



SUNSHINE COAST REGIONAL DISTRICT



REGULAR BOARD MEETING TO BE HELD ELECTRONICALLY AND TRANSMITTED VIA THE BOARDROOM OF THE SUNSHINE COAST REGIONAL DISTRICT OFFICES AT 1975 FIELD ROAD, SECHULT, B.C.

THURSDAY, DECEMBER 9, 2021

AMENDED AGENDA

CALL TO ORDER 2:00 p.m.

AGENDA

1. Adoption of agenda

MINUTES

2. Regular Board meeting minutes of November 25, 2021

Annex A
Pages 1 – 21

BUSINESS ARISING FROM MINUTES AND UNFINISHED BUSINESS

PRESENTATIONS AND DELEGATIONS

REPORTS

3. Corporate and Administrative Services Committee recommendation
Nos. 1-9 of November 25, 2021

Annex B
pp 22 - 25

- 3a. ➔**ADD** Infrastructure Services Committee recommendation Nos. 4
and 5 of December 9, 2021

p 25a

4. 2022 Board Appointments – Deputy Corporate Officer

Annex C
pp 26 – 28

5. Financial Update - Emergency Response to Regional Flooding
Events – Chief Financial Officer

➔**ADD**
pp 28a - f

COMMUNICATIONS

- 5a. ➔**ADD** Karen Spicer, Vice President, Roberts Creek
Community Association dated December 4, 2021
Regarding Vision Zero in Road Safety Grant

p 28g

MOTIONS

BYLAWS

6. *Sunshine Coast Regional District Water Rates and Regulations Amendment Bylaw No. 422.39, 2021* Annex D
pp 29 - 34
– first, second, third reading and adoption
(Voting – Participants – weighted vote: A-2, B-2, D-2, E-2, F-2, Sechelt-6)
7. *Sunshine Coast Regional District Sewage Treatment Facilities Service Unit Amendment Bylaw No. 428.23, 2021* Annex E
pp 35 - 37
– first, second, third reading and adoption
(Voting – Participants – weighted vote: A-2, B-2, D-2, E-2, F-2)
8. *Woodcreek Park Sewer User Rates Amendment Bylaw No. 430.14, 2021* Annex F
pp 38 - 39
– first, second, third reading and adoption
(Voting – All Directors – 1 vote each)
9. *Sunshine Coast Regional District Waste Collection Amendment Bylaw No. 431.26, 2021* Annex G
pp 40 - 41
– first, second, third reading and adoption
(Voting – Participants – weighted vote: B-2, D-2, E-2, F-2)
10. *Painted Boat Sewage Treatment Facilities Fees and Charges Amendment Bylaw No. 644.7, 2021* Annex H
pp 42 - 44
– first, second, third reading and adoption
(Voting – All Directors – 1 vote each)
11. *Sakinaw Ridge Community Sewage Treatment System Fees and Charges Amendment Bylaw No. 714.5, 2021* Annex I
pp 45 - 46
– first, second, third reading and adoption
(Voting – All Directors – 1 vote each)
12. *Sunshine Coast Regional District Financial Plan Amendment Bylaw No. 731.2, 2021 – receipt of report* **⇒ADD**
pp 46a - rr
– first, second, third reading and adoption
(Voting – All Directors – weighted vote: A-2, B-2, D-2, E-2, F-2, Sechelt-6, Gibsons-3, SIGD-1)
13. *Sunshine Coast Regional District 2022 Revenue Anticipation Borrowing Bylaw No. 733, 2021 – receipt of report* Annex J
pp 47 - 50
– first, second, third reading and adoption
(Voting – All Directors – weighted vote: A-2, B-2, D-2, E-2, F-2, Sechelt-6, Gibsons-3, SIGD-1)
14. **⇒ADD** *Egmont and District Fire Protection Service Amendment Bylaw No. 1056.1, 2021* Annex K
p 51
– first, second and third reading
(Voting – All Directors – 1 vote each)

NEW BUSINESS**IN CAMERA**

THAT the public be excluded from attendance at the meeting in accordance with Section 90 (1) (a), (k), (m) and (2) (b) of the *Community Charter* – “personal information about an identifiable individual...”, “negotiations and related discussion respecting the proposed provision of a municipal service...”, “a matter that, under another enactment, is such that the public may be excluded from the meeting” and “the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government...”

ADJOURNMENT

Recommendation No. 4 *Roberts Creek Co-Housing Wastewater Treatment Plant – Update*

THAT the report titled Roberts Creek Co-Housing Wastewater Treatment Plant – Update be received for information;

AND THAT the Roberts Creek Co-Housing Waste Water Plant- Treatment System and Regulatory Enhancements project be increased to \$50,000 from \$30,000;

AND THAT the project be funded through a donation of \$15,000 from the Roberts Creek Co-Housing Strata and up to \$5,000 through Capital Reserves [392];

AND THAT the 2021-2025 Financial Plan be amended accordingly;

AND FURTHER THAT the following recommendation be forwarded to the December 9, 2021 Regular Board Meeting.

Recommendation No. 5 *Land Transfer shíshálh Nation Foundation Agreement - Update*

THAT the report titled Land Transfer shíshálh Nation Foundation Agreement- Update be received for information;

AND THAT staff, supported by SCRD legal counsel, be authorized to finalize a modification agreement to the Statutory Right of Way (SRW) over DL 2725 associated with water supply and telecommunication infrastructure that would allow for an extension of the term for a decision on the Release Areas for up to an additional 6 months;

AND THAT the delegated authorities be authorized to execute this modification agreement to this SRW;

AND FURTHER THAT this recommendation be forwarded to the December 9, 2021 Board meeting.

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: SCRD Regular Board Meeting, December 9, 2021

AUTHOR: Tina Perreault, Chief Financial Officer

SUBJECT: FINANCIAL UPDATE-EMERGENCY RESPONSE TO REGIONAL FLOODING EVENTS

RECOMMENDATION(S)

THAT the report titled Financial Update-Emergency Response to Regional Flooding Events be received;

AND THAT the SCRD continue to work with Emergency Management BC on reimbursements toward response costs;

AND FURTHER THAT a subsequent report be provided in January 2022 on total actual response costs and options on recovery plans for SCRD related services.

BACKGROUND

On November 15, 2021, the Sunshine Coast Regional District (SCRD) activated an Emergency Operations Centre (EOC) and received a thorough status report as to localized flooding events experienced in the Region.

The damage caused by these flooding events spanned the entire Sunshine Coast, took out complete sections of roads, compromised normal operation of water and wastewater treatment facilities, exposed both low pressure and high-pressure natural gas lines, flooded numerous private properties, roads, campgrounds and Provincial and SCRD park lands. This resulted in a number of actions by several provincial, health and local authorities as well as utility services such as BC Hydro and Fortis.

For the SCRD, several services were impacted causing service delivery, human resource and financial implications. The focus has been to address critical or emergency response activities and recovery options are being developed for future consideration by the Board.

The purpose of this report is to provide a status update on the financial implications related to the response activities to date and next steps for future recovery.

DISCUSSION

Emergency operation response activities generally involved the coordination of the various jurisdictional authorities, focusing on public safety and protection of critical public infrastructure. EOC related activities for the regional flooding events included some of the following:

- Declaration of a State of Local Emergency
- Evacuation alerts for 14 properties

- Evacuation orders for two properties
- Procurement and provision of sand and burlap sand bags.

Additionally, the following SCRD water and wastewater infrastructure was damaged by the flooding, requiring immediate repairs:

- Damage assessments on multiple SCRD assets including pump stations and water infrastructure
- Emergency operations of Chapman Water Treatment Plant, including round the clock staff attention to removing debris from the intake at Chapman Creek.
- Emergency operations of six wastewater treatment facilities
- Emergency works in Soames creek to prevent further damage to Granthams pump station due to erosion.
- Two watermain repairs due to road washouts and subsequent boil water advisories, affecting hundreds of properties, signs, deliveries and associated radio ads
- Chartering a helicopter and contracted professional to assess the condition of the three local dams used for community water supply

Finally, the following park areas and infrastructure were damaged by the flooding:

- Mahan trail – a section of trail experienced severe erosion due to overland flooding.
- Chaster House – the park land around the house and the house basement was flooded. House is surrounded by ~6-8 inches” of mud and debris.
- Chaster Pedestrian Bridge – extreme high water and floating debris flooded over the bridge. There is visible damage to bridge abutments, footings, attachments, fasteners and an initial assessment anticipates a new bridge will most likely be required.
- Cliff Gilker Park – high water levels throughout the park severely damaged at least 3 of the 9 bridges as well as several sections of trail.
- Katherine Lake Campground and park area – overflow of the creek inside the park caused excessive erosion of the roads and damage to several of the campsites.
- Seaview Cemetery road – overflowing ditches caused pooling of water and erosion of the road surfacing.
- Suncoaster Trail head signage – high water caused damage to the base of the main entrance archway sign at the trailhead.
- Forest Service Road to Dakota Ridge – overflow from ditches and side roads caused excessive erosion of more than 250m of the road along a 9km stretch.

The SCRD Transit service was also interrupted by road closures and many routes had to be re-routed.

Organizational and Intergovernmental Implications

At the onset of the emergency, the SCRD's EOC had participation from the shíshálh Nation, Fortis BC, Ministry of Transportation and Infrastructure Services (MOTI), Capilano Highways, Sunshine Coast RCMP, TELUS, Vancouver Coastal Health, BC Hydro, Search and Rescue, BC Ambulance Service and BC Parks.

On December 2nd, with improved weather conditions, the SCRD cancelled the State of Local Emergency and lifted the evacuation alerts and orders. The EOC remains active at Level 1 at this time and we are shifting from response to recovery.

Financial Implications

Up to the time of this report, the following response related activities and estimated expenditures have occurred to date:

Service/function	Response expenses incurred to date:	Estimated 'up-to' costs to be incurred:	Source of Funding:	EMBC Reimbursement Approval:
Emergency Operations Centre [222]:	Regular and incremental staff time:	\$20-30,000	Possible 2022 Taxation & EMBC	Typically, incremental costs are covered and amounts are yet to be to be determined.
Regional Water [370]	Incremental staff time, parts and contracted services	\$147,500	Base operating budget	TBD
WoodCreek Wastewater Plant [330]	Incremental staff time	No additional incremental costs.	Base operating budget	TBD
Lee Bay Wastewater Plant [386]	Incremental staff time	No additional incremental costs.	Base operating budget	TBD
Square Bay Wastewater Plant [387]	Incremental staff time and contracted services	\$11,204	Base operating budget	TBD

Canoe Wastewater Plant [389]	Incremental staff time	No additional incremental costs.	Base operating budget	TBD
Merrill Crescent Wastewater Plant [390]	Incremental staff time and contracted services	\$1,890	Base operating budget	TBD
Curran Wastewater Plant [391]	Incremental staff time and contracted services	\$10,305	Base operating budget	TBD
Cemetery [400]	Incremental staff time and contracted services to repair road - \$2,430	No additional costs anticipated.	Base operating budget	TBD
Rural Planning [504]	Expedited service to property owners whose property was threatened by the emergency – approximately 50 hours of staff time	No additional incremental costs.	Base operating budget	Not reimbursable
Building Inspection [520]	Expedited service to property owners whose property was threatened by the emergency; rapid damage assessments (4) – approximately 50 hours of staff time, mileage	No incremental costs; supported by base operating budget	Base operating budget	Not reimbursable
Community Parks [650]	Incremental staff time required to assess damage and close off park areas and infrastructure damaged by the storm – staff time and mileage ~\$2,775	No additional response expenses anticipated – recovery costs TBD	Base Operating budget	Not reimbursable (not an essential service)
	Chaster House – incremental staff time to assess damage and close off area as well as fans/dehumidifier/heater to dry out the basement	No additional response expenses anticipated – recovery costs TBD	Base Operating budget	Not reimbursable (not an essential service)

	and avoid further deterioration ~\$3,000. A structural assessment will be conducted to determine integrity of the building to inform recovery planning – incremental staff time plus engineering costs of ~\$7,300.			
Dakota Ridge [680]	Incremental staff time and contracted services to repair road ~\$9,500.	No additional costs anticipated.	Base Operating budget	Staff time not reimbursable, but contracted services has been approved for reimbursement (~\$9100).

At this time, there are no requests for Financial Plan Amendments. Most response efforts and costs have been covered through existing operations or capital budgets for unanticipated emergency repairs. Once final costs and year-end process has been completed, any service that may incur a deficit will be presented with options for how funding. Every effort will be made to recover recovery expenses through EMBC. The only service of concern is the Merrill Crescent Wastewater Plant [390] which has limited reserve balances to cover cost over-runs.

Timeline for next steps or estimated completion date

At this time, response activities have all but ended with the outstanding need to have all documentation completed and submitted to PREOC / EMBC still in need of attention. The focus now shifts from response, wherein EMBC approved activities cover 100% of all incremental costs, to that of recovery, wherein approved recovery activities may qualify for 80% reimbursement.

Some activities are able to commence immediately but a full return to pre-event conditions is likely to extend through the first Quarter of 2022, if not longer.

