

SKEENA-QUEEN CHARLOTTE

REGIONAL DISTRICT

FIVE YEAR FINANCIAL PLAN

2011-2015

As Adopted

Schedule "A"

Skeena-Queen Charlotte Regional District
Five Year Financial Plan 2011 - 2015

Exhibit 1: Administration

	2010 Actual	2010 Budget	2011 Budget	2012	2013	2014	2015
					Financial Plan		
Revenue							
Tax Requisition	368,182	368,182	326,515	347,923	362,640	377,651	393,137
Provincial Operating Grant	125,917	125,917	125,917	125,917	125,917	125,917	125,917
Grant in lieu	18,701	18,000	18,000	18,000	18,000	18,000	18,000
Conditional Grants	1,207	5,000	12,500	5,000	5,000	5,000	5,000
UBCM Tourism	-	1,193	-	-	-	-	-
Building Charges	14,950	14,902	14,902	14,902	14,902	14,902	14,902
Interest	2,418	15,000	7,500	5,000	5,000	5,000	5,000
Miscellaneous	3,095	750	750	750	750	750	750
Admin. Charges	180,513	190,513	235,149	218,354	218,354	218,354	218,179
	\$ 714,983	\$ 739,457	\$ 741,233	\$ 735,846	\$ 750,563	\$ 765,574	\$ 780,885
Expenditures							
Directors' Remuneration	79,025	80,000	80,000	81,600	83,232	84,897	86,595
Directors' Travel	5,111	10,750	12,240	12,485	12,734	12,989	13,249
Staff Wages & Benefits	228,348	432,973	447,941	456,900	466,038	475,359	484,866
Staff Travel	3,926	8,500	8,825	9,002	9,182	9,365	9,552
Staff Training & Conferences	-	8,000	8,600	8,772	8,947	9,126	9,309
Memberships	2,562	2,850	4,460	4,549	4,640	4,733	4,828
Staff Recruitment	19,343	-	-	-	-	-	-
Employee Benefit Reserve	1,000	1,000	1,000	1,020	1,040	1,061	1,082
Advertising	1,441	2,000	2,000	2,040	2,081	2,122	2,165
Audit	16,200	12,500	16,686	17,020	17,360	17,707	18,061
Bank Charges	2,179	2,100	2,100	2,142	2,185	2,229	2,273
Communications	10,397	11,000	11,000	11,220	11,444	11,673	11,907
Treaty Advisory Committee	-	5,000	5,000	5,100	5,202	5,306	5,412
Website design / Maintenance	-	1,193	2,500	2,550	2,601	2,653	2,706
Computer Maintenance	11,465	12,000	12,000	12,240	12,485	12,734	12,989
Computer Software / Licensing	-	8,500	8,500	8,670	8,843	9,020	9,201
Copier	1,799	3,250	3,250	3,315	3,381	3,449	3,518
Grants	4,900	4,900	4,900	4,998	5,098	5,200	5,304
Insurance	8,375	9,500	8,500	8,670	8,843	9,020	9,201
Legal Services	2,034	5,000	5,000	5,100	5,202	5,306	5,412
Office Maintenance	7,194	7,500	8,380	8,548	8,719	8,893	9,071
Miscellaneous	2,411	4,000	4,000	4,080	4,162	4,245	4,330
Postage	3,592	3,500	3,605	3,677	3,751	3,826	3,902
Rent	43,800	43,800	43,800	44,676	45,570	46,481	47,411
Grant Writer Contract	-	-	10,000	-	-	-	-
Contract Services	158,445	-	5,000	5,100	5,202	5,306	5,412
Supplies	4,543	5,000	5,000	5,100	5,202	5,306	5,412
Utilities	7,064	7,000	7,130	7,273	7,418	7,567	7,718
Bad debt WD	1,623	-	-	-	-	-	-
Rate Stabilization	-	-	16,795	-	-	-	-
Contingency	-	-	37,954	-	-	-	-
	\$ 626,777	\$ 691,816	\$ 786,166	\$ 735,846	\$ 750,563	\$ 765,574	\$ 780,885
Net Surplus (Deficit):	\$ 88,206	\$ 47,641	\$ (44,933)	\$ -	\$ -	\$ -	\$ -
Opening Surplus (Deficit):	\$ (43,273)	\$ (47,641)	\$ 44,933	\$ -	\$ -	\$ -	\$ -
Closing Surplus (Deficit):	\$ 44,933	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Schedule "A"

