

**REGIONAL DISTRICT OF NANAIMO**  
**FINANCIAL PLAN 2019 to 2023**  
**INDEX**

<b>PAGE NO.</b>	<b>DESCRIPTION</b>
<b>REGIONAL &amp; COMMUNITY UTILITIES</b>	
89	Regional and Community Utilities Financial Plan Summary 2019 to 2023
91-92	Regional and Community Utilities Summary of Tax Requisitions 2019 to 2023
<b>WASTEWATER SERVICES</b>	
93-96	Wastewater Southern Community
97-99	Wastewater Duke Point
100-103	Wastewater Northern Community
104-106	Wastewater Nanoose
107-109	Wastewater Bowser Village
110	Liquid Waste Management Planning
<b>WATER SERVICES</b>	
111	Drinking Water/ Watershed Protection
112-114	Nanoose Peninsula
115-117	San Pareil
118	San Pareil Fire
119-121	French Creek
122-124	Surfside
125-127	Englishman River
128-130	Melrose Place
131-133	Decourcey
134-136	Bulk Water Nanoose Bay
137-138	Bulk Water French Creek
139-141	Whiskey Creek
142	Driftwood
143-145	Westurne Heights
<b>SEWER SERVICES</b>	
146-148	French Creek
149-151	Fairwinds
152-153	Barclay
154-155	Pacific Shores
156-157	Surfside
158-159	Cedar
160	Hawthorne Rise Debt
161	Reid Road Debt
162	Englishman River Stormwater
163	Cedar Estates Stormwater
164-171	Streetlighting Utilities Summary by Local Service Area
<b>SOLID WASTE SERVICES</b>	
172-174	Solid Waste Management (Facilities)
175-176	Solid Waste Collection & Recycling
177	Community Works Fund Projects

**REGIONAL & COMMUNITY UTILITIES  
FINANCIAL PLAN SUMMARY  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>6.5%</b>	<b>4.8%</b>	<b>3.3%</b>	<b>3.6%</b>	<b>2.9%</b>	
Property taxes	(14,922,103)	<b>(15,980,975)</b>	(16,678,588)	(17,183,499)	(17,769,896)	(18,197,037)	(85,809,995)
Parcel taxes	(4,473,701)	<b>(4,684,532)</b>	(4,979,000)	(5,190,121)	(5,410,112)	(5,644,459)	(25,908,224)
	<b>(19,395,804)</b>	<b>(20,665,507)</b>	<b>(21,657,588)</b>	<b>(22,373,620)</b>	<b>(23,180,008)</b>	<b>(23,841,496)</b>	<b>(111,718,219)</b>
Operations	(2,040,414)	<b>(2,230,580)</b>	(2,223,108)	(2,228,886)	(2,236,515)	(2,244,197)	(11,163,286)
Landfill tipping fees	(8,200,000)	<b>(9,300,000)</b>	(9,700,000)	(9,700,000)	(9,700,000)	(9,000,000)	(47,400,000)
Utility user fees	(5,007,661)	<b>(5,496,629)</b>	(6,414,497)	(6,667,874)	(6,877,127)	(7,196,729)	(32,652,856)
Operating grants	(85,536)	<b>(153,042)</b>	(85,536)	(85,536)	(85,536)	(85,536)	(495,186)
Grants in lieu of taxes	(12,270)	<b>(12,270)</b>	(12,270)	(12,270)	(12,270)	(12,270)	(61,350)
Interdepartmental recoveries	(219,819)	<b>(216,496)</b>	(216,496)	(216,496)	(216,496)	(216,496)	(1,082,480)
Miscellaneous	(1,024,777)	<b>(1,016,335)</b>	(1,487,377)	(1,667,291)	(2,174,570)	(2,195,851)	(8,541,424)
<b>Total Operating Revenues</b>	<b>(35,986,281)</b>	<b>(39,090,859)</b>	<b>(41,796,872)</b>	<b>(42,951,973)</b>	<b>(44,482,522)</b>	<b>(44,792,575)</b>	<b>(213,114,801)</b>
<b>Operating Expenditures</b>							
Administration	1,878,851	<b>2,205,193</b>	2,241,442	2,286,441	2,323,366	2,361,058	11,417,500
Professional fees	1,312,178	<b>1,251,108</b>	952,797	917,516	932,549	887,789	4,941,759
Building ops	1,693,082	<b>1,586,923</b>	1,625,616	1,659,208	1,696,593	1,734,848	8,303,188
Veh & Equip ops	1,771,180	<b>1,782,968</b>	1,770,462	1,810,081	1,850,617	1,892,096	9,106,224
Operating costs	11,320,561	<b>12,542,113</b>	13,638,486	14,504,211	15,531,287	16,632,136	72,848,233
Program costs	161,700	<b>205,685</b>	188,862	191,589	194,361	197,178	977,675
Wages & benefits	8,530,244	<b>9,129,722</b>	9,371,133	9,742,380	10,057,219	10,308,370	48,608,824
Contributions to reserve funds	6,963,004	<b>9,045,949</b>	5,965,908	5,742,358	4,963,958	4,882,808	30,600,981
Debt interest	1,080,934	<b>1,228,250</b>	884,349	864,791	845,233	845,233	4,667,856
<b>Total Operating Expenditures</b>	<b>34,711,734</b>	<b>38,977,911</b>	<b>36,639,055</b>	<b>37,718,575</b>	<b>38,395,183</b>	<b>39,741,516</b>	<b>191,472,240</b>
<b>Operating (surplus)/deficit</b>	<b>(1,274,547)</b>	<b>(112,948)</b>	<b>(5,157,817)</b>	<b>(5,233,398)</b>	<b>(6,087,339)</b>	<b>(5,051,059)</b>	<b>(21,642,561)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	60,608,469	<b>59,744,543</b>	23,732,004	21,378,470	8,458,260	5,208,680	118,521,957
Transfer from reserves	(33,182,843)	<b>(21,791,740)</b>	(17,022,688)	(5,287,052)	(4,905,000)	(1,676,061)	(50,682,541)
Grants and other	(11,667,824)	<b>(10,554,505)</b>	(10,000)	(10,000)	(13,634)	(273,239)	(10,861,378)
New borrowing	(13,424,726)	<b>(24,452,140)</b>	(5,007,663)	(14,198,293)	(2,150,000)	(2,000,000)	(47,808,096)
<b>Net Capital Assets funded from Operations</b>	<b>2,333,076</b>	<b>2,946,158</b>	<b>1,691,653</b>	<b>1,883,125</b>	<b>1,389,626</b>	<b>1,259,380</b>	<b>9,169,942</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	1,138,352	<b>1,158,621</b>	1,156,041	1,156,041	1,087,654	1,087,654	5,646,011
New debt (principal & interest)	134,248	<b>244,522</b>	1,938,166	2,441,780	3,488,620	3,674,634	11,787,722
<b>Total Capital Financing Charges</b>	<b>1,272,600</b>	<b>1,403,143</b>	<b>3,094,207</b>	<b>3,597,821</b>	<b>4,576,274</b>	<b>4,762,288</b>	<b>17,433,733</b>
<b>Net (surplus)/deficit for the year</b>	<b>2,331,129</b>	<b>4,236,353</b>	<b>(371,957)</b>	<b>247,548</b>	<b>(121,439)</b>	<b>970,609</b>	<b>4,961,114</b>
Add: Transfer from appropriated surplus	(1,236,460)	<b>(1,593,441)</b>					(1,593,441)
Add: Prior year (surplus) / deficit	(5,323,835)	<b>(6,245,677)</b>	(3,602,765)	(3,974,722)	(3,727,174)	(3,848,613)	(21,398,951)
<b>(Surplus) applied to future years</b>	<b>(4,229,166)</b>	<b>(3,602,765)</b>	<b>(3,974,722)</b>	<b>(3,727,174)</b>	<b>(3,848,613)</b>	<b>(2,878,004)</b>	<b>(18,031,278)</b>

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**REGIONAL & COMMUNITY UTILITIES  
SUMMARY OF TAX REQUISITIONS  
2019 to 2023**

	2019	2019	2020	2020	2021	2021	2022	2022	2023	2023
	\$	%	\$	%	\$	%	\$	%	\$	%
<b>Wastewater Management</b>										
2870 LIQUID WASTE MANAGEMENT PLANNING	(176,920)	1.0%	(180,458)	2.0%	(184,068)	2.0%	(189,590)	3.0%	(197,173)	4.0%
2871 WASTEWATER - SOUTHERN COMMUNITY	(8,887,543)	11.0%	(9,331,920)	5.0%	(9,611,878)	3.0%	(9,900,234)	3.0%	(10,098,239)	2.0%
2872 WASTEWATER - NORTHERN COMMUNITY	(5,209,000)		(5,261,090)	1.0%	(5,313,701)	1.0%	(5,419,975)	2.0%	(5,474,175)	1.0%
2877 WASTEWATER - DUKE POINT	(247,784)	4.0%	(270,085)	9.0%	(294,392)	9.0%	(317,944)	8.0%	(343,379)	8.0%
2879 WASTEWATER - BOWSER VILLAGE			(50,000)		(51,500)	3.0%	(53,045)	3.0%	(54,106)	2.0%
	(\$14,521,247)		(\$15,093,553)		(\$15,455,539)		(\$15,880,788)		(\$16,167,072)	
<b>Water Supply</b>										
2034 WATER - SURFSIDE	(17,232)	8.0%	(18,783)	9.0%	(20,473)	9.0%	(22,316)	9.0%	(24,324)	9.0%
2038 WATER - FRENCH CREEK	(89,282)	5.0%	(98,210)	10.0%	(108,031)	10.0%	(118,834)	10.0%	(130,718)	10.0%
2039 WATER - WHISKEY CREEK	(106,780)	7.0%	(112,119)	5.0%	(116,604)	4.0%	(121,268)	4.0%	(126,119)	4.0%
2042 WATER - DECOURCEY	(9,906)	10.0%	(10,401)	5.0%	(10,921)	5.0%	(11,358)	4.0%	(11,813)	4.0%
2043 WATER - SAN PAREIL	(145,760)	4.0%	(153,048)	5.0%	(160,700)	5.0%	(168,735)	5.0%	(177,172)	5.0%
2044 WATER - DRIFTWOOD	(6,021)	10.3%	(5,911)	(1.8%)	(5,911)		(5,911)		(5,911)	
2045 WATER - ENGLISHMAN RIVER	(41,456)	5.0%	(43,114)	4.0%	(44,839)	4.0%	(46,184)	3.0%	(47,569)	3.0%
2046 WATER - MELROSE PLACE	(24,452)	3.0%	(25,430)	4.0%	(26,447)	4.0%	(27,505)	4.0%	(28,605)	4.0%
2047 WATER - NANOOSE PENINSULA	(995,551)	5.0%	(1,065,240)	7.0%	(1,139,806)	7.0%	(1,219,593)	7.0%	(1,304,964)	7.0%
2048 BULK WATER - NANOOSE BAY	(1,148,079)	6.0%	(1,182,521)	3.0%	(1,217,997)	3.0%	(1,242,357)	2.0%	(1,267,204)	2.0%
2049 BULK WATER - FRENCH CREEK	(4,320)		(4,320)		(4,320)		(4,320)		(4,320)	
2050 WATER - SAN PAREIL FIRE IMPROVEMENTS	(73,935)		(73,935)		(73,935)		(73,935)		(73,935)	
2051 WATER - WESTURNE HEIGHTS	(21,273)	5.0%	(22,337)	5.0%	(23,453)	5.0%	(23,923)	2.0%	(24,401)	2.0%
4500 DRINKING WATER/WATERSHED PROTECTION	(554,504)	7.7%	(628,224)	13.3%	(629,944)	0.3%	(631,664)	0.3%	(633,384)	0.3%
	(\$3,238,551)		(\$3,443,593)		(\$3,583,381)		(\$3,717,903)		(\$3,860,439)	
<b>Streetlighting</b>										
2052 STREETLIGHTING - RURAL AREAS (E & G)	(19,910)	17.0%	(20,507)	3.0%	(20,917)	2.0%	(21,336)	2.0%	(21,763)	2.0%
2053 STREETLIGHTING - FAIRWINDS	(23,500)		(23,500)		(23,735)	1.0%	(24,210)	2.0%	(24,694)	2.0%
2054 STREETLIGHTING - FRENCH CREEK VILLAGE	(15,125)	67.3%	(10,276)	(32.1%)	(10,482)	2.0%	(10,691)	2.0%	(10,905)	2.0%
2055 STREETLIGHTING - MORNINGSTAR	(18,045)	8.0%	(19,489)	8.0%	(20,073)	3.0%	(20,475)	2.0%	(20,884)	2.0%
2056 STREETLIGHTING - ENGLISHMAN RIVER	(7,090)	12.0%	(7,374)	4.0%	(7,669)	4.0%	(7,899)	3.0%	(8,057)	2.0%
2057 STREETLIGHTING - FR CREEK-HWY INTERSECT	(2,159)	35.0%	(2,915)	35.0%	(2,973)	2.0%	(3,032)	2.0%	(3,093)	2.0%
2058 STREETLIGHTING - SANDPIPER	(15,487)	10.0%	(16,416)	6.0%	(16,745)	2.0%	(17,079)	2.0%	(17,421)	2.0%
2059 STREETLIGHTING - HIGHWAY #4 (AREA F)	(4,414)	4.0%	(4,502)	2.0%	(4,592)	2.0%	(4,684)	2.0%	(4,778)	2.0%
	(\$105,730)		(\$104,979)		(\$107,186)		(\$109,406)		(\$111,595)	
<b>Sewer Collection</b>										
2090 STORMWATER - ENGLISHMAN RIVER	(5,320)	2.0%	(5,426)	2.0%	(5,535)	2.0%	(5,646)	2.0%	(5,759)	2.0%
2091 STORMWATER - CEDAR ESTATES	(4,916)	2.0%	(5,014)	2.0%	(5,115)	2.0%	(5,217)	2.0%	(5,321)	2.0%
2851 WASTEWATER - NANOOSE (PART OF 75-51)	(603,346)	5.0%	(633,513)	5.0%	(671,524)	6.0%	(725,246)	8.0%	(790,518)	9.0%
7550 SEWER - FRENCH CREEK COLLECTION	(807,430)	8.0%	(823,579)	2.0%	(840,050)	2.0%	(856,851)	2.0%	(873,988)	2.0%
7551 SEWER - FAIRWINDS COLLECTION(see 2851)	(41,774)	25.0%	(48,040)	15.0%	(52,844)	10.0%	(57,072)	8.0%	(58,213)	2.0%
7554 SEWER - PACIFIC SHORES	(77,142)	5.0%	(80,999)	5.0%	(85,049)	5.0%	(87,601)	3.0%	(89,353)	2.0%
7555 SEWER - SURFSIDE	(23,851)	5.0%	(26,236)	10.0%	(27,810)	6.0%	(29,201)	5.0%	(30,661)	5.0%
7557 SEWER - BARCLAY CR	(130,540)	(22.8%)	(161,827)	24.0%	(167,407)	3.4%	(173,266)	3.5%	(178,187)	2.8%
7558 SEWER - CEDAR COLLECTION	(30,507)	3.0%	(31,422)	3.0%	(32,365)	3.0%	(33,336)	3.0%	(34,003)	2.0%
7559 SEWER - CEDAR PH 1 SML RESIDENTIAL DEBT	(8,147)		(8,147)		(8,147)		(8,147)		(8,147)	
7560 SEWER - CEDAR LARGE RESIDENTIAL DEBT	(5,448)		(5,448)		(5,448)		(5,448)		(5,448)	
7561 SEWER - CEDAR COMMERCIAL DEBT	(69,354)		(69,354)		(69,354)		(69,354)		(69,354)	
7562 SEWER - CEDAR SPORTSFIELD DEBT	(4,583)		(4,583)		(4,583)		(4,583)		(4,583)	
7563 SEWER - CEDAR PH 2 SML RESIDENTIAL DEBT	(18,254)		(18,254)		(18,254)		(18,254)		(18,254)	
7569 SEWER - REID RD DEBT	(3,624)		(3,624)		(3,624)		(3,624)		(3,624)	
7570 SEWER - HAWTHORNE RISE DEBT	(9,941)		(9,941)		(9,941)		(9,941)		(9,941)	
	(\$1,844,177)		(\$1,935,407)		(\$2,007,050)		(\$2,092,787)		(\$2,185,354)	



**REGIONAL & COMMUNITY UTILITIES  
SUMMARY OF TAX REQUISITIONS  
2019 to 2023**

	2019	2019	2020	2020	2021	2021	2022	2022	2023	2023
	\$	%	\$	%	\$	%	\$	%	\$	%
Solid Waste										
1200 SOLID WASTE MANAGEMENT	(955,802)	15.0%	(1,080,056)	13.0%	(1,220,464)	13.0%	(1,379,124)	13.0%	(1,517,036)	10.0%
	(\$955,802)		(\$1,080,056)		(\$1,220,464)		(\$1,379,124)		(\$1,517,036)	
<b>Total REGIONAL &amp; COMMUNITY UTILITIES</b>	(20,665,507)	6.5%	(21,657,588)	4.8%	(22,373,620)	3.3%	(23,180,008)	3.6%	(23,841,496)	2.9%

**Wastewater Southern Community  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>11.0%</b>	5.0%	3.0%	3.0%	2.0%	
Property taxes	(8,006,795)	<b>(8,887,543)</b>	(9,331,920)	(9,611,878)	(9,900,234)	(10,098,239)	(47,829,814)
	(8,006,795)	<b>(8,887,543)</b>	(9,331,920)	(9,611,878)	(9,900,234)	(10,098,239)	(47,829,814)
Operations	(377,800)	<b>(453,800)</b>	(453,800)	(452,000)	(452,000)	(452,000)	(2,263,600)
Interdepartmental recoveries	(60,423)	<b>(60,423)</b>	(60,423)	(60,423)	(60,423)	(60,423)	(302,115)
Miscellaneous			(456,572)	(456,572)	(456,572)	(456,572)	(1,826,288)
<b>Total Operating Revenues</b>	<b>(8,445,018)</b>	<b>(9,401,766)</b>	<b>(10,302,715)</b>	<b>(10,580,873)</b>	<b>(10,869,229)</b>	<b>(11,067,234)</b>	<b>(52,221,817)</b>
<b>Operating Expenditures</b>							
Administration	366,485	<b>432,663</b>	441,316	450,142	459,145	468,328	2,251,594
Professional fees	222,103	<b>189,458</b>	193,247	197,112	201,054	144,962	925,833
Building ops	693,536	<b>676,354</b>	689,881	703,679	717,752	732,107	3,519,773
Veh & Equip ops	452,639	<b>516,057</b>	483,878	493,556	503,427	513,496	2,510,414
Operating costs	1,235,803	<b>1,376,586</b>	1,580,684	1,604,395	1,828,461	1,865,030	8,255,156
Wages & benefits	1,834,773	<b>1,852,850</b>	1,938,727	2,026,322	2,066,848	2,108,185	9,992,932
Contributions to reserve funds	2,070,575	<b>3,300,575</b>	1,250,575	1,350,575	1,300,575	1,500,575	8,702,875
Debt interest	742,500	<b>877,500</b>	577,500	577,500	577,500	577,500	3,187,500
<b>Total Operating Expenditures</b>	<b>7,618,414</b>	<b>9,222,043</b>	<b>7,155,808</b>	<b>7,403,281</b>	<b>7,654,762</b>	<b>7,910,183</b>	<b>39,346,077</b>
<b>Operating (surplus)/deficit</b>	<b>(826,604)</b>	<b>(179,723)</b>	<b>(3,146,907)</b>	<b>(3,177,592)</b>	<b>(3,214,467)</b>	<b>(3,157,051)</b>	<b>(12,875,740)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	45,795,200	<b>36,356,630</b>	1,528,250	564,800	1,339,375	1,196,175	40,985,230
Transfer from reserves	(29,085,250)	<b>(11,552,915)</b>	(1,000,000)		(640,000)	(640,000)	(13,832,915)
Grants and other	(7,018,295)	<b>(1,006,785)</b>					(1,006,785)
New borrowing	(9,322,155)	<b>(23,380,000)</b>					(23,380,000)
<b>Net Capital Assets funded from Operations</b>	<b>369,500</b>	<b>416,930</b>	<b>528,250</b>	<b>564,800</b>	<b>699,375</b>	<b>556,175</b>	<b>2,765,530</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	744,314	<b>744,314</b>	744,314	744,314	744,314	744,314	3,721,570
New debt (principal & interest)	93,222	<b>233,800</b>	1,805,303	1,805,303	1,805,303	1,805,303	7,455,012
<b>Total Capital Financing Charges</b>	<b>837,536</b>	<b>978,114</b>	<b>2,549,617</b>	<b>2,549,617</b>	<b>2,549,617</b>	<b>2,549,617</b>	<b>11,176,582</b>
<b>Net (surplus)/deficit for the year</b>	<b>380,432</b>	<b>1,215,321</b>	<b>(69,040)</b>	<b>(63,175)</b>	<b>34,525</b>	<b>(51,259)</b>	<b>1,066,372</b>
Add: Transfer from appropriated surplus	(355,490)	<b>(134,051)</b>					(134,051)
Add: Prior year (surplus) / deficit	(784,237)	<b>(1,210,975)</b>	(129,705)	(198,745)	(261,920)	(227,395)	(2,028,740)
<b>(Surplus) applied to future years</b>	<b>(759,295)</b>	<b>(129,705)</b>	<b>(198,745)</b>	<b>(261,920)</b>	<b>(227,395)</b>	<b>(278,654)</b>	<b>(1,096,419)</b>

**Wastewater Southern Community**
**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2871 MAJOR CAP - WASTEWATER NPCC	255,530	521,500	500,500	650,500	500,000	<b>2,428,030</b>
PC-2871 COMPUTER - WASTEWATER NPCC	87,000	6,750	21,000	10,875	12,875	<b>138,500</b>
VH-2871 VEHICLE - WASTEWATER NPCC	74,400		43,300	38,000	43,300	<b>199,000</b>
WW-0007 NPCC - SECONDARY TREATMENT (2015)	31,555,081					<b>31,555,081</b>
WW-0008 NPCC - CENTRIFUGE#2 (2015)	1,320,315					<b>1,320,315</b>
WW-0014 NPCC - DEPARTURE BAY PMP STN PMP#3 RPLC					640,000	<b>640,000</b>
WW-0015 NPCC - DEPARTURE BAY PMP STN PMP #2 RPLC				640,000		<b>640,000</b>
WW-0019 NPCC - DIGESTER #2 UPGRADE & REPAIRS	1,093,875					<b>1,093,875</b>
WW-0024 NPCC - CHASE RIVER PS FORCEMAIN UPGRADES	1,970,429	1,000,000				<b>2,970,429</b>
<b>Total Wastewater Southern Community</b>	<b>36,356,630</b>	<b>1,528,250</b>	<b>564,800</b>	<b>1,339,375</b>	<b>1,196,175</b>	<b>40,985,230</b>

