

**REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2019 to 2023
INDEX**

PAGE NO.	DESCRIPTION
STRATEGIC & COMMUNITY DEVELOPMENT	
279	Strategic & Community Development Financial Plan Summary 2019 to 2023
281	Strategic & Community Development Summary of Tax Requisitions 2019 to 2023
282	Electoral Area Community Planning
283	Regional Growth Strategy
284	Economic Development South
285	Economic Development North
286-287	Building Inspection
288	Strategic Initiatives/ Asset Management
289-291	Animal Control
292-296	Noise Control
297	Hazardous Properties
298	Unightly Premises
299	Community Works Fund Projects

**STRATEGIC & COMMUNITY DEVELOPMENT
FINANCIAL PLAN SUMMARY
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
Operating Revenues		4.9%	4.7%	4.8%	2.3%	1.9%	
Property taxes	(2,387,884)	(2,494,182)	(2,612,474)	(2,738,457)	(2,801,321)	(2,854,909)	(13,501,343)
Parcel taxes	(13,596)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(125,000)
Municipal agreements	(4,037)	(4,181)	(4,265)	(4,393)	(4,524)	(4,615)	(21,978)
	(2,405,517)	(2,523,363)	(2,641,739)	(2,767,850)	(2,830,845)	(2,884,524)	(13,648,321)
Operations	(1,606,640)	(1,717,133)	(1,743,339)	(1,770,069)	(1,797,334)	(1,838,935)	(8,866,810)
Operating grants	(304,695)	(211,580)	(154,695)	(154,695)	(154,695)	(154,695)	(830,360)
Planning grants	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(250,000)
Grants in lieu of taxes		(4,500)	(4,500)	(4,500)	(4,500)	(4,500)	(22,500)
Interdepartmental recoveries	(826,682)	(981,688)	(939,702)	(959,828)	(997,802)	(994,036)	(4,873,056)
Miscellaneous	(263,067)	(209,731)	(327,731)	(118,651)	(119,589)	(120,547)	(896,249)
Total Operating Revenues	(5,456,601)	(5,697,995)	(5,861,706)	(5,825,593)	(5,954,765)	(6,047,237)	(29,387,296)
Operating Expenditures							
Administration	436,114	477,959	481,177	484,430	488,940	493,512	2,426,018
Professional fees	863,830	851,815	613,530	399,802	421,609	403,853	2,690,609
Building ops	40,813	40,813	40,813	40,813	40,813	40,813	204,065
Veh & Equip ops	77,831	83,328	84,014	84,471	85,180	85,653	422,646
Operating costs	846,468	991,633	921,947	932,558	943,327	954,256	4,743,721
Program costs	415,150	417,346	415,443	415,436	415,429	415,421	2,079,075
Wages & benefits	3,254,432	3,386,251	3,378,978	3,446,555	3,515,488	3,585,796	17,313,068
Transfer to other gov/org	245,542	114,695	109,695	110,663	110,663	110,663	556,379
Contributions to reserve funds	246,643	127,270	34,374	25,184	24,988	29,789	241,605
Total Operating Expenditures	6,426,823	6,491,110	6,079,971	5,939,912	6,046,437	6,119,756	30,677,186
Operating (surplus)/deficit	970,222	793,115	218,265	114,319	91,672	72,519	1,289,890
Capital Asset Expenditures							
Capital expenditures	11,700	58,875	65,300	28,950	56,000	11,200	220,325
Transfer from reserves		(12,500)	(12,500)	(12,500)	(30,000)		(67,500)
Net Capital Assets funded from Operations	11,700	46,375	52,800	16,450	26,000	11,200	152,825
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	981,922	839,490	271,065	130,769	117,672	83,719	1,442,715
Less: Transfer to appropriated surplus		127,847					127,847
Add: Transfer from appropriated surplus	(378,011)	(481,847)					(481,847)
Add: Prior year (surplus) / deficit	(1,713,648)	(1,975,432)	(1,489,942)	(1,218,877)	(1,088,108)	(970,436)	(6,742,795)
(Surplus) applied to future years	(1,109,737)	(1,489,942)	(1,218,877)	(1,088,108)	(970,436)	(886,717)	(5,654,080)

