991	13,381	13,783	14,197	67,012
Wages & benefits	9,872	10,751	11,128	11,517	11,920	12,338	57,654
Contributions to reserve funds	20,435	19,307	13,178	13,358	13,379	13,848	73,070
Total Operating Expenditures	58,317	56,680	57,148	63,972	50,440	51,952	280,192
Operating (surplus)/deficit	13,349	6,516					6,516
Capital Asset Expenditures							
Capital expenditures	266,845	264,441			473	50,000	314,914
Transfer from reserves	(16,845)	(15,441)			(473)	(50,000)	(65,914)
Grants and other	(250,000)	(249,000)					(249,000)
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	13,349	6,516					6,516
Add: Transfer from appropriated surplus	(203)						
Add: Prior year (surplus) / deficit	(13,146)	(6,516)					(6,516)
(Surplus) applied to future years							

Water - Melrose Terrace

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2046 MAJOR CAP - WATER MELROSE TERRACE	15,000				50,000	65,000
VH-2046 VEHICLE - WATER MELROSE TERRACE	441			473		914
WT-0029 MELROSE TERRACE RESERVOIR REPLACEMENT	249,000					249,000
Total Water - Melrose Terrace	264,441			473	50,000	314,914

**Water - Melrose Terrace
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	26,964	27,630	31,581	30,391	44,198
Contributions	19,127	12,998	13,178	13,199	13,542
Interest earned	539	553	632	608	884
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		
Closing Balance Reserve Fund	27,630	31,581	30,391	44,198	8,624
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - WATER MELROSE TERRACE	(441)			(473)	
Total Withdrawals for capital projects	(441)			(473)	
Closing Balance Reserve Account	(441)			(473)	

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		14.0%	9.0%	11.0%	3.0%	4.0%	
Parcel taxes	(1,484,829)	(1,692,705)	(1,845,048)	(2,048,004)	(2,109,444)	(2,193,822)	(9,889,023)
	(1,484,829)	(1,692,705)	(1,845,048)	(2,048,004)	(2,109,444)	(2,193,822)	(9,889,023)
Operations	(16,380)	(7,800)	(7,800)	(7,800)	(7,800)	(7,800)	(39,000)
Utility user fees	(800,400)	(864,800)	(890,744)	(917,466)	(944,990)	(973,340)	(4,591,340)
Grants in lieu of taxes	(1,616)	(1,616)	(1,616)	(1,616)	(1,616)	(1,616)	(8,080)
Interdepartmental recoveries	(4,174)	(4,174)	(4,174)	(4,174)	(4,174)	(4,174)	(20,870)
Miscellaneous	(15,000)	(10,000)	(11,000)	(15,000)	(10,000)	(10,000)	(56,000)
Total Operating Revenues	(2,322,399)	(2,581,095)	(2,760,382)	(2,994,060)	(3,078,024)	(3,190,752)	(14,604,313)
Operating Expenditures							
Administration	174,295	177,712	177,712	177,712	177,712	177,712	888,560
Professional fees	53,500	40,450	30,450	30,450	30,450	30,450	162,250
Building ops	223,703	217,554	221,081	237,713	234,844	251,890	1,163,082
Veh & Equip ops	126,565	134,952	126,617	129,415	138,297	132,446	661,727
Operating costs	617,842	716,564	727,549	758,008	776,276	799,564	3,777,961
Wages & benefits	901,989	983,612	1,018,039	1,053,670	1,090,548	1,128,718	5,274,587
Contributions to reserve funds	263,686	248,742	252,920	254,704	277,509	259,984	1,293,859
Debt interest	76,763	80,790	75,014	75,014	75,014	75,014	380,846
Total Operating Expenditures	2,438,343	2,600,376	2,629,382	2,716,686	2,800,650	2,855,778	13,602,872
Operating (surplus)/deficit	115,944	19,281	(131,000)	(277,374)	(277,374)	(334,974)	(1,001,441)
Capital Asset Expenditures							
Capital expenditures	747,137	458,637	2,445,050	63,000	146,308	2,990,904	6,103,899
Transfer from reserves	(639,637)	(455,487)	(160,000)	(60,000)	(143,308)	(60,000)	(878,795)
Grants and other	(82,000)						
New borrowing	(16,000)		(2,270,697)			(2,899,297)	(5,169,994)
Net Capital Assets funded from Operations	9,500	3,150	14,353	3,000	3,000	31,607	55,110
Capital Financing Charges							
Existing debt (principal)	69,559	93,940	93,940	93,940	93,940	93,940	469,700
New debt (principal & interest)	160		22,707	180,434	180,434	209,427	593,002
Total Capital Financing Charges	69,719	93,940	116,647	274,374	274,374	303,367	1,062,702
Net (surplus)/deficit for the year	195,163	116,371					116,371
Add: Transfer from appropriated surplus	(57,158)	(17,600)					(17,600)
Add: Prior year (surplus) / deficit	(138,005)	(98,771)					(98,771)
(Surplus) applied to future years							

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	316,000	100,000		41,000		457,000
VH-2047 VEHICLE - WATER NANOOSE PENINSULA	39,487			42,308		81,795
WT-0005 NB WT - FAIRWINDS RESERVOIR		1,679,955				1,679,955
WT-0020 NB WT - DCC MAJOR UPDATE STUDY	40,150					40,150
WT-0035 NB ASBESTOS-CEMENT WATERMAIN REPLACEMENT					2,927,904	2,927,904
WT-0036 NB RESIDENTIAL WATERMETER REPLACEMENT	63,000	63,000	63,000	63,000	63,000	315,000
WT-0038 NB ARBUTUS RESERVOIR REPLACEMENT		602,096				602,096
Total Water - Nanoose Peninsula	458,637	2,445,051	63,000	146,308	2,990,904	6,103,900

**Water - Nanoose Peninsula
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	744,451	665,162	740,665	913,678	1,054,152
Contributions	231,822	233,200	233,200	233,200	231,782
Interest earned	14,889	13,303	14,813	18,274	21,083
Withdrawals for capital projects:					
MAJOR CAP - WATER NANOOSE PENINSULA	(216,000)	(100,000)		(41,000)	
NB WT - DCC MAJOR UPDATE STUDY	(40,000)				
NB RESIDENTIAL WATERMETER REPLACEMENT	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Total Withdrawals for capital projects	(316,000)	(160,000)	(60,000)	(101,000)	(60,000)
Other transfers out of Reserve	10,000	11,000	15,000	10,000	10,000
Closing Balance Reserve Fund	665,162	740,665	913,678	1,054,152	1,237,017
DEVELOPMENT COST CHARGES					
Opening Balance DCC Fund	96,079	98,001	99,961	101,960	103,999
Interest earned	1,922	1,960	1,999	2,039	2,080
Withdrawals for capital projects:					
Closing Balance DCC Fund	98,001	99,961	101,960	103,999	106,079
RESERVE ACCOUNT FUNDS					
Opening Balance Reserve Account	71,333	32,793	63,482	94,785	51,714
Contributions	30,033	30,033	30,033	30,033	50,000
Interest earned	1,427		601	1,213	338
Withdrawals for capital projects:					
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	
Closing Balance Reserve Account	32,793	63,482	94,785	51,714	102,748
New Borrowing					
NB WT - FAIRWINDS RESERVOIR		1,671,597			
NB ASBESTOS-CEMENT WATERMAIN REPLACEMENT					2,899,297
NB ARBUTUS RESERVOIR REPLACEMENT		599,100			
Total New Borrowing		2,270,697			2,899,297

**Water - Nanoose Peninsula
Fund Manager Summary**

	2024	2025	2026	2027	2028
New Debt Principal/Int			180,434		
New Debt Principal/Int(Cumulative)			180,434	180,434	180,434
Borrowing cost		22,707			28,993

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		3.0%	2.0%	2.0%	2.0%	2.0%	
Parcel taxes	(1,258,755)	(1,296,196)	(1,322,120)	(1,348,562)	(1,375,534)	(1,403,044)	(6,745,456)
	(1,258,755)	(1,296,196)	(1,322,120)	(1,348,562)	(1,375,534)	(1,403,044)	(6,745,456)
Grants in lieu of taxes	(1,449)	(1,449)	(1,449)	(1,449)	(1,449)	(1,449)	(7,245)
Interdepartmental recoveries	(378,551)	(506,304)	(487,870)	(494,864)	(502,118)	(502,118)	(2,493,274)
Miscellaneous		(9,000)		(20,000)			(29,000)
Total Operating Revenues	(1,638,755)	(1,812,949)	(1,811,439)	(1,864,875)	(1,879,101)	(1,906,611)	(9,274,975)
Operating Expenditures							
Administration	17,483	20,095	20,698	21,319	21,958	22,617	106,687
Professional fees	5,016	4,508	4,508	4,508	4,508	4,508	22,540
Building ops	51,360	52,934	51,522	53,067	54,659	56,299	268,481
Veh & Equip ops	5,011	11,210	5,287	25,445	6,209	6,395	54,546
Operating costs	564,007	620,939	621,664	648,947	663,943	683,861	3,239,354
Wages & benefits	97,880	103,627	107,254	111,008	114,893	118,915	555,697
Contributions to reserve funds	782,351	642,380	690,177	690,252	702,602	703,687	3,429,098
Debt interest	148,054	143,030	143,030	143,030	143,030	143,030	715,150
Total Operating Expenditures	1,671,162	1,598,723	1,644,140	1,697,576	1,711,802	1,739,312	8,391,553
Operating (surplus)/deficit	32,407	(214,226)	(167,299)	(167,299)	(167,299)	(167,299)	(883,422)
Capital Asset Expenditures							
Capital expenditures	140,396	248,040	33,800	95,320	101,500	400,000	878,660
Transfer from reserves	(139,896)	(247,040)	(33,800)	(95,320)	(101,500)	(400,000)	(877,660)
Net Capital Assets funded from Operations	500	1,000					1,000
Capital Financing Charges							
Existing debt (principal)	172,631	167,299	167,299	167,299	167,299	167,299	836,495
Total Capital Financing Charges	172,631	167,299	167,299	167,299	167,299	167,299	836,495
Net (surplus)/deficit for the year	205,538	(45,927)					(45,927)
Add: Transfer from appropriated surplus	(635)						
Add: Prior year (surplus) / deficit	(204,903)	45,927					45,927
(Surplus) applied to future years							

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	45,640	33,800	95,320	100,000	400,000	674,760
VH-2048 VEHICLE - BULK WATER NANOOSE BAY	1,400			1,500		2,900
WT-0037 NANOOSE BULK WTR AQUIFER STOR & REC DEV	201,000					201,000
Total Water - Bulk Water Nanoose Bay	248,040	33,800	95,320	101,500	400,000	878,660

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

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	2,479,432	2,858,113	3,513,004	4,099,548	4,725,493
Contributions	583,732	631,529	631,604	643,954	644,639
Interest earned	49,589	57,162	70,260	81,991	94,510
Withdrawals for capital projects:					
MAJOR CAP - BULK WATER NANOOSE BAY	(45,640)	(33,800)	(95,320)	(100,000)	(178,000)
NANOOSE BULK WTR AQUIFER STOR & REC DEV	(200,000)				
Total Withdrawals for capital projects	(245,640)	(33,800)	(95,320)	(100,000)	(178,000)
Other transfers out of Reserve	9,000		20,000		
Closing Balance Reserve Fund	2,858,113	3,513,004	4,099,548	4,725,493	5,286,642
DEVELOPMENT COST CHARGES					
Opening Balance DCC Fund	205,115	209,217	213,401	217,669	222,022
Interest earned	4,102	4,184	4,268	4,353	4,440
Withdrawals for capital projects:					
MAJOR CAP - BULK WATER NANOOSE BAY					(222,000)
Total Withdrawals for capital projects					(222,000)
Closing Balance DCC Fund	209,217	213,401	217,669	222,022	4,462
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - BULK WATER NANOOSE BAY	(1,400)			(1,500)	
Total Withdrawals for capital projects	(1,400)			(1,500)	
Closing Balance Reserve Account	(1,400)			(1,500)	

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		(0.1%)					
Parcel taxes	(4,612)	(4,606)	(4,606)	(4,606)	(4,606)	(4,606)	(23,030)
	(4,612)	(4,606)	(4,606)	(4,606)	(4,606)	(4,606)	(23,030)
Miscellaneous	(62,259)	(60,234)	(62,502)	(64,940)	(67,480)	(69,688)	(324,844)
Total Operating Revenues	(66,871)	(64,840)	(67,108)	(69,546)	(72,086)	(74,294)	(347,874)
Operating Expenditures							
Administration	2,355	3,305	3,404	3,506	3,611	3,720	17,546
Professional fees	500	500	500	500	500	500	2,500
Building ops	10,775	13,666	14,076	14,498	14,933	15,381	72,554
Veh & Equip ops	297	178	183	189	195	201	946
Operating costs	21,961	14,967	15,800	16,666	17,581	18,109	83,123
Wages & benefits	27,623	28,778	29,785	30,827	31,906	33,023	154,319
Contributions to reserve funds	3,360	3,360	3,360	3,360	3,360	3,360	16,800
Total Operating Expenditures	66,871	64,754	67,108	69,546	72,086	74,294	347,788
Operating (surplus)/deficit		(86)					(86)
Capital Asset Expenditures							
Capital expenditures	2,672	800		2,400			3,200
Transfer from reserves	(2,672)	(800)		(2,400)			(3,200)
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year		(86)					(86)
Add: Prior year (surplus) / deficit		86					86
(Surplus) applied to future years							

Water - Bulk Water French Creek

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2049 MAJOR CAP - BULK WATER FRENCH CREEK	800		2,400			3,200
Total Water - Bulk Water French Creek	800		2,400			3,200

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

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	664,449	616,704	566,536	510,527	453,258
Interest earned	13,289	12,334	11,331	10,211	9,065
Withdrawals for capital projects:					
MAJOR CAP - BULK WATER FRENCH CREEK	(800)		(2,400)		
Total Withdrawals for capital projects	(800)		(2,400)		
Other transfers out of Reserve	60,234	62,502	64,940	67,480	69,688
Closing Balance Reserve Fund	616,704	566,536	510,527	453,258	392,635

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

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

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		3.0%	2.0%	2.0%	2.0%	2.0%	
Parcel taxes	(28,390)	(29,242)	(29,827)	(30,423)	(31,032)	(31,652)	(152,176)
	(28,390)	(29,242)	(29,827)	(30,423)	(31,032)	(31,652)	(152,176)
Utility user fees	(2,760)	(2,760)	(2,843)	(2,928)	(3,016)	(3,106)	(14,653)
Interdepartmental recoveries	(44)	(44)	(44)	(44)	(44)	(44)	(220)
Miscellaneous			(6,000)				(6,000)
Total Operating Revenues	(31,194)	(32,046)	(38,714)	(33,395)	(34,092)	(34,802)	(173,049)
Operating Expenditures							
Administration	1,538	1,750	1,750	1,750	1,750	1,750	8,750
Professional fees	824	662	662	662	662	662	3,310
Building ops	1,123	1,120	1,154	1,188	1,224	1,261	5,947
Veh & Equip ops	2,059	1,955	8,014	2,254	2,322	2,392	16,937
Operating costs	5,615	6,244	6,431	6,625	6,824	7,028	33,152
Wages & benefits	6,003	6,570	6,800	7,038	7,284	7,539	35,231
Contributions to reserve funds	13,433	9,695	9,780	9,755	9,903	10,047	49,180
Debt interest	1,890	1,890	1,890	1,890	1,890	1,890	9,450
Total Operating Expenditures	32,485	29,886	36,481	31,162	31,859	32,569	161,957
Operating (surplus)/deficit	1,291	(2,160)	(2,233)	(2,233)	(2,233)	(2,233)	(11,092)
Capital Asset Expenditures							
Capital expenditures	28,012	266			285		551
Transfer from reserves	(28,012)	(266)			(285)		(551)
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	2,233	2,233	2,233	2,233	2,233	2,233	11,165
Total Capital Financing Charges	2,233	2,233	2,233	2,233	2,233	2,233	11,165
Net (surplus)/deficit for the year	3,524	73					73
Add: Transfer from appropriated surplus	(203)						
Add: Prior year (surplus) / deficit	(3,321)	(73)					(73)
(Surplus) applied to future years							

Water - Westurne Heights

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
VH-2051 VEHICLE - WESTURNE HEIGHTS	266			285		551
Total Water - Westurne Heights	266			285		551

**Water - Westurne Heights
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	10,073	19,849	23,906	34,019	44,483
Contributions	9,575	9,660	9,635	9,783	9,851
Interest earned	201	397	478	681	890
Withdrawals for capital projects:					
Other transfers out of Reserve		6,000			
Closing Balance Reserve Fund	19,849	23,906	34,019	44,483	55,224
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - WESTURNE HEIGHTS	(266)			(285)	
Total Withdrawals for capital projects	(266)			(285)	
Closing Balance Reserve Account	(266)			(285)	

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		0.3%	0.3%	0.3%	0.3%	0.3%	
Property taxes	(802,880)	(805,440)	(808,320)	(811,200)	(814,080)	(816,960)	(4,056,000)
Parcel taxes	(337,312)	(338,592)	(339,552)	(340,512)	(341,472)	(342,432)	(1,702,560)
	(1,140,192)	(1,144,032)	(1,147,872)	(1,151,712)	(1,155,552)	(1,159,392)	(5,758,560)
Grants in lieu of taxes	(572)	(572)	(572)	(572)	(572)	(572)	(2,860)
Miscellaneous		(29,400)					(29,400)
Total Operating Revenues	(1,140,764)	(1,174,004)	(1,148,444)	(1,152,284)	(1,156,124)	(1,159,964)	(5,790,820)
Operating Expenditures							
Administration	101,442	110,254	110,254	110,254	110,254	110,254	551,270
Professional fees	342,216	307,500	147,919	162,207	162,204	156,383	936,213
Building ops	48,027	45,594	46,962	48,371	49,822	51,316	242,065
Veh & Equip ops	178	178	183	189	194	200	944
Operating costs	51,954	51,892	53,420	54,995	56,617	58,287	275,211
Program costs	257,007	265,900	216,500	183,000	163,000	148,000	976,400
Wages & benefits	547,753	564,697	573,206	593,268	614,033	635,524	2,980,728
Contributions to reserve funds	21,130	10,000					10,000
Total Operating Expenditures	1,369,707	1,356,015	1,148,444	1,152,284	1,156,124	1,159,964	5,972,831
Operating (surplus)/deficit	228,943	182,011					182,011
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	228,943	182,011					182,011
Add: Transfer from appropriated surplus	(152,966)	(162,000)					(162,000)
Add: Prior year (surplus) / deficit	(75,977)	(20,011)					(20,011)
(Surplus) applied to future years							



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

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	81,315	63,541	64,812	66,108	67,430
Contributions	10,000				
Interest earned	1,626	1,271	1,296	1,322	1,349
Withdrawals for capital projects:					
Other transfers out of Reserve	29,400				
Closing Balance Reserve Fund	63,541	64,812	66,108	67,430	68,779

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		15.0%	7.0%	7.0%	7.0%	6.0%	
Parcel taxes	(1,116,445)	(1,283,912)	(1,373,786)	(1,469,951)	(1,572,847)	(1,667,218)	(7,367,714)
	(1,116,445)	(1,283,912)	(1,373,786)	(1,469,951)	(1,572,847)	(1,667,218)	(7,367,714)
Operations	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(30,000)
Utility user fees	(350,087)	(351,434)	(361,977)	(372,836)	(384,021)	(395,542)	(1,865,810)
Interdepartmental recoveries	(2,214)						
Miscellaneous		(133,000)					(133,000)
Total Operating Revenues	(1,474,746)	(1,774,346)	(1,741,763)	(1,848,787)	(1,962,868)	(2,068,760)	(9,396,524)
Operating Expenditures							
Administration	29,281	30,896	30,896	30,896	30,896	30,896	154,480
Professional fees	6,000	140,500	7,500	7,500	7,500	7,500	170,500
Building ops	29,859	29,796	30,690	31,610	32,559	33,535	158,190
Veh & Equip ops	16,076	16,756	15,581	16,049	16,530	17,026	81,942
Operating costs	1,175,175	1,288,129	1,375,740	1,467,013	1,561,023	1,657,853	7,349,758
Wages & benefits	210,250	229,098	237,117	245,416	254,005	262,895	1,228,531
Contributions to reserve funds	26,820	43,705	43,210	50,303	60,355	59,055	256,628
Total Operating Expenditures	1,493,461	1,778,880	1,740,734	1,848,787	1,962,868	2,068,760	9,400,029
Operating (surplus)/deficit	18,715	4,534	(1,029)				3,505
Capital Asset Expenditures							
Capital expenditures		9,002	1,029		189,645		199,676
Transfer from reserves		(9,002)			(189,645)		(198,647)
Net Capital Assets funded from Operations			1,029				1,029
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	18,715	4,534					4,534
Add: Transfer from appropriated surplus		(5,000)					(5,000)
Add: Prior year (surplus) / deficit	(18,715)	466					466
(Surplus) applied to future years							

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		180,000
PC-7550 COMPUTER - SEWER FRENCH CR COLLECTION		1,029				1,029
VH-7550 VEHICLE - SEWER FRENCH CR COLLECTION	9,002			9,645		18,647
Total Sewer - French Creek	9,002	1,029		189,645		199,676

**Sewer - French Creek
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	683,567	737,073	791,154	853,410	746,963
Contributions	39,835	39,340	46,433	56,485	52,613
Interest earned	13,671	14,741	15,823	17,068	14,939
Withdrawals for capital projects:					
MAJOR CAP - SEWER FRENCH CR COLLECTION				(180,000)	
Total Withdrawals for capital projects				(180,000)	
Closing Balance Reserve Fund	737,073	791,154	853,410	746,963	814,515
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - SEWER FRENCH CR COLLECTION	(9,002)			(9,645)	
Total Withdrawals for capital projects	(9,002)			(9,645)	
Closing Balance Reserve Account	(9,002)			(9,645)	

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		6.0%	6.5%	7.0%	5.0%	5.0%	
Parcel taxes	(63,275)	(67,072)	(71,432)	(76,432)	(80,253)	(84,266)	(379,455)
	(63,275)	(67,072)	(71,432)	(76,432)	(80,253)	(84,266)	(379,455)
Operations	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(15,000)
Utility user fees	(72,448)	(73,661)	(75,871)	(78,147)	(80,491)	(82,906)	(391,076)
Grants in lieu of taxes	(3,345)	(3,345)	(3,345)	(3,345)	(3,345)	(3,345)	(16,725)
Interdepartmental recoveries	(946)	(57)	(57)	(57)	(57)	(57)	(285)
Miscellaneous		(5,582)	(5,211)	(2,077)			(12,870)
Total Operating Revenues	(143,014)	(152,717)	(158,916)	(163,058)	(167,146)	(173,574)	(815,411)
Operating Expenditures							
Administration	12,671	13,547	13,547	13,547	13,547	13,547	67,735
Professional fees	6,500	6,500	6,500	6,500	6,500	6,500	32,500
Building ops	12,052	12,027	12,387	12,759	13,142	13,536	63,851
Veh & Equip ops	6,265	6,533	6,040	6,221	6,408	6,600	31,802
Operating costs	15,562	19,109	19,258	19,835	20,431	21,044	99,677
Wages & benefits	87,311	94,944	98,267	101,706	105,266	108,950	509,133
Contributions to reserve funds	24,189	2,490	2,490	2,490	1,852	3,397	12,719
Total Operating Expenditures	164,550	155,150	158,489	163,058	167,146	173,574	817,417
Operating (surplus)/deficit	21,536	2,433	(427)				2,006
Capital Asset Expenditures							
Capital expenditures	64,000	3,738	427		4,005		8,170
Transfer from reserves	(64,000)	(3,738)			(4,005)		(7,743)
Net Capital Assets funded from Operations			427				427
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	21,536	2,433					2,433
Add: Prior year (surplus) / deficit	(21,536)	(2,433)					(2,433)
(Surplus) applied to future years							



**Sewer Fairwinds
5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
PC-7551 COMPUTER - SEWER FAIRWINDS COLLECTION		427				427
VH-7551 VEHICLE - SEWER FAIRWINDS COLLECTION	3,738			4,005		7,743
Total Sewer Fairwinds	3,738	427		4,005		8,170

**Sewer Fairwinds
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	195,602	194,832	194,418	197,130	201,335
Contributions	900	900	900	262	739
Interest earned	3,912	3,897	3,889	3,943	4,027
Withdrawals for capital projects:					
Other transfers out of Reserve	5,582	5,211	2,077		
Closing Balance Reserve Fund	194,832	194,418	197,130	201,335	206,101
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - SEWER FAIRWINDS COLLECTION	(3,738)			(4,005)	
Total Withdrawals for capital projects	(3,738)			(4,005)	
Closing Balance Reserve Account	(3,738)			(4,005)	

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		5.0%	4.0%	3.0%	3.0%	3.0%	
Parcel taxes	(90,237)	(94,749)	(98,539)	(101,495)	(104,540)	(107,676)	(506,999)
	(90,237)	(94,749)	(98,539)	(101,495)	(104,540)	(107,676)	(506,999)
Interdepartmental recoveries	(151)	(10)	(10)	(10)	(10)	(10)	(50)
Total Operating Revenues	(90,388)	(94,759)	(98,549)	(101,505)	(104,550)	(107,686)	(507,049)
Operating Expenditures							
Administration	2,260	2,410	2,410	2,410	2,410	2,410	12,050
Professional fees	1,500	2,000	2,000	2,000	2,000	2,000	10,000
Building ops	1,868	1,864	1,920	1,978	2,037	2,098	9,897
Veh & Equip ops	1,847	1,893	1,833	1,888	1,944	2,003	9,561
Operating costs	66,814	71,711	73,791	76,004	78,285	80,633	380,424
Wages & benefits	13,927	15,215	15,748	16,299	16,870	17,460	81,592
Contributions to reserve funds	7,428	608	777	926	1,004	1,082	4,397
Total Operating Expenditures	95,644	95,701	98,479	101,505	104,550	107,686	507,921
Operating (surplus)/deficit	5,256	942	(70)				872
Capital Asset Expenditures							
Capital expenditures	25,000	609	70		653		1,332
Transfer from reserves	(25,000)	(609)			(653)		(1,262)
Net Capital Assets funded from Operations			70				70
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	5,256	942					942
Add: Prior year (surplus) / deficit	(5,256)	(942)					(942)
(Surplus) applied to future years							

Sewer - Pacific Shores

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
PC-7554 COMPUTER - SEWER PACIFIC SHORES		70				70
VH-7554 VEHICLE - SEWER PACIFIC SHORES	609			653		1,262
Total Sewer - Pacific Shores	609	70		653		1,332

**Sewer - Pacific Shores
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	84,222	86,250	88,125	90,038	91,989
Contributions	344	150	150	150	150
Interest earned	1,684	1,725	1,763	1,801	1,840
Withdrawals for capital projects:					
Closing Balance Reserve Fund	86,250	88,125	90,038	91,989	93,979
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - SEWER PACIFIC SHORES	(609)			(653)	
Total Withdrawals for capital projects	(609)			(653)	
Closing Balance Reserve Account	(609)			(653)	

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		10.6%	15.0%	10.0%	10.0%	10.0%	
Parcel taxes	(31,188)	(34,480)	(39,652)	(43,617)	(47,979)	(52,777)	(218,505)
	(31,188)	(34,480)	(39,652)	(43,617)	(47,979)	(52,777)	(218,505)
Utility user fees	(6,044)	(6,044)	(6,225)	(6,412)	(6,604)	(6,802)	(32,087)
Interdepartmental recoveries	(33)	(2)	(2)	(2)	(2)	(2)	(10)
Total Operating Revenues	(37,265)	(40,526)	(45,879)	(50,031)	(54,585)	(59,581)	(250,602)
Operating Expenditures							
Administration	722	749	749	749	749	749	3,745
Professional fees	200	200	200	200	200	200	1,000
Building ops	324	317	327	336	346	357	1,683
Veh & Equip ops	431	441	428	441	454	468	2,232
Operating costs	30,650	34,649	38,097	41,904	46,093	50,701	211,444
Wages & benefits	2,811	3,088	3,196	3,308	3,424	3,544	16,560
Contributions to reserve funds	6,155	2,060	2,868	3,093	3,319	3,562	14,902
Total Operating Expenditures	41,293	41,504	45,865	50,031	54,585	59,581	251,566
Operating (surplus)/deficit	4,028	978	(14)				964
Capital Asset Expenditures							
Capital expenditures		126	14		135		275
Transfer from reserves		(126)			(135)		(261)
Net Capital Assets funded from Operations			14				14
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	4,028	978					978
Add: Prior year (surplus) / deficit	(4,028)	(978)					(978)
(Surplus) applied to future years							

