



ALBERNI-CLAYOQUOT
REGIONAL DISTRICT



2020-2024
FINANCIAL PLAN



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HISTORY & PURPOSE



The Alberni-Clayoquot Regional District (ACRD) is situated in the heart of Vancouver Island with one of the most dramatic and majestic landscapes. The Alberni-Clayoquot Regional District is a federation consisting of member Municipalities; Port Alberni, Tofino, Ucluelet, Treaty First Nations; Huu-ay-aht, Yuuʕuʔiʔath, Uchucklesaht Tribe Government and Toquaht Nation and six electoral areas; A - Bamfield, B - Beaufort, C - Long Beach, D - Sproat Lake, E - Beaver Creek and F - Cherry Creek. The Alberni-Clayoquot Regional District is within the traditional territory of ten First Nations.





ALBERNI-CLAYOQUOT REGIONAL DISTRICT 2020-2024 FINANCIAL PLAN

Established in 1966, the Alberni-Clayoquot Regional District provides services to their member jurisdictions. As service providers, the Regional District provides three distinct roles:



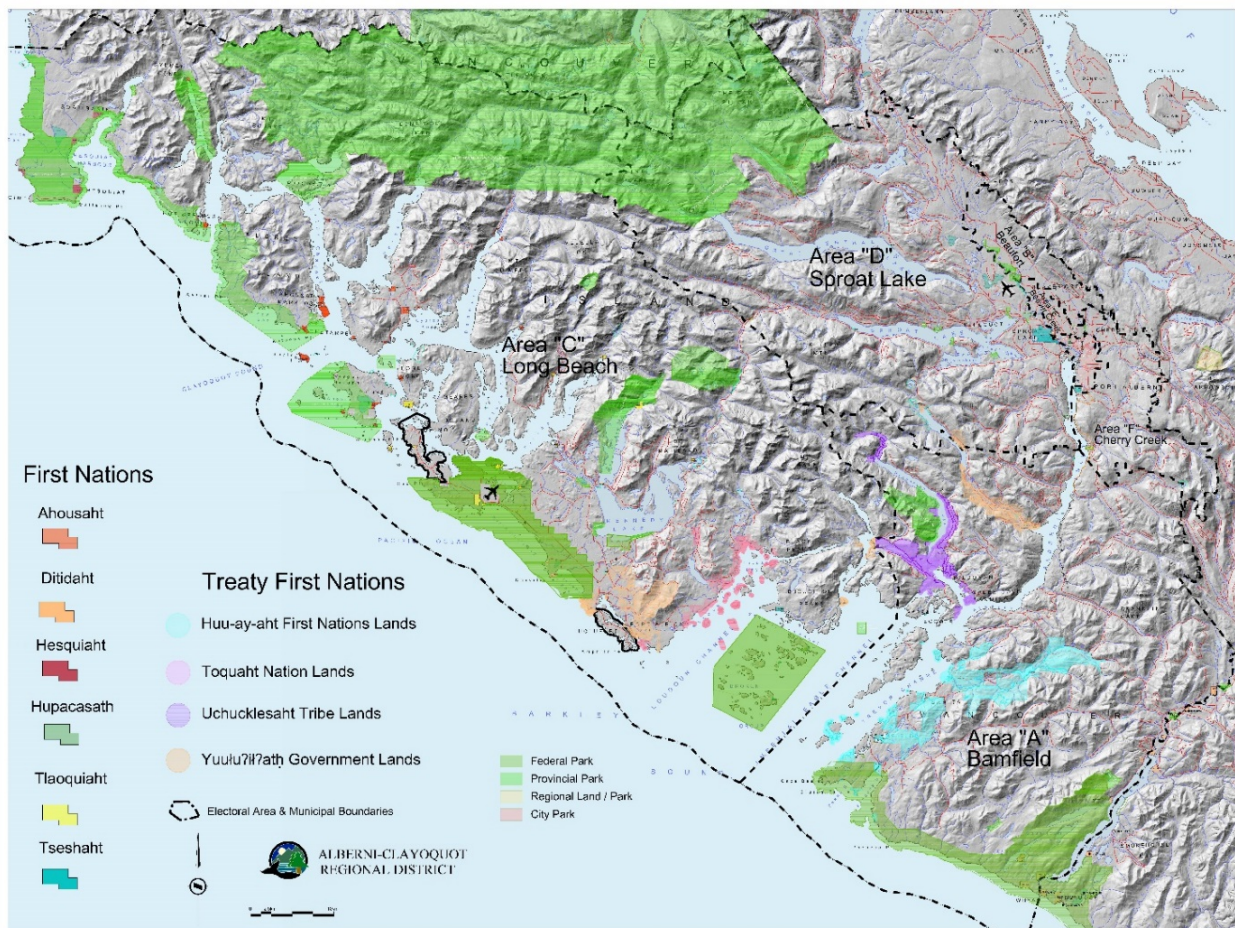
Serves as local government to the six (unincorporated) electoral areas, responsible for providing basic local services such as community planning, water supply and fire protection.

Serves as an inter-jurisdictional service body providing sub-regional services to different combinations of municipalities; electoral areas and First Nations.

Responsible for providing important regional services and undertaking key activities on behalf of, the entire region.

The Alberni-Clayoquot Regional District Board of Directors has adopted the philosophy "we are all one".

The geography of the ACRD varies between mountainous terrain with waterfalls, rivers and trails, world-renowned beaches, remote West Coast communities to waterfront city streets.





COMMUNITY AT A GLANCE

(Source: Statistics Canada, 2016 Census)



6,589.15 km²



Population: 30,981



Dwellings: 15,490



3 Municipalities

4 Treaty First Nations

6 Electoral Areas



Source: BC Assessment (2020 Completed Roll)



HIGHLIGHTS OF ACRD SERVICES



55km of Trails



4 Regional Parks
9 Community Parks



1,144 tonnes of
Recycle BC Materials
Diverted in 2019



127 Building Permits Issued
In 2019 = \$14.2 million
Total Construction Value



21,000 tonnes of
Waste Landfilled in
2019



93 Volunteer Fire
Department Members



65 Meetings



ACRD SERVICES





Region wide, 59 distinct services are delivered to residents by the following departments. Services are funded by property taxes, parcel taxes, user fees, grants and other sources of revenue. The costs of each service provided by the ACRD are recovered only from the area that benefits from the service.

Administration & Finance

- General Administration
- Electoral Area Administration
- Vancouver Island Regional Library
- Grants in Aid
- Street Lighting
- Municipal Debt Management

Planning & Development

- Regional Planning
- Rural Area Land Use Planning
- Building Inspection Services
- Noise & Animal Bylaw Enforcement

Environmental Services

- Waste Management
- Airport Management
- Regional Parks & Trails
- Community Parks & Trails
- Water Systems
- Salmon Beach Services
- Custom and Conventional Transit
- Marine Patrol
- Multiplex Operation (once constructed)

Protective Services

- E911 Telephone Service
- Fire Protection
- Emergency Planning

Regional Hospital District

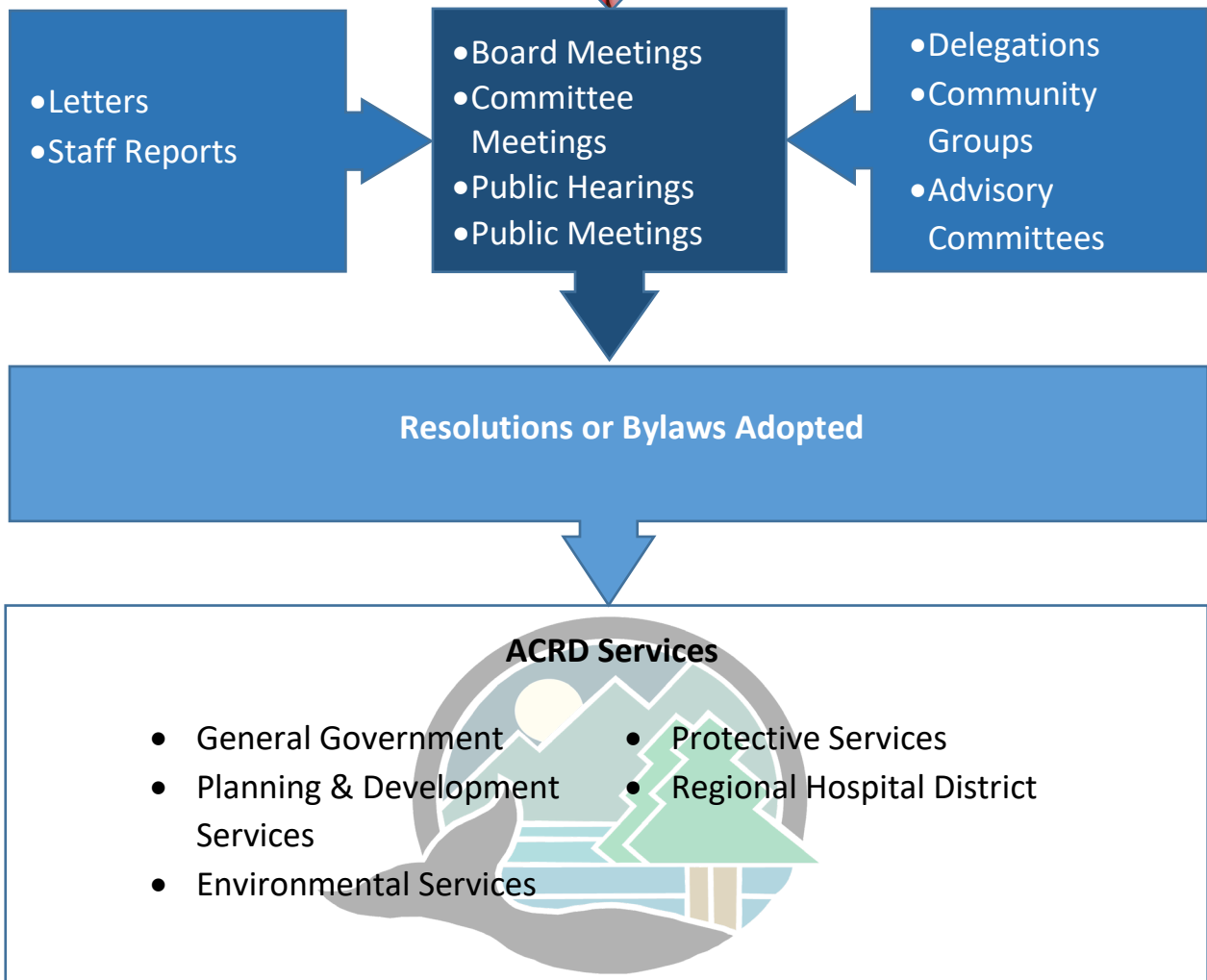
- Administration & Financing

What We Don't Do: Roads - Policing - Tax Notices



HOW THE ACRD WORKS

Board of Directors





ELECTED OFFICIALS



John Jack, Board Chair
Huu-ay-aht First Nation



Josie Osborne, Vice Chair
District of Tofino



Bob Beckett
Area A Bamfield



Tanya Shannon
Area B Beaufort



Kel Roberts
Area C Long Beach



Penny Cote
Area D Sproat Lake



John McNabb
Area E Beaver Creek



Dianne Bodnar
Area F Cherry Creek



Sharie Minions
City of Port Alberni



Debbie Haggard
City of Port Alberni



Rachelle Cole
District of Ucluelet



Alan McCarthy
Yuułuʔiłʔatḥ
Government



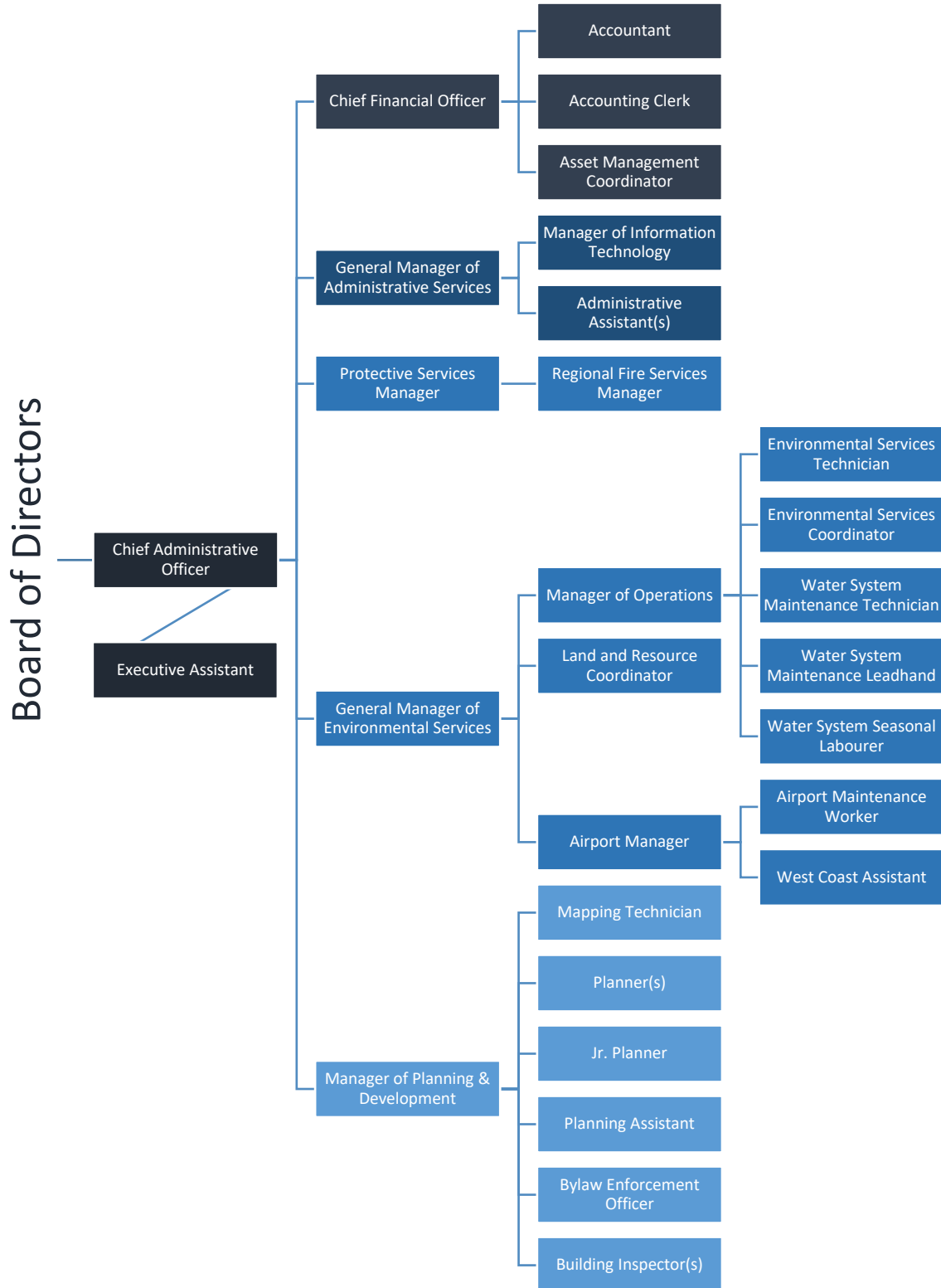
Wilfred Cootes
Uchucklesaht Tribe
Government



Kirsten Johnsen
Toquaht Nation



ORGANIZATIONAL STRUCTURE





MESSAGE FROM THE CFO

I am very pleased to present the 2020-2024 Alberni-Clayoquot Regional District (ACRD) Financial Plan in a new format. This restructured format provided the Board of Directors and the public the opportunity to see the Draft Financial Plan in its entirety when initially presented by staff on February 13, 2020 instead of being presented service by service at the committee level as it has been done in the past. This approach provided the overall impact for all the services delivered to each area.

This Financial Plan document is formatted in a way that requisition summaries by member are located near the beginning of the package. These summaries identify each jurisdiction's cost of each service and the total overall requisition changes from the prior year. The Financial Plan then provides the detail of each of the service budgets later in the package. These individual service budgets have been developed by considering the existing operations of a service as well as the current strategic priorities of the Board. Input to these budgets has been received from ACRD staff, consultants, volunteers, committees and the Directors.

The services provided to each area of the ACRD are very diverse and therefore the requisition amounts vary from jurisdiction to jurisdiction depending on the number and type of services that each area participates in. One of the goals in changing this Financial Plan presentation format was to provide a document that any of our community members can read to understand the services provided to their area.

The staff presented the Draft Financial Plan to the Board of Directors on February 13, 2020. Additional committee meetings were held in February and March to further discuss certain components of the plan. In March, the COVID-19 outbreak caused governments worldwide to enact emergency measures to combat the spread of the virus. These measures, which include the implementation of facility closures, travel restrictions, self-isolation periods, and physical distancing, will have a significant impact on local and global economies. When the 2020-2024 Financial Plan Bylaw was presented for adoption to the Board of Directors on March 25, 2020 the Board asked staff to review the Financial Plan while considering the potential impacts of the COVID-19 crisis.

At the Special Board of Directors meeting on March 31, 2020 the Board made a number of adjustments to the Financial Plan as a result of the COVID-19 crisis. Impacts to the 2020 budget, as a result of this pandemic, are challenging to quantify at this time as a number of variables are unknown such as duration and severity of the crisis in our region.

Staff welcome any feedback to this year's financial plan process as we continue to strive to make improvements on the process each year.

Regards,

Teri Fong, CPA, CGA

Chief Financial Officer



ASSESSMENTS





Net Taxable Values

Change in Hospital Assessed Values – 2019 Final Roll to 2020 Revised Roll

	Net Taxable Values			
	2019	2020	\$ Change	% Change
Electoral Areas				
Area A Bamfield	172,607,548	177,923,606	5,316,058	3.08%
Area B Beaufort	107,637,444	120,934,304	13,296,860	12.35%
Area C Long Beach	206,981,587	217,565,143	10,583,556	5.11%
Area D Sproat Lake	1,002,181,147	1,092,020,925	89,839,778	8.96%
Area E Beaver Creek	462,200,323	502,766,894	40,566,571	8.78%
Area F Cherry Creek	363,993,873	406,189,123	42,195,250	11.59%
	2,315,601,922	2,517,399,995	201,798,073	8.71%
First Nations				
Yuułu?it?ath Government	482,100	486,600	4,500	0.93%
Uchucklesaht Tribe Government	166,000	166,800	800	0.00%
Huu-ay-aht First Nation	1,611,250	1,888,950	277,700	17.24%
Toquaht Nation	-	-	-	0.00%
	2,259,350	2,542,350	283,000	0.00%
Municipal Members				
City of Port Alberni	2,454,015,536	2,636,015,945	182,000,409	7.42%
District of Tofino	1,076,777,646	1,232,596,126	155,818,480	14.47%
District of Ucluelet	583,633,123	662,606,879	78,973,756	13.53%
	4,114,426,305	4,531,218,950	416,792,645	10.13%
GRAND TOTAL	6,432,287,577	7,051,161,295	618,873,718	9.62%

Net taxable value is the value to which the appropriate tax rates are applied to determine taxes payable; it is the actual value, less any tax exemptions.



Converted Values

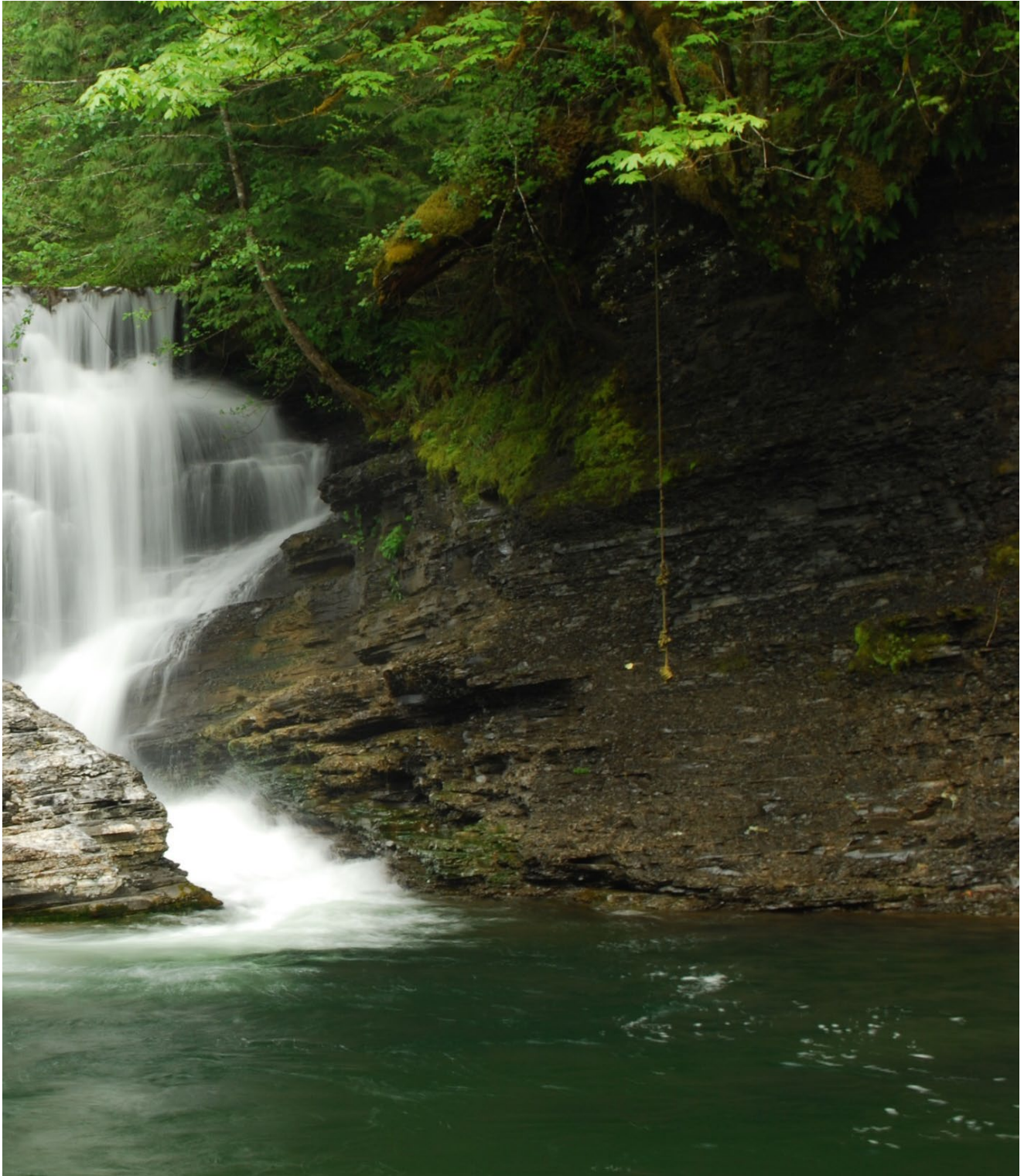
Change in Hospital Assessed Values – 2019 Final Roll to 2020 Revised Roll

	Converted Values			
	2019	2020	\$ Change	% Change
Electoral Areas				
Area A Bamfield	23,471,109	24,528,908	1,057,799	4.51%
Area B Beaufort	15,026,132	16,484,331	1,458,199	9.70%
Area C Long Beach	30,098,820	31,548,471	1,449,651	4.82%
Area D Sproat Lake	120,270,623	130,755,274	10,484,651	8.72%
Area E Beaver Creek	46,865,897	50,876,947	4,011,050	8.56%
Area F Cherry Creek	50,651,493	56,015,789	5,364,296	10.59%
	286,384,074	310,209,720	23,825,646	8.32%
First Nations				
Yuułuꞑifꞑath Government	164,445	165,970	1,525	0.93%
Uchucklesaht Tribe Government	28,055	28,193	138	0.00%
Huu-ay-aht First Nation	213,043	241,731	28,688	13.47%
Toquaht Nation	-	-	-	0.00%
	405,543	435,894	30,351	0.00%
Municipal Members				
City of Port Alberni	308,708,352	330,661,993	21,953,641	7.11%
District of Tofino	141,472,773	160,640,052	19,167,279	13.55%
District of Ucluelet	72,514,125	82,521,564	10,007,439	13.80%
	522,695,250	573,823,609	51,128,359	9.78%
GRAND TOTAL	809,484,867	884,469,223	74,984,356	9.26%

Converted value of land and improvements is the net taxable value of land and improvements multiplied by the percentage prescribed by the Provincial regulation for each property classification.



SUMMARY OF SERVICE PARTICIPANTS





2020 REQUISITION BY SERVICE BY PARTICIPANT

Function	Port Alberni	Tofino	Ucluelet	Yuufu?if?ath	Huu-ay-aht	Uchucklesaht	Toquaht	Area A	Area B	Area C	Area D	Area E	Area F	2019	2020
E911 Telephone System	X	X	X	X				X	X	X	X	X	X	302,290	314,080
General Government Services	X	X	X	X	X	X	X	X	X	X	X	X	X	1,201,883	1,185,580
Grant-in-aid Alberni Valley & Bamfield	X							X	X		X	X	X	21,552	18,053
Grant-in-aid Economic Development								X	X		X	X	X	21,833	4,500
Grant-in-aid Victim Witness	X							X			X	X	X	26,000	26,000
Grants-in-aid Region Wide	X	X	X					X	X	X	X	X	X	54,100	40,601
Regional Parks	X	X	X					X	X	X	X	X	X	48,937	76,371
Regional Planning	X	X	X					X	X	X	X	X	X	137,587	153,595
Building Inspection								X	X	X	X	X	X	132,780	101,883
Electoral Area Administration								X	X	X	X	X	X	78,459	79,749
Mgmt of Development - Rural Areas								X	X	X	X	X	X	344,727	433,982
Vancouver Island Regional Library								X	X	X	X	X	X	479,350	481,958
Alberni Valley Emergency Planning	X								X		X	X	X	173,378	203,744
Alberni Valley & Bamfield Waste Mgmt	X							X	X		X	X	X	88,412	148,743
Alberni Valley Regional Airport	X								X		X	X	X	643,069	654,551
Alberni Valley Regional Water - Proposed	X											X	X	984	-
Custom Transit	X								X		X	X	X	208,779	208,932
Grant-in-aid Alberni Valley	X								X		X	X	X	10,343	37,000
Grant-in-aid McLean Mill									X		X	X	X	30,000	30,000
Sproat Lake Marine Patrol	X								X		X	X	X	37,011	37,434
Grant-in-aid Ucluelet & 'C' Long Beach			X							X				1,000	6,000
Grant-in-aid West Coast		X	X							X				14,300	5,900
Long Beach Airport		X	X							X				375,916	395,303
West Coast Multiplex Service		X	X				X			X				19,590	-
West Coast Transit		X	X	X			X			X				3,000	111,000
West Coast Waste Mgmt		X	X							X				102,546	123,358
Port Alberni Arena	X													134,871	123,242
Bamfield Community Park								O						17,710	6,996
Bamfield Emergency Planning								X						15,819	23,350
Bamfield Volunteer Fire Dept								O						108,751	110,380
Bamfield Water System								O						92,260	92,260
Grants-in-aid Bamfield								X						11,000	11,000
Grant in Aid Beaufort									X					2,406	- 2,906
Mountain Ranch Rd Fire Protection									O					3,487	4,090
Long Beach Emergency Planning										X				10,483	12,433
Salmon Beach Garbage										O				36,051	34,472
Salmon Beach Power Distribution										O				65,343	65,204
Salmon Beach Recreation										O				52,381	50,725
Salmon Beach Security										O				8,295	10,669

Key:

X: Entire area pays for the service

O: Part of an area pays for the service



2020 REQUISITION BY SERVICE BY PARTICIPANT

Function	Port Alberni	Tofino	Ucluelet	Yuufu?if?ath	Huu-ay-aht	Uchucklesaht	Toquaht	Area A	Area B	Area C	Area D	Area E	Area F	2019	2020
Salmon Beach Sewage										O				51,346	58,473
Salmon Beach Transportation										O				132,220	120,155
Salmon Beach Water										O				14,897	20,843
South Long Beach Fire Protection										O				15,676	17,799
South Long Beach Multi-Purpose Path										O				7,014	7,000
South Long Beach Street Lighting										O				933	933
Grants-in-aid Sproat Lake											X			25,797	26,809
Sproat Lake Animal Control											X			1,045	1,224
Sproat Lake Arena											X			26,384	24,065
Sproat Lake Community Association											O			12,000	12,000
Sproat Lake Community Park											O			80,361	91,146
Sproat Lake Noise Control											X			26	6,756
Sproat Lake Volunteer Fire Department											O			397,207	489,712
Arvay Rd Street Lighting												O		1,533	1,550
Beaver Creek Animal Control												X		1,450	1,881
Beaver Creek Community Park												X		21,641	24,785
Beaver Creek Arena												X		20,326	18,465
Beaver Creek Noise Control												X		1,100	814
Beaver Creek Recreation												X		31,295	31,295
Beaver Creek Volunteer Fire Department												O		290,467	315,236
Beaver Creek Water System												O		246,806	246,806
Grants-in-aid Beaver Creek												X		5,000	- 1,500
Granville Rd Fire Protection												O		1,869	2,272
Cherry Creek Animal Control													X	948	1,423
Cherry Creek Arena													X	16,759	15,317
Cherry Creek Community Park													X	2,338	2,338
Cherry Creek Noise Control													X	1,100	815
Cherry Creek Grants-in-aid													X	40,009	41,509
Alberni-Clayoquot Regional Hospital	X	X	X	X	X	X	X	X	X	X	X	X	X	1,800,000	1,800,000
Total														8,364,229	8,800,154

Key:

X: Entire area pays for the service

O: Part of an area pays for the service

Notes:

- Listing only includes functions with requisition funding
- Surveyor of taxes charges 5.25% to collect electoral area taxes. The amount shown does not include this fee
- Approximate rates based on current property tax assessments. Rates may differ from actual rates shown on tax notices



REQUISITION SUMMARIES BY MEMBER





Area A – Bamfield

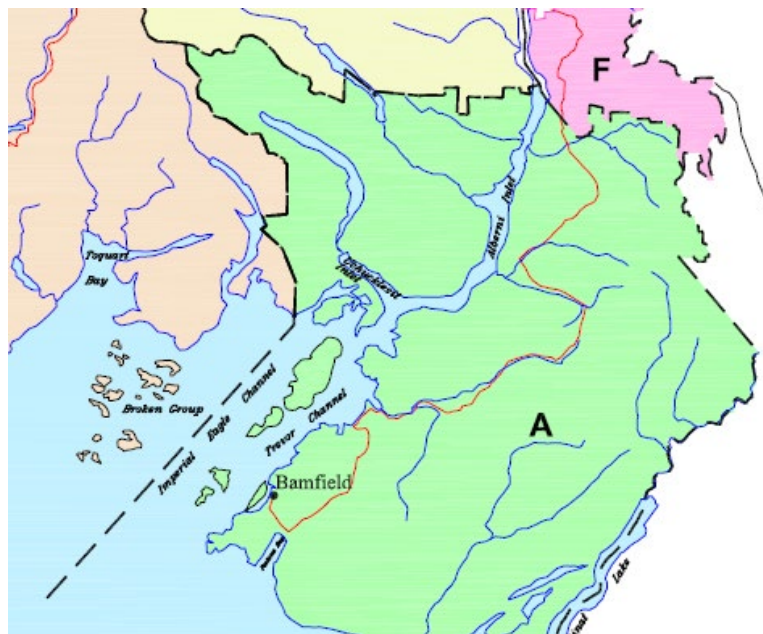
Estimated Tax Rate Analysis

Service Function	Requisition			Estimated Tax*		
	2019	2020	% Change	2019	2020	\$ Change
E911 Telephone System	8,710	8,771	0.70%	10.28	10.14	(0.14)
General Government Services	34,619	33,110	-4.36%	40.84	38.26	(2.58)
Grants-in-aid	17,047	14,949	-12.31%	20.11	17.27	(2.84)
Regional Parks	1,410	2,128	50.92%	1.66	2.46	0.80
Regional Planning	3,965	4,288	8.15%	4.68	4.96	0.28
Building Inspection	10,872	8,066	-25.81%	12.83	9.32	(3.51)
Electoral Area Administration	6,939	6,834	-1.50%	8.19	7.90	(0.29)
Mgmt of Development - Rural Planning	28,226	34,343	21.67%	33.30	39.69	6.39
Vancouver Island Regional Library	39,249	38,109	-2.90%	46.31	44.04	(2.27)
Alberni Valley & Bamfield Waste Mgmt	60,000	60,000	0.00%	70.79	69.34	(1.45)
Bamfield Community Park	17,710	6,996	-60.50%	20.89	8.08	(12.81)
Bamfield Emergency Planning	15,819	23,350	47.61%	18.66	26.98	8.32
Bamfield Volunteer Fire Dept	108,751	110,380	1.50%	128.31	127.56	(0.75)
Bamfield Water System	58,160	58,160	0.00%	237.39	238.36	0.97
BWS - Treatment Plant	34,100	34,100	0.00%	168.81	169.65	0.84
Regional Hospital District	51,857	49,929	-3.72%	61.18	57.70	(3.48)
Totals	497,432	493,514	-0.79%	884.23	871.71	(12.52)

*per \$100,000 of Assessed Value

2020 Average Residential Property Value: \$283,460

Estimated Tax per Average Residential Property: \$872



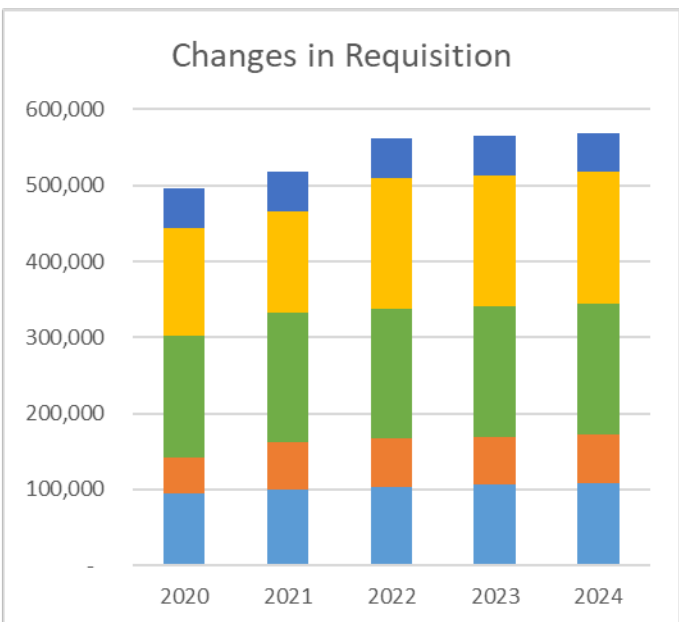
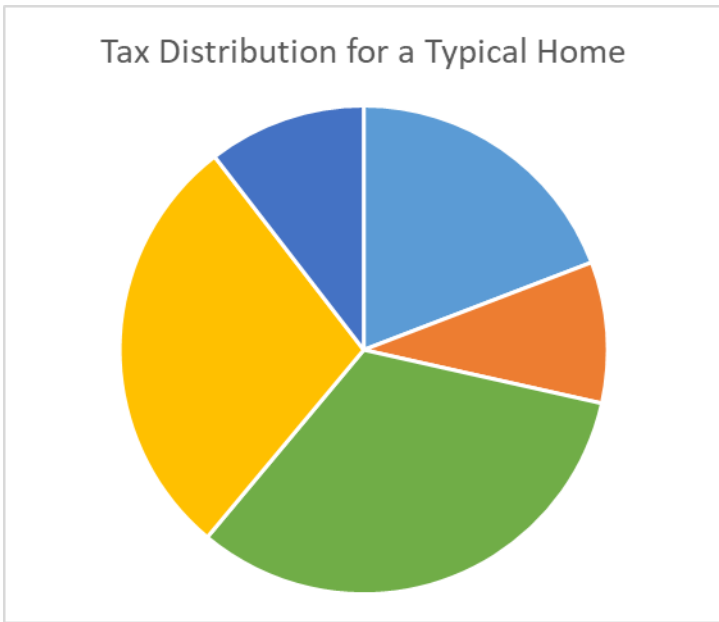


ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN

Area A – Bamfield 5-Year Forecast

Service Function	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
E911 Telephone System	8,710	8,771	9,146	9,385	9,612	9,660
General Government Services	34,619	33,110	42,218	43,105	44,411	44,911
Grants-in-aid	17,047	14,949	10,250	10,250	10,250	10,250
Regional Parks	1,410	2,128	3,047	3,085	3,124	3,166
Regional Planning	3,965	4,288	5,877	5,943	6,010	6,077
Building Inspection	10,872	8,066	14,802	15,134	15,474	15,822
Electoral Area Administration	6,939	6,834	7,393	9,109	8,627	8,666
Mgmt of Development - Rural Planning	28,226	34,343	41,679	41,647	41,624	42,414
Vancouver Island Regional Library	39,249	38,109	39,694	40,833	42,003	43,205
Alberni Valley & Bamfield Waste Mgmt	60,000	60,000	60,000	60,000	60,000	60,000
Bamfield Community Park	17,710	6,996	15,700	16,000	16,300	16,600
Bamfield Emergency Planning	15,819	23,350	30,600	30,900	31,200	31,500
Bamfield Volunteer Fire Dept	108,751	110,380	141,650	142,150	142,650	143,150
Bamfield Water System	58,160	58,160	58,160	58,160	58,160	58,160
BWS - Treatment Plant	34,100	34,100	34,100	34,100	34,100	34,100
Regional Hospital District	51,857	49,929	49,929	49,929	49,929	49,929
	497,432	493,514	564,245	569,731	573,474	577,609

Estimated Tax per \$1,000	\$	2.028	\$	2.012	\$	2.300	\$	2.323	\$	2.338	\$	2.355
Increase/(Decrease) per \$100,000 Assessed Value			\$	(1.60)	\$	28.84	\$	2.24	\$	1.53	\$	1.69



- General Government
- Planning & Development
- Environmental Services
- Protective Services
- Regional Hospital District



Area B – Beaufort

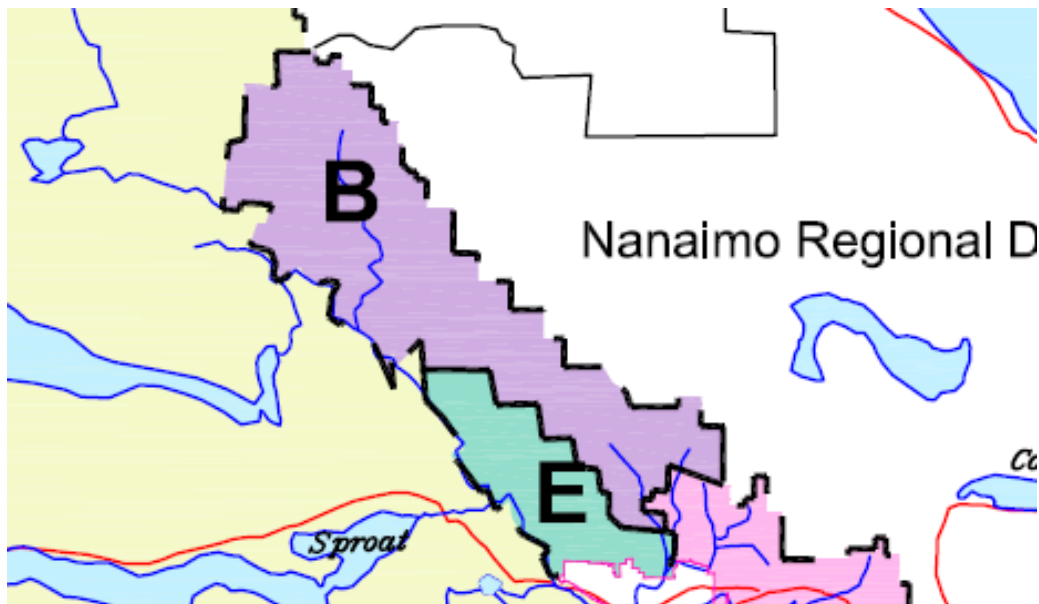
Estimated Tax Rate Analysis

Service Function	Requisition			Estimated Tax*		
	2019	2020	% Change	2019	2020	\$ Change
E911 Telephone System	5,619	5,850	4.11%	15.26	16.92	1.67
General Government Services	22,334	22,073	-1.17%	60.64	63.85	3.21
Grants-in-aid	8,220	1,815	-77.92%	22.32	5.25	(17.07)
Regional Parks	910	1,423	56.42%	2.47	4.12	1.65
Regional Planning	2,558	2,861	11.86%	6.95	8.28	1.33
Building Inspection	7,014	5,367	-23.48%	19.04	15.53	(3.52)
Electoral Area Administration	3,992	4,058	1.65%	10.84	11.74	0.90
Mgmt of Development - Rural Planning	18,209	22,939	25.98%	49.44	66.36	16.92
Vancouver Island Regional Library	25,321	25,611	1.15%	68.75	74.09	5.34
Alberni Valley Emergency Planning	4,805	5,750	19.67%	13.05	16.63	3.59
Alberni Valley & Bamfield Waste Mgmt	787	2,503	217.86%	2.14	7.24	5.10
Alberni Valley Regional Airport	17,820	18,474	3.67%	48.39	53.44	5.06
Custom Transit	5,786	5,897	1.93%	15.71	17.06	1.35
Sproat Lake Marine Patrol	1,026	1,055	2.89%	2.78	3.05	0.27
Mountain Ranch Rd Fire Protection	3,487	4,090	17.29%	9.47	11.83	2.36
Regional Hospital District	33,455	33,945	1.46%	90.84	98.20	7.36
Totals	161,342	163,711	1.47%	438.08	473.60	35.53

