



BYLAW NO. 423

A BYLAW TO ADOPT THE 2021 TO 2025 FINANCIAL PLAN AND CAPITAL EXPENDITURE PROGRAM

WHEREAS the Regional District must annually adopt a financial plan, by bylaw, which covers the current year and the ensuing four years;

AND WHEREAS the Strathcona Regional District wishes to adopt a financial plan that reflects its corporate priorities for the period 2021 to 2025;

AND WHEREAS a public consultation process regarding the 2021 to 2025 financial plan has been completed;

NOW THEREFORE the Board of Directors of the Strathcona Regional District, in open meeting assembled, enacts as follows:

Financial Plan and Capital Expenditure Program

1. Schedule A (Consolidated Expenses and Sources of Revenue), Schedule B (Capital Expenses and Sources of Revenue), Schedule C (Operating Expenses by Type) and Schedule D (Consolidated Expenses and Sources of Revenue by Service), all of which are attached hereto and form an integral part of this bylaw, are hereby designated and adopted as the financial plan and capital expenditure program for the period commencing on January 1, 2021 and terminating on December 31, 2025.

Citation

2. This bylaw may be cited for all purposes as Bylaw No. 423, being 2021 to 2025 Financial Plan and Capital Expenditure Program Bylaw.

READ A FIRST TIME ON THE 24TH DAY OF FEBRUARY, 2021

READ A SECOND TIME ON THE 24TH DAY OF FEBRUARY, 2021

READ A THIRD TIME ON THE 10TH DAY OF MARCH, 2021

RECONSIDERED, FINALLY PASSED AND ADOPTED ON THE 10TH DAY OF MARCH, 2021



Chair



Corporate Officer

**2021-2025 Financial Plan
Consolidated Expenses and Sources of Revenue**

Bylaw 423
Schedule A

	2021	2022	2023	2024	2025
Operating Sources of Revenue					
Frontage and parcel taxes	\$ 21,898	\$ 20,723	\$ 20,723	\$ 20,723	\$ 20,723
Property value tax requisition	13,076,526	15,371,585	14,973,568	15,205,219	15,437,099
Grants in lieu of taxes	191,560	191,560	191,560	191,560	191,560
Conditional transfers	1,563,522	763,523	736,480	738,183	739,918
Unconditional transfers	211,500	211,500	211,500	211,500	211,500
Sales of services	2,504,151	3,139,873	3,607,287	3,621,914	3,633,360
Other revenue from own sources	1,564,518	1,533,067	1,558,799	1,583,005	1,607,695
Debt recoveries	1,833,680	1,833,680	1,813,986	1,725,226	1,715,554
Transfers from reserves	132,560	84,435	33,749	36,337	38,516
Transfers from accumulated surplus	3,134,496	-	-	-	-
	<u>24,234,411</u>	<u>23,149,946</u>	<u>23,147,652</u>	<u>23,333,667</u>	<u>23,595,925</u>
Capital Revenues - Schedule B	20,714,591	41,498,157	21,085,750	9,255,000	1,019,000
Consolidated Revenues	<u>\$ 44,949,002</u>	<u>\$ 64,648,103</u>	<u>\$ 44,233,402</u>	<u>\$ 32,588,667</u>	<u>\$ 24,614,925</u>
Operating Expenses by Category					
General government services	\$ 6,404,493	\$ 5,883,425	\$ 5,943,100	\$ 6,000,229	\$ 6,066,668
Protective services	2,399,963	2,033,402	2,057,661	2,081,146	2,106,333
Environmental health services	2,693,986	2,721,300	2,753,856	2,786,955	2,816,646
Development services	1,064,665	853,919	866,575	879,488	892,660
Parks, recreation and cultural services	9,193,415	9,765,051	9,897,665	10,034,599	10,160,242
Transportation Services	273,903	237,791	247,167	256,488	266,357
Other services	1,000,719	451,791	198,055	199,949	201,878
Debt payments Municipalities	1,203,267	1,203,267	1,183,573	1,094,813	1,085,141
	<u>24,234,411</u>	<u>23,149,946</u>	<u>23,147,652</u>	<u>23,333,667</u>	<u>23,595,925</u>
Capital Expenses - Schedule B	20,714,591	41,498,157	21,085,750	9,255,000	1,019,000
Consolidated Expenses	<u>\$ 44,949,002</u>	<u>\$ 64,648,103</u>	<u>\$ 44,233,402</u>	<u>\$ 32,588,667</u>	<u>\$ 24,614,925</u>

**2021-2025 Financial Plan
Capital Expenses and Sources of Revenue**

Bylaw 423
Schedule B

	2021	2022	2023	2024	2025
Capital Sources of Revenue					
Conditional transfers	\$ 14,240,585	\$ 23,100,953	\$ 5,515,237	\$ 3,129,860	\$ -
Proceeds from borrowing	106,680	16,933,454	12,289,303	4,000,000	446,000
Other recoveries	44,252	-	-	-	-
Transfers from reserves	6,323,073	1,463,750	3,281,210	2,125,140	573,000
Total Capital Revenues	\$ 20,714,591	\$ 41,498,157	\$ 21,085,750	\$ 9,255,000	\$ 1,019,000
Capital Expense by Category					
General government services	\$ 360,055	\$ 60,000	\$ 50,000	\$ 115,000	\$ 45,000
Environmental health services	1,970,725	1,725,250	1,084,750	-	-
Development services	93,479	-	-	-	-
Parks, recreation and cultural services	4,362,469	19,537,000	19,741,000	9,130,000	964,000
Protective services	132,563	10,000	210,000	10,000	10,000
Other services	13,775,300	20,165,907	-	-	-
Transportation services	20,000	-	-	-	-
Total Capital Expenses	\$ 20,714,591	\$ 41,498,157	\$ 21,085,750	\$ 9,255,000	\$ 1,019,000

