

**REGIONAL DISTRICT OF NANAIMO  
FINANCIAL PLAN 2019 to 2023  
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**RECREATION & PARKS SERVICES**  
**FINANCIAL PLAN SUMMARY**  
**2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>11.0%</b>	7.4%	6.2%	4.1%	2.7%	
Property taxes	(10,239,730)	<b>(11,376,573)</b>	(12,251,337)	(13,044,031)	(13,601,551)	(13,979,911)	(64,253,403)
Parcel taxes	(290,290)	<b>(333,088)</b>	(334,288)	(335,488)	(336,688)	(337,888)	(1,677,440)
Municipal agreements	(309,317)	<b>(318,598)</b>	(330,970)	(331,589)	(338,221)	(344,986)	(1,664,364)
	<b>(10,839,337)</b>	<b>(12,028,259)</b>	(12,916,595)	(13,711,108)	(14,276,460)	(14,662,785)	(67,595,207)
Operations	(29,780)	<b>(104,380)</b>	(104,594)	(104,815)	(105,042)	(105,276)	(524,107)
Recreation fees	(642,808)	<b>(698,575)</b>	(712,347)	(726,442)	(741,302)	(756,067)	(3,634,733)
Recreation facility rentals	(546,190)	<b>(549,190)</b>	(565,666)	(582,636)	(600,115)	(618,119)	(2,915,726)
Recreation vending sales	(5,900)	<b>(6,200)</b>	(6,200)	(6,200)	(6,200)	(6,200)	(31,000)
Recreation concession	(5,000)	<b>(5,500)</b>	(5,500)	(5,500)	(5,500)	(5,500)	(27,500)
Recreation other	(500,450)	<b>(495,150)</b>	(510,005)	(791,891)	(814,814)	(839,259)	(3,451,119)
Operating grants	(52,160)	<b>(64,772)</b>	(62,272)	(54,772)	(54,772)	(54,772)	(291,360)
Planning grants	(7,100)	<b>(57,100)</b>	(7,100)	(7,100)	(7,100)	(7,100)	(85,500)
Grants in lieu of taxes	(1,150)	<b>(1,150)</b>	(1,150)	(1,150)	(1,150)	(1,150)	(5,750)
Interdepartmental recoveries	(17,579)	<b>(12,638)</b>	(12,638)	(12,638)	(12,638)	(12,638)	(63,190)
Miscellaneous	(81,223)	<b>(11,877)</b>	(11,877)	(11,877)	(11,877)	(11,877)	(59,385)
<b>Total Operating Revenues</b>	<b>(12,728,677)</b>	<b>(14,034,791)</b>	(14,915,944)	(16,016,129)	(16,636,970)	(17,080,743)	(78,684,577)
<b>Operating Expenditures</b>							
Administration	629,460	<b>750,926</b>	754,328	757,730	761,225	764,723	3,788,932
Legislative	1,500	<b>1,500</b>	1,500	1,500	1,500	1,500	7,500
Professional fees	402,300	<b>796,145</b>	662,430	523,145	478,145	478,145	2,938,010
Building ops	754,602	<b>820,502</b>	832,588	849,029	865,037	881,397	4,248,553
Veh & Equip ops	175,846	<b>222,647</b>	223,570	226,565	277,509	229,095	1,179,386
Operating costs	1,284,257	<b>1,447,096</b>	1,341,072	2,123,870	2,045,432	2,084,430	9,041,900
Program costs	712,316	<b>752,110</b>	753,799	763,528	773,422	783,480	3,826,339
Wages & benefits	4,864,775	<b>5,095,337</b>	5,296,244	5,402,171	5,510,215	5,620,419	26,924,386
Transfer to other gov/org	1,804,742	<b>1,960,796</b>	1,999,358	2,030,922	2,070,954	2,098,239	10,160,269
Contributions to reserve funds	1,751,834	<b>2,069,924</b>	2,319,279	1,824,079	2,495,379	2,553,179	11,261,840
Debt interest	409,387	<b>412,858</b>	409,698	406,508	404,253	243,633	1,876,950
<b>Total Operating Expenditures</b>	<b>12,791,019</b>	<b>14,329,841</b>	14,593,866	14,909,047	15,683,071	15,738,240	75,254,065
<b>Operating (surplus)/deficit</b>	62,342	<b>295,050</b>	(322,078)	(1,107,082)	(953,899)	(1,342,503)	(3,430,512)
<b>Capital Asset Expenditures</b>							
Capital expenditures	5,334,770	<b>5,647,176</b>	14,897,111	1,299,117	4,112,504	844,084	26,799,992
Transfer from reserves	(2,845,834)	<b>(2,997,915)</b>	(5,847,785)	(910,000)	(1,551,680)	(325,000)	(11,632,380)
Grants and other	(908,762)	<b>(2,313,762)</b>	(5,143,400)		(1,878,320)		(9,335,482)
New borrowing	(1,000,000)		(3,700,000)		(500,000)		(4,200,000)
<b>Net Capital Assets funded from Operations</b>	<b>580,174</b>	<b>335,499</b>	205,926	389,117	182,504	519,084	1,632,130
<b>Capital Financing Charges</b>							
Existing debt (principal)	416,450	<b>442,083</b>	439,853	439,966	402,482	384,577	2,108,961
New debt (principal & interest)	10,000		37,000	304,198	304,198	304,198	949,594
<b>Total Capital Financing Charges</b>	<b>426,450</b>	<b>442,083</b>	476,853	744,164	706,680	688,775	3,058,555
<b>Net (surplus)/deficit for the year</b>	1,068,966	<b>1,072,632</b>	360,701	26,199	(64,715)	(134,644)	1,260,173
Add: Transfer from appropriated surplus	(281,519)	<b>(755,912)</b>					(755,912)
Add: Prior year (surplus) / deficit	(1,721,594)	<b>(1,393,048)</b>	(1,076,328)	(715,627)	(689,428)	(754,143)	(4,628,574)
<b>(Surplus) applied to future years</b>	<b>(934,147)</b>	<b>(1,076,328)</b>	(715,627)	(689,428)	(754,143)	(888,787)	(4,124,313)

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**RECREATION & PARKS SERVICES  
SUMMARY OF TAX REQUISITIONS  
2019 to 2023**

	2019	2019	2020	2020	2021	2021	2022	2022	2023	2023
	\$	%	\$	%	\$	%	\$	%	\$	%
<b>Regional Parks</b>										
2700 REGIONAL PARKS	(1,443,342)	3.5%	(1,617,676)	12.1%	(1,747,090)	8.0%	(1,851,916)	6.0%	(1,963,031)	6.0%
2703 REGIONAL PARKS - CAPITAL	(1,109,008)	15.4%	(1,113,808)	0.4%	(1,118,608)	0.4%	(1,123,408)	0.4%	(1,128,208)	0.4%
	(\$2,552,350)		(\$2,731,484)		(\$2,865,698)		(\$2,975,324)		(\$3,091,239)	
<b>Community Parks</b>										
2080 COMMUNITY PARKS - AREA A	(233,622)	10.0%	(240,631)	3.0%	(247,850)	3.0%	(252,807)	2.0%	(257,863)	2.0%
2081 COMMUNITY PARKS - AREA B	(315,164)	11.7%	(340,377)	8.0%	(369,309)	8.5%	(373,002)	1.0%	(376,732)	1.0%
2082 COMMUNITY PARKS - AREA C (Extension)	(73,706)	3.0%	(78,865)	7.0%	(85,963)	9.0%	(91,981)	7.0%	(95,660)	4.0%
2083 COMMUNITY PARKS - AREA C (E Wellington)	(93,760)	2.5%	(96,573)	3.0%	(100,436)	4.0%	(105,457)	5.0%	(110,730)	5.0%
2084 COMMUNITY PARKS - AREA E	(156,582)	5.0%	(173,806)	11.0%	(191,187)	10.0%	(200,746)	5.0%	(206,768)	3.0%
2085 COMMUNITY PARKS - AREA F	(222,487)	31.9%	(244,736)	10.0%	(259,420)	6.0%	(272,391)	5.0%	(280,563)	3.0%
2086 COMMUNITY PARKS - AREA G	(191,785)	32.9%	(220,936)	15.2%	(220,936)		(220,936)		(220,936)	
2087 COMMUNITY PARKS - AREA H	(192,153)	2.0%	(199,839)	4.0%	(211,829)	6.0%	(228,776)	8.0%	(235,639)	3.0%
	(\$1,479,259)		(\$1,595,763)		(\$1,686,930)		(\$1,746,096)		(\$1,784,891)	
<b>Area A Recreation &amp; Culture</b>										
3171 RECREATION & CULTURE - AREA A	(226,848)	11.9%	(231,385)	2.0%	(236,013)	2.0%	(240,733)	2.0%	(245,548)	2.0%
	(\$226,848)		(\$231,385)		(\$236,013)		(\$240,733)		(\$245,548)	
<b>Northern Community Recreation</b>										
2900 NORTH COMM REC - OVERALL	(1,426,500)	10.5%	(1,583,415)	11.0%	(1,757,591)	11.0%	(1,792,742)	2.0%	(1,828,597)	2.0%
2915 NORTH COMM REC - SPORTFIELDS	(318,598)	3.0%	(330,970)	3.9%	(331,589)	0.2%	(338,221)	2.0%	(344,986)	2.0%
	(\$1,745,098)		(\$1,914,385)		(\$2,089,180)		(\$2,130,963)		(\$2,173,583)	
<b>Oceanside Place</b>										
3070 OCEANSIDE PLACE	(2,051,750)	4.0%	(2,154,338)	5.0%	(2,262,054)	5.0%	(2,375,157)	5.0%	(2,493,915)	5.0%
	(\$2,051,750)		(\$2,154,338)		(\$2,262,054)		(\$2,375,157)		(\$2,493,915)	
<b>Ravensong Aquatic Centre</b>										
3200 RAVENSONG AQUATIC CENTRE	(2,427,836)	22.0%	(2,670,620)	10.0%	(2,937,682)	10.0%	(3,143,319)	7.0%	(3,190,469)	1.5%
	(\$2,427,836)		(\$2,670,620)		(\$2,937,682)		(\$3,143,319)		(\$3,190,469)	
<b>Gabriola Island Recreation</b>										
3681 RECREATION AREA B - GABRIOLA ISL	(127,401)	3.0%	(131,223)	3.0%	(133,847)	2.0%	(136,524)	2.0%	(139,255)	2.0%
	(\$127,401)		(\$131,223)		(\$133,847)		(\$136,524)		(\$139,255)	
<b>Southern Community Recreation &amp; Culture</b>										
2780 PORT THEATER - AREA A	(15,811)	1.5%	(16,048)	1.5%	(16,289)	1.5%	(16,533)	1.5%	(16,781)	1.5%
2781 PORT THEATER - AREA B	(31,827)	15.3%	(32,082)	0.8%	(32,338)	0.8%	(32,597)	0.8%	(32,858)	0.8%
2782 PORT THEATER - AREA C (Extension)	(15,632)	1.0%	(15,866)	1.5%	(16,104)	1.5%	(16,347)	1.5%	(16,591)	1.5%
2783 PORT THEATER - AREA C (E Wellington)	(4,069)	1.5%	(4,130)	1.5%	(4,192)	1.5%	(4,254)	1.5%	(4,318)	1.5%
2784 PORT THEATER - AREA E	(22,694)	1.5%	(23,034)	1.5%	(23,380)	1.5%	(23,731)	1.5%	(24,087)	1.5%
3170 SOUTH COMMUNITY REC - B/L 1059	(1,327,684)	10.6%	(1,396,237)	5.2%	(1,407,401)	0.8%	(1,434,882)	2.0%	(1,449,250)	1.0%
	(\$1,417,717)		(\$1,487,397)		(\$1,499,704)		(\$1,528,344)		(\$1,543,885)	
<b>Total RECREATION &amp; PARKS SERVICES</b>	(12,028,259)	11.0%	(12,916,595)	7.4%	(13,711,108)	6.2%	(14,276,460)	4.1%	(14,662,785)	2.7%