Skeena-Queen Charlotte Regional District
Five Year Financial Plan 2011 - 2015

Exhibit 2: Electoral Area

	2010	2010	2011	2012	2013	2014	2015
	Actual	Budget	Budget		Financial Plan		
Revenue							
Tax Requisition	101,365	101,365	106,438	110,068	112,143	114,261	116,421
Provincial Grant	83,945	83,945	83,944	83,945	83,945	83,945	83,945
Grant in lieu	2,475	2,000	2,000	2,000	2,000	2,000	2,000
UBCM School Com. Grant	11,200						
Election Reserve						16,667	
	\$ 198,985	\$ 187,310	\$ 192,382	\$ 196,013	\$ 198,088	\$ 216,873	\$ 202,366
Expenditures							
Directors' Remuneration	58,768	65,000	65,000	66,300	67,626	68,979	70,358
Director's Travel	12,533	20,000	20,000	20,400	20,808	21,224	21,649
Memberships	1,114	1,900	2,000	2,040	2,081	2,122	2,165
Elections	973	-	25,000	8,333	8,333	25,000	8,333
Legal	3,663	5,000	5,000	5,100	5,202	5,308	5,412
Miscellaneous		2,500	2,500	2,550	2,601	2,653	2,706
Contingency				-	-	-	-
Administration	53,000	53,000	53,884	53,884	53,884	53,884	53,884
Grants							
MIMC Administration Grant	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Sandspit Hall Insurance	1,761	2,000	2,000	2,040	2,081	2,122	2,165
Oona River Hall Insurance	562	550	600	612	624	637	649
Pr. Rupert Library Grant	4,000	4,000	4,000	4,080	4,162	4,245	4,330
UBCM School Com. Grant	11,200	-	-	-	-	-	-
Dodge Cove Garbage	660	660	660	673	687	700	714
	\$ 178,234	\$ 184,610	\$ 210,644	\$ 196,013	\$ 198,088	\$ 216,873	\$ 202,366
Net Surplus (Deficit):	\$ 20,751	\$ 2,700	\$ (18,262)	\$ -	\$ -	\$ -	\$ -
Opening Surplus (Deficit):	\$ (2,489)	\$ (2,700)	\$ 18,262	\$ -	\$ -	\$ -	\$ -
Closing Surplus (Deficit):	\$ 18,262	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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Skeena-Queen Charlotte Regional District
Five Year Financial Plan 2011 - 2015
Exhibit 5: Economic Development

	2010 Actual	2010 Budget	2011 Budget	2012	2013	2014	2015
Revenue							
Tax Requisition	(10,844)	(10,844)	1,687	1,750	1,750	1,750	1,750
Misc Grant	1,193	-	-	-	-	-	-
NDI Grant	35,000	35,000	35,000	35,000	35,000	35,000	35,000
	\$ 25,349	\$ 24,156	\$ 36,687	\$ 36,750	\$ 36,750	\$ 36,750	\$ 36,750
Expenditures							
Misty Isles Grant	17,500	17,500	17,500	17,500	17,500	17,500	17,500
Mainland Rural Area Project	-	-	17,500	17,500	17,500	17,500	17,500
Contingency	-	63	-	-	-	-	-
Administration Recovery	-	-	1,750	1,750	1,750	1,750	1,750
Website Design	18,693	17,500	-	-	-	-	-
	\$ 36,193	\$ 35,063	\$ 36,750	\$ 36,750	\$ 36,750	\$ 36,750	\$ 36,750
Net Surplus (Deficit):	\$ (10,844)	\$ (10,907)	\$ (63)	\$ -	\$ -	\$ -	\$ -
Opening Surplus (Deficit):	\$ 10,907	\$ 10,907	\$ 63	\$ -	\$ -	\$ -	\$ -
Closing Surplus (Deficit):	\$ 63	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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Skeena-Queen Charlotte Regional District
Five Year Financial Plan 2011 - 2015
Exhibit 6: Regional Waste Management