Wastewater - Southern Community

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	8,292,377	633,031	1,078,961	2,442,448	3,132,979
WW-0007 NPCC - SECONDARY TREATMENT (2015)	7,821,201	-	-	-	-
WW-0008 NPCC - CENTRIFUGE#2 (2015)	156,765	-	-	-	-
WW-0014 NPCC - DEPARTURE BAY PMP STN PMP#3 RPLC	-	-	-	-	640,000
WW-0015 NPCC - DEPARTURE BAY PMP STN PMP #2 RPLC	-	-	-	640,000	-
WW-0019 NPCC - DIGESTER #2 UPGRADE & REPAIRS	1,093,875	-	-	-	-
WW-0023 NPCC -DEPARTURE BAY FORCEMAIN REPLACEMENT	-	-	-	-	-
WW-0024 NPCC - CHASE RIVER PS FORCEMAIN UPGRADES	1,970,429	1,000,000	-	-	-
<b>Total Allocated To Capital Projects</b>	<b>11,042,270</b>	<b>1,000,000</b>	<b>-</b>	<b>640,000</b>	<b>640,000</b>
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund	-	-	-	-	-
Transfers to Reserve Account	-	-	-	-	-
Transfers to DCC Fund	-	-	-	-	-
<b>Total Transfers Out of Reserve Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>11,042,270</b>	<b>1,000,000</b>	<b>-</b>	<b>640,000</b>	<b>640,000</b>
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	3,300,000	1,250,000	1,350,000	1,300,000	1,500,000
Transfers from Reserve Account	-	189,600	-	-	-
Transfers from DCC Fund	-	-	-	-	-
<b>Total Transfers Into Reserve Fund</b>	<b>3,300,000</b>	<b>1,439,600</b>	<b>1,350,000</b>	<b>1,300,000</b>	<b>1,500,000</b>
<b>Closing Balance Before Interest</b>	<b>550,107</b>	<b>1,072,631</b>	<b>2,428,961</b>	<b>3,102,448</b>	<b>3,992,979</b>
Interest Income	82,924	6,330	13,487	30,531	46,995
<b>Closing Reserve Balance fund</b>	<b>633,031</b>	<b>1,078,961</b>	<b>2,442,448</b>	<b>3,132,979</b>	<b>4,039,974</b>
<b>Draw from Reserve Account</b>					
Net To Borrow	0	0	0	0	0
Sinking Fund (20 yrs)	0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)	0.040000	0.045000	0.045000	0.050000	0.050000
Term	20	20	20	20	20
Debt issuing cost rate	0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int	0	0	0	0	0
New Debt Principal/Int (cumulative)	0	0	0	0	0
Debt issuing cost	0	0	0	0	0

New Borrowing	2019	2020	2021	2022	2023
<b>New Borrowing</b>					
WW-0007 NPCC - SECONDARY TREATMENT (2015)	23,380,000	-	-	-	-
<b>Total New Borrowing</b>	<b>23,380,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Sinking Fund (20 yrs)</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>
<b>Interest (20 yrs)</b>	<b>0.040000</b>	<b>0.045000</b>	<b>0.045000</b>	<b>0.050000</b>	<b>0.050000</b>
<b>Term</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Debt issuing cost rate</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>
<b>New Debt Principal/Int</b>	<b>0</b>	<b>1,805,303</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New Debt Principal/Int (cumulative)</b>	<b>0</b>	<b>1,805,303</b>	<b>1,805,303</b>	<b>1,805,303</b>	<b>1,805,303</b>
<b>Debt issuing cost</b>	<b>233,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Wastewater - Southern Community

Development Cost Charges	2019	2020	2021	2022	2023
<b>Opening Balance</b>	768,866	1,265,910	1,921,997	2,589,450	3,265,246
WW-0007 NPCC - SECONDARY TREATMENT (2015)	353,880	-			
WW-0008 NPCC - CENTRIFUGE#2 (2015)	156,765				
WW-0023 NPCC -DEPARTURE BAY FORCEMAIN REPLACMENT					
<b>Total Allocated To Capital Projects</b>	<b>510,645</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers Out of Development Charges</b>					
Transfers to the Operating Fund	-	456,572	456,572	456,572	456,572
Transfers to Reserve Account					
Transfers to Reserve Fund	-		-	-	-
<b>Total Transfers Out of Development Charges</b>	<b>-</b>	<b>456,572</b>	<b>456,572</b>	<b>456,572</b>	<b>456,572</b>
<b>Total Expenditures</b>	<b>510,645</b>	<b>456,572</b>	<b>456,572</b>	<b>456,572</b>	<b>456,572</b>
<b>Transfers Into Development Charges</b>					
Contributions from Operating Fund					
Transfers from Reserve Account					
Development Charges collected	1,000,000	1,100,000	1,100,000	1,100,000	1,100,000
Transfers from Reserve Fund	-				
<b>Total Transfers Into Development Charges</b>	<b>1,000,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>
<b>Closing Balance Before Interest</b>	<b>1,258,221</b>	<b>1,909,338</b>	<b>2,565,425</b>	<b>3,232,878</b>	<b>3,908,674</b>
Interest Income	7,689	12,659	24,025	32,368	48,979
<b>Closing Development Charges Balance</b>	<b>1,265,910</b>	<b>1,921,997</b>	<b>2,589,450</b>	<b>3,265,246</b>	<b>3,957,653</b>
<b>Draw from Reserve Account</b>					
<b>Draw from Reserve Fund</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net To Borrow</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sinking Fund (20 yrs)</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>
<b>Interest (20 yrs)</b>	<b>0.040000</b>	<b>0.045000</b>	<b>0.045000</b>	<b>0.050000</b>	<b>0.050000</b>
<b>Term</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Debt issuing cost rate</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>
<b>New Debt Principal/Int</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New Debt Principal/Int (cumulative)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt issuing cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Wastewater Duke Point  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>4.0%</b>	9.0%	9.0%	8.0%	8.0%	
Property taxes	(238,254)	<b>(247,784)</b>	(270,085)	(294,392)	(317,944)	(343,379)	(1,473,584)
	(238,254)	<b>(247,784)</b>	(270,085)	(294,392)	(317,944)	(343,379)	(1,473,584)
Utility user fees	(12,000)	<b>(12,000)</b>	(12,000)	(12,000)	(12,000)	(12,000)	(60,000)
Interdepartmental recoveries	(48,479)	<b>(42,656)</b>	(42,656)	(42,656)	(42,656)	(42,656)	(213,280)
<b>Total Operating Revenues</b>	<b>(298,733)</b>	<b>(302,440)</b>	<b>(324,741)</b>	<b>(349,048)</b>	<b>(372,600)</b>	<b>(398,035)</b>	<b>(1,746,864)</b>
<b>Operating Expenditures</b>							
Administration	20,314	<b>25,024</b>	25,274	25,526	25,782	26,040	127,646
Professional fees	12,900	<b>33,400</b>	9,068	9,249	9,434	9,623	70,774
Building ops	18,270	<b>17,500</b>	18,025	18,566	19,123	19,696	92,910
Veh & Equip ops	34,033	<b>31,110</b>	32,044	33,005	33,995	35,015	165,169
Operating costs	82,461	<b>79,782</b>	81,378	83,006	84,666	86,359	415,191
Wages & benefits	103,413	<b>120,224</b>	122,628	125,081	127,582	130,134	625,649
Contributions to reserve funds	30,065	<b>50,065</b>	50,065	35,065	35,065	50,065	220,325
<b>Total Operating Expenditures</b>	<b>301,456</b>	<b>357,105</b>	<b>338,482</b>	<b>329,498</b>	<b>335,647</b>	<b>356,932</b>	<b>1,717,664</b>
<b>Operating (surplus)/deficit</b>	<b>2,723</b>	<b>54,665</b>	<b>13,741</b>	<b>(19,550)</b>	<b>(36,953)</b>	<b>(41,103)</b>	<b>(29,200)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	35,832	<b>4,180</b>	81,023	39,700	37,038	42,320	204,261
Transfer from reserves			(43,000)				(43,000)
<b>Net Capital Assets funded from Operations</b>	<b>35,832</b>	<b>4,180</b>	<b>38,023</b>	<b>39,700</b>	<b>37,038</b>	<b>42,320</b>	<b>161,261</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>38,555</b>	<b>58,845</b>	<b>51,764</b>	<b>20,150</b>	<b>85</b>	<b>1,217</b>	<b>132,061</b>
Add: Transfer from appropriated surplus		<b>(3,460)</b>					(3,460)
Add: Prior year (surplus) / deficit	(161,614)	<b>(147,105)</b>	(91,720)	(39,956)	(19,806)	(19,721)	(318,308)
<b>(Surplus) applied to future years</b>	<b>(123,059)</b>	<b>(91,720)</b>	<b>(39,956)</b>	<b>(19,806)</b>	<b>(19,721)</b>	<b>(18,504)</b>	<b>(189,707)</b>

**Wastewater Duke Point**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2877 MAJOR CAP - WASTEWATER DUKE POINT	3,460	81,000	35,000	35,000	37,500	<b>191,960</b>
PC-2877 COMPUTER - WASTEWATER DUKE POINT		23		2,038	120	<b>2,181</b>
VH-2877 VEHICLE - WASTEWATER DUKE POINT	720		4,700		4,700	<b>10,120</b>
<b>Total Wastewater Duke Point</b>	<b>4,180</b>	<b>81,023</b>	<b>39,700</b>	<b>37,038</b>	<b>42,320</b>	<b>204,261</b>

Wastewater - Duke Point

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	250,285	302,788	312,816	351,726	391,123
MJ-2877 MAJOR CAP - WASTEWATER DUKE POINT	-	43,000			
<b>Total Allocated To Capital Projects</b>	-	43,000	-	-	-
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account					
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	-	-	-	-	-
<b>Total Expenditures</b>	-	43,000	-	-	-
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	50,000	50,000	35,000	35,000	50,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	50,000	50,000	35,000	35,000	50,000
<b>Closing Balance Before Interest</b>	300,285	309,788	347,816	386,726	441,123
Interest Income	2,503	3,028	3,910	4,397	5,867
<b>Closing Reserve Balance fund</b>	302,788	312,816	351,726	391,123	446,990
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	0	0	0	0	0
<b>Sinking Fund (20 yrs)</b>	0.037216	0.037216	0.037216	0.037216	0.037216
<b>Interest (20 yrs)</b>	0.040000	0.045000	0.045000	0.050000	0.050000
<b>Term</b>	20	20	20	20	20
<b>Debt issuing cost rate</b>	0.010	0.010	0.010	0.010	0.010
<b>New Debt Principal/Int</b>		0	0	0	0
<b>New Debt Principal/Int (cumulative)</b>	0	0	0	0	0
<b>Debt issuing cost</b>	0	0	0	0	0

**Wastewater Northern Community  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>			1.0%	1.0%	2.0%	1.0%	
Property taxes	(5,209,000)	<b>(5,209,000)</b>	(5,261,090)	(5,313,701)	(5,419,975)	(5,474,175)	(26,677,941)
	(5,209,000)	<b>(5,209,000)</b>	(5,261,090)	(5,313,701)	(5,419,975)	(5,474,175)	(26,677,941)
Operations	(316,550)	<b>(346,550)</b>	(346,550)	(346,550)	(346,550)	(346,550)	(1,732,750)
Grants in lieu of taxes	(5,470)	<b>(5,470)</b>	(5,470)	(5,470)	(5,470)	(5,470)	(27,350)
Interdepartmental recoveries	(1,000)						
Miscellaneous				(163,812)	(650,348)	(650,348)	(1,464,508)
<b>Total Operating Revenues</b>	<b>(5,532,020)</b>	<b>(5,561,020)</b>	<b>(5,613,110)</b>	<b>(5,829,533)</b>	<b>(6,422,343)</b>	<b>(6,476,543)</b>	<b>(29,902,549)</b>
<b>Operating Expenditures</b>							
Administration	228,800	<b>242,722</b>	250,004	257,504	265,229	273,186	1,288,645
Professional fees	123,666	<b>89,717</b>	81,108	83,541	86,048	88,629	429,043
Building ops	465,791	<b>380,975</b>	392,404	404,176	416,302	428,791	2,022,648
Veh & Equip ops	438,976	<b>379,256</b>	390,633	402,352	414,423	426,856	2,013,520
Operating costs	693,709	<b>708,208</b>	694,372	908,260	1,026,425	1,101,954	4,439,219
Wages & benefits	1,117,254	<b>1,149,608</b>	1,172,600	1,296,052	1,471,973	1,551,412	6,641,645
Contributions to reserve funds	2,343,059	<b>2,843,059</b>	2,043,059	1,943,059	1,043,059	1,043,059	8,915,295
<b>Total Operating Expenditures</b>	<b>5,411,255</b>	<b>5,793,545</b>	<b>5,024,180</b>	<b>5,294,944</b>	<b>4,723,459</b>	<b>4,913,887</b>	<b>25,750,015</b>
<b>Operating (surplus)/deficit</b>	<b>(120,765)</b>	<b>232,525</b>	<b>(588,930)</b>	<b>(534,589)</b>	<b>(1,698,884)</b>	<b>(1,562,656)</b>	<b>(4,152,534)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	1,643,611	<b>4,379,769</b>	17,411,269	17,501,445	647,800	568,000	40,508,283
Transfer from reserves	(1,180,000)	<b>(4,009,625)</b>	(12,478,688)	(3,854,552)	(400,000)	(200,000)	(20,942,865)
Grants and other	(17,311)						
New borrowing			(4,401,656)	(13,073,293)			(17,474,949)
<b>Net Capital Assets funded from Operations</b>	<b>446,300</b>	<b>370,144</b>	<b>530,925</b>	<b>573,600</b>	<b>247,800</b>	<b>368,000</b>	<b>2,090,469</b>
<b>Capital Financing Charges</b>							
New debt (principal & interest)			44,017	492,618	1,436,715	1,436,715	3,410,065
<b>Total Capital Financing Charges</b>			<b>44,017</b>	<b>492,618</b>	<b>1,436,715</b>	<b>1,436,715</b>	<b>3,410,065</b>
<b>Net (surplus)/deficit for the year</b>	<b>325,535</b>	<b>602,669</b>	<b>(13,988)</b>	<b>531,629</b>	<b>(14,369)</b>	<b>242,059</b>	<b>1,348,000</b>
Add: Transfer from appropriated surplus	(244,900)	<b>(164,530)</b>					(164,530)
Add: Prior year (surplus) / deficit	(1,077,344)	<b>(1,368,255)</b>	(930,116)	(944,104)	(412,475)	(426,844)	(4,081,794)
<b>(Surplus) applied to future years</b>	<b>(996,709)</b>	<b>(930,116)</b>	<b>(944,104)</b>	<b>(412,475)</b>	<b>(426,844)</b>	<b>(184,785)</b>	<b>(2,898,324)</b>

**Wastewater Northern Community**
**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2872 MAJOR CAP - WASTEWATER FCPC	292,444	492,000	570,000	595,000	500,000	<b>2,449,444</b>
PC-2872 COMPUTER - WASTEWATER FCPC	18,500	10,925	3,600	2,800	28,000	<b>63,825</b>
VH-2872 VEHICLE - WASTEWATER FCPC	59,200	28,000		50,000	40,000	<b>177,200</b>
WW-0009 FCPC - INTERCEPTOR/PMP STN EXPN (2015)			1,377,500			<b>1,377,500</b>
WW-0010 FCPC - PLANT EXPANSION (2016)	1,606,973	15,530,344	15,380,345			<b>32,517,662</b>
WW-0016 FCPC - EFFLUENT PUMPING STAGE 2 (2017)		150,000				<b>150,000</b>
WW-0018 FCPC - COMMISSION 5TH ATAD (2019)			170,000			<b>170,000</b>
WW-0021 FCPC - BAY AVE PMP STN GENSET UPGRD 2016	2,402,652	1,200,000				<b>3,602,652</b>
<b>Total Wastewater Northern Community</b>	<b>4,379,769</b>	<b>17,411,269</b>	<b>17,501,445</b>	<b>647,800</b>	<b>568,000</b>	<b>40,508,283</b>

Wastewater - Northern Community

Reserve Fund	Comments	2019 Budget	2020	2021	2022	2023
<b>Opening Balance - Manual</b>		<b>14,557,365</b>				
<b>Opening Balance -Linked</b>		14,557,365				
<b>Opening Balance</b>		14,557,365	<b>15,262,267</b>	<b>13,957,967</b>	<b>13,561,394</b>	<b>14,373,540</b>
MI-2872 MAJOR CAP - WASTEWATER FCPC		-	-		400,000	200,000
WW-0009 FCPC - INTERCEPTOR/PMP STN EXPN (2015)		-	-	206,625		
WW-0010 FCPC - PLANT EXPANSION (2016)		241,046	2,329,552	2,307,052	-	
WW-0016 FCPC - EFFLUENT PUMPING STAGE 2 (2017)		-	150,000	-		
WW-0021 FCPC - BAY AVE PMP STN GENSET UPGRD 2016		2,042,255	1,020,000	-		
WW-0026 FCPC - HEADWORKS UPGRD & SLUDGE STORAGE						
WW-0027 FCPC - OUTFALL REPLACEMENT						
<b>Total Allocated To Capital Projects</b>		<b>2,283,301</b>	<b>3,499,552</b>	<b>2,513,677</b>	<b>400,000</b>	<b>200,000</b>
<b>Transfers Out of Reserve Fund</b>						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account						
Transfers to DCC Fund		-	-	-	-	-
<b>Total Transfers Out of Reserve Fund</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>		<b>2,283,301</b>	<b>3,499,552</b>	<b>2,513,677</b>	<b>400,000</b>	<b>200,000</b>
<b>Transfers Into Reserve Fund</b>						
Contributions from Operating Fund		2,842,629	2,042,629	1,942,629	1,042,629	1,042,629
Transfers from Reserve Account						
Transfers from DCC Fund		-	-	-	-	-
<b>Total Transfers Into Reserve Fund</b>		<b>2,842,629</b>	<b>2,042,629</b>	<b>1,942,629</b>	<b>1,042,629</b>	<b>1,042,629</b>
<b>Closing Balance Before Interest</b>		<b>15,116,693</b>	<b>13,805,344</b>	<b>13,386,919</b>	<b>14,204,023</b>	<b>15,216,169</b>
Interest Income		145,574	152,623	174,475	169,517	215,603
<b>Closing Reserve Balance fund</b>		<b>15,262,267</b>	<b>13,957,967</b>	<b>13,561,394</b>	<b>14,373,540</b>	<b>15,431,772</b>
<b>Draw from Reserve Account</b>						
<b>Net To Borrow</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sinking Fund (20 yrs)</b>		<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>
<b>Interest (20 yrs)</b>		<b>0.040000</b>	<b>0.045000</b>	<b>0.045000</b>	<b>0.050000</b>	<b>0.050000</b>
<b>Term</b>		<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Debt issuing cost rate</b>		<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>
<b>New Debt Principal/Int</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New Debt Principal/Int (cumulative)</b>	1-2-DEPT-9523 Alias NEWDEBTPMT	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt issuing cost</b>	1-2-DEPT-9520 Alias NEWDEBTPMT	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New Borrowing</b>						
<b>New Borrowing</b>						
WW-0009 FCPC - INTERCEPTOR/PMP STN EXPN (2015)		-	-			
WW-0010 FCPC - PLANT EXPANSION (2016)		-	4,401,656	13,073,293	-	
WW-0027 FCPC - OUTFALL REPLACEMENT						
<b>Total New Borrowing</b>		<b>-</b>	<b>4,401,656</b>	<b>13,073,293</b>	<b>-</b>	<b>-</b>
<b>Sinking Fund (20 yrs)</b>		<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>
<b>Interest (20 yrs)</b>		<b>0.040000</b>	<b>0.045000</b>	<b>0.045000</b>	<b>0.050000</b>	<b>0.050000</b>
<b>Term</b>		<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Debt issuing cost rate</b>		<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>
<b>New Debt Principal/Int</b>		<b>0</b>	<b>0</b>	<b>361,885</b>	<b>1,074,830</b>	<b>0</b>
<b>New Debt Principal/Int (cumulative)</b>	1-2-DEPT-9523 Alias NEWDEBTPMT	<b>0</b>	<b>0</b>	<b>361,885</b>	<b>1,436,715</b>	<b>1,436,715</b>
<b>Debt issuing cost</b>	1-2-DEPT-9523 Alias NEWDEBTPMT	<b>0</b>	<b>44,017</b>	<b>130,733</b>	<b>0</b>	<b>0</b>