**Ravensong Aquatic Centre  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>22.0%</b>	10.0%	10.0%	7.0%	1.5%	
Property taxes	(1,990,032)	<b>(2,427,836)</b>	(2,670,620)	(2,937,682)	(3,143,319)	(3,190,469)	(14,369,926)
	(1,990,032)	<b>(2,427,836)</b>	(2,670,620)	(2,937,682)	(3,143,319)	(3,190,469)	(14,369,926)
Operations	(2,740)	<b>(2,740)</b>	(2,740)	(2,740)	(2,740)	(2,740)	(13,700)
Recreation fees	(196,145)	<b>(199,145)</b>	(205,119)	(211,273)	(217,611)	(224,139)	(1,057,287)
Recreation facility rentals	(94,190)	<b>(94,190)</b>	(97,016)	(99,926)	(102,924)	(106,012)	(500,068)
Recreation vending sales	(3,200)	<b>(3,200)</b>	(3,200)	(3,200)	(3,200)	(3,200)	(16,000)
Recreation other	(406,100)	<b>(406,100)</b>	(418,283)	(695,831)	(716,706)	(738,208)	(2,975,128)
<b>Total Operating Revenues</b>	<b>(2,692,407)</b>	<b>(3,133,211)</b>	<b>(3,396,978)</b>	<b>(3,950,652)</b>	<b>(4,186,500)</b>	<b>(4,264,768)</b>	<b>(18,932,109)</b>
<b>Operating Expenditures</b>							
Administration	172,690	<b>197,049</b>	197,049	197,049	197,049	197,049	985,245
Legislative	1,000	<b>1,000</b>	1,000	1,000	1,000	1,000	5,000
Professional fees	78,500	<b>178,500</b>	178,500	108,500	88,500	88,500	642,500
Building ops	270,178	<b>270,178</b>	275,582	281,093	286,715	292,449	1,406,017
Veh & Equip ops	28,951	<b>31,831</b>	31,831	31,831	31,831	31,831	159,155
Operating costs	155,073	<b>278,299</b>	161,082	793,707	809,316	825,232	2,867,636
Program costs	84,975	<b>84,975</b>	85,825	86,683	87,550	88,425	433,458
Wages & benefits	1,540,472	<b>1,624,540</b>	1,657,030	1,690,171	1,723,975	1,758,454	8,454,170
Contributions to reserve funds	450,180	<b>700,180</b>	700,180	150,180	600,180	600,180	2,750,900
<b>Total Operating Expenditures</b>	<b>2,782,019</b>	<b>3,366,552</b>	<b>3,288,079</b>	<b>3,340,214</b>	<b>3,826,116</b>	<b>3,883,120</b>	<b>17,704,081</b>
<b>Operating (surplus)/deficit</b>	<b>89,612</b>	<b>233,341</b>	<b>(108,899)</b>	<b>(610,438)</b>	<b>(360,384)</b>	<b>(381,648)</b>	<b>(1,228,028)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	693,360	<b>960,700</b>	9,827,040	282,500	361,350	148,660	11,580,250
Transfer from reserves	(625,000)	<b>(940,000)</b>	(2,280,000)	(110,000)	(305,000)	(90,000)	(3,725,000)
Grants and other			(3,700,000)				(3,700,000)
New borrowing			(3,700,000)				(3,700,000)
<b>Net Capital Assets funded from Operations</b>	<b>68,360</b>	<b>20,700</b>	<b>147,040</b>	<b>172,500</b>	<b>56,350</b>	<b>58,660</b>	<b>455,250</b>
<b>Capital Financing Charges</b>							
New debt (principal & interest)			37,000	304,198	304,198	304,198	949,594
<b>Total Capital Financing Charges</b>			<b>37,000</b>	<b>304,198</b>	<b>304,198</b>	<b>304,198</b>	<b>949,594</b>
<b>Net (surplus)/deficit for the year</b>	<b>157,972</b>	<b>254,041</b>	<b>75,141</b>	<b>(133,740)</b>	<b>164</b>	<b>(18,790)</b>	<b>176,816</b>
Add: Transfer from appropriated surplus	(50,000)	<b>(83,198)</b>					(83,198)
Add: Prior year (surplus) / deficit	(292,166)	<b>(298,875)</b>	(128,032)	(52,891)	(186,631)	(186,467)	(852,896)
<b>(Surplus) applied to future years</b>	<b>(184,194)</b>	<b>(128,032)</b>	<b>(52,891)</b>	<b>(186,631)</b>	<b>(186,467)</b>	<b>(205,257)</b>	<b>(759,278)</b>

**Ravensong Aquatic Centre**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-3200 MAJOR CAP - RAVENSONG	940,000	9,680,000	275,000	355,000	140,000	<b>11,390,000</b>
MN-3200 MINOR CAP - RAVENSONG	5,500	10,000		3,500	3,500	<b>22,500</b>
PC-3200 COMPUTER - RAVENSONG	15,200	7,040	7,500	2,850	5,160	<b>37,750</b>
<b>Total Ravensong Aquatic Centre</b>	<b>960,700</b>	<b>9,697,040</b>	<b>282,500</b>	<b>361,350</b>	<b>148,660</b>	<b>11,450,250</b>

Ravensong Aquatic Centre

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance - Manual</b>	0				
<b>Opening Balance -Linked</b>	1,789,879				
<b>Opening Balance</b>	1,789,879	1,567,778	3,456	43,499	339,043
MJ-3200 MAJOR CAP - RAVENSONG	940,000	2,280,000	110,000	305,000	90,000
VH-3200 VEHICLE - RAVENSONG	-				
<b>Total Allocated To Capital Projects</b>	<b>940,000</b>	<b>2,280,000</b>	<b>110,000</b>	<b>305,000</b>	<b>90,000</b>
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account					
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>940,000</b>	<b>2,280,000</b>	<b>110,000</b>	<b>305,000</b>	<b>90,000</b>
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	700,000	700,000	150,000	600,000	600,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	<b>700,000</b>	<b>700,000</b>	<b>150,000</b>	<b>600,000</b>	<b>600,000</b>
<b>Closing Balance Before Interest</b>	<b>1,549,879</b>	<b>(12,222)</b>	<b>43,456</b>	<b>338,499</b>	<b>849,043</b>
Interest Income	17,899	15,678	43	544	5,086
<b>Closing Reserve Balance fund</b>	<b>1,567,778</b>	<b>3,456</b>	<b>43,499</b>	<b>339,043</b>	<b>854,129</b>
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	0	0	0	0	0
<b>Sinking Fund (20 yrs)</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>
<b>Interest (20 yrs)</b>	<b>0.040000</b>	<b>0.045000</b>	<b>0.045000</b>	<b>0.050000</b>	<b>0.050000</b>
<b>Term</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Debt issuing cost rate</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>
<b>New Debt Principal/Int</b>	0	0	0	0	0
<b>New Debt Principal/Int (cumulative)</b>	0	0	0	0	0
<b>Debt issuing cost</b>	0	0	0	0	0

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>4.0%</b>	5.0%	5.0%	5.0%	5.0%	
Property taxes	(1,973,597)	<b>(2,051,750)</b>	(2,154,338)	(2,262,054)	(2,375,157)	(2,493,915)	(11,337,214)
	(1,973,597)	<b>(2,051,750)</b>	(2,154,338)	(2,262,054)	(2,375,157)	(2,493,915)	(11,337,214)
Operations	(18,300)	<b>(18,500)</b>	(18,500)	(18,500)	(18,500)	(18,500)	(92,500)
Recreation fees	(54,000)	<b>(65,000)</b>	(66,950)	(68,959)	(71,027)	(73,158)	(345,094)
Recreation facility rentals	(452,000)	<b>(455,000)</b>	(468,650)	(482,710)	(497,191)	(512,107)	(2,415,658)
Recreation vending sales	(2,700)	<b>(3,000)</b>	(3,000)	(3,000)	(3,000)	(3,000)	(15,000)
Recreation concession	(5,000)	<b>(5,500)</b>	(5,500)	(5,500)	(5,500)	(5,500)	(27,500)
Recreation other	(94,350)	<b>(89,050)</b>	(91,722)	(96,060)	(98,108)	(101,051)	(475,991)
Interdepartmental recoveries	(17,579)	<b>(12,638)</b>	(12,638)	(12,638)	(12,638)	(12,638)	(63,190)
Miscellaneous	(2,300)	<b>(800)</b>	(800)	(800)	(800)	(800)	(4,000)
<b>Total Operating Revenues</b>	<b>(2,619,826)</b>	<b>(2,701,238)</b>	<b>(2,822,098)</b>	<b>(2,950,221)</b>	<b>(3,081,921)</b>	<b>(3,220,669)</b>	<b>(14,776,147)</b>
<b>Operating Expenditures</b>							
Administration	143,340	<b>158,729</b>	160,316	161,919	163,539	165,174	809,677
Legislative	500	<b>500</b>	500	500	500	500	2,500
Professional fees	25,000	<b>35,000</b>	35,000	35,000	35,000	35,000	175,000
Building ops	345,000	<b>336,500</b>	339,865	346,662	353,596	360,667	1,737,290
Veh & Equip ops	67,726	<b>64,710</b>	65,357	66,010	66,670	67,968	330,715
Operating costs	95,594	<b>84,378</b>	86,066	87,787	89,543	91,333	439,107
Program costs	33,400	<b>40,800</b>	41,208	41,620	42,036	42,457	208,121
Wages & benefits	1,169,110	<b>1,189,795</b>	1,213,591	1,237,862	1,262,620	1,287,872	6,191,740
Contributions to reserve funds	116,080	<b>100,180</b>	330,180	320,180	350,180	330,180	1,430,900
Debt interest	312,532	<b>312,532</b>	312,532	312,532	312,532	156,266	1,406,394
<b>Total Operating Expenditures</b>	<b>2,308,282</b>	<b>2,323,124</b>	<b>2,584,615</b>	<b>2,610,072</b>	<b>2,676,216</b>	<b>2,537,417</b>	<b>12,731,444</b>
<b>Operating (surplus)/deficit</b>	<b>(311,544)</b>	<b>(378,114)</b>	<b>(237,483)</b>	<b>(340,149)</b>	<b>(405,705)</b>	<b>(683,252)</b>	<b>(2,044,703)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	203,131	<b>579,950</b>	111,590	386,500	154,425	441,661	1,674,126
Transfer from reserves	(52,000)	<b>(527,000)</b>	(137,500)	(250,000)	(40,000)		(954,500)
<b>Net Capital Assets funded from Operations</b>	<b>151,131</b>	<b>52,950</b>	<b>(25,910)</b>	<b>136,500</b>	<b>114,425</b>	<b>441,661</b>	<b>719,626</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	273,052	<b>273,052</b>	273,052	273,052	273,052	273,052	1,365,260
<b>Total Capital Financing Charges</b>	<b>273,052</b>	<b>273,052</b>	<b>273,052</b>	<b>273,052</b>	<b>273,052</b>	<b>273,052</b>	<b>1,365,260</b>
<b>Net (surplus)/deficit for the year</b>	<b>112,639</b>	<b>(52,112)</b>	<b>9,659</b>	<b>69,403</b>	<b>(18,228)</b>	<b>31,461</b>	<b>40,183</b>
Add: Transfer from appropriated surplus	(38,519)	<b>(16,023)</b>					(16,023)
Add: Prior year (surplus) / deficit	(223,607)	<b>(130,519)</b>	(198,654)	(188,995)	(119,592)	(137,820)	(775,580)
<b>(Surplus) applied to future years</b>	<b>(149,487)</b>	<b>(198,654)</b>	<b>(188,995)</b>	<b>(119,592)</b>	<b>(137,820)</b>	<b>(106,359)</b>	<b>(751,420)</b>



