

**REGIONAL DISTRICT OF NANAIMO  
FINANCIAL PLAN 2019 to 2023  
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**CORPORATE SERVICES  
FINANCIAL PLAN SUMMARY  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>13.5%</b>	<b>4.4%</b>	<b>4.2%</b>	<b>3.8%</b>	<b>2.4%</b>	
Property taxes	(4,560,777)	<b>(5,176,216)</b>	(5,405,510)	(5,634,575)	(5,849,321)	(5,990,544)	(28,056,166)
Municipal agreements	(20,327)	<b>(22,750)</b>	(24,115)	(25,080)	(26,083)	(26,865)	(124,893)
	(4,581,104)	<b>(5,198,966)</b>	(5,429,625)	(5,659,655)	(5,875,404)	(6,017,409)	(28,181,059)
Operations	(23,094)	<b>(55,730)</b>	(55,830)	(55,930)	(56,030)	(56,130)	(279,650)
Interest income	(150,000)	<b>(150,000)</b>	(150,000)	(150,000)	(150,000)	(150,000)	(750,000)
Operating grants	(110,000)	<b>(110,000)</b>	(110,000)	(110,000)	(110,000)	(110,000)	(550,000)
Planning grants	(100,000)	<b>(1,238,615)</b>	(1,238,615)	(1,238,615)	(1,238,615)	(1,238,615)	(6,193,075)
Grants in lieu of taxes	(50,935)	<b>(50,935)</b>	(50,935)	(50,935)	(50,935)	(50,935)	(254,675)
Interdepartmental recoveries	(4,675,299)	<b>(5,496,512)</b>	(6,108,280)	(6,234,560)	(6,373,672)	(6,455,860)	(30,668,884)
Miscellaneous	(6,343,703)	<b>(6,151,132)</b>	(6,092,336)	(5,659,789)	(5,601,744)	(5,535,907)	(29,040,908)
<b>Total Operating Revenues</b>	<b>(16,034,135)</b>	<b>(18,451,890)</b>	<b>(19,235,621)</b>	<b>(19,159,484)</b>	<b>(19,456,400)</b>	<b>(19,614,856)</b>	<b>(95,918,251)</b>
<b>Operating Expenditures</b>							
Administration	231,893	<b>259,675</b>	261,489	263,335	265,208	267,115	1,316,822
Community grants	131,940	<b>129,650</b>	124,050	124,050	124,050	124,050	625,850
Legislative	768,231	<b>754,712</b>	767,634	780,792	969,192	807,988	4,080,318
Professional fees	426,576	<b>525,751</b>	439,443	453,846	443,287	445,268	2,307,595
Building ops	341,303	<b>376,645</b>	383,762	391,021	398,425	405,978	1,955,831
Veh & Equip ops	236,051	<b>440,244</b>	400,244	400,244	400,244	400,244	2,041,220
Operating costs	1,469,367	<b>1,624,791</b>	1,718,044	1,700,978	1,797,468	1,756,397	8,597,678
Wages & benefits	4,466,200	<b>5,001,882</b>	5,395,986	5,503,904	5,613,983	5,726,263	27,242,018
Transfer to other gov/org	2,296,191	<b>3,541,692</b>	3,610,784	3,681,949	3,755,249	3,830,748	18,420,422
Contributions to reserve funds	209,770	<b>307,066</b>	189,605	194,605	194,605	194,605	1,080,486
Debt interest	2,966,469	<b>2,628,175</b>	2,568,277	2,419,683	2,386,004	2,357,114	12,359,253
<b>Total Operating Expenditures</b>	<b>13,543,991</b>	<b>15,590,283</b>	<b>15,859,318</b>	<b>15,914,407</b>	<b>16,347,715</b>	<b>16,315,770</b>	<b>80,027,493</b>
<b>Operating (surplus)/deficit</b>	<b>(2,490,144)</b>	<b>(2,861,607)</b>	<b>(3,376,303)</b>	<b>(3,245,077)</b>	<b>(3,108,685)</b>	<b>(3,299,086)</b>	<b>(15,890,758)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	926,450	<b>1,276,591</b>	350,700	334,050	214,250	301,550	2,477,141
Transfer from reserves	(637,800)	<b>(950,000)</b>	(80,000)	(100,000)	(30,000)	(130,000)	(1,290,000)
<b>Net Capital Assets funded from Operations</b>	<b>288,650</b>	<b>326,591</b>	<b>270,700</b>	<b>234,050</b>	<b>184,250</b>	<b>171,550</b>	<b>1,187,141</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	3,188,064	<b>3,323,387</b>	3,324,489	3,040,536	3,001,170	2,979,223	15,668,805
<b>Total Capital Financing Charges</b>	<b>3,188,064</b>	<b>3,323,387</b>	<b>3,324,489</b>	<b>3,040,536</b>	<b>3,001,170</b>	<b>2,979,223</b>	<b>15,668,805</b>
<b>Net (surplus)/deficit for the year</b>	<b>986,570</b>	<b>788,371</b>	<b>218,886</b>	<b>29,509</b>	<b>76,735</b>	<b>(148,313)</b>	<b>965,188</b>
Add: Transfer from appropriated surplus	(212,548)	<b>(134,465)</b>	(18,865)	(18,865)	(18,865)	(18,865)	(209,925)
Add: Prior year (surplus) / deficit	(1,144,338)	<b>(991,972)</b>	(338,066)	(138,045)	(127,401)	(69,531)	(1,665,015)
<b>(Surplus) applied to future years</b>	<b>(370,316)</b>	<b>(338,066)</b>	<b>(138,045)</b>	<b>(127,401)</b>	<b>(69,531)</b>	<b>(236,709)</b>	<b>(909,752)</b>

