



SUNSHINE COAST REGIONAL DISTRICT



REGULAR BOARD MEETING TO BE HELD
IN THE BOARDROOM OF THE SUNSHINE COAST
REGIONAL DISTRICT OFFICES AT 1975 FIELD ROAD, SECHELT, B.C.

THURSDAY, FEBRUARY 27, 2020

AMENDED AGENDA

CALL TO ORDER 1:30 p.m.

AGENDA

1. Adoption of agenda

MINUTES

2. Regular Board meeting minutes of February 13, 2020

Annex A
Pages 1 – 8

BUSINESS ARISING FROM MINUTES AND UNFINISHED BUSINESS

PRESENTATIONS AND DELEGATIONS

REPORTS

3. Special Corporate and Administrative Services Committee (Round 2 Budget) recommendation Nos. 1-29 and 31-41 of February 10 and 11, 2020 (*recommendation No. 30 previously adopted*) Annex B
pp 9 - 22
4. Planning and Community Development Committee recommendation Nos. 1-7 and 9-17 of February 13, 2020 (*recommendation No. 8 previously adopted*) Annex C
pp 23 - 27
5. Infrastructure Services Committee recommendation Nos. 1-13 of February 20, 2020 Annex D
pp 28 - 31
- 5a. ➡ADD Corporate and Administrative Services Committee recommendation(s) to come forward from February 27, 2020 To come forward
6. Building Official – Notice on Title Annex E
pp 32 - 33
7. Chief Administrative Officer's Report of February 27, 2020 Annex F
pp 34 - 35

COMMUNICATIONS

- 7a. ➡ADD Director Tize, Sunshine Coast Regional District Regarding a Letter of Support to the Intervenors Supporting the Greenhouse Gas Pollution Pricing Act pp 35a- b

MOTIONS**BYLAWS**

8. *Roberts Creek Official Community Plan Amendment Bylaw No. 641.12, 2019*
– **Third Reading and Adoption**
(Voting – Electoral Area Directors – 1 vote each) Annex G
pp 36 - 37
9. *Sunshine Coast Regional District Zoning Amendment Bylaw No. 310.185, 2019*
– **Third Reading and Adoption**
(Voting – Electoral Area Directors – 1 vote each) Annex H
pp 38 – 40
10. *Sunshine Coast Regional District Zoning Amendment Bylaw No. 310.184, 2018*
– **Second Reading as amended**
(Voting – Electoral Area Directors – 1 vote each) Annex I
pp 41 – 42
11. *Sunshine Coast Regional District Electoral Area A Zoning Amendment Bylaw No. 337.118, 2018*
– **Second Reading as amended**
– **THAT a public hearing concerning Bylaw No. 310.184 and 337.118 be scheduled for 7:00 p.m., Tuesday, April 21, 2020 at the Seaside Centre, located at 5790 Teredo Street in Sechelt, BC;**
– **AND THAT the Board delegate a Chair and Alternate Chair to conduct the public hearing.**
(Voting – Electoral Area Directors – 1 vote each) Annex J
pp 43 – 44
12. **⇒REPLACE** *Sunshine Coast Regional District Financial Plan Bylaw No. 724, 2020* **⇒ADD** Schedule A Annex K
p 45 - 85
– **First and Second Reading**
(Voting – All Directors – weighted vote: A-2, B-2, D-2, E-2, F-2, Sechelt-6, Gibsons-3, SIGD-1)

DIRECTORS' REPORTS

Verbal

NEW BUSINESS**IN CAMERA**

THAT the public be excluded from attendance at the meeting in accordance with Sections 90(1) (a), (c), and (k) of the *Community Charter* “personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality”, “labour relations or other employee relations”, and “negotiations and related discussions respecting the proposed provision of a municipal service...”.

ADJOURNMENT

Tracey Hincks

From: Andreas Tize
Sent: Wednesday, February 26, 2020 10:53 AM
To: DL - Directors; Dean McKinley; Tracey Hincks
Subject: New business: Resolution to support the Greenhouse Gas Pollution Pricing Act

SCRD
RECEIVED

FEB 25 2020

CHIEF ADMINISTRATIVE
OFFICER

Hi everyone,
My apologies for this late addition, it just got in my inbox.

I'm not sure if you're aware, but Alberta, Saskatchewan and Ontario are fighting the new Greenhouse Gas Pollution Pricing Act, which is effectively putting a price on Carbon, at the Canada Supreme Court in March. A number of municipalities have been listed as intervenors in the case, and we have a chance to voice our support.

I would therefore like to make this an item for new business tomorrow at the board meeting, due to the compressed timeline. See the resolution and background below.

Whereas, Carbon pricing is widely acknowledged as the most effective tool in combating climate change.

And whereas, the Greenhouse Gas Pollution Pricing Act (the "GGPPA") is essential to implementing a national carbon pricing program;

And whereas, carbon pricing has been in effect in the province of British Columbia since 2008 and has shown to be an effective tool in slowing the growth of emissions and during which time BC has enjoyed one of the fastest-growing economies in the country;

Be it resolved that the Sunshine Coast Regional District provide a letter to the intervenors (City of Vancouver, City of Richmond, City of Nelson, District of Squamish, City of Rossland and the City of Victoria) supporting their arguments in favour of the Greenhouse Gas Pollution Pricing Act, and the ability to take local action on GHG emissions, to be heard by the Supreme Court on March 17, 2020.

Background

The Greenhouse Gas Pollution Pricing Act (the "GGPPA") was enacted on June 21, 2018 by Parliament. The Act puts a price on carbon pollution in those provinces and territories that have chosen not to implement their own carbon pollution pricing scheme. Based on the Vancouver Declaration on clean growth and climate change, the federal government on October 3, 2016 published "A Canadian approach to pricing carbon pollution". The document interpreted the commitments in the Vancouver declaration as commitments by all provinces and territories to implement carbon pricing regimes. All jurisdictions were to have carbon pricing regimes in place by January 1, 2018. The scope of each regime was to be similar to British Columbia's existing carbon tax, which was deemed to be the most effective approach to greenhouse gas emissions and which happened to be the longest standing carbon tax in effect in international terms.

The governments of Saskatchewan and Ontario attacked the federal legislation and their cases were lost in the Saskatchewan Court of Appeal and Ontario Court of Appeal respectively. Saskatchewan and Ontario have appealed to the Supreme Court of Canada. Alberta is now also referring the question to its Court of Appeal on an expedited time frame, and it is expected to join Saskatchewan and Ontario at the Supreme Court.

Several representatives to the government of Canada have reached out to local governments to seek intervention by one or more municipalities that support the GGPPA. Accordingly, a number of municipalities are considering joining an application for leave to intervene in this Supreme Court of Canada appeal. The question is how can a municipality be helpful, as many of the key arguments are covered by other intervenors. In summary, the peace, order and good government argument has been covered by most of the intervenors, and most are arguing the national concern branch of POGG. The David Suzuki Foundation is arguing the "emergency branch". The Canadian Public Health Association is arguing criminal jurisdiction. The Athabasca Chippewyan First Nation is arguing section 35 of the Constitution Act; The Canadian Environmental Law Association is arguing trade and commerce.

There is one important area that has not been advanced by intervenors, and which has been advanced by the opponents of the GGPPA. This is in regard to the argument that the GGPPA is an invalid federal tax rather than a valid regulatory charge. This argument was considered extensively in the dissenting reasons of the Saskatchewan Court of Appeal and was the primary reason why the dissent would have held the law to be invalid. Accordingly this is an area that needs to be addressed by an intervener and so far has not been tackled by any of the intervenors listed above.

There is a second ground that local government should consider in the intervention. The GGPPA intends to impose a minimum standard – this minimum standard would protect municipalities who wish to take action on these issues. The GGPPA would limit the ability of a province to restrict local governments from taking action at all (one could imagine Alberta prohibiting local governments from taking any actions such as regulating when it comes to emissions) or taking stronger action than the province.

The hearing will be held March 17, 2020 for the Saskatchewan appeal and March 18, 2020 for the Ontario appeal. The timeline for interventions has not been altered, and November 6, 2019 remains the hard deadline for application for leave to intervene.

Andreas Tize
Director, Area D - Roberts Creek
Sunshine Coast Regional District
1975 Field Road, Sechelt, BC V0N 3A1

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SUNSHINE COAST REGIONAL DISTRICT

BYLAW NO. 724

A bylaw to adopt the Five Year Financial Plan for the years 2020 - 2024

The Board of the Sunshine Coast Regional District in open meeting assembled enacts as follows:

1. This bylaw may be cited for all purposes as the *Sunshine Coast Regional District Financial Plan Bylaw No. 724, 2020*.
2. Schedule A, attached hereto, and forming part of this bylaw, is hereby adopted pursuant to Section 374 of the *Local Government Act* and is the Sunshine Coast Regional District 2020 – 2024 Financial Plan.

READ A FIRST TIME this 27th day of February, 2020

READ A SECOND TIME this 27th day of February, 2020

READ A THIRD TIME this ____ day of _____

ADOPTED this ____ day of _____

CORPORATE OFFICER

CHAIR

Sunshine Coast Regional District
Consolidated Five Year Financial Plan (Summary)

Schedule A, Bylaw 724, 2020

2020 - 2024

	2020	2021	2022	2023	2024
Revenues					
Grants in Lieu of Taxes	72,000	72,000	72,000	72,000	72,000
Tax Requisitions	22,825,208	22,383,101	22,412,100	22,288,704	22,285,698
Frontage & Parcel Taxes	5,620,302	5,620,302	5,620,302	5,620,302	5,620,302
Government Transfers	2,670,704	2,670,704	2,670,704	2,670,704	2,670,704
User Fees & Service Charges	13,839,102	13,886,066	13,894,318	13,894,905	13,894,905
Member Municipality Debt	1,876,276	1,828,505	1,786,899	1,421,758	1,421,758
Investment Income	683,877	746,110	810,618	840,606	917,803
Other Revenue	659,295	542,592	560,705	542,705	542,705
	48,246,764	47,749,380	47,827,646	47,351,684	47,425,875
Expenses					
Administration	5,030,765	5,057,289	5,107,314	5,107,263	5,107,263
Internal Recoveries	(6,851,435)	(6,889,630)	(6,942,353)	(6,932,710)	(6,932,710)
Wages and Benefits	20,196,987	20,630,133	20,639,140	20,630,133	20,630,133
Operating	19,786,087	16,639,433	16,724,736	16,708,240	16,722,656
Debt Charges Member Municipalities	1,876,276	1,828,505	1,786,899	1,421,758	1,421,758
Debt Charges - Interest	1,300,434	1,608,339	1,778,471	1,737,453	1,727,090
Amortization of Tangible Capital Assets	4,822,441	4,822,441	4,822,441	4,822,441	4,822,441
	46,161,555	43,696,510	43,916,648	43,494,578	43,498,631
Operating Surplus / (Deficit)	2,085,209	4,052,870	3,910,998	3,857,106	3,927,244
Other					
Capital Expenditures	(26,542,404)	(1,871,599)	(1,921,599)	(1,921,599)	(1,921,599)
Proceeds from Long Term Debt	16,794,500	-	-	-	-
Debt Principal Repayment	(2,118,374)	(2,367,110)	(2,888,153)	(2,753,244)	(2,811,289)
Transfer (to)/from Reserves	6,652,070	(3,183,366)	(2,470,466)	(2,551,483)	(2,563,574)
Transfer (to)/from Appropriated Surplus	(553,772)	(682,050)	(682,050)	(682,050)	(682,050)
Transfer (to)/from Other Funds	(450,000)	-	-	-	-
Transfer (to)/from Accumulated Surplus	31,019	28,814	28,829	28,829	28,827
Prior Year Surplus/(Deficit)	(45,689)	-	-	-	-
Unfunded Amortization	4,822,441	4,822,441	4,822,441	4,822,441	4,822,441
Transfer (to)/from Unfunded Liability	(675,000)	(800,000)	(800,000)	(800,000)	(800,000)
	(2,085,209)	(4,052,870)	(3,910,998)	(3,857,106)	(3,927,244)
Financial Plan Surplus / (Deficit)	-	-	-	-	-

