

**REGIONAL DISTRICT OF NANAIMO  
FINANCIAL PLAN 2018 to 2022  
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**STRATEGIC & COMMUNITY DEVELOPMENT  
FINANCIAL PLAN SUMMARY  
2018 to 2022**

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
<b>Operating Revenues</b>		<b>(4.6%)</b>	6.1%	4.8%	3.8%	2.3%	
Property taxes	(2,491,090)	<b>(2,387,884)</b>	(2,522,272)	(2,645,469)	(2,746,556)	(2,809,746)	(13,111,927)
Parcel taxes	(26,161)	<b>(13,596)</b>	(25,407)	(25,407)	(25,407)	(25,407)	(115,224)
Municipal agreements	(3,399)	<b>(4,037)</b>	(4,077)	(4,159)	(4,242)	(4,327)	(20,842)
	<b>(2,520,650)</b>	<b>(2,405,517)</b>	(2,551,756)	(2,675,035)	(2,776,205)	(2,839,480)	(13,247,993)
Operations	(1,341,711)	<b>(1,606,640)</b>	(1,631,193)	(1,656,237)	(1,681,782)	(1,707,837)	(8,283,689)
Operating grants	(56,945)	<b>(204,695)</b>	(24,695)	(24,695)	(24,695)	(24,695)	(303,475)
Planning grants	(54,583)						
Interdepartmental recoveries	(317,975)	<b>(826,682)</b>	(776,728)	(793,224)	(812,544)	(849,700)	(4,058,878)
Miscellaneous	(202,500)	<b>(263,067)</b>	(342,337)	(174,257)	(175,195)	(176,153)	(1,131,009)
<b>Total Operating Revenues</b>	<b>(4,494,364)</b>	<b>(5,306,601)</b>	(5,326,709)	(5,323,448)	(5,470,421)	(5,597,865)	(27,025,044)
<b>Operating Expenditures</b>							
Administration	399,203	<b>436,114</b>	439,241	442,401	445,593	449,672	2,213,021
Professional fees	375,600	<b>763,830</b>	421,600	278,025	279,479	300,962	2,043,896
Building ops	41,313	<b>40,813</b>	40,813	40,813	40,813	40,813	204,065
Veh & Equip ops	76,593	<b>77,831</b>	78,221	78,828	79,231	79,858	393,969
Operating costs	667,267	<b>796,468</b>	816,124	816,139	826,205	836,433	4,091,369
Program costs	263,661	<b>415,150</b>	415,592	415,592	415,585	415,578	2,077,497
Wages & benefits	2,713,800	<b>3,254,432</b>	3,319,513	3,385,897	3,453,614	3,522,687	16,936,143
Transfer to other gov/org	304,278	<b>245,542</b>	79,695	79,695	79,695	79,695	564,322
Contributions to reserve funds	121,875	<b>246,643</b>	30,729	32,360	22,425	22,454	354,611
<b>Total Operating Expenditures</b>	<b>4,963,590</b>	<b>6,276,823</b>	5,641,528	5,569,750	5,642,640	5,748,152	28,878,893
<b>Operating (surplus)/deficit</b>	<b>469,226</b>	<b>970,222</b>	314,819	246,302	172,219	150,287	1,853,849
<b>Capital Asset Expenditures</b>							
Capital expenditures	108,000	<b>11,700</b>	42,417	35,500	29,750	47,500	166,867
Transfer from reserves	(10,000)		(25,000)	(12,500)	(12,500)	(30,000)	(80,000)
Grants and other	(90,000)						
<b>Net Capital Assets funded from Operations</b>	<b>8,000</b>	<b>11,700</b>	17,417	23,000	17,250	17,500	86,867
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>477,226</b>	<b>981,922</b>	332,236	269,302	189,469	167,787	1,940,716
Add: Transfer from appropriated surplus		<b>(378,011)</b>					(378,011)
Add: Prior year (surplus) / deficit	(1,313,645)	<b>(1,713,648)</b>	(1,109,737)	(777,501)	(508,199)	(318,730)	(4,427,815)
<b>(Surplus) applied to future years</b>	<b>(836,419)</b>	<b>(1,109,737)</b>	(777,501)	(508,199)	(318,730)	(150,943)	(2,865,110)

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**STRATEGIC & COMMUNITY DEVELOPMENT  
SUMMARY OF TAX REQUISITIONS  
2018 to 2022**