Recovery plans and projected costs for non-essential services such as parks will be brought forward to the Board for further deliberation in Q1 2022. Until such time, various areas of Mahan Trail, Cliff Gilker Park, and Katherine Lake campground along with Chaster House and Chaster Pedestrian Bridge will remain closed. Staff will continue to explore possible reimbursement options for recovery costs (e.g. disaster relief funding). Decisions on the implementation of recovery plans that have a financial impact on the organization will be required by the Board.

Communications Strategy

The SCRD also provided 26 formal news release updates to the public and utilized social media, radio and signage to ensure the public were aware of issues such as boil water advisories and evacuation alerts.

The SCRD has provided consistent communication throughout this emergency with the public. This communication has been delivered on a number of platforms. Future work and expense as a result of the localized flooding event will be communicated with the public once the extent of this work is known.

STRATEGIC PLAN AND RELATED POLICIES

n/a

CONCLUSION

On November 15, 2021, the SCRD activated an Emergency Operations Centre to respond to the localized flooding events experienced in the Region.

For the SCRD, several services were impacted causing service delivery and resource implications. The immediate emergency response activities have been addressed and recovery options are being developed for future consideration by the Board in January/February 2022.

Reviewed by:			
Manager		Finance	
GM	X - R. Rosenboom X - S. Gagnon X - I. Hall	Legislative	
CAO	X - D. McKinley	Other - HR	X - G. Parker

From: Karen Spicer
Subject: Road Safety Grant
Date: December 4, 2021 at 12:11:34 PM PST
To: Andreas Tize

Hi Director Tize,

The Roberts Creek Community Association would like to apply for a Vision Zero in Road Safety Grant to address speeding through the heart of the Creek, which is a major issue of concern for residents. This would be addressed through improved signage and solar-powered speed indicators in front of the school (and perhaps speed bumps)? Would the SCRd write the RCCA a letter of support for this application? The application due date is December 10th so time is of the essence, and we would be most grateful for your continued support of our community.

<https://injuryresearch.bc.ca/vision-zero-in-road-safety-grant-program/>

https://injuryresearch.bc.ca/wp-content/uploads/2021/11/1.-Full-Package_Vision-Zero-in-Road-Safety-Grant-Program.pdf

Kind regards,

Karen Spicer

RCCA Vice President

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: SCRD Board Meeting- December 9, 2021

AUTHOR: Tina Perreault, General Manager, Corporate Services/ Chief Financial Officer

SUBJECT: 2021-2025 FINANCIAL PLAN BYLAW AMENDMENTS

RECOMMENDATION(S)

THAT the report titled 2021-2025 Financial Plan Bylaw Amendments be received;

AND THAT the 2021-2025 Financial Plan Bylaw (731.1) and related schedules be amended to include changes from July 9, 2021 to December 9, 2021.

BACKGROUND

Sections 374 and 375 of the *Local Government Act* (LGA) outlines how a Regional District must conduct its Financial Planning process. A Regional District must adopt its Financial Plan Bylaw by March 31 of each year and may amend its Bylaw during the course of a year. The Sunshine Coast Regional District (SCRD) adopted its *2021-2025 Financial Plan Bylaw No. 731* at the March 25, 2021 Regular Board Meeting and subsequently adopted bylaw 731.1 at the July 22, 2021 board meeting to amend the financial plan for all adjustments from March 25, 2021 -July 8, 2021.

Since the adoption of Financial plan Bylaw 731.1, there have been numerous amendments and adjustments which have been approved through Board resolution which are then required to be formally reflected in the Financial Plan Bylaw. Depending on the volume of amendments in a year, the Financial Plan Bylaw may come twice in a year for amendment (July and December).

The purpose of this report is to formally amend the 2021-2025 Financial Plan Bylaw 731.1 for the cumulative amendments approved after July 8, 2021 as well as any adjustments identified that should be reflected in the final amended 2021-2025 Financial Plan Bylaw.

DISCUSSION

Since July 8th, there have been 8 additional requests to amend the 2021-2025 Financial Plan. There has also been 1 instance in which a misstatement at a transactional level was identified after the amended Financial Plan was adopted in July. The Bylaw itself has not been amended, which is required per the LGA. These financial commitments have been incorporated into the revised 2021-2025 Financial Plan Bylaw amendment (731.2)-amended Schedule A, included as part of today's Board agenda.

Financial Implications

All related amendments have been included in the 2021-2025 Financial Plan with the financial implications reflected as part of the Financial Plan Bylaw 731.2.

Timeline for next steps or estimated completion date

Bylaw 731.2 and related Financial Schedules are included as part of the December 9, 2021 Board agenda for three readings and adoption.

STRATEGIC PLAN AND RELATED POLICIES

Formalizing amendments to the Financial Plan Bylaw are legislatively required.

CONCLUSION

The SCRD adopted its original *2021-2025 Financial Plan Bylaw No. 731* on March 25, 2021 and subsequently adopted bylaw 731.1 to amend it on July 22, 2021.

There have been 8 additional requests for amendment and 1 transaction level adjustments identified which is the purpose of 2021-2025 Financial Plan Bylaw amendment (731.2) included the proposed amendments.

Attachment A- Summary of 2021-2025 Financial Plan Bylaw Amendments

Reviewed by:			
Manager		Finance	
GM		Legislative	

46c

Summary of 2021-2025 Financial Plan Bylaw Amendments from July-December 9, 2021

July 9 -December 23

Function(s) Impacted	Reason/Explanation
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July 9 -December 23

320 & 330	<p>Staff discovered that the taxation income approved to fund the BC Hydro transition to LED-lights increased the Woodstock Lighting function by \$3,486 when it should have increased the Regional streetlighting function by this amount. Staff identify that if this amount is allocated to Regional Street lighting from 2022-2024, that Woodstock streetlighting would still require a taxation increase of \$223 to recover the increased electricity expenses from</p> <p>2022-2024. Overall, the expenses budgeted in Regional streetlighting will increase and decrease. In Woodstock, in order to correct for 2022 staff will reallocate 8 months of surcharges from Woodstock to Regional Streetlighting as this program did not commence until May 2021.</p>
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SUNSHINE COAST REGIONAL DISTRICT

BYLAW NO. 731.2

A bylaw to amend the Financial Plan for the years 2021 - 2025

WHEREAS the Board of the Sunshine Coast Regional District wishes to amend *Sunshine Coast Regional District Financial Plan Bylaw No. 731, 2021*;

NOW THEREFORE 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 Amendment Bylaw No. 731.2, 2021*.
2. *Sunshine Coast Regional District Financial Plan Bylaw No. 731, 2021* is hereby amended as follows:
 - a) Delete Schedule A in its entirety and replace with the revised Schedule A attached hereto.

READ A FIRST TIME	this	9 th	day of	December, 2021
READ A SECOND TIME	this	9 th	day of	December, 2021
READ A THIRD TIME	this	9 th	day of	December, 2021
ADOPTED	this	9 th	day of	December, 2021

CORPORATE OFFICER

CHAIR



5-Year Financial Plan - Bylaw 731.2, 2021 Schedule A

Budget Version:	5-year Financial Plan
Generated Date:	December 07, 2021

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

Schedule A, Bylaw 731.2, 2021

2021 - 2025

	2021	2022	2023	2024	2025
Revenues					
Grants in Lieu of Taxes	72,000	72,000	72,000	72,000	72,000
Tax Requisitions	24,449,191	24,148,102	24,974,690	24,986,885	24,917,637
Frontage & Parcel Taxes	5,915,513	6,103,431	6,375,128	6,375,707	6,375,707
Government Transfers	6,347,582	2,670,704	2,720,654	2,720,654	2,720,654
User Fees & Service Charges	13,924,413	15,263,315	16,151,404	16,155,294	16,155,294
Member Municipality Debt	1,828,505	1,734,207	1,384,741	1,368,073	981,019
Investment Income	676,824	735,513	747,313	809,880	883,105
Developer Contributions	544,500	-	-	-	-
Other Revenue	1,006,675	562,963	547,075	547,457	547,861
	54,765,203	51,290,235	52,973,005	53,035,950	52,653,277
Expenses					
Administration	5,366,027	5,516,312	5,713,539	5,713,539	5,713,539
Internal Recoveries	(7,199,294)	(7,361,121)	(7,561,907)	(7,562,433)	(7,562,970)
Wages and Benefits	22,016,930	22,380,157	23,342,164	23,342,476	23,342,794
Operating	22,725,369	17,731,475	18,121,019	18,087,646	18,087,536
Debt Charges Member Municipalities	1,828,505	1,734,207	1,384,741	1,368,073	981,019
Debt Charges - Interest	1,528,923	1,449,411	1,586,828	1,663,503	1,662,003
Amortization of Tangible Capital Assets	4,822,441	4,822,441	4,822,441	4,822,441	4,822,441
	51,088,901	46,272,882	47,408,825	47,435,245	47,046,362
Operating Surplus / (Deficit)	3,676,302	5,017,353	5,564,180	5,600,705	5,606,915
Other					
Capital Expenditures	(37,390,753)	(2,889,199)	(1,971,599)	(1,971,599)	(1,971,599)
Proceeds from Long Term Debt	19,133,567	917,600	-	-	-
Debt Principal Repayment	(2,455,859)	(2,769,650)	(3,180,447)	(3,629,306)	(3,587,944)
Transfer (to)/from Reserves	10,603,706	(3,803,073)	(3,847,979)	(3,415,645)	(3,463,217)
Transfer (to)/from Appropriated Surplus	(153,915)	(486,750)	(634,740)	(654,740)	(654,740)
Transfer (to)/from Other Funds	145,077	-	-	-	-
Transfer (to)/from Accumulated Surplus	97,869	41,278	48,144	48,144	48,144
Prior Year Surplus/(Deficit)	(178,435)	(50,000)	-	-	-
Unfunded Amortization	4,822,441	4,822,441	4,822,441	4,822,441	4,822,441
Transfer (to)/from Unfunded Liability	1,700,000	(800,000)	(800,000)	(800,000)	(800,000)
	(3,676,302)	(5,017,353)	(5,564,180)	(5,600,705)	(5,606,915)
Financial Plan Surplus / (Deficit)	-	-	-	-	-

110 General Government	2021	2022	2023	2024	2025
Revenues					
Grants in Lieu of Taxes	72,000	72,000	72,000	72,000	72,000
Tax Requisitions	1,512,147	1,469,888	1,631,362	1,631,362	1,631,362
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
	2,524,603	2,482,344	2,643,818	2,643,818	2,643,818
Expenses					
Administration	702,012	708,127	736,110	736,110	736,110
Internal Recoveries	(910,603)	(924,563)	(912,537)	(912,537)	(912,537)
Wages and Benefits	1,607,670	1,575,709	1,696,986	1,696,986	1,696,986
Operating	577,538	425,021	425,209	425,209	425,209
Amortization of Tangible Capital Assets	58,580	58,580	58,580	58,580	58,580
	2,035,197	1,842,874	2,004,348	2,004,348	2,004,348
Operating Surplus / (Deficit)	489,406	639,470	639,470	639,470	639,470
Other					
Transfer (to)/from Reserves	134,064	(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
	(489,406)	(639,470)	(639,470)	(639,470)	(639,470)
110 Financial Plan Surplus / (Deficit)	-	-	-	-	-
111 Asset Management	2021	2022	2023	2024	2025
Expenses					
Internal Recoveries	(310,672)	(316,320)	(329,967)	(329,967)	(329,967)
Wages and Benefits	251,059	256,707	270,354	270,354	270,354
Operating	59,613	59,613	59,613	59,613	59,613
Amortization of Tangible Capital Assets	39,683	39,683	39,683	39,683	39,683
	39,683	39,683	39,683	39,683	39,683
Operating Surplus / (Deficit)	(39,683)	(39,683)	(39,683)	(39,683)	(39,683)
Other					
Unfunded Amortization	39,683	39,683	39,683	39,683	39,683
	39,683	39,683	39,683	39,683	39,683
111 Financial Plan Surplus / (Deficit)	-	-	-	-	-
113 Finance	2021	2022	2023	2024	2025
Expenses					
Internal Recoveries	(1,010,420)	(1,047,217)	(1,116,399)	(1,116,399)	(1,116,399)
Wages and Benefits	841,755	878,552	947,734	947,734	947,734
Operating	268,665	168,665	168,665	168,665	168,665
Amortization of Tangible Capital Assets	174,878	174,878	174,878	174,878	174,878
	274,878	174,878	174,878	174,878	174,878
Operating Surplus / (Deficit)	(274,878)	(174,878)	(174,878)	(174,878)	(174,878)
Other					
Transfer (to)/from Reserves	100,000	-	-	-	-
Unfunded Amortization	174,878	174,878	174,878	174,878	174,878
	274,878	174,878	174,878	174,878	174,878
113 Financial Plan Surplus / (Deficit)	-	-	-	-	-

