



BYLAW NO. 451

A BYLAW TO ADOPT THE 2022 TO 2026 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 2022 to 2026;

AND WHEREAS a public consultation process regarding the 2022 to 2026 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, 2022 and terminating on December 31, 2026.

Citation

2. This bylaw may be cited for all purposes as Bylaw No. 451, being 2022 to 2026 Financial Plan and Capital Expenditure Program Bylaw.

READ A FIRST TIME ON THE 23RD DAY OF FEBRUARY, 2022

READ A SECOND TIME ON THE 23RD DAY OF FEBRUARY, 2022

READ A THIRD TIME ON THE 16TH DAY OF MARCH, 2022

RECONSIDERED, FINALLY PASSED AND ADOPTED ON THE 16TH DAY OF MARCH, 2022

Chair

Corporate Officer

**2022-2026 Financial Plan
Consolidated Expenses and Sources of Revenue**

Bylaw 451
Schedule A

	2022	2023	2024	2025	2026
Operating Sources of Revenue					
Frontage and parcel taxes	\$ 19,581	\$ 21,034	\$ 21,034	\$ 21,034	\$ 21,034
Property value tax requisition	13,033,817	15,018,485	15,173,460	17,554,523	15,348,053
Grants in lieu of taxes	204,560	204,560	204,560	204,560	204,560
Conditional transfers	2,477,517	793,893	794,943	796,014	797,106
Unconditional transfers	190,500	190,500	190,500	190,500	190,500
Sales of services	2,675,638	3,374,690	3,404,144	3,452,674	3,496,347
Other revenue from own sources	2,401,379	2,427,994	2,453,101	2,478,710	2,504,831
Debt recoveries	1,203,267	1,813,986	1,725,226	1,715,554	1,665,202
Transfers from reserves	1,884,977	61,390	182,051	94,567	75,003
Transfers from accumulated surplus	4,176,407	-	-	-	-
Transfers from own funds	372,813	-	-	-	-
	<u>28,640,456</u>	<u>23,906,532</u>	<u>24,149,019</u>	<u>26,508,136</u>	<u>24,302,636</u>
Capital Revenues - Schedule B	37,811,495	11,562,434	10,265,250	3,228,750	61,385,000
Consolidated Revenues	<u>\$ 66,451,951</u>	<u>\$ 35,468,966</u>	<u>\$ 34,414,269</u>	<u>\$ 29,736,886</u>	<u>\$ 85,687,636</u>
Operating Expenses by Category					
General government services	\$ 10,564,191	\$ 7,251,896	\$ 7,315,692	\$ 7,378,454	\$ 7,505,382
Protective services	2,976,394	2,151,371	2,323,959	2,273,590	2,245,256
Environmental health services	2,890,338	2,545,252	2,581,725	2,631,747	2,678,422
Development services	1,017,971	921,471	934,986	948,768	962,827
Parks, recreation and cultural services	9,749,994	9,587,824	9,643,447	9,826,520	9,602,251
Transportation Services	238,301	265,145	254,397	2,363,916	273,709
Municipal debt payments	1,203,267	1,183,573	1,094,813	1,085,141	1,034,789
	<u>28,640,456</u>	<u>23,906,532</u>	<u>24,149,019</u>	<u>26,508,136</u>	<u>24,302,636</u>
Capital Expenses - Schedule B	37,811,495	11,562,434	10,265,250	3,228,750	61,385,000
Consolidated Expenses	<u>\$ 66,451,951</u>	<u>\$ 35,468,966</u>	<u>\$ 34,414,269</u>	<u>\$ 29,736,886</u>	<u>\$ 85,687,636</u>

**2022-2026 Financial Plan
Capital Expenses and Sources of Revenue**

Bylaw 451
Schedule B

	2022	2023	2024	2025	2026
Capital Sources of Revenue					
Conditional transfers	\$ 30,777,232	\$ 6,482,473	\$ 5,288,568	\$ 1,487,281	\$ 44,804,630
Proceeds from borrowing	-	1,106,640	1,933,292	735,194	11,095,370
Transfers from reserves	7,034,263	3,973,321	3,043,390	1,006,275	5,485,000
Total Capital Revenues	\$ 37,811,495	\$ 11,562,434	\$ 10,265,250	\$ 3,228,750	\$ 61,385,000
Capital Expense by Category					
General government services	\$ 28,056,319	\$ 1,145,295	\$ 565,000	\$ 295,000	\$ 230,000
Environmental health services	1,171,779	775,000	2,875,250	1,959,750	-
Development services	38,025	-	-	-	-
Parks, recreation and cultural services	8,096,575	9,432,139	6,690,000	964,000	61,145,000
Protective services	448,797	210,000	135,000	10,000	10,000
Total Capital Expenses	\$ 37,811,495	\$ 11,562,434	\$ 10,265,250	\$ 3,228,750	\$ 61,385,000