110 General Government	2020	2021	2022	2023	2024
Revenues					
Grants in Lieu of Taxes	72,000	72,000	72,000	72,000	72,000
Tax Requisitions	1,416,830	1,493,792	1,383,591	1,500,905	1,500,905
Government Transfers	874,050	874,050	874,050	874,050	874,050
Investment Income	58,000	58,000	58,000	58,000	58,000
Other Revenue	8,406	8,406	8,406	8,406	8,406
	2,429,286	2,506,248	2,396,047	2,513,361	2,513,361
Expenses					
Administration	599,377	602,812	601,098	609,925	609,925
Internal Recoveries	(702,711)	(702,711)	(702,711)	(702,711)	(702,711)
Wages and Benefits	1,460,307	1,530,177	1,421,690	1,530,177	1,530,177
Operating	544,045	377,920	377,920	377,920	377,920
Amortization of Tangible Capital Assets	58,580	58,580	58,580	58,580	58,580
	1,959,598	1,866,778	1,756,577	1,873,891	1,873,891
Operating Surplus / (Deficit)	469,688	639,470	639,470	639,470	639,470
Other					
Capital Expenditures	(35,000)	-	-	-	-
Transfer (to)/from Reserves	188,782	(16,000)	(16,000)	(16,000)	(16,000)
Transfer (to)/from Appropriated Surplus	(682,050)	(682,050)	(682,050)	(682,050)	(682,050)
Unfunded Amortization	58,580	58,580	58,580	58,580	58,580
	(469,688)	(639,470)	(639,470)	(639,470)	(639,470)
110 Financial Plan Surplus / (Deficit)	-	-	-	-	-
113 Finance	2020	2021	2022	2023	2024
Expenses					
Internal Recoveries	(1,620,322)	(1,620,322)	(1,620,322)	(1,620,322)	(1,620,322)
Wages and Benefits	1,373,967	1,373,967	1,373,967	1,373,967	1,373,967
Operating	271,355	246,355	246,355	246,355	246,355
Amortization of Tangible Capital Assets	214,561	214,561	214,561	214,561	214,561
	239,561	214,561	214,561	214,561	214,561
Operating Surplus / (Deficit)	(239,561)	(214,561)	(214,561)	(214,561)	(214,561)
Other					
Transfer (to)/from Reserves	25,000	-	-	-	-
Unfunded Amortization	214,561	214,561	214,561	214,561	214,561
	239,561	214,561	214,561	214,561	214,561
113 Financial Plan Surplus / (Deficit)	-	-	-	-	-

114 Administration Office	2020	2021	2022	2023	2024
Revenues					
Investment Income	65,931	72,534	79,401	86,542	93,969
	65,931	72,534	79,401	86,542	93,969
Expenses					
Internal Recoveries	(487,131)	(483,931)	(483,931)	(483,931)	(483,931)
Wages and Benefits	23,041	23,041	23,041	23,041	23,041
Operating	200,898	197,698	197,698	197,698	197,698
Debt Charges - Interest	144,058	144,058	144,058	144,058	144,058
Amortization of Tangible Capital Assets	107,823	107,823	107,823	107,823	107,823
	(11,311)	(11,311)	(11,311)	(11,311)	(11,311)
Operating Surplus / (Deficit)	77,242	83,845	90,712	97,853	105,280
Other					
Debt Principal Repayment	(165,065)	(171,668)	(178,535)	(185,676)	(193,103)
Transfer (to)/from Reserves	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Unfunded Amortization	107,823	107,823	107,823	107,823	107,823
	(77,242)	(83,845)	(90,712)	(97,853)	(105,280)

114 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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115 Human Resources	2020	2021	2022	2023	2024
Expenses					
Administration	3,657	-	-	-	-
Internal Recoveries	(714,168)	(714,168)	(714,168)	(714,168)	(714,168)
Wages and Benefits	552,309	552,309	552,309	552,309	552,309
Operating	181,914	151,859	151,859	151,859	151,859
Amortization of Tangible Capital Assets	29,671	29,671	29,671	29,671	29,671
	53,383	19,671	19,671	19,671	19,671
Operating Surplus / (Deficit)	(53,383)	(19,671)	(19,671)	(19,671)	(19,671)
Other					
Transfer (to)/from Reserves	23,712	(10,000)	(10,000)	(10,000)	(10,000)
Unfunded Amortization	29,671	29,671	29,671	29,671	29,671
	53,383	19,671	19,671	19,671	19,671

115 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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117 Information Services	2020	2021	2022	2023	2024
Expenses					
Internal Recoveries	(1,141,040)	(1,153,141)	(1,203,166)	(1,203,115)	(1,203,115)
Wages and Benefits	622,163	622,163	622,163	622,163	622,163
Operating	220,952	220,952	220,952	220,952	220,952
Debt Charges - Interest	2,488	1,237	326	-	-
Amortization of Tangible Capital Assets	132,455	132,455	132,455	132,455	132,455
	(162,982)	(176,334)	(227,270)	(227,545)	(227,545)
Operating Surplus / (Deficit)	162,982	176,334	227,270	227,545	227,545
Other					
Capital Expenditures	(287,934)	(300,000)	(350,000)	(350,000)	(350,000)
Debt Principal Repayment	(57,736)	(47,073)	(23,950)	-	-
Transfer (to)/from Reserves	50,233	38,284	14,225	(10,000)	(10,000)
Unfunded Amortization	132,455	132,455	132,455	132,455	132,455
	(162,982)	(176,334)	(227,270)	(227,545)	(227,545)

117 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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118	SCRHD Administration	2020	2021	2022	2023	2024
Revenues						
	Other Revenue	28,961	64,512	64,625	64,625	64,625
		28,961	64,512	64,625	64,625	64,625
Expenses						
	Administration	14,354	14,473	14,586	14,586	14,586
	Wages and Benefits	42,939	42,939	42,939	42,939	42,939
	Operating	7,100	7,100	7,100	7,100	7,100
		64,393	64,512	64,625	64,625	64,625
Operating Surplus / (Deficit)		(35,432)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	35,432	-	-	-	-
		35,432	-	-	-	-
118 Financial Plan Surplus / (Deficit)		-	-	-	-	-
121	Grants in Aid - Area A	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	39,930	39,962	39,971	39,971	39,971
		39,930	39,962	39,971	39,971	39,971
Expenses						
	Administration	2,449	2,481	2,490	2,490	2,490
	Wages and Benefits	791	791	791	791	791
	Operating	41,113	36,690	36,690	36,690	36,690
		44,353	39,962	39,971	39,971	39,971
Operating Surplus / (Deficit)		(4,423)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	4,423	-	-	-	-
		4,423	-	-	-	-
121 Financial Plan Surplus / (Deficit)		-	-	-	-	-
122	Grants in Aid - Area B	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	30,497	30,519	30,526	30,526	30,526
		30,497	30,519	30,526	30,526	30,526
Expenses						
	Administration	1,721	1,743	1,750	1,750	1,750
	Wages and Benefits	791	791	791	791	791
	Operating	29,358	27,985	27,985	27,985	27,985
		31,870	30,519	30,526	30,526	30,526
Operating Surplus / (Deficit)		(1,373)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	1,373	-	-	-	-
		1,373	-	-	-	-
122 Financial Plan Surplus / (Deficit)		-	-	-	-	-

123	Grants in Aid - Area E & F	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	5,130	5,134	5,135	5,135	5,135
		5,130	5,134	5,135	5,135	5,135
Expenses						
	Administration	339	343	344	344	344
	Wages and Benefits	791	791	791	791	791
	Operating	5,260	4,000	4,000	4,000	4,000
		6,390	5,134	5,135	5,135	5,135
Operating Surplus / (Deficit)		(1,260)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	1,260	-	-	-	-
		1,260	-	-	-	-
123 Financial Plan Surplus / (Deficit)		-	-	-	-	-
125	Grants in Aid - Community Schools	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	10,867	11,532	11,534	11,534	11,534
		10,867	11,532	11,534	11,534	11,534
Expenses						
	Administration	731	741	743	743	743
	Wages and Benefits	791	791	791	791	791
	Operating	10,000	10,000	10,000	10,000	10,000
		11,522	11,532	11,534	11,534	11,534
Operating Surplus / (Deficit)		(655)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	655	-	-	-	-
		655	-	-	-	-
125 Financial Plan Surplus / (Deficit)		-	-	-	-	-
126	Greater Gibsons Community Participation	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	11,531	11,541	11,543	11,543	11,543
		11,531	11,541	11,543	11,543	11,543
Expenses						
	Administration	740	750	752	752	752
	Wages and Benefits	791	791	791	791	791
	Operating	11,260	10,000	10,000	10,000	10,000
		12,791	11,541	11,543	11,543	11,543
Operating Surplus / (Deficit)		(1,260)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	1,260	-	-	-	-
		1,260	-	-	-	-
126 Financial Plan Surplus / (Deficit)		-	-	-	-	-

127	Grants in Aid - Area D	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	37,248	37,277	37,286	37,286	37,286
		37,248	37,277	37,286	37,286	37,286
Expenses						
	Administration	2,288	2,317	2,326	2,326	2,326
	Wages and Benefits	791	791	791	791	791
	Operating	34,398	34,169	34,169	34,169	34,169
		37,477	37,277	37,286	37,286	37,286
Operating Surplus / (Deficit)		(229)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	229	-	-	-	-
		229	-	-	-	-
127 Financial Plan Surplus / (Deficit)		-	-	-	-	-
128	Grants In Aid - Area E	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	25,729	25,744	25,749	25,749	25,749
		25,729	25,744	25,749	25,749	25,749
Expenses						
	Administration	1,209	1,224	1,229	1,229	1,229
	Wages and Benefits	791	791	791	791	791
	Operating	23,767	23,729	23,729	23,729	23,729
		25,767	25,744	25,749	25,749	25,749
Operating Surplus / (Deficit)		(38)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	38	-	-	-	-
		38	-	-	-	-
128 Financial Plan Surplus / (Deficit)		-	-	-	-	-
129	Grants In Aid - Area F	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	25,725	25,746	25,752	25,752	25,752
		25,725	25,746	25,752	25,752	25,752
Expenses						
	Administration	1,576	1,597	1,603	1,603	1,603
	Wages and Benefits	791	791	791	791	791
	Operating	28,532	23,358	23,358	23,358	23,358
		30,899	25,746	25,752	25,752	25,752
Operating Surplus / (Deficit)		(5,174)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	5,174	-	-	-	-
		5,174	-	-	-	-
129 Financial Plan Surplus / (Deficit)		-	-	-	-	-

130	Electoral Area Services - UBCM/AVICC	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	73,648	73,706	73,724	73,724	73,724
		73,648	73,706	73,724	73,724	73,724
Expenses						
	Administration	5,474	5,532	5,550	5,550	5,550
	Wages and Benefits	32,908	32,908	32,908	32,908	32,908
	Operating	35,266	35,266	35,266	35,266	35,266
		73,648	73,706	73,724	73,724	73,724
Operating Surplus / (Deficit)						
130 Financial Plan Surplus / (Deficit)						