Sewer - Surfside

5 Year Capital Plan

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

**Sewer - Surfside
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	38,985	41,765	45,408	49,349	53,595
Contributions	2,000	2,808	3,033	3,259	3,466
Interest earned	780	835	908	987	1,072
Withdrawals for capital projects:					
Closing Balance Reserve Fund	41,765	45,408	49,349	53,595	58,133
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - SEWER SURFSIDE	(126)			(135)	
Total Withdrawals for capital projects	(126)			(135)	
Closing Balance Reserve Account	(126)			(135)	

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		2.2%	1.3%	1.3%	1.3%	1.3%	
Parcel taxes	(132,752)	(135,691)	(137,424)	(139,208)	(141,046)	(142,939)	(696,308)
	(132,752)	(135,691)	(137,424)	(139,208)	(141,046)	(142,939)	(696,308)
Operations	(300)	(300)	(300)	(300)	(300)	(300)	(1,500)
Utility user fees	(71,744)	(70,576)	(72,693)	(74,874)	(77,120)	(79,434)	(374,697)
Interdepartmental recoveries	(98)	(6)	(6)	(6)	(6)	(6)	(30)
Total Operating Revenues	(204,894)	(206,573)	(210,423)	(214,388)	(218,472)	(222,679)	(1,072,535)
Operating Expenditures							
Administration	3,312	3,432	3,432	3,432	3,432	3,432	17,160
Professional fees	1,000	1,500	1,500	1,500	1,500	1,500	7,500
Building ops	6,822	6,820	6,956	7,096	7,238	7,382	35,492
Veh & Equip ops	2,272	2,303	2,294	2,363	2,434	2,507	11,901
Operating costs	110,060	100,904	103,883	106,999	110,209	113,515	535,510
Wages & benefits	8,716	9,557	9,892	10,238	10,597	10,967	51,251
Contributions to reserve funds	3,902	4,889	5,252	5,590	5,892	6,206	27,829
Debt interest	29,008	29,008	29,008	29,008	29,008	29,008	145,040
Total Operating Expenditures	165,092	158,413	162,217	166,226	170,310	174,517	831,683
Operating (surplus)/deficit	(39,802)	(48,160)	(48,206)	(48,162)	(48,162)	(48,162)	(240,852)
Capital Asset Expenditures							
Capital expenditures		385	44	40,000	413		40,842
Transfer from reserves		(385)		(40,000)	(413)		(40,798)
Net Capital Assets funded from Operations			44				44
Capital Financing Charges							
Existing debt (principal)	48,162	48,162	48,162	48,162	48,162	48,162	240,810
Total Capital Financing Charges	48,162	48,162	48,162	48,162	48,162	48,162	240,810
Net (surplus)/deficit for the year	8,360	2					2
Add: Prior year (surplus) / deficit	(8,360)	(2)					(2)
(Surplus) applied to future years							

**Sewer - Cedar
5 Year Capital Plan**

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

**Sewer - Cedar
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	193,534	202,114	211,228	180,863	190,192
Contributions	4,709	5,072	5,410	5,712	5,916
Interest earned	3,871	4,042	4,225	3,617	3,804
Withdrawals for capital projects:					
MAJOR CAP - SEWER CEDAR COLLECTION			(40,000)		
Total Withdrawals for capital projects			(40,000)		
Closing Balance Reserve Fund	202,114	211,228	180,863	190,192	199,912
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - SEWER CEDAR COLLECTION	(385)			(413)	
Total Withdrawals for capital projects	(385)			(413)	
Closing Balance Reserve Account	(385)			(413)	

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		18.4%	6.4%	6.6%	6.8%	(18.6%)	
Parcel taxes	(212,831)	(252,080)	(268,307)	(286,107)	(305,691)	(248,924)	(1,361,109)
	(212,831)	(252,080)	(268,307)	(286,107)	(305,691)	(248,924)	(1,361,109)
Operations	(1,690)	(1,690)	(1,690)	(1,690)	(1,690)	(1,690)	(8,450)
Utility user fees	(66,318)	(66,708)	(68,709)	(70,771)	(72,894)	(75,081)	(354,163)
Interdepartmental recoveries	(291)	(18)	(18)	(18)	(18)	(18)	(90)
Miscellaneous	(6,000)	(17,000)	(6,000)		(6,000)		(29,000)
Total Operating Revenues	(287,130)	(337,496)	(344,724)	(358,586)	(386,293)	(325,713)	(1,752,812)
Operating Expenditures							
Administration	5,652	6,579	6,579	6,579	6,579	6,579	32,895
Professional fees	1,000	18,500	1,500	1,500	1,500	1,500	24,500
Building ops	4,875	4,962	5,111	5,264	5,422	5,584	26,343
Veh & Equip ops	11,975	6,061	12,022	6,383	12,574	6,951	43,991
Operating costs	153,434	167,648	184,265	202,681	222,937	245,218	1,022,749
Wages & benefits	26,950	29,402	30,431	31,496	32,598	33,739	157,666
Contributions to reserve funds	37,310	36,110	36,110	36,110	36,110	26,142	170,582
Debt interest	34,935	34,935	34,935	34,935	34,935		139,740
Total Operating Expenditures	276,131	304,197	310,953	324,948	352,655	325,713	1,618,466
Operating (surplus)/deficit	(10,999)	(33,299)	(33,771)	(33,638)	(33,638)		(134,346)
Capital Asset Expenditures							
Capital expenditures		1,162	20,133	100,000	1,245		122,540
Transfer from reserves		(1,162)	(20,000)	(100,000)	(1,245)		(122,407)
Net Capital Assets funded from Operations			133				133
Capital Financing Charges							
Existing debt (principal)	33,638	33,638	33,638	33,638	33,638		134,552
Total Capital Financing Charges	33,638	33,638	33,638	33,638	33,638		134,552
Net (surplus)/deficit for the year	22,639	339					339
Add: Prior year (surplus) / deficit	(22,639)	(339)					(339)
(Surplus) applied to future years							

**Sewer - Barclay
5 Year Capital Plan**

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

**Sewer - Barclay
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	70,748	95,963	95,682	21,396	39,335
Contributions	35,600	35,600	35,600	35,600	25,300
Interest earned	1,415	1,919	1,914	428	787
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	
Closing Balance Reserve Fund	95,963	95,682	21,396	39,335	65,422
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - SEWER BARCLAY CRESCENT	(1,162)			(1,245)	
Total Withdrawals for capital projects	(1,162)			(1,245)	
Closing Balance Reserve Account	(1,162)			(1,245)	

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

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

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

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

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

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

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

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	47,622	48,574	49,567	50,580	51,636
Contributions		22	22	44	67
Interest earned	952	971	991	1,012	1,033
Withdrawals for capital projects:					
Closing Balance Reserve Fund	48,574	49,567	50,580	51,636	52,736

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		3.0%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(4,395)	(4,527)	(4,663)	(4,803)	(4,947)	(5,095)	(24,035)
	(4,395)	(4,527)	(4,663)	(4,803)	(4,947)	(5,095)	(24,035)
Miscellaneous	(5,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
Total Operating Revenues	(9,395)	(14,527)	(14,663)	(14,803)	(14,947)	(15,095)	(74,035)
Operating Expenditures							
Administration	231	457	457	457	457	457	2,285
Operating costs	6,400	11,400	6,742	6,944	7,153	7,367	39,606
Wages & benefits	1,189	1,213	1,255	1,299	1,345	1,392	6,504
Contributions to reserve funds	2,910	1,457	6,209	6,103	5,992	5,879	25,640
Total Operating Expenditures	10,730	14,527	14,663	14,803	14,947	15,095	74,035
Operating (surplus)/deficit	1,335						
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	1,335						
Add: Prior year (surplus) / deficit	(1,335)						
(Surplus) applied to future years							

**Cedar Estates Stormwater
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	50,534	53,002	60,271	67,579	74,923
Contributions	1,457	6,209	6,103	5,992	5,879
Interest earned	1,011	1,060	1,205	1,352	1,498
Withdrawals for capital projects:					
Closing Balance Reserve Fund	53,002	60,271	67,579	74,923	82,300

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		(23.4%)	3.0%	3.0%	3.0%	3.0%	
Property taxes	(20,899)	(16,008)	(16,488)	(16,983)	(17,492)	(18,017)	(84,988)
	(20,899)	(16,008)	(16,488)	(16,983)	(17,492)	(18,017)	(84,988)
Total Operating Revenues	(20,899)	(16,008)	(16,488)	(16,983)	(17,492)	(18,017)	(84,988)
Operating Expenditures							
Administration	621	926	926	926	926	926	4,630
Operating costs	13,550	14,450	14,884	15,330	15,790	16,264	76,718
Wages & benefits	129	132	137	141	146	151	707
Contributions to reserve funds		500	541	586	630	676	2,933
Total Operating Expenditures	14,300	16,008	16,488	16,983	17,492	18,017	84,988
Operating (surplus)/deficit	(6,599)						
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	(6,599)						
Add: Prior year (surplus) / deficit	6,599						
(Surplus) applied to future years							

**Streetlighting - Rural Areas
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	16,020	16,840	17,718	18,658	19,661
Contributions	500	541	586	630	676
Interest earned	320	337	354	373	393
Withdrawals for capital projects:					
Closing Balance Reserve Fund	16,840	17,718	18,658	19,661	20,730

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		3.0%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(26,427)	(27,220)	(28,037)	(28,878)	(29,744)	(30,636)	(144,515)
	(26,427)	(27,220)	(28,037)	(28,878)	(29,744)	(30,636)	(144,515)
Grants in lieu of taxes	(61)	(61)	(61)	(61)	(61)	(61)	(305)
Miscellaneous	(1,000)						
Total Operating Revenues	(27,488)	(27,281)	(28,098)	(28,939)	(29,805)	(30,697)	(144,820)
Operating Expenditures							
Administration	2,047	2,025	2,025	2,025	2,025	2,025	10,125
Operating costs	22,370	22,070	22,732	23,414	24,116	24,840	117,172
Wages & benefits	129	132	137	141	146	151	707
Contributions to reserve funds	2,374	4,124	3,204	3,359	3,518	3,681	17,886
Total Operating Expenditures	26,920	28,351	28,098	28,939	29,805	30,697	145,890
Operating (surplus)/deficit	(568)	1,070					1,070
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	(568)	1,070					1,070
Add: Prior year (surplus) / deficit	568	(1,070)					(1,070)
(Surplus) applied to future years							

**Streetlighting - Fairwinds
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	61,077	66,423	70,955	75,733	80,766
Contributions	4,124	3,204	3,359	3,518	3,681
Interest earned	1,222	1,328	1,419	1,515	1,615
Withdrawals for capital projects:					
Closing Balance Reserve Fund	66,423	70,955	75,733	80,766	86,062

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		(18.0%)	3.0%	3.0%	3.0%	3.0%	
Property taxes	(81,000)	(66,430)	(68,423)	(70,476)	(72,590)	(74,768)	(352,687)
	(81,000)	(66,430)	(68,423)	(70,476)	(72,590)	(74,768)	(352,687)
Total Operating Revenues	(81,000)	(66,430)	(68,423)	(70,476)	(72,590)	(74,768)	(352,687)
Operating Expenditures							
Administration	3,897	5,113	5,113	5,113	5,113	5,113	25,565
Operating costs	56,500	56,500	58,195	59,941	61,739	63,591	299,966
Wages & benefits	307	313	324	335	347	359	1,678
Contributions to reserve funds	3,032	4,504	4,791	5,087	5,391	5,705	25,478
Total Operating Expenditures	63,736	66,430	68,423	70,476	72,590	74,768	352,687
Operating (surplus)/deficit	(17,264)						
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	(17,264)						
Add: Prior year (surplus) / deficit	17,264						
(Surplus) applied to future years							

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

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	4,869	9,470	14,450	19,826	25,614
Contributions	4,504	4,791	5,087	5,391	5,705
Interest earned	97	189	289	397	512
Withdrawals for capital projects:					
Closing Balance Reserve Fund	9,470	14,450	19,826	25,614	31,831

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		3.0%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(7,823)	(8,058)	(8,300)	(8,549)	(8,805)	(9,069)	(42,781)
	(7,823)	(8,058)	(8,300)	(8,549)	(8,805)	(9,069)	(42,781)
Total Operating Revenues	(7,823)	(8,058)	(8,300)	(8,549)	(8,805)	(9,069)	(42,781)
Operating Expenditures							
Administration	610	642	642	642	642	642	3,210
Operating costs	7,000	7,000	7,210	7,426	7,649	7,879	37,164
Wages & benefits	129	132	137	141	146	151	707
Contributions to reserve funds	230	284	311	340	368	397	1,700
Total Operating Expenditures	7,969	8,058	8,300	8,549	8,805	9,069	42,781
Operating (surplus)/deficit	146						
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	146						
Add: Prior year (surplus) / deficit	(146)						
(Surplus) applied to future years							

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

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	13,922	14,484	15,085	15,727	16,410
Contributions	284	311	340	368	397
Interest earned	278	290	302	315	328
Withdrawals for capital projects:					
Closing Balance Reserve Fund	14,484	15,085	15,727	16,410	17,135

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		3.0%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(3,026)	(3,117)	(3,211)	(3,307)	(3,406)	(3,508)	(16,549)
	(3,026)	(3,117)	(3,211)	(3,307)	(3,406)	(3,508)	(16,549)
Operating grants	(536)	(536)	(536)	(536)	(536)	(536)	(2,680)
Total Operating Revenues	(3,562)	(3,653)	(3,747)	(3,843)	(3,942)	(4,044)	(19,229)
Operating Expenditures							
Administration	287	287	287	287	287	287	1,435
Operating costs	3,060	3,060	3,152	3,246	3,344	3,444	16,246
Wages & benefits	129	132	137	141	146	151	707
Contributions to reserve funds	303	334	171	169	165	162	1,001
Total Operating Expenditures	3,779	3,813	3,747	3,843	3,942	4,044	19,389
Operating (surplus)/deficit	217	160					160
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	217	160					160
Add: Prior year (surplus) / deficit	(217)	(160)					(160)
(Surplus) applied to future years							

**Streetlighting - Highway Intersections
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund		334	512	691	870
Contributions	334	171	169	165	162
Interest earned		7	10	14	17
Withdrawals for capital projects:					
Closing Balance Reserve Fund	334	512	691	870	1,049

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		3.0%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(4,000)	(4,120)	(4,244)	(4,371)	(4,502)	(4,637)	(21,874)
	(4,000)	(4,120)	(4,244)	(4,371)	(4,502)	(4,637)	(21,874)
Total Operating Revenues	(4,000)	(4,120)	(4,244)	(4,371)	(4,502)	(4,637)	(21,874)
Operating Expenditures							
Administration	382	327	327	327	327	327	1,635
Operating costs	3,500	3,500	3,605	3,713	3,825	3,939	18,582
Wages & benefits	129	132	137	141	146	151	707
Contributions to reserve funds	1,259	161	175	190	204	220	950
Total Operating Expenditures	5,270	4,120	4,244	4,371	4,502	4,637	21,874
Operating (surplus)/deficit	1,270						
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	1,270						
Add: Prior year (surplus) / deficit	(1,270)						
(Surplus) applied to future years							

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

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	2,708	2,762	2,817	2,873	2,930
Interest earned	54	55	56	57	59
Withdrawals for capital projects:					
Closing Balance Reserve Fund	2,762	2,817	2,873	2,930	2,989

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		26.3%	100.0%	3.0%	3.0%	3.0%	
Property taxes	(7,916)	(10,000)	(20,000)	(20,600)	(21,218)	(21,855)	(93,673)
	(7,916)	(10,000)	(20,000)	(20,600)	(21,218)	(21,855)	(93,673)
Utility user fees		(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(10,618)
Total Operating Revenues	(7,916)	(12,000)	(22,060)	(22,722)	(23,403)	(24,106)	(104,291)
Operating Expenditures							
Administration	455	726	748	770	793	817	3,854
Operating costs	11,079	14,579	15,016	15,467	15,931	16,409	77,402
Contributions to reserve funds	6,500	6,526	6,296	6,485	6,679	6,880	32,866
Total Operating Expenditures	18,034	21,831	22,060	22,722	23,403	24,106	114,122
Operating (surplus)/deficit	10,118	9,831					9,831
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	10,118	9,831					9,831
Add: Transfer from appropriated surplus	(10,118)	(8,571)					(8,571)
Add: Prior year (surplus) / deficit		(1,260)					(1,260)
(Surplus) applied to future years							

**EV Charging Station
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	6,513	13,169	19,728	26,608	33,819
Contributions	6,526	6,296	6,485	6,679	6,880
Interest earned	130	263	395	532	676
Withdrawals for capital projects:					
Closing Balance Reserve Fund	13,169	19,728	26,608	33,819	41,375

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		15.0%	20.0%	15.0%	20.0%	20.0%	
Property taxes	(1,517,035)	(1,744,591)	(2,093,540)	(2,407,571)	(2,889,085)	(3,466,902)	(12,601,689)
	(1,517,035)	(1,744,591)	(2,093,540)	(2,407,571)	(2,889,085)	(3,466,902)	(12,601,689)
Operations	(209,500)	(209,500)	(213,516)	(217,612)	(221,791)	(226,052)	(1,088,471)
Landfill tipping fees	(10,669,464)	(11,300,000)	(11,300,000)	(11,300,000)	(11,300,000)	(11,300,000)	(56,500,000)
Grants in lieu of taxes	(6,800)	(6,800)	(6,800)	(6,800)	(6,800)	(6,800)	(34,000)
Interdepartmental recoveries	(103,007)	(103,007)	(103,007)	(103,007)	(103,007)	(103,007)	(515,035)
Miscellaneous	(1,032,988)	(1,032,988)	(1,595,825)	(1,652,695)	(1,527,225)	(1,565,678)	(7,374,411)
Total Operating Revenues	(13,538,794)	(14,396,886)	(15,312,688)	(15,687,685)	(16,047,908)	(16,668,439)	(78,113,606)
Operating Expenditures							
Administration	1,087,146	1,208,608	1,244,867	1,282,212	1,320,679	1,360,300	6,416,666
Professional fees	714,900	908,400	935,652	963,722	1,052,634	1,024,212	4,884,620
Building ops	332,936	331,918	291,875	300,631	309,650	318,939	1,553,013
Veh & Equip ops	941,208	952,217	980,783	1,010,208	1,040,512	1,071,728	5,055,448
Operating costs	4,725,450	4,717,902	4,866,930	5,012,189	5,153,806	5,307,911	25,058,738
Wages & benefits	4,451,124	4,974,018	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	4,335,764	3,601,180	1,300,000	1,300,000	1,300,000	1,300,000	8,801,180
Total Operating Expenditures	16,902,528	16,694,243	14,867,023	15,299,520	15,797,908	16,200,439	78,859,133
Operating (surplus)/deficit	3,363,734	2,297,357	(445,665)	(388,165)	(250,000)	(468,000)	745,527
Capital Asset Expenditures							
Capital expenditures	7,069,012	5,141,038	3,445,665	4,188,165	690,000	1,518,000	14,982,868
Transfer from reserves	(4,135,191)	(3,325,390)	(3,000,000)	(3,800,000)	(440,000)	(1,050,000)	(11,615,390)
Net Capital Assets funded from Operations	2,933,821	1,815,648	445,665	388,165	250,000	468,000	3,367,478
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	6,297,555	4,113,005					4,113,005
Add: Transfer from appropriated surplus	(1,227,675)	(1,534,617)					(1,534,617)
Add: Prior year (surplus) / deficit	(5,069,880)	(2,578,388)					(2,578,388)
(Surplus) applied to future years							

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	630,000	70,000	135,000	25,000	200,000	1,060,000
MJ-1203 MAJOR CAP - SOLID WASTE ENG & DISP OPS	897,500	120,000	87,500	95,000	205,000	1,405,000
SW-0007 SW - CELL ONE SOUTH WEST BERM CLOSURE					513,000	513,000
SW-0010 SW - CELL TWO SOUTH EAST BERM CONSTRUCT	1,220,665	2,520,665	2,520,665			6,261,995
SW-0012 SW - FLARE STATION REPLACEMENT	13,283					13,283
SW-0014 SW - PLC UPGRADE & CONTROL VALVE	26,590					26,590
SW-0015 SW - CR WWTP UPGRADE/REPLACEMENT	603,000					603,000
VH-1203 VEHICLE - SOLID WASTE ENG & DISP OPS	1,750,000	720,000	1,430,000	570,000	600,000	5,070,000
Total Solid Waste Management	5,141,038	3,430,665	4,173,165	690,000	1,518,000	14,952,868

**Solid Waste Management
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	13,573,467	13,620,726	11,350,964	8,200,009	8,492,999
Contributions	3,101,180	1,000,000	1,000,000	1,000,000	1,000,000
Interest earned	271,469	272,415	227,019	164,000	169,860
Withdrawals for capital projects:					
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	(25,390)				
SW - CR WWTP UPGRADE/REPLACEMENT	(600,000)				
VEHICLE - SOLID WASTE ENG & DISP OPS	(1,500,000)	(500,000)	(1,300,000)	(440,000)	(550,000)
Total Withdrawals for capital projects	(3,325,390)	(3,000,000)	(3,800,000)	(440,000)	(1,050,000)
Other transfers out of Reserve		542,177	577,974	431,010	447,539
Closing Balance Reserve Fund	13,620,726	11,350,964	8,200,009	8,492,999	8,165,320
RESERVE ACCOUNT FUNDS					
Opening Balance Reserve Account	3,742,628	4,117,481	4,499,831	4,889,828	5,287,625
Contributions	300,000	300,000	300,000	300,000	300,000
Interest earned	74,853	82,350	89,997	97,797	105,753
Withdrawals for capital projects:					
Closing Balance Reserve Account	4,117,481	4,499,831	4,889,828	5,287,625	5,693,378

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues							
Operations	(1,228,300)	(1,233,465)	(1,238,465)	(1,243,465)	(1,248,465)	(1,253,465)	(6,217,325)
Utility user fees	(5,476,779)	(5,726,008)	(6,046,309)	(6,382,624)	(6,735,755)	(7,106,543)	(31,997,239)
Miscellaneous	(219,490)	(419,490)	(556,832)	(519,675)	(408,236)	(286,622)	(2,190,855)
Total Operating Revenues	(6,924,569)	(7,378,963)	(7,841,606)	(8,145,764)	(8,392,456)	(8,646,630)	(40,405,419)
Operating Expenditures							
Administration	589,066	651,594	671,142	691,276	712,015	733,375	3,459,402
Professional fees	40,000	10,000	10,300	10,609	10,927	11,255	53,091
Building ops	24,035	22,818	23,503	24,208	24,934	25,682	121,145
Veh & Equip ops	1,118	1,900	1,957	2,015	2,076	2,138	10,086
Operating costs	6,085,334	6,324,024	6,670,264	6,936,961	7,144,984	7,359,247	34,435,480
Wages & benefits	400,445	448,734	464,440	480,695	497,520	514,933	2,406,322
Contributions to reserve funds	463,390	51,744					51,744
Total Operating Expenditures	7,603,388	7,510,814	7,841,606	8,145,764	8,392,456	8,646,630	40,537,270
Operating (surplus)/deficit	678,819	131,851					131,851
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	678,819	131,851					131,851
Add: Transfer from appropriated surplus		(131,851)					(131,851)
Add: Prior year (surplus) / deficit	(678,819)						
(Surplus) applied to future years							

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

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	1,351,798	1,430,578	1,321,848	898,100	577,316
Contributions	51,744				
Interest earned	27,036	28,612	26,437	17,962	11,546
Withdrawals for capital projects:					
Other transfers out of Reserve		137,342	450,185	338,746	217,132
Closing Balance Reserve Fund	1,430,578	1,321,848	898,100	577,316	371,730

