

REGIONAL
DISTRICT
OF NANAIMO

REGIONAL DISTRICT OF NANAIMO

2022 - 2026 PRELIMINARY FINANCIAL PLAN

NOVEMBER 23, 2021

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FINANCIAL PLAN 2022 to 2026
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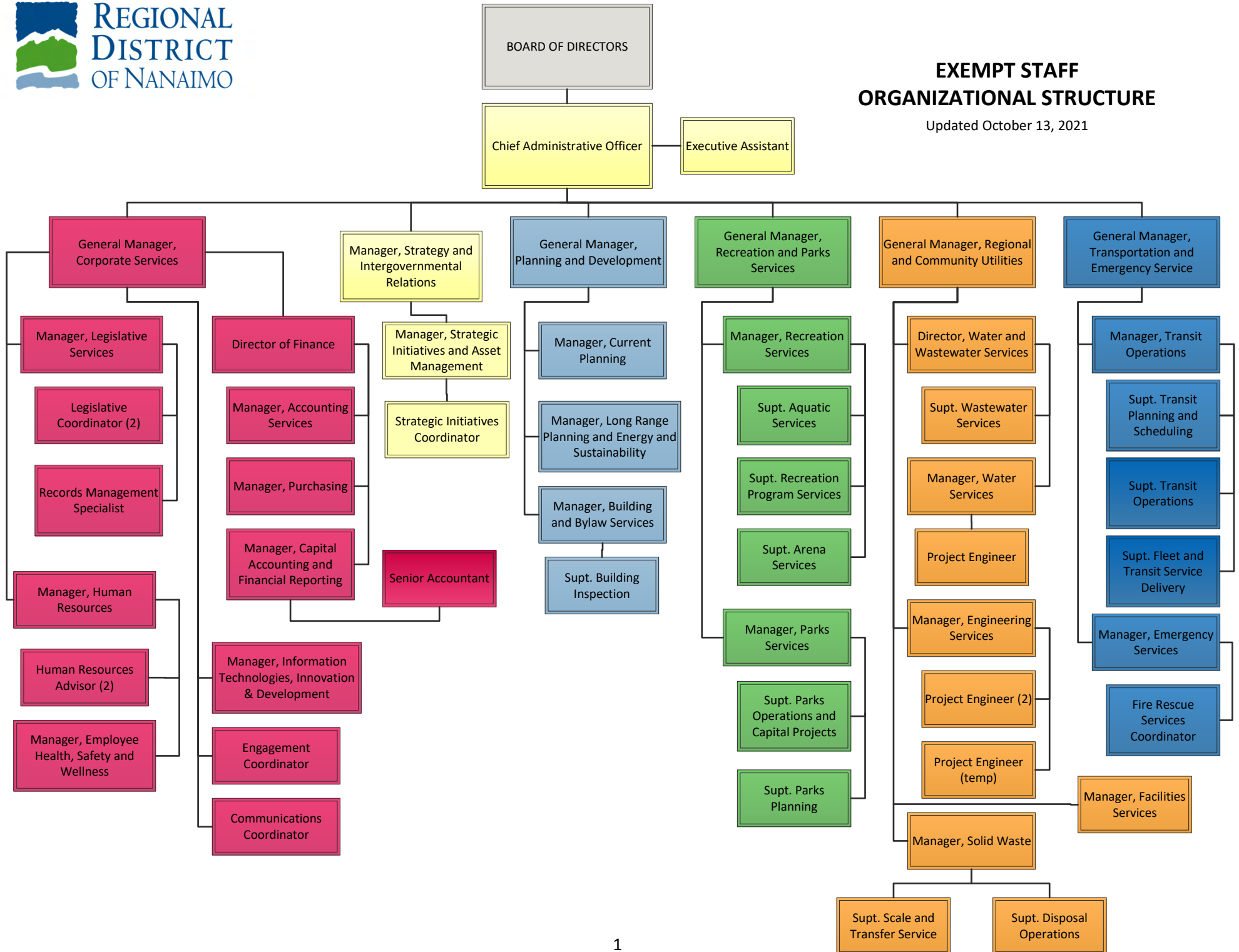
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EXEMPT STAFF ORGANIZATIONAL STRUCTURE

Updated October 13, 2021



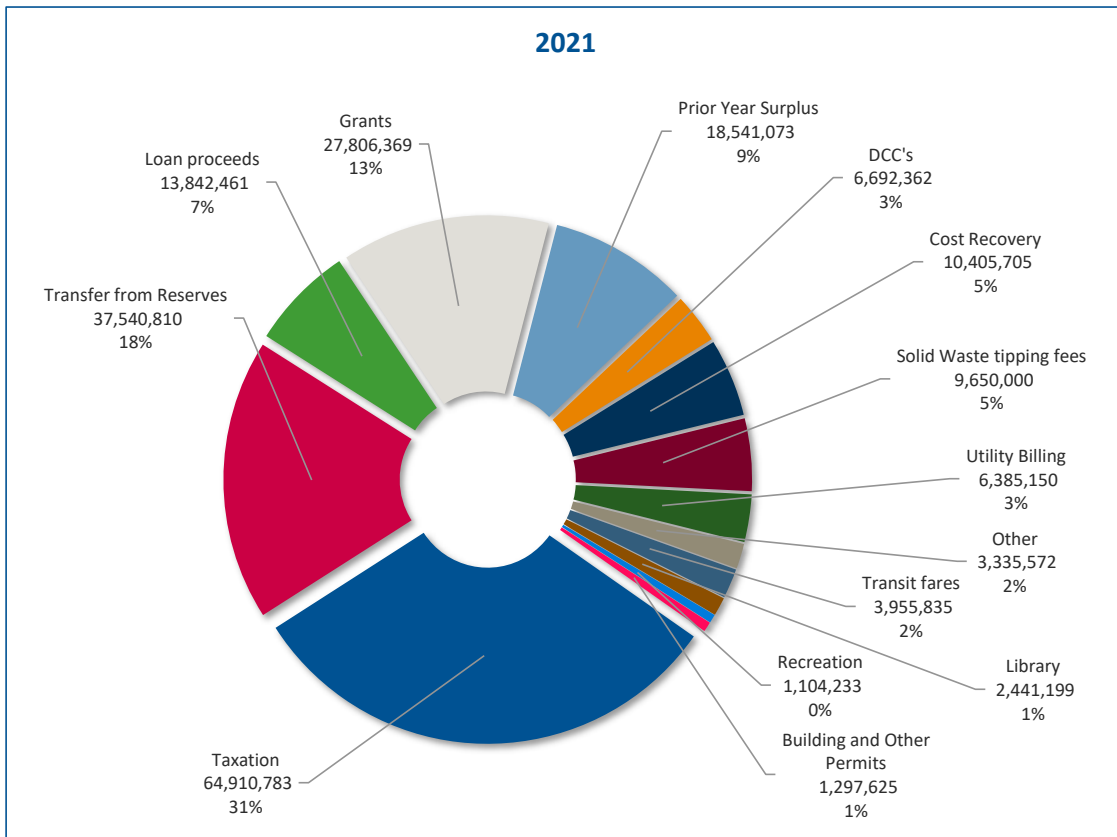
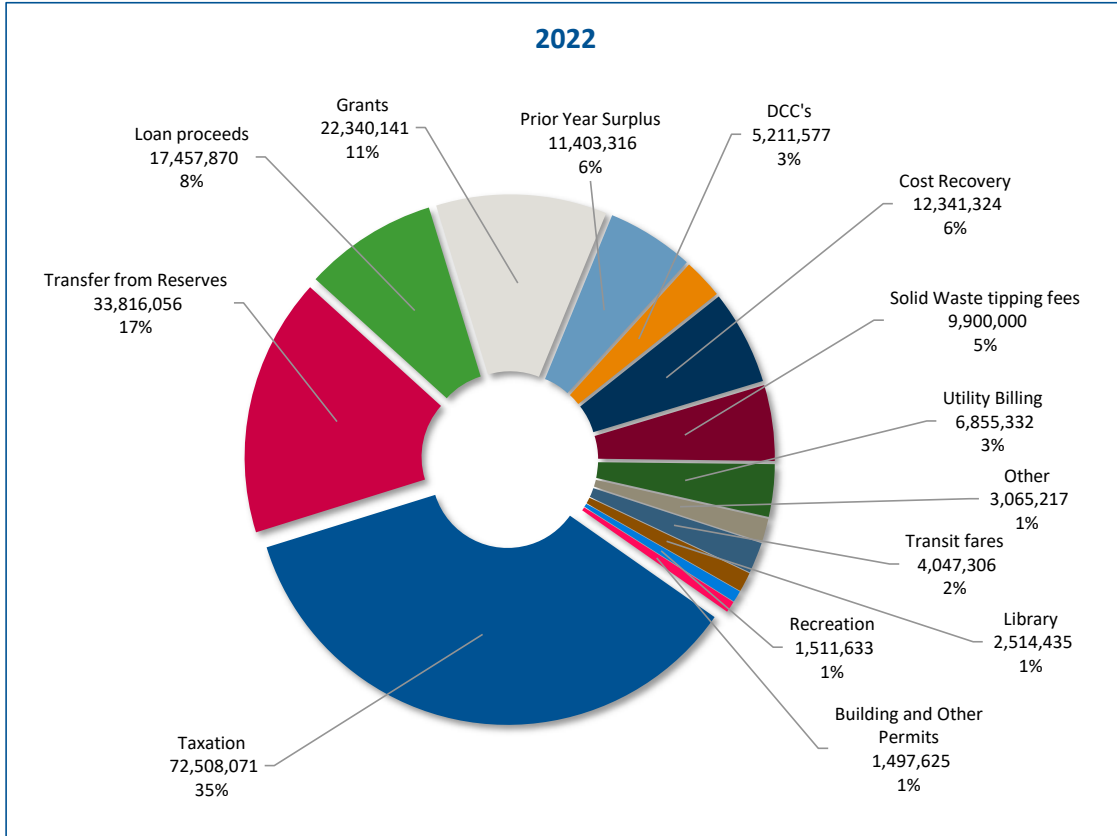
RDN SERVICES AND PARTICIPANTS												
	X = Entire Electoral Area or Municipality						O = Portion of Electoral Area or Municipality					
	NANAIMO	PARKSVILLE	QUALICUM BEACH	LANTZVILLE	AREA A	AREA B	AREA C	AREA E	AREA F	AREA G	AREA H	Requisition Allocation
Administration	X	X	X	X	X	X	X	X	X	X	X	Assessment
Grants In Aid	X	X	X	X	X	X	X	X	X	X	X	Assessment
Port Theatre Contribution					X	X	X	X				Assessment
Southern Community Search & Rescue Contribution	X			X	X	X	X					Population
Northern Community Search & Rescue Contribution		X	X					X	X	X	X	Population
Northern Community Marine Search & Rescue Contribution											X	Assessment
Vancouver Island Regional Library					X	X	X	X	X	X	X	50% Population/50% Assessment
Southern Community Restorative Justice & Victim Services					X	X	X					Assessment
Northern Community Crime Prevention and Community Justice		X	X					X	X	X	X	Parcel tax
Electoral Area (Community) Planning					X		X	X	X	X	X	Assessment
Regional Growth Management	X	X	X	X	X	X	X	X	X	X	X	50% Population/50% Assessment
House Numbering				X	X	X	X	X	X	X	X	Assessment
Southern Community Economic Development					X	X	X					Assessment
Northern Community Economic Development		X	X					X	X	X	X	Parcel tax
Hazardous Properties (nuisance control)				contract	X	X	X	X		X	X	Assessment
Unsightly Premises				contract	X	X	X	X		X	X	Assessment
Southern Community Transit	X			X	X		O					Usage
Northern Community Transit		X	X					X		X	X	40% Population/60% usage
Gabriola Taxi Saver						O						Assessment
Gabriola Transit Contribution						X						Assessment
Gabriola Emergency Wharf (Descano Bay)						X						Assessment
Solid Waste Disposal (Landfills)	X	X	X	X	X	X	X	X	X	X	X	50% Population/50% Assessment
Recycling and Compulsory (Garbage) Collection		X	X	X	X	X	X	X	X	X	X	
Animal Control												
Areas A,B,C				contract	X	X	X					Assessment
Areas E,G,H								X		X	X	Assessment
Area F									X			Assessment
Regional Parks and Trails	X	X	X	X	X	X	X	X	X	X	X	Operations = Population Acquisition = Parcel Tax
Community Parks					X	X	X	X	X	X	X	Assessment
Northern Community Recreation		X	X					X	X	X	X	Assessment/Sportsfields by usage
Oceanside Place Arena		X	X					X	X	X	X	50% Assessment/50% Usage
Ravensong Aquatic Centre		X	X					X	X	X	X	50% Assessment/50% Usage
Southern Community Recreation				X	X	X	X					Usage
Electoral Area A Recreation & Culture					X							Assessment
Gabriola Island Rec Commission						X						Assessment
Wastewater-Southern	O			O								Flow data
Duke Point Sewer (funds Duke Point PCC)	O				O							Assessment
Liquid Waste Management Planning	X	X	X	X	X	X	X	X	X	X	X	50% Population/50% Assessment
Wastewater-Northern		O	O					O		O		Flow data
Sewer Collection												
Fairwinds Sewer Facilities (& collection)								O				Parcel tax
French Creek Sewer										O		Parcel tax
Pacific Shores Sewer								O				Parcel tax
Surfside Sewer										O		Parcel tax
Cedar (collection & debt)					O							Parcel tax
Barclay Crescent Sewer										O		Parcel tax

RDN SERVICES AND PARTICIPANTS

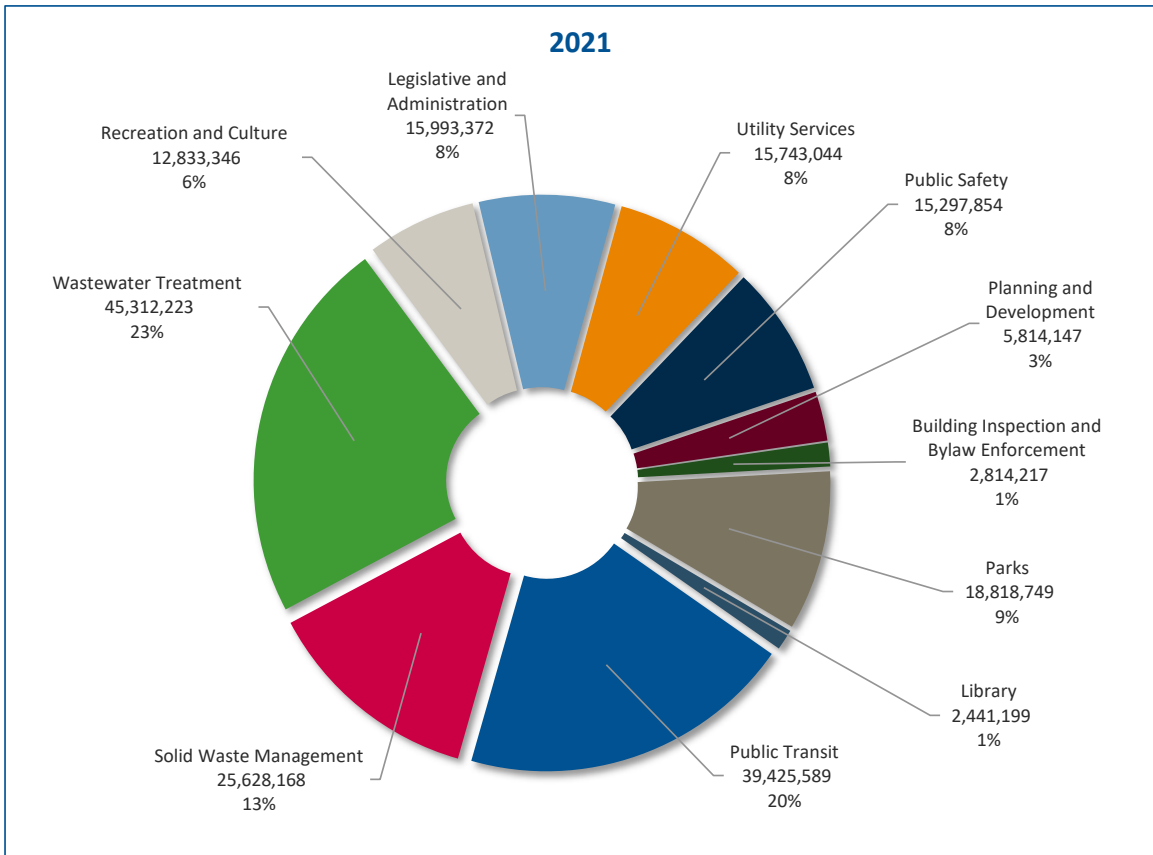
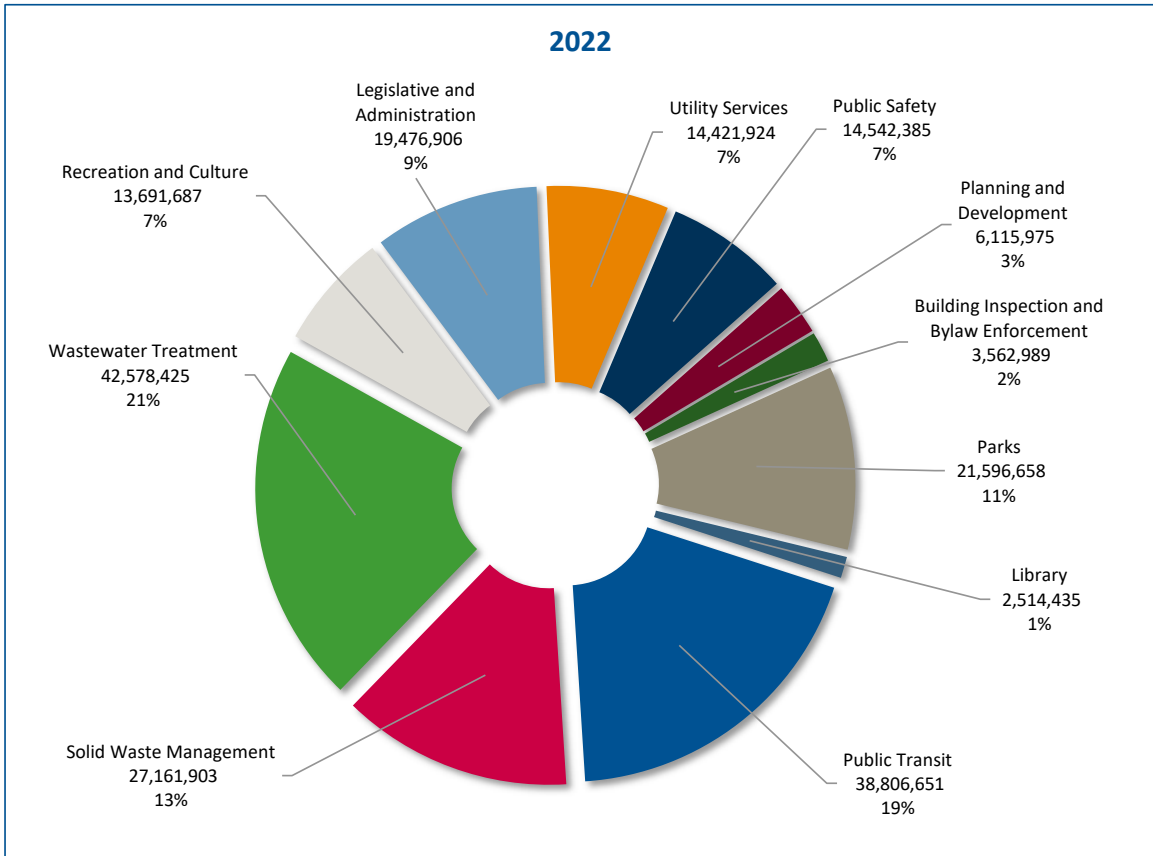
	X = Entire Electoral Area or Municipality						O = Portion of Electoral Area or Municipality					Requisition Allocation
	NANAIMO	PARKSVILLE	QUALICUM BEACH	LANTZVILLE	AREA A	AREA B	AREA C	AREA E	AREA F	AREA G	AREA H	
Hawthorne Rise Sewer Capital Financing										O		Parcel tax
Reid Road Sewer Capital Financing										O		Parcel tax
Drinking Water/Watershed Protection	X	X	X	X	X	X	X	X	X	X	X	Parcel tax
Nanoose Bay Bulk Water								O				Parcel tax
French Creek Bulk Water										O		Parcel tax
Water Supply												
Surfside										O		Parcel tax
Nanoose Bay Peninsula								O				Parcel tax
French Creek										O		Parcel tax
Decourcey					O							Parcel tax
San Pareil										O		Parcel tax
San Pareil (Fire Protection Improvements)										O		Parcel tax
Driftwod Water (Debt only)								O				Parcel tax
Englishman River										O		Parcel tax
Melrose Terrace									O			Parcel tax
Whiskey Creek									O			Parcel tax
Westurne Heights									O			Parcel tax
EV Charging Station						X		X		X	X	Assessment
D68 Emergency 911				X	X	X	X					Assessment
D69 Emergency 911		X	X					X	X	X	X	Assessment
Emergency Planning				contract	X	X	X	X	X	X	X	Assessment
Fire Protection												
French Creek									O	O		Assessment
Errington									O	O		Assessment
Dashwood									O	O	O	Assessment
Meadowood Fire (debt only)									O			Parcel tax
Dashwood Fire Hall (debt only)									O	O	O	Assessment
Nanoose Bay								O	O	O		Assessment
Wellington Fire & Streetlighting							O					Assessment
Parksville Local										O		Assessment
Coombs-Hilliars									O			Assessment
Bow Horn Bay											O	Assessment
Cassidy / Waterloo					O		O					Assessment
Extension							O					Assessment
Nanaimo River Fire							O					Assessment
Rural Street Lighting					O			O		O		Assessment
Street Lighting (separate services)												Assessment
Fairwinds Street Lighting								O				Assessment
Morningstar Street Lighting										O		Assessment
Sandpiper Street Lighting										O		Assessment
Hwy 4 Intersections Street Lighting									X			Assessment
French Creek Village Street Lighting										O		Assessment
Englishman River Street Lighting										O		Assessment
Noise Control												
Area A					X							Assessment
Area B						X						Assessment
Area C							X					Assessment
Area E								X				Assessment
Area G										X		Assessment
Lantzville				X								Assessment
Englishman River Stormwater									O	O		Assessment
Cedar Sewer Stormwater					O							Assessment

REGIONAL DISTRICT OF NANAIMO

SOURCES OF REVENUE



REGIONAL DISTRICT OF NANAIMO EXPENDITURE BY SERVICE





GENERAL REVENUE FUND
2022 Proposed Budget

	CORPORATE	SERVICES	PLANNING &	DEVELOPMENT
	Budget	Budget	Budget	Budget
	2021	2022	2021	2022
OPERATING REVENUES				
TAX REQUISITION	(6,245,305)	(7,253,609)	(3,011,031)	(3,927,131)
OPERATING GRANTS	(1,676,659)	(1,040,435)	(522,270)	(820,050)
OPERATING REVENUE	(23,490)	(27,590)	(1,311,300)	(1,511,300)
OTHER REVENUE	(13,423,944)	(15,999,672)	(1,155,403)	(1,689,478)
TOTAL OPERATING REVENUES	(21,369,398)	(24,321,306)	(6,000,004)	(7,947,959)
OPERATING EXPENDITURES				
OFFICE OPERATING	336,848	360,359	469,314	603,769
COMMUNITY GRANTS	119,250	128,250	0	0
LEGISLATIVE	841,924	1,046,779	0	0
PROFESSIONAL FEES	1,877,021	2,029,503	1,504,225	1,566,409
BUILDING - OPER & MAINT	554,294	532,323	42,679	523,933
VEH & EQUIP - OPER & MAINT	694,611	534,710	85,398	183,254
OTHER OPERATING COSTS	2,170,323	1,552,463	1,063,483	1,223,784
WAGES & BENEFITS	6,354,628	7,569,891	3,487,513	4,313,028
PROGRAM COSTS	0	0	370,575	374,750
DEBT - FINANCING - INTEREST	2,512,852	2,591,704	0	0
DEBT - FINANCING - PRINCIPAL	3,279,007	3,707,378	0	0
TRANSFER TO RESERVE FUND	1,935,756	2,152,723	493,422	50,017
TRANSFER TO OTHER GOV'T/AGENCIES	3,264,486	3,314,435	65,000	65,000
TOTAL OPERATING EXPENDITURES	23,941,000	25,520,518	7,581,609	8,903,944
CAPITAL ASSET EXPENDITURES				
CAPITAL EXPENDITURES	1,584,940	2,769,905	706,930	775,020
TRANSFERS FROM RESERVES	(1,205,850)	(2,033,475)	(60,000)	(89,000)
CAPITAL GRANTS AND OTHER	(2,730)	(500,000)	(627,470)	(627,470)
NEW BORROWING	0	0	0	0
NET CAPITAL ASSETS FUNDED FROM OPERATIONS	376,360	236,430	19,460	58,550
ACCUMULATED SURPLUS				
NET (SURPLUS) DEFICIT	2,947,962	1,435,642	1,601,065	1,014,535
TRANSFER TO APPROPRIATED SURPLUS	0	0	0	0
TRANSFER FROM APPROPRIATED SURPLUS	(585,595)	(462,367)	(865,577)	(416,445)
PRIOR YEARS (SURPLUS) DEFICIT	(2,362,364)	(973,275)	(735,490)	(598,090)
CURRENT YEAR UNAPPROPRIATED (SURPLUS) DEFICIT	3	0	(2)	0



GENERAL REVENUE FUND
2022 Proposed Budget

	REGIONAL & Budget 2021	COMM UTILITIES Budget 2022	RECREATION & Budget 2021	PARKS SERVICES Budget 2022
OPERATING REVENUES				
TAX REQUISITION	(23,063,125)	(25,126,217)	(12,933,482)	(14,651,561)
OPERATING GRANTS	(421,475)	(3,566,183)	(964,014)	(471,451)
OPERATING REVENUE	(18,221,338)	(19,193,205)	(1,038,670)	(1,511,633)
OTHER REVENUE	(2,354,342)	(2,720,152)	(322,147)	(14,520)
TOTAL OPERATING REVENUES	(44,060,280)	(50,605,757)	(15,258,313)	(16,649,165)
OPERATING EXPENDITURES				
OFFICE OPERATING	2,543,852	3,035,050	702,210	1,011,376
COMMUNITY GRANTS	0	0	0	0
LEGISLATIVE	0	0	1,100	1,100
PROFESSIONAL FEES	2,087,103	2,259,178	668,544	850,100
BUILDING - OPER & MAINT	2,274,798	2,516,829	768,025	826,703
VEH & EQUIP - OPER & MAINT	1,887,066	2,333,691	229,415	248,337
OTHER OPERATING COSTS	14,211,345	15,509,036	1,570,271	1,671,541
WAGES & BENEFITS	10,606,727	11,395,652	5,476,228	6,270,814
PROGRAM COSTS	325,508	299,308	612,265	727,799
DEBT - FINANCING - INTEREST	1,402,910	1,460,644	418,238	493,572
DEBT - FINANCING - PRINCIPAL	2,209,078	2,282,036	418,311	418,436
TRANSFER TO RESERVE FUND	10,848,398	7,197,702	4,030,991	2,830,310
TRANSFER TO OTHER GOV'T/AGENCIES	0	3,000,000	2,577,657	2,443,882
TOTAL OPERATING EXPENDITURES	48,396,785	51,289,126	17,473,255	17,793,970
CAPITAL ASSET EXPENDITURES				
CAPITAL EXPENDITURES	44,136,650	32,873,126	14,544,051	17,494,375
TRANSFERS FROM RESERVES	(30,021,005)	(23,873,218)	(5,897,023)	(4,808,680)
CAPITAL GRANTS AND OTHER	(2,240,829)	(872,965)	(6,923,224)	(3,392,831)
NEW BORROWING	(8,842,461)	(4,413,056)	(1,000,000)	(8,839,017)
NET CAPITAL ASSETS FUNDED FROM OPERATIONS	3,032,355	3,713,887	723,804	453,847
ACCUMULATED SURPLUS				
NET (SURPLUS) DEFICIT	7,368,860	4,397,256	2,938,746	1,598,652
TRANSFER TO APPROPRIATED SURPLUS	0	0	36,000	0
TRANSFER FROM APPROPRIATED SURPLUS	(2,029,791)	(1,141,365)	(481,038)	(615,335)
PRIOR YEARS (SURPLUS) DEFICIT	(5,339,040)	(3,255,860)	(2,493,713)	(983,311)
CURRENT YEAR UNAPPROPRIATED (SURPLUS) DEFICIT	29	31	(5)	6



GENERAL REVENUE FUND
2022 Proposed Budget

	TRANSIT & EMERGENCY SERVICES	TOTAL	PROPOSED	BUDGET
	Budget	Budget	Budget	%
	2021	2022	2021	2022
				Change
OPERATING REVENUES				
TAX REQUISITION	(19,657,840)	(21,549,553)	(64,910,783)	(72,508,071) 11.7%
OPERATING GRANTS	(12,505,883)	(10,095,671)	(16,090,301)	(15,993,790)
OPERATING REVENUE	(4,046,905)	(4,140,235)	(24,641,703)	(26,383,963)
OTHER REVENUE	(2,469,639)	(6,420,324)	(19,725,475)	(26,844,146)
TOTAL OPERATING REVENUES	(38,680,267)	(42,205,783)	(125,368,262)	(141,729,970)
OPERATING EXPENDITURES				
OFFICE OPERATING	2,271,088	2,978,319	6,323,312	7,988,873
COMMUNITY GRANTS	0	0	119,250	128,250
LEGISLATIVE	0	0	843,024	1,047,879
PROFESSIONAL FEES	943,150	592,095	7,080,043	7,297,285
BUILDING - OPER & MAINT	630,358	737,850	4,270,154	5,137,638
VEH & EQUIP - OPER & MAINT	5,549,582	7,001,740	8,446,072	10,301,732
OTHER OPERATING COSTS	5,918,521	6,759,261	24,933,943	26,716,085
WAGES & BENEFITS	15,858,964	17,748,878	41,784,060	47,298,263
PROGRAM COSTS	25,000	11,115	1,333,348	1,412,972
DEBT - FINANCING - INTEREST	204,472	210,757	4,538,472	4,756,677
DEBT - FINANCING - PRINCIPAL	274,882	277,110	6,181,278	6,684,960
TRANSFER TO RESERVE FUND	6,850,257	1,828,404	24,158,824	14,059,156
TRANSFER TO OTHER GOV'T/AGENCIES	3,689,800	6,896,567	9,596,943	15,719,884
TOTAL OPERATING EXPENDITURES	42,216,074	45,042,096	139,608,723	148,549,654 6.4%
CAPITAL ASSET EXPENDITURES				
CAPITAL EXPENDITURES	13,087,369	8,306,940	74,059,940	62,219,366
TRANSFERS FROM RESERVES	(7,049,294)	(3,027,105)	(44,233,172)	(33,831,478)
CAPITAL GRANTS AND OTHER	(1,921,815)	(953,085)	(11,716,068)	(6,346,351)
NEW BORROWING	(4,000,000)	(4,205,797)	(13,842,461)	(17,457,870)
NET CAPITAL ASSETS FUNDED FROM OPERATIONS	116,260	120,953	4,268,239	4,583,667
ACCUMULATED SURPLUS				
NET (SURPLUS) DEFICIT	3,652,067	2,957,266	18,508,700	11,403,351
TRANSFER TO APPROPRIATED SURPLUS	0	0	36,000	0
TRANSFER FROM APPROPRIATED SURPLUS	(302,382)	(348,418)	(4,264,383)	(2,983,930)
PRIOR YEARS (SURPLUS) DEFICIT	(3,349,683)	(2,608,850)	(14,280,290)	(8,419,386)
CURRENT YEAR UNAPPROPRIATED (SURPLUS) DEFICIT	2	(2)	27	35

**CONSOLIDATED FINANCIAL PLAN
2022 to 2026**

	2021 Budget	2022 Proposed	2023	2024	2025	2026	Total
Operating Revenues		11.7%	12.5%	8.1%	7.6%	5.8%	
Property taxes	(59,009,900)	(65,987,220)	(74,464,429)	(80,627,866)	(86,863,744)	(91,962,403)	(399,905,662)
Parcel taxes	(5,900,883)	(6,520,851)	(7,080,896)	(7,536,672)	(7,957,648)	(8,330,502)	(37,426,569)
	(64,910,783)	(72,508,071)	(81,545,325)	(88,164,538)	(94,821,392)	(100,292,905)	(437,332,231)
Municipal agreements	(48,321)	(54,280)	(55,138)	(58,336)	(58,431)	(61,729)	(287,914)
Operations	(3,580,232)	(4,039,292)	(4,307,310)	(4,427,182)	(4,553,331)	(4,793,994)	(22,121,109)
Interest income	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(1,250,000)
Transit fares	(3,955,836)	(4,047,307)	(4,830,962)	(5,232,142)	(5,652,559)	(5,915,375)	(25,678,345)
Landfill tipping fees	(9,650,000)	(9,900,000)	(9,900,000)	(9,697,227)	(9,842,849)	(9,695,842)	(49,035,918)
Recreation fees	(427,388)	(582,463)	(659,241)	(664,626)	(669,816)	(675,354)	(3,251,500)
Recreation facility rentals	(318,127)	(454,190)	(613,784)	(639,622)	(672,151)	(700,898)	(3,080,645)
Recreation vending sales	(2,500)	(2,800)	(4,331)	(4,332)	(4,333)	(4,334)	(20,130)
Recreation concession	(2,250)	(5,500)	(8,815)	(8,815)	(8,815)	(8,815)	(40,760)
Recreation other	(271,900)	(442,800)	(573,382)	(579,436)	(812,045)	(818,901)	(3,226,564)
Utility user fees	(6,385,148)	(6,855,333)	(7,059,708)	(7,304,213)	(7,522,050)	(7,780,417)	(36,521,721)
Operating grants	(12,004,389)	(14,623,441)	(12,399,887)	(14,127,672)	(15,809,664)	(16,715,393)	(73,676,057)
Grants other	(3,911,425)	(973,454)	(5,923)	(5,923)	(5,923)	(5,923)	(997,146)
Grants in lieu of taxes	(174,487)	(396,895)	(396,895)	(396,895)	(396,895)	(396,895)	(1,984,475)
Interdepartmental recoveries	(10,405,706)	(12,341,325)	(12,873,233)	(13,544,094)	(13,886,196)	(14,422,523)	(67,067,371)
Miscellaneous	(9,069,770)	(14,252,822)	(12,260,537)	(12,092,634)	(11,391,931)	(10,974,399)	(60,972,323)
Total Operating Revenues	(125,368,262)	(141,729,973)	(147,744,471)	(157,197,687)	(166,358,381)	(173,513,697)	(786,544,209)
Operating Expenditures							
Administration	6,323,302	7,988,867	8,893,119	9,523,575	10,066,223	10,575,937	47,047,721
Community grants	119,250	128,250	128,250	128,250	128,250	128,250	641,250
Legislative	843,024	1,047,879	827,589	852,384	877,922	1,087,731	4,693,505
Professional fees	7,080,043	7,297,285	5,031,085	4,810,969	4,732,357	4,921,139	26,792,835
Building ops	4,270,151	5,137,634	5,317,380	5,528,418	5,702,783	5,906,369	27,592,584
Veh & Equip ops	8,446,060	10,301,726	10,489,379	10,802,173	11,166,351	11,438,442	54,198,071
Operating costs	24,933,936	26,716,072	27,721,314	30,543,451	33,539,650	35,944,136	154,464,623
Program costs	1,333,348	1,412,972	1,395,061	1,414,953	1,435,320	1,426,177	7,084,483
Wages & benefits	41,784,067	47,298,260	50,271,083	52,579,516	55,790,284	57,212,546	263,151,689
Transfer to other gov/org	9,596,943	15,719,884	10,493,844	10,141,176	10,403,810	10,692,035	57,450,749
Contributions to reserve funds	24,158,823	14,059,156	12,544,584	14,149,051	14,129,470	15,197,743	70,080,004
Debt interest	4,396,716	4,582,098	4,339,119	4,159,140	4,151,107	4,157,767	21,389,231
Total Operating Expenditures	133,285,663	141,690,083	137,451,807	144,633,056	152,123,527	158,688,272	734,586,745
Operating (surplus)/deficit	7,917,401	(39,890)	(10,292,664)	(12,564,631)	(14,234,854)	(14,825,425)	(51,957,464)
Capital Asset Expenditures							
Capital expenditures	74,059,940	62,219,366	50,060,004	58,302,907	35,695,058	26,689,007	232,966,342
Transfer from reserves	(44,233,172)	(33,831,478)	(30,641,897)	(17,257,089)	(14,504,612)	(17,936,371)	(114,171,447)
Grants and other	(11,716,068)	(6,346,351)	(237,875)	(150,000)		(162,000)	(6,896,226)
New borrowing	(13,842,461)	(17,457,870)	(17,001,880)	(37,560,970)	(19,025,642)	(6,653,528)	(97,699,890)
Net Capital Assets funded from Operations	4,268,239	4,583,667	2,178,352	3,334,848	2,164,804	1,937,108	14,198,779
Capital Financing Charges							
Existing debt (principal)	6,181,278	6,684,960	6,719,761	6,352,085	6,367,492	5,784,728	31,909,026
New debt (principal & interest)	141,755	174,579	1,394,551	2,877,698	5,702,558	7,103,589	17,252,975
Total Capital Financing Charges	6,323,033	6,859,539	8,114,312	9,229,783	12,070,050	12,888,317	49,162,001
Net (surplus)/deficit for the year	18,508,673	11,403,316					11,403,316
Less: Transfer to appropriated surplus	36,000						
Add: Transfer from appropriated surplus	(4,264,383)	(2,983,930)					(2,983,930)
Add: Prior year (surplus) / deficit	(14,280,290)	(8,419,386)					(8,419,386)
(Surplus) applied to future years							



**2022
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
2022 Total Requisition	\$ 28,161,516	\$ 1,030,777	\$ 6,668,417	\$ 4,778,539	\$ 2,754,952	\$ 1,818,779	\$ 1,636,031	\$ 3,320,257	\$ 3,183,074	\$ 3,722,412	\$ 2,240,160
2021 Total Requisition	\$ 25,668,848	\$ 939,431	\$ 5,975,515	\$ 4,232,754	\$ 2,391,295	\$ 1,655,323	\$ 1,325,770	\$ 2,804,961	\$ 2,681,435	\$ 3,306,224	\$ 1,946,055
Change from prior year	\$ 2,492,668	\$ 91,346	\$ 692,902	\$ 545,785	\$ 363,657	\$ 163,456	\$ 310,261	\$ 515,296	\$ 501,639	\$ 416,188	\$ 294,105
General Services Property Tax											
2022	\$ 101.33	\$ 71.83	\$ 141.98	\$ 132.78	\$ 132.97	\$ 93.66	\$ 116.62	\$ 104.68	\$ 138.99	\$ 134.00	\$ 125.68
2021	\$ 93.62	\$ 66.22	\$ 128.52	\$ 118.85	\$ 116.09	\$ 86.16	\$ 94.99	\$ 88.84	\$ 117.56	\$ 120.39	\$ 110.28
Change per \$100,000	\$ 7.71	\$ 5.61	\$ 13.46	\$ 13.93	\$ 16.88	\$ 7.50	\$ 21.62	\$ 15.83	\$ 21.43	\$ 13.61	\$ 15.40
Regional Parcel Taxes											
2022	\$ 34.00	\$ 34.00	\$ 38.65	\$ 38.65	\$ 34.00	\$ 34.00	\$ 34.00	\$ 38.65	\$ 38.65	\$ 38.65	\$ 38.65
2021	\$ 32.00	\$ 32.00	\$ 38.70	\$ 38.70	\$ 32.00	\$ 32.00	\$ 32.00	\$ 36.63	\$ 36.63	\$ 36.63	\$ 36.63
Change per property	\$ 2.00	\$ 2.00	\$ (0.05)	\$ (0.05)	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.02	\$ 2.02	\$ 2.02	\$ 2.02
2021 Average Residential Value											
	\$525,581	\$765,131	\$503,309	\$637,399	\$534,766	\$449,037	\$700,256	\$824,946	\$473,181	\$657,246	\$591,053
2022 RDN Property Tax based on average residential value	\$ 567	\$ 584	\$ 753	\$ 885	\$ 745	\$ 455	\$ 851	\$ 902	\$ 696	\$ 919	\$ 782
2021 RDN Property Tax based on average residential value	\$ 524	\$ 539	\$ 686	\$ 796	\$ 653	\$ 419	\$ 697	\$ 770	\$ 593	\$ 828	\$ 688
Change for average residential value	\$ 43	\$ 45	\$ 68	\$ 89	\$ 92	\$ 36	\$ 153	\$ 133	\$ 103	\$ 91	\$ 93

**REGIONAL DISTRICT OF NANAIMO
FORECAST OF RESIDENTIAL TAX RATES
2022 to 2026
(BASED ON 2021 AVERAGE RESIDENTIAL VALUE)**

JURISDICTION	2021 Average Residential Value	2021	2022	2023	2024	2025	2026
City of Nanaimo	\$525,581	\$524	\$567	\$644	\$711	\$779	\$822
Dollar Change		\$32	\$43	\$78	\$67	\$68	\$44
% change		7%	8%	14%	10%	10%	6%
District of Lantzville	\$765,131	\$539	\$584	\$644	\$678	\$720	\$748
Dollar Change		(\$10)	\$45	\$60	\$34	\$42	\$28
% change		(2%)	8%	10%	5%	6%	4%
City of Parksville	\$503,309	\$686	\$753	\$823	\$871	\$911	\$950
Dollar Change		\$10	\$68	\$69	\$48	\$40	\$39
% change		1%	10%	9%	6%	5%	4%
Town of Qualicum Beach	\$637,399	\$796	\$885	\$971	\$1,031	\$1,080	\$1,124
Dollar Change		\$44	\$89	\$86	\$61	\$48	\$44
% change		6%	11%	10%	6%	5%	4%
Electoral Area A	\$534,766	\$653	\$745	\$819	\$842	\$873	\$898
Dollar Change		\$13	\$92	\$74	\$22	\$32	\$25
% change		2%	14%	10%	3%	4%	3%
Electoral Area B	\$449,037	\$419	\$455	\$484	\$479	\$486	\$497
Dollar Change		\$5	\$36	\$30	(\$5)	\$6	\$11
% change		1%	9%	7%	(1%)	1%	2%
Electoral Area C	\$700,256	\$697	\$851	\$908	\$925	\$949	\$975
Dollar Change		(\$21)	\$153	\$57	\$17	\$24	\$26
% change		(3%)	22%	7%	2%	3%	3%
Electoral Area E	\$824,946	\$770	\$902	\$1,005	\$1,028	\$1,050	\$1,077
Dollar Change		\$37	\$133	\$103	\$23	\$22	\$27
% change		5%	17%	11%	2%	2%	3%
Electoral Area F	\$473,181	\$592	\$696	\$731	\$754	\$770	\$788
Dollar Change		\$17	\$104	\$35	\$23	\$16	\$18
% change		3%	18%	5%	3%	2%	2%
Electoral Area G	\$657,246	\$828	\$919	\$1,051	\$1,059	\$1,086	\$1,112
Dollar Change		\$14	\$91	\$131	\$8	\$27	\$26
% change		2%	11%	14%	1%	3%	2%
Electoral Area H	\$591,053	\$688	\$782	\$874	\$918	\$953	\$975
Dollar Change		\$24	\$93	\$93	\$44	\$35	\$22
% change		4%	14%	12%	5%	4%	2%



**2022 BUDGET
SUMMARY OF PARTICIPATION BY MEMBER**

	2021 Final	2022 Preliminary	Change from 2021	Changed Service Levels	Other Jurisdictions	Existing Service Levels
City of Nanaimo	25,668,848	28,161,516	2,492,668 9.7%	1,783,293 6.9%	0 0.0%	709,375 2.8%
General Services Tax cost per \$100,000	\$93.62	\$101.33				
Regional Parcel Taxes						
Regional Parks	\$20.00	\$20.00				
Drinking Water/Watershed Protection	\$12.00	\$14.00				
	\$125.62	\$135.33				
Change from previous year	\$3.31	\$9.71				
District of Lantzville	939,431	1,030,777	91,346 9.7%	44,807 4.8%	29,106 3.1%	17,433 1.9%
General Services Tax cost per \$100,000	\$66.22	\$71.83				
Regional Parcel Taxes						
Regional Parks	\$20.00	\$20.00				
Drinking Water/Watershed Protection	\$12.00	\$14.00				
	\$98.22	\$105.83				
Change from previous year	(\$5.29)	\$7.61				
City of Parksville	5,975,515	6,668,417	692,902 11.6%	361,752 6.1%	6,960 0.1%	324,190 5.4%
General Services Tax cost per \$100,000	\$128.52	\$141.98				
Regional Parcel Taxes						
Regional Parks	\$20.00	\$20.00				
Drinking Water/Watershed Protection	\$12.00	\$14.00				
District 69 Community Justice	\$6.70	\$4.65				
	\$167.22	\$180.63				
Change from previous year	(\$3.68)	\$13.41				
Town of Qualicum Beach	4,232,754	4,778,539	545,785 12.9%	253,168 6.0%	5,314 0.1%	287,303 6.8%
General Services Tax cost per \$100,000	\$118.85	\$132.78				
Regional Parcel Taxes						
Regional Parks	\$20.00	\$20.00				
Drinking Water/Watershed Protection	\$12.00	\$14.00				
District 69 Community Justice	\$6.70	\$4.65				
	\$157.55	\$171.43				
Change from previous year	\$1.83	\$13.88				



**2022 BUDGET
SUMMARY OF PARTICIPATION BY MEMBER**

	2021 Final	2022 Preliminary	Change from 2021	Changed Service Levels	Other Jurisdictions	Existing Service Levels
Electoral Area A	2,391,295	2,754,952	363,657 15.2%	222,717 9.3%	36,228 1.5%	104,712 4.4%
General Services Tax cost per \$100,000	\$116.09	\$132.97				
Regional Parcel Taxes						
Regional Parks	\$20.00	\$20.00				
Drinking Water/Watershed Protection	\$12.00	\$14.00				
	\$148.09	\$166.97				
Change from previous year	(\$5.14)	\$18.88				
Electoral Area B	1,655,323	1,818,779	163,456 9.9%	46,733 2.8%	7,966 0.5%	108,757 6.6%
General Services Tax cost per \$100,000	\$86.16	\$93.66				
Regional Parcel Taxes						
Regional Parks	\$20.00	\$20.00				
Drinking Water/Watershed Protection	\$12.00	\$14.00				
	\$118.16	\$127.66				
Change from previous year	(\$5.08)	\$9.50				
Electoral Area C	1,325,770	1,636,031	310,261 23.4%	72,839 5.5%	21,729 1.6%	215,693 16.3%
General Services Tax cost per \$100,000	\$94.99	\$116.62				
Regional Parcel Taxes						
Regional Parks	\$20.00	\$20.00				
Drinking Water/Watershed Protection	\$12.00	\$14.00				
	\$126.99	\$150.62				
Change from previous year	(\$6.55)	\$23.62				
Electoral Area E	2,804,961	3,320,257	515,296 18.4%	118,643 4.2%	21,590 0.8%	375,063 13.4%
General Services Tax cost per \$100,000	\$88.84	\$104.68				
Regional Parcel Taxes						
Regional Parks	\$20.00	\$20.00				
Drinking Water/Watershed Protection	\$12.00	\$14.00				
Economic Development Northern Community	(\$2.08)	\$0.00				
District 69 Community Justice	\$6.70	\$4.65				
	\$125.47	\$143.33				
Change from previous year	(\$2.33)	\$17.86				



**2022 BUDGET
SUMMARY OF PARTICIPATION BY MEMBER**

	2021 Final	2022 Preliminary	Change from 2021	Changed Service Levels	Other Jurisdictions	Existing Service Levels
Electoral Area F	2,681,435	3,183,074	501,639 18.7%	234,618 8.7%	19,383 0.7%	247,638 9.2%
General Services Tax cost per \$100,000	\$117.56	\$138.99				
Regional Parcel Taxes						
Regional Parks	\$20.00	\$20.00				
Drinking Water/Watershed Protection	\$12.00	\$14.00				
Economic Development Northern Community	(\$2.08)	\$0.00				
District 69 Community Justice	\$6.70	\$4.65				
	\$154.18	\$177.64				
Change from previous year	(\$3.96)	\$23.46				
Electoral Area G	3,306,224	3,722,412	416,188 12.6%	111,317 3.4%	23,748 0.7%	281,123 8.5%
General Services Tax cost per \$100,000	\$120.39	\$134.00				
Regional Parcel Taxes						
Regional Parks	\$20.00	\$20.00				
Drinking Water/Watershed Protection	\$12.00	\$14.00				
Economic Development Northern Community	(\$2.08)	\$0.00				
District 69 Community Justice	\$6.70	\$4.65				
	\$157.02	\$172.65				
Change from previous year	(\$3.13)	\$15.64				
Electoral Area H	1,946,055	2,240,160	294,105 15.1%	69,195 3.6%	11,966 0.6%	212,944 10.9%
General Services Tax cost per \$100,000	\$110.28	\$125.68				
Regional Parcel Taxes						
Regional Parks	\$20.00	\$20.00				
Drinking Water/Watershed Protection	\$12.00	\$14.00				
Economic Development Northern Community	(\$2.08)	\$0.00				
District 69 Community Justice	\$6.70	\$4.65				
	\$146.90	\$164.33				
Change from previous year	(\$0.98)	\$17.43				
General Services Tax Revenues	\$52,927,611	\$59,314,914				
Change from previous year	4.0%	12.1%				
Local Services Tax Revenues	\$11,983,172	\$13,193,157				
Tax Revenues	\$64,910,783	\$72,508,071				
Change from previous year	4.4%	11.7%				

**2022 BUDGET
ANALYSIS OF CHANGES IN GENERAL PROPERTY TAX**

	%		
	Change		
Tax Revenues 2021		64,910,783	
Changed service levels			
Legislative Services		774,279	Implementation of Network Security Program Review Recommendations (\$303,367), Information Management Program (IM) enhancement (\$164,101), physical security assessment (\$75,000), enhanced onsite security coverage (\$25,681), facility space planning (\$50,000), building condition assessment (\$10,000), Sustainable Procurement Policy (\$75,000), and Asset Management (\$71,130)
Feasibility Studies/Referendums		148,867	Electoral Area F Governance Study (\$138,867) and new transfer to feasibility reserve in Area C (\$10,000)
Electoral Area Community and Long Range Planning		210,000	Bylaw 500 update and review (\$110,000) and agricultural area plan update and review (\$100,000)
Area A Recreation		118,945	Re-establishment of recreation services in Area A including recreation programmer
Regional Parks Operations		302,000	Operating impacts related to Qualicum to ACRD Trail project and Tree Fire Risk and Invasive Species Management Policy
Southern Wastewater Treatment		195,970	Operating impact related to Nanaimo Pollution Control Centre and capital program approved by the Board
Northern Wastewater Treatment		410,575	Capital and operating impact of French Creek Pollution Control Centre expansion project and increased contributions to reserves for future capital projects
Drinking Water and Watershed Protection		140,000	Regional rainwater management, quantifying watershed natural assets, and ecosystem services
Solid Waste Management		122,046	Implementation of new solid waste management plan programs approved by the Board
Southern Community Transit		896,400	5,000 conventional hours and 2,000 custom hours proposed service expansion effective September 2022 as part of overall 27,500 service hours expansion over 3 years and building reserve for future expansions
	5.1%	3,319,082	
Changes for Other Jurisdictions			
D68 E911		(34,305)	Cost savings associated with transition of Central Island 911 service to the City of Surrey
D69 E911		26,768	Anticipated increase in transfer to NI 911 Partnership pending information from NI 911 Corp
Southern Community - Facilities & Sportsfield agreement		103,029	Estimated numbers from City of Nanaimo
Northern Community - Sportsfield agreement		15,263	Estimated numbers from Parksville and Qualicum Beach
Vancouver Island Regional Library		73,235	Estimated RDN share = 2.9% pending budget information from VIRL
	0.3%	183,990	
Changes within existing service levels			
Electoral Areas Admin/Building Policy & Advice		205,767	Impact of inflation and adjustment for share of bylaw enforcement and building inspection services
Electoral Area Community and Long Range Planning		410,302	Impact of inflation, additional staffing, and property management software updating costs
Community and Regional Parks Operations		570,923	Morden Colliery Bridge feasibility study, additional staffing and transfers to reserves for future capital projects
Economic Development - Southern Community		127,847	Impact of prior year tax requisition refund to Areas A and C
Ravensong Aquatic Centre		280,462	Increase in contributions to reserves for planned expansion in 2023
Oceanside Place		80,490	2022 costs returning to pre-pandemic operational levels
Northern Community Recreation		323,048	Temporary recreation programmer and inclusion worker and increased program costs
Northern Wastewater Treatment		130,578	Increase in operating costs related to general inflation, additional staffing, and transfer to reserves for future capital projects
Southern Community Transit		336,148	General operating cost increases and inflationary impact
Other increases/decreases		418,666	Cumulative other changes over 106 services
	4.4%	2,884,231	
Local Services Property/Parcel Tax Revenues - Change			
	1.9%	1,209,985	Largest changes explained on next page
Tax Revenues 2022	11.7%	72,508,071	
Total Annual 2022 Tax Revenues		72,508,071	
Total Annual 2021 Tax Revenues		64,910,783	
Change	11.7%	7,597,288	

**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.**



**2022 BUDGET
ANALYSIS OF CHANGES IN GENERAL PROPERTY TAX**

%

Change

Local Services Property/Parcel Tax Revenues 2022 - Change

Local Service Area Property/Parcel taxes 2022	13,193,157
Local Service Area Property/Parcel taxes 2021	11,983,172
Change from 2021	<u>1,209,985</u>

Local Services Property/Parcel Tax Revenues 2022 - Largest Changes

Nanoose Peninsula Water	180,693	Increased operating costs and inflationary impact
Nanoose Bulk Water	24,360	Increased contribution to reserves
French Creek Sewer	116,764	Increase in sewer utility requisition and inflationary impact
Fairwinds Sewer/Nanoose Wastewater	119,901	Nanoose Wastewater Secondary treatment project
Barclay Crescent Sewer	23,825	Increase in sewer utility requisition and inflationary impact
Coombs-Hilliers Fire Service	103,933	Increased building and operating costs
Errington Fire Service	69,551	Increased operating costs and contribution to reserves
Dashwood Fire Service	73,182	Impact of inflation and increased operating costs
Meadowood Fire Service	42,457	Impact of prior year refund due to reduced debt interest rate
Extension Fire Service	27,257	Increased operating costs and inflationary impact
Bow Horn Bay Fire Service	90,991	Impact of inflation and hydrant maintenance agreement with waterworks districts
French Creek Fire Contract	45,818	Increased cost of fire hydrant and flush port maintenance
Other increases/decreases	291,253	Cumulative other changes
	<u>1,209,985</u>	



**REGIONAL
DISTRICT
OF NANAIMO**

2022 BUDGET

SUMMARY OF NEW/CHANGED SERVICES LEVELS

	Legislative	Electoral Area Community and Long Range Planning	Feasibility Studies	Northern Community Wastewater Services	Drinking Water Parcel Tax	Regional Parks Operations	Electoral Area A Recreation	Southern Community Wastewater Services	Solid Waste Management	Transportation Services	Total Change
City of Nanaimo	403,650				71,406	176,710		193,579	67,519	870,429	1,783,293
District of Lantzville	20,622				3,184	7,039		2,391	3,047	8,524	44,807
City of Parksville	68,408			244,713	13,869	24,434			10,328		361,752
Town of Qualicum Beach	52,413			165,862	9,773	17,461			7,659		253,168
Electoral Area A	30,420	31,938			5,755	13,781	118,945		5,182	16,696	222,717
Electoral Area B	27,554				7,542	7,874			3,763		46,733
Electoral Area C	24,701	25,934	10,000		2,915	5,483			3,055	751	72,839
Electoral Area E	46,562	47,192			6,844	11,959			6,086		118,643
Electoral Area F	33,649	35,328	138,867		5,994	15,081			5,699		234,618
Electoral Area G	40,463	42,482			7,639	14,595			6,138		111,317
Electoral Area H	25,837	27,126			5,079	7,583			3,570		69,195
	774,279	210,000	148,867	410,575	140,000	302,000	118,945	195,970	122,046	896,400	3,319,082



**2022 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	(6,817)		35,923			29,106
City Of Parksville		6,960				6,960
Town of Qualicum Beach		5,314				5,314
Electoral Area A	(10,201)		35,314		11,115	36,228
Electoral Area B	(9,126)		8,726		8,366	7,966
Electoral Area C	(8,161)		23,066		6,824	21,729
Electoral Area E		4,721		3,474	13,395	21,590
Electoral Area F		2,955		4,642	11,786	19,383
Electoral Area G		4,169		5,780	13,799	23,748
Electoral Area H		2,649		1,367	7,950	11,966
	(34,305)	26,768	103,029	15,263	73,235	183,990



2022 BUDGET

SUMMARY OF CHANGES IN EXISTING SERVICES

	Electoral Areas Admin/Building Policy & Advice	Southern Economic Development	Electoral Area Planning	Wastewater Treatment (Northern)	Oceanside Place	Ravensong Aquatic Centre	Regional Parks Operations	Community Parks	Northern Community Recreation	Southern Community Transit	Other Cumulative Changes	Total
City of Nanaimo							161,253			336,013	212,109	709,375
District of Lantzville							6,423			(7,067)	18,077	17,433
City Of Parksville				62,163	24,370	82,016	22,296		82,913		50,432	324,190
Town of Qualicum Beach				68,415	14,249	71,015	15,934		63,485		54,205	287,303
Electoral Area A	27,311	68,381	61,644				12,576	12,032		6,356	(83,588)	104,712
Electoral Area B	24,739	2,266					7,187	28,731			45,834	108,757
Electoral Area C	22,177	57,200	51,299				5,003	64,628		846	14,540	215,693
Electoral Area E	41,805		92,817		12,110		10,913	113,450	56,399		47,569	375,063
Electoral Area F	30,210		67,189		8,940	47,876	13,762	36,937	39,728		2,996	247,638
Electoral Area G	36,328		83,866		15,468	52,556	13,318	(550)	49,162		30,975	281,123
Electoral Area H	23,197		53,487		5,353	26,999	6,920	40,110	31,361		25,517	212,944
	205,767	127,847	410,302	130,578	80,490	280,462	275,585	295,338	323,048	336,148	418,666	2,884,231

Summary of Tax Requisition By Service

	2,020 FINAL	2,021 FINAL	2,022 Proposed Nov 23 2021	change from 2021 \$	change from 2021 %
CORPORATE SERVICES					
Legislative Services	2,804,454	2,870,472	3,439,475	569,003	19.8%
House Numbering	20,613	20,410	20,395	(15)	(0.1%)
Electoral Areas Admin/Building Policy & Advice	706,915	699,661	905,428	205,767	29.4%
Community Grants	(384,963)	115,813	127,259	11,446	9.9%
Feasibility Studies/Referendums	130,000	97,750	246,617	148,867	152.3%
	3,277,019	3,804,106	4,739,174		
PLANNING AND DEVELOPMENT					
Electoral Area Community & Long Range Planning	1,823,187	1,923,463	2,543,765	620,302	32.2%
Regional Growth Strategy	947,980	921,334	942,135	20,801	2.3%
Economic Development - Southern Community	65,000	(62,847)	65,000	127,847	203.4%
Economic Development - Northern Community	39,486	(51,237)	0	51,237	100.0%
Animal Control - Area A , B, C, Lantzville	52,817	54,875	62,004	7,129	13.0%
Animal Control Area E, G, H	89,869	94,996	102,420	7,424	7.8%
Animal Control Area F	25,000	25,265	34,469	9,204	36.4%
Hazardous Properties	22,311	18,251	26,830	8,579	47.0%
Unightly Premises	12,658	13,202	24,511	11,309	85.7%
Noise Control	74,060	73,730	125,997	52,267	70.9%
	3,152,368	3,011,032	3,927,131		
RECREATION & PARKS					
Ravensong Aquatic Centre	2,670,620	2,804,620	3,085,082	280,462	10.0%
Oceanside Place	1,963,838	2,007,669	2,088,159	80,490	4.0%
Northern Community Recreation	1,583,415	1,214,249	1,537,297	323,048	26.6%
Gabriola Island Recreation	110,305	109,699	123,709	14,010	12.8%
Area A Recreation & Culture	231,385	233,699	257,123	23,424	10.0%
Port Theatre/Cultural Centre Contribution	94,973	95,464	96,094	630	0.7%
Regional Parks - operating	1,617,676	1,811,797	2,389,382	577,585	31.9%
Regional Parks - acquisition & capital	1,392,380	1,404,180	1,408,980	4,800	0.3%
Electoral Areas Community Parks	1,622,412	1,664,814	1,960,152	295,338	17.7%
	11,287,004	11,346,191	12,945,978		
REGIONAL & COMMUNITY UTILITIES					
Southern Wastewater Treatment	9,331,920	9,798,516	10,288,442	489,926	5.0%
Northern Wastewater Treatment	4,193,615	4,352,605	4,893,573	540,968	12.4%
Liquid Waste Management Planning	180,458	185,872	197,024	11,152	6.0%
Drinking Water/Watershed Protection	835,428	842,508	986,286	143,778	17.1%
Solid Waste Management & Disposal	1,080,056	1,220,463	1,379,123	158,660	13.0%
EV Charging Stations			10,118	10,118	NEW
	15,621,477	16,399,964	17,754,566		
TRANSIT & EMERGENCY SERVICES					
Southern Community Transit	10,341,669	11,204,978	12,437,526	1,232,548	11.0%
Northern Community Transit	1,364,499	1,500,949	1,681,064	180,115	12.0%
Descanso Bay Emergency Wharf	15,692	15,535	17,490	1,955	12.6%
Gabriola Transit contribution	139,470	143,002	149,211	6,209	4.3%
Gabriola Taxi Saver	7,168	0	8,705	8,705	100.0%
Emergency Planning	382,115	393,578	405,385	11,807	3.0%
District 68 Search & Rescue	48,129	54,930	53,312	(1,618)	(2.9%)
District 69 Marine Search & Rescue	8,000	9,000	17,700	8,700	96.7%
District 69 Land Search & Rescue	10,500	10,500	10,272	(228)	(2.2%)
Southern Restorative Justice/Victim Services	16,500	21,500	21,420	(80)	(0.4%)
Northern Community Justice	152,033	165,498	115,141	(50,357)	(30.4%)
	12,485,775	13,519,470	14,917,226		
GENERAL TAXATION FOR OTHER JURISDICTIONS					
SD 68 Emergency 911	168,848	162,226	127,921	(34,305)	(21.1%)
SD 69 Emergency 911	723,896	656,131	682,899	26,768	3.9%
Southern Community Recreation	1,432,318	1,271,458	1,374,487	103,029	7.5%
Northern Community Sportsfield Agreement	330,970	315,833	331,096	15,263	4.6%
Vancouver Island Regional Library	2,390,638	2,441,200	2,514,435	73,235	2.9%
	5,046,670	4,846,848	5,030,838		
GENERAL SERVICES PROPERTY TAX REVENUES					
	50,870,313	52,927,611	59,314,913		
Change from previous year	9.1%	4.0%	12.1%		
LOCAL SERVICE AREA TAX REVENUES					
Duke Point Wastewater Treatment	270,085	302,495	338,795	36,300	12.0%
Northern Community Wastewater - other benefitting areas	1,067,475	1,118,929	1,264,034	145,105	13.0%
Fire Protection Areas	5,066,316	5,320,012	5,821,507	501,495	9.4%
Streetlighting Service Areas	106,234	106,896	100,584	(6,312)	(5.9%)
Stormwater Management	10,440	10,649	10,968	319	3.0%
Utility Services	4,795,988	5,124,192	5,657,270	533,078	10.4%
	11,316,538	11,983,173	13,193,158		
NET PROPERTY TAX REVENUES					
	62,186,851	64,910,784	72,508,071		
Change from previous year	8.6%	4.4%	11.7%		



Summary of Tax Requisition By Service

	2,020 FINAL	2,021 FINAL	2,022 Proposed Nov 23 2021	change from 2021 \$	change from 2021 %
ADDITIONAL DETAILS - GENERAL SERVICES					
PORT THEATRE/CULTURAL CENTRE CONTRIBUTION					
Electoral Area A	16,817	16,949	17,028	79	0.5%
Electoral Area B	32,834	32,957	33,205	248	0.8%
Electoral Area C (Extension)	16,857	16,869	17,038	169	1.0%
Electoral Area C (E. Wellington)	4,327	4,362	4,382	20	0.5%
Electoral Area E	24,138	24,327	24,441	114	0.5%
	94,973	95,464	96,094		
COMMUNITY PARKS					
Electoral Area A	240,631	240,631	252,663	12,032	5.0%
Electoral Area B	340,377	340,377	369,108	28,731	8.4%
Electoral Area C (Extension)	78,865	78,865	122,290	43,425	55.1%
Electoral Area C (E. Wellington)	96,573	96,573	117,776	21,203	22.0%
Electoral Area E	187,000	219,203	332,653	113,450	51.8%
Electoral Area F	244,736	237,474	274,411	36,937	15.6%
Electoral Area G	220,936	217,068	216,518	(550)	(0.3%)
Electoral Area H	213,294	234,623	274,733	40,110	17.1%
	1,622,412	1,664,814	1,960,152		
ADDITIONAL DETAILS - LOCAL SERVICES TAX REVENUES					
FIRE PROTECTION					
Nanaimo River Fire (Area C)	17,792	17,797	17,262	(535)	(3.0%)
Coombs-Hilliers Fire Volunteer (Area F)	607,527	631,828	735,761	103,933	16.4%
Errington Fire Volunteer (Area F, G)	742,928	794,933	864,484	69,551	8.7%
Nanoose Bay Fire Volunteer (Area E, G, F)	932,491	966,141	979,675	13,534	1.4%
Dashwood Fire Volunteer (Area F, G, H)	812,750	845,260	918,442	73,182	8.7%
Dashwood Fire Hall (Area F, G, H)		50,000	14,630	(35,370)	(70.7%)
Meadowood Fire (Area F)	139,858	46,701	89,158	42,457	90.9%
Extension Fire Volunteer (Area C)	192,200	203,732	230,989	27,257	13.4%
Bow Horn Bay (Area H)	468,968	554,313	645,304	90,991	16.4%
Cassidy Waterloo Fire Contract (Area A, C)	210,640	225,385	241,162	15,777	7.0%
Wellington Fire Contract (Area C - Pleasant Valley)	95,232	95,765	130,207	34,442	36.0%
Parksville (Local) Fire Contract (Area G)	146,103	146,193	166,651	20,458	14.0%
French Creek Fire Contract (Area G)	699,827	741,964	787,782	45,818	6.2%
	5,066,316	5,320,012	5,821,507		
STREETLIGHTING					
Rural Areas Streetlighting	20,308	20,308	7,948	(12,360)	(60.9%)
Fairwinds Streetlighting	24,910	24,910	25,657	747	3.0%
French Creek Village Streetlighting	10,276	10,276	51,500	41,224	401.2%
Highway Intersections Streetlighting (French Creek)	2,915	2,973	3,062	89	3.0%
Morningstar Streetlighting	19,489	20,074	0	(20,074)	(100.0%)
Sandpiper Streetlighting	16,416	16,299	0	(16,299)	(100.0%)
Hwy # 4 (Area F)	4,546	4,682	4,822	140	3.0%
Englishman River Community	7,374	7,374	7,595	221	3.0%
	106,234	106,896	100,584		
NOISE CONTROL					
Noise Control Area A	15,726	17,046	27,458	10,412	61.1%
Noise Control Area B	14,048	15,397	26,218	10,821	70.3%
Noise Control Area C	7,456	10,134	22,445	12,311	121.5%
Noise Control Area E	13,878	14,798	25,319	10,521	71.1%
Noise Control Area G	22,952	16,355	24,557	8,202	33.4%
	74,060	73,730	125,997		
UTILITIES					
Englishman River Community Stormwater	5,426	5,535	5,701	166	3.0%
Cedar Estates Stormwater	5,014	5,114	5,267	153	3.0%
	10,440	10,649	10,968		