**2021-2025 Financial Plan
Operating Expenses by Type**

Bylaw 423
Schedule C

	2021	2022	2023	2024	2025
General government services					
Labour, materials, and contracted services	\$ 4,864,505	\$ 4,512,919	\$ 4,517,360	\$ 4,584,489	\$ 4,650,928
Debt interest payments	244,549	244,549	244,549	244,549	244,549
Debt principal payments	494,138	494,138	494,138	494,138	494,138
Transfers to reserves	801,301	631,819	687,053	677,053	677,053
	<u>6,404,493</u>	<u>5,883,425</u>	<u>5,943,100</u>	<u>6,000,229</u>	<u>6,066,668</u>
Protective services					
Labour, materials, and contracted services	2,223,955	1,899,013	1,943,256	1,969,574	2,019,596
Transfers to reserves	174,892	134,389	114,405	111,572	86,737
Deficit prior year	1,116	-	-	-	-
	<u>2,399,963</u>	<u>2,033,402</u>	<u>2,057,661</u>	<u>2,081,146</u>	<u>2,106,333</u>
Environmental health services					
Labour, materials, and contracted services	2,580,801	2,583,398	2,615,954	2,649,053	2,682,694
Debt interest payments	7,886	26,478	26,478	26,478	26,478
Debt principal payments	14,674	41,424	41,424	41,424	37,474
Deficit prior year	1,175	-	-	-	-
Transfers to reserves	89,450	70,000	70,000	70,000	70,000
	<u>2,693,986</u>	<u>2,721,300</u>	<u>2,753,856</u>	<u>2,786,955</u>	<u>2,816,646</u>
Development services					
Labour, materials, and contracted services	924,820	853,914	866,575	879,488	892,660
Transfers to reserves	139,845	5	-	-	-
	<u>1,064,665</u>	<u>853,919</u>	<u>866,575</u>	<u>879,488</u>	<u>892,660</u>
Parks, recreation and cultural services					
Labour, materials, and contracted services	7,480,142	7,844,956	7,977,570	8,114,504	8,240,147
Debt interest payments	-	212,850	580,500	786,900	844,253
Debt principal payments	-	422,891	730,448	831,497	842,928
Transfers to reserves	1,713,273	1,284,354	609,147	301,698	232,914
	<u>9,193,415</u>	<u>9,765,051</u>	<u>9,897,665</u>	<u>10,034,599</u>	<u>10,160,242</u>
Transportation services					
Labour, materials, and contracted services	229,426	237,791	247,167	256,488	266,357
Transfers to reserves	44,477	-	-	-	-
	<u>273,903</u>	<u>237,791</u>	<u>247,167</u>	<u>256,488</u>	<u>266,357</u>
Other services					
Labour, materials, and contracted services	760,731	277,628	198,055	199,949	201,878
Transfers to reserves	239,988	174,163	-	-	-
	<u>1,000,719</u>	<u>451,791</u>	<u>198,055</u>	<u>199,949</u>	<u>201,878</u>
Debt payments Municipalities					
Debt interest payments	414,323	414,323	411,746	374,790	371,786
Debt principal payments	788,944	788,944	771,827	720,023	713,355
	<u>1,203,267</u>	<u>1,203,267</u>	<u>1,183,573</u>	<u>1,094,813</u>	<u>1,085,141</u>
Total Operating Expenses	<u>\$ 24,234,411</u>	<u>\$ 23,149,946</u>	<u>\$ 23,147,652</u>	<u>\$ 23,333,667</u>	<u>\$ 23,595,925</u>

**2021-2025 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 423
Schedule D

	2021	2022	2023	2024	2025
123 Grant In Aid Area D					
Property value tax requisition	\$ 48,610	\$ 66,750	\$ 66,785	\$ 66,821	\$ 66,857
Transfers from accumulated surplus	36,106	-	-	-	-
Operating Revenue Total	84,716	66,750	66,785	66,821	66,857
Labour, materials, and contracted services	84,716	66,750	66,785	66,821	66,857
Operating Expense Total	84,716	66,750	66,785	66,821	66,857
126 Grant In Aid Area B					
Property value tax requisition	25,665	25,813	25,829	25,846	25,863
Transfers from accumulated surplus	132	-	-	-	-
Operating Revenue Total	25,797	25,813	25,829	25,846	25,863
Labour, materials, and contracted services	25,797	25,813	25,829	25,846	25,863
Operating Expense Total	25,797	25,813	25,829	25,846	25,863
127 Grant In Aid Area C					
Property value tax requisition	18,207	40,798	40,814	40,830	40,847
Transfers from accumulated surplus	22,575	-	-	-	-
Operating Revenue Total	40,782	40,798	40,814	40,830	40,847
Labour, materials, and contracted services	40,782	40,798	40,814	40,830	40,847
Operating Expense Total	40,782	40,798	40,814	40,830	40,847
130 Electoral Areas Expenditure & Election Services					
Property value tax requisition	663,266	738,432	750,891	762,987	775,324
Conditional transfers	506,819	506,819	529,053	529,053	529,053
Transfers from reserves	-	39,000	-	-	-
Transfers from accumulated surplus	107,390	-	-	-	-
Operating Revenue Total	1,277,475	1,284,251	1,279,944	1,292,040	1,304,377
Labour, materials, and contracted services	744,406	777,432	737,891	749,987	762,324
Transfers to reserves	533,069	506,819	542,053	542,053	542,053
Operating Expense Total	1,277,475	1,284,251	1,279,944	1,292,040	1,304,377