**Oceanside Place**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-3070 MAJOR CAP - OCEANSIDE PLACE	555,750	107,500	340,000	150,000	297,000	<b>1,450,250</b>
PC-3070 COMPUTER - OCEANSIDE PLACE	24,200	4,090	11,500	4,425	4,661	<b>48,876</b>
VH-3070 VEHICLE - OCEANSIDE PLACE		130,000	35,000		140,000	<b>305,000</b>
<b>Total Oceanside Place</b>	<b>579,950</b>	<b>241,590</b>	<b>386,500</b>	<b>154,425</b>	<b>441,661</b>	<b>1,804,126</b>

Oceanside Place

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	436,467	13,832	206,470	279,051	592,539
MJ-3070 MAJOR CAP - OCEANSIDE PLACE	527,000	7,500	250,000	40,000	-
VH-3070 VEHICLE - OCEANSIDE PLACE		130,000			
<b>Total Allocated To Capital Projects</b>	<b>527,000</b>	<b>137,500</b>	<b>250,000</b>	<b>40,000</b>	<b>-</b>
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account					
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>527,000</b>	<b>137,500</b>	<b>250,000</b>	<b>40,000</b>	<b>-</b>
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	100,000	330,000	320,000	350,000	330,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	<b>100,000</b>	<b>330,000</b>	<b>320,000</b>	<b>350,000</b>	<b>330,000</b>
<b>Closing Balance Before Interest</b>	<b>9,467</b>	<b>206,332</b>	<b>276,470</b>	<b>589,051</b>	<b>922,539</b>
Interest Income	4,365	138	2,581	3,488	8,888
<b>Closing Reserve Balance fund</b>	<b>13,832</b>	<b>206,470</b>	<b>279,051</b>	<b>592,539</b>	<b>931,427</b>
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Sinking Fund (20 yrs)	0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)	0.040000	0.045000	0.045000	0.050000	0.050000
Term	20	20	20	20	20
Debt issuing cost rate	0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int	0	0	0	0	0
New Debt Principal/Int (cumulative)	0	0	0	0	0
Debt issuing cost	0	0	0	0	0

**Northern Community Recreation  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>9.1%</b>	9.7%	9.1%	2.0%	2.0%	
Property taxes	(1,290,730)	<b>(1,426,500)</b>	(1,583,415)	(1,757,591)	(1,792,742)	(1,828,597)	(8,388,845)
Municipal agreements	(309,317)	<b>(318,598)</b>	(330,970)	(331,589)	(338,221)	(344,986)	(1,664,364)
	<b>(1,600,047)</b>	<b>(1,745,098)</b>	(1,914,385)	(2,089,180)	(2,130,963)	(2,173,583)	(10,053,209)
Operations	(7,740)	<b>(7,140)</b>	(7,354)	(7,575)	(7,802)	(8,036)	(37,907)
Recreation fees	(392,663)	<b>(434,430)</b>	(440,278)	(446,210)	(452,664)	(458,770)	(2,232,352)
Operating grants	(52,160)	<b>(54,772)</b>	(62,272)	(54,772)	(54,772)	(54,772)	(281,360)
<b>Total Operating Revenues</b>	<b>(2,052,610)</b>	<b>(2,241,440)</b>	(2,424,289)	(2,597,737)	(2,646,201)	(2,695,161)	(12,604,828)
<b>Operating Expenditures</b>							
Administration	113,370	<b>141,549</b>	141,549	141,549	141,549	141,549	707,745
Professional fees	22,300	<b>119,800</b>	108,300	94,800	69,800	69,800	462,500
Building ops	14,138	<b>14,138</b>	14,138	14,138	14,138	14,138	70,690
Veh & Equip ops	14,386	<b>14,680</b>	14,680	16,743	16,743	16,743	79,589
Operating costs	99,838	<b>104,168</b>	104,168	224,168	114,168	114,168	660,840
Program costs	583,941	<b>616,335</b>	616,766	625,225	633,836	642,598	3,134,760
Wages & benefits	736,570	<b>820,932</b>	796,350	812,277	828,522	845,092	4,103,173
Transfer to other gov/org	419,109	<b>430,353</b>	439,519	449,002	458,569	468,343	2,245,786
Contributions to reserve funds	35,180	<b>35,180</b>	235,180	235,180	345,180	385,180	1,235,900
<b>Total Operating Expenditures</b>	<b>2,038,832</b>	<b>2,297,135</b>	2,470,650	2,613,082	2,622,505	2,697,611	12,700,983
<b>Operating (surplus)/deficit</b>	<b>(13,778)</b>	<b>55,695</b>	46,361	15,345	(23,696)	2,450	96,155
<b>Capital Asset Expenditures</b>							
Capital expenditures	57,161	<b>37,825</b>	11,540	3,000	1,002,000	2,161	1,056,526
Transfer from reserves	(55,000)	<b>(35,000)</b>					(35,000)
Grants and other					(500,000)		(500,000)
New borrowing					(500,000)		(500,000)
<b>Net Capital Assets funded from Operations</b>	<b>2,161</b>	<b>2,825</b>	11,540	3,000	2,000	2,161	21,526
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>(11,617)</b>	<b>58,520</b>	57,901	18,345	(21,696)	4,611	117,681
Add: Transfer from appropriated surplus		<b>(161,532)</b>					(161,532)
Add: Prior year (surplus) / deficit	(62,117)	<b>(56,616)</b>	(159,628)	(101,727)	(83,382)	(105,078)	(506,431)
<b>(Surplus) applied to future years</b>	<b>(73,734)</b>	<b>(159,628)</b>	(101,727)	(83,382)	(105,078)	(100,467)	(550,282)

**Northern Community Recreation**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2900 MAJOR CAP - NORTH COMM REC OVERALL				1,000,000		<b>1,000,000</b>
PC-2900 COMPUTER - NORTH COMM REC OVERALL	2,825	11,540	3,000	2,000	2,161	<b>21,526</b>
VH-2900 VEHICLE - NORTH COMM REC OVERALL	35,000					<b>35,000</b>
<b>Total Northern Community Recreation</b>	<b>37,825</b>	<b>11,540</b>	<b>3,000</b>	<b>1,002,000</b>	<b>2,161</b>	<b>1,056,526</b>

Northern Community Rec

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	157,746	124,323	325,566	529,636	846,256
VH-2900 VEHICLE - NORTH COMM REC OVERALL	35,000	-			
<b>Total Allocated To Capital Projects</b>	<b>35,000</b>	-	-	-	-
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account					
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>35,000</b>	-	-	-	-
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	-	200,000	200,000	310,000	350,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	<b>-</b>	<b>200,000</b>	<b>200,000</b>	<b>310,000</b>	<b>350,000</b>
<b>Closing Balance Before Interest</b>	<b>122,746</b>	<b>324,323</b>	<b>525,566</b>	<b>839,636</b>	<b>1,196,256</b>
Interest Income	1,577	1,243	4,070	6,620	12,694
<b>Closing Reserve Balance fund</b>	<b>124,323</b>	<b>325,566</b>	<b>529,636</b>	<b>846,256</b>	<b>1,208,950</b>
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	0	0	0	0	0
<b>Sinking Fund (20 yrs)</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>
<b>Interest (20 yrs)</b>	<b>0.040000</b>	<b>0.045000</b>	<b>0.045000</b>	<b>0.050000</b>	<b>0.050000</b>
<b>Term</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Debt issuing cost rate</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>
<b>New Debt Principal/Int</b>		0	0	0	0
<b>New Debt Principal/Int (cumulative)</b>	0	0	0	0	0
<b>Debt issuing cost</b>	0	0	0	0	0

**Gabriola Island Recreation  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>3.0%</b>	3.0%	2.0%	2.0%	2.0%	
Property taxes	(123,690)	<b>(127,401)</b>	(131,223)	(133,847)	(136,524)	(139,255)	(668,250)
	(123,690)	<b>(127,401)</b>	(131,223)	(133,847)	(136,524)	(139,255)	(668,250)
Grants in lieu of taxes	(520)	<b>(520)</b>	(520)	(520)	(520)	(520)	(2,600)
<b>Total Operating Revenues</b>	<b>(124,210)</b>	<b>(127,921)</b>	<b>(131,743)</b>	<b>(134,367)</b>	<b>(137,044)</b>	<b>(139,775)</b>	<b>(670,850)</b>
<b>Operating Expenditures</b>							
Administration	2,634	<b>2,904</b>	2,904	2,904	2,904	2,904	14,520
Professional fees	2,800	<b>3,000</b>	3,000	3,000	3,000	3,000	15,000
Veh & Equip ops	171	<b>171</b>	171	171	171	171	855
Operating costs	2,955	<b>3,099</b>	3,099	3,099	3,099	3,099	15,495
Wages & benefits	21,552	<b>22,565</b>	23,016	23,477	23,946	24,425	117,429
Transfer to other gov/org	82,161	<b>91,705</b>	94,456	89,290	91,969	94,728	462,148
Contributions to reserve funds	12,000				1,500	1,500	3,000
<b>Total Operating Expenditures</b>	<b>124,273</b>	<b>123,444</b>	<b>126,646</b>	<b>121,941</b>	<b>126,589</b>	<b>129,827</b>	<b>628,447</b>
<b>Operating (surplus)/deficit</b>	<b>63</b>	<b>(4,477)</b>	<b>(5,097)</b>	<b>(12,426)</b>	<b>(10,455)</b>	<b>(9,948)</b>	<b>(42,403)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	96	<b>100</b>	40	100	50	96	386
<b>Net Capital Assets funded from Operations</b>	<b>96</b>	<b>100</b>	<b>40</b>	<b>100</b>	<b>50</b>	<b>96</b>	<b>386</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>159</b>	<b>(4,377)</b>	<b>(5,057)</b>	<b>(12,326)</b>	<b>(10,405)</b>	<b>(9,852)</b>	<b>(42,017)</b>
Add: Prior year (surplus) / deficit	(13,781)	<b>(15,236)</b>	(19,613)	(24,670)	(36,996)	(47,401)	(143,916)
<b>(Surplus) applied to future years</b>	<b>(13,622)</b>	<b>(19,613)</b>	<b>(24,670)</b>	<b>(36,996)</b>	<b>(47,401)</b>	<b>(57,253)</b>	<b>(185,933)</b>

**Area A Recreation & Culture  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>11.9%</b>	2.0%	2.0%	2.0%	2.0%	
Property taxes	(202,792)	<b>(226,848)</b>	(231,385)	(236,013)	(240,733)	(245,548)	(1,180,527)
	(202,792)	<b>(226,848)</b>	(231,385)	(236,013)	(240,733)	(245,548)	(1,180,527)
<b>Total Operating Revenues</b>	(202,792)	<b>(226,848)</b>	(231,385)	(236,013)	(240,733)	(245,548)	(1,180,527)
<b>Operating Expenditures</b>							
Administration	12,030	<b>12,030</b>	12,030	12,030	12,030	12,030	60,150
Professional fees	59,000	<b>99,000</b>	99,000	99,000	99,000	99,000	495,000
Building ops	11,000	<b>13,000</b>	13,260	13,525	13,796	14,072	67,653
Veh & Equip ops	550	<b>550</b>	550	550	550	550	2,750
Operating costs	5,540	<b>5,684</b>	5,684	5,741	5,798	5,856	28,763
Program costs	10,000	<b>10,000</b>	10,000	10,000	10,000	10,000	50,000
Wages & benefits	27,679	<b>28,958</b>	29,537	30,128	30,730	31,345	150,698
Contributions to reserve funds	175,000	<b>85,000</b>	85,000	85,000	85,000	85,000	425,000
<b>Total Operating Expenditures</b>	300,799	<b>254,222</b>	255,061	255,974	256,904	257,853	1,280,014
<b>Operating (surplus)/deficit</b>	98,007	<b>27,374</b>	23,676	19,961	16,171	12,305	99,487
<b>Capital Asset Expenditures</b>							
Capital expenditures	97	<b>200</b>	40	200	50	97	587
<b>Net Capital Assets funded from Operations</b>	97	<b>200</b>	40	200	50	97	587
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	98,104	<b>27,574</b>	23,716	20,161	16,221	12,402	100,074
Add: Transfer from appropriated surplus		<b>(103,409)</b>					(103,409)
Add: Prior year (surplus) / deficit	(159,457)	<b>(26,819)</b>	(102,654)	(78,938)	(58,777)	(42,556)	(309,744)
<b>(Surplus) applied to future years</b>	(61,353)	<b>(102,654)</b>	(78,938)	(58,777)	(42,556)	(30,154)	(313,079)



