

**SKEENA-QUEEN CHARLOTTE**

**REGIONAL DISTRICT**

**FINANCIAL PLAN**

**2009-2013**

**SKEENA-QUEEN CHARLOTTE REGIONAL DISTRICT**

**BYLAW NO. 519 - 2009**

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A Bylaw to establish the Five Year Financial Plan for the years 2009 to 2013

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The Board of Directors of the Skeena-Queen Charlotte Regional District in open meeting assembled, enacts as follows:

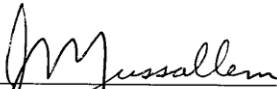
1. Schedule "A" attached hereto and made part of the bylaw is hereby adopted as the Five Year Financial Plan for the Skeena-Queen Charlotte Regional District for the years 2009 to 2013, inclusive.
2. This Bylaw may be cited as the "Five Year Financial Plan Bylaw No. 519 – 2009".

READ A FIRST TIME this 27 day of March, 2009.

READ A SECOND TIME this 27 day of March, 2009.

READ A THIRD TIME this 30 day of March, 2009.

**FINALLY CONSIDERED AND ADOPTED THIS 30 day of March, 2009.**

  
\_\_\_\_\_  
Jack Mussallem  
Vice-Chair

  
\_\_\_\_\_  
John Holland  
Administrator

SKEENA-QUEEN CHARLOTTE REGIONAL DISTRICT						page1
BYLAW NO. 519-2009 - SCHEDULE "A"						
FINANCIAL PLAN SUMMARY: 2009- 2013						
	2008	2009	2010	2011	2012	2013
Revenue	Actual	Budget	Budget	Budget	Budget	Budget
Contribution from Surplus/Reserves	\$ 175,740	\$ (98,043)	\$ (129,322)	\$ (249,656)	\$ (84,994)	\$ 56,605
Provincial Grant Basic	\$ 168,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Tax Requisition	\$ 842,522	\$ 985,584	\$ 1,076,635	\$ 1,123,462	\$ 1,145,315	\$ 1,142,030
Parcel Tax Sandspit	\$ 40,000	\$ 40,000	\$ 64,000	\$ 40,000	\$ 40,000	\$ 40,000
Grants in Lieu	\$ 52,509	\$ 51,245	\$ 51,245	\$ 51,245	\$ 51,245	\$ 51,245
Conditional Grants	\$ 318,812	\$ 2,331,822	\$ 58,500	\$ 42,500	\$ 42,500	\$ 42,500
Recycling Depot	\$ 402,276	\$ 353,410	\$ 355,027	\$ 354,200	\$ 354,177	\$ 354,177
Rentals-Office	\$ 18,630	\$ 18,600	\$ 18,600	\$ 18,600	\$ 18,600	\$ 18,600
Sandspit Water Fees	\$ 5,805	\$ 9,700	\$ 11,400	\$ 7,500	\$ 7,500	\$ 7,500
Islands Waste Management	\$ 700,412	\$ 859,000	\$ 859,000	\$ 859,000	\$ 859,000	\$ 820,500
Interest Earned	\$ 27,838	\$ 19,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 17,000
Admin. Charges	\$ 120,451	\$ 92,300	\$ 77,500	\$ 77,500	\$ 77,500	\$ 78,500
Miscellaneous	\$ 2,497	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Contribution from Landfill Closure Reserve	\$ -	\$ 436,190	\$ 61,500	\$ 61,500	\$ 61,500	\$ 61,550
Communiy Contributions	\$ -	\$ 78,292	\$ -	\$ -	\$ -	\$ -
Municipal Debt Payments	\$ 1,486,533	\$ 1,532,648	\$ 1,532,648	\$ 1,532,648	\$ 1,479,059	\$ 1,479,059
<b>TOTAL</b>	<b>\$ 4,362,025</b>	<b>\$ 6,911,748</b>	<b>\$ 4,254,733</b>	<b>\$ 4,136,499</b>	<b>\$ 4,269,402</b>	<b>\$ 4,371,266</b>
<b>Expenditures</b>						
General Gov't - Exhibit 1	\$ 460,631	\$ 525,119	\$ 527,800	\$ 542,340	\$ 554,850	\$ 562,300
Electoral Areas-Exhibit 2	\$ 169,080	\$ 168,721	\$ 168,720	\$ 183,750	\$ 172,800	\$ 172,820
Debt Services - Exhibit 3	\$ 1,486,533	\$ 1,532,648	\$ 1,532,648	\$ 1,532,648	\$ 1,479,059	\$ 1,479,059
Planning - Exhibit 4	\$ 139,350	\$ 107,255	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000
Economic Development - Exhibit 5	\$ 195,155	\$ 150,244	\$ 52,500	\$ 52,500	\$ 52,500	\$ 52,500
Regional Waste Man. - Exhibit 6	\$ 139	\$ 14,667	\$ 200	\$ 200	\$ 200	\$ 200
Helipad	\$ 843	\$ -	\$ -	\$ -	\$ -	\$ -
Mainland Recreation - Exhibit 7	\$ 3,704	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
P.R. Regional Archives - Exhibit 8	\$ 74,801	\$ 70,909	\$ 76,100	\$ 76,100	\$ 76,100	\$ 76,100
North Pacific Cannery- Exhibit 9	\$ 88,551	\$ 81,020	\$ 84,000	\$ 84,000	\$ 84,000	\$ 84,000
Regional Recycling - Exhibit 10	\$ 574,555	\$ 582,529	\$ 573,027	\$ 587,700	\$ 605,612	\$ 617,757
Isl. Waste Management - Exhibit 11	\$ 978,741	\$ 822,084	\$ 883,152	\$ 871,581	\$ 896,002	\$ 909,900
QCI Rec. Commission-Exhibit 12	\$ 89,868	\$ 95,930	\$ 95,930	\$ 95,930	\$ 95,930	\$ 95,930
Haida Gwaii/QCI Museum-Exhibit 13	\$ 61,100	\$ 61,469	\$ 61,300	\$ 61,300	\$ 61,300	\$ 61,300
Van. Isl. Regional Library-Exhibit 14	\$ 34,695	\$ 33,079	\$ 34,000	\$ 35,000	\$ 36,000	\$ 37,000
Oona River Telephone-Exhibit 15	\$ 2,704	\$ 21,292	\$ -	\$ -	\$ -	\$ -
Sandspit Fire - Exhibit 16	\$ 29,440	\$ 24,939	\$ 30,075	\$ 30,075	\$ 30,075	\$ 30,075
Sandspit Water - Exhibit 17	\$ 56,352	\$ 57,125	\$ 48,937	\$ 48,370	\$ 48,370	\$ 48,370
Dodge Cover Water - Exhibit 18	\$ 13,826	\$ 794,800	\$ 16,000	\$ -	\$ -	\$ -
Oona River Hall-Exhibit 19	\$ -	\$ 201,000	\$ -	\$ -	\$ -	\$ -
Sandspit Hall-Exhibit 20	\$ -	\$ 560,000	\$ -	\$ -	\$ -	\$ -
QCI Recycling Depot-Exhibit 21	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -
Landfill Closure-Exhibit 22	\$ -	\$ 382,240	\$ 300,000	\$ -	\$ -	\$ -
Reserve Fund - Exhibit 23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Surplus & Reserves	\$ (98,043)	\$ (129,322)	\$ (249,656)	\$ (84,994)	\$ 56,605	\$ 123,955
	<b>\$ 4,362,025</b>	<b>\$ 6,911,748</b>	<b>\$ 4,254,733</b>	<b>\$ 4,136,499</b>	<b>\$ 4,269,402</b>	<b>\$ 4,371,266</b>

