



BYLAW NO. 485

A BYLAW TO ADOPT THE 2023 TO 2027 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 2023 to 2027;

AND WHEREAS a public consultation process regarding the 2023 to 2027 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, 2023 and terminating on December 31, 2027.

Citation


2. This bylaw may be cited for all purposes as Bylaw No. 485, being 2023 to 2027 Financial Plan and Capital Expenditure Program Bylaw.

READ A FIRST TIME ON THE 22ND DAY OF FEBRUARY, 2023

READ A SECOND TIME ON THE 22ND DAY OF FEBRUARY, 2023

READ A THIRD TIME ON THE 15TH DAY OF MARCH, 2023

RECONSIDERED, FINALLY PASSED AND ADOPTED ON THE 15TH DAY OF MARCH, 2023



Chair



Corporate Officer

**2023-2027 Financial Plan
Consolidated Expenses and Sources of Revenue**

Bylaw 485
Schedule A

	2023	2024	2025	2026	2027
Operating Sources of Revenue					
Frontage and parcel taxes	\$ 19,819	\$ 21,284	\$ 21,307	\$ 21,330	\$ 9,376
Property value tax requisition	15,611,649	19,759,410	20,057,847	20,339,311	20,562,362
Grants in lieu of taxes	204,580	204,580	204,580	204,580	204,580
Conditional transfers	2,265,452	810,958	706,078	707,734	709,431
Unconditional transfers	190,500	190,500	190,500	190,500	190,500
Sales of services	3,147,016	3,312,822	3,380,880	3,450,603	3,521,376
Other revenue from own sources	1,706,689	1,741,069	1,786,365	1,833,006	1,880,646
Debt recoveries	2,025,250	2,999,868	2,990,196	2,939,844	2,902,303
Transfers from reserves	1,502,038	147,801	34,530	55,195	37,066
Transfers from accumulated surplus	4,337,835	-	-	-	-
Transfers from own funds	-	-	-	-	-
	<u>31,010,828</u>	<u>29,188,292</u>	<u>29,372,283</u>	<u>29,742,103</u>	<u>30,017,640</u>
Capital Revenues - Schedule B	11,459,939	75,945,000	3,960,250	3,214,750	885,000
Consolidated Revenues	<u>\$ 42,470,767</u>	<u>\$ 105,133,292</u>	<u>\$ 33,332,533</u>	<u>\$ 32,956,853</u>	<u>\$ 30,902,640</u>
Operating Expenses by Category					
General government services	\$ 9,967,284	\$ 7,250,876	\$ 7,312,179	\$ 7,452,350	\$ 7,454,912
Protective services	3,504,823	2,635,083	2,587,655	2,641,079	2,732,368
Environmental health services	3,113,232	3,104,192	3,119,833	3,160,115	3,192,984
Development services	1,187,027	1,052,093	1,064,874	1,077,945	1,091,315
Parks, recreation and cultural services	11,800,428	12,726,720	12,867,913	13,030,665	13,197,731
Transportation Services	242,489	249,165	259,338	269,810	275,732
Other jurisdictions debt	1,195,545	2,170,163	2,160,491	2,110,139	2,072,598
	<u>31,010,828</u>	<u>29,188,292</u>	<u>29,372,283</u>	<u>29,742,103</u>	<u>30,017,640</u>
Capital Expenses - Schedule B	11,459,939	75,945,000	3,960,250	3,214,750	885,000
Consolidated Expenses	<u>\$ 42,470,767</u>	<u>\$ 105,133,292</u>	<u>\$ 33,332,533</u>	<u>\$ 32,956,853</u>	<u>\$ 30,902,640</u>

**2023-2027 Financial Plan
Capital Expenses and Sources of Revenue**

Bylaw 485
Schedule B

	2023	2024	2025	2026	2027
Capital Sources of Revenue					
Conditional transfers	\$ 6,166,578	\$ 6,598,385	\$ 2,108,708	\$ 1,487,281	\$ -
Proceeds from borrowing	-	59,915,319	433,292	289,194	-
Transfers from reserves	5,293,361	9,431,296	1,418,250	1,438,275	885,000
Total Capital Revenues	\$ 11,459,939	\$ 75,945,000	\$ 3,960,250	\$ 3,214,750	\$ 885,000
Capital Expense by Category					
General government services	\$ 4,247,337	\$ 595,000	\$ 245,000	\$ 280,000	\$ 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	5,341,267	74,440,000	830,000	965,000	645,000
Protective services	611,531	135,000	10,000	10,000	10,000
Transportation services	50,000	-	-	-	-
Total Capital Expenses	\$ 11,459,939	\$ 75,945,000	\$ 3,960,250	\$ 3,214,750	\$ 885,000

