

**REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2017 to 2021
INDEX**

STRATEGIC & COMMUNITY DEVELOPMENT

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**STRATEGIC & COMMUNITY DEVELOPMENT
FINANCIAL PLAN SUMMARY
2017 to 2021**

	2016 Budget	2017 Proposed Budget	2018	2019	2020	2021	Total
Operating Revenues		5.6%	3.4%	2.8%	2.7%	1.3%	
Property taxes	(2,357,151)	(2,491,090)	(2,576,375)	(2,650,548)	(2,721,977)	(2,757,138)	(13,197,128)
Parcel taxes	(26,161)	(26,161)	(26,161)	(26,161)	(26,161)	(26,161)	(130,805)
Municipal agreements	(3,216)	(3,399)	(3,433)	(3,502)	(3,572)	(3,643)	(17,549)
	(2,386,528)	(2,520,650)	(2,605,969)	(2,680,211)	(2,751,710)	(2,786,942)	(13,345,482)
Operations	(1,213,763)	(1,341,711)	(1,375,347)	(1,398,504)	(1,433,840)	(1,458,166)	(7,007,568)
Operating grants	(54,195)	(56,945)	(48,445)	(18,445)	(18,445)	(18,445)	(160,725)
Planning grants	(154,933)	(54,583)					(54,583)
Interdepartmental recoveries	(291,385)	(317,975)	(323,584)	(331,571)	(337,729)	(340,778)	(1,651,637)
Miscellaneous	(48,500)	(202,500)	(244,900)	(73,918)	(74,956)	(76,015)	(672,289)
Total Operating Revenues	(4,149,304)	(4,494,364)	(4,598,245)	(4,502,649)	(4,616,680)	(4,680,346)	(22,892,284)
Operating Expenditures							
Administration	398,735	399,203	401,957	404,707	407,484	410,289	2,023,640
Professional fees	331,100	375,600	262,600	138,600	138,600	138,600	1,054,000
Building ops	40,813	41,313	41,313	41,313	41,313	41,313	206,565
Veh & Equip ops	74,767	76,593	77,167	77,546	78,139	78,533	387,978
Operating costs	694,746	667,267	678,287	696,339	694,712	703,111	3,439,716
Program costs	173,284	263,661	250,900	250,900	250,900	243,896	1,260,257
Wages & benefits	2,418,273	2,713,800	2,744,268	2,799,147	2,855,124	2,883,674	13,996,013
Transfer to other gov/org	376,628	304,278	234,695	204,695	204,695	204,695	1,153,058
Contributions to reserve funds	156,375	121,875	96,875	50,244	53,171	38,171	360,336
Total Operating Expenditures	4,664,721	4,963,590	4,788,062	4,663,491	4,724,138	4,742,282	23,881,563
Operating (surplus)/deficit	515,417	469,226	189,817	160,842	107,458	61,936	989,279
Capital Asset Expenditures							
Capital expenditures	72,500	18,000	45,200	40,917	33,500	27,250	164,867
Transfer from reserves	(42,500)	(10,000)	(30,000)	(25,000)	(12,500)	(12,500)	(90,000)
Grants and other		(90,000)					(90,000)
Net Capital Assets funded from Operations	30,000	(82,000)	15,200	15,917	21,000	14,750	(15,133)
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	545,417	387,226	205,017	176,759	128,458	76,686	974,146
Add: Prior year (surplus) / deficit	(1,206,108)	(1,313,667)	(926,441)	(721,424)	(544,665)	(416,207)	(3,922,404)
(Surplus) applied to future years	(660,691)	(926,441)	(721,424)	(544,665)	(416,207)	(339,521)	(2,948,258)

