



Alberni-Clayoquot Regional District

SPECIAL BOARD OF DIRECTORS MEETING

TUESDAY, MARCH 31, 2020, 10:00 AM

Regional District Board Room, 3008 Fifth Avenue, Port Alberni, BC

REVISED AGENDA

	PAGE #
1. <u>CALL TO ORDER</u>	
Recognition of Territories.	
2. <u>APPROVAL OF AGENDA</u>	
<i>(motion to approve, including late items required ALL VOTE 2/3 majority vote)</i>	
3. <u>DECLARATIONS</u>	
<i>(conflict of interest or gifts exceeding \$250 in value as per section 106 of the Local Government Act)</i>	
4. <u>ADOPTION OF MINUTES</u>	
(ALL VOTE/UNWEIGHTED)	
a. Board of Directors Meeting – March 25, 2020	4-6
<i>THAT the minutes of the Board of Directors meeting held on March 25, 2020 be adopted.</i>	
5. <u>REQUEST FOR DECISIONS & BYLAWS</u>	
a. REQUEST FOR DECISION	7-8
Relaxation of a Portion of the ACRD Payment Processing Policy, 2012 (ALL VOTE/UNWEIGHTED)	
<i>THAT, during the COVID-19 pandemic, the Alberni-Clayoquot Regional District (ACRD) Board of Directors waive Section 2 – Approval of Payments, of the ACRD Payment Processing Policy, 2012 in order to protect the health and safety of staff, directors and the public.</i>	
b. REQUEST FOR DECISION	9-112
Bylaw F1149, 2020-2024 Financial Plan Bylaw Adoption (ALL VOTE/WEIGHTED)	
1. <i>THAT the Alberni-Clayoquot Regional District Board of Directors give second reading to the bylaw cited as “Bylaw F1149, 2020 to 2024 Alberni-Clayoquot Regional District Financial Plan”.</i>	

(Prior to voting on second reading staff recommend the following amending motion and then the directors will vote on second reading as amended.)

a. THAT the Board of Directors amend Bylaw F1149, General Government, page 7, as follows:

Line 3 – Tax requisition – decrease by \$41,500 to \$1,185,580

Line 12 – Capital fund contribution – decrease by \$40,000 to \$60,000

Line 31 – FCM convention & membership – decrease by \$1,500 to \$7,500

Line 78 – Vehicle purchase – move the \$45,000 from 2020 to 2021

b. THAT the Board of Directors amend Bylaw F1149, Electoral Area Administration, page 20, as follows:

Line 3 – Tax requisition – decrease by \$8,000 to \$79,749

Line 17 – AVICC dues & convention expenses – decrease by \$8,000 to \$2,000

c. THAT the Board of Directors amend Bylaw F1149, Alberni Valley Emergency Planning, page 25, as follows:

Line 2– Tax requisition – increase by \$30,000 to \$203,744

Line 11 – Emergency response & recovery – increase by \$30,000 to \$30,000

d. THAT the Board of Directors amend Bylaw F1149, Bamfield Emergency Planning, page 49, as follows:

Line 2– Tax requisition – increase by \$1,000 to \$22,350

Add a line after line 8 – Emergency response & recovery – increase by \$1,000 to \$1,000

e. THAT the Board of Directors amend Bylaw F1149, Long Beach Emergency Planning, page 57, as follows:

Line 2– Tax requisition – increase by \$1,000 to \$12,433

Add a line after line 6 – Emergency response & recovery – increase by \$1,000 to \$1,000

f. THAT the Board of Directors amend Bylaw F1149, Beaver Creek Water System, page 90, as follows:

Line 64– Less – capital expenditures – decrease by \$10,000 to \$50,000

**** (Any other amendments be done at this time. The Directors are to now vote on second reading as amended.) ****

2. *THAT the Alberni-Clayoquot Regional District Board of Directors give third reading to the bylaw cited as “Bylaw F1149, 2020 to 2024 Alberni-Clayoquot Regional District Financial Plan”.*
3. *THAT the Alberni-Clayoquot Regional District Board of Directors adopt bylaw cited as “Bylaw F1149, 2020 to 2024 Alberni-Clayoquot Regional District Financial Plan”.*

6. **LATE BUSINESS**

7. **ADJOURN**
(ALL VOTE/UNWEIGHTED)

Next Board of Directors Meeting: Wednesday, April 8, 2020, 1:30 pm
Regional District Board Room



Alberni-Clayoquot Regional District

MINUTES OF THE BOARD OF DIRECTORS MEETING HELD ON WEDNESDAY, MARCH 25, 2020, 1:30 PM

Regional District Board Room, 3008 Fifth Avenue, Port Alberni, BC

DIRECTORS

PRESENT:

John Jack, Chairperson, Councillor, Huu-ay-aht First Nation
Josie Osborne, Vice-Chairperson, Mayor, District of Tofino
Bob Beckett, Director, Electoral Area "A" (Bamfield)
Tanya Shannon, Director, Electoral Area "B" (Beaufort)
Kel Roberts, Director, Electoral Area "C" (Long Beach)
Penny Cote, Director, Electoral Area "D" (Sproat Lake)
John McNabb, Director, Electoral Area "E" (Beaver Creek)
Dianne Bodnar, Director, Electoral Area "F" (Cherry Creek)
Sharie Minions, Mayor, City of Port Alberni
Debbie Haggard, Councillor, City of Port Alberni
Rachelle Cole, Councillor, District of Ucluelet
Wilfred Cootes, Councillor, Uchucklesaht Tribe Government
Kirsten Johnsen, Member of Council, Toquaht Nation (via teleconference)

REGRETS:

Alan McCarthy, Member of Legislature, Yuułu?it?ath Government

STAFF PRESENT:

Douglas Holmes, Chief Administrative Officer
Teri Fong, Chief Financial Officer
Mike Irg, General Manager of Planning and Development
Rob Williams, General Manager of Environmental Services
Wendy Thomson, General Manager of Administrative Services
Janice Hill, Executive Assistant

Note: Due to the COVID-19 pandemic and to respect social distancing efforts, all Regional District Directors and Staff participated in the Board of Directors Meeting via zoom video or phone conferencing.

1. CALL TO ORDER

The Chairperson called the meeting to order at 1:35 pm.

The Chairperson recognized the meeting this afternoon is being held in the Tseshaht First Nation and the Hupacasath First Nation and Nuu-cha-nulth Territories.

2. APPROVAL OF AGENDA

MOVED: Director Shannon

SECONDED: Director Bodnar

THAT the agenda be approved as circulated with the addition of the following late item: 5. (a) Discussion regarding corresponding with Mosiac Forest Management respecting public access to backcountry and wild space.

CARRIED

3. DECLARATIONS

4. REQUEST FOR DECISIONS & BYLAWS

- a. **Request for Decision regarding Board Resolution – Cancellation of April 8th ACRD Regular Board of Directors Meeting.**
- b. **Request for Decision regarding Bylaw F1149, 2020-2024 Financial Plan Bylaw Adoption.**

MOVED: Director McNabb

SECONDED: Director Bodnar

THAT, due to the COVID-19 pandemic, the ACRD Board of Directors instruct staff to bring back proposed adjustments to the 2020 to 2024 Alberni-Clayoquot Regional District Financial Plan for consideration at a Special Board of Directors meeting on Tuesday, March 31, 2020 at 10:00 am in the ACRD Board Room.

CARRIED

MOVED: Director Cote

SECONDED: Director Johnsen

THAT the Alberni-Clayoquot Regional District Board of Directors give first reading to the bylaw cited as “Bylaw F1149, 2020 to 2024 Alberni-Clayoquot Regional District Financial Plan” with the following amendments:

E911 Emergency Telephone System, page 6, as follows:

Line 2– Tax requisition – decrease by \$3,000 to \$314,080

Line 7 – Operating costs –decrease by \$3,000 to \$314,000

Sproat Lake Community Parks, page 75, as follows:

Line 2– Tax requisition – decrease by \$30,000 to \$91,146

Line 7 – Capital fund contribution from operating –decrease by \$30,000 to \$20,000

MOVED: Director McNabb

SECONDED: Director Beckett

THAT the main motion be amended to include an additional amendment to the 2020-2024 Alberni-Clayoquot Regional District Financial Plan reallocating \$100,000 of Community Works Funds from the Salmon Beach Sewage budget to the Salmon Beach Water budget as follows:

Electoral Area Administration, page 21 as follows:

Line 41– Salmon Beach Sewage sani-field upgrade – decrease by \$100,000 to \$0

Line 42 – Salmon Beach Water well development – increase by \$100,000 to \$100,000

Salmon Beach Sewage, page 64 as follows:

Line 19 – Grants and other contributions – decrease by \$100,000 to \$0

Salmon Beach Water, page 66 as follows:

Line 18 – Community Works Fund transfer – increase by \$100,000 to \$100,000

CARRIED

The main motion of first reading of Bylaw F1149, 2020 to 2024 Alberni-Clayoquot Regional District Financial Plan as amended was;

CARRIED

5. LATE BUSINESS

a. Late Item - Access to Backcountry & Wild Space

Director Shannon discussed public access to backcountry during the COVID-19 pandemic.

6. ADJOURN

MOVED: Director McNabb

SECONDED: Director Roberts

THAT this meeting be adjourned at 2:50 pm.

CARRIED

Certified Correct:

John Jack,
Chairperson

Wendy Thomson,
General Manager of Administrative Services



REQUEST FOR DECISION

To: ACRD Board of Directors

From: Wendy Thomson, General Manager of Administrative Services/
Teri Fong, Chief Financial Officer

Meeting Date: March 31, 2020

Subject: **Relaxation of a Portion of the ACRD Payment Processing Policy, 2012**

Recommendation:

THAT, during the COVID-19 pandemic, the Alberni-Clayoquot Regional District (ACRD) Board of Directors waive Section 2 – Approval of Payments, of the ACRD Payment Processing Policy, 2012 in order to protect the health and safety of staff, directors and the public.

Desired Outcome:

To protect the health and safety of ACRD staff, directors and the public and minimize in person contact during the COVID-19 pandemic.

Background:

In order to protect the health and safety of staff, directors and the public during the COVID-19 pandemic and practice social distancing, Regional District staff recommend that the ACRD Board of Directors waive Section 2 – Approval of Payments of the ACRD Payment Processing Policy, 2012 (attached).

Section 2 – Approval of Payments

2. Payments over \$5,000 will be individually signed by the Board appointed signing authorities.

Waiving this section of the policy during the COVID-19 will limit staff/director interaction (in person). Until the COVID-19 pandemic is over, staff will use the electronic signature process for all cheques. Reporting of payments over \$5,000 will be provided to the signing authorities after each cheque run. The current signing authorities for the ACRD are Chairperson Jack, Vice-Chair Osborne and Director Cote.

Submitted by: Wendy Thomson
Wendy Thomson, General Manager of Administrative Services

Submitted by: Teri Fong
Teri Fong, Chief Financial Officer

Approved by: Douglas Holmes
Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer

Alberni-Clayoquot Regional District
PAYMENT PROCESSING POLICY

Policy Issued by: Board of Directors
Date Adopted: August 8, 2012

Purpose:

The objective of this policy is to outline the accounting process for the payment of invoices.