**2023-2027 Financial Plan
Operating Expenses by Type**

Bylaw 485
Schedule C

	2023	2024	2025	2026	2027
General government services					
Labour, materials, and contracted services	\$ 8,243,641	\$ 5,558,078	\$ 5,619,381	\$ 5,772,552	\$ 5,762,114
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	785,664	754,819	754,819	741,819	754,819
Other transfers	-	-	-	-	-
	<u>9,967,284</u>	<u>7,250,876</u>	<u>7,312,179</u>	<u>7,452,350</u>	<u>7,454,912</u>
Protective services					
Labour, materials, and contracted services	3,313,936	2,535,083	2,492,655	2,546,079	2,637,368
Transfers to reserves	190,000	100,000	95,000	95,000	95,000
Other transfers	887	-	-	-	-
	<u>3,504,823</u>	<u>2,635,083</u>	<u>2,587,655</u>	<u>2,641,079</u>	<u>2,732,368</u>
Environmental health services					
Labour, materials, and contracted services	2,491,145	2,535,583	2,540,243	2,575,525	2,614,617
Debt interest	7,885	7,885	23,296	23,296	16,721
Debt principal	10,724	10,724	46,294	46,294	41,646
Deficit prior year	-	-	-	-	-
Transfers to reserves	603,478	550,000	510,000	515,000	520,000
	<u>3,113,232</u>	<u>3,104,192</u>	<u>3,119,833</u>	<u>3,160,115</u>	<u>3,192,984</u>
Development services					
Labour, materials, and contracted services	1,186,368	1,052,093	1,064,874	1,077,945	1,091,315
Transfers to reserves	659	-	-	-	-
	<u>1,187,027</u>	<u>1,052,093</u>	<u>1,064,874</u>	<u>1,077,945</u>	<u>1,091,315</u>
Parks, recreation and cultural services					
Labour, materials, and contracted services	8,637,281	8,491,458	8,632,603	8,795,355	8,962,421
Debt interest	-	-	2,290,672	2,290,672	2,290,672
Debt principal	-	-	1,111,701	1,111,701	1,111,701
Transfers to reserves	3,163,147	4,235,262	832,937	832,937	832,937
	<u>11,800,428</u>	<u>12,726,720</u>	<u>12,867,913</u>	<u>13,030,665</u>	<u>13,197,731</u>
Transportation services					
Labour, materials, and contracted services	242,319	249,165	259,338	269,810	275,732
Transfers to reserves	170	-	-	-	-
	<u>242,489</u>	<u>249,165</u>	<u>259,338</u>	<u>269,810</u>	<u>275,732</u>
Other jurisdictions debt					
Debt interest	404,551	847,487	844,483	834,869	826,799
Debt principal	790,994	1,322,676	1,316,008	1,275,270	1,245,799
	<u>1,195,545</u>	<u>2,170,163</u>	<u>2,160,491</u>	<u>2,110,139</u>	<u>2,072,598</u>
Total Operating Expenses	<u>\$ 31,010,828</u>	<u>\$ 29,188,292</u>	<u>\$ 29,372,283</u>	<u>\$ 29,742,103</u>	<u>\$ 30,017,640</u>

**2023-2027 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 485
Schedule D

	2023	2024	2025	2026	2027
100 Municipalities - Administration					
Property value tax requisition	\$ 381,032	\$ 530,978	\$ 540,667	\$ 550,564	\$ 560,672
Grants in lieu of taxes	3,500	3,500	3,500	3,500	3,500
Transfers from reserves	25,000	-	-	-	-
Transfers from accumulated surplus	115,461	-	-	-	-
Operating Revenue Total	524,993	534,478	544,167	554,064	564,172
Labour, materials, and contracted services	524,993	534,478	544,167	554,064	564,172
Operating Expense Total	524,993	534,478	544,167	554,064	564,172
110 Administration and General Government					
Property value tax requisition	1,103,867	1,801,424	1,902,578	1,906,906	1,891,287
Sales of services	52,420	52,420	52,420	52,420	52,420
Other revenue from own sources	1,568,585	1,603,852	1,649,148	1,695,789	1,743,429
Conditional transfers	513,196	106,500	-	-	-
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	175,000	-	-	-	-
Transfers from accumulated surplus	842,675	-	-	-	-
Operating Revenue Total	4,593,243	3,901,696	3,941,646	3,992,615	4,024,636
Labour, materials, and contracted services	4,249,969	3,558,422	3,598,372	3,649,341	3,681,362
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	235,000	235,000	235,000	235,000	235,000
Operating Expense Total	4,593,243	3,901,696	3,941,646	3,992,615	4,024,636
Conditional transfers	-	30,000	-	50,000	-
Transfers from reserves	772,278	265,000	245,000	230,000	230,000
Capital Sources of Revenue Total	772,278	295,000	245,000	280,000	230,000
Capital expenditure	772,278	295,000	245,000	280,000	230,000
Capital Expense Total	772,278	295,000	245,000	280,000	230,000
120 Grant in Aid Area A					
Property value tax requisition	517	10,533	10,549	10,566	10,583
Transfers from accumulated surplus	11,752	-	-	-	-
Operating Revenue Total	12,269	10,533	10,549	10,566	10,583
Labour, materials, and contracted services	12,269	10,533	10,549	10,566	10,583
Operating Expense Total	12,269	10,533	10,549	10,566	10,583