*per \$100,000 of Assessed Value

2020 Average Residential Property Value: \$476,880

Estimated Tax per Average Residential Property: \$474



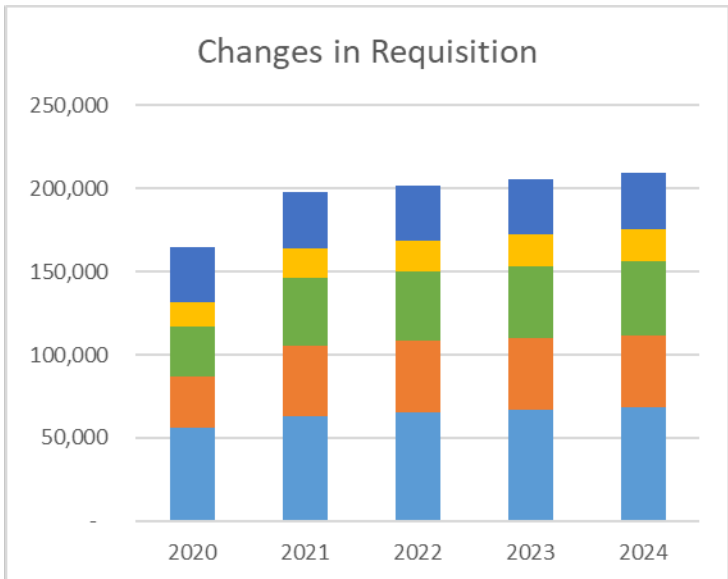
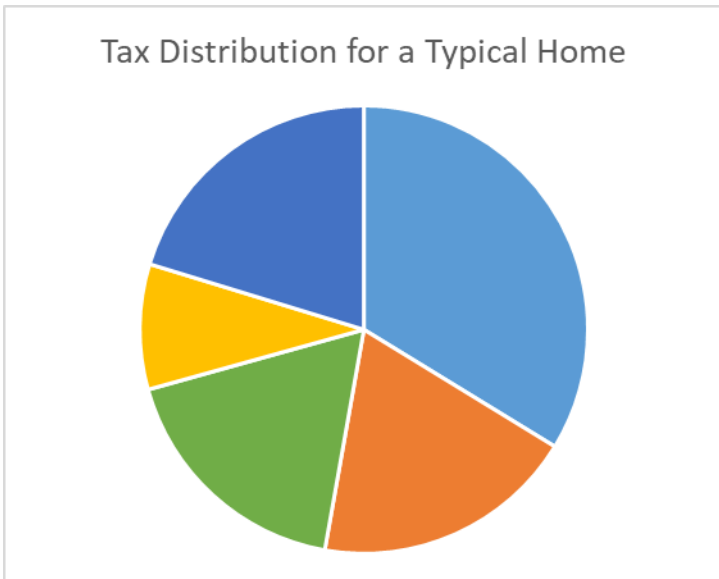


ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN

Area B – Beaufort 5-Year Forecast

Service Function	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
E911 Telephone System	5,619	5,850	6,147	6,307	6,460	6,492
General Government Services	22,334	22,073	28,372	28,968	29,846	30,182
Grants-in-aid	8,220	1,815	2,114	2,114	2,114	2,114
Regional Parks	910	1,423	2,047	2,074	2,100	2,128
Regional Planning	2,558	2,861	3,949	3,994	4,039	4,084
Building Inspection	7,014	5,367	9,948	10,171	10,399	10,633
Electoral Area Administration	3,992	4,058	4,969	6,122	5,797	5,824
Mgmt of Development - Rural Planning	18,209	22,939	28,010	27,988	27,973	28,504
Vancouver Island Regional Library	25,321	25,611	26,676	27,441	28,228	29,035
Alberni Valley Emergency Planning	4,805	5,750	7,865	7,966	8,070	8,175
Alberni Valley & Bamfield Waste Mgmt	787	2,503	10,927	12,066	13,354	14,671
Alberni Valley Regional Airport	17,820	18,474	18,452	18,435	18,449	18,438
Custom Transit	5,786	5,897	7,881	8,062	8,248	8,434
Sproat Lake Marine Patrol	1,026	1,055	1,314	1,127	1,127	1,128
Mountain Ranch Rd Fire Protection	3,487	4,090	4,200	4,300	4,400	4,500
Regional Hospital District	33,455	33,945	33,945	33,945	33,945	33,945
	161,342	163,711	196,814	201,081	204,550	208,285

Estimated Tax per \$1,000	\$	0.979	\$	0.993	\$	1.194	\$	1.220	\$	1.241	\$	1.264
Increase/(Decrease) per \$100,000 Assessed Value			\$	1.44	\$	20.08	\$	2.59	\$	2.10	\$	2.27



- General Government
- Planning & Development
- Environmental Services
- Protective Services
- Regional Hospital District



Area C – Long Beach

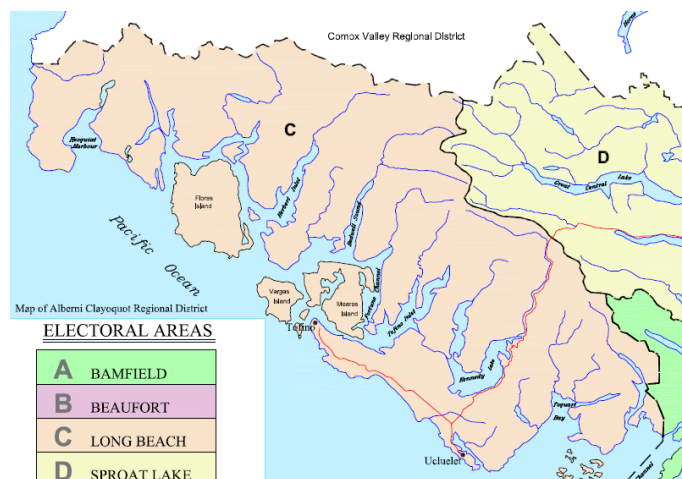
Estimated Tax Rate Analysis

Service Function	Requisition			Estimated Tax*		
	2019	2020	% Change	2019	2020	\$ Change
E911 Telephone System	11,170	11,280	0.99%	7.54	7.70	0.16
General Government Services	44,397	42,581	-4.09%	29.98	29.06	(0.92)
Grants-in-aid	4,052	3,802	-6.16%	2.74	2.60	(0.14)
Regional Parks	1,809	2,737	51.32%	1.22	1.87	0.65
Regional Planning	5,085	5,515	8.45%	3.43	3.76	0.33
Building Inspection	13,943	10,374	-25.60%	9.41	7.08	(2.33)
Electoral Area Administration	7,937	7,825	-1.41%	5.36	5.34	(0.02)
Mgmt of Development - Rural Planning	36,199	44,168	22.02%	24.44	30.14	5.70
Vancouver Island Regional Library	50,335	49,015	-2.62%	33.99	33.45	(0.53)
Long Beach Airport	46,266	45,486	-1.69%	31.24	31.04	(0.20)
West Coast Multiplex	2,514	5	-99.82%	1.70	0.00	(1.69)
West Coast Transit	369	14,504	3828.31%	0.25	9.90	9.65
West Coast Waste Management	12,621	14,191	12.44%	8.52	9.68	1.16
Long Beach Emergency Planning	10,483	12,433	18.60%	7.08	8.48	1.41
Salmon Beach Services	295,190	295,337	0.05%	785.08	785.47	0.39
Salmon Beach Power	65,343	65,204	-0.21%	249.40	248.87	(0.53)
South Long Beach Fire Protection	15,676	17,799	13.54%	10.58	12.15	1.56
South Long Beach Multi-Purpose Path	7,014	7,000	-0.20%	71.57	71.43	(0.14)
South Long Beach Street Lighting	933	933	0.00%	0.63	0.64	0.01
Regional Hospital District	66,504	64,194	-3.47%	44.90	43.81	(1.09)
Totals	697,839	714,385	2.37%	1,329.06	1,342.47	13.42

*per \$100,000 of Assessed Value

2020 Average Residential Property Value: \$215,304

Estimated Tax per Average Residential Property: \$1,342

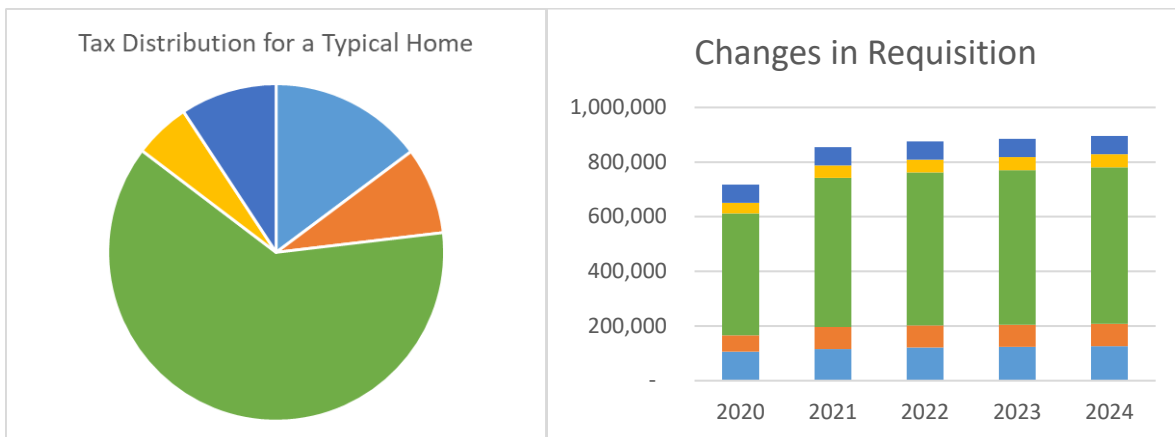




Area C – Long Beach 5-Year Forecast

Service Function	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
E911 Telephone System	11,170	11,280	11,764	12,071	12,363	12,424
General Government Services	44,397	42,581	54,300	55,441	57,121	57,763
Grants-in-aid	4,052	3,802	321	321	321	321
Regional Parks	1,809	2,737	3,918	3,968	4,018	4,072
Regional Planning	5,085	5,515	7,559	7,644	7,730	7,815
Building Inspection	13,943	10,374	19,038	19,465	19,903	20,350
Electoral Area Administration	7,937	7,825	9,509	11,716	11,096	11,146
Mgmt of Development - Rural Planning	36,199	44,168	53,606	53,566	53,535	54,552
Vancouver Island Regional Library	50,335	49,015	51,054	52,518	54,023	55,569
Long Beach Airport	46,266	45,486	50,795	48,567	48,659	48,762
West Coast Multiplex	2,514	5	-	-	-	-
West Coast Transit	369	14,504	50,700	62,461	62,552	63,179
West Coast Waste Management	12,621	14,191	24,312	26,104	27,930	29,790
Long Beach Emergency Planning	10,483	12,433	15,700	16,100	16,500	16,900
Salmon Beach Services	295,190	295,337	340,600	344,100	347,600	351,100
Salmon Beach Power	65,343	65,204	66,600	66,600	66,600	66,600
South Long Beach Fire Protection	15,676	17,799	20,200	20,600	21,000	21,400
South Long Beach Multi-Purpose Path	7,014	7,000	7,200	7,200	7,200	7,200
South Long Beach Street Lighting	933	933	1,040	1,060	1,080	1,100
Regional Hospital District	66,504	64,194	64,194	64,194	64,194	64,194
	697,839	714,385	852,410	873,696	883,425	894,239

Estimated Tax per \$1,000	\$	2.212	\$	2.264	\$	2.702	\$	2.769	\$	2.800	\$	2.834
Increase/(Decrease) per \$100,000 Assessed Value			\$	5.24	\$	43.75	\$	6.75	\$	3.08	\$	3.43



- General Government
- Planning & Development
- Environmental Services
- Protective Services
- Regional Hospital District



Area D – Sproat Lake

Estimated Tax Rate Analysis

Service Function	Requisition			Estimated Tax*		
	2019	2020	% Change	2019	2020	\$ Change
E911 Telephone System	44,670	46,703	4.55%	23.50	24.53	1.03
General Government Services	177,551	176,291	-0.71%	93.43	92.61	(0.81)
Grants-in-aid	67,760	67,242	-0.76%	35.65	35.33	(0.33)
Regional Parks	7,233	11,337	56.75%	3.81	5.96	2.15
Regional Planning	20,336	22,835	12.29%	10.70	12.00	1.30
Building Inspection	55,760	42,947	-22.98%	29.34	22.56	(6.78)
Electoral Area Administration	33,566	34,230	1.98%	17.66	17.98	0.32
Mgmt of Development - Rural Planning	144,764	182,934	26.37%	76.17	96.10	19.93
Vancouver Island Regional Library	201,298	203,148	0.92%	105.92	106.72	0.80
Alberni Valley Emergency Planning	38,196	45,867	20.08%	20.10	24.10	4.00
Alberni Valley & Bamfield Waste Mgmt	6,259	19,893	217.83%	3.29	10.45	7.16
Alberni Valley Regional Airport	141,670	147,506	4.12%	74.55	77.49	2.94
Custom Transit	45,995	47,090	2.38%	24.20	24.74	0.54
Sproat Lake Marine Patrol	8,154	8,370	2.65%	4.29	4.40	0.11
Sproat Lake Animal Control	1,045	1,224	17.12%	0.55	0.64	0.09
Sproat Lake Arena	26,384	24,065	-8.79%	21.70	19.69	(2.00)
Sproat Lake Community Association	12,000	12,000	0.00%	11.21	11.17	(0.04)
Sproat Lake Community Park	80,361	91,146	13.42%	42.29	47.88	5.60
Sproat Lake Noise Control	26	6,756	25885.54%	0.01	3.55	3.54
Sproat Lake Fire Protection	397,207	489,712	23.29%	209.01	257.26	48.26
Regional Hospital District	265,963	266,650	0.26%	139.95	140.08	0.13
Totals	1,776,197	1,947,948	9.67%	947.34	1,035.25	87.91

*per \$100,000 of Assessed Value

2020 Average Residential Property Value: \$686,907

Estimated Tax per Average Residential Property: \$1,035



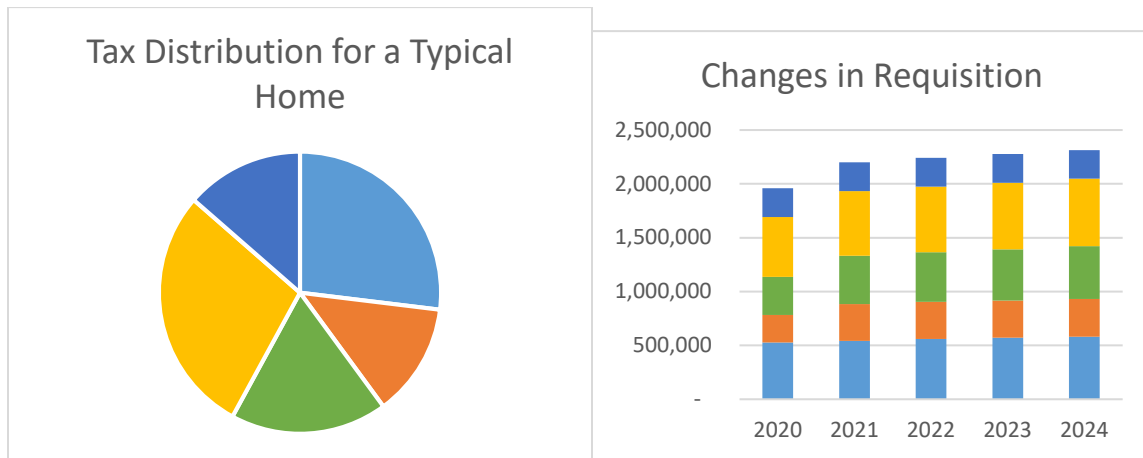


ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN

Area D – Sproat Lake 5-Year Forecast

Service Function	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
E911 Telephone System	44,670	46,703	48,756	50,028	51,240	51,492
General Government Services	177,551	176,291	225,049	229,780	236,743	239,404
Grants-in-aid	67,760	67,242	51,010	51,010	51,010	51,010
Regional Parks	7,233	11,337	16,240	16,447	16,654	16,876
Regional Planning	20,336	22,835	31,327	31,682	32,037	32,392
Building Inspection	55,760	42,947	78,906	80,676	82,489	84,343
Electoral Area Administration	33,566	34,230	39,411	48,557	45,986	46,197
Mgmt of Development - Rural Planning	144,764	182,934	222,176	222,007	221,881	226,096
Vancouver Island Regional Library	201,298	203,148	211,596	217,666	223,904	230,311
Alberni Valley Emergency Planning	38,196	45,867	62,382	63,187	64,014	64,842
Alberni Valley & Bamfield Waste Mgmt	6,259	19,893	86,678	95,711	105,929	116,371
Alberni Valley Regional Airport	141,670	147,506	146,363	146,229	146,341	146,251
Custom Transit	45,995	47,090	62,509	63,947	65,423	66,899
Sproat Lake Marine Patrol	8,154	8,370	10,419	8,943	8,943	8,943
Sproat Lake Animal Control	1,045	1,224	3,100	3,100	3,100	3,100
Sproat Lake Arena	26,384	24,065	727	-	-	-
Sproat Lake Community Association	12,000	12,000	12,000	12,000	12,000	12,000
Sproat Lake Community Park	80,361	91,146	130,700	132,400	134,200	136,000
Sproat Lake Noise Control	26	6,756	6,100	6,100	6,100	6,100
Sproat Lake Fire Protection	397,207	489,712	490,000	497,000	504,100	511,300
Regional Hospital District	265,963	266,650	266,650	266,650	266,650	266,650
	1,776,197	1,947,948	2,202,098	2,243,120	2,278,744	2,316,576

Estimated Tax per \$1,000	\$ 1.358	\$ 1.490	\$ 1.684	\$ 1.716	\$ 1.743	\$ 1.772
Increase/(Decrease) per \$100,000 Assessed Value		\$ 13.14	\$ 19.44	\$ 3.14	\$ 2.72	\$ 2.89



- General Government
- Planning & Development
- Environmental Services
- Protective Services
- Regional Hospital District



Area E – Beaver Creek

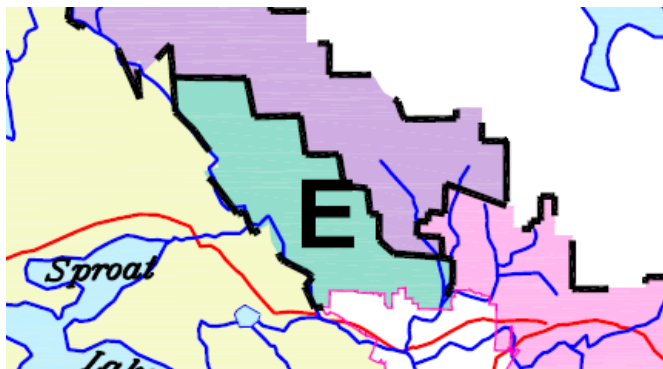
Estimated Tax Rate Analysis

Service Function	Requisition			Estimated Tax*		
	2019	2020	% Change	2019	2020	\$ Change
E911 Telephone System	17,400	18,179	4.48%	14.08	14.85	0.77
General Government Services	69,159	68,622	-0.78%	55.97	56.06	0.09
Grants-in-aid	56,303	46,143	-18.04%	45.56	37.69	(7.87)
Regional Parks	2,817	4,413	56.62%	2.28	3.60	1.32
Regional Planning	7,921	8,888	12.21%	6.41	7.26	0.85
Building Inspection	21,719	16,719	-23.02%	17.58	13.66	(3.92)
Electoral Area Administration	12,363	12,613	2.02%	10.00	10.30	0.30
Mgmt of Development - Rural Planning	56,388	71,202	26.27%	45.63	58.16	12.53
Vancouver Island Regional Library	78,409	79,045	0.81%	63.45	64.57	1.12
Alberni Valley Emergency Planning	14,878	17,853	19.99%	12.04	14.58	2.54
Alberni Valley & Bamfield Waste Mgmt	2,438	7,741	217.52%	1.97	6.32	4.35
Alberni Valley Regional Airport	55,183	57,417	4.05%	44.66	46.90	2.25
Alberni Valley Regional Water - proposed	112	1	-98.90%	0.09	0.00	(0.09)
Custom Transit	17,916	18,330	2.31%	14.50	14.97	0.48
Sproat Lake Marine Patrol	3,176	3,257	2.54%	2.57	2.66	0.09
Arvay Road Street Lighting	1,533	1,550	1.11%	1.24	1.27	0.03
Beaver Creek Animal Control	1,450	1,881	29.77%	1.17	1.54	0.36
Beaver Creek Community Park	21,641	24,785	14.53%	17.51	20.25	2.73
Beaver Creek Arena	20,326	18,465	-9.16%	22.56	20.54	(2.02)
Beaver Creek Noise Control	1,100	814	-25.96%	0.89	0.67	(0.22)
Beaver Creek Fire Protection	290,467	315,236	8.53%	235.06	257.52	22.45
Beaver Creek Water System	246,806	246,806	0.00%	237.31	237.09	(0.23)
Granville Road Fire Protection	1,869	2,272	21.56%	1.51	1.86	0.34
Regional Hospital District	103,597	105,308	1.65%	83.84	86.03	2.19
Totals	1,104,972	1,147,542	3.85%	937.90	978.35	40.45

*per \$100,000 of Assessed Value

2020 Average Residential Property Value: \$415,615

Estimated Tax per Average Residential Property: \$978

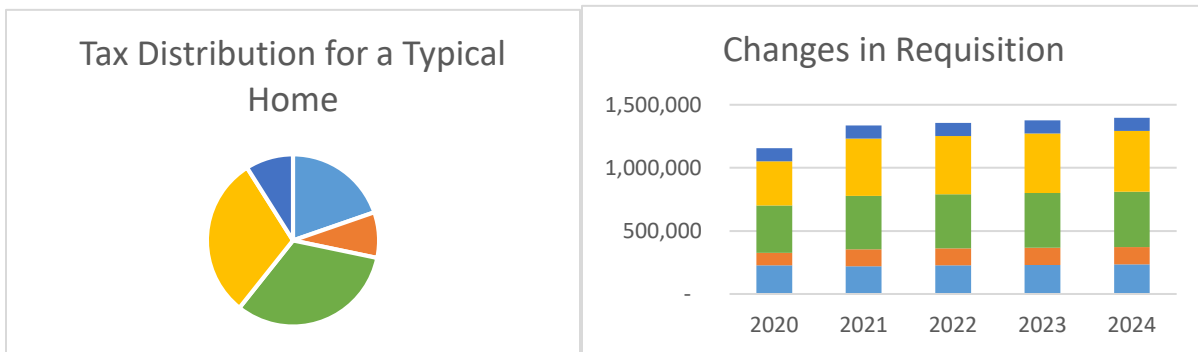




Area E – Beaver Creek 5-Year Forecast

Service Function	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
E911 Telephone System	17,400	18,179	18,971	19,466	19,938	20,035
General Government Services	69,159	68,622	87,567	89,407	92,117	93,152
Grants-in-aid	56,303	46,143	31,818	31,818	31,818	31,818
Regional Parks	2,817	4,413	6,319	6,400	6,480	6,567
Regional Planning	7,921	8,888	12,189	12,327	12,466	12,604
Building Inspection	21,719	16,719	30,702	31,391	32,096	32,818
Electoral Area Administration	12,363	12,613	15,335	18,894	17,893	17,975
Mgmt of Development - Rural Planning	56,388	71,202	86,449	86,383	86,334	87,974
Vancouver Island Regional Library	78,409	79,045	82,332	84,694	87,121	89,614
Alberni Valley Emergency Planning	14,878	17,853	24,273	24,586	24,908	25,230
Alberni Valley & Bamfield Waste Mgmt	2,438	7,741	33,726	37,241	41,217	45,280
Alberni Valley Regional Airport	55,183	57,417	56,950	56,898	56,941	56,907
Alberni Valley Regional Water - proposed	112	1	-	-	-	-
Custom Transit	17,916	18,330	24,322	24,882	25,456	26,030
Sproat Lake Marine Patrol	3,176	3,257	4,054	3,480	3,480	3,480
Arvay Road Street Lighting	1,533	1,550	1,700	1,700	1,700	1,700
Beaver Creek Animal Control	1,450	1,881	3,000	3,000	3,000	3,000
Beaver Creek Community Park	21,641	24,785	36,300	36,600	36,900	37,200
Beaver Creek Arena	20,326	18,465	538	-	-	-
Beaver Creek Noise Control	1,100	814	2,100	2,100	2,100	2,100
Beaver Creek Fire Protection	290,467	315,236	407,400	416,000	424,700	433,400
Beaver Creek Water System	246,806	246,806	246,806	246,806	246,806	246,806
Granville Road Fire Protection	1,869	2,272	2,300	2,300	2,300	2,300
Regional Hospital District	103,597	105,308	105,308	105,308	105,308	105,308
Total	1,104,972	1,147,542	1,320,459	1,341,681	1,361,079	1,381,298

Estimated Tax per \$1,000	\$ 2.172	\$ 2.256	\$ 2.595	\$ 2.637	\$ 2.675	\$ 2.715
Increase/(Decrease) per \$100,000 Assessed Value		\$ 8.37	\$ 33.99	\$ 4.17	\$ 3.81	\$ 3.97



- General Government
- Planning & Development
- Environmental Services
- Protective Services
- Regional Hospital District



Area F – Cherry Creek

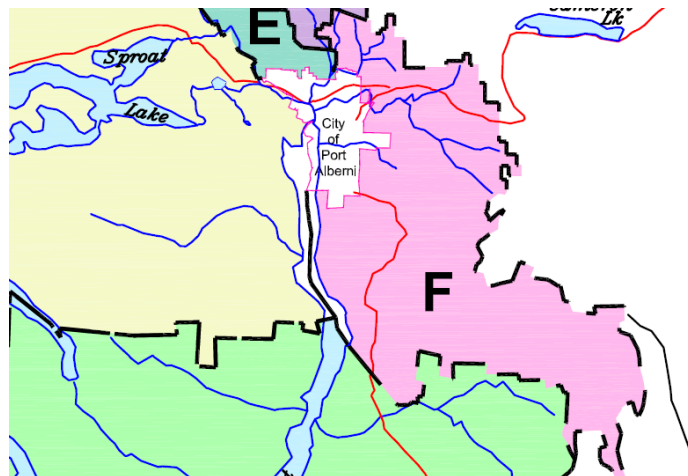
Estimated Tax Rate Analysis

Service Function	Requisition			Estimated Tax*		
	2019	2020	% Change	2019	2020	\$ Change
E911 Telephone System	18,804	20,014	6.43%	12.26	13.22	0.96
General Government Services	74,743	75,548	1.08%	48.74	49.91	1.17
Grants-in-aid	60,481	59,407	-1.78%	39.44	39.25	(0.19)
Regional Parks	3,045	4,858	59.55%	1.99	3.21	1.22
Regional Planning	8,561	9,785	14.31%	5.58	6.46	0.88
Building Inspection	23,473	18,409	-21.57%	15.31	12.16	(3.14)
Electoral Area Administration	13,661	14,188	3.85%	8.91	9.37	0.46
Mgmt of Development - Rural Planning	60,941	78,396	28.64%	39.74	51.79	12.05
Vancouver Island Regional Library	84,739	87,029	2.70%	55.25	57.49	2.24
Alberni Valley Emergency Planning	16,079	19,654	22.23%	10.48	12.98	2.50
Alberni Valley & Bamfield Waste Mgmt	2,635	8,523	223.47%	1.72	5.63	3.91
Alberni Valley Regional Airport	59,638	63,209	5.99%	38.89	41.76	2.87
Alberni Valley Regional Water - proposed	121	1	-98.90%	0.08	0.00	(0.08)
Custom Transit	19,362	20,179	4.22%	12.63	13.33	0.71
Sproat Lake Marine Patrol	3,432	3,586	4.47%	2.24	2.37	0.13
Cherry Creek Animal Control	948	1,423	50.07%	0.62	0.94	0.32
Cherry Creek Arena	16,759	15,317	-8.60%	22.56	20.53	(2.02)
Cherry Creek Community Park	2,338	2,338	0.00%	1.52	1.54	0.02
Cherry Creek Noise Control	1,100	815	-25.87%	0.72	0.54	(0.18)
Regional Hospital District	111,961	114,745	2.49%	73.01	75.80	2.80
Totals	582,820	617,424	5.94%	391.66	418.30	26.64

*per \$100,000 of Assessed Value

2020 Average Residential Property Value: \$370,059

Estimated Tax per Average Residential Property: \$418

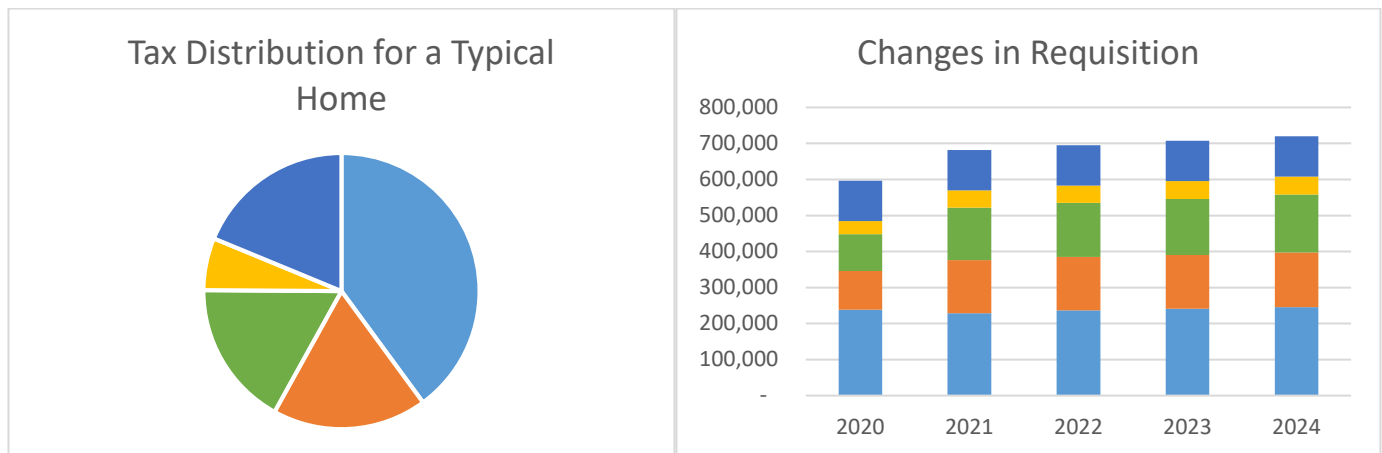




Area F – Cherry Creek 5-Year Forecast

Service Function	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
E911 Telephone System	18,804	20,014	20,887	21,432	21,951	22,059
General Government Services	74,743	75,548	96,411	98,438	101,421	102,561
Grants-in-aid	60,481	59,407	23,079	23,079	23,079	23,079
Regional Parks	3,045	4,858	6,957	7,046	7,135	7,230
Regional Planning	8,561	9,785	13,420	13,573	13,725	13,877
Building Inspection	23,473	18,409	33,803	34,562	35,338	36,133
Electoral Area Administration	13,661	14,188	16,884	20,802	19,701	19,791
Mgmt of Development - Rural Planning	60,941	78,396	95,181	95,108	95,054	96,860
Vancouver Island Regional Library	84,739	87,029	90,648	93,248	95,921	98,666
Alberni Valley Emergency Planning	16,079	19,654	26,725	27,069	27,424	27,778
Alberni Valley & Bamfield Waste Mgmt	2,635	8,523	37,133	41,003	45,380	49,853
Alberni Valley Regional Airport	59,638	63,209	62,702	62,645	62,693	62,654
Alberni Valley Regional Water - proposed	121	1	-	-	-	-
Custom Transit	19,362	20,179	26,779	27,395	28,027	28,660
Sproat Lake Marine Patrol	3,432	3,586	4,463	3,831	3,831	3,831
Cherry Creek Animal Control	948	1,423	3,000	3,000	3,000	3,000
Cherry Creek Arena	16,759	15,317	444	-	-	-
Cherry Creek Community Park	2,338	2,338	9,100	9,300	9,500	9,700
Cherry Creek Noise Control	1,100	815	2,100	2,100	2,100	2,100
Regional Hospital District	111,961	114,745	114,745	114,745	114,745	114,745
	582,820	617,424	684,462	698,377	710,025	722,577

Estimated Tax per \$1,000	\$ 1.040	\$ 1.102	\$ 1.222	\$ 1.247	\$ 1.268	\$ 1.290
Increase/(Decrease) per \$100,000 Assessed Value		\$ 6.18	\$ 11.97	\$ 2.48	\$ 2.08	\$ 2.24



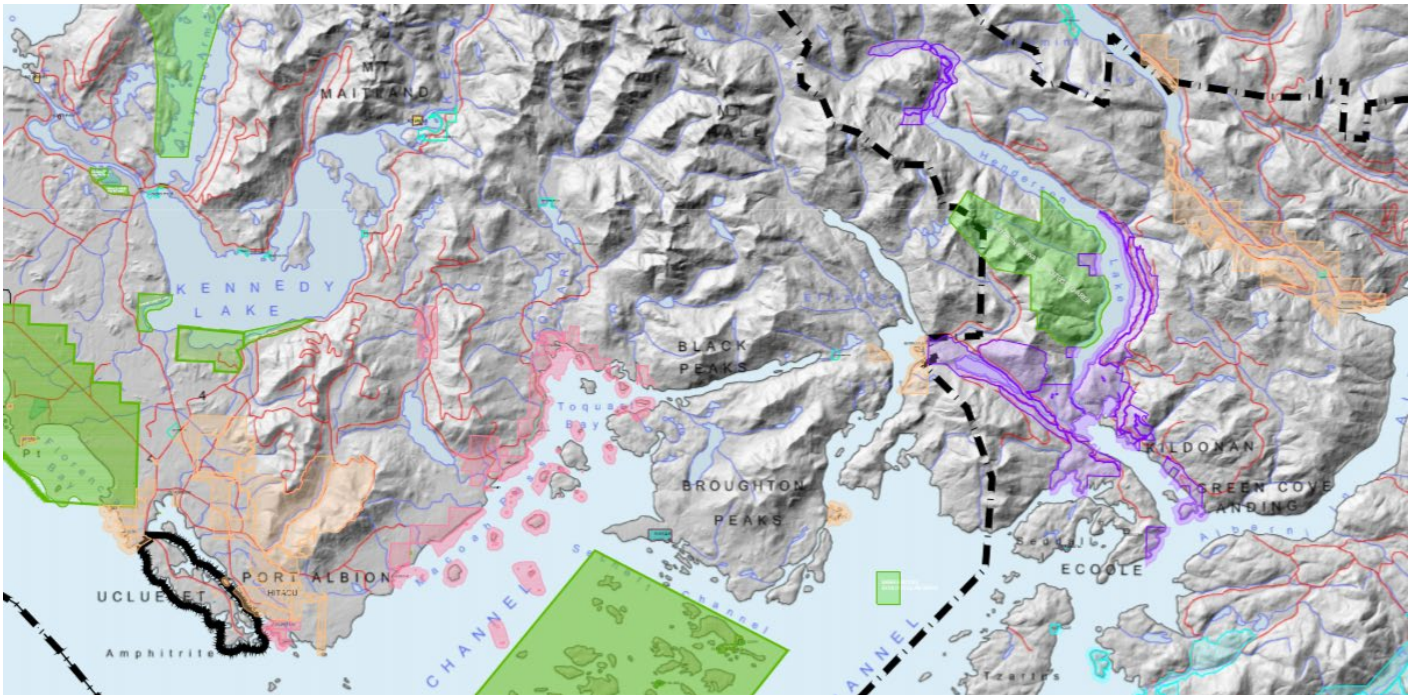
- General Government
- Planning & Development
- Environmental Services
- Protective Services
- Regional Hospital District



Yuułu?ił?atḥ Government

Estimated Tax Rate Analysis

Service Function	Requisition		
	2019	2020	% Change
E911 Telephone System	61	59	-2.81%
General Government Services	243	224	-7.70%
Regional Hospital District	217	208	-4.15%
West Coast Transit	-	3,326	NA
Totals	521	3,817	633.06%

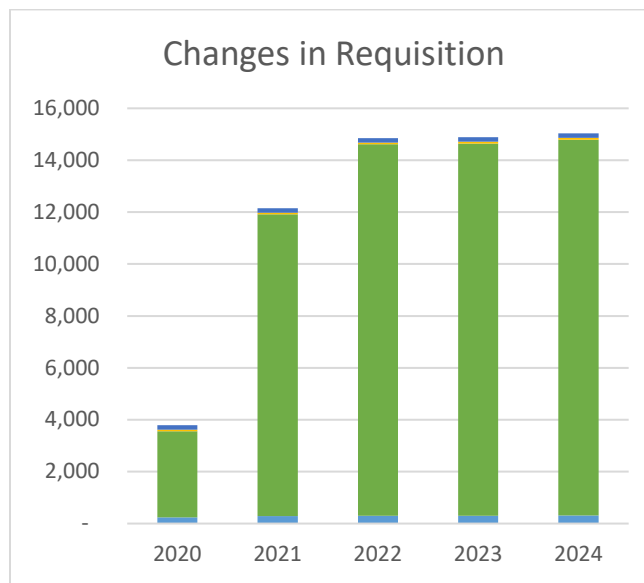


Yuułu?ił?atḥ Government lands shown in orange



Yuufu?i?path Government 5-Year Forecast

Service Function	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
E911 Telephone System	61	59	62	64	65	65
General Government Services	243	224	286	292	301	304
Regional Hospital District	217	208	208	208	208	208
West Coast Transit	-	3,326	11,625	14,322	14,343	14,487
	521	3,817	12,181	14,885	14,916	15,064



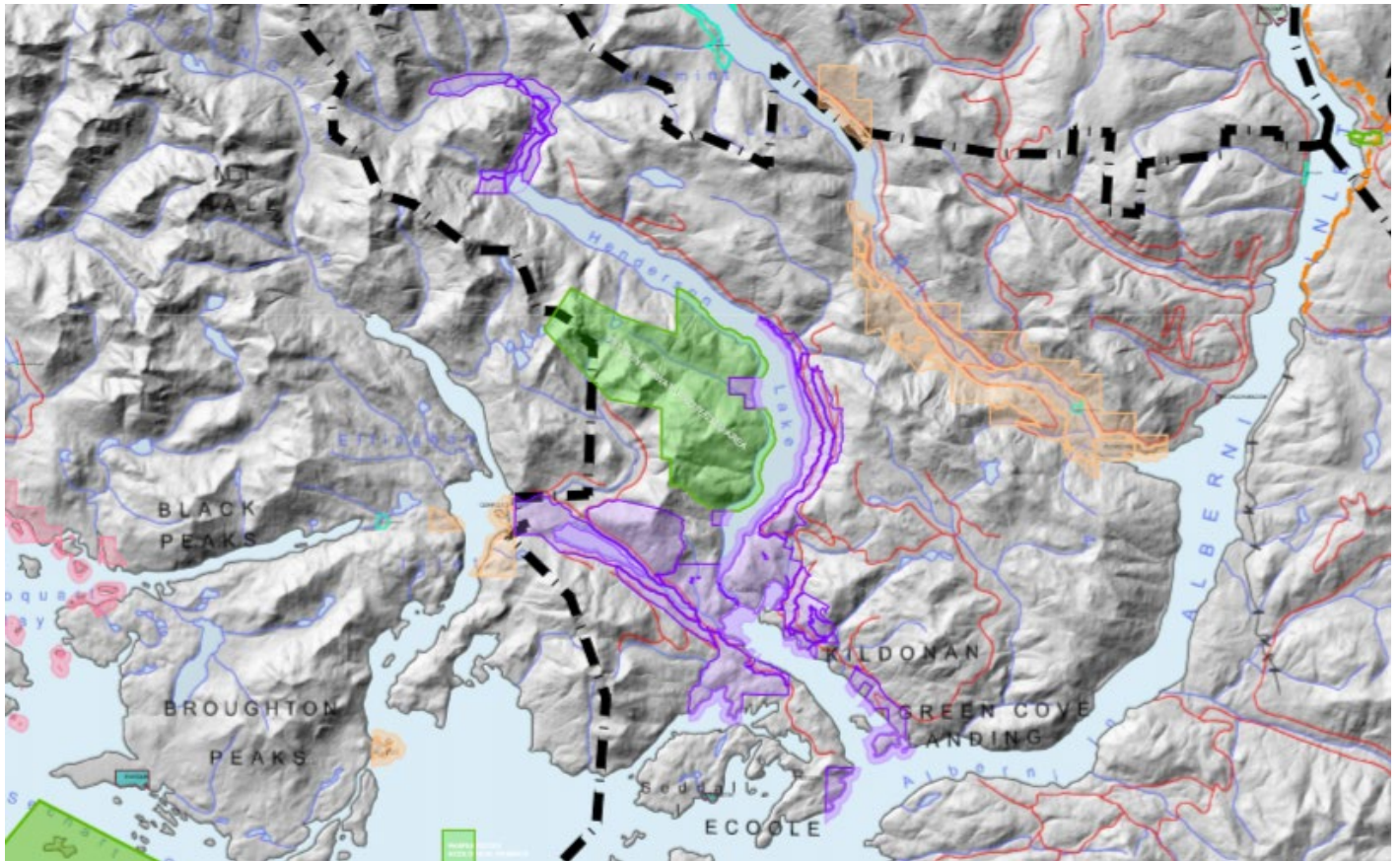
- General Government
- Planning & Development
- Environmental Services
- Protective Services
- Regional Hospital District