**2022-2026 Financial Plan
Operating Expenses by Type**

Bylaw 451
Schedule C

	2022	2023	2024	2025	2026
General government services					
Labour, materials, and contracted services	\$ 8,306,220	\$ 4,915,451	\$ 4,979,247	\$ 5,042,009	\$ 5,182,937
Debt interest	413,349	592,549	592,549	592,549	592,549
Debt principal	524,630	975,843	975,843	975,843	975,843
Transfers to reserves	946,819	768,053	768,053	768,053	754,053
Other transfers	372,813	-	-	-	-
	<u>10,563,831</u>	<u>7,251,896</u>	<u>7,315,692</u>	<u>7,378,454</u>	<u>7,505,382</u>
Protective services					
Labour, materials, and contracted services	2,661,699	1,992,169	2,226,152	2,185,015	2,157,593
Transfers to reserves	314,695	159,202	97,807	88,575	87,663
	<u>2,976,394</u>	<u>2,151,371</u>	<u>2,323,959</u>	<u>2,273,590</u>	<u>2,245,256</u>
Environmental health services					
Labour, materials, and contracted services	2,396,126	2,401,693	2,432,546	2,463,684	2,495,118
Debt interest	7,885	7,885	10,978	23,543	31,930
Debt principal	14,674	14,674	17,201	23,520	30,374
Deficit prior year	653	-	-	-	-
Transfers to reserves	471,000	121,000	121,000	121,000	121,000
	<u>2,890,338</u>	<u>2,545,252</u>	<u>2,581,725</u>	<u>2,631,747</u>	<u>2,678,422</u>
Development services					
Labour, materials, and contracted services	1,012,971	916,471	929,986	943,768	957,827
Transfers to reserves	5,000	5,000	5,000	5,000	5,000
	<u>1,017,971</u>	<u>921,471</u>	<u>934,986</u>	<u>948,768</u>	<u>962,827</u>
Parks, recreation and cultural services					
Labour, materials, and contracted services	8,104,099	8,019,729	8,075,352	8,311,124	8,218,603
Debt interest	-	-	29,000	72,500	72,500
Debt principal	-	-	23,699	59,248	59,248
Transfers to reserves	1,645,895	1,568,095	1,515,396	1,383,648	1,251,900
	<u>9,749,994</u>	<u>9,587,824</u>	<u>9,643,447</u>	<u>9,826,520</u>	<u>9,602,251</u>
Transportation services					
Labour, materials, and contracted services	236,837	265,145	254,397	2,363,916	273,709
Transfers to reserves	1,464	-	-	-	-
	<u>238,301</u>	<u>265,145</u>	<u>254,397</u>	<u>2,363,916</u>	<u>273,709</u>
Municipal debt payments					
Debt interest	414,323	411,746	374,790	371,786	362,173
Debt principal	788,944	771,827	720,023	713,355	672,616
	<u>1,203,267</u>	<u>1,183,573</u>	<u>1,094,813</u>	<u>1,085,141</u>	<u>1,034,789</u>
Total Operating Expenses	<u>\$ 28,640,096</u>	<u>\$ 23,906,532</u>	<u>\$ 24,149,019</u>	<u>\$ 26,508,136</u>	<u>\$ 24,302,636</u>

**2022-2026 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 451
Schedule D

	2022	2023	2024	2025	2026
100 Municipalities - Administration					
Property value tax requisition	\$ 362,015	\$ 472,428	\$ 475,353	\$ 478,336	\$ 481,378
Grants in lieu of taxes	3,500	3,500	3,500	3,500	3,500
Transfers from reserves	30,000	-	-	-	-
Transfers from accumulated surplus	77,547	-	-	-	-
Operating Revenue Total	473,062	475,928	478,853	481,836	484,878
Labour, materials, and contracted services	473,062	475,928	478,853	481,836	484,878
Operating Expense Total	473,062	475,928	478,853	481,836	484,878
110 Administration and General Government					
Property value tax requisition	1,039,594	1,626,665	1,651,218	1,676,268	1,712,446
Sales of services	52,420	52,420	52,420	52,420	52,420
Other revenue from own sources	1,433,728	1,458,343	1,483,450	1,509,059	1,535,180
Conditional transfers	893,954	80,000	80,000	80,000	80,000
Unconditional transfers	190,500	190,500	190,500	190,500	190,500
Grants in lieu of taxes	147,000	147,000	147,000	147,000	147,000
Transfers from reserves	567,813	-	-	-	-
Transfers from accumulated surplus	808,195	-	-	-	-
Operating Revenue Total	5,133,204	3,554,928	3,604,588	3,655,247	3,717,546
Labour, materials, and contracted services	4,222,117	3,221,654	3,271,314	3,321,973	3,384,272
Debt interest	65,349	65,349	65,349	65,349	65,349
Debt principal	42,925	42,925	42,925	42,925	42,925
Transfers to reserves	430,000	225,000	225,000	225,000	225,000
Other transfers	372,813	-	-	-	-
Operating Expense Total	5,133,204	3,554,928	3,604,588	3,655,247	3,717,546
Conditional transfers	-	30,000	-	50,000	-
Transfers from reserves	601,840	250,000	265,000	245,000	230,000
Capital Sources of Revenue Total	601,840	280,000	265,000	295,000	230,000
Capital expenditure	601,840	280,000	265,000	295,000	230,000
Capital Expense Total	601,840	280,000	265,000	295,000	230,000
120 Grant in Aid Area A					
Property value tax requisition	-	10,391	10,399	10,407	10,415
Transfers from accumulated surplus	10,821	-	-	-	-
Operating Revenue Total	10,821	10,391	10,399	10,407	10,415
Labour, materials, and contracted services	10,821	10,391	10,399	10,407	10,415
Operating Expense Total	10,821	10,391	10,399	10,407	10,415