**STRATEGIC & COMMUNITY DEVELOPMENT
SUMMARY OF TAX REQUISITIONS
2017 to 2021**

	2017	2017	2018	2018	2019	2019	2020	2020	2021	2021
	\$	%	\$	%	\$	%	\$	%	\$	%
EA Community Planning										
0200 PLANNING - CURRENT PLANNING	(1,562,543)	4.5%	(1,625,045)	4.0%	(1,665,671)	2.5%	(1,707,313)	2.5%	(1,749,995)	2.5%
	(\$1,562,543)		(\$1,625,045)		(\$1,665,671)		(\$1,707,313)		(\$1,749,995)	
Economic Development South										
0203 ECONOMIC DEV - SOUTHERN COMMUNITY	(190,000)	7.3%	(190,000)		(190,000)		(190,000)		(190,000)	
	(\$190,000)		(\$190,000)		(\$190,000)		(\$190,000)		(\$190,000)	
Economic Development North										
0204 ECONOMIC DEV - NORTHERN COMMUNITY	(50,000)		(50,000)		(50,000)		(50,000)		(50,000)	
	(\$50,000)		(\$50,000)		(\$50,000)		(\$50,000)		(\$50,000)	
Regional Growth Strategy										
0400 REGIONAL GROWTH STRATEGY	(455,549)	5.0%	(473,771)	4.0%	(502,197)	6.0%	(527,307)	5.0%	(537,853)	2.0%
	(\$455,549)		(\$473,771)		(\$502,197)		(\$527,307)		(\$537,853)	
Bylaw Enforcement										
2060 NOISE CONTROL - AREA A	(8,541)	17.5%	(9,447)	10.6%	(9,696)	2.6%	(9,947)	2.6%	(10,101)	1.5%
2061 NOISE CONTROL - AREA B	(9,178)	7.0%	(9,545)	4.0%	(9,927)	4.0%	(10,324)	4.0%	(10,634)	3.0%
2062 NOISE CONTROL - AREA C	(7,599)	7.5%	(7,675)	1.0%	(7,829)	2.0%	(7,985)	2.0%	(8,145)	2.0%
2064 NOISE CONTROL - AREA E	(7,571)	1.0%	(7,647)	1.0%	(7,723)	1.0%	(7,878)	2.0%	(8,035)	2.0%
2066 NOISE CONTROL - AREA G	(8,574)	3.0%	(8,660)	1.0%	(8,746)	1.0%	(8,921)	2.0%	(9,100)	2.0%
2068 UNSIGHTLY PREMISES	(11,638)	48.4%	(12,220)	5.0%	(12,586)	3.0%	(12,964)	3.0%	(13,223)	2.0%
2069 HAZARDOUS PROPERTIES	(36,927)	154.5%	(36,166)	(2.1%)	(36,527)	1.0%	(36,892)	1.0%	(14,757)	(60.0%)
2070 ANIMAL CONTROL - AREA F B/L940.2	(18,781)	1.0%	(18,969)	1.0%	(19,348)	2.0%	(19,735)	2.0%	(20,130)	2.0%
2071 ANIMAL CONTROL - AREA A,B,C,LANTZ B/L1065	(68,832)	2.0%	(70,209)	2.0%	(71,613)	2.0%	(72,329)	1.0%	(73,052)	1.0%
2072 ANIMAL CONTROL - AREA E,G,H	(84,917)	2.0%	(86,615)	2.0%	(88,348)	2.0%	(90,115)	2.0%	(91,917)	2.0%
	(\$262,558)		(\$267,153)		(\$272,343)		(\$277,090)		(\$259,094)	
Total STRATEGIC & COMMUNITY DEVELOPMENT	(2,520,650)	5.6%	(2,605,969)	3.4%	(2,680,211)	2.8%	(2,751,710)	2.7%	(2,786,942)	1.3%