THIS PAGE INTENTIONALLY LEFT BLANK



**STRATEGIC & COMMUNITY DEVELOPMENT
SUMMARY OF TAX REQUISITIONS
2019 to 2023**

	2019	2019	2020	2020	2021	2021	2022	2022	2023	2023
	\$	%	\$	%	\$	%	\$	%	\$	%
EA Community Planning										
0200 PLANNING - CURRENT PLANNING	(1,706,297)	5.0%	(1,791,612)	5.0%	(1,863,276)	4.0%	(1,900,542)	2.0%	(1,938,553)	2.0%
	(\$1,706,297)		(\$1,791,612)		(\$1,863,276)		(\$1,900,542)		(\$1,938,553)	
Economic Development South										
0203 ECONOMIC DEV - SOUTHERN COMMUNITY	(65,000)		(65,000)		(65,000)		(65,000)		(65,000)	
	(\$65,000)		(\$65,000)		(\$65,000)		(\$65,000)		(\$65,000)	
Economic Development North										
0204 ECONOMIC DEV - NORTHERN COMMUNITY	(50,000)	93.5%	(50,000)		(50,000)		(50,000)		(50,000)	
	(\$50,000)		(\$50,000)		(\$50,000)		(\$50,000)		(\$50,000)	
Regional Growth Strategy										
0400 REGIONAL GROWTH STRATEGY	(455,550)	5.0%	(483,379)	6.1%	(528,548)	9.3%	(549,690)	4.0%	(560,684)	2.0%
	(\$455,550)		(\$483,379)		(\$528,548)		(\$549,690)		(\$560,684)	
Bylaw Enforcement										
2060 NOISE CONTROL - AREA A	(11,323)	18.7%	(11,506)	1.6%	(11,700)	1.7%	(11,898)	1.7%	(12,099)	1.7%
2061 NOISE CONTROL - AREA B	(10,109)	1.5%	(10,760)	6.4%	(10,953)	1.8%	(11,150)	1.8%	(11,350)	1.8%
2062 NOISE CONTROL - AREA C	(9,219)	2.0%	(10,112)	9.7%	(10,311)	2.0%	(10,514)	2.0%	(10,720)	2.0%
2064 NOISE CONTROL - AREA E	(9,242)	12.0%	(10,138)	9.7%	(10,337)	2.0%	(10,540)	2.0%	(10,747)	2.0%
2066 NOISE CONTROL - AREA G	(11,439)	22.4%	(11,513)	0.6%	(11,717)	1.8%	(11,925)	1.8%	(12,135)	1.8%
2068 UNSIGHTLY PREMISES	(12,028)	(1.6%)	(12,224)	1.6%	(12,424)	1.6%	(12,628)	1.6%	(12,836)	1.6%
2069 HAZARDOUS PROPERTIES	(22,156)		(22,156)		(22,156)		(22,156)		(22,156)	
2070 ANIMAL CONTROL - AREA F B/L940.2	(19,000)	0.2%	(19,068)	0.4%	(20,271)	6.3%	(20,640)	1.8%	(21,015)	1.8%
2071 ANIMAL CONTROL - AREA A,B,C,LANTZ B/L1065	(57,000)	(17.2%)	(58,021)	1.8%	(61,522)	6.0%	(62,701)	1.9%	(63,905)	1.9%
2072 ANIMAL CONTROL - AREA E,G,H	(85,000)	(2.8%)	(86,250)	1.5%	(89,635)	3.9%	(91,461)	2.0%	(93,324)	2.0%
	(\$246,516)		(\$251,748)		(\$261,026)		(\$265,613)		(\$270,287)	
Total STRATEGIC & COMMUNITY DEVELOPMENT	(2,523,363)	4.9%	(2,641,739)	4.7%	(2,767,850)	4.8%	(2,830,845)	2.3%	(2,884,524)	1.9%