**2022-2026 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 451
Schedule D

	2022	2023	2024	2025	2026
123 Grant In Aid Area D					
Property value tax requisition	\$ 1,748	\$ 51,868	\$ 51,905	\$ 51,944	\$ 51,983
Transfers from accumulated surplus	50,083	-	-	-	-
Operating Revenue Total	51,831	51,868	51,905	51,944	51,983
Labour, materials, and contracted services	51,831	51,868	51,905	51,944	51,983
Operating Expense Total	51,831	51,868	51,905	51,944	51,983
126 Grant In Aid Area B					
Property value tax requisition	25,566	25,766	25,781	25,796	25,812
Transfers from accumulated surplus	185	-	-	-	-
Operating Revenue Total	25,751	25,766	25,781	25,796	25,812
Labour, materials, and contracted services	25,751	25,766	25,781	25,796	25,812
Operating Expense Total	25,751	25,766	25,781	25,796	25,812
127 Grant In Aid Area C					
Property value tax requisition	413	40,916	40,935	40,954	40,973
Transfers from accumulated surplus	40,485	-	-	-	-
Operating Revenue Total	40,898	40,916	40,935	40,954	40,973
Labour, materials, and contracted services	40,898	40,916	40,935	40,954	40,973
Operating Expense Total	40,898	40,916	40,935	40,954	40,973
130 Electoral Areas Expenditure & Election Services					
Property value tax requisition	648,312	728,665	743,094	757,897	775,633
Conditional transfers	506,819	529,053	529,053	529,053	529,053
Transfers from reserves	1,163,628	7,500	7,500	-	42,000
Transfers from accumulated surplus	109,945	-	-	-	-
Operating Revenue Total	2,428,704	1,265,218	1,279,647	1,286,950	1,346,686
Labour, materials, and contracted services	1,911,885	722,165	736,594	743,897	817,633
Transfers to reserves	516,819	543,053	543,053	543,053	529,053
Operating Expense Total	2,428,704	1,265,218	1,279,647	1,286,950	1,346,686

**2022-2026 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 451
Schedule D

	2022	2023	2024	2025	2026
132 Wharves					
Sales of services	\$ 245	\$ 245	\$ 245	\$ 245	\$ 245
Other revenue from own sources	15,000	15,000	15,000	15,000	15,000
Conditional transfers	182,811	183,840	184,890	185,961	187,053
Operating Revenue Total	198,056	199,085	200,135	201,206	202,298
Labour, materials, and contracted services	198,056	199,085	200,135	201,206	202,298
Operating Expense Total	198,056	199,085	200,135	201,206	202,298
Conditional transfers	1,100,000	500,000	-	-	-
Transfers from reserves	100,000	-	300,000	-	-
Capital Sources of Revenue Total	1,200,000	500,000	300,000	-	-
Capital expenditure	1,200,000	500,000	300,000	-	-
Capital Expense Total	1,200,000	500,000	300,000	-	-
145 Just Like Home					
Property value tax requisition	100,000	100,000	100,000	100,000	100,000
Transfers from accumulated surplus	180,626	-	-	-	-
Operating Revenue Total	280,626	100,000	100,000	100,000	100,000
Labour, materials, and contracted services	280,626	100,000	100,000	100,000	100,000
Operating Expense Total	280,626	100,000	100,000	100,000	100,000
149 Regional Broadband					
Property value tax requisition	81,679	61,328	61,955	62,594	63,245
Other revenue from own sources	829,705	829,705	829,705	829,705	829,705
Transfers from accumulated surplus	788,530	-	-	-	-
Operating Revenue Total	1,699,914	891,033	891,660	892,299	892,950
Labour, materials, and contracted services	870,209	61,328	61,955	62,594	63,245
Debt interest	348,000	348,000	348,000	348,000	348,000
Debt principal	481,705	481,705	481,705	481,705	481,705
Operating Expense Total	1,699,914	891,033	891,660	892,299	892,950
Conditional transfers	26,131,426	365,295	-	-	-
Transfers from reserves	123,053	-	-	-	-
Capital Sources of Revenue Total	26,254,479	365,295	-	-	-
Capital expenditure	26,254,479	365,295	-	-	-
Capital Expense Total	26,254,479	365,295	-	-	-

**2022-2026 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 451
Schedule D

	2022	2023	2024	2025	2026
150 Feasibility Studies - Regional					
Property value tax requisition	\$ 25,192	\$ 272	\$ 277	\$ 282	\$ 287
Transfers from accumulated surplus	115,075	-	-	-	-
Operating Revenue Total	140,267	272	277	282	287
Labour, materials, and contracted services	140,267	272	277	282	287
Operating Expense Total	140,267	272	277	282	287
151 Feasibility Studies - Electoral Area A					
Property value tax requisition	257	259	264	269	274
Transfers from accumulated surplus	4,997	-	-	-	-
Operating Revenue Total	5,254	259	264	269	274
Labour, materials, and contracted services	5,254	259	264	269	274
Operating Expense Total	5,254	259	264	269	274
154 Feasibility Studies - Electoral Area D					
Property value tax requisition	2,256	282	288	294	300
Transfers from accumulated surplus	38,020	-	-	-	-
Operating Revenue Total	40,276	282	288	294	300
Labour, materials, and contracted services	40,276	282	288	294	300
Operating Expense Total	40,276	282	288	294	300
157 Feasibility Studies - Electoral Area B					
Property value tax requisition	236	269	274	279	284
Transfers from accumulated surplus	20,028	-	-	-	-
Operating Revenue Total	20,264	269	274	279	284
Labour, materials, and contracted services	20,264	269	274	279	284
Operating Expense Total	20,264	269	274	279	284
158 Feasibility Studies - Electoral Area C					
Property value tax requisition	9,103	5,268	273	278	283
Transfers from accumulated surplus	6,160	-	-	-	-
Operating Revenue Total	15,263	5,268	273	278	283
Labour, materials, and contracted services	15,263	5,268	273	278	283
Operating Expense Total	15,263	5,268	273	278	283