114 Administration Office	2021	2022	2023	2024	2025
Revenues					
Investment Income	72,534	79,401	86,542	93,969	101,693
	72,534	79,401	86,542	93,969	101,693
Expenses					
Internal Recoveries	(502,199)	(504,369)	(505,672)	(505,880)	(506,092)
Wages and Benefits	24,106	24,649	26,067	26,067	26,067
Operating	319,376	218,228	216,413	216,621	216,833
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
	93,164	(9,611)	(11,311)	(11,311)	(11,311)
Operating Surplus / (Deficit)	(20,630)	89,012	97,853	105,280	113,004
Other					
Capital Expenditures	(35,000)	-	-	-	-
Debt Principal Repayment	(171,668)	(178,535)	(185,676)	(193,103)	(200,827)
Transfer (to)/from Reserves	(15,525)	(20,000)	(20,000)	(20,000)	(20,000)
Transfer (to)/from Appropriated Surplus	135,000	1,700	-	-	-
Unfunded Amortization	107,823	107,823	107,823	107,823	107,823
	20,630	(89,012)	(97,853)	(105,280)	(113,004)
114 Financial Plan Surplus / (Deficit)	-	-	-	-	-
115 Human Resources	2021	2022	2023	2024	2025
Expenses					
Internal Recoveries	(725,929)	(738,583)	(802,188)	(802,500)	(802,818)
Wages and Benefits	564,070	576,724	640,329	640,641	640,959
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
	49,726	19,671	19,671	19,671	19,671
Operating Surplus / (Deficit)	(49,726)	(19,671)	(19,671)	(19,671)	(19,671)
Other					
Transfer (to)/from Reserves	20,055	(10,000)	(10,000)	(10,000)	(10,000)
Unfunded Amortization	29,671	29,671	29,671	29,671	29,671
	49,726	19,671	19,671	19,671	19,671
115 Financial Plan Surplus / (Deficit)	-	-	-	-	-
116 Purchasing & Risk Management	2021	2022	2023	2024	2025
Expenses					
Internal Recoveries	(371,055)	(378,936)	(403,838)	(403,838)	(403,838)
Wages and Benefits	350,290	358,171	383,073	383,073	383,073
Operating	20,765	20,765	20,765	20,765	20,765
	-	-	-	-	-
Operating Surplus / (Deficit)	-	-	-	-	-
116 Financial Plan Surplus / (Deficit)	-	-	-	-	-

117 Information Services	2021	2022	2023	2024	2025
Expenses					
Internal Recoveries	(1,178,252)	(1,241,808)	(1,268,368)	(1,268,368)	(1,268,368)
Wages and Benefits	715,609	759,955	704,626	704,626	704,626
Operating	353,641	303,163	231,052	231,052	231,052
Amortization of Tangible Capital Assets	132,455	132,455	132,455	132,455	132,455
	23,453	(46,235)	(200,235)	(200,235)	(200,235)
Operating Surplus / (Deficit)	(23,453)	46,235	200,235	200,235	200,235
Other					
Capital Expenditures	(337,934)	(350,000)	(350,000)	(350,000)	(350,000)
Debt Principal Repayment	(47,286)	(22,915)	-	-	-
Transfer (to)/from Reserves	118,284	14,225	(10,000)	(10,000)	(10,000)
Transfer (to)/from Appropriated Surplus	120,000	180,000	27,310	27,310	27,310
Transfer (to)/from Other Funds	37,934	-	-	-	-
Unfunded Amortization	132,455	132,455	132,455	132,455	132,455
	23,453	(46,235)	(200,235)	(200,235)	(200,235)
117 Financial Plan Surplus / (Deficit)	-	-	-	-	-
118 SCRHD Administration	2021	2022	2023	2024	2025
Revenues					
Other Revenue	34,215	66,883	68,995	69,377	69,781
	34,215	66,883	68,995	69,377	69,781
Expenses					
Administration	12,918	13,129	12,911	12,911	12,911
Wages and Benefits	44,380	45,154	47,124	47,124	47,124
Operating	7,100	8,600	8,960	9,342	9,746
	64,398	66,883	68,995	69,377	69,781
Operating Surplus / (Deficit)	(30,183)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	30,183	-	-	-	-
	30,183	-	-	-	-
118 Financial Plan Surplus / (Deficit)	-	-	-	-	-
121 Grants in Aid - Area A	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	37,338	40,982	40,719	40,719	40,719
	37,338	40,982	40,719	40,719	40,719
Expenses					
Administration	2,982	3,067	2,778	2,778	2,778
Wages and Benefits	799	817	843	843	843
Operating	41,521	37,098	37,098	37,098	37,098
	45,302	40,982	40,719	40,719	40,719
Operating Surplus / (Deficit)	(7,964)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	7,964	-	-	-	-
	7,964	-	-	-	-
121 Financial Plan Surplus / (Deficit)	-	-	-	-	-

122	Grants in Aid - Area B	2021	2022	2023	2024	2025
Revenues						
	Tax Requisitions	31,066	31,145	31,170	31,170	31,170
		31,066	31,145	31,170	31,170	31,170
Expenses						
	Administration	2,148	2,209	2,208	2,208	2,208
	Wages and Benefits	799	817	843	843	843
	Operating	32,846	28,119	28,119	28,119	28,119
		35,793	31,145	31,170	31,170	31,170
Operating Surplus / (Deficit)		(4,727)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	4,727	-	-	-	-
		4,727	-	-	-	-
122 Financial Plan Surplus / (Deficit)		-	-	-	-	-
123	Grants in Aid - Area E & F	2021	2022	2023	2024	2025
Revenues						
	Tax Requisitions	5,247	5,278	5,360	5,360	5,360
		5,247	5,278	5,360	5,360	5,360
Expenses						
	Administration	448	461	517	517	517
	Wages and Benefits	799	817	843	843	843
	Operating	6,819	4,000	4,000	4,000	4,000
		8,066	5,278	5,360	5,360	5,360
Operating Surplus / (Deficit)		(2,819)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	2,819	-	-	-	-
		2,819	-	-	-	-
123 Financial Plan Surplus / (Deficit)		-	-	-	-	-
125	Grants in Aid - Community Schools	2021	2022	2023	2024	2025
Revenues						
	Tax Requisitions	11,072	11,621	11,566	11,566	11,566
		11,072	11,621	11,566	11,566	11,566
Expenses						
	Administration	782	804	723	723	723
	Wages and Benefits	799	817	843	843	843
	Operating	10,000	10,000	10,000	10,000	10,000
		11,581	11,621	11,566	11,566	11,566
Operating Surplus / (Deficit)		(509)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	509	-	-	-	-
		509	-	-	-	-
125 Financial Plan Surplus / (Deficit)		-	-	-	-	-

126 Greater Gibsons Community Participation	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	3,909	11,721	11,575	11,575	11,575
	3,909	11,721	11,575	11,575	11,575
Expenses					
Administration	879	904	732	732	732
Wages and Benefits	799	817	843	843	843
Operating	10,000	10,000	10,000	10,000	10,000
	11,678	11,721	11,575	11,575	11,575
Operating Surplus / (Deficit)	(7,769)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	7,769	-	-	-	-
	7,769	-	-	-	-
126 Financial Plan Surplus / (Deficit)	-	-	-	-	-
127 Grants in Aid - Area D	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	28,029	37,888	37,654	37,654	37,654
	28,029	37,888	37,654	37,654	37,654
Expenses					
Administration	2,504	2,575	2,315	2,315	2,315
Wages and Benefits	799	817	843	843	843
Operating	34,496	34,496	34,496	34,496	34,496
	37,799	37,888	37,654	37,654	37,654
Operating Surplus / (Deficit)	(9,770)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	9,770	-	-	-	-
	9,770	-	-	-	-
127 Financial Plan Surplus / (Deficit)	-	-	-	-	-
128 Grants In Aid - Area E	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	26,508	26,576	26,641	26,641	26,641
	26,508	26,576	26,641	26,641	26,641
Expenses					
Administration	1,752	1,802	1,841	1,841	1,841
Wages and Benefits	799	817	843	843	843
Operating	27,237	23,957	23,957	23,957	23,957
	29,788	26,576	26,641	26,641	26,641
Operating Surplus / (Deficit)	(3,280)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	3,280	-	-	-	-
	3,280	-	-	-	-
128 Financial Plan Surplus / (Deficit)	-	-	-	-	-

129 Grants In Aid - Area F	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	26,597	26,674	26,166	26,166	26,166
	26,597	26,674	26,166	26,166	26,166
Expenses					
Administration	2,091	2,150	1,616	1,616	1,616
Wages and Benefits	799	817	843	843	843
Operating	23,707	23,707	23,707	23,707	23,707
	26,597	26,674	26,166	26,166	26,166
Operating Surplus / (Deficit)	-	-	-	-	-
129 Financial Plan Surplus / (Deficit)	-	-	-	-	-
130 Electoral Area Services - UBCM/AVICC	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	73,866	74,002	73,439	73,439	73,439
	73,866	74,002	73,439	73,439	73,439
Expenses					
Administration	5,692	5,828	5,265	5,265	5,265
Wages and Benefits	32,908	32,908	32,908	32,908	32,908
Operating	35,266	35,266	35,266	35,266	35,266
	73,866	74,002	73,439	73,439	73,439
Operating Surplus / (Deficit)	-	-	-	-	-
130 Financial Plan Surplus / (Deficit)	-	-	-	-	-
131 Electoral Area Services - Elections	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	14,000	54,496	14,000	14,000	14,000
Other Revenue	-	18,000	-	-	-
	14,000	72,496	14,000	14,000	14,000
Expenses					
Administration	-	8,878	-	-	-
Wages and Benefits	-	59,825	-	-	-
Operating	30,000	34,043	-	-	-
	30,000	102,746	-	-	-
Operating Surplus / (Deficit)	(16,000)	(30,250)	14,000	14,000	14,000
Other					
Transfer (to)/from Reserves	16,000	30,250	(14,000)	(14,000)	(14,000)
	16,000	30,250	(14,000)	(14,000)	(14,000)
131 Financial Plan Surplus / (Deficit)	-	-	-	-	-
135 Corporate Sustainability Services	2021	2022	2023	2024	2025
Expenses					
Internal Recoveries	(48,176)	(49,026)	(52,203)	(52,203)	(52,203)
Wages and Benefits	37,796	38,646	41,823	41,823	41,823
Operating	10,380	10,380	10,380	10,380	10,380
Amortization of Tangible Capital Assets	2,869	2,869	2,869	2,869	2,869
	2,869	2,869	2,869	2,869	2,869
Operating Surplus / (Deficit)	(2,869)	(2,869)	(2,869)	(2,869)	(2,869)
Other					
Unfunded Amortization	2,869	2,869	2,869	2,869	2,869
	2,869	2,869	2,869	2,869	2,869
135 Financial Plan Surplus / (Deficit)	46m	-	-	-	-

136 Regional Sustainability Services	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	98,723	100,676	114,335	114,335	114,335
	98,723	100,676	114,335	114,335	114,335
Expenses					
Administration	1,873	1,930	8,774	8,774	8,774
Wages and Benefits	84,215	86,111	92,926	92,926	92,926
Operating	82,635	12,635	12,635	12,635	12,635
	168,723	100,676	114,335	114,335	114,335
Operating Surplus / (Deficit)	(70,000)	-	-	-	-
Other					
Transfer (to)/from Reserves	70,000	-	-	-	-
	70,000	-	-	-	-
136 Financial Plan Surplus / (Deficit)	-	-	-	-	-
140 Member Municipality Debt	2021	2022	2023	2024	2025
Revenues					
Member Municipality Debt	1,828,505	1,734,207	1,384,741	1,368,073	981,019
	1,828,505	1,734,207	1,384,741	1,368,073	981,019
Expenses					
Debt Charges Member Municipalities	1,828,505	1,734,207	1,384,741	1,368,073	981,019
	1,828,505	1,734,207	1,384,741	1,368,073	981,019
Operating Surplus / (Deficit)	-	-	-	-	-
140 Financial Plan Surplus / (Deficit)	-	-	-	-	-
150 Feasibility Studies - Regional	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	37,417	15,394	10,250	10,250	10,250
Government Transfers	125,000	-	-	-	-
	162,417	15,394	10,250	10,250	10,250
Expenses					
Wages and Benefits	50,220	15,394	10,250	10,250	10,250
Operating	124,780	-	20,000	-	-
	175,000	15,394	30,250	10,250	10,250
Operating Surplus / (Deficit)	(12,583)	-	(20,000)	-	-
Other					
Transfer (to)/from Appropriated Surplus	8,135	-	20,000	-	-
Prior Year Surplus/(Deficit)	4,448	-	-	-	-
	12,583	-	20,000	-	-
150 Financial Plan Surplus / (Deficit)	-	-	-	-	-