Summary of Tax Requisition By Service

	2020 FINAL	2021 FINAL	2022 Proposed Nov 23 2021	change from 2021 \$	change from 2021 %			
UTILITY SERVICES - PARCEL TAX REVENUES								
						2021	2022	Change
WATER UTILITIES								
Nanoose Peninsula (Area E)	1,095,106	1,204,617	1,385,310	180,693	15.0%	476	547	71
Driftwood (Area E)	5,911	5,910	5,941	31	0.5%	455	457	2
Surfside (Area G)	18,611	19,542	20,519	977	5.0%	501	526	25
French Creek (Area G)	98,210	108,031	118,834	10,803	10.0%	452	497	45
Englishman River Community (Area G)	42,285	43,554	52,265	8,711	20.0%	277	333	55
Whiskey Creek Water (Area F)	112,119	116,604	122,434	5,830	5.0%	925	972	46
San Pareil Water (Area G)	180,065	169,457	177,930	8,473	5.0%	varies	varies	
San Pareil Water (Fire Improvements Debt Levy)	73,935	73,935	74,306	371	0.5%	277	278	1
Melrose Place (Area F)	25,430	28,990	36,238	7,248	25.0%	1,035	1,294	259
Decourcey Water (Area A)	10,401	10,817	12,984	2,167	20.0%	2,163	2,597	433
Nanoose Bulk Water (Area E)	1,182,521	1,217,997	1,242,357	24,360	2.0%	481	490	10
French Creek Bulk Water (Area G)	4,320	4,320	4,320	0	0.0%	2	2	0
Westurne Heights Water	21,698	22,132	27,833	5,701	25.8%	1,302	1,637	335
	2,870,612	3,025,906	3,281,271					
SEWAGE COLLECTION UTILITIES								
Hawthorne Rise Debt Levy	9,941	9,940	9,991	51	0.5%	710	714	4
Reid Road Debt Levy	3,624	3,624	3,642	18	0.5%	403	405	2
French Creek (Area G)	831,653	898,185	1,014,949	116,764	13.0%	450	508	58
Fairwinds (Area E)	705,687	810,099	930,000	119,901	14.8%	1,019	1,170	151
Surfside Sewer (Area G)	25,044	26,797	30,280	3,483	13.0%	992	1,121	129
Pacific Shores (Area E)	80,999	83,429	86,766	3,337	4.0%	642	667	26
Barclay Crescent (Area G)	156,607	158,851	182,676	23,825	15.0%	varies	varies	
Cedar Sewer Service (Operating) (Area A)	31,727	34,899	40,134	5,235	15.0%	varies	varies	
Cedar Sewer Service (Capital Financing) (Area A)	80,094	72,462	77,561	5,099	7.0%	varies	varies	
	1,925,376	2,098,286	2,375,999					
TOTAL UTILITY PARCEL TAX REVENUES	4,795,988	5,124,192	5,657,270					
Change from previous year	6.2%	6.8%	10.4%					



REGIONAL DISTRICT OF NANAIMO
SUMMARY OF RESERVE FUND/RESERVE ACCOUNT BALANCES
 As at September 30, 2021

		Bylaw No.	2019	2020	2021
RESERVE FUND BALANCES					
Wastewater Management					
Liquid Waste Management Plan	Operating	1822	-	124,466	143,180
Southern Community Wastewater		989	9,894,964	10,608,657	12,241,731
Northern Community Wastewater		1537	17,656,125	20,913,150	22,593,466
Fairwinds Wastewater Treatment		1310	1,421,507	1,542,274	1,726,936
Duke Point Wastewater		1535	601,086	675,425	743,449
Water					
Nanoose Bay Peninsula Water		1503	942,311	799,573	974,555
Madrona Water		1071	224,365	230,295	230,454
Nanoose Bay Water		1533	69,598	71,437	71,486
French Creek Water		1167	186,971	177,855	189,726
Surfside Water		1360	25,922	37,143	39,579
Decourcey Water		1502	22,217	29,590	35,656
Englishman River Water		1534	348,925	354,138	387,291
Melrose Water		1667	19,025	29,322	29,714
San Pareil Water		1607 & 1781	158,683	221,719	311,044
Whiskey Creek Water		1645	78,476	104,439	158,886
Westurne Heights Water		1768	15,294	29,720	40,074
French Creek Bulk Water		1585	745,468	741,569	704,693
Nanoose Bay Bulk Water		1586	375,937	962,482	1,408,466
Drinking Water/Watershed Protection		1608	73,335	75,273	72,544
Sewer					
French Creek Sewer		1070	531,203	588,199	585,522
Surfside Sewer		1252	28,926	42,403	45,705
Pacific Shores Sewer		1253	73,201	93,420	101,860
Cedar Sewer Collection		1691	162,314	222,166	173,903
Fairwinds Sewer		1311	162,798	183,088	182,722
Barclay Crescent Sewer		1767	15,422	36,537	32,405
Cedar Estates Stormwater		1669	32,991	39,458	42,955
Englishman River Stormwater		1644	36,666	42,656	43,595
Streetlighting					
Englishman River Streetlighting		1668	9,683	11,193	12,257
French Creek Village Streetlighting		1820	-	1,223	1,461
Highway #4 Streetlighting		1821	-	175	332
French Creek Hwy Int. Streetlighting			-	-	412
Fairwinds Streetlighting		1613	42,794	46,046	49,699
Morningstar Streetlighting		1614	7,328	7,503	8,298
Rural EA E & G Streetlighting		1716	9,549	11,010	14,167
Public Safety & Fire Protection					
Coombs-Hilliers	Buildings & Equipment	833	641,500	695,278	789,156
Dashwood	Vehicle & Equipment	711	589,256	736,505	979,870
	Buildings	1164	194,666	199,811	219,949
Meadowood	Buildings	1164	27,853	6,815	6,803
Errington	Vehicle & Equipment	1324	133,526	176,297	255,567
	Buildings	745	123,102	130,654	166,641
Extension	Vehicle & Equipment	1470	692,406	788,155	126,063
Nanoose Bay	Vehicle & Equipment	707	397,552	592,155	803,473
	Buildings	1312	10,063	20,370	30,377
Bow Horn Bay	Vehicle & Equipment	1415 & 1414	328,607	359,168	439,404
	Buildings	1411	232,698	261,953	262,134
Nanaimo River	Buildings & Equipment	1612	195,657	216,554	232,364
Cassidy Waterloo	Buildings & Equipment	1666	438,850	551,061	651,483
District 68 E-911		1069 & 1824	124,019	140,412	301,407
Development Cost Charges					
French Creek Bulk Water DCC's		1089	809,864	831,268	831,842
Nanoose Bay Bulk Water DCC's		1715	102,835	157,929	163,553
Nanoose Bay Peninsula Water Service DCC's		1715	73,252	75,188	77,650
Northern Community Wastewater DCC's		1328	12,621,737	14,345,824	15,732,225
Nanoose (Fairwinds) Wastewater DCC's		1715	355,681	390,211	481,620
Duke Point Wastewater DCC's		1498	117,791	120,904	131,705
Southern Community Sewer DCC's		1547	2,178,801	3,120,692	3,793,094
Barclay Crescent Sewer DCC's		1557	7,755	7,940	7,926



REGIONAL DISTRICT OF NANAIMO
SUMMARY OF RESERVE FUND/RESERVE ACCOUNT BALANCES
 As at September 30, 2021

		Bylaw No.	2019	2020	2021
Other Services					
Administration	Building	997	644,046	1,548,500	3,159,521
Administration	Computers	924	2,060,408	2,029,749	2,031,149
Local Government Elections		1501	56,984	142,355	285,534
Solid Waste Management		1600	5,178,232	6,841,860	9,369,923
Solid Waste Management	Operating	1819	-	1,184,505	2,346,468
Solid Waste Collection & Recycling		1778	559,368	111,821	592,263
Transit		1664	5,078,533	5,212,759	10,072,173
Descanso Bay Emergency Wharf		1536	9,009	14,832	28,981
Regional Growth Management		1465	215,518	245,916	441,325
Community Planning Legal		1665	128,711	102,088	102,158
Emergency Planning		1582	184,415	271,704	307,440
CARIP Program		1650	616,120	700,837	974,775
Carbon Neutral		1662	56,415	57,906	57,946
Building Inspection		1643	468,486	1,616,163	1,626,815
Unightly Premises		1466	30,696	32,525	32,676
Hazardous Properties		1779	56,538	76,061	80,954
Planning Bylaw Update		1665	182,712	187,541	187,670
Green's Landing Wharf		1748	213,687	220,339	221,491
Recreation & Parks					
Ravensong Aquatic Centre		1464	1,818,381	2,764,575	3,967,800
Regional Parks Acquisition		1477	4,070,968	4,178,564	1,221,864
Regional Parks Development		1670	138,012	504,997	1,530,652
D69 Arena/Multiplex		1504	64,079	176,234	499,767
Northern Community Recreation		1588	196,842	202,045	202,184
Electoral Area A Recreation and Culture		1599	908,308	1,137,196	1,338,657
Electoral Area B Recreation		1671	76,897	78,930	78,984
Extension Recreation Commission		162	35,811	35,879	35,517
Community Parks (Cash in lieu)					
Electoral Area A		1830	417,933	428,979	429,275
Electoral Area B		1831	22,815	519	519
Electoral Area C	Extension	1832	26,065	26,754	26,773
Electoral Area C	E. Wellington	1833	14,621	15,000	15,005
Electoral Area E		1834	119,899	184,681	184,808
Electoral Area F		1835	90,054	124,698	124,784
Electoral Area G		1836	888,013	911,483	912,112
Electoral Area H		1837	237,812	264,104	264,286
Community Parks					
Electoral Area A		1455	411,539	472,884	453,123
Electoral Area B		1456	61,118	49,643	151,723
Electoral Area C	Extension	1642	77,024	79,989	113,594
Electoral Area C	E. Wellington	1558	109,187	143,083	163,834
Electoral Area E		1457	119,575	96,831	122,465
Electoral Area F		1458	72,023	137,349	236,171
Electoral Area G		1609	126,672	128,768	154,126
Electoral Area H		1559	17,242	64,485	112,179
Animal Control					
Animal Control A,B,C, Lantzville		1452	36,429	48,827	53,655
Animal Control E,G,H		1453	39,681	38,739	42,069
Animal Control F		1454	34,038	42,143	45,931
Noise Control					
Electoral Area A		1459	6,754	9,339	13,576
Electoral Area B		1717	12,014	14,080	17,184
Electoral Area C	Extension	1460	22,241	23,550	23,677
Electoral Area C	E. Wellington	1461	4,925	5,010	4,991
Electoral Area E		1462	10,699	11,732	14,220
Electoral Area G		1463	9,092	6,892	8,962
Reserve Fund Balance Total			<u>\$80,407,199</u>	<u>\$95,984,188</u>	<u>\$114,366,255</u>



REGIONAL DISTRICT OF NANAIMO
SUMMARY OF RESERVE FUND/RESERVE ACCOUNT BALANCES
 As at September 30, 2021

	Bylaw No.	2019	2020	2021	
RESERVE ACCOUNT BALANCES					
Feasibility Study					
Regional	Reserve Account	147,175	151,065	151,170	
Electoral Area A	Reserve Account	15,031	35,511	55,535	
Electoral Area B	Reserve Account	8,425	28,722	48,741	
Electoral Area C	Reserve Account	12,405	12,727	12,721	
Electoral Area E	Reserve Account	12,015	42,457	50,236	
Electoral Area F	Reserve Account	15,031	35,511	55,535	
Electoral Area G	Reserve Account	-	58,211	68,251	
Electoral Area H	Reserve Account	37,148	76,138	96,191	
Other Services					
Landfill Closure	Reserve Account	2,331,928	2,594,390	2,796,180	
Coombs-Hilliers Fire Department	Insurance Deductible	Reserve Account	5,540	10,680	15,684
Errington Fire Department	Insurance Deductible	Reserve Account	5,639	10,782	15,786
Nanoose Bay Fire Department	Insurance Deductible	Reserve Account	5,262	10,396	15,400
Dashwood Fire Department	Insurance Deductible	Reserve Account	5,209	10,342	15,346
Extension Fire Department	Insurance Deductible	Reserve Account	5,448	10,586	15,590
Bow Horn Bay Fire Department	Insurance Deductible	Reserve Account	5,209	10,342	15,346
Municipal Insurance Association	Insurance Deductible	Reserve Account	159,844	164,069	164,182
Errington Fire Department	Water Storage	Reserve Account	17,586	18,041	18,047
COVID-19 Safe Restart		Reserve Account	-	792,000	-
Info Services Capital	Operating	Reserve Account	-	281,161	361,355
Dashwood Fire Department		Reserve Account	5,370	15,522	9,402
Oceanside Curling Club	Demolition	Reserve Account	100,536	103,193	103,264
Northern Community Recreation		Reserve Account	-	477,468	587,797
Regional Sustainability Initiative		Reserve Account	13,003	13,340	13,344
EA Community Planning		Reserve Account	-	341,282	425,118
San Pareil Boundary		Reserve Account	-	-	-
Administration	Pacific Blue Cross Renewal	Reserve Account	229,000	231,165	231,325
Vehicle Replacement	Administration- Vehicle Pool	Reserve Account	410,905	455,770	465,868
Vehicle Replacement	Bylaw Enforcement	Reserve Account	10,699	11,987	17,315
Vehicle Replacement	Utilities	Reserve Account	57,859	47,247	67,302
Vehicle Replacement	Building Inspection	Reserve Account	101,795	110,745	115,474
Vehicle Replacement	Emergency Planning	Reserve Account	27,141	27,858	27,877
Vehicle Replacement	Transit	Reserve Account	-	-	750,000
Reserve Account Balance Total			<u>\$3,745,203</u>	<u>\$6,188,706</u>	<u>\$6,785,382</u>
RESERVE FUND/RESERVE ACCOUNT BALANCE TOTAL			<u>\$84,152,403</u>	<u>\$102,172,894</u>	<u>\$121,151,637</u>



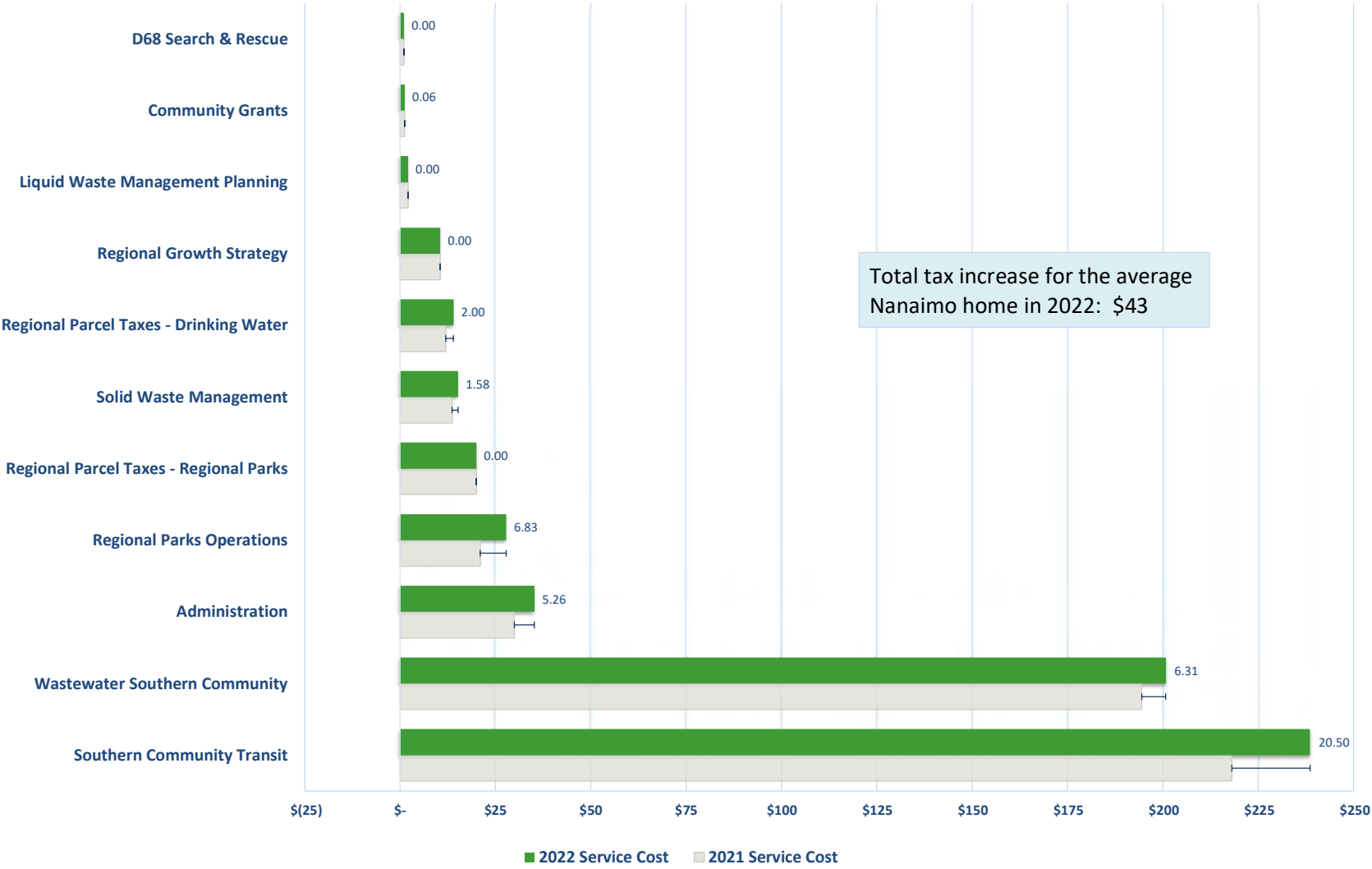
REGIONAL
DISTRICT
OF NANAIMO

City of Nanaimo

REGIONAL DISTRICT OF NANAIMO SERVICES

City of Nanaimo Home Tax Change

2022 Total Cost for the average City of Nanaimo home (\$525,581) = \$567



**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBER PARTICIPATION
CITY OF NANAIMO**

	City of Nanaimo Final 2021	City of Nanaimo Preliminary 2022	Changed Service Level
Administration	1,496,445	1,793,663	403,650
Community Grants	57,874	61,672	
Regional Growth Strategy	517,746	529,519	
Southern Community Transit	10,870,734	12,077,176	870,429
Solid Waste Management	675,194	763,085	67,519
Regional Parks - Operations	1,060,139	1,398,102	176,710
Regional Parks - Acquisitions & Capital	715,780	718,640	
Wastewater Southern Community	9,696,611	10,162,923	193,579
Liquid Waste Management Planning	102,829	109,016	
Drinking Water/Watershed Protection	429,468	503,048	71,406
D68 Search & Rescue	46,028	44,672	
Regional District General Services Requisition	\$25,668,848	\$28,161,516	\$1,783,293

LOCAL SERVICE AREAS		
Duke Point Wastewater	302,495	338,795

**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBER PARTICIPATION
CITY OF NANAIMO**

	City of Nanaimo Final 2021	City of Nanaimo Preliminary 2022	Changed Service Level
Administration	0.057	0.067	0.015
Community Grants	0.002	0.002	
Regional Growth Strategy	0.020	0.020	
Southern Community Transit	0.415	0.454	0.033
Solid Waste Management	0.026	0.029	0.003
Regional Parks Operations	0.040	0.053	0.007
Wastewater Southern Community	0.370	0.382	0.007
Liquid Waste Management Planning	0.004	0.004	
D68 Search & Rescue	0.002	0.002	
Regional District General Services Rate	0.936	1.013	0.065
General Services Cost per \$100,000	\$93.62	\$101.33	\$6.50
Change in General Services Cost per \$100,000	\$3.31	\$7.71	
Regional Parcel Taxes	\$32.00	\$34.00	\$2.00
Change in Regional Parcel Taxes	\$0.00	\$2.00	
Local Service Area Rates			
Duke Point Wastewater	0.923	1.019	
Average Residential Value*	\$525,581	\$525,581	\$0
Property tax based on Average Residential Value	\$524	\$567	\$43

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

**REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2023-2026
CITY OF NANAIMO**

	City of Nanaimo	City of Nanaimo	City of Nanaimo	City of Nanaimo	City of Nanaimo	City of Nanaimo
	Final 2021	Preliminary 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Administration	1,496,445	1,793,663	2,582,675	2,636,933	2,748,450	3,062,619
Community Grants	57,874	61,672	61,962	61,962	61,962	61,962
Regional Growth Strategy	517,746	529,519	704,931	723,445	745,963	764,848
Southern Community Transit	10,870,734	12,077,176	14,492,611	17,391,133	20,173,714	21,585,874
Solid Waste Management	675,194	763,085	839,395	965,304	1,158,364	1,390,036
Regional Parks - Operations	1,060,139	1,398,102	1,481,988	1,570,908	1,633,744	1,699,093
Regional Parks - Acquisitions	715,780	718,640	721,500	724,360	727,220	730,080
Wastewater Southern Community	9,696,611	10,162,923	10,874,328	11,635,530	12,450,018	13,321,519
Liquid Waste Management Planning	102,829	109,016	115,556	120,179	126,188	133,759
Drinking Water/Watershed Protection	429,468	503,048	577,200	579,488	581,776	584,064
D68 Search & Rescue	46,028	44,672	45,043	45,079	45,116	45,155
Regional District General Services Requisition	\$25,668,848	\$28,161,516	\$32,497,189	\$36,454,321	\$40,452,515	\$43,379,009
LOCAL SERVICE AREAS						
Duke Point Wastewater	302,495	338,795	372,675	391,308	403,047	415,139

**REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2023-2026
CITY OF NANAIMO**

	City of Nanaimo	City of Nanaimo	City of Nanaimo	City of Nanaimo	City of Nanaimo	City of Nanaimo
	Final 2021	Preliminary 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Administration	0.057	0.067	0.096	0.096	0.099	0.109
Community Grants	0.002	0.002	0.002	0.002	0.002	0.002
Regional Growth Strategy	0.020	0.020	0.026	0.026	0.027	0.027
Southern Community Transit	0.415	0.454	0.538	0.636	0.728	0.768
Solid Waste Management	0.026	0.029	0.031	0.035	0.042	0.049
Regional Parks Operations	0.040	0.053	0.055	0.057	0.059	0.060
Wastewater Southern Community Liquid Waste Management Planning	0.370 0.004	0.382 0.004	0.403 0.004	0.426 0.004	0.449 0.005	0.474 0.005
D68 Search & Rescue	0.002	0.002	0.002	0.002	0.002	0.002
Regional District General Services Rate	0.9362	1.0133	1.157	1.284	1.413	1.496
General Services Cost per \$100,000	\$93.62	\$101.33	\$115.73	\$128.43	\$141.32	\$149.62
Change in General Services Cost per \$100,000	\$3.31	\$7.71	\$14.40	\$12.70	\$12.90	\$8.30
Regional Parcel Taxes	\$32.00	\$34.00	\$36.00	\$36.00	\$36.00	\$36.00
Change in Regional Parcel Taxes	\$0.00	\$2.00	\$2.00	\$0.00	\$0.00	\$0.00
Local Service Area Rates						
Duke Point Wastewater	0.923	1.019	1.105	1.145	1.163	1.181
Average Residential Value*	\$525,581	\$525,581	\$525,581	\$525,581	\$525,581	\$525,581
Property tax based on Average Residential Value	\$524	\$567	\$644	\$711	\$779	\$822

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



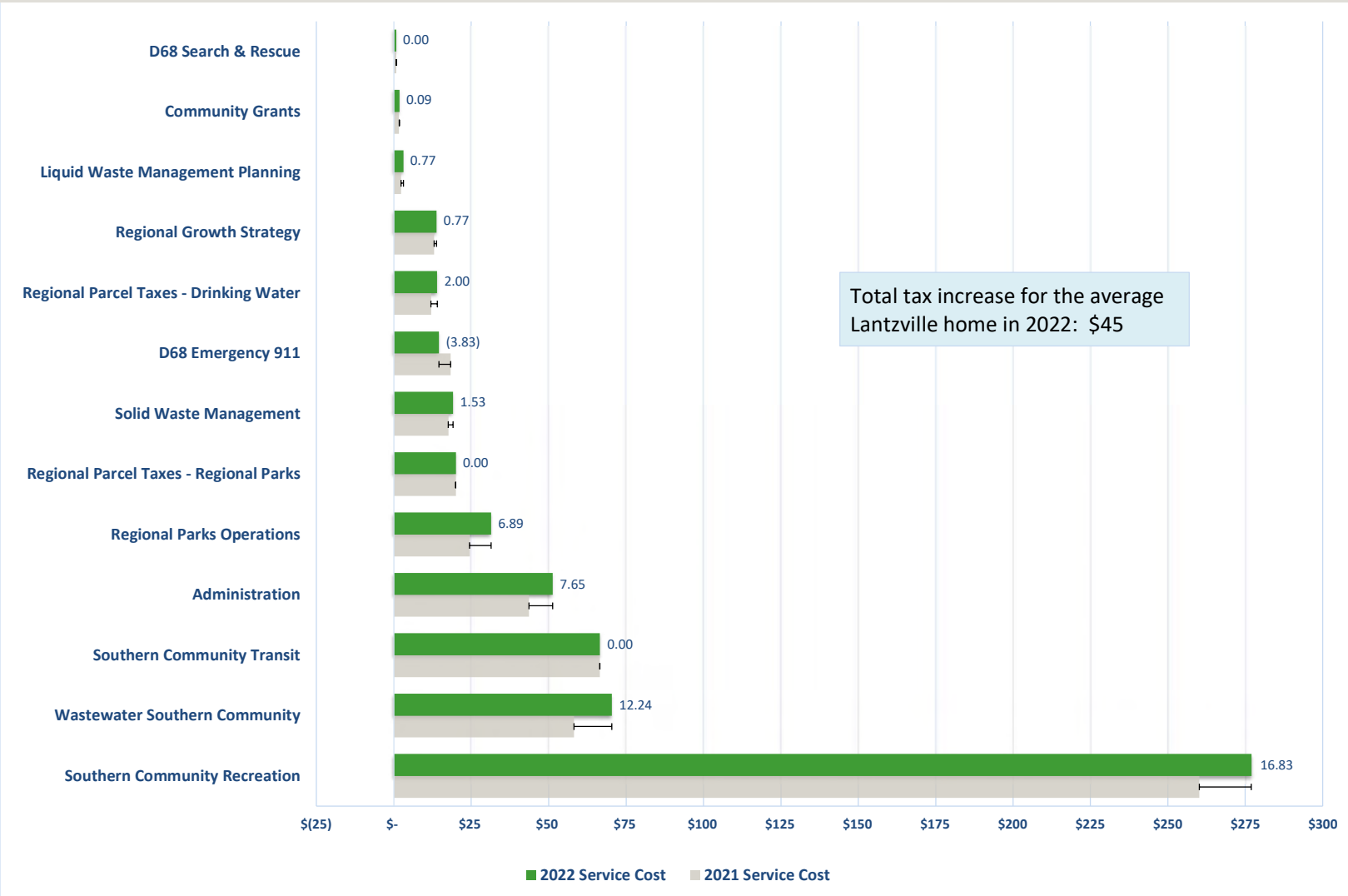
REGIONAL
DISTRICT
OF NANAIMO

District of Lantzville

REGIONAL DISTRICT OF NANAIMO SERVICES

District of Lantzville Home Tax Change

2022 Total Cost for the average District of Lantzville home (\$765,131) = \$584



**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBER PARTICIPATION
DISTRICT OF LANTZVILLE**

	District of Lantzville	District of Lantzville	Changed Service Level
	Final 2021	Preliminary 2022	
Administration	76,451	91,693	20,622
Community Grants	2,957	3,153	
Regional Growth Strategy	23,377	23,916	
Southern Community Transit	116,811	118,268	8,524
Solid Waste Management	30,476	34,455	3,047
Regional Parks - Operations	42,228	55,690	7,039
Regional Parks - Acquisitions & Capital	31,840	32,040	
Southern Community Recreation	455,422	491,345	35,923
Wastewater Southern Community	101,905	125,519	2,391
Liquid Waste Management Planning	4,641	4,922	
Drinking Water/Watershed Protection	19,104	22,428	3,184
D68 Search & Rescue	1,833	1,779	
D68 Emergency 911	32,386	25,569	(6,817)
Regional District General Services Requisition	\$939,431	\$1,030,777	\$73,913

**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBER PARTICIPATION
DISTRICT OF LANTZVILLE**

	District of Lantzville	District of Lantzville	Changed Service Level
	Final 2021	Preliminary 2022	
Administration	0.057	0.067	0.015
Community Grants	0.002	0.002	
Regional Growth Strategy	0.017	0.018	
Southern Community Transit	0.087	0.087	0.006
Solid Waste Management	0.023	0.025	0.002
Regional Parks Operations	0.032	0.041	0.005
Southern Community Recreation	0.340	0.362	0.022
Wastewater Southern Community	0.076	0.092	0.002
Liquid Waste Management Planning	0.003	0.004	
D68 Search & Rescue	0.001	0.001	
D68 Emergency 911	0.024	0.019	(0.005)
Regional District General Services Rate	0.662	0.718	0.047
General Services Cost per \$100,000	\$66.22	\$71.83	\$4.70
Change in General Services Cost per \$100,000	(\$5.29)	\$5.61	
Regional Parcel Taxes	\$32.00	\$34.00	\$2.00
Change in Regional Parcel Taxes	\$0.00	\$2.00	
Average Residential Value*	\$765,131	\$765,131	\$0
Property tax based on Average Residential Value	\$539	\$584	\$45

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

**REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2023-2026
DISTRICT OF LANTZVILLE**

	District of Lantzville	District of Lantzville	District of Lantzville	District of Lantzville	District of Lantzville	District of Lantzville
	Final 2021	Preliminary 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Administration	76,451	91,693	132,027	134,801	140,502	156,562
Community Grants	2,957	3,153	3,168	3,168	3,168	3,168
Regional Growth Strategy	23,377	23,916	31,839	32,675	33,692	34,545
Southern Community Transit	116,811	118,268	141,920	170,305	197,554	211,383
Solid Waste Management	30,476	34,455	37,900	43,585	52,302	62,762
Regional Parks - Operations	42,228	55,690	59,031	62,573	65,076	67,679
Regional Parks - Acquisitions	31,840	32,040	32,240	32,440	32,640	32,840
Southern Community Recreation	455,422	491,345	522,005	547,222	585,345	601,437
Wastewater Southern Community	101,905	125,519	134,305	143,707	153,766	164,530
Liquid Waste Management Planning	4,641	4,922	5,218	5,426	5,698	6,039
Drinking Water/Watershed Protection	19,104	22,428	25,792	25,952	26,112	26,272
D68 Search & Rescue	1,833	1,779	1,794	1,796	1,797	1,799
D68 Emergency 911	32,386	25,569	26,625	27,423	28,246	29,093
Regional District General Services Requisition	\$939,431	\$1,030,777	\$1,153,864	\$1,231,073	\$1,325,898	\$1,398,109

**REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2023-2026
DISTRICT OF LANTZVILLE**

	District of Lantzville	District of Lantzville	District of Lantzville	District of Lantzville	District of Lantzville	District of Lantzville
	Final 2021	Preliminary 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Administration	0.057	0.067	0.096	0.096	0.099	0.109
Community Grants	0.002	0.002	0.002	0.002	0.002	0.002
Regional Growth Strategy	0.017	0.018	0.023	0.023	0.024	0.024
Southern Community Transit	0.087	0.087	0.103	0.122	0.139	0.147
Solid Waste Management	0.023	0.025	0.027	0.031	0.037	0.044
Regional Parks Operations	0.032	0.041	0.043	0.045	0.046	0.047
Southern Community Recreation	0.340	0.362	0.379	0.392	0.413	0.418
Wastewater Southern Community	0.076	0.092	0.097	0.103	0.109	0.114
Liquid Waste Management Planning	0.003	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	0.024	0.019	0.019	0.020	0.020	0.020
Regional District General Services Rate	0.662	0.718	0.794	0.839	0.894	0.930
General Services Cost per \$100,000	\$66.22	\$71.83	\$79.43	\$83.93	\$89.42	\$93.02
Change in General Services Cost per \$100,000	(\$5.29)	\$5.61	\$7.60	\$4.50	\$5.50	\$3.60
Regional Parcel Taxes	\$32.00	\$34.00	\$36.00	\$36.00	\$36.00	\$36.00
Change in Regional Parcel Taxes	\$0.00	\$2.00	\$2.00	\$0.00	\$0.00	\$0.00
Average Residential Value	\$765,131	\$765,131	\$765,131	\$765,131	\$765,131	\$765,131
Property tax based on Average Residential Value	\$539	\$584	\$644	\$678	\$720	\$748

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



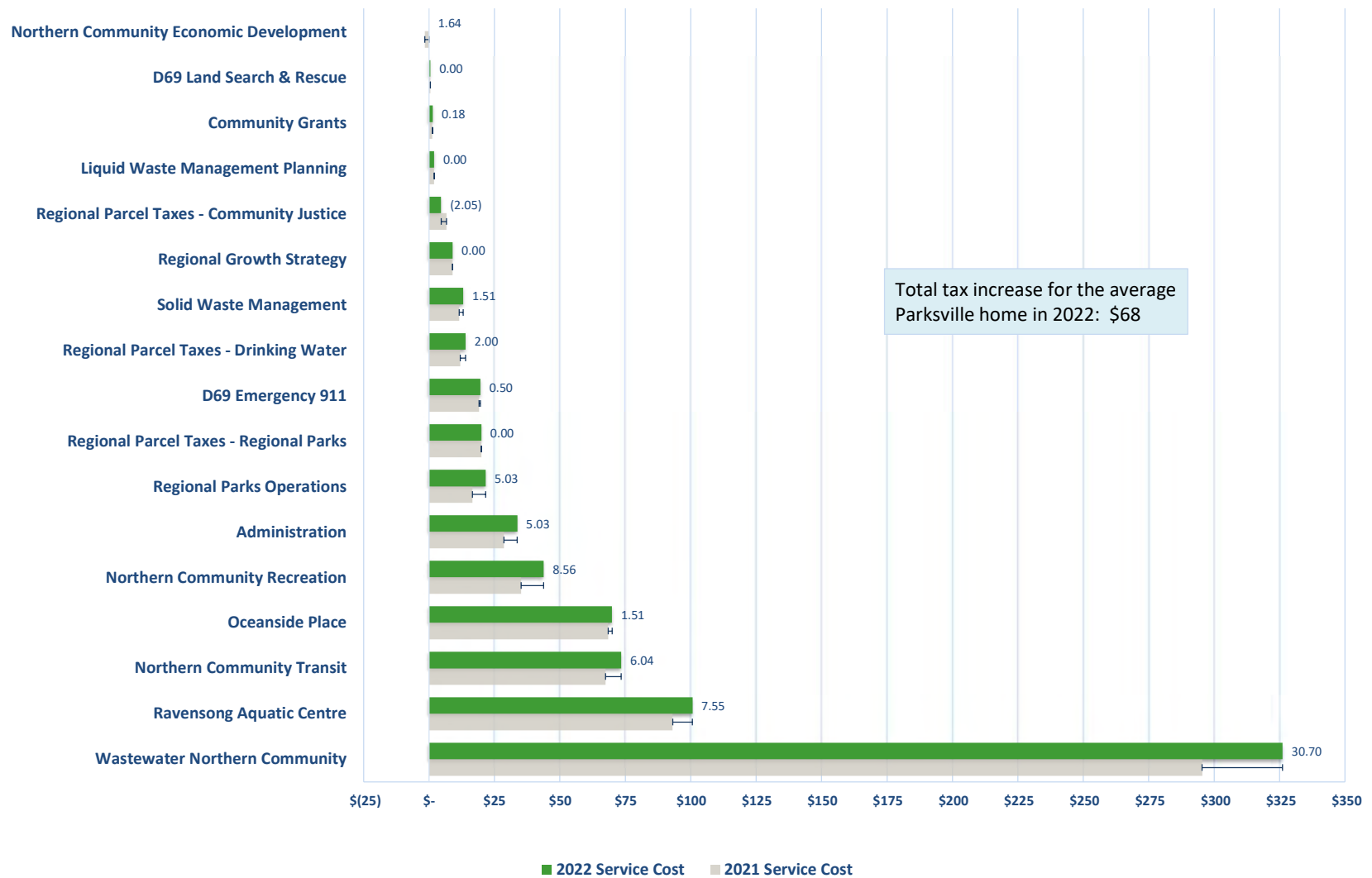
REGIONAL
DISTRICT
OF NANAIMO

City of Parksville

REGIONAL DISTRICT OF NANAIMO SERVICES

City of Parksville Home Tax Change

2022 Total Cost for the average City of Parksville home (\$503,309) = \$753



**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBER PARTICIPATION
CITY OF PARKSVILLE**

	City of Parksville Final 2021	City of Parksville Preliminary 2022	Changed Service Level
Administration	253,609	303,955	68,408
Community Grants	11,037	12,755	
D69 Community Justice	46,662	32,457	
Regional Growth Strategy	79,221	81,020	
Northern Community Economic Development	(14,446)	-	
Northern Community Transit	595,832	657,127	
Solid Waste Management	103,287	116,728	10,328
Regional Parks - Operations	146,586	193,316	24,434
Regional Parks - Acquisitions & Capital	139,240	139,580	
Northern Community Recreation	310,718	393,631	
Oceanside Place	603,699	628,069	
Ravensong Aquatic Centre	820,160	902,526	
Liquid Waste Management Planning	15,730	16,676	
Wastewater Northern Community	2,609,922	2,915,257	244,713
Drinking Water/Watershed Protection	83,544	97,706	13,869
D69 Land Search & Rescue	2,816	2,755	
D69 Emergency 911	167,899	174,859	6,960
Regional District General Services Requisition	\$5,975,515	\$6,668,417	\$368,712

**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBERSHIP PARTICIPATION
CITY OF PARKSVILLE**

	City of Parksville Final 2021	City of Parksville Preliminary 2022	Changed Service Level
Administration	0.057	0.067	0.015
Community Grants	0.002	0.003	
Regional Growth Strategy	0.018	0.018	
Northern Community Economic Development	(0.003)	0.000	
Northern Community Transit	0.134	0.146	
Solid Waste Management	0.023	0.026	0.002
Regional Parks Operations	0.033	0.043	0.005
Northern Community Recreation	0.070	0.087	
Oceanside Place	0.136	0.139	
Ravensong Aquatic Centre	0.185	0.200	
Liquid Waste Management Planning	0.004	0.004	
Wastewater Northern Community	0.587	0.647	0.054
D69 Land Search & Rescue	0.001	0.001	
D69 Emergency 911	0.038	0.039	0.001
Regional District General Services Rate	1.285	1.420	0.077
General Services Cost per \$100,000	\$128.52	\$141.98	\$7.70
Change in General Services Cost per \$100,000	(\$4.18)	\$13.46	
Regional Parcel Taxes	\$38.70	\$38.65	(\$0.05)
Change in Regional Parcel Taxes	\$0.50	(\$0.05)	
Average Residential Value*	\$503,309	\$503,309	\$0
Property tax based on Average Residential Value	\$686	\$753	\$68

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

**REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2023-2026
CITY OF PARKSVILLE**

	City of Parksville	City of Parksville	City of Parksville	City of Parksville	City of Parksville	City of Parksville
	Final 2021	Preliminary 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Administration	253,609	303,955	437,661	446,855	465,753	518,992
Community Grants	11,037	12,755	12,804	12,804	12,804	12,804
D69 Community Justice	46,662	32,457	46,660	46,678	46,696	46,716
Regional Growth Strategy	79,221	81,020	107,860	110,692	114,138	117,027
Northern Community Economic Development	(14,446)	-	-	-	-	-
Northern Community Transit	595,832	657,127	788,552	891,064	1,006,902	1,080,300
Solid Waste Management	103,287	116,728	128,401	147,661	177,193	212,632
Regional Parks - Operations	146,586	193,316	204,915	217,210	225,898	234,934
Regional Parks - Acquisitions	139,240	139,580	139,920	140,260	140,600	140,940
Northern Community Recreation	310,718	393,631	442,665	454,591	439,068	445,726
Oceanside Place	603,699	628,069	640,631	653,444	666,513	676,510
Ravensong Aquatic Centre	820,160	902,526	992,778	1,151,623	1,226,478	1,251,008
Liquid Waste Management Planning	15,730	16,676	17,676	18,384	19,303	20,461
Wastewater Northern Community	2,609,922	2,915,257	3,119,325	3,337,678	3,571,316	3,821,308
Drinking Water/Watershed Protection	83,544	97,706	111,936	112,208	112,480	112,752
D69 Land Search & Rescue	2,816	2,755	2,757	2,759	2,761	2,764
D69 Emergency 911	167,899	174,859	179,496	180,907	182,149	187,614
Regional District General Services Requisition	\$5,975,515	\$6,668,418	\$7,374,037	\$7,924,818	\$8,410,052	\$8,882,488

**REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2023-2026
CITY OF PARKSVILLE**

	City of Parksville Final 2021	City of Parksville Preliminary 2022	City of Parksville Forecast 2023	City of Parksville Forecast 2024	City of Parksville Forecast 2025	City of Parksville Forecast 2026
Administration	0.057	0.067	0.096	0.096	0.099	0.109
Community Grants	0.002	0.003	0.003	0.003	0.003	0.003
Regional Growth Strategy	0.018	0.018	0.024	0.024	0.024	0.025
Northern Community Economic Development	(0.003)	0.000	0.000	0.000	0.000	0.000
Northern Community Transit	0.134	0.146	0.173	0.192	0.214	0.227
Solid Waste Management	0.023	0.026	0.028	0.032	0.038	0.045
Regional Parks Operations	0.033	0.043	0.045	0.047	0.048	0.049
Northern Community Recreation	0.070	0.087	0.097	0.098	0.093	0.094
Oceanside Place	0.136	0.139	0.140	0.141	0.142	0.142
Ravensong Aquatic Centre	0.185	0.200	0.217	0.249	0.261	0.263
Liquid Waste Management Planning	0.004	0.004	0.004	0.004	0.004	0.004
Wastewater Northern Community	0.587	0.647	0.683	0.720	0.760	0.802
D69 Land Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D69 Emergency 911	0.038	0.039	0.039	0.039	0.039	0.039
Regional District General Services Rate	1.285	1.420	1.550	1.646	1.726	1.803
General Services Cost per \$100,000	\$128.52	\$141.98	\$154.98	\$164.58	\$172.57	\$180.27
Change in General Services Cost per \$100,000	(\$4.18)	\$13.46	\$13.00	\$9.60	\$8.00	\$7.70
Regional Parcel Taxes	\$38.70	\$38.65	\$42.67	\$42.67	\$42.67	\$42.67
Change in Regional Parcel Taxes	\$0.50	(\$0.05)	\$4.02	\$0.00	\$0.00	\$0.00
Average Residential Value*	\$503,309	\$503,309	\$503,309	\$503,309	\$503,309	\$503,309
Property tax based on Average Residential Value	\$686	\$753	\$823	\$871	\$911	\$950

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



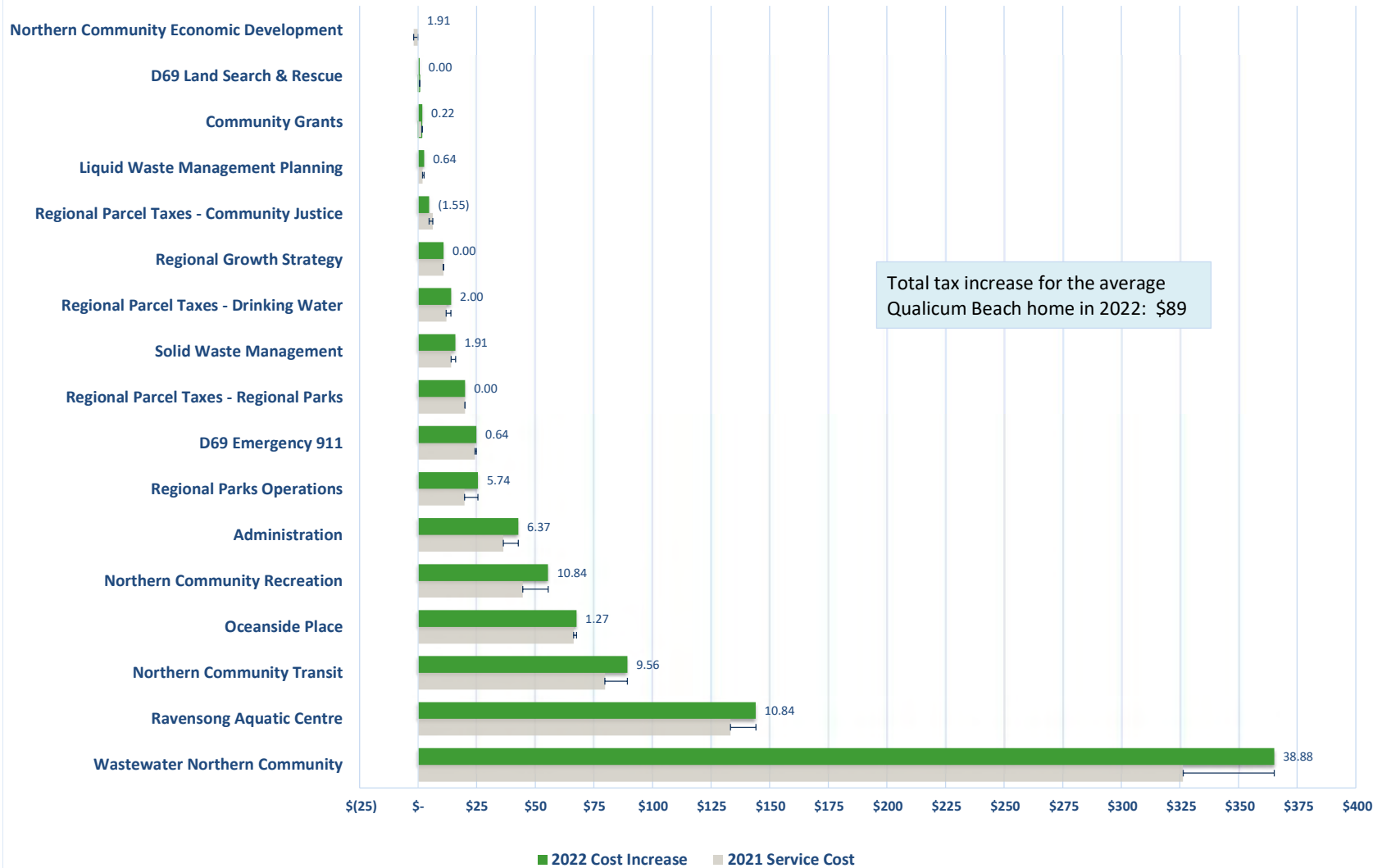
REGIONAL
DISTRICT
OF NANAIMO

Town of Qualicum Beach

REGIONAL DISTRICT OF NANAIMO SERVICES

Town of Qualicum Beach Home Tax Change

2022 Total Cost for the average Town of Qualicum Beach home (\$637,399) = \$885



**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBER PARTICIPATION
TOWN OF QUALICUM BEACH**

	Town of Qualicum Beach	Town of Qualicum Beach	Changed Service Level
	Final 2021	Preliminary 2022	
Administration	194,308	232,850	52,413
Community Grants	8,456	9,771	
D69 Community Justice	32,896	22,873	
Regional Growth Strategy	58,751	60,081	
Northern Community Economic Development	(10,184)	-	
Northern Community Transit	424,014	484,366	
Solid Waste Management	76,591	86,553	7,659
Regional Parks - Operations	104,756	138,151	17,461
Regional Parks - Acquisitions & Capital	98,160	98,360	
Northern Community Recreation	238,063	301,548	
Oceanside Place	352,906	367,155	
Ravensong Aquatic Centre	710,142	781,375	
Liquid Waste Management Planning	11,664	12,365	
Wastewater Northern Community	1,742,684	1,978,316	165,862
Drinking Water/Watershed Protection	58,896	68,852	9,773
D69 Land Search & Rescue	2,012	1,969	
D69 Emergency 911	128,640	133,954	5,314
Regional District General Services Requisition	\$4,232,754	\$4,778,539	\$258,482

**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBER PARTICIPATION
TOWN OF QUALICUM BEACH**

	Town Of Qualicum Beach Final 2021	Town Of Qualicum Beach Preliminary 2022	Changed Service Level
Administration	0.057	0.067	0.015
Community Grants	0.002	0.003	
Regional Growth Strategy	0.017	0.017	
Northern Community Economic Development	(0.003)	0.000	
Northern Community Transit	0.125	0.140	
Solid Waste Management	0.022	0.025	0.002
Regional Parks Operations	0.031	0.040	0.005
Northern Community Recreation	0.070	0.087	
Oceanside Place	0.104	0.106	
Ravensong Aquatic Centre	0.209	0.226	
Liquid Waste Management Planning	0.003	0.004	
Wastewater Northern Community	0.512	0.573	0.048
D69 Land Search & Rescue	0.001	0.001	
D69 Emergency 911	0.038	0.039	0.001
Regional District General Services Rate	\$1.188	\$1.328	\$0.07
General Services Cost per \$100,000	\$118.85	\$132.78	\$7.10
Change in General Services Cost per \$100,000	\$1.33	\$13.93	
Regional Parcel Taxes	\$38.70	\$38.65	(\$0.05)
Change in Regional Parcel Taxes	\$0.50	(\$0.05)	
Average Residential Value*	\$637,399	\$637,399	\$0
Property tax based on Average Residential Value	\$796	\$885	\$89

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

**REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2023-2026
TOWN OF QUALICUM BEACH**

	Town of Qualicum Beach Final 2021	Town of Qualicum Beach Preliminary 2022	Town of Qualicum Beach Forecast 2023	Town of Qualicum Beach Forecast 2024	Town of Qualicum Beach Forecast 2025	Town of Qualicum Beach Forecast 2026
Administration	194,308	232,850	335,278	342,322	356,799	397,584
Community Grants	8,456	9,771	9,809	9,809	9,809	9,809
D69 Community Justice	32,896	22,873	32,868	32,867	32,867	32,868
Regional Growth Strategy	58,751	60,081	79,983	82,084	84,639	86,782
Northern Community Economic Development	(10,184)	-	-	-	-	-
Northern Community Transit	424,014	484,366	581,239	656,800	742,184	796,285
Solid Waste Management	76,591	86,553	95,208	109,489	131,387	157,663
Regional Parks - Operations	104,756	138,151	146,440	155,227	161,436	167,893
Regional Parks - Acquisitions	98,160	98,360	98,560	98,760	98,960	99,160
Northern Community Recreation	238,063	301,548	339,112	348,248	336,356	341,457
Oceanside Place	352,906	367,155	374,498	381,989	389,629	395,473
Ravensong Aquatic Centre	710,142	781,375	859,512	997,034	1,061,841	1,083,078
Liquid Waste Management Planning	11,664	12,365	13,107	13,631	14,313	15,172
Wastewater Northern Community	1,742,684	1,978,316	2,116,798	2,264,974	2,423,522	2,593,169
Drinking Water/Watershed Protection	58,896	68,852	78,848	79,008	79,168	79,328
D69 Land Search & Rescue	2,012	1,969	1,970	1,972	1,973	1,975
D69 Emergency 911	128,640	133,954	137,506	138,587	139,539	143,725
Regional District General Services Requisition	\$4,232,754	\$4,778,539	\$5,300,736	\$5,712,801	\$6,064,422	\$6,401,421

**REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2023-2026
TOWN OF QUALICUM BEACH**

	Town of Qualicum Beach Final 2021	Town of Qualicum Beach Preliminary 2022	Town of Qualicum Beach Forecast 2023	Town of Qualicum Beach Forecast 2024	Town of Qualicum Beach Forecast 2025	Town of Qualicum Beach Forecast 2026
Administration	0.057	0.067	0.096	0.096	0.099	0.109
Community Grants	0.002	0.003	0.003	0.003	0.003	0.003
Regional Growth Strategy	0.017	0.017	0.023	0.023	0.024	0.024
Northern Community Economic Development	(0.003)	0.000	0.000	0.000	0.000	0.000
Northern Community Transit	0.125	0.140	0.166	0.185	0.206	0.218
Solid Waste Management	0.022	0.025	0.027	0.031	0.037	0.043
Regional Parks Operations	0.031	0.040	0.042	0.044	0.045	0.046
Northern Community Recreation	0.070	0.087	0.097	0.098	0.093	0.094
Oceanside Place	0.104	0.106	0.107	0.108	0.108	0.108
Ravensong Aquatic Centre	0.209	0.226	0.246	0.281	0.295	0.297
Liquid Waste Management Planning	0.003	0.004	0.004	0.004	0.004	0.004
Wastewater Northern Community	0.512	0.573	0.605	0.638	0.673	0.710
D69 Land Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D69 Emergency 911	0.038	0.039	0.039	0.039	0.039	0.039
Regional District General Services Rate	1.188	1.328	1.456	1.551	1.627	1.696
General Services Cost per \$100,000	\$118.85	\$132.78	\$145.58	\$155.08	\$162.67	\$169.57
Change in General Services Cost per \$100,000	\$1.33	\$13.93	\$12.80	\$9.50	\$7.60	\$6.90
Regional Parcel Taxes	\$38.70	\$38.65	\$42.67	\$42.67	\$42.67	\$42.67
Change in Regional Parcel Taxes	\$0.50	(\$0.05)	\$4.02	\$0.00	\$0.00	\$0.00
Average Residential Value	\$637,399	\$637,399	\$637,399	\$637,399	\$637,399	\$637,399
Property tax based on Average Residential Value	\$796	\$885	\$971	\$1,031	\$1,080	\$1,124

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



REGIONAL
DISTRICT
OF NANAIMO

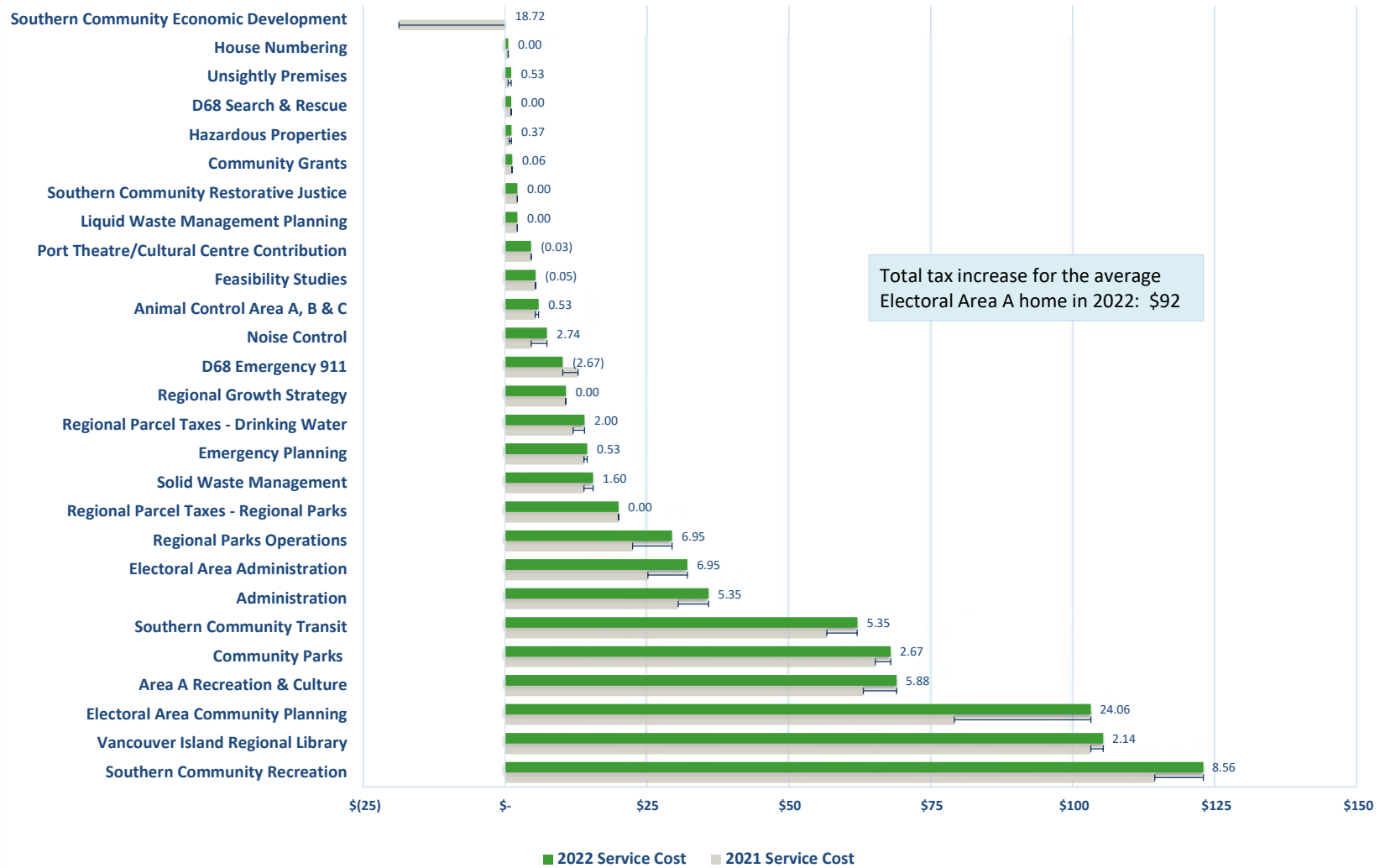
Electoral Area A

Cedar, South Wellington, Yellowpoint, Cassidy

REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area A Home Tax Change

2022 Total Cost for the average Electoral Area A home (\$534,766) = \$745



**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA A**

	Electoral Area A Final 2021	Electoral Area A Preliminary 2022	Changed Service Level
Administration	112,775	134,741	30,420
Community Grants	4,361	4,633	
Electoral Areas Administration	92,866	119,922	
Southern Community Restorative Justice	8,313	8,266	
Electoral Area Community Planning	292,531	386,113	31,938
Regional Growth Strategy	39,735	40,578	
House Numbering	2,709	2,701	
Southern Community Economic Development	(68,381)	-	
Hazardous Properties	2,839	4,162	
Unightly Premises	2,054	3,802	
Southern Community Transit	208,609	231,661	16,696
Solid Waste Management	51,821	58,479	5,182
Animal Control Area A, B & C	20,191	22,761	
Regional Parks - Operations	82,675	109,032	13,781
Regional Parks - Acquisitions & Capital	57,840	57,920	
Community Parks	240,631	252,663	
Southern Community Recreation	423,530	458,844	35,314
Electoral Area A Recreation	233,699	257,123	118,945
Port Theatre/Cultural Centre Contribution	16,949	17,028	
Liquid Waste Management Planning	7,892	8,354	
Drinking Water/Watershed Protection	34,704	40,544	5,755
D68 Search & Rescue	3,590	3,484	
D68 Emergency 911	47,774	37,573	(10,201)
Emergency Planning	52,239	53,692	
Noise Control	17,046	27,458	
Feasibility Studies	20,000	20,000	
Regional District General Services Requisition	\$2,008,992	\$2,361,534	\$247,830
Vancouver Island Regional Library	382,303	393,418	11,115
Total Requisition	\$2,391,295	\$2,754,952	\$258,945

LOCAL SERVICE AREAS		
Cassidy Waterloo Fire	225,385	241,162
Cedar Estates Stormwater	5,114	5,267

**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA A**

	Electoral Area A Final 2021	Electoral Area A Preliminary 2022	Changed Service Level
Administration	0.057	0.067	0.015
Community Grants	0.002	0.002	
Electoral Area Administration	0.047	0.060	
Southern Community Restorative Justice	0.004	0.004	
Electoral Area Community Planning	0.148	0.193	0.016
Regional Growth Strategy	0.020	0.020	
House Numbering	0.001	0.001	
Southern Community Economic Development	(0.035)	0.000	
Hazardous Properties	0.001	0.002	
Unightly Premises	0.001	0.002	
Southern Community Transit	0.106	0.116	0.008
Solid Waste Management	0.026	0.029	0.003
Animal Control Area A, B & C	0.010	0.011	
Noise Control	0.009	0.014	
Regional Parks Operations	0.042	0.055	0.007
Community Parks	0.122	0.127	
Southern Community Recreation	0.214	0.230	0.016
Area A Recreation & Culture	0.118	0.129	0.059
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	0.024	0.019	(0.005)
Emergency Planning	0.026	0.027	
Feasibility Studies	0.010	0.010	
Regional District General Services Rate	0.968	1.133	0.119
Vancouver Island Regional Library	0.193	0.197	0.004
General Services Tax Rate	1.161	1.330	0.123
General Services Cost per \$100,000	\$116.09	\$132.97	\$12.30
Change in General Services Cost per \$100,000	(\$5.14)	\$16.88	
Regional Parcel Taxes	\$32.00	\$34.00	\$2.00
Change in Regional Parcel Taxes	\$0.00	\$2.00	
Local Service Area Rates			
Cassidy Waterloo Fire	0.831	0.877	
Cedar Estates Stormwater	0.160	0.162	
Average Residential Value*	\$534,766	\$534,766	\$0
Property tax based on Average Residential Value	\$653	\$745	\$92

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

**REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2023-2026
ELECTORAL AREA A**

	Electoral Area A	Electoral Area A	Electoral Area A	Electoral Area A	Electoral Area A	Electoral Area A
	Final 2021	Preliminary 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Administration	112,775	134,741	194,012	198,088	206,465	230,066
Community Grants	4,361	4,633	4,655	4,655	4,655	4,655
Electoral Areas Administration	92,866	119,922	139,224	145,461	151,959	161,202
Southern Community Restorative Justice	8,313	8,266	8,271	8,276	8,280	8,286
Electoral Area Community Planning	292,531	386,113	472,120	477,697	492,417	503,962
Regional Growth Strategy	39,735	40,578	54,020	55,439	57,164	58,611
House Numbering	2,709	2,701	2,702	2,702	2,702	2,702
Hazardous Properties	2,839	4,162	4,932	5,061	5,194	5,332
Unightly Premises	2,054	3,802	4,168	4,291	4,419	4,551
Southern Community Transit	208,609	231,661	277,994	333,592	386,967	414,055
Solid Waste Management	51,821	58,479	64,328	73,976	88,771	106,526
Animal Control Area A, B & C	20,191	22,761	25,246	25,976	26,729	27,506
Regional Parks - Operations	82,675	109,032	115,574	122,508	127,408	132,505
Regional Parks - Acquisitions	57,840	57,920	58,060	58,200	58,340	58,480
Community Parks	240,631	252,663	262,770	268,025	273,385	281,587
Southern Community Recreation	423,530	458,844	488,337	511,803	548,963	562,247
Electoral Area A Recreation	233,699	257,123	269,979	275,379	280,886	286,504
Port Theatre/Cultural Centre Contribution	16,949	17,028	17,738	18,270	18,819	19,383
Liquid Waste Management Planning	7,892	8,354	8,856	9,210	9,670	10,251
Drinking Water/Watershed Protection	34,704	40,544	46,448	46,560	46,672	46,784
D68 Search & Rescue	3,590	3,484	3,513	3,516	3,518	3,521
D68 Emergency 911	47,774	37,573	39,125	40,298	41,507	42,752
Emergency Planning	52,239	53,692	55,303	56,962	58,671	60,431
Noise Control	17,046	27,458	30,670	31,477	32,308	33,164
Feasibility Studies	20,000	20,000	20,000	4,658	-	-
Regional District General Services Requisition	\$2,008,992	\$2,361,534	\$2,668,045	\$2,782,080	\$2,935,869	\$3,065,063
Vancouver Island Regional Library	382,303	393,418	405,220	417,376	429,898	442,795
Total Requisition	\$2,391,295	\$2,754,952	\$3,073,265	\$3,199,456	\$3,365,767	\$3,507,858
LOCAL SERVICE AREAS						
Cassidy Waterloo Fire	225,385	241,162	258,043	276,106	287,151	310,123
Cedar Estates Stormwater	5,114	5,267	5,425	5,588	5,755	5,928

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2023-2026
ELECTORAL AREA A

	Electoral Area A	Electoral Area A	Electoral Area A	Electoral Area A	Electoral Area A	Electoral Area A
	Final 2021	Preliminary 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Administration	0.057	0.067	0.096	0.096	0.099	0.109
Community Grants	0.002	0.002	0.002	0.002	0.002	0.002
Electoral Area Administration	0.047	0.060	0.069	0.071	0.073	0.076
Southern Community Restorative Justice	0.004	0.004	0.004	0.004	0.004	0.004
Electoral Area Community Planning	0.148	0.193	0.233	0.233	0.236	0.239
Regional Growth Strategy	0.020	0.020	0.027	0.027	0.027	0.028
House Numbering	0.001	0.001	0.001	0.001	0.001	0.001
Hazardous Properties	0.001	0.002	0.002	0.003	0.003	0.003
Unightly Premises	0.001	0.002	0.002	0.002	0.002	0.002
Southern Community Transit	0.106	0.116	0.137	0.162	0.186	0.196
Solid Waste Management	0.026	0.029	0.032	0.036	0.043	0.050
Animal Control Area A, B & C	0.010	0.011	0.012	0.013	0.013	0.013
Noise Control	0.009	0.014	0.015	0.015	0.016	0.016
Regional Parks Operations	0.042	0.055	0.057	0.060	0.061	0.063
Community Parks	0.122	0.127	0.130	0.130	0.131	0.133
Southern Community Recreation	0.214	0.230	0.241	0.249	0.264	0.266
Area A Recreation & Culture	0.118	0.129	0.133	0.134	0.135	0.136
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	0.005	0.005
D68 Search & Rescue	0.002	0.002	0.002	0.002	0.002	0.002
D68 Emergency 911	0.024	0.019	0.019	0.020	0.020	0.020
Emergency Planning	0.026	0.027	0.027	0.028	0.028	0.029
Feasibility Studies	0.010	0.010	0.010	0.002	0.000	0.000
Regional District General Services Rate	0.968	1.133	1.264	1.303	1.359	1.402
Vancouver Island Regional Library	0.193	0.197	0.200	0.203	0.206	0.210
General Services Tax Rate	1.161	1.330	1.464	1.506	1.565	1.612
General Services Cost per \$100,000	\$116.09	\$132.97	\$146.45	\$150.63	\$156.53	\$161.16
Change in General Services Cost per \$100,000	(\$5.14)	\$16.88	\$13.48	\$4.18	\$5.90	\$4.63
Regional Parcel Taxes	\$32.00	\$34.00	\$36.00	\$36.00	\$36.00	\$36.00
Change in Regional Parcel Taxes	\$0.00	\$2.00	\$2.00	\$0.00	\$0.00	\$0.00
Local Service Area Rates						
Cassidy Waterloo Fire	0.831	0.877	0.925	0.976	1.002	1.067
Cedar Estates Stormwater	0.160	0.162	0.164	0.167	0.170	0.172
Average Residential Value*	\$534,766	\$534,766	\$534,766	\$534,766	\$534,766	\$534,766
Property tax based on Average Residential Value	\$653	\$745	\$819	\$842	\$873	\$898