Scope:

This policy applies to all Regional District payables.

Definitions:

Cheque is a document that orders a payment of money from a bank account.

Electronic Funds Transfer (EFT) is the electronic exchange or transfer of money from one account to another, either within a single financial institution or across multiple institutions, through computer-based systems.

Policy:

Vendors will be given the choice of receiving payments by either cheque or EFT.

Approval of Payments

Payments, whether by EFT or cheque, will be subjected to the following approval process:

1. Payments under \$5,000 will be approved by the Manager of Finance and the Chief Administrative Officer. In the absence of either, another member of management will approve on their behalf.
2. Payments over \$5,000 will be individually signed by the Board appointed signing authorities.

Payments by Cheque

Payments by cheques will be made by sequentially pre-numbered cheques. This is the default payment method.

Payments by EFT

Suppliers who have requested to be paid by EFT will fill in an EFT Application form for the Finance Department to change their payment preference.



REQUEST FOR DECISION

To: Board of Directors
From: Teri Fong, CPA, CGA, Chief Financial Officer
Meeting Date: March 31, 2020
Subject: Bylaw F1149, 2020 to 2024 Alberni-Clayoquot Regional District Financial Plan

Recommendation:

1. That the Alberni-Clayoquot Regional District Board of Directors give second reading to the bylaw cited as "Bylaw F1149, 2020 to 2024 Alberni-Clayoquot Regional District Financial Plan". (Prior to voting on second reading staff recommend the following amending motion and then the directors will vote on second reading as amended.)
 - a. THAT the Board of Directors amend Bylaw F1149, General Government, page 7, as follows:
 - Line 3 – Tax requisition – decrease by \$41,500 to \$1,185,580
 - Line 12 – Capital fund contribution – decrease by \$40,000 to \$60,000
 - Line 31 – FCM convention & membership – decrease by \$1,500 to \$7,500
 - Line 78 – Vehicle purchase – move the \$45,000 from 2020 to 2021
 - b. THAT the Board of Directors amend Bylaw F1149, Electoral Area Administration, page 20, as follows:
 - Line 3 – Tax requisition – decrease by \$8,000 to \$79,749
 - Line 17 – AVICC dues & convention expenses – decrease by \$8,000 to \$2,000
 - c. THAT the Board of Directors amend Bylaw F1149, Alberni Valley Emergency Planning, page 25, as follows:
 - Line 2 – Tax requisition – increase by \$30,000 to \$203,744
 - Line 11 – Emergency response & recovery – increase by \$30,000 to \$30,000
 - d. THAT the Board of Directors amend Bylaw F1149, Bamfield Emergency Planning, page 49, as follows:
 - Line 2 – Tax requisition – increase by \$1,000 to \$22,350
 - Add a line after line 8 – Emergency response & recovery – increase by \$1,000 to \$1,000
 - e. THAT the Board of Directors amend Bylaw F1149, Long Beach Emergency Planning, page 57, as follows:
 - Line 2 – Tax requisition – increase by \$1,000 to \$12,433
 - Add a line after line 6 – Emergency response & recovery – increase by \$1,000 to \$1,000
 - f. THAT the Board of Directors amend Bylaw F1149, Beaver Creek Water System, page 90, as follows:
 - Line 64 – Less – capital expenditures – decrease by \$10,000 to \$50,000

******(Any other amendments be done at this time. The Directors are to now vote on second reading as amended.)******

To summarize the staff recommendation regarding General Government has been included as recommendation a. above and is as follows:

a. THAT the Board of Directors amend Bylaw F1149, General Government, page 7, as follows:

Line 3 – Tax requisition – decrease by \$41,500 to \$1,185,580

Line 12 – Capital fund contribution – decrease by \$40,000 to \$60,000

Line 31 – FCM convention & membership – decrease by \$1,500 to \$7,500

Line 78 – Vehicle purchase – move the \$45,000 from 2020 to 2021

- **Grant-in-aids** – an adjustment to the grant-in-aid amounts has not been considered by staff.
- **Regional Parks** – the majority of the budget is related to bridge repairs that are required to address liability concerns such as failing bridges that should not be delayed. It is also important to note that the ACRD receives approximately \$6,000 of revenue per year from the lease agreement with the Port Alberni Port Authority based on camping fees at the China Creek Campground, but the campground will remain closed during this crisis and therefore those revenues will likely not be received. As a result, staff recommend no changes to this service.
- **Regional Planning** – There are a couple of budget line items that staff have considered reducing in 2020. This includes the \$1,000 for float homes that is budgeted annually as the ACRD awaits a response from the Province. The other item is the mapping update that was to be for the purchasing of ortho/LiDAR photos. This amount has been budgeted in case an opportunity is presented to have some part of our region flown for LiDAR photos. The information that is provided by these photos is essential in the planning operations and therefore staff do not recommend a reduction.
- **Electoral Area Administration** – The options for removal in this service include removing the elections & referenda budget line of \$10,000. The rationale behind this budget line item is that instead of having a spike in the requisition in election years that we build up this over time with \$10,000 being budgeted in 2020, an additional \$10,000 in 2021 and then an additional \$15,000 in 2022 which is the next local government election.
 - AVICC dues & convention expenses - the 2020 convention has been cancelled as a result this line item can be reduced by \$8,000. By way of reminder, the reduction will result in an \$8,000 increase to this service in 2020.

The recommendation regarding Electoral Area Administration has been included as recommendation b. above and is as follows:

b. THAT the Board of Directors amend Bylaw F1149, Electoral Area Administration, page 20, as follows:

Line 3 – Tax requisition – decrease by \$8,000 to \$79,749

Line 17 – AVICC dues & convention expenses – decrease by \$8,000 to \$2,000

- **Management of Development – Rural Areas** – As a response to the COVID crisis the Provincial Government recently created a Ministerial order that Local Governments can enforce Provincial Orders and rural area bylaw enforcement is conducted through this service. The new order also permits meetings to occur without the public. As a result of the order, Advisory Planning Committee meetings can now be done electronically and there could be options to not hold Public Hearings when processing an application if certain conditions apply. As discussed in the Regional Planning section above the other opportunity would be for a reduction of the mapping update budget but neither are recommended at this time.
- **Alberni Valley Regional Airport** – The airport will remain open during this crisis and as a result the only discretionary item in the budget is the AVRA Advisory Committee initiatives of \$15,000. This funding was included in the plan to host an open house to celebrate the completion of the airport expansion as well as a long-term visioning exercise for the committee. Staff do not recommend this option as these events can take place when this crisis is over.

- **Sproat Lake Marine Patrol** – The delivery of this program in 2020 is in jeopardy due to the current situation. Staff do not recommend the cancellation of this service yet because if the social distancing measures are lifted before summer, Sproat Lake and the boat ramp will be busy. Even if the current measures are still in place it appears people are wanting to get out into nature and unless BC Parks closes the boat launch there may still be a need for this service. If the budget is removed for this service before adoption then there is no option to run the service in 2020, whereas if we budget for the service and then choose not to run it closer to summer, the requisition funding will become surplus to run the service in 2021.
- **West Coast Transit** – This recently established service is in the planning stage and many things need to be accomplished in 2020 if the service is to start in 2021. The majority of the 2020 budget is for the installation of bus stops that could be delayed until 2021 but this approach would only delay the funding requirements to next year when there is already going to be a significant tax increase to fund the first year of the operations.
- **Salmon Beach Services** – Staff have spoken with both the Salmon Beach Advisory Committee Chair as well as Director Roberts and they have indicated that they do not desire any changes to these budgets. However, Director Roberts has indicated that he would like the Board to consider reallocating \$50,000 of the Community Works Fund grant back to the sewage project. This would provide \$50,000 for the Salmon Beach Water project and \$50,000 for the Salmon Beach Sewage project.
- **Community Parks** – Sproat Lake Parks - the budget was adjusted during first reading of the Financial Plan on March 25, 2020 and no further changes are requested by the Sproat Lake Parks Commission Chair or Director Cote.
 - Beaver Creek Parks – the parks budget includes a repair to a culvert that must proceed during the year. However, the contribution to capital amount of \$10,000 could be removed as a tax saving measure this year. This amendment is not recommended by staff as the development of a playground at Nordstrom Park has been identified by Director McNabb as an important initiative for the community.
 - Cherry Creek Park – the budget for this service is for operation costs of maintaining the trail network in the area. If the trails are open this summer then maintenance will be required and as a result no adjustments are recommended.
- **Alberni-Clayoquot Regional Hospital District** – At the March 11, 2020 Regional Hospital District meeting the Annual Budget was adopted. The 2020 tax requisition is \$1.9 million. This is an increase of \$100,000 from 2019's requisition amount of \$1.8 million. The budget includes a contribution to a reserve fund of \$458,148. If the Directors would like to reconsider the Hospital District budget, the Hospital Board could call a Special Hospital District meeting following the Special Board meeting on March 31st. This can only occur with unanimous support by the Hospital Board of Directors by using Section 220 of the Local Government Act.

Services with potential extra expenses or revenue concerns anticipated:

COVID-19 Response Costs

Another proposed change for the Directors to consider is the addition of funding to the emergency planning budgets for emergency response costs during the COVID-19 pandemic. The ACRD runs three separate emergency planning services in the Alberni Valley, Bamfield and Long Beach. While EMBC has provided a task number for the pandemic, the costs of responding to this pandemic are unknown at this time as is the amount that will be recoverable from the Province. Any amount requisitioned for costs in 2020 would be a notional buffer to avoid incurring a deficit for 2020.

If the Board does not want to increase these budgets in 2020 then as per the Local Government Act, the ACRD could run deficits in these services if emergency costs are incurred and are not covered by either Provincial or Federal funding. On the other hand, if the funding is budgeted and not used, then it will become surplus for 2021. Staff recommend that \$30,000 be added to Alberni Valley Emergency Planning and \$1,000 be added to each of the Bamfield and Long Beach

Emergency Planning budgets, (these amounts are arbitrary and the Board may determine some other number more appropriate). Recommendations c., d., and e. have been included at the beginning of the report and are as follows:

- c. **THAT the Board of Directors amend Bylaw F1149, Alberni Valley Emergency Planning, page 25, as follows:**
 - Line 2– Tax requisition – increase by \$30,000 to \$203,744
 - Line 11 – Emergency response & recovery –increase by \$30,000 to \$30,000
- d. **THAT the Board of Directors amend Bylaw F1149, Bamfield Emergency Planning, page 49, as follows:**
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- e. **THAT the Board of Directors amend Bylaw F1149, Long Beach Emergency Planning, page 57, as follows:**
 - Line 2– Tax requisition – increase by \$1,000 to \$12,433
 - Add a line after line 6 – Emergency response & recovery –increase by \$1,000 to \$1,000

It is also important to note that it is not just the expenditure side of the budget that will be impacted by COVID. The revenue components are also a concern for staff. The following services have fairly significant revenue components that may be impacted by the crisis:

- **Building inspection** – there is \$85,000 budgeted for building permits and currently the service continues to be busy but activity may decrease over time if the crisis intensifies or results in an economic recession.
- **Waste Management** – both the Alberni Valley and West Coast Landfills are heavily dependent on tipping fees and although the residential stream of garbage will continue the other streams such as commercial may be significantly impacted by business closures, bankruptcies or an economic recession which always reduce consumption and waste production. Some expenditures could potentially be removed from each of the landfill budgets if required but the offsetting reduction recommendation would be to tipping fees and not tax requisition. There are too many unknowns at this time and therefore staff recommend that the two solid waste budgets not be amended at this time.
- **Custom Transit (Handi-dart)** – BC Transit has currently suspended the requirement of paying fares and the Custom Transit service in the Alberni Valley budgeted \$35,000 this year for sales. Although this is a concern there may be an opportunity to recover some of this lost revenue from the Province or an expense offset due to a decrease in rider demand.
- **Long Beach Airport** - there is \$100,000 of landing and passenger fees budgeted for the Long Beach Airport and currently traffic is very minimal. Staff are looking at ways to mitigate the impact of these potential lost revenues.