**Southern Community Recreation & Culture**  
**FINANCIAL PLAN**  
**2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>10.3%</b>	4.9%	0.8%	1.9%	1.0%	
Property taxes	(1,285,678)	<b>(1,417,717)</b>	(1,487,397)	(1,499,704)	(1,528,344)	(1,543,885)	(7,477,047)
	(1,285,678)	<b>(1,417,717)</b>	(1,487,397)	(1,499,704)	(1,528,344)	(1,543,885)	(7,477,047)
<b>Total Operating Revenues</b>	<b>(1,285,678)</b>	<b>(1,417,717)</b>	<b>(1,487,397)</b>	<b>(1,499,704)</b>	<b>(1,528,344)</b>	<b>(1,543,885)</b>	<b>(7,477,047)</b>
<b>Operating Expenditures</b>							
Administration	1,000	<b>3,209</b>	3,209	3,209	3,209	3,209	16,045
Professional fees	2,000	<b>2,000</b>	17,785	2,000	2,000	2,000	25,785
Building ops	55,770	<b>61,770</b>	62,388	63,012	63,642	64,278	315,090
Operating costs	7,415	<b>7,415</b>	7,489	7,564	7,640	7,716	37,824
Transfer to other gov/org	1,244,472	<b>1,369,738</b>	1,396,462	1,423,708	1,451,496	1,466,249	7,107,653
<b>Total Operating Expenditures</b>	<b>1,310,657</b>	<b>1,444,132</b>	<b>1,487,333</b>	<b>1,499,493</b>	<b>1,527,987</b>	<b>1,543,452</b>	<b>7,502,397</b>
<b>Operating (surplus)/deficit</b>	<b>24,979</b>	<b>26,415</b>	<b>(64)</b>	<b>(211)</b>	<b>(357)</b>	<b>(433)</b>	<b>25,350</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>24,979</b>	<b>26,415</b>	<b>(64)</b>	<b>(211)</b>	<b>(357)</b>	<b>(433)</b>	<b>25,350</b>
Add: Prior year (surplus) / deficit	(24,979)	<b>(26,415)</b>		(64)	(275)	(632)	(27,386)
<b>(Surplus) applied to future years</b>			<b>(64)</b>	<b>(275)</b>	<b>(632)</b>	<b>(1,065)</b>	<b>(2,036)</b>



**Regional Parks Operations  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>3.5%</b>	12.1%	8.0%	6.0%	6.0%	
Property taxes	(1,394,533)	<b>(1,443,342)</b>	(1,617,676)	(1,747,090)	(1,851,916)	(1,963,031)	(8,623,055)
	(1,394,533)	<b>(1,443,342)</b>	(1,617,676)	(1,747,090)	(1,851,916)	(1,963,031)	(8,623,055)
Operations	(1,000)	<b>(76,000)</b>	(76,000)	(76,000)	(76,000)	(76,000)	(380,000)
Miscellaneous	(70,000)						
<b>Total Operating Revenues</b>	<b>(1,465,533)</b>	<b>(1,519,342)</b>	<b>(1,693,676)</b>	<b>(1,823,090)</b>	<b>(1,927,916)</b>	<b>(2,039,031)</b>	<b>(9,003,055)</b>
<b>Operating Expenditures</b>							
Administration	98,140	<b>127,199</b>	127,199	127,199	127,199	127,199	635,995
Professional fees	30,100	<b>82,900</b>	72,900	32,900	32,900	32,900	254,500
Building ops	38,210	<b>73,360</b>	74,810	76,289	77,797	79,335	381,591
Veh & Equip ops	25,500	<b>47,150</b>	47,150	47,150	97,150	47,150	285,750
Operating costs	533,097	<b>574,838</b>	578,088	586,698	592,565	604,071	2,936,260
Wages & benefits	733,766	<b>755,667</b>	840,780	857,596	874,748	892,243	4,221,034
Transfer to other gov/org	47,000	<b>47,000</b>	47,000	47,000	47,000	47,000	235,000
Contributions to reserve funds	100,180	<b>100,180</b>	180	50,180	100,180	100,180	350,900
Debt interest	75	<b>80</b>	5	5	5	5	100
<b>Total Operating Expenditures</b>	<b>1,606,068</b>	<b>1,808,374</b>	<b>1,788,112</b>	<b>1,825,017</b>	<b>1,949,544</b>	<b>1,930,083</b>	<b>9,301,130</b>
<b>Operating (surplus)/deficit</b>	<b>140,535</b>	<b>289,032</b>	<b>94,436</b>	<b>1,927</b>	<b>21,628</b>	<b>(108,948)</b>	<b>298,075</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	314,625	<b>248,032</b>	226,722	42,740	1,625	8,785	527,904
Transfer from reserves		<b>(25,000)</b>	(180,000)				(205,000)
Grants and other	(30,000)						
<b>Net Capital Assets funded from Operations</b>	<b>284,625</b>	<b>223,032</b>	<b>46,722</b>	<b>42,740</b>	<b>1,625</b>	<b>8,785</b>	<b>322,904</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	2,340	<b>2,685</b>	345	345	345	345	4,065
<b>Total Capital Financing Charges</b>	<b>2,340</b>	<b>2,685</b>	<b>345</b>	<b>345</b>	<b>345</b>	<b>345</b>	<b>4,065</b>
<b>Net (surplus)/deficit for the year</b>	<b>427,500</b>	<b>514,749</b>	<b>141,503</b>	<b>45,012</b>	<b>23,598</b>	<b>(99,818)</b>	<b>625,044</b>
Add: Transfer from appropriated surplus	(193,000)	<b>(291,250)</b>					(291,250)
Add: Prior year (surplus) / deficit	(501,637)	<b>(454,355)</b>	(230,856)	(89,353)	(44,341)	(20,743)	(839,648)
<b>(Surplus) applied to future years</b>	<b>(267,137)</b>	<b>(230,856)</b>	<b>(89,353)</b>	<b>(44,341)</b>	<b>(20,743)</b>	<b>(120,561)</b>	<b>(505,854)</b>

**Regional Parks Operations**
**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2700 MAJOR CAP - REGIONAL PARKS	25,000	180,000				<b>205,000</b>
MJ-2702 MAJOR CAP - REG PARKS - TRAIL DEVELOP	161,850					<b>161,850</b>
MJ-2704 MAJOR CAP - REG PARKS - HORNE LK CMPGRND	22,500					<b>22,500</b>
MJ-2718 MAJOR CAP - REG PARKS - MOORECROFT	25,000	45,000	35,000			<b>105,000</b>
PC-2700 COMPUTER - REGIONAL PARKS	13,682	1,722	7,740	1,625	8,785	<b>33,554</b>
<b>Total Regional Parks Operations</b>	<b>248,032</b>	<b>226,722</b>	<b>42,740</b>	<b>1,625</b>	<b>8,785</b>	<b>527,904</b>

Regional Parks Operations

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	102,495	178,520	305	50,309	150,938
MJ-2700 MAJOR CAP - REGIONAL PARKS	25,000	180,000			
<b>Total Allocated To Capital Projects</b>	<b>25,000</b>	<b>180,000</b>	-	-	-
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund	-	-	-	-	-
Transfers to Reserve Account					
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>25,000</b>	<b>180,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	100,000	-	50,000	100,000	100,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	<b>100,000</b>	<b>-</b>	<b>50,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Closing Balance Before Interest</b>	<b>177,495</b>	<b>(1,480)</b>	<b>50,305</b>	<b>150,309</b>	<b>250,938</b>
Interest Income	1,025	1,785	4	629	2,264
<b>Closing Reserve Balance fund</b>	<b>178,520</b>	<b>305</b>	<b>50,309</b>	<b>150,938</b>	<b>253,202</b>
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sinking Fund (20 yrs)</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>
<b>Interest (20 yrs)</b>	<b>0.040000</b>	<b>0.045000</b>	<b>0.045000</b>	<b>0.050000</b>	<b>0.050000</b>
<b>Term</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Debt issuing cost rate</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>
<b>New Debt Principal/Int</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New Debt Principal/Int (cumulative)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt issuing cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Regional Parks Capital  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>15.4%</b>	0.4%	0.4%	0.4%	0.4%	
Property taxes	(670,502)	<b>(775,920)</b>	(779,520)	(783,120)	(786,720)	(790,320)	(3,915,600)
Parcel taxes	(290,290)	<b>(333,088)</b>	(334,288)	(335,488)	(336,688)	(337,888)	(1,677,440)
	(960,792)	<b>(1,109,008)</b>	(1,113,808)	(1,118,608)	(1,123,408)	(1,128,208)	(5,593,040)
Grants in lieu of taxes	(630)	<b>(630)</b>	(630)	(630)	(630)	(630)	(3,150)
<b>Total Operating Revenues</b>	(961,422)	<b>(1,109,638)</b>	(1,114,438)	(1,119,238)	(1,124,038)	(1,128,838)	(5,596,190)
<b>Operating Expenditures</b>							
Professional fees	82,000	<b>82,000</b>	82,000	82,000	82,000	82,000	410,000
Contributions to reserve funds	751,214	<b>961,204</b>	883,559	888,359	893,159	897,959	4,524,240
Debt interest	79,066	<b>79,066</b>	79,066	79,066	79,066	79,066	395,330
<b>Total Operating Expenditures</b>	912,280	<b>1,122,270</b>	1,044,625	1,049,425	1,054,225	1,059,025	5,329,570
<b>Operating (surplus)/deficit</b>	(49,142)	<b>12,632</b>	(69,813)	(69,813)	(69,813)	(69,813)	(266,620)
<b>Capital Asset Expenditures</b>							
Capital expenditures	3,024,834	<b>1,430,000</b>	4,102,785	250,000	2,575,000	235,000	8,592,785
Transfer from reserves	(2,004,834)	<b>(1,392,125)</b>	(3,067,785)	(250,000)	(1,196,680)	(235,000)	(6,141,590)
Grants and other	(20,000)	<b>(37,875)</b>	(1,035,000)		(1,378,320)		(2,451,195)
New borrowing	(1,000,000)						
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
Existing debt (principal)	68,965	<b>68,965</b>	68,965	68,965	68,965	68,965	344,825
New debt (principal & interest)	10,000						
<b>Total Capital Financing Charges</b>	78,965	<b>68,965</b>	68,965	68,965	68,965	68,965	344,825
<b>Net (surplus)/deficit for the year</b>	29,823	<b>81,597</b>	(848)	(848)	(848)	(848)	78,205
Add: Transfer from appropriated surplus		<b>(44,500)</b>					(44,500)
Add: Prior year (surplus) / deficit	(32,399)	<b>(37,945)</b>	(848)	(1,696)	(2,544)	(3,392)	(46,425)
<b>(Surplus) applied to future years</b>	(2,576)	<b>(848)</b>	(1,696)	(2,544)	(3,392)	(4,240)	(12,720)