131	Electoral Area Services - Elections	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	14,000	14,000	93,534	14,000	14,000
	Other Revenue	-	-	18,000	-	-
		14,000	14,000	111,534	14,000	14,000
Expenses						
	Administration	-	-	8,878	-	-
	Wages and Benefits	-	-	117,494	-	-
	Operating	-	-	34,043	-	-
		-	-	160,415	-	-
Operating Surplus / (Deficit)						
Other						
	Transfer (to)/from Reserves	(14,000)	(14,000)	48,881	(14,000)	(14,000)
		(14,000)	(14,000)	48,881	(14,000)	(14,000)
131 Financial Plan Surplus / (Deficit)						

135	Corporate Sustainability Services	2020	2021	2022	2023	2024
Expenses						
	Administration	1,828	-	-	-	-
	Internal Recoveries	(46,764)	(64,387)	(64,387)	(64,387)	(64,387)
	Wages and Benefits	36,384	54,007	54,007	54,007	54,007
	Operating	70,380	10,380	10,380	10,380	10,380
	Amortization of Tangible Capital Assets	2,869	2,869	2,869	2,869	2,869
		64,697	2,869	2,869	2,869	2,869
Operating Surplus / (Deficit)						
Other						
	Transfer (to)/from Reserves	19,328	-	-	-	-
	Transfer (to)/from Appropriated Surplus	42,500	-	-	-	-
	Unfunded Amortization	2,869	2,869	2,869	2,869	2,869
		64,697	2,869	2,869	2,869	2,869
135 Financial Plan Surplus / (Deficit)						

136	Regional Sustainability Services	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	155,618	123,293	123,328	123,328	123,328
		155,618	123,293	123,328	123,328	123,328
Expenses						
	Administration	3,016	1,231	1,266	1,266	1,266
	Wages and Benefits	71,795	109,427	109,427	109,427	109,427
	Operating	82,635	12,635	12,635	12,635	12,635
		157,446	123,293	123,328	123,328	123,328
Operating Surplus / (Deficit)		(1,828)	-	-	-	-
Other						
	Transfer (to)/from Reserves	1,828	-	-	-	-
		1,828	-	-	-	-
136 Financial Plan Surplus / (Deficit)		-	-	-	-	-

140	Member Municipality Debt	2020	2021	2022	2023	2024
Revenues						
	Member Municipality Debt	1,876,276	1,828,505	1,786,899	1,421,758	1,421,758
		1,876,276	1,828,505	1,786,899	1,421,758	1,421,758
Expenses						
	Debt Charges Member Municipalities	1,876,276	1,828,505	1,786,899	1,421,758	1,421,758
		1,876,276	1,828,505	1,786,899	1,421,758	1,421,758
Operating Surplus / (Deficit)		-	-	-	-	-
140 Financial Plan Surplus / (Deficit)		-	-	-	-	-

150	Feasibility Studies - Regional	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	26,313	-	-	-	-
		26,313	-	-	-	-
Expenses						
	Wages and Benefits	4,448	-	-	-	-
	Operating	30,000	-	-	-	-
		34,448	-	-	-	-
Operating Surplus / (Deficit)		(8,135)	-	-	-	-
Other						
	Transfer (to)/from Appropriated Surplus	8,135	-	-	-	-
		8,135	-	-	-	-
150 Financial Plan Surplus / (Deficit)		-	-	-	-	-

200	Bylaw Enforcement	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	211,595	206,438	206,960	206,960	206,960
	User Fees & Service Charges	513	513	513	513	513
		212,108	206,951	207,473	207,473	207,473
Expenses						
	Administration	41,282	40,939	41,461	41,461	41,461
	Wages and Benefits	153,756	148,028	148,028	148,028	148,028
	Operating	18,734	17,984	17,984	17,984	17,984
	Amortization of Tangible Capital Assets	5,673	5,673	5,673	5,673	5,673
		219,445	212,624	213,146	213,146	213,146
Operating Surplus / (Deficit)		(7,337)	(5,673)	(5,673)	(5,673)	(5,673)
Other						
	Transfer (to)/from Reserves	1,664	-	-	-	-
	Unfunded Amortization	5,673	5,673	5,673	5,673	5,673
		7,337	5,673	5,673	5,673	5,673
200 Financial Plan Surplus / (Deficit)		-	-	-	-	-
204	Halfmoon Bay Smoke Control	2020	2021	2022	2023	2024
Expenses						
	Administration	151	152	152	152	152
	Wages and Benefits	905	905	905	905	905
		1,056	1,057	1,057	1,057	1,057
Operating Surplus / (Deficit)		(1,056)	(1,057)	(1,057)	(1,057)	(1,057)
Other						
	Transfer (to)/from Reserves	1,056	1,057	1,057	1,057	1,057
		1,056	1,057	1,057	1,057	1,057
204 Financial Plan Surplus / (Deficit)		-	-	-	-	-
206	Roberts Creek Smoke Control	2020	2021	2022	2023	2024
Expenses						
	Administration	150	151	151	151	151
	Wages and Benefits	905	905	905	905	905
		1,055	1,056	1,056	1,056	1,056
Operating Surplus / (Deficit)		(1,055)	(1,056)	(1,056)	(1,056)	(1,056)
Other						
	Transfer (to)/from Reserves	1,055	1,056	1,056	1,056	1,056
		1,055	1,056	1,056	1,056	1,056
206 Financial Plan Surplus / (Deficit)		-	-	-	-	-

210	Gibsons & District Fire Protection	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	1,124,014	1,194,115	1,201,483	1,124,678	1,124,678
		1,124,014	1,194,115	1,201,483	1,124,678	1,124,678
Expenses						
	Administration	106,393	108,572	110,346	110,346	110,346
	Wages and Benefits	401,302	395,575	395,575	395,575	395,575
	Operating	345,108	344,208	344,208	344,208	344,208
	Debt Charges - Interest	4,528	10,827	7,409	4,588	2,825
	Amortization of Tangible Capital Assets	153,274	153,274	153,274	153,274	153,274
		1,010,605	1,012,456	1,010,812	1,007,991	1,006,228
Operating Surplus / (Deficit)		113,409	181,659	190,671	116,687	118,450
Other						
	Capital Expenditures	(463,464)	-	-	-	-
	Proceeds from Long Term Debt	350,000	-	-	-	-
	Debt Principal Repayment	(66,683)	(134,933)	(143,945)	(69,961)	(71,724)
	Transfer (to)/from Reserves	(86,536)	(200,000)	(200,000)	(200,000)	(200,000)
	Unfunded Amortization	153,274	153,274	153,274	153,274	153,274
		(113,409)	(181,659)	(190,671)	(116,687)	(118,450)
210 Financial Plan Surplus / (Deficit)		-	-	-	-	-
212	Roberts Creek Fire Protection	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	537,456	533,291	534,011	534,011	534,011
		537,456	533,291	534,011	534,011	534,011
Expenses						
	Administration	52,846	53,753	54,473	54,473	54,473
	Wages and Benefits	135,570	130,798	130,798	130,798	130,798
	Operating	204,040	198,740	198,740	198,740	198,740
	Amortization of Tangible Capital Assets	70,700	70,700	70,700	70,700	70,700
		463,156	453,991	454,711	454,711	454,711
Operating Surplus / (Deficit)		74,300	79,300	79,300	79,300	79,300
Other						
	Capital Expenditures	(502,500)	-	-	-	-
	Transfer (to)/from Reserves	357,500	(150,000)	(150,000)	(150,000)	(150,000)
	Unfunded Amortization	70,700	70,700	70,700	70,700	70,700
		(74,300)	(79,300)	(79,300)	(79,300)	(79,300)
212 Financial Plan Surplus / (Deficit)		-	-	-	-	-

216 Halfmoon Bay Fire Protection	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	516,200	554,629	555,348	555,348	555,347
	516,200	554,629	555,348	555,348	555,347
Expenses					
Administration	44,580	45,481	46,200	46,200	46,200
Wages and Benefits	141,262	136,490	136,490	136,490	136,490
Operating	212,358	205,058	205,058	205,058	205,058
Debt Charges - Interest	-	4,573	3,610	2,622	1,614
Amortization of Tangible Capital Assets	47,299	47,299	47,299	47,299	47,299
	445,499	438,901	438,657	437,669	436,661
Operating Surplus / (Deficit)	70,701	115,728	116,691	117,679	118,686
Other					
Capital Expenditures	(557,500)	-	-	-	-
Proceeds from Long Term Debt	200,000	-	-	-	-
Debt Principal Repayment	-	(38,027)	(38,990)	(39,978)	(40,985)
Transfer (to)/from Reserves	239,500	(125,000)	(125,000)	(125,000)	(125,000)
Unfunded Amortization	47,299	47,299	47,299	47,299	47,299
	(70,701)	(115,728)	(116,691)	(117,679)	(118,686)
216 Financial Plan Surplus / (Deficit)	-	-	-	-	-
218 Egmont Fire Protection					
Revenues					
Tax Requisitions	126,683	122,302	122,644	122,644	122,644
Investment Income	2,234	2,458	2,690	2,932	3,184
	128,917	124,760	125,334	125,576	125,828
Expenses					
Administration	11,707	12,099	12,441	12,441	12,441
Wages and Benefits	19,241	14,468	14,468	14,468	14,468
Operating	82,496	82,496	82,496	82,496	82,496
Debt Charges - Interest	4,880	4,880	4,880	4,880	4,880
Amortization of Tangible Capital Assets	19,820	19,820	19,820	19,820	19,820
	138,144	133,763	134,105	134,105	134,105
Operating Surplus / (Deficit)	(9,227)	(9,003)	(8,771)	(8,529)	(8,277)
Other					
Capital Expenditures	(2,500)	-	-	-	-
Debt Principal Repayment	(5,593)	(5,817)	(6,049)	(6,291)	(6,543)
Transfer (to)/from Reserves	(2,500)	(5,000)	(5,000)	(5,000)	(5,000)
Unfunded Amortization	19,820	19,820	19,820	19,820	19,820
	9,227	9,003	8,771	8,529	8,277
218 Financial Plan Surplus / (Deficit)	-	-	-	-	-

220 Emergency Telephone - 911	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	423,345	396,920	401,143	405,114	405,114
	423,345	396,920	401,143	405,114	405,114
Expenses					
Administration	34,778	34,385	34,771	34,771	34,771
Wages and Benefits	37,685	7,032	7,032	7,032	7,032
Operating	267,896	245,703	249,540	253,511	253,511
Amortization of Tangible Capital Assets	67,536	67,536	67,536	67,536	67,536
	407,895	354,656	358,879	362,850	362,850
Operating Surplus / (Deficit)	15,450	42,264	42,264	42,264	42,264
Other					
Capital Expenditures	(584,900)	-	-	-	-
Transfer (to)/from Reserves	501,914	(109,800)	(109,800)	(109,800)	(109,800)
Unfunded Amortization	67,536	67,536	67,536	67,536	67,536
	(15,450)	(42,264)	(42,264)	(42,264)	(42,264)

