

BYLAW NO. 584

A BYLAW TO AMEND THE 2024 TO 2028 FINANCIAL PLAN AND CAPITAL EXPENDITURE PROGRAM

WHEREAS the Strathcona Regional District has, by Bylaw No. 532, adopted a financial plan for the five-year period commencing on January 1, 2024 and ending on December 31, 2028;

AND WHEREAS the Regional Board may, by bylaw, amend the financial plan at any time;

AND WHEREAS the Regional District wishes to amend the aforesaid financial plan due to circumstances that were unforeseen at the time of its adoption;

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

Amendments

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Expenses by Type*) and Schedule D (*Consolidated Expenses and Sources of Revenue by Service*) to Bylaw No. 532 are repealed and the attached Schedule A (*Consolidated Expenses and Sources of Revenue*), Schedule B (*Capital Expenses and Sources of Revenue*), Schedule C (*Operating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*) are substituted therefore.

Citation


2. This bylaw may be cited for all purposes as Bylaw No. 584, being 2024 to 2028 Financial Plan and Capital Expenditure Program Bylaw, Amendment No.1.

READ A FIRST TIME ON THE 30TH DAY OF OCTOBER, 2024


READ A SECOND TIME ON THE 30TH DAY OF OCTOBER, 2024

READ A THIRD TIME ON THE 30TH DAY OF OCTOBER, 2024

RECONSIDERED, FINALLY PASSED AND ADOPTED ON THE 30TH DAY OF OCTOBER, 2024



Chair



Corporate Officer

**2024-2028 Financial Plan
Consolidated Expenses and Sources of Revenue**

Bylaw 584
Schedule A

	2024	2025	2026	2027	2028
Operating Sources of Revenue					
Frontage and parcel taxes	\$ 19,649	\$ 21,383	\$ 21,410	\$ 9,414	\$ 9,428
Property value tax requisition	17,766,631	21,430,597	21,941,631	21,832,571	22,153,021
Grants in lieu of taxes	226,080	226,080	226,080	226,080	226,080
Conditional transfers	6,879,059	1,157,055	1,159,670	1,162,351	1,165,102
Unconditional transfers	170,000	170,000	170,000	170,000	170,000
Sales of services	3,668,288	3,791,195	3,865,739	3,946,417	4,033,611
Other revenue	2,029,517	2,043,647	2,109,489	2,161,853	2,215,785
Debt recoveries	1,916,799	2,767,319	2,716,967	2,679,426	2,679,426
Transfers from reserves	307,202	72,523	753,860	39,011	18,123
Transfers from accumulated surplus	4,618,293	-	-	-	-
	<u>37,601,518</u>	<u>31,679,799</u>	<u>32,964,846</u>	<u>32,227,123</u>	<u>32,670,576</u>
Capital Revenues - Schedule B	<u>99,081,175</u>	<u>1,687,500</u>	<u>2,875,250</u>	<u>2,259,750</u>	<u>710,000</u>
Consolidated Revenues	<u>\$ 136,682,693</u>	<u>\$ 33,367,299</u>	<u>\$ 35,840,096</u>	<u>\$ 34,486,873</u>	<u>\$ 33,380,576</u>
Operating Expenses by Category					
General government services	\$ 9,921,759	\$ 7,833,563	\$ 7,979,392	\$ 8,007,326	\$ 8,050,076
Protective services	7,038,229	3,377,893	4,375,592	3,416,277	3,535,686
Environmental health services	3,165,356	2,889,539	2,940,252	2,969,574	3,016,745
Health, Social Services & Housing	523,944	661,935	662,499	663,078	663,671
Development services	1,609,125	1,126,532	1,140,966	1,155,726	1,170,816
Parks, recreation and cultural services	13,942,958	13,577,866	13,693,104	13,868,394	14,073,276
Transportation Services	313,053	274,857	285,779	297,027	310,585
Other jurisdictions debt	1,087,094	1,937,614	1,887,262	1,849,721	1,849,721
	<u>37,601,518</u>	<u>31,679,799</u>	<u>32,964,846</u>	<u>32,227,123</u>	<u>32,670,576</u>
Capital Expenses - Schedule B	<u>99,081,175</u>	<u>1,687,500</u>	<u>2,875,250</u>	<u>2,259,750</u>	<u>710,000</u>
Consolidated Expenses	<u>\$ 136,682,693</u>	<u>\$ 33,367,299</u>	<u>\$ 35,840,096</u>	<u>\$ 34,486,873</u>	<u>\$ 33,380,576</u>

**2024-2028 Financial Plan
Capital Expenses and Sources of Revenue**

Bylaw 584
Schedule B

	2024	2025	2026	2027	2028
Capital Sources of Revenue					
Conditional transfers	\$ 13,152,072	\$ 440,442	\$ 1,339,040	\$ 882,638	\$ 87,082
Proceeds from borrowing	74,670,000	106,640	433,292	289,194	-
Transfers from reserves	11,001,703	1,134,298	1,102,918	1,087,918	622,918
Other revenue	257,400	6,120	-	-	-
Total Capital Revenues	\$ 99,081,175	\$ 1,687,500	\$ 2,875,250	\$ 2,259,750	\$ 710,000
Capital Expense by Category					
General government services	\$ 4,369,478	\$ 325,000	\$ 305,000	\$ 285,000	\$ 230,000
Protective services	1,972,900	110,000	10,000	110,000	10,000
Environmental health services	4,013,042	400,000	1,625,250	1,084,750	-
Health, Social Services & Housing	10,170,000	-	-	-	-
Development services	-	-	-	-	-
Parks, recreation and cultural services	78,385,755	852,500	935,000	780,000	470,000
Other services	-	-	-	-	-
Transportation services	170,000	-	-	-	-
Total Capital Expenses	\$ 99,081,175	\$ 1,687,500	\$ 2,875,250	\$ 2,259,750	\$ 710,000