	2010 Actual	2010 Budget	2011 Budget	2012	2013	2014	2015
	Financial Plan						
Revenue							
Tax Requisition	-	-	-	-	-	-	-
Grant in lieu	-	-	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures							
Meetings		200	200				
Contingency		11,126	8,082				
Community Cleanup	2,543	3,500	3,500				
Administrative Recovery	-	-	500				
	\$ 2,543	\$ 14,826	\$ 12,282	\$ -	\$ -	\$ -	\$ -
Net Surplus (Deficit):	\$ (2,543)	\$ (14,826)	\$ (12,282)	\$ -	\$ -	\$ -	\$ -
Opening Surplus (Deficit):	\$ 14,825	\$ 14,826	\$ 12,282	\$ -	\$ -	\$ -	\$ -
Closing Surplus (Deficit):	\$ 12,282	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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Skeena-Queen Charlotte Regional District
Five Year Financial Plan 2011 - 2015
Exhibit 7: Mainland Recreation

	2010 Actual	2010 Budget	2011 Budget	2012	2013 Financial Plan	2014	2015
Revenue							
Tax Requisition	4,000	4,000	4,844	4,400	4,400	4,400	4,400
Grant In Lieu	-	-	-	-	-	-	-
	\$ 4,000	\$ 4,000	\$ 4,844	\$ 4,400	\$ 4,400	\$ 4,400	\$ 4,400
Expenditures							
Contingency	-	185	-	-	-	-	-
Dodge Cove Hall	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Oona River Hall	2,129	2,000	2,500	2,000	2,000	2,000	2,000
Administrative Recovery	-	-	400	400	400	400	400
	\$ 4,129	\$ 4,185	\$ 4,900	\$ 4,400	\$ 4,400	\$ 4,400	\$ 4,400
Net Surplus (Deficit):	\$ (129)	\$ (185)	\$ (56)	\$ -	\$ -	\$ -	\$ -
Opening Surplus (Deficit):	\$ 185	\$ 185	\$ 56	\$ -	\$ -	\$ -	\$ -
Closing Surplus (Deficit):	\$ 56	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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Skeena-Queen Charlotte Regional District
Five Year Financial Plan 2011 - 2015
Exhibit 10: Mainland Recycling