**2021-2025 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 423
Schedule D

	2021	2022	2023	2024	2025
132 Wharves					
Property value tax requisition	\$ -	\$ 174,163	\$ 51,128	\$ 51,314	\$ 51,503
Sales of services	245	245	245	245	245
Other revenue from own sources	20,000	20,000	20,000	20,000	20,000
Conditional transfers	173,889	175,704	126,427	128,130	129,865
Operating Revenue Total	194,134	370,112	197,800	199,689	201,613
Labour, materials, and contracted services	194,134	195,949	197,800	199,689	201,613
Transfers to reserves	-	174,163	-	-	-
Operating Expense Total	194,134	370,112	197,800	199,689	201,613
Conditional transfers	1,090,000	810,000	-	-	-
Transfers from reserves	100,000	-	-	-	-
Capital Sources of Revenue Total	1,190,000	810,000	-	-	-
Capital expenditure	1,190,000	810,000	-	-	-
Capital Expense Total	1,190,000	810,000	-	-	-
145 Home Away From Home					
Property value tax requisition	180,000	180,000	180,000	180,000	180,000
Operating Revenue Total	180,000	180,000	180,000	180,000	180,000
Labour, materials, and contracted services	179,333	180,000	180,000	180,000	180,000
Transfers to reserves	667	-	-	-	-
Operating Expense Total	180,000	180,000	180,000	180,000	180,000
149 Regional Broadband					
Property value tax requisition	312,839	81,679	255	260	265
Transfers from accumulated surplus	493,746	-	-	-	-
Operating Revenue Total	806,585	81,679	255	260	265
Labour, materials, and contracted services	566,597	81,679	255	260	265
Transfers to reserves	239,988	-	-	-	-
Operating Expense Total	806,585	81,679	255	260	265
Conditional transfers	12,510,391	19,235,907	-	-	-
Transfers from reserves	74,908	120,000	-	-	-
Capital Sources of Revenue Total	12,585,300	19,355,907	-	-	-
Capital expenditure	12,585,300	19,355,907	-	-	-
Capital Expense Total	12,585,300	19,355,907	-	-	-

**2021-2025 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 423
Schedule D

	2021	2022	2023	2024	2025
150 Feasibility Studies - Regional					
Other revenue from own sources	\$ 50,052	\$ -	\$ -	\$ -	\$ -
Property value tax requisition	391	250	250	250	250
Transfers from accumulated surplus	64,807	-	-	-	-
Operating Revenue Total	115,250	250	250	250	250
Labour, materials, and contracted services	25,250	250	250	250	250
Transfers to reserves	90,000	-	-	-	-
Operating Expense Total	115,250	250	250	250	250
151 Feasibility Studies - Electoral Area A					
Property value tax requisition	250	250	250	250	250
Transfers from accumulated surplus	5,000	-	-	-	-
Operating Revenue Total	5,250	250	250	250	250
Labour, materials, and contracted services	5,250	250	250	250	250
Operating Expense Total	5,250	250	250	250	250
154 Feasibility Studies - Electoral Area D					
Property value tax requisition	250	250	250	250	250
Transfers from accumulated surplus	38,020	-	-	-	-
Operating Revenue Total	38,270	250	250	250	250
Labour, materials, and contracted services	38,270	250	250	250	250
Operating Expense Total	38,270	250	250	250	250
157 Feasibility Studies - Electoral Area B					
Property value tax requisition	1,409	278	279	280	281
Transfers from accumulated surplus	18,868	-	-	-	-
Operating Revenue Total	20,277	278	279	280	281
Labour, materials, and contracted services	20,277	278	279	280	281
Operating Expense Total	20,277	278	279	280	281
158 Feasibility Studies - Electoral Area C					
Property value tax requisition	1,176	250	250	250	250
Conditional transfers	10,000	-	-	-	-
Transfers from accumulated surplus	8,739	-	-	-	-
Operating Revenue Total	19,915	250	250	250	250
Labour, materials, and contracted services	19,915	250	250	250	250
Operating Expense Total	19,915	250	250	250	250

**2021-2025 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 423
Schedule D

	2021	2022	2023	2024	2025
190 Municipalities Debt					
Debt recoveries	\$ 1,203,267	\$ 1,203,267	\$ 1,183,573	\$ 1,094,813	\$ 1,085,141
Operating Revenue Total	1,203,267	1,203,267	1,183,573	1,094,813	1,085,141
Debt interest payments	414,323	414,323	411,746	374,790	371,786
Debt principal payments	788,944	788,944	771,827	720,023	713,355
Operating Expense Total	1,203,267	1,203,267	1,183,573	1,094,813	1,085,141
199 Public Library Facilities					
Debt recoveries	630,413	630,413	630,413	630,413	630,413
Other revenue from own sources	4,305	-	-	-	-
Operating Revenue Total	634,718	630,413	630,413	630,413	630,413
Labour, materials, and contracted services	-	-	-	-	-
Debt principal payments	451,213	451,213	451,213	451,213	451,213
Debt interest payments	179,200	179,200	179,200	179,200	179,200
Transfers to reserves	4,305	-	-	-	-
Operating Expense Total	634,718	630,413	630,413	630,413	630,413
210 Campbell River Fire Protection Specified Area					
Property value tax requisition	486,875	496,613	496,613	496,613	496,613
Operating Revenue Total	486,875	496,613	496,613	496,613	496,613
Labour, materials, and contracted services	413,943	447,914	468,705	469,876	495,499
Transfers to reserves	72,932	48,699	27,908	26,737	1,114
Operating Expense Total	486,875	496,613	496,613	496,613	496,613
245 Sayward Valley Fire Protection Local Service Area					
Property value tax requisition	75,000	75,000	75,000	75,000	75,000
Other revenue from own sources	550	550	550	550	550
Transfers from accumulated surplus	57,775	-	-	-	-
Operating Revenue Total	133,325	75,550	75,550	75,550	75,550
Labour, materials, and contracted services	112,915	58,860	58,053	59,715	58,927
Transfers to reserves	20,410	16,690	17,497	15,835	16,623
Operating Expense Total	133,325	75,550	75,550	75,550	75,550