Staff do not recommend any changes as the result of these revenue concerns, but will be monitoring these services closely as the situation continues and will report back to the Board in future meetings on the measures that are being taken to respond to the unusual operations.

Service with either no use change or control:

The budgets for the following services are adopted by external organizations and therefore the ACRD is unable to change the amounts at this time:

- **E911 Telephone System**
- **Vancouver Island Regional Library**

The following services are anticipated to continue normal operations:

Members: City of Port Alberni, District of Ucluelet, District of Tofino, Yuułu?ii?ath Government, Huu-ay-aht First Nations, Uchucklesaht Tribe and Toquaht Nation
Electoral Areas "A" (Bamfield), "B" (Beaufort), "C" (Long Beach), "D" (Sproat Lake), "E" (Beaver Creek) and "F" (Cherry Creek)

- **Volunteer Fire Departments** – the departments may need to minimize training efforts this year which could result in some surplus in this area, but increased costs for protective equipment during this requirement may be required and potentially offset any training savings.
- **Water Systems** – water systems will continue to operate as usual. Director McNabb has expressed a desire to reduce the budget of the dump truck vehicle replacement in the Beaver Creek Water System budget from \$60,000 to \$50,000. This capital purchase is to be funded by reserves and therefore has no taxation impact but has been included as recommendation f. above and is as follows:

**f. THAT the Board of Directors amend Bylaw F1149, Beaver Creek Water System, page 90, as follows:
Line 64– Less – capital expenditures – decrease by \$10,000 to \$50,000**

Summary:

In summary, staff recommend that the Board consider the adjustments included in the recommendations section of this report and then adopt the 2020-2024 Financial Plan. Staff will provide financial updates to the Board as we continue our path through this pandemic. After the pandemic, staff will begin to work on the 2021-2025 Financial Plan while considering the impact of this pandemic on services that will be seen either in the form of surpluses or deficits depending on the factors that occur in the coming months.

Policy or Legislation:

The *Local Government Act* requires that the Regional District annually adopt a five year financial plan by March 31st following a public consultation process.



Submitted by: _____
Teri Fong, CPA, CGA, Chief Financial Officer



Approved by: _____
Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer



Alberni-Clayoquot Regional District

Bylaw No. F1149

A bylaw to adopt the 2020 to 2024 Financial Plan

The Board of Directors for the Alberni-Clayoquot Regional District in open meeting assembled enacts as follows:

1. This Bylaw may be cited as the ***“Bylaw F1149, 2020 to 2024 Alberni-Clayoquot Regional District Financial Plan”***.
2. Schedule “A” attached hereto and forming part of this Bylaw is the 2020 to 2024 Financial Plan.

Read a first time this 25th day of March, 2020.

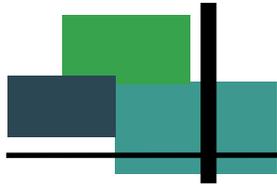
Read a second time this day of , 2020.

Read a third time this day of , 2020.

Adopted this day of , 2020.

Chairperson

Chief Administrative Officer



2020-2024 FINANCIAL PLAN

Schedule 'A' of Bylaw F1149

*As presented for second reading to the
Board of Directors on March 31, 2020*



**ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
SUMMARY OF REVENUE & EXPENDITURES**

Draft for discussion
February 13, 2020

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 2,255,512	\$ 2,209,989	Surplus from prior years	\$ 1,910,756	\$ 0	\$ 0	\$ 0	\$ 0	1
2	818,998	818,998	Committed surplus from prior years	176,641	0	0	0	0	2
3	5,647,274	5,647,278	Tax requisition	6,127,961	7,695,869	7,929,422	8,095,242	8,247,663	3
4	916,953	916,952	Parcel taxes	899,696	770,766	768,966	772,466	775,966	4
5	106,301	30,500	Grants in lieu of taxes	30,500	30,500	30,500	30,500	30,500	5
6	7,415,927	13,934,779	Grants from other sources	6,444,195	2,732,382	1,775,380	1,235,391	1,083,875	6
7	36,430	39,000	Services to other governments	40,000	35,000	35,000	35,000	35,000	7
8	4,519,645	4,095,492	Sales of services	4,255,797	4,261,600	4,268,760	4,275,920	4,283,180	8
9	69,358	69,358	Transfers between services	64,729	8,009	6,400	6,500	6,600	9
10	473,599	387,000	Recycle BC funding	440,000	440,000	440,000	440,000	440,000	10
11	682,757	286,600	Other revenue	387,400	280,900	300,900	292,800	299,700	11
12	<u>\$ 22,942,753</u>	<u>\$ 28,435,946</u>		<u>\$ 20,777,676</u>	<u>\$ 16,255,027</u>	<u>\$ 15,555,329</u>	<u>\$ 15,183,820</u>	<u>\$ 15,202,485</u>	12
13	750,999	754,000	Transfers from Municipalities for MFA	754,000	754,000	754,000	754,000	754,000	13
14	<u>\$ 23,693,752</u>	<u>\$ 29,189,946</u>	Total Revenue	<u>\$ 21,531,676</u>	<u>\$ 17,009,027</u>	<u>\$ 16,309,329</u>	<u>\$ 15,937,820</u>	<u>\$ 15,956,485</u>	14



**ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
SUMMARY OF REVENUE & EXPENDITURES (continued)**

Draft for discussion
February 13, 2020

Line	History		EXPENDITURES	Page	Budget					Line
	2019 ACTUAL	2019 PLAN			2020	2021	2022	2023	2024	
74	\$ 5,756	\$ 5,100	Sproat Lake Noise Control	77	\$ 6,100	\$ 6,100	\$ 6,100	\$ 6,100	\$ 6,100	74
75	500,971	473,200	Sproat Lake Volunteer Fire Department	78	492,200	499,000	506,000	513,100	520,300	75
76			Beaver Creek							76
77	1,500	1,600	Arvay Rd Street Lighting	80	1,650	1,700	1,700	1,700	1,700	77
78	1,881	3,000	Beaver Creek Animal Control	81	3,000	3,000	3,000	3,000	3,000	78
79	8,017	24,000	Beaver Creek Community Park	82	51,000	36,300	36,600	36,900	37,200	79
80	20,326	20,826	Beaver Creek Arena	83	18,965	538	-	-	-	80
81	814	2,100	Beaver Creek Noise Control	84	2,100	2,100	2,100	2,100	2,100	81
82	31,295	31,295	Beaver Creek Recreation	85	31,295	31,300	31,300	31,300	31,300	82
83	296,528	369,300	Beaver Creek Volunteer Fire Department	86	404,300	413,700	422,400	431,200	440,000	83
84	1,089,043	1,156,414	Beaver Creek Water System	88	1,140,965	993,406	993,406	993,406	993,406	84
85	3,000	10,000	Grants-in-aid Beaver Creek	91	5,500	-	-	-	-	85
86	1,869	1,869	Granville Rd Fire Protection	92	2,272	2,300	2,300	2,300	2,300	86
87			Cherry Creek							87
88	1,422	3,000	Cherry Creek Animal Control	93	3,000	3,000	3,000	3,000	3,000	88
89	16,779	17,279	Cherry Creek Arena	94	15,839	444	-	-	-	89
90	5,685	12,000	Cherry Creek Community Park	95	8,653	9,100	9,300	9,500	9,700	90
91	815	2,100	Cherry Creek Noise Control	96	2,100	2,100	2,100	2,100	2,100	91
92	41,509	41,509	Grants-in-aid Cherry Creek	97	41,509	22,509	22,509	22,509	22,509	92
93	<u>\$ 20,855,416</u>	<u>\$ 28,461,126</u>			<u>\$ 20,777,675</u>	<u>\$ 16,588,676</u>	<u>\$ 16,173,328</u>	<u>\$ 15,808,019</u>	<u>\$ 15,832,883</u>	93
94	750,999	754,000	Transfer to MFA for Municipalities		754,000	754,000	754,000	754,000	754,000	94
95	<u>\$ 21,606,415</u>	<u>\$ 29,215,126</u>	Total Expenditures		<u>\$ 21,531,675</u>	<u>\$ 17,342,676</u>	<u>\$ 16,927,328</u>	<u>\$ 16,562,019</u>	<u>\$ 16,586,883</u>	95
96	\$ 2,087,337	-\$ 25,180	FINANCIAL PLAN BALANCE		\$ 1	-\$ 333,650	-\$ 618,000	-\$ 624,200	-\$ 630,400	96
97	8,863,761	14,918,769	Add: Transfer to reserves		7,841,291	3,985,798	3,024,346	2,601,757	2,439,741	97
98	175,995	176,576	Principal debt payments		176,460	176,460	176,460	176,460	176,460	98
99	2,673,351	1,566,200	Deduct: Estimated amortization not included		2,099,700	2,099,700	2,099,700	2,099,700	2,099,700	99
100	-	-	Loss on disposal assets		-	-	-	-	-	100
101	3,074,510	3,028,987	Surplus from previous year		2,087,397	1	0	0	0	101
102	<u>\$ 5,379,233</u>	<u>\$ 10,474,978</u>	ANNUAL SURPLUS/(DEFICIT)		<u>\$ 3,830,654</u>	<u>\$ 1,728,907</u>	<u>\$ 483,106</u>	<u>\$ 54,316</u>	<u>-\$ 113,900</u>	102



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 E 911 EMERGENCY TELEPHONE SYSTEM
 PARTICIPANTS: PORT ALBERNI, TOFINO, UCLUELET, YUUHU?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) (for Financial Reporting purposes)	-\$ 10,920	\$ -	\$ -	\$ -	\$ -	11