Uchucklesaht Tribe

Estimated Tax Rate Analysis

Service Function	Requisition		
	2019	2020	% Change
General Government Services	41	38	-7.20%
Regional Hospital District	37	35	-5.41%
Totals	78	73	-6.35%

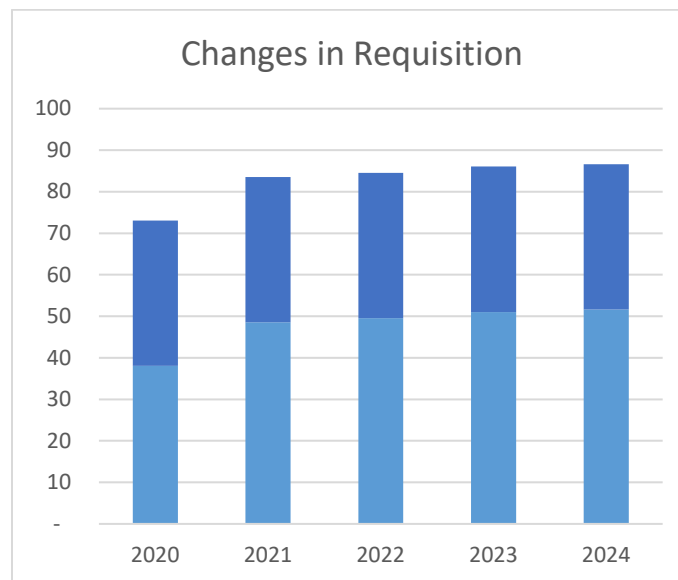


Uchucklesaht First Nation lands shown in purple



Uchucklesaht Tribe 5-Year Forecast

Service Function	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
General Government Services	41	38	49	50	51	52
Regional Hospital District	37	35	35	35	35	35
	78	73	84	85	86	87



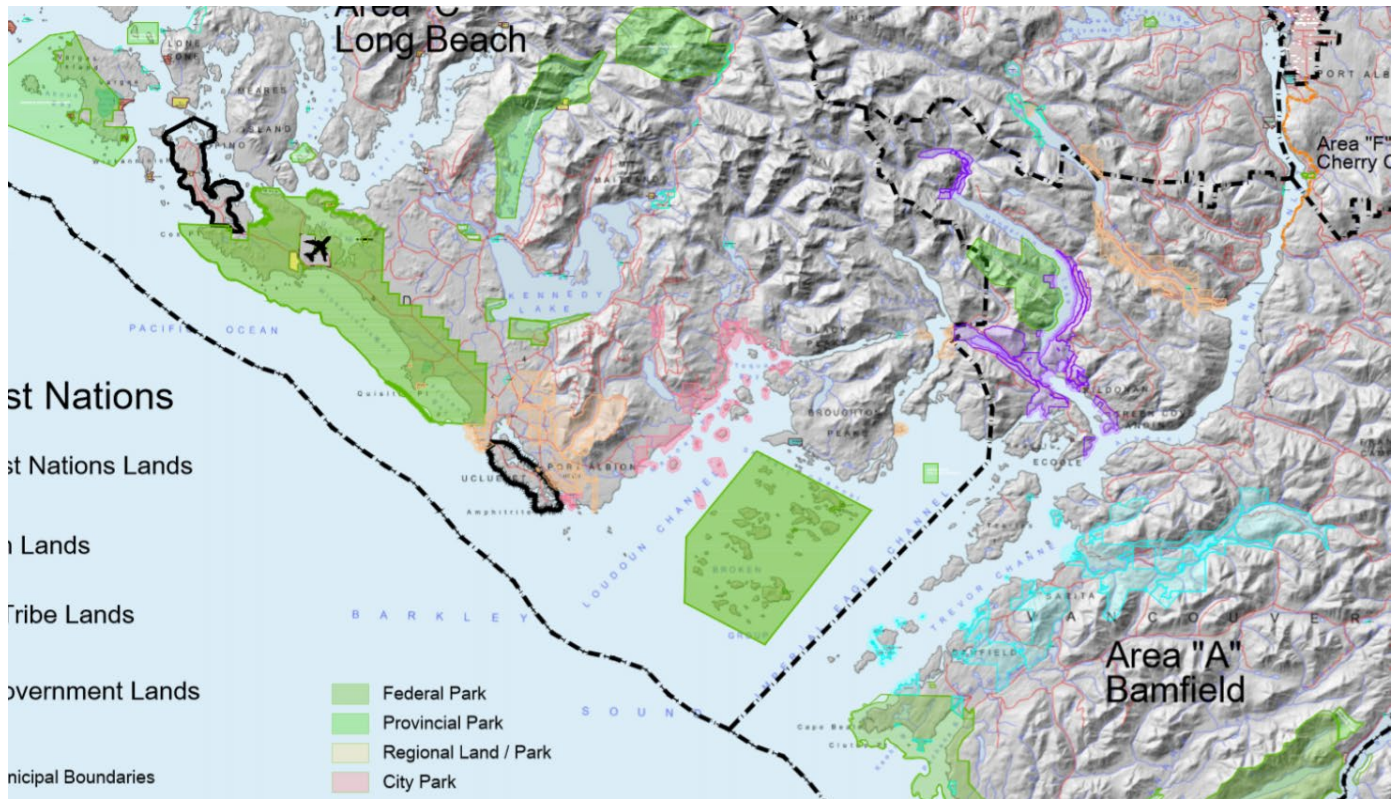
- General Government ■ Planning & Development ■ Environmental Services
- Protective Services ■ Regional Hospital District



Huu-ay-aht First Nation

Estimated Tax Rate Analysis

Service Function	Requisition		
	2019	2020	% Change
General Government Services	314	326	3.69%
Regional Hospital District	281	303	7.83%
Totals	595	629	5.64%

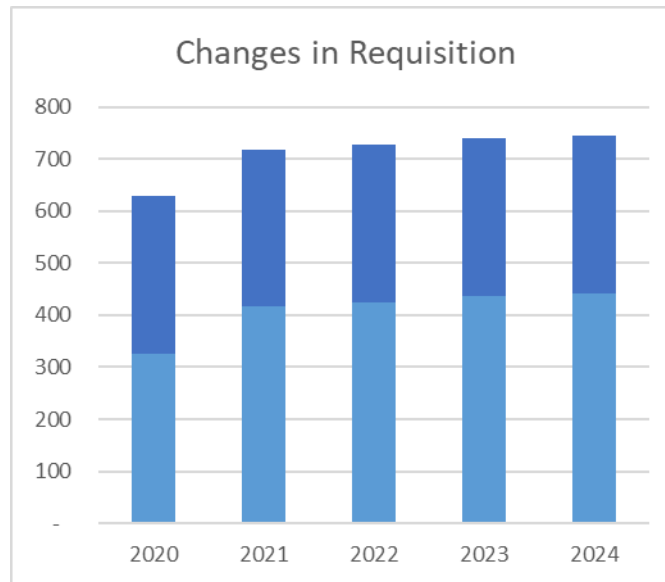


Huu-ay-aht First Nation lands shown in blue



Huu-ay-aht First Nations 5-Year Forecast

Service Function	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
General Government Services	314	326	416	425	438	443
Regional Hospital District	281	303	303	303	303	303
	595	629	719	728	741	746



- General Government
- Planning & Development
- Environmental Services
- Protective Services
- Regional Hospital District

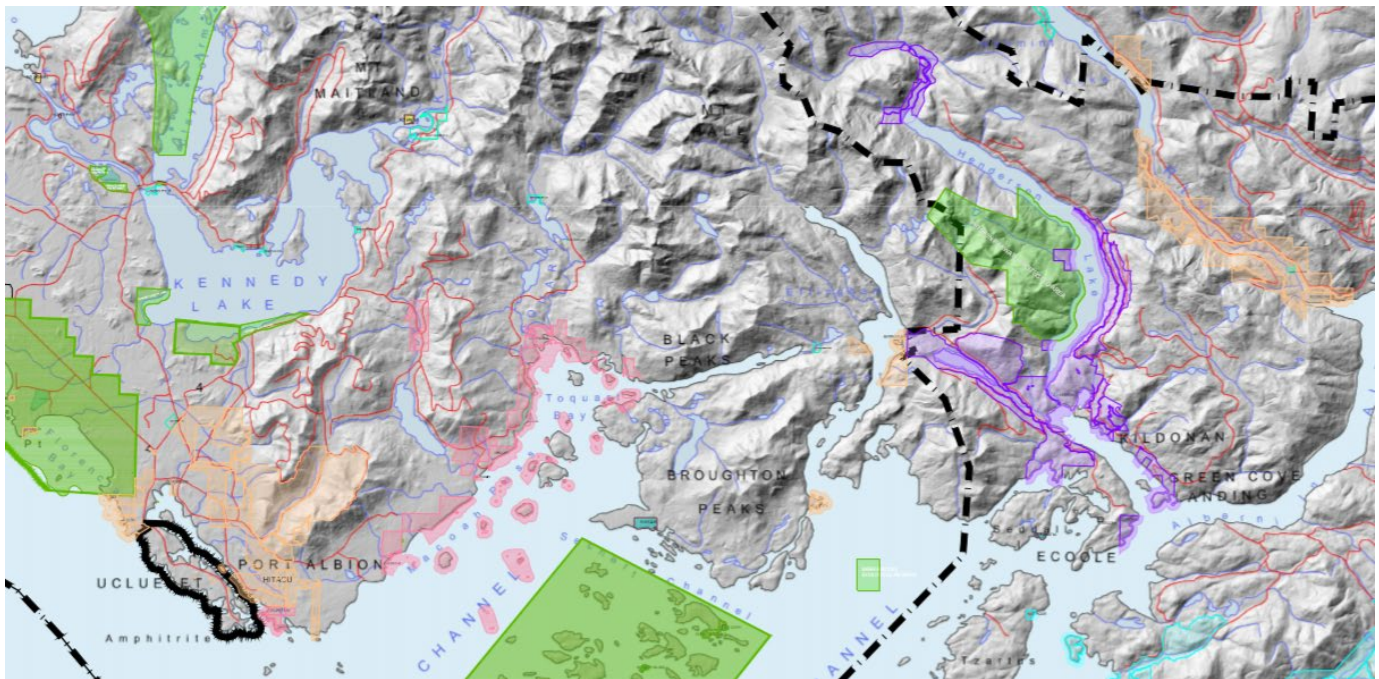


Toquaht Nation

Estimated Tax Rate Analysis

Service Function	Requisition		
	2019	2020	% Change
General Government Services	-	-	0.00%
West Coast Multiplex	-	-	0.00%
West Coast Transit	-	228	NA
Regional Hospital District	-	-	0.00%
Totals	-	228	-

Toquaht Nation currently has no net taxable values.

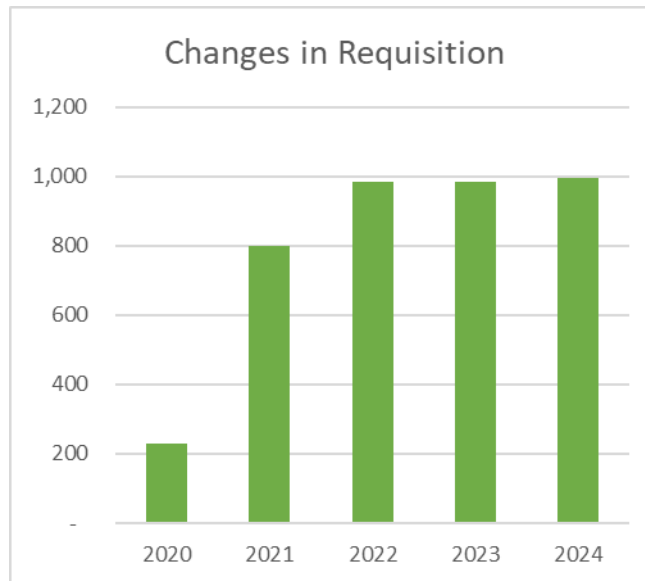


Toquaht Nation lands shown in pink



Toquaht Nations 5-Year Forecast

Service Function	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
General Government Services	-	-	-	-	-	-
West Coast Multiplex	-	-	-	-	-	-
West Coast Transit	-	228	798	983	985	994
Regional Hospital District	-	-	-	-	-	-
	-	228	798	983	985	994



- General Government
- Planning & Development
- Environmental Services
- Protective Services
- Regional Hospital District



Port Alberni

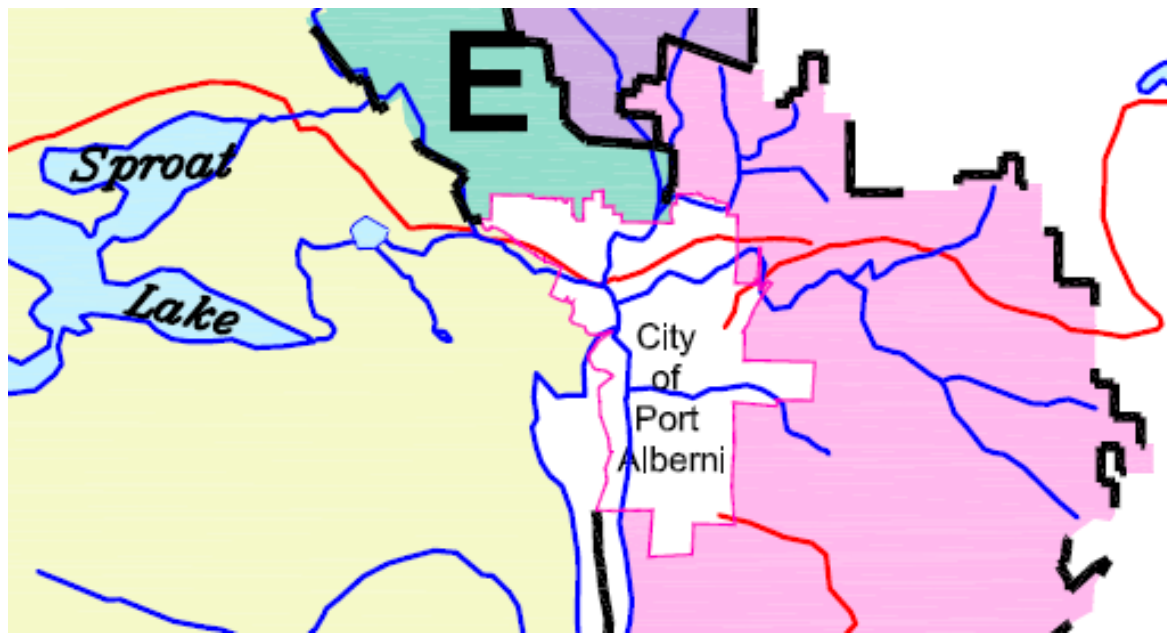
Estimated Tax Rate Analysis

Service Function	Requisition			Estimated Tax*		
	2019	2020	% Change	2019	2020	\$ Change
E911 Telephone System	116,272	116,501	0.20%	10.58	10.62	0.04
General Government Services	462,153	439,436	-4.92%	42.06	40.07	(1.99)
Grants-in-aid	53,279	60,111	12.82%	4.85	5.48	0.63
Regional Parks	18,827	28,411	50.91%	1.71	2.59	0.88
Regional Planning	52,932	57,016	7.71%	4.82	5.20	0.38
Alberni Valley Emergency Planning	99,421	114,621	15.29%	9.05	10.45	1.40
Alberni Valley & Bamfield Waste Mgmt	16,292	50,083	207.40%	1.48	4.57	3.08
Alberni Valley Regional Airport	368,757	367,945	-0.22%	33.56	33.56	(0.01)
Alberni Valley Regional Water - Proposed	750 -	3	-100.34%	0.07 -	0.00	(0.07)
Custom Transit	119,721	117,436	-1.91%	10.90	10.71	(0.19)
Sproat Lake Marine Patrol	21,223	21,166	-0.27%	1.93	1.93	(0.00)
Port Alberni Arena	134,871	123,242	-8.62%	22.45	20.43	(2.02)
Regional Hospital District	692,282	667,301	-3.61%	63.01	60.86	(2.15)
Totals	2,156,780	2,163,266	0.30%	206.48	206.47	(0.01)

*per \$100,000 of Assessed Value

2020 Average Residential Property Value: \$301,550

Estimated Tax per Average Residential Property: \$206



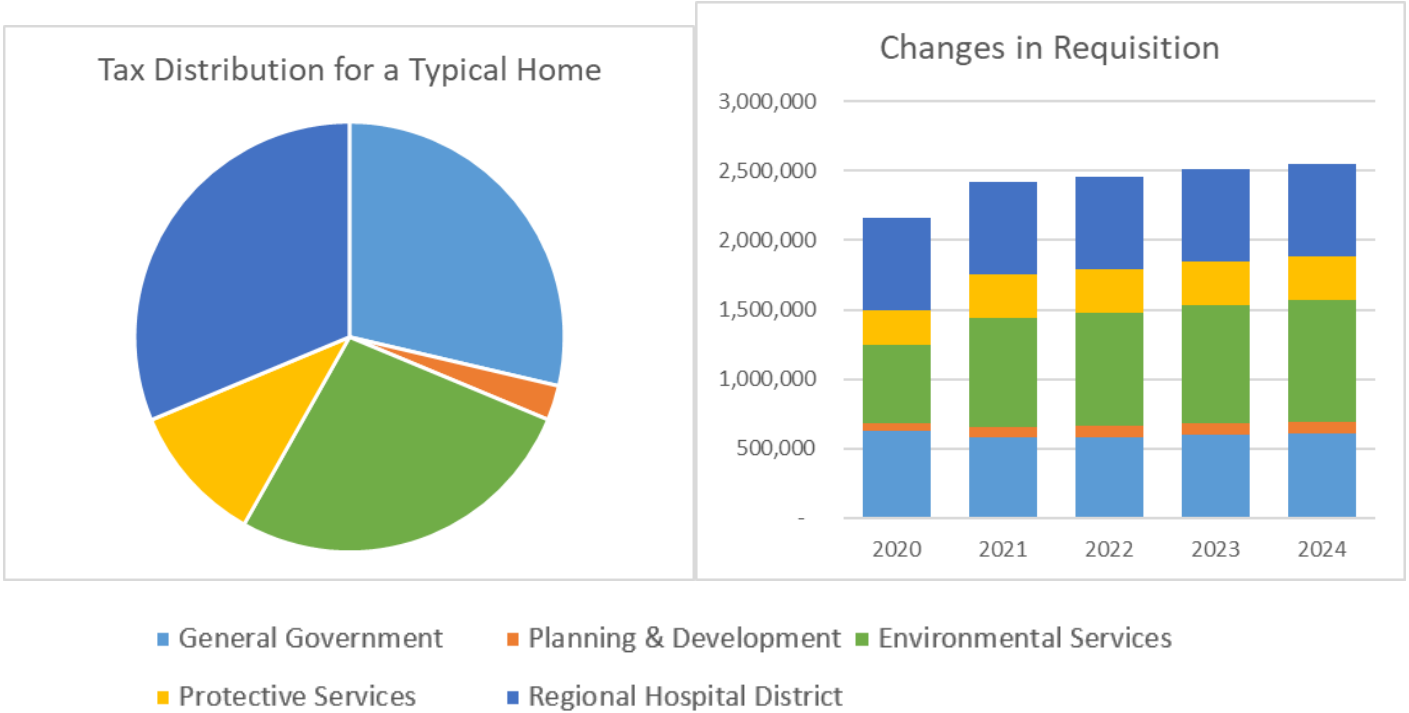


ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN

Port Alberni 5-Year Forecast

Service Function	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
E911 Telephone System	116,272	116,501	123,297	126,513	129,580	130,216
General Government Services	462,153	439,436	569,117	581,081	598,689	605,419
Grants-in-aid	53,279	60,111	3,366	3,366	3,366	3,366
Regional Parks	18,827	28,411	41,069	41,593	42,117	42,678
Regional Planning	52,932	57,016	79,221	80,119	81,017	81,914
Alberni Valley Emergency Planning	99,421	114,621	157,756	159,791	161,883	163,976
Alberni Valley & Bamfield Waste Mgmt	16,292	50,083	219,196	242,039	267,880	294,285
Alberni Valley Regional Airport	368,757	367,945	370,132	369,793	370,076	369,850
Alberni Valley Regional Water - Proposed	750	-	3	-	-	-
Custom Transit	119,721	117,436	158,076	161,714	165,446	169,178
Sproat Lake Marine Patrol	21,223	21,166	26,348	22,616	22,616	22,617
Port Alberni Arena	134,871	123,242	3,591	-	-	-
Regional Hospital District	692,282	667,301	667,301	667,301	667,301	667,301
	2,156,780	2,163,266	2,418,472	2,455,927	2,509,970	2,550,798

Estimated Tax per \$1,000	\$	0.652	\$	0.654	\$	0.731	\$	0.743	\$	0.759	\$	0.771
Increase/(Decrease) per \$100,000 Assessed Value			\$	0.20	\$	7.72	\$	1.13	\$	1.63	\$	1.23





District of Tofino

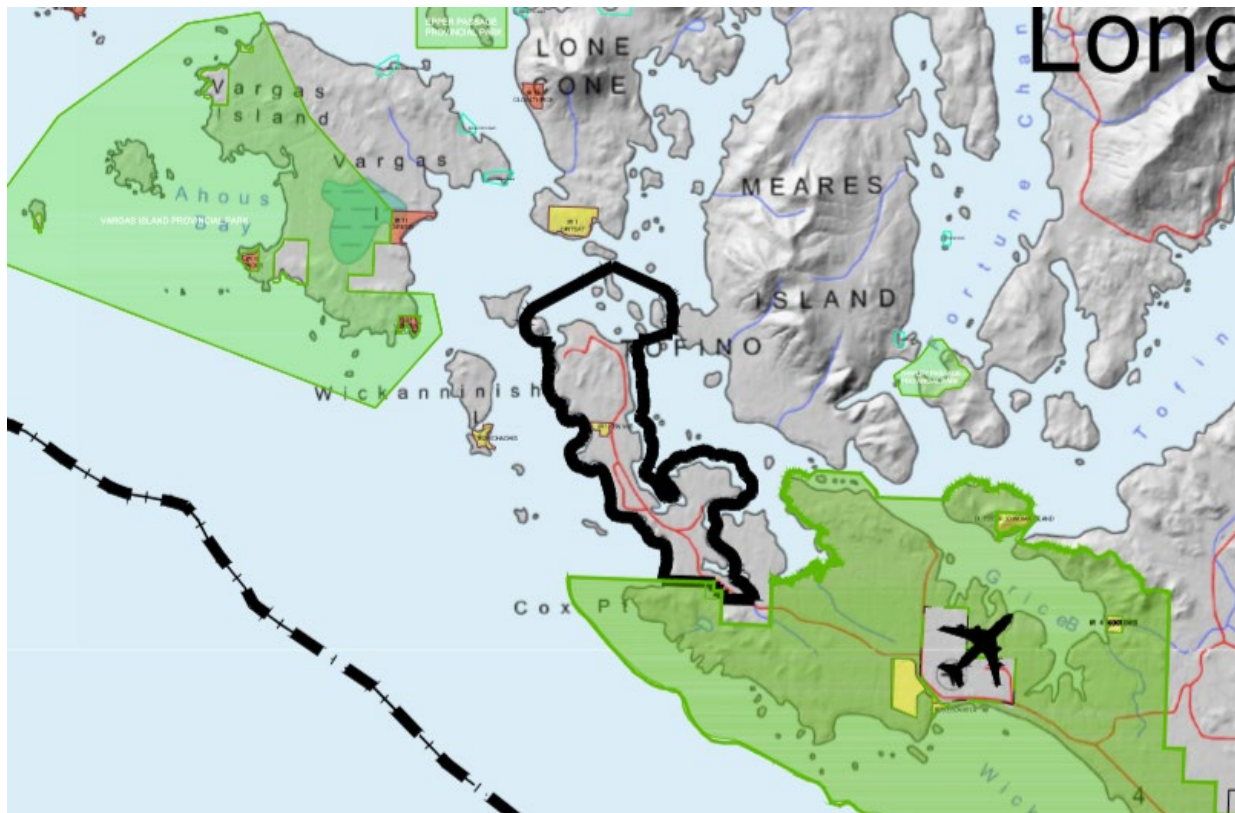
Estimated Tax Rate Analysis

Service Function	Requisition			Estimated Tax*		
	2019	2020	% Change	2019	2020	\$ Change
E911 Telephone System	52,605	57,303	8.93%	30.00	32.68	2.68
General Government Services	209,092	216,289	3.44%	119.22	123.33	4.11
Grants-in-aid	17,705	10,871	-38.60%	10.10	6.20	(3.90)
Regional Parks	8,518	13,917	63.38%	4.86	7.94	3.08
Regional Planning	23,948	28,020	17.00%	13.66	15.98	2.32
Long Beach Airport	217,896	231,144	6.08%	124.24	131.80	7.56
West Coast Multiplex Service	11,840	1	-100.01%	6.75	0.00	(6.75)
West Coast Transit	1,739	55,649	3100.19%	0.99	31.73	30.74
West Coast Waste Mgmt	59,440	72,131	21.35%	33.89	41.13	7.24
Regional Hospital District	313,209	328,655	4.93%	178.59	187.41	8.82
Totals	915,992	1,013,977	10.70%	522.29	578.20	55.90

*per \$100,000 of Assessed Value

2020 Average Residential Property Value: \$916,016

Estimated Tax per Average Residential Property: \$578



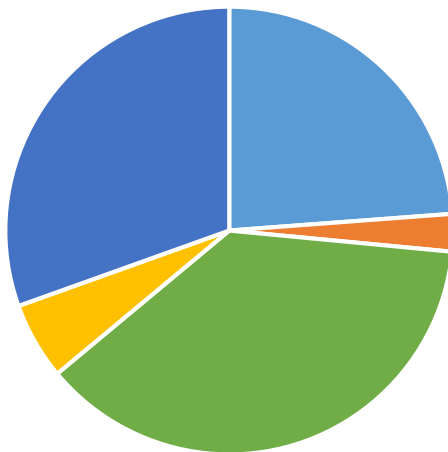


District of Tofino 5-Year Forecast

Service Function	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
E911 Telephone System	52,605	57,303	59,899	61,462	62,952	63,260
General Government Services	209,092	216,289	276,485	282,297	290,851	294,120
Grants-in-aid	17,705	10,871	1,635	1,635	1,635	1,635
Regional Parks	8,518	13,917	19,952	20,206	20,461	20,733
Regional Planning	23,948	28,020	38,487	38,923	39,359	39,795
Long Beach Airport	217,896	231,144	258,640	247,296	247,764	248,290
West Coast Multiplex Service	11,840	-	1	-	-	-
West Coast Transit	1,739	55,649	194,520	239,641	239,992	242,398
West Coast Waste Mgmt	59,440	72,131	123,794	132,916	142,214	151,687
Regional Hospital District	313,209	328,655	328,655	328,655	328,655	328,655
	915,992	1,013,977	1,302,068	1,353,032	1,373,883	1,390,575

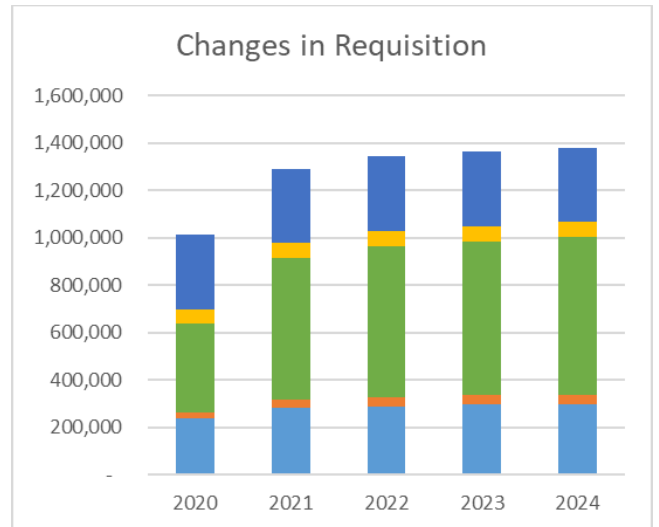
Estimated Tax Rate per \$1,000	\$	0.570	\$	0.631	\$	0.811	\$	0.842	\$	0.855	\$	0.866
Increase/(Decrease) per \$100,000 Assessed Value			\$	6.10	\$	17.93	\$	3.17	\$	1.30	\$	1.04

Tax Distribution for a Typical Home



- General Government
- Planning & Development
- Environmental Services
- Protective Services
- Regional Hospital District

Changes in Requisition





District of Ucluelet

Estimated Tax Rate Analysis

Service Function	Requisition			Estimated Tax*		
	2019	2020	% Change	2019	2020	\$ Change
E911 Telephone System	26,980	29,420	9.05%	14.48	15.39	0.91
General Government Services	107,238	111,043	3.55%	57.56	58.10	0.54
Grants-in-aid	9,788	9,919	1.34%	5.25	5.19	(0.06)
Regional Parks	4,369	7,146	63.59%	2.34	3.74	1.39
Regional Planning	12,282	14,387	17.13%	6.59	7.53	0.93
Long Beach Airport	111,753	118,673	6.19%	59.98	62.09	2.11
West Coast Multiplex Service	5,236	4	-100.07%	2.81	0.00	(2.81)
West Coast Transit	892	37,293	4081.50%	0.48	19.51	19.03
West Coast Waste Mgmt	30,485	37,036	21.49%	16.36	19.38	3.01
Regional Hospital District	160,637	168,727	5.04%	86.22	88.28	2.06
Totals	469,660	533,640	13.62%	252.09	279.21	27.12

*per \$100,000 of Assessed Value

2020 Average Residential Property Value: \$431,764

Estimated Tax per Average Residential Property: \$279



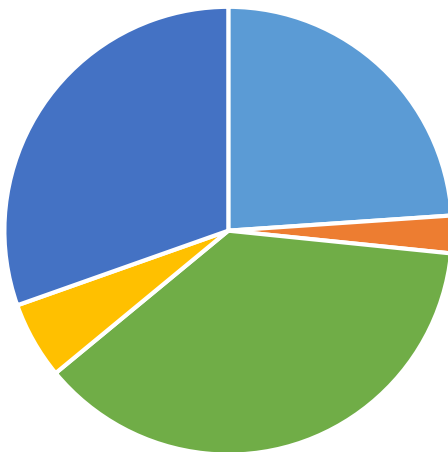


District of Ucluelet 5-Year Forecast

Service Function	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
E911 Telephone System	26,980	29,420	30,771	31,573	32,339	32,497
General Government Services	107,238	111,043	142,032	145,017	149,412	151,091
Grants-in-aid	9,788	9,919	840	840	840	840
Regional Parks	4,369	7,146	10,249	10,380	10,511	10,651
Regional Planning	12,282	14,387	19,771	19,995	20,219	20,443
Long Beach Airport	111,753	118,673	132,865	127,037	127,277	127,548
West Coast Multiplex Service	5,236	4	-	-	-	-
West Coast Transit	892	37,293	130,356	160,593	160,829	162,441
West Coast Waste Mgmt	30,485	37,036	63,594	68,280	73,056	77,922
Regional Hospital District	160,637	168,727	168,727	168,727	168,727	168,727
	469,660	533,640	699,204	732,443	743,209	752,161

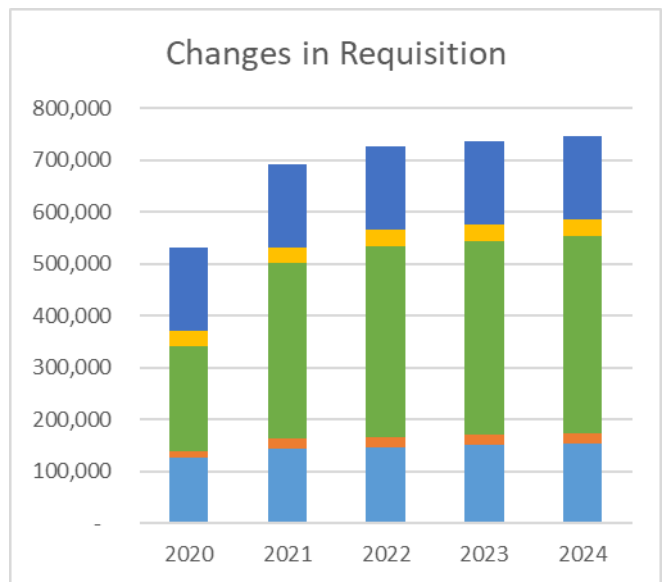
Estimated Tax per \$1,000	\$ 0.569	\$ 0.647	\$ 0.847	\$ 0.888	\$ 0.901	\$ 0.911
Increase/(Decrease) per \$100,000 Assessed Value		\$ 7.75	\$ 20.06	\$ 4.03	\$ 1.30	\$ 1.08

Tax Distribution for a Typical Home



- General Government
- Planning & Development
- Environmental Services
- Protective Services
- Regional Hospital District

Changes in Requisition





2020 CAPITAL PROJECT SUMMARY





2020 CAPITAL PROJECT SUMMARY

Service	Description	Budget
General Government	Audio/visual boardroom upgrades	\$ 13,000
General Government	Budgeting software	\$ 75,000
General Government	Office renovation/upgrades	\$ 60,000
General Government	Server upgrade	\$ 14,000
General Government	Photocopier	\$ 15,000
Regional Parks	Log Train Trail bridges	\$ 30,000
Regional Parks	West Coast Multi Use Path*	\$ 50,000
Regional/Rural Planning	Aerial photos	\$ 10,000
Regional/Rural Planning	Mapping software	\$ 15,000
Building Inspection	Vehicle	\$ 45,000
Alberni Valley Landfill	Access road upgrade	\$ 10,000
Alberni Valley Landfill	Filling plan capital work	\$ 380,000
Alberni Valley Landfill	Metering leachate discharge	\$ 54,000
Alberni Valley Landfill	Monitoring & observation well drilling	\$ 103,000
Alberni Valley Landfill	Organics diversion project	\$ 3,591,900
Alberni Valley Landfill	Recycling depot - 3620 3rd avenue	\$ 35,000
Alberni Valley Landfill	SCADA control system	\$ 31,000
Alberni Valley Landfill	Site security & sustainable development	\$ 250,000
Alberni Valley Landfill	Site signage improvement/standardization	\$ 20,000
Alberni Valley Landfill	Software upgrade	\$ 33,000
Alberni Valley Landfill	Transfer station upgrades	\$ 75,000
Alberni Valley Landfill	Vehicle purchase (split with WCLF)	\$ 31,500
Alberni Valley Regional Airport	Drainage improvements & ditching	\$ 10,000
Alberni Valley Regional Airport	Fencing & access	\$ 28,000
Alberni Valley Regional Airport	Instrument approach design and clearing	\$ 175,000
Alberni Valley Regional Airport	Line painting & crack sealing	\$ 30,000
Alberni Valley Regional Airport	Weather station upgrade	\$ 92,000
Sproat Lake Marine Patrol	Patrol boat	\$ 20,000
Long Beach Airport	Access road upgrade	\$ 5,000
Long Beach Airport	Building assessment / abatement	\$ 15,000
Long Beach Airport	Drainage culvert repairs	\$ 20,000
Long Beach Airport	Fire suppression upgrade	\$ 720,000



2020 CAPITAL PROJECT SUMMARY CONT.

Service	Description	Budget
Long Beach Airport	Flight way clearing	\$ 50,000
Long Beach Airport	House renovation	\$ 35,000
Long Beach Airport	Infrastructure report - obstacle limitations	\$ 12,000
Long Beach Airport	Maintenance building upgrades*	\$ 3,000
Long Beach Airport	Runway painting & signs	\$ 55,000
Long Beach Airport	Terminal building upgrade	\$ 5,000
Long Beach Airport	Urgent infrastructure repairs	\$ 10,000
Long Beach Airport	Vegetation management - external	\$ 100,000
Long Beach Airport	Water - system upgrades	\$ 154,140
Long Beach Airport	Weather station upgrades	\$ 5,000
West Coast Landfill	Clearing for fire set back	\$ 5,000
West Coast Landfill	Leachate remediation	\$ 45,000
West Coast Landfill	Organics diversion project	\$ 937,600
West Coast Landfill	Service improvements	\$ 10,000
West Coast Landfill	Software upgrade	\$ 11,000
West Coast Landfill	Storm water diversion	\$ 100,000
West Coast Landfill	Vehicle purchase (split with AVLF)	\$ 13,500
West Coast Landfill	Vegetation treatment & enhancement	\$ 8,000
Bamfield Volunteer Fire Department	Dock for fire boat	\$ 50,000
Bamfield Water System	Water system upgrades	\$ 400,000
Bamfield Water System	Infrastructure assessment	\$ 10,000
Salmon Beach Garbage	New Garbage bins	\$ 9,000
Salmon Beach Recreation	Playground upgrade	\$ 25,000
Salmon Beach Sewage	Sani-field upgrade	\$ 100,000
Salmon Beach Transportation	Interior road upgrades	\$ 75,000
Salmon Beach Water	Water infrastructure	\$ 10,000
Salmon Beach Water	Well development	\$ 25,000
Sproat Lake Community Parks	Bike park upgrades	\$ 2,000
Sproat Lake Community Parks	Cougar Smith Park infrastructure upgrades	\$ 2,000
Sproat Lake Community Parks	Dickson Park dock	\$ 1,000
Sproat Lake Community Parks	Cougar Smith Park parking lot upgrades	\$ 5,000
Sproat Lake Community Parks	Trail upgrades	\$ 140,000
Sproat Lake Volunteer Fire Department	Dry hydrant	\$ 7,000

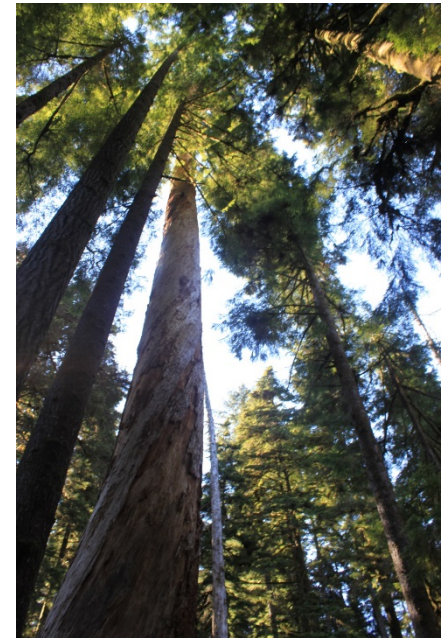
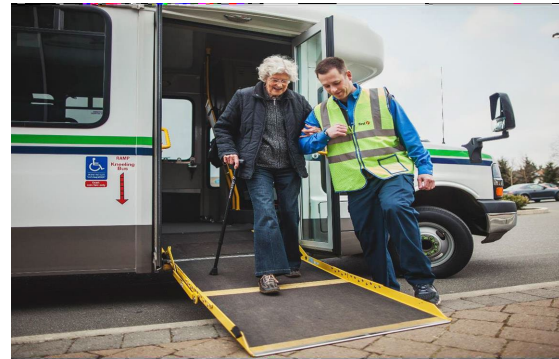


2020 CAPITAL PROJECT SUMMARY CONT.

Service	Description	Budget
Sproat Lake Volunteer Fire Department	Fire hall upgrades #1	\$ 10,000
Sproat Lake Volunteer Fire Department	Fire hall upgrades #2	\$ 17,000
Sproat Lake Volunteer Fire Department	Fire hall upgrades #3	\$ 20,000
Sproat Lake Volunteer Fire Department	Waterline extension	\$ 30,000
Beaver Creek Volunteer Fire Department	Parking lot improvements	\$ 12,000
Beaver Creek Volunteer Fire Department	Replace truck #53	\$ 670,000
Beaver Creek Water System	North Reservoir back-up generator	\$ 60,000
Beaver Creek Water System	Water system upgrades	\$ 955,000
Beaver Creek Water System	Truck with dump box	\$ 50,000
Total Planned Capital Expenditures		\$ 10,300,640



SERVICE BUDGETS





E911 Emergency Telephone System

Budget Highlights

The financial plan for this service is based on the North Island 911 (NI911) budget and financial plan that was adopted by their Board of Directors on March 13, 2020. The budget includes increases in the contracts for both the public safety answering point and fire dispatch as well as a new 0.5FTE for an Information Technology technician for NI911.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$302,290	\$314,080	\$11,790	3.90%

There is no requisition limit on this service.

Service Overview

The purpose of this service is to provide funding for annual contributions to the North Island 911 Corporation which administers the 911 service on behalf of 6 regional districts in central and northern Vancouver Island and on the central coast of British Columbia. The members of the service include the following regional districts, Comox Valley, Nanaimo, Alberni-Clayoquot, Mt. Waddington, Powell River, and the Strathcona Regional District. The service is delivered via contracts with E-Comm (Vancouver) for initial call-taking (aka Primary Safety Answering Point) and the City of Campbell River for fire dispatch services. Calls for medical emergencies are handed off to the BC Ambulance Service.

Legislation

This service was established with Bylaw No. 845 in 1993 and amended with Bylaw No. 845-1 in 2015.

