



Benson Creek



REGIONAL
DISTRICT
OF NANAIMO

2020 - 2024

FINANCIAL PLAN

REGIONAL DISTRICT OF NANAIMO
BRITISH COLUMBIA, CANADA

**REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2020 to 2024
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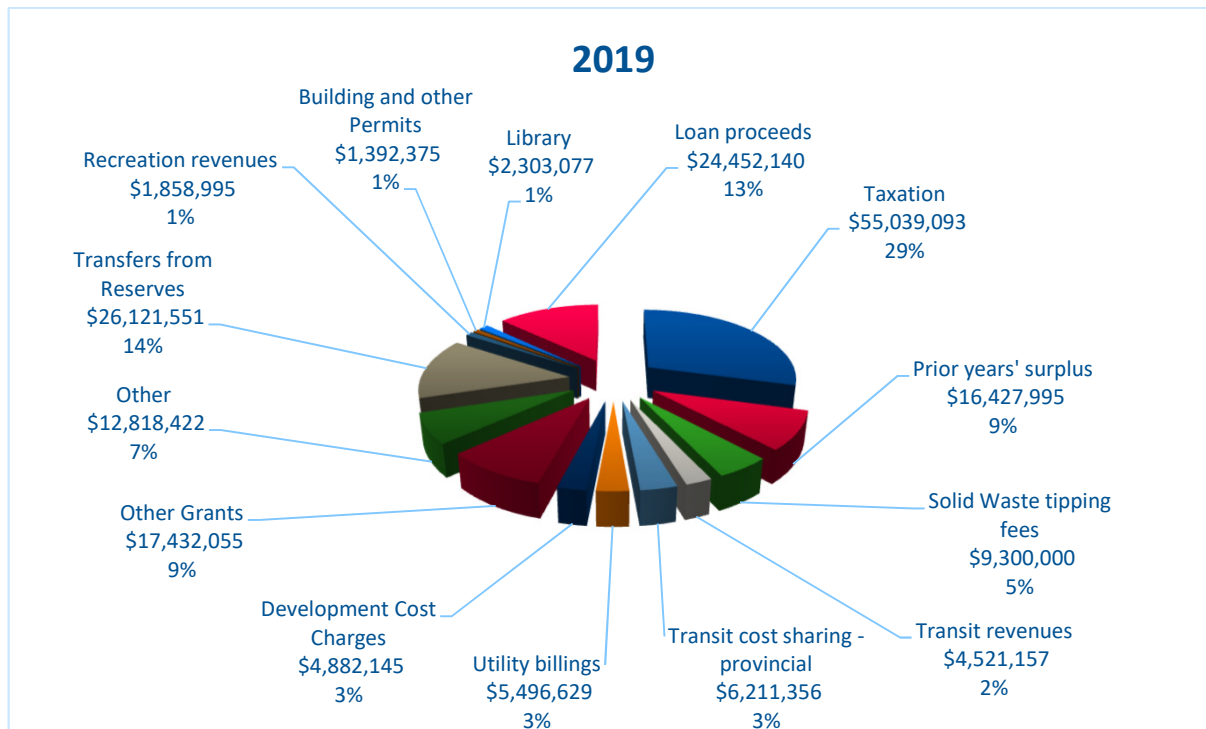
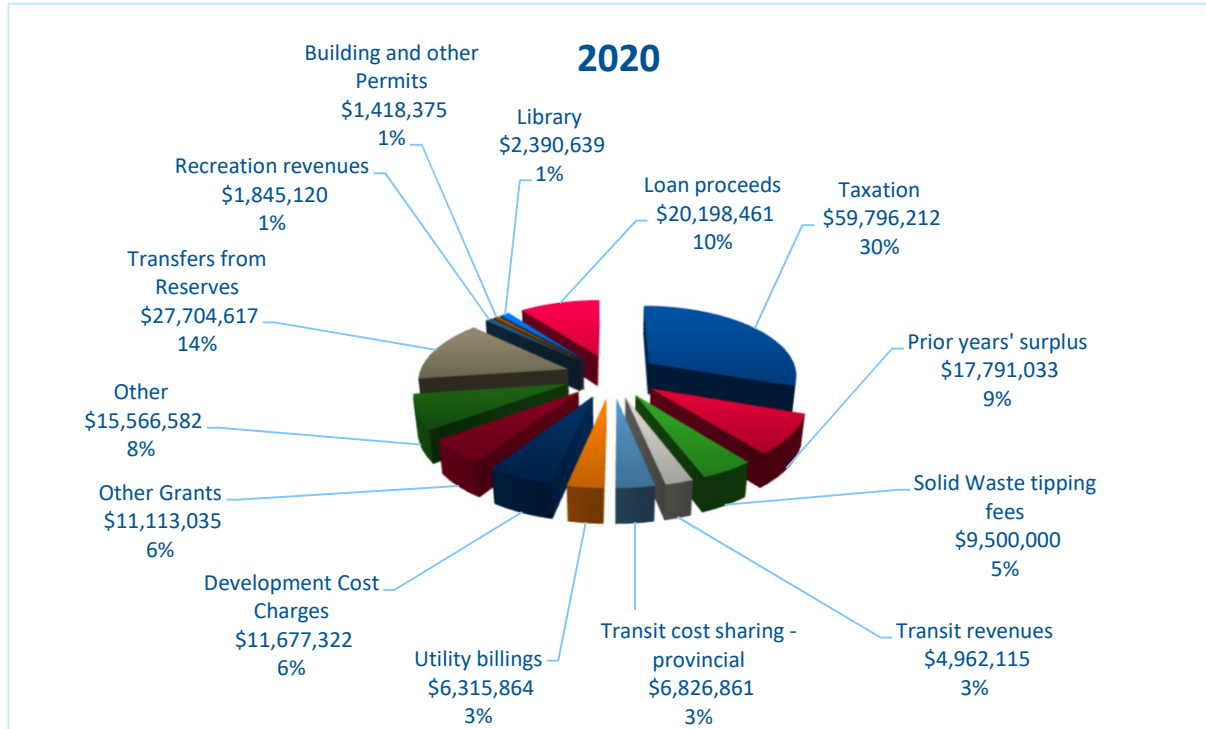
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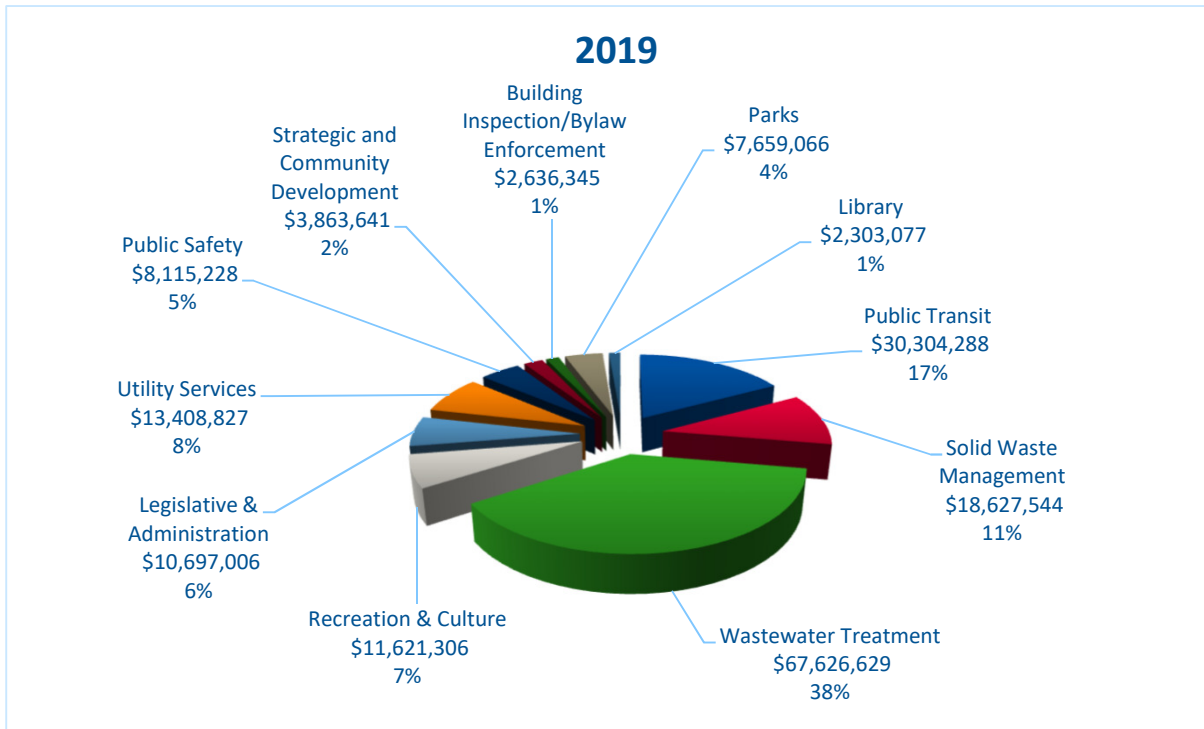
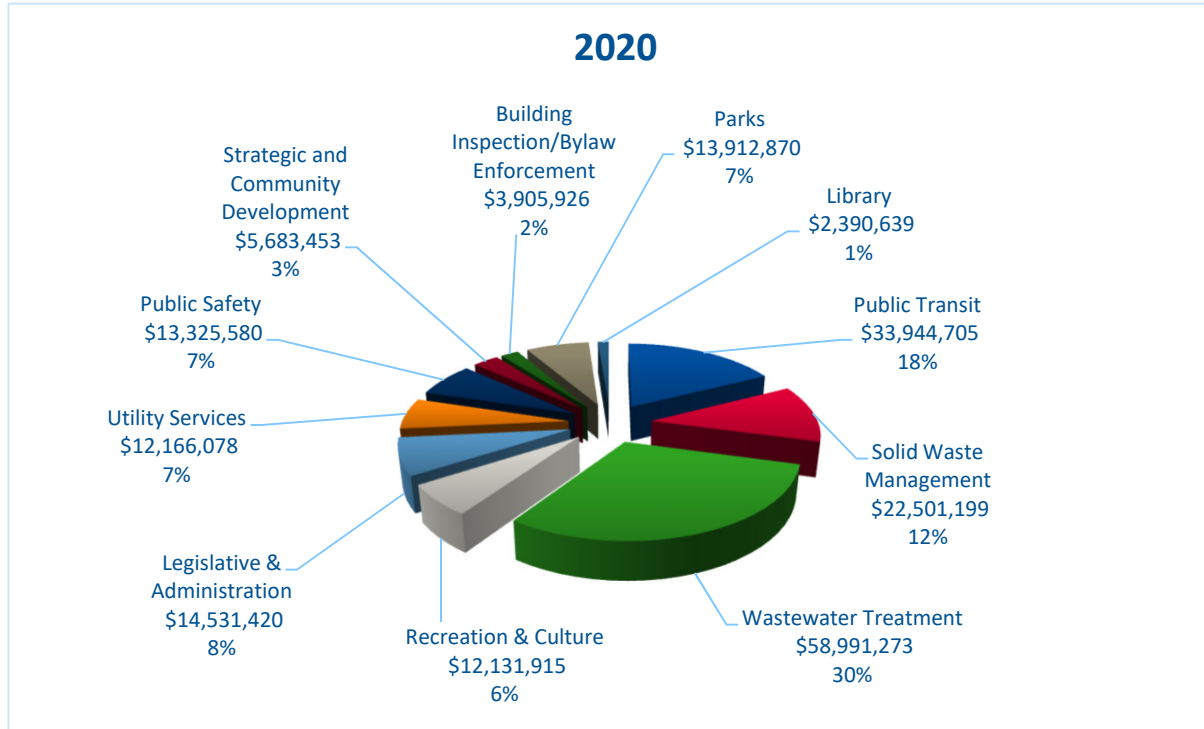
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REGIONAL DISTRICT OF NANAIMO

SOURCES OF REVENUE



REGIONAL DISTRICT OF NANAIMO EXPENDITURE BY SERVICE



**GENERAL REVENUE FUND
2020 Proposed Budget**

	CORPORATE Budget 2019	SERVICES Budget 2020	STRATEGIC & COMM Budget 2019	DEVELOPMENT Budget 2020
OPERATING REVENUES				
TAX REQUISITION	(5,176,216)	(5,667,657)	(2,519,182)	(3,152,368)
OPERATING GRANTS	(1,399,550)	(1,727,464)	(266,080)	(501,804)
OPERATING REVENUE	(46,030)	(49,967)	(1,721,314)	(1,768,088)
OTHER REVENUE	(11,830,094)	(13,044,989)	(1,191,419)	(1,642,564)
TOTAL OPERATING REVENUES	(18,451,890)	(20,490,077)	(5,697,995)	(7,064,824)
OPERATING EXPENDITURES				
OFFICE OPERATING	259,675	345,775	477,959	510,887
COMMUNITY GRANTS	129,650	124,050	0	0
LEGISLATIVE	754,712	829,910	0	0
PROFESSIONAL FEES	525,751	1,202,297	851,815	1,629,817
BUILDING - OPER & MAINT	376,645	485,389	40,813	40,813
VEH & EQUIP - OPER & MAINT	440,244	559,250	83,328	83,793
OTHER OPERATING COSTS	1,624,791	2,088,015	991,633	995,332
WAGES & BENEFITS	5,001,882	5,583,361	3,386,251	3,758,747
PROGRAM COSTS	0	0	417,346	420,400
DEBT - FINANCING - INTEREST	2,628,175	2,576,811	0	0
DEBT - FINANCING - PRINCIPAL	3,323,387	3,368,374	0	0
TRANSFER TO RESERVE FUND	307,066	1,486,176	127,270	1,717,172
TRANSFER TO OTHER GOV'T/AGENCIES	3,541,692	3,929,254	114,695	164,695
TOTAL OPERATING EXPENDITURES	18,913,670	22,578,662	6,491,110	9,321,656
CAPITAL ASSET EXPENDITURES				
CAPITAL EXPENDITURES	1,276,591	1,827,200	58,875	317,722
TRANSFERS FROM RESERVES	(950,000)	(1,534,000)	(12,500)	(247,222)
CAPITAL GRANTS AND OTHER	0	0	0	0
NEW BORROWING	0	0	0	0
NET CAPITAL ASSETS FUNDED FROM OPERATIONS	326,591	293,200	46,375	70,500
ACCUMULATED SURPLUS				
NET (SURPLUS) DEFICIT	788,371	2,381,785	839,490	2,327,332
TRANSFER TO APPROPRIATED SURPLUS	0	0	127,847	127,847
TRANSFER FROM APPROPRIATED SURPLUS	(134,465)	(797,799)	(481,847)	(287,847)
PRIOR YEARS (SURPLUS) DEFICIT	(991,878)	(1,583,986)	(2,087,504)	(2,167,332)
CURRENT YEAR UNAPPROPRIATED (SURPLUS) DEFICIT	(337,972)	0	(1,602,014)	0

**GENERAL REVENUE FUND
2020 Proposed Budget**

	REGIONAL & Budget 2019	COMM UTILITIES Budget 2020	RECREATION & Budget 2019	PARKS SERVICES Budget 2020
OPERATING REVENUES				
TAX REQUISITION	(20,665,507)	(21,871,699)	(11,989,129)	(13,050,292)
OPERATING GRANTS	(165,312)	(98,579)	(123,022)	(241,650)
OPERATING REVENUE	(17,027,209)	(18,069,273)	(1,783,995)	(1,845,120)
OTHER REVENUE	(1,928,725)	(2,803,541)	(99,515)	(88,938)
TOTAL OPERATING REVENUES	(39,786,753)	(42,843,092)	(13,995,661)	(15,226,000)
OPERATING EXPENDITURES				
OFFICE OPERATING	2,210,193	2,652,219	750,926	844,696
COMMUNITY GRANTS	0	0	0	0
LEGISLATIVE	0	0	1,500	1,100
PROFESSIONAL FEES	1,253,108	1,613,189	796,145	897,549
BUILDING - OPER & MAINT	1,586,923	2,126,600	820,502	824,579
VEH & EQUIP - OPER & MAINT	1,797,552	1,886,775	222,647	192,159
OTHER OPERATING COSTS	12,493,613	13,441,077	1,447,096	1,447,041
WAGES & BENEFITS	9,786,362	10,489,303	5,095,337	5,291,919
PROGRAM COSTS	205,685	290,885	752,110	809,478
DEBT - FINANCING - INTEREST	1,472,772	1,615,917	412,858	427,763
DEBT - FINANCING - PRINCIPAL	1,158,621	1,740,007	442,083	412,288
TRANSFER TO RESERVE FUND	9,095,949	11,242,894	2,069,924	3,564,953
TRANSFER TO OTHER GOV'T/AGENCIES	0	0	1,921,666	2,253,147
TOTAL OPERATING EXPENDITURES	41,060,778	47,098,866	14,732,794	16,966,672
CAPITAL ASSET EXPENDITURES				
CAPITAL EXPENDITURES	59,744,543	47,677,282	5,647,176	10,748,727
TRANSFERS FROM RESERVES	(21,791,740)	(28,073,144)	(2,997,915)	(4,132,668)
CAPITAL GRANTS AND OTHER	(10,554,505)	(2,134,893)	(2,313,762)	(3,803,997)
NEW BORROWING	(24,452,140)	(14,198,461)	0	(2,000,000)
NET CAPITAL ASSETS FUNDED FROM OPERATIONS	2,946,158	3,270,784	335,499	812,062
ACCUMULATED SURPLUS				
NET (SURPLUS) DEFICIT	4,220,183	7,526,558	1,072,632	2,552,734
TRANSFER TO APPROPRIATED SURPLUS	0	0	0	44,500
TRANSFER FROM APPROPRIATED SURPLUS	(1,593,441)	(2,041,519)	(755,912)	(499,048)
PRIOR YEARS (SURPLUS) DEFICIT	(6,216,920)	(5,485,041)	(1,391,893)	(2,098,186)
CURRENT YEAR UNAPPROPRIATED (SURPLUS) DEFICIT	(3,590,178)	(2)	(1,075,173)	0

**GENERAL REVENUE FUND
2020 Proposed Budget**

	TRANSIT & Budget 2019	EMERGENCY SERVICES Budget 2020	TOTAL Budget 2019	PROPOSED Budget 2020	BUDGET % Change
OPERATING REVENUES					
TAX REQUISITION	(16,931,974)	(18,444,835)	(57,282,008)	(62,186,851)	8.6%
OPERATING GRANTS	(6,851,189)	(7,679,424)	(8,805,153)	(10,248,921)	
OPERATING REVENUE	(4,609,505)	(5,051,882)	(25,188,053)	(26,784,330)	
OTHER REVENUE	(1,827,965)	(1,944,531)	(16,877,718)	(19,524,563)	
TOTAL OPERATING REVENUES	(30,220,633)	(33,120,672)	(108,152,932)	(118,744,665)	
OPERATING EXPENDITURES					
OFFICE OPERATING	1,752,914	2,383,055	5,451,667	6,736,632	
COMMUNITY GRANTS	0	0	129,650	124,050	
LEGISLATIVE	0	0	756,212	831,010	
PROFESSIONAL FEES	323,183	289,422	3,750,002	5,632,274	
BUILDING - OPER & MAINT	498,299	525,067	3,323,182	4,002,448	
VEH & EQUIP - OPER & MAINT	5,303,849	5,492,878	7,847,620	8,214,855	
OTHER OPERATING COSTS	4,111,045	4,628,926	20,668,178	22,600,391	
WAGES & BENEFITS	13,649,259	15,130,132	36,919,091	40,253,462	
PROGRAM COSTS	17,300	73,835	1,392,441	1,594,598	
DEBT - FINANCING - INTEREST	179,413	216,288	4,693,218	4,836,779	
DEBT - FINANCING - PRINCIPAL	261,416	264,529	5,185,507	5,785,198	
TRANSFER TO RESERVE FUND	1,542,343	3,267,999	13,142,552	21,279,194	
TRANSFER TO OTHER GOV'T/AGENCIES	3,212,966	3,448,303	8,791,019	9,795,399	
TOTAL OPERATING EXPENDITURES	30,851,987	35,720,434	112,050,339	131,686,290	17.5%
CAPITAL ASSET EXPENDITURES					
CAPITAL EXPENDITURES	7,567,532	11,549,850	74,294,717	72,120,781	
TRANSFERS FROM RESERVES	(5,251,541)	(5,394,905)	(31,003,696)	(39,381,939)	
CAPITAL GRANTS AND OTHER	(1,969,991)	(1,752,085)	(14,838,258)	(7,690,975)	
NEW BORROWING	0	(4,000,000)	(24,452,140)	(20,198,461)	
NET CAPITAL ASSETS FUNDED FROM OPERATIONS	346,000	402,860	4,000,623	4,849,406	
ACCUMULATED SURPLUS					
NET (SURPLUS) DEFICIT	977,354	3,002,622	7,898,030	17,791,031	
TRANSFER TO APPROPRIATED SURPLUS	0	0	127,847	172,347	
TRANSFER FROM APPROPRIATED SURPLUS	(612,922)	(612,147)	(3,578,587)	(4,238,360)	
PRIOR YEARS (SURPLUS) DEFICIT	(2,289,060)	(2,390,475)	(12,977,255)	(13,725,020)	
CURRENT YEAR UNAPPROPRIATED (SURPLUS) DEFICIT	(1,924,628)	0	(8,529,965)	(2)	

**CONSOLIDATED FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed	2021	2022	2023	2024	Total
Operating Revenues		8.6%	8.4%	6.2%	6.8%	4.1%	
Property taxes	(51,717,017)	(56,483,346)	(61,419,922)	(65,264,701)	(69,862,208)	(72,732,255)	(325,762,432)
Parcel taxes	(5,246,393)	(5,703,505)	(6,011,414)	(6,329,277)	(6,610,647)	(6,907,492)	(31,562,335)
	(56,963,410)	(62,186,851)	(67,431,336)	(71,593,978)	(76,472,855)	(79,639,747)	(357,324,767)
Municipal agreements	(378,760)	(110,255)	(112,635)	(115,057)	(116,923)	(118,835)	(573,705)
Operations	(4,162,940)	(4,111,080)	(4,163,919)	(4,222,204)	(4,281,973)	(4,357,818)	(21,136,994)
Interest income	(150,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(1,000,000)
Transit fares	(4,521,157)	(4,962,115)	(5,029,693)	(5,163,156)	(5,568,016)	(5,626,990)	(26,349,970)
Landfill tipping fees	(9,300,000)	(9,500,000)	(9,900,000)	(9,900,000)	(9,250,000)	(8,750,000)	(47,300,000)
Recreation fees	(698,575)	(758,350)	(765,020)	(772,337)	(779,196)	(786,718)	(3,861,621)
Recreation facility rentals	(549,190)	(546,690)	(546,690)	(546,690)	(546,690)	(546,690)	(2,733,450)
Recreation vending sales	(6,200)	(6,200)	(6,200)	(6,200)	(6,200)	(6,200)	(31,000)
Recreation concession	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(27,500)
Recreation other	(495,150)	(501,700)	(502,062)	(767,434)	(767,817)	(767,817)	(3,306,830)
Utility user fees	(5,496,629)	(6,315,864)	(7,008,510)	(7,147,933)	(7,262,728)	(7,435,059)	(35,170,094)
Operating grants	(8,651,363)	(10,078,054)	(8,901,806)	(8,862,409)	(9,889,180)	(10,067,647)	(47,799,096)
Grants in lieu of taxes	(153,790)	(170,867)	(170,867)	(170,867)	(170,867)	(170,867)	(854,335)
Interdepartmental recoveries	(8,282,176)	(10,244,070)	(10,239,136)	(10,543,883)	(10,666,308)	(10,944,413)	(52,637,810)
Miscellaneous	(7,642,198)	(8,291,416)	(8,839,130)	(8,802,301)	(8,909,646)	(9,588,676)	(44,431,169)
Total Operating Revenues	(107,457,038)	(117,989,012)	(123,822,504)	(128,819,949)	(134,893,899)	(139,012,977)	(644,538,341)
Operating Expenditures							
Administration	5,446,667	6,720,432	6,873,836	7,036,158	7,200,820	7,372,547	35,203,793
Community grants	129,650	124,050	124,050	124,050	124,050	124,050	620,250
Legislative	756,212	831,010	854,848	1,054,401	905,141	931,204	4,576,604
Professional fees	3,748,002	5,630,274	3,635,393	3,470,071	3,502,243	3,555,642	19,793,623
Building ops	3,323,182	4,002,450	4,022,184	4,128,092	4,236,904	4,267,936	20,657,566
Veh & Equip ops	7,833,036	8,200,815	8,312,168	8,592,136	8,779,643	9,022,915	42,907,677
Operating costs	20,650,508	22,579,371	23,594,790	25,769,027	28,903,436	30,311,972	131,158,596
Program costs	1,392,441	1,594,598	1,495,042	1,514,244	1,531,827	1,551,106	7,686,817
Wages & benefits	36,262,451	39,556,069	41,939,316	43,136,198	45,507,334	46,645,019	216,783,936
Transfer to other gov/org	8,791,019	9,795,399	8,786,575	9,122,810	9,433,808	9,747,952	46,886,544
Contributions to reserve funds	13,142,552	21,279,194	10,242,933	9,870,328	9,567,722	10,341,987	61,302,164
Debt interest	4,448,696	4,634,794	4,877,321	4,739,962	4,548,122	4,366,879	23,167,078
Total Operating Expenditures	105,924,416	124,948,456	114,758,456	118,557,477	124,241,050	128,239,209	610,744,648
Operating (surplus)/deficit	(1,532,622)	6,959,444	(9,064,048)	(10,262,472)	(10,652,849)	(10,773,768)	(33,793,693)
Capital Asset Expenditures							
Capital expenditures	74,294,717	72,115,781	45,661,637	18,883,260	8,506,641	13,008,498	158,175,817
Transfer from reserves	(31,003,696)	(39,381,939)	(21,601,989)	(10,912,204)	(2,080,611)	(6,040,653)	(80,017,396)
Grants and other	(14,838,258)	(7,690,975)	(3,037,001)	(1,680,875)		(1,300,000)	(13,708,851)
New borrowing	(24,452,140)	(20,198,461)	(18,508,018)	(4,179,780)	(4,399,230)	(3,499,890)	(50,785,379)
Net Capital Assets funded from Operations	4,000,623	4,844,406	2,514,629	2,110,401	2,026,800	2,167,955	13,664,191
Capital Financing Charges							
Existing debt (principal)	5,185,507	5,785,198	5,502,694	5,371,452	5,397,765	5,038,035	27,095,144
New debt (principal & interest)	244,522	201,985	1,643,726	2,924,042	3,228,284	3,567,778	11,565,815
Total Capital Financing Charges	5,430,029	5,987,183	7,146,420	8,295,494	8,626,049	8,605,813	38,660,959
Net (surplus)/deficit for the year	7,898,030	17,791,033	597,001	143,423			18,531,457
Less: Transfer to appropriated surplus	127,847	172,347					172,347
Add: Transfer from appropriated surplus	(3,578,587)	(4,238,360)	(597,001)	(143,423)			(4,978,784)
Add: Prior year (surplus) / deficit	(12,977,255)	(13,725,020)					(13,725,020)
(Surplus) applied to future years	(8,529,965)						



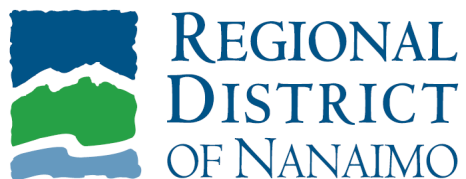
**2020
MEMBER SUMMARY**

ESTIMATED GENERAL SERVICES PROPERTY TAX CHANGE

	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
2020 Total Requisition	\$24,252,769	\$958,181	\$5,908,605	\$3,980,832	\$2,339,577	\$1,642,692	\$1,419,053	\$2,685,042	\$2,589,373	\$3,221,204	\$1,872,985
2019 Total Requisition	\$21,749,440	\$837,975	\$5,558,417	\$3,887,339	\$2,122,986	\$1,490,887	\$1,260,114	\$2,521,160	\$2,391,042	\$3,023,714	\$1,781,757
Change from prior year	\$2,503,329	\$120,206	\$350,188	\$93,493	\$216,591	\$151,805	\$158,939	\$163,882	\$198,331	\$197,490	\$91,228
General Services Property Tax											
2020	\$ 90.31	\$ 71.51	\$ 132.70	\$ 117.52	\$ 121.23	\$ 91.25	\$ 101.54	\$ 87.99	\$ 118.33	\$ 120.33	\$ 108.07
2019	\$ 84.63	\$ 64.53	\$ 132.91	\$ 115.97	\$ 114.89	\$ 89.99	\$ 99.79	\$ 87.32	\$ 118.42	\$ 120.02	\$ 108.80
Change per \$100,000	\$ 5.68	\$ 6.98	\$ (0.21)	\$ 1.55	\$ 6.34	\$ 1.26	\$ 1.75	\$ 0.67	\$ (0.09)	\$ 0.31	\$ (0.73)
Regional Parcel Taxes											
2020	\$ 32.00	\$ 32.00	\$ 38.20	\$ 38.20	\$ 32.00	\$ 32.00	\$ 32.00	\$ 39.81	\$ 39.81	\$ 39.81	\$ 39.81
2019	\$ 24.00	\$ 24.00	\$ 29.29	\$ 29.29	\$ 24.00	\$ 24.00	\$ 24.00	\$ 31.34	\$ 31.34	\$ 31.34	\$ 31.34
Change per property	\$ 8.00	\$ 8.00	\$ 8.91	\$ 8.91	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.47	\$ 8.47	\$ 8.47	\$ 8.47
Total change at \$100,000	\$ 13.68	\$ 14.98	\$ 8.70	\$ 10.46	\$ 14.34	\$ 9.26	\$ 9.75	\$ 9.14	\$ 8.39	\$ 8.78	\$ 7.75
Average Residential Value 2020	\$509,312	\$723,191	\$480,290	\$606,561	\$501,448	\$419,176	\$676,105	\$787,264	\$452,130	\$643,098	\$577,377
Average Residential Value 2019	\$497,409	\$754,605	\$465,644	\$617,787	\$491,430	\$392,160	\$631,326	\$755,770	\$438,460	\$616,063	\$555,014
RDN Property Tax 2020 based on average residential value	\$492	\$549	\$676	\$751	\$640	\$414	\$719	\$733	\$575	\$814	\$664
RDN Property Tax 2019 based on average residential value	\$445	\$511	\$648	\$746	\$589	\$377	\$654	\$691	\$551	\$771	\$635
Change for average residential value	\$47	\$38	\$27	\$5	\$51	\$38	\$65	\$41	\$24	\$43	\$29

REGIONAL DISTRICT OF NANAIMO
FORECAST OF RESIDENTIAL TAX RATES
2020 TO 2024
(BASED ON 2020 AVERAGE RESIDENTIAL VALUE)

JURISDICTION	2020 Average Residential Value	2019	2020	2021	2022	2023	2024
City of Nanaimo	\$509,312	\$445	\$492	\$519	\$546	\$598	\$617
Dollar Change		\$35	\$47	\$27	\$27	\$52	\$19
% change		9%	11%	5%	5%	10%	3%
District of Lantzville	\$723,191	\$511	\$549	\$584	\$612	\$652	\$686
Dollar Change		\$28	\$38	\$35	\$28	\$40	\$34
% change		6%	7%	6%	5%	7%	5%
City of Parksville	\$480,290	\$648	\$676	\$717	\$744	\$763	\$776
Dollar Change		\$29	\$28	\$41	\$27	\$19	\$13
% change		5%	4%	6%	4%	3%	2%
Town of Qualicum Beach	\$606,561	\$746	\$752	\$824	\$855	\$876	\$893
Dollar Change		\$59	\$6	\$72	\$31	\$21	\$17
% change		9%	1%	10%	4%	2%	2%
Electoral Area A	\$501,448	\$589	\$640	\$669	\$694	\$718	\$741
Dollar Change		\$44	\$51	\$29	\$25	\$24	\$23
% change		8%	9%	5%	4%	3%	3%
Electoral Area B	\$419,176	\$377	\$414	\$432	\$441	\$445	\$453
Dollar Change		\$28	\$37	\$18	\$9	\$4	\$8
% change		8%	10%	4%	2%	0.9%	1.8%
Electoral Area C	\$676,105	\$654	\$718	\$764	\$795	\$822	\$846
Dollar Change		\$46	\$64	\$46	\$31	\$27	\$24
% change		8%	10%	6%	4%	3%	3%
Electoral Area E	\$787,264	\$691	\$733	\$817	\$852	\$874	\$888
Dollar Change		\$37	\$42	\$84	\$35	\$22	\$14
% change		6%	6%	11%	4%	3%	2%
Electoral Area F	\$452,130	\$551	\$575	\$633	\$661	\$675	\$687
Dollar Change		\$64	\$24	\$58	\$28	\$14	\$12
% change		13%	4%	10%	4%	2%	2%
Electoral Area G	\$643,098	\$771	\$814	\$896	\$939	\$962	\$977
Dollar Change		\$71	\$43	\$82	\$43	\$23	\$15
% change		10%	6%	10%	5%	2%	2%
Electoral Area H	\$577,377	\$635	\$664	\$733	\$768	\$789	\$806
Dollar Change		\$70	\$29	\$69	\$35	\$21	\$17
% change		12%	5%	10%	5%	3%	2%



2020 BUDGET **SUMMARY OF PARTICIPATION BY MEMBER**

	2019 Final	2020 Revised	Change from 2019	Changed Service Levels	Other Jurisdictions	Existing Service Levels
City of Nanaimo	21,749,440	24,252,769	2,503,329 11.5%	1,855,779 8.5%	0 0.0%	647,550 3.0%
General Services Tax cost per \$100,000	\$84.63	\$90.31				
Regional Parcel Taxes						
Regional Parks	\$16.00	\$20.00				
Drinking Water/Watershed Protection	\$8.00	\$12.00				
	\$108.63	\$122.31				
Change from previous year	\$0.13	\$13.68				
District of Lantzville	837,975	958,181	120,206 14.3%	46,383 5.5%	50,908 6.1%	22,915 2.7%
General Services Tax cost per \$100,000	\$64.53	\$71.51				
Regional Parcel Taxes						
Regional Parks	\$16.00	\$20.00				
Drinking Water/Watershed Protection	\$8.00	\$12.00				
	\$88.53	\$103.51				
Change from previous year	(\$4.87)	\$14.98				
City of Parksville	5,558,417	5,908,605	350,188 6.3%	307,422 5.5%	5,645 0.1%	37,121 0.7%
General Services Tax cost per \$100,000	\$132.91	\$132.70				
Regional Parcel Taxes						
Regional Parks	\$16.00	\$20.00				
Drinking Water/Watershed Protection	\$8.00	\$12.00				
District 69 Community Justice	\$5.29	\$6.20				
	\$162.20	\$170.90				
Change from previous year	(\$7.04)	\$8.70				
Town of Qualicum Beach	3,887,339	3,980,832	93,493 2.4%	238,750 6.1%	-3,115 -0.1%	-142,142 -3.7%
General Services Tax cost per \$100,000	\$115.97	\$117.52				
Regional Parcel Taxes						
Regional Parks	\$16.00	\$20.00				
Drinking Water/Watershed Protection	\$8.00	\$12.00				
District 69 Community Justice	\$5.29	\$6.20				
	\$145.26	\$155.72				
Change from previous year	(\$1.98)	\$10.46				

**2020 BUDGET
SUMMARY OF PARTICIPATION BY MEMBER**

	2019 Final	2020 Revised	Change from 2019	Changed Service Levels	Other Jurisdictions	Existing Service Levels
Electoral Area A	2,122,986	2,339,577	216,591 10.2%	71,241 3.4%	58,591 2.8%	86,759 4.1%
General Services Tax cost per \$100,000	\$114.89	\$121.23				
Regional Parcel Taxes						
Regional Parks	\$16.00	\$20.00				
Drinking Water/Watershed Protection	\$8.00	\$12.00				
	\$138.89	\$153.23				
Change from previous year	(\$4.51)	\$14.34				
Electoral Area B	1,490,887	1,642,692	151,805 10.2%	55,196 3.7%	24,784 1.7%	71,825 4.8%
General Services Tax cost per \$100,000	\$89.99	\$91.25				
Regional Parcel Taxes						
Regional Parks	\$16.00	\$20.00				
Drinking Water/Watershed Protection	\$8.00	\$12.00				
	\$113.99	\$123.25				
Change from previous year	(\$0.21)	\$9.26				
Electoral Area C	1,260,114	1,419,053	158,939 12.6%	41,080 3.3%	46,312 3.7%	71,547 5.7%
General Services Tax cost per \$100,000	\$99.79	\$101.54				
Regional Parcel Taxes						
Regional Parks	\$16.00	\$20.00				
Drinking Water/Watershed Protection	\$8.00	\$12.00				
	\$123.79	\$133.54				
Change from previous year	(\$4.41)	\$9.75				
Electoral Area E	2,521,160	2,685,042	163,882 6.5%	141,867 5.6%	18,505 0.7%	3,510 0.1%
General Services Tax cost per \$100,000	\$87.32	\$87.99				
Regional Parcel Taxes						
Regional Parks	\$16.00	\$20.00				
Drinking Water/Watershed Protection	\$8.00	\$12.00				
Economic Development Northern Community	\$2.05	\$1.61				
District 69 Community Justice	\$5.29	\$6.20				
	\$118.66	\$127.80				
Change from previous year	\$0.65	\$9.14				

**2020 BUDGET
SUMMARY OF PARTICIPATION BY MEMBER**

	2019 Final	2020 Revised	Change from 2019	Changed Service Levels	Other Jurisdictions	Existing Service Levels
Electoral Area F	2,391,042	2,589,373	198,331 8.3%	162,705 6.8%	26,311 1.1%	9,315 0.4%
General Services Tax cost per \$100,000	\$118.42	\$118.33				
Regional Parcel Taxes						
Regional Parks	\$16.00	\$20.00				
Drinking Water/Watershed Protection	\$8.00	\$12.00				
Economic Development Northern Community	\$2.05	\$1.61				
District 69 Community Justice	\$5.29	\$6.20				
	\$149.76	\$158.14				
Change from previous year	\$2.95	\$8.38				
Electoral Area G	3,023,714	3,221,204	197,490 6.5%	195,997 6.5%	22,835 0.8%	-21,342 -0.7%
General Services Tax cost per \$100,000	\$120.02	\$120.33				
Regional Parcel Taxes						
Regional Parks	\$16.00	\$20.00				
Drinking Water/Watershed Protection	\$8.00	\$12.00				
Economic Development Northern Community	\$2.05	\$1.61				
District 69 Community Justice	\$5.29	\$6.20				
	\$151.36	\$160.14				
Change from previous year	\$2.55	\$8.78				
Electoral Area H	1,781,757	1,872,985	91,228 5.1%	114,530 6.4%	10,907 0.6%	-34,209 -1.9%
General Services Tax cost per \$100,000	\$108.80	\$108.07				
Regional Parcel Taxes						
Regional Parks	\$16.00	\$20.00				
Drinking Water/Watershed Protection	\$8.00	\$12.00				
Economic Development Northern Community	\$2.05	\$1.61				
District 69 Community Justice	\$5.29	\$6.20				
	\$140.14	\$147.88				
Change from previous year	\$3.03	\$7.74				
General Services Tax Revenues	46,624,831	50,870,313				
Change from previous year	7.8%	9.1%				
Local Services Tax Revenues	10,640,741	11,316,538				
Tax Revenues	57,265,572	62,186,851				
Change from previous year	7.3%	8.6%				

**2020 BUDGET
ANALYSIS OF CHANGES IN GENERAL PROPERTY TAX**

		%
	Change	
Tax Revenues 2019	57,265,572	
Changed service levels		
Southern Community Transit	839,350	5,900 conventional hours and 1,700 custom hours proposed service expansion effective January 2020 approved by the Board
Regional Growth Management	441,000	Climate Action Technical Advisory Committee (\$80,000), Sea Level Rise Mapping (\$150,000), Social Needs Assessment (\$61,000), Floodplain Data Review (\$150,000)
Northern Community Recreation	350,000	Contribution to Reserves for Outdoor Sport Multi-Plex, Master plan implementation and initiatives
Ravensong Aquatic Centre	297,000	Ravensong Pool expansion planning, design and referendum
Drinking Water Watershed Protection	278,476	\$4 increase in parcel tax
Regional Parks Acquisition	278,476	\$4 increase in parcel tax
Southern Community Wastewater	267,000	New debt servicing and capital program for Nanaimo Pollution Control Centre secondary treatment upgrade project approved by the Board
Legislative Services	291,230	Electronic data management support (\$184,000), Fleet & Facilities Manager (\$107,230),
Solid Waste Management	105,000	Implementation of new solid waste management plan programs approved by the Board
Intergovernmental Liaison	50,000	Tribal Journeys
Emergency Planning	28,028	Emergency Support Services modernization project
Noise Control Area G	5,390	Additional legal cost
	5.6%	3,230,950
Changes for Other Jurisdictions		
Vancouver Island Regional Library	87,559	Budget per VIRL = 3.94% increase, impact to RDN share is 3.80%, allocation is based on population and assessment and RDN growth was larger than other participants
Southern Community - Facilities & Sportsfield agreement	143,764	Estimated numbers from City of Nanaimo
D69 E911	14,434	NI 911 Partnership allocation based on property assessment, pending new NI 911 Board review
Northern Community - Sportsfield agreement	12,372	Final numbers from Parksville & Qualicum Beach
D68 E911	3,554	RDN share of FireComm partnership costs pending final information
	0.5%	261,683
Changes within existing service levels		
Legislative	364,589	Aerial photos (\$61,000) Insurance Asset Appraisal (\$65,000), Implementation of new upcoming PSAB standard, additional staffing
Community & Regional Parks Operations	317,487	Increase to general operating costs related to enhanced maintenance programs as well as general inflationary increase in operating costs. Additional staffing and transfer to reserves for future capital
Community Planning	110,315	Additional temporary staffing
Community Grants	-492,504	Refund for project not proceeding
Other increases/decreases	452,962	Cumulative other changes over 106 services
	1.3%	752,849
Local Services Property/Parcel Tax Revenues - Change	1.2%	675,797
		Largest changes explained on next page
Tax Revenues 2020	8.6%	62,186,851
Total Annual 2020 Tax Revenues	62,186,851	
Total Annual 2019 Tax Revenues	-57,265,572	
Change	8.6%	4,921,279

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.

**2020 BUDGET
ANALYSIS OF CHANGES IN GENERAL PROPERTY TAX**

%
Change

Local Services Property/Parcel Tax Revenues 2020 - Change

Local Service Area Property/Parcel taxes 2020	11,316,538
Local Service Area Property/Parcel taxes 2019	10,640,741
Change from 2019	675,797

Local Services Property/Parcel Tax Revenues 2020 - Largest Changes

Nanoose Peninsula Water	99,555	Maintenance and operating costs associated with Englishman River Water Service.
Errington Fire Service	85,387	Increased practice pay and training costs as well as added a part time Fire Prevention Officer and Fire Department Governance implementation. Increased contribution to building reserve in anticipation of future seismic upgrade to hall #2.
Dashwood Fire Service	80,543	Debt issuing costs for new fire hall, additional training and duty officer pay, increased costs of fire protection equipment and Fire Department Governance implementation.
Bow Horn Bay Fire Service	61,170	Increased fire chief wages, increased transfer to vehicle reserve in planning for future purchase of new command vehicle and fire engine and Fire Department Governance implementation.
Fairwinds Sewer/Nanoose Wastewater	60,567	Nanoose Wastewater Secondary treatment project
Nanoose Bay Fire Service	44,404	Increased costs of fire fighting equipment, increase to vehicle/equipment reserve in anticipation of new pumper truck purchase and Fire Department Governance Implementation.
Coombs-Hilliers Fire Service	39,754	Increased duty officer pay and calls/practices pay, increased fire fighting equipment costs and Fire Department Governance implementation.
Nanoose Bulk Water	34,442	Englishman River Water Service Joint Venture capital program and related debt servicing.
San Pareil Water	34,305	Debt servicing on five year short term borrowing for UV Treatment project.
French Creek Sewer	24,223	Transfer to French Creek Pollution Control Centre (FCPCC) and maintain reserve fund.
Other increases/decreases	111,447	Cumulative other changes
	675,797	

**2020 BUDGET
SUMMARY OF NEW/CHANGED SERVICES LEVELS**

	Legislative	Legislative (Intergovernmental Liaison)	Regional Growth Management	Noise Control	Drinking Water Parcel Tax	Regional Parks Acquisition Parcel Tax	Northern Community Recreation	Ravensong Aquatic Center	Southern Community Wastewater Services	Solid Waste Management	Emergency Planning	Transportation Services	Total Change
City of Nanaimo	153,254	26,311	248,854		141,536	141,536			264,624	58,346		821,318	1,855,779
District of Lantzville	7,587	1,303	11,055		6,404	6,404			2,376	2,592		8,662	46,383
City of Parksville	25,462	4,371	37,701		27,440	27,440	89,399	86,771		8,838			307,422
Town of Qualicum Beach	19,312	3,316	27,803		19,604	19,604	67,808	74,787		6,516			238,750
Electoral Area A	11,067	1,900	18,725		11,572	11,572				4,391	3,623	8,391	71,241
Electoral Area B	10,045	1,725	6,678		15,140	15,140				3,180	3,288		55,196
Electoral Area C	9,595	1,647	11,451		5,792	5,792				2,683	3,141	979	41,080
Electoral Area E	17,366	2,982	22,232		13,708	13,708	60,976			5,210	5,685		141,867
Electoral Area F	12,474	2,142	20,772		11,996	11,996	43,799	50,571		4,871	4,084		162,705
Electoral Area G	15,265	2,621	22,563	5,390	15,148	15,148	53,599	55,977		5,289	4,997		195,997
Electoral Area H	9,803	1,682	13,166		10,136	10,136	34,419	28,894		3,084	3,210		114,530
	291,230	50,000	441,000	5,390	278,476	278,476	350,000	297,000	267,000	105,000	28,028	839,350	3,230,950



**2020 BUDGET
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	-319		51,227			50,908
City Of Parksville		5,645				5,645
Town of Qualicum Beach		-3,115				-3,115
Electoral Area A	123		48,160		10,308	58,591
Electoral Area B	1,639		11,674		11,471	24,784
Electoral Area C	2,111		32,703		11,498	46,312
Electoral Area E		2,675		2,816	13,014	18,505
Electoral Area F		4,515		3,762	18,034	26,311
Electoral Area G		3,044		4,686	15,105	22,835
Electoral Area H		1,670		1,108	8,129	10,907
	3,554	14,434	143,764	12,372	87,559	261,683



2020 BUDGET
SUMMARY OF CHANGES IN EXISTING SERVICES

	Electoral Area Planning	Regional Growth Strategy	Community Grants	Wastewater Treatment (Southern)	Wastewater Treatment (Northern)	Oceanside Place	Ravensong Aquatic Center	Regional Parks Operations	Community Parks	Northern Community Recreation	Southern & Northern Community Transit	Other Cumulative Changes	Total
City of Nanaimo		28,653	-2,912	173,132				102,009			131,918	214,750	647,550
District of Lantzville		1,172	-89	4,245				4,064			3,687	9,836	22,915
City Of Parksville		4,649	-325		-2,005	-23,582	-11,680	14,105		-45,380	59,578	41,761	37,121
Town of Qualicum Beach		2,607	-128,830		29,462	-23,899	-25,820	10,080		-49,293	20,968	22,583	-142,142
Electoral Area A	12,255	2,123	-228					7,955	7,009		3,759	53,886	86,759
Electoral Area B		884	-77					4,546	25,213			41,259	71,825
Electoral Area C	21,211	1,647	-26					3,165	7,972		2,890	34,688	71,547
Electoral Area E	22,023	2,633	-115,527			-12,898		6,903	30,418	-33,317	22,453	80,822	3,510
Electoral Area F	25,085	2,741	-82,830			-6,507	-3,571	8,706	22,249	-18,716		62,158	9,315
Electoral Area G	22,676	2,746	-101,510			-15,570	-8,430	8,426	29,151	-27,894	17,078	51,985	-21,342
Electoral Area H	13,640	1,575	-65,203			-5,456	-4,715	4,375	21,141	-18,485	3,967	14,952	-34,209
	116,890	51,430	-497,557	177,377	27,457	-87,912	-54,216	174,334	143,153	-193,085	266,298	628,680	752,849

Summary of Tax Requisition By Service

	2019 FINAL	2020 Proposed Nov 2019	2020 Revised Feb 2020	2020 FINAL	change from 2019 \$	change from 2019 %	change from 2020 Revised Feb 2020 \$	change from 2020 Revised Feb 2020 %
CORPORATE SERVICES								
Legislative Services	2,078,635	2,734,454	2,734,454	2,804,454	725,819	34.9%	70,000	2.5%
House Numbering	20,369	20,556	20,613	20,613	244	1.2%	0	0.0%
Electoral Areas Admin/Building Policy & Advice	585,573	699,915	699,915	706,915	121,342	20.7%	7,000	1.0%
Community Grants	112,694	-384,289	-384,963	-384,963	-497,657	-441.6%	0	0.0%
Feasibility Studies/Referendums	74,000	140,000	130,000	130,000	56,000	75.7%	0	0.0%
	2,871,271	3,210,636	3,200,019	3,277,019				
STRATEGIC & COMMUNITY DEVELOPMENT								
Electoral Area Community & Long Range Planning	1,706,297	1,823,187	1,823,187	1,823,187	116,890	6.9%	0	0.0%
Regional Growth Strategy	455,550	947,980	947,980	947,980	492,430	108.1%	0	0.0%
Economic Development - Southern Community	65,000	65,000	65,000	65,000	0	0.0%	0	0.0%
Economic Development - Northern Community	50,000	42,760	39,486	39,486	-10,514	-21.0%	0	0.0%
Animal Control - Area A, B, C, Lantzville	45,354	52,410	52,817	52,817	7,463	16.5%	0	0.0%
Animal Control Area E, G, H	85,000	89,869	89,869	89,869	4,869	5.7%	0	0.0%
Animal Control Area F	19,000	25,000	25,000	25,000	6,000	31.6%	0	0.0%
Hazardous Properties	20,015	22,246	22,311	22,311	2,296	11.5%	0	0.0%
Unightly Premises	10,866	12,621	12,658	12,658	1,792	16.5%	0	0.0%
Noise Control	47,123	68,469	74,060	74,060	26,937	57.2%	0	0.0%
	2,504,205	3,149,542	3,152,368	3,152,368				
RECREATION & PARKS								
Ravensong Aquatic Centre	2,427,836	2,670,620	2,670,620	2,670,620	242,784	10.0%	0	0.0%
Oceanside Place	2,051,750	2,256,338	2,256,338	1,963,838	-87,912	-4.3%	-292,500	-14.9%
Northern Community Recreation	1,426,500	1,583,415	1,583,415	1,583,415	156,915	11.0%	0	0.0%
Gabriola Island Recreation	127,401	131,223	131,223	110,305	-17,096	-13.4%	-20,918	-19.0%
Area A Recreation & Culture	226,848	231,385	231,385	231,385	4,537	2.0%	0	0.0%
Port Theatre/Cultural Centre Contribution	90,033	94,973	94,973	94,973	4,940	5.5%	0	0.0%
Regional Parks - operating	1,443,342	1,617,676	1,617,676	1,617,676	174,334	12.1%	0	0.0%
Regional Parks - acquisition & capital	1,109,280	1,392,260	1,392,380	1,392,380	283,100	25.5%	0	0.0%
Electoral Areas Community Parks	1,479,259	1,622,412	1,622,412	1,622,412	143,153	9.7%	0	0.0%
	10,382,249	11,600,302	11,600,422	11,287,004				
REGIONAL & COMMUNITY UTILITIES								
Southern Wastewater Treatment	8,887,543	9,331,920	9,331,920	9,331,920	444,377	5.0%	0	0.0%
Northern Wastewater Treatment	4,166,158	4,193,615	4,193,615	4,193,615	27,457	0.7%	0	0.0%
Liquid Waste Management Planning	176,920	180,458	180,458	180,458	3,538	2.0%	0	0.0%
Drinking Water/Watershed Protection	554,640	835,356	835,428	835,428	280,788	50.6%	0	0.0%
Solid Waste Management & Disposal	955,802	1,080,056	1,080,056	1,080,056	124,254	13.0%	0	0.0%
	14,741,063	15,621,405	15,621,477	15,621,477				

Summary of Tax Requisition By Service

	2019 FINAL	2020 Proposed Nov 2019	2020 Revised Feb 2020	2020 FINAL	change from 2019 \$	change from 2019 %	change from 2020 Revised Feb 2020 \$	change from 2020 Revised Feb 2020 %
TRANSIT & EMERGENCY SERVICES								
Southern Community Transit	9,360,065	10,341,669	10,341,669	10,341,669	981,604	10.5%	0	0.0%
Northern Community Transit	1,240,455	1,364,499	1,364,499	1,364,499	124,044	10.0%	0	0.0%
Descanso Bay Emergency Wharf	16,177	15,692	15,692	15,692	-485	-3.0%	0	0.0%
Gabriola Transit contribution	139,906	136,788	139,470	139,470	-436	-0.3%	0	0.0%
Gabriola Taxi Saver	5,997	7,168	7,168	7,168	1,171	19.5%	0	0.0%
Emergency Planning	367,418	382,115	382,115	382,115	14,697	4.0%	0	0.0%
District 68 Search & Rescue	47,400	48,495	48,129	48,129	729	1.5%	0	0.0%
District 69 Marine Search & Rescue	7,600	8,000	8,000	8,000	400	5.3%	0	0.0%
District 69 Land Search & Rescue	10,250	10,500	10,500	10,500	250	2.4%	0	0.0%
Southern Restorative Justice/Victim Services	16,445	16,500	16,500	16,500	55	0.3%	0	0.0%
Northern Community Justice	129,344	152,143	152,033	152,033	22,689	17.5%	0	0.0%
	11,341,057	12,483,569	12,485,775	12,485,775				
GENERAL TAXATION FOR OTHER JURISDICTIONS								
SD 68 Emergency 911	165,294	168,848	168,848	168,848	3,554	2.2%	0	0.0%
SD 69 Emergency 911	709,462	723,896	723,896	723,896	14,434	2.0%	0	0.0%
Southern Community Recreation	1,288,554	1,357,107	1,357,107	1,432,318	143,764	11.2%	75,211	5.3%
Northern Community Sportsfield Agreement	318,598	330,970	330,970	330,970	12,372	3.9%	0	0.0%
Vancouver Island Regional Library	2,303,078	2,390,639	2,390,637	2,390,638	87,560	3.8%	1	0.0%
	4,784,986	4,971,460	4,971,458	5,046,670				
GENERAL SERVICES PROPERTY TAX REVENUES								
	46,624,831	51,036,914	51,031,519	50,870,313				
Change from previous year	7.8%	9.5%	9.5%	9.1%				
LOCAL SERVICE AREA TAX REVENUES								
Duke Point Wastewater Treatment	247,784	270,085	270,085	270,085	22,301	9.0%	0	0.0%
Northern Community Wastewater - other benefitting areas	1,042,842	1,067,475	1,067,475	1,067,475	24,633	2.4%	0	0.0%
Fire Protection Areas	4,716,161	5,066,315	5,066,316	5,066,316	350,155	7.4%	0	0.0%
Streetlighting Service Areas	105,730	105,294	106,234	106,234	504	0.5%	0	0.0%
Stormwater Management	10,236	10,440	10,440	10,440	204	2.0%	0	0.0%
Utility Services	4,517,988	4,801,053	4,795,988	4,795,988	278,000	6.2%	0	0.0%
	10,640,741	11,320,662	11,316,538	11,316,538				
NET PROPERTY TAX REVENUES								
	57,265,572	62,357,576	62,348,057	62,186,851				
Change from previous year	7.3%	8.9%	8.9%	8.6%				

Summary of Tax Requisition By Service

	2019 FINAL	2020 Proposed Nov 2019	2020 Revised Feb 2020	2020 FINAL	change from 2019 \$	change from 2019 %	change from 2020 Revised Feb 2020 \$	change from 2020 Revised Feb 2020 %
ADDITIONAL DETAILS - GENERAL SERVICES								
PORT THEATRE/CULTURAL CENTRE CONTRIBUTION								
Electoral Area A	15,811	16,817	16,817	16,817	1,006	6.4%	0	0.0%
Electoral Area B	31,827	32,834	32,834	32,834	1,007	3.2%	0	0.0%
Electoral Area C (Extension)	15,632	16,857	16,857	16,857	1,225	7.8%	0	0.0%
Electoral Area C (E. Wellington)	4,069	4,327	4,327	4,327	258	6.3%	0	0.0%
Electoral Area E	22,694	24,138	24,138	24,138	1,444	6.4%	0	0.0%
	90,033	94,973	94,973	94,973				
COMMUNITY PARKS								
Electoral Area A	233,622	240,631	240,631	240,631	7,009	3.0%	0	0.0%
Electoral Area B	315,164	340,377	340,377	340,377	25,213	8.0%	0	0.0%
Electoral Area C (Extension)	73,706	78,865	78,865	78,865	5,159	7.0%	0	0.0%
Electoral Area C (E. Wellington)	93,760	96,573	96,573	96,573	2,813	3.0%	0	0.0%
Electoral Area E	156,582	187,000	187,000	187,000	30,418	19.4%	0	0.0%
Electoral Area F	222,487	244,736	244,736	244,736	22,249	10.0%	0	0.0%
Electoral Area G	191,785	220,936	220,936	220,936	29,151	15.2%	0	0.0%
Electoral Area H	192,153	213,294	213,294	213,294	21,141	11.0%	0	0.0%
	1,479,259	1,622,412	1,622,412	1,622,412				
ADDITIONAL DETAILS - LOCAL SERVICES TAX REVENUES								
FIRE PROTECTION								
Nanaimo River Fire (Area C)	17,792	17,792	17,792	17,792	0	0.0%	0	0.0%
Coombs-Hilliers Fire Volunteer (Area F)	567,773	607,527	607,527	607,527	39,754	7.0%	0	0.0%
Errington Fire Volunteer (Area F)	657,541	742,928	742,928	742,928	85,387	13.0%	0	0.0%
Nanoose Bay Fire Volunteer (Area E)	888,087	932,491	932,491	932,491	44,404	5.0%	0	0.0%
Dashwood Fire Volunteer (Area F, G, H)	732,207	812,750	812,750	812,750	80,543	11.0%	0	0.0%
Meadowood Fire (Area F)	139,557	139,857	139,858	139,858	301	0.2%	0	0.0%
Extension Fire Volunteer (Area C)	182,180	192,200	192,200	192,200	10,020	5.5%	0	0.0%
Bow Horn Bay (Area H)	407,798	468,968	468,968	468,968	61,170	15.0%	0	0.0%
Cassidy Waterloo Fire Contract (Area A, C)	195,944	210,640	210,640	210,640	14,696	7.5%	0	0.0%
Wellington Fire Contract (Area C - Pleasant Valley)	85,534	95,232	95,232	95,232	9,698	11.3%	0	0.0%
Parksville (Local) Fire Contract (Area G)	142,785	146,103	146,103	146,103	3,318	2.3%	0	0.0%
French Creek Fire Contract (Area G)	698,963	699,827	699,827	699,827	864	0.1%	0	0.0%
	4,716,161	5,066,315	5,066,316	5,066,316				
STREETLIGHTING								
Rural Areas Streetlighting	19,910	20,308	20,308	20,308	398	2.0%	0	0.0%
Fairwinds Streetlighting	23,500	23,970	24,910	24,910	1,410	6.0%	0	0.0%
French Creek Village Streetlighting	15,125	10,276	10,276	10,276	-4,849	-32.1%	0	0.0%
Highway Intersections Streetlighting (French Creek)	2,159	2,915	2,915	2,915	756	35.0%	0	0.0%
Morningstar Streetlighting	18,045	19,489	19,489	19,489	1,444	8.0%	0	0.0%
Sandpiper Streetlighting	15,487	16,416	16,416	16,416	929	6.0%	0	0.0%
Hwy # 4 (Area F)	4,414	4,546	4,546	4,546	132	3.0%	0	0.0%
Englishman River Community	7,090	7,374	7,374	7,374	284	4.0%	0	0.0%
	105,730	105,294	106,234	106,234				
NOISE CONTROL								
Noise Control Area A	11,323	15,726	15,726	15,726	4,403	38.9%	0	0.0%
Noise Control Area B	10,109	14,048	14,048	14,048	3,939	39.0%	0	0.0%
Noise Control Area C	5,010	7,255	7,456	7,456	2,446	48.8%	0	0.0%
Noise Control Area E	9,242	13,878	13,878	13,878	4,636	50.2%	0	0.0%
Noise Control Area G	11,439	17,562	22,952	22,952	11,513	100.6%	0	0.0%
	47,123	68,469	74,060	74,060				
UTILITIES								
Englishman River Community Stormwater	5,320	5,426	5,426	5,426	106	2.0%	0	0.0%
Cedar Estates Stormwater	4,916	5,014	5,014	5,014	98	2.0%	0	0.0%
	10,236	10,440	10,440	10,440				

Summary of Tax Requisition By Service

	2019 FINAL	2020 Proposed Nov 2019	2020 Revised Feb 2020	2020 FINAL	change from 2019 \$	change from 2019 %	change from 2020 Revised Feb 2020 \$	change from 2020 Revised Feb 2020 %	2019	2020	Change
UTILITY SERVICES - PARCEL TAX REVENUES											
WATER UTILITIES											
Nanoose Peninsula (Area E)	995,551	1,095,106	1,095,106	1,095,106	99,555	10.0%	0	0.0%	394	434	39
Driftwood (Area E)	6,021	5,211	5,911	5,911	-110	-1.8%	0	0.0%	463	455	-8
Surfside (Area G)	17,232	18,611	18,611	18,611	1,379	8.0%	0	0.0%	442	477	35
French Creek (Area G)	89,282	98,210	98,210	98,210	8,928	10.0%	0	0.0%	374	411	37
Englishman River Community (Area G)	41,456	42,285	42,285	42,285	829	2.0%	0	0.0%	264	269	5
Whiskey Creek Water (Area F)	106,780	112,119	112,119	112,119	5,339	5.0%	0	0.0%	847	890	42
San Pareil Water (Area G)	145,760	180,065	180,065	180,065	34,305	23.5%	0	0.0%	499	617	117
San Pareil Water (Fire Improvements Debt Levy)	73,935	73,935	73,935	73,935	0	0.0%	0	0.0%	277	277	0
Melrose Place (Area F)	24,452	25,430	25,430	25,430	978	4.0%	0	0.0%	873	908	35
Decourcey Water (Area A)	9,906	10,401	10,401	10,401	495	5.0%	0	0.0%	1,981	2,080	99
Nanoose Bulk Water (Area E)	1,148,079	1,182,521	1,182,521	1,182,521	34,442	3.0%	0	0.0%	455	468	14
French Creek Bulk Water (Area G)	4,320	4,320	4,320	4,320	0	0.0%	0	0.0%	2	2	-0
Westurne Heights Water	21,273	21,698	21,698	21,698	425	2.0%	0	0.0%	1,251	1,276	25
	2,684,047	2,869,912	2,870,612	2,870,612							
SEWAGE COLLECTION UTILITIES											
Hawthorne Rise Debt Levy	9,941	9,941	9,941	9,941	0	0.0%	0	0.0%	710	710	0
Reid Road Debt Levy	3,624	3,624	3,624	3,624	0	0.0%	0	0.0%	403	403	0
French Creek (Area G)	807,430	831,653	831,653	831,653	24,223	3.0%	0	0.0%	412	422	10
Fairwinds (Area E)	645,120	705,687	705,687	705,687	60,567	9.4%	0	0.0%	811	888	76
Surfside Sewer (Area G)	23,851	26,236	25,044	25,044	1,193	5.0%	0	0.0%	883	928	44
Pacific Shores (Area E)	77,142	80,999	80,999	80,999	3,857	5.0%	0	0.0%	598	628	30
Barclay Crescent (Area G)	130,540	156,607	156,607	156,607	26,067	20.0%	0	0.0%	varies	varies	
Cedar Sewer Service (Operating) (Area A)	30,507	31,727	31,727	31,727	1,220	4.0%	0	0.0%	varies	varies	
Cedar Sewer Service (Capital Financing) (Area A)	105,786	84,667	80,094	80,094	-25,692	-24.3%	0	0.0%	varies	varies	
	1,833,941	1,931,141	1,925,376	1,925,376							
TOTAL UTILITY PARCEL TAX REVENUES											
	4,517,988	4,801,053	4,795,988	4,795,988							
Change from previous year	4.6%	6.3%	6.2%	6.2%							

**REGIONAL DISTRICT OF NANAIMO
SUMMARY OF RESERVE FUND BALANCES
As at December 2019**

		2017	2018	2019
Public Safety & Fire Protection				
Coombs- Hilliers	Buildings & Equipment	711,814	691,349	641,500
Dashwood	Vehicle & Equipment	353,815	456,464	589,256
	Buildings	145,915	152,185	194,666
Meadowood	Buildings	-	7,542	27,853
Errington	Vehicle & Equipment	695,498	44,163	133,526
	Buildings	136,404	145,354	123,102
Extension	Vehicle & Equipment	574,723	638,004	692,406
Nanoose Bay	Vehicle & Equipment	318,803	461,158	397,552
	Buildings	4,983	-	10,063
Bow Horn Bay	Vehicle & Equipment	214,708	273,346	329,607
	Buildings	196,434	200,094	232,698
Nanaimo River	Buildings & Equipment	155,909	175,119	195,657
Cassidy Waterloo	Buildings & Equipment	274,895	357,728	438,850
District 68 E-911		129,866	120,577	124,019
Liquid Waste Management				
Southern Community Wastewater		23,002,970	8,289,365	9,894,964
Northern Community Wastewater		11,882,238	14,557,365	17,656,125
Fairwinds Wastewater Treatment		890,673	1,074,077	1,421,507
Duke Point Wastewater		215,991	250,285	306,745
Water/Sewer/Streetlighting Utilities				
Nanoose Bay Peninsula Water		780,975	986,393	942,311
Madrona Water		215,021	219,027	224,365
Nanoose Bay Water		66,699	67,942	69,598
French Creek Water		188,769	189,074	186,971
Surfside Water		3,511	21,372	25,922
Decourcey Water		18,328	21,688	22,217
Englishman River Water		290,072	330,791	348,925
Melrose Water		11,202	17,638	19,025
San Pareil Water		27,818	98,966	148,408
San Pareil Water Supply		-	-	10,276
Whiskey Creek Water		39,825	56,944	78,476
Westurne Heights Water		-	8,055	15,294
French Creek Bulk Water		777,941	754,147	745,468
Nanoose Bay Bulk Water		1,978,955	2,224,415	375,937
Drinking Water/Watershed Protection		45,500	71,572	73,335
French Creek Sewer		490,493	508,258	531,203
Surfside Sewer		8,054	23,322	28,926
Pacific Shores Sewer		54,506	63,594	73,201
Cedar Sewer Collection		86,975	128,955	162,314
Fairwinds Sewer		146,113	158,925	162,798
Barclay Crescent Sewer		5,014	15,052	15,422
Cedar Estates Stormwater		22,803	28,273	32,991
Englishman River Stormwater		26,300	32,844	36,666
Englishman River Streetlighting		8,346	8,979	9,683
Fairwinds Streetlighting		34,684	37,348	42,794
Morningstar Streetlighting		10,693	7,174	7,328
Rural EA E & G Streetlighting		13,016	12,253	9,549