## Five Year Financial Plan

## Exhibit 1: Administration

	2008 Actual	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
<b>Revenue</b>						
Tax Requisition	\$ 161,200	\$ 207,450	\$ 280,700	\$ 295,240	\$ 307,750	\$ 314,200
Provincial Operating Grant	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
Grant in lieu	\$ 18,406	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Conditional Grants	\$ 2,900	\$ -	\$ -	\$ -	\$ -	\$ -
UBCM Tourism	\$ 16,131	\$ 13,409				
Building Charges	\$ 18,630	\$ 18,600	\$ 18,600	\$ 18,600	\$ 18,600	\$ 18,600
Interest	\$ 11,596	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000
Miscellaneous	\$ 2,029	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Admin. Charges	\$ 120,451	\$ 92,300	\$ 77,500	\$ 77,500	\$ 77,500	\$ 78,500
	<b>\$ 471,343</b>	<b>\$ 482,759</b>	<b>\$ 527,800</b>	<b>\$ 542,340</b>	<b>\$ 554,850</b>	<b>\$ 562,300</b>

## Expenditures

Directors' Remuneration	\$ 75,052	\$ 76,000	\$ 77,000	\$ 78,000	\$ 79,000	\$ 80,000
Directors' Travel	\$ 16,294	\$ 17,000	\$ 18,000	\$ 19,000	\$ 20,000	\$ 21,000
Director Other	\$ 28	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
Staff Wages & Benefits	\$ 207,012	\$ 268,000	\$ 297,250	\$ 306,168	\$ 312,291	\$ 318,537
Staff Travel	\$ 10,866	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500
Staff Training	\$ 612	\$ 2,000	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Memberships	\$ 1,507	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Staff Recruitment	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -
Staff Settlement	\$ 1,556	\$ -	\$ -	\$ -	\$ -	\$ -
Employee Benefit Reserve	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Advertising	\$ 474	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Audit	\$ 10,000	\$ 10,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 12,000
Bank Charges	\$ 2,426	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Communications	\$ 9,261	\$ 10,000	\$ 10,000	\$ 11,000	\$ 12,000	\$ 12,000
Computer	\$ 11,632	\$ 10,000	\$ 5,000	\$ 5,000	\$ 8,000	\$ 5,000
Copier	\$ 2,097	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Grants	\$ 29,214	\$ 20,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
Insurance	\$ 10,265	\$ 9,500	\$ 10,000	\$ 10,500	\$ 11,000	\$ 11,500
Legal Services	\$ 1,318	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Office Maintenance	\$ 8,605	\$ 8,500	\$ 8,500	\$ 9,000	\$ 9,000	\$ 9,500
Miscellaneous	\$ 3,653	\$ 4,069	\$ 4,000	\$ 4,122	\$ 4,009	\$ 4,213
Postage	\$ 1,798	\$ 2,000	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Rent	\$ 43,800	\$ 43,800	\$ 43,800	\$ 43,800	\$ 43,800	\$ 43,800
Supplies	\$ 5,497	\$ 5,500	\$ 5,500	\$ 6,000	\$ 6,000	\$ 6,000
Utilities	\$ 6,664	\$ 7,000	\$ 7,000	\$ 8,000	\$ 8,000	\$ 8,000
	<b>\$ 460,631</b>	<b>\$ 525,119</b>	<b>\$ 527,800</b>	<b>\$ 542,340</b>	<b>\$ 554,850</b>	<b>\$ 562,300</b>

Net Surplus (Deficit): \$ 10,712 \$ (42,360) \$ - \$ - \$ - \$ -

Opening Surplus (Deficit): \$ 31,648 \$ 42,360 \$ - \$ - \$ - \$ -

Closing Surplus (Deficit): \$ 42,360 \$ - \$ - \$ - \$ - \$ -

Tax Requisition			Variance	% Increase
City of Pr. Rupert	\$ 121,294	\$ 154,422	\$ 33,128	27%
District of Port Edward	\$ 5,505	\$ 7,134	\$ 1,629	30%
Village of Masset	\$ 5,920	\$ 7,941	\$ 2,021	34%
Village of Port Clements	\$ 2,450	\$ 3,209	\$ 759	31%
Village of Queen Charlotte	\$ 6,912	\$ 9,015	\$ 2,103	30%
Area A	\$ 4,478	\$ 5,754	\$ 1,276	28%
Area C	\$ 1,698	\$ 2,268	\$ 570	34%
Area D	\$ 7,747	\$ 10,972	\$ 3,225	42%
Area E	\$ 5,196	\$ 6,735	\$ 1,539	30%
	\$ 161,200	\$ 207,450	\$ 46,250	

<b>Grants</b>		
UBCM Tourism	\$ 16,132	\$ 13,409
Transition House	\$ 2,400	\$ 2,400
Soccer League	\$ 250	\$ 250
Udderfest	\$ 500	\$ 500
Winterfest	\$ 350	\$ 350
Community Forum	\$ 5,000	\$ 2,500
ANBT	\$ -	\$ 500
Other	\$ 4,582	\$ 91
	\$ 29,214	\$ 20,000