**EA Community Planning
FINANCIAL PLAN
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
Operating Revenues		5.0%	5.0%	4.0%	2.0%	2.0%	
Property taxes	(1,625,045)	(1,706,297)	(1,791,612)	(1,863,276)	(1,900,542)	(1,938,553)	(9,200,280)
	(1,625,045)	(1,706,297)	(1,791,612)	(1,863,276)	(1,900,542)	(1,938,553)	(9,200,280)
Operations	(68,400)	(92,700)	(92,700)	(92,700)	(92,700)	(92,700)	(463,500)
Grants in lieu of taxes		(4,500)	(4,500)	(4,500)	(4,500)	(4,500)	(22,500)
Interdepartmental recoveries	(5,000)	(80,000)	(5,000)	(5,000)	(5,000)	(5,000)	(100,000)
Miscellaneous	(75,500)	(30,500)	(130,500)	(500)	(500)	(500)	(162,500)
Total Operating Revenues	(1,773,945)	(1,913,997)	(2,024,312)	(1,965,976)	(2,003,242)	(2,041,253)	(9,948,780)
Operating Expenditures							
Administration	318,800	332,162	335,115	338,098	341,111	344,154	1,690,640
Professional fees	256,000	275,800	235,800	93,800	93,800	93,800	793,000
Building ops	37,313	37,313	37,313	37,313	37,313	37,313	186,565
Veh & Equip ops	40,634	41,881	41,881	41,881	41,881	41,881	209,405
Operating costs	200,338	209,932	211,810	213,706	215,622	217,557	1,068,627
Wages & benefits	1,158,895	1,267,626	1,217,979	1,242,338	1,267,186	1,292,528	6,287,657
Contributions to reserve funds	51,125	1,125	1,125	1,125	1,125	1,125	5,625
Total Operating Expenditures	2,063,105	2,165,839	2,081,023	1,968,261	1,998,038	2,028,358	10,241,519
Operating (surplus)/deficit	289,160	251,842	56,711	2,285	(5,204)	(12,895)	292,739
Capital Asset Expenditures							
Capital expenditures	7,700	7,719	11,890	6,600	15,500	7,200	48,909
Net Capital Assets funded from Operations	7,700	7,719	11,890	6,600	15,500	7,200	48,909
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	296,860	259,561	68,601	8,885	10,296	(5,695)	341,648
Add: Transfer from appropriated surplus	(52,500)	(160,000)					(160,000)
Add: Prior year (surplus) / deficit	(432,460)	(389,927)	(290,366)	(221,765)	(212,880)	(202,584)	(1,317,522)
(Surplus) applied to future years	(188,100)	(290,366)	(221,765)	(212,880)	(202,584)	(208,279)	(1,135,874)