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**CORPORATE SERVICES  
SUMMARY OF TAX REQUISITIONS  
2019 to 2023**

	2019 \$	2019 %	2020 \$	2020 %	2021 \$	2021 %	2022 \$	2022 %	2023 \$	2023 %
Administration										
0100 ADMINISTRATION - OVERALL	(2,078,635)	23.0%	(2,244,926)	8.0%	(2,379,621)	6.0%	(2,451,010)	3.0%	(2,524,540)	3.0%
0198 COMMUNITY GRANTS	(112,694)	(1.6%)	(123,815)	9.9%	(123,815)		(123,815)		(123,815)	
	(\$2,191,329)		(\$2,368,741)		(\$2,503,436)		(\$2,574,825)		(\$2,648,355)	
Electoral Area Administration										
1500 ELECTORAL AREAS ONLY	(334,351)	21.7%	(351,069)	5.0%	(368,622)	5.0%	(427,601)	16.0%	(411,154)	(3.8%)
1502 EA'S ONLY - BUILDING POLICY AND ADVICE	(273,972)	7.5%	(290,410)	6.0%	(302,027)	4.0%	(314,108)	4.0%	(323,531)	3.0%
	(\$608,323)		(\$641,479)		(\$670,649)		(\$741,709)		(\$734,685)	
Regional Library										
1300 VAN ISL REGIONAL LIBRARY	(2,303,078)	6.5%	(2,372,169)	3.0%	(2,443,334)	3.0%	(2,516,634)	3.0%	(2,592,133)	3.0%
	(\$2,303,078)		(\$2,372,169)		(\$2,443,334)		(\$2,516,634)		(\$2,592,133)	
Feasibility Studies										
8000 FEASIBILITY STUDY FND AREA A	(5,000)		(100.0%)							
8001 FEASIBILITY STUDY FUND AREA B	(1,000)		(1,000)		(1,000)		(1,000)		(1,000)	
8002 FEASIBILITY STUDY FUND AREA C	(5,000)		(100.0%)							
8004 FEASIBILITY STUDY FUND AREA E	(4,000)		(100.0%)							
8005 FEASIBILITY STUDY FUND AREA F	(5,000)		(100.0%)							
8006 FEASIBILITY STUDY FUND AREA G	(20,000)	(20.0%)	(20,000)		(15,000)	(25.0%)	(15,000)		(15,000)	
8007 FEASIBILITY STUDY FUND AREA H	(34,000)	88.9%	(4,000)	(88.2%)	(4,000)		(4,000)		(4,000)	
	(\$74,000)		(\$25,000)		(\$20,000)		(\$20,000)		(\$20,000)	
House Numbering										
4300 HOUSE NUMBERING	(22,236)	1.5%	(22,236)		(22,236)		(22,236)		(22,236)	
	(\$22,236)		(\$22,236)		(\$22,236)		(\$22,236)		(\$22,236)	
<b>Total CORPORATE SERVICES</b>	(5,198,966)	13.5%	(5,429,625)	4.4%	(5,659,655)	4.2%	(5,875,404)	3.8%	(6,017,409)	2.4%