**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	\$ 220,920	\$ -	\$ -	\$ -	\$ -	1
2	52,320	52,320	24,450	-	-	-	-	2
3	1,201,882	1,201,883	1,227,080	1,522,300	1,554,300	1,601,400	1,619,400	3
4								4
<i>Government grants</i>								
5	178,136	116,650	106,600	-	-	-	-	5
6	80,000	90,000	102,050	126,500	126,500	-	-	6
7	192,792	125,000	125,000	125,000	125,000	125,000	125,000	7
8	450,928	331,650	333,650	251,500	251,500	125,000	125,000	8
9	17,533	8,000	8,000	8,000	8,000	8,000	8,000	9
10	129,041	70,000	70,000	70,000	70,000	70,000	70,000	10
11	\$ 2,053,417	\$ 1,846,270	\$ 1,884,100	\$ 1,851,800	\$ 1,883,800	\$ 1,804,400	\$ 1,822,400	11
EXPENDITURES								
12	\$ 60,000	\$ 60,000	\$ 100,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	12
13								13
<i>Health Network</i>								
14	80,000	80,000	80,000	80,000	80,000	-	-	14
15	10,000	10,000	12,000	12,000	12,000	-	-	15
16	17,871	34,500	34,500	34,500	34,500	-	-	16
17	107,871	124,500	126,500	126,500	126,500	-	-	17
18								18
<i>Labour & related costs</i>								
19	27,953	23,000	23,000	23,500	24,000	24,500	25,000	19
20	1,562,518	1,553,600	1,585,000	1,616,700	1,649,000	1,682,000	1,715,600	20
21	10,617	15,000	-	-	-	15,000	-	21
22	8,535	10,000	10,000	10,000	10,000	10,000	10,000	22
23	1,125	3,000	3,000	3,000	3,000	3,000	3,000	23
24	1,610,748	1,604,600	1,621,000	1,653,200	1,686,000	1,734,500	1,753,600	24
25								25
<i>Legislative costs</i>								
26	500	500	500	500	500	-	-	26
27	80	5,000	5,000	5,000	5,000	5,000	5,000	27
28	155,814	170,000	174,100	177,600	181,200	184,900	188,600	28
29	1,517	8,000	8,000	8,200	8,400	8,600	8,800	29
30	37,447	33,000	40,000	40,800	41,700	42,600	43,500	30
31	9,126	9,000	9,000	9,200	9,400	9,600	9,800	31
32	204,483	225,500	236,600	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			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	\$ 1,884,100	\$ 1,851,800	\$ 1,883,800	\$ 1,804,400	\$ 1,822,400	63



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

		History							Budget	
		2019	2019	2020	2021	2022	2023	2024		
		ACTUAL	PLAN							
64	\$	245,370	\$ 17,820	\$ -	\$ -	\$ -	\$ -	\$ -	64	
FINANCIAL PLAN BALANCE										
65		60,000	60,000	100,000	60,000	60,000	60,000	60,000	65	
Add: Transfer to reserves										
66		41,693	41,000	42,000	42,000	42,000	42,000	42,000	66	
Deduct: Estimated amortization not included										
67		254,032	234,737	245,370	-	-	-	-	67	
Surplus from previous year										
68	\$	9,645	-\$ 197,917	-\$ 187,370	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	68	
ANNUAL SURPLUS/(DEFICIT)										
(for Financial Reporting purposes)										
CAPITAL FUND										
69	\$	105,638	\$ 105,637	\$ 134,673	\$ 12,673	\$ 42,673	\$ 72,673	\$ 102,673	69	
Balance, beginning of year										
70		60,000	60,000	100,000	60,000	60,000	60,000	60,000	70	
Contribution from operating fund										
71		-	-	-	-	-	-	-	71	
Interest earnings										
72									72	
<i>Less - capital expenditures</i>										
73		573	4,000	13,000	-	-	-	-	73	
Audio/visual boardroom upgrades										
74		-	-	75,000	-	-	-	-	74	
Budgeting software										
75		17,836	60,000	60,000	30,000	30,000	30,000	30,000	75	
Office renovation/upgrades										
76		12,556	14,000	14,000	-	-	-	-	76	
Server upgrade										
77		-	15,000	15,000	-	-	-	-	77	
Photocopier										
78		-	-	45,000	-	-	-	-	78	
Vehicle purchase										
79		30,965	93,000	222,000	30,000	30,000	30,000	30,000	79	
Total capital expenditures										
80	\$	134,673	\$ 72,637	\$ 12,673	\$ 42,673	\$ 72,673	\$ 102,673	\$ 132,673	80	
BALANCE, END OF YEAR										



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 GRANTS-IN-AID ALBERNI VALLEY & BAMFIELD
 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	\$ -	\$ -	Surplus (deficit) from prior years	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	1
2	21,552	21,552	Tax requisition	18,053	-	-	-	-	-	2
3	-	-	Grant in lieu of taxes	-	-	-	-	-	-	3
4	\$ 21,552	\$ 21,552	TOTAL REVENUE	\$ 18,053	\$ -	4				
EXPENDITURES										
5	\$ -	\$ -	Administration charge	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	5
6	10,000	10,000	Air Quality Council	12,000	-	-	-	-	-	6
7	4,000	4,000	Alberni Valley Hospice Society	-	-	-	-	-	-	7
8	7,552	7,552	Alberni Valley Rescue Squad	6,053	-	-	-	-	-	8
9	\$ 21,552	\$ 21,552	TOTAL EXPENDITURES	\$ 18,053	\$ -	9				
10	\$ -	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	10
11	-	-	Deduct: Surplus from previous year	-	-	-	-	-	-	11
12	\$ -	\$ -	ANNUAL SURPLUS/(DEFICIT)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	12



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

Line	History			Budget					Line	
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024		
REVENUE										
1	\$ -	\$ -	Surplus (deficit) from prior years	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	1
2	21,833	21,833	Tax requisition	4,500	-	-	-	-	-	2
3	\$ 21,833	\$ 21,833	TOTAL REVENUE	\$ 4,500	\$ -	3				
EXPENDITURES										
4	\$ -	\$ -	Administration charge	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	4
5	2,500	2,500	Contribution from Area A - Bamfield	1,000	-	-	-	-	-	5
6	2,000	2,000	Contribution from Area B - Beaufort	500	-	-	-	-	-	6
7	6,000	6,000	Contribution from Area D - Sproat Lake	1,000	-	-	-	-	-	7
8	6,000	6,000	Contribution from Area E - Beaver Creek	1,000	-	-	-	-	-	8
9	5,333	5,333	Contribution from Area F - Cherry Creek	1,000	-	-	-	-	-	9
10	\$ 21,833	\$ 21,833	TOTAL EXPENDITURES	\$ 4,500	\$ -	10				
11	\$ -	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	11
12	-	-	Deduct: Surplus from previous year	-	-	-	-	-	-	12
13	\$ -	\$ -	ANNUAL SURPLUS/(DEFICIT)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	13



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 GRANT-IN-AID PORT ALBERNI VICTIM WITNESS
 PARTICIPANTS: PORT ALBERNI, ELECTORAL AREAS 'A', 'D', 'E', and 'F'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ -	\$ -	Surplus (deficit) from prior years	\$ -	\$ -	\$ -	\$ -	\$ -	1
2	26,000	26,000	Tax requisition	26,000	-	-	-	-	2
3	\$ 26,000	\$ 26,000	TOTAL REVENUE	\$ 26,000	\$ -	\$ -	\$ -	\$ -	3
EXPENDITURES									
4	\$ -	\$ -	Administration charge	\$ -	\$ -	\$ -	\$ -	\$ -	4
5	26,000	26,000	Port Alberni Victim Services	26,000	-	-	-	-	5
6	\$ 26,000	\$ 26,000	TOTAL EXPENDITURES	\$ 26,000	\$ -	\$ -	\$ -	\$ -	6
7	\$ -	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	7
8	-	-	Deduct: Surplus from previous year	-	-	-	-	-	8
9	\$ -	\$ -	ANNUAL SURPLUS/(DEFICIT)	\$ -	\$ -	\$ -	\$ -	\$ -	9



**ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
GRANTS-IN-AID REGION WIDE
PARTICIPANTS: PORT ALBERNI, TOFINO, UCLUELET, ALL ELECTORAL AREAS**

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 3,000	\$ 3,000	Surplus (deficit) from prior years	\$ 3,999	\$ -	\$ -	\$ -	\$ -	1
2	54,099	54,100	Tax requisition	40,601	9,000	9,000	9,000	9,000	2
3	400	400	Contribution from other governments	400	-	-	-	-	3
4	-	-	Miscellaneous revenue	-	-	-	-	-	4
5	\$ 57,499	\$ 57,500	TOTAL REVENUE	\$ 45,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	5
EXPENDITURES									
6	\$ 4,000	\$ 4,000	Administration charge	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	6
7			<i>Grants in aid</i>						7
8	1,000	1,000	Alberni District Fall Fair	1,000	-	-	-	-	8
9	6,000	6,000	Alberni Valley Rescue Squad	6,000	-	-	-	-	9
10	1,500	1,500	Alberni Valley Wrestling Club	1,500	-	-	-	-	10
11	-	-	Carving on the Edge Festival Society	2,500	-	-	-	-	11
12	2,000	2,000	Music by the Sea	2,000	-	-	-	-	12
13	10,000	10,000	North Island Film Commission	5,000	-	-	-	-	13
14	5,000	5,000	Port Alberni Shelter Society	-	-	-	-	-	14
15	17,000	17,000	West Coast Aquatic Management Board	12,000	-	-	-	-	15
16	6,000	6,000	West Coast Inland Search & Rescue	6,000	-	-	-	-	16
17	48,500	48,500	Total grants in aid	36,000	-	-	-	-	17
18	1,000	5,000	Special Events	5,000	5,000	5,000	5,000	5,000	18
19	\$ 53,500	\$ 57,500	TOTAL EXPENDITURES	\$ 45,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	19
20	\$ 3,999	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	20
21	3,000	3,000	Deduct: Surplus from previous year	3,999	-	-	-	-	21
22	\$ 999	-\$ 3,000	ANNUAL SURPLUS/(DEFICIT)	-\$ 3,999	\$ -	\$ -	\$ -	\$ -	22



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	2,834	2,000	Deduct: Estimated amortization not included	3,000	3,000	3,000	3,000	3,000	15
16	14,063	14,063	Surplus from previous year	16,989	-	-	-	-	16
17	\$ 27,030	-\$ 16,063	ANNUAL SURPLUS/(DEFICIT)	-\$ 9,989	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	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



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	853	3,800	Deduct: Estimated amortization not included	900	900	900	900	900	36
37	70,913	70,913	Surplus from previous year	53,510	-	-	-	-	37
38	-\$ 9,221	-\$ 66,713	ANNUAL SURPLUS/(DEFICIT)	-\$ 46,410	\$ 7,100	\$ 7,100	\$ 7,100	\$ 7,100	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



**ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
BUILDING INSPECTION
PARTICIPANTS: ELECTORAL AREAS**

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 78,045	\$ 78,220	Surplus (deficit) from prior years	\$ 92,117	\$ -	\$ -	\$ -	\$ -	1
2	132,780	132,780	Tax requisition	101,883	187,200	191,400	195,700	200,100	2
3	108,627	65,000	Sales of services	85,000	85,000	85,000	85,000	85,000	3
4	719	-	Contracts with Municipalities	-	-	-	-	-	4
5	3,343	1,000	Grant in lieu of taxes	1,000	1,000	1,000	1,000	1,000	5
6	3,451	-	Other sources	-	-	-	-	-	6
7	\$ 326,965	\$ 277,000	TOTAL REVENUE	\$ 280,000	\$ 273,200	\$ 277,400	\$ 281,700	\$ 286,100	7
EXPENDITURES									
8	\$ 25,000	\$ 25,000	Administration charge	\$ 29,000	29,600	30,200	30,800	31,400	8
9	7,073	5,000	Capital fund contribution	5,000	5,000	5,000	5,000	5,000	9
10			<i>Labour & related costs</i>						10
11	2,599	4,000	Convention/professional development	4,000	4,000	4,000	4,000	4,000	11
12	-	2,000	Recruiting	1,000	-	-	-	-	12
13	171,741	183,000	Labour & benefits	178,000	181,600	185,200	188,900	192,700	13
14	174,341	189,000	Total labour & related costs	183,000	185,600	189,200	192,900	196,700	14
15			<i>Legal & professional fees</i>						15
16	-	30,000	Legal fees	30,000	20,000	20,000	20,000	20,000	16
17	-	-	Contract services - City of Port Alberni	-	-	-	-	-	17
18	1,105	2,000	Professional fees	2,000	2,000	2,000	2,000	2,000	18
19	1,105	32,000	Total legal & professional fees	32,000	22,000	22,000	22,000	22,000	19
20	14,536	10,000	Office costs	15,000	15,000	15,000	15,000	15,000	20
21			<i>Travel costs</i>						21
22	12,531	15,000	Automobile expenses	15,000	15,000	15,000	15,000	15,000	22
23	262	1,000	Travel & accommodation	1,000	1,000	1,000	1,000	1,000	23
24	12,793	16,000	Total travel costs	16,000	16,000	16,000	16,000	16,000	24
25	\$ 234,848	\$ 277,000	TOTAL EXPENDITURES	\$ 280,000	\$ 273,200	\$ 277,400	\$ 281,700	\$ 286,100	25
FINANCIAL PLAN BALANCE									
26	\$ 92,117	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	26
27	7,073	5,000	Add: Transfer to reserves	5,000	5,000	5,000	5,000	5,000	27
28	6,544	7,000	Deduct: Estimated amortization not included	7,000	7,000	7,000	7,000	7,000	28
29	78,045	78,220	Surplus from previous year	92,117	-	-	-	-	29
30	\$ 14,601	-\$ 80,220	ANNUAL SURPLUS/(DEFICIT)	-\$ 94,117	-\$ 2,000	-\$ 2,000	-\$ 2,000	-\$ 2,000	30



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



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

Line	History		REVENUE	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	87,749	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	\$ 676,168	\$ 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	10,000	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	\$ 676,168	\$ 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	<u>\$ 264,532</u>	<u>-\$ 358,096</u>	ANNUAL SURPLUS/(DEFICIT)	<u>-\$ 106,628</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	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	-	-	-	-	
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	-	-	-	-	-	41
42	-	50,000	Salmon Beach Water well development	100,000	-	-	-	-	42
43	-	7,465	Sproat Lake Community Park trail	7,465	-	-	-	-	43
44	-	-	West Coast Multi Use Path	240,000	-	-	-	-	44
45	<u>60,025</u>	<u>721,367</u>	Total capital expenditures	<u>1,308,605</u>	<u>463,737</u>	<u>-</u>	<u>-</u>	<u>-</u>	45
46	<u>\$ 2,995,268</u>	<u>\$ 1,860,910</u>	BALANCE, END OF YEAR	<u>\$ 2,167,454</u>	<u>\$ 2,202,597</u>	<u>\$ 2,703,477</u>	<u>\$ 3,229,452</u>	<u>\$ 3,759,327</u>	46



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	
			EXPENDITURES (continued)						
27			<i>Professional fees</i>						27
28	1,820	10,000	Consultant costs	10,000	10,000	10,000	10,000	10,000	28
29	17,652	20,000	Legal costs	20,000	15,000	15,000	15,000	15,000	29
30	-	-	Housing needs report	69,004	-	-	-	-	30
31	2,876	12,500	Mapping update	12,500	5,000	5,000	5,000	5,000	31
32	-	10,000	Stream assessments	10,000	10,000	10,000	10,000	10,000	32
33	-	10,000	OCP rewrites	10,000	-	10,000	-	-	33
34	-	-	Subdivision servicing bylaw	-	20,000	-	-	-	34
35	348	5,000	Zoning bylaw rewrite	5,000	-	-	-	-	35
36	22,695	67,500	Total professional fees	136,504	60,000	50,000	40,000	40,000	36
37	\$ 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	6,761	5,000	Add: Transfer to reserves	5,000	5,000	5,000	5,000	5,000	39
40	2,779	5,700	Deduct: Estimated amortization not included	2,800	2,800	2,800	2,800	2,800	40
41	127,486	132,273	Surplus from previous year	72,187	-	-	-	-	41
42	-\$ 51,316	-\$ 132,973	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	-\$ 69,987	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	42
42			CAPITAL FUND						
43	\$ 77,715	\$ 77,715	Balance, beginning of year	\$ 84,476	\$ 77,576	\$ 78,176	\$ 38,576	\$ 38,876	42
44	5,000	5,000	Contribution from operating fund	5,000	5,000	5,000	5,000	5,000	43
45	1,761	600	Interest earnings	600	600	400	300	300	44
46			<i>Less - capital expenditures</i>						45
47	-	5,000	Aerial photos/LiDAR^	5,000	5,000	5,000	5,000	5,000	46
48	-	7,500	Mapping software^	7,500	-	-	-	-	47
49	-	-	Vehicle (shared with Gen Gov)	-	-	40,000	-	-	48
50	-	12,500	Total capital expenditures	12,500	5,000	45,000	5,000	5,000	49
	\$ 84,476	\$ 70,815	BALANCE, END OF YEAR	\$ 77,576	\$ 78,176	\$ 38,576	\$ 38,876	\$ 39,176	50

^costs shared with Regional Planning



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 VANCOUVER ISLAND REGIONAL LIBRARY
 PARTICIPANTS: ELECTORAL AREAS

Line	History		Budget					Line
	2019 ACTUAL	2019 PLAN	2020	2021	2022	2023	2024	
1			REVENUE					
2	\$ 7,650	\$ 7,650	\$ 7,042	\$ -	\$ -	\$ -	\$ -	1
3	479,350	479,350	481,958	502,000	516,400	531,200	546,400	2
4	11,886	5,000	5,000	5,000	5,000	5,000	5,000	3
	\$ 498,886	\$ 492,000	\$ 494,000	\$ 507,000	\$ 521,400	\$ 536,200	\$ 551,400	4
5			EXPENDITURES					
6	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,100	\$ 4,200	\$ 4,300	\$ 4,400	5
7	487,844	488,000	490,000	502,900	517,200	531,900	547,000	6
	\$ 491,844	\$ 492,000	\$ 494,000	\$ 507,000	\$ 521,400	\$ 536,200	\$ 551,400	7
8	\$ 7,042		FINANCIAL PLAN BALANCE					
9			\$ -	\$ -	\$ -	\$ -	\$ -	8
10	7,650	7,650	7,042	-	-	-	-	9
	-\$ 608	-\$ 7,650	-\$ 7,042	\$ -	\$ -	\$ -	\$ -	10

(for Financial Reporting purposes)



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	173,744	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	\$ 458,300	\$ 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	-	-	-	-	-	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	\$ 458,300	\$ 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-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	\$ 200,217	\$ -	\$ -	\$ -	\$ -	1
2	88,411	88,412	148,743	447,660	488,060	533,760	580,460	2
3								3
4	8,640	8,640	8,640	8,640	8,640	8,640	8,640	4
5	2,102,809	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	5
6	2,111,449	2,108,640	2,108,640	2,108,640	2,108,640	2,108,640	2,108,640	6
7	3,695	1,000	1,000	1,000	1,000	1,000	1,000	7
8	410,360	335,000	380,000	380,000	380,000	380,000	380,000	8
9	20,559	4,159,988	3,591,900	784,407	-	-	-	9
10	170,973	25,000	130,000	25,000	25,000	25,000	25,000	10
11	\$ 3,097,335	\$ 6,981,988	\$ 6,560,500	\$ 3,746,707	\$ 3,002,700	\$ 3,048,400	\$ 3,095,100	11
EXPENDITURES								
12	\$ 71,000	\$ 71,000	\$ 76,000	\$ 77,600	\$ 79,200	\$ 80,800	\$ 82,500	12
13								13
14	111,009	75,000	115,000	117,300	119,600	122,000	124,400	14
15	15,161	5,000	11,500	11,700	11,900	12,100	12,300	15
16	126,170	80,000	126,500	129,000	131,500	134,100	136,700	16
17	749,498	650,000	450,000	450,000	450,000	450,000	450,000	17
18	20,559	4,159,988	3,591,900	784,407	-	-	-	18
19	120,000	120,000	120,000	120,000	120,000	120,000	120,000	19
20								20
21	6,923	8,000	8,000	8,000	8,000	8,000	8,000	21
22	143,890	151,000	193,000	196,900	200,800	204,800	208,900	22
23	2,755	2,000	3,000	3,100	3,200	3,300	3,400	23
24	153,567	161,000	204,000	208,000	212,000	216,100	220,300	24
25								25
26	14,897	30,000	5,000	5,000	5,000	5,000	5,000	26
27	-	-	25,000	20,000	20,000	20,000	20,000	27
28	28,827	38,000	20,000	20,000	20,000	20,000	20,000	28
29	571	20,000	10,000	15,000	15,000	15,000	15,000	29
30	-	15,000	15,000	15,000	15,000	15,000	15,000	30
31	44,295	103,000	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)							
	<i>Recycle, reduce, reuse</i>							
32								32
33	-	5,000	5,000	5,000	5,000	5,000	5,000	33
34	-	-	36,000	36,000	36,000	36,000	36,000	34
35	94,940	85,000	205,000	209,100	213,300	217,600	222,000	35
36	237,315	227,000	296,000	301,900	307,900	314,100	320,400	36
37	-	-	-	5,000	1,000	1,000	1,000	37
38	186,456	180,000	54,000	54,000	54,000	54,000	54,000	38
39	518,710	497,000	596,000	611,000	617,200	627,700	638,400	39
40								40
	<i>Residual waste management</i>							
41	24,049	75,000	75,000	78,800	82,700	86,800	91,100	41
42	797,042	795,000	941,100	959,900	979,100	998,700	1,018,700	42
43	96,619	100,000	100,000	102,000	104,000	106,100	108,200	43
44	78,477	60,000	80,000	30,000	30,000	30,000	30,000	44
45	22,667	25,000	25,000	26,000	27,000	28,100	29,200	45
46	41,068	45,000	60,000	55,000	55,000	55,000	55,000	46
47	33,398	40,000	40,000	40,000	40,000	40,000	40,000	47
48	1,093,319	1,140,000	1,321,100	1,291,700	1,317,800	1,344,700	1,372,200	48
49	\$ 2,897,118	\$ 6,981,988	\$ 6,560,500	\$ 3,746,707	\$ 3,002,700	\$ 3,048,400	\$ 3,095,100	49
50	\$ 200,217	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	50
51	869,498	4,929,988	4,161,900	1,354,407	570,000	570,000	570,000	51
52	146,785	143,000	147,000	147,000	147,000	147,000	147,000	52
53	291,888	263,948	200,217	-	-	-	-	53
54	\$ 631,041	\$ 4,523,040	\$ 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-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	126,116	126,616	Principal debt payments	126,500	126,500	126,500	126,500	126,500	28
29	1,071,762	490,000	Deduct: Estimated amortization not included	493,000	493,000	493,000	493,000	493,000	29
30	97,431	97,431	Surplus from previous year	44,049	-	-	-	-	30
31	-\$ 859,864	-\$ 154,931	ANNUAL SURPLUS/(DEFICIT)	-\$ 262,174	-\$ 56,000	-\$ 308,000	-\$ 309,000	-\$ 311,000	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	\$ 167,393	\$ 107,268	\$ 278,268	\$ 438,268	\$ 542,268	32
33	270,000	270,000	210,000	437,000	185,000	184,000	182,000	33
34	28,045	162,500	64,875	250,000	-	-	-	34
35	30,000	30,000	-	-	-	-	-	35
36	11,283	-	-	-	-	-	-	36
37								37
38	-	-	10,000	-	-	5,000	5,000	38
39	-	-	-	6,000	-	-	-	39
40	-	15,000	28,000	-	-	50,000	5,000	40
41	-	-	-	-	-	-	10,000	41
42	56,089	225,000	175,000	-	-	-	-	42
43	-	-	-	-	15,000	-	-	43
44	-	-	30,000	-	-	5,000	5,000	44
45	-	-	-	500,000	-	-	-	45
46	579,099	500,000	-	-	-	-	-	46
47	-	-	-	10,000	10,000	20,000	10,000	47
48	-	100,000	92,000	-	-	-	-	48
49	635,188	840,000	335,000	516,000	25,000	80,000	35,000	49
50	\$ 167,393	\$ 85,752	\$ 107,268	\$ 278,268	\$ 438,268	\$ 542,268	\$ 689,268	50