**Skeena-Queen Charlotte Regional District**  
**Five Year Financial Plan**  
**Exhibit 2: Electoral Area**

<u>Revenue</u>	2008	2009	2010	2011	2012	2013
	Actual	Budget	Budget	Budget	Budget	Budget
Tax Requisition	\$ 87,000	\$ 87,000	\$ 79,220	\$ 94,250	\$ 83,300	\$ 83,320
Provincial Grant	\$ 48,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Grant in lieu	\$ 2,428	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
NDI Grant	\$ 15,000	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
Miscellaneous	\$ 167	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 152,595</b>	<b>\$ 176,500</b>	<b>\$ 168,720</b>	<b>\$ 183,750</b>	<b>\$ 172,800</b>	<b>\$ 172,820</b>
<u>Expenditures</u>						
Directors' Remuneration	\$ 63,893	\$ 65,000	\$ 65,000	\$ 65,000	\$ 67,000	\$ 67,000
Director's Travel	\$ 29,902	\$ 30,000	\$ 30,000	\$ 30,000	\$ 32,000	\$ 32,000
Director Other	\$ 4	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
Memberships	\$ 1,417	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Meetings	\$ 513	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Elections	\$ 12,425	\$ -	\$ -	\$ 15,000	\$ -	\$ -
Staff	\$ 12,631	\$ 22,500	\$ 22,500	\$ 22,500	\$ 22,500	\$ 22,500
Staff Travel	\$ 2,096	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
MIMC Grant	\$ 31,600	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Sandspit Hall Insurance	\$ 1,469	\$ 1,520	\$ 1,570	\$ 1,600	\$ 1,650	\$ 1,670
Pr. Rupert Library Grant	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900
Miscellaneous	\$ 2,981	\$ 551	\$ 500	\$ 500	\$ 500	\$ 500
Administration	\$ 6,249	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500
<b>TOTAL</b>	<b>\$ 169,080</b>	<b>\$ 168,721</b>	<b>\$ 168,720</b>	<b>\$ 183,750</b>	<b>\$ 172,800</b>	<b>\$ 172,820</b>
<b>Net Surplus (Deficit):</b>	<b>\$ (16,485)</b>	<b>\$ 7,779</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Opening Surplus (Deficit):</b>	<b>\$ 8,706</b>	<b>\$ (7,779)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Closing Surplus (Deficit):</b>	<b>\$ (7,779)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Tax Requisition			Variance	% Increase
Area A	\$ 20,375	\$ 18,337	\$ (2,038)	-10%
Area C	\$ 7,727	\$ 7,227	\$ (500)	-6%
Area D	\$ 35,253	\$ 34,970	\$ (283)	-1%
Area E	\$ 23,645	\$ 26,466	\$ 2,821	12%
	\$ 87,000	\$ 87,000	\$ -	

**Skeena-Queen Charlotte Regional District**  
**Five Year Financial Plan**  
**Exhibit 3: Municipal Debt Service**

<b>Revenue</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>2013 Budget</b>
City of Prince Rupert	\$ 1,037,508	\$ 1,037,508	\$ 1,037,508	\$ 1,037,508	\$ 983,919	\$ 983,919
Village of Masset	\$ 384,630	\$ 430,745	\$ 430,745	\$ 430,745	\$ 430,745	\$ 430,745
District of Port Edward	\$ 64,395	\$ 64,395	\$ 64,395	\$ 64,395	\$ 64,395	\$ 64,395
<b>TOTAL</b>	<b>\$ 1,486,533</b>	<b>\$ 1,532,648</b>	<b>\$ 1,532,648</b>	<b>\$ 1,532,648</b>	<b>\$ 1,479,059</b>	<b>\$ 1,479,059</b>
<b>Expenditures</b>						
Principal	\$ 621,648	\$ 643,861	\$ 643,861	\$ 643,861	\$ 629,858	\$ 629,858
Interest	\$ 864,885	\$ 888,787	\$ 888,787	\$ 888,787	\$ 849,201	\$ 849,201
<b>TOTAL</b>	<b>\$ 1,486,533</b>	<b>\$ 1,532,648</b>	<b>\$ 1,532,648</b>	<b>\$ 1,532,648</b>	<b>\$ 1,479,059</b>	<b>\$ 1,479,059</b>
<b>Net Surplus (Deficit):</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Skeena-Queen Charlotte Regional District**  
**Five Year Financial Plan**  
**Exhibit 4: Planning**

<b>Revenue</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>2013 Budget</b>
Tax Requisition	\$ 34,400	\$ 45,400	\$ 15,100	\$ 15,100	\$ 15,100	\$ 15,100
Grant-in-Lieu	\$ 901	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900
Grants						
Gas Tax	\$ 74,372	\$ 25,628				
Emergency Planning	\$ 3,080	\$ -				
NCPIMC	\$ 6,574	\$ 7,500				
Planning Studies	\$ -	\$ 20,000				
Tsunami	\$ 8,825	\$ 10,115				
Active Communities	\$ -	\$ 5,000				
Service Charges	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 128,452</b>	<b>\$ 114,543</b>	<b>\$ 16,000</b>	<b>\$ 16,000</b>	<b>\$ 16,000</b>	<b>\$ 16,000</b>

<b>Expenditure</b>						
GIAPC Grant	\$ 19,926	\$ 14,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
MIAPC Grant	\$ 3,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Area "D" OCP	\$ 74,372	\$ 25,628	\$ -	\$ -	\$ -	\$ -
Emergency Planning	\$ 3,080	\$ -	\$ -	\$ -	\$ -	\$ -
North Coast PIMC	\$ 6,574	\$ 7,500	\$ -	\$ -	\$ -	\$ -
Planning Studies	\$ 984	\$ 35,462	\$ -	\$ -	\$ -	\$ -
Active Communities	\$ -	\$ 6,750				
Oona River Water/Sewer	\$ 4,020	\$ 1,000	\$ -	\$ -	\$ -	\$ -
Sandspit Hall	\$ 2,726	\$ -	\$ -	\$ -	\$ -	\$ -
Staff travel	\$ 221	\$ -	\$ -	\$ -	\$ -	\$ -
Tsunami Preparation	\$ 8,825	\$ 10,115	\$ -	\$ -	\$ -	\$ -
Administration	\$ 15,624	\$ 5,800	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 139,352</b>	<b>\$ 107,255</b>	<b>\$ 16,000</b>	<b>\$ 16,000</b>	<b>\$ 16,000</b>	<b>\$ 16,000</b>
<b>Net Surplus (Deficit):</b>	<b>\$ (10,900)</b>	<b>\$ 7,288</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Opening Surplus (Deficit):</b>	<b>\$ 3,612</b>	<b>\$ (7,288)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Closing Surplus (Deficit):</b>	<b>\$ (7,288)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Tax Requisition			Variance	% Increase
Area A	\$ 8,056	\$ 10,153	\$ 2,097	26%
Area C	\$ 3,055	\$ 4,001	\$ 946	31%
Area D	\$ 13,939	\$ 19,361	\$ 5,422	39%
Area E	\$ 9,350	\$ 11,885	\$ 2,535	27%
	\$ 34,400	\$ 45,400	\$ 11,000	

Planning Studies	
Oona River Wetlands	\$ 15,000
QC Islands Bike Path	\$ 20,462
	<u>\$ 35,462</u>

**Skeena-Queen Charlotte Regional District**  
**Five Year Financial Plan**  
**Exhibit 5: Economic Development**

<b>Revenue</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>2013 Budget</b>
Tax Requisition	\$ -	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500
Coast Sust. Grant	\$ 156,930	\$ 93,070	\$ -	\$ -	\$ -
NDI Grant	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
	<b>\$ 191,930</b>	<b>\$ 145,570</b>	<b>\$ 52,500</b>	<b>\$ 52,500</b>	<b>\$ 52,500</b>
<b>Expenditures</b>					
Misty Isles Grant	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Moresby Camp	\$ 156,930	\$ 93,070	\$ -	\$ -	\$ -
Grants Other	\$ 3,225	\$ 4,674	\$ -	\$ -	\$ -
Staff	\$ -	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500
	<b>\$ 195,155</b>	<b>\$ 150,244</b>	<b>\$ 52,500</b>	<b>\$ 52,500</b>	<b>\$ 52,500</b>
<b>Net Surplus (Deficit):</b>	<b>\$ (3,225)</b>	<b>\$ (4,674)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Opening Surplus (Deficit):</b>	<b>\$ 7,899</b>	<b>\$ 4,674</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Closing Surplus (Deficit):</b>	<b>\$ 4,674</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Tax Requisition</b>					
Area D	\$ -	\$ 10,844			
Area E	\$ -	\$ 6,656			
	\$ -	\$ 17,500			