220 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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222 Sunshine Coast Emergency Planning	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	256,678	251,737	252,573	252,573	252,573
	256,678	251,737	252,573	252,573	252,573
Expenses					
Administration	53,959	53,832	54,668	54,668	54,668
Wages and Benefits	112,648	106,920	106,920	106,920	106,920
Operating	111,940	90,985	90,985	90,985	90,985
Amortization of Tangible Capital Assets	6,833	6,833	6,833	6,833	6,833
	285,380	258,570	259,406	259,406	259,406
Operating Surplus / (Deficit)	(28,702)	(6,833)	(6,833)	(6,833)	(6,833)
Other					
Transfer (to)/from Reserves	21,869	-	-	-	-
Unfunded Amortization	6,833	6,833	6,833	6,833	6,833
	28,702	6,833	6,833	6,833	6,833

222 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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290	Animal Control	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	44,518	39,941	40,116	40,116	40,116
	User Fees & Service Charges	32,488	32,488	32,488	32,488	32,488
		77,006	72,429	72,604	72,604	72,604
Expenses						
	Administration	14,365	13,647	13,822	13,822	13,822
	Wages and Benefits	42,214	37,441	37,441	37,441	37,441
	Operating	22,091	21,341	21,341	21,341	21,341
	Amortization of Tangible Capital Assets	4,336	4,336	4,336	4,336	4,336
		83,006	76,765	76,940	76,940	76,940
Operating Surplus / (Deficit)		(6,000)	(4,336)	(4,336)	(4,336)	(4,336)
Other						
	Transfer (to)/from Reserves	1,664	-	-	-	-
	Unfunded Amortization	4,336	4,336	4,336	4,336	4,336
		6,000	4,336	4,336	4,336	4,336
290 Financial Plan Surplus / (Deficit)		-	-	-	-	-
291	Keats Island Dog Control	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	222	2,511	2,511	2,511	2,511
	User Fees & Service Charges	350	350	350	350	350
		572	2,861	2,861	2,861	2,861
Expenses						
	Administration	240	243	243	243	243
	Wages and Benefits	1,318	1,318	1,318	1,318	1,318
	Operating	1,300	1,300	1,300	1,300	1,300
		2,858	2,861	2,861	2,861	2,861
Operating Surplus / (Deficit)		(2,286)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	2,286	-	-	-	-
		2,286	-	-	-	-
291 Financial Plan Surplus / (Deficit)		-	-	-	-	-

310 Public Transit	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	2,874,354	2,885,709	2,889,687	2,889,687	2,889,687
Government Transfers	1,796,654	1,796,654	1,796,654	1,796,654	1,796,654
User Fees & Service Charges	789,466	796,966	796,966	796,966	796,966
Other Revenue	3,611	3,611	3,611	3,611	3,611
	5,464,085	5,482,940	5,486,918	5,486,918	5,486,918
Expenses					
Administration	522,745	529,245	533,223	533,223	533,223
Wages and Benefits	2,541,640	2,554,167	2,554,167	2,554,167	2,554,167
Operating	2,399,700	2,399,528	2,399,528	2,399,528	2,399,528
Amortization of Tangible Capital Assets	34,605	34,605	34,605	34,605	34,605
	5,498,690	5,517,545	5,521,523	5,521,523	5,521,523
Operating Surplus / (Deficit)	(34,605)	(34,605)	(34,605)	(34,605)	(34,605)
Other					
Capital Expenditures	(6,000)	-	-	-	-
Transfer (to)/from Reserves	6,000	-	-	-	-
Unfunded Amortization	34,605	34,605	34,605	34,605	34,605
	34,605	34,605	34,605	34,605	34,605
310 Financial Plan Surplus / (Deficit)	-	-	-	-	-
312 Fleet Maintenance	2020	2021	2022	2023	2024
Revenues					
Investment Income	9,091	10,001	10,948	11,932	12,956
Other Revenue	9,100	9,100	9,100	9,100	9,100
	18,191	19,101	20,048	21,032	22,056
Expenses					
Administration	34,080	35,691	37,291	37,291	37,291
Internal Recoveries	(1,448,497)	(1,450,550)	(1,452,230)	(1,452,230)	(1,452,230)
Wages and Benefits	559,814	577,630	577,630	577,630	577,630
Operating	892,798	882,798	882,798	882,798	882,798
Debt Charges - Interest	19,862	19,862	19,862	19,862	19,862
Amortization of Tangible Capital Assets	36,607	36,607	36,607	36,607	36,607
	94,664	102,038	101,958	101,958	101,958
Operating Surplus / (Deficit)	(76,473)	(82,937)	(81,910)	(80,926)	(79,902)
Other					
Capital Expenditures	(31,000)	-	-	-	-
Debt Principal Repayment	(22,759)	(23,669)	(24,616)	(25,600)	(26,624)
Transfer (to)/from Reserves	93,625	69,999	69,919	69,919	69,919
Unfunded Amortization	36,607	36,607	36,607	36,607	36,607
	76,473	82,937	81,910	80,926	79,902
312 Financial Plan Surplus / (Deficit)	-	-	-	-	-

313 Building Maintenance Services	2020	2021	2022	2023	2024
Expenses					
Administration	5,680	5,999	6,318	6,318	6,318
Internal Recoveries	(372,173)	(381,791)	(382,809)	(373,217)	(373,217)
Wages and Benefits	319,067	319,873	319,873	319,873	319,873
Operating	37,200	41,700	41,700	41,700	41,700
Debt Charges - Interest	722	895	558	297	170
Amortization of Tangible Capital Assets	7,019	7,019	7,019	7,019	7,019
	(2,485)	(6,305)	(7,341)	1,990	1,863
Operating Surplus / (Deficit)	2,485	6,305	7,341	(1,990)	(1,863)
Other					
Capital Expenditures	(25,000)	-	-	-	-
Proceeds from Long Term Debt	25,000	-	-	-	-
Debt Principal Repayment	(9,504)	(13,324)	(14,360)	(5,029)	(5,156)
Unfunded Amortization	7,019	7,019	7,019	7,019	7,019
	(2,485)	(6,305)	(7,341)	1,990	1,863
313 Financial Plan Surplus / (Deficit)	-	-	-	-	-

320 Regional Street Lighting	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	38,506	38,060	38,069	38,069	38,069
	38,506	38,060	38,069	38,069	38,069
Expenses					
Administration	2,240	2,269	2,278	2,278	2,278
Wages and Benefits	2,721	3,646	3,646	3,646	3,646
Operating	32,145	32,145	32,145	32,145	32,145
	37,106	38,060	38,069	38,069	38,069
Operating Surplus / (Deficit)	1,400	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	(1,400)	-	-	-	-
	(1,400)	-	-	-	-
320 Financial Plan Surplus / (Deficit)	-	-	-	-	-

322 Langdale Street Lighting	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	2,504	2,561	2,561	2,561	2,561
	2,504	2,561	2,561	2,561	2,561
Expenses					
Administration	157	160	160	160	160
Operating	2,401	2,401	2,401	2,401	2,401
	2,558	2,561	2,561	2,561	2,561
Operating Surplus / (Deficit)	(54)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	54	-	-	-	-
	54	-	-	-	-
322 Financial Plan Surplus / (Deficit)	-	-	-	-	-

324	Granthams Street Lighting	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	2,504	2,561	2,561	2,561	2,561
		2,504	2,561	2,561	2,561	2,561
Expenses						
	Administration	157	160	160	160	160
	Operating	2,401	2,401	2,401	2,401	2,401
		2,558	2,561	2,561	2,561	2,561
Operating Surplus / (Deficit)		(54)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	54	-	-	-	-
		54	-	-	-	-
324 Financial Plan Surplus / (Deficit)		-	-	-	-	-
326	Veterans Street Lighting	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	501	513	513	513	513
		501	513	513	513	513
Expenses						
	Administration	32	32	32	32	32
	Operating	481	481	481	481	481
		513	513	513	513	513
Operating Surplus / (Deficit)		(12)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	12	-	-	-	-
		12	-	-	-	-
326 Financial Plan Surplus / (Deficit)		-	-	-	-	-
328	Spruce Street Lighting	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	251	257	257	257	257
		251	257	257	257	257
Expenses						
	Administration	16	16	16	16	16
	Operating	241	241	241	241	241
		257	257	257	257	257
Operating Surplus / (Deficit)		(6)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	6	-	-	-	-
		6	-	-	-	-
328 Financial Plan Surplus / (Deficit)		-	-	-	-	-

330 Woodcreek Street Lighting	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	2,574	2,073	2,074	2,074	2,074
	2,574	2,073	2,074	2,074	2,074
Expenses					
Administration	127	129	130	130	130
Operating	1,944	1,944	1,944	1,944	1,944
	2,071	2,073	2,074	2,074	2,074
Operating Surplus / (Deficit)	503	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	(503)	-	-	-	-
	(503)	-	-	-	-
330 Financial Plan Surplus / (Deficit)	-	-	-	-	-
332 Fircrest Street Lighting	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	502	513	513	513	513
	502	513	513	513	513
Expenses					
Administration	32	32	32	32	32
Operating	481	481	481	481	481
	513	513	513	513	513
Operating Surplus / (Deficit)	(11)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	11	-	-	-	-
	11	-	-	-	-
332 Financial Plan Surplus / (Deficit)	-	-	-	-	-
334 Hydaway Street Lighting	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	251	257	257	257	257
	251	257	257	257	257
Expenses					
Administration	16	16	16	16	16
Operating	241	241	241	241	241
	257	257	257	257	257
Operating Surplus / (Deficit)	(6)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	6	-	-	-	-
	6	-	-	-	-
334 Financial Plan Surplus / (Deficit)	-	-	-	-	-

336 Sunnyside Street Lighting	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	1,002	1,023	1,023	1,023	1,023
	1,002	1,023	1,023	1,023	1,023
Expenses					
Administration	63	64	64	64	64
Operating	959	959	959	959	959
	1,022	1,023	1,023	1,023	1,023
Operating Surplus / (Deficit)	(20)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	20	-	-	-	-
	20	-	-	-	-
336 Financial Plan Surplus / (Deficit)	-	-	-	-	-
340 Burns Road Street Lighting	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	270	257	257	257	257
	270	257	257	257	257
Expenses					
Administration	16	16	16	16	16
Operating	241	241	241	241	241
	257	257	257	257	257
Operating Surplus / (Deficit)	13	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	(13)	-	-	-	-
	(13)	-	-	-	-
340 Financial Plan Surplus / (Deficit)	-	-	-	-	-
342 Stewart Road Street Lighting	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	501	513	513	513	513
	501	513	513	513	513
Expenses					
Administration	32	32	32	32	32
Operating	481	481	481	481	481
	513	513	513	513	513
Operating Surplus / (Deficit)	(12)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	12	-	-	-	-
	12	-	-	-	-
342 Financial Plan Surplus / (Deficit)	-	-	-	-	-

345	Ports Services	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	793,967	743,693	741,658	739,408	737,164
	Other Revenue	154,919	2,665	2,665	2,665	2,665
		948,886	746,358	744,323	742,073	739,829
Expenses						
	Administration	54,734	55,068	55,283	55,283	55,283
	Wages and Benefits	66,191	104,169	104,169	104,169	104,169
	Operating	299,432	125,873	125,873	115,873	105,873
	Debt Charges - Interest	10,529	8,248	5,998	3,748	1,504
	Amortization of Tangible Capital Assets	78,722	78,722	78,722	78,722	78,722
		509,608	372,080	370,045	357,795	345,551
Operating Surplus / (Deficit)		439,278	374,278	374,278	384,278	394,278
Other						
	Capital Expenditures	(557,006)	-	-	-	-
	Proceeds from Long Term Debt	450,000	-	-	-	-
	Debt Principal Repayment	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
	Transfer (to)/from Reserves	214,006	(363,000)	(363,000)	(373,000)	(383,000)
	Transfer (to)/from Other Funds	(450,000)	-	-	-	-
	Prior Year Surplus/(Deficit)	(85,000)	-	-	-	-
	Unfunded Amortization	78,722	78,722	78,722	78,722	78,722
		(439,278)	(374,278)	(374,278)	(384,278)	(394,278)
345 Financial Plan Surplus / (Deficit)		-	-	-	-	-
346	Langdale Dock	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	33,491	33,518	33,526	33,526	33,526
		33,491	33,518	33,526	33,526	33,526
Expenses						
	Administration	2,062	2,089	2,097	2,097	2,097
	Operating	31,429	31,429	31,429	31,429	31,429
		33,491	33,518	33,526	33,526	33,526
Operating Surplus / (Deficit)		-	-	-	-	-
346 Financial Plan Surplus / (Deficit)		-	-	-	-	-