**2021-2025 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 423
Schedule D

	2021	2022	2023	2024	2025
250 South Cortes Island Fire Local Service Area					
Property value tax requisition	\$ 234,275	\$ 245,912	\$ 255,011	\$ 264,540	\$ 274,519
Sales of services	4,620	4,620	4,620	4,620	4,620
Transfers from reserves	9,000	-	-	-	-
Transfers from accumulated surplus	2,946	-	-	-	-
Operating Revenue Total	250,841	250,532	259,631	269,160	279,139
Labour, materials, and contracted services	200,841	200,532	209,631	219,160	229,139
Transfers to reserves	50,000	50,000	50,000	50,000	50,000
Operating Expense Total	250,841	250,532	259,631	269,160	279,139
Transfers from reserves	72,500	-	200,000	-	-
Capital Sources of Revenue Total	72,500	-	200,000	-	-
Capital expenditure	72,500	-	200,000	-	-
Capital Expense Total	72,500	-	200,000	-	-
251 Cortes First Responder					
Property value tax requisition	21,244	37,118	38,676	40,310	42,026
Transfers from accumulated surplus	26,940	-	-	-	-
Operating Revenue Total	48,184	37,118	38,676	40,310	42,026
Labour, materials, and contracted services	30,634	32,118	33,676	35,310	37,026
Transfers to reserves	17,550	5,000	5,000	5,000	5,000
Operating Expense Total	48,184	37,118	38,676	40,310	42,026
255 North Quadra Island Assistance Response					
Property value tax requisition	250	497	497	497	497
Transfers from accumulated surplus	247	-	-	-	-
Operating Revenue Total	497	497	497	497	497
Labour, materials, and contracted services	497	497	497	497	497
Operating Expense Total	497	497	497	497	497
271 EA A Kyuquot Nootka Emergency Program Extended Service					
Property value tax requisition	1,000	1,000	1,000	1,000	1,000
Transfers from accumulated surplus	1,703	-	-	-	-
Operating Revenue Total	2,703	1,000	1,000	1,000	1,000
Labour, materials, and contracted services	2,703	1,000	1,000	1,000	1,000
Operating Expense Total	2,703	1,000	1,000	1,000	1,000

**2021-2025 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 423
Schedule D

	2021	2022	2023	2024	2025
272 Strathcona Emergency Program					
Property value tax requisition	\$ 336,174	\$ 340,005	\$ 343,347	\$ 346,755	\$ 350,231
Conditional transfers	321,653	-	-	-	-
Transfers from accumulated surplus	555	-	-	-	-
Operating Revenue Total	658,382	340,005	343,347	346,755	350,231
Labour, materials, and contracted services	648,382	330,005	333,347	336,755	340,231
Transfers to reserves	10,000	10,000	10,000	10,000	10,000
Operating Expense Total	658,382	340,005	343,347	346,755	350,231
Transfers from reserves	20,000	10,000	10,000	10,000	10,000
Capital Sources of Revenue Total	20,000	10,000	10,000	10,000	10,000
Capital expenditure	20,000	10,000	10,000	10,000	10,000
Capital Expense Total	20,000	10,000	10,000	10,000	10,000
275 911 Answering Service					
Property value tax requisition	478,176	504,097	523,183	526,381	530,566
Transfers from reserves	28,832	14,416	-	-	-
Transfers from accumulated surplus	2,943	-	-	-	-
Operating Revenue Total	509,951	518,513	523,183	526,381	530,566
Labour, materials, and contracted services	509,951	518,513	523,183	526,381	530,566
Operating Expense Total	509,951	518,513	523,183	526,381	530,566
285 Building Inspection					
Property value tax requisition	157,715	208,819	213,478	218,231	223,078
Sales of services	12,000	12,000	12,000	12,000	12,000
Other revenue from own sources	43,750	43,750	43,750	43,750	43,750
Transfers from accumulated surplus	46,536	-	-	-	-
Operating Revenue Total	260,001	264,569	269,228	273,981	278,828
Labour, materials, and contracted services	256,001	260,569	265,228	269,981	274,828
Transfers to reserves	4,000	4,000	4,000	4,000	4,000
Operating Expense Total	260,001	264,569	269,228	273,981	278,828
Transfers from reserves	40,063	-	-	-	-
Capital Sources of Revenue Total	40,063	-	-	-	-
Capital expenditure	40,063	-	-	-	-
Capital Expense Total	40,063	-	-	-	-

**2021-2025 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 423
Schedule D

	2021	2022	2023	2024	2025
290 Electoral Area D Animal Control					
Property value tax requisition	\$ 43,504	\$ 45,905	\$ 46,836	\$ 47,799	\$ 48,783
Other revenue from own sources	100	100	100	100	100
Transfers from reserves	2,600	-	-	-	-
Operating Revenue Total	46,204	46,005	46,936	47,899	48,883
Labour, materials, and contracted services	45,088	46,005	46,936	47,899	48,883
Deficit prior year	1,116	-	-	-	-
Operating Expense Total	46,204	46,005	46,936	47,899	48,883
295 Noise Control					
Property value tax requisition	232	2,250	2,250	2,250	2,250
Transfers from accumulated surplus	2,018	-	-	-	-
Operating Revenue Total	2,250	2,250	2,250	2,250	2,250
Labour, materials, and contracted services	2,250	2,250	2,250	2,250	2,250
Operating Expense Total	2,250	2,250	2,250	2,250	2,250
298 Unsightly Premises Extended Service					
Property value tax requisition	250	750	750	750	750
Transfers from accumulated surplus	500	-	-	-	-
Operating Revenue Total	750	750	750	750	750
Labour, materials, and contracted services	750	750	750	750	750
Operating Expense Total	750	750	750	750	750
318 Craig Road Water					
Frontage and parcel taxes	11,941	11,836	11,836	11,836	11,836
Operating Revenue Total	11,941	11,836	11,836	11,836	11,836
Labour, materials, and contracted services	613	613	613	613	613
Debt interest payments	6,575	6,575	6,575	6,575	6,575
Debt principal payments	4,648	4,648	4,648	4,648	4,648
Deficit prior year	105	-	-	-	-
Operating Expense Total	11,941	11,836	11,836	11,836	11,836