**Skeena-Queen Charlotte Regional District**  
**Five Year Financial Plan**  
**Exhibit 6: Regional Waste Management**

<b>Revenue</b>	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>2013 Budget</b>
Tax Requisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant in lieu	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures</b>						
Meetings	\$ 139	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Community Cleanup	\$ -	\$ 14,467	\$ -	\$ -	\$ -	\$ -
	<b>\$ 139</b>	<b>\$ 14,667</b>	<b>\$ 200</b>	<b>\$ 200</b>	<b>\$ 200</b>	<b>\$ 200</b>
<b>Net Surplus(Deficit):</b>	<b>\$ (139)</b>	<b>\$ (14,667)</b>	<b>\$ (200)</b>	<b>\$ (200)</b>	<b>\$ (200)</b>	<b>\$ (200)</b>
<b>Opening Surplus(Deficit):</b>	<b>\$ 15,606</b>	<b>\$ 15,467</b>	<b>\$ 800</b>	<b>\$ 600</b>	<b>\$ 400</b>	<b>\$ 200</b>
<b>Closing Surplus(Deficit):</b>	<b>\$ 15,467</b>	<b>\$ 800</b>	<b>\$ 600</b>	<b>\$ 400</b>	<b>\$ 200</b>	<b>\$ -</b>

**Skeena-Queen Charlotte Regional District**  
**Five Year Financial Plan**  
**Exhibit 7: Mainland Recreation**

	2008 Actual	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
<b>Revenue</b>						
Tax Requisition	\$ -	\$ -	\$ 3,815	\$ 4,000	\$ 4,000	\$ 4,000
Grant In Lieu	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,815</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>
<b>Expenditures</b>						
Grants	\$ 3,500	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Oona River Hall	\$ 204					
	<b>\$ 3,704</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>
<b>Net Surplus (Deficit)</b>	<b>\$ (3,704)</b>	<b>\$ (4,000)</b>	<b>\$ (185)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Opening Surplus(Deficit):</b>	<b>\$ 7,889</b>	<b>\$ 4,185</b>	<b>\$ 185</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Closing Surplus (Deficit):</b>	<b>\$ 4,185</b>	<b>\$ 185</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Skeena-Queen Charlotte Regional District**  
**Five Year Financial Plan**  
**Exhibit 8: Prince Rupert Regional Archives**

	2008 Actual	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
<b>Revenue</b>						
Tax Requisition	\$ 71,300	\$ 66,300	\$ 71,300	\$ 71,300	\$ 71,300	\$ 71,300
Grant in lieu	\$ 4,809	\$ 4,800	\$ 4,800	\$ 4,800	\$ 4,800	\$ 4,800
	<b>\$ 76,109</b>	<b>\$ 71,100</b>	<b>\$ 76,100</b>	<b>\$ 76,100</b>	<b>\$ 76,100</b>	<b>\$ 76,100</b>
<b>Expenditures</b>						
Grant Operating	\$ 74,801	\$ 70,909	\$ 76,100	\$ 76,100	\$ 76,100	\$ 76,100
Grants Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>\$ 74,801</b>	<b>\$ 70,909</b>	<b>\$ 76,100</b>	<b>\$ 76,100</b>	<b>\$ 76,100</b>	<b>\$ 76,100</b>
<b>Net Surplus (Deficit):</b>	<b>1,308</b>	<b>191</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Opening Surplus (Deficit):</b>	<b>\$ (1,499)</b>	<b>\$ (191)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Closing Surplus(Deficit):</b>	<b>\$ (191)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Tax Requisition			Variance	% Increase
City of Pr. Rupert	\$ 65,037	\$ 60,374	\$ (4,663)	-7%
District of Port Edward	\$ 2,951	\$ 2,789	\$ (162)	-5%
Area A	\$ 2,401	\$ 2,250	\$ (151)	-6%
Area C	\$ 911	\$ 887	\$ (24)	-3%
	<b>\$ 71,300</b>	<b>\$ 66,300</b>	<b>\$ (5,000)</b>	

**Skeena-Queen Charlotte Regional District**  
**Five Year Financial Plan**  
**Exhibit 9: North Pacific Cannery**

	2008 Actual	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
<b>Revenue</b>						
Tax Requisition	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Grant in lieu	\$ 4,020	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
	<b>\$ 84,020</b>	<b>\$ 84,000</b>	<b>\$ 84,000</b>	<b>\$ 84,000</b>	<b>\$ 84,000</b>	<b>\$ 84,000</b>
<b>Expenditure</b>						
Grant-Operations	\$ 82,000	\$ 81,020	\$ 84,000	\$ 84,000	\$ 84,000	\$ 84,000
Grant-Projects	\$ 6,551	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>\$ 88,551</b>	<b>\$ 81,020</b>	<b>\$ 84,000</b>	<b>\$ 84,000</b>	<b>\$ 84,000</b>	<b>\$ 84,000</b>
<b>Net Surplus(Deficit):</b>	<b>\$ (4,531)</b>	<b>\$ 2,980</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Opening Surplus(Deficit):</b>	<b>\$ 1,551</b>	<b>\$ (2,980)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Closing Surplus(Deficit):</b>	<b>\$ (2,980)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Tax Requisition			Variance	% Increase
City of Pr. Rupert	\$ 32,000	\$ 32,000	\$ -	0%
District of Port Edward	\$ 32,000	\$ 32,000	\$ -	0%
Area A	\$ 11,601	\$ 11,477	\$ (124)	-1%
Area C	\$ 4,399	\$ 4,523	\$ 124	3%
	<b>\$ 80,000</b>	<b>\$ 80,000</b>	<b>\$ -</b>	

**Skeena-Queen Charlotte Regional District**  
**Five Year Financial Plan**  
**Exhibit 10: Regional Recycling**

	2008 Actual	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
<b>Revenue</b>						
Tax Requisition	\$ 108,130	\$ 167,000	\$ 211,000	\$ 226,500	\$ 244,435	\$ 256,580
Grant in Lieu	\$ 7,088	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
Miscellaneous	\$ 238	\$ 210	\$ 200	\$ 200	\$ 200	\$ 200
Processing Fees	\$ 137,720	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000
Rentals	\$ 22,544	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000
Sale of Materials	\$ 182,958	\$ 141,200	\$ 142,827	\$ 142,000	\$ 141,977	\$ 141,977
User Fees	\$ 58,817	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000
Transfer from Reserve	\$ 31,078	\$ 23,000	\$ -	\$ -	\$ -	\$ -
	<b>\$ 548,573</b>	<b>\$ 550,410</b>	<b>\$ 573,027</b>	<b>\$ 587,700</b>	<b>\$ 605,612</b>	<b>\$ 617,757</b>