350 Regional Solid Waste	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	2,799,967	2,521,139	2,536,456	2,536,456	2,536,456
User Fees & Service Charges	2,515,427	2,554,795	2,562,960	2,563,547	2,563,547
Other Revenue	200,601	200,601	200,601	200,601	200,601
	5,515,995	5,276,535	5,300,017	5,300,604	5,300,604
Expenses					
Administration	465,454	470,273	473,000	473,000	473,000
Wages and Benefits	1,126,899	1,147,443	1,147,443	1,147,443	1,147,443
Operating	3,256,337	2,867,394	2,888,531	2,888,531	2,888,531
Amortization of Tangible Capital Assets	54,261	54,261	54,261	54,261	54,261
	4,902,951	4,539,371	4,563,235	4,563,235	4,563,235
Operating Surplus / (Deficit)	613,044	737,164	736,782	737,369	737,369
Other					
Transfer (to)/from Reserves	7,695	8,575	8,957	8,370	8,370
Unfunded Amortization	54,261	54,261	54,261	54,261	54,261
Transfer (to)/from Unfunded Liability	(675,000)	(800,000)	(800,000)	(800,000)	(800,000)
	(613,044)	(737,164)	(736,782)	(737,369)	(737,369)

350 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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355 Refuse Collection	2020	2021	2022	2023	2024
Revenues					
User Fees & Service Charges	1,032,526	1,032,526	1,032,526	1,032,526	1,032,526
	1,032,526	1,032,526	1,032,526	1,032,526	1,032,526
Expenses					
Administration	101,625	102,473	102,846	102,846	102,846
Wages and Benefits	49,908	49,908	49,908	49,908	49,908
Operating	910,755	983,573	1,003,537	1,022,075	1,041,313
	1,062,288	1,135,954	1,156,291	1,174,829	1,194,067
Operating Surplus / (Deficit)	(29,762)	(103,428)	(123,765)	(142,303)	(161,541)
Other					
Capital Expenditures	(193,670)	-	-	-	-
Transfer (to)/from Reserves	223,432	103,428	123,765	142,303	161,541
	29,762	103,428	123,765	142,303	161,541

355 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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365 North Pender Harbour Water Service	2020	2021	2022	2023	2024
Revenues					
Frontage & Parcel Taxes	255,769	255,769	255,769	255,769	255,769
User Fees & Service Charges	255,248	255,248	255,248	255,248	255,248
	511,017	511,017	511,017	511,017	511,017
Expenses					
Administration	62,374	61,573	61,962	61,962	61,962
Wages and Benefits	190,233	207,620	207,620	207,620	207,620
Operating	215,175	123,275	123,275	123,275	123,275
Debt Charges - Interest	12,047	13,232	11,587	9,917	8,824
Amortization of Tangible Capital Assets	130,468	130,468	130,468	130,468	130,468
	610,297	536,168	534,912	533,242	532,149
Operating Surplus / (Deficit)	(99,280)	(25,151)	(23,895)	(22,225)	(21,132)
Other					
Capital Expenditures	(392,650)	(21,000)	(21,000)	(21,000)	(21,000)
Proceeds from Long Term Debt	215,000	-	-	-	-
Debt Principal Repayment	(40,294)	(61,399)	(62,444)	(63,515)	(64,607)
Transfer (to)/from Reserves	186,756	(22,918)	(23,129)	(23,728)	(23,729)
Unfunded Amortization	130,468	130,468	130,468	130,468	130,468
	99,280	25,151	23,895	22,225	21,132

365 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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366 South Pender Harbour Water Service	2020	2021	2022	2023	2024
Revenues					
Frontage & Parcel Taxes	378,532	378,532	378,532	378,532	378,532
User Fees & Service Charges	611,085	611,085	611,085	611,085	611,085
Investment Income	9,438	11,558	13,763	16,056	18,441
	999,055	1,001,175	1,003,380	1,005,673	1,008,058
Expenses					
Administration	112,163	111,873	112,642	112,642	112,642
Wages and Benefits	311,496	332,463	332,463	332,463	332,463
Operating	359,797	229,362	229,362	229,362	229,362
Debt Charges - Interest	53,635	52,585	51,532	50,475	50,393
Amortization of Tangible Capital Assets	299,383	299,383	299,383	299,383	299,383
	1,136,474	1,025,666	1,025,382	1,024,325	1,024,243
Operating Surplus / (Deficit)	(137,419)	(24,491)	(22,002)	(18,652)	(16,185)
Other					
Capital Expenditures	(322,451)	(25,000)	(25,000)	(25,000)	(25,000)
Debt Principal Repayment	(88,884)	(91,155)	(93,513)	(95,778)	(92,004)
Transfer (to)/from Reserves	249,371	(158,737)	(158,868)	(159,953)	(166,194)
Unfunded Amortization	299,383	299,383	299,383	299,383	299,383
	137,419	24,491	22,002	18,652	16,185

366 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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370 Regional Water Services	2020	2021	2022	2023	2024
Revenues					
Frontage & Parcel Taxes	3,196,926	3,196,926	3,196,926	3,196,926	3,196,926
User Fees & Service Charges	5,355,025	5,355,025	5,355,025	5,355,025	5,355,025
Investment Income	69,087	75,617	82,376	101,347	120,862
Other Revenue	65,800	65,800	65,800	65,800	65,800
	8,686,838	8,693,368	8,700,127	8,719,098	8,738,613
Expenses					
Administration	821,424	818,185	823,673	823,673	823,673
Wages and Benefits	3,033,490	3,186,538	3,186,538	3,186,538	3,186,538
Operating	2,893,940	1,442,824	1,442,824	1,442,824	1,442,824
Debt Charges - Interest	66,546	366,879	548,184	544,626	541,034
Amortization of Tangible Capital Assets	1,647,900	1,647,900	1,647,900	1,647,900	1,647,900
	8,463,300	7,462,326	7,649,119	7,645,561	7,641,969
Operating Surplus / (Deficit)	223,538	1,231,042	1,051,008	1,073,537	1,096,644
Other					
Capital Expenditures	(20,056,071)	(1,515,599)	(1,515,599)	(1,515,599)	(1,515,599)
Proceeds from Long Term Debt	15,509,500	-	-	-	-
Debt Principal Repayment	(270,634)	(345,537)	(819,311)	(841,842)	(851,027)
Transfer (to)/from Reserves	2,945,767	(1,017,806)	(363,998)	(363,996)	(377,918)
Unfunded Amortization	1,647,900	1,647,900	1,647,900	1,647,900	1,647,900
	(223,538)	(1,231,042)	(1,051,008)	(1,073,537)	(1,096,644)
370 Financial Plan Surplus / (Deficit)	-	-	-	-	-

381 Greaves Rd Waste Water Plant	2020	2021	2022	2023	2024
Revenues					
Frontage & Parcel Taxes	612	612	612	612	612
User Fees & Service Charges	2,980	2,980	2,980	2,980	2,980
	3,592	3,592	3,592	3,592	3,592
Expenses					
Administration	147	148	148	148	148
Wages and Benefits	1,683	1,683	1,683	1,683	1,683
Operating	544	522	522	522	522
Debt Charges - Interest	8	13	10	7	4
	2,382	2,366	2,363	2,360	2,357
Operating Surplus / (Deficit)	1,210	1,226	1,229	1,232	1,235
Other					
Debt Principal Repayment	(59)	(120)	(123)	(126)	(129)
Transfer (to)/from Reserves	(1,151)	(1,106)	(1,106)	(1,106)	(1,106)
	(1,210)	(1,226)	(1,229)	(1,232)	(1,235)
381 Financial Plan Surplus / (Deficit)	-	-	-	-	-

382 Woodcreek Park Waste Water Plant	2020	2021	2022	2023	2024
Revenues					
Frontage & Parcel Taxes	7,446	7,446	7,446	7,446	7,446
User Fees & Service Charges	40,455	40,455	40,455	40,455	40,455
	47,901	47,901	47,901	47,901	47,901
Expenses					
Administration	3,941	3,970	3,979	3,979	3,979
Wages and Benefits	22,930	22,930	22,930	22,930	22,930
Operating	63,701	17,432	17,432	17,432	17,432
Debt Charges - Interest	66	111	85	58	30
Amortization of Tangible Capital Assets	8,959	8,959	8,959	8,959	8,959
	99,597	53,402	53,385	53,358	53,330
Operating Surplus / (Deficit)	(51,696)	(5,501)	(5,484)	(5,457)	(5,429)
Other					
Debt Principal Repayment	(509)	(1,039)	(1,065)	(1,092)	(1,120)
Transfer (to)/from Reserves	43,246	(2,419)	(2,410)	(2,410)	(2,410)
Unfunded Amortization	8,959	8,959	8,959	8,959	8,959
	51,696	5,501	5,484	5,457	5,429

382 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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383 Sunnyside Waste Water Plant	2020	2021	2022	2023	2024
Revenues					
Frontage & Parcel Taxes	1,122	1,122	1,122	1,122	1,122
User Fees & Service Charges	5,532	5,532	5,532	5,532	5,532
	6,654	6,654	6,654	6,654	6,654
Expenses					
Administration	129	130	130	130	130
Wages and Benefits	1,869	1,869	1,869	1,869	1,869
Operating	289	248	248	248	248
Debt Charges - Interest	8	13	10	7	4
	2,295	2,260	2,257	2,254	2,251
Operating Surplus / (Deficit)	4,359	4,394	4,397	4,400	4,403
Other					
Debt Principal Repayment	(59)	(120)	(123)	(126)	(129)
Transfer (to)/from Reserves	(4,300)	(4,274)	(4,274)	(4,274)	(4,274)
	(4,359)	(4,394)	(4,397)	(4,400)	(4,403)

383 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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384 Jolly Roger Waste Water Plant	2020	2021	2022	2023	2024
Revenues					
Frontage & Parcel Taxes	3,162	3,162	3,162	3,162	3,162
User Fees & Service Charges	21,148	21,148	21,148	21,148	21,148
	24,310	24,310	24,310	24,310	24,310
Expenses					
Administration	1,244	1,255	1,258	1,258	1,258
Wages and Benefits	10,683	10,683	10,683	10,683	10,683
Operating	9,826	9,712	9,712	9,712	9,712
Debt Charges - Interest	33	56	43	29	15
Amortization of Tangible Capital Assets	1,293	1,293	1,293	1,293	1,293
	23,079	22,999	22,989	22,975	22,961
Operating Surplus / (Deficit)	1,231	1,311	1,321	1,335	1,349
Other					
Debt Principal Repayment	(255)	(519)	(533)	(546)	(560)
Transfer (to)/from Reserves	(2,269)	(2,085)	(2,081)	(2,082)	(2,082)
Unfunded Amortization	1,293	1,293	1,293	1,293	1,293
	(1,231)	(1,311)	(1,321)	(1,335)	(1,349)