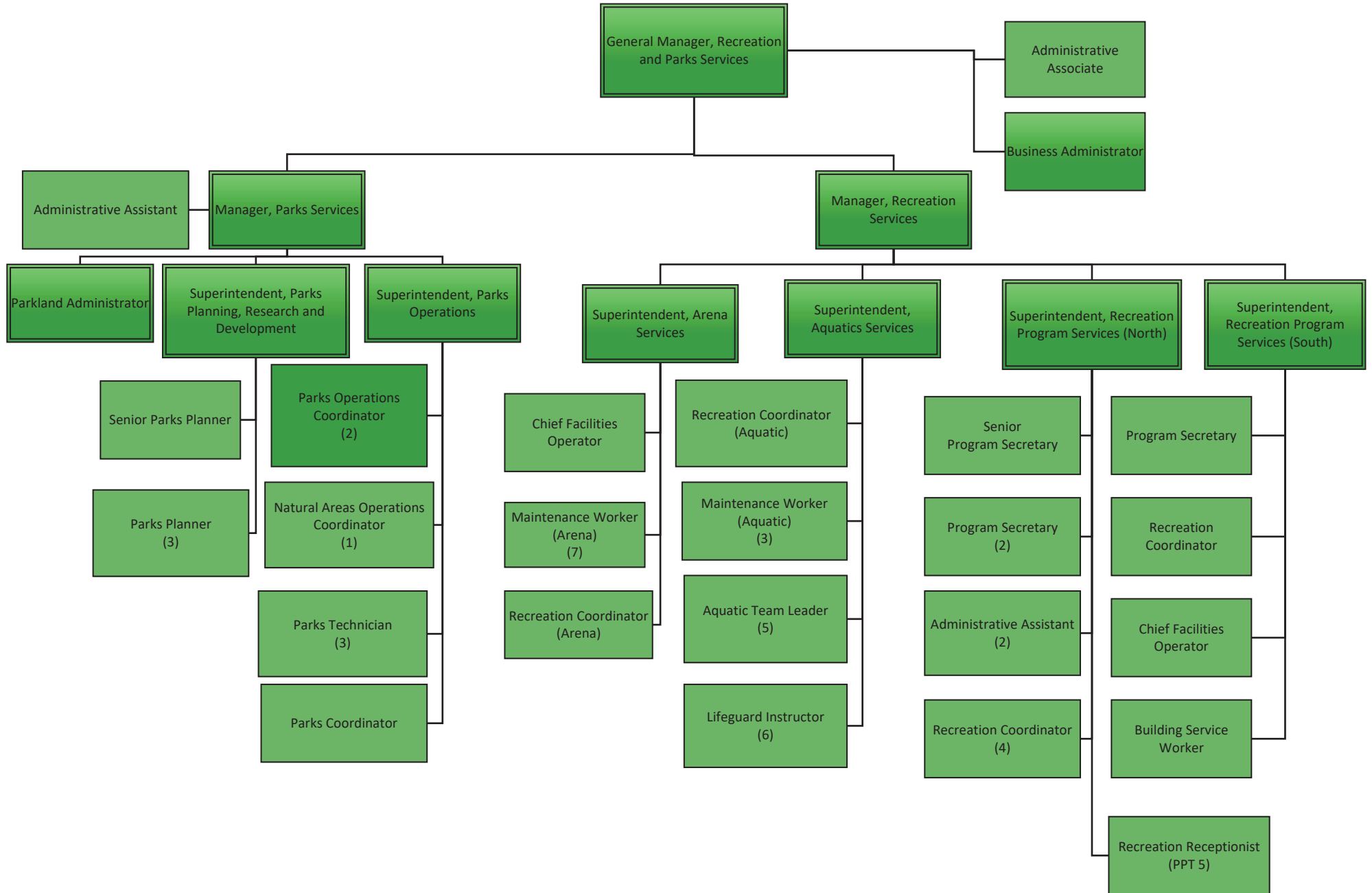


**Community Works Fund Projects
FINANCIAL PLAN SUMMARY
2024 to 2028**

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

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
Operating Revenues		5.1%	17.2%	7.7%	7.4%	6.5%	
Property taxes	(16,312,498)	(17,151,835)	(20,106,419)	(21,660,717)	(23,263,438)	(24,785,284)	(106,967,693)
	(16,312,498)	(17,151,835)	(20,106,419)	(21,660,717)	(23,263,438)	(24,785,284)	(106,967,693)
Operations	(24,180)	(46,280)	(46,386)	(46,496)	(46,608)	(46,724)	(232,494)
Recreation fees	(651,184)	(750,122)	(758,949)	(767,908)	(777,004)	(786,240)	(3,840,223)
Recreation facility rentals	(509,015)	(574,191)	(581,335)	(588,585)	(595,943)	(603,409)	(2,943,463)
Recreation vending sales	(2,800)	(3,800)	(3,802)	(3,804)	(3,806)	(3,808)	(19,020)
Recreation concession	(5,500)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(30,000)
Recreation other	(548,097)	(535,797)	(537,421)	(589,061)	(590,769)	(795,026)	(3,048,074)
Operating grants	(518,503)	(48,706)	(6,700)	(6,700)	(6,700)	(6,700)	(75,506)
Grants in lieu of taxes	(1,150)	(630)	(630)	(630)	(630)	(630)	(3,150)
Interdepartmental recoveries	(13,436)	(13,436)	(13,436)	(13,436)	(13,436)	(13,436)	(67,180)
Miscellaneous	(11,200)	(235,748)	(65,257)	(57,499)	(49,159)	(35,676)	(443,339)
Total Operating Revenues	(18,597,563)	(19,366,545)	(22,126,335)	(23,740,836)	(25,353,493)	(27,082,933)	(117,670,142)
Operating Expenditures							
Administration	1,163,797	1,350,837	1,391,363	1,433,106	1,476,096	1,520,379	7,171,781
Legislative	1,000	1,000	1,000	1,000	1,000	1,000	5,000
Professional fees	1,066,792	1,090,492	382,725	393,668	404,937	476,543	2,748,365
Building ops	960,084	1,054,940	1,069,311	1,101,388	1,134,429	1,168,462	5,528,530
Veh & Equip ops	237,230	263,790	264,703	272,646	280,826	289,250	1,371,215
Operating costs	2,307,878	2,874,647	2,522,881	2,719,246	2,799,266	3,166,883	14,082,923
Program costs	805,518	923,761	932,534	1,000,067	1,019,504	989,406	4,865,272
Wages & benefits	6,997,198	7,703,402	8,166,482	8,548,009	8,847,187	9,689,489	42,954,569
Transfer to other gov/org	2,732,391	2,631,993	2,476,290	2,539,882	2,605,386	2,672,854	12,926,405
Contributions to reserve funds	2,938,491	2,046,475	3,267,346	2,922,144	3,581,603	2,132,907	13,950,475
Debt interest	287,268	138,974	147,546	154,456	146,638	139,432	727,046
Total Operating Expenditures	19,497,647	20,080,311	20,622,181	21,085,612	22,296,872	22,246,605	106,331,581
Operating (surplus)/deficit	900,084	713,766	(1,504,154)	(2,655,224)	(3,056,621)	(4,836,328)	(11,338,561)
Capital Asset Expenditures							
Capital expenditures	17,828,445	24,164,533	25,302,448	8,387,600	24,118,851	28,034,950	110,008,382
Transfer from reserves	(3,992,595)	(6,879,814)	(10,963,933)	(1,891,450)	(2,104,100)	(262,950)	(22,102,247)
Grants and other	(6,077,724)	(3,481,642)	(1,068,450)	(350,000)			(4,900,092)
New borrowing	(7,000,000)	(13,003,000)	(13,075,164)	(5,846,000)	(21,935,953)	(27,711,000)	(81,571,117)
Net Capital Assets funded from Operations	758,126	800,077	194,901	300,150	78,798	61,000	1,434,926
Capital Financing Charges							
Existing debt (principal)	435,996	167,177	157,748	191,881	189,194	185,873	891,873
New debt (principal & interest)	70,000	130,030	1,196,505	2,163,193	2,788,629	4,589,455	10,867,812
Total Capital Financing Charges	505,996	297,207	1,354,253	2,355,074	2,977,823	4,775,328	11,759,685
Net (surplus)/deficit for the year	2,164,206	1,811,050	45,000				1,856,050
Less: Transfer to appropriated surplus	120,000	45,000					45,000
Add: Transfer from appropriated surplus	(1,261,542)	(1,115,531)	(45,000)				(1,160,531)
Add: Prior year (surplus) / deficit	(1,022,664)	(740,519)					(740,519)
(Surplus) applied to future years							

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

	2024	2024	2025	2025	2026	2026	2027	2027	2028	2028
	\$	%	\$	%	\$	%	\$	%	\$	%
Regional Parks										
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	(1,944,392)	20.0%	(2,294,383)	18.0%	(2,684,428)	17.0%	(3,113,936)	16.0%	(3,581,026)	15.0%
	(\$5,298,558)		(\$5,950,424)		(\$6,523,271)		(\$7,106,333)		(\$7,733,119)	
Community Parks										
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	(500,499)	14.5%	(515,514)	3.0%	(530,979)	3.0%	(546,909)	3.0%	(563,316)	3.0%
2082 COMMUNITY PARKS - AREA C (Extension)	(108,738)	9.7%	(127,650)	17.4%	(131,804)	3.3%	(136,098)	3.3%	(140,814)	3.5%
2083 COMMUNITY PARKS - AREA C (E Wellington)	(145,186)	18.6%	(161,164)	11.0%	(166,401)	3.2%	(171,807)	3.2%	(177,671)	3.4%
2084 COMMUNITY PARKS - AREA E	(452,323)	28.0%	(515,648)	14.0%	(556,736)	8.0%	(573,438)	3.0%	(590,641)	3.0%
2085 COMMUNITY PARKS - AREA F	(457,559)	42.1%	(471,286)	3.0%	(485,424)	3.0%	(499,987)	3.0%	(514,987)	3.0%
2086 COMMUNITY PARKS - AREA G	(379,956)	46.1%	(391,355)	3.0%	(403,095)	3.0%	(415,188)	3.0%	(427,644)	3.0%
2087 COMMUNITY PARKS - AREA H	(445,159)	39.5%	(458,514)	3.0%	(472,269)	3.0%	(486,437)	3.0%	(501,030)	3.0%
	(\$2,828,166)		(\$3,096,298)		(\$3,254,742)		(\$3,368,299)		(\$3,470,984)	
Area A Recreation & Culture										
3171 RECREATION & CULTURE - AREA A	(351,910)	15.0%	(468,604)	33.2%	(490,843)	4.7%	(514,149)	4.7%	(543,103)	5.6%
	(\$351,910)		(\$468,604)		(\$490,843)		(\$514,149)		(\$543,103)	
Northern Community Recreation										
2900 NORTH COMM REC - OVERALL	(2,051,218)	23.3%	(2,194,057)	7.0%	(2,263,147)	3.1%	(2,334,525)	3.2%	(2,418,275)	3.6%
2915 NORTH COMM REC - SPORTFIELDS	(395,666)	8.5%	(407,536)	3.0%	(419,762)	3.0%	(432,355)	3.0%	(445,326)	3.0%
	(\$2,446,884)		(\$2,601,593)		(\$2,682,909)		(\$2,766,880)		(\$2,863,601)	
Oceanside Place										
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)	
Ravensong Aquatic Centre										
3200 RAVENSONG AQUATIC CENTRE	(2,227,047)	(34.4%)	(3,830,521)	72.0%	(4,405,099)	15.0%	(5,065,864)	15.0%	(5,572,450)	10.0%
	(\$2,227,047)		(\$3,830,521)		(\$4,405,099)		(\$5,065,864)		(\$5,572,450)	
Gabriola Island Recreation										
3681 RECREATION AREA B - GABRIOLA ISL	(142,530)	(24.3%)	(148,574)	4.2%	(149,793)	0.8%	(151,051)	0.8%	(152,353)	0.9%
	(\$142,530)		(\$148,574)		(\$149,793)		(\$151,051)		(\$152,353)	
Southern Community Recreation & Culture										
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)	(17,288)	(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)	(4,475)	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	(1,517,981)	8.0%	(1,578,998)	4.0%	(1,626,449)	3.0%	(1,675,325)	3.0%	(1,755,671)	4.8%
	(\$1,619,904)		(\$1,684,096)		(\$1,734,698)		(\$1,786,823)		(\$1,870,513)	
Total RECREATION & PARKS SERVICES	(17,151,835)	5.1%	(20,106,419)	17.2%	(21,660,717)	7.7%	(23,263,438)	7.4%	(24,785,284)	6.5%

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		4.0%	4.0%	4.0%	3.5%	3.0%	
Property taxes	(2,150,804)	(2,236,836)	(2,326,309)	(2,419,362)	(2,504,039)	(2,579,161)	(12,065,707)
	(2,150,804)	(2,236,836)	(2,326,309)	(2,419,362)	(2,504,039)	(2,579,161)	(12,065,707)
Operations	(17,000)	(15,500)	(15,500)	(15,500)	(15,500)	(15,500)	(77,500)
Recreation fees	(82,000)	(106,000)	(107,590)	(109,204)	(110,842)	(112,505)	(546,141)
Recreation facility rentals	(410,000)	(470,000)	(477,050)	(484,206)	(491,469)	(498,841)	(2,421,566)
Recreation vending sales	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)	(9,000)
Recreation concession	(5,500)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(30,000)
Recreation other	(94,450)	(82,150)	(83,320)	(84,506)	(85,710)	(86,932)	(422,618)
Operating grants	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(8,500)
Interdepartmental recoveries	(13,436)	(13,436)	(13,436)	(13,436)	(13,436)	(13,436)	(67,180)
Total Operating Revenues	(2,776,690)	(2,933,422)	(3,032,705)	(3,135,714)	(3,230,496)	(3,315,875)	(15,648,212)
Operating Expenditures							
Administration	211,498	233,474	240,478	247,693	255,123	262,777	1,239,545
Professional fees	25,000	25,000	20,750	21,373	22,014	32,674	121,811
Building ops	412,243	459,143	472,918	487,105	501,718	516,770	2,437,654
Veh & Equip ops	101,710	106,382	109,573	112,860	116,246	119,734	564,795
Operating costs	101,690	111,839	114,953	118,160	121,463	124,866	591,281
Program costs	94,000	103,000	106,090	109,273	112,551	115,927	546,841
Wages & benefits	1,470,468	1,540,556	1,594,475	1,650,282	1,708,042	1,767,823	8,261,178
Contributions to reserve funds	76,879	383,668	373,468	166,818	393,339	322,304	1,639,597
Debt interest	156,266						
Total Operating Expenditures	2,649,754	2,963,062	3,032,705	2,913,564	3,230,496	3,262,875	15,402,702
Operating (surplus)/deficit	(126,936)	29,640		(222,150)		(53,000)	(245,510)
Capital Asset Expenditures							
Capital expenditures		1,839,600	60,050	366,600	944,100	135,950	3,346,300
Transfer from reserves		(903,600)	(60,050)	(144,450)	(944,100)	(82,950)	(2,135,150)
Grants and other		(936,000)					(936,000)
Net Capital Assets funded from Operations				222,150		53,000	275,150
Capital Financing Charges							
Existing debt (principal)	273,052						
Total Capital Financing Charges	273,052						
Net (surplus)/deficit for the year	146,116	29,640					29,640
Add: Transfer from appropriated surplus	(7,500)						
Add: Prior year (surplus) / deficit	(138,616)	(29,640)					(29,640)
(Surplus) applied to future years							



Oceanside Place

5 Year Capital Plan

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

**Oceanside Place
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	925,558	624,137	950,038	991,407	460,474
Contributions	383,668	373,468	166,818	393,339	322,304
Interest earned	18,511	12,483	19,001	19,828	9,209
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)
Closing Balance Reserve Fund	624,137	950,038	991,407	460,474	709,037

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		(34.4%)	72.0%	15.0%	15.0%	10.0%	
Property taxes	(3,393,590)	(2,227,047)	(3,830,521)	(4,405,099)	(5,065,864)	(5,572,450)	(21,100,981)
	(3,393,590)	(2,227,047)	(3,830,521)	(4,405,099)	(5,065,864)	(5,572,450)	(21,100,981)
Operations	(2,740)	(2,740)	(2,740)	(2,740)	(2,740)	(2,740)	(13,700)
Recreation fees	(186,051)	(183,736)	(183,920)	(184,104)	(184,288)	(184,472)	(920,520)
Recreation facility rentals	(99,015)	(94,191)	(94,285)	(94,379)	(94,474)	(94,568)	(471,897)
Recreation vending sales	(1,000)	(2,000)	(2,002)	(2,004)	(2,006)	(2,008)	(10,020)
Recreation other	(453,647)	(453,647)	(454,101)	(504,555)	(505,059)	(708,094)	(2,625,456)
Miscellaneous	(1,200)	(1,200)	(1,201)	(1,202)	(1,204)	(1,205)	(6,012)
Total Operating Revenues	(4,137,243)	(2,964,561)	(4,568,770)	(5,194,083)	(5,855,635)	(6,565,537)	(25,148,586)
Operating Expenditures							
Administration	274,441	307,694	316,925	326,433	336,226	346,312	1,633,590
Legislative	1,000	1,000	1,000	1,000	1,000	1,000	5,000
Professional fees	323,500	311,500	27,845	28,680	29,541	40,427	437,993
Building ops	356,351	362,648	373,528	384,734	396,276	408,164	1,925,350
Veh & Equip ops	49,353	42,197	36,463	37,557	38,684	39,845	194,746
Operating costs	199,128	208,552	214,521	342,899	352,898	648,402	1,767,272
Program costs	89,975	86,475	89,069	141,741	145,994	100,373	563,652
Wages & benefits	1,931,045	1,994,895	2,064,717	2,232,682	2,310,825	2,924,354	11,527,473
Contributions to reserve funds	1,127,218		1,270,488	1,336,267	1,674,779	128,821	4,410,355
Total Operating Expenditures	4,352,011	3,314,961	4,394,556	4,831,993	5,286,223	4,637,698	22,465,431
Operating (surplus)/deficit	214,768	350,400	(174,214)	(362,090)	(569,412)	(1,927,839)	(2,683,155)
Capital Asset Expenditures							
Capital expenditures	230,000	320,000	11,666,884	550,000	21,764,415	80,000	34,381,299
Transfer from reserves	(105,000)	(160,000)	(7,908,258)	(472,000)	(1,000,000)	(80,000)	(9,620,258)
New borrowing			(3,575,164)		(20,685,953)		(24,261,117)
Net Capital Assets funded from Operations	125,000	160,000	183,462	78,000	78,462		499,924
Capital Financing Charges							
New debt (principal & interest)			35,752	284,090	490,950	1,927,839	2,738,631
Total Capital Financing Charges			35,752	284,090	490,950	1,927,839	2,738,631
Net (surplus)/deficit for the year	339,768	510,400	45,000				555,400
Less: Transfer to appropriated surplus	70,000	45,000					45,000
Add: Transfer from appropriated surplus	(245,000)	(437,000)	(45,000)				(482,000)
Add: Prior year (surplus) / deficit	(164,768)	(118,400)					(118,400)
(Surplus) applied to future years							

Ravensong Aquatic Centre

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-3200 MAJOR CAP - RAVENSONG	320,000	1,808,000	542,000		80,000	2,750,000
PC-3200 COMPUTER - RAVENSONG			8,000			8,000
PR-0057 RAVENSONG POOL EXPANSION		9,772,384		21,764,415		31,536,799
VH-3200 VEHICLE - RAVENSONG		86,500				86,500
Total Ravensong Aquatic Centre	320,000	11,666,884	550,000	21,764,415	80,000	34,381,299

**Ravensong Aquatic Centre
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	6,642,543	6,615,394	109,932	976,398	1,670,705
Contributions		1,270,488	1,336,267	1,674,779	128,821
Interest earned	132,851	132,308	2,199	19,528	33,414
Withdrawals for capital projects:					
MAJOR CAP - RAVENSONG	(160,000)	(1,703,000)	(472,000)		(80,000)
RAVENSONG POOL EXPANSION		(6,118,758)		(1,000,000)	
VEHICLE - RAVENSONG		(86,500)			
Total Withdrawals for capital projects	(160,000)	(7,908,258)	(472,000)	(1,000,000)	(80,000)
Closing Balance Reserve Fund	6,615,394	109,932	976,398	1,670,705	1,752,940
New Borrowing					
RAVENSONG POOL EXPANSION		3,575,164		20,685,953	
Total New Borrowing		3,575,164		20,685,953	
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
Operating Revenues		20.7%	6.3%	3.1%	3.1%	3.5%	
Property taxes	(2,028,012)	(2,446,884)	(2,601,593)	(2,682,909)	(2,766,880)	(2,863,601)	(13,361,867)
	(2,028,012)	(2,446,884)	(2,601,593)	(2,682,909)	(2,766,880)	(2,863,601)	(13,361,867)
Operations	(3,240)	(3,540)	(3,646)	(3,756)	(3,868)	(3,984)	(18,794)
Recreation fees	(358,383)	(426,636)	(433,036)	(439,531)	(446,124)	(452,816)	(2,198,143)
Operating grants	(24,603)	(13,359)	(5,000)	(5,000)	(5,000)	(5,000)	(33,359)
Miscellaneous		(204,400)					(204,400)
Total Operating Revenues	(2,414,238)	(3,094,819)	(3,043,275)	(3,131,196)	(3,221,872)	(3,325,401)	(15,816,563)
Operating Expenditures							
Administration	191,453	207,197	213,413	219,816	226,410	233,202	1,100,038
Professional fees	47,793	81,793	36,454	37,547	38,674	49,834	244,302
Building ops	16,467	16,884	17,390	17,912	18,450	19,003	89,639
Veh & Equip ops	21,162	22,338	23,008	23,699	24,410	25,142	118,597
Operating costs	109,982	121,458	124,385	127,394	130,484	133,660	637,381
Program costs	571,888	671,934	674,093	684,822	695,762	706,922	3,433,533
Wages & benefits	1,068,389	1,218,963	1,367,514	1,415,378	1,464,915	1,516,187	6,982,957
Transfer to other gov/org	501,767	768,367	587,018	604,628	622,767	641,451	3,224,231
Contributions to reserve funds	110,000	110,000					110,000
Total Operating Expenditures	2,638,901	3,218,934	3,043,275	3,131,196	3,221,872	3,325,401	15,940,678
Operating (surplus)/deficit	224,663	124,115					124,115
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	224,663	124,115					124,115
Add: Transfer from appropriated surplus	(72,093)	(27,793)					(27,793)
Add: Prior year (surplus) / deficit	(152,570)	(96,322)					(96,322)
(Surplus) applied to future years							

**Northern Community Recreation
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	156,566	159,697	162,891	166,149	169,472
Interest earned	3,131	3,194	3,258	3,323	3,389
Withdrawals for capital projects:					
Closing Balance Reserve Fund	159,697	162,891	166,149	169,472	172,861
RESERVE ACCOUNT FUNDS					
Opening Balance Reserve Account	846,903	769,441	784,830	800,527	816,538
Contributions	110,000				
Interest earned	16,938	15,389	15,697	16,011	16,331
Withdrawals for capital projects:					
Other transfers out of Reserve	204,400				
Closing Balance Reserve Account	769,441	784,830	800,527	816,538	832,869

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		(24.3%)	4.2%	0.8%	0.8%	0.9%	
Property taxes	(188,342)	(142,530)	(148,574)	(149,793)	(151,051)	(152,353)	(744,301)
	(188,342)	(142,530)	(148,574)	(149,793)	(151,051)	(152,353)	(744,301)
Grants in lieu of taxes	(520)						
Total Operating Revenues	(188,862)	(142,530)	(148,574)	(149,793)	(151,051)	(152,353)	(744,301)
Operating Expenditures							
Administration	5,152	7,863	8,099	8,342	8,592	8,850	41,746
Professional fees	57,000	21,000	16,000	16,000	16,000	16,000	85,000
Veh & Equip ops	175	175	180	186	191	197	929
Operating costs	2,707	2,568	2,637	2,707	2,780	2,854	13,546
Wages & benefits	31,891	24,824	25,692	26,592	27,522	28,486	133,116
Transfer to other gov/org	92,465	95,966	95,966	95,966	95,966	95,966	479,830
Total Operating Expenditures	189,390	152,396	148,574	149,793	151,051	152,353	754,167
Operating (surplus)/deficit	528	9,866					9,866
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	528	9,866					9,866
Add: Prior year (surplus) / deficit	(528)	(9,866)					(9,866)
(Surplus) applied to future years							

**Gabriola Island Recreation
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	85,212	86,916	88,654	90,427	92,236
Interest earned	1,704	1,738	1,773	1,809	1,845
Withdrawals for capital projects:					
Closing Balance Reserve Fund	86,916	88,654	90,427	92,236	94,081

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		15.0%	33.2%	4.7%	4.7%	5.6%	
Property taxes	(306,009)	(351,910)	(468,604)	(490,843)	(514,149)	(543,103)	(2,368,609)
	(306,009)	(351,910)	(468,604)	(490,843)	(514,149)	(543,103)	(2,368,609)
Recreation fees	(15,000)	(24,000)	(24,360)	(24,725)	(25,096)	(25,473)	(123,654)
Recreation facility rentals		(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
Operating grants		(3,647)					(3,647)
Miscellaneous			(46,056)	(38,297)	(29,955)	(16,471)	(130,779)
Total Operating Revenues	(321,009)	(389,557)	(549,020)	(563,865)	(579,200)	(595,047)	(2,676,689)
Operating Expenditures							
Administration	26,378	37,569	38,696	39,857	41,053	42,284	199,459
Professional fees	29,000	35,000	6,050	6,232	6,418	6,611	60,311
Building ops	5,600	13,320	21,440	22,083	22,745	23,428	103,016
Veh & Equip ops	1,525	1,525	1,571	1,618	1,666	1,716	8,096
Operating costs	15,890	23,596	28,959	29,782	30,630	31,503	144,470
Program costs	40,000	52,697	53,337	53,988	54,647	55,317	269,986
Wages & benefits	220,687	228,400	323,967	335,305	347,041	359,188	1,593,901
Transfer to other gov/org	68,000	64,000	75,000	75,000	75,000	75,000	364,000
Contributions to reserve funds	38,585	133,779					133,779
Total Operating Expenditures	445,665	589,886	549,020	563,865	579,200	595,047	2,877,018
Operating (surplus)/deficit	124,656	200,329					200,329
Capital Asset Expenditures							
Capital expenditures	1,476,273	23,048	4,500				27,548
Transfer from reserves	(192,566)		(4,500)				(4,500)
Grants and other	(1,174,829)						
Net Capital Assets funded from Operations	108,878	23,048					23,048
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	233,534	223,377					223,377
Add: Transfer from appropriated surplus	(132,830)	(106,048)					(106,048)
Add: Prior year (surplus) / deficit	(100,704)	(117,329)					(117,329)
(Surplus) applied to future years							



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					23,048
VH-3171 VEHICLE - REC & CULTURE EA A		4,500				4,500
Total Area A Recreation & Culture	23,048	4,500				27,548

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

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	1,414,302	1,442,588	1,466,940	1,496,279	1,526,205
Interest earned	28,286	28,852	29,339	29,926	30,524
Withdrawals for capital projects:					
VEHICLE - REC & CULTURE EA A		(4,500)			
Total Withdrawals for capital projects		(4,500)			
Closing Balance Reserve Fund	1,442,588	1,466,940	1,496,279	1,526,205	1,556,729

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		8.0%	4.0%	3.0%	3.0%	4.8%	
Property taxes	(1,404,903)	(1,517,981)	(1,578,998)	(1,626,449)	(1,675,325)	(1,755,671)	(8,154,424)
	(1,404,903)	(1,517,981)	(1,578,998)	(1,626,449)	(1,675,325)	(1,755,671)	(8,154,424)
Operating grants	(142,200)						
Total Operating Revenues	(1,547,103)	(1,517,981)	(1,578,998)	(1,626,449)	(1,675,325)	(1,755,671)	(8,154,424)
Operating Expenditures							
Administration	31,115	42,622	43,901	45,218	46,574	47,971	226,286
Professional fees	32,000	2,000	2,060	2,122	2,185	32,251	40,618
Building ops	76,600	66,600	68,598	70,656	72,776	74,959	353,589
Operating costs	10,580	17,685	18,213	18,758	19,318	19,896	93,870
Wages & benefits	15,199	15,902	16,458	17,034	17,631	18,248	85,273
Transfer to other gov/org	1,442,623	1,388,124	1,429,768	1,472,661	1,516,841	1,562,346	7,369,740
Total Operating Expenditures	1,608,117	1,532,933	1,578,998	1,626,449	1,675,325	1,755,671	8,169,376
Operating (surplus)/deficit	61,014	14,952					14,952
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	61,014	14,952					14,952
Add: Transfer from appropriated surplus	(45,000)						
Add: Prior year (surplus) / deficit	(16,014)	(14,952)					(14,952)
(Surplus) applied to future years							

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		14.0%	9.0%	5.0%	4.0%	4.0%	
Property taxes	(2,942,902)	(3,354,166)	(3,656,041)	(3,838,843)	(3,992,397)	(4,152,093)	(18,993,540)
	(2,942,902)	(3,354,166)	(3,656,041)	(3,838,843)	(3,992,397)	(4,152,093)	(18,993,540)
Operations	(1,200)	(5,800)	(5,800)	(5,800)	(5,800)	(5,800)	(29,000)
Recreation fees	(9,750)	(9,750)	(10,043)	(10,344)	(10,654)	(10,974)	(51,765)
Miscellaneous	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
Total Operating Revenues	(2,963,852)	(3,379,716)	(3,681,884)	(3,864,987)	(4,018,851)	(4,178,867)	(19,124,305)
Operating Expenditures							
Administration	249,953	305,913	315,090	324,543	334,279	344,308	1,624,133
Professional fees	354,000	429,000	181,810	187,205	192,761	198,483	1,189,259
Building ops	63,395	76,997	66,557	68,553	70,609	72,727	355,443
Veh & Equip ops	28,343	33,223	34,220	35,247	36,304	37,393	176,387
Operating costs	1,163,221	1,219,367	985,543	1,014,866	1,045,071	1,076,182	5,341,029
Program costs	9,655	9,655	9,945	10,243	10,550	10,867	51,260
Wages & benefits	1,210,306	1,485,264	1,537,248	1,591,051	1,646,739	1,704,375	7,964,677
Transfer to other gov/org	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Contributions to reserve funds	156,541		451,471	533,279	582,538	630,452	2,197,740
Total Operating Expenditures	3,335,414	3,659,419	3,681,884	3,864,987	4,018,851	4,174,787	19,399,928
Operating (surplus)/deficit	371,562	279,703				(4,080)	275,623
Capital Asset Expenditures							
Capital expenditures	35,080	90,000				4,080	94,080
Net Capital Assets funded from Operations	35,080	90,000				4,080	94,080
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	406,642	369,703					369,703
Less: Transfer to appropriated surplus	40,000						
Add: Transfer from appropriated surplus	(171,219)	(220,465)					(220,465)
Add: Prior year (surplus) / deficit	(275,423)	(149,238)					(149,238)
(Surplus) applied to future years							



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					20,000
MJ-2718 MAJOR CAP - REG PARKS - MOORECROFT	70,000					70,000
PC-2700 COMPUTER - REGIONAL PARKS					4,080	4,080
Total Regional Parks Operations	90,000				4,080	94,080