**Regional Growth Strategy
FINANCIAL PLAN
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
Operating Revenues		5.0%	6.1%	9.3%	4.0%	2.0%	
Property taxes	(433,857)	(455,550)	(483,379)	(528,548)	(549,690)	(560,684)	(2,577,851)
	(433,857)	(455,550)	(483,379)	(528,548)	(549,690)	(560,684)	(2,577,851)
Operating grants	(150,000)	(6,885)					(6,885)
Miscellaneous	(50,000)	(108,000)	(126,000)	(46,920)	(47,858)	(48,816)	(377,594)
Total Operating Revenues	(633,857)	(570,435)	(609,379)	(575,468)	(597,548)	(609,500)	(2,962,330)
Operating Expenditures							
Administration	42,540	61,267	61,267	61,267	62,492	63,742	310,035
Professional fees	234,000	153,585	96,700	23,200	23,200	23,200	319,885
Building ops	3,500	3,500	3,500	3,500	3,500	3,500	17,500
Veh & Equip ops	7,255	7,145	7,145	7,145	7,145	7,145	35,725
Operating costs	52,329	52,585	52,585	52,585	52,585	52,585	262,925
Program costs	16,000	16,000	16,000	16,000	16,000	16,000	80,000
Wages & benefits	398,179	392,112	399,954	407,953	416,112	424,435	2,040,566
Transfer to other gov/org	5,000	5,000		968	968	968	7,904
Contributions to reserve funds	50,750	25,750	750	750	750	5,750	33,750
Total Operating Expenditures	809,553	716,944	637,901	573,368	582,752	597,325	3,108,290
Operating (surplus)/deficit	175,696	146,509	28,522	(2,100)	(14,796)	(12,175)	145,960
Capital Asset Expenditures							
Capital expenditures		1,031	3,910	2,100			7,041
Net Capital Assets funded from Operations		1,031	3,910	2,100			7,041
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	175,696	147,540	32,432		(14,796)	(12,175)	153,001
Add: Transfer from appropriated surplus	(75,500)	(78,000)					(78,000)
Add: Prior year (surplus) / deficit	(174,491)	(101,972)	(32,432)			(14,796)	(149,200)
(Surplus) applied to future years	(74,295)	(32,432)			(14,796)	(26,971)	(74,199)



**Economic Development South
FINANCIAL PLAN
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
Operating Revenues							
Property taxes	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(325,000)
	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(325,000)
Total Operating Revenues	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(325,000)
Operating Expenditures							
Transfer to other gov/org	195,847	65,000	65,000	65,000	65,000	65,000	325,000
Total Operating Expenditures	195,847	65,000	65,000	65,000	65,000	65,000	325,000
Operating (surplus)/deficit	130,847						
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	130,847						
Less: Transfer to appropriated surplus		127,847					127,847
Add: Transfer from appropriated surplus	(130,847)	(127,847)					(127,847)
(Surplus) applied to future years							

**Economic Development North
FINANCIAL PLAN
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
Operating Revenues		93.5%					
Property taxes	(12,240)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(125,000)
Parcel taxes	(13,596)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(125,000)
	(25,836)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(250,000)
Total Operating Revenues	(25,836)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(250,000)
Operating Expenditures							
Operating costs	2,000	1,700	1,700	1,700	1,700	1,700	8,500
Program costs	47,650	49,846	47,943	47,936	47,929	47,921	241,575
Wages & benefits	350	350	357	364	371	379	1,821
Total Operating Expenditures	50,000	51,896	50,000	50,000	50,000	50,000	251,896
Operating (surplus)/deficit	24,164	1,896					1,896
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	24,164	1,896					1,896
Add: Transfer from appropriated surplus	(24,164)						
Add: Prior year (surplus) / deficit		(1,896)					(1,896)
(Surplus) applied to future years							

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
Operating Revenues							
Operations	(1,217,600)	(1,299,675)	(1,325,669)	(1,352,182)	(1,379,226)	(1,420,602)	(6,777,354)
Operating grants	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
Interdepartmental recoveries	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
Miscellaneous	(21,500)	(21,500)	(21,500)	(21,500)	(21,500)	(21,500)	(107,500)
Total Operating Revenues	(1,269,100)	(1,351,175)	(1,377,169)	(1,403,682)	(1,430,726)	(1,472,102)	(7,034,854)
Operating Expenditures							
Administration	48,129	53,146	53,146	53,146	53,146	53,146	265,730
Professional fees	55,000	17,500	17,500	17,500	17,500	17,500	87,500
Veh & Equip ops	20,892	23,800	24,276	24,519	25,009	25,259	122,863
Operating costs	260,343	385,963	314,822	317,971	321,150	324,362	1,664,268
Program costs	51,500	51,500	51,500	51,500	51,500	51,500	257,500
Wages & benefits	996,587	1,005,077	1,025,179	1,045,682	1,066,596	1,087,928	5,230,462
Contributions to reserve funds	105,000	10,000	10,000	10,000	10,000	10,000	50,000
Total Operating Expenditures	1,537,451	1,546,986	1,496,423	1,520,318	1,544,901	1,569,695	7,678,323
Operating (surplus)/deficit	268,351	195,811	119,254	116,636	114,175	97,593	643,469
Capital Asset Expenditures							
Capital expenditures	4,000	46,375	49,500	17,750	8,000	4,000	125,625
Transfer from reserves		(12,500)	(12,500)	(12,500)			(37,500)
Net Capital Assets funded from Operations	4,000	33,875	37,000	5,250	8,000	4,000	88,125
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	272,351	229,686	156,254	121,886	122,175	101,593	731,594
Add: Transfer from appropriated surplus	(50,000)						
Add: Prior year (surplus) / deficit	(1,027,598)	(1,383,051)	(1,153,365)	(997,111)	(875,225)	(753,050)	(5,161,802)
(Surplus) applied to future years	(805,247)	(1,153,365)	(997,111)	(875,225)	(753,050)	(651,457)	(4,430,208)