384 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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385 Secret Cove Waste Water Plant	2020	2021	2022	2023	2024
Revenues					
Frontage & Parcel Taxes	3,060	3,060	3,060	3,060	3,060
User Fees & Service Charges	21,486	21,486	21,486	21,486	21,486
	24,546	24,546	24,546	24,546	24,546
Expenses					
Administration	1,449	1,461	1,465	1,465	1,465
Wages and Benefits	10,796	10,796	10,796	10,796	10,796
Operating	7,450	7,340	7,340	7,340	7,340
Debt Charges - Interest	33	56	43	29	15
Amortization of Tangible Capital Assets	1,381	1,381	1,381	1,381	1,381
	21,109	21,034	21,025	21,011	20,997
Operating Surplus / (Deficit)	3,437	3,512	3,521	3,535	3,549
Other					
Debt Principal Repayment	(255)	(519)	(533)	(546)	(560)
Transfer (to)/from Reserves	(4,563)	(4,374)	(4,369)	(4,370)	(4,370)
Unfunded Amortization	1,381	1,381	1,381	1,381	1,381
	(3,437)	(3,512)	(3,521)	(3,535)	(3,549)

385 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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386 Lee Bay Waste Water Plant	2020	2021	2022	2023	2024
Revenues					
Frontage & Parcel Taxes	17,952	17,952	17,952	17,952	17,952
User Fees & Service Charges	45,788	45,788	45,788	45,788	45,788
	63,740	63,740	63,740	63,740	63,740
Expenses					
Administration	4,293	4,333	4,344	4,344	4,344
Wages and Benefits	19,173	19,173	19,173	19,173	19,173
Operating	59,727	22,072	22,072	22,072	22,072
Debt Charges - Interest	33	56	43	29	15
Amortization of Tangible Capital Assets	1,397	1,397	1,397	1,397	1,397
	84,623	47,031	47,029	47,015	47,001
Operating Surplus / (Deficit)	(20,883)	16,709	16,711	16,725	16,739
Other					
Capital Expenditures	(45,000)	-	-	-	-
Proceeds from Long Term Debt	45,000	-	-	-	-
Debt Principal Repayment	(255)	(519)	(533)	(546)	(560)
Transfer (to)/from Reserves	19,741	(17,587)	(17,575)	(17,576)	(17,576)
Unfunded Amortization	1,397	1,397	1,397	1,397	1,397
	20,883	(16,709)	(16,711)	(16,725)	(16,739)
386 Financial Plan Surplus / (Deficit)	-	-	-	-	-

387 Square Bay Waste Water Plant	2020	2021	2022	2023	2024
Revenues					
Frontage & Parcel Taxes	20,220	20,220	20,220	20,220	20,220
User Fees & Service Charges	41,600	41,600	41,600	41,600	41,600
Investment Income	-	313	635	966	1,308
	61,820	62,133	62,455	62,786	63,128
Expenses					
Administration	5,493	5,522	5,531	5,531	5,531
Wages and Benefits	40,015	40,015	40,015	40,015	40,015
Operating	20,006	19,664	19,664	19,664	19,664
Debt Charges - Interest	7,514	7,559	7,533	7,506	7,478
Amortization of Tangible Capital Assets	9,070	9,070	9,070	9,070	9,070
	82,098	81,830	81,813	81,786	81,758
Operating Surplus / (Deficit)	(20,278)	(19,697)	(19,358)	(19,000)	(18,630)
Other					
Capital Expenditures	(36,362)	-	-	-	-
Debt Principal Repayment	(10,930)	(11,772)	(12,121)	(12,479)	(12,848)
Transfer (to)/from Reserves	36,704	-	-	-	-
Transfer (to)/from Accumulated Surplus	21,796	22,399	22,409	22,409	22,408
Unfunded Amortization	9,070	9,070	9,070	9,070	9,070
	20,278	19,697	19,358	19,000	18,630
387 Financial Plan Surplus / (Deficit)	-	-	-	-	-

388 Langdale Waste Water Plant	2020	2021	2022	2023	2024
Revenues					
Frontage & Parcel Taxes	4,080	4,080	4,080	4,080	4,080
User Fees & Service Charges	37,000	37,000	37,000	37,000	37,000
	41,080	41,080	41,080	41,080	41,080
Expenses					
Administration	2,548	2,568	2,575	2,575	2,575
Wages and Benefits	21,782	21,782	21,782	21,782	21,782
Operating	16,348	16,201	16,201	16,201	16,201
Debt Charges - Interest	33	56	43	29	15
Amortization of Tangible Capital Assets	3,764	3,764	3,764	3,764	3,764
	44,475	44,371	44,365	44,351	44,337
Operating Surplus / (Deficit)	(3,395)	(3,291)	(3,285)	(3,271)	(3,257)
Other					
Debt Principal Repayment	(255)	(519)	(533)	(546)	(560)
Transfer (to)/from Reserves	(114)	46	54	53	53
Unfunded Amortization	3,764	3,764	3,764	3,764	3,764
	3,395	3,291	3,285	3,271	3,257
388 Financial Plan Surplus / (Deficit)	-	-	-	-	-
389 Canoe Rd Waste Water Plant	2020	2021	2022	2023	2024
Revenues					
Frontage & Parcel Taxes	4,243	4,243	4,243	4,243	4,243
User Fees & Service Charges	6,460	6,460	6,460	6,460	6,460
	10,703	10,703	10,703	10,703	10,703
Expenses					
Administration	410	411	411	411	411
Wages and Benefits	2,503	2,503	2,503	2,503	2,503
Operating	559	522	522	522	522
Debt Charges - Interest	454	360	258	157	60
	3,926	3,796	3,694	3,593	3,496
Operating Surplus / (Deficit)	6,777	6,907	7,009	7,110	7,207
Other					
Debt Principal Repayment	(3,995)	(4,056)	(4,059)	(4,062)	(3,492)
Transfer (to)/from Reserves	(2,782)	(2,851)	(2,950)	(3,048)	(3,715)
	(6,777)	(6,907)	(7,009)	(7,110)	(7,207)
389 Financial Plan Surplus / (Deficit)	-	-	-	-	-

390 Merrill Crescent Waste Water Plant	2020	2021	2022	2023	2024
Revenues					
Frontage & Parcel Taxes	3,714	3,714	3,714	3,714	3,714
User Fees & Service Charges	20,873	20,873	20,873	20,873	20,873
	24,587	24,587	24,587	24,587	24,587
Expenses					
Administration	1,120	1,127	1,129	1,129	1,129
Wages and Benefits	10,068	10,068	10,068	10,068	10,068
Operating	7,523	7,471	7,471	7,471	7,471
Debt Charges - Interest	367	316	229	141	57
Amortization of Tangible Capital Assets	557	557	557	557	557
	19,635	19,539	19,454	19,366	19,282
Operating Surplus / (Deficit)	4,952	5,048	5,133	5,221	5,305
Other					
Debt Principal Repayment	(3,199)	(3,463)	(3,477)	(3,490)	(3,077)
Transfer (to)/from Reserves	(2,310)	(2,142)	(2,213)	(2,288)	(2,785)
Transfer (to)/from Accumulated Surplus	11,418	-	-	-	-
Prior Year Surplus/(Deficit)	(11,418)	-	-	-	-
Unfunded Amortization	557	557	557	557	557
	(4,952)	(5,048)	(5,133)	(5,221)	(5,305)
390 Financial Plan Surplus / (Deficit)	-	-	-	-	-

391 Curran Rd Waste Water Plant	2020	2021	2022	2023	2024
Revenues					
Frontage & Parcel Taxes	10,710	10,710	10,710	10,710	10,710
User Fees & Service Charges	31,132	31,132	31,132	31,132	31,132
	41,842	41,842	41,842	41,842	41,842
Expenses					
Administration	2,202	2,220	2,225	2,225	2,225
Wages and Benefits	14,942	14,942	14,942	14,942	14,942
Operating	11,745	11,487	11,487	11,487	11,487
Debt Charges - Interest	33	56	43	29	15
Amortization of Tangible Capital Assets	3,324	3,324	3,324	3,324	3,324
	32,246	32,029	32,021	32,007	31,993
Operating Surplus / (Deficit)	9,596	9,813	9,821	9,835	9,849
Other					
Capital Expenditures	(40,000)	-	-	-	-
Debt Principal Repayment	(255)	(519)	(533)	(546)	(560)
Transfer (to)/from Reserves	27,335	(12,618)	(12,612)	(12,613)	(12,613)
Unfunded Amortization	3,324	3,324	3,324	3,324	3,324
	(9,596)	(9,813)	(9,821)	(9,835)	(9,849)
391 Financial Plan Surplus / (Deficit)	-	-	-	-	-

392 Roberts Creek Co-Housing Treatment Plant	2020	2021	2022	2023	2024
Revenues					
Frontage & Parcel Taxes	6,324	6,324	6,324	6,324	6,324
User Fees & Service Charges	21,326	21,326	21,326	21,326	21,326
	27,650	27,650	27,650	27,650	27,650
Expenses					
Administration	2,301	2,318	2,323	2,323	2,323
Wages and Benefits	20,046	20,046	20,046	20,046	20,046
Operating	9,862	9,748	9,748	9,748	9,748
Debt Charges - Interest	66	111	85	58	30
Amortization of Tangible Capital Assets	4,766	4,766	4,766	4,766	4,766
	37,041	36,989	36,968	36,941	36,913
Operating Surplus / (Deficit)	(9,391)	(9,339)	(9,318)	(9,291)	(9,263)
Other					
Debt Principal Repayment	(509)	(1,038)	(1,065)	(1,092)	(1,119)
Transfer (to)/from Reserves	5,134	5,611	5,617	5,617	5,616
Unfunded Amortization	4,766	4,766	4,766	4,766	4,766
	9,391	9,339	9,318	9,291	9,263

392 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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393 Lillies Lake Waste Water Plant	2020	2021	2022	2023	2024
Revenues					
Frontage & Parcel Taxes	5,916	5,916	5,916	5,916	5,916
User Fees & Service Charges	17,939	17,939	17,939	17,939	17,939
	23,855	23,855	23,855	23,855	23,855
Expenses					
Administration	2,098	2,113	2,118	2,118	2,118
Wages and Benefits	11,995	11,995	11,995	11,995	11,995
Operating	10,202	10,095	10,095	10,095	10,095
Debt Charges - Interest	33	56	43	29	15
Amortization of Tangible Capital Assets	4,860	4,860	4,860	4,860	4,860
	29,188	29,119	29,111	29,097	29,083
Operating Surplus / (Deficit)	(5,333)	(5,264)	(5,256)	(5,242)	(5,228)
Other					
Debt Principal Repayment	(255)	(519)	(533)	(546)	(560)
Transfer (to)/from Reserves	728	923	929	928	928
Unfunded Amortization	4,860	4,860	4,860	4,860	4,860
	5,333	5,264	5,256	5,242	5,228