	2018	2018	2019	2019	2020	2020	2021	2021	2022	2022
	\$	%	\$	%	\$	%	\$	%	\$	%
<b>EA Community Planning</b>										
0200 PLANNING - CURRENT PLANNING	(1,625,045)	4.0%	(1,706,297)	5.0%	(1,791,612)	5.0%	(1,863,277)	4.0%	(1,900,542)	2.0%
	(\$1,625,045)		(\$1,706,297)		(\$1,791,612)		(\$1,863,277)		(\$1,900,542)	
<b>Economic Development South</b>										
0203 ECONOMIC DEV - SOUTHERN COMMUNITY	(65,000)	(65.8%)	(65,000)		(65,000)		(65,000)		(65,000)	
	(\$65,000)		(\$65,000)		(\$65,000)		(\$65,000)		(\$65,000)	
<b>Economic Development North</b>										
0204 ECONOMIC DEV - NORTHERN COMMUNITY	(25,836)	(48.3%)	(50,442)	95.2%	(50,442)		(50,442)		(50,442)	
	(\$25,836)		(\$50,442)		(\$50,442)		(\$50,442)		(\$50,442)	
<b>Regional Growth Strategy</b>										
0400 REGIONAL GROWTH STRATEGY	(433,857)	(4.8%)	(455,550)	5.0%	(482,883)	6.0%	(507,027)	5.0%	(527,308)	4.0%
	(\$433,857)		(\$455,550)		(\$482,883)		(\$507,027)		(\$527,308)	
<b>Bylaw Enforcement</b>										
2060 NOISE CONTROL - AREA A	(9,543)	11.7%	(11,323)	18.7%	(11,506)	1.6%	(11,691)	1.6%	(11,881)	1.6%
2061 NOISE CONTROL - AREA B	(9,958)	8.5%	(10,109)	1.5%	(10,515)	4.0%	(10,824)	2.9%	(11,041)	2.0%
2062 NOISE CONTROL - AREA C	(9,039)	18.9%	(9,219)	2.0%	(9,496)	3.0%	(9,830)	3.5%	(10,122)	3.0%
2064 NOISE CONTROL - AREA E	(8,253)	9.0%	(9,242)	12.0%	(9,764)	5.6%	(9,948)	1.9%	(10,136)	1.9%
2066 NOISE CONTROL - AREA G	(9,346)	9.0%	(9,713)	3.9%	(10,817)	11.4%	(11,002)	1.7%	(11,191)	1.7%
2068 UNSIGHTLY PREMISES	(12,220)	5.0%	(12,587)	3.0%	(12,876)	2.3%	(13,069)	1.5%	(13,267)	1.5%
2069 HAZARDOUS PROPERTIES	(22,156)	(40.0%)	(22,156)		(22,156)		(22,156)		(22,553)	1.8%
2070 ANIMAL CONTROL - AREA F B/L940.2	(18,969)	1.0%	(19,538)	3.0%	(20,124)	3.0%	(20,728)	3.0%	(21,350)	3.0%
2071 ANIMAL CONTROL - AREA A,B,C,LANTZ B/L1065	(68,832)		(70,209)	2.0%	(71,613)	2.0%	(73,045)	2.0%	(74,506)	2.0%
2072 ANIMAL CONTROL - AREA E,G,H	(87,463)	3.0%	(100,371)	14.8%	(106,231)	5.8%	(108,166)	1.8%	(110,141)	1.8%
	(\$255,779)		(\$274,467)		(\$285,098)		(\$290,459)		(\$296,188)	
<b>Total STRATEGIC &amp; COMMUNITY DEVELOPMENT</b>	(2,405,517)	(4.6%)	(2,551,756)	6.1%	(2,675,035)	4.8%	(2,776,205)	3.8%	(2,839,480)	2.3%

**EA Community Planning  
FINANCIAL PLAN  
2018 to 2022**

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
<b>Operating Revenues</b>		<b>4.0%</b>	5.0%	5.0%	4.0%	2.0%	
Property taxes	(1,562,543)	<b>(1,625,045)</b>	(1,706,297)	(1,791,612)	(1,863,277)	(1,900,542)	(8,886,773)
	(1,562,543)	<b>(1,625,045)</b>	(1,706,297)	(1,791,612)	(1,863,277)	(1,900,542)	(8,886,773)
Operations	(76,900)	<b>(68,400)</b>	(68,400)	(68,400)	(68,400)	(68,400)	(342,000)
Interdepartmental recoveries	(5,000)	<b>(5,000)</b>	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)
Miscellaneous	(95,500)	<b>(75,500)</b>	(85,500)	(500)	(500)	(500)	(162,500)
<b>Total Operating Revenues</b>	<b>(1,739,943)</b>	<b>(1,773,945)</b>	<b>(1,865,197)</b>	<b>(1,865,512)</b>	<b>(1,937,177)</b>	<b>(1,974,442)</b>	<b>(9,416,273)</b>
<b>Operating Expenditures</b>							
Administration	299,070	<b>318,800</b>	321,699	324,627	327,584	330,571	1,623,281
Professional fees	226,000	<b>256,000</b>	176,000	95,000	95,000	95,000	717,000
Building ops	37,313	<b>37,313</b>	37,313	37,313	37,313	37,313	186,565
Veh & Equip ops	40,537	<b>40,634</b>	40,634	40,634	40,634	40,634	203,170
Operating costs	169,584	<b>200,338</b>	202,128	203,935	205,760	207,604	1,019,765
Wages & benefits	1,131,894	<b>1,158,895</b>	1,182,073	1,205,714	1,229,828	1,254,426	6,030,936
Contributions to reserve funds	61,125	<b>51,125</b>	125	125	125	125	51,625
<b>Total Operating Expenditures</b>	<b>1,965,523</b>	<b>2,063,105</b>	<b>1,959,972</b>	<b>1,907,348</b>	<b>1,936,244</b>	<b>1,965,673</b>	<b>9,832,342</b>
<b>Operating (surplus)/deficit</b>	<b>225,580</b>	<b>289,160</b>	<b>94,775</b>	<b>41,836</b>	<b>(933)</b>	<b>(8,769)</b>	<b>416,069</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	9,500	<b>7,700</b>	7,685	11,340	7,000	9,000	42,725
Transfer from reserves	(10,000)						
<b>Net Capital Assets funded from Operations</b>	<b>(500)</b>	<b>7,700</b>	<b>7,685</b>	<b>11,340</b>	<b>7,000</b>	<b>9,000</b>	<b>42,725</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>225,080</b>	<b>296,860</b>	<b>102,460</b>	<b>53,176</b>	<b>6,067</b>	<b>231</b>	<b>458,794</b>
Add: Transfer from appropriated surplus		<b>(52,500)</b>					(52,500)
Add: Prior year (surplus) / deficit	(451,900)	<b>(432,460)</b>	(188,100)	(85,640)	(32,464)	(26,397)	(765,061)
<b>(Surplus) applied to future years</b>	<b>(226,820)</b>	<b>(188,100)</b>	<b>(85,640)</b>	<b>(32,464)</b>	<b>(26,397)</b>	<b>(26,166)</b>	<b>(358,767)</b>