**2024-2028 Financial Plan
Operating Expenses by Type**

Bylaw 584
Schedule C

	2024	2025	2026	2027	2028
General government services					
Labour, materials, and contracted services	\$ 8,244,606	\$ 6,250,046	\$ 6,393,596	\$ 6,384,568	\$ 6,435,880
Debt interest	413,349	413,349	413,349	413,349	413,349
Debt principal	524,630	524,630	524,630	524,630	524,630
Transfers to reserves	739,174	645,538	647,817	684,779	676,217
Other transfers	-	-	-	-	-
	<u>9,921,759</u>	<u>7,833,563</u>	<u>7,979,392</u>	<u>8,007,326</u>	<u>8,050,076</u>
Protective services					
Labour, materials, and contracted services	6,791,186	3,051,226	4,270,592	3,211,277	3,327,186
Transfers to reserves	209,266	326,667	105,000	205,000	208,500
Other transfers	709	-	-	-	-
Deficit prior year	37,068	-	-	-	-
	<u>7,038,229</u>	<u>3,377,893</u>	<u>4,375,592</u>	<u>3,416,277</u>	<u>3,535,686</u>
Health, Social Services & Housing					
Labour, materials, and contracted services	523,944	47,512	48,076	48,655	49,248
Debt interest	-	427,000	427,000	427,000	427,000
Debt principal	-	187,423	187,423	187,423	187,423
Transfers to reserves	-	-	-	-	-
	<u>523,944</u>	<u>661,935</u>	<u>662,499</u>	<u>663,078</u>	<u>663,671</u>
Environmental health services					
Labour, materials, and contracted services	2,714,037	2,468,930	2,508,699	2,544,244	2,586,415
Debt interest	7,885	7,885	43,289	36,714	36,714
Debt principal	10,724	10,724	26,264	21,616	21,616
Transfers to reserves	432,710	402,000	362,000	367,000	372,000
	<u>3,165,356</u>	<u>2,889,539</u>	<u>2,940,252</u>	<u>2,969,574</u>	<u>3,016,745</u>
Development services					
Labour, materials, and contracted services	1,609,125	1,126,532	1,140,966	1,155,726	1,170,816
	<u>1,609,125</u>	<u>1,126,532</u>	<u>1,140,966</u>	<u>1,155,726</u>	<u>1,170,816</u>
Parks, recreation and cultural services					
Labour, materials, and contracted services	9,384,928	9,148,395	9,288,633	9,463,923	9,643,805
Debt interest	-	2,761,409	2,761,409	2,761,409	2,761,409
Debt principal	-	1,212,062	1,212,062	1,212,062	1,212,062
Transfers to reserves	4,558,030	456,000	431,000	431,000	456,000
	<u>13,942,958</u>	<u>13,577,866</u>	<u>13,693,104</u>	<u>13,868,394</u>	<u>14,073,276</u>
Transportation services					
Labour, materials, and contracted services	300,523	274,857	285,779	297,027	310,585
Transfers to reserves	1,487	-	-	-	-
Deficit prior year	11,043	-	-	-	-
	<u>313,053</u>	<u>274,857</u>	<u>285,779</u>	<u>297,027</u>	<u>310,585</u>
Other jurisdictions debt					
Debt interest	365,018	959,814	950,200	942,130	942,130
Debt principal	722,076	977,800	937,062	907,591	907,591
	<u>1,087,094</u>	<u>1,937,614</u>	<u>1,887,262</u>	<u>1,849,721</u>	<u>1,849,721</u>
Total Operating Expenses	\$ 37,601,518	\$ 31,679,799	\$ 32,964,846	\$ 32,227,123	\$ 32,670,576

**2024-2028 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 584
Schedule D

	2024	2025	2026	2027	2028
100 Municipalities - Administration					
Property value tax requisition	\$ 432,014	\$ 547,158	\$ 557,182	\$ 567,419	\$ 577,875
Grants in lieu of taxes	4,000	4,000	4,000	4,000	4,000
Transfers from accumulated surplus	105,331	-	-	-	-
Operating Revenue Total	541,345	551,158	561,182	571,419	581,875
Labour, materials, and contracted services	541,345	551,158	561,182	571,419	581,875
Operating Expense Total	541,345	551,158	561,182	571,419	581,875
110 Administration and General Government					
Property value tax requisition	1,137,605	1,995,424	1,990,542	2,015,329	1,989,774
Sales of services	26,210	26,210	26,210	26,210	26,210
Other revenue	1,769,597	1,784,436	1,850,278	1,902,642	1,956,574
Conditional transfers	400,785	130,000	130,000	130,000	130,000
Unconditional transfers	170,000	170,000	170,000	170,000	170,000
Grants in lieu of taxes	163,000	163,000	163,000	163,000	163,000
Transfers from reserves	114,800	46,703	48,937	18,121	-
Transfers from accumulated surplus	913,400	-	-	-	-
Operating Revenue Total	4,695,397	4,315,773	4,378,967	4,425,302	4,435,558
Labour, materials, and contracted services	4,374,141	4,082,403	4,129,695	4,155,100	4,174,399
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	212,982	125,096	140,998	161,928	152,885
Operating Expense Total	4,695,397	4,315,773	4,378,967	4,425,302	4,435,558
Conditional transfers	639,164	147,082	147,082	87,082	87,082
Transfers from reserves	782,273	177,918	157,918	197,918	142,918
Capital Sources of Revenue Total	1,421,437	325,000	305,000	285,000	230,000
Capital expenditure	1,421,437	325,000	305,000	285,000	230,000
Capital Expense Total	1,421,437	325,000	305,000	285,000	230,000
120 Grant in Aid Area A					
Property value tax requisition	995	10,387	10,398	10,410	10,422
Transfers from accumulated surplus	9,381	-	-	-	-
Operating Revenue Total	10,376	10,387	10,398	10,410	10,422
Labour, materials, and contracted services	10,376	10,387	10,398	10,410	10,422
Operating Expense Total	10,376	10,387	10,398	10,410	10,422