**REGIONAL DISTRICT OF NANAIMO
SUMMARY OF RESERVE FUND BALANCES
As at December 2019**

	2017	2018	2019
Development Cost Charges			
French Creek Bulk Water DCC's	776,135	790,595	809,864
NanOOSE Bay Bulk Water DCC's	2,346	10,161	102,835
NanOOSE Bay Peninsula Water Service DCC's	-	50,136	73,252
Northern Community Wastewater DCC's	8,722,407	10,577,636	12,843,213
NanOOSE (Fairwinds) Wastewater DCC's	289,115	322,696	355,681
Duke Point Wastewater (DCC's)	379,701	399,244	412,131
Southern Community Sewer DCC's	4,493,673	768,866	2,544,375
Barclay Crescent Sewer DCC's	6,433	7,595	7,755
Bowser Village Sanitary Sewer DCC's	2,634,912	2,683,492	-
Recreation & Parks			
Ravensong Aquatic Centre	1,348,624	1,789,879	1,818,381
Regional Parks Acquisition	3,606,871	3,731,445	4,070,968
Regional Parks Development	70,286	102,495	138,012
D69 Arena/Multiplex	226,188	436,467	64,079
Northern Community Recreation	163,667	157,746	196,842
Electoral Area A Recreation and Culture	615,088	803,122	908,308
Electoral Area B Recreation	61,807	75,066	76,897
Extension Recreation Commission	35,671	35,878	35,811
Other Services			
Administration Building	339,294	446,515	644,046
Administration Computers	1,948,212	1,970,127	2,060,408
Local Government Elections	54,611	55,628	56,984
Solid Waste Management	1,957,047	3,951,898	5,178,232
Solid Waste Collection & Recycling	427,219	536,130	559,368
Transit	3,736,425	4,345,594	5,078,533
Descanso Bay Emergency Wharf	14,532	14,797	9,009
Regional Growth Management	159,973	213,404	215,518
Community Planning Legal	113,445	125,649	128,711
Emergency Planning	93,191	135,782	184,415
CARIP Program	404,174	502,422	616,120
Carbon Neutral	54,066	55,073	56,415
Building Inspection	345,095	452,424	468,486
Unsightly Premises	11,597	13,514	30,696
Hazardous Properties	-	27,302	56,538
Planning Bylaw Update	199,148	178,332	182,712
Green's Landing Wharf	203,762	207,583	213,687

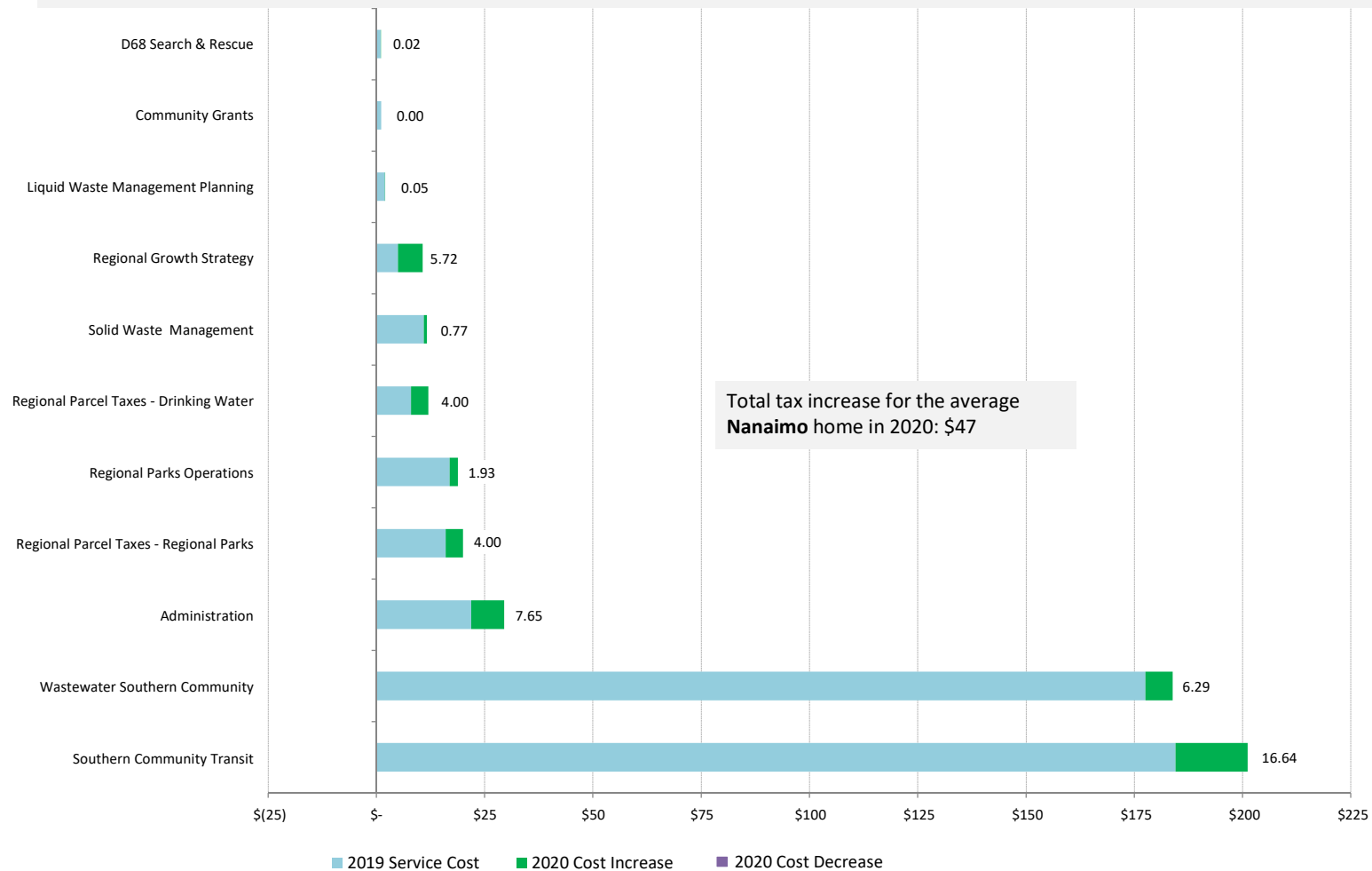
**REGIONAL DISTRICT OF NANAIMO
SUMMARY OF RESERVE FUND BALANCES
As at December 2019**

		2017	2018	2019
Community Parks (Cash in lieu)				
Electoral Area A		368,581	407,990	417,933
Electoral Area B		-	-	22,815
Electoral Area C	Extension	24,980	25,445	26,065
Electoral Area C	E. Wellington	14,018	14,273	14,621
Electoral Area E		85,364	86,955	119,899
Electoral Area F		86,303	87,911	90,054
Electoral Area G		851,030	866,886	888,013
Electoral Area H		227,908	232,154	237,812
Community Parks				
Electoral Area A		345,505	377,167	411,539
Electoral Area B		56,642	57,697	61,118
Electoral Area C	Extension	59,084	70,275	77,024
Electoral Area C	E. Wellington	64,180	100,690	109,187
Electoral Area E		94,784	116,730	119,575
Electoral Area F		62,273	65,402	72,023
Electoral Area G		143,975	128,281	126,672
Electoral Area H		79,659	19,276	25,327
Animal Control				
Animal Control A,B,C, Lantzville		16,478	20,814	36,429
Animal Control E,G,H		19,554	26,469	39,681
Animal Control F		23,197	25,647	34,038
Noise Control				
Electoral Area A		3,498	3,508	6,754
Electoral Area B		6,016	9,105	12,014
Electoral Area C	Extension	19,590	19,947	22,241
Electoral Area C	E. Wellington	4,819	4,857	4,925
Electoral Area E		8,991	9,130	10,699
Electoral Area G		8,655	8,789	9,092
Feasibility Study				
Regional		146,874	146,874	146,874
Electoral Area A		5,000	10,000	15,000
Electoral Area B		7,555	7,415	8,415
Electoral Area C		5,000	7,380	12,380
Electoral Area E		4,000	8,000	12,000
Electoral Area F		5,000	10,000	15,000
Electoral Area H		-	-	2,461
		<u>\$81,427,051</u>	<u>\$72,747,268</u>	<u>\$81,003,335</u>

REGIONAL DISTRICT OF NANAIMO SERVICES

City of Nanaimo Average Home Tax Change

2020 Total Cost for the average **Nanaimo Home** (\$509,312) = \$492



REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
CITY OF NANAIMO

	City of Nanaimo	City of Nanaimo	Changed Service Level
	Final 2019	Final 2020	
Administration	1,097,700	1,475,783	179,565
Community Grants	56,977	54,065	
Regional Growth Strategy	257,435	534,942	248,854
Southern Community Transit	9,166,265	10,119,501	821,318
Solid Waste Management	532,008	600,165	58,346
Regional Parks - Operations	844,544	946,553	
Regional Parks - Acquisitions & Capital	563,472	707,680	141,536
Wastewater Southern Community	8,811,110	9,248,866	264,624
Liquid Waste Management Planning	98,475	100,277	
Drinking Water/Watershed Protection	281,736	424,608	141,536
D68 Search & Rescue	39,718	40,329	
Regional District General Services Requisition	\$21,749,440	\$24,252,769	\$1,855,779

LOCAL SERVICE AREAS		
Duke Point Wastewater	247,784	270,085

REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
CITY OF NANAIMO HISTORY OF MEMBER PARTICIPATION

	City of Nanaimo	City of Nanaimo	Changed Service Level
	Final 2019	Final 2020	
Administration	0.044	0.058	0.007
Community Grants	0.002	0.002	
Regional Growth Strategy	0.010	0.021	0.010
Southern Community Transit	0.371	0.395	0.032
Solid Waste Management	0.022	0.023	0.002
Regional Parks Operations	0.034	0.037	
Wastewater Southern Community	0.357	0.361	0.010
Liquid Waste Management Planning	0.004	0.004	
D68 Search & Rescue	0.002	0.002	
Regional District General Services Rate	0.846	0.903	0.061
General Services Cost per \$100,000	\$84.63	\$90.31	\$6.10
Regional Parcel Taxes	\$24.00	\$32.00	8.00
Current Year Cost at \$100,000	\$108.63	\$122.31	\$14.10
Dollar Change Year over Year	\$0.13	\$13.68	

Average Residential Value*	\$497,409	\$509,312	\$11,903
Property tax based on Average Residential Value	\$445	\$492	\$47

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

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2021-2024
CITY OF NANAIMO

	City Of Nanaimo	City Of Nanaimo	City Of Nanaimo	City Of Nanaimo	City Of Nanaimo	City Of Nanaimo
	Final 2019	Final 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Administration	1,097,700	1,475,783	1,773,064	1,778,907	1,861,723	1,915,898
Grants In Aid	56,977	54,065	62,629	62,629	62,629	62,629
Regional Growth Strategy	257,435	534,942	535,676	448,933	464,199	477,579
Southern Community Transit	9,166,265	10,119,501	10,929,062	12,131,258	14,557,509	15,285,385
Solid Waste Management	532,008	600,165	678,187	766,351	842,987	969,434
Regional Parks - Operations	844,544	946,553	1,060,139	1,134,349	1,202,410	1,274,554
Regional Parks - Acquisitions	563,472	707,680	710,380	713,080	715,780	718,480
Wastewater Southern Community	8,811,110	9,248,866	9,711,309	10,196,875	10,604,749	11,028,940
Liquid Waste Management Planning	98,475	100,277	103,285	106,384	110,639	115,065
Drinking Water/Watershed Protection	281,736	424,608	426,228	427,848	429,468	431,088
D68 Search & Rescue	39,718	40,329	42,065	42,065	42,065	42,065
Regional District General Services Requisition	\$21,749,440	\$24,252,769	\$26,032,024	\$27,808,679	\$30,894,158	\$32,321,117

LOCAL SERVICE AREAS						
Duke Point Wastewater	247,784	270,085	302,495	338,795	372,674	391,308

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2021-2024
CITY OF NANAIMO

	City Of Nanaimo	City Of Nanaimo	City Of Nanaimo	City Of Nanaimo	City Of Nanaimo	City Of Nanaimo
	Final 2019	Final 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Administration	0.044	0.058	0.068	0.067	0.070	0.071
Community Grants	0.002	0.002	0.002	0.002	0.002	0.002
Regional Growth Strategy	0.010	0.021	0.021	0.017	0.017	0.018
Southern Community Transit	0.371	0.395	0.420	0.460	0.544	0.563
Solid Waste Management	0.022	0.023	0.026	0.029	0.031	0.036
Regional Parks Operations	0.034	0.037	0.041	0.043	0.045	0.047
Wastewater Southern Community	0.357	0.361	0.373	0.386	0.396	0.406
Liquid Waste Management Planning	0.004	0.004	0.004	0.004	0.004	0.004
D68 Search & Rescue	0.002	0.002	0.002	0.002	0.002	0.002
Regional District General Services Rate	0.846	0.903	0.957	1.010	1.111	1.149
General Services Cost per \$100,000	\$84.63	\$90.31	\$95.70	\$101.00	\$111.10	\$114.90
Regional Parcel Taxes	\$24.00	\$32.00	\$32.00	\$32.00	\$32.00	\$32.00
Current Year Cost at \$100,000	\$108.63	\$122.31	\$127.70	\$133.00	\$143.10	\$146.90
Dollar Change Year over Year	\$0.13	\$13.68	\$5.39	\$5.30	\$10.10	\$3.80

Average Residential Value	\$497,409	\$509,312	\$509,312	\$509,312	\$509,312	\$509,312
Property tax based on Average Residential Value	\$445	\$492	\$519	\$546	\$598	\$617

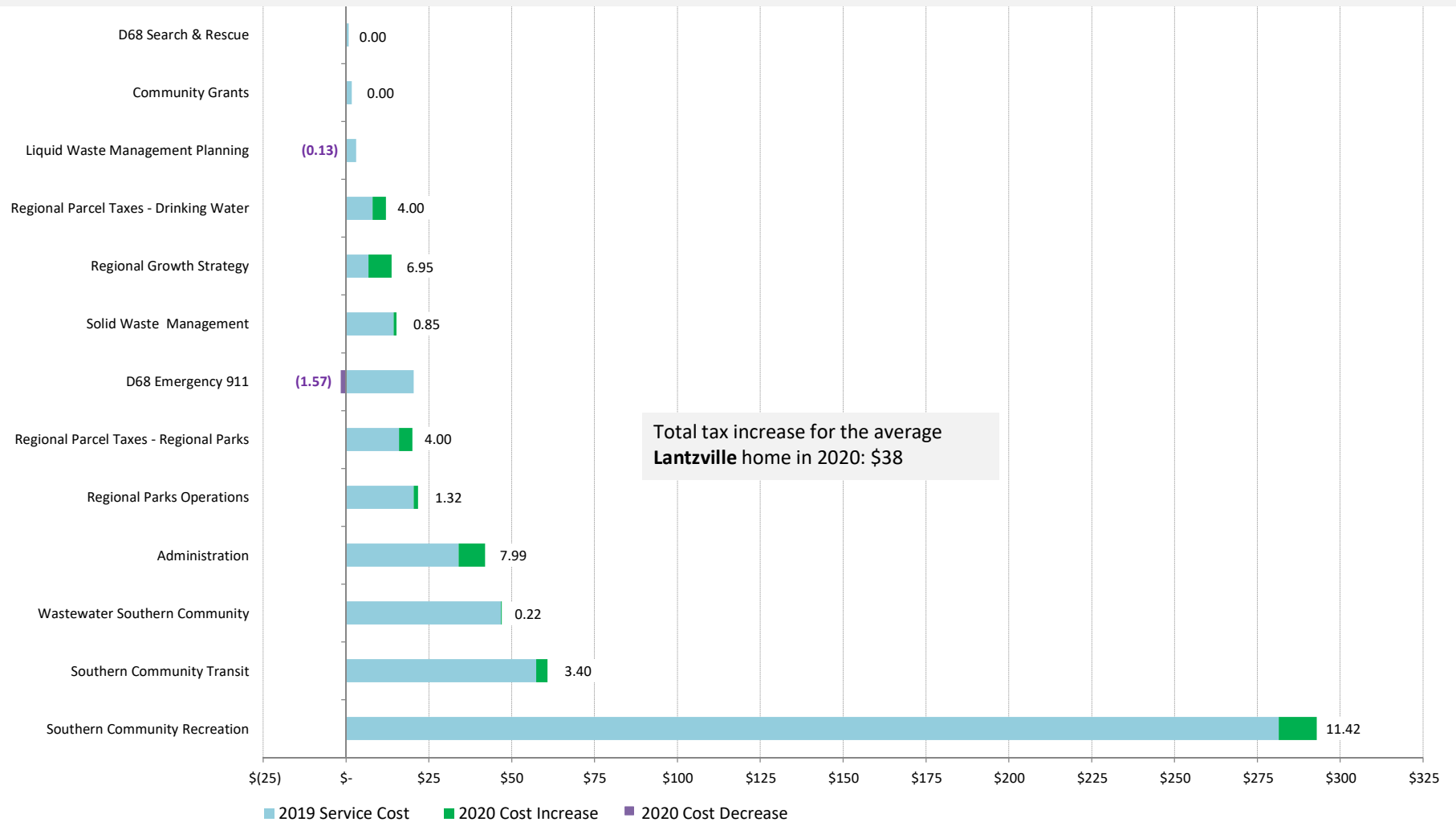
* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional District's to use

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REGIONAL DISTRICT OF NANAIMO SERVICES

District of Lantzville Average Home Tax Change

2020 Total Cost for the average **Lantzville Home** (\$723,191) = \$ 549



**REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
DISTRICT OF LANTZVILLE**

	District of Lantzville	District of Lantzville	Changed Service Level
	Final 2019	Final 2020	
Administration	55,222	73,058	8,890
Community Grants	2,866	2,677	
Regional Growth Strategy	11,536	23,763	11,055
Southern Community Transit	94,373	106,722	8,662
Solid Waste Management	23,835	26,655	2,592
Regional Parks - Operations	33,640	37,704	
Regional Parks - Acquisitions & Capital	25,152	32,020	6,404
Southern Community Recreation	462,577	513,804	51,227
Wastewater Southern Community	76,433	83,054	2,376
Liquid Waste Management Planning	4,412	4,454	
Drinking Water/Watershed Protection	12,576	19,212	6,404
D68 Search & Rescue	1,582	1,606	
D68 Emergency 911	33,771	33,452	-319
Regional District General Services Requisition	\$837,975	\$958,181	\$97,291

REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
DISTRICT OF LANTZVILLE HISTORY OF MEMBER PARTICIPATION

	District of Lantzville Final 2019	District of Lantzville Final 2020	Changed Service Level
Administration	0.045	0.058	0.007
Community Grants	0.002	0.002	
Regional Growth Strategy	0.009	0.019	0.009
Southern Community Transit	0.076	0.084	0.007
Solid Waste Management	0.019	0.021	0.002
Regional Parks Operations	0.027	0.030	
Southern Community Recreation	0.373	0.405	0.032
Wastewater Southern Community	0.062	0.065	0.002
Liquid Waste Management Planning	0.004	0.004	
D68 Search & Rescue	0.001	0.001	
D68 Emergency 911	0.027	0.026	(0.001)
Regional District General Services Rate	0.645	0.715	0.058
General Services Cost per \$100,000	\$64.53	\$71.51	\$5.80
Regional Parcel Taxes	\$24.00	\$32.00	8.00
Current Year Cost at \$100,000	\$88.53	\$103.51	\$13.80
Dollar Change Year over Year	(\$4.87)	\$14.98	
Average Residential Value*	\$754,605	\$723,191	(\$31,414)
Property tax based on Average Residential Value	\$511	\$549	\$38

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

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2021-2024
DICTRICT OF LANTZVILLE

	District of Lantzville	District of Lantzville	District of Lantzville	District of Lantzville	District of Lantzville	District of Lantzville
	Final 2019	Final 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Administration	55,222	73,058	87,774	88,064	92,163	94,845
Grants In Aid	2,866	2,677	3,101	3,101	3,101	3,101
Regional Growth Strategy	11,536	23,763	23,797	19,943	20,621	21,216
Southern Community Transit	94,373	106,722	115,259	127,938	153,526	161,202
Solid Waste Management	23,835	26,655	30,120	34,035	37,439	43,055
Regional Parks - Operations	33,640	37,704	42,228	45,184	47,895	50,769
Regional Parks - Acquisitions	25,152	32,020	32,020	32,020	32,020	32,020
Southern Community Recreation	462,577	513,804	552,536	596,719	644,862	697,319
Wastewater Southern Community	76,433	83,054	87,207	91,567	95,230	99,039
Liquid Waste Management Planning	4,412	4,454	4,587	4,725	4,914	5,110
Drinking Water/Watershed Protection	12,576	19,212	19,212	19,212	19,212	19,212
D68 Search & Rescue	1,582	1,606	1,676	1,676	1,676	1,676
D68 Emergency 911	33,771	33,452	34,750	35,417	36,103	36,795
Regional District General Services Requisition	\$837,975	\$958,181	\$1,034,267	\$1,099,601	\$1,188,762	\$1,265,359

**REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2021-2024
DISTRICT OF LANTZVILLE**

	District of Lantzville	District of Lantzville	District of Lantzville	District of Lantzville	District of Lantzville	District of Lantzville
	Final 2019	Final 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Administration	0.045	0.058	0.068	0.067	0.070	0.071
Community Grants	0.002	0.002	0.002	0.002	0.002	0.002
Regional Growth Strategy	0.009	0.019	0.018	0.015	0.016	0.016
Southern Community Transit	0.076	0.084	0.090	0.098	0.116	0.120
Solid Waste Management	0.019	0.021	0.023	0.026	0.028	0.032
Regional Parks Operations	0.027	0.030	0.033	0.035	0.036	0.038
Southern Community Recreation	0.373	0.405	0.429	0.457	0.486	0.519
Wastewater Southern Community	0.062	0.065	0.068	0.070	0.072	0.074
Liquid Waste Management Planning	0.004	0.004	0.004	0.004	0.004	0.004
D68 Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D68 Emergency 911	0.027	0.026	0.027	0.027	0.027	0.027
Regional District General Services Rate	0.645	0.715	0.763	0.802	0.858	0.904
General Services Cost per \$100,000	\$64.53	\$71.51	\$76.30	\$80.20	\$85.80	\$90.40
Regional Parcel Taxes	\$24.00	\$32.00	\$32.00	\$32.00	\$32.00	\$32.00
Current Year Cost at \$100,000	\$88.53	\$103.51	\$108.30	\$112.20	\$117.80	\$122.40
Dollar Change Year over Year	(\$4.87)	\$14.98	\$4.79	\$3.90	\$5.60	\$4.60

Average Residential Value	\$754,605	\$723,191	\$723,191	\$723,191	\$723,191	\$723,191
Property tax based on Average Residential Value	\$511	\$549	\$584	\$612	\$652	\$686

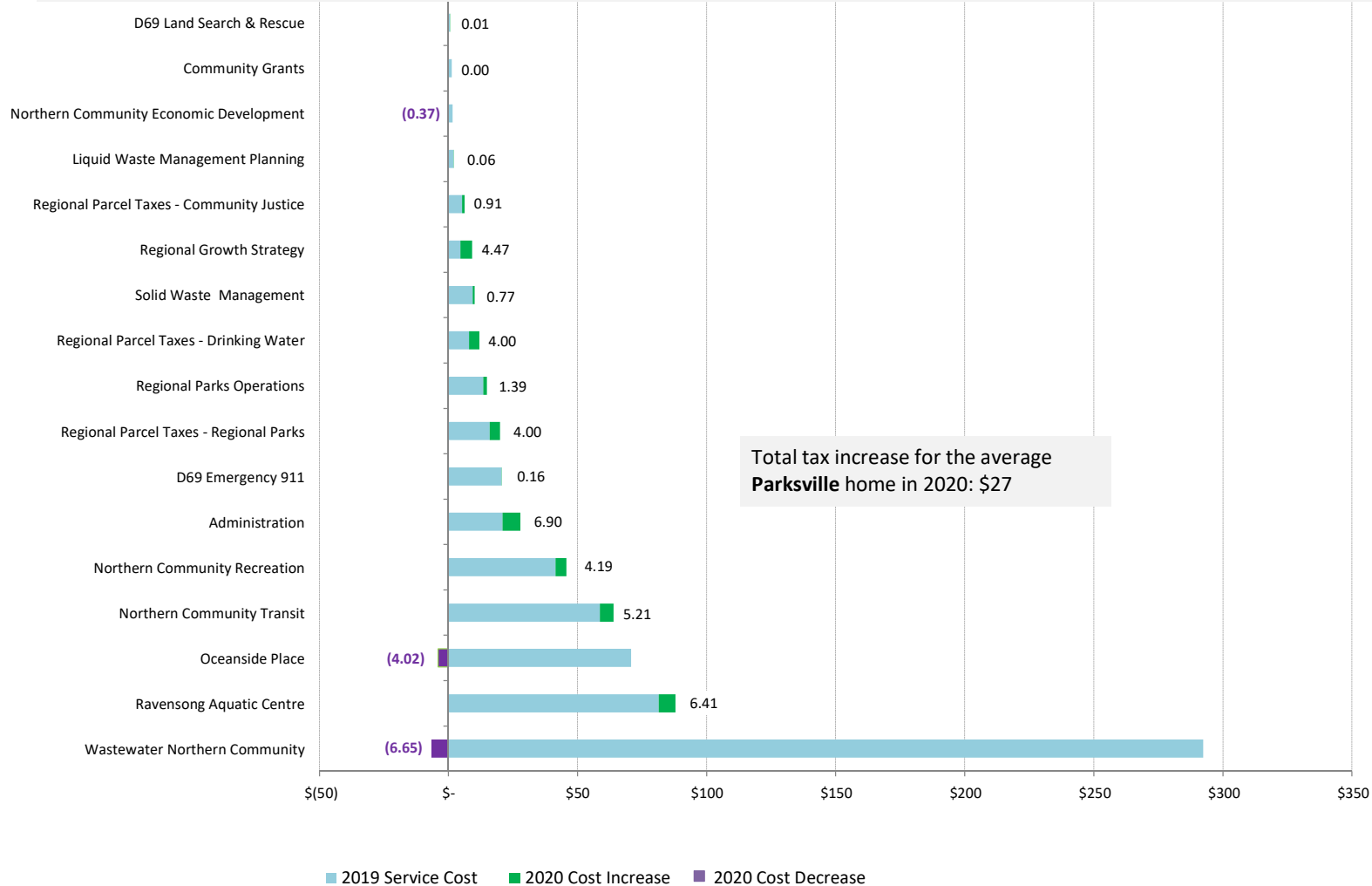
* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional District's to use

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REGIONAL DISTRICT OF NANAIMO SERVICES

City of Parksville Average Home Tax Change

2020 Total Cost for the average **Parksville Home** (\$480,290) = \$ 676



REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
CITY OF PARKSVILLE

	City of Parksville	City of Parksville	Changed Service Level
	Final 2019	Final 2020	
Administration	179,557	245,186	29,833
Community Grants	10,533	10,208	
D69 Community Justice	36,271	42,554	
Regional Growth Strategy	38,692	81,042	37,701
Northern Community Economic Development	14,021	11,052	
Northern Community Transit	506,810	566,388	
Solid Waste Management	79,947	90,905	8,838
Regional Parks - Operations	116,775	130,880	
Regional Parks - Acquisitions & Capital	109,712	137,200	27,440
Northern Community Recreation	360,427	404,446	89,399
Oceanside Place	613,643	590,061	
Ravensong Aquatic Centre	705,149	780,240	86,771
Liquid Waste Management Planning	14,798	15,189	
Wastewater Northern Community	2,535,220	2,533,215	
Drinking Water/Watershed Protection	54,856	82,320	27,440
D69 Land Search & Rescue	2,749	2,816	
D69 Emergency 911	179,257	184,902	5,645
Regional District General Services Requisition	\$5,558,417	\$5,908,605	\$313,067

REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
CITY OF PARKSVILLE HISTORY OF MEMBER PARTICIPATION

	City of Parksville Final 2019	City of Parksville Final 2020	Changed Service Level
Administration	0.045	0.058	0.007
Community Grants	0.003	0.002	
Regional Growth Strategy	0.010	0.019	0.009
Northern Community Economic Development	0.003	0.003	
Northern Community Transit	0.126	0.133	
Solid Waste Management	0.020	0.021	0.002
Regional Parks Operations	0.029	0.031	
Northern Community Recreation	0.089	0.095	0.021
Oceanside Place	0.152	0.139	
Ravensong Aquatic Centre	0.175	0.183	0.020
Liquid Waste Management Planning	0.004	0.004	
Wastewater Northern Community	0.628	0.595	
D69 Land Search & Rescue	0.001	0.001	
D69 Emergency 911	0.044	0.043	(0.001)
Regional District General Services Rate	1.329	1.327	0.058
General Services Cost per \$100,000	\$132.91	\$132.70	\$5.80
Regional Parcel Taxes	\$29.29	\$38.20	8.91
Current Year Cost at \$100,000	\$162.20	\$170.90	\$14.71
Dollar Change Year over Year	(\$7.04)	\$8.70	
Average Residential Value*	\$465,644	\$480,290	\$14,646
Property tax based on Average Residential Value	\$648	\$676	\$27

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

**REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2021-2024
CITY OF PARKSVILLE**

	City Of Parksville	City Of Parksville	City Of Parksville	City Of Parksville	City Of Parksville	City Of Parksville
	Final 2019	Final 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Administration	179,557	245,186	294,577	295,547	309,306	318,307
Grants In Aid	10,533	10,208	11,631	11,631	11,631	11,631
D69 Community Justice	36,271	42,554	46,293	46,457	46,621	46,785
Regional Growth Strategy	38,692	81,042	81,153	68,012	70,325	72,352
Northern Community Economic Development	14,021	11,052	14,005	14,015	14,025	14,034
Northern Community Transit	506,810	566,388	651,346	736,020	809,623	858,201
Solid Waste Management	79,947	90,905	102,723	116,077	127,684	146,837
Regional Parks - Operations	116,775	130,880	146,586	156,847	166,257	176,233
Regional Parks - Acquisitions	109,712	137,200	137,680	138,160	138,640	139,120
Northern Community Recreation	360,427	404,446	448,935	457,914	467,072	476,414
Oceanside Place	613,643	590,061	691,753	793,106	837,156	841,781
Ravensong Aquatic Centre	705,149	780,240	858,264	944,091	991,296	1,040,861
Liquid Waste Management Planning	14,798	15,189	15,644	16,114	16,758	17,428
Wastewater Northern Community	2,535,220	2,533,215	2,583,879	2,635,557	2,688,268	2,742,033
Drinking Water/Watershed Protection	54,856	82,320	82,608	82,896	83,184	83,472
D69 Land Search & Rescue	2,749	2,816	2,818	2,821	2,824	2,827
D69 Emergency 911	179,257	184,902	193,007	196,804	200,737	204,686
Regional District General Services Requisition	\$5,558,417	\$5,908,605	\$6,362,902	\$6,712,068	\$6,981,406	\$7,193,002

**REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2021-2024
CITY OF PARKSVILLE**

	City Of Parksville Final 2019	City Of Parksville Final 2020	City Of Parksville Forecast 2021	City Of Parksville Forecast 2022	City Of Parksville Forecast 2023	City Of Parksville Forecast 2024
Administration	0.045	0.058	0.068	0.067	0.070	0.071
Community Grants	0.003	0.002	0.003	0.003	0.003	0.003
Regional Growth Strategy	0.010	0.019	0.019	0.016	0.016	0.016
Northern Community Economic Development	0.003	0.003	0.003	0.003	0.003	0.003
Northern Community Transit	0.126	0.133	0.151	0.168	0.182	0.190
Solid Waste Management	0.020	0.021	0.024	0.026	0.029	0.033
Regional Parks Operations	0.029	0.031	0.034	0.036	0.037	0.039
Northern Community Recreation	0.089	0.095	0.104	0.104	0.105	0.106
Oceanside Place	0.152	0.139	0.160	0.181	0.188	0.187
Ravensong Aquatic Centre	0.175	0.183	0.199	0.215	0.223	0.231
Liquid Waste Management Planning	0.004	0.004	0.004	0.004	0.004	0.004
Wastewater Northern Community	0.628	0.595	0.598	0.601	0.604	0.608
D69 Land Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D69 Emergency 911	0.044	0.043	0.045	0.045	0.045	0.045
Regional District General Services Rate	1.329	1.327	1.413	1.470	1.510	1.537
General Services Cost per \$100,000	\$132.91	\$132.70	\$141.30	\$147.00	\$151.00	\$153.70
Regional Parcel Taxes	\$29.29	\$38.20	\$38.20	\$38.20	\$38.20	\$38.20
Current Year Cost at \$100,000	\$162.20	\$170.90	\$179.50	\$185.20	\$189.20	\$191.90
Dollar Change Year over Year	(\$7.04)	\$8.70	\$8.60	\$5.70	\$4.00	\$2.70
Average Residential Value	\$465,644	\$480,290	\$480,290	\$480,290	\$480,290	\$480,290
Property tax based on Average Residential Value	\$648	\$676	\$717	\$744	\$763	\$776

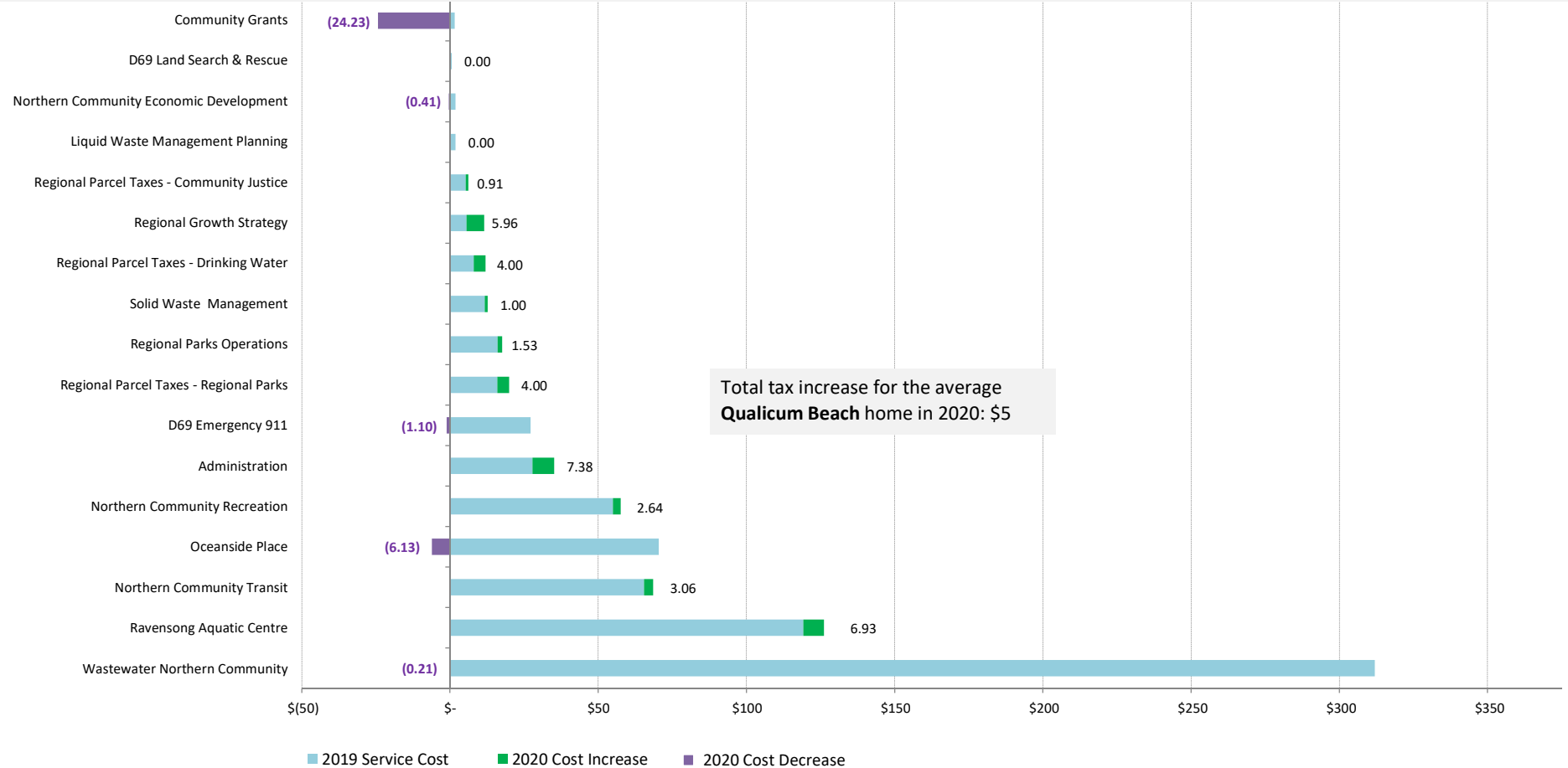
* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional District's to use

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REGIONAL DISTRICT OF NANAIMO SERVICES

Town of Qualicum Beach Average Home Tax Change

2020 Total Cost for the average Qualicum Beach Home (\$606,561) = \$ 751



REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
TOWN OF QUALICUM BEACH

	Town of Qualicum Beach Final 2019	Town of Qualicum Beach Final 2020	Changed Service Level
Administration	143,601	185,971	22,628
Community Grants	8,424	-120,406	
D69 Community Justice	25,824	30,403	
Regional Growth Strategy	29,355	59,765	27,803
Northern Community Economic Development	9,983	7,896	
Northern Community Transit	342,812	363,780	
Solid Waste Management	60,648	67,035	6,516
Regional Parks - Operations	83,452	93,532	
Regional Parks - Acquisitions & Capital	78,112	98,020	19,604
Northern Community Recreation	288,252	306,767	67,808
Oceanside Place	366,822	342,923	
Ravensong Aquatic Centre	623,509	672,476	74,787
Liquid Waste Management Planning	11,226	11,200	
Wastewater Northern Community	1,630,938	1,660,400	
Drinking Water/Watershed Protection	39,056	58,812	19,604
D69 Land Search & Rescue	1,964	2,012	
D69 Emergency 911	143,361	140,246	-3,115
Regional District General Services Requisition	\$3,887,339	\$3,980,832	\$235,635

REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
TOWN OF QUALICUM BEACH HISTORY OF MEMBER PARTICIPATION

	Town Of Qualicum Beach Final 2019	Town Of Qualicum Beach Final 2020	Changed Service Level
Administration	0.045	0.058	0.007
Community Grants	0.003	-0.037	
Regional Growth Strategy	0.009	0.019	0.009
Northern Community Economic Development	0.003	0.002	
Northern Community Transit	0.106	0.113	
Solid Waste Management	0.019	0.021	0.002
Regional Parks Operations	0.026	0.029	
Northern Community Recreation	0.089	0.095	0.021
Oceanside Place	0.114	0.106	
Ravensong Aquatic Centre	0.193	0.208	0.023
Liquid Waste Management Planning	0.003	0.003	
Wastewater Northern Community	0.505	0.514	
D69 Land Search & Rescue	0.001	0.001	
D69 Emergency 911	0.044	0.043	(0.001)
Regional District General Services Rate	1.160	1.175	0.061
General Services Cost per \$100,000	\$115.97	\$117.52	\$6.10
Regional Parcel Taxes	\$29.29	\$38.20	8.91
Current Year Cost at \$100,000	\$145.26	\$155.72	\$15.01
Dollar Change Year over Year	(\$1.98)	\$10.46	
Average Residential Value*	\$617,787	\$606,561	(\$11,225)
Property tax based on Average Residential Value	\$746	\$751	\$5

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

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2021-2024
TOWN OF QUALICUM BEACH

	Town Of Qualicum Beach Final 2019	Town Of Qualicum Beach Final 2020	Town Of Qualicum Beach Forecast 2021	Town Of Qualicum Beach Forecast 2022	Town Of Qualicum Beach Forecast 2023	Town Of Qualicum Beach Forecast 2024
Administration	143,601	185,971	223,433	224,169	234,605	241,432
Grants In Aid	8,424	-120,406	8,823	8,823	8,823	8,823
D69 Community Justice	25,824	30,403	33,032	33,108	33,184	33,260
Regional Growth Strategy	29,355	59,765	59,847	50,156	51,862	53,356
Northern Community Economic Development	9,983	7,896	9,993	9,988	9,982	9,977
Northern Community Transit	342,812	363,780	418,348	472,733	520,005	551,206
Solid Waste Management	60,648	67,035	75,749	85,597	94,156	108,279
Regional Parks - Operations	83,452	93,532	104,756	112,089	118,814	125,943
Regional Parks - Acquisitions	78,112	98,020	98,240	98,460	98,680	98,900
Northern Community Recreation	288,252	306,767	340,512	347,322	354,268	361,354
Oceanside Place	366,822	342,923	402,023	460,926	486,526	489,214
Ravensong Aquatic Centre	623,509	672,476	739,724	813,697	854,381	897,101
Liquid Waste Management Planning	11,226	11,200	11,536	11,882	12,358	12,852
Wastewater Northern Community	1,630,938	1,660,400	1,693,608	1,727,480	1,762,030	1,797,270
Drinking Water/Watershed Protection	39,056	58,812	58,944	59,076	59,208	59,340
D69 Land Search & Rescue	1,964	2,012	2,014	2,016	2,018	2,020
D69 Emergency 911	143,361	140,246	146,394	149,273	152,257	155,252
Regional District General Services Requisition	\$3,887,339	\$3,980,832	\$4,426,977	\$4,666,795	\$4,853,157	\$5,005,579

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2021-2024
TOWN OF QUALICUM BEACH

	Town Of Qualicum Beach Final 2019	Town Of Qualicum Beach Final 2020	Town Of Qualicum Beach Forecast 2021	Town Of Qualicum Beach Forecast 2022	Town Of Qualicum Beach Forecast 2023	Town Of Qualicum Beach Forecast 2024
Administration	0.044	0.058	0.068	0.067	0.070	0.071
Community Grants	0.003	-0.037	0.003	0.003	0.003	0.003
Regional Growth Strategy	0.009	0.019	0.018	0.015	0.015	0.016
Northern Community Economic Development	0.003	0.002	0.003	0.003	0.003	0.003
Northern Community Transit	0.106	0.113	0.128	0.142	0.154	0.161
Solid Waste Management	0.019	0.021	0.023	0.026	0.028	0.032
Regional Parks Operations	0.026	0.029	0.032	0.034	0.035	0.037
Northern Community Recreation	0.089	0.095	0.104	0.104	0.105	0.106
Oceanside Place	0.114	0.106	0.123	0.139	0.144	0.143
Ravensong Aquatic Centre	0.193	0.208	0.226	0.245	0.253	0.262
Liquid Waste Management Planning	0.003	0.003	0.004	0.004	0.004	0.004
Wastewater Northern Community	0.505	0.514	0.517	0.519	0.522	0.525
D69 Land Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D69 Emergency 911	0.044	0.043	0.045	0.045	0.045	0.045
Regional District General Services Rate	1.160	1.175	1.295	1.347	1.382	1.409
General Services Cost per \$100,000	\$115.97	\$117.52	\$129.50	\$134.70	\$138.20	\$140.90
Regional Parcel Taxes	\$29.29	\$38.20	\$38.20	\$38.20	\$38.20	\$38.20
Current Year Cost at \$100,000	\$145.26	\$155.72	\$167.70	\$172.90	\$176.40	\$179.10
Dollar Change Year over Year	(\$1.98)	\$10.46	\$11.98	\$5.20	\$3.50	\$2.70

Average Residential Value	\$617,787	\$606,561	\$606,561	\$606,561	\$606,561	\$606,561
Property tax based on Average Residential Value	\$746	\$752	\$824	\$855	\$876	\$893

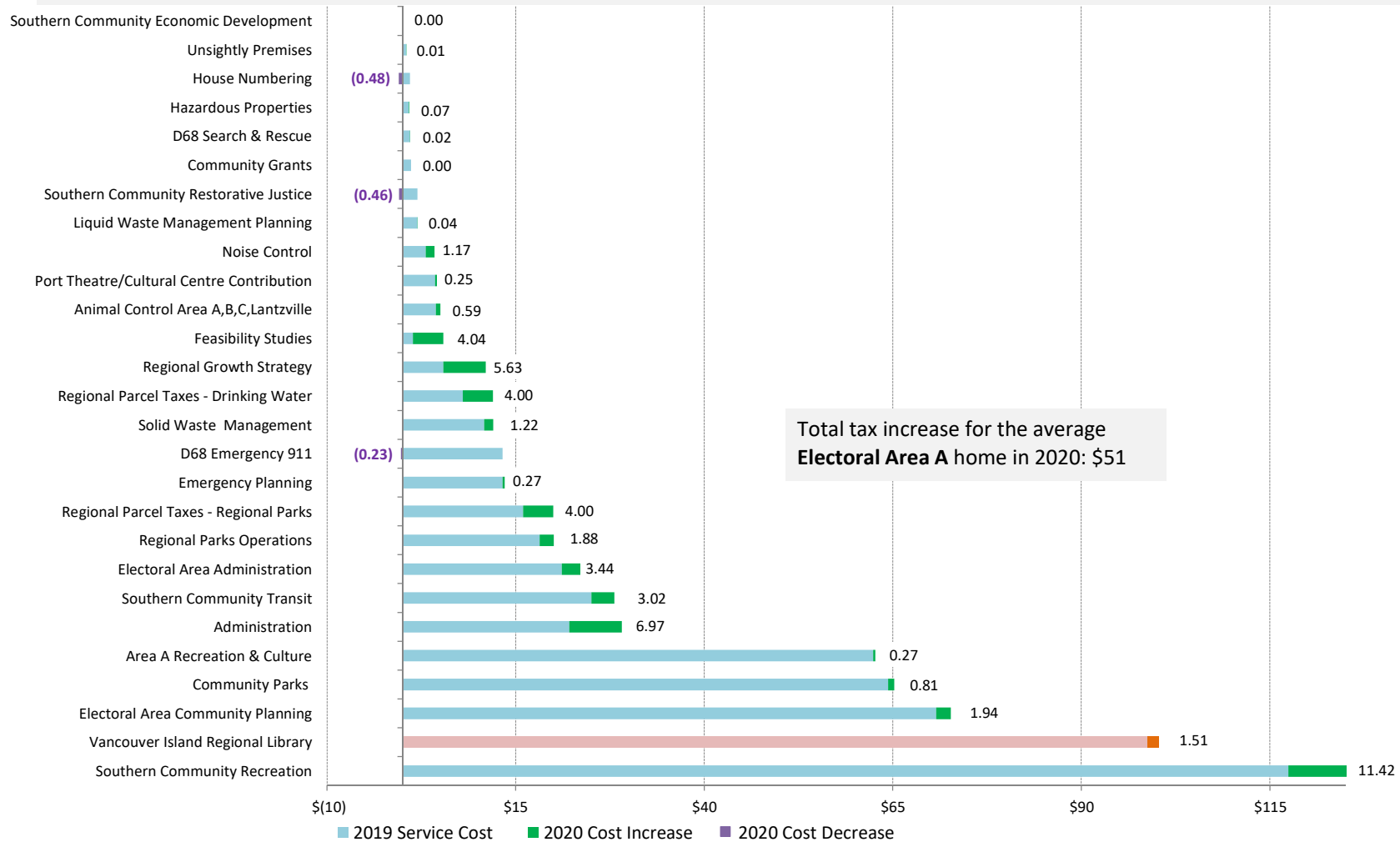
* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional District's to use

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REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area A Average Home Tax Change

2020 Total Cost for the average **Electoral Area A Home** (\$501,448) = \$640



**REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA A**

	Elect Area A Final 2019	Elect Area A Final 2020	Changed Service Level
Administration	79,594	106,577	12,967
Community Grants	4,132	3,904	
Electoral Areas Administration	77,351	91,382	
Southern Community Restorative Justice	6,486	6,356	
Electoral Area Community Planning	256,883	269,138	
Regional Growth Strategy	19,406	40,254	18,725
House Numbering	2,691	2,665	
Hazardous Properties	3,085	3,376	
Unsightly Premises	1,675	1,915	
Southern Community Transit	91,237	103,387	8,391
Solid Waste Management	40,106	45,164	4,391
Animal Control Area A, B, C, Lantzville	16,786	19,036	
Regional Parks - Operations	65,862	73,817	
Regional Parks - Acquisitions & Capital	46,160	57,860	11,572
Community Parks	233,622	240,631	
Southern Community Recreation	428,177	476,337	48,160
Electoral Area A Recreation	226,848	231,385	
Port Theatre/Cultural Centre Contribution	15,811	16,817	
Liquid Waste Management Planning	7,424	7,546	
Drinking Water/Watershed Protection	23,080	34,716	11,572
D68 Search & Rescue	3,097	3,145	
D68 Emergency 911	48,676	48,799	123
Emergency Planning	48,534	49,396	3,623
Noise Control	11,323	15,726	
Feasibility Studies	5,000	20,000	
Regional District General Services Requisition	\$1,763,046	\$1,969,329	\$119,524
Vancouver Island Regional Library	359,940	370,248	10,308
Total Requisition	\$2,122,986	\$2,339,577	\$129,832

LOCAL SERVICE AREAS		
Cassidy Waterloo Fire	195,944	210,640
Cedar Estates Stormwater	4,916	5,014

REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
ELECTORAL AREA A HISTORY OF MEMBER PARTICIPATION

	Elect Area A	Elect Area A	Changed Service Level
	Final 2019	Final 2020	
Administration	0.045	0.058	0.007
Community Grants	0.002	0.002	
Electoral Area Administration	0.043	0.049	
Southern Community Restorative Justice	0.004	0.003	
Electoral Area Community Planning	0.144	0.145	
Regional Growth Strategy	0.011	0.022	0.010
House Numbering	0.002	0.001	
Hazardous Properties	0.002	0.002	
Unsightly Premises	0.001	0.001	
Southern Community Transit	0.051	0.056	0.005
Solid Waste Management	0.022	0.024	0.002
Animal Control Area A,B,C,Lantzville	0.009	0.010	
Noise Control	0.006	0.008	
Regional Parks Operations	0.037	0.040	
Community Parks	0.131	0.130	
Southern Community Recreation	0.239	0.257	0.018
Area A Recreation & Culture	0.127	0.125	
Port Theatre/Cultural Centre Contribution	0.009	0.009	
Liquid Waste Management Planning	0.004	0.004	
D68 Search & Rescue	0.002	0.002	
D68 Emergency 911	0.027	0.026	(0.001)
Emergency Planning	0.027	0.027	0.002
Feasibility Studies	0.003	0.011	
Regional District General Services Rate	0.948	1.012	0.043
Vancouver Island Regional Library	0.201	0.200	(0.001)
General Services Tax Rate	1.149	1.212	0.128
General Services Cost per \$100,000	\$114.89	\$121.23	\$12.80
Regional Parcel Taxes	\$24.00	\$32.00	8.00
Current Year Cost at \$100,000	\$138.89	\$153.23	\$20.80
Dollar Change Year over Year	(\$4.51)	\$14.34	

Local Service Area Rates		
Cassidy Waterloo Fire (tax rate)	0.827	0.825

Average Residential Value*	\$491,430	\$501,448	\$10,018
Property tax based on Average Residential Value	\$589	\$640	\$51

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

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2021-2024
ELECTORAL AREA A

	Elect Area A	Elect Area A	Elect Area A	Elect Area A	Elect Area A	Elect Area A
	Final 2019	Final 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Administration	79,594	106,577	128,045	128,467	134,448	138,360
Grants In Aid	4,132	3,904	4,523	4,523	4,523	4,523
Electoral Areas Administration	77,351	91,382	101,738	123,042	116,999	120,924
Southern Community Restorative Justice	6,486	6,356	6,356	6,356	6,356	6,356
Electoral Area Community Planning	256,883	269,138	283,940	299,557	314,535	327,116
Regional Growth Strategy	19,406	40,254	40,309	33,781	34,930	35,937
House Numbering	2,691	2,665	2,665	2,665	2,665	2,665
Hazardous Properties	3,085	3,376	3,606	3,659	3,713	3,769
Unightly Premises	1,675	1,915	1,972	2,026	2,081	2,138
Southern Community Transit	91,237	103,387	111,658	123,940	148,728	156,164
Solid Waste Management	40,106	45,164	51,036	57,671	63,439	72,953
Animal Control Area A,B,C, Lantzville	16,786	19,036	22,239	23,524	24,105	24,703
Regional Parks - Operations	65,862	73,817	82,675	88,463	93,771	99,397
Regional Parks - Acquisitions	46,160	57,860	58,040	58,220	58,400	58,580
Community Parks	233,622	240,631	247,850	252,807	257,863	263,020
Southern Community Recreation	428,177	476,337	517,973	565,470	617,223	673,615
Electoral Area A Recreation	226,848	231,385	236,013	240,733	245,548	250,459
Port Theatre/Cultural Centre Contribution	15,811	16,817	17,052	17,563	18,090	18,633
Liquid Waste Management Planning	7,424	7,546	7,773	8,006	8,326	8,659
Drinking Water/Watershed Protection	23,080	34,716	34,824	34,932	35,040	35,148
D68 Search & Rescue	3,097	3,145	3,280	3,280	3,280	3,280
D68 Emergency 911	48,676	48,799	50,693	51,666	52,667	53,677
Emergency Planning	48,534	49,396	50,877	52,404	53,452	54,521
Noise Control	11,323	15,726	16,174	16,636	17,112	17,602
Feasibility Studies	5,000	20,000	20,000	20,000	20,000	20,000
Regional District General Services Requisition	\$1,763,046	\$1,969,329	\$2,101,311	\$2,219,391	\$2,337,294	\$2,452,199
Vancouver Island Regional Library	359,940	370,248	381,355	392,796	404,580	416,717
Total Requisition	\$2,122,986	\$2,339,577	\$2,482,666	\$2,612,187	\$2,741,874	\$2,868,916

LOCAL SERVICE AREAS						
Cassidy Waterloo Fire	195,944	210,640	225,385	241,162	258,043	335,456
Cedar Estates Stormwater	4,916	5,014	5,114	5,217	5,321	5,427

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2021-2024
ELECTORAL AREA A

	Elect Area A	Elect Area A	Elect Area A	Elect Area A	Elect Area A	Elect Area A
	Final 2019	Final 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Administration	0.045	0.058	0.068	0.067	0.070	0.071
Community Grants	0.002	0.002	0.002	0.002	0.002	0.002
Electoral Area Administration	0.043	0.049	0.054	0.065	0.061	0.062
Southern Community Restorative Justice	0.004	0.003	0.003	0.003	0.003	0.003
Electoral Area Community Planning	0.144	0.145	0.151	0.157	0.163	0.167
Regional Growth Strategy	0.011	0.022	0.021	0.018	0.018	0.018
House Numbering	0.002	0.001	0.001	0.001	0.001	0.001
Hazardous Properties	0.002	0.002	0.002	0.002	0.002	0.002
Unightly Premises	0.001	0.001	0.001	0.001	0.001	0.001
Southern Community Transit	0.051	0.056	0.059	0.065	0.077	0.080
Solid Waste Management	0.022	0.024	0.027	0.030	0.033	0.037
Animal Control Area A,B,C,Lantzville	0.009	0.010	0.012	0.012	0.012	0.013
Noise Control	0.006	0.008	0.009	0.009	0.009	0.009
Regional Parks Operations	0.037	0.040	0.044	0.046	0.048	0.051
Community Parks	0.131	0.130	0.132	0.133	0.133	0.134
Southern Community Recreation	0.239	0.257	0.276	0.297	0.319	0.343
Area A Recreation & Culture	0.127	0.125	0.126	0.126	0.127	0.128
Port Theatre/Cultural Centre Contribution	0.009	0.009	0.009	0.009	0.009	0.009
Liquid Waste Management Planning	0.004	0.004	0.004	0.004	0.004	0.004
D68 Search & Rescue	0.002	0.002	0.002	0.002	0.002	0.002
D68 Emergency 911	0.027	0.026	0.027	0.027	0.027	0.027
Emergency Planning	0.027	0.027	0.027	0.027	0.028	0.028
Feasibility Studies	0.003	0.011	0.011	0.011	0.010	0.010
Regional District General Services Rate	0.948	1.012	1.068	1.114	1.159	1.202
Vancouver Island Regional Library	0.201	0.200	0.203	0.206	0.209	0.212
General Services Tax Rate	1.149	1.212	1.271	1.320	1.368	1.414
General Services Cost per \$100,000	\$114.89	\$121.23	\$127.10	\$132.00	\$136.80	\$141.40
Regional Parcel Taxes	\$24.00	\$32.00	\$32.00	\$32.00	\$32.00	\$32.00
Current Year Cost at \$100,000	\$138.89	\$153.23	\$159.10	\$164.00	\$168.80	\$173.40
Dollar Change Year over Year	(\$4.51)	\$14.34	\$5.87	\$4.90	\$4.80	\$4.60

Local Service Area Rates						
Cassidy Waterloo Fire (tax rate)	0.827	0.825	0.870	0.917	0.967	1.240

Average Residential Value	\$491,430	\$501,448	\$501,448	\$501,448	\$501,448	\$501,448
Property tax based on Average Residential Value	\$589	\$640	\$669	\$694	\$718	\$741

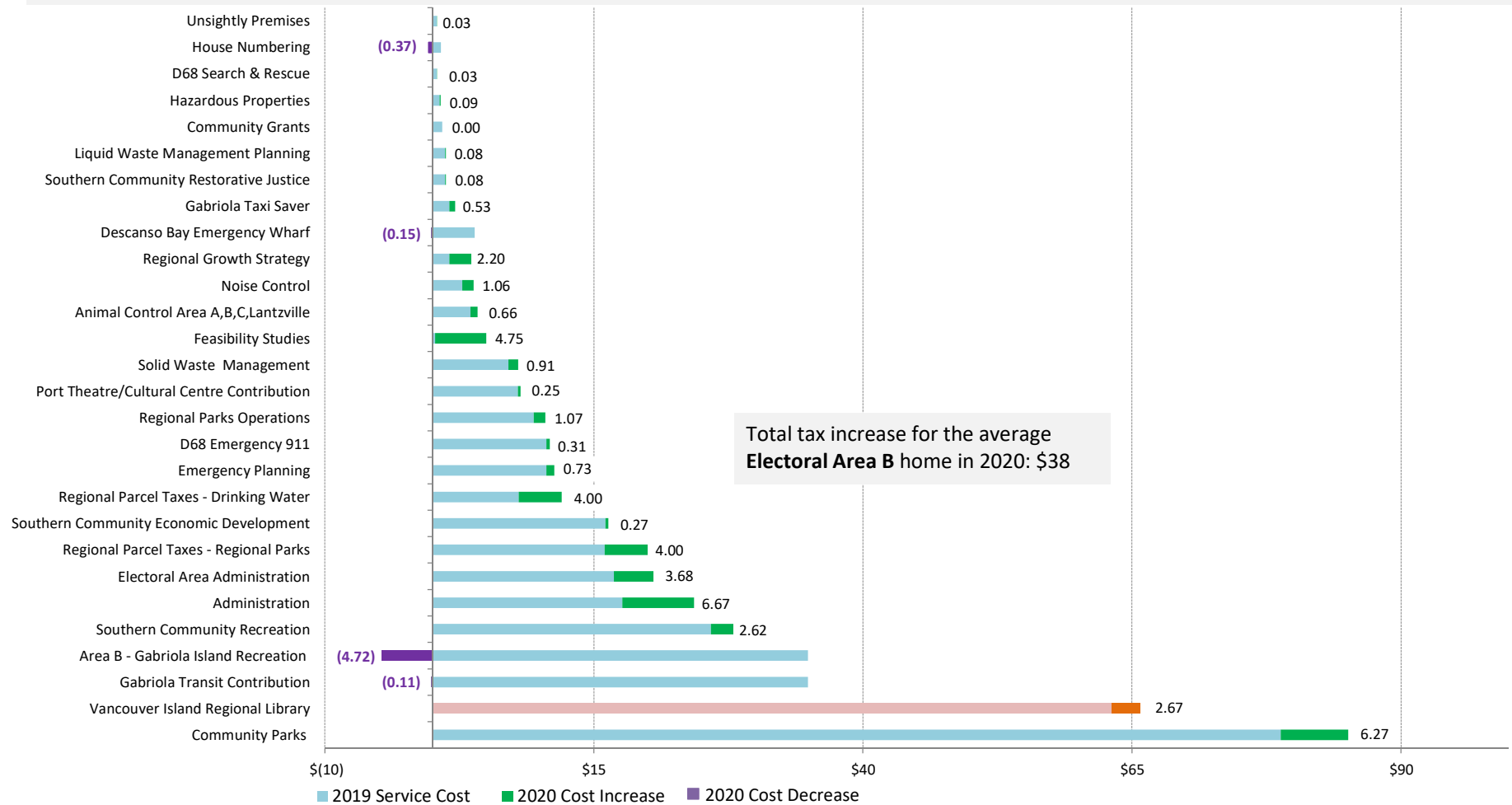
* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional District's to use

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REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area B Average Home Tax Change

2020 Total Cost for the average **Electoral Area B Home** (\$419,176) = \$414



REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA B

	Elect Area B	Elect Area B	Changed Service Level
	Final 2019	Final 2020	
Administration	69,745	96,732	11,770
Community Grants	3,621	3,544	
Electoral Areas Administration	67,779	82,941	
Southern Community Restorative Justice	5,009	5,070	
Regional Growth Strategy	6,791	14,353	6,678
House Numbering	2,358	2,419	
Southern Community Economic Development	65,000	65,000	
Hazardous Properties	2,704	3,064	
Unsightly Premises	1,468	1,738	
Gabriola Emergency Wharf	16,177	15,692	
Gabriola Transit Contribution	139,906	139,470	
Gabriola Taxi Saver	5,997	7,168	
Solid Waste Management	28,496	32,708	3,180
Animal Control Area A, B, C, Lantzville	14,708	17,278	
Regional Parks - Operations	37,634	42,180	
Regional Parks - Acquisitions & Capital	60,432	75,700	15,140
Community Parks	315,164	340,377	
Southern Community Recreation	103,076	114,750	11,674
Gabriola Island Recreation	127,401	110,305	
Port Theatre/Cultural Centre Contribution	31,827	32,834	
Liquid Waste Management Planning	5,275	5,465	
Drinking Water/Watershed Protection	30,216	45,420	15,140
D68 Search & Rescue	1,770	1,797	
D68 Emergency 911	42,653	44,292	1,639
Emergency Planning	42,528	44,833	3,288
Noise Control	10,109	14,048	
Feasibility Studies	1,000	20,000	
Regional District General Services Requisition	\$1,238,844	\$1,379,178	\$68,509
Vancouver Island Regional Library	252,043	263,514	11,471
Total Requisition	\$1,490,887	\$1,642,692	\$79,980

REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
ELECTORAL AREA B HISTORY OF MEMBER PARTICIPATION

	Elect Area B	Elect Area B	Changed Service Level
	Final 2019	Final 2020	
Administration	0.045	0.058	0.007
Community Grants	0.002	0.002	
Electoral Area Administration	0.043	0.049	
Southern Community Restorative Justice	0.003	0.003	
Regional Growth Strategy	0.004	0.009	0.004
House Numbering	0.002	0.001	
Southern Community Economic Development	0.041	0.039	
Hazardous Properties	0.002	0.002	
Unsightly Premises	0.001	0.001	
Descanso Bay Emergency Wharf	0.01	0.009	
Gabriola Transit Contribution	0.089	0.083	
Gabriola Taxi Saver	0.004	0.005	
Solid Waste Management	0.018	0.019	0.002
Animal Control Area A,B,C,Lantzville	0.009	0.01	
Noise Control	0.007	0.009	
Regional Parks Operations	0.024	0.025	
Community Parks	0.201	0.203	
Southern Community Recreation	0.066	0.068	0.002
Area B - Gabriola Island Recreation	0.089	0.072	
Port Theatre/Cultural Centre Contribution	0.020	0.020	
Liquid Waste Management Planning	0.003	0.003	
D68 Search & Rescue	0.001	0.001	
D68 Emergency 911	0.027	0.026	(0.001)
Emergency Planning	0.027	0.027	0.002
Feasibility Studies	0.001	0.012	
Regional District General Services Rate	0.739	0.755	0.016
Vancouver Island Regional Library	0.161	0.157	(0.004)
General Services Tax Rate	0.900	0.912	0.012
General Services Cost per \$100,000	\$89.99	\$91.25	\$1.20
Regional Parcel Taxes	\$24.00	\$32.00	8.00
Current Year Cost at \$100,000	\$113.99	\$123.25	\$9.20
Dollar Change Year over Year	(\$0.21)	\$9.26	
Average Residential Value*	\$392,160	\$419,176	\$27,016
Property tax based on Average Residential Value	\$377	\$414	\$38

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

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2021-2024
ELECTORAL AREA B

	Elect Area B	Elect Area B	Elect Area B	Elect Area B	Elect Area B	Elect Area B
	Final 2019	Final 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Administration	69,745	96,732	116,217	116,600	122,029	125,580
Grants In Aid	3,621	3,544	4,105	4,105	4,105	4,105
Electoral Areas Administration	67,779	82,941	92,340	111,676	106,191	109,754
Southern Community Restorative Justice	5,009	5,070	5,070	5,070	5,070	5,070
Regional Growth Strategy	6,791	14,353	14,374	12,046	12,455	12,815
House Numbering	2,358	2,419	2,419	2,419	2,419	2,419
Southern Community Economic Development	65,000	65,000	65,000	65,000	65,000	65,000
Hazardous Properties	2,704	3,064	3,273	3,321	3,370	3,421
Unsightly Premises	1,468	1,738	1,790	1,839	1,889	1,941
Gabriola Emergency Wharf	16,177	15,692	15,535	15,380	15,226	15,074
Gabriola Transit Contribution	139,906	139,470	139,470	139,470	139,470	139,470
Gabriola Taxi Saver	5,997	7,168	8,500	8,500	8,500	8,500
Solid Waste Management	28,496	32,708	36,959	41,764	45,941	52,832
Animal Control Area A,B,C, Lantzville	14,708	17,278	20,185	21,351	21,879	22,421
Regional Parks - Operations	37,634	42,180	47,241	50,548	53,581	56,796
Regional Parks - Acquisitions	60,432	75,700	75,860	76,020	76,180	76,340
Community Parks	315,164	340,377	347,185	354,128	361,211	368,435
Southern Community Recreation	103,076	114,750	125,401	137,552	150,791	165,216
Gabriola Island Recreation	127,401	110,305	130,531	133,947	137,559	141,233
Port Theatre/Cultural Centre Contribution	31,827	32,834	33,060	33,556	34,059	34,570
Liquid Waste Management Planning	5,275	5,465	5,629	5,798	6,030	6,271
Wastewater Northern Community						
Drinking Water/Watershed Protection	30,216	45,420	45,516	45,612	45,708	45,804
D68 Search & Rescue	1,770	1,797	1,874	1,874	1,874	1,874
D68 Emergency 911	42,653	44,292	46,011	46,893	47,802	48,719
Emergency Planning	42,528	44,833	46,178	47,563	48,514	49,485
Noise Control	10,109	14,048	15,438	15,878	16,330	16,797
Feasibility Studies	1,000	20,000	20,000	20,000	20,000	20,000
Regional District General Services Requisition	\$1,238,844	\$1,379,178	\$1,465,161	\$1,517,910	\$1,553,183	\$1,599,942
Vancouver Island Regional Library	252,043	263,514	271,420	279,562	287,950	296,588
Total Requisition	\$1,490,887	\$1,642,692	\$1,736,581	\$1,797,472	\$1,841,133	\$1,896,530