Building Inspection

5 Year Capital Plan

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	Total
PC-0300 COMPUTER - BLDG INSPECTION	4,875	8,000	5,250	8,000	4,000	30,125
VH-0300 VEHICLE - BLDG INSPECTION	41,500	41,500	12,500			95,500
Total Building Inspection	46,375	49,500	17,750	8,000	4,000	125,625



**Strategic Initiatives/Asset Management
FINANCIAL PLAN
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
Operating Revenues							
Operating grants	(100,000)	(150,000)	(100,000)	(100,000)	(100,000)	(100,000)	(550,000)
Interdepartmental recoveries	(445,165)	(505,515)	(531,350)	(544,158)	(572,170)	(563,294)	(2,716,487)
Miscellaneous	(105,337)	(39,001)	(39,001)	(39,001)	(39,001)	(39,001)	(195,005)
Total Operating Revenues	(650,502)	(694,516)	(670,351)	(683,159)	(711,171)	(702,295)	(3,461,492)
Operating Expenditures							
Administration	9,000	9,000	9,180	9,364	9,550	9,742	46,836
Professional fees	298,500	385,000	243,600	245,372	267,179	249,423	1,390,574
Operating costs	17,800	39,174	33,958	34,637	35,330	36,037	179,136
Wages & benefits	370,202	376,091	383,614	391,286	399,112	407,093	1,957,196
Total Operating Expenditures	695,502	809,265	670,352	680,659	711,171	702,295	3,573,742
Operating (surplus)/deficit	45,000	114,749	1	(2,500)			112,250
Capital Asset Expenditures							
Capital expenditures		1,250		2,500			3,750
Net Capital Assets funded from Operations		1,250		2,500			3,750
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	45,000	115,999	1				116,000
Add: Transfer from appropriated surplus	(45,000)	(116,000)					(116,000)
Add: Prior year (surplus) / deficit			(1)				(1)
(Surplus) applied to future years		(1)					(1)



**Animal Control EA A,B,C,LANTZ
FINANCIAL PLAN
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
Operating Revenues		(17.2%)	1.8%	6.0%	1.9%	1.9%	
Property taxes	(68,832)	(57,000)	(58,021)	(61,522)	(62,701)	(63,905)	(303,149)
	(68,832)	(57,000)	(58,021)	(61,522)	(62,701)	(63,905)	(303,149)
Operations		(1,425)	(1,425)	(1,425)	(1,425)	(1,425)	(7,125)
Total Operating Revenues	(68,832)	(58,425)	(59,446)	(62,947)	(64,126)	(65,330)	(310,274)
Operating Expenditures							
Administration	4,787	5,756	5,814	5,872	5,930	5,990	29,362
Professional fees	1,000	1,000	1,000	1,000	1,000	1,000	5,000
Operating costs	63,457	53,897	54,975	56,075	57,196	58,340	280,483
Contributions to reserve funds	4,000	15,000	846				15,846
Total Operating Expenditures	73,244	75,653	62,635	62,947	64,126	65,330	330,691
Operating (surplus)/deficit	4,412	17,228	3,189				20,417
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	4,412	17,228	3,189				20,417
Add: Prior year (surplus) / deficit	(9,164)	(20,417)	(3,189)				(23,606)
(Surplus) applied to future years	(4,752)	(3,189)					(3,189)