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



REGIONAL
DISTRICT
OF NANAIMO

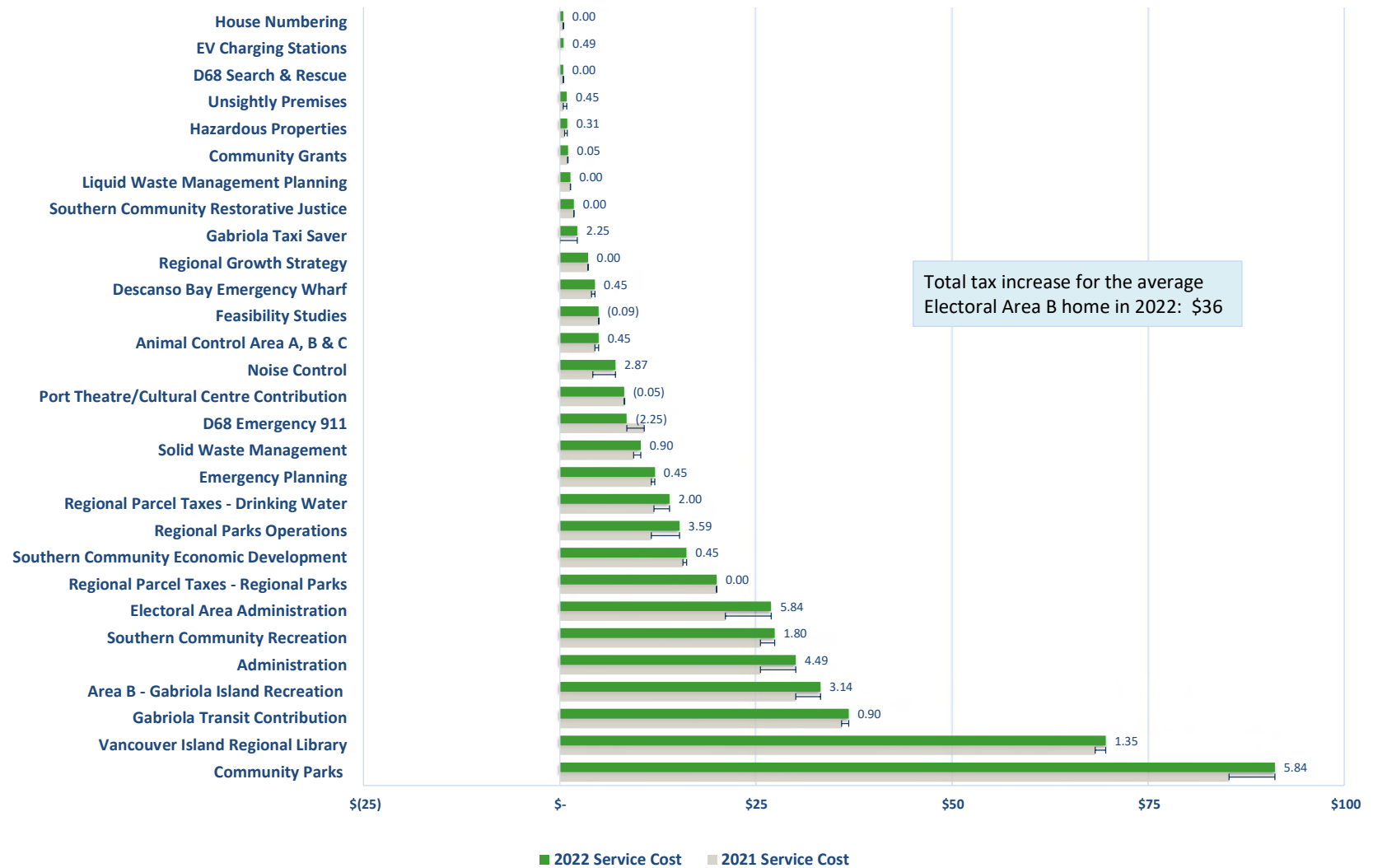
Electoral Area B

Gabriola, Decourcy, Mudge Islands

REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area B Home Tax Change

2022 Total Cost for the average Electoral Area B home (\$449,037) = \$455



**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA B**

	Electoral Area B	Electoral Area B	Changed Service Level
	Final 2021	Preliminary 2022	
Administration	102,152	122,460	27,554
Community Grants	3,950	4,210	
Electoral Areas Administration	84,118	108,991	
Southern Community Restorative Justice	6,832	6,813	
Regional Growth Strategy	14,203	14,527	
House Numbering	2,454	2,455	
Southern Community Economic Development	62,734	65,000	
Hazardous Properties	2,572	3,783	
Unsightly Premises	1,860	3,456	
Gabriola Emergency Wharf	15,535	17,490	
Gabriola Transit Contribution	143,002	149,211	
Gabriola Taxi Saver	-	8,705	
Solid Waste Management	37,627	42,531	3,763
Animal Control Area A, B & C	18,289	20,687	
Regional Parks - Operations	47,241	62,302	7,874
Regional Parks - Acquisitions & Capital	75,720	75,900	
Community Parks	340,377	369,108	
Southern Community Recreation	102,171	110,897	8,726
Gabriola Island Recreation	109,699	123,709	
Port Theatre/Cultural Centre Contribution	32,957	33,205	
Liquid Waste Management Planning	5,731	6,076	
Drinking Water/Watershed Protection	45,432	53,130	7,542
D68 Search & Rescue	2,051	1,991	
D68 Emergency 911	43,274	34,148	(9,126)
Emergency Planning	47,319	48,798	
EV Charging Stations	-	1,986	
Noise Control	15,397	26,218	
Feasibility Studies	20,000	20,000	
Regional District General Services Requisition	\$1,382,697	\$1,537,787	\$46,333
Vancouver Island Regional Library	272,626	280,992	8,366
Total Requisition	\$1,655,323	\$1,818,779	\$54,699

**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA B**

	Electoral Area B Final 2021	Electoral Area B Preliminary 2022	Changed Service Level
Administration	0.057	0.067	0.015
Community Grants	0.002	0.002	
Electoral Area Administration	0.047	0.060	
Southern Community Restorative Justice	0.004	0.004	
Regional Growth Strategy	0.008	0.008	
House Numbering	0.001	0.001	
Southern Community Economic Development	0.035	0.036	
Hazardous Properties	0.001	0.002	
Unightly Premises	0.001	0.002	
Descanso Bay Emergency Wharf	0.009	0.010	
Gabriola Transit Contribution	0.080	0.082	
Gabriola Taxi Saver	0.000	0.005	
Solid Waste Management	0.021	0.023	0.002
Animal Control Area A, B & C	0.010	0.011	
Noise Control	0.009	0.016	
Regional Parks Operations	0.026	0.034	0.004
Community Parks	0.190	0.203	
Southern Community Recreation	0.057	0.061	0.004
Area B - Gabriola Island Recreation	0.067	0.074	
Port Theatre/Cultural Centre Contribution	0.018	0.018	
Liquid Waste Management Planning	0.003	0.003	
D68 Search & Rescue	0.001	0.001	
D68 Emergency 911	0.024	0.019	(0.005)
Emergency Planning	0.026	0.027	
EV Charging Stations	-	0.001	
Feasibility Studies	0.011	0.011	
Regional District General Services Rate	0.710	0.782	0.020
Vancouver Island Regional Library	0.152	0.155	0.003
General Services Tax Rate	0.862	0.937	0.023
General Services Cost per \$100,000	\$86.16	\$93.66	\$2.30
Change in General Services Cost per \$100,000	(\$5.08)	\$7.50	
Regional Parcel Taxes	\$32.00	\$34.00	\$2.00
Change in Regional Parcel Taxes	\$0.00	\$2.00	
Average Residential Value*	\$449,037	\$449,037	\$0
Property tax based on Average Residential Value	\$419	\$455	\$36

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

**REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2023-2026
ELECTORAL AREA B**

	Electoral Area B	Electoral Area B	Electoral Area B	Electoral Area B	Electoral Area B	Electoral Area B
	Final 2021	Preliminary 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Administration	102,152	122,460	176,328	180,033	187,646	209,096
Community Grants	3,950	4,210	4,230	4,230	4,230	4,230
Electoral Areas Administration	84,118	108,991	126,534	132,202	138,108	146,509
Southern Community Restorative Justice	6,832	6,813	6,817	6,822	6,826	6,831
Regional Growth Strategy	14,203	14,527	19,340	19,848	20,466	20,984
House Numbering	2,454	2,455	2,455	2,455	2,455	2,455
Southern Community Economic Development	62,734	65,000	65,650	65,650	65,650	65,650
Hazardous Properties	2,572	3,783	4,482	4,600	4,721	4,846
Unightly Premises	1,860	3,456	3,788	3,900	4,016	4,136
Gabriola Emergency Wharf	15,535	17,490	17,315	17,142	17,485	17,834
Gabriola Transit Contribution	143,002	149,211	152,211	155,272	158,396	161,583
Gabriola Taxi Saver	-	8,705	8,720	8,735	8,751	8,768
Solid Waste Management	37,627	42,531	46,784	53,802	64,562	77,475
Animal Control Area A, B & C	18,289	20,687	22,944	23,609	24,293	24,999
Regional Parks - Operations	47,241	62,302	66,040	70,002	72,802	75,714
Regional Parks - Acquisitions	75,720	75,900	76,040	76,180	76,320	76,460
Community Parks	340,377	369,108	348,637	355,609	362,722	369,976
Southern Community Recreation	102,171	110,897	118,117	123,780	132,928	135,952
Gabriola Island Recreation	109,699	123,709	162,557	125,329	126,184	127,204
Port Theatre/Cultural Centre Contribution	32,957	33,205	34,393	35,425	36,488	37,583
Liquid Waste Management Planning	5,731	6,076	6,441	6,698	7,033	7,455
Wastewater Northern Community						
Drinking Water/Watershed Protection	45,432	53,130	60,832	60,944	61,056	61,168
D68 Search & Rescue	2,051	1,991	2,007	2,009	2,010	2,012
D68 Emergency 911	43,274	34,148	35,558	36,625	37,724	38,855
Emergency Planning	47,319	48,798	50,262	51,770	53,323	54,923
EV Charging Stations	-	1,986	1,986	1,986	1,986	1,986
Noise Control	15,397	26,218	30,166	30,989	31,835	32,709
Feasibility Studies	20,000	20,000	20,000	11,400	-	-
Regional District General Services Requisition	\$1,382,697	\$1,537,787	\$1,670,634	\$1,667,046	\$1,710,016	\$1,777,393
Vancouver Island Regional Library	272,626	280,992	289,421	298,104	307,047	316,258
Total Requisition	\$1,655,323	\$1,818,779	\$1,960,055	\$1,965,150	\$2,017,063	\$2,093,651

**REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2023-2026
ELECTORAL AREA B**

	Electoral Area B	Electoral Area B	Electoral Area B	Electoral Area B	Electoral Area B	Electoral Area B
	Final 2021	Preliminary 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Administration	0.057	0.067	0.096	0.096	0.099	0.109
Community Grants	0.002	0.002	0.002	0.002	0.002	0.002
Electoral Area Administration	0.047	0.060	0.069	0.071	0.073	0.076
Southern Community Restorative Justice	0.004	0.004	0.004	0.004	0.004	0.004
Regional Growth Strategy	0.008	0.008	0.011	0.011	0.011	0.011
House Numbering	0.001	0.001	0.001	0.001	0.001	0.001
Southern Community Economic Development	0.035	0.036	0.036	0.035	0.035	0.034
Hazardous Properties	0.001	0.002	0.002	0.003	0.003	0.003
Unightly Premises	0.001	0.002	0.002	0.002	0.002	0.002
Descanso Bay Emergency Wharf	0.009	0.010	0.009	0.009	0.009	0.009
Gabriola Transit Contribution	0.080	0.082	0.083	0.083	0.084	0.084
Gabriola Taxi Saver	0.000	0.005	0.005	0.005	0.005	0.005
Solid Waste Management	0.021	0.023	0.025	0.029	0.034	0.040
Animal Control Area A, B & C	0.010	0.011	0.012	0.013	0.013	0.013
Noise Control	0.009	0.016	0.018	0.018	0.018	0.019
Regional Parks Operations	0.026	0.034	0.036	0.037	0.038	0.039
Community Parks	0.190	0.203	0.189	0.190	0.192	0.193
Southern Community Recreation	0.057	0.061	0.064	0.066	0.070	0.071
Area B - Gabriola Island Recreation	0.067	0.074	0.096	0.073	0.073	0.072
Port Theatre/Cultural Centre Contribution	0.018	0.018	0.019	0.019	0.019	0.020
Liquid Waste Management Planning	0.003	0.003	0.003	0.004	0.004	0.004
D68 Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D68 Emergency 911	0.024	0.019	0.019	0.020	0.020	0.020
Emergency Planning	0.026	0.027	0.027	0.028	0.028	0.029
EV Charging Stations		0.001	0.001	0.001	0.001	0.001
Feasibility Studies	0.011	0.011	0.011	0.006	0.000	0.000
Regional District General Services Rate	0.710	0.782	0.841	0.827	0.839	0.861
Vancouver Island Regional Library	0.152	0.155	0.157	0.160	0.162	0.165
General Services Tax Rate	0.862	0.937	0.998	0.987	1.001	1.026
General Services Cost per \$100,000	\$86.16	\$93.66	\$99.82	\$98.70	\$100.14	\$102.59
Change in General Services Cost per \$100,000	(\$5.09)	\$7.50	\$6.16	(\$1.12)	\$1.44	\$2.45
Regional Parcel Taxes	\$32.00	\$34.00	\$36.00	\$36.00	\$36.00	\$36.00
Change in Regional Parcel Taxes	\$0.00	\$2.00	\$2.00	\$0.00	\$0.00	\$0.00
Average Residential Value*	\$449,037	\$449,037	\$449,037	\$449,037	\$449,037	\$449,037
Property tax based on Average Residential Value	\$419	\$455	\$484	\$479	\$486	\$497

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



REGIONAL
DISTRICT
OF NANAIMO

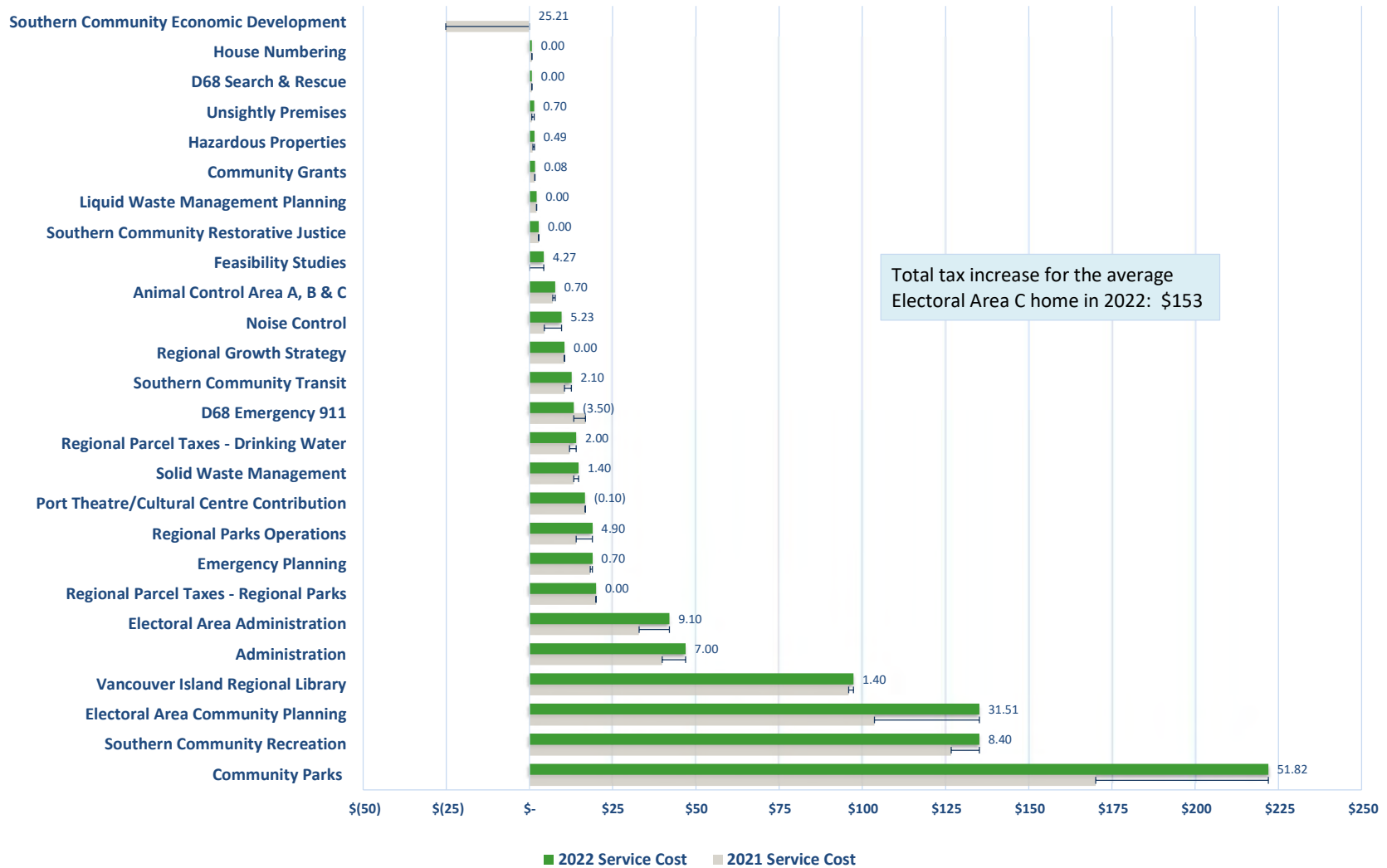
Electoral Area C

Extension, Nanaimo Lakes, East Wellington, Pleasant Valley

REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area C Home Tax Change

2022 Total Cost for the average Electoral Area C home (\$700,256) = \$851



**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA C**

	Electoral Area C Final 2021	Electoral Area C Preliminary 2022	Changed Service Level
Administration	91,574	109,845	24,701
Community Grants	3,541	3,777	
Electoral Areas Administration	75,408	97,764	
Southern Community Restorative Justice	6,355	6,341	
Electoral Area Community Planning	237,538	314,771	25,934
Regional Growth Strategy	23,442	23,988	
House Numbering	2,200	2,202	
Southern Community Economic Development	(57,200)	-	
Hazardous Properties	2,306	3,393	
Unightly Premises	1,668	3,100	
Southern Community Transit	8,824	10,421	751
Solid Waste Management	30,546	34,541	3,055
Animal Control Area A, B & C	16,395	18,556	
Regional Parks - Operations	32,892	43,378	5,483
Regional Parks - Acquisitions & Capital	29,160	29,340	
Community Parks - Extension and Wellington combined	175,438	240,066	
Southern Community Recreation	290,335	313,401	23,066
Port Theatre/Cultural Centre Contribution	21,231	21,420	
Liquid Waste Management Planning	4,652	4,935	
Drinking Water/Watershed Protection	17,496	20,538	2,915
D68 Search & Rescue	1,428	1,386	
D68 Emergency 911	38,792	30,631	(8,161)
Emergency Planning	42,419	43,772	
Noise Control	10,134	22,445	
Feasibility Studies	-	10,000	10,000
Regional District General Services Requisition	\$1,106,574	\$1,410,011	\$87,744
Vancouver Island Regional Library	219,196	226,020	6,824
Total Requisition	\$1,325,770	\$1,636,031	\$94,568

LOCAL SERVICE AREAS		
Cassidy Waterloo Fire	225,385	241,162
Wellington Fire/Streetlighting	95,765	130,207
Extension Fire	203,732	230,989
Nanaimo River Fire	17,797	17,262

**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA C**

	Electoral Area C	Electoral Area C	Changed Service Level
	Final 2021	Preliminary 2022	
Administration	0.057	0.067	0.015
Community Grants	0.002	0.002	
Electoral Area Administration	0.047	0.060	
Southern Community Restorative Justice	0.004	0.004	
Electoral Area Community Planning	0.148	0.193	0.016
Regional Growth Strategy	0.015	0.015	
House Numbering	0.001	0.001	
Southern Community Economic Development	(0.036)	0.000	
Hazardous Properties	0.001	0.002	
Unightly Premises	0.001	0.002	
Southern Community Transit	0.015	0.018	0.001
Solid Waste Management	0.019	0.021	0.002
Animal Control Area A, B & C	0.010	0.011	
Noise Control	0.006	0.014	
Regional Parks Operations	0.020	0.027	0.003
Community Parks	0.243	0.317	
Southern Community Recreation	0.181	0.193	0.012
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	0.024	0.019	(0.005)
Emergency Planning	0.026	0.027	
Feasibility Studies	0.000	0.006	0.006
Regional District General Services Rate	0.813	1.027	0.050
Vancouver Island Regional Library	0.137	0.139	0.002
General Services Tax Rate	0.950	1.166	0.052
General Services Cost per \$100,000	\$94.99	\$116.62	\$5.21
Change in General Services Cost per \$100,000	(\$6.55)	\$21.62	
Regional Parcel Taxes	\$32.00	\$34.00	\$2.00
Change in Regional Parcel Taxes	\$0.00	\$2.00	
Local Service Area Rates			
Cassidy Waterloo Fire	0.831	0.877	
Wellington Fire/Streetlighting	0.754	1.008	
Extension Fire	0.807	0.902	
Nanaimo River Fire	0.363	0.347	
Average Residential Value*	\$700,256	\$700,256	\$0
Property tax based on Average Residential Value	\$697	\$851	\$153

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

**REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2023-2026
ELECTORAL AREA C**

	Electoral Area C	Electoral Area C	Electoral Area C	Electoral Area C	Electoral Area C	Electoral Area C
	Final 2021	Preliminary 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Administration	91,574	109,845	158,164	161,487	168,316	187,556
Community Grants	3,541	3,777	3,795	3,795	3,795	3,795
Electoral Areas Administration	75,408	97,764	113,500	118,584	123,881	131,417
Southern Community Restorative Justice	6,355	6,341	6,345	6,348	6,353	6,356
Electoral Area Community Planning	237,538	314,771	384,886	389,432	401,433	410,844
Regional Growth Strategy	23,442	23,988	31,935	32,773	33,794	34,649
House Numbering	2,200	2,202	2,202	2,202	2,202	2,202
Hazardous Properties	2,306	3,393	4,021	4,126	4,235	4,346
Unightly Premises	1,668	3,100	3,398	3,498	3,603	3,710
Southern Community Transit	8,824	10,421	12,506	15,007	17,408	18,626
Solid Waste Management	30,546	34,541	37,994	43,694	52,433	62,920
Animal Control Area A, B & C	16,395	18,556	20,581	21,177	21,791	22,424
Regional Parks - Operations	32,892	43,378	45,981	48,739	50,689	52,717
Regional Parks - Acquisitions	29,160	29,340	29,480	29,620	29,760	29,900
Community Parks - Extension + Wellington combined	175,438	240,066	213,590	217,842	223,239	229,502
Southern Community Recreation	290,335	313,401	333,033	349,110	373,561	383,674
Port Theatre/Cultural Centre Contribution	21,231	21,420	22,313	22,983	23,673	24,383
Liquid Waste Management Planning	4,652	4,935	5,231	5,440	5,712	6,055
Drinking Water/Watershed Protection	17,496	20,538	23,584	23,696	23,808	23,920
D68 Search & Rescue	1,428	1,386	1,398	1,398	1,401	1,401
D68 Emergency 911	38,792	30,631	31,895	32,852	33,838	34,854
Emergency Planning	42,419	43,772	45,085	46,437	47,830	49,265
Noise Control	10,134	22,445	25,855	26,634	27,436	28,262
Feasibility Studies	-	10,000	20,000	20,000	20,000	20,000
Regional District General Services Requisition	\$1,106,574	\$1,410,011	\$1,576,772	\$1,626,874	\$1,700,191	\$1,772,778
Vancouver Island Regional Library	219,196	226,020	232,801	239,785	246,979	254,388
Total Requisition	\$1,325,770	\$1,636,031	\$1,809,573	\$1,866,659	\$1,947,170	\$2,027,166

LOCAL SERVICE AREAS						
Cassidy Waterloo Fire	225,385	241,162	258,043	276,106	287,151	310,123
Wellington Fire/Streetlighting	95,765	130,207	131,417	135,329	139,360	143,511
Extension Fire	203,732	230,989	254,088	279,497	299,061	319,996
Nanaimo River Fire	17,797	17,262	17,262	17,262	17,262	17,262

**REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2023-2026
ELECTORAL AREA C**

	Electoral Area C	Electoral Area C	Electoral Area C	Electoral Area C	Electoral Area C	Electoral Area C
	Final 2021	Preliminary 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Administration	0.057	0.067	0.096	0.096	0.099	0.109
Community Grants	0.002	0.002	0.002	0.002	0.002	0.002
Electoral Area Administration	0.047	0.060	0.069	0.071	0.073	0.076
Southern Community Restorative Justice	0.004	0.004	0.004	0.004	0.004	0.004
Electoral Area Community Planning	0.148	0.193	0.233	0.233	0.236	0.239
Regional Growth Strategy	0.015	0.015	0.019	0.020	0.020	0.020
House Numbering	0.001	0.001	0.001	0.001	0.001	0.001
Hazardous Properties	0.001	0.002	0.002	0.003	0.003	0.003
Unightly Premises	0.001	0.002	0.002	0.002	0.002	0.002
Southern Community Transit	0.015	0.018	0.021	0.025	0.028	0.030
Solid Waste Management	0.019	0.021	0.023	0.026	0.031	0.037
Animal Control Area A, B & C	0.010	0.011	0.012	0.013	0.013	0.013
Noise Control	0.006	0.014	0.016	0.016	0.016	0.016
Regional Parks Operations	0.020	0.027	0.028	0.029	0.030	0.031
Community Parks	0.243	0.317	0.287	0.289	0.292	0.296
Southern Community Recreation	0.181	0.193	0.202	0.208	0.220	0.223
Port Theatre/Cultural Centre Contribution	0.024	0.024	0.024	0.025	0.025	0.026
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	0.024	0.019	0.019	0.020	0.020	0.020
Emergency Planning	0.026	0.027	0.027	0.028	0.028	0.029
Feasibility Studies	0.000	0.006	0.012	0.012	0.012	0.012
Regional District General Services Rate	0.813	1.027	1.104	1.126	1.159	1.193
Vancouver Island Regional Library	0.137	0.139	0.141	0.143	0.145	0.148
General Services Tax Rate	0.950	1.166	1.245	1.269	1.304	1.341
General Services Cost per \$100,000	\$94.99	\$116.62	\$124.50	\$126.95	\$130.40	\$134.14
Change in General Services Cost per \$100,000	(\$6.55)	\$21.62	\$7.88	\$2.45	\$3.45	\$3.74
Regional Parcel Taxes	\$32.00	\$34.00	\$36.00	\$36.00	\$36.00	\$36.00
Change in Regional Parcel Taxes	\$0.00	\$2.00	\$2.00	\$0.00	\$0.00	\$0.00
Local Service Area Rates						
Cassidy Waterloo Fire	0.831	0.877	0.925	0.976	1.002	1.067
Wellington Fire/Streetlighting	0.754	1.008	1.003	1.018	1.034	1.050
Extension Fire	0.807	0.902	0.978	1.061	1.120	1.181
Nanaimo River Fire	0.363	0.347	0.342	0.338	0.333	0.328
Average Residential Value*	\$700,256	\$700,256	\$700,256	\$700,256	\$700,256	\$700,256
Property tax based on Average Residential Value	\$697	\$851	\$908	\$925	\$949	\$975

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



REGIONAL
DISTRICT
OF NANAIMO

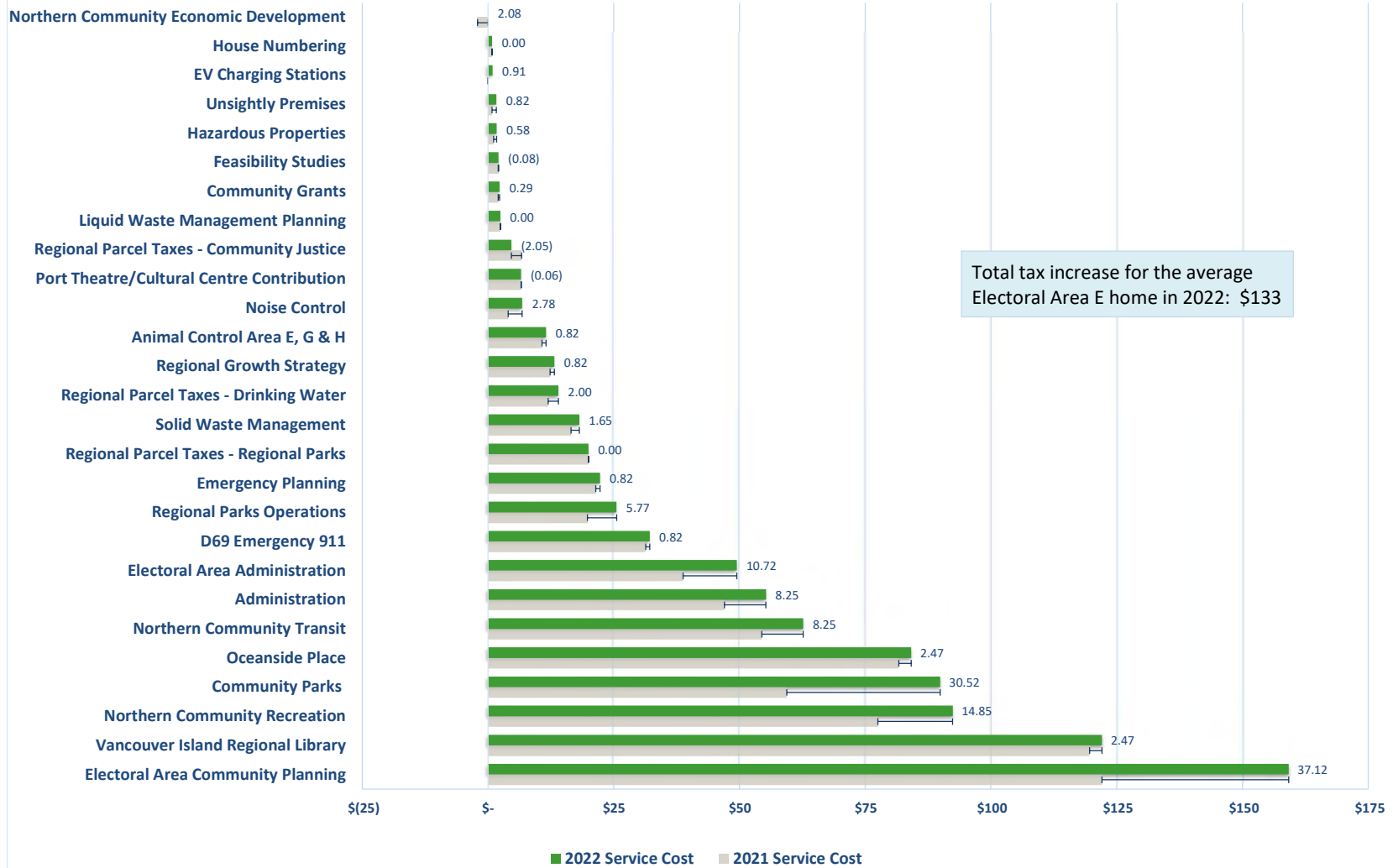
Electoral Area E

Nanoose Bay

REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area E Home Tax Change

2022 Total Cost for the average Electoral Area E home (\$824,946) = \$902



**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA E**

	Electoral Area E Final 2021	Electoral Area E Preliminary 2022	Changed Service Level
Administration	172,620	206,860	46,562
Community Grants	7,512	8,680	
Electoral Areas Administration	142,146	184,109	
D69 Community Justice	23,044	16,019	
Electoral Area Community Planning	432,241	572,250	47,192
Regional Growth Strategy	46,700	47,758	
House Numbering	4,146	4,147	
Northern Community Economic Development	(7,134)	-	
Hazardous Properties	4,346	6,390	
Unightly Premises	3,144	5,837	
Northern Community Transit	201,060	231,620	
Solid Waste Management	60,862	68,778	6,086
Animal Control Area E, G & H	39,192	42,240	
Regional Parks - Operations	71,747	94,619	11,959
Regional Parks - Acquisitions & Capital	68,760	68,880	
Community Parks	219,203	332,653	
Northern Community Recreation	283,378	343,251	3,474
Oceanside Place	299,820	311,930	
Port Theatre/Cultural Centre Contribution	24,327	24,441	
Liquid Waste Management Planning	9,269	9,826	
Drinking Water/Watershed Protection	41,256	48,216	6,844
D69 Land Search & Rescue	1,378	1,348	
D69 Emergency 911	114,281	119,002	4,721
Emergency Planning	79,961	82,431	
EV Charging Stations	-	3,354	
Noise Control	14,798	25,319	
Feasibility Studies	7,750	7,750	
Regional District General Services Requisition	\$2,365,807	\$2,867,708	\$126,838
Vancouver Island Regional Library	439,154	452,549	13,395
Total Requisition	\$2,804,961	\$3,320,257	\$140,233

LOCAL SERVICE AREAS		
Nanoose Bay Fire	966,141	979,675
Fairwinds Streetlighting	24,910	25,657
Rural Areas Streetlighting	20,308	7,948

**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA E**

	Electoral Area E Final 2021	Electoral Area E Preliminary 2022	Changed Service Level
Administration	0.057	0.067	0.015
Community Grants	0.002	0.003	
Electoral Area Administration	0.047	0.060	
Electoral Area Community Planning	0.148	0.193	0.016
Regional Growth Strategy	0.015	0.016	
House Numbering	0.001	0.001	
Hazardous Properties	0.001	0.002	
Unightly Premises	0.001	0.002	
Northern Community Transit	0.066	0.076	
Solid Waste Management	0.020	0.022	0.002
Animal Control Area E, G & H	0.013	0.014	
Noise Control	0.005	0.008	
Regional Parks Operations	0.024	0.031	0.004
Community Parks	0.072	0.109	
Northern Community Recreation	0.094	0.112	
Oceanside Place	0.099	0.102	
Port Theatre/Cultural Centre Contribution	0.008	0.008	
Liquid Waste Management Planning	0.003	0.003	
D69 Emergency 911	0.038	0.039	0.001
Emergency Planning	0.026	0.027	
EV Charging Stations	-	0.001	
Feasibility Studies	0.003	0.003	
Regional District General Services Rate	0.743	0.899	0.038
Vancouver Island Regional Library	0.145	0.148	0.003
General Services Tax Rate	0.888	1.047	0.041
General Services Cost per \$100,000	\$88.84	\$104.68	\$4.10
Change in General Services Cost per \$100,000	\$0.85	\$15.83	
Regional Parcel Taxes	\$36.63	\$38.65	\$2.02
Change in Regional Parcel Taxes	(\$3.18)	\$2.02	
Local Service Area Rates			
Nanoose Bay Fire	0.300	0.300	
Fairwinds Streetlighting	0.035	0.035	
Rural Areas Streetlighting	0.052	0.020	
Average Residential Value*	\$824,946	\$824,946	\$0
Property tax based on Average Residential Value	\$770	\$902	\$133

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

**REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2023-2026
ELECTORAL AREA E**

	Electoral Area E	Electoral Area E	Electoral Area E	Electoral Area E	Electoral Area E	Electoral Area E
	Final 2021	Preliminary 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Administration	172,620	206,860	297,855	304,113	316,974	353,206
Community Grants	7,512	8,680	8,714	8,714	8,714	8,714
Electoral Areas Administration	142,146	184,109	213,743	223,317	233,293	247,484
D69 Community Justice	23,044	16,019	23,005	22,991	22,978	22,965
Electoral Area Community Planning	432,241	572,250	699,717	707,984	729,800	746,911
Regional Growth Strategy	46,700	47,758	63,579	65,249	67,280	68,983
House Numbering	4,146	4,147	4,148	4,148	4,148	4,148
Northern Community Economic Development	(7,134)	-	-	-	-	-
Hazardous Properties	4,346	6,390	7,571	7,770	7,975	8,185
Unightly Premises	3,144	5,837	6,398	6,588	6,784	6,987
Northern Community Transit	201,060	231,620	277,944	314,077	354,907	380,778
Solid Waste Management	60,862	68,778	75,656	87,005	104,406	125,287
Animal Control Area E, G & H	39,192	42,240	50,772	52,397	54,072	55,796
Regional Parks - Operations	71,747	94,619	100,296	106,314	110,566	114,989
Regional Parks - Acquisitions	68,760	68,880	68,980	69,080	69,180	69,280
Community Parks	219,203	332,653	362,592	369,844	377,240	384,785
Northern Community Recreation	283,378	343,251	377,517	387,921	379,714	386,672
Oceanside Place	299,820	311,930	318,169	324,531	331,022	335,987
Port Theatre/Cultural Centre Contribution	24,327	24,441	25,461	26,225	27,012	27,823
Liquid Waste Management Planning	9,269	9,826	10,415	10,832	11,374	12,056
Drinking Water/Watershed Protection	41,256	48,216	55,184	55,264	55,344	55,424
D69 Land Search & Rescue	1,378	1,348	1,349	1,350	1,352	1,353
D69 Emergency 911	114,281	119,002	122,158	123,118	123,964	127,683
Emergency Planning	79,961	82,431	84,904	87,451	90,074	92,776
EV Charging Stations	-	3,354	3,354	3,354	3,354	3,354
Noise Control	14,798	25,319	28,294	29,075	29,879	30,708
Feasibility Studies	7,750	7,750	7,750	7,750	7,750	7,750
Regional District General Services Requisition	\$2,365,807	\$2,867,708	\$3,295,525	\$3,406,462	\$3,529,156	\$3,680,084
Vancouver Island Regional Library	439,154	452,549	466,126	480,109	494,513	509,348
Total Requisition	\$2,804,961	\$3,320,257	\$3,761,651	\$3,886,571	\$4,023,669	\$4,189,432
LOCAL SERVICE AREAS						
Nanoose Bay Fire	966,141	979,675	1,009,065	1,039,337	1,070,517	1,102,633
Fairwinds Streetlighting	24,910	25,657	26,427	27,220	28,036	28,877
Rural Areas Streetlighting	20,308	7,948	8,186	8,432	8,685	8,946

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2023-2026
ELECTORAL AREA E

	Electoral Area E	Electoral Area E	Electoral Area E	Electoral Area E	Electoral Area E	Electoral Area E
	Final 2021	Preliminary 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Administration	0.057	0.067	0.096	0.096	0.099	0.109
Community Grants	0.002	0.003	0.003	0.003	0.003	0.003
Electoral Area Administration	0.047	0.060	0.069	0.071	0.073	0.076
Electoral Area Community Planning	0.148	0.193	0.233	0.233	0.236	0.239
Regional Growth Strategy	0.015	0.016	0.020	0.021	0.021	0.021
House Numbering	0.001	0.001	0.001	0.001	0.001	0.001
Hazardous Properties	0.001	0.002	0.002	0.003	0.003	0.003
Unightly Premises	0.001	0.002	0.002	0.002	0.002	0.002
Northern Community Transit	0.066	0.076	0.089	0.100	0.111	0.117
Solid Waste Management	0.020	0.022	0.024	0.028	0.033	0.039
Animal Control Area E, G & H	0.013	0.014	0.016	0.017	0.017	0.017
Noise Control	0.005	0.008	0.009	0.009	0.009	0.009
Regional Parks Operations	0.024	0.031	0.032	0.034	0.035	0.035
Community Parks	0.072	0.109	0.117	0.117	0.118	0.119
Northern Community Recreation	0.094	0.112	0.121	0.123	0.119	0.119
Oceanside Place	0.099	0.102	0.102	0.103	0.104	0.104
Port Theatre/Cultural Centre Contribution	0.008	0.008	0.008	0.008	0.008	0.009
Liquid Waste Management Planning	0.003	0.003	0.003	0.003	0.004	0.004
D69 Land Search & Rescue	0.000	0.000	0.000	0.000	0.000	0.000
D69 Emergency 911	0.038	0.039	0.039	0.039	0.039	0.039
Emergency Planning	0.026	0.027	0.027	0.028	0.028	0.029
EV Charging Stations		0.001	0.001	0.001	0.001	0.001
Feasibility Studies	0.003	0.003	0.003	0.003	0.002	0.002
Regional District General Services Rate	0.743	0.899	1.017	1.042	1.066	1.097
Vancouver Island Regional Library	0.145	0.148	0.150	0.152	0.155	0.157
General Services Tax Rate	0.888	1.047	1.167	1.194	1.221	1.254
General Services Cost per \$100,000	\$88.84	\$104.68	\$116.70	\$119.43	\$122.14	\$125.36
Change in General Services Cost per \$100,000	\$0.85	\$15.83	\$12.02	\$2.73	\$2.71	\$3.22
Regional Parcel Taxes	\$36.63	\$38.65	\$42.67	\$42.67	\$42.67	\$42.67
Change in Regional Parcel Taxes	(\$3.18)	\$2.02	\$4.02	\$0.00	\$0.00	\$0.00
Local Service Area Rates						
Nanose Bay Fire	0.300	0.300	0.305	0.309	0.314	0.319
Fairwinds Streetlighting	0.035	0.035	0.036	0.036	0.037	0.037
Rural Areas Streetlighting	0.052	0.020	0.020	0.021	0.021	0.021
Average Residential Value*	\$824,946	\$824,946	\$824,946	\$824,946	\$824,946	\$824,946
Property tax based on Average Residential Value	\$770	\$902	\$1,005	\$1,028	\$1,050	\$1,077

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



REGIONAL
DISTRICT
OF NANAIMO

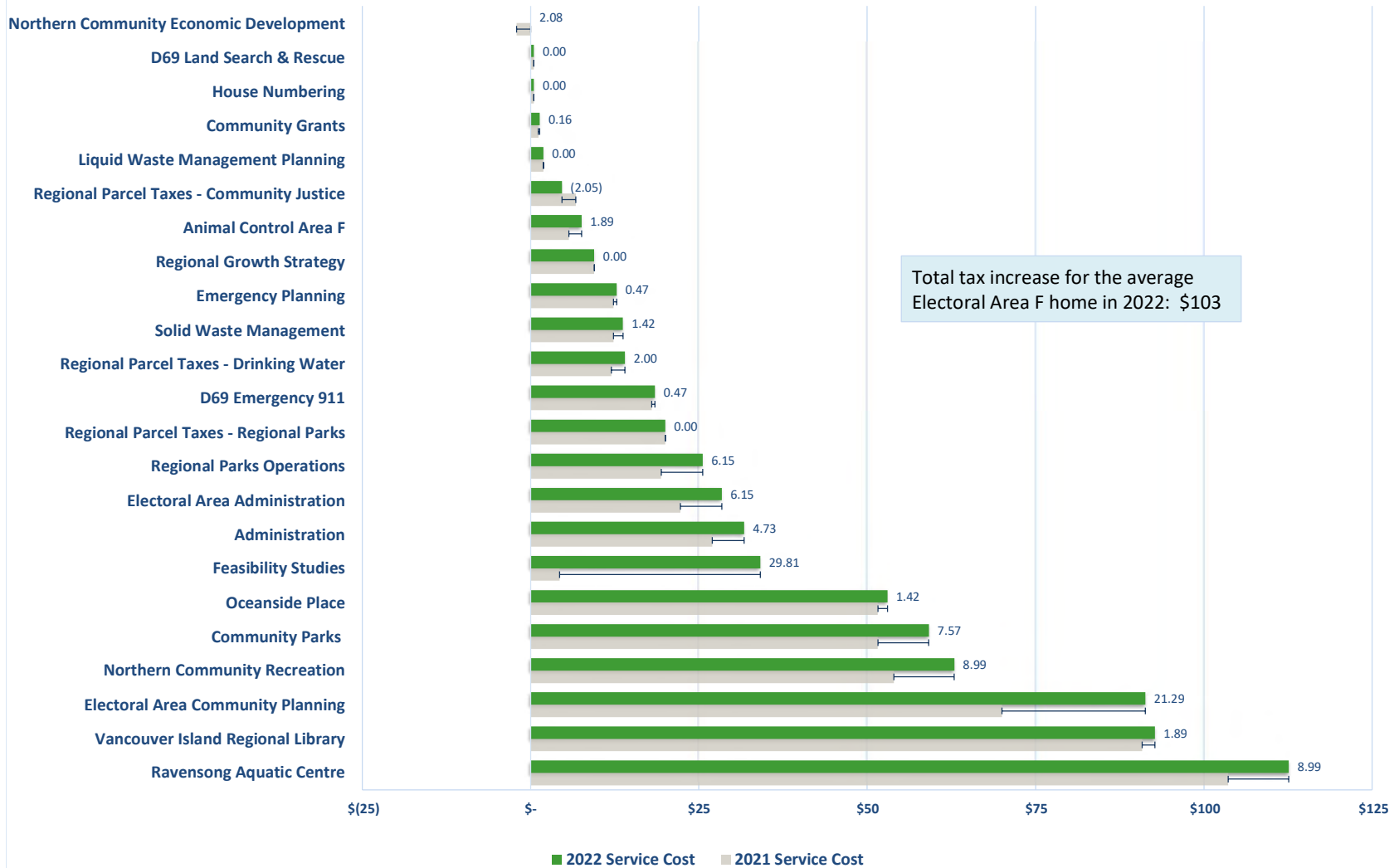
Electoral Area F

Coombs, Hilliers, Errington, Whiskey Creek, Meadowood

REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area F Home Tax Change

2022 Total Cost for the average Electoral Area F home (\$473,181) = \$696



**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA F**

	Electoral Area F Final 2021	Electoral Area F Preliminary 2022	Changed Service Level
Administration	124,745	148,695	33,649
Community Grants	5,429	6,240	
Electoral Areas Administration	102,723	132,341	
D69 Community Justice	20,228	14,027	
Electoral Area Community Planning	323,582	426,099	35,328
Regional Growth Strategy	43,702	44,580	
House Numbering	2,996	2,981	
Northern Community Economic Development	(6,262)	-	
Solid Waste Management	56,993	64,246	5,699
Animal Control Area F	25,265	34,469	
Regional Parks - Operations	90,477	119,320	15,081
Regional Parks - Acquisitions & Capital	60,360	60,320	
Community Parks	237,474	274,411	
Northern Community Recreation	248,882	293,252	4,642
Oceanside Place	238,780	247,720	
Ravensong Aquatic Centre	478,771	525,538	
Liquid Waste Management Planning	8,680	9,178	
Drinking Water/Watershed Protection	36,216	42,224	5,994
D69 Land Search & Rescue	1,738	1,700	
D69 Emergency 911	82,586	85,541	2,955
Emergency Planning	57,784	59,253	
Feasibility Studies	20,000	158,867	138,867
Regional District General Services Requisition	\$2,261,149	\$2,751,002	\$242,215
Vancouver Island Regional Library	420,286	432,072	11,786
Total Requisition	\$2,681,435	\$3,183,074	\$254,001

LOCAL SERVICE AREAS		
Errington Fire	794,933	864,484
Coombs-Hilliers Fire	631,828	735,761
Nanose Bay Fire	966,141	979,675
Dashwood Fire	845,260	918,442
Dashwood Fire Hall	50,000	14,630
French Creek Fire	741,964	787,782
Hwy # 4 Streetlighting	4,682	4,822
Meadowood Fire	46,701	89,158

**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA F**

	Electoral Area F Final 2021	Electoral Area F Preliminary 2022	Changed Service Level
Administration	0.057	0.067	0.015
Community Grants	0.002	0.003	
Electoral Area Administration	0.047	0.060	
Electoral Area Community Planning	0.148	0.193	0.016
Regional Growth Strategy	0.020	0.020	
House Numbering	0.001	0.001	
Solid Waste Management	0.026	0.029	0.003
Animal Control Area F	0.012	0.016	
Regional Parks Operations	0.041	0.054	0.007
Community Parks	0.109	0.125	
Northern Community Recreation	0.114	0.133	
Oceanside Place	0.109	0.112	
Ravensong Aquatic Centre	0.219	0.238	
Liquid Waste Management Planning	0.004	0.004	
D69 Land Search & Rescue	0.001	0.001	
D69 Emergency 911	0.038	0.039	0.001
Emergency Planning	0.026	0.027	
Feasibility Studies	0.009	0.072	0.063
Regional District General Services Rate	0.984	1.194	0.105
Vancouver Island Regional Library	0.192	0.196	0.004
General Services Tax Rate	1.176	1.390	0.109
General Services Cost per \$100,000	\$117.56	\$138.99	\$10.86
Change in General Services Cost per \$100,000	(\$0.77)	\$21.43	
Regional Parcel Taxes	\$36.63	\$38.65	\$2.02
Change in Regional Parcel Taxes	(\$3.18)	\$2.02	
Local Service Area Rates			
Errington Fire	0.765	0.831	
Coombs-Hilliers Fire	0.836	0.961	
Nanoose Bay Fire	0.300	0.300	
Dashwood Fire	0.995	1.067	
Dashwood Fire Hall	0.082	0.024	
French Creek Fire	0.455	0.476	
Hwy. # 4 Streetlighting	0.002	0.002	
Meadowood Fire	\$101	\$193	
Average Residential Value*	\$473,181	\$473,181	\$0
Property tax based on Average Residential Value	\$593	\$696	\$103

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

**REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2023-2026
ELECTORAL AREA F**

	Electoral Area F	Electoral Area F	Electoral Area F	Electoral Area F	Electoral Area F	Electoral Area F
	Final 2021	Preliminary 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Administration	124,745	148,695	214,104	218,602	227,847	253,891
Community Grants	5,429	6,240	6,264	6,264	6,264	6,264
Electoral Areas Administration	102,723	132,341	153,642	160,525	167,695	177,896
D69 Community Justice	20,228	14,027	20,163	20,168	20,173	20,180
Electoral Area Community Planning	323,582	426,099	521,012	527,167	543,411	556,152
Regional Growth Strategy	43,702	44,580	59,348	60,906	62,802	64,392
House Numbering	2,996	2,981	2,981	2,981	2,981	2,981
Northern Community Economic Development	(6,262)	-	-	-	-	-
Solid Waste Management	56,993	64,246	70,671	81,271	97,525	117,031
Animal Control Area F	25,265	34,469	39,534	40,743	41,988	43,270
Regional Parks - Operations	90,477	119,320	126,479	134,068	139,431	145,008
Regional Parks - Acquisitions	60,360	60,320	60,460	60,600	60,740	60,880
Community Parks	237,474	274,411	282,643	291,123	299,856	308,852
Northern Community Recreation	248,882	293,252	318,436	327,326	322,880	329,380
Oceanside Place	238,780	247,720	252,675	257,728	262,882	266,826
Ravensong Aquatic Centre	478,771	525,538	578,091	670,586	714,175	728,458
Liquid Waste Management Planning	8,680	9,178	9,729	10,118	10,624	11,262
Drinking Water/Watershed Protection	36,216	42,224	48,368	48,480	48,592	48,704
D69 Land Search & Rescue	1,738	1,700	1,702	1,703	1,704	1,706
D69 Emergency 911	82,586	85,541	87,810	88,500	89,107	91,781
Emergency Planning	57,784	59,253	61,030	62,861	64,747	66,689
Feasibility Studies	20,000	158,867	20,000	10,000	10,000	10,000
Regional District General Services Requisition	\$2,261,149	\$2,751,002	\$2,935,142	\$3,081,720	\$3,195,424	\$3,311,603
Vancouver Island Regional Library	420,286	432,072	445,035	458,385	472,138	486,302
Total Requisition	\$2,681,435	\$3,183,074	\$3,380,177	\$3,540,105	\$3,667,562	\$3,797,905

LOCAL SERVICE AREAS						
Errington Fire	794,933	864,484	933,643	1,008,334	1,078,918	1,132,863
Coombs-Hilliers Fire	631,828	735,761	772,549	811,177	843,624	877,369
Nanoose Bay Fire	966,141	979,675	1,009,065	1,039,337	1,070,517	1,102,633
Dashwood Fire	845,260	918,442	964,364	1,002,939	1,033,027	1,064,018
Dashwood Fire Hall	50,000	14,630	271,479	271,479	271,479	271,479
French Creek Fire	741,964	787,782	811,683	836,033	861,114	886,948
Hwy. # 4 Streetlighting	4,682	4,822	4,967	5,116	5,269	5,427
Meadowood Fire	46,701	89,158	89,158	89,158	89,158	89,158

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2023-2026
ELECTORAL AREA F

	Electoral Area F	Electoral Area F	Electoral Area F	Electoral Area F	Electoral Area F	Electoral Area F
	Final 2021	Preliminary 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Administration	0.057	0.067	0.096	0.096	0.099	0.109
Community Grants	0.002	0.003	0.003	0.003	0.003	0.003
Electoral Area Administration	0.047	0.060	0.069	0.071	0.073	0.076
Electoral Area Community Planning	0.148	0.193	0.233	0.233	0.236	0.239
Regional Growth Strategy	0.020	0.020	0.027	0.027	0.027	0.028
House Numbering	0.001	0.001	0.001	0.001	0.001	0.001
Solid Waste Management	0.026	0.029	0.032	0.036	0.042	0.050
Animal Control Area F	0.012	0.016	0.018	0.018	0.018	0.019
Regional Parks Operations	0.041	0.054	0.057	0.059	0.061	0.062
Community Parks	0.109	0.125	0.126	0.128	0.130	0.133
Northern Community Recreation	0.114	0.133	0.142	0.144	0.140	0.141
Oceanside Place	0.109	0.112	0.113	0.114	0.114	0.114
Ravensong Aquatic Centre	0.219	0.238	0.259	0.296	0.311	0.313
Liquid Waste Management Planning	0.004	0.004	0.004	0.004	0.005	0.005
D69 Land Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D69 Emergency 911	0.038	0.039	0.039	0.039	0.039	0.039
Emergency Planning	0.026	0.027	0.027	0.028	0.028	0.029
Feasibility Studies	0.009	0.072	0.009	0.004	0.004	0.004
Regional District General Services Rate	0.983	1.194	1.256	1.302	1.332	1.366
Vancouver Island Regional Library	0.192	0.196	0.199	0.202	0.205	0.209
General Services Tax Rate	1.175	1.390	1.455	1.504	1.537	1.575
General Services Cost per \$100,000	\$117.46	\$138.99	\$145.47	\$150.42	\$153.71	\$157.50
Change in General Services Cost per \$100,000	(\$0.87)	\$21.53	\$6.48	\$4.95	\$3.30	\$3.79
Regional Parcel Taxes	\$36.63	\$38.65	\$42.67	\$42.67	\$42.67	\$42.67
Change in Regional Parcel Taxes	(\$3.18)	\$2.02	\$3.94	\$0.00	\$0.00	\$0.00
Local Service Area Rates						
Errington Fire	0.765	0.831	0.884	0.942	0.994	1.029
Coombs-Hilliers Fire	0.836	0.961	0.994	1.030	1.056	1.083
Nanoose Bay Fire	0.300	0.300	0.305	0.309	0.314	0.319
Dashwood Fire	0.995	1.067	1.105	1.133	1.151	1.169
Dashwood Fire Hall	0.082	0.024	0.432	0.426	0.420	0.414
French Creek Fire	0.455	0.476	0.484	0.492	0.499	0.507
Hwy. # 4 Streetlighting	0.002	0.002	0.002	0.002	0.002	0.002
Meadowood Fire	\$101	\$193	\$193	\$193	\$193	\$193
Average Residential Value*	\$473,181	\$473,181	\$473,181	\$473,181	\$473,181	\$473,181
Property tax based on Average Residential Value	\$592	\$696	\$731	\$754	\$770	\$788

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



REGIONAL
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OF NANAIMO

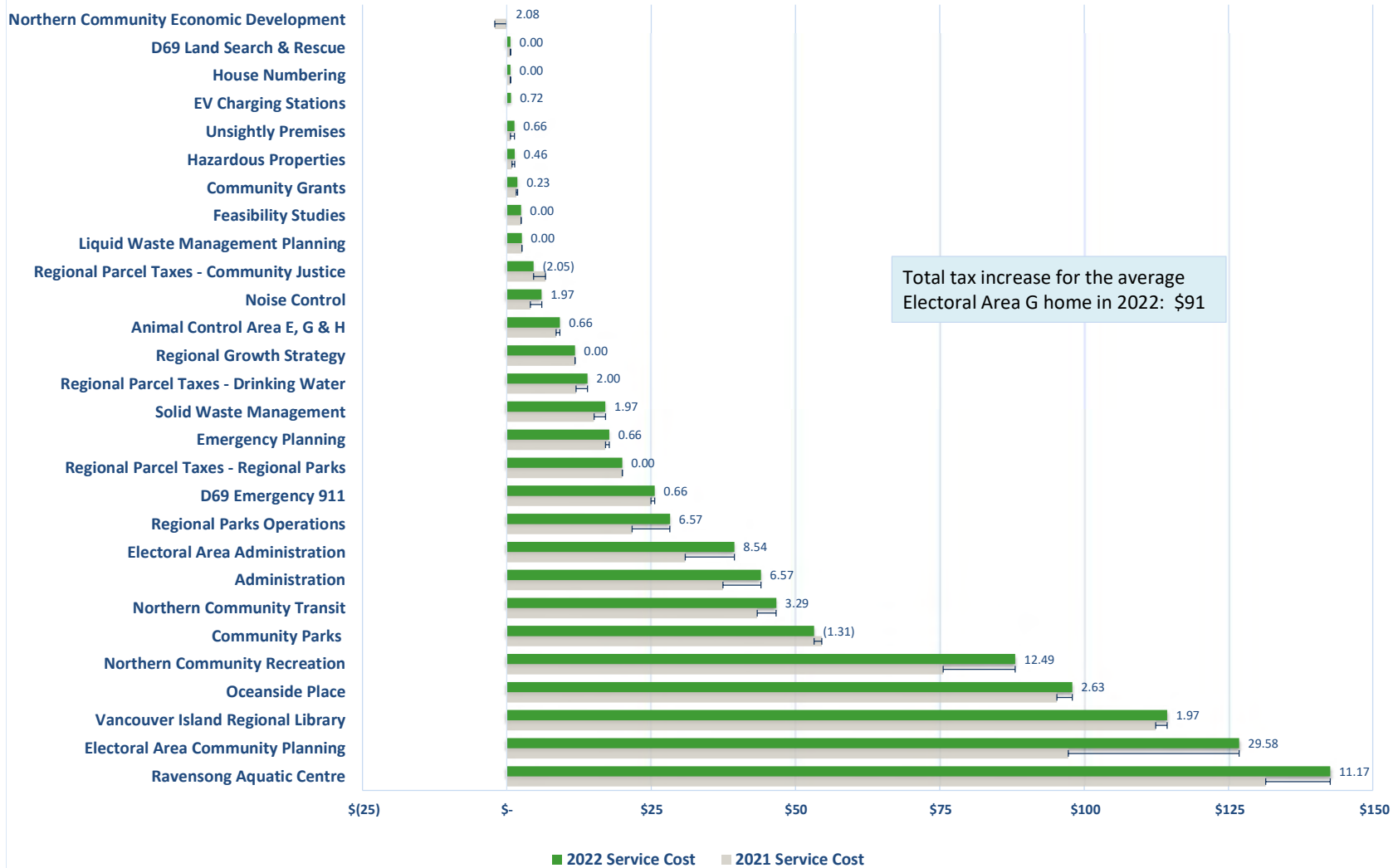
Electoral Area G

French Creek, San Pareil, Little Qualicum

REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area G Home Tax Change

2022 Total Cost for the average Electoral Area G home (\$657,246) = \$919



**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA G**

	Electoral Area G	Electoral Area G	Changed Service Level
	Final 2021	Preliminary 2022	
Administration	150,007	179,878	40,463
Community Grants	6,528	7,549	
Electoral Areas Administration	123,525	160,095	
D69 Community Justice	25,604	17,878	
Electoral Area Community Planning	389,110	515,458	42,482
Regional Growth Strategy	47,079	48,161	
House Numbering	3,603	3,606	
Northern Community Economic Development	(7,927)	-	
Hazardous Properties	3,777	5,556	
Unightly Premises	2,732	5,076	
Northern Community Transit	174,617	189,961	
Solid Waste Management	61,381	69,388	6,138
Animal Control Area E, G & H	34,058	36,731	
Regional Parks - Operations	87,560	115,473	14,595
Regional Parks - Acquisitions & Capital	76,400	76,880	
Community Parks	217,068	216,518	
Northern Community Recreation	303,402	358,344	5,780
Oceanside Place	381,314	396,782	
Ravensong Aquatic Centre	525,559	578,467	
Liquid Waste Management Planning	9,348	9,913	
Drinking Water/Watershed Protection	45,840	53,816	7,639
D69 Land Search & Rescue	1,682	1,645	
D69 Emergency 911	99,311	103,480	4,169
Emergency Planning	69,486	71,679	
EV Charging Stations	-	2,917	
Noise Control	16,355	24,557	
Feasibility Studies	10,000	10,000	
Regional District General Services Requisition	\$2,857,419	\$3,259,808	\$121,266
Vancouver Island Regional Library	448,805	462,604	13,799
Total Requisition	\$3,306,224	\$3,722,412	\$135,065

LOCAL SERVICE AREAS		
Errington Fire	794,933	864,484
Parksville Local Fire	146,193	166,651
Nanoose Bay Fire	966,141	979,675
Dashwood Fire	845,260	918,442
Dashwood Fire Hall	50,000	14,630
French Creek Fire	741,964	787,782
Rural Areas Streetlighting	20,308	7,948
French Creek Village Streetlighting	10,276	51,500
Highway Intersection Streetlighting (French Creek)	2,973	3,062
Morningstar Streetlighting	20,074	-
Sandpiper Streetlighting	16,299	-
Englishman River Community Streetlighting	7,374	7,595
Englishman River Stormwater	5,535	5,701

**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA G**

	Electoral Area G	Electoral Area G	Changed Service Level
	Final 2021	Preliminary 2022	
Administration	0.057	0.067	0.015
Community Grants	0.002	0.003	
Electoral Area Administration	0.047	0.060	
Electoral Area Community Planning	0.148	0.193	0.016
Regional Growth Strategy	0.018	0.018	
House Numbering	0.001	0.001	
Hazardous Properties	0.001	0.002	
Unightly Premises	0.001	0.002	
Northern Community Transit	0.066	0.071	
Solid Waste Management	0.023	0.026	
Animal Control Area E, G & H	0.013	0.014	
Noise Control	0.006	0.009	
Regional Parks Operations	0.033	0.043	
Community Parks	0.083	0.081	
Northern Community Recreation	0.115	0.134	0.005
Oceanside Place	0.145	0.149	
Ravensong Aquatic Centre	0.200	0.217	
Liquid Waste Management Planning	0.004	0.004	
D69 Land Search & Rescue	0.001	0.001	
D69 Emergency 911	0.038	0.039	
Emergency Planning	0.026	0.027	0.001
EV Charging Stations	-	0.001	
Feasibility Studies	0.004	0.004	
Regional District General Services Rate	1.033	1.166	
Vancouver Island Regional Library	0.171	0.174	
General Services Tax Rate	1.204	1.340	0.042
General Services Cost per \$100,000	\$120.39	\$134.00	\$4.20
Change in General Services Cost per \$100,000	\$0.06	\$13.61	
Regional Parcel Taxes	\$36.63	\$38.65	\$2.02
Change in Regional Parcel Taxes	(\$3.18)	\$2.02	

Local Service Area Rates		
Errington Fire	0.765	0.831
Parksville Local Fire	0.371	0.417
Nanose Bay Fire	0.300	0.300
Dashwood Fire	0.995	1.067
Dashwood Fire Hall	0.082	0.024
French Creek Fire	0.455	0.476
Rural Areas Streetlighting	0.052	0.020
French Creek Village Streetlighting	0.103	0.510
Highway Intersection Streetlighting (French Creek)	0.002	0.002
Morningstar Streetlighting	0.055	0.000
Sandpiper Streetlighting	0.080	0.000
Englishman River Community Streetlighting	0.039	0.040
Englishman River Stormwater	0.031	0.031

Average Residential Value*	\$657,246	\$657,246	\$0
Property tax based on Average Residential Value	\$828	\$919	\$91

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

**REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2023-2026
ELECTORAL AREA G**

	Electoral Area G	Electoral Area G	Electoral Area G	Electoral Area G	Electoral Area G	Electoral Area G
	Final 2021	Preliminary 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Administration	150,007	179,878	259,004	264,446	275,629	307,136
Community Grants	6,528	7,549	7,578	7,578	7,578	7,578
Electoral Areas Administration	123,525	160,095	185,863	194,189	202,863	215,203
D69 Community Justice	25,604	17,878	25,772	25,852	25,933	26,013
Electoral Area Community Planning	389,110	515,458	630,275	637,721	657,372	672,785
Regional Growth Strategy	47,079	48,161	64,115	65,799	67,847	69,565
House Numbering	3,603	3,606	3,607	3,607	3,607	3,607
Northern Community Economic Development	(7,927)	-	-	-	-	-
Hazardous Properties	3,777	5,556	6,584	6,757	6,934	7,118
Unightly Premises	2,732	5,076	5,564	5,729	5,899	6,075
Northern Community Transit	174,617	189,961	227,953	257,587	291,073	312,291
Solid Waste Management	61,381	69,388	76,326	87,775	105,330	126,397
Animal Control Area E, G & H	34,058	36,731	44,149	45,563	47,019	48,518
Regional Parks - Operations	87,560	115,473	122,402	129,746	134,936	140,333
Regional Parks - Acquisitions	76,400	76,880	77,280	77,680	78,080	78,480
Community Parks	217,068	216,518	248,445	253,002	258,675	266,927
Northern Community Recreation	303,402	358,344	388,852	399,716	394,450	402,429
Oceanside Place	381,314	396,782	404,718	412,813	421,069	427,384
Ravensong Aquatic Centre	525,559	578,467	636,313	738,124	786,101	801,824
Liquid Waste Management Planning	9,348	9,913	10,508	10,928	11,474	12,163
Drinking Water/Watershed Protection	45,840	53,816	61,824	62,144	62,464	62,784
D69 Land Search & Rescue	1,682	1,645	1,647	1,648	1,649	1,651
D69 Emergency 911	99,311	103,480	106,224	107,059	107,794	111,028
Emergency Planning	69,486	71,679	73,829	76,044	78,325	80,675
EV Charging Stations	-	2,917	2,917	2,917	2,917	2,917
Noise Control	16,355	24,557	27,920	28,702	29,506	30,336
Feasibility Studies	10,000	10,000	138,868	10,000	10,000	10,000
Regional District General Services Requisition	\$2,857,419	\$3,259,808	\$3,838,537	\$3,913,126	\$4,074,524	\$4,231,217
Vancouver Island Regional Library	448,805	462,604	476,482	490,776	505,499	520,664
Total Requisition	\$3,306,224	\$3,722,412	\$4,315,019	\$4,403,902	\$4,580,023	\$4,751,881

LOCAL SERVICE AREAS						
Errington Fire	794,933	864,484	933,643	1,008,334	1,078,918	1,132,863
Parksville Local Fire	146,193	166,651	171,651	176,800	182,104	187,567
Nanoose Bay Fire	966,141	979,675	1,009,065	1,039,337	1,070,517	1,102,633
Dashwood Fire	845,260	918,442	964,364	1,002,939	1,033,027	1,064,018
Dashwood Fire Hall	50,000	14,630	271,479	271,479	271,479	271,479
French Creek Fire	741,964	787,782	811,683	836,033	861,114	886,948
Rural Areas Streetlighting	20,308	7,948	8,186	8,432	8,685	8,946
French Creek Village Streetlighting	10,276	51,500	53,045	54,636	56,275	57,964
Highway Intersection Streetlighting (French Creek)	2,973	3,062	3,154	3,248	3,346	3,446
Morningstar Streetlighting	20,074	-	-	-	-	-
Sandpiper Streetlighting	16,299	-	-	-	-	-
Englishman River Community Streetlighting	7,374	7,595	7,823	8,058	8,299	8,548
Englishman River Stormwater	5,535	5,701	5,872	6,048	6,230	6,417

**REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2023-2026
ELECTORAL AREA G**

	Electoral Area G	Electoral Area G	Electoral Area G	Electoral Area G	Electoral Area G	Electoral Area G
	Final 2021	Preliminary 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Administration	0.057	0.067	0.096	0.096	0.099	0.109
Community Grants	0.002	0.003	0.003	0.003	0.003	0.003
Electoral Area Administration	0.047	0.060	0.069	0.071	0.073	0.076
Electoral Area Community Planning	0.148	0.193	0.233	0.233	0.236	0.239
Regional Growth Strategy	0.018	0.018	0.024	0.024	0.024	0.025
House Numbering	0.001	0.001	0.001	0.001	0.001	0.001
Hazardous Properties	0.001	0.002	0.002	0.003	0.003	0.003
Unightly Premises	0.001	0.002	0.002	0.002	0.002	0.002
Northern Community Transit	0.066	0.071	0.084	0.094	0.105	0.111
Solid Waste Management	0.023	0.026	0.028	0.032	0.038	0.045
Animal Control Area E, G & H	0.013	0.014	0.016	0.017	0.017	0.017
Noise Control	0.006	0.009	0.010	0.010	0.011	0.011
Regional Parks Operations	0.033	0.043	0.045	0.047	0.049	0.050
Community Parks	0.083	0.081	0.092	0.092	0.093	0.095
Northern Community Recreation	0.115	0.134	0.144	0.146	0.142	0.143
Oceanside Place	0.145	0.149	0.150	0.151	0.151	0.152
Ravensong Aquatic Centre	0.200	0.217	0.235	0.269	0.283	0.284
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	0.038	0.039	0.039	0.039	0.039	0.039
Emergency Planning	0.026	0.027	0.027	0.028	0.028	0.029
EV Charging Stations		0.001	0.001	0.001	0.001	0.001
Feasibility Studies	0.004	0.004	0.051	0.004	0.004	0.004
Regional District General Services Rate	1.033	1.166	1.358	1.367	1.405	1.442
Vancouver Island Regional Library	0.171	0.174	0.176	0.179	0.182	0.185
General Services Tax Rate	1.204	1.340	1.534	1.546	1.587	1.627
General Services Cost per \$100,000	\$120.39	\$134.00	\$153.39	\$154.63	\$158.74	\$162.74
Change in General Services Cost per \$100,000	\$0.06	\$13.61	\$19.39	\$1.24	\$4.11	\$4.00
Regional Parcel Taxes	\$36.63	\$38.65	\$42.67	\$42.67	\$42.67	\$42.67
Change in Regional Parcel Taxes	(\$3.18)	\$2.02	\$4.02	\$0.00	\$0.00	\$0.00
Local Service Area Rates						
Errington Fire	0.765	0.831	0.884	0.942	0.994	1.029
Parksville Local Fire	0.371	0.417	0.423	0.430	0.437	0.444
Nanoose Bay Fire	0.300	0.300	0.305	0.309	0.314	0.319
Dashwood Fire	0.995	1.067	1.105	1.133	1.151	1.169
Dashwood Fire Hall	0.082	0.024	0.432	0.426	0.420	0.414
French Creek Fire	0.455	0.476	0.484	0.492	0.499	0.507
Rural Areas Streetlighting	0.052	0.020	0.020	0.021	0.021	0.021
French Creek Village Streetlighting	0.103	0.510	0.518	0.526	0.535	0.543
Highway Intersection Streetlighting (French Creek)	0.002	0.002	0.002	0.002	0.002	0.002
Morningstar Streetlighting	0.055	0.000	0.000	0.000	0.000	0.000
Sandpiper Streetlighting	0.080	0.000	0.000	0.000	0.000	0.000
Englishman River Community Streetlighting	0.039	0.040	0.040	0.041	0.042	0.042
Englishman River Stormwater	0.031	0.031	0.032	0.032	0.033	0.033
Average Residential Value*	\$657,246	\$657,246	\$657,246	\$657,246	\$657,246	\$657,246
Property tax based on Average Residential Value	\$828	\$919	\$1,051	\$1,059	\$1,086	\$1,112