200	Bylaw Enforcement	2021	2022	2023	2024	2025
Revenues						
	Tax Requisitions	293,655	314,627	356,611	356,611	356,611
	User Fees & Service Charges	513	513	513	513	513
		294,168	315,140	357,124	357,124	357,124
Expenses						
	Administration	47,928	49,247	55,312	55,312	55,312
	Wages and Benefits	226,386	246,039	281,958	281,958	281,958
	Operating	20,604	19,854	19,854	19,854	19,854
	Amortization of Tangible Capital Assets	5,673	5,673	5,673	5,673	5,673
		300,591	320,813	362,797	362,797	362,797
Operating Surplus / (Deficit)		(6,423)	(5,673)	(5,673)	(5,673)	(5,673)
Other						
	Capital Expenditures	(50,000)	-	-	-	-
	Transfer (to)/from Reserves	50,750	-	-	-	-
	Unfunded Amortization	5,673	5,673	5,673	5,673	5,673
		6,423	5,673	5,673	5,673	5,673
200 Financial Plan Surplus / (Deficit)		-	-	-	-	-
204	Halfmoon Bay Smoke Control	2021	2022	2023	2024	2025
Expenses						
	Administration	153	155	148	148	148
	Wages and Benefits	918	939	966	966	966
		1,071	1,094	1,114	1,114	1,114
Operating Surplus / (Deficit)		(1,071)	(1,094)	(1,114)	(1,114)	(1,114)
Other						
	Transfer (to)/from Reserves	1,071	1,094	1,114	1,114	1,114
		1,071	1,094	1,114	1,114	1,114
204 Financial Plan Surplus / (Deficit)		-	-	-	-	-
206	Roberts Creek Smoke Control	2021	2022	2023	2024	2025
Expenses						
	Administration	152	154	148	148	148
	Wages and Benefits	918	939	966	966	966
		1,070	1,093	1,114	1,114	1,114
Operating Surplus / (Deficit)		(1,070)	(1,093)	(1,114)	(1,114)	(1,114)
Other						
	Transfer (to)/from Reserves	1,070	1,093	1,114	1,114	1,114
		1,070	1,093	1,114	1,114	1,114
206 Financial Plan Surplus / (Deficit)		-	-	-	-	-

210 Gibsons & District Fire Protection	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	1,334,364	1,369,303	1,363,105	1,363,105	1,363,105
Government Transfers	66,973	-	-	-	-
Other Revenue	5,880	-	-	-	-
	1,407,217	1,369,303	1,363,105	1,363,105	1,363,105
Expenses					
Administration	119,405	123,290	133,313	133,313	133,313
Wages and Benefits	542,428	571,299	584,011	584,011	584,011
Operating	384,007	363,134	366,689	365,949	365,188
Amortization of Tangible Capital Assets	153,274	153,274	153,274	153,274	153,274
	1,199,114	1,210,997	1,237,287	1,236,547	1,235,786
Operating Surplus / (Deficit)	208,103	158,306	125,818	126,558	127,319
Other					
Capital Expenditures	(731,128)	-	-	-	-
Proceeds from Long Term Debt	400,789	-	-	-	-
Debt Principal Repayment	(113,327)	(112,980)	(79,092)	(79,832)	(80,593)
Transfer (to)/from Reserves	82,289	(200,000)	(200,000)	(200,000)	(200,000)
Transfer (to)/from Appropriated Surplus	-	1,400	-	-	-
Unfunded Amortization	153,274	153,274	153,274	153,274	153,274
	(208,103)	(158,306)	(125,818)	(126,558)	(127,319)
210 Financial Plan Surplus / (Deficit)	-	-	-	-	-
212 Roberts Creek Fire Protection					
Revenues					
Tax Requisitions	618,146	667,570	735,236	735,236	735,236
Government Transfers	4,393	-	-	-	-
	622,539	667,570	735,236	735,236	735,236
Expenses					
Administration	64,585	66,708	71,668	71,668	71,668
Wages and Benefits	196,789	217,587	251,349	251,349	251,349
Operating	217,515	209,543	211,804	211,398	210,980
Amortization of Tangible Capital Assets	70,700	70,700	70,700	70,700	70,700
	549,589	564,538	605,521	605,115	604,697
Operating Surplus / (Deficit)	72,950	103,032	129,715	130,121	130,539
Other					
Capital Expenditures	(672,428)	-	-	-	-
Proceeds from Long Term Debt	220,000	-	-	-	-
Debt Principal Repayment	-	(25,132)	(43,415)	(43,821)	(44,239)
Transfer (to)/from Reserves	308,778	(150,000)	(157,000)	(157,000)	(157,000)
Transfer (to)/from Appropriated Surplus	-	1,400	-	-	-
Unfunded Amortization	70,700	70,700	70,700	70,700	70,700
	(72,950)	(103,032)	(129,715)	(130,121)	(130,539)
212 Financial Plan Surplus / (Deficit)	-	-	-	-	-

216 Halfmoon Bay Fire Protection	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	670,730	648,181	704,012	704,012	704,012
Government Transfers	1,350	-	-	-	-
	672,080	648,181	704,012	704,012	704,012
Expenses					
Administration	52,781	54,351	59,397	59,397	59,397
Wages and Benefits	220,241	241,112	274,199	274,199	274,199
Operating	260,719	206,271	205,948	205,579	205,199
Amortization of Tangible Capital Assets	47,299	47,299	47,299	47,299	47,299
	581,040	549,033	586,843	586,474	586,094
Operating Surplus / (Deficit)	91,040	99,148	117,169	117,538	117,918
Other					
Capital Expenditures	(502,500)	-	-	-	-
Proceeds from Long Term Debt	200,000	-	-	-	-
Debt Principal Repayment	(21,689)	(22,847)	(39,468)	(39,837)	(40,217)
Transfer (to)/from Reserves	185,850	(125,000)	(125,000)	(125,000)	(125,000)
Transfer (to)/from Appropriated Surplus	-	1,400	-	-	-
Unfunded Amortization	47,299	47,299	47,299	47,299	47,299
	(91,040)	(99,148)	(117,169)	(117,538)	(117,918)
216 Financial Plan Surplus / (Deficit)	-	-	-	-	-
218 Egmont Fire Protection	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	165,134	214,406	229,233	229,233	229,233
Government Transfers	25,000	-	-	-	-
Investment Income	2,458	2,690	2,932	3,184	3,445
Other Revenue	11,500	-	-	-	-
	204,092	217,096	232,165	232,417	232,678
Expenses					
Administration	13,282	13,581	16,226	16,226	16,226
Wages and Benefits	57,135	106,028	117,887	117,887	117,887
Operating	81,478	81,558	81,881	81,881	81,881
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
	176,595	225,867	240,694	240,694	240,694
Operating Surplus / (Deficit)	27,497	(8,771)	(8,529)	(8,277)	(8,016)
Other					
Capital Expenditures	(49,000)	-	-	-	-
Debt Principal Repayment	(5,817)	(6,049)	(6,291)	(6,543)	(6,804)
Transfer (to)/from Reserves	7,500	(5,000)	(5,000)	(5,000)	(5,000)
Unfunded Amortization	19,820	19,820	19,820	19,820	19,820
	(27,497)	8,771	8,529	8,277	8,016
218 Financial Plan Surplus / (Deficit)	-	-	-	-	-

220	Emergency Telephone - 911	2021	2022	2023	2024	2025
Revenues						
	Tax Requisitions	405,002	410,330	429,366	429,366	429,366
		405,002	410,330	429,366	429,366	429,366
Expenses						
	Administration	37,686	38,797	34,481	34,481	34,481
	Wages and Benefits	12,449	12,730	21,690	21,690	21,690
	Operating	269,266	249,003	263,395	263,395	263,395
	Amortization of Tangible Capital Assets	67,536	67,536	67,536	67,536	67,536
		386,937	368,066	387,102	387,102	387,102
Operating Surplus / (Deficit)		18,065	42,264	42,264	42,264	42,264
Other						
	Capital Expenditures	(584,900)	-	-	-	-
	Transfer (to)/from Reserves	499,299	(109,800)	(109,800)	(109,800)	(109,800)
	Unfunded Amortization	67,536	67,536	67,536	67,536	67,536
		(18,065)	(42,264)	(42,264)	(42,264)	(42,264)
220 Financial Plan Surplus / (Deficit)		-	-	-	-	-
222	Sunshine Coast Emergency Planning	2021	2022	2023	2024	2025
Revenues						
	Tax Requisitions	315,679	283,102	294,620	294,620	294,620
	Government Transfers	561,523	-	-	-	-
		877,202	283,102	294,620	294,620	294,620
Expenses						
	Administration	75,369	76,853	76,730	76,730	76,730
	Wages and Benefits	124,240	115,225	126,866	126,866	126,866
	Operating	678,952	91,024	91,024	91,024	91,024
	Amortization of Tangible Capital Assets	6,833	6,833	6,833	6,833	6,833
		885,394	289,935	301,453	301,453	301,453
Operating Surplus / (Deficit)		(8,192)	(6,833)	(6,833)	(6,833)	(6,833)
Other						
	Transfer (to)/from Reserves	37,955	-	-	-	-
	Prior Year Surplus/(Deficit)	(36,596)	-	-	-	-
	Unfunded Amortization	6,833	6,833	6,833	6,833	6,833
		8,192	6,833	6,833	6,833	6,833
222 Financial Plan Surplus / (Deficit)		-	-	-	-	-

290	Animal Control	2021	2022	2023	2024	2025
Revenues						
	Tax Requisitions	47,346	48,769	50,306	50,306	50,306
	User Fees & Service Charges	32,488	32,488	32,488	32,488	32,488
		79,834	81,257	82,794	82,794	82,794
Expenses						
	Administration	15,161	15,612	15,343	15,343	15,343
	Wages and Benefits	43,206	44,178	45,984	45,984	45,984
	Operating	22,217	21,467	21,467	21,467	21,467
	Amortization of Tangible Capital Assets	4,336	4,336	4,336	4,336	4,336
		84,920	85,593	87,130	87,130	87,130
Operating Surplus / (Deficit)		(5,086)	(4,336)	(4,336)	(4,336)	(4,336)
Other						
	Transfer (to)/from Reserves	750	-	-	-	-
	Unfunded Amortization	4,336	4,336	4,336	4,336	4,336
		5,086	4,336	4,336	4,336	4,336
290 Financial Plan Surplus / (Deficit)		-	-	-	-	-
291	Keats Island Dog Control	2021	2022	2023	2024	2025
Revenues						
	Tax Requisitions	267	2,573	2,589	2,589	2,589
	User Fees & Service Charges	350	350	350	350	350
		617	2,923	2,939	2,939	2,939
Expenses						
	Administration	249	256	234	234	234
	Wages and Benefits	1,336	1,367	1,405	1,405	1,405
	Operating	1,300	1,300	1,300	1,300	1,300
		2,885	2,923	2,939	2,939	2,939
Operating Surplus / (Deficit)		(2,268)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	2,268	-	-	-	-
		2,268	-	-	-	-
291 Financial Plan Surplus / (Deficit)		-	-	-	-	-

310 Public Transit	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	2,866,647	3,064,207	3,092,274	3,092,313	3,092,354
Government Transfers	2,231,222	1,796,654	1,796,654	1,796,654	1,796,654
User Fees & Service Charges	476,612	783,466	790,966	790,966	790,966
Other Revenue	3,611	3,611	3,611	3,611	3,611
	5,578,092	5,647,938	5,683,505	5,683,544	5,683,585
Expenses					
Administration	538,949	557,134	545,152	545,152	545,152
Wages and Benefits	2,823,812	2,685,337	2,734,330	2,734,330	2,734,330
Operating	2,339,386	2,407,167	2,404,023	2,404,062	2,404,103
Amortization of Tangible Capital Assets	34,605	34,605	34,605	34,605	34,605
	5,736,752	5,684,243	5,718,110	5,718,149	5,718,190
Operating Surplus / (Deficit)	(158,660)	(36,305)	(34,605)	(34,605)	(34,605)
Other					
Capital Expenditures	(12,000)	-	-	-	-
Transfer (to)/from Reserves	136,055	-	-	-	-
Transfer (to)/from Appropriated Surplus	-	1,700	-	-	-
Unfunded Amortization	34,605	34,605	34,605	34,605	34,605
	158,660	36,305	34,605	34,605	34,605
310 Financial Plan Surplus / (Deficit)	-	-	-	-	-
312 Fleet Maintenance	2021	2022	2023	2024	2025
Revenues					
Investment Income	10,001	10,948	11,932	12,956	14,021
Other Revenue	9,100	9,100	9,100	9,100	9,100
	19,101	20,048	21,032	22,056	23,121
Expenses					
Administration	33,598	35,085	48,338	48,338	48,338
Internal Recoveries	(1,450,550)	(1,452,230)	(1,452,230)	(1,452,230)	(1,452,230)
Wages and Benefits	586,399	599,594	618,924	618,924	618,924
Operating	923,664	889,073	891,525	891,320	891,112
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
	149,580	127,991	163,026	162,821	162,613
Operating Surplus / (Deficit)	(130,479)	(107,943)	(141,994)	(140,765)	(139,492)
Other					
Capital Expenditures	(20,000)	-	-	-	-
Debt Principal Repayment	(23,669)	(24,616)	(51,562)	(52,830)	(54,144)
Transfer (to)/from Reserves	137,541	95,952	156,949	156,988	157,029
Unfunded Amortization	36,607	36,607	36,607	36,607	36,607
	130,479	107,943	141,994	140,765	139,492
312 Financial Plan Surplus / (Deficit)	-	-	-	-	-