**Regional Parks Capital**
**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2703 MAJOR CAP - REGIONAL PARKS CAPITAL					85,000	<b>85,000</b>
PR-0010 NANAIMO RIV BRIDGE-MORDEN COLLIERY TRAIL	300,000	2,137,875				<b>2,437,875</b>
PR-0011 MT BENSON ADDITION				1,050,000	150,000	<b>1,200,000</b>
PR-0012 MOORECROFT LONGHOUSE				425,000		<b>425,000</b>
PR-0013 NOTCH, EA E				1,000,000		<b>1,000,000</b>
PR-0015 BENSON CREEK LOWER (BCFRP)	35,000	235,000				<b>270,000</b>
PR-0016 LIGHTHOUSE CRT - NILE CREEK			250,000			<b>250,000</b>
PR-0018 BENSON CREEK FALLS STAIRS	30,000	140,000				<b>170,000</b>
PR-0019 THE LOOKOUT - EA E				100,000		<b>100,000</b>
PR-0027 HORNE LAKE REGIONAL TRAIL		750,000				<b>750,000</b>
PR-0028 MT. BENSON PARKING LOT	1,020,000					<b>1,020,000</b>
PR-0030 LITTLE QUALICUM BRIDGE EA F	45,000	839,910				<b>884,910</b>
<b>Total Regional Parks Capital</b>	<b>1,430,000</b>	<b>4,102,785</b>	<b>250,000</b>	<b>2,575,000</b>	<b>235,000</b>	<b>8,592,785</b>

Regional Parks Capital

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	3,732,195	3,338,596	1,337,756	1,992,837	1,764,226
MJ-2703 MAJOR CAP - REGIONAL PARKS CAPITAL	-	-	-	-	85,000
PR-0010 NANAIMO RIV BRIDGE-MORDEN COLLIERY TRAIL	262,125	2,137,875	-	-	-
PR-0011 MT BENSON ADDITION	-	-	-	450,000	150,000
PR-0012 MOORECROFT LONGHOUSE	-	-	-	125,000	-
PR-0013 NOTCH, EA E	-	-	-	471,680	-
PR-0015 BENSON CREEK LOWER (BCFRP)	35,000	85,000	-	-	-
PR-0016 LIGHTHOUSE CRT - NILE CREEK	-	-	250,000	-	-
PR-0018 BENSON CREEK FALLS STAIRS	30,000	140,000	-	-	-
PR-0019 THE LOOKOUT - EA E	-	-	-	100,000	-
PR-0027 HORNE LAKE REGIONAL TRAIL	-	200,000	-	-	-
PR-0028 MT. BENSON PARKING LOT	1,020,000	-	-	-	-
PR-0030 LITTLE QUALICUM BRIDGE EA F	45,000	354,910	-	-	-
<b>Total Allocated To Capital Projects</b>	<b>1,392,125</b>	<b>2,917,785</b>	<b>250,000</b>	<b>1,146,680</b>	<b>235,000</b>
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account					
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>1,392,125</b>	<b>2,917,785</b>	<b>250,000</b>	<b>1,146,680</b>	<b>235,000</b>
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	961,204	883,559	888,359	893,159	897,959
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	<b>961,204</b>	<b>883,559</b>	<b>888,359</b>	<b>893,159</b>	<b>897,959</b>
<b>Closing Balance Before Interest</b>	<b>3,301,274</b>	<b>1,304,370</b>	<b>1,976,115</b>	<b>1,739,316</b>	<b>2,427,185</b>
Interest Income	37,322	33,386	16,722	24,910	26,463
<b>Closing Reserve Balance fund</b>	<b>3,338,596</b>	<b>1,337,756</b>	<b>1,992,837</b>	<b>1,764,226</b>	<b>2,453,648</b>
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sinking Fund (20 yrs)</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>
<b>Interest (20 yrs)</b>	<b>0.040000</b>	<b>0.045000</b>	<b>0.045000</b>	<b>0.050000</b>	<b>0.050000</b>
<b>Term</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Debt issuing cost rate</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>
<b>New Debt Principal/Int</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New Debt Principal/Int (cumulative)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt issuing cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Community Parks - Area A  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>10.0%</b>	3.0%	3.0%	2.0%	2.0%	
Property taxes	(212,384)	<b>(233,622)</b>	(240,631)	(247,850)	(252,807)	(257,863)	(1,232,773)
	(212,384)	<b>(233,622)</b>	(240,631)	(247,850)	(252,807)	(257,863)	(1,232,773)
<b>Total Operating Revenues</b>	(212,384)	<b>(233,622)</b>	(240,631)	(247,850)	(252,807)	(257,863)	(1,232,773)
<b>Operating Expenditures</b>							
Administration	14,693	<b>17,552</b>	17,903	18,082	18,444	18,628	90,609
Professional fees	10,000	<b>14,000</b>	14,000	14,000	14,000	14,000	70,000
Building ops	2,275	<b>3,882</b>	3,960	4,039	4,120	4,202	20,203
Veh & Equip ops	10,243	<b>13,984</b>	14,124	14,265	14,408	14,552	71,333
Operating costs	60,007	<b>49,203</b>	50,187	51,191	52,215	53,259	256,055
Wages & benefits	90,774	<b>93,229</b>	105,094	107,196	109,340	111,527	526,386
Transfer to other gov/org	12,000	<b>12,000</b>	12,000	12,000	12,000	12,000	60,000
Contributions to reserve funds	25,000	<b>25,000</b>	25,000	30,000	30,000	30,000	140,000
Debt interest	12	<b>12</b>	12	12	12	12	60
<b>Total Operating Expenditures</b>	225,004	<b>228,862</b>	242,280	250,785	254,539	258,180	1,234,646
<b>Operating (surplus)/deficit</b>	12,620	<b>(4,760)</b>	1,649	2,935	1,732	317	1,873
<b>Capital Asset Expenditures</b>							
Capital expenditures	46,244	<b>25,866</b>	15,211	56,922	1,142	1,089	100,230
Transfer from reserves		<b>(25,000)</b>	(15,000)	(55,000)			(95,000)
<b>Net Capital Assets funded from Operations</b>	46,244	<b>866</b>	211	1,922	1,142	1,089	5,230
<b>Capital Financing Charges</b>							
Existing debt (principal)	340	<b>370</b>	370	370	370	370	1,850
<b>Total Capital Financing Charges</b>	340	<b>370</b>	370	370	370	370	1,850
<b>Net (surplus)/deficit for the year</b>	59,204	<b>(3,524)</b>	2,230	5,227	3,244	1,776	8,953
Add: Prior year (surplus) / deficit	(62,238)	<b>(31,934)</b>	(35,458)	(33,228)	(28,001)	(24,757)	(153,378)
<b>(Surplus) applied to future years</b>	(3,034)	<b>(35,458)</b>	(33,228)	(28,001)	(24,757)	(22,981)	(144,425)

**Community Parks - Area A**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2080 MAJOR CAP - COMM PARKS EA A	25,000	15,000	55,000			<b>95,000</b>
PC-2080 COMPUTER - COMM PARKS EA A	866	211	1,922	1,142	1,089	<b>5,230</b>
<b>Total Community Parks - Area A</b>	<b>25,866</b>	<b>15,211</b>	<b>56,922</b>	<b>1,142</b>	<b>1,089</b>	<b>100,230</b>



Community Parks - Area A

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	377,167	380,939	394,748	374,682	409,366
MJ-2080 MAJOR CAP - COMM PARKS EA A	25,000	15,000	55,000		
<b>Total Allocated To Capital Projects</b>	<b>25,000</b>	<b>15,000</b>	<b>55,000</b>	-	-
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account					
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>25,000</b>	<b>15,000</b>	<b>55,000</b>	<b>-</b>	<b>-</b>
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	25,000	25,000	30,000	30,000	30,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	<b>25,000</b>	<b>25,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
<b>Closing Balance Before Interest</b>	<b>377,167</b>	<b>390,939</b>	<b>369,748</b>	<b>404,682</b>	<b>439,366</b>
Interest Income	3,772	3,809	4,934	4,684	6,140
<b>Closing Reserve Balance fund</b>	<b>380,939</b>	<b>394,748</b>	<b>374,682</b>	<b>409,366</b>	<b>445,506</b>
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sinking Fund (20 yrs)</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>
<b>Interest (20 yrs)</b>	<b>0.040000</b>	<b>0.045000</b>	<b>0.045000</b>	<b>0.050000</b>	<b>0.050000</b>
<b>Term</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Debt issuing cost rate</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>
<b>New Debt Principal/Int</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New Debt Principal/Int (cumulative)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt issuing cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Community Parks - Area B  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>11.7%</b>	8.0%	8.5%	1.0%	1.0%	
Property taxes	(282,160)	<b>(315,164)</b>	(340,377)	(369,309)	(373,002)	(376,732)	(1,774,584)
	(282,160)	<b>(315,164)</b>	(340,377)	(369,309)	(373,002)	(376,732)	(1,774,584)
<b>Total Operating Revenues</b>	(282,160)	<b>(315,164)</b>	(340,377)	(369,309)	(373,002)	(376,732)	(1,774,584)
<b>Operating Expenditures</b>							
Administration	14,158	<b>17,698</b>	18,052	18,413	18,781	19,157	92,101
Professional fees	16,000	<b>21,500</b>	11,500	11,500	11,500	11,500	67,500
Building ops	4,325	<b>5,932</b>	6,051	6,172	6,295	6,421	30,871
Veh & Equip ops	3,043	<b>6,784</b>	6,784	6,784	6,784	6,784	33,920
Operating costs	88,259	<b>100,906</b>	102,924	116,011	118,332	121,882	560,055
Wages & benefits	90,774	<b>93,229</b>	105,094	107,196	109,340	111,527	526,386
Contributions to reserve funds		<b>2,000</b>				5,000	7,000
Debt interest	14,802	<b>18,268</b>	15,873	13,383	11,828	7,524	66,876
<b>Total Operating Expenditures</b>	231,361	<b>266,317</b>	266,278	279,459	282,860	289,795	1,384,709
<b>Operating (surplus)/deficit</b>	(50,799)	<b>(48,847)</b>	(74,099)	(89,850)	(90,142)	(86,937)	(389,875)
<b>Capital Asset Expenditures</b>							
Capital expenditures	22,131	<b>372,154</b>	361,061	1,922	1,142	1,089	737,368
Transfer from reserves	(10,000)	<b>(27,500)</b>	(27,500)				(55,000)
Grants and other	(10,887)	<b>(318,400)</b>	(308,400)				(626,800)
<b>Net Capital Assets funded from Operations</b>	1,244	<b>26,254</b>	25,161	1,922	1,142	1,089	55,568
<b>Capital Financing Charges</b>							
Existing debt (principal)	55,393	<b>80,531</b>	80,641	80,754	43,270	40,365	325,561
<b>Total Capital Financing Charges</b>	55,393	<b>80,531</b>	80,641	80,754	43,270	40,365	325,561
<b>Net (surplus)/deficit for the year</b>	5,838	<b>57,938</b>	31,703	(7,174)	(45,730)	(45,483)	(8,746)
Add: Transfer from appropriated surplus		<b>(21,500)</b>					(21,500)
Add: Prior year (surplus) / deficit	(64,558)	<b>(80,436)</b>	(43,998)	(12,295)	(19,469)	(65,199)	(221,397)
<b>(Surplus) applied to future years</b>	(58,720)	<b>(43,998)</b>	(12,295)	(19,469)	(65,199)	(110,682)	(251,643)

**Community Parks - Area B**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2081 MAJOR CAP - COMM PARKS EA B	360,850	360,850				<b>721,700</b>
PC-2081 COMPUTER - COMM PARKS EA B	1,304	211	1,922	1,142	1,089	<b>5,668</b>
PR-0036 CWF - EA B HUXLEY SPORT COURT PICKLEBALL	10,000					<b>10,000</b>
<b>Total Community Parks - Area B</b>	<b>372,154</b>	<b>361,061</b>	<b>1,922</b>	<b>1,142</b>	<b>1,089</b>	<b>737,368</b>