	2016 Budget	2017 Proposed Budget	2018	2019	2020	2021	Total
Operating Revenues		4.5%	4.0%	2.5%	2.5%	2.5%	
Property taxes	(1,495,256)	(1,562,543)	(1,625,045)	(1,665,671)	(1,707,313)	(1,749,995)	(8,310,567)
	(1,495,256)	(1,562,543)	(1,625,045)	(1,665,671)	(1,707,313)	(1,749,995)	(8,310,567)
Operations	(111,900)	(76,900)	(76,900)	(76,900)	(76,900)	(76,900)	(384,500)
Interdepartmental recoveries	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)
Miscellaneous	(500)	(95,500)	(55,500)	(500)	(500)	(500)	(152,500)
Total Operating Revenues	(1,612,656)	(1,739,943)	(1,762,445)	(1,748,071)	(1,789,713)	(1,832,395)	(8,872,567)
Operating Expenditures							
Administration	311,606	299,070	301,793	304,543	307,320	310,125	1,522,851
Professional fees	171,000	226,000	151,000	101,000	101,000	101,000	680,000
Building ops	37,313	37,313	37,313	37,313	37,313	37,313	186,565
Veh & Equip ops	39,137	40,537	40,537	40,537	40,537	40,537	202,685
Operating costs	171,701	169,584	171,074	172,578	174,098	175,633	862,967
Wages & benefits	1,028,914	1,131,894	1,109,531	1,131,722	1,154,357	1,165,900	5,693,404
Contributions to reserve funds	76,125	61,125	51,125	6,125	6,125	6,125	130,625
Total Operating Expenditures	1,835,796	1,965,523	1,862,373	1,793,818	1,820,750	1,836,633	9,279,097
Operating (surplus)/deficit	223,140	225,580	99,928	45,747	31,037	4,238	406,530
Capital Asset Expenditures							
Capital expenditures	23,000	9,500	11,200	6,185	8,600	7,000	42,485
Transfer from reserves		(10,000)					(10,000)
Net Capital Assets funded from Operations	23,000	(500)	11,200	6,185	8,600	7,000	32,485
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	246,140	225,080	111,128	51,932	39,637	11,238	439,015
Add: Prior year (surplus) / deficit	(422,172)	(451,922)	(226,842)	(115,714)	(63,782)	(24,145)	(882,405)
(Surplus) applied to future years	(176,032)	(226,842)	(115,714)	(63,782)	(24,145)	(12,907)	(443,390)

EA Community Planning
5 Year Capital Plan

	2017 Capital	2018 Capital	2019 Capital	2020 Capital	2021 Capital	Total
MN-0200 MINOR CAP - CURRENT PLANNING	500	500	500	500	500	2,500
MN-0202 MINOR CAP - LONG RANGE PLANNING	500	500	500	500		2,000
PC-0200 COMPUTER - CURRENT PLANNING	6,500	10,200	5,185	5,400	5,500	32,785
PC-0202 COMPUTER - LONG RANGE PLANNING	2,000			2,200	1,000	5,200
Total EA Community Planning	9,500	11,200	6,185	8,600	7,000	42,485

	2016 Budget	2017 Proposed Budget	2018	2019	2020	2021	Total
Operating Revenues		5.0%	4.0%	6.0%	5.0%	2.0%	
Property taxes	(433,857)	(455,549)	(473,771)	(502,197)	(527,307)	(537,853)	(2,496,677)
	(433,857)	(455,549)	(473,771)	(502,197)	(527,307)	(537,853)	(2,496,677)
Miscellaneous	(25,500)	(85,500)	(167,900)	(51,918)	(52,956)	(54,015)	(412,289)
Total Operating Revenues	(459,357)	(541,049)	(641,671)	(554,115)	(580,263)	(591,868)	(2,908,966)
Operating Expenditures							
Administration	36,041	41,094	41,094	41,094	41,094	41,094	205,470
Professional fees	83,000	97,000	99,000	25,000	25,000	25,000	271,000
Building ops	3,500	4,000	4,000	4,000	4,000	4,000	20,000
Veh & Equip ops	7,030	7,356	7,356	7,356	7,356	7,356	36,780
Operating costs	99,525	60,563	60,563	60,563	60,563	60,563	302,815
Program costs		21,000	21,000	21,000	21,000	21,000	105,000
Wages & benefits	323,009	389,558	397,349	405,296	413,402	417,536	2,023,141
Transfer to other gov/org		15,000					15,000
Contributions to reserve funds	50,750	35,750	5,750	5,750	5,750	5,750	58,750
Total Operating Expenditures	602,855	671,321	636,112	570,059	578,165	582,299	3,037,956
Operating (surplus)/deficit	143,498	130,272	(5,559)	15,944	(2,098)	(9,569)	128,990
Capital Asset Expenditures							
Capital expenditures	2,500			792	6,400	2,500	9,692
Net Capital Assets funded from Operations	2,500			792	6,400	2,500	9,692
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	145,998	130,272	(5,559)	16,736	4,302	(7,069)	138,682
Add: Prior year (surplus) / deficit	(251,121)	(170,063)	(39,791)	(45,350)	(28,614)	(24,312)	(308,130)
(Surplus) applied to future years	(105,123)	(39,791)	(45,350)	(28,614)	(24,312)	(31,381)	(169,448)