313 Building Maintenance Services	2021	2022	2023	2024	2025
Expenses					
Administration	10,367	10,900	11,258	11,258	11,258
Internal Recoveries	(382,717)	(393,745)	(395,774)	(395,780)	(395,787)
Wages and Benefits	323,854	331,139	339,781	339,781	339,781
Operating	39,772	39,790	39,802	39,714	39,721
Amortization of Tangible Capital Assets	7,019	7,019	7,019	7,019	7,019
	(1,705)	(4,897)	2,086	1,992	1,992
Operating Surplus / (Deficit)	1,705	4,897	(2,086)	(1,992)	(1,992)
Other					
Capital Expenditures	(25,000)	-	-	-	-
Proceeds from Long Term Debt	25,000	-	-	-	-
Debt Principal Repayment	(8,724)	(11,916)	(4,933)	(5,027)	(5,027)
Unfunded Amortization	7,019	7,019	7,019	7,019	7,019
	(1,705)	(4,897)	2,086	1,992	1,992
313 Financial Plan Surplus / (Deficit)	-	-	-	-	-
320 Regional Street Lighting	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	36,216	42,117	42,274	39,660	38,788
	36,216	42,117	42,274	39,660	38,788
Expenses					
Administration	2,533	2,603	2,433	2,433	2,433
Wages and Benefits	3,797	3,883	4,210	4,210	4,210
Operating	32,145	35,631	35,631	33,017	32,145
	38,475	42,117	42,274	39,660	38,788
Operating Surplus / (Deficit)	(2,259)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	2,259	-	-	-	-
	2,259	-	-	-	-
320 Financial Plan Surplus / (Deficit)	-	-	-	-	-
322 Langdale Street Lighting	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	2,750	2,822	2,820	2,635	2,573
	2,750	2,822	2,820	2,635	2,573
Expenses					
Administration	169	174	172	172	172
Operating	2,648	2,648	2,648	2,463	2,401
	2,817	2,822	2,820	2,635	2,573
Operating Surplus / (Deficit)	(67)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	67	-	-	-	-
	67	-	-	-	-
322 Financial Plan Surplus / (Deficit)	-	-	-	-	-

324 Granthams Street Lighting	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	2,750	2,822	2,820	2,635	2,573
	2,750	2,822	2,820	2,635	2,573
Expenses					
Administration	169	174	172	172	172
Operating	2,648	2,648	2,648	2,463	2,401
	2,817	2,822	2,820	2,635	2,573
Operating Surplus / (Deficit)	(67)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	67	-	-	-	-
	67	-	-	-	-
324 Financial Plan Surplus / (Deficit)	-	-	-	-	-
326 Veterans Street Lighting	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	550	565	565	528	516
	550	565	565	528	516
Expenses					
Administration	34	35	35	35	35
Operating	530	530	530	493	481
	564	565	565	528	516
Operating Surplus / (Deficit)	(14)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	14	-	-	-	-
	14	-	-	-	-
326 Financial Plan Surplus / (Deficit)	-	-	-	-	-
328 Spruce Street Lighting	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	275	283	283	264	258
	275	283	283	264	258
Expenses					
Administration	17	17	17	17	17
Operating	266	266	266	247	241
	283	283	283	264	258
Operating Surplus / (Deficit)	(8)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	8	-	-	-	-
	8	-	-	-	-
328 Financial Plan Surplus / (Deficit)	-	-	-	-	-

330 Woodcreek Street Lighting	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	5,714	2,308	2,520	2,353	2,297
	5,714	2,308	2,520	2,353	2,297
Expenses					
Administration	137	141	353	353	353
Operating	5,430	2,167	2,167	2,000	1,944
	5,567	2,308	2,520	2,353	2,297
Operating Surplus / (Deficit)	147	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	(147)	-	-	-	-
	(147)	-	-	-	-
330 Financial Plan Surplus / (Deficit)	-	-	-	-	-
332 Fircrest Street Lighting	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	549	565	565	528	516
	549	565	565	528	516
Expenses					
Administration	34	35	35	35	35
Operating	530	530	530	493	481
	564	565	565	528	516
Operating Surplus / (Deficit)	(15)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	15	-	-	-	-
	15	-	-	-	-
332 Financial Plan Surplus / (Deficit)	-	-	-	-	-
334 Hydaway Street Lighting	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	276	283	283	264	258
	276	283	283	264	258
Expenses					
Administration	17	17	17	17	17
Operating	266	266	266	247	241
	283	283	283	264	258
Operating Surplus / (Deficit)	(7)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	7	-	-	-	-
	7	-	-	-	-
334 Financial Plan Surplus / (Deficit)	-	-	-	-	-

336 Sunnyside Street Lighting	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	1,100	1,128	1,127	1,053	1,028
	1,100	1,128	1,127	1,053	1,028
Expenses					
Administration	68	70	69	69	69
Operating	1,058	1,058	1,058	984	959
	1,126	1,128	1,127	1,053	1,028
Operating Surplus / (Deficit)	(26)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	26	-	-	-	-
	26	-	-	-	-
336 Financial Plan Surplus / (Deficit)	-	-	-	-	-
340 Burns Road Street Lighting	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	231	258	256	256	256
	231	258	256	256	256
Expenses					
Administration	17	17	15	15	15
Operating	241	241	241	241	241
	258	258	256	256	256
Operating Surplus / (Deficit)	(27)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	27	-	-	-	-
	27	-	-	-	-
340 Financial Plan Surplus / (Deficit)	-	-	-	-	-
342 Stewart Road Street Lighting	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	550	565	565	528	516
	550	565	565	528	516
Expenses					
Administration	34	35	35	35	35
Operating	530	530	530	493	481
	564	565	565	528	516
Operating Surplus / (Deficit)	(14)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	14	-	-	-	-
	14	-	-	-	-
342 Financial Plan Surplus / (Deficit)	-	-	-	-	-

345	Ports Services	2021	2022	2023	2024	2025
Revenues						
	Tax Requisitions	757,282	731,290	743,587	742,465	651,713
	Other Revenue	2,665	2,665	2,665	2,665	2,665
		759,947	733,955	746,252	745,130	654,378
Expenses						
	Administration	32,668	33,497	40,512	40,512	40,512
	Wages and Benefits	109,690	112,159	107,979	107,979	107,979
	Operating	202,189	135,299	134,761	123,639	122,887
	Amortization of Tangible Capital Assets	78,722	78,722	78,722	78,722	78,722
		423,269	359,677	361,974	350,852	350,100
Operating Surplus / (Deficit)		336,678	374,278	384,278	394,278	304,278
Other						
	Capital Expenditures	(779,736)	-	-	-	-
	Debt Principal Repayment	(90,000)	(90,000)	(90,000)	(90,000)	-
	Transfer (to)/from Reserves	454,336	(363,000)	(373,000)	(383,000)	(383,000)
	Unfunded Amortization	78,722	78,722	78,722	78,722	78,722
		(336,678)	(374,278)	(384,278)	(394,278)	(304,278)
345 Financial Plan Surplus / (Deficit)		-	-	-	-	-
346	Langdale Dock	2021	2022	2023	2024	2025
Revenues						
	Tax Requisitions	33,647	33,710	33,473	33,473	33,473
		33,647	33,710	33,473	33,473	33,473
Expenses						
	Administration	2,218	2,281	2,044	2,044	2,044
	Operating	31,429	31,429	31,429	31,429	31,429
		33,647	33,710	33,473	33,473	33,473
Operating Surplus / (Deficit)		-	-	-	-	-
346 Financial Plan Surplus / (Deficit)		-	-	-	-	-

350 Regional Solid Waste	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	3,668,016	3,185,622	3,246,179	3,240,427	3,234,480
User Fees & Service Charges	2,997,006	2,997,459	3,002,306	3,002,306	3,002,306
Other Revenue	170,601	200,601	200,601	200,601	200,601
	6,835,623	6,383,682	6,449,086	6,443,334	6,437,387
Expenses					
Administration	565,998	582,820	628,253	628,253	628,253
Wages and Benefits	1,209,286	1,238,489	1,299,935	1,299,935	1,299,935
Operating	4,253,663	3,406,929	3,740,031	3,733,974	3,727,808
Amortization of Tangible Capital Assets	54,261	54,261	54,261	54,261	54,261
	6,083,208	5,282,499	5,722,480	5,716,423	5,710,257
Operating Surplus / (Deficit)	752,415	1,101,183	726,606	726,911	727,130
Other					
Capital Expenditures	(4,261,400)	-	-	-	-
Proceeds from Long Term Debt	1,681,400	-	-	-	-
Debt Principal Repayment	(126,229)	(306,181)	(320,086)	(320,391)	(320,610)
Transfer (to)/from Reserves	353,870	737	339,219	339,219	339,219
Transfer (to)/from Other Funds	42,883	-	-	-	-
Transfer (to)/from Accumulated Surplus	50,000	-	-	-	-
Prior Year Surplus/(Deficit)	(247,200)	(50,000)	-	-	-
Unfunded Amortization	54,261	54,261	54,261	54,261	54,261
Transfer (to)/from Unfunded Liability	1,700,000	(800,000)	(800,000)	(800,000)	(800,000)
	(752,415)	(1,101,183)	(726,606)	(726,911)	(727,130)
350 Financial Plan Surplus / (Deficit)	-	-	-	-	-
355 Refuse Collection					
Revenues					
User Fees & Service Charges	1,136,047	1,191,849	1,218,000	1,218,000	1,218,000
	1,136,047	1,191,849	1,218,000	1,218,000	1,218,000
Expenses					
Administration	94,783	97,660	103,011	103,011	103,011
Wages and Benefits	56,299	57,566	56,691	56,691	56,691
Operating	1,030,253	1,032,217	1,069,662	1,069,662	1,069,662
	1,181,335	1,187,443	1,229,364	1,229,364	1,229,364
Operating Surplus / (Deficit)	(45,288)	4,406	(11,364)	(11,364)	(11,364)
Other					
Transfer (to)/from Reserves	45,288	(4,406)	11,364	11,364	11,364
	45,288	(4,406)	11,364	11,364	11,364
355 Financial Plan Surplus / (Deficit)	-	-	-	-	-

365 North Pender Harbour Water Service	2021	2022	2023	2024	2025
Revenues					
Frontage & Parcel Taxes	255,442	255,442	266,681	266,681	266,681
User Fees & Service Charges	381,902	381,902	434,337	434,337	434,337
	637,344	637,344	701,018	701,018	701,018
Expenses					
Administration	54,860	56,270	63,546	63,546	63,546
Wages and Benefits	279,815	280,045	238,873	238,873	238,873
Operating	228,619	126,752	126,761	126,635	126,506
Debt Charges - Interest	8,850	8,250	7,650	7,050	6,450
Amortization of Tangible Capital Assets	130,468	130,468	130,468	130,468	130,468
	702,612	601,785	567,298	566,572	565,843
Operating Surplus / (Deficit)	(65,268)	35,559	133,720	134,446	135,175
Other					
Capital Expenditures	(211,681)	(21,000)	(21,000)	(21,000)	(21,000)
Debt Principal Repayment	(33,030)	(33,324)	(33,450)	(33,577)	(33,206)
Transfer (to)/from Reserves	34,511	(111,703)	(209,738)	(210,337)	(211,437)
Transfer (to)/from Other Funds	145,000	-	-	-	-
Unfunded Amortization	130,468	130,468	130,468	130,468	130,468
	65,268	(35,559)	(133,720)	(134,446)	(135,175)
365 Financial Plan Surplus / (Deficit)	-	-	-	-	-
366 South Pender Harbour Water Service	2021	2022	2023	2024	2025
Revenues					
Frontage & Parcel Taxes	379,224	398,185	438,004	438,004	438,004
Government Transfers	71,500	-	-	-	-
User Fees & Service Charges	708,059	708,059	778,365	778,365	778,365
Investment Income	11,558	13,763	16,056	18,441	20,291
	1,170,341	1,120,007	1,232,425	1,234,810	1,236,660
Expenses					
Administration	98,283	101,016	105,519	105,519	105,519
Wages and Benefits	366,489	370,276	402,109	402,109	402,109
Operating	445,475	251,013	256,360	256,180	256,029
Debt Charges - Interest	52,193	51,293	50,393	49,493	48,593
Amortization of Tangible Capital Assets	299,383	299,383	299,383	299,383	299,383
	1,261,823	1,072,981	1,113,764	1,112,684	1,111,633
Operating Surplus / (Deficit)	(91,482)	47,026	118,661	122,126	125,027
Other					
Capital Expenditures	(496,729)	(25,000)	(25,000)	(25,000)	(25,000)
Proceeds from Long Term Debt	80,000	-	-	-	-
Debt Principal Repayment	(101,198)	(97,576)	(111,017)	(107,889)	(109,890)
Transfer (to)/from Reserves	74,026	(223,833)	(282,027)	(288,620)	(289,520)
Transfer (to)/from Other Funds	236,000	-	-	-	-
Unfunded Amortization	299,383	299,383	299,383	299,383	299,383
	91,482	(47,026)	(118,661)	(122,126)	(125,027)
366 Financial Plan Surplus / (Deficit)	-	-	-	-	-