Community Parks - Area B

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	57,697	32,774	5,602	5,672	5,743
MJ-2081 MAJOR CAP - COMM PARKS EA B	27,500	27,500			
<b>Total Allocated To Capital Projects</b>	<b>27,500</b>	<b>27,500</b>	-	-	-
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account					
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>27,500</b>	<b>27,500</b>	-	-	-
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	2,000	-	-	-	5,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,000</b>
<b>Closing Balance Before Interest</b>	<b>32,197</b>	<b>5,274</b>	<b>5,602</b>	<b>5,672</b>	<b>10,743</b>
Interest Income	577	328	70	71	86
<b>Closing Reserve Balance fund</b>	<b>32,774</b>	<b>5,602</b>	<b>5,672</b>	<b>5,743</b>	<b>10,829</b>
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sinking Fund (20 yrs)</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>
<b>Interest (20 yrs)</b>	<b>0.040000</b>	<b>0.045000</b>	<b>0.045000</b>	<b>0.050000</b>	<b>0.050000</b>
<b>Term</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Debt issuing cost rate</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>
<b>New Debt Principal/Int</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New Debt Principal/Int (cumulative)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt issuing cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Community Parks - Area C (Extension)**  
**FINANCIAL PLAN**  
**2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>3.0%</b>	7.0%	9.0%	7.0%	4.0%	
Property taxes	(71,559)	<b>(73,706)</b>	(78,865)	(85,963)	(91,981)	(95,660)	(426,175)
	(71,559)	<b>(73,706)</b>	(78,865)	(85,963)	(91,981)	(95,660)	(426,175)
<b>Total Operating Revenues</b>	<b>(71,559)</b>	<b>(73,706)</b>	<b>(78,865)</b>	<b>(85,963)</b>	<b>(91,981)</b>	<b>(95,660)</b>	<b>(426,175)</b>
<b>Operating Expenditures</b>							
Administration	4,554	<b>6,647</b>	6,780	6,848	6,985	7,055	34,315
Professional fees	17,000	<b>13,000</b>	3,000	3,000	3,000	3,000	25,000
Building ops	1,063	<b>1,867</b>	1,904	1,942	1,981	2,020	9,714
Veh & Equip ops	1,397	<b>3,233</b>	3,233	3,233	3,233	3,233	16,165
Operating costs	9,834	<b>10,123</b>	10,325	10,531	10,637	10,850	52,466
Wages & benefits	45,441	<b>46,753</b>	52,688	53,742	54,817	55,913	263,913
Contributions to reserve funds	10,000	<b>5,000</b>	12,000	17,000	12,000	12,000	58,000
Debt interest	12	<b>12</b>	12	12	12	12	60
<b>Total Operating Expenditures</b>	<b>89,301</b>	<b>86,635</b>	<b>89,942</b>	<b>96,308</b>	<b>92,665</b>	<b>94,083</b>	<b>459,633</b>
<b>Operating (surplus)/deficit</b>	<b>17,742</b>	<b>12,929</b>	<b>11,077</b>	<b>10,345</b>	<b>684</b>	<b>(1,577)</b>	<b>33,458</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	620	<b>615</b>	30,105	20,966	576	545	52,807
Transfer from reserves			(30,000)	(20,000)			(50,000)
<b>Net Capital Assets funded from Operations</b>	<b>620</b>	<b>615</b>	<b>105</b>	<b>966</b>	<b>576</b>	<b>545</b>	<b>2,807</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	170	<b>185</b>	185	185	185	185	925
<b>Total Capital Financing Charges</b>	<b>170</b>	<b>185</b>	<b>185</b>	<b>185</b>	<b>185</b>	<b>185</b>	<b>925</b>
<b>Net (surplus)/deficit for the year</b>	<b>18,532</b>	<b>13,729</b>	<b>11,367</b>	<b>11,496</b>	<b>1,445</b>	<b>(847)</b>	<b>37,190</b>
Add: Prior year (surplus) / deficit	(48,663)	<b>(51,900)</b>	(38,171)	(26,804)	(15,308)	(13,863)	(146,046)
<b>(Surplus) applied to future years</b>	<b>(30,131)</b>	<b>(38,171)</b>	<b>(26,804)</b>	<b>(15,308)</b>	<b>(13,863)</b>	<b>(14,710)</b>	<b>(108,856)</b>



Community Parks - Area C (Extension)

5 Year Capital Plan

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2082 MAJOR CAP - COMM PARKS EA C		30,000	20,000			<b>50,000</b>
PC-2082 COMPUTER - COMM PARKS EA C	615	105	966	576	545	<b>2,807</b>
<b>Total Community Parks - Area C (Extension)</b>	615	30,105	20,966	576	545	<b>52,807</b>

Community Parks - Area C (Extension)

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	70,275	75,978	58,738	56,472	74,178
MJ-2082 MAJOR CAP - COMM PARKS EA C	-	30,000	20,000	-	-
<b>Total Allocated To Capital Projects</b>	-	30,000	20,000	-	-
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account					
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	-	-	-	-	-
<b>Total Expenditures</b>	-	30,000	20,000	-	-
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	5,000	12,000	17,000	17,000	17,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	5,000	12,000	17,000	17,000	17,000
<b>Closing Balance Before Interest</b>	75,275	57,978	55,738	73,472	91,178
Interest Income	703	760	734	706	1,113
<b>Closing Reserve Balance fund</b>	75,978	58,738	56,472	74,178	92,291
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	0	0	0	0	0
<b>Sinking Fund (20 yrs)</b>	0.037216	0.037216	0.037216	0.037216	0.037216
<b>Interest (20 yrs)</b>	0.040000	0.045000	0.045000	0.050000	0.050000
<b>Term</b>	20	20	20	20	20
<b>Debt issuing cost rate</b>	0.010	0.010	0.010	0.010	0.010
<b>New Debt Principal/Int</b>	0	0	0	0	0
<b>New Debt Principal/Int (cumulative)</b>	0	0	0	0	0
<b>Debt issuing cost</b>	0	0	0	0	0

**Community Parks - Area C (East Wellington)**  
**FINANCIAL PLAN**  
**2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>2.5%</b>	3.0%	4.0%	5.0%	5.0%	
Property taxes	(91,473)	<b>(93,760)</b>	(96,573)	(100,436)	(105,457)	(110,730)	(506,956)
	(91,473)	<b>(93,760)</b>	(96,573)	(100,436)	(105,457)	(110,730)	(506,956)
<b>Total Operating Revenues</b>	(91,473)	<b>(93,760)</b>	(96,573)	(100,436)	(105,457)	(110,730)	(506,956)
<b>Operating Expenditures</b>							
Administration	5,708	<b>7,095</b>	7,166	7,309	7,382	7,530	36,482
Professional fees	20,500	<b>26,500</b>	6,500	6,500	6,500	6,500	52,500
Building ops	1,063	<b>1,867</b>	1,904	1,942	1,981	2,020	9,714
Veh & Equip ops	1,522	<b>3,358</b>	3,358	3,358	3,358	3,358	16,790
Operating costs	23,037	<b>20,148</b>	20,550	21,638	22,071	22,513	106,920
Wages & benefits	45,441	<b>46,753</b>	52,688	53,742	54,817	55,913	263,913
Contributions to reserve funds	35,000	<b>6,000</b>	10,000	10,000	15,000	13,000	54,000
Debt interest	12	<b>12</b>	12	12	12	12	60
<b>Total Operating Expenditures</b>	132,283	<b>111,733</b>	102,178	104,501	111,121	110,846	540,379
<b>Operating (surplus)/deficit</b>	40,810	<b>17,973</b>	5,605	4,065	5,664	116	33,423
<b>Capital Asset Expenditures</b>							
Capital expenditures	620	<b>615</b>	60,105	1,054	576	545	62,895
Transfer from reserves			(60,000)				(60,000)
<b>Net Capital Assets funded from Operations</b>	620	<b>615</b>	105	1,054	576	545	2,895
<b>Capital Financing Charges</b>							
Existing debt (principal)	170	<b>185</b>	185	185	185	185	925
<b>Total Capital Financing Charges</b>	170	<b>185</b>	185	185	185	185	925
<b>Net (surplus)/deficit for the year</b>	41,600	<b>18,773</b>	5,895	5,304	6,425	846	37,243
Add: Transfer from appropriated surplus		<b>(15,000)</b>					(15,000)
Add: Prior year (surplus) / deficit	(56,784)	<b>(23,972)</b>	(20,199)	(14,304)	(9,000)	(2,575)	(70,050)
<b>(Surplus) applied to future years</b>	(15,184)	<b>(20,199)</b>	(14,304)	(9,000)	(2,575)	(1,729)	(47,807)





Community Parks - Area C (East Wellington)

5 Year Capital Plan

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2083 MAJOR CAP - COMM PARKS EA D		60,000				<b>60,000</b>
PC-2083 COMPUTER - COMM PARKS EA D	615	105	1,054	576	545	<b>2,895</b>
<b>Total Community Parks - Area C (East Wellington)</b>	615	60,105	1,054	576	545	<b>62,895</b>

Community Parks - Area C (East Wellington)

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	100,690	107,697	58,774	69,509	85,378
MJ-2083 MAJOR CAP - COMM PARKS EA D	-	60,000	-		
<b>Total Allocated To Capital Projects</b>	-	60,000	-	-	-
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account					
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	-	-	-	-	-
<b>Total Expenditures</b>	-	60,000	-	-	-
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	6,000	10,000	10,000	15,000	13,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	6,000	10,000	10,000	15,000	13,000
<b>Closing Balance Before Interest</b>	106,690	57,697	68,774	84,509	98,378
Interest Income	1,007	1,077	735	869	1,281
<b>Closing Reserve Balance fund</b>	107,697	58,774	69,509	85,378	99,659
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	0	0	0	0	0
<b>Sinking Fund (20 yrs)</b>	0.037216	0.037216	0.037216	0.037216	0.037216
<b>Interest (20 yrs)</b>	0.040000	0.045000	0.045000	0.050000	0.050000
<b>Term</b>	20	20	20	20	20
<b>Debt issuing cost rate</b>	0.010	0.010	0.010	0.010	0.010
<b>New Debt Principal/Int</b>	0	0	0	0	0
<b>New Debt Principal/Int (cumulative)</b>	0	0	0	0	0
<b>Debt issuing cost</b>	0	0	0	0	0

**Community Parks - Area E  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>5.0%</b>	11.0%	10.0%	5.0%	3.0%	
Property taxes	(149,126)	<b>(156,582)</b>	(173,806)	(191,187)	(200,746)	(206,768)	(929,089)
	(149,126)	<b>(156,582)</b>	(173,806)	(191,187)	(200,746)	(206,768)	(929,089)
Miscellaneous	1,077	<b>(1,077)</b>	(1,077)	(1,077)	(1,077)	(1,077)	(5,385)
<b>Total Operating Revenues</b>	<b>(148,049)</b>	<b>(157,659)</b>	<b>(174,883)</b>	<b>(192,264)</b>	<b>(201,823)</b>	<b>(207,845)</b>	<b>(934,474)</b>
<b>Operating Expenditures</b>							
Administration	10,638	<b>14,075</b>	14,216	14,500	14,645	14,938	72,374
Professional fees	3,000	<b>6,800</b>	6,800	6,800	6,800	6,800	34,000
Building ops	3,025	<b>4,632</b>	4,725	4,819	4,916	5,014	24,106
Veh & Equip ops	13,368	<b>15,484</b>	15,484	15,484	15,484	15,484	77,420
Operating costs	40,829	<b>32,756</b>	31,811	32,354	33,001	33,661	163,583
Wages & benefits	90,774	<b>93,229</b>	105,094	107,196	109,340	111,527	526,386
Contributions to reserve funds	20,000						
Debt interest	12	<b>12</b>	12	12	12	12	60
<b>Total Operating Expenditures</b>	<b>181,646</b>	<b>166,988</b>	<b>178,142</b>	<b>181,165</b>	<b>184,198</b>	<b>187,436</b>	<b>897,929</b>
<b>Operating (surplus)/deficit</b>	<b>33,597</b>	<b>9,329</b>	<b>3,259</b>	<b>(11,099)</b>	<b>(17,625)</b>	<b>(20,409)</b>	<b>(36,545)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	1,244	<b>1,219</b>	211	97,097	1,142	1,089	100,758
Transfer from reserves				(95,000)			(95,000)
<b>Net Capital Assets funded from Operations</b>	<b>1,244</b>	<b>1,219</b>	<b>211</b>	<b>2,097</b>	<b>1,142</b>	<b>1,089</b>	<b>5,758</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	340	<b>370</b>	370	370	370	370	1,850
<b>Total Capital Financing Charges</b>	<b>340</b>	<b>370</b>	<b>370</b>	<b>370</b>	<b>370</b>	<b>370</b>	<b>1,850</b>
<b>Net (surplus)/deficit for the year</b>	<b>35,181</b>	<b>10,918</b>	<b>3,840</b>	<b>(8,632)</b>	<b>(16,113)</b>	<b>(18,950)</b>	<b>(28,937)</b>
Add: Prior year (surplus) / deficit	(33,035)	<b>(14,997)</b>	(4,079)	(239)	(8,871)	(24,984)	(53,170)
<b>(Surplus) applied to future years</b>	<b>2,146</b>	<b>(4,079)</b>	<b>(239)</b>	<b>(8,871)</b>	<b>(24,984)</b>	<b>(43,934)</b>	<b>(82,107)</b>