**Economic Development South
FINANCIAL PLAN
2017 to 2021**

	2016 Budget	2017 Proposed Budget	2018	2019	2020	2021	Total
Operating Revenues		7.3%					
Property taxes	(177,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(950,000)
	(177,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(950,000)
Total Operating Revenues	(177,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(950,000)
Operating Expenditures							
Transfer to other gov/org	177,000	190,000	190,000	190,000	190,000	190,000	950,000
Total Operating Expenditures	177,000	190,000	190,000	190,000	190,000	190,000	950,000
Operating (surplus)/deficit							
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year							
(Surplus) applied to future years							

**Economic Development North
FINANCIAL PLAN
2017 to 2021**

	2016 Budget	2017 Proposed Budget	2018	2019	2020	2021	Total
Operating Revenues							
Property taxes	(23,839)	(23,839)	(23,839)	(23,839)	(23,839)	(23,839)	(119,195)
Parcel taxes	(26,161)	(26,161)	(26,161)	(26,161)	(26,161)	(26,161)	(130,805)
	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(250,000)
Total Operating Revenues	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(250,000)
Operating Expenditures							
Operating costs	2,000	2,000	2,000	2,000	2,000	2,000	10,000
Program costs	55,488	51,911	47,650	47,650	47,650	47,646	242,507
Wages & benefits	350	350	350	350	350	354	1,754
Total Operating Expenditures	57,838	54,261	50,000	50,000	50,000	50,000	254,261
Operating (surplus)/deficit	7,838	4,261					4,261
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	7,838	4,261					4,261
Add: Prior year (surplus) / deficit	(7,838)	(4,261)					(4,261)
(Surplus) applied to future years							