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

Future Tax rates by member views 2023-2026

08-11-2021



REGIONAL
DISTRICT
OF NANAIMO

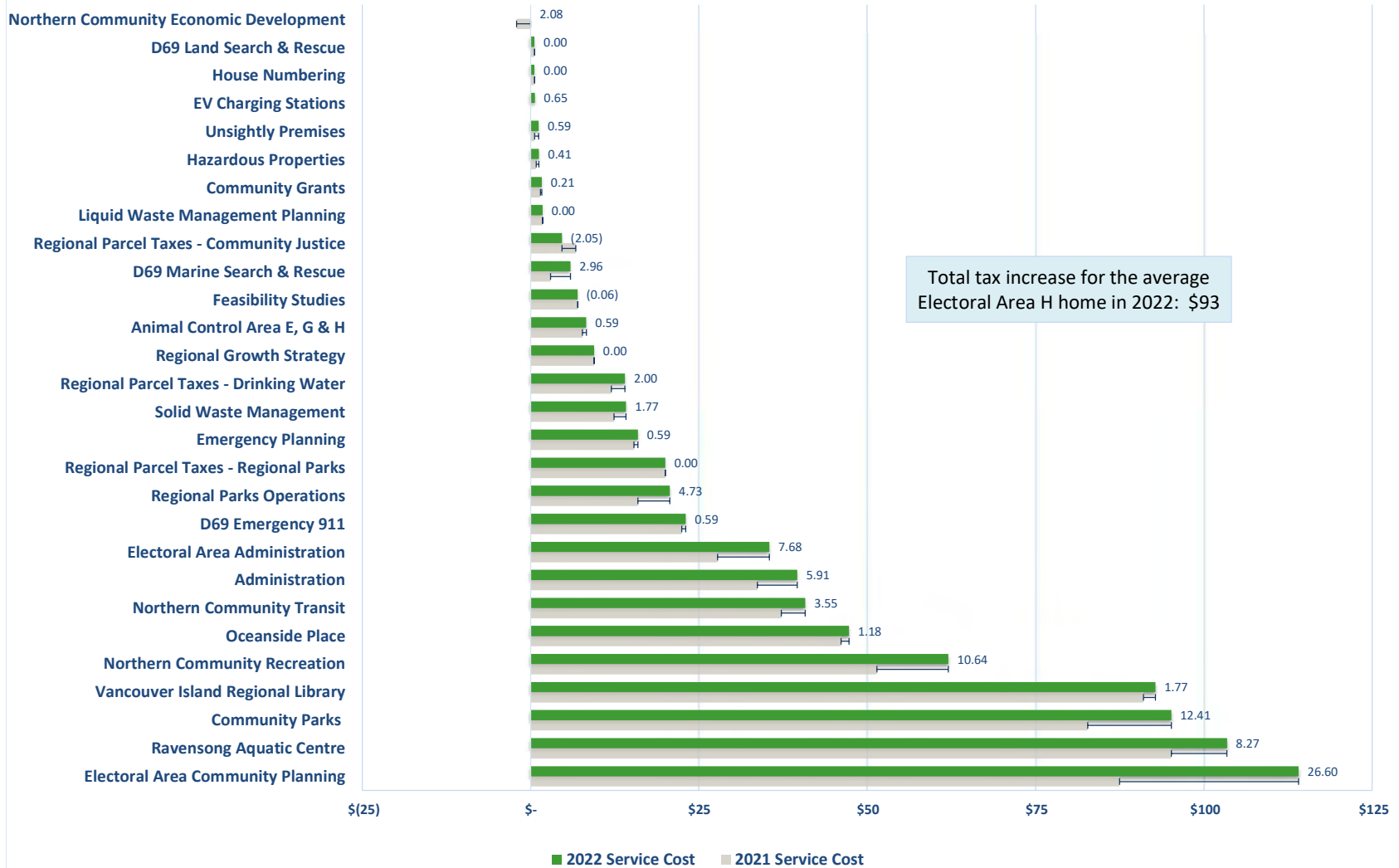
Electoral Area H

Bowser, Qualicum Bay, Deep Bay

REGIONAL DISTRICT OF NANAIMO SERVICES

Electoral Area H Home Tax Change

2022 Total Cost for the average Electoral Area H home (\$591,053) = \$782



**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA H**

	Electoral Area H Final 2021	Electoral Area H Preliminary 2022	Changed Service Level
Administration	95,786	114,835	25,837
Community Grants	4,168	4,819	
Electoral Areas Administration	78,875	102,206	
D69 Community Justice	17,065	11,888	
Electoral Area Community Planning	248,461	329,074	27,126
Regional Growth Strategy	27,378	28,007	
House Numbering	2,302	2,303	
Northern Community Economic Development	(5,283)	-	
Hazardous Properties	2,411	3,546	
Unightly Premises	1,744	3,240	
Northern Community Transit	105,426	117,990	
Solid Waste Management	35,685	40,339	3,570
Animal Control Area E, G & H	21,746	23,449	
Regional Parks - Operations	45,496	59,999	7,583
Regional Parks - Acquisitions & Capital	50,920	51,120	
Community Parks	234,623	274,733	
Northern Community Recreation	145,639	178,367	1,367
Oceanside Place	131,150	136,503	
Ravensong Aquatic Centre	269,988	297,176	
Liquid Waste Management Planning	5,436	5,763	
Drinking Water/Watershed Protection	30,552	35,784	5,079
D69 Marine Search & Rescue	9,000	17,700	
D69 Land Search & Rescue	874	855	
D69 Emergency 911	63,414	66,063	2,649
Emergency Planning	44,370	45,760	
EV Charging Stations	-	1,861	
Feasibility Studies	20,000	20,000	
Regional District General Services Requisition	\$1,687,225	\$1,973,380	\$73,211
Vancouver Island Regional Library	258,830	266,780	7,950
Total Requisition	\$1,946,055	\$2,240,160	\$81,161

LOCAL SERVICE AREAS		
Dashwood Fire	845,260	918,442
Dashwood Fire Hall	50,000	14,630
Bow Horn Bay Fire	554,313	645,304

**REGIONAL DISTRICT OF NANAIMO
2022 BUDGET
HISTORY OF MEMBER PARTICIPATION
ELECTORAL AREA H**

	Electoral Area H Final 2021	Electoral Area H Preliminary 2022	Changed Service Level
Administration	0.057	0.067	0.015
Community Grants	0.002	0.003	
Electoral Area Administration	0.047	0.060	
Electoral Area Community Planning	0.148	0.193	0.016
Regional Growth Strategy	0.016	0.016	
House Numbering	0.001	0.001	
Hazardous Properties	0.001	0.002	
Unightly Premises	0.001	0.002	
Northern Community Transit	0.063	0.069	
Solid Waste Management	0.021	0.024	0.002
Animal Control Area E, G & H	0.013	0.014	
Regional Parks Operations	0.027	0.035	0.004
Community Parks	0.140	0.161	
Northern Community Recreation	0.087	0.105	
Oceanside Place	0.078	0.080	
Ravensong Aquatic Centre	0.161	0.175	
Liquid Waste Management Planning	0.003	0.003	
D69 Marine Search & Rescue	0.005	0.010	
D69 Land Search & Rescue	0.001	0.001	
D69 Emergency 911	0.038	0.039	0.001
Emergency Planning	0.026	0.027	
EV Charging Stations	-	0.001	
Feasibility Studies	0.012	0.012	
Regional District General Services Rate	0.949	1.100	0.038
Vancouver Island Regional Library	0.154	0.157	0.003
General Services Tax Rate	1.103	1.257	0.041
General Services Cost per \$100,000	\$110.28	\$125.68	\$4.10
Change in General Services Cost per \$100,000	\$2.21	\$15.40	
Regional Parcel Taxes	\$36.63	\$38.65	\$2.02
Change in Regional Parcel Taxes	(\$3.18)	\$2.02	
Local Service Area Rates			
Dashwood Fire	0.995	1.067	
Dashwood Fire Hall	0.082	0.024	
Bow Horn Bay Fire	0.772	0.886	
Average Residential Value*	\$591,053	\$591,053	\$0
Property tax based on Average Residential Value	\$688	\$782	\$93

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

**REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION FORECAST
2023-2026
ELECTORAL AREA H**

	Electoral Area H Final 2021	Electoral Area H Preliminary 2022	Electoral Area H Forecast 2023	Electoral Area H Forecast 2024	Electoral Area H Forecast 2025	Electoral Area H Forecast 2026
Administration	95,786	114,835	165,353	168,824	175,965	196,080
Community Grants	4,168	4,819	4,836	4,836	4,836	4,836
Electoral Areas Administration	78,875	102,206	118,658	123,972	129,510	137,389
D69 Community Justice	17,065	11,888	17,094	17,106	17,118	17,130
Electoral Area Community Planning	248,461	329,074	402,375	407,128	419,674	429,513
Regional Growth Strategy	27,378	28,007	37,283	38,263	39,452	40,453
House Numbering	2,302	2,303	2,303	2,303	2,303	2,303
Northern Community Economic Development	(5,283)	-	-	-	-	-
Hazardous Properties	2,411	3,546	4,203	4,313	4,427	4,543
Unightly Premises	1,744	3,240	3,551	3,659	3,767	3,879
Northern Community Transit	105,426	117,990	141,589	159,995	180,794	193,973
Solid Waste Management	35,685	40,339	44,372	51,029	61,236	73,481
Animal Control Area E, G & H	21,746	23,449	28,186	29,088	30,017	30,974
Regional Parks - Operations	45,496	59,999	63,599	67,415	70,112	72,917
Regional Parks - Acquisitions	50,920	51,120	51,260	51,400	51,540	51,680
Community Parks	234,623	274,733	313,196	357,043	407,029	415,170
Northern Community Recreation	145,639	178,367	197,242	202,651	197,714	201,183
Oceanside Place	131,150	136,503	139,231	142,016	144,856	147,031
Ravensong Aquatic Centre	269,988	297,176	326,896	379,198	403,846	411,922
Liquid Waste Management Planning	5,436	5,763	6,108	6,353	6,670	7,070
Drinking Water/Watershed Protection	30,552	35,784	41,008	41,120	41,232	41,344
D69 Marine Search & Rescue	9,000	17,700	17,706	17,712	17,719	17,725
D69 Land Search & Rescue	874	855	855	857	858	857
D69 Emergency 911	63,414	66,063	67,815	68,348	68,817	70,881
Emergency Planning	44,370	45,760	47,134	48,548	50,005	51,505
EV Charging Stations	-	1,861	1,861	1,861	1,861	1,861
Feasibility Studies	20,000	20,000	20,000	20,000	20,000	20,000
Regional District General Services Requisition	\$1,687,225	\$1,973,380	\$2,263,714	\$2,415,038	\$2,551,358	\$2,645,700
Vancouver Island Regional Library	258,830	266,780	274,782	283,028	291,517	300,264
Total Requisition	\$1,946,055	\$2,240,160	\$2,538,496	\$2,698,066	\$2,842,875	\$2,945,964

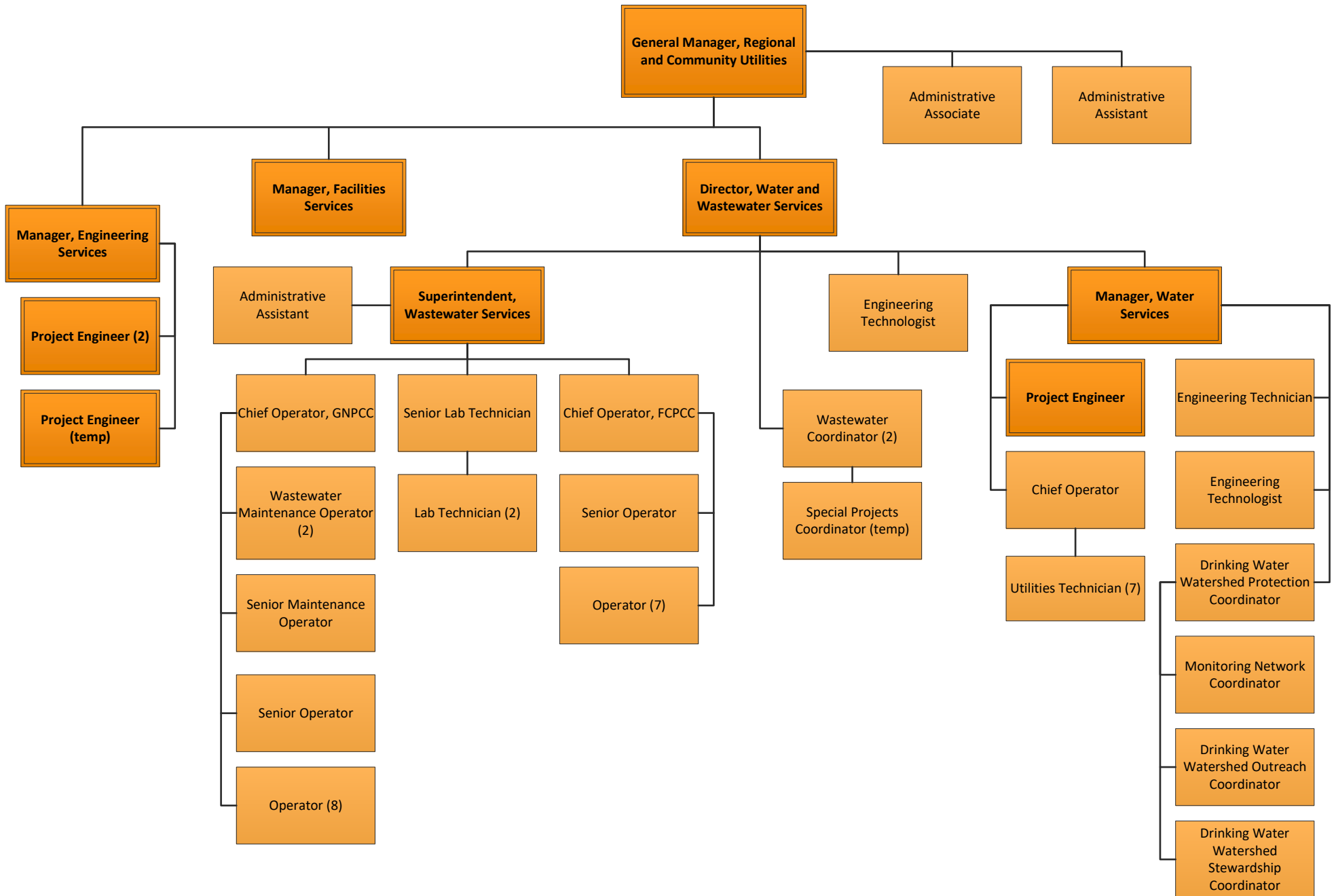
LOCAL SERVICE AREAS						
Dashwood Fire	845,260	918,442	964,364	1,002,939	1,033,027	1,064,018
Dashwood Fire Hall	50,000	14,630	271,479	271,479	271,479	271,479
Bow Horn Bay Fire	554,313	645,304	709,834	780,818	858,900	927,612

REGIONAL DISTRICT OF NANAIMO
TAX REQUISITION MEMBER RATES FORECAST
2023-2026
ELECTORAL AREA H

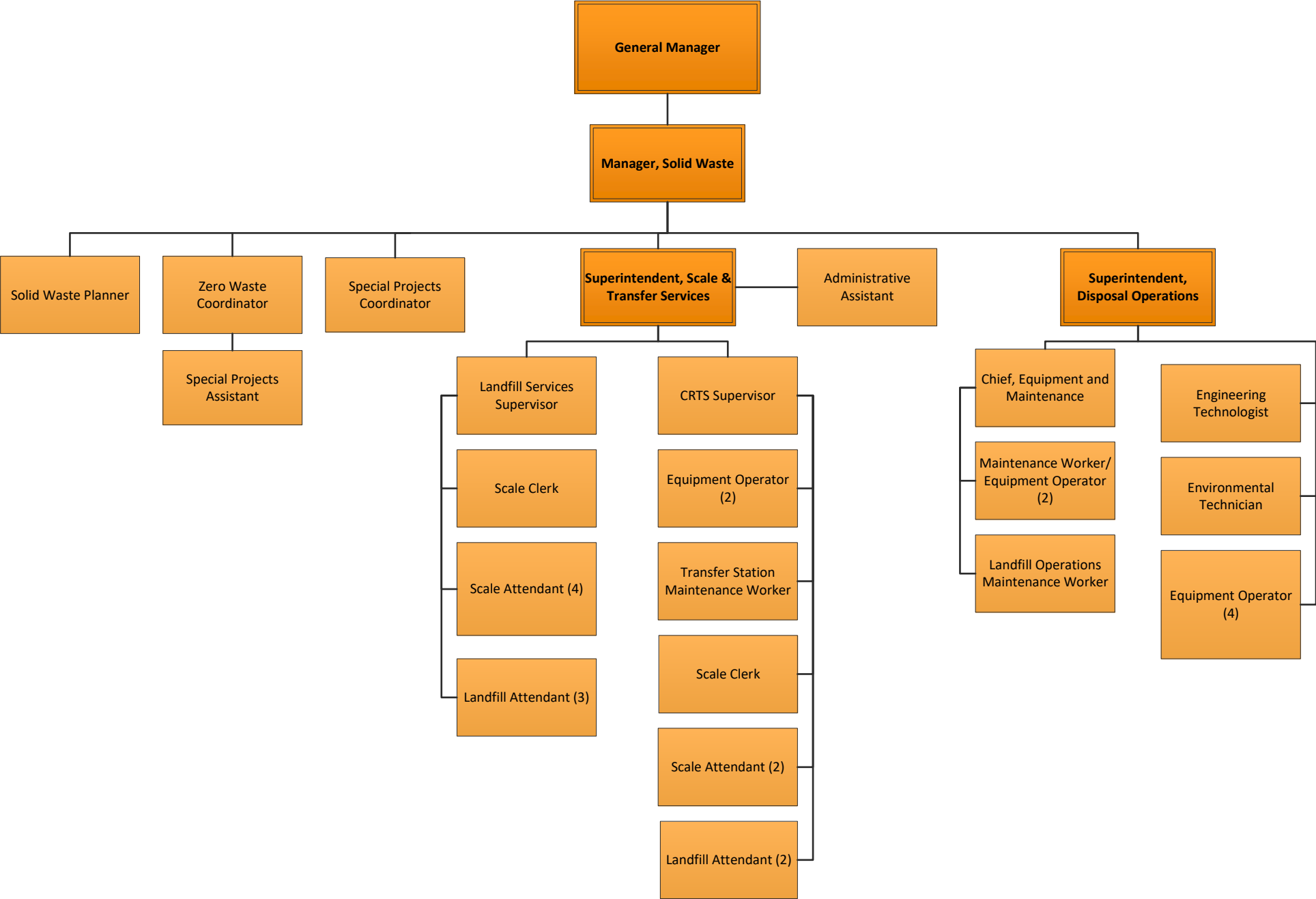
	Electoral Area H	Electoral Area H	Electoral Area H	Electoral Area H	Electoral Area H	Electoral Area H
	Final 2021	Preliminary 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Administration	0.057	0.067	0.096	0.096	0.099	0.109
Community Grants	0.002	0.003	0.003	0.003	0.003	0.003
Electoral Area Administration	0.047	0.060	0.069	0.071	0.073	0.076
Electoral Area Community Planning	0.148	0.193	0.233	0.233	0.236	0.239
Regional Growth Strategy	0.016	0.016	0.022	0.022	0.022	0.022
House Numbering	0.001	0.001	0.001	0.001	0.001	0.001
Hazardous Properties	0.001	0.002	0.002	0.003	0.003	0.003
Unsightly Premises	0.001	0.002	0.002	0.002	0.002	0.002
Northern Community Transit	0.063	0.069	0.082	0.091	0.102	0.108
Solid Waste Management	0.021	0.024	0.026	0.029	0.035	0.041
Animal Control Area E, G & H	0.013	0.014	0.016	0.017	0.017	0.017
Regional Parks Operations	0.027	0.035	0.037	0.039	0.040	0.041
Community Parks	0.140	0.161	0.181	0.204	0.229	0.231
Northern Community Recreation	0.087	0.105	0.114	0.116	0.111	0.112
Oceanside Place	0.078	0.080	0.081	0.081	0.082	0.082
Ravensong Aquatic Centre	0.161	0.175	0.189	0.217	0.228	0.229
Liquid Waste Management Planning	0.003	0.003	0.004	0.004	0.004	0.004
D69 Marine Search & Rescue	0.005	0.010	0.010	0.010	0.010	0.010
D69 Land Search & Rescue	0.001	0.001	0.001	0.001	0.001	0.001
D69 Emergency 911	0.038	0.039	0.039	0.039	0.039	0.039
Emergency Planning	0.026	0.027	0.027	0.028	0.028	0.029
EV Charging Stations		0.001	0.001	0.001	0.001	0.001
Feasibility Studies	0.012	0.012	0.012	0.011	0.011	0.011
Regional District General Services Rate	0.949	1.100	1.248	1.319	1.377	1.410
Vancouver Island Regional Library	0.154	0.157	0.159	0.162	0.164	0.167
General Services Tax Rate	1.103	1.257	1.407	1.481	1.541	1.577
General Services Cost per \$100,000	\$110.28	\$125.68	\$140.68	\$148.07	\$154.05	\$157.73
Change in General Services Cost per \$100,000	\$2.21	\$15.40	\$15.00	\$7.39	\$5.99	\$3.68
Regional Parcel Taxes	\$36.63	\$38.65	\$42.67	\$42.67	\$42.67	\$42.67
Change in Regional Parcel Taxes	(\$3.18)	\$2.02	\$4.02	\$0.00	\$0.00	\$0.00
Local Service Area Rates						
Dashwood Fire	0.995	1.067	1.105	1.133	1.151	1.169
Dashwood Fire Hall	0.082	0.024	0.432	0.426	0.420	0.414
Bow Horn Bay Fire	0.772	0.886	0.961	1.043	1.131	1.205
Average Residential Value*	\$591,053	\$591,053	\$591,053	\$591,053	\$591,053	\$591,053
Property tax based on Average Residential Value	\$688	\$782	\$874	\$918	\$953	\$975

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

REGIONAL AND COMMUNITY UTILITIES



SOLID WASTE



**REGIONAL & COMMUNITY UTILITIES
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		8.9%	7.9%	7.2%	7.3%	7.2%	
Property taxes	(17,687,437)	(19,174,695)	(20,614,620)	(22,107,299)	(23,803,281)	(25,664,595)	(111,364,490)
Parcel taxes	(5,375,688)	(5,951,522)	(6,484,184)	(6,938,708)	(7,358,431)	(7,730,029)	(34,462,874)
	(23,063,125)	(25,126,217)	(27,098,804)	(29,046,007)	(31,161,712)	(33,394,624)	(145,827,364)
Operations	(2,186,188)	(2,437,873)	(2,454,915)	(2,472,219)	(2,489,768)	(2,507,548)	(12,362,323)
Landfill tipping fees	(9,650,000)	(9,900,000)	(9,900,000)	(9,697,227)	(9,842,849)	(9,695,842)	(49,035,918)
Utility user fees	(6,385,148)	(6,855,333)	(7,059,708)	(7,304,213)	(7,522,050)	(7,780,417)	(36,521,721)
Operating grants	(405,517)	(3,385,517)	(235,517)	(235,517)	(235,517)	(235,517)	(4,327,585)
Grants in lieu of taxes	(15,958)	(180,666)	(180,666)	(180,666)	(180,666)	(180,666)	(903,330)
Interdepartmental recoveries	(569,279)	(631,929)	(631,929)	(631,929)	(631,929)	(631,929)	(3,159,645)
Miscellaneous	(1,785,064)	(2,088,224)	(2,090,733)	(3,456,820)	(3,057,935)	(3,091,222)	(13,784,934)
Total Operating Revenues	(44,060,279)	(50,605,759)	(49,652,272)	(53,024,598)	(55,122,426)	(57,517,765)	(265,922,820)
Operating Expenditures							
Administration	2,543,842	3,035,043	3,120,461	3,175,901	3,257,026	3,379,871	15,968,302
Professional fees	2,087,103	2,259,178	1,711,863	1,688,401	1,705,700	1,726,973	9,092,115
Building ops	2,274,795	2,516,825	2,593,562	2,725,593	2,818,507	2,938,203	13,592,690
Veh & Equip ops	1,887,055	2,333,685	2,317,174	2,391,171	2,459,386	2,526,648	12,028,064
Operating costs	14,211,335	15,509,022	15,776,462	16,263,572	16,750,282	17,251,587	81,550,925
Program costs	325,508	299,308	274,895	280,008	285,242	260,600	1,400,053
Wages & benefits	10,606,732	11,395,654	11,623,569	11,856,035	12,152,432	12,456,249	59,483,939
Transfer to other gov/org		3,000,000					3,000,000
Contributions to reserve funds	10,848,398	7,197,702	6,370,821	7,777,928	7,285,147	7,516,904	36,148,502
Debt interest	1,311,154	1,416,513	1,405,432	1,397,237	1,394,545	1,394,545	7,008,272
Total Operating Expenditures	46,095,922	48,962,930	45,194,239	47,555,846	48,108,267	49,451,580	239,272,862
Operating (surplus)/deficit	2,035,643	(1,642,829)	(4,458,033)	(5,468,752)	(7,014,159)	(8,066,185)	(26,649,958)
Capital Asset Expenditures							
Capital expenditures	44,136,650	32,873,126	38,853,078	35,698,479	30,589,117	18,478,216	156,492,016
Transfer from reserves	(30,021,005)	(23,873,218)	(22,721,519)	(14,116,579)	(10,028,340)	(15,440,058)	(86,179,714)
Grants and other	(2,240,829)	(872,965)					(872,965)
New borrowing	(8,842,461)	(4,413,056)	(14,445,280)	(20,017,699)	(19,025,642)	(1,803,528)	(59,705,205)
Net Capital Assets funded from Operations	3,032,355	3,713,887	1,686,279	1,564,201	1,535,135	1,234,630	9,734,132
Capital Financing Charges							
Existing debt (principal)	2,209,078	2,282,036	2,317,760	2,309,385	2,289,519	2,289,519	11,488,219
New debt (principal & interest)	91,755	44,131	453,994	1,595,166	3,189,505	4,542,036	9,824,832
Total Capital Financing Charges	2,300,833	2,326,167	2,771,754	3,904,551	5,479,024	6,831,555	21,313,051
Net (surplus)/deficit for the year	7,368,831	4,397,225					4,397,225
Add: Transfer from appropriated surplus	(2,029,791)	(1,141,365)					(1,141,365)
Add: Prior year (surplus) / deficit	(5,339,040)	(3,255,860)					(3,255,860)
(Surplus) applied to future years							



**REGIONAL & COMMUNITY UTILITIES
SUMMARY OF TAX REQUISITIONS
2022 to 2026**

	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026
	\$	%	\$	%	\$	%	\$	%	\$	%
Wastewater Management										
2870 LIQUID WASTE MANAGEMENT PLANNING	(197,024)	6.0%	(208,845)	6.0%	(217,199)	4.0%	(228,059)	5.0%	(241,743)	6.0%
2871 WASTEWATER - SOUTHERN COMMUNITY	(10,288,442)	5.0%	(11,008,633)	7.0%	(11,779,237)	7.0%	(12,603,784)	7.0%	(13,486,049)	7.0%
2872 WASTEWATER - NORTHERN COMMUNITY	(6,157,607)	12.5%	(6,588,639)	7.0%	(7,049,844)	7.0%	(7,543,333)	7.0%	(8,071,367)	7.0%
2877 WASTEWATER - DUKE POINT	(338,795)	12.0%	(372,675)	10.0%	(391,308)	5.0%	(403,047)	3.0%	(415,139)	3.0%
	(\$16,981,868)		(\$18,178,792)		(\$19,437,588)		(\$20,778,223)		(\$22,214,298)	
Water Supply										
2034 WATER - SURFSIDE	(20,519)	5.0%	(22,571)	10.0%	(24,828)	10.0%	(27,311)	10.0%	(31,407)	15.0%
2038 WATER - FRENCH CREEK	(118,834)	10.0%	(135,471)	14.0%	(139,535)	3.0%	(143,721)	3.0%	(148,033)	3.0%
2039 WATER - WHISKEY CREEK	(122,434)	5.0%	(128,556)	5.0%	(134,983)	5.0%	(148,482)	10.0%	(163,330)	10.0%
2042 WATER - DECOURCY	(12,984)	20.0%	(13,374)	3.0%	(13,775)	3.0%	(14,188)	3.0%	(14,614)	3.0%
2043 WATER - SAN PAREIL	(177,930)	5.0%	(204,619)	15.0%	(235,312)	15.0%	(282,374)	20.0%	(324,730)	15.0%
2044 WATER - DRIFTWOOD	(5,941)	0.5%	(4,159)	(30.0%)		(100.0%)				
2045 WATER - ENGLISHMAN RIVER	(52,265)	20.0%	(65,331)	25.0%	(91,464)	40.0%	(128,049)	40.0%	(153,659)	20.0%
2046 WATER - MELROSE TERRACE	(36,238)	25.0%	(45,298)	25.0%	(54,357)	20.0%	(55,988)	3.0%	(57,667)	3.0%
2047 WATER - NANOOSE PENINSULA	(1,385,310)	15.0%	(1,593,107)	15.0%	(1,752,417)	10.0%	(1,822,514)	4.0%	(1,895,414)	4.0%
2048 BULK WATER - NANOOSE BAY	(1,242,357)	2.0%	(1,267,204)	2.0%	(1,292,548)	2.0%	(1,318,399)	2.0%	(1,344,767)	2.0%
2049 BULK WATER - FRENCH CREEK	(4,320)		(4,320)		(4,320)		(4,320)		(4,320)	
2050 WATER - SAN PAREIL FIRE IMPROVEMENTS	(74,306)	0.5%	(74,306)		(74,285)		(74,264)		(74,264)	
2051 WATER - WESTURNE HEIGHTS	(27,833)	25.8%	(28,390)	2.0%	(28,957)	2.0%	(29,537)	2.0%	(30,127)	2.0%
4500 DRINKING WATER/WATERSHED PROTECTION	(986,286)	17.1%	(1,131,024)	14.7%	(1,134,864)	0.3%	(1,138,704)	0.3%	(1,142,544)	0.3%
	(\$4,267,557)		(\$4,717,730)		(\$4,981,645)		(\$5,187,851)		(\$5,384,876)	
Streetlighting										
2052 STREETLIGHTING - RURAL AREAS (E & G)	(7,948)	(60.9%)	(8,186)	3.0%	(8,432)	3.0%	(8,685)	3.0%	(8,946)	3.0%
2053 STREETLIGHTING - FAIRWINDS	(25,657)	3.0%	(26,427)	3.0%	(27,220)	3.0%	(28,036)	3.0%	(28,877)	3.0%
2054 STREETLIGHTING - FRENCH CREEK VILLAGE	(51,500)	401.2%	(53,045)	3.0%	(54,636)	3.0%	(56,275)	3.0%	(57,964)	3.0%
2055 STREETLIGHTING - MORNINGSTAR		(100.0%)								
2056 STREETLIGHTING - ENGLISHMAN RIVER	(7,595)	3.0%	(7,823)	3.0%	(8,058)	3.0%	(8,299)	3.0%	(8,548)	3.0%
2057 STREETLIGHTING - FR CREEK-HWY INTERSECT	(3,062)	3.0%	(3,154)	3.0%	(3,248)	3.0%	(3,346)	3.0%	(3,446)	3.0%
2058 STREETLIGHTING - SANDPIPER		(100.0%)								
2059 STREETLIGHTING - HIGHWAY #4 (AREA F)	(4,822)	3.0%	(4,967)	3.0%	(5,116)	3.0%	(5,269)	3.0%	(5,427)	3.0%
	(\$100,584)		(\$103,602)		(\$106,710)		(\$109,910)		(\$113,208)	
Sewer Collection										
2090 STORMWATER - ENGLISHMAN RIVER	(5,701)	3.0%	(5,872)	3.0%	(6,048)	3.0%	(6,230)	3.0%	(6,417)	3.0%
2091 STORMWATER - CEDAR ESTATES	(5,267)	3.0%	(5,425)	3.0%	(5,588)	3.0%	(5,755)	3.0%	(5,928)	3.0%
2851 WASTEWATER - NANOOSE (PART OF 75-51)	(869,738)	15.0%	(1,000,199)	15.0%	(1,150,229)	15.0%	(1,322,763)	15.0%	(1,455,039)	10.0%
7550 SEWER - FRENCH CREEK COLLECTION	(1,014,949)	13.0%	(1,055,547)	4.0%	(1,087,213)	3.0%	(1,119,830)	3.0%	(1,153,425)	3.0%
7551 SEWER - FAIRWINDS COLLECTION(see 2851)	(60,262)	12.0%	(63,878)	6.0%	(65,794)	3.0%	(67,768)	3.0%	(69,801)	3.0%
7554 SEWER - PACIFIC SHORES	(86,766)	4.0%	(90,237)	4.0%	(93,846)	4.0%	(96,661)	3.0%	(99,561)	3.0%
7555 SEWER - SURFSIDE	(30,280)	13.0%	(31,188)	3.0%	(32,124)	3.0%	(33,088)	3.0%	(34,080)	3.0%
7557 SEWER - BARCLAY CR	(182,676)	15.0%	(186,649)	2.2%	(190,741)	2.2%	(194,956)	2.2%	(199,298)	2.2%
7558 SEWER - CEDAR COLLECTION	(40,134)	15.0%	(41,338)	3.0%	(42,578)	3.0%	(43,856)	3.0%	(45,171)	3.0%
7559 SEWER - CEDAR PH 1 SML RESIDENTIAL DEBT	(6,133)	0.5%	(6,133)		(6,133)		(6,133)		(6,133)	
7560 SEWER - CEDAR LARGE RESIDENTIAL DEBT	(4,207)	(14.8%)	(4,207)		(4,207)		(4,207)		(4,207)	
7561 SEWER - CEDAR COMMERCIAL DEBT	(52,202)	0.5%	(52,202)		(52,202)		(52,202)		(52,202)	
7562 SEWER - CEDAR SPORTSFIELD DEBT	(3,449)	0.5%	(3,449)		(3,449)		(3,449)		(3,449)	
7563 SEWER - CEDAR PH 2 SML RESIDENTIAL DEBT	(11,570)	91.2%	(11,570)		(11,570)		(11,570)		(11,570)	
7569 SEWER - REID RD DEBT	(3,642)	0.5%	(3,642)		(3,642)		(3,642)		(3,642)	
7570 SEWER - HAWTHORNE RISE DEBT	(9,991)	0.5%	(9,991)		(9,991)		(9,991)		(9,991)	
	(\$2,386,967)		(\$2,571,527)		(\$2,765,355)		(\$2,982,101)		(\$3,159,914)	
EV Charging Station										



**REGIONAL & COMMUNITY UTILITIES
SUMMARY OF TAX REQUISITIONS
2022 to 2026**

	2022		2023		2024		2025		2026	
	\$	%	\$	%	\$	%	\$	%	\$	%
0212 EV CHARGING STATION	(10,118)		(10,118)		(10,118)		(10,118)		(10,118)	
	(\$10,118)		(\$10,118)		(\$10,118)		(\$10,118)		(\$10,118)	
Solid Waste										
1200 SOLID WASTE MANAGEMENT	(1,379,123)	13.0%	(1,517,035)	10.0%	(1,744,591)	15.0%	(2,093,509)	20.0%	(2,512,210)	20.0%
	(\$1,379,123)		(\$1,517,035)		(\$1,744,591)		(\$2,093,509)		(\$2,512,210)	
Total REGIONAL & COMMUNITY UTILITIES	(25,126,217)	8.9%	(27,098,804)	7.9%	(29,046,007)	7.2%	(31,161,712)	7.3%	(33,394,624)	7.2%

**Liquid Waste Management Planning
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		6.0%	6.0%	4.0%	5.0%	6.0%	
Property taxes	(185,872)	(197,024)	(208,845)	(217,199)	(228,059)	(241,743)	(1,092,870)
	(185,872)	(197,024)	(208,845)	(217,199)	(228,059)	(241,743)	(1,092,870)
Operations	(70,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(400,000)
Operating grants	(10,000)						
Miscellaneous			(61,085)	(59,943)	(58,538)	(24,265)	(203,831)
Total Operating Revenues	(265,872)	(277,024)	(349,930)	(357,142)	(366,597)	(346,008)	(1,696,701)
Operating Expenditures							
Administration	21,172	21,705	22,356	23,021	23,712	24,422	115,216
Professional fees	29,458	19,000	16,570	17,067	17,579	18,106	88,322
Building ops		15,486	15,486	15,486	15,486	15,486	77,430
Veh & Equip ops	796	895	922	949	978	1,007	4,751
Operating costs	13,424	14,486	14,920	15,368	15,829	16,304	76,907
Program costs	91,000	103,333	106,433	109,626	112,915	86,302	518,609
Wages & benefits	164,054	168,233	171,597	175,029	179,405	183,890	878,154
Contributions to reserve funds	18,833	64,398	205	205	205	205	65,218
Total Operating Expenditures	338,737	407,536	348,489	356,751	366,109	345,722	1,824,607
Operating (surplus)/deficit	72,865	130,512	(1,441)	(391)	(488)	(286)	127,906
Capital Asset Expenditures							
Capital expenditures	286	1,386	1,441	391	488	286	3,992
Net Capital Assets funded from Operations	286	1,386	1,441	391	488	286	3,992
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	73,151	131,898					131,898
Add: Transfer from appropriated surplus	(13,976)	(65,000)					(65,000)
Add: Prior year (surplus) / deficit	(59,175)	(66,898)					(66,898)
(Surplus) applied to future years							



Liquid Waste Management Planning

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
PC-2870 COMPUTER - LIQUID WASTE MGMT PLANNING	1,393	1,448	393	490	287	4,011
Total Liquid Waste Management Planning	1,393	1,448	393	490	287	4,011

**Wastewater Southern Community
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		5.0%	7.0%	7.0%	7.0%	7.0%	
Property taxes	(9,798,516)	(10,288,442)	(11,008,633)	(11,779,237)	(12,603,784)	(13,486,049)	(59,166,145)
	(9,798,516)	(10,288,442)	(11,008,633)	(11,779,237)	(12,603,784)	(13,486,049)	(59,166,145)
Operations	(482,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(2,905,000)
Grants in lieu of taxes		(164,710)	(164,710)	(164,710)	(164,710)	(164,710)	(823,550)
Interdepartmental recoveries	(119,808)	(127,945)	(127,945)	(127,945)	(127,945)	(127,945)	(639,725)
Miscellaneous	(726,824)	(859,805)	(883,773)	(943,986)	(1,400,702)	(1,840,960)	(5,929,226)
Total Operating Revenues	(11,127,148)	(12,021,902)	(12,766,061)	(13,596,878)	(14,878,141)	(16,200,664)	(69,463,646)
Operating Expenditures							
Administration	513,580	718,754	726,307	745,156	670,177	689,523	3,549,917
Professional fees	390,740	585,340	336,400	346,492	356,887	367,594	1,992,713
Building ops	1,249,048	1,320,642	1,360,261	1,401,069	1,443,101	1,486,394	7,011,467
Veh & Equip ops	599,590	830,877	808,799	833,063	858,054	883,796	4,214,589
Operating costs	1,800,455	2,008,404	2,068,656	2,130,715	2,194,637	2,260,476	10,662,888
Wages & benefits	2,334,031	2,607,130	2,659,273	2,712,458	2,780,269	2,849,776	13,608,906
Contributions to reserve funds	1,812,083	861,404	1,251,398	1,610,080	1,820,617	2,028,134	7,571,633
Debt interest	1,013,600	1,103,900	1,103,900	1,103,900	1,103,900	1,103,900	5,519,500
Total Operating Expenditures	9,713,127	10,036,451	10,314,994	10,882,933	11,227,642	11,669,593	54,131,613
Operating (surplus)/deficit	(1,414,021)	(1,985,451)	(2,451,067)	(2,713,945)	(3,650,499)	(4,531,071)	(15,332,033)
Capital Asset Expenditures							
Capital expenditures	16,101,145	9,867,870	5,025,310	16,068,842	14,302,995	3,992,320	49,257,337
Transfer from reserves	(7,348,899)	(9,009,649)	(3,989,000)	(2,751,500)	(778,000)	(3,463,820)	(19,991,969)
Grants and other	(550,000)						
New borrowing	(7,596,434)	(37,163)	(500,000)	(12,677,500)	(12,967,500)		(26,182,163)
Net Capital Assets funded from Operations	605,812	821,058	536,310	639,842	557,495	528,500	3,083,205
Capital Financing Charges							
Existing debt (principal)	1,766,653	1,907,150	1,907,150	1,907,150	1,907,150	1,907,150	9,535,750
New debt (principal & interest)	75,964	372	7,607	166,953	1,185,854	2,095,421	3,456,207
Total Capital Financing Charges	1,842,617	1,907,522	1,914,757	2,074,103	3,093,004	4,002,571	12,991,957
Net (surplus)/deficit for the year	1,034,408	743,129					743,129
Add: Transfer from appropriated surplus	(438,043)	(86,500)					(86,500)
Add: Prior year (surplus) / deficit	(596,365)	(656,629)					(656,629)
(Surplus) applied to future years							



Wastewater Southern Community

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-2871 MAJOR CAP - WASTEWATER NPCC	671,240	485,918	498,480	491,202	442,200	2,589,040
PC-2871 COMPUTER - WASTEWATER NPCC	29,706	14,884	65,166	20,798	24,673	155,227
VH-2871 VEHICLE - WASTEWATER NPCC	58,793	38,190	79,395	48,240	64,270	288,888
WW-0023 GNPCC - DEPARTURE BAY PUMP STATION UPGRD	1,356,484	2,435,000	13,875,000	13,375,000		31,041,484
WW-0024 GNPCC - CHASE RIVER PS FORCEMAIN UPGRD	294,281					294,281
WW-0029 GNPCC - DEPARTURE BAY FORCEMAIN TWINNING	1,018,828	862,578	362,578			2,243,984
WW-0031 GNPCC - CHASE RIVER PUMP STATION UPGRADE	1,329,102					1,329,102
WW-0032 GNPCC - BASEMENT MCC REPLACEMENT	1,185,532					1,185,532
WW-0035 GNPCC - DIGESTER #1 UPGRADE				234,672	2,627,992	2,862,664
WW-0036 GNPCC - WELLINGTON P/S - GENERATOR UPGRD				155,000	855,000	1,010,000
WW-0037 GNPCC-DEP. BAY F/M RE & RE-PLANTA/H. BAY	887,163					887,163
WW-0038 GNPCC - GRIT & SED TANK RELINING	1,304,000	1,304,000	1,304,000			3,912,000
WW-0041 GNPCC-NORTH SLOPE INTRCPTR BEACH EROSION	452,250					452,250
WW-0042 GNPCC - BIOGAS BLOWER RELOCATION	718,575					718,575
WW-0043 GNPCC - BIOGAS FLARE UPGRADE	687,420					687,420
Total Wastewater Southern Community	9,993,374	5,140,570	16,184,619	14,324,912	4,014,135	49,657,610

**Wastewater Southern Community
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	8,107,231	2,076,603	1,614,560	1,453,141	2,522,531
Contributions	859,114	1,249,108	1,607,790	1,818,327	2,025,844
Interest earned	101,340	31,149	32,291	29,063	50,451
Withdrawals for capital projects:					
GNPCC -DEPARTURE BAY PUMP STATION UPGRD	(244,167)	(438,300)	(497,500)	(407,500)	
GNPCC - CHASE RIVER PS FORCEMAIN UPGRD	(294,281)				
GNPCC - CHASE RIVER PUMP STATION UPGRADE	(1,329,102)				
GNPCC - BASEMENT MCC REPLACEMENT	(1,185,532)				
GNPCC - DIGESTER #1 UPGRADE				(220,500)	(2,613,820)
GNPCC - WELLINGTON P/S - GENERATOR UPGRD				(150,000)	(850,000)
GNPCC-DEP. BAY F/M RE & RE-PLANTA/H. BAY	(850,000)				
GNPCC - GRIT & SED TANK RELINING	(1,304,000)	(1,304,000)	(1,304,000)		
GNPCC-NORTH SLOPE INTRCPTR BEACH EROSION	(450,000)				
GNPCC - BIOGAS BLOWER RELOCATION	(715,000)				
GNPCC - BIOGAS FLARE UPGRADE	(619,000)				
Total Withdrawals for capital projects	(6,991,082)	(1,742,300)	(1,801,500)	(778,000)	(3,463,820)
Closing Balance Reserve Fund	2,076,603	1,614,560	1,453,141	2,522,531	1,135,006
DEVELOPMENT COST CHARGES					
Opening Balance DCC Fund	2,773,126	1,349,018	58,380	25,304	512,949
Contributions	1,400,000	1,800,000	1,800,000	1,800,000	1,800,000
Interest earned	34,664	20,235	1,168	506	10,259
Withdrawals for capital projects:					
GNPCC -DEPARTURE BAY PUMP STATION UPGRD	(1,112,317)	(1,496,700)	(700,000)		
GNPCC - DEPARTURE BAY FORCEMAIN TWINNING	(906,250)	(750,000)	(250,000)		
Total Withdrawals for capital projects	(2,018,567)	(2,246,700)	(950,000)		
Other transfers out of DCCs	840,205	864,173	884,244	1,312,861	1,753,119
Closing Balance DCC Fund	1,349,018	58,380	25,304	512,949	570,089
New Borrowing					
GNPCC -DEPARTURE BAY PUMP STATION UPGRD		500,000	12,677,500	12,967,500	
GNPCC-DEP. BAY F/M RE & RE-PLANTA/H. BAY	37,163				
Total New Borrowing	37,163	500,000	12,677,500	12,967,500	
New Debt Principal/Int		2,607	37,571	1,016,001	1,039,242



**Wastewater Southern Community
Fund Manager Summary**

	2022	2023	2024	2025	2026
New Debt Principal/Int(Cumulative)		2,607	40,178	1,056,179	2,095,421
Borrowing cost	372	5,000	126,775	129,675	

**Wastewater Northern Community
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		12.5%	7.0%	7.0%	7.0%	7.0%	
Property taxes	(5,471,534)	(6,157,607)	(6,588,639)	(7,049,844)	(7,543,333)	(8,071,367)	(35,410,790)
	(5,471,534)	(6,157,607)	(6,588,639)	(7,049,844)	(7,543,333)	(8,071,367)	(35,410,790)
Operations	(346,300)	(426,300)	(434,826)	(443,523)	(452,393)	(461,441)	(2,218,483)
Grants in lieu of taxes	(5,470)	(5,470)	(5,470)	(5,470)	(5,470)	(5,470)	(27,350)
Interdepartmental recoveries	(6,450)	(6,450)	(6,450)	(6,450)	(6,450)	(6,450)	(32,250)
Miscellaneous	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(45,000)
Total Operating Revenues	(5,838,754)	(6,604,827)	(7,044,385)	(7,514,287)	(8,016,646)	(8,553,728)	(37,733,873)
Operating Expenditures							
Administration	265,104	303,919	311,004	319,809	425,827	455,402	1,815,961
Professional fees	176,904	233,430	188,433	144,086	148,408	152,861	867,218
Building ops	481,062	424,617	437,355	450,476	463,990	477,910	2,254,348
Veh & Equip ops	376,386	419,590	432,177	445,143	458,497	472,252	2,227,659
Operating costs	690,896	901,951	829,009	1,053,880	1,085,496	1,118,061	4,988,397
Wages & benefits	1,573,057	1,772,025	1,807,465	1,843,615	1,889,705	1,936,948	9,249,758
Contributions to reserve funds	2,421,759	2,129,010	2,329,674	1,883,297	1,652,188	1,780,719	9,774,888
Total Operating Expenditures	5,985,168	6,184,542	6,335,117	6,140,306	6,124,111	6,394,153	31,178,229
Operating (surplus)/deficit	146,414	(420,285)	(709,268)	(1,373,981)	(1,892,535)	(2,159,575)	(6,555,644)
Capital Asset Expenditures							
Capital expenditures	17,116,241	13,283,478	28,091,942	14,182,134	12,363,556	3,316,862	71,237,972
Transfer from reserves	(16,606,933)	(8,601,125)	(17,006,720)	(8,575,910)	(7,562,540)	(3,012,500)	(44,758,795)
New borrowing		(3,733,470)	(10,745,280)	(5,355,090)	(4,451,460)		(24,285,300)
Net Capital Assets funded from Operations	509,308	948,883	339,942	251,134	349,556	304,362	2,193,877
Capital Financing Charges							
New debt (principal & interest)		37,335	369,326	1,122,847	1,542,979	1,855,213	4,927,700
Total Capital Financing Charges		37,335	369,326	1,122,847	1,542,979	1,855,213	4,927,700
Net (surplus)/deficit for the year	655,722	565,933					565,933
Add: Transfer from appropriated surplus	(148,033)	(67,500)					(67,500)
Add: Prior year (surplus) / deficit	(507,689)	(498,433)					(498,433)
(Surplus) applied to future years							



Wastewater Northern Community

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-2872 MAJOR CAP - WASTEWATER FCPCC	883,748	442,200	429,135	502,500	488,430	2,746,013
PC-2872 COMPUTER - WASTEWATER FCPCC	9,430	29,087	24,255	14,629	6,796	84,197
VH-2872 VEHICLE - WASTEWATER FCPCC	60,300	71,355		35,175	11,658	178,488
WW-0010 FCPCC - PLANT EXPANSION (2016)	9,573,000	27,552,000	13,731,000	11,414,000		62,270,000
WW-0021 FCPCC - BAY AVE PMP STN GENSET UPGRD 2016	2,761,595					2,761,595
WW-0027 FCPCC - OUTFALL REPLACEMENT				247,250	747,250	994,500
WW-0039 FCPCC - BAY AVE FORCEMAIN REPLACEMENT					277,988	277,988
WW-0040 FCPCC - PRIMARY CLARIFIER ROOF REPLACMNT					154,500	154,500
WW-0044 FCPCC - ATAD 2ND GENERATION				248,750	1,748,750	1,997,500
Total Wastewater Northern Community	13,288,073	28,094,642	14,184,390	12,462,304	3,435,372	71,464,781

**Wastewater Northern Community
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	17,944,456	14,887,911	7,237,782	4,079,736	1,188,491
Contributions	2,127,264	2,327,928	1,881,551	1,650,442	1,778,973
Interest earned	224,306	223,319	144,756	81,595	23,770
Withdrawals for capital projects:					
MAJOR CAP - WASTEWATER FCPC		(200,000)	(200,000)	(200,000)	(200,000)
FCPC - PLANT EXPANSION (2016)	(3,474,999)	(10,001,376)	(4,984,353)	(4,143,282)	
FCPC - BAY AVE PMP STN GENSET UPGRD 2016	(1,933,116)				
FCPC - OUTFALL REPLACEMENT				(130,000)	(455,000)
FCPC - BAY AVE FORCEMAIN REPLACEMENT					(262,500)
FCPC - PRIMARY CLARIFIER ROOF REPLACMNT					(150,000)
FCPC - ATAD 2ND GENERATION				(150,000)	(1,275,000)
Total Withdrawals for capital projects	(5,408,115)	(10,201,376)	(5,184,353)	(4,623,282)	(2,342,500)
Closing Balance Reserve Fund	14,887,911	7,237,782	4,079,736	1,188,491	648,734
DEVELOPMENT COST CHARGES					
Opening Balance DCC Fund	16,015,671	13,922,857	8,226,356	5,899,326	3,978,055
Contributions	900,000	900,000	900,000	900,000	900,000
Interest earned	200,196	208,843	164,527	117,987	79,561
Withdrawals for capital projects:					
FCPC - PLANT EXPANSION (2016)	(2,364,531)	(6,805,344)	(3,391,557)	(2,819,258)	
FCPC - BAY AVE PMP STN GENSET UPGRD 2016	(828,479)				
FCPC - OUTFALL REPLACEMENT				(70,000)	(245,000)
FCPC - ATAD 2ND GENERATION				(50,000)	(425,000)
Total Withdrawals for capital projects	(3,193,010)	(6,805,344)	(3,391,557)	(2,939,258)	(670,000)
Closing Balance DCC Fund	13,922,857	8,226,356	5,899,326	3,978,055	4,287,616
New Borrowing					
FCPC - PLANT EXPANSION (2016)	3,733,470	10,745,280	5,355,090	4,451,460	
Total New Borrowing	3,733,470	10,745,280	5,355,090	4,451,460	
New Debt Principal/Int		261,873	807,423	429,168	356,749
New Debt Principal/Int(Cumulative)		261,873	1,069,296	1,498,464	1,855,213
Borrowing cost	37,335	107,453	53,551	44,515	

**Wastewater Duke Point
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		12.0%	10.0%	5.0%	3.0%	3.0%	
Property taxes	(302,495)	(338,795)	(372,675)	(391,308)	(403,047)	(415,139)	(1,920,964)
	(302,495)	(338,795)	(372,675)	(391,308)	(403,047)	(415,139)	(1,920,964)
Operations		(14,000)	(14,000)	(14,000)	(14,000)	(14,000)	(70,000)
Utility user fees	(16,000)	(16,000)	(16,320)	(16,646)	(16,979)	(17,319)	(83,264)
Interdepartmental recoveries	(73,924)	(84,547)	(84,547)	(84,547)	(84,547)	(84,547)	(422,735)
Total Operating Revenues	(392,419)	(453,342)	(487,542)	(506,501)	(518,573)	(531,005)	(2,496,963)
Operating Expenditures							
Administration	29,682	33,662	57,905	58,809	59,776	60,815	270,967
Professional fees	18,320	15,820	16,295	16,783	17,287	17,806	83,991
Building ops	13,700	19,989	20,589	21,206	21,843	22,498	106,125
Veh & Equip ops	26,073	31,425	23,868	24,584	25,321	26,081	131,279
Operating costs	134,927	136,191	140,276	144,485	148,819	153,284	723,055
Wages & benefits	146,480	155,652	158,765	161,940	165,988	170,138	812,483
Contributions to reserve funds	67,623	61,464	31,607	32,407	41,382	42,062	208,922
Total Operating Expenditures	436,805	454,203	449,305	460,214	480,416	492,684	2,336,822
Operating (surplus)/deficit	44,386	861	(38,237)	(46,287)	(38,157)	(38,321)	(160,141)
Capital Asset Expenditures							
Capital expenditures	8,096	398,105	111,237	266,287	738,157	6,562,059	8,075,845
Transfer from reserves		(363,375)	(73,000)	(220,000)	(700,000)	(6,523,738)	(7,880,113)
Net Capital Assets funded from Operations	8,096	34,730	38,237	46,287	38,157	38,321	195,732
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	52,482	35,591					35,591
Add: Transfer from appropriated surplus	(12,000)						
Add: Prior year (surplus) / deficit	(40,482)	(35,591)					(35,591)
(Surplus) applied to future years							



Wastewater Duke Point

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-2877 MAJOR CAP - WASTEWATER DUKE POINT	25,125	60,803	37,688	37,688	37,688	198,992
PC-2877 COMPUTER - WASTEWATER DUKE POINT	3,246	741	87	660	388	5,122
VH-2877 VEHICLE - WASTEWATER DUKE POINT	6,533		8,744		437	15,714
WW-0033 DPPCC - AQUARAY UV SYSTEM	365,192					365,192
WW-0034 DPPCC - PHASE 1 EXPANSION		74,977	244,977	724,977	6,548,715	7,593,646
Total Wastewater Duke Point	400,096	136,521	291,496	763,325	6,587,228	8,178,666

**Wastewater Duke Point
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	743,449	145,297	156,018	191,480	236,627
Contributions	61,399	31,542	32,342	41,317	41,997
Interest earned	9,293	2,179	3,120	3,830	4,733
Withdrawals for capital projects:					
MAJOR CAP - WASTEWATER DUKE POINT		(23,000)			
DPPCC - AQUARAY UV SYSTEM	(363,375)				
Total Withdrawals for capital projects	(363,375)	(23,000)			
Other transfers out of Reserve	305,469				
Closing Balance Reserve Fund	145,297	156,018	191,480	236,627	283,357
DEVELOPMENT COST CHARGES					
Opening Balance DCC Fund	131,705	133,351	135,351	138,058	140,819
Interest earned	1,646	2,000	2,707	2,761	2,816
Withdrawals for capital projects:					
Closing Balance DCC Fund	133,351	135,351	138,058	140,819	143,635

**Wastewater Nanoose
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		15.0%	15.0%	15.0%	15.0%	10.0%	
Parcel taxes	(756,294)	(869,738)	(1,000,199)	(1,150,229)	(1,322,763)	(1,455,039)	(5,797,968)
	(756,294)	(869,738)	(1,000,199)	(1,150,229)	(1,322,763)	(1,455,039)	(5,797,968)
Utility user fees	(37,464)	(37,464)	(37,464)	(37,464)	(37,464)	(37,464)	(187,320)
Miscellaneous		(210)	(210)	(210)	(210)	(210)	(1,050)
Total Operating Revenues	(793,758)	(907,412)	(1,037,873)	(1,187,903)	(1,360,437)	(1,492,713)	(5,986,338)
Operating Expenditures							
Administration	36,947	40,670	41,116	42,248	44,480	44,807	213,321
Professional fees	20,340	20,340	10,950	11,279	11,617	11,966	66,152
Building ops	44,049	52,821	54,405	56,038	57,719	59,450	280,433
Veh & Equip ops	61,601	110,757	104,079	107,202	110,418	113,730	546,186
Operating costs	178,346	292,907	291,694	425,445	438,208	451,355	1,899,609
Wages & benefits	183,136	204,426	208,515	212,685	218,002	223,452	1,067,080
Contributions to reserve funds	293,091	200,584	242,285	168,649	121,225	423,473	1,156,216
Total Operating Expenditures	817,510	922,505	953,044	1,023,546	1,001,669	1,328,233	5,228,997
Operating (surplus)/deficit	23,752	15,093	(84,829)	(164,357)	(358,768)	(164,480)	(757,341)
Capital Asset Expenditures							
Capital expenditures	1,823,538	1,517,836	1,769,829	51,644	246,055	51,767	3,637,131
Transfer from reserves	(1,643,756)	(1,454,500)	(200,000)				(1,654,500)
New borrowing			(1,500,000)				(1,500,000)
Net Capital Assets funded from Operations	179,782	63,336	69,829	51,644	246,055	51,767	482,631
Capital Financing Charges							
New debt (principal & interest)			15,000	112,713	112,713	112,713	353,139
Total Capital Financing Charges			15,000	112,713	112,713	112,713	353,139
Net (surplus)/deficit for the year	203,534	78,429					78,429
Add: Transfer from appropriated surplus	(137,000)	(10,000)					(10,000)
Add: Prior year (surplus) / deficit	(66,534)	(68,429)					(68,429)
(Surplus) applied to future years							

Wastewater Nanoose

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-2851 MAJOR CAP - WASTEWATER NANOOSE	155,273	50,250	50,250	50,250	50,250	356,273
PC-2851 COMPUTER - WASTEWATER NANOOSE	3,353	833	1,652	1,060	756	7,654
VH-2851 VEHICLE - WASTEWATER NANOOSE	60,300	19,095		195,975	1,020	276,390
WW-0022 NBPCC-NANOOSE FORCEMAIN REPLACEMENT PH 1	1,300,000	1,700,000				3,000,000
Total Wastewater Nanoose	1,518,926	1,770,178	51,902	247,285	52,026	3,640,317

**Wastewater Nanoose
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	1,359,777	122,778	166,825	338,731	466,651
Contributions	200,504	242,205	168,569	121,145	423,393
Interest earned	16,997	1,842	3,337	6,775	9,333
Withdrawals for capital projects:					
MAJOR CAP - WASTEWATER NANOOSE	(154,500)				
NBPCC-NANOOSE FORCEMAIN REPLACEMENT PH 1	(1,300,000)	(200,000)			
Total Withdrawals for capital projects	(1,454,500)	(200,000)			
Closing Balance Reserve Fund	122,778	166,825	338,731	466,651	899,377
DEVELOPMENT COST CHARGES					
Opening Balance DCC Fund	481,620	487,640	494,955	504,854	514,951
Interest earned	6,020	7,315	9,899	10,097	10,299
Withdrawals for capital projects:					
Closing Balance DCC Fund	487,640	494,955	504,854	514,951	525,250
New Borrowing					
NBPCC-NANOOSE FORCEMAIN REPLACEMENT PH 1		1,500,000			
Total New Borrowing		1,500,000			
New Debt Principal/Int			112,713		
New Debt Principal/Int(Cumulative)			112,713	112,713	112,713
Borrowing cost		15,000			

**Water - Surfside
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		5.0%	10.0%	10.0%	10.0%	15.0%	
Parcel taxes	(19,542)	(20,519)	(22,571)	(24,828)	(27,311)	(31,407)	(126,636)
	(19,542)	(20,519)	(22,571)	(24,828)	(27,311)	(31,407)	(126,636)
Operations	(780)	(780)	(780)	(780)	(780)	(780)	(3,900)
Utility user fees	(10,076)	(12,366)	(12,737)	(13,119)	(13,513)	(13,918)	(65,653)
Grants in lieu of taxes	(477)	(477)	(477)	(477)	(477)	(477)	(2,385)
Interdepartmental recoveries	(401)	(65)	(65)	(65)	(65)	(65)	(325)
Miscellaneous						(3,500)	(3,500)
Total Operating Revenues	(31,276)	(34,207)	(36,630)	(39,269)	(42,146)	(50,147)	(202,399)
Operating Expenditures							
Administration	2,275	2,384	2,233	2,235	2,982	2,482	12,316
Professional fees	1,921	1,303	1,303	1,303	1,303	1,303	6,515
Building ops	1,222	1,898	1,955	2,013	2,074	2,136	10,076
Veh & Equip ops	1,577	1,643	6,693	1,893	1,950	2,009	14,188
Operating costs	4,654	4,994	5,143	5,298	5,457	5,620	26,512
Wages & benefits	12,629	12,851	13,108	13,370	13,704	14,047	67,080
Contributions to reserve funds	10,635	14,068	6,095	13,060	13,074	9,960	56,257
Total Operating Expenditures	34,913	39,141	36,530	39,172	40,544	37,557	192,944
Operating (surplus)/deficit	3,637	4,934	(100)	(97)	(1,602)	(12,590)	(9,455)
Capital Asset Expenditures							
Capital expenditures	52,824	60,617	346	708	150,102	50,069	261,842
Transfer from reserves	(12,774)	(30,566)	(246)	(611)			(31,423)
Grants and other	(40,000)	(30,000)					(30,000)
New borrowing					(150,000)	(50,000)	(200,000)
Net Capital Assets funded from Operations	50	51	100	97	102	69	419
Capital Financing Charges							
New debt (principal & interest)					1,500	12,521	14,021
Total Capital Financing Charges					1,500	12,521	14,021
Net (surplus)/deficit for the year	3,687	4,985					4,985
Add: Transfer from appropriated surplus	(258)						
Add: Prior year (surplus) / deficit	(3,429)	(4,985)					(4,985)
(Surplus) applied to future years							



Water - Surfside
5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-2034 MAJOR CAP - WATER SURFSIDE	30,375	247	270	150,750	50,250	231,892
PC-2034 COMPUTER - WATER SURFSIDE	51	101	97	103	69	421
VH-2034 VEHICLE - WATER SURFSIDE	344		344			688
WT-0028 SURFSIDE RESERVOIR/PH/CONTROLS UPGRADE	30,000					30,000
Total Water - Surfside	60,770	348	711	150,853	50,319	263,001

**Water - Surfside
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	34,578	18,662	24,599	37,690	51,326
Contributions	13,876	5,903	12,868	12,882	9,768
Interest earned	432	280	492	754	1,027
Withdrawals for capital projects:					
MAJOR CAP - WATER SURFSIDE	(30,224)	(246)	(269)		
Total Withdrawals for capital projects	(30,224)	(246)	(269)		
Other transfers out of Reserve					3,500
Closing Balance Reserve Fund	18,662	24,599	37,690	51,326	58,621
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - WATER SURFSIDE	(342)		(342)		
Total Withdrawals for capital projects	(342)		(342)		
Closing Balance Reserve Account	(342)		(342)		
New Borrowing					
MAJOR CAP - WATER SURFSIDE				150,000	50,000
Total New Borrowing				150,000	50,000
New Debt Principal/Int					12,021
New Debt Principal/Int(Cumulative)					12,021
Borrowing cost				1,500	500

**Water - French Creek
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		10.0%	14.0%	3.0%	3.0%	3.0%	
Parcel taxes	(108,031)	(118,834)	(135,471)	(139,535)	(143,721)	(148,033)	(685,594)
	(108,031)	(118,834)	(135,471)	(139,535)	(143,721)	(148,033)	(685,594)
Operations	(580)	(580)	(580)	(580)	(580)	(580)	(2,900)
Utility user fees	(54,600)	(163,876)	(168,792)	(173,856)	(179,072)	(184,444)	(870,040)
Interdepartmental recoveries	(2,463)	(402)	(402)	(402)	(402)	(402)	(2,010)
Total Operating Revenues	(165,674)	(283,692)	(305,245)	(314,373)	(323,775)	(333,459)	(1,560,544)
Operating Expenditures							
Administration	16,348	17,208	16,702	16,648	16,679	16,628	83,865
Professional fees	16,436	2,374	1,500	1,500	1,500	1,500	8,374
Building ops	8,626	10,822	11,147	11,481	11,825	12,180	57,455
Veh & Equip ops	8,564	8,688	8,949	9,217	9,494	9,778	46,126
Operating costs	61,776	155,529	160,195	165,001	169,951	175,050	825,726
Wages & benefits	77,174	78,648	80,221	81,825	83,871	85,968	410,533
Contributions to reserve funds	25,369	25,458	25,912	28,101	29,824	31,932	141,227
Total Operating Expenditures	214,293	298,727	304,626	313,773	323,144	333,036	1,573,306
Operating (surplus)/deficit	48,619	15,035	(619)	(600)	(631)	(423)	12,762
Capital Asset Expenditures							
Capital expenditures	992,787	116,284	15,130	4,346	10,631	423	146,814
Transfer from reserves	(16,479)	(115,971)	(14,511)	(3,746)	(10,000)		(144,228)
Grants and other	(976,000)						
Net Capital Assets funded from Operations	308	313	619	600	631	423	2,586
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	48,927	15,348					15,348
Add: Transfer from appropriated surplus	(1,521)						
Add: Prior year (surplus) / deficit	(47,406)	(15,348)					(15,348)
(Surplus) applied to future years							

Water - French Creek

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-2038 MAJOR CAP - WATER FRENCH CREEK	114,443	14,584	1,657	10,050		140,734
PC-2038 COMPUTER - WATER FRENCH CREEK	315	622	603	634	425	2,599
VH-2038 VEHICLE - WATER FRENCH CREEK	2,107		2,107			4,214
Total Water - French Creek	116,865	15,206	4,367	10,684	425	147,547

**Water - French Creek
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	186,389	99,208	111,002	138,579	160,080
Contributions	24,363	24,817	27,006	28,729	30,837
Interest earned	2,330	1,488	2,220	2,772	3,202
Withdrawals for capital projects:					
MAJOR CAP - WATER FRENCH CREEK	(113,874)	(14,511)	(1,649)	(10,000)	
Total Withdrawals for capital projects	(113,874)	(14,511)	(1,649)	(10,000)	
Closing Balance Reserve Fund	99,208	111,002	138,579	160,080	194,119
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - WATER FRENCH CREEK	(2,097)		(2,097)		
Total Withdrawals for capital projects	(2,097)		(2,097)		
Closing Balance Reserve Account	(2,097)		(2,097)		