	2010 Actual	2010 Budget	2011 Budget	2012	2013	2014 Financial Plan	2015
Revenue							
Tax Requisition	158,335	158,335	171,958	173,888	175,857	177,866	179,914
Grant in Lieu	8,011	7,000	8,011	8,171	8,335	8,501	8,671
Miscellaneous	7,208	5,000	7,334	7,481	7,630	7,783	7,939
Processing Fees	132,902	141,500	135,354	138,061	140,822	143,639	146,512
Rentals	15,765	22,000	20,665	21,078	21,500	21,930	22,368
Sale of Materials	144,620	103,115	125,482	127,992	130,551	133,163	135,826
User Fees	72,698	58,265	60,573	61,784	63,020	64,281	65,566
Transfer from Reserve	-	-	-	-	-	-	-
	\$ 539,538	\$ 495,215	\$ 529,377	\$ 538,455	\$ 547,716	\$ 557,162	\$ 566,796
Expenditure							
Staff Wages & Benefits	316,225	317,003	301,103	307,125	313,268	319,533	325,924
Staff Memberships	1,000	300	1,000	1,020	1,040	1,061	1,082
Staff Training & Conferences	-	500	1,220	1,244	1,269	1,295	1,321
Staff Travel	4,877	5,000	5,000	5,100	5,202	5,306	5,412
Computer	469	1,000	1,740	1,775	1,810	1,847	1,883
Telephone & Internet	4,034	4,635	4,100	4,182	4,266	4,351	4,438
Depot Capital	-	1,000	2,029	2,070	2,111	2,153	2,196
Depot Maintenance	5,144	2,392	5,392	5,500	5,610	5,722	5,836
Depot Operation	18,267	23,625	19,345	19,732	20,127	20,529	20,940
Depot Utilities	15,518	15,000	16,071	16,392	16,720	17,055	17,396
Debt Payment - Building	29,817	29,817	29,817	29,817	29,817	29,817	29,817
Disposal Charges- Batteries	-	-	-	-	-	-	-
Equipment Maintenance	14,625	16,295	17,624	17,976	18,336	18,703	19,077
Freight	50,965	33,500	51,374	52,401	53,450	54,518	55,609
Insurance	8,250	8,165	8,497	8,667	8,840	9,017	9,197
ISWAC Purchases	3,654	1,950	2,629	2,682	2,735	2,790	2,846
Miscellaneous	6,178	4,000	5,583	5,695	5,809	5,925	6,043
Advertising	1,635	975	1,004	1,024	1,045	1,065	1,087
Supplies	4,576	4,175	4,713	4,807	4,903	5,001	5,102
Tipping Fees	3,318	4,500	3,484	3,554	3,625	3,697	3,771
Rate Stabilization	-	-	25,832	-	-	-	-
Equip Reserve	1,000	1,000	2,029	2,070	2,111	2,153	2,196
Capital Reserve	-	-	-	-	-	-	-
Administration	32,000	32,000	45,623	45,623	45,623	45,623	45,623
	\$ 521,551	\$ 506,832	\$ 555,209	\$ 538,456	\$ 547,716	\$ 557,162	\$ 566,796
Net Surplus (Deficit):	\$ 17,987	\$ (11,617)	\$ (25,832)	\$ (0)	\$ (0)	\$ 0	\$ (0)
Opening Surplus (Deficit):	\$ 7,846	\$ 11,617	\$ 25,832	\$ -	\$ -	\$ -	\$ -
Closing Surplus (Deficit):	\$ 25,832	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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Skeena-Queen Charlotte Regional District
Five Year Financial Plan 2011 - 2015
Exhibit 11: Islands Waste Management