^eligible for 50% BCAAP funding



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



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	Surplus (deficit) from prior years	\$ 52,068	\$ -	\$ -	\$ -	\$ -	1
2	208,779	208,779	Tax requisition	208,932	279,567	286,000	292,600	299,200	2
3	2,077	1,000	Grant in lieu of taxes	1,000	1,000	1,000	1,000	1,000	3
4	30,371	33,000	Sales of services	35,000	35,000	35,000	35,000	35,000	4
5	269,931	312,000	Provincial Government grant	328,000	334,600	341,300	348,100	355,100	5
6	\$ 546,379	\$ 590,000	TOTAL REVENUE	\$ 625,000	\$ 650,167	\$ 663,300	\$ 676,700	\$ 690,300	6
EXPENDITURES									
7	\$ 5,000	\$ 5,000	Administrative charge	\$ 5,000	\$ 5,100	\$ 5,300	\$ 5,500	\$ 5,700	7
8	489,311	585,000	Operating costs	620,000	645,067	658,000	671,200	684,600	8
9	\$ 494,311	\$ 590,000	TOTAL EXPENDITURES	\$ 625,000	\$ 650,167	\$ 663,300	\$ 676,700	\$ 690,300	9
10	\$ 52,068	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	10
11	35,221	35,221	Deduct: Surplus from previous year	52,068	-	-	-	-	11
12	\$ 16,847	-\$ 35,221	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	-\$ 52,068	\$ -	\$ -	\$ -	\$ -	12



**ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
GRANTS-IN-AID ALBERNI VALLEY
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	\$ 8,257	\$ 8,257	Surplus (deficit) from prior years	\$ -	\$ -	\$ -	\$ -	\$ -	1
2	10,343	10,343	Tax requisition	37,000	-	-	-	-	2
3	-	-	Miscellaneous revenue	500	-	-	-	-	3
4	\$ 18,600	\$ 18,600	TOTAL REVENUE	\$ 37,500	\$ -	\$ -	\$ -	\$ -	4
EXPENDITURES									
5	\$ -	\$ -	Administrative charge	\$ -	\$ -	\$ -	\$ -	\$ -	5
6	-	-	Alberni Community & Women's Services Soc.	4,000	-	-	-	-	6
7	-	-	Alberni Valley Community Foundation	2,000	-	-	-	-	7
8	-	-	Alberni Valley Drag Race Association	5,000	-	-	-	-	8
9	-	-	Alberni Valley Hospice Society	5,000	-	-	-	-	9
10	4,000	4,000	Arrowsmith Amateur Radio Club	5,000	-	-	-	-	10
11	-	-	Bread of Life Centre Society	5,000	-	-	-	-	11
12	-	-	Navy League of Canada - Port Alberni Branch	1,500	-	-	-	-	12
13	3,600	3,600	Port Alberni Association for Community Living	4,000	-	-	-	-	13
14	5,000	5,000	Port Alberni Maritime Heritage Society	-	-	-	-	-	14
15	6,000	6,000	Port Alberni Marine Rescue Society	6,000	-	-	-	-	15
16	\$ 18,600	\$ 18,600	TOTAL EXPENDITURES	\$ 37,500	\$ -	\$ -	\$ -	\$ -	16
17	\$ -	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	17
18	8,257	8,257	Deduct: Surplus from previous year	-	-	-	-	-	18
19	-\$ 8,257	-\$ 8,257	ANNUAL SURPLUS/(DEFICIT)	\$ -	\$ -	\$ -	\$ -	\$ -	19

(for Financial Reporting purposes)



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



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)	-\$ 9,164	\$ 400	\$ 400	\$ 400	\$ 401	17
(for Financial Reporting purposes)									
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



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 GRANT-IN-AID UCLUELET and ELECTORAL AREA 'C'
 PARTICIPANTS: UCLUELET and ELECTORAL AREA 'C'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
			REVENUE						
1	\$ -	\$ -	Surplus (deficit) from prior years	\$ -	\$ -	\$ -	\$ -	\$ -	1
2	1,000	1,000	Tax requisition	6,000	-	-	-	-	2
3	\$ 1,000	\$ 1,000	TOTAL REVENUE	\$ 6,000	\$ -	\$ -	\$ -	\$ -	3
			EXPENDITURES						
4	\$ -	\$ -	Administration charge	\$ -	\$ -	\$ -	\$ -	\$ -	4
5			Clayoquot Biosphere Trust -						5
6	1,000	1,000	Leadership Vancouver Island WC Chapter	-	-	-	-	-	6
7	-	-	Surfrider Pacific Rim	6,000	-	-	-	-	7
8	\$ 1,000	\$ 1,000	TOTAL EXPENDITURES	\$ 6,000	\$ -	\$ -	\$ -	\$ -	8
9	\$ -	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	9
10	-	-	Deduct: Surplus from previous year	-	-	-	-	-	10
11	\$ -	\$ -	ANNUAL SURPLUS/(DEFICIT)	\$ -	\$ -	\$ -	\$ -	\$ -	11



**ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
GRANTS-IN-AID WEST COAST
PARTICIPANTS: TOFINO, UCLUELET, and ELECTORAL AREA 'C'**

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
			REVENUE						
1	\$ -	\$ -	Surplus (deficit) from prior years	\$ -	\$ -	\$ -	\$ -	\$ -	1
2	14,300	14,300	Tax requisition	5,900	-	-	-	-	2
3	200	200	Contribution from other governments	200	-	-	-	-	3
4	\$ 14,500	\$ 14,500	TOTAL REVENUE	\$ 6,100	\$ -	\$ -	\$ -	\$ -	4
			EXPENDITURES						
5	\$ -	\$ -	Administrative charge	\$ -	\$ -	\$ -	\$ -	\$ -	5
6	6,000	6,000	BC Conservation Foundation	-	-	-	-	-	6
7	3,500	3,500	Central Westcoast Forest Society	3,500	-	-	-	-	7
8	5,000	5,000	Surfrider Pacific Rim	-	-	-	-	-	8
9	-	-	Westcoast Community Resources	2,600	-	-	-	-	9
10	\$ 14,500	\$ 14,500	TOTAL EXPENDITURES	\$ 6,100	\$ -	\$ -	\$ -	\$ -	10
11	\$ -	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	11
12	-	-	Deduct: Surplus from previous year	-	-	-	-	-	12
13	\$ -	\$ -	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	\$ -	\$ -	\$ -	\$ -	\$ -	13



**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)	-\$ 255,409	-\$ 570,000	-\$ 40,000	-\$ 490,000	-\$ 490,000	39
(for Financial Reporting purposes)									
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



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	Surplus (deficit) from prior years	\$ 4,000	\$ -	\$ -	\$ -	\$ -	1
2	-	-	Tax requisition	-	-	-	-	-	2
3	-	5,000	Contributions from other governments	5,000	-	-	-	-	3
4	\$ 4,000	\$ 9,000	TOTAL REVENUE	\$ 9,000	\$ -	\$ -	\$ -	\$ -	4
			EXPENDITURES						
5	\$ -	\$ -	Administrative charge	\$ -	\$ -	\$ -	\$ -	\$ -	5
6	-	9,000	Service delivery investigation	9,000	-	-	-	-	6
7	\$ -	\$ 9,000	TOTAL EXPENDITURES	\$ 9,000	\$ -	\$ -	\$ -	\$ -	7
8	\$ 4,000	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	8
9	4,000	4,000	Deduct: Surplus from previous year	4,000	-	-	-	-	9
10	\$ -	-\$ 4,000	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	-\$ 4,000	\$ -	\$ -	\$ -	\$ -	10



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



**ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2020-2024 FINANCIAL PLAN
WEST COAST TRANSIT
PARTICIPANTS: TOFINO, UCLUELET, ELECTORAL AREA 'C', YUUHU?H?ATH, & TOQUAHT**

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
			REVENUE						
1	\$ -	\$ -	Surplus (deficit) from prior years	\$ -	\$ -	\$ -	\$ -	\$ -	1
2	3,000	3,000	Tax requisition	111,000	388,000	478,000	478,700	483,500	2
3	-	-	Sales of services	-	93,000	161,000	162,600	164,200	3
4	-	-	Provincial government grant	-	267,000	457,000	461,600	466,200	4
5	\$ 3,000	\$ 3,000	TOTAL REVENUE	\$ 111,000	\$ 748,000	\$ 1,096,000	\$ 1,102,900	\$ 1,113,900	5
			EXPENDITURES						
6	\$ -	\$ -	Administrative charge	\$ 6,000	\$ 15,000	\$ 10,000	\$ 6,000	\$ 6,000	6
7	3,000	3,000	Alternate approval process	-	-	-	-	-	7
8	-	-	Bus stops and shelters	100,000	100,000	-	-	-	8
9	-	-	Operating costs	5,000	633,000	1,086,000	1,096,900	1,107,900	9
10	\$ 3,000	\$ 3,000	TOTAL EXPENDITURES	\$ 111,000	\$ 748,000	\$ 1,096,000	\$ 1,102,900	\$ 1,113,900	10
11	\$ -	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	11
12	-	-	Deduct: Surplus from previous year	-	-	-	-	-	12
13	\$ -	\$ -	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	\$ -	\$ -	\$ -	\$ -	\$ -	13



**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	<i>Less - capital expenditures</i>								53
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