Participants

Port Alberni, District of Tofino, District of Ucluelet, Yuułu?if?at̓ & All Electoral Areas



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
E 911 EMERGENCY TELEPHONE SYSTEM
PARTICIPANTS: PORT ALBERNI, TOFINO, UCLUELET, YUUŪU?H?ATH, & ALL ELECTORAL AREAS

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 6,710	\$ 6,710	Surplus (deficit) from prior years	\$ 10,920	\$ -	\$ -	\$ -	\$ -	1
2	302,290	302,290	Tax requisition	314,080	329,700	338,300	346,500	348,200	2
3	4,409	-	Grant in lieu of taxes	-	-	-	-	-	3
4	\$ 313,409	\$ 309,000	TOTAL REVENUE	\$ 325,000	\$ 329,700	\$ 338,300	\$ 346,500	\$ 348,200	4
EXPENDITURES									
5	\$ 2,000	\$ 2,000	Administrative charge	\$ 3,000	3,100	3,200	3,300	3,400	5
6	4,425	9,000	Labour & benefits	8,000	8,200	8,400	8,600	8,800	6
7	296,064	298,000	Operating costs	314,000	318,400	326,700	334,600	336,000	7
8	\$ 302,489	\$ 309,000	TOTAL EXPENDITURES	\$ 325,000	\$ 329,700	\$ 338,300	\$ 346,500	\$ 348,200	8
9	\$ 10,920	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	9
10	6,710	6,710	Deduct: Surplus from previous year	10,920	-	-	-	-	10
11	\$ 4,210	-\$ 6,710	ANNUAL SURPLUS/(DEFICIT)	-\$ 10,920	\$ -	\$ -	\$ -	\$ -	11

(for Financial Reporting purposes)



General Government Services

Budget Highlights

Finance Department – This is the final year of the Strategic Priorities Fund grant for the Asset Management Coordinator position. The work plan for this position is to complete the initial asset management plans for each of the ACRD’s services that contain assets. These asset management plans are living documents and staff is developing a plan to ensure the asset management process continues after the term position ends.

In addition to asset management, the finance department is facing a new Public Sector Accounting Standard called Asset Retirement Obligations that will require a substantial amount of work prior to the 2022 fiscal year. This new standard requires reporting on the legal obligations associated with the retirement of certain tangible capital assets as well as solid waste facilities. As a result of these changes staff request that the Asset Management Coordinator position be extended to December 31, 2020 in order to provide time to further understand the new standard and resources required moving forward.

In reviewing the processes of the finance department it has been determined that budgeting software would create efficiencies in the department and enable better reporting to both the other departments as well as to the Board of Directors. The financial plan is currently done in excel with a significant amount of the Chief Financial Officer’s time being spent on manually transferring numbers from the accounting software to the budgeting spreadsheet. The finance department concludes that budgeting software would be more beneficial to the organization than asset management software (as we had originally expected to be recommending) as the ACRD does not have many linear assets and therefore maintaining the asset management database in excel is not as challenging as the current budget process. Therefore, staff recommend the purchase of budgeting software in 2020 for implementation during the 2021 Financial Plan process.

Records Management – The records management review and assessment scheduled for 2019 was postponed until the spring of 2020. The ACRD will retain the services of a records management professional to conduct an assessment of the ACRD’s current records management system and make recommendations for improvements. This project will be funded through the survey, studies and reports budget line item as well as grant funding from Municipal Insurance Association.

Alberni Clayoquot Health Network (ACHN) – The ACHN is not a separate service for the ACRD and is therefore budgeted as part of General Government but is fully funded by Island Health grants at this time. Funding through Island Health ends at the end of December 2021. There is no guarantee of additional funding through Island for the Network past 2021.

Woodstove Exchange Program – The ACRD was again successful in securing a Woodstove Exchange Program grant from the BC Lung Association to provide homeowners financial assistance in replacing old wood stoves with efficient, low emission models. The ACRD has been fortunate to participate in this program for the past decade and although the participation was low in 2019 there are still many of these units remaining in the Region to be upgraded.



Bylaw & Policy Review – ACRD staff continue to review and update various Regional District bylaws and policies. ACRD staff are currently working on an update to the ACRD Procedures Bylaw to be presented for consideration by the Board later this spring. Other bylaws identified for review include the Officers Delegation Bylaw and Bamfield Volunteer Fire Department Conversion. ACRD staff will also be developing new policies and procedures for consideration by the ACRD Board in 2020 including: surveillance, special events grants and Freedom of Information Requests.

Livestreaming – The ACRD will implement a livestreaming system in the ACRD board room in 2020. This will enable the public to watch ACRD Board and Committee meetings in real time from the ACRD’s website. Regional District staff are currently working on developing the program which will include the implementation of a livestreaming policy.

Building Accessibility – The ACRD office on 5th Avenue is challenging from an accessibility aspect. A project is planned for 2020 to redesign the front entrance and install a ramp that will improve safety and provide the public better access to the building.

Strategic Initiatives

- ACRD Directors bring forward possible resolutions to the December 11, 2019 or January 8, 2020 Board meeting for consideration of submission to the 2020 AVICC.
- Refer Bylaws R1030 and R1032 to the Ministry of Environment, Island Health and Port Alberni Air Quality Council for consideration.
- Invite Tofino Bus to present to the Board on their transportation plans for the region.
- Engage Mosaic and the Province on public access to Private Managed Forest Lands within the ACRD.
- Bamfield Road (communicating/lobbying the need for improvements).
- Strategic Procurement investigation.
- ACRD & City of Port Alberni staff to develop action plan for the development of an aquatic center & investigate potential for the development & services of a new AV aquatic center during ACRD Budget discussion.
- Invasive Species.
- Bell Road/Stuart Avenue Water: Tseshaht First Nation Supply/ Bell Road/Stuart Avenue Water: Community Consultation.
- Develop/Implement Capital Asset Management Plans.
- Review and redevelop a policy for ACRD Grants in Aid Policy.
- Contractor Database/Policy: WCB, Insurance, Compliance Requirements met.
- General Review of Policies.
- Reconciliation Committee Initiatives/Develop Long Term Plan & Transition Committee including Protocol Agreements.



- Grants –Evaluate need of external resources (or not) for every service/project/grant opportunity.
- Records Management System.
- Procedures Bylaw – update.
- Proceed with phase two of the ACRD Electoral Area Transit Feasibility Study and engage the local public, First Nations, and School District No. 70 on draft service options.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$1,201,883	\$1,185,580	-\$16,303	-1.36%

There is no requisition limit on this service.

Overview

This service includes the following: administration services, human resources, office equipment and supplies, information technology and Directors expenses.

Legislation

Section 338(2)(a) of the *Local Government Act* provides the authority for this service. Bylaw A1084 and A1084-1 applies to Board remuneration and expenses.

Participants

All Members



**ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
GENERAL GOVERNMENT SERVICES
PARTICIPANTS: ALL MEMBERS**

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 201,713	\$ 182,417	Surplus (deficit) from prior years	\$ 220,920	\$ -	\$ -	\$ -	\$ -	1
2	52,320	52,320	Committed funds - ACRD Health Network	24,450	-	-	-	-	2
3	1,201,882	1,201,883	Tax requisition	1,185,580	1,522,300	1,554,300	1,601,400	1,619,400	3
4			<i>Government grants</i>						4
5	178,136	116,650	Conditional	106,600	-	-	-	-	5
6	80,000	90,000	Conditional - ACRD Health Network	102,050	126,500	126,500	-	-	6
7	192,792	125,000	Unconditional	125,000	125,000	125,000	125,000	125,000	7
8	450,928	331,650	Total government grants	333,650	251,500	251,500	125,000	125,000	8
9	17,533	8,000	Grant in lieu of taxes	8,000	8,000	8,000	8,000	8,000	9
10	129,041	70,000	Other sources	70,000	70,000	70,000	70,000	70,000	10
11	\$ 2,053,417	\$ 1,846,270	TOTAL REVENUE	\$ 1,842,600	\$ 1,851,800	\$ 1,883,800	\$ 1,804,400	\$ 1,822,400	11
EXPENDITURES									
12	\$ 60,000	\$ 60,000	Capital fund contribution	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	12
13			<i>Health Network</i>						13
14	80,000	80,000	Coordinator	80,000	80,000	80,000	-	-	14
15	10,000	10,000	Labour & benefits	12,000	12,000	12,000	-	-	15
16	17,871	34,500	Operating	34,500	34,500	34,500	-	-	16
17	107,871	124,500	Total Health Network costs	126,500	126,500	126,500	-	-	17
18			<i>Labour & related costs</i>						18
19	27,953	23,000	Convention/professional development	23,000	23,500	24,000	24,500	25,000	19
20	1,562,518	1,553,600	Labour & benefits	1,585,000	1,616,700	1,649,000	1,682,000	1,715,600	20
21	10,617	15,000	Labour negotiations	-	-	-	15,000	-	21
22	8,535	10,000	Occupational health & safety initiatives	10,000	10,000	10,000	10,000	10,000	22
23	1,125	3,000	Recruiting	3,000	3,000	3,000	3,000	3,000	23
24	1,610,748	1,604,600	Total labour & related costs	1,621,000	1,653,200	1,686,000	1,734,500	1,753,600	24
25			<i>Legislative costs</i>						25
26	500	500	Coastal Communities Network	500	500	500	-	-	26
27	80	5,000	Reconciliation initiatives	5,000	5,000	5,000	5,000	5,000	27
28	155,814	170,000	Directors indemnities	174,100	177,600	181,200	184,900	188,600	28
29	1,517	8,000	Directors education	8,000	8,200	8,400	8,600	8,800	29
30	37,447	33,000	Directors travel	40,000	40,800	41,700	42,600	43,500	30
31	9,126	9,000	FCM convention & membership	7,500	9,200	9,400	9,600	9,800	31
32	204,483	225,500	Total legislative costs	235,100	241,300	246,200	250,700	255,700	32



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 GENERAL GOVERNMENT SERVICES (continued)
 PARTICIPANTS: ALL MEMBERS

Line	History		EXPENDITURES (continued)	Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
33	\$ -	\$ 5,000	Natural Resources Committee	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	33
34			<i>Office costs</i>						34
35	23,816	15,000	Building maintenance	20,000	20,400	20,900	21,400	21,900	35
36	27,662	29,000	Building utilities	29,000	30,000	31,000	32,000	33,000	36
37	74,522	87,300	Computer expenses	80,000	91,600	93,500	95,400	97,400	37
38	8,396	10,000	Contractor costs	25,000	25,000	25,000	25,000	25,000	38
39	26,403	24,500	Janitorial service	25,000	25,600	26,200	26,800	27,400	39
40	1,439	4,000	Office equipment	4,000	4,000	4,000	4,000	4,000	40
41	16,506	22,000	Office supplies - general	22,000	22,500	23,000	23,500	24,000	41
42	2,525	7,000	Office supplies - toner	7,000	7,200	7,400	7,600	7,800	42
43	4,001	4,000	Postage	4,000	4,000	4,000	4,000	4,000	43
44	15,459	17,000	Telephone	17,000	17,400	17,800	18,200	18,600	44
45	200,728	219,800	Total office costs	233,000	247,700	252,800	257,900	263,100	45
46			<i>Other costs</i>						46
47	4,786	4,000	Advertising & publicity	5,000	5,100	5,300	5,500	5,700	47
48	2,104	1,000	Bank interest & bad debts	2,000	2,100	2,200	2,300	2,400	48
49	7,451	6,000	Committee expenses	6,000	6,000	6,000	6,000	6,000	49
50	7,906	20,650	Woodstove rebate program	32,900	-	-	-	-	50
51	10,165	9,000	Memberships & subscriptions	10,000	10,200	10,500	10,800	11,100	51
52	5,000	5,000	Staff travel	5,000	5,100	5,300	5,500	5,700	52
53	4,354	6,000	Vehicle operation	6,000	6,200	6,400	6,600	6,800	53
54	41,766	51,650	Total other costs	66,900	34,700	35,700	36,700	37,700	54
55			<i>Professional fees & insurance</i>						55
56	19,800	20,000	Audit fees	20,000	20,400	20,900	21,400	21,900	56
57	40,085	44,000	Insurance - liability	40,000	40,800	41,700	42,600	43,500	57
58	7,446	8,000	Insurance - property	8,000	8,000	8,000	8,000	8,000	58
59	12,531	40,000	Legal fees	30,000	30,000	30,000	30,000	30,000	59
60	79,862	112,000	Total professional fees & insurance	98,000	99,200	100,600	102,000	103,400	60
61	98,488	40,000	Studies & reports	40,000	40,000	40,000	40,000	40,000	61
62	- 595,900	- 614,600	Recovery of administration costs	- 642,900	- 655,800	- 669,000	- 682,400	- 696,100	62
63	\$ 1,808,047	\$ 1,828,450	TOTAL EXPENDITURES	\$ 1,842,600	\$ 1,851,800	\$ 1,883,800	\$ 1,804,400	\$ 1,822,400	63



Grant-in-aids

Budget Highlights

The grant-in-aid applications were considered at the February 19, 2020 Committee of the Whole meeting. The Cherry Creek Community Recreation Commission grant application was further discussed at the March 2, 2020 Electoral Area Directors meeting. Toquaht Nation and Uchucklesaht Tribe Government will also contribute to some of the grant-in-aids in 2020. Based on all of the above discussions, the proposed grant awards are outlined on the following page.

Overview

The purpose of grant-in-aids is to provide financial resources that can be awarded for assistance to registered non-profit and other organizations that provide programs and services which serve the local community or provide a regional benefit.

Legislation

The authority for this service is provided through the Local Government Act, section 263(1)(c). The application and approval process is outlined in the ACRD's Grant-in-Aid Policy.

Participants

All municipalities, first nations and electoral areas are able participate in grant-in-aids that benefit their community on an individual grant by grant basis.



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
GRANT-IN-AIDS

Name	Participants	Proposed Award	Participants Share of Grants based on 2020 Completed Assessment Roll Converted Value of Land & Improvements												
			Port Alberni	Tofino	Ucluelet	Area A	Area B	Area C	Area D	Area E	Area F	Yuutu?i?ath	Huu-ay-aht	Uchucklesaht	Toquaht
GIA 01 - Air Quality Council	CPA, A, B, D, E, F	\$12,000.00	6,551	-	-	479	325	-	2,553	997	1,095	-	-	-	-
GIA 02 - Alberni District Fall Fair (in kind)	All Muni's & EA's	\$1,000.00	377	181	93	28	19	36	147	57	63	-	-	-	-
GIA 03 - Alberni Valley Chamber of Commerce	A	\$1,000.00	-	-	-	1,000	-	-	-	-	-	-	-	-	-
	D	\$1,000.00	-	-	-	-	-	-	1,000	-	-	-	-	-	-
	E	\$1,000.00	-	-	-	-	-	-	-	1,000	-	-	-	-	-
	F	\$1,000.00	-	-	-	-	-	-	-	-	1,000	-	-	-	-
GIA 04 - Alberni Valley Hospice Society	CPA, B, D, E, F, Uch	\$5,000.00	2,730	-	-	200	135	-	1,064	415	456	-	-	100	-
GIA 05 - Alberni Valley Rescue Squad	All Muni's, EA's, Toq	\$6,000.00	2,263	1,085	557	165	112	213	882	344	378	-	-	100	100
	CPA, A, B, D, E, F, Uch	\$6,053.00	3,305	-	-	242	164	-	1,288	503	552	-	-	-	-
GIA 06 - Alberni Valley Wrestling Club	All Muni's & EA's	\$1,500.00	566	271	139	41	28	53	220	86	95	-	-	-	-
GIA 07 - Arrowsmith Amateur Radio Club	CPA, B, D, E, F, Uch	\$5,000.00	2,730	-	-	200	135	-	1,064	415	456	-	-	100	-
GIA 08 - Central West Coast Forest Society	Tof, Ucl, Toq & C	\$3,500.00	-	2,047	1,051	-	-	403	-	-	-	-	-	-	200
GIA 09 - Cherry Creek Community Rec. Commission	E, F	\$20,000.00	-	-	-	-	-	-	-	-	20,000	-	-	-	-
GIA 10 - Music by the Sea	All Muni's & EA's	\$2,000.00	754	362	186	55	37	71	294	115	126	-	-	-	-
GIA 11 - PA Association for Community Living	CPA, B, D, E, F	\$4,000.00	2,275	-	-	-	113	-	886	346	380	-	-	-	-
GIA 12 - Port Alberni Marine Rescue Society	CPA, B, D, E, F, Uch	\$6,000.00	3,412	-	-	-	169	-	1,329	519	570	-	-	100	-
GIA 13 - Port Alberni Victim Services Society	CPA, A, D, E, F	\$26,000.00	14,590	-	-	1,067	-	-	5,685	2,220	2,438	-	-	-	-
GIA 14 - Surfrider Pacific Rim	Ucl & C	\$6,000.00	-	-	4,337	-	-	1,663	-	-	-	-	-	-	-
GIA 15 - Vancouver Island North Film Commission	All Muni's & EA's	\$5,000.00	1,886	904	464	138	94	178	735	287	315	-	-	-	-
GIA 16 - West Coast Aquatic Management Association	All Muni's, EA's & Toq	\$12,000.00	4,526	2,170	1,114	331	225	427	1,763	689	756	-	-	-	200
GIA 17 - Westcoast Inland Search & Rescue	All Muni's, EA's & Toq	\$6,000.00	2,263	1,085	557	165	112	213	882	344	378	-	-	-	100
GIA 18 - Alberni Community & Women's Services Society	CPA, B, D, E, F, Uch	\$4,000.00	2,184	-	-	160	108	-	851	332	365	-	-	100	-
GIA 19 - Alberni Valley Community Foundation	CPA, B, D, E, F	\$2,000.00	1,137	-	-	-	56	-	443	173	190	-	-	-	-
GIA 20 - Alberni Valley Drag Race Association	CPA, B, D, E, F	\$5,000.00	2,730	-	-	200	135	-	1,064	415	456	-	-	-	-
GIA 21 - Bread of Life Centre Society	CPA, B, D, E, F	\$5,000.00	-	-	-	-	-	-	-	-	-	-	-	-	-
GIA 22 - Carving on the Edge Festival Society	All Muni's, EA's	\$2,500.00	-	1,462	750	-	-	288	-	-	-	-	-	-	-
GIA 23 - Navy League of Canada - Port Alberni Branch	CPA, B, D, E, F	\$1,500.00	853	-	-	-	42	-	332	130	143	-	-	-	-
GIA 24 - Westcoast Community Resources	Tof, Ucl & C	\$2,600.00	-	1,520	780	-	-	299	-	-	-	-	-	-	-
CPA - Economic Development	A	\$1,000.00	-	-	-	1,000	-	-	-	-	-	-	-	-	-
	B	\$500.00	-	-	-	-	500	-	-	-	-	-	-	-	-
	D	\$1,000.00	-	-	-	-	-	-	1,000	-	-	-	-	-	-
	E	\$1,000.00	-	-	-	-	-	-	-	1,000	-	-	-	-	-
	F	\$1,000.00	-	-	-	-	-	-	-	-	1,000	-	-	-	-
	A	\$10,000.00	-	-	-	10,000	-	-	-	-	-	-	-	-	-
Bamfield Community Affairs															
Sproat Lake contribution to CPA to eliminate non City residents rates	D	\$24,243.00	-	-	-	-	-	-	24,243	-	-	-	-	-	-
Sproat Lake special events	D	\$10,000.00	-	-	-	-	-	-	10,000	-	-	-	-	-	-
Beaver Creek special events	E	\$2,500.00	-	-	-	-	-	-	-	2,500	-	-	-	-	-
Cherry Creek contribution to CPA to eliminate non City residents rates	F	\$22,509.00	-	-	-	-	-	-	-	-	22,509	-	-	-	-
Totals		\$227,405.00	\$55,130.34	\$11,086.17	\$10,028.24	\$15,469.35	\$2,511.87	\$3,844.06	\$57,724.41	\$12,888.63	\$53,721.94	\$0.00	\$0.00	\$500.00	\$600.00
Total grant-in-aids 2019		\$247,737.00	\$53,279.00	\$17,705.00	\$9,788.00	\$17,047.00	\$6,271.00	\$4,052.00	\$52,266.00	\$18,973.00	\$53,959.00	\$0.00	\$0.00	\$0.00	\$600.00
Less Beaver Creek Community Club py adjustment		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-\$2,906.00	\$0.00	\$0.00	-\$2,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Increase/Decrease from Prior Year		-20,332.00	1,851.34	-6,618.83	240.24	-1,577.65	-6,665.13	-207.94	5,458.41	-8,084.37	-237.06	0.00	0.00	500.00	0.00



Regional Parks

Budget Highlights

The overall tax requisition increased from prior year and will continue to increase in subsequent years in order to reflect required ongoing activities with this service. Other highlights include:

- Labour and benefit costs have increased as more staff time has been dedicated to this service to resolve outstanding governance issues and investigate options for making the West Coast Multi-use path a Regional Trail. There has also been more staff time required for the safe operation of parks and trails as several events have caused an increased amount of repair and maintenance. It is expected that this cost level will become the norm.
- Operating costs will also rise in the coming years to deal with aging park and infrastructure such as drainage culverts and bridges.

The financial plan also includes a \$50,000 contribution towards the construction of the West Coast Multi-use path for the purpose of matching for grant opportunities. This trail will need to be designated a Regional Trail before the funding can be spent. This discussion is ongoing both at the West Coast Committee level as well as the Board table.

Strategic Initiatives

- ʔapsčiiik ʔašii (pronounced ups-cheek ta-shee) Trail connections with West Coast Multi-use Path
- Bring funding shortfall options to the next Electoral Area Directors committee meeting, and to request funding for the West Coast Multi Use Path project from the District of Ucluelet and the Yuułuʔiłʔatḥ Government.
- Log Train Trail Management & Maintenance. Activate Committee to review service and participation.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$48,937	\$76,371	\$27,434	56.06%

The tax limit of Regional Parks is \$0.102 per \$1,000 of assessed value. For 2020 the estimated requisition maximum is \$720,220.



Overview

The purpose of this service is to provide recreational amenities, protection of land and to provide economic development in each area. The current assets include Mount Arrowsmith Park, China Creek Park, Alberni Inlet Trail, and the Log Train Trail.

Legislation

Supplementary Letters Patent Division X – Regional Parks dated September 14, 1970 provides the authority for this service.

Participants

Port Alberni, District of Tofino, District of Ucluelet, All Electoral Areas



**ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
REGIONAL PARKS
PARTICIPANTS: PORT ALBERNI, TOFINO, UCLUELET, ELECTORAL AREAS 'A', 'B', 'C', 'D', 'E', and 'F'**

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 14,063	\$ 14,063	Surplus (deficit) from prior years	\$ 16,989	\$ -	\$ -	\$ -	\$ -	1
2	48,938	48,937	Tax requisition	76,371	109,800	111,200	112,600	114,100	2
3	714	-	Grants in lieu of taxes	-	-	-	-	-	3
4	24,398	-	EMBC funding - response & recovery	-	-	-	-	-	4
5	7,534	6,000	Licenses & fees	6,000	6,000	6,000	6,000	6,000	5
6	2,783	-	Other sources	-	-	-	-	-	6
7	\$ 98,430	\$ 69,000	TOTAL REVENUE	\$ 99,360	\$ 115,800	\$ 117,200	\$ 118,600	\$ 120,100	7
EXPENDITURES									
8	\$ 17,000	\$ 17,000	Administration charge	\$ 26,000	\$ 26,600	\$ 27,200	\$ 27,800	\$ 28,400	8
9	26,938	-	Capital fund contribution from operating	10,000	10,000	10,000	10,000	10,000	9
10	21,372	27,000	Labour & benefits	38,360	39,200	40,000	40,800	41,700	10
11	16,131	25,000	Operating costs	25,000	40,000	40,000	40,000	40,000	11
12	\$ 81,441	\$ 69,000	TOTAL EXPENDITURES	\$ 99,360	\$ 115,800	\$ 117,200	\$ 118,600	\$ 120,100	12
13	\$ 16,989	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	13
14	26,938	-	Add: Transfer to reserves	10,000	10,000	10,000	10,000	10,000	14
15	8,134	2,000	Deduct: Estimated amortization not included	2,000	2,000	2,000	2,000	2,000	15
16	14,063	14,063	Surplus from previous year	16,989	-	-	-	-	16
17	\$ 21,730	-\$ 16,063	ANNUAL SURPLUS/(DEFICIT)	-\$ 8,989	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	17



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 REGIONAL PARKS (continued)
 PARTICIPANTS: PORT ALBERNI, TOFINO, UCLUELET, ELECTORAL AREAS 'A', 'B', 'C', 'D', 'E', and 'F'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
	CAPITAL FUND								
18	\$ 121,030	\$ 121,052	Balance, beginning of year	\$ 103,167	\$ 33,667	\$ 33,967	\$ 34,267	\$ 34,567	18
19	24,398	-	Contribution from grants	10,000	10,000	10,000	10,000	10,000	19
20	2,540	800	Interest earnings	500	300	300	300	300	20
21			<i>Less - capital expenditures</i>						21
22	44,801	28,000	China Creek bridge	-	-	-	-	-	22
23			Log Train Trail bridges	30,000	10,000	10,000	10,000	10,000	23
24	-	-	West Coast Multi Use Path	50,000	-	-	-	-	24
25	44,801	28,000	Total capital expenditures	80,000	10,000	10,000	10,000	10,000	25
26	\$ 103,167	\$ 93,852	BALANCE, END OF YEAR	\$ 33,667	\$ 33,967	\$ 34,267	\$ 34,567	\$ 34,867	26



Regional Planning

Budget Highlights

The main initiative to be completed in 2020 for this service is the completion of the Somass Watershed Flood Management grant project. This project will be completed by March 31, 2020 and has been funded by the Federal and Provincial Governments through the National Disaster Mitigation Program. The Agricultural Plan initiatives will include a continuation of the agricultural support services and extending the implementation project to the coastal communities.

Strategic Initiatives

- Float Homes – ACRD participate in Provincial Float Home Strategy for Great Central Lake and Barkley Sound.
- Agricultural Initiatives: Grow Local.
- Cannabis control/update agricultural plan
- Somass Basin – Sproat Lake Level Management

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$137,587	\$153,595	\$16,008	11.63%

There is no requisition limit on this service.

Overview

This service provides Planning reviews and recommendations associated with Provincial government referrals. This includes Agricultural Land Commission applications, Ministry of Transportation and Infrastructure subdivision referrals and Provincial crown lease and miscellaneous referral requests. Applications and referrals are reviewed for compliance with Regional District bylaws and any relevant studies that have been completed for various areas within the region. This service manages other projects such as the Agricultural Plan implementation, the Somass Flood Management Project, and cannabis retail policy and applications.



Legislation

The authority for this service is provided through the Local Government Act.

Participants

All Municipalities and Electoral Areas



**ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
REGIONAL PLANNING
PARTICIPANTS: PORT ALBERNI, TOFINO, UCLUELET, ELECTORAL AREAS 'A', 'B', 'C', 'D', 'E', and 'F'**

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 70,913	\$ 70,913	Surplus (deficit) from prior years	\$ 53,510	\$ -	\$ -	\$ -	\$ -	1
2	137,587	137,587	Tax requisition	153,595	211,800	214,200	216,600	219,000	2
3	432,217	473,028	Conditional grant	15,095	-	-	-	-	3
4	2,007	1,000	Grant in lieu of taxes	1,000	1,000	1,000	1,000	1,000	4
5	4,500	1,000	Sales of services	1,000	1,000	1,000	1,000	1,000	5
6	4,330	-	Other sources	-	-	-	-	-	6
7	\$ 651,554	\$ 683,528	TOTAL REVENUE	\$ 224,200	\$ 213,800	\$ 216,200	\$ 218,600	\$ 221,000	7
EXPENDITURES									
8	\$ 36,000	\$ 36,000	Administration charge	\$ 37,000	\$ 37,800	\$ 38,600	\$ 39,400	\$ 40,200	8
9	9,035	8,000	Capital fund contribution	8,000	8,000	8,000	8,000	8,000	9
10			<i>Labour & related costs</i>						10
11	643	2,000	Convention/professional development	2,000	2,000	2,000	2,000	2,000	11
12	44,313	57,000	Labour & benefits	62,000	63,200	64,500	65,800	67,100	12
13	-	500	Recruiting costs	500	500	500	500	500	13
14	44,956	59,500	Total labour & related costs	64,500	65,700	67,000	68,300	69,600	14
15			<i>Office costs</i>						15
16	6,928	5,000	Office operations	7,000	7,100	7,200	7,300	7,400	16
17	8,483	10,000	Computer operations	10,000	10,200	10,400	10,600	10,800	17
18	1,961	1,500	Memberships/subscriptions	2,000	2,000	2,000	2,000	2,000	18
19	17,373	16,500	Total office costs	19,000	19,300	19,600	19,900	20,200	19
20			<i>Other costs</i>						20
21	-	2,000	Agricultural Advisory Committee	2,000	2,000	2,000	2,000	2,000	21
22	68,546	65,000	Sustainability planning	65,000	65,000	65,000	65,000	65,000	22
23	1,064	2,000	Island Agriculture Show costs	2,000	2,000	2,000	2,000	2,000	23
24	491	1,000	Travel & accomodation	1,000	1,000	1,000	1,000	1,000	24
25	70,101	70,000	Total other costs	70,000	70,000	70,000	70,000	70,000	25



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 REGIONAL PLANNING (continued)
 PARTICIPANTS: PORT ALBERNI, TOFINO, UCLUELET, ELECTORAL AREAS 'A', 'B', 'C', 'D', 'E', and 'F'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
			EXPENDITURES (continued)						
26			<i>Professional fees</i>						26
27	\$ -	\$ 5,000	Consultant costs	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	27
28	-	1,000	Float homes	1,000	1,000	1,000	1,000	1,000	28
29	412,120	473,028	Somass flood mapping project	5,200	-	-	-	-	29
30	5,640	2,000	Legal costs	2,000	2,000	2,000	2,000	2,000	30
31	2,819	12,500	Mapping update	12,500	5,000	5,000	5,000	5,000	31
32	420,580	493,528	Total professional fees	25,700	13,000	13,000	13,000	13,000	32
33	\$ 598,044	\$ 683,528	TOTAL EXPENDITURES	\$ 224,200	\$ 213,800	\$ 216,200	\$ 218,600	\$ 221,000	33
34	\$ 53,510	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	34
35	9,035	8,000	Add: Transfer to reserves	8,000	8,000	8,000	8,000	8,000	35
36	3,736	3,800	Deduct: Estimated amortization not included	3,800	3,800	3,800	3,800	3,800	36
37	70,913	70,913	Surplus from previous year	53,510	-	-	-	-	37
38	-\$ 12,104	-\$ 66,713	ANNUAL SURPLUS/(DEFICIT)	-\$ 49,310	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	38
			CAPITAL FUND						
39	\$ 44,098	\$ 44,105	Balance, beginning of year	\$ 53,133	\$ 48,933	\$ 52,233	\$ 55,533	\$ 58,933	39
40	8,000	8,000	Contribution from operating fund	8,000	8,000	8,000	8,000	8,000	40
41	1,035	300	Interest earnings	300	300	300	400	400	41
42			<i>Less - capital expenditures</i>						42
43	-	5,000	Aerial photos^	5,000	5,000	5,000	5,000	5,000	43
44	-	7,500	Mapping software^	7,500	-	-	-	-	44
45	-	12,500	Total capital expenditures	12,500	5,000	5,000	5,000	5,000	45
46	\$ 53,133	\$ 39,905	BALANCE, END OF YEAR	\$ 48,933	\$ 52,233	\$ 55,533	\$ 58,933	\$ 62,333	46

^costs shared with Management of Development - Rural Areas



Building Inspection

Budget Highlights

The revenues from building inspection were significantly higher than budgeted in 2019 resulting in a substantial surplus. As a result, the requisition for 2020 is therefore decreasing. Staff are developing a plan, including increasing building inspection rates, to make this service more user fee funded and as a result this new requisition level of approximately \$100,000 is estimated to be adequate to support this service moving forward. More details of the proposed new building inspection rates will be brought forward to the Electoral Area Directors Committee during the year.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$132,780	\$101,883	-\$30,898	-23.27%

There is no requisition limit on this service.

Overview

This service provides building and plumbing inspection and enforcement. Permit applications are reviewed for compliance with the BC Building Code regulations and ACRD zoning and building bylaws. Inspection services for Wood Energy Technology Transfer Inc (WETT) are also provided by the building department.

Legislation

This service was established with Bylaw No. 658 in 1989.

Participants

All Electoral Areas



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 BUILDING INSPECTION (continued)
 PARTICIPANTS: ELECTORAL AREAS

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
CAPITAL FUND									
31	\$ 91,725	\$ 91,725	Balance, beginning of year	\$ 98,798	\$ 59,398	\$ 64,898	\$ 25,198	\$ 30,398	31
32	5,000	5,000	Contribution from operating fund	5,000	5,000	5,000	5,000	5,000	32
33	2,073	700	Interest earnings	600	500	300	200	200	33
34			<i>Less - capital expenditures</i>						34
35	-	-	Cityview software	-	-	-	-	-	35
36	-	-	Vehicle	45,000	-	45,000	-	-	36
37	-	-	Total capital expenditures	45,000	-	45,000	-	-	37
38	\$ 98,798	\$ 97,425	BALANCE, END OF YEAR	\$ 59,398	\$ 64,898	\$ 25,198	\$ 30,398	\$ 35,598	38



Electoral Area Administration

Budget Highlights

The Electoral Area Directors will continue to have the ability in 2020 to mail out information pamphlets to their constituents regarding activities, programs and services within their electoral areas. Funds have also been budgeted for Electoral Area Directors to attend the annual LGLA Electoral Area Directors Forum, Association of Vancouver Island and Coastal Communities Convention and the Union of British Columbia Municipalities Convention. The costs of attending these conventions has risen in recent years as hotel costs have increased substantially.

There are no elections planned for 2020.

Community Works Funds – In 2019 the Board of Directors adopted the Community Works Fund (CWF) Policy that states that the allocation of the funding to the electoral areas is to be on the basis of population as the default mechanism. Other determination factors include projects that:

- Align with the strategic priorities of the ACRD
- Are more regionally focused and benefit a larger portion of the population
- Assist in funding the asset management infrastructure gap

The majority of the Community Works Fund projects budgeted for 2020 are carried over from the prior year. New proposed projects include:

1. The West Coast Multi-use Path contribution of \$240,000 to provide some matching funds for grant applications for the construction of the section in Electoral Area C – Long Beach.
2. Beaver Creek Water System (BCWS) contribution of \$407,000 water main upgrade on Lamarque Road. This project is one of the top priorities in the BCWS's Asset Management plan.
3. The Salmon Beach Committee had requested that the \$100,000 that was allocation to the Salmon Beach Water service be transferred to the Salmon Beach Sewage project as it is a higher priority for their community. This reallocation was discussed during financial plan meetings and the budget was approved with \$50,000 being allocated to Salmon Beach Sewage and \$50,000 to Salmon Beach Water.
4. Another project that was considered was the installation of a new playground at Nordstrom Park in Beaver Creek. This project has not been included in the Financial Plan as it did not align with the objectives in the CWF Policy.
5. The Bamfield parking project was identified as a potential project but is not eligible as the infrastructure will continue to be owned by the Ministry of Transportation and Infrastructure and therefore will not become an ACRD asset.



The total allocation of Community Works Fund since the beginning of the program by Electoral Area is as follows:

Area	Population	% Population	Total Allocation	% of total received
Area A Bamfield	243	3%	\$ 464,828	7%
Area B Beaufort	443	5%	\$ 96,111	1%
Area C Long Beach	1,592	17%	\$ 824,644	12%
Area D Sproat Lake	2,173	23%	\$ 703,000	10%
Area E Beaver Creek	2,873	31%	\$ 2,120,159	31%
Area F Cherry Creek	1,945	21%	\$ 1,097,000	16%
Unallocated			\$ 1,485,678	22%
Totals	9269	100%	\$ 6,791,420	100%

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$78,458	\$79,749	\$1,291	1.65%

There is no requisition limit on this service.



Overview

This service includes the administration of the Federal Community Works Funding. In addition, the costs for mail outs including newsletters to the individual electoral areas and elections are paid for through this service.

Legislation

Section 338(2)(b) of the *Local Government Act* provides the authority for this service.

Participants

All Electoral Areas



**ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
ELECTORAL AREA ADMINISTRATION
PARTICIPANTS: ELECTORAL AREAS**

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
1	\$ 1,558	\$ 1,541	Surplus (deficit) from prior years	-\$ 4,749	-\$ 0	-\$ 0	-\$ 0	-\$ 0	1
2	725,864	725,864	Committed surplus from prior year	111,377	0	0	0	0	2
3	78,459	78,458	Tax requisition	79,749	93,500	115,200	109,100	109,600	3
4	2,015	1,000	Grant in lieu of taxes	1,000	1,000	1,000	1,000	1,000	4
5	950,301	488,810	Federal government grant	461,491	482,580	482,580	503,775	503,775	5
6	-	15,000	Other sources	-	-	15,000	-	-	6
7	62,526	8,000	Interest revenue	19,300	16,300	18,300	22,200	26,100	7
8	\$ 1,820,723	\$ 1,318,674	TOTAL REVENUE	\$ 668,168	\$ 593,380	\$ 632,080	\$ 636,075	\$ 640,475	8
EXPENDITURES									
9	\$ 24,000	\$ 24,000	Administration charge	\$ 18,000	18,400	\$ 40,000	18,800	\$ 19,200	9
10	15,882	20,000	Elections & referenda	10,000	20,000	35,000	35,000	35,000	10
11	264	1,000	Area 'A' - Bamfield administration	1,000	1,000	1,000	1,000	1,000	11
12	135	1,000	Area 'B' - Beaufort administration	1,000	1,000	1,000	1,000	1,000	12
13	83	1,000	Area 'C' - Long Beach administration	1,000	1,000	1,000	1,000	1,000	13
14	2,003	3,000	Area 'D' - Sproat Lake administration	3,000	3,000	3,000	3,000	3,000	14
15	141	1,000	Area 'E' - Beaver Creek administration	1,000	1,000	1,000	1,000	1,000	15
16	853	2,000	Area 'F' - Cherry Creek administration	2,000	2,000	2,000	2,000	2,000	16
17	8,285	10,000	AVICC dues & convention expenses	2,000	10,000	10,000	10,000	10,000	17
18	30,269	28,000	UBCM dues & convention expenses	32,000	32,000	32,000	32,000	32,000	18
19	4,866	5,000	Labour & benefits	5,000	5,100	5,200	5,300	5,400	19
20	885,326	412,310	Contribution to CWF reserve	480,791	498,880	500,880	525,975	529,875	20
21			<i>CWF grants to outside organizations</i>						21
22	5,804	55,952	Beaver Creek Community Club	50,148	-	-	-	-	22
23	625,000	625,000	Cherry Creek Waterworks District	-	-	-	-	-	23
24	111,183	172,412	Sproat Lake Community Association	61,229	-	-	-	-	24
25	741,987	853,364	Total CWF grants to outside organizations	111,377	-	-	-	-	25
26	\$ 1,714,095	\$ 1,361,674	TOTAL EXPENDITURES	\$ 668,168	\$ 593,380	\$ 632,080	\$ 636,075	\$ 640,475	26



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 ELECTORAL AREA ADMINISTRATION (continued)
 PARTICIPANTS: ELECTORAL AREAS

Line	History			Budget					Line
	2019	2019		2020	2021	2022	2023	2024	
27	\$ 106,628	-\$ 43,000	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	27
28	885,326	412,310	Add: Transfer to reserves	480,791	498,880	500,880	525,975	529,875	28
29	727,422	727,405	Deduct: Surplus from previous year	106,628	-	-	-	-	29
30	\$ 264,532	-\$ 358,096	ANNUAL SURPLUS/(DEFICIT)	-\$ 106,628	\$ -	\$ -	\$ -	\$ -	30
COMMUNITY WORKS FUND RESERVE									
31	\$ 2,169,966	\$ 2,169,967	Balance, beginning of year	\$ 2,995,268	\$ 2,167,454	\$ 2,202,597	\$ 2,703,477	\$ 3,229,452	31
32	822,801	397,210	Contribution from operating fund	461,491	482,580	482,580	503,775	503,775	32
33	62,526	15,100	Interest earnings	19,300	16,300	18,300	22,200	26,100	33
34			<i>Less - capital expenditures</i>						34
35	30,000	30,000	Alberni Valley Regional Airport upgrades	-	-	-	-	-	35
36	-	400,000	Bamfield Water System upgrades	400,000	-	-	-	-	36
37	-	-	Beaver Creek Water System upgrades	407,000	-	-	-	-	37
38	-	-	Bell Road/Stuart Avenue water system	-	414,000	-	-	-	38
39	-	154,140	Long Beach Airport water system upgrades	154,140	-	-	-	-	39
40	30,025	79,762	Millstream Water System upgrades	-	49,737	-	-	-	40
41	-	-	Salmon Beach Sewage sani-field upgrade	50,000	-	-	-	-	41
42	-	50,000	Salmon Beach Water well development	50,000	-	-	-	-	42
43	-	7,465	Sproat Lake Community Park trail	7,465	-	-	-	-	43
44	-	-	West Coast Multi Use Path	240,000	-	-	-	-	44
45	60,025	721,367	Total capital expenditures	1,308,605	463,737	-	-	-	45
46	\$ 2,995,268	\$ 1,860,910	BALANCE, END OF YEAR	\$ 2,167,454	\$ 2,202,597	\$ 2,703,477	\$ 3,229,452	\$ 3,759,327	46



Management of Development – Rural Areas

Budget Highlights

This service has been incredibly active in the past couple of years with numerous initiatives being undertaken. These projects include advancing all of the strategic initiatives listed below as well as the work for the Short Term Vacation Rental Temporary Use Permit's and the substantial amount of effort around the changes in legislation regarding cannabis. In 2020, the ACRD has also applied for a Housing Needs Report grant that will proceed only if successful with the funding.