**Corporate Administration Summary  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>23.0%</b>	8.0%	6.0%	3.0%	3.0%	
Property taxes	(1,689,815)	<b>(2,078,635)</b>	(2,244,926)	(2,379,621)	(2,451,010)	(2,524,540)	(11,678,732)
	(1,689,815)	<b>(2,078,635)</b>	(2,244,926)	(2,379,621)	(2,451,010)	(2,524,540)	(11,678,732)
Operations	(23,094)	<b>(55,730)</b>	(55,830)	(55,930)	(56,030)	(56,130)	(279,650)
Interest income	(150,000)	<b>(150,000)</b>	(150,000)	(150,000)	(150,000)	(150,000)	(750,000)
Operating grants	(50,000)	<b>(50,000)</b>	(50,000)	(50,000)	(50,000)	(50,000)	(250,000)
Grants in lieu of taxes	(48,000)	<b>(48,000)</b>	(48,000)	(48,000)	(48,000)	(48,000)	(240,000)
Interdepartmental recoveries	(4,422,299)	<b>(5,243,512)</b>	(5,852,750)	(5,976,475)	(6,093,006)	(6,222,887)	(29,388,630)
Miscellaneous	(189,170)	<b>(199,570)</b>	(199,570)	(199,570)	(199,570)	(199,570)	(997,850)
<b>Total Operating Revenues</b>	<b>(6,572,378)</b>	<b>(7,825,447)</b>	<b>(8,601,076)</b>	<b>(8,859,596)</b>	<b>(9,047,616)</b>	<b>(9,251,127)</b>	<b>(43,584,862)</b>
<b>Operating Expenditures</b>							
Administration	165,124	<b>187,949</b>	189,067	190,208	191,371	192,559	951,154
Legislative	473,815	<b>537,475</b>	548,225	559,189	570,373	581,780	2,797,042
Professional fees	387,016	<b>448,516</b>	390,578	404,981	394,422	396,403	2,034,900
Building ops	320,493	<b>355,835</b>	362,952	370,211	377,615	385,168	1,851,781
Veh & Equip ops	233,211	<b>435,142</b>	395,142	395,142	395,142	395,142	2,015,710
Operating costs	1,159,764	<b>1,256,501</b>	1,345,243	1,323,576	1,415,373	1,369,514	6,710,207
Wages & benefits	4,180,544	<b>4,731,576</b>	5,120,273	5,222,677	5,327,132	5,433,674	25,835,332
Contributions to reserve funds	186,355	<b>283,410</b>	183,410	193,410	193,410	193,410	1,047,050
<b>Total Operating Expenditures</b>	<b>7,106,322</b>	<b>8,236,404</b>	<b>8,534,890</b>	<b>8,659,394</b>	<b>8,864,838</b>	<b>8,947,650</b>	<b>43,243,176</b>
<b>Operating (surplus)/deficit</b>	<b>533,944</b>	<b>410,957</b>	<b>(66,186)</b>	<b>(200,202)</b>	<b>(182,778)</b>	<b>(303,477)</b>	<b>(341,686)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	926,050	<b>1,257,191</b>	338,200	319,800	213,250	296,250	2,424,691
Transfer from reserves	(637,800)	<b>(950,000)</b>	(80,000)	(100,000)	(30,000)	(130,000)	(1,290,000)
<b>Net Capital Assets funded from Operations</b>	<b>288,250</b>	<b>307,191</b>	<b>258,200</b>	<b>219,800</b>	<b>183,250</b>	<b>166,250</b>	<b>1,134,691</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>822,194</b>	<b>718,148</b>	<b>192,014</b>	<b>19,598</b>	<b>472</b>	<b>(137,227)</b>	<b>793,005</b>
Add: Transfer from appropriated surplus	(161,500)	<b>(110,000)</b>					(110,000)
Add: Prior year (surplus) / deficit	(942,926)	<b>(883,735)</b>	(275,587)	(83,573)	(63,975)	(63,503)	(1,370,373)
<b>(Surplus) applied to future years</b>	<b>(282,232)</b>	<b>(275,587)</b>	<b>(83,573)</b>	<b>(63,975)</b>	<b>(63,503)</b>	<b>(200,730)</b>	<b>(687,368)</b>