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
Operating Revenues		(2.8%)	1.5%	3.9%	2.0%	2.0%	
Property taxes	(87,463)	(85,000)	(86,250)	(89,635)	(91,461)	(93,324)	(445,670)
	(87,463)	(85,000)	(86,250)	(89,635)	(91,461)	(93,324)	(445,670)
Operations	(9,100)	(10,525)	(10,525)	(10,525)	(10,525)	(10,525)	(52,625)
Miscellaneous	(10,730)	(10,730)	(10,730)	(10,730)	(10,730)	(10,730)	(53,650)
Total Operating Revenues	(107,293)	(106,255)	(107,505)	(110,890)	(112,716)	(114,579)	(551,945)
Operating Expenditures							
Administration	6,816	7,868	7,868	7,868	7,868	7,868	39,340
Professional fees	11,730	11,730	11,730	11,730	11,730	11,730	58,650
Operating costs	93,026	87,747	89,502	91,292	93,118	94,981	456,640
Contributions to reserve funds		12,477					12,477
Total Operating Expenditures	111,572	119,822	109,100	110,890	112,716	114,579	567,107
Operating (surplus)/deficit	4,279	13,567	1,595				15,162
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	4,279	13,567	1,595				15,162
Add: Prior year (surplus) / deficit	(8,241)	(15,162)	(1,595)				(16,757)
(Surplus) applied to future years	(3,962)	(1,595)					(1,595)



**Animal Control EA F
FINANCIAL PLAN
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
Operating Revenues		0.2%	0.4%	6.3%	1.8%	1.8%	
Property taxes	(18,969)	(19,000)	(19,068)	(20,271)	(20,640)	(21,015)	(99,994)
	(18,969)	(19,000)	(19,068)	(20,271)	(20,640)	(21,015)	(99,994)
Operations	(1,500)	(925)	(925)	(925)	(925)	(925)	(4,625)
Total Operating Revenues	(20,469)	(19,925)	(19,993)	(21,196)	(21,565)	(21,940)	(104,619)
Operating Expenditures							
Administration	1,404	1,784	1,784	1,784	1,784	1,784	8,920
Professional fees	1,000	1,000	1,000	1,000	1,000	1,000	5,000
Operating costs	19,321	17,697	18,051	18,412	18,781	19,156	92,097
Contributions to reserve funds	2,000	7,711	1,846				9,557
Total Operating Expenditures	23,725	28,192	22,681	21,196	21,565	21,940	115,574
Operating (surplus)/deficit	3,256	8,267	2,688				10,955
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	3,256	8,267	2,688				10,955
Add: Prior year (surplus) / deficit	(9,654)	(10,955)	(2,688)				(13,643)
(Surplus) applied to future years	(6,398)	(2,688)					(2,688)

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
Operating Revenues		18.7%	1.6%	1.7%	1.7%	1.7%	
Property taxes	(9,543)	(11,323)	(11,506)	(11,700)	(11,898)	(12,099)	(58,526)
	(9,543)	(11,323)	(11,506)	(11,700)	(11,898)	(12,099)	(58,526)
Operations		(225)	(225)	(225)	(225)	(225)	(1,125)
Total Operating Revenues	(9,543)	(11,548)	(11,731)	(11,925)	(12,123)	(12,324)	(59,651)
Operating Expenditures							
Administration	582	944	944	944	944	944	4,720
Professional fees	1,500	1,100	1,100	1,100	1,100	1,100	5,500
Operating costs	8,988	9,497	9,687	9,881	10,079	10,280	49,424
Contributions to reserve funds		3,184					3,184
Total Operating Expenditures	11,070	14,725	11,731	11,925	12,123	12,324	62,828
Operating (surplus)/deficit	1,527	3,177					3,177
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	1,527	3,177					3,177
Add: Prior year (surplus) / deficit	(1,816)	(3,177)					(3,177)
(Surplus) applied to future years	(289)						