**2023-2027 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 485
Schedule D

	2023	2024	2025	2026	2027
123 Grant In Aid Area D					
Property value tax requisition	\$ 33,603	\$ 46,319	\$ 46,358	\$ 46,399	\$ 46,441
Transfers from accumulated surplus	12,677	-	-	-	-
Operating Revenue Total	46,280	46,319	46,358	46,399	46,441
Labour, materials, and contracted services	46,280	46,319	46,358	46,399	46,441
Operating Expense Total	46,280	46,319	46,358	46,399	46,441
126 Grant In Aid Area B					
Property value tax requisition	25,840	25,906	25,934	25,962	25,991
Transfers from accumulated surplus	25,040	-	-	-	-
Operating Revenue Total	50,880	25,906	25,934	25,962	25,991
Labour, materials, and contracted services	50,880	25,906	25,934	25,962	25,991
Operating Expense Total	50,880	25,906	25,934	25,962	25,991
127 Grant In Aid Area C					
Property value tax requisition	246	30,830	30,855	30,880	30,907
Transfers from accumulated surplus	30,560	-	-	-	-
Operating Revenue Total	30,806	30,830	30,855	30,880	30,907
Labour, materials, and contracted services	30,806	30,830	30,855	30,880	30,907
Operating Expense Total	30,806	30,830	30,855	30,880	30,907
130 Electoral Areas Expenditure & Election Services					
Property value tax requisition	680,952	819,321	834,452	870,623	865,812
Conditional transfers	506,819	506,819	506,819	506,819	506,819
Transfers from reserves	741,300	7,500	-	39,000	-
Transfers from accumulated surplus	123,596	-	-	-	-
Operating Revenue Total	2,052,667	1,333,640	1,341,271	1,416,442	1,372,631
Labour, materials, and contracted services	1,532,848	813,821	821,452	909,623	852,812
Transfers to reserves	519,819	519,819	519,819	506,819	519,819
Operating Expense Total	2,052,667	1,333,640	1,341,271	1,416,442	1,372,631

**2023-2027 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 485
Schedule D

	2023	2024	2025	2026	2027
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	195,056	196,639	198,259	199,915	201,612
Operating Revenue Total	210,301	211,884	213,504	215,160	216,857
Labour, materials, and contracted services	210,301	211,884	213,504	215,160	216,857
Operating Expense Total	210,301	211,884	213,504	215,160	216,857
Conditional transfers	2,050,000	-	-	-	-
Transfers from reserves	200,000	300,000	-	-	-
Capital Sources of Revenue Total	2,250,000	300,000	-	-	-
Capital expenditure	2,250,000	300,000	-	-	-
Capital Expense Total	2,250,000	300,000	-	-	-
145 Just Like Home					
Property value tax requisition	100,000	35,752	35,971	36,193	36,421
Transfers from accumulated surplus	66,381	-	-	-	-
Operating Revenue Total	166,381	35,752	35,971	36,193	36,421
Labour, materials, and contracted services	135,536	35,752	35,971	36,193	36,421
Transfers to reserves	30,845	-	-	-	-
Operating Expense Total	166,381	35,752	35,971	36,193	36,421
149 Regional Broadband					
Property value tax requisition	98,116	99,846	101,623	103,451	105,329
Debt recoveries	829,705	829,705	829,705	829,705	829,705
Transfers from accumulated surplus	1,049,559	-	-	-	-
Operating Revenue Total	1,977,380	929,551	931,328	933,156	935,034
Labour, materials, and contracted services	1,147,675	99,846	101,623	103,451	105,329
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	1,977,380	929,551	931,328	933,156	935,034
Conditional transfers	1,225,059	-	-	-	-
Capital Sources of Revenue Total	1,225,059	-	-	-	-
Capital expenditure	1,225,059	-	-	-	-
Capital Expense Total	1,225,059	-	-	-	-

**2023-2027 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 485
Schedule D

	2023	2024	2025	2026	2027
150 Feasibility Studies - Regional					
Property value tax requisition	\$ 39,610	\$ 59,110	\$ 59,384	\$ 59,666	\$ 59,956
Transfers from accumulated surplus	78,832	-	-	-	-
Operating Revenue Total	118,442	59,110	59,384	59,666	59,956
Labour, materials, and contracted services	118,442	59,110	59,384	59,666	59,956
Operating Expense Total	118,442	59,110	59,384	59,666	59,956
151 Feasibility Studies - Electoral Area A					
Property value tax requisition	20,543	5,260	5,268	5,276	5,284
Transfers from accumulated surplus	4,709	-	-	-	-
Operating Revenue Total	25,252	5,260	5,268	5,276	5,284
Labour, materials, and contracted services	25,252	5,260	5,268	5,276	5,284
Operating Expense Total	25,252	5,260	5,268	5,276	5,284
154 Feasibility Studies - Electoral Area D					
Property value tax requisition	35,293	75,274	75,282	75,290	75,298
Other revenue from own sources	887	-	-	-	-
Transfers from accumulated surplus	39,086	-	-	-	-
Operating Revenue Total	75,266	75,274	75,282	75,290	75,298
Labour, materials, and contracted services	75,266	75,274	75,282	75,290	75,298
Operating Expense Total	75,266	75,274	75,282	75,290	75,298
157 Feasibility Studies - Electoral Area B					
Property value tax requisition	270	20,266	20,274	20,282	20,290
Transfers from accumulated surplus	19,988	-	-	-	-
Operating Revenue Total	20,258	20,266	20,274	20,282	20,290
Labour, materials, and contracted services	20,258	20,266	20,274	20,282	20,290
Operating Expense Total	20,258	20,266	20,274	20,282	20,290
158 Feasibility Studies - Electoral Area C					
Property value tax requisition	59,852	30,377	30,388	30,399	30,411
Transfers from accumulated surplus	3,014	-	-	-	-
Operating Revenue Total	62,866	30,377	30,388	30,399	30,411
Labour, materials, and contracted services	62,866	30,377	30,388	30,399	30,411
Operating Expense Total	62,866	30,377	30,388	30,399	30,411