**Corporate Administration Summary**
**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
AD-0001 ASSET MANAGEMENT	150,000					<b>150,000</b>
MJ-0108 MAJOR CAP - BLDG OPS/OTHER	17,500	10,000	10,000	10,000	10,000	<b>57,500</b>
MJ-0109 MAJOR CAP - BUILDING OPS			100,000			<b>100,000</b>
MN-0108 MINOR CAP - BLDG OPS/OTHER	5,000	5,000	5,000	5,000	5,000	<b>25,000</b>
MN-0109 MINOR CAP - ADMINISTRATION BLDG OPS	40,000	40,000	40,000	40,000	40,000	<b>200,000</b>
PC-0103 COMPUTER - CAO	2,750	2,500		2,500		<b>7,750</b>
PC-0104 COMPUTER - HUMAN RESOURCES	2,700		2,000	2,000	5,375	<b>12,075</b>
PC-0105 COMPUTER - FINANCE	6,100	8,000	2,000	9,500	12,375	<b>37,975</b>
PC-0106 COMPUTER - INFO SYSTEMS	5,600	2,500	2,500	7,500	10,750	<b>28,850</b>
PC-0107 COMPUTER - LEGISLATIVE SERVICES	2,600	4,000	2,800	2,000	750	<b>12,150</b>
PC-0108 COMPUTER - BLDG OPS/OTHER	3,691	4,700		250	2,500	<b>11,141</b>
PC-0110 COMPUTER - COMMUNICATIONS			2,000	2,500		<b>4,500</b>
PC-0112 COMPUTER - INFO SERVICES CAPITAL	966,250	215,500	153,500	102,000	155,500	<b>1,592,750</b>
PC-0113 COMPUTER - GIS & MAPPING	25,000	16,000			24,000	<b>65,000</b>
VH-0108 VEHICLE - BLDG OPS/OTHER	30,000	30,000		30,000	30,000	<b>120,000</b>
<b>Total Corporate Administration Summary</b>	<b>1,257,191</b>	<b>338,200</b>	<b>319,800</b>	<b>213,250</b>	<b>296,250</b>	<b>2,424,691</b>

Building Operations/General					
Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	446,515	650,980	757,490	766,959	876,546
MJ-0109 MAJOR CAP - BUILDING OPS	-		100,000		
<b>Total Allocated To Capital Projects</b>	-	-	100,000	-	-
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account					
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	-	-	-	-	-
<b>Total Expenditures</b>	-	-	100,000	-	-
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	200,000	100,000	100,000	100,000	100,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	200,000	100,000	100,000	100,000	100,000
<b>Closing Balance Before Interest</b>	646,515	750,980	757,490	866,959	976,546
Interest Income	4,465	6,510	9,469	9,587	13,148
<b>Closing Reserve Balance fund</b>	650,980	757,490	766,959	876,546	989,694
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	0	0	0	0	0
<b>Sinking Fund (20 yrs)</b>	0.037216	0.037216	0.037216	0.037216	0.037216
<b>Interest (20 yrs)</b>	0.040000	0.045000	0.045000	0.050000	0.050000
<b>Term</b>	20	20	20	20	20
<b>Debt issuing cost rate</b>	0.010	0.010	0.010	0.010	0.010
<b>New Debt Principal/Int</b>		0	0	0	0
<b>New Debt Principal/Int (cumulative)</b>	0	0	0	0	0
<b>Debt issuing cost</b>	0	0	0	0	0