**2022-2026 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 451
Schedule D

	2022	2023	2024	2025	2026
190 Municipalities Debt					
Debt recoveries	\$ 1,203,267	\$ 1,183,573	\$ 1,094,813	\$ 1,085,141	\$ 1,034,789
Operating Revenue Total	1,203,267	1,183,573	1,094,813	1,085,141	1,034,789
Debt interest	414,323	411,746	374,790	371,786	362,173
Debt principal	788,944	771,827	720,023	713,355	672,616
Operating Expense Total	1,203,267	1,183,573	1,094,813	1,085,141	1,034,789
199 Public Library Facilities					
Debt recoveries	-	630,413	630,413	630,413	630,413
Operating Revenue Total	-	630,413	630,413	630,413	630,413
Debt principal	-	451,213	451,213	451,213	451,213
Debt interest	-	179,200	179,200	179,200	179,200
Operating Expense Total	-	630,413	630,413	630,413	630,413
210 Campbell River Fire Protection Specified Area					
Property value tax requisition	496,613	506,545	516,676	527,010	537,212
Transfers from reserves	-	-	137,599	60,254	-
Transfers from accumulated surplus	31,772	-	-	-	-
Operating Revenue Total	528,385	506,545	654,275	587,264	537,212
Labour, materials, and contracted services	444,238	446,533	654,275	587,264	537,212
Transfers to reserves	84,147	60,012	-	-	-
Operating Expense Total	528,385	506,545	654,275	587,264	537,212
245 Sayward Valley Fire Protection Local Service Area					
Property value tax requisition	75,000	75,000	75,000	75,000	75,000
Conditional transfers	50,000	-	-	-	-
Other revenue from own sources	550	550	550	550	550
Transfers from accumulated surplus	53,647	-	-	-	-
Operating Revenue Total	179,197	75,550	75,550	75,550	75,550
Labour, materials, and contracted services	115,549	56,360	57,743	56,975	57,887
Transfers to reserves	63,648	19,190	17,807	18,575	17,663
Operating Expense Total	179,197	75,550	75,550	75,550	75,550
Transfers from reserves	250,000	-	125,000	-	-
Capital Sources of Revenue Total	250,000	-	125,000	-	-
Capital expenditure	250,000	-	125,000	-	-
Capital Expense Total	250,000	-	125,000	-	-

**2022-2026 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 451
Schedule D

	2022	2023	2024	2025	2026
250 South Cortes Island Fire Local Service Area					
Property value tax requisition	\$ 252,812	\$ 267,006	\$ 277,444	\$ 278,404	\$ 289,907
Sales of services	4,620	4,620	4,620	4,620	4,620
Transfers from reserves	40,000	-	-	-	-
Transfers from accumulated surplus	4,249	-	-	-	-
Operating Revenue Total	301,681	271,626	282,064	283,024	294,527
Labour, materials, and contracted services	201,681	211,626	222,064	233,024	244,527
Transfers to reserves	100,000	60,000	60,000	50,000	50,000
Operating Expense Total	301,681	271,626	282,064	283,024	294,527
Transfers from reserves	112,500	200,000	-	-	-
Capital Sources of Revenue Total	112,500	200,000	-	-	-
Capital expenditure	112,500	200,000	-	-	-
Capital Expense Total	112,500	200,000	-	-	-
251 Cortes First Responder					
Property value tax requisition	21,294	37,580	39,193	40,886	40,897
Transfers from accumulated surplus	1,132	-	-	-	-
Operating Revenue Total	22,426	37,580	39,193	40,886	40,897
Labour, materials, and contracted services	526	32,580	34,193	35,886	35,897
Transfers to reserves	21,900	5,000	5,000	5,000	5,000
Operating Expense Total	22,426	37,580	39,193	40,886	40,897
255 North Quadra Island Assistance Response					
Property value tax requisition	260	507	512	517	522
Transfers from accumulated surplus	245	-	-	-	-
Operating Revenue Total	505	507	512	517	522
Labour, materials, and contracted services	505	507	512	517	522
Operating Expense Total	505	507	512	517	522
271 EA A Kyuquot Nootka Emergency Program Extended Service					
Property value tax requisition	1,000	1,012	1,018	1,024	1,030
Transfers from accumulated surplus	2,434	-	-	-	-
Operating Revenue Total	3,434	1,012	1,018	1,024	1,030
Labour, materials, and contracted services	3,434	1,012	1,018	1,024	1,030
Operating Expense Total	3,434	1,012	1,018	1,024	1,030