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2021-2024
ELECTORAL AREA B

	Elect Area B	Elect Area B	Elect Area B	Elect Area B	Elect Area B	Elect Area B
	Final 2019	Final 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Administration	0.045	0.058	0.068	0.067	0.070	0.071
Community Grants	0.002	0.002	0.002	0.002	0.002	0.002
Electorat Area Administration	0.043	0.049	0.054	0.065	0.061	0.062
Southern Community Restorative Justice	0.003	0.003	0.003	0.003	0.003	0.003
Regional Growth Strategy	0.004	0.009	0.008	0.007	0.007	0.007
House Numbering	0.002	0.001	0.001	0.001	0.001	0.001
Southern Community Economic Development	0.041	0.039	0.038	0.038	0.037	0.037
Hazardous Properties	0.002	0.002	0.002	0.002	0.002	0.002
Unightly Premises	0.001	0.001	0.001	0.001	0.001	0.001
Descanso Bay Emergency Wharf	0.010	0.009	0.009	0.009	0.009	0.008
Gabriola Transit Contribution	0.089	0.083	0.082	0.081	0.079	0.078
Gabriola Taxi Saver	0.004	0.005	0.005	0.005	0.005	0.005
Solid Waste Management	0.018	0.019	0.022	0.024	0.026	0.030
Animal Control Area A,B,C,Lantzville	0.009	0.010	0.012	0.012	0.012	0.013
Noise Control	0.007	0.009	0.010	0.010	0.010	0.010
Regional Parks Operations	0.024	0.025	0.028	0.029	0.031	0.032
Community Parks	0.201	0.203	0.204	0.205	0.206	0.207
Southern Community Recreation	0.066	0.068	0.074	0.080	0.086	0.093
Area B - Gabriola Island Recreation	0.089	0.072	0.083	0.084	0.085	0.086
Port Theatre/Cultural Centre Contribution	0.020	0.020	0.019	0.019	0.019	0.019
Liquid Waste Management Planning	0.003	0.003	0.003	0.003	0.003	0.004
D68 Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D68 Emergency 911	0.027	0.026	0.027	0.027	0.027	0.027
Emergency Planning	0.027	0.027	0.027	0.027	0.028	0.028
Feasibility Studies	0.001	0.012	0.012	0.012	0.011	0.011
Regional District General Services Rate	0.739	0.755	0.795	0.814	0.822	0.838
Vancouver Island Regional Library	0.161	0.157	0.159	0.162	0.164	0.167
General Services Tax Rate	0.900	0.912	0.954	0.976	0.986	1.005
General Services Cost per \$100,000	\$89.99	\$91.25	\$95.40	\$97.60	\$98.60	\$100.50
Regional Parcel Taxes	\$24.00	\$32.00	\$32.00	\$32.00	\$32.00	\$32.00
Current Year Cost at \$100,000	\$113.99	\$123.25	\$127.40	\$129.60	\$130.60	\$132.50
Dollar Change Year over Year	(\$0.21)	\$9.26	\$4.15	\$2.20	\$1.00	\$1.90

Average Residential Value	\$392,160	\$419,176	\$419,176	\$419,176	\$419,176	\$419,176
Property tax based on Average Residential Value	\$377	\$414	\$432	\$441	\$445	\$453

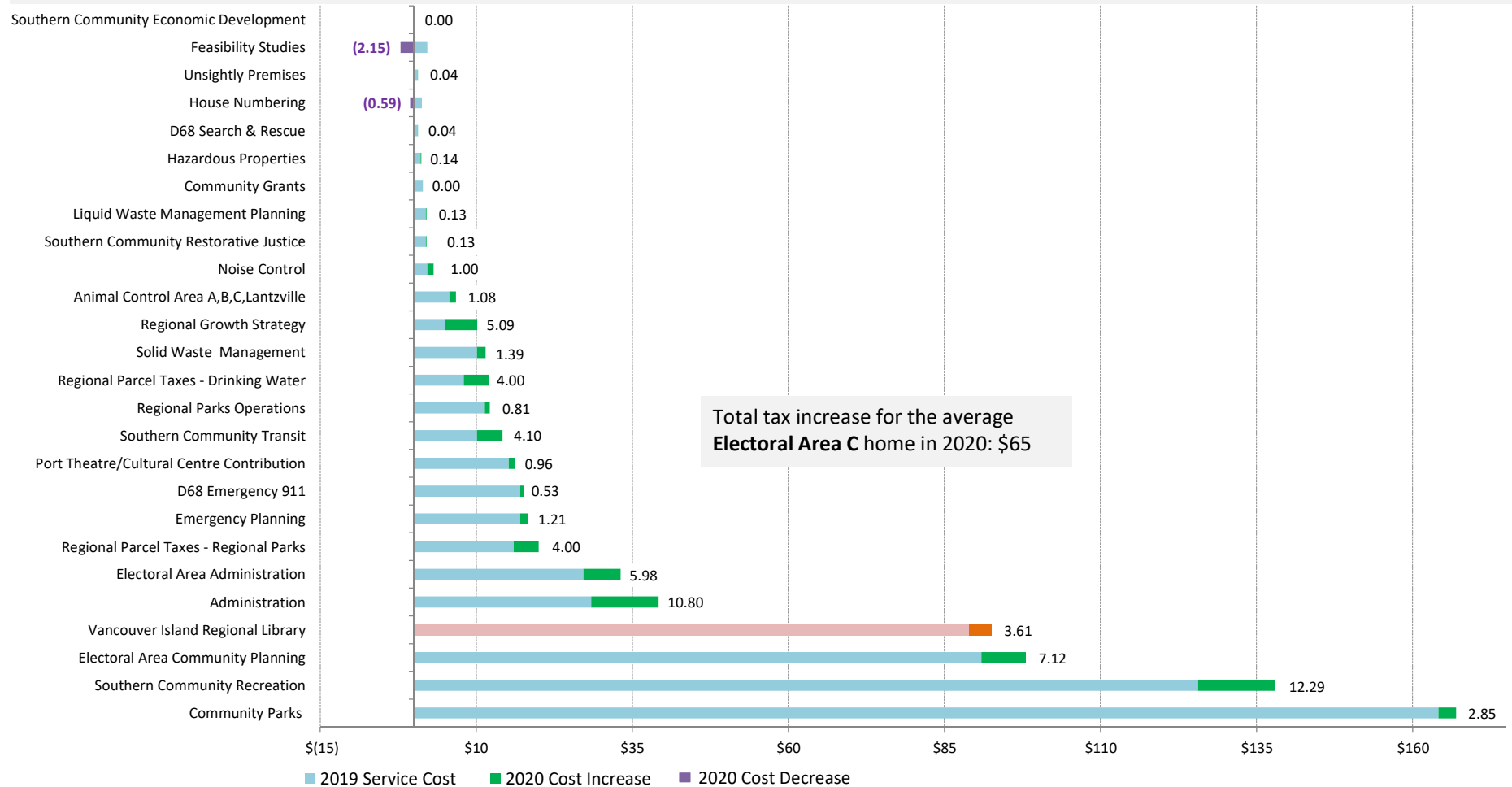
* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional District's to use

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REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area C Average Home Tax Change

2020 Total Cost for the average **Electoral Area C Home** (\$676,105) = \$719



REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA C

	Elect Area C Final 2019	Elect Area C Final 2020	Changed Service Level
Administration	65,722	92,395	11,242
Community Grants	3,411	3,385	
Electoral Areas Administration	63,870	79,222	
Southern Community Restorative Justice	4,950	5,074	
Electoral Area Community Planning	212,113	233,324	
Regional Growth Strategy	11,517	24,615	11,451
House Numbering	2,222	2,310	
Hazardous Properties	2,548	2,927	
Unightly Premises	1,383	1,660	
Southern Community Transit	8,190	12,059	979
Solid Waste Management	23,786	27,596	2,683
Animal Control Area A, B, C, Lantzville	13,860	16,503	
Regional Parks - Operations	26,203	29,368	
Regional Parks - Acquisitions & Capital	22,832	28,960	5,792
Community Parks - Extension and Wellington combined	167,466	175,438	
Southern Community Recreation	294,724	327,427	32,703
Port Theatre/Cultural Centre Contribution	19,701	21,184	
Liquid Waste Management Planning	4,403	4,611	
Drinking Water/Watershed Protection	11,416	17,376	5,792
D68 Search & Rescue	1,233	1,252	
D68 Emergency 911	40,194	42,305	2,111
Emergency Planning	40,075	42,823	3,141
Noise Control	5,010	7,456	
Feasibility Studies	5,000	0	
Regional District General Services Requisition	\$1,051,829	\$1,199,270	\$75,894
Vancouver Island Regional Library	208,285	219,783	11,498
Total Requisition	\$1,260,114	\$1,419,053	\$87,392

LOCAL SERVICE AREAS		
Cassidy Waterloo Fire	195,944	210,640
Wellington Fire/Streetlighting	85,534	95,232
Extension Fire	182,180	192,200
Nanaimo River Fire	17,792	17,792

REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
ELECTORAL AREA C HISTORY OF MEMBER PARTICIPATION

	Elect Area C Final 2019	Elect Area C Final 2020	Changed Service Level
Administration	0.045	0.058	0.007
Community Grants	0.002	0.002	
Electoral Area Administration	0.043	0.049	
Southern Community Restorative Justice	0.003	0.003	
Electoral Area Community Planning	0.144	0.145	
Regional Growth Strategy	0.008	0.015	0.007
House Numbering	0.002	0.001	
Hazardous Properties	0.002	0.002	
Unsanitary Premises	0.001	0.001	
Southern Community Transit	0.016	0.021	0.002
Solid Waste Management	0.016	0.017	0.002
Animal Control Area A,B,C,Lantzville	0.009	0.010	
Noise Control	0.003	0.005	
Regional Parks Operations	0.018	0.018	
Community Parks	0.260	0.247	
Southern Community Recreation	0.199	0.204	0.005
Port Theatre/Cultural Centre Contribution	0.024	0.024	
Liquid Waste Management Planning	0.003	0.003	
D68 Search & Rescue	0.001	0.001	
D68 Emergency 911	0.027	0.026	(0.001)
Emergency Planning	0.027	0.027	0.002
Feasibility Studies	0.003	0.000	
Regional District General Services Rate	0.857	0.878	0.024
Vancouver Island Regional Library	0.141	0.137	(0.004)
General Services Tax Rate	0.998	1.015	0.020
General Services Cost per \$100,000	\$99.79	\$101.54	\$2.00
Regional Parcel Taxes	\$24.00	\$32.00	8.00
Current Year Cost at \$100,000	\$123.79	\$133.54	\$10.00
Dollar Change Year over Year	(\$4.41)	\$9.76	

Local Service Area Rates		
Cassidy Waterloo Fire (tax rate)	0.827	0.825
Wellington Fire/Streetlighting	0.748	0.766
Extension Fire	0.815	0.802
Nanaimo River Fire	0.431	0.404

Average Residential Value*	\$631,326	\$676,105	\$44,778
Property tax based on Average Residential Value	\$654	\$719	\$65

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

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2021-2024
ELECTORAL AREA C

	Elect Area C	Elect Area C	Elect Area C	Elect Area C	Elect Area C	Elect Area C
	Final 2019	Final 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Administration	65,722	92,395	111,006	111,372	116,557	119,949
Grants In Aid	3,411	3,385	3,921	3,921	3,921	3,921
Electoral Areas Administration	63,870	79,222	88,200	106,669	101,430	104,833
Southern Community Restorative Justice	4,950	5,074	5,074	5,074	5,074	5,074
Electoral Area Community Planning	212,113	233,324	246,157	259,695	272,680	283,587
Regional Growth Strategy	11,517	24,615	24,649	20,657	21,360	21,975
House Numbering	2,222	2,310	2,310	2,310	2,310	2,310
Hazardous Properties	2,548	2,927	3,126	3,172	3,219	3,267
Unsightly Premises	1,383	1,660	1,710	1,757	1,804	1,854
Southern Community Transit	8,190	12,059	13,024	14,457	17,348	18,216
Solid Waste Management	23,786	27,596	31,182	35,237	38,760	44,574
Animal Control Area A,B,C, Lantzville	13,860	16,503	19,280	20,394	20,898	21,416
Regional Parks - Operations	26,203	29,368	32,892	35,195	37,306	39,545
Regional Parks - Acquisitions	22,832	28,960	29,260	29,560	29,860	30,160
Community Parks - Extension + Wellington combined	167,466	175,438	186,399	197,438	206,390	212,733
Southern Community Recreation	294,724	327,427	352,603	381,322	412,614	446,711
Port Theatre/Cultural Centre Contribution	19,701	21,184	21,449	22,093	22,755	23,438
Liquid Waste Management Planning	4,403	4,611	4,749	4,892	5,087	5,291
Drinking Water/Watershed Protection	11,416	17,376	17,556	17,736	17,916	18,096
D68 Search & Rescue	1,233	1,252	1,306	1,306	1,306	1,306
D68 Emergency 911	40,194	42,305	43,948	44,791	45,657	46,535
Emergency Planning	40,075	42,823	44,107	45,431	46,339	47,266
Noise Control	5,010	7,456	7,675	7,900	8,134	8,372
Feasibility Studies	5,000	0	20,000	20,000	20,000	20,000
Regional District General Services Requisition	\$1,051,829	\$1,199,270	\$1,311,583	\$1,392,379	\$1,458,725	\$1,530,429
Vancouver Island Regional Library	208,285	219,783	226,377	233,168	240,164	247,369
Total Requisition	\$1,260,114	\$1,419,053	\$1,537,960	\$1,625,547	\$1,698,889	\$1,777,798

LOCAL SERVICE AREAS						
Cassidy Waterloo Fire	195,944	210,640	225,385	241,162	258,043	335,456
Wellington Fire/Streetlighting	85,534	95,232	103,440	100,431	103,330	106,315
Extension Fire	182,180	192,200	203,732	215,956	237,552	261,307
Nanaimo River Fire	17,792	17,792	17,792	17,792	17,792	17,792

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2021-2024
ELECTORAL AREA C

	Elect Area C	Elect Area C	Elect Area C	Elect Area C	Elect Area C	Elect Area C
	Final 2019	Final 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Administration	0.045	0.058	0.068	0.067	0.070	0.071
Community Grants	0.002	0.002	0.002	0.002	0.002	0.002
Electoral Area Administration	0.043	0.049	0.054	0.065	0.061	0.062
Southern Community Restorative Justice	0.003	0.003	0.003	0.003	0.003	0.003
Electoral Area Community Planning	0.144	0.145	0.151	0.157	0.163	0.167
Regional Growth Strategy	0.008	0.015	0.015	0.013	0.013	0.013
House Numbering	0.002	0.001	0.001	0.001	0.001	0.001
Hazardous Properties	0.002	0.002	0.002	0.002	0.002	0.002
Unsightly Premises	0.001	0.001	0.001	0.001	0.001	0.001
Southern Community Transit	0.016	0.021	0.023	0.025	0.029	0.030
Solid Waste Management	0.016	0.017	0.019	0.021	0.023	0.026
Animal Control Area A,B,C,Lantzville	0.009	0.010	0.012	0.012	0.012	0.013
Noise Control	0.003	0.005	0.005	0.005	0.005	0.005
Regional Parks Operations	0.018	0.018	0.020	0.021	0.022	0.023
Community Parks	0.260	0.247	0.256	0.267	0.276	0.281
Southern Community Recreation	0.199	0.204	0.217	0.231	0.246	0.263
Port Theatre/Cultural Centre Contribution	0.024	0.024	0.024	0.024	0.025	0.025
Liquid Waste Management Planning	0.003	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	0.027	0.026	0.027	0.027	0.027	0.027
Emergency Planning	0.027	0.027	0.027	0.027	0.028	0.028
Feasibility Studies	0.003	0.000	0.012	0.012	0.012	0.012
Regional District General Services Rate	0.857	0.878	0.943	0.987	1.025	1.059
Vancouver Island Regional Library	0.141	0.137	0.139	0.141	0.143	0.145
General Services Tax Rate	0.998	1.015	1.082	1.128	1.168	1.204
General Services Cost per \$100,000	\$99.79	\$101.54	\$108.20	\$112.80	\$116.80	\$120.40
Regional Parcel Taxes	\$24.00	\$32.00	\$32.00	\$32.00	\$32.00	\$32.00
Current Year Cost at \$100,000	\$123.79	\$133.54	\$140.20	\$144.80	\$148.80	\$152.40
Dollar Change Year over Year	(\$4.41)	\$9.75	\$6.66	\$4.60	\$4.00	\$3.60
Local Service Area Rates						
Cassidy Waterloo Fire (tax rate)	0.827	0.825	0.870	0.917	0.967	1.240
Wellington Fire/Streetlight	0.748	0.766	0.820	0.784	0.795	0.807
Extension Fire	0.815	0.802	0.838	0.875	0.949	1.029
Nanaimo River Fire	0.431	0.404	0.398	0.393	0.387	0.381
Average Residential Value	\$631,326	\$676,105	\$676,105	\$676,105	\$676,105	\$676,105
Property tax based on Average Residential Value	\$654	\$718	\$764	\$795	\$822	\$846

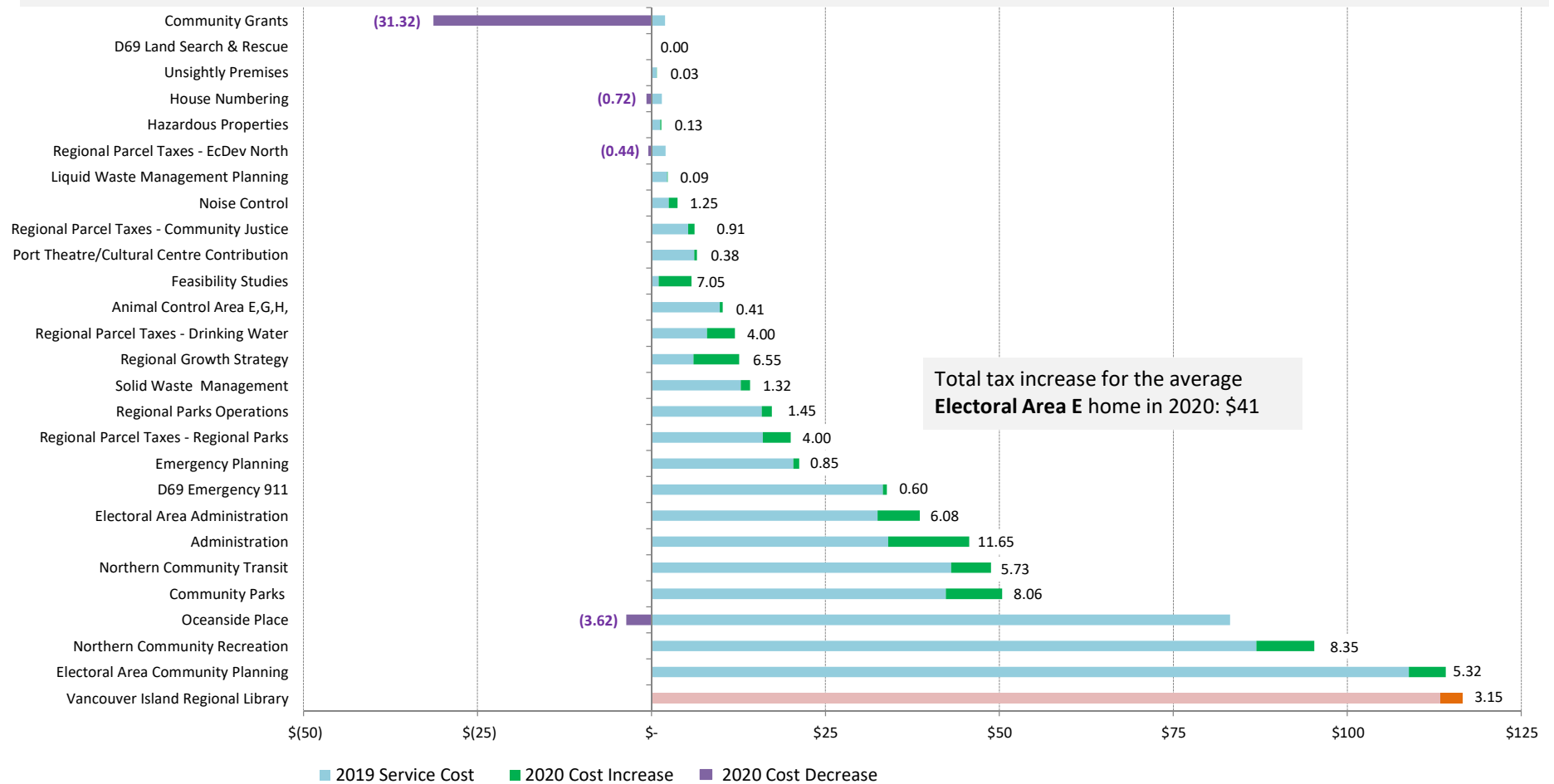
* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional District's to use

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REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area E Average Home Tax Change

2020 Total Cost for the average **Electoral Area E Home** (\$787,264) = \$733



**REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA E**

	Elect Area E Final 2019	Elect Area E Final 2020	Changed Service Level
Administration	123,647	167,232	20,348
Community Grants	7,253	-108,274	
Electoral Areas Administration	120,162	143,391	
D69 Community Justice	18,102	21,260	
Electoral Area Community Planning	385,756	407,779	
Regional Growth Strategy	22,925	47,790	22,232
House Numbering	4,180	4,181	
Northern Community Economic Development	6,997	5,521	
Hazardous Properties	4,793	5,297	
Unightly Premises	2,602	3,005	
Northern Community Transit	158,171	180,624	
Solid Waste Management	47,353	53,587	5,210
Animal Control Area E, G, H	34,885	36,779	
Regional Parks - Operations	57,156	64,059	
Regional Parks - Acquisitions & Capital	54,752	68,540	13,708
Community Parks	156,582	187,000	
Northern Community Recreation	320,715	351,190	63,792
Oceanside Place	306,214	293,316	
Port Theatre/Cultural Centre Contribution	22,694	24,138	
Liquid Waste Management Planning	8,765	8,953	
Drinking Water/Watershed Protection	27,376	41,124	13,708
D69 Land Search & Rescue	1,345	1,378	
D69 Emergency 911	123,440	126,115	2,675
Emergency Planning	75,396	77,508	5,685
Noise Control	9,242	13,878	
Feasibility Studies	4,000	30,000	
Regional District General Services Requisition	\$2,104,503	\$2,255,371	\$147,358
Vancouver Island Regional Library	416,657	429,671	13,014
Total Requisition	\$2,521,160	\$2,685,042	\$160,372

LOCAL SERVICE AREAS		
Nanoose Bay Fire	888,087	932,491
Fairwinds Streetlighting	23,500	24,910
Rural Areas Streetlighting	19,910	20,308

REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
ELECTORAL AREA E HISTORY OF MEMBER PARTICIPATION

	Elect Area E	Elect Area E	Changed Service Level
	Final 2019	Final 2020	
Administration	0.045	0.058	0.007
Community Grants	0.003	-0.037	
Electoral Area Administration	0.043	0.049	
Electoral Area Community Planning	0.144	0.145	
Regional Growth Strategy	0.008	0.016	0.008
House Numbering	0.002	0.001	
Hazardous Properties	0.002	0.002	
Unightly Premises	0.001	0.001	
Northern Community Transit	0.057	0.062	
Solid Waste Management	0.017	0.018	0.002
Animal Control Area E,G,H, Noise Control	0.013 0.003	0.013 0.005	
Regional Parks Operations	0.021	0.022	
Community Parks	0.056	0.064	
Northern Community Recreation	0.115	0.121	0.022
Oceanside Place	0.110	0.101	
Port Theatre/Cultural Centre Contribution	0.008	0.008	
Liquid Waste Management Planning	0.003	0.003	
D69 Land Search & Rescue	0.000	0.000	
D69 Emergency 911	0.044	0.043	(0.001)
Emergency Planning	0.027	0.027	0.002
Feasibility Studies	0.001	0.010	
Regional District General Services Rate	0.723	0.732	0.040
Vancouver Island Regional Library	0.150	0.148	(0.002)
General Services Tax Rate	0.873	0.880	0.038
General Services Cost per \$100,000	\$87.32	\$87.99	\$3.80
Regional Parcel Taxes	\$31.34	\$39.81	8.47
Current Year Cost at \$100,000	\$118.66	\$127.80	\$12.27
Dollar Change Year over Year	\$0.65	\$9.15	

Local Service Area Rates			
NanOOSE Bay Fire	0.299	0.302	
Fairwinds Streetlighting	0.037	0.037	
Rural Areas Streetlighting	0.054	0.053	

Average Residential Value*	\$755,770	\$787,264	\$31,494
Property tax based on Average Residential Value	\$691	\$733	\$41

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

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2021-2024
ELECTORAL AREA E

	Elect Area E	Elect Area E	Elect Area E	Elect Area E	Elect Area E	Elect Area E
	Final 2019	Final 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Administration	123,647	167,232	200,920	201,582	210,966	217,105
Grants In Aid	7,253	-108,274	7,933	7,933	7,933	7,933
Electoral Areas Administration	120,162	143,391	159,640	193,069	183,586	189,745
D69 Community Justice	18,102	21,260	23,047	23,048	23,050	23,051
Electoral Area Community Planning	385,756	407,779	430,206	453,869	476,562	495,624
Regional Growth Strategy	22,925	47,790	47,856	40,107	41,471	42,665
House Numbering	4,180	4,181	4,181	4,181	4,181	4,181
Northern Community Economic Development	6,997	5,521	6,972	6,953	6,933	6,914
Hazardous Properties	4,793	5,297	5,658	5,741	5,827	5,914
Unsightly Premises	2,602	3,005	3,095	3,179	3,266	3,355
Northern Community Transit	158,171	180,624	207,718	234,721	258,193	273,685
Solid Waste Management	47,353	53,587	60,554	68,425	75,268	86,559
Animal Control Area E,G,H,	34,885	36,779	38,653	39,850	41,082	42,352
Regional Parks - Operations	57,156	64,059	71,747	76,769	81,375	86,257
Regional Parks - Acquisitions	54,752	68,540	68,540	68,540	68,540	68,540
Community Parks	156,582	187,000	205,700	215,985	222,465	226,914
Northern Community Recreation	320,715	351,190	385,985	393,705	401,578	409,610
Oceanside Place	306,214	293,316	343,866	394,248	416,145	418,444
Port Theatre/Cultural Centre Contribution	22,694	24,138	24,475	25,209	25,965	26,744
Liquid Waste Management Planning	8,765	8,953	9,222	9,499	9,879	10,274
Drinking Water/Watershed Protection	27,376	41,124	41,124	41,124	41,124	41,124
D69 Land Search & Rescue	1,345	1,378	1,379	1,381	1,382	1,384
D69 Emergency 911	123,440	126,115	131,643	134,232	136,915	139,609
Emergency Planning	75,396	77,508	79,833	82,228	83,873	85,550
Noise Control	9,242	13,878	14,286	14,706	15,139	15,585
Feasibility Studies	4,000	30,000	20,000	20,000	20,000	20,000
Regional District General Services Requisition	\$2,104,504	\$2,255,371	\$2,594,233	\$2,760,284	\$2,862,698	\$2,949,118
Vancouver Island Regional Library	416,657	429,671	442,561	455,838	469,514	483,599
Total Requisition	\$2,521,161	\$2,685,042	\$3,036,794	\$3,216,122	\$3,332,212	\$3,432,717

LOCAL SERVICE AREAS						
Nanose Bay Fire	888,087	932,491	951,141	970,164	979,865	994,563
Fairwinds Streetlighting	23,500	24,910	25,408	25,916	26,435	26,963
Rural Areas Streetlighting	19,910	20,308	20,714	21,128	21,551	21,982

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2021-2024
ELECTORAL AREA E

	Elect Area E	Elect Area E	Elect Area E	Elect Area E	Elect Area E	Elect Area E
	Final 2019	Final 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Administration	0.045	0.058	0.068	0.067	0.070	0.071
Community Grants	0.003	-0.037	0.003	0.003	0.003	0.003
Electoral Area Administration	0.043	0.049	0.054	0.065	0.061	0.062
Electoral Area Community Planning	0.144	0.145	0.151	0.157	0.163	0.167
Regional Growth Strategy	0.008	0.016	0.016	0.013	0.014	0.014
House Numbering	0.002	0.001	0.001	0.001	0.001	0.001
Hazardous Properties	0.002	0.002	0.002	0.002	0.002	0.002
Unsightly Premises	0.001	0.001	0.001	0.001	0.001	0.001
Northern Community Transit	0.057	0.062	0.070	0.078	0.085	0.089
Solid Waste Management	0.017	0.018	0.021	0.023	0.025	0.028
Animal Control Area E,G,H, Noise Control	0.013 0.003	0.013 0.005	0.013 0.005	0.013 0.005	0.014 0.005	0.014 0.005
Regional Parks Operations	0.021	0.022	0.024	0.026	0.027	0.028
Community Parks	0.056	0.064	0.070	0.072	0.073	0.074
Northern Community Recreation	0.115	0.121	0.131	0.132	0.132	0.133
Oceanside Place	0.110	0.101	0.117	0.132	0.137	0.136
Port Theatre/Cultural Centre Contribution	0.008	0.008	0.008	0.008	0.009	0.009
Liquid Waste Management Planning	0.003	0.003	0.003	0.003	0.003	0.003
D69 Land Search & Rescue	0.000	0.000	0.000	0.000	0.000	0.000
D69 Emergency 911	0.044	0.043	0.045	0.045	0.045	0.045
Emergency Planning	0.027	0.027	0.027	0.027	0.028	0.028
Feasibility Studies	0.001	0.010	0.007	0.007	0.007	0.007
Regional District General Services Rate	0.723	0.732	0.837	0.880	0.905	0.920
Vancouver Island Regional Library	0.150	0.148	0.150	0.152	0.155	0.157
General Services Tax Rate	0.873	0.880	0.987	1.032	1.060	1.077
General Services Cost per \$100,000	\$87.32	\$87.99	\$98.70	\$103.20	\$106.00	\$107.70
Regional Parcel Taxes	\$31.34	\$39.81	\$39.81	\$39.81	\$39.81	\$39.81
Current Year Cost at \$100,000	\$118.66	\$127.80	\$138.51	\$143.01	\$145.81	\$147.51
Dollar Change Year over Year	\$0.65	\$9.15	\$10.71	\$4.50	\$2.80	\$1.70

Local Service Area Rates						
Nanoose Bay Fire	0.299	0.302	0.303	0.305	0.303	0.303
Fairwinds Streetlighting	0.037	0.037	0.037	0.037	0.037	0.038
Rural Areas Streetlighting	0.054	0.053	0.053	0.053	0.054	0.054

Average Residential Value	\$755,770	\$787,264	\$787,264	\$787,264	\$787,264	\$787,264
Property tax based on Average Residential Value	\$691	\$733	\$817	\$852	\$874	\$888

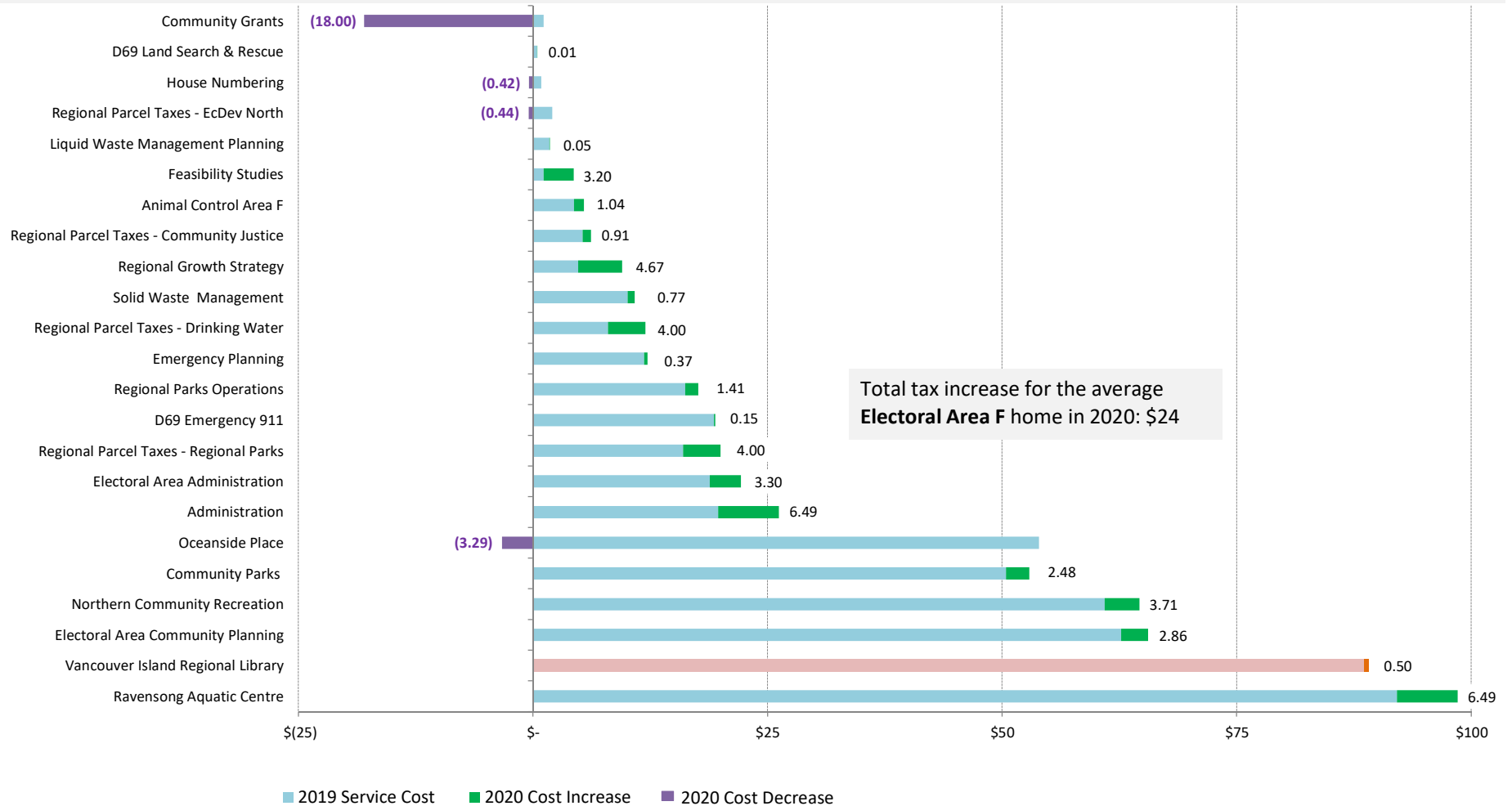
* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional District's to use

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REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area F Average Home Tax Change

2020 Total Cost for the average **Electoral Area F Home** (\$452,130) = \$575



REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA F

	Elect Area F	Elect Area F	Changed Service Level
	Final 2019	Final 2020	
Administration	86,219	120,124	14,616
Community Grants	5,057	-77,773	
Electoral Areas Administration	83,789	102,998	
D69 Community Justice	15,822	18,604	
Electoral Area Community Planning	278,263	303,348	
Regional Growth Strategy	21,139	44,652	20,772
House Numbering	2,915	3,003	
Northern Community Economic Development	6,116	4,832	
Solid Waste Management	43,688	50,099	4,871
Animal Control Area F	19,000	25,000	
Regional Parks - Operations	72,077	80,783	
Regional Parks - Acquisitions & Capital	47,856	59,980	11,996
Community Parks	222,487	244,736	
Northern Community Recreation	269,954	298,799	47,561
Oceanside Place	239,360	232,853	
Ravensong Aquatic Centre	407,729	454,729	50,571
Liquid Waste Management Planning	8,087	8,371	
Drinking Water/Watershed Protection	23,928	35,988	11,996
D69 Land Search & Rescue	1,697	1,738	
D69 Emergency 911	86,074	90,589	4,515
Emergency Planning	52,573	55,674	4,084
Feasibility Studies	5,000	20,000	
Regional District General Services Requisition	\$1,998,830	\$2,179,127	\$170,982
Vancouver Island Regional Library	392,212	410,246	18,034
Total Requisition	\$2,391,042	\$2,589,373	\$189,016

LOCAL SERVICE AREAS		
Errington Fire	657,541	742,928
Coombs-Hilliers Fire	567,773	607,527
Nanoose Bay Fire	888,087	932,491
Dashwood Fire	732,207	812,750
Meadowood Fire	139,557	139,858
French Creek Fire	698,963	699,827
Hwy # 4 Streetlighting	4,414	4,546

REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
ELECTORAL AREA F HISTORY OF MEMBER PARTICIPATION

	Elect Area F	Elect Area F	Changed Service Level
	Final 2019	Final 2020	
Administration	0.045	0.058	0.007
Community Grants	0.003	-0.037	
Electoral Area Administration	0.043	0.049	
Electoral Area Community Planning	0.143	0.145	
Regional Growth Strategy	0.011	0.021	0.010
House Numbering	0.002	0.001	
Solid Waste Management	0.023	0.024	0.002
Animal Control Area F	0.010	0.012	
Regional Parks Operations	0.037	0.039	
Community Parks	0.115	0.117	
Northern Community Recreation	0.139	0.143	0.023
Oceanside Place	0.123	0.112	
Ravensong Aquatic Centre	0.210	0.218	0.024
Liquid Waste Management Planning	0.004	0.004	
D69 Land Search & Rescue	0.001	0.001	
D69 Emergency 911	0.044	0.043	(0.001)
Emergency Planning	0.027	0.027	0.002
Feasibility Studies	0.003	0.010	
Regional District General Services Rate	0.982	0.986	0.067
Vancouver Island Regional Library	0.202	0.197	(0.005)
General Services Tax Rate	1.184	1.183	0.062
General Services Cost per \$100,000	\$118.42	\$118.33	\$6.20
Regional Parcel Taxes	\$31.34	\$39.81	8.47
Current Year Cost at \$100,000	\$149.76	\$158.15	\$14.67
Dollar Change Year over Year	\$2.95	\$8.39	

Local Service Area Rates		
Errington Fire	0.730	0.756
Coombs-Hilliers Fire	0.825	0.845
Dashwood Fire	0.937	0.976
French Creek Fire	0.466	0.445
Hwy. # 4 Streetlighting (Area F)	0.002	0.002
Meadowood Fire	\$303	\$303

Average Residential Value*	\$438,460	\$452,130	\$13,670
Property tax based on Average Residential Value	\$551	\$575	\$24

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

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2021-2024
ELECTORAL AREA F

	Elect Area F	Elect Area F	Elect Area F	Elect Area F	Elect Area F	Elect Area F
	Final 2019	Final 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Administration	86,219	120,124	144,321	144,797	151,538	155,948
Grants In Aid	5,057	-77,773	5,699	5,699	5,699	5,699
Electoral Areas Administration	83,789	102,998	114,670	138,682	131,871	136,295
D69 Community Justice	15,822	18,604	20,168	20,169	20,170	20,171
Electoral Area Community Planning	278,263	303,348	320,033	337,634	354,516	368,697
Regional Growth Strategy	21,139	44,652	44,714	37,473	38,747	39,864
House Numbering	2,915	3,003	3,003	3,003	3,003	3,003
Northern Community Economic Development	6,116	4,832	6,101	6,084	6,067	6,051
Solid Waste Management	43,688	50,099	56,612	63,971	70,369	80,923
Animal Control Area F	19,000	25,000	31,328	31,989	32,668	33,135
Regional Parks - Operations	72,077	80,783	90,477	96,810	102,619	108,776
Regional Parks - Acquisitions	47,856	59,980	59,980	59,980	59,980	59,980
Community Parks	222,487	244,736	259,420	272,391	280,563	288,980
Northern Community Recreation	269,954	298,799	326,541	333,072	339,733	346,529
Oceanside Place	239,360	232,853	272,983	312,979	330,363	332,188
Ravensong Aquatic Centre	407,729	454,729	500,202	550,222	577,733	606,620
Liquid Waste Management Planning	8,087	8,371	8,622	8,880	9,236	9,605
Drinking Water/Watershed Protection	23,928	35,988	35,988	35,988	35,988	35,988
D69 Land Search & Rescue	1,697	1,738	1,740	1,741	1,743	1,745
D69 Emergency 911	86,074	90,589	94,560	96,420	98,347	100,282
Emergency Planning	52,573	55,674	57,345	59,065	60,246	61,451
Feasibility Studies	5,000	20,000	20,000	20,000	20,000	20,000
Regional District General Services Requisition	\$1,998,830	\$2,179,127	\$2,474,507	\$2,637,049	\$2,731,199	\$2,821,930
Vancouver Island Regional Library	392,212	410,246	422,553	435,230	448,286	461,736
Total Requisition	\$2,391,042	\$2,589,373	\$2,897,060	\$3,072,279	\$3,179,485	\$3,283,666

LOCAL SERVICE AREAS						
Errington Fire	657,541	742,928	794,933	842,629	893,187	946,778
Coombs-Hilliers Fire	567,773	607,527	631,828	653,942	676,830	700,519
Nanoose Bay Fire	888,087	932,491	951,141	970,164	979,865	994,563
Dashwood Fire	732,207	812,750	1,089,085	1,121,758	1,155,410	1,190,073
Meadowood Fire	139,557	139,858	139,857	139,857	139,857	139,857
French Creek Fire	698,963	699,827	735,735	767,901	777,151	786,526
Hwy. # 4 Streetlighting	4,414	4,546	4,773	4,869	4,966	5,065

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2021-2024
ELECTORAL AREA F

	Elect Area F	Elect Area F	Elect Area F	Elect Area F	Elect Area F	Elect Area F
	Final 2019	Final 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Administration	0.045	0.058	0.068	0.067	0.070	0.071
Community Grants	0.003	-0.037	0.003	0.003	0.003	0.003
Electoral Area Administration	0.043	0.049	0.054	0.065	0.061	0.062
Electoral Area Community Planning	0.143	0.145	0.151	0.157	0.163	0.167
Regional Growth Strategy	0.011	0.021	0.021	0.017	0.018	0.018
House Numbering	0.002	0.001	0.001	0.001	0.001	0.001
Solid Waste Management	0.023	0.024	0.027	0.030	0.032	0.037
Animal Control Area F	0.010	0.012	0.015	0.015	0.015	0.015
Regional Parks Operations	0.037	0.039	0.043	0.045	0.047	0.049
Community Parks	0.115	0.117	0.123	0.127	0.129	0.131
Northern Community Recreation	0.139	0.143	0.154	0.155	0.156	0.157
Oceanside Place	0.123	0.112	0.129	0.146	0.152	0.150
Ravensong Aquatic Centre	0.210	0.218	0.236	0.256	0.265	0.274
Liquid Waste Management Planning	0.004	0.004	0.004	0.004	0.004	0.004
D69 Land Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D69 Emergency 911	0.044	0.043	0.045	0.045	0.045	0.045
Emergency Planning	0.027	0.027	0.027	0.027	0.028	0.028
Feasibility Studies	0.003	0.010	0.009	0.009	0.009	0.009
Regional District General Services Rate	0.982	0.986	1.111	1.170	1.199	1.222
Vancouver Island Regional Library	0.202	0.197	0.200	0.203	0.206	0.209
General Services Tax Rate	1.184	1.183	1.311	1.373	1.405	1.431
General Services Cost per \$100,000	\$118.42	\$118.33	\$131.10	\$137.30	\$140.50	\$143.10
Regional Parcel Taxes	\$31.34	\$39.81	\$39.81	\$39.81	\$39.81	\$39.81
Current Year Cost at \$100,000	\$149.76	\$158.15	\$170.91	\$177.11	\$180.31	\$182.91
Dollar Change Year over Year	\$2.95	\$8.39	\$12.76	\$6.20	\$3.20	\$2.60

Local Service Area Rates						
Errington Fire	0.730	0.756	0.796	0.832	0.869	0.908
Coombs-Hilliers Fire	0.825	0.845	0.866	0.883	0.901	0.919
Dashwood Fire	0.937	0.976	1.289	1.309	1.328	1.349
French Creek Fire	0.466	0.445	0.461	0.474	0.473	0.472
Hwy. # 4 Streetlighting (Area F)	0.002	0.002	0.002	0.002	0.002	0.002
Meadowood Fire	\$303	\$303	\$303	\$303	\$303	\$303

Average Residential Value	\$438,460	\$452,130	\$452,130	\$452,130	\$452,130	\$452,130
Property tax based on Average Residential Value	\$551	\$575	\$633	\$661	\$675	\$687

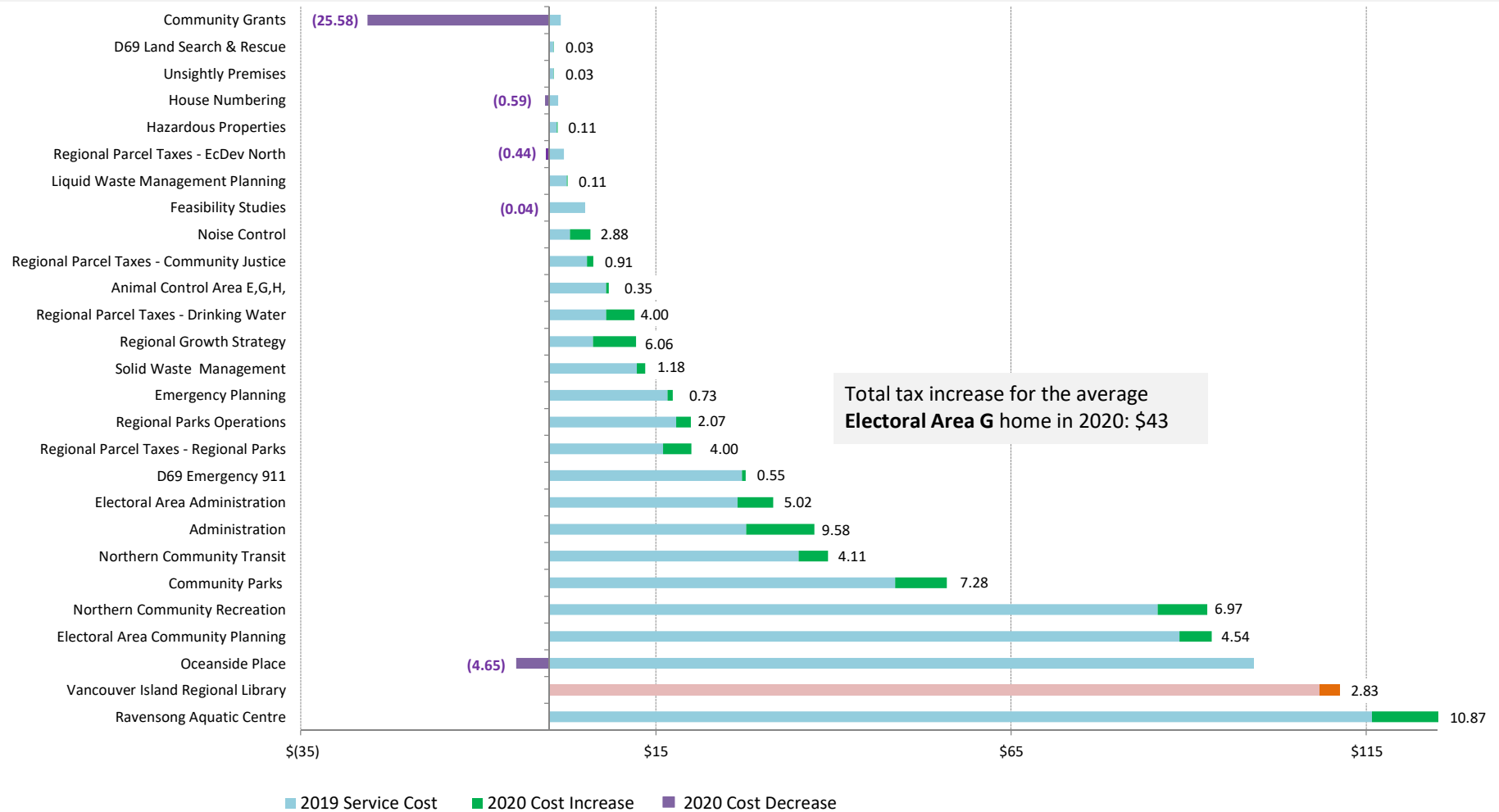
* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional District's to use

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REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area G Average Home Tax Change

2020 Total Cost for the average **Electoral Area G Home** (\$643,098) = \$814



REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA G

	Elect Area G	Elect Area G	Changed Service Level
	Final 2019	Final 2020	
Administration	107,994	147,000	17,886
Community Grants	6,335	-95,175	
Electoral Areas Administration	104,950	126,042	
D69 Community Justice	19,969	23,492	
Electoral Area Community Planning	348,542	371,218	
Regional Growth Strategy	23,194	48,503	22,563
House Numbering	3,651	3,675	
Northern Community Economic Development	7,719	6,101	
Hazardous Properties	4,186	4,656	
Unsightly Premises	2,273	2,642	
Northern Community Transit	138,717	155,795	
Solid Waste Management	47,925	54,404	5,289
Animal Control Area E, G, H	30,469	32,329	
Regional Parks - Operations	69,753	78,179	
Regional Parks - Acquisitions & Capital	60,400	75,740	15,148
Community Parks	191,785	220,936	
Northern Community Recreation	337,440	367,831	58,285
Oceanside Place	390,308	374,738	
Ravensong Aquatic Centre	455,794	503,341	55,977
Liquid Waste Management Planning	8,871	9,090	
Drinking Water/Watershed Protection	30,200	45,444	15,148
D69 Land Search & Rescue	1,642	1,682	
D69 Emergency 911	107,813	110,857	3,044
Emergency Planning	65,851	68,131	4,997
Noise Control	11,439	22,952	5,390
Feasibility Studies	20,000	20,000	
Regional District General Services Requisition	\$2,597,220	\$2,779,603	\$203,727
Vancouver Island Regional Library	426,494	441,600	15,106
Total Requisition	\$3,023,714	\$3,221,204	\$218,833

LOCAL SERVICE AREAS		
Errington Fire	657,541	742,928
Parksville Local Fire	142,785	146,103
Nanoose Bay Fire	888,087	932,491
Dashwood Fire	732,207	812,750
French Creek Fire	698,963	699,827
Rural Areas Streetlighting	19,910	20,308
Fr. Creek Village Streetlighting	15,125	10,276
Highway Intersections Streetlighting	2,159	2,915
Morningstar Streetlighting	18,045	19,489
Sandpiper Streetlighting	15,487	16,416
Englishman River Community Streetlighting	7,090	7,374
Englishman River Stormwater	5,320	5,426

REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
ELECTORAL AREA G HISTORY OF MEMBER PARTICIPATION

	Elect Area G	Elect Area G	Changed Service Level
	Final 2019	Final 2020	
Administration	0.045	0.058	0.007
Community Grants	0.003	-0.037	
Electoral Area Administration	0.043	0.049	
Electoral Area Community Planning	0.144	0.145	
Regional Growth Strategy	0.010	0.019	0.009
House Numbering	0.002	0.001	
Hazardous Properties	0.002	0.002	
Unightly Premises	0.001	0.001	
Northern Community Transit	0.057	0.061	
Solid Waste Management	0.020	0.021	0.002
Animal Control Area E,G,H,	0.013	0.013	
Noise Control	0.005	0.009	0.002
Regional Parks Operations	0.029	0.031	
Community Parks	0.079	0.087	
Northern Community Recreation	0.139	0.144	0.023
Oceanside Place	0.161	0.147	
Ravensong Aquatic Centre	0.188	0.197	0.022
Liquid Waste Management Planning	0.004	0.004	
D69 Land Search & Rescue	0.001	0.001	
D69 Emergency 911	0.044	0.043	(0.001)
Emergency Planning	0.027	0.027	0.002
Feasibility Studies	0.008	0.008	
Regional District General Services Rate	1.024	1.030	0.066
Vancouver Island Regional Library	0.176	0.173	(0.003)
General Services Tax Rate	1.200	1.203	0.063
General Services Cost per \$100,000	\$120.02	\$120.33	\$6.30
Regional Parcel Taxes	\$31.34	\$39.81	8.47
Current Year Cost at \$100,000	\$151.36	\$160.14	\$14.77
Dollar Change Year over Year	\$2.55	\$8.78	

Local Service Area Rates		
Errington Fire	0.730	0.756
Parksville Local Fire	0.386	0.373
Dashwood Fire	0.937	0.976
French Creek Fire	0.466	0.445
Rural Areas Streetlighting	0.054	0.053
Fr. Creek Village Streetlighting	0.168	0.107
Highway Intersection Streetlights (French Creek)	0.002	0.002
Morningstar Streetlighting	0.054	0.055
Sandpiper Streetlighting	0.082	0.083
Englishman River Community Streetlighting	0.040	0.041

Average Residential Value*	\$616,063	\$643,098	\$27,035
Property tax based on Average Residential Value	\$771	\$814	\$43

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

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2021-2024
ELECTORAL AREA G

	Elect Area G	Elect Area G	Elect Area G	Elect Area G	Elect Area G	Elect Area G
	Final 2019	Final 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Administration	107,994	147,000	176,611	177,193	185,442	190,838
Grants In Aid	6,335	-95,175	6,974	6,974	6,974	6,974
Electoral Areas Administration	104,950	126,042	140,326	169,710	161,374	166,789
D69 Community Justice	19,969	23,492	25,635	25,805	25,974	26,144
Electoral Area Community Planning	348,542	371,218	391,635	413,175	433,833	451,187
Regional Growth Strategy	23,194	48,503	48,568	40,704	42,088	43,301
House Numbering	3,651	3,675	3,675	3,675	3,675	3,675
Northern Community Economic Development	7,719	6,101	7,755	7,785	7,813	7,842
Hazardous Properties	4,186	4,656	4,974	5,047	5,122	5,199
Unsightly Premises	2,273	2,642	2,720	2,795	2,871	2,949
Northern Community Transit	138,717	155,795	179,164	202,455	222,701	236,062
Solid Waste Management	47,925	54,404	61,477	69,469	76,416	87,879
Animal Control Area E,G,H,	30,469	32,329	33,977	35,029	36,112	37,228
Regional Parks - Operations	69,753	78,179	87,560	93,689	99,311	105,269
Regional Parks - Acquisitions	60,400	75,740	76,240	76,740	77,240	77,740
Community Parks	191,785	220,936	220,936	220,936	220,936	220,936
Northern Community Recreation	337,440	367,831	401,909	409,947	418,146	426,509
Oceanside Place	390,308	374,738	439,322	503,690	531,664	534,602
Ravensong Aquatic Centre	455,794	503,341	553,675	609,042	639,495	671,469
Liquid Waste Management Planning	8,871	9,090	9,363	9,644	10,029	10,431
Drinking Water/Watershed Protection	30,200	45,444	45,744	46,044	46,344	46,644
D69 Land Search & Rescue	1,642	1,682	1,684	1,685	1,687	1,689
D69 Emergency 911	107,813	110,857	115,716	117,992	120,350	122,718
Emergency Planning	65,851	68,131	70,175	72,280	73,726	75,200
Noise Control	11,439	22,952	20,358	20,960	21,581	22,221
Feasibility Studies	20,000	20,000	20,000	20,000	20,000	20,000
Regional District General Services Requisition	\$2,597,220	\$2,779,604	\$3,146,173	\$3,362,464	\$3,490,905	\$3,601,495
Vancouver Island Regional Library	426,494	441,600	454,847	468,493	482,548	497,024
Total Requisition	\$3,023,714	\$3,221,204	\$3,601,020	\$3,830,957	\$3,973,453	\$4,098,519

LOCAL SERVICE AREAS						
Errington Fire	657,541	742,928	794,933	842,629	893,187	946,778
Parksville Local Fire	142,785	146,103	147,508	162,753	166,008	169,328
Nanoose Bay Fire	888,087	932,491	951,141	970,164	979,865	994,563
Dashwood Fire	732,207	812,750	1,089,085	1,121,758	1,155,410	1,190,073
French Creek Fire	698,963	699,827	735,735	767,901	777,151	786,526
Rural Areas Streetlighting	19,910	20,308	20,714	21,128	21,551	21,982
Fr. Creek Village Streetlighting	15,125	10,276	10,482	10,691	10,905	11,123
Highway Intersection Streetlights	2,159	2,915	3,177	3,273	3,371	3,438
Morningstar Streetlighting	18,045	19,489	20,074	20,475	20,885	21,302
Sandpiper Streetlighting	15,487	16,416	17,073	17,585	17,937	18,295
Englishman River Community Streetlighting	7,090	7,374	7,669	7,899	8,057	8,218
Englishman River Stormwater	5,320	5,426	5,535	5,645	5,758	5,873

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2021-2024
ELECTORAL AREA G

	Elect Area G	Elect Area G	Elect Area G	Elect Area G	Elect Area G	Elect Area G
	Final 2019	Final 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Administration	0.045	0.058	0.068	0.067	0.070	0.071
Community Grants	0.003	-0.037	0.003	0.003	0.003	0.003
Electoral Area Administration	0.043	0.049	0.054	0.065	0.061	0.062
Electoral Area Community Planning	0.144	0.145	0.151	0.157	0.163	0.167
Regional Growth Strategy	0.010	0.019	0.019	0.015	0.016	0.016
House Numbering	0.002	0.001	0.001	0.001	0.001	0.001
Hazardous Properties	0.002	0.002	0.002	0.002	0.002	0.002
Unightly Premises	0.001	0.001	0.001	0.001	0.001	0.001
Northern Community Transit	0.057	0.061	0.069	0.077	0.083	0.087
Solid Waste Management	0.020	0.021	0.024	0.026	0.029	0.032
Animal Control Area E,G,H, Noise Control	0.013 0.005	0.013 0.009	0.013 0.008	0.013 0.008	0.014 0.008	0.014 0.008
Regional Parks Operations	0.029	0.031	0.034	0.036	0.037	0.039
Community Parks	0.079	0.087	0.085	0.084	0.083	0.082
Northern Community Recreation	0.139	0.144	0.155	0.156	0.157	0.158
Oceanside Place	0.161	0.147	0.170	0.192	0.199	0.198
Ravensong Aquatic Centre	0.188	0.197	0.214	0.232	0.240	0.248
Liquid Waste Management Planning	0.004	0.004	0.004	0.004	0.004	0.004
D69 Land Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D69 Emergency 911	0.044	0.043	0.045	0.045	0.045	0.045
Emergency Planning	0.027	0.027	0.027	0.027	0.028	0.028
Feasibility Studies	0.008	0.008	0.008	0.008	0.008	0.007
Regional District General Services Rate	1.024	1.030	1.156	1.220	1.253	1.274
Vancouver Island Regional Library	0.176	0.173	0.176	0.178	0.181	0.184
General Services Tax Rate	1.200	1.203	1.332	1.398	1.434	1.458
General Services Cost per \$100,000	\$120.00	\$120.33	\$133.20	\$139.80	\$143.40	\$145.80
Regional Parcel Taxes	\$31.34	\$39.81	\$39.81	\$39.81	\$39.81	\$39.81
Current Year Cost at \$100,000	\$151.34	\$160.14	\$173.01	\$179.61	\$183.21	\$185.61
Dollar Change Year over Year	\$2.53	\$8.80	\$12.87	\$6.60	\$3.60	\$2.40

Local Service Area Rates						
Errington Fire	0.741	0.756	0.796	0.832	0.869	0.908
Parksville Local Fire	0.386	0.373	0.372	0.404	0.406	0.408
Dashwood Fire	0.938	0.976	1.289	1.309	1.328	1.349
French Creek Fire	0.466	0.445	0.461	0.474	0.473	0.472
Rural Areas Streetlighting	0.054	0.053	0.053	0.053	0.054	0.054
Fr. Creek Village Streetlighting	0.168	0.107	0.108	0.108	0.109	0.110
Highway Intersection Streetlights (French Creek)	0.002	0.002	0.002	0.002	0.002	0.002
Morningstar Streetlighting	0.054	0.055	0.056	0.056	0.056	0.057
Sandpiper Streetlighting	0.082	0.083	0.085	0.086	0.087	0.087
Englishman River Community Streetlighting	0.040	0.041	0.042	0.043	0.043	0.043

Average Residential Value	\$616,063	\$643,098	\$643,098	\$643,098	\$643,098	\$643,098
Property tax based on Average Residential Value	\$771	\$814	\$896	\$939	\$962	\$977

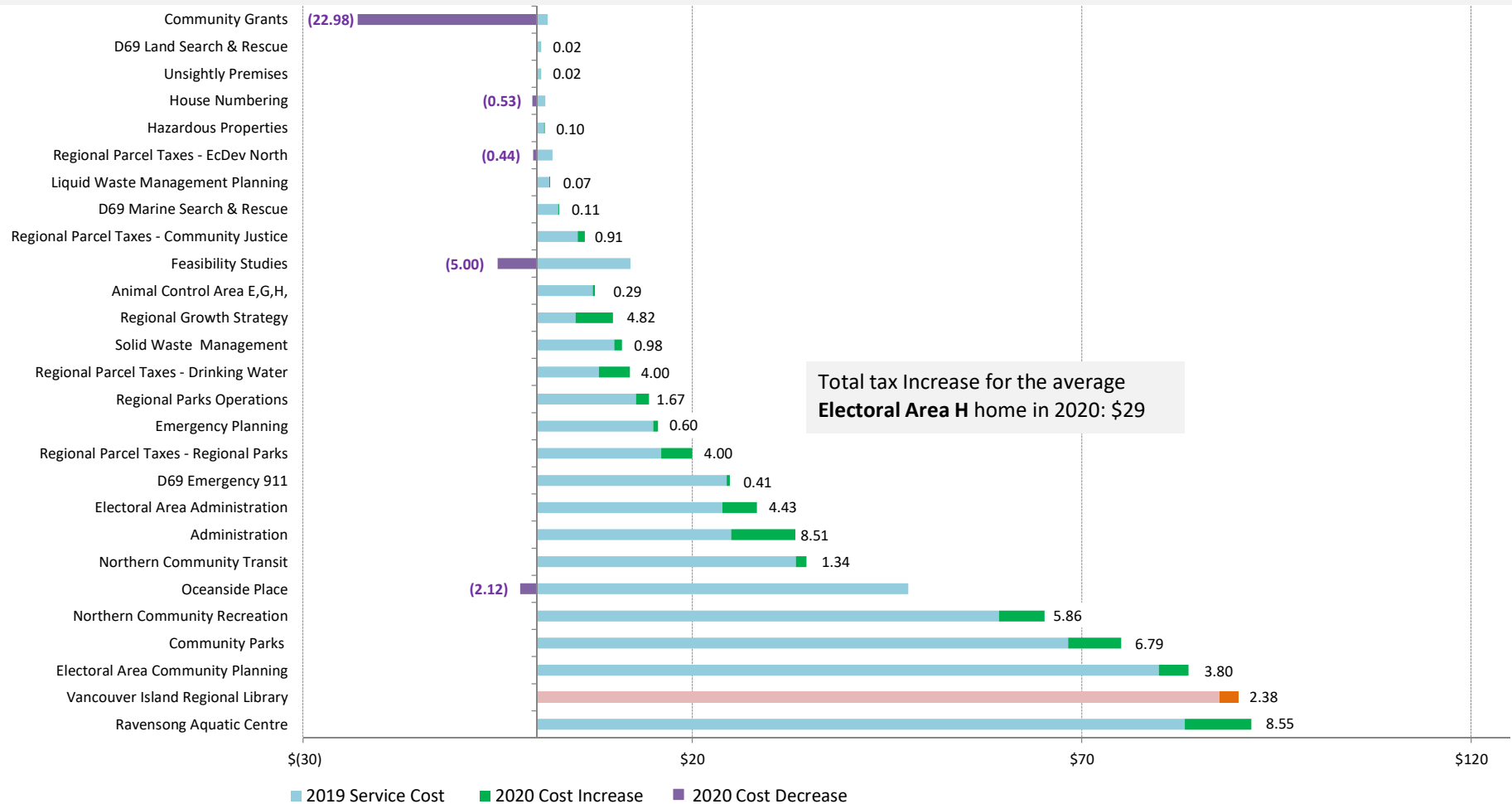
* Average Residential Value is based on Hospital Purpose Net Taxable Values required by the Local Government Act for Regional District's to use

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REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area H Average Home Tax Change

2020 Total Cost for the average **Electoral Area H Home** (\$577,377) = \$664



REGIONAL DISTRICT OF NANAIMO
2020 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA H

	Elect Area H Final 2019	Elect Area H Final 2020	Changed Service Level
Administration	69,634	94,396	11,485
Community Grants	4,085	-61,118	
Electoral Areas Administration	67,672	80,939	
D69 Community Justice	13,357	15,719	
Electoral Area Community Planning	224,740	238,380	
Regional Growth Strategy	13,560	28,301	13,166
House Numbering	2,352	2,360	
Northern Community Economic Development	5,163	4,083	
Hazardous Properties	2,699	2,991	
Unsightly Premises	1,465	1,698	
Northern Community Transit	93,945	97,912	
Solid Waste Management	28,010	31,738	3,084
Animal Control Area E,G,H,	19,646	20,761	
Regional Parks - Operations	36,246	40,621	
Regional Parks - Acquisitions & Capital	40,400	50,680	10,136
Community Parks	192,153	213,294	
Northern Community Recreation	168,310	185,352	35,527
Oceanside Place	135,403	129,947	
Ravensong Aquatic Centre	235,655	259,834	28,894
Liquid Waste Management Planning	5,184	5,302	
Drinking Water/Watershed Protection	20,200	30,408	10,136
D69 Marine Search & Rescue	7,600	8,000	
D69 Land Search & Rescue	853	874	
D69 Emergency 911	69,517	71,187	1,670
Emergency Planning	42,461	43,750	3,210
Feasibility Studies	34,000	20,000	
Regional District General Services Requisition	\$1,534,310	\$1,617,409	\$117,308
Vancouver Island Regional Library	247,447	255,576	8,129
Total Requisition	\$1,781,757	\$1,872,985	\$125,437

LOCAL SERVICE AREAS		
Dashwood Fire	732,207	812,750
Bow Horn Bay Fire	407,798	468,968

REGIONAL DISTRICT OF NANAIMO 2020 BUDGET
ELECTORAL AREA H HISTORY OF MEMBER PARTICIPATION

	Elect Area H	Elect Area H	Changed Service Level
	Final 2019	Final 2020	
Administration	0.045	0.058	0.007
Community Grants	0.003	-0.037	
Electoral Area Administration	0.043	0.049	
Electoral Area Community Planning	0.144	0.145	
Regional Growth Strategy	0.009	0.017	0.008
House Numbering	0.002	0.001	
Hazardous Properties	0.002	0.002	
Unsightly Premises	0.001	0.001	
Northern Community Transit	0.060	0.060	
Solid Waste Management	0.018	0.019	0.002
Animal Control Area E,G,H,	0.013	0.013	
Regional Parks Operations	0.023	0.025	
Community Parks	0.123	0.130	
Northern Community Recreation	0.107	0.113	0.022
Oceanside Place	0.086	0.079	
Ravensong Aquatic Centre	0.150	0.159	0.018
Liquid Waste Management Planning	0.003	0.003	
D69 Marine Search & Rescue	0.005	0.005	
D69 Land Search & Rescue	0.001	0.001	
D69 Emergency 911	0.044	0.043	(0.001)
Emergency Planning	0.027	0.027	0.002
Feasibility Studies	0.022	0.012	
Regional District General Services Rate	0.930	0.925	0.058
Vancouver Island Regional Library	0.158	0.156	(0.002)
General Services Tax Rate	1.088	1.081	0.056
General Services Cost per \$100,000	\$108.80	\$108.07	\$5.60
Regional Parcel Taxes	\$31.34	\$39.81	8.47
Current Year Cost at \$100,000	\$140.14	\$147.89	\$14.07
Dollar Change Year over Year	\$3.03	\$7.75	

Local Service Area Rates		
Dashwood Fire	0.937	0.976
Bow Horn Bay Fire	0.614	0.679

Average Residential Value*	\$555,014	\$577,377	\$22,363
Property tax based on Average Residential Value	\$635	\$664	\$29