393 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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394 Painted Boat Waste Water Plant	2020	2021	2022	2023	2024
Revenues					
Frontage & Parcel Taxes	3,468	3,468	3,468	3,468	3,468
User Fees & Service Charges	20,613	20,613	20,613	20,613	20,613
	24,081	24,081	24,081	24,081	24,081
Expenses					
Administration	2,154	2,168	2,172	2,172	2,172
Wages and Benefits	9,343	9,343	9,343	9,343	9,343
Operating	7,615	7,490	7,490	7,490	7,490
Debt Charges - Interest	33	56	43	29	15
Amortization of Tangible Capital Assets	7,220	7,220	7,220	7,220	7,220
	26,365	26,277	26,268	26,254	26,240
Operating Surplus / (Deficit)	(2,284)	(2,196)	(2,187)	(2,173)	(2,159)
Other					
Debt Principal Repayment	(255)	(519)	(533)	(546)	(560)
Transfer (to)/from Reserves	(4,681)	(4,505)	(4,500)	(4,501)	(4,501)
Unfunded Amortization	7,220	7,220	7,220	7,220	7,220
	2,284	2,196	2,187	2,173	2,159

394 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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395 Sakinaw Ridge Waste Water Plant	2020	2021	2022	2023	2024
Revenues					
Frontage & Parcel Taxes	19,438	19,438	19,438	19,438	19,438
User Fees & Service Charges	9,648	9,648	9,648	9,648	9,648
	29,086	29,086	29,086	29,086	29,086
Expenses					
Administration	3,112	3,128	3,132	3,132	3,132
Wages and Benefits	17,814	17,814	17,814	17,814	17,814
Operating	13,517	13,410	13,410	13,410	13,410
Debt Charges - Interest	66	111	85	58	30
Amortization of Tangible Capital Assets	16,127	16,127	16,127	16,127	16,127
	50,636	50,590	50,568	50,541	50,513
Operating Surplus / (Deficit)	(21,550)	(21,504)	(21,482)	(21,455)	(21,427)
Other					
Debt Principal Repayment	(509)	(1,038)	(1,065)	(1,092)	(1,119)
Transfer (to)/from Reserves	107	-	-	-	-
Transfer (to)/from Accumulated Surplus	(2,195)	6,415	6,420	6,420	6,419
Prior Year Surplus/(Deficit)	8,020	-	-	-	-
Unfunded Amortization	16,127	16,127	16,127	16,127	16,127
	21,550	21,504	21,482	21,455	21,427

395 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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400 Cemetery	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	90,170	90,845	91,040	91,040	91,040
User Fees & Service Charges	61,134	61,134	61,134	61,134	61,134
	151,304	151,979	152,174	152,174	152,174
Expenses					
Administration	18,328	18,600	18,795	18,795	18,795
Wages and Benefits	67,688	68,091	68,091	68,091	68,091
Operating	72,288	47,288	47,288	47,288	47,288
Amortization of Tangible Capital Assets	3,198	3,198	3,198	3,198	3,198
	161,502	137,177	137,372	137,372	137,372
Operating Surplus / (Deficit)	(10,198)	14,802	14,802	14,802	14,802
Other					
Transfer (to)/from Reserves	7,000	(18,000)	(18,000)	(18,000)	(18,000)
Unfunded Amortization	3,198	3,198	3,198	3,198	3,198
	10,198	(14,802)	(14,802)	(14,802)	(14,802)
400 Financial Plan Surplus / (Deficit)	-	-	-	-	-

410 Pender Harbour Health Clinic	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	154,463	154,578	154,613	154,613	154,613
	154,463	154,578	154,613	154,613	154,613
Expenses					
Administration	7,423	7,538	7,573	7,573	7,573
Operating	162,040	142,040	142,040	142,040	142,040
	169,463	149,578	149,613	149,613	149,613
Operating Surplus / (Deficit)	(15,000)	5,000	5,000	5,000	5,000
Other					
Transfer (to)/from Reserves	15,000	(5,000)	(5,000)	(5,000)	(5,000)
	15,000	(5,000)	(5,000)	(5,000)	(5,000)
410 Financial Plan Surplus / (Deficit)	-	-	-	-	-

500 Regional Planning	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	174,301	178,166	178,670	178,670	178,670
User Fees & Service Charges	430	430	430	430	430
	174,731	178,596	179,100	179,100	179,100
Expenses					
Administration	32,507	33,008	33,512	33,512	33,512
Wages and Benefits	121,747	135,111	135,111	135,111	135,111
Operating	70,477	10,477	10,477	10,477	10,477
	224,731	178,596	179,100	179,100	179,100
Operating Surplus / (Deficit)	(50,000)	-	-	-	-
Other					
Transfer (to)/from Reserves	50,000	-	-	-	-
	50,000	-	-	-	-
500 Financial Plan Surplus / (Deficit)	-	-	-	-	-

504 Rural Planning Services	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	920,568	950,297	952,881	952,881	952,881
User Fees & Service Charges	60,196	60,196	60,196	60,196	60,196
	980,764	1,010,493	1,013,077	1,013,077	1,013,077
Expenses					
Administration	203,866	202,864	205,448	205,448	205,448
Wages and Benefits	698,595	732,881	732,881	732,881	732,881
Operating	96,588	74,748	74,748	74,748	74,748
Amortization of Tangible Capital Assets	1,584	1,584	1,584	1,584	1,584
	1,000,633	1,012,077	1,014,661	1,014,661	1,014,661
Operating Surplus / (Deficit)	(19,869)	(1,584)	(1,584)	(1,584)	(1,584)
Other					
Transfer (to)/from Reserves	18,285	-	-	-	-
Unfunded Amortization	1,584	1,584	1,584	1,584	1,584
	19,869	1,584	1,584	1,584	1,584
504 Financial Plan Surplus / (Deficit)	-	-	-	-	-

506 Geographic Information Services	2020	2021	2022	2023	2024
Revenues					
User Fees & Service Charges	500	500	500	500	500
	500	500	500	500	500
Expenses					
Internal Recoveries	(318,629)	(318,629)	(318,629)	(318,629)	(318,629)
Wages and Benefits	243,903	243,903	243,903	243,903	243,903
Operating	65,226	65,226	65,226	65,226	65,226
Amortization of Tangible Capital Assets	22,460	22,460	22,460	22,460	22,460
	12,960	12,960	12,960	12,960	12,960
Operating Surplus / (Deficit)	(12,460)	(12,460)	(12,460)	(12,460)	(12,460)
Other					
Transfer (to)/from Reserves	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Unfunded Amortization	22,460	22,460	22,460	22,460	22,460
	12,460	12,460	12,460	12,460	12,460
506 Financial Plan Surplus / (Deficit)	-	-	-	-	-

510 Civic Addressing	2020	2021	2022	2023	2024
Revenues					
User Fees & Service Charges	31,309	31,405	31,492	31,492	31,492
	31,309	31,405	31,492	31,492	31,492
Expenses					
Administration	5,891	5,987	6,074	6,074	6,074
Wages and Benefits	23,057	23,057	23,057	23,057	23,057
Operating	2,361	2,361	2,361	2,361	2,361
	31,309	31,405	31,492	31,492	31,492
Operating Surplus / (Deficit)	-	-	-	-	-
510 Financial Plan Surplus / (Deficit)	-	-	-	-	-

515 Heritage Conservation Service	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	(1,134)	122	122	122	122
	(1,134)	122	122	122	122
Expenses					
Administration	121	122	122	122	122
	121	122	122	122	122
Operating Surplus / (Deficit)	(1,255)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	1,255	-	-	-	-
	1,255	-	-	-	-
515 Financial Plan Surplus / (Deficit)	-	-	-	-	-

520 Building Inspection Services	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	27,337	51,880	54,283	54,283	54,283
User Fees & Service Charges	790,000	790,000	790,000	790,000	790,000
Other Revenue	600	600	600	600	600
	817,937	842,480	844,883	844,883	844,883
Expenses					
Administration	148,743	147,636	150,039	150,039	150,039
Wages and Benefits	609,416	631,346	631,346	631,346	631,346
Operating	61,553	57,498	57,498	57,498	57,498
Amortization of Tangible Capital Assets	11,801	11,801	11,801	11,801	11,801
	831,513	848,281	850,684	850,684	850,684
Operating Surplus / (Deficit)	(13,576)	(5,801)	(5,801)	(5,801)	(5,801)
Other					
Capital Expenditures	(50,000)	-	-	-	-
Transfer (to)/from Reserves	51,775	(6,000)	(6,000)	(6,000)	(6,000)
Unfunded Amortization	11,801	11,801	11,801	11,801	11,801
	13,576	5,801	5,801	5,801	5,801
520 Financial Plan Surplus / (Deficit)	-	-	-	-	-

531 Economic Development Area A	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	65,377	72,876	74,077	75,294	76,545
	65,377	72,876	74,077	75,294	76,545
Expenses					
Administration	3,573	3,628	3,645	3,645	3,645
Operating	64,549	69,248	70,432	71,649	72,900
	68,122	72,876	74,077	75,294	76,545
Operating Surplus / (Deficit)	(2,745)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	2,745	-	-	-	-
	2,745	-	-	-	-
531 Financial Plan Surplus / (Deficit)	-	-	-	-	-

532	Economic Development Area B	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	47,252	51,534	52,614	53,713	54,843
		47,252	51,534	52,614	53,713	54,843
Expenses						
	Administration	2,477	2,516	2,527	2,527	2,527
	Operating	50,169	49,018	50,087	51,186	52,316
		52,646	51,534	52,614	53,713	54,843
Operating Surplus / (Deficit)		(5,394)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	5,394	-	-	-	-
		5,394	-	-	-	-
532 Financial Plan Surplus / (Deficit)		-	-	-	-	-
533	Economic Development Area D	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	37,401	43,120	44,098	45,093	46,116
		37,401	43,120	44,098	45,093	46,116
Expenses						
	Administration	2,057	2,089	2,099	2,099	2,099
	Operating	37,189	41,031	41,999	42,994	44,017
		39,246	43,120	44,098	45,093	46,116
Operating Surplus / (Deficit)		(1,845)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	1,845	-	-	-	-
		1,845	-	-	-	-
533 Financial Plan Surplus / (Deficit)		-	-	-	-	-
534	Economic Development Area E	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	27,890	41,372	42,019	42,674	43,347
		27,890	41,372	42,019	42,674	43,347
Expenses						
	Administration	2,035	2,066	2,076	2,076	2,076
	Operating	36,777	39,306	39,943	40,598	41,271
		38,812	41,372	42,019	42,674	43,347
Operating Surplus / (Deficit)		(10,922)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	10,922	-	-	-	-
		10,922	-	-	-	-
534 Financial Plan Surplus / (Deficit)		-	-	-	-	-

535	Economic Development Area F	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	46,442	55,708	56,762	57,834	58,935
		46,442	55,708	56,762	57,834	58,935
Expenses						
	Administration	2,704	2,746	2,758	2,758	2,758
	Operating	48,826	52,962	54,004	55,076	56,177
		51,530	55,708	56,762	57,834	58,935
Operating Surplus / (Deficit)		(5,088)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	5,088	-	-	-	-
		5,088	-	-	-	-
535 Financial Plan Surplus / (Deficit)		-	-	-	-	-

540	Hillside Development Project	2020	2021	2022	2023	2024
Revenues						
	Other Revenue	156,339	156,339	156,339	156,339	156,339
		156,339	156,339	156,339	156,339	156,339
Expenses						
	Administration	7,028	7,152	7,234	7,234	7,234
	Wages and Benefits	25,815	33,452	33,452	33,452	33,452
	Operating	157,010	97,010	97,010	97,010	97,010
		189,853	137,614	137,696	137,696	137,696
Operating Surplus / (Deficit)		(33,514)	18,725	18,643	18,643	18,643
Other						
	Transfer (to)/from Reserves	33,514	(18,725)	(18,643)	(18,643)	(18,643)
		33,514	(18,725)	(18,643)	(18,643)	(18,643)
540 Financial Plan Surplus / (Deficit)		-	-	-	-	-