<b>Expenditure</b>						
Staff Wages & Benefits	\$ 300,505	\$ 325,000	\$ 334,750	\$ 344,793	\$ 355,135	\$ 365,780
Staff Memberships	\$ 959	\$ 960	\$ 960	\$ 960	\$ 960	\$ 960
Staff Training	\$ 653	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,200	\$ 1,200
Staff Travel	\$ 3,853	\$ 4,000	\$ 4,000	\$ 4,500	\$ 4,500	\$ 5,000
Computer	\$ 64	\$ 500	\$ 3,000	\$ 1,000	\$ 3,000	\$ 2,000
Communications	\$ 8,396	\$ 8,500	\$ 8,500	\$ 8,500	\$ 9,000	\$ 9,000
Depot Capital	\$ -	\$ 23,000	\$ -	\$ -	\$ -	\$ -
Depot Maintenance	\$ 4,210	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
Depot Operation	\$ 26,612	\$ 26,000	\$ 26,000	\$ 27,000	\$ 28,000	\$ 28,000
Depot Utilities	\$ 14,919	\$ 16,750	\$ 17,000	\$ 17,000	\$ 18,000	\$ 18,000
Debt Payment - Building	\$ 29,817	\$ 29,817	\$ 29,817	\$ 29,817	\$ 29,817	\$ 29,817
Disposal Charges- Batteries	\$ 13,501	\$ 14,000	\$ 14,000	\$ 15,000	\$ 15,000	\$ 15,000
Equipment Lease	\$ 38,110	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment Maintenance	\$ 27,268	\$ 22,000	\$ 22,000	\$ 22,000	\$ 23,000	\$ 23,000
Freight	\$ 43,421	\$ 43,500	\$ 44,000	\$ 45,000	\$ 46,000	\$ 47,000
Insurance	\$ 7,889	\$ 8,000	\$ 8,000	\$ 8,500	\$ 9,000	\$ 9,000
ISWAC Purchases	\$ 8,311	\$ 8,000	\$ 9,000	\$ 10,000	\$ 10,000	\$ 10,000
Miscellaneous	\$ 4,418	\$ 4,502	\$ 4,000	\$ 4,130	\$ 4,500	\$ 4,500
Promotion	\$ 2,528	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Supplies	\$ 4,421	\$ 4,500	\$ 4,500	\$ 5,000	\$ 5,000	\$ 5,000
Tipping Fees	\$ 3,453	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Administration	\$ 31,247	\$ 32,000	\$ 32,000	\$ 33,000	\$ 33,000	\$ 34,000
	<b>\$ 574,555</b>	<b>\$ 582,529</b>	<b>\$ 573,027</b>	<b>\$ 587,700</b>	<b>\$ 605,612</b>	<b>\$ 617,757</b>
<b>Net Surplus (Deficit):</b>	<b>\$ (25,982)</b>	<b>\$ (32,119)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Opening Surplus (Deficit):</b>	<b>\$ 58,101</b>	<b>\$ 32,119</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Closing Surplus (Deficit):</b>	<b>\$ 32,119</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Tax Requisition			Variance	% Increase
City of Pr. Rupert	\$ 98,632	\$ 152,074	\$ 53,442	54%
District of Port Edward	\$ 4,476	\$ 7,026	\$ 2,550	57%
Area A	\$ 3,641	\$ 5,667	\$ 2,026	56%
Area C	\$ 1,381	\$ 2,233	\$ 852	62%
	<b>\$ 108,130</b>	<b>\$ 167,000</b>	<b>\$ 58,870</b>	