**2024-2028 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 584
Schedule D

	2024	2025	2026	2027	2028
123 Grant In Aid Area D					
Property value tax requisition	\$ 20,234	\$ 39,821	\$ 39,846	\$ 39,871	\$ 39,897
Transfers from accumulated surplus	19,563	-	-	-	-
Operating Revenue Total	39,797	39,821	39,846	39,871	39,897
Labour, materials, and contracted services	39,797	39,821	39,846	39,871	39,897
Operating Expense Total	39,797	39,821	39,846	39,871	39,897
126 Grant In Aid Area B					
Property value tax requisition	30,000	30,000	30,000	30,000	30,000
Transfers from accumulated surplus	4,541	-	-	-	-
Operating Revenue Total	34,541	30,000	30,000	30,000	30,000
Labour, materials, and contracted services	34,541	30,000	30,000	30,000	30,000
Operating Expense Total	34,541	30,000	30,000	30,000	30,000
127 Grant In Aid Area C					
Property value tax requisition	18,008	30,922	30,950	30,978	31,007
Transfers from accumulated surplus	12,887	-	-	-	-
Operating Revenue Total	30,895	30,922	30,950	30,978	31,007
Labour, materials, and contracted services	30,895	30,922	30,950	30,978	31,007
Operating Expense Total	30,895	30,922	30,950	30,978	31,007
130 Electoral Areas Expenditure & Election Services					
Property value tax requisition	757,520	849,856	870,803	884,113	901,096
Conditional transfers	875,679	506,819	506,819	506,819	506,819
Transfers from reserves	-	-	46,870	-	-
Transfers from accumulated surplus	82,719	-	-	-	-
Operating Revenue Total	1,715,918	1,356,675	1,424,492	1,390,932	1,407,915
Labour, materials, and contracted services	1,189,726	836,233	917,673	868,081	884,583
Transfers to reserves	526,192	520,442	506,819	522,851	523,332
Operating Expense Total	1,715,918	1,356,675	1,424,492	1,390,932	1,407,915

**2024-2028 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 584
Schedule D

	2024	2025	2026	2027	2028
132 Wharves					
Sales of services	\$ 245	\$ 245	\$ 245	\$ 245	\$ 245
Other revenue	15,000	15,000	15,000	15,000	15,000
Conditional transfers	208,891	211,133	213,431	215,786	218,201
Operating Revenue Total	224,136	226,378	228,676	231,031	233,446
Labour, materials, and contracted services	224,136	226,378	228,676	231,031	233,446
Operating Expense Total	224,136	226,378	228,676	231,031	233,446
Conditional transfers	2,350,000	-	-	-	-
Capital Sources of Revenue Total	2,350,000	-	-	-	-
Capital expenditure	2,350,000	-	-	-	-
Capital Expense Total	2,350,000	-	-	-	-
149 Regional Broadband					
Property value tax requisition	116,588	118,816	121,107	123,462	125,885
Debt recoveries	829,705	829,705	829,705	829,705	829,705
Other revenue	114,180	114,180	114,180	114,180	114,180
Transfers from accumulated surplus	977,127	-	-	-	-
Operating Revenue Total	2,037,600	1,062,701	1,064,992	1,067,347	1,069,770
Labour, materials, and contracted services	1,207,895	232,996	235,287	237,642	240,065
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	2,037,600	1,062,701	1,064,992	1,067,347	1,069,770
Conditional transfers	598,041	-	-	-	-
Capital Sources of Revenue Total	598,041	-	-	-	-
Capital expenditure	598,041	-	-	-	-
Capital Expense Total	598,041	-	-	-	-
150 Feasibility Studies - Regional					
Property value tax requisition	\$ 2,763	\$ 53,093	\$ 53,185	\$ 53,280	\$ 53,378
Transfers from accumulated surplus	75,838	-	-	-	-
Operating Revenue Total	78,601	53,093	53,185	53,280	53,378
Labour, materials, and contracted services	78,601	53,093	53,185	53,280	53,378
Operating Expense Total	78,601	53,093	53,185	53,280	53,378

**2024-2028 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 584
Schedule D

	2024	2025	2026	2027	2028
151 Feasibility Studies - Electoral Area A					
Property value tax requisition	\$ 857	\$ 5,500	\$ 5,515	\$ 5,531	\$ 5,547
Other revenue	709	-	-	-	-
Conditional transfers	50,000	-	-	-	-
Transfers from accumulated surplus	23,919	-	-	-	-
Operating Revenue Total	75,485	5,500	5,515	5,531	5,547
Labour, materials, and contracted services	75,485	5,500	5,515	5,531	5,547
Operating Expense Total	75,485	5,500	5,515	5,531	5,547
154 Feasibility Studies - Electoral Area D					
Property value tax requisition	25,395	100,311	100,320	100,330	100,340
Transfers from accumulated surplus	74,907	-	-	-	-
Operating Revenue Total	100,302	100,311	100,320	100,330	100,340
Labour, materials, and contracted services	100,302	100,311	100,320	100,330	100,340
Operating Expense Total	100,302	100,311	100,320	100,330	100,340
157 Feasibility Studies - Electoral Area B					
Property value tax requisition	264	20,273	20,281	20,289	20,297
Transfers from accumulated surplus	20,001	-	-	-	-
Operating Revenue Total	20,265	20,273	20,281	20,289	20,297
Labour, materials, and contracted services	20,265	20,273	20,281	20,289	20,297
Operating Expense Total	20,265	20,273	20,281	20,289	20,297
158 Feasibility Studies - Electoral Area C					
Property value tax requisition	58,204	30,571	30,588	30,606	30,624
Conditional transfers	200,000	-	-	-	-
Transfers from accumulated surplus	58,897	-	-	-	-
Operating Revenue Total	317,101	30,571	30,588	30,606	30,624
Labour, materials, and contracted services	317,101	30,571	30,588	30,606	30,624
Operating Expense Total	317,101	30,571	30,588	30,606	30,624
190 Municipalities Debt					
Debt recoveries	1,087,094	1,077,422	1,027,070	989,529	989,529
Operating Revenue Total	1,087,094	1,077,422	1,027,070	989,529	989,529
Debt interest	365,018	362,014	352,400	344,330	344,330
Debt principal	722,076	715,408	674,670	645,199	645,199
Operating Expense Total	1,087,094	1,077,422	1,027,070	989,529	989,529