615 Community Recreation Facilities	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	5,414,158	5,172,819	5,184,031	5,184,031	5,184,031
Frontage & Parcel Taxes	1,629,089	1,629,089	1,629,089	1,629,089	1,629,089
User Fees & Service Charges	1,757,406	1,757,406	1,757,406	1,757,406	1,757,406
Investment Income	419,481	459,387	500,712	543,508	587,825
Other Revenue	17,858	17,858	17,858	17,858	17,858
	9,237,992	9,036,559	9,089,096	9,131,892	9,176,209
Expenses					
Administration	904,101	918,281	929,493	929,493	929,493
Wages and Benefits	3,424,953	3,454,022	3,454,022	3,454,022	3,454,022
Operating	1,851,670	1,740,882	1,740,882	1,740,882	1,740,882
Debt Charges - Interest	924,662	924,662	924,662	924,662	924,662
Amortization of Tangible Capital Assets	951,368	951,368	951,368	951,368	951,368
	8,056,754	7,989,215	8,000,427	8,000,427	8,000,427
Operating Surplus / (Deficit)	1,181,238	1,047,344	1,088,669	1,131,465	1,175,782
Other					
Capital Expenditures	(1,627,537)	-	-	-	-
Debt Principal Repayment	(1,123,908)	(1,163,814)	(1,205,139)	(1,247,935)	(1,292,252)
Transfer (to)/from Reserves	618,839	(834,898)	(834,898)	(834,898)	(834,898)
Unfunded Amortization	951,368	951,368	951,368	951,368	951,368
	(1,181,238)	(1,047,344)	(1,088,669)	(1,131,465)	(1,175,782)
615 Financial Plan Surplus / (Deficit)	-	-	-	-	-

625 Pender Harbour Pool	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	524,443	528,526	529,616	529,616	529,616
Frontage & Parcel Taxes	48,519	48,519	48,519	48,519	48,519
User Fees & Service Charges	90,100	90,100	90,100	90,100	90,100
Investment Income	13,953	15,673	17,462	19,323	21,258
	677,015	682,818	685,697	687,558	689,493
Expenses					
Administration	67,997	69,391	70,481	70,481	70,481
Wages and Benefits	366,470	369,185	369,185	369,185	369,185
Operating	155,076	155,050	155,050	155,050	155,050
Debt Charges - Interest	19,466	19,466	19,466	19,466	19,466
Amortization of Tangible Capital Assets	97,998	97,998	97,998	97,998	97,998
	707,007	711,090	712,180	712,180	712,180
Operating Surplus / (Deficit)	(29,992)	(28,272)	(26,483)	(24,622)	(22,687)
Other					
Capital Expenditures	(57,870)	(10,000)	(10,000)	(10,000)	(10,000)
Debt Principal Repayment	(43,006)	(44,726)	(46,515)	(48,376)	(50,311)
Transfer (to)/from Reserves	32,870	(15,000)	(15,000)	(15,000)	(15,000)
Unfunded Amortization	97,998	97,998	97,998	97,998	97,998
	29,992	28,272	26,483	24,622	22,687
625 Financial Plan Surplus / (Deficit)	-	-	-	-	-

630 School Facilities - Joint Use	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	51,033	2,147	2,147	2,147	2,147
	51,033	2,147	2,147	2,147	2,147
Expenses					
Administration	296	297	297	297	297
Wages and Benefits	1,879	1,850	1,850	1,850	1,850
Operating	15,000	-	-	-	-
	17,175	2,147	2,147	2,147	2,147
Operating Surplus / (Deficit)	33,858	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	(33,858)	-	-	-	-
	(33,858)	-	-	-	-
630 Financial Plan Surplus / (Deficit)	-	-	-	-	-
640 Gibsons & Area Library	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	732,144	732,725	732,902	732,902	732,902
	732,144	732,725	732,902	732,902	732,902
Expenses					
Administration	47,908	48,489	48,666	48,666	48,666
Wages and Benefits	7,307	7,307	7,307	7,307	7,307
Operating	626,929	626,929	626,929	626,929	626,929
Amortization of Tangible Capital Assets	52,182	52,182	52,182	52,182	52,182
	734,326	734,907	735,084	735,084	735,084
Operating Surplus / (Deficit)	(2,182)	(2,182)	(2,182)	(2,182)	(2,182)
Other					
Transfer (to)/from Reserves	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Unfunded Amortization	52,182	52,182	52,182	52,182	52,182
	2,182	2,182	2,182	2,182	2,182
640 Financial Plan Surplus / (Deficit)	-	-	-	-	-
643 Egmont/Pender Harbour Library Service	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	53,597	53,634	53,645	53,645	53,645
	53,597	53,634	53,645	53,645	53,645
Expenses					
Administration	2,794	2,831	2,842	2,842	2,842
Operating	50,803	50,803	50,803	50,803	50,803
	53,597	53,634	53,645	53,645	53,645
Operating Surplus / (Deficit)	-	-	-	-	-
643 Financial Plan Surplus / (Deficit)	-	-	-	-	-

645	Halfmoon Bay Library Service	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	151,429	151,574	151,617	151,617	151,617
		151,429	151,574	151,617	151,617	151,617
Expenses						
	Administration	10,848	10,991	11,034	11,034	11,034
	Operating	140,583	140,583	140,583	140,583	140,583
		151,431	151,574	151,617	151,617	151,617
Operating Surplus / (Deficit)		(2)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	2	-	-	-	-
		2	-	-	-	-
645 Financial Plan Surplus / (Deficit)		-	-	-	-	-
646	Roberts Creek Library Service	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	183,297	183,370	183,392	183,392	183,392
		183,297	183,370	183,392	183,392	183,392
Expenses						
	Administration	5,551	5,624	5,646	5,646	5,646
	Operating	177,746	177,746	177,746	177,746	177,746
		183,297	183,370	183,392	183,392	183,392
Operating Surplus / (Deficit)		-	-	-	-	-
646 Financial Plan Surplus / (Deficit)		-	-	-	-	-
648	Museum Service	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	142,363	142,475	142,509	142,509	142,509
		142,363	142,475	142,509	142,509	142,509
Expenses						
	Administration	8,499	8,611	8,645	8,645	8,645
	Operating	133,864	133,864	133,864	133,864	133,864
		142,363	142,475	142,509	142,509	142,509
Operating Surplus / (Deficit)		-	-	-	-	-
648 Financial Plan Surplus / (Deficit)		-	-	-	-	-

650 Community Parks	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	1,879,180	1,855,701	1,857,814	1,766,684	1,760,745
User Fees & Service Charges	75,600	75,600	75,600	75,600	75,600
Investment Income	36,662	40,569	44,631	-	-
Other Revenue	11,100	11,100	11,100	11,100	11,100
	2,002,542	1,982,970	1,989,145	1,853,384	1,847,445
Expenses					
Administration	275,373	275,697	277,810	277,810	277,810
Wages and Benefits	805,672	800,517	800,517	800,517	800,517
Operating	682,463	590,618	590,618	590,618	590,618
Debt Charges - Interest	28,231	27,949	27,743	57	-
Amortization of Tangible Capital Assets	256,933	256,933	256,933	256,933	256,933
	2,048,672	1,951,714	1,953,621	1,925,935	1,925,878
Operating Surplus / (Deficit)	(46,130)	31,256	35,524	(72,551)	(78,433)
Other					
Capital Expenditures	(609,489)	-	-	-	-
Debt Principal Repayment	(112,754)	(109,689)	(113,957)	(5,882)	-
Transfer (to)/from Reserves	433,797	(178,500)	(178,500)	(178,500)	(178,500)
Transfer (to)/from Appropriated Surplus	77,643	-	-	-	-
Unfunded Amortization	256,933	256,933	256,933	256,933	256,933
	46,130	(31,256)	(35,524)	72,551	78,433
650 Financial Plan Surplus / (Deficit)	-	-	-	-	-
665 Bicycle & Walking Paths	2020	2021	2022	2023	2024
Revenues					
Tax Requisitions	43,829	44,899	45,032	45,032	45,032
	43,829	44,899	45,032	45,032	45,032
Expenses					
Administration	11,724	11,869	12,002	12,002	12,002
Wages and Benefits	14,397	15,322	15,322	15,322	15,322
Operating	7,708	7,708	7,708	7,708	7,708
Amortization of Tangible Capital Assets	99,607	99,607	99,607	99,607	99,607
	133,436	134,506	134,639	134,639	134,639
Operating Surplus / (Deficit)	(89,607)	(89,607)	(89,607)	(89,607)	(89,607)
Other					
Transfer (to)/from Reserves	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Unfunded Amortization	99,607	99,607	99,607	99,607	99,607
	89,607	89,607	89,607	89,607	89,607
665 Financial Plan Surplus / (Deficit)	-	-	-	-	-

667	Area A Bicycle & Walking Paths	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	11,717	12,218	12,253	12,253	12,253
		11,717	12,218	12,253	12,253	12,253
Expenses						
	Administration	1,718	1,758	1,793	1,793	1,793
	Wages and Benefits	5,799	6,260	6,260	6,260	6,260
	Operating	4,200	4,200	4,200	4,200	4,200
	Amortization of Tangible Capital Assets	6,231	6,231	6,231	6,231	6,231
		17,948	18,449	18,484	18,484	18,484
Operating Surplus / (Deficit)		(6,231)	(6,231)	(6,231)	(6,231)	(6,231)
Other						
	Unfunded Amortization	6,231	6,231	6,231	6,231	6,231
		6,231	6,231	6,231	6,231	6,231
667 Financial Plan Surplus / (Deficit)		-	-	-	-	-
670	Regional Recreation Programs	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	171,097	172,465	173,927	173,927	173,927
	User Fees & Service Charges	10,319	10,319	10,319	10,319	10,319
		181,416	182,784	184,246	184,246	184,246
Expenses						
	Administration	10,189	10,323	10,363	10,363	10,363
	Wages and Benefits	924	1,850	1,850	1,850	1,850
	Operating	169,230	170,611	172,033	172,033	172,033
		180,343	182,784	184,246	184,246	184,246
Operating Surplus / (Deficit)		1,073	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	(1,073)	-	-	-	-
		(1,073)	-	-	-	-
670 Financial Plan Surplus / (Deficit)		-	-	-	-	-

680	Dakota Ridge Recreation Service Area	2020	2021	2022	2023	2024
Revenues						
	Tax Requisitions	211,932	213,273	213,649	213,649	213,649
	User Fees & Service Charges	26,000	26,000	26,000	26,000	26,000
	Other Revenue	2,000	2,000	2,000	2,000	2,000
		239,932	241,273	241,649	241,649	241,649
Expenses						
	Administration	29,934	30,410	30,786	30,786	30,786
	Wages and Benefits	78,869	79,734	79,734	79,734	79,734
	Operating	131,129	131,129	131,129	131,129	131,129
	Amortization of Tangible Capital Assets	45,966	45,966	45,966	45,966	45,966
		285,898	287,239	287,615	287,615	287,615
Operating Surplus / (Deficit)		(45,966)	(45,966)	(45,966)	(45,966)	(45,966)
Other						
	Capital Expenditures	(58,500)	-	-	-	-
	Transfer (to)/from Reserves	58,500	-	-	-	-
	Unfunded Amortization	45,966	45,966	45,966	45,966	45,966
		45,966	45,966	45,966	45,966	45,966
680 Financial Plan Surplus / (Deficit)		-	-	-	-	-