**2023-2027 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 485
Schedule D

	2023	2024	2025	2026	2027
190 Municipalities Debt					
Debt recoveries	\$ 1,195,545	\$ 1,087,094	\$ 1,077,422	\$ 1,027,070	\$ 989,529
Operating Revenue Total	1,195,545	1,087,094	1,077,422	1,027,070	989,529
Debt interest	404,551	365,018	362,014	352,400	344,330
Debt principal	790,994	722,076	715,408	674,670	645,199
Operating Expense Total	1,195,545	1,087,094	1,077,422	1,027,070	989,529
199 Public Library Facilities					
Debt recoveries	-	1,083,069	1,083,069	1,083,069	1,083,069
Operating Revenue Total	-	1,083,069	1,083,069	1,083,069	1,083,069
Debt principal	-	600,600	600,600	600,600	600,600
Debt interest	-	482,469	482,469	482,469	482,469
Operating Expense Total	-	1,083,069	1,083,069	1,083,069	1,083,069
210 Campbell River Fire Protection Specified Area					
Property value tax requisition	513,890	529,258	529,121	528,232	529,498
Transfers from reserves	-	125,000	20,000	5,000	25,000
Transfers from accumulated surplus	32,587	-	-	-	-
Operating Revenue Total	546,477	654,258	549,121	533,232	554,498
Labour, materials, and contracted services	446,477	654,258	549,121	533,232	554,498
Transfers to reserves	100,000	-	-	-	-
Operating Expense Total	546,477	654,258	549,121	533,232	554,498
245 Sayward Valley Fire Protection Local Service Area					
Property value tax requisition	104,661	119,147	119,260	123,060	124,554
Other revenue from own sources	550	550	550	550	550
Transfers from accumulated surplus	14,352	-	-	-	-
Operating Revenue Total	119,563	119,697	119,810	123,610	125,104
Labour, materials, and contracted services	99,563	99,697	99,810	103,610	105,104
Transfers to reserves	20,000	20,000	20,000	20,000	20,000
Operating Expense Total	119,563	119,697	119,810	123,610	125,104
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	-	-	-

**2023-2027 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 485
Schedule D

	2023	2024	2025	2026	2027
250 South Cortes Island Fire Local Service Area					
Property value tax requisition	\$ 425,674	\$ 442,314	\$ 457,378	\$ 473,044	\$ 489,335
Sales of services	4,620	4,620	4,620	4,620	4,620
Transfers from accumulated surplus	2,154	-	-	-	-
Operating Revenue Total	432,448	446,934	461,998	477,664	493,955
Labour, materials, and contracted services	372,448	386,934	401,998	417,664	433,955
Transfers to reserves	60,000	60,000	60,000	60,000	60,000
Operating Expense Total	432,448	446,934	461,998	477,664	493,955
Transfers from reserves	325,234	-	-	-	-
Capital Sources of Revenue Total	325,234	-	-	-	-
Capital expenditure	325,234	-	-	-	-
Capital Expense Total	325,234	-	-	-	-
251 Cortes First Responder					
Property value tax requisition	21,511	22,406	23,300	24,229	25,195
Transfers from accumulated surplus	35	-	-	-	-
Operating Revenue Total	21,546	22,406	23,300	24,229	25,195
Labour, materials, and contracted services	21,546	22,406	23,300	24,229	25,195
Operating Expense Total	21,546	22,406	23,300	24,229	25,195
255 North Quadra Island Assistance Response					
Property value tax requisition	253	512	520	528	536
Transfers from accumulated surplus	251	-	-	-	-
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
271 EA A Kyuquot Nootka Emergency Program Extended Service					
Property value tax requisition	1,000	4,086	4,095	4,104	4,113
Transfers from accumulated surplus	3,077	-	-	-	-
Operating Revenue Total	4,077	4,086	4,095	4,104	4,113
Labour, materials, and contracted services	4,077	4,086	4,095	4,104	4,113
Operating Expense Total	4,077	4,086	4,095	4,104	4,113