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	Surplus (deficit) from prior years	\$ 2,191	\$ 0	\$ 0	\$ 0	\$ 0	1
2	-	-	Internal borrowing	-	-	-	-	-	2
3	-	-	Municipal Finance Authority reserve	-	-	-	-	-	3
4	134,871	134,871	Parcel taxes - City of Port Alberni	123,242	3,591	-	-	-	4
5	27,297	27,297	Contribution from Sproat Lake	24,963	727	-	-	-	5
6	20,226	20,226	Contribution from Beaver Creek	18,365	538	-	-	-	6
7	16,679	16,679	Contribution from Cherry Creek	15,239	444	-	-	-	7
8	\$ 200,000	\$ 200,000	TOTAL REVENUE	\$ 184,000	\$ 5,300	\$ 0	\$ 0	\$ 0	8
EXPENDITURES									
9	\$ 2,000	\$ 2,000	Administrative charge	\$ 2,000	\$ 2,000	\$ -	\$ -	\$ -	9
10	195,809	198,000	Debt repayment	182,000	3,300	-	-	-	10
11	-	-	Other costs	-	-	-	-	-	11
12	\$ 197,809	\$ 200,000	TOTAL EXPENDITURES	\$ 184,000	\$ 5,300	\$ -	\$ -	\$ -	12
13	\$ 2,191	\$ -	FINANCIAL PLAN BALANCE	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	13
14	927	927	Deduct: Surplus from previous year	2,191	0	0	0	0	14
15	\$ 1,264	-\$ 927	ANNUAL SURPLUS/(DEFICIT)	-\$ 2,191	\$ -	\$ -	\$ -	\$ -	15

(for Financial Reporting purposes)



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 BAMFIELD COMMUNITY PARK
 PARTICIPANTS: PART OF ELECTORAL AREA 'A'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 841	\$ 790	Surplus (deficit) from prior years	\$ 8,504	\$ -	\$ -	\$ -	\$ -	1
2	17,710	17,710	Tax requisition	6,996	15,700	16,000	16,300	16,600	2
3	1,299	-	Grant in lieu of taxes	-	-	-	-	-	3
4	2	-	Other sources	-	-	-	-	-	4
5	\$ 19,852	\$ 18,500	TOTAL REVENUE	\$ 15,500	\$ 15,700	\$ 16,000	\$ 16,300	\$ 16,600	5
EXPENDITURES									
6	\$ 5,000	\$ 5,000	Administrative charge	\$ 5,000	\$ 5,100	\$ 5,300	\$ 5,500	\$ 5,700	6
7	2	-	Capital fund contribution	-	-	-	-	-	7
8	302	5,000	Labour & benefits	2,000	2,100	2,200	2,300	2,400	8
9	6,044	8,500	Operating costs	8,500	8,500	8,500	8,500	8,500	9
10	-	-	Park bench program	-	-	-	-	-	10
11	\$ 11,348	\$ 18,500	TOTAL EXPENDITURES	\$ 15,500	\$ 15,700	\$ 16,000	\$ 16,300	\$ 16,600	11
12	\$ 8,504	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	12
13	2	-	Add: Transfer to reserves	-	-	-	-	-	13
14	403	500	Deduct: Estimated amortization not included	500	500	500	500	500	14
15	841	790	Surplus from previous year	8,504	-	-	-	-	15
16	\$ 7,262	-\$ 1,290	ANNUAL SURPLUS/(DEFICIT)	-\$ 9,004	-\$ 500	-\$ 500	-\$ 500	-\$ 500	16
CAPITAL FUND (restricted to use for Port Desire)									
17	\$ 91	\$ 90	Balance, beginning of year	\$ 93	\$ 93	\$ 93	\$ 93	\$ 93	17
18	-	-	Contribution from operating fund	-	-	-	-	-	18
19	2	-	Interest earnings	-	-	-	-	-	19
20			<i>Less - capital expenditures</i>						20
21	-	-	Park improvements	-	-	-	-	-	21
22	-	-	Total capital expenditures	-	-	-	-	-	22
23	\$ 93	\$ 90	BALANCE, END OF YEAR	\$ 93	23				



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	22,350	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	\$ 30,300	\$ 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	806	1,200	Labour & benefits	7,300	7,500	7,700	7,900	8,100	9
10	\$ 16,255	\$ 23,200	TOTAL EXPENDITURES	\$ 30,300	\$ 30,600	\$ 30,900	\$ 31,200	\$ 31,500	10
11	\$ 7,950	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	11
12	7,381	7,381	Deduct: Surplus from previous year	7,950	-	-	-	-	12
13	\$ 569	-\$ 7,381	ANNUAL SURPLUS/(DEFICIT)	-\$ 7,950	\$ -	\$ -	\$ -	\$ -	13

(for Financial Reporting purposes)



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



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	18,319	18,400	Principal debt payments	18,400	18,400	18,400	18,400	18,400	24
25	174,442	80,000	Deduct: Estimated amortization not included	175,000	175,000	175,000	175,000	175,000	25
26	13,385	13,386	Surplus from previous year	0	0	0	0	0	26
27	-\$ 112,871	\$ 133,174	ANNUAL SURPLUS/(DEFICIT)	-\$ 98,440	-\$ 98,440	\$ 51,560	\$ 60,076	-\$ 98,440	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



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 GRANTS-IN-AID BAMFIELD
 PARTICIPANTS: ELECTORAL AREA 'A'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
			REVENUE						
1	\$ -	\$ -	Surplus (deficit) from prior years	\$ -	\$ -	\$ -	\$ -	\$ -	1
2	11,000	11,000	Tax requisition	11,000	10,000	10,000	10,000	10,000	2
3	\$ 11,000	\$ 11,000	TOTAL REVENUE	\$ 11,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	3
			EXPENDITURES						
4	\$ -	\$ -	Administrative charge	\$ -	\$ -	\$ -	\$ -	\$ -	4
5	1,000	1,000	Chamber of Commerce	1,000	-	-	-	-	5
6	10,000	10,000	Bamfield Community Affairs Society	10,000	10,000	10,000	10,000	10,000	6
7	\$ 11,000	\$ 11,000	TOTAL EXPENDITURES	\$ 11,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	7
8	\$ -	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	8
9	-	-	Deduct: Surplus from previous year	-	-	-	-	-	9
10	\$ -	\$ -	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	\$ -	10				



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 GRANTS-IN-AID LONG BEACH
 PARTICIPANTS: ELECTORAL AREA 'C'

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



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	11,433	15,700	16,100	16,500	16,900	2
3	438	-	Grant in lieu of taxes	-	-	-	-	-	3
4	\$ 18,038	\$ 17,600	TOTAL REVENUE	\$ 24,300	\$ 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	1,171	3,600	Labour & benefits	6,300	6,500	6,700	6,900	7,100	7
8	\$ 5,171	\$ 17,600	TOTAL EXPENDITURES	\$ 24,300	\$ 15,700	\$ 16,100	\$ 16,500	\$ 16,900	8
9	\$ 12,867	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	9
10	7,117	7,117	Deduct: Surplus from previous year	12,867	-	-	-	-	10
11	\$ 5,750	-\$ 7,117	ANNUAL SURPLUS/(DEFICIT)	-\$ 12,867	\$ -	\$ -	\$ -	\$ -	11

(for Financial Reporting purposes)



**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	26,115	25,000	Deduct: Estimated amortization not included	26,500	26,500	26,500	26,500	26,500	14
15	2,862	2,862	Surplus from previous year	- 3,586	-	-	-	-	15
16	-\$ 30,555	-\$ 27,862	ANNUAL SURPLUS/(DEFICIT)	-\$ 22,914	-\$ 26,500	-\$ 26,500	-\$ 26,500	-\$ 26,500	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



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>								
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 POWER DISTRIBUTION
 PARTICIPANTS: PORTION OF ELECTORAL AREA 'C'

Line	History		Budget					Line
	2019	2019	2020	2021	2022	2023	2024	
REVENUE								
1	\$ 31,757	\$ 31,757	\$ 34,896	\$ -	\$ -	\$ -	\$ -	1
2	65,343	65,343	65,204	66,600	66,600	66,600	66,600	2
3	\$ 97,100	\$ 97,100	\$ 100,100	\$ 66,600	\$ 66,600	\$ 66,600	\$ 66,600	3
EXPENDITURES								
4	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	4
5	62,104	97,000	100,000	66,500	66,500	66,500	66,500	5
6	\$ 62,204	\$ 97,100	\$ 100,100	\$ 66,600	\$ 66,600	\$ 66,600	\$ 66,600	6
7	\$ 34,896	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	7
8	31,560	31,560	31,560	31,560	31,560	31,560	31,560	8
9	31,757	31,757	34,896	-	-	-	-	9
10	\$ 34,699	-\$ 197	-\$ 3,336	\$ 31,560	\$ 31,560	\$ 31,560	\$ 31,560	10



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	6,808	5,000	Deduct: Estimated amortization not included	6,900	6,900	6,900	6,900	6,900		13
14	119	119	Surplus from previous year	15,575	-	-	-	-		14
15	\$ 20,054	\$ 4,881	ANNUAL SURPLUS/(DEFICIT)	-\$ 12,475	\$ 3,100	\$ 3,100	\$ 3,100	\$ 3,100		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	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	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	\$ 10,302	\$ 35,502	\$ 60,902	\$ 86,502	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	-	-	-	-	-	19
20	3,342	800	Interest earnings	400	200	400	600	700	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	\$ 10,302	\$ 35,502	\$ 60,902	\$ 86,502	\$ 112,202	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	1,263	2,400	Deduct: Estimated amortization not included	1,300	1,300	1,300	1,300	1,300	13
14	41,530	41,530	Surplus from previous year	37,245	-	-	-	-	14
15	\$ 26,737	-\$ 14,930	ANNUAL SURPLUS/(DEFICIT)	-\$ 13,545	\$ 8,700	\$ 8,700	\$ 8,700	\$ 8,700	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	\$ 110,928	\$ 111,728	\$ 112,528	\$ 113,328	16
17	-	-	Contribution from operating fund	10,000	-	-	-	-	17
18	-	50,000	Community Works Fund transfer	100,000	-	-	-	-	18
19	1,139	200	Interest earnings	500	800	800	800	800	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	\$ 110,928	\$ 111,728	\$ 112,528	\$ 113,328	\$ 114,128	25



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



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



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)					



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 GRANTS-IN-AID SPROAT LAKE
 PARTICIPANTS: ELECTORAL AREA 'D'

Line	History			Budget					Line	
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024		
REVENUE										
1	\$ 14,446	\$ 14,446	Surplus (deficit) from prior years	\$ 13,434	\$ -	\$ -	\$ -	\$ -	\$ -	1
2	25,797	25,797	Tax requisition	26,809	34,243	34,243	34,243	34,243	34,243	2
3	\$ 40,243	\$ 40,243	TOTAL REVENUE	\$ 40,243	\$ 34,243	3				
EXPENDITURES										
4	\$ -	\$ -	Administrative charge	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	4
5	1,000	1,000	Chamber of Commerce	1,000	-	-	-	-	-	5
6			Contribution to Port Alberni to eliminate							6
7	24,243	24,243	non City resident rate fees	24,243	24,243	24,243	24,243	24,243	24,243	7
8	1,566	10,000	Special events	10,000	10,000	10,000	10,000	10,000	10,000	8
9	-	5,000	Sproat Lake Community Association	5,000	-	-	-	-	-	9
10	\$ 26,809	\$ 40,243	TOTAL EXPENDITURES	\$ 40,243	\$ 34,243	10				
11	\$ 13,434	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	11
12	14,446	14,446	Deduct: Surplus from previous year	13,434	-	-	-	-	-	12
13	-\$ 1,012	-\$ 14,446	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	-\$ 13,434	\$ -	13				