Wastewater - Northern Community

Development Cost Charges	Comments	2019	2020	2021	2022	2023
Opening Balance - Manual		10,577,636				
Opening Balance - Linked		10,577,636				
Opening Balance		10,577,636	9,757,088	1,675,523	991,780	1,253,829
MJ-2872 MAJOR CAP - WASTEWATER FCPCC		-	-	-	-	-
WW-0009 FCPCC - INTERCEPTOR/PMP STN EXPN (2015)		-	-	1,170,875	-	-
WW-0010 FCPCC - PLANT EXPANSION (2016)		1,365,927	8,799,136	-	-	-
WW-0018 FCPCC - COMMISSION 5TH ATAD (2019)		-	-	170,000	-	-
WW-0021 FCPCC - BAY AVE PMP STN GENSET UPGRD 2016		360,397	180,000	-	-	-
WW-0027 FCPCC - OUTFALL REPLACEMENT		-	-	-	-	-
<b>Total Allocated To Capital Projects</b>		<b>1,726,324</b>	<b>8,979,136</b>	<b>1,340,875</b>	<b>-</b>	<b>-</b>
<b>Transfers Into Development Charges</b>						
Contributions from Operating Fund						
Transfers from Reserve Account						
Development Charges collected		800,000	800,000	800,000	900,000	900,000
Transfers from Other Reserves						
Transfers from Reserve Fund						
<b>Total Transfers Into Development Charges</b>		<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>900,000</b>	<b>900,000</b>
<b>Closing Balance Before Interest</b>		<b>9,651,312</b>	<b>1,577,952</b>	<b>970,836</b>	<b>1,241,432</b>	<b>1,503,481</b>
Interest Income		105,776	97,571	20,944	12,397	18,807
<b>Closing Development Charges Balance</b>		<b>9,757,088</b>	<b>1,675,523</b>	<b>991,780</b>	<b>1,253,829</b>	<b>1,522,288</b>
<b>Draw from Reserve Account</b>						
Draw from Reserve Fund		0	0	0	0	0
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.040000	0.045000	0.045000	0.050000	0.050000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost		0	0	0	0	0
<b>Share of costs to be funded from DCCs</b>						
	WW-0010 FCPCC PLANT EXPN (85% DCCS)	1,365,927	13,200,792	13,073,293		
	WW-0009 FCPCC TNERCEPTOR(85% DCCS)	0		1,170,875		
	WW-0018 Commission 5th ATAD(100% DCCs)	0		170,000		
	WW-0021- FCPCC Bay Ave Pmp Stn(85% DCCs)	360,397	180,000			
	WW-0027 - FCPCC - Outfall Replacement (50% DCCs)					
<b>Total cost to be funded from DCCS</b>		<b>1,726,324</b>	<b>13,380,792</b>	<b>14,414,168</b>	<b>0</b>	<b>0</b>
<b>Available DCCs</b>						
<b>Total Available DCCs</b>		<b>1,726,324</b>	<b>8,979,136</b>	<b>1,340,875</b>	<b>0</b>	<b>0</b>
<b>Unfunded DCCS</b>		<b>0</b>	<b>4,401,656</b>	<b>13,073,293</b>	<b>0</b>	<b>0</b>



**Wastewater Nanoose  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>5.0%</b>	5.0%	6.0%	8.0%	9.0%	
Parcel taxes	(574,615)	<b>(603,346)</b>	(633,513)	(671,524)	(725,246)	(790,518)	(3,424,147)
	(574,615)	<b>(603,346)</b>	(633,513)	(671,524)	(725,246)	(790,518)	(3,424,147)
Utility user fees	(30,000)	<b>(30,000)</b>	(30,000)	(30,000)	(30,000)	(30,000)	(150,000)
<b>Total Operating Revenues</b>	<b>(604,615)</b>	<b>(633,346)</b>	<b>(663,513)</b>	<b>(701,524)</b>	<b>(755,246)</b>	<b>(820,518)</b>	<b>(3,574,147)</b>
<b>Operating Expenditures</b>							
Administration	29,134	<b>33,357</b>	33,690	34,027	34,368	34,711	170,153
Professional fees	11,500	<b>8,300</b>	8,425	8,551	8,679	8,809	42,764
Building ops	46,960	<b>46,017</b>	46,937	47,876	48,833	49,810	239,473
Veh & Equip ops	50,657	<b>51,713</b>	52,748	53,803	54,879	55,976	269,119
Operating costs	164,136	<b>168,808</b>	163,872	168,789	223,852	355,568	1,080,889
Wages & benefits	118,825	<b>121,942</b>	124,381	126,869	129,406	131,994	634,592
Contributions to reserve funds	90,080	<b>350,080</b>	180,080	210,080	210,080	30,080	980,400
<b>Total Operating Expenditures</b>	<b>511,292</b>	<b>780,217</b>	<b>610,133</b>	<b>649,995</b>	<b>710,097</b>	<b>666,948</b>	<b>3,417,390</b>
<b>Operating (surplus)/deficit</b>	<b>(93,323)</b>	<b>146,871</b>	<b>(53,380)</b>	<b>(51,529)</b>	<b>(45,149)</b>	<b>(153,570)</b>	<b>(156,757)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	185,550	<b>376,180</b>	402,652	502,400	2,220,288	2,030,480	5,532,000
Transfer from reserves		<b>(320,000)</b>	(300,000)	(450,000)	(1,250,000)	(80,000)	(2,400,000)
New borrowing					(900,000)	(1,900,000)	(2,800,000)
<b>Net Capital Assets funded from Operations</b>	<b>185,550</b>	<b>56,180</b>	<b>102,652</b>	<b>52,400</b>	<b>70,288</b>	<b>50,480</b>	<b>332,000</b>
<b>Capital Financing Charges</b>							
New debt (principal & interest)					9,000	97,494	106,494
<b>Total Capital Financing Charges</b>					<b>9,000</b>	<b>97,494</b>	<b>106,494</b>
<b>Net (surplus)/deficit for the year</b>	<b>92,227</b>	<b>203,051</b>	<b>49,272</b>	<b>871</b>	<b>34,139</b>	<b>(5,596)</b>	<b>281,737</b>
Add: Transfer from appropriated surplus		<b>(40,000)</b>					(40,000)
Add: Prior year (surplus) / deficit	(378,783)	<b>(404,535)</b>	(241,484)	(192,212)	(191,341)	(157,202)	(1,186,774)
<b>(Surplus) applied to future years</b>	<b>(286,556)</b>	<b>(241,484)</b>	<b>(192,212)</b>	<b>(191,341)</b>	<b>(157,202)</b>	<b>(162,798)</b>	<b>(945,037)</b>

**Wastewater Nanoose**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2851 MAJOR CAP - WASTEWATER NANOOSE	313,500	230,000	250,000	50,000	50,000	<b>893,500</b>
PC-2851 COMPUTER - WASTEWATER NANOOSE	1,000	652	2,400	288	480	<b>4,820</b>
VH-2851 VEHICLE - WASTEWATER NANOOSE	41,680	72,000		20,000		<b>133,680</b>
WW-0011 NBPCC - NANOOSE 2NDRY TRMT (2022)	20,000	100,000	250,000	2,150,000	1,980,000	<b>4,500,000</b>
<b>Total Wastewater Nanoose</b>	<b>376,180</b>	<b>402,652</b>	<b>502,400</b>	<b>2,220,288</b>	<b>2,030,480</b>	<b>5,532,000</b>

Wastewater - Nanoose

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	1,074,077	1,114,818	1,005,966	778,541	85,736
MJ-2851 MAJOR CAP - WASTEWATER NANOOSE	300,000	200,000	200,000		
WW-0011 NBPCC - NANOOSE 2NDRY TRMT (2022)	20,000	100,000	250,000	912,537	80,000
<b>Total Allocated To Capital Projects</b>	<b>320,000</b>	<b>300,000</b>	<b>450,000</b>	<b>912,537</b>	<b>80,000</b>
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account					
Transfers to DCC Fund	-	-	-	-	-
<b>Total Transfers Out of Reserve Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>320,000</b>	<b>300,000</b>	<b>450,000</b>	<b>912,537</b>	<b>80,000</b>
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	350,000	180,000	210,000	210,000	30,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	<b>350,000</b>	<b>180,000</b>	<b>210,000</b>	<b>210,000</b>	<b>30,000</b>
<b>Closing Balance Before Interest</b>	<b>1,104,077</b>	<b>994,818</b>	<b>765,966</b>	<b>76,004</b>	<b>35,736</b>
Interest Income	10,741	11,148	12,575	9,732	1,286
<b>Closing Reserve Balance fund</b>	<b>1,114,818</b>	<b>1,005,966</b>	<b>778,541</b>	<b>85,736</b>	<b>37,022</b>
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Sinking Fund (20 yrs)	0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)	0.040000	0.045000	0.045000	0.050000	0.050000
Term	20	20	20	20	20
Debt issuing cost rate	0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int	0	0	0	0	0
New Debt Principal/Int (cumulative)	0	0	0	0	0
Debt issuing cost	0	0	0	0	0

**Wastewater Bowser Village  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>							
Parcel taxes			(50,000)	(51,500)	(53,045)	(54,106)	(208,651)
			(50,000)	(51,500)	(53,045)	(54,106)	(208,651)
Utility user fees				(100,000)	(103,000)	(105,060)	(308,060)
<b>Total Operating Revenues</b>			(50,000)	(151,500)	(156,045)	(159,166)	(516,711)
<b>Operating Expenditures</b>							
Administration			1,000	10,020	10,220	10,425	31,665
Operating costs			34,440	58,789	62,230	64,224	219,683
Wages & benefits			10,000	45,200	46,104	47,026	148,330
<b>Total Operating Expenditures</b>			45,440	114,009	118,554	121,675	399,678
<b>Operating (surplus)/deficit</b>			(4,560)	(37,491)	(37,491)	(37,491)	(117,033)
<b>Capital Asset Expenditures</b>							
Capital expenditures	2,000,000	10,225,504	456,007				10,681,511
Transfer from reserves		(2,635,176)					(2,635,176)
Grants and other	(2,000,000)	(7,590,328)					(7,590,328)
New borrowing			(456,007)				(456,007)
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
New debt (principal & interest)			4,560	37,491	37,491	37,491	117,033
<b>Total Capital Financing Charges</b>			4,560	37,491	37,491	37,491	117,033
<b>Net (surplus)/deficit for the year (Surplus) applied to future years</b>							

**Wastewater Bowser Village**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
WW-0025 BOWSER VILLAGE TREATMENT FACILITY	10,225,504	456,007				<b>10,681,511</b>
<b>Total Wastewater Bowser Village</b>	10,225,504	456,007				<b>10,681,511</b>

Wastewater Bowser Village

New Borrowing	Comments	2019	2020	2021	2022	2023
<b>New Borrowing</b>						
WW-0025 BOWSER VILLAGE TREATMENT FACILITY		-	456,007			
<b>Total New Borrowing</b>		-	456,007	-	-	-
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.040000	0.045000	0.045000	0.050000	0.050000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	37,491	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	37,491	37,491	37,491
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	0	4,560	0	0	0

**Liquid Waste Management Planning  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>1.0%</b>	2.0%	2.0%	3.0%	4.0%	
Property taxes	(175,168)	<b>(176,920)</b>	(180,458)	(184,068)	(189,590)	(197,173)	(928,209)
	(175,168)	<b>(176,920)</b>	(180,458)	(184,068)	(189,590)	(197,173)	(928,209)
Operations	(62,000)	<b>(62,000)</b>	(62,000)	(62,000)	(62,000)	(62,000)	(310,000)
Operating grants		<b>(10,000)</b>					(10,000)
<b>Total Operating Revenues</b>	<b>(237,168)</b>	<b>(248,920)</b>	<b>(242,458)</b>	<b>(246,068)</b>	<b>(251,590)</b>	<b>(259,173)</b>	<b>(1,248,209)</b>
<b>Operating Expenditures</b>							
Administration	19,104	<b>26,747</b>	27,014	27,285	27,557	27,833	136,436
Professional fees	57,500	<b>45,833</b>	13,458	13,593	13,729	13,866	100,479
Veh & Equip ops	206	<b>293</b>	295	298	301	304	1,491
Operating costs	14,143	<b>14,256</b>	14,398	14,542	14,688	14,835	72,719
Program costs	68,000	<b>68,935</b>	70,314	71,720	73,154	74,617	358,740
Wages & benefits	149,131	<b>153,466</b>	156,535	159,666	132,859	135,516	738,042
Contributions to reserve funds	205	<b>205</b>	205	205	205	205	1,025
<b>Total Operating Expenditures</b>	<b>308,289</b>	<b>309,735</b>	<b>282,219</b>	<b>287,309</b>	<b>262,493</b>	<b>267,176</b>	<b>1,408,932</b>
<b>Operating (surplus)/deficit</b>	<b>71,121</b>	<b>60,815</b>	<b>39,761</b>	<b>41,241</b>	<b>10,903</b>	<b>8,003</b>	<b>160,723</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	400		150			1,600	1,750
<b>Net Capital Assets funded from Operations</b>	<b>400</b>		<b>150</b>			<b>1,600</b>	<b>1,750</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>71,521</b>	<b>60,815</b>	<b>39,911</b>	<b>41,241</b>	<b>10,903</b>	<b>9,603</b>	<b>162,473</b>
Add: Transfer from appropriated surplus		<b>(2,833)</b>					(2,833)
Add: Prior year (surplus) / deficit	(216,592)	<b>(204,549)</b>	(146,567)	(106,656)	(65,415)	(54,512)	(577,699)
<b>(Surplus) applied to future years</b>	<b>(145,071)</b>	<b>(146,567)</b>	<b>(106,656)</b>	<b>(65,415)</b>	<b>(54,512)</b>	<b>(44,909)</b>	<b>(418,059)</b>

**Drinking Water/Watershed Protection  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>7.7%</b>	13.3%	0.3%	0.3%	0.3%	
Property taxes	(359,198)	<b>(387,960)</b>	(439,560)	(441,160)	(442,760)	(444,360)	(2,155,800)
Parcel taxes	(155,513)	<b>(166,544)</b>	(188,664)	(188,784)	(188,904)	(189,024)	(921,920)
	(514,711)	<b>(554,504)</b>	(628,224)	(629,944)	(631,664)	(633,384)	(3,077,720)
Operations		<b>(15,000)</b>					(15,000)
<b>Total Operating Revenues</b>	(514,711)	<b>(569,504)</b>	(628,224)	(629,944)	(631,664)	(633,384)	(3,092,720)
<b>Operating Expenditures</b>							
Administration	47,126	<b>52,212</b>	52,212	52,212	52,212	52,212	261,060
Professional fees	120,500	<b>121,852</b>	57,000	57,000	57,000	57,000	349,852
Building ops	2,500	<b>2,500</b>	2,550	2,601	2,653	2,706	13,010
Veh & Equip ops	1,600	<b>1,600</b>	1,632	1,665	1,698	1,732	8,327
Operating costs	29,888	<b>30,619</b>	43,231	32,096	44,738	33,632	184,316
Program costs	93,700	<b>136,750</b>	118,548	119,869	121,207	122,561	618,935
Wages & benefits	276,358	<b>346,933</b>	353,871	360,949	368,168	375,531	1,805,452
Contributions to reserve funds	25,410	<b>410</b>	410	410	410	410	2,050
<b>Total Operating Expenditures</b>	597,082	<b>692,876</b>	629,454	626,802	648,086	645,784	3,243,002
<b>Operating (surplus)/deficit</b>	82,371	<b>123,372</b>	1,230	(3,142)	16,422	12,400	150,282
<b>Capital Asset Expenditures</b>							
Capital expenditures	1,400	<b>2,000</b>	1,933			2,375	6,308
<b>Net Capital Assets funded from Operations</b>	1,400	<b>2,000</b>	1,933			2,375	6,308
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	83,771	<b>125,372</b>	3,163	(3,142)	16,422	14,775	156,590
Add: Transfer from appropriated surplus		<b>(32,853)</b>					(32,853)
Add: Prior year (surplus) / deficit	(200,962)	<b>(130,109)</b>	(37,590)	(34,427)	(37,569)	(21,147)	(260,842)
<b>(Surplus) applied to future years</b>	(117,191)	<b>(37,590)</b>	(34,427)	(37,569)	(21,147)	(6,372)	(137,105)



**Water - Nanoose Peninsula  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		5.0%	7.0%	7.0%	7.0%	7.0%	
Parcel taxes	(948,144)	(995,551)	(1,065,240)	(1,139,806)	(1,219,593)	(1,304,964)	(5,725,154)
	(948,144)	(995,551)	(1,065,240)	(1,139,806)	(1,219,593)	(1,304,964)	(5,725,154)
Operations	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(80,000)
Utility user fees	(658,426)	(658,426)	(671,594)	(685,026)	(698,727)	(712,701)	(3,426,474)
Interdepartmental recoveries	(3,565)	(3,565)	(3,565)	(3,565)	(3,565)	(3,565)	(17,825)
<b>Total Operating Revenues</b>	(1,626,135)	(1,673,542)	(1,756,399)	(1,844,397)	(1,937,885)	(2,037,230)	(9,249,453)
<b>Operating Expenditures</b>							
Administration	124,935	145,584	145,584	145,584	145,584	145,584	727,920
Professional fees	137,780	112,054	75,640	25,640	25,640	25,640	264,614
Building ops	176,275	172,705	176,159	179,682	183,276	186,941	898,763
Veh & Equip ops	77,619	81,455	75,954	77,473	79,023	80,603	394,508
Operating costs	320,339	314,387	315,675	326,988	328,528	340,099	1,625,677
Wages & benefits	737,943	772,760	788,215	803,979	820,059	836,460	4,021,473
Contributions to reserve funds	100,390	261,670	171,670	176,670	156,670	151,670	918,350
Debt interest	26,201	30,493	30,493	30,493	30,493	30,493	152,465
<b>Total Operating Expenditures</b>	1,701,482	1,891,108	1,779,390	1,766,509	1,769,273	1,797,490	9,003,770
<b>Operating (surplus)/deficit</b>	75,347	217,566	22,991	(77,888)	(168,612)	(239,740)	(245,683)
<b>Capital Asset Expenditures</b>							
Capital expenditures	644,611	627,731	564,424	1,316,756	1,441,756	223,599	4,174,266
Transfer from reserves	(187,000)	(346,442)	(411,900)	(239,500)	(539,500)	(217,500)	(1,754,842)
New borrowing	(377,564)	(207,058)	(150,000)	(1,075,000)	(900,000)		(2,332,058)
<b>Net Capital Assets funded from Operations</b>	80,047	74,231	2,524	2,256	2,256	6,099	87,366
<b>Capital Financing Charges</b>							
Existing debt (principal)	33,762	33,762	33,762	33,762	33,762	33,762	168,810
New debt (principal & interest)	3,776	2,071	17,488	39,070	125,702	195,196	379,527
<b>Total Capital Financing Charges</b>	37,538	35,833	51,250	72,832	159,464	228,958	548,337
<b>Net (surplus)/deficit for the year</b>	192,932	327,630	76,765	(2,800)	(6,892)	(4,683)	390,020
Add: Transfer from appropriated surplus	(25,000)	(132,174)					(132,174)
Add: Prior year (surplus) / deficit	(277,955)	(427,093)	(231,637)	(154,872)	(157,672)	(164,564)	(1,135,838)
<b>(Surplus) applied to future years</b>	(110,023)	(231,637)	(154,872)	(157,672)	(164,564)	(169,247)	(877,992)

**Water - Nanoose Peninsula**
**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
LD-2047 LAND - WATER NANOOSE PENINSULA	70,000					<b>70,000</b>
MJ-2047 MAJOR CAP - WATER NANOOSE PENINSULA	252,000	312,000	239,500	539,500	217,500	<b>1,560,500</b>
PC-2047 COMPUTER - WATER NANOOSE PENINSULA	4,231	2,524	2,256	2,256	6,099	<b>17,366</b>
WT-0005 NB WT - FAIRWINDS RESERVOIR			300,000	900,000		<b>1,200,000</b>
WT-0006 NB WT - OUTRIGGER RD MAIN 2017	175,000					<b>175,000</b>
WT-0007 NB WT - DORCAS PT RD WTR MAIN		150,000	775,000			<b>925,000</b>
WT-0018 NB WT - WEST BAY PUMPHOUSE UPGRD 2018	15,000	99,900				<b>114,900</b>
WT-0019 NB WT - DOLPHIN DRIVE MAIN 2018	100,000					<b>100,000</b>
WT-0020 NB WT - DCC MAJOR UPDATE STUDY	11,500					<b>11,500</b>
<b>Total Water - Nanoose Peninsula</b>	<b>627,731</b>	<b>564,424</b>	<b>1,316,756</b>	<b>1,441,756</b>	<b>223,599</b>	<b>4,174,266</b>

Water - Nanoose Peninsula

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	986,393	967,757	725,535	660,104	273,855
MJ-2047 MAJOR CAP - WATER NANOOSE PENINSULA	252,000	312,000	239,500	539,500	217,500
WT-0006 NB WT - OUTRIGGER RD MAIN 2017	67,942	-			
WT-0018 NB WT - WEST BAY PUMPHOUSE UPGRD 2018	15,000	99,900			
WT-0020 NB WT - DCC MAJOR UPDATE STUDY	11,500				
<b>Total Allocated To Capital Projects</b>	<b>346,442</b>	<b>411,900</b>	<b>239,500</b>	<b>539,500</b>	<b>217,500</b>
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account	-	-	-	-	-
Transfers to DCC Fund			-		
<b>Total Transfers Out of Reserve Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>346,442</b>	<b>411,900</b>	<b>239,500</b>	<b>539,500</b>	<b>217,500</b>
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	250,000	160,000	165,000	145,000	140,000
Transfers from Reserve Account	67,942				
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	<b>317,942</b>	<b>160,000</b>	<b>165,000</b>	<b>145,000</b>	<b>140,000</b>
<b>Closing Balance Before Interest</b>	<b>957,893</b>	<b>715,857</b>	<b>651,035</b>	<b>265,604</b>	<b>196,355</b>
Interest Income	9,864	9,678	9,069	8,251	4,108
<b>Closing Reserve Balance fund</b>	<b>967,757</b>	<b>725,535</b>	<b>660,104</b>	<b>273,855</b>	<b>200,463</b>
<b>Draw from Reserve Account</b>					
Net To Borrow	0	0	0	0	0
Sinking Fund (20 yrs)	0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)	0.040000	0.045000	0.045000	0.050000	0.050000
Term	20	20	20	20	20
Debt issuing cost rate	0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int	0	0	0	0	0
New Debt Principal/Int (cumulative)	0	0	0	0	0
Debt issuing cost	0	0	0	0	0
<b>New Borrowing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>New Borrowing</b>					
WT-0005 NB WT - FAIRWINDS RESERVOIR	-		300,000	900,000	
WT-0006 NB WT - OUTRIGGER RD MAIN 2017	107,058	-			
WT-0007 NB WT - DORCAS PT RD WTR MAIN	-	150,000	775,000		
WT-0019 NB WT - DOLPHIN DRIVE MAIN 2018	100,000	-			
<b>Total New Borrowing</b>	<b>207,058</b>	<b>150,000</b>	<b>1,075,000</b>	<b>900,000</b>	<b>-</b>
Sinking Fund (20 yrs)	0.000000	0.000000	0.000000	0.000000	0.000000
Interest (20 yrs)	0.000000	0.000000	0.000000	0.000000	0.000000
Term	0	0	0	0	0
Debt issuing cost rate	0.000	0.000	0.000	0.000	0.000
New Debt Principal/Int	0	0	0	0	0
New Debt Principal/Int (cumulative)	3,539,035	6,172,026	11,286,755	15,363,986	16,262,433
Debt issuing cost	0	0	0	0	0