**2024-2028 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 584
Schedule D

	2024	2025	2026	2027	2028
199 Public Library Facilities					
Debt recoveries	\$ -	\$ 860,192	\$ 860,192	\$ 860,192	\$ 860,192
Operating Revenue Total	-	860,192	860,192	860,192	860,192
Debt principal	-	262,392	262,392	262,392	262,392
Debt interest	-	597,800	597,800	597,800	597,800
Operating Expense Total	-	860,192	860,192	860,192	860,192
210 Campbell River Fire Protection Specified Area					
Property value tax requisition	695,757	927,510	1,215,959	818,651	854,489
Transfers from reserves	-	-	634,369	-	-
Operating Revenue Total	695,757	927,510	1,850,328	818,651	854,489
Labour, materials, and contracted services	568,069	702,510	1,850,328	718,651	754,489
Transfers to reserves	100,000	225,000	-	100,000	100,000
Deficit prior year	27,688	-	-	-	-
Operating Expense Total	695,757	927,510	1,850,328	818,651	854,489
245 Sayward Valley Fire Protection Local Service Area					
Property value tax requisition	115,787	121,902	125,732	127,257	131,634
Conditional transfers	41,000	-	-	-	-
Other revenue	550	550	550	550	550
Transfers from accumulated surplus	16,063	-	-	-	-
Operating Revenue Total	173,400	122,452	126,282	127,807	132,184
Labour, materials, and contracted services	143,308	102,452	106,282	107,807	112,184
Transfers to reserves	30,092	20,000	20,000	20,000	20,000
Operating Expense Total	173,400	122,452	126,282	127,807	132,184
Conditional transfers	673,455	-	-	-	-
Transfers from reserves	324,445	-	-	-	-
Capital Sources of Revenue Total	997,900	-	-	-	-
Capital expenditure	997,900	-	-	-	-
Capital Expense Total	997,900	-	-	-	-
247 Duncan Bay Fire					
Property value tax requisition	11,840	11,840	11,840	11,840	11,840
Operating Revenue Total	11,840	11,840	11,840	11,840	11,840
Labour, materials, and contracted services	11,131	11,840	11,840	11,840	11,840
Other transfers	709	-	-	-	-
Operating Expense Total	11,840	11,840	11,840	11,840	11,840

**2024-2028 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 584
Schedule D

	2024	2025	2026	2027	2028
250 South Cortes Island Fire Local Service Area					
Property value tax requisition	\$ 420,107	\$ 468,739	\$ 487,807	\$ 504,170	\$ 524,685
Conditional transfers	15,000	-	-	-	-
Sales of services	4,620	4,620	4,620	4,620	4,620
Transfers from reserves	18,106	-	-	-	-
Operating Revenue Total	457,833	473,359	492,427	508,790	529,305
Labour, materials, and contracted services	386,560	401,692	417,427	433,790	450,805
Transfers to reserves	66,667	71,667	75,000	75,000	78,500
Deficit prior year	4,606	-	-	-	-
Operating Expense Total	457,833	473,359	492,427	508,790	529,305
Conditional transfers	300,000	-	-	-	-
Transfers from reserves	390,000	100,000	-	100,000	-
Capital Sources of Revenue Total	690,000	100,000	-	100,000	-
Capital expenditure	690,000	100,000	-	100,000	-
Capital Expense Total	690,000	100,000	-	100,000	-
251 Cortes First Responder					
Property value tax requisition	22,539	23,437	24,370	25,341	26,350
Operating Revenue Total	22,539	23,437	24,370	25,341	26,350
Labour, materials, and contracted services	22,539	23,437	24,370	25,341	26,350
Operating Expense Total	22,539	23,437	24,370	25,341	26,350
255 North Quadra Island Assistance Response					
Property value tax requisition	253	511	519	527	535
Transfers from accumulated surplus	250	-	-	-	-
Operating Revenue Total	503	511	519	527	535
Labour, materials, and contracted services	503	511	519	527	535
Operating Expense Total	503	511	519	527	535
271 EA A Kyuquot Nootka Emergency Program Extended Service					
Property value tax requisition	1,000	2,293	2,302	2,311	2,320
Transfers from accumulated surplus	3,791	-	-	-	-
Operating Revenue Total	4,791	2,293	2,302	2,311	2,320
Labour, materials, and contracted services	2,284	2,293	2,302	2,311	2,320
Transfers to reserves	2,507	-	-	-	-
Operating Expense Total	4,791	2,293	2,302	2,311	2,320

**2024-2028 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 584
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	2024	2025	2026	2027	2028
272 Strathcona Emergency Program					
Property value tax requisition	\$ 537,605	\$ 595,313	\$ 605,331	\$ 615,600	\$ 626,126
Grants in lieu of taxes	2,500	2,500	2,500	2,500	2,500
Conditional transfers	4,151,376	297,052	297,052	297,052	297,052
Transfers from accumulated surplus	47,935	-	-	-	-
Operating Revenue Total	4,739,416	894,865	904,883	915,152	925,678
Labour, materials, and contracted services	4,729,416	884,865	894,883	905,152	915,678
Transfers to reserves	10,000	10,000	10,000	10,000	10,000
Operating Expense Total	4,739,416	894,865	904,883	915,152	925,678
Conditional transfers	215,000	-	-	-	-
Transfers from reserves	20,000	10,000	10,000	10,000	10,000
Capital Sources of Revenue Total	235,000	10,000	10,000	10,000	10,000
Capital expenditure	235,000	10,000	10,000	10,000	10,000
Capital Expense Total	235,000	10,000	10,000	10,000	10,000
275 911 Answering Service					
Property value tax requisition	539,655	566,956	600,955	636,993	675,192
Conditional transfers	45,000	-	-	-	-
Operating Revenue Total	584,655	566,956	600,955	636,993	675,192
Labour, materials, and contracted services	579,881	566,956	600,955	636,993	675,192
Deficit prior year	4,774	-	-	-	-
Operating Expense Total	584,655	566,956	600,955	636,993	675,192
285 Building Inspection					
Property value tax requisition	138,713	218,280	223,726	229,296	234,995
Sales of services	12,000	12,000	12,000	12,000	12,000
Other revenue	43,750	43,750	43,750	43,750	43,750
Transfers from accumulated surplus	74,245	-	-	-	-
Operating Revenue Total	268,708	274,030	279,476	285,046	290,745
Labour, materials, and contracted services	268,708	274,030	279,476	285,046	290,745
Operating Expense Total	268,708	274,030	279,476	285,046	290,745
290 Electoral Area D Animal Control					
Property value tax requisition	62,180	63,952	65,493	67,073	70,273
Transfers from accumulated surplus	269	-	-	-	-
Operating Revenue Total	62,449	63,952	65,493	67,073	70,273
Labour, materials, and contracted services	62,449	63,952	65,493	67,073	70,273
Operating Expense Total	62,449	63,952	65,493	67,073	70,273