Information Services Capital					
Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	1,945,627	1,125,083	1,166,334	1,270,913	1,376,799
AD-0001 ASSET MANAGEMENT	150,000	-			
PC-0112 COMPUTER - INFO SERVICES CAPITAL	770,000	50,000	-	-	100,000
<b>Total Allocated To Capital Projects</b>	920,000	50,000	-	-	100,000
<b>Inflation Adjustment</b>	-	-	-	-	-
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund	-	-	-	-	-
Transfers to Reserve Account					
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	-	-	-	-	-
<b>Total Expenditures</b>	920,000	50,000	-	-	100,000
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	80,000	80,000	90,000	90,000	90,000
Transfers from Reserve Account					
Donations					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	80,000	80,000	90,000	90,000	90,000
<b>Closing Balance Before Interest</b>	1,105,627	1,155,083	1,256,334	1,360,913	1,366,799
Interest Income	19,456	11,251	14,579	15,886	20,652
<b>Closing Reserve Balance fund</b>	1,125,083	1,166,334	1,270,913	1,376,799	1,387,451
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	0	0	0	0	0
<b>Sinking Fund (20 yrs)</b>	0.037216	0.037216	0.037216	0.037216	0.037216
<b>Interest (20 yrs)</b>	0.040000	0.045000	0.045000	0.050000	0.050000
<b>Term</b>	20	20	20	20	20
<b>Debt issuing cost rate</b>	0.010	0.010	0.010	0.010	0.010
<b>New Debt Principal/Int</b>		0	0	0	0
<b>New Debt Principal/Int (cumulative)</b>	0	0	0	0	0
<b>Debt issuing cost</b>	0	0	0	0	0

**Community Grants  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>(1.6%)</b>	9.9%				
Property taxes	(114,557)	<b>(112,694)</b>	(123,815)	(123,815)	(123,815)	(123,815)	(607,954)
	(114,557)	<b>(112,694)</b>	(123,815)	(123,815)	(123,815)	(123,815)	(607,954)
Grants in lieu of taxes	(435)	<b>(435)</b>	(435)	(435)	(435)	(435)	(2,175)
<b>Total Operating Revenues</b>	<b>(114,992)</b>	<b>(113,129)</b>	<b>(124,250)</b>	<b>(124,250)</b>	<b>(124,250)</b>	<b>(124,250)</b>	<b>(610,129)</b>
<b>Operating Expenditures</b>							
Administration	200	<b>200</b>	200	200	200	200	1,000
Community grants	131,940	<b>129,650</b>	124,050	124,050	124,050	124,050	625,850
Transfer to other gov/org	33,900						
<b>Total Operating Expenditures</b>	<b>166,040</b>	<b>129,850</b>	<b>124,250</b>	<b>124,250</b>	<b>124,250</b>	<b>124,250</b>	<b>626,850</b>
<b>Operating (surplus)/deficit</b>	<b>51,048</b>	<b>16,721</b>					<b>16,721</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>51,048</b>	<b>16,721</b>					<b>16,721</b>
Add: Transfer from appropriated surplus	(51,048)	<b>(5,600)</b>					(5,600)
Add: Prior year (surplus) / deficit		<b>(11,121)</b>					(11,121)
<b>(Surplus) applied to future years</b>							



**House Numbering  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>1.5%</b>					
Property taxes	(21,900)	<b>(22,236)</b>	(22,236)	(22,236)	(22,236)	(22,236)	(111,180)
	(21,900)	<b>(22,236)</b>	(22,236)	(22,236)	(22,236)	(22,236)	(111,180)
<b>Total Operating Revenues</b>	(21,900)	<b>(22,236)</b>	(22,236)	(22,236)	(22,236)	(22,236)	(111,180)
<b>Operating Expenditures</b>							
Administration	1,500	<b>1,836</b>	1,836	1,836	1,836	1,836	9,180
Operating costs	20,400	<b>20,400</b>	20,400	20,400	20,400	20,400	102,000
<b>Total Operating Expenditures</b>	21,900	<b>22,236</b>	22,236	22,236	22,236	22,236	111,180
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							