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		20.0%	18.0%	17.0%	16.0%	15.0%	
Property taxes	(1,620,327)	(1,944,392)	(2,294,383)	(2,684,428)	(3,113,936)	(3,581,026)	(13,618,165)
	(1,620,327)	(1,944,392)	(2,294,383)	(2,684,428)	(3,113,936)	(3,581,026)	(13,618,165)
Grants in lieu of taxes	(630)	(630)	(630)	(630)	(630)	(630)	(3,150)
Total Operating Revenues	(1,620,957)	(1,945,022)	(2,295,013)	(2,685,058)	(3,114,566)	(3,581,656)	(13,621,315)
Operating Expenditures							
Professional fees	44,000	44,000	31,320	32,260	33,227	34,224	175,031
Contributions to reserve funds	1,365,346	1,419,028	960,867	708,577	740,381	849,483	4,678,336
Debt interest	79,066	92,825	92,825	92,825	92,825	92,825	464,125
Total Operating Expenditures	1,488,412	1,555,853	1,085,012	833,662	866,433	976,532	5,317,492
Operating (surplus)/deficit	(132,545)	(389,169)	(1,210,001)	(1,851,396)	(2,248,133)	(2,605,124)	(8,303,823)
Capital Asset Expenditures							
Capital expenditures	10,666,133	17,443,372	11,461,439	6,521,000	1,310,000	27,811,000	64,546,811
Transfer from reserves	(3,014,570)	(4,181,234)	(2,812,125)	(975,000)	(160,000)	(100,000)	(8,228,359)
Grants and other	(250,000)	(150,000)	(37,875)				(187,875)
New borrowing	(7,000,000)	(12,653,000)	(8,600,000)	(5,546,000)	(1,150,000)	(27,711,000)	(55,660,000)
Net Capital Assets funded from Operations	401,563	459,138	11,439				470,577
Capital Financing Charges							
Existing debt (principal)	68,965	75,496	75,496	75,496	75,496	75,496	377,480
New debt (principal & interest)	70,000	126,530	1,123,066	1,775,900	2,172,637	2,529,628	7,727,761
Total Capital Financing Charges	138,965	202,026	1,198,562	1,851,396	2,248,133	2,605,124	8,105,241
Net (surplus)/deficit for the year	407,983	271,995					271,995
Add: Transfer from appropriated surplus	(398,360)	(163,335)					(163,335)
Add: Prior year (surplus) / deficit	(9,623)	(108,660)					(108,660)
(Surplus) applied to future years							



Regional Parks Capital

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
LD-2703 LAND - REGIONAL PARKS CAPITAL		5,600,000			6,000,000	11,600,000
MJ-2703 MAJOR CAP - REGIONAL PARKS CAPITAL	1,148,000	1,050,000	975,000	110,000		3,283,000
PR-0010 NANAIMO RIV BRIDGE-MORDEN COLLIERY TRAIL	211,439	4,811,439				5,022,878
PR-0012 MOORECROFT GATHERING PLACE	286,678					286,678
PR-0013 NOTCH, EA E				1,200,000		1,200,000
PR-0016 LIGHTHOUSE CRT - NILE CREEK	388,690					388,690
PR-0019 THE LOOKOUT - EA E					100,000	100,000
PR-0027 QUALICUM TO ACRD REGIONAL TRAIL	279,335					279,335
PR-0053 PARKLAND PROPERTY PURCHASE - NORTH	14,025,209		5,546,000		21,711,000	41,282,209
PR-0056 COATS MARSH REG PARK WEIR REPLACEMENT	850,021					850,021
VH-2703 VEHICLE - REGIONAL PARKS	254,000					254,000
Total Regional Parks Capital	17,443,372	11,461,439	6,521,000	1,310,000	27,811,000	64,546,811

**Regional Parks Capital
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	3,985,397	1,892,899	530,970	808,446	2,037,534
Contributions	1,419,028	1,412,338	1,241,856	1,322,919	1,479,935
Interest earned	79,708	37,858	10,620	16,169	40,751
Withdrawals for capital projects:					
MAJOR CAP - REGIONAL PARKS CAPITAL	(453,000)	(1,050,000)	(975,000)	(110,000)	
NANAIMO RIV BRIDGE-MORDEN COLLIERY TRAIL	(200,000)	(1,762,125)			
MOORECROFT GATHERING PLACE	(284,835)				
NOTCH, EA E				(50,000)	
LIGHTHOUSE CRT - NILE CREEK	(236,190)				
THE LOOKOUT - EA E					(100,000)
QUALICUM TO ACRD REGIONAL TRAIL	(200,000)				
PARKLAND PROPERTY PURCHASE - NORTH	(1,372,209)				
COATS MARSH REG PARK WEIR REPLACEMENT	(845,000)				
Total Withdrawals for capital projects	(3,591,234)	(2,812,125)	(975,000)	(160,000)	(100,000)
Closing Balance Reserve Fund	1,892,899	530,970	808,446	1,987,534	3,458,220
New Borrowing					
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
Total New Borrowing	12,653,000	8,600,000	5,546,000	1,150,000	27,711,000
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
Operating Revenues		28.9%	34.4%	11.6%	6.0%	3.1%	
Property taxes	(262,770)	(338,746)	(455,167)	(508,034)	(538,435)	(554,881)	(2,395,263)
	(262,770)	(338,746)	(455,167)	(508,034)	(538,435)	(554,881)	(2,395,263)
Operations		(100)	(100)	(100)	(100)	(100)	(500)
Miscellaneous		(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(20,000)
Total Operating Revenues	(262,770)	(342,846)	(459,267)	(512,134)	(542,535)	(558,981)	(2,415,763)
Operating Expenditures							
Administration	23,130	27,064	27,876	28,712	29,574	30,461	143,687
Professional fees	9,000	12,000	12,360	12,731	13,113	13,506	63,710
Building ops	3,038	5,298	3,707	3,818	3,933	4,051	20,807
Veh & Equip ops	4,993	8,277	8,525	8,781	9,045	9,316	43,944
Operating costs	103,325	146,652	134,052	138,073	142,216	146,483	707,476
Wages & benefits	136,606	158,596	164,147	169,892	175,838	181,992	850,465
Transfer to other gov/org	12,000	20,000	20,000	20,000	20,000	20,000	100,000
Contributions to reserve funds	21,498						
Debt interest		(3,500)	12,600	9,450	6,300	3,150	28,000
Total Operating Expenditures	313,590	374,387	383,267	391,457	400,019	408,959	1,958,089
Operating (surplus)/deficit	50,820	31,541	(76,000)	(120,677)	(142,516)	(150,022)	(457,674)
Capital Asset Expenditures							
Capital expenditures	1,301,811	1,586,979	900,000	600,000	100,000	560	3,187,539
Transfer from reserves	(454,218)	(839,946)		(300,000)			(1,139,946)
Grants and other	(835,642)	(385,642)	(300,000)				(685,642)
New borrowing		(350,000)	(600,000)	(300,000)	(100,000)		(1,350,000)
Net Capital Assets funded from Operations	11,951	11,391				560	11,951
Capital Financing Charges							
Existing debt (principal)			41,313	41,313	41,313	41,313	165,252
New debt (principal & interest)		3,500	34,687	79,364	101,203	108,149	326,903
Total Capital Financing Charges		3,500	76,000	120,677	142,516	149,462	492,155
Net (surplus)/deficit for the year	62,771	46,432					46,432
Add: Transfer from appropriated surplus	(11,391)	(11,391)					(11,391)
Add: Prior year (surplus) / deficit	(51,380)	(35,041)					(35,041)
(Surplus) applied to future years							



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					779,979
MJ-2080 MAJOR CAP - COMM PARKS EA A	600,000	900,000	600,000	100,000		2,200,000
PC-2080 COMPUTER - COMM PARKS EA A					560	560
PR-0047 EA A NELSON BOAT LAUNCH IMPROVEMENT	207,000					207,000
Total Community Parks - Area A	1,586,979	900,000	600,000	100,000	560	3,187,539

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

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	490,027	439,861	448,658	157,631	160,784
Interest earned	9,801	8,797	8,973	3,153	3,216
Withdrawals for capital projects:					
LAND - COMM PARKS EA A	(429,979)				
MAJOR CAP - COMM PARKS EA A	(50,000)		(300,000)		
EA A NELSON BOAT LAUNCH IMPROVEMENT	(9,967)				
Total Withdrawals for capital projects	(489,946)		(300,000)		
Closing Balance Reserve Fund	9,882	448,658	157,631	160,784	164,000
New Borrowing					
LAND - COMM PARKS EA A	350,000				
MAJOR CAP - COMM PARKS EA A		600,000	300,000	100,000	
Total New Borrowing	350,000	600,000	300,000	100,000	
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
Operating Revenues		14.5%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(437,062)	(500,499)	(515,514)	(530,979)	(546,909)	(563,316)	(2,657,217)
	(437,062)	(500,499)	(515,514)	(530,979)	(546,909)	(563,316)	(2,657,217)
Operations		(450)	(450)	(450)	(450)	(450)	(2,250)
Miscellaneous		(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(20,000)
Total Operating Revenues	(437,062)	(504,949)	(519,964)	(535,429)	(551,359)	(567,766)	(2,679,467)
Operating Expenditures							
Administration	31,157	40,936	42,164	43,429	44,732	46,074	217,335
Professional fees	109,333	80,533	9,616	9,904	10,202	10,508	120,763
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	219,459	151,043	155,574	160,242	165,049	851,367
Wages & benefits	136,595	158,585	164,136	169,881	175,826	181,980	850,408
Transfer to other gov/org	7,500	7,500	7,500	7,500	7,500	7,500	37,500
Contributions to reserve funds			116,422	125,406	133,345	140,816	515,989
Debt interest	13,879	11,592	4,064	3,324	1,356		20,336
Total Operating Expenditures	441,739	533,880	508,928	529,421	548,038	567,206	2,687,473
Operating (surplus)/deficit	4,677	28,931	(11,036)	(6,008)	(3,321)	(560)	8,006
Capital Asset Expenditures							
Capital expenditures	327,927	598,034	75,000			560	673,594
Transfer from reserves	(20,172)	(298,034)	(75,000)				(373,034)
Grants and other	(307,195)	(300,000)					(300,000)
Net Capital Assets funded from Operations	560					560	560
Capital Financing Charges							
Existing debt (principal)	61,076	58,778	11,036	6,008	3,321		79,143
Total Capital Financing Charges	61,076	58,778	11,036	6,008	3,321		79,143
Net (surplus)/deficit for the year	66,313	87,709					87,709
Less: Transfer to appropriated surplus	10,000						
Add: Transfer from appropriated surplus	(63,333)	(80,833)					(80,833)
Add: Prior year (surplus) / deficit	(12,980)	(6,876)					(6,876)
(Surplus) applied to future years							



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	598,034	75,000				673,034
PC-2081 COMPUTER - COMM PARKS EA B					560	560
Total Community Parks - Area B	598,034	75,000			560	673,594

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

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	109,536	91,727	134,984	263,090	401,697
Contributions		116,422	125,406	133,345	140,816
Interest earned	2,191	1,835	2,700	5,262	8,034
Withdrawals for capital projects:					
MAJOR CAP - COMM PARKS EA B	(20,000)	(75,000)			
Total Withdrawals for capital projects	(20,000)	(75,000)			
Closing Balance Reserve Fund	91,727	134,984	263,090	401,697	550,547

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		9.7%	17.4%	3.3%	3.3%	3.5%	
Property taxes	(99,087)	(108,738)	(127,650)	(131,804)	(136,098)	(140,814)	(645,104)
	(99,087)	(108,738)	(127,650)	(131,804)	(136,098)	(140,814)	(645,104)
Operations		(150)	(150)	(150)	(150)	(150)	(750)
Miscellaneous		(12,148)					(12,148)
Total Operating Revenues	(99,087)	(121,036)	(127,800)	(131,954)	(136,248)	(140,964)	(658,002)
Operating Expenditures							
Administration	9,358	10,293	10,602	10,920	11,247	11,585	54,647
Professional fees	6,000	10,000	5,300	5,459	5,623	5,791	32,173
Building ops	1,610	2,515	1,715	1,767	1,820	1,875	9,692
Veh & Equip ops	2,647	4,289	4,418	4,550	4,687	4,827	22,771
Operating costs	18,458	21,958	20,618	21,236	21,873	22,529	108,214
Wages & benefits	69,494	79,369	82,147	85,022	87,998	91,077	425,613
Transfer to other gov/org	3,000	3,000	3,000	3,000	3,000	3,000	15,000
Contributions to reserve funds	12,148						
Total Operating Expenditures	122,715	131,424	127,800	131,954	136,248	140,684	668,110
Operating (surplus)/deficit	23,628	10,388				(280)	10,108
Capital Asset Expenditures							
Capital expenditures	33,182	445,000				280	445,280
Transfer from reserves		(200,000)					(200,000)
Grants and other	(32,902)	(245,000)					(245,000)
Net Capital Assets funded from Operations	280					280	280
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	23,908	10,388					10,388
Add: Transfer from appropriated surplus	(7,000)	(7,000)					(7,000)
Add: Prior year (surplus) / deficit	(16,908)	(3,388)					(3,388)
(Surplus) applied to future years							



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	445,000					445,000
PC-2082 COMPUTER - COMM PARKS EA C					280	280
Total Community Parks - Area C (Extension)	445,000				280	445,280

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

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	118,138	120,501	122,911	125,369	127,876
Interest earned	2,363	2,410	2,458	2,507	2,558
Withdrawals for capital projects:					
Closing Balance Reserve Fund	120,501	122,911	125,369	127,876	130,434

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		18.6%	11.0%	3.2%	3.2%	3.4%	
Property taxes	(122,430)	(145,186)	(161,164)	(166,401)	(171,807)	(177,671)	(822,229)
	(122,430)	(145,186)	(161,164)	(166,401)	(171,807)	(177,671)	(822,229)
Operations		(450)	(450)	(450)	(450)	(450)	(2,250)
Total Operating Revenues	(122,430)	(145,636)	(161,614)	(166,851)	(172,257)	(178,121)	(824,479)
Operating Expenditures							
Administration	10,720	13,019	13,410	13,812	14,226	14,653	69,120
Professional fees	1,500	2,000	2,060	2,122	2,185	2,251	10,618
Building ops	1,560	2,465	1,664	1,714	1,765	1,818	9,426
Veh & Equip ops	2,597	4,239	4,366	4,497	4,632	4,771	22,505
Operating costs	52,069	60,588	62,406	64,278	66,206	68,192	321,670
Wages & benefits	69,446	75,080	77,708	80,428	83,243	86,156	402,615
Total Operating Expenditures	137,892	157,391	161,614	166,851	172,257	177,841	835,954
Operating (surplus)/deficit	15,462	11,755				(280)	11,475
Capital Asset Expenditures							
Capital expenditures	754,040	25,000	25,000			280	50,280
Transfer from reserves	(90,000)	(25,000)	(25,000)				(50,000)
Grants and other	(657,966)						
Net Capital Assets funded from Operations	6,074					280	280
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	21,536	11,755					11,755
Add: Transfer from appropriated surplus	(5,794)						
Add: Prior year (surplus) / deficit	(15,742)	(11,755)					(11,755)
(Surplus) applied to future years							



Community Parks - Area C (East Wellington)

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2083 MAJOR CAP - COMM PARKS EA D	25,000	25,000				50,000
PC-2083 COMPUTER - COMM PARKS EA D					280	280
Total Community Parks - Area C (East Wellington)	25,000	25,000			280	50,280



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

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	81,636	58,269	34,434	35,123	35,825
Interest earned	1,633	1,165	689	702	717
Withdrawals for capital projects:					
MAJOR CAP - COMM PARKS EA D	(25,000)	(25,000)			
Total Withdrawals for capital projects	(25,000)	(25,000)			
Closing Balance Reserve Fund	58,269	34,434	35,123	35,825	36,542

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		28.0%	14.0%	8.0%	3.0%	3.0%	
Property taxes	(353,515)	(452,323)	(515,648)	(556,736)	(573,438)	(590,641)	(2,688,786)
	(353,515)	(452,323)	(515,648)	(556,736)	(573,438)	(590,641)	(2,688,786)
Operations		(300)	(300)	(300)	(300)	(300)	(1,500)
Total Operating Revenues	(353,515)	(452,623)	(515,948)	(557,036)	(573,738)	(590,941)	(2,690,286)
Operating Expenditures							
Administration	26,615	30,756	31,679	32,629	33,608	34,616	163,288
Professional fees	5,000	8,000	8,240	8,487	8,742	9,004	42,473
Building ops	4,508	8,718	7,230	7,446	7,670	7,900	38,964
Veh & Equip ops	4,943	8,227	8,474	8,728	8,990	9,260	43,679
Operating costs	119,082	164,684	161,624	166,474	171,468	176,612	840,862
Wages & benefits	156,095	178,755	185,012	191,487	198,189	205,126	958,569
Contributions to reserve funds			42,729	25	5,675	11,503	59,932
Debt interest	38,057	38,057	38,057	48,857	46,157	43,457	214,585
Total Operating Expenditures	354,300	437,197	483,045	464,133	480,499	497,478	2,362,352
Operating (surplus)/deficit	785	(15,426)	(32,903)	(92,903)	(93,239)	(93,463)	(327,934)
Capital Asset Expenditures							
Capital expenditures	1,154,493	265,000	372,250		336	560	638,146
Transfer from reserves	(42,567)	(65,000)	(72,250)				(137,250)
Grants and other	(1,101,366)	(200,000)					(200,000)
New borrowing			(300,000)				(300,000)
Net Capital Assets funded from Operations	10,560				336	560	896
Capital Financing Charges							
Existing debt (principal)	32,903	32,903	29,903	69,064	69,064	69,064	269,998
New debt (principal & interest)			3,000	23,839	23,839	23,839	74,517
Total Capital Financing Charges	32,903	32,903	32,903	92,903	92,903	92,903	344,515
Net (surplus)/deficit for the year	44,248	17,477					17,477
Add: Transfer from appropriated surplus	(25,356)						
Add: Prior year (surplus) / deficit	(18,892)	(17,477)					(17,477)
(Surplus) applied to future years							



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	65,000	370,000				435,000
PC-2084 COMPUTER - COMM PARKS EA E				336	560	896
PR-0044 CWF-EA E JACK BAGLEY COMM PARK PH 1 DEV	200,000					200,000
VH-2084 VEHICLE - COMM PARKS EA E		2,250				2,250
Total Community Parks - Area E	265,000	372,250		336	560	638,146

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

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	166,735	105,069	77,649	79,227	86,486
Contributions		42,729	25	5,675	11,503
Interest earned	3,334	2,101	1,553	1,584	1,729
Withdrawals for capital projects:					
MAJOR CAP - COMM PARKS EA E	(65,000)	(70,000)			
VEHICLE - COMM PARKS EA E		(2,250)			
Total Withdrawals for capital projects	(65,000)	(72,250)			
Closing Balance Reserve Fund	105,069	77,649	79,227	86,486	99,718
New Borrowing					
MAJOR CAP - COMM PARKS EA E		300,000			
Total New Borrowing		300,000			
New Debt Principal/Int			23,839		
New Debt Principal/Int(Cumulative)			23,839	23,839	23,839
Borrowing cost		3,000			

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		42.1%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(322,111)	(457,559)	(471,286)	(485,424)	(499,987)	(514,987)	(2,429,243)
	(322,111)	(457,559)	(471,286)	(485,424)	(499,987)	(514,987)	(2,429,243)
Operations		(15,450)	(15,450)	(15,450)	(15,450)	(15,450)	(77,250)
Total Operating Revenues	(322,111)	(473,009)	(486,736)	(500,874)	(515,437)	(530,437)	(2,506,493)
Operating Expenditures							
Administration	22,153	28,226	29,073	29,945	30,843	31,769	149,856
Professional fees	5,000	10,000	10,300	10,609	10,927	11,255	53,091
Building ops	4,508	18,318	17,118	17,631	18,160	18,705	89,932
Veh & Equip ops	4,993	8,277	8,525	8,781	9,045	9,316	43,944
Operating costs	80,063	180,103	165,506	170,471	175,586	180,853	872,519
Wages & benefits	178,633	202,449	209,535	216,869	224,459	232,315	1,085,627
Transfer to other gov/org	30,000	30,000	30,000	30,000	30,000	30,000	150,000
Contributions to reserve funds			16,679	16,568	16,417	15,664	65,328
Total Operating Expenditures	325,350	477,373	486,736	500,874	515,437	529,877	2,510,297
Operating (surplus)/deficit	3,239	4,364				(560)	3,804
Capital Asset Expenditures							
Capital expenditures	503,795	522,000	331,750			560	854,310
Transfer from reserves	(8,175)	(7,000)	(6,750)				(13,750)
Grants and other	(440,060)	(460,000)	(325,000)				(785,000)
Net Capital Assets funded from Operations	55,560	55,000				560	55,560
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	58,799	59,364					59,364
Add: Transfer from appropriated surplus	(45,000)	(55,000)					(55,000)
Add: Prior year (surplus) / deficit	(13,799)	(4,364)					(4,364)
(Surplus) applied to future years							



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	365,000	325,000				690,000
PC-2085 COMPUTER - COMM PARKS EA F					560	560
PR-0041 EA F - ERRINGTON COMM. PARK IMPROVEMENTS	157,000					157,000
VH-2085 VEHICLE - COMM PARKS EA F		6,750				6,750
Total Community Parks - Area F	522,000	331,750			560	854,310

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

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	235,880	233,598	248,199	269,731	291,543
Contributions		16,679	16,568	16,417	15,664
Interest earned	4,718	4,672	4,964	5,395	5,831
Withdrawals for capital projects:					
EA F - ERRINGTON COMM. PARK IMPROVEMENTS	(7,000)				
VEHICLE - COMM PARKS EA F		(6,750)			
Total Withdrawals for capital projects	(7,000)	(6,750)			
Closing Balance Reserve Fund	233,598	248,199	269,731	291,543	313,038

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		46.1%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(260,116)	(379,956)	(391,355)	(403,095)	(415,188)	(427,644)	(2,017,238)
	(260,116)	(379,956)	(391,355)	(403,095)	(415,188)	(427,644)	(2,017,238)
Operations		(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(6,000)
Total Operating Revenues	(260,116)	(381,156)	(392,555)	(404,295)	(416,388)	(428,844)	(2,023,238)
Operating Expenditures							
Administration	22,676	26,531	27,327	28,147	28,991	29,861	140,857
Professional fees	11,333	11,333	8,340	8,590	8,848	9,113	46,224
Building ops	5,808	10,018	8,569	8,826	9,090	9,363	45,866
Veh & Equip ops	5,153	8,437	8,690	8,951	9,219	9,496	44,793
Operating costs	74,000	170,947	140,075	144,277	148,605	153,064	756,968
Wages & benefits	156,095	173,116	179,175	185,446	191,936	198,654	928,327
Contributions to reserve funds			20,379	20,058	19,699	18,733	78,869
Total Operating Expenditures	275,065	400,382	392,555	404,295	416,388	428,284	2,041,904
Operating (surplus)/deficit	14,949	19,226				(560)	18,666
Capital Asset Expenditures							
Capital expenditures	413,443	605,000	405,575	350,000		560	1,361,135
Grants and other	(412,883)	(605,000)	(405,575)	(350,000)			(1,360,575)
Net Capital Assets funded from Operations	560					560	560
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	15,509	19,226					19,226
Add: Transfer from appropriated surplus	(3,333)	(3,333)					(3,333)
Add: Prior year (surplus) / deficit	(12,176)	(15,893)					(15,893)
(Surplus) applied to future years							



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	605,000	405,575	350,000			1,360,575
PC-2086 COMPUTER - COMM PARKS EA G					560	560
Total Community Parks - Area G	605,000	405,575	350,000		560	1,361,135

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

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	153,942	157,021	180,540	204,209	227,992
Contributions		20,379	20,058	19,699	18,733
Interest earned	3,079	3,140	3,611	4,084	4,560
Withdrawals for capital projects:					
Closing Balance Reserve Fund	157,021	180,540	204,209	227,992	251,285

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		39.5%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(319,041)	(445,159)	(458,514)	(472,269)	(486,437)	(501,030)	(2,363,409)
	(319,041)	(445,159)	(458,514)	(472,269)	(486,437)	(501,030)	(2,363,409)
Operations		(600)	(600)	(600)	(600)	(600)	(3,000)
Total Operating Revenues	(319,041)	(445,759)	(459,114)	(472,869)	(487,037)	(501,630)	(2,366,409)
Operating Expenditures							
Administration	26,557	29,680	30,570	31,488	32,432	33,405	157,575
Professional fees	7,333	7,333	4,220	4,347	4,477	4,611	24,988
Building ops	3,308	5,118	3,522	3,627	3,736	3,848	19,851
Veh & Equip ops	4,543	7,827	8,062	8,304	8,553	8,809	41,555
Operating costs	124,589	205,191	198,346	204,297	210,426	216,738	1,034,998
Wages & benefits	146,249	168,648	174,551	180,660	186,983	193,528	904,370
Transfer to other gov/org	25,000	25,000	25,000	25,000	25,000	25,000	125,000
Contributions to reserve funds	30,276		14,843	15,146	15,430	15,131	60,550
Total Operating Expenditures	367,855	448,797	459,114	472,869	487,037	501,070	2,368,887
Operating (surplus)/deficit	48,814	3,038				(560)	2,478
Capital Asset Expenditures							
Capital expenditures	906,724	401,500				560	402,060
Transfer from reserves	(65,327)	(200,000)					(200,000)
Grants and other	(839,337)	(200,000)					(200,000)
Net Capital Assets funded from Operations	2,060	1,500				560	2,060
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	50,874	4,538					4,538
Add: Transfer from appropriated surplus	(28,333)	(3,333)					(3,333)
Add: Prior year (surplus) / deficit	(22,541)	(1,205)					(1,205)
(Surplus) applied to future years							



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	100,000					100,000
PC-2087 COMPUTER - COMM PARKS EA H					560	560
PR-0052 EA H LIONS PARK PH 3 IMPROVEMENTS	301,500					301,500
Total Community Parks - Area H	401,500				560	402,060

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

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	27,991	28,551	43,965	59,990	76,620
Contributions		14,843	15,146	15,430	15,131
Interest earned	560	571	879	1,200	1,532
Withdrawals for capital projects:					
Closing Balance Reserve Fund	28,551	43,965	59,990	76,620	93,283

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

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

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

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

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		(0.2%)	3.7%	3.0%	3.0%	3.0%	
Property taxes	(17,315)	(17,288)	(17,923)	(18,461)	(19,015)	(19,585)	(92,272)
	(17,315)	(17,288)	(17,923)	(18,461)	(19,015)	(19,585)	(92,272)
Total Operating Revenues	(17,315)	(17,288)	(17,923)	(18,461)	(19,015)	(19,585)	(92,272)
Operating Expenditures							
Administration	256	341	351	362	373	384	1,811
Transfer to other gov/org	17,060	17,060	17,572	18,099	18,642	19,201	90,574
Total Operating Expenditures	17,316	17,401	17,923	18,461	19,015	19,585	92,385
Operating (surplus)/deficit	1	113					113
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	1	113					113
Add: Prior year (surplus) / deficit	(1)	(113)					(113)
(Surplus) applied to future years							