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	2024	2025	2026	2027	2028
294 Noise Control Area A					
Property value tax requisition	\$ 2,250	\$ 5,258	\$ 5,266	\$ 5,274	\$ 5,282
Transfers from accumulated surplus	2,000	-	-	-	-
Operating Revenue Total	4,250	5,258	5,266	5,274	5,282
Labour, materials, and contracted services	4,250	5,258	5,266	5,274	5,282
Operating Expense Total	4,250	5,258	5,266	5,274	5,282
295 Noise Control Area D					
Property value tax requisition	360	2,377	2,389	2,401	2,413
Transfers from accumulated surplus	2,006	-	-	-	-
Operating Revenue Total	2,366	2,377	2,389	2,401	2,413
Labour, materials, and contracted services	2,366	2,377	2,389	2,401	2,413
Operating Expense Total	2,366	2,377	2,389	2,401	2,413
296 Oyster River Flood Protection					
Property value tax requisition	8,255	8,255	8,255	8,255	8,255
Transfers from accumulated surplus	678	-	-	-	-
Operating Revenue Total	8,933	8,255	8,255	8,255	8,255
Labour, materials, and contracted services	8,933	8,255	8,255	8,255	8,255
Operating Expense Total	8,933	8,255	8,255	8,255	8,255
Conditional transfers	50,000	-	-	-	-
Capital Sources of Revenue Total	50,000	-	-	-	-
Capital expenditure	50,000	-	-	-	-
Capital Expense Total	50,000	-	-	-	-
298 Unsightly Premises Extended Service					
Property value tax requisition	287	798	807	816	825
Transfers from accumulated surplus	502	-	-	-	-
Operating Revenue Total	789	798	807	816	825
Labour, materials, and contracted services	789	798	807	816	825
Operating Expense Total	789	798	807	816	825

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	2024	2025	2026	2027	2028
318 Craig Road Water					
Frontage and parcel taxes	\$ 11,764	\$ 11,997	\$ 12,010	\$ -	\$ -
Transfers from accumulated surplus	221	-	-	-	-
Operating Revenue Total	11,985	11,997	12,010	-	-
Labour, materials, and contracted services	762	774	787	-	-
Debt interest	6,575	6,575	6,575	-	-
Debt principal	4,648	4,648	4,648	-	-
Operating Expense Total	11,985	11,997	12,010	-	-
319 Electoral Area D Water					
Property value tax requisition	543,569	731,072	740,743	736,162	731,473
Sales of services	1,424,709	1,442,768	1,457,192	1,486,333	1,516,056
Conditional transfers	50,000	-	-	-	-
Transfers from accumulated surplus	386,917	-	-	-	-
Operating Revenue Total	2,405,195	2,173,840	2,197,935	2,222,495	2,247,529
Labour, materials, and contracted services	2,053,195	1,821,840	1,845,935	1,870,495	1,895,529
Transfers to reserves	352,000	352,000	352,000	352,000	352,000
Operating Expense Total	2,405,195	2,173,840	2,197,935	2,222,495	2,247,529
Conditional transfers	3,968,042	-	-	-	-
Capital Sources of Revenue Total	3,968,042	-	-	-	-
Capital expenditure	3,968,042	-	-	-	-
Capital Expense Total	3,968,042	-	-	-	-
331 Quathiaski Cove Sewer					
Sales of services	263,240	323,427	341,856	349,404	362,016
Transfers from accumulated surplus	87,474	-	-	-	-
Operating Revenue Total	350,714	323,427	341,856	349,404	362,016
Labour, materials, and contracted services	270,004	273,427	280,912	283,460	291,072
Debt interest	-	-	35,404	35,404	35,404
Debt principal	-	-	15,540	15,540	15,540
Transfers to reserves	80,710	50,000	10,000	15,000	20,000
Operating Expense Total	350,714	323,427	341,856	349,404	362,016
Transfers from reserves	45,000	-	-	-	-
Conditional transfers	-	293,360	1,191,958	795,556	-
Proceeds from borrowing	-	106,640	433,292	289,194	-
Capital Sources of Revenue Total	45,000	400,000	1,625,250	1,084,750	-
Capital expenditure	45,000	400,000	1,625,250	1,084,750	-
Capital Expense Total	45,000	400,000	1,625,250	1,084,750	-