**Electoral Area Administration  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>14.9%</b>	5.5%	4.5%	10.6%	(0.9%)	
Property taxes	(509,214)	<b>(585,573)</b>	(617,364)	(645,569)	(715,626)	(707,820)	(3,271,952)
Municipal agreements	(20,327)	<b>(22,750)</b>	(24,115)	(25,080)	(26,083)	(26,865)	(124,893)
	(529,541)	<b>(608,323)</b>	(641,479)	(670,649)	(741,709)	(734,685)	(3,396,845)
Operating grants	(60,000)	<b>(60,000)</b>	(60,000)	(60,000)	(60,000)	(60,000)	(300,000)
Grants in lieu of taxes	(2,500)	<b>(2,500)</b>	(2,500)	(2,500)	(2,500)	(2,500)	(12,500)
Interdepartmental recoveries	(253,000)	<b>(253,000)</b>	(255,530)	(258,085)	(280,666)	(232,973)	(1,280,254)
Miscellaneous					(15,000)		(15,000)
<b>Total Operating Revenues</b>	<b>(845,041)</b>	<b>(923,823)</b>	<b>(959,509)</b>	<b>(991,234)</b>	<b>(1,099,875)</b>	<b>(1,030,158)</b>	<b>(5,004,599)</b>
<b>Operating Expenditures</b>							
Administration	65,069	<b>69,690</b>	70,386	71,091	71,801	72,520	355,488
Legislative	294,416	<b>217,237</b>	219,409	221,603	398,819	226,208	1,283,276
Professional fees	10,000	<b>10,000</b>	10,000	10,000	10,000	10,000	50,000
Building ops	20,810	<b>20,810</b>	20,810	20,810	20,810	20,810	104,050
Veh & Equip ops	2,840	<b>5,102</b>	5,102	5,102	5,102	5,102	25,510
Operating costs	289,203	<b>347,890</b>	352,401	357,002	361,695	366,483	1,785,471
Wages & benefits	285,656	<b>270,306</b>	275,713	281,227	286,851	292,589	1,406,686
Contributions to reserve funds	1,195	<b>1,195</b>	1,195	1,195	1,195	1,195	5,975
<b>Total Operating Expenditures</b>	<b>969,189</b>	<b>942,230</b>	<b>955,016</b>	<b>968,030</b>	<b>1,156,273</b>	<b>994,907</b>	<b>5,016,456</b>
<b>Operating (surplus)/deficit</b>	<b>124,148</b>	<b>18,407</b>	<b>(4,493)</b>	<b>(23,204)</b>	<b>56,398</b>	<b>(35,251)</b>	<b>11,857</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	400	<b>19,400</b>	12,500	14,250	1,000	5,300	52,450
<b>Net Capital Assets funded from Operations</b>	<b>400</b>	<b>19,400</b>	<b>12,500</b>	<b>14,250</b>	<b>1,000</b>	<b>5,300</b>	<b>52,450</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>124,548</b>	<b>37,807</b>	<b>8,007</b>	<b>(8,954)</b>	<b>57,398</b>	<b>(29,951)</b>	<b>64,307</b>
Add: Prior year (surplus) / deficit	(212,632)	<b>(100,286)</b>	(62,479)	(54,472)	(63,426)	(6,028)	(286,691)
<b>(Surplus) applied to future years</b>	<b>(88,084)</b>	<b>(62,479)</b>	<b>(54,472)</b>	<b>(63,426)</b>	<b>(6,028)</b>	<b>(35,979)</b>	<b>(222,384)</b>

**Feasibility Study Fund EA A  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>			(100.0%)				
Property taxes	(5,000)	(5,000)					(5,000)
	(5,000)	(5,000)					(5,000)
<b>Total Operating Revenues</b>	(5,000)	(5,000)					(5,000)
<b>Operating Expenditures</b>							
Contributions to reserve funds	5,000	5,000					5,000
<b>Total Operating Expenditures</b>	5,000	5,000					5,000
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							

**Feasibility Study Fund EA B  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>							
Property taxes	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(5,000)
	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(5,000)
<b>Total Operating Revenues</b>	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(5,000)
<b>Operating Expenditures</b>							
Contributions to reserve funds	1,000	1,000	1,000	1,000	1,000	1,000	5,000
<b>Total Operating Expenditures</b>	1,000	1,000	1,000	1,000	1,000	1,000	5,000
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							