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	2021	2022	2023	2024	2025
319 Electoral Area D Water					
Property value tax requisition	\$ 598,842	\$ 611,000	\$ 624,000	\$ 637,000	\$ 650,000
Sales of services	1,389,712	1,542,970	1,552,911	1,563,153	1,573,700
Conditional transfers	10,000	-	-	-	-
Transfers from accumulated surplus	132,211	-	-	-	-
Operating Revenue Total	2,130,765	2,153,970	2,176,911	2,200,153	2,223,700
Labour, materials, and contracted services	2,070,765	2,093,970	2,116,911	2,140,153	2,163,700
Debt interest payments	-	-	-	-	-
Debt principal payments	-	-	-	-	-
Transfers to reserves	60,000	60,000	60,000	60,000	60,000
Operating Expense Total	2,130,765	2,153,970	2,176,911	2,200,153	2,223,700
Other recoveries	44,252	-	-	-	-
Transfers from reserves	1,526,473	100,000	-	-	-
Capital Sources of Revenue Total	1,570,725	100,000	-	-	-
Capital expenditure	1,570,725	100,000	-	-	-
Capital Expense Total	1,570,725	100,000	-	-	-
331 Quathiaski Cove Sewer					
Sales of services	189,520	246,541	249,044	251,599	250,257
Transfers from accumulated surplus	41,019	-	-	-	-
Operating Revenue Total	230,539	246,541	249,044	251,599	250,257
Labour, materials, and contracted services	214,797	187,249	189,752	192,307	194,915
Debt interest payments	-	18,592	18,592	18,592	18,592
Debt principal payments	3,950	30,700	30,700	30,700	26,750
Transfers to reserves	11,792	10,000	10,000	10,000	10,000
Operating Expense Total	230,539	246,541	249,044	251,599	250,257
Conditional transfers	293,320	1,191,796	795,447	-	-
Proceeds from borrowing	106,680	433,454	289,303	-	-
Capital Sources of Revenue Total	400,000	1,625,250	1,084,750	-	-
Capital expenditure	400,000	1,625,250	1,084,750	-	-
Capital Expense Total	400,000	1,625,250	1,084,750	-	-
332 Quathiaski Cove Sewer Extension					
Frontage and parcel taxes	9,957	8,887	8,887	8,887	8,887
Operating Revenue Total	9,957	8,887	8,887	8,887	8,887
Labour, materials, and contracted services	1,500	1,500	1,500	1,500	1,500
Debt interest payments	1,311	1,311	1,311	1,311	1,311
Debt principal payments	6,076	6,076	6,076	6,076	6,076
Deficit prior year	1,070	-	-	-	-
Operating Expense Total	9,957	8,887	8,887	8,887	8,887

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	2021	2022	2023	2024	2025
340 Liquid Waste					
Property value tax requisition	\$ 250	\$ 1,255	\$ 1,260	\$ 1,265	\$ 1,270
Transfers from accumulated surplus	15,120	-	-	-	-
Operating Revenue Total	15,370	1,255	1,260	1,265	1,270
Labour, materials, and contracted services	1,250	1,255	1,260	1,265	1,270
Transfers to reserves	14,120	-	-	-	-
Operating Expense Total	15,370	1,255	1,260	1,265	1,270
364 Area A Kyuquot Nootka Solid Waste Disposal					
Property value tax requisition	10,250	10,506	10,769	11,038	11,314
Transfers from reserves	1,896	1,908	1,902	1,897	1,892
Transfers from accumulated surplus	17	-	-	-	-
Operating Revenue Total	12,163	12,414	12,671	12,935	13,206
Labour, materials, and contracted services	12,163	12,414	12,671	12,935	13,206
Operating Expense Total	12,163	12,414	12,671	12,935	13,206
368 Sayward and Area A Sayward Refuse Disposal					
Property value tax requisition	23,660	27,360	28,154	28,970	29,806
Other revenue from own sources	6,000	6,000	6,000	6,000	6,000
Transfers from accumulated surplus	6,463	-	-	-	-
Operating Revenue Total	36,123	33,360	34,154	34,970	35,806
Labour, materials, and contracted services	32,585	33,360	34,154	34,970	35,806
Transfers to reserves	3,538	-	-	-	-
Operating Expense Total	36,123	33,360	34,154	34,970	35,806
370 Solid Waste Local Service - Sayward Valley					
Other revenue from own sources	5,387	5,387	5,387	5,387	5,387
Sales of services	76,845	78,423	80,253	82,083	84,324
Transfers from reserves	676	3,799	4,364	4,998	5,287
Transfers from accumulated surplus	2,369	-	-	-	-
Operating Revenue Total	85,277	87,609	90,004	92,468	94,998
Labour, materials, and contracted services	85,277	87,609	90,004	92,468	94,998
Operating Expense Total	85,277	87,609	90,004	92,468	94,998
374 Electoral Area "B" Refuse Disposal Grounds Specified Area					
Property value tax requisition	57,935	59,673	61,463	63,307	65,206
Other revenue from own sources	9,999	9,999	9,999	9,999	9,999
Transfers from reserves	610	7,581	7,864	8,152	8,444
Transfers from accumulated surplus	6,691	-	-	-	-
Operating Revenue Total	75,235	77,253	79,326	81,458	83,649
Labour, materials, and contracted services	75,235	77,253	79,326	81,458	83,649
Operating Expense Total	75,235	77,253	79,326	81,458	83,649