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

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

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

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

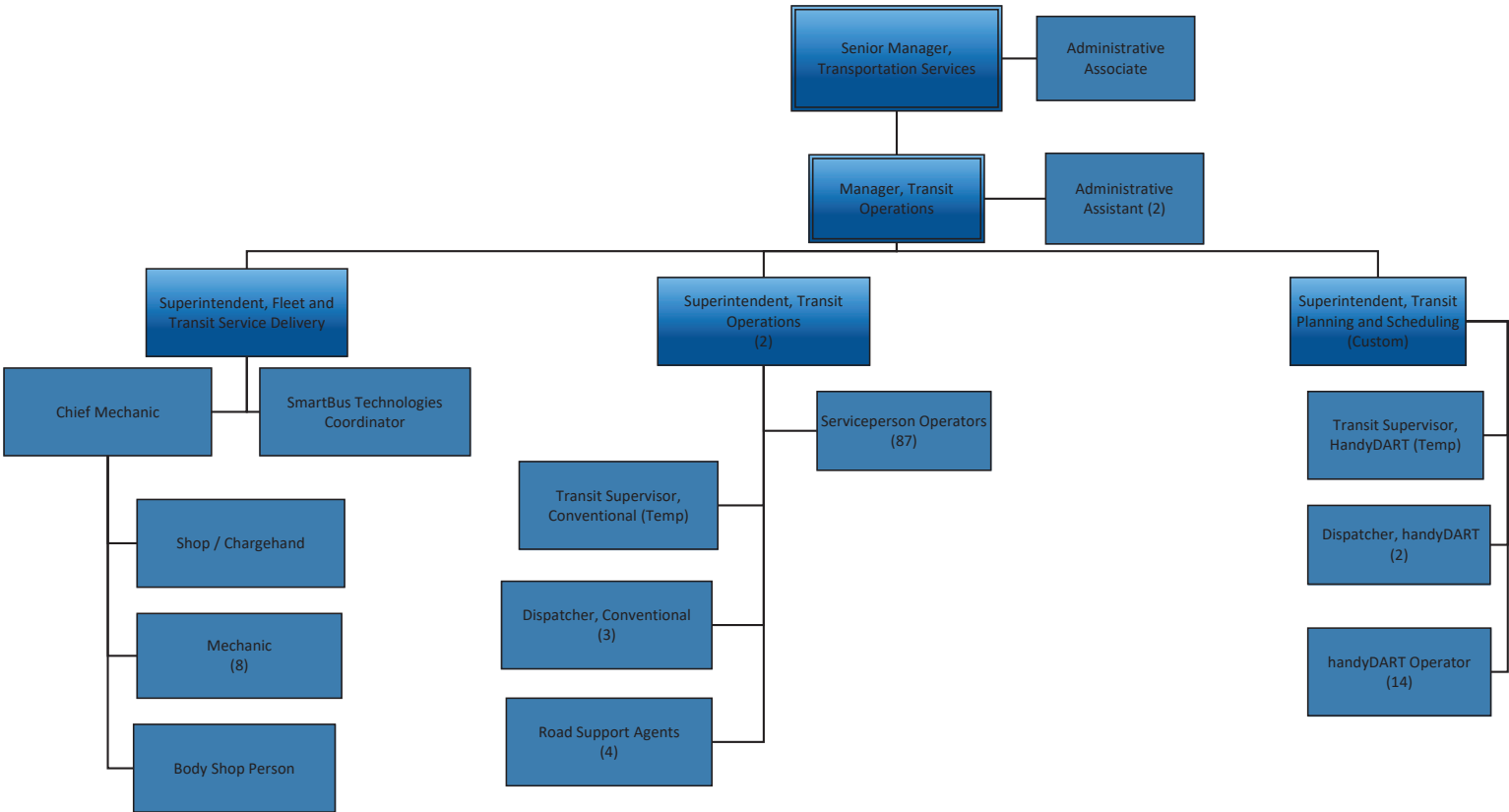


**Community Works Fund Projects
FINANCIAL PLAN SUMMARY
2024 to 2028**

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues							
Operating grants	(350,000)	(30,000)					(30,000)
Total Operating Revenues	(350,000)	(30,000)					(30,000)
Operating Expenditures							
Transfer to other gov/org	350,000	30,000					30,000
Total Operating Expenditures	350,000	30,000					30,000
Operating (surplus)/deficit							
Capital Asset Expenditures							
Capital expenditures	25,544						
Grants and other	(25,544)						
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year							
(Surplus) applied to future years							

TRANSPORTATION SERVICES

Updated to October 1, 2023



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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		16.9%	19.3%	9.1%	8.5%	6.4%	
Property taxes	(15,796,954)	(18,461,494)	(22,030,654)	(24,045,091)	(26,080,224)	(27,753,413)	(118,370,876)
	(15,796,954)	(18,461,494)	(22,030,654)	(24,045,091)	(26,080,224)	(27,753,413)	(118,370,876)
Operations	(57,539)	(57,539)	(58,540)	(59,561)	(60,598)	(61,655)	(297,893)
Transit fares	(4,420,894)	(5,124,027)	(5,589,916)	(6,109,282)	(6,533,759)	(6,697,103)	(30,054,087)
Operating grants	(9,543,630)	(10,483,773)	(12,966,538)	(15,386,903)	(16,230,452)	(16,555,058)	(71,622,724)
Grants other	(338,991)	(13,444,594)	(152,554)				(13,597,148)
Grants in lieu of taxes	(133,200)	(164,000)	(164,000)	(164,000)	(164,000)	(164,000)	(820,000)
Interdepartmental recoveries	(3,317,704)	(4,892,927)	(5,188,120)	(5,498,334)	(5,810,573)	(6,171,626)	(27,561,580)
Miscellaneous	(5,017,591)	(515,154)	(2,011,165)	(322,588)	(161,215)	(84,172)	(3,094,294)
Total Operating Revenues	(38,626,503)	(53,143,508)	(48,161,487)	(51,585,759)	(55,040,821)	(57,487,027)	(265,418,602)
Operating Expenditures							
Administration	2,846,211	2,990,107	3,351,079	3,757,224	3,994,071	4,269,783	18,362,264
Professional fees	282,500	202,500	208,575	214,833	221,277	227,916	1,075,101
Building ops	470,350	742,811	765,095	788,048	811,690	836,040	3,943,684
Veh & Equip ops	6,511,528	7,779,421	8,016,403	8,258,732	8,510,405	8,767,703	41,332,664
Operating costs	6,492,530	8,429,557	10,644,908	12,795,281	14,425,416	14,972,288	61,267,450
Wages & benefits	17,717,011	19,692,850	21,782,482	23,731,447	24,562,048	25,421,720	115,190,547
Transfer to other gov/org	4,786,805	13,649,935	4,017,856	197,627	201,379	205,207	18,272,004
Contributions to reserve funds	3,727,234	950,897	148,393	1,423,322	906,898	813,351	4,242,861
Total Operating Expenditures	42,834,169	54,438,078	48,934,791	51,166,514	53,633,184	55,514,008	263,686,575
Operating (surplus)/deficit	4,207,666	1,294,570	773,304	(419,245)	(1,407,637)	(1,973,019)	(1,732,027)
Capital Asset Expenditures							
Capital expenditures	2,332,695	8,602,545	7,221,543	6,428,948	18,917,811	13,085,375	54,256,222
Transfer from reserves	(1,344,802)	(4,524,510)	(612,848)	(40,000)	(1,716,408)	(52,500)	(6,946,266)
Grants and other	(953,085)	(3,858,007)	(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)
Net Capital Assets funded from Operations	34,808	220,028	120,278	120,278	796,623	741,366	1,998,573
Capital Financing Charges							
New debt (principal & interest)			33,418	298,967	611,014	1,231,653	2,175,052
Total Capital Financing Charges			33,418	298,967	611,014	1,231,653	2,175,052
Net (surplus)/deficit for the year	4,242,474	1,514,598	927,000				2,441,598
Less: Transfer to appropriated surplus		927,000					927,000
Add: Transfer from appropriated surplus	(1,028,804)	(927,000)	(927,000)				(1,854,000)
Add: Prior year (surplus) / deficit	(3,213,670)	(1,514,598)					(1,514,598)
(Surplus) applied to future years							

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

	2024	2024	2025	2025	2026	2026	2027	2027	2028	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	(183,877)	2.3%	(187,590)	2.0%	(191,378)	2.0%	(195,243)	2.0%	(199,187)	2.0%
	(\$183,877)		(\$187,590)		(\$191,378)		(\$195,243)		(\$199,187)	
Transit - Gabriola Island Taxi Saver										
0525 TRANSIT - GABRIOLA ISLAND TAXI SAVER	(10,160)	1.6%	(10,206)	0.5%	(10,212)	0.1%	(10,218)	0.1%	(10,225)	0.1%
	(\$10,160)		(\$10,206)		(\$10,212)		(\$10,218)		(\$10,225)	
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)	
Total TRANSPORTATION SERVICES	(18,461,494)	16.9%	(22,030,654)	19.3%	(24,045,091)	9.1%	(26,080,224)	8.5%	(27,753,413)	6.4%

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		17.1%	19.6%	8.0%	8.0%	6.0%	
Property taxes	(13,681,863)	(16,016,570)	(19,147,839)	(20,679,666)	(22,334,040)	(23,674,082)	(101,852,197)
	(13,681,863)	(16,016,570)	(19,147,839)	(20,679,666)	(22,334,040)	(23,674,082)	(101,852,197)
Operations	(53,139)	(53,139)	(54,052)	(54,983)	(55,929)	(56,892)	(274,995)
Transit fares	(4,184,677)	(4,741,170)	(5,149,155)	(5,657,502)	(6,070,685)	(6,222,452)	(27,840,964)
Operating grants	(8,492,876)	(9,316,732)	(11,604,210)	(13,997,328)	(14,813,085)	(15,109,345)	(64,840,700)
Grants other	(299,310)	(13,444,594)	(152,554)				(13,597,148)
Grants in lieu of taxes	(133,200)	(164,000)	(164,000)	(164,000)	(164,000)	(164,000)	(820,000)
Interdepartmental recoveries	(3,317,704)	(4,892,927)	(5,188,120)	(5,498,334)	(5,810,573)	(6,171,626)	(27,561,580)
Miscellaneous	(4,869,412)	(5,100)	(1,411,261)	(5,100)	(5,100)	(5,100)	(1,431,661)
Total Operating Revenues	(35,032,181)	(48,634,232)	(42,871,191)	(46,056,913)	(49,253,412)	(51,403,497)	(238,219,245)
Operating Expenditures							
Administration	2,689,860	2,827,734	3,169,121	3,527,577	3,703,956	3,889,153	17,117,541
Professional fees	282,000	202,000	208,060	214,302	220,731	227,353	1,072,446
Building ops	470,350	742,811	765,095	788,048	811,690	836,040	3,943,684
Veh & Equip ops	6,511,528	7,779,421	8,016,403	8,258,732	8,510,405	8,767,703	41,332,664
Operating costs	4,527,649	5,824,006	7,564,736	9,592,061	11,094,230	11,508,022	45,583,055
Wages & benefits	16,152,025	17,962,223	19,960,796	21,846,002	22,610,613	23,401,985	105,781,619
Transfer to other gov/org	4,600,000	13,444,594	3,823,908				17,268,502
Contributions to reserve funds	3,716,234	937,580	136,376	1,410,946	894,150	800,222	4,179,274
Total Operating Expenditures	38,949,646	49,720,369	43,644,495	45,637,668	47,845,775	49,430,478	236,278,785
Operating (surplus)/deficit	3,917,465	1,086,137	773,304	(419,245)	(1,407,637)	(1,973,019)	(1,940,460)
Capital Asset Expenditures							
Capital expenditures	2,321,695	8,480,579	7,221,543	6,428,948	18,917,811	13,085,375	54,134,256
Transfer from reserves	(1,343,606)	(4,524,510)	(612,848)	(40,000)	(1,716,408)	(52,500)	(6,946,266)
Grants and other	(953,085)	(3,736,041)	(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)
Net Capital Assets funded from Operations	25,004	220,028	120,278	120,278	796,623	741,366	1,998,573
Capital Financing Charges							
New debt (principal & interest)			33,418	298,967	611,014	1,231,653	2,175,052
Total Capital Financing Charges			33,418	298,967	611,014	1,231,653	2,175,052
Net (surplus)/deficit for the year	3,942,469	1,306,165	927,000				2,233,165
Less: Transfer to appropriated surplus		927,000					927,000
Add: Transfer from appropriated surplus	(1,019,000)	(927,000)	(927,000)				(1,854,000)
Add: Prior year (surplus) / deficit	(2,923,469)	(1,306,165)					(1,306,165)
(Surplus) applied to future years							



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	726,500
PC-0501 COMPUTER - TRANSIT STHRN HANDYDART	12	12	12	4	12	52
TR-0004 TRANSIT - WOODGROVE EXCHANGE IMPROVEMENT				1,572,596		1,572,596
TR-0009 TRANSIT-COUNTRY CLUB MALL EXCHANGE UPGRD		472,595				472,595
TR-0010 TRANSIT - OP. AND MAINT. FACILITY PH1	8,057,067	6,323,936	6,323,936	1,622,434		22,327,373
TR-0011 TRANSIT - OP. AND MAINT. FACILITY PH2				13,823,497	10,559,367	24,382,864
TR-0012 TRANSIT - OP. AND MAINT. FACILITY PH3				1,246,433	1,812,247	3,058,680
TR-0013 TRANSIT - OP. AND MAINT. FACILITY PH4				487,847	596,249	1,084,096
VH-0500 VEHICLE - TRANSIT STHRN CONVENTIONAL	192,000	125,000	40,000	100,000	52,500	509,500
Total Transit Southern Community	8,480,579	7,221,543	6,428,948	18,917,811	13,085,375	54,134,256

**Transit Southern Community
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	12,307,058	8,966,269	7,262,961	8,505,220	7,695,916
Contributions	937,580	136,376	1,137,000	737,000	637,000
Interest earned	246,141	179,325	145,259	170,104	153,918
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			
Closing Balance Reserve Fund	8,966,269	7,262,961	8,505,220	7,695,916	8,434,334
RESERVE ACCOUNT FUNDS					
Opening Balance Reserve Account	2,808,073	2,354,180	1,871,654	1,938,651	2,054,490
Contributions			273,946	157,150	163,222
Interest earned	56,161	47,084	37,433	38,773	41,090
Withdrawals for capital projects:					
Other transfers out of Reserve	510,054	529,610	244,382	80,084	
Closing Balance Reserve Account	2,354,180	1,871,654	1,938,651	2,054,490	2,258,802
New Borrowing					
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
Total New Borrowing		3,341,828	3,341,828	7,991,594	6,552,603
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
Operating Revenues		17.1%	19.5%	18.0%	12.0%	9.4%	
Property taxes	(1,897,394)	(2,221,849)	(2,655,110)	(3,133,029)	(3,508,993)	(3,837,237)	(15,356,218)
	(1,897,394)	(2,221,849)	(2,655,110)	(3,133,029)	(3,508,993)	(3,837,237)	(15,356,218)
Operations	(4,400)	(4,400)	(4,488)	(4,578)	(4,669)	(4,763)	(22,898)
Transit fares	(236,217)	(382,857)	(440,761)	(451,780)	(463,074)	(474,651)	(2,213,123)
Operating grants	(1,050,754)	(1,152,041)	(1,362,328)	(1,389,575)	(1,417,367)	(1,445,713)	(6,767,024)
Grants other	(39,681)						
Miscellaneous	(148,179)	(510,054)	(599,904)	(317,488)	(156,115)	(79,072)	(1,662,633)
Total Operating Revenues	(3,376,625)	(4,271,201)	(5,062,591)	(5,296,450)	(5,550,218)	(5,841,436)	(26,021,896)
Operating Expenditures							
Administration	152,278	157,199	176,629	224,158	284,462	374,806	1,217,254
Operating costs	1,949,402	2,590,118	3,064,276	3,186,847	3,314,321	3,446,895	15,602,457
Wages & benefits	1,564,986	1,730,627	1,821,686	1,885,445	1,951,435	2,019,735	9,408,928
Total Operating Expenditures	3,666,666	4,477,944	5,062,591	5,296,450	5,550,218	5,841,436	26,228,639
Operating (surplus)/deficit	290,041	206,743					206,743
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	290,041	206,743					206,743
Add: Prior year (surplus) / deficit	(290,041)	(206,743)					(206,743)
(Surplus) applied to future years							

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		3.8%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(27,973)	(29,038)	(29,909)	(30,806)	(31,730)	(32,682)	(154,165)
	(27,973)	(29,038)	(29,909)	(30,806)	(31,730)	(32,682)	(154,165)
Total Operating Revenues	(27,973)	(29,038)	(29,909)	(30,806)	(31,730)	(32,682)	(154,165)
Operating Expenditures							
Administration	994	1,438	1,481	1,526	1,571	1,619	7,635
Professional fees	500	500	515	531	546	563	2,655
Operating costs	15,479	15,433	15,896	16,373	16,865	17,371	81,938
Contributions to reserve funds	11,000	13,317	12,017	12,376	12,748	13,129	63,587
Total Operating Expenditures	27,973	30,688	29,909	30,806	31,730	32,682	155,815
Operating (surplus)/deficit		1,650					1,650
Capital Asset Expenditures							
Capital expenditures	11,000	121,966					121,966
Transfer from reserves	(1,196)						
Grants and other		(121,966)					(121,966)
Net Capital Assets funded from Operations	9,804						
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	9,804	1,650					1,650
Add: Transfer from appropriated surplus	(9,804)						
Add: Prior year (surplus) / deficit		(1,650)					(1,650)
(Surplus) applied to future years							



Descanso Bay Wharf service

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-7700 MAJOR CAP - DESCANSO BAY EMERGENCY WHARF						
2-7700-9410-000 CAPITAL - RES/DCC/BORROW - ENG STRUCT						
Descanso Bay Gangway Replacement	121,966					121,966
Total 2-7700-9410-000 CAPITAL - RES/DCC/BORROW - ENG STRUCT	121,966					121,966
Total MJ-7700 MAJOR CAP - DESCANSO BAY EMERGENCY WHARF	121,966					121,966
Total Descanso Bay Wharf service	121,966					121,966

**Descanso Bay Wharf service
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	279,819	298,732	316,724	335,435	354,892
Contributions	13,317	12,017	12,376	12,748	13,129
Interest earned	5,596	5,975	6,334	6,708	7,098
Withdrawals for capital projects:					
Closing Balance Reserve Fund	298,732	316,724	335,434	354,891	375,119

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

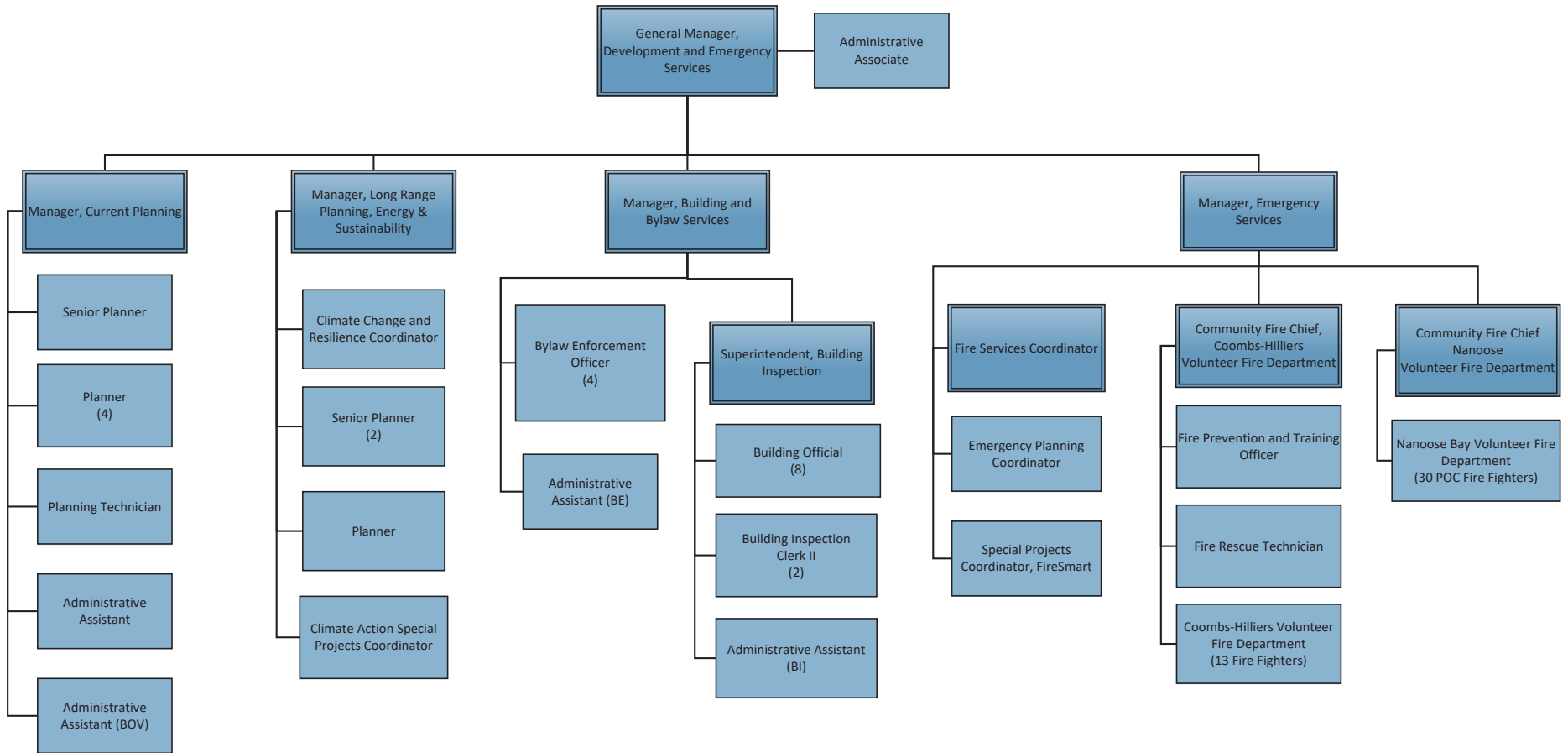
	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		2.3%	2.0%	2.0%	2.0%	2.0%	
Property taxes	(179,721)	(183,877)	(187,590)	(191,378)	(195,243)	(199,187)	(957,275)
	(179,721)	(183,877)	(187,590)	(191,378)	(195,243)	(199,187)	(957,275)
Operating grants		(15,000)					(15,000)
Total Operating Revenues	(179,721)	(198,877)	(187,590)	(191,378)	(195,243)	(199,187)	(972,275)
Operating Expenditures							
Administration	2,916	3,536	3,642	3,751	3,864	3,980	18,773
Transfer to other gov/org	176,805	195,341	183,948	187,627	191,379	195,207	953,502
Total Operating Expenditures	179,721	198,877	187,590	191,378	195,243	199,187	972,275
Operating (surplus)/deficit							
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year							
(Surplus) applied to future years							

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		1.6%	0.5%	0.1%	0.1%	0.1%	
Property taxes	(10,003)	(10,160)	(10,206)	(10,212)	(10,218)	(10,225)	(51,021)
	(10,003)	(10,160)	(10,206)	(10,212)	(10,218)	(10,225)	(51,021)
Total Operating Revenues	(10,003)	(10,160)	(10,206)	(10,212)	(10,218)	(10,225)	(51,021)
Operating Expenditures							
Administration	163	200	206	212	218	225	1,061
Transfer to other gov/org	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Total Operating Expenditures	10,163	10,200	10,206	10,212	10,218	10,225	51,061
Operating (surplus)/deficit	160	40					40
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	160	40					40
Add: Prior year (surplus) / deficit	(160)	(40)					(40)
(Surplus) applied to future years							

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
Operating Revenues		17.8%	13.0%	7.1%	4.2%	4.0%	
Property taxes	(11,887,403)	(14,031,680)	(15,878,751)	(17,018,534)	(17,742,102)	(18,466,435)	(83,137,502)
Parcel taxes	(175,127)	(180,305)	(180,430)	(180,484)	(180,537)	(180,593)	(902,349)
	(12,062,530)	(14,211,985)	(16,059,181)	(17,199,018)	(17,922,639)	(18,647,028)	(84,039,851)
Municipal agreements	(46,241)	(74,630)	(76,869)	(79,175)	(81,550)	(83,997)	(396,221)
Operations	(1,611,300)	(1,362,299)	(1,514,938)	(1,617,655)	(1,680,881)	(1,921,049)	(8,096,822)
Operating grants	(977,528)	(1,130,624)	(221,730)	(225,823)	(230,038)	(234,380)	(2,042,595)
Grants in lieu of taxes	(16,503)	(16,503)	(16,503)	(16,503)	(16,503)	(16,503)	(82,515)
Interdepartmental recoveries	(1,212,853)	(1,793,448)	(1,958,055)	(1,961,662)	(2,026,539)	(2,093,631)	(9,833,335)
Miscellaneous	(1,154,962)	(1,450,192)	(909,036)	(814,267)	(782,754)	(514,067)	(4,470,316)
Total Operating Revenues	(17,081,917)	(20,039,681)	(20,756,312)	(21,914,103)	(22,740,904)	(23,510,655)	(108,961,655)
Operating Expenditures							
Administration	1,256,127	1,847,430	1,915,920	1,973,325	2,031,690	2,090,881	9,859,246
Professional fees	2,232,784	1,799,879	946,773	912,936	940,564	899,280	5,499,432
Building ops	968,259	1,049,242	1,080,434	1,112,561	1,145,646	1,179,732	5,567,615
Veh & Equip ops	622,456	693,464	612,179	630,447	649,264	688,743	3,274,097
Operating costs	1,885,382	2,073,637	2,122,978	2,164,890	2,208,069	2,252,540	10,822,114
Program costs	495,250	1,157,124	553,210	554,297	559,022	563,888	3,387,541
Wages & benefits	5,052,067	5,852,841	6,057,690	6,269,710	6,489,149	6,716,269	31,385,659
Transfer to other gov/org	4,450,201	4,894,859	5,096,339	5,239,508	5,305,233	5,453,141	25,989,080
Contributions to reserve funds	1,453,039	990,039	1,123,535	1,179,362	1,268,661	1,564,603	6,126,200
Debt interest	259,051	334,380	442,491	449,676	426,321	409,108	2,061,976
Total Operating Expenditures	18,674,616	20,692,895	19,951,549	20,486,712	21,023,619	21,818,185	103,972,960
Operating (surplus)/deficit	1,592,699	653,214	(804,763)	(1,427,391)	(1,717,285)	(1,692,470)	(4,988,695)
Capital Asset Expenditures							
Capital expenditures	9,687,877	10,184,506	8,062,361	6,296,075	570,000	1,724,250	26,837,192
Transfer from reserves	(2,740,340)	(4,505,981)	(798,000)	(1,460,000)	(570,000)	(1,493,000)	(8,826,981)
Grants and other	(612,186)						
New borrowing	(6,293,621)	(5,658,662)	(7,233,423)	(4,810,000)		(200,000)	(17,902,085)
Net Capital Assets funded from Operations	41,730	19,863	30,938	26,075		31,250	108,126
Capital Financing Charges							
Existing debt (principal)	312,681	243,662	237,696	314,638	296,495	238,430	1,330,921
New debt (principal & interest)	62,936	56,587	536,129	1,086,678	1,420,790	1,422,790	4,522,974
Total Capital Financing Charges	375,617	300,249	773,825	1,401,316	1,717,285	1,661,220	5,853,895
Net (surplus)/deficit for the year	2,010,046	973,326					973,326
Add: Transfer from appropriated surplus	(846,993)	(676,439)					(676,439)
Add: Prior year (surplus) / deficit	(1,163,053)	(296,887)					(296,887)
(Surplus) applied to future years							

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

	2024	2024	2025	2025	2026	2026	2027	2027	2028	2028
	\$	%	\$	%	\$	%	\$	%	\$	%
EA Community Planning										
0200 PLANNING - CURRENT PLANNING	(2,723,179)	9.6%	(3,200,399)	17.5%	(3,304,951)	3.3%	(3,412,925)	3.3%	(3,524,432)	3.3%
	(\$2,723,179)		(\$3,200,399)		(\$3,304,951)		(\$3,412,925)		(\$3,524,432)	
Economic Development South										
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)	
Regional Growth Strategy										
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)	
Bylaw Enforcement										
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)	
Fire Protection										
2017 FIRE PROTECTION-DASHWOOD FIREHALL CONST	(112,778)	65.1%	(501,975)	345.1%	(502,050)		(502,127)		(502,206)	
2018 FIRE PROTECTION - MEADOWWOOD	(89,348)		(89,348)		(89,348)		(89,348)		(89,348)	
2019 FIRE PROTECTION - NANAIMO RIVER	(15,063)	278.5%	(15,062)		(15,062)		(13,282)	(11.8%)	(13,282)	
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%	(1,116,607)	(1.2%)	(1,152,713)	3.2%
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	(121,569)	3.3%	(126,246)	3.8%	(130,033)	3.0%	(133,934)	3.0%	(137,952)	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%	(1,341,389)	15.0%	(1,475,528)	10.0%	(1,593,570)	8.0%
	(\$7,760,663)		(\$8,936,124)		(\$9,852,464)		(\$10,347,329)		(\$10,837,138)	
Emergency Planning										
1900 EMERGENCY PLANNING	(830,364)	66.8%	(865,205)	4.2%	(893,687)	3.3%	(923,115)	3.3%	(953,520)	3.3%
	(\$830,364)		(\$865,205)		(\$893,687)		(\$923,115)		(\$953,520)	
D68 Search & Rescue										
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)	
D69 Marine Search & Rescue										
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)	
D69 Land Search & Rescue										
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)	
D68 E911										
0800 EMERGENCY 9-1-1 - D68	(154,224)	20.1%	(165,304)	7.2%	(170,262)	3.0%	(175,371)	3.0%	(180,632)	3.0%
	(\$154,224)		(\$165,304)		(\$170,262)		(\$175,371)		(\$180,632)	