Strategic Initiatives

- Add additional staff time for 2020 to complete the Board's rural planning projects initiated in 2019 for six months beginning Jan. 1, 2020.
- Develop a draft lake surface zoning bylaw for Sproat Lake.
- Amend the zoning bylaw to prohibit new cement-based buildings for cannabis production in all zones.
- Enforcement/ Bylaw Enforcement Notice ticketing system.
- Complete the Age Friendly Community Action Plan.
- Arrange a tour for the ACRD Board and appropriate staff of Tilray in Nanaimo and any other cannabis production facilities on Vancouver Island.
- Investigate increasing the Public Hearing Fee to include an amount to cover the Director's remuneration for chairing the meeting.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$344,727	\$433,982	\$89,255	25.89%

There is no requisition limit on this service.

Overview

This service provides development planning for all electoral areas of the Regional District. Official Community Plan and zoning bylaw reviews are part of this service. Development applications for Official Community Plan amendments, zoning map and text amendments, development permits, temporary use



permits and development variance permits are reviewed by Planning staff and recommendations are made to the Board of Directors. The Board of Variance is also administered through this service.

Legislation

The authority for this service comes from the Local Government Act, primarily within Part 14.

Participants

All Electoral Areas



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 MANAGEMENT OF DEVELOPMENT - RURAL AREAS
 PARTICIPANTS: ELECTORAL AREAS

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
1			REVENUE						
2	\$ 127,486	\$ 132,273	Surplus (deficit) from prior years	\$ 72,187	\$ -	\$ -	\$ -	\$ -	1
3	344,727	344,727	Tax requisition	433,982	527,100	526,700	526,400	536,400	2
4	7,000	7,000	Contracts with Municipalities	7,000	7,000	7,000	7,000	7,000	3
5	9,520	-	Government and other grants	95,335	-	-	-	-	4
6	8,679	3,000	Grant in lieu of taxes	3,000	3,000	3,000	3,000	3,000	5
7	34,176	25,000	Sales of services	25,000	25,000	25,000	25,000	25,000	6
8	3,251	-	Other sources	-	-	-	-	-	7
	\$ 534,839	\$ 512,000	TOTAL REVENUE	\$ 636,504	\$ 562,100	\$ 561,700	\$ 561,400	\$ 571,400	8
9			EXPENDITURES						
10	\$ 78,000	\$ 78,000	Administration charge	\$ 78,000	79,600	81,200	82,800	84,500	9
11	6,761	5,000	Capital fund contribution	5,000	5,000	5,000	5,000	5,000	10
12			<i>Labour & related costs</i>						11
13	3,265	4,000	Convention/professional development	4,000	4,100	4,200	4,300	4,400	12
14	316,751	323,000	Labour & benefits	373,000	373,000	380,500	388,100	395,900	13
15	2,262	500	Recruiting costs	500	500	500	500	500	14
16	322,279	327,500	Total labour & related costs	377,500	377,600	385,200	392,900	400,800	15
17			<i>Office costs</i>						16
18	10,104	7,000	Office operations	10,000	10,200	10,400	10,600	10,800	17
19	10,763	8,000	Computer operations	10,000	10,000	10,000	10,000	10,000	18
20	2,004	1,500	Memberships/subscriptions	2,000	2,000	2,000	2,000	2,000	19
21	22,871	16,500	Total office costs	22,000	22,200	22,400	22,600	22,800	20
22			<i>Other costs</i>						21
23	7,751	8,000	Advertising & publicity	8,000	8,200	8,400	8,600	8,800	22
24	744	2,000	APC costs	2,000	2,000	2,000	2,000	2,000	23
25	-	5,000	Board of variance costs	5,000	5,000	5,000	5,000	5,000	24
26	1,550	2,500	Travel & accomodation	2,500	2,500	2,500	2,500	2,500	25
	10,045	17,500	Total other costs	17,500	17,700	17,900	18,100	18,300	26



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 MANAGEMENT OF DEVELOPMENT - RURAL AREAS (continued)
 PARTICIPANTS: ELECTORAL AREAS

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
27			EXPENDITURES (continued)						27
28			<i>Professional fees</i>						27
29	1,820	10,000	Consultant costs	10,000	10,000	10,000	10,000	10,000	28
30	17,652	20,000	Legal costs	20,000	15,000	15,000	15,000	15,000	29
31	-	-	Housing needs report	69,004					30
32	2,876	12,500	Mapping update	12,500	5,000	5,000	5,000	5,000	31
33	-	10,000	Stream assessments	10,000	10,000	10,000	10,000	10,000	32
34	-	10,000	OCP rewrites	10,000	-	10,000	-	-	33
35	-	-	Subdivision servicing bylaw	-	20,000	-	-	-	34
36	348	5,000	Zoning bylaw rewrite	5,000	-	-	-	-	35
37	22,695	67,500	Total professional fees	136,504	60,000	50,000	40,000	40,000	36
	\$ 462,652	\$ 512,000	TOTAL EXPENDITURES	\$ 636,504	\$ 562,100	\$ 561,700	\$ 561,400	\$ 571,400	37
38	\$ 72,187	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	38
39									
40	6,761	5,000	Add: Transfer to reserves	5,000	5,000	5,000	5,000	5,000	39
41	5,662	5,700	Deduct: Estimated amortization not included	5,700	5,700	5,700	5,700	5,700	40
42	127,486	132,273	Surplus from previous year	72,187	-	-	-	-	41
	-\$ 54,199	-\$ 132,973	ANNUAL SURPLUS/(DEFICIT)	-\$ 72,887	-\$ 700	-\$ 700	-\$ 700	-\$ 700	42
			(for Financial Reporting purposes)						
43			CAPITAL FUND						
44	\$ 77,715	\$ 77,715	Balance, beginning of year	\$ 84,476	\$ 77,576	\$ 78,176	\$ 38,576	\$ 38,876	43
45	5,000	5,000	Contribution from operating fund	5,000	5,000	5,000	5,000	5,000	44
46	1,761	600	Interest earnings	600	600	400	300	300	45
47			<i>Less - capital expenditures</i>						46
48	-	5,000	Aerial photos/LiDAR^	5,000	5,000	5,000	5,000	5,000	47
49	-	7,500	Mapping software^	7,500	-	-	-	-	48
50	-	-	Vehicle (shared with Gen Gov)	-	-	40,000	-	-	49
51	-	12,500	Total capital expenditures	12,500	5,000	45,000	5,000	5,000	50
	\$ 84,476	\$ 70,815	BALANCE, END OF YEAR	\$ 77,576	\$ 78,176	\$ 38,576	\$ 38,876	\$ 39,176	51

^costs shared with Regional Planning



Vancouver Island Regional Library

Budget Highlights

The Vancouver Island Regional Library (VIRL) Board adopted the 2020 budget in September 2019. Priorities for VIRL for 2020 include: developing and promoting programming that draws library customers in, regardless of age or other factors, promoting their catalogue, resources and services, telling their story through public information and promotional materials, and continuing investment in technology in an increasingly electronic world. The following business cases were approved as part of the 2020 budget: Strategic Planning 2021 – 2025, Review and optimization of VIRL’s Distribution System and Safety Management System.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$479,350	\$481,958	\$2,608	0.54%

There is no requisition limit on this service.

Overview

The purpose of this service is to provide funding from the six electoral areas for annual contributions to the Vancouver Island Regional Library (VIRL) which administers the service on behalf of 28 member municipalities and 10 regional districts. The member municipalities of the regional district fund their portion of the VIRL budget through their municipal budgets.

Legislation

This service was established with Bylaw No. 896 in 1994.

Participants

All Electoral Areas



Alberni Valley Emergency Planning

Budget Highlights

This service was relatively inactive in 2019 due to the vacancy with the Protective Services Manager position. During 2019 the Board discussed the resources required to support this service moving forward and it was decided to split the Fire Services Coordinator duties from the Protective Services Manager position. The Protective Services Manager position has been recently filled and plans to be very active in 2020. The impact of this increase in resources will not occur until 2021 as the surplus from the vacancy in 2019 covers the additional resource cost of \$48,000 in 2020.

This service is in a rebuilding phase and the priorities for 2020 include:

- Advancing Emergency Operation Center readiness including training staff and revising the operational framework.
- Community Mass Notification System development and implementation.
- Emergency Support Services advancement of findings in report completed in fall 2019.
- Emergency Program Public Education redevelopment and delivery including personal preparedness.
- Evacuation planning.
- Stakeholder engagement.

The ACRD has also applied for a substantial Fire Smart grant in the fall of 2019 and will action the initiatives if successful with the funding.

In March, the COVID-19 Pandemic became the focus of the Alberni Valley Emergency Planning service. The Emergency Operations Centre has been activated to support the community during this pandemic. At the March 31, 2020 Special Board of Directors meeting \$30,000 of funding was added to this service in anticipation of costs that may be incurred during this time. The financial impact of this situation is unknown at this time as the duration and severity of the pandemic to the community are uncertain.

Strategic Initiatives

- Interface Wildfire response planning (Community Wildfire Protection Plan).
- Update public engagement and education, emergency call outs.



Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$173,378	\$203,774	\$30,366	17.51%

There is no requisition limit on this service.

Overview

The Alberni Valley Emergency Program develops, maintains, and implements emergency plans and other preparedness, response and recovery measures for emergencies and disasters within the Alberni Valley.

Legislation

This service was established with Bylaw No. 788 in 1992.

Participants

Port Alberni, Electoral Areas B, D, E & F



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 ALBERNI VALLEY EMERGENCY PLANNING
 PARTICIPANTS: PORT ALBERNI, ELECTORAL AREAS 'B', 'D', 'E', and 'F'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 77,572	\$ 77,571	Surplus (deficit) from prior years	\$ 126,756	\$ -	\$ -	\$ -	\$ -	1
2	173,378	173,378	Tax requisition	203,744	279,000	282,600	286,300	290,000	2
3	1,263	-	EMBC funding - response & recovery	-	-	-	-	-	3
4	72,905	111,306	Government grants	157,300	-	-	-	-	4
5	1,725	500	Grant in lieu of taxes	500	500	500	500	500	5
6	60	-	Other sources	-	-	-	-	-	6
7	\$ 326,903	\$ 362,755	TOTAL REVENUE	\$ 488,300	\$ 279,500	\$ 283,100	\$ 286,800	\$ 290,500	7
EXPENDITURES									
8	\$ 49,000	\$ 49,000	Administrative charge	\$ 64,000	\$ 65,300	\$ 66,700	\$ 68,100	\$ 69,500	8
9	46,965	89,755	Community Wildfire Protection Plan update	-	-	-	-	-	9
10	32,102	60,000	Emergency planning costs	60,000	60,000	60,000	60,000	60,000	10
11	585	-	Emergency response & recovery	30,000	-	-	-	-	11
12	21,117	75,000	ESS capacity building	55,000	30,000	30,000	30,000	30,000	12
13	10,000	10,000	Facility rent	10,000	10,000	10,000	10,000	10,000	13
14	-	-	Fire smart project	157,300	-	-	-	-	14
15	38,244	77,000	Labour & benefits	110,000	112,200	114,400	116,700	119,000	15
16	2,135	2,000	Generator for EOC maintenance	2,000	2,000	2,000	2,000	2,000	16
17	\$ 200,147	\$ 362,755	TOTAL EXPENDITURES	\$ 488,300	\$ 279,500	\$ 283,100	\$ 286,800	\$ 290,500	17
18	\$ 126,756	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	18
19	9,730	9,800	Deduct: Estimated amortization not included	9,800	9,800	9,800	9,800	9,800	19
20	77,572	77,571	Surplus from previous year	126,756	-	-	-	-	20
21	\$ 39,454	-\$ 87,371	ANNUAL SURPLUS/(DEFICIT)	-\$ 136,556	-\$ 9,800	-\$ 9,800	-\$ 9,800	-\$ 9,800	21

(for Financial Reporting purposes)



Alberni Valley & Bamfield Waste Management

Budget Highlights

The overall cost of this service will continue to increase in order to implement further diversion programs, such as organics, as well as to address anticipated rising landfill and recycling depot operating costs.

Bamfield Transfer Station – The cost of this service is partially offset by the revenue received from Huu-ay-aht First Nations and the Bamfield Marine Science Center. The cost directly associated with the Bamfield residents remains relatively unchanged.

Bear Aware – This program has been inactive for the past many years but staff have been working on re-establishing a partnership with the BC Conservation Foundation as this type of education will be important as the organics program is implemented.

Mattress Recycling – This diversion program is offset by the revenue received as part of the tipping fees. The program has been successful in diverting approximately 824 mattresses in the part year that it was active in 2019.

Organics - A portion of the Strategic Priorities Grant Fund has been allocated to the budget for anticipated progress on the regional organics diversion program. However, this may be adjusted once UBCM officially responds to the potential project scope change to move from constructing a processing facility at the Alberni Valley Landfill to outsourcing this component of the service.

Other highlights include:

- The Solid Waste Management Plan (SWMP) budget line has been decreased in 2020 and the Operations Contract budget line has been increased to reflect that the additional diversion spotter is now considered part of regular landfill contract operations.
- The 2020 budget has funds allocated for an environmental services department vehicle to support landfill operations.
- The longer-range capital budget will be populated once the current Design, Operations and Closure Plan is complete. This will also confirm staff resource requirements.

Strategic Initiatives

- AV Landfill Tenure
- Landfill Organics Infrastructure and/or Landfill Gas Management



Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$88,412	\$148,743	\$60,332	68.24%

The tax limit of Alberni Valley & Bamfield Waste Management is \$0.50 per \$1,000 of assessed value. For 2020 the estimated requisition maximum is \$2,470,911.

Overview

The purpose of this service is to fund operations including the Alberni Valley Landfill, 3rd Avenue Recycling Depot, and Bamfield Transfer Station as well as the collection services for Alberni Valley curbside recycling collection and Bamfield waste and recycling hauling. This service also funds general solid waste management activities including: planning, regulatory compliance, diversion initiatives, and reporting requirements. This service receives revenues from tipping fees, Recycle BC revenues and from the sale of recovered resources (eg. Scrap metal).

Legislation

This service was established through Letters Patent under section 766 of the Municipal Act in 1973.

Participants

Port Alberni, Electoral Areas A, B, D, E & F



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
ALBERNI VALLEY & BAMFIELD WASTE MANAGEMENT
PARTICIPANTS: PORT ALBERNI, ELECTORAL AREAS 'A', 'B', 'D', 'E', and 'F'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 291,888	\$ 263,948	Surplus (deficit) from prior years	\$ 200,217	\$ -	\$ -	\$ -	\$ -	1
2	88,411	88,412	Tax requisition	148,743	447,660	488,060	533,760	580,460	2
3			<i>Fees & charges</i>						3
4	8,640	8,640	Curbside recycling	8,640	8,640	8,640	8,640	8,640	4
5	2,102,809	2,100,000	Tipping fees	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	5
6	2,111,449	2,108,640	Total fees & charges	2,108,640	2,108,640	2,108,640	2,108,640	2,108,640	6
7	3,695	1,000	Grant in lieu of taxes	1,000	1,000	1,000	1,000	1,000	7
8	410,360	335,000	Recycle BC funding	380,000	380,000	380,000	380,000	380,000	8
9	20,559	4,159,988	Government grants	3,591,900	784,407	-	-	-	9
10	170,973	25,000	Other sources	130,000	25,000	25,000	25,000	25,000	10
11	\$ 3,097,335	\$ 6,981,988	TOTAL REVENUE	\$ 6,560,500	\$ 3,746,707	\$ 3,002,700	\$ 3,048,400	\$ 3,095,100	11
EXPENDITURES									
12	\$ 71,000	\$ 71,000	Administration charge	\$ 76,000	\$ 77,600	\$ 79,200	\$ 80,800	\$ 82,500	12
13			<i>Bamfield transfer station</i>						13
14	111,009	75,000	Garbage - hauling & tipping fees	115,000	117,300	119,600	122,000	124,400	14
15	15,161	5,000	Recycling - depot operations	11,500	11,700	11,900	12,100	12,300	15
16	126,170	80,000	Total Bamfield transfer station	126,500	129,000	131,500	134,100	136,700	16
17	749,498	650,000	Capital fund contribution from operating	450,000	450,000	450,000	450,000	450,000	17
18	20,559	4,159,988	Capital fund contribution from grants	3,591,900	784,407	-	-	-	18
19	120,000	120,000	Closure & post closure fund contribution	120,000	120,000	120,000	120,000	120,000	19
20			<i>Labour & related costs</i>						20
21	6,923	8,000	Convention/professional development	8,000	8,000	8,000	8,000	8,000	21
22	143,890	151,000	Labour & benefits	193,000	196,900	200,800	204,800	208,900	22
23	2,755	2,000	Vehicle operation	3,000	3,100	3,200	3,300	3,400	23
24	153,567	161,000	Total labour & related costs	204,000	208,000	212,000	216,100	220,300	24
25			<i>Promotion & education</i>						25
26	14,897	30,000	Advertising & promotion	5,000	5,000	5,000	5,000	5,000	26
27	-	-	Bear-human conflict management	25,000	20,000	20,000	20,000	20,000	27
28	28,827	38,000	Education program & community events	20,000	20,000	20,000	20,000	20,000	28
29	571	20,000	Illegal dumping prevention/waived tipping	10,000	15,000	15,000	15,000	15,000	29
30	-	15,000	School program	15,000	15,000	15,000	15,000	15,000	30
31	44,295	103,000	Total promotion & education	75,000	75,000	75,000	75,000	75,000	31



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
ALBERNI VALLEY & BAMFIELD WASTE MANAGEMENT (continued)
PARTICIPANTS: PORT ALBERNI, ELECTORAL AREAS 'A', 'B', 'D', 'E', and 'F'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
			EXPENDITURES (continued)						
32			<i>Recycle, reduce, reuse</i>						32
33	-	5,000	Disposal bans	5,000	5,000	5,000	5,000	5,000	33
34	-	-	Mattress recycling	36,000	36,000	36,000	36,000	36,000	34
35	94,940	85,000	Recycling depots - Alberni Valley	205,000	209,100	213,300	217,600	222,000	35
36	237,315	227,000	Residential recycling pickup	296,000	301,900	307,900	314,100	320,400	36
37	-	-	Share sheds	-	5,000	1,000	1,000	1,000	37
38	186,456	180,000	SWMP initiatives	54,000	54,000	54,000	54,000	54,000	38
39	518,710	497,000	Total recycle, reduce & reuse	596,000	611,000	617,200	627,700	638,400	39
40			<i>Residual waste management</i>						40
41	24,049	75,000	Cover material sourcing	75,000	78,800	82,700	86,800	91,100	41
42	797,042	795,000	Operations contract	941,100	959,900	979,100	998,700	1,018,700	42
43	96,619	100,000	Other operating costs	100,000	102,000	104,000	106,100	108,200	43
44	78,477	60,000	Professional fees	80,000	30,000	30,000	30,000	30,000	44
45	22,667	25,000	Utilities	25,000	26,000	27,000	28,100	29,200	45
46	41,068	45,000	Environmental monitoring	60,000	55,000	55,000	55,000	55,000	46
47	33,398	40,000	Wood waste grinding/handling	40,000	40,000	40,000	40,000	40,000	47
48	1,093,319	1,140,000	Total residual waste management	1,321,100	1,291,700	1,317,800	1,344,700	1,372,200	48
49	\$ 2,897,118	\$ 6,981,988	TOTAL EXPENDITURES	\$ 6,560,500	\$ 3,746,707	\$ 3,002,700	\$ 3,048,400	\$ 3,095,100	49
50	\$ 200,217	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	50
51	869,498	4,929,988	Add: Transfer to reserves	4,161,900	1,354,407	570,000	570,000	570,000	51
52	146,785	143,000	Deduct: Estimated amortization not included	147,000	147,000	147,000	147,000	147,000	52
53	291,888	263,948	Surplus from previous year	200,217	-	-	-	-	53
54	\$ 631,041	\$ 4,523,040	ANNUAL SURPLUS/(DEFICIT)	\$ 3,814,683	\$ 1,207,407	\$ 423,000	\$ 423,000	\$ 423,000	54

(for Financial Reporting purposes)



**ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
ALBERNI VALLEY & BAMFIELD WASTE MANAGEMENT (continued)
PARTICIPANTS: PORT ALBERNI, ELECTORAL AREAS 'A', 'B', 'D', 'E', and 'F'**

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
CAPITAL FUND									
55	\$ 4,357,042	\$ 4,357,092	Balance, beginning of year	\$ 4,902,575	\$ 4,351,275	\$ 4,243,754	\$ 3,713,454	\$ 3,189,254	55
56	650,000	650,000	Contribution from operating fund	450,000	450,000	450,000	450,000	450,000	56
57	20,559	4,159,988	Grants & other contributions	3,591,900	784,407	-	-	-	57
58	99,498	15,800	Interest earnings	21,200	29,200	29,700	25,800	21,800	58
59	<i>Less - capital expenditures</i>								59
60	-	10,000	Access road upgrade	10,000	-	10,000	-	10,000	60
61	19,565	380,000	Filling plan capital work	380,000	200,000	1,000,000	1,000,000	1,000,000	61
62	-	-	Interception well by equalization pond	-	94,000	-	-	-	62
63	-	-	Landfill gas management	-	-	-	-	-	63
64	-	54,000	Metering leachate discharge	54,000	-	-	-	-	64
65	25,300	103,000	Monitoring & observation well drilling	103,000	-	-	-	-	65
66	20,559	4,159,988	Organics diversion project	3,591,900	937,128	-	-	-	66
67	10,221	35,000	Recycling depot - 3620 3rd avenue	35,000	20,000	-	-	-	67
68	42,667	31,000	SCADA control system	31,000	-	-	-	-	68
69	-	250,000	Site security & sustainable development	250,000	-	-	-	-	69
70	-	20,000	Site signage improvement/standardization	20,000	-	-	-	-	70
71	36,974	33,000	Software upgrade	33,000	-	-	-	-	71
72	69,238	75,000	Transfer station upgrades	75,000	20,000	-	-	-	72
73	-	-	Vehicle purchase (split with WCLF)	31,500	-	-	-	-	73
74	-	-	Water pumphouse upgrade	-	100,000	-	-	-	74
75	224,524	5,150,988	Total capital expenditures	4,614,400	1,371,128	1,010,000	1,000,000	1,010,000	75
76	\$ 4,902,575	\$ 4,031,892	BALANCE, END OF YEAR	\$ 4,351,275	\$ 4,243,754	\$ 3,713,454	\$ 3,189,254	\$ 2,651,054	76
CLOSURE & POST CLOSURE FUND									
77	\$ 2,157,659	\$ 2,157,659	Balance, beginning of year	\$ 2,326,434	\$ 2,464,334	\$ 2,603,234	\$ 2,743,234	\$ 2,884,234	77
78	120,000	120,000	Contribution from operating fund	120,000	120,000	120,000	120,000	120,000	78
79	48,775	16,600	Interest earnings	17,900	18,900	20,000	21,000	22,100	79
80	-	-	Less - closure costs	-	-	-	-	-	80
81	\$ 2,326,434	\$ 2,294,259	BALANCE, END OF YEAR	\$ 2,464,334	\$ 2,603,234	\$ 2,743,234	\$ 2,884,234	\$ 3,026,334	81



Alberni Valley Regional Airport

Budget Highlights

Key initiatives for this service in 2020 are to complete the major capital infrastructure project that included the extension of the runway, installation of lighting and implementation of an instrument approach system. The final components required include additional tree clearing for obstacle limitation surface requirements, the installation of new weather station and finally the implementation of the GPS approach system. Once the GPS approach system is approved by NAV Canada an open house to celebrate the completion of the project will be planned.

AVRA Advisory Committee – the Committee will assist in the development of a strategic plan and long term vision for the airport. A facilitator will be hired to assist with this project.

Strategic Initiatives

- AVRA Develop Strategic Plan and Operational Guidelines (Land Use Planning)
- Complete AVRA Upgrades to Operational Status

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$643,069	\$654,551	\$11,482	1.79%

The tax limit of Alberni Valley Regional Airport is \$0.1483 per \$1,000 of assessed value. For 2020 the estimated requisition maximum is \$706,479.

Overview

The Purpose of the service is to operate and maintain the Registered Aerodrome, CBS8, to the Canadian Aviation Regulations. The recent major capital investment is estimated to be complete by September 2020. The project has included runway widening and extension, upgraded lighting and a GPS approach system that will allow for expanded operations and improved access for high performance aircraft.



Legislation

This service was established with Bylaw No. 791 in 1992 and amended with Bylaw No. 791-2 in 2015.

Participants

Port Alberni, Electoral Areas B, D, E & F



**ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
ALBERNI VALLEY REGIONAL AIRPORT
PARTICIPANTS: PORT ALBERNI, ELECTORAL AREAS 'B', 'D', 'E', and 'F'**

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 97,431	\$ 97,431	Surplus (deficit) from prior years	\$ 44,049	\$ -	\$ -	\$ -	\$ -	1
2	643,069	643,069	Tax requisition	654,551	654,600	654,000	654,500	654,100	2
3	28,045	162,500	Government and other grants	64,875	250,000	-	-	-	3
4	6,397	-	Grant in lieu of taxes	-	-	-	-	-	4
5	83,838	80,000	Fuel sales	80,000	80,000	80,000	80,000	80,000	5
6	57,926	45,000	Leases and other sources	45,000	45,000	45,000	45,000	45,000	6
7	\$ 916,706	\$ 1,028,000	TOTAL REVENUE	\$ 888,475	\$ 1,029,600	\$ 779,000	\$ 779,500	\$ 779,100	7
EXPENDITURES									
8	\$ 31,000	\$ 31,000	Administration charge	\$ 34,000	\$ 34,700	\$ 35,400	\$ 36,200	\$ 37,000	8
9	-	-	Advisory committee initiatives	15,000	5,000	5,000	5,000	5,000	9
10	-	3,000	Airfield lighting maintenance	5,000	8,000	8,000	8,000	8,000	10
11	315,116	316,000	Debt repayment	316,000	316,000	316,000	316,000	316,000	11
12	13,472	15,000	Consulting, legal & legislation costs	15,000	10,000	10,000	10,000	10,000	12
13	2,095	5,000	Environmental monitoring	5,000	4,000	3,000	2,000	1,000	13
14	67,580	70,000	Fuel system operation	70,000	70,000	70,000	70,000	70,000	14
15	-	7,000	GPS maintenance/weather station	7,000	7,000	7,000	7,000	7,000	15
16	3,499	3,500	Insurance	3,600	3,700	3,800	3,900	4,000	16
17	83,257	84,000	Labour & benefits	79,000	70,000	71,400	72,800	74,300	17
18	12,000	14,000	Operation contracts	14,000	14,000	14,000	14,000	14,000	18
19	5,347	10,000	Other operating	10,000	10,000	10,000	10,000	10,000	19
20	10,047	18,000	Repairs & maintenance	18,000	18,000	18,000	18,000	18,000	20
21	5,847	5,000	Travel & accomodation	5,000	5,000	5,000	5,000	5,000	21
22	7,707	11,000	Utilities	11,000	11,200	11,400	11,600	11,800	22
23	6,361	3,000	Water system operation	6,000	6,000	6,000	6,000	6,000	23
24	309,329	432,500	Capital fund contribution	274,875	437,000	185,000	184,000	182,000	24
25	\$ 872,657	\$ 1,028,000	TOTAL EXPENDITURES	\$ 888,475	\$ 1,029,600	\$ 779,000	\$ 779,500	\$ 779,100	25
FINANCIAL PLAN BALANCE									
26	\$ 44,049	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	26
27	309,329	432,500	Add: Transfer to reserves	274,875	437,000	185,000	184,000	182,000	27
28	-	126,616	Principal debt payments	126,616	126,616	126,616	126,616	126,616	28
29	488,691	490,000	Deduct: Estimated amortization not included	490,000	490,000	490,000	490,000	490,000	29
30	97,431	97,431	Surplus from previous year	44,049	-	-	-	-	30
31	-\$ 276,793	-\$ 154,931	ANNUAL SURPLUS/(DEFICIT)	-\$ 259,174	-\$ 53,000	-\$ 305,000	-\$ 306,000	-\$ 308,000	31



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 ALBERNI VALLEY REGIONAL AIRPORT (continued)
 PARTICIPANTS: PORT ALBERNI, ELECTORAL AREAS 'B', 'D', 'E', and 'F'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
CAPITAL FUND									
32	\$ 463,252	\$ 463,252	Balance, beginning of year	\$ 167,393	\$ 107,268	\$ 278,268	\$ 438,268	\$ 542,268	32
33	270,000	270,000	Contribution from operating fund	210,000	437,000	185,000	184,000	182,000	33
34	28,045	162,500	Grants and other contributions	64,875	250,000	-	-	-	34
35	30,000	30,000	Community Works Fund transfer	-	-	-	-	-	35
36	11,283	-	Interest earnings	-	-	-	-	-	36
37			<i>Less - capital expenditures</i>						37
38	-	-	Drainage improvements & ditching	10,000	-	-	5,000	5,000	38
39	-	-	Equipment shelter	-	6,000	-	-	-	39
40	-	15,000	Fencing & access	28,000	-	-	50,000	5,000	40
41	-	-	GPS system	-	-	-	-	10,000	41
42	56,089	225,000	Instrument approach design and clearing	175,000	-	-	-	-	42
43	-	-	Landscaping	-	-	15,000	-	-	43
44	-	-	Line painting & crack sealing	30,000	-	-	5,000	5,000	44
45	-	-	Nahmint Forest Service Road lowering^	-	500,000	-	-	-	45
46	579,099	500,000	North West Industrial Road relocation	-	-	-	-	-	46
47	-	-	Tree clearing/brushing	-	10,000	10,000	20,000	10,000	47
48	-	100,000	Weather station upgrade^	92,000	-	-	-	-	48
49	635,188	840,000	Total capital expenditures	335,000	516,000	25,000	80,000	35,000	49
50	\$ 167,393	\$ 85,752	BALANCE, END OF YEAR	\$ 107,268	\$ 278,268	\$ 438,268	\$ 542,268	\$ 689,268	50

^eligible for 50% BCAAP funding



Alberni Valley Regional Water - Proposed

Budget Highlights

This project has not been identified as a strategic priority in 2020 and therefore no activity is planned for this proposed service in 2020.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$984	\$0	-\$984	-100%

Overview

The Alberni Valley Regional Water proposed service is in the initial investigation stage of examining the possibility of developing a water supply from Sproat Lake in order to receive a filtration deferral from Island Health. The supply would potentially provide water to the City of Port Alberni, Beaver Creek and Cherry Creek. McElhanney Engineering completed a report in 2017 regarding the terms of reference for developing the concept and costing. With the exception of some discussions with Catalyst regarding the utilization of their works to transfer water from the lake to a treatment facility this investigation has been inactive since that time.

Legislation

An establishing bylaw would be required if the Board decided to proceed with the implementation of this service.

Participants

Port Alberni, Electoral Areas E & F



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 ALBERNI VALLEY REGIONAL WATER - PROPOSED SERVICE
 PARTICIPANTS: PORT ALBERNI, ELECTORAL AREAS 'E', and 'F'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 5,016	\$ 5,016	Surplus (deficit) from prior years	\$ 6,000	\$ -	\$ -	\$ -	\$ -	1
2	984	984	Tax requisition	-	-	-	-	-	2
3	\$ 6,000	\$ 6,000	TOTAL REVENUE	\$ 6,000	\$ -	\$ -	\$ -	\$ -	3
EXPENDITURES									
4	\$ -	\$ 6,000	Administrative charge	\$ 6,000	\$ -	\$ -	\$ -	\$ -	4
5	-	-	Alberni Valley Water Study	-	-	-	-	-	5
6	-	-	Labour & benefits	-	-	-	-	-	6
7	-	-	Operating costs	-	-	-	-	-	7
8	\$ -	\$ 6,000	TOTAL EXPENDITURES	\$ 6,000	\$ -	\$ -	\$ -	\$ -	8
9	\$ 6,000	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	9
10	5,016	5,016	Deduct: Surplus from previous year	6,000	-	-	-	-	10
11	\$ 984	-\$ 5,016	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	-\$ 6,000	\$ -	\$ -	\$ -	\$ -	11



Custom Transit

Budget Highlights

In 2020 this service will see the full annual budget impact of the service hour expansion that was implemented in September 2019. Other highlights include:

- The new operating service provider contract takes effect in April 2020 with no anticipated budget increases from BC Transit’s previously communicated forecast.
- The executed 3 year transit expansion plan highlighted a modest \$6,000 ACRD increase to the taxi supplement budget in 2020 to help address unmet trips; and \$2,100 in 2021 to introduce Saturday service. These initiatives can be accommodated with existing budget considering the 2019 5 year financial plan had allocated additional funds for the new operations contract.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$208,779	\$208,932	\$153	0.07%

There is no requisition limit on this service.

Overview

The purpose of this service is to provide funding for the delivery of a custom transit (handyDART) service within the Alberni Valley. This is a door-to-door transportation service for eligible clients.

Legislation

Supplementary Letters Patent Division XXI – Urban Transit dated July 28, 1982 provides the authority for this service.

Participants

Port Alberni, Electoral Areas B, D, E & F



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 CUSTOM TRANSIT
 PARTICIPANTS: PORT ALBERNI, ELECTORAL AREAS 'B', 'D', 'E', and 'F'

Line	History		Budget					Line
	2019 ACTUAL	2019 PLAN	2020	2021	2022	2023	2024	
REVENUE								
1	\$ 35,221	\$ 35,221	\$ 52,068	\$ -	\$ -	\$ -	\$ -	1
2	208,779	208,779	208,932	279,567	286,000	292,600	299,200	2
3	2,077	1,000	1,000	1,000	1,000	1,000	1,000	3
4	30,371	33,000	35,000	35,000	35,000	35,000	35,000	4
5	269,931	312,000	328,000	334,600	341,300	348,100	355,100	5
6	\$ 546,379	\$ 590,000	\$ 625,000	\$ 650,167	\$ 663,300	\$ 676,700	\$ 690,300	6
EXPENDITURES								
7	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,100	\$ 5,300	\$ 5,500	\$ 5,700	7
8	489,311	585,000	620,000	645,067	658,000	671,200	684,600	8
9	\$ 494,311	\$ 590,000	\$ 625,000	\$ 650,167	\$ 663,300	\$ 676,700	\$ 690,300	9
10	\$ 52,068	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	10
11	35,221	35,221	52,068	-	-	-	-	11
12	\$ 16,847	-\$ 35,221	-\$ 52,068	\$ -	\$ -	\$ -	\$ -	12

(for Financial Reporting purposes)



Grant-in-aid McLean Mill

Budget Highlights

The City of Port Alberni has recently partnered with the Alberni Valley Chamber of Commerce to operate the non-historic zone of the McLean Mill National Historic Site after conducting a Request for Proposal process. A representative from the Chamber of Commerce will present to the Board of Directors on March 11, 2020 to provide an overview of their strategic plan for McLean's Mill.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$30,000	\$30,000	\$0	0.00%

The requisition limit for this service is \$30,000.

Overview

The purpose of this service is to provide financial resources to the City of Port Alberni for the operations of the McLean Mill Historical Park

Legislation

This grant-in-aid was established in 1992 with Bylaw 777.

Participants

Electoral Areas B, D, E & F



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 GRANT-IN-AID MCLEAN MILL
 PARTICIPANTS: ELECTORAL AREAS 'B', 'D', 'E', and 'F'

Line	History		Budget					Line
	2019 ACTUAL	2019 PLAN	2020	2021	2022	2023	2024	
			REVENUE					
1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	1
			Surplus (deficit) from prior years					
2	30,000	30,000	30,000	30,000	30,000	30,000	30,000	2
			Tax requisition					
3	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	3
			TOTAL REVENUE					
			EXPENDITURES					
4	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	4
			Administrative charge					
5	29,900	29,900	29,900	29,900	29,900	29,900	29,900	5
			Grant-in-aid McLean Mill					
6	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	6
			TOTAL EXPENDITURES					
7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	7
			FINANCIAL PLAN BALANCE					
8	-	-	-	-	-	-	-	8
			Deduct: Surplus from previous year					
9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	9
			ANNUAL SURPLUS/(DEFICIT)					
			(for Financial Reporting purposes)					



Sproat Lake Marine Patrol

Budget Highlights

The ACRD was successful with an application to Transport Canada's Boating Safety Contribution Program. The grant program provides 75% funding for costs incurred for the delivery of education and outreach to schools and the general public. The term of the funds is for three years with an estimated total grant over the term of \$69,750.

Patrol Boat - \$20,000 has remained in the budget for anticipated repairs to the patrol boat.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$37,012	\$37,434	\$422	1.14%

The requisition limit for this service is \$0.0101 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$48,134.

Overview

The purpose of this service is to provide boating safety awareness through community outreach as well as throughout the summer via a staff kiosk at the Sproat Lake Provincial Park Boat Launch. The summer students who operate this service also provide regular boat patrols around lake providing beach clean-up, conduct water samples, and provide general assistance.

Legislation

This service was established with Bylaw No. E1057 in 2014.

Participants

Port Alberni, Electoral Areas B, D, E & F



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 SPROAT LAKE MARINE PATROL
 PARTICIPANTS: PORT ALBERNI, ELECTORAL AREAS 'B', 'D', 'E', and 'F'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 988	\$ 988	Surplus (deficit) from prior years	\$ 11,564	\$ -	\$ -	\$ -	\$ -	1
2	37,010	37,012	Tax requisition	37,436	46,600	40,000	40,000	40,001	2
3	368	-	Grant in lieu of taxes	-	-	-	-	-	3
4	12,141	-	Government and other grants	26,350	26,350	-	-	-	4
5	624	-	Other revenue	-	-	-	-	-	5
6	\$ 51,132	\$ 38,000	TOTAL REVENUE	\$ 75,350	\$ 46,600	\$ 40,000	\$ 40,000	\$ 40,001	6
EXPENDITURES									
7	\$ 3,000	\$ 3,000	Administrative charge	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	7
8	4,635	3,000	Boat operations	5,000	5,000	5,000	5,000	5,000	8
9	1,525	1,000	Capital fund contribution	3,000	1,000	1,000	1,000	1,000	9
10	26,876	27,000	Labour & benefits	32,000	32,600	27,000	27,000	27,000	10
11	3,532	4,000	Other operating costs	32,350	5,000	4,000	4,000	4,000	11
12	\$ 39,568	\$ 38,000	TOTAL EXPENDITURES	\$ 75,350	\$ 46,600	\$ 40,000	\$ 40,000	\$ 40,000	12
13	\$ 11,564	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ 1	13
14	1,525	1,000	Add: Transfer to reserves	3,000	1,000	1,000	1,000	1,000	14
15	566	600	Deduct: Estimated amortization not included	600	600	600	600	600	15
16	988	988	Surplus from previous year	11,564	-	-	-	-	16
17	\$ 11,535	-\$ 588	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	-\$ 9,164	\$ 400	\$ 400	\$ 400	\$ 401	17
CAPITAL FUND									
18									
19	\$ 23,303	\$ 23,303	Balance, beginning of year	\$ 24,828	\$ 7,828	\$ 8,928	\$ 10,028	\$ 11,128	19
20	1,000	1,000	Contribution from operating fund	3,000	1,000	1,000	1,000	1,000	20
21	525	-	Interest earnings	-	100	100	100	100	21
22			<i>Less - capital expenditures</i>						22
23	-	20,000	Patrol boat	20,000	-	-	-	-	23
24	-	-	Boat cover	-	-	-	-	-	24
25	-	20,000	Total capital expenditures	20,000	-	-	-	-	25
26	\$ 24,828	\$ 4,303	BALANCE, END OF YEAR	\$ 7,828	\$ 8,928	\$ 10,028	\$ 11,128	\$ 12,228	26



Long Beach Airport

Budget Highlights

The Long Beach Airport budget is challenging as the service is very expensive to operate due to the number of assets involved, the age of the infrastructure and Transport Canada’s regulations. There are a number of initiatives that have not been included in this financial plan due to the financial constraints of the service. The focus of the plan is to complete projects that address safety issues first. Projects that have not fit into the five year plan include paving of the access road and the upgrading or decommissioning of the numerous war time structures remaining.

There are budgeted funds to assist with several 2020 capital projects including fire suppression upgrades. The ACRD has applied for a 60% BC Air Access Program grant to assist with this project. The project will be delayed if the funding is not approved. Other capital projects include vegetation management and tree clearing to meet obstacle limitation surface requirements, as well as funds to address historic potable water infrastructure issues. There are also funds budgeted to begin the necessary repairs to the care takers residence, however staff are looking to conduct a cost-benefit analysis of investing in this structure vs moving to a different site security model. This upgrade will not be started until the analysis is presented to the West Coast Committee for discussion. Other projects in the budget include completing an updated lease lot appraisal, moving ahead with the long-term land-use plan and working towards the execution of a lease agreement for the golf course property.

Another staff priority for this service is to utilize the information compiled in the asset management plan to develop a long term financial plan. This information combined with a lands strategy will be important moving forward to ensure the sustainability of this service.

Strategic Initiatives

- Water Emergency Response Plan system (WERPS)
- LBA Strategic Plan - Lands, relationship with Parks Canada, etc.
- Negotiate a 3 year lease agreement with the Long Beach Recreational Cooperative and bring the lease back to the Board for approval.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$375,916	\$395,303	\$19,387	5.16%



The requisition limit for this service is \$0.22 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$465,655.