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

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2021-2024
ELECTORAL AREA H

	Elect Area H	Elect Area H	Elect Area H	Elect Area H	Elect Area H	Elect Area H
	Final 2019	Final 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Administration	69,634	94,396	113,413	113,787	119,083	122,549
Grants In Aid	4,085	-61,118	4,476	4,476	4,476	4,476
Electoral Areas Administration	67,672	80,939	90,113	108,982	103,627	107,105
D69 Community Justice	13,357	15,719	17,128	17,217	17,305	17,393
Electoral Area Community Planning	224,740	238,380	251,491	265,323	278,589	289,733
Regional Growth Strategy	13,560	28,301	28,338	23,750	24,558	25,268
House Numbering	2,352	2,360	2,360	2,360	2,360	2,360
Northern Community Economic Development	5,163	4,083	5,182	5,194	5,206	5,217
Hazardous Properties	2,699	2,991	3,194	3,241	3,289	3,338
Unightly Premises	1,465	1,698	1,748	1,794	1,843	1,892
Northern Community Transit	93,945	97,912	112,599	127,237	139,960	148,358
Solid Waste Management	28,010	31,738	35,864	40,527	44,577	51,266
Animal Control Area E,G,H,	19,646	20,761	21,818	22,494	23,190	23,907
Regional Parks - Operations	36,246	40,621	45,496	48,680	51,601	54,698
Regional Parks - Acquisitions	40,400	50,680	50,940	51,200	51,460	51,720
Community Parks	192,153	213,294	226,092	244,179	253,946	264,104
Northern Community Recreation	168,310	185,352	204,230	208,314	212,482	216,729
Oceanside Place	135,403	129,947	152,342	174,662	184,363	185,381
Ravensong Aquatic Centre	235,655	259,834	285,817	314,398	330,118	346,623
Liquid Waste Management Planning	5,184	5,302	5,462	5,624	5,850	6,084
Drinking Water/Watershed Protection	20,200	30,408	30,564	30,720	30,876	31,032
D69 Marine Search & Rescue	7,600	8,000	8,000	8,000	8,000	8,000
D69 Land Search & Rescue	853	874	875	876	877	876
D69 Emergency 911	69,517	71,187	74,307	75,769	77,284	78,804
Emergency Planning	42,461	43,750	45,063	46,415	47,344	48,290
Feasibility Studies	34,000	20,000	20,000	20,000	20,000	20,000
Regional District General Services Requisition	\$1,534,310	\$1,617,409	\$1,836,912	\$1,965,218	\$2,042,263	\$2,115,204
Vancouver Island Regional Library	247,447	255,576	263,244	271,142	279,273	287,652
Total Requisition	\$1,781,757	\$1,872,985	\$2,100,156	\$2,236,360	\$2,321,536	\$2,402,856

LOCAL SERVICE AREAS						
Dashwood Fire	732,207	812,750	1,089,085	1,121,758	1,155,410	1,190,073
Bow Horn Bay Fire	407,798	468,968	539,313	701,107	743,174	787,764

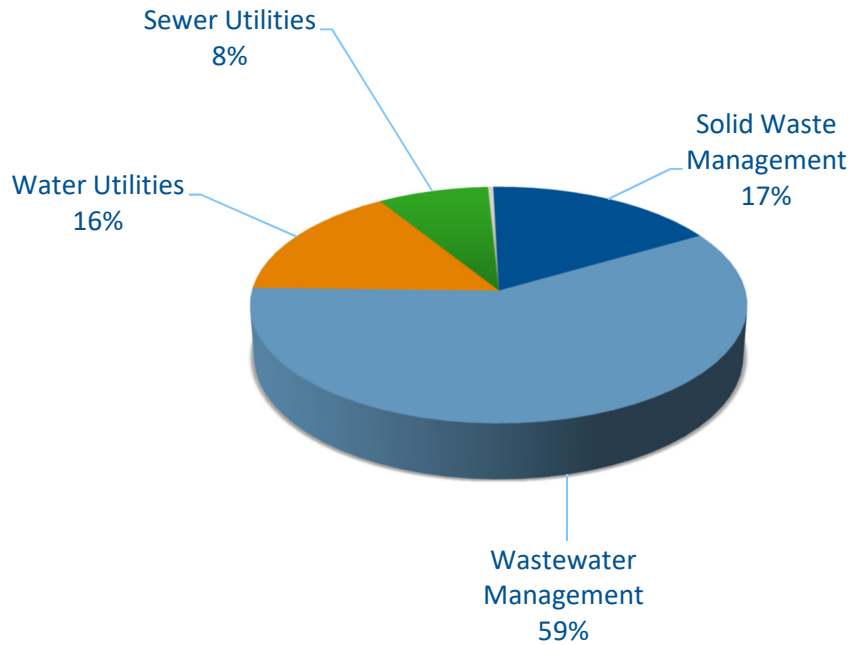
REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2021-2024
ELECTORAL AREA H

	Elect Area H	Elect Area H	Elect Area H	Elect Area H	Elect Area H	Elect Area H
	Final 2019	Final 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Administration	0.045	0.058	0.068	0.067	0.070	0.071
Community Grants	0.003	-0.037	0.003	0.003	0.003	0.003
Electoral Area Administration	0.043	0.049	0.054	0.065	0.061	0.062
Electoral Area Community Planning	0.144	0.145	0.151	0.157	0.163	0.167
Regional Growth Strategy	0.009	0.017	0.017	0.014	0.014	0.015
House Numbering	0.002	0.001	0.001	0.001	0.001	0.001
Hazardous Properties	0.002	0.002	0.002	0.002	0.002	0.002
Unightly Premises	0.001	0.001	0.001	0.001	0.001	0.001
Northern Community Transit	0.060	0.060	0.068	0.075	0.082	0.085
Solid Waste Management	0.018	0.019	0.022	0.024	0.026	0.030
Animal Control Area E,G,H,	0.013	0.013	0.013	0.013	0.014	0.014
Regional Parks Operations	0.023	0.025	0.027	0.029	0.030	0.031
Community Parks	0.123	0.130	0.136	0.145	0.148	0.152
Northern Community Recreation	0.107	0.113	0.123	0.123	0.124	0.125
Oceanside Place	0.086	0.079	0.092	0.103	0.108	0.107
Ravensong Aquatic Centre	0.150	0.159	0.172	0.186	0.193	0.200
Liquid Waste Management Planning	0.003	0.003	0.003	0.003	0.003	0.004
D69 Marine Search & Rescue	0.005	0.005	0.005	0.005	0.005	0.005
D69 Land Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D69 Emergency 911	0.044	0.043	0.045	0.045	0.045	0.045
Emergency Planning	0.027	0.027	0.027	0.027	0.028	0.028
Feasibility Studies	0.022	0.012	0.012	0.012	0.012	0.012
Regional District General Services Rate	0.930	0.925	1.043	1.101	1.134	1.161
Vancouver Island Regional Library	0.158	0.156	0.158	0.161	0.163	0.166
General Services Tax Rate	1.088	1.081	1.201	1.262	1.297	1.327
General Services Cost per \$100,000	\$108.80	\$108.07	\$120.10	\$126.20	\$129.70	\$132.70
Regional Parcel Taxes	\$31.34	\$39.81	\$39.81	\$39.81	\$39.81	\$39.81
Current Year Cost at \$100,000	\$140.14	\$147.89	\$159.91	\$166.01	\$169.51	\$172.51
Dollar Change Year over Year	\$3.03	\$7.75	\$12.02	\$6.10	\$3.50	\$3.00
Local Service Area Rates						
Dashwood Fire	0.937	0.976	1.289	1.309	1.328	1.349
Bow Horn Bay Fire	0.614	0.679	0.769	0.985	1.029	1.076
Average Residential Value	\$555,014	\$577,377	\$577,377	\$577,377	\$577,377	\$577,377
Property tax based on Average Residential Value	\$635	\$664	\$733	\$768	\$789	\$806

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

DEPARTMENTAL HIGHLIGHTS

Regional & Community Utilities



Regional & Community Utilities	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	Percentage of total Net Cost
Wastewater Management	59,018,085	41,751,017	17,267,068	59%
Water Utilities	7,973,912	3,359,758	4,614,154	16%
Sewer Utilities	4,050,349	1,655,506	2,394,843	8%
Streetlighting	118,421	7,004	111,417	0%
Solid Waste Management	22,501,199	17,480,416	5,020,783	17%
	93,661,966	64,253,701	29,408,265	100%

**REGIONAL & COMMUNITY UTILITIES
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		5.8%	4.8%	4.9%	4.1%	4.4%	
Property taxes	(15,980,975)	(16,825,235)	(17,580,789)	(18,383,417)	(19,088,524)	(19,886,999)	(91,764,964)
Parcel taxes	(4,684,532)	(5,046,464)	(5,340,796)	(5,657,200)	(5,937,120)	(6,232,506)	(28,214,086)
	(20,665,507)	(21,871,699)	(22,921,585)	(24,040,617)	(25,025,644)	(26,119,505)	(119,979,050)
Operations	(2,230,580)	(2,253,409)	(2,264,383)	(2,279,556)	(2,294,932)	(2,310,536)	(11,402,816)
Landfill tipping fees	(9,300,000)	(9,500,000)	(9,900,000)	(9,900,000)	(9,250,000)	(8,750,000)	(47,300,000)
Utility user fees	(5,496,629)	(6,315,864)	(7,008,510)	(7,147,933)	(7,262,728)	(7,435,059)	(35,170,094)
Operating grants	(153,042)	(86,241)	(100,536)	(100,536)	(100,536)	(100,536)	(488,385)
Grants in lieu of taxes	(12,270)	(12,338)	(12,338)	(12,338)	(12,338)	(12,338)	(61,690)
Interdepartmental recoveries	(216,496)	(545,085)	(545,085)	(545,085)	(545,085)	(545,085)	(2,725,425)
Miscellaneous	(1,016,335)	(1,502,803)	(1,958,858)	(2,237,238)	(2,575,897)	(3,356,631)	(11,631,427)
Total Operating Revenues	(39,090,859)	(42,087,439)	(44,711,295)	(46,263,303)	(47,067,160)	(48,629,690)	(228,758,887)
Operating Expenditures							
Administration	2,205,193	2,636,019	2,693,785	2,753,112	2,814,043	2,876,621	13,773,580
Professional fees	1,251,108	1,611,189	1,212,046	1,234,583	1,230,301	1,257,773	6,545,892
Building ops	1,586,923	2,126,602	2,095,444	2,155,686	2,217,687	2,200,740	10,796,159
Veh & Equip ops	1,782,968	1,872,735	1,908,645	1,956,482	2,005,562	2,055,925	9,799,349
Operating costs	12,475,943	13,420,057	13,952,692	14,666,333	15,814,109	16,738,681	74,591,872
Program costs	205,685	290,885	233,308	239,382	243,588	248,889	1,256,052
Wages & benefits	9,129,722	9,791,910	10,301,069	10,628,600	10,894,307	11,166,672	52,782,558
Contributions to reserve funds	9,095,949	11,242,894	5,633,462	6,061,460	5,186,728	5,194,901	33,319,445
Debt interest	1,228,250	1,473,932	1,870,780	1,770,403	1,769,584	1,760,873	8,645,572
Total Operating Expenditures	38,961,741	44,466,223	39,901,231	41,466,041	42,175,909	43,501,075	211,510,479
Operating (surplus)/deficit	(129,118)	2,378,784	(4,810,064)	(4,797,262)	(4,891,251)	(5,128,615)	(17,248,408)
Capital Asset Expenditures							
Capital expenditures	59,744,543	47,672,282	25,213,623	12,459,631	4,674,367	2,917,154	92,937,057
Transfer from reserves	(21,791,740)	(28,073,144)	(14,102,480)	(7,856,004)	(681,561)	(690,153)	(51,403,342)
Grants and other	(10,554,505)	(2,134,893)		(13,000)			(2,147,893)
New borrowing	(24,452,140)	(14,198,461)	(9,158,018)	(3,229,780)	(2,799,230)	(999,890)	(30,385,379)
Net Capital Assets funded from Operations	2,946,158	3,265,784	1,953,125	1,360,847	1,193,576	1,227,111	9,000,443
Capital Financing Charges							
Existing debt (principal)	1,158,621	1,740,007	1,740,007	1,672,134	1,677,649	1,682,529	8,512,326
New debt (principal & interest)	244,522	141,985	1,116,932	1,764,281	2,020,026	2,218,975	7,262,199
Total Capital Financing Charges	1,403,143	1,881,992	2,856,939	3,436,415	3,697,675	3,901,504	15,774,525
Net (surplus)/deficit for the year	4,220,183	7,526,560					7,526,560
Add: Transfer from appropriated surplus	(1,593,441)	(2,041,519)					(2,041,519)
Add: Prior year (surplus) / deficit	(6,216,920)	(5,485,041)					(5,485,041)
(Surplus) applied to future years	(3,590,178)						

**REGIONAL & COMMUNITY UTILITIES
SUMMARY OF TAX REQUISITIONS
2020 to 2024**

	2020 \$	2020 %	2021 \$	2021 %	2022 \$	2022 %	2023 \$	2023 %	2024 \$	2024 %
Wastewater Management										
2870 LIQUID WASTE MANAGEMENT PLANNING	(180,458)	2.0%	(185,872)	3.0%	(191,448)	3.0%	(199,106)	4.0%	(207,070)	4.0%
2871 WASTEWATER - SOUTHERN COMMUNITY	(9,331,920)	5.0%	(9,798,516)	5.0%	(10,288,442)	5.0%	(10,699,979)	4.0%	(11,127,979)	4.0%
2872 WASTEWATER - NORTHERN COMMUNITY	(5,261,090)	1.0%	(5,366,312)	2.0%	(5,473,638)	2.0%	(5,583,111)	2.0%	(5,694,773)	2.0%
2877 WASTEWATER - DUKE POINT	(270,085)	9.0%	(302,495)	12.0%	(338,795)	12.0%	(372,674)	10.0%	(391,308)	5.0%
	(\$15,043,553)		(\$15,653,195)		(\$16,292,323)		(\$16,854,870)		(\$17,421,130)	
Water Supply										
2034 WATER - SURFSIDE	(18,611)	8.0%	(20,100)	8.0%	(21,708)	8.0%	(23,445)	8.0%	(25,320)	8.0%
2038 WATER - FRENCH CREEK	(98,210)	10.0%	(108,031)	10.0%	(118,834)	10.0%	(122,399)	3.0%	(126,071)	3.0%
2039 WATER - WHISKEY CREEK	(112,119)	5.0%	(116,604)	4.0%	(121,268)	4.0%	(126,119)	4.0%	(131,163)	4.0%
2042 WATER - DECOURCEY	(10,401)	5.0%	(10,921)	5.0%	(11,358)	4.0%	(11,812)	4.0%	(12,285)	4.0%
2043 WATER - SAN PAREIL	(180,065)	23.5%	(186,680)	3.7%	(193,667)	3.7%	(201,043)	3.8%	(208,830)	3.9%
2044 WATER - DRIFTWOOD	(5,911)	(1.8%)	(5,911)		(5,911)		(5,911)			(100.0%)
2045 WATER - ENGLISHMAN RIVER	(42,285)	2.0%	(43,554)	3.0%	(44,860)	3.0%	(46,206)	3.0%	(47,592)	3.0%
2046 WATER - MELROSE TERRACE	(25,430)	4.0%	(26,447)	4.0%	(27,505)	4.0%	(28,605)	4.0%	(29,750)	4.0%
2047 WATER - NANOOSE PENINSULA	(1,095,106)	10.0%	(1,204,617)	10.0%	(1,349,171)	12.0%	(1,457,104)	8.0%	(1,573,673)	8.0%
2048 BULK WATER - NANOOSE BAY	(1,182,521)	3.0%	(1,217,997)	3.0%	(1,242,357)	2.0%	(1,267,204)	2.0%	(1,292,548)	2.0%
2049 BULK WATER - FRENCH CREEK	(4,320)		(4,320)		(4,320)		(4,320)		(4,320)	
2050 WATER - SAN PAREIL FIRE IMPROVEMENTS	(73,935)		(73,935)		(73,935)		(73,935)		(73,914)	
2051 WATER - WESTURNE HEIGHTS	(21,698)	2.0%	(22,132)	2.0%	(22,575)	2.0%	(23,026)	2.0%	(23,487)	2.0%
4500 DRINKING WATER/WATERSHED PROTECTION	(835,428)	50.7%	(838,308)	0.3%	(841,188)	0.3%	(844,068)	0.3%	(846,948)	0.3%
	(\$3,706,040)		(\$3,879,557)		(\$4,078,657)		(\$4,235,197)		(\$4,395,901)	
Streetlighting										
2052 STREETLIGHTING - RURAL AREAS (E & G)	(20,308)	2.0%	(20,714)	2.0%	(21,128)	2.0%	(21,551)	2.0%	(21,982)	2.0%
2053 STREETLIGHTING - FAIRWINDS	(24,910)	6.0%	(25,408)	2.0%	(25,916)	2.0%	(26,435)	2.0%	(26,963)	2.0%
2054 STREETLIGHTING - FRENCH CREEK VILLAGE	(10,276)	(32.1%)	(10,482)	2.0%	(10,691)	2.0%	(10,905)	2.0%	(11,123)	2.0%
2055 STREETLIGHTING - MORNINGSTAR	(19,489)	8.0%	(20,074)	3.0%	(20,475)	2.0%	(20,885)	2.0%	(21,302)	2.0%
2056 STREETLIGHTING - ENGLISHMAN RIVER	(7,374)	4.0%	(7,669)	4.0%	(7,899)	3.0%	(8,057)	2.0%	(8,218)	2.0%
2057 STREETLIGHTING - FR CREEK-HWY INTERSECT	(2,915)	35.0%	(3,177)	9.0%	(3,273)	3.0%	(3,371)	3.0%	(3,438)	2.0%
2058 STREETLIGHTING - SANDPIPER	(16,416)	6.0%	(17,073)	4.0%	(17,585)	3.0%	(17,937)	2.0%	(18,295)	2.0%
2059 STREETLIGHTING - HIGHWAY #4 (AREA F)	(4,546)	3.0%	(4,773)	5.0%	(4,869)	2.0%	(4,966)	2.0%	(5,065)	2.0%
	(\$106,234)		(\$109,370)		(\$111,836)		(\$114,107)		(\$116,386)	
Sewer Collection										
2090 STORMWATER - ENGLISHMAN RIVER	(5,426)	2.0%	(5,535)	2.0%	(5,645)	2.0%	(5,758)	2.0%	(5,873)	2.0%
2091 STORMWATER - CEDAR ESTATES	(5,014)	2.0%	(5,114)	2.0%	(5,217)	2.0%	(5,321)	2.0%	(5,427)	2.0%
2851 WASTEWATER - NANOOSE (PART OF 75-51)	(657,647)	9.0%	(736,565)	12.0%	(824,952)	12.0%	(923,947)	12.0%	(1,034,820)	12.0%
7550 SEWER - FRENCH CREEK COLLECTION	(831,653)	3.0%	(848,286)	2.0%	(865,252)	2.0%	(882,557)	2.0%	(900,208)	2.0%
7551 SEWER - FAIRWINDS COLLECTION(see 2851)	(48,040)	15.0%	(52,844)	10.0%	(57,072)	8.0%	(58,213)	2.0%	(59,377)	2.0%
7554 SEWER - PACIFIC SHORES	(80,999)	5.0%	(85,049)	5.0%	(87,600)	3.0%	(89,352)	2.0%	(91,139)	2.0%
7555 SEWER - SURFSIDE	(25,044)	5.0%	(26,296)	5.0%	(27,611)	5.0%	(28,991)	5.0%	(30,441)	5.0%
7557 SEWER - BARCLAY CR	(156,607)	20.0%	(166,180)	6.1%	(171,499)	3.2%	(175,754)	2.5%	(178,945)	1.8%
7558 SEWER - CEDAR COLLECTION	(31,727)	4.0%	(34,900)	10.0%	(35,598)	2.0%	(36,310)	2.0%	(37,036)	2.0%
7559 SEWER - CEDAR PH 1 SML RESIDENTIAL DEBT	(5,659)	(30.5%)	(6,102)	7.8%	(6,102)		(6,102)		(6,102)	
7560 SEWER - CEDAR LARGE RESIDENTIAL DEBT	(4,826)	(11.4%)	(4,937)	2.3%	(4,937)		(4,937)		(4,937)	
7561 SEWER - CEDAR COMMERCIAL DEBT	(48,173)	(30.5%)	(51,942)	7.8%	(51,942)		(51,942)		(51,942)	
7562 SEWER - CEDAR SPORTSFIELD DEBT	(3,183)	(30.5%)	(3,432)	7.8%	(3,432)		(3,432)		(3,432)	
7563 SEWER - CEDAR PH 2 SML RESIDENTIAL DEBT	(18,253)		(18,253)		(18,253)		(18,253)		(18,253)	
7569 SEWER - REID RD DEBT	(3,624)		(3,624)		(3,624)		(3,624)		(3,624)	
7570 SEWER - HAWTHORNE RISE DEBT	(9,941)		(9,941)		(9,941)		(9,941)		(9,941)	
	(\$1,935,816)		(\$2,059,000)		(\$2,178,677)		(\$2,304,434)		(\$2,441,497)	
Solid Waste										



**REGIONAL & COMMUNITY UTILITIES
SUMMARY OF TAX REQUISITIONS
2020 to 2024**

	2020	2020	2021	2021	2022	2022	2023	2023	2024	2024
	\$	%	\$	%	\$	%	\$	%	\$	%
1200 SOLID WASTE MANAGEMENT	(1,080,056)	13.0%	(1,220,463)	13.0%	(1,379,124)	13.0%	(1,517,036)	10.0%	(1,744,591)	15.0%
	(\$1,080,056)		(\$1,220,463)		(\$1,379,124)		(\$1,517,036)		(\$1,744,591)	
Total REGIONAL & COMMUNITY UTILITIES	(21,871,699)	5.8%	(22,921,585)	4.8%	(24,040,617)	4.9%	(25,025,644)	4.1%	(26,119,505)	4.4%

**Liquid Waste Management Planning
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		2.0%	3.0%	3.0%	4.0%	4.0%	
Property taxes	(176,920)	(180,458)	(185,872)	(191,448)	(199,106)	(207,070)	(963,954)
	(176,920)	(180,458)	(185,872)	(191,448)	(199,106)	(207,070)	(963,954)
Operations	(62,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(325,000)
Operating grants	(10,000)	(10,000)					(10,000)
Miscellaneous			(37,429)	(9,157)	(9,841)	(7,194)	(63,621)
Total Operating Revenues	(248,920)	(255,458)	(288,301)	(265,605)	(273,947)	(279,264)	(1,362,575)
Operating Expenditures							
Administration	26,747	28,759	29,334	29,921	30,519	31,130	149,663
Professional fees	45,833	24,208	14,942	15,241	15,546	15,857	85,794
Veh & Equip ops	293	293	298	304	310	317	1,522
Operating costs	14,256	14,215	14,499	14,789	15,085	15,386	73,974
Program costs	68,935	76,935	79,243	81,620	84,069	86,591	408,458
Wages & benefits	153,466	146,127	149,780	123,525	126,613	129,778	675,823
Contributions to reserve funds	205	124,157	205	205	205	205	124,977
Total Operating Expenditures	309,735	414,694	288,301	265,605	272,347	279,264	1,520,211
Operating (surplus)/deficit	60,815	159,236			(1,600)		157,636
Capital Asset Expenditures							
Capital expenditures		150			1,600		1,750
Net Capital Assets funded from Operations		150			1,600		1,750
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	60,815	159,386					159,386
Add: Transfer from appropriated surplus	(2,833)	(9,750)					(9,750)
Add: Prior year (surplus) / deficit	(204,549)	(149,636)					(149,636)
(Surplus) applied to future years	(146,567)						

**Wastewater Southern Community
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		5.0%	5.0%	5.0%	4.0%	4.0%	
Property taxes	(8,887,543)	(9,331,920)	(9,798,516)	(10,288,442)	(10,699,979)	(11,127,979)	(51,246,836)
	(8,887,543)	(9,331,920)	(9,798,516)	(10,288,442)	(10,699,979)	(11,127,979)	(51,246,836)
Operations	(453,800)	(455,000)	(453,200)	(453,200)	(453,200)	(453,200)	(2,267,800)
Interdepartmental recoveries	(60,423)	(121,260)	(121,260)	(121,260)	(121,260)	(121,260)	(606,300)
Miscellaneous		(520,481)	(797,066)	(797,066)	(797,066)	(797,066)	(3,708,745)
Total Operating Revenues	(9,401,766)	(10,428,661)	(11,170,042)	(11,659,968)	(12,071,505)	(12,499,505)	(57,829,681)
Operating Expenditures							
Administration	432,663	536,492	552,587	569,164	586,239	603,826	2,848,308
Professional fees	189,458	331,909	245,866	253,242	260,840	268,665	1,360,522
Building ops	676,354	1,132,783	1,086,766	1,119,369	1,152,951	1,187,539	5,679,408
Veh & Equip ops	516,057	539,555	555,742	572,414	589,586	607,274	2,864,571
Operating costs	1,376,586	1,601,216	1,729,253	1,981,130	2,040,564	2,101,781	9,453,944
Wages & benefits	1,852,850	2,169,002	2,322,827	2,380,898	2,440,420	2,501,431	11,814,578
Contributions to reserve funds	3,300,575	1,664,568	636,661	845,511	1,057,165	1,248,149	5,452,054
Debt interest	877,500	1,138,500	1,557,018	1,477,018	1,477,018	1,477,018	7,126,572
Total Operating Expenditures	9,222,043	9,114,025	8,686,720	9,198,746	9,604,783	9,995,683	46,599,957
Operating (surplus)/deficit	(179,723)	(1,314,636)	(2,483,322)	(2,461,222)	(2,466,722)	(2,503,822)	(11,229,724)
Capital Asset Expenditures							
Capital expenditures	36,356,630	16,827,967	5,472,100	4,050,000	555,500	792,600	27,698,167
Transfer from reserves	(11,552,915)	(6,605,267)	(4,900,000)	(3,500,000)		(200,000)	(15,205,267)
Grants and other	(1,006,785)	(1,341,484)					(1,341,484)
New borrowing	(23,380,000)	(8,428,523)					(8,428,523)
Net Capital Assets funded from Operations	416,930	452,693	572,100	550,000	555,500	592,600	2,722,893
Capital Financing Charges							
Existing debt (principal)	744,314	1,302,550	1,302,550	1,302,550	1,302,550	1,302,550	6,512,750
New debt (principal & interest)	233,800	84,285	608,672	608,672	608,672	608,672	2,518,973
Total Capital Financing Charges	978,114	1,386,835	1,911,222	1,911,222	1,911,222	1,911,222	9,031,723
Net (surplus)/deficit for the year	1,215,321	524,892					524,892
Add: Transfer from appropriated surplus	(134,051)	(288,522)					(288,522)
Add: Prior year (surplus) / deficit	(1,182,389)	(236,370)					(236,370)
(Surplus) applied to future years	(101,119)						

Wastewater Southern Community

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-2871 MAJOR CAP - WASTEWATER NPCC	375,743	500,000	500,000	500,000	500,000	2,375,743
PC-2871 COMPUTER - WASTEWATER NPCC	7,450	20,800	12,000	12,200	56,600	109,050
VH-2871 VEHICLE - WASTEWATER NPCC	69,500	51,300	38,000	43,300	36,000	238,100
WW-0007 GNPCC - SECONDARY TREATMENT (2015)	8,428,523					8,428,523
WW-0019 GNPCC - DIGESTER #2 UPGRADE & REPAIRS	1,093,875					1,093,875
WW-0023 GNPCC - DEPARTURE BAY PUMP STATION UPGRD	400,000	3,500,000	3,500,000			7,400,000
WW-0024 GNPCC - CHASE RIVER PS FORCEMAIN UPGRD	2,492,876					2,492,876
WW-0030 GNPCC-WELLINGTN PUMP STN ELECTRICAL UPGR	500,000	400,000				900,000
WW-0031 GNPCC - CHASE RIVER PUMP STATION UPGRADE	1,870,000					1,870,000
WW-0032 GNPCC - BASEMENT MCC REPLACEMENT	90,000	1,000,000				1,090,000
WW-0035 GNPCC - DIGESTER #1 UPGRADE					200,000	200,000
WW-0037 GNPCC-DEP. BAY F/M RE & RE-PLANTA/H. BAY	1,500,000					1,500,000
Total Wastewater Southern Community	16,827,967	5,472,100	4,050,000	555,500	792,600	27,698,167

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual	balance is excluding DFO letter of credit	8,198,188				
Opening Balance -Linked		9,894,964				
Opening Balance		9,894,964	5,538,352	3,135,205	2,300,683	3,409,038
WW-0019 GNPCC - DIGESTER #2 UPGRADE & REPAIRS		1,093,875				
WW-0023 GNPCC -DEPARTURE BAY PUMP STATION UPGRD		200,000	1,750,000	1,750,000		
WW-0024 GNPCC - CHASE RIVER PS FORCEMAIN UPGRD		1,151,392				
WW-0029 GNPCC - DEPARTURE BAY FORCEMAIN TWINNING						
WW-0030 GNPCC-WELLINGTN PUMP STN ELECTRICAL UPGR		500,000	400,000			
WW-0031 GNPCC - CHASE RIVER PUMP STATION UPGRADE		1,870,000				
WW-0032 GNPCC - BASEMENT MCC REPLACEMENT		90,000	1,000,000			
WW-0035 GNPCC - DIGESTER #1 UPGRADE						200,000
WW-0036 GNPCC - WELLINGTON P/S - GENERATOR UPGRD						
WW-0037 GNPCC-DEP. BAY F/M RE & RE-PLANTA/H. BAY		1,500,000				
Total Allocated To Capital Projects		6,405,267	3,150,000	1,750,000	-	200,000
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund		-	-	-	-	-
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		6,405,267	3,150,000	1,750,000	-	200,000
Transfers Into Reserve Fund						
Contributions from Operating Fund		1,661,156	636,086	844,936	1,056,590	1,247,574
Transfers from Reserve Account	refund of DFO letter of credit in 2020	189,600				
Transfers from DCC Fund		-	-	-	-	-
Total Transfers Into Reserve Fund		1,850,756	636,086	844,936	1,056,590	1,247,574
Closing Balance Before Interest		5,340,453	3,024,438	2,230,141	3,357,273	4,456,612
Interest Income		197,899	110,767	70,542	51,765	85,226
Closing Reserve Balance fund		5,538,352	3,135,205	2,300,683	3,409,038	4,541,838
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0

New Borrowing	Comments	2020	2021	2022	2023	2024
New Borrowing						
WW-0007 GNPCC - SECONDARY TREATMENT (2015)		8,428,523				
WW-0029 GNPCC - DEPARTURE BAY FORCEMAIN TWINNING						
Total New Borrowing		8,428,523	-	-	-	-
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	608,672	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	608,672	608,672	608,672	608,672
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	84,285	0	0	0	0

Wastewater - Southern Community

Development Cost Charges	Comments	2020	2021	2022	2023	2024
Opening Balance - Manual		1,939,289				
Opening Balance -Linked		2,544,375				
Opening Balance		2,544,375	2,974,782	1,687,212	378,108	789,549
WW-0023 GNPCC - DEPARTURE BAY PUMP STATION UPGRD		200,000	1,750,000	1,750,000		
WW-0029 GNPCC - DEPARTURE BAY FORCEMAIN TWINNING						
Total Allocated To Capital Projects		200,000	1,750,000	1,750,000	-	-
Transfers Out of Development Charges						
Transfers to the Operating Fund		520,481	797,066	797,066	797,066	797,066
Transfers to Reserve Account						
Transfers to Reserve Fund			-	-	-	-
Total Transfers Out of Development Charges		520,481	797,066	797,066	797,066	797,066
Total Expenditures		720,481	2,547,066	2,547,066	797,066	797,066
Transfers Into Development Charges						
Contributions from Operating Fund						
Transfers from Reserve Account						
Development Charges collected		1,100,000	1,200,000	1,200,000	1,200,000	1,100,000
Transfers from Reserve Fund						
Total Transfers Into Development Charges		1,100,000	1,200,000	1,200,000	1,200,000	1,100,000
Closing Balance Before Interest		2,923,894	1,627,716	340,146	781,042	1,092,483
Interest Income		50,888	59,496	37,962	8,507	19,739
Closing Development Charges Balance		2,974,782	1,687,212	378,108	789,549	1,112,222
Draw from Reserve Account						
Draw from Reserve Fund		0	0	0	0	0
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int	1-2-DEPT-9523 Alias NEWDEBTMT	0	0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9520 Alias NEWDEBTMT	0	0	0	0	0
Debt issuing cost		0	0	0	0	0

**Wastewater Northern Community
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		1.0%	2.0%	2.0%	2.0%	2.0%	
Property taxes	(5,209,000)	(5,261,090)	(5,366,312)	(5,473,638)	(5,583,111)	(5,694,773)	(27,378,924)
	(5,209,000)	(5,261,090)	(5,366,312)	(5,473,638)	(5,583,111)	(5,694,773)	(27,378,924)
Operations	(346,550)	(372,300)	(379,746)	(387,341)	(395,088)	(402,989)	(1,937,464)
Grants in lieu of taxes	(5,470)	(5,470)	(5,470)	(5,470)	(5,470)	(5,470)	(27,350)
Miscellaneous			(176,776)	(464,568)	(464,568)	(464,568)	(1,570,480)
Total Operating Revenues	(5,561,020)	(5,638,860)	(5,928,304)	(6,331,017)	(6,448,237)	(6,567,800)	(30,914,218)
Operating Expenditures							
Administration	242,722	277,534	285,860	294,436	303,269	312,367	1,473,466
Professional fees	89,717	153,037	143,895	148,212	152,658	157,238	755,040
Building ops	380,975	426,623	430,041	442,942	456,231	469,918	2,225,755
Veh & Equip ops	379,256	370,240	377,892	389,229	400,906	412,933	1,951,200
Operating costs	708,208	676,741	847,043	1,022,454	1,153,128	1,185,222	4,884,588
Wages & benefits	1,149,608	1,254,830	1,386,201	1,520,856	1,558,877	1,597,849	7,318,613
Contributions to reserve funds	2,843,059	3,169,040	1,733,417	1,218,953	1,116,833	1,169,688	8,407,931
Total Operating Expenditures	5,793,545	6,328,045	5,204,349	5,037,082	5,141,902	5,305,215	27,016,593
Operating (surplus)/deficit	232,525	689,185	(723,955)	(1,293,935)	(1,306,335)	(1,262,585)	(3,897,625)
Capital Asset Expenditures							
Capital expenditures	4,379,769	24,424,629	13,575,787	553,800	566,200	522,450	39,642,866
Transfer from reserves	(4,009,625)	(18,991,894)	(5,539,169)	(200,000)	(200,000)	(200,000)	(25,131,063)
New borrowing		(4,750,000)	(7,733,018)				(12,483,018)
Net Capital Assets funded from Operations	370,144	682,735	303,600	353,800	366,200	322,450	2,028,785
Capital Financing Charges							
New debt (principal & interest)		47,500	420,355	940,135	940,135	940,135	3,288,260
Total Capital Financing Charges		47,500	420,355	940,135	940,135	940,135	3,288,260
Net (surplus)/deficit for the year	602,669	1,419,420					1,419,420
Add: Transfer from appropriated surplus	(164,530)	(370,078)					(370,078)
Add: Prior year (surplus) / deficit	(1,368,255)	(1,049,342)					(1,049,342)
(Surplus) applied to future years	(930,116)						

Wastewater Northern Community

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-2872 MAJOR CAP - WASTEWATER FCPCC	794,760	500,000	500,000	500,000	500,000	2,794,760
PC-2872 COMPUTER - WASTEWATER FCPCC	19,975	3,600	3,800	26,200	22,450	76,025
VH-2872 VEHICLE - WASTEWATER FCPCC	68,000		50,000	40,000		158,000
WW-0009 FCPCC - INTERCEPTOR/PMP STN EXPN (2015)		1,377,500				1,377,500
WW-0010 FCPCC - PLANT EXPANSION (2016)	21,160,064	10,310,690				31,470,754
WW-0018 FCPCC - COMMISSION 5TH ATAD (2019)		170,000				170,000
WW-0021 FCPCC - BAY AVE PMP STN GENSET UPGRD 2016	2,381,830	1,213,997				3,595,827
Total Wastewater Northern Community	24,424,629	13,575,787	553,800	566,200	522,450	39,642,866

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		17,436,209				
Opening Balance - Linked		17,656,125				
Opening Balance		17,656,125	13,666,712	11,656,839	12,937,641	14,145,141
MJ-2872 MAJOR CAP - WASTEWATER FCPCC		200,000	200,000	200,000	200,000	200,000
WW-0009 FCPCC - INTERCEPTOR/PMP STN EXPN (2015)		-	206,625			
WW-0010 FCPCC - PLANT EXPANSION (2016)		5,290,016	2,577,672	-		
WW-0021 FCPCC - BAY AVE PMP STN GENSET UPGRD 2016		2,024,556	1,031,897			
WW-0026 FCPCC - HEADWORKS UPGRD & SLUDGE STORAGE						
WW-0027 FCPCC - OUTFALL REPLACEMENT						
Total Allocated To Capital Projects		7,514,572	4,016,194	200,000	200,000	200,000
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund		-	-	-	-	-
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		7,514,572	4,016,194	200,000	200,000	200,000
Transfers Into Reserve Fund						
Contributions from Operating Fund		3,172,037	1,732,987	1,218,523	1,116,403	1,169,258
Transfers from Reserve Account						
Transfers from DCC Fund		-	-	-	-	-
Total Transfers Into Reserve Fund		3,172,037	1,732,987	1,218,523	1,116,403	1,169,258
Closing Balance Before Interest		13,313,590	11,383,505	12,675,362	13,854,044	15,114,399
Interest Income		353,122	273,334	262,279	291,097	353,629
Closing Reserve Balance fund		13,666,712	11,656,839	12,937,641	14,145,141	15,468,028
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0

New Borrowing	Comments	2020	2021	2022	2023	2024
New Borrowing						
WW-0010 FCPCC - PLANT EXPANSION (2016)		4,750,000	7,733,018	-		
WW-0027 FCPCC - OUTFALL REPLACEMENT						
Total New Borrowing		4,750,000	7,733,018	-	-	-
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	343,025	597,110	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	343,025	940,135	940,135	940,135
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	47,500	77,330	0	0	0

Wastewater - Northern Community

Development Cost Charges	Comments	2020	2021	2022	2023	2024
Opening Balance - Manual		11,593,384				
Opening Balance -Linked		12,843,213				
Opening Balance		12,843,213	2,422,755	1,571,469	2,042,259	2,523,642
WW-0009 FCPCC - INTERCEPTOR/PMP STN EXPN (2015)		-	1,170,875			
WW-0010 FCPCC - PLANT EXPANSION (2016)		11,120,048	-	-		
WW-0018 FCPCC - COMMISSION 5TH ATAD (2019)		-	170,000			
WW-0021 FCPCC- BAY AVE PMP STN GENSET UPGRD 2016		357,274	182,100			
WW-0027 FCPCC - OUTFALL REPLACEMENT						
Total Allocated To Capital Projects		11,477,322	1,522,975	-	-	-
Transfers Out of Development Charges						
Transfers to the Operating Fund	Transfer related to debt principal for unfunded DCCs	-	176,766	464,568	464,568	464,568
Transfers to Reserve Account		-	-	-	-	-
Transfers to Reserve Fund		-	-	-	-	-
Total Transfers Out of Development Charges		-	176,766	464,568	464,568	464,568
Total Expenditures		11,477,322	1,699,741	464,568	464,568	464,568
Transfers Into Development Charges						
Contributions from Operating Fund						
Transfers from Reserve Account						
Development Charges collected		800,000	800,000	900,000	900,000	900,000
Transfers from Reserve Fund						
Total Transfers Into Development Charges		800,000	800,000	900,000	900,000	900,000
Closing Balance Before Interest		2,165,891	1,523,014	2,006,901	2,477,691	2,959,074
Interest Income		256,864	48,455	35,358	45,951	63,091
Closing Development Charges Balance		2,422,755	1,571,469	2,042,259	2,523,642	3,022,165
Draw from Reserve Account						
Draw from Reserve Fund		0	0	0	0	0
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost		0	0	0	0	0

**Wastewater Duke Point
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		9.0%	12.0%	12.0%	10.0%	5.0%	
Property taxes	(247,784)	(270,085)	(302,495)	(338,795)	(372,674)	(391,308)	(1,675,357)
	(247,784)	(270,085)	(302,495)	(338,795)	(372,674)	(391,308)	(1,675,357)
Utility user fees	(12,000)	(12,000)	(12,240)	(12,485)	(12,734)	(12,989)	(62,448)
Interdepartmental recoveries	(42,656)	(72,338)	(72,338)	(72,338)	(72,338)	(72,338)	(361,690)
Total Operating Revenues	(302,440)	(354,423)	(387,073)	(423,618)	(457,746)	(476,635)	(2,099,495)
Operating Expenditures							
Administration	25,024	32,962	33,950	34,969	36,018	37,098	174,997
Professional fees	33,400	22,844	10,205	10,511	10,827	11,152	65,539
Building ops	17,500	17,920	18,458	19,011	19,582	20,169	95,140
Veh & Equip ops	31,110	30,093	30,995	31,925	32,883	33,870	159,766
Operating costs	79,782	113,132	117,126	120,640	124,259	127,987	603,144
Wages & benefits	120,224	129,175	132,404	135,714	139,107	142,585	678,985
Contributions to reserve funds	50,065	80,151	28,035	33,522	52,350	62,244	256,302
Total Operating Expenditures	357,105	426,277	371,173	386,292	415,026	435,105	2,033,873
Operating (surplus)/deficit	54,665	71,854	(15,900)	(37,326)	(42,720)	(41,530)	(65,622)
Capital Asset Expenditures							
Capital expenditures	4,180	21,153	328,900	37,326	42,720	41,530	471,629
Transfer from reserves			(313,000)				(313,000)
Net Capital Assets funded from Operations	4,180	21,153	15,900	37,326	42,720	41,530	158,629
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	58,845	93,007					93,007
Add: Transfer from appropriated surplus	(3,460)	(4,324)					(4,324)
Add: Prior year (surplus) / deficit	(146,934)	(88,683)					(88,683)
(Surplus) applied to future years	(91,549)						

Wastewater Duke Point

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-2877 MAJOR CAP - WASTEWATER DUKE POINT	15,200	73,000	35,000	37,500	37,500	198,200
PC-2877 COMPUTER - WASTEWATER DUKE POINT	453	200	2,326	520	30	3,529
VH-2877 VEHICLE - WASTEWATER DUKE POINT	5,500	5,700		4,700	4,000	19,900
WW-0033 DPPCC - AQUARAY UV SYSTEM		250,000				250,000
Total Wastewater Duke Point	21,153	328,900	37,326	42,720	41,530	471,629

Wastewater - Duke Point

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		303,473				
Opening Balance - Linked		306,745				
Opening Balance		306,745	392,966	115,795	151,857	207,559
MJ-2877 MAJOR CAP - WASTEWATER DUKE POINT		-	63,000			
WW-0033 DPPCC - AQUARAY UV SYSTEM		-	250,000			
Total Allocated To Capital Projects		-	313,000	-	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		-	313,000	-	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		80,086	27,970	33,457	52,285	62,179
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		80,086	27,970	33,457	52,285	62,179
Closing Balance Before Interest		386,831	107,936	149,252	204,142	269,738
Interest Income		6,135	7,859	2,605	3,417	5,189
Closing Reserve Balance fund		392,966	115,795	151,857	207,559	274,927
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0

**Wastewater Nanoose
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		9.0%	12.0%	12.0%	12.0%	12.0%	
Parcel taxes	(603,346)	(657,647)	(736,565)	(824,952)	(923,947)	(1,034,820)	(4,177,931)
	(603,346)	(657,647)	(736,565)	(824,952)	(923,947)	(1,034,820)	(4,177,931)
Utility user fees	(30,000)	(37,464)	(37,464)	(37,464)	(37,464)	(37,464)	(187,320)
Total Operating Revenues	(633,346)	(695,111)	(774,029)	(862,416)	(961,411)	(1,072,284)	(4,365,251)
Operating Expenditures							
Administration	33,357	43,485	44,355	45,242	46,147	47,070	226,299
Professional fees	8,300	11,740	11,975	12,214	12,459	12,708	61,096
Building ops	46,017	44,049	44,930	45,828	46,745	47,680	229,232
Veh & Equip ops	51,713	61,984	63,224	64,488	65,778	67,094	322,568
Operating costs	168,808	172,021	177,182	232,497	364,472	375,406	1,321,578
Wages & benefits	121,942	132,382	135,692	139,084	142,561	146,125	695,844
Contributions to reserve funds	350,080	264,736	201,163	173,614	57,152	4,733	701,398
Total Operating Expenditures	780,217	730,397	678,521	712,967	735,314	700,816	3,558,015
Operating (surplus)/deficit	146,871	35,286	(95,508)	(149,449)	(226,097)	(371,468)	(807,236)
Capital Asset Expenditures							
Capital expenditures	376,180	1,151,842	956,400	3,222,376	2,050,480	51,420	7,432,518
Transfer from reserves	(320,000)	(437,870)	(600,000)	(1,370,000)	(50,000)	(50,000)	(2,507,870)
New borrowing		(500,000)	(300,000)	(1,780,000)	(2,000,000)		(4,580,000)
Net Capital Assets funded from Operations	56,180	213,972	56,400	72,376	480	1,420	344,648
Capital Financing Charges							
New debt (principal & interest)		5,000	39,108	77,073	225,617	370,048	716,846
Total Capital Financing Charges		5,000	39,108	77,073	225,617	370,048	716,846
Net (surplus)/deficit for the year	203,051	254,258					254,258
Add: Transfer from appropriated surplus	(40,000)	(60,224)					(60,224)
Add: Prior year (surplus) / deficit	(404,535)	(194,034)					(194,034)
(Surplus) applied to future years	(241,484)						

Wastewater Nanoose

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-2851 MAJOR CAP - WASTEWATER NANOOSE	401,000	306,000	300,000	50,000	50,000	1,107,000
PC-2851 COMPUTER - WASTEWATER NANOOSE	972	400	2,376	480	1,420	5,648
VH-2851 VEHICLE - WASTEWATER NANOOSE	112,000		20,000			132,000
WW-0011 NBPCC - NANOOSE 2NDRY TRMT (2022)	137,870	350,000	2,700,000	2,000,000		5,187,870
WW-0022 NBPCC - NANOOSE FORCEMAIN REPLACEMENT	500,000	300,000	200,000			1,000,000
Total Wastewater Nanoose	1,151,842	956,400	3,222,376	2,050,480	51,420	7,432,518

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		1,426,765				
Opening Balance - Linked		1,421,507				
Opening Balance		1,421,507	1,276,723	903,340	64,662	73,189
MJ-2851 MAJOR CAP - WASTEWATER NANOOSE		300,000	250,000	250,000	50,000	50,000
WW-0011 NBPCC - NANOOSE 2NDRY TRMT (2022)		137,870	350,000	782,537	-	-
Total Allocated To Capital Projects		437,870	600,000	1,032,537	50,000	50,000
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund		-	-	-	-	-
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		437,870	600,000	1,032,537	50,000	50,000
Transfers Into Reserve Fund						
Contributions from Operating Fund		264,656	201,083	173,534	57,072	4,653
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		264,656	201,083	173,534	57,072	4,653
Closing Balance Before Interest		1,248,293	877,806	44,337	71,734	27,842
Interest Income		28,430	25,534	20,325	1,455	1,830
Closing Reserve Balance fund		1,276,723	903,340	64,662	73,189	29,672
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTMT	0	0	0	0	0

New Borrowing	Comments	2020	2021	2022	2023	2024
New Borrowing						
WW-0011 NBPCC - NANOOSE 2NDRY TRMT (2022)		-		1,580,000	2,000,000	-
WW-0022 NBPCC - NANOOSE FORCEMAIN REPLACEMENT		500,000	300,000	200,000		
Total New Borrowing		500,000	300,000	1,780,000	2,000,000	-
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	36,108	23,165	146,344	164,431
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTMT	0	36,108	59,273	205,617	370,048
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTMT	5,000	3,000	17,800	20,000	0

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		8.0%	8.0%	8.0%	8.0%	8.0%	
Parcel taxes	(17,232)	(18,611)	(20,100)	(21,708)	(23,445)	(25,320)	(109,184)
	(17,232)	(18,611)	(20,100)	(21,708)	(23,445)	(25,320)	(109,184)
Operations	(780)	(780)	(780)	(780)	(780)	(780)	(3,900)
Utility user fees	(11,500)	(11,908)	(12,146)	(12,389)	(12,637)	(12,890)	(61,970)
Interdepartmental recoveries	(55)	(65)	(65)	(65)	(65)	(65)	(325)
Total Operating Revenues	(29,567)	(31,364)	(33,091)	(34,942)	(36,927)	(39,055)	(175,379)
Operating Expenditures							
Administration	2,228	2,715	2,715	2,715	2,715	2,715	13,575
Professional fees	1,829	1,813	1,208	1,208	1,208	1,208	6,645
Building ops	1,074	1,281	1,319	1,358	1,399	738	6,095
Veh & Equip ops	1,600	1,612	1,644	1,677	1,711	1,745	8,389
Operating costs	5,454	3,612	3,684	3,758	3,833	3,910	18,797
Wages & benefits	12,054	12,066	12,368	12,677	12,994	13,319	63,424
Contributions to reserve funds	4,192	18,395	9,619	7,137	4,797	6,713	46,661
Total Operating Expenditures	28,431	41,494	32,557	30,530	28,657	30,348	163,586
Operating (surplus)/deficit	(1,136)	10,130	(534)	(4,412)	(8,270)	(8,707)	(11,793)
Capital Asset Expenditures							
Capital expenditures	56,065	96,180	62,534	51,905	6,184	952	217,755
Transfer from reserves		(8,744)	(12,500)	(131)			(21,375)
Grants and other	(55,000)	(87,400)					(87,400)
New borrowing			(50,000)	(51,740)	(6,090)	(870)	(108,700)
Net Capital Assets funded from Operations	1,065	36	34	34	94	82	280
Capital Financing Charges							
New debt (principal & interest)			500	4,378	8,176	8,625	21,679
Total Capital Financing Charges			500	4,378	8,176	8,625	21,679
Net (surplus)/deficit for the year	(71)	10,166					10,166
Add: Transfer from appropriated surplus		(139)					(139)
Add: Prior year (surplus) / deficit	(4,352)	(10,027)					(10,027)
(Surplus) applied to future years	(4,423)						

Water - Surfside
5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-2034 MAJOR CAP - WATER SURFSIDE	56,083	12,500	1,871	6,090	870	77,414
PC-2034 COMPUTER - WATER SURFSIDE	36	34	34	94	82	280
VH-2034 VEHICLE - WATER SURFSIDE	61					61
WT-0028 SURFSIDE RESERVOIR/PH/CONTROLS UPGRADE	40,000	50,000	50,000			140,000
Total Water - Surfside	96,180	62,534	51,905	6,184	952	217,755

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		25,922				
Opening Balance -Linked		25,922				
Opening Balance		25,922	35,960	33,606	41,176	46,707
MJ-2034 MAJOR CAP - WATER SURFSIDE		8,683	12,500	131		
Total Allocated To Capital Projects		8,683	12,500	131	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account		-	-	-	-	-
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		8,683	12,500	131	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		18,203	9,427	6,945	4,605	6,521
Transfers from Reserve Account			-	-	-	-
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		18,203	9,427	6,945	4,605	6,521
Closing Balance Before Interest		35,442	32,887	40,420	45,781	53,228
Interest Income		518	719	756	926	1,168
Closing Reserve Balance fund		35,960	33,606	41,176	46,707	54,396
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0

New Borrowing	Comments	2020	2021	2022	2023	2024
New Borrowing						
MJ-2034 MAJOR CAP - WATER SURFSIDE			-	1,740	6,090	870
WT-0028 SURFSIDE RESERVOIR/PH/CONTROLS UPGRADE			50,000	50,000		
Total New Borrowing		-	50,000	51,740	6,090	870
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	3,861	4,254	501
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	3,861	8,115	8,616
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	500	517	61	9

**Water - French Creek
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		10.0%	10.0%	10.0%	3.0%	3.0%	
Parcel taxes	(89,282)	(98,210)	(108,031)	(118,834)	(122,399)	(126,071)	(573,545)
	(89,282)	(98,210)	(108,031)	(118,834)	(122,399)	(126,071)	(573,545)
Operations	(580)	(580)	(580)	(580)	(580)	(580)	(2,900)
Utility user fees	(54,280)	(54,600)	(55,692)	(56,806)	(57,942)	(59,101)	(284,141)
Interdepartmental recoveries	(345)	(402)	(402)	(402)	(402)	(402)	(2,010)
Total Operating Revenues	(144,487)	(153,792)	(164,705)	(176,622)	(181,323)	(186,154)	(862,596)
Operating Expenditures							
Administration	12,884	16,116	16,116	16,116	16,116	16,116	80,580
Professional fees	4,150	5,735	2,130	2,130	2,130	2,130	14,255
Building ops	7,713	8,923	9,190	9,466	9,750	5,730	43,059
Veh & Equip ops	8,520	8,840	9,017	9,197	9,381	9,569	46,004
Operating costs	39,714	46,477	48,406	42,374	43,222	44,086	224,565
Wages & benefits	73,927	73,939	75,787	77,682	79,624	81,614	388,646
Contributions to reserve funds	4,095	31,885	3,845	19,336	19,269	20,897	95,232
Total Operating Expenditures	151,003	191,915	164,491	176,301	179,492	180,142	892,341
Operating (surplus)/deficit	6,516	38,123	(214)	(321)	(1,831)	(6,012)	29,745
Capital Asset Expenditures							
Capital expenditures	39,901	24,299	22,214	24,195	152,020	258,501	481,229
Transfer from reserves	(14,500)	(17,865)	(22,000)	(13,301)	(114,061)	(102,653)	(269,880)
Grants and other	(25,000)	(6,205)					(6,205)
New borrowing				(10,680)	(37,380)	(155,340)	(203,400)
Net Capital Assets funded from Operations	401	229	214	214	579	508	1,744
Capital Financing Charges							
New debt (principal & interest)				107	1,252	5,504	6,863
Total Capital Financing Charges				107	1,252	5,504	6,863
Net (surplus)/deficit for the year	6,917	38,352					38,352
Add: Transfer from appropriated surplus		(855)					(855)
Add: Prior year (surplus) / deficit	(26,470)	(37,497)					(37,497)
(Surplus) applied to future years	(19,553)						

Water - French Creek

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-2038 MAJOR CAP - WATER FRENCH CREEK	23,696	22,000	23,981	151,441	257,993	479,111
PC-2038 COMPUTER - WATER FRENCH CREEK	229	214	214	579	508	1,744
VH-2038 VEHICLE - WATER FRENCH CREEK	374					374
Total Water - French Creek	24,299	22,214	24,195	152,020	258,501	481,229

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		186,971				
Opening Balance -Linked		186,971				
Opening Balance		186,971	204,009	188,839	198,028	106,597
MJ-2038 MAJOR CAP - WATER FRENCH CREEK		17,491	22,000	13,301	114,061	102,653
Total Allocated To Capital Projects		17,491	22,000	13,301	114,061	102,653
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account		-	-	-	-	-
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		17,491	22,000	13,301	114,061	102,653
Transfers Into Reserve Fund						
Contributions from Operating Fund		30,790	2,750	18,241	18,174	19,802
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		30,790	2,750	18,241	18,174	19,802
Closing Balance Before Interest		200,270	184,759	193,779	102,141	23,746
Interest Income		3,739	4,080	4,249	4,456	2,665
Closing Reserve Balance fund		204,009	188,839	198,028	106,597	26,411
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTMT	0	0	0	0	0

New Borrowing	Comments	2020	2021	2022	2023	2024
New Borrowing						
MJ-2038 MAJOR CAP - WATER FRENCH CREEK		-	-	10,680	37,380	155,340
Total New Borrowing		-	-	10,680	37,380	155,340
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	0	878	3,073
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTMT	0	0	0	878	3,951
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTMT	0	0	107	374	1,553

**Water - Whiskey Creek
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		5.0%	4.0%	4.0%	4.0%	4.0%	
Parcel taxes	(106,780)	(112,119)	(116,604)	(121,268)	(126,119)	(131,163)	(607,273)
	(106,780)	(112,119)	(116,604)	(121,268)	(126,119)	(131,163)	(607,273)
Utility user fees	(25,760)	(32,060)	(32,701)	(33,355)	(34,022)	(34,703)	(166,841)
Interdepartmental recoveries	(180)	(210)	(210)	(210)	(210)	(210)	(1,050)
Total Operating Revenues	(132,720)	(144,389)	(149,515)	(154,833)	(160,351)	(166,076)	(775,164)
Operating Expenditures							
Administration	9,292	13,614	13,614	13,614	13,614	13,614	68,070
Professional fees	22,347	5,680	3,780	3,780	3,780	3,780	20,800
Building ops	15,343	16,156	16,641	17,140	17,654	15,915	83,506
Veh & Equip ops	7,814	9,150	9,333	9,520	9,710	9,904	47,617
Operating costs	33,672	35,120	34,822	35,519	36,229	36,954	178,644
Wages & benefits	38,987	38,931	39,904	40,902	41,924	42,973	204,634
Contributions to reserve funds	20,580	67,365	15,735	18,616	20,902	24,988	147,606
Debt interest	3,812	3,812	3,812	3,812	3,812	3,812	19,060
Total Operating Expenditures	151,847	189,828	137,641	142,903	147,625	151,940	769,937
Operating (surplus)/deficit	19,127	45,439	(11,874)	(11,930)	(12,726)	(14,136)	(5,227)
Capital Asset Expenditures							
Capital expenditures	485,623	488,320	10,112	6,154	19,975	3,077	527,638
Transfer from reserves	(32,000)	(34,788)	(10,000)	(422)			(45,210)
Grants and other	(290,532)	(290,532)					(290,532)
New borrowing	(162,880)	(162,880)		(5,620)	(19,670)	(2,810)	(190,980)
Net Capital Assets funded from Operations	211	120	112	112	305	267	916
Capital Financing Charges							
New debt (principal & interest)	1,629	1,629	11,762	11,818	12,421	13,869	51,499
Total Capital Financing Charges	1,629	1,629	11,762	11,818	12,421	13,869	51,499
Net (surplus)/deficit for the year	20,967	47,188					47,188
Add: Transfer from appropriated surplus	(20,000)	(2,451)					(2,451)
Add: Prior year (surplus) / deficit	(15,387)	(44,737)					(44,737)
(Surplus) applied to future years	(14,420)						

Water - Whiskey Creek

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-2039 MAJOR CAP - WATER WHISKEY CREEK	34,591	10,000	6,042	19,670	2,810	73,113
PC-2039 COMPUTER - WATER WHISKEY CREEK	120	112	112	305	267	916
VH-2039 VEHICLE - WATER WHISKEY CREEK	197					197
WT-0023 WHISKEY CRK PMP STN & DISTRIBTN	453,412					453,412
Total Water - Whiskey Creek	488,320	10,112	6,154	19,975	3,077	527,638

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		78,476				
Opening Balance -Linked		78,476				
Opening Balance		78,476	112,240	119,640	139,946	163,417
MJ-2039 MAJOR CAP - WATER WHISKEY CREEK		34,591	10,000	422		
Total Allocated To Capital Projects		34,591	10,000	422	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account		-	-	-	-	-
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		34,591	10,000	422	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		66,785	15,155	18,036	20,322	24,408
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		66,785	15,155	18,036	20,322	24,408
Closing Balance Before Interest		110,670	117,395	137,254	160,268	187,825
Interest Income		1,570	2,245	2,692	3,149	4,085
Closing Reserve Balance fund		112,240	119,640	139,946	163,417	191,910
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0

New Borrowing	Comments	2020	2021	2022	2023	2024
New Borrowing						
MJ-2039 MAJOR CAP - WATER WHISKEY CREEK				5,620	19,670	2,810
WT-0023 WHISKEY CRK PMP STN & DISTRIBTN		162,880				
Total New Borrowing		162,880	-	5,620	19,670	2,810
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	11,762	0	462	1,617
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	11,762	11,762	12,224	13,841
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	1,629	0	56	197	28

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		5.0%	5.0%	4.0%	4.0%	4.0%	
Parcel taxes	(9,906)	(10,401)	(10,921)	(11,358)	(11,812)	(12,285)	(56,777)
	(9,906)	(10,401)	(10,921)	(11,358)	(11,812)	(12,285)	(56,777)
Utility user fees	(736)	(1,191)	(1,215)	(1,239)	(1,264)	(1,289)	(6,198)
Interdepartmental recoveries	(10)	(11)	(11)	(11)	(11)	(11)	(55)
Total Operating Revenues	(10,652)	(11,603)	(12,147)	(12,608)	(13,087)	(13,585)	(63,030)
Operating Expenditures							
Administration	890	1,393	1,393	1,393	1,393	1,393	6,965
Professional fees	5,560	1,835	1,760	1,760	1,760	1,760	8,875
Building ops	733	710	731	753	776	710	3,680
Veh & Equip ops	193	223	227	232	236	241	1,159
Operating costs	5,368	4,551	4,642	4,735	4,830	4,926	23,684
Wages & benefits	1,492	1,500	1,537	1,576	1,615	1,655	7,883
Contributions to reserve funds	29	10,888	1,853	1,933	1,669	2,697	19,040
Total Operating Expenditures	14,265	21,100	12,143	12,382	12,279	13,382	71,286
Operating (surplus)/deficit	3,613	9,497	(4)	(226)	(808)	(203)	8,256
Capital Asset Expenditures							
Capital expenditures	1,008	4,037	5,004	241	782	120	10,184
Transfer from reserves	(1,000)	(4,032)	(5,000)	(17)			(9,049)
Net Capital Assets funded from Operations	8	5	4	224	782	120	1,135
Capital Financing Charges							
Existing debt (principal)				2	26	83	111
Total Capital Financing Charges				2	26	83	111
Net (surplus)/deficit for the year	3,621	9,502					9,502
Add: Transfer from appropriated surplus	(2,500)	(249)					(249)
Add: Prior year (surplus) / deficit	(3,327)	(9,253)					(9,253)
(Surplus) applied to future years	(2,206)						

Water - Decourcey

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-2042 MAJOR CAP - WATER DECOURCEY	4,024	5,000	237	770	110	10,141
PC-2042 COMPUTER - WATER DECOURCEY	5	4	4	12	10	35
VH-2042 VEHICLE - WATER DECOURCEY	8					8
Total Water - Decourcey	4,037	5,004	241	782	120	10,184

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		22,217				
Opening Balance -Linked		22,217				
Opening Balance		22,217	29,496	26,910	29,402	31,704
MJ-2042 MAJOR CAP - WATER DECOURCEY		4,024	5,000	17		
Total Allocated To Capital Projects		4,024	5,000	17	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account		-	-	-	-	-
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		4,024	5,000	17	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		10,859	1,824	1,904	1,640	2,668
Transfers from Reserve Account			-	-	-	-
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		10,859	1,824	1,904	1,640	2,668
Closing Balance Before Interest		29,052	26,320	28,797	31,042	34,372
Interest Income		444	590	605	662	793
Closing Reserve Balance fund		29,496	26,910	29,402	31,704	35,165
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		23.5%	3.7%	3.7%	3.8%	3.9%	
Parcel taxes	(145,760)	(180,065)	(186,680)	(193,667)	(201,043)	(208,830)	(970,285)
	(145,760)	(180,065)	(186,680)	(193,667)	(201,043)	(208,830)	(970,285)
Utility user fees	(72,514)	(77,860)	(79,417)	(81,006)	(82,626)	(84,278)	(405,187)
Operating grants	(12,525)						
Interdepartmental recoveries	(1,915)	(1,985)	(1,985)	(1,985)	(1,985)	(1,985)	(9,925)
Total Operating Revenues	(232,714)	(259,910)	(268,082)	(276,658)	(285,654)	(295,093)	(1,385,397)
Operating Expenditures							
Administration	15,199	20,907	20,907	20,907	20,907	20,907	104,535
Professional fees	21,394	10,055	5,650	5,650	5,650	5,650	32,655
Building ops	5,205	5,765	5,937	6,116	6,299	1,256	25,373
Veh & Equip ops	8,292	12,022	12,262	12,507	12,757	13,012	62,560
Operating costs	40,538	51,657	52,690	53,743	54,818	55,915	268,823
Wages & benefits	89,886	89,689	91,931	94,229	96,585	99,000	471,434
Contributions to reserve funds	46,345	71,266	34,290	39,128	20,584	18,141	183,409
Debt interest	9,946	9,878	7,695	6,526	5,707	4,888	34,694
Total Operating Expenditures	236,805	271,239	231,362	238,806	223,307	218,769	1,183,483
Operating (surplus)/deficit	4,091	11,329	(36,720)	(37,852)	(62,347)	(76,324)	(201,914)
Capital Asset Expenditures							
Capital expenditures	292,615	34,702	100,260	364,192	146,061	357,096	1,002,311
Transfer from reserves	(10,000)	(13,815)	(100,000)	(50,972)			(164,787)
Grants and other	(139,329)	(20,609)					(20,609)
New borrowing	(142,800)			(312,960)	(145,360)	(356,480)	(814,800)
Net Capital Assets funded from Operations	486	278	260	260	701	616	2,115
Capital Financing Charges							
Existing debt (principal)	13,310	36,460	36,460	34,462	34,462	34,462	176,306
New debt (principal & interest)	1,428			3,130	27,184	41,246	71,560
Total Capital Financing Charges	14,738	36,460	36,460	37,592	61,646	75,708	247,866
Net (surplus)/deficit for the year	19,315	48,067					48,067
Add: Transfer from appropriated surplus		(1,033)					(1,033)
Add: Prior year (surplus) / deficit	(48,114)	(47,034)					(47,034)
(Surplus) applied to future years	(28,799)						

Water - San Pareil

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-2043 MAJOR CAP - WATER SAN PAREIL	33,970	100,000	363,932	145,360	356,480	999,742
PC-2043 COMPUTER - WATER SAN PAREIL	278	260	260	701	616	2,115
VH-2043 VEHICLE - WATER SAN PAREIL	454					454
Total Water - San Pareil	34,702	100,260	364,192	146,061	357,096	1,002,311

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		148,408				
Opening Balance - Linked		148,408				
Opening Balance		148,408	207,936	145,040	135,114	157,393
MJ-2043 MAJOR CAP - WATER SAN PAREIL		13,361	100,000	50,972	-	-
Total Allocated To Capital Projects		13,361	100,000	50,972	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund		-	-	-	-	-
Transfers to Reserve Account		-	-	-	-	-
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		13,361	100,000	50,972	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		69,921	32,945	37,783	19,239	16,796
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		69,921	32,945	37,783	19,239	16,796
Closing Balance Before Interest		204,968	140,881	131,851	154,353	174,189
Interest Income		2,968	4,159	3,263	3,040	3,935
Closing Reserve Balance fund		207,936	145,040	135,114	157,393	178,124
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0

New Borrowing	Comments	2020	2021	2022	2023	2024
New Borrowing						
MJ-2043 MAJOR CAP - WATER SAN PAREIL				312,960	145,360	356,480
Total New Borrowing		-	-	312,960	145,360	356,480
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	0	25,730	11,951
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	25,730	37,681
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	3,130	1,454	3,565

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		(1.8%)				(100.0%)	
Parcel taxes	(6,021)	(5,911)	(5,911)	(5,911)	(5,911)		(23,644)
	(6,021)	(5,911)	(5,911)	(5,911)	(5,911)		(23,644)
Total Operating Revenues	(6,021)	(5,911)	(5,911)	(5,911)	(5,911)		(23,644)
Operating Expenditures							
Debt interest	2,868	2,868	2,868	2,868	2,868		11,472
Total Operating Expenditures	2,868	2,868	2,868	2,868	2,868		11,472
Operating (surplus)/deficit	(3,153)	(3,043)	(3,043)	(3,043)	(3,043)		(12,172)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	3,043	3,043	3,043	3,043	3,043		12,172
Total Capital Financing Charges	3,043	3,043	3,043	3,043	3,043		12,172
Net (surplus)/deficit for the year	(110)						
Add: Prior year (surplus) / deficit	110						
(Surplus) applied to future years							