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

	2024	2024	2025	2025	2026	2026	2027	2027	2028	2028
	\$	%	\$	%	\$	%	\$	%	\$	%
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	(175,653)	6.3%	(175,894)	0.1%	(175,994)	0.1%	(176,097)	0.1%	(176,204)	0.1%
	(\$197,073)		(\$197,327)		(\$197,440)		(\$197,556)		(\$197,677)	
Total DEVELOPMENT & EMERGENCY SERVICES	(14,211,985)	17.8%	(16,059,181)	13.0%	(17,199,018)	7.1%	(17,922,639)	4.2%	(18,647,028)	4.0%

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		9.6%	17.5%	3.3%	3.3%	3.3%	
Property taxes	(2,485,055)	(2,723,179)	(3,200,399)	(3,304,951)	(3,412,925)	(3,524,432)	(16,165,886)
	(2,485,055)	(2,723,179)	(3,200,399)	(3,304,951)	(3,412,925)	(3,524,432)	(16,165,886)
Operations	(87,950)	(87,950)	(90,589)	(93,306)	(96,105)	(98,988)	(466,938)
Operating grants	(321,000)	(106,000)					(106,000)
Grants in lieu of taxes	(4,500)	(4,500)	(4,500)	(4,500)	(4,500)	(4,500)	(22,500)
Interdepartmental recoveries	(94,348)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)
Miscellaneous	(71,988)	(45,500)	(30,500)	(30,500)	(30,500)	(30,500)	(167,500)
Total Operating Revenues	(3,064,841)	(2,972,129)	(3,330,988)	(3,438,257)	(3,549,030)	(3,663,420)	(16,953,824)
Operating Expenditures							
Administration	367,703	383,254	394,751	406,594	418,791	431,355	2,034,745
Professional fees	656,803	360,780	352,603	363,181	374,077	385,299	1,835,940
Building ops	358,618	369,900	380,997	392,427	404,199	416,326	1,963,849
Veh & Equip ops	130,203	162,133	79,997	82,397	84,869	87,415	496,811
Operating costs	390,041	471,257	493,767	507,950	522,561	537,609	2,533,144
Wages & benefits	1,610,342	1,568,959	1,623,873	1,680,708	1,739,533	1,800,416	8,413,489
Contributions to reserve funds	273,974	5,000	5,000	5,000	5,000	5,000	25,000
Total Operating Expenditures	3,787,684	3,321,283	3,330,988	3,438,257	3,549,030	3,663,420	17,302,978
Operating (surplus)/deficit	722,843	349,154					349,154
Capital Asset Expenditures							
Capital expenditures	659,345						
Transfer from reserves	(47,159)						
Grants and other	(612,186)						
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	722,843	349,154					349,154
Add: Transfer from appropriated surplus	(202,315)	(209,780)					(209,780)
Add: Prior year (surplus) / deficit	(520,528)	(139,374)					(139,374)
(Surplus) applied to future years							

**EA Community Planning
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	1,103,743	1,085,818	1,082,534	1,079,185	1,075,768
Contributions	5,000	5,000	5,000	5,000	5,000
Interest earned	22,075	21,716	21,651	21,583	21,516
Withdrawals for capital projects:					
Other transfers out of Reserve	45,000	30,000	30,000	30,000	30,000
Closing Balance Reserve Fund	1,085,818	1,082,534	1,079,185	1,075,768	1,072,284

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		18.9%	3.5%	3.5%	3.5%	3.5%	
Property taxes	(948,683)	(1,128,338)	(1,167,830)	(1,208,704)	(1,251,009)	(1,294,794)	(6,050,675)
	(948,683)	(1,128,338)	(1,167,830)	(1,208,704)	(1,251,009)	(1,294,794)	(6,050,675)
Operating grants	(311,000)	(225,000)					(225,000)
Miscellaneous	(315,000)	(508,700)	(131,427)	(100,000)	(100,000)	(28,442)	(868,569)
Total Operating Revenues	(1,574,683)	(1,862,038)	(1,299,257)	(1,308,704)	(1,351,009)	(1,323,236)	(7,144,244)
Operating Expenditures							
Administration	124,157	157,223	161,940	166,798	171,802	175,238	833,001
Professional fees	994,768	1,061,633	289,039	265,475	273,675	212,385	2,102,207
Building ops	162,787	159,882	164,678	169,619	174,707	179,949	848,835
Veh & Equip ops	10,721	10,465	10,779	11,102	11,435	11,778	55,559
Operating costs	70,842	64,630	66,500	68,426	70,410	72,454	342,420
Program costs	16,000	16,000	16,480	16,974	17,484	18,008	84,946
Wages & benefits	544,674	565,064	584,841	605,310	626,496	648,424	3,030,135
Contributions to reserve funds	25,997	5,000	5,000	5,000	5,000	5,000	25,000
Total Operating Expenditures	1,949,946	2,039,897	1,299,257	1,308,704	1,351,009	1,323,236	7,322,103
Operating (surplus)/deficit	375,263	177,859					177,859
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	375,263	177,859					177,859
Add: Transfer from appropriated surplus	(294,678)	(154,433)					(154,433)
Add: Prior year (surplus) / deficit	(80,585)	(23,426)					(23,426)
(Surplus) applied to future years							

**Regional Growth Strategy
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	488,565	363,336	375,603	388,115	400,877
Contributions	5,000	5,000	5,000	5,000	5,000
Interest earned	9,771	7,267	7,512	7,762	8,018
Withdrawals for capital projects:					
Other transfers out of Reserve	140,000				
Closing Balance Reserve Fund	363,336	375,603	388,115	400,877	413,895

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

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

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues							
Operations	(1,509,675)	(1,260,674)	(1,410,674)	(1,510,674)	(1,571,101)	(1,808,386)	(7,561,509)
Operating grants	(46,750)	(85,300)	(85,300)	(85,300)	(85,300)	(85,300)	(426,500)
Interdepartmental recoveries	(24,000)	(21,500)	(21,500)	(21,500)	(21,500)	(21,500)	(107,500)
Miscellaneous	(241,324)	(577,520)	(425,686)	(361,915)	(342,621)	(148,025)	(1,855,767)
Total Operating Revenues	(1,821,749)	(1,944,994)	(1,943,160)	(1,979,389)	(2,020,522)	(2,063,211)	(9,951,276)
Operating Expenditures							
Administration	126,329	143,822	148,137	152,581	157,158	161,873	763,571
Professional fees	22,500	2,000	9,560	9,847	10,142	10,446	41,995
Building ops	157,819	195,072	200,924	206,952	213,160	219,555	1,035,663
Veh & Equip ops	26,800	26,800	27,515	28,245	28,995	29,865	141,420
Operating costs	316,578	198,791	184,331	169,437	154,097	138,296	844,952
Program costs	64,250	126,800	100,300	96,800	96,800	96,800	517,500
Wages & benefits	1,196,453	1,190,718	1,232,393	1,275,527	1,320,170	1,366,376	6,385,184
Transfer to other gov/org	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Contributions to reserve funds	30,500	7,000	30,000	30,000	30,000	30,000	127,000
Total Operating Expenditures	1,951,229	1,901,003	1,943,160	1,979,389	2,020,522	2,063,211	9,907,285
Operating (surplus)/deficit	129,480	(43,991)					(43,991)
Capital Asset Expenditures							
Capital expenditures	80,000	40,000					40,000
Transfer from reserves	(80,000)	(40,000)					(40,000)
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	129,480	(43,991)					(43,991)
Add: Prior year (surplus) / deficit	(129,480)	43,991					43,991
(Surplus) applied to future years							

Building Inspection

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
VH-0300 VEHICLE - BLDG INSPECTION	40,000					40,000
Total Building Inspection	40,000					40,000

**Building Inspection
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	1,650,667	1,147,660	771,427	447,941	137,279
Contributions	3,500	15,000	15,000	15,000	15,000
Interest earned	33,013	22,953	15,429	8,959	2,746
Withdrawals for capital projects:					
Other transfers out of Reserve	539,520	414,186	353,915	334,621	140,025
Closing Balance Reserve Fund	1,147,660	771,427	447,941	137,279	15,000
RESERVE ACCOUNT FUNDS					
Opening Balance Reserve Account	64,120	28,902	44,480	60,370	76,577
Contributions	3,500	15,000	15,000	15,000	15,000
Interest earned	1,282	578	890	1,207	1,532
Withdrawals for capital projects:					
VEHICLE - BLDG INSPECTION	(40,000)				
Total Withdrawals for capital projects	(40,000)				
Closing Balance Reserve Account	28,902	44,480	60,370	76,577	93,109

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

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

Bylaw Enforcement

5 Year Capital Plan

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

**Bylaw Enforcement
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE ACCOUNT FUNDS					
Opening Balance Reserve Account	8,619	791	807	20,823	41,239
Contributions	42,000	50,000	20,000	20,000	20,000
Interest earned	172	16	16	416	825
Withdrawals for capital projects:					
VEHICLE - BYLAW	(50,000)	(50,000)			(50,000)
Total Withdrawals for capital projects	(50,000)	(50,000)			(50,000)
Closing Balance Reserve Account	791	807	20,823	41,239	12,064

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		42.8%	7.0%	3.0%	3.0%	3.0%	
Property taxes	(62,882)	(89,783)	(96,070)	(98,971)	(101,958)	(105,036)	(491,818)
	(62,882)	(89,783)	(96,070)	(98,971)	(101,958)	(105,036)	(491,818)
Operations	(1,125)	(1,125)	(1,125)	(1,125)	(1,125)	(1,125)	(5,625)
Total Operating Revenues	(64,007)	(90,908)	(97,195)	(100,096)	(103,083)	(106,161)	(497,443)
Operating Expenditures							
Administration	3,323	3,654	3,764	3,877	3,993	4,113	19,401
Professional fees	2,500	1,000	1,030	1,061	1,093	1,126	5,310
Operating costs	58,779	89,224	91,901	94,658	97,497	100,422	473,702
Contributions to reserve funds	5,136		500	500	500	500	2,000
Total Operating Expenditures	69,738	93,878	97,195	100,096	103,083	106,161	500,413
Operating (surplus)/deficit	5,731	2,970					2,970
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	5,731	2,970					2,970
Add: Prior year (surplus) / deficit	(5,731)	(2,970)					(2,970)
(Surplus) applied to future years							

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

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	55,073	56,174	57,797	59,453	61,142
Contributions		500	500	500	500
Interest earned	1,101	1,123	1,156	1,189	1,223
Withdrawals for capital projects:					
Closing Balance Reserve Fund	56,174	57,797	59,453	61,142	62,865

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		45.0%	6.7%	3.2%	3.2%	3.2%	
Property taxes	(101,799)	(147,648)	(157,538)	(162,564)	(167,742)	(173,075)	(808,567)
	(101,799)	(147,648)	(157,538)	(162,564)	(167,742)	(173,075)	(808,567)
Operations	(10,525)	(10,525)	(10,525)	(10,525)	(10,525)	(10,525)	(52,625)
Total Operating Revenues	(112,324)	(158,173)	(168,063)	(173,089)	(178,267)	(183,600)	(861,192)
Operating Expenditures							
Administration	8,567	9,250	9,528	9,813	10,108	10,411	49,110
Professional fees	13,230	11,730	1,352	1,392	1,434	1,477	17,385
Operating costs	110,228	156,974	156,683	161,384	166,225	171,212	812,478
Contributions to reserve funds	1,702		500	500	500	500	2,000
Total Operating Expenditures	133,727	177,954	168,063	173,089	178,267	183,600	880,973
Operating (surplus)/deficit	21,403	19,781					19,781
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	21,403	19,781					19,781
Add: Transfer from appropriated surplus	(18,330)	(16,830)					(16,830)
Add: Prior year (surplus) / deficit	(3,073)	(2,951)					(2,951)
(Surplus) applied to future years							

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

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	47,304	48,250	49,715	51,209	52,733
Contributions		500	500	500	500
Interest earned	946	965	994	1,024	1,055
Withdrawals for capital projects:					
Closing Balance Reserve Fund	48,250	49,715	51,209	52,733	54,288

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		61.2%	10.0%	3.6%	3.0%	3.0%	
Property taxes	(29,814)	(48,049)	(52,856)	(54,757)	(56,408)	(58,108)	(270,178)
	(29,814)	(48,049)	(52,856)	(54,757)	(56,408)	(58,108)	(270,178)
Operations	(750)	(750)	(750)	(750)	(750)	(750)	(3,750)
Total Operating Revenues	(30,564)	(48,799)	(53,606)	(55,507)	(57,158)	(58,858)	(273,928)
Operating Expenditures							
Administration	1,016	1,026	1,057	1,088	1,121	1,155	5,447
Professional fees	2,500	2,500	2,575	2,652	2,732	2,814	13,273
Operating costs	29,577	48,324	49,774	51,267	52,805	54,389	256,559
Contributions to reserve funds	4,912		200	500	500	500	1,700
Total Operating Expenditures	38,005	51,850	53,606	55,507	57,158	58,858	276,979
Operating (surplus)/deficit	7,441	3,051					3,051
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	7,441	3,051					3,051
Add: Prior year (surplus) / deficit	(7,441)	(3,051)					(3,051)
(Surplus) applied to future years							

**Animal Control EA F
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	56,867	58,004	59,364	61,051	62,772
Contributions		200	500	500	500
Interest earned	1,137	1,160	1,187	1,221	1,255
Withdrawals for capital projects:					
Closing Balance Reserve Fund	58,004	59,364	61,051	62,772	64,527

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

			2025	2026	2027	2028	Total
Operating Revenues		25.0%	16.8%	2.9%	2.9%	2.9%	
Property taxes	(22,614)	(28,270)	(33,021)	(33,986)	(34,983)	(36,011)	(166,271)
	(22,614)	(28,270)	(33,021)	(33,986)	(34,983)	(36,011)	(166,271)
Operations	(225)	(225)	(225)	(225)	(225)	(225)	(1,125)
Total Operating Revenues	(22,839)	(28,495)	(33,246)	(34,211)	(35,208)	(36,236)	(167,396)
Operating Expenditures							
Administration	252	252	260	267	275	284	1,338
Professional fees	2,600	2,650	2,730	2,811	2,896	2,983	14,070
Operating costs	20,882	27,724	29,256	30,133	31,037	31,969	150,119
Contributions to reserve funds	5,544	1,000	1,000	1,000	1,000	1,000	5,000
Total Operating Expenditures	29,278	31,626	33,246	34,211	35,208	36,236	170,527
Operating (surplus)/deficit	6,439	3,131					3,131
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	6,439	3,131					3,131
Add: Prior year (surplus) / deficit	(6,439)	(3,131)					(3,131)
(Surplus) applied to future years							

**Noise Control EA A
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	23,922	25,400	26,908	28,446	30,015
Contributions	1,000	1,000	1,000	1,000	1,000
Interest earned	478	508	538	569	600
Withdrawals for capital projects:					
Closing Balance Reserve Fund	25,400	26,908	28,446	30,015	31,615

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		17.9%	26.9%	4.5%	2.9%	2.9%	
Property taxes	(21,287)	(25,093)	(31,838)	(33,269)	(34,229)	(35,218)	(159,647)
	(21,287)	(25,093)	(31,838)	(33,269)	(34,229)	(35,218)	(159,647)
Operations	(225)	(225)	(225)	(225)	(225)	(225)	(1,125)
Total Operating Revenues	(21,512)	(25,318)	(32,063)	(33,494)	(34,454)	(35,443)	(160,772)
Operating Expenditures							
Administration	284	284	293	301	310	320	1,508
Professional fees	3,000	1,520	1,566	1,613	1,661	1,711	8,071
Operating costs	20,832	27,674	29,204	30,080	30,983	31,912	149,853
Contributions to reserve funds	4,429	500	1,000	1,500	1,500	1,500	6,000
Total Operating Expenditures	28,545	29,978	32,063	33,494	34,454	35,443	165,432
Operating (surplus)/deficit	7,033	4,660					4,660
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	7,033	4,660					4,660
Add: Prior year (surplus) / deficit	(7,033)	(4,660)					(4,660)
(Surplus) applied to future years							

**Noise Control EA B
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	25,661	26,674	28,207	30,271	32,376
Contributions	500	1,000	1,500	1,500	1,500
Interest earned	513	533	564	605	648
Withdrawals for capital projects:					
Closing Balance Reserve Fund	26,674	28,207	30,271	32,376	34,524

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		32.3%	19.4%	2.9%	2.9%	2.9%	
Property taxes	(19,685)	(26,053)	(31,118)	(32,027)	(32,965)	(33,931)	(156,094)
	(19,685)	(26,053)	(31,118)	(32,027)	(32,965)	(33,931)	(156,094)
Operations	(225)	(225)	(225)	(225)	(225)	(225)	(1,125)
Total Operating Revenues	(19,910)	(26,278)	(31,343)	(32,252)	(33,190)	(34,156)	(157,219)
Operating Expenditures							
Administration	185	185	191	196	202	208	982
Professional fees	2,000	1,020	1,051	1,082	1,115	1,148	5,416
Operating costs	20,732	27,574	29,101	29,974	30,873	31,800	149,322
Contributions to reserve funds	2,714	1,000	1,000	1,000	1,000	1,000	5,000
Total Operating Expenditures	25,631	29,779	31,343	32,252	33,190	34,156	160,720
Operating (surplus)/deficit	5,721	3,501					3,501
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	5,721	3,501					3,501
Add: Prior year (surplus) / deficit	(5,721)	(3,501)					(3,501)
(Surplus) applied to future years							

**Noise Control EA C
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	23,454	24,923	26,421	27,949	29,508
Contributions	1,000	1,000	1,000	1,000	1,000
Interest earned	469	498	528	559	590
Withdrawals for capital projects:					
Closing Balance Reserve Fund	24,923	26,421	27,949	29,508	31,098

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		27.6%	18.1%	2.8%	2.8%	2.3%	
Property taxes	(22,218)	(28,343)	(33,479)	(34,408)	(35,368)	(36,199)	(167,797)
	(22,218)	(28,343)	(33,479)	(34,408)	(35,368)	(36,199)	(167,797)
Operations	(225)	(225)	(225)	(225)	(225)	(225)	(1,125)
Total Operating Revenues	(22,443)	(28,568)	(33,704)	(34,633)	(35,593)	(36,424)	(168,922)
Operating Expenditures							
Administration	187	187	193	198	204	210	992
Professional fees	2,000	1,550	1,597	1,644	1,694	1,745	8,230
Operating costs	20,757	27,724	29,256	30,133	31,037	31,969	150,119
Contributions to reserve funds	2,658	2,658	2,658	2,658	2,658	2,500	13,132
Total Operating Expenditures	25,602	32,119	33,704	34,633	35,593	36,424	172,473
Operating (surplus)/deficit	3,159	3,551					3,551
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	3,159	3,551					3,551
Add: Prior year (surplus) / deficit	(3,159)	(3,551)					(3,551)
(Surplus) applied to future years							

**Noise Control EA E
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	20,143	23,204	26,326	29,511	32,759
Contributions	2,658	2,658	2,658	2,658	2,500
Interest earned	403	464	527	590	655
Withdrawals for capital projects:					
Closing Balance Reserve Fund	23,204	26,326	29,511	32,759	35,914

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		29.3%	18.5%	2.8%	2.8%	2.8%	
Property taxes	(21,472)	(27,769)	(32,905)	(33,835)	(34,795)	(35,784)	(165,088)
	(21,472)	(27,769)	(32,905)	(33,835)	(34,795)	(35,784)	(165,088)
Operations	(225)	(225)	(225)	(225)	(225)	(225)	(1,125)
Total Operating Revenues	(21,697)	(27,994)	(33,130)	(34,060)	(35,020)	(36,009)	(166,213)
Operating Expenditures							
Administration	189	189	195	201	207	213	1,005
Professional fees	2,000	1,550	1,597	1,644	1,694	1,745	8,230
Operating costs	20,782	27,724	29,256	30,133	31,037	31,969	150,119
Contributions to reserve funds	4,389	2,082	2,082	2,082	2,082	2,082	10,410
Total Operating Expenditures	27,360	31,545	33,130	34,060	35,020	36,009	169,764
Operating (surplus)/deficit	5,663	3,551					3,551
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	5,663	3,551					3,551
Add: Prior year (surplus) / deficit	(5,663)	(3,551)					(3,551)
(Surplus) applied to future years							

**Noise Control EA G
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	15,942	18,343	20,792	23,290	25,838
Contributions	2,082	2,082	2,082	2,082	2,082
Interest earned	319	367	416	466	517
Withdrawals for capital projects:					
Closing Balance Reserve Fund	18,343	20,792	23,290	25,838	28,437

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		12.0%	19.8%	5.9%	2.9%	2.9%	
Property taxes	(25,909)	(29,029)	(34,772)	(36,816)	(37,890)	(38,996)	(177,503)
	(25,909)	(29,029)	(34,772)	(36,816)	(37,890)	(38,996)	(177,503)
Miscellaneous	(275,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(750,000)
Total Operating Revenues	(300,909)	(179,029)	(184,772)	(186,816)	(187,890)	(188,996)	(927,503)
Operating Expenditures							
Administration	324	1,406	1,448	1,492	1,536	1,582	7,464
Professional fees	27,500	4,000	4,120	4,244	4,371	4,502	21,237
Operating costs	20,832	27,674	29,204	30,080	30,983	31,912	149,853
Program costs	250,000	150,000	150,000	150,000	150,000	150,000	750,000
Contributions to reserve funds				1,000	1,000	1,000	3,000
Total Operating Expenditures	298,656	183,080	184,772	186,816	187,890	188,996	931,554
Operating (surplus)/deficit	(2,253)	4,051					4,051
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	(2,253)	4,051					4,051
Add: Prior year (surplus) / deficit	2,253	(4,051)					(4,051)
(Surplus) applied to future years							

**Hazardous Properties
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	76,174	77,697	79,251	81,836	84,473
Contributions			1,000	1,000	1,000
Interest earned	1,523	1,554	1,585	1,637	1,689
Withdrawals for capital projects:					
Closing Balance Reserve Fund	77,697	79,251	81,836	84,473	87,162

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		36.7%	9.4%	4.0%	3.5%	3.5%	
Property taxes	(21,078)	(28,806)	(31,499)	(32,759)	(33,906)	(35,093)	(162,063)
	(21,078)	(28,806)	(31,499)	(32,759)	(33,906)	(35,093)	(162,063)
Operations	(150)	(150)	(150)	(150)	(150)	(150)	(750)
Miscellaneous	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(750,000)
Total Operating Revenues	(171,228)	(178,956)	(181,649)	(182,909)	(184,056)	(185,243)	(912,813)
Operating Expenditures							
Administration	225	225	232	239	246	253	1,195
Professional fees	2,000	550	567	583	601	619	2,920
Operating costs	21,182	28,024	29,565	30,452	31,365	32,306	151,712
Program costs	150,000	150,000	150,000	150,000	150,000	150,000	750,000
Contributions to reserve funds	3,708	3,708	1,285	1,635	1,844	2,065	10,537
Total Operating Expenditures	177,115	182,507	181,649	182,909	184,056	185,243	916,364
Operating (surplus)/deficit	5,887	3,551					3,551
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	5,887	3,551					3,551
Add: Prior year (surplus) / deficit	(5,887)	(3,551)					(3,551)
(Surplus) applied to future years							

**Unsightly Premises
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	38,479	42,957	45,101	47,638	50,435
Contributions	3,708	1,285	1,635	1,844	2,065
Interest earned	770	859	902	953	1,009
Withdrawals for capital projects:					
Closing Balance Reserve Fund	42,957	45,101	47,638	50,435	53,509

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		66.8%	4.2%	3.3%	3.3%	3.3%	
Property taxes	(497,791)	(830,364)	(865,205)	(893,687)	(923,115)	(953,520)	(4,465,891)
	(497,791)	(830,364)	(865,205)	(893,687)	(923,115)	(953,520)	(4,465,891)
Municipal agreements	(46,241)	(74,630)	(76,869)	(79,175)	(81,550)	(83,997)	(396,221)
Operating grants	(298,778)	(714,324)	(136,430)	(140,523)	(144,738)	(149,080)	(1,285,095)
Total Operating Revenues	(842,810)	(1,619,318)	(1,078,504)	(1,113,385)	(1,149,403)	(1,186,597)	(6,147,207)
Operating Expenditures							
Administration	93,893	101,378	104,419	107,551	110,778	114,101	538,227
Professional fees	386,859	259,872	174,296	179,525	184,911	190,458	989,062
Building ops	800	800	824	849	874	900	4,247
Veh & Equip ops	14,558	20,808	21,432	22,075	22,737	23,420	110,472
Operating costs	84,864	86,866	89,351	91,911	94,548	97,263	459,939
Program costs	15,000	714,324	136,430	140,523	144,738	149,080	1,285,095
Wages & benefits	345,513	511,200	529,092	547,611	566,777	586,614	2,741,294
Transfer to other gov/org	22,000	22,000	22,660	23,340	24,040	24,761	116,801
Contributions to reserve funds	2,252						
Total Operating Expenditures	965,739	1,717,248	1,078,504	1,113,385	1,149,403	1,186,597	6,245,137
Operating (surplus)/deficit	122,929	97,930					97,930
Capital Asset Expenditures							
Capital expenditures	2,800	340,000					340,000
Transfer from reserves		(340,000)					(340,000)
Net Capital Assets funded from Operations	2,800						
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	125,729	97,930					97,930
Add: Transfer from appropriated surplus	(98,423)	(78,372)					(78,372)
Add: Prior year (surplus) / deficit	(27,306)	(19,558)					(19,558)
(Surplus) applied to future years							

Emergency Planning

5 Year Capital Plan

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

**Emergency Planning
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	376,795	69,331	70,718	72,132	73,575
Interest earned	7,536	1,387	1,414	1,443	1,472
Withdrawals for capital projects:					
MAJOR CAP - EMERGENCY PLANNING	(255,000)				
VEHICLE - EMERGENCY PLANNING	(60,000)				
Total Withdrawals for capital projects	(315,000)				
Closing Balance Reserve Fund	69,331	70,718	72,132	73,575	75,047
RESERVE ACCOUNT FUNDS					
Opening Balance Reserve Account	29,215	4,799	4,895	4,993	5,093
Interest earned	584	96	98	100	102
Withdrawals for capital projects:					
VEHICLE - EMERGENCY PLANNING	(25,000)				
Total Withdrawals for capital projects	(25,000)				
Closing Balance Reserve Account	4,799	4,895	4,993	5,093	5,195

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

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

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

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

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

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

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		20.1%	7.2%	3.0%	3.0%	3.0%	
Property taxes	(128,362)	(154,224)	(165,304)	(170,262)	(175,371)	(180,632)	(845,793)
	(128,362)	(154,224)	(165,304)	(170,262)	(175,371)	(180,632)	(845,793)
Miscellaneous		(11,372)					(11,372)
Total Operating Revenues	(128,362)	(165,596)	(165,304)	(170,262)	(175,371)	(180,632)	(857,165)
Operating Expenditures							
Administration	12,142	13,043	13,434	13,837	14,252	14,680	69,246
Veh & Equip ops	26,100	26,100	11,883	12,239	12,607	12,985	75,814
Operating costs	9,920	9,920	10,218	10,524	10,840	11,165	52,667
Transfer to other gov/org	106,825	137,030	129,769	133,662	137,672	141,802	679,935
Total Operating Expenditures	154,987	186,093	165,304	170,262	175,371	180,632	877,662
Operating (surplus)/deficit	26,625	20,497					20,497
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	26,625	20,497					20,497
Add: Transfer from appropriated surplus	(15,000)	(15,000)					(15,000)
Add: Prior year (surplus) / deficit	(11,625)	(5,497)					(5,497)
(Surplus) applied to future years							