**2022-2026 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 451
Schedule D

	2022	2023	2024	2025	2026
272 Strathcona Emergency Program					
Property value tax requisition	\$ 409,087	\$ 413,980	\$ 418,970	\$ 424,060	\$ 429,252
Grants in lieu of taxes	2,500	2,500	2,500	2,500	2,500
Conditional transfers	666,281	-	-	-	-
Operating Revenue Total	1,077,868	416,480	421,470	426,560	431,752
Labour, materials, and contracted services	1,067,868	406,480	411,470	416,560	421,752
Transfers to reserves	10,000	10,000	10,000	10,000	10,000
Operating Expense Total	1,077,868	416,480	421,470	426,560	431,752
Transfers from reserves	70,000	10,000	10,000	10,000	10,000
Capital Sources of Revenue Total	70,000	10,000	10,000	10,000	10,000
Capital expenditure	70,000	10,000	10,000	10,000	10,000
Capital Expense Total	70,000	10,000	10,000	10,000	10,000
275 911 Answering Service					
Property value tax requisition	484,285	523,233	526,441	530,636	530,658
Transfers from accumulated surplus	34,270	-	-	-	-
Operating Revenue Total	518,555	523,233	526,441	530,636	530,658
Labour, materials, and contracted services	518,555	523,233	526,441	530,636	530,658
Operating Expense Total	518,555	523,233	526,441	530,636	530,658
285 Building Inspection					
Property value tax requisition	129,945	213,253	216,886	220,593	224,373
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	109,746	-	-	-	-
Operating Revenue Total	295,441	269,003	272,636	276,343	280,123
Labour, materials, and contracted services	260,441	264,003	267,636	271,343	275,123
Transfers to reserves	35,000	5,000	5,000	5,000	5,000
Operating Expense Total	295,441	269,003	272,636	276,343	280,123
Transfers from reserves	16,297	-	-	-	-
Capital Sources of Revenue Total	16,297	-	-	-	-
Capital expenditure	16,297	-	-	-	-
Capital Expense Total	16,297	-	-	-	-

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	2022	2023	2024	2025	2026
290 Electoral Area D Animal Control					
Property value tax requisition	\$ 45,020	\$ 46,744	\$ 47,705	\$ 48,687	\$ 49,882
Other revenue from own sources	100	100	100	100	100
Transfers from accumulated surplus	795	-	-	-	-
Operating Revenue Total	45,915	46,844	47,805	48,787	49,982
Labour, materials, and contracted services	45,915	46,844	47,805	48,787	49,982
Operating Expense Total	45,915	46,844	47,805	48,787	49,982
295 Noise Control					
Property value tax requisition	310	2,195	2,198	2,201	2,204
Transfers from accumulated surplus	1,882	-	-	-	-
Operating Revenue Total	2,192	2,195	2,198	2,201	2,204
Labour, materials, and contracted services	2,192	2,195	2,198	2,201	2,204
Operating Expense Total	2,192	2,195	2,198	2,201	2,204
298 Unsanitary Premises Extended Service					
Property value tax requisition	325	796	797	798	799
Transfers from accumulated surplus	470	-	-	-	-
Operating Revenue Total	795	796	797	798	799
Labour, materials, and contracted services	795	796	797	798	799
Operating Expense Total	795	796	797	798	799
318 Craig Road Water					
Frontage and parcel taxes	11,848	11,848	11,848	11,848	11,848
Operating Revenue Total	11,848	11,848	11,848	11,848	11,848
Labour, materials, and contracted services	625	625	625	625	625
Debt interest	6,575	6,575	6,575	6,575	6,575
Debt principal	4,648	4,648	4,648	4,648	4,648
Operating Expense Total	11,848	11,848	11,848	11,848	11,848

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	2022	2023	2024	2025	2026
319 Electoral Area D Water					
Property value tax requisition	\$ 598,842	\$ 598,842	\$ 598,842	\$ 598,842	\$ 598,842
Sales of services	1,368,331	1,401,539	1,423,007	1,444,549	1,466,167
Transfers from accumulated surplus	341,814	-	-	-	-
Operating Revenue Total	2,308,987	2,000,381	2,021,849	2,043,391	2,065,009
Labour, materials, and contracted services	1,858,987	1,880,381	1,901,849	1,923,391	1,945,009
Transfers to reserves	450,000	120,000	120,000	120,000	120,000
Operating Expense Total	2,308,987	2,000,381	2,021,849	2,043,391	2,065,009
Conditional transfers	-	275,025	916,750	641,725	-
Transfers from reserves	1,171,779	99,975	333,250	233,275	-
Capital Sources of Revenue Total	1,171,779	375,000	1,250,000	875,000	-
Capital expenditure	1,171,779	375,000	1,250,000	875,000	-
Capital Expense Total	1,171,779	375,000	1,250,000	875,000	-
331 Quathiaski Cove Sewer					
Sales of services	202,762	207,836	215,822	237,119	254,821
Transfers from accumulated surplus	47,756	-	-	-	-
Operating Revenue Total	250,518	207,836	215,822	237,119	254,821
Labour, materials, and contracted services	225,568	202,886	205,252	207,665	210,126
Debt interest	-	-	3,093	15,658	24,045
Debt principal	3,950	3,950	6,477	12,796	19,650
Transfers to reserves	21,000	1,000	1,000	1,000	1,000
Operating Expense Total	250,518	207,836	215,822	237,119	254,821
Conditional transfers	-	293,360	1,191,958	795,556	-
Proceeds from borrowing	-	106,640	433,292	289,194	-
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	-