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>4.0%</b>	5.0%	5.0%	5.0%	5.0%	
Parcel taxes	(140,154)	<b>(145,760)</b>	(153,048)	(160,700)	(168,735)	(177,172)	(805,415)
	(140,154)	<b>(145,760)</b>	(153,048)	(160,700)	(168,735)	(177,172)	(805,415)
Utility user fees	(72,514)	<b>(72,514)</b>	(73,964)	(75,443)	(76,952)	(78,491)	(377,364)
Operating grants		<b>(12,525)</b>					(12,525)
Interdepartmental recoveries	(1,915)	<b>(1,915)</b>	(1,915)	(1,915)	(1,915)	(1,915)	(9,575)
<b>Total Operating Revenues</b>	<b>(214,583)</b>	<b>(232,714)</b>	<b>(228,927)</b>	<b>(238,058)</b>	<b>(247,602)</b>	<b>(257,578)</b>	<b>(1,204,879)</b>
<b>Operating Expenditures</b>							
Administration	13,526	<b>15,199</b>	15,199	15,199	15,199	15,199	75,995
Professional fees	10,730	<b>21,394</b>	6,400	6,400	6,400	6,400	46,994
Building ops	5,205	<b>5,205</b>	5,309	5,415	5,524	5,634	27,087
Veh & Equip ops	6,976	<b>8,292</b>	7,628	7,781	7,936	8,095	39,732
Operating costs	40,768	<b>40,538</b>	41,349	42,176	43,020	43,880	210,963
Wages & benefits	84,817	<b>89,886</b>	91,684	93,517	95,388	97,295	467,770
Contributions to reserve funds	50,045	<b>46,345</b>	40,345	41,345	46,345	29,345	203,725
Debt interest	9,592	<b>9,946</b>	6,195	5,845	5,495	5,495	32,976
<b>Total Operating Expenditures</b>	<b>221,659</b>	<b>236,805</b>	<b>214,109</b>	<b>217,678</b>	<b>225,307</b>	<b>211,343</b>	<b>1,105,242</b>
<b>Operating (surplus)/deficit</b>	<b>7,076</b>	<b>4,091</b>	<b>(14,818)</b>	<b>(20,380)</b>	<b>(22,295)</b>	<b>(46,235)</b>	<b>(99,637)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	617,811	<b>292,615</b>	291	100,260	350,260	100,701	844,127
Transfer from reserves		<b>(10,000)</b>		(100,000)	(50,000)		(160,000)
Grants and other	(473,787)	<b>(139,329)</b>					(139,329)
New borrowing	(142,800)	<b>(142,800)</b>			(300,000)	(100,000)	(542,800)
<b>Net Capital Assets funded from Operations</b>	<b>1,224</b>	<b>486</b>	<b>291</b>	<b>260</b>	<b>260</b>	<b>701</b>	<b>1,998</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	13,310	<b>13,310</b>	9,164	9,164	7,166	7,166	45,970
New debt (principal & interest)	1,428	<b>1,428</b>	11,026	11,026	14,026	38,191	75,697
<b>Total Capital Financing Charges</b>	<b>14,738</b>	<b>14,738</b>	<b>20,190</b>	<b>20,190</b>	<b>21,192</b>	<b>45,357</b>	<b>121,667</b>
<b>Net (surplus)/deficit for the year</b>	<b>23,038</b>	<b>19,315</b>	<b>5,663</b>	<b>70</b>	<b>(843)</b>	<b>(177)</b>	<b>24,028</b>
Add: Prior year (surplus) / deficit	(39,170)	<b>(48,114)</b>	(28,799)	(23,136)	(23,066)	(23,909)	(147,024)
<b>(Surplus) applied to future years</b>	<b>(16,132)</b>	<b>(28,799)</b>	<b>(23,136)</b>	<b>(23,066)</b>	<b>(23,909)</b>	<b>(24,086)</b>	<b>(122,996)</b>



**Water - San Pareil**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2043 MAJOR CAP - WATER SAN PAREIL	47,404		100,000	350,000	100,000	<b>597,404</b>
PC-2043 COMPUTER - WATER SAN PAREIL	486	291	260	260	701	<b>1,998</b>
WT-0026 SAN PAREIL WATER - UV TREATMENT	244,725					<b>244,725</b>
<b>Total Water - San Pareil</b>	<b>292,615</b>	<b>291</b>	<b>100,260</b>	<b>350,260</b>	<b>100,701</b>	<b>844,127</b>

Water - San Pareil

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance - Manual</b>	<b>98,966</b>				
<b>Opening Balance -Linked</b>	98,966				
<b>Opening Balance</b>	98,966	<b>134,956</b>	<b>175,306</b>	<b>117,497</b>	<b>113,966</b>
MJ-2043 MAJOR CAP - WATER SAN PAREIL	10,000	-	100,000	50,000	-
<b>Total Allocated To Capital Projects</b>	<b>10,000</b>	<b>-</b>	<b>100,000</b>	<b>50,000</b>	<b>-</b>
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund	-	-	-	-	-
Transfers to Reserve Account	-	-	-	-	-
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>10,000</b>	<b>-</b>	<b>100,000</b>	<b>50,000</b>	<b>-</b>
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	45,000	39,000	40,000	45,000	28,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	<b>45,000</b>	<b>39,000</b>	<b>40,000</b>	<b>45,000</b>	<b>28,000</b>
<b>Closing Balance Before Interest</b>	<b>133,966</b>	<b>173,956</b>	<b>115,306</b>	<b>112,497</b>	<b>141,966</b>
Interest Income	990	1,350	2,191	1,469	1,709
<b>Closing Reserve Balance fund</b>	<b>134,956</b>	<b>175,306</b>	<b>117,497</b>	<b>113,966</b>	<b>143,675</b>
<b>Draw from Reserve Account</b>					
Net To Borrow	0	0	0	0	0
Sinking Fund (20 yrs)	0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)	0.040000	0.045000	0.045000	0.050000	0.050000
Term	20	20	20	20	20
Debt issuing cost rate	0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int	0	0	0	0	0
New Debt Principal/Int (cumulative)	0	0	0	0	0
Debt issuing cost	0	0	0	0	0
<b>New Borrowing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>New Borrowing</b>					
MJ-2043 MAJOR CAP - WATER SAN PAREIL				300,000	100,000
WT-0026 SAN PAREIL WATER - UV TREATMENT	142,800				
<b>Total New Borrowing</b>	<b>142,800</b>	<b>-</b>	<b>-</b>	<b>300,000</b>	<b>100,000</b>
Sinking Fund (20 yrs)	0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)	0.040000	0.045000	0.045000	0.050000	0.050000
Term	20	20	20	20	20
Debt issuing cost rate	0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int	0	11,026	0	0	26,165
New Debt Principal/Int (cumulative)	0	11,026	11,026	11,026	37,191
Debt issuing cost	1,428	0	0	3,000	1,000

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>							
Parcel taxes	(73,935)	<b>(73,935)</b>	(73,935)	(73,935)	(73,935)	(73,935)	(369,675)
	(73,935)	<b>(73,935)</b>	(73,935)	(73,935)	(73,935)	(73,935)	(369,675)
Operations	(277)	<b>(277)</b>	(277)	(277)	(277)	(277)	(1,385)
<b>Total Operating Revenues</b>	<b>(74,212)</b>	<b>(74,212)</b>	<b>(74,212)</b>	<b>(74,212)</b>	<b>(74,212)</b>	<b>(74,212)</b>	<b>(371,060)</b>
<b>Operating Expenditures</b>							
Debt interest	36,782	<b>36,782</b>	36,782	36,782	36,782	36,782	183,910
<b>Total Operating Expenditures</b>	<b>36,782</b>	<b>36,782</b>	<b>36,782</b>	<b>36,782</b>	<b>36,782</b>	<b>36,782</b>	<b>183,910</b>
<b>Operating (surplus)/deficit</b>	<b>(37,430)</b>	<b>(37,430)</b>	<b>(37,430)</b>	<b>(37,430)</b>	<b>(37,430)</b>	<b>(37,430)</b>	<b>(187,150)</b>
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
Existing debt (principal)	37,430	<b>37,430</b>	37,430	37,430	37,430	37,430	187,150
<b>Total Capital Financing Charges</b>	<b>37,430</b>	<b>37,430</b>	<b>37,430</b>	<b>37,430</b>	<b>37,430</b>	<b>37,430</b>	<b>187,150</b>
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							

**Water - French Creek  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>5.0%</b>	10.0%	10.0%	10.0%	10.0%	
Parcel taxes	(85,030)	<b>(89,282)</b>	(98,210)	(108,031)	(118,834)	(130,718)	(545,075)
	(85,030)	<b>(89,282)</b>	(98,210)	(108,031)	(118,834)	(130,718)	(545,075)
Operations	(580)	<b>(580)</b>	(580)	(580)	(580)	(580)	(2,900)
Utility user fees	(54,280)	<b>(54,280)</b>	(55,366)	(56,473)	(57,602)	(58,754)	(282,475)
Interdepartmental recoveries	(345)	<b>(345)</b>	(345)	(345)	(345)	(345)	(1,725)
<b>Total Operating Revenues</b>	<b>(140,235)</b>	<b>(144,487)</b>	<b>(154,501)</b>	<b>(165,429)</b>	<b>(177,361)</b>	<b>(190,397)</b>	<b>(832,175)</b>
<b>Operating Expenditures</b>							
Administration	11,179	<b>12,884</b>	12,884	12,884	12,884	12,884	64,420
Professional fees	4,840	<b>4,150</b>	2,130	2,130	2,130	2,130	12,670
Building ops	7,713	<b>7,713</b>	7,867	8,025	8,185	8,349	40,139
Veh & Equip ops	8,010	<b>8,520</b>	8,000	8,160	8,324	8,490	41,494
Operating costs	39,504	<b>39,714</b>	40,508	41,318	42,145	42,988	206,673
Wages & benefits	69,926	<b>73,927</b>	75,406	76,914	78,452	80,021	384,720
Contributions to reserve funds	2,035	<b>4,095</b>	8,095	15,095	25,095	34,095	86,475
<b>Total Operating Expenditures</b>	<b>143,207</b>	<b>151,003</b>	<b>154,890</b>	<b>164,526</b>	<b>177,215</b>	<b>188,957</b>	<b>836,591</b>
<b>Operating (surplus)/deficit</b>	<b>2,972</b>	<b>6,516</b>	<b>389</b>	<b>(903)</b>	<b>(146)</b>	<b>(1,440)</b>	<b>4,416</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	76,013	<b>39,901</b>	22,740	12,714	12,714	387,379	475,448
Transfer from reserves	(25,000)	<b>(14,500)</b>	(22,500)	(12,500)	(12,500)	(113,561)	(175,561)
Grants and other	(50,000)	<b>(25,000)</b>				(273,239)	(298,239)
<b>Net Capital Assets funded from Operations</b>	<b>1,013</b>	<b>401</b>	<b>240</b>	<b>214</b>	<b>214</b>	<b>579</b>	<b>1,648</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>3,985</b>	<b>6,917</b>	<b>629</b>	<b>(689)</b>	<b>68</b>	<b>(861)</b>	<b>6,064</b>
Add: Prior year (surplus) / deficit	(10,801)	<b>(26,470)</b>	(19,553)	(18,924)	(19,613)	(19,545)	(104,105)
<b>(Surplus) applied to future years</b>	<b>(6,816)</b>	<b>(19,553)</b>	<b>(18,924)</b>	<b>(19,613)</b>	<b>(19,545)</b>	<b>(20,406)</b>	<b>(98,041)</b>



**Water - French Creek**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2038 MAJOR CAP - WATER FRENCH CREEK	39,500	22,500	12,500	12,500	386,800	<b>473,800</b>
PC-2038 COMPUTER - WATER FRENCH CREEK	401	240	214	214	579	<b>1,648</b>
<b>Total Water - French Creek</b>	<b>39,901</b>	<b>22,740</b>	<b>12,714</b>	<b>12,714</b>	<b>387,379</b>	<b>475,448</b>

Water - French Creek

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	189,074	179,465	165,760	169,332	182,949
MJ-2038 MAJOR CAP - WATER FRENCH CREEK	14,500	22,500	12,500	12,500	113,561
<b>Total Allocated To Capital Projects</b>	<b>14,500</b>	<b>22,500</b>	<b>12,500</b>	<b>12,500</b>	<b>113,561</b>
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account	-	-	-	-	-
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>14,500</b>	<b>22,500</b>	<b>12,500</b>	<b>12,500</b>	<b>113,561</b>
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	3,000	7,000	14,000	24,000	33,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	<b>3,000</b>	<b>7,000</b>	<b>14,000</b>	<b>24,000</b>	<b>33,000</b>
<b>Closing Balance Before Interest</b>	<b>177,574</b>	<b>163,965</b>	<b>167,260</b>	<b>180,832</b>	<b>102,388</b>
Interest Income	1,891	1,795	2,072	2,117	2,744
<b>Closing Reserve Balance fund</b>	<b>179,465</b>	<b>165,760</b>	<b>169,332</b>	<b>182,949</b>	<b>105,132</b>
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sinking Fund (20 yrs)</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>
<b>Interest (20 yrs)</b>	<b>0.040000</b>	<b>0.045000</b>	<b>0.045000</b>	<b>0.050000</b>	<b>0.050000</b>
<b>Term</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Debt issuing cost rate</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>
<b>New Debt Principal/Int</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New Debt Principal/Int (cumulative)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt issuing cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>8.0%</b>	9.0%	9.0%	9.0%	9.0%	
Parcel taxes	(15,956)	<b>(17,232)</b>	(18,783)	(20,473)	(22,316)	(24,324)	(103,128)
	(15,956)	<b>(17,232)</b>	(18,783)	(20,473)	(22,316)	(24,324)	(103,128)
Operations		<b>(780)</b>	(780)	(780)	(780)	(780)	(3,900)
Utility user fees	(11,500)	<b>(11,500)</b>	(11,730)	(11,965)	(12,204)	(12,448)	(59,847)
Interdepartmental recoveries	(55)	<b>(55)</b>	(55)	(55)	(55)	(55)	(275)
<b>Total Operating Revenues</b>	<b>(27,511)</b>	<b>(29,567)</b>	(31,348)	(33,273)	(35,355)	(37,607)	(167,150)
<b>Operating Expenditures</b>							
Administration	2,034	<b>2,228</b>	2,228	2,228	2,228	2,228	11,140
Professional fees	2,034	<b>1,829</b>	1,495	1,495	1,495	1,495	7,809
Building ops	1,074	<b>1,074</b>	1,095	1,117	1,139	1,162	5,587
Veh & Equip ops	1,488	<b>1,600</b>	1,522	1,552	1,583	1,615	7,872
Operating costs	5,566	<b>5,454</b>	5,563	5,674	5,787	5,903	28,381
Wages & benefits	11,408	<b>12,054</b>	12,295	12,541	12,792	13,048	62,730
Contributions to reserve funds	2,010	<b>4,192</b>	2,192	8,192	5,692	3,192	23,460
<b>Total Operating Expenditures</b>	<b>25,614</b>	<b>28,431</b>	26,390	32,799	30,716	28,643	146,979
<b>Operating (surplus)/deficit</b>	<b>(1,897)</b>	<b>(1,136)</b>	(4,958)	(474)	(4,639)	(8,964)	(20,171)
<b>Capital Asset Expenditures</b>							
Capital expenditures	10,164	<b>56,065</b>	12,538	57,534	50,034	94	176,265
Transfer from reserves			(7,500)	(7,500)			(15,000)
Grants and other	(10,000)	<b>(55,000)</b>					(55,000)
New borrowing				(50,000)	(50,000)		(100,000)
<b>Net Capital Assets funded from Operations</b>	<b>164</b>	<b>1,065</b>	5,038	34	34	94	6,265
<b>Capital Financing Charges</b>							
New debt (principal & interest)				500	4,611	8,472	13,583
<b>Total Capital Financing Charges</b>				500	4,611	8,472	13,583
<b>Net (surplus)/deficit for the year</b>	<b>(1,733)</b>	<b>(71)</b>	80	60	6	(398)	(323)
Add: Prior year (surplus) / deficit	(1,150)	<b>(4,352)</b>	(4,423)	(4,343)	(4,283)	(4,277)	(21,678)
<b>(Surplus) applied to future years</b>	<b>(2,883)</b>	<b>(4,423)</b>	(4,343)	(4,283)	(4,277)	(4,675)	(22,001)

**Water - Surfside**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2034 MAJOR CAP - WATER SURFSIDE	56,000	12,500	57,500	50,000		<b>176,000</b>
PC-2034 COMPUTER - WATER SURFSIDE	65	38	34	34	94	<b>265</b>
<b>Total Water - Surfside</b>	<b>56,065</b>	<b>12,538</b>	<b>57,534</b>	<b>50,034</b>	<b>94</b>	<b>176,265</b>

Water - Surfside

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	21,372	25,586	20,342	21,096	26,860
MJ-2034 MAJOR CAP - WATER SURFSIDE	-	7,500	7,500		
<b>Total Allocated To Capital Projects</b>	-	7,500	7,500	-	-
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account	-	-	-	-	-
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	-	-	-	-	-
<b>Total Expenditures</b>	-	7,500	7,500	-	-
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	4,000	2,000	8,000	5,500	3,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	4,000	2,000	8,000	5,500	3,000
<b>Closing Balance Before Interest</b>	25,372	20,086	20,842	26,596	29,860
Interest Income	214	256	254	264	403
<b>Closing Reserve Balance fund</b>	25,586	20,342	21,096	26,860	30,263
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	0	0	0	0	0
Sinking Fund (20 yrs)	0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)	0.040000	0.045000	0.045000	0.050000	0.050000
Term	20	20	20	20	20
Debt issuing cost rate	0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int	0	0	0	0	0
New Debt Principal/Int (cumulative)	0	0	0	0	0
Debt issuing cost	0	0	0	0	0
<b>New Borrowing</b>	2019	2020	2021	2022	2023
<b>New Borrowing</b>					
MJ-2034 MAJOR CAP - WATER SURFSIDE			50,000	50,000	-
<b>Total New Borrowing</b>	-	-	50,000	50,000	-
<b>Sinking Fund (20 yrs)</b>	0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)	0.040000	0.045000	0.045000	0.050000	0.050000
Term	20	20	20	20	20
Debt issuing cost rate	0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int	0	0	0	4,111	4,361
New Debt Principal/Int (cumulative)	0	0	0	4,111	8,472
Debt issuing cost	0	0	500	500	0

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>5.0%</b>	4.0%	4.0%	3.0%	3.0%	
Parcel taxes	(39,482)	<b>(41,456)</b>	(43,114)	(44,839)	(46,184)	(47,569)	(223,162)
	(39,482)	<b>(41,456)</b>	(43,114)	(44,839)	(46,184)	(47,569)	(223,162)
Operations	(1,160)	<b>(1,160)</b>	(1,160)	(1,160)	(1,160)	(1,160)	(5,800)
Utility user fees	(61,180)	<b>(61,180)</b>	(62,404)	(63,652)	(64,925)	(66,223)	(318,384)
Interdepartmental recoveries	(225)	<b>(225)</b>	(225)	(225)	(225)	(225)	(1,125)
<b>Total Operating Revenues</b>	<b>(102,047)</b>	<b>(104,021)</b>	<b>(106,903)</b>	<b>(109,876)</b>	<b>(112,494)</b>	<b>(115,177)</b>	<b>(548,471)</b>
<b>Operating Expenditures</b>							
Administration	7,426	<b>9,140</b>	9,140	9,140	9,140	9,140	45,700
Professional fees	22,330	<b>21,438</b>	5,106	5,106	5,106	5,106	41,862
Building ops	8,143	<b>8,393</b>	8,561	8,732	8,907	9,085	43,678
Veh & Equip ops	7,255	<b>7,713</b>	7,418	7,566	7,717	7,872	38,286
Operating costs	21,962	<b>21,480</b>	21,910	22,348	22,795	23,251	111,784
Wages & benefits	45,967	<b>48,623</b>	49,596	50,587	51,599	52,631	253,036
Contributions to reserve funds	20,025	<b>10,725</b>	10,725	6,725	6,725	6,725	41,625
<b>Total Operating Expenditures</b>	<b>133,108</b>	<b>127,512</b>	<b>112,456</b>	<b>110,204</b>	<b>111,989</b>	<b>113,810</b>	<b>575,971</b>
<b>Operating (surplus)/deficit</b>	<b>31,061</b>	<b>23,491</b>	<b>5,553</b>	<b>328</b>	<b>(505)</b>	<b>(1,367)</b>	<b>27,500</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	665	<b>22,264</b>	40,157	140	140	381	63,082
Transfer from reserves		<b>(22,000)</b>	(40,000)				(62,000)
<b>Net Capital Assets funded from Operations</b>	<b>665</b>	<b>264</b>	<b>157</b>	<b>140</b>	<b>140</b>	<b>381</b>	<b>1,082</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>31,726</b>	<b>23,755</b>	<b>5,710</b>	<b>468</b>	<b>(365)</b>	<b>(986)</b>	<b>28,582</b>
Add: Transfer from appropriated surplus		<b>(15,000)</b>					(15,000)
Add: Prior year (surplus) / deficit	(35,600)	<b>(34,967)</b>	(26,212)	(20,502)	(20,034)	(20,399)	(122,114)
<b>(Surplus) applied to future years</b>	<b>(3,874)</b>	<b>(26,212)</b>	<b>(20,502)</b>	<b>(20,034)</b>	<b>(20,399)</b>	<b>(21,385)</b>	<b>(108,532)</b>

**Water - Englishman River**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2045 MAJOR CAP - WATER ENGLISHMAN RIVER	22,000	40,000				<b>62,000</b>
PC-2045 COMPUTER - WATER ENGLISHMAN RIVER	264	157	140	140	381	<b>1,082</b>
<b>Total Water - Englishman River</b>	<b>22,264</b>	<b>40,157</b>	<b>140</b>	<b>140</b>	<b>381</b>	<b>63,082</b>