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	2024	2025	2026	2027	2028
332 Quathiaski Cove Sewer Extension					
Frontage and parcel taxes	\$ 7,885	\$ 9,386	\$ 9,400	\$ 9,414	\$ 9,428
Transfers from accumulated surplus	1,488	-	-	-	-
Operating Revenue Total	9,373	9,386	9,400	9,414	9,428
Labour, materials, and contracted services	1,987	2,000	2,014	2,028	2,042
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	9,373	9,386	9,400	9,414	9,428
340 Liquid Waste					
Property value tax requisition	384	1,197	1,209	1,221	1,233
Conditional Transfers	14,000	-	-	-	-
Transfers from reserves	10,900	-	-	-	-
Transfers from accumulated surplus	801	-	-	-	-
Operating Revenue Total	26,085	1,197	1,209	1,221	1,233
Labour, materials, and contracted services	26,085	1,197	1,209	1,221	1,233
Operating Expense Total	26,085	1,197	1,209	1,221	1,233
364 Area A Kyuquot Nootka Solid Waste Disposal					
Property value tax requisition	9,365	11,755	11,855	11,956	12,061
Transfers from accumulated surplus	2,292	-	-	-	-
Operating Revenue Total	11,657	11,755	11,855	11,956	12,061
Labour, materials, and contracted services	11,657	11,755	11,855	11,956	12,061
Operating Expense Total	11,657	11,755	11,855	11,956	12,061
368 Sayward and Area A Sayward Refuse Disposal					
Property value tax requisition	25,068	30,237	31,330	32,459	33,625
Other revenue	6,000	6,000	6,000	6,000	6,000
Transfers from accumulated surplus	4,111	-	-	-	-
Operating Revenue Total	35,179	36,237	37,330	38,459	39,625
Labour, materials, and contracted services	35,179	36,237	37,330	38,459	39,625
Operating Expense Total	35,179	36,237	37,330	38,459	39,625
370 Solid Waste Local Service - Sayward Valley					
Other revenue	5,387	5,387	5,387	5,387	5,387
Sales of services	88,008	95,907	98,777	102,551	106,474
Transfers from accumulated surplus	5,349	-	-	-	-
Operating Revenue Total	98,744	101,294	104,164	107,938	111,861
Labour, materials, and contracted services	98,744	101,294	104,164	107,938	111,861
Operating Expense Total	98,744	101,294	104,164	107,938	111,861

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	2024	2025	2026	2027	2028
374 Electoral Area "B" Refuse Disposal Grounds Specified Area					
Property value tax requisition	\$ 83,674	\$ 92,851	\$ 95,756	\$ 98,745	\$ 101,821
Other revenue	8,286	8,286	8,286	8,286	8,286
Transfers from reserves	5,000	-	-	-	-
Transfers from accumulated surplus	1,354	-	-	-	-
Operating Revenue Total	98,314	101,137	104,042	107,031	110,107
Labour, materials, and contracted services	98,314	101,137	104,042	107,031	110,107
Operating Expense Total	98,314	101,137	104,042	107,031	110,107
376 Cortes Island Refuse Collection					
Sales of services	98,786	100,838	104,258	108,362	112,466
Transfers from reserves	19,124	18,431	16,193	13,294	10,419
Transfers from accumulated surplus	200	-	-	-	-
Operating Revenue Total	118,110	119,269	120,451	121,656	122,885
Labour, materials, and contracted services	118,110	119,269	120,451	121,656	122,885
Operating Expense Total	118,110	119,269	120,451	121,656	122,885
450 Regional Housing					
Property value tax requisition	-	614,423	614,423	614,423	614,423
Conditional transfers	74,647	-	-	-	-
Operating Revenue Total	74,647	614,423	614,423	614,423	614,423
Labour, materials, and contracted services	74,647	-	-	-	-
Debt interest	-	427,000	427,000	427,000	427,000
Debt principal	-	187,423	187,423	187,423	187,423
Operating Expense Total	74,647	614,423	614,423	614,423	614,423
Proceeds from borrowing	10,000,000	-	-	-	-
Capital Sources of Revenue Total	10,000,000	-	-	-	-
Capital expenditure	10,000,000	-	-	-	-
Capital Expense Total	10,000,000	-	-	-	-

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	2024	2025	2026	2027	2028
451 Just Like Home					
Property value tax requisition	\$ 100,206	\$ 47,512	\$ 48,076	\$ 48,655	\$ 49,248
Transfers from accumulated surplus	349,091	-	-	-	-
Operating Revenue Total	449,297	47,512	48,076	48,655	49,248
Labour, materials, and contracted services	449,297	47,512	48,076	48,655	49,248
Operating Expense Total	449,297	47,512	48,076	48,655	49,248
Conditional transfers	170,000	-	-	-	-
Capital Sources of Revenue Total	170,000	-	-	-	-
Capital expenditure	170,000	-	-	-	-
Capital Expense Total	170,000	-	-	-	-
500 Planning					
Property value tax requisition	662,158	1,016,209	1,030,560	1,045,235	1,060,240
Sales of services	15,000	15,000	15,000	15,000	15,000
Other revenue	50,000	50,000	50,000	50,000	50,000
Transfers from reserves	60,000	-	-	-	-
Conditional transfers	440,937	-	-	-	-
Transfers from accumulated surplus	302,017	-	-	-	-
Operating Revenue Total	1,530,112	1,081,209	1,095,560	1,110,235	1,125,240
Labour, materials, and contracted services	1,530,112	1,081,209	1,095,560	1,110,235	1,125,240
Operating Expense Total	1,530,112	1,081,209	1,095,560	1,110,235	1,125,240
510 Planning (Non Part 14)					
Property value tax requisition	369	1,881	1,892	1,904	1,916
Transfers from accumulated surplus	1,501	-	-	-	-
Operating Revenue Total	1,870	1,881	1,892	1,904	1,916
Labour, materials, and contracted services	1,870	1,881	1,892	1,904	1,916
Operating Expense Total	1,870	1,881	1,892	1,904	1,916
533 House Numbering Area D					
Property value tax requisition	604	613	621	629	637
Transfers from accumulated surplus	1	-	-	-	-
Operating Revenue Total	605	613	621	629	637
Labour, materials, and contracted services	605	613	621	629	637
Operating Expense Total	605	613	621	629	637