## Five Year Financial Plan

## Exhibit 11: Islands Waste Management

	2008	2009	2010	2011	2012	2013
	Actual	Budget	Budget	Budget	Budget	Budget
<b>Revenue</b>						
Tax Requisition	\$ 93,750	\$ 108,500	\$ 108,500	\$ 108,500	\$ 108,500	\$ 85,600
Grant in Lieu	\$ 3,857	\$ 3,800	\$ 3,800	\$ 3,800	\$ 3,800	\$ 3,800
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	\$ 390	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Old Masset Band	\$ 73,920	\$ 81,400	\$ 81,400	\$ 81,400	\$ 81,400	\$ 81,400
Recycling	\$ 18,358	\$ 29,000	\$ 29,000	\$ 29,000	\$ 29,000	\$ 29,000
Skidegate Band	\$ 93,450	\$ 108,500	\$ 108,500	\$ 108,500	\$ 108,500	\$ 85,600
Tipping Fees	\$ 65,116	\$ 73,000	\$ 73,000	\$ 73,000	\$ 73,000	\$ 73,000
User Fees	\$ 449,178	\$ 566,600	\$ 566,600	\$ 566,600	\$ 566,600	\$ 551,000
Transfer from Reserve	\$ 36,192	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>\$ 834,211</b>	<b>\$ 971,300</b>	<b>\$ 971,300</b>	<b>\$ 971,300</b>	<b>\$ 971,300</b>	<b>\$ 909,900</b>
<b>Expenditures</b>						
Staff Wages & Benefits	\$ 213,916	\$ -	\$ -	\$ -	\$ -	\$ -
Staff Travel	\$ 10,284	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Staff Training	\$ 2,397	\$ -	\$ 2,000	\$ -	\$ 2,000	\$ -
Billing Charges	\$ 16,089	\$ 16,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 18,000
Computer	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Communications	\$ 3,714	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,500	\$ 5,000
Collection Charges	\$ 155,717	\$ 156,500	\$ 156,500	\$ 156,500	\$ 156,500	\$ 156,500
Committee Meetings	\$ 864	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Consulting	\$ 19,826	\$ 20,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Debt Payment	\$ 21,333	\$ 21,333	\$ 21,333	\$ 21,333	\$ 21,333	\$ 21,333
Hardship Relief	\$ 6,525	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500
Haulage - Operations	\$ 59,907	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
- Bin Replacement	\$ 12,912	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000
- Equipment Lease	\$ 22,506	\$ 22,506	\$ 18,755	\$ -	\$ -	\$ -
- Staff	\$ -	\$ 72,300	\$ 74,469	\$ 76,703	\$ 79,004	\$ 81,374
Landfill - Closure	\$ 61,500	\$ 61,500	\$ 61,500	\$ 61,500	\$ 61,500	\$ 61,500
- Phase 4 Prep	\$ 84,502	\$ -	\$ -	\$ -	\$ -	\$ -
- Equipment Maint.	\$ 11,157	\$ 10,000	\$ 10,000	\$ 11,000	\$ 11,000	\$ 12,000
- Equipment Rental/Lease	\$ 38,100	\$ 40,641	\$ 40,932	\$ 40,932	\$ 40,932	\$ 40,932
- Insurance	\$ 1,993	\$ 1,750	\$ 1,800	\$ 1,800	\$ 1,900	\$ 1,900
- Site Maintenance	\$ 46,570	\$ 20,000	\$ 20,000	\$ 21,000	\$ 22,000	\$ 22,000
- Staff	\$ -	\$ 64,300	\$ 86,400	\$ 88,992	\$ 91,662	\$ 94,412
- Utilities	\$ 1,138	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Miscellaneous	\$ 1,186	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,057
Promotion	\$ 1,107	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Recycling - Operations	\$ 45,566	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000
- Bin Replacement	\$ 8,907	\$ -	\$ -	\$ -	\$ -	\$ -
- Equipment Lease	\$ 7,054	\$ 7,054	\$ 1,763	\$ -	\$ -	\$ -
- Insurance	\$ -	\$ 2,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
- Bin Haulage	\$ -	\$ 10,000	\$ 15,000	\$ 15,000	\$ 16,000	\$ 17,000
- Promotion	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
- Staff	\$ -	\$ 96,700	\$ 120,700	\$ 124,321	\$ 128,051	\$ 131,892
- Utilities	\$ -	\$ 6,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
- Trailer Replacement	\$ 14,373	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Equipment Replacement	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 16,620	\$ 20,000
Supplies	\$ 6,802	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Transfer Stations - Operations	\$ 35,903	\$ 32,500	\$ 33,000	\$ 33,000	\$ 33,000	\$ 33,000
Bad Debts	\$ 4,399	\$ -	\$ -	\$ -	\$ -	\$ -
Admin. Charge	\$ 62,494	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
	<b>\$ 978,741</b>	<b>\$ 822,084</b>	<b>\$ 883,152</b>	<b>\$ 871,581</b>	<b>\$ 896,002</b>	<b>\$ 909,900</b>
<b>Net Surplus (Deficit):</b>	<b>\$ (144,530)</b>	<b>\$ 149,216</b>	<b>\$ 88,148</b>	<b>\$ 99,719</b>	<b>\$ 75,298</b>	<b>\$ -</b>
<b>Opening Surplus (Deficit):</b>	<b>\$ (267,851)</b>	<b>\$ (412,381)</b>	<b>\$ (263,165)</b>	<b>\$ (175,017)</b>	<b>\$ (75,298)</b>	<b>\$ -</b>
<b>Closing Surplus (Deficit):</b>	<b>\$ (412,381)</b>	<b>\$ (263,165)</b>	<b>\$ (175,017)</b>	<b>\$ (75,298)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Tax Requisition</b>						
			Variance	% Increase		
Village of Masset	\$ 19,663	\$ 22,750	\$ 3,087	16%		
Village of Port Clements	\$ 8,138	\$ 9,192	\$ 1,054	13%		
Village of Queen Charlotte	\$ 22,958	\$ 25,827	\$ 2,869	12%		
Area D	\$ 25,732	\$ 31,435	\$ 5,703	22%		
Area E	\$ 17,259	\$ 19,296	\$ 2,037	12%		
	<b>\$ 93,750</b>	<b>\$ 108,500</b>	<b>\$ 14,750</b>			

**Skeena-Queen Charlotte Regional District**  
**Five Year Financial Plan**  
**Exhibit 12: QCI Recreation Commission**

	2008 Actual	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
<b>Revenue</b>						
Tax Requisition	\$ 90,600	\$ 90,600	\$ 90,600	\$ 91,172	\$ 92,530	\$ 92,530
Grant in Lieu	\$ 3,639	\$ 3,400	\$ 3,400	\$ 3,400	\$ 3,400	\$ 3,400
	<b>\$ 94,239</b>	<b>\$ 94,000</b>	<b>\$ 94,000</b>	<b>\$ 94,572</b>	<b>\$ 95,930</b>	<b>\$ 95,930</b>
<b>Expenditures</b>						
Rec. Coordinator	\$ 42,306	\$ 47,930	\$ 47,930	\$ 47,930	\$ 47,930	\$ 47,930
Grant Rec. Commission	\$ 46,000	\$ 46,000	\$ 46,000	\$ 46,000	\$ 46,000	\$ 46,000
Administration	\$ 1,562	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
	<b>\$ 89,868</b>	<b>\$ 95,930</b>	<b>\$ 95,930</b>	<b>\$ 95,930</b>	<b>\$ 95,930</b>	<b>\$ 95,930</b>
<b>Net Surplus (Deficit):</b>	<b>\$ 4,371</b>	<b>\$ (1,930)</b>	<b>\$ (1,930)</b>	<b>\$ (1,358)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Opening Surplus(Deficit):</b>	<b>\$ 847</b>	<b>\$ 5,218</b>	<b>\$ 3,288</b>	<b>\$ 1,358</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Closing Surplus (Deficit):</b>	<b>\$ 5,218</b>	<b>\$ 3,288</b>	<b>\$ 1,358</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Tax Requisition			Variance	% Increase
Village of Masset	\$ 19,002	\$ 18,997	\$ (5)	0%
Village of Port Clements	\$ 7,865	\$ 7,676	\$ (189)	-2%
Village of Queen Charlotte	\$ 22,187	\$ 21,566	\$ (621)	-3%
Area D	\$ 24,867	\$ 26,249	\$ 1,382	6%
Area E	\$ 16,679	\$ 16,112	\$ (567)	-3%
	<b>\$ 90,600</b>	<b>\$ 90,600</b>	<b>\$ -</b>	

**Skeena-Queen Charlotte Regional District**  
**Five Year Financial Plan**  
**Exhibit 13: Haida Gwaii Museum**

	2008 Actual	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
<b>Revenue</b>						
Tax Requisition	\$ 58,900	\$ 58,900	\$ 58,900	\$ 58,900	\$ 58,900	\$ 58,900
Grant in Lieu	\$ 2,402	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400
	<b>\$ 61,302</b>	<b>\$ 61,300</b>	<b>\$ 61,300</b>	<b>\$ 61,300</b>	<b>\$ 61,300</b>	<b>\$ 61,300</b>
<b>Expenditures</b>						
Grants	\$ 61,100	\$ 61,469	\$ 61,300	\$ 61,300	\$ 61,300	\$ 61,300
	<b>\$ 61,100</b>	<b>\$ 61,469</b>	<b>\$ 61,300</b>	<b>\$ 61,300</b>	<b>\$ 61,300</b>	<b>\$ 61,300</b>
<b>Net Surplus (Deficit):</b>	<b>\$ 202</b>	<b>\$ (169)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Opening Surplus(Deficit):</b>	<b>\$ (33)</b>	<b>\$ 169</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Closing Surplus(Deficit):</b>	<b>\$ 169</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Tax Requisition	2008	2009	Variance	% Increase
Village of Masset	\$ 12,354	\$ 12,350	\$ (4)	0%
Village of Port Clements	\$ 5,113	\$ 4,990	\$ (123)	-2%
Village of Queen Charlotte	\$ 14,424	\$ 14,020	\$ (404)	-3%
Area D	\$ 16,166	\$ 17,065	\$ 899	6%
Area E	\$ 10,843	\$ 10,475	\$ (368)	-3%
	<b>\$ 58,900</b>	<b>\$ 58,900</b>	<b>\$ -</b>	
<b>Grants</b>				
Haida Gwaii	\$ 40,000	\$ 40,000		
Dixon Entrance	\$ 8,700	\$ 8,500		
Port Clements Historical	\$ 8,700	\$ 8,500		
QCI Arts Council	\$ 3,700	\$ 3,500		
Delkatla Nature Centre	\$ -	\$ 969		
	<b>\$ 61,100</b>	<b>\$ 61,469</b>		