**Water - Whiskey Creek
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		5.0%	5.0%	5.0%	10.0%	10.0%	
Parcel taxes	(116,604)	(122,434)	(128,556)	(134,983)	(148,482)	(163,330)	(697,785)
	(116,604)	(122,434)	(128,556)	(134,983)	(148,482)	(163,330)	(697,785)
Utility user fees	(32,060)	(29,312)	(30,191)	(31,097)	(32,030)	(32,991)	(155,621)
Interdepartmental recoveries	(1,296)	(210)	(210)	(210)	(210)	(210)	(1,050)
Total Operating Revenues	(149,960)	(151,956)	(158,957)	(166,290)	(180,722)	(196,531)	(854,456)
Operating Expenditures							
Administration	11,717	12,687	12,858	12,689	12,979	12,678	63,891
Professional fees	9,844	2,224	2,224	2,224	2,224	2,224	11,120
Building ops	16,168	17,492	18,016	18,557	19,114	19,687	92,866
Veh & Equip ops	9,223	9,289	9,568	9,855	10,151	10,455	49,318
Operating costs	36,368	26,923	27,730	28,562	29,419	30,302	142,936
Wages & benefits	40,651	41,489	42,319	43,165	44,244	45,350	216,567
Contributions to reserve funds	54,955	31,146	32,738	37,744	49,081	62,435	213,144
Debt interest	4,455	6,492	4,863	4,863	4,863	4,863	25,944
Total Operating Expenditures	183,381	147,742	150,316	157,659	172,075	187,994	815,786
Operating (surplus)/deficit	33,421	(4,214)	(8,641)	(8,631)	(8,647)	(8,537)	(38,670)
Capital Asset Expenditures							
Capital expenditures	586,375	793,342	36,122	2,288	60,332	222	892,306
Transfer from reserves	(40,884)	(1,827)	(35,796)	(1,972)	(60,000)		(99,595)
Grants and other	(398,360)	(791,350)					(791,350)
New borrowing	(146,969)						
Net Capital Assets funded from Operations	162	165	326	316	332	222	1,361
Capital Financing Charges							
Existing debt (principal)	1,777	1,777	8,315	8,315	8,315	8,315	35,037
New debt (principal & interest)	1,470						
Total Capital Financing Charges	3,247	1,777	8,315	8,315	8,315	8,315	35,037
Net (surplus)/deficit for the year	36,830	(2,272)					(2,272)
Add: Transfer from appropriated surplus	(804)						
Add: Prior year (surplus) / deficit	(36,026)	2,272					2,272
(Surplus) applied to future years							



Water - Whiskey Creek

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-2039 MAJOR CAP - WATER WHISKEY CREEK	728	35,975	873	60,300		97,876
PC-2039 COMPUTER - WATER WHISKEY CREEK	166	328	318	334	223	1,369
VH-2039 VEHICLE - WATER WHISKEY CREEK	1,109		1,109			2,218
WT-0031 WHISKEY CREEK WATER SUPPLY UPGRADE	791,350					791,350
Total Water - Whiskey Creek	793,353	36,303	2,300	60,634	223	892,813

**Water - Whiskey Creek
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	118,886	150,214	148,829	188,101	180,364
Contributions	30,566	32,158	37,164	48,501	61,855
Interest earned	1,486	2,253	2,977	3,762	3,607
Withdrawals for capital projects:					
MAJOR CAP - WATER WHISKEY CREEK	(724)	(35,796)	(869)	(60,000)	
Total Withdrawals for capital projects	(724)	(35,796)	(869)	(60,000)	
Closing Balance Reserve Fund	150,214	148,829	188,101	180,364	245,826
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - WATER WHISKEY CREEK	(1,103)		(1,103)		
Total Withdrawals for capital projects	(1,103)		(1,103)		
Closing Balance Reserve Account	(1,103)		(1,103)		

**Water - Decourcy
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		20.0%	3.0%	3.0%	3.0%	3.0%	
Parcel taxes	(10,817)	(12,984)	(13,374)	(13,775)	(14,188)	(14,614)	(68,935)
	(10,817)	(12,984)	(13,374)	(13,775)	(14,188)	(14,614)	(68,935)
Utility user fees	(1,191)	(916)	(943)	(972)	(1,001)	(1,031)	(4,863)
Interdepartmental recoveries	(56)	(11)	(11)	(11)	(11)	(11)	(55)
Miscellaneous						(6,000)	(6,000)
Total Operating Revenues	(12,064)	(13,911)	(14,328)	(14,758)	(15,200)	(21,656)	(79,853)
Operating Expenditures							
Administration	848	1,081	906	906	906	906	4,705
Professional fees	1,084	530	530	530	530	530	2,650
Building ops	702	1,776	830	854	880	6,907	11,247
Veh & Equip ops	620	621	640	659	679	699	3,298
Operating costs	4,540	4,557	4,694	4,835	4,980	5,129	24,195
Wages & benefits	1,559	1,612	1,644	1,677	1,719	1,762	8,414
Contributions to reserve funds	6,075	3,734	5,072	5,285	5,493	5,715	25,299
Total Operating Expenditures	15,428	13,911	14,316	14,746	15,187	21,648	79,808
Operating (surplus)/deficit	3,364		(12)	(12)	(13)	(8)	(45)
Capital Asset Expenditures							
Capital expenditures	10,042	35,079	45	91	13	8	35,236
Transfer from reserves	(10,036)	(35,073)	(33)	(79)			(35,185)
Net Capital Assets funded from Operations	6	6	12	12	13	8	51
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	3,370	6					6
Add: Transfer from appropriated surplus	(29)						
Add: Prior year (surplus) / deficit	(3,341)	(6)					(6)
(Surplus) applied to future years							

Water - Decourcy

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-2042 MAJOR CAP - WATER DECOURCEY	35,205	33	36			35,274
PC-2042 COMPUTER - WATER DECOURCEY	6	12	12	13	8	51
VH-2042 VEHICLE - WATER DECOURCEY	43		43			86
Total Water - Decourcy	35,254	45	91	13	8	35,411

**Water - Decourcy
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	33,656	2,752	7,803	13,179	18,907
Contributions	3,705	5,043	5,256	5,464	5,686
Interest earned	421	41	156	264	378
Withdrawals for capital projects:					
MAJOR CAP - WATER DECOURCEY	(35,030)	(33)	(36)		
Total Withdrawals for capital projects	(35,030)	(33)	(36)		
Closing Balance Reserve Fund	2,752	7,803	13,179	18,907	24,971
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - WATER DECOURCEY	(43)		(43)		
Total Withdrawals for capital projects	(43)		(43)		
Closing Balance Reserve Account	(43)		(43)		

**Water - San Pareil
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		5.0%	15.0%	15.0%	20.0%	15.0%	
Parcel taxes	(169,457)	(177,930)	(204,619)	(235,312)	(282,374)	(324,730)	(1,224,965)
	(169,457)	(177,930)	(204,619)	(235,312)	(282,374)	(324,730)	(1,224,965)
Operations	(5,460)	(5,460)	(5,460)	(5,460)	(5,460)	(5,460)	(27,300)
Utility user fees	(77,860)	(82,440)	(84,913)	(87,461)	(90,084)	(92,787)	(437,685)
Interdepartmental recoveries	(4,475)	(485)	(485)	(485)	(485)	(485)	(2,425)
Miscellaneous		(40,000)				(20,000)	(60,000)
Total Operating Revenues	(257,252)	(306,315)	(295,477)	(328,718)	(378,403)	(443,462)	(1,752,375)
Operating Expenditures							
Administration	18,370	18,521	18,336	18,349	18,326	18,375	91,907
Professional fees	10,441	46,660	6,660	6,660	6,660	6,660	73,300
Building ops	5,778	10,149	10,454	10,767	11,090	11,423	53,883
Veh & Equip ops	15,226	25,360	26,120	26,904	27,711	28,542	134,637
Operating costs	57,511	47,602	49,030	50,501	52,016	53,576	252,725
Wages & benefits	93,555	95,642	97,554	99,506	101,993	104,543	499,238
Contributions to reserve funds	72,992	49,136	60,523	80,706	76,154	61,503	328,022
Debt interest	5,241	3,352	3,049	2,746	54	54	9,255
Total Operating Expenditures	279,114	296,422	271,726	296,139	294,004	284,676	1,442,967
Operating (surplus)/deficit	21,862	(9,893)	(23,751)	(32,579)	(84,399)	(158,786)	(309,408)
Capital Asset Expenditures							
Capital expenditures	107,406	39,585	2,577	890,374	957,446	764,041	2,654,023
Transfer from reserves	(107,035)	(39,205)	(1,826)	(4,537)		(10,000)	(55,568)
New borrowing				(885,109)	(956,682)	(753,528)	(2,595,319)
Net Capital Assets funded from Operations	371	380	751	728	764	513	3,136
Capital Financing Charges							
Existing debt (principal)	24,314	23,000	23,000	23,000	3,134	3,134	75,268
New debt (principal & interest)				8,851	80,501	155,139	244,491
Total Capital Financing Charges	24,314	23,000	23,000	31,851	83,635	158,273	319,759
Net (surplus)/deficit for the year	46,547	13,487					13,487
Add: Transfer from appropriated surplus	(1,866)						
Add: Prior year (surplus) / deficit	(44,681)	(13,487)					(13,487)
(Surplus) applied to future years							

Water - San Pareil

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-2043 MAJOR CAP - WATER SAN PAREIL	36,843	1,835	2,002		10,050	50,730
PC-2043 COMPUTER - WATER SAN PAREIL	382	755	732	768	516	3,153
VH-2043 VEHICLE - WATER SAN PAREIL	2,558		2,558			5,116
WT-0032 SAN PAREIL ASBESTOS CEMENT WM REPLACEMNT			885,109	956,682	753,528	2,595,319
Total Water - San Pareil	39,783	2,590	890,401	957,450	764,094	2,654,318

**Water - San Pareil
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	218,565	192,428	252,666	335,088	416,599
Contributions	47,791	59,178	79,361	74,809	60,158
Interest earned	2,732	2,886	5,053	6,702	8,332
Withdrawals for capital projects:					
MAJOR CAP - WATER SAN PAREIL	(36,660)	(1,826)	(1,992)		(10,000)
Total Withdrawals for capital projects	(36,660)	(1,826)	(1,992)		(10,000)
Other transfers out of Reserve	40,000				
Closing Balance Reserve Fund	192,428	252,666	335,088	416,599	475,089
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - WATER SAN PAREIL	(2,545)		(2,545)		
Total Withdrawals for capital projects	(2,545)		(2,545)		
Closing Balance Reserve Account	(2,545)		(2,545)		
New Borrowing					
SAN PAREIL ASBESTOS CEMENT WM REPLACEMNT			885,109	956,682	753,528
Total New Borrowing			885,109	956,682	753,528
New Debt Principal/Int				70,934	76,670
New Debt Principal/Int(Cumulative)				70,934	147,604
Borrowing cost			8,851	9,567	7,535

**Water - Driftwood
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		0.5%	(30.0%)	(100.0%)			
Parcel taxes	(5,910)	(5,941)	(4,159)				(10,100)
	(5,910)	(5,941)	(4,159)				(10,100)
Miscellaneous			(1,782)				(1,782)
Total Operating Revenues	(5,910)	(5,941)	(5,941)				(11,882)
Operating Expenditures							
Administration		30	30				60
Debt interest	2,868	2,868	2,868				5,736
Total Operating Expenditures	2,868	2,898	2,898				5,796
Operating (surplus)/deficit	(3,042)	(3,043)	(3,043)				(6,086)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	3,043	3,043	3,043				6,086
Total Capital Financing Charges	3,043	3,043	3,043				6,086
Net (surplus)/deficit for the year	1						
Add: Prior year (surplus) / deficit	(1)						
(Surplus) applied to future years							

**Water - Englishman River
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		20.0%	25.0%	40.0%	40.0%	20.0%	
Parcel taxes	(43,554)	(52,265)	(65,331)	(91,464)	(128,049)	(153,659)	(490,768)
	(43,554)	(52,265)	(65,331)	(91,464)	(128,049)	(153,659)	(490,768)
Operations	(580)	(580)	(580)	(580)	(580)	(580)	(2,900)
Utility user fees	(77,860)	(77,860)	(80,196)	(82,602)	(85,080)	(87,632)	(413,370)
Interdepartmental recoveries	(1,622)	(263)	(263)	(263)	(263)	(263)	(1,315)
Miscellaneous	(250)	(250)	(10,250)	(5,250)	(250)	(250)	(16,250)
Total Operating Revenues	(123,866)	(131,218)	(156,620)	(180,159)	(214,222)	(242,384)	(924,603)
Operating Expenditures							
Administration	10,453	19,560	19,279	19,486	19,374	11,423	89,122
Professional fees	6,205	7,314	7,314	7,314	7,314	7,314	36,570
Building ops	7,299	9,047	9,319	14,598	10,036	10,337	53,337
Veh & Equip ops	9,040	9,134	9,408	9,690	9,981	10,280	48,493
Operating costs	23,151	21,767	32,420	23,393	24,094	24,817	126,491
Wages & benefits	50,775	51,682	52,716	53,770	55,114	56,492	269,774
Contributions to reserve funds	45,617	11,244	20,757	8,943	5,253	3,730	49,927
Total Operating Expenditures	152,540	129,748	151,213	137,194	131,166	124,393	673,714
Operating (surplus)/deficit	28,674	(1,470)	(5,407)	(42,965)	(83,056)	(117,991)	(250,889)
Capital Asset Expenditures							
Capital expenditures	71,308	137,490	521,404	562,859	540,414	10,278	1,772,445
Transfer from reserves	(71,105)	(137,284)	(20,997)	(62,465)	(40,000)	(10,000)	(270,746)
New borrowing			(500,000)	(500,000)	(500,000)		(1,500,000)
Net Capital Assets funded from Operations	203	206	407	394	414	278	1,699
Capital Financing Charges							
New debt (principal & interest)			5,000	42,571	82,642	117,713	247,926
Total Capital Financing Charges			5,000	42,571	82,642	117,713	247,926
Net (surplus)/deficit for the year	28,877	(1,264)					(1,264)
Add: Transfer from appropriated surplus	(1,005)						
Add: Prior year (surplus) / deficit	(27,872)	1,264					1,264
(Surplus) applied to future years							



Water - Englishman River

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-2045 MAJOR CAP - WATER ENGLISHMAN RIVER	144,086	528,902	569,192	548,000	10,050	1,800,230
PC-2045 COMPUTER - WATER ENGLISHMAN RIVER	207	409	396	416	279	1,707
VH-2045 VEHICLE - WATER ENGLISHMAN RIVER	1,385		1,385			2,770
Total Water - Englishman River	145,678	529,311	570,973	548,416	10,329	1,804,707

**Water - Englishman River
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	358,343	237,435	230,032	176,764	144,827
Contributions	10,519	20,032	8,218	4,528	3,005
Interest earned	4,479	3,562	4,601	3,535	2,897
Withdrawals for capital projects:					
MAJOR CAP - WATER ENGLISHMAN RIVER	(135,906)	(20,997)	(61,087)	(40,000)	(10,000)
Total Withdrawals for capital projects	(135,906)	(20,997)	(61,087)	(40,000)	(10,000)
Other transfers out of Reserve		10,000	5,000		
Closing Balance Reserve Fund	237,435	230,032	176,764	144,827	140,729
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - WATER ENGLISHMAN RIVER	(1,378)		(1,378)		
Total Withdrawals for capital projects	(1,378)		(1,378)		
Closing Balance Reserve Account	(1,378)		(1,378)		
New Borrowing					
MAJOR CAP - WATER ENGLISHMAN RIVER		500,000	500,000	500,000	
Total New Borrowing		500,000	500,000	500,000	
New Debt Principal/Int			37,571	40,071	40,071
New Debt Principal/Int(Cumulative)			37,571	77,642	117,713
Borrowing cost		5,000	5,000	5,000	

**Water - Melrose Terrace
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		25.0%	25.0%	20.0%	3.0%	3.0%	
Parcel taxes	(28,990)	(36,238)	(45,298)	(54,357)	(55,988)	(57,667)	(249,548)
	(28,990)	(36,238)	(45,298)	(54,357)	(55,988)	(57,667)	(249,548)
Utility user fees	(4,580)	(5,038)	(5,189)	(5,345)	(5,505)	(5,670)	(26,747)
Interdepartmental recoveries	(289)	(46)	(46)	(46)	(46)	(46)	(230)
Miscellaneous					(20,000)		(20,000)
Total Operating Revenues	(33,859)	(41,322)	(50,533)	(59,748)	(81,539)	(63,383)	(296,525)
Operating Expenditures							
Administration	2,880	4,620	4,059	4,110	3,983	4,233	21,005
Professional fees	1,052	2,162	662	662	662	662	4,810
Building ops	4,464	2,227	5,294	2,453	22,526	3,202	35,702
Veh & Equip ops	2,269	7,292	7,511	9,236	8,013	4,753	36,805
Operating costs	14,498	11,161	11,496	11,841	12,196	12,562	59,256
Wages & benefits	9,123	9,222	9,407	9,595	9,835	10,080	48,139
Contributions to reserve funds	497	6,966	8,734	18,483	20,953	24,545	79,681
Total Operating Expenditures	34,783	43,650	47,163	56,380	78,168	60,037	285,398
Operating (surplus)/deficit	924	2,328	(3,370)	(3,368)	(3,371)	(3,346)	(11,127)
Capital Asset Expenditures							
Capital expenditures	106,985	127,446	251	15,512	74	25,049	168,332
Transfer from reserves	(9,949)	(30,409)	(178)	(15,441)		(25,000)	(71,028)
Grants and other	(50,000)	(50,000)					(50,000)
New borrowing	(47,000)	(47,000)					(47,000)
Net Capital Assets funded from Operations	36	37	73	71	74	49	304
Capital Financing Charges							
New debt (principal & interest)		470	3,297	3,297	3,297	3,297	13,658
Total Capital Financing Charges		470	3,297	3,297	3,297	3,297	13,658
Net (surplus)/deficit for the year	960	2,835					2,835
Add: Transfer from appropriated surplus	(172)						
Add: Prior year (surplus) / deficit	(788)	(2,835)					(2,835)
(Surplus) applied to future years							

Water - Melrose Terrace

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-2046 MAJOR CAP - WATER MELROSE TERRACE	30,313	254	15,320		25,250	71,137
PC-2046 COMPUTER - WATER MELROSE TERRACE	37	73	71	74	49	304
VH-2046 VEHICLE - WATER MELROSE TERRACE	248		248			496
WT-0029 MELROSE TERRACE RESERVOIR REPLACEMENT	97,485					97,485
Total Water - Melrose Terrace	128,083	327	15,639	74	25,299	169,422

**Water - Melrose Terrace
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	24,964	1,955	10,415	13,787	14,891
Contributions	6,841	8,609	18,358	20,828	24,420
Interest earned	312	29	208	276	298
Withdrawals for capital projects:					
MAJOR CAP - WATER MELROSE TERRACE	(30,162)	(178)	(15,194)		(25,000)
Total Withdrawals for capital projects	(30,162)	(178)	(15,194)		(25,000)
Other transfers out of Reserve				20,000	
Closing Balance Reserve Fund	1,955	10,415	13,787	14,891	14,609
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - WATER MELROSE TERRACE	(247)		(247)		
Total Withdrawals for capital projects	(247)		(247)		
Closing Balance Reserve Account	(247)		(247)		
New Borrowing					
MELROSE TERRACE RESERVOIR REPLACEMENT	47,000				
Total New Borrowing	47,000				
New Debt Principal/Int		3,297			
New Debt Principal/Int(Cumulative)		3,297	3,297	3,297	3,297
Borrowing cost	470				

**Water - Nanoose Peninsula
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		15.0%	15.0%	10.0%	4.0%	4.0%	
Parcel taxes	(1,204,617)	(1,385,310)	(1,593,107)	(1,752,417)	(1,822,514)	(1,895,414)	(8,448,762)
	(1,204,617)	(1,385,310)	(1,593,107)	(1,752,417)	(1,822,514)	(1,895,414)	(8,448,762)
Operations	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(80,000)
Utility user fees	(755,700)	(755,700)	(778,371)	(801,722)	(825,774)	(850,547)	(4,012,114)
Interdepartmental recoveries	(25,549)	(4,174)	(4,174)	(4,174)	(4,174)	(4,174)	(20,870)
Miscellaneous		(52,000)					(52,000)
Total Operating Revenues	(2,001,866)	(2,213,184)	(2,391,652)	(2,574,313)	(2,668,462)	(2,766,135)	(12,613,746)
Operating Expenditures							
Administration	150,431	169,205	170,463	150,405	147,310	162,199	799,582
Professional fees	68,207	55,250	45,250	45,250	45,250	45,250	236,250
Building ops	164,377	200,806	206,830	213,035	219,426	236,009	1,076,106
Veh & Equip ops	97,603	134,333	106,363	123,554	119,260	125,838	609,348
Operating costs	464,635	566,704	563,705	580,616	598,035	615,976	2,925,036
Wages & benefits	813,929	833,103	849,765	866,760	888,429	910,640	4,348,697
Contributions to reserve funds	486,183	318,607	261,962	323,410	337,082	348,729	1,589,790
Debt interest	23,575	58,614	49,465	49,465	49,465	49,465	256,474
Total Operating Expenditures	2,268,940	2,336,622	2,253,803	2,352,495	2,404,257	2,494,106	11,841,283
Operating (surplus)/deficit	267,074	123,438	(137,849)	(221,818)	(264,205)	(272,029)	(772,463)
Capital Asset Expenditures							
Capital expenditures	1,552,842	1,443,820	1,707,213	895,589	276,639	1,074,463	5,397,724
Transfer from reserves	(497,530)	(845,089)	(500,675)	(289,252)	(270,000)	(70,000)	(1,975,016)
New borrowing	(1,052,058)	(595,423)	(1,200,000)	(600,000)		(1,000,000)	(3,395,423)
Net Capital Assets funded from Operations	3,254	3,308	6,538	6,337	6,639	4,463	27,285
Capital Financing Charges							
Existing debt (principal)	48,361	48,361	77,547	77,547	77,547	77,547	358,549
New debt (principal & interest)	14,321	5,954	53,764	137,934	180,019	190,019	567,690
Total Capital Financing Charges	62,682	54,315	131,311	215,481	257,566	267,566	926,239
Net (surplus)/deficit for the year	333,010	181,061					181,061
Add: Transfer from appropriated surplus	(19,187)	(5,000)					(5,000)
Add: Prior year (surplus) / deficit	(313,823)	(176,061)					(176,061)
(Surplus) applied to future years							

Water - Nanoose Peninsula

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-2047 MAJOR CAP - WATER NANOOSE PENINSULA	269,601	491,228	874,136	274,050	1,088,950	2,997,965
PC-2047 COMPUTER - WATER NANOOSE PENINSULA	3,325	6,571	6,369	6,672	4,485	27,422
VH-2047 VEHICLE - WATER NANOOSE PENINSULA	22,263		22,263			44,526
WT-0005 NB WT - FAIRWINDS RESERVOIR	106,500	1,206,500				1,313,000
WT-0007 NB WT - DORCAS PT RD WTR MAIN	1,068,110					1,068,110
WT-0020 NB WT - DCC MAJOR UPDATE STUDY		30,150				30,150
Total Water - Nanoose Peninsula	1,469,799	1,734,449	902,768	280,722	1,093,435	5,481,173

**Water - Nanoose Peninsula
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	863,728	377,498	132,264	179,036	237,516
Contributions	377,910	249,779	311,227	324,899	336,546
Interest earned	10,797	5,662	2,645	3,581	4,750
Withdrawals for capital projects:					
MAJOR CAP - WATER NANOOSE PENINSULA	(250,250)	(470,675)	(267,100)	(270,000)	(70,000)
NB WT - FAIRWINDS RESERVOIR	(100,000)				
NB WT - DORCAS PT RD WTR MAIN	(472,687)				
NB WT - DCC MAJOR UPDATE STUDY		(30,000)			
Total Withdrawals for capital projects	(822,937)	(500,675)	(267,100)	(270,000)	(70,000)
Other transfers out of Reserve	52,000				
Closing Balance Reserve Fund	377,498	132,264	179,036	237,516	508,812
RESERVE ACCOUNT FUNDS					
Opening Balance Reserve Account	42,209	23,489	43,863	25,492	46,024
Contributions	20,022	20,022	20,022	20,022	20,022
Interest earned	528	352	877	510	920
Withdrawals for capital projects:					
VEHICLE - WATER NANOOSE PENINSULA	(22,152)		(22,152)		
Total Withdrawals for capital projects	(22,152)		(22,152)		
Other transfers out of Reserve	17,118		17,118		
Closing Balance Reserve Account	23,489	43,863	25,492	46,024	66,966
New Borrowing					
MAJOR CAP - WATER NANOOSE PENINSULA			600,000		1,000,000
NB WT - FAIRWINDS RESERVOIR		1,200,000			
NB WT - DORCAS PT RD WTR MAIN	595,423				
Total New Borrowing	595,423	1,200,000	600,000		1,000,000
New Debt Principal/Int		41,764	90,170	48,085	
New Debt Principal/Int(Cumulative)		41,764	131,934	180,019	180,019
Borrowing cost	5,954	12,000	6,000		10,000

**Bulk Water Nanoose Bay
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		2.0%	2.0%	2.0%	2.0%	2.0%	
Parcel taxes	(1,217,997)	(1,242,357)	(1,267,204)	(1,292,548)	(1,318,399)	(1,344,767)	(6,465,275)
	(1,217,997)	(1,242,357)	(1,267,204)	(1,292,548)	(1,318,399)	(1,344,767)	(6,465,275)
Interdepartmental recoveries	(225,709)	(300,547)	(300,547)	(300,547)	(300,547)	(300,547)	(1,502,735)
Total Operating Revenues	(1,443,706)	(1,542,904)	(1,567,751)	(1,593,095)	(1,618,946)	(1,645,314)	(7,968,010)
Operating Expenditures							
Administration	12,461	14,710	14,296	14,773	15,162	15,577	74,518
Professional fees	33,424	4,508	4,508	4,508	4,508	4,508	22,540
Building ops	22,750	41,945	43,203	47,499	45,924	47,302	225,873
Veh & Equip ops	3,372	3,439	3,542	3,648	3,758	3,870	18,257
Operating costs	334,257	328,983	338,852	349,018	359,488	370,273	1,746,614
Wages & benefits	90,652	93,510	95,380	97,288	99,720	102,213	488,111
Contributions to reserve funds	573,871	812,195	746,932	765,663	779,479	790,442	3,894,711
Debt interest	167,263	148,054	148,054	143,030	143,030	143,030	725,198
Total Operating Expenditures	1,238,050	1,447,344	1,394,767	1,425,427	1,451,069	1,477,215	7,195,822
Operating (surplus)/deficit	(205,656)	(95,560)	(172,984)	(167,668)	(167,877)	(168,099)	(772,188)
Capital Asset Expenditures							
Capital expenditures	214,193	174,498	8,712	18,664	8,378	800	211,052
Transfer from reserves	(213,813)	(174,093)	(8,359)	(18,295)	(7,800)		(208,547)
Net Capital Assets funded from Operations	380	405	353	369	578	800	2,505
Capital Financing Charges							
Existing debt (principal)	239,020	172,631	172,631	167,299	167,299	167,299	847,159
Total Capital Financing Charges	239,020	172,631	172,631	167,299	167,299	167,299	847,159
Net (surplus)/deficit for the year	33,744	77,476					77,476
Add: Transfer from appropriated surplus	(574)						
Add: Prior year (surplus) / deficit	(33,170)	(77,476)					(77,476)
(Surplus) applied to future years							



Water - Bulk Water Nanoose Bay

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-2048 MAJOR CAP - BULK WATER NANOOSE BAY	174,175	8,401	17,598	7,839		208,013
PC-2048 COMPUTER - BULK WATER NANOOSE BAY	407	355	371	581	804	2,518
VH-2048 VEHICLE - BULK WATER NANOOSE BAY	789		789			1,578
Total Water - Bulk Water Nanoose Bay	175,371	8,756	18,758	8,420	804	212,109

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

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	1,363,768	2,014,867	2,778,828	3,577,723	4,416,121
Contributions	807,360	742,097	760,828	774,644	785,607
Interest earned	17,047	30,223	55,577	71,554	88,322
Withdrawals for capital projects:					
MAJOR CAP - BULK WATER NANOOSE BAY	(173,308)	(8,359)	(17,510)	(7,800)	
Total Withdrawals for capital projects	(173,308)	(8,359)	(17,510)	(7,800)	
Closing Balance Reserve Fund	2,014,867	2,778,828	3,577,723	4,416,121	5,290,050
DEVELOPMENT COST CHARGES					
Opening Balance DCC Fund	163,553	165,597	168,081	171,443	174,872
Interest earned	2,044	2,484	3,362	3,429	3,497
Withdrawals for capital projects:					
Closing Balance DCC Fund	165,597	168,081	171,443	174,872	178,369
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - BULK WATER NANOOSE BAY	(785)		(785)		
Total Withdrawals for capital projects	(785)		(785)		
Closing Balance Reserve Account	(785)		(785)		

**Bulk Water French Creek
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	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	(42,800)	(44,481)	(45,495)	(46,661)	(48,099)	(49,408)	(234,144)
Total Operating Revenues	(47,120)	(48,801)	(49,815)	(50,981)	(52,419)	(53,728)	(255,744)
Operating Expenditures							
Administration	1,000	1,388	1,429	1,472	1,517	1,563	7,369
Building ops		7,103	7,316	7,536	7,762	7,994	37,711
Veh & Equip ops	263	289	298	307	316	326	1,536
Operating costs	17,908	11,245	11,582	11,930	12,288	12,656	59,701
Wages & benefits	25,369	26,075	26,597	27,128	27,807	28,502	136,109
Contributions to reserve funds	2,515	2,515	2,515	2,515	2,515	2,515	12,575
Total Operating Expenditures	47,055	48,615	49,737	50,888	52,205	53,556	255,001
Operating (surplus)/deficit	(65)	(186)	(78)	(93)	(214)	(172)	(743)
Capital Asset Expenditures							
Capital expenditures	172	186	78	93	214	172	743
Net Capital Assets funded from Operations	172	186	78	93	214	172	743
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	107						
Add: Prior year (surplus) / deficit	(107)						
(Surplus) applied to future years							



Water - Bulk Water French Creek

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
PC-2049 COMPUTER - BULK WATER FRENCH CREEK	187	78	93	215	173	746
Total Water - Bulk Water French Creek	187	78	93	215	173	746



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

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	706,834	671,188	635,761	601,815	565,752
Interest earned	8,835	10,068	12,715	12,036	11,315
Withdrawals for capital projects:					
Other transfers out of Reserve	44,481	45,495	46,661	48,099	49,408
Closing Balance Reserve Fund	671,188	635,761	601,815	565,752	527,659

**Water - San Pareil Fire
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		0.5%					
Parcel taxes	(73,935)	(74,306)	(74,306)	(74,285)	(74,264)	(74,264)	(371,425)
	(73,935)	(74,306)	(74,306)	(74,285)	(74,264)	(74,264)	(371,425)
Operations	(277)	(277)	(277)	(298)	(319)	(319)	(1,490)
Total Operating Revenues	(74,212)	(74,583)	(74,583)	(74,583)	(74,583)	(74,583)	(372,915)
Operating Expenditures							
Administration		371	371	371	371	371	1,855
Debt interest	36,782	36,782	36,782	36,782	36,782	36,782	183,910
Total Operating Expenditures	36,782	37,153	37,153	37,153	37,153	37,153	185,765
Operating (surplus)/deficit	(37,430)	(37,430)	(37,430)	(37,430)	(37,430)	(37,430)	(187,150)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	37,430	37,430	37,430	37,430	37,430	37,430	187,150
Total Capital Financing Charges	37,430	37,430	37,430	37,430	37,430	37,430	187,150
Net (surplus)/deficit for the year							
(Surplus) applied to future years							

**Water - Westurne Heights
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		25.8%	2.0%	2.0%	2.0%	2.0%	
Parcel taxes	(22,132)	(27,833)	(28,390)	(28,957)	(29,537)	(30,127)	(144,844)
	(22,132)	(27,833)	(28,390)	(28,957)	(29,537)	(30,127)	(144,844)
Utility user fees	(2,492)	(2,492)	(2,566)	(2,643)	(2,723)	(2,804)	(13,228)
Interdepartmental recoveries	(497)	(44)	(44)	(44)	(44)	(44)	(220)
Total Operating Revenues	(25,121)	(30,369)	(31,000)	(31,644)	(32,304)	(32,975)	(158,292)
Operating Expenditures							
Administration	1,456	1,890	1,679	1,680	1,678	1,678	8,605
Professional fees	1,835	162	162	162	162	162	810
Building ops	745	1,062	1,094	1,127	1,161	1,195	5,639
Veh & Equip ops	939	948	977	1,006	1,036	1,067	5,034
Operating costs	5,357	5,623	5,792	5,966	6,145	6,329	29,855
Wages & benefits	5,519	5,606	5,718	5,832	5,978	6,127	29,261
Contributions to reserve funds	10,414	11,793	11,411	11,705	11,977	12,264	59,150
Debt interest	1,890	1,890	1,890	1,890	1,890	1,890	9,450
Total Operating Expenditures	28,155	28,974	28,723	29,368	30,027	30,712	147,804
Operating (surplus)/deficit	3,034	(1,395)	(2,277)	(2,276)	(2,277)	(2,263)	(10,488)
Capital Asset Expenditures							
Capital expenditures	10,158	42,333	222	386	44	30	43,015
Transfer from reserves	(10,136)	(42,311)	(178)	(343)			(42,832)
Net Capital Assets funded from Operations	22	22	44	43	44	30	183
Capital Financing Charges							
Existing debt (principal)	2,233	2,233	2,233	2,233	2,233	2,233	11,165
Total Capital Financing Charges	2,233	2,233	2,233	2,233	2,233	2,233	11,165
Net (surplus)/deficit for the year	5,289	860					860
Add: Transfer from appropriated surplus	(115)						
Add: Prior year (surplus) / deficit	(5,174)	(860)					(860)
(Surplus) applied to future years							

Water - Westurne Heights

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-2051 MAJOR CAP - WATER WESTURNE HEIGHTS	42,373	179	195			42,747
PC-2051 COMPUTER - WESTURNE HEIGHTS	22	44	43	44	30	183
VH-2051 VEHICLE - WESTURNE HEIGHTS	150		150			300
Total Water - Westurne Heights	42,545	223	388	44	30	43,230

**Water - Westurne Heights
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	30,074	1	11,154	22,808	35,161
Contributions	11,713	11,331	11,625	11,897	12,184
Interest earned	376		223	456	703
Withdrawals for capital projects:					
MAJOR CAP - WATER WESTURNE HEIGHTS	(42,162)	(178)	(194)		
Total Withdrawals for capital projects	(42,162)	(178)	(194)		
Closing Balance Reserve Fund	1	11,154	22,808	35,161	48,048
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - WESTURNE HEIGHTS	(149)		(149)		
Total Withdrawals for capital projects	(149)		(149)		
Closing Balance Reserve Account	(149)		(149)		

**Drinking Water/Watershed Protection
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		17.1%	14.7%	0.3%	0.3%	0.3%	
Property taxes	(591,012)	(692,034)	(793,776)	(796,656)	(799,536)	(802,416)	(3,884,418)
Parcel taxes	(251,496)	(294,252)	(337,248)	(338,208)	(339,168)	(340,128)	(1,649,004)
	(842,508)	(986,286)	(1,131,024)	(1,134,864)	(1,138,704)	(1,142,544)	(5,533,422)
Operating grants	(160,000)	(150,000)					(150,000)
Grants in lieu of taxes	(480)	(480)	(480)	(480)	(480)	(480)	(2,400)
Miscellaneous	(20,000)	(30,000)					(30,000)
Total Operating Revenues	(1,022,988)	(1,166,766)	(1,131,504)	(1,135,344)	(1,139,184)	(1,143,024)	(5,715,822)
Operating Expenditures							
Administration	62,830	81,814	81,814	81,814	81,814	81,814	409,070
Professional fees	506,966	424,300	306,438	299,867	284,564	272,255	1,587,424
Building ops	2,625	30,448	31,057	31,678	32,312	32,958	158,453
Veh & Equip ops	1,778	1,778	1,813	1,850	1,887	1,924	9,252
Operating costs	38,216	42,948	28,807	29,383	29,971	30,570	161,679
Program costs	234,508	195,975	168,462	170,382	172,327	174,298	881,444
Wages & benefits	478,057	490,211	500,016	510,016	522,766	535,835	2,558,844
Contributions to reserve funds	13,779	13,770	10,036	10,043	10,000	9,998	53,847
Total Operating Expenditures	1,338,759	1,281,244	1,128,443	1,135,033	1,135,641	1,139,652	5,820,013
Operating (surplus)/deficit	315,771	114,478	(3,061)	(311)	(3,543)	(3,372)	104,191
Capital Asset Expenditures							
Capital expenditures	3,372	3,422	3,061	311	3,543	3,372	13,709
Net Capital Assets funded from Operations	3,372	3,422	3,061	311	3,543	3,372	13,709
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	319,143	117,900					117,900
Add: Transfer from appropriated surplus	(184,836)	(73,100)					(73,100)
Add: Prior year (surplus) / deficit	(134,307)	(44,800)					(44,800)
(Surplus) applied to future years							



Drinking Water/Watershed Protection

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
PC-4500 COMPUTER - DRINKING WTR/WTRSHD PROTECT	3,422	261	311	3,543	572	8,109
PC-4501 COMPUTER - TEAM WATERSMART		2,800			2,800	5,600
Total Drinking Water/Watershed Protection	3,422	3,061	311	3,543	3,372	13,709

**Sewer - French Creek
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		13.0%	4.0%	3.0%	3.0%	3.0%	
Parcel taxes	(898,185)	(1,014,949)	(1,055,547)	(1,087,213)	(1,119,830)	(1,153,425)	(5,430,964)
	(898,185)	(1,014,949)	(1,055,547)	(1,087,213)	(1,119,830)	(1,153,425)	(5,430,964)
Operations	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(30,000)
Utility user fees	(342,584)	(345,332)	(355,692)	(366,363)	(377,354)	(388,674)	(1,833,415)
Interdepartmental recoveries	(2,214)	(2,214)	(2,214)	(2,214)	(2,214)	(2,214)	(11,070)
Total Operating Revenues	(1,248,983)	(1,368,495)	(1,419,453)	(1,461,790)	(1,505,398)	(1,550,313)	(7,305,449)
Operating Expenditures							
Administration	28,660	25,951	25,779	25,804	25,779	25,777	129,090
Professional fees	17,297	6,000	6,000	6,000	6,000	6,000	30,000
Building ops	16,671	25,974	26,753	27,555	28,382	29,234	137,898
Veh & Equip ops	15,777	16,039	16,520	17,016	17,526	18,052	85,153
Operating costs	975,300	1,098,300	1,131,249	1,165,187	1,200,142	1,236,147	5,831,025
Wages & benefits	189,761	195,440	199,349	203,336	208,419	213,630	1,020,174
Contributions to reserve funds	42,941	10,833	12,313	15,448	17,636	20,455	76,685
Total Operating Expenditures	1,286,407	1,378,537	1,417,963	1,460,346	1,503,884	1,549,295	7,310,025
Operating (surplus)/deficit	37,424	10,042	(1,490)	(1,444)	(1,514)	(1,018)	4,576
Capital Asset Expenditures							
Capital expenditures	63,237	35,805	1,490	6,494	1,514	1,018	46,321
Transfer from reserves	(50,639)	(35,050)		(5,050)			(40,100)
Net Capital Assets funded from Operations	12,598	755	1,490	1,444	1,514	1,018	6,221
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	50,022	10,797					10,797
Add: Transfer from appropriated surplus	(15,558)						
Add: Prior year (surplus) / deficit	(34,464)	(10,797)					(10,797)
(Surplus) applied to future years							



Sewer - French Creek

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-7550 MAJOR CAP - SEWER FRENCH CR COLLECTION	30,150					30,150
PC-7550 COMPUTER - SEWER FRENCH CR COLLECTION	759	1,497	1,451	1,522	1,023	6,252
VH-7550 VEHICLE - SEWER FRENCH CR COLLECTION	5,075		5,075			10,150
Total Sewer - French Creek	35,984	1,497	6,526	1,522	1,023	46,552



**Sewer - French Creek
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	535,796	520,666	538,129	561,680	587,890
Contributions	8,173	9,653	12,788	14,976	17,795
Interest earned	6,697	7,810	10,763	11,234	11,758
Withdrawals for capital projects:					
MAJOR CAP - SEWER FRENCH CR COLLECTION	(30,000)				
Total Withdrawals for capital projects	(30,000)				
Closing Balance Reserve Fund	520,666	538,129	561,680	587,890	617,443
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - SEWER FRENCH CR COLLECTION	(5,050)		(5,050)		
Total Withdrawals for capital projects	(5,050)		(5,050)		
Closing Balance Reserve Account	(5,050)		(5,050)		

**Sewer Fairwinds
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		12.0%	6.0%	3.0%	3.0%	3.0%	
Parcel taxes	(53,805)	(60,262)	(63,878)	(65,794)	(67,768)	(69,801)	(327,503)
	(53,805)	(60,262)	(63,878)	(65,794)	(67,768)	(69,801)	(327,503)
Operations	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(15,000)
Utility user fees	(64,120)	(64,120)	(66,044)	(68,025)	(70,066)	(72,168)	(340,423)
Grants in lieu of taxes	(2,663)	(2,663)	(2,663)	(2,663)	(2,663)	(2,663)	(13,315)
Interdepartmental recoveries	(946)	(946)	(946)	(946)	(946)	(946)	(4,730)
Total Operating Revenues	(124,534)	(130,991)	(136,531)	(140,428)	(144,443)	(148,578)	(700,971)
Operating Expenditures							
Administration	12,870	13,113	13,104	13,114	13,104	13,103	65,538
Professional fees	11,936	6,500	6,500	6,500	6,500	6,500	32,500
Building ops	7,219	11,211	11,547	11,894	12,250	12,618	59,520
Veh & Equip ops	6,426	6,507	6,702	6,903	7,110	7,324	34,546
Operating costs	14,550	15,118	15,572	16,039	16,520	17,016	80,265
Wages & benefits	77,046	78,517	80,088	81,689	83,732	85,825	409,851
Contributions to reserve funds	21,945	8,039	2,399	3,689	4,599	5,769	24,495
Total Operating Expenditures	151,992	139,005	135,912	139,828	143,815	148,155	706,715
Operating (surplus)/deficit	27,458	8,014	(619)	(600)	(628)	(423)	5,744
Capital Asset Expenditures							
Capital expenditures	27,043	2,410	619	2,697	628	423	6,777
Transfer from reserves	(21,655)	(2,097)		(2,097)			(4,194)
Net Capital Assets funded from Operations	5,388	313	619	600	628	423	2,583
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	32,846	8,327					8,327
Add: Transfer from appropriated surplus	(6,601)						
Add: Prior year (surplus) / deficit	(26,245)	(8,327)					(8,327)
(Surplus) applied to future years							

**Sewer Fairwinds
5 Year Capital Plan**

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
PC-7551 COMPUTER - SEWER FAIRWINDS COLLECTION	315	622	603	631	425	2,596
VH-7551 VEHICLE - SEWER FAIRWINDS COLLECTION	2,107		2,107			4,214
Total Sewer Fairwinds	2,422	622	2,710	631	425	6,810



**Sewer Fairwinds
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	161,416	170,378	174,238	180,317	187,427
Contributions	6,944	1,304	2,594	3,504	4,674
Interest earned	2,018	2,556	3,485	3,606	3,749
Withdrawals for capital projects:					
Closing Balance Reserve Fund	170,378	174,238	180,317	187,427	195,850
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - SEWER FAIRWINDS COLLECTION	(2,097)		(2,097)		
Total Withdrawals for capital projects	(2,097)		(2,097)		
Closing Balance Reserve Account	(2,097)		(2,097)		

**Sewer - Pacific Shores
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		4.0%	4.0%	4.0%	3.0%	3.0%	
Parcel taxes	(83,429)	(86,766)	(90,237)	(93,846)	(96,661)	(99,561)	(467,071)
	(83,429)	(86,766)	(90,237)	(93,846)	(96,661)	(99,561)	(467,071)
Interdepartmental recoveries	(151)	(151)	(151)	(151)	(151)	(151)	(755)
Total Operating Revenues	(83,580)	(86,917)	(90,388)	(93,997)	(96,812)	(99,712)	(467,826)
Operating Expenditures							
Administration	2,120	2,088	1,962	2,064	1,962	2,087	10,163
Professional fees	2,253	1,500	1,500	1,500	1,500	1,500	7,500
Building ops	1,067	1,608	1,657	1,706	1,757	1,810	8,538
Veh & Equip ops	1,447	1,468	1,512	1,558	1,605	1,653	7,796
Operating costs	56,707	63,457	65,361	67,322	69,341	71,422	336,903
Wages & benefits	12,629	12,851	13,108	13,370	13,704	14,047	67,080
Contributions to reserve funds	11,947	5,022	5,187	6,379	6,841	7,124	30,553
Total Operating Expenditures	88,170	87,994	90,287	93,899	96,710	99,643	468,533
Operating (surplus)/deficit	4,590	1,077	(101)	(98)	(102)	(69)	707
Capital Asset Expenditures							
Capital expenditures	29,298	25,393	101	20,440	102	25,069	71,105
Transfer from reserves	(28,442)	(25,342)		(20,342)		(25,000)	(70,684)
Net Capital Assets funded from Operations	856	51	101	98	102	69	421
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	5,446	1,128					1,128
Add: Transfer from appropriated surplus	(1,064)						
Add: Prior year (surplus) / deficit	(4,382)	(1,128)					(1,128)
(Surplus) applied to future years							

Sewer - Pacific Shores

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-7554 MAJOR CAP - SEWER PACIFIC SHORES	25,125		20,100		25,125	70,350
PC-7554 COMPUTER - SEWER PACIFIC SHORES	51	102	98	103	69	423
VH-7554 VEHICLE - SEWER PACIFIC SHORES	344		344			688
Total Sewer - Pacific Shores	25,520	102	20,542	103	25,194	71,461

**Sewer - Pacific Shores
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	101,860	82,969	89,215	77,192	85,391
Contributions	4,836	5,001	6,193	6,655	6,938
Interest earned	1,273	1,245	1,784	1,544	1,708
Withdrawals for capital projects:					
MAJOR CAP - SEWER PACIFIC SHORES	(25,000)		(20,000)		(25,000)
Total Withdrawals for capital projects	(25,000)		(20,000)		(25,000)
Closing Balance Reserve Fund	82,969	89,215	77,192	85,391	69,037
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - SEWER PACIFIC SHORES	(342)		(342)		
Total Withdrawals for capital projects	(342)		(342)		
Closing Balance Reserve Account	(342)		(342)		

**Sewer - Surfside
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		13.0%	3.0%	3.0%	3.0%	3.0%	
Parcel taxes	(26,797)	(30,280)	(31,188)	(32,124)	(33,088)	(34,080)	(160,760)
	(26,797)	(30,280)	(31,188)	(32,124)	(33,088)	(34,080)	(160,760)
Utility user fees	(5,862)	(5,862)	(6,038)	(6,219)	(6,406)	(6,598)	(31,123)
Interdepartmental recoveries	(33)	(33)	(33)	(33)	(33)	(33)	(165)
Total Operating Revenues	(32,692)	(36,175)	(37,259)	(38,376)	(39,527)	(40,711)	(192,048)
Operating Expenditures							
Administration	2,050	708	708	708	708	708	3,540
Professional fees	367	200	200	200	200	200	1,000
Building ops	214	314	324	334	344	354	1,670
Veh & Equip ops	440	442	456	469	483	498	2,348
Operating costs	26,549	29,040	29,911	30,808	31,733	32,685	154,177
Wages & benefits	2,576	2,624	2,676	2,730	2,798	2,868	13,696
Contributions to reserve funds	4,065	3,086	2,963	3,107	3,240	3,384	15,780
Total Operating Expenditures	36,261	36,414	37,238	38,356	39,506	40,697	192,211
Operating (surplus)/deficit	3,569	239	(21)	(20)	(21)	(14)	163
Capital Asset Expenditures							
Capital expenditures	120,945	25,081	21	91	21	14	25,228
Transfer from reserves	(757)	(25,071)		(71)			(25,142)
Grants and other	(120,000)						
Net Capital Assets funded from Operations	188	10	21	20	21	14	86
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	3,757	249					249
Add: Transfer from appropriated surplus	(235)						
Add: Prior year (surplus) / deficit	(3,522)	(249)					(249)
(Surplus) applied to future years							



Sewer - Surfside

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-7555 MAJOR CAP - SEWER SURFSIDE	25,000					25,000
PC-7555 COMPUTER - SEWER SURFSIDE	10	21	20	21	14	86
VH-7555 VEHICLE - SEWER SURFSIDE	71		71			142
Total Sewer - Surfside	25,081	21	91	21	14	25,228

**Sewer - Surfside
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	45,705	24,317	27,600	31,214	35,033
Contributions	3,041	2,918	3,062	3,195	3,339
Interest earned	571	365	552	624	701
Withdrawals for capital projects:					
MAJOR CAP - SEWER SURFSIDE	(25,000)				
Total Withdrawals for capital projects	(25,000)				
Closing Balance Reserve Fund	24,317	27,600	31,214	35,033	39,073
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - SEWER SURFSIDE	(71)		(71)		
Total Withdrawals for capital projects	(71)		(71)		
Closing Balance Reserve Account	(71)		(71)		

**Sewer - Cedar
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		9.6%	1.0%	1.0%	1.1%	1.1%	
Parcel taxes	(107,361)	(117,695)	(118,899)	(120,139)	(121,417)	(122,732)	(600,882)
	(107,361)	(117,695)	(118,899)	(120,139)	(121,417)	(122,732)	(600,882)
Operations		(300)	(300)	(300)	(300)	(300)	(1,500)
Utility user fees	(66,793)	(69,693)	(71,784)	(73,937)	(76,155)	(78,440)	(370,009)
Interdepartmental recoveries	(98)	(98)	(98)	(98)	(98)	(98)	(490)
Total Operating Revenues	(174,252)	(187,786)	(191,081)	(194,474)	(197,970)	(201,570)	(972,881)
Operating Expenditures							
Administration	3,080	3,265	3,164	3,165	3,164	3,164	15,922
Professional fees	2,002	1,500	1,500	1,500	1,500	1,500	7,500
Building ops	6,274	6,733	6,935	7,143	7,285	7,431	35,527
Veh & Equip ops	2,639	1,155	1,189	1,225	1,262	1,300	6,131
Operating costs	81,107	92,019	89,579	92,267	95,035	97,886	466,786
Wages & benefits	8,060	8,141	8,303	8,469	8,681	8,898	42,492
Contributions to reserve funds	4,041	537	3,178	3,474	3,809	4,177	15,175
Debt interest	29,927	29,008	29,008	29,008	29,008	29,008	145,040
Total Operating Expenditures	137,130	142,358	142,856	146,251	149,744	153,364	734,573
Operating (surplus)/deficit	(37,122)	(45,428)	(48,225)	(48,223)	(48,226)	(48,206)	(238,308)
Capital Asset Expenditures							
Capital expenditures	49,790	20,248	63	277	64	44	20,696
Transfer from reserves	(49,234)	(20,216)		(216)			(20,432)
Net Capital Assets funded from Operations	556	32	63	61	64	44	264
Capital Financing Charges							
Existing debt (principal)	47,998	48,162	48,162	48,162	48,162	48,162	240,810
Total Capital Financing Charges	47,998	48,162	48,162	48,162	48,162	48,162	240,810
Net (surplus)/deficit for the year	11,432	2,766					2,766
Add: Transfer from appropriated surplus	(696)						
Add: Prior year (surplus) / deficit	(10,736)	(2,766)					(2,766)
(Surplus) applied to future years							



Sewer - Cedar
5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-7558 MAJOR CAP - SEWER CEDAR COLLECTION	20,100					20,100
PC-7558 COMPUTER - SEWER CEDAR COLLECTION	32	63	61	64	44	264
VH-7558 VEHICLE - SEWER CEDAR COLLECTION	217		217			434
Total Sewer - Cedar	20,349	63	278	64	44	20,798

**Sewer - Cedar
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	173,903	156,489	161,889	168,476	175,530
Contributions	412	3,053	3,349	3,684	4,052
Interest earned	2,174	2,347	3,238	3,370	3,511
Withdrawals for capital projects:					
MAJOR CAP - SEWER CEDAR COLLECTION	(20,000)				
Total Withdrawals for capital projects	(20,000)				
Closing Balance Reserve Fund	156,489	161,889	168,476	175,530	183,093
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - SEWER CEDAR COLLECTION	(216)		(216)		
Total Withdrawals for capital projects	(216)		(216)		
Closing Balance Reserve Account	(216)		(216)		

**Sewer - Barclay
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		15.0%	2.2%	2.2%	2.2%	2.2%	
Parcel taxes	(158,851)	(182,676)	(186,649)	(190,741)	(194,956)	(199,298)	(954,320)
	(158,851)	(182,676)	(186,649)	(190,741)	(194,956)	(199,298)	(954,320)
Operations	(1,690)	(1,690)	(1,690)	(1,690)	(1,690)	(1,690)	(8,450)
Utility user fees	(59,540)	(59,540)	(61,326)	(63,166)	(65,061)	(67,013)	(316,106)
Interdepartmental recoveries	(291)	(291)	(291)	(291)	(291)	(291)	(1,455)
Miscellaneous			(6,000)		(6,000)		(12,000)
Total Operating Revenues	(220,372)	(244,197)	(255,956)	(255,888)	(267,998)	(268,292)	(1,292,331)
Operating Expenditures							
Administration	4,712	4,585	4,582	4,585	4,582	4,582	22,916
Professional fees	2,423	1,000	1,000	1,000	1,000	1,000	5,000
Building ops	3,207	4,167	4,292	4,421	4,553	4,690	22,123
Veh & Equip ops	1,963	2,008	8,068	2,310	8,379	2,631	23,396
Operating costs	127,915	143,309	147,608	152,037	156,598	161,296	760,848
Wages & benefits	24,174	25,171	25,675	26,188	26,843	27,514	131,391
Contributions to reserve funds	14,633	15,225	14,303	14,924	15,611	16,210	76,273
Debt interest	20,155	20,155	20,155	20,155	20,155	20,155	100,775
Total Operating Expenditures	199,182	215,620	225,683	225,620	237,721	238,078	1,142,722
Operating (surplus)/deficit	(21,190)	(28,577)	(30,273)	(30,268)	(30,277)	(30,214)	(149,609)
Capital Asset Expenditures							
Capital expenditures	14,285	749	191	838	195	132	2,105
Transfer from reserves	(12,639)	(652)		(652)			(1,304)
Net Capital Assets funded from Operations	1,646	97	191	186	195	132	801
Capital Financing Charges							
Existing debt (principal)	30,082	30,082	30,082	30,082	30,082	30,082	150,410
Total Capital Financing Charges	30,082	30,082	30,082	30,082	30,082	30,082	150,410
Net (surplus)/deficit for the year	10,538	1,602					1,602
Add: Transfer from appropriated surplus	(2,044)						
Add: Prior year (surplus) / deficit	(8,494)	(1,602)					(1,602)
(Surplus) applied to future years							

Sewer - Barclay
5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
PC-7557 COMPUTER - SEWER BARCLAY CRESCENT	97	192	187	196	133	805
VH-7557 VEHICLE - SEWER BARCLAY CRESCENT	655		655			1,310
Total Sewer - Barclay	752	192	842	196	133	2,115

**Sewer - Barclay
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	13,353	16,491	12,787	15,713	13,384
Contributions	14,875	13,953	14,574	15,261	15,860
Interest earned	167	247	256	314	268
Withdrawals for capital projects:					
Other transfers out of Reserve	11,904	17,904	11,904	17,904	11,904
Closing Balance Reserve Fund	16,491	12,787	15,713	13,384	17,608
RESERVE ACCOUNT FUNDS					
Withdrawals for capital projects:					
VEHICLE - SEWER BARCLAY CRESCENT	(652)		(652)		
Total Withdrawals for capital projects	(652)		(652)		
Closing Balance Reserve Account	(652)		(652)		



Sewer - Reid Rd Debt
FINANCIAL PLAN SUMMARY
2022 to 2026

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		0.5%					
Parcel taxes	(3,624)	(3,642)	(3,642)	(3,642)	(3,642)	(3,642)	(18,210)
	(3,624)	(3,642)	(3,642)	(3,642)	(3,642)	(3,642)	(18,210)
Total Operating Revenues	(3,624)	(3,642)	(3,642)	(3,642)	(3,642)	(3,642)	(18,210)
Operating Expenditures							
Administration		18	18	18	18	18	90
Debt interest	1,585	1,585	1,585	1,585	1,585	1,585	7,925
Total Operating Expenditures	1,585	1,603	1,603	1,603	1,603	1,603	8,015
Operating (surplus)/deficit	(2,039)	(2,039)	(2,039)	(2,039)	(2,039)	(2,039)	(10,195)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	2,039	2,039	2,039	2,039	2,039	2,039	10,195
Total Capital Financing Charges	2,039	2,039	2,039	2,039	2,039	2,039	10,195
Net (surplus)/deficit for the year							
(Surplus) applied to future years							

**Sewer - Hawthorne Rise Debt
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		0.5%					
Parcel taxes	(9,940)	(9,991)	(9,991)	(9,991)	(9,991)	(9,991)	(49,955)
	(9,940)	(9,991)	(9,991)	(9,991)	(9,991)	(9,991)	(49,955)
Total Operating Revenues	(9,940)	(9,991)	(9,991)	(9,991)	(9,991)	(9,991)	(49,955)
Operating Expenditures							
Administration		50	50	50	50	50	250
Debt interest	3,813	3,813	3,813	3,813	3,813	3,813	19,065
Total Operating Expenditures	3,813	3,863	3,863	3,863	3,863	3,863	19,315
Operating (surplus)/deficit	(6,127)	(6,128)	(6,128)	(6,128)	(6,128)	(6,128)	(30,640)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	6,128	6,128	6,128	6,128	6,128	6,128	30,640
Total Capital Financing Charges	6,128	6,128	6,128	6,128	6,128	6,128	30,640
Net (surplus)/deficit for the year	1						
Add: Prior year (surplus) / deficit	(1)						
(Surplus) applied to future years							

**Englishman River Stormwater
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		3.0%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(5,535)	(5,701)	(5,872)	(6,048)	(6,230)	(6,417)	(30,268)
	(5,535)	(5,701)	(5,872)	(6,048)	(6,230)	(6,417)	(30,268)
Total Operating Revenues	(5,535)	(5,701)	(5,872)	(6,048)	(6,230)	(6,417)	(30,268)
Operating Expenditures							
Administration	500	373	373	373	373	373	1,865
Operating costs	3,000	4,000	4,120	4,244	4,371	4,502	21,237
Wages & benefits	1,144	1,166	1,189	1,213	1,243	1,275	6,086
Contributions to reserve funds	909	162	190	218	243	267	1,080
Total Operating Expenditures	5,553	5,701	5,872	6,048	6,230	6,417	30,268
Operating (surplus)/deficit	18						
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	18						
Add: Prior year (surplus) / deficit	(18)						
(Surplus) applied to future years							



**Englishman River Stormwater
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund		162	354	551	777
Contributions	162	190	190	215	239
Interest earned		2	7	11	16
Withdrawals for capital projects:					
Closing Balance Reserve Fund	162	354	551	777	1,032

**Cedar Estates Stormwater
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		3.0%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(5,114)	(5,267)	(5,425)	(5,588)	(5,755)	(5,928)	(27,963)
	(5,114)	(5,267)	(5,425)	(5,588)	(5,755)	(5,928)	(27,963)
Total Operating Revenues	(5,114)	(5,267)	(5,425)	(5,588)	(5,755)	(5,928)	(27,963)
Operating Expenditures							
Administration	500	193	193	193	193	193	965
Operating costs	1,000	1,400	1,442	1,485	1,530	1,576	7,433
Wages & benefits	1,144	1,166	1,189	1,213	1,243	1,275	6,086
Contributions to reserve funds	3,470	2,508	2,601	2,697	2,789	2,884	13,479
Total Operating Expenditures	6,114	5,267	5,425	5,588	5,755	5,928	27,963
Operating (surplus)/deficit	1,000						
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	1,000						
Add: Prior year (surplus) / deficit	(1,000)						
(Surplus) applied to future years							

**Cedar Estates Stormwater
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund		2,508	5,147	7,947	10,895
Contributions	2,508	2,601	2,697	2,789	2,884
Interest earned		38	103	159	218
Withdrawals for capital projects:					
Closing Balance Reserve Fund	2,508	5,147	7,947	10,895	13,997

**Streetlighting - Rural Areas
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		(60.9%)	3.0%	3.0%	3.0%	3.0%	
Property taxes	(20,308)	(7,948)	(8,186)	(8,432)	(8,685)	(8,946)	(42,197)
	(20,308)	(7,948)	(8,186)	(8,432)	(8,685)	(8,946)	(42,197)
Total Operating Revenues	(20,308)	(7,948)	(8,186)	(8,432)	(8,685)	(8,946)	(42,197)
Operating Expenditures							
Administration	1,523	596	596	596	596	596	2,980
Operating costs	17,300	6,575	6,772	6,976	7,185	7,400	34,908
Wages & benefits	124	126	129	131	134	138	658
Contributions to reserve funds	3,153	651	689	729	770	812	3,651
Total Operating Expenditures	22,100	7,948	8,186	8,432	8,685	8,946	42,197
Operating (surplus)/deficit	1,792						
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	1,792						
Add: Prior year (surplus) / deficit	(1,792)						
(Surplus) applied to future years							

**Streetlighting - Rural Areas
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund		651	1,350	2,106	2,918
Contributions	651	689	729	770	812
Interest earned		10	27	42	58
Withdrawals for capital projects:					
Closing Balance Reserve Fund	651	1,350	2,106	2,918	3,788

**Streetlighting - Fairwinds
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		3.0%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(24,910)	(25,657)	(26,427)	(27,220)	(28,036)	(28,877)	(136,217)
	(24,910)	(25,657)	(26,427)	(27,220)	(28,036)	(28,877)	(136,217)
Grants in lieu of taxes	(68)	(66)	(66)	(66)	(66)	(66)	(330)
Total Operating Revenues	(24,978)	(25,723)	(26,493)	(27,286)	(28,102)	(28,943)	(136,547)
Operating Expenditures							
Administration	2,099	2,018	2,018	2,018	2,018	2,018	10,090
Operating costs	22,300	22,616	23,294	23,993	24,713	25,455	120,071
Wages & benefits	124	126	129	131	134	138	658
Contributions to reserve funds	3,621	963	1,052	1,144	1,237	1,332	5,728
Total Operating Expenditures	28,144	25,723	26,493	27,286	28,102	28,943	136,547
Operating (surplus)/deficit	3,166						
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	3,166						
Add: Prior year (surplus) / deficit	(3,166)						
(Surplus) applied to future years							

**Streetlighting - Fairwinds
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund		963	2,029	3,214	4,515
Contributions	963	1,052	1,144	1,237	1,332
Interest earned		14	41	64	90
Withdrawals for capital projects:					
Closing Balance Reserve Fund	963	2,029	3,214	4,515	5,937

**Streetlighting - French Creek Village
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		401.2%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(10,276)	(51,500)	(53,045)	(54,636)	(56,275)	(57,964)	(273,420)
	(10,276)	(51,500)	(53,045)	(54,636)	(56,275)	(57,964)	(273,420)
Total Operating Revenues	(10,276)	(51,500)	(53,045)	(54,636)	(56,275)	(57,964)	(273,420)
Operating Expenditures							
Administration	829	5,050	5,050	5,050	5,050	5,050	25,250
Operating costs	9,300	46,000	47,380	48,801	50,265	51,773	244,219
Wages & benefits	124	300	306	312	320	328	1,566
Contributions to reserve funds	238	150	309	473	640	813	2,385
Total Operating Expenditures	10,491	51,500	53,045	54,636	56,275	57,964	273,420
Operating (surplus)/deficit	215						
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	215						
Add: Prior year (surplus) / deficit	(215)						
(Surplus) applied to future years							

**Streetlighting - Englishman River
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		3.0%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(7,374)	(7,595)	(7,823)	(8,058)	(8,299)	(8,548)	(40,323)
	(7,374)	(7,595)	(7,823)	(8,058)	(8,299)	(8,548)	(40,323)
Total Operating Revenues	(7,374)	(7,595)	(7,823)	(8,058)	(8,299)	(8,548)	(40,323)
Operating Expenditures							
Administration	599	599	599	599	599	599	2,995
Operating costs	6,536	6,653	6,852	7,058	7,270	7,488	35,321
Wages & benefits	124	126	129	131	134	138	658
Contributions to reserve funds	1,059	217	243	270	296	323	1,349
Total Operating Expenditures	8,318	7,595	7,823	8,058	8,299	8,548	40,323
Operating (surplus)/deficit	944						
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	944						
Add: Prior year (surplus) / deficit	(944)						
(Surplus) applied to future years							



**Streetlighting - Englishman River
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund		217	463	742	1,053
Contributions	217	243	270	296	323
Interest earned		3	9	15	21
Withdrawals for capital projects:					
Closing Balance Reserve Fund	217	463	742	1,053	1,397



Streetlighting - Highway Intersections
FINANCIAL PLAN SUMMARY
2022 to 2026

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		3.0%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(2,973)	(3,062)	(3,154)	(3,248)	(3,346)	(3,446)	(16,256)
	(2,973)	(3,062)	(3,154)	(3,248)	(3,346)	(3,446)	(16,256)
Operating grants	(536)	(536)	(536)	(536)	(536)	(536)	(2,680)
Total Operating Revenues	(3,509)	(3,598)	(3,690)	(3,784)	(3,882)	(3,982)	(18,936)
Operating Expenditures							
Administration	500	281	281	281	281	281	1,405
Operating costs	3,000	3,060	3,152	3,246	3,344	3,444	16,246
Wages & benefits	124	126	129	131	134	138	658
Contributions to reserve funds	412	131	128	126	123	119	627
Total Operating Expenditures	4,036	3,598	3,690	3,784	3,882	3,982	18,936
Operating (surplus)/deficit	527						
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	527						
Add: Prior year (surplus) / deficit	(527)						
(Surplus) applied to future years							

**Streetlighting - Highway#4
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		3.0%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(4,682)	(4,822)	(4,967)	(5,116)	(5,269)	(5,427)	(25,601)
	(4,682)	(4,822)	(4,967)	(5,116)	(5,269)	(5,427)	(25,601)
Total Operating Revenues	(4,682)	(4,822)	(4,967)	(5,116)	(5,269)	(5,427)	(25,601)
Operating Expenditures							
Administration	500	374	374	374	374	374	1,870
Operating costs	4,033	4,114	4,237	4,364	4,495	4,630	21,840
Wages & benefits	124	126	129	131	134	138	658
Contributions to reserve funds	157	208	227	247	266	285	1,233
Total Operating Expenditures	4,814	4,822	4,967	5,116	5,269	5,427	25,601
Operating (surplus)/deficit	132						
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	132						
Add: Prior year (surplus) / deficit	(132)						
(Surplus) applied to future years							

**Solid Waste Management
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		13.0%	10.0%	15.0%	20.0%	20.0%	
Property taxes	(1,220,463)	(1,379,123)	(1,517,035)	(1,744,591)	(2,093,509)	(2,512,210)	(9,246,468)
	(1,220,463)	(1,379,123)	(1,517,035)	(1,744,591)	(2,093,509)	(2,512,210)	(9,246,468)
Operations	(159,500)	(184,500)	(188,016)	(191,602)	(195,260)	(198,992)	(958,370)
Landfill tipping fees	(9,650,000)	(9,900,000)	(9,900,000)	(9,697,227)	(9,842,849)	(9,695,842)	(49,035,918)
Operating grants		(3,000,000)					(3,000,000)
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	(966,700)	(1,032,988)	(1,053,648)	(2,372,280)	(1,495,646)	(1,118,139)	(7,072,701)
Total Operating Revenues	(12,106,470)	(15,606,418)	(12,768,506)	(14,115,507)	(13,737,071)	(13,634,990)	(69,862,492)
Operating Expenditures							
Administration	803,918	969,340	999,938	1,027,644	1,058,579	1,105,669	5,161,170
Professional fees	532,667	566,780	523,783	539,497	555,682	572,352	2,758,094
Building ops	214,713	276,166	284,451	342,985	353,275	403,874	1,660,751
Veh & Equip ops	641,513	707,734	728,966	750,835	773,360	796,561	3,757,456
Operating costs	3,889,429	4,061,771	4,183,623	4,009,133	4,129,408	4,253,289	20,637,224
Wages & benefits	3,870,100	4,095,113	4,177,015	4,260,556	4,367,069	4,476,246	21,375,999
Transfer to other gov/org		3,000,000					3,000,000
Contributions to reserve funds	4,334,727	2,183,928	1,185,188	2,621,890	2,172,464	1,730,790	9,894,260
Total Operating Expenditures	14,287,067	15,860,832	12,082,964	13,552,540	13,409,837	13,338,781	68,244,954
Operating (surplus)/deficit	2,180,597	254,414	(685,542)	(562,967)	(327,234)	(296,209)	(1,617,538)
Capital Asset Expenditures							
Capital expenditures	4,964,602	4,718,612	1,555,542	2,706,967	927,234	2,596,209	12,504,564
Transfer from reserves	(3,268,310)	(2,884,313)	(870,000)	(2,144,000)	(600,000)	(2,300,000)	(8,798,313)
Net Capital Assets funded from Operations	1,696,292	1,834,299	685,542	562,967	327,234	296,209	3,706,251
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	3,876,889	2,088,713					2,088,713
Add: Transfer from appropriated surplus	(1,044,174)	(834,265)					(834,265)
Add: Prior year (surplus) / deficit	(2,832,715)	(1,254,448)					(1,254,448)
(Surplus) applied to future years							