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	2024	2025	2026	2027	2028
534 House Numbering Area A Sayward					
Property value tax requisition	\$ 378	\$ 386	\$ 394	\$ 402	\$ 410
Operating Revenue Total	378	386	394	402	410
Labour, materials, and contracted services	378	386	394	402	410
Operating Expense Total	378	386	394	402	410
535 House Numbering Area B					
Property value tax requisition	503	512	520	528	536
Transfers from accumulated surplus	1	-	-	-	-
Operating Revenue Total	504	512	520	528	536
Labour, materials, and contracted services	504	512	520	528	536
Operating Expense Total	504	512	520	528	536
536 House Numbering Area C					
Property value tax requisition	503	512	520	528	536
Transfers from accumulated surplus	1	-	-	-	-
Operating Revenue Total	504	512	520	528	536
Labour, materials, and contracted services	504	512	520	528	536
Operating Expense Total	504	512	520	528	536
554 Economic Development - Area A Sayward					
Property value tax requisition	650	810	831	853	875
Transfers from reserves	33,772	-	-	-	-
Transfers from accumulated surplus	139	-	-	-	-
Operating Revenue Total	34,561	810	831	853	875
Labour, materials, and contracted services	34,561	810	831	853	875
Operating Expense Total	34,561	810	831	853	875
555 Economic Development - Area 'C'					
Property value tax requisition	32,031	40,609	40,628	40,647	40,666
Transfers from accumulated surplus	8,560	-	-	-	-
Operating Revenue Total	40,591	40,609	40,628	40,647	40,666
Labour, materials, and contracted services	40,591	40,609	40,628	40,647	40,666
Operating Expense Total	40,591	40,609	40,628	40,647	40,666

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	2024	2025	2026	2027	2028
614 Community Parks Area D					
Conditional transfers	\$ 75,000	\$ -	\$ -	\$ -	\$ -
Property value tax requisition	524,031	568,499	573,323	578,264	583,328
Transfers from accumulated surplus	49,760	-	-	-	-
Operating Revenue Total	648,791	568,499	573,323	578,264	583,328
Labour, materials, and contracted services	398,791	318,499	323,323	328,264	333,328
Transfers to reserves	250,000	250,000	250,000	250,000	250,000
Operating Expense Total	648,791	568,499	573,323	578,264	583,328
Conditional transfers	89,116	-	-	-	-
Transfers from reserves	197,180	-	-	-	-
Capital Sources of Revenue Total	286,296	-	-	-	-
Capital expenditure	286,296	-	-	-	-
Capital Expense Total	286,296	-	-	-	-
617 Community Parks Area B					
Property value tax requisition	205,942	224,548	227,891	231,317	234,826
Transfers from reserves	4,000	4,000	4,000	4,000	4,000
Transfers from accumulated surplus	22,346	-	-	-	-
Operating Revenue Total	232,288	228,548	231,891	235,317	238,826
Labour, materials, and contracted services	217,288	213,548	216,891	220,317	223,826
Transfers to reserves	15,000	15,000	15,000	15,000	15,000
Operating Expense Total	232,288	228,548	231,891	235,317	238,826
Conditional transfers	78,016	-	-	-	-
Transfers from reserves	36,867	-	-	-	-
Capital Sources of Revenue Total	114,883	-	-	-	-
Capital expenditure	114,883	-	-	-	-
Capital Expense Total	114,883	-	-	-	-

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	2024	2025	2026	2027	2028
618 Community Parks Area C					
Property value tax requisition	\$ 250,802	\$ 288,789	\$ 292,391	\$ 296,078	\$ 299,850
Conditional transfers	175,000	-	-	-	-
Other revenue	5,500	5,500	5,500	5,500	5,500
Transfers from accumulated surplus	34,470	-	-	-	-
Operating Revenue Total	465,772	294,289	297,891	301,578	305,350
Labour, materials, and contracted services	455,772	284,289	287,891	291,578	295,350
Transfers to reserves	10,000	10,000	10,000	10,000	10,000
Operating Expense Total	465,772	294,289	297,891	301,578	305,350
Conditional transfers	3,381,025	-	-	-	-
Transfers from reserves	56,990	-	-	-	-
Capital Sources of Revenue Total	3,438,015	-	-	-	-
Capital expenditure	3,438,015	-	-	-	-
Capital Expense Total	3,438,015	-	-	-	-
630 Vancouver Island Regional Library					
Property value tax requisition	706,181	720,385	734,821	749,546	764,566
Grants in lieu of taxes	1,120	1,120	1,120	1,120	1,120
Transfers from accumulated surplus	51	-	-	-	-
Operating Revenue Total	707,352	721,505	735,941	750,666	765,686
Labour, materials, and contracted services	707,352	721,505	735,941	750,666	765,686
Operating Expense Total	707,352	721,505	735,941	750,666	765,686

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	2024	2025	2026	2027	2028
640 Strathcona Gardens					
Property value tax requisition	\$ 8,841,226	\$ 9,531,016	\$ 9,603,659	\$ 9,704,039	\$ 9,832,244
Sales of services	1,735,470	1,770,180	1,805,581	1,841,692	1,878,524
Other revenue	10,200	10,200	10,200	10,200	10,200
Grants in lieu of taxes	55,000	55,000	55,000	55,000	55,000
Conditional transfers	11,744	12,051	12,368	12,694	13,030
Transfers from accumulated surplus	805,057	-	-	-	-
Operating Revenue Total	11,458,697	11,378,447	11,486,808	11,623,625	11,788,998
Labour, materials, and contracted services	7,206,667	7,254,976	7,388,337	7,525,154	7,665,527
Debt interest	-	2,761,409	2,761,409	2,761,409	2,761,409
Debt principal	-	1,212,062	1,212,062	1,212,062	1,212,062
Transfers to reserves	4,252,030	150,000	125,000	125,000	150,000
Operating Expense Total	11,458,697	11,378,447	11,486,808	11,623,625	11,788,998
Conditional transfers	351,196	-	-	-	-
Proceeds from borrowing	64,670,000	-	-	-	-
Transfers from reserves	9,148,948	846,380	935,000	780,000	470,000
Other revenue	257,400	6,120	-	-	-
Capital Sources of Revenue Total	74,427,544	852,500	935,000	780,000	470,000
Capital expenditure	74,427,544	852,500	935,000	780,000	470,000
Capital Expense Total	74,427,544	852,500	935,000	780,000	470,000
677 Kyuquot Community Hall					
Property value tax requisition	390	2,874	2,885	2,896	2,907
Transfers from accumulated surplus	2,473	-	-	-	-
Operating Revenue Total	2,863	2,874	2,885	2,896	2,907
Labour, materials, and contracted services	2,863	2,874	2,885	2,896	2,907
Operating Expense Total	2,863	2,874	2,885	2,896	2,907
Conditional transfers	37,825	-	-	-	-
Capital Sources of Revenue Total	37,825	-	-	-	-
Capital expenditure	37,825	-	-	-	-
Capital Expense Total	37,825	-	-	-	-