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	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	\$ 3,100	4
EXPENDITURES										
5	\$ 100	\$ 100	Administrative charge	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	100	5
6	450	2,000	Enforcement costs	2,000	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	1,000	7
8	\$ 1,264	\$ 3,100	TOTAL EXPENDITURES	\$ 3,100	\$ 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				



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) (for Financial Reporting purposes)	-\$ 1,498	\$ -	\$ -	\$ -	\$ -	11



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

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
			REVENUE						
1	\$ -	\$ -	Surplus (deficit) from prior years	\$ -	\$ -	\$ -	\$ -	\$ -	1
2	12,000	12,000	Parcel tax	12,000	12,000	12,000	12,000	12,000	2
3	\$ 12,000	\$ 12,000	TOTAL REVENUE	\$ 12,000	3				
			EXPENDITURES						
4	\$ 100	\$ 100	Administrative charge	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	4
5	11,900	11,900	Grant to Community Association	11,900	11,900	11,900	11,900	11,900	5
6	\$ 12,000	\$ 12,000	TOTAL EXPENDITURES	\$ 12,000	6				
7	\$ -	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	7
8	-	-	Deduct: Surplus from previous year	-	-	-	-	-	8
9	\$ -	\$ -	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	\$ -	9				



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	\$	206,269	\$ 65,456	\$ 84,834	\$ 17,234	\$ 27,434	\$ 37,634	\$ 47,934	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	\$	149,824	\$ 147,667	\$ 150,924	\$ 152,024	\$ 153,124	\$ 154,224	\$ 154,324	33	
			BALANCE, END OF YEAR							



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

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
			REVENUE						
1	\$ 5,074	\$ 5,074	Surplus (deficit) from prior years	-\$ 656	\$ -	\$ -	\$ -	\$ -	1
2	26	26	Tax requisition	6,756	6,100	6,100	6,100	6,100	2
3	-	-	Grant in lieu of taxes	-	-	-	-	-	3
4	\$ 5,100	\$ 5,100	TOTAL REVENUE	\$ 6,100	4				
			EXPENDITURES						
5	\$ 100	\$ 100	Administrative charge	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	5
6	3,514	2,000	Enforcement costs	5,000	5,000	5,000	5,000	5,000	6
7	2,142	3,000	Labour & related costs	1,000	1,000	1,000	1,000	1,000	7
8	\$ 5,756	\$ 5,100	TOTAL EXPENDITURES	\$ 6,100	8				
9	-\$ 656	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	9
10	5,074	5,074	Deduct: Surplus from previous year	- 656	-	-	-	-	10
11	-\$ 5,730	-\$ 5,074	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	\$ 656	\$ -	\$ -	\$ -	\$ -	11



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



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)



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	34,785	36,300	36,600	36,900	37,200	2
3	232	-	Other sources	-	-	-	-	-	3
4	\$ 24,232	\$ 24,000	TOTAL REVENUE	\$ 51,000	\$ 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	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	\$ 51,000	\$ 36,300	\$ 36,600	\$ 36,900	\$ 37,200	10
FINANCIAL PLAN BALANCE									
11	\$ 16,215	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	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	\$ 15,345	\$ 25,545	\$ 35,745	\$ 46,045	14
15	232	-	Contribution from operating fund	10,000	10,000	10,000	10,000	10,000	15
16	-	-	MFA equipment financing	-	-	-	-	-	16
17	-	-	Interest earnings	100	200	200	300	400	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	\$ 15,345	\$ 25,545	\$ 35,745	\$ 46,045	\$ 56,445	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



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)



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



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



**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	Balance, beginning of year	\$ 3,026	\$ 3,046	\$ 3,066	\$ 3,086	\$ 3,106	51
52	-	-	Contribution from operating fund	-	-	-	-	-	52
53	66	20	Interest earnings	20	20	20	20	20	53
54	-	-	Less - capital expenditures	-	-	-	-	-	54
55	<u>\$ 3,026</u>	<u>\$ 2,980</u>	BALANCE, END OF YEAR	<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	Balance, beginning of year	\$ 1,536	\$ 1,570	\$ 1,604	\$ 1,638	\$ 1,672	56
57	24	24	Contribution from operating fund	24	24	24	24	24	57
58	33	10	Interest earnings	10	10	10	10	10	58
59	-	-	Less - sick leave payout	-	-	-	-	-	59
60	<u>\$ 1,536</u>	<u>\$ 1,513</u>	BALANCE, END OF YEAR	<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	Balance, beginning of year	\$ 33,914	\$ 4,054	\$ 24,164	\$ 44,424	\$ 14,644	61
62	15,000	15,000	Contribution from operating fund	30,000	20,000	20,000	20,000	20,000	62
63	519	190	Interest earnings	140	110	260	220	180	63
64	-	-	Less - capital expenditures	60,000	-	-	50,000	-	64
65	<u>\$ 33,914</u>	<u>\$ 33,585</u>	BALANCE, END OF YEAR	<u>\$ 4,054</u>	<u>\$ 24,164</u>	<u>\$ 44,424</u>	<u>\$ 14,644</u>	<u>\$ 34,824</u>	65



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 GRANTS-IN-AID BEAVER CREEK
 PARTICIPANTS: ELECTORAL AREA 'E'

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 5,000	\$ 5,000	Surplus (deficit) from prior years	\$ 7,000	\$ -	\$ -	\$ -	\$ -	1
2	5,000	5,000	Tax requisition	- 1,500	-	-	-	-	2
3	\$ 10,000	\$ 10,000	TOTAL REVENUE	\$ 5,500	\$ -	\$ -	\$ -	\$ -	3
EXPENDITURES									
4	\$ -	-	Administrative charge	\$ -	\$ -	\$ -	\$ -	\$ -	4
5	-	2,000	Beaver Creek Community Club	-	-	-	-	-	5
6	1,000	1,000	Chamber of Commerce	1,000	-	-	-	-	6
7	2,000	2,000	Cherry Creek Community Rec. Commission	2,000	-	-	-	-	7
8	-	5,000	Special events	2,500	-	-	-	-	8
9	\$ 3,000	\$ 10,000	TOTAL EXPENDITURES	\$ 5,500	\$ -	\$ -	\$ -	\$ -	9
10	\$ 7,000	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	10
11	5,000	5,000	Deduct: Surplus from previous year	7,000	-	-	-	-	11
12	\$ 2,000	-\$ 5,000	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	-\$ 7,000	\$ -	\$ -	\$ -	\$ -	12



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)



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

Line	History			Budget					Line
	2019 ACTUAL	2019 PLAN		2020	2021	2022	2023	2024	
REVENUE									
1	\$ 520	\$ 520	Surplus (deficit) from prior years	\$ 522	\$ -	\$ -	\$ -	\$ -	1
2	16,759	16,759	Parcel taxes	15,317	444	-	-	-	2
3	22	-	Grant in lieu of taxes	-	-	-	-	-	3
4	\$ 17,301	\$ 17,279	TOTAL REVENUE	\$ 15,839	\$ 444	\$ -	\$ -	\$ -	4
EXPENDITURES									
5	\$ 100	\$ 100	Administrative charge	\$ 100	\$ -	\$ -	\$ -	\$ -	5
6	16,679	16,679	Contribution to Port Alberni Arena	15,239	444	-	-	-	6
7	-	500	Other costs	500	-	-	-	-	7
8	\$ 16,779	\$ 17,279	TOTAL EXPENDITURES	\$ 15,839	\$ 444	\$ -	\$ -	\$ -	8
9	\$ 522	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	9
10	520	520	Deduct: Surplus from previous year	522	-	-	-	-	10
11	\$ 2	-\$ 520	ANNUAL SURPLUS/(DEFICIT)	-\$ 522	\$ -	\$ -	\$ -	\$ -	11

(for Financial Reporting purposes)



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	2,831	-	Estimated amortization not included	2,900	2,900	2,900	2,900	2,900	11
12	-\$ 6,178	-\$ 9,662	ANNUAL SURPLUS/(DEFICIT)	-\$ 9,215	-\$ 2,900	-\$ 2,900	-\$ 2,900	-\$ 2,900	12
(for Financial Reporting purposes)									
PARKLAND RESERVE FUND									
13	\$ 35,463	\$ 35,463	Balance, beginning of year	\$ 60,520	\$ 61,020	\$ 61,520	\$ 62,020	\$ 62,520	13
14	24,250	-	Developer contributions	-	-	-	-	-	14
15	807	300	Interest earnings	500	500	500	500	500	15
16	-	-	Less - parkland purchases	-	-	-	-	-	16
17	\$ 60,520	\$ 35,763	BALANCE, END OF YEAR	\$ 61,020	\$ 61,520	\$ 62,020	\$ 62,520	\$ 63,020	17



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

Line	History		Budget					Line
	2019 ACTUAL	2019 PLAN	2020	2021	2022	2023	2024	
REVENUE								
1	\$ 1,000	\$ 1,000	\$ 1,285	\$ -	\$ -	\$ -	\$ -	1
2	1,100	1,100	815	2,100	2,100	2,100	2,100	2
3	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	3
EXPENDITURES								
4	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	4
5	-	1,000	1,000	1,000	1,000	1,000	1,000	5
6	715	1,000	1,000	1,000	1,000	1,000	1,000	6
7	\$ 815	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	7
8	\$ 1,285	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	8
9	1,000	1,000	1,285	-	-	-	-	9
10	\$ 285	-\$ 1,000	-\$ 1,285	\$ -	\$ -	\$ -	\$ -	10

(for Financial Reporting purposes)



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2020-2024 FINANCIAL PLAN
 GRANTS-IN-AID CHERRY CREEK
 PARTICIPANTS: ELECTORAL AREA 'F'

Line	History		Budget					Line
	2019 ACTUAL	2019 PLAN	2020	2021	2022	2023	2024	
REVENUE								
1	\$ 1,500	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	1
			Surplus (deficit) from prior years					
2	40,009	40,009	41,509	22,509	22,509	22,509	22,509	2
			Tax requisition					
3	\$ 41,509	\$ 41,509	\$ 41,509	\$ 22,509	\$ 22,509	\$ 22,509	\$ 22,509	3
			TOTAL REVENUE					
EXPENDITURES								
4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	4
			Administrative charge					
5	1,000	1,000	1,000	-	-	-	-	5
			Chamber of Commerce					
6	18,000	18,000	18,000	-	-	-	-	6
			Cherry Creek Recreation Commission					
7								7
			Contribution to Port Alberni to eliminate					
8	22,509	22,509	22,509	22,509	22,509	22,509	22,509	8
			non City resident rate fees					
9	\$ 41,509	\$ 41,509	\$ 41,509	\$ 22,509	\$ 22,509	\$ 22,509	\$ 22,509	9
			TOTAL EXPENDITURES					
10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	10
			FINANCIAL PLAN BALANCE					
11	1,500	1,500	-	-	-	-	-	11
			Deduct: Surplus from previous year					
12	-\$ 1,500	-\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	12
			ANNUAL SURPLUS/(DEFICIT)					
			(for Financial Reporting purposes)					