Water - Englishman River

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	330,791	322,099	295,320	305,011	314,824
MJ-2045 MAJOR CAP - WATER ENGLISHMAN RIVER	22,000	40,000			
<b>Total Allocated To Capital Projects</b>	<b>22,000</b>	<b>40,000</b>	-	-	-
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account	-	-	-	-	-
Transfers to DCC Fund	-				
<b>Total Transfers Out of Reserve Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>22,000</b>	<b>40,000</b>	-	-	-
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	10,000	10,000	6,000	6,000	6,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	<b>10,000</b>	<b>10,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
<b>Closing Balance Before Interest</b>	<b>318,791</b>	<b>292,099</b>	<b>301,320</b>	<b>311,011</b>	<b>320,824</b>
Interest Income	3,308	3,221	3,691	3,813	4,722
<b>Closing Reserve Balance fund</b>	<b>322,099</b>	<b>295,320</b>	<b>305,011</b>	<b>314,824</b>	<b>325,546</b>
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	0	0	0	0	0
<b>Sinking Fund (20 yrs)</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>
<b>Interest (20 yrs)</b>	<b>0.040000</b>	<b>0.045000</b>	<b>0.045000</b>	<b>0.050000</b>	<b>0.050000</b>
<b>Term</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Debt issuing cost rate</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>
<b>New Debt Principal/Int</b>		0	0	0	0
<b>New Debt Principal/Int (cumulative)</b>	0	0	0	0	0
<b>Debt issuing cost</b>	0	0	0	0	0



	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>3.0%</b>	4.0%	4.0%	4.0%	4.0%	
Parcel taxes	(23,740)	<b>(24,452)</b>	(25,430)	(26,447)	(27,505)	(28,605)	(132,439)
	(23,740)	<b>(24,452)</b>	(25,430)	(26,447)	(27,505)	(28,605)	(132,439)
Utility user fees	(4,222)	<b>(4,222)</b>	(4,307)	(4,393)	(4,481)	(4,570)	(21,973)
Interdepartmental recoveries	(40)	<b>(40)</b>	(40)	(40)	(40)	(40)	(200)
<b>Total Operating Revenues</b>	<b>(28,002)</b>	<b>(28,714)</b>	<b>(29,777)</b>	<b>(30,880)</b>	<b>(32,026)</b>	<b>(33,215)</b>	<b>(154,612)</b>
<b>Operating Expenditures</b>							
Administration	2,052	<b>2,646</b>	2,646	2,646	2,646	2,646	13,230
Professional fees	1,030	<b>839</b>	610	610	610	610	3,279
Building ops	2,107	<b>2,107</b>	5,149	2,252	2,297	2,343	14,148
Veh & Equip ops	1,548	<b>1,630</b>	1,582	1,614	1,646	1,679	8,151
Operating costs	11,130	<b>8,295</b>	11,461	11,691	8,924	12,103	52,474
Wages & benefits	8,253	<b>8,748</b>	8,923	9,101	9,283	9,469	45,524
Contributions to reserve funds	6,005	<b>6,125</b>	1,125	3,125	7,125	4,125	21,625
Debt interest	334						
<b>Total Operating Expenditures</b>	<b>32,459</b>	<b>30,390</b>	<b>31,496</b>	<b>31,039</b>	<b>32,531</b>	<b>32,975</b>	<b>158,431</b>
<b>Operating (surplus)/deficit</b>	<b>4,457</b>	<b>1,676</b>	<b>1,719</b>	<b>159</b>	<b>505</b>	<b>(240)</b>	<b>3,819</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	19,119	<b>67,048</b>	15,029	26	26	69	82,198
Transfer from reserves	(5,000)	<b>(7,000)</b>	(15,000)				(22,000)
Grants and other	(10,000)	<b>(60,000)</b>					(60,000)
<b>Net Capital Assets funded from Operations</b>	<b>4,119</b>	<b>48</b>	<b>29</b>	<b>26</b>	<b>26</b>	<b>69</b>	<b>198</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	1,195						
<b>Total Capital Financing Charges</b>	<b>1,195</b>						
<b>Net (surplus)/deficit for the year</b>	<b>9,771</b>	<b>1,724</b>	<b>1,748</b>	<b>185</b>	<b>531</b>	<b>(171)</b>	<b>4,017</b>
Add: Prior year (surplus) / deficit	(16,923)	<b>(10,745)</b>	(9,021)	(7,273)	(7,088)	(6,557)	(40,684)
<b>(Surplus) applied to future years</b>	<b>(7,152)</b>	<b>(9,021)</b>	<b>(7,273)</b>	<b>(7,088)</b>	<b>(6,557)</b>	<b>(6,728)</b>	<b>(36,667)</b>



**Water - Melrose Place**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2046 MAJOR CAP - WATER MELROSE PLACE	67,000	15,000				<b>82,000</b>
PC-2046 COMPUTER - WATER MELROSE PLACE	48	29	26	26	69	<b>198</b>
<b>Total Water - Melrose Place</b>	<b>67,048</b>	<b>15,029</b>	<b>26</b>	<b>26</b>	<b>69</b>	<b>82,198</b>

Water - Melrose Place

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	17,638	16,814	2,982	6,019	13,094
MJ-2046 MAJOR CAP - WATER MELROSE PLACE	7,000	15,000			
<b>Total Allocated To Capital Projects</b>	<b>7,000</b>	<b>15,000</b>	-	-	-
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund	-	-	-	-	-
Transfers to Reserve Account	-	-	-	-	-
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>7,000</b>	<b>15,000</b>	-	-	-
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	6,000	1,000	3,000	7,000	4,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	<b>6,000</b>	<b>1,000</b>	<b>3,000</b>	<b>7,000</b>	<b>4,000</b>
<b>Closing Balance Before Interest</b>	<b>16,638</b>	<b>2,814</b>	<b>5,982</b>	<b>13,019</b>	<b>17,094</b>
Interest Income	176	168	37	75	196
<b>Closing Reserve Balance fund</b>	<b>16,814</b>	<b>2,982</b>	<b>6,019</b>	<b>13,094</b>	<b>17,290</b>
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	0	0	0	0	0
<b>Sinking Fund (20 yrs)</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>
<b>Interest (20 yrs)</b>	<b>0.040000</b>	<b>0.045000</b>	<b>0.045000</b>	<b>0.050000</b>	<b>0.050000</b>
<b>Term</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Debt issuing cost rate</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>
<b>New Debt Principal/Int</b>		0	0	0	0
<b>New Debt Principal/Int (cumulative)</b>	0	0	0	0	0
<b>Debt issuing cost</b>	0	0	0	0	0

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>10.0%</b>	5.0%	5.0%	4.0%	4.0%	
Parcel taxes	(9,005)	<b>(9,906)</b>	(10,401)	(10,921)	(11,358)	(11,813)	(54,399)
	(9,005)	<b>(9,906)</b>	(10,401)	(10,921)	(11,358)	(11,813)	(54,399)
Utility user fees	(736)	<b>(736)</b>	(751)	(766)	(781)	(797)	(3,831)
Interdepartmental recoveries	(10)	<b>(10)</b>	(10)	(10)	(10)	(10)	(50)
<b>Total Operating Revenues</b>	<b>(9,751)</b>	<b>(10,652)</b>	<b>(11,162)</b>	<b>(11,697)</b>	<b>(12,149)</b>	<b>(12,620)</b>	<b>(58,280)</b>
<b>Operating Expenditures</b>							
Administration	507	<b>890</b>	890	890	890	890	4,450
Professional fees	3,125	<b>5,560</b>	515	515	515	515	7,620
Building ops	733	<b>733</b>	748	763	778	794	3,816
Veh & Equip ops	198	<b>193</b>	177	180	184	188	922
Operating costs	4,766	<b>5,368</b>	5,476	5,585	5,697	5,811	27,937
Wages & benefits	1,408	<b>1,492</b>	1,522	1,552	1,583	1,615	7,764
Contributions to reserve funds	1,005	<b>29</b>	2,029	2,029	2,529	3,029	9,645
<b>Total Operating Expenditures</b>	<b>11,742</b>	<b>14,265</b>	<b>11,357</b>	<b>11,514</b>	<b>12,176</b>	<b>12,842</b>	<b>62,154</b>
<b>Operating (surplus)/deficit</b>	<b>1,991</b>	<b>3,613</b>	<b>195</b>	<b>(183)</b>	<b>27</b>	<b>222</b>	<b>3,874</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	21	<b>1,008</b>	5,006	4	4	12	6,034
Transfer from reserves		<b>(1,000)</b>	(5,000)				(6,000)
<b>Net Capital Assets funded from Operations</b>	<b>21</b>	<b>8</b>	<b>6</b>	<b>4</b>	<b>4</b>	<b>12</b>	<b>34</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>2,012</b>	<b>3,621</b>	<b>201</b>	<b>(179)</b>	<b>31</b>	<b>234</b>	<b>3,908</b>
Add: Transfer from appropriated surplus		<b>(2,500)</b>					(2,500)
Add: Prior year (surplus) / deficit	(4,868)	<b>(3,327)</b>	(2,206)	(2,005)	(2,184)	(2,153)	(11,875)
<b>(Surplus) applied to future years</b>	<b>(2,856)</b>	<b>(2,206)</b>	<b>(2,005)</b>	<b>(2,184)</b>	<b>(2,153)</b>	<b>(1,919)</b>	<b>(10,467)</b>



Water - Decourcey

5 Year Capital Plan

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2042 MAJOR CAP - WATER DECOURCEY	1,000	5,000				<b>6,000</b>
PC-2042 COMPUTER - WATER DECOURCEY	8	6	4	4	12	<b>34</b>
<b>Total Water - Decourcey</b>	<b>1,008</b>	<b>5,006</b>	<b>4</b>	<b>4</b>	<b>12</b>	<b>6,034</b>

Water - Decourcey

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	21,688	20,905	18,114	20,340	23,094
MJ-2042 MAJOR CAP - WATER DECOURCEY	1,000	5,000			
<b>Total Allocated To Capital Projects</b>	<b>1,000</b>	<b>5,000</b>	-	-	-
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account	-	-	-	-	-
Transfers to DCC Fund	-				
<b>Total Transfers Out of Reserve Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>1,000</b>	<b>5,000</b>	-	-	-
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	-	2,000	2,000	2,500	3,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	<b>-</b>	<b>2,000</b>	<b>2,000</b>	<b>2,500</b>	<b>3,000</b>
<b>Closing Balance Before Interest</b>	<b>20,688</b>	<b>17,905</b>	<b>20,114</b>	<b>22,840</b>	<b>26,094</b>
Interest Income	217	209	226	254	346
<b>Closing Reserve Balance fund</b>	<b>20,905</b>	<b>18,114</b>	<b>20,340</b>	<b>23,094</b>	<b>26,440</b>
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	0	0	0	0	0
<b>Sinking Fund (20 yrs)</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>
<b>Interest (20 yrs)</b>	<b>0.040000</b>	<b>0.045000</b>	<b>0.045000</b>	<b>0.050000</b>	<b>0.050000</b>
<b>Term</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Debt issuing cost rate</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>
<b>New Debt Principal/Int</b>		0	0	0	0
<b>New Debt Principal/Int (cumulative)</b>	0	0	0	0	0
<b>Debt issuing cost</b>	0	0	0	0	0

**Water - Bulk Water Nanoose Bay  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>6.0%</b>	3.0%	3.0%	2.0%	2.0%	
Parcel taxes	(1,083,093)	<b>(1,148,079)</b>	(1,182,521)	(1,217,997)	(1,242,357)	(1,267,204)	(6,058,158)
	(1,083,093)	<b>(1,148,079)</b>	(1,182,521)	(1,217,997)	(1,242,357)	(1,267,204)	(6,058,158)
Interdepartmental recoveries	(125)	<b>(125)</b>	(125)	(125)	(125)	(125)	(625)
<b>Total Operating Revenues</b>	<b>(1,083,218)</b>	<b>(1,148,204)</b>	<b>(1,182,646)</b>	<b>(1,218,122)</b>	<b>(1,242,482)</b>	<b>(1,267,329)</b>	<b>(6,058,783)</b>
<b>Operating Expenditures</b>							
Administration	8,961	<b>11,972</b>	11,972	11,972	11,972	11,972	59,860
Professional fees	33,250	<b>27,448</b>	6,950	6,950	6,950	6,950	55,248
Building ops	16,386	<b>17,600</b>	17,952	18,311	18,678	19,051	91,592
Veh & Equip ops	1,574	<b>1,579</b>	1,611	1,643	1,676	1,709	8,218
Operating costs	31,639	<b>244,309</b>	288,945	294,724	300,618	306,631	1,435,227
Wages & benefits	78,370	<b>81,075</b>	82,697	84,351	86,038	87,759	421,920
Contributions to reserve funds	654,435	<b>354,835</b>	349,835	394,835	494,835	509,835	2,104,175
Debt interest	127,192	<b>180,877</b>	143,276	124,068	104,860	104,860	657,941
<b>Total Operating Expenditures</b>	<b>951,807</b>	<b>919,695</b>	<b>903,238</b>	<b>936,854</b>	<b>1,025,627</b>	<b>1,048,767</b>	<b>4,834,181</b>
<b>Operating (surplus)/deficit</b>	<b>(131,411)</b>	<b>(228,509)</b>	<b>(279,408)</b>	<b>(281,268)</b>	<b>(216,855)</b>	<b>(218,562)</b>	<b>(1,224,602)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	6,166,208	<b>3,713,402</b>	9,247	13,080	13,080	325,700	4,074,509
Transfer from reserves	(1,364,886)	<b>(2,375,092)</b>	(9,100)	(13,000)	(13,000)	(325,000)	(2,735,192)
Grants and other	(1,381,185)	<b>(778,758)</b>					(778,758)
New borrowing	(3,419,327)	<b>(559,402)</b>					(559,402)
<b>Net Capital Assets funded from Operations</b>	<b>810</b>	<b>150</b>	<b>147</b>	<b>80</b>	<b>80</b>	<b>700</b>	<b>1,157</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	159,069	<b>239,020</b>	239,020	239,020	172,631	172,631	1,062,322
New debt (principal & interest)	34,193	<b>5,594</b>	43,195	43,195	43,195	43,195	178,374
<b>Total Capital Financing Charges</b>	<b>193,262</b>	<b>244,614</b>	<b>282,215</b>	<b>282,215</b>	<b>215,826</b>	<b>215,826</b>	<b>1,240,696</b>
<b>Net (surplus)/deficit for the year</b>	<b>62,661</b>	<b>16,255</b>	<b>2,954</b>	<b>1,027</b>	<b>(949)</b>	<b>(2,036)</b>	<b>17,251</b>
Add: Transfer from appropriated surplus		<b>(20,000)</b>					(20,000)
Add: Prior year (surplus) / deficit	(120,567)	<b>(56,253)</b>	(59,998)	(57,044)	(56,017)	(56,966)	(286,278)
<b>(Surplus) applied to future years</b>	<b>(57,906)</b>	<b>(59,998)</b>	<b>(57,044)</b>	<b>(56,017)</b>	<b>(56,966)</b>	<b>(59,002)</b>	<b>(289,027)</b>



Water - Bulk Water Nanoose Bay

5 Year Capital Plan

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2048 MAJOR CAP - BULK WATER NANOOSE BAY	1,990,092	9,100	13,000	13,000	325,000	<b>2,350,192</b>
PC-2048 COMPUTER - BULK WATER NANOOSE BAY	150	147	80	80	700	<b>1,157</b>
WT-0025 NANOOSE BAY PENINSULA PUMP STATION	1,723,160					<b>1,723,160</b>
<b>Total Water - Bulk Water Nanoose Bay</b>	<b>3,713,402</b>	<b>9,247</b>	<b>13,080</b>	<b>13,080</b>	<b>325,700</b>	<b>4,074,509</b>



Water - Bulk Water Nanoose Bay

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	2,187,745	194,530	532,375	916,030	1,404,480
MJ-2048 MAJOR CAP - BULK WATER NANOOSE BAY	1,980,092	9,100	13,000	13,000	325,000
WT-0025 NANOOSE BAY PENINSULA PUMP STATION	385,000				
<b>Total Allocated To Capital Projects</b>	<b>2,365,092</b>	<b>9,100</b>	<b>13,000</b>	<b>13,000</b>	<b>325,000</b>
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account	-	-	-	-	-
Transfers to DCC Fund	-				
<b>Total Transfers Out of Reserve Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>2,365,092</b>	<b>9,100</b>	<b>13,000</b>	<b>13,000</b>	<b>325,000</b>
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	350,000	345,000	390,000	490,000	505,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	<b>350,000</b>	<b>345,000</b>	<b>390,000</b>	<b>490,000</b>	<b>505,000</b>
<b>Closing Balance Before Interest</b>	<b>172,653</b>	<b>530,430</b>	<b>909,375</b>	<b>1,393,030</b>	<b>1,584,480</b>
Interest Income	21,877	1,945	6,655	11,450	21,067
<b>Closing Reserve Balance fund</b>	<b>194,530</b>	<b>532,375</b>	<b>916,030</b>	<b>1,404,480</b>	<b>1,605,547</b>
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Sinking Fund (20 yrs)	0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)	0.040000	0.045000	0.045000	0.050000	0.050000
Term	20	20	20	20	20
Debt issuing cost rate	0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int	0	0	0	0	0
New Debt Principal/Int (cumulative)	0	0	0	0	0
Debt issuing cost	0	0	0	0	0
<b>New Borrowing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>New Borrowing</b>					
WT-0025 NANOOSE BAY PENINSULA PUMP STATION	559,402				
<b>Total New Borrowing</b>	<b>559,402</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Sinking Fund (20 yrs)	0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)	0.040000	0.045000	0.045000	0.050000	0.050000
Term	20	20	20	20	20
Debt issuing cost rate	0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int	0	43,195	0	0	0
New Debt Principal/Int (cumulative)	0	43,195	43,195	43,195	43,195
Debt issuing cost	5,594	0	0	0	0

**Water - Bulk Water French Creek  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>							
Parcel taxes	(4,320)	(4,320)	(4,320)	(4,320)	(4,320)	(4,320)	(21,600)
	(4,320)	(4,320)	(4,320)	(4,320)	(4,320)	(4,320)	(21,600)
Miscellaneous	(66,787)	(32,531)	(33,169)	(33,752)	(34,382)	(35,148)	(168,982)
<b>Total Operating Revenues</b>	(71,107)	(36,851)	(37,489)	(38,072)	(38,702)	(39,468)	(190,582)
<b>Operating Expenditures</b>							
Administration	1,606	1,850	1,850	1,850	1,850	1,850	9,250
Professional fees	2,250	2,250	2,250	2,250	2,250	2,250	11,250
Building ops	60	60	61	62	64	65	312
Veh & Equip ops	131	131	133	136	139	141	680
Operating costs	9,349	12,579	12,831	13,087	13,349	13,616	65,462
Wages & benefits	16,444	17,466	17,816	18,172	18,535	18,906	90,895
Contributions to reserve funds	2,515	2,515	2,515	2,515	2,515	2,515	12,575
Debt interest	23,420						
<b>Total Operating Expenditures</b>	55,775	36,851	37,456	38,072	38,702	39,343	190,424
<b>Operating (surplus)/deficit</b>	(15,332)		(33)			(125)	(158)
<b>Capital Asset Expenditures</b>							
Capital expenditures	100		33			125	158
<b>Net Capital Assets funded from Operations</b>	100		33			125	158
<b>Capital Financing Charges</b>							
Existing debt (principal)	15,232						
<b>Total Capital Financing Charges</b>	15,232						
<b>Net (surplus)/deficit for the year</b>							
Add: Prior year (surplus) / deficit	(1,252)						
<b>(Surplus) applied to future years</b>	(1,252)						

Water - Bulk Water French Creek

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	754,147	729,157	703,280	678,319	652,416
<b>Total Allocated To Capital Projects</b>	-	-	-	-	-
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund	-	-	-	-	-
Transfers to Reserve Account	32,531	33,169	33,752	34,382	35,148
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	32,531	33,169	33,752	34,382	35,148
<b>Total Expenditures</b>	32,531	33,169	33,752	34,382	35,148
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund		-	-	-	-
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	-	-	-	-	-
<b>Closing Balance Before Interest</b>	721,616	695,988	669,528	643,937	617,268
Interest Income	7,541	7,292	8,791	8,479	9,786
<b>Closing Reserve Balance fund</b>	729,157	703,280	678,319	652,416	627,054
<b>Draw from Reserve Account</b>					
Net To Borrow	0	0	0	0	0
Sinking Fund (20 yrs)	0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)	0.040000	0.045000	0.045000	0.050000	0.050000
Term	20	20	20	20	20
Debt issuing cost rate	0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	0	0
New Debt Principal/Int (cumulative)	0	0	0	0	0
Debt issuing cost	0	0	0	0	0

**Water - Whiskey Creek  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>7.0%</b>	5.0%	4.0%	4.0%	4.0%	
Parcel taxes	(99,794)	<b>(106,780)</b>	(112,119)	(116,604)	(121,268)	(126,119)	(582,890)
	(99,794)	<b>(106,780)</b>	(112,119)	(116,604)	(121,268)	(126,119)	(582,890)
Utility user fees	(25,760)	<b>(25,760)</b>	(26,275)	(26,801)	(27,337)	(27,883)	(134,056)
Interdepartmental recoveries	(180)	<b>(180)</b>	(180)	(180)	(180)	(180)	(900)
<b>Total Operating Revenues</b>	<b>(125,734)</b>	<b>(132,720)</b>	<b>(138,574)</b>	<b>(143,585)</b>	<b>(148,785)</b>	<b>(154,182)</b>	<b>(717,846)</b>
<b>Operating Expenditures</b>							
Administration	7,816	<b>9,292</b>	9,292	9,292	9,292	9,292	46,460
Professional fees	23,160	<b>22,347</b>	1,280	1,280	1,280	1,280	27,467
Building ops	14,870	<b>15,343</b>	15,649	15,962	16,282	16,607	79,843
Veh & Equip ops	7,447	<b>7,814</b>	7,610	7,762	7,917	8,076	39,179
Operating costs	33,512	<b>33,672</b>	34,346	35,033	35,734	36,448	175,233
Wages & benefits	36,836	<b>38,987</b>	39,767	40,562	41,373	42,201	202,890
Contributions to reserve funds	15,020	<b>20,580</b>	20,580	17,580	21,080	24,580	104,400
Debt interest	3,349	<b>3,812</b>	1,264	1,264	1,264	1,264	8,868
<b>Total Operating Expenditures</b>	<b>142,010</b>	<b>151,847</b>	<b>129,788</b>	<b>128,735</b>	<b>134,222</b>	<b>139,748</b>	<b>684,340</b>
<b>Operating (surplus)/deficit</b>	<b>16,276</b>	<b>19,127</b>	<b>(8,786)</b>	<b>(14,850)</b>	<b>(14,563)</b>	<b>(14,434)</b>	<b>(33,506)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	455,947	<b>485,623</b>	10,126	112	112	306	496,279
Transfer from reserves	(2,000)	<b>(32,000)</b>	(10,000)				(42,000)
Grants and other	(290,532)	<b>(290,532)</b>					(290,532)
New borrowing	(162,880)	<b>(162,880)</b>					(162,880)
<b>Net Capital Assets funded from Operations</b>	<b>535</b>	<b>211</b>	<b>126</b>	<b>112</b>	<b>112</b>	<b>306</b>	<b>867</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)			1,568	1,568	1,568	1,568	6,272
New debt (principal & interest)	1,629	<b>1,629</b>	12,577	12,577	12,577	12,577	51,937
<b>Total Capital Financing Charges</b>	<b>1,629</b>	<b>1,629</b>	<b>14,145</b>	<b>14,145</b>	<b>14,145</b>	<b>14,145</b>	<b>58,209</b>
<b>Net (surplus)/deficit for the year</b>	<b>18,440</b>	<b>20,967</b>	<b>5,485</b>	<b>(593)</b>	<b>(306)</b>	<b>17</b>	<b>25,570</b>
Add: Transfer from appropriated surplus		<b>(20,000)</b>					(20,000)
Add: Prior year (surplus) / deficit	(26,146)	<b>(15,387)</b>	(14,420)	(8,935)	(9,528)	(9,834)	(58,104)
<b>(Surplus) applied to future years</b>	<b>(7,706)</b>	<b>(14,420)</b>	<b>(8,935)</b>	<b>(9,528)</b>	<b>(9,834)</b>	<b>(9,817)</b>	<b>(52,534)</b>