**Regional Growth Strategy  
FINANCIAL PLAN  
2018 to 2022**

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
<b>Operating Revenues</b>		<b>(4.8%)</b>	5.0%	6.0%	5.0%	4.0%	
Property taxes	(455,549)	<b>(433,857)</b>	(455,550)	(482,883)	(507,027)	(527,308)	(2,406,625)
	(455,549)	<b>(433,857)</b>	(455,550)	(482,883)	(507,027)	(527,308)	(2,406,625)
Operating grants		<b>(150,000)</b>					(150,000)
Miscellaneous	(85,500)	<b>(50,000)</b>	(130,000)	(46,920)	(47,858)	(48,816)	(323,594)
<b>Total Operating Revenues</b>	<b>(541,049)</b>	<b>(633,857)</b>	<b>(585,550)</b>	<b>(529,803)</b>	<b>(554,885)</b>	<b>(576,124)</b>	<b>(2,880,219)</b>
<b>Operating Expenditures</b>							
Administration	41,094	<b>42,540</b>	42,540	42,540	42,540	43,391	213,551
Professional fees	97,000	<b>234,000</b>	84,000	20,000	20,000	20,000	378,000
Building ops	4,000	<b>3,500</b>	3,500	3,500	3,500	3,500	17,500
Veh & Equip ops	7,356	<b>7,255</b>	7,255	7,255	7,255	7,255	36,275
Operating costs	60,563	<b>52,329</b>	52,329	52,329	52,329	52,329	261,645
Program costs	21,000	<b>16,000</b>	16,000	16,000	16,000	16,000	80,000
Wages & benefits	389,558	<b>398,179</b>	406,142	414,265	422,551	431,002	2,072,139
Transfer to other gov/org	15,000	<b>5,000</b>					5,000
Contributions to reserve funds	35,750	<b>50,750</b>	750	750	750	750	53,750
<b>Total Operating Expenditures</b>	<b>671,321</b>	<b>809,553</b>	<b>612,516</b>	<b>556,639</b>	<b>564,925</b>	<b>574,227</b>	<b>3,117,860</b>
<b>Operating (surplus)/deficit</b>	<b>130,272</b>	<b>175,696</b>	<b>26,966</b>	<b>26,836</b>	<b>10,040</b>	<b>(1,897)</b>	<b>237,641</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures			792	5,660	2,500		8,952
<b>Net Capital Assets funded from Operations</b>			<b>792</b>	<b>5,660</b>	<b>2,500</b>		<b>8,952</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>130,272</b>	<b>175,696</b>	<b>27,758</b>	<b>32,496</b>	<b>12,540</b>	<b>(1,897)</b>	<b>246,593</b>
Add: Transfer from appropriated surplus		<b>(75,500)</b>					(75,500)
Add: Prior year (surplus) / deficit	(170,063)	<b>(174,491)</b>	(74,295)	(46,537)	(14,041)	(1,501)	(310,865)
<b>(Surplus) applied to future years</b>	<b>(39,791)</b>	<b>(74,295)</b>	<b>(46,537)</b>	<b>(14,041)</b>	<b>(1,501)</b>	<b>(3,398)</b>	<b>(139,772)</b>