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	2022	2023	2024	2025	2026
332 Quathiaski Cove Sewer Extension					
Frontage and parcel taxes	\$ 7,733	\$ 9,186	\$ 9,186	\$ 9,186	\$ 9,186
Transfers from accumulated surplus	1,453	-	-	-	-
Operating Revenue Total	9,186	9,186	9,186	9,186	9,186
Labour, materials, and contracted services	1,800	1,800	1,800	1,800	1,800
Debt interest	1,310	1,310	1,310	1,310	1,310
Debt principal	6,076	6,076	6,076	6,076	6,076
Operating Expense Total	9,186	9,186	9,186	9,186	9,186
340 Liquid Waste					
Property value tax requisition	265	1,080	1,085	1,090	1,095
Transfers from accumulated surplus	810	-	-	-	-
Operating Revenue Total	1,075	1,080	1,085	1,090	1,095
Labour, materials, and contracted services	1,075	1,080	1,085	1,090	1,095
Operating Expense Total	1,075	1,080	1,085	1,090	1,095
364 Area A Kyuquot Nootka Solid Waste Disposal					
Property value tax requisition	7,463	8,774	8,920	9,069	9,221
Transfers from accumulated surplus	1,169	-	-	-	-
Operating Revenue Total	8,632	8,774	8,920	9,069	9,221
Labour, materials, and contracted services	8,632	8,774	8,920	9,069	9,221
Operating Expense Total	8,632	8,774	8,920	9,069	9,221
368 Sayward and Area A Sayward Refuse Disposal					
Property value tax requisition	26,080	28,434	29,107	29,794	30,495
Other revenue from own sources	6,000	6,000	6,000	6,000	6,000
Transfers from accumulated surplus	1,693	-	-	-	-
Operating Revenue Total	33,773	34,434	35,107	35,794	36,495
Labour, materials, and contracted services	33,773	34,434	35,107	35,794	36,495
Operating Expense Total	33,773	34,434	35,107	35,794	36,495

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	2022	2023	2024	2025	2026
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	77,415	82,185	82,185	87,876	92,229
Transfers from reserves	3,903	3,970	6,468	3,342	1,624
Transfers from accumulated surplus	2,407	-	-	-	-
Operating Revenue Total	89,112	91,542	94,040	96,605	99,240
Labour, materials, and contracted services	89,112	91,542	94,040	96,605	99,240
Operating Expense Total	89,112	91,542	94,040	96,605	99,240
374 Electoral Area "B" Refuse Disposal Grounds Specified Area					
Property value tax requisition	60,832	62,657	65,790	69,080	72,534
Other revenue from own sources	9,999	9,999	9,999	9,999	9,999
Transfers from reserves	9,709	9,089	7,858	6,515	5,055
Operating Revenue Total	80,540	81,745	83,647	85,594	87,588
Labour, materials, and contracted services	79,887	81,745	83,647	85,594	87,588
Deficit prior year	653	-	-	-	-
Operating Expense Total	80,540	81,745	83,647	85,594	87,588
376 Cortes Island Refuse Collection					
Sales of services	83,395	83,395	83,395	83,395	83,395
Transfers from reserves	13,272	15,031	16,826	18,656	20,524
Operating Revenue Total	96,667	98,426	100,221	102,051	103,919
Labour, materials, and contracted services	96,667	98,426	100,221	102,051	103,919
Operating Expense Total	96,667	98,426	100,221	102,051	103,919
500 Planning					
Property value tax requisition	556,619	813,104	826,609	840,381	854,430
Sales of services	15,000	15,000	15,000	15,000	15,000
Other revenue from own sources	50,000	50,000	50,000	50,000	50,000
Conditional transfers	97,652	-	-	-	-
Transfers from accumulated surplus	253,246	-	-	-	-
Operating Revenue Total	972,517	878,104	891,609	905,381	919,430
Labour, materials, and contracted services	967,517	873,104	886,609	900,381	914,430
Transfers to reserves	5,000	5,000	5,000	5,000	5,000
Operating Expense Total	972,517	878,104	891,609	905,381	919,430
Transfers from reserves	38,025	-	-	-	-
Capital Sources of Revenue Total	38,025	-	-	-	-
Capital expenditure	38,025	-	-	-	-
Capital Expense Total	38,025	-	-	-	-

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	2022	2023	2024	2025	2026
510 Planning (Non Part 14)					
Property value tax requisition	\$ 261	\$ 262	\$ 267	\$ 272	\$ 277
Transfers from accumulated surplus	1,479	-	-	-	-
Operating Revenue Total	1,740	262	267	272	277
Labour, materials, and contracted services	1,740	262	267	272	277
Operating Expense Total	1,740	262	267	272	277
533 House Numbering Area D					
Property value tax requisition	606	607	607	607	607
Transfers from accumulated surplus	1	-	-	-	-
Operating Revenue Total	607	607	607	607	607
Labour, materials, and contracted services	607	607	607	607	607
Operating Expense Total	607	607	607	607	607
534 House Numbering Area A Sayward					
Property value tax requisition	378	379	379	379	379
Transfers from accumulated surplus	1	-	-	-	-
Operating Revenue Total	379	379	379	379	379
Labour, materials, and contracted services	379	379	379	379	379
Operating Expense Total	379	379	379	379	379
535 House Numbering Area B					
Property value tax requisition	505	506	506	506	506
Transfers from accumulated surplus	1	-	-	-	-
Operating Revenue Total	506	506	506	506	506
Labour, materials, and contracted services	506	506	506	506	506
Operating Expense Total	506	506	506	506	506
536 House Numbering Area C					
Property value tax requisition	505	506	506	506	506
Transfers from accumulated surplus	1	-	-	-	-
Operating Revenue Total	506	506	506	506	506
Labour, materials, and contracted services	506	506	506	506	506
Operating Expense Total	506	506	506	506	506