	2010 Actual	2010 Budget	2011 Budget	2012	2013	2014 Financial Plan	2015
Revenue							
Tax Requisition	130,500	130,500	140,000	144,900	149,972	155,221	158,325
Grant in Lieu	6,787	3,800	6,787	6,787	6,787	6,787	6,787
Grants	-	-	-	-	-	-	-
Miscellaneous	3,552	1,500	3,000	3,000	3,000	3,000	3,000
Old Masset Band	90,577	99,223	92,681	94,998	97,373	99,807	100,805
Recycling	25,149	25,000	26,000	27,000	27,000	27,000	27,000
Skidegate Band	114,515	125,446	117,175	120,104	123,107	126,185	127,447
Tipping Fees	49,247	83,950	50,000	55,000	55,000	55,000	55,000
User Fees	512,206	494,088	510,000	510,000	510,000	510,000	510,000
Transfer from Reserve	-	-	-	-	-	-	-
	\$ 932,533	\$ 963,507	\$ 945,643	\$ 961,789	\$ 972,238	\$ 982,999	\$ 988,364
Expenditures							
Staff Travel	5	4,000	1,000	1,020	1,040	1,061	1,082
Staff Training		2,000	1,000	1,020	1,040	1,061	1,082
Billing Charges	14,382	17,000	15,000	15,300	15,606	15,918	16,236
Computer		1,000	1,000	1,020	1,040	1,061	1,082
Communications	3,630	4,000	3,500	3,570	3,641	3,714	3,789
Collection Charges	178,075	181,872	181,872	181,872	181,872	181,872	181,872
Committee Meetings		-	-	-	-	-	-
ISWAC Truck		-	-	-	-	-	-
Consulting		23,000	7,500	7,500	7,500	7,500	7,500
Debt Payment	21,333	21,333	21,333	21,333	21,333	21,333	21,333
Hardship Relief	2,135	6,500	-	-	-	-	-
Haulage							
- Operations	30,703	35,000	40,000	40,800	41,616	42,448	43,297
- Bin Replacement		11,000	11,000	11,000	11,000	11,000	11,000
- Equipment Lease	20,095	18,755	20,095	20,095	20,095	20,095	20,095
- Staff	57,437	70,469	71,878	73,316	74,782	76,278	77,803
Landfill							
- JOP Cleanup		-	-	-	-	-	-
- Equipment Maint.	10,927	10,000	10,200	10,404	10,612	10,824	11,041
- Equip Rental/Lease	39,694	40,932	40,932	40,932	40,932	40,932	40,932
- Insurance	1,765	1,800	1,836	1,873	1,910	1,948	1,987
- Site Maintenance	23,725	23,000	24,000	24,480	24,970	25,469	25,978
- Staff	96,584	86,400	88,128	89,891	91,688	93,522	95,393
- Utilities	1,391	1,500	1,200	1,224	1,248	1,273	1,299
- Miscellaneous	1,796	2,000	2,000	2,000	2,000	2,000	2,000
- Advertising and PR	-	1,000	1,000	1,000	1,000	1,000	1,000
- Closure liability	56,444	56,444	56,444	56,444	56,444	56,444	56,444
Recycling							
- Operations	35,543	38,000	35,000	35,700	36,414	37,142	37,885
- Equip Maintenance		2,500	2,500	2,550	2,601	2,653	2,706
- Equipment Lease	588	1,763	5,000	5,000	5,000	5,000	5,000
- Insurance	1,826	4,000	2,000	2,040	2,081	2,122	2,165
- Bin Haulage		-	-	-	-	-	-
- Advertising and		-	-	-	-	-	-
Promotion		1,000	1,000	1,000	1,000	1,000	1,000
- Staff	88,700	112,256	114,501	116,791	119,127	121,510	123,940
- Utilities		6,000	1,500	2,000	2,500	2,500	2,500

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**Skeena-Queen Charlotte Regional District
Five Year Financial Plan 2011 - 2015**

Exhibit 11: Islands Waste Management

	2010 Actual	2010 Budget	2011 Budget	2012	2013 Financial Plan	2014 Financial Plan	2015
- Transfer to Equip Reserve		5,000	5,000	5,000	5,000	5,000	5,000
- Supplies	3,278	3,500	3,500	3,570	3,641	3,714	3,789
Transfer Stations							
- Operations	26,537	19,000	26,000	26,520	27,050	27,591	28,143
Bad Debts		-	1,700	1,700	1,700	1,700	1,700
Admin. Charge	47,000	47,000	76,549	76,549	76,549	76,549	76,549
Reserve		-	-			515	75,740
	\$ 763,591	\$ 859,024	\$ 875,169	\$ 884,514	\$ 894,035	\$ 903,753	\$ 988,364
Net Surplus (Deficit):	\$ 168,942	\$ 104,483	\$ 70,474	\$ 77,276	\$ 78,203	\$ 79,247	\$ -
Opening Surplus (Deficit):	\$ (474,142)	\$ (460,723)	\$ (305,200)	\$ (234,726)	\$ (157,450)	\$ (79,247)	\$ -
Closing Surplus (Deficit):	\$ (305,200)	\$ (356,240)	\$ (234,726)	\$ (157,450)	\$ (79,247)	\$ -	\$ -