**Water - Whiskey Creek**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2039 MAJOR CAP - WATER WHISKEY CREEK	32,000	10,000				<b>42,000</b>
PC-2039 COMPUTER - WATER WHISKEY CREEK	211	126	112	112	306	<b>867</b>
WT-0023 WHISKEY CRK PMP STN & DISTRIBTN	453,412					<b>453,412</b>
<b>Total Water - Whiskey Creek</b>	<b>485,623</b>	<b>10,126</b>	<b>112</b>	<b>112</b>	<b>306</b>	<b>496,279</b>

Reserve Fund	Comments	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>		56,944	45,513	55,968	73,668	95,089
MJ-2039 MAJOR CAP - WATER WHISKEY CREEK		32,000	10,000			
<b>Total Allocated To Capital Projects</b>		<b>32,000</b>	<b>10,000</b>	-	-	-
<b>Transfers Out of Reserve Fund</b>						
Transfers to the Operating Fund			-	-	-	-
Transfers to Reserve Account		-	-	-	-	-
Transfers to DCC Fund						
<b>Total Transfers Out of Reserve Fund</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>		<b>32,000</b>	<b>10,000</b>	-	-	-
<b>Transfers Into Reserve Fund</b>						
Contributions from Operating Fund		20,000	20,000	17,000	20,500	24,000
Transfers from Reserve Account						
Transfers from DCC Fund						
<b>Total Transfers Into Reserve Fund</b>		<b>20,000</b>	<b>20,000</b>	<b>17,000</b>	<b>20,500</b>	<b>24,000</b>
<b>Closing Balance Before Interest</b>		<b>44,944</b>	<b>55,513</b>	<b>72,968</b>	<b>94,168</b>	<b>119,089</b>
Interest Income		569	455	700	921	1,426
<b>Closing Reserve Balance fund</b>		<b>45,513</b>	<b>55,968</b>	<b>73,668</b>	<b>95,089</b>	<b>120,515</b>
<b>Draw from Reserve Account</b>						
Net To Borrow		0	0	0	0	0
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.040000	0.045000	0.045000	0.050000	0.050000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	0	0	0	0
Debt issuing cost	1-2-DEPT-9520 Alias NEWDEBTPMT	0	0	0	0	0
<b>New Borrowing</b>	<b>Comments</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>New Borrowing</b>						
WT-0023 WHISKEY CRK PMP STN & DISTRIBTN		162,880				
<b>Total New Borrowing</b>		<b>162,880</b>	-	-	-	-
Sinking Fund (20 yrs)		0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)		0.040000	0.045000	0.045000	0.050000	0.050000
Term		20	20	20	20	20
Debt issuing cost rate		0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	12,577	0	0	0
New Debt Principal/Int (cumulative)	1-2-DEPT-9523 Alias NEWDEBTPMT	0	12,577	12,577	12,577	12,577
Debt issuing cost	1-2-DEPT-9523 Alias NEWDEBTPMT	1,629	0	0	0	0

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>10.3%</b>	(1.8%)				
Parcel taxes	(5,457)	<b>(6,021)</b>	(5,911)	(5,911)	(5,911)	(5,911)	(29,665)
	(5,457)	<b>(6,021)</b>	(5,911)	(5,911)	(5,911)	(5,911)	(29,665)
<b>Total Operating Revenues</b>	(5,457)	<b>(6,021)</b>	(5,911)	(5,911)	(5,911)	(5,911)	(29,665)
<b>Operating Expenditures</b>							
Debt interest	2,415	<b>2,868</b>	2,868	2,868	2,868	2,868	14,340
<b>Total Operating Expenditures</b>	2,415	<b>2,868</b>	2,868	2,868	2,868	2,868	14,340
<b>Operating (surplus)/deficit</b>	(3,042)	<b>(3,153)</b>	(3,043)	(3,043)	(3,043)	(3,043)	(15,325)
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
Existing debt (principal)	3,043	<b>3,043</b>	3,043	3,043	3,043	3,043	15,215
<b>Total Capital Financing Charges</b>	3,043	<b>3,043</b>	3,043	3,043	3,043	3,043	15,215
<b>Net (surplus)/deficit for the year</b>	1	<b>(110)</b>					(110)
Add: Prior year (surplus) / deficit	(1)	<b>110</b>					110
<b>(Surplus) applied to future years</b>							

**Water - Westerne Heights  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>5.0%</b>	5.0%	5.0%	2.0%	2.0%	
Parcel taxes	(20,260)	<b>(21,273)</b>	(22,337)	(23,453)	(23,923)	(24,401)	(115,387)
	(20,260)	<b>(21,273)</b>	(22,337)	(23,453)	(23,923)	(24,401)	(115,387)
Utility user fees	(2,491)	<b>(2,491)</b>	(2,540)	(2,591)	(2,643)	(2,696)	(12,961)
Interdepartmental recoveries	(40)	<b>(40)</b>	(40)	(40)	(40)	(40)	(200)
<b>Total Operating Revenues</b>	<b>(22,791)</b>	<b>(23,804)</b>	(24,917)	(26,084)	(26,606)	(27,137)	(128,548)
<b>Operating Expenditures</b>							
Administration	894	<b>1,247</b>	1,247	1,247	1,247	1,247	6,235
Professional fees	1,030	<b>690</b>	540	540	540	540	2,850
Building ops	606	<b>606</b>	618	630	643	656	3,153
Veh & Equip ops	769	<b>850</b>	787	803	819	835	4,094
Operating costs	7,209	<b>6,239</b>	6,364	6,491	6,621	6,754	32,469
Wages & benefits	4,982	<b>5,271</b>	5,376	5,484	5,593	5,705	27,429
Contributions to reserve funds	6,000	<b>7,080</b>	5,580	6,580	6,580	7,580	33,400
Debt interest	1,890	<b>1,890</b>	1,890	1,890	1,890	1,890	9,450
<b>Total Operating Expenditures</b>	<b>23,380</b>	<b>23,873</b>	22,402	23,665	23,933	25,207	119,080
<b>Operating (surplus)/deficit</b>	<b>589</b>	<b>69</b>	(2,515)	(2,419)	(2,673)	(1,930)	(9,468)
<b>Capital Asset Expenditures</b>							
Capital expenditures	38	<b>1,029</b>	10,018	16	16	45	11,124
Transfer from reserves		<b>(1,000)</b>	(10,000)				(11,000)
<b>Net Capital Assets funded from Operations</b>	<b>38</b>	<b>29</b>	18	16	16	45	124
<b>Capital Financing Charges</b>							
Existing debt (principal)	2,233	<b>2,233</b>	2,233	2,233	2,233	2,233	11,165
<b>Total Capital Financing Charges</b>	<b>2,233</b>	<b>2,233</b>	2,233	2,233	2,233	2,233	11,165
<b>Net (surplus)/deficit for the year</b>	<b>2,860</b>	<b>2,331</b>	(264)	(170)	(424)	348	1,821
Add: Prior year (surplus) / deficit	(6,449)	<b>(7,183)</b>	(4,852)	(5,116)	(5,286)	(5,710)	(28,147)
<b>(Surplus) applied to future years</b>	<b>(3,589)</b>	<b>(4,852)</b>	(5,116)	(5,286)	(5,710)	(5,362)	(26,326)



**Water - Westurne Heights**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-2051 MAJOR CAP - WATER WESTURNE HEIGHTS	1,000	10,000				<b>11,000</b>
PC-2051 COMPUTER - WESTURNE HEIGHTS	29	18	16	16	45	<b>124</b>
<b>Total Water - Westurne Heights</b>	<b>1,029</b>	<b>10,018</b>	<b>16</b>	<b>16</b>	<b>45</b>	<b>11,124</b>

Water - Westurne Heights

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	8,055	14,136	9,777	16,399	23,104
MJ-2051 MAJOR CAP - WATER WESTURNE HEIGHTS	1,000	10,000			
<b>Total Allocated To Capital Projects</b>	<b>1,000</b>	<b>10,000</b>	-	-	-
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account	-	-	-	-	-
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>1,000</b>	<b>10,000</b>	-	-	-
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	7,000	5,500	6,500	6,500	7,500
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	<b>7,000</b>	<b>5,500</b>	<b>6,500</b>	<b>6,500</b>	<b>7,500</b>
<b>Closing Balance Before Interest</b>	<b>14,055</b>	<b>9,636</b>	<b>16,277</b>	<b>22,899</b>	<b>30,604</b>
Interest Income	81	141	122	205	347
<b>Closing Reserve Balance fund</b>	<b>14,136</b>	<b>9,777</b>	<b>16,399</b>	<b>23,104</b>	<b>30,951</b>
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	0	0	0	0	0
<b>Sinking Fund (20 yrs)</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>
<b>Interest (20 yrs)</b>	<b>0.040000</b>	<b>0.045000</b>	<b>0.045000</b>	<b>0.050000</b>	<b>0.050000</b>
<b>Term</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Debt issuing cost rate</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>
<b>New Debt Principal/Int</b>		0	0	0	0
<b>New Debt Principal/Int (cumulative)</b>	0	0	0	0	0
<b>Debt issuing cost</b>	0	0	0	0	0

**Sewer - French Creek  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>8.0%</b>	2.0%	2.0%	2.0%	2.0%	
Parcel taxes	(747,620)	<b>(807,430)</b>	(823,579)	(840,050)	(856,851)	(873,988)	(4,201,898)
	(747,620)	<b>(807,430)</b>	(823,579)	(840,050)	(856,851)	(873,988)	(4,201,898)
Operations	(6,000)	<b>(6,000)</b>	(6,000)	(6,000)	(6,000)	(6,000)	(30,000)
Utility user fees	(329,512)	<b>(337,181)</b>	(343,924)	(350,803)	(357,819)	(364,975)	(1,754,702)
Interdepartmental recoveries	(235)	<b>(2,310)</b>	(2,310)	(2,310)	(2,310)	(2,310)	(11,550)
Miscellaneous	(38,000)						
<b>Total Operating Revenues</b>	<b>(1,121,367)</b>	<b>(1,152,921)</b>	<b>(1,175,813)</b>	<b>(1,199,163)</b>	<b>(1,222,980)</b>	<b>(1,247,273)</b>	<b>(5,998,150)</b>
<b>Operating Expenditures</b>							
Administration	21,194	<b>24,927</b>	24,927	24,927	24,927	24,927	124,635
Professional fees	5,500	<b>10,002</b>	3,290	3,290	3,290	3,290	23,162
Building ops	13,318	<b>13,318</b>	13,584	13,856	14,133	14,416	69,307
Veh & Equip ops	11,197	<b>11,229</b>	11,454	11,683	11,917	12,155	58,438
Operating costs	890,011	<b>906,510</b>	924,641	943,134	961,996	981,236	4,717,517
Wages & benefits	168,287	<b>176,581</b>	180,113	183,715	187,389	191,137	918,935
Contributions to reserve funds	10,080	<b>2,660</b>	4,660	5,660	5,660	5,660	24,300
<b>Total Operating Expenditures</b>	<b>1,119,587</b>	<b>1,145,227</b>	<b>1,162,669</b>	<b>1,186,265</b>	<b>1,209,312</b>	<b>1,232,821</b>	<b>5,936,294</b>
<b>Operating (surplus)/deficit</b>	<b>(1,780)</b>	<b>(7,694)</b>	<b>(13,144)</b>	<b>(12,898)</b>	<b>(13,668)</b>	<b>(14,452)</b>	<b>(61,856)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	2,295	<b>12,820</b>	62,431	12,370	12,370	13,247	113,238
Transfer from reserves			(50,000)				(50,000)
<b>Net Capital Assets funded from Operations</b>	<b>2,295</b>	<b>12,820</b>	<b>12,431</b>	<b>12,370</b>	<b>12,370</b>	<b>13,247</b>	<b>63,238</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>515</b>	<b>5,126</b>	<b>(713)</b>	<b>(528)</b>	<b>(1,298)</b>	<b>(1,205)</b>	<b>1,382</b>
Add: Prior year (surplus) / deficit	(6,896)	<b>(11,859)</b>	(6,733)	(7,446)	(7,974)	(9,272)	(43,284)
<b>(Surplus) applied to future years</b>	<b>(6,381)</b>	<b>(6,733)</b>	<b>(7,446)</b>	<b>(7,974)</b>	<b>(9,272)</b>	<b>(10,477)</b>	<b>(41,902)</b>

**Sewer - French Creek**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-7550 MAJOR CAP - SEWER FRENCH CR COLLECTION		50,000				<b>50,000</b>
MN-7550 MINOR CAP - SEWER FRENCH CR COLLECTION	11,856	11,856	11,856	11,856	11,856	<b>59,280</b>
PC-7550 COMPUTER - SEWER FRENCH CR COLLECTION	964	575	514	514	1,391	<b>3,958</b>
<b>Total Sewer - French Creek</b>	<b>12,820</b>	<b>62,431</b>	<b>12,370</b>	<b>12,370</b>	<b>13,247</b>	<b>113,238</b>

Sewer - French Creek

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	508,258	513,341	470,474	479,355	488,347
MJ-7550 MAJOR CAP - SEWER FRENCH CR COLLECTION	-	50,000	-		
<b>Total Allocated To Capital Projects</b>	-	50,000	-	-	-
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund	-	-	-	-	-
Transfers to Reserve Account	-	-	-	-	-
Transfers to DCC Fund	-				
<b>Total Transfers Out of Reserve Fund</b>	-	-	-	-	-
<b>Total Expenditures</b>	-	50,000	-	-	-
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	-	2,000	3,000	3,000	3,000
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	-	2,000	3,000	3,000	3,000
<b>Closing Balance Before Interest</b>	508,258	465,341	473,474	482,355	491,347
Interest Income	5,083	5,133	5,881	5,992	7,325
<b>Closing Reserve Balance fund</b>	513,341	470,474	479,355	488,347	498,672
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	0	0	0	0	0
<b>Sinking Fund (20 yrs)</b>	0.037216	0.037216	0.037216	0.037216	0.037216
<b>Interest (20 yrs)</b>	0.040000	0.045000	0.045000	0.050000	0.050000
<b>Term</b>	20	20	20	20	20
<b>Debt issuing cost rate</b>	0.010	0.010	0.010	0.010	0.010
<b>New Debt Principal/Int</b>	0	0	0	0	0
<b>New Debt Principal/Int (cumulative)</b>	0	0	0	0	0
<b>Debt issuing cost</b>	0	0	0	0	0

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>25.0%</b>	15.0%	10.0%	8.0%	2.0%	
Parcel taxes	(33,419)	<b>(41,774)</b>	(48,040)	(52,844)	(57,072)	(58,213)	(257,943)
	(33,419)	<b>(41,774)</b>	(48,040)	(52,844)	(57,072)	(58,213)	(257,943)
Operations	(4,800)	<b>(4,800)</b>	(4,800)	(4,800)	(4,800)	(4,800)	(24,000)
Utility user fees	(60,226)	<b>(62,325)</b>	(64,818)	(67,411)	(68,759)	(70,134)	(333,447)
Interdepartmental recoveries	(110)	<b>(999)</b>	(999)	(999)	(999)	(999)	(4,995)
<b>Total Operating Revenues</b>	<b>(98,555)</b>	<b>(109,898)</b>	<b>(118,657)</b>	<b>(126,054)</b>	<b>(131,630)</b>	<b>(134,146)</b>	<b>(620,385)</b>
<b>Operating Expenditures</b>							
Administration	9,813	<b>10,730</b>	10,730	10,730	10,730	10,730	53,650
Professional fees	6,450	<b>5,800</b>	980	980	980	980	9,720
Building ops	6,389	<b>6,389</b>	6,517	6,647	6,780	6,915	33,248
Veh & Equip ops	4,409	<b>4,418</b>	4,506	4,596	4,688	4,782	22,990
Operating costs	12,311	<b>22,292</b>	12,738	22,993	13,452	23,722	95,197
Wages & benefits	69,926	<b>73,227</b>	74,692	76,186	77,709	79,263	381,077
Contributions to reserve funds	5,035	<b>1,095</b>	1,095	1,095	11,095	1,095	15,475
<b>Total Operating Expenditures</b>	<b>114,333</b>	<b>123,951</b>	<b>111,258</b>	<b>123,227</b>	<b>125,434</b>	<b>127,487</b>	<b>611,357</b>
<b>Operating (surplus)/deficit</b>	<b>15,778</b>	<b>14,053</b>	<b>(7,399)</b>	<b>(2,827)</b>	<b>(6,196)</b>	<b>(6,659)</b>	<b>(9,028)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	1,258	<b>5,481</b>	5,320	5,294	5,294	5,659	27,048
<b>Net Capital Assets funded from Operations</b>	<b>1,258</b>	<b>5,481</b>	<b>5,320</b>	<b>5,294</b>	<b>5,294</b>	<b>5,659</b>	<b>27,048</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>17,036</b>	<b>19,534</b>	<b>(2,079)</b>	<b>2,467</b>	<b>(902)</b>	<b>(1,000)</b>	<b>18,020</b>
Add: Prior year (surplus) / deficit	(30,950)	<b>(26,062)</b>	(6,528)	(8,607)	(6,140)	(7,042)	(54,379)
<b>(Surplus) applied to future years</b>	<b>(13,914)</b>	<b>(6,528)</b>	<b>(8,607)</b>	<b>(6,140)</b>	<b>(7,042)</b>	<b>(8,042)</b>	<b>(36,359)</b>

**Sewer Fairwinds**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MN-7551 MINOR CAP - SEWER FAIRWINDS COLLECTION	5,080	5,080	5,080	5,080	5,080	<b>25,400</b>
PC-7551 COMPUTER - SEWER FAIRWINDS COLLECTION	401	240	214	214	579	<b>1,648</b>
<b>Total Sewer Fairwinds</b>	<b>5,481</b>	<b>5,320</b>	<b>5,294</b>	<b>5,294</b>	<b>5,659</b>	<b>27,048</b>

Sewer - Fairwinds

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	158,925	160,514	162,119	164,145	176,197
<b>Total Allocated To Capital Projects</b>	-	-	-	-	-
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account	-	-	-	-	-
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	-	-	-	10,000	-
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	-	-	-	10,000	-
<b>Closing Balance Before Interest</b>	158,925	160,514	162,119	174,145	176,197
Interest Income	1,589	1,605	2,026	2,052	2,643
<b>Closing Reserve Balance fund</b>	160,514	162,119	164,145	176,197	178,840
<b>Draw from Reserve Account</b>					
<b>Net To Borrow</b>	0	0	0	0	0
<b>Sinking Fund (20 yrs)</b>	0.037216	0.037216	0.037216	0.037216	0.037216
<b>Interest (20 yrs)</b>	0.040000	0.045000	0.045000	0.050000	0.050000
<b>Term</b>	20	20	20	20	20
<b>Debt issuing cost rate</b>	0.010	0.010	0.010	0.010	0.010
<b>New Debt Principal/Int</b>		0	0	0	0
<b>New Debt Principal/Int (cumulative)</b>	0	0	0	0	0
<b>Debt issuing cost</b>	0	0	0	0	0