370 Regional Water Services	2021	2022	2023	2024	2025
Revenues					
Frontage & Parcel Taxes	3,379,143	3,548,100	3,725,505	3,725,505	3,725,505
Government Transfers	71,500	-	-	-	-
User Fees & Service Charges	5,731,579	5,736,579	6,441,973	6,441,973	6,441,973
Investment Income	64,814	70,666	76,692	87,166	107,186
Developer Contributions	544,500	-	-	-	-
Other Revenue	212,800	65,800	65,800	65,800	65,800
	10,004,336	9,421,145	10,309,970	10,320,444	10,340,464
Expenses					
Administration	971,269	996,440	1,020,937	1,020,937	1,020,937
Wages and Benefits	3,305,607	3,374,584	3,533,909	3,533,909	3,533,909
Operating	3,179,062	1,517,124	1,551,493	1,550,167	1,549,118
Debt Charges - Interest	320,022	242,010	408,409	486,584	486,584
Amortization of Tangible Capital Assets	1,647,900	1,647,900	1,647,900	1,647,900	1,647,900
	9,423,860	7,778,058	8,162,648	8,239,497	8,238,448
Operating Surplus / (Deficit)	580,476	1,643,087	2,147,322	2,080,947	2,102,016
Other					
Capital Expenditures	(23,239,422)	(1,565,599)	(1,565,599)	(1,565,599)	(1,565,599)
Proceeds from Long Term Debt	15,753,000	-	-	-	-
Debt Principal Repayment	(347,804)	(311,323)	(551,129)	(954,892)	(952,409)
Transfer (to)/from Reserves	6,028,039	(1,414,065)	(1,678,494)	(1,208,356)	(1,231,908)
Transfer (to)/from Other Funds	(422,189)	-	-	-	-
Unfunded Amortization	1,647,900	1,647,900	1,647,900	1,647,900	1,647,900
	(580,476)	(1,643,087)	(2,147,322)	(2,080,947)	(2,102,016)
370 Financial Plan Surplus / (Deficit)	-	-	-	-	-
381 Greaves Rd Waste Water Plant	2021	2022	2023	2024	2025
Revenues					
Frontage & Parcel Taxes	1,212	1,212	2,400	2,400	2,400
Government Transfers	6,189	-	-	-	-
User Fees & Service Charges	2,405	2,635	2,439	2,439	2,439
	9,806	3,847	4,839	4,839	4,839
Expenses					
Administration	211	216	218	218	218
Wages and Benefits	1,731	1,770	1,840	1,840	1,840
Operating	8,198	756	755	754	753
	10,140	2,742	2,813	2,812	2,811
Operating Surplus / (Deficit)	(334)	1,105	2,026	2,027	2,028
Other					
Debt Principal Repayment	(122)	(124)	(125)	(126)	(123)
Transfer (to)/from Reserves	456	(981)	(1,901)	(1,901)	(1,905)
	334	(1,105)	(2,026)	(2,027)	(2,028)
381 Financial Plan Surplus / (Deficit)	-	-	-	-	-

382 Woodcreek Park Waste Water Plant	2021	2022	2023	2024	2025
Revenues					
Frontage & Parcel Taxes	22,046	22,046	29,200	29,200	29,200
User Fees & Service Charges	47,390	52,910	49,496	50,981	50,981
	69,436	74,956	78,696	80,181	80,181
Expenses					
Administration	8,679	8,913	5,260	5,260	5,260
Wages and Benefits	23,677	24,211	25,185	25,185	25,185
Operating	54,753	22,066	22,320	22,307	22,294
Amortization of Tangible Capital Assets	8,959	8,959	8,959	8,959	8,959
	96,068	64,149	61,724	61,711	61,698
Operating Surplus / (Deficit)	(26,632)	10,807	16,972	18,470	18,483
Other					
Debt Principal Repayment	(1,052)	(1,065)	(1,078)	(1,091)	(1,105)
Transfer (to)/from Reserves	8,725	(18,701)	(24,853)	(26,338)	(26,337)
Transfer (to)/from Other Funds	10,000	-	-	-	-
Unfunded Amortization	8,959	8,959	8,959	8,959	8,959
	26,632	(10,807)	(16,972)	(18,470)	(18,483)
382 Financial Plan Surplus / (Deficit)	-	-	-	-	-
383 Sunnyside Waste Water Plant	2021	2022	2023	2024	2025
Revenues					
Frontage & Parcel Taxes	2,222	2,222	3,322	3,322	3,322
User Fees & Service Charges	5,876	6,106	6,141	6,325	6,325
	8,098	8,328	9,463	9,647	9,647
Expenses					
Administration	205	210	303	303	303
Wages and Benefits	2,933	1,975	2,066	2,066	2,066
Operating	4,485	484	482	481	479
	7,623	2,669	2,851	2,850	2,848
Operating Surplus / (Deficit)	475	5,659	6,612	6,797	6,799
Other					
Debt Principal Repayment	(122)	(123)	(125)	(126)	(128)
Transfer (to)/from Reserves	(353)	(5,536)	(6,487)	(6,671)	(6,671)
	(475)	(5,659)	(6,612)	(6,797)	(6,799)
383 Financial Plan Surplus / (Deficit)	-	-	-	-	-

384 Jolly Roger Waste Water Plant	2021	2022	2023	2024	2025
Revenues					
Frontage & Parcel Taxes	4,762	4,762	4,864	4,864	4,864
User Fees & Service Charges	25,798	29,478	25,809	25,809	25,809
	30,560	34,240	30,673	30,673	30,673
Expenses					
Administration	2,021	2,072	2,345	2,345	2,345
Wages and Benefits	12,029	11,275	11,724	11,724	11,724
Operating	17,468	13,505	13,671	13,665	13,658
Amortization of Tangible Capital Assets	1,293	1,293	1,293	1,293	1,293
	32,811	28,145	29,033	29,027	29,020
Operating Surplus / (Deficit)	(2,251)	6,095	1,640	1,646	1,653
Other					
Capital Expenditures	(9,000)	-	-	-	-
Debt Principal Repayment	(526)	(533)	(539)	(546)	(552)
Transfer (to)/from Reserves	5,984	(6,855)	(2,394)	(2,393)	(2,394)
Transfer (to)/from Other Funds	4,500	-	-	-	-
Unfunded Amortization	1,293	1,293	1,293	1,293	1,293
	2,251	(6,095)	(1,640)	(1,646)	(1,653)
384 Financial Plan Surplus / (Deficit)	-	-	-	-	-
385 Secret Cove Waste Water Plant	2021	2022	2023	2024	2025
Revenues					
Frontage & Parcel Taxes	5,168	5,168	5,168	5,168	5,168
User Fees & Service Charges	24,784	28,464	24,227	24,227	24,227
	29,952	33,632	29,395	29,395	29,395
Expenses					
Administration	1,821	1,866	2,156	2,156	2,156
Wages and Benefits	12,142	11,392	11,862	11,862	11,862
Operating	14,986	11,023	11,185	11,179	11,172
Amortization of Tangible Capital Assets	1,381	1,381	1,381	1,381	1,381
	30,330	25,662	26,584	26,578	26,571
Operating Surplus / (Deficit)	(378)	7,970	2,811	2,817	2,824
Other					
Capital Expenditures	(9,000)	-	-	-	-
Debt Principal Repayment	(526)	(533)	(539)	(546)	(552)
Transfer (to)/from Reserves	4,023	(8,818)	(3,653)	(3,652)	(3,653)
Transfer (to)/from Other Funds	4,500	-	-	-	-
Unfunded Amortization	1,381	1,381	1,381	1,381	1,381
	378	(7,970)	(2,811)	(2,817)	(2,824)
385 Financial Plan Surplus / (Deficit)	-	-	-	-	-

386 Lee Bay Waste Water Plant	2021	2022	2023	2024	2025
Revenues					
Frontage & Parcel Taxes	18,258	18,258	36,158	36,158	36,158
User Fees & Service Charges	53,472	60,832	57,057	57,057	57,057
	71,730	79,090	93,215	93,215	93,215
Expenses					
Administration	4,233	4,341	4,748	4,748	4,748
Wages and Benefits	19,780	20,226	21,173	21,173	21,173
Operating	44,408	30,125	30,403	30,397	30,390
Amortization of Tangible Capital Assets	1,397	1,397	1,397	1,397	1,397
	69,818	56,089	57,721	57,715	57,708
Operating Surplus / (Deficit)	1,912	23,001	35,494	35,500	35,507
Other					
Debt Principal Repayment	(526)	(533)	(539)	(546)	(552)
Transfer (to)/from Reserves	(2,783)	(23,865)	(36,352)	(36,351)	(36,352)
Unfunded Amortization	1,397	1,397	1,397	1,397	1,397
	(1,912)	(23,001)	(35,494)	(35,500)	(35,507)
386 Financial Plan Surplus / (Deficit)	-	-	-	-	-

387 Square Bay Waste Water Plant	2021	2022	2023	2024	2025
Revenues					
Frontage & Parcel Taxes	20,220	20,220	20,220	20,220	20,220
User Fees & Service Charges	52,400	59,760	54,062	54,062	54,062
Investment Income	313	635	966	1,308	1,660
	72,933	80,615	75,248	75,590	75,942
Expenses					
Administration	8,099	8,279	8,770	8,770	8,770
Wages and Benefits	42,345	42,276	43,923	43,923	43,923
Operating	72,109	28,183	28,518	28,505	28,492
Debt Charges - Interest	7,448	7,448	7,448	7,448	7,448
Amortization of Tangible Capital Assets	9,070	9,070	9,070	9,070	9,070
	139,071	95,256	97,729	97,716	97,703
Operating Surplus / (Deficit)	(66,138)	(14,641)	(22,481)	(22,126)	(21,761)
Other					
Capital Expenditures	(16,475)	-	-	-	-
Debt Principal Repayment	(11,786)	(12,121)	(12,465)	(12,820)	(13,185)
Transfer (to)/from Reserves	52,975	-	-	-	-
Transfer (to)/from Other Funds	7,500	-	-	-	-
Transfer (to)/from Accumulated Surplus	24,854	17,692	25,876	25,876	25,876
Unfunded Amortization	9,070	9,070	9,070	9,070	9,070
	66,138	14,641	22,481	22,126	21,761
387 Financial Plan Surplus / (Deficit)	-	-	-	-	-

388 Langdale Waste Water Plant	2021	2022	2023	2024	2025
Revenues					
Frontage & Parcel Taxes	8,080	8,080	16,320	16,646	16,646
User Fees & Service Charges	44,400	49,920	46,409	47,801	47,801
	52,480	58,000	62,729	64,447	64,447
Expenses					
Administration	3,968	4,065	4,388	4,388	4,388
Wages and Benefits	23,475	22,982	23,895	23,895	23,895
Operating	25,736	21,767	22,134	22,128	22,121
Amortization of Tangible Capital Assets	3,764	3,764	3,764	3,764	3,764
	56,943	52,578	54,181	54,175	54,168
Operating Surplus / (Deficit)	(4,463)	5,422	8,548	10,272	10,279
Other					
Debt Principal Repayment	(526)	(533)	(539)	(546)	(552)
Transfer (to)/from Reserves	1,225	(8,653)	(11,773)	(13,490)	(13,491)
Unfunded Amortization	3,764	3,764	3,764	3,764	3,764
	4,463	(5,422)	(8,548)	(10,272)	(10,279)
388 Financial Plan Surplus / (Deficit)	-	-	-	-	-
389 Canoe Rd Waste Water Plant	2021	2022	2023	2024	2025
Revenues					
Frontage & Parcel Taxes	4,243	4,243	4,243	4,243	4,243
User Fees & Service Charges	5,824	5,824	5,912	5,912	5,912
	10,067	10,067	10,155	10,155	10,155
Expenses					
Administration	476	486	513	513	513
Wages and Benefits	2,590	2,646	2,752	2,752	2,752
Operating	997	774	756	708	684
	4,063	3,906	4,021	3,973	3,949
Operating Surplus / (Deficit)	6,004	6,161	6,134	6,182	6,206
Other					
Debt Principal Repayment	(4,058)	(4,013)	(4,015)	(3,673)	(128)
Transfer (to)/from Reserves	(1,946)	(2,148)	(2,119)	(2,509)	(6,078)
	(6,004)	(6,161)	(6,134)	(6,182)	(6,206)
389 Financial Plan Surplus / (Deficit)	-	-	-	-	-