Schedule "A"

Skeena-Queen Charlotte Regional District
Five Year Financial Plan 2011 - 2015
Exhibit 12: QCI Recreation Commission

	2010 Actual	2010 Budget	2011 Budget	2012	2013 Financial Plan	2014	2015
Revenue							
Tax Requisition	91,497	91,497	100,116	99,499	100,576	101,675	102,796
Grant in Lieu	4,759	3,400	3,400	3,400	3,400	3,400	3,400
	\$ 96,256	\$ 94,897	\$ 103,516	\$ 102,899	\$ 103,976	\$ 105,075	\$ 106,196
Expenditures							
Rec. Coordinator	51,750	49,697	52,816	53,872	54,949	56,048	57,169
Grant Rec. Commission	43,000	43,000	43,871	43,871	43,871	43,871	43,871
Administration	2,661	2,661	5,156	5,156	5,156	5,156	5,156
	\$ 97,411	\$ 95,358	\$ 101,843	\$ 102,899	\$ 103,976	\$ 105,075	\$ 106,196
Net Surplus (Deficit):	\$ (1,156)	\$ (461)	\$ 1,673	\$ -	\$ -	\$ -	\$ -
Opening Surplus (Deficit):	\$ (517)	\$ 461	\$ (1,673)	\$ -	\$ -	\$ -	\$ -
Closing Surplus (Deficit):	\$ (1,673)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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Skeena-Queen Charlotte Regional District
Five Year Financial Plan 2011 - 2015
Exhibit 13: Haida Gwaii Museum & Arts Council Contributions

	2010 Actual	2010 Budget	2011 Budget	2012	2013	2014	2015
				Financial Plan			
Revenue							
Tax Requisition	50,300	\$ 50,300	\$ 56,934	\$ 56,119	\$ 56,119	\$ 56,119	\$ 56,119
Grant in Lieu	2,616	2,400	2,400	2,400	2,400	2,400	2,400
	\$ 52,916	\$ 52,700	\$ 59,334	\$ 58,519	\$ 58,519	\$ 58,519	\$ 58,519
Expenditures							
Grants	51,469	51,469	57,000	55,969	55,969	55,969	55,969
Administration			2,550	2,550	2,550	2,550	2,550
Contingency	-	-					
	\$ 51,469	\$ 51,469	\$ 59,550	\$ 58,519	\$ 58,519	\$ 58,519	\$ 58,519
Net Surplus (Deficit):	\$ 1,447	\$ 1,231	\$ (216)	\$ -	\$ -	\$ -	\$ -
Opening Surplus (Deficit):	\$ (1,231)	\$ (1,231)	\$ 216	\$ -	\$ -	\$ -	\$ -
Closing Surplus (Deficit):	\$ 216	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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Skeena-Queen Charlotte Regional District
Five Year Financial Plan 2011 - 2015
Exhibit 14: Vancouver Island Regional Library

	2010 Actual	2010 Budget	2011 Budget	2012	2013 Financial Plan	2014	2015
Revenue							
Tax Requisition	31,350	31,350	36,658	36,750	36,750	36,750	36,750
Grant in lieu	1,000	1,000	1,000	1,000	1,000	1,000	1,000
	\$ 32,350	\$ 32,350	\$ 37,658	\$ 37,750	\$ 37,750	\$ 37,750	\$ 37,750
Expenditures							
Grant - Regional Library	32,352	32,350	35,905	36,000	36,000	36,000	36,000
Administration			1,750	1,750	1,750	1,750	1,750
	\$ 32,352	\$ 32,350	\$ 37,655	\$ 37,750	\$ 37,750	\$ 37,750	\$ 37,750
Net Surplus (Deficit):	\$ (2)	\$ -	\$ 3	\$ -	\$ -	\$ -	\$ -
Opening Surplus (Deficit):	\$ (1)	\$ -	\$ (3)	\$ -	\$ -	\$ -	\$ -
Closing Surplus (Deficit):	\$ (3)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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Skeena-Queen Charlotte Regional District
Five Year Financial Plan 2011 - 2015
Exhibit 15: Oona River Local Telephone Service