**Building Inspection
FINANCIAL PLAN
2017 to 2021**

	2016 Budget	2017 Proposed Budget	2018	2019	2020	2021	Total
Operating Revenues							
Operations	(1,025,380)	(1,115,150)	(1,148,605)	(1,171,577)	(1,206,724)	(1,230,858)	(5,872,914)
Operating grants	(9,500)	(12,250)	(3,750)	(3,750)	(3,750)	(3,750)	(27,250)
Interdepartmental recoveries	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
Miscellaneous	(21,000)	(21,500)	(21,500)	(21,500)	(21,500)	(21,500)	(107,500)
Total Operating Revenues	(1,075,880)	(1,168,900)	(1,193,855)	(1,216,827)	(1,251,974)	(1,276,108)	(6,107,664)
Operating Expenditures							
Administration	33,639	41,709	41,709	41,709	41,709	41,709	208,545
Professional fees	69,000	45,000	5,000	5,000	5,000	5,000	65,000
Veh & Equip ops	20,200	20,200	20,604	20,810	21,226	21,439	104,279
Operating costs	199,897	203,747	208,784	220,872	213,081	215,212	1,061,696
Program costs	50,500	53,750	45,250	45,250	45,250	45,250	234,750
Wages & benefits	817,243	919,025	958,605	977,777	997,333	1,007,306	4,860,046
Contributions to reserve funds	22,500	5,000	5,000	5,000	5,000	5,000	25,000
Total Operating Expenditures	1,212,979	1,288,431	1,284,952	1,316,418	1,328,599	1,340,916	6,559,316
Operating (surplus)/deficit	137,099	119,531	91,097	99,591	76,625	64,808	451,652
Capital Asset Expenditures							
Capital expenditures	17,000	6,000	4,000	31,440	18,500	17,750	77,690
Transfer from reserves	(12,500)			(25,000)	(12,500)	(12,500)	(50,000)
Net Capital Assets funded from Operations	4,500	6,000	4,000	6,440	6,000	5,250	27,690
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	141,599	125,531	95,097	106,031	82,625	70,058	479,342
Add: Prior year (surplus) / deficit	(493,302)	(670,445)	(544,914)	(449,817)	(343,786)	(261,161)	(2,270,123)
(Surplus) applied to future years	(351,703)	(544,914)	(449,817)	(343,786)	(261,161)	(191,103)	(1,790,781)

Building Inspection

5 Year Capital Plan

	2017 Capital	2018 Capital	2019 Capital	2020 Capital	2021 Capital	Total
PC-0300 COMPUTER - BLDG INSPECTION	6,000	4,000	6,440	6,000	5,250	27,690
VH-0300 VEHICLE - BLDG INSPECTION			25,000	12,500	12,500	50,000
Total Building Inspection	6,000	4,000	31,440	18,500	17,750	77,690

**Animal Control EA A,B,C,LANTZ
FINANCIAL PLAN
2017 to 2021**

	2016 Budget	2017 Proposed Budget	2018	2019	2020	2021	Total
Operating Revenues		2.0%	2.0%	2.0%	1.0%	1.0%	
Property taxes	(67,482)	(68,832)	(70,209)	(71,613)	(72,329)	(73,052)	(356,035)
	(67,482)	(68,832)	(70,209)	(71,613)	(72,329)	(73,052)	(356,035)
Total Operating Revenues	(67,482)	(68,832)	(70,209)	(71,613)	(72,329)	(73,052)	(356,035)
Operating Expenditures							
Administration	5,363	4,750	4,750	4,750	4,750	4,750	23,750
Professional fees	1,000	1,000	1,000	1,000	1,000	1,000	5,000
Operating costs	61,100	61,736	62,971	64,230	65,515	66,825	321,277
Contributions to reserve funds		5,000	2,000	1,000	1,500	1,000	10,500
Total Operating Expenditures	67,463	72,486	70,721	70,980	72,765	73,575	360,527
Operating (surplus)/deficit	(19)	3,654	512	(633)	436	523	4,492
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	(19)	3,654	512	(633)	436	523	4,492
Add: Prior year (surplus) / deficit	(4,024)	(7,895)	(4,241)	(3,729)	(4,362)	(3,926)	(24,153)
(Surplus) applied to future years	(4,043)	(4,241)	(3,729)	(4,362)	(3,926)	(3,403)	(19,661)