**Community Parks - Area E**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2084 MAJOR CAP - COMM PARKS EA E			95,000			<b>95,000</b>
PC-2084 COMPUTER - COMM PARKS EA E	1,219	211	2,097	1,142	1,089	<b>5,758</b>
<b>Total Community Parks - Area E</b>	<b>1,219</b>	<b>211</b>	<b>97,097</b>	<b>1,142</b>	<b>1,089</b>	<b>100,758</b>

Community Parks - Area E

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	116,730	117,897	119,076	25,564	25,884
MJ-2084 MAJOR CAP - COMM PARKS EA E	-	-	95,000	-	-
<b>Total Allocated To Capital Projects</b>	-	-	95,000	-	-
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account					
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	-	-	-	-	-
<b>Total Expenditures</b>	-	-	95,000	-	-
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	-	-	-	-	-
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	-	-	-	-	-
<b>Closing Balance Before Interest</b>	116,730	117,897	24,076	25,564	25,884
Interest Income	1,167	1,179	1,488	320	388
<b>Closing Reserve Balance fund</b>	117,897	119,076	25,564	25,884	26,272
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	0	0	0	0	0
<b>Sinking Fund (20 yrs)</b>	0.037216	0.037216	0.037216	0.037216	0.037216
<b>Interest (20 yrs)</b>	0.040000	0.045000	0.045000	0.050000	0.050000
<b>Term</b>	20	20	20	20	20
<b>Debt issuing cost rate</b>	0.010	0.010	0.010	0.010	0.010
<b>New Debt Principal/Int</b>		0	0	0	0
<b>New Debt Principal/Int (cumulative)</b>	0	0	0	0	0
<b>Debt issuing cost</b>	0	0	0	0	0

**Community Parks - Area F  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>31.9%</b>	10.0%	6.0%	5.0%	3.0%	
Property taxes	(168,739)	<b>(222,487)</b>	(244,736)	(259,420)	(272,391)	(280,563)	(1,279,597)
	(168,739)	<b>(222,487)</b>	(244,736)	(259,420)	(272,391)	(280,563)	(1,279,597)
Operating grants		<b>(10,000)</b>					(10,000)
<b>Total Operating Revenues</b>	<b>(168,739)</b>	<b>(232,487)</b>	<b>(244,736)</b>	<b>(259,420)</b>	<b>(272,391)</b>	<b>(280,563)</b>	<b>(1,289,597)</b>
<b>Operating Expenditures</b>							
Administration	11,647	<b>16,128</b>	16,451	16,780	17,115	17,457	83,931
Professional fees	25,000	<b>27,000</b>	7,000	7,000	7,000	7,000	55,000
Building ops	2,375	<b>23,982</b>	24,462	24,951	25,450	25,959	124,804
Veh & Equip ops	3,043	<b>6,784</b>	6,784	6,784	6,784	6,784	33,920
Operating costs	56,666	<b>55,894</b>	57,011	58,341	59,507	60,698	291,451
Wages & benefits	90,774	<b>93,229</b>	105,094	107,196	109,340	111,527	526,386
Transfer to other gov/org		<b>10,000</b>	10,000	10,000	10,000	10,000	50,000
Contributions to reserve funds	2,000	<b>5,000</b>	5,000	5,000	15,000	35,000	65,000
Debt interest	2,840	<b>2,840</b>	2,150	1,450	750	700	7,890
<b>Total Operating Expenditures</b>	<b>194,345</b>	<b>240,857</b>	<b>233,952</b>	<b>237,502</b>	<b>250,946</b>	<b>275,125</b>	<b>1,238,382</b>
<b>Operating (surplus)/deficit</b>	<b>25,606</b>	<b>8,370</b>	<b>(10,784)</b>	<b>(21,918)</b>	<b>(21,445)</b>	<b>(5,438)</b>	<b>(51,215)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	1,244	<b>916,205</b>	50,225	2,097	11,142	1,089	980,758
Transfer from reserves			(50,000)		(10,000)		(60,000)
Grants and other		<b>(915,000)</b>					(915,000)
<b>Net Capital Assets funded from Operations</b>	<b>1,244</b>	<b>1,205</b>	<b>225</b>	<b>2,097</b>	<b>1,142</b>	<b>1,089</b>	<b>5,758</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	15,000	<b>15,000</b>	15,000	15,000	15,000		60,000
<b>Total Capital Financing Charges</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>		<b>60,000</b>
<b>Net (surplus)/deficit for the year</b>	<b>41,850</b>	<b>24,575</b>	<b>4,441</b>	<b>(4,821)</b>	<b>(5,303)</b>	<b>(4,349)</b>	<b>14,543</b>
Add: Transfer from appropriated surplus		<b>(10,000)</b>					(10,000)
Add: Prior year (surplus) / deficit	(64,512)	<b>(43,664)</b>	(29,089)	(24,648)	(29,469)	(34,772)	(161,642)
<b>(Surplus) applied to future years</b>	<b>(22,662)</b>	<b>(29,089)</b>	<b>(24,648)</b>	<b>(29,469)</b>	<b>(34,772)</b>	<b>(39,121)</b>	<b>(157,099)</b>

**Community Parks - Area F**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2085 MAJOR CAP - COMM PARKS EA F		50,000		10,000		<b>60,000</b>
PC-2085 COMPUTER - COMM PARKS EA F	1,205	225	2,097	1,142	1,089	<b>5,758</b>
PR-0032 MEADOWOOD COMM REC CTR CONSTRUCTION	915,000					<b>915,000</b>
<b>Total Community Parks - Area F</b>	<b>916,205</b>	<b>50,225</b>	<b>2,097</b>	<b>11,142</b>	<b>1,089</b>	<b>980,758</b>

Community Parks - Area F

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	65,402	71,056	26,767	32,102	37,503
MJ-2085 MAJOR CAP - COMM PARKS EA F	-	50,000	-	10,000	-
<b>Total Allocated To Capital Projects</b>	-	50,000	-	10,000	-
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account					
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	-	-	-	-	-
<b>Total Expenditures</b>	-	50,000	-	10,000	-
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	5,000	5,000	5,000	15,000	35,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	5,000	5,000	5,000	15,000	35,000
<b>Closing Balance Before Interest</b>	70,402	26,056	31,767	37,102	72,503
Interest Income	654	711	335	401	563
<b>Closing Reserve Balance fund</b>	71,056	26,767	32,102	37,503	73,066
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	0	0	0	0	0
<b>Sinking Fund (20 yrs)</b>	0.037216	0.037216	0.037216	0.037216	0.037216
<b>Interest (20 yrs)</b>	0.040000	0.045000	0.045000	0.050000	0.050000
<b>Term</b>	20	20	20	20	20
<b>Debt issuing cost rate</b>	0.010	0.010	0.010	0.010	0.010
<b>New Debt Principal/Int</b>	0	0	0	0	0
<b>New Debt Principal/Int (cumulative)</b>	0	0	0	0	0
<b>Debt issuing cost</b>	0	0	0	0	0



**Community Parks - Area G  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>32.9%</b>	15.2%				
Property taxes	(144,350)	<b>(191,785)</b>	(220,936)	(220,936)	(220,936)	(220,936)	(1,075,529)
	(144,350)	<b>(191,785)</b>	(220,936)	(220,936)	(220,936)	(220,936)	(1,075,529)
Miscellaneous	(10,000)	<b>(10,000)</b>	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
<b>Total Operating Revenues</b>	<b>(154,350)</b>	<b>(201,785)</b>	<b>(230,936)</b>	<b>(230,936)</b>	<b>(230,936)</b>	<b>(230,936)</b>	<b>(1,125,529)</b>
<b>Operating Expenditures</b>							
Administration	11,543	<b>13,981</b>	14,121	14,403	14,547	14,838	71,890
Professional fees	1,000	<b>18,045</b>	5,045	5,045	5,045	5,045	38,225
Building ops	3,565	<b>5,172</b>	5,275	6,095	6,217	6,341	29,100
Veh & Equip ops	2,903	<b>7,144</b>	7,144	7,144	7,144	7,144	35,720
Operating costs	48,908	<b>41,636</b>	42,468	43,318	44,184	45,068	216,674
Wages & benefits	90,874	<b>93,229</b>	105,094	107,196	109,340	111,527	526,386
Contributions to reserve funds		<b>25,000</b>	28,000	28,000	43,000	53,000	177,000
Debt interest	12	<b>12</b>	12	12	12	12	60
<b>Total Operating Expenditures</b>	<b>158,805</b>	<b>204,219</b>	<b>207,159</b>	<b>211,213</b>	<b>229,489</b>	<b>242,975</b>	<b>1,095,055</b>
<b>Operating (surplus)/deficit</b>	<b>4,455</b>	<b>2,434</b>	<b>(23,777)</b>	<b>(19,723)</b>	<b>(1,447)</b>	<b>12,039</b>	<b>(30,474)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	15,244	<b>6,205</b>	225	151,922	1,142	1,089	160,583
Transfer from reserves	(14,000)	<b>(5,000)</b>		(130,000)			(135,000)
<b>Net Capital Assets funded from Operations</b>	<b>1,244</b>	<b>1,205</b>	<b>225</b>	<b>21,922</b>	<b>1,142</b>	<b>1,089</b>	<b>25,583</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	340	<b>370</b>	370	370	370	370	1,850
<b>Total Capital Financing Charges</b>	<b>340</b>	<b>370</b>	<b>370</b>	<b>370</b>	<b>370</b>	<b>370</b>	<b>1,850</b>
<b>Net (surplus)/deficit for the year</b>	<b>6,039</b>	<b>4,009</b>	<b>(23,182)</b>	<b>2,569</b>	<b>65</b>	<b>13,498</b>	<b>(3,041)</b>
Add: Prior year (surplus) / deficit	(13,571)	<b>(22,655)</b>	(18,646)	(41,828)	(39,259)	(39,194)	(161,582)
<b>(Surplus) applied to future years</b>	<b>(7,532)</b>	<b>(18,646)</b>	<b>(41,828)</b>	<b>(39,259)</b>	<b>(39,194)</b>	<b>(25,696)</b>	<b>(164,623)</b>

**Community Parks - Area G**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2086 MAJOR CAP - COMM PARKS EA G	5,000		150,000			<b>155,000</b>
PC-2086 COMPUTER - COMM PARKS EA G	1,205	225	1,922	1,142	1,089	<b>5,583</b>
<b>Total Community Parks - Area G</b>	<b>6,205</b>	<b>225</b>	<b>151,922</b>	<b>1,142</b>	<b>1,089</b>	<b>160,583</b>