	2010 Actual	2010 Budget	2011 Budget	2012	2013 Financial Plan	2014	2015
Revenue							
Tax Requisition	3,825	3,825	4,000	4,000	4,000	4,000	-
Community Contribution	-	-	-	-	-	-	-
TOTAL	\$ 3,825	\$ 3,825	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ -
Expenditures							
Debt Service	945	945	945	945	945	945	-
Debt Repayment	2,880	2,880	2,880	2,880	2,880	2,880	-
Administration	-	-	470	175	175	175	-
Contingency	-	295	-	-	-	-	-
TOTAL	\$ 3,825	\$ 4,120	\$ 4,295	\$ 4,000	\$ 4,000	\$ 4,000	\$ -
Net Surplus (Deficit):	\$ -	\$ (295)	\$ (295)	\$ -	\$ -	\$ -	\$ -
Opening Surplus (Deficit):	\$ 295	\$ 295	\$ 295	\$ -	\$ -	\$ -	\$ -
Closing Surplus (Deficit):	\$ 295	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Schedule "A"

Skeena-Queen Charlotte Regional District
Five Year Financial Plan 2011 - 2015
Exhibit 16: Sandspit Fire Department

	2010 Actual	2010 Budget	2011 Budget	2012	2013 Financial Plan	2014 Financial Plan	2015
Revenue							
Tax Requisition	22,000	22,000	27,500	27,500	27,500	27,500	27,500
Grant-in-lieu	3,075	3,075	3,075	3,075	3,075	3,075	3,075
	\$ 25,075	\$ 25,075	\$ 30,575	\$ 30,575	\$ 30,575	\$ 30,575	\$ 30,575
Expenditures							
Grant	24,789	24,789	29,175	29,175	29,175	29,175	29,175
Contingency	-	-	150	-	-	-	-
Administration	252	252	1,250	1,250	1,250	1,250	1,250
Permit	-	150	150	150	150	150	150
	\$ 25,041	\$ 25,191	\$ 30,725	\$ 30,575	\$ 30,575	\$ 30,575	\$ 30,575
Net Surplus (Deficit):	\$ 34	\$ (116)	\$ (150)	\$ -	\$ -	\$ -	\$ -
Opening Surplus (Deficit):	\$ 116	\$ 116	\$ 150	\$ -	\$ -	\$ -	\$ -
Closing Surplus (Deficit):	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Schedule "A"

**Skeena-Queen Charlotte Regional District
Five Year Financial Plan 2011 - 2015**

Exhibit 17: Sandspit Water Utility

	2010	2010	2011	2012	2013	2014	2015
	Actual	Budget	Budget		Financial Plan		
Revenue							
MIMC Transfer	24,990	24,990	-	-	-	-	-
Parcel Tax	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Grant-in-Lieu	810	400	400	400	400	400	400
Grants	-	-	10,000	-	-	-	-
User Fees	44,187	46,678	46,678	46,678	46,678	46,678	46,678
	\$ 99,987	\$ 102,068	\$ 87,078	\$ 77,078	\$ 77,078	\$ 77,078	\$ 77,078
Expenditures							
Grant - Operation	40,698	40,698	48,370	48,370	48,370	48,370	48,370
Engineer	2,562	5,000	5,000	5,000	5,000	5,000	5,000
Legal	465	-	1,000	1,000	1,000	1,000	1,000
Insurance	864	825	882	900	918	937	955
Miscellaneous	-	250	300	350	350	350	350
Permits	150	150	150	150	150	150	150
Training	-	750	750	750	750	750	-
Project - Water Supply	-	-	13,525	-	-	-	-
Utilities	4,772	5,000	5,500	6,000	6,000	6,000	6,000
Administration	9,600	9,600	11,079	11,079	11,079	11,079	11,079
Contribution to Reserve	-	-	1,603	3,479	3,461	3,442	4,174
Bad Debts	-	-	-	-	-	-	-
	\$ 59,111	\$ 62,273	\$ 88,159	\$ 77,078	\$ 77,078	\$ 77,078	\$ 77,078
Net Surplus (Deficit):	\$ 40,876	\$ 39,795	-\$ 1,081	\$ -	\$ -	\$ -	\$ -
Opening Surplus (Deficit):	\$ (39,795)	\$ (39,795)	\$ 1,081	\$ -	\$ -	\$ -	\$ -
Closing Surplus (Deficit):	\$ 1,081	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Schedule "A"