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
Operating Revenues		1.5%	6.4%	1.8%	1.8%	1.8%	
Property taxes	(9,958)	(10,109)	(10,760)	(10,953)	(11,150)	(11,350)	(54,322)
	(9,958)	(10,109)	(10,760)	(10,953)	(11,150)	(11,350)	(54,322)
Operations		(225)	(225)	(225)	(225)	(225)	(1,125)
Total Operating Revenues	(9,958)	(10,334)	(10,985)	(11,178)	(11,375)	(11,575)	(55,447)
Operating Expenditures							
Administration	582	849	849	849	849	849	4,245
Professional fees	500	500	500	500	500	500	2,500
Operating costs	8,938	9,447	9,636	9,829	10,026	10,226	49,164
Contributions to reserve funds	3,000	2,667					2,667
Total Operating Expenditures	13,020	13,463	10,985	11,178	11,375	11,575	58,576
Operating (surplus)/deficit	3,062	3,129					3,129
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	3,062	3,129					3,129
Add: Prior year (surplus) / deficit	(3,410)	(3,129)					(3,129)
(Surplus) applied to future years	(348)						

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
Operating Revenues		2.0%	9.7%	2.0%	2.0%	2.0%	
Property taxes	(5,002)	(5,038)	(5,847)	(5,918)	(5,990)	(6,105)	(28,898)
Municipal agreements	(4,037)	(4,181)	(4,265)	(4,393)	(4,524)	(4,615)	(21,978)
	(9,039)	(9,219)	(10,112)	(10,311)	(10,514)	(10,720)	(50,876)
Operations		(225)	(225)	(225)	(225)	(225)	(1,125)
Total Operating Revenues	(9,039)	(9,444)	(10,337)	(10,536)	(10,739)	(10,945)	(52,001)
Operating Expenditures							
Administration	569	795	803	811	819	827	4,055
Operating costs	8,838	9,347	9,534	9,725	9,920	10,118	48,644
Contributions to reserve funds		1,795					1,795
Total Operating Expenditures	9,407	11,937	10,337	10,536	10,739	10,945	54,494
Operating (surplus)/deficit	368	2,493					2,493
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	368	2,493					2,493
Add: Prior year (surplus) / deficit	(1,497)	(2,493)					(2,493)
(Surplus) applied to future years	(1,129)						



**Noise Control EA E
FINANCIAL PLAN
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
Operating Revenues		12.0%	9.7%	2.0%	2.0%	2.0%	
Property taxes	(8,253)	(9,242)	(10,138)	(10,337)	(10,540)	(10,747)	(51,004)
	(8,253)	(9,242)	(10,138)	(10,337)	(10,540)	(10,747)	(51,004)
Operations		(225)	(225)	(225)	(225)	(225)	(1,125)
Total Operating Revenues	(8,253)	(9,467)	(10,363)	(10,562)	(10,765)	(10,972)	(52,129)
Operating Expenditures							
Administration	569	795	803	811	819	827	4,055
Operating costs	8,838	9,372	9,560	9,751	9,946	10,145	48,774
Contributions to reserve funds		1,346					1,346
Total Operating Expenditures	9,407	11,513	10,363	10,562	10,765	10,972	54,175
Operating (surplus)/deficit	1,154	2,046					2,046
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	1,154	2,046					2,046
Add: Prior year (surplus) / deficit	(1,837)	(2,046)					(2,046)
(Surplus) applied to future years	(683)						