	2016 Budget	2017 Proposed Budget	2018	2019	2020	2021	Total
Operating Revenues		1.0%	1.0%	2.0%	2.0%	2.0%	
Property taxes	(18,595)	(18,781)	(18,969)	(19,348)	(19,735)	(20,130)	(96,963)
	(18,595)	(18,781)	(18,969)	(19,348)	(19,735)	(20,130)	(96,963)
Operations		(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(7,500)
Total Operating Revenues	(18,595)	(20,281)	(20,469)	(20,848)	(21,235)	(21,630)	(104,463)
Operating Expenditures							
Administration	1,261	1,225	1,225	1,225	1,225	1,225	6,125
Professional fees	2,000	1,000	1,000	1,000	1,000	1,000	5,000
Operating costs	15,580	17,850	18,207	18,571	18,943	19,322	92,893
Contributions to reserve funds	2,000	5,000	1,000	1,000	1,000	1,000	9,000
Total Operating Expenditures	20,841	25,075	21,432	21,796	22,168	22,547	113,018
Operating (surplus)/deficit	2,246	4,794	963	948	933	917	8,555
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	2,246	4,794	963	948	933	917	8,555
Add: Prior year (surplus) / deficit	(11,491)	(12,140)	(7,346)	(6,383)	(5,435)	(4,502)	(35,806)
(Surplus) applied to future years	(9,245)	(7,346)	(6,383)	(5,435)	(4,502)	(3,585)	(27,251)

	2016 Budget	2017 Proposed Budget	2018	2019	2020	2021	Total
Operating Revenues		2.0%	2.0%	2.0%	2.0%	2.0%	
Property taxes	(83,252)	(84,917)	(86,615)	(88,348)	(90,115)	(91,917)	(441,912)
	(83,252)	(84,917)	(86,615)	(88,348)	(90,115)	(91,917)	(441,912)
Operations	(9,100)	(9,100)	(9,100)	(9,100)	(9,100)	(9,100)	(45,500)
Total Operating Revenues	(92,352)	(94,017)	(95,715)	(97,448)	(99,215)	(101,017)	(487,412)
Operating Expenditures							
Administration	6,643	7,067	7,067	7,067	7,067	7,067	35,335
Professional fees	1,000	1,000	1,000	1,000	1,000	1,000	5,000
Operating costs	83,101	85,205	86,909	88,648	90,421	92,229	443,412
Contributions to reserve funds	2,000	2,000	2,000	2,000	1,500	1,000	8,500
Total Operating Expenditures	92,744	95,272	96,976	98,715	99,988	101,296	492,247
Operating (surplus)/deficit	392	1,255	1,261	1,267	773	279	4,835
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	392	1,255	1,261	1,267	773	279	4,835
Add: Prior year (surplus) / deficit	(4,088)	(6,563)	(5,308)	(4,047)	(2,780)	(2,007)	(20,705)
(Surplus) applied to future years	(3,696)	(5,308)	(4,047)	(2,780)	(2,007)	(1,728)	(15,870)

	2016 Budget	2017 Proposed Budget	2018	2019	2020	2021	Total
Operating Revenues		17.5%	10.6%	2.6%	2.6%	1.5%	
Property taxes	(7,271)	(8,541)	(9,447)	(9,696)	(9,947)	(10,101)	(47,732)
	(7,271)	(8,541)	(9,447)	(9,696)	(9,947)	(10,101)	(47,732)
Miscellaneous	(1,500)						
Total Operating Revenues	(8,771)	(8,541)	(9,447)	(9,696)	(9,947)	(10,101)	(47,732)
Operating Expenditures							
Administration	527	535	535	535	535	535	2,675
Professional fees	1,500	1,500	1,500	1,500	1,500	1,500	7,500
Operating costs	6,652	7,267	7,439	7,561	7,712	7,866	37,845
Contributions to reserve funds				100	200	200	500
Total Operating Expenditures	8,679	9,302	9,474	9,696	9,947	10,101	48,520
Operating (surplus)/deficit	(92)	761	27				788
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	(92)	761	27				788
Add: Prior year (surplus) / deficit	(699)	(788)	(27)				(815)
(Surplus) applied to future years	(791)	(27)					(27)