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	2021	2022	2023	2024	2025
376 Cortes Island Refuse Collection					
Sales of services	75,844	75,844	75,844	75,844	75,844
Transfers from reserves	4,446	12,331	13,919	15,540	17,193
Transfers from accumulated surplus	6,326	-	-	-	-
Operating Revenue Total	86,616	88,175	89,763	91,384	93,037
Labour, materials, and contracted services	86,616	88,175	89,763	91,384	93,037
Operating Expense Total	86,616	88,175	89,763	91,384	93,037
500 Planning					
Property value tax requisition	559,516	766,790	779,430	792,322	805,473
Sales of services	15,000	15,000	15,000	15,000	15,000
Other revenue from own sources	48,850	48,850	48,850	48,850	48,850
Conditional transfers	36,296	-	-	-	-
Transfers from accumulated surplus	365,422	-	-	-	-
Operating Revenue Total	1,025,084	830,640	843,280	856,172	869,323
Labour, materials, and contracted services	900,084	830,640	843,280	856,172	869,323
Transfers to reserves	125,000	-	-	-	-
Operating Expense Total	1,025,084	830,640	843,280	856,172	869,323
Transfers from reserves	93,479	-	-	-	-
Capital Sources of Revenue Total	93,479	-	-	-	-
Capital expenditure	93,479	-	-	-	-
Capital Expense Total	93,479	-	-	-	-
510 Planning (Non Part 14)					
Property value tax requisition	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
Transfers from accumulated surplus	1,483	-	-	-	-
Operating Revenue Total	1,733	250	250	250	250
Labour, materials, and contracted services	1,733	250	250	250	250
Operating Expense Total	1,733	250	250	250	250
533 House Numbering Area D					
Property value tax requisition	605	605	605	605	605
Operating Revenue Total	605	605	605	605	605
Labour, materials, and contracted services	605	605	605	605	605
Operating Expense Total	605	605	605	605	605

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	2021	2022	2023	2024	2025
376 Cortes Island Refuse Collection					
Sales of services	\$ 75,844	\$ 75,844	\$ 75,844	\$ 75,844	\$ 75,844
Transfers from reserves	4,446	12,331	13,919	15,540	17,193
Transfers from accumulated surplus	6,326	-	-	-	-
Operating Revenue Total	86,616	88,175	89,763	91,384	93,037
Labour, materials, and contracted services	86,616	88,175	89,763	91,384	93,037
Operating Expense Total	86,616	88,175	89,763	91,384	93,037
500 Planning					
Property value tax requisition	559,516	766,790	779,430	792,322	805,473
Sales of services	15,000	15,000	15,000	15,000	15,000
Other revenue from own sources	48,850	48,850	48,850	48,850	48,850
Conditional transfers	36,296	-	-	-	-
Transfers from accumulated surplus	365,422	-	-	-	-
Operating Revenue Total	1,025,084	830,640	843,280	856,172	869,323
Labour, materials, and contracted services	900,084	830,640	843,280	856,172	869,323
Transfers to reserves	125,000	-	-	-	-
Operating Expense Total	1,025,084	830,640	843,280	856,172	869,323
Transfers from reserves	93,479	-	-	-	-
Capital Sources of Revenue Total	93,479	-	-	-	-
Capital expenditure	93,479	-	-	-	-
Capital Expense Total	93,479	-	-	-	-
510 Planning (Non Part 14)					
Property value tax requisition	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
Transfers from accumulated surplus	1,483	-	-	-	-
Operating Revenue Total	1,733	250	250	250	250
Labour, materials, and contracted services	1,733	250	250	250	250
Operating Expense Total	1,733	250	250	250	250
533 House Numbering Area D					
Property value tax requisition	605	605	605	605	605
Operating Revenue Total	605	605	605	605	605
Labour, materials, and contracted services	605	605	605	605	605
Operating Expense Total	605	605	605	605	605

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	2021	2022	2023	2024	2025
534 House Numbering Area A Sayward					
Property value tax requisition	\$ 377	\$ 377	\$ 377	\$ 377	\$ 377
Operating Revenue Total	377	377	377	377	377
Labour, materials, and contracted services	377	377	377	377	377
Operating Expense Total	377	377	377	377	377
535 House Numbering Area B					
Property value tax requisition	504	504	504	504	504
Operating Revenue Total	504	504	504	504	504
Labour, materials, and contracted services	504	504	504	504	504
Operating Expense Total	504	504	504	504	504
536 House Numbering Area C					
Property value tax requisition	504	504	504	504	504
Operating Revenue Total	504	504	504	504	504
Labour, materials, and contracted services	504	504	504	504	504
Operating Expense Total	504	504	504	504	504
554 Economic Development - Area A Sayward					
Property value tax requisition	500	500	505	515	525
Operating Revenue Total	500	500	505	515	525
Labour, materials, and contracted services	485	495	505	515	525
Transfers to reserves	15	5	-	-	-
Operating Expense Total	500	500	505	515	525
555 Economic Development - Area 'C'					
Property value tax requisition	20,000	20,539	20,550	20,561	20,572
Transfers from accumulated surplus	15,358	-	-	-	-
Operating Revenue Total	35,358	20,539	20,550	20,561	20,572
Labour, materials, and contracted services	20,528	20,539	20,550	20,561	20,572
Transfers to reserves	14,830	-	-	-	-
Operating Expense Total	35,358	20,539	20,550	20,561	20,572