**D68 E911
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	124,677	127,171	129,714	132,308	134,954
Interest earned	2,494	2,543	2,594	2,646	2,699
Withdrawals for capital projects:					
Closing Balance Reserve Fund	127,171	129,714	132,308	134,954	137,653

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

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

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

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

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		6.3%	0.1%	0.1%	0.1%	0.1%	
Property taxes	(79,477)	(84,696)	(84,812)	(84,858)	(84,908)	(84,959)	(424,233)
Parcel taxes	(85,780)	(90,957)	(91,082)	(91,136)	(91,189)	(91,245)	(455,609)
	(165,257)	(175,653)	(175,894)	(175,994)	(176,097)	(176,204)	(879,842)
Total Operating Revenues	(165,257)	(175,653)	(175,894)	(175,994)	(176,097)	(176,204)	(879,842)
Operating Expenditures							
Administration	3,244	3,244	3,342	3,442	3,545	3,652	17,225
Transfer to other gov/org	162,220	172,552	172,552	172,552	172,552	172,552	862,760
Total Operating Expenditures	165,464	175,796	175,894	175,994	176,097	176,204	879,985
Operating (surplus)/deficit	207	143					143
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	207	143					143
Add: Prior year (surplus) / deficit	(207)	(143)					(143)
(Surplus) applied to future years							

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues							
Interdepartmental recoveries	(287,583)	(709,800)	(790,328)	(817,306)	(845,213)	(874,082)	(4,036,729)
Total Operating Revenues	(287,583)	(709,800)	(790,328)	(817,306)	(845,213)	(874,082)	(4,036,729)
Operating Expenditures							
Administration	5,450	9,450	9,734	10,026	10,326	10,636	50,172
Professional fees	52,000	53,000	54,590	56,228	57,915	59,652	281,385
Veh & Equip ops	1,430	3,143	3,237	3,334	3,434	3,537	16,685
Operating costs	7,060	32,459	33,341	34,250	35,186	36,150	171,386
Wages & benefits	307,024	663,697	686,926	710,968	735,852	761,607	3,559,050
Transfer to other gov/org	2,150	2,500	2,500	2,500	2,500	2,500	12,500
Total Operating Expenditures	375,114	764,249	790,328	817,306	845,213	874,082	4,091,178
Operating (surplus)/deficit	87,531	54,449					54,449
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	87,531	54,449					54,449
Add: Transfer from appropriated surplus	(50,000)	(50,000)					(50,000)
Add: Prior year (surplus) / deficit	(37,531)	(4,449)					(4,449)
(Surplus) applied to future years							

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		65.1%	345.1%				
Property taxes	(68,289)	(112,778)	(501,975)	(502,050)	(502,127)	(502,206)	(2,121,136)
	(68,289)	(112,778)	(501,975)	(502,050)	(502,127)	(502,206)	(2,121,136)
Total Operating Revenues	(68,289)	(112,778)	(501,975)	(502,050)	(502,127)	(502,206)	(2,121,136)
Operating Expenditures							
Administration	1,856	2,416	2,488	2,563	2,640	2,719	12,826
Debt interest	128,074	198,365	280,964	280,964	280,964	280,964	1,322,221
Total Operating Expenditures	129,930	200,781	283,452	283,527	283,604	283,683	1,335,047
Operating (surplus)/deficit	61,641	88,003	(218,523)	(218,523)	(218,523)	(218,523)	(786,089)
Capital Asset Expenditures							
Capital expenditures	5,923,621	5,384,936					5,384,936
Transfer from reserves		(922,274)					(922,274)
New borrowing	(5,923,621)	(4,462,662)					(4,462,662)
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)			(147,246)	(147,246)	(147,246)	(147,246)	(588,984)
New debt (principal & interest)	59,236	44,627	365,769	365,769	365,769	365,769	1,507,703
Total Capital Financing Charges	59,236	44,627	218,523	218,523	218,523	218,523	918,719
Net (surplus)/deficit for the year	120,877	132,630					132,630
Add: Transfer from appropriated surplus	(113,617)	(132,524)					(132,524)
Add: Prior year (surplus) / deficit	(7,260)	(106)					(106)
(Surplus) applied to future years							



Fire - Dashwood Firehall Construction

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
FR-0012 DASHWOOD FIREHALL REPLCMNT CONSTRUCTION	5,384,936					5,384,936
Total Fire - Dashwood Firehall Construction	5,384,936					5,384,936

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

	2024	2025	2026	2027	2028
New Borrowing					
DASHWOOD FIREHALL REPLCMNT CONSTRUCTION	4,462,662				
Total New Borrowing	4,462,662				
New Debt Principal/Int		365,769			
New Debt Principal/Int(Cumulative)		365,769	365,769	365,769	365,769
Borrowing cost	44,627				

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

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

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		278.5%			(11.8%)		
Property taxes	(3,980)	(15,063)	(15,062)	(15,062)	(13,282)	(13,282)	(71,751)
	(3,980)	(15,063)	(15,062)	(15,062)	(13,282)	(13,282)	(71,751)
Total Operating Revenues	(3,980)	(15,063)	(15,062)	(15,062)	(13,282)	(13,282)	(71,751)
Operating Expenditures							
Administration	1,576	765	765	765			2,295
Professional fees	2,000	2,000					2,000
Contributions to reserve funds		13,282	13,282	13,282	13,282	13,282	66,410
Debt interest	318	318	318	318			954
Total Operating Expenditures	3,894	16,365	14,365	14,365	13,282	13,282	71,659
Operating (surplus)/deficit	(86)	1,302	(697)	(697)			(92)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	697	697	697	697			2,091
Total Capital Financing Charges	697	697	697	697			2,091
Net (surplus)/deficit for the year	611	1,999					1,999
Add: Transfer from appropriated surplus		(2,000)					(2,000)
Add: Prior year (surplus) / deficit	(611)	1					1
(Surplus) applied to future years							



**Fire - Nanaimo River
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund		13,282	26,830	40,649	54,744
Contributions	13,282	13,282	13,282	13,282	13,282
Interest earned		266	537	813	1,095
Withdrawals for capital projects:					
Closing Balance Reserve Fund	13,282	26,830	40,649	54,744	69,121

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		23.0%	23.0%	10.0%	10.0%	10.0%	
Property taxes	(806,586)	(992,101)	(1,220,284)	(1,342,313)	(1,476,544)	(1,624,198)	(6,655,440)
	(806,586)	(992,101)	(1,220,284)	(1,342,313)	(1,476,544)	(1,624,198)	(6,655,440)
Miscellaneous	(25,000)						
Total Operating Revenues	(831,586)	(992,101)	(1,220,284)	(1,342,313)	(1,476,544)	(1,624,198)	(6,655,440)
Operating Expenditures							
Administration	62,449	185,676	191,246	196,984	202,893	208,980	985,779
Professional fees	5,500	5,500	5,665	5,835	6,010	6,190	29,200
Building ops	70,374	73,984	76,204	78,490	80,844	83,270	392,792
Veh & Equip ops	117,820	127,120	130,934	134,862	138,907	143,075	674,898
Operating costs	127,089	136,739	140,841	145,066	149,418	153,901	725,965
Wages & benefits	299,523	390,999	404,684	418,848	433,508	448,680	2,096,719
Contributions to reserve funds	170,773	40,895	237,070	189,961	320,123	420,690	1,208,739
Debt interest	5,785	6,102	5,627	26,369	16,389	10,710	65,197
Total Operating Expenditures	859,313	967,015	1,192,271	1,196,415	1,348,092	1,475,496	6,179,289
Operating (surplus)/deficit	27,727	(25,086)	(28,013)	(145,898)	(128,452)	(148,702)	(476,151)
Capital Asset Expenditures							
Capital expenditures	601,113	467,793	1,104,423		125,000	645,250	2,342,466
Transfer from reserves	(584,813)	(467,793)	(515,000)		(125,000)	(425,000)	(1,532,793)
New borrowing			(589,423)			(200,000)	(789,423)
Net Capital Assets funded from Operations	16,300					20,250	20,250
Capital Financing Charges							
Existing debt (principal)	17,446	28,013	22,119	99,061	81,615	79,615	310,423
New debt (principal & interest)			5,894	46,837	46,837	48,837	148,405
Total Capital Financing Charges	17,446	28,013	28,013	145,898	128,452	128,452	458,828
Net (surplus)/deficit for the year	61,473	2,927					2,927
Add: Prior year (surplus) / deficit	(61,473)	(2,927)					(2,927)
(Surplus) applied to future years							



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	70,250
MJ-2020 MAJOR CAP - FIRE COOMBS HILLIERS	36,000					36,000
VH-2020 VEHICLE - FIRE COOMBS HILLIERS	431,793	1,104,423		125,000	575,000	2,236,216
Total Fire - Coombs Hilliers	467,793	1,104,423		125,000	645,250	2,342,466

**Fire - Coombs Hilliers
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	310,555	292,261	15,176	200,441	394,573
Contributions	35,895	232,070	184,961	315,123	415,690
Interest earned	6,211	5,845	304	4,009	7,891
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)
Closing Balance Reserve Fund	292,261	15,176	200,441	394,573	393,154
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - FIRE COOMBS HILLIERS	(407,393)				
Total Withdrawals for capital projects	(407,393)				
Closing Balance Reserve Account	(407,393)				
New Borrowing					
VEHICLE - FIRE COOMBS HILLIERS		589,423			200,000
Total New Borrowing		589,423			200,000
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
Operating Revenues		20.0%	20.0%	34.0%	3.0%	3.0%	
Property taxes	(927,764)	(1,113,317)	(1,335,980)	(1,790,214)	(1,843,920)	(1,899,238)	(7,982,669)
	(927,764)	(1,113,317)	(1,335,980)	(1,790,214)	(1,843,920)	(1,899,238)	(7,982,669)
Total Operating Revenues	(927,764)	(1,113,317)	(1,335,980)	(1,790,214)	(1,843,920)	(1,899,238)	(7,982,669)
Operating Expenditures							
Administration	44,076	131,484	135,429	139,491	143,676	147,986	698,066
Professional fees	400	400	412	424	437	450	2,123
Building ops	4,918	5,204	5,360	5,521	5,686	5,857	27,628
Veh & Equip ops	10,122	10,000	10,300	10,609	10,927	31,255	73,091
Operating costs	3,774	3,812	3,927	4,044	4,166	4,291	20,240
Transfer to other gov/org	698,907	801,266	825,304	850,063	875,565	901,832	4,254,030
Contributions to reserve funds	113,432	161,325	145,395	176,930	205,281	214,335	903,266
Debt interest	1,415	6,875	19,800	14,850	9,900	4,950	56,375
Total Operating Expenditures	877,044	1,120,366	1,145,927	1,201,932	1,255,638	1,310,956	6,034,819
Operating (surplus)/deficit	(50,720)	7,049	(190,053)	(588,282)	(588,282)	(588,282)	(1,947,850)
Capital Asset Expenditures							
Capital expenditures	130,000	1,139,863	6,081,863	350,000	60,000	100,000	7,731,726
Transfer from reserves	(130,000)	(570,000)	(43,000)	(350,000)	(60,000)	(100,000)	(1,123,000)
New borrowing		(550,000)	(6,019,000)				(6,569,000)
Net Capital Assets funded from Operations		19,863	19,863				39,726
Capital Financing Charges							
Existing debt (principal)	83,608		64,921	64,921	64,921	64,921	259,684
New debt (principal & interest)		5,500	105,269	523,361	523,361	523,361	1,680,852
Total Capital Financing Charges	83,608	5,500	170,190	588,282	588,282	588,282	1,940,536
Net (surplus)/deficit for the year	32,888	32,412					32,412
Add: Prior year (surplus) / deficit	(32,888)	(32,412)					(32,412)
(Surplus) applied to future years							

**Fire - Errington
5 Year Capital Plan**

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
FR-0003 ERRINGTON SEISMIC UPGRADE HALL #2	119,863	6,038,863				6,158,726
MJ-2021 MAJOR CAP - FIRE ERRINGTON	70,000	15,000	350,000			435,000
VH-2021 VEHICLE - FIRE ERRINGTON	950,000	28,000		60,000	100,000	1,138,000
Total Fire - Errington	1,139,863	6,081,863	350,000	60,000	100,000	7,731,726

**Fire - Errington
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	572,494	170,269	271,069	98,420	240,670
Contributions	156,325	140,395	171,930	200,281	209,335
Interest earned	11,450	3,405	5,421	1,969	4,813
Withdrawals for capital projects:					
ERRINGTON SEISMIC UPGRADE HALL #2	(100,000)				
MAJOR CAP - FIRE ERRINGTON	(70,000)	(15,000)	(350,000)		
VEHICLE - FIRE ERRINGTON	(400,000)	(28,000)		(60,000)	(100,000)
Total Withdrawals for capital projects	(570,000)	(43,000)	(350,000)	(60,000)	(100,000)
Closing Balance Reserve Fund	170,269	271,069	98,420	240,670	354,818
New Borrowing					
ERRINGTON SEISMIC UPGRADE HALL #2		6,019,000			
VEHICLE - FIRE ERRINGTON	550,000				
Total New Borrowing	550,000	6,019,000			
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
Operating Revenues		2.0%	3.0%	3.0%	(1.2%)	3.2%	
Property taxes	(1,043,953)	(1,064,832)	(1,096,777)	(1,129,680)	(1,116,607)	(1,152,713)	(5,560,609)
	(1,043,953)	(1,064,832)	(1,096,777)	(1,129,680)	(1,116,607)	(1,152,713)	(5,560,609)
Miscellaneous			(14,323)	(14,752)	(2,533)		(31,608)
Total Operating Revenues	(1,043,953)	(1,064,832)	(1,111,100)	(1,144,432)	(1,119,140)	(1,152,713)	(5,592,217)
Operating Expenditures							
Administration	64,816	74,357	76,588	78,885	81,252	83,689	394,771
Operating costs	78,081	80,423	82,836	85,321	87,881	90,517	426,978
Transfer to other gov/org	944,873	878,637	951,676	980,226	950,007	978,507	4,739,053
Contributions to reserve funds		31,608					31,608
Total Operating Expenditures	1,087,770	1,065,025	1,111,100	1,144,432	1,119,140	1,152,713	5,592,410
Operating (surplus)/deficit	43,817	193					193
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	43,817	193					193
Add: Prior year (surplus) / deficit	(43,817)	(193)					(193)
(Surplus) applied to future years							

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		19.0%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(1,000,958)	(1,191,140)	(1,226,874)	(1,263,680)	(1,301,591)	(1,340,639)	(6,323,924)
	(1,000,958)	(1,191,140)	(1,226,874)	(1,263,680)	(1,301,591)	(1,340,639)	(6,323,924)
Grants in lieu of taxes	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(55,000)
Total Operating Revenues	(1,011,958)	(1,202,140)	(1,237,874)	(1,274,680)	(1,312,591)	(1,351,639)	(6,378,924)
Operating Expenditures							
Administration	131,841	241,999	249,259	256,737	264,439	272,372	1,284,806
Professional fees	1,000	1,000	1,030	1,061	1,093	1,126	5,310
Building ops	50,171	58,225	59,972	61,771	63,624	65,533	309,125
Veh & Equip ops	107,100	120,500	124,115	127,838	131,674	135,624	639,751
Operating costs	299,942	338,868	348,743	358,914	369,391	380,181	1,796,097
Wages & benefits	128,985	156,738	162,224	167,902	173,778	179,861	840,503
Contributions to reserve funds	126,638	137,869	115,138	123,064	131,199	139,549	646,819
Debt interest	83,700	83,700	83,700	83,700	83,700	83,700	418,500
Total Operating Expenditures	929,377	1,138,899	1,144,181	1,180,987	1,218,898	1,257,946	5,940,911
Operating (surplus)/deficit	(82,581)	(63,241)	(93,693)	(93,693)	(93,693)	(93,693)	(438,013)
Capital Asset Expenditures							
Capital expenditures	840,941	1,109,450					1,109,450
Transfer from reserves	(832,941)	(1,109,450)					(1,109,450)
Net Capital Assets funded from Operations	8,000						
Capital Financing Charges							
Existing debt (principal)	93,693	93,693	93,693	93,693	93,693	93,693	468,465
Total Capital Financing Charges	93,693	93,693	93,693	93,693	93,693	93,693	468,465
Net (surplus)/deficit for the year	19,112	30,452					30,452
Add: Prior year (surplus) / deficit	(19,112)	(30,452)					(30,452)
(Surplus) applied to future years							



Fire - Nanoose Bay

5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2023 MAJOR CAP - FIRE NANOOSE BAY	48,000					48,000
VH-2023 VEHICLE - FIRE NANOOSE BAY	1,061,450					1,061,450
Total Fire - Nanoose Bay	1,109,450					1,109,450

**Fire - Nanoose Bay
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	698,751	397,595	515,685	644,063	783,143
Contributions	132,869	110,138	118,064	126,199	134,549
Interest earned	13,975	7,952	10,314	12,881	15,663
Withdrawals for capital projects:					
MAJOR CAP - FIRE NANOOSE BAY	(48,000)				
VEHICLE - FIRE NANOOSE BAY	(400,000)				
Total Withdrawals for capital projects	(448,000)				
Closing Balance Reserve Fund	397,595	515,685	644,063	783,143	933,355

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		3.3%	3.8%	3.0%	3.0%	3.0%	
Property taxes	(117,658)	(121,569)	(126,246)	(130,033)	(133,934)	(137,952)	(649,734)
	(117,658)	(121,569)	(126,246)	(130,033)	(133,934)	(137,952)	(649,734)
Total Operating Revenues	(117,658)	(121,569)	(126,246)	(130,033)	(133,934)	(137,952)	(649,734)
Operating Expenditures							
Administration	5,756	6,465	6,659	6,859	7,064	7,276	34,323
Professional fees	1,000	1,000	1,030	1,061	1,093	1,126	5,310
Operating costs	3,700	3,700	3,811	3,925	4,043	4,164	19,643
Transfer to other gov/org	108,159	111,404	114,746	118,188	121,734	125,386	591,458
Total Operating Expenditures	118,615	122,569	126,246	130,033	133,934	137,952	650,734
Operating (surplus)/deficit	957	1,000					1,000
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	957	1,000					1,000
Add: Prior year (surplus) / deficit	(957)	(1,000)					(1,000)
(Surplus) applied to future years							

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		8.0%	8.0%	8.0%	30.0%	4.0%	
Property taxes	(258,043)	(278,686)	(300,981)	(325,059)	(422,577)	(439,480)	(1,766,783)
	(258,043)	(278,686)	(300,981)	(325,059)	(422,577)	(439,480)	(1,766,783)
Total Operating Revenues	(258,043)	(278,686)	(300,981)	(325,059)	(422,577)	(439,480)	(1,766,783)
Operating Expenditures							
Administration	15,925	18,228	18,775	19,338	19,918	20,516	96,775
Professional fees	17,500	17,500	3,025	3,116	3,209	3,305	30,155
Building ops	9,418	9,563	9,563	9,563	9,563	9,563	47,815
Veh & Equip ops	39,550	39,550	40,737	41,959	43,217	44,514	209,977
Operating costs	17,085	22,985	23,675	24,385	25,116	25,870	122,031
Transfer to other gov/org	91,330	94,070	96,892	99,799	102,793	105,877	499,431
Contributions to reserve funds	104,431	103,450	97,239	99,824	91,622	102,696	494,831
Total Operating Expenditures	295,239	305,346	289,906	297,984	295,438	312,341	1,501,015
Operating (surplus)/deficit	37,196	26,660	(11,075)	(27,075)	(127,139)	(127,139)	(265,768)
Capital Asset Expenditures							
Capital expenditures	14,630		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)
Net Capital Assets funded from Operations	14,630		11,075	11,075			22,150
Capital Financing Charges							
New debt (principal & interest)				16,000	127,139	127,139	270,278
Total Capital Financing Charges				16,000	127,139	127,139	270,278
Net (surplus)/deficit for the year	51,826	26,660					26,660
Add: Transfer from appropriated surplus	(29,630)	(17,500)					(17,500)
Add: Prior year (surplus) / deficit	(22,196)	(9,160)					(9,160)
(Surplus) applied to future years							



Fire - Cassidy Waterloo

5 Year Capital Plan

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

**Fire - Cassidy Waterloo
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	788,397	907,615	973,006	592,290	695,758
Contributions	103,450	97,239	99,824	91,622	102,696
Interest earned	15,768	18,152	19,460	11,846	13,915
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)
Closing Balance Reserve Fund	907,615	973,006	592,290	695,758	112,369
New Borrowing					
CASSIDY WATERLOO SEISMIC UPGRD			1,600,000		
Total New Borrowing			1,600,000		
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
Operating Revenues		20.0%	5.0%	3.0%	3.0%	3.0%	
Property taxes	(1,024,625)	(1,229,550)	(1,291,028)	(1,329,758)	(1,369,651)	(1,410,741)	(6,630,728)
	(1,024,625)	(1,229,550)	(1,291,028)	(1,329,758)	(1,369,651)	(1,410,741)	(6,630,728)
Grants in lieu of taxes	(800)	(800)	(800)	(800)	(800)	(800)	(4,000)
Miscellaneous	(69,550)						
Total Operating Revenues	(1,094,975)	(1,230,350)	(1,291,828)	(1,330,558)	(1,370,451)	(1,411,541)	(6,634,728)
Operating Expenditures							
Administration	37,201	133,000	136,990	141,100	145,333	149,693	706,116
Professional fees	400	400	412	424	437	450	2,123
Building ops	34,162	37,184	38,300	39,449	40,632	41,851	197,416
Veh & Equip ops	27,000	27,000	27,810	28,644	29,504	30,389	143,347
Operating costs	6,154	6,154	6,339	6,529	6,725	6,926	32,673
Wages & benefits	20,550						
Transfer to other gov/org	688,914	759,214	781,990	805,450	829,614	854,502	4,030,770
Contributions to reserve funds	297,958	266,675	252,551	263,335	274,388	285,721	1,342,670
Debt interest		2,513	7,236	5,427	3,618	1,809	20,603
Total Operating Expenditures	1,112,339	1,232,140	1,251,628	1,290,358	1,330,251	1,371,341	6,475,718
Operating (surplus)/deficit	17,364	1,790	(40,200)	(40,200)	(40,200)	(40,200)	(159,010)
Capital Asset Expenditures							
Capital expenditures	690,427	1,094,824	90,000	150,000	385,000	100,000	1,819,824
Transfer from reserves	(690,427)	(893,824)	(90,000)	(150,000)	(385,000)	(100,000)	(1,618,824)
New borrowing		(201,000)					(201,000)
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)			23,726	23,726	23,726	23,726	94,904
New debt (principal & interest)		2,010	16,474	16,474	16,474	16,474	67,906
Total Capital Financing Charges		2,010	40,200	40,200	40,200	40,200	162,810
Net (surplus)/deficit for the year	17,364	3,800					3,800
Add: Prior year (surplus) / deficit	(17,364)	(3,800)					(3,800)
(Surplus) applied to future years							



Fire - Dashwood
5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
MJ-2026 MAJOR CAP - FIRE DASHWOOD	450,000			35,000	100,000	585,000
VH-2026 VEHICLE - FIRE DASHWOOD	644,824	90,000	150,000	350,000		1,234,824
Total Fire - Dashwood	1,094,824	90,000	150,000	385,000	100,000	1,819,824

**Fire - Dashwood
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	722,986	105,296	264,953	378,587	270,546
Contributions	261,675	247,551	258,335	269,388	280,721
Interest earned	14,459	2,106	5,299	7,571	5,410
Withdrawals for capital projects:					
MAJOR CAP - FIRE DASHWOOD	(450,000)			(35,000)	(100,000)
VEHICLE - FIRE DASHWOOD	(443,824)	(90,000)	(150,000)	(350,000)	
Total Withdrawals for capital projects	(893,824)	(90,000)	(150,000)	(385,000)	(100,000)
Closing Balance Reserve Fund	105,296	264,953	378,587	270,546	456,677
New Borrowing					
VEHICLE - FIRE DASHWOOD	201,000				
Total New Borrowing	201,000				
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
Operating Revenues		10.0%	7.0%	7.0%	7.0%	7.0%	
Property taxes	(250,183)	(275,201)	(294,465)	(315,078)	(337,133)	(360,732)	(1,582,609)
	(250,183)	(275,201)	(294,465)	(315,078)	(337,133)	(360,732)	(1,582,609)
Total Operating Revenues	(250,183)	(275,201)	(294,465)	(315,078)	(337,133)	(360,732)	(1,582,609)
Operating Expenditures							
Administration	22,867	37,957	39,096	40,269	41,477	42,721	201,520
Professional fees	150	150	155	159	164	169	797
Building ops	29,364	30,481	31,396	32,338	33,308	34,307	161,830
Veh & Equip ops	58,500	63,500	65,405	67,367	69,388	71,470	337,130
Operating costs	81,095	81,529	83,975	86,494	89,089	91,762	432,849
Wages & benefits	25,000	25,000	25,875	26,781	27,718	28,688	134,062
Contributions to reserve funds	101,749	46,765	48,563	61,670	75,989	80,615	313,602
Total Operating Expenditures	318,725	285,382	294,465	315,078	337,133	349,732	1,581,790
Operating (surplus)/deficit	68,542	10,181				(11,000)	(819)
Capital Asset Expenditures							
Capital expenditures						111,000	111,000
Transfer from reserves						(100,000)	(100,000)
Net Capital Assets funded from Operations						11,000	11,000
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	68,542	10,181					10,181
Add: Prior year (surplus) / deficit	(68,542)	(10,181)					(10,181)
(Surplus) applied to future years							



Fire - Extension
5 Year Capital Plan

	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
FR-0006 EXTENSION FIREHALL REBUILD					111,000	111,000
Total Fire - Extension					111,000	111,000

**Fire - Extension
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	271,831	319,033	368,977	433,027	512,677
Contributions	41,765	43,563	56,670	70,989	75,615
Interest earned	5,437	6,381	7,380	8,661	10,254
Withdrawals for capital projects:					
EXTENSION FIREHALL REBUILD					(100,000)
Total Withdrawals for capital projects					(100,000)
Closing Balance Reserve Fund	319,033	368,977	433,027	512,677	498,546

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

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

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		32.0%	15.0%	15.0%	10.0%	8.0%	
Property taxes	(768,396)	(1,014,283)	(1,166,425)	(1,341,389)	(1,475,528)	(1,593,570)	(6,591,195)
	(768,396)	(1,014,283)	(1,166,425)	(1,341,389)	(1,475,528)	(1,593,570)	(6,591,195)
Miscellaneous	(7,100)	(7,100)	(7,100)	(7,100)	(7,100)	(7,100)	(35,500)
Total Operating Revenues	(775,496)	(1,021,383)	(1,173,525)	(1,348,489)	(1,482,628)	(1,600,670)	(6,626,695)
Operating Expenditures							
Administration	29,537	72,167	74,332	76,562	78,859	81,225	383,145
Professional fees	400	400	412	424	437	450	2,123
Building ops	7,666	8,715	8,977	9,246	9,523	9,809	46,270
Veh & Equip ops	36,000	36,000	37,080	38,192	39,338	40,518	191,128
Operating costs	2,304	2,704	2,785	2,869	2,955	3,043	14,356
Transfer to other gov/org	511,750	734,375	756,406	779,098	802,471	826,545	3,898,895
Contributions to reserve funds	154,143	118,222	114,072	178,921	84,193	235,068	730,476
Debt interest	17,059	13,807	22,146	15,348	9,050	4,275	64,626
Total Operating Expenditures	758,859	986,390	1,016,210	1,100,660	1,026,826	1,200,933	5,331,019
Operating (surplus)/deficit	(16,637)	(34,993)	(157,315)	(247,829)	(455,802)	(399,737)	(1,295,676)
Capital Asset Expenditures							
Capital expenditures	700,000	557,640	675,000	3,685,000		18,000	4,935,640
Transfer from reserves	(330,000)	(112,640)	(50,000)	(460,000)		(18,000)	(640,640)
New borrowing	(370,000)	(445,000)	(625,000)	(3,210,000)			(4,280,000)
Net Capital Assets funded from Operations				15,000			15,000
Capital Financing Charges							
Existing debt (principal)	52,043	56,065	114,592	114,592	114,592	58,527	458,368
New debt (principal & interest)	3,700	4,450	42,723	118,237	341,210	341,210	847,830
Total Capital Financing Charges	55,743	60,515	157,315	232,829	455,802	399,737	1,306,198
Net (surplus)/deficit for the year	39,106	25,522					25,522
Add: Transfer from appropriated surplus	(25,000)						
Add: Prior year (surplus) / deficit	(14,106)	(25,522)					(25,522)
(Surplus) applied to future years							