	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>(22.8%)</b>	24.0%	3.4%	3.5%	2.8%	
Parcel taxes	(169,011)	<b>(130,540)</b>	(161,827)	(167,407)	(173,266)	(178,187)	(811,227)
	(169,011)	<b>(130,540)</b>	(161,827)	(167,407)	(173,266)	(178,187)	(811,227)
Operations	(1,690)	<b>(1,690)</b>	(1,690)	(1,690)	(1,690)	(1,690)	(8,450)
Utility user fees	(55,660)	<b>(55,660)</b>	(56,773)	(57,909)	(59,067)	(60,248)	(289,657)
Interdepartmental recoveries	(35)	<b>(307)</b>	(307)	(307)	(307)	(307)	(1,535)
<b>Total Operating Revenues</b>	<b>(226,396)</b>	<b>(188,197)</b>	<b>(220,597)</b>	<b>(227,313)</b>	<b>(234,330)</b>	<b>(240,432)</b>	<b>(1,110,869)</b>
<b>Operating Expenditures</b>							
Administration	3,557	<b>4,434</b>	4,434	4,434	4,434	4,434	22,170
Professional fees	1,500	<b>2,093</b>	1,670	1,670	1,670	1,670	8,773
Building ops	2,763	<b>2,763</b>	2,819	2,875	2,933	2,991	14,381
Veh & Equip ops	5,620	<b>5,624</b>	5,737	5,851	5,968	6,088	29,268
Operating costs	121,745	<b>122,442</b>	117,891	127,249	122,794	132,250	622,626
Wages & benefits	21,737	<b>22,772</b>	23,227	23,692	24,165	24,649	118,505
Contributions to reserve funds	14,760	<b>12,383</b>	12,192	12,192	17,192	12,192	66,151
Debt interest	43,177	<b>20,155</b>	20,155	20,155	20,155	20,155	100,775
<b>Total Operating Expenditures</b>	<b>214,859</b>	<b>192,666</b>	<b>188,125</b>	<b>198,118</b>	<b>199,311</b>	<b>204,429</b>	<b>982,649</b>
<b>Operating (surplus)/deficit</b>	<b>(11,537)</b>	<b>4,469</b>	<b>(32,472)</b>	<b>(29,195)</b>	<b>(35,019)</b>	<b>(36,003)</b>	<b>(128,220)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	6,296	<b>7,680</b>	1,630	7,622	1,622	7,735	26,289
<b>Net Capital Assets funded from Operations</b>	<b>6,296</b>	<b>7,680</b>	<b>1,630</b>	<b>7,622</b>	<b>1,622</b>	<b>7,735</b>	<b>26,289</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	30,082	<b>30,082</b>	30,082	30,082	30,082	30,082	150,410
<b>Total Capital Financing Charges</b>	<b>30,082</b>	<b>30,082</b>	<b>30,082</b>	<b>30,082</b>	<b>30,082</b>	<b>30,082</b>	<b>150,410</b>
<b>Net (surplus)/deficit for the year</b>	<b>24,841</b>	<b>42,231</b>	<b>(760)</b>	<b>8,509</b>	<b>(3,315)</b>	<b>1,814</b>	<b>48,479</b>
Add: Transfer from appropriated surplus		<b>(13,000)</b>					(13,000)
Add: Prior year (surplus) / deficit	(33,969)	<b>(45,801)</b>	(16,570)	(17,330)	(8,821)	(12,136)	(100,658)
<b>(Surplus) applied to future years</b>	<b>(9,128)</b>	<b>(16,570)</b>	<b>(17,330)</b>	<b>(8,821)</b>	<b>(12,136)</b>	<b>(10,322)</b>	<b>(65,179)</b>

**Sewer - Barclay**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-7557 MAJOR CAP - SEWER BARCLAY CRESCENT	6,000		6,000		6,000	<b>18,000</b>
MN-7557 MINOR CAP - SEWER BARCLAY CRESCENT	1,556	1,556	1,556	1,556	1,556	<b>7,780</b>
PC-7557 COMPUTER - SEWER BARCLAY CRESCENT	124	74	66	66	179	<b>509</b>
<b>Total Sewer - Barclay</b>	<b>7,680</b>	<b>1,630</b>	<b>7,622</b>	<b>1,622</b>	<b>7,735</b>	<b>26,289</b>

**Sewer - Pacific Shores  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>5.0%</b>	5.0%	5.0%	3.0%	2.0%	
Parcel taxes	(73,469)	<b>(77,142)</b>	(80,999)	(85,049)	(87,601)	(89,353)	(420,144)
	(73,469)	<b>(77,142)</b>	(80,999)	(85,049)	(87,601)	(89,353)	(420,144)
Interdepartmental recoveries	(20)	<b>(161)</b>	(161)	(161)	(161)	(161)	(805)
<b>Total Operating Revenues</b>	<b>(73,489)</b>	<b>(77,303)</b>	<b>(81,160)</b>	<b>(85,210)</b>	<b>(87,762)</b>	<b>(89,514)</b>	<b>(420,949)</b>
<b>Operating Expenditures</b>							
Administration	1,764	<b>1,624</b>	1,624	1,624	1,624	1,624	8,120
Professional fees	600	<b>914</b>	690	690	690	690	3,674
Building ops	880	<b>880</b>	897	915	933	952	4,577
Veh & Equip ops	677	<b>680</b>	693	707	721	736	3,537
Operating costs	53,133	<b>58,131</b>	54,293	60,379	56,587	62,718	292,108
Wages & benefits	11,408	<b>11,936</b>	12,175	12,418	12,667	12,920	62,116
Contributions to reserve funds	8,010	<b>8,186</b>	9,186	8,186	13,186	9,186	47,930
<b>Total Operating Expenditures</b>	<b>76,472</b>	<b>82,351</b>	<b>79,558</b>	<b>84,919</b>	<b>86,408</b>	<b>88,826</b>	<b>422,062</b>
<b>Operating (surplus)/deficit</b>	<b>2,983</b>	<b>5,048</b>	<b>(1,602)</b>	<b>(291)</b>	<b>(1,354)</b>	<b>(688)</b>	<b>1,113</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	155	<b>871</b>	844	840	840	900	4,295
<b>Net Capital Assets funded from Operations</b>	<b>155</b>	<b>871</b>	<b>844</b>	<b>840</b>	<b>840</b>	<b>900</b>	<b>4,295</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>3,138</b>	<b>5,919</b>	<b>(758)</b>	<b>549</b>	<b>(514)</b>	<b>212</b>	<b>5,408</b>
Add: Prior year (surplus) / deficit	(11,813)	<b>(11,279)</b>	(5,360)	(6,118)	(5,569)	(6,083)	(34,409)
<b>(Surplus) applied to future years</b>	<b>(8,675)</b>	<b>(5,360)</b>	<b>(6,118)</b>	<b>(5,569)</b>	<b>(6,083)</b>	<b>(5,871)</b>	<b>(29,001)</b>

**Sewer - Pacific Shores**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MN-7554 MINOR CAP - SEWER PACIFIC SHORES	806	806	806	806	806	<b>4,030</b>
PC-7554 COMPUTER - SEWER PACIFIC SHORES	65	38	34	34	94	<b>265</b>
<b>Total Sewer - Pacific Shores</b>	<b>871</b>	<b>844</b>	<b>840</b>	<b>840</b>	<b>900</b>	<b>4,295</b>

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>5.0%</b>	10.0%	6.0%	5.0%	5.0%	
Parcel taxes	(22,715)	<b>(23,851)</b>	(26,236)	(27,810)	(29,201)	(30,661)	(137,759)
	(22,715)	<b>(23,851)</b>	(26,236)	(27,810)	(29,201)	(30,661)	(137,759)
Utility user fees	(4,604)	<b>(5,104)</b>	(5,206)	(5,310)	(5,416)	(5,524)	(26,560)
Interdepartmental recoveries	(5)	<b>(36)</b>	(36)	(36)	(36)	(36)	(180)
<b>Total Operating Revenues</b>	<b>(27,324)</b>	<b>(28,991)</b>	<b>(31,478)</b>	<b>(33,156)</b>	<b>(34,653)</b>	<b>(36,221)</b>	<b>(164,499)</b>
<b>Operating Expenditures</b>							
Administration	538	<b>796</b>	796	796	796	796	3,980
Professional fees	200	<b>270</b>	220	220	220	220	1,150
Building ops	224	<b>224</b>	228	233	238	242	1,165
Veh & Equip ops	2,695	<b>3,196</b>	3,260	3,325	3,391	3,459	16,631
Operating costs	20,917	<b>23,709</b>	24,183	24,666	25,160	25,663	123,381
Wages & benefits	2,331	<b>2,439</b>	2,487	2,537	2,588	2,640	12,691
Contributions to reserve funds	15,005	<b>5,045</b>	45	1,045	2,045	3,045	11,225
<b>Total Operating Expenditures</b>	<b>41,910</b>	<b>35,679</b>	<b>31,219</b>	<b>32,822</b>	<b>34,438</b>	<b>36,065</b>	<b>170,223</b>
<b>Operating (surplus)/deficit</b>	<b>14,586</b>	<b>6,688</b>	<b>(259)</b>	<b>(334)</b>	<b>(215)</b>	<b>(156)</b>	<b>5,724</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	32	<b>192</b>	188	186	186	195	947
<b>Net Capital Assets funded from Operations</b>	<b>32</b>	<b>192</b>	<b>188</b>	<b>186</b>	<b>186</b>	<b>195</b>	<b>947</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>14,618</b>	<b>6,880</b>	<b>(71)</b>	<b>(148)</b>	<b>(29)</b>	<b>39</b>	<b>6,671</b>
Add: Prior year (surplus) / deficit	(16,286)	<b>(10,844)</b>	(3,964)	(4,035)	(4,183)	(4,212)	(27,238)
<b>(Surplus) applied to future years</b>	<b>(1,668)</b>	<b>(3,964)</b>	<b>(4,035)</b>	<b>(4,183)</b>	<b>(4,212)</b>	<b>(4,173)</b>	<b>(20,567)</b>

**Sewer - Surfside**

**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MN-7555 MINOR CAP - SEWER SURFSIDE	178	178	178	178	178	<b>890</b>
PC-7555 COMPUTER - SEWER SURFSIDE	14	10	8	8	17	<b>57</b>
<b>Total Sewer - Surfside</b>	<b>192</b>	<b>188</b>	<b>186</b>	<b>186</b>	<b>195</b>	<b>947</b>

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>0.7%</b>	0.7%	0.7%	0.7%	0.5%	
Parcel taxes	(135,404)	<b>(136,293)</b>	(137,208)	(138,151)	(139,122)	(139,789)	(690,563)
	(135,404)	<b>(136,293)</b>	(137,208)	(138,151)	(139,122)	(139,789)	(690,563)
Utility user fees	(57,102)	<b>(65,602)</b>	(66,914)	(68,252)	(69,617)	(71,010)	(341,395)
Interdepartmental recoveries	(5)	<b>(97)</b>	(97)	(97)	(97)	(97)	(485)
<b>Total Operating Revenues</b>	<b>(192,511)</b>	<b>(201,992)</b>	<b>(204,219)</b>	<b>(206,500)</b>	<b>(208,836)</b>	<b>(210,896)</b>	<b>(1,032,443)</b>
<b>Operating Expenditures</b>							
Administration	2,583	<b>2,939</b>	2,939	2,939	2,939	2,939	14,695
Professional fees	1,500	<b>1,709</b>	1,619	1,619	1,619	1,619	8,185
Building ops	6,048	<b>6,333</b>	6,459	6,589	6,720	6,855	32,956
Veh & Equip ops	2,723	<b>2,725</b>	2,779	2,835	2,892	2,949	14,180
Operating costs	48,366	<b>47,748</b>	48,703	49,677	56,671	51,804	254,603
Wages & benefits	7,181	<b>7,519</b>	7,669	7,823	7,979	8,139	39,129
Contributions to reserve funds	30,005	<b>30,125</b>	30,125	30,125	30,125	30,125	150,625
Debt interest	58,526	<b>58,528</b>	58,527	58,527	58,527	58,527	292,636
<b>Total Operating Expenditures</b>	<b>156,932</b>	<b>157,626</b>	<b>158,820</b>	<b>160,134</b>	<b>167,472</b>	<b>162,957</b>	<b>807,009</b>
<b>Operating (surplus)/deficit</b>	<b>(35,579)</b>	<b>(44,366)</b>	<b>(45,399)</b>	<b>(46,366)</b>	<b>(41,364)</b>	<b>(47,939)</b>	<b>(225,434)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	6,097	<b>565</b>	548	546	546	583	2,788
<b>Net Capital Assets funded from Operations</b>	<b>6,097</b>	<b>565</b>	<b>548</b>	<b>546</b>	<b>546</b>	<b>583</b>	<b>2,788</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	47,260	<b>47,260</b>	47,259	47,259	47,259	47,259	236,296
<b>Total Capital Financing Charges</b>	<b>47,260</b>	<b>47,260</b>	<b>47,259</b>	<b>47,259</b>	<b>47,259</b>	<b>47,259</b>	<b>236,296</b>
<b>Net (surplus)/deficit for the year</b>	<b>17,778</b>	<b>3,459</b>	<b>2,408</b>	<b>1,439</b>	<b>6,441</b>	<b>(97)</b>	<b>13,650</b>
Add: Prior year (surplus) / deficit	(63,483)	<b>(48,321)</b>	(44,862)	(42,454)	(41,015)	(34,574)	(211,226)
<b>(Surplus) applied to future years</b>	<b>(45,705)</b>	<b>(44,862)</b>	<b>(42,454)</b>	<b>(41,015)</b>	<b>(34,574)</b>	<b>(34,671)</b>	<b>(197,576)</b>

**Sewer - Cedar**  
**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MN-7558 MINOR CAP - SEWER CEDAR COLLECTION	524	524	524	524	524	<b>2,620</b>
PC-7558 COMPUTER - SEWER CEDAR COLLECTION	41	24	22	22	59	<b>168</b>
<b>Total Sewer - Cedar</b>	<b>565</b>	<b>548</b>	<b>546</b>	<b>546</b>	<b>583</b>	<b>2,788</b>



**Sewer - Hawthorne Rise Debt  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>							
Parcel taxes	(9,941)	<b>(9,941)</b>	(9,941)	(9,941)	(9,941)	(9,941)	(49,705)
	(9,941)	<b>(9,941)</b>	(9,941)	(9,941)	(9,941)	(9,941)	(49,705)
<b>Total Operating Revenues</b>	(9,941)	<b>(9,941)</b>	(9,941)	(9,941)	(9,941)	(9,941)	(49,705)
<b>Operating Expenditures</b>							
Debt interest	3,813	<b>3,814</b>	3,814	3,814	3,814	3,814	19,070
<b>Total Operating Expenditures</b>	3,813	<b>3,814</b>	3,814	3,814	3,814	3,814	19,070
<b>Operating (surplus)/deficit</b>	(6,128)	<b>(6,127)</b>	(6,127)	(6,127)	(6,127)	(6,127)	(30,635)
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
Existing debt (principal)	6,128	<b>6,128</b>	6,127	6,127	6,127	6,127	30,636
<b>Total Capital Financing Charges</b>	6,128	<b>6,128</b>	6,127	6,127	6,127	6,127	30,636
<b>Net (surplus)/deficit for the year</b>		<b>1</b>					1
Add: Prior year (surplus) / deficit		<b>(1)</b>					(1)
<b>(Surplus) applied to future years</b>							

**Sewer - Reid Road Debt  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>							
Parcel taxes	(3,624)	<b>(3,624)</b>	(3,624)	(3,624)	(3,624)	(3,624)	(18,120)
	(3,624)	<b>(3,624)</b>	(3,624)	(3,624)	(3,624)	(3,624)	(18,120)
<b>Total Operating Revenues</b>	(3,624)	<b>(3,624)</b>	(3,624)	(3,624)	(3,624)	(3,624)	(18,120)
<b>Operating Expenditures</b>							
Debt interest	1,585	<b>1,585</b>	1,585	1,585	1,585	1,585	7,925
<b>Total Operating Expenditures</b>	1,585	<b>1,585</b>	1,585	1,585	1,585	1,585	7,925
<b>Operating (surplus)/deficit</b>	(2,039)	<b>(2,039)</b>	(2,039)	(2,039)	(2,039)	(2,039)	(10,195)
<b>Capital Asset Expenditures</b>							
<b>Net Capital Assets funded from Operations</b>							
<b>Capital Financing Charges</b>							
Existing debt (principal)	2,039	<b>2,039</b>	2,039	2,039	2,039	2,039	10,195
<b>Total Capital Financing Charges</b>	2,039	<b>2,039</b>	2,039	2,039	2,039	2,039	10,195
<b>Net (surplus)/deficit for the year</b>							
<b>(Surplus) applied to future years</b>							

**Englishman River Stormwater  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>2.0%</b>	2.0%	2.0%	2.0%	2.0%	
Property taxes	(5,216)	<b>(5,320)</b>	(5,426)	(5,535)	(5,646)	(5,759)	(27,686)
	(5,216)	<b>(5,320)</b>	(5,426)	(5,535)	(5,646)	(5,759)	(27,686)
<b>Total Operating Revenues</b>	(5,216)	<b>(5,320)</b>	(5,426)	(5,535)	(5,646)	(5,759)	(27,686)
<b>Operating Expenditures</b>							
Administration	200	<b>234</b>	234	234	234	234	1,170
Operating costs	2,000	<b>2,000</b>	2,040	2,081	2,122	2,165	10,408
Wages & benefits	1,100	<b>1,100</b>	1,122	1,144	1,167	1,191	5,724
Contributions to reserve funds	5,000	<b>3,000</b>	2,000	2,000	2,000	2,500	11,500
<b>Total Operating Expenditures</b>	8,300	<b>6,334</b>	5,396	5,459	5,523	6,090	28,802
<b>Operating (surplus)/deficit</b>	3,084	<b>1,014</b>	(30)	(76)	(123)	331	1,116
<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>	3,084	<b>1,014</b>	(30)	(76)	(123)	331	1,116
Add: Prior year (surplus) / deficit	(5,945)	<b>(2,956)</b>	(1,942)	(1,972)	(2,048)	(2,171)	(11,089)
<b>(Surplus) applied to future years</b>	(2,861)	<b>(1,942)</b>	(1,972)	(2,048)	(2,171)	(1,840)	(9,973)

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>2.0%</b>	2.0%	2.0%	2.0%	2.0%	
Property taxes	(4,820)	<b>(4,916)</b>	(5,014)	(5,115)	(5,217)	(5,321)	(25,583)
	(4,820)	<b>(4,916)</b>	(5,014)	(5,115)	(5,217)	(5,321)	(25,583)
<b>Total Operating Revenues</b>	(4,820)	<b>(4,916)</b>	(5,014)	(5,115)	(5,217)	(5,321)	(25,583)
<b>Operating Expenditures</b>							
Administration	168	<b>144</b>	144	144	144	144	720
Operating costs	1,000	<b>1,000</b>	1,020	1,040	1,061	1,082	5,203
Wages & benefits	1,100	<b>1,100</b>	1,122	1,144	1,167	1,191	5,724
Contributions to reserve funds	5,000	<b>4,000</b>	3,000	3,000	3,000	2,500	15,500
<b>Total Operating Expenditures</b>	7,268	<b>6,244</b>	5,286	5,328	5,372	4,917	27,147
<b>Operating (surplus)/deficit</b>	2,448	<b>1,328</b>	272	213	155	(404)	1,564
<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>	2,448	<b>1,328</b>	272	213	155	(404)	1,564
Add: Prior year (surplus) / deficit	(4,956)	<b>(3,508)</b>	(2,180)	(1,908)	(1,695)	(1,540)	(10,831)
<b>(Surplus) applied to future years</b>	(2,508)	<b>(2,180)</b>	(1,908)	(1,695)	(1,540)	(1,944)	(9,267)

**Streetlighting - Rural Areas  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>17.0%</b>	3.0%	2.0%	2.0%	2.0%	
Property taxes	(17,017)	<b>(19,910)</b>	(20,507)	(20,917)	(21,336)	(21,763)	(104,433)
	(17,017)	<b>(19,910)</b>	(20,507)	(20,917)	(21,336)	(21,763)	(104,433)
Miscellaneous	(13,000)	<b>(5,500)</b>					(5,500)
<b>Total Operating Revenues</b>	<b>(30,017)</b>	<b>(25,410)</b>	(20,507)	(20,917)	(21,336)	(21,763)	(109,933)
<b>Operating Expenditures</b>							
Administration	175	<b>2,734</b>	2,734	2,734	2,734	2,734	13,670
Professional fees	13,000	<b>5,500</b>					5,500
Operating costs	16,000	<b>16,800</b>	17,136	17,479	17,828	18,185	87,428
Wages & benefits	120	<b>120</b>	122	125	127	130	624
Contributions to reserve funds	500		500	600	700	800	2,600
<b>Total Operating Expenditures</b>	<b>29,795</b>	<b>25,154</b>	20,492	20,938	21,389	21,849	109,822
<b>Operating (surplus)/deficit</b>	(222)	<b>(256)</b>	(15)	21	53	86	(111)
<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>	(222)	<b>(256)</b>	(15)	21	53	86	(111)
Add: Prior year (surplus) / deficit	(165)	<b>(404)</b>	(660)	(675)	(654)	(601)	(2,994)
<b>(Surplus) applied to future years</b>	<b>(387)</b>	<b>(660)</b>	(675)	(654)	(601)	(515)	(3,105)

**Streetlighting - Fairwinds  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>							
Property taxes	(23,500)	<b>(23,500)</b>	(23,500)	(23,735)	(24,210)	(24,694)	(119,639)
	(23,500)	<b>(23,500)</b>	(23,500)	(23,735)	(24,210)	(24,694)	(119,639)
<b>Total Operating Revenues</b>	(23,500)	<b>(23,500)</b>	(23,500)	(23,735)	(24,210)	(24,694)	(119,639)
<b>Operating Expenditures</b>							
Administration	175	<b>1,749</b>	1,749	1,749	1,749	1,749	8,745
Operating costs	17,810	<b>18,625</b>	18,998	19,377	19,765	22,160	98,925
Wages & benefits	120	<b>120</b>	122	125	127	130	624
Contributions to reserve funds	6,000	<b>5,000</b>	2,000	2,000	2,000	2,000	13,000
<b>Total Operating Expenditures</b>	24,105	<b>25,494</b>	22,869	23,251	23,641	26,039	121,294
<b>Operating (surplus)/deficit</b>	605	<b>1,994</b>	(631)	(484)	(569)	1,345	1,655
<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>	605	<b>1,994</b>	(631)	(484)	(569)	1,345	1,655
Add: Prior year (surplus) / deficit	(1,814)	<b>(2,343)</b>	(349)	(980)	(1,464)	(2,033)	(7,169)
<b>(Surplus) applied to future years</b>	(1,209)	<b>(349)</b>	(980)	(1,464)	(2,033)	(688)	(5,514)

**Streetlighting - French Creek Village  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>67.3%</b>	(32.1%)	2.0%	2.0%	2.0%	
Property taxes	(9,043)	<b>(15,125)</b>	(10,276)	(10,482)	(10,691)	(10,905)	(57,479)
	(9,043)	<b>(15,125)</b>	(10,276)	(10,482)	(10,691)	(10,905)	(57,479)
<b>Total Operating Revenues</b>	(9,043)	<b>(15,125)</b>	(10,276)	(10,482)	(10,691)	(10,905)	(57,479)
<b>Operating Expenditures</b>							
Administration	175	<b>1,231</b>	1,231	1,231	1,231	1,231	6,155
Operating costs	8,558	<b>8,720</b>	8,894	9,072	9,254	9,439	45,379
Wages & benefits	120	<b>120</b>	122	125	127	130	624
<b>Total Operating Expenditures</b>	8,853	<b>10,071</b>	10,247	10,428	10,612	10,800	52,158
<b>Operating (surplus)/deficit</b>	(190)	<b>(5,054)</b>	(29)	(54)	(79)	(105)	(5,321)
<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>	(190)	<b>(5,054)</b>	(29)	(54)	(79)	(105)	(5,321)
Add: Prior year (surplus) / deficit	(203)	<b>4,219</b>	(835)	(864)	(918)	(997)	605
<b>(Surplus) applied to future years</b>	(393)	<b>(835)</b>	(864)	(918)	(997)	(1,102)	(4,716)