**2023-2027 Financial Plan
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 485
Schedule D

	2023	2024	2025	2026	2027
272 Strathcona Emergency Program					
Property value tax requisition	\$ 481,984	\$ 511,721	\$ 514,495	\$ 522,455	\$ 530,606
Grants in lieu of taxes	2,500	2,500	2,500	2,500	2,500
Conditional transfers	1,047,751	-	-	-	-
Transfers from accumulated surplus	12,146	-	-	-	-
Operating Revenue Total	1,544,381	514,221	516,995	524,955	533,106
Labour, materials, and contracted services	1,534,381	494,221	501,995	509,955	518,106
Transfers to reserves	10,000	20,000	15,000	15,000	15,000
Operating Expense Total	1,544,381	514,221	516,995	524,955	533,106
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	485,903	541,246	573,694	608,088	644,545
Transfers from accumulated surplus	24,732	-	-	-	-
Operating Revenue Total	510,635	541,246	573,694	608,088	644,545
Labour, materials, and contracted services	510,635	541,246	573,694	608,088	644,545
Operating Expense Total	510,635	541,246	573,694	608,088	644,545
285 Building Inspection					
Property value tax requisition	131,387	213,909	219,310	224,838	230,495
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	77,243	-	-	-	-
Operating Revenue Total	264,380	269,659	275,060	280,588	286,245
Labour, materials, and contracted services	264,380	269,659	275,060	280,588	286,245
Operating Expense Total	264,380	269,659	275,060	280,588	286,245
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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	2023	2024	2025	2026	2027
290 Electoral Area D Animal Control					
Property value tax requisition	\$ 44,685	\$ 48,337	\$ 49,291	\$ 50,265	\$ 51,259
Transfers from accumulated surplus	2,717	-	-	-	-
Operating Revenue Total	47,402	48,337	49,291	50,265	51,259
Labour, materials, and contracted services	47,402	48,337	49,291	50,265	51,259
Operating Expense Total	47,402	48,337	49,291	50,265	51,259
294 Noise Control					
Property value tax requisition	2,000	2,250	2,250	2,250	2,250
Operating Revenue Total	2,000	2,250	2,250	2,250	2,250
Labour, materials, and contracted services	2,000	2,250	2,250	2,250	2,250
Operating Expense Total	2,000	2,250	2,250	2,250	2,250
295 Noise Control					
Property value tax requisition	540	2,375	2,387	2,399	2,411
Transfers from accumulated surplus	1,824	-	-	-	-
Operating Revenue Total	2,364	2,375	2,387	2,399	2,411
Labour, materials, and contracted services	2,364	2,375	2,387	2,399	2,411
Operating Expense Total	2,364	2,375	2,387	2,399	2,411
296 Unsightly Premises Extended Service					
Property value tax requisition	8,255	8,302	8,325	8,349	8,324
Operating Revenue Total	8,255	8,302	8,325	8,349	8,324
Labour, materials, and contracted services	7,368	8,302	8,325	8,349	8,324
Other transfers	887	-	-	-	-
Operating Expense Total	8,255	8,302	8,325	8,349	8,324
298 Unsightly Premises Extended Service					
Property value tax requisition	282	800	809	818	827
Transfers from accumulated surplus	509	-	-	-	-
Operating Revenue Total	791	800	809	818	827
Labour, materials, and contracted services	791	800	809	818	827
Operating Expense Total	791	800	809	818	827

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	2023	2024	2025	2026	2027
318 Craig Road Water					
Frontage and parcel taxes	\$ 11,626	\$ 11,945	\$ 11,956	\$ 11,967	\$ -
Transfers from accumulated surplus	308	-	-	-	-
Operating Revenue Total	11,934	11,945	11,956	11,967	-
Labour, materials, and contracted services	711	722	733	744	-
Debt interest	6,575	6,575	6,575	6,575	-
Debt principal	4,648	4,648	4,648	4,648	-
Operating Expense Total	11,934	11,945	11,956	11,967	-
319 Electoral Area D Water					
Property value tax requisition	526,628	966,006	935,896	931,483	926,926
Sales of services	1,388,416	1,444,303	1,458,742	1,487,913	1,517,667
Transfers from accumulated surplus	504,833	-	-	-	-
Operating Revenue Total	2,419,877	2,410,309	2,394,638	2,419,396	2,444,593
Labour, materials, and contracted services	1,866,399	1,910,309	1,894,638	1,919,396	1,944,593
Transfers to reserves	553,478	500,000	500,000	500,000	500,000
Operating Expense Total	2,419,877	2,410,309	2,394,638	2,419,396	2,444,593
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	248,490	324,189	347,814	355,525	368,308
Transfers from accumulated surplus	68,122	-	-	-	-
Operating Revenue Total	316,612	324,189	347,814	355,525	368,308
Labour, materials, and contracted services	266,612	274,189	286,833	289,544	297,327
Debt interest	-	-	15,411	15,411	15,411
Debt principal	-	-	35,570	35,570	35,570
Transfers to reserves	50,000	50,000	10,000	15,000	20,000
Operating Expense Total	316,612	324,189	347,814	355,525	368,308
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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	2023	2024	2025	2026	2027
332 Quathiaski Cove Sewer Extension					
Frontage and parcel taxes	\$ 8,193	\$ 9,339	\$ 9,351	\$ 9,363	\$ 9,376
Transfers from accumulated surplus	1,134	-	-	-	-
Operating Revenue Total	9,327	9,339	9,351	9,363	9,376
Labour, materials, and contracted services	1,941	1,953	1,965	1,977	1,990
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	9,327	9,339	9,351	9,363	9,376
340 Liquid Waste					
Property value tax requisition	250	1,070	1,078	1,086	1,094
Transfers from reserves	15,000	-	-	-	-
Transfers from accumulated surplus	812	-	-	-	-
Operating Revenue Total	16,062	1,070	1,078	1,086	1,094
Labour, materials, and contracted services	16,062	1,070	1,078	1,086	1,094
Operating Expense Total	16,062	1,070	1,078	1,086	1,094
364 Area A Kyuquot Nootka Solid Waste Disposal					
Property value tax requisition	9,018	12,670	12,826	12,986	13,149
Transfers from accumulated surplus	3,499	-	-	-	-
Operating Revenue Total	12,517	12,670	12,826	12,986	13,149
Labour, materials, and contracted services	12,517	12,670	12,826	12,986	13,149
Operating Expense Total	12,517	12,670	12,826	12,986	13,149
368 Sayward and Area A Sayward Refuse Disposal					
Property value tax requisition	24,087	31,543	32,680	33,854	35,066
Other revenue from own sources	6,000	6,000	6,000	6,000	6,000
Transfers from accumulated surplus	6,356	-	-	-	-
Operating Revenue Total	36,443	37,543	38,680	39,854	41,066
Labour, materials, and contracted services	36,443	37,543	38,680	39,854	41,066
Operating Expense Total	36,443	37,543	38,680	39,854	41,066