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554 Economic Development - Area A Sayward					
Property value tax requisition	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Transfers from accumulated surplus	614	-	-	-	-
Operating Revenue Total	1,114	500	500	500	500
Labour, materials, and contracted services	1,114	500	500	500	500
Operating Expense Total	1,114	500	500	500	500
555 Economic Development - Area 'C'					
Property value tax requisition	20,602	40,607	40,612	40,617	40,622
Transfers from reserves	5,367	-	-	-	-
Transfers from accumulated surplus	14,633	-	-	-	-
Operating Revenue Total	40,602	40,607	40,612	40,617	40,622
Labour, materials, and contracted services	40,602	40,607	40,612	40,617	40,622
Operating Expense Total	40,602	40,607	40,612	40,617	40,622
614 Community Parks Area D					
Conditional transfers	8,000	-	-	-	-
Property value tax requisition	218,014	251,932	254,762	257,649	260,594
Transfers from accumulated surplus	60,643	-	-	-	-
Operating Revenue Total	286,657	251,932	254,762	257,649	260,594
Labour, materials, and contracted services	266,657	251,932	254,762	257,649	260,594
Transfers to reserves	20,000	-	-	-	-
Operating Expense Total	286,657	251,932	254,762	257,649	260,594
Transfers from reserves	133,699	-	-	-	-
Capital Sources of Revenue Total	133,699	-	-	-	-
Capital expenditure	133,699	-	-	-	-
Capital Expense Total	133,699	-	-	-	-

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	2022	2023	2024	2025	2026
617 Community Parks Area B					
Property value tax requisition	\$ 180,731	\$ 200,253	\$ 202,738	\$ 205,273	\$ 207,859
Conditional transfers	28,000	-	-	-	-
Transfers from reserves	4,000	4,000	4,000	4,000	4,000
Transfers from accumulated surplus	65,885	-	-	-	-
Operating Revenue Total	278,616	204,253	206,738	209,273	211,859
Labour, materials, and contracted services	235,816	194,253	196,738	199,273	201,859
Transfers to reserves	42,800	10,000	10,000	10,000	10,000
Operating Expense Total	278,616	204,253	206,738	209,273	211,859
Transfers from reserves	225,596	67,136	-	-	-
Capital Sources of Revenue Total	225,596	67,136	-	-	-
Capital expenditure	225,596	67,136	-	-	-
Capital Expense Total	225,596	67,136	-	-	-
618 Community Parks Area C					
Property value tax requisition	191,308	232,131	234,677	237,275	239,925
Conditional transfers	43,000	-	-	-	-
Other revenue from own sources	3,600	3,600	3,600	3,600	3,600
Transfers from reserves	20,000	-	-	-	-
Transfers from accumulated surplus	74,326	-	-	-	-
Operating Revenue Total	332,234	235,731	238,277	240,875	243,525
Labour, materials, and contracted services	302,234	225,731	228,277	230,875	233,525
Transfers to reserves	30,000	10,000	10,000	10,000	10,000
Operating Expense Total	332,234	235,731	238,277	240,875	243,525
Conditional transfers	1,596,000	399,003	100,000	-	-
Transfers from reserves	143,394	-	-	-	-
Capital Sources of Revenue Total	1,739,394	399,003	100,000	-	-
Capital expenditure	1,739,394	399,003	100,000	-	-
Capital Expense Total	1,739,394	399,003	100,000	-	-
630 Vancouver Island Regional Library					
Property value tax requisition	555,359	571,541	587,734	604,386	621,962
Grants in lieu of taxes	1,100	1,100	1,100	1,100	1,100
Transfers from accumulated surplus	326	-	-	-	-
Operating Revenue Total	556,785	572,641	588,834	605,486	623,062
Labour, materials, and contracted services	556,785	572,641	588,834	605,486	623,062
Operating Expense Total	556,785	572,641	588,834	605,486	623,062

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	2022	2023	2024	2025	2026
640 Strathcona Gardens					
Property value tax requisition	\$ 5,902,075	\$ 6,448,389	\$ 6,474,623	\$ 6,628,681	\$ 6,374,226
Sales of services	859,450	1,515,450	1,515,450	1,515,450	1,515,450
Other revenue from own sources	3,200	5,200	5,200	5,200	5,200
Grants in lieu of taxes	50,000	50,000	50,000	50,000	50,000
Conditional transfers	1,000	1,000	1,000	1,000	1,000
Transfers from accumulated surplus	769,727	-	-	-	-
Transfers from own funds	372,813	-	-	-	-
Operating Revenue Total	7,958,265	8,020,039	8,046,273	8,200,331	7,945,876
Labour, materials, and contracted services	6,420,170	6,481,944	6,508,178	6,714,935	6,592,228
Debt interest	-	-	29,000	72,500	72,500
Debt principal	-	-	23,699	59,248	59,248
Transfers to reserves	1,538,095	1,538,095	1,485,396	1,353,648	1,221,900
Operating Expense Total	7,958,265	8,020,039	8,046,273	8,200,331	7,945,876
Conditional transfers	1,868,614	4,619,790	3,079,860	-	44,804,630
Proceeds from borrowing	-	1,000,000	1,500,000	446,000	11,095,370
Transfers from reserves	3,961,080	3,346,210	2,010,140	518,000	5,245,000
Capital Sources of Revenue Total	5,829,694	8,966,000	6,590,000	964,000	61,145,000
Capital expenditure	5,829,694	8,966,000	6,590,000	964,000	61,145,000
Capital Expense Total	5,829,694	8,966,000	6,590,000	964,000	61,145,000
677 Kyuquot Community Hall					
Property value tax requisition	494	339	340	341	342
Transfers from accumulated surplus	2,344	-	-	-	-
Operating Revenue Total	2,838	339	340	341	342
Labour, materials, and contracted services	2,838	339	340	341	342
Operating Expense Total	2,838	339	340	341	342
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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	2022	2023	2024	2025	2026
680 Sayward Valley Recreation & Community Hall Local Service Area					
Property value tax requisition	\$ 26,646	\$ 28,693	\$ 29,238	\$ 29,793	\$ 30,359
Transfers from reserves	5,500	-	-	-	-
Transfers from accumulated surplus	1,514	-	-	-	-
Operating Revenue Total	33,660	28,693	29,238	29,793	30,359
Labour, materials, and contracted services	33,660	28,693	29,238	29,793	30,359
Operating Expense Total	33,660	28,693	29,238	29,793	30,359
Transfers from reserves	40,000	-	-	-	-
Capital Sources of Revenue Total	40,000	-	-	-	-
Capital expenditure	40,000	-	-	-	-
Capital Expense Total	40,000	-	-	-	-
682 Cortes Community Hall					
Property value tax requisition	66,548	74,474	75,569	75,588	75,607
Transfers from accumulated surplus	9,903	-	-	-	-
Operating Revenue Total	76,451	74,474	75,569	75,588	75,607
Labour, materials, and contracted services	66,451	69,474	70,569	70,588	70,607
Transfers to reserves	10,000	5,000	5,000	5,000	5,000
Operating Expense Total	76,451	74,474	75,569	75,588	75,607
685 Quadra Island Community Hall Subsidy Local Service Area					
Property value tax requisition	183,395	198,746	202,430	206,188	210,021
Grants in lieu of taxes	460	460	460	460	460
Transfers from accumulated surplus	10,127	-	-	-	-
Transfers from reserves	20,000	-	-	-	-
Operating Revenue Total	213,982	199,206	202,890	206,648	210,481
Labour, materials, and contracted services	208,982	194,206	197,890	201,648	205,481
Transfers to reserves	5,000	5,000	5,000	5,000	5,000
Operating Expense Total	213,982	199,206	202,890	206,648	210,481
Conditional transfers	81,192	-	-	-	-
Capital Sources of Revenue Total	81,192	-	-	-	-
Capital expenditure	81,192	-	-	-	-
Capital Expense Total	81,192	-	-	-	-