Overview

The Purpose of this service is to operate and maintain the Long Beach / Tofino (CYAZ) Airport to a certified standard as per the Canadian Aviation Regulations.

Legislation

This service was established with Bylaw No. E1005 in 1996 and amended with Bylaw No. E1005-1 in 2005.

Participants

District of Tofino, District of Ucluelet, Electoral Area C



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 LONG BEACH AIRPORT
 PARTICIPANTS: TOFINO, UCLUELET, and ELECTORAL AREA 'C'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 164,220	\$ 164,084	Surplus (deficit) from prior years	\$ 177,697	\$ -	\$ -	\$ -	\$ -	1
2	35,712	35,712	Committed surplus from prior year	35,712	-	-	-	-	2
3	375,916	375,916	Tax requisition	395,303	442,300	422,900	423,700	424,600	3
4	159,815	100,000	Sales of services	100,000	102,000	105,000	108,000	111,000	4
5	5,137,585	5,962,045	Government grants	432,000	-	550,000	100,000	100,000	5
6	7,858	1,000	Grant in lieu of taxes	1,000	1,000	1,000	1,000	1,000	6
7	118,783	100,000	Leases and other revenue	100,000	102,000	105,000	108,000	111,000	7
8	\$ 5,999,889	\$ 6,738,757	TOTAL REVENUE	\$ 1,241,712	\$ 647,300	\$ 1,183,900	\$ 740,700	\$ 747,600	8
EXPENDITURES									
9	\$ 30,000	\$ 30,000	Administration charge	\$ 33,000	33,700	34,400	35,100	35,800	9
10	-	35,712	Airport advisory initiatives	35,712	10,000	10,000	10,000	10,000	10
11	Airport operation								11
12	-	5,000	Access road & parking lot maintenance	5,000	5,000	5,000	5,000	5,000	12
13	3,072	7,000	Airfield lighting maintenance	5,000	5,100	5,200	5,300	5,400	13
14	11,663	12,000	Building repair and maintenance	12,000	12,000	12,000	12,000	12,000	14
15	11,409	45,000	Consulting & legal	45,000	10,000	10,000	10,000	10,000	15
16	5,135	9,000	Convention/professional development	9,000	9,000	9,000	9,000	9,000	16
17	10	10,000	Emergency services training	10,000	5,000	5,000	5,000	5,000	17
18	3,611	5,000	Equipment	19,000	12,000	12,200	12,400	12,600	18
19	12,914	13,000	Insurance	13,000	13,000	13,000	13,000	13,000	19
20	191,571	189,000	Labour & related costs	192,000	195,800	199,700	203,700	207,800	20
21	22,731	35,000	Office operations	35,000	35,000	35,000	35,000	35,000	21
22	22,529	32,000	Other operating	32,000	32,000	32,000	32,000	32,000	22
23	13,784	17,000	Utilities	17,000	17,300	17,600	18,000	18,400	23
24	25,157	9,000	Vehicle operation	9,000	9,000	9,000	9,000	9,000	24
25	786	3,000	Weather station	3,000	3,000	3,000	3,000	3,000	25
26	324,372	391,000	Total airport operation	406,000	363,200	367,700	372,400	377,200	26



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 LONG BEACH AIRPORT (continued)
 PARTICIPANTS: TOFINO, UCLUELET, and ELECTORAL AREA 'C'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
			EXPENDITURES (continued)						
27	\$ 258,707	\$ 250,000	Capital fund contribution from operating	\$ 266,000	\$ 170,000	\$ 150,000	\$ 150,000	\$ 150,000	27
28	5,137,585	5,962,045	Capital fund contribution from grants	432,000	-	550,000	100,000	100,000	28
29			Water system operation						29
30	25,000	25,000	Labour & related costs	24,000	24,500	25,000	25,500	26,000	30
31	7,603	40,000	Operating	40,000	40,800	41,600	42,400	43,200	31
32	3,214	5,000	Utilities	5,000	5,100	5,200	5,300	5,400	32
33	35,817	70,000	Total water system operation	69,000	70,400	71,800	73,200	74,600	33
34	\$ 5,786,480	\$ 6,738,757	TOTAL EXPENDITURES	\$ 1,241,712	\$ 647,300	\$ 1,183,900	\$ 740,700	\$ 747,600	34
35	\$ 213,409	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	35
36	5,396,292	5,912,045	Add: Transfer to reserves	698,000	170,000	700,000	250,000	250,000	36
37	739,621	359,000	Deduct: Estimated amortization not included	740,000	740,000	740,000	740,000	740,000	37
38	164,220	199,796	Surplus from previous year	213,409	-	-	-	-	38
39	\$ 4,705,860	\$ 5,353,249	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	-\$ 255,409	-\$ 570,000	-\$ 40,000	-\$ 490,000	-\$ 490,000	39
			CAPITAL FUND						
40	\$ 505,572	\$ 425,571	Balance, beginning of year	\$ 336,865	\$ 565	\$ 3,565	\$ 23,665	\$ 38,865	40
41	250,000	250,000	Contribution from operating fund	266,000	170,000	150,000	150,000	150,000	41
42	5,137,585	5,662,045	Grants & other contributions	432,000	-	550,000	100,000	100,000	42
43	-	154,140	Community Works Fund transfer	154,140	-	-	-	-	43
44	8,707	1,600	Interest earnings	700	-	100	200	400	44
45			<i>Less - capital expenditures</i>						45
46	-	8,000	Access road upgrade	5,000	10,000	10,000	10,000	10,000	46
47	5,025,723	5,429,640	Apron II & taxiway foxtrot upgrade*	-	-	-	-	-	47
48	-	30,000	Building assessment / abatement	15,000	-	-	-	-	48
49	165,122	165,000	Chemical applicator*	-	-	-	-	-	49
50	31,285	30,000	Drainage culvert repairs	20,000	20,000	10,000	10,000	5,000	50



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 LONG BEACH AIRPORT (continued)
 PARTICIPANTS: TOFINO, UCLUELET, and ELECTORAL AREA 'C'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
CAPITAL FUND (continued)									
51	\$ -	\$ -	Fire suppression upgrade^	\$ 720,000	\$ 11,000	\$ 5,000	\$ 5,000	\$ 5,000	51
52	66,753	50,000	Flightway clearing	50,000	20,000	10,000	10,000	10,000	52
53	-	35,000	House renovation	35,000	19,000	10,000	-	-	53
54	-	12,000	Infrastructure report - obstacle limitations	12,000	12,000	-	10,000	-	54
55	-	3,000	Maintenance building upgrades*	3,000	-	450,000	-	-	55
56	-	40,000	Parking lot upgrades	-	10,000	-	-	-	56
57	-	20,000	Perimeter fencing (2021-2023*)	-	5,000	100,000	100,000	100,000	57
58	35,633	45,000	Runway 16/34 cracksealing & panel repair	-	-	80,000	-	80,000	58
59	91,074	65,000	Runway painting & signs	55,000	30,000	-	5,000	-	59
60	93,584	134,810	Terminal apron safety upgrade^	-	-	-	-	-	60
61	-	20,000	Terminal building upgrade	5,000	-	-	-	-	61
62	-	15,000	Urgent infrastructure repairs	10,000	-	-	-	-	62
63	20,303	50,000	Vegetation management - outside boundary	100,000	20,000	5,000	5,000	10,000	63
64	5,030	154,140	Water - system upgrades	154,140	-	-	80,000	-	64
65	30,492	30,000	Weather station upgrades	5,000	10,000	-	-	-	65
66	5,564,998	6,336,590	Total capital expenditures	1,189,140	167,000	680,000	235,000	220,000	66
67	\$ 336,865	\$ 156,766	BALANCE, END OF YEAR	\$ 565	\$ 3,565	\$ 23,665	\$ 38,865	\$ 69,265	67

*eligible for 100% ACAP funding

^eligible for 60% BCAAP funding



West Coast Emergency Coordination – Proposed

Budget Highlights

With the hiring of a new Protective Services Manager in February 2020, the ACRD plans to proceed with organizing another emergency coordination session on the West Coast to continue exploring the need for a coordinated effort on the West Coast and how this service could be delivered considering the multiple jurisdictions that have their own emergency programs.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$0	\$0	\$0	0.00%

Overview

In 2016 the ACRD hosted an emergency coordination workshop on the West Coast. At this session it was identified there is a need for coordination on the West Coast in the event of a larger scale disaster. This is not to replace existing emergency programs, but a coordinated approach amongst the West Coast communities.

Legislation

Local Government Act and Community Charter would govern this proposed service. An establishing bylaw would be required if the Board decides to implement this coordination service.

Participants

Potential participants: Tofino, Uclulelet, Yuułuʔiłʔatḥ, Toquaht, and Electoral Area C – Long Beach



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 WEST COAST EMERGENCY COORDINATION - PROPOSED SERVICE
 PARTICIPANTS: ELECTORAL AREA 'C'

Line	History		Budget					Line
	2019 ACTUAL	2019 PLAN	2020	2021	2022	2023	2024	
REVENUE								
1	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	\$ -	\$ -	\$ -	1
2	-	-	-	-	-	-	-	2
3	-	5,000	5,000	-	-	-	-	3
4	\$ 4,000	\$ 9,000	\$ 9,000	\$ -	\$ -	\$ -	\$ -	4
EXPENDITURES								
5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	5
6	-	9,000	9,000	-	-	-	-	6
7	\$ -	\$ 9,000	\$ 9,000	\$ -	\$ -	\$ -	\$ -	7
8	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	8
9	4,000	4,000	4,000	-	-	-	-	9
10	\$ -	-\$ 4,000	-\$ 4,000	\$ -	\$ -	\$ -	\$ -	10

(for Financial Reporting purposes)



West Coast Multiplex Service

Budget Highlights

The West Coast Multiplex continues to raise funds for the construction of a multiplex facility on the west coast. The Tla-o-qui-aht First Nation partnered with the Society and applied for grant funding through the Canada-British Columbia Investing in Canada Infrastructure Program for the project. They are still awaiting word on whether they were successful with the grant funding. There was a \$10,000 operating budget in 2019 to cover any administrative costs associated with this service if the grant was successful, this will carry over to 2020.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$19,590	\$0	\$19,590	-100.00%

The requisition limit for this service is \$0.335 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$709,066.

Overview

The ACRD established this service for the operation of a recreational multiplex facility on the west coast. The West Coast Multiplex Society has committed to raise all the funds necessary to construct the facility. This service is currently relatively inactive until the funding for the facility is secured.

Legislation

This service was established with Bylaw No. E1056 in 2012 and amended with Bylaw No. E1056-1 in 2017.

Participants

District of Tofino, District of Ucluelet, Electoral Area C & Toquaht First Nation



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 WEST COAST MULTIPLEX SERVICE
 PARTICIPANTS: TOFINO, UCLUELET, ELECTORAL AREA 'C' and TOQUAHT

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 410	\$ 410	Surplus (deficit) from prior years	\$ 20,000	\$ -	\$ -	\$ -	\$ -	1
2	5,102	5,102	Committed surplus from prior years	5,102	-	-	-	-	2
3	19,590	19,590	Tax requisition	-	-	-	-	-	3
4	\$ 25,102	\$ 25,102	TOTAL REVENUE	\$ 25,102	\$ -	\$ -	\$ -	\$ -	4
EXPENDITURES									
5	\$ -	\$ 10,000	Administrative charge	\$ 8,000	\$ -	\$ -	\$ -	\$ -	5
6	-	5,102	Feasibility study & design (remaining grant)	5,102	-	-	-	-	6
7	-	10,000	Site security costs	12,000	-	-	-	-	7
8	\$ -	\$ 25,102	TOTAL EXPENDITURES	\$ 25,102	\$ -	\$ -	\$ -	\$ -	8
9	\$ 25,102	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	9
10	410	5,512	Deduct: Surplus from previous year	25,102	-	-	-	-	10
11	\$ 24,692	-\$ 5,512	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	-\$ 25,102	\$ -	\$ -	\$ -	\$ -	11



West Coast Transit

Budget Highlights

This new transit service on the West Coast is planned to be implemented in 2021. Funds will be requisitioned in 2020 for service implementation planning including the installation of bus stops and potentially some benches and or shelters.

Strategic Initiatives

- Implement transit service on the West Coast.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$3,000	\$111,000	\$108,000	3,600.00%

The requisition limit for this service is \$0.294 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$549,257.

Overview

This is a newly established fixed route transit service that will serve communities between Ucluelet and Tofino, including the community of Hitacu. The service is scheduled to start operation in 2021/22.

Legislation

This service was established with Bylaw No. E1062 on December 11, 2019.

Participants

District of Tofino, District of Ucluelet, Yuułuʔiłʔatḥ, Toquaht, and Electoral Area C



West Coast Waste Management

Budget Highlights

The overall cost of this service will continue to increase in order to implement further diversion programs, such as organics, as well as to address anticipated rising landfill operating costs.

Bear Aware – This program has been inactive for the past many years but staff have been working on re-establishing a partnership with the BC Conservation Foundation as this type of education will be important as the organics program is implemented.

Illegal Dumping Prevention – The ACRD has had a partnership with the Central Westcoast Forest Society for many years for clean up events. This year the Society has requested to increase the frequency of the events and therefore additional funds have been budgeted as the partnership is very effective at providing illegal dumping education as well as clean up efforts.

Organics - There are budgeted funds for the West Coast organics diversion program. Specifically, there is \$30,000 budgeted in 2020 for the pilot project to gain vital information to assist with the larger permanent organics processing project. Staff are anticipating making progress in 2020 on construction of a permanent organics processing facility and have budgeted accordingly.

Capital projects - funds have been budgeted in 2020 to address historic storm water diversion issues, however staff are currently working with the consultant looking at the design, operations, and closure plan (DOCP) to analyze investment in leachate treatment vs early landfill closure. The DOCP and the adopted recommendations from the storm water analysis will help inform future budgets for this service.

Strategic Initiatives

- Landfill Organics Infrastructure and/or Landfill Gas Management
- Continue discussions with both the District of Tofino and the Ahousaht FN regarding the possible composting of bio-solids from each of their new waste water treatment plants as part of the future ACRD regional organics diversion program.
- Negotiate an agreement with Rogers Communications regarding the proposed construction of a cellular tower at the West Coast Landfill.
- Investigate and report back on the feasibility of a clear bag program for the West Coast.
- Investigate the feasibility of a centralized recycling center in Tofino and Ucluelet.



Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$102,546	\$123,358	\$20,811	20.29%

The requisition limit for this service is \$1.50 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$3,174,923.

Overview

The purpose of this service is to fund the West Coast Landfill Operations, and west coast curbside collection service. This service also funds general solid waste management activities including: planning, regulatory compliance, diversion initiatives, and reporting requirements. This service receives its revenues from taxation, service fees, tipping fees, Recycle BC revenues and from the sale of recovered resources (eg. Scrap metal).

Legislation

This service was established with Bylaw No. 669 in 1990.

Participants

District of Tofino, District of Ucluelet, Electoral Area C



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 WEST COAST WASTE MANAGEMENT
 PARTICIPANTS: TOFINO, UCLUELET, and ELECTORAL AREA 'C'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 495,640	\$ 491,554	Surplus (deficit) from prior years	\$ 324,142	\$ -	\$ -	\$ -	\$ -	1
2	102,546	102,546	Tax requisition	123,358	211,700	227,300	243,200	259,400	2
3			<i>Fees & charges</i>						3
4	151,097	140,000	Curbside garbage	160,000	163,200	166,500	169,800	173,200	4
5	852,284	600,000	Tipping fees	700,000	700,000	700,000	700,000	700,000	5
6	1,003,381	740,000	Total fees & charges	860,000	863,200	866,500	869,800	873,200	6
7	2,144	2,000	Grant in lieu of taxes	2,000	2,000	2,000	2,000	2,000	7
8	5,428	1,782,852	Government grants	937,600	602,945	-	-	-	8
9	63,238	52,000	Recycle BC funding	60,000	60,000	60,000	60,000	60,000	9
10	16,680	-	Other sources	-	-	-	-	-	10
11	\$ 1,689,058	\$ 3,170,952	TOTAL REVENUE	\$ 2,307,100	\$ 1,739,845	\$ 1,155,800	\$ 1,175,000	\$ 1,194,600	11
EXPENDITURES									
12	\$ 30,000	\$ 30,000	Administration charge	\$ 32,000	32,600	33,300	34,000	34,700	12
13	290,215	275,000	Capital fund contribution from operating	175,000	30,000	30,000	30,000	30,000	13
14	5,428	1,782,852	Capital fund contribution from grants	937,600	602,945	-	-	-	14
15	120,000	120,000	Closure & post closure fund contribution	120,000	92,000	92,000	92,000	92,000	15
16			<i>Labour & related costs</i>						16
17	3,540	2,500	Convention/professional development	2,500	2,500	2,500	2,500	2,500	17
18	42,475	47,000	Labour & benefits	58,000	59,200	60,400	61,600	62,800	18
19	2,658	2,000	Vehicle operation	2,500	2,600	2,700	2,800	2,900	19
20	48,673	51,500	Total labour & related costs	63,000	64,300	65,600	66,900	68,200	20
21			<i>Promotion & education</i>						21
22	10,610	10,000	Advertising & public education	5,000	5,000	5,000	5,000	5,000	22
23	-	-	Bear-human conflict management	12,500	12,500	12,500	12,500	12,500	23
24	3,500	5,000	Illegal dumping prevention	10,000	10,000	10,000	10,000	10,000	24
25	5,000	10,000	School program	10,000	5,000	5,000	5,000	5,000	25
26	19,110	25,000	Total promotion & education	37,500	32,500	32,500	32,500	32,500	26



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 WEST COAST WASTE MANAGEMENT (continued)
 PARTICIPANTS: TOFINO, UCLUELET, and ELECTORAL AREA 'C'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
			EXPENDITURES (continued)						
27			<i>Recycle, reduce, reuse</i>						27
28	\$ -	\$ 5,000	Disposal bans	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	28
29	-	-	Organics composting pilot	30,000	-	-	-	-	29
30	-	-	Share sheds	-	-	-	-	-	30
31	96,239	100,000	SWMP plan & initiatives	25,000	20,000	20,000	20,000	20,000	31
32	96,239	105,000	Total recycle, reduce & reuse	60,000	25,000	25,000	25,000	25,000	32
33			<i>Residual waste management</i>						33
34	1,033	2,000	Computer expense	2,000	2,000	2,000	2,000	2,000	34
35	442,996	436,600	Operations contract	525,000	535,500	546,200	557,100	568,200	35
36	27,216	40,000	Other operating costs	40,000	40,000	40,000	40,000	40,000	36
37	35,720	45,000	Professional fees	50,000	12,000	12,000	12,000	12,000	37
38	209,197	198,000	Residential garbage/recycle pickup	211,000	215,200	219,500	223,900	228,400	38
39	7,084	10,000	Utilities	9,000	9,400	9,800	10,200	10,600	39
40	32,005	40,000	Environmental monitoring	35,000	36,400	37,900	39,400	41,000	40
41	-	10,000	Wood waste grinding	10,000	10,000	10,000	10,000	10,000	41
42	755,251	781,600	Total residual waste management	882,000	860,500	877,400	894,600	912,200	42
43	\$ 1,364,915	\$ 3,170,952	TOTAL EXPENDITURES	\$ 2,307,100	\$ 1,739,845	\$ 1,155,800	\$ 1,175,000	\$ 1,194,600	43
44	\$ 324,142	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	44
45	410,215	2,177,852	Add: Transfer to reserves	1,232,600	724,945	122,000	122,000	122,000	45
46	20,674	17,500	Deduct: Estimated amortization not included	21,000	21,000	21,000	21,000	21,000	46
47	495,640	491,554	Surplus from previous year	324,142	-	-	-	-	47
48	\$ 218,043	\$ 1,668,798	ANNUAL SURPLUS/(DEFICIT)	\$ 887,458	\$ 703,945	\$ 101,000	\$ 101,000	\$ 101,000	48

(for Financial Reporting purposes)



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 WEST COAST WASTE MANAGEMENT (continued)
 PARTICIPANTS: TOFINO, UCLUELET, and ELECTORAL AREA 'C'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
CAPITAL FUND									
49	\$ 628,087	\$ 628,087	Balance, beginning of year	\$ 835,445	\$ 824,145	\$ 693,084	\$ 695,284	\$ 697,484	49
50	275,000	275,000	Contribution from operating fund	175,000	30,000	30,000	30,000	30,000	50
51	5,428	1,782,852	Contribution from grants	937,600	602,945	-	-	-	51
52	15,215	5,100	Interest earnings	6,200	5,700	5,200	5,200	5,200	52
53	Less - capital expenditures								
54	-	5,000	Clearing for fire set back	5,000	5,000	5,000	5,000	5,000	54
55	-	-	Design Criteria - MOE	-	-	-	-	-	55
56	23,874	45,000	Leachate remediation	45,000	10,000	10,000	10,000	10,000	56
57	32,816	1,782,852	Organics diversion project	937,600	656,706	-	-	-	57
58	-	-	Power line improvements	-	10,000	-	-	-	58
59	-	-	Landfill gas management plan	-	-	-	-	-	59
60	-	-	Pump station upgrade	-	70,000	-	-	-	60
61	17,223	10,000	Service improvements	10,000	10,000	10,000	10,000	10,000	61
62	14,372	11,000	Software upgrade	11,000	-	-	-	-	62
63	-	100,000	Stormwater diversion	100,000	-	-	-	-	63
64	-	-	Vehicle purchase (split with AVLf)	13,500	-	-	-	-	64
65	-	8,000	Vegetation treatment & enhancement	8,000	8,000	8,000	8,000	8,000	65
66	88,285	1,961,852	Total capital expenditures	1,130,100	769,706	33,000	33,000	33,000	66
67	\$ 835,445	\$ 729,187	BALANCE, END OF YEAR	\$ 824,145	\$ 693,084	\$ 695,284	\$ 697,484	\$ 699,684	67
CLOSURE & POST CLOSURE FUND									
68	\$ 722,965	\$ 722,965	Balance, beginning of year	\$ 859,858	\$ 986,758	\$ 1,086,458	\$ 1,186,958	\$ 1,288,158	68
69	120,000	120,000	Contribution from operating fund	120,000	92,000	92,000	92,000	92,000	69
70	16,893	5,900	Interest earnings	6,900	7,700	8,500	9,200	10,000	70
71	-	-	Less - closure costs	-	-	-	-	-	71
72	\$ 859,858	\$ 848,865	BALANCE, END OF YEAR	\$ 986,758	\$ 1,086,458	\$ 1,186,958	\$ 1,288,158	\$ 1,390,158	72



Port Alberni Arena

Budget Highlights

The Alberni Valley Multiplex debt is funded by four separate services representing the four areas of the City of Port Alberni, Sproat Lake, Beaver Creek and Cherry Creek. The borrowing is through the Municipal Finance Authority (MFA) and the majority of the debt required for the construction of the facility will expire in late 2020 with a small debenture outstanding until late 2021.

Financial Summary

2019 Parcel Tax Requisition	2020 Parcel Tax Requisition	Change \$	Change %
\$134,871	\$123,242	-\$11,629	-8.62%

The requisition limit for this service is \$327,000.

Overview

The purpose of this service is to fund the debt incurred by the City of Port Alberni in the construction of the Alberni Valley Multiplex. The method of funding is through parcel tax and the debt will be fully retired in 2021.

Legislation

This service was established with Bylaw No. E1019 in 1999.

Participants

Port Alberni



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 CITY OF PORT ALBERNI MULTI-PURPOSE ARENA CONTRIBUTION
 PARTICIPANTS: PORT ALBERNI

Line	History		Budget					Line
	2019 ACTUAL	2019 PLAN	2020	2021	2022	2023	2024	
REVENUE								
1	\$ 927	\$ 927	\$ 2,191	\$ 0	\$ 0	\$ 0	\$ 0	1
2	-	-	-	-	-	-	-	2
3	-	-	-	-	-	-	-	3
4	134,871	134,871	123,242	3,591	-	-	-	4
5	27,297	27,297	24,963	727	-	-	-	5
6	20,226	20,226	18,365	538	-	-	-	6
7	16,679	16,679	15,239	444	-	-	-	7
8	\$ 200,000	\$ 200,000	\$ 184,000	\$ 5,300	\$ 0	\$ 0	\$ 0	8
EXPENDITURES								
9	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	\$ -	\$ -	9
10	195,809	198,000	182,000	3,300	-	-	-	10
11	-	-	-	-	-	-	-	11
12	\$ 197,809	\$ 200,000	\$ 184,000	\$ 5,300	\$ -	\$ -	\$ -	12
13	\$ 2,191	\$ -	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	13
14	120,715	120,715	120,715	2,067	-	-	-	14
15	927	927	2,191	0	0	0	0	15
16	\$ 121,979	\$ 119,788	\$ 118,524	\$ 2,067	\$ -	\$ -	\$ -	16

(for Financial Reporting purposes)



Bamfield Community Park

Budget Highlights

The Bamfield Parks Commission operates the Bamfield Community Park service. ACRD staff time has been allocated in 2020 to review the Parks Commission bylaw and the operations of the park in terms of risk as identified by the Municipal Insurance Association. The development of documents such as maintenance plans are required to support the operations done by the Commission. This project was planned for 2019 but was not completed.

Strategic Initiatives

- Community Parking in Bamfield

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$17,710	\$6,996	-\$10,714	-60.50%

The requisition limit for this service is \$0.177 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$17,654.

Overview

The purpose of this service is to provide recreational amenities to the residents and visitors to the Bamfield Electoral Area. Amenities include: playground, community gardens, gazebos, campground with washrooms, information centre, cookhouse, covered picnic area, paved sports arena for ball hockey and basketball, memorial pavilion, boat launch and moorage, and green spaces.

Legislation

Supplementary Letters Patent Division XX – Community Parks dated April 14, 1982 provides the authority for this service.

Participants

Portion of Electoral Area A



Bamfield Emergency Planning

Budget Highlights

The ACRD Board recently appointed Mr. Jerry Gassner to the volunteer position of Bamfield Community Emergency Planning Coordinator. The new ACRD Protective Services Manager will work closely with Mr. Gassner coordinate services, public engagement and training opportunities.

In March, the COVID-19 Pandemic became the focus of the Bamfield Emergency Planning service. At the March 31, 2020 Special Board of Directors meeting \$1,000 of funding was added to this service in anticipation of costs that may be incurred during this time. The financial impact of this situation is unknown at this time as the duration and severity of the pandemic to the community are uncertain.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$15,819	\$23,350	\$7,531	47.61%

There is no requisition limit for this service.

Overview

The purpose of this service is for the preparation, response to and recovery from emergencies and disasters within Electoral Area “A” (Bamfield).

Legislation

The *Local Government Act* and *Emergency Program Act* applies to this service. This service was established by Bylaw E1060.

Participants

Electoral Area A - Bamfield



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 BAMFIELD EMERGENCY PLANNING
 PARTICIPANTS: ELECTORAL AREA 'A'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 7,381	\$ 7,381	Surplus (deficit) from prior years	\$ 7,950	\$ -	\$ -	\$ -	\$ -	1
2	15,819	15,819	Tax requisition	23,350	30,600	30,900	31,200	31,500	2
3	900	-	Grant in lieu of taxes	-	-	-	-	-	3
4	105	-	Government grants	-	-	-	-	-	4
5	-	-	Other sources	-	-	-	-	-	5
6	\$ 24,205	\$ 23,200	TOTAL REVENUE	\$ 31,300	\$ 30,600	\$ 30,900	\$ 31,200	\$ 31,500	6
EXPENDITURES									
7	\$ 2,000	\$ 2,000	Administrative charge	\$ 3,000	\$ 3,100	\$ 3,200	\$ 3,300	\$ 3,400	7
8	13,449	20,000	Emergency planning costs	20,000	20,000	20,000	20,000	20,000	8
9	-	-	Emergency response & recovery	1,000	-	-	-	-	9
10	806	1,200	Labour & benefits	7,300	\$ 7,500	\$ 7,700	\$ 7,900	\$ 8,100	10
11	\$ 16,255	\$ 23,200	TOTAL EXPENDITURES	\$ 31,300	\$ 30,600	\$ 30,900	\$ 31,200	\$ 31,500	11
12	\$ 7,950	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	12
13	7,381	7,381	Deduct: Surplus from previous year	7,950	-	-	-	-	13
14	\$ 569	-\$ 7,381	ANNUAL SURPLUS/(DEFICIT)	-\$ 7,950	\$ -	\$ -	\$ -	\$ -	14

(for Financial Reporting purposes)



Bamfield Volunteer Fire Department

Budget Highlights

The implementation of emergency medical responder services including the transportation of patients will begin in early 2020 after years of discussions with BC Emergency Health Services. This new program increases the level of service provided by the department and greatly increases the speed of medical assistance that can be provided to the community. The Bamfield Volunteer Fire Department is also planning on replacing the float for their fire boat in 2020. Finally, the newly redesigned position of Regional Fire Services Coordinator will assist the department moving forward.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$108,751	\$110,380	\$1,630	1.50%

There is requisition limit for this service.

Overview

The Bamfield Volunteer Fire Department provides fire protection services to a specified area of Electoral Area “A” (Bamfield). The Department also provides structural fire protection services to Anacla through a service agreement with the Huu-ay-aht First Nation.

Legislation

The *Local Government Act* and *Community Charter* applies to this service. Established by Bylaw 24 and 24-1.

Participants

Portion of Electoral Area A - Bamfield



**ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
BAMFIELD VOLUNTEER FIRE DEPARTMENT
PARTICIPANTS: PORTION OF ELECTORAL AREA 'A'**

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 44,349	\$ 44,349	Surplus (deficit) from prior years	\$ 30,770	\$ -	\$ -	\$ -	\$ -	1
2	108,751	108,751	Tax requisition	110,380	141,650	142,150	142,650	143,150	2
3	27,071	23,000	Contracts with other governments	24,000	24,000	24,000	24,000	24,000	3
4	7,977	500	Grants in lieu of taxes	500	500	500	500	500	4
5	1,222	-	Other sources	-	-	-	-	-	5
6	\$ 189,370	\$ 176,600	TOTAL REVENUE	\$ 165,650	\$ 166,150	\$ 166,650	\$ 167,150	\$ 167,650	6
EXPENDITURES									
7	\$ 5,000	\$ 5,000	Administrative charge	\$ 7,000	\$ 7,200	\$ 7,400	\$ 7,600	\$ 7,800	7
8	61,221	60,000	Capital fund contribution	40,000	40,000	40,000	40,000	40,000	8
9	8,121	13,000	Labour & benefits	16,000	16,300	16,600	16,900	17,200	9
10	8,276	9,000	Insurance	9,000	9,000	9,000	9,000	9,000	10
11	62,745	79,600	Operating costs	83,650	83,650	83,650	83,650	83,650	11
12	13,237	10,000	First responder program	10,000	10,000	10,000	10,000	10,000	12
13	\$ 158,600	\$ 176,600	TOTAL EXPENDITURES	\$ 165,650	\$ 166,150	\$ 166,650	\$ 167,150	\$ 167,650	13
14	\$ 30,770	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	14
15	61,221	60,000	Add: Transfer to reserves	40,000	40,000	40,000	40,000	40,000	15
16	25,759	25,800	Deduct: Estimated amortization not included	25,800	25,800	25,800	25,800	25,800	16
17	44,349	44,349	Surplus from previous year	30,770	-	-	-	-	17
18	\$ 21,883	-\$ 10,149	ANNUAL SURPLUS/(DEFICIT)	-\$ 16,570	\$ 14,200	\$ 14,200	\$ 14,200	\$ 14,200	18
CAPITAL FUND									
19	\$ 32,380	\$ 32,380	Balance, beginning of year	\$ 93,601	\$ 134,501	\$ 175,701	\$ 217,201	\$ 259,001	19
20	60,000	60,000	Contribution from operating fund	40,000	40,000	40,000	40,000	40,000	20
21	-	-	Grants and other contributions	-	-	-	-	-	21
22	1,221	500	Interest earnings	900	1,200	1,500	1,800	2,100	22
23			<i>Less - capital expenditures</i>						23
24	-	-	Dock for fire boat	50,000	-	-	-	-	24
25	-	-	Fire truck	-	-	-	-	-	25
26	-	-	Total capital expenditures	50,000	-	-	-	-	26
27	\$ 93,601	\$ 92,880	BALANCE, END OF YEAR	\$ 134,501	\$ 175,701	\$ 217,201	\$ 259,001	\$ 301,101	27



Bamfield Water System

Budget Highlights

In 2019 the water system experienced higher than anticipated operating expenditures due to water main breaks, however staff have taken a conservative approach moving forward with a stable budget plan over the next 5 years. Considering the age of water main infrastructure, staff are completing a vulnerability assessment that will be used for capital budget planning and possible grant applications moving forward. The possible effluent connection to the future Huu-ay-aht First Nations wastewater treatment plant has been deferred in the budget until 2022/23 pending advancement on the Huu-ay-aht’s project. Staff will also look for applicable grants once this project is further along.

Strategic Initiatives

- Water Emergency Response Plan system (WERPS)

Financial Summary

2019 Parcel Tax Requisition	2020 Parcel Tax Requisition	Change \$	Change %
\$92,260	\$92,260	\$0	0.00%

The requisition limit for this service is \$8.9849 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$873,749.

Overview

The purpose of this service is to provide potable water to the community of Bamfield. The service is funded through water rates, parcel taxes and grants for larger infrastructure projects.

Legislation

This service was established with Bylaw No. 268 in 1979 and amended with Bylaw No. 837 in 1994.

Participants

Portion of Electoral Area A



**ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
BAMFIELD WATER SYSTEM
PARTICIPANTS: PORTION OF ELECTORAL AREA 'A'**

Line	History			Budget					Line
	2019 ESTIMATE	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 13,385	\$ 13,386	Surplus (deficit) from prior years	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	1
2	58,160	58,160	Parcel tax	58,160	58,160	58,160	58,160	58,160	2
3	34,100	34,100	Parcel tax - treatment plant borrowing	34,100	34,100	34,100	34,100	34,100	3
4	171,976	175,614	Sale of service	170,000	170,000	170,000	170,000	170,000	4
5	-	150,000	Grants and other contributions	-	-	150,000	158,516	-	5
6	4,496	-	Other revenue	-	-	-	-	-	6
7	931	500	Grants in lieu of taxes	500	500	500	500	500	7
8	\$ 283,048	\$ 431,760	TOTAL REVENUE	\$ 262,760	\$ 262,760	\$ 412,760	\$ 421,276	\$ 262,760	8
EXPENDITURES									
9	\$ 17,000	\$ 17,000	Administrative charge	\$ 13,000	\$ 13,300	\$ 13,600	\$ 13,900	\$ 14,200	9
10	56,637	58,160	Capital fund contribution from operating	58,160	58,160	58,160	58,160	58,160	10
11	-	150,000	Capital fund contribution from grants	-	-	150,000	158,516	-	11
12	34,034	34,100	Debt repayment	34,100	34,100	34,100	34,100	34,100	12
13	3,368	5,000	Engineering & consulting	5,000	5,000	5,000	5,000	5,000	13
14	11,180	11,000	Insurance	11,400	11,600	11,800	12,000	12,200	14
15	16,942	31,000	Labour & benefits	16,000	16,300	16,600	16,900	17,200	15
16	45,028	28,000	Materials & repairs/maintenance	29,100	26,300	23,300	20,300	17,300	16
17	69,250	76,500	Operation contracts	70,000	71,400	72,900	74,400	75,900	17
18	9,995	8,000	Other operating costs	10,000	10,200	10,500	10,800	11,100	18
19	10,970	9,000	Utilities	12,000	12,300	12,600	12,900	13,200	19
20	8,643	4,000	Water monitoring	4,000	4,100	4,200	4,300	4,400	20
21	\$ 283,047	\$ 431,760	TOTAL EXPENDITURES	\$ 262,760	\$ 262,760	\$ 412,760	\$ 421,276	\$ 262,760	21
22	\$ 0	\$ -	FINANCIAL PLAN BALANCE	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	22
23	56,637	208,160	Add: Transfer to reserves	58,160	58,160	208,160	216,676	58,160	23
24	-	18,400	Principal debt payments	18,400	18,400	18,400	18,400	18,400	24
25	79,758	80,000	Deduct: Estimated amortization not included	80,000	80,000	80,000	80,000	80,000	25
26	13,385	13,386	Surplus from previous year	0	0	0	0	0	26
27	-\$ 36,506	\$ 133,174	ANNUAL SURPLUS/(DEFICIT)	-\$ 3,440	-\$ 3,440	\$ 146,560	\$ 155,076	-\$ 3,440	27



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 BAMFIELD WATER SYSTEM (continued)
 PARTICIPANTS: PORTION OF ELECTORAL AREA 'A'

Line	History			Budget					Line
	2019 ESTIMATE	2019 PLAN		2020	2021	2022	2023	2024	
			CAPITAL FUND						
28	\$ 84,174	\$ 84,174	Balance, beginning of year	\$ 133,380	\$ 181,540	\$ 221,200	\$ 205,460	\$ 156,411	28
29	54,755	58,160	Contribution from operating fund	58,160	58,160	58,160	58,160	58,160	29
30	-	150,000	Grants and other contributions	-	-	150,000	158,516	-	30
31	-	400,000	Community Works Fund transfer	400,000	-	-	-	-	31
32	1,882	-	Interest earnings	-	1,500	1,600	1,400	1,300	32
33			<i>Less - capital expenditures</i>						33
34	-	400,000	Upgrades - gas tax funding	400,000	-	-	-	-	34
35	-	-	Miscellaneous works	-	20,000	20,000	20,000	20,000	35
36	7,431	190,500	Effluent project	-	-	190,500	232,125	-	36
37	-	-	Infrastructure assessment	10,000	-	15,000	-	-	37
38	-	-	Development Cost Charge update	-	-	-	15,000	-	38
39	7,431	590,500	Total capital expenditures	410,000	20,000	225,500	267,125	20,000	39
40	\$ 133,380	\$ 101,834	BALANCE, END OF YEAR	\$ 181,540	\$ 221,200	\$ 205,460	\$ 156,411	\$ 195,871	40



Mountain Ranch Road Fire Protection

Budget Highlights

Refer to the Beaver Creek Volunteer Fire Department (BCVFD) budget for highlights relating to this service as BCVFD provides the service for this area.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$3,487	\$4,090	\$603	17.29%

The requisition limit for this service is \$1.50 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$9,025.

Overview

The purpose of this service is to provide fire protection to structures on Mountain Ranch Road by contract with the Beaver Creek Volunteer Fire Department (BCVFD). The costs of fire protection are charged at the same residential tax rate as that of the BCVFD.

Legislation

This service was established with Bylaw No. E1006 in 1997.

Participants

Portion of Electoral Area B



Long Beach Emergency Planning

Budget Highlights

The ACRD has retained the services of a contractor to develop an Emergency Plan for Electoral Area C - Long Beach. The plan should be completed in May of 2020. Once the plan is implemented, the ACRD will be looking for one or two individuals from the area to volunteer as Area C Emergency Program Coordinator. The Protective Services Manager will oversee the completion of the plan and assist in the development of the volunteer group.

In March, the COVID-19 Pandemic became the focus of the Long Beach Emergency Planning service. At the March 31, 2020 Special Board of Directors meeting \$1,000 of funding was added to this service in anticipation of costs that may be incurred during this time. The financial impact of this situation is unknown at this time as the duration and severity of the pandemic to the community are uncertain.

Strategic Initiatives

- Emergency Plan for Long Beach & related implementation steps.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$10,483	\$12,433	\$1,950	18.60%

There is no requisition limit for this service.

Overview

The purpose of this service is for the preparation, response to and recovery from emergencies and disasters within Electoral Area C - Long Beach.

Legislation

The *Local Government Act* and *Emergency Program Act* applies to this service. This service was established by Bylaw E1059.

Participants

Electoral Area C – Long Beach



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 LONG BEACH EMERGENCY PLANNING
 PARTICIPANTS: ELECTORAL AREA 'C'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 7,117	\$ 7,117	Surplus (deficit) from prior years	\$ 12,867	\$ -	\$ -	\$ -	\$ -	1
2	10,483	10,483	Tax requisition	12,433	15,700	16,100	16,500	16,900	2
3	438	-	Grant in lieu of taxes	-	-	-	-	-	3
4	\$ 18,038	\$ 17,600	TOTAL REVENUE	\$ 25,300	\$ 15,700	\$ 16,100	\$ 16,500	\$ 16,900	4
EXPENDITURES									
5	\$ 2,000	\$ 2,000	Administrative charge	\$ 6,000	\$ 6,200	\$ 6,400	\$ 6,600	\$ 6,800	5
6	2,000	12,000	Emergency planning costs	12,000	3,000	3,000	3,000	3,000	6
7	-	-	Emergency response & recovery	1,000	-	-	-	-	7
8	1,171	3,600	Labour & benefits	6,300	\$ 6,500	\$ 6,700	\$ 6,900	\$ 7,100	8
9	\$ 5,171	\$ 17,600	TOTAL EXPENDITURES	\$ 25,300	\$ 15,700	\$ 16,100	\$ 16,500	\$ 16,900	9
10	\$ 12,867	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	10
11	7,117	7,117	Deduct: Surplus from previous year	12,867	-	-	-	-	11
12	\$ 5,750	-\$ 7,117	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	-\$ 12,867	\$ -	\$ -	\$ -	\$ -	12



Millstream Water System

Budget Highlights

The annual water rate per property for this service increased from \$725 to \$1,000 per year effective January 1st, 2020 in order to begin to fund the infrastructure gap identified in the recently completed asset management plan. Staff are working to develop a rate increase schedule moving forward to meet the annual required asset management capital contribution. Staff are also investigating other service models such as alternative water connections that could result in a more efficient and sustainable service over the long-term.