**Economic Development South  
FINANCIAL PLAN  
2018 to 2022**

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
<b>Operating Revenues</b>		<b>(65.8%)</b>					
Property taxes	(190,000)	<b>(65,000)</b>	(65,000)	(65,000)	(65,000)	(65,000)	(325,000)
	(190,000)	<b>(65,000)</b>	(65,000)	(65,000)	(65,000)	(65,000)	(325,000)
<b>Total Operating Revenues</b>	(190,000)	<b>(65,000)</b>	(65,000)	(65,000)	(65,000)	(65,000)	(325,000)
<b>Operating Expenditures</b>							
Transfer to other gov/org	190,000	<b>195,847</b>	65,000	65,000	65,000	65,000	455,847
<b>Total Operating Expenditures</b>	190,000	<b>195,847</b>	65,000	65,000	65,000	65,000	455,847
<b>Operating (surplus)/deficit</b>		<b>130,847</b>					130,847
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>		<b>130,847</b>					130,847
Add: Transfer from appropriated surplus		<b>(130,847)</b>					(130,847)
<b>(Surplus) applied to future years</b>							

**Economic Development North  
FINANCIAL PLAN  
2018 to 2022**

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
<b>Operating Revenues</b>		<b>(48.3%)</b>	95.2%				
Property taxes	(23,839)	<b>(12,240)</b>	(25,035)	(25,035)	(25,035)	(25,035)	(112,380)
Parcel taxes	(26,161)	<b>(13,596)</b>	(25,407)	(25,407)	(25,407)	(25,407)	(115,224)
	(50,000)	<b>(25,836)</b>	(50,442)	(50,442)	(50,442)	(50,442)	(227,604)
<b>Total Operating Revenues</b>	(50,000)	<b>(25,836)</b>	(50,442)	(50,442)	(50,442)	(50,442)	(227,604)
<b>Operating Expenditures</b>							
Operating costs	2,000	<b>2,000</b>	2,000	2,000	2,000	2,000	10,000
Program costs	51,911	<b>47,650</b>	48,092	48,092	48,085	48,078	239,997
Wages & benefits	350	<b>350</b>	350	350	357	364	1,771
<b>Total Operating Expenditures</b>	54,261	<b>50,000</b>	50,442	50,442	50,442	50,442	251,768
<b>Operating (surplus)/deficit</b>	4,261	<b>24,164</b>					24,164
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	4,261	<b>24,164</b>					24,164
Add: Transfer from appropriated surplus		<b>(24,164)</b>					(24,164)
Add: Prior year (surplus) / deficit	(4,261)						
<b>(Surplus) applied to future years</b>							



	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
<b>Operating Revenues</b>							
Operations	(1,115,150)	<b>(1,217,600)</b>	(1,241,952)	(1,266,791)	(1,292,127)	(1,317,969)	(6,336,439)
Operating grants	(12,250)	<b>(10,000)</b>	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
Interdepartmental recoveries	(20,000)	<b>(20,000)</b>	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
Miscellaneous	(21,500)	<b>(21,500)</b>	(21,500)	(21,500)	(21,500)	(21,500)	(107,500)
<b>Total Operating Revenues</b>	<b>(1,168,900)</b>	<b>(1,269,100)</b>	<b>(1,293,452)</b>	<b>(1,318,291)</b>	<b>(1,343,627)</b>	<b>(1,369,469)</b>	<b>(6,593,939)</b>
<b>Operating Expenditures</b>							
Administration	41,709	<b>48,129</b>	48,129	48,129	48,129	48,129	240,645
Professional fees	45,000	<b>55,000</b>	55,000	55,000	55,000	55,000	275,000
Veh & Equip ops	20,200	<b>20,892</b>	21,101	21,523	21,738	22,173	107,427
Operating costs	203,747	<b>260,343</b>	272,946	265,676	268,332	271,016	1,338,313
Program costs	53,750	<b>51,500</b>	51,500	51,500	51,500	51,500	257,500
Wages & benefits	919,025	<b>996,587</b>	1,016,518	1,036,849	1,057,586	1,078,737	5,186,277
Contributions to reserve funds	5,000	<b>105,000</b>	5,000	5,000	5,000	5,000	125,000
<b>Total Operating Expenditures</b>	<b>1,288,431</b>	<b>1,537,451</b>	<b>1,470,194</b>	<b>1,483,677</b>	<b>1,507,285</b>	<b>1,531,555</b>	<b>7,530,162</b>
<b>Operating (surplus)/deficit</b>	<b>119,531</b>	<b>268,351</b>	<b>176,742</b>	<b>165,386</b>	<b>163,658</b>	<b>162,086</b>	<b>936,223</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	6,000	<b>4,000</b>	31,440	18,500	17,750	6,000	77,690
Transfer from reserves			(25,000)	(12,500)	(12,500)		(50,000)
<b>Net Capital Assets funded from Operations</b>	<b>6,000</b>	<b>4,000</b>	<b>6,440</b>	<b>6,000</b>	<b>5,250</b>	<b>6,000</b>	<b>27,690</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>125,531</b>	<b>272,351</b>	<b>183,182</b>	<b>171,386</b>	<b>168,908</b>	<b>168,086</b>	<b>963,913</b>
Add: Transfer from appropriated surplus		<b>(50,000)</b>					(50,000)
Add: Prior year (surplus) / deficit	(670,445)	<b>(1,027,598)</b>	(805,247)	(622,065)	(450,679)	(281,771)	(3,187,360)
<b>(Surplus) applied to future years</b>	<b>(544,914)</b>	<b>(805,247)</b>	<b>(622,065)</b>	<b>(450,679)</b>	<b>(281,771)</b>	<b>(113,685)</b>	<b>(2,273,447)</b>