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	2022	2023	2024	2025	2026
697 Heritage Conservation - Area B					
Property value tax requisition	\$ 252	\$ 258	\$ 263	\$ 268	\$ 273
Transfers from accumulated surplus	1	-	-	-	-
Operating Revenue Total	253	258	263	268	273
Labour, materials, and contracted services	253	258	263	268	273
Operating Expense Total	253	258	263	268	273
698 Heritage Conservation - Area C					
Property value tax requisition	3,663	258	263	268	273
Transfers from accumulated surplus	6,590	-	-	-	-
Operating Revenue Total	10,253	258	263	268	273
Labour, materials, and contracted services	10,253	258	263	268	273
Operating Expense Total	10,253	258	263	268	273
750 Electoral Area D Street Lighting Service					
Property value tax requisition	35,689	37,298	38,062	38,842	39,637
Other revenue from own sources	360	360	360	360	360
Transfers from reserves	1,300	1,800	1,800	1,800	1,800
Transfers from accumulated surplus	996	-	-	-	-
Operating Revenue Total	38,345	39,458	40,222	41,002	41,797
Labour, materials, and contracted services	38,345	39,458	40,222	41,002	41,797
Operating Expense Total	38,345	39,458	40,222	41,002	41,797
770 Electoral Area C Street Lighting Service					
Property value tax requisition	6,719	7,789	7,929	8,072	8,218
Transfers from reserves	485	-	-	-	-
Transfers from accumulated surplus	381	-	-	-	-
Operating Revenue Total	7,585	7,789	7,929	8,072	8,218
Labour, materials, and contracted services	7,585	7,789	7,929	8,072	8,218
Operating Expense Total	7,585	7,789	7,929	8,072	8,218

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785 Transit - Area D

Property value tax requisition	\$ 168,144	\$ 188,898	\$ 197,246	\$ 2,305,842	\$ 214,694
Transfers from reserves	-	20,000	-	-	-
Transfers from accumulated surplus	12,620	-	-	-	-
Operating Revenue Total	180,764	208,898	197,246	2,305,842	214,694
Labour, materials, and contracted services	180,764	208,898	197,246	2,305,842	214,694
Operating Expense Total	180,764	208,898	197,246	2,305,842	214,694
Capital Sources of Revenue Total	-	-	-	-	-
Capital Expense Total	-	-	-	-	-

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	2,607	-	-	-	-
Operating Revenue Total	11,607	9,000	9,000	9,000	9,000
Labour, materials, and contracted services	10,143	9,000	9,000	9,000	9,000
Transfers to reserves	1,464	-	-	-	-
Operating Expense Total	11,607	9,000	9,000	9,000	9,000

Operating Sources of Revenue	\$ 28,640,456	\$ 23,906,532	\$ 24,149,019	\$ 26,508,136	\$ 24,302,636
Capital Sources of Revenue	37,811,495	11,562,434	10,265,250	3,228,750	61,385,000
Consolidated Revenues	\$ 66,451,951	\$ 35,468,966	\$ 34,414,269	\$ 29,736,886	\$ 85,687,636

Operating Expenses	\$ 28,640,456	\$ 23,906,532	\$ 24,149,019	\$ 26,508,136	\$ 24,302,636
Capital Expenses	37,811,495	11,562,434	10,265,250	3,228,750	61,385,000
Consolidated Expenses	\$ 66,451,951	\$ 35,468,966	\$ 34,414,269	\$ 29,736,886	\$ 85,687,636