**Skeena-Queen Charlotte Regional District
Five Year Financial Plan
Exhibit 23 : Emergency Program Area D & E**

	2010 Actual	2010 Budget	2011 Budget	2012	2013	2014	2015
Revenue							
Tax Requisition			28,500	5,250	5,250	5,250	5,250
Miscellaneous			-	-	-	-	-
	\$ -	\$ -	\$ 28,500	\$ 5,250	\$ 5,250	\$ 5,250	\$ 5,250
Expenditures							
Sandspit Tsunami Site			10,000				
Planning Studies			18,500				
Administration			-				
Contingency							
	\$ -	\$ -	\$ 28,500	\$ -	\$ -	\$ -	\$ -
Net Surplus (Deficit):	\$ -	\$ -	\$ -	\$ 5,250	\$ 5,250	\$ 5,250	\$ 5,250
Opening Surplus (Deficit):	\$ -	\$ -	\$ -	\$ -	\$ 5,250	\$ 10,500	\$ 15,750
Closing Surplus (Deficit):	\$ -	\$ -	\$ -	\$ 5,250	\$ 10,500	\$ 15,750	\$ 21,000

Schedule "A"

Skeena-Queen Charlotte Regional District
Five Year Financial Plan 2011 - 2015

Exhibit 24: Reserve Funds

	2010 Actual	2010 Budget	2011 Budget	2012	2013 Financial Plan	2014	2015
Transfer to Reserve							
Interest	5,523	7,000	5,640	6,000	6,000	6,000	6,000
Regional Recycling	1,000	1,000	2,029	2,070	2,111	2,153	2,196
Sandspit Water			1,603	3,479	3,461	3,442	4,174
Island Solid Waste	-	5,000	5,000	5,000	5,000	5,515	80,740
	\$ 6,523	\$ 13,000	\$ 14,272	\$ 16,549	\$ 16,572	\$ 17,110	\$ 93,110
Transfer from Reserve							
Dodge Cove Water	23,382	45,492	33,382	-	-	-	-
	\$ 23,382	\$ 45,492	\$ 33,382	\$ -	\$ -	\$ -	\$ -
Change in Reserve Funds:	\$ (16,858)	\$ (32,492)	\$ (19,110)	\$ 16,549	\$ 16,572	\$ 17,110	\$ 93,110
Opening Reserve Balance:	\$ 205,321	\$ 199,975	\$ 188,463	\$ 169,353	\$ 185,902	\$ 202,474	\$ 219,584
Closing Reserve Balance:	\$ 188,463	\$ 167,483	\$ 169,353	\$ 185,902	\$ 202,474	\$ 219,584	\$ 312,694

Represented by:	2009	2010	2011	Change
ISW - Capital Works and Equip.	13,596	14,002	19,511	5,509
RD Recycling Equipment Reserve	5,236	6,439	8,703	2,263
MSW - Capital Works and Equip.	101,112	103,768	107,542	3,774
Dodge Cove Water Utility	55,222	33,382	-	(33,382)
Sandspit Water Utility	30,154	30,871	33,597	2,726
	\$ 205,321	\$ 188,463	\$ 169,353	\$ (19,110)