**Building Inspection**

**5 Year Capital Plan**

	2018 Capital	2019 Capital	2020 Capital	2021 Capital	2022 Capital	<b>Total</b>
PC-0300 COMPUTER - BLDG INSPECTION	4,000	6,440	6,000	5,250	6,000	<b>27,690</b>
VH-0300 VEHICLE - BLDG INSPECTION		25,000	12,500	12,500		<b>50,000</b>
<b>Total Building Inspection</b>	4,000	31,440	18,500	17,750	6,000	<b>77,690</b>

**Strategic Initiatives/Asset Management  
FINANCIAL PLAN  
2018 to 2022**

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
<b>Operating Revenues</b>							
Interdepartmental recoveries		<b>(445,165)</b>	(385,875)	(395,399)	(407,612)	(435,022)	(2,069,073)
Miscellaneous		<b>(105,337)</b>	(105,337)	(105,337)	(105,337)	(105,337)	(526,685)
<b>Total Operating Revenues</b>		<b>(550,502)</b>	(491,212)	(500,736)	(512,949)	(540,359)	(2,595,758)
<b>Operating Expenditures</b>							
Administration		<b>9,000</b>	9,180	9,364	9,550	9,742	46,836
Professional fees		<b>198,500</b>	86,270	87,695	89,149	110,632	572,246
Operating costs		<b>17,800</b>	18,156	18,518	18,889	19,267	92,630
Wages & benefits		<b>370,202</b>	377,606	385,159	392,861	400,718	1,926,546
<b>Total Operating Expenditures</b>		<b>595,502</b>	491,212	500,736	510,449	540,359	2,638,258
<b>Operating (surplus)/deficit</b>		<b>45,000</b>			(2,500)		42,500
<b>Capital Asset Expenditures</b>							
Capital expenditures					2,500		2,500
<b>Net Capital Assets funded from Operations</b>					2,500		2,500
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>		<b>45,000</b>					45,000
Add: Transfer from appropriated surplus		<b>(45,000)</b>					(45,000)
<b>(Surplus) applied to future years</b>							

**Animal Control EA A,B,C,LANTZ  
FINANCIAL PLAN  
2018 to 2022**

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
<b>Operating Revenues</b>			2.0%	2.0%	2.0%	2.0%	
Property taxes	(68,832)	<b>(68,832)</b>	(70,209)	(71,613)	(73,045)	(74,506)	(358,205)
	(68,832)	<b>(68,832)</b>	(70,209)	(71,613)	(73,045)	(74,506)	(358,205)
<b>Total Operating Revenues</b>	(68,832)	<b>(68,832)</b>	(70,209)	(71,613)	(73,045)	(74,506)	(358,205)
<b>Operating Expenditures</b>							
Administration	4,750	<b>4,787</b>	4,835	4,883	4,932	4,981	24,418
Professional fees	1,000	<b>1,000</b>	1,000	1,000	1,000	1,000	5,000
Operating costs	61,736	<b>63,457</b>	64,726	66,021	67,341	68,688	330,233
Contributions to reserve funds	5,000	<b>4,000</b>	1,000				5,000
<b>Total Operating Expenditures</b>	72,486	<b>73,244</b>	71,561	71,904	73,273	74,669	364,651
<b>Operating (surplus)/deficit</b>	3,654	<b>4,412</b>	1,352	291	228	163	6,446
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	3,654	<b>4,412</b>	1,352	291	228	163	6,446
Add: Prior year (surplus) / deficit	(7,895)	<b>(9,164)</b>	(4,752)	(3,400)	(3,109)	(2,881)	(23,306)
<b>(Surplus) applied to future years</b>	(4,241)	<b>(4,752)</b>	(3,400)	(3,109)	(2,881)	(2,718)	(16,860)