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>8.0%</b>	8.0%	3.0%	2.0%	2.0%	
Property taxes	(16,708)	<b>(18,045)</b>	(19,489)	(20,073)	(20,475)	(20,884)	(98,966)
	(16,708)	<b>(18,045)</b>	(19,489)	(20,073)	(20,475)	(20,884)	(98,966)
Miscellaneous	(4,200)	<b>(4,200)</b>	(4,200)				(8,400)
<b>Total Operating Revenues</b>	<b>(20,908)</b>	<b>(22,245)</b>	<b>(23,689)</b>	<b>(20,073)</b>	<b>(20,475)</b>	<b>(20,884)</b>	<b>(107,366)</b>
<b>Operating Expenditures</b>							
Administration	175	<b>1,733</b>	1,733	1,733	1,733	1,733	8,665
Operating costs	20,572	<b>20,650</b>	21,063	17,274	17,619	17,971	94,577
Wages & benefits	120	<b>120</b>	122	125	127	130	624
Contributions to reserve funds	500	<b>500</b>	650	1,000	1,000	1,000	4,150
<b>Total Operating Expenditures</b>	<b>21,367</b>	<b>23,003</b>	<b>23,568</b>	<b>20,132</b>	<b>20,479</b>	<b>20,834</b>	<b>108,016</b>
<b>Operating (surplus)/deficit</b>	<b>459</b>	<b>758</b>	<b>(121)</b>	<b>59</b>	<b>4</b>	<b>(50)</b>	<b>650</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>459</b>	<b>758</b>	<b>(121)</b>	<b>59</b>	<b>4</b>	<b>(50)</b>	<b>650</b>
Add: Prior year (surplus) / deficit	(1,223)	<b>(1,110)</b>	(352)	(473)	(414)	(410)	(2,759)
<b>(Surplus) applied to future years</b>	<b>(764)</b>	<b>(352)</b>	<b>(473)</b>	<b>(414)</b>	<b>(410)</b>	<b>(460)</b>	<b>(2,109)</b>



**Streetlighting - Englishman River  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>12.0%</b>	4.0%	4.0%	3.0%	2.0%	
Property taxes	(6,330)	<b>(7,090)</b>	(7,374)	(7,669)	(7,899)	(8,057)	(38,089)
	(6,330)	<b>(7,090)</b>	(7,374)	(7,669)	(7,899)	(8,057)	(38,089)
<b>Total Operating Revenues</b>	(6,330)	<b>(7,090)</b>	(7,374)	(7,669)	(7,899)	(8,057)	(38,089)
<b>Operating Expenditures</b>							
Administration	175	<b>561</b>	561	561	561	561	2,805
Operating costs	6,110	<b>6,222</b>	6,346	6,473	6,603	6,735	32,379
Wages & benefits	120	<b>120</b>	122	125	127	130	624
Contributions to reserve funds	500	<b>500</b>	500	500	500	750	2,750
<b>Total Operating Expenditures</b>	6,905	<b>7,403</b>	7,529	7,659	7,791	8,176	38,558
<b>Operating (surplus)/deficit</b>	575	<b>313</b>	155	(10)	(108)	119	469
<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>	575	<b>313</b>	155	(10)	(108)	119	469
Add: Prior year (surplus) / deficit	(1,222)	<b>(879)</b>	(566)	(411)	(421)	(529)	(2,806)
<b>(Surplus) applied to future years</b>	(647)	<b>(566)</b>	(411)	(421)	(529)	(410)	(2,337)

**Streetlighting - Highway Intersections  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>35.0%</b>	35.0%	2.0%	2.0%	2.0%	
Property taxes	(1,599)	<b>(2,159)</b>	(2,915)	(2,973)	(3,032)	(3,093)	(14,172)
	(1,599)	<b>(2,159)</b>	(2,915)	(2,973)	(3,032)	(3,093)	(14,172)
Operating grants	(536)	<b>(536)</b>	(536)	(536)	(536)	(536)	(2,680)
<b>Total Operating Revenues</b>	<b>(2,135)</b>	<b>(2,695)</b>	<b>(3,451)</b>	<b>(3,509)</b>	<b>(3,568)</b>	<b>(3,629)</b>	<b>(16,852)</b>
<b>Operating Expenditures</b>							
Administration	150	<b>272</b>	272	272	272	272	1,360
Operating costs	2,907	<b>2,965</b>	3,024	3,085	3,146	3,209	15,429
Wages & benefits	120	<b>120</b>	122	125	127	130	624
<b>Total Operating Expenditures</b>	<b>3,177</b>	<b>3,357</b>	<b>3,418</b>	<b>3,482</b>	<b>3,545</b>	<b>3,611</b>	<b>17,413</b>
<b>Operating (surplus)/deficit</b>	<b>1,042</b>	<b>662</b>	<b>(33)</b>	<b>(27)</b>	<b>(23)</b>	<b>(18)</b>	<b>561</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>1,042</b>	<b>662</b>	<b>(33)</b>	<b>(27)</b>	<b>(23)</b>	<b>(18)</b>	<b>561</b>
Add: Prior year (surplus) / deficit	(2,381)	<b>(1,361)</b>	(699)	(732)	(759)	(782)	(4,333)
<b>(Surplus) applied to future years</b>	<b>(1,339)</b>	<b>(699)</b>	<b>(732)</b>	<b>(759)</b>	<b>(782)</b>	<b>(800)</b>	<b>(3,772)</b>

**Streetlighting - Sandpiper  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>10.0%</b>	6.0%	2.0%	2.0%	2.0%	
Property taxes	(14,079)	<b>(15,487)</b>	(16,416)	(16,745)	(17,079)	(17,421)	(83,148)
	(14,079)	<b>(15,487)</b>	(16,416)	(16,745)	(17,079)	(17,421)	(83,148)
<b>Total Operating Revenues</b>	(14,079)	<b>(15,487)</b>	(16,416)	(16,745)	(17,079)	(17,421)	(83,148)
<b>Operating Expenditures</b>							
Administration	175	<b>1,278</b>	1,278	1,278	1,278	1,278	6,390
Operating costs	14,576	<b>14,858</b>	15,155	15,458	15,767	16,083	77,321
Wages & benefits	120	<b>120</b>	122	125	127	130	624
<b>Total Operating Expenditures</b>	14,871	<b>16,256</b>	16,555	16,861	17,172	17,491	84,335
<b>Operating (surplus)/deficit</b>	792	<b>769</b>	139	116	93	70	1,187
<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>	792	<b>769</b>	139	116	93	70	1,187
Add: Prior year (surplus) / deficit	(2,020)	<b>(1,649)</b>	(880)	(741)	(625)	(532)	(4,427)
<b>(Surplus) applied to future years</b>	(1,228)	<b>(880)</b>	(741)	(625)	(532)	(462)	(3,240)

**Streetlighting - Highway#4  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>4.0%</b>	2.0%	2.0%	2.0%	2.0%	
Property taxes	(4,244)	<b>(4,414)</b>	(4,502)	(4,592)	(4,684)	(4,778)	(22,970)
	(4,244)	<b>(4,414)</b>	(4,502)	(4,592)	(4,684)	(4,778)	(22,970)
<b>Total Operating Revenues</b>	<b>(4,244)</b>	<b>(4,414)</b>	(4,502)	(4,592)	(4,684)	(4,778)	(22,970)
<b>Operating Expenditures</b>							
Administration	175	<b>360</b>	360	360	360	360	1,800
Operating costs	3,876	<b>3,954</b>	4,033	4,114	4,196	4,280	20,577
Wages & benefits	120	<b>120</b>	122	125	127	130	624
<b>Total Operating Expenditures</b>	<b>4,171</b>	<b>4,434</b>	4,515	4,599	4,683	4,770	23,001
<b>Operating (surplus)/deficit</b>	<b>(73)</b>	<b>20</b>	13	7	(1)	(8)	31
<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>(73)</b>	<b>20</b>	13	7	(1)	(8)	31
Add: Prior year (surplus) / deficit	(186)	<b>(269)</b>	(249)	(236)	(229)	(230)	(1,213)
<b>(Surplus) applied to future years</b>	<b>(259)</b>	<b>(249)</b>	(236)	(229)	(230)	(238)	(1,182)

**Solid Waste Management  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>		<b>15.0%</b>	13.0%	13.0%	13.0%	10.0%	
Property taxes	(831,132)	<b>(955,802)</b>	(1,080,056)	(1,220,464)	(1,379,124)	(1,517,036)	(6,152,482)
	(831,132)	<b>(955,802)</b>	(1,080,056)	(1,220,464)	(1,379,124)	(1,517,036)	(6,152,482)
Operations	(139,925)	<b>(133,075)</b>	(135,603)	(138,181)	(140,810)	(143,492)	(691,161)
Landfill tipping fees	(8,200,000)	<b>(9,300,000)</b>	(9,700,000)	(9,700,000)	(9,700,000)	(9,000,000)	(47,400,000)
Grants in lieu of taxes	(6,800)	<b>(6,800)</b>	(6,800)	(6,800)	(6,800)	(6,800)	(34,000)
Interdepartmental recoveries	(103,007)	<b>(103,007)</b>	(103,007)	(103,007)	(103,007)	(103,007)	(515,035)
Miscellaneous	(895,290)	<b>(966,604)</b>	(985,936)	(1,005,655)	(1,025,768)	(1,046,283)	(5,030,246)
<b>Total Operating Revenues</b>	<b>(10,176,154)</b>	<b>(11,465,288)</b>	<b>(12,011,402)</b>	<b>(12,174,107)</b>	<b>(12,355,509)</b>	<b>(11,816,618)</b>	<b>(59,822,924)</b>
<b>Operating Expenditures</b>							
Administration	601,863	<b>722,601</b>	737,053	751,794	766,830	782,166	3,760,444
Professional fees	420,700	<b>376,280</b>	383,806	391,482	399,311	407,297	1,958,176
Building ops	200,550	<b>199,450</b>	203,439	207,509	211,658	215,890	1,037,946
Veh & Equip ops	651,248	<b>653,805</b>	666,881	680,220	693,823	707,700	3,402,429
Operating costs	3,222,941	<b>3,524,507</b>	3,683,130	3,806,601	4,286,340	4,792,067	20,092,645
Wages & benefits	3,328,271	<b>3,701,948</b>	3,775,987	3,851,507	3,928,536	4,007,107	19,265,085
Contributions to reserve funds	1,343,525	<b>1,700,665</b>	1,660,665	1,410,665	1,510,665	1,410,665	7,693,325
Debt interest	158						
<b>Total Operating Expenditures</b>	<b>9,769,256</b>	<b>10,879,256</b>	<b>11,110,961</b>	<b>11,099,778</b>	<b>11,797,163</b>	<b>12,322,892</b>	<b>57,210,050</b>
<b>Operating (surplus)/deficit</b>	<b>(406,898)</b>	<b>(586,032)</b>	<b>(900,441)</b>	<b>(1,074,329)</b>	<b>(558,346)</b>	<b>506,274</b>	<b>(2,612,874)</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	2,522,807	<b>2,456,962</b>	3,080,000	1,230,500	2,311,000	301,000	9,379,462
Transfer from reserves	(1,333,707)	<b>(464,990)</b>	(2,620,000)	(610,000)	(2,000,000)	(100,000)	(5,794,990)
<b>Net Capital Assets funded from Operations</b>	<b>1,189,100</b>	<b>1,991,972</b>	<b>460,000</b>	<b>620,500</b>	<b>311,000</b>	<b>201,000</b>	<b>3,584,472</b>
<b>Capital Financing Charges</b>							
Existing debt (principal)	43,255						
<b>Total Capital Financing Charges</b>	<b>43,255</b>						
<b>Net (surplus)/deficit for the year</b>	<b>825,457</b>	<b>1,405,940</b>	<b>(440,441)</b>	<b>(453,829)</b>	<b>(247,346)</b>	<b>707,274</b>	<b>971,598</b>
Add: Transfer from appropriated surplus	(611,070)	<b>(1,010,207)</b>					(1,010,207)
Add: Prior year (surplus) / deficit	(1,485,401)	<b>(1,729,475)</b>	(1,333,742)	(1,774,183)	(2,228,012)	(2,475,358)	(9,540,770)
<b>(Surplus) applied to future years</b>	<b>(1,271,014)</b>	<b>(1,333,742)</b>	<b>(1,774,183)</b>	<b>(2,228,012)</b>	<b>(2,475,358)</b>	<b>(1,768,084)</b>	<b>(9,579,379)</b>

**Solid Waste Management**
**5 Year Capital Plan**

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MJ-1202 MAJOR CAP - SOLID WASTE CHURCH ROAD	205,000	275,000	213,000	205,000	75,000	<b>973,000</b>
MJ-1203 MAJOR CAP - SOLID WASTE ENG & DISP OPS	527,500	50,000	91,000	30,000	35,000	<b>733,500</b>
MN-1202 MINOR CAP - SOLID WASTE CHURCH ROAD	5,000	4,000	4,000	4,000	4,000	<b>21,000</b>
MN-1203 MINOR CAP - SOLID WASTE ENG & DISP OPS	28,500	9,500	9,500	9,500	9,500	<b>66,500</b>
PC-1200 COMPUTER - SOLID WASTE MANAGEMENT	146,500	6,500	8,000	12,500	2,500	<b>176,000</b>
SW-0001 SW- CELL 1 CAPITAL PROJECTS (2010)	54,312	1,800,000	110,000			<b>1,964,312</b>
SW-0003 SW- LANDFILL GAS COLLECTION SYSTEM 2014	269,472	50,000	50,000	50,000	50,000	<b>469,472</b>
SW-0006 SW - NORTH BERM PHASE 3 - BERM CONSTRUCT	10,678					<b>10,678</b>
SW-0007 SW - CELL ONE SOUTHWEST BERM CLOSURE			500,000	2,000,000	100,000	<b>2,600,000</b>
SW-0010 SW - CELL TWO SOUTH EAST BERM CONSTRUCT		40,000				<b>40,000</b>
VH-1203 VEHICLE - SOLID WASTE ENG & DISP OPS	1,210,000	845,000	245,000		25,000	<b>2,325,000</b>
<b>Total Solid Waste Management</b>	<b>2,456,962</b>	<b>3,080,000</b>	<b>1,230,500</b>	<b>2,311,000</b>	<b>301,000</b>	<b>9,379,462</b>

Solid Waste Management

Reserve Fund	2019 Budget	2020	2021	2022	2023
<b>Opening Balance</b>	3,951,898	5,024,997	3,913,817	4,561,310	3,926,896
SW-0001 SW- CELL 1 CAPITAL PROJECTS (2010)	54,312	1,800,000	110,000	-	-
SW-0002 SW- LANDFILL NATURE PARK - PHS 1	-	-	-	-	-
SW-0006 SW - NORTH BERM PHASE 3 - BERM CONSTRUCT	10,678	-	-	-	-
SW-0007 SW - CELL ONE SOUTHWEST BERM CLOSURE	-	-	500,000	2,000,000	100,000
SW-0010 SW - CELL TWO SOUTH EAST BERM CONSTRUCT	-	40,000	-	-	-
VH-1203 VEHICLE - SOLID WASTE ENG & DISP OPS	400,000	780,000	-	-	-
<b>Total Allocated To Capital Projects</b>	<b>464,990</b>	<b>2,620,000</b>	<b>610,000</b>	<b>2,000,000</b>	<b>100,000</b>
<b>Transfers Out of Reserve Fund</b>					
Transfers to the Operating Fund		-	-	-	-
Transfers to Reserve Account	200,000	200,000	200,000	200,000	200,000
Transfers to DCC Fund					
<b>Total Transfers Out of Reserve Fund</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Total Expenditures</b>	<b>664,990</b>	<b>2,820,000</b>	<b>810,000</b>	<b>2,200,000</b>	<b>300,000</b>
<b>Transfers Into Reserve Fund</b>					
Contributions from Operating Fund	1,698,570	1,658,570	1,408,570	1,508,570	1,408,570
Transfers from Reserve Account					
Transfers from DCC Fund					
<b>Total Transfers Into Reserve Fund</b>	<b>1,698,570</b>	<b>1,658,570</b>	<b>1,408,570</b>	<b>1,508,570</b>	<b>1,408,570</b>
<b>Closing Balance Before Interest</b>	<b>4,985,478</b>	<b>3,863,567</b>	<b>4,512,387</b>	<b>3,869,880</b>	<b>5,035,466</b>
Interest Income	39,519	50,250	48,923	57,016	58,903
<b>Closing Reserve Balance fund</b>	<b>5,024,997</b>	<b>3,913,817</b>	<b>4,561,310</b>	<b>3,926,896</b>	<b>5,094,369</b>
<b>Draw from Reserve Account</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net To Borrow</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sinking Fund (20 yrs)</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>	<b>0.037216</b>
<b>Interest (20 yrs)</b>	<b>0.040000</b>	<b>0.045000</b>	<b>0.045000</b>	<b>0.050000</b>	<b>0.050000</b>
<b>Term</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Debt issuing cost rate</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>
<b>New Debt Principal/Int</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New Debt Principal/Int (cumulative)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt issuing cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Solid Waste Collection & Recycling  
FINANCIAL PLAN  
2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>							
Operations	(1,113,632)	<b>(1,188,868)</b>	(1,193,868)	(1,198,868)	(1,203,868)	(1,208,868)	(5,994,340)
Utility user fees	(3,567,448)	<b>(4,037,648)</b>	(4,925,931)	(5,049,079)	(5,225,797)	(5,513,215)	(24,751,670)
Miscellaneous	(7,500)	<b>(7,500)</b>	(7,500)	(7,500)	(7,500)	(7,500)	(37,500)
<b>Total Operating Revenues</b>	<b>(4,688,580)</b>	<b>(5,234,016)</b>	<b>(6,127,299)</b>	<b>(6,255,447)</b>	<b>(6,437,165)</b>	<b>(6,729,583)</b>	<b>(30,783,510)</b>
<b>Operating Expenditures</b>							
Administration	343,897	<b>401,189</b>	405,201	409,253	413,345	417,479	2,046,467
Professional fees	8,000	<b>30,000</b>	30,300	30,603	30,909	31,218	153,030
Building ops	2,681	<b>2,681</b>	2,708	2,735	2,762	2,790	13,676
Veh & Equip ops	1,485	<b>1,485</b>	1,500	1,515	1,530	1,545	7,575
Operating costs	4,091,844	<b>4,610,686</b>	5,258,395	5,679,067	5,792,648	6,082,281	27,423,077
Wages & benefits	221,835	<b>234,828</b>	239,524	244,315	249,201	254,185	1,222,053
Contributions to reserve funds	100,205	<b>10,205</b>	100,205	50,205	205	205	161,025
<b>Total Operating Expenditures</b>	<b>4,769,947</b>	<b>5,291,074</b>	<b>6,037,833</b>	<b>6,417,693</b>	<b>6,490,600</b>	<b>6,789,703</b>	<b>31,026,903</b>
<b>Operating (surplus)/deficit</b>	<b>81,367</b>	<b>57,058</b>	<b>(89,466)</b>	<b>162,246</b>	<b>53,435</b>	<b>60,120</b>	<b>243,393</b>
<b>Capital Asset Expenditures</b>							
Capital expenditures	125	<b>250</b>	150	2,125	125		2,650
<b>Net Capital Assets funded from Operations</b>	<b>125</b>	<b>250</b>	<b>150</b>	<b>2,125</b>	<b>125</b>		<b>2,650</b>
<b>Capital Financing Charges</b>							
<b>Total Capital Financing Charges</b>							
<b>Net (surplus)/deficit for the year</b>	<b>81,492</b>	<b>57,308</b>	<b>(89,316)</b>	<b>164,371</b>	<b>53,560</b>	<b>60,120</b>	<b>246,043</b>
Add: Transfer from appropriated surplus		<b>(2,833)</b>					(2,833)
Add: Prior year (surplus) / deficit	(294,508)	<b>(252,466)</b>	(197,991)	(287,307)	(122,936)	(69,376)	(930,076)
<b>(Surplus) applied to future years</b>	<b>(213,016)</b>	<b>(197,991)</b>	<b>(287,307)</b>	<b>(122,936)</b>	<b>(69,376)</b>	<b>(9,256)</b>	<b>(686,866)</b>





Solid Waste Collection & Recycling

5 Year Capital Plan

	2019 Capital	2020 Capital	2021 Capital	2022 Capital	2023 Capital	<b>Total</b>
MN-1213 MINOR CAP - GARBAGE COLLECTION & RECYC	250	150	125	125		<b>650</b>
PC-1213 COMPUTER - GARBAGE COLLECTION & RECYC			2,000			<b>2,000</b>
<b>Total Solid Waste Collection &amp; Recycling</b>	250	150	2,125	125		<b>2,650</b>



**Community Works Fund Projects - Regional & Community Utilities**  
**FINANCIAL PLAN**  
**2019 to 2023**

	2018 Budget	2019 Proposed Budget	2020	2021	2022	2023	Total
<b>Operating Revenues</b>							
Operating grants	(85,000)	<b>(129,981)</b>	(85,000)	(85,000)	(85,000)	(85,000)	(469,981)
<b>Total Operating Revenues</b>	(85,000)	<b>(129,981)</b>	(85,000)	(85,000)	(85,000)	(85,000)	(469,981)
<b>Operating Expenditures</b>							
Professional fees	65,000	<b>109,981</b>	65,000	65,000	65,000	65,000	369,981
Operating costs	20,000	<b>20,000</b>	20,000	20,000	20,000	20,000	100,000
<b>Total Operating Expenditures</b>	85,000	<b>129,981</b>	85,000	85,000	85,000	85,000	469,981
<b>Operating (surplus)/deficit</b>							
<b>Capital Asset Expenditures</b>							
Capital expenditures	416,714	<b>608,773</b>	10,000	10,000	13,634		642,407
Grants and other	(416,714)	<b>(608,773)</b>	(10,000)	(10,000)	(13,634)		(642,407)
<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>(Surplus) applied to future years</b>							