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	2021	2022	2023	2024	2025
614 Community Parks Area D					
Conditional transfers	\$ 15,000	\$ -	\$ -	\$ -	\$ -
Property value tax requisition	212,671	236,025	238,624	241,276	243,981
Transfers from accumulated surplus	40,806	-	-	-	-
Operating Revenue Total	268,477	236,025	238,624	241,276	243,981
Labour, materials, and contracted services	248,477	236,025	238,624	241,276	243,981
Transfers to reserves	20,000	-	-	-	-
Operating Expense Total	268,477	236,025	238,624	241,276	243,981
Transfers from reserves	142,259	-	-	-	-
Capital Sources of Revenue Total	142,259	-	-	-	-
Capital expenditure	142,259	-	-	-	-
Capital Expense Total	142,259	-	-	-	-
617 Community Parks Area B					
Property value tax requisition	177,720	198,346	200,625	202,949	205,321
Conditional transfers	12,250	-	-	-	-
Transfers from reserves	4,000	4,000	4,000	4,000	4,000
Transfers from accumulated surplus	50,491	-	-	-	-
Operating Revenue Total	244,461	202,346	204,625	206,949	209,321
Labour, materials, and contracted services	204,861	187,346	189,625	191,949	194,321
Transfers to reserves	39,600	15,000	15,000	15,000	15,000
Operating Expense Total	244,461	202,346	204,625	206,949	209,321
Transfers from reserves	100,958	-	-	-	-
Capital Sources of Revenue Total	100,958	-	-	-	-
Capital expenditure	100,958	-	-	-	-
Capital Expense Total	100,958	-	-	-	-

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	2021	2022	2023	2024	2025
618 Community Parks Area C					
Property value tax requisition	\$ 190,122	\$ 242,349	\$ 244,751	\$ 247,201	\$ 249,700
Conditional transfers	48,500	-	-	-	-
Other revenue from own sources	3,600	3,600	3,600	3,600	3,600
Transfers from accumulated surplus	57,097	-	-	-	-
Operating Revenue Total	299,319	245,949	248,351	250,801	253,300
Labour, materials, and contracted services	289,319	235,949	238,351	240,801	243,300
Transfers to reserves	10,000	10,000	10,000	10,000	10,000
Operating Expense Total	299,319	245,949	248,351	250,801	253,300
Conditional transfers	-	-	100,000	-	-
Transfers from reserves	148,816	-	-	-	-
Capital Sources of Revenue Total	148,816	-	100,000	-	-
Capital expenditure	148,816	-	100,000	-	-
Capital Expense Total	148,816	-	100,000	-	-
630 Vancouver Island Regional Library					
Property value tax requisition	543,281	560,446	576,421	592,736	609,513
Grants in lieu of taxes	1,100	1,100	1,100	1,100	1,100
Transfers from accumulated surplus	258	-	-	-	-
Operating Revenue Total	544,639	561,546	577,521	593,836	610,613
Labour, materials, and contracted services	544,639	561,546	577,521	593,836	610,613
Operating Expense Total	544,639	561,546	577,521	593,836	610,613

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	2021	2022	2023	2024	2025
640 Strathcona Gardens					
Property value tax requisition	\$ 5,791,517	\$ 7,048,734	\$ 6,697,520	\$ 6,805,201	\$ 6,900,894
Sales of services	687,945	1,111,810	1,564,950	1,564,950	1,564,950
Other revenue from own sources	3,200	3,200	5,200	5,200	5,200
Grants in lieu of taxes	45,000	45,000	45,000	45,000	45,000
Conditional transfers	212,355	1,000	1,000	1,000	1,000
Unconditional transfers	21,000	21,000	21,000	21,000	21,000
Transfers from reserves	55,000	-	-	-	-
Transfers from accumulated surplus	694,557	-	-	-	-
Operating Revenue Total	7,510,574	8,230,744	8,334,670	8,442,351	8,538,044
Labour, materials, and contracted services	5,893,011	6,342,649	6,446,575	6,554,256	6,649,949
Debt interest payments	-	212,850	580,500	786,900	844,253
Debt principal payments	-	422,891	730,448	831,497	842,928
Transfers to reserves	1,617,563	1,252,354	577,147	269,698	200,914
Operating Expense Total	7,510,574	8,230,744	8,334,670	8,442,351	8,538,044
Conditional transfers	265,682	1,833,250	4,619,790	3,079,860	-
Proceeds from borrowing	-	16,500,000	12,000,000	4,000,000	446,000
Transfers from reserves	3,576,562	1,203,750	3,021,210	2,050,140	518,000
Capital Sources of Revenue Total	3,842,244	19,537,000	19,641,000	9,130,000	964,000
Capital expenditure	3,842,244	19,537,000	19,641,000	9,130,000	964,000
Capital Expense Total	3,842,244	19,537,000	19,641,000	9,130,000	964,000
677 Kyuquot Community Hall					
Property value tax requisition	495	495	495	495	495
Transfers from accumulated surplus	2,181	-	-	-	-
Operating Revenue Total	2,676	495	495	495	495
Labour, materials, and contracted services	2,676	495	495	495	495
Operating Expense Total	2,676	495	495	495	495
Transfers from reserves	47,000	-	-	-	-
Capital Sources of Revenue Total	47,000	-	-	-	-
Capital expenditure	47,000	-	-	-	-
Capital Expense Total	47,000	-	-	-	-