Community Parks - Area G

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	128,281	149,564	189,060	99,423	153,666
MJ-2086 MAJOR CAP - COMM PARKS EA G	5,000	-	130,000	-	
<b>Total Allocated To Capital Projects</b>	<b>5,000</b>	<b>-</b>	<b>130,000</b>	<b>-</b>	<b>-</b>
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund	-	(10,000)	(10,000)	(10,000)	(10,000)
Transfers to Reserve Account					
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	<b>-</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>
<b>Total Expenditures</b>	<b>5,000</b>	<b>(10,000)</b>	<b>120,000</b>	<b>(10,000)</b>	<b>(10,000)</b>
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	25,000	28,000	28,000	43,000	53,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	<b>25,000</b>	<b>28,000</b>	<b>28,000</b>	<b>43,000</b>	<b>53,000</b>
<b>Closing Balance Before Interest</b>	<b>148,281</b>	<b>187,564</b>	<b>97,060</b>	<b>152,423</b>	<b>216,666</b>
Interest Income	1,283	1,496	2,363	1,243	2,305
<b>Closing Reserve Balance fund</b>	<b>149,564</b>	<b>189,060</b>	<b>99,423</b>	<b>153,666</b>	<b>218,971</b>
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sinking Fund (20 yrs)</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>
<b>Interest (20 yrs)</b>	<b>0.040000</b>	<b>0.045000</b>	<b>0.045000</b>	<b>0.050000</b>	<b>0.050000</b>
<b>Term</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Debt issuing cost rate</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>
<b>New Debt Principal/Int</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New Debt Principal/Int (cumulative)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt issuing cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Community Parks - Area H  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>2.0%</b>	4.0%	6.0%	8.0%	3.0%	
Property taxes	(188,385)	<b>(192,153)</b>	(199,839)	(211,829)	(228,776)	(235,639)	(1,068,236)
	(188,385)	<b>(192,153)</b>	(199,839)	(211,829)	(228,776)	(235,639)	(1,068,236)
<b>Total Operating Revenues</b>	<b>(188,385)</b>	<b>(192,153)</b>	<b>(199,839)</b>	<b>(211,829)</b>	<b>(228,776)</b>	<b>(235,639)</b>	<b>(1,068,236)</b>
<b>Operating Expenditures</b>							
Administration	13,315	<b>15,081</b>	15,383	15,536	15,847	16,006	77,853
Professional fees	1,000	<b>10,000</b>	5,000	5,000	5,000	5,000	30,000
Building ops	2,615	<b>4,222</b>	4,264	4,350	4,393	4,481	21,710
Veh & Equip ops	3,043	<b>6,784</b>	6,920	7,058	7,199	7,343	35,304
Operating costs	57,205	<b>78,549</b>	80,120	81,722	83,356	85,024	408,771
Wages & benefits	90,774	<b>93,229</b>	105,094	107,196	109,340	111,527	526,386
Contributions to reserve funds	20,000	<b>20,000</b>	5,000	5,000	5,000	5,000	40,000
Debt interest	12	<b>12</b>	12	12	12	12	60
<b>Total Operating Expenditures</b>	<b>187,964</b>	<b>227,877</b>	<b>221,793</b>	<b>225,874</b>	<b>230,147</b>	<b>234,393</b>	<b>1,140,084</b>
<b>Operating (surplus)/deficit</b>	<b>(421)</b>	<b>35,724</b>	<b>21,954</b>	<b>14,045</b>	<b>1,371</b>	<b>(1,246)</b>	<b>71,848</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	216,244	<b>25,003</b>	211	2,097	1,142	1,089	29,542
Transfer from reserves	(85,000)	<b>(21,290)</b>					(21,290)
Grants and other	(110,000)						
<b>Net Capital Assets funded from Operations</b>	<b>21,244</b>	<b>3,713</b>	<b>211</b>	<b>2,097</b>	<b>1,142</b>	<b>1,089</b>	<b>8,252</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	340	<b>370</b>	370	370	370	370	1,850
<b>Total Capital Financing Charges</b>	<b>340</b>	<b>370</b>	<b>370</b>	<b>370</b>	<b>370</b>	<b>370</b>	<b>1,850</b>
<b>Net (surplus)/deficit for the year</b>	<b>21,163</b>	<b>39,807</b>	<b>22,535</b>	<b>16,512</b>	<b>2,883</b>	<b>213</b>	<b>81,950</b>
Add: Transfer from appropriated surplus		<b>(9,500)</b>					(9,500)
Add: Prior year (surplus) / deficit	(68,090)	<b>(76,710)</b>	(46,403)	(23,868)	(7,356)	(4,473)	(158,810)
<b>(Surplus) applied to future years</b>	<b>(46,927)</b>	<b>(46,403)</b>	<b>(23,868)</b>	<b>(7,356)</b>	<b>(4,473)</b>	<b>(4,260)</b>	<b>(86,360)</b>

**Community Parks - Area H**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
PC-2087 COMPUTER - COMM PARKS EA H	1,219	211	2,097	1,142	1,089	<b>5,758</b>
PR-0031 DUNSMIUR COMMUNITY PARK - EA H	23,784					<b>23,784</b>
<b>Total Community Parks - Area H</b>	<b>25,003</b>	<b>211</b>	<b>2,097</b>	<b>1,142</b>	<b>1,089</b>	<b>29,542</b>

Community Parks - Area H

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	19,276	18,179	23,361	28,653	34,011
PR-0031 DUNSMIUR COMMUNITY PARK - EA H	21,290				
<b>Total Allocated To Capital Projects</b>	<b>21,290</b>	-	-	-	-
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account					
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>21,290</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	20,000	5,000	5,000	5,000	5,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	<b>20,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Closing Balance Before Interest</b>	<b>17,986</b>	<b>23,179</b>	<b>28,361</b>	<b>33,653</b>	<b>39,011</b>
Interest Income	193	182	292	358	510
<b>Closing Reserve Balance fund</b>	<b>18,179</b>	<b>23,361</b>	<b>28,653</b>	<b>34,011</b>	<b>39,521</b>
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sinking Fund (20 yrs)</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>
<b>Interest (20 yrs)</b>	<b>0.040000</b>	<b>0.045000</b>	<b>0.045000</b>	<b>0.050000</b>	<b>0.050000</b>
<b>Term</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Debt issuing cost rate</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>
<b>New Debt Principal/Int</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New Debt Principal/Int (cumulative)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt issuing cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>1.5%</b>	1.5%	1.5%	1.5%	1.5%	
Property taxes	(15,577)	<b>(15,811)</b>	(16,048)	(16,289)	(16,533)	(16,781)	(81,462)
	(15,577)	<b>(15,811)</b>	(16,048)	(16,289)	(16,533)	(16,781)	(81,462)
<b>Total Operating Revenues</b>	(15,577)	<b>(15,811)</b>	(16,048)	(16,289)	(16,533)	(16,781)	(81,462)
<b>Operating Expenditures</b>							
Transfer to other gov/org	15,577	<b>15,811</b>	16,048	16,289	16,533	16,781	81,462
<b>Total Operating Expenditures</b>	15,577	<b>15,811</b>	16,048	16,289	16,533	16,781	81,462
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>15.3%</b>	0.8%	0.8%	0.8%	0.8%	
Property taxes	(27,593)	<b>(31,827)</b>	(32,082)	(32,338)	(32,597)	(32,858)	(161,702)
	(27,593)	<b>(31,827)</b>	(32,082)	(32,338)	(32,597)	(32,858)	(161,702)
<b>Total Operating Revenues</b>	(27,593)	<b>(31,827)</b>	(32,082)	(32,338)	(32,597)	(32,858)	(161,702)
<b>Operating Expenditures</b>							
Transfer to other gov/org	27,593	<b>31,827</b>	32,082	32,338	32,597	32,858	161,702
<b>Total Operating Expenditures</b>	27,593	<b>31,827</b>	32,082	32,338	32,597	32,858	161,702
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							



**Port Theatre EA C (Extension)  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>1.0%</b>	1.5%	1.5%	1.5%	1.5%	
Property taxes	(15,474)	<b>(15,632)</b>	(15,866)	(16,104)	(16,347)	(16,591)	(80,540)
	(15,474)	<b>(15,632)</b>	(15,866)	(16,104)	(16,347)	(16,591)	(80,540)
<b>Total Operating Revenues</b>	(15,474)	<b>(15,632)</b>	(15,866)	(16,104)	(16,347)	(16,591)	(80,540)
<b>Operating Expenditures</b>							
Transfer to other gov/org	15,586	<b>15,707</b>	15,866	16,104	16,347	16,591	80,615
<b>Total Operating Expenditures</b>	15,586	<b>15,707</b>	15,866	16,104	16,347	16,591	80,615
<b>Operating (surplus)/deficit</b>	112	<b>75</b>					75
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	112	<b>75</b>					75
Add: Prior year (surplus) / deficit	(112)	<b>(75)</b>					(75)
<b>(Surplus) applied to future years</b>							



**Port Theatre EA C (East Wellington)**  
**FINANCIAL PLAN**  
**2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>1.5%</b>	1.5%	1.5%	1.5%	1.5%	
Property taxes	(4,009)	<b>(4,069)</b>	(4,130)	(4,192)	(4,254)	(4,318)	(20,963)
	(4,009)	<b>(4,069)</b>	(4,130)	(4,192)	(4,254)	(4,318)	(20,963)
<b>Total Operating Revenues</b>	(4,009)	<b>(4,069)</b>	(4,130)	(4,192)	(4,254)	(4,318)	(20,963)
<b>Operating Expenditures</b>							
Transfer to other gov/org	4,009	<b>4,069</b>	4,130	4,192	4,254	4,318	20,963
<b>Total Operating Expenditures</b>	4,009	<b>4,069</b>	4,130	4,192	4,254	4,318	20,963
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>1.5%</b>	1.5%	1.5%	1.5%	1.5%	
Property taxes	(22,359)	<b>(22,694)</b>	(23,034)	(23,380)	(23,731)	(24,087)	(116,926)
	(22,359)	<b>(22,694)</b>	(23,034)	(23,380)	(23,731)	(24,087)	(116,926)
<b>Total Operating Revenues</b>	(22,359)	<b>(22,694)</b>	(23,034)	(23,380)	(23,731)	(24,087)	(116,926)
<b>Operating Expenditures</b>							
Transfer to other gov/org	22,359	<b>22,694</b>	23,034	23,380	23,731	24,087	116,926
<b>Total Operating Expenditures</b>	22,359	<b>22,694</b>	23,034	23,380	23,731	24,087	116,926
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							



**Community Works Fund Projects - Parks & Recreation**  
**FINANCIAL PLAN**  
**2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>							
Planning grants	(7,100)	(57,100)	(7,100)	(7,100)	(7,100)	(7,100)	(85,500)
<b>Total Operating Revenues</b>	(7,100)	(57,100)	(7,100)	(7,100)	(7,100)	(7,100)	(85,500)
<b>Operating Expenditures</b>							
Professional fees	7,100	57,100	7,100	7,100	7,100	7,100	85,500
<b>Total Operating Expenditures</b>	7,100	57,100	7,100	7,100	7,100	7,100	85,500
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
Capital expenditures	737,875	1,042,487	100,000				1,142,487
Grants and other	(737,875)	(1,042,487)	(100,000)				(1,142,487)
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							



Community Works Fund Projects - Parks & Recreation Services

5 Year Capital Plan

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	Total
MJ-8103 MAJOR CAP - COMM WORKS - REC & PARKS	85,000					<b>85,000</b>
PR-0005 FRENCH CREEK COMM TRAIL SYSTEM EA G		100,000				<b>100,000</b>
PR-0006 GABRIOLA VILLAGE TRAIL	712,822					<b>712,822</b>
PR-0033 CWF - EA B HUXLEY PARK PH 2 UPGRADE	49,677					<b>49,677</b>
PR-0034 CWF - EA G LITTLE QUALICUM HALL UPGRADES	163,700					<b>163,700</b>
PR-0035 CWF - EA C JONANCO HOBBY WRKSHPRK LG LOT	31,288					<b>31,288</b>
<b>Total Community Works Fund Projects - Parks &amp; Recreation Services</b>	<b>1,042,487</b>	<b>100,000</b>				<b>1,142,487</b>