Solid Waste Management

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-1202 MAJOR CAP - SOLID WASTE CHURCH ROAD	486,828	522,600	251,250	70,350	135,675	1,466,703
MJ-1203 MAJOR CAP - SOLID WASTE ENG & DISP OPS	936,660	85,425	140,700	120,600	87,938	1,371,323
PC-1200 COMPUTER - SOLID WASTE MANAGEMENT	18,124	5,570	23,082	17,320	18,803	82,899
SW-0001 SW- CELL 1 CAPITAL PROJECTS (2010)	1,964,313					1,964,313
SW-0007 SW - CELL ONE SOUTH WEST BERM CLOSURE		513,000	2,013,000	113,000		2,639,000
SW-0010 SW - CELL TWO SOUTH EAST BERM CONSTRUCT					1,025,000	1,025,000
SW-0012 SW - FLARE STATION REPLACEMENT	249,859					249,859
SW-0014 SW - PLC UPGRADE & CONTROL VALVE	241,200					241,200
VH-1203 VEHICLE - SOLID WASTE ENG & DISP OPS	837,900	447,225	295,470	623,100	1,361,775	3,565,470
Total Solid Waste Management	4,734,884	1,573,820	2,723,502	944,370	2,629,191	12,605,767

**Solid Waste Management
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	10,530,938	9,655,067	9,807,958	8,877,325	9,920,781
Contributions	2,176,805	1,178,065	2,614,767	2,165,341	1,723,667
Interest earned	131,637	144,826	196,159	177,546	198,416
Withdrawals for capital projects:					
SW- CELL 1 CAPITAL PROJECTS (2010)	(1,964,313)				
SW - CELL ONE SOUTH WEST BERM CLOSURE		(500,000)	(2,000,000)	(100,000)	
SW - CELL TWO SOUTH EAST BERM CONSTRUCT					(1,000,000)
SW - PLC UPGRADE & CONTROL VALVE	(240,000)				
VEHICLE - SOLID WASTE ENG & DISP OPS	(680,000)	(370,000)	(144,000)	(500,000)	(1,300,000)
Total Withdrawals for capital projects	(2,884,313)	(870,000)	(2,144,000)	(600,000)	(2,300,000)
Other transfers out of Reserve	300,000	300,000	1,597,559	699,431	300,000
Closing Balance Reserve Fund	9,655,067	9,807,958	8,877,325	9,920,781	9,242,864
RESERVE ACCOUNT FUNDS					
Opening Balance Reserve Account	2,796,180	3,131,132	3,478,099	3,847,661	4,224,614
Contributions	300,000	300,000	300,000	300,000	300,000
Interest earned	34,952	46,967	69,562	76,953	84,492
Withdrawals for capital projects:					
Closing Balance Reserve Account	3,131,132	3,478,099	3,847,661	4,224,614	4,609,106

**Solid Waste Collection & Recycling
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues							
Operations	(1,094,021)	(1,117,406)	(1,122,406)	(1,127,406)	(1,132,406)	(1,137,406)	(5,637,030)
Utility user fees	(4,776,366)	(5,127,322)	(5,281,142)	(5,473,576)	(5,637,783)	(5,840,917)	(27,360,740)
Miscellaneous	(19,490)	(19,490)	(19,490)	(19,490)	(19,490)	(19,490)	(97,450)
Total Operating Revenues	(5,889,877)	(6,264,218)	(6,423,038)	(6,620,472)	(6,789,679)	(6,997,813)	(33,095,220)
Operating Expenditures							
Administration	518,463	542,262	558,529	575,284	592,543	610,333	2,878,951
Professional fees	10,000	40,000	11,200	11,536	11,882	12,239	86,857
Building ops	2,815	22,322	22,992	23,682	24,392	25,124	118,512
Veh & Equip ops	1,930	1,974	2,034	2,095	2,157	2,222	10,482
Operating costs	5,036,745	5,299,497	5,402,191	5,564,257	5,731,185	5,903,120	27,900,250
Wages & benefits	319,356	327,418	333,966	340,645	349,161	357,890	1,709,080
Contributions to reserve funds	483,980	348,550	91,995	102,817	78,081	83,799	705,242
Total Operating Expenditures	6,373,289	6,582,023	6,422,907	6,620,316	6,789,401	6,994,727	33,409,374
Operating (surplus)/deficit	483,412	317,805	(131)	(156)	(278)	(3,086)	314,154
Capital Asset Expenditures							
Capital expenditures	3,211	436	131	156	278	3,086	4,087
Net Capital Assets funded from Operations	3,211	436	131	156	278	3,086	4,087
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	486,623	318,241					318,241
Add: Prior year (surplus) / deficit	(486,623)	(318,241)					(318,241)
(Surplus) applied to future years							



Solid Waste Collection & Recycling

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MN-1213 MINOR CAP - GARBAGE COLLECTION & RECYC	125					125
PC-1213 COMPUTER - GARBAGE COLLECTION & RECYC	313	132	157	279	3,101	3,982
Total Solid Waste Collection & Recycling	438	132	157	279	3,101	4,107



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

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	592,263	944,601	1,047,150	1,167,295	1,265,107
Contributions	344,935	88,380	99,202	74,466	80,184
Interest earned	7,403	14,169	20,943	23,346	25,302
Withdrawals for capital projects:					
Closing Balance Reserve Fund	944,601	1,047,150	1,167,295	1,265,107	1,370,593



**Community Works Fund Projects
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues							
Operating grants	(234,981)	(234,981)	(234,981)	(234,981)	(234,981)	(234,981)	(1,174,905)
Total Operating Revenues	(234,981)	(234,981)	(234,981)	(234,981)	(234,981)	(234,981)	(1,174,905)
Operating Expenditures							
Professional fees	214,981	214,981	214,981	214,981	214,981	214,981	1,074,905
Operating costs	20,000	20,000	20,000	20,000	20,000	20,000	100,000
Total Operating Expenditures	234,981	234,981	234,981	234,981	234,981	234,981	1,174,905
Operating (surplus)/deficit							
Capital Asset Expenditures							
Capital expenditures	106,469	1,615					1,615
Grants and other	(106,469)	(1,615)					(1,615)
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year							
(Surplus) applied to future years							

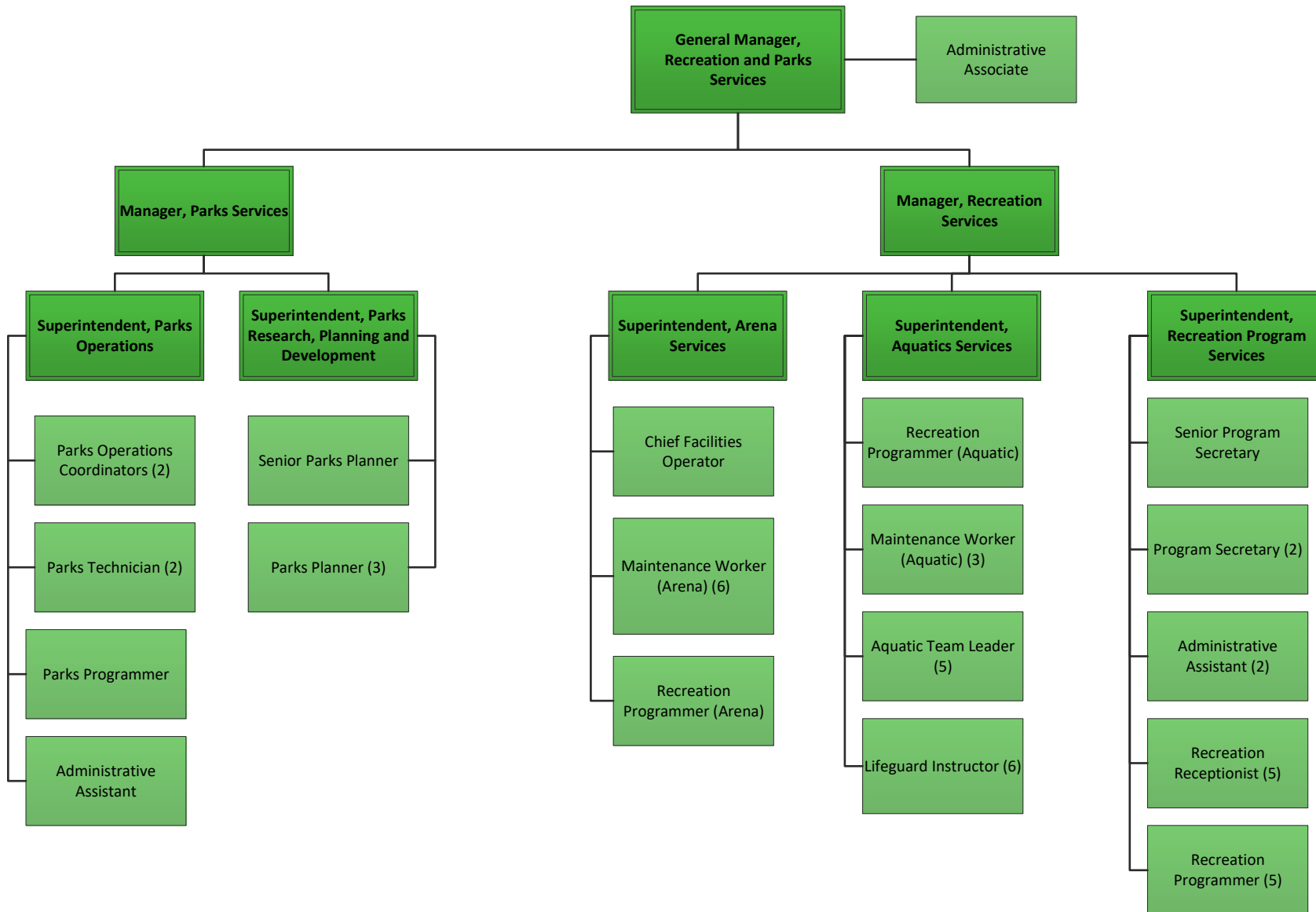


Community Works Fund Projects - Regional & Community Utilities

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
WT-0021 CWF - WATER CONDITION/ MONITORING EA E	1,615					1,615
Total Community Works Fund Projects - Regional & Community Utilities	1,615					1,615

RECREATION AND PARKS SERVICES



**RECREATION & PARKS SERVICES
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		13.3%	6.2%	5.9%	3.5%	2.2%	
Property taxes	(12,514,322)	(14,231,201)	(15,138,107)	(16,058,083)	(16,626,117)	(17,002,139)	(79,055,647)
Parcel taxes	(419,160)	(420,360)	(421,560)	(422,760)	(423,960)	(425,160)	(2,113,800)
	(12,933,482)	(14,651,561)	(15,559,667)	(16,480,843)	(17,050,077)	(17,427,299)	(81,169,447)
Operations	(16,505)	(23,880)	(34,324)	(34,390)	(34,457)	(34,526)	(161,577)
Recreation fees	(427,388)	(582,463)	(659,241)	(664,626)	(669,816)	(675,354)	(3,251,500)
Recreation facility rentals	(318,127)	(454,190)	(613,784)	(639,622)	(672,151)	(700,898)	(3,080,645)
Recreation vending sales	(2,500)	(2,800)	(4,331)	(4,332)	(4,333)	(4,334)	(20,130)
Recreation concession	(2,250)	(5,500)	(8,815)	(8,815)	(8,815)	(8,815)	(40,760)
Recreation other	(271,900)	(442,800)	(573,382)	(579,436)	(812,045)	(818,901)	(3,226,564)
Operating grants	(962,864)	(470,301)	(377,301)	(377,301)	(377,301)	(377,301)	(1,979,505)
Grants in lieu of taxes	(1,150)	(1,150)	(1,150)	(1,150)	(1,150)	(1,150)	(5,750)
Interdepartmental recoveries	(13,270)	(13,270)	(13,270)	(13,270)	(13,270)	(13,270)	(66,350)
Miscellaneous	(308,877)	(1,250)	(608,251)	(1,252)	(1,254)	(1,255)	(613,262)
Total Operating Revenues	(15,258,313)	(16,649,165)	(18,453,516)	(18,805,037)	(19,644,669)	(20,063,103)	(93,615,490)
Operating Expenditures							
Administration	702,210	1,011,376	1,089,678	1,135,011	1,092,077	1,102,272	5,430,414
Legislative	1,100	1,100	1,100	1,100	1,100	1,100	5,500
Professional fees	668,544	850,100	428,100	280,100	315,100	290,100	2,163,500
Building ops	768,025	826,703	841,219	866,167	891,861	918,318	4,344,268
Veh & Equip ops	229,414	248,337	255,390	262,649	320,121	279,310	1,365,807
Operating costs	1,570,274	1,671,542	1,601,624	1,638,862	1,671,593	1,709,672	8,293,293
Program costs	612,265	727,799	740,248	753,380	766,816	780,567	3,768,810
Wages & benefits	5,476,232	6,270,807	6,446,625	6,575,559	7,260,431	7,441,944	33,995,366
Transfer to other gov/org	2,577,657	2,443,882	3,125,601	2,603,003	2,691,465	2,783,973	13,647,924
Contributions to reserve funds	4,030,990	2,830,310	2,431,020	2,025,795	2,095,963	2,272,602	11,655,690
Debt interest	408,238	405,182	250,256	91,703	90,310	85,064	922,515
Total Operating Expenditures	17,044,949	17,287,138	17,210,861	16,233,329	17,196,837	17,664,922	85,593,087
Operating (surplus)/deficit	1,786,636	637,973	(1,242,655)	(2,571,708)	(2,447,832)	(2,398,181)	(8,022,403)
Capital Asset Expenditures							
Capital expenditures	14,544,051	17,494,375	9,206,578	16,918,001	4,183,510	2,713,358	50,515,822
Transfer from reserves	(5,897,023)	(4,808,680)	(6,230,000)	(1,146,200)	(3,818,600)	(1,049,050)	(17,052,530)
Grants and other	(6,923,224)	(3,392,831)	(237,875)	(150,000)		(162,000)	(3,942,706)
New borrowing	(1,000,000)	(8,839,017)	(2,556,600)	(14,143,271)		(1,150,000)	(26,688,888)
Net Capital Assets funded from Operations	723,804	453,847	182,103	1,478,530	364,910	352,308	2,831,698
Capital Financing Charges							
Existing debt (principal)	418,311	418,436	414,999	139,650	137,356	88,807	1,199,248
New debt (principal & interest)	10,000	88,390	645,553	953,528	1,945,566	1,957,066	5,590,103
Total Capital Financing Charges	428,311	506,826	1,060,552	1,093,178	2,082,922	2,045,873	6,789,351
Net (surplus)/deficit for the year	2,938,751	1,598,646					1,598,646
Less: Transfer to appropriated surplus	36,000						
Add: Transfer from appropriated surplus	(481,038)	(615,335)					(615,335)
Add: Prior year (surplus) / deficit	(2,493,713)	(983,311)					(983,311)
(Surplus) applied to future years							

**RECREATION & PARKS SERVICES
SUMMARY OF TAX REQUISITIONS
2022 to 2026**

	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026
	\$	%	\$	%	\$	%	\$	%	\$	%
Regional Parks										
2700 REGIONAL PARKS	(2,389,382)	31.9%	(2,532,745)	6.0%	(2,684,710)	6.0%	(2,792,098)	4.0%	(2,903,782)	4.0%
2703 REGIONAL PARKS - CAPITAL	(1,408,980)	0.3%	(1,413,780)	0.3%	(1,418,580)	0.3%	(1,423,380)	0.3%	(1,428,180)	0.3%
	(\$3,798,362)		(\$3,946,525)		(\$4,103,290)		(\$4,215,478)		(\$4,331,962)	
Community Parks										
2080 COMMUNITY PARKS - AREA A	(252,663)	5.0%	(262,770)	4.0%	(268,025)	2.0%	(273,385)	2.0%	(281,587)	3.0%
2081 COMMUNITY PARKS - AREA B	(369,108)	8.4%	(348,637)	(5.5%)	(355,609)	2.0%	(362,722)	2.0%	(369,976)	2.0%
2082 COMMUNITY PARKS - AREA C (Extension)	(122,290)	55.1%	(96,161)	(21.4%)	(97,932)	1.8%	(100,262)	2.4%	(103,015)	2.7%
2083 COMMUNITY PARKS - AREA C (E Wellington)	(117,776)	22.0%	(117,429)	(0.3%)	(119,910)	2.1%	(122,977)	2.6%	(126,487)	2.9%
2084 COMMUNITY PARKS - AREA E	(332,653)	51.8%	(362,592)	9.0%	(369,844)	2.0%	(377,240)	2.0%	(384,785)	2.0%
2085 COMMUNITY PARKS - AREA F	(274,411)	15.6%	(282,643)	3.0%	(291,123)	3.0%	(299,856)	3.0%	(308,852)	3.0%
2086 COMMUNITY PARKS - AREA G	(216,518)	(0.3%)	(248,445)	14.7%	(253,002)	1.8%	(258,675)	2.2%	(266,927)	3.2%
2087 COMMUNITY PARKS - AREA H	(274,733)	17.1%	(313,196)	14.0%	(357,043)	14.0%	(407,029)	14.0%	(415,170)	2.0%
	(\$1,960,152)		(\$2,031,873)		(\$2,112,488)		(\$2,202,146)		(\$2,256,799)	
Area A Recreation & Culture										
3171 RECREATION & CULTURE - AREA A	(257,123)	10.0%	(269,979)	5.0%	(275,379)	2.0%	(280,886)	2.0%	(286,504)	2.0%
	(\$257,123)		(\$269,979)		(\$275,379)		(\$280,886)		(\$286,504)	
Northern Community Recreation										
2900 NORTH COMM REC - OVERALL	(1,537,297)	26.6%	(1,728,796)	12.5%	(1,775,374)	2.7%	(1,714,750)	(3.4%)	(1,740,752)	1.5%
2915 NORTH COMM REC - SPORTFIELDS	(331,096)	4.8%	(335,028)	1.2%	(345,079)	3.0%	(355,432)	3.0%	(366,095)	3.0%
	(\$1,868,393)		(\$2,063,824)		(\$2,120,453)		(\$2,070,182)		(\$2,106,847)	
Oceanside Place										
3070 OCEANSIDE PLACE	(2,088,159)	4.0%	(2,129,922)	2.0%	(2,172,521)	2.0%	(2,215,971)	2.0%	(2,249,211)	1.5%
	(\$2,088,159)		(\$2,129,922)		(\$2,172,521)		(\$2,215,971)		(\$2,249,211)	
Ravensong Aquatic Centre										
3200 RAVENSONG AQUATIC CENTRE	(3,085,082)	10.0%	(3,393,590)	10.0%	(3,936,565)	16.0%	(4,192,441)	6.5%	(4,276,290)	2.0%
	(\$3,085,082)		(\$3,393,590)		(\$3,936,565)		(\$4,192,441)		(\$4,276,290)	
Gabriola Island Recreation										
3681 RECREATION AREA B - GABRIOLA ISL	(123,709)	12.8%	(162,557)	31.4%	(125,329)	(22.9%)	(126,184)	0.7%	(127,204)	0.8%
	(\$123,709)		(\$162,557)		(\$125,329)		(\$126,184)		(\$127,204)	
Southern Community Recreation & Culture										
2780 PORT THEATER - AREA A	(17,028)	0.5%	(17,738)	4.2%	(18,270)	3.0%	(18,819)	3.0%	(19,383)	3.0%
2781 PORT THEATER - AREA B	(33,205)	0.8%	(34,393)	3.6%	(35,425)	3.0%	(36,488)	3.0%	(37,583)	3.0%
2782 PORT THEATER - AREA C (Extension)	(17,038)	1.0%	(17,749)	4.2%	(18,281)	3.0%	(18,830)	3.0%	(19,394)	3.0%
2783 PORT THEATER - AREA C (E Wellington)	(4,382)	0.5%	(4,564)	4.2%	(4,702)	3.0%	(4,843)	3.0%	(4,989)	3.0%
2784 PORT THEATER - AREA E	(24,441)	0.5%	(25,461)	4.2%	(26,225)	3.0%	(27,012)	3.0%	(27,823)	3.0%
3170 SOUTH COMMUNITY REC - B/L 1059	(1,374,487)	8.1%	(1,461,492)	6.3%	(1,531,915)	4.8%	(1,640,797)	7.1%	(1,683,310)	2.6%
	(\$1,470,581)		(\$1,561,397)		(\$1,634,818)		(\$1,746,789)		(\$1,792,482)	
Total RECREATION & PARKS SERVICES	(14,651,561)	13.3%	(15,559,667)	6.2%	(16,480,843)	5.9%	(17,050,077)	3.5%	(17,427,299)	2.2%

**Oceanside Place
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		4.0%	2.0%	2.0%	2.0%	1.5%	
Property taxes	(2,007,669)	(2,088,159)	(2,129,922)	(2,172,521)	(2,215,971)	(2,249,211)	(10,855,784)
	(2,007,669)	(2,088,159)	(2,129,922)	(2,172,521)	(2,215,971)	(2,249,211)	(10,855,784)
Operations	(7,525)	(16,700)	(27,079)	(27,079)	(27,079)	(27,079)	(125,016)
Recreation fees	(48,750)	(87,000)	(103,662)	(103,766)	(103,869)	(103,973)	(502,270)
Recreation facility rentals	(273,437)	(380,000)	(514,770)	(540,509)	(572,939)	(601,586)	(2,609,804)
Recreation vending sales	(1,500)	(1,800)	(3,330)	(3,330)	(3,330)	(3,330)	(15,120)
Recreation concession	(2,250)	(5,500)	(8,815)	(8,815)	(8,815)	(8,815)	(40,760)
Recreation other	(74,400)	(95,800)	(121,735)	(127,337)	(133,445)	(139,622)	(617,939)
Operating grants	(158,563)	(93,000)					(93,000)
Interdepartmental recoveries	(13,270)	(13,270)	(13,270)	(13,270)	(13,270)	(13,270)	(66,350)
Miscellaneous	(103,270)	(50)	(50)	(50)	(50)	(50)	(250)
Total Operating Revenues	(2,690,634)	(2,781,279)	(2,922,633)	(2,996,677)	(3,078,768)	(3,146,936)	(14,926,293)
Operating Expenditures							
Administration	138,191	186,430	192,532	201,005	206,944	211,534	998,445
Legislative	100	100	100	100	100	100	500
Professional fees	33,500	22,500	27,500	27,500	27,500	27,500	132,500
Building ops	344,718	347,804	358,238	368,985	380,055	391,456	1,846,538
Veh & Equip ops	66,124	99,540	102,526	105,601	108,770	112,032	528,469
Operating costs	77,794	87,222	89,839	92,534	95,310	98,169	463,074
Program costs	40,008	91,000	93,730	96,542	99,438	102,421	483,131
Wages & benefits	1,178,079	1,332,559	1,359,210	1,386,395	1,421,054	1,456,581	6,955,799
Contributions to reserve funds	531,974	25,627	161,622	263,580	461,260	448,455	1,360,544
Debt interest	312,532	312,532	156,266				468,798
Total Operating Expenditures	2,723,020	2,505,314	2,541,563	2,542,242	2,800,431	2,848,248	13,237,798
Operating (surplus)/deficit	32,386	(275,965)	(381,070)	(454,435)	(278,337)	(298,688)	(1,688,495)
Capital Asset Expenditures							
Capital expenditures	371,663	5,986	108,018	650,635	651,937	347,738	1,764,314
Transfer from reserves	(357,725)			(196,200)	(373,600)	(49,050)	(618,850)
Net Capital Assets funded from Operations	13,938	5,986	108,018	454,435	278,337	298,688	1,145,464
Capital Financing Charges							
Existing debt (principal)	273,052	273,052	273,052				546,104
Total Capital Financing Charges	273,052	273,052	273,052				546,104
Net (surplus)/deficit for the year	319,376	3,073					3,073
Add: Prior year (surplus) / deficit	(319,376)	(3,073)					(3,073)
(Surplus) applied to future years							



Oceanside Place

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-3070 MAJOR CAP - OCEANSIDE PLACE		103,766	445,567	651,843	271,702	1,472,878
PC-3070 COMPUTER - OCEANSIDE PLACE	6,016	4,792	7,321	3,354	23,053	44,536
VH-3070 VEHICLE - OCEANSIDE PLACE			201,000		54,722	255,722
Total Oceanside Place	6,016	108,558	653,888	655,197	349,477	1,773,136

**Oceanside Place
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	346,606	372,762	536,171	610,470	706,535
Contributions	21,823	157,818	259,776	457,456	444,651
Interest earned	4,333	5,591	10,723	12,209	14,131
Withdrawals for capital projects:					
MAJOR CAP - OCEANSIDE PLACE				(373,600)	(49,050)
VEHICLE - OCEANSIDE PLACE			(196,200)		
Total Withdrawals for capital projects			(196,200)	(373,600)	(49,050)
Closing Balance Reserve Fund	372,762	536,171	610,470	706,535	1,116,267

**Ravensong Aquatic Centre
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		10.0%	10.0%	16.0%	6.5%	2.0%	
Property taxes	(2,804,620)	(3,085,082)	(3,393,590)	(3,936,565)	(4,192,441)	(4,276,290)	(18,883,968)
	(2,804,620)	(3,085,082)	(3,393,590)	(3,936,565)	(4,192,441)	(4,276,290)	(18,883,968)
Operations	(2,740)	(2,740)	(2,740)	(2,740)	(2,740)	(2,740)	(13,700)
Recreation fees	(88,695)	(130,695)	(186,051)	(186,237)	(186,423)	(186,609)	(876,015)
Recreation facility rentals	(44,690)	(74,190)	(99,014)	(99,113)	(99,212)	(99,312)	(470,841)
Recreation vending sales	(1,000)	(1,000)	(1,001)	(1,002)	(1,003)	(1,004)	(5,010)
Recreation other	(197,500)	(347,000)	(451,647)	(452,099)	(678,600)	(679,279)	(2,608,625)
Operating grants	(374,000)						
Miscellaneous	(1,200)	(1,200)	(1,201)	(1,202)	(1,204)	(1,205)	(6,012)
Total Operating Revenues	(3,514,445)	(3,641,907)	(4,135,244)	(4,678,958)	(5,161,623)	(5,246,439)	(22,864,171)
Operating Expenditures							
Administration	159,131	216,838	292,296	305,070	253,578	245,795	1,313,577
Legislative	1,000	1,000	1,000	1,000	1,000	1,000	5,000
Professional fees	178,500	188,500	118,500	8,500	8,500	18,500	342,500
Building ops	272,146	272,146	280,310	288,719	297,381	306,302	1,444,858
Veh & Equip ops	29,589	31,026	31,957	32,916	33,903	34,921	164,723
Operating costs	275,908	275,908	287,685	294,815	301,660	310,710	1,470,778
Program costs	84,975	84,975	87,524	90,150	92,854	95,640	451,143
Wages & benefits	1,707,952	1,768,767	1,804,142	1,840,225	2,406,717	2,466,885	10,286,736
Contributions to reserve funds	1,308,638	1,446,213	1,150,236	526,933	821,680	853,965	4,799,027
Total Operating Expenditures	4,017,839	4,285,373	4,053,650	3,388,328	4,217,273	4,333,718	20,278,342
Operating (surplus)/deficit	503,394	643,466	(81,594)	(1,290,630)	(944,350)	(912,721)	(2,585,829)
Capital Asset Expenditures							
Capital expenditures	638,938	384,856	8,112,628	9,556,360	1,712,567	185,938	19,952,349
Transfer from reserves	(466,000)	(240,000)	(5,500,000)		(1,645,000)	(150,000)	(7,535,000)
New borrowing			(2,556,600)	(8,543,271)			(11,099,871)
Net Capital Assets funded from Operations	172,938	144,856	56,028	1,013,089	67,567	35,938	1,317,478
Capital Financing Charges							
New debt (principal & interest)			25,566	277,541	876,783	876,783	2,056,673
Total Capital Financing Charges			25,566	277,541	876,783	876,783	2,056,673
Net (surplus)/deficit for the year	676,332	788,322					788,322
Add: Transfer from appropriated surplus		(390,000)					(390,000)
Add: Prior year (surplus) / deficit	(676,332)	(398,322)					(398,322)
(Surplus) applied to future years							

Ravensong Aquatic Centre

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-3200 MAJOR CAP - RAVENSONG	383,558	8,133,619	9,579,723	1,678,350	170,850	19,946,100
PC-3200 COMPUTER - RAVENSONG	3,222	6,058	8,502	7,605	16,018	41,405
VH-3200 VEHICLE - RAVENSONG				35,175		35,175
Total Ravensong Aquatic Centre	386,780	8,139,677	9,588,225	1,721,130	186,868	20,022,680

**Ravensong Aquatic Centre
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	3,771,551	5,022,337	745,337	1,284,606	484,407
Contributions	1,443,642	1,147,665	524,362	819,109	851,394
Interest earned	47,144	75,335	14,907	25,692	9,688
Withdrawals for capital projects:					
MAJOR CAP - RAVENSONG	(240,000)	(5,500,000)		(1,610,000)	(150,000)
VEHICLE - RAVENSONG				(35,000)	
Total Withdrawals for capital projects	(240,000)	(5,500,000)		(1,645,000)	(150,000)
Closing Balance Reserve Fund	5,022,337	745,337	1,284,606	484,407	1,195,489
New Borrowing					
MAJOR CAP - RAVENSONG		2,556,600	8,543,271		
Total New Borrowing		2,556,600	8,543,271		
New Debt Principal/Int			192,108	684,675	
New Debt Principal/Int(Cumulative)			192,108	876,783	876,783
Borrowing cost		25,566	85,433		

**Northern Community Recreation
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		22.1%	10.5%	2.7%	(2.4%)	1.8%	
Property taxes	(1,530,082)	(1,868,393)	(2,063,824)	(2,120,453)	(2,070,182)	(2,106,847)	(10,229,699)
	(1,530,082)	(1,868,393)	(2,063,824)	(2,120,453)	(2,070,182)	(2,106,847)	(10,229,699)
Operations	(5,040)	(3,240)	(3,305)	(3,371)	(3,438)	(3,507)	(16,861)
Recreation fees	(279,503)	(335,018)	(339,778)	(344,873)	(349,774)	(355,022)	(1,724,465)
Operating grants	(70,301)	(17,301)	(17,301)	(17,301)	(17,301)	(17,301)	(86,505)
Miscellaneous	(204,407)		(607,000)				(607,000)
Total Operating Revenues	(2,089,333)	(2,223,952)	(3,031,208)	(2,485,998)	(2,440,695)	(2,482,677)	(12,664,530)
Operating Expenditures							
Administration	128,969	181,844	218,439	222,809	227,326	230,681	1,081,099
Professional fees	144,000	120,000	50,000	50,000	50,000	50,000	320,000
Building ops	14,770	14,770	14,992	15,216	15,445	15,676	76,099
Veh & Equip ops	17,548	19,961	20,360	20,767	21,183	21,606	103,877
Operating costs	96,867	95,690	97,265	98,871	100,509	102,181	494,516
Program costs	464,188	502,169	509,339	517,033	524,869	532,851	2,586,261
Wages & benefits	820,296	893,748	911,623	929,855	953,101	976,929	4,665,256
Transfer to other gov/org	729,653	481,890	1,096,592	518,682	533,375	548,487	3,179,026
Contributions to reserve funds	110,180	110,180	110,180	110,180	180	180	330,900
Total Operating Expenditures	2,526,471	2,420,252	3,028,790	2,483,413	2,425,988	2,478,591	12,837,034
Operating (surplus)/deficit	437,138	196,300	(2,418)	(2,585)	(14,707)	(4,086)	172,504
Capital Asset Expenditures							
Capital expenditures	74,086	72,216	2,418	2,585	14,707	4,086	96,012
Transfer from reserves	(70,000)	(70,000)					(70,000)
Net Capital Assets funded from Operations	4,086	2,216	2,418	2,585	14,707	4,086	26,012
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	441,224	198,516					198,516
Less: Transfer to appropriated surplus	6,000						
Add: Transfer from appropriated surplus	(226,000)	(6,000)					(6,000)
Add: Prior year (surplus) / deficit	(221,224)	(192,516)					(192,516)
(Surplus) applied to future years							



Northern Community Recreation

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
PC-2900 COMPUTER - NORTH COMM REC OVERALL	2,227	2,430	2,598	14,781	4,106	26,142
VH-2900 VEHICLE - NORTH COMM REC OVERALL	70,350					70,350
Total Northern Community Recreation	72,577	2,430	2,598	14,781	4,106	96,492



**Northern Community Recreation
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	202,184	134,711	136,732	139,467	142,256
Interest earned	2,527	2,021	2,735	2,789	2,845
Withdrawals for capital projects:					
VEHICLE - NORTH COMM REC OVERALL	(70,000)				
Total Withdrawals for capital projects	(70,000)				
Closing Balance Reserve Fund	134,711	136,732	139,467	142,256	145,101
RESERVE ACCOUNT FUNDS					
Opening Balance Reserve Account	383,390	498,182	8,655	118,828	121,205
Contributions	110,000	110,000	110,000		
Interest earned	4,792	7,473	173	2,377	2,424
Withdrawals for capital projects:					
Other transfers out of Reserve		607,000			
Closing Balance Reserve Account	498,182	8,655	118,828	121,205	123,629

**Gabriola Island Recreation
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		12.8%	31.4%	(22.9%)	0.7%	0.8%	
Property taxes	(109,699)	(123,709)	(162,557)	(125,329)	(126,184)	(127,204)	(664,983)
	(109,699)	(123,709)	(162,557)	(125,329)	(126,184)	(127,204)	(664,983)
Grants in lieu of taxes	(520)	(520)	(520)	(520)	(520)	(520)	(2,600)
Total Operating Revenues	(110,219)	(124,229)	(163,077)	(125,849)	(126,704)	(127,724)	(667,583)
Operating Expenditures							
Administration	4,898	5,078	5,231	5,388	5,549	5,716	26,962
Professional fees	3,000	3,000	41,000	3,000	3,000	3,000	53,000
Veh & Equip ops	171	175	179	182	186	189	911
Operating costs	3,099	2,541	2,592	2,644	2,697	2,751	13,225
Wages & benefits	25,788	27,212	27,757	28,312	29,020	29,745	142,046
Transfer to other gov/org	86,205	86,205	86,205	86,205	86,205	86,205	431,025
Total Operating Expenditures	123,161	124,211	162,964	125,731	126,657	127,606	667,169
Operating (surplus)/deficit	12,942	(18)	(113)	(118)	(47)	(118)	(414)
Capital Asset Expenditures							
Capital expenditures	118	56	113	118	47	118	452
Net Capital Assets funded from Operations	118	56	113	118	47	118	452
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	13,060	38					38
Add: Prior year (surplus) / deficit	(13,060)	(38)					(38)
(Surplus) applied to future years							



Gabriola Island Recreation

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
PC-3681 COMPUTER - RECREATION EA B - GABRIOLA	56	114	119	47	119	455
Total Gabriola Island Recreation	56	114	119	47	119	455



**Gabriola Island Recreation
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	78,984	79,971	81,171	82,794	84,450
Interest earned	987	1,200	1,623	1,656	1,689
Withdrawals for capital projects:					
Closing Balance Reserve Fund	79,971	81,171	82,794	84,450	86,139

**Area A Recreation & Culture
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		10.0%	5.0%	2.0%	2.0%	2.0%	
Property taxes	(233,699)	(257,123)	(269,979)	(275,379)	(280,886)	(286,504)	(1,369,871)
	(233,699)	(257,123)	(269,979)	(275,379)	(280,886)	(286,504)	(1,369,871)
Recreation fees		(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
Total Operating Revenues	(233,699)	(277,123)	(289,979)	(295,379)	(300,886)	(306,504)	(1,469,871)
Operating Expenditures							
Administration	10,595	17,235	17,688	18,219	18,764	19,328	91,234
Professional fees	105,000	67,000	22,000	22,000	22,000	22,000	155,000
Building ops	13,000	12,600	12,978	13,367	13,768	14,181	66,894
Veh & Equip ops	550	2,050	2,112	2,175	2,240	2,307	10,884
Operating costs	5,184	14,851	15,297	15,756	16,229	16,715	78,848
Program costs	10,000	40,000	40,000	40,000	40,000	40,000	200,000
Wages & benefits	33,117	154,974	158,073	161,235	165,266	169,397	808,945
Transfer to other gov/org		20,000	20,000	20,000	20,000	20,000	100,000
Contributions to reserve funds	200,677	15,172	1,717	2,509	2,572	2,341	24,311
Total Operating Expenditures	378,123	343,882	289,865	295,261	300,839	306,269	1,536,116
Operating (surplus)/deficit	144,424	66,759	(114)	(118)	(47)	(235)	66,245
Capital Asset Expenditures							
Capital expenditures	15,235	1,395,122	114	118	47	235	1,395,636
Transfer from reserves		(192,566)					(192,566)
Grants and other		(1,190,000)					(1,190,000)
Net Capital Assets funded from Operations	15,235	12,556	114	118	47	235	13,070
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	159,659	79,315					79,315
Add: Transfer from appropriated surplus	(50,000)						
Add: Prior year (surplus) / deficit	(109,659)	(79,315)					(79,315)
(Surplus) applied to future years							



Area A Recreation & Culture

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-3171 MAJOR CAP - REC & CULTURE EA A	12,563					12,563
PC-3171 COMPUTER - REC & CULTURE EA A	56	115	119	47	236	573
PR-0048 EA A STH WELLINGTON COMM CENTRE FAC UPG	1,382,566					1,382,566
Total Area A Recreation & Culture	1,395,185	115	119	47	236	1,395,702

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

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	1,338,657	1,177,996	1,197,383	1,223,840	1,250,889
Contributions	15,172	1,717	2,509	2,572	2,341
Interest earned	16,733	17,670	23,948	24,477	25,018
Withdrawals for capital projects:					
EA A STH WELLINGTON COMM CENTRE FAC UPG	(192,566)				
Total Withdrawals for capital projects	(192,566)				
Closing Balance Reserve Fund	1,177,996	1,197,383	1,223,840	1,250,889	1,278,248

**Southern Community Recreation & Culture
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		7.6%	6.2%	4.7%	6.8%	2.6%	
Property taxes	(1,366,922)	(1,470,581)	(1,561,397)	(1,634,818)	(1,746,789)	(1,792,482)	(8,206,067)
	(1,366,922)	(1,470,581)	(1,561,397)	(1,634,818)	(1,746,789)	(1,792,482)	(8,206,067)
Total Operating Revenues	(1,366,922)	(1,470,581)	(1,561,397)	(1,634,818)	(1,746,789)	(1,792,482)	(8,206,067)
Operating Expenditures							
Administration	15,400	24,138	24,861	25,607	26,377	27,168	128,151
Professional fees	17,000	42,000	12,000	12,000	47,000	12,000	125,000
Building ops	40,600	69,600	71,687	73,838	76,053	78,335	369,513
Operating costs	6,840	6,840	7,045	7,257	7,474	7,698	36,314
Transfer to other gov/org	1,304,799	1,378,787	1,445,804	1,516,116	1,589,885	1,667,281	7,597,873
Total Operating Expenditures	1,384,639	1,521,365	1,561,397	1,634,818	1,746,789	1,792,482	8,256,851
Operating (surplus)/deficit	17,717	50,784					50,784
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	17,717	50,784					50,784
Less: Transfer to appropriated surplus	30,000						
Add: Transfer from appropriated surplus	(30,000)	(30,000)					(30,000)
Add: Prior year (surplus) / deficit	(17,717)	(20,784)					(20,784)
(Surplus) applied to future years							

**Regional Parks Operations
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		31.9%	6.0%	6.0%	4.0%	4.0%	
Property taxes	(1,811,797)	(2,389,382)	(2,532,745)	(2,684,710)	(2,792,098)	(2,903,782)	(13,302,717)
	(1,811,797)	(2,389,382)	(2,532,745)	(2,684,710)	(2,792,098)	(2,903,782)	(13,302,717)
Operations	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(6,000)
Recreation fees	(10,440)	(9,750)	(9,750)	(9,750)	(9,750)	(9,750)	(48,750)
Total Operating Revenues	(1,823,437)	(2,400,332)	(2,543,695)	(2,695,660)	(2,803,048)	(2,914,732)	(13,357,467)
Operating Expenditures							
Administration	131,460	169,643	174,250	179,464	184,837	190,413	898,607
Professional fees	69,544	290,100	105,100	105,100	105,100	105,100	710,500
Building ops	58,055	72,555	74,701	76,912	79,188	81,533	384,889
Veh & Equip ops	57,800	33,498	34,353	35,234	86,141	38,575	227,801
Operating costs	697,160	609,743	622,515	633,816	640,360	649,495	3,155,929
Program costs	13,094	9,655	9,655	9,655	9,655	9,655	48,275
Wages & benefits	913,955	1,212,134	1,286,779	1,312,514	1,345,327	1,378,961	6,535,715
Transfer to other gov/org	55,000	70,000	70,000	70,000	70,000	70,000	350,000
Contributions to reserve funds	249,738	35,608	159,478	268,790	280,187	382,635	1,126,698
Total Operating Expenditures	2,245,806	2,502,936	2,536,831	2,691,485	2,800,795	2,906,367	13,438,414
Operating (surplus)/deficit	422,369	102,604	(6,864)	(4,175)	(2,253)	(8,365)	80,947
Capital Asset Expenditures							
Capital expenditures	55,867	100,246	6,864	4,175	2,253	8,365	121,903
Net Capital Assets funded from Operations	55,867	100,246	6,864	4,175	2,253	8,365	121,903
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	478,236	202,850					202,850
Add: Transfer from appropriated surplus	(31,444)						
Add: Prior year (surplus) / deficit	(446,792)	(202,850)					(202,850)
(Surplus) applied to future years							



Regional Parks Operations

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-2708 MAJOR CAP - REG PARKS - ENGLISHMAN RIVER	90,450					90,450
PC-2700 COMPUTER - REGIONAL PARKS	10,297	6,898	4,196	2,264	8,407	32,062
Total Regional Parks Operations	100,747	6,898	4,196	2,264	8,407	122,512

**Regional Parks Capital
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		0.3%	0.3%	0.3%	0.3%	0.3%	
Property taxes	(985,020)	(988,620)	(992,220)	(995,820)	(999,420)	(1,003,020)	(4,979,100)
Parcel taxes	(419,160)	(420,360)	(421,560)	(422,760)	(423,960)	(425,160)	(2,113,800)
	(1,404,180)	(1,408,980)	(1,413,780)	(1,418,580)	(1,423,380)	(1,428,180)	(7,092,900)
Grants in lieu of taxes	(630)	(630)	(630)	(630)	(630)	(630)	(3,150)
Total Operating Revenues	(1,404,810)	(1,409,610)	(1,414,410)	(1,419,210)	(1,424,010)	(1,428,810)	(7,096,050)
Operating Expenditures							
Administration		49,920	15,389	22,715	11,439	8,500	107,963
Professional fees	20,000	20,000	20,000	20,000	20,000	20,000	100,000
Contributions to reserve funds	1,246,069	1,151,348	684,653	626,127	249,407	245,646	2,957,181
Debt interest	79,066	79,066	79,066	79,066	79,066	79,066	395,330
Total Operating Expenditures	1,345,135	1,300,334	799,108	747,908	359,912	353,212	3,560,474
Operating (surplus)/deficit	(59,675)	(109,276)	(615,302)	(671,302)	(1,064,098)	(1,075,598)	(3,535,576)
Capital Asset Expenditures							
Capital expenditures	5,654,898	10,359,335	637,875	6,340,000	1,770,000	1,700,000	20,807,210
Transfer from reserves	(4,378,094)	(2,475,000)	(600,000)	(740,000)	(1,770,000)	(550,000)	(6,135,000)
Grants and other	(62,469)		(37,875)				(37,875)
New borrowing	(1,000,000)	(7,789,000)		(5,600,000)		(1,150,000)	(14,539,000)
Net Capital Assets funded from Operations	214,335	95,335					95,335
Capital Financing Charges							
Existing debt (principal)	68,965	68,965	68,965	68,965	68,965	68,965	344,825
New debt (principal & interest)	10,000	77,890	546,337	602,337	995,133	1,006,633	3,228,330
Total Capital Financing Charges	78,965	146,855	615,302	671,302	1,064,098	1,075,598	3,573,155
Net (surplus)/deficit for the year	233,625	132,914					132,914
Add: Transfer from appropriated surplus	(78,835)	(129,335)					(129,335)
Add: Prior year (surplus) / deficit	(154,790)	(3,579)					(3,579)
(Surplus) applied to future years							



Regional Parks Capital

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
LD-2703 LAND - REGIONAL PARKS CAPITAL			5,618,665			5,618,665
MJ-2703 MAJOR CAP - REGIONAL PARKS CAPITAL	16,080	100,500	402,000		502,500	1,021,080
PR-0010 NANAIMO RIV BRIDGE-MORDEN COLLIERY TRAIL	261,439	279,314		1,781,439		2,322,192
PR-0011 PARKLAND PROPERTY PURCHASE - SOUTH	2,010,000					2,010,000
PR-0012 MOORECROFT GATHERING PLACE	81,400	201,400				282,800
PR-0013 NOTCH, EA E					1,206,000	1,206,000
PR-0016 LIGHTHOUSE CRT - NILE CREEK	251,250					251,250
PR-0027 QUALICUM TO ACRD REGIONAL TRAIL	279,335					279,335
PR-0049 DESCANSO BAY BUILDING REPLACEMENT	402,000					402,000
PR-0053 PARKLAND PROPERTY PURCHASE - NORTH	7,023,331					7,023,331
PR-0056 COATS MARSH REG PARK WEIR REPLACEMENT		72,050	342,050			414,100
VH-2703 VEHICLE - REGIONAL PARKS	84,420					84,420
Total Regional Parks Capital	10,409,255	653,264	6,362,715	1,781,439	1,708,500	20,915,173

**Regional Parks Capital
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	2,118,325	871,580	1,128,605	1,305,914	91,446
Contributions	1,186,776	843,951	894,737	529,414	628,101
Interest earned	26,479	13,074	22,572	26,118	1,828
Withdrawals for capital projects:					
MAJOR CAP - REGIONAL PARKS CAPITAL	(16,000)	(100,000)	(400,000)		(500,000)
MAJOR CAP - REG PARKS - ENGLISHMAN RIVER	(90,000)				
NANAIMO RIV BRIDGE-MORDEN COLLIERY TRAIL	(200,000)	(230,000)		(1,770,000)	
NANAIMO RIVER LANDS	(1,211,000)				
MOORECROFT GATHERING PLACE	(80,000)	(200,000)			
NOTCH, EA E					(50,000)
LIGHTHOUSE CRT - NILE CREEK	(250,000)				
QUALICUM TO ACRD REGIONAL TRAIL	(200,000)				
DESCANSO BAY BUILDING REPLACEMENT	(400,000)				
COATS MARSH REG PARK WEIR REPLACEMENT		(70,000)	(340,000)		
VEHICLE - REGIONAL PARKS	(28,000)				
Total Withdrawals for capital projects	(2,475,000)	(600,000)	(740,000)	(1,770,000)	(550,000)
Closing Balance Reserve Fund	856,580	1,128,605	1,305,914	91,446	171,375
New Borrowing					
LAND - REGIONAL PARKS CAPITAL			5,600,000		
NANAIMO RIVER LANDS	789,000				
NOTCH, EA E					1,150,000
HAMILTON MARSH LAND ACQUISITION	7,000,000				
Total New Borrowing	7,789,000		5,600,000		1,150,000
New Debt Principal/Int		546,337		448,796	
New Debt Principal/Int(Cumulative)		546,337	546,337	995,133	995,133
Borrowing cost	77,890		56,000		11,500

**Community Parks - Area A
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		5.0%	4.0%	2.0%	2.0%	3.0%	
Property taxes	(240,631)	(252,663)	(262,770)	(268,025)	(273,385)	(281,587)	(1,338,430)
	(240,631)	(252,663)	(262,770)	(268,025)	(273,385)	(281,587)	(1,338,430)
Total Operating Revenues	(240,631)	(252,663)	(262,770)	(268,025)	(273,385)	(281,587)	(1,338,430)
Operating Expenditures							
Administration	18,794	24,589	22,828	23,509	24,213	24,941	120,080
Professional fees	17,500	2,500	2,500	2,500	2,500	2,500	12,500
Building ops	3,038	3,038	3,130	3,224	3,320	3,419	16,131
Veh & Equip ops	12,763	17,893	18,430	18,983	19,552	20,139	94,997
Operating costs	58,178	67,916	69,953	72,052	74,213	76,440	360,574
Wages & benefits	115,123	127,401	129,949	132,548	135,862	139,259	665,019
Transfer to other gov/org	12,000	12,000	12,000	12,000	12,000	12,000	60,000
Contributions to reserve funds		16,162	2,759	2,636	1,446	2,192	25,195
Total Operating Expenditures	237,396	271,499	261,549	267,452	273,106	280,890	1,354,496
Operating (surplus)/deficit	(3,235)	18,836	(1,221)	(573)	(279)	(697)	16,066
Capital Asset Expenditures							
Capital expenditures	527,072	701,963	201,221	573	279	697	904,733
Transfer from reserves	(295,000)	(479,979)					(479,979)
Grants and other	(200,000)	(185,642)	(200,000)				(385,642)
Net Capital Assets funded from Operations	32,072	36,342	1,221	573	279	697	39,112
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	28,837	55,178					55,178
Add: Transfer from appropriated surplus		(30,000)					(30,000)
Add: Prior year (surplus) / deficit	(28,837)	(25,178)					(25,178)
(Surplus) applied to future years							



Community Parks - Area A

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
LD-2080 LAND - COMM PARKS EA A	432,129					432,129
MJ-2080 MAJOR CAP - COMM PARKS EA A	50,250	200,000				250,250
PC-2080 COMPUTER - COMM PARKS EA A	2,354	1,227	576	280	700	5,137
PR-0047 EA A NELSON BOAT LAUNCH IMPROVEMENT	215,642					215,642
VH-2080 VEHICLE - COMM PARKS EA A	4,020					4,020
Total Community Parks - Area A	704,395	201,227	576	280	700	907,178

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

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	451,466	423,271	432,379	443,663	453,982
Contributions	16,162	2,759	2,636	1,446	2,192
Interest earned	5,643	6,349	8,648	8,873	9,080
Withdrawals for capital projects:					
MAJOR CAP - COMM PARKS EA A	(50,000)				
Total Withdrawals for capital projects	(50,000)				
Closing Balance Reserve Fund	423,271	432,379	443,663	453,982	465,254

**Community Parks - Area B
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		8.4%	(5.5%)	2.0%	2.0%	2.0%	
Property taxes	(340,377)	(369,108)	(348,637)	(355,609)	(362,722)	(369,976)	(1,806,052)
	(340,377)	(369,108)	(348,637)	(355,609)	(362,722)	(369,976)	(1,806,052)
Total Operating Revenues	(340,377)	(369,108)	(348,637)	(355,609)	(362,722)	(369,976)	(1,806,052)
Operating Expenditures							
Administration	17,602	22,542	23,466	23,884	24,598	25,338	119,828
Professional fees	41,000	68,000	8,000	8,000	8,000	8,000	100,000
Building ops	5,088	5,088	5,241	5,398	5,560	5,727	27,014
Veh & Equip ops	4,763	4,643	4,782	4,926	5,074	5,226	24,651
Operating costs	78,994	84,155	86,680	89,280	91,959	94,718	446,792
Wages & benefits	115,116	127,393	129,941	132,540	135,853	139,249	664,976
Transfer to other gov/org		5,000	5,000	5,000	5,000	5,000	25,000
Contributions to reserve funds	102,045		14,454	20,740	24,818	78,235	138,247
Debt interest	15,140	14,729	11,338	9,051	7,658	2,412	45,188
Total Operating Expenditures	379,748	331,550	288,902	298,819	308,520	363,905	1,591,696
Operating (surplus)/deficit	39,371	(37,558)	(59,735)	(56,790)	(54,202)	(6,071)	(214,356)
Capital Asset Expenditures							
Capital expenditures	1,414,172	6,342	56,221	573	279	697	64,112
Transfer from reserves	(124,000)		(55,000)				(55,000)
Grants and other	(1,205,754)						
Net Capital Assets funded from Operations	84,418	6,342	1,221	573	279	697	9,112
Capital Financing Charges							
Existing debt (principal)	61,294	61,419	58,514	56,217	53,923	5,374	235,447
Total Capital Financing Charges	61,294	61,419	58,514	56,217	53,923	5,374	235,447
Net (surplus)/deficit for the year	185,083	30,203					30,203
Add: Prior year (surplus) / deficit	(185,083)	(30,203)					(30,203)
(Surplus) applied to future years							



Community Parks - Area B

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-2081 MAJOR CAP - COMM PARKS EA B		55,275				55,275
PC-2081 COMPUTER - COMM PARKS EA B	2,354	1,227	576	280	700	5,137
VH-2081 VEHICLE - COMM PARKS EA B	4,020					4,020
Total Community Parks - Area B	6,374	56,502	576	280	700	64,432

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

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	96,723	97,932	58,855	80,772	107,205
Contributions		14,454	20,740	24,818	78,235
Interest earned	1,209	1,469	1,177	1,615	2,144
Withdrawals for capital projects:					
MAJOR CAP - COMM PARKS EA B		(55,000)			
Total Withdrawals for capital projects		(55,000)			
Closing Balance Reserve Fund	97,932	58,855	80,772	107,205	187,584

**Community Parks - Area C (Extension)
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		55.1%	(21.4%)	1.8%	2.4%	2.7%	
Property taxes	(78,865)	(122,290)	(96,161)	(97,932)	(100,262)	(103,015)	(519,660)
	(78,865)	(122,290)	(96,161)	(97,932)	(100,262)	(103,015)	(519,660)
Total Operating Revenues	(78,865)	(122,290)	(96,161)	(97,932)	(100,262)	(103,015)	(519,660)
Operating Expenditures							
Administration	5,776	8,290	8,525	8,779	9,042	9,314	43,950
Professional fees	3,000	4,000	4,000	4,000	4,000	4,000	20,000
Building ops	1,279	11,610	1,958	2,017	2,078	2,140	19,803
Veh & Equip ops	2,347	2,297	2,366	2,437	2,510	2,585	12,195
Operating costs	11,139	35,619	13,688	14,099	14,522	14,957	92,885
Wages & benefits	57,696	63,739	65,013	66,314	67,971	69,671	332,708
Contributions to reserve funds	33,550						
Total Operating Expenditures	114,787	125,555	95,550	97,646	100,123	102,667	521,541
Operating (surplus)/deficit	35,922	3,265	(611)	(286)	(139)	(348)	1,881
Capital Asset Expenditures							
Capital expenditures	90,995	303,176	611	286	139	348	304,560
Transfer from reserves	(4,955)	(4,955)					(4,955)
Grants and other	(85,000)	(295,045)					(295,045)
Net Capital Assets funded from Operations	1,040	3,176	611	286	139	348	4,560
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	36,962	6,441					6,441
Add: Prior year (surplus) / deficit	(36,962)	(6,441)					(6,441)
(Surplus) applied to future years							



Community Parks - Area C (Extension)

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
PC-2082 COMPUTER - COMM PARKS EA C	1,182	614	287	140	350	2,573
PR-0042 CWF - EA C SCANNEL CREEK TRAIL	180,000					180,000
PR-0045 EA C EXT MINERS CP COAL CART PROJECT	120,000					120,000
VH-2082 VEHICLE - COMM PARKS EA C	2,010					2,010
Total Community Parks - Area C (Extension)	303,192	614	287	140	350	304,583



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

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	113,594	110,059	111,710	113,944	116,223
Interest earned	1,420	1,651	2,234	2,279	2,324
Withdrawals for capital projects:					
EA C EXT MINERS CP COAL CART PROJECT	(4,955)				
Total Withdrawals for capital projects	(4,955)				
Closing Balance Reserve Fund	110,059	111,710	113,944	116,223	118,547

Community Parks - Area C (East Wellington)
FINANCIAL PLAN SUMMARY
2022 to 2026

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		22.0%	(0.3%)	2.1%	2.6%	2.9%	
Property taxes	(96,573)	(117,776)	(117,429)	(119,910)	(122,977)	(126,487)	(604,579)
	(96,573)	(117,776)	(117,429)	(119,910)	(122,977)	(126,487)	(604,579)
Total Operating Revenues	(96,573)	(117,776)	(117,429)	(119,910)	(122,977)	(126,487)	(604,579)
Operating Expenditures							
Administration	7,156	9,504	9,776	10,067	10,369	10,681	50,397
Professional fees	1,500	1,500	1,500	1,500	1,500	1,500	7,500
Building ops	1,229	1,560	1,607	1,655	1,705	1,756	8,283
Veh & Equip ops	2,347	2,422	2,495	2,569	2,647	2,726	12,859
Operating costs	25,933	35,414	36,476	37,570	38,697	39,858	188,015
Wages & benefits	57,696	63,690	64,964	66,263	67,920	69,618	332,455
Contributions to reserve funds	20,652						
Total Operating Expenditures	116,513	114,090	116,818	119,624	122,838	126,139	599,509
Operating (surplus)/deficit	19,940	(3,686)	(611)	(286)	(139)	(348)	(5,070)
Capital Asset Expenditures							
Capital expenditures	282,313	353,176	70,611	286	139	348	424,560
Transfer from reserves			(70,000)				(70,000)
Grants and other	(260,000)	(350,000)					(350,000)
Net Capital Assets funded from Operations	22,313	3,176	611	286	139	348	4,560
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	42,253	(510)					(510)
Add: Transfer from appropriated surplus	(21,273)						
Add: Prior year (surplus) / deficit	(20,980)	510					510
(Surplus) applied to future years							



Community Parks - Area C (East Wellington)

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
PC-2083 COMPUTER - COMM PARKS EA D	1,182	614	287	140	350	2,573
PR-0043 EA C MEADOW WAY CP PLAYGRND & NATURE WLK	350,000	70,000				420,000
VH-2083 VEHICLE - COMM PARKS EA D	2,010					2,010
Total Community Parks - Area C (East Wellington)	353,192	70,614	287	140	350	424,583



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

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	163,834	165,882	98,370	100,337	102,344
Interest earned	2,048	2,488	1,967	2,007	2,047
Withdrawals for capital projects:					
EA C MEADOW WAY CP PLAYGRND & NATURE WLK		(70,000)			
Total Withdrawals for capital projects		(70,000)			
Closing Balance Reserve Fund	165,882	98,370	100,337	102,344	104,391

**Community Parks - Area E
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		51.8%	9.0%	2.0%	2.0%	2.0%	
Property taxes	(219,203)	(332,653)	(362,592)	(369,844)	(377,240)	(384,785)	(1,827,114)
	(219,203)	(332,653)	(362,592)	(369,844)	(377,240)	(384,785)	(1,827,114)
Total Operating Revenues	(219,203)	(332,653)	(362,592)	(369,844)	(377,240)	(384,785)	(1,827,114)
Operating Expenditures							
Administration	16,543	26,985	22,176	23,112	23,645	24,201	120,119
Professional fees	5,000	5,000	5,000	5,000	5,000	5,000	25,000
Building ops	3,458	4,108	4,231	4,358	4,489	4,624	21,810
Veh & Equip ops	20,763	20,643	21,262	21,900	22,557	23,234	109,596
Operating costs	54,733	92,475	68,249	70,296	72,405	74,578	378,003
Wages & benefits	115,707	127,983	130,543	133,154	136,482	139,894	668,056
Contributions to reserve funds	25,567	30,000	44,643	46,184	47,116	47,290	215,233
Total Operating Expenditures	241,771	307,194	296,104	304,004	311,694	318,821	1,537,817
Operating (surplus)/deficit	22,568	(25,459)	(66,488)	(65,840)	(65,546)	(65,964)	(289,297)
Capital Asset Expenditures							
Capital expenditures	1,174,504	1,997,178	6,221	60,573	30,279	697	2,094,948
Transfer from reserves	(120,000)	(280,000)	(5,000)	(60,000)	(30,000)		(375,000)
Grants and other	(1,014,576)	(762,144)					(762,144)
New borrowing		(930,500)					(930,500)
Net Capital Assets funded from Operations	39,928	24,534	1,221	573	279	697	27,304
Capital Financing Charges							
New debt (principal & interest)		9,305	65,267	65,267	65,267	65,267	270,373
Total Capital Financing Charges		9,305	65,267	65,267	65,267	65,267	270,373
Net (surplus)/deficit for the year	62,496	8,380					8,380
Add: Prior year (surplus) / deficit	(62,496)	(8,380)					(8,380)
(Surplus) applied to future years							

Community Parks - Area E

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
LD-2084 LAND - COMM PARKS EA E	1,065,803					1,065,803
MJ-2084 MAJOR CAP - COMM PARKS EA E	30,150	5,025	60,300	30,150		125,625
PC-2084 COMPUTER - COMM PARKS EA E	2,690	1,227	576	280	700	5,473
PR-0044 CWF-EA E JACK BAGLEY COMM PARK PH 1 DEV	900,000					900,000
VH-2084 VEHICLE - COMM PARKS EA E	4,020					4,020
Total Community Parks - Area E	2,002,663	6,252	60,876	30,430	700	2,100,921

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

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	122,465	3,996	43,699	30,757	48,488
Contributions	30,000	44,643	46,184	47,116	47,290
Interest earned	1,531	60	874	615	970
Withdrawals for capital projects:					
MAJOR CAP - COMM PARKS EA E	(30,000)	(5,000)	(60,000)	(30,000)	
CWF-EA E JACK BAGLEY COMM PARK PH 1 DEV	(120,000)				
Total Withdrawals for capital projects	(150,000)	(5,000)	(60,000)	(30,000)	
Closing Balance Reserve Fund	3,996	43,699	30,757	48,488	96,748
New Borrowing					
LAND - COMM PARKS EA E	930,500				
Total New Borrowing	930,500				
New Debt Principal/Int		65,267			
New Debt Principal/Int(Cumulative)		65,267	65,267	65,267	65,267
Borrowing cost	9,305				

**Community Parks - Area F
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		15.6%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(237,474)	(274,411)	(282,643)	(291,123)	(299,856)	(308,852)	(1,456,885)
	(237,474)	(274,411)	(282,643)	(291,123)	(299,856)	(308,852)	(1,456,885)
Total Operating Revenues	(237,474)	(274,411)	(282,643)	(291,123)	(299,856)	(308,852)	(1,456,885)
Operating Expenditures							
Administration	16,632	20,223	19,507	19,894	20,091	20,495	100,210
Professional fees	8,000	6,000	1,000	1,000	1,000	1,000	10,000
Building ops	2,808	3,208	3,272	3,338	3,404	3,472	16,694
Veh & Equip ops	4,763	4,643	4,736	4,831	4,927	5,026	24,163
Operating costs	50,857	72,365	59,813	61,009	62,229	63,474	318,890
Wages & benefits	111,331	122,571	125,023	127,523	130,711	133,979	639,807
Transfer to other gov/org	30,000	30,000	30,000	15,000	15,000	15,000	105,000
Contributions to reserve funds	97,233		38,071	57,955	62,215	65,709	223,950
Debt interest	1,500	50					50
Total Operating Expenditures	323,124	259,060	281,422	290,550	299,577	308,155	1,438,764
Operating (surplus)/deficit	85,650	(15,351)	(1,221)	(573)	(279)	(697)	(18,121)
Capital Asset Expenditures							
Capital expenditures	2,732,892	183,039	1,221	573	279	697	185,809
Transfer from reserves	(30,820)	(124,697)					(124,697)
Grants and other	(2,700,000)	(52,000)					(52,000)
Net Capital Assets funded from Operations	2,072	6,342	1,221	573	279	697	9,112
Capital Financing Charges							
Existing debt (principal)	15,000	15,000					15,000
Total Capital Financing Charges	15,000	15,000					15,000
Net (surplus)/deficit for the year	102,722	5,991					5,991
Add: Transfer from appropriated surplus	(30,000)	(30,000)					(30,000)
Add: Prior year (surplus) / deficit	(72,722)	24,009					24,009
(Surplus) applied to future years							



Community Parks - Area F

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
LD-2085 LAND - COMM PARKS EA F	125,320					125,320
MJ-2085 MAJOR CAP - COMM PARKS EA F	52,260					52,260
PC-2085 COMPUTER - COMM PARKS EA F	2,354	1,227	576	280	700	5,137
VH-2085 VEHICLE - COMM PARKS EA F	4,020					4,020
Total Community Parks - Area F	183,954	1,227	576	280	700	186,737

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

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	236,171	239,123	280,781	344,352	413,454
Contributions		38,071	57,955	62,215	65,709
Interest earned	2,952	3,587	5,616	6,887	8,269
Withdrawals for capital projects:					
LAND - COMM PARKS EA F	(124,697)				
Total Withdrawals for capital projects	(124,697)				
Closing Balance Reserve Fund	114,426	280,781	344,352	413,454	487,432

**Community Parks - Area G
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		(0.3%)	14.7%	1.8%	2.2%	3.2%	
Property taxes	(217,068)	(216,518)	(248,445)	(253,002)	(258,675)	(266,927)	(1,243,567)
	(217,068)	(216,518)	(248,445)	(253,002)	(258,675)	(266,927)	(1,243,567)
Total Operating Revenues	(217,068)	(216,518)	(248,445)	(253,002)	(258,675)	(266,927)	(1,243,567)
Operating Expenditures							
Administration	15,096	28,732	22,774	23,454	24,156	24,882	123,998
Professional fees	18,000	6,000	6,000	6,000	6,000	6,000	30,000
Building ops	4,558	5,308	5,467	5,631	5,800	5,974	28,180
Veh & Equip ops	5,123	5,003	5,153	5,308	5,467	5,631	26,562
Operating costs	69,888	72,550	57,726	59,458	61,242	63,079	314,055
Wages & benefits	109,260	121,243	123,667	126,141	129,294	132,527	632,872
Contributions to reserve funds	25,300					1,700	1,700
Debt interest		(1,195)	3,586	3,586	3,586	3,586	13,149
Total Operating Expenditures	247,225	237,641	224,373	229,578	235,545	243,379	1,170,516
Operating (surplus)/deficit	30,157	21,123	(24,072)	(23,424)	(23,130)	(23,548)	(73,051)
Capital Asset Expenditures							
Capital expenditures	188,972	1,325,342	1,221	573	279	162,697	1,490,112
Transfer from reserves		(941,483)					(941,483)
Grants and other	(172,000)	(258,000)				(162,000)	(420,000)
New borrowing		(119,517)					(119,517)
Net Capital Assets funded from Operations	16,972	6,342	1,221	573	279	697	9,112
Capital Financing Charges							
Existing debt (principal)			14,468	14,468	14,468	14,468	57,872
New debt (principal & interest)		1,195	8,383	8,383	8,383	8,383	34,727
Total Capital Financing Charges		1,195	22,851	22,851	22,851	22,851	92,599
Net (surplus)/deficit for the year	47,129	28,660					28,660
Add: Transfer from appropriated surplus	(13,486)						
Add: Prior year (surplus) / deficit	(33,643)	(28,660)					(28,660)
(Surplus) applied to future years							

Community Parks - Area G

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
LD-2086 LAND - COMM PARKS EA G	1,036,155					1,036,155
MJ-2086 MAJOR CAP - COMM PARKS EA G	289,440				162,000	451,440
PC-2086 COMPUTER - COMM PARKS EA G	2,354	1,227	576	280	700	5,137
VH-2086 VEHICLE - COMM PARKS EA G	4,020					4,020
Total Community Parks - Area G	1,331,969	1,227	576	280	162,700	1,496,752