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
<b>Operating Revenues</b>		<b>1.0%</b>	3.0%	3.0%	3.0%	3.0%	
Property taxes	(18,781)	<b>(18,969)</b>	(19,538)	(20,124)	(20,728)	(21,350)	(100,709)
	(18,781)	<b>(18,969)</b>	(19,538)	(20,124)	(20,728)	(21,350)	(100,709)
Operations	(1,500)	<b>(1,500)</b>	(1,500)	(1,500)	(1,500)	(1,500)	(7,500)
<b>Total Operating Revenues</b>	<b>(20,281)</b>	<b>(20,469)</b>	<b>(21,038)</b>	<b>(21,624)</b>	<b>(22,228)</b>	<b>(22,850)</b>	<b>(108,209)</b>
<b>Operating Expenditures</b>							
Administration	1,225	<b>1,404</b>	1,404	1,404	1,404	1,404	7,020
Professional fees	1,000	<b>1,000</b>	1,000	1,000	1,000	1,000	5,000
Operating costs	17,850	<b>19,321</b>	19,708	20,102	20,504	20,914	100,549
Contributions to reserve funds	5,000	<b>2,000</b>					2,000
<b>Total Operating Expenditures</b>	<b>25,075</b>	<b>23,725</b>	<b>22,112</b>	<b>22,506</b>	<b>22,908</b>	<b>23,318</b>	<b>114,569</b>
<b>Operating (surplus)/deficit</b>	<b>4,794</b>	<b>3,256</b>	<b>1,074</b>	<b>882</b>	<b>680</b>	<b>468</b>	<b>6,360</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>4,794</b>	<b>3,256</b>	<b>1,074</b>	<b>882</b>	<b>680</b>	<b>468</b>	<b>6,360</b>
Add: Prior year (surplus) / deficit	(12,140)	<b>(9,654)</b>	(6,398)	(5,324)	(4,442)	(3,762)	(29,580)
<b>(Surplus) applied to future years</b>	<b>(7,346)</b>	<b>(6,398)</b>	<b>(5,324)</b>	<b>(4,442)</b>	<b>(3,762)</b>	<b>(3,294)</b>	<b>(23,220)</b>

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
<b>Operating Revenues</b>		<b>3.0%</b>	14.8%	5.8%	1.8%	1.8%	
Property taxes	(84,917)	<b>(87,463)</b>	(100,371)	(106,231)	(108,166)	(110,141)	(512,372)
	(84,917)	<b>(87,463)</b>	(100,371)	(106,231)	(108,166)	(110,141)	(512,372)
Operations	(9,100)	<b>(9,100)</b>	(9,100)	(9,100)	(9,100)	(9,100)	(45,500)
Miscellaneous		<b>(10,730)</b>					(10,730)
<b>Total Operating Revenues</b>	<b>(94,017)</b>	<b>(107,293)</b>	<b>(109,471)</b>	<b>(115,331)</b>	<b>(117,266)</b>	<b>(119,241)</b>	<b>(568,602)</b>
<b>Operating Expenditures</b>							
Administration	7,067	<b>6,816</b>	6,816	6,816	6,816	6,816	34,080
Professional fees	1,000	<b>11,730</b>	11,730	11,730	11,730	11,730	58,650
Operating costs	85,205	<b>93,026</b>	94,887	96,785	98,720	100,695	484,113
Contributions to reserve funds	2,000						
<b>Total Operating Expenditures</b>	<b>95,272</b>	<b>111,572</b>	<b>113,433</b>	<b>115,331</b>	<b>117,266</b>	<b>119,241</b>	<b>576,843</b>
<b>Operating (surplus)/deficit</b>	<b>1,255</b>	<b>4,279</b>	<b>3,962</b>				<b>8,241</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>1,255</b>	<b>4,279</b>	<b>3,962</b>				<b>8,241</b>
Add: Prior year (surplus) / deficit	(6,563)	<b>(8,241)</b>	(3,962)				(12,203)
<b>(Surplus) applied to future years</b>	<b>(5,308)</b>	<b>(3,962)</b>					<b>(3,962)</b>

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
<b>Operating Revenues</b>		<b>11.7%</b>	18.7%	1.6%	1.6%	1.6%	
Property taxes	(8,541)	<b>(9,543)</b>	(11,323)	(11,506)	(11,691)	(11,881)	(55,944)
	(8,541)	<b>(9,543)</b>	(11,323)	(11,506)	(11,691)	(11,881)	(55,944)
<b>Total Operating Revenues</b>	(8,541)	<b>(9,543)</b>	(11,323)	(11,506)	(11,691)	(11,881)	(55,944)
<b>Operating Expenditures</b>							
Administration	535	<b>582</b>	582	582	582	582	2,910
Professional fees	1,500	<b>1,500</b>	1,500	1,500	1,500	1,500	7,500
Operating costs	7,267	<b>8,988</b>	9,141	9,324	9,509	9,699	46,661
Contributions to reserve funds			100	100	100	100	400
<b>Total Operating Expenditures</b>	9,302	<b>11,070</b>	11,323	11,506	11,691	11,881	57,471
<b>Operating (surplus)/deficit</b>	761	<b>1,527</b>					1,527
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	761	<b>1,527</b>					1,527
Add: Prior year (surplus) / deficit	(788)	<b>(1,816)</b>	(289)	(289)	(289)	(289)	(2,972)
<b>(Surplus) applied to future years</b>	(27)	<b>(289)</b>	(289)	(289)	(289)	(289)	(1,445)