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	2024	2025	2026	2027	2028
680 Sayward Valley Recreation & Community Hall Local Service Area					
Property value tax requisition	\$ 28,675	\$ 30,768	\$ 31,359	\$ 31,962	\$ 32,577
Transfers from reserves	5,500	-	-	-	-
Transfers from accumulated surplus	1,513	-	-	-	-
Operating Revenue Total	35,688	30,768	31,359	31,962	32,577
Labour, materials, and contracted services	35,688	30,768	31,359	31,962	32,577
Operating Expense Total	35,688	30,768	31,359	31,962	32,577
Capital Expense Total	-	-	-	-	-
682 Cortes Community Hall					
Property value tax requisition	97,987	103,717	75,764	78,503	81,351
Transfers from accumulated surplus	2,020	-	-	-	-
Operating Revenue Total	100,007	103,717	75,764	78,503	81,351
Labour, materials, and contracted services	95,007	98,717	70,764	73,503	76,351
Transfers to reserves	5,000	5,000	5,000	5,000	5,000
Operating Expense Total	100,007	103,717	75,764	78,503	81,351
685 Quadra Island Community Hall Subsidy Local Service Area					
Property value tax requisition	221,874	237,152	245,156	253,478	262,129
Grants in lieu of taxes	460	460	460	460	460
Conditional transfers	50,000	-	-	-	-
Transfers from accumulated surplus	7,578	-	-	-	-
Operating Revenue Total	279,912	237,612	245,616	253,938	262,589
Labour, materials, and contracted services	254,912	212,612	220,616	228,938	237,589
Transfers to reserves	25,000	25,000	25,000	25,000	25,000
Operating Expense Total	279,912	237,612	245,616	253,938	262,589
Conditional transfers	81,192	-	-	-	-
Capital Sources of Revenue Total	81,192	-	-	-	-
Capital expenditure	81,192	-	-	-	-
Capital Expense Total	81,192	-	-	-	-
697 Heritage Conservation - Area B					
Property value tax requisition	252	260	268	276	284
Operating Revenue Total	252	260	268	276	284
Labour, materials, and contracted services	252	260	268	276	284
Operating Expense Total	252	260	268	276	284

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	2024	2025	2026	2027	2028
698 Heritage Conservation - Area C					
Property value tax requisition	\$ 1,330	\$ 11,347	\$ 11,358	\$ 11,369	\$ 11,380
Transfers from accumulated surplus	10,006	-	-	-	-
Operating Revenue Total	11,336	11,347	11,358	11,369	11,380
Labour, materials, and contracted services	10,336	10,347	10,358	10,369	10,380
Transfers to reserves	1,000	1,000	1,000	1,000	1,000
Operating Expense Total	11,336	11,347	11,358	11,369	11,380
750 Electoral Area D Street Lighting Service					
Property value tax requisition	40,138	41,643	42,903	44,201	45,538
Other revenue	358	358	358	358	358
Transfers from accumulated surplus	282	-	-	-	-
Operating Revenue Total	40,778	42,001	43,261	44,559	45,896
Labour, materials, and contracted services	40,778	42,001	43,261	44,559	45,896
Operating Expense Total	40,778	42,001	43,261	44,559	45,896
770 Electoral Area C Street Lighting Service					
Property value tax requisition	7,890	8,044	8,285	8,533	8,789
Transfers from accumulated surplus	1,407	-	-	-	-
Operating Revenue Total	9,297	8,044	8,285	8,533	8,789
Labour, materials, and contracted services	7,810	8,044	8,285	8,533	8,789
Transfers to reserves	1,487	-	-	-	-
Operating Expense Total	9,297	8,044	8,285	8,533	8,789
785 Transit - Area D					
Property value tax requisition	223,416	221,423	230,742	240,339	252,196
Operating Revenue Total	223,416	221,423	230,742	240,339	252,196
Labour, materials, and contracted services	212,373	221,423	230,742	240,339	252,196
Deficit prior year	11,043	-	-	-	-
Operating Expense Total	223,416	221,423	230,742	240,339	252,196
Conditional transfers	170,000	-	-	-	-
Capital Sources of Revenue Total	170,000	-	-	-	-
Capital expenditure	170,000	-	-	-	-
Capital Expense Total	170,000	-	-	-	-

**2024-2028 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

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Schedule D

	2024	2025	2026	2027	2028
790 Oyster River Bank Protection Local Service Area					
Transfers from reserves	\$ 36,000	\$ 3,389	\$ 3,491	\$ 3,596	\$ 3,704
Transfers from accumulated surplus	3,562	-	-	-	-
Operating Revenue Total	39,562	3,389	3,491	3,596	3,704
Labour, materials, and contracted services	39,562	3,389	3,491	3,596	3,704
Operating Expense Total	39,562	3,389	3,491	3,596	3,704

Operating Sources of Revenue	\$ 37,601,518	\$ 31,679,799	\$ 32,964,846	\$ 32,227,123	\$ 32,670,576
Capital Sources of Revenue	99,081,175	1,687,500	2,875,250	2,259,750	710,000
Consolidated Revenues	\$ 136,682,693	\$ 33,367,299	\$ 35,840,096	\$ 34,486,873	\$ 33,380,576

Operating Expenses	\$ 37,601,518	\$ 31,679,799	\$ 32,964,846	\$ 32,227,123	\$ 32,670,576
Capital Expenses	99,081,175	1,687,500	2,875,250	2,259,750	710,000
Consolidated Expenses	\$ 136,682,693	\$ 33,367,299	\$ 35,840,096	\$ 34,486,873	\$ 33,380,576