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	2023	2024	2025	2026	2027
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	84,229	91,448	93,943	96,756	98,481
Transfers from accumulated surplus	4,322	-	-	-	-
Operating Revenue Total	93,938	96,835	99,330	102,143	103,868
Labour, materials, and contracted services	93,938	96,835	99,330	102,143	103,868
Operating Expense Total	93,938	96,835	99,330	102,143	103,868
374 Electoral Area "B" Refuse Disposal Grounds Specified Area					
Property value tax requisition	76,972	88,683	91,473	94,345	97,298
Other revenue from own sources	8,572	8,572	8,572	8,572	8,572
Transfers from reserves	9,000	-	-	-	-
Operating Revenue Total	94,544	97,255	100,045	102,917	105,870
Labour, materials, and contracted services	94,544	97,255	100,045	102,917	105,870
Operating Expense Total	94,544	97,255	100,045	102,917	105,870
376 Cortes Island Refuse Collection					
Sales of services	92,586	94,605	96,624	100,662	100,662
Transfers from reserves	9,392	8,432	7,491	4,216	4,998
Operating Revenue Total	101,978	103,037	104,115	104,878	105,660
Labour, materials, and contracted services	101,978	103,037	104,115	104,878	105,660
Operating Expense Total	101,978	103,037	104,115	104,878	105,660
500 Planning					
Property value tax requisition	649,692	941,748	954,446	967,433	980,717
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
Transfers from reserves	169,074	-	-	-	-
Transfers from accumulated surplus	223,566	-	-	-	-
Operating Revenue Total	1,107,332	1,006,748	1,019,446	1,032,433	1,045,717
Labour, materials, and contracted services	1,107,332	1,006,748	1,019,446	1,032,433	1,045,717
Operating Expense Total	1,107,332	1,006,748	1,019,446	1,032,433	1,045,717
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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	2023	2024	2025	2026	2027
510 Planning (Non Part 14)					
Property value tax requisition	\$ 380	\$ 1,877	\$ 1,888	\$ 1,899	\$ 1,911
Transfers from accumulated surplus	1,486	-	-	-	-
Operating Revenue Total	1,866	1,877	1,888	1,899	1,911
Labour, materials, and contracted services	1,866	1,877	1,888	1,899	1,911
Operating Expense Total	1,866	1,877	1,888	1,899	1,911
533 House Numbering Area D					
Property value tax requisition	605	615	623	631	639
Transfers from accumulated surplus	2	-	-	-	-
Operating Revenue Total	607	615	623	631	639
Labour, materials, and contracted services	607	615	623	631	639
Operating Expense Total	607	615	623	631	639
534 House Numbering Area A Sayward					
Property value tax requisition	379	387	395	403	411
Operating Revenue Total	379	387	395	403	411
Labour, materials, and contracted services	379	387	395	403	411
Operating Expense Total	379	387	395	403	411
535 House Numbering Area B					
Property value tax requisition	505	514	522	530	538
Transfers from accumulated surplus	1	-	-	-	-
Operating Revenue Total	506	514	522	530	538
Labour, materials, and contracted services	506	514	522	530	538
Operating Expense Total	506	514	522	530	538
536 House Numbering Area C					
Property value tax requisition	504	514	522	530	538
Transfers from accumulated surplus	2	-	-	-	-
Operating Revenue Total	506	514	522	530	538
Labour, materials, and contracted services	506	514	522	530	538
Operating Expense Total	506	514	522	530	538

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	2023	2024	2025	2026	2027
617 Community Parks Area B					
Property value tax requisition	\$ 193,048	\$ 228,250	\$ 231,565	\$ 234,961	\$ 238,442
Transfers from reserves	12,000	4,000	4,000	4,000	4,000
Transfers from accumulated surplus	38,967	-	-	-	-
Operating Revenue Total	244,015	232,250	235,565	238,961	242,442
Labour, materials, and contracted services	229,015	217,250	220,565	223,961	227,442
Transfers to reserves	15,000	15,000	15,000	15,000	15,000
Operating Expense Total	244,015	232,250	235,565	238,961	242,442
Transfers from reserves	130,454	-	-	-	-
Capital Sources of Revenue Total	130,454	-	-	-	-
Capital expenditure	130,454	-	-	-	-
Capital Expense Total	130,454	-	-	-	-
618 Community Parks Area C					
Property value tax requisition	227,829	263,390	266,313	269,306	272,371
Other revenue from own sources	4,400	4,400	4,400	4,400	4,400
Transfers from reserves	83,000	-	-	-	-
Transfers from accumulated surplus	32,706	-	-	-	-
Operating Revenue Total	347,935	267,790	270,713	273,706	276,771
Labour, materials, and contracted services	337,935	257,790	260,713	263,706	266,771
Transfers to reserves	10,000	10,000	10,000	10,000	10,000
Operating Expense Total	347,935	267,790	270,713	273,706	276,771
Conditional transfers	2,295,003	-	-	-	-
Transfers from reserves	251,990	-	-	-	-
Capital Sources of Revenue Total	2,546,993	-	-	-	-
Capital expenditure	2,546,993	-	-	-	-
Capital Expense Total	2,546,993	-	-	-	-
630 Vancouver Island Regional Library					
Property value tax requisition	603,899	616,095	628,448	641,049	653,901
Grants in lieu of taxes	1,120	1,120	1,120	1,120	1,120
Transfers from accumulated surplus	85	-	-	-	-
Operating Revenue Total	605,104	617,215	629,568	642,169	655,021
Labour, materials, and contracted services	605,104	617,215	629,568	642,169	655,021
Operating Expense Total	605,104	617,215	629,568	642,169	655,021