**Noise Control EA B  
FINANCIAL PLAN  
2018 to 2022**

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
<b>Operating Revenues</b>		<b>8.5%</b>	1.5%	4.0%	2.9%	2.0%	
Property taxes	(9,178)	<b>(9,958)</b>	(10,109)	(10,515)	(10,824)	(11,041)	(52,447)
	(9,178)	<b>(9,958)</b>	(10,109)	(10,515)	(10,824)	(11,041)	(52,447)
<b>Total Operating Revenues</b>	(9,178)	<b>(9,958)</b>	(10,109)	(10,515)	(10,824)	(11,041)	(52,447)
<b>Operating Expenditures</b>							
Administration	525	<b>582</b>	582	582	582	582	2,910
Professional fees	500	<b>500</b>	500	500	500	500	2,500
Operating costs	7,217	<b>8,938</b>	9,027	9,208	9,392	9,580	46,145
Contributions to reserve funds	3,000	<b>3,000</b>		225	350	379	3,954
<b>Total Operating Expenditures</b>	11,242	<b>13,020</b>	10,109	10,515	10,824	11,041	55,509
<b>Operating (surplus)/deficit</b>	2,064	<b>3,062</b>					3,062
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	2,064	<b>3,062</b>					3,062
Add: Prior year (surplus) / deficit	(4,651)	<b>(3,410)</b>	(348)	(348)	(348)	(348)	(4,802)
<b>(Surplus) applied to future years</b>	(2,587)	<b>(348)</b>	(348)	(348)	(348)	(348)	(1,740)



	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
<b>Operating Revenues</b>		<b>18.9%</b>	2.0%	3.0%	3.5%	3.0%	
Property taxes	(4,200)	<b>(5,002)</b>	(5,142)	(5,337)	(5,588)	(5,795)	(26,864)
Municipal agreements	(3,399)	<b>(4,037)</b>	(4,077)	(4,159)	(4,242)	(4,327)	(20,842)
	(7,599)	<b>(9,039)</b>	(9,219)	(9,496)	(9,830)	(10,122)	(47,706)
<b>Total Operating Revenues</b>	(7,599)	<b>(9,039)</b>	(9,219)	(9,496)	(9,830)	(10,122)	(47,706)
<b>Operating Expenditures</b>							
Administration	520	<b>569</b>	569	569	569	569	2,845
Operating costs	7,117	<b>8,838</b>	9,015	9,195	9,379	9,567	45,994
<b>Total Operating Expenditures</b>	7,637	<b>9,407</b>	9,584	9,764	9,948	10,136	48,839
<b>Operating (surplus)/deficit</b>	38	<b>368</b>	365	268	118	14	1,133
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	38	<b>368</b>	365	268	118	14	1,133
Add: Prior year (surplus) / deficit	(1,206)	<b>(1,497)</b>	(1,129)	(764)	(496)	(378)	(4,264)
<b>(Surplus) applied to future years</b>	(1,168)	<b>(1,129)</b>	(764)	(496)	(378)	(364)	(3,131)

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
<b>Operating Revenues</b>		<b>9.0%</b>	12.0%	5.7%	1.9%	1.9%	
Property taxes	(7,571)	<b>(8,253)</b>	(9,242)	(9,764)	(9,948)	(10,136)	(47,343)
	(7,571)	<b>(8,253)</b>	(9,242)	(9,764)	(9,948)	(10,136)	(47,343)
<b>Total Operating Revenues</b>	(7,571)	<b>(8,253)</b>	(9,242)	(9,764)	(9,948)	(10,136)	(47,343)
<b>Operating Expenditures</b>							
Administration	520	<b>569</b>	569	569	569	569	2,845
Operating costs	7,117	<b>8,838</b>	9,015	9,195	9,379	9,567	45,994
<b>Total Operating Expenditures</b>	7,637	<b>9,407</b>	9,584	9,764	9,948	10,136	48,839
<b>Operating (surplus)/deficit</b>	66	<b>1,154</b>	342				1,496
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	66	<b>1,154</b>	342				1,496
Add: Prior year (surplus) / deficit	(1,562)	<b>(1,837)</b>	(683)	(341)	(341)	(341)	(3,543)
<b>(Surplus) applied to future years</b>	(1,496)	<b>(683)</b>	(341)	(341)	(341)	(341)	(2,047)