Strategic Initiatives

- Water Emergency Response Plan system (WERPS)

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$0	\$0	\$0	0.00%

The requisition limit for this service is \$77,500.

Overview

The purpose of this service is to provide potable water to the community of Millstream. The service is funded through water rates and grants for larger infrastructure projects.

Legislation

This service was established with Bylaw No. 762 in 1991.

Participants

Portion of Electoral Area C – Long Beach



**ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
MILLSTREAM WATER SYSTEM
PARTICIPANTS: PORTION OF ELECTORAL AREA 'C'**

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 2,862	\$ 2,862	Surplus (deficit) from prior years	-\$ 3,586	\$ -	\$ -	\$ -	\$ -	1
2	31,175	37,238	Sale of service	41,157	41,760	42,620	43,480	44,340	2
3	2,008	-	Other sources	-	-	-	-	-	3
4	\$ 36,045	\$ 40,100	TOTAL REVENUE	\$ 37,571	\$ 41,760	\$ 42,620	\$ 43,480	\$ 44,340	4
EXPENDITURES									
5	\$ 3,000	\$ 3,000	Administrative charge	\$ 3,000	\$ 3,100	\$ 3,200	\$ 3,300	\$ 3,400	5
6	2,008	-	Capital fund contribution from operating	-	-	-	-	-	6
7	2,307	2,300	Insurance	2,400	2,500	2,600	2,700	2,800	7
8	25,033	29,000	Labour and related costs	27,000	27,500	28,100	28,700	29,300	8
9	5,450	4,000	Materials & repairs/maintenance	3,271	6,660	6,620	6,580	6,540	9
10	1,833	1,800	Utilities	1,900	2,000	2,100	2,200	2,300	10
11	\$ 39,631	\$ 40,100	TOTAL EXPENDITURES	\$ 37,571	\$ 41,760	\$ 42,620	\$ 43,480	\$ 44,340	11
12	-\$ 3,586	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	12
13	2,008	-	Add: Transfer to reserves	-	-	-	-	-	13
14	24,914	25,000	Deduct: Estimated amortization not included	25,000	25,000	25,000	25,000	25,000	14
15	2,862	2,862	Surplus from previous year	- 3,586	-	-	-	-	15
16	-\$ 29,354	-\$ 27,862	ANNUAL SURPLUS/(DEFICIT)	-\$ 21,414	-\$ 25,000	-\$ 25,000	-\$ 25,000	-\$ 25,000	16



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 MILLSTREAM WATER SYSTEM (continued)
 PARTICIPANTS: PORTION OF ELECTORAL AREA 'C'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
			CAPITAL FUND						
17	\$ 91,445	\$ 91,445	Balance, beginning of year	\$ 93,453	\$ 94,153	\$ 94,653	\$ 95,353	\$ 96,053	17
18	-	-	Contribution from operating fund	-	-	-	-	-	18
19	30,025	79,762	Community Works Fund transfer	-	49,737	-	-	-	19
20	2,008	300	Interest earnings	700	500	700	700	700	20
21			<i>Less - capital expenditures</i>						21
22	-	-	Infrastructure assessment	-	-	-	-	-	22
23	-	-	Reservoir cleaning	-	-	-	-	-	23
24	30,025	100,000	Water system upgrades	-	49,737	-	-	-	24
25	30,025	100,000	Total capital expenditures	-	49,737	-	-	-	25
26	\$ 93,453	\$ 71,507	BALANCE, END OF YEAR	\$ 94,153	\$ 94,653	\$ 95,353	\$ 96,053	\$ 96,753	26



Salmon Beach Services

Budget Highlights

The Salmon Beach services are discussed collectively even though they are governed by individual bylaws as staff and the Salmon Beach Services Committee consider the overall financial impact of the initiatives as all of the services are paid for by the same service area. The proposed budget is presented to the lot owners each year by the Committee.

Garbage – this service has seen increased operating costs over recent years and will continue due to higher volumes of waste generation and disposal from property owners. There are budgeted funds for replacement of the aging disposal bin. It should be noted that the ACRD is reaching the tax requisition threshold for this service. Increasing this limit will require an elector assent process as it was just increased in 2019. Staff and the Committee were considering the implementation of a recycling program at Salmon Beach but the costs would then exceed the authority within the establishing bylaw.

Recreation – In 2020 there is \$25,000 of capital funds budgeted for replacement of the playground gravel surface.

Sewage –\$50,000 of Community Works Funds has been reallocated from the Salmon Beach Water Service to this service in order to help cover costs with the 2020 sewage treatment project.

Transportation –The capital budget includes funds for interior road upgrades in 2020. Staff are working with McGill Engineering on a recommended road maintenance plan.

Water –In the prior year, there was \$100,000 of Community Works Funds budgeted for construction of a potable water option for property owners. In 2020 it was determined that the wastewater treatment project was a higher priority and therefore \$50,000 has been reallocated to the Salmon Beach Sewage Service to support this initiative.

Strategic Initiatives

- Budget \$5,000 in the 2020 FP (SB transportation services budget) for the creation and implementation of a road maintenance and repair plan.



Financial Summary

Service	2019 Requisition	2020 Requisition	Change \$	Change %
Garbage	\$36,051	\$34,472	-\$1,579	-4.38%
Power Distribution	\$65,343	\$65,204	-\$139	-0.21%
Recreation	\$52,381	\$50,725	-\$1,656	-3.16%
Security	\$8,295	\$10,669	\$2,374	28.62%
Sewage	\$51,346	\$58,473	\$7,127	13.88%
Transportation	\$132,220	\$120,155	-\$12,064	-9.12%
Water	\$14,897	\$20,843	\$5,946	39.91%
Total	\$360,532	\$360,541	\$9	0.00%

Garbage - The requisition limit for this service is \$0.6692 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$36,645.

Power Distribution - The requisition limit for this service is \$135,000.

Recreation - The requisition limit for this service is \$1.3494 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$73,893.

Security - The requisition limit for this service is \$2.6979 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$147,737.

Sewage - The requisition limit for this service is \$1.0792 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$59,131.

Transportation - The requisition limit for this service is \$4.5865 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$251,157.

Water - The requisition limit for this service is \$0.8094 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$44,323.



Overview

Garbage - The purpose of this service is to provide a garbage and yard/garden collection service to the property owners of Salmon Beach.

Power Distribution - The purpose of this service is to fund the debt incurred by the lot owners for the installation of power in Salmon Beach. Nearly 30% of the lot owners opted to prepay the debt before it was originally issued and therefore only 262 of 376 lots are charged for this parcel tax. The debt will be fully retired in 2031.

Recreation - The purpose of this service is to provide a boat ramp, a recreation play structure and multi-use court for the property owners.

Security - This service involves a security gate at the entrance of the Salmon Beach development to help control access.

Sewage - The purpose of this service is to provide a liquid wastewater disposal service through a community scale septic system. The service is operated by the maintenance contractor by booking a pump out that is done by a pumper truck. A major capital upgrade to the septic field was complete in 2019 and secondary treatment is being considered for 2020.

Transportation - The purpose of this service is to provide a road maintenance function in order to maintain the access road to the Salmon Beach development as well as the interior roads, as the Province has delegated this authority to the ACRD. It is not common for a Regional District to provide road maintenance but the Province deems the subdivision as 'Water Access Only' and therefore does not maintain these roads.

Water - The purpose of this service is to investigate the feasibility of delivering a potable water service within the recreational community. Installation of a potable water system may occur during the year, dependent on the results of the feasibility study.

Legislation

Garbage - This service was established with Bylaw No. E1037 in 2004 and amended with Bylaw No. E1037-1 in 2019.

Power Distribution - This service was established with Bylaw No. E1051 in 2008.

Recreation - The service was established with Bylaw No. E1038 in 2004.

Security - This service was established with Bylaw No. E1036 in 2004.

Sewage - This service was established with Bylaw No. E1031 in 2002 and amended with Bylaw No. E1031-1 in 2004.



Transportation - This service was established with Bylaw No. E1039 in 2004.

Water - This service was established with Bylaw No. E1040 in 2004.

Participants

Portion of Electoral Area C



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 SALMON BEACH GARBAGE
 PARTICIPANTS: PORTION OF ELECTORAL AREA 'C'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	-\$ 5,051	-\$ 5,051	Surplus (deficit) from prior years	\$ 1,628	\$ -	\$ -	\$ -	\$ -	1
2	36,051	36,051	Parcel tax	34,472	38,300	39,100	39,900	40,700	2
3	201	-	Other sources	-	-	-	-	-	3
4	\$ 31,201	\$ 31,000	TOTAL REVENUE	\$ 36,100	\$ 38,300	\$ 39,100	\$ 39,900	\$ 40,700	4
EXPENDITURES									
5	\$ 3,000	\$ 3,000	Administrative charge	\$ 2,000	\$ 2,100	\$ 2,200	\$ 2,300	\$ 2,400	5
6	201	-	Capital fund contribution	-	2,000	2,000	2,000	2,000	6
7	3,000	3,000	Maintenance contract	3,600	3,000	3,000	3,000	3,000	7
8	1,914	3,000	Labour & benefits	3,000	3,100	3,200	3,300	3,400	8
9	21,458	22,000	Operating costs	27,500	28,100	28,700	29,300	29,900	9
10	\$ 29,573	\$ 31,000	TOTAL EXPENDITURES	\$ 36,100	\$ 38,300	\$ 39,100	\$ 39,900	\$ 40,700	10
11	\$ 1,628	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	11
12	201	-	Add: Transfer to reserves	-	2,000	2,000	2,000	2,000	12
13	1,607	1,700	Deduct: Estimated amortization not included	1,700	1,700	1,700	1,700	1,700	13
14	- 5,051	- 5,051	Surplus from previous year	1,628	-	-	-	-	14
15	\$ 5,273	\$ 3,351	ANNUAL SURPLUS/(DEFICIT)	-\$ 3,328	\$ 300	\$ 300	\$ 300	\$ 300	15
CAPITAL FUND									
16	\$ 9,043	\$ 9,043	Balance, beginning of year	\$ 9,244	\$ 244	\$ 2,244	\$ 4,244	\$ 6,244	16
17	-	-	Contribution from operating fund	-	2,000	2,000	2,000	2,000	17
18	201	-	Interest earnings	-	-	-	-	-	18
19			<i>Less - capital expenditures</i>						19
20	-	9,000	New Garbage bins	9,000	-	-	-	8,000	20
21	-	9,000	Total capital expenditures	9,000	-	-	-	8,000	21
22	\$ 9,244	\$ 43	BALANCE, END OF YEAR	\$ 244	\$ 2,244	\$ 4,244	\$ 6,244	\$ 244	22



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 SALMON BEACH RECREATION
 PARTICIPANTS: PORTION OF ELECTORAL AREA 'C'

Line	History			Budget					Line	
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024		
REVENUE										
1	\$ 119	\$ 119	Surplus (deficit) from prior years	\$ 15,575	\$ -	\$ -	\$ -	\$ -	\$ -	1
2	52,381	52,381	Parcel tax	50,725	57,300	58,100	58,900	59,700		2
3	1,406	-	Other sources	-	-	-	-	-		3
4	\$ 53,906	\$ 52,500	TOTAL REVENUE	\$ 66,300	\$ 57,300	\$ 58,100	\$ 58,900	\$ 59,700		4
EXPENDITURES										
5	\$ 5,000	\$ 5,000	Administrative charge	\$ 6,000	6,100	6,200	6,300	6,400		5
6	11,406	10,000	Capital fund contribution	10,000	10,000	10,000	10,000	10,000		6
7	5,323	9,000	Labour & benefits	9,000	9,200	9,400	9,600	9,800		7
8	5,882	6,000	Maintenance contract	15,800	6,000	6,000	6,000	6,000		8
9	10,720	22,500	Operating costs	25,500	26,000	26,500	27,000	27,500		9
10	\$ 38,331	\$ 52,500	TOTAL EXPENDITURES	\$ 66,300	\$ 57,300	\$ 58,100	\$ 58,900	\$ 59,700		10
11	\$ 15,575	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -		11
12	11,406	10,000	Add: Transfer to reserves	10,000	10,000	10,000	10,000	10,000		12
13	4,811	5,000	Deduct: Estimated amortization not included	5,000	5,000	5,000	5,000	5,000		13
14	119	119	Surplus from previous year	15,575	-	-	-	-		14
15	\$ 22,051	\$ 4,881	ANNUAL SURPLUS/(DEFICIT)	-\$ 10,575	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000		15
CAPITAL FUND										
16	\$ 65,654	\$ 65,655	Balance, beginning of year	\$ 57,086	\$ 42,586	\$ 52,986	\$ 63,386	\$ 73,886		16
17	10,000	10,000	Contribution from operating fund	10,000	10,000	10,000	10,000	10,000		17
18	1,406	500	Interest earnings	500	400	400	500	600		18
19			<i>Less - capital expenditures</i>							19
20	-	-	Playground upgrade	25,000	-	-	-	-		20
21	-	30,000	Stair and gazebo upgrades	-	-	-	-	-		21
22	19,974	30,000	Tennis court upgrades	-	-	-	-	-		22
23	19,974	60,000	Total capital expenditures	25,000	-	-	-	-		23
24	\$ 57,086	\$ 16,155	BALANCE, END OF YEAR	\$ 42,586	\$ 52,986	\$ 63,386	\$ 73,886	\$ 84,486		24



**ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
SALMON BEACH SECURITY
PARTICIPANTS: PORTION OF ELECTORAL AREA 'C'**

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 13,705	\$ 13,705	Surplus (deficit) from prior years	\$ 9,131	\$ -	\$ -	\$ -	\$ -	1
2	8,295	8,295	Parcel tax	10,669	22,200	22,400	22,600	22,800	2
3	776	-	Other sources	-	-	-	-	-	3
4	\$ 22,776	\$ 22,000	TOTAL REVENUE	\$ 19,800	\$ 22,200	\$ 22,400	\$ 22,600	\$ 22,800	4
EXPENDITURES									
5	\$ 2,000	\$ 2,000	Administrative charge	\$ 2,000	\$ 2,100	\$ 2,200	\$ 2,300	\$ 2,400	5
6	776	-	Capital fund contribution	-	-	-	-	-	6
7	2,455	3,000	Labour & benefits	3,000	3,100	3,200	3,300	3,400	7
8	3,000	3,000	Maintenance contract	800	3,000	3,000	3,000	3,000	8
9	5,415	14,000	Operating costs	14,000	14,000	14,000	14,000	14,000	9
10	\$ 13,645	\$ 22,000	TOTAL EXPENDITURES	\$ 19,800	\$ 22,200	\$ 22,400	\$ 22,600	\$ 22,800	10
11	\$ 9,131	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	11
12	776	-	Add: Transfer to reserves	-	-	-	-	-	12
13	993	1,000	Deduct: Estimated amortization not included	1,000	1,000	1,000	1,000	1,000	13
14	13,705	13,705	Surplus from previous year	9,131	-	-	-	-	14
15	-\$ 4,791	-\$ 14,705	ANNUAL SURPLUS/(DEFICIT)	-\$ 10,131	-\$ 1,000	-\$ 1,000	-\$ 1,000	-\$ 1,000	15
CAPITAL FUND									
16	\$ 34,943	\$ 34,942	Balance, beginning of year	\$ 35,719	\$ 36,019	\$ 36,319	\$ 36,619	\$ 36,919	16
17	-	-	Contribution from operating fund	-	-	-	-	-	17
18	-	-	Grants and other contributions	-	-	-	-	-	18
19	776	300	Interest earnings	300	300	300	300	300	19
20			<i>Less - capital expenditures</i>						20
21	-	-	Admin Building	-	-	-	-	-	21
22	-	-	Total capital expenditures	-	-	-	-	-	22
23	\$ 35,719	\$ 35,242	BALANCE, END OF YEAR	\$ 36,019	\$ 36,319	\$ 36,619	\$ 36,919	\$ 37,219	23



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 SALMON BEACH SEWAGE
 PARTICIPANTS: PORTION OF ELECTORAL AREA 'C'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 6,604	\$ 6,604	Surplus (deficit) from prior years	\$ 9,827	\$ -	\$ -	\$ -	\$ -	1
2	51,346	51,346	Parcel tax	58,473	63,000	63,700	64,400	65,100	2
3	30,360	20,000	Sale of services	20,000	20,000	20,000	20,000	20,000	3
4	3,342	-	Other sources	-	-	-	-	-	4
5	\$ 91,652	\$ 77,950	TOTAL REVENUE	\$ 88,300	\$ 83,000	\$ 83,700	\$ 84,400	\$ 85,100	5
EXPENDITURES									
6	\$ 14,000	\$ 14,000	Administrative charge	\$ 15,000	\$ 15,300	\$ 15,700	\$ 16,100	\$ 16,500	6
7	27,342	24,000	Capital fund contribution	25,000	25,000	25,000	25,000	25,000	7
8	1,756	2,000	Labour & benefits	3,000	3,100	3,200	3,300	3,400	8
9	27,878	28,750	Maintenance contract	35,900	30,000	30,000	30,000	30,000	9
10	10,849	9,200	Operating costs	9,400	9,600	9,800	10,000	10,200	10
11	\$ 81,825	\$ 77,950	TOTAL EXPENDITURES	\$ 88,300	\$ 83,000	\$ 83,700	\$ 84,400	\$ 85,100	11
FINANCIAL PLAN BALANCE									
12	\$ 9,827	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	12
13	27,342	24,000	Add: Transfer to reserves	25,000	25,000	25,000	25,000	25,000	13
14	19,231	14,800	Deduct: Estimated amortization not included	19,500	19,500	19,500	19,500	19,500	14
15	6,604	6,604	Surplus from previous year	9,827	-	-	-	-	15
16	\$ 11,334	\$ 2,596	ANNUAL SURPLUS/(DEFICIT)	-\$ 4,327	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	16
CAPITAL FUND									
17	\$ 162,733	\$ 162,733	Balance, beginning of year	\$ 84,902	\$ 60,402	\$ 85,902	\$ 111,602	\$ 137,502	17
18	24,000	24,000	Contribution from operating fund	25,000	25,000	25,000	25,000	25,000	18
19	-	-	Grants and other contributions	50,000	-	-	-	-	19
20	3,342	800	Interest earnings	500	500	700	900	1,100	20
21			<i>Less - capital expenditures</i>						21
22	-	25,000	Pumper Truck Roof	-	-	-	-	-	22
23	105,173	100,000	Sani-field upgrade	100,000	-	-	-	-	23
24	105,173	125,000	Total capital expenditures	100,000	-	-	-	-	24
25	\$ 84,902	\$ 62,533	BALANCE, END OF YEAR	\$ 60,402	\$ 85,902	\$ 111,602	\$ 137,502	\$ 163,602	25



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 SALMON BEACH TRANSPORTATION
 PARTICIPANTS: PORTION OF ELECTORAL AREA 'C'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 41,530	\$ 41,530	Surplus (deficit) from prior years	\$ 37,245	\$ -	\$ -	\$ -	\$ -	1
2	132,220	132,220	Parcel tax	120,155	143,000	143,700	144,400	145,100	2
3	3,285	-	Other sources	-	-	-	-	-	3
4	\$ 177,035	\$ 173,750	TOTAL REVENUE	\$ 157,400	\$ 143,000	\$ 143,700	\$ 144,400	\$ 145,100	4
EXPENDITURES									
5	\$ 10,000	\$ 10,000	Administrative charge	\$ 10,000	\$ 10,200	\$ 10,500	\$ 10,800	\$ 11,100	5
6	32,285	29,000	Capital fund contribution	25,000	10,000	10,000	10,000	10,000	6
7	4,000	4,000	Labour & benefits	6,000	6,100	6,200	6,300	6,400	7
8	30,912	28,750	Maintenance contract	14,400	14,700	15,000	15,300	15,600	8
9	62,593	102,000	Operating costs	102,000	102,000	102,000	102,000	102,000	9
10	\$ 139,791	\$ 173,750	TOTAL EXPENDITURES	\$ 157,400	\$ 143,000	\$ 143,700	\$ 144,400	\$ 145,100	10
11	\$ 37,245	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	11
12	32,285	29,000	Add: Transfer to reserves	25,000	10,000	10,000	10,000	10,000	12
13	2,370	2,400	Deduct: Estimated amortization not included	2,400	2,400	2,400	2,400	2,400	13
14	41,530	41,530	Surplus from previous year	37,245	-	-	-	-	14
15	\$ 25,630	-\$ 14,930	ANNUAL SURPLUS/(DEFICIT)	-\$ 14,645	\$ 7,600	\$ 7,600	\$ 7,600	\$ 7,600	15
CAPITAL FUND									
16	\$ 138,854	\$ 138,854	Balance, beginning of year	\$ 171,139	\$ 122,239	\$ 133,239	\$ 144,239	\$ 155,339	16
17	29,000	29,000	Contribution from operating fund	25,000	10,000	10,000	10,000	10,000	17
18	-	-	Grants and other contributions	-	-	-	-	-	18
19	3,285	1,000	Interest earnings	1,100	1,000	1,000	1,100	1,200	19
20			<i>Less - capital expenditures</i>						20
21	-	29,000	Interior road upgrades	75,000	-	-	-	-	21
22	-	29,000	Total capital expenditures	75,000	-	-	-	-	22
23	\$ 171,139	\$ 139,854	BALANCE, END OF YEAR	\$ 122,239	\$ 133,239	\$ 144,239	\$ 155,339	\$ 166,539	23



**ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
SALMON BEACH WATER
PARTICIPANTS: PORTION OF ELECTORAL AREA 'C'**

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 5,303	\$ 5,303	Surplus (deficit) from prior years	\$ 5,657	\$ -	\$ -	\$ -	\$ -	1
2	14,897	14,897	Parcel tax	20,843	16,800	17,100	17,400	17,700	2
3	1,139	-	Other sources	-	-	-	-	-	3
4	\$ 21,339	\$ 20,200	TOTAL REVENUE	\$ 26,500	\$ 16,800	\$ 17,100	\$ 17,400	\$ 17,700	4
EXPENDITURES									
5	\$ 10,000	\$ 10,000	Administrative charge	\$ 7,000	\$ 7,200	\$ 7,400	\$ 7,600	\$ 7,800	5
6	1,139	-	Capital fund contribution	10,000	-	-	-	-	6
7	3,003	8,000	Labour & benefits	1,000	1,000	1,000	1,000	1,000	7
8	1,000	1,000	Maintenance contract	1,500	1,500	1,500	1,500	1,500	8
9	540	1,200	Operating costs	7,000	7,100	7,200	7,300	7,400	9
10	\$ 15,682	\$ 20,200	TOTAL EXPENDITURES	\$ 26,500	\$ 16,800	\$ 17,100	\$ 17,400	\$ 17,700	10
11	\$ 5,657	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	11
12	1,139	-	Add: Transfer to reserves	10,000	-	-	-	-	12
13	1,866	1,600	Deduct: Estimated amortization not included	1,900	1,900	1,900	1,900	1,900	13
14	5,303	5,303	Surplus from previous year	5,657	-	-	-	-	14
15	-\$ 373	-\$ 6,903	ANNUAL SURPLUS/(DEFICIT)	\$ 2,443	-\$ 1,900	-\$ 1,900	-\$ 1,900	-\$ 1,900	15
CAPITAL FUND									
16	\$ 42,165	\$ 42,164	Balance, beginning of year	\$ 35,428	\$ 60,828	\$ 61,328	\$ 61,828	\$ 62,328	16
17	-	-	Contribution from operating fund	10,000	-	-	-	-	17
18	-	50,000	Community Works Fund transfer	50,000	-	-	-	-	18
19	1,139	200	Interest earnings	400	500	500	500	500	19
20			<i>Less - capital expenditures</i>						20
21	6,098	10,000	Storage container	-	-	-	-	-	21
22	1,777	10,000	Water infrastructure	10,000	-	-	-	-	22
23	-	50,000	Well development	25,000	-	-	-	-	23
24	7,876	70,000	Total capital expenditures	35,000	-	-	-	-	24
25	\$ 35,428	\$ 22,364	BALANCE, END OF YEAR	\$ 60,828	\$ 61,328	\$ 61,828	\$ 62,328	\$ 62,828	25



South Long Beach Community Park

Budget Highlights

This service is relatively inactive however funds are available if needed for repairs.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$0	\$0	\$0	0.00%

The requisition limit for this service is \$0.177 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$38,690.

Overview

The purpose of this service is to provide recreational amenities to the residents and visitors to the South Long Beach Electoral Area. Amenities include a small waterfront park used for launching kayaks and canoes.

Legislation

Supplementary Letters Patent Division XX – Community Parks dated April 14, 1982 provides the authority for this service.

Participants

Portion of Electoral Area C – Long Beach



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 SOUTH LONG BEACH COMMUNITY PARK
 PARTICIPANTS: PART OF ELECTORAL AREA 'C'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
			REVENUE						
1	\$ 7,500	\$ 7,500	Surplus (deficit) from prior years	\$ 7,500	\$ -	\$ -	\$ -	\$ -	1
2	-	-	Tax requisition	-	-	-	-	-	2
3	\$ 7,500	\$ 7,500	TOTAL REVENUE	\$ 7,500	\$ -	\$ -	\$ -	\$ -	3
			EXPENDITURES						
4	\$ -	-	Administrative charge	\$ -	\$ -	\$ -	\$ -	\$ -	4
5	-	2,000	Labour & benefits	1,000	-	-	-	-	5
6	-	5,500	Operating costs	6,500	-	-	-	-	6
7	\$ -	\$ 7,500	TOTAL EXPENDITURES	\$ 7,500	\$ -	\$ -	\$ -	\$ -	7
8	\$ 7,500	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	8
9	7,500	7,500	Deduct: Surplus from previous year	7,500	-	-	-	-	9
10	\$ -	-\$ 7,500	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	-\$ 7,500	\$ -	\$ -	\$ -	\$ -	10
			PARKLAND RESERVE FUND						
11	\$ 149,171	\$ 149,171	Balance, beginning of year	\$ 152,486	\$ 153,586	\$ 154,786	\$ 155,986	\$ 157,186	11
12	-	-	Developer contributions	-	-	-	-	-	12
13	3,315	1,100	Interest earnings	1,100	1,200	1,200	1,200	100	13
14	-	-	Less - parkland purchases	-	-	-	-	-	14
15	\$ 152,486	\$ 150,271	BALANCE, END OF YEAR	\$ 153,586	\$ 154,786	\$ 155,986	\$ 157,186	\$ 157,286	15



South Long Beach Fire Protection

Budget Highlights

The budget increases during 2020 as the result of a review of the contract with the District of Ucluelet for fire protection services in the area.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$15,676	\$17,799	\$2,123	13.54%

There is no requisition limit for this service.

Overview

The purpose of this service is to provide fire protection to structures in the South Long Beach by contract with the District of Ucluelet.

Legislation

This service was established with Bylaw No. A1044 in 2002.

Participants

Portion of Electoral Area C – Long Beach



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 SOUTH LONG BEACH FIRE DEPARTMENT
 PARTICIPANTS: PORTION OF ELECTORAL AREA 'C'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 324	\$ 324	Surplus (deficit) from prior years	\$ 2,001	\$ -	\$ -	\$ -	\$ -	1
2	15,676	15,676	Tax requisition	17,799	20,200	20,600	21,000	21,400	2
3	362	-	Grant in lieu of taxes	-	-	-	-	-	3
4	190	-	Other sources	-	-	-	-	-	4
5	\$ 16,552	\$ 16,000	TOTAL REVENUE	\$ 19,800	\$ 20,200	\$ 20,600	\$ 21,000	\$ 21,400	5
EXPENDITURES									
6	\$ 100	\$ 100	Administrative charge	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	6
7	190	-	Capital fund contribution	-	-	-	-	-	7
8	361	2,000	Labour & benefits	2,000	2,000	2,000	2,000	2,000	8
9	13,900	13,900	Operating costs	17,700	18,100	18,500	18,900	19,300	9
10	\$ 14,551	\$ 16,000	TOTAL EXPENDITURES	\$ 19,800	\$ 20,200	\$ 20,600	\$ 21,000	\$ 21,400	10
11	\$ 2,001	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	11
12	190	-	Add: Transfer to reserves	-	-	-	-	-	12
13	-	-	Deduct: Estimated amortization not included	-	-	-	-	-	13
14	324	324	Surplus from previous year	2,001	-	-	-	-	14
15	\$ 1,867	-\$ 324	ANNUAL SURPLUS/(DEFICIT)	-\$ 2,001	\$ -	\$ -	\$ -	\$ -	15
CAPITAL FUND									
16	\$ 8,553	\$ 8,553	Balance, beginning of year	\$ 8,743	\$ 8,843	\$ 8,943	\$ 9,043	\$ 9,143	16
17	-	-	Contribution from operating fund	-	-	-	-	-	17
18	-	-	Grants and other contributions	-	-	-	-	-	18
19	190	100	Interest earnings	100	100	100	100	100	19
20			<i>Less - capital expenditures</i>						20
21			Equipment	-	-	-	-	-	21
22	-	-	Total capital expenditures	-	-	-	-	-	22
23	\$ 8,743	\$ 8,653	BALANCE, END OF YEAR	\$ 8,843	\$ 8,943	\$ 9,043	\$ 9,143	\$ 9,243	23



South Long Beach Multi-Purpose Path

Budget Highlights

The future of this service is uncertain at this time as the Board considers adding this section of the West Coast Multi-use Path into the Regional Parks service. The budget assumes no change of governance in 2020 as there will be a process to follow to dissolve this service if the path is to be transferred to Regional Parks.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$7,014	\$7,000	-\$14	-0.20%

The requisition limit for this service is \$7,000.

Overview

The purpose of this service is to provide a Multi Purpose Path that connects with the District of Ucluelet MUP to the Ucluelet/Tofino Highway junction area. This service is operated under agreement with the District of Ucluelet.

Legislation

This service was established with Bylaw No. E1011 in 1998 and amended with Bylaw No. E1011-2 in 2013.

Participants

Portion of Electoral Area C – Long Beach



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 SOUTH LONG BEACH MULTI-PURPOSE PATH CONTRIBUTION
 PARTICIPANTS: PART OF ELECTORAL AREA 'C'

Line	History		Budget					Line
	2019 ACTUAL	2019 PLAN	2020	2021	2022	2023	2024	
			REVENUE					
1	\$ 186	\$ 186	\$ 262	\$ -	\$ -	\$ -	\$ -	1
			Surplus (deficit) from prior years					
2	7,014	7,014	7,000	7,200	7,200	7,200	7,200	2
			Parcel taxes					
3	162	-	-	-	-	-	-	3
			Grant in lieu of taxes					
4	\$ 7,362	\$ 7,200	\$ 7,262	\$ 7,200	\$ 7,200	\$ 7,200	\$ 7,200	4
			TOTAL REVENUE					
			EXPENDITURES					
5	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	5
			Administrative charge					
6	7,000	7,000	7,000	7,000	7,000	7,000	7,000	6
			Contribution to Ucluelet					
7	-	100	162	100	100	100	100	7
			Other costs					
8	\$ 7,100	\$ 7,200	\$ 7,262	\$ 7,200	\$ 7,200	\$ 7,200	\$ 7,200	8
			TOTAL EXPENDITURES					
9	\$ 262	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	9
			FINANCIAL PLAN BALANCE					
10	186	186	262	-	-	-	-	10
			Deduct: Surplus from previous year					
11	\$ 76	-\$ 186	-\$ 262	\$ -	\$ -	\$ -	\$ -	11
			ANNUAL SURPLUS/(DEFICIT)					
			(for Financial Reporting purposes)					



South Long Beach Street Lighting

Budget Highlights

This budget is for BC Hydro costs only.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$933	\$933	\$0	0.00%

The requisition limit for this service is \$0.25 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$8,602.

Overview

This function provides street lighting to the South Long Beach area.

Legislation

This service was established with Bylaw No. 566 in 1987.

Participants

Portion of Electoral Area C – Long Beach



Sproat Lake Animal Control

Budget Highlights

The 2020 budget anticipates a routine operational year with staff responding to dangerous dog complaints as they arise.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$1,045	\$1,224	\$179	17.12%

The requisition limit for this service is \$3,000.

Overview

The purpose of this service is to respond to dangerous dog complaints within Electoral Area D – Sproat Lake.

Legislation

This service was established with Bylaw No. E1034 in 2003. Regulation bylaw R1017 Dangerous Dog Regulation adopted January 25, 2006 outlines the dog owner's responsibilities and the procedures of the regulation.

Participants

Electoral Area D – Sproat Lake



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 SPROAT LAKE ANIMAL CONTROL
 PARTICIPANTS: ELECTORAL AREA 'D'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 2,055	\$ 2,055	Surplus (deficit) from prior years	\$ 1,876	\$ -	\$ -	\$ -	\$ -	1
2	1,045	1,045	Tax requisition	1,224	3,100	3,100	3,100	3,100	2
3	40	-	Grant in lieu of taxes	-	-	-	-	-	3
4	\$ 3,140	\$ 3,100	TOTAL REVENUE	\$ 3,100	\$ 3,100	\$ 3,100	\$ 3,100	\$ 3,100	4
EXPENDITURES									
5	\$ 100	\$ 100	Administrative charge	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	5
6	450	2,000	Enforcement costs	2,000	2,000	2,000	2,000	2,000	6
7	714	1,000	Labour & related costs	1,000	1,000	1,000	1,000	1,000	7
8	\$ 1,264	\$ 3,100	TOTAL EXPENDITURES	\$ 3,100	\$ 3,100	\$ 3,100	\$ 3,100	\$ 3,100	8
9	\$ 1,876	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	9
10	2,055	2,055	Deduct: Surplus from previous year	1,876	-	-	-	-	10
11	-\$ 179	-\$ 2,055	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	-\$ 1,876	\$ -	\$ -	\$ -	\$ -	11



Sproat Lake Arena

Budget Highlights

The Alberni Valley Multiplex debt is funded by four separate services representing the four areas of the City of Port Alberni, Sproat Lake, Beaver Creek and Cherry Creek. The borrowing is through the Municipal Finance Authority (MFA) and the majority of the debt required for the construction of the facility will expire in late 2020 with a small debenture outstanding until late 2021.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$26,384	\$24,065	-\$2,319	-8.79%

The requisition limit for this service is \$68,000.

Overview

The purpose of this service is to fund the debt incurred by Electoral Area D – Sproat Lake in the construction of the Alberni Valley Multiplex located within the City of Port Alberni. The method of funding is through parcel tax and the debt will be fully retired in 2021.

Legislation

This service was established with Bylaw No. E1018 in 1999.

Participants

Electoral Area D



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 SPROAT LAKE MULTI-PURPOSE ARENA CONTRIBUTION
 PARTICIPANTS: ELECTORAL AREA 'D'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
			REVENUE						
1	\$ 1,513	\$ 1,513	Surplus (deficit) from prior years	\$ 1,498	\$ -	\$ -	\$ -	\$ -	1
2	26,384	26,384	Parcel taxes	24,065	727	-	-	-	2
3	998	-	Grant in lieu of taxes	-	-	-	-	-	3
4	\$ 28,895	\$ 27,897	TOTAL REVENUE	\$ 25,563	\$ 727	\$ -	\$ -	\$ -	4
			EXPENDITURES						
5	\$ 100	\$ 100	Administrative charge	\$ 100	\$ -	\$ -	\$ -	\$ -	5
6	27,297	27,297	Contribution to Port Alberni Arena	24,963	727	-	-	-	6
7	-	500	Other costs	500	-	-	-	-	7
8	\$ 27,397	\$ 27,897	TOTAL EXPENDITURES	\$ 25,563	\$ 727	\$ -	\$ -	\$ -	8
9	\$ 1,498	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	9
10	1,513	1,513	Deduct: Surplus from previous year	1,498	-	-	-	-	10
11	-\$ 15	-\$ 1,513	ANNUAL SURPLUS/(DEFICIT)	-\$ 1,498	\$ -	\$ -	\$ -	\$ -	11

(for Financial Reporting purposes)



Sproat Lake Community Association

Budget Highlights

The Sproat Lake Community Association has requested the parcel tax be requisitioned again in 2020.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$12,000	\$12,000	\$0	0.00%

The requisition limit for this service is \$12,000.

Overview

The purpose of this service is to provide financial resources to the Sproat Lake Community Association to assist with the work it does to benefit the residents and property owners of Sproat Lake including ownership of the Sproat Lake Community Hall. This grant is funded through parcel tax.

Legislation

This service was established with Bylaw No. E1047 in 2005.

Participants

Portion of Electoral Area D



Sproat Lake Community Park

Budget Highlights

The Sproat Lake Parks Commission assists in the developing of the budget for this service. Further trail development is planned for this year as well as some repairs to the parking lot at Cougar Smith Park. Besides these two project, regular operations are planned for the service.

The parkland reserve fund contains money that has been received from developers during a subdivision process in lieu of physical land. This reserve fund can only be used for the purchase of additional park land in the Sproat Lake Electoral Area and has a balance of \$149,824 at the end of 2019.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$80,361	\$91,146	\$10,786	13.42%

The requisition limit for this service is \$0.177 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$176,417.

Overview

The purpose of this service is to provide recreational amenities to the residents and visitors to the Sproat Lake Electoral Area. Amenities include: bike skills park, ball field, playground, pickleball court, covered picnic area, trails, boat launch, public dock, and green spaces.

Legislation

Supplementary Letters Patent Division XX – Community Parks dated April 14, 1982 provides the authority for this service.

Participants

Portion of Electoral Area D – Sproat Lake



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 SPROAT LAKE COMMUNITY PARK
 PARTICIPANTS: PART OF ELECTORAL AREA 'D'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 12,390	\$ 12,389	Surplus (deficit) from prior years	\$ 7,904	\$ -	\$ -	\$ -	\$ -	1
2	80,361	80,361	Tax requisition	91,146	130,700	132,400	134,200	136,000	2
3	3,079	-	Grant in lieu of taxes	-	-	-	-	-	3
4	4,178	-	Other income	-	-	-	-	-	4
5	\$ 100,008	\$ 92,750	TOTAL REVENUE	\$ 99,050	\$ 130,700	\$ 132,400	\$ 134,200	\$ 136,000	5
EXPENDITURES									
6	\$ 8,000	\$ 8,000	Administrative charge	\$ 7,000	\$ 7,200	\$ 7,400	\$ 7,600	\$ 7,800	6
7	24,178	20,000	Capital fund contribution from operating	20,000	50,000	50,000	50,000	50,000	7
8	9,738	16,000	Labour & related costs	17,000	17,300	17,600	18,000	18,400	8
9	50,189	48,750	Operating costs	55,050	56,200	57,400	58,600	59,800	9
10	\$ 92,105	\$ 92,750	TOTAL EXPENDITURES	\$ 99,050	\$ 130,700	\$ 132,400	\$ 134,200	\$ 136,000	10
11	\$ 7,904	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	11
12	24,178	20,000	Add: Transfer to reserves	20,000	50,000	50,000	50,000	50,000	12
13	17,844	22,000	Deduct: Estimated amortization not included	18,000	18,000	18,000	18,000	18,000	13
14	-	-	Loss on disposal of assets	-	-	-	-	-	14
15	12,390	12,389	Surplus from previous year	7,904	-	-	-	-	15
16	\$ 1,848	-\$ 14,389	ANNUAL SURPLUS/(DEFICIT)	-\$ 5,904	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	16



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 SPROAT LAKE COMMUNITY PARK (continued)
 PARTICIPANTS: PART OF ELECTORAL AREA 'D'

		History							Budget
		2019	2019	2020	2021	2022	2023	2024	
		ACTUAL	PLAN						
CAPITAL FUND									
17	\$	182,091	\$ 182,091	\$ 206,269	\$ 84,834	\$ 17,234	\$ 27,434	\$ 37,634	17
			Balance, beginning of year						
18		20,000	20,000	20,000	50,000	50,000	50,000	50,000	18
			Contribution from operating fund						
19		-	7,465	7,465	-	-	-	-	19
			Community Works Fund transfer						
20		4,178	900	1,100	400	200	200	300	20
			Interest earnings						
21									21
			<i>Less - capital expenditures</i>						
22		-	2,000	2,000	-	-	-	-	22
			Bike park upgrades						
23		-	2,000	2,000	-	-	-	-	23
			Cougar Smith Park infrastructure upgrades						
24		-	1,000	1,000	-	-	-	-	24
			Dickson Park dock						
25		-	-	5,000	78,000	-	-	-	25
			Cougar Smith Park parking lot upgrades						
26		-	140,000	140,000	40,000	40,000	40,000	40,000	26
			Trail upgrades						
27		-	145,000	150,000	118,000	40,000	40,000	40,000	27
			Total capital expenditures						
28	\$	<u>206,269</u>	\$ <u>65,456</u>	\$ <u>84,834</u>	\$ <u>17,234</u>	\$ <u>27,434</u>	\$ <u>37,634</u>	\$ <u>47,934</u>	28
			BALANCE, END OF YEAR						
PARKLAND RESERVE FUND									
29	\$	146,567	\$ 146,567	\$ 149,824	\$ 150,924	\$ 152,024	\$ 153,124	\$ 154,224	29
			Balance, beginning of year						
30		-	-	-	-	-	-	-	30
			Developer contributions						
31		3,257	1,100	1,100	1,100	1,100	1,100	100	31
			Interest earnings						
32		-	-	-	-	-	-	-	32
			Less - parkland purchases						
33	\$	<u>149,824</u>	\$ <u>147,667</u>	\$ <u>150,924</u>	\$ <u>152,024</u>	\$ <u>153,124</u>	\$ <u>154,224</u>	\$ <u>154,324</u>	33
			BALANCE, END OF YEAR						



Sproat Lake Noise Control

Budget Highlights

Legal fees in 2019 have caused this service to be over budget and as a result, the 2020 requisition is substantially higher than the prior year. The 2020 budget includes an increase in enforcement costs in case further legal fees are required.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$26	\$6,756	\$6,730	25,885.54%

The requisition limit for this service is \$0.355 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$387,684.