**Water - Englishman River
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		2.0%	3.0%	3.0%	3.0%	3.0%	
Parcel taxes	(41,456)	(42,285)	(43,554)	(44,860)	(46,206)	(47,592)	(224,497)
	(41,456)	(42,285)	(43,554)	(44,860)	(46,206)	(47,592)	(224,497)
Operations	(1,160)	(830)	(830)	(830)	(830)	(830)	(4,150)
Utility user fees	(61,180)	(77,860)	(79,417)	(81,006)	(82,626)	(84,278)	(405,187)
Interdepartmental recoveries	(225)	(263)	(263)	(263)	(263)	(263)	(1,315)
Total Operating Revenues	(104,021)	(121,238)	(124,064)	(126,959)	(129,925)	(132,963)	(635,149)
Operating Expenditures							
Administration	9,140	12,534	12,534	12,534	12,534	12,534	62,670
Professional fees	21,438	8,025	5,650	5,650	5,650	5,650	30,625
Building ops	8,393	7,538	7,764	7,997	8,236	5,650	37,185
Veh & Equip ops	7,713	9,046	9,227	9,411	9,600	9,792	47,076
Operating costs	21,480	23,908	24,387	24,874	25,372	25,879	124,420
Wages & benefits	48,623	48,609	49,824	51,070	52,346	53,655	255,504
Contributions to reserve funds	10,725	70,344	14,538	15,213	14,984	16,838	131,917
Total Operating Expenditures	127,512	180,004	123,924	126,749	128,722	129,998	689,397
Operating (surplus)/deficit	23,491	58,766	(140)	(210)	(1,203)	(2,965)	54,248
Capital Asset Expenditures							
Capital expenditures	22,264	55,134	70,140	27,687	24,950	3,843	181,754
Transfer from reserves	(22,000)	(54,984)	(70,000)	(20,527)			(145,511)
New borrowing				(7,020)	(24,570)	(3,510)	(35,100)
Net Capital Assets funded from Operations	264	150	140	140	380	333	1,143
Capital Financing Charges							
Existing debt (principal)				70	823	2,632	3,525
Total Capital Financing Charges				70	823	2,632	3,525
Net (surplus)/deficit for the year	23,755	58,916					58,916
Add: Transfer from appropriated surplus	(15,000)	(1,964)					(1,964)
Add: Prior year (surplus) / deficit	(34,967)	(56,952)					(56,952)
(Surplus) applied to future years	(26,212)						

Water - Englishman River

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-2045 MAJOR CAP - WATER ENGLISHMAN RIVER	54,738	70,000	27,547	24,570	3,510	180,365
PC-2045 COMPUTER - WATER ENGLISHMAN RIVER	150	140	140	380	333	1,143
VH-2045 VEHICLE - WATER ENGLISHMAN RIVER	246					246
Total Water - Englishman River	55,134	70,140	27,687	24,950	3,843	181,754

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		348,925				
Opening Balance -Linked		348,925				
Opening Balance		348,925	370,784	322,013	323,219	344,750
MJ-2045 MAJOR CAP - WATER ENGLISHMAN RIVER		54,738	70,000	20,527		
Total Allocated To Capital Projects		54,738	70,000	20,527	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account		-	-	-	-	-
Transfers to DCC Fund	Trsfr from Reserve Non Capital					
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		54,738	70,000	20,527	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		69,619	13,813	14,488	14,259	16,113
Transfers from Reserve Account			-	-	-	-
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		69,619	13,813	14,488	14,259	16,113
Closing Balance Before Interest		363,806	314,597	315,974	337,478	360,863
Interest Income		6,978	7,416	7,245	7,272	8,619
Closing Reserve Balance fund		370,784	322,013	323,219	344,750	369,482
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0

**Water - Melrose Terrace
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		4.0%	4.0%	4.0%	4.0%	4.0%	
Parcel taxes	(24,452)	(25,430)	(26,447)	(27,505)	(28,605)	(29,750)	(137,737)
	(24,452)	(25,430)	(26,447)	(27,505)	(28,605)	(29,750)	(137,737)
Utility user fees	(4,222)	(4,580)	(4,672)	(4,765)	(4,860)	(4,958)	(23,835)
Interdepartmental recoveries	(40)	(46)	(46)	(46)	(46)	(46)	(230)
Total Operating Revenues	(28,714)	(30,056)	(31,165)	(32,316)	(33,511)	(34,754)	(161,802)
Operating Expenditures							
Administration	2,646	2,827	2,827	2,827	2,827	2,827	14,135
Professional fees	839	1,020	610	610	610	610	3,460
Building ops	2,107	4,507	1,642	1,691	1,742	1,285	10,867
Veh & Equip ops	1,630	2,302	2,348	2,395	2,443	2,492	11,980
Operating costs	8,295	12,233	14,657	11,950	12,189	15,433	66,462
Wages & benefits	8,748	8,712	8,930	9,153	9,382	9,617	45,794
Contributions to reserve funds	6,125	14,959	125	151	601	1,956	17,792
Total Operating Expenditures	30,390	46,560	31,139	28,777	29,794	34,220	170,490
Operating (surplus)/deficit	1,676	16,504	(26)	(3,539)	(3,717)	(534)	8,688
Capital Asset Expenditures							
Capital expenditures	67,048	98,105	5,026	19,881	7,979	691	131,682
Transfer from reserves	(7,000)	(2,177)	(5,000)	(15,095)			(22,272)
Grants and other	(60,000)	(102,400)					(102,400)
New borrowing				(1,260)	(4,410)	(630)	(6,300)
Net Capital Assets funded from Operations	48	(6,472)	26	3,526	3,569	61	710
Capital Financing Charges							
Existing debt (principal)				13	148	473	634
Total Capital Financing Charges				13	148	473	634
Net (surplus)/deficit for the year	1,724	10,032					10,032
Add: Transfer from appropriated surplus		(101)					(101)
Add: Prior year (surplus) / deficit	(10,745)	(9,931)					(9,931)
(Surplus) applied to future years	(9,021)						

Water - Melrose Terrace

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-2046 MAJOR CAP - WATER MELROSE PLACE	4,533	5,000	16,355	4,410	630	30,928
MN-2046 MINOR CAP - WATER MELROSE PLACE	3,500		3,500	3,500		10,500
PC-2046 COMPUTER - WATER MELROSE PLACE	28	26	26	69	61	210
VH-2046 VEHICLE - WATER MELROSE PLACE	44					44
WT-0029 MELROSE TERRACE RESERVOIR REPLACEMENT	100,000					100,000
Total Water - Melrose Terrace	108,105	5,026	19,881	7,979	691	141,682

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		19,025				
Opening Balance -Linked		19,025				
Opening Balance		19,025	32,107	27,749	13,304	14,079
MJ-2046 MAJOR CAP - WATER MELROSE TERRACE		2,133	5,000	15,095		
Total Allocated To Capital Projects		2,133	5,000	15,095	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund		-	-	-	-	-
Transfers to Reserve Account		-	-	-	-	-
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		2,133	5,000	15,095	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		14,834	-	26	476	1,831
Transfers from Reserve Account			-	-	-	-
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		14,834	-	26	476	1,831
Closing Balance Before Interest		31,726	27,107	12,680	13,780	15,910
Interest Income		381	642	624	299	352
Closing Reserve Balance fund		32,107	27,749	13,304	14,079	16,262
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0

**Water - Nanoose Peninsula
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		10.0%	10.0%	12.0%	8.0%	8.0%	
Parcel taxes	(995,551)	(1,095,106)	(1,204,617)	(1,349,171)	(1,457,104)	(1,573,673)	(6,679,671)
	(995,551)	(1,095,106)	(1,204,617)	(1,349,171)	(1,457,104)	(1,573,673)	(6,679,671)
Operations	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(80,000)
Utility user fees	(658,426)	(755,700)	(770,814)	(786,230)	(801,955)	(817,994)	(3,932,693)
Interdepartmental recoveries	(3,565)	(4,174)	(4,174)	(4,174)	(4,174)	(4,174)	(20,870)
Total Operating Revenues	(1,673,542)	(1,870,980)	(1,995,605)	(2,155,575)	(2,279,233)	(2,411,841)	(10,713,234)
Operating Expenditures							
Administration	145,584	199,473	199,473	199,473	199,473	199,473	997,365
Professional fees	112,054	93,790	30,640	30,640	30,640	30,640	216,350
Building ops	172,705	184,958	190,507	196,222	202,109	162,623	936,419
Veh & Equip ops	81,455	103,351	100,418	102,427	104,475	106,565	517,236
Operating costs	314,387	464,578	467,739	472,094	486,536	491,266	2,382,213
Wages & benefits	772,760	780,412	799,923	819,921	840,419	861,429	4,102,104
Contributions to reserve funds	261,670	374,445	103,859	149,367	149,216	261,140	1,038,027
Debt interest	30,493	30,493	30,493	30,493	30,493	30,493	152,465
Total Operating Expenditures	1,891,108	2,231,500	1,923,052	2,000,637	2,043,361	2,143,629	10,342,179
Operating (surplus)/deficit	217,566	360,520	(72,553)	(154,938)	(235,872)	(268,212)	(371,055)
Capital Asset Expenditures							
Capital expenditures	627,731	1,078,605	1,304,756	1,551,038	618,469	579,269	5,132,137
Transfer from reserves	(346,442)	(649,138)	(227,500)	(535,962)	(217,500)	(117,500)	(1,747,600)
New borrowing	(207,058)	(357,058)	(1,075,000)	(1,012,820)	(394,870)	(456,410)	(3,296,158)
Net Capital Assets funded from Operations	74,231	72,409	2,256	2,256	6,099	5,359	88,379
Capital Financing Charges							
Existing debt (principal)	33,762	33,762	33,762	33,762	33,762	33,762	168,810
New debt (principal & interest)	2,071	3,571	36,535	118,920	196,011	229,091	584,128
Total Capital Financing Charges	35,833	37,333	70,297	152,682	229,773	262,853	752,938
Net (surplus)/deficit for the year	327,630	470,262					470,262
Add: Transfer from appropriated surplus	(132,174)	(113,311)					(113,311)
Add: Prior year (surplus) / deficit	(427,093)	(356,951)					(356,951)
(Surplus) applied to future years	(231,637)						

Water - Nanoose Peninsula

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
LD-2047 LAND - WATER NANOOSE PENINSULA	70,000					70,000
MJ-2047 MAJOR CAP - WATER NANOOSE PENINSULA	270,847	227,500	648,782	612,370	573,910	2,333,409
PC-2047 COMPUTER - WATER NANOOSE PENINSULA	2,409	2,256	2,256	6,099	5,359	18,379
VH-2047 VEHICLE - WATER NANOOSE PENINSULA	3,949					3,949
WT-0005 NB WT - FAIRWINDS RESERVOIR		300,000	900,000			1,200,000
WT-0006 NB WT - OUTRIGGER RD MAIN 2017	175,000					175,000
WT-0007 NB WT - DORCAS PT RD WTR MAIN	150,000	775,000				925,000
WT-0018 NB WT - WEST BAY PUMPHOUSE UPGRD 2018	114,900					114,900
WT-0019 NB WT - DOLPHIN DRIVE MAIN 2018	100,000					100,000
WT-0020 NB WT - DCC MAJOR UPDATE STUDY	11,500					11,500
WT-0030 FAIRWINDS #1 WELL IN-SITU REPLACEMENT	180,000					180,000
Total Water - Nanoose Peninsula	1,078,605	1,304,756	1,551,038	618,469	579,269	5,132,137

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		942,311				
Opening Balance - Linked		942,311				
Opening Balance		942,311	747,550	627,190	243,037	168,551
MJ-2047 MAJOR CAP - WATER NANOOSE PENINSULA		270,847	227,500	535,962	217,500	117,500
WT-0006 NB WT - OUTRIGGER RD MAIN 2017		67,942				
WT-0018 NB WT - WEST BAY PUMPHOUSE UPGRD 2018		114,900				
WT-0020 NB WT - DCC MAJOR UPDATE STUDY		11,500				
WT-0030 FAIRWINDS #1 WELL IN-SITU REPLACEMENT		180,000				
Total Allocated To Capital Projects		645,189	227,500	535,962	217,500	117,500
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account		-	-	-	-	-
Transfers to DCC Fund			-			
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		645,189	227,500	535,962	217,500	117,500
Transfers Into Reserve Fund						
Contributions from Operating Fund		362,775	92,189	137,697	137,546	249,470
Transfers from Reserve Account	Trsfns in from Old Reserves 0054	68,807				
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		431,582	92,189	137,697	137,546	249,470
Closing Balance Before Interest		728,704	612,239	228,925	163,083	300,521
Interest Income		18,846	14,951	14,112	5,468	4,214
Closing Reserve Balance fund		747,550	627,190	243,037	168,551	304,735
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTBTPMT	0	0	0	0	0

New Borrowing	Comments	2020	2021	2022	2023	2024
New Borrowing						
MJ-2047 MAJOR CAP - WATER NANOOSE PENINSULA			-	112,820	394,870	456,410
WT-0005 NB WT - FAIRWINDS RESERVOIR			300,000	900,000		
WT-0006 NB WT - OUTRIGGER RD MAIN 2017		107,058				
WT-0007 NB WT - DORCAS PT RD WTR MAIN		150,000	775,000			
WT-0019 NB WT - DOLPHIN DRIVE MAIN 2018		100,000				
Total New Borrowing		357,058	1,075,000	1,012,820	394,870	456,410
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	25,785	83,007	83,270	32,465
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTBTPMT	0	25,785	108,792	192,062	224,527
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTBTPMT	3,571	10,750	10,128	3,949	4,564

**Bulk Water Nanoose Bay
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		3.0%	3.0%	2.0%	2.0%	2.0%	
Parcel taxes	(1,148,079)	(1,182,521)	(1,217,997)	(1,242,357)	(1,267,204)	(1,292,548)	(6,202,627)
	(1,148,079)	(1,182,521)	(1,217,997)	(1,242,357)	(1,267,204)	(1,292,548)	(6,202,627)
Interdepartmental recoveries	(125)	(237,547)	(237,547)	(237,547)	(237,547)	(237,547)	(1,187,735)
Total Operating Revenues	(1,148,204)	(1,420,068)	(1,455,544)	(1,479,904)	(1,504,751)	(1,530,095)	(7,390,362)
Operating Expenditures							
Administration	11,972	15,259	15,259	15,259	15,259	15,259	76,295
Professional fees	27,448	10,300	9,300	9,300	9,300	9,300	47,500
Building ops	17,600	22,890	23,577	24,284	25,013	24,148	119,912
Veh & Equip ops	1,579	2,623	2,675	2,729	2,783	2,839	13,649
Operating costs	178,139	265,332	270,639	276,052	281,573	287,204	1,380,800
Wages & benefits	81,075	74,140	75,993	77,893	79,841	81,837	389,704
Contributions to reserve funds	404,835	714,851	651,738	753,581	769,127	797,488	3,686,785
Debt interest	180,877	186,471	167,263	148,055	148,055	143,031	792,875
Total Operating Expenditures	903,525	1,291,866	1,216,444	1,307,153	1,330,951	1,361,106	6,507,520
Operating (surplus)/deficit	(244,679)	(128,202)	(239,100)	(172,751)	(173,800)	(168,989)	(882,842)
Capital Asset Expenditures							
Capital expenditures	3,713,402	215,599	80	4,380	14,700	2,190	236,949
Transfer from reserves	(2,375,092)	(215,452)		(300)			(215,752)
Grants and other	(778,758)						
New borrowing	(559,402)			(4,000)	(14,000)	(2,000)	(20,000)
Net Capital Assets funded from Operations	150	147	80	80	700	190	1,197
Capital Financing Charges							
Existing debt (principal)	239,020	239,020	239,020	172,631	172,631	167,299	990,601
New debt (principal & interest)	5,594			40	469	1,500	2,009
Total Capital Financing Charges	244,614	239,020	239,020	172,671	173,100	168,799	992,610
Net (surplus)/deficit for the year	85	110,965					110,965
Add: Transfer from appropriated surplus	(20,000)	(2,216)					(2,216)
Add: Prior year (surplus) / deficit	(56,253)	(108,749)					(108,749)
(Surplus) applied to future years	(76,168)						

Water - Bulk Water Nanoose Bay

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-2048 MAJOR CAP - BULK WATER NANOOSE BAY	146,720		4,300	14,000	2,000	167,020
PC-2048 COMPUTER - BULK WATER NANOOSE BAY	147	80	80	700	190	1,197
VH-2048 VEHICLE - BULK WATER NANOOSE BAY	140					140
WT-0025 NANOOSE BAY PENINSULA PUMP STATION	68,592					68,592
Total Water - Bulk Water Nanoose Bay	215,599	80	4,380	14,700	2,190	236,949

Water - Nanoose Bay Bulk Water

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		287,662				
Opening Balance -Linked		375,937				
Opening Balance		375,937	867,342	1,531,592	2,314,499	3,130,867
MJ-2048 MAJOR CAP - BULK WATER NANOOSE BAY		146,720	-	300	-	-
WT-0025 NANOOSE BAY PENINSULA PUMP STATION		68,592				
Total Allocated To Capital Projects		215,312	-	300	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account		-	-	-	-	-
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		215,312	-	300	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		699,198	646,903	748,746	764,292	792,653
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		699,198	646,903	748,746	764,292	792,653
Closing Balance Before Interest		859,823	1,514,245	2,280,038	3,078,791	3,923,520
Interest Income		7,519	17,347	34,461	52,076	78,272
Closing Reserve Balance fund		867,342	1,531,592	2,314,499	3,130,867	4,001,792
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		266	0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	266	266	266	266	266
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0

New Borrowing	Comments	2020	2021	2022	2023	2024
New Borrowing						
MJ-2048 MAJOR CAP - BULK WATER NANOOSE BAY		-	-	4,000	14,000	2,000
Total New Borrowing		-	-	4,000	14,000	2,000
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	0	329	1,151
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	329	1,480
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	40	140	20

**Bulk Water French Creek
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues							
Parcel taxes	(4,320)	(4,320)	(4,320)	(4,320)	(4,320)	(4,320)	(21,600)
	(4,320)	(4,320)	(4,320)	(4,320)	(4,320)	(4,320)	(21,600)
Miscellaneous	(32,531)	(15,675)	(22,141)	(22,642)	(23,279)	(23,677)	(107,414)
Total Operating Revenues	(36,851)	(19,995)	(26,461)	(26,962)	(27,599)	(27,997)	(129,014)
Operating Expenditures							
Administration	1,850	1,780	1,780	1,780	1,780	1,780	8,900
Professional fees	2,250						
Building ops	60						
Veh & Equip ops	131						
Operating costs	12,579	10,565	10,776	10,992	11,212	11,436	54,981
Wages & benefits	17,466	11,112	11,390	11,675	11,967	12,266	58,410
Contributions to reserve funds	2,515	2,515	2,515	2,515	2,515	2,515	12,575
Total Operating Expenditures	36,851	25,972	26,461	26,962	27,474	27,997	134,866
Operating (surplus)/deficit		5,977			(125)		5,852
Capital Asset Expenditures							
Capital expenditures		33			125		158
Net Capital Assets funded from Operations		33			125		158
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year		6,010					6,010
Add: Prior year (surplus) / deficit		(6,010)					(6,010)
(Surplus) applied to future years							

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		736,173				
Opening Balance -Linked		745,468				
Opening Balance		745,468	738,692	731,325	725,138	718,175
Total Allocated To Capital Projects		-	-	-	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund		-	-	-	-	-
Transfers to Reserve Account	Trsfrs from Reserve - Non Capital	21,685	22,141	22,642	23,279	23,677
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		21,685	22,141	22,642	23,279	23,677
Total Expenditures		21,685	22,141	22,642	23,279	23,677
Transfers Into Reserve Fund						
Contributions from Operating Fund			-	-	-	-
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		-	-	-	-	-
Closing Balance Before Interest		723,783	716,551	708,683	701,859	694,498
Interest Income		14,909	14,774	16,455	16,316	17,954
Closing Reserve Balance fund		738,692	731,325	725,138	718,175	712,452
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0

**Water - San Pareil Fire
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues							
Parcel taxes	(73,935)	(73,935)	(73,935)	(73,935)	(73,935)	(73,914)	(369,654)
	(73,935)	(73,935)	(73,935)	(73,935)	(73,935)	(73,914)	(369,654)
Operations	(277)	(277)	(277)	(277)	(277)	(298)	(1,406)
Total Operating Revenues	(74,212)	(74,212)	(74,212)	(74,212)	(74,212)	(74,212)	(371,060)
Operating Expenditures							
Debt interest	36,782	37,059	36,782	36,782	36,782	36,782	184,187
Total Operating Expenditures	36,782	37,059	36,782	36,782	36,782	36,782	184,187
Operating (surplus)/deficit	(37,430)	(37,153)	(37,430)	(37,430)	(37,430)	(37,430)	(186,873)
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		277					277
Add: Prior year (surplus) / deficit		(277)					(277)
(Surplus) applied to future years							

**Water - Westurne Heights
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		2.0%	2.0%	2.0%	2.0%	2.0%	
Parcel taxes	(21,273)	(21,698)	(22,132)	(22,575)	(23,026)	(23,487)	(112,918)
	(21,273)	(21,698)	(22,132)	(22,575)	(23,026)	(23,487)	(112,918)
Utility user fees	(2,491)	(2,492)	(2,541)	(2,592)	(2,644)	(2,697)	(12,966)
Interdepartmental recoveries	(40)	(44)	(44)	(44)	(44)	(44)	(220)
Total Operating Revenues	(23,804)	(24,234)	(24,717)	(25,211)	(25,714)	(26,228)	(126,104)
Operating Expenditures							
Administration	1,247	1,652	1,652	1,652	1,652	1,652	8,260
Professional fees	690	840	540	540	540	540	3,000
Building ops	606	771	794	818	842	561	3,786
Veh & Equip ops	850	906	924	942	961	980	4,713
Operating costs	6,239	6,236	6,361	6,488	6,618	6,750	32,453
Wages & benefits	5,271	5,248	5,379	5,514	5,651	5,793	27,585
Contributions to reserve funds	7,080	14,068	4,928	5,110	5,193	5,507	34,806
Debt interest	1,890	1,890	1,890	1,890	1,890	1,890	9,450
Total Operating Expenditures	23,873	31,611	22,468	22,954	23,347	23,673	124,053
Operating (surplus)/deficit	69	7,377	(2,249)	(2,257)	(2,367)	(2,555)	(2,051)
Capital Asset Expenditures							
Capital expenditures	1,029	1,124	10,016	833	2,705	417	15,095
Transfer from reserves	(1,000)	(1,107)	(10,000)	(57)			(11,164)
New borrowing				(760)	(2,660)	(380)	(3,800)
Net Capital Assets funded from Operations	29	17	16	16	45	37	131
Capital Financing Charges							
Existing debt (principal)	2,233	2,233	2,233	2,233	2,233	2,233	11,165
New debt (principal & interest)				8	89	285	382
Total Capital Financing Charges	2,233	2,233	2,233	2,241	2,322	2,518	11,547
Net (surplus)/deficit for the year	2,331	9,627					9,627
Add: Transfer from appropriated surplus		(101)					(101)
Add: Prior year (surplus) / deficit	(7,183)	(9,526)					(9,526)
(Surplus) applied to future years	(4,852)						

Water - Westurne Heights

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-2051 MAJOR CAP - WATER WESTURNE HEIGHTS	1,080	10,000	817	2,660	380	14,937
PC-2051 COMPUTER - WESTURNE HEIGHTS	17	16	16	45	37	131
VH-2051 VEHICLE - WESTURNE HEIGHTS	27					27
Total Water - Westurne Heights	1,124	10,016	833	2,705	417	15,095

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		15,294				
Opening Balance - Linked		15,294				
Opening Balance		15,294	28,481	23,899	29,410	35,185
MJ-2051 MAJOR CAP - WATER WESTURNE HEIGHTS		1,080	10,000	57		
VH-2051 VEHICLE - WESTURNE HEIGHTS		27				
Total Allocated To Capital Projects		1,107	10,000	57	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account		-	-	-	-	-
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		1,107	10,000	57	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		13,988	4,848	5,030	5,113	5,427
Transfers from Reserve Account			-	-	-	-
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		13,988	4,848	5,030	5,113	5,427
Closing Balance Before Interest		28,175	23,329	28,872	34,523	40,612
Interest Income		306	570	538	662	880
Closing Reserve Balance fund		28,481	23,899	29,410	35,185	41,492
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0

**Drinking Water/Watershed Protection
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		50.7%	0.3%	0.3%	0.3%	0.3%	
Property taxes	(387,960)	(584,952)	(587,112)	(589,272)	(591,432)	(593,592)	(2,946,360)
Parcel taxes	(166,544)	(250,476)	(251,196)	(251,916)	(252,636)	(253,356)	(1,259,580)
	(554,504)	(835,428)	(838,308)	(841,188)	(844,068)	(846,948)	(4,205,940)
Operations	(15,000)						
Miscellaneous		(40,000)					(40,000)
Total Operating Revenues	(569,504)	(875,428)	(838,308)	(841,188)	(844,068)	(846,948)	(4,245,940)
Operating Expenditures							
Administration	52,212	68,570	68,570	68,570	68,570	68,570	342,850
Professional fees	121,852	264,500	158,251	161,291	133,926	137,715	855,683
Building ops	2,500	2,500	2,550	2,601	2,653	2,706	13,010
Veh & Equip ops	1,600	1,600	1,632	1,665	1,698	1,732	8,327
Operating costs	30,619	36,890	52,628	38,681	54,454	40,543	223,196
Program costs	136,750	213,950	154,065	157,762	159,519	162,298	847,594
Wages & benefits	346,933	390,441	400,202	410,208	420,463	430,974	2,052,288
Contributions to reserve funds	410	410	410	410	410	410	2,050
Total Operating Expenditures	692,876	978,861	838,308	841,188	841,693	844,948	4,344,998
Operating (surplus)/deficit	123,372	103,433			(2,375)	(2,000)	99,058
Capital Asset Expenditures							
Capital expenditures	2,000	2,133			2,375	2,000	6,508
Net Capital Assets funded from Operations	2,000	2,133			2,375	2,000	6,508
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	125,372	105,566					105,566
Add: Transfer from appropriated surplus	(32,853)	(42,700)					(42,700)
Add: Prior year (surplus) / deficit	(130,109)	(62,866)					(62,866)
(Surplus) applied to future years	(37,590)						

**Sewer - French Creek
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		3.0%	2.0%	2.0%	2.0%	2.0%	
Parcel taxes	(807,430)	(831,653)	(848,286)	(865,252)	(882,557)	(900,208)	(4,327,956)
	(807,430)	(831,653)	(848,286)	(865,252)	(882,557)	(900,208)	(4,327,956)
Operations	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(30,000)
Utility user fees	(337,181)	(338,920)	(345,698)	(352,612)	(359,665)	(366,858)	(1,763,753)
Interdepartmental recoveries	(2,310)	(2,214)	(2,214)	(2,214)	(2,214)	(2,214)	(11,070)
Total Operating Revenues	(1,152,921)	(1,178,787)	(1,202,198)	(1,226,078)	(1,250,436)	(1,275,280)	(6,132,779)
Operating Expenditures							
Administration	24,927	29,646	29,646	29,646	29,646	29,646	148,230
Professional fees	10,002	14,885	6,290	3,290	3,290	3,290	31,045
Building ops	13,318	17,572	18,099	18,642	19,201	9,393	82,907
Veh & Equip ops	11,229	15,199	15,503	15,813	16,130	16,452	79,097
Operating costs	906,510	931,824	940,461	959,270	978,456	998,025	4,808,036
Wages & benefits	176,581	175,805	180,200	184,705	189,322	194,055	924,087
Contributions to reserve funds	2,660	21,315	11,485	13,941	9,984	13,553	70,278
Total Operating Expenditures	1,145,227	1,206,246	1,201,684	1,225,307	1,246,029	1,264,414	6,143,680
Operating (surplus)/deficit	(7,694)	27,459	(514)	(771)	(4,407)	(10,866)	10,901
Capital Asset Expenditures							
Capital expenditures	12,820	63,430	514	28,163	91,411	14,081	197,599
Transfer from reserves		(51,025)		(1,929)			(52,954)
New borrowing				(25,720)	(90,020)	(12,860)	(128,600)
Net Capital Assets funded from Operations	12,820	12,405	514	514	1,391	1,221	16,045
Capital Financing Charges							
Existing debt (principal)				257	3,016	9,645	12,918
Total Capital Financing Charges				257	3,016	9,645	12,918
Net (surplus)/deficit for the year	5,126	39,864					39,864
Add: Transfer from appropriated surplus		(10,750)					(10,750)
Add: Prior year (surplus) / deficit	(11,859)	(29,114)					(29,114)
(Surplus) applied to future years	(6,733)						

Sewer - French Creek

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-7550 MAJOR CAP - SEWER FRENCH CR COLLECTION	61,981		27,649	90,020	12,860	192,510
PC-7550 COMPUTER - SEWER FRENCH CR COLLECTION	549	514	514	1,391	1,221	4,189
VH-7550 VEHICLE - SEWER FRENCH CR COLLECTION	900					900
Total Sewer - French Creek	63,430	514	28,163	91,411	14,081	197,599

Sewer - French Creek

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		525,173				
Opening Balance -Linked		531,203				
Opening Balance		531,203	509,457	528,471	549,714	569,407
MJ-7550 MAJOR CAP - SEWER FRENCH CR COLLECTION		50,125	-	1,929		
VH-7550 VEHICLE - SEWER FRENCH CR COLLECTION		900				
Total Allocated To Capital Projects		51,025	-	1,929	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund		-	-	-	-	-
Transfers to Reserve Account		-	-	-	-	-
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		51,025	-	1,929	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		18,655	8,825	11,281	7,324	10,893
Transfers from Reserve Account			-	-	-	-
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		18,655	8,825	11,281	7,324	10,893
Closing Balance Before Interest		498,833	518,282	537,823	557,038	580,300
Interest Income		10,624	10,189	11,891	12,369	14,235
Closing Reserve Balance fund		509,457	528,471	549,714	569,407	594,535
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0

**Sewer Fairwinds
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		15.0%	10.0%	8.0%	2.0%	2.0%	
Parcel taxes	(41,774)	(48,040)	(52,844)	(57,072)	(58,213)	(59,377)	(275,546)
	(41,774)	(48,040)	(52,844)	(57,072)	(58,213)	(59,377)	(275,546)
Operations	(4,800)	(4,800)	(4,800)	(4,800)	(4,800)	(4,800)	(24,000)
Utility user fees	(62,325)	(62,792)	(65,303)	(66,610)	(67,942)	(69,301)	(331,948)
Interdepartmental recoveries	(999)	(946)	(946)	(946)	(946)	(946)	(4,730)
Total Operating Revenues	(109,898)	(116,578)	(123,893)	(129,428)	(131,901)	(134,424)	(636,224)
Operating Expenditures							
Administration	10,730	12,939	12,939	12,939	12,939	12,939	64,695
Professional fees	5,800	10,945	3,530	3,530	3,530	3,530	25,065
Building ops	6,389	7,563	7,789	8,023	8,264	4,200	35,839
Veh & Equip ops	4,418	6,141	6,264	6,389	6,517	6,647	31,958
Operating costs	22,292	16,018	16,338	16,665	16,998	17,338	83,357
Wages & benefits	73,227	73,922	75,770	77,664	79,605	81,596	388,557
Contributions to reserve funds	1,095	17,363	1,049	3,897	2,217	3,661	28,187
Total Operating Expenditures	123,951	144,891	123,679	129,107	130,070	129,911	657,658
Operating (surplus)/deficit	14,053	28,313	(214)	(321)	(1,831)	(4,513)	21,434
Capital Asset Expenditures							
Capital expenditures	5,481	27,124	214	11,695	37,959	5,848	82,840
Transfer from reserves		(21,815)		(801)			(22,616)
New borrowing				(10,680)	(37,380)	(5,340)	(53,400)
Net Capital Assets funded from Operations	5,481	5,309	214	214	579	508	6,824
Capital Financing Charges							
Existing debt (principal)				107	1,252	4,005	5,364
Total Capital Financing Charges				107	1,252	4,005	5,364
Net (surplus)/deficit for the year	19,534	33,622					33,622
Add: Transfer from appropriated surplus		(10,750)					(10,750)
Add: Prior year (surplus) / deficit	(26,062)	(22,872)					(22,872)
(Surplus) applied to future years	(6,528)						

Sewer Fairwinds
5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-7551 MAJOR CAP - SEWER FAIRWINDS COLLECTION	26,521		11,481	37,380	5,340	80,722
PC-7551 COMPUTER - SEWER FAIRWINDS COLLECTION	229	214	214	579	508	1,744
VH-7551 VEHICLE - SEWER FAIRWINDS COLLECTION	374					374
Total Sewer Fairwinds	27,124	214	11,695	37,959	5,848	82,840

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		162,798				
Opening Balance - Linked		162,798				
Opening Balance		162,798	160,881	164,053	169,745	174,686
MJ-7551 MAJOR CAP - SEWER FAIRWINDS COLLECTION		21,441		801		
Total Allocated To Capital Projects		21,441	-	801	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account		-	-	-	-	-
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		21,441	-	801	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		16,268	(46)	2,802	1,122	2,566
Transfers from Reserve Account			-	-	-	-
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		16,268	(46)	2,802	1,122	2,566
Closing Balance Before Interest		157,625	160,835	166,054	170,867	177,252
Interest Income		3,256	3,218	3,691	3,819	4,367
Closing Reserve Balance fund		160,881	164,053	169,745	174,686	181,619
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0

**Sewer - Pacific Shores
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		5.0%	5.0%	3.0%	2.0%	2.0%	
Parcel taxes	(77,142)	(80,999)	(85,049)	(87,600)	(89,352)	(91,139)	(434,139)
	(77,142)	(80,999)	(85,049)	(87,600)	(89,352)	(91,139)	(434,139)
Interdepartmental recoveries	(161)	(151)	(151)	(151)	(151)	(151)	(755)
Total Operating Revenues	(77,303)	(81,150)	(85,200)	(87,751)	(89,503)	(91,290)	(434,894)
Operating Expenditures							
Administration	1,624	2,419	2,419	2,419	2,419	2,419	12,095
Professional fees	914	1,085	590	590	590	590	3,445
Building ops	880	1,124	1,157	1,192	1,228	562	5,263
Veh & Equip ops	680	1,322	1,348	1,375	1,403	1,431	6,879
Operating costs	58,131	54,670	55,763	56,878	58,016	59,176	284,503
Wages & benefits	11,936	12,066	12,368	12,677	12,994	13,319	63,424
Contributions to reserve funds	8,186	18,451	11,521	12,569	12,555	13,058	68,154
Total Operating Expenditures	82,351	91,137	85,166	87,700	89,205	90,555	443,763
Operating (surplus)/deficit	5,048	9,987	(34)	(51)	(298)	(735)	8,869
Capital Asset Expenditures							
Capital expenditures	871	29,310	34	21,905	6,184	20,952	78,385
Transfer from reserves		(28,468)		(20,131)		(20,000)	(68,599)
New borrowing				(1,740)	(6,090)	(870)	(8,700)
Net Capital Assets funded from Operations	871	842	34	34	94	82	1,086
Capital Financing Charges							
Existing debt (principal)				17	204	653	874
Total Capital Financing Charges				17	204	653	874
Net (surplus)/deficit for the year	5,919	10,829					10,829
Add: Transfer from appropriated surplus		(1,500)					(1,500)
Add: Prior year (surplus) / deficit	(11,279)	(9,329)					(9,329)
(Surplus) applied to future years	(5,360)						

Sewer - Pacific Shores

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-7554 MAJOR CAP - SEWER PACIFIC SHORES	29,213		21,871	6,090	20,870	78,044
PC-7554 COMPUTER - SEWER PACIFIC SHORES	36	34	34	94	82	280
VH-7554 VEHICLE - SEWER PACIFIC SHORES	61					61
Total Sewer - Pacific Shores	29,310	34	21,905	6,184	20,952	78,385

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		73,201				
Opening Balance -Linked		73,201				
Opening Balance		73,201	64,523	77,148	71,136	85,106
MJ-7554 MAJOR CAP - SEWER PACIFIC SHORES		28,407		20,131		20,000
Total Allocated To Capital Projects		28,407	-	20,131	-	20,000
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account		-	-	-	-	-
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		28,407	-	20,131	-	20,000
Transfers Into Reserve Fund						
Contributions from Operating Fund		18,265	11,335	12,383	12,369	12,872
Transfers from Reserve Account			-	-	-	-
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		18,265	11,335	12,383	12,369	12,872
Closing Balance Before Interest		63,059	75,858	69,400	83,505	77,978
Interest Income		1,464	1,290	1,736	1,601	2,128
Closing Reserve Balance fund		64,523	77,148	71,136	85,106	80,106
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0

**Sewer - Surfside
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		5.0%	5.0%	5.0%	5.0%	5.0%	
Parcel taxes	(23,851)	(25,044)	(26,296)	(27,611)	(28,991)	(30,441)	(138,383)
	(23,851)	(25,044)	(26,296)	(27,611)	(28,991)	(30,441)	(138,383)
Utility user fees	(5,104)	(5,771)	(5,886)	(6,004)	(6,124)	(6,246)	(30,031)
Interdepartmental recoveries	(36)	(33)	(33)	(33)	(33)	(33)	(165)
Miscellaneous		(15,000)					(15,000)
Total Operating Revenues	(28,991)	(45,848)	(32,215)	(33,648)	(35,148)	(36,720)	(183,579)
Operating Expenditures							
Administration	796	1,329	1,329	1,329	1,329	1,329	6,645
Professional fees	270	15,330	300	300	300	300	16,530
Building ops	224	213	219	226	233	95	986
Veh & Equip ops	3,196	460	469	479	488	498	2,394
Operating costs	23,709	22,933	23,392	23,860	24,337	24,824	119,346
Wages & benefits	2,439	2,472	2,534	2,598	2,662	2,729	12,995
Contributions to reserve funds	5,045	17,201	3,964	4,844	5,737	6,792	38,538
Total Operating Expenditures	35,679	59,938	32,207	33,636	35,086	36,567	197,434
Operating (surplus)/deficit	6,688	14,090	(8)	(12)	(62)	(153)	13,855
Capital Asset Expenditures							
Capital expenditures	192	950	8	395	1,280	198	2,831
Transfer from reserves		(763)		(27)			(790)
New borrowing				(360)	(1,260)	(180)	(1,800)
Net Capital Assets funded from Operations	192	187	8	8	20	18	241
Capital Financing Charges							
Existing debt (principal)				4	42	135	181
Total Capital Financing Charges				4	42	135	181
Net (surplus)/deficit for the year	6,880	14,277					14,277
Add: Prior year (surplus) / deficit	(10,844)	(14,277)					(14,277)
(Surplus) applied to future years	(3,964)						

Sewer - Surfside
5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-7555 MAJOR CAP - SEWER SURFSIDE	928		387	1,260	180	2,755
PC-7555 COMPUTER - SEWER SURFSIDE	9	8	8	20	18	63
VH-7555 VEHICLE - SEWER SURFSIDE	13					13
Total Sewer - Surfside	950	8	395	1,280	198	2,831

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		73,201				
Opening Balance - Linked		73,201				
Opening Balance		73,201	64,523	77,148	71,136	85,106
MJ-7554 MAJOR CAP - SEWER PACIFIC SHORES		28,407		20,131		20,000
Total Allocated To Capital Projects		28,407	-	20,131	-	20,000
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account		-	-	-	-	-
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		28,407	-	20,131	-	20,000
Transfers Into Reserve Fund						
Contributions from Operating Fund		18,265	11,335	12,383	12,369	12,872
Transfers from Reserve Account			-	-	-	-
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		18,265	11,335	12,383	12,369	12,872
Closing Balance Before Interest		63,059	75,858	69,400	83,505	77,978
Interest Income		1,464	1,290	1,736	1,601	2,128
Closing Reserve Balance fund		64,523	77,148	71,136	85,106	80,106
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0

**Sewer - Cedar
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		(18.0%)	6.9%	0.6%	0.6%	0.6%	
Parcel taxes	(136,293)	(111,821)	(119,566)	(120,264)	(120,976)	(121,702)	(594,329)
	(136,293)	(111,821)	(119,566)	(120,264)	(120,976)	(121,702)	(594,329)
Utility user fees	(65,602)	(65,916)	(67,234)	(68,579)	(69,950)	(71,349)	(343,028)
Interdepartmental recoveries	(97)	(98)	(98)	(98)	(98)	(98)	(490)
Total Operating Revenues	(201,992)	(177,835)	(186,898)	(188,941)	(191,024)	(193,149)	(937,847)
Operating Expenditures							
Administration	2,939	3,484	3,484	3,484	3,484	3,484	17,420
Professional fees	1,709	1,860	1,530	1,530	1,530	1,530	7,980
Building ops	6,333	6,312	6,501	6,696	6,897	6,660	33,066
Veh & Equip ops	2,725	2,585	2,637	2,689	2,743	2,798	13,452
Operating costs	47,748	75,882	77,400	78,948	80,527	82,137	394,894
Wages & benefits	7,519	7,599	7,789	7,984	8,183	8,388	39,943
Contributions to reserve funds	30,125	58,493	2,869	2,911	2,806	3,021	70,100
Debt interest	58,528	37,407	37,406	37,406	37,406	37,406	187,031
Total Operating Expenditures	157,626	193,622	139,616	141,648	143,576	145,424	763,886
Operating (surplus)/deficit	(44,366)	15,787	(47,282)	(47,293)	(47,448)	(47,725)	(173,961)
Capital Asset Expenditures							
Capital expenditures	565	7,798	22	1,205	3,909	602	13,536
Transfer from reserves		(7,251)		(83)			(7,334)
New borrowing				(1,100)	(3,850)	(550)	(5,500)
Net Capital Assets funded from Operations	565	547	22	22	59	52	702
Capital Financing Charges							
Existing debt (principal)	47,260	47,260	47,260	47,271	47,389	47,673	236,853
Total Capital Financing Charges	47,260	47,260	47,260	47,271	47,389	47,673	236,853
Net (surplus)/deficit for the year	3,459	63,594					63,594
Add: Prior year (surplus) / deficit	(48,321)	(63,594)					(63,594)
(Surplus) applied to future years	(44,862)						

Sewer - Cedar
5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-7558 MAJOR CAP - SEWER CEDAR COLLECTION	7,736		1,183	3,850	550	13,319
PC-7558 COMPUTER - SEWER CEDAR COLLECTION	23	22	22	59	52	178
VH-7558 VEHICLE - SEWER CEDAR COLLECTION	39					39
Total Sewer - Cedar	7,798	22	1,205	3,909	602	13,536

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		162,314				
Opening Balance -Linked		162,314				
Opening Balance		162,314	216,716	223,794	231,532	239,422
MJ-7558 MAJOR CAP - SEWER CEDAR COLLECTION		7,212		83		
Total Allocated To Capital Projects		7,212	-	83	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account		-	-	-	-	-
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		7,212	-	83	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		58,368	2,744	2,786	2,681	2,896
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		58,368	2,744	2,786	2,681	2,896
Closing Balance Before Interest		213,470	219,460	226,497	234,213	242,318
Interest Income		3,246	4,334	5,035	5,209	5,986
Closing Reserve Balance fund		216,716	223,794	231,532	239,422	248,304
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0

**Sewer - Barclay
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		20.0%	6.1%	3.2%	2.5%	1.8%	
Parcel taxes	(130,540)	(156,607)	(166,180)	(171,499)	(175,754)	(178,945)	(848,985)
	(130,540)	(156,607)	(166,180)	(171,499)	(175,754)	(178,945)	(848,985)
Operations	(1,690)	(1,690)	(1,690)	(1,690)	(1,690)	(1,690)	(8,450)
Utility user fees	(55,660)	(59,540)	(60,731)	(61,945)	(63,184)	(64,448)	(309,848)
Interdepartmental recoveries	(307)	(291)	(291)	(291)	(291)	(291)	(1,455)
Total Operating Revenues	(188,197)	(218,128)	(228,892)	(235,425)	(240,919)	(245,374)	(1,168,738)
Operating Expenditures							
Administration	4,434	5,236	5,236	5,236	5,236	5,236	26,180
Professional fees	2,093	2,105	1,170	1,170	1,170	1,170	6,785
Building ops	2,763	3,313	3,412	3,514	3,620	2,388	16,247
Veh & Equip ops	5,624	6,899	7,037	7,178	7,321	7,468	35,903
Operating costs	122,442	122,660	125,113	127,615	130,168	132,771	638,327
Wages & benefits	22,772	22,695	23,263	23,844	24,440	25,051	119,293
Contributions to reserve funds	12,383	32,984	13,358	16,532	18,159	19,651	100,684
Debt interest	20,155	20,155	20,155	20,155	20,155	20,155	100,775
Total Operating Expenditures	192,666	216,047	198,744	205,244	210,269	213,890	1,044,194
Operating (surplus)/deficit	4,469	(2,081)	(30,148)	(30,181)	(30,650)	(31,484)	(124,544)
Capital Asset Expenditures							
Capital expenditures	7,680	14,316	66	3,635	11,799	1,817	31,633
Transfer from reserves		(6,689)		(249)			(6,938)
New borrowing				(3,320)	(11,620)	(1,660)	(16,600)
Net Capital Assets funded from Operations	7,680	7,627	66	66	179	157	8,095
Capital Financing Charges							
Existing debt (principal)	30,082	30,082	30,082	30,115	30,471	31,327	152,077
Total Capital Financing Charges	30,082	30,082	30,082	30,115	30,471	31,327	152,077
Net (surplus)/deficit for the year	42,231	35,628					35,628
Add: Transfer from appropriated surplus	(13,000)	(7,000)					(7,000)
Add: Prior year (surplus) / deficit	(45,801)	(28,628)					(28,628)
(Surplus) applied to future years	(16,570)						

Sewer - Barclay
5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-7557 MAJOR CAP - SEWER BARCLAY CRESCENT	14,129		3,569	11,620	1,660	30,978
PC-7557 COMPUTER - SEWER BARCLAY CRESCENT	71	66	66	179	157	539
VH-7557 VEHICLE - SEWER BARCLAY CRESCENT	116					116
Total Sewer - Barclay	14,316	66	3,635	11,799	1,817	31,633

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		15,244				
Opening Balance -Linked		15,422				
Opening Balance		15,422	29,887	31,589	36,329	43,051
MJ-7557 MAJOR CAP - SEWER BARCLAY CRESCENT		6,573		249		
Total Allocated To Capital Projects		6,573	-	249	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account	Operating reserve	-	-	-	-	-
Transfers to DCC Fund	Northern Community Sewer portion	11,904	11,904	11,904	11,904	11,904
Total Transfers Out of Reserve Fund		11,904	11,904	11,904	11,904	11,904
Total Expenditures		18,477	11,904	12,153	11,904	11,904
Transfers Into Reserve Fund						
Contributions from Operating Fund		32,634	13,008	16,182	17,809	19,301
Transfers from Reserve Account			-	-	-	-
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		32,634	13,008	16,182	17,809	19,301
Closing Balance Before Interest		29,579	30,991	35,618	42,234	50,448
Interest Income		308	598	711	817	1,076
Closing Reserve Balance fund		29,887	31,589	36,329	43,051	51,524
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0

**Sewer - Reid Road Debt
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues							
Parcel taxes	(3,624)	(3,624)	(3,624)	(3,624)	(3,624)	(3,624)	(18,120)
	(3,624)	(3,624)	(3,624)	(3,624)	(3,624)	(3,624)	(18,120)
Total Operating Revenues	(3,624)	(3,624)	(3,624)	(3,624)	(3,624)	(3,624)	(18,120)
Operating Expenditures							
Debt interest	1,585	1,585	1,585	1,585	1,585	1,585	7,925
Total Operating Expenditures	1,585	1,585	1,585	1,585	1,585	1,585	7,925
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
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues							
Parcel taxes	(9,941)	(9,941)	(9,941)	(9,941)	(9,941)	(9,941)	(49,705)
	(9,941)	(9,941)	(9,941)	(9,941)	(9,941)	(9,941)	(49,705)
Total Operating Revenues	(9,941)	(9,941)	(9,941)	(9,941)	(9,941)	(9,941)	(49,705)
Operating Expenditures							
Debt interest	3,814	3,814	3,813	3,813	3,813	3,813	19,066
Total Operating Expenditures	3,814	3,814	3,813	3,813	3,813	3,813	19,066
Operating (surplus)/deficit	(6,127)	(6,127)	(6,128)	(6,128)	(6,128)	(6,128)	(30,639)
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	1	1					1
Add: Prior year (surplus) / deficit	(1)	(1)					(1)
(Surplus) applied to future years							

**Englishman River Stormwater
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		2.0%	2.0%	2.0%	2.0%	2.0%	
Property taxes	(5,320)	(5,426)	(5,535)	(5,645)	(5,758)	(5,873)	(28,237)
	(5,320)	(5,426)	(5,535)	(5,645)	(5,758)	(5,873)	(28,237)
Total Operating Revenues	(5,320)	(5,426)	(5,535)	(5,645)	(5,758)	(5,873)	(28,237)
Operating Expenditures							
Administration	234	500	500	500	500	500	2,500
Operating costs	2,000	2,000	2,040	2,081	2,122	2,165	10,408
Wages & benefits	1,100	1,122	1,150	1,179	1,208	1,238	5,897
Contributions to reserve funds	3,000	5,568	1,845	1,885	1,928	1,970	13,196
Total Operating Expenditures	6,334	9,190	5,535	5,645	5,758	5,873	32,001
Operating (surplus)/deficit	1,014	3,764					3,764
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	1,014	3,764					3,764
Add: Prior year (surplus) / deficit	(2,956)	(3,764)					(3,764)
(Surplus) applied to future years	(1,942)						

**Cedar Estates Stormwater
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		2.0%	2.0%	2.0%	2.0%	2.0%	
Property taxes	(4,916)	(5,014)	(5,114)	(5,217)	(5,321)	(5,427)	(26,093)
	(4,916)	(5,014)	(5,114)	(5,217)	(5,321)	(5,427)	(26,093)
Total Operating Revenues	(4,916)	(5,014)	(5,114)	(5,217)	(5,321)	(5,427)	(26,093)
Operating Expenditures							
Administration	144	500	500	500	500	500	2,500
Operating costs	1,000	1,000	1,020	1,040	1,061	1,082	5,203
Wages & benefits	1,100	1,122	1,150	1,179	1,208	1,238	5,897
Contributions to reserve funds	4,000	5,572	2,444	2,498	2,552	2,607	15,673
Total Operating Expenditures	6,244	8,194	5,114	5,217	5,321	5,427	29,273
Operating (surplus)/deficit	1,328	3,180					3,180
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	1,328	3,180					3,180
Add: Prior year (surplus) / deficit	(3,508)	(3,180)					(3,180)
(Surplus) applied to future years	(2,180)						

Streetlighting - Rural Areas
FINANCIAL PLAN
2020 to 2024

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		2.0%	2.0%	2.0%	2.0%	2.0%	
Property taxes	(19,910)	(20,308)	(20,714)	(21,128)	(21,551)	(21,982)	(105,683)
	(19,910)	(20,308)	(20,714)	(21,128)	(21,551)	(21,982)	(105,683)
Miscellaneous	(5,500)						
Total Operating Revenues	(25,410)	(20,308)	(20,714)	(21,128)	(21,551)	(21,982)	(105,683)
Operating Expenditures							
Administration	2,734	2,242	2,242	2,242	2,242	2,242	11,210
Professional fees	5,500						
Operating costs	16,800	16,800	17,136	17,479	17,828	18,185	87,428
Wages & benefits	120	122	125	128	131	135	641
Contributions to reserve funds		1,218	1,211	1,279	1,350	1,420	6,478
Total Operating Expenditures	25,154	20,382	20,714	21,128	21,551	21,982	105,757
Operating (surplus)/deficit	(256)	74					74
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	(256)	74					74
Add: Prior year (surplus) / deficit	(404)	(74)					(74)
(Surplus) applied to future years	(660)						

Streetlighting - Fairwinds
FINANCIAL PLAN
2020 to 2024

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		6.0%	2.0%	2.0%	2.0%	2.0%	
Property taxes	(23,500)	(24,910)	(25,408)	(25,916)	(26,435)	(26,963)	(129,632)
	(23,500)	(24,910)	(25,408)	(25,916)	(26,435)	(26,963)	(129,632)
Operations		(2,200)					(2,200)
Grants in lieu of taxes		(68)	(68)	(68)	(68)	(68)	(340)
Total Operating Revenues	(23,500)	(27,178)	(25,476)	(25,984)	(26,503)	(27,031)	(132,172)
Operating Expenditures							
Administration	1,749	1,985	1,985	1,985	1,985	1,985	9,925
Operating costs	18,625	23,195	18,264	18,629	21,002	19,422	100,512
Wages & benefits	120	122	125	128	131	135	641
Contributions to reserve funds	5,000	2,112	5,102	5,242	3,385	5,489	21,330
Total Operating Expenditures	25,494	27,414	25,476	25,984	26,503	27,031	132,408
Operating (surplus)/deficit	1,994	236					236
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	1,994	236					236
Add: Prior year (surplus) / deficit	(2,343)	(236)					(236)
(Surplus) applied to future years	(349)						

Streetlighting - French Creek Village
FINANCIAL PLAN
2020 to 2024

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		(32.1%)	2.0%	2.0%	2.0%	2.0%	
Property taxes	(15,125)	(10,276)	(10,482)	(10,691)	(10,905)	(11,123)	(53,477)
	(15,125)	(10,276)	(10,482)	(10,691)	(10,905)	(11,123)	(53,477)
Total Operating Revenues	(15,125)	(10,276)	(10,482)	(10,691)	(10,905)	(11,123)	(53,477)
Operating Expenditures							
Administration	1,231	884	884	884	884	884	4,420
Operating costs	8,720	9,084	9,266	9,451	9,640	9,833	47,274
Wages & benefits	120	122	125	128	131	135	641
Contributions to reserve funds		1,223	207	228	250	271	2,179
Total Operating Expenditures	10,071	11,313	10,482	10,691	10,905	11,123	54,514
Operating (surplus)/deficit	(5,054)	1,037					1,037
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	(5,054)	1,037					1,037
Add: Prior year (surplus) / deficit	4,219	(1,037)					(1,037)
(Surplus) applied to future years	(835)						

Streetlighting - Morningstar
FINANCIAL PLAN
2020 to 2024

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		8.0%	3.0%	2.0%	2.0%	2.0%	
Property taxes	(18,045)	(19,489)	(20,074)	(20,475)	(20,885)	(21,302)	(102,225)
	(18,045)	(19,489)	(20,074)	(20,475)	(20,885)	(21,302)	(102,225)
Miscellaneous	(4,200)	(4,200)					(4,200)
Total Operating Revenues	(22,245)	(23,689)	(20,074)	(20,475)	(20,885)	(21,302)	(106,425)
Operating Expenditures							
Administration	1,733	2,077	2,077	2,077	2,077	2,077	10,385
Operating costs	20,650	21,500	17,715	18,069	18,431	18,799	94,514
Wages & benefits	120	122	125	128	131	135	641
Contributions to reserve funds	500	231	157	201	246	291	1,126
Total Operating Expenditures	23,003	23,930	20,074	20,475	20,885	21,302	106,666
Operating (surplus)/deficit	758	241					241
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	758	241					241
Add: Prior year (surplus) / deficit	(1,110)	(241)					(241)
(Surplus) applied to future years	(352)						

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		4.0%	4.0%	3.0%	2.0%	2.0%	
Property taxes	(7,090)	(7,374)	(7,669)	(7,899)	(8,057)	(8,218)	(39,217)
	(7,090)	(7,374)	(7,669)	(7,899)	(8,057)	(8,218)	(39,217)
Total Operating Revenues	(7,090)	(7,374)	(7,669)	(7,899)	(8,057)	(8,218)	(39,217)
Operating Expenditures							
Administration	561	634	634	634	634	634	3,170
Operating costs	6,222	6,536	6,667	6,800	6,936	7,075	34,014
Wages & benefits	120	122	125	128	131	135	641
Contributions to reserve funds	500	1,264	243	337	356	374	2,574
Total Operating Expenditures	7,403	8,556	7,669	7,899	8,057	8,218	40,399
Operating (surplus)/deficit	313	1,182					1,182
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	313	1,182					1,182
Add: Prior year (surplus) / deficit	(879)	(1,182)					(1,182)
(Surplus) applied to future years	(566)						

Streetlighting - Highway Intersections
FINANCIAL PLAN
2020 to 2024

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		35.0%	9.0%	3.0%	3.0%	2.0%	
Property taxes	(2,159)	(2,915)	(3,177)	(3,273)	(3,371)	(3,438)	(16,174)
	(2,159)	(2,915)	(3,177)	(3,273)	(3,371)	(3,438)	(16,174)
Operating grants	(536)	(536)	(536)	(536)	(536)	(536)	(2,680)
Total Operating Revenues	(2,695)	(3,451)	(3,713)	(3,809)	(3,907)	(3,974)	(18,854)
Operating Expenditures							
Administration	272	500	500	500	500	500	2,500
Operating costs	2,965	3,024	3,084	3,146	3,209	3,273	15,736
Wages & benefits	120	122	125	128	131	135	641
Contributions to reserve funds		546	4	35	67	66	718
Total Operating Expenditures	3,357	4,192	3,713	3,809	3,907	3,974	19,595
Operating (surplus)/deficit	662	741					741
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	662	741					741
Add: Prior year (surplus) / deficit	(1,361)	(741)					(741)
(Surplus) applied to future years	(699)						

**Streetlighting - Sandpiper
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		6.0%	4.0%	3.0%	2.0%	2.0%	
Property taxes	(15,487)	(16,416)	(17,073)	(17,585)	(17,937)	(18,295)	(87,306)
	(15,487)	(16,416)	(17,073)	(17,585)	(17,937)	(18,295)	(87,306)
Total Operating Revenues	(15,487)	(16,416)	(17,073)	(17,585)	(17,937)	(18,295)	(87,306)
Operating Expenditures							
Administration	1,278	1,498	1,498	1,498	1,498	1,498	7,490
Operating costs	14,858	15,645	15,408	15,716	16,030	16,351	79,150
Wages & benefits	120	122	125	128	131	135	641
Contributions to reserve funds		539	42	243	278	311	1,413
Total Operating Expenditures	16,256	17,804	17,073	17,585	17,937	18,295	88,694
Operating (surplus)/deficit	769	1,388					1,388
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	769	1,388					1,388
Add: Prior year (surplus) / deficit	(1,649)	(1,388)					(1,388)
(Surplus) applied to future years	(880)						

Streetlighting - Highway#4
FINANCIAL PLAN
2020 to 2024

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		3.0%	5.0%	2.0%	2.0%	2.0%	
Property taxes	(4,414)	(4,546)	(4,773)	(4,869)	(4,966)	(5,065)	(24,219)
	(4,414)	(4,546)	(4,773)	(4,869)	(4,966)	(5,065)	(24,219)
Total Operating Revenues	(4,414)	(4,546)	(4,773)	(4,869)	(4,966)	(5,065)	(24,219)
Operating Expenditures							
Administration	360	500	500	500	500	500	2,500
Operating costs	3,954	4,033	4,114	4,196	4,280	4,365	20,988
Wages & benefits	120	122	125	128	131	135	641
Contributions to reserve funds		175	34	45	55	65	374
Total Operating Expenditures	4,434	4,830	4,773	4,869	4,966	5,065	24,503
Operating (surplus)/deficit	20	284					284
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	20	284					284
Add: Prior year (surplus) / deficit	(269)	(284)					(284)
(Surplus) applied to future years	(249)						

**Solid Waste Management
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		13.0%	13.0%	13.0%	10.0%	15.0%	
Property taxes	(955,802)	(1,080,056)	(1,220,463)	(1,379,124)	(1,517,036)	(1,744,591)	(6,941,270)
	(955,802)	(1,080,056)	(1,220,463)	(1,379,124)	(1,517,036)	(1,744,591)	(6,941,270)
Operations	(133,075)	(135,075)	(137,603)	(140,181)	(142,810)	(145,492)	(701,161)
Landfill tipping fees	(9,300,000)	(9,500,000)	(9,900,000)	(9,900,000)	(9,250,000)	(8,750,000)	(47,300,000)
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	(966,604)	(899,947)	(917,946)	(936,305)	(1,273,643)	(2,056,626)	(6,084,467)
Total Operating Revenues	(11,465,288)	(11,724,885)	(12,285,819)	(12,465,417)	(12,293,296)	(12,806,516)	(61,575,933)
Operating Expenditures							
Administration	722,601	789,536	805,327	821,433	837,862	854,618	4,108,776
Professional fees	376,280	522,667	420,734	429,149	437,731	446,485	2,256,766
Building ops	199,450	210,450	214,659	218,953	223,332	227,797	1,095,191
Veh & Equip ops	653,805	684,804	696,000	709,922	724,119	738,601	3,553,446
Operating costs	3,524,507	3,676,766	3,730,098	3,791,055	4,286,876	4,803,988	20,288,783
Wages & benefits	3,701,948	3,775,681	3,934,835	4,033,207	4,134,037	4,237,387	20,115,147
Contributions to reserve funds	1,700,665	3,911,616	1,485,166	2,122,198	1,440,339	1,240,140	10,199,459
Total Operating Expenditures	10,879,256	13,571,520	11,286,819	12,125,917	12,084,296	12,549,016	61,617,568
Operating (surplus)/deficit	(586,032)	1,846,635	(999,000)	(339,500)	(209,000)	(257,500)	41,635
Capital Asset Expenditures							
Capital expenditures	2,456,962	2,708,205	3,287,311	2,465,500	309,000	257,500	9,027,516
Transfer from reserves	(464,990)	(920,000)	(2,288,311)	(2,126,000)	(100,000)		(5,434,311)
Net Capital Assets funded from Operations	1,991,972	1,788,205	999,000	339,500	209,000	257,500	3,593,205
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	1,405,940	3,634,840					3,634,840
Add: Transfer from appropriated surplus	(1,010,207)	(1,102,636)					(1,102,636)
Add: Prior year (surplus) / deficit	(1,729,475)	(2,532,204)					(2,532,204)
(Surplus) applied to future years	(1,333,742)						

Solid Waste Management

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-1202 MAJOR CAP - SOLID WASTE CHURCH ROAD	429,809	264,000	206,000	76,000	6,000	981,809
MJ-1203 MAJOR CAP - SOLID WASTE ENG & DISP OPS	695,500	41,000	27,500	35,000	72,500	871,500
MN-1202 MINOR CAP - SOLID WASTE CHURCH ROAD	9,000	4,000	9,000	4,000	9,000	35,000
MN-1203 MINOR CAP - SOLID WASTE ENG & DISP OPS	11,500	11,500	11,500	11,500	11,500	57,500
PC-1200 COMPUTER - SOLID WASTE MANAGEMENT	151,500	8,500	10,500	2,500	18,500	191,500
SW-0001 SW- CELL 1 CAPITAL PROJECTS (2010)	140,000	1,788,311	126,000			2,054,311
SW-0003 SW- LANDFILL GAS COLLECTION SYSTEM 2014	56,037	50,000	50,000	50,000	50,000	256,037
SW-0007 SW - CELL ONE SOUTH WEST BERM CLOSURE		500,000	2,000,000	100,000		2,600,000
SW-0010 SW - CELL TWO SOUTH EAST BERM CONSTRUCT	40,000					40,000
SW-0012 SW - FLARE STATION REPLACEMENT	304,859					304,859
VH-1203 VEHICLE - SOLID WASTE ENG & DISP OPS	870,000	620,000	25,000	30,000	90,000	1,635,000
Total Solid Waste Management	2,708,205	3,287,311	2,465,500	309,000	257,500	9,027,516

Solid Waste Management

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		5,131,326				
Opening Balance - Linked		5,178,232				
Opening Balance		5,178,232	6,181,703	5,254,839	4,584,872	5,826,276
SW-0001 SW- CELL 1 CAPITAL PROJECTS (2010)		140,000	1,788,311	126,000	-	-
SW-0002 SW- LANDFILL NATURE PARK - PHS 1		-	-	-	-	-
SW-0007 SW - CELL ONE SOUTH WEST BERM CLOSURE		-	500,000	2,000,000	100,000	-
SW-0010 SW - CELL TWO SOUTH EAST BERM CONSTRUCT		40,000	-	-	-	-
SW-0013 SW - NORTH BERM CLOSURE		-	-	-	-	-
VH-1203 VEHICLE - SOLID WASTE ENG & DISP OPS		740,000	-	-	-	-
Total Allocated To Capital Projects		920,000	2,288,311	2,126,000	100,000	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account	transfer out to post closure reserve account- linked to reserve account	200,000	200,000	200,000	200,000	200,000
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		200,000	200,000	200,000	200,000	200,000
Total Expenditures		1,120,000	2,488,311	2,326,000	300,000	200,000
Transfers Into Reserve Fund						
Contributions from Operating Fund	All contributions going to this account	2,019,906	1,437,813	1,537,799	1,438,244	1,238,045
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		2,019,906	1,437,813	1,537,799	1,438,244	1,238,045
Closing Balance Before Interest		6,078,138	5,131,205	4,466,638	5,723,116	6,864,321
Interest Income		103,565	123,634	118,234	103,160	145,657
Closing Reserve Balance fund		6,181,703	5,254,839	4,584,872	5,826,276	7,009,978
Draw from Reserve Account		0	0	0	0	0
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBT	0	0	0	0	0

**Solid Waste Collection & Recycling
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues							
Operations	(1,188,868)	(1,192,877)	(1,197,877)	(1,202,877)	(1,207,877)	(1,212,877)	(6,014,385)
Utility user fees	(4,037,648)	(4,715,210)	(5,375,339)	(5,482,846)	(5,565,089)	(5,704,216)	(26,842,700)
Miscellaneous	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(37,500)
Total Operating Revenues	(5,234,016)	(5,915,587)	(6,580,716)	(6,693,223)	(6,780,466)	(6,924,593)	(32,894,585)
Operating Expenditures							
Administration	401,189	504,038	519,159	534,734	550,776	567,299	2,676,006
Professional fees	30,000	50,000	51,500	53,045	54,636	56,275	265,456
Building ops	2,681	2,681	2,761	2,844	2,930	3,017	14,233
Veh & Equip ops	1,485	1,485	1,529	1,575	1,623	1,671	7,883
Operating costs	4,610,686	4,858,003	4,992,879	5,142,665	5,399,798	5,669,788	26,063,133
Wages & benefits	234,828	352,135	360,938	369,962	379,211	388,691	1,850,937
Contributions to reserve funds	10,205	452,980	649,825	588,273	391,492	237,852	2,320,422
Total Operating Expenditures	5,291,074	6,221,322	6,578,591	6,693,098	6,780,466	6,924,593	33,198,070
Operating (surplus)/deficit	57,058	305,735	(2,125)	(125)			303,485
Capital Asset Expenditures							
Capital expenditures	250	150	2,125	125			2,400
Net Capital Assets funded from Operations	250	150	2,125	125			2,400
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	57,308	305,885					305,885
Add: Transfer from appropriated surplus	(2,833)	(10,865)					(10,865)
Add: Prior year (surplus) / deficit	(252,466)	(295,020)					(295,020)
(Surplus) applied to future years	(197,991)						