390 Merrill Crescent Waste Water Plant	2021	2022	2023	2024	2025
Revenues					
Frontage & Parcel Taxes	4,470	4,470	5,600	5,600	5,600
Government Transfers	6,189	-	-	-	-
User Fees & Service Charges	19,961	20,881	27,276	27,276	27,276
	30,620	25,351	32,876	32,876	32,876
Expenses					
Administration	1,879	1,925	1,928	1,928	1,928
Wages and Benefits	10,411	10,646	11,069	11,069	11,069
Operating	16,288	8,690	8,724	8,684	8,660
Amortization of Tangible Capital Assets	557	557	557	557	557
	29,135	21,818	22,278	22,238	22,214
Operating Surplus / (Deficit)	1,485	3,533	10,598	10,638	10,662
Other					
Debt Principal Repayment	(3,470)	(3,443)	(3,449)	(3,199)	(552)
Transfer (to)/from Reserves	1,428	(647)	(7,706)	(7,996)	(10,667)
Unfunded Amortization	557	557	557	557	557
	(1,485)	(3,533)	(10,598)	(10,638)	(10,662)
390 Financial Plan Surplus / (Deficit)	-	-	-	-	-
391 Curran Rd Waste Water Plant	2021	2022	2023	2024	2025
Revenues					
Frontage & Parcel Taxes	17,710	17,710	17,710	17,710	17,710
User Fees & Service Charges	35,863	39,543	36,503	36,503	36,503
	53,573	57,253	54,213	54,213	54,213
Expenses					
Administration	2,938	3,009	3,306	3,306	3,306
Wages and Benefits	15,427	15,774	16,327	16,327	16,327
Operating	15,946	15,957	16,262	16,256	16,249
Amortization of Tangible Capital Assets	3,324	3,324	3,324	3,324	3,324
	37,635	38,064	39,219	39,213	39,206
Operating Surplus / (Deficit)	15,938	19,189	14,994	15,000	15,007
Other					
Capital Expenditures	(26,814)	-	-	-	-
Debt Principal Repayment	(526)	(533)	(539)	(546)	(552)
Transfer (to)/from Reserves	(5,329)	(21,980)	(17,779)	(17,778)	(17,779)
Transfer (to)/from Other Funds	13,407	-	-	-	-
Unfunded Amortization	3,324	3,324	3,324	3,324	3,324
	(15,938)	(19,189)	(14,994)	(15,000)	(15,007)
391 Financial Plan Surplus / (Deficit)	-	-	-	-	-

392 Roberts Creek Co-Housing Treatment Plant	2021	2022	2023	2024	2025
Revenues					
Frontage & Parcel Taxes	9,424	9,424	12,648	12,901	12,901
User Fees & Service Charges	26,441	30,121	27,641	28,470	28,470
Other Revenue	15,000	-	-	-	-
	50,865	39,545	40,289	41,371	41,371
Expenses					
Administration	3,340	3,417	3,465	3,465	3,465
Wages and Benefits	20,713	21,179	21,985	21,985	21,985
Operating	12,330	12,319	12,556	12,543	12,530
Amortization of Tangible Capital Assets	4,766	4,766	4,766	4,766	4,766
	41,149	41,681	42,772	42,759	42,746
Operating Surplus / (Deficit)	9,716	(2,136)	(2,483)	(1,388)	(1,375)
Other					
Capital Expenditures	(50,000)	-	-	-	-
Debt Principal Repayment	(1,052)	(1,065)	(1,078)	(1,091)	(1,104)
Transfer (to)/from Reserves	28,671	(1,565)	(1,205)	(2,287)	(2,287)
Transfer (to)/from Other Funds	7,899	-	-	-	-
Unfunded Amortization	4,766	4,766	4,766	4,766	4,766
	(9,716)	2,136	2,483	1,388	1,375
392 Financial Plan Surplus / (Deficit)	-	-	-	-	-
393 Lillies Lake Waste Water Plant	2021	2022	2023	2024	2025
Revenues					
Frontage & Parcel Taxes	5,916	5,916	5,712	5,712	5,712
User Fees & Service Charges	19,619	20,539	19,933	19,933	19,933
	25,535	26,455	25,645	25,645	25,645
Expenses					
Administration	2,608	2,670	2,661	2,661	2,661
Wages and Benefits	13,387	12,664	13,176	13,176	13,176
Operating	14,642	10,673	10,813	10,807	10,800
Amortization of Tangible Capital Assets	4,860	4,860	4,860	4,860	4,860
	35,497	30,867	31,510	31,504	31,497
Operating Surplus / (Deficit)	(9,962)	(4,412)	(5,865)	(5,859)	(5,852)
Other					
Debt Principal Repayment	(526)	(533)	(539)	(546)	(552)
Transfer (to)/from Reserves	5,628	85	1,544	1,545	1,544
Unfunded Amortization	4,860	4,860	4,860	4,860	4,860
	9,962	4,412	5,865	5,859	5,852
393 Financial Plan Surplus / (Deficit)	-	-	-	-	-

394 Painted Boat Waste Water Plant	2021	2022	2023	2024	2025
Revenues					
Frontage & Parcel Taxes	6,868	6,868	10,268	10,268	10,268
User Fees & Service Charges	21,973	22,893	23,650	23,650	23,650
	28,841	29,761	33,918	33,918	33,918
Expenses					
Administration	2,359	2,414	2,346	2,346	2,346
Wages and Benefits	9,641	9,859	10,093	10,093	10,093
Operating	7,905	7,941	8,101	8,095	8,088
Amortization of Tangible Capital Assets	7,220	7,220	7,220	7,220	7,220
	27,125	27,434	27,760	27,754	27,747
Operating Surplus / (Deficit)	1,716	2,327	6,158	6,164	6,171
Other					
Debt Principal Repayment	(526)	(533)	(539)	(546)	(552)
Transfer (to)/from Reserves	(8,410)	(9,014)	(12,839)	(12,838)	(12,839)
Unfunded Amortization	7,220	7,220	7,220	7,220	7,220
	(1,716)	(2,327)	(6,158)	(6,164)	(6,171)
394 Financial Plan Surplus / (Deficit)	-	-	-	-	-
395 Sakinaw Ridge Waste Water Plant	2021	2022	2023	2024	2025
Revenues					
Frontage & Parcel Taxes	24,513	24,513	24,513	24,513	24,513
User Fees & Service Charges	10,432	11,352	13,236	13,236	13,236
	34,945	35,865	37,749	37,749	37,749
Expenses					
Administration	4,640	4,751	4,615	4,615	4,615
Wages and Benefits	18,388	18,802	19,317	19,317	19,317
Operating	14,049	14,082	14,256	14,243	14,230
Amortization of Tangible Capital Assets	16,127	16,127	16,127	16,127	16,127
	53,204	53,762	54,315	54,302	54,289
Operating Surplus / (Deficit)	(18,259)	(17,897)	(16,566)	(16,553)	(16,540)
Other					
Debt Principal Repayment	(1,052)	(1,065)	(1,078)	(1,091)	(1,104)
Transfer (to)/from Reserves	(19,831)	(20,751)	(20,751)	(20,751)	(20,751)
Transfer (to)/from Accumulated Surplus	23,015	23,586	22,268	22,268	22,268
Unfunded Amortization	16,127	16,127	16,127	16,127	16,127
	18,259	17,897	16,566	16,553	16,540
395 Financial Plan Surplus / (Deficit)	-	-	-	-	-

400 Cemetery	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	104,956	107,895	112,642	112,642	112,642
User Fees & Service Charges	61,134	61,134	61,134	61,134	61,134
	166,090	169,029	173,776	173,776	173,776
Expenses					
Administration	17,682	18,169	17,430	17,430	17,430
Wages and Benefits	68,717	70,264	75,737	75,737	75,737
Operating	86,691	62,596	62,609	62,609	62,609
Amortization of Tangible Capital Assets	3,198	3,198	3,198	3,198	3,198
	176,288	154,227	158,974	158,974	158,974
Operating Surplus / (Deficit)	(10,198)	14,802	14,802	14,802	14,802
Other					
Capital Expenditures	(24,000)	-	-	-	-
Transfer (to)/from Reserves	31,000	(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	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	163,427	163,694	163,136	163,136	163,136
	163,427	163,694	163,136	163,136	163,136
Expenses					
Administration	8,432	8,654	8,096	8,096	8,096
Operating	190,040	150,040	150,040	150,040	150,040
	198,472	158,694	158,136	158,136	158,136
Operating Surplus / (Deficit)	(35,045)	5,000	5,000	5,000	5,000
Other					
Transfer (to)/from Reserves	35,000	(5,000)	(5,000)	(5,000)	(5,000)
Prior Year Surplus/(Deficit)	45	-	-	-	-
	35,045	(5,000)	(5,000)	(5,000)	(5,000)
410 Financial Plan Surplus / (Deficit)	-	-	-	-	-
500 Regional Planning	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	177,050	190,705	184,638	184,638	184,638
Government Transfers	86,001	-	-	-	-
User Fees & Service Charges	430	430	430	430	430
	263,481	191,135	185,068	185,068	185,068
Expenses					
Administration	37,353	38,094	38,352	38,352	38,352
Wages and Benefits	129,532	132,446	136,121	136,121	136,121
Operating	146,596	20,595	10,595	10,595	10,595
	313,481	191,135	185,068	185,068	185,068
Operating Surplus / (Deficit)	(50,000)	-	-	-	-
Other					
Transfer (to)/from Reserves	50,000	-	-	-	-
	50,000	-	-	-	-
500 Financial Plan Surplus / (Deficit)	-	-	-	-	-

504 Rural Planning Services	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	940,190	960,713	976,355	976,355	976,355
Government Transfers	203,050	-	49,950	49,950	49,950
User Fees & Service Charges	60,196	60,196	60,196	60,196	60,196
	1,203,436	1,020,909	1,086,501	1,086,501	1,086,501
Expenses					
Administration	207,959	212,331	215,941	215,941	215,941
Wages and Benefits	717,847	733,998	795,980	795,980	795,980
Operating	299,470	74,580	74,580	74,580	74,580
Amortization of Tangible Capital Assets	1,584	1,584	1,584	1,584	1,584
	1,226,860	1,022,493	1,088,085	1,088,085	1,088,085
Operating Surplus / (Deficit)	(23,424)	(1,584)	(1,584)	(1,584)	(1,584)
Other					
Transfer (to)/from Reserves	21,840	-	-	-	-
Unfunded Amortization	1,584	1,584	1,584	1,584	1,584
	23,424	1,584	1,584	1,584	1,584
504 Financial Plan Surplus / (Deficit)	-	-	-	-	-

506 Geographic Information Services	2021	2022	2023	2024	2025
Revenues					
User Fees & Service Charges	20,500	20,500	20,500	20,500	20,500
	20,500	20,500	20,500	20,500	20,500
Expenses					
Internal Recoveries	(308,721)	(314,324)	(322,731)	(322,731)	(322,731)
Wages and Benefits	248,995	254,598	263,005	263,005	263,005
Operating	50,226	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	27,960	27,960	27,960	27,960
Operating Surplus / (Deficit)	7,540	(7,460)	(7,460)	(7,460)	(7,460)
Other					
Capital Expenditures	(75,000)	-	-	-	-
Transfer (to)/from Reserves	45,000	(15,000)	(15,000)	(15,000)	(15,000)
Unfunded Amortization	22,460	22,460	22,460	22,460	22,460
	(7,540)	7,460	7,460	7,460	7,460
506 Financial Plan Surplus / (Deficit)	-	-	-	-	-

510 Civic Addressing	2021	2022	2023	2024	2025
Revenues					
User Fees & Service Charges	36,281	37,048	38,403	38,403	38,403
	36,281	37,048	38,403	38,403	38,403
Expenses					
Administration	5,441	5,568	5,904	5,904	5,904
Wages and Benefits	28,479	29,119	30,138	30,138	30,138
Operating	17,361	2,361	2,361	2,361	2,361
	51,281	37,048	38,403	38,403	38,403
Operating Surplus / (Deficit)	(15,000)	-	-	-	-
Other					
Transfer (to)/from Reserves	15,000	-	-	-	-
	15,000	-	-	-	-
510 Financial Plan Surplus / (Deficit)	-	-	-	-	-

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520 Building Inspection Services	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	40	17,644	-	-	-
User Fees & Service Charges	838,659	838,659	880,227	880,227	880,227
Other Revenue	600	600	600	600	600
	839,299	856,903	880,827	880,827	880,827
Expenses					
Administration	142,668	146,031	143,910	143,910	143,910
Wages and Benefits	632,951	647,192	673,237	673,237	673,237
Operating	61,735	57,680	57,680	57,680	57,680
Amortization of Tangible Capital Assets	11,801	11,801	11,801	11,801	11,801
	849,155	862,704	886,628	886,628	886,628
Operating Surplus / (Deficit)	(9,856)	(5,801)	(5,801)	(5,801)	(5,801)
Other					
Transfer (to)/from Reserves	(1,945)	(6,000)	(6,000)	(6,000)	(6,000)
Unfunded Amortization	11,801	11,801	11,801	11,801	11,801
	9,856	5,801	5,801	5,801	5,801
520 Financial Plan Surplus / (Deficit)	-	-	-	-	-
531 Economic Development Area A	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	77,470	50,403	51,729	52,980	54,266
	77,470	50,403	51,729	52,980	54,266
Expenses					
Administration	3,830	3,931	4,040	4,040	4,040
Operating	74,898	46,472	47,689	48,940	50,226
	78,728	50,403	51,729	52,980	54,266
Operating Surplus / (Deficit)	(1,258)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	1,258	-	-	-	-
	1,258	-	-	-	-
531 Financial Plan Surplus / (Deficit)	-	-	-	-	-
532 Economic Development Area B	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	39,538	45,307	45,921	47,051	48,212
	39,538	45,307	45,921	47,051	48,212
Expenses					
Administration	2,976	3,054	2,569	2,569	2,569
Operating	47,635	42,253	43,352	44,482	45,643
	50,611	45,307	45,921	47,051	48,212
Operating Surplus / (Deficit)	(11,073)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	11,073	-	-	-	-
	11,073	-	-	-	-
532 Financial Plan Surplus / (Deficit)	-	-	-	-	-