Overview

The purpose of this service is to respond to noise complaints within Electoral Area D – Sproat Lake.

Legislation

Supplementary Letters Patent Division XIX – Noise Control dated July 31, 1981 provides the authority for this service. Regulation bylaw R1000-1 Sproat Lake Noise Control Bylaw Amendment dated March 28, 2012 outlines the types of noises that are prohibited and the procedures of the regulation.

Participants

Electoral Area D – Sproat Lake



Sprout Lake Volunteer Fire Department

Budget Highlights

The capital reserve fund for this service is not adequate to support the amount of infrastructure required for this department. The 2020 budget includes operating expenses at the same cost as the prior year but an increase to the contribution to capital account to begin to address the infrastructure gap. The Fire Chief, Mike Cann, recognizes the importance of undertaking some long term strategic planning for the department including the consideration of reducing the department from three to two halls. The newly redesigned position of Regional Fire Services Coordinator will assist the department with this long term visioning process. The department plans for 2020 also include some specialty training in light urban search and rescue and continuing to develop the supplementary Saturday training sessions for their volunteers.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$397,207	\$489,712	\$92,505	23.29%

There is no requisition limit for this service.

Overview

The Sprout Lake Volunteer Fire Department provides fire protection and first responder services to a specified area of Electoral Area D - Sprout Lake.

Legislation

The *Local Government Act* and *Community Charter* applies. This service was established with Bylaw No. 751 in 1991.

Participants

Portion of Electoral Area D – Sprout Lake



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 SPROAT LAKE VOLUNTEER FIRE DEPARTMENT
 PARTICIPANTS: PORTION OF ELECTORAL AREA 'D'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 66,916	\$ 66,993	Surplus (deficit) from prior years	-\$ 6,512	\$ -	\$ -	\$ -	\$ -	1
2	397,207	397,207	Tax requisition	489,712	490,000	497,000	504,100	511,300	2
3	1,641	4,000	Contracts with other governments	4,000	4,000	4,000	4,000	4,000	3
4	-	-	EMBC funding - response & recovery	-	-	-	-	-	4
5	15,221	5,000	Grants in lieu of taxes	5,000	5,000	5,000	5,000	5,000	5
6	13,474	-	Other sources	-	-	-	-	-	6
7	\$ 494,459	\$ 473,200	TOTAL REVENUE	\$ 492,200	\$ 499,000	\$ 506,000	\$ 513,100	\$ 520,300	7
EXPENDITURES									
8	\$ 8,000	\$ 8,000	Administrative charge	\$ 10,000	10,200	10,400	10,600	10,800	8
9	153,160	140,000	Capital fund contribution from operating	154,000	154,000	154,000	154,000	154,000	9
10	8,074	16,000	Labour & related costs	19,000	19,400	19,800	20,200	20,600	10
11	331,737	309,200	Operating costs	309,200	315,400	321,800	328,300	334,900	11
12	\$ 500,971	\$ 473,200	TOTAL EXPENDITURES	\$ 492,200	\$ 499,000	\$ 506,000	\$ 513,100	\$ 520,300	12
13	-\$ 6,512	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	13
14	153,160	140,000	Add: Transfer to reserves	154,000	154,000	154,000	154,000	154,000	14
15	113,292	85,000	Deduct: Estimated amortization not included	113,500	113,500	113,500	113,500	113,500	15
16	66,916	66,993	Surplus from previous year	- 6,512	-	-	-	-	16
17	-\$ 33,561	-\$ 11,993	ANNUAL SURPLUS/(DEFICIT)	\$ 47,012	\$ 40,500	\$ 40,500	\$ 40,500	\$ 40,500	17



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 SPROAT LAKE VOLUNTEER FIRE DEPARTMENT (continued)
 PARTICIPANTS: PORTION OF ELECTORAL AREA 'D'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
	CAPITAL FUND								
18	\$ 628,024	\$ 628,023	Balance, beginning of year	\$ 122,373	\$ 193,573	\$ 349,573	\$ 506,773	\$ 665,173	18
19	144,600	140,000	Contribution from operating fund	154,000	154,000	154,000	154,000	154,000	19
20	8,560	2,700	Interest earnings	1,200	2,000	3,200	4,400	5,600	20
21	<i>Less - capital expenditures</i>								21
22	8,788	5,400	Truck #41 upgrade	-	-	-	-	-	22
23	-	20,000	Dry hydrant	7,000	-	-	-	-	23
24	646,799	599,000	Fire Engine #49	-	-	-	-	-	24
25	617	10,000	Firehall upgrades #1	10,000	-	-	-	-	25
26	-	-	Firehall upgrades #2	17,000	-	-	-	-	26
27	2,606	16,000	Firehall upgrades #3	20,000	-	-	-	-	27
28	-	30,000	Waterline extension	30,000	-	-	-	-	28
29	658,810	680,400	Total capital expenditures	84,000	-	-	-	-	29
30	\$ 122,373	\$ 90,323	BALANCE, END OF YEAR	\$ 193,573	\$ 349,573	\$ 506,773	\$ 665,173	\$ 824,773	30



Arvay Road Street Lighting

Budget Highlights

This budget is for BC Hydro costs only.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$,1533	\$1,550	\$17	1.11%

The requisition limit for this service is \$1,600.

Overview

This function provides street lighting on Arvay Road.

Legislation

This service was established with Bylaw No. 766-2 in 2015.

Participants

Portion of Electoral Area E – Beaver Creek.



Beaver Creek Animal Control

Budget Highlights

The 2020 budget anticipates a routine operational year with staff responding to dangerous dog complaints as they arise.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$1,450	\$1,881	\$432	29.77%

The requisition limit for this service is \$0.02 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$10,093.

Overview

The purpose of this service is to respond to dangerous dog complaints within Electoral Area E – Beaver Creek.

Legislation

This service was established with Bylaw No. E1046 in 2005. Regulation bylaw R1017 Dangerous Dog Regulation adopted January 25, 2006 outlines the dog owner’s responsibilities and the procedures of the regulation.

Participants

Electoral Area E – Beaver Creek



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 BEAVER CREEK ANIMAL CONTROL
 PARTICIPANTS: ELECTORAL AREA 'E'

Line	History		Budget					Line
	2019 ACTUAL	2019 PLAN	2020	2021	2022	2023	2024	
REVENUE								
1	\$ 1,550	\$ 1,550	\$ 1,119	\$ -	\$ -	\$ -	\$ -	1
2	1,450	1,450	1,881	3,000	3,000	3,000	3,000	2
3	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	3
EXPENDITURES								
4	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	4
5	1,067	1,900	1,900	1,900	1,900	1,900	1,900	5
6	714	1,000	1,000	1,000	1,000	1,000	1,000	6
7	\$ 1,881	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	7
8	\$ 1,119	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	8
9	1,550	1,550	1,119	-	-	-	-	9
10	-\$ 431	-\$ 1,550	-\$ 1,119	\$ -	\$ -	\$ -	\$ -	10

(for Financial Reporting purposes)



Beaver Creek Community Park

Budget Highlights

Evergreen Park – is a popular community park with an equestrian riding ring and a network of hiking trails. The Plested Creek stream crossing in Evergreen Park is undersized for the streamflow of this watershed and has failed and therefore requires action. Staff recommend replacing the two undersized culverts with a larger size culvert, maintaining the recreational access and improving fish habitat. The total cost of this replacement is approximately \$27,000 and staff is working with the volunteer group in the area to access grant funding to support this project. It is estimated that the cost to the community parks budget for this repair will be approximately \$15,000 and this has been included in the financial plan. Another option that was considered by staff would be to remove the failing culverts and not install a stream crossing. However, staff do not recommend this option as it is anticipated that users of the park will continue to use the crossing with horses, motorbikes, and by foot, creating damage to the creek.

Nordstrom Park - Area Director, John McNabb, has also expressed a desire to install a playground at Nordstrom Park. This project would include the playground equipment itself, a parking lot upgrade as well as fencing. It is estimate to cost approximately \$100,000. There is only a limited reserve fund available to support this new initiative and therefore staff have been looking for other funding options. After further discussions with Director McNabb it was decided that this project will be delayed to a future year. It is worth noting that the project is eligible for Community Works Funding but is not a priority in terms of newly adopted Community Works Fund policy and is consequently not a recommended funding source by staff.

Parkland - The parkland reserve fund contains money that has been received from developers during a subdivision process in lieu of physical land. This reserve fund can only be used for the purchase of additional park land in the Beaver Creek Electoral Area and has a balance of \$7,548 at the end of 2019.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$21,641	\$24,785	\$3,144	14.53%

The requisition limit for this service is \$0.177 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$89,325.



Overview

The purpose of this service is to provide recreational amenities to the residents and visitors to the Beaver Creek Electoral Area. Amenities include: equestrian riding ring with paddocks, trails, and green spaces. The sole member of this service is the Beaver Creek Electoral Area.

Legislation

Supplementary Letters Patent Division XX – Community Parks dated April 14, 1982 provides the authority for this service.

Participants

Electoral Area E – Beaver Creek



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 BEAVER CREEK COMMUNITY PARK
 PARTICIPANTS: ELECTORAL AREA 'E'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 2,359	\$ 2,359	Surplus (deficit) from prior years	\$ 16,215	\$ -	\$ -	\$ -	\$ -	1
2	21,641	21,641	Tax requisition	24,785	36,300	36,600	36,900	37,200	2
3	232	-	Other sources	-	-	-	-	-	3
4	\$ 24,232	\$ 24,000	TOTAL REVENUE	\$ 41,000	\$ 36,300	\$ 36,600	\$ 36,900	\$ 37,200	4
EXPENDITURES									
5	\$ 2,000	\$ 2,000	Administrative charge	\$ 2,000	\$ 2,100	\$ 2,200	\$ 2,300	\$ 2,400	5
6	232	-	Contribution to capital fund	-	10,000	10,000	10,000	10,000	6
7	-	-	Debt repayment	-	-	-	-	-	7
8	3,193	7,000	Labour & benefits	9,000	9,200	9,400	9,600	9,800	8
9	2,592	15,000	Operating costs	30,000	15,000	15,000	15,000	15,000	9
10	\$ 8,017	\$ 24,000	TOTAL EXPENDITURES	\$ 41,000	\$ 36,300	\$ 36,600	\$ 36,900	\$ 37,200	10
11	\$ 16,215	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	11
12	2,359	2,359	Deduct: Surplus from previous year	16,215	-	-	-	-	12
13	\$ 13,856	\$ 2,359	ANNUAL SURPLUS/(DEFICIT)	-\$ 16,215	\$ -	\$ -	\$ -	\$ -	13
(for Financial Reporting purposes)									
CAPITAL FUND									
14	\$ 5,013	\$ 5,013	Balance, beginning of year	\$ 5,245	\$ 5,245	\$ 15,345	\$ 25,545	\$ 35,745	14
15	232	-	Contribution from operating fund	-	10,000	10,000	10,000	10,000	15
16	-	-	MFA equipment financing	-	-	-	-	-	16
17	-	-	Interest earnings	-	100	200	200	300	17
18			<i>Less - capital expenditures</i>						18
19	-	-	Playground development	-	-	-	-	-	19
20	-	-	Total capital expenditures	-	-	-	-	-	20
21	\$ 5,245	\$ 5,013	BALANCE, END OF YEAR	\$ 5,245	\$ 15,345	\$ 25,545	\$ 35,745	\$ 46,045	21
PARKLAND RESERVE FUND									
22	\$ 7,384	\$ 7,384	Balance, beginning of year	\$ 7,548	\$ 7,648	\$ 7,748	\$ 7,848	\$ 7,948	22
23	-	-	Developer contributions	-	-	-	-	-	23
24	164	100	Interest earnings	100	100	100	100	100	24
25	-	-	Less - parkland purchases	-	-	-	-	-	25
26	\$ 7,548	\$ 7,484	BALANCE, END OF YEAR	\$ 7,648	\$ 7,748	\$ 7,848	\$ 7,948	\$ 8,048	26



Beaver Creek Arena

Budget Highlights

The Alberni Valley Multiplex debt is funded by four separate services representing the four areas of the City of Port Alberni, Sproat Lake, Beaver Creek and Cherry Creek. The borrowing is through the Municipal Finance Authority (MFA) and the majority of the debt required for the construction of the facility will expire in late 2020 with a small debenture outstanding until late 2021.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$20,326	\$18,465	-\$1,861	-9.16%

The requisition limit for this service is \$57,000.

Overview

The purpose of this service is to fund the debt incurred by Electoral Area E – Beaver Creek in the construction of the Alberni Valley Multiplex located within the City of Port Alberni. The method of funding is through parcel tax and the debt will be fully retired in 2021.

Legislation

This service was established with Bylaw No. E1017 in 1999.

Participants

Electoral Area E



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 BEAVER CREEK MULTI-PURPOSE ARENA CONTRIBUTION
 PARTICIPANTS: ELECTORAL AREA 'E'

Line	History		Budget					Line
	2019 ACTUAL	2019 PLAN	2020	2021	2022	2023	2024	
REVENUE								
1	\$ 500	\$ 500	\$ 500	\$ -	\$ -	\$ -	\$ -	1
2	20,326	20,326	18,465	538	-	-	-	2
3	\$ 20,826	\$ 20,826	\$ 18,965	\$ 538	\$ -	\$ -	\$ -	3
EXPENDITURES								
4	\$ 100	\$ 100	\$ 100	\$ -	\$ -	\$ -	\$ -	4
5	20,226	20,226	18,365	538	-	-	-	5
6	-	500	500	-	-	-	-	6
7	\$ 20,326	\$ 20,826	\$ 18,965	\$ 538	\$ -	\$ -	\$ -	7
8	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	8
9	500	500	500	-	-	-	-	9
10	\$ -	-\$ 500	-\$ 500	\$ -	\$ -	\$ -	\$ -	10

(for Financial Reporting purposes)



Beaver Creek Noise Control

Budget Highlights

The 2020 budget anticipates a routine operational year with staff responding to noise complaints as they arise.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$1,100	\$814	-\$286	-25.96%

The requisition limit for this service is \$0.355 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$179,155.

Overview

The purpose of this service is to respond to noise complaints within Electoral Area E – Beaver Creek.

Legislation

Supplementary Letters Patent Division XIX – Noise Control dated July 31, 1981 provides the authority for this service. Regulation bylaw R1002-1 Beaver Creek Noise Control Bylaw Amendment dated March 28, 2012 outlines the types of noises that are prohibited and the procedures of the regulation.

Participants

Electoral Area E



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 BEAVER CREEK NOISE CONTROL
 PARTICIPANTS: ELECTORAL AREA 'E'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 1,000	\$ 1,000	Surplus (deficit) from prior years	\$ 1,286	\$ -	\$ -	\$ -	\$ -	1
2	1,100	1,100	Tax requisition	814	2,100	2,100	2,100	2,100	2
3	\$ 2,100	\$ 2,100	TOTAL REVENUE	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	3
EXPENDITURES									
4	\$ 100	\$ 100	Administrative charge	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	4
5	-	1,000	Enforcement costs	1,000	1,000	1,000	1,000	1,000	5
6	714	1,000	Labour & related costs	1,000	1,000	1,000	1,000	1,000	6
7	\$ 814	\$ 2,100	TOTAL EXPENDITURES	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	7
8	\$ 1,286	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	8
9	1,000	1,000	Deduct: Surplus from previous year	1,286	-	-	-	-	9
10	\$ 286	-\$ 1,000	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	-\$ 1,286	\$ -	\$ -	\$ -	\$ -	10



Beaver Creek Recreation

Budget Highlights

This service is budgeted at the same as prior years as there has currently been no discussion with the City of Port Alberni to increase this contribution at this time.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$31,295	\$31,295	\$0	0.00%

The requisition limit for this service is \$0.103 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$51,980.

Overview

The purpose of this service is to provide financial resources to the City of Port Alberni for access to recreational programs and facilities at the same rate as the residents of the City of Port Alberni.

Legislation

This service was established with Bylaw No. E1032 in 2002.

Participants

Electoral Area E – Beaver Creek



Beaver Creek Volunteer Fire Department

Budget Highlights

The department is under new leadership in 2020 as Charlie Staratt, long time Fire Chief, has retired and Mike Kobus has been appointed the new Chief. The newly redesigned position of Regional Fire Services Coordinator will assist the department moving forward.

The capital reserve fund for this service has been depleted with the purchase of a new frontline fire engine that is arriving in March 2020. The market for fire engines has risen dramatically in the past number of years and as a result the reserve is inadequate. The budget includes operating expenditures at the same cost as prior year but increases the contribution to capital amount to begin to replenish the reserve fund. There are also parking lot improvements required in 2020.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$290,467	\$315,236	\$24,769	8.53%

The requisition limit for this service is \$1.30 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$662,773.

Overview

The Beaver Creek Volunteer Fire Department provides fire protection and first responder services to a specified area within Electoral Area E - Beaver Creek as well as a small portion of both Electoral Area B - Beaufort and F - Cherry Creek.

Legislation

This service was established with Bylaw No. 733 in 1991.

Participants

Portion of Electoral Area E, B and F



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 BEAVER CREEK VOLUNTEER FIRE DEPARTMENT
 PARTICIPANTS: PART OF ELECTORAL AREA 'B', 'E', 'F'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 73,677	\$ 73,677	Surplus (deficit) from prior years	\$ 82,902	\$ -	\$ -	\$ -	\$ -	1
2	290,467	290,467	Tax requisition	315,236	407,400	416,000	424,700	433,400	2
3	5,156	5,156	Contracts with other governments	6,162	6,300	6,400	6,500	6,600	3
4	-	-	EMBC funding - response & recovery	-	-	-	-	-	4
5	10,130	-	Other sources	-	-	-	-	-	5
6	\$ 379,430	\$ 369,300	TOTAL REVENUE	\$ 404,300	\$ 413,700	\$ 422,400	\$ 431,200	\$ 440,000	6
EXPENDITURES									
7	\$ 7,000	\$ 7,000	Administrative charge	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	7
8	16,812	22,000	Automobile expenses	22,000	22,400	22,800	23,300	23,800	8
9	149,948	140,000	Capital fund contribution	170,000	175,000	180,000	185,000	190,000	9
10	26,535	44,200	Equipment	44,200	45,000	45,000	45,000	45,000	10
11	49,466	82,100	Firefighter expenses	82,100	83,700	85,400	87,100	88,800	11
12	9,250	15,000	Labour & related costs	18,000	18,400	18,800	19,200	19,600	12
13	34,963	54,000	Other operating	54,000	55,100	56,200	57,300	58,400	13
14	2,554	5,000	Utilities	5,000	5,100	5,200	5,300	5,400	14
15	\$ 296,528	\$ 369,300	TOTAL EXPENDITURES	\$ 404,300	\$ 413,700	\$ 422,400	\$ 431,200	\$ 440,000	15
16	\$ 82,902	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	16
17	149,948	140,000	Add: Transfer to reserves	170,000	175,000	180,000	185,000	190,000	17
18	54,698	55,000	Deduct: Estimated amortization not included	55,000	55,000	55,000	55,000	55,000	18
19	73,677	73,677	Surplus from previous year	82,902	-	-	-	-	19
20	\$ 104,475	\$ 11,323	ANNUAL SURPLUS/(DEFICIT)	\$ 32,098	\$ 120,000	\$ 125,000	\$ 130,000	\$ 135,000	20



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 BEAVER CREEK VOLUNTEER FIRE DEPARTMENT (continued)
 PARTICIPANTS: PART OF ELECTORAL AREA 'B', 'E', 'F'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
			CAPITAL FUND						
21	\$ 404,270	\$ 404,270	Balance, beginning of year	\$ 554,218	\$ 44,418	\$ 220,418	\$ 402,718	\$ 591,418	21
22	140,000	140,000	Contribution from operating fund	170,000	175,000	180,000	185,000	190,000	22
23	9,948	1,500	Interest earnings	2,200	1,000	2,300	3,700	5,100	23
24			<i>Less - capital expenditures</i>						24
25	-	-	Compound & building upgrades	-	-	-	-	-	25
26	-	-	Parking lot improvements	12,000	-	-	-	-	26
27	-	545,000	Replace truck #53	670,000	-	-	-	-	27
28	-	545,000	Total capital expenditures	682,000	-	-	-	-	28
29	\$ 554,218	\$ 770	BALANCE, END OF YEAR	\$ 44,418	\$ 220,418	\$ 402,718	\$ 591,418	\$ 786,518	29



Beaver Creek Water System

Budget Highlights

The budget of this service is relatively consistent over the 5 year financial plan, however there have been a few adjustments:

- *Water Tolls* – there is no change to this budget line however the revenue amount received could increase with the proposed change in water consumption threshold from 108 cubic meters per quarter to 90 cubic meters per quarter. This bylaw change has been recommended by the Beaver Creek Water Advisory Committee and will be presented to the Board of Directors for consideration this spring with an effective date of July 1, 2020.
- *Community Works Fund Transfer* – \$407,000 of Community Works Funds have been allocated to assist in funding the costs associated with the Lamarque Rd water main renewal project in 2020.
- *North Reservoir Back-up Generator* – \$60,000 has been budgeted in 2020 for installation of a back-up generator for the North Reservoir as identified in the draft Water Emergency Response Plan.
- *Vehicle Replacement* – \$60,000 has been budgeted in 2020 to replace the truck with the dump box on it to support the operations of the service.

Strategic Initiatives

- Water Emergency Response Plan system (WERPS)

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$246,806	\$246,806	\$0	0.00%

The requisition limit for this service is \$6.00 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$2,826,600.

Overview

The purpose of this service is to provide potable water to the community of Beaver Creek. The service is funded through water rates, parcel taxes and grants for larger infrastructure projects.



Legislation

This service was established with Bylaw No. E1054 in 2012.

Participants

Portion of Electoral Area E – Beaver Creek



**ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
BEAVER CREEK WATER SYSTEM
PARTICIPANTS: PORTION OF ELECTORAL AREA 'E'**

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 181,045	\$ 182,008	Surplus (deficit) from prior years	\$ 147,559	\$ -	\$ -	\$ -	\$ -	1
2	246,806	246,806	Parcel tax	246,806	246,806	246,806	246,806	246,806	2
3	-	1,000	Capital levy deposit	-	-	-	-	-	3
4	38,000	7,600	Connection fees	7,600	7,600	7,600	7,600	7,600	4
5	2,504	2,500	Interest & penalties	2,500	2,500	2,500	2,500	2,500	5
6	18,270	5,000	Miscellaneous revenue	5,000	5,000	5,000	5,000	5,000	6
7	-	1,500	Subdivision application fees	1,500	1,500	1,500	1,500	1,500	7
8	749,977	710,000	Water tolls	730,000	730,000	730,000	730,000	730,000	8
9	\$ 1,236,602	\$ 1,156,414	TOTAL REVENUE	\$ 1,140,965	\$ 993,406	\$ 993,406	\$ 993,406	\$ 993,406	9
EXPENDITURES									
10	\$ 46,000	\$ 46,000	Administration charge	\$ 39,000	39,800	40,600	41,400	42,200	10
11	361,275	343,914	Capital fund contribution from operating	349,965	187,406	178,306	168,106	157,706	11
12	593	1,000	Advertising	1,000	1,000	1,000	1,000	1,000	12
13	6,199	5,000	Bank charges	6,500	6,600	6,700	6,800	6,900	13
14	169,046	160,000	Bulk water purchase	170,000	180,000	180,000	180,000	180,000	14
15	9,618	15,000	Computer & controls	10,000	10,000	10,000	10,000	10,000	15
16	1,047	10,000	Education	7,000	5,000	5,000	5,000	5,000	16
17	2,451	10,000	Engineering & consulting	10,000	10,000	10,000	10,000	10,000	17
18	6,776	8,500	Insurance	7,500	7,500	7,500	7,500	7,500	18
19	282,908	317,000	Labour & benefits	305,000	311,100	317,300	323,600	330,100	19
20	-	10,000	Legal fees	10,000	10,000	10,000	10,000	10,000	20
21	749	3,000	Licenses & permits	3,000	3,000	3,000	3,000	3,000	21
22			<i>Materials & repairs/maintenance</i>						22
23	8,533	15,000	Pumphouse maintenance	10,000	10,000	10,000	10,000	10,000	23
24	94,301	100,000	Repairs & maintenance	100,000	100,000	100,000	100,000	100,000	24
25	8,847	10,000	Water monitoring	10,000	10,000	10,000	10,000	10,000	25
26	11,340	10,000	Small tools & supplies	10,000	10,000	10,000	10,000	10,000	26
27	9,055	10,000	Maintenance building/equipment repairs	10,000	10,000	10,000	10,000	10,000	27
28	2,924	10,000	Fire hydrant maintenance	10,000	10,000	10,000	10,000	10,000	28
29	135,000	155,000	Total materials & repairs/maintenance	150,000	150,000	150,000	150,000	150,000	29



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 BEAVER CREEK WATER SYSTEM (continued)
 PARTICIPANTS: PORTION OF ELECTORAL AREA 'E'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
			EXPENDITURES (continued)						
30	\$ 4,457	\$ 4,000	Office	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	30
31	2,315	3,000	Telephone	3,000	3,000	3,000	3,000	3,000	31
32	41,171	47,000	Utilities	47,000	47,000	49,000	52,000	55,000	32
33	19,439	18,000	Vehicle operation	18,000	18,000	18,000	18,000	18,000	33
34	\$ 1,089,043	\$ 1,156,414	TOTAL EXPENDITURES	\$ 1,140,965	\$ 993,406	\$ 993,406	\$ 993,406	\$ 993,406	34
35	\$ 147,559	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	35
36	361,275	343,914	Add: Transfer to reserves	349,965	187,406	178,306	168,106	157,706	36
37	185,189	167,000	Deduct: Estimated amortization not included	186,000	186,000	186,000	186,000	186,000	37
38	181,045	182,008	Surplus from previous year	147,559	-	-	-	-	38
39	\$ 142,600	-\$ 5,094	ANNUAL SURPLUS/(DEFICIT)	\$ 16,406	\$ 1,406	-\$ 7,694	-\$ 17,894	-\$ 28,294	39
			(for Financial Reporting purposes)						
			CAPITAL DEVELOPMENT FUND						
40	\$ 602,180	\$ 602,180	Balance, beginning of year	\$ 479,486	\$ 192,427	\$ 282,609	\$ 293,091	\$ 106,673	40
41	328,890	328,890	Contribution from operating fund	319,941	167,382	158,282	148,082	137,682	41
42	-	-	Contribution from grants	-	711,000	-	-	-	42
43	-	-	Community Works Fund transfer	407,000	-	-	-	-	43
44	16,744	3,300	Interest earnings	1,000	1,800	2,200	1,500	1,300	44
45			<i>Less - capital expenditures</i>						45
46	-	-	North Reservoir back-up generator	60,000	-	-	-	-	46
47	-	-	Shop & compound upgrades	-	-	150,000	-	-	47
48	468,328	646,000	Water system upgrades	955,000	790,000	-	336,000	-	48
49	468,328	646,000	Total capital expenditures	1,015,000	790,000	150,000	336,000	-	49
50	\$ 479,486	\$ 288,370	BALANCE, END OF YEAR	\$ 192,427	\$ 282,609	\$ 293,091	\$ 106,673	\$ 245,655	50



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 BEAVER CREEK WATER SYSTEM (continued)
 PARTICIPANTS: PORTION OF ELECTORAL AREA 'E'

Line	History		Budget					Line
	2019 ACTUAL	2019 PLAN	2020	2021	2022	2023	2024	
RENEWAL RESERVE FUND								
51	\$ 2,960	\$ 2,960	\$ 3,026	\$ 3,046	\$ 3,066	\$ 3,086	\$ 3,106	51
52	-	-	-	-	-	-	-	52
53	66	20	20	20	20	20	20	53
54	-	-	-	-	-	-	-	54
55	<u>\$ 3,026</u>	<u>\$ 2,980</u>	<u>\$ 3,046</u>	<u>\$ 3,066</u>	<u>\$ 3,086</u>	<u>\$ 3,106</u>	<u>\$ 3,126</u>	55
EMPLOYEES SICK LEAVE FUND								
56	\$ 1,479	\$ 1,479	\$ 1,536	\$ 1,570	\$ 1,604	\$ 1,638	\$ 1,672	56
57	24	24	24	24	24	24	24	57
58	33	10	10	10	10	10	10	58
59	-	-	-	-	-	-	-	59
60	<u>\$ 1,536</u>	<u>\$ 1,513</u>	<u>\$ 1,570</u>	<u>\$ 1,604</u>	<u>\$ 1,638</u>	<u>\$ 1,672</u>	<u>\$ 1,706</u>	60
MOTOR VEHICLE REPLACEMENT FUND								
61	\$ 18,395	\$ 18,395	\$ 33,914	\$ 4,054	\$ 24,164	\$ 44,424	\$ 14,644	61
62	15,000	15,000	30,000	20,000	20,000	20,000	20,000	62
63	519	190	140	110	260	220	180	63
64	-	-	60,000	-	-	50,000	-	64
65	<u>\$ 33,914</u>	<u>\$ 33,585</u>	<u>\$ 4,054</u>	<u>\$ 24,164</u>	<u>\$ 44,424</u>	<u>\$ 14,644</u>	<u>\$ 34,824</u>	65



Granville Road Fire Protection

Budget Highlights

Refer to the Beaver Creek Volunteer Fire Department (BCVFD) budget for highlights relating to this service as the BCVFD provides the service for this area.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$1,869	\$2,272	\$403	21.56%

The requisition limit for this service is \$1.50 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$5,077.

Overview

The purpose of this service is to provide fire protection to structures on Granville Road by contract with the Beaver Creek Volunteer Fire Department (BCVFD). The costs of fire protection are charged at the same residential tax rate as that of the BCVFD.

Legislation

This service was established with Bylaw No. 733 in 1991.

Participants

Portion of Electoral Area E



Cherry Creek Animal Control

Budget Highlights

The 2020 budget anticipates a routine operational year with staff responding to dangerous dog complaints as they arise.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$948	\$1,423	\$475	50.07%

The requisition limit for this service is \$3,000.

Overview

The purpose of this service is to respond to dangerous dog complaints within Electoral Area F – Cherry Creek.

Legislation

This service was established with Bylaw No. E1058 in 2014. Regulation bylaw R1026 Cherry Creek Dangerous Dog Regulation adopted March 12, 2014 outlines the dog owner’s responsibilities and the procedures of the regulation.

Participants

Electoral Area F – Cherry Creek



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 CHERRY CREEK ANIMAL CONTROL
 PARTICIPANTS: ELECTORAL AREA 'F'

Line	History		Budget					Line
	2019 ACTUAL	2019 PLAN	2020	2021	2022	2023	2024	
REVENUE								
1	\$ 2,052	\$ 2,052	\$ 1,577	\$ -	\$ -	\$ -	\$ -	1
2	948	948	1,423	3,000	3,000	3,000	3,000	2
3	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	3
EXPENDITURES								
4	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	4
5	608	1,900	1,900	1,900	1,900	1,900	1,900	5
6	714	1,000	1,000	1,000	1,000	1,000	1,000	6
7	\$ 1,422	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	7
8	\$ 1,577	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	8
9	2,052	2,052	1,577	-	-	-	-	9
10	-\$ 474	-\$ 2,052	-\$ 1,577	\$ -	\$ -	\$ -	\$ -	10

(for Financial Reporting purposes)



Cherry Creek Arena

Budget Highlights

The Alberni Valley Multiplex debt is funded by four separate services representing the four areas of the City of Port Alberni, Sproat Lake, Beaver Creek and Cherry Creek. The borrowing is through the Municipal Finance Authority (MFA) and the majority of the debt required for the construction of the facility will expire in late 2020 with a small debenture outstanding until late 2021.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$16,759	\$15,317	-\$1,442	-8.60%

The requisition limit for this service is \$49,000.

Overview

The purpose of this service is to fund the debt incurred by Electoral Area F – Cherry Creek in the construction of the Alberni Valley Multiplex located within the City of Port Alberni. The method of funding is through parcel tax and the debt will be fully retired in 2021.

Legislation

This service was established with Bylaw No. E1016 in 1999.

Participants

Electoral Area F – Cherry Creek



Cherry Creek Community Park

Budget Highlights

The 2020 budget anticipates a routine maintenance year for existing trails. The parkland reserve fund contains money that has been received from developers during a subdivision process in lieu of physical land. This reserve fund can only be used for the purchase of additional park land in the Cherry Creek Electoral Area and has a balance of \$61,020 at the end of 2019.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$2,338	\$2,338	\$0	0.00%

The requisition limit for this service is \$0.177 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$83,385.

Overview

The purpose of this service is to provide recreational amenities to the residents and visitors to the Cherry Creek Electoral Area. Amenities include both trails and green space.

Legislation

Supplementary Letters Patent Division XX – Community Parks dated April 14, 1982 provides the authority for this service.

Participants

Electoral Area F – Cherry Creek



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 CHERRY CREEK COMMUNITY PARK
 PARTICIPANTS: ELECTORAL AREA 'F'

Line	History			Budget					Line	
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024		
REVENUE										
1	\$ 9,662	\$ 9,662	Surplus (deficit) from prior years	\$ 6,315	\$ -	\$ -	\$ -	\$ -	-	1
2	2,338	2,338	Tax requisition	2,338	9,100	9,300	9,500	9,700		2
3	-	-	Grant in lieu of taxes	-	-	-	-	-		3
4	\$ 12,000	\$ 12,000	TOTAL REVENUE	\$ 8,653	\$ 9,100	\$ 9,300	\$ 9,500	\$ 9,700		4
EXPENDITURES										
5	\$ 2,000	\$ 2,000	Administrative charge	\$ 2,000	\$ 2,100	\$ 2,200	\$ 2,300	\$ 2,400		5
6	3,500	5,000	Labour & benefits	3,000	3,000	3,100	3,200	3,300		6
7	185	5,000	Trail development & operating costs	3,653	4,000	4,000	4,000	4,000		7
8	\$ 5,685	\$ 12,000	TOTAL EXPENDITURES	\$ 8,653	\$ 9,100	\$ 9,300	\$ 9,500	\$ 9,700		8
9	\$ 6,315	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -		9
10	9,662	9,662	Deduct: Surplus from previous year	6,315	-	-	-	-		10
11	-\$ 3,347	-\$ 9,662	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	-\$ 6,315	\$ -	\$ -	\$ -	\$ -		11
PARKLAND RESERVE FUND										
12	\$ 35,463	\$ 35,463	Balance, beginning of year	\$ 60,520	\$ 61,020	\$ 61,520	\$ 62,020	\$ 62,520		12
13	24,250	-	Developer contributions	-	-	-	-	-		13
14	807	300	Interest earnings	500	500	500	500	500		14
15	-	-	Less - parkland purchases	-	-	-	-	-		15
16	\$ 60,520	\$ 35,763	BALANCE, END OF YEAR	\$ 61,020	\$ 61,520	\$ 62,020	\$ 62,520	\$ 63,020		16



Cherry Creek Noise Control

Budget Highlights

The 2020 budget anticipates a routine operational year with staff responding to noise complaints as they arise.

Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$1,100	\$815	-\$285	-25.87%

The requisition limit for this service is \$0.355 per \$1,000 of assessed value. The estimated requisition maximum for 2020 is \$144,400.

Overview

The purpose of this service is to respond to noise complaints within Electoral Area F – Cherry Creek.

Legislation

Supplementary Letters Patent Division XIX – Noise Control dated July 31, 1981 provides the authority for this service. Regulation bylaw R1001-1 Cherry Creek Noise Control Bylaw Amendment adopted March 28, 2012 outlines the types of noises that are prohibited and the procedures of the regulation.

Participants

Electoral Area F – Cherry Creek



Alberni-Clayoquot Regional Hospital District

Budget Highlights

The Alberni-Clayoquot Regional Hospital District (ACRHD) is a separate legal entity from the Alberni-Clayoquot Regional District but has been included in this Draft Financial Plan package for discussion as the service area boundaries and directors of both organizations are the same.

The Regional Hospital District paid for 40% of the West Coast General Hospital (WCGH) construction using long term debt secured through the Municipal Finance Authority of BC (MFA). The balance of the debt outstanding is \$1.64 million at the end of 2019. The majority of the debt will be paid in full during the year 2022.

Annual equipment grant

Each year, Island Health requests \$550,000 in funding for the ACRHD 40% share of capital projects. A letter, outlining Island Health's request for 2020, was presented at the March 11, 2020 Alberni-Clayoquot Regional Hospital District meeting.

Major equipment/project contributions

The major project for 2020 is the WCGH Emergency Department Redevelopment that has been planned by Island Health for a number of years. Island Health has indicated that this project is facing cost escalations as well as some scope changes. Island Health has indicated that the West Coast General Hospital Foundation will fund the additional costs. Staff have invited Island Health to an upcoming Board meeting to discuss the project.

Reserve fund contributions

As the debt for the WCGH begins to retire it provides the ACRHD Board the opportunity to look into the future in terms of capital needs moving forward. The Tofino General Hospital is beyond its useful life and will require replacement in the coming years. Island Health has confirmed that the project is on their priority list but is not currently near the top of their priorities. The 2020-2024 budget includes the implementation of a reserve fund to begin to save for this project. This investment will reduce the amount of borrowing required when the project is completed. The draft budget indicates that the reserve will accumulate approximately \$5.4 million by the end of 2024.

Strategic Initiatives

- Broader health care lobbying efforts/Health Network.



Financial Summary

2019 Requisition	2020 Requisition	Change \$	Change %
\$1,800,000	\$1,800,000	\$0	0.00%

There is no requisition limit for this service.

Overview

Regional Hospital District's provide the local share of 40% for funding of capital costs associated with the construction, acquisition and maintenance of hospital facilities and major equipment within the boundaries. The ACRHD does not operate any facilities, it only provides capital funding. Island Health, with funding from the Province, pays the other 60% of the capital funding requirements and operates the facilities within the ACRHD's boundaries.

Legislation

Letters Patent and the *Hospital District Act* provide the authority for this service. The Alberni-Clayoquot Regional Hospital District is required by Section 23 of the Hospital District Act to adopt an annual budget by March 31st of each year. Hospital District Act Section 20(4) provides the ACRHD the ability to maintain a reserve account for specified purposes.

Order in Council 811/15 excludes the Maa-nulth First Nation members from the responsibility to pay for debt incurred by the Hospital District prior to their membership.

Participants

All Members



**ALBERNI-CLAYOQUOT REGIONAL HOSPITAL DISTRICT
2020 TO 2024 ANNUAL BUDGET
SCHEDULE A - BYLAW NO. 129**

Line	History			Budget					Line
	2019 ACTUALS	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	41,734	41,735	Surplus (deficit) from prior years	89,413	-	-	-	-	1
2	1,800,000	1,800,000	Tax requisition	1,800,000	1,900,000	1,900,000	1,900,000	1,900,000	2
3	7,552	8,000	Grants in lieu of taxes	7,000	7,000	7,000	7,000	7,000	3
4	97,838	20,000	Investment income & refunds	20,000	20,000	20,000	20,000	20,000	4
5	\$ 1,947,124	\$ 1,869,735	TOTAL REVENUE	\$ 1,916,413	\$ 1,927,000	\$ 1,927,000	\$ 1,927,000	\$ 1,927,000	5
EXPENDITURES									
6	\$ 22,000	\$ 22,000	Administration costs	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	6
7	292,081	304,000	Debenture - interest	246,000	126,000	33,000	5,000	1,000	7
8	492,896	493,000	Debenture - principal	452,000	214,000	78,000	16,000	6,000	8
9	550,000	550,000	Annual equipment grant	550,000	550,000	550,000	550,000	550,000	9
10	500,735	500,735	Major equipment/project contributions	285,265	-	-	-	-	10
11	-	-	Reserve fund contribution	358,148	1,012,000	1,241,000	1,331,000	1,345,000	11
12	\$ 1,857,712	\$ 1,869,735	TOTAL EXPENDITURES	\$ 1,916,413	\$ 1,927,000	\$ 1,927,000	\$ 1,927,000	\$ 1,927,000	12
TOFINO GENERAL HOSPITAL RESERVE									
13	\$ -	\$ -	Balance, beginning of year	\$ -	\$ 359,448	\$ 1,377,948	\$ 2,633,948	\$ 3,989,648	13
14	-	-	Contribution from operating fund	358,148	1,012,000	1,241,000	1,331,000	1,345,000	14
15	-	-	Grants and other contributions	-	-	-	-	-	15
16	-	-	Interest earnings	1,300	6,500	15,000	24,700	35,000	16
17			<i>Less - capital expenditures</i>						17
18	-	-	Tofino General Hospital	-	-	-	-	-	18
19	-	-	Total capital expenditures	-	-	-	-	-	19
20	\$ -	\$ -	BALANCE, END OF YEAR	\$ 359,448	\$ 1,377,948	\$ 2,633,948	\$ 3,989,648	\$ 5,369,648	20