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	2021	2022	2023	2024	2025
680 Sayward Valley Recreation & Community Hall Local Service Area					
Property value tax requisition	\$ 24,275	\$ 28,177	\$ 28,710	\$ 29,254	\$ 29,809
Transfers from reserves	5,500	-	-	-	-
Transfers from accumulated surplus	4,240	-	-	-	-
Operating Revenue Total	34,015	28,177	28,710	29,254	29,809
Labour, materials, and contracted services	33,154	28,177	28,710	29,254	29,809
Transfers to reserves	861	-	-	-	-
Operating Expense Total	34,015	28,177	28,710	29,254	29,809
682 Cortes Community Hall					
Property value tax requisition	69,982	67,710	69,118	70,526	71,935
Transfers from accumulated surplus	6,420	-	-	-	-
Operating Revenue Total	76,402	67,710	69,118	70,526	71,935
Labour, materials, and contracted services	66,402	67,710	69,118	70,526	71,935
Transfers to reserves	10,000	-	-	-	-
Operating Expense Total	76,402	67,710	69,118	70,526	71,935
685 Quadra Island Community Hall Subsidy Local Service Area					
Property value tax requisition	175,477	189,099	192,591	196,151	199,784
Grants in lieu of taxes	460	460	460	460	460
Transfers from accumulated surplus	6,166	-	-	-	-
Transfers from reserves	20,000	-	-	-	-
Operating Revenue Total	202,103	189,559	193,051	196,611	200,244
Labour, materials, and contracted services	197,103	184,559	188,051	191,611	195,244
Transfers to reserves	5,000	5,000	5,000	5,000	5,000
Operating Expense Total	202,103	189,559	193,051	196,611	200,244
Conditional transfers	81,192	-	-	-	-
Capital Sources of Revenue Total	81,192	-	-	-	-
Capital expenditure	81,192	-	-	-	-
Capital Expense Total	81,192	-	-	-	-

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	2021	2022	2023	2024	2025
697 Heritage Conservation - Area B					
Property value tax requisition	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
Transfers from accumulated surplus	2,660	-	-	-	-
Operating Revenue Total	3,910	1,250	1,250	1,250	1,250
Labour, materials, and contracted services	250	250	250	250	250
Transfers to reserves	3,660	1,000	1,000	1,000	1,000
Operating Expense Total	3,910	1,250	1,250	1,250	1,250
698 Heritage Conservation - Area C					
Property value tax requisition	1,250	1,250	1,250	1,250	1,250
Transfers from accumulated surplus	5,589	-	-	-	-
Operating Revenue Total	6,839	1,250	1,250	1,250	1,250
Labour, materials, and contracted services	250	250	250	250	250
Transfers to reserves	6,589	1,000	1,000	1,000	1,000
Operating Expense Total	6,839	1,250	1,250	1,250	1,250
750 Electoral Area D Street Lighting Service					
Property value tax requisition	34,990	35,695	36,521	37,297	38,173
Other revenue from own sources	360	-	-	-	-
Transfers from accumulated surplus	22,419	-	-	-	-
Transfers from reserves	-	1,400	1,700	1,750	1,700
Operating Revenue Total	57,769	37,095	38,221	39,047	39,873
Labour, materials, and contracted services	37,069	37,095	38,221	39,047	39,873
Transfers to reserves	20,700	-	-	-	-
Operating Expense Total	57,769	37,095	38,221	39,047	39,873
770 Electoral Area C Street Lighting Service					
Property value tax requisition	6,617	7,893	8,015	8,139	8,265
Transfers from accumulated surplus	1,156	-	-	-	-
Operating Revenue Total	7,773	7,893	8,015	8,139	8,265
Labour, materials, and contracted services	7,773	7,893	8,015	8,139	8,265
Transfers to reserves	-	-	-	-	-
Operating Expense Total	7,773	7,893	8,015	8,139	8,265

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785 Transit - Area D

Property value tax requisition	\$ 166,313	\$ 183,803	\$ 191,931	\$ 200,302	\$ 209,219
Transfers from accumulated surplus	9,271	-	-	-	-
Operating Revenue Total	175,584	183,803	191,931	200,302	209,219
Labour, materials, and contracted services	175,584	183,803	191,931	200,302	209,219
Transfers to reserves	-	-	-	-	-
Operating Expense Total	175,584	183,803	191,931	200,302	209,219
Transfers from reserves	20,000	-	-	-	-
Capital Sources of Revenue Total	20,000	-	-	-	-
Capital expenditure	20,000	-	-	-	-
Capital Expense Total	20,000	-	-	-	-

790 Oyster River Bank Protection Local Service Area

Property value tax requisition	9,000	9,000	9,000	9,000	9,000
Transfers from accumulated surplus	23,777	-	-	-	-
Operating Revenue Total	32,777	9,000	9,000	9,000	9,000
Labour, materials, and contracted services	9,000	9,000	9,000	9,000	9,000
Transfers to reserves	23,777	-	-	-	-
Operating Expense Total	32,777	9,000	9,000	9,000	9,000

Operating Sources of Revenue	\$ 24,234,411	\$ 23,149,946	\$ 23,147,652	\$ 23,333,667	\$ 23,595,925
Capital Sources of Revenue	20,714,591	41,498,157	21,085,750	9,255,000	1,019,000
Consolidated Revenues	\$ 44,949,002	\$ 64,648,103	\$ 44,233,402	\$ 32,588,667	\$ 24,614,925

Operating Expenses	\$ 24,234,411	\$ 23,149,946	\$ 23,147,652	\$ 23,333,667	\$ 23,595,925
Capital Expenses	20,714,591	41,498,157	21,085,750	9,255,000	1,019,000
Consolidated Expenses	\$ 44,949,002	\$ 64,648,103	\$ 44,233,402	\$ 32,588,667	\$ 24,614,925