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

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	1,066,238	138,083	140,154	142,957	145,816
Contributions					1,700
Interest earned	13,328	2,071	2,803	2,859	2,916
Withdrawals for capital projects:					
LAND - COMM PARKS EA G	(911,483)				
MAJOR CAP - COMM PARKS EA G	(30,000)				
Total Withdrawals for capital projects	(941,483)				
Closing Balance Reserve Fund	138,083	140,154	142,957	145,816	150,432
New Borrowing					
LAND - COMM PARKS EA G	119,517				
Total New Borrowing	119,517				
New Debt Principal/Int		8,383			
New Debt Principal/Int(Cumulative)		8,383	8,383	8,383	8,383
Borrowing cost	1,195				

**Community Parks - Area H
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		17.1%	14.0%	14.0%	14.0%	2.0%	
Property taxes	(234,623)	(274,733)	(313,196)	(357,043)	(407,029)	(415,170)	(1,767,171)
	(234,623)	(274,733)	(313,196)	(357,043)	(407,029)	(415,170)	(1,767,171)
Total Operating Revenues	(234,623)	(274,733)	(313,196)	(357,043)	(407,029)	(415,170)	(1,767,171)
Operating Expenditures							
Administration	15,967	19,385	19,940	22,035	21,149	23,285	105,794
Professional fees	4,000	4,000	4,000	4,000	4,000	4,000	20,000
Building ops	3,278	3,308	3,407	3,509	3,615	3,723	17,562
Veh & Equip ops	4,763	4,543	4,679	4,820	4,964	5,113	24,119
Operating costs	57,700	118,253	86,801	89,405	92,087	94,849	481,395
Wages & benefits	115,116	127,393	129,941	132,540	135,853	139,249	664,976
Contributions to reserve funds	79,367		63,207	100,161	145,082	144,254	452,704
Total Operating Expenditures	280,191	276,882	311,975	356,470	406,750	414,473	1,766,550
Operating (surplus)/deficit	45,568	2,149	(1,221)	(573)	(279)	(697)	(621)
Capital Asset Expenditures							
Capital expenditures	569,161	306,342	1,221	300,573	279	300,697	909,112
Transfer from reserves	(50,429)			(150,000)		(300,000)	(450,000)
Grants and other	(470,260)	(300,000)		(150,000)			(450,000)
Net Capital Assets funded from Operations	48,472	6,342	1,221	573	279	697	9,112
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	94,040	8,491					8,491
Add: Prior year (surplus) / deficit	(94,040)	(8,491)					(8,491)
(Surplus) applied to future years							

Community Parks - Area H

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
PC-2087 COMPUTER - COMM PARKS EA H	2,354	1,227	576	280	700	5,137
PR-0050 EA H LIONS PARK PH 1 DETL PLAN & IMPROV	300,000					300,000
PR-0051 EA H LIONS PARK PH 2 IMPROVEMENTS			301,500			301,500
PR-0052 EA H LIONS PARK PH 3 IMPROVEMENTS					301,500	301,500
VH-2087 VEHICLE - COMM PARKS EA H	4,020					4,020
Total Community Parks - Area H	306,374	1,227	302,076	280	302,200	912,157

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

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	72,391	73,296	137,602	90,515	237,407
Contributions		63,207	100,161	145,082	144,254
Interest earned	905	1,099	2,752	1,810	4,748
Withdrawals for capital projects:					
EA H LIONS PARK PH 2 IMPROVEMENTS			(150,000)		
EA H LIONS PARK PH 3 IMPROVEMENTS					(300,000)
Total Withdrawals for capital projects			(150,000)		(300,000)
Closing Balance Reserve Fund	73,296	137,602	90,515	237,407	86,409

**Port Theatre EA A
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		0.5%	4.2%	3.0%	3.0%	3.0%	
Property taxes	(16,949)	(17,028)	(17,738)	(18,270)	(18,819)	(19,383)	(91,238)
	(16,949)	(17,028)	(17,738)	(18,270)	(18,819)	(19,383)	(91,238)
Total Operating Revenues	(16,949)	(17,028)	(17,738)	(18,270)	(18,819)	(19,383)	(91,238)
Operating Expenditures							
Administration		171	176	181	187	192	907
Transfer to other gov/org	17,052	17,052	17,562	18,089	18,632	19,191	90,526
Total Operating Expenditures	17,052	17,223	17,738	18,270	18,819	19,383	91,433
Operating (surplus)/deficit	103	195					195
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	103	195					195
Add: Prior year (surplus) / deficit	(103)	(195)					(195)
(Surplus) applied to future years							

**Port Theatre EA B
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		0.8%	3.6%	3.0%	3.0%	3.0%	
Property taxes	(32,957)	(33,205)	(34,393)	(35,425)	(36,488)	(37,583)	(177,094)
	(32,957)	(33,205)	(34,393)	(35,425)	(36,488)	(37,583)	(177,094)
Total Operating Revenues	(32,957)	(33,205)	(34,393)	(35,425)	(36,488)	(37,583)	(177,094)
Operating Expenditures							
Administration		331	341	351	362	373	1,758
Transfer to other gov/org	33,060	33,060	34,052	35,074	36,126	37,210	175,522
Total Operating Expenditures	33,060	33,391	34,393	35,425	36,488	37,583	177,280
Operating (surplus)/deficit	103	186					186
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	103	186					186
Add: Prior year (surplus) / deficit	(103)	(186)					(186)
(Surplus) applied to future years							



Port Theatre EA C (Extension)
FINANCIAL PLAN SUMMARY
2022 to 2026

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		1.0%	4.2%	3.0%	3.0%	3.0%	
Property taxes	(16,869)	(17,038)	(17,749)	(18,281)	(18,830)	(19,394)	(91,292)
	(16,869)	(17,038)	(17,749)	(18,281)	(18,830)	(19,394)	(91,292)
Total Operating Revenues	(16,869)	(17,038)	(17,749)	(18,281)	(18,830)	(19,394)	(91,292)
Operating Expenditures							
Administration		171	176	181	187	192	907
Transfer to other gov/org	17,061	17,061	17,573	18,100	18,643	19,202	90,579
Total Operating Expenditures	17,061	17,232	17,749	18,281	18,830	19,394	91,486
Operating (surplus)/deficit	192	194					194
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	192	194					194
Add: Prior year (surplus) / deficit	(192)	(194)					(194)
(Surplus) applied to future years							



Port Theatre EA C (East Wellington)
FINANCIAL PLAN SUMMARY
2022 to 2026

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		0.5%	4.2%	3.0%	3.0%	3.0%	
Property taxes	(4,362)	(4,382)	(4,564)	(4,702)	(4,843)	(4,989)	(23,480)
	(4,362)	(4,382)	(4,564)	(4,702)	(4,843)	(4,989)	(23,480)
Total Operating Revenues	(4,362)	(4,382)	(4,564)	(4,702)	(4,843)	(4,989)	(23,480)
Operating Expenditures							
Administration		44	45	47	48	50	234
Transfer to other gov/org	4,388	4,388	4,519	4,655	4,795	4,939	23,296
Total Operating Expenditures	4,388	4,432	4,564	4,702	4,843	4,989	23,530
Operating (surplus)/deficit	26	50					50
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	26	50					50
Add: Prior year (surplus) / deficit	(26)	(50)					(50)
(Surplus) applied to future years							

**Port Theatre EA E
FINANCIAL PLAN SUMMARY
2022 to 2026**

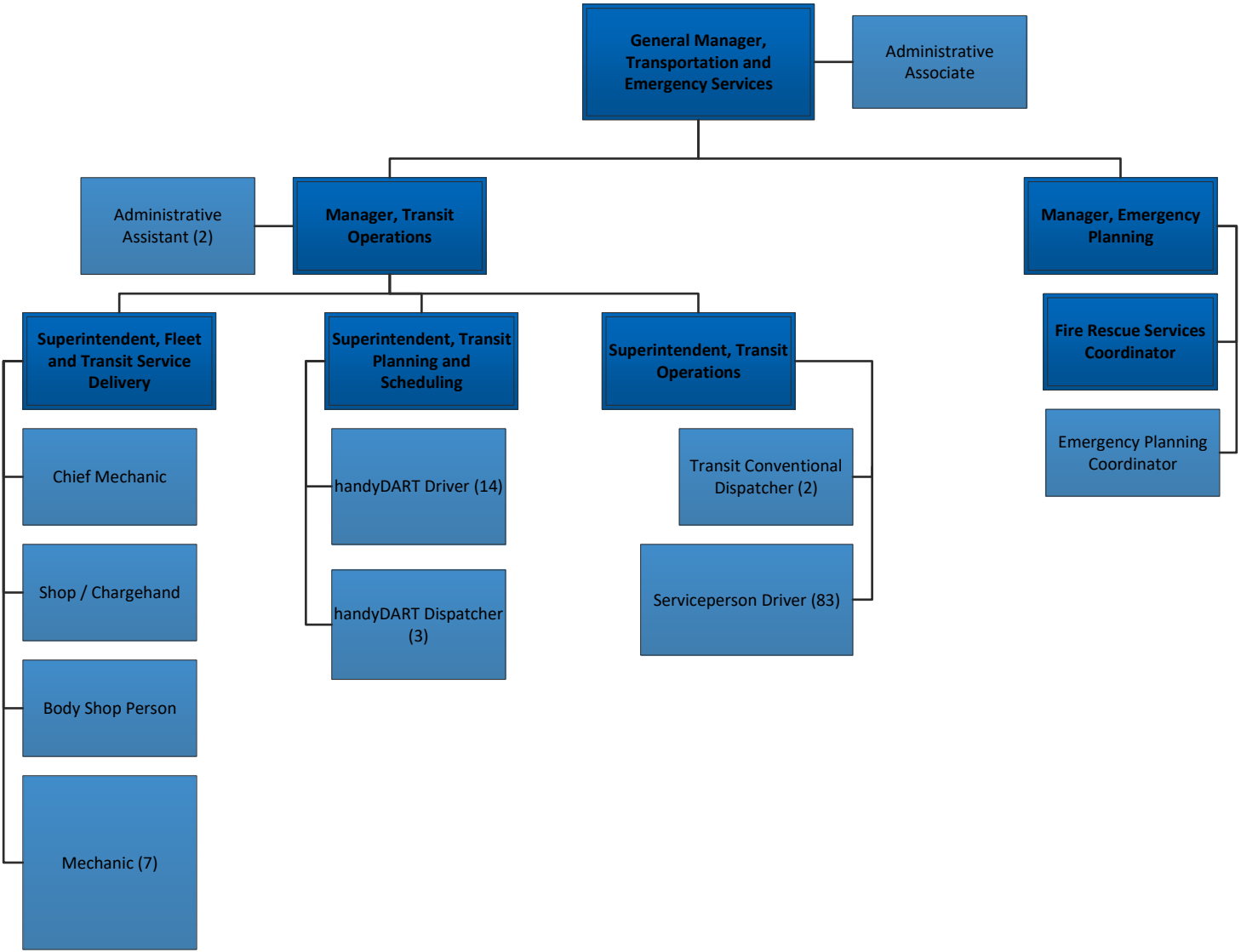
	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		0.5%	4.2%	3.0%	3.0%	3.0%	
Property taxes	(24,327)	(24,441)	(25,461)	(26,225)	(27,012)	(27,823)	(130,962)
	(24,327)	(24,441)	(25,461)	(26,225)	(27,012)	(27,823)	(130,962)
Total Operating Revenues	(24,327)	(24,441)	(25,461)	(26,225)	(27,012)	(27,823)	(130,962)
Operating Expenditures							
Administration		245	252	260	268	276	1,301
Transfer to other gov/org	24,475	24,475	25,209	25,965	26,744	27,547	129,940
Total Operating Expenditures	24,475	24,720	25,461	26,225	27,012	27,823	131,241
Operating (surplus)/deficit	148	279					279
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	148	279					279
Add: Prior year (surplus) / deficit	(148)	(279)					(279)
(Surplus) applied to future years							



**Community Works Fund Projects
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues							
Operating grants	(360,000)	(360,000)	(360,000)	(360,000)	(360,000)	(360,000)	(1,800,000)
Total Operating Revenues	(360,000)	(360,000)	(360,000)	(360,000)	(360,000)	(360,000)	(1,800,000)
Operating Expenditures							
Transfer to other gov/org	360,000	360,000	360,000	360,000	360,000	360,000	1,800,000
Total Operating Expenditures	360,000	360,000	360,000	360,000	360,000	360,000	1,800,000
Operating (surplus)/deficit							
Capital Asset Expenditures							
Capital expenditures	753,165						
Grants and other	(753,165)						
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year							
(Surplus) applied to future years							

TRANSPORTATION AND EMERGENCY SERVICES



**TRANSIT & EMERGENCY SERVICES
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		9.6%	16.2%	14.4%	12.2%	6.2%	
Property taxes	(19,525,199)	(21,400,584)	(24,860,133)	(28,462,471)	(31,957,296)	(33,940,770)	(140,621,254)
Parcel taxes	(132,641)	(148,969)	(175,152)	(175,204)	(175,257)	(175,313)	(849,895)
	(19,657,840)	(21,549,553)	(25,035,285)	(28,637,675)	(32,132,553)	(34,116,083)	(141,471,149)
Municipal agreements	(34,831)	(36,690)	(37,791)	(38,924)	(40,092)	(41,295)	(194,792)
Operations	(56,239)	(56,239)	(57,126)	(58,030)	(58,949)	(59,885)	(290,229)
Transit fares	(3,955,836)	(4,047,307)	(4,830,962)	(5,232,142)	(5,652,559)	(5,915,375)	(25,678,345)
Operating grants	(8,509,514)	(8,977,073)	(10,492,726)	(12,276,350)	(14,139,561)	(15,044,772)	(60,930,482)
Grants other	(3,911,425)	(973,454)	(5,923)	(5,923)	(5,923)	(5,923)	(997,146)
Grants in lieu of taxes	(84,944)	(145,144)	(145,144)	(145,144)	(145,144)	(145,144)	(725,720)
Interdepartmental recoveries	(2,128,768)	(2,883,828)	(2,968,354)	(3,055,417)	(3,145,091)	(3,237,455)	(15,290,145)
Miscellaneous	(340,871)	(3,536,496)	(1,442,384)	(598,891)	(318,844)	(329,598)	(6,226,213)
Total Operating Revenues	(38,680,268)	(42,205,784)	(45,015,695)	(50,048,496)	(55,638,716)	(58,895,530)	(251,804,221)
Operating Expenditures							
Administration	2,271,088	2,978,319	3,338,025	3,827,191	4,294,775	4,627,429	19,065,739
Professional fees	943,150	592,095	446,519	448,877	451,305	453,807	2,392,603
Building ops	630,358	737,850	611,702	629,691	648,298	667,463	3,295,004
Veh & Equip ops	5,549,582	7,001,740	7,180,486	7,393,110	7,612,117	7,837,691	37,025,144
Operating costs	5,918,520	6,759,261	7,574,494	9,768,896	12,225,459	13,948,156	50,276,266
Program costs	25,000	11,115	25,000	25,000	25,000	25,000	111,115
Wages & benefits	15,858,964	17,748,881	19,890,875	21,728,253	23,753,806	24,347,650	107,469,465
Transfer to other gov/org	3,689,800	6,896,567	3,913,375	4,005,609	4,099,754	4,213,043	23,128,348
Contributions to reserve funds	6,850,257	1,828,404	1,239,660	1,471,797	1,492,010	1,693,429	7,725,300
Debt interest	164,472	168,699	121,764	121,418	130,418	151,418	693,717
Total Operating Expenditures	41,901,191	44,722,931	44,341,900	49,419,842	54,732,942	57,965,086	251,182,701
Operating (surplus)/deficit	3,220,923	2,517,147	(673,795)	(628,654)	(905,774)	(930,444)	(621,520)
Capital Asset Expenditures							
Capital expenditures	13,087,369	8,306,940	1,704,470	5,340,500	673,570	5,152,240	21,177,720
Transfer from reserves	(7,049,294)	(3,027,105)	(1,627,250)	(1,857,250)	(588,000)	(1,358,000)	(8,457,605)
Grants and other	(1,921,815)	(953,085)					(953,085)
New borrowing	(4,000,000)	(4,205,797)		(3,400,000)		(3,700,000)	(11,305,797)
Net Capital Assets funded from Operations	116,260	120,953	77,220	83,250	85,570	94,240	461,233
Capital Financing Charges							
Existing debt (principal)	274,882	277,110	301,571	216,400	252,717	231,717	1,279,515
New debt (principal & interest)	40,000	42,058	295,004	329,004	567,487	604,487	1,838,040
Total Capital Financing Charges	314,882	319,168	596,575	545,404	820,204	836,204	3,117,555
Net (surplus)/deficit for the year	3,652,065	2,957,268					2,957,268
Add: Transfer from appropriated surplus	(302,382)	(348,418)					(348,418)
Add: Prior year (surplus) / deficit	(3,349,683)	(2,608,850)					(2,608,850)
(Surplus) applied to future years							

**TRANSIT & EMERGENCY SERVICES
SUMMARY OF TAX REQUISITIONS
2022 to 2026**

	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026
	\$	%	\$	%	\$	%	\$	%	\$	%
Transit										
0500 TRANSIT - SOUTHERN COMM - CONVENTIONAL	(12,437,526)	11.0%	(14,925,031)	20.0%	(17,910,037)	20.0%	(20,775,643)	16.0%	(22,229,938)	7.0%
0520 TRANSIT - GABRIOLA TRANSIT CONTRIBUTION	(149,211)	4.3%	(152,211)	2.0%	(155,272)	2.0%	(158,396)	2.0%	(161,583)	2.0%
0525 TRANSIT - GABRIOLA ISLAND TAXI SAVER	(8,705)		(8,720)	0.2%	(8,735)	0.2%	(8,751)	0.2%	(8,768)	0.2%
0611 TRANSIT - NORTHERN COMM - CONVENTIONAL	(1,681,064)	12.0%	(2,017,277)	20.0%	(2,279,523)	13.0%	(2,575,861)	13.0%	(2,763,627)	7.3%
7700 DESCANSO BAY EMERGENCY WHARF	(17,490)	12.6%	(17,315)	(1.0%)	(17,142)	(1.0%)	(17,485)	2.0%	(17,834)	2.0%
	(\$14,293,996)		(\$17,120,554)		(\$20,370,709)		(\$23,536,136)		(\$25,181,750)	
Fire Protection										
2017 FIRE PROTECTION-DASHWOOD FIREHALL CONST	(14,630)	(70.7%)	(271,479)	1,755.6%	(271,479)		(271,479)		(271,479)	
2018 FIRE PROTECTION - MEADOWWOOD	(89,158)	90.9%	(89,158)		(89,158)		(89,158)		(89,158)	
2019 FIRE PROTECTION - NANAIMO RIVER	(17,262)	(3.0%)	(17,262)		(17,262)		(17,262)		(17,262)	
2020 FIRE PROTECTION - COOMBS HILLIERS	(735,761)	16.4%	(772,549)	5.0%	(811,177)	5.0%	(843,624)	4.0%	(877,369)	4.0%
2021 FIRE PROTECTION - ERRINGTON	(864,484)	8.7%	(933,643)	8.0%	(1,008,334)	8.0%	(1,078,918)	7.0%	(1,132,863)	5.0%
2022 FIRE PROTECTION - FRENCH CREEK	(787,782)	6.2%	(811,683)	3.0%	(836,033)	3.0%	(861,114)	3.0%	(886,948)	3.0%
2023 FIRE PROTECTION - NANOOSE BAY	(979,675)	1.4%	(1,009,065)	3.0%	(1,039,337)	3.0%	(1,070,517)	3.0%	(1,102,633)	3.0%
2024 FIRE PROT & ST LIGHTING - WELLINGTON	(130,207)	36.0%	(131,417)	0.9%	(135,329)	3.0%	(139,360)	3.0%	(143,511)	3.0%
2025 FIRE PROTECTION - CASSIDY WATERLOO	(241,162)	7.0%	(258,043)	7.0%	(276,106)	7.0%	(287,151)	4.0%	(310,123)	8.0%
2026 FIRE PROTECTION - DASHWOOD	(918,442)	8.7%	(964,364)	5.0%	(1,002,939)	4.0%	(1,033,027)	3.0%	(1,064,018)	3.0%
2027 FIRE PROTECTION - EXTENSION	(230,989)	13.4%	(254,088)	10.0%	(279,497)	10.0%	(299,061)	7.0%	(319,996)	7.0%
2028 FIRE PROTECTION - PARKSVILLE LOCAL	(166,651)	14.0%	(171,651)	3.0%	(176,800)	3.0%	(182,104)	3.0%	(187,567)	3.0%
2029 FIRE PROTECTION - BOW HORN BAY	(645,304)	16.4%	(709,834)	10.0%	(780,818)	10.0%	(858,900)	10.0%	(927,612)	8.0%
	(\$5,821,507)		(\$6,394,236)		(\$6,724,269)		(\$7,031,675)		(\$7,330,539)	
Emergency Planning										
1900 EMERGENCY PLANNING	(442,075)	3.2%	(455,338)	3.0%	(468,997)	3.0%	(483,067)	3.0%	(497,559)	3.0%
	(\$442,075)		(\$455,338)		(\$468,997)		(\$483,067)		(\$497,559)	
D68 Search & Rescue										
1901 D68 SEARCH AND RESCUE CONTRIBUTION SVCS	(53,312)	(2.9%)	(53,755)	0.8%	(53,798)	0.1%	(53,842)	0.1%	(53,888)	0.1%
	(\$53,312)		(\$53,755)		(\$53,798)		(\$53,842)		(\$53,888)	
D69 Marine Search & Rescue										
1902 D69 MARINE SEARCH & RESCUE CONTRIBUTION	(17,700)	96.7%	(17,706)		(17,712)		(17,719)		(17,725)	
	(\$17,700)		(\$17,706)		(\$17,712)		(\$17,719)		(\$17,725)	
D69 Land Search & Rescue										
1903 D69 LAND SEARCH & RESCUE CONTRIBUTION	(10,272)	(2.2%)	(10,280)	0.1%	(10,289)	0.1%	(10,297)	0.1%	(10,306)	0.1%
	(\$10,272)		(\$10,280)		(\$10,289)		(\$10,297)		(\$10,306)	
D68 E911										
0800 EMERGENCY 9-1-1 - D68	(127,921)	(21.1%)	(133,203)	4.1%	(137,198)	3.0%	(141,315)	3.0%	(145,554)	3.0%
	(\$127,921)		(\$133,203)		(\$137,198)		(\$141,315)		(\$145,554)	
D69 E911										
0900 EMERGENCY 9-1-1 - D69	(682,899)	4.1%	(701,009)	2.7%	(706,519)	0.8%	(711,370)	0.7%	(732,712)	3.0%
	(\$682,899)		(\$701,009)		(\$706,519)		(\$711,370)		(\$732,712)	
Community Justice										
0197 D68 RESTORATIVE JUSTICE/VICTIM SVCS	(21,420)	(0.4%)	(21,433)	0.1%	(21,446)	0.1%	(21,459)	0.1%	(21,473)	0.1%
0199 D69 COMMUNITY JUSTICE	(115,141)	(30.4%)	(165,562)	43.8%	(165,662)	0.1%	(165,765)	0.1%	(165,872)	0.1%
	(\$136,561)		(\$186,995)		(\$187,108)		(\$187,224)		(\$187,345)	
Total TRANSIT & EMERGENCY SERVICES	(21,586,243)	9.6%	(25,073,076)	16.2%	(28,676,599)	14.4%	(32,172,645)	12.2%	(34,157,378)	6.2%

**Transit Southern Community
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		11.0%	20.0%	20.0%	16.0%	7.0%	
Property taxes	(11,204,978)	(12,437,526)	(14,925,031)	(17,910,037)	(20,775,643)	(22,229,938)	(88,278,175)
	(11,204,978)	(12,437,526)	(14,925,031)	(17,910,037)	(20,775,643)	(22,229,938)	(88,278,175)
Operations	(51,839)	(51,839)	(52,726)	(53,630)	(54,549)	(55,485)	(268,229)
Transit fares	(3,712,618)	(3,811,089)	(4,543,838)	(4,939,276)	(5,323,502)	(5,579,737)	(24,197,442)
Operating grants	(6,848,556)	(7,591,873)	(8,904,246)	(10,583,661)	(12,312,504)	(13,106,287)	(52,498,571)
Grants other	(3,415,007)	(843,426)					(843,426)
Grants in lieu of taxes	(73,000)	(133,200)	(133,200)	(133,200)	(133,200)	(133,200)	(666,000)
Interdepartmental recoveries	(2,088,768)	(2,883,828)	(2,968,354)	(3,055,417)	(3,145,091)	(3,237,455)	(15,290,145)
Miscellaneous	(5,100)	(3,090,130)	(1,030,783)	(251,882)	(5,100)	(5,100)	(4,382,995)
Total Operating Revenues	(27,399,866)	(30,842,911)	(32,558,178)	(36,927,103)	(41,749,589)	(44,347,202)	(186,424,983)
Operating Expenditures							
Administration	1,702,549	2,327,605	2,670,024	3,117,331	3,574,400	3,870,111	15,559,471
Professional fees	203,500	75,000	77,250	79,568	81,955	84,413	398,186
Building ops	469,128	434,128	447,152	460,488	474,303	488,532	2,304,603
Veh & Equip ops	5,221,319	6,650,659	6,850,179	7,055,684	7,267,355	7,485,376	35,309,253
Operating costs	3,690,939	4,160,220	4,980,878	6,888,264	9,087,886	10,533,222	35,650,470
Wages & benefits	13,767,757	15,374,795	17,353,195	19,139,818	20,955,937	21,479,835	94,303,580
Transfer to other gov/org		3,085,030					3,085,030
Contributions to reserve funds	4,930,750	705,500	105,500	105,500	223,073	318,713	1,458,286
Total Operating Expenditures	29,985,942	32,812,937	32,484,178	36,846,653	41,664,909	44,260,202	188,068,879
Operating (surplus)/deficit	2,586,076	1,970,026	(74,000)	(80,450)	(84,680)	(87,000)	1,643,896
Capital Asset Expenditures							
Capital expenditures	5,667,190	2,387,990	366,250	172,700	209,680	127,000	3,263,620
Transfer from reserves	(3,668,375)	(1,317,105)	(292,250)	(92,250)	(125,000)	(40,000)	(1,866,605)
Grants and other	(1,896,815)	(953,085)					(953,085)
Net Capital Assets funded from Operations	102,000	117,800	74,000	80,450	84,680	87,000	443,930
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	2,688,076	2,087,826					2,087,826
Add: Transfer from appropriated surplus	(160,000)	(100,360)					(100,360)
Add: Prior year (surplus) / deficit	(2,528,076)	(1,987,466)					(1,987,466)
(Surplus) applied to future years							



Transit Southern Community

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-0500 MAJOR CAP - TRANSIT STHRN CONVENTIONAL	231,150	265,325	65,325	65,325	65,325	692,450
PC-0500 COMPUTER - TRANSIT STHRN CONVENTIONAL	22,914	8,291	13,165	17,417	19,748	81,535
PC-0501 COMPUTER - TRANSIT STHRN HANDYDART		754	2,362	2,362	2,362	7,840
TR-0004 TRANSIT - WOODGROVE EXCHANGE IMPROVEMENT	1,572,595					1,572,595
TR-0009 TRANSIT-COUNTRY CLUB MALL EXCHANGE UPGRD	472,595					472,595
VH-0500 VEHICLE - TRANSIT STHRN CONVENTIONAL	90,000	92,250	92,250	125,000	40,000	439,500
Total Transit Southern Community	2,389,254	366,620	173,102	210,104	127,435	3,266,515



**Transit Southern Community
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	10,072,173	6,499,395	5,382,408	5,254,479	5,455,597
Contributions	703,455	103,455	103,455	221,028	316,668
Interest earned	125,902	97,491	107,648	105,090	109,112
Withdrawals for capital projects:					
MAJOR CAP - TRANSIT STHRN CONVENTIONAL	(135,000)	(200,000)			
TRANSIT - WOODGROVE EXCHANGE IMPROVEMENT	(839,257)				
TRANSIT-COUNTRY CLUB MALL EXCHANGE UPGRD	(252,848)				
VEHICLE - TRANSIT STHRN CONVENTIONAL	(90,000)	(92,250)	(92,250)	(125,000)	(40,000)
Total Withdrawals for capital projects	(1,317,105)	(292,250)	(92,250)	(125,000)	(40,000)
Other transfers out of Reserve	3,085,030	1,025,683	246,782		
Closing Balance Reserve Fund	6,499,395	5,382,408	5,254,479	5,455,597	5,841,377

**Transit Northern Community
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		12.0%	20.0%	13.0%	13.0%	7.3%	
Property taxes	(1,500,950)	(1,681,064)	(2,017,277)	(2,279,523)	(2,575,861)	(2,763,627)	(11,317,352)
	(1,500,950)	(1,681,064)	(2,017,277)	(2,279,523)	(2,575,861)	(2,763,627)	(11,317,352)
Operations	(4,400)	(4,400)	(4,400)	(4,400)	(4,400)	(4,400)	(22,000)
Transit fares	(243,218)	(236,218)	(287,124)	(292,866)	(329,057)	(335,638)	(1,480,903)
Operating grants	(887,114)	(1,016,220)	(1,138,480)	(1,242,689)	(1,377,057)	(1,488,485)	(6,262,931)
Grants other	(496,418)	(130,028)	(5,923)	(5,923)	(5,923)	(5,923)	(153,720)
Miscellaneous			(110,986)	(41,109)			(152,095)
Total Operating Revenues	(3,132,100)	(3,067,930)	(3,564,190)	(3,866,510)	(4,292,298)	(4,598,073)	(19,389,001)
Operating Expenditures							
Administration	196,365	140,800	147,840	155,232	162,993	171,143	778,008
Operating costs	1,329,704	1,769,457	1,739,143	2,000,526	2,231,061	2,481,230	10,221,417
Wages & benefits	1,396,046	1,515,779	1,677,207	1,710,752	1,898,244	1,945,700	8,747,682
Contributions to reserve funds	677,113						
Total Operating Expenditures	3,599,228	3,426,036	3,564,190	3,866,510	4,292,298	4,598,073	19,747,107
Operating (surplus)/deficit	467,128	358,106					358,106
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	467,128	358,106					358,106
Add: Prior year (surplus) / deficit	(467,128)	(358,106)					(358,106)
(Surplus) applied to future years							

**Gabriola Island Emergency Wharf
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		12.6%	(1.0%)	(1.0%)	2.0%	2.0%	
Property taxes	(15,535)	(17,490)	(17,315)	(17,142)	(17,485)	(17,834)	(87,266)
	(15,535)	(17,490)	(17,315)	(17,142)	(17,485)	(17,834)	(87,266)
Total Operating Revenues	(15,535)	(17,490)	(17,315)	(17,142)	(17,485)	(17,834)	(87,266)
Operating Expenditures							
Administration	561	776	799	823	848	874	4,120
Professional fees	500	500	515	531	546	563	2,655
Operating costs	10,520	10,520	10,836	11,161	11,496	11,840	55,853
Contributions to reserve funds	15,144	9,981	5,165	4,627	4,595	4,557	28,925
Total Operating Expenditures	26,725	21,777	17,315	17,142	17,485	17,834	91,553
Operating (surplus)/deficit	11,190	4,287					4,287
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	11,190	4,287					4,287
Add: Prior year (surplus) / deficit	(11,190)	(4,287)					(4,287)
(Surplus) applied to future years							



**Gabriola Island Emergency Wharf
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund		9,981	15,296	20,229	25,228
Contributions	9,981	5,165	4,627	4,595	4,557
Interest earned		150	306	404	504
Withdrawals for capital projects:					
Closing Balance Reserve Fund	9,981	15,296	20,229	25,228	30,289

**Transit - Gabriola Transit Contribution
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		4.3%	2.0%	2.0%	2.0%	2.0%	
Property taxes	(143,002)	(149,211)	(152,211)	(155,272)	(158,396)	(161,583)	(776,673)
	(143,002)	(149,211)	(152,211)	(155,272)	(158,396)	(161,583)	(776,673)
Operating grants	(27,235)						
Total Operating Revenues	(170,237)	(149,211)	(152,211)	(155,272)	(158,396)	(161,583)	(776,673)
Operating Expenditures							
Administration	2,736	3,404	3,506	3,611	3,720	3,831	18,072
Transfer to other gov/org	170,183	145,807	148,705	151,661	154,676	157,752	758,601
Total Operating Expenditures	172,919	149,211	152,211	155,272	158,396	161,583	776,673
Operating (surplus)/deficit	2,682						
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	2,682						
Add: Prior year (surplus) / deficit	(2,682)						
(Surplus) applied to future years							

**Transit - Gabriola Island Taxi Saver
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues			0.2%	0.2%	0.2%	0.2%	
Property taxes		(8,705)	(8,720)	(8,735)	(8,751)	(8,768)	(43,679)
		(8,705)	(8,720)	(8,735)	(8,751)	(8,768)	(43,679)
Total Operating Revenues		(8,705)	(8,720)	(8,735)	(8,751)	(8,768)	(43,679)
Operating Expenditures							
Administration	500	500	515	530	546	563	2,654
Transfer to other gov/org	8,084	8,204	8,205	8,205	8,205	8,205	41,024
Total Operating Expenditures	8,584	8,704	8,720	8,735	8,751	8,768	43,678
Operating (surplus)/deficit	8,584	(1)					(1)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	8,584	(1)					(1)
Add: Prior year (surplus) / deficit	(8,584)	1					1
(Surplus) applied to future years							

**Emergency Planning
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		3.0%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(393,578)	(405,385)	(417,547)	(430,073)	(442,975)	(456,264)	(2,152,244)
	(393,578)	(405,385)	(417,547)	(430,073)	(442,975)	(456,264)	(2,152,244)
Municipal agreements	(34,831)	(36,690)	(37,791)	(38,924)	(40,092)	(41,295)	(194,792)
Operating grants	(682,447)	(368,980)	(450,000)	(450,000)	(450,000)	(450,000)	(2,168,980)
Total Operating Revenues	(1,110,856)	(811,055)	(905,338)	(918,997)	(933,067)	(947,559)	(4,516,016)
Operating Expenditures							
Administration	51,229	75,715	77,986	80,325	82,721	85,218	401,965
Professional fees	663,500	443,945	361,080	361,080	361,080	361,080	1,888,265
Building ops	800	800	824	849	874	900	4,247
Veh & Equip ops	14,558	20,558	15,175	15,630	16,099	16,582	84,044
Operating costs	68,172	65,472	67,437	69,460	71,544	73,690	347,603
Program costs	25,000	11,115	25,000	25,000	25,000	25,000	111,115
Wages & benefits	239,550	323,175	329,638	336,231	344,637	353,253	1,686,934
Transfer to other gov/org	22,000	22,000	22,660	23,340	24,040	24,761	116,801
Contributions to reserve funds	82,271	33,418	2,738	4,282	6,837	3,875	51,150
Total Operating Expenditures	1,167,080	996,198	902,538	916,197	932,832	944,359	4,692,124
Operating (surplus)/deficit	56,224	185,143	(2,800)	(2,800)	(235)	(3,200)	176,108
Capital Asset Expenditures							
Capital expenditures	128,200	2,800	2,800	2,800	235	3,200	11,835
Transfer from reserves	(100,000)						
Grants and other	(25,000)						
Net Capital Assets funded from Operations	3,200	2,800	2,800	2,800	235	3,200	11,835
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	59,424	187,943					187,943
Add: Transfer from appropriated surplus	(18,000)	(157,000)					(157,000)
Add: Prior year (surplus) / deficit	(41,424)	(30,943)					(30,943)
(Surplus) applied to future years							



Emergency Planning

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
PC-1900 COMPUTER - EMERGENCY PLANNING	2,814	2,814	2,814	236	3,216	11,894
Total Emergency Planning	2,814	2,814	2,814	236	3,216	11,894



**Emergency Planning
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	267,440	304,201	311,502	322,014	335,291
Contributions	33,418	2,738	4,282	6,837	3,875
Interest earned	3,343	4,563	6,230	6,440	6,706
Withdrawals for capital projects:					
Closing Balance Reserve Fund	304,201	311,502	322,014	335,291	345,872

**D68 Search & Rescue
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		(2.9%)	0.8%	0.1%	0.1%	0.1%	
Property taxes	(54,930)	(53,312)	(53,755)	(53,798)	(53,842)	(53,888)	(268,595)
	(54,930)	(53,312)	(53,755)	(53,798)	(53,842)	(53,888)	(268,595)
Grants in lieu of taxes	(144)	(144)	(144)	(144)	(144)	(144)	(720)
Miscellaneous	(16,660)						
Total Operating Revenues	(71,734)	(53,456)	(53,899)	(53,942)	(53,986)	(54,032)	(269,315)
Operating Expenditures							
Administration	2,630	1,383	1,424	1,467	1,511	1,557	7,342
Transfer to other gov/org	69,135	52,475	52,475	52,475	52,475	52,475	262,375
Total Operating Expenditures	71,765	53,858	53,899	53,942	53,986	54,032	269,717
Operating (surplus)/deficit	31	402					402
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	31	402					402
Add: Prior year (surplus) / deficit	(31)	(402)					(402)
(Surplus) applied to future years							



**D69 Marine Search & Rescue
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		96.7%					
Property taxes	(9,000)	(17,700)	(17,706)	(17,712)	(17,719)	(17,725)	(88,562)
	(9,000)	(17,700)	(17,706)	(17,712)	(17,719)	(17,725)	(88,562)
Operating grants	(1,500)						
Total Operating Revenues	(10,500)	(17,700)	(17,706)	(17,712)	(17,719)	(17,725)	(88,562)
Operating Expenditures							
Administration	500	200	206	212	219	225	1,062
Transfer to other gov/org	10,000	17,500	17,500	17,500	17,500	17,500	87,500
Total Operating Expenditures	10,500	17,700	17,706	17,712	17,719	17,725	88,562
Operating (surplus)/deficit							
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year							
(Surplus) applied to future years							



**D69 Land Search & Rescue
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		(2.2%)	0.1%	0.1%	0.1%	0.1%	
Property taxes	(10,500)	(10,272)	(10,280)	(10,289)	(10,297)	(10,306)	(51,444)
	(10,500)	(10,272)	(10,280)	(10,289)	(10,297)	(10,306)	(51,444)
Operating grants	(3,588)						
Total Operating Revenues	(14,088)	(10,272)	(10,280)	(10,289)	(10,297)	(10,306)	(51,444)
Operating Expenditures							
Administration	500	272	280	289	297	306	1,444
Transfer to other gov/org	13,588	10,000	10,000	10,000	10,000	10,000	50,000
Total Operating Expenditures	14,088	10,272	10,280	10,289	10,297	10,306	51,444
Operating (surplus)/deficit							
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year							
(Surplus) applied to future years							

**D68 E911
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		(21.1%)	4.1%	3.0%	3.0%	3.0%	
Property taxes	(162,226)	(127,921)	(133,203)	(137,198)	(141,315)	(145,554)	(685,191)
	(162,226)	(127,921)	(133,203)	(137,198)	(141,315)	(145,554)	(685,191)
Miscellaneous	(75,000)	(11,300)	(11,300)	(11,300)	(11,300)	(11,300)	(56,500)
Total Operating Revenues	(237,226)	(139,221)	(144,503)	(148,498)	(152,615)	(156,854)	(741,691)
Operating Expenditures							
Administration	10,200	12,464	12,838	13,223	13,620	14,028	66,173
Veh & Equip ops	26,100	26,100	11,883	12,239	12,607	12,985	75,814
Operating costs	10,300	11,020	11,351	11,691	12,042	12,403	58,507
Transfer to other gov/org	197,600	94,302	97,131	100,045	103,046	106,138	500,662
Contributions to reserve funds	800	11,300	11,300	11,300	11,300	11,300	56,500
Total Operating Expenditures	245,000	155,186	144,503	148,498	152,615	156,854	757,656
Operating (surplus)/deficit	7,774	15,965					15,965
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	7,774	15,965					15,965
Add: Prior year (surplus) / deficit	(7,774)	(15,965)					(15,965)
(Surplus) applied to future years							



D68 E911
Fund Manager Summary

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	141,309	143,075	145,221	148,125	151,088
Interest earned	1,766	2,146	2,904	2,963	3,022
Withdrawals for capital projects:					
Closing Balance Reserve Fund	143,075	145,221	148,125	151,088	154,110

**D69 E911
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		4.1%	2.7%	0.8%	0.7%	3.0%	
Property taxes	(656,131)	(682,899)	(701,009)	(706,519)	(711,370)	(732,712)	(3,534,509)
	(656,131)	(682,899)	(701,009)	(706,519)	(711,370)	(732,712)	(3,534,509)
Total Operating Revenues	(656,131)	(682,899)	(701,009)	(706,519)	(711,370)	(732,712)	(3,534,509)
Operating Expenditures							
Administration	17,000	20,137	20,741	21,363	22,004	22,664	106,909
Professional fees	500	500	515	530	546	563	2,654
Operating costs	6,500	6,500	6,695	6,896	7,103	7,316	34,510
Transfer to other gov/org	632,175	656,262	673,058	677,730	681,717	702,169	3,390,936
Total Operating Expenditures	656,175	683,399	701,009	706,519	711,370	732,712	3,535,009
Operating (surplus)/deficit	44	500					500
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	44	500					500
Add: Prior year (surplus) / deficit	(44)	(500)					(500)
(Surplus) applied to future years							



**D68 Community Justice
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		(0.4%)	0.1%	0.1%	0.1%	0.1%	
Property taxes	(21,500)	(21,420)	(21,433)	(21,446)	(21,459)	(21,473)	(107,231)
	(21,500)	(21,420)	(21,433)	(21,446)	(21,459)	(21,473)	(107,231)
Total Operating Revenues	(21,500)	(21,420)	(21,433)	(21,446)	(21,459)	(21,473)	(107,231)
Operating Expenditures							
Administration	500	420	433	446	459	473	2,231
Transfer to other gov/org	21,000	21,000	21,000	21,000	21,000	21,000	105,000
Total Operating Expenditures	21,500	21,420	21,433	21,446	21,459	21,473	107,231
Operating (surplus)/deficit							
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year							
(Surplus) applied to future years							

**D69 Community Justice
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		(30.4%)	43.8%	0.1%	0.1%	0.1%	
Property taxes	(79,558)	(55,330)	(79,568)	(79,616)	(79,666)	(79,717)	(373,897)
Parcel taxes	(85,940)	(59,811)	(85,994)	(86,046)	(86,099)	(86,155)	(404,105)
	(165,498)	(115,141)	(165,562)	(165,662)	(165,765)	(165,872)	(778,002)
Total Operating Revenues	(165,498)	(115,141)	(165,562)	(165,662)	(165,765)	(165,872)	(778,002)
Operating Expenditures							
Administration	3,244	3,244	3,342	3,442	3,545	3,652	17,225
Transfer to other gov/org	162,220	162,220	162,220	162,220	162,220	162,220	811,100
Total Operating Expenditures	165,464	165,464	165,562	165,662	165,765	165,872	828,325
Operating (surplus)/deficit	(34)	50,323					50,323
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	(34)	50,323					50,323
Add: Prior year (surplus) / deficit	34	(50,323)					(50,323)
(Surplus) applied to future years							

**Fire - Administration
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues							
Miscellaneous	(239,075)	(272,730)	(284,279)	(289,564)	(297,408)	(308,162)	(1,452,143)
Total Operating Revenues	(239,075)	(272,730)	(284,279)	(289,564)	(297,408)	(308,162)	(1,452,143)
Operating Expenditures							
Administration	4,900	6,600	6,798	7,002	7,212	7,428	35,040
Professional fees	51,000	51,000	1,000	1,000	1,000	1,000	55,000
Veh & Equip ops	2,384	3,386	3,386	3,386	3,386	3,386	16,930
Operating costs	4,600	4,600	4,738	4,880	5,027	5,177	24,422
Wages & benefits	255,367	262,683	267,937	273,296	280,128	287,131	1,371,175
Total Operating Expenditures	318,251	328,269	283,859	289,564	296,753	304,122	1,502,567
Operating (surplus)/deficit	79,176	55,539	(420)		(655)	(4,040)	50,424
Capital Asset Expenditures							
Capital expenditures	3,200	353	420		655	4,040	5,468
Net Capital Assets funded from Operations	3,200	353	420		655	4,040	5,468
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	82,376	55,892					55,892
Add: Transfer from appropriated surplus	(50,000)	(50,000)					(50,000)
Add: Prior year (surplus) / deficit	(32,376)	(5,892)					(5,892)
(Surplus) applied to future years							



Fire - Administration

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
PC-2000 COMPUTER - FIRE ADMINISTRATION	353	420		655	4,040	5,468
Total Fire - Administration	353	420		655	4,040	5,468

**Fire - Meadowood
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		90.9%					
Parcel taxes	(46,701)	(89,158)	(89,158)	(89,158)	(89,158)	(89,158)	(445,790)
	(46,701)	(89,158)	(89,158)	(89,158)	(89,158)	(89,158)	(445,790)
Total Operating Revenues	(46,701)	(89,158)	(89,158)	(89,158)	(89,158)	(89,158)	(445,790)
Operating Expenditures							
Administration	500	1,264	1,264	1,264	1,264	1,264	6,320
Debt interest	22,700	22,700	22,700	22,700	22,700	22,700	113,500
Total Operating Expenditures	23,200	23,964	23,964	23,964	23,964	23,964	119,820
Operating (surplus)/deficit	(23,501)	(65,194)	(65,194)	(65,194)	(65,194)	(65,194)	(325,970)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	65,194	65,194	65,194	65,194	65,194	65,194	325,970
Total Capital Financing Charges	65,194	65,194	65,194	65,194	65,194	65,194	325,970
Net (surplus)/deficit for the year	41,693						
Add: Prior year (surplus) / deficit	(41,693)						
(Surplus) applied to future years							

**Fire - Nanaimo River
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		(3.0%)					
Property taxes	(17,797)	(17,262)	(17,262)	(17,262)	(17,262)	(17,262)	(86,310)
	(17,797)	(17,262)	(17,262)	(17,262)	(17,262)	(17,262)	(86,310)
Total Operating Revenues	(17,797)	(17,262)	(17,262)	(17,262)	(17,262)	(17,262)	(86,310)
Operating Expenditures							
Administration	1,075	586	586	586	586	586	2,930
Contributions to reserve funds	15,661	15,661	15,661	15,661	15,661	15,661	78,305
Debt interest	363	318	318	318	318	318	1,590
Total Operating Expenditures	17,099	16,565	16,565	16,565	16,565	16,565	82,825
Operating (surplus)/deficit	(698)	(697)	(697)	(697)	(697)	(697)	(3,485)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	697	697	697	697	697	697	3,485
Total Capital Financing Charges	697	697	697	697	697	697	3,485
Net (surplus)/deficit for the year	(1)						
Add: Prior year (surplus) / deficit	1						
(Surplus) applied to future years							



**Fire - Nanaimo River
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund		15,661	31,557	47,849	64,467
Contributions	15,661	15,661	15,661	15,661	15,661
Interest earned		235	631	957	1,289
Withdrawals for capital projects:					
Closing Balance Reserve Fund	15,661	31,557	47,849	64,467	81,417

**Fire - Coombs Hilliers
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		16.4%	5.0%	5.0%	4.0%	4.0%	
Property taxes	(631,828)	(735,761)	(772,549)	(811,177)	(843,624)	(877,369)	(4,040,480)
	(631,828)	(735,761)	(772,549)	(811,177)	(843,624)	(877,369)	(4,040,480)
Operating grants	(10,409)						
Miscellaneous		(82,300)					(82,300)
Total Operating Revenues	(642,237)	(818,061)	(772,549)	(811,177)	(843,624)	(877,369)	(4,122,780)
Operating Expenditures							
Administration	32,898	51,328	49,586	52,586	51,279	52,818	257,597
Professional fees	300	300	309	318	328	338	1,593
Building ops	25,086	102,586	28,664	29,524	30,409	31,322	222,505
Veh & Equip ops	85,725	96,865	89,565	89,565	89,565	89,565	455,125
Operating costs	106,213	107,251	110,468	113,782	117,196	120,712	569,409
Wages & benefits	196,244	257,449	262,598	267,850	274,546	281,410	1,343,853
Contributions to reserve funds	224,681	214,427	209,713	233,906	242,627	263,530	1,164,203
Debt interest	4,200	4,200	4,200	4,200	4,200	4,200	21,000
Total Operating Expenditures	675,347	834,406	755,103	791,731	810,150	843,895	4,035,285
Operating (surplus)/deficit	33,110	16,345	(17,446)	(19,446)	(33,474)	(33,474)	(87,495)
Capital Asset Expenditures							
Capital expenditures	879,100	680,000	250,000	560,000			1,490,000
Transfer from reserves	(879,100)	(680,000)	(250,000)	(360,000)			(1,290,000)
New borrowing				(200,000)			(200,000)
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
New debt (principal & interest)				2,000	16,028	16,028	34,056
Total Capital Financing Charges	17,446	17,446	17,446	19,446	33,474	33,474	121,286
Net (surplus)/deficit for the year	50,556	33,791					33,791
Add: Prior year (surplus) / deficit	(50,556)	(33,791)					(33,791)
(Surplus) applied to future years							



Fire - Coombs Hilliers

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-2020 MAJOR CAP - FIRE COOMBS HILLIERS	36,175	25,125				61,300
VH-2020 VEHICLE - FIRE COOMBS HILLIERS	648,225	226,125	562,800			1,437,150
Total Fire - Coombs Hilliers	684,400	251,250	562,800			1,498,450

**Fire - Coombs Hilliers
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	771,101	227,867	185,998	58,624	297,423
Contributions	209,427	204,713	228,906	237,627	258,530
Interest earned	9,639	3,418	3,720	1,172	5,948
Withdrawals for capital projects:					
MAJOR CAP - FIRE COOMBS HILLIERS	(35,000)	(25,000)			
VEHICLE - FIRE COOMBS HILLIERS	(645,000)	(225,000)	(360,000)		
Total Withdrawals for capital projects	(680,000)	(250,000)	(360,000)		
Other transfers out of Reserve	82,300				
Closing Balance Reserve Fund	227,867	185,998	58,624	297,423	561,901
New Borrowing					
VEHICLE - FIRE COOMBS HILLIERS			200,000		
Total New Borrowing			200,000		
New Debt Principal/Int				16,028	
New Debt Principal/Int(Cumulative)				16,028	16,028
Borrowing cost			2,000		

**Fire - Errington
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		8.7%	8.0%	8.0%	7.0%	5.0%	
Property taxes	(794,933)	(864,484)	(933,643)	(1,008,334)	(1,078,918)	(1,132,863)	(5,018,242)
	(794,933)	(864,484)	(933,643)	(1,008,334)	(1,078,918)	(1,132,863)	(5,018,242)
Operating grants	(5,500)						
Miscellaneous		(60,000)					(60,000)
Total Operating Revenues	(800,433)	(924,484)	(933,643)	(1,008,334)	(1,078,918)	(1,132,863)	(5,078,242)
Operating Expenditures							
Administration	27,095	36,856	37,601	56,229	40,106	42,088	212,880
Professional fees	400	400	400	400	400	400	2,000
Building ops	4,954	64,954	6,902	7,109	7,323	7,542	93,830
Veh & Equip ops	9,924	10,122	10,426	10,738	11,061	11,392	53,739
Operating costs	1,749	1,784	1,838	1,893	1,950	2,008	9,473
Transfer to other gov/org	559,037	607,692	625,923	644,700	664,041	683,963	3,226,319
Contributions to reserve funds	118,648	134,284	168,036	258,265	121,625	153,058	835,268
Debt interest	3,509	1,281	346				1,627
Total Operating Expenditures	725,316	857,373	851,472	979,334	846,506	900,451	4,435,136
Operating (surplus)/deficit	(75,117)	(67,111)	(82,171)	(29,000)	(232,412)	(232,412)	(643,106)
Capital Asset Expenditures							
Capital expenditures	91,298	70,000		3,500,000	43,000	200,000	3,813,000
Transfer from reserves	(91,298)	(70,000)		(600,000)	(43,000)	(200,000)	(913,000)
New borrowing				(2,900,000)			(2,900,000)
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	97,852	100,080	82,171				182,251
New debt (principal & interest)				29,000	232,412	232,412	493,824
Total Capital Financing Charges	97,852	100,080	82,171	29,000	232,412	232,412	676,075
Net (surplus)/deficit for the year	22,735	32,969					32,969
Add: Prior year (surplus) / deficit	(22,735)	(32,969)					(32,969)
(Surplus) applied to future years							

**Fire - Errington
5 Year Capital Plan**

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
FR-0003 ERRINGTON SEISMIC UPGRADE HALL #2			3,015,000			3,015,000
MJ-2021 MAJOR CAP - FIRE ERRINGTON				43,215	201,000	244,215
VH-2021 VEHICLE - FIRE ERRINGTON	70,350		502,500			572,850
Total Fire - Errington	70,350		3,517,500	43,215	201,000	3,832,065

**Fire - Errington
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	330,910	394,331	563,132	227,510	305,535
Contributions	129,284	162,886	253,115	116,475	147,908
Interest earned	4,137	5,915	11,263	4,550	6,111
Withdrawals for capital projects:					
ERRINGTON SEISMIC UPGRADE HALL #2			(300,000)		
MAJOR CAP - FIRE ERRINGTON				(43,000)	(200,000)
VEHICLE - FIRE ERRINGTON	(70,000)		(300,000)		
Total Withdrawals for capital projects	(70,000)		(600,000)	(43,000)	(200,000)
Closing Balance Reserve Fund	394,331	563,132	227,510	305,535	259,554
New Borrowing					
ERRINGTON SEISMIC UPGRADE HALL #2			2,700,000		
VEHICLE - FIRE ERRINGTON			200,000		
Total New Borrowing			2,900,000		
New Debt Principal/Int				232,412	
New Debt Principal/Int(Cumulative)				232,412	232,412
Borrowing cost			29,000		

**Fire - French Creek
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		6.2%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(741,964)	(787,782)	(811,683)	(836,033)	(861,114)	(886,948)	(4,183,560)
	(741,964)	(787,782)	(811,683)	(836,033)	(861,114)	(886,948)	(4,183,560)
Total Operating Revenues	(741,964)	(787,782)	(811,683)	(836,033)	(861,114)	(886,948)	(4,183,560)
Operating Expenditures							
Administration	42,114	57,097	58,810	60,574	62,391	64,263	303,135
Operating costs	106,158	119,158	122,732	126,414	130,207	134,113	632,624
Transfer to other gov/org	611,134	611,787	630,141	649,045	668,516	688,572	3,248,061
Total Operating Expenditures	759,406	788,042	811,683	836,033	861,114	886,948	4,183,820
Operating (surplus)/deficit	17,442	260					260
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	17,442	260					260
Add: Prior year (surplus) / deficit	(17,442)	(260)					(260)
(Surplus) applied to future years							

**Fire - Nanoose Bay
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		1.4%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(966,141)	(979,675)	(1,009,065)	(1,039,337)	(1,070,517)	(1,102,633)	(5,201,227)
	(966,141)	(979,675)	(1,009,065)	(1,039,337)	(1,070,517)	(1,102,633)	(5,201,227)
Operating grants	(2,660)						
Grants in lieu of taxes	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(55,000)
Total Operating Revenues	(979,801)	(990,675)	(1,020,065)	(1,050,337)	(1,081,517)	(1,113,633)	(5,256,227)
Operating Expenditures							
Administration	91,934	119,835	126,577	129,027	130,838	134,763	641,040
Professional fees	15,500	1,000	1,000	1,000	1,000	1,000	5,000
Building ops	53,405	53,405	44,007	45,327	46,687	48,087	237,513
Veh & Equip ops	58,500	63,500	65,405	67,367	69,388	71,470	337,130
Operating costs	380,236	391,536	403,282	415,381	427,842	440,677	2,078,718
Wages & benefits	4,000						
Contributions to reserve funds	256,702	186,154	202,401	214,842	228,369	240,243	1,072,009
Debt interest	83,700	83,700	83,700	83,700	83,700	83,700	418,500
Total Operating Expenditures	943,977	899,130	926,372	956,644	987,824	1,019,940	4,789,910
Operating (surplus)/deficit	(35,824)	(91,545)	(93,693)	(93,693)	(93,693)	(93,693)	(466,317)
Capital Asset Expenditures							
Capital expenditures	486,381	20,000	650,000	400,000			1,070,000
Transfer from reserves	(478,521)	(20,000)	(650,000)	(400,000)			(1,070,000)
Net Capital Assets funded from Operations	7,860						
Capital Financing Charges							
Existing debt (principal)	93,693	93,693	93,693	93,693	93,693	93,693	468,465
Total Capital Financing Charges	93,693	93,693	93,693	93,693	93,693	93,693	468,465
Net (surplus)/deficit for the year	65,729	2,148					2,148
Add: Transfer from appropriated surplus	(18,860)						
Add: Prior year (surplus) / deficit	(46,869)	(2,148)					(2,148)
(Surplus) applied to future years							



Fire - Nanoose Bay

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-2023 MAJOR CAP - FIRE NANOOSE BAY	20,100	100,500				120,600
VH-2023 VEHICLE - FIRE NANOOSE BAY		552,750	402,000			954,750
Total Fire - Nanoose Bay	20,100	653,250	402,000			1,075,350

**Fire - Nanoose Bay
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	786,033	957,013	518,769	338,986	569,135
Contributions	181,154	197,401	209,842	223,369	235,243
Interest earned	9,826	14,355	10,375	6,780	11,383
Withdrawals for capital projects:					
MAJOR CAP - FIRE NANOOSE BAY	(20,000)	(100,000)			
VEHICLE - FIRE NANOOSE BAY		(550,000)	(400,000)		
Total Withdrawals for capital projects	(20,000)	(650,000)	(400,000)		
Closing Balance Reserve Fund	957,013	518,769	338,986	569,135	815,761

**Fire - Wellington
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		36.0%	0.9%	3.0%	3.0%	3.0%	
Property taxes	(95,765)	(130,207)	(131,417)	(135,329)	(139,360)	(143,511)	(679,824)
	(95,765)	(130,207)	(131,417)	(135,329)	(139,360)	(143,511)	(679,824)
Total Operating Revenues	(95,765)	(130,207)	(131,417)	(135,329)	(139,360)	(143,511)	(679,824)
Operating Expenditures							
Administration	4,245	5,183	5,338	5,499	5,664	5,834	27,518
Professional fees	1,000	1,000	1,000	1,000	1,000	1,000	5,000
Operating costs	3,586	3,586	3,694	3,804	3,919	4,036	19,039
Transfer to other gov/org	88,222	117,849	121,385	125,026	128,777	132,641	625,678
Total Operating Expenditures	97,053	127,618	131,417	135,329	139,360	143,511	677,235
Operating (surplus)/deficit	1,288	(2,589)					(2,589)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	1,288	(2,589)					(2,589)
Add: Prior year (surplus) / deficit	(1,288)	2,589					2,589
(Surplus) applied to future years							

**Fire - Cassidy Waterloo
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		7.0%	7.0%	7.0%	4.0%	8.0%	
Property taxes	(225,385)	(241,162)	(258,043)	(276,106)	(287,151)	(310,123)	(1,372,585)
	(225,385)	(241,162)	(258,043)	(276,106)	(287,151)	(310,123)	(1,372,585)
Operating grants	(342)						
Total Operating Revenues	(225,727)	(241,162)	(258,043)	(276,106)	(287,151)	(310,123)	(1,372,585)
Operating Expenditures							
Administration	11,517	14,739	15,181	15,637	26,856	27,339	99,752
Professional fees	2,500	17,500	2,500	2,500	2,500	2,500	27,500
Building ops	9,445	9,445	9,445	9,445	9,445	9,445	47,225
Veh & Equip ops	34,550	34,550	35,587	36,654	37,754	38,886	183,431
Operating costs	20,930	20,930	21,558	22,205	22,871	23,557	111,121
Transfer to other gov/org	61,875	64,969	66,918	68,926	70,993	73,123	344,929
Contributions to reserve funds	100,042	82,074	106,854	120,739	116,732	119,273	545,672
Total Operating Expenditures	240,859	244,207	258,043	276,106	287,151	294,123	1,359,630
Operating (surplus)/deficit	15,132	3,045				(16,000)	(12,955)
Capital Asset Expenditures							
Capital expenditures	65,000				50,000	2,100,000	2,150,000
Transfer from reserves	(65,000)				(50,000)	(500,000)	(550,000)
New borrowing						(1,600,000)	(1,600,000)
Net Capital Assets funded from Operations							
Capital Financing Charges							
New debt (principal & interest)						16,000	16,000
Total Capital Financing Charges						16,000	16,000
Net (surplus)/deficit for the year	15,132	3,045					3,045
Add: Transfer from appropriated surplus		(2,500)					(2,500)
Add: Prior year (surplus) / deficit	(15,132)	(545)					(545)
(Surplus) applied to future years							



Fire - Cassidy Waterloo

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
FR-0004 CASSIDY WATERLOO SEISMIC UPGRD				60,750	2,110,750	2,171,500
Total Fire - Cassidy Waterloo				60,750	2,110,750	2,171,500

**Fire - Cassidy Waterloo
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	552,483	641,463	757,939	893,837	978,446
Contributions	82,074	106,854	120,739	116,732	119,273
Interest earned	6,906	9,622	15,159	17,877	19,569
Withdrawals for capital projects:					
CASSIDY WATERLOO SEISMIC UPGRD				(50,000)	(500,000)
Total Withdrawals for capital projects				(50,000)	(500,000)
Closing Balance Reserve Fund	641,463	757,939	893,837	978,446	617,288
New Borrowing					
CASSIDY WATERLOO SEISMIC UPGRD					1,600,000
Total New Borrowing					1,600,000
Borrowing cost					16,000

**Fire - Dashwood
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		8.7%	5.0%	4.0%	3.0%	3.0%	
Property taxes	(845,260)	(918,442)	(964,364)	(1,002,939)	(1,033,027)	(1,064,018)	(4,982,790)
	(845,260)	(918,442)	(964,364)	(1,002,939)	(1,033,027)	(1,064,018)	(4,982,790)
Operating grants	(6,300)						
Grants in lieu of taxes	(800)	(800)	(800)	(800)	(800)	(800)	(4,000)
Miscellaneous		(15,000)					(15,000)
Total Operating Revenues	(852,360)	(934,242)	(965,164)	(1,003,739)	(1,033,827)	(1,064,818)	(5,001,790)
Operating Expenditures							
Administration	24,701	37,423	35,705	36,691	36,007	38,670	184,496
Professional fees	3,900	400	400	400	400	400	2,000
Building ops	29,908	29,400	30,282	31,190	32,126	33,090	156,088
Veh & Equip ops	11,000	10,000	10,300	10,609	10,927	11,255	53,091
Operating costs	43,500	3,659	3,769	3,882	3,998	4,118	19,426
Wages & benefits		15,000	300	306	314	321	16,241
Transfer to other gov/org	527,364	582,664	600,144	618,148	636,693	655,793	3,093,442
Contributions to reserve funds	270,101	262,000	284,264	302,513	313,362	321,171	1,483,310
Total Operating Expenditures	910,474	940,546	965,164	1,003,739	1,033,827	1,064,818	5,008,094
Operating (surplus)/deficit	58,114	6,304					6,304
Capital Asset Expenditures							
Capital expenditures	504,000	940,000	400,000	395,000	50,000	368,000	2,153,000
Transfer from reserves	(504,000)	(940,000)	(400,000)	(395,000)	(50,000)	(368,000)	(2,153,000)
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	58,114	6,304					6,304
Add: Transfer from appropriated surplus	(40,000)						
Add: Prior year (surplus) / deficit	(18,114)	(6,304)					(6,304)
(Surplus) applied to future years							



Fire - Dashwood
5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-2026 MAJOR CAP - FIRE DASHWOOD			396,975		18,090	415,065
VH-2026 VEHICLE - FIRE DASHWOOD	944,700	402,000		50,250	351,750	1,748,700
Total Fire - Dashwood	944,700	402,000	396,975	50,250	369,840	2,163,765

**Fire - Dashwood
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	1,198,059	523,034	403,143	306,719	564,215
Contributions	250,000	272,264	290,513	301,362	309,171
Interest earned	14,975	7,845	8,063	6,134	11,284
Withdrawals for capital projects:					
MAJOR CAP - FIRE DASHWOOD			(395,000)		(18,000)
VEHICLE - FIRE DASHWOOD	(940,000)	(400,000)		(50,000)	(350,000)
Total Withdrawals for capital projects	(940,000)	(400,000)	(395,000)	(50,000)	(368,000)
Closing Balance Reserve Fund	523,034	403,143	306,719	564,215	516,670
RESERVE ACCOUNT FUNDS					
Opening Balance Reserve Account	9,402	16,520	16,768	17,103	17,445
Contributions	7,000				
Interest earned	118	248	335	342	349
Withdrawals for capital projects:					
Closing Balance Reserve Account	16,520	16,768	17,103	17,445	17,794

**Fire - Dashwood Firehall Construction
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		(70.7%)	1,755.6%				
Property taxes	(50,000)	(14,630)	(271,479)	(271,479)	(271,479)	(271,479)	(1,100,546)
	(50,000)	(14,630)	(271,479)	(271,479)	(271,479)	(271,479)	(1,100,546)
Interdepartmental recoveries	(40,000)						
Total Operating Revenues	(90,000)	(14,630)	(271,479)	(271,479)	(271,479)	(271,479)	(1,100,546)
Operating Expenditures							
Administration		1,025	1,025	1,025	1,025	1,025	5,125
Debt interest	50,000	60,000					60,000
Total Operating Expenditures	50,000	61,025	1,025	1,025	1,025	1,025	65,125
Operating (surplus)/deficit	(40,000)	46,395	(270,454)	(270,454)	(270,454)	(270,454)	(1,035,421)
Capital Asset Expenditures							
Capital expenditures	4,150,000	3,855,797					3,855,797
Transfer from reserves	(150,000)						
New borrowing	(4,000,000)	(3,855,797)					(3,855,797)
Net Capital Assets funded from Operations							
Capital Financing Charges							
New debt (principal & interest)	40,000	38,558	270,454	270,454	270,454	270,454	1,120,374
Total Capital Financing Charges	40,000	38,558	270,454	270,454	270,454	270,454	1,120,374
Net (surplus)/deficit for the year		84,953					84,953
Add: Transfer from appropriated surplus		(38,558)					(38,558)
Add: Prior year (surplus) / deficit		(46,395)					(46,395)
(Surplus) applied to future years							



Fire - Dashwood Firehall Construction

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
FR-0012 DASHWOOD FIREHALL REPLCMNT CONSTRUCTION	3,855,797					3,855,797
Total Fire - Dashwood Firehall Construction	3,855,797					3,855,797

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

	2022	2023	2024	2025	2026
New Borrowing					
DASHWOOD FIREHALL REPLCMNT CONSTRUCTION	3,855,797				
Total New Borrowing	3,855,797				
New Debt Principal/Int		270,454			
New Debt Principal/Int(Cumulative)		270,454	270,454	270,454	270,454
Borrowing cost	38,558				

**Fire - Extension
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		13.4%	10.0%	10.0%	7.0%	7.0%	
Property taxes	(203,732)	(230,989)	(254,088)	(279,497)	(299,061)	(319,996)	(1,383,631)
	(203,732)	(230,989)	(254,088)	(279,497)	(299,061)	(319,996)	(1,383,631)
Operating grants	(26,863)						
Total Operating Revenues	(230,595)	(230,989)	(254,088)	(279,497)	(299,061)	(319,996)	(1,383,631)
Operating Expenditures							
Administration	10,423	18,919	19,487	20,071	20,673	21,294	100,444
Professional fees	150	150	150	150	150	150	750
Building ops	31,096	36,596	37,694	38,825	39,989	41,189	194,293
Veh & Equip ops	74,522	75,000	77,250	79,568	81,955	84,413	398,186
Operating costs	104,713	82,709	85,190	87,746	90,378	93,090	439,113
Contributions to reserve funds	46,681	40,985	34,317	53,137	65,916	79,860	274,215
Total Operating Expenditures	267,585	254,359	254,088	279,497	299,061	319,996	1,407,001
Operating (surplus)/deficit	36,990	23,370					23,370
Capital Asset Expenditures							
Capital expenditures	700,000						
Transfer from reserves	(700,000)						
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	36,990	23,370					23,370
Add: Transfer from appropriated surplus	(15,522)						
Add: Prior year (surplus) / deficit	(21,468)	(23,370)					(23,370)
(Surplus) applied to future years							



**Fire - Extension
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	126,063	163,624	195,395	247,440	313,305
Contributions	35,985	29,317	48,137	60,916	74,860
Interest earned	1,576	2,454	3,908	4,949	6,266
Withdrawals for capital projects:					
Closing Balance Reserve Fund	163,624	195,395	247,440	313,305	394,431