**Feasibility Study Fund EA C  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>			(100.0%)				
Property taxes	(5,000)	(5,000)					(5,000)
	(5,000)	(5,000)					(5,000)
<b>Total Operating Revenues</b>	(5,000)	(5,000)					(5,000)
<b>Operating Expenditures</b>							
Contributions to reserve funds	5,000	5,000					5,000
<b>Total Operating Expenditures</b>	5,000	5,000					5,000
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							

**Feasibility Study Fund EA E  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>			(100.0%)				
Property taxes	(4,000)	(4,000)					(4,000)
	(4,000)	(4,000)					(4,000)
<b>Total Operating Revenues</b>	(4,000)	(4,000)					(4,000)
<b>Operating Expenditures</b>							
Contributions to reserve funds	4,000	4,000					4,000
<b>Total Operating Expenditures</b>	4,000	4,000					4,000
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							

**Feasibility Study Fund EA F  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>			(100.0%)				
Property taxes	(5,000)	(5,000)					(5,000)
	(5,000)	(5,000)					(5,000)
<b>Total Operating Revenues</b>	(5,000)	(5,000)					(5,000)
<b>Operating Expenditures</b>							
Contributions to reserve funds	5,000	5,000					5,000
<b>Total Operating Expenditures</b>	5,000	5,000					5,000
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							

**Feasibility Study Fund EA G  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>(20.0%)</b>		<b>(25.0%)</b>			
Property taxes	(25,000)	<b>(20,000)</b>	(20,000)	(15,000)	(15,000)	(15,000)	(85,000)
	(25,000)	<b>(20,000)</b>	(20,000)	(15,000)	(15,000)	(15,000)	(85,000)
<b>Total Operating Revenues</b>	(25,000)	<b>(20,000)</b>	(20,000)	(15,000)	(15,000)	(15,000)	(85,000)
<b>Operating Expenditures</b>							
Professional fees	23,190	<b>38,865</b>	38,865	38,865	38,865	38,865	194,325
Contributions to reserve funds	2,220			(5,000)	(5,000)	(5,000)	(15,000)
<b>Total Operating Expenditures</b>	25,410	<b>38,865</b>	38,865	33,865	33,865	33,865	179,325
<b>Operating (surplus)/deficit</b>	410	<b>18,865</b>	18,865	18,865	18,865	18,865	94,325
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	410	<b>18,865</b>	18,865	18,865	18,865	18,865	94,325
Add: Transfer from appropriated surplus		<b>(18,865)</b>	(18,865)	(18,865)	(18,865)	(18,865)	(94,325)
Add: Prior year (surplus) / deficit	(410)						
<b>(Surplus) applied to future years</b>							



**Feasibility Study Fund EA H  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>88.9%</b>	(88.2%)				
Property taxes	(18,000)	<b>(34,000)</b>	(4,000)	(4,000)	(4,000)	(4,000)	(50,000)
	(18,000)	<b>(34,000)</b>	(4,000)	(4,000)	(4,000)	(4,000)	(50,000)
<b>Total Operating Revenues</b>	(18,000)	<b>(34,000)</b>	(4,000)	(4,000)	(4,000)	(4,000)	(50,000)
<b>Operating Expenditures</b>							
Professional fees	6,370	<b>28,370</b>					28,370
Contributions to reserve funds		<b>2,461</b>	4,000	4,000	4,000	4,000	18,461
<b>Total Operating Expenditures</b>	6,370	<b>30,831</b>	4,000	4,000	4,000	4,000	46,831
<b>Operating (surplus)/deficit</b>	(11,630)	<b>(3,169)</b>					(3,169)
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	(11,630)	<b>(3,169)</b>					(3,169)
Add: Prior year (surplus) / deficit	11,630	<b>3,169</b>					3,169
<b>(Surplus) applied to future years</b>							