533	Economic Development Area D	2021	2022	2023	2024	2025
Revenues						
	Tax Requisitions	45,275	40,807	41,860	42,883	43,935
		45,275	40,807	41,860	42,883	43,935
Expenses						
	Administration	2,206	2,264	2,322	2,322	2,322
	Operating	43,069	38,543	39,538	40,561	41,613
		45,275	40,807	41,860	42,883	43,935
Operating Surplus / (Deficit)						
533 Financial Plan Surplus / (Deficit)						

534	Economic Development Area E	2021	2022	2023	2024	2025
Revenues						
	Tax Requisitions	23,217	28,633	28,778	29,451	30,143
		23,217	28,633	28,778	29,451	30,143
Expenses						
	Administration	2,182	2,239	1,729	1,729	1,729
	Operating	32,069	26,394	27,049	27,722	28,414
		34,251	28,633	28,778	29,451	30,143
Operating Surplus / (Deficit)						
Other						
	Prior Year Surplus/(Deficit)	11,034	-	-	-	-
		11,034	-	-	-	-
534 Financial Plan Surplus / (Deficit)						

535	Economic Development Area F	2021	2022	2023	2024	2025
Revenues						
	Tax Requisitions	47,249	44,242	45,048	46,149	47,282
		47,249	44,242	45,048	46,149	47,282
Expenses						
	Administration	2,898	2,975	2,709	2,709	2,709
	Operating	50,206	41,267	42,339	43,440	44,573
		53,104	44,242	45,048	46,149	47,282
Operating Surplus / (Deficit)						
Other						
	Prior Year Surplus/(Deficit)	5,855	-	-	-	-
		5,855	-	-	-	-
535 Financial Plan Surplus / (Deficit)						

540 Hillside Development Project	2021	2022	2023	2024	2025
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	11,082	11,386	11,240	11,240	11,240
Wages and Benefits	34,460	35,236	37,061	37,061	37,061
Operating	97,010	98,495	98,687	98,891	99,106
	142,552	145,117	146,988	147,192	147,407
Operating Surplus / (Deficit)	13,787	11,222	9,351	9,147	8,932
Other					
Transfer (to)/from Reserves	(13,787)	(11,222)	(9,351)	(9,147)	(8,932)
	(13,787)	(11,222)	(9,351)	(9,147)	(8,932)
540 Financial Plan Surplus / (Deficit)	-	-	-	-	-
615 Community Recreation Facilities	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	5,509,756	5,383,849	5,647,141	5,662,852	5,678,878
Frontage & Parcel Taxes	1,698,073	1,698,073	1,698,073	1,698,073	1,698,073
User Fees & Service Charges	880,600	1,757,406	1,757,406	1,757,406	1,757,406
Investment Income	400,904	437,317	474,870	513,598	553,539
Other Revenue	17,858	17,858	17,858	17,858	17,858
	8,507,191	9,294,503	9,595,348	9,649,787	9,705,754
Expenses					
Administration	868,505	897,180	963,749	963,749	963,749
Wages and Benefits	3,490,041	3,568,567	3,695,509	3,695,509	3,695,509
Operating	1,876,233	1,823,053	1,854,997	1,852,980	1,850,906
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
	8,110,809	8,164,830	8,390,285	8,388,268	8,386,194
Operating Surplus / (Deficit)	396,382	1,129,673	1,205,063	1,261,519	1,319,560
Other					
Capital Expenditures	(1,508,924)	(917,600)	-	-	-
Proceeds from Long Term Debt	175,000	917,600	-	-	-
Debt Principal Repayment	(1,174,315)	(1,332,675)	(1,463,870)	(1,504,613)	(1,546,628)
Transfer (to)/from Reserves	1,096,489	(755,466)	(692,561)	(708,274)	(724,300)
Transfer (to)/from Appropriated Surplus	64,000	7,100	-	-	-
Unfunded Amortization	951,368	951,368	951,368	951,368	951,368
	(396,382)	(1,129,673)	(1,205,063)	(1,261,519)	(1,319,560)
615 Financial Plan Surplus / (Deficit)	-	-	-	-	-

625 Pender Harbour Pool	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	576,433	548,803	607,123	607,123	607,123
Frontage & Parcel Taxes	48,519	48,519	48,519	48,519	48,519
User Fees & Service Charges	41,500	90,100	90,100	90,100	90,100
Investment Income	15,673	17,462	19,323	21,258	23,270
	682,125	704,884	765,065	767,000	769,012
Expenses					
Administration	62,391	63,993	63,158	63,158	63,158
Wages and Benefits	385,641	394,317	453,691	453,691	453,691
Operating	150,751	156,193	155,374	155,374	155,374
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
	716,247	731,967	789,687	789,687	789,687
Operating Surplus / (Deficit)	(34,122)	(27,083)	(24,622)	(22,687)	(20,675)
Other					
Capital Expenditures	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Debt Principal Repayment	(44,726)	(46,515)	(48,376)	(50,311)	(52,323)
Transfer (to)/from Reserves	(9,150)	(15,000)	(15,000)	(15,000)	(15,000)
Transfer (to)/from Appropriated Surplus	-	600	-	-	-
Unfunded Amortization	97,998	97,998	97,998	97,998	97,998
	34,122	27,083	24,622	22,687	20,675
625 Financial Plan Surplus / (Deficit)	-	-	-	-	-
630 School Facilities - Joint Use	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	2,975	3,044	2,316	2,316	2,316
	2,975	3,044	2,316	2,316	2,316
Expenses					
Administration	1,200	1,228	289	289	289
Wages and Benefits	1,775	1,816	2,027	2,027	2,027
	2,975	3,044	2,316	2,316	2,316
Operating Surplus / (Deficit)	-	-	-	-	-
630 Financial Plan Surplus / (Deficit)	-	-	-	-	-
640 Gibsons & Area Library	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	750,669	754,796	758,034	758,034	758,034
	750,669	754,796	758,034	758,034	758,034
Expenses					
Administration	48,386	49,726	51,202	51,202	51,202
Wages and Benefits	7,633	7,805	8,241	8,241	8,241
Operating	644,650	647,265	648,591	648,591	648,591
Amortization of Tangible Capital Assets	52,182	52,182	52,182	52,182	52,182
	752,851	756,978	760,216	760,216	760,216
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	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	52,828	54,771	55,717	57,190	58,707
	52,828	54,771	55,717	57,190	58,707
Expenses					
Administration	3,575	3,677	3,192	3,192	3,192
Operating	49,253	51,094	52,525	53,998	55,515
	52,828	54,771	55,717	57,190	58,707
Operating Surplus / (Deficit)	-	-	-	-	-
643 Financial Plan Surplus / (Deficit)	-	-	-	-	-
645 Halfmoon Bay Library Service	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	156,463	162,545	166,374	171,011	175,785
	156,463	162,545	166,374	171,011	175,785
Expenses					
Administration	9,912	10,195	9,520	9,520	9,520
Operating	146,553	152,350	156,854	161,491	166,265
	156,465	162,545	166,374	171,011	175,785
Operating Surplus / (Deficit)	(2)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	2	-	-	-	-
	2	-	-	-	-
645 Financial Plan Surplus / (Deficit)	-	-	-	-	-
646 Roberts Creek Library Service	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	197,380	199,037	195,924	198,834	201,830
	197,380	199,037	195,924	198,834	201,830
Expenses					
Administration	12,521	12,879	6,940	6,940	6,940
Operating	184,859	186,158	188,984	191,894	194,890
	197,380	199,037	195,924	198,834	201,830
Operating Surplus / (Deficit)	-	-	-	-	-
646 Financial Plan Surplus / (Deficit)	-	-	-	-	-
648 Museum Service	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	153,544	153,814	153,465	153,465	153,465
	153,544	153,814	153,465	153,465	153,465
Expenses					
Administration	9,444	9,714	9,365	9,365	9,365
Operating	144,100	144,100	144,100	144,100	144,100
	153,544	153,814	153,465	153,465	153,465
Operating Surplus / (Deficit)	-	-	-	-	-
648 Financial Plan Surplus / (Deficit)	-	-	-	-	-

650Community Parks	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	1,886,276	1,886,709	1,946,254	1,938,749	1,936,647
Government Transfers	2,013,642	-	-	-	-
User Fees & Service Charges	75,600	75,600	75,600	75,600	75,600
Investment Income	40,569	44,631	-	-	-
Other Revenue	356,100	11,100	11,100	11,100	11,100
	4,372,187	2,018,040	2,032,954	2,025,449	2,023,347
Expenses					
Administration	233,390	240,201	234,341	234,341	234,341
Wages and Benefits	833,822	842,357	877,459	877,459	877,459
Operating	728,791	609,184	617,758	615,548	613,313
Debt Charges - Interest	27,482	27,482	-	-	-
Amortization of Tangible Capital Assets	256,933	256,933	256,933	256,933	256,933
	2,080,418	1,976,157	1,986,491	1,984,281	1,982,046
Operating Surplus / (Deficit)	2,291,769	41,883	46,463	41,168	41,301
Other					
Capital Expenditures	(3,572,182)	-	-	-	-
Proceeds from Long Term Debt	598,378	-	-	-	-
Debt Principal Repayment	(119,981)	(120,316)	(124,896)	(119,601)	(119,734)
Transfer (to)/from Reserves	286,440	(178,500)	(178,500)	(178,500)	(178,500)
Transfer (to)/from Appropriated Surplus	201,000	-	-	-	-
Transfer (to)/from Other Funds	57,643	-	-	-	-
Unfunded Amortization	256,933	256,933	256,933	256,933	256,933
	(2,291,769)	(41,883)	(46,463)	(41,168)	(41,301)
650 Financial Plan Surplus / (Deficit)	-	-	-	-	-

665Bicycle & Walking Paths	2021	2022	2023	2024	2025
Revenues					
Tax Requisitions	45,966	46,627	52,378	52,378	52,378
	45,966	46,627	52,378	52,378	52,378
Expenses					
Administration	11,739	12,028	18,689	18,689	18,689
Wages and Benefits	16,519	16,891	15,981	15,981	15,981
Operating	82,708	7,708	7,708	7,708	7,708
Amortization of Tangible Capital Assets	99,607	99,607	99,607	99,607	99,607
	210,573	136,234	141,985	141,985	141,985
Operating Surplus / (Deficit)	(164,607)	(89,607)	(89,607)	(89,607)	(89,607)
Other					
Transfer (to)/from Reserves	65,000	(10,000)	(10,000)	(10,000)	(10,000)
Unfunded Amortization	99,607	99,607	99,607	99,607	99,607
	164,607	89,607	89,607	89,607	89,607
665 Financial Plan Surplus / (Deficit)	-	-	-	-	-

667	Area A Bicycle & Walking Paths	2021	2022	2023	2024	2025
Revenues						
	Tax Requisitions	14,195	14,434	14,362	14,362	14,362
		14,195	14,434	14,362	14,362	14,362
Expenses						
	Administration	1,704	1,756	1,920	1,920	1,920
	Wages and Benefits	8,291	8,478	8,242	8,242	8,242
	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
		20,426	20,665	20,593	20,593	20,593
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	2021	2022	2023	2024	2025
Revenues						
	Tax Requisitions	151,121	152,939	150,541	150,541	150,541
	User Fees & Service Charges	10,319	10,319	10,319	10,319	10,319
		161,440	163,258	160,860	160,860	160,860
Expenses						
	Administration	12,574	12,929	10,320	10,320	10,320
	Wages and Benefits	1,775	1,816	2,027	2,027	2,027
	Operating	147,091	148,513	148,513	148,513	148,513
		161,440	163,258	160,860	160,860	160,860
Operating Surplus / (Deficit)		-	-	-	-	-
670 Financial Plan Surplus / (Deficit)		-	-	-	-	-
680	Dakota Ridge Recreation Service Area	2021	2022	2023	2024	2025
Revenues						
	Tax Requisitions	200,378	202,944	206,048	206,048	206,048
	User Fees & Service Charges	38,000	38,000	38,000	38,000	38,000
	Other Revenue	2,000	2,000	2,000	2,000	2,000
		240,378	242,944	246,048	246,048	246,048
Expenses						
	Administration	29,446	30,187	28,877	28,877	28,877
	Wages and Benefits	80,219	82,024	86,355	86,355	86,355
	Operating	130,713	130,733	130,816	130,816	130,816
	Amortization of Tangible Capital Assets	45,966	45,966	45,966	45,966	45,966
		286,344	288,910	292,014	292,014	292,014
Operating Surplus / (Deficit)		(45,966)	(45,966)	(45,966)	(45,966)	(45,966)
Other						
	Capital Expenditures	(80,500)	-	-	-	-
	Transfer (to)/from Reserves	80,500	-	-	-	-
	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)		-	-	-	-	-