	2016 Budget	2017 Proposed Budget	2018	2019	2020	2021	Total
Operating Revenues		7.0%	4.0%	4.0%	4.0%	3.0%	
Property taxes	(8,575)	(9,178)	(9,545)	(9,927)	(10,324)	(10,634)	(49,608)
	(8,575)	(9,178)	(9,545)	(9,927)	(10,324)	(10,634)	(49,608)
Total Operating Revenues	(8,575)	(9,178)	(9,545)	(9,927)	(10,324)	(10,634)	(49,608)
Operating Expenditures							
Administration	527	525	525	525	525	525	2,625
Professional fees	500	500	500	500	500	500	2,500
Operating costs	6,602	7,217	7,361	7,435	7,584	7,735	37,332
Contributions to reserve funds	1,000	3,000	2,500	2,000	2,000	2,000	11,500
Total Operating Expenditures	8,629	11,242	10,886	10,460	10,609	10,760	53,957
Operating (surplus)/deficit	54	2,064	1,341	533	285	126	4,349
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	54	2,064	1,341	533	285	126	4,349
Add: Prior year (surplus) / deficit	(3,623)	(4,651)	(2,587)	(1,246)	(713)	(428)	(9,625)
(Surplus) applied to future years	(3,569)	(2,587)	(1,246)	(713)	(428)	(302)	(5,276)

	2016 Budget	2017 Proposed Budget	2018	2019	2020	2021	Total
Operating Revenues		7.5%	1.0%	2.0%	2.0%	2.0%	
Property taxes	(3,852)	(4,200)	(4,242)	(4,327)	(4,413)	(4,502)	(21,684)
Municipal agreements	(3,216)	(3,399)	(3,433)	(3,502)	(3,572)	(3,643)	(17,549)
	(7,068)	(7,599)	(7,675)	(7,829)	(7,985)	(8,145)	(39,233)
Total Operating Revenues	(7,068)	(7,599)	(7,675)	(7,829)	(7,985)	(8,145)	(39,233)
Operating Expenditures							
Administration	526	520	520	520	520	520	2,600
Operating costs	6,502	7,117	7,259	7,405	7,553	7,704	37,038
Total Operating Expenditures	7,028	7,637	7,779	7,925	8,073	8,224	39,638
Operating (surplus)/deficit	(40)	38	104	96	88	79	405
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	(40)	38	104	96	88	79	405
Add: Prior year (surplus) / deficit	(1,123)	(1,206)	(1,168)	(1,064)	(968)	(880)	(5,286)
(Surplus) applied to future years	(1,163)	(1,168)	(1,064)	(968)	(880)	(801)	(4,881)

	2016 Budget	2017 Proposed Budget	2018	2019	2020	2021	Total
Operating Revenues		1.0%	1.0%	1.0%	2.0%	2.0%	
Property taxes	(7,496)	(7,571)	(7,647)	(7,723)	(7,878)	(8,035)	(38,854)
	(7,496)	(7,571)	(7,647)	(7,723)	(7,878)	(8,035)	(38,854)
Total Operating Revenues	(7,496)	(7,571)	(7,647)	(7,723)	(7,878)	(8,035)	(38,854)
Operating Expenditures							
Administration	519	520	520	520	520	520	2,600
Operating costs	6,502	7,117	7,259	7,405	7,553	7,704	37,038
Contributions to reserve funds	500						
Total Operating Expenditures	7,521	7,637	7,779	7,925	8,073	8,224	39,638
Operating (surplus)/deficit	25	66	132	202	195	189	784
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	25	66	132	202	195	189	784
Add: Prior year (surplus) / deficit	(1,493)	(1,562)	(1,496)	(1,364)	(1,162)	(967)	(6,551)
(Surplus) applied to future years	(1,468)	(1,496)	(1,364)	(1,162)	(967)	(778)	(5,767)