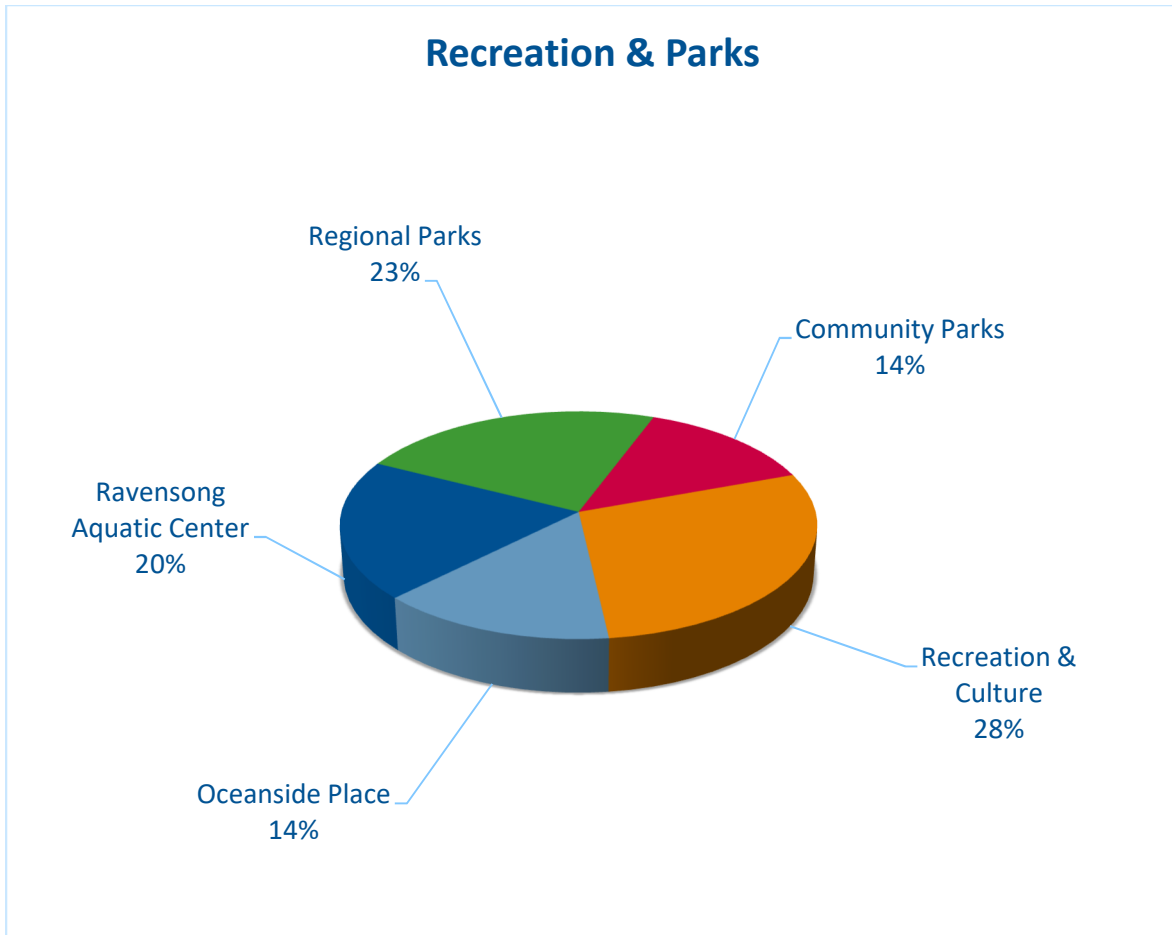
Solid Waste Collection & Recycling

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MN-1213 MINOR CAP - GARBAGE COLLECTION & RECYC	150	125	125			400
PC-1213 COMPUTER - GARBAGE COLLECTION & RECYC		2,000				2,000
Total Solid Waste Collection & Recycling	150	2,125	125			2,400

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues							
Operating grants	(129,981)	(75,705)	(100,000)	(100,000)	(100,000)	(100,000)	(475,705)
Total Operating Revenues	(129,981)	(75,705)	(100,000)	(100,000)	(100,000)	(100,000)	(475,705)
Operating Expenditures							
Professional fees	109,981	44,981	80,000	80,000	80,000	80,000	364,981
Operating costs	20,000	20,000	20,000	20,000	20,000	20,000	100,000
Total Operating Expenditures	129,981	64,981	100,000	100,000	100,000	100,000	464,981
Operating (surplus)/deficit		(10,724)					(10,724)
Capital Asset Expenditures							
Capital expenditures	608,773	296,987		13,000			309,987
Grants and other	(608,773)	(286,263)		(13,000)			(299,263)
Net Capital Assets funded from Operations		10,724					10,724
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year							
(Surplus) applied to future years							

DEPARTMENTAL HIGHLIGHTS



Recreation & Parks	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	Percentage of total Net Cost
Recreation & Culture	5,063,901	577,935	4,485,966	29%
Oceanside Place	2,906,745	660,963	2,245,782	14%
Ravensong Aquatic Center	4,162,269	1,061,375	3,100,894	20%
Regional Parks	9,257,094	5,627,674	3,629,420	23%
Community Parks	4,655,776	2,513,808	2,141,968	14%
	26,045,785	10,441,755	15,604,030	100%

**RECREATION & PARKS SERVICES
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		8.9%	9.3%	7.1%	4.4%	3.6%	
Property taxes	(11,337,443)	(12,632,832)	(13,843,075)	(14,854,106)	(15,526,019)	(16,092,046)	(72,948,078)
Parcel taxes	(333,088)	(417,460)	(418,660)	(419,860)	(421,060)	(422,260)	(2,099,300)
	(11,670,531)	(13,050,292)	(14,261,735)	(15,273,966)	(15,947,079)	(16,514,306)	(75,047,378)
Municipal agreements	(318,598)						
Operations	(104,380)	(26,680)	(26,781)	(26,884)	(26,988)	(27,095)	(134,428)
Recreation fees	(698,575)	(758,350)	(765,020)	(772,337)	(779,196)	(786,718)	(3,861,621)
Recreation facility rentals	(549,190)	(546,690)	(546,690)	(546,690)	(546,690)	(546,690)	(2,733,450)
Recreation vending sales	(6,200)	(6,200)	(6,200)	(6,200)	(6,200)	(6,200)	(31,000)
Recreation concession	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(27,500)
Recreation other	(495,150)	(501,700)	(502,062)	(767,434)	(767,817)	(767,817)	(3,306,830)
Operating grants	(121,872)	(240,500)	(233,000)	(233,000)	(233,000)	(233,000)	(1,172,500)
Grants in lieu of taxes	(1,150)	(1,150)	(1,150)	(1,150)	(1,150)	(1,150)	(5,750)
Interdepartmental recoveries	(12,638)	(12,638)	(12,638)	(12,638)	(12,638)	(12,638)	(63,190)
Miscellaneous	(11,877)	(76,300)	(211,908)	(92,180)	(84,850)	(77,791)	(543,029)
Total Operating Revenues	(13,995,661)	(15,226,000)	(16,572,684)	(17,737,979)	(18,411,108)	(18,978,905)	(86,926,676)
Operating Expenditures							
Administration	750,926	844,696	848,861	855,513	859,786	866,623	4,275,479
Legislative	1,500	1,100	1,100	1,100	1,100	1,100	5,500
Professional fees	796,145	897,549	726,549	662,049	667,049	667,049	3,620,245
Building ops	820,502	824,579	846,703	862,699	879,043	895,673	4,308,697
Veh & Equip ops	222,647	192,159	198,014	251,925	206,917	210,966	1,059,981
Operating costs	1,447,096	1,447,041	1,566,519	2,113,086	2,152,006	2,179,640	9,458,292
Program costs	752,110	809,478	820,337	831,377	842,602	854,365	4,158,159
Wages & benefits	5,095,337	5,291,919	5,544,215	5,682,824	5,824,895	5,970,516	28,314,369
Transfer to other gov/org	1,921,666	2,253,147	2,338,617	2,486,533	2,646,701	2,820,203	12,545,201
Contributions to reserve funds	2,069,924	3,564,953	2,466,061	2,084,888	2,537,966	3,028,576	13,682,444
Debt interest	412,858	407,763	404,372	403,437	243,730	85,177	1,544,479
Total Operating Expenditures	14,290,711	16,534,384	15,761,348	16,235,431	16,861,795	17,579,888	82,972,846
Operating (surplus)/deficit	295,050	1,308,384	(811,336)	(1,502,548)	(1,549,313)	(1,399,017)	(3,953,830)
Capital Asset Expenditures							
Capital expenditures	5,647,176	10,748,727	14,835,704	4,035,879	935,524	6,146,527	36,702,361
Transfer from reserves	(2,997,915)	(4,132,668)	(4,772,200)	(1,456,200)	(459,050)	(4,245,000)	(15,065,118)
Grants and other	(2,313,762)	(3,803,997)	(2,438,500)	(1,667,875)		(1,300,000)	(9,210,372)
New borrowing		(2,000,000)	(7,400,000)	(500,000)			(9,900,000)
Net Capital Assets funded from Operations	335,499	812,062	225,004	411,804	476,474	601,527	2,526,871
Capital Financing Charges							
Existing debt (principal)	442,083	412,288	412,401	374,917	357,012	81,663	1,638,281
New debt (principal & interest)		20,000	218,431	715,827	715,827	715,827	2,385,912
Total Capital Financing Charges	442,083	432,288	630,832	1,090,744	1,072,839	797,490	4,024,193
Net (surplus)/deficit for the year	1,072,632	2,552,734	44,500				2,597,234
Less: Transfer to appropriated surplus		44,500					44,500
Add: Transfer from appropriated surplus	(755,912)	(499,048)	(44,500)				(543,548)
Add: Prior year (surplus) / deficit	(1,391,893)	(2,098,186)					(2,098,186)
(Surplus) applied to future years	(1,075,173)						

**RECREATION & PARKS SERVICES
SUMMARY OF TAX REQUISITIONS
2020 to 2024**

	2020 \$	2020 %	2021 \$	2021 %	2022 \$	2022 %	2023 \$	2023 %	2024 \$	2024 %
Regional Parks										
2700 REGIONAL PARKS	(1,617,676)	12.1%	(1,811,797)	12.0%	(1,938,623)	7.0%	(2,054,940)	6.0%	(2,178,237)	6.0%
2703 REGIONAL PARKS - CAPITAL	(1,392,380)	25.6%	(1,397,180)	0.3%	(1,401,980)	0.3%	(1,406,780)	0.3%	(1,411,580)	0.3%
	(\$3,010,056)		(\$3,208,977)		(\$3,340,603)		(\$3,461,720)		(\$3,589,817)	
Community Parks										
2080 COMMUNITY PARKS - AREA A	(240,631)	3.0%	(247,850)	3.0%	(252,807)	2.0%	(257,863)	2.0%	(263,020)	2.0%
2081 COMMUNITY PARKS - AREA B	(340,377)	8.0%	(347,185)	2.0%	(354,128)	2.0%	(361,211)	2.0%	(368,435)	2.0%
2082 COMMUNITY PARKS - AREA C (Extension)	(78,865)	7.0%	(85,963)	9.0%	(91,980)	7.0%	(95,659)	4.0%	(97,573)	2.0%
2083 COMMUNITY PARKS - AREA C (E Wellington)	(96,573)	3.0%	(100,436)	4.0%	(105,458)	5.0%	(110,731)	5.0%	(115,160)	4.0%
2084 COMMUNITY PARKS - AREA E	(187,000)	19.4%	(205,700)	10.0%	(215,985)	5.0%	(222,465)	3.0%	(226,914)	2.0%
2085 COMMUNITY PARKS - AREA F	(244,736)	10.0%	(259,420)	6.0%	(272,391)	5.0%	(280,563)	3.0%	(288,980)	3.0%
2086 COMMUNITY PARKS - AREA G	(220,936)	15.2%	(220,936)		(220,936)		(220,936)		(220,936)	
2087 COMMUNITY PARKS - AREA H	(213,294)	11.0%	(226,092)	6.0%	(244,179)	8.0%	(253,946)	4.0%	(264,104)	4.0%
	(\$1,622,412)		(\$1,693,582)		(\$1,757,864)		(\$1,803,374)		(\$1,845,122)	
Area A Recreation & Culture										
3171 RECREATION & CULTURE - AREA A	(231,385)	2.0%	(236,013)	2.0%	(240,733)	2.0%	(245,548)	2.0%	(250,459)	2.0%
	(\$231,385)		(\$236,013)		(\$240,733)		(\$245,548)		(\$250,459)	
Northern Community Recreation										
2900 NORTH COMM REC - OVERALL	(1,583,415)	11.0%	(1,757,591)	11.0%	(1,792,742)	2.0%	(1,828,597)	2.0%	(1,865,169)	2.0%
2915 NORTH COMM REC - SPORTFIELDS	(330,970)	3.9%	(350,521)	5.9%	(357,532)	2.0%	(364,682)	2.0%	(371,976)	2.0%
	(\$1,914,385)		(\$2,108,112)		(\$2,150,274)		(\$2,193,279)		(\$2,237,145)	
Oceanside Place										
3070 OCEANSIDE PLACE	(1,963,838)	(4.3%)	(2,302,289)	17.2%	(2,639,611)	14.7%	(2,786,217)	5.6%	(2,801,610)	0.6%
	(\$1,963,838)		(\$2,302,289)		(\$2,639,611)		(\$2,786,217)		(\$2,801,610)	
Ravensong Aquatic Centre										
3200 RAVENSONG AQUATIC CENTRE	(2,670,620)	10.0%	(2,937,682)	10.0%	(3,231,450)	10.0%	(3,393,023)	5.0%	(3,562,674)	5.0%
	(\$2,670,620)		(\$2,937,682)		(\$3,231,450)		(\$3,393,023)		(\$3,562,674)	
Gabriola Island Recreation										
3681 RECREATION AREA B - GABRIOLA ISL	(110,305)	(13.4%)	(130,531)	18.3%	(133,947)	2.6%	(137,559)	2.7%	(141,233)	2.7%
	(\$110,305)		(\$130,531)		(\$133,947)		(\$137,559)		(\$141,233)	
Southern Community Recreation & Culture										
2780 PORT THEATER - AREA A	(16,817)	6.4%	(17,052)	1.4%	(17,563)	3.0%	(18,090)	3.0%	(18,633)	3.0%
2781 PORT THEATER - AREA B	(32,834)	3.2%	(33,060)	0.7%	(33,556)	1.5%	(34,059)	1.5%	(34,570)	1.5%
2782 PORT THEATER - AREA C (Extension)	(16,857)	7.8%	(17,061)	1.2%	(17,573)	3.0%	(18,100)	3.0%	(18,643)	3.0%
2783 PORT THEATER - AREA C (E Wellington)	(4,327)	6.3%	(4,388)	1.4%	(4,520)	3.0%	(4,655)	3.0%	(4,795)	3.0%
2784 PORT THEATER - AREA E	(24,138)	6.4%	(24,475)	1.4%	(25,209)	3.0%	(25,965)	3.0%	(26,744)	3.0%
3170 SOUTH COMMUNITY REC - B/L 1059	(1,432,318)	11.2%	(1,548,513)	8.1%	(1,681,063)	8.6%	(1,825,490)	8.6%	(1,982,861)	8.6%
	(\$1,527,291)		(\$1,644,549)		(\$1,779,484)		(\$1,926,359)		(\$2,086,246)	
Total RECREATION & PARKS SERVICES	(13,050,292)	8.9%	(14,261,735)	9.3%	(15,273,966)	7.1%	(15,947,079)	4.4%	(16,514,306)	3.6%

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		(4.3%)	17.2%	14.7%	5.6%	0.6%	
Property taxes	(2,051,750)	(1,963,838)	(2,302,289)	(2,639,611)	(2,786,217)	(2,801,610)	(12,493,565)
	(2,051,750)	(1,963,838)	(2,302,289)	(2,639,611)	(2,786,217)	(2,801,610)	(12,493,565)
Operations	(18,500)	(17,700)	(17,700)	(17,700)	(17,700)	(17,700)	(88,500)
Recreation fees	(65,000)	(65,000)	(65,065)	(65,130)	(65,195)	(65,260)	(325,650)
Recreation facility rentals	(455,000)	(452,500)	(452,500)	(452,500)	(452,500)	(452,500)	(2,262,500)
Recreation vending sales	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(15,000)
Recreation concession	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(27,500)
Recreation other	(89,050)	(95,600)	(95,962)	(96,334)	(96,717)	(96,717)	(481,330)
Interdepartmental recoveries	(12,638)	(12,638)	(12,638)	(12,638)	(12,638)	(12,638)	(63,190)
Miscellaneous	(800)	(1,300)	(1,300)	(1,300)	(1,300)	(1,300)	(6,500)
Total Operating Revenues	(2,701,238)	(2,617,076)	(2,955,954)	(3,293,713)	(3,440,767)	(3,456,225)	(15,763,735)
Operating Expenditures							
Administration	158,729	174,056	175,797	177,555	179,330	181,123	887,861
Legislative	500	100	100	100	100	100	500
Professional fees	35,000	31,000	13,500	13,500	18,500	18,500	95,000
Building ops	336,500	368,904	376,282	383,808	391,484	399,314	1,919,792
Veh & Equip ops	64,710	66,124	67,411	68,724	70,063	71,392	343,714
Operating costs	84,378	85,251	86,956	88,695	90,469	92,278	443,649
Program costs	40,800	43,235	43,667	44,104	44,545	44,991	220,542
Wages & benefits	1,189,795	1,246,171	1,277,325	1,309,258	1,341,990	1,375,540	6,550,284
Contributions to reserve funds	100,180	230,644	317,832	382,160	475,837	847,887	2,254,360
Debt interest	312,532	312,532	312,532	312,532	156,266		1,093,862
Total Operating Expenditures	2,323,124	2,558,017	2,671,402	2,780,436	2,768,584	3,031,125	13,809,564
Operating (surplus)/deficit	(378,114)	(59,059)	(284,552)	(513,277)	(672,183)	(425,100)	(1,954,171)
Capital Asset Expenditures							
Capital expenditures	579,950	75,675	361,500	436,425	448,181	1,695,100	3,016,881
Transfer from reserves	(527,000)	(7,725)	(350,000)	(196,200)	(49,050)	(1,270,000)	(1,872,975)
Net Capital Assets funded from Operations	52,950	67,950	11,500	240,225	399,131	425,100	1,143,906
Capital Financing Charges							
Existing debt (principal)	273,052	273,052	273,052	273,052	273,052		1,092,208
Total Capital Financing Charges	273,052	273,052	273,052	273,052	273,052		1,092,208
Net (surplus)/deficit for the year	(52,112)	281,943					281,943
Add: Transfer from appropriated surplus	(16,023)						
Add: Prior year (surplus) / deficit	(130,519)	(281,943)					(281,943)
(Surplus) applied to future years	(198,654)						

Oceanside Place
5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-3070 MAJOR CAP - OCEANSIDE PLACE	71,585	350,000	231,250	444,020	1,690,900	2,787,755
PC-3070 COMPUTER - OCEANSIDE PLACE	4,090	11,500	5,175	4,161	4,200	29,126
VH-3070 VEHICLE - OCEANSIDE PLACE			200,000			200,000
Total Oceanside Place	75,675	361,500	436,425	448,181	1,695,100	3,016,881

Oceanside Place

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		64,079				
Opening Balance -Linked		64,079				
Opening Balance		64,079	168,231	18,789	84,533	392,583
MJ-3070 MAJOR CAP - OCEANSIDE PLACE		7,725	350,000	-	49,050	-
VH-3070 VEHICLE - OCEANSIDE PLACE		-		196,200		
Total Allocated To Capital Projects		7,725	350,000	196,200	49,050	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		7,725	350,000	196,200	49,050	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		110,595	197,193	261,521	355,198	727,248
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		110,595	197,193	261,521	355,198	727,248
Closing Balance Before Interest		166,949	15,424	84,110	390,681	1,119,831
Interest Income		1,282	3,365	423	1,902	9,815
Closing Reserve Balance fund		168,231	18,789	84,533	392,583	1,129,646
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBT	0	0	0	0	0

**Ravensong Aquatic Centre
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		10.0%	10.0%	10.0%	5.0%	5.0%	
Property taxes	(2,427,836)	(2,670,620)	(2,937,682)	(3,231,450)	(3,393,023)	(3,562,674)	(15,795,449)
	(2,427,836)	(2,670,620)	(2,937,682)	(3,231,450)	(3,393,023)	(3,562,674)	(15,795,449)
Operations	(2,740)	(2,740)	(2,740)	(2,740)	(2,740)	(2,740)	(13,700)
Recreation fees	(199,145)	(199,145)	(199,344)	(199,543)	(199,743)	(199,943)	(997,718)
Recreation facility rentals	(94,190)	(94,190)	(94,190)	(94,190)	(94,190)	(94,190)	(470,950)
Recreation vending sales	(3,200)	(3,200)	(3,200)	(3,200)	(3,200)	(3,200)	(16,000)
Recreation other	(406,100)	(406,100)	(406,100)	(671,100)	(671,100)	(671,100)	(2,825,500)
Total Operating Revenues	(3,133,211)	(3,375,995)	(3,643,256)	(4,202,223)	(4,363,996)	(4,533,847)	(20,119,317)
Operating Expenditures							
Administration	197,049	241,061	241,061	241,061	241,061	241,061	1,205,305
Legislative	1,000	1,000	1,000	1,000	1,000	1,000	5,000
Professional fees	178,500	300,048	230,048	210,048	210,048	210,048	1,160,240
Building ops	270,178	272,146	277,589	283,140	288,803	294,579	1,416,257
Veh & Equip ops	31,831	29,589	30,181	30,784	31,400	32,028	153,982
Operating costs	278,299	278,299	281,082	922,578	939,627	949,024	3,370,610
Program costs	84,975	84,975	85,825	86,683	87,550	88,425	433,458
Wages & benefits	1,624,540	1,687,104	1,729,282	1,772,514	1,816,827	1,862,247	8,867,974
Contributions to reserve funds	700,180	894,606	527,688	80,720	171,675	218,890	1,893,579
Total Operating Expenditures	3,366,552	3,788,828	3,403,756	3,628,528	3,787,991	3,897,302	18,506,405
Operating (surplus)/deficit	233,341	412,833	(239,500)	(573,695)	(576,005)	(636,545)	(1,612,912)
Capital Asset Expenditures							
Capital expenditures	960,700	372,440	9,682,500	296,350	203,660	199,200	10,754,150
Transfer from reserves	(940,000)	(356,000)	(2,810,000)	(240,000)	(145,000)	(80,000)	(3,631,000)
New borrowing			(6,700,000)				(6,700,000)
Net Capital Assets funded from Operations	20,700	16,440	172,500	56,350	58,660	119,200	423,150
Capital Financing Charges							
New debt (principal & interest)			67,000	517,345	517,345	517,345	1,619,035
Total Capital Financing Charges			67,000	517,345	517,345	517,345	1,619,035
Net (surplus)/deficit for the year	254,041	429,273					429,273
Add: Transfer from appropriated surplus	(83,198)	(226,548)					(226,548)
Add: Prior year (surplus) / deficit	(298,875)	(202,725)					(202,725)
(Surplus) applied to future years	(128,032)						

Ravensong Aquatic Centre

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-3200 MAJOR CAP - RAVENSONG	356,000	9,675,000	290,000	195,000	190,000	10,706,000
MN-3200 MINOR CAP - RAVENSONG	10,000		3,500	3,500	2,000	19,000
PC-3200 COMPUTER - RAVENSONG	6,440	7,500	2,850	5,160	7,200	29,150
Total Ravensong Aquatic Centre	372,440	9,682,500	296,350	203,660	199,200	10,754,150

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		1,818,381				
Opening Balance -Linked		1,818,381				
Opening Balance		1,818,381	2,393,876	159,262	3,386	29,957
MJ-3200 MAJOR CAP - RAVENSONG		356,000	2,810,000	240,000	145,000	80,000
VH-3200 VEHICLE - RAVENSONG						
Total Allocated To Capital Projects		356,000	2,810,000	240,000	145,000	80,000
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		356,000	2,810,000	240,000	145,000	80,000
Transfers Into Reserve Fund						
Contributions from Operating Fund		895,127	527,509	80,541	171,496	218,711
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		895,127	527,509	80,541	171,496	218,711
Closing Balance Before Interest		2,357,508	111,384	(197)	29,881	168,668
Interest Income		36,368	47,878	3,583	76	749
Closing Reserve Balance fund		2,393,876	159,262	3,386	29,957	169,417
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0

New Borrowing	Comments	2020	2021	2022	2023	2024
New Borrowing						
MJ-3200 MAJOR CAP - RAVENSONG		-	6,700,000			
Total New Borrowing		-	6,700,000	-	-	
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	517,345	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	517,345	517,345	517,345
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	67,000	0	0	0

**Northern Community Recreation
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		9.7%	10.1%	2.0%	2.0%	2.0%	
Property taxes	(1,426,500)	(1,914,385)	(2,108,112)	(2,150,274)	(2,193,279)	(2,237,145)	(10,603,195)
	(1,426,500)	(1,914,385)	(2,108,112)	(2,150,274)	(2,193,279)	(2,237,145)	(10,603,195)
Municipal agreements	(318,598)						
Operations	(7,140)	(5,040)	(5,141)	(5,244)	(5,348)	(5,455)	(26,228)
Recreation fees	(434,430)	(478,975)	(485,381)	(492,434)	(499,028)	(506,285)	(2,462,103)
Operating grants	(54,772)	(23,400)	(15,900)	(15,900)	(15,900)	(15,900)	(87,000)
Miscellaneous			(135,608)	(15,880)	(8,550)	(1,491)	(161,529)
Total Operating Revenues	(2,241,440)	(2,421,800)	(2,750,142)	(2,679,732)	(2,722,105)	(2,766,276)	(13,340,055)
Operating Expenditures							
Administration	141,549	160,836	160,836	160,836	160,836	160,836	804,180
Professional fees	119,800	167,500	146,000	146,000	146,000	146,000	751,500
Building ops	14,138	14,138	14,138	14,138	14,138	14,138	70,690
Veh & Equip ops	14,680	15,993	18,376	18,743	19,118	19,500	91,730
Operating costs	104,168	103,658	223,658	113,658	113,658	113,658	668,290
Program costs	616,335	656,112	665,689	675,434	685,351	695,793	3,378,379
Wages & benefits	820,932	790,415	810,175	830,429	851,191	872,469	4,154,679
Transfer to other gov/org	430,353	486,411	502,882	513,702	524,756	536,052	2,563,803
Contributions to reserve funds	35,180	475,677	204,688	204,792	204,896	205,005	1,295,058
Total Operating Expenditures	2,297,135	2,870,740	2,746,442	2,677,732	2,719,944	2,763,451	13,778,309
Operating (surplus)/deficit	55,695	448,940	(3,700)	(2,000)	(2,161)	(2,825)	438,254
Capital Asset Expenditures							
Capital expenditures	37,825	83,040	3,700	1,002,000	2,161	2,825	1,093,726
Transfer from reserves	(35,000)	(70,000)					(70,000)
Grants and other				(500,000)			(500,000)
New borrowing				(500,000)			(500,000)
Net Capital Assets funded from Operations	2,825	13,040	3,700	2,000	2,161	2,825	23,726
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	58,520	461,980					461,980
Add: Transfer from appropriated surplus	(161,532)						
Add: Prior year (surplus) / deficit	(56,616)	(461,980)					(461,980)
(Surplus) applied to future years	(159,628)						

Northern Community Recreation

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-2900 MAJOR CAP - NORTH COMM REC OVERALL			1,000,000			1,000,000
PC-2900 COMPUTER - NORTH COMM REC OVERALL	13,040	3,700	2,000	2,161	2,825	23,726
VH-2900 VEHICLE - NORTH COMM REC OVERALL	70,000					70,000
Total Northern Community Recreation	83,040	3,700	1,002,000	2,161	2,825	1,093,726

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		194,755				
Opening Balance - Linked		196,842				
Opening Balance		196,842	365,779	608,196	857,085	1,111,678
VH-2900 VEHICLE - NORTH COMM REC OVERALL		70,000				
Total Allocated To Capital Projects		70,000	-	-	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		70,000	-	-	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		235,000	235,101	235,205	235,309	235,418
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		235,000	235,101	235,205	235,309	235,418
Closing Balance Before Interest		361,842	600,880	843,401	1,092,394	1,347,096
Interest Income		3,937	7,316	13,684	19,284	27,792
Closing Reserve Balance fund		365,779	608,196	857,085	1,111,678	1,374,888
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0

**Gabriola Island Recreation
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		(13.4%)	18.3%	2.6%	2.7%	2.7%	
Property taxes	(127,401)	(110,305)	(130,531)	(133,947)	(137,559)	(141,233)	(653,575)
	(127,401)	(110,305)	(130,531)	(133,947)	(137,559)	(141,233)	(653,575)
Grants in lieu of taxes	(520)	(520)	(520)	(520)	(520)	(520)	(2,600)
Total Operating Revenues	(127,921)	(110,825)	(131,051)	(134,467)	(138,079)	(141,753)	(656,175)
Operating Expenditures							
Administration	2,904	4,961	4,961	4,961	4,961	4,961	24,805
Professional fees	3,000	3,000	3,000	3,000	3,000	3,000	15,000
Veh & Equip ops	171	171	171	171	171	171	855
Operating costs	3,099	3,099	3,099	3,099	3,099	3,099	15,495
Wages & benefits	22,565	24,648	25,264	25,896	26,543	27,207	129,558
Transfer to other gov/org	91,705	91,705	94,456	97,290	100,209	103,215	486,875
Contributions to reserve funds		5,000					5,000
Total Operating Expenditures	123,444	132,584	130,951	134,417	137,983	141,653	677,588
Operating (surplus)/deficit	(4,477)	21,759	(100)	(50)	(96)	(100)	21,413
Capital Asset Expenditures							
Capital expenditures	100	40	100	50	96	100	386
Net Capital Assets funded from Operations	100	40	100	50	96	100	386
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	(4,377)	21,799					21,799
Add: Prior year (surplus) / deficit	(15,236)	(21,799)					(21,799)
(Surplus) applied to future years	(19,613)						

**Area A Recreation & Culture
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		2.0%	2.0%	2.0%	2.0%	2.0%	
Property taxes	(226,848)	(231,385)	(236,013)	(240,733)	(245,548)	(250,459)	(1,204,138)
	(226,848)	(231,385)	(236,013)	(240,733)	(245,548)	(250,459)	(1,204,138)
Total Operating Revenues	(226,848)	(231,385)	(236,013)	(240,733)	(245,548)	(250,459)	(1,204,138)
Operating Expenditures							
Administration	12,030	11,020	11,020	11,020	11,020	11,020	55,100
Professional fees	99,000	82,000	82,000	82,000	82,000	82,000	410,000
Building ops	13,000	13,000	13,260	13,525	13,796	14,072	67,653
Veh & Equip ops	550	550	550	550	550	550	2,750
Operating costs	5,684	5,184	5,236	5,288	5,341	5,395	26,444
Program costs	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Wages & benefits	28,958	31,797	32,592	33,407	34,242	35,098	167,136
Contributions to reserve funds	85,000	204,035	66,155	72,393	88,502	92,224	523,309
Total Operating Expenditures	254,222	357,586	220,813	228,183	245,451	250,359	1,302,392
Operating (surplus)/deficit	27,374	126,201	(15,200)	(12,550)	(97)	(100)	98,254
Capital Asset Expenditures							
Capital expenditures	200	75,040	15,200	12,550	97	100	102,987
Net Capital Assets funded from Operations	200	75,040	15,200	12,550	97	100	102,987
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	27,574	201,241					201,241
Add: Transfer from appropriated surplus	(103,409)						
Add: Prior year (surplus) / deficit	(24,914)	(201,241)					(201,241)
(Surplus) applied to future years	(100,749)						

**Southern Community Recreation & Culture
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		10.8%	7.7%	8.2%	8.3%	8.3%	
Property taxes	(1,378,587)	(1,527,291)	(1,644,549)	(1,779,484)	(1,926,359)	(2,086,246)	(8,963,929)
	(1,378,587)	(1,527,291)	(1,644,549)	(1,779,484)	(1,926,359)	(2,086,246)	(8,963,929)
Total Operating Revenues	(1,378,587)	(1,527,291)	(1,644,549)	(1,779,484)	(1,926,359)	(2,086,246)	(8,963,929)
Operating Expenditures							
Administration	3,209	10,400	10,400	10,400	10,400	10,400	52,000
Professional fees	2,000	35,500	5,500	5,500	5,500	5,500	57,500
Building ops	61,770	54,100	60,398	61,002	61,612	62,228	299,340
Operating costs	7,415	6,840	6,908	6,977	7,047	7,118	34,890
Transfer to other gov/org	1,330,608	1,438,031	1,561,343	1,695,605	1,841,800	2,001,000	8,537,779
Total Operating Expenditures	1,405,002	1,544,871	1,644,549	1,779,484	1,926,359	2,086,246	8,981,509
Operating (surplus)/deficit	26,415	17,580					17,580
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	26,415	17,580					17,580
Add: Prior year (surplus) / deficit	(26,415)	(17,580)					(17,580)
(Surplus) applied to future years							

**Regional Parks Operations
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		12.1%	12.0%	7.0%	6.0%	6.0%	
Property taxes	(1,443,342)	(1,617,676)	(1,811,797)	(1,938,623)	(2,054,940)	(2,178,237)	(9,601,273)
	(1,443,342)	(1,617,676)	(1,811,797)	(1,938,623)	(2,054,940)	(2,178,237)	(9,601,273)
Operations	(76,000)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(6,000)
Recreation fees		(15,230)	(15,230)	(15,230)	(15,230)	(15,230)	(76,150)
Miscellaneous		(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(375,000)
Total Operating Revenues	(1,519,342)	(1,709,106)	(1,903,227)	(2,030,053)	(2,146,370)	(2,269,667)	(10,058,423)
Operating Expenditures							
Administration	127,199	129,184	130,476	133,085	134,416	137,105	664,266
Professional fees	82,900	98,100	58,100	58,100	58,100	58,100	330,500
Building ops	73,360	58,055	59,200	60,367	61,558	62,773	301,953
Veh & Equip ops	47,150	27,800	28,356	78,923	30,502	31,112	196,693
Operating costs	574,838	572,806	581,644	587,458	598,964	607,451	2,948,323
Program costs		15,156	15,156	15,156	15,156	15,156	75,780
Wages & benefits	755,667	790,519	930,281	953,539	977,377	1,001,812	4,653,528
Transfer to other gov/org	47,000	55,000	55,000	55,000	55,000	55,000	275,000
Contributions to reserve funds	100,180	224,729	36,474	23,800	206,592	249,926	741,521
Debt interest	80						
Total Operating Expenditures	1,808,374	1,971,349	1,894,687	1,965,428	2,137,665	2,218,435	10,187,564
Operating (surplus)/deficit	289,032	262,243	(8,540)	(64,625)	(8,705)	(51,232)	129,141
Capital Asset Expenditures							
Capital expenditures	248,032	179,722	8,540	64,625	8,705	51,232	312,824
Transfer from reserves	(25,000)						
Net Capital Assets funded from Operations	223,032	179,722	8,540	64,625	8,705	51,232	312,824
Capital Financing Charges							
Existing debt (principal)	2,685						
Total Capital Financing Charges	2,685						
Net (surplus)/deficit for the year	514,749	441,965					441,965
Add: Transfer from appropriated surplus	(291,250)	(25,000)					(25,000)
Add: Prior year (surplus) / deficit	(454,355)	(416,965)					(416,965)
(Surplus) applied to future years	(230,856)						

Regional Parks Operations

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-2704 MAJOR CAP - REG PARKS - HORNE LK CMPGRND	8,000					8,000
MJ-2708 MAJOR CAP - REG PARKS - ENGLISHMAN RIVER	60,000					60,000
MJ-2711 MAJOR CAP - NANAIMO RIVER	15,000					15,000
MJ-2718 MAJOR CAP - REG PARKS - MOORECROFT	45,000		35,000		45,000	125,000
PC-2700 COMPUTER - REGIONAL PARKS	1,722	8,540	1,625	8,705	6,232	26,824
VH-2700 VEHICLE - REGIONAL PARKS	50,000		28,000			78,000
Total Regional Parks Operations	179,722	8,540	64,625	8,705	51,232	312,824

**Regional Parks Capital
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		25.6%	0.3%	0.3%	0.3%	0.3%	
Property taxes	(775,920)	(974,920)	(978,520)	(982,120)	(985,720)	(989,320)	(4,910,600)
Parcel taxes	(333,088)	(417,460)	(418,660)	(419,860)	(421,060)	(422,260)	(2,099,300)
	(1,109,008)	(1,392,380)	(1,397,180)	(1,401,980)	(1,406,780)	(1,411,580)	(7,009,900)
Grants in lieu of taxes	(630)	(630)	(630)	(630)	(630)	(630)	(3,150)
Total Operating Revenues	(1,109,638)	(1,393,010)	(1,397,810)	(1,402,610)	(1,407,410)	(1,412,210)	(7,013,050)
Operating Expenditures							
Professional fees	82,000	31,801	76,301	31,801	31,801	31,801	203,505
Contributions to reserve funds	961,204	1,170,578	1,066,547	1,024,296	1,029,096	1,033,896	5,324,413
Debt interest	79,066	79,066	79,066	79,066	79,066	79,066	395,330
Total Operating Expenditures	1,122,270	1,281,445	1,221,914	1,135,163	1,139,963	1,144,763	5,923,248
Operating (surplus)/deficit	12,632	(111,565)	(175,896)	(267,447)	(267,447)	(267,447)	(1,089,802)
Capital Asset Expenditures							
Capital expenditures	1,430,000	5,735,614	2,637,200	1,517,875	225,000	4,195,000	14,310,689
Transfer from reserves	(1,392,125)	(3,432,489)	(1,387,200)	(880,000)	(225,000)	(2,895,000)	(8,819,689)
Grants and other	(37,875)	(103,125)	(550,000)	(637,875)		(1,300,000)	(2,591,000)
New borrowing		(2,000,000)	(700,000)				(2,700,000)
Net Capital Assets funded from Operations		200,000					200,000
Capital Financing Charges							
Existing debt (principal)	68,965	68,965	68,965	68,965	68,965	68,965	344,825
New debt (principal & interest)		20,000	151,431	198,482	198,482	198,482	766,877
Total Capital Financing Charges	68,965	88,965	220,396	267,447	267,447	267,447	1,111,702
Net (surplus)/deficit for the year	81,597	177,400	44,500				221,900
Less: Transfer to appropriated surplus		44,500					44,500
Add: Transfer from appropriated surplus	(44,500)	(194,500)	(44,500)				(239,000)
Add: Prior year (surplus) / deficit	(38,695)	(27,400)					(27,400)
(Surplus) applied to future years	(1,598)						

Regional Parks Capital

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
LD-2703 LAND - REGIONAL PARKS CAPITAL	4,000,000	1,411,700				5,411,700
MJ-2703 MAJOR CAP - REGIONAL PARKS CAPITAL				75,000	1,000,000	1,075,000
PR-0010 NANAIMO RIV BRIDGE-MORDEN COLLIERY TRAIL		200,000	467,875		1,770,000	2,437,875
PR-0011 REG PARK LAND ACQUISITION - SOUTH			1,050,000	150,000		1,200,000
PR-0012 MOORECROFT GATHERING PLACE					425,000	425,000
PR-0014 NANAIMO RIVER CANYON					1,000,000	1,000,000
PR-0018 BENSON CREEK FALLS ACCESS IMPROVEMENT	654,500	240,500				895,000
PR-0027 QUALICUM TO ACRD REGIONAL TRAIL	200,000	750,000				950,000
PR-0028 MT. BENSON PARKING LOT	25,000					25,000
PR-0030 LITTLE QUALICUM BRIDGE EA F	856,114	35,000				891,114
Total Regional Parks Capital	5,735,614	2,637,200	1,517,875	225,000	4,195,000	14,310,689

Regional Parks Capital

Land Acquisition						
Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		4,070,968				
Opening Balance - Linked	Linked to 1-3-1517-0019	4,070,968				
Opening Balance		4,070,968	2,152,387	1,483,735	1,067,119	941,129
LD-2703 LAND - REGIONAL PARKS CAPITAL		2,000,000	711,700			
PR-0011 REG PARK LAND ACQUISITION - SOUTH				450,000	150,000	
PR-0013 NOTCH, EA E						
PR-0019 THE LOOKOUT - EA E						
Total Allocated To Capital Projects		2,000,000	711,700	450,000	150,000	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund		-	-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		2,000,000	711,700	450,000	150,000	-
Transfers Into Reserve Fund						
Contributions from Operating Fund	Contributed from 1-2-2703-9668	-	-	-	-	-
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		-	-	-	-	-
Closing Balance Before Interest		2,070,968	1,440,687	1,033,735	917,119	941,129
Interest Income		81,419	43,048	33,384	24,010	23,528
Closing Reserve Balance fund		2,152,387	1,483,735	1,067,119	941,129	964,657
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0

Capital						
Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		138,012				
Opening Balance - Linked	Linked to 1-3-1517-0086	138,012				
Opening Balance		138,012	776	443,633	1,071,531	2,256,148
LD-2703 LAND - REGIONAL PARKS CAPITAL		-	-			
MJ-2703 MAJOR CAP - REGIONAL PARKS CAPITAL		-	-		75,000	1,000,000
PR-0010 NANAIMO RIV BRIDGE-MORDEN COLLIERY TRAIL		-	200,000	430,000	-	1,770,000
PR-0012 MOORECROFT GATHERING PLACE		-	-	-	-	125,000
PR-0018 BENSON CREEK FALLS ACCESS IMPROVEMENT		670,000	225,000			
PR-0019 THE LOOKOUT - EA E		-	-	-	-	
PR-0027 QUALICUM TO ACRD REGIONAL TRAIL		-	200,000			
PR-0028 MT. BENSON PARKING LOT		25,000	-			
PR-0030 LITTLE QUALICUM BRIDGE EA F		856,114	35,000			
Total Allocated To Capital Projects		1,551,114	660,000	430,000	75,000	2,895,000
Inflation Adjustment		-	-	-	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		1,551,114	660,000	430,000	75,000	2,895,000
Transfers Into Reserve Fund						
Contributions from Operating Fund	Contributed from 1-2-2700-9664 and 1-2-2703-9664	1,411,118	1,102,841	1,047,916	1,235,508	1,283,642
Transfers from Reserve Account		-				
Donations						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		1,411,118	1,102,841	1,047,916	1,235,508	1,283,642
Closing Balance Before Interest		(1,984)	443,617	1,061,549	2,232,039	644,790
Interest Income		2,760	16	9,982	24,109	56,404
Closing Reserve Balance fund		776	443,633	1,071,531	2,256,148	701,194
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.000000	0.000000	0.000000	0.000000	0.000000
Interest (20 yrs)		0.000000	0.000000	0.000000	0.000000	0.000000
Term		0	0	0	0	0
Debt issuing cost rate		0.000	0.000	0.000	0.000	0.000
New Debt Principal/Int		0	0	0	0	0
New Debt Principal/Int (cumulative)		7,891,166	12,964,890	18,937,417	27,217,260	42,128,080
Debt issuing cost		0	0	0	0	0

New Borrowing	Comments	2020	2021	2022	2023	2024
New Borrowing						
LD-2703 LAND - REGIONAL PARKS CAPITAL		2,000,000	700,000			
Total New Borrowing		2,000,000	700,000	-	-	-
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	144,431	54,051	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	144,431	198,482	198,482	198,482
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	20,000	7,000	0	0	0

**Community Parks - Area A
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		3.0%	3.0%	2.0%	2.0%	2.0%	
Property taxes	(233,622)	(240,631)	(247,850)	(252,807)	(257,863)	(263,020)	(1,262,171)
	(233,622)	(240,631)	(247,850)	(252,807)	(257,863)	(263,020)	(1,262,171)
Total Operating Revenues	(233,622)	(240,631)	(247,850)	(252,807)	(257,863)	(263,020)	(1,262,171)
Operating Expenditures							
Administration	17,552	17,100	17,271	17,616	17,793	18,148	87,928
Professional fees	14,000	14,000	3,000	3,000	3,000	3,000	26,000
Building ops	3,882	3,038	3,099	3,161	3,224	3,288	15,810
Veh & Equip ops	13,984	12,763	13,018	13,279	13,544	13,815	66,419
Operating costs	49,203	78,397	46,465	47,395	48,342	49,309	269,908
Wages & benefits	93,229	103,702	106,294	108,952	111,676	114,467	545,091
Transfer to other gov/org	12,000	12,000	12,000	12,000	12,000	12,000	60,000
Contributions to reserve funds	25,000	50,260	44,781	42,262	47,195	48,569	233,067
Debt interest	12						
Total Operating Expenditures	228,862	291,260	245,928	247,665	256,774	262,596	1,304,223
Operating (surplus)/deficit	(4,760)	50,629	(1,922)	(5,142)	(1,089)	(424)	42,052
Capital Asset Expenditures							
Capital expenditures	25,866	32,355	56,922	5,142	1,089	424	95,932
Transfer from reserves	(25,000)	(25,000)	(55,000)				(80,000)
Net Capital Assets funded from Operations	866	7,355	1,922	5,142	1,089	424	15,932
Capital Financing Charges							
Existing debt (principal)	370						
Total Capital Financing Charges	370						
Net (surplus)/deficit for the year	(3,524)	57,984					57,984
Add: Prior year (surplus) / deficit	(31,934)	(57,984)					(57,984)
(Surplus) applied to future years	(35,458)						

Community Parks - Area A

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-2080 MAJOR CAP - COMM PARKS EA A	25,000	55,000				80,000
PC-2080 COMPUTER - COMM PARKS EA A	211	1,922	1,142	1,089	424	4,788
VH-2080 VEHICLE - COMM PARKS EA A	7,144		4,000			11,144
Total Community Parks - Area A	32,355	56,922	5,142	1,089	424	95,932

Community Parks - Area A

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		411,539				
Opening Balance -Linked		411,539				
Opening Balance		411,539	445,603	444,296	496,555	554,922
MJ-2080 MAJOR CAP - COMM PARKS EA A		25,000	55,000			
Total Allocated To Capital Projects		25,000	55,000	-	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		25,000	55,000	-	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		50,833	44,781	42,262	47,195	48,569
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		50,833	44,781	42,262	47,195	48,569
Closing Balance Before Interest		437,372	435,384	486,558	543,750	603,491
Interest Income		8,231	8,912	9,997	11,172	13,873
Closing Reserve Balance fund		445,603	444,296	496,555	554,922	617,364
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0

**Community Parks - Area B
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		8.0%	2.0%	2.0%	2.0%	2.0%	
Property taxes	(315,164)	(340,377)	(347,185)	(354,128)	(361,211)	(368,435)	(1,771,336)
	(315,164)	(340,377)	(347,185)	(354,128)	(361,211)	(368,435)	(1,771,336)
Total Operating Revenues	(315,164)	(340,377)	(347,185)	(354,128)	(361,211)	(368,435)	(1,771,336)
Operating Expenditures							
Administration	17,698	18,552	18,738	19,112	19,303	19,689	95,394
Professional fees	21,500	16,000	9,500	9,500	9,500	9,500	54,000
Building ops	5,932	5,088	5,190	5,294	5,399	5,507	26,478
Veh & Equip ops	6,784	4,763	4,858	4,955	5,055	5,156	24,787
Operating costs	100,906	78,210	80,557	82,168	84,633	86,325	411,893
Wages & benefits	93,229	103,703	106,295	108,953	111,677	114,469	545,097
Contributions to reserve funds	2,000	68,757	54,107	90,705	102,552	109,946	426,067
Debt interest	18,268	13,325	10,634	10,399	7,008	4,721	46,087
Total Operating Expenditures	266,317	308,398	289,879	331,086	345,127	355,313	1,629,803
Operating (surplus)/deficit	(48,847)	(31,979)	(57,306)	(23,042)	(16,084)	(13,122)	(141,533)
Capital Asset Expenditures							
Capital expenditures	372,154	781,055	1,922	5,142	1,089	424	789,632
Transfer from reserves	(27,500)	(55,000)					(55,000)
Grants and other	(318,400)	(597,354)					(597,354)
Net Capital Assets funded from Operations	26,254	128,701	1,922	5,142	1,089	424	137,278
Capital Financing Charges							
Existing debt (principal)	80,531	55,271	55,384	17,900	14,995	12,698	156,248
Total Capital Financing Charges	80,531	55,271	55,384	17,900	14,995	12,698	156,248
Net (surplus)/deficit for the year	57,938	151,993					151,993
Add: Transfer from appropriated surplus	(21,500)	(10,000)					(10,000)
Add: Prior year (surplus) / deficit	(80,436)	(141,993)					(141,993)
(Surplus) applied to future years	(43,998)						

Community Parks - Area B

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
PC-2081 COMPUTER - COMM PARKS EA B	211	1,922	1,142	1,089	424	4,788
PR-0037 HUXLEY PARK SKATE PARK & PARKING CONSTR.	773,700					773,700
VH-2081 VEHICLE - COMM PARKS EA B	7,144		4,000			11,144
Total Community Parks - Area B	781,055	1,922	5,142	1,089	424	789,632

Community Parks - Area B

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		61,118				
Opening Balance - Linked		61,118				
Opening Balance		61,118	94,715	150,716	244,812	352,872
PR-0037 HUXLEY PARK SKATE PARK & PARKING CONSTR.		55,000				
Total Allocated To Capital Projects		55,000	-	-	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		55,000	-	-	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		87,375	54,107	90,705	102,552	109,946
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		87,375	54,107	90,705	102,552	109,946
Closing Balance Before Interest		93,493	148,822	241,421	347,364	462,818
Interest Income		1,222	1,894	3,391	5,508	8,822
Closing Reserve Balance fund		94,715	150,716	244,812	352,872	471,640
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0

Community Parks - Area C (Extension)
FINANCIAL PLAN SUMMARY
2020 to 2024

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		7.0%	9.0%	7.0%	4.0%	2.0%	
Property taxes	(73,706)	(78,865)	(85,963)	(91,980)	(95,659)	(97,573)	(450,040)
	(73,706)	(78,865)	(85,963)	(91,980)	(95,659)	(97,573)	(450,040)
Total Operating Revenues	(73,706)	(78,865)	(85,963)	(91,980)	(95,659)	(97,573)	(450,040)
Operating Expenditures							
Administration	6,647	6,536	6,601	6,733	6,801	6,937	33,608
Professional fees	13,000	3,000	3,000	3,000	3,000	3,000	15,000
Building ops	1,867	1,279	1,305	1,331	1,357	1,384	6,656
Veh & Equip ops	3,233	2,347	2,394	2,442	2,491	2,540	12,214
Operating costs	10,123	10,117	10,319	10,423	10,631	10,844	52,334
Wages & benefits	46,753	52,033	53,334	54,668	56,034	57,435	273,504
Contributions to reserve funds	5,000	55,902	8,044	10,807	14,800	15,220	104,773
Debt interest	12						
Total Operating Expenditures	86,635	131,214	84,997	89,404	95,114	97,360	498,089
Operating (surplus)/deficit	12,929	52,349	(966)	(2,576)	(545)	(213)	48,049
Capital Asset Expenditures							
Capital expenditures	615	23,677	20,966	32,576	545	213	77,977
Transfer from reserves		(20,000)	(20,000)				(40,000)
Grants and other				(30,000)			(30,000)
Net Capital Assets funded from Operations	615	3,677	966	2,576	545	213	7,977
Capital Financing Charges							
Existing debt (principal)	185						
Total Capital Financing Charges	185						
Net (surplus)/deficit for the year	13,729	56,026					56,026
Add: Prior year (surplus) / deficit	(51,900)	(56,026)					(56,026)
(Surplus) applied to future years	(38,171)						

Community Parks - Area C (Extension)

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-2082 MAJOR CAP - COMM PARKS EA C	20,000	20,000				40,000
PC-2082 COMPUTER - COMM PARKS EA C	105	966	576	545	213	2,405
PR-0042 CWF - EA C SCANNEL CREEK TRAIL			30,000			30,000
VH-2082 VEHICLE - COMM PARKS EA C	3,572		2,000			5,572
Total Community Parks - Area C (Extension)	23,677	20,966	32,576	545	213	77,977

Community Parks - Area C (Extension)

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		77,024				
Opening Balance -Linked		77,024				
Opening Balance		77,024	114,752	105,091	118,263	131,731
MJ-2082 MAJOR CAP - COMM PARKS EA C		20,000	20,000	-		
Total Allocated To Capital Projects		20,000	20,000	-	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		20,000	20,000	-	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		56,188	8,044	10,807	10,807	11,227
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		56,188	8,044	10,807	10,807	11,227
Closing Balance Before Interest		113,212	102,796	115,898	129,070	142,958
Interest Income		1,540	2,295	2,365	2,661	3,293
Closing Reserve Balance fund		114,752	105,091	118,263	131,731	146,251
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTMT	0	0	0	0	0

Community Parks - Area C (East Wellington)
FINANCIAL PLAN SUMMARY
2020 to 2024

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		3.0%	4.0%	5.0%	5.0%	4.0%	
Property taxes	(93,760)	(96,573)	(100,436)	(105,458)	(110,731)	(115,160)	(528,358)
	(93,760)	(96,573)	(100,436)	(105,458)	(110,731)	(115,160)	(528,358)
Total Operating Revenues	(93,760)	(96,573)	(100,436)	(105,458)	(110,731)	(115,160)	(528,358)
Operating Expenditures							
Administration	7,095	6,761	6,829	6,965	7,035	7,176	34,766
Professional fees	26,500	1,500	1,500	1,500	1,500	1,500	7,500
Building ops	1,867	1,229	1,254	1,279	1,304	1,330	6,396
Veh & Equip ops	3,358	2,347	2,394	2,442	2,491	2,540	12,214
Operating costs	20,148	24,911	26,086	26,608	27,140	27,683	132,428
Wages & benefits	46,753	52,033	53,334	54,668	56,034	57,435	273,504
Contributions to reserve funds	6,000	30,882	8,073	9,420	14,682	17,283	80,340
Debt interest	12						
Total Operating Expenditures	111,733	119,663	99,470	102,882	110,186	114,947	547,148
Operating (surplus)/deficit	17,973	23,090	(966)	(2,576)	(545)	(213)	18,790
Capital Asset Expenditures							
Capital expenditures	615	30,677	260,966	72,576	545	213	364,977
Transfer from reserves			(60,000)	(70,000)			(130,000)
Grants and other			(200,000)				(200,000)
Net Capital Assets funded from Operations	615	30,677	966	2,576	545	213	34,977
Capital Financing Charges							
Existing debt (principal)	185						
Total Capital Financing Charges	185						
Net (surplus)/deficit for the year	18,773	53,767					53,767
Add: Transfer from appropriated surplus	(15,000)	(27,000)					(27,000)
Add: Prior year (surplus) / deficit	(23,972)	(26,767)					(26,767)
(Surplus) applied to future years	(20,199)						

Community Parks - Area C (East Wellington)

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
PC-2083 COMPUTER - COMM PARKS EA D	105	966	576	545	213	2,405
PR-0039 ANDERS DORRIT PARK DEVELOPMENT	27,000	260,000				287,000
PR-0043 MEADOWOOD DRIVE PARK - EA C			70,000			70,000
VH-2083 VEHICLE - COMM PARKS EA D	3,572		2,000			5,572
Total Community Parks - Area C (East Wellington)	30,677	260,966	72,576	545	213	364,977

Community Parks - Area C (East Wellington)

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		109,187				
Opening Balance -Linked		109,187				
Opening Balance		109,187	142,539	93,463	34,986	50,455
PR-0039 ANDERS DORRIT PARK DEVELOPMENT			60,000			
PR-0043 MEADOWOOD DRIVE PARK - EA C				70,000		
Total Allocated To Capital Projects		-	60,000	70,000	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		-	60,000	70,000	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		31,168	8,073	9,420	14,682	17,283
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		31,168	8,073	9,420	14,682	17,283
Closing Balance Before Interest		140,355	90,612	32,883	49,668	67,738
Interest Income		2,184	2,851	2,103	787	1,261
Closing Reserve Balance fund		142,539	93,463	34,986	50,455	68,999
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0

**Community Parks - Area E
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		19.4%	10.0%	5.0%	3.0%	2.0%	
Property taxes	(156,582)	(187,000)	(205,700)	(215,985)	(222,465)	(226,914)	(1,058,064)
	(156,582)	(187,000)	(205,700)	(215,985)	(222,465)	(226,914)	(1,058,064)
Miscellaneous	(1,077)						
Total Operating Revenues	(157,659)	(187,000)	(205,700)	(215,985)	(222,465)	(226,914)	(1,058,064)
Operating Expenditures							
Administration	14,075	15,067	15,218	15,522	15,677	15,991	77,475
Professional fees	6,800	5,000	5,000	5,000	5,000	5,000	25,000
Building ops	4,632	3,458	3,527	3,598	3,670	3,743	17,996
Veh & Equip ops	15,484	15,063	15,364	15,672	15,985	16,305	78,389
Operating costs	32,756	32,515	43,212	44,016	44,837	45,673	210,253
Wages & benefits	93,229	104,293	106,901	109,573	112,312	115,120	548,199
Contributions to reserve funds		5,548	14,556	17,462	23,895	24,658	86,119
Debt interest	12						
Total Operating Expenditures	166,988	180,944	203,778	210,843	221,376	226,490	1,043,431
Operating (surplus)/deficit	9,329	(6,056)	(1,922)	(5,142)	(1,089)	(424)	(14,633)
Capital Asset Expenditures							
Capital expenditures	1,219	182,355	1,090,422	5,142	1,089	424	1,279,432
Transfer from reserves		(30,000)					(30,000)
Grants and other		(135,000)	(1,088,500)				(1,223,500)
Net Capital Assets funded from Operations	1,219	17,355	1,922	5,142	1,089	424	25,932
Capital Financing Charges							
Existing debt (principal)	370						
Total Capital Financing Charges	370						
Net (surplus)/deficit for the year	10,918	11,299					11,299
Add: Prior year (surplus) / deficit	(14,997)	(11,299)					(11,299)
(Surplus) applied to future years	(4,079)						

Community Parks - Area E

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
PC-2084 COMPUTER - COMM PARKS EA E	211	1,922	1,142	1,089	424	4,788
PR-0040 STONE LAKE DRIVE PLAYGROUND - EA E	90,000					90,000
PR-0044 CWF-EA E JACK BAGLEY COMM PARK PH 1 DEV	85,000	1,088,500				1,173,500
VH-2084 VEHICLE - COMM PARKS EA E	7,144		4,000			11,144
Total Community Parks - Area E	182,355	1,090,422	5,142	1,089	424	1,279,432

Community Parks - Area E

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		119,575				
Opening Balance -Linked		119,575				
Opening Balance		119,575	98,087	114,605	134,646	161,571
PR-0040 STONE LAKE DRIVE PLAYGROUND - EA E		30,000				
Total Allocated To Capital Projects		30,000	-	-	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		30,000	-	-	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		6,121	14,556	17,462	23,895	24,658
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		6,121	14,556	17,462	23,895	24,658
Closing Balance Before Interest		95,696	112,643	132,067	158,541	186,229
Interest Income		2,391	1,962	2,579	3,030	4,039
Closing Reserve Balance fund		98,087	114,605	134,646	161,571	190,268
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0

**Community Parks - Area F
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		10.0%	6.0%	5.0%	3.0%	3.0%	
Property taxes	(222,487)	(244,736)	(259,420)	(272,391)	(280,563)	(288,980)	(1,346,090)
	(222,487)	(244,736)	(259,420)	(272,391)	(280,563)	(288,980)	(1,346,090)
Operating grants	(10,000)						
Total Operating Revenues	(232,487)	(244,736)	(259,420)	(272,391)	(280,563)	(288,980)	(1,346,090)
Operating Expenditures							
Administration	16,128	17,039	17,209	17,554	17,729	18,084	87,615
Professional fees	27,000	16,000	11,000	11,000	11,000	11,000	60,000
Building ops	23,982	22,808	23,264	23,729	24,204	24,688	118,693
Veh & Equip ops	6,784	4,763	4,858	4,955	5,055	5,156	24,787
Operating costs	55,894	56,073	57,383	58,531	59,702	60,896	292,585
Wages & benefits	93,229	103,703	106,295	108,953	111,677	114,469	545,097
Transfer to other gov/org	10,000	10,000	(47,064)	(47,064)	(47,064)	(47,064)	(178,256)
Contributions to reserve funds	5,000	67,413	67,413	73,151	95,781	99,937	403,695
Debt interest	2,840	2,840	2,140	1,440	1,390	1,390	9,200
Total Operating Expenditures	240,857	300,639	242,498	252,249	279,474	288,556	1,363,416
Operating (surplus)/deficit	8,370	55,903	(16,922)	(20,142)	(1,089)	(424)	17,326
Capital Asset Expenditures							
Capital expenditures	916,205	1,603,355	531,922	535,142	1,089	424	2,671,932
Transfer from reserves		(96,000)	(30,000)	(30,000)			(156,000)
Grants and other	(915,000)	(1,500,000)	(500,000)	(500,000)			(2,500,000)
Net Capital Assets funded from Operations	1,205	7,355	1,922	5,142	1,089	424	15,932
Capital Financing Charges							
Existing debt (principal)	15,000	15,000	15,000	15,000			45,000
Total Capital Financing Charges	15,000	15,000	15,000	15,000			45,000
Net (surplus)/deficit for the year	24,575	78,258					78,258
Add: Transfer from appropriated surplus	(10,000)	(10,000)					(10,000)
Add: Prior year (surplus) / deficit	(43,664)	(68,258)					(68,258)
(Surplus) applied to future years	(29,089)						

Community Parks - Area F

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-2085 MAJOR CAP - COMM PARKS EA F	70,000					70,000
PC-2085 COMPUTER - COMM PARKS EA F	211	1,922	1,142	1,089	424	4,788
PR-0032 MEADOWOOD COMM REC CTR CONSTRUCTION	1,500,000					1,500,000
PR-0041 ERRINGTON PLAYGROUND - EA F	26,000	530,000	530,000			1,086,000
VH-2085 VEHICLE - COMM PARKS EA F	7,144		4,000			11,144
Total Community Parks - Area F	1,603,355	531,922	535,142	1,089	424	2,671,932

Community Parks - Area F

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		72,023				
Opening Balance -Linked		72,023				
Opening Balance		72,023	45,449	84,344	129,966	229,244
MJ-2085 MAJOR CAP - COMM PARKS EA F		70,000	-	-	-	
PR-0041 ERRINGTON PLAYGROUND - EA F		26,000	30,000	30,000		
Total Allocated To Capital Projects		96,000	30,000	30,000	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		96,000	30,000	30,000	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		67,986	67,986	73,724	96,354	100,510
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		67,986	67,986	73,724	96,354	100,510
Closing Balance Before Interest		44,009	83,435	128,068	226,320	329,754
Interest Income		1,440	909	1,898	2,924	5,731
Closing Reserve Balance fund		45,449	84,344	129,966	229,244	335,485
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTMT	0	0	0	0	0

**Community Parks - Area G
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		15.2%					
Property taxes	(191,785)	(220,936)	(220,936)	(220,936)	(220,936)	(220,936)	(1,104,680)
	(191,785)	(220,936)	(220,936)	(220,936)	(220,936)	(220,936)	(1,104,680)
Miscellaneous	(10,000)						
Total Operating Revenues	(201,785)	(220,936)	(220,936)	(220,936)	(220,936)	(220,936)	(1,104,680)
Operating Expenditures							
Administration	13,981	16,020	16,180	16,504	16,669	17,002	82,375
Professional fees	18,045	18,000	18,000	18,000	18,000	18,000	90,000
Building ops	5,172	4,058	4,853	4,950	5,049	5,150	24,060
Veh & Equip ops	7,144	5,123	5,225	5,330	5,437	5,545	26,660
Operating costs	41,636	55,805	56,921	58,059	59,220	60,405	290,410
Wages & benefits	93,229	98,095	100,548	103,061	105,638	108,279	515,621
Contributions to reserve funds	25,000	34,324	17,287	9,890	9,834	6,131	77,466
Debt interest	12						
Total Operating Expenditures	204,219	231,425	219,014	215,794	219,847	220,512	1,106,592
Operating (surplus)/deficit	2,434	10,489	(1,922)	(5,142)	(1,089)	(424)	1,912
Capital Asset Expenditures							
Capital expenditures	6,205	52,355	41,922	45,142	41,089	424	180,932
Transfer from reserves	(5,000)	(30,000)	(40,000)	(40,000)	(40,000)		(150,000)
Grants and other		(15,000)					(15,000)
Net Capital Assets funded from Operations	1,205	7,355	1,922	5,142	1,089	424	15,932
Capital Financing Charges							
Existing debt (principal)	370						
Total Capital Financing Charges	370						
Net (surplus)/deficit for the year	4,009	17,844					17,844
Add: Prior year (surplus) / deficit	(22,655)	(17,844)					(17,844)
(Surplus) applied to future years	(18,646)						

Community Parks - Area G

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-2086 MAJOR CAP - COMM PARKS EA G	30,000	40,000	40,000	40,000		150,000
PC-2086 COMPUTER - COMM PARKS EA G	211	1,922	1,142	1,089	424	4,788
VH-2086 VEHICLE - COMM PARKS EA G	7,144		4,000			11,144
Total Community Parks - Area G	37,355	41,922	45,142	41,089	424	165,932

Community Parks - Area G

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		126,672				
Opening Balance -Linked		126,672				
Opening Balance		126,672	122,069	116,797	104,315	91,496
MJ-2086 MAJOR CAP - COMM PARKS EA G		30,000	40,000	40,000	40,000	
Total Allocated To Capital Projects		30,000	40,000	40,000	40,000	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		30,000	40,000	40,000	40,000	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		22,864	32,287	24,890	24,834	21,131
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		22,864	32,287	24,890	24,834	21,131
Closing Balance Before Interest		119,536	114,356	101,687	89,149	112,627
Interest Income		2,533	2,441	2,628	2,347	2,287
Closing Reserve Balance fund		122,069	116,797	104,315	91,496	114,914
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0

**Community Parks - Area H
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		11.0%	6.0%	8.0%	4.0%	4.0%	
Property taxes	(192,153)	(213,294)	(226,092)	(244,179)	(253,946)	(264,104)	(1,201,615)
	(192,153)	(213,294)	(226,092)	(244,179)	(253,946)	(264,104)	(1,201,615)
Total Operating Revenues	(192,153)	(213,294)	(226,092)	(244,179)	(253,946)	(264,104)	(1,201,615)
Operating Expenditures							
Administration	15,081	16,103	16,264	16,589	16,755	17,090	82,801
Professional fees	10,000	18,000	4,000	4,000	4,000	4,000	34,000
Building ops	4,222	3,278	3,344	3,377	3,445	3,479	16,923
Veh & Equip ops	6,784	4,763	4,858	4,955	5,055	5,156	24,787
Operating costs	78,549	55,876	56,993	58,133	59,296	60,482	290,780
Wages & benefits	93,229	103,703	106,295	108,953	111,677	114,469	545,097
Contributions to reserve funds	20,000	46,598	32,416	43,030	52,629	59,004	233,677
Debt interest	12						
Total Operating Expenditures	227,877	248,321	224,170	239,037	252,857	263,680	1,228,065
Operating (surplus)/deficit	35,724	35,027	(1,922)	(5,142)	(1,089)	(424)	26,450
Capital Asset Expenditures							
Capital expenditures	25,003	67,809	21,922	5,142	1,089	424	96,386
Transfer from reserves	(21,290)	(10,454)	(20,000)				(30,454)
Net Capital Assets funded from Operations	3,713	57,355	1,922	5,142	1,089	424	65,932
Capital Financing Charges							
Existing debt (principal)	370						
Total Capital Financing Charges	370						
Net (surplus)/deficit for the year	39,807	92,382					92,382
Add: Transfer from appropriated surplus	(9,500)	(6,000)					(6,000)
Add: Prior year (surplus) / deficit	(76,710)	(86,382)					(86,382)
(Surplus) applied to future years	(46,403)						