**Noise Control EA G  
FINANCIAL PLAN  
2018 to 2022**

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
<b>Operating Revenues</b>		<b>9.0%</b>	3.9%	11.4%	1.7%	1.7%	
Property taxes	(8,574)	<b>(9,346)</b>	(9,713)	(10,817)	(11,002)	(11,191)	(52,069)
	(8,574)	<b>(9,346)</b>	(9,713)	(10,817)	(11,002)	(11,191)	(52,069)
<b>Total Operating Revenues</b>	(8,574)	<b>(9,346)</b>	(9,713)	(10,817)	(11,002)	(11,191)	(52,069)
<b>Operating Expenditures</b>							
Administration	520	<b>570</b>	570	570	570	570	2,850
Professional fees	500	<b>500</b>	500	500	500	500	2,500
Operating costs	7,167	<b>8,888</b>	9,066	9,247	9,432	9,621	46,254
Contributions to reserve funds	1,000	<b>1,000</b>	1,000	500	500	500	3,500
<b>Total Operating Expenditures</b>	9,187	<b>10,958</b>	11,136	10,817	11,002	11,191	55,104
<b>Operating (surplus)/deficit</b>	613	<b>1,612</b>	1,423				3,035
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	613	<b>1,612</b>	1,423				3,035
Add: Prior year (surplus) / deficit	(3,108)	<b>(3,375)</b>	(1,763)	(340)	(340)	(340)	(6,158)
<b>(Surplus) applied to future years</b>	(2,495)	<b>(1,763)</b>	(340)	(340)	(340)	(340)	(3,123)

**Hazardous Properties  
FINANCIAL PLAN  
2018 to 2022**

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
<b>Operating Revenues</b>		<b>(40.0%)</b>				1.8%	
Property taxes	(36,927)	<b>(22,156)</b>	(22,156)	(22,156)	(22,156)	(22,553)	(111,177)
	(36,927)	<b>(22,156)</b>	(22,156)	(22,156)	(22,156)	(22,553)	(111,177)
Operations	(80,000)	<b>(150,000)</b>	(150,000)	(150,000)	(150,000)	(150,000)	(750,000)
<b>Total Operating Revenues</b>	<b>(116,927)</b>	<b>(172,156)</b>	<b>(172,156)</b>	<b>(172,156)</b>	<b>(172,156)</b>	<b>(172,553)</b>	<b>(861,177)</b>
<b>Operating Expenditures</b>							
Administration	528	<b>653</b>	653	653	653	653	3,265
Professional fees	1,000	<b>3,000</b>	3,000	3,000	3,000	3,000	15,000
Operating costs	7,167	<b>8,888</b>	9,066	9,247	9,432	9,621	46,254
Program costs	87,000	<b>150,000</b>	150,000	150,000	150,000	150,000	750,000
Contributions to reserve funds		<b>27,058</b>	19,754	20,060	10,000	10,000	86,872
<b>Total Operating Expenditures</b>	<b>95,695</b>	<b>189,599</b>	<b>182,473</b>	<b>182,960</b>	<b>173,085</b>	<b>173,274</b>	<b>901,391</b>
<b>Operating (surplus)/deficit</b>	<b>(21,232)</b>	<b>17,443</b>	<b>10,317</b>	<b>10,804</b>	<b>929</b>	<b>721</b>	<b>40,214</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>(21,232)</b>	<b>17,443</b>	<b>10,317</b>	<b>10,804</b>	<b>929</b>	<b>721</b>	<b>40,214</b>
Add: Prior year (surplus) / deficit	21,106	<b>(40,214)</b>	(22,771)	(12,454)	(1,650)	(721)	(77,810)
<b>(Surplus) applied to future years</b>	<b>(126)</b>	<b>(22,771)</b>	<b>(12,454)</b>	<b>(1,650)</b>	<b>(721)</b>		<b>(37,596)</b>

**Unightly Premises  
FINANCIAL PLAN  
2018 to 2022**

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
<b>Operating Revenues</b>		<b>5.0%</b>	3.0%	2.3%	1.5%	1.5%	
Property taxes	(11,638)	<b>(12,220)</b>	(12,587)	(12,876)	(13,069)	(13,267)	(64,019)
	(11,638)	<b>(12,220)</b>	(12,587)	(12,876)	(13,069)	(13,267)	(64,019)
Operations	(50,000)	<b>(150,000)</b>	(150,000)	(150,000)	(150,000)	(150,000)	(750,000)
<b>Total Operating Revenues</b>	<b>(61,638)</b>	<b>(162,220)</b>	<b>(162,587)</b>	<b>(162,876)</b>	<b>(163,069)</b>	<b>(163,267)</b>	<b>(814,019)</b>
<b>Operating Expenditures</b>							
Administration	640	<b>613</b>	613	613	613	613	3,065
Professional fees	500	<b>500</b>	500	500	500	500	2,500
Operating costs	7,567	<b>9,288</b>	9,474	9,663	9,856	10,054	48,335
Program costs	50,000	<b>150,000</b>	150,000	150,000	150,000	150,000	750,000
Contributions to reserve funds	3,000	<b>1,710</b>	2,000	2,100	2,100	2,100	10,010
<b>Total Operating Expenditures</b>	<b>61,707</b>	<b>162,111</b>	<b>162,587</b>	<b>162,876</b>	<b>163,069</b>	<b>163,267</b>	<b>813,910</b>
<b>Operating (surplus)/deficit</b>	<b>69</b>	<b>(109)</b>					<b>(109)</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>69</b>	<b>(109)</b>					<b>(109)</b>
Add: Prior year (surplus) / deficit	(169)	<b>109</b>					109
<b>(Surplus) applied to future years</b>	<b>(100)</b>						