Five Year Financial PlanExhibit 14: Vancouver Island Regional Library

	2008 Actual	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
<b>Revenue</b>						
Tax Requisition	\$ 32,838	\$ 31,934	\$ 33,000	\$ 34,000	\$ 35,000	\$ 36,000
Grant in lieu	\$ 1,015	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
	<b>\$ 33,853</b>	<b>\$ 32,934</b>	<b>\$ 34,000</b>	<b>\$ 35,000</b>	<b>\$ 36,000</b>	<b>\$ 37,000</b>
<b>Expenditures</b>						
Grant - Regional Library	\$ 34,695	\$ 33,079	\$ 34,000	\$ 35,000	\$ 36,000	\$ 37,000
	<b>\$ 34,695</b>	<b>\$ 33,079</b>	<b>\$ 34,000</b>	<b>\$ 35,000</b>	<b>\$ 36,000</b>	<b>\$ 37,000</b>
<b>Net Surplus (Deficit):</b>	<b>\$ (842)</b>	<b>\$ (145)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Opening Surplus (Deficit):</b>	<b>\$ 987</b>	<b>\$ 145</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Closing Surplus (Deficit):</b>	<b>\$ 145</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Tax Requisition			Variance	% Increase
Area D	\$ 19,655	\$ 19,788	\$ 133	1%
Area E	\$ 13,183	\$ 12,146	\$ (1,037)	-8%
	<b>\$ 32,838</b>	<b>\$ 31,934</b>	<b>\$ (904)</b>	



**Skeena-Queen Charlotte Regional District**  
**Five Year Financial Plan**  
**Exhibit 16: Sandspit Fire Department**

	2008 Actual	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
<b>Revenue</b>						
Tax Requisition	\$ 21,800	\$ 22,000	\$ 27,000	\$ 27,000	\$ 27,000	\$ 27,000
Grant-in-lieu	\$ 3,075	\$ 3,075	\$ 3,075	\$ 3,075	\$ 3,075	\$ 3,075
	<b>\$ 24,875</b>	<b>\$ 25,075</b>	<b>\$ 30,075</b>	<b>\$ 30,075</b>	<b>\$ 30,075</b>	<b>\$ 30,075</b>
<b>Expenditures</b>						
Grant	\$ 29,304	\$ 24,789	\$ 29,925	\$ 29,925	\$ 29,925	\$ 29,925
Other	\$ 136	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150
	<b>\$ 29,440</b>	<b>\$ 24,939</b>	<b>\$ 30,075</b>	<b>\$ 30,075</b>	<b>\$ 30,075</b>	<b>\$ 30,075</b>
<b>Net Surplus (Deficit);</b>	<b>\$ (4,565)</b>	<b>\$ 136</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Opening Surplus (Deficit):</b>	<b>\$ 4,429</b>	<b>\$ (136)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Closing Surplus (Deficit):</b>	<b>\$ (136)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Skeena-Queen Charlotte Regional District**  
**Five Year Financial Plan**  
**Exhibit 17: Sandspit Water Utility**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
<b>Revenue</b>						
Parcel Tax	\$ 40,000	\$ 40,000	\$ 64,000	\$ 40,000	\$ 40,000	\$ 40,000
Grant-in-Lieu	\$ 870	\$ 870	\$ 870	\$ 870	\$ 870	\$ 870
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
User Fees	\$ 5,805	\$ 9,700	\$ 11,400	\$ 7,500	\$ 7,500	\$ 7,500
	<b>\$ 46,675</b>	<b>\$ 50,570</b>	<b>\$ 76,270</b>	<b>\$ 48,370</b>	<b>\$ 48,370</b>	<b>\$ 48,370</b>
<b>Expenditures</b>						
Grant - Operation	\$ 39,900	\$ 39,900	\$ 39,900	\$ 39,900	\$ 39,900	\$ 39,900
Engineer	\$ 861	\$ 10,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Insurance	\$ 734	\$ 825	\$ 850	\$ 860	\$ 870	\$ 875
Miscellaneous	\$ 881	\$ 250	\$ 937	\$ 260	\$ 200	\$ 195
Permits	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150
Surveying	\$ 5,729	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	\$ 4,973	\$ 5,000	\$ 5,100	\$ 5,200	\$ 5,250	\$ 5,250
Administration	\$ 3,125	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
	<b>\$ 56,353</b>	<b>\$ 57,125</b>	<b>\$ 48,937</b>	<b>\$ 48,370</b>	<b>\$ 48,370</b>	<b>\$ 48,370</b>
<b>Net Surplus (Deficit):</b>	<b>\$ (9,678)</b>	<b>\$ (6,555)</b>	<b>\$ 27,333</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Opening Surplus (Deficit):</b>	<b>\$ (11,100)</b>	<b>\$ (20,778)</b>	<b>\$ (27,333)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Closing Surplus (Deficit):</b>	<b>\$ (20,778)</b>	<b>\$ (27,333)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Skeena-Queen Charlotte Regional District**  
**Five Year Financial Plan**  
**Exhibit 18: Dodge Cove Water Utility Upgrade**

	2008 Actual	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
<b>Revenue</b>						
Grants						
Municipal Rural Infrastructure Fund	\$ -	\$ 533,332				
Gas Tax	\$ -	\$ 150,268	\$ 16,000			
		\$ 683,600	\$ 16,000			
Transfer from Reserve	\$ 13,826	\$ 111,400				
	<b>\$ 13,826</b>	<b>\$ 795,000</b>	<b>\$ 16,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures</b>						
Construction Supervision	\$ -	\$ 85,000	\$ 5,000	\$ -	\$ -	\$ -
Environmental Assessment	\$ 7,890	\$ -	\$ -	\$ -	\$ -	\$ -
Design	\$ 5,936	\$ 55,000	\$ -	\$ -	\$ -	\$ -
Pumping system	\$ -	\$ 265,000	\$ 10,000	\$ -	\$ -	\$ -
Reservoir	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -
Treatment Plant	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ 84,800	\$ -	\$ -	\$ -	\$ -
Administration	\$ -	\$ 10,000	\$ 1,000	\$ -	\$ -	\$ -
	<b>\$ 13,826</b>	<b>\$ 794,800</b>	<b>\$ 16,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Surplus (Deficit):</b>	<b>\$ -</b>	<b>\$ 200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Opening Surplus (Deficit):</b>	<b>\$ (200)</b>	<b>\$ (200)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Closing Surplus (Deficit):</b>	<b>\$ (200)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Skeena-Queen Charlotte Regional District**  
**Five Year Financial Plan**  
**Exhibit 19: Oona River Community Hall Upgrade**