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
Operating Revenues		22.4%	0.6%	1.8%	1.8%	1.8%	
Property taxes	(9,346)	(11,439)	(11,513)	(11,717)	(11,925)	(12,135)	(58,729)
	(9,346)	(11,439)	(11,513)	(11,717)	(11,925)	(12,135)	(58,729)
Operations		(225)	(225)	(225)	(225)	(225)	(1,125)
Total Operating Revenues	(9,346)	(11,664)	(11,738)	(11,942)	(12,150)	(12,360)	(59,854)
Operating Expenditures							
Administration	570	1,142	1,153	1,165	1,177	1,188	5,825
Professional fees	500	500	500	500	500	500	2,500
Operating costs	8,888	9,397	9,585	9,777	9,973	10,172	48,904
Contributions to reserve funds	1,000	106	500	500	500	500	2,106
Total Operating Expenditures	10,958	11,145	11,738	11,942	12,150	12,360	59,335
Operating (surplus)/deficit	1,612	(519)					(519)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	1,612	(519)					(519)
Add: Prior year (surplus) / deficit	(3,375)	519					519
(Surplus) applied to future years	(1,763)						

**Hazardous Properties
FINANCIAL PLAN
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
Operating Revenues							
Property taxes	(22,156)	(22,156)	(22,156)	(22,156)	(22,156)	(22,156)	(110,780)
	(22,156)	(22,156)	(22,156)	(22,156)	(22,156)	(22,156)	(110,780)
Operations	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(750,000)
Total Operating Revenues	(172,156)	(172,156)	(172,156)	(172,156)	(172,156)	(172,156)	(860,780)
Operating Expenditures							
Administration	653	1,070	1,070	1,070	1,070	1,070	5,350
Professional fees	3,000	3,000	3,000	3,000	3,000	3,000	15,000
Operating costs	8,888	9,397	9,585	9,777	9,973	10,172	48,904
Program costs	150,000	150,000	150,000	150,000	150,000	150,000	750,000
Contributions to reserve funds	27,058	28,377	14,807	8,309	8,113	7,914	67,520
Total Operating Expenditures	189,599	191,844	178,462	172,156	172,156	172,156	886,774
Operating (surplus)/deficit	17,443	19,688	6,306				25,994
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	17,443	19,688	6,306				25,994
Add: Prior year (surplus) / deficit	(40,214)	(25,994)	(6,306)				(32,300)
(Surplus) applied to future years	(22,771)	(6,306)					(6,306)

**Unightly Premises
FINANCIAL PLAN
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
Operating Revenues		(1.6%)	1.6%	1.6%	1.6%	1.7%	
Property taxes	(12,220)	(12,028)	(12,224)	(12,424)	(12,628)	(12,836)	(62,140)
	(12,220)	(12,028)	(12,224)	(12,424)	(12,628)	(12,836)	(62,140)
Operations	(150,000)	(150,150)	(150,150)	(150,150)	(150,150)	(150,150)	(750,750)
Total Operating Revenues	(162,220)	(162,178)	(162,374)	(162,574)	(162,778)	(162,986)	(812,890)
Operating Expenditures							
Administration	613	881	881	881	881	881	4,405
Professional fees	500	500	500	500	500	500	2,500
Operating costs	9,288	9,797	9,993	10,193	10,397	10,605	50,985
Program costs	150,000	150,000	150,000	150,000	150,000	150,000	750,000
Contributions to reserve funds	1,710	16,732	1,000	1,000	1,000	1,000	20,732
Total Operating Expenditures	162,111	177,910	162,374	162,574	162,778	162,986	828,622
Operating (surplus)/deficit	(109)	15,732					15,732
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	(109)	15,732					15,732
Add: Prior year (surplus) / deficit	109	(15,732)					(15,732)
(Surplus) applied to future years							



Community Works Fund Projects - Strategic & Community Development
FINANCIAL PLAN
2019 to 2023

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
Operating Revenues							
Planning grants	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(250,000)
Total Operating Revenues	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(250,000)
Operating Expenditures							
Operating costs	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Total Operating Expenditures	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Operating (surplus)/deficit							
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year							
(Surplus) applied to future years							