Fire - Parksville Local
FINANCIAL PLAN SUMMARY
2022 to 2026

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		14.0%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(146,193)	(166,651)	(171,651)	(176,800)	(182,104)	(187,567)	(884,773)
	(146,193)	(166,651)	(171,651)	(176,800)	(182,104)	(187,567)	(884,773)
Total Operating Revenues	(146,193)	(166,651)	(171,651)	(176,800)	(182,104)	(187,567)	(884,773)
Operating Expenditures							
Administration	10,935	12,760	13,143	13,537	13,943	14,361	67,744
Transfer to other gov/org	135,258	153,891	158,508	163,263	168,161	173,206	817,029
Total Operating Expenditures	146,193	166,651	171,651	176,800	182,104	187,567	884,773
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							

**Fire - Bow Horn Bay
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		16.4%	10.0%	10.0%	10.0%	8.0%	
Property taxes	(554,313)	(645,304)	(709,834)	(780,818)	(858,900)	(927,612)	(3,922,468)
	(554,313)	(645,304)	(709,834)	(780,818)	(858,900)	(927,612)	(3,922,468)
Operating grants	(7,000)						
Miscellaneous	(5,036)	(5,036)	(5,036)	(5,036)	(5,036)	(5,036)	(25,180)
Total Operating Revenues	(566,349)	(650,340)	(714,870)	(785,854)	(863,936)	(932,648)	(3,947,648)
Operating Expenditures							
Administration	20,237	27,784	26,990	29,169	30,048	41,051	155,042
Professional fees	400	400	400	400	400	400	2,000
Building ops	6,536	6,536	6,732	6,934	7,142	7,356	34,700
Veh & Equip ops	11,000	11,000	11,330	11,670	12,020	12,381	58,401
Operating costs	30,700	859	885	911	939	967	4,561
Transfer to other gov/org	400,925	482,915	497,402	512,325	527,694	543,525	2,563,861
Contributions to reserve funds	111,663	132,620	93,711	147,025	141,913	162,188	677,457
Debt interest		(3,500)	10,500	10,500	19,500	40,500	77,500
Total Operating Expenditures	581,461	658,614	647,950	718,934	739,656	808,368	3,573,522
Operating (surplus)/deficit	15,112	8,274	(66,920)	(66,920)	(124,280)	(124,280)	(374,126)
Capital Asset Expenditures							
Capital expenditures	413,000	350,000	35,000	310,000	320,000	2,350,000	3,365,000
Transfer from reserves	(413,000)		(35,000)	(10,000)	(320,000)	(250,000)	(615,000)
New borrowing		(350,000)		(300,000)		(2,100,000)	(2,750,000)
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)			42,370	39,370	75,687	54,687	212,114
New debt (principal & interest)		3,500	24,550	27,550	48,593	69,593	173,786
Total Capital Financing Charges		3,500	66,920	66,920	124,280	124,280	385,900
Net (surplus)/deficit for the year	15,112	11,774					11,774
Add: Prior year (surplus) / deficit	(15,112)	(11,774)					(11,774)
(Surplus) applied to future years							

Fire - Bow Horn Bay

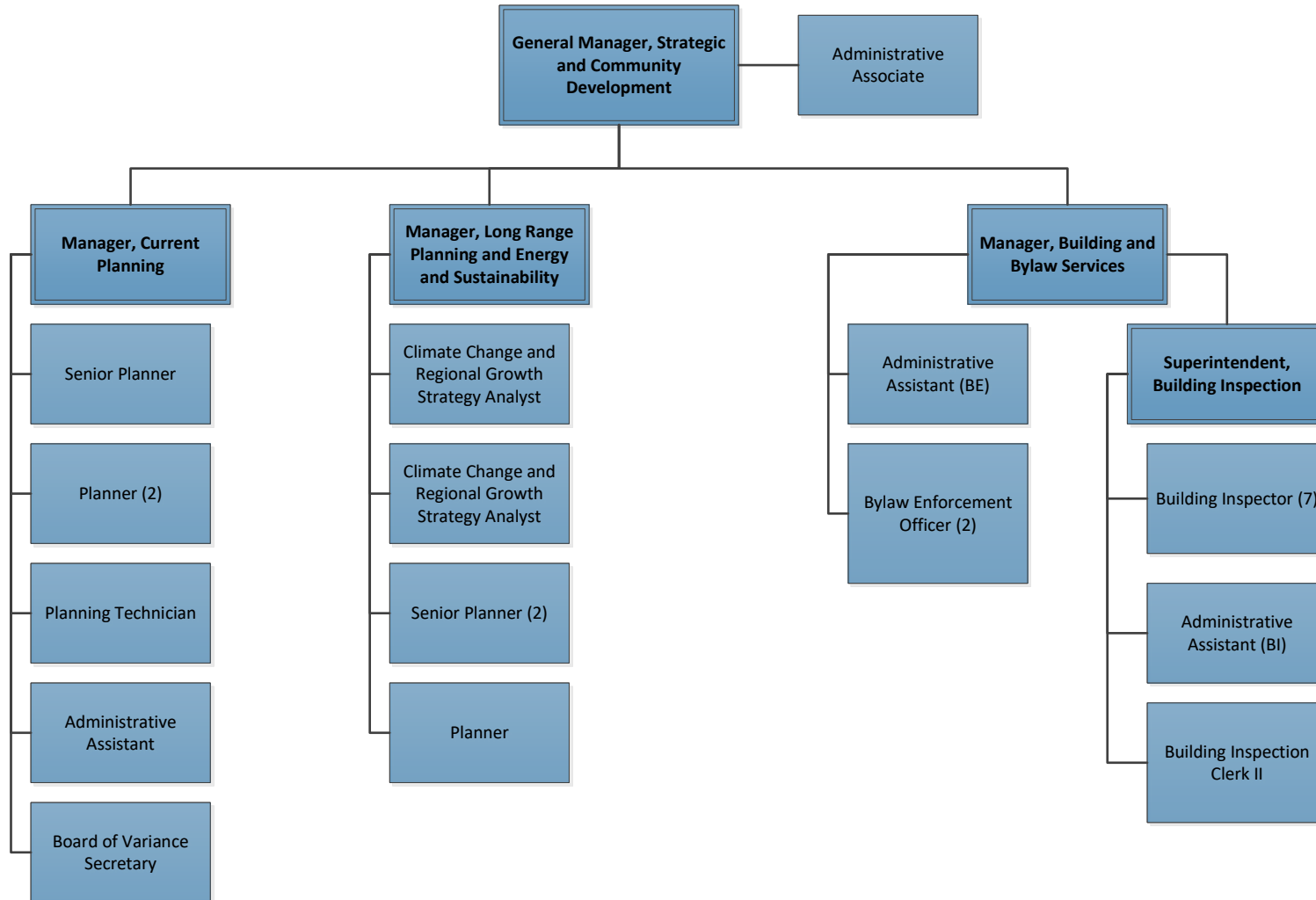
5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
FR-0007 BHB SATELLITE HALL DESIGN & CONST					2,361,750	2,361,750
MJ-2029 MAJOR CAP - FIRE BOW HORN BAY	351,750	35,175	10,050	20,100		417,075
VH-2029 VEHICLE - FIRE BOW HORN BAY			301,500	301,500		603,000
Total Fire - Bow Horn Bay	351,750	35,175	311,550	321,600	2,361,750	3,381,825

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

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	372,119	504,391	565,668	709,007	540,100
Contributions	127,620	88,711	142,025	136,913	157,188
Interest earned	4,652	7,566	11,314	14,180	10,802
Withdrawals for capital projects:					
BHB SATELLITE HALL DESIGN & CONST					(250,000)
MAJOR CAP - FIRE BOW HORN BAY		(35,000)	(10,000)	(20,000)	
VEHICLE - FIRE BOW HORN BAY				(300,000)	
Total Withdrawals for capital projects		(35,000)	(10,000)	(320,000)	(250,000)
Closing Balance Reserve Fund	504,391	565,668	709,007	540,100	458,090
New Borrowing					
BHB SATELLITE HALL DESIGN & CONST					2,100,000
MAJOR CAP - FIRE BOW HORN BAY	350,000				
VEHICLE - FIRE BOW HORN BAY			300,000		
Total New Borrowing	350,000		300,000		2,100,000
New Debt Principal/Int		24,550		24,043	
New Debt Principal/Int(Cumulative)		24,550	24,550	48,593	48,593
Borrowing cost	3,500		3,000		21,000

PLANNING AND DEVELOPMENT



**PLANNING & DEVELOPMENT
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		30.4%	23.8%	1.7%	3.0%	2.4%	
Property taxes	(3,037,637)	(3,927,131)	(4,863,245)	(4,945,674)	(5,095,841)	(5,219,029)	(24,050,920)
Parcel taxes	26,606						
	(3,011,031)	(3,927,131)	(4,863,245)	(4,945,674)	(5,095,841)	(5,219,029)	(24,050,920)
Operations	(1,311,300)	(1,511,300)	(1,750,945)	(1,852,543)	(1,960,157)	(2,182,035)	(9,256,980)
Operating grants	(517,770)	(815,550)	(319,343)	(323,504)	(142,285)	(142,803)	(1,743,485)
Grants in lieu of taxes	(4,500)	(4,500)	(4,500)	(4,500)	(4,500)	(4,500)	(22,500)
Interdepartmental recoveries	(612,144)	(815,639)	(827,135)	(846,028)	(864,921)	(887,352)	(4,241,075)
Miscellaneous	(543,259)	(873,839)	(724,523)	(674,450)	(635,287)	(468,558)	(3,376,657)
Total Operating Revenues	(6,000,004)	(7,947,959)	(8,489,691)	(8,646,699)	(8,702,991)	(8,904,277)	(42,691,617)
Operating Expenditures							
Administration	469,314	603,769	972,225	1,001,601	1,027,028	1,057,715	4,662,338
Professional fees	1,504,225	1,566,409	873,445	798,946	748,968	771,437	4,759,205
Building ops	42,679	523,933	722,604	742,226	762,434	783,251	3,534,448
Veh & Equip ops	85,398	183,254	188,752	194,414	200,247	206,254	972,921
Operating costs	1,063,483	1,223,784	1,215,286	1,247,981	1,280,062	1,314,714	6,281,827
Program costs	370,575	374,750	354,918	356,565	358,262	360,010	1,804,505
Wages & benefits	3,487,515	4,313,028	4,042,664	4,123,517	4,120,059	4,223,058	20,822,326
Transfer to other gov/org	65,000	65,000	65,000	65,000	65,000	65,000	325,000
Contributions to reserve funds	493,422	50,017	40,247	99,520	101,527	103,598	394,909
Total Operating Expenditures	7,581,611	8,903,944	8,475,141	8,629,770	8,663,587	8,885,037	43,557,479
Operating (surplus)/deficit	1,581,607	955,985	(14,550)	(16,929)	(39,404)	(19,240)	865,862
Capital Asset Expenditures							
Capital expenditures	706,930	775,020	14,550	46,929	39,404	19,240	895,143
Transfer from reserves	(60,000)	(89,000)		(30,000)			(119,000)
Grants and other	(627,470)	(627,470)					(627,470)
Net Capital Assets funded from Operations	19,460	58,550	14,550	16,929	39,404	19,240	148,673
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	1,601,067	1,014,535					1,014,535
Add: Transfer from appropriated surplus	(865,577)	(416,445)					(416,445)
Add: Prior year (surplus) / deficit	(735,490)	(598,090)					(598,090)
(Surplus) applied to future years							

**PLANNING & DEVELOPMENT
SUMMARY OF TAX REQUISITIONS
2022 to 2026**

	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026
	\$	%	\$	%	\$	%	\$	%	\$	%
EA Community Planning										
0200 PLANNING - CURRENT PLANNING	(2,543,765)	32.2%	(3,110,385)	22.3%	(3,147,129)	1.2%	(3,244,107)	3.1%	(3,320,167)	2.3%
	(\$2,543,765)		(\$3,110,385)		(\$3,147,129)		(\$3,244,107)		(\$3,320,167)	
Economic Development South										
0203 ECONOMIC DEV - SOUTHERN COMMUNITY	(65,000)	(203.4%)	(65,650)	1.0%	(65,650)		(65,650)		(65,650)	
	(\$65,000)		(\$65,650)		(\$65,650)		(\$65,650)		(\$65,650)	
Economic Development North										
0204 ECONOMIC DEV - NORTHERN COMMUNITY		(100.0%)								
Regional Growth Strategy										
0400 REGIONAL GROWTH STRATEGY	(942,135)	2.3%	(1,254,233)	33.1%	(1,287,173)	2.6%	(1,327,237)	3.1%	(1,360,839)	2.5%
	(\$942,135)		(\$1,254,233)		(\$1,287,173)		(\$1,327,237)		(\$1,360,839)	
Bylaw Enforcement										
2060 NOISE CONTROL - AREA A	(27,458)	61.1%	(30,670)	11.7%	(31,477)	2.6%	(32,308)	2.6%	(33,164)	2.6%
2061 NOISE CONTROL - AREA B	(26,218)	70.3%	(30,166)	15.1%	(30,989)	2.7%	(31,835)	2.7%	(32,709)	2.7%
2062 NOISE CONTROL - AREA C	(22,445)	121.5%	(25,855)	15.2%	(26,634)	3.0%	(27,436)	3.0%	(28,262)	3.0%
2064 NOISE CONTROL - AREA E	(25,319)	71.1%	(28,294)	11.8%	(29,075)	2.8%	(29,879)	2.8%	(30,708)	2.8%
2066 NOISE CONTROL - AREA G	(24,557)	50.1%	(27,920)	13.7%	(28,702)	2.8%	(29,506)	2.8%	(30,336)	2.8%
2068 UNSIGHTLY PREMISES	(24,511)	85.7%	(26,867)	9.6%	(27,665)	3.0%	(28,488)	3.0%	(29,338)	3.0%
2069 HAZARDOUS PROPERTIES	(26,830)	47.0%	(31,793)	18.5%	(32,627)	2.6%	(33,486)	2.6%	(34,370)	2.6%
2070 ANIMAL CONTROL - AREA F B/L940.2	(34,469)	36.4%	(39,534)	14.7%	(40,743)	3.1%	(41,988)	3.1%	(43,270)	3.1%
2071 ANIMAL CONTROL - AREA A,B,C B/L1065	(62,004)	13.0%	(68,771)	10.9%	(70,762)	2.9%	(72,813)	2.9%	(74,928)	2.9%
2072 ANIMAL CONTROL - AREA E,G,H	(102,420)	7.8%	(123,107)	20.2%	(127,048)	3.2%	(131,108)	3.2%	(135,288)	3.2%
	(\$376,231)		(\$432,977)		(\$445,722)		(\$458,847)		(\$472,373)	
Total PLANNING & DEVELOPMENT	(3,927,131)	30.4%	(4,863,245)	23.8%	(4,945,674)	1.7%	(5,095,841)	3.0%	(5,219,029)	2.4%

**EA Community Planning
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		32.2%	22.3%	1.2%	3.1%	2.3%	
Property taxes	(1,923,463)	(2,543,765)	(3,110,385)	(3,147,129)	(3,244,107)	(3,320,167)	(15,365,553)
	(1,923,463)	(2,543,765)	(3,110,385)	(3,147,129)	(3,244,107)	(3,320,167)	(15,365,553)
Operations	(87,950)	(87,950)	(87,950)	(90,589)	(93,306)	(96,105)	(455,900)
Operating grants	(10,000)	(457,000)					(457,000)
Grants in lieu of taxes	(4,500)	(4,500)	(4,500)	(4,500)	(4,500)	(4,500)	(22,500)
Interdepartmental recoveries	(90,618)	(94,348)	(5,000)	(5,000)	(5,000)	(5,000)	(114,348)
Miscellaneous	(40,500)	(80,500)					(80,500)
Total Operating Revenues	(2,157,031)	(3,268,063)	(3,207,835)	(3,247,218)	(3,346,913)	(3,425,772)	(16,495,801)
Operating Expenditures							
Administration	302,820	349,846	607,289	625,509	644,329	663,598	2,890,571
Professional fees	419,000	848,937	503,948	419,067	431,639	444,588	2,648,179
Building ops	39,179	261,450	267,236	273,197	279,335	285,659	1,366,877
Veh & Equip ops	43,690	134,291	138,320	142,469	146,744	151,146	712,970
Operating costs	262,960	359,730	318,523	328,078	337,922	348,060	1,692,313
Wages & benefits	1,324,804	1,512,980	1,363,860	1,391,137	1,425,916	1,461,563	7,155,456
Contributions to reserve funds	246,948	1,125	1,159	60,237	62,042	63,903	188,466
Total Operating Expenditures	2,639,401	3,468,359	3,200,335	3,239,694	3,327,927	3,418,517	16,654,832
Operating (surplus)/deficit	482,370	200,296	(7,500)	(7,524)	(18,986)	(7,255)	159,031
Capital Asset Expenditures							
Capital expenditures	694,945	704,820	7,500	7,524	18,986	7,255	746,085
Transfer from reserves	(60,000)	(60,000)					(60,000)
Grants and other	(627,470)	(627,470)					(627,470)
Net Capital Assets funded from Operations	7,475	17,350	7,500	7,524	18,986	7,255	58,615
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	489,845	217,646					217,646
Add: Transfer from appropriated surplus	(272,000)	(118,000)					(118,000)
Add: Prior year (surplus) / deficit	(217,845)	(99,646)					(99,646)
(Surplus) applied to future years							



EA Community Planning

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-0202 MAJOR CAP - LONG RANGE PLANNING	687,470					687,470
PC-0200 COMPUTER - CURRENT PLANNING	15,075	7,538	7,562	14,781	6,166	51,122
PC-0202 COMPUTER - LONG RANGE PLANNING	2,362			4,300	1,126	7,788
Total EA Community Planning	704,907	7,538	7,562	19,081	7,292	746,380



**EA Community Planning
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	289,758	213,380	216,580	279,954	346,366
Contributions			59,043	60,813	62,637
Interest earned	3,622	3,200	4,331	5,599	6,927
Withdrawals for capital projects:					
Other transfers out of Reserve	80,000				
Closing Balance Reserve Fund	213,380	216,580	279,954	346,366	415,930

**Regional Growth Strategy
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		2.3%	33.1%	2.6%	3.1%	2.5%	
Property taxes	(921,334)	(942,135)	(1,254,233)	(1,287,173)	(1,327,237)	(1,360,839)	(6,171,617)
	(921,334)	(942,135)	(1,254,233)	(1,287,173)	(1,327,237)	(1,360,839)	(6,171,617)
Operating grants	(255,000)	(21,850)					(21,850)
Miscellaneous	(105,000)	(51,850)					(51,850)
Total Operating Revenues	(1,281,334)	(1,015,835)	(1,254,233)	(1,287,173)	(1,327,237)	(1,360,839)	(6,245,317)
Operating Expenditures							
Administration	83,866	118,442	174,995	180,250	185,679	191,234	850,600
Professional fees	953,500	603,965	253,500	261,105	268,938	277,006	1,664,514
Building ops	3,500	96,150	154,035	158,656	163,415	168,318	740,574
Veh & Equip ops	7,156	7,611	7,839	8,075	8,317	8,566	40,408
Operating costs	45,019	74,365	76,596	78,894	81,261	83,698	394,814
Program costs	16,000	16,000	16,480	16,974	17,484	18,008	84,946
Wages & benefits	547,868	661,063	570,038	581,439	595,975	610,874	3,019,389
Contributions to reserve funds	195,989	750	750	750	750	750	3,750
Total Operating Expenditures	1,852,898	1,578,346	1,254,233	1,286,143	1,321,819	1,358,454	6,798,995
Operating (surplus)/deficit	571,564	562,511		(1,030)	(5,418)	(2,385)	553,678
Capital Asset Expenditures							
Capital expenditures	2,385			1,030	5,418	2,385	8,833
Net Capital Assets funded from Operations	2,385			1,030	5,418	2,385	8,833
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	573,949	562,511					562,511
Add: Transfer from appropriated surplus	(450,000)	(281,615)					(281,615)
Add: Prior year (surplus) / deficit	(123,949)	(280,896)					(280,896)
(Surplus) applied to future years							



Regional Growth Strategy

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
PC-0400 COMPUTER - REGIONAL GROWTH STRATEGY			1,035	5,445	2,397	8,877
Total Regional Growth Strategy			1,035	5,445	2,397	8,877

**Regional Growth Strategy
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	441,325	394,992	391,829	452,816	515,022
Interest earned	5,517	5,925	7,837	9,056	10,300
Withdrawals for capital projects:					
Other transfers out of Reserve	51,850	9,088	(53,150)	(53,150)	(53,150)
Closing Balance Reserve Fund	394,992	391,829	452,816	515,022	578,472



**Economic Development South
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		(203.4%)	1.0%				
Property taxes	62,847	(65,000)	(65,650)	(65,650)	(65,650)	(65,650)	(327,600)
	62,847	(65,000)	(65,650)	(65,650)	(65,650)	(65,650)	(327,600)
Total Operating Revenues	62,847	(65,000)	(65,650)	(65,650)	(65,650)	(65,650)	(327,600)
Operating Expenditures							
Administration			650	650	650	650	2,600
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	65,650	65,650	65,650	65,650	327,600
Operating (surplus)/deficit	127,847						
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	127,847						
Add: Transfer from appropriated surplus	(127,847)						
(Surplus) applied to future years							

**Building Inspection
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues							
Operations	(1,209,675)	(1,409,675)	(1,649,320)	(1,748,279)	(1,853,176)	(2,072,255)	(8,732,705)
Operating grants	(33,075)	(37,250)	(16,293)	(16,781)	(17,285)	(17,803)	(105,412)
Interdepartmental recoveries	(13,500)	(21,500)	(22,145)	(22,809)	(23,494)	(24,198)	(114,146)
Miscellaneous	(93,759)	(441,489)	(424,523)	(374,450)	(335,287)	(168,558)	(1,744,307)
Total Operating Revenues	(1,350,009)	(1,909,914)	(2,112,281)	(2,162,319)	(2,229,242)	(2,282,814)	(10,696,570)
Operating Expenditures							
Administration	56,584	80,115	132,207	136,177	140,308	144,488	633,295
Professional fees	7,500	7,500	7,500	7,725	7,957	8,195	38,877
Building ops		111,924	195,924	201,802	207,856	214,091	931,597
Veh & Equip ops	23,800	26,800	27,604	28,432	29,285	30,164	142,285
Operating costs	351,613	316,555	309,055	318,327	327,876	337,713	1,609,526
Program costs	54,575	58,750	38,438	39,591	40,778	42,002	219,559
Wages & benefits	1,153,490	1,462,601	1,391,853	1,419,690	1,455,182	1,491,561	7,220,887
Contributions to reserve funds	14,537	5,000	5,000	5,000	5,000	5,000	25,000
Total Operating Expenditures	1,662,099	2,069,245	2,107,581	2,156,744	2,214,242	2,273,214	10,821,026
Operating (surplus)/deficit	312,090	159,331	(4,700)	(5,575)	(15,000)	(9,600)	124,456
Capital Asset Expenditures							
Capital expenditures	9,600	65,050	4,700	5,575	15,000	9,600	99,925
Transfer from reserves		(29,000)					(29,000)
Net Capital Assets funded from Operations	9,600	36,050	4,700	5,575	15,000	9,600	70,925
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	321,690	195,381					195,381
Add: Prior year (surplus) / deficit	(321,690)	(195,381)					(195,381)
(Surplus) applied to future years							

Building Inspection

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
PC-0300 COMPUTER - BLDG INSPECTION	7,085	4,724	5,603	15,075	9,648	42,135
VH-0300 VEHICLE - BLDG INSPECTION	58,290					58,290
Total Building Inspection	65,375	4,724	5,603	15,075	9,648	100,425

**Building Inspection
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	1,626,815	1,215,661	819,373	471,310	155,449
Interest earned	20,335	18,235	16,387	9,426	3,109
Withdrawals for capital projects:					
Other transfers out of Reserve	431,489	414,523	364,450	325,287	158,558
Closing Balance Reserve Fund	1,215,661	819,373	471,310	155,449	
RESERVE ACCOUNT FUNDS					
Opening Balance Reserve Account	117,023	94,486	100,903	107,921	115,079
Contributions	5,000	5,000	5,000	5,000	5,000
Interest earned	1,463	1,417	2,018	2,158	2,302
Withdrawals for capital projects:					
VEHICLE - BLDG INSPECTION	(29,000)				
Total Withdrawals for capital projects	(29,000)				
Closing Balance Reserve Account	94,486	100,903	107,921	115,079	122,381

**Bylaw Enforcement
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues							
Interdepartmental recoveries	(508,026)	(699,791)	(799,990)	(818,219)	(836,427)	(858,154)	(4,012,581)
Total Operating Revenues	(508,026)	(699,791)	(799,990)	(818,219)	(836,427)	(858,154)	(4,012,581)
Operating Expenditures							
Administration	1,000	26,066	26,834	27,790	28,455	29,309	138,454
Professional fees	1,700	1,674	1,724	1,776	1,829	1,884	8,887
Building ops		54,409	105,409	108,571	111,828	115,183	495,400
Veh & Equip ops	10,752	14,552	14,989	15,438	15,901	16,378	77,258
Operating costs	26,002	27,846	28,681	29,541	30,428	31,340	147,836
Wages & benefits	461,353	576,473	615,003	627,303	642,986	659,060	3,120,825
Contributions to reserve funds	7,103	15,000	5,000	5,000	5,000	5,000	35,000
Total Operating Expenditures	507,910	716,020	797,640	815,419	836,427	858,154	4,023,660
Operating (surplus)/deficit	(116)	16,229	(2,350)	(2,800)			11,079
Capital Asset Expenditures							
Capital expenditures		5,150	2,350	32,800			40,300
Transfer from reserves				(30,000)			(30,000)
Net Capital Assets funded from Operations		5,150	2,350	2,800			10,300
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	(116)	21,379					21,379
Add: Prior year (surplus) / deficit	116	(21,379)					(21,379)
(Surplus) applied to future years							

Bylaw Enforcement

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
PC-0301 COMPUTER - BYLAW	5,176	2,362	2,814			10,352
VH-0301 VEHICLE - BYLAW			30,150			30,150
Total Bylaw Enforcement	5,176	2,362	32,964			40,502



**Bylaw Enforcement
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund		28,142	52,902	78,453	104,717
Contributions	28,142	24,338	24,493	24,695	24,900
Interest earned		422	1,058	1,570	2,094
Withdrawals for capital projects:					
Closing Balance Reserve Fund	28,142	52,902	78,453	104,718	131,711
RESERVE ACCOUNT FUNDS					
Opening Balance Reserve Account	19,091	34,330	39,845	15,642	20,955
Contributions	15,000	5,000	5,000	5,000	5,000
Interest earned	239	515	797	313	419
Withdrawals for capital projects:					
VEHICLE - BYLAW			(30,000)		
Total Withdrawals for capital projects			(30,000)		
Closing Balance Reserve Account	34,330	39,845	15,642	20,955	26,374

**Animal Control EA A,B & C
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		13.0%	10.9%	2.9%	2.9%	2.9%	
Property taxes	(54,874)	(62,004)	(68,771)	(70,762)	(72,813)	(74,928)	(349,278)
	(54,874)	(62,004)	(68,771)	(70,762)	(72,813)	(74,928)	(349,278)
Operations	(1,125)	(1,125)	(1,125)	(1,125)	(1,125)	(1,125)	(5,625)
Total Operating Revenues	(55,999)	(63,129)	(69,896)	(71,887)	(73,938)	(76,053)	(354,903)
Operating Expenditures							
Administration	5,133	4,323	4,453	4,586	4,724	4,866	22,952
Professional fees	2,500	2,500	2,575	2,652	2,732	2,814	13,273
Operating costs	45,537	53,667	58,032	59,773	61,566	63,413	296,451
Contributions to reserve funds	4,794	4,794	4,836	4,876	4,916	4,960	24,382
Total Operating Expenditures	57,964	65,284	69,896	71,887	73,938	76,053	357,058
Operating (surplus)/deficit	1,965	2,155					2,155
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	1,965	2,155					2,155
Add: Prior year (surplus) / deficit	(1,965)	(2,155)					(2,155)
(Surplus) applied to future years							

**Animal Control E,G & H
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		7.8%	20.2%	3.2%	3.2%	3.2%	
Property taxes	(94,996)	(102,420)	(123,107)	(127,048)	(131,108)	(135,288)	(618,971)
	(94,996)	(102,420)	(123,107)	(127,048)	(131,108)	(135,288)	(618,971)
Operations	(10,525)	(10,525)	(10,525)	(10,525)	(10,525)	(10,525)	(52,625)
Total Operating Revenues	(105,521)	(112,945)	(133,632)	(137,573)	(141,633)	(145,813)	(671,596)
Operating Expenditures							
Administration	9,235	9,392	9,674	9,964	10,263	10,571	49,864
Professional fees	13,230	13,230	13,627	14,036	14,457	14,890	70,240
Operating costs	91,127	101,204	106,995	110,205	113,511	116,916	548,831
Contributions to reserve funds	3,304	3,304	3,336	3,368	3,402	3,436	16,846
Total Operating Expenditures	116,896	127,130	133,632	137,573	141,633	145,813	685,781
Operating (surplus)/deficit	11,375	14,185					14,185
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	11,375	14,185					14,185
Add: Transfer from appropriated surplus	(15,730)	(16,830)					(16,830)
Add: Prior year (surplus) / deficit	4,355	2,645					2,645
(Surplus) applied to future years							

**Animal Control EA F
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		36.4%	14.7%	3.1%	3.1%	3.1%	
Property taxes	(25,265)	(34,469)	(39,534)	(40,743)	(41,988)	(43,270)	(200,004)
	(25,265)	(34,469)	(39,534)	(40,743)	(41,988)	(43,270)	(200,004)
Operations	(750)	(750)	(750)	(750)	(750)	(750)	(3,750)
Total Operating Revenues	(26,015)	(35,219)	(40,284)	(41,493)	(42,738)	(44,020)	(203,754)
Operating Expenditures							
Administration	1,965	2,143	2,207	2,274	2,342	2,412	11,378
Professional fees	2,500	2,500	2,575	2,652	2,732	2,814	13,273
Operating costs	21,311	28,034	31,630	32,579	33,556	34,563	160,362
Contributions to reserve funds	3,759	3,759	3,872	3,988	4,108	4,231	19,958
Total Operating Expenditures	29,535	36,436	40,284	41,493	42,738	44,020	204,971
Operating (surplus)/deficit	3,520	1,217					1,217
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	3,520	1,217					1,217
Add: Prior year (surplus) / deficit	(3,520)	(1,217)					(1,217)
(Surplus) applied to future years							

**NOISE CONTROL - AREA A
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		61.1%	11.7%	2.6%	2.6%	2.7%	
Property taxes	(17,046)	(27,458)	(30,670)	(31,477)	(32,308)	(33,164)	(155,077)
	(17,046)	(27,458)	(30,670)	(31,477)	(32,308)	(33,164)	(155,077)
Operations	(225)	(225)	(225)	(225)	(225)	(225)	(1,125)
Total Operating Revenues	(17,271)	(27,683)	(30,895)	(31,702)	(32,533)	(33,389)	(156,202)
Operating Expenditures							
Administration	1,236	1,393	1,435	1,478	1,522	1,568	7,396
Professional fees	2,600	2,600	2,678	2,758	2,841	2,926	13,803
Operating costs	12,877	19,444	22,782	23,466	24,170	24,895	114,757
Contributions to reserve funds	4,234	4,000	4,000	4,000	4,000	4,000	20,000
Total Operating Expenditures	20,947	27,437	30,895	31,702	32,533	33,389	155,956
Operating (surplus)/deficit	3,676	(246)					(246)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	3,676	(246)					(246)
Add: Prior year (surplus) / deficit	(3,676)	246					246
(Surplus) applied to future years							

**NOISE CONTROL - AREA B
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		70.3%	15.1%	2.7%	2.7%	2.7%	
Property taxes	(15,397)	(26,218)	(30,166)	(30,989)	(31,835)	(32,709)	(151,917)
	(15,397)	(26,218)	(30,166)	(30,989)	(31,835)	(32,709)	(151,917)
Operations	(225)	(225)	(225)	(225)	(225)	(225)	(1,125)
Total Operating Revenues	(15,622)	(26,443)	(30,391)	(31,214)	(32,060)	(32,934)	(153,042)
Operating Expenditures							
Administration	1,177	1,424	1,467	1,511	1,556	1,603	7,561
Professional fees	3,000	3,000	3,090	3,183	3,278	3,377	15,928
Operating costs	12,827	19,394	22,731	23,413	24,115	24,839	114,492
Contributions to reserve funds	3,099	3,099	3,103	3,107	3,111	3,115	15,535
Total Operating Expenditures	20,103	26,917	30,391	31,214	32,060	32,934	153,516
Operating (surplus)/deficit	4,481	474					474
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	4,481	474					474
Add: Prior year (surplus) / deficit	(4,481)	(474)					(474)
(Surplus) applied to future years							

**NOISE CONTROL - AREA C
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		121.5%	15.2%	3.0%	3.0%	3.0%	
Property taxes	(10,134)	(22,445)	(25,855)	(26,634)	(27,436)	(28,262)	(130,632)
	(10,134)	(22,445)	(25,855)	(26,634)	(27,436)	(28,262)	(130,632)
Operations	(225)	(225)	(225)	(225)	(225)	(225)	(1,125)
Miscellaneous	(4,000)						
Total Operating Revenues	(14,359)	(22,670)	(26,080)	(26,859)	(27,661)	(28,487)	(131,757)
Operating Expenditures							
Administration	1,078	1,235	1,272	1,310	1,350	1,390	6,557
Professional fees	1,000	2,000	2,060	2,122	2,185	2,251	10,618
Operating costs	12,727	19,294	22,628	23,307	24,006	24,726	113,961
Contributions to reserve funds	120	120	120	120	120	120	600
Total Operating Expenditures	14,925	22,649	26,080	26,859	27,661	28,487	131,736
Operating (surplus)/deficit	566	(21)					(21)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	566	(21)					(21)
Add: Prior year (surplus) / deficit	(566)	21					21
(Surplus) applied to future years							

**NOISE CONTROL - AREA E
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		71.1%	11.7%	2.8%	2.8%	2.8%	
Property taxes	(14,798)	(25,319)	(28,294)	(29,075)	(29,879)	(30,708)	(143,275)
	(14,798)	(25,319)	(28,294)	(29,075)	(29,879)	(30,708)	(143,275)
Operations	(225)	(225)	(225)	(225)	(225)	(225)	(1,125)
Total Operating Revenues	(15,023)	(25,544)	(28,519)	(29,300)	(30,104)	(30,933)	(144,400)
Operating Expenditures							
Administration	1,125	1,283	1,321	1,361	1,402	1,444	6,811
Professional fees	1,500	2,000	2,060	2,122	2,185	2,251	10,618
Operating costs	12,752	19,319	22,654	23,333	24,033	24,754	114,093
Contributions to reserve funds	2,484	2,484	2,484	2,484	2,484	2,484	12,420
Total Operating Expenditures	17,861	25,086	28,519	29,300	30,104	30,933	143,942
Operating (surplus)/deficit	2,838	(458)					(458)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	2,838	(458)					(458)
Add: Prior year (surplus) / deficit	(2,838)	458					458
(Surplus) applied to future years							

**NOISE CONTROL - AREA G
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		50.1%	13.7%	2.8%	2.8%	2.8%	
Property taxes	(16,355)	(24,557)	(27,920)	(28,702)	(29,506)	(30,336)	(141,021)
	(16,355)	(24,557)	(27,920)	(28,702)	(29,506)	(30,336)	(141,021)
Operations	(225)	(225)	(225)	(225)	(225)	(225)	(1,125)
Total Operating Revenues	(16,580)	(24,782)	(28,145)	(28,927)	(29,731)	(30,561)	(142,146)
Operating Expenditures							
Administration	1,623	1,285	1,324	1,363	1,404	1,446	6,822
Professional fees	1,500	2,000	2,060	2,122	2,185	2,251	10,618
Operating costs	12,777	19,344	22,679	23,360	24,060	24,782	114,225
Contributions to reserve funds	2,082	2,082	2,082	2,082	2,082	2,082	10,410
Total Operating Expenditures	17,982	24,711	28,145	28,927	29,731	30,561	142,075
Operating (surplus)/deficit	1,402	(71)					(71)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	1,402	(71)					(71)
Add: Prior year (surplus) / deficit	(1,402)	71					71
(Surplus) applied to future years							

**Hazardous Properties
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		47.0%	18.5%	2.6%	2.6%	2.6%	
Property taxes	(18,251)	(26,830)	(31,793)	(32,627)	(33,486)	(34,370)	(159,106)
	(18,251)	(26,830)	(31,793)	(32,627)	(33,486)	(34,370)	(159,106)
Miscellaneous	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(750,000)
Total Operating Revenues	(168,251)	(176,830)	(181,793)	(182,627)	(183,486)	(184,370)	(909,106)
Operating Expenditures							
Administration	1,308	1,465	1,509	1,554	1,601	1,649	7,778
Professional fees	3,500	3,500	3,605	3,713	3,825	3,939	18,582
Operating costs	12,777	19,344	22,679	23,360	24,060	24,782	114,225
Program costs	150,000	150,000	150,000	150,000	150,000	150,000	750,000
Contributions to reserve funds	4,840	4,000	4,000	4,000	4,000	4,000	20,000
Total Operating Expenditures	172,425	178,309	181,793	182,627	183,486	184,370	910,585
Operating (surplus)/deficit	4,174	1,479					1,479
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	4,174	1,479					1,479
Add: Prior year (surplus) / deficit	(4,174)	(1,479)					(1,479)
(Surplus) applied to future years							

**Unsightly Premises
FINANCIAL PLAN SUMMARY
2022 to 2026**

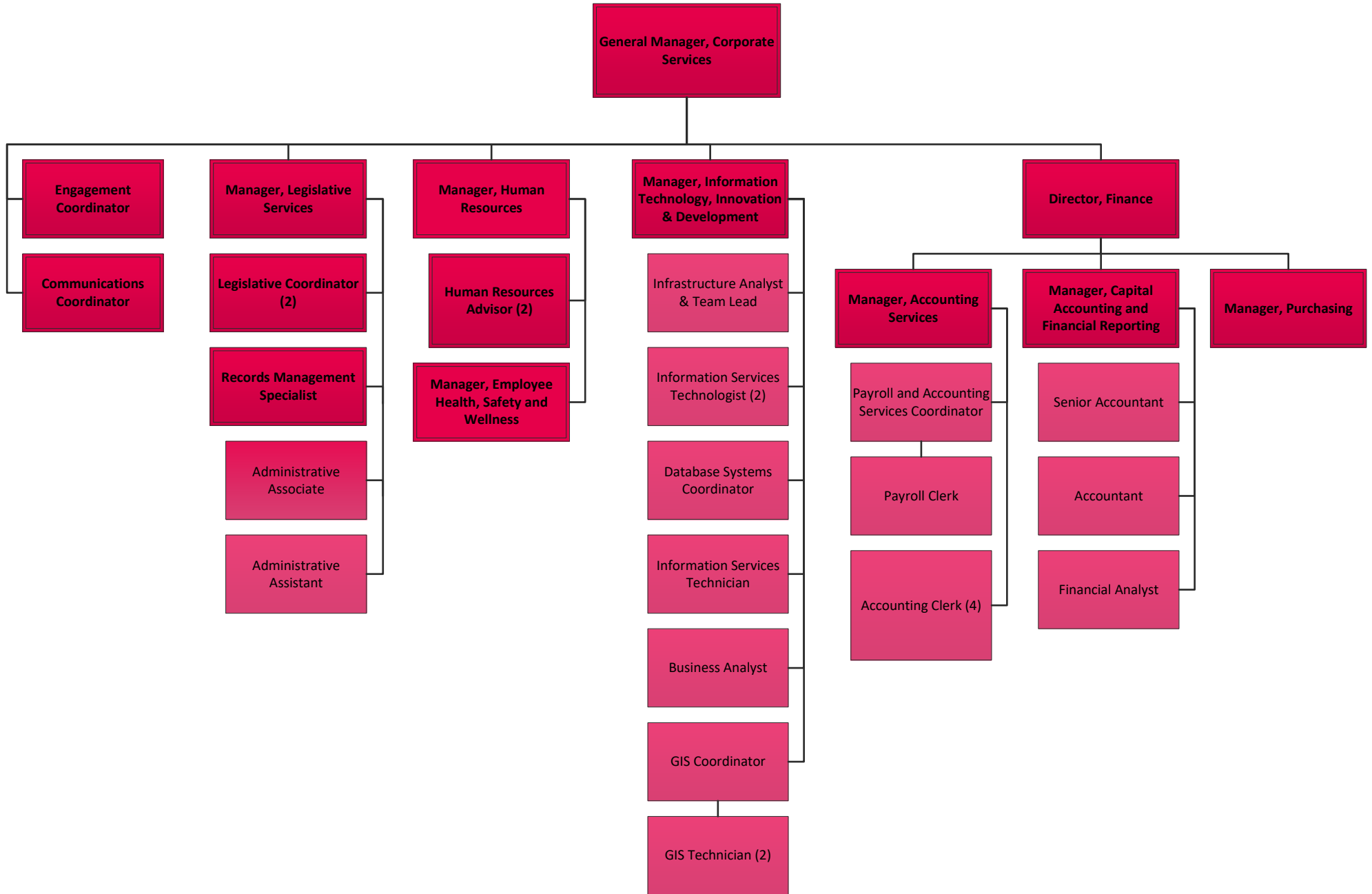
	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		85.7%	9.6%	3.0%	3.0%	3.0%	
Property taxes	(13,202)	(24,511)	(26,867)	(27,665)	(28,488)	(29,338)	(136,869)
	(13,202)	(24,511)	(26,867)	(27,665)	(28,488)	(29,338)	(136,869)
Operations	(150)	(150)	(150)	(150)	(150)	(150)	(750)
Miscellaneous	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(750,000)
Total Operating Revenues	(163,352)	(174,661)	(177,017)	(177,815)	(178,638)	(179,488)	(887,619)
Operating Expenditures							
Administration	1,164	1,321	1,361	1,401	1,443	1,487	7,013
Professional fees	1,500	2,000	2,060	2,122	2,185	2,251	10,618
Operating costs	13,177	19,744	23,091	23,784	24,498	25,233	116,350
Program costs	150,000	150,000	150,000	150,000	150,000	150,000	750,000
Contributions to reserve funds	129	500	505	508	512	517	2,542
Total Operating Expenditures	165,970	173,565	177,017	177,815	178,638	179,488	886,523
Operating (surplus)/deficit	2,618	(1,096)					(1,096)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	2,618	(1,096)					(1,096)
Add: Prior year (surplus) / deficit	(2,618)	1,096					1,096
(Surplus) applied to future years							



**Community Works Fund Projects
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues							
Operating grants	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(625,000)
Total Operating Revenues	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(625,000)
Operating Expenditures							
Operating costs	125,000	125,000	125,000	125,000	125,000	125,000	625,000
Total Operating Expenditures	125,000	125,000	125,000	125,000	125,000	125,000	625,000
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							

CORPORATE SERVICES



**CORPORATE SERVICES
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		16.1%	23.9%	0.7%	3.6%	8.0%	
Property taxes	(6,245,305)	(7,253,609)	(8,988,324)	(9,054,339)	(9,381,209)	(10,135,870)	(44,813,351)
	(6,245,305)	(7,253,609)	(8,988,324)	(9,054,339)	(9,381,209)	(10,135,870)	(44,813,351)
Municipal agreements	(13,490)	(17,590)	(17,347)	(19,412)	(18,339)	(20,434)	(93,122)
Operations	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
Interest income	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(1,250,000)
Operating grants	(1,608,724)	(975,000)	(975,000)	(915,000)	(915,000)	(915,000)	(4,695,000)
Grants in lieu of taxes	(67,935)	(65,435)	(65,435)	(65,435)	(65,435)	(65,435)	(327,175)
Interdepartmental recoveries	(7,082,245)	(7,996,659)	(8,432,545)	(8,997,450)	(9,230,985)	(9,652,517)	(44,310,156)
Miscellaneous	(6,091,699)	(7,753,013)	(7,394,646)	(7,361,221)	(7,378,611)	(7,083,766)	(36,971,257)
Total Operating Revenues	(21,369,398)	(24,321,306)	(26,133,297)	(26,672,857)	(27,249,579)	(28,133,022)	(132,510,061)
Operating Expenditures							
Administration	336,848	360,360	372,730	383,871	395,317	408,650	1,920,928
Community grants	119,250	128,250	128,250	128,250	128,250	128,250	641,250
Legislative	841,924	1,046,779	826,489	851,284	876,822	1,086,631	4,688,005
Professional fees	1,877,021	2,029,503	1,571,158	1,594,645	1,511,284	1,678,822	8,385,412
Building ops	554,294	532,323	548,293	564,741	581,683	599,134	2,826,174
Veh & Equip ops	694,611	534,710	547,577	560,829	574,480	588,539	2,806,135
Operating costs	2,170,324	1,552,463	1,553,448	1,624,140	1,612,254	1,720,007	8,062,312
Wages & benefits	6,354,624	7,569,890	8,267,350	8,296,152	8,503,556	8,743,645	41,380,593
Transfer to other gov/org	3,264,486	3,314,435	3,389,868	3,467,564	3,547,591	3,630,019	17,349,477
Contributions to reserve funds	1,935,756	2,152,723	2,462,836	2,774,011	3,154,823	3,611,210	14,155,603
Debt interest	2,512,852	2,591,704	2,561,667	2,548,782	2,535,834	2,526,740	12,764,727
Total Operating Expenditures	20,661,990	21,813,140	22,229,666	22,794,269	23,421,894	24,721,647	114,980,616
Operating (surplus)/deficit	(707,408)	(2,508,166)	(3,903,631)	(3,878,588)	(3,827,685)	(3,411,375)	(17,529,445)
Capital Asset Expenditures							
Capital expenditures	1,584,940	2,769,905	281,328	298,998	209,457	325,953	3,885,641
Transfer from reserves	(1,205,850)	(2,033,475)	(63,128)	(107,060)	(69,672)	(89,263)	(2,362,598)
Grants and other	(2,730)	(500,000)					(500,000)
Net Capital Assets funded from Operations	376,360	236,430	218,200	191,938	139,785	236,690	1,023,043
Capital Financing Charges							
Existing debt (principal)	3,279,007	3,707,378	3,685,431	3,686,650	3,687,900	3,174,685	17,942,044
Total Capital Financing Charges	3,279,007	3,707,378	3,685,431	3,686,650	3,687,900	3,174,685	17,942,044
Net (surplus)/deficit for the year	2,947,959	1,435,642					1,435,642
Add: Transfer from appropriated surplus	(585,595)	(462,367)					(462,367)
Add: Prior year (surplus) / deficit	(2,362,364)	(973,275)					(973,275)
(Surplus) applied to future years							



**CORPORATE SERVICES
SUMMARY OF TAX REQUISITIONS
2022 to 2026**

	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026
	\$	%	\$	%	\$	%	\$	%	\$	%
Administration										
0100 ADMINISTRATION - OVERALL	(3,439,475)	19.8%	(4,952,461)	44.0%	(5,056,504)	2.1%	(5,270,346)	4.2%	(5,872,788)	11.4%
0113 ADMINISTRATION - GIS/MAPPING	(15,752)	35.2%	(15,509)	(1.5%)	(17,574)	13.3%	(16,501)	(6.1%)	(18,596)	12.7%
0198 COMMUNITY GRANTS	(127,259)	9.9%	(127,815)	0.4%	(127,815)		(127,815)		(127,815)	
	(\$3,582,486)		(\$5,095,785)		(\$5,201,893)		(\$5,414,662)		(\$6,019,199)	
Electoral Area Administration										
1500 ELECTORAL AREAS ONLY	(306,619)	(18.6%)	(433,470)	41.4%	(441,726)	1.9%	(455,278)	3.1%	(484,236)	6.4%
1502 EA'S ONLY - BUILDING POLICY AND ADVICE	(598,809)	85.4%	(617,694)	3.2%	(656,524)	6.3%	(692,031)	5.4%	(732,864)	5.9%
	(\$905,428)		(\$1,051,164)		(\$1,098,250)		(\$1,147,309)		(\$1,217,100)	
Regional Library										
1300 VAN ISL REGIONAL LIBRARY	(2,514,435)	3.0%	(2,589,868)	3.0%	(2,667,564)	3.0%	(2,747,591)	3.0%	(2,830,019)	3.0%
	(\$2,514,435)		(\$2,589,868)		(\$2,667,564)		(\$2,747,591)		(\$2,830,019)	
Feasibility Studies										
8000 FEASIBILITY STUDY FND AREA A	(20,000)		(20,000)		(4,658)	(76.7%)	(100.0%)			
8001 FEASIBILITY STUDY FUND AREA B	(20,000)		(20,000)		(11,400)	(43.0%)	(100.0%)			
8002 FEASIBILITY STUDY FUND AREA C	(10,000)		(20,000)	100.0%	(20,000)		(20,000)		(20,000)	
8004 FEASIBILITY STUDY FUND AREA E	(7,750)		(7,750)		(7,750)		(7,750)		(7,750)	
8005 FEASIBILITY STUDY FUND AREA F	(158,867)	694.3%	(20,000)	(87.4%)	(10,000)	(50.0%)	(10,000)		(10,000)	
8006 FEASIBILITY STUDY FUND AREA G	(10,000)		(138,868)	1,288.7%	(10,000)	(92.8%)	(10,000)		(10,000)	
8007 FEASIBILITY STUDY FUND AREA H	(20,000)		(20,000)		(20,000)		(20,000)		(20,000)	
	(\$246,617)		(\$246,618)		(\$83,808)		(\$67,750)		(\$67,750)	
House Numbering										
4300 HOUSE NUMBERING	(22,233)	(0.1%)	(22,236)		(22,236)		(22,236)		(22,236)	
	(\$22,233)		(\$22,236)		(\$22,236)		(\$22,236)		(\$22,236)	
Total CORPORATE SERVICES	(7,271,199)	16.2%	(9,005,671)	23.9%	(9,073,751)	0.8%	(9,399,548)	3.6%	(10,156,304)	8.1%

**Administration
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		19.8%	44.0%	2.1%	4.2%	11.4%	
Property taxes	(2,870,472)	(3,439,475)	(4,952,461)	(5,056,504)	(5,270,346)	(5,872,788)	(24,591,574)
	(2,870,472)	(3,439,475)	(4,952,461)	(5,056,504)	(5,270,346)	(5,872,788)	(24,591,574)
Municipal agreements	(11,654)	(15,752)	(15,509)	(17,574)	(16,501)	(18,596)	(83,932)
Operations	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
Interest income	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(1,250,000)
Operating grants	(748,724)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(325,000)
Grants in lieu of taxes	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(325,000)
Interdepartmental recoveries	(6,858,691)	(7,829,847)	(8,285,733)	(8,866,234)	(9,115,832)	(9,553,910)	(43,651,556)
Miscellaneous	(264,722)	(1,070,131)	(1,097,548)	(1,125,789)	(1,154,877)	(1,184,837)	(5,633,182)
Total Operating Revenues	(11,079,263)	(12,745,205)	(14,741,251)	(15,456,101)	(15,947,556)	(17,020,131)	(75,910,244)
Operating Expenditures							
Administration	259,881	275,597	287,024	295,649	304,504	313,667	1,476,441
Legislative	575,889	575,495	592,760	610,543	628,859	647,725	3,055,382
Professional fees	1,832,021	1,879,503	1,455,558	1,573,426	1,489,429	1,656,311	8,054,227
Building ops	533,708	500,897	515,924	531,401	547,343	563,764	2,659,329
Veh & Equip ops	689,509	529,608	542,322	555,416	568,905	582,797	2,779,048
Operating costs	1,725,843	981,742	944,246	1,007,575	977,803	1,067,136	4,978,502
Wages & benefits	6,121,578	7,166,115	7,886,226	8,043,951	8,245,050	8,451,176	39,792,518
Transfer to other gov/org	23,287						
Contributions to reserve funds	1,693,731	2,003,778	2,303,891	2,649,008	3,045,878	3,502,265	13,504,820
Total Operating Expenditures	13,455,447	13,912,735	14,527,951	15,266,969	15,807,771	16,784,841	76,300,267
Operating (surplus)/deficit	2,376,184	1,167,530	(213,300)	(189,132)	(139,785)	(235,290)	390,023
Capital Asset Expenditures							
Capital expenditures	1,583,540	2,740,905	276,428	296,192	209,457	324,553	3,847,535
Transfer from reserves	(1,205,850)	(2,033,475)	(63,128)	(107,060)	(69,672)	(89,263)	(2,362,598)
Grants and other	(2,730)	(500,000)					(500,000)
Net Capital Assets funded from Operations	374,960	207,430	213,300	189,132	139,785	235,290	984,937
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	2,751,144	1,374,960					1,374,960
Add: Transfer from appropriated surplus	(585,595)	(462,367)					(462,367)
Add: Prior year (surplus) / deficit	(2,165,549)	(912,593)					(912,593)
(Surplus) applied to future years							

**Administration
5 Year Capital Plan**

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
MJ-0108 MAJOR CAP - BLDG OPS/OTHER	10,000	10,000	10,000	10,000		40,000
MJ-0109 MAJOR CAP - BUILDING OPS	1,225,000					1,225,000
MJ-0113 MAJOR CAP - GIS & MAPPING	25,000					25,000
MN-0108 MINOR CAP - BLDG OPS/OTHER	5,000	5,000	5,000			15,000
PC-0103 COMPUTER - CAO		2,800	750	5,150		8,700
PC-0104 COMPUTER - HUMAN RESOURCES	7,950	6,130	3,173		2,350	19,603
PC-0105 COMPUTER - FINANCE	10,750	13,790	7,168	9,850	10,750	52,308
PC-0106 COMPUTER - INFO SYSTEMS	9,850	13,940	5,855	2,800	5,600	38,045
PC-0107 COMPUTER - LEGISLATIVE SERVICES	24,800	840	7,755	7,950	25,290	66,635
PC-0108 COMPUTER - GENERAL ADMIN	280	2,800	6,631	3,035	2,800	15,546
PC-0110 COMPUTER - COMMUNICATIONS	2,800			5,150	2,350	10,300
PC-0112 COMPUTER - INFO SERVICES CAPITAL	1,332,350	155,850	198,600	115,850	178,350	1,981,000
PC-0113 COMPUTER - GIS & MAPPING	41,000	18,000			41,000	100,000
PC-0208 COMPUTER - STRATEGIC INITIATIVES OVERALL			1,407			1,407
PC-0209 COMPUTER - ASSET MANAGEMENT			1,407		2,362	3,769
PC-0210 COMPUTER - INTERGOVERNMENTAL LIAISON					2,814	2,814
VH-0108 VEHICLE - BLDG OPS/OTHER	46,125	47,278	48,460	49,672	50,913	242,448
Total Administration	2,740,905	276,428	296,206	209,457	324,579	3,847,575

**Corporate Administration Summary
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	5,106,486	5,182,967	7,544,861	10,282,158	13,509,551
Contributions	2,000,000	2,300,000	2,645,000	3,041,750	3,498,013
Interest earned	63,831	77,744	150,897	205,643	270,191
Withdrawals for capital projects:					
MAJOR CAP - BUILDING OPS	(725,000)				
COMPUTER - INFO SERVICES CAPITAL	(1,262,350)	(15,850)	(58,600)	(20,000)	(38,350)
Total Withdrawals for capital projects	(1,987,350)	(15,850)	(58,600)	(20,000)	(38,350)
Closing Balance Reserve Fund	5,182,967	7,544,861	10,282,158	13,509,551	17,239,405
RESERVE ACCOUNT FUNDS					
Opening Balance Reserve Account	830,479	794,735	759,378	726,105	690,955
Interest earned	10,381	11,921	15,187	14,522	13,819
Withdrawals for capital projects:					
VEHICLE - BLDG OPS/OTHER	(46,125)	(47,278)	(48,460)	(49,672)	(50,913)
Total Withdrawals for capital projects	(46,125)	(47,278)	(48,460)	(49,672)	(50,913)
Closing Balance Reserve Account	794,735	759,378	726,105	690,955	653,861



**Community Grants
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		9.9%	0.4%				
Property taxes	(115,813)	(127,259)	(127,815)	(127,815)	(127,815)	(127,815)	(638,519)
	(115,813)	(127,259)	(127,815)	(127,815)	(127,815)	(127,815)	(638,519)
Grants in lieu of taxes	(435)	(435)	(435)	(435)	(435)	(435)	(2,175)
Total Operating Revenues	(116,248)	(127,694)	(128,250)	(128,250)	(128,250)	(128,250)	(640,694)
Operating Expenditures							
Administration	200						
Community grants	119,250	128,250	128,250	128,250	128,250	128,250	641,250
Total Operating Expenditures	119,450	128,250	128,250	128,250	128,250	128,250	641,250
Operating (surplus)/deficit	3,202	556					556
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	3,202	556					556
Add: Prior year (surplus) / deficit	(3,202)	(556)					(556)
(Surplus) applied to future years							

**House Numbering
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		(0.1%)					
Property taxes	(20,410)	(20,395)	(20,398)	(20,398)	(20,398)	(20,398)	(101,987)
	(20,410)	(20,395)	(20,398)	(20,398)	(20,398)	(20,398)	(101,987)
Municipal agreements	(1,836)	(1,838)	(1,838)	(1,838)	(1,838)	(1,838)	(9,190)
Total Operating Revenues	(22,246)	(22,233)	(22,236)	(22,236)	(22,236)	(22,236)	(111,177)
Operating Expenditures							
Administration	1,836	1,836	1,836	1,836	1,836	1,836	9,180
Operating costs	20,400	20,400	20,400	20,400	20,400	20,400	102,000
Total Operating Expenditures	22,236	22,236	22,236	22,236	22,236	22,236	111,180
Operating (surplus)/deficit	(10)	3					3
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	(10)	3					3
Add: Prior year (surplus) / deficit	10	(3)					(3)
(Surplus) applied to future years							

**Electoral Area Administration
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		29.4%	16.1%	4.5%	4.5%	6.1%	
Property taxes	(699,661)	(905,428)	(1,051,164)	(1,098,250)	(1,147,309)	(1,217,100)	(5,419,251)
	(699,661)	(905,428)	(1,051,164)	(1,098,250)	(1,147,309)	(1,217,100)	(5,419,251)
Operating grants	(60,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(250,000)
Grants in lieu of taxes	(2,500)						
Interdepartmental recoveries	(223,554)	(166,812)	(146,812)	(131,216)	(115,153)	(98,607)	(658,600)
Miscellaneous	(10,118)	(298,800)				(197,504)	(496,304)
Total Operating Revenues	(995,833)	(1,421,040)	(1,247,976)	(1,279,466)	(1,312,462)	(1,563,211)	(6,824,155)
Operating Expenditures							
Administration	74,931	82,927	83,870	86,386	88,977	93,147	435,307
Legislative	266,035	471,284	233,729	240,741	247,963	438,906	1,632,623
Professional fees	20,000	20,000	20,600	21,219	21,855	22,511	106,185
Building ops	20,586	31,426	32,369	33,340	34,340	35,370	166,845
Veh & Equip ops	5,102	5,102	5,255	5,413	5,575	5,742	27,087
Operating costs	424,081	530,321	578,802	596,165	614,051	632,471	2,951,810
Wages & benefits	233,046	269,908	247,256	252,201	258,506	292,469	1,320,340
Contributions to reserve funds	144,275	41,195	41,195	41,195	41,195	41,195	205,975
Total Operating Expenditures	1,188,056	1,452,163	1,243,076	1,276,660	1,312,462	1,561,811	6,846,172
Operating (surplus)/deficit	192,223	31,123	(4,900)	(2,806)		(1,400)	22,017
Capital Asset Expenditures							
Capital expenditures	1,400	29,000	4,900	2,806		1,400	38,106
Net Capital Assets funded from Operations	1,400	29,000	4,900	2,806		1,400	38,106
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	193,623	60,123					60,123
Add: Prior year (surplus) / deficit	(193,623)	(60,123)					(60,123)
(Surplus) applied to future years							



Electoral Area Administration

5 Year Capital Plan

	2022 Capital	2023 Capital	2024 Capital	2025 Capital	2026 Capital	Total
PC-1500 COMPUTER - EA ONLY		4,900				4,900
PC-1502 COMPUTER - EA'S ONLY BLD POLICY & ADV			2,806		1,400	4,206
VH-1502 VEHICLE - EA'S ONLY BLD POLICY & ADV	29,000					29,000
Total Electoral Area Administration	29,000	4,900	2,806		1,400	38,106

**Electoral Area Administration
Fund Manager Summary**

	2022	2023	2024	2025	2026
RESERVE FUNDS					
Opening Balance Reserve Fund	285,534	30,303	70,758	112,173	154,416
Contributions	40,000	40,000	40,000	40,000	40,000
Interest earned	3,569	455	1,415	2,243	3,088
Withdrawals for capital projects:					
Other transfers out of Reserve	298,800				197,504
Closing Balance Reserve Fund	30,303	70,758	112,173	154,416	



**Feasibility Study Fund Regional
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues							
Miscellaneous		(10,000)					(10,000)
Total Operating Revenues		(10,000)					(10,000)
Operating Expenditures							
Professional fees		10,000					10,000
Total Operating Expenditures		10,000					10,000
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 A
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues							
Property taxes	(20,000)	(20,000)	(20,000)	(4,658)	(100.0%)		(44,658)
	(20,000)	(20,000)	(20,000)	(4,658)			(44,658)
Total Operating Revenues	(20,000)	(20,000)	(20,000)	(4,658)			(44,658)
Operating Expenditures							
Contributions to reserve funds	20,000	20,000	20,000	4,658			44,658
Total Operating Expenditures	20,000	20,000	20,000	4,658			44,658
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 SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues							
Property taxes	(20,000)	(20,000)	(20,000)	(11,400)	(100.0%)		(51,400)
	(20,000)	(20,000)	(20,000)	(11,400)			(51,400)
Total Operating Revenues	(20,000)	(20,000)	(20,000)	(11,400)			(51,400)
Operating Expenditures							
Contributions to reserve funds	20,000	20,000	20,000	11,400			51,400
Total Operating Expenditures	20,000	20,000	20,000	11,400			51,400
Operating (surplus)/deficit							
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year							
(Surplus) applied to future years							



**Feasibility Study Fund EA C
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues			100.0%				
Property taxes		(10,000)	(20,000)	(20,000)	(20,000)	(20,000)	(90,000)
		(10,000)	(20,000)	(20,000)	(20,000)	(20,000)	(90,000)
Total Operating Revenues		(10,000)	(20,000)	(20,000)	(20,000)	(20,000)	(90,000)
Operating Expenditures							
Contributions to reserve funds		10,000	20,000	20,000	20,000	20,000	90,000
Total Operating Expenditures		10,000	20,000	20,000	20,000	20,000	90,000
Operating (surplus)/deficit							
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year							
(Surplus) applied to future years							



**Feasibility Study Fund EA E
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues							
Property taxes	(7,750)	(7,750)	(7,750)	(7,750)	(7,750)	(7,750)	(38,750)
	(7,750)	(7,750)	(7,750)	(7,750)	(7,750)	(7,750)	(38,750)
Miscellaneous	(25,000)						
Total Operating Revenues	(32,750)	(7,750)	(7,750)	(7,750)	(7,750)	(7,750)	(38,750)
Operating Expenditures							
Professional fees	25,000						
Contributions to reserve funds	7,750	7,750	7,750	7,750	7,750	7,750	38,750
Total Operating Expenditures	32,750	7,750	7,750	7,750	7,750	7,750	38,750
Operating (surplus)/deficit							
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year							
(Surplus) applied to future years							



**Feasibility Study Fund EA F
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		694.3%	(87.4%)	(50.0%)			
Property taxes	(20,000)	(158,867)	(20,000)	(10,000)	(10,000)	(10,000)	(208,867)
	(20,000)	(158,867)	(20,000)	(10,000)	(10,000)	(10,000)	(208,867)
Operating grants		(60,000)					(60,000)
Miscellaneous		(50,000)					(50,000)
Total Operating Revenues	(20,000)	(268,867)	(20,000)	(10,000)	(10,000)	(10,000)	(318,867)
Operating Expenditures							
Professional fees		95,000					95,000
Operating costs		20,000					20,000
Wages & benefits		133,867					133,867
Contributions to reserve funds	20,000	20,000	20,000	10,000	10,000	10,000	70,000
Total Operating Expenditures	20,000	268,867	20,000	10,000	10,000	10,000	318,867
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 SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues			1,288.7%	(92.8%)			
Property taxes	(10,000)	(10,000)	(138,868)	(10,000)	(10,000)	(10,000)	(178,868)
	(10,000)	(10,000)	(138,868)	(10,000)	(10,000)	(10,000)	(178,868)
Operating grants			(60,000)				(60,000)
Miscellaneous			(50,000)				(50,000)
Total Operating Revenues	(10,000)	(10,000)	(248,868)	(10,000)	(10,000)	(10,000)	(288,868)
Operating Expenditures							
Professional fees			95,000				95,000
Operating costs			10,000				10,000
Wages & benefits			133,868				133,868
Contributions to reserve funds	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Total Operating Expenditures	10,000	10,000	248,868	10,000	10,000	10,000	288,868
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 H
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	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)
Miscellaneous		(25,000)					(25,000)
Total Operating Revenues	(20,000)	(45,000)	(20,000)	(20,000)	(20,000)	(20,000)	(125,000)
Operating Expenditures							
Professional fees		25,000					25,000
Contributions to reserve funds	20,000	20,000	20,000	20,000	20,000	20,000	100,000
Total Operating Expenditures	20,000	45,000	20,000	20,000	20,000	20,000	125,000
Operating (surplus)/deficit							
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year							
(Surplus) applied to future years							

**Regional Library
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues		3.0%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(2,441,199)	(2,514,435)	(2,589,868)	(2,667,564)	(2,747,591)	(2,830,019)	(13,349,477)
	(2,441,199)	(2,514,435)	(2,589,868)	(2,667,564)	(2,747,591)	(2,830,019)	(13,349,477)
Miscellaneous	(940,869)	(818,219)	(818,219)	(818,219)	(818,219)	(818,219)	(4,091,095)
Total Operating Revenues	(3,382,068)	(3,332,654)	(3,408,087)	(3,485,783)	(3,565,810)	(3,648,238)	(17,440,572)
Operating Expenditures							
Transfer to other gov/org	2,441,199	2,514,435	2,589,868	2,667,564	2,747,591	2,830,019	13,349,477
Debt interest	591,485	449,085	449,085	449,085	449,085	449,085	2,245,425
Total Operating Expenditures	3,032,684	2,963,520	3,038,953	3,116,649	3,196,676	3,279,104	15,594,902
Operating (surplus)/deficit	(349,384)	(369,134)	(369,134)	(369,134)	(369,134)	(369,134)	(1,845,670)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	349,384	369,134	369,134	369,134	369,134	369,134	1,845,670
Total Capital Financing Charges	349,384	369,134	369,134	369,134	369,134	369,134	1,845,670
Net (surplus)/deficit for the year							
(Surplus) applied to future years							

**Municipal Debt Transfers
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues							
Miscellaneous	(4,850,990)	(5,480,863)	(5,428,879)	(5,417,213)	(5,405,515)	(4,883,206)	(26,615,676)
Total Operating Revenues	(4,850,990)	(5,480,863)	(5,428,879)	(5,417,213)	(5,405,515)	(4,883,206)	(26,615,676)
Operating Expenditures							
Debt interest	1,921,367	2,142,619	2,112,582	2,099,697	2,086,749	2,077,655	10,519,302
Total Operating Expenditures	1,921,367	2,142,619	2,112,582	2,099,697	2,086,749	2,077,655	10,519,302
Operating (surplus)/deficit	(2,929,623)	(3,338,244)	(3,316,297)	(3,317,516)	(3,318,766)	(2,805,551)	(16,096,374)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	2,929,623	3,338,244	3,316,297	3,317,516	3,318,766	2,805,551	16,096,374
Total Capital Financing Charges	2,929,623	3,338,244	3,316,297	3,317,516	3,318,766	2,805,551	16,096,374
Net (surplus)/deficit for the year (Surplus) applied to future years							



**Community Works Fund Projects
FINANCIAL PLAN SUMMARY
2022 to 2026**

	2021 Budget	2022 Proposed Budget	2023	2024	2025	2026	Total
Operating Revenues							
Operating grants	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(4,000,000)
Total Operating Revenues	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(4,000,000)
Operating Expenditures							
Transfer to other gov/org	800,000	800,000	800,000	800,000	800,000	800,000	4,000,000
Total Operating Expenditures	800,000	800,000	800,000	800,000	800,000	800,000	4,000,000
Operating (surplus)/deficit							
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year							
(Surplus) applied to future years							



REGIONAL
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