Community Parks - Area H

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-2087 MAJOR CAP - COMM PARKS EA H	56,000	20,000				76,000
PC-2087 COMPUTER - COMM PARKS EA H	211	1,922	1,142	1,089	424	4,788
PR-0031 DUNSMUIR COMMUNITY PARK - EA H	4,454					4,454
VH-2087 VEHICLE - COMM PARKS EA H	7,144		4,000			11,144
Total Community Parks - Area H	67,809	21,922	5,142	1,089	424	96,386

Community Parks - Area H

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		25,327				
Opening Balance -Linked		25,327				
Opening Balance		25,327	62,550	76,217	120,962	176,313
MJ-2087 MAJOR CAP - COMM PARKS EA H		6,000	20,000			
PR-0031 DUNSMUIR COMMUNITY PARK - EA H		4,454				
Total Allocated To Capital Projects		10,454	20,000	-	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		10,454	20,000	-	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		47,170	32,416	43,030	52,629	59,004
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		47,170	32,416	43,030	52,629	59,004
Closing Balance Before Interest		62,043	74,966	119,247	173,591	235,317
Interest Income		507	1,251	1,715	2,722	4,408
Closing Reserve Balance fund		62,550	76,217	120,962	176,313	239,725
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)		0	0	0	0	0
Debt issuing cost		0	0	0	0	0
1-2-DEPT-9523 Alias NEWDEBTPMT						
1-2-DEPT-9520 Alias NEWDEBTPMT						

**Port Theatre EA A
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		6.4%	1.4%	3.0%	3.0%	3.0%	
Property taxes	(15,811)	(16,817)	(17,052)	(17,563)	(18,090)	(18,633)	(88,155)
	(15,811)	(16,817)	(17,052)	(17,563)	(18,090)	(18,633)	(88,155)
Total Operating Revenues	(15,811)	(16,817)	(17,052)	(17,563)	(18,090)	(18,633)	(88,155)
Operating Expenditures							
Transfer to other gov/org	15,811	16,555	17,052	17,563	18,090	18,633	87,893
Total Operating Expenditures	15,811	16,555	17,052	17,563	18,090	18,633	87,893
Operating (surplus)/deficit		(262)					(262)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year		(262)					(262)
Add: Prior year (surplus) / deficit		262					262
(Surplus) applied to future years							

**Port Theatre EA B
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		3.2%	0.7%	1.5%	1.5%	1.5%	
Property taxes	(31,827)	(32,834)	(33,060)	(33,556)	(34,059)	(34,570)	(168,079)
	(31,827)	(32,834)	(33,060)	(33,556)	(34,059)	(34,570)	(168,079)
Total Operating Revenues	(31,827)	(32,834)	(33,060)	(33,556)	(34,059)	(34,570)	(168,079)
Operating Expenditures							
Transfer to other gov/org	31,827	32,572	33,060	33,556	34,059	34,570	167,817
Total Operating Expenditures	31,827	32,572	33,060	33,556	34,059	34,570	167,817
Operating (surplus)/deficit		(262)					(262)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year		(262)					(262)
Add: Prior year (surplus) / deficit		262					262
(Surplus) applied to future years							

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		7.8%	1.2%	3.0%	3.0%	3.0%	
Property taxes	(15,632)	(16,857)	(17,061)	(17,573)	(18,100)	(18,643)	(88,234)
	(15,632)	(16,857)	(17,061)	(17,573)	(18,100)	(18,643)	(88,234)
Total Operating Revenues	(15,632)	(16,857)	(17,061)	(17,573)	(18,100)	(18,643)	(88,234)
Operating Expenditures							
Transfer to other gov/org	15,707	16,564	17,061	17,573	18,100	18,643	87,941
Total Operating Expenditures	15,707	16,564	17,061	17,573	18,100	18,643	87,941
Operating (surplus)/deficit	75	(293)					(293)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	75	(293)					(293)
Add: Prior year (surplus) / deficit	(75)	293					293
(Surplus) applied to future years							

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		6.3%	1.4%	3.0%	3.0%	3.0%	
Property taxes	(4,069)	(4,327)	(4,388)	(4,520)	(4,655)	(4,795)	(22,685)
	(4,069)	(4,327)	(4,388)	(4,520)	(4,655)	(4,795)	(22,685)
Total Operating Revenues	(4,069)	(4,327)	(4,388)	(4,520)	(4,655)	(4,795)	(22,685)
Operating Expenditures							
Transfer to other gov/org	4,069	4,260	4,388	4,520	4,655	4,795	22,618
Total Operating Expenditures	4,069	4,260	4,388	4,520	4,655	4,795	22,618
Operating (surplus)/deficit		(67)					(67)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year		(67)					(67)
Add: Prior year (surplus) / deficit		67					67
(Surplus) applied to future years							

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		6.4%	1.4%	3.0%	3.0%	3.0%	
Property taxes	(22,694)	(24,138)	(24,475)	(25,209)	(25,965)	(26,744)	(126,531)
	(22,694)	(24,138)	(24,475)	(25,209)	(25,965)	(26,744)	(126,531)
Total Operating Revenues	(22,694)	(24,138)	(24,475)	(25,209)	(25,965)	(26,744)	(126,531)
Operating Expenditures							
Transfer to other gov/org	22,694	23,762	24,475	25,209	25,965	26,744	126,155
Total Operating Expenditures	22,694	23,762	24,475	25,209	25,965	26,744	126,155
Operating (surplus)/deficit		(376)					(376)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year		(376)					(376)
Add: Prior year (surplus) / deficit		376					376
(Surplus) applied to future years							

**Community Works Fund Projects
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues							
Operating grants	(57,100)	(217,100)	(217,100)	(217,100)	(217,100)	(217,100)	(1,085,500)
Total Operating Revenues	(57,100)	(217,100)	(217,100)	(217,100)	(217,100)	(217,100)	(1,085,500)
Operating Expenditures							
Professional fees	57,100	57,100	57,100	57,100	57,100	57,100	285,500
Transfer to other gov/org		160,000	160,000	160,000	160,000	160,000	800,000
Total Operating Expenditures	57,100	217,100	217,100	217,100	217,100	217,100	1,085,500
Operating (surplus)/deficit							
Capital Asset Expenditures							
Capital expenditures	1,042,487	1,453,518	100,000				1,553,518
Grants and other	(1,042,487)	(1,453,518)	(100,000)				(1,553,518)
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year							
(Surplus) applied to future years							

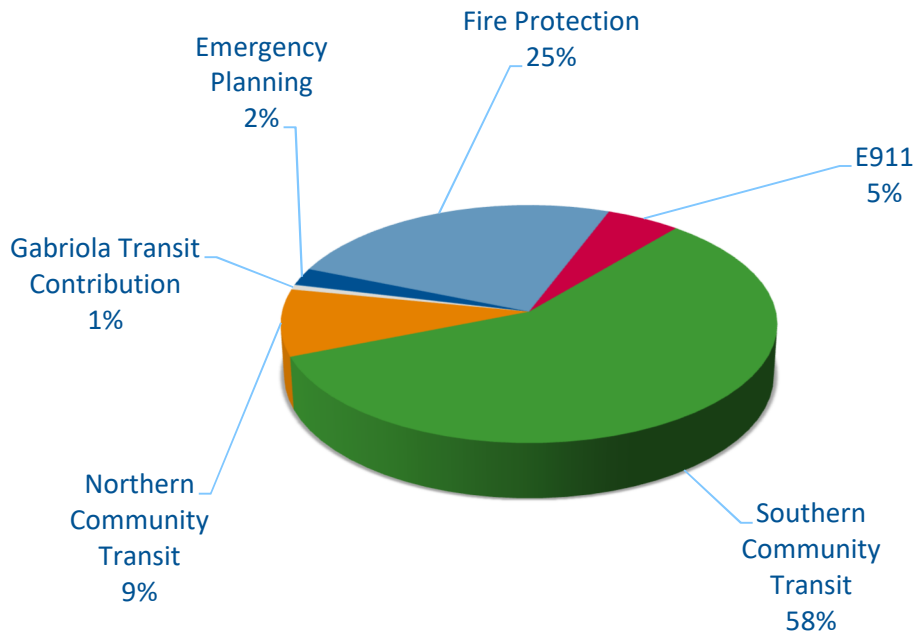
Community Works Fund Projects - Parks & Recreation

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-8103 MAJOR CAP - COMM WORKS - REC & PARKS	100,000					100,000
PR-0005 FRENCH CREEK COMM TRAIL SYSTEM EA G		100,000				100,000
PR-0006 GABRIOLA VILLAGE TRAIL	1,207,702					1,207,702
Total Community Works Fund Projects - Parks & Recreation	1,307,702	100,000				1,407,702

DEPARTMENTAL HIGHLIGHTS

Transportation & Emergency Services



Transportation & Emergency Services	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	
Southern Community Transit	30,541,436	18,139,869	12,401,567	58%
Northern Community Transit	3,206,799	1,282,128	1,924,671	9%
Gabriola Emergency Wharf	25,692	0	25,692	0%
Gabriola Transit Contribution	136,788	0	136,788	1%
Gabriola Island Taxi Saver	13,783	0	13,783	0%
Emergency Planning	958,996	243,001	715,995	2%
Fire Protection	11,441,131	6,157,828	5,283,303	25%
E911	925,453	0	925,453	5%
	47,250,078	25,822,826	21,427,252	100%

**TRANSIT & EMERGENCY SERVICES
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		8.9%	8.7%	9.1%	13.2%	4.7%	
Property taxes	(16,728,201)	(18,225,791)	(19,830,604)	(21,649,030)	(24,545,689)	(25,721,988)	(109,973,102)
Parcel taxes	(203,773)	(219,044)	(225,948)	(226,198)	(226,448)	(226,698)	(1,124,336)
	(16,931,974)	(18,444,835)	(20,056,552)	(21,875,228)	(24,772,137)	(25,948,686)	(111,097,438)
Municipal agreements	(33,231)	(34,250)	(35,278)	(36,336)	(37,063)	(37,804)	(180,731)
Operations	(55,117)	(55,517)	(56,389)	(57,278)	(58,183)	(59,103)	(286,470)
Transit fares	(4,521,157)	(4,962,115)	(5,029,693)	(5,163,156)	(5,568,016)	(5,626,990)	(26,349,970)
Operating grants	(6,766,254)	(7,594,480)	(7,994,575)	(7,955,178)	(8,981,949)	(9,160,416)	(41,686,598)
Grants in lieu of taxes	(84,935)	(84,944)	(84,944)	(84,944)	(84,944)	(84,944)	(424,720)
Interdepartmental recoveries	(1,574,842)	(1,670,203)	(1,670,203)	(1,670,203)	(1,670,203)	(1,670,203)	(8,351,015)
Miscellaneous	(253,123)	(274,328)	(408,075)	(421,656)	(339,931)	(299,162)	(1,743,152)
Total Operating Revenues	(30,220,633)	(33,120,672)	(35,335,709)	(37,263,979)	(41,512,426)	(42,887,308)	(190,120,094)
Operating Expenditures							
Administration	1,752,914	2,383,055	2,451,328	2,523,772	2,598,621	2,675,600	12,632,376
Professional fees	323,183	289,422	154,948	156,494	138,099	139,683	878,646
Building ops	498,299	525,067	538,050	551,460	565,178	579,278	2,759,033
Veh & Equip ops	5,303,849	5,492,878	5,652,342	5,816,635	5,985,724	6,159,811	29,107,390
Operating costs	4,111,045	4,628,926	5,106,502	5,910,294	7,854,681	8,166,945	31,667,348
Program costs	17,300	73,835	23,835	23,835	23,835	23,835	169,175
Wages & benefits	13,649,259	15,130,132	16,018,575	16,595,219	18,302,837	18,760,407	84,807,170
Transfer to other gov/org	3,212,966	3,448,303	3,519,787	3,634,051	3,708,605	3,770,684	18,081,430
Contributions to reserve funds	1,542,343	3,267,999	1,588,663	1,194,778	1,257,759	1,482,007	8,791,206
Debt interest	179,413	176,288	173,952	171,584	169,160	168,066	859,050
Total Operating Expenditures	30,590,571	35,415,905	35,227,982	36,578,122	40,604,499	41,926,316	189,752,824
Operating (surplus)/deficit	369,938	2,295,233	(107,727)	(685,857)	(907,927)	(960,992)	(367,270)
Capital Asset Expenditures							
Capital expenditures	7,567,532	11,549,850	5,249,310	2,096,000	2,585,500	3,584,000	25,064,660
Transfer from reserves	(5,251,541)	(5,394,905)	(2,614,809)	(1,540,000)	(910,000)	(1,005,500)	(11,465,214)
Grants and other	(1,969,991)	(1,752,085)	(598,501)				(2,350,586)
New borrowing		(4,000,000)	(1,950,000)	(450,000)	(1,600,000)	(2,500,000)	(10,500,000)
Net Capital Assets funded from Operations	346,000	402,860	86,000	106,000	75,500	78,500	748,860
Capital Financing Charges							
Existing debt (principal)	261,416	264,529	265,865	279,346	339,996	249,516	1,399,252
New debt (principal & interest)		40,000	308,363	443,934	492,431	632,976	1,917,704
Total Capital Financing Charges	261,416	304,529	574,228	723,280	832,427	882,492	3,316,956
Net (surplus)/deficit for the year	977,354	3,002,622	552,501	143,423			3,698,546
Add: Transfer from appropriated surplus	(612,922)	(612,147)	(552,501)	(143,423)			(1,308,071)
Add: Prior year (surplus) / deficit	(2,289,060)	(2,390,475)					(2,390,475)
(Surplus) applied to future years	(1,924,628)						

**TRANSIT & EMERGENCY SERVICES
SUMMARY OF TAX REQUISITIONS
2020 to 2024**

	2020 \$	2020 %	2021 \$	2021 %	2022 \$	2022 %	2023 \$	2023 %	2024 \$	2024 %
Transit										
0500 TRANSIT - SOUTHERN COMM - CONVENTIONAL	(10,341,669)	10.5%	(11,169,003)	8.0%	(12,397,593)	11.0%	(14,877,111)	20.0%	(15,620,967)	5.0%
0520 TRANSIT - GABRIOLA TRANSIT CONTRIBUTION	(139,470)	(0.3%)	(139,470)		(139,470)		(139,470)		(139,470)	
0525 TRANSIT - GABRIOLA ISLAND TAXI SAVER	(7,168)	19.5%	(8,500)	18.6%	(8,500)		(8,500)		(8,500)	
0611 TRANSIT - NORTHERN COMM - CONVENTIONAL	(1,364,499)	10.0%	(1,569,174)	15.0%	(1,773,166)	13.0%	(1,950,483)	10.0%	(2,067,512)	6.0%
7700 DESCANSO BAY EMERGENCY WHARF	(15,692)	(3.0%)	(15,535)	(1.0%)	(15,380)	(1.0%)	(15,226)	(1.0%)	(15,074)	(1.0%)
	(\$11,868,498)		(\$12,901,682)		(\$14,334,109)		(\$16,990,790)		(\$17,851,523)	
Fire Protection										
2018 FIRE PROTECTION - MEADOWOOD	(139,858)	0.2%	(139,857)		(139,857)		(139,857)		(139,857)	
2019 FIRE PROTECTION - NANAIMO RIVER	(17,792)		(17,792)		(17,792)		(17,792)		(17,792)	
2020 FIRE PROTECTION - COOMBS HILLIERS	(607,527)	7.0%	(631,828)	4.0%	(653,942)	3.5%	(676,830)	3.5%	(700,519)	3.5%
2021 FIRE PROTECTION - ERRINGTON	(742,928)	13.0%	(794,933)	7.0%	(842,629)	6.0%	(893,187)	6.0%	(946,778)	6.0%
2022 FIRE PROTECTION - FRENCH CREEK	(699,827)	0.1%	(735,735)	5.1%	(767,901)	4.4%	(777,151)	1.2%	(786,526)	1.2%
2023 FIRE PROTECTION - NANOOSE BAY	(932,491)	5.0%	(951,141)	2.0%	(970,164)	2.0%	(979,865)	1.0%	(994,563)	1.5%
2024 FIRE PROT & ST LIGHTING - WELLINGTON	(95,232)	11.3%	(103,440)	8.6%	(100,431)	(2.9%)	(103,330)	2.9%	(106,315)	2.9%
2025 FIRE PROTECTION - CASSIDY WATERLOO	(210,640)	7.5%	(225,385)	7.0%	(241,162)	7.0%	(258,043)	7.0%	(335,456)	30.0%
2026 FIRE PROTECTION - DASHWOOD	(812,750)	11.0%	(1,089,085)	34.0%	(1,121,758)	3.0%	(1,155,410)	3.0%	(1,190,073)	3.0%
2027 FIRE PROTECTION - EXTENSION	(192,200)	5.5%	(203,732)	6.0%	(215,956)	6.0%	(237,552)	10.0%	(261,307)	10.0%
2028 FIRE PROTECTION - PARKSVILLE LOCAL	(146,103)	2.3%	(147,508)	1.0%	(162,753)	10.3%	(166,008)	2.0%	(169,328)	2.0%
2029 FIRE PROTECTION - BOW HORN BAY	(468,968)	15.0%	(539,313)	15.0%	(701,107)	30.0%	(743,174)	6.0%	(787,764)	6.0%
	(\$5,066,316)		(\$5,579,749)		(\$5,935,452)		(\$6,148,199)		(\$6,436,278)	
Emergency Planning										
1900 EMERGENCY PLANNING	(416,365)	3.9%	(428,856)	3.0%	(441,722)	3.0%	(450,557)	2.0%	(459,567)	2.0%
	(\$416,365)		(\$428,856)		(\$441,722)		(\$450,557)		(\$459,567)	
D68 Search & Rescue										
1901 D68 SEARCH AND RESCUE CONTRIBUTION SVCS	(48,129)	1.5%	(50,201)	4.3%	(50,201)		(50,201)		(50,201)	
	(\$48,129)		(\$50,201)		(\$50,201)		(\$50,201)		(\$50,201)	
D69 Marine Search & Rescue										
1902 D69 MARINE SEARCH & RESCUE CONTRIBUTION	(8,000)	5.3%	(8,000)		(8,000)		(8,000)		(8,000)	
	(\$8,000)		(\$8,000)		(\$8,000)		(\$8,000)		(\$8,000)	
D69 Land Search & Rescue										
1903 D69 LAND SEARCH & RESCUE CONTRIBUTION	(10,500)	2.4%	(10,510)	0.1%	(10,520)	0.1%	(10,531)	0.1%	(10,541)	0.1%
	(\$10,500)		(\$10,510)		(\$10,520)		(\$10,531)		(\$10,541)	
D68 E911										
0800 EMERGENCY 9-1-1 - D68	(168,848)	2.2%	(175,402)	3.9%	(178,767)	1.9%	(182,229)	1.9%	(185,726)	1.9%
	(\$168,848)		(\$175,402)		(\$178,767)		(\$182,229)		(\$185,726)	
D69 E911										
0900 EMERGENCY 9-1-1 - D69	(723,896)	2.0%	(755,627)	4.4%	(770,490)	2.0%	(785,890)	2.0%	(801,351)	2.0%
	(\$723,896)		(\$755,627)		(\$770,490)		(\$785,890)		(\$801,351)	
Community Justice										
0197 D68 RESTORATIVE JUSTICE/VICTIM SVCS	(16,500)	0.3%	(16,500)		(16,500)		(16,500)		(16,500)	
0199 D69 COMMUNITY JUSTICE	(152,033)	17.5%	(165,303)	8.7%	(165,803)	0.3%	(166,303)	0.3%	(166,803)	0.3%
	(\$168,533)		(\$181,803)		(\$182,303)		(\$182,803)		(\$183,303)	
Total TRANSIT & EMERGENCY SERVICES	(18,479,085)	8.9%	(20,091,830)	8.7%	(21,911,564)	9.1%	(24,809,200)	13.2%	(25,986,490)	4.7%

**Transit Southern Community
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		10.5%	8.0%	11.0%	20.0%	5.0%	
Property taxes	(9,360,065)	(10,341,669)	(11,169,003)	(12,397,593)	(14,877,111)	(15,620,967)	(64,406,343)
	(9,360,065)	(10,341,669)	(11,169,003)	(12,397,593)	(14,877,111)	(15,620,967)	(64,406,343)
Operations	(51,117)	(51,117)	(51,989)	(52,878)	(53,783)	(54,703)	(264,470)
Transit fares	(4,250,375)	(4,666,445)	(4,713,110)	(4,840,241)	(5,238,643)	(5,291,029)	(24,749,468)
Operating grants	(5,779,444)	(6,428,815)	(6,740,216)	(6,799,757)	(7,847,453)	(8,004,402)	(35,820,643)
Grants in lieu of taxes	(73,000)	(73,000)	(73,000)	(73,000)	(73,000)	(73,000)	(365,000)
Interdepartmental recoveries	(1,574,842)	(1,670,203)	(1,670,203)	(1,670,203)	(1,670,203)	(1,670,203)	(8,351,015)
Miscellaneous	(5,100)	(5,100)	(5,100)	(5,100)	(5,100)	(5,100)	(25,500)
Total Operating Revenues	(21,093,943)	(23,236,349)	(24,422,621)	(25,838,772)	(29,765,293)	(30,719,404)	(133,982,439)
Operating Expenditures							
Administration	1,285,546	1,795,480	1,849,345	1,904,824	1,961,970	2,020,828	9,532,447
Professional fees	43,500	173,500	48,705	50,166	51,671	53,221	377,263
Building ops	321,630	351,537	362,083	372,946	384,134	395,658	1,866,358
Veh & Equip ops	5,017,129	5,181,490	5,336,905	5,496,981	5,661,860	5,831,683	27,508,919
Operating costs	2,285,485	2,619,144	2,726,805	3,441,045	5,319,274	5,567,307	19,673,575
Wages & benefits	11,797,956	13,094,640	13,932,195	14,456,680	16,110,834	16,513,605	74,107,954
Contributions to reserve funds	652,045	1,718,380	638,084	156,553	202,550	261,102	2,976,669
Total Operating Expenditures	21,403,291	24,934,171	24,894,122	25,879,195	29,692,293	30,643,404	136,043,185
Operating (surplus)/deficit	309,348	1,697,822	471,501	40,423	(73,000)	(76,000)	2,060,746
Capital Asset Expenditures							
Capital expenditures	6,239,230	5,624,790	1,448,730	273,000	73,000	121,000	7,540,520
Transfer from reserves	(3,938,239)	(3,493,105)	(769,229)	(170,000)		(45,000)	(4,477,334)
Grants and other	(1,969,991)	(1,752,085)	(598,501)				(2,350,586)
Net Capital Assets funded from Operations	331,000	379,600	81,000	103,000	73,000	76,000	712,600
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	640,348	2,077,422	552,501	143,423			2,773,346
Add: Transfer from appropriated surplus	(513,737)	(560,330)	(552,501)	(143,423)			(1,256,254)
Add: Prior year (surplus) / deficit	(1,527,620)	(1,517,092)					(1,517,092)
(Surplus) applied to future years	(1,401,009)						

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-0500 MAJOR CAP - TRANSIT STHRN CONVENTIONAL	250,000	65,000	83,000	65,000	65,000	528,000
PC-0500 COMPUTER - TRANSIT STHRN CONVENTIONAL	17,600	14,000	20,000	7,250	9,000	67,850
PC-0501 COMPUTER - TRANSIT STHRN HANDYDART	2,000	2,000		750	2,000	6,750
TR-0003 TRANSIT - DOWNTOWN EXCHANGE CONSTRUCTION	1,700,000	1,273,230				2,973,230
TR-0004 TRANSIT - WOODGROVE EXCHANGE IMPROVEMENT	1,572,595					1,572,595
TR-0005 TRANSIT - DOWNTOWN EXCHANGE LAND	1,500,000					1,500,000
TR-0009 TRANSIT-COUNTRY CLUB MALL EXCHANGE UPGRD	472,595					472,595
VH-0500 VEHICLE - TRANSIT STHRN CONVENTIONAL	110,000	94,500	170,000		45,000	419,500
Total Transit Southern Community	5,624,790	1,448,730	273,000	73,000	121,000	7,540,520

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual	of \$250,000	4,773,552				
Opening Balance -Linked	\$250,000	5,078,533				
Opening Balance		5,078,533	3,855,356	3,671,777	3,600,830	3,811,147
TR-0003 TRANSIT - DOWNTOWN EXCHANGE CONSTRUCTION		901,000	674,729			
TR-0004 TRANSIT - WOODGROVE EXCHANGE IMPROVEMENT		839,257				
TR-0005 TRANSIT - DOWNTOWN EXCHANGE LAND		1,500,000				
TR-0009 TRANSIT-COUNTRY CLUB MALL EXCHANGE UPGRD		252,848				
VH-0500 VEHICLE - TRANSIT STHRN CONVENTIONAL		-	94,500	170,000		45,000
Total Allocated To Capital Projects		3,493,105	769,229	170,000	-	45,000
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account	Transfer to Northern Community Transit		127,496	138,070	71,207	24,918
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	127,496	138,070	71,207	24,918
Total Expenditures		3,493,105	896,725	308,070	71,207	69,918
Transfers Into Reserve Fund						
Contributions from Operating Fund		1,698,810	636,039	154,508	200,505	259,057
Transfers from Reserve Account	Transfer from Northern Community Transit	469,547				
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		2,168,357	636,039	154,508	200,505	259,057
Closing Balance Before Interest		3,753,785	3,594,670	3,518,215	3,730,128	4,000,286
Interest Income		101,571	77,107	82,615	81,019	95,279
Closing Reserve Balance fund		3,855,356	3,671,777	3,600,830	3,811,147	4,095,565
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTMPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTMPMT	0	0	0	0	0

**Transit Northern Community
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		10.0%	15.0%	13.0%	10.0%	6.0%	
Property taxes	(1,240,455)	(1,364,499)	(1,569,174)	(1,773,166)	(1,950,483)	(2,067,512)	(8,724,834)
	(1,240,455)	(1,364,499)	(1,569,174)	(1,773,166)	(1,950,483)	(2,067,512)	(8,724,834)
Operations	(4,000)	(4,400)	(4,400)	(4,400)	(4,400)	(4,400)	(22,000)
Transit fares	(270,782)	(295,670)	(316,583)	(322,915)	(329,373)	(335,961)	(1,600,502)
Operating grants	(812,697)	(982,058)	(1,195,752)	(1,096,814)	(1,075,889)	(1,097,407)	(5,447,920)
Miscellaneous			(127,496)	(138,070)	(71,207)	(24,918)	(361,691)
Total Operating Revenues	(2,327,934)	(2,646,627)	(3,213,405)	(3,335,365)	(3,431,352)	(3,530,198)	(16,156,947)
Operating Expenditures							
Administration	132,765	168,303	176,301	184,686	193,477	202,695	925,462
Operating costs	1,087,785	1,174,388	1,607,678	1,685,519	1,736,085	1,788,168	7,991,838
Wages & benefits	1,274,468	1,394,561	1,429,426	1,465,160	1,501,790	1,539,335	7,330,272
Contributions to reserve funds		469,547					469,547
Total Operating Expenditures	2,495,018	3,206,799	3,213,405	3,335,365	3,431,352	3,530,198	16,717,119
Operating (surplus)/deficit	167,084	560,172					560,172
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	167,084	560,172					560,172
Add: Prior year (surplus) / deficit	(609,893)	(560,172)					(560,172)
(Surplus) applied to future years	(442,809)						

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		(3.0%)	(1.0%)	(1.0%)	(1.0%)	(1.0%)	
Property taxes	(16,177)	(15,692)	(15,535)	(15,380)	(15,226)	(15,074)	(76,907)
	(16,177)	(15,692)	(15,535)	(15,380)	(15,226)	(15,074)	(76,907)
Total Operating Revenues	(16,177)	(15,692)	(15,535)	(15,380)	(15,226)	(15,074)	(76,907)
Operating Expenditures							
Administration	810	2,093	2,156	2,221	2,287	2,356	11,113
Professional fees	10,500	10,500	815	839	865	891	13,910
Operating costs	2,500	6,520	6,716	6,917	7,125	7,338	34,616
Contributions to reserve funds	4,597	6,579	5,848	5,403	4,949	4,489	27,268
Total Operating Expenditures	18,407	25,692	15,535	15,380	15,226	15,074	86,907
Operating (surplus)/deficit	2,230	10,000					10,000
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	2,230	10,000					10,000
Add: Transfer from appropriated surplus		(10,000)					(10,000)
Add: Prior year (surplus) / deficit	(2,230)						
(Surplus) applied to future years							

Transit - Gabriola Transit Contribution
FINANCIAL PLAN
2020 to 2024

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		(0.3%)					
Property taxes	(139,906)	(139,470)	(139,470)	(139,470)	(139,470)	(139,470)	(697,350)
	(139,906)	(139,470)	(139,470)	(139,470)	(139,470)	(139,470)	(697,350)
Total Operating Revenues	(139,906)	(139,470)	(139,470)	(139,470)	(139,470)	(139,470)	(697,350)
Operating Expenditures							
Administration	5,800	2,682	2,682	2,682	2,682	2,682	13,410
Transfer to other gov/org	134,106	136,788	136,788	136,788	136,788	136,788	683,940
Total Operating Expenditures	139,906	139,470	139,470	139,470	139,470	139,470	697,350
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
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		19.5%	18.6%				
Property taxes	(5,997)	(7,168)	(8,500)	(8,500)	(8,500)	(8,500)	(41,168)
	(5,997)	(7,168)	(8,500)	(8,500)	(8,500)	(8,500)	(41,168)
Total Operating Revenues	(5,997)	(7,168)	(8,500)	(8,500)	(8,500)	(8,500)	(41,168)
Operating Expenditures							
Administration	440	500	500	500	500	500	2,500
Transfer to other gov/org	8,000	13,283	8,000	8,000	8,000	8,000	45,283
Total Operating Expenditures	8,440	13,783	8,500	8,500	8,500	8,500	47,783
Operating (surplus)/deficit	2,443	6,615					6,615
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	2,443	6,615					6,615
Add: Transfer from appropriated surplus		(5,283)					(5,283)
Add: Prior year (surplus) / deficit	(3,758)	(1,332)					(1,332)
(Surplus) applied to future years	(1,315)						

**Emergency Planning
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		3.9%	3.0%	3.0%	2.0%	2.0%	
Property taxes	(367,418)	(382,115)	(393,578)	(405,386)	(413,494)	(421,763)	(2,016,336)
	(367,418)	(382,115)	(393,578)	(405,386)	(413,494)	(421,763)	(2,016,336)
Municipal agreements	(33,231)	(34,250)	(35,278)	(36,336)	(37,063)	(37,804)	(180,731)
Operating grants	(174,113)	(108,607)	(58,607)	(58,607)	(58,607)	(58,607)	(343,035)
Miscellaneous	(9,480)						
Total Operating Revenues	(584,242)	(524,972)	(487,463)	(500,329)	(509,164)	(518,174)	(2,540,102)
Operating Expenditures							
Administration	40,478	69,587	70,979	72,398	73,846	75,323	362,133
Professional fees	184,533	48,272	48,272	48,272	48,272	48,272	241,360
Building ops	800	800	816	832	849	866	4,163
Veh & Equip ops	11,250	14,558	14,849	15,146	15,449	15,758	75,760
Operating costs	62,776	63,372	62,639	63,892	65,170	66,473	321,546
Program costs	17,300	73,835	23,835	23,835	23,835	23,835	169,175
Wages & benefits	216,832	233,149	238,978	244,953	251,076	257,353	1,225,509
Transfer to other gov/org	23,000	23,000	23,230	23,462	23,697	23,934	117,323
Contributions to reserve funds	45,000	82,074	1,365	4,789	4,470	3,860	96,558
Total Operating Expenditures	601,969	608,647	484,963	497,579	506,664	515,674	2,613,527
Operating (surplus)/deficit	17,727	83,675	(2,500)	(2,750)	(2,500)	(2,500)	73,425
Capital Asset Expenditures							
Capital expenditures	35,000	100,200	2,500	2,750	2,500	2,500	110,450
Transfer from reserves	(35,000)	(100,000)					(100,000)
Net Capital Assets funded from Operations		200	2,500	2,750	2,500	2,500	10,450
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	17,727	83,875					83,875
Add: Transfer from appropriated surplus	(10,000)	(16,000)					(16,000)
Add: Prior year (surplus) / deficit	(43,634)	(67,875)					(67,875)
(Surplus) applied to future years	(35,907)						

Emergency Planning

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-1900 MAJOR CAP - EMERGENCY PLANNING	100,000					100,000
PC-1900 COMPUTER - EMERGENCY PLANNING	200	2,500	2,750	2,500	2,500	10,450
Total Emergency Planning	100,200	2,500	2,750	2,500	2,500	110,450

Emergency Planning

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		182,512				
Opening Balance -Linked		184,415				
Opening Balance		184,415	170,177	174,946	183,671	192,274
MJ-1900 MAJOR CAP - EMERGENCY PLANNING		100,000	-			
Total Allocated To Capital Projects		100,000	-	-	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund		-	-	-	-	-
Transfers to Reserve Account		-	-	-	-	-
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		100,000	-	-	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		82,074	1,365	4,789	4,470	3,860
Transfers from Reserve Account			-	-	-	-
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		82,074	1,365	4,789	4,470	3,860
Closing Balance Before Interest		166,489	171,542	179,735	188,141	196,134
Interest Income		3,688	3,404	3,936	4,133	4,807
Closing Reserve Balance fund		170,177	174,946	183,671	192,274	200,941
Draw from Reserve Account		0	0	0	0	0
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0

**D68 Search & Rescue
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		1.5%	4.3%				
Property taxes	(47,400)	(48,129)	(50,201)	(50,201)	(50,201)	(50,201)	(248,933)
	(47,400)	(48,129)	(50,201)	(50,201)	(50,201)	(50,201)	(248,933)
Grants in lieu of taxes	(135)	(144)	(144)	(144)	(144)	(144)	(720)
Total Operating Revenues	(47,535)	(48,273)	(50,345)	(50,345)	(50,345)	(50,345)	(249,653)
Operating Expenditures							
Administration	2,160	2,870	2,870	2,870	2,870	2,870	14,350
Building ops	24,000	24,000	24,000	24,000	24,000	24,000	120,000
Transfer to other gov/org	23,475	23,475	23,475	23,475	23,475	23,475	117,375
Total Operating Expenditures	49,635	50,345	50,345	50,345	50,345	50,345	251,725
Operating (surplus)/deficit	2,100	2,072					2,072
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	2,100	2,072					2,072
Add: Prior year (surplus) / deficit	(3,699)	(2,072)					(2,072)
(Surplus) applied to future years	(1,599)						

**D69 Marine Search & Rescue
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		5.3%					
Property taxes	(7,600)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(40,000)
	(7,600)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(40,000)
Total Operating Revenues	(7,600)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(40,000)
Operating Expenditures							
Administration	100	500	500	500	500	500	2,500
Transfer to other gov/org	7,500	7,500	7,500	7,500	7,500	7,500	37,500
Total Operating Expenditures	7,600	8,000	8,000	8,000	8,000	8,000	40,000
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							

**D69 Land Search & Rescue
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		2.4%	0.1%	0.1%	0.1%	0.1%	
Property taxes	(10,250)	(10,500)	(10,510)	(10,520)	(10,531)	(10,541)	(52,602)
	(10,250)	(10,500)	(10,510)	(10,520)	(10,531)	(10,541)	(52,602)
Total Operating Revenues	(10,250)	(10,500)	(10,510)	(10,520)	(10,531)	(10,541)	(52,602)
Operating Expenditures							
Administration	250	500	510	520	531	541	2,602
Transfer to other gov/org	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Total Operating Expenditures	10,250	10,500	10,510	10,520	10,531	10,541	52,602
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
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		2.2%	3.9%	1.9%	1.9%	1.9%	
Property taxes	(165,294)	(168,848)	(175,402)	(178,767)	(182,229)	(185,726)	(890,972)
	(165,294)	(168,848)	(175,402)	(178,767)	(182,229)	(185,726)	(890,972)
Total Operating Revenues	(165,294)	(168,848)	(175,402)	(178,767)	(182,229)	(185,726)	(890,972)
Operating Expenditures							
Administration	10,000	10,200	10,404	10,612	10,824	11,041	53,081
Veh & Equip ops	13,100	13,100	13,362	13,496	13,766	13,903	67,627
Operating costs	10,000	10,000	10,100	10,302	10,405	10,613	51,420
Transfer to other gov/org	137,490	138,271	141,036	143,857	146,734	149,669	719,567
Contributions to reserve funds	500	13,061	500	500	500	500	15,061
Total Operating Expenditures	171,090	184,632	175,402	178,767	182,229	185,726	906,756
Operating (surplus)/deficit	5,796	15,784					15,784
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	5,796	15,784					15,784
Add: Prior year (surplus) / deficit	(9,019)	(15,784)					(15,784)
(Surplus) applied to future years	(3,223)						

**D69 E911
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		2.0%	4.4%	2.0%	2.0%	2.0%	
Property taxes	(709,462)	(723,896)	(755,627)	(770,490)	(785,890)	(801,351)	(3,837,254)
	(709,462)	(723,896)	(755,627)	(770,490)	(785,890)	(801,351)	(3,837,254)
Total Operating Revenues	(709,462)	(723,896)	(755,627)	(770,490)	(785,890)	(801,351)	(3,837,254)
Operating Expenditures							
Administration	15,000	17,000	17,340	17,513	17,864	18,042	87,759
Professional fees		500	500	500	500	500	2,500
Operating costs	6,500	6,500	6,630	6,696	6,830	6,899	33,555
Transfer to other gov/org	698,372	716,821	731,157	745,781	760,696	775,910	3,730,365
Total Operating Expenditures	719,872	740,821	755,627	770,490	785,890	801,351	3,854,179
Operating (surplus)/deficit	10,410	16,925					16,925
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	10,410	16,925					16,925
Add: Prior year (surplus) / deficit	(10,410)	(16,925)					(16,925)
(Surplus) applied to future years							

**D68 Community Justice
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		0.3%					
Property taxes	(16,445)	(16,500)	(16,500)	(16,500)	(16,500)	(16,500)	(82,500)
	(16,445)	(16,500)	(16,500)	(16,500)	(16,500)	(16,500)	(82,500)
Total Operating Revenues	(16,445)	(16,500)	(16,500)	(16,500)	(16,500)	(16,500)	(82,500)
Operating Expenditures							
Administration	445	500	500	500	500	500	2,500
Transfer to other gov/org	16,000	16,000	16,000	16,000	16,000	16,000	80,000
Total Operating Expenditures	16,445	16,500	16,500	16,500	16,500	16,500	82,500
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							

**D69 Community Justice
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		17.5%	8.7%	0.3%	0.3%	0.3%	
Property taxes	(65,128)	(72,847)	(79,212)	(79,462)	(79,712)	(79,962)	(391,195)
Parcel taxes	(64,216)	(79,186)	(86,091)	(86,341)	(86,591)	(86,841)	(425,050)
	(129,344)	(152,033)	(165,303)	(165,803)	(166,303)	(166,803)	(816,245)
Total Operating Revenues	(129,344)	(152,033)	(165,303)	(165,803)	(166,303)	(166,803)	(816,245)
Operating Expenditures							
Administration	125	2,584	3,084	3,584	4,084	4,584	17,920
Transfer to other gov/org	129,219	162,219	162,219	162,219	162,219	162,219	811,095
Total Operating Expenditures	129,344	164,803	165,303	165,803	166,303	166,803	829,015
Operating (surplus)/deficit		12,770					12,770
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year		12,770					12,770
Add: Prior year (surplus) / deficit	(12,661)	(12,770)					(12,770)
(Surplus) applied to future years	(12,661)						

**Fire - Administration
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues							
Miscellaneous	(234,012)	(264,192)	(270,443)	(273,450)	(258,588)	(264,108)	(1,330,781)
Total Operating Revenues	(234,012)	(264,192)	(270,443)	(273,450)	(258,588)	(264,108)	(1,330,781)
Operating Expenditures							
Administration	3,100	7,100	4,971	5,021	5,071	5,122	27,285
Professional fees	78,000	51,000	51,000	51,000	31,000	31,000	215,000
Veh & Equip ops	2,000	2,712	2,712	2,712	2,712	2,712	13,560
Operating costs	5,442	4,730	4,825	4,921	5,020	5,120	24,616
Wages & benefits	179,937	199,449	204,435	209,546	214,785	220,154	1,048,369
Total Operating Expenditures	268,479	264,991	267,943	273,200	258,588	264,108	1,328,830
Operating (surplus)/deficit	34,467	799	(2,500)	(250)			(1,951)
Capital Asset Expenditures							
Capital expenditures		200	2,500	250			2,950
Net Capital Assets funded from Operations		200	2,500	250			2,950
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	34,467	999					999
Add: Transfer from appropriated surplus	(31,000)						
Add: Prior year (surplus) / deficit	(3,467)	(999)					(999)
(Surplus) applied to future years							

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		0.2%					
Parcel taxes	(139,557)	(139,858)	(139,857)	(139,857)	(139,857)	(139,857)	(699,286)
	(139,557)	(139,858)	(139,857)	(139,857)	(139,857)	(139,857)	(699,286)
Total Operating Revenues	(139,557)	(139,858)	(139,857)	(139,857)	(139,857)	(139,857)	(699,286)
Operating Expenditures							
Administration	200	500	500	500	500	500	2,500
Debt interest	79,803	79,803	79,803	79,803	79,803	79,803	399,015
Total Operating Expenditures	80,003	80,303	80,303	80,303	80,303	80,303	401,515
Operating (surplus)/deficit	(59,554)	(59,555)	(59,554)	(59,554)	(59,554)	(59,554)	(297,771)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	59,554	59,554	59,554	59,554	59,554	59,554	297,770
Total Capital Financing Charges	59,554	59,554	59,554	59,554	59,554	59,554	297,770
Net (surplus)/deficit for the year		(1)					(1)
Add: Prior year (surplus) / deficit		1					1
(Surplus) applied to future years							

**Fire - Nanaimo River
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues							
Property taxes	(17,792)	(17,792)	(17,792)	(17,792)	(17,792)	(17,792)	(88,960)
	(17,792)	(17,792)	(17,792)	(17,792)	(17,792)	(17,792)	(88,960)
Total Operating Revenues	(17,792)	(17,792)	(17,792)	(17,792)	(17,792)	(17,792)	(88,960)
Operating Expenditures							
Administration	575	1,075	1,075	1,075	1,075	1,075	5,375
Contributions to reserve funds	16,153	15,661	15,657	15,657	15,657	15,657	78,289
Debt interest	364	363	363	363	363	363	1,815
Total Operating Expenditures	17,092	17,099	17,095	17,095	17,095	17,095	85,479
Operating (surplus)/deficit	(700)	(693)	(697)	(697)	(697)	(697)	(3,481)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	700	697	697	697	697	697	3,485
Total Capital Financing Charges	700	697	697	697	697	697	3,485
Net (surplus)/deficit for the year		4					4
Add: Prior year (surplus) / deficit		(4)					(4)
(Surplus) applied to future years							

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		193,503				
Opening Balance -Linked		195,657				
Opening Balance		195,657	215,231	235,197	256,150	277,574
Total Allocated To Capital Projects		-	-	-	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		-	-	-	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		15,661	15,661	15,661	15,661	15,661
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		15,661	15,661	15,661	15,661	15,661
Closing Balance Before Interest		211,318	230,892	250,858	271,811	293,235
Interest Income		3,913	4,305	5,292	5,763	6,939
Closing Reserve Balance fund		215,231	235,197	256,150	277,574	300,174
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTMT	0	0	0	0	0

Fire - Coombs Hilliers
FINANCIAL PLAN
2020 to 2024

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		7.0%	4.0%	3.5%	3.5%	3.5%	
Property taxes	(567,773)	(607,527)	(631,828)	(653,942)	(676,830)	(700,519)	(3,270,646)
	(567,773)	(607,527)	(631,828)	(653,942)	(676,830)	(700,519)	(3,270,646)
Operating grants		(25,000)					(25,000)
Total Operating Revenues	(567,773)	(632,527)	(631,828)	(653,942)	(676,830)	(700,519)	(3,295,646)
Operating Expenditures							
Administration	29,094	35,096	35,798	36,514	37,244	37,989	182,641
Professional fees	300	300	306	367	441	449	1,863
Building ops	28,950	26,836	27,373	27,920	28,479	29,048	139,656
Veh & Equip ops	93,795	95,210	95,210	95,210	95,210	95,210	476,050
Operating costs	95,185	126,263	103,788	105,864	107,981	110,141	554,037
Wages & benefits	176,066	204,333	209,441	214,677	220,044	225,545	1,074,040
Contributions to reserve funds	142,921	133,247	138,266	151,744	165,785	180,491	769,533
Debt interest	4,200	4,200	4,200	4,200	4,200	4,200	21,000
Total Operating Expenditures	570,511	625,485	614,382	636,496	659,384	683,073	3,218,820
Operating (surplus)/deficit	2,738	(7,042)	(17,446)	(17,446)	(17,446)	(17,446)	(76,826)
Capital Asset Expenditures							
Capital expenditures	312,102	116,800	475,000	425,000		60,000	1,076,800
Transfer from reserves	(312,102)	(116,800)	(475,000)	(425,000)		(60,000)	(1,076,800)
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	17,446	17,446	17,446	17,446	17,446	17,446	87,230
Total Capital Financing Charges	17,446	17,446	17,446	17,446	17,446	17,446	87,230
Net (surplus)/deficit for the year	20,184	10,404					10,404
Add: Prior year (surplus) / deficit	(20,184)	(10,404)					(10,404)
(Surplus) applied to future years							

Fire - Coombs Hilliers

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
FR-0010 COOMBS HILLIERS WATER TANK CONSTRUCTION	60,000					60,000
MJ-2020 MAJOR CAP - FIRE COOMBS HILLIERS		50,000				50,000
MN-2020 MINOR CAP - FIRE COOMBS HILLIERS	6,800					6,800
VH-2020 VEHICLE - FIRE COOMBS HILLIERS	50,000	425,000	425,000		60,000	960,000
Total Fire - Coombs Hilliers	116,800	475,000	425,000		60,000	1,076,800

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		600,161				
Opening Balance -Linked		641,500				
Opening Balance		641,500	665,777	337,359	66,694	228,980
FR-0010 COOMBS HILLIERS WATER TANK CONSTRUCTION		60,000				
FR-0011 COOMBS HILLIERS FIREHALL 2 RECONST		-	-	-		
MJ-2020 MAJOR CAP - FIRE COOMBS HILLIERS		-	50,000			
MN-2020 MINOR CAP - FIRE COOMBS HILLIERS		6,800				
VH-2020 VEHICLE - FIRE COOMBS HILLIERS		50,000	425,000	425,000	-	60,000
Total Allocated To Capital Projects		116,800	475,000	425,000	-	60,000
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		116,800	475,000	425,000	-	60,000
Transfers Into Reserve Fund						
Contributions from Operating Fund		128,247	133,266	146,744	160,785	175,491
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		128,247	133,266	146,744	160,785	175,491
Closing Balance Before Interest		652,947	324,043	59,103	227,479	344,471
Interest Income		12,830	13,316	7,591	1,501	5,724
Closing Reserve Balance fund		665,777	337,359	66,694	228,980	350,195
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0

**Fire - Errington
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		13.0%	7.0%	6.0%	6.0%	6.0%	
Property taxes	(657,541)	(742,928)	(794,933)	(842,629)	(893,187)	(946,778)	(4,220,455)
	(657,541)	(742,928)	(794,933)	(842,629)	(893,187)	(946,778)	(4,220,455)
Total Operating Revenues	(657,541)	(742,928)	(794,933)	(842,629)	(893,187)	(946,778)	(4,220,455)
Operating Expenditures							
Administration	24,681	28,971	29,550	30,141	30,744	31,359	150,765
Professional fees	400	400	400	400	400	400	2,000
Building ops	4,300	4,954	5,053	5,154	5,257	5,362	25,780
Veh & Equip ops	9,225	9,924	10,122	10,325	10,531	10,742	51,644
Operating costs	2,264	2,449	2,498	2,548	2,599	2,651	12,745
Transfer to other gov/org	431,636	488,099	497,861	517,818	533,353	544,020	2,581,151
Contributions to reserve funds	125,858	107,264	148,088	174,882	218,729	327,244	976,207
Debt interest	11,346	8,222	5,886	3,518	1,094		18,720
Total Operating Expenditures	609,710	650,283	699,458	744,786	802,707	921,778	3,819,012
Operating (surplus)/deficit	(47,831)	(92,645)	(95,475)	(97,843)	(90,480)	(25,000)	(401,443)
Capital Asset Expenditures							
Capital expenditures	63,200	82,000	130,000	45,000	110,000	3,360,500	3,727,500
Transfer from reserves	(63,200)	(82,000)	(130,000)	(45,000)	(110,000)	(860,500)	(1,227,500)
New borrowing						(2,500,000)	(2,500,000)
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	90,016	93,139	95,475	97,843	90,480		376,937
New debt (principal & interest)						25,000	25,000
Total Capital Financing Charges	90,016	93,139	95,475	97,843	90,480	25,000	401,937
Net (surplus)/deficit for the year	42,185	494					494
Add: Transfer from appropriated surplus	(42,185)						
Add: Prior year (surplus) / deficit		(494)					(494)
(Surplus) applied to future years							

Fire - Errington
5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
FR-0003 ERRINGTON SEISMIC UPGRADE HALL #2				50,000	2,950,000	3,000,000
MJ-2021 MAJOR CAP - FIRE ERRINGTON	60,000	50,000		60,000	10,500	180,500
PC-2021 COMPUTER - FIRE ERRINGTON	2,000					2,000
VH-2021 VEHICLE - FIRE ERRINGTON	20,000	80,000	45,000		400,000	545,000
Total Fire - Errington	82,000	130,000	45,000	110,000	3,360,500	3,727,500

Building						
Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		121,195				
Opening Balance -Linked		123,102				
Opening Balance		123,102	109,564	161,755	265,394	341,365
FR-0003 ERRINGTON SEISMIC UPGRADE HALL #2		-	-		50,000	450,000
MI-2021 MAJOR CAP - FIRE ERRINGTON		50,000				-
PC-2021 COMPUTER - FIRE ERRINGTON		2,000				
Total Allocated To Capital Projects		52,000	-	-	50,000	450,000
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		52,000	-	-	50,000	450,000
Transfers Into Reserve Fund						
Contributions from Operating Fund		36,000	50,000	100,000	120,000	110,000
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		36,000	50,000	100,000	120,000	110,000
Closing Balance Before Interest		107,102	159,564	261,755	335,394	1,365
Interest Income		2,462	2,191	3,639	5,971	8,534
Closing Reserve Balance fund		109,564	161,755	265,394	341,365	9,899
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0

Vehicle & Equipment						
Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		133,384				
Opening Balance -Linked		133,526				
Opening Balance		133,526	172,461	138,998	167,007	204,494
MI-2021 MAJOR CAP - FIRE ERRINGTON		10,000	50,000	-	60,000	10,500
PC-2021 COMPUTER - FIRE ERRINGTON		-				
VH-2021 VEHICLE - FIRE ERRINGTON		20,000	80,000	45,000	-	400,000
Total Allocated To Capital Projects		30,000	130,000	45,000	60,000	410,500
Inflation Adjustment		-	-	-	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		30,000	130,000	45,000	60,000	410,500
Transfers Into Reserve Fund						
Contributions from Operating Fund		66,264	93,088	69,882	93,729	212,244
Transfers from Reserve Account						
Donations						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		66,264	93,088	69,882	93,729	212,244
Closing Balance Before Interest		169,790	135,549	163,880	200,736	6,238
Interest Income		2,671	3,449	3,127	3,758	5,112
Closing Reserve Balance fund		172,461	138,998	167,007	204,494	11,350
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.000000	0.000000	0.000000	0.000000	0.000000
Interest (20 yrs)		0.000000	0.000000	0.000000	0.000000	0.000000
Term		0	0	0	0	0
Debt issuing cost rate		0.000	0.000	0.000	0.000	0.000
New Debt Principal/Int		0	0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0

New Borrowing	Comments	2020	2021	2022	2023	2024
New Borrowing						
FR-0003 ERRINGTON SEISMIC UPGRADE HALL #2		-	-	-	-	2,500,000
Total New Borrowing		-	-	-	-	2,500,000
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	25,000

**Fire - French Creek
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		0.1%	5.1%	4.4%	1.2%	1.2%	
Property taxes	(698,963)	(699,827)	(735,735)	(767,901)	(777,151)	(786,526)	(3,767,140)
	(698,963)	(699,827)	(735,735)	(767,901)	(777,151)	(786,526)	(3,767,140)
Total Operating Revenues	(698,963)	(699,827)	(735,735)	(767,901)	(777,151)	(786,526)	(3,767,140)
Operating Expenditures							
Administration	39,590	46,863	47,800	48,756	49,731	50,726	243,876
Operating costs	102,242	104,158	106,241	108,366	110,533	112,744	542,042
Transfer to other gov/org	555,729	575,935	581,694	610,779	616,887	623,056	3,008,351
Total Operating Expenditures	697,561	726,956	735,735	767,901	777,151	786,526	3,794,269
Operating (surplus)/deficit	(1,402)	27,129					27,129
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	(1,402)	27,129					27,129
Add: Prior year (surplus) / deficit	(23,538)	(27,129)					(27,129)
(Surplus) applied to future years	(24,940)						

**Fire - Nanoose Bay
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		5.0%	2.0%	2.0%	1.0%	1.5%	
Property taxes	(888,087)	(932,491)	(951,141)	(970,164)	(979,865)	(994,563)	(4,828,224)
	(888,087)	(932,491)	(951,141)	(970,164)	(979,865)	(994,563)	(4,828,224)
Operating grants		(25,000)					(25,000)
Grants in lieu of taxes	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(55,000)
Total Operating Revenues	(899,087)	(968,491)	(962,141)	(981,164)	(990,865)	(1,005,563)	(4,908,224)
Operating Expenditures							
Administration	87,497	101,801	103,837	105,914	108,032	110,193	529,777
Professional fees	500	500	500	500	500	500	2,500
Building ops	48,405	49,955	50,954	51,973	53,012	54,073	259,967
Veh & Equip ops	50,800	68,334	69,701	71,095	72,517	73,967	355,614
Operating costs	363,936	385,236	367,941	371,620	379,053	382,843	1,886,693
Wages & benefits	4,000	4,000	4,100	4,203	4,308	4,415	21,026
Contributions to reserve funds	167,549	259,997	187,715	176,131	173,715	179,844	977,402
Debt interest	83,700	83,700	83,700	83,700	83,700	83,700	418,500
Total Operating Expenditures	806,387	953,523	868,448	865,136	874,837	889,535	4,451,479
Operating (surplus)/deficit	(92,700)	(14,968)	(93,693)	(116,028)	(116,028)	(116,028)	(456,745)
Capital Asset Expenditures							
Capital expenditures	294,000	477,860	420,580	170,000			1,068,440
Transfer from reserves	(279,000)	(455,000)	(320,580)	(170,000)			(945,580)
New borrowing			(100,000)				(100,000)
Net Capital Assets funded from Operations	15,000	22,860					22,860
Capital Financing Charges							
Existing debt (principal)	93,700	93,693	92,693	108,306	108,306	108,306	511,304
New debt (principal & interest)			1,000	7,722	7,722	7,722	24,166
Total Capital Financing Charges	93,700	93,693	93,693	116,028	116,028	116,028	535,470
Net (surplus)/deficit for the year	16,000	101,585					101,585
Add: Transfer from appropriated surplus	(16,000)	(20,534)					(20,534)
Add: Prior year (surplus) / deficit		(81,051)					(81,051)
(Surplus) applied to future years							

Fire - Nanoose Bay

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
MJ-2023 MAJOR CAP - FIRE NANOOSE BAY	70,000	20,580	20,000			110,580
PC-2023 COMPUTER - FIRE NANOOSE BAY	7,860					7,860
VH-2023 VEHICLE - FIRE NANOOSE BAY	400,000	400,000	150,000			950,000
Total Fire - Nanoose Bay	477,860	420,580	170,000			1,068,440

Building						
Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		10,000				
Opening Balance -Linked		10,063				
Opening Balance		10,063	20,264	25,669	35,445	46,243
Total Allocated To Capital Projects		-	-	-	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		-	-	-	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		10,000	5,000	9,198	10,000	12,000
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		10,000	5,000	9,198	10,000	12,000
Closing Balance Before Interest		20,063	25,264	34,867	45,445	58,243
Interest Income		201	405	578	798	1,156
Closing Reserve Balance fund		20,264	25,669	35,445	46,243	59,399
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0

Vehicle & Equipment						
Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		394,612				
Opening Balance -Linked		397,552				
Opening Balance		397,552	195,500	56,545	49,750	209,584
MI-2023 MAJOR CAP - FIRE NANOOSE BAY		55,000	20,580	20,000		
VH-2023 VEHICLE - FIRE NANOOSE BAY		400,000	300,000	150,000	-	
Total Allocated To Capital Projects		455,000	320,580	170,000	-	-
Inflation Adjustment		-	-	-	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		455,000	320,580	170,000	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		244,997	177,715	161,933	158,715	162,844
Transfers from Reserve Account						
Donations						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		244,997	177,715	161,933	158,715	162,844
Closing Balance Before Interest		187,549	52,635	48,478	208,465	372,428
Interest Income		7,951	3,910	1,272	1,119	5,240
Closing Reserve Balance fund		195,500	56,545	49,750	209,584	377,668
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.000000	0.000000	0.000000	0.000000	0.000000
Interest (20 yrs)		0.000000	0.000000	0.000000	0.000000	0.000000
Term		0	0	0	0	0
Debt issuing cost rate		0.000	0.000	0.000	0.000	0.000
New Debt Principal/Int		0	0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0

New Borrowing	Comments	2020	2021	2022	2023	2024
New Borrowing						
VH-2023 VEHICLE - FIRE NANOOSE BAY		-	100,000			
Total New Borrowing		-	100,000	-	-	-
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	7,722	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	7,722	7,722	7,722
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	1,000	0	0	0

**Fire - Wellington
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		11.3%	8.6%	(2.9%)	2.9%	2.9%	
Property taxes	(85,534)	(95,232)	(103,440)	(100,431)	(103,330)	(106,315)	(508,748)
	(85,534)	(95,232)	(103,440)	(100,431)	(103,330)	(106,315)	(508,748)
Total Operating Revenues	(85,534)	(95,232)	(103,440)	(100,431)	(103,330)	(106,315)	(508,748)
Operating Expenditures							
Administration	3,946	4,471	4,560	4,652	4,745	4,840	23,268
Professional fees	2,000	1,000	1,000	1,000	1,000	1,000	5,000
Operating costs	3,450	3,586	3,658	3,731	3,805	3,882	18,662
Transfer to other gov/org	80,929	85,652	94,222	91,048	93,780	96,593	461,295
Total Operating Expenditures	90,325	94,709	103,440	100,431	103,330	106,315	508,225
Operating (surplus)/deficit	4,791	(523)					(523)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	4,791	(523)					(523)
Add: Prior year (surplus) / deficit	(4,791)	523					523
(Surplus) applied to future years							

Fire - Cassidy Waterloo
FINANCIAL PLAN
2020 to 2024

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		7.5%	7.0%	7.0%	7.0%	30.0%	
Property taxes	(195,944)	(210,640)	(225,385)	(241,162)	(258,043)	(335,456)	(1,270,686)
	(195,944)	(210,640)	(225,385)	(241,162)	(258,043)	(335,456)	(1,270,686)
Total Operating Revenues	(195,944)	(210,640)	(225,385)	(241,162)	(258,043)	(335,456)	(1,270,686)
Operating Expenditures							
Administration	10,751	12,117	12,359	12,607	12,859	13,116	63,058
Professional fees	2,500	2,500	2,500	2,500	2,500	2,500	12,500
Building ops	9,420	9,445	9,445	9,445	9,445	9,445	47,225
Veh & Equip ops	34,550	34,550	35,241	35,946	36,665	37,398	179,800
Operating costs	20,930	20,930	21,349	21,776	22,211	22,655	108,921
Transfer to other gov/org	56,125	58,925	61,875	63,731	65,643	67,612	317,786
Contributions to reserve funds	71,885	100,197	82,616	95,157	92,720	51,185	421,875
Total Operating Expenditures	206,161	238,664	225,385	241,162	242,043	203,911	1,151,165
Operating (surplus)/deficit	10,217	28,024			(16,000)	(131,545)	(119,521)
Capital Asset Expenditures							
Capital expenditures		40,000		50,000	2,100,000		2,190,000
Transfer from reserves		(40,000)		(50,000)	(500,000)		(590,000)
New borrowing					(1,600,000)		(1,600,000)
Net Capital Assets funded from Operations							
Capital Financing Charges							
New debt (principal & interest)					16,000	131,545	147,545
Total Capital Financing Charges					16,000	131,545	147,545
Net (surplus)/deficit for the year	10,217	28,024					28,024
Add: Prior year (surplus) / deficit	(10,217)	(28,024)					(28,024)
(Surplus) applied to future years							

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		434,171				
Opening Balance -Linked		438,850				
Opening Balance		438,850	507,824	600,596	659,266	266,819
FR-0004 CASSIDY WATERLOO SEISMIC UPGRD		40,000	-	50,000	500,000	-
VH-2025 VEHICLE - CASSIDY WATERLOO						
Total Allocated To Capital Projects		40,000	-	50,000	500,000	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		40,000	-	50,000	500,000	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		100,197	82,616	95,157	92,720	51,185
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		100,197	82,616	95,157	92,720	51,185
Closing Balance Before Interest		499,047	590,440	645,753	251,986	318,004
Interest Income		8,777	10,156	13,513	14,833	6,670
Closing Reserve Balance fund		507,824	600,596	659,266	266,819	324,674
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0

New Borrowing	Comments	2020	2021	2022	2023	2024
New Borrowing						
FR-0004 CASSIDY WATERLOO SEISMIC UPGRD		-	-	-	1,600,000	-
VH-2025 VEHICLE - CASSIDY WATERLOO						
Total New Borrowing		-	-	-	1,600,000	-
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	0	0	131,545
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	131,545
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	16,000	0

**Fire - Dashwood
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		11.0%	34.0%	3.0%	3.0%	3.0%	
Property taxes	(732,207)	(812,750)	(1,089,085)	(1,121,758)	(1,155,410)	(1,190,073)	(5,369,076)
	(732,207)	(812,750)	(1,089,085)	(1,121,758)	(1,155,410)	(1,190,073)	(5,369,076)
Grants in lieu of taxes	(800)	(800)	(800)	(800)	(800)	(800)	(4,000)
Total Operating Revenues	(733,007)	(813,550)	(1,089,885)	(1,122,558)	(1,156,210)	(1,190,873)	(5,373,076)
Operating Expenditures							
Administration	21,730	26,845	27,382	27,930	28,488	29,058	139,703
Professional fees	400	400	400	400	400	400	2,000
Building ops	28,900	29,908	30,207	30,509	30,814	31,122	152,560
Veh & Equip ops	11,000	11,000	11,110	11,332	11,446	11,674	56,562
Operating costs	2,900	3,500	3,535	3,570	3,606	3,642	17,853
Transfer to other gov/org	463,077	515,277	530,582	546,500	562,430	573,678	2,728,467
Contributions to reserve funds	205,000	188,185	197,806	213,454	185,492	207,765	992,702
Total Operating Expenditures	733,007	775,115	801,022	833,695	822,676	857,339	4,089,847
Operating (surplus)/deficit		(38,435)	(288,863)	(288,863)	(333,534)	(333,534)	(1,283,229)
Capital Asset Expenditures							
Capital expenditures	124,000	4,223,000	400,000	780,000	300,000	40,000	5,743,000
Transfer from reserves	(124,000)	(223,000)	(400,000)	(580,000)	(300,000)	(40,000)	(1,543,000)
New borrowing		(4,000,000)		(200,000)			(4,200,000)
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)				(2,000)	28,228	28,228	54,456
New debt (principal & interest)		40,000	288,863	290,863	305,306	305,306	1,230,338
Total Capital Financing Charges		40,000	288,863	288,863	333,534	333,534	1,284,794
Net (surplus)/deficit for the year		1,565					1,565
Add: Prior year (surplus) / deficit		(1,565)					(1,565)
(Surplus) applied to future years							

Fire - Dashwood

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
FR-0005 DASHWOOD FIREHALL REPLACEMENT	4,150,000					4,150,000
MJ-2026 MAJOR CAP - FIRE DASHWOOD	73,000		340,000		40,000	453,000
VH-2026 VEHICLE - FIRE DASHWOOD		400,000	440,000	300,000		1,140,000
Total Fire - Dashwood	4,223,000	400,000	780,000	300,000	40,000	5,743,000

Building						
Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual	Note, linked number may include portion that is to be held for Meadowood fire hall do not assume entire amount is available	222,520				
Opening Balance -Linked		222,520				
Opening Balance		222,520	51,970	53,009	54,202	55,422
FR-0005 DASHWOOD FIREHALL REPLACEMENT		150,000	-			
MJ-2026 MAJOR CAP - FIRE DASHWOOD		25,000				
Total Allocated To Capital Projects		175,000	-	-	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		175,000	-	-	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		-	-	-	-	-
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		-	-	-	-	-
Closing Balance Before Interest		47,520	51,970	53,009	54,202	55,422
Interest Income		4,450	1,039	1,193	1,220	1,386
Closing Reserve Balance fund		51,970	53,009	54,202	55,422	56,808
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0

Vehicle & Equipment						
Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		583,091				
Opening Balance -Linked		589,256				
Opening Balance		583,091	720,061	527,392	167,851	52,258
MJ-2026 MAJOR CAP - FIRE DASHWOOD		48,000	-	340,000	-	40,000
VH-2026 VEHICLE - FIRE DASHWOOD		-	400,000	240,000	300,000	-
Total Allocated To Capital Projects		48,000	400,000	580,000	300,000	40,000
Inflation Adjustment		-	-	-	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		48,000	400,000	580,000	300,000	40,000
Transfers Into Reserve Fund						
Contributions from Operating Fund		173,185	192,806	208,454	180,492	202,765
Transfers from Reserve Account						
Donations						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		173,185	192,806	208,454	180,492	202,765
Closing Balance Before Interest		708,276	512,867	155,846	48,343	215,023
Interest Income		11,785	14,525	12,005	3,915	1,461
Closing Reserve Balance fund		720,061	527,392	167,851	52,258	216,484
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.000000	0.000000	0.000000	0.000000	0.000000
Interest (20 yrs)		0.000000	0.000000	0.000000	0.000000	0.000000
Term		0	0	0	0	0
Debt issuing cost rate		0.000	0.000	0.000	0.000	0.000
New Debt Principal/Int		0	0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0

New Borrowing	Comments	2020	2021	2022	2023	2024
New Borrowing						
FR-0005 DASHWOOD FIREHALL REPLACEMENT		4,000,000	-			
VH-2026 VEHICLE - FIRE DASHWOOD		-	-	200,000	-	-
Total New Borrowing		4,000,000	-	200,000	-	-
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	288,863	0	16,443	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	288,863	288,863	305,306	305,306
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	40,000	0	2,000	0	0