	2016 Budget	2017 Proposed Budget	2018	2019	2020	2021	Total
Operating Revenues		3.0%	1.0%	1.0%	2.0%	2.0%	
Property taxes	(8,324)	(8,574)	(8,660)	(8,746)	(8,921)	(9,100)	(44,001)
	(8,324)	(8,574)	(8,660)	(8,746)	(8,921)	(9,100)	(44,001)
Total Operating Revenues	(8,324)	(8,574)	(8,660)	(8,746)	(8,921)	(9,100)	(44,001)
Operating Expenditures							
Administration	523	520	520	520	520	520	2,600
Professional fees	500	500	500	500	500	500	2,500
Operating costs	6,552	7,167	7,310	7,457	7,606	7,758	37,298
Contributions to reserve funds	1,000	1,000	1,000	1,000	500	500	4,000
Total Operating Expenditures	8,575	9,187	9,330	9,477	9,126	9,278	46,398
Operating (surplus)/deficit	251	613	670	731	205	178	2,397
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	251	613	670	731	205	178	2,397
Add: Prior year (surplus) / deficit	(2,715)	(3,108)	(2,495)	(1,825)	(1,094)	(889)	(9,411)
(Surplus) applied to future years	(2,464)	(2,495)	(1,825)	(1,094)	(889)	(711)	(7,014)

**Hazardous Properties
FINANCIAL PLAN
2017 to 2021**

	2016 Budget	2017 Proposed Budget	2018	2019	2020	2021	Total
Operating Revenues		154.5%	(2.1%)	1.0%	1.0%	(60.0%)	
Property taxes	(14,511)	(36,927)	(36,166)	(36,527)	(36,892)	(14,757)	(161,269)
	(14,511)	(36,927)	(36,166)	(36,527)	(36,892)	(14,757)	(161,269)
Operations	(10,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(400,000)
Total Operating Revenues	(24,511)	(116,927)	(116,166)	(116,527)	(116,892)	(94,757)	(561,269)
Operating Expenditures							
Administration	519	528	559	559	559	559	2,764
Professional fees	500	1,000	1,000	1,000	1,000	1,000	5,000
Operating costs	6,552	7,167	7,310	7,457	7,606	7,758	37,298
Program costs	17,296	87,000	87,000	87,000	87,000	80,000	428,000
Contributions to reserve funds			20,000	20,000	20,000	6,000	66,000
Total Operating Expenditures	24,867	95,695	115,869	116,016	116,165	95,317	539,062
Operating (surplus)/deficit	356	(21,232)	(297)	(511)	(727)	560	(22,207)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	356	(21,232)	(297)	(511)	(727)	560	(22,207)
Add: Prior year (surplus) / deficit	(970)	21,106	(126)	(423)	(934)	(1,661)	17,962
(Surplus) applied to future years	(614)	(126)	(423)	(934)	(1,661)	(1,101)	(4,245)

**Unsightly Premises
FINANCIAL PLAN
2017 to 2021**

	2016 Budget	2017 Proposed Budget	2018	2019	2020	2021	Total
Operating Revenues		48.4%	5.0%	3.0%	3.0%	2.0%	
Property taxes	(7,841)	(11,638)	(12,220)	(12,586)	(12,964)	(13,223)	(62,631)
	(7,841)	(11,638)	(12,220)	(12,586)	(12,964)	(13,223)	(62,631)
Operations	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(250,000)
Total Operating Revenues	(57,841)	(61,638)	(62,220)	(62,586)	(62,964)	(63,223)	(312,631)
Operating Expenditures							
Administration	541	640	640	640	640	640	3,200
Professional fees	500	500	500	500	500	500	2,500
Operating costs	6,952	7,567	7,718	7,873	8,030	8,191	39,379
Program costs	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Contributions to reserve funds	500	3,000	3,000	3,000	3,500	3,500	16,000
Total Operating Expenditures	58,493	61,707	61,858	62,013	62,670	62,831	311,079
Operating (surplus)/deficit	652	69	(362)	(573)	(294)	(392)	(1,552)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	652	69	(362)	(573)	(294)	(392)	(1,552)
Add: Prior year (surplus) / deficit	(1,432)	(169)	(100)	(462)	(1,035)	(1,329)	(3,095)
(Surplus) applied to future years	(780)	(100)	(462)	(1,035)	(1,329)	(1,721)	(4,647)