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
<b><u>Revenue</u></b>					
Grants					
Coast Sust. Trust	\$ 113,000	\$ -	\$ -	\$ -	\$ -
NDIT	\$ 30,000	\$ -	\$ -	\$ -	\$ -
UBCM Tourism	\$ 10,000	\$ -	\$ -	\$ -	\$ -
Gas Tax	\$ 28,000	\$ -	\$ -	\$ -	\$ -
	<u>\$ 181,000</u>				
Oona River Comm. Assoc.	\$ 20,000	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 201,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Expenditures</u></b>					
Building Modifications	\$ 192,000	\$ -	\$ -	\$ -	\$ -
Furnishings	\$ 9,000	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 201,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Surplus (Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Skeena-Queen Charlotte Regional District**  
**Five Year Financial Plan**  
**Exhibit 20: Sandspit Community Hall Upgrade**

	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
<b><u>Revenue</u></b>					
Grants					
Towns for Tomorrow	\$ 400,000	\$ -	\$ -	\$ -	\$ -
Coast Sust.Trust	\$ 70,000	\$ -	\$ -	\$ -	\$ -
NDIT	\$ 30,000	\$ -	\$ -	\$ -	\$ -
Gas Tax	\$ 20,000	\$ -	\$ -	\$ -	\$ -
	<u>\$520,000</u>				
MIMC Contribution	\$ 40,000	\$ -	\$ -	\$ -	\$ -
	<b>\$ 560,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Expenditures</u></b>					
Building Renovation	\$ 440,000	\$ -	\$ -	\$ -	\$ -
Assessment Report	\$ 3,000	\$ -	\$ -	\$ -	\$ -
Feasibility Estimate	\$ 10,000	\$ -	\$ -	\$ -	\$ -
Design	\$ 29,000	\$ -	\$ -	\$ -	\$ -
Onsite Inspection	\$ 15,000	\$ -	\$ -	\$ -	\$ -
Contingency	\$ 63,000	\$ -	\$ -	\$ -	\$ -
	<u>\$ 560,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Net Surplus (Deficit);</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Skeena-Queen Charlotte Regional District**  
**Five Year Financial Plan**  
**Exhibit 21: Queen Charlotte Islands Recycling Depot Setup**

	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
<b>Revenue</b>					
Grants					
Building Canada Fund	\$ 220,000	\$ -	\$ -	\$ -	\$ -
Coast Sust.Trust	\$ 250,000	\$ -	\$ -	\$ -	\$ -
Gas Tax	\$ 260,000	\$ -	\$ -	\$ -	\$ -
	<u>\$ 730,000</u>				
Reserve Contribution	\$ 20,000	\$ -	\$ -	\$ -	\$ -
	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures</b>					
Purchase of Property	\$ 420,000	\$ -	\$ -	\$ -	\$ -
Purchase of Equipment	\$ 255,000	\$ -	\$ -	\$ -	\$ -
Building Modifications	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Fencing	\$ 40,000	\$ -	\$ -	\$ -	\$ -
Contingency	\$ 10,000	\$ -	\$ -	\$ -	\$ -
	<u>\$ 750,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Net Surplus (Deficit);</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



**Skeena-Queen Charlotte Regional District**  
**Five Year Financial Plan**  
**Exhibit 22: Queen Charlotte Islands Landfill Closure**

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
<b>Revenue</b>					
Reserve Contribution	\$ 436,190	\$ 61,500	\$ 61,500	\$ 61,500	\$ 61,550
	<b>\$ 436,190</b>	<b>\$ 61,500</b>	<b>\$ 61,500</b>	<b>\$ 61,500</b>	<b>\$ 61,550</b>
<b>Expenditures</b>					
Engineering					
Project Initiation	\$ 402	\$ -	\$ -	\$ -	\$ -
Field Work	\$ 10,340				
Design	\$ 18,289	\$ -	\$ -	\$ -	\$ -
Tender Call	\$ 9,956	\$ -	\$ -	\$ -	\$ -
Construction Services	\$ 40,965	\$ -	\$ -	\$ -	\$ -
Completion	\$ 2,288				
Total Engineering	\$ 82,240				
Closure Construction	\$ 300,000	\$ 300,000			
	<b>\$ 382,240</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Surplus (Deficit):</b>	<b>\$ 53,950</b>	<b>\$(238,500)</b>	<b>\$ 61,500</b>	<b>\$ 61,500</b>	<b>\$ 61,550</b>
<b>Opening Surplus (Deficit):</b>	<b>\$ -</b>	<b>\$ 53,950</b>	<b>\$(184,550)</b>	<b>\$(123,050)</b>	<b>\$(61,550)</b>
<b>Closing Surplus (Deficit):</b>	<b>\$ 53,950</b>	<b>\$(184,550)</b>	<b>\$(123,050)</b>	<b>\$( 61,550)</b>	<b>\$ -</b>

**Skeena-Queen Charlotte Regional District**  
**Five Year Financial Plan**

**Exhibit 23: Reserve Funds**

	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>2013 Budget</b>
<b>Revenue</b>						
Interest	\$ 16,242	\$ 8,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 6,000
	\$ 16,242	\$ 8,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 6,000
<b>Expenditures</b>						
Transfer to Equipt Purch./Proj.	\$ 81,097	\$ 154,400	\$ -	\$ -	\$ -	\$ -
	\$ 81,097	\$ 154,400	\$ -	\$ -	\$ -	\$ -
<b>Net Surplus (Deficit):</b>	<b>\$ (64,855)</b>	<b>\$ (146,400)</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 6,000</b>
<b>Opening Surplus (Deficit):</b>	<b>\$ 314,206</b>	<b>\$ 249,351</b>	<b>\$ 102,951</b>	<b>\$ 107,951</b>	<b>\$ 112,951</b>	<b>\$ 117,951</b>
<b>Closing Surplus (Deficit):</b>	<b>\$ 249,351</b>	<b>\$ 102,951</b>	<b>\$ 107,951</b>	<b>\$ 112,951</b>	<b>\$ 117,951</b>	<b>\$ 123,951</b>
Represented by:						
Waste Management	\$ 108,193					
Dodge Cove Water Utility	\$ 112,742					
Sandspit Water Utility	\$ 28,416					