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>6.5%</b>	3.0%	3.0%	3.0%	3.0%	
Property taxes	(2,162,291)	<b>(2,303,078)</b>	(2,372,169)	(2,443,334)	(2,516,634)	(2,592,133)	(12,227,348)
	(2,162,291)	<b>(2,303,078)</b>	(2,372,169)	(2,443,334)	(2,516,634)	(2,592,133)	(12,227,348)
Miscellaneous	(940,873)	<b>(940,873)</b>	(940,873)	(940,873)	(940,873)	(940,873)	(4,704,365)
<b>Total Operating Revenues</b>	<b>(3,103,164)</b>	<b>(3,243,951)</b>	<b>(3,313,042)</b>	<b>(3,384,207)</b>	<b>(3,457,507)</b>	<b>(3,533,006)</b>	<b>(16,931,713)</b>
<b>Operating Expenditures</b>							
Transfer to other gov/org	2,162,291	<b>2,303,077</b>	2,372,169	2,443,334	2,516,634	2,592,133	12,227,347
Debt interest	591,485	<b>591,485</b>	591,485	591,485	591,485	591,485	2,957,425
<b>Total Operating Expenditures</b>	<b>2,753,776</b>	<b>2,894,562</b>	<b>2,963,654</b>	<b>3,034,819</b>	<b>3,108,119</b>	<b>3,183,618</b>	<b>15,184,772</b>
<b>Operating (surplus)/deficit</b>	<b>(349,388)</b>	<b>(349,389)</b>	<b>(349,388)</b>	<b>(349,388)</b>	<b>(349,388)</b>	<b>(349,388)</b>	<b>(1,746,941)</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
Existing debt (principal)	349,388	<b>349,388</b>	349,388	349,388	349,388	349,388	1,746,940
<b>Total Capital Financing Charges</b>	<b>349,388</b>	<b>349,388</b>	<b>349,388</b>	<b>349,388</b>	<b>349,388</b>	<b>349,388</b>	<b>1,746,940</b>
<b>Net (surplus)/deficit for the year</b>		<b>(1)</b>					<b>(1)</b>
Add: Prior year (surplus) / deficit		<b>1</b>					<b>1</b>
<b>(Surplus) applied to future years</b>							

**Municipal Debt Transfers  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>							
Miscellaneous	(5,213,660)	<b>(5,010,689)</b>	(4,951,893)	(4,519,346)	(4,446,301)	(4,395,464)	(23,323,693)
<b>Total Operating Revenues</b>	(5,213,660)	<b>(5,010,689)</b>	(4,951,893)	(4,519,346)	(4,446,301)	(4,395,464)	(23,323,693)
<b>Operating Expenditures</b>							
Debt interest	2,374,984	<b>2,036,690</b>	1,976,792	1,828,198	1,794,519	1,765,629	9,401,828
<b>Total Operating Expenditures</b>	2,374,984	<b>2,036,690</b>	1,976,792	1,828,198	1,794,519	1,765,629	9,401,828
<b>Operating (surplus)/deficit</b>	(2,838,676)	<b>(2,973,999)</b>	(2,975,101)	(2,691,148)	(2,651,782)	(2,629,835)	(13,921,865)
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
Existing debt (principal)	2,838,676	<b>2,973,999</b>	2,975,101	2,691,148	2,651,782	2,629,835	13,921,865
<b>Total Capital Financing Charges</b>	2,838,676	<b>2,973,999</b>	2,975,101	2,691,148	2,651,782	2,629,835	13,921,865
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							

**Community Works Fund Projects - Corporate Services**  
**FINANCIAL PLAN**  
**2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>							
Planning grants	(100,000)	(1,238,615)	(1,238,615)	(1,238,615)	(1,238,615)	(1,238,615)	(6,193,075)
<b>Total Operating Revenues</b>	(100,000)	(1,238,615)	(1,238,615)	(1,238,615)	(1,238,615)	(1,238,615)	(6,193,075)
<b>Operating Expenditures</b>							
Transfer to other gov/org	100,000	1,238,615	1,238,615	1,238,615	1,238,615	1,238,615	6,193,075
<b>Total Operating Expenditures</b>	100,000	1,238,615	1,238,615	1,238,615	1,238,615	1,238,615	6,193,075
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							