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	2023	2024	2025	2026	2027
617 Community Parks Area B					
Property value tax requisition	\$ 193,048	\$ 228,250	\$ 231,565	\$ 234,961	\$ 238,442
Transfers from reserves	12,000	4,000	4,000	4,000	4,000
Transfers from accumulated surplus	38,967	-	-	-	-
Operating Revenue Total	244,015	232,250	235,565	238,961	242,442
Labour, materials, and contracted services	229,015	217,250	220,565	223,961	227,442
Transfers to reserves	15,000	15,000	15,000	15,000	15,000
Operating Expense Total	244,015	232,250	235,565	238,961	242,442
Transfers from reserves	130,454	-	-	-	-
Capital Sources of Revenue Total	130,454	-	-	-	-
Capital expenditure	130,454	-	-	-	-
Capital Expense Total	130,454	-	-	-	-
618 Community Parks Area C					
Property value tax requisition	227,829	263,390	266,313	269,306	272,371
Other revenue from own sources	4,400	4,400	4,400	4,400	4,400
Transfers from reserves	83,000	-	-	-	-
Transfers from accumulated surplus	32,706	-	-	-	-
Operating Revenue Total	347,935	267,790	270,713	273,706	276,771
Labour, materials, and contracted services	337,935	257,790	260,713	263,706	266,771
Transfers to reserves	10,000	10,000	10,000	10,000	10,000
Operating Expense Total	347,935	267,790	270,713	273,706	276,771
Conditional transfers	2,295,003	-	-	-	-
Transfers from reserves	251,990	-	-	-	-
Capital Sources of Revenue Total	2,546,993	-	-	-	-
Capital expenditure	2,546,993	-	-	-	-
Capital Expense Total	2,546,993	-	-	-	-
630 Vancouver Island Regional Library					
Property value tax requisition	603,899	616,095	628,448	641,049	653,901
Grants in lieu of taxes	1,120	1,120	1,120	1,120	1,120
Transfers from accumulated surplus	85	-	-	-	-
Operating Revenue Total	605,104	617,215	629,568	642,169	655,021
Labour, materials, and contracted services	605,104	617,215	629,568	642,169	655,021
Operating Expense Total	605,104	617,215	629,568	642,169	655,021

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	2023	2024	2025	2026	2027
640 Strathcona Gardens					
Property value tax requisition	\$ 7,177,677	\$ 9,165,224	\$ 9,264,930	\$ 9,367,346	\$ 9,472,604
Sales of services	1,249,010	1,273,992	1,299,472	1,325,462	1,351,973
Other revenue from own sources	3,200	3,200	3,200	3,200	3,200
Grants in lieu of taxes	50,000	50,000	50,000	50,000	50,000
Conditional transfers	2,630	1,000	1,000	1,000	1,000
Transfers from reserves	120,000	-	-	-	-
Transfers from accumulated surplus	771,308	-	-	-	-
Operating Revenue Total	9,373,825	10,493,416	10,618,602	10,747,008	10,878,777
Labour, materials, and contracted services	6,753,615	6,791,091	6,916,229	7,044,635	7,176,404
Debt interest	-	-	2,290,672	2,290,672	2,290,672
Debt principal	-	-	1,111,701	1,111,701	1,111,701
Transfers to reserves	2,620,210	3,702,325	300,000	300,000	300,000
Operating Expense Total	9,373,825	10,493,416	10,618,602	10,747,008	10,878,777
Conditional transfers	515,324	6,000,000	-	-	-
Proceeds from borrowing	-	59,808,679	-	-	-
Transfers from reserves	1,673,616	8,631,321	830,000	965,000	645,000
Capital Sources of Revenue Total	2,188,940	74,440,000	830,000	965,000	645,000
Capital expenditure	2,188,940	74,440,000	830,000	965,000	645,000
Capital Expense Total	2,188,940	74,440,000	830,000	965,000	645,000
677 Kyuquot Community Hall					
Property value tax requisition	341	2,839	2,848	2,857	2,866
Transfers from accumulated surplus	2,489	-	-	-	-
Operating Revenue Total	2,830	2,839	2,848	2,857	2,866
Labour, materials, and contracted services	2,830	2,839	2,848	2,857	2,866
Operating Expense Total	2,830	2,839	2,848	2,857	2,866
Transfers from reserves	37,825	-	-	-	-
Capital Sources of Revenue Total	37,825	-	-	-	-
Capital expenditure	37,825	-	-	-	-
Capital Expense Total	37,825	-	-	-	-