**Fire - Extension
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		5.5%	6.0%	6.0%	10.0%	10.0%	
Property taxes	(182,180)	(192,200)	(203,732)	(215,956)	(237,552)	(261,307)	(1,110,747)
	(182,180)	(192,200)	(203,732)	(215,956)	(237,552)	(261,307)	(1,110,747)
Operating grants		(25,000)					(25,000)
Total Operating Revenues	(182,180)	(217,200)	(203,732)	(215,956)	(237,552)	(261,307)	(1,135,747)
Operating Expenditures							
Administration	8,706	11,007	11,227	11,452	11,681	11,914	57,281
Professional fees	150	150	150	150	150	150	750
Building ops	25,800	21,096	21,518	21,948	22,387	22,835	109,784
Veh & Equip ops	50,000	51,000	52,020	53,060	54,122	55,204	265,406
Operating costs	58,950	97,450	71,399	72,827	74,284	75,769	391,729
Contributions to reserve funds	38,574	82,129	47,418	56,519	74,928	95,435	356,429
Total Operating Expenditures	182,180	262,832	203,732	215,956	237,552	261,307	1,181,379
Operating (surplus)/deficit		45,632					45,632
Capital Asset Expenditures							
Capital expenditures	250,000	700,000					700,000
Transfer from reserves	(250,000)	(700,000)					(700,000)
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year		45,632					45,632
Add: Prior year (surplus) / deficit		(45,632)					(45,632)
(Surplus) applied to future years							

Fire - Extension

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
VH-2027 VEHICLE - FIRE EXTENSION	700,000					700,000
Total Fire - Extension	700,000					700,000

Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		434,707				
Opening Balance -Linked		692,406				
Opening Balance		692,406	83,383	127,469	181,856	255,876
FR-0006 EXTENSION FIREHALL REBUILD 2021			-	-	-	-
VH-2027 VEHICLE - FIRE EXTENSION		700,000	-	-	-	-
Total Allocated To Capital Projects		700,000	-	-	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		700,000	-	-	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		77,129	42,418	51,519	69,928	90,435
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		77,129	42,418	51,519	69,928	90,435
Closing Balance Before Interest		69,535	125,801	178,988	251,784	346,311
Interest Income		13,848	1,668	2,868	4,092	6,397
Closing Reserve Balance fund		83,383	127,469	181,856	255,876	352,708
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0

**Fire - Parksville Local
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		2.3%	1.0%	10.3%	2.0%	2.0%	
Property taxes	(142,785)	(146,103)	(147,508)	(162,753)	(166,008)	(169,328)	(791,700)
	(142,785)	(146,103)	(147,508)	(162,753)	(166,008)	(169,328)	(791,700)
Total Operating Revenues	(142,785)	(146,103)	(147,508)	(162,753)	(166,008)	(169,328)	(791,700)
Operating Expenditures							
Administration	10,301	12,010	12,250	12,495	12,745	13,000	62,500
Transfer to other gov/org	135,258	135,258	135,258	150,258	153,263	156,328	730,365
Total Operating Expenditures	145,559	147,268	147,508	162,753	166,008	169,328	792,865
Operating (surplus)/deficit	2,774	1,165					1,165
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	2,774	1,165					1,165
Add: Prior year (surplus) / deficit	(3,939)	(1,165)					(1,165)
(Surplus) applied to future years	(1,165)						

**Fire - Bow Horn Bay
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		15.0%	15.0%	30.0%	6.0%	6.0%	
Property taxes	(407,798)	(468,968)	(539,313)	(701,107)	(743,174)	(787,764)	(3,240,326)
	(407,798)	(468,968)	(539,313)	(701,107)	(743,174)	(787,764)	(3,240,326)
Miscellaneous	(4,531)	(5,036)	(5,036)	(5,036)	(5,036)	(5,036)	(25,180)
Total Operating Revenues	(412,329)	(474,004)	(544,349)	(706,143)	(748,210)	(792,800)	(3,265,506)
Operating Expenditures							
Administration	18,824	22,400	22,848	23,305	23,771	24,246	116,570
Professional fees	400	400	400	400	400	400	2,000
Building ops	6,094	6,536	6,601	6,733	6,801	6,869	33,540
Veh & Equip ops	11,000	11,000	11,110	11,332	11,446	11,560	56,448
Operating costs	700	700	700	700	700	700	3,500
Transfer to other gov/org	303,050	341,800	358,890	376,835	388,140	395,902	1,861,567
Contributions to reserve funds	72,261	91,678	125,300	143,989	118,264	154,435	633,666
Total Operating Expenditures	412,329	474,514	525,849	563,294	549,522	594,112	2,707,291
Operating (surplus)/deficit		510	(18,500)	(142,849)	(198,688)	(198,688)	(558,215)
Capital Asset Expenditures							
Capital expenditures	250,000	185,000	2,370,000	350,000			2,905,000
Transfer from reserves	(250,000)	(185,000)	(520,000)	(100,000)			(805,000)
New borrowing			(1,850,000)	(250,000)			(2,100,000)
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)				(2,500)	35,285	35,285	68,070
New debt (principal & interest)			18,500	145,349	163,403	163,403	490,655
Total Capital Financing Charges			18,500	142,849	198,688	198,688	558,725
Net (surplus)/deficit for the year		510					510
Add: Prior year (surplus) / deficit		(510)					(510)
(Surplus) applied to future years							

Fire - Bow Horn Bay

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
FR-0007 BHB SATELLITE HALL DESIGN & CONST	90,000	2,010,000				2,100,000
MJ-2029 MAJOR CAP - FIRE BOW HORN BAY		10,000				10,000
VH-2029 VEHICLE - FIRE BOW HORN BAY	95,000	350,000	350,000			795,000
Total Fire - Bow Horn Bay	185,000	2,370,000	350,000			2,905,000

Building						
Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		230,150				
Opening Balance - Linked		232,698				
Opening Balance		232,698	170,362	36,779	60,617	85,991
FR-0007 BHB SATELLITE HALL DESIGN & CONST		90,000	160,000			
FR-0008 BHB FIREHALL REPLACEMENT 2020						
Total Allocated To Capital Projects		90,000	160,000	-	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		90,000	160,000	-	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		23,010	23,010	23,010	24,010	24,010
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		23,010	23,010	23,010	24,010	24,010
Closing Balance Before Interest		165,708	33,372	59,789	84,627	110,001
Interest Income		4,654	3,407	828	1,364	2,150
Closing Reserve Balance fund		170,362	36,779	60,617	85,991	112,151
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTMT	0	0	0	0	0

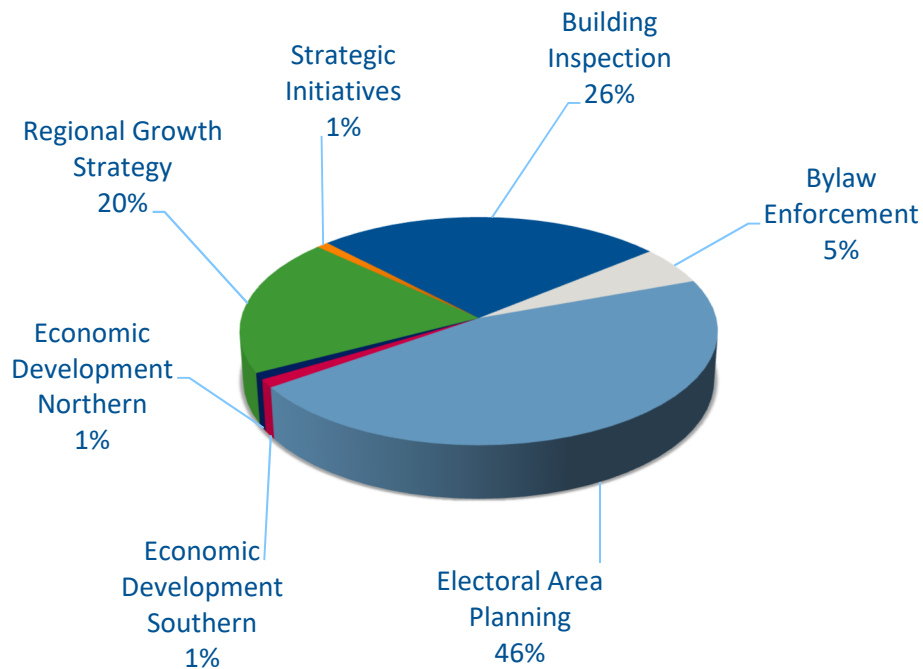
Equipment						
Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		19,283				
Opening Balance - Linked		19,470				
Opening Balance		19,470	27,859	26,416	35,010	43,298
MJ-2029 MAJOR CAP - FIRE BOW HORN BAY			10,000			
Total Allocated To Capital Projects		-	10,000	-	-	-
Inflation Adjustment		-	-	-	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		-	10,000	-	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		8,000	8,000	8,000	7,500	7,500
Transfers from Reserve Account						
Donations						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		8,000	8,000	8,000	7,500	7,500
Closing Balance Before Interest		27,470	25,859	34,416	42,510	50,798
Interest Income		389	557	594	788	1,082
Closing Reserve Balance fund		27,859	26,416	35,010	43,298	51,880
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.000000	0.000000	0.000000	0.000000	0.000000
Interest (20 yrs)		0.000000	0.000000	0.000000	0.000000	0.000000
Term		0	0	0	0	0
Debt issuing cost rate		0.000	0.000	0.000	0.000	0.000
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTMT	0	0	0	0	0

Vehicle						
Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		307,307				
Opening Balance - Linked		310,137				
Opening Balance		310,137	277,008	21,838	30,308	112,744
VH-2029 VEHICLE - FIRE BOW HORN BAY		95,000	350,000	100,000	-	-
Total Allocated To Capital Projects		95,000	350,000	100,000	-	-
Inflation Adjustment		-	-	-	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		95,000	350,000	100,000	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		55,668	89,290	107,979	81,754	117,925
Transfers from Reserve Account						
Donations						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		55,668	89,290	107,979	81,754	117,925
Closing Balance Before Interest		270,805	16,298	29,817	112,062	230,669
Interest Income		6,203	5,540	491	682	2,819
Closing Reserve Balance fund		277,008	21,838	30,308	112,744	233,488
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.000000	0.000000	0.000000	0.000000	0.000000
Interest (20 yrs)		0.000000	0.000000	0.000000	0.000000	0.000000
Term		0	0	0	0	0
Debt issuing cost rate		0.000	0.000	0.000	0.000	0.000
New Debt Principal/Int		15,448	0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	140988	0	0	0	0	0

New Borrowing	Comments	2020	2021	2022	2023	2024
New Borrowing						
FR-0007 BHB SATELLITE HALL DESIGN & CONST		-	1,850,000			
FR-0008 BHB FIREHALL REPLACEMENT 2020		-	-	-		
VH-2029 VEHICLE - FIRE BOW HORN BAY		-	-	250,000	-	
Total New Borrowing		-	1,850,000	250,000	-	-
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	142,849	20,554	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	142,849	163,403	163,403
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	18,500	2,500	0	0

DEPARTMENTAL HIGHLIGHTS

Strategic and Community Development



Strategic and Community Development	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	Percentage of total Net Cost
Electoral Area Planning	3,173,085	637,181	2,535,904	46%
Economic Development Southern	65,000	0	65,000	1%
Economic Development Northern	52,050	0	52,050	1%
VIHA Health Network Funding	94,695	94,695	0	0%
Regional Growth Strategy	1,395,146	310,000	1,085,146	20%
Strategic Initiatives	903,877	853,877	50,000	1%
Building Inspection	2,802,029	1,406,175	1,395,854	26%
Bylaw Enforcement	1,103,897	804,850	299,047	5%
	9,589,779	4,106,778	5,483,001	100%

**STRATEGIC & COMMUNITY DEVELOPMENT
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		26.4%	4.3%	(1.1%)	4.2%	3.4%	
Property taxes	(2,494,182)	(3,131,831)	(3,262,260)	(3,225,176)	(3,362,294)	(3,479,853)	(16,461,414)
Parcel taxes	(25,000)	(20,537)	(26,010)	(26,019)	(26,019)	(26,028)	(124,613)
	(2,519,182)	(3,152,368)	(3,288,270)	(3,251,195)	(3,388,313)	(3,505,881)	(16,586,027)
Municipal agreements	(4,181)	(36,038)	(36,362)	(36,657)	(36,962)	(37,274)	(183,293)
Operations	(1,717,133)	(1,732,050)	(1,771,940)	(1,813,027)	(1,855,347)	(1,913,466)	(9,085,830)
Operating grants	(261,580)	(497,304)	(163,695)	(163,695)	(163,695)	(163,695)	(1,152,084)
Grants in lieu of taxes	(4,500)	(4,500)	(4,500)	(4,500)	(4,500)	(4,500)	(22,500)
Interdepartmental recoveries	(981,688)	(1,361,334)	(1,170,470)	(1,211,882)	(1,233,935)	(1,268,812)	(6,246,433)
Miscellaneous	(209,731)	(281,230)	(438,698)	(364,498)	(284,807)	(239,243)	(1,608,476)
Total Operating Revenues	(5,697,995)	(7,064,824)	(6,873,935)	(6,845,454)	(6,967,559)	(7,132,871)	(34,884,643)
Operating Expenditures							
Administration	477,959	510,887	524,456	538,435	552,828	567,636	2,694,242
Professional fees	851,815	1,629,817	777,177	729,632	740,661	762,020	4,639,307
Building ops	40,813	40,813	42,037	43,298	44,598	45,935	216,681
Veh & Equip ops	83,328	83,793	86,307	88,895	91,563	94,309	444,867
Operating costs	991,633	995,332	978,110	969,267	969,943	991,279	4,903,931
Program costs	417,346	420,400	417,562	419,650	421,802	424,017	2,103,431
Wages & benefits	3,386,251	3,758,747	3,786,021	3,782,884	3,877,455	3,974,391	19,179,498
Transfer to other gov/org	114,695	164,695	165,813	165,997	166,186	166,380	829,071
Contributions to reserve funds	127,270	1,717,172	80,002	83,396	89,323	90,416	2,060,309
Total Operating Expenditures	6,491,110	9,321,656	6,857,485	6,821,454	6,954,359	7,116,383	37,071,337
Operating (surplus)/deficit	793,115	2,256,832	(16,450)	(24,000)	(13,200)	(16,488)	2,186,694
Capital Asset Expenditures							
Capital expenditures	58,875	317,722	28,950	54,000	13,200	16,488	430,360
Transfer from reserves	(12,500)	(247,222)	(12,500)	(30,000)			(289,722)
Net Capital Assets funded from Operations	46,375	70,500	16,450	24,000	13,200	16,488	140,638
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	839,490	2,327,332					2,327,332
Less: Transfer to appropriated surplus	127,847	127,847					127,847
Add: Transfer from appropriated surplus	(481,847)	(287,847)					(287,847)
Add: Prior year (surplus) / deficit	(2,087,504)	(2,167,332)					(2,167,332)
(Surplus) applied to future years	(1,602,014)						

**STRATEGIC & COMMUNITY DEVELOPMENT
SUMMARY OF TAX REQUISITIONS
2020 to 2024**

	2020 \$	2020 %	2021 \$	2021 %	2022 \$	2022 %	2023 \$	2023 %	2024 \$	2024 %
EA Community Planning										
0200 PLANNING - CURRENT PLANNING	(1,823,187)	6.9%	(1,923,462)	5.5%	(2,029,253)	5.5%	(2,130,715)	5.0%	(2,215,944)	4.0%
	(\$1,823,187)		(\$1,923,462)		(\$2,029,253)		(\$2,130,715)		(\$2,215,944)	
Economic Development South										
0203 ECONOMIC DEV - SOUTHERN COMMUNITY	(65,000)		(65,000)		(65,000)		(65,000)		(65,000)	
	(\$65,000)		(\$65,000)		(\$65,000)		(\$65,000)		(\$65,000)	
Economic Development North										
0204 ECONOMIC DEV - NORTHERN COMMUNITY	(39,486)	(21.0%)	(50,009)	26.6%	(50,018)		(50,027)		(50,036)	
	(\$39,486)		(\$50,009)		(\$50,018)		(\$50,027)		(\$50,036)	
Regional Growth Strategy										
0400 REGIONAL GROWTH STRATEGY	(947,980)	108.1%	(949,281)	0.1%	(795,562)	(16.2%)	(822,616)	3.4%	(846,328)	2.9%
	(\$947,980)		(\$949,281)		(\$795,562)		(\$822,616)		(\$846,328)	
Bylaw Enforcement										
0301 BYLAW ENFORCEMENT	(13,466)		(13,466)		(13,466)		(13,466)		(13,466)	
2060 NOISE CONTROL - AREA A	(15,726)	38.9%	(16,174)	2.8%	(16,636)	2.9%	(17,112)	2.9%	(17,602)	2.9%
2061 NOISE CONTROL - AREA B	(14,048)	39.0%	(15,438)	9.9%	(15,878)	2.9%	(16,330)	2.8%	(16,797)	2.9%
2062 NOISE CONTROL - AREA C	(13,351)	44.8%	(13,743)	2.9%	(14,147)	2.9%	(14,565)	3.0%	(14,992)	2.9%
2064 NOISE CONTROL - AREA E	(13,878)	50.2%	(14,286)	2.9%	(14,706)	2.9%	(15,139)	2.9%	(15,585)	2.9%
2066 NOISE CONTROL - AREA G	(22,952)	100.6%	(20,358)	(11.3%)	(20,960)	3.0%	(21,581)	3.0%	(22,221)	3.0%
2068 UNSIGHTLY PREMISES	(13,971)	16.2%	(14,387)	3.0%	(14,779)	2.7%	(15,181)	2.7%	(15,595)	2.7%
2069 HAZARDOUS PROPERTIES	(24,625)	11.1%	(26,303)	6.8%	(26,689)	1.5%	(27,085)	1.5%	(27,492)	1.5%
2070 ANIMAL CONTROL - AREA F B/L940.2	(25,000)	31.6%	(31,328)	25.3%	(31,989)	2.1%	(32,668)	2.1%	(33,135)	1.4%
2071 ANIMAL CONTROL - AREA A,B,C,LANTZ B/L1065	(65,867)	15.6%	(76,949)	16.8%	(81,396)	5.8%	(83,406)	2.5%	(85,475)	2.5%
2072 ANIMAL CONTROL - AREA E,G,H	(89,869)	5.7%	(94,448)	5.1%	(97,373)	3.1%	(100,384)	3.1%	(103,487)	3.1%
	(\$312,753)		(\$336,880)		(\$348,019)		(\$356,917)		(\$365,847)	
Total STRATEGIC & COMMUNITY DEVELOPMENT	(3,188,406)	26.4%	(3,324,632)	4.3%	(3,287,852)	(1.1%)	(3,425,275)	4.2%	(3,543,155)	3.4%

**EA Community Planning
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		6.9%	5.5%	5.5%	5.0%	4.0%	
Property taxes	(1,706,297)	(1,823,187)	(1,923,462)	(2,029,253)	(2,130,715)	(2,215,944)	(10,122,561)
	(1,706,297)	(1,823,187)	(1,923,462)	(2,029,253)	(2,130,715)	(2,215,944)	(10,122,561)
Operations	(92,700)	(88,700)	(88,700)	(88,700)	(88,700)	(88,700)	(443,500)
Operating grants		(162,222)					(162,222)
Grants in lieu of taxes	(4,500)	(4,500)	(4,500)	(4,500)	(4,500)	(4,500)	(22,500)
Interdepartmental recoveries	(80,000)	(129,037)	(5,000)	(5,000)	(5,000)	(5,000)	(149,037)
Miscellaneous	(30,500)	(30,500)	(125,675)	(84,890)	(36,822)	(12,683)	(290,570)
Total Operating Revenues	(1,913,997)	(2,238,146)	(2,147,337)	(2,212,343)	(2,265,737)	(2,326,827)	(11,190,390)
Operating Expenditures							
Administration	332,162	343,488	353,792	364,406	375,339	386,598	1,823,623
Professional fees	275,800	415,800	238,274	245,423	252,785	260,369	1,412,651
Building ops	37,313	37,313	38,432	39,585	40,773	41,996	198,099
Veh & Equip ops	41,881	42,085	43,348	44,648	45,988	47,367	223,436
Operating costs	209,932	241,588	242,261	249,529	257,014	264,724	1,255,116
Wages & benefits	1,267,626	1,354,979	1,223,471	1,254,058	1,285,409	1,317,544	6,435,461
Contributions to reserve funds	1,125	503,220	1,159	1,194	1,229	1,266	508,068
Total Operating Expenditures	2,165,839	2,938,473	2,140,737	2,198,843	2,258,537	2,319,864	11,856,454
Operating (surplus)/deficit	251,842	700,327	(6,600)	(13,500)	(7,200)	(6,963)	666,064
Capital Asset Expenditures							
Capital expenditures	7,719	234,612	6,600	13,500	7,200	6,963	268,875
Transfer from reserves		(222,222)					(222,222)
Net Capital Assets funded from Operations	7,719	12,390	6,600	13,500	7,200	6,963	46,653
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	259,561	712,717					712,717
Add: Transfer from appropriated surplus	(160,000)	(105,000)					(105,000)
Add: Prior year (surplus) / deficit	(421,928)	(607,717)					(607,717)
(Surplus) applied to future years	(322,367)						

**Regional Growth Strategy
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		108.1%	0.1%	(16.2%)	3.4%	2.9%	
Property taxes	(455,550)	(947,980)	(949,281)	(795,562)	(822,616)	(846,328)	(4,361,767)
	(455,550)	(947,980)	(949,281)	(795,562)	(822,616)	(846,328)	(4,361,767)
Operating grants	(6,885)	(79,000)					(79,000)
Miscellaneous	(108,000)	(231,000)	(45,900)	(46,818)	(47,754)	(48,709)	(420,181)
Total Operating Revenues	(570,435)	(1,257,980)	(995,181)	(842,380)	(870,370)	(895,037)	(4,860,948)
Operating Expenditures							
Administration	61,267	71,329	73,469	75,673	77,943	80,281	378,695
Professional fees	153,585	678,500	261,355	189,196	194,872	200,718	1,524,641
Building ops	3,500	3,500	3,605	3,713	3,825	3,939	18,582
Veh & Equip ops	7,145	7,156	7,370	7,591	7,819	8,054	37,990
Operating costs	52,585	55,449	57,112	58,826	60,591	62,408	294,386
Program costs	16,000	16,000	16,480	16,974	17,484	18,008	84,946
Wages & benefits	392,112	527,852	541,049	456,787	468,207	479,912	2,473,807
Transfer to other gov/org	5,000	5,000	6,118	6,302	6,491	6,685	30,596
Contributions to reserve funds	25,750	25,350	26,523	27,318	33,138	34,132	146,461
Total Operating Expenditures	716,944	1,390,136	993,081	842,380	870,370	894,137	4,990,104
Operating (surplus)/deficit	146,509	132,156	(2,100)			(900)	129,156
Capital Asset Expenditures							
Capital expenditures	1,031	4,610	2,100			900	7,610
Net Capital Assets funded from Operations	1,031	4,610	2,100			900	7,610
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	147,540	136,766					136,766
Add: Transfer from appropriated surplus	(78,000)						
Add: Prior year (surplus) / deficit	(157,390)	(136,766)					(136,766)
(Surplus) applied to future years	(87,850)						

**Economic Development South
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues							
Property taxes	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(325,000)
	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(325,000)
Total Operating Revenues	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(325,000)
Operating Expenditures							
Transfer to other gov/org	65,000	65,000	65,000	65,000	65,000	65,000	325,000
Total Operating Expenditures	65,000	65,000	65,000	65,000	65,000	65,000	325,000
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							
Less: Transfer to appropriated surplus	127,847	127,847					127,847
Add: Transfer from appropriated surplus	(127,847)	(127,847)					(127,847)
(Surplus) applied to future years							

**Economic Development North
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		(21.0%)	26.6%				
Property taxes	(25,000)	(18,949)	(23,999)	(23,999)	(24,008)	(24,008)	(114,963)
Parcel taxes	(25,000)	(20,537)	(26,010)	(26,019)	(26,019)	(26,028)	(124,613)
	(50,000)	(39,486)	(50,009)	(50,018)	(50,027)	(50,036)	(239,576)
Total Operating Revenues	(50,000)	(39,486)	(50,009)	(50,018)	(50,027)	(50,036)	(239,576)
Operating Expenditures							
Operating costs	1,700	1,700	1,700	1,700	1,700	1,700	8,500
Program costs	49,846	50,000	47,950	47,950	47,950	47,950	241,800
Wages & benefits	350	350	359	368	377	386	1,840
Total Operating Expenditures	51,896	52,050	50,009	50,018	50,027	50,036	252,140
Operating (surplus)/deficit	1,896	12,564					12,564
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	1,896	12,564					12,564
Add: Prior year (surplus) / deficit	(1,896)	(12,564)					(12,564)
(Surplus) applied to future years							

**Building Inspection
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues							
Operations	(1,299,675)	(1,329,675)	(1,369,565)	(1,410,652)	(1,452,972)	(1,511,091)	(7,073,955)
Operating grants	(10,000)	(19,000)	(19,000)	(19,000)	(19,000)	(19,000)	(95,000)
Interdepartmental recoveries	(20,000)	(32,500)	(34,045)	(35,636)	(37,275)	(38,964)	(178,420)
Miscellaneous	(21,500)		(267,123)	(232,790)	(200,231)	(177,851)	(877,995)
Total Operating Revenues	(1,351,175)	(1,381,175)	(1,689,733)	(1,698,078)	(1,709,478)	(1,746,906)	(8,225,370)
Operating Expenditures							
Administration	53,146	57,575	57,575	57,575	57,575	57,575	287,875
Professional fees	17,500	32,500	17,500	17,500	17,500	17,500	102,500
Veh & Equip ops	23,800	23,800	24,514	25,249	26,007	26,787	126,357
Operating costs	385,963	342,236	318,817	292,010	274,186	276,671	1,503,920
Program costs	51,500	51,500	53,045	54,636	56,275	57,964	273,420
Wages & benefits	1,005,077	1,077,409	1,203,032	1,233,108	1,263,935	1,295,534	6,073,018
Contributions to reserve funds	10,000	1,138,508	10,000	10,000	10,000	10,000	1,178,508
Total Operating Expenditures	1,546,986	2,723,528	1,684,483	1,690,078	1,705,478	1,742,031	9,545,598
Operating (surplus)/deficit	195,811	1,342,353	(5,250)	(8,000)	(4,000)	(4,875)	1,320,228
Capital Asset Expenditures							
Capital expenditures	46,375	78,500	17,750	8,000	4,000	4,875	113,125
Transfer from reserves	(12,500)	(25,000)	(12,500)				(37,500)
Net Capital Assets funded from Operations	33,875	53,500	5,250	8,000	4,000	4,875	75,625
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	229,686	1,395,853					1,395,853
Add: Prior year (surplus) / deficit	(1,383,051)	(1,395,853)					(1,395,853)
(Surplus) applied to future years	(1,153,365)						

Building Inspection

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
PC-0300 COMPUTER - BLDG INSPECTION	8,000	5,250	8,000	4,000	4,875	30,125
VH-0300 VEHICLE - BLDG INSPECTION	70,500	12,500				83,000
Total Building Inspection	78,500	17,750	8,000	4,000	4,875	113,125

**Strategic Initiatives/Asset Management
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues							
Operating grants	(150,000)	(89,487)					(89,487)
Interdepartmental recoveries	(505,515)	(764,390)	(715,614)	(742,349)	(752,406)	(773,959)	(3,748,718)
Miscellaneous	(39,001)						
Total Operating Revenues	(694,516)	(853,877)	(715,614)	(742,349)	(752,406)	(773,959)	(3,838,205)
Operating Expenditures							
Administration	9,000	12,500	12,875	13,262	13,659	14,070	66,366
Professional fees	385,000	434,487	231,750	248,703	246,165	253,549	1,414,654
Operating costs	39,174	35,452	36,516	37,611	38,740	39,902	188,221
Wages & benefits	376,091	421,438	431,973	442,773	453,842	465,188	2,215,214
Total Operating Expenditures	809,265	903,877	713,114	742,349	752,406	772,709	3,884,455
Operating (surplus)/deficit	114,749	50,000	(2,500)			(1,250)	46,250
Capital Asset Expenditures							
Capital expenditures	1,250		2,500			1,250	3,750
Net Capital Assets funded from Operations	1,250		2,500			1,250	3,750
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	115,999	50,000					50,000
Add: Transfer from appropriated surplus	(116,000)	(50,000)					(50,000)
Add: Prior year (surplus) / deficit	(24,653)						
(Surplus) applied to future years	(24,654)						

Animal Control EA A,B,C,LANTZ
FINANCIAL PLAN
2020 to 2024

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		15.6%	16.8%	5.8%	2.5%	2.5%	
Property taxes	(57,000)	(52,817)	(63,899)	(68,346)	(70,356)	(72,425)	(327,843)
	(57,000)	(52,817)	(63,899)	(68,346)	(70,356)	(72,425)	(327,843)
Municipal agreements		(13,050)	(13,050)	(13,050)	(13,050)	(13,050)	(65,250)
Operations	(1,425)	(1,125)	(1,125)	(1,125)	(1,125)	(1,125)	(5,625)
Total Operating Revenues	(58,425)	(66,992)	(78,074)	(82,521)	(84,531)	(86,600)	(398,718)
Operating Expenditures							
Administration	5,756	5,490	5,655	5,824	5,999	6,179	29,147
Professional fees	1,000	2,500	2,575	2,652	2,732	2,814	13,273
Operating costs	53,897	54,508	56,143	57,828	59,562	61,349	289,390
Contributions to reserve funds	15,000	11,388	13,701	16,217	16,238	16,258	73,802
Total Operating Expenditures	75,653	73,886	78,074	82,521	84,531	86,600	405,612
Operating (surplus)/deficit	17,228	6,894					6,894
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	17,228	6,894					6,894
Add: Prior year (surplus) / deficit	(20,417)	(6,894)					(6,894)
(Surplus) applied to future years	(3,189)						

**Animal Control E,G & H
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		5.7%	5.1%	3.1%	3.1%	3.1%	
Property taxes	(85,000)	(89,869)	(94,448)	(97,373)	(100,384)	(103,487)	(485,561)
	(85,000)	(89,869)	(94,448)	(97,373)	(100,384)	(103,487)	(485,561)
Operations	(10,525)	(10,525)	(10,525)	(10,525)	(10,525)	(10,525)	(52,625)
Miscellaneous	(10,730)	(10,730)					(10,730)
Total Operating Revenues	(106,255)	(111,124)	(104,973)	(107,898)	(110,909)	(114,012)	(548,916)
Operating Expenditures							
Administration	7,868	9,948	10,246	10,554	10,870	11,197	52,815
Professional fees	11,730	13,230	2,500	2,500	2,500	2,500	23,230
Operating costs	87,747	89,358	87,039	89,650	92,339	95,110	453,496
Contributions to reserve funds	12,477	8,712	5,188	5,194	5,200	5,205	29,499
Total Operating Expenditures	119,822	121,248	104,973	107,898	110,909	114,012	559,040
Operating (surplus)/deficit	13,567	10,124					10,124
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	13,567	10,124					10,124
Add: Transfer from appropriated surplus		(5,000)					(5,000)
Add: Prior year (surplus) / deficit	(15,162)	(5,124)					(5,124)
(Surplus) applied to future years	(1,595)						

**Animal Control EA F
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		31.6%	25.3%	2.1%	2.1%	1.4%	
Property taxes	(19,000)	(25,000)	(31,328)	(31,989)	(32,668)	(33,135)	(154,120)
	(19,000)	(25,000)	(31,328)	(31,989)	(32,668)	(33,135)	(154,120)
Operations	(925)	(750)	(750)	(750)	(750)	(750)	(3,750)
Total Operating Revenues	(19,925)	(25,750)	(32,078)	(32,739)	(33,418)	(33,885)	(157,870)
Operating Expenditures							
Administration	1,784	1,870	1,926	1,984	2,043	2,084	9,907
Professional fees	1,000	2,500	2,500	2,500	2,500	2,500	12,500
Operating costs	17,697	19,308	19,887	20,484	21,098	21,520	102,297
Contributions to reserve funds	7,711	7,175	7,765	7,771	7,777	7,781	38,269
Total Operating Expenditures	28,192	30,853	32,078	32,739	33,418	33,885	162,973
Operating (surplus)/deficit	8,267	5,103					5,103
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	8,267	5,103					5,103
Add: Prior year (surplus) / deficit	(10,955)	(5,103)					(5,103)
(Surplus) applied to future years	(2,688)						

**Noise Control EA A
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		38.9%	2.8%	2.9%	2.9%	2.9%	
Property taxes	(11,323)	(15,726)	(16,174)	(16,636)	(17,112)	(17,602)	(83,250)
	(11,323)	(15,726)	(16,174)	(16,636)	(17,112)	(17,602)	(83,250)
Operations	(225)	(225)	(225)	(225)	(225)	(225)	(1,125)
Total Operating Revenues	(11,548)	(15,951)	(16,399)	(16,861)	(17,337)	(17,827)	(84,375)
Operating Expenditures							
Administration	944	1,060	1,092	1,125	1,158	1,193	5,628
Professional fees	1,100	2,600	2,678	2,758	2,841	2,926	13,803
Operating costs	9,497	11,108	11,441	11,785	12,138	12,502	58,974
Contributions to reserve funds	3,184	2,426	1,188	1,193	1,200	1,206	7,213
Total Operating Expenditures	14,725	17,194	16,399	16,861	17,337	17,827	85,618
Operating (surplus)/deficit	3,177	1,243					1,243
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	3,177	1,243					1,243
Add: Prior year (surplus) / deficit	(3,177)	(1,243)					(1,243)
(Surplus) applied to future years							

**Noise Control EA B
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		39.0%	9.9%	2.8%	2.8%	2.9%	
Property taxes	(10,109)	(14,048)	(15,438)	(15,878)	(16,330)	(16,797)	(78,491)
	(10,109)	(14,048)	(15,438)	(15,878)	(16,330)	(16,797)	(78,491)
Operations	(225)	(225)	(225)	(225)	(225)	(225)	(1,125)
Total Operating Revenues	(10,334)	(14,273)	(15,663)	(16,103)	(16,555)	(17,022)	(79,616)
Operating Expenditures							
Administration	849	995	1,025	1,056	1,087	1,120	5,283
Professional fees	500	2,000	2,060	2,122	2,185	2,251	10,618
Operating costs	9,447	11,058	11,390	11,732	12,083	12,446	58,709
Contributions to reserve funds	2,667	1,749	1,188	1,193	1,200	1,205	6,535
Total Operating Expenditures	13,463	15,802	15,663	16,103	16,555	17,022	81,145
Operating (surplus)/deficit	3,129	1,529					1,529
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	3,129	1,529					1,529
Add: Prior year (surplus) / deficit	(3,129)	(1,529)					(1,529)
(Surplus) applied to future years							

**Noise Control EA C
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		44.8%	2.9%	2.9%	3.0%	2.9%	
Property taxes	(5,038)	(7,456)	(7,671)	(7,893)	(8,123)	(8,357)	(39,500)
	(5,038)	(7,456)	(7,671)	(7,893)	(8,123)	(8,357)	(39,500)
Municipal agreements	(4,181)	(5,895)	(6,072)	(6,254)	(6,442)	(6,635)	(31,298)
Operations	(225)	(225)	(225)	(225)	(225)	(225)	(1,125)
Total Operating Revenues	(9,444)	(13,576)	(13,968)	(14,372)	(14,790)	(15,217)	(71,923)
Operating Expenditures							
Administration	795	935	963	992	1,022	1,052	4,964
Professional fees		1,000	1,030	1,061	1,093	1,126	5,310
Operating costs	9,347	10,958	11,287	11,625	11,974	12,333	58,177
Contributions to reserve funds	1,795	718	688	694	701	706	3,507
Total Operating Expenditures	11,937	13,611	13,968	14,372	14,790	15,217	71,958
Operating (surplus)/deficit	2,493	35					35
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	2,493	35					35
Add: Prior year (surplus) / deficit	(2,493)	(35)					(35)
(Surplus) applied to future years							

**Noise Control EA E
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		50.2%	2.9%	2.9%	2.9%	2.9%	
Property taxes	(9,242)	(13,878)	(14,286)	(14,706)	(15,139)	(15,585)	(73,594)
	(9,242)	(13,878)	(14,286)	(14,706)	(15,139)	(15,585)	(73,594)
Operations	(225)	(225)	(225)	(225)	(225)	(225)	(1,125)
Total Operating Revenues	(9,467)	(14,103)	(14,511)	(14,931)	(15,364)	(15,810)	(74,719)
Operating Expenditures							
Administration	795	937	965	994	1,024	1,055	4,975
Professional fees		1,500	1,545	1,591	1,639	1,688	7,963
Operating costs	9,372	10,983	11,313	11,652	12,001	12,362	58,311
Contributions to reserve funds	1,346	753	688	694	700	705	3,540
Total Operating Expenditures	11,513	14,173	14,511	14,931	15,364	15,810	74,789
Operating (surplus)/deficit	2,046	70					70
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	2,046	70					70
Add: Prior year (surplus) / deficit	(2,046)	(70)					(70)
(Surplus) applied to future years							

**Noise Control EA G
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		100.6%	(11.3%)	3.0%	3.0%	3.0%	
Property taxes	(11,439)	(22,952)	(20,358)	(20,960)	(21,581)	(22,221)	(108,072)
	(11,439)	(22,952)	(20,358)	(20,960)	(21,581)	(22,221)	(108,072)
Operations	(225)	(225)	(225)	(225)	(225)	(225)	(1,125)
Miscellaneous		(9,000)					(9,000)
Total Operating Revenues	(11,664)	(32,177)	(20,583)	(21,185)	(21,806)	(22,446)	(118,197)
Operating Expenditures							
Administration	1,142	1,490	1,535	1,581	1,628	1,677	7,911
Professional fees	500	7,000	7,210	7,426	7,649	7,879	37,164
Operating costs	9,397	11,008	11,338	11,678	12,029	12,390	58,443
Contributions to reserve funds	106	106	500	500	500	500	2,106
Total Operating Expenditures	11,145	19,604	20,583	21,185	21,806	22,446	105,624
Operating (surplus)/deficit	(519)	(12,573)					(12,573)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	(519)	(12,573)					(12,573)
Add: Prior year (surplus) / deficit	519	12,573					12,573
(Surplus) applied to future years							

**Hazardous Properties
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		11.1%	6.8%	1.5%	1.5%	1.5%	
Property taxes	(22,156)	(22,311)	(23,920)	(24,234)	(24,556)	(24,888)	(119,909)
	(22,156)	(22,311)	(23,920)	(24,234)	(24,556)	(24,888)	(119,909)
Municipal agreements		(2,314)	(2,383)	(2,455)	(2,529)	(2,604)	(12,285)
Operations	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(750,000)
Total Operating Revenues	(172,156)	(174,625)	(176,303)	(176,689)	(177,085)	(177,492)	(882,194)
Operating Expenditures							
Administration	1,070	1,240	1,277	1,316	1,355	1,396	6,584
Professional fees	3,000	3,500	3,500	3,500	3,500	3,500	17,500
Operating costs	9,397	11,008	11,338	11,678	12,029	12,390	58,443
Program costs	150,000	150,000	150,000	150,000	150,000	150,000	750,000
Contributions to reserve funds	28,377	17,954	10,188	10,195	10,201	10,206	58,744
Total Operating Expenditures	191,844	183,702	176,303	176,689	177,085	177,492	891,271
Operating (surplus)/deficit	19,688	9,077					9,077
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	19,688	9,077					9,077
Add: Prior year (surplus) / deficit	(25,994)	(9,077)					(9,077)
(Surplus) applied to future years	(6,306)						

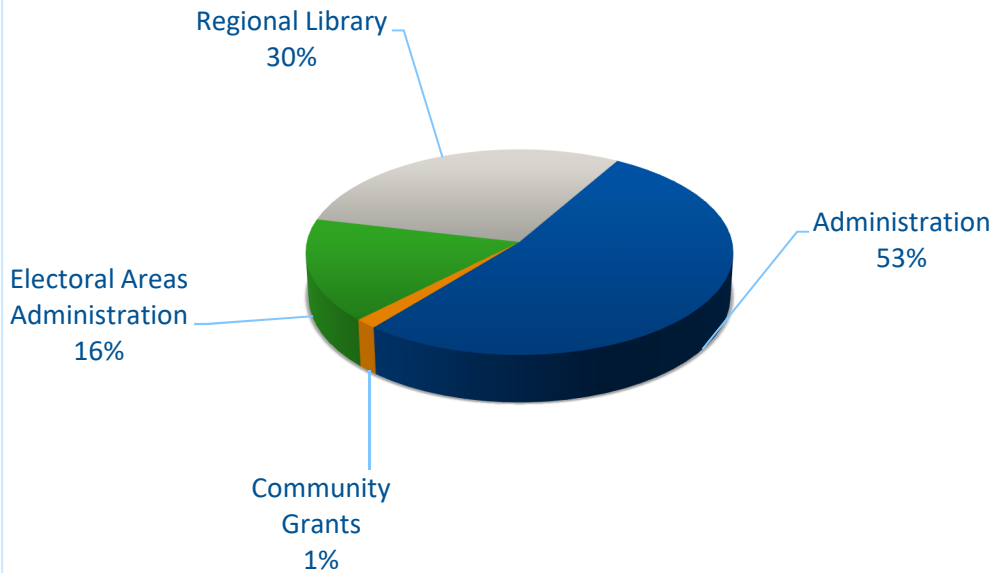
**Unushtly Premises
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		16.2%	3.0%	2.7%	2.7%	2.7%	
Property taxes	(12,028)	(12,658)	(12,996)	(13,347)	(13,706)	(14,076)	(66,783)
	(12,028)	(12,658)	(12,996)	(13,347)	(13,706)	(14,076)	(66,783)
Municipal agreements		(1,313)	(1,391)	(1,432)	(1,475)	(1,519)	(7,130)
Operations	(150,150)	(150,150)	(150,150)	(150,150)	(150,150)	(150,150)	(750,750)
Total Operating Revenues	(162,178)	(164,121)	(164,537)	(164,929)	(165,331)	(165,745)	(824,663)
Operating Expenditures							
Administration	881	1,030	1,061	1,093	1,126	1,159	5,469
Professional fees	500	1,500	1,500	1,500	1,500	1,500	7,500
Operating costs	9,797	11,408	11,750	12,103	12,466	12,840	60,567
Program costs	150,000	150,000	150,000	150,000	150,000	150,000	750,000
Contributions to reserve funds	16,732	1,013	226	233	239	246	1,957
Total Operating Expenditures	177,910	164,951	164,537	164,929	165,331	165,745	825,493
Operating (surplus)/deficit	15,732	830					830
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	15,732	830					830
Add: Prior year (surplus) / deficit	(15,732)	(830)					(830)
(Surplus) applied to future years							

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues							
Operating grants	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(250,000)
Total Operating Revenues	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(250,000)
Operating Expenditures							
Operating costs	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Total Operating Expenditures	50,000	50,000	50,000	50,000	50,000	50,000	250,000
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							

DEPARTMENTAL HIGHLIGHTS

Corporate Administration



Corporate Administration	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	Percentage of total Net Cost
Administration / Legislative				
Legislative/Chief Administrative Officer	3,245,306	0	3,245,306	
Human Resources	1,093,761	33,424	1,060,337	
Finance	2,317,644	10,000	2,307,644	
Information/GIS Services	3,780,755	1,425,827	2,354,928	
Administration /Building Operations	2,170,006	680,858	1,489,148	
Communications	430,566	0	430,566	
Interdepartmental Recoveries		6,654,810	-6,654,810	
Administration	13,038,038	8,804,919	4,233,119	53%
Community Grants	124,250	435	123,815	2%
Electoral Areas Administration	1,369,132	62,500	1,306,632	16%
Regional Library	3,331,512	940,873	2,390,639	30%
	17,862,932	9,808,727	8,054,205	100%

**CORPORATE SERVICES
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		9.8%	21.7%	3.6%	2.6%	2.9%	
Property taxes	(5,176,216)	(5,667,657)	(6,903,194)	(7,152,972)	(7,339,682)	(7,551,369)	(34,614,874)
	(5,176,216)	(5,667,657)	(6,903,194)	(7,152,972)	(7,339,682)	(7,551,369)	(34,614,874)
Municipal agreements	(22,750)	(39,967)	(40,995)	(42,064)	(42,898)	(43,757)	(209,681)
Operations	(55,730)	(43,424)	(44,426)	(45,459)	(46,523)	(47,618)	(227,450)
Interest income	(150,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(1,000,000)
Operating grants	(1,348,615)	(1,659,529)	(410,000)	(410,000)	(410,000)	(410,000)	(3,299,529)
Grants in lieu of taxes	(50,935)	(67,935)	(67,935)	(67,935)	(67,935)	(67,935)	(339,675)
Interdepartmental recoveries	(5,496,512)	(6,654,810)	(6,840,740)	(7,104,075)	(7,204,447)	(7,447,675)	(35,251,747)
Miscellaneous	(6,151,132)	(6,156,755)	(5,821,591)	(5,686,729)	(5,624,161)	(5,615,849)	(28,905,085)
Total Operating Revenues	(18,451,890)	(20,490,077)	(20,328,881)	(20,709,234)	(20,935,646)	(21,384,203)	(103,848,041)
Operating Expenditures							
Administration	259,675	345,775	355,406	365,326	375,542	386,067	1,828,116
Community grants	129,650	124,050	124,050	124,050	124,050	124,050	620,250
Legislative	754,712	829,910	853,748	1,053,301	904,041	930,104	4,571,104
Professional fees	525,751	1,202,297	764,673	687,313	726,133	729,117	4,109,533
Building ops	376,645	485,389	499,950	514,949	530,398	546,310	2,576,996
Veh & Equip ops	440,244	559,250	466,860	478,199	489,877	501,904	2,496,090
Operating costs	1,624,791	2,088,015	1,990,967	2,110,047	2,112,697	2,235,427	10,537,153
Wages & benefits	5,001,882	5,583,361	6,289,436	6,446,671	6,607,840	6,773,033	31,700,341
Transfer to other gov/org	3,541,692	3,929,254	2,762,358	2,836,229	2,912,316	2,990,685	15,430,842
Contributions to reserve funds	307,066	1,486,176	474,745	445,806	495,946	546,087	3,448,760
Debt interest	2,628,175	2,576,811	2,428,217	2,394,538	2,365,648	2,352,763	12,117,977
Total Operating Expenditures	15,590,283	19,210,288	17,010,410	17,456,429	17,644,488	18,115,547	89,437,162
Operating (surplus)/deficit	(2,861,607)	(1,279,789)	(3,318,471)	(3,252,805)	(3,291,158)	(3,268,656)	(14,410,879)
Capital Asset Expenditures							
Capital expenditures	1,276,591	1,827,200	334,050	237,750	298,050	344,329	3,041,379
Transfer from reserves	(950,000)	(1,534,000)	(100,000)	(30,000)	(30,000)	(100,000)	(1,794,000)
Net Capital Assets funded from Operations	326,591	293,200	234,050	207,750	268,050	244,329	1,247,379
Capital Financing Charges							
Existing debt (principal)	3,323,387	3,368,374	3,084,421	3,045,055	3,023,108	3,024,327	15,545,285
Total Capital Financing Charges	3,323,387	3,368,374	3,084,421	3,045,055	3,023,108	3,024,327	15,545,285
Net (surplus)/deficit for the year	788,371	2,381,785					2,381,785
Add: Transfer from appropriated surplus	(134,465)	(797,799)					(797,799)
Add: Prior year (surplus) / deficit	(991,878)	(1,583,986)					(1,583,986)
(Surplus) applied to future years	(337,972)						

**CORPORATE SERVICES
SUMMARY OF TAX REQUISITIONS
2020 to 2024**

	2020 \$	2020 %	2021 \$	2021 %	2022 \$	2022 %	2023 \$	2023 %	2024 \$	2024 %
Administration										
0100 ADMINISTRATION - OVERALL	(2,804,454)	34.9%	(3,369,381)	20.1%	(3,380,485)	0.3%	(3,537,860)	4.7%	(3,640,811)	2.9%
0113 ADMINISTRATION - GIS/MAPPING	(12,442)		(12,442)		(12,442)		(12,442)		(12,442)	
0198 COMMUNITY GRANTS	384,963	(441.6%)	(123,815)	(132.2%)	(123,815)		(123,815)		(123,815)	
	(\$2,431,933)		(\$3,505,638)		(\$3,516,742)		(\$3,674,117)		(\$3,777,068)	
Electoral Area Administration										
1500 ELECTORAL AREAS ONLY	(418,906)	25.3%	(464,297)	10.8%	(590,207)	27.1%	(499,866)	(15.3%)	(509,927)	2.0%
1502 EA'S ONLY - BUILDING POLICY AND ADVICE	(313,707)	14.5%	(349,456)	11.4%	(389,418)	11.4%	(433,841)	11.4%	(455,006)	4.9%
	(\$732,613)		(\$813,753)		(\$979,625)		(\$933,707)		(\$964,933)	
Regional Library										
1300 VAN ISL REGIONAL LIBRARY	(2,390,638)	3.8%	(2,462,358)	3.0%	(2,536,229)	3.0%	(2,612,316)	3.0%	(2,690,685)	3.0%
	(\$2,390,638)		(\$2,462,358)		(\$2,536,229)		(\$2,612,316)		(\$2,690,685)	
Feasibility Studies										
8000 FEASIBILITY STUDY FND AREA A	(20,000)	300.0%	(20,000)		(20,000)		(20,000)		(20,000)	
8001 FEASIBILITY STUDY FUND AREA B	(20,000)	1,900.0%	(20,000)		(20,000)		(20,000)		(20,000)	
8002 FEASIBILITY STUDY FUND AREA C		(100.0%)	(20,000)		(20,000)		(20,000)		(20,000)	
8004 FEASIBILITY STUDY FUND AREA E	(30,000)	650.0%	(20,000)	(33.3%)	(20,000)		(20,000)		(20,000)	
8005 FEASIBILITY STUDY FUND AREA F	(20,000)	300.0%	(20,000)		(20,000)		(20,000)		(20,000)	
8006 FEASIBILITY STUDY FUND AREA G	(20,000)		(20,000)		(20,000)		(20,000)		(20,000)	
8007 FEASIBILITY STUDY FUND AREA H	(20,000)	(41.2%)	(20,000)		(20,000)		(20,000)		(20,000)	
	(\$130,000)		(\$140,000)		(\$140,000)		(\$140,000)		(\$140,000)	
House Numbering										
4300 HOUSE NUMBERING	(22,440)	0.9%	(22,440)		(22,440)		(22,440)		(22,440)	
	(\$22,440)		(\$22,440)		(\$22,440)		(\$22,440)		(\$22,440)	
Total CORPORATE SERVICES	(5,707,624)	9.8%	(6,944,189)	21.7%	(7,195,036)	3.6%	(7,382,580)	2.6%	(7,595,126)	2.9%

**Administration
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		35.5%	20.1%	0.3%	4.6%	2.9%	
Property taxes	(2,078,635)	(2,804,454)	(3,369,381)	(3,380,485)	(3,537,860)	(3,640,811)	(16,732,991)
	(2,078,635)	(2,804,454)	(3,369,381)	(3,380,485)	(3,537,860)	(3,640,811)	(16,732,991)
Municipal agreements		(12,442)	(12,442)	(12,442)	(12,442)	(12,442)	(62,210)
Operations	(55,730)	(43,424)	(44,426)	(45,459)	(46,523)	(47,618)	(227,450)
Interest income	(150,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(1,000,000)
Operating grants	(50,000)	(60,914)	(50,000)	(50,000)	(50,000)	(50,000)	(260,914)
Grants in lieu of taxes	(48,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(325,000)
Interdepartmental recoveries	(5,243,512)	(6,509,871)	(6,608,663)	(6,860,004)	(7,038,651)	(7,283,878)	(34,301,067)
Miscellaneous	(199,570)	(211,570)	(308,953)	(232,136)	(235,405)	(238,759)	(1,226,823)
Total Operating Revenues	(7,825,447)	(9,907,675)	(10,658,865)	(10,845,526)	(11,185,881)	(11,538,508)	(54,136,455)
Operating Expenditures							
Administration	187,949	258,050	265,117	272,395	279,890	287,613	1,363,065
Legislative	537,475	569,433	586,516	604,111	622,235	640,902	3,023,197
Professional fees	448,516	1,182,297	754,523	677,008	715,669	718,489	4,047,986
Building ops	355,835	465,622	479,590	493,978	508,798	524,062	2,472,050
Veh & Equip ops	435,142	554,148	461,605	472,786	484,302	496,162	2,469,003
Operating costs	1,256,501	1,661,705	1,552,645	1,659,187	1,648,923	1,758,352	8,280,812
Wages & benefits	4,731,576	5,306,506	6,005,659	6,155,799	6,309,696	6,467,436	30,245,096
Contributions to reserve funds	283,410	1,215,639	333,410	303,512	353,618	403,726	2,609,905
Total Operating Expenditures	8,236,404	11,213,400	10,439,065	10,638,776	10,923,131	11,296,742	54,511,114
Operating (surplus)/deficit	410,957	1,305,725	(219,800)	(206,750)	(262,750)	(241,766)	374,659
Capital Asset Expenditures							
Capital expenditures	1,257,191	1,802,200	319,800	236,750	292,750	341,766	2,993,266
Transfer from reserves	(950,000)	(1,534,000)	(100,000)	(30,000)	(30,000)	(100,000)	(1,794,000)
Net Capital Assets funded from Operations	307,191	268,200	219,800	206,750	262,750	241,766	1,199,266
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	718,148	1,573,925					1,573,925
Add: Transfer from appropriated surplus	(110,000)	(300,495)					(300,495)
Add: Prior year (surplus) / deficit	(883,641)	(1,273,430)					(1,273,430)
(Surplus) applied to future years	(275,493)						

Corporate Administration Summary

5 Year Capital Plan

	2020 Capital	2021 Capital	2022 Capital	2023 Capital	2024 Capital	Total
AD-0001 ASSET MANAGEMENT	150,000					150,000
MJ-0108 MAJOR CAP - BLDG OPS/OTHER	10,000	10,000	10,000	10,000	10,000	50,000
MJ-0109 MAJOR CAP - BUILDING OPS		100,000				100,000
MN-0108 MINOR CAP - BLDG OPS/OTHER	5,000	5,000	5,000	5,000	5,000	25,000
MN-0109 MINOR CAP - ADMINISTRATION BLDG OPS	90,000	40,000	40,000	40,000	40,000	250,000
PC-0103 COMPUTER - CAO	4,500		2,500		750	7,750
PC-0104 COMPUTER - HUMAN RESOURCES		2,000	2,000	5,375	2,700	12,075
PC-0105 COMPUTER - FINANCE	10,000	2,000	9,500	12,375	6,100	39,975
PC-0106 COMPUTER - INFO SYSTEMS	2,500	2,500	7,500	13,250	5,600	31,350
PC-0107 COMPUTER - LEGISLATIVE SERVICES	6,000	2,800	25,500	750	6,600	41,650
PC-0108 COMPUTER - BLDG OPS/OTHER	4,700		250	2,500	3,766	11,216
PC-0110 COMPUTER - COMMUNICATIONS	4,500	2,000	2,500			9,000
PC-0112 COMPUTER - INFO SERVICES CAPITAL	1,414,000	153,500	102,000	155,500	261,250	2,086,250
PC-0113 COMPUTER - GIS & MAPPING	41,000			18,000		59,000
VH-0108 VEHICLE - BLDG OPS/OTHER	60,000		30,000	30,000		120,000
Total Corporate Administration Summary	1,802,200	319,800	236,750	292,750	341,766	2,993,266

Building Ops						
Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		652,203				
Opening Balance -Linked		644,046				
Opening Balance		644,046	1,206,927	1,381,066	1,712,140	2,100,663
MJ-0109 MAJOR CAP - BUILDING OPS			100,000			
MN-0109 MINOR CAP - ADMINISTRATION BLDG OPS		50,000				
Total Allocated To Capital Projects		50,000	100,000	-	-	-
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		50,000	100,000	-	-	-
Transfers Into Reserve Fund						
Contributions from Operating Fund		600,000	250,000	300,000	350,000	400,000
Transfers from Reserve Account						
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		600,000	250,000	300,000	350,000	400,000
Closing Balance Before Interest		1,194,046	1,356,927	1,681,066	2,062,140	2,500,663
Interest Income		12,881	24,139	31,074	38,523	52,517
Closing Reserve Balance fund		1,206,927	1,381,066	1,712,140	2,100,663	2,553,180
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTMT	0	0	0	0	0

Information Services Capital						
Reserve Fund	Comments	2020 Budget	2021	2022	2023	2024
Opening Balance - Manual		2,004,421				
Opening Balance -Linked		2,060,408				
Opening Balance		2,060,408	677,616	691,168	706,719	722,620
AD-0001 ASSET MANAGEMENT		150,000				
PC-0112 COMPUTER - INFO SERVICES CAPITAL		1,274,000	-	-	-	100,000
Total Allocated To Capital Projects		1,424,000	-	-	-	100,000
Transfers Out of Reserve Fund						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund						
Total Transfers Out of Reserve Fund		-	-	-	-	-
Total Expenditures		1,424,000	-	-	-	100,000
Transfers Into Reserve Fund						
Contributions from Operating Fund		-	-	-	-	-
Transfers from Reserve Account			-	-	-	-
Transfers from DCC Fund						
Total Transfers Into Reserve Fund		-	-	-	-	-
Closing Balance Before Interest		636,408	677,616	691,168	706,719	622,620
Interest Income		41,208	13,552	15,551	15,901	18,065
Closing Reserve Balance fund		677,616	691,168	706,719	722,620	640,685
Draw from Reserve Account						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.035000	0.040000	0.045000	0.045000	0.045000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int			0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTMT	0	0	0	0	0

**Community Grants
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		(441.6%)	(132.2%)				
Property taxes	(112,694)	384,963	(123,815)	(123,815)	(123,815)	(123,815)	(110,297)
	(112,694)	384,963	(123,815)	(123,815)	(123,815)	(123,815)	(110,297)
Grants in lieu of taxes	(435)	(435)	(435)	(435)	(435)	(435)	(2,175)
Total Operating Revenues	(113,129)	384,528	(124,250)	(124,250)	(124,250)	(124,250)	(112,472)
Operating Expenditures							
Administration	200	200	200	200	200	200	1,000
Community grants	129,650	124,050	124,050	124,050	124,050	124,050	620,250
Total Operating Expenditures	129,850	124,250	124,250	124,250	124,250	124,250	621,250
Operating (surplus)/deficit	16,721	508,778					508,778
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	16,721	508,778					508,778
Add: Transfer from appropriated surplus	(5,600)	(497,304)					(497,304)
Add: Prior year (surplus) / deficit	(11,121)	(11,474)					(11,474)
(Surplus) applied to future years							

**House Numbering
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		0.9%					
Property taxes	(22,236)	(20,613)	(20,613)	(20,613)	(20,613)	(20,613)	(103,065)
	(22,236)	(20,613)	(20,613)	(20,613)	(20,613)	(20,613)	(103,065)
Municipal agreements		(1,827)	(1,827)	(1,827)	(1,827)	(1,827)	(9,135)
Total Operating Revenues	(22,236)	(22,440)	(22,440)	(22,440)	(22,440)	(22,440)	(112,200)
Operating Expenditures							
Administration	1,836	2,040	2,040	2,040	2,040	2,040	10,200
Operating costs	20,400	20,400	20,400	20,400	20,400	20,400	102,000
Total Operating Expenditures	22,236	22,440	22,440	22,440	22,440	22,440	112,200
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							

**Electoral Area Administration
FINANCIAL PLAN SUMMARY
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		20.4%	11.1%	20.4%	(4.7%)	3.3%	
Property taxes	(585,573)	(706,915)	(787,027)	(951,830)	(905,078)	(935,445)	(4,286,295)
	(585,573)	(706,915)	(787,027)	(951,830)	(905,078)	(935,445)	(4,286,295)
Municipal agreements	(22,750)	(25,698)	(26,726)	(27,795)	(28,629)	(29,488)	(138,336)
Operating grants	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(300,000)
Grants in lieu of taxes	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(12,500)
Interdepartmental recoveries	(253,000)	(144,939)	(232,077)	(244,071)	(165,796)	(163,797)	(950,680)
Miscellaneous				(15,000)			(15,000)
Total Operating Revenues	(923,823)	(940,052)	(1,108,330)	(1,301,196)	(1,162,003)	(1,191,230)	(5,702,811)
Operating Expenditures							
Administration	69,690	85,485	88,049	90,691	93,412	96,214	453,851
Legislative	217,237	260,477	267,232	449,190	281,806	289,202	1,547,907
Professional fees	10,000	20,000	10,150	10,305	10,464	10,628	61,547
Building ops	20,810	19,767	20,360	20,971	21,600	22,248	104,946
Veh & Equip ops	5,102	5,102	5,255	5,413	5,575	5,742	27,087
Operating costs	347,890	405,910	417,922	430,460	443,374	456,675	2,154,341
Wages & benefits	270,306	276,855	283,777	290,872	298,144	305,597	1,455,245
Contributions to reserve funds	1,195	84,714	1,335	2,294	2,328	2,361	93,032
Total Operating Expenditures	942,230	1,158,310	1,094,080	1,300,196	1,156,703	1,188,667	5,897,956
Operating (surplus)/deficit	18,407	218,258	(14,250)	(1,000)	(5,300)	(2,563)	195,145
Capital Asset Expenditures							
Capital expenditures	19,400	25,000	14,250	1,000	5,300	2,563	48,113
Net Capital Assets funded from Operations	19,400	25,000	14,250	1,000	5,300	2,563	48,113
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	37,807	243,258					243,258
Add: Prior year (surplus) / deficit	(100,286)	(243,258)					(243,258)
(Surplus) applied to future years	(62,479)						

**Feasibility Study Fund EA A
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		300.0%					
Property taxes	(5,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
	(5,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
Total Operating Revenues	(5,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
Operating Expenditures							
Contributions to reserve funds	5,000	20,000	20,000	20,000	20,000	20,000	100,000
Total Operating Expenditures	5,000	20,000	20,000	20,000	20,000	20,000	100,000
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 B
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		1,900.0%					
Property taxes	(1,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
	(1,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
Total Operating Revenues	(1,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
Operating Expenditures							
Contributions to reserve funds	1,000	20,000	20,000	20,000	20,000	20,000	100,000
Total Operating Expenditures	1,000	20,000	20,000	20,000	20,000	20,000	100,000
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 C
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		(100.0%)					
Property taxes	(5,000)		(20,000)	(20,000)	(20,000)	(20,000)	(80,000)
	(5,000)		(20,000)	(20,000)	(20,000)	(20,000)	(80,000)
Total Operating Revenues	(5,000)		(20,000)	(20,000)	(20,000)	(20,000)	(80,000)
Operating Expenditures							
Contributions to reserve funds	5,000		20,000	20,000	20,000	20,000	80,000
Total Operating Expenditures	5,000		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							

**Feasibility Study Fund EA E
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		650.0%	(33.3%)				
Property taxes	(4,000)	(30,000)	(20,000)	(20,000)	(20,000)	(20,000)	(110,000)
	(4,000)	(30,000)	(20,000)	(20,000)	(20,000)	(20,000)	(110,000)
Total Operating Revenues	(4,000)	(30,000)	(20,000)	(20,000)	(20,000)	(20,000)	(110,000)
Operating Expenditures							
Contributions to reserve funds	4,000	30,000	20,000	20,000	20,000	20,000	110,000
Total Operating Expenditures	4,000	30,000	20,000	20,000	20,000	20,000	110,000
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 F
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		300.0%					
Property taxes	(5,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
	(5,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
Total Operating Revenues	(5,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
Operating Expenditures							
Contributions to reserve funds	5,000	20,000	20,000	20,000	20,000	20,000	100,000
Total Operating Expenditures	5,000	20,000	20,000	20,000	20,000	20,000	100,000
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 G
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues							
Property taxes	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
Total Operating Revenues	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
Operating Expenditures							
Professional fees	38,865						
Contributions to reserve funds		57,971	20,000	20,000	20,000	20,000	137,971
Total Operating Expenditures	38,865	57,971	20,000	20,000	20,000	20,000	137,971
Operating (surplus)/deficit	18,865	37,971					37,971
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	18,865	37,971					37,971
Add: Transfer from appropriated surplus	(18,865)						
Add: Prior year (surplus) / deficit		(37,971)					(37,971)
(Surplus) applied to future years							

**Feasibility Study Fund EA H
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		(41.2%)					
Property taxes	(34,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
	(34,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
Total Operating Revenues	(34,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
Operating Expenditures							
Professional fees	28,370						
Contributions to reserve funds	2,461	37,852	20,000	20,000	20,000	20,000	117,852
Total Operating Expenditures	30,831	37,852	20,000	20,000	20,000	20,000	117,852
Operating (surplus)/deficit	(3,169)	17,852					17,852
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	(3,169)	17,852					17,852
Add: Prior year (surplus) / deficit	3,169	(17,852)					(17,852)
(Surplus) applied to future years							

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues		3.8%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(2,303,078)	(2,390,638)	(2,462,358)	(2,536,229)	(2,612,316)	(2,690,685)	(12,692,226)
	(2,303,078)	(2,390,638)	(2,462,358)	(2,536,229)	(2,612,316)	(2,690,685)	(12,692,226)
Miscellaneous	(940,873)	(940,873)	(940,873)	(940,873)	(940,873)	(940,873)	(4,704,365)
Total Operating Revenues	(3,243,951)	(3,331,511)	(3,403,231)	(3,477,102)	(3,553,189)	(3,631,558)	(17,396,591)
Operating Expenditures							
Transfer to other gov/org	2,303,077	2,390,639	2,462,358	2,536,229	2,612,316	2,690,685	12,692,227
Debt interest	591,485	591,485	591,485	591,485	591,485	591,485	2,957,425
Total Operating Expenditures	2,894,562	2,982,124	3,053,843	3,127,714	3,203,801	3,282,170	15,649,652
Operating (surplus)/deficit	(349,389)	(349,387)	(349,388)	(349,388)	(349,388)	(349,388)	(1,746,939)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	349,388	349,388	349,388	349,388	349,388	349,388	1,746,940
Total Capital Financing Charges	349,388	349,388	349,388	349,388	349,388	349,388	1,746,940
Net (surplus)/deficit for the year	(1)	1					1
Add: Prior year (surplus) / deficit	1	(1)					(1)
(Surplus) applied to future years							

**Municipal Debt Transfers
FINANCIAL PLAN
2020 to 2024**

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues							
Miscellaneous	(5,010,689)	(5,004,312)	(4,571,765)	(4,498,720)	(4,447,883)	(4,436,217)	(22,958,897)
Total Operating Revenues	(5,010,689)	(5,004,312)	(4,571,765)	(4,498,720)	(4,447,883)	(4,436,217)	(22,958,897)
Operating Expenditures							
Debt interest	2,036,690	1,985,326	1,836,732	1,803,053	1,774,163	1,761,278	9,160,552
Total Operating Expenditures	2,036,690	1,985,326	1,836,732	1,803,053	1,774,163	1,761,278	9,160,552
Operating (surplus)/deficit	(2,973,999)	(3,018,986)	(2,735,033)	(2,695,667)	(2,673,720)	(2,674,939)	(13,798,345)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	2,973,999	3,018,986	2,735,033	2,695,667	2,673,720	2,674,939	13,798,345
Total Capital Financing Charges	2,973,999	3,018,986	2,735,033	2,695,667	2,673,720	2,674,939	13,798,345
Net (surplus)/deficit for the year							
(Surplus) applied to future years							

	2019 Budget	2020 Proposed Budget	2021	2022	2023	2024	Total
Operating Revenues							
Operating grants	(1,238,615)	(1,538,615)	(300,000)	(300,000)	(300,000)	(300,000)	(2,738,615)
Total Operating Revenues	(1,238,615)	(1,538,615)	(300,000)	(300,000)	(300,000)	(300,000)	(2,738,615)
Operating Expenditures							
Transfer to other gov/org	1,238,615	1,538,615	300,000	300,000	300,000	300,000	2,738,615
Total Operating Expenditures	1,238,615	1,538,615	300,000	300,000	300,000	300,000	2,738,615
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							