Fire - Bow Horn Bay

5 Year Capital Plan

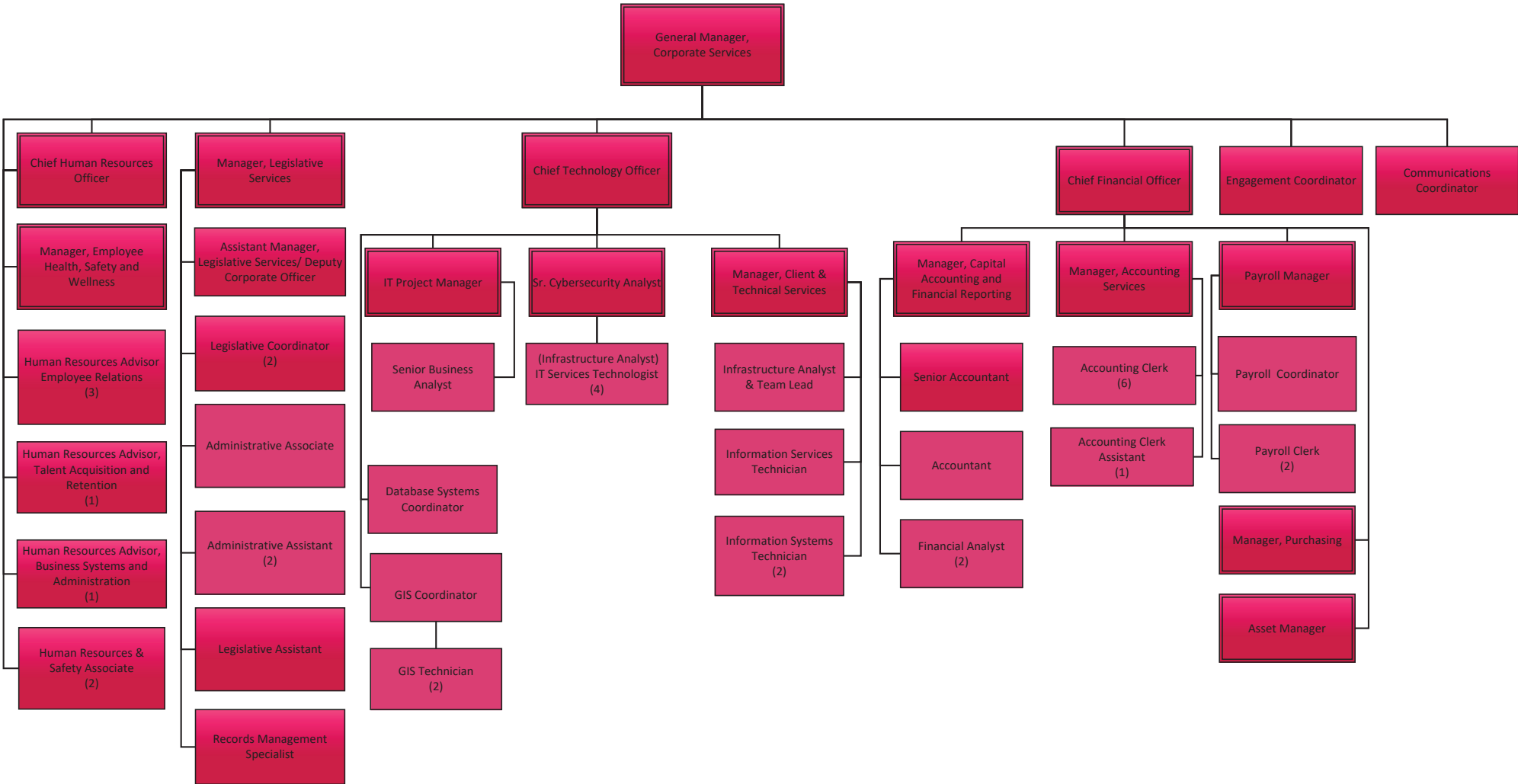
	2024 Capital	2025 Capital	2026 Capital	2027 Capital	2028 Capital	Total
FR-0007 BHB SATELLITE HALL DESIGN & CONST			3,015,000			3,015,000
MJ-2029 MAJOR CAP - FIRE BOW HORN BAY	112,640	50,000	10,000		18,000	190,640
VH-2029 VEHICLE - FIRE BOW HORN BAY	445,000	625,000	660,000			1,730,000
Total Fire - Bow Horn Bay	557,640	675,000	3,685,000		18,000	4,935,640

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

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	348,553	356,106	422,300	144,667	226,753
Contributions	113,222	109,072	173,921	79,193	230,068
Interest earned	6,971	7,122	8,446	2,893	4,535
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			(200,000)		
Total Withdrawals for capital projects	(112,640)	(50,000)	(460,000)		(18,000)
Closing Balance Reserve Fund	356,106	422,300	144,667	226,753	443,356
New Borrowing					
BHB SATELLITE HALL DESIGN & CONST			2,750,000		
VEHICLE - FIRE BOW HORN BAY	445,000	625,000	460,000		
Total New Borrowing	445,000	625,000	3,210,000		
New Debt Principal/Int		36,473	49,664	255,073	
New Debt Principal/Int(Cumulative)		36,473	86,137	341,210	341,210
Borrowing cost	4,450	6,250	32,100		

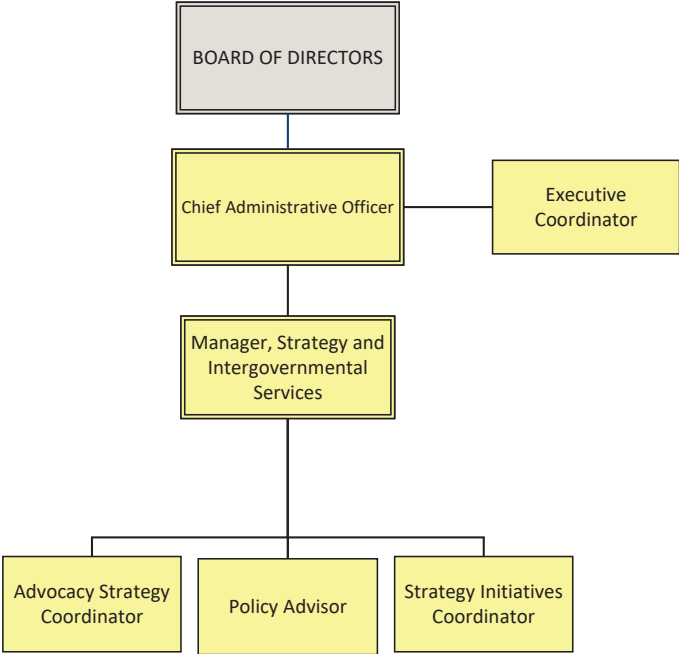
CORPORATE SERVICES

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
Operating Revenues		21.6%	33.6%	14.7%	5.3%	8.1%	
Property taxes	(7,167,698)	(8,718,668)	(11,645,585)	(13,362,422)	(14,068,858)	(15,210,175)	(63,005,708)
	(7,167,698)	(8,718,668)	(11,645,585)	(13,362,422)	(14,068,858)	(15,210,175)	(63,005,708)
Municipal agreements	(15,202)	(19,186)	(19,762)	(20,355)	(20,965)	(21,594)	(101,862)
Operations	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
Interest income	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(1,500,000)
Operating grants	(708,048)	(936,082)	(100,000)	(100,000)	(100,000)	(100,000)	(1,336,082)
Grants in lieu of taxes	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(325,000)
Interdepartmental recoveries	(10,191,000)	(10,343,571)	(10,792,893)	(11,315,045)	(11,762,555)	(12,409,822)	(56,623,886)
Miscellaneous	(7,944,451)	(8,269,152)	(7,835,501)	(9,067,040)	(6,163,766)	(5,044,015)	(36,379,474)
Total Operating Revenues	(26,401,399)	(28,661,659)	(30,768,741)	(34,239,862)	(32,491,144)	(33,160,606)	(159,322,012)
Operating Expenditures							
Administration	494,677	574,783	586,027	605,109	621,717	640,367	3,028,003
Community grants	152,750	229,000	229,000	229,000	229,000	229,000	1,145,000
Legislative	942,092	1,025,620	1,056,389	1,324,080	1,121,172	1,154,808	5,682,069
Professional fees	2,010,476	2,900,280	1,383,690	1,472,652	1,521,279	1,507,370	8,785,271
Building ops	658,221	573,237	586,435	600,149	614,396	629,199	3,003,416
Veh & Equip ops	641,575	811,851	892,297	2,796,896	1,190,338	1,191,571	6,882,953
Operating costs	1,616,371	1,768,469	1,818,190	1,825,135	1,807,286	1,928,908	9,147,988
Wages & benefits	9,816,893	10,218,895	11,499,697	12,741,435	13,181,075	13,942,582	61,583,684
Transfer to other gov/org	3,130,214	2,856,960	2,942,669	3,030,949	3,121,877	3,215,534	15,167,989
Contributions to reserve funds	2,621,687	2,965,702	2,949,253	3,311,672	3,767,695	4,143,836	17,138,158
Debt interest	2,806,005	2,939,917	2,926,969	2,917,875	2,434,125	2,459,970	13,678,856
Total Operating Expenditures	24,890,961	26,864,714	26,870,616	30,854,952	29,609,960	31,043,145	145,243,387
Operating (surplus)/deficit	(1,510,438)	(1,796,945)	(3,898,125)	(3,384,910)	(2,881,184)	(2,117,461)	(14,078,625)
Capital Asset Expenditures							
Capital expenditures	1,844,500	2,654,000	613,900	310,000	1,312,600	34,270,000	39,160,500
Transfer from reserves	(1,398,500)	(2,059,000)	(613,900)	(310,000)	(1,312,600)	(14,440,000)	(18,735,500)
Grants and other		(595,000)					(595,000)
New borrowing						(19,830,000)	(19,830,000)
Net Capital Assets funded from Operations	446,000						
Capital Financing Charges							
Existing debt (principal)	3,829,406	3,896,875	3,898,125	3,384,910	2,881,184	2,117,461	16,178,555
Total Capital Financing Charges	3,829,406	3,896,875	3,898,125	3,384,910	2,881,184	2,117,461	16,178,555
Net (surplus)/deficit for the year	2,764,968	2,099,930					2,099,930
Add: Transfer from appropriated surplus	(796,738)	(947,646)					(947,646)
Add: Prior year (surplus) / deficit	(1,968,230)	(1,152,284)					(1,152,284)
(Surplus) applied to future years							

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

	2024	2024	2025	2025	2026	2026	2027	2027	2028	2028
	\$	%	\$	%	\$	%	\$	%	\$	%
Administration										
0100 ADMINISTRATION - OVERALL	(4,477,437)	42.3%	(7,195,360)	60.7%	(8,750,610)	21.6%	(9,297,210)	6.2%	(10,310,033)	10.9%
0198 COMMUNITY GRANTS	(223,834)	33.8%	(231,290)	3.3%	(231,290)		(231,290)		(231,290)	
	(\$4,701,271)		(\$7,426,650)		(\$8,981,900)		(\$9,528,500)		(\$10,541,323)	
Electoral Area Administration										
1500 ELECTORAL AREAS ONLY	(310,952)	15.9%	(417,951)	34.4%	(421,926)	1.0%	(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)		(\$1,188,656)		(\$1,261,367)		(\$1,349,661)		(\$1,413,866)	
Regional Library										
1300 VAN ISL REGIONAL LIBRARY	(2,856,960)	3.0%	(2,942,669)	3.0%	(3,030,949)	3.0%	(3,121,877)	3.0%	(3,215,534)	3.0%
	(\$2,856,960)		(\$2,942,669)		(\$3,030,949)		(\$3,121,877)		(\$3,215,534)	
Feasibility Studies										
8001 FEASIBILITY STUDY FUND AREA B	(11,400)	(43.0%)		(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	(7,750)	(50.0%)	(7,750)		(7,750)		(7,750)		(7,750)	
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	(20,000)		(20,000)		(20,000)		(20,000)			(100.0%)
	(\$144,518)		(\$67,750)		(\$67,750)		(\$47,750)		(\$17,750)	
House Numbering										
4300 HOUSE NUMBERING	(19,282)	3.0%	(19,860)	3.0%	(20,456)	3.0%	(21,070)	3.0%	(21,702)	3.0%
	(\$19,282)		(\$19,860)		(\$20,456)		(\$21,070)		(\$21,702)	
Total CORPORATE SERVICES	(8,718,668)	21.6%	(11,645,585)	33.6%	(13,362,422)	14.7%	(14,068,858)	5.3%	(15,210,175)	8.1%

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		42.3%	60.7%	21.6%	6.2%	10.9%	
Property taxes	(3,147,125)	(4,477,437)	(7,195,360)	(8,750,610)	(9,297,210)	(10,310,033)	(40,030,650)
	(3,147,125)	(4,477,437)	(7,195,360)	(8,750,610)	(9,297,210)	(10,310,033)	(40,030,650)
Municipal agreements	(13,502)	(17,435)	(17,958)	(18,497)	(19,052)	(19,623)	(92,565)
Operations	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
Interest income	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(1,500,000)
Operating grants	(276,582)	(826,082)	(50,000)	(50,000)	(50,000)	(50,000)	(1,026,082)
Grants in lieu of taxes	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(325,000)
Interdepartmental recoveries	(10,044,188)	(10,216,759)	(10,686,081)	(11,228,233)	(11,695,743)	(12,363,010)	(56,189,826)
Miscellaneous	(1,134,040)	(1,210,839)	(974,236)	(2,474,255)	(848,457)	(892,929)	(6,400,716)
Total Operating Revenues	(14,990,437)	(17,123,552)	(19,298,635)	(22,896,595)	(22,285,462)	(24,010,595)	(105,614,839)
Operating Expenditures							
Administration	422,454	494,317	503,148	518,243	533,790	549,802	2,599,300
Legislative	645,507	710,073	731,375	753,316	775,915	799,193	3,769,872
Professional fees	1,890,843	2,441,596	1,352,790	1,440,824	1,488,497	1,473,604	8,197,311
Building ops	624,590	528,268	540,117	552,441	565,257	578,586	2,764,669
Veh & Equip ops	636,473	806,249	886,527	2,790,953	1,184,217	1,185,266	6,853,212
Operating costs	1,154,015	1,259,305	1,284,132	1,275,538	1,241,685	1,346,821	6,407,481
Wages & benefits	9,168,371	9,889,761	11,159,043	12,361,358	12,816,156	13,564,892	59,791,210
Contributions to reserve funds	2,328,817	2,866,230	2,841,503	3,203,922	3,679,945	4,086,086	16,677,686
Debt interest						426,345	426,345
Total Operating Expenditures	16,871,070	18,995,799	19,298,635	22,896,595	22,285,462	24,010,595	107,487,086
Operating (surplus)/deficit	1,880,633	1,872,247					1,872,247
Capital Asset Expenditures							
Capital expenditures	1,844,500	2,654,000	613,900	310,000	1,312,600	34,270,000	39,160,500
Transfer from reserves	(1,398,500)	(2,059,000)	(613,900)	(310,000)	(1,312,600)	(14,440,000)	(18,735,500)
Grants and other		(595,000)					(595,000)
New borrowing						(19,830,000)	(19,830,000)
Net Capital Assets funded from Operations	446,000						
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	2,326,633	1,872,247					1,872,247
Add: Transfer from appropriated surplus	(681,181)	(774,330)					(774,330)
Add: Prior year (surplus) / deficit	(1,645,452)	(1,097,917)					(1,097,917)
(Surplus) applied to future years							



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	34,830,000
MJ-0109 MAJOR CAP - BUILDING OPS	1,744,000	196,900	200,000	242,600		2,383,500
PC-0112 COMPUTER - INFO SERVICES CAPITAL	760,000	417,000	110,000	70,000	440,000	1,797,000
VH-0119 VEHICLE - VEHICLE POOL	150,000					150,000
Total Corporate Administration Summary	2,654,000	613,900	310,000	1,312,600	34,270,000	39,160,500

**Corporate Administration Summary
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	8,654,971	9,194,600	11,211,450	12,306,567	14,523,369
Contributions	2,547,029	2,833,358	3,187,388	3,654,770	4,052,010
Interest earned	173,100	183,892	224,229	246,132	290,466
Withdrawals for capital projects:					
ADMIN BUILDING RENO/REPLACEMENT				(1,000,000)	(14,000,000)
MAJOR CAP - BUILDING OPS	(1,149,000)	(196,900)	(200,000)	(242,600)	
COMPUTER - INFO SERVICES CAPITAL	(760,000)	(417,000)	(110,000)	(70,000)	(440,000)
Total Withdrawals for capital projects	(1,909,000)	(613,900)	(310,000)	(1,312,600)	(14,440,000)
Other transfers out of Reserve	271,500	386,500	2,006,500	371,500	406,500
Closing Balance Reserve Fund	9,194,600	11,211,450	12,306,567	14,523,369	4,019,345
RESERVE ACCOUNT FUNDS					
Opening Balance Reserve Account	366,644	197,044	173,513	148,962	123,359
Interest earned	7,333	3,941	3,470	2,979	2,467
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
Closing Balance Reserve Account	197,044	173,513	148,962	123,359	96,673
New Borrowing					
ADMIN BUILDING RENO/REPLACEMENT					19,830,000
Total New Borrowing					19,830,000

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		33.8%	3.3%				
Property taxes	(167,261)	(223,834)	(231,290)	(231,290)	(231,290)	(231,290)	(1,148,994)
	(167,261)	(223,834)	(231,290)	(231,290)	(231,290)	(231,290)	(1,148,994)
Total Operating Revenues	(167,261)	(223,834)	(231,290)	(231,290)	(231,290)	(231,290)	(1,148,994)
Operating Expenditures							
Community grants	152,750	229,000	229,000	229,000	229,000	229,000	1,145,000
Operating costs	1,220	1,221	2,290	2,290	2,290	2,290	10,381
Transfer to other gov/org	35,000						
Total Operating Expenditures	188,970	230,221	231,290	231,290	231,290	231,290	1,155,381
Operating (surplus)/deficit	21,709	6,387					6,387
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	21,709	6,387					6,387
Add: Transfer from appropriated surplus	(15,000)						
Add: Prior year (surplus) / deficit	(6,709)	(6,387)					(6,387)
(Surplus) applied to future years							

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		3.0%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(18,721)	(19,282)	(19,860)	(20,456)	(21,070)	(21,702)	(102,370)
	(18,721)	(19,282)	(19,860)	(20,456)	(21,070)	(21,702)	(102,370)
Municipal agreements	(1,700)	(1,751)	(1,804)	(1,858)	(1,913)	(1,971)	(9,297)
Total Operating Revenues	(20,421)	(21,033)	(21,664)	(22,314)	(22,983)	(23,673)	(111,667)
Operating Expenditures							
Operating costs	20,420	21,033	21,664	22,314	22,983	23,673	111,667
Total Operating Expenditures	20,420	21,033	21,664	22,314	22,983	23,673	111,667
Operating (surplus)/deficit	(1)						
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	(1)						
Add: Prior year (surplus) / deficit	1						
(Surplus) applied to future years							

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		12.0%	19.3%	6.1%	7.0%	4.8%	
Property taxes	(889,975)	(996,637)	(1,188,656)	(1,261,367)	(1,349,661)	(1,413,866)	(6,210,187)
	(889,975)	(996,637)	(1,188,656)	(1,261,367)	(1,349,661)	(1,413,866)	(6,210,187)
Operating grants	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(250,000)
Interdepartmental recoveries	(146,812)	(126,812)	(106,812)	(86,812)	(66,812)	(46,812)	(434,060)
Miscellaneous		(91,521)	(36,171)	(290,000)			(417,692)
Total Operating Revenues	(1,086,787)	(1,264,970)	(1,381,639)	(1,688,179)	(1,466,473)	(1,510,678)	(7,311,939)
Operating Expenditures							
Administration	72,223	80,466	82,879	86,866	87,927	90,565	428,703
Legislative	296,585	315,547	325,014	570,764	345,257	355,615	1,912,197
Professional fees	30,000	30,000	30,900	31,828	32,782	33,766	159,276
Building ops	33,631	44,969	46,318	47,708	49,139	50,613	238,747
Veh & Equip ops	5,102	5,602	5,770	5,943	6,121	6,305	29,741
Operating costs	400,894	486,910	510,104	524,993	540,328	556,124	2,618,459
Wages & benefits	377,052	329,134	340,654	380,077	364,919	377,690	1,792,474
Contributions to reserve funds	187,370	20,322	40,000	40,000	40,000	40,000	180,322
Total Operating Expenditures	1,402,857	1,312,950	1,381,639	1,688,179	1,466,473	1,510,678	7,359,919
Operating (surplus)/deficit	316,070	47,980					47,980
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	316,070	47,980					47,980
Add: Prior year (surplus) / deficit	(316,070)	(47,980)					(47,980)
(Surplus) applied to future years							

**Electoral Area Administration
Fund Manager Summary**

	2024	2025	2026	2027	2028
RESERVE FUNDS					
Opening Balance Reserve Fund	341,596	314,277	344,714	101,608	143,640
Contributions		40,000	40,000	40,000	40,000
Interest earned	6,832	6,286	6,894	2,032	2,873
Withdrawals for capital projects:					
Other transfers out of Reserve	34,151	15,849	290,000		
Closing Balance Reserve Fund	314,277	344,714	101,608	143,640	186,513

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		(43.0%)	(100.0%)				
Property taxes	(20,000)	(11,400)					(11,400)
	(20,000)	(11,400)					(11,400)
Miscellaneous	(25,000)						
Total Operating Revenues	(45,000)	(11,400)					(11,400)
Operating Expenditures							
Professional fees	20,000						
Operating costs	5,000						
Contributions to reserve funds	20,000	11,400					11,400
Total Operating Expenditures	45,000	11,400					11,400
Operating (surplus)/deficit							
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year							
(Surplus) applied to future years							

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues					(50.0%)	(100.0%)	
Property taxes	(20,000)	(20,000)	(20,000)	(20,000)	(10,000)		(70,000)
	(20,000)	(20,000)	(20,000)	(20,000)	(10,000)		(70,000)
Total Operating Revenues	(20,000)	(20,000)	(20,000)	(20,000)	(10,000)		(70,000)
Operating Expenditures							
Contributions to reserve funds	20,000	20,000	20,000	20,000	10,000		70,000
Total Operating Expenditures	20,000	20,000	20,000	20,000	10,000		70,000
Operating (surplus)/deficit							
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year							
(Surplus) applied to future years							

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		(50.0%)					
Property taxes	(15,500)	(7,750)	(7,750)	(7,750)	(7,750)	(7,750)	(38,750)
	(15,500)	(7,750)	(7,750)	(7,750)	(7,750)	(7,750)	(38,750)
Total Operating Revenues	(15,500)	(7,750)	(7,750)	(7,750)	(7,750)	(7,750)	(38,750)
Operating Expenditures							
Contributions to reserve funds	15,500	7,750	7,750	7,750	7,750	7,750	38,750
Total Operating Expenditures	15,500	7,750	7,750	7,750	7,750	7,750	38,750
Operating (surplus)/deficit							
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year							
(Surplus) applied to future years							

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues		(50.0%)			(100.0%)		
Property taxes	(20,000)	(10,000)	(10,000)	(10,000)			(30,000)
	(20,000)	(10,000)	(10,000)	(10,000)			(30,000)
Miscellaneous	(70,000)	(80,000)					(80,000)
Total Operating Revenues	(90,000)	(90,000)	(10,000)	(10,000)			(110,000)
Operating Expenditures							
Professional fees	20,000	187,948					187,948
Operating costs	14,822						
Wages & benefits	135,735						
Contributions to reserve funds	20,000	10,000	10,000	10,000			30,000
Total Operating Expenditures	190,557	197,948	10,000	10,000			217,948
Operating (surplus)/deficit	100,557	107,948					107,948
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	100,557	107,948					107,948
Add: Transfer from appropriated surplus	(100,557)	(107,948)					(107,948)
(Surplus) applied to future years							

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues			(86.7%)				
Property taxes	(75,368)	(75,368)	(10,000)	(10,000)	(10,000)	(10,000)	(115,368)
	(75,368)	(75,368)	(10,000)	(10,000)	(10,000)	(10,000)	(115,368)
Operating grants	(60,000)	(60,000)					(60,000)
Miscellaneous	(50,000)	(50,000)					(50,000)
Total Operating Revenues	(185,368)	(185,368)	(10,000)	(10,000)	(10,000)	(10,000)	(225,368)
Operating Expenditures							
Professional fees	19,633	240,736					240,736
Operating costs	20,000						
Wages & benefits	135,735						
Contributions to reserve funds	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Total Operating Expenditures	185,368	250,736	10,000	10,000	10,000	10,000	290,736
Operating (surplus)/deficit		65,368					65,368
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year		65,368					65,368
Add: Transfer from appropriated surplus		(65,368)					(65,368)
(Surplus) applied to future years							

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

	2023	2024	2025	2026	2027	2028	Total
Operating Revenues						(100.0%)	
Property taxes	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)		(80,000)
	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)		(80,000)
Miscellaneous	(20,000)						
Total Operating Revenues	(40,000)	(20,000)	(20,000)	(20,000)	(20,000)		(80,000)
Operating Expenditures							
Professional fees	20,000						
Contributions to reserve funds	20,000	20,000	20,000	20,000	20,000		80,000
Total Operating Expenditures	40,000	20,000	20,000	20,000	20,000		80,000
Operating (surplus)/deficit							
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year							
(Surplus) applied to future years							

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

			2025	2026	2027	2028	Total
Operating Revenues		3.0%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(2,773,748)	(2,856,960)	(2,942,669)	(3,030,949)	(3,121,877)	(3,215,534)	(15,167,989)
	(2,773,748)	(2,856,960)	(2,942,669)	(3,030,949)	(3,121,877)	(3,215,534)	(15,167,989)
Miscellaneous	(818,219)	(899,862)	(899,862)	(899,862)	(899,862)	(899,862)	(4,499,310)
Total Operating Revenues	(3,591,967)	(3,756,822)	(3,842,531)	(3,930,811)	(4,021,739)	(4,115,396)	(19,667,299)
Operating Expenditures							
Transfer to other gov/org	2,773,748	2,856,960	2,942,669	3,030,949	3,121,877	3,215,534	15,167,989
Debt interest	449,085	506,772	506,772	506,772	506,772	506,772	2,533,860
Total Operating Expenditures	3,222,833	3,363,732	3,449,441	3,537,721	3,628,649	3,722,306	17,701,849
Operating (surplus)/deficit	(369,134)	(393,090)	(393,090)	(393,090)	(393,090)	(393,090)	(1,965,450)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	369,134	393,090	393,090	393,090	393,090	393,090	1,965,450
Total Capital Financing Charges	369,134	393,090	393,090	393,090	393,090	393,090	1,965,450
Net (surplus)/deficit for the year							
(Surplus) applied to future years							

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

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



Taken by Jim Macquarrie



REGIONAL
DISTRICT
OF NANAIMO

6300 Hammond Bay Road
Nanaimo BC, Canada V9T 6N2
250-390-4111
www.rdn.bc.ca