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	2023	2024	2025	2026	2027
680 Sayward Valley Recreation & Community Hall Local Service Area					
Property value tax requisition	\$ 27,705	\$ 29,796	\$ 30,369	\$ 30,954	\$ 31,551
Transfers from reserves	5,500	-	-	-	-
Transfers from accumulated surplus	1,530	-	-	-	-
Operating Revenue Total	34,735	29,796	30,369	30,954	31,551
Labour, materials, and contracted services	34,735	29,796	30,369	30,954	31,551
Operating Expense Total	34,735	29,796	30,369	30,954	31,551
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	89,476	85,384	70,593	73,327	76,170
Transfers from accumulated surplus	2,710	-	-	-	-
Operating Revenue Total	92,186	85,384	70,593	73,327	76,170
Labour, materials, and contracted services	82,186	85,384	70,593	73,327	76,170
Transfers to reserves	10,000	-	-	-	-
Operating Expense Total	92,186	85,384	70,593	73,327	76,170
685 Quadra Island Community Hall Subsidy Local Service Area					
Property value tax requisition	203,282	218,987	226,692	234,701	243,029
Grants in lieu of taxes	460	460	460	460	460
Transfers from accumulated surplus	8,296	-	-	-	-
Transfers from reserves	20,000	-	-	-	-
Operating Revenue Total	232,038	219,447	227,152	235,161	243,489
Labour, materials, and contracted services	217,038	204,447	212,152	220,161	228,489
Transfers to reserves	15,000	15,000	15,000	15,000	15,000
Operating Expense Total	232,038	219,447	227,152	235,161	243,489
Conditional transfers	81,192	-	-	-	-
Capital Sources of Revenue Total	81,192	-	-	-	-
Capital expenditure	81,192	-	-	-	-
Capital Expense Total	81,192	-	-	-	-

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	2023	2024	2025	2026	2027
697 Heritage Conservation - Area B					
Property value tax requisition	\$ 252	\$ 261	\$ 269	\$ 277	\$ 285
Transfers from accumulated surplus	1	-	-	-	-
Operating Revenue Total	253	261	269	277	285
Labour, materials, and contracted services	253	261	269	277	285
Operating Expense Total	253	261	269	277	285
698 Heritage Conservation - Area C					
Property value tax requisition	1,363	11,374	11,385	11,397	11,409
Transfers from accumulated surplus	10,000	-	-	-	-
Operating Revenue Total	11,363	11,374	11,385	11,397	11,409
Labour, materials, and contracted services	10,363	10,374	10,385	10,397	10,409
Transfers to reserves	1,000	1,000	1,000	1,000	1,000
Operating Expense Total	11,363	11,374	11,385	11,397	11,409
750 Electoral Area D Street Lighting Service					
Property value tax requisition	39,727	40,953	42,192	43,468	44,783
Other revenue from own sources	358	358	358	358	358
Transfers from accumulated surplus	23	-	-	-	-
Operating Revenue Total	40,108	41,311	42,550	43,826	45,141
Labour, materials, and contracted services	40,108	41,311	42,550	43,826	45,141
Operating Expense Total	40,108	41,311	42,550	43,826	45,141
770 Electoral Area C Street Lighting Service					
Property value tax requisition	7,880	7,880	8,034	8,425	8,678
Transfers from reserves	-	61	146	-	-
Operating Revenue Total	7,880	7,941	8,180	8,425	8,678
Labour, materials, and contracted services	7,710	7,941	8,180	8,425	8,678
Transfers to reserves	170	-	-	-	-
Operating Expense Total	7,880	7,941	8,180	8,425	8,678

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785 Transit - Area D

Property value tax requisition	\$ 179,863	\$ 197,105	\$ 205,715	\$ 214,580	\$ 218,845
Transfers from accumulated surplus	8,381	-	-	-	-
Operating Revenue Total	188,244	197,105	205,715	214,580	218,845
Labour, materials, and contracted services	188,244	197,105	205,715	214,580	218,845
Operating Expense Total	188,244	197,105	205,715	214,580	218,845
Transfers from reserves	50,000	-	-	-	-
Capital Sources of Revenue Total	50,000	-	-	-	-
Capital expenditure	50,000	-	-	-	-
Capital Expense Total	50,000	-	-	-	-

790 Oyster River Bank Protection Local Service Area

Transfers from reserves	1,000	2,808	2,893	2,979	3,068
Transfers from accumulated surplus	5,257	-	-	-	-
Operating Revenue Total	6,257	2,808	2,893	2,979	3,068
Labour, materials, and contracted services	6,257	2,808	2,893	2,979	3,068
Operating Expense Total	6,257	2,808	2,893	2,979	3,068

Operating Sources of Revenue	\$ 31,010,828	\$ 29,188,292	\$ 29,372,283	\$ 29,742,103	\$ 30,017,640
Capital Sources of Revenue	11,459,939	75,945,000	3,960,250	3,214,750	885,000
Consolidated Revenues	\$ 42,470,767	\$ 105,133,292	\$ 33,332,533	\$ 32,956,853	\$ 30,902,640

Operating Expenses	\$ 31,010,828	\$ 29,188,292	\$ 29,372,283	\$ 29,742,103	\$ 30,017,640
Capital Expenses	11,459,939	75,945,000	3,960,250	3,214,750	885,000
Consolidated Expenses	\$ 42,470,767	\$ 105,133,292	\$ 33,332,533	\$ 32,956,853	\$ 30,902,640