



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 JULY 25, 2024

AGENDA

CALL TO ORDER 1:00 p.m.

AGENDA

1. Adoption of agenda

MINUTES

2. Regular Board meeting minutes of July 11, 2024

Annex A
Pages 4 - 10

BUSINESS ARISING FROM MINUTES AND UNFINISHED BUSINESS

PRESENTATIONS AND DELEGATIONS

REPORTS

3. Committee of the Whole meeting recommendation Nos. 1 – 3 of July 11, 2024
4. Electoral Area Committee meeting recommendations nos. 1 – 10 of July 18, 2024
5. Finance Committee Meeting recommendation nos. 1 – 5 of July 18, 2024
6. Residential Curbside Collection, RFP 2435501 – Contract Award - Manager, Solid Waste Services
(Voting – All Directors – weighted vote – A-2, B-2, D-2, E-2, F-2, Sechelt-6, Gibsons-3, sNGD-1)

Annex B
pp 11 - 13

Annex C
pp 14 - 16

Annex D
pp 17 - 18

Annex E
pp 19 - 22

- | | | |
|-----|---|-----------------------|
| 7. | 2111601 HVAC Preventative Maintenance and Repair Services – Contract Extension - Purchasing and Risk Officer
(Voting – All Directors – weighted vote – A-2, B-2, D-2, E-2, F-2, Sechelt-6, Gibsons-3, sNGD-1) | Annex F
pp 23 - 24 |
| 8. | Contracts Between \$50,000 and \$100,000 From April 1, 2024 to June 30, 2024 - Manager, Purchasing and Risk Management
(Voting – All Directors – weighted vote – A-2, B-2, D-2, E-2, F-2, Sechelt-6, sNGD-1) | Annex G
pp 25- 26 |
| 9. | Directors’ Constituency Expenses (April to June) - Manager, Financial Services
(Voting – All Directors – weighted vote – A-2, B-2, D-2, E-2, F-2, Sechelt-6, Gibsons-3, sNGD-1) | Annex H
pp 27 - 28 |
| 10. | Alternative Approval Process Results – <i>Gibsons-West Howe Sound Fire Protection Pumper Apparatus Replacement Loan Authorization Bylaw No. 765, 2024</i> - Corporate Officer
(Voting – Participants – weighted vote – A-2, B-2, D-2, E-2, F-2) | Annex I
pp 29 - 31 |

COMMUNICATIONS

- | | | |
|-----|--|-----------------------|
| 11. | <u>Chris Trumpy, A/Chief Executive Assessment Officer and Associate Deputy Minister dated July 10, 2024</u>
Regarding legislative review of the <i>Environmental Assessment Act, 2018</i> | Annex J
pp 32 - 33 |
| 12. | <u>Warren Hansen, RPF, Managing Forester – Operations, Sunshine Coast Community Forest dated June 21, 2024</u>
Regarding 2024-2028 Community Forest Operating Plan, Sunshine Coast Community Forest | Annex K
pp 34 - 36 |
| 13. | <u>Silas White, Mayor, Town of Gibsons dated May 30, 2024</u>
Regarding BC Ferries Advisory Committee Community Engagement Procedures and associated correspondence | Annex L
pp 37 - 45 |

MOTIONS

BYLAWS

- 14. *Gibsons-West Howe Sounds Fire Protection Pumper Apparatus Replacement Loan Authorization Bylaw No. 765, 2024* Annex M
pp 46 - 47
- adoption
(Voting – All Directors – weighted vote – A-2, B-2, D-2, E-2, F-2, Sechelt-6, Gibsons-3 sNGD-1)

- 15. *2024-2028 Financial Plan Bylaw No. 764.1, 2024* Annex N
pp 48 – 93
-first, second, third readings, and adoption
-receipt of staff report – General Manager, Corporate Services / Chief Financial Officer
(Voting – All Directors – weighted vote – A-2, B-2, D-2, E-2, F-2, Sechelt-6, Gibsons-3, sNGD-1)

DIRECTORS’ REPORTS

Verbal

NEW BUSINESS

IN CAMERA

THAT the public be excluded from attendance at the meeting in accordance with Section 90 (1) (a) (c) and (i) and (k) of the *Community Charter* – “personal information about an identifiable individual...”, “labour relations or other employee relations”, “the receipt of advice that is subject to solicitor-client privilege,”, “negotiations and related discussions respecting the proposed provision of a municipal service...”

ADJOURNMENT



SUNSHINE COAST REGIONAL DISTRICT

JULY 11, 2024

MINUTES OF THE MEETING OF THE REGULAR BOARD OF THE SUNSHINE COAST REGIONAL DISTRICT HELD IN THE BOARDROOM AT 1975 FIELD ROAD, SEHELDT, B.C.

PRESENT:	Chair	Electoral Area A	L. Lee
	Directors District of Sechelt		A. Toth
	Electoral Area B		J. Gabias
	Electoral Area D		K. Backs
	Electoral Area E		D. McMahon
	Electoral Area F		K. Stamford
	District of Sechelt		D. Inkster
	Town of Gibsons		S. White
ALSO PRESENT:	A / Chief Administrative Officer / CFO		T. Perreault
	Corporate Officer		S. Reid
	GM, Planning and Community Development		I. Hall
	GM, Infrastructure Services		R. Rosenboom
	Manager, Information Services		D. Nelson (in part)
	Deputy Corporate Officer / Recorder		K. Wiebe
	Media		0
	Public		0

**Directors, staff, and other attendees present for the meeting may have participated by means of electronic or other communication facilities.*

CALL TO ORDER **1:06 p.m.**

AGENDA **It was moved and seconded**

206/24 THAT the agenda for the meeting be adopted as presented.

CARRIED

MINUTES

Minutes **It was moved and seconded**

207/24 THAT the Regular Board meeting minutes of June 27, 2024 be adopted as presented.

CARRIED

REPORTS

COW **It was moved and seconded**

208/24 THAT Committee of the Whole recommendation Nos. 1 – 3 of June 27, 2024 be received, adopted and acted upon as follows:

Recommendation No. 1 *Transit Improvement Program (TIP) – 2025/26-2027/28 Priorities*

THAT the report titled Transit Improvement Program (TIP) – 2025/26-2027/28 Priorities be received for information;

AND THAT the 2025/26 Memorandum of Understanding for the Transit Improvement Program be prepared to include the following service expansions:

2025/26:

- Route 90: Increase frequency to 30 minutes from 6am to 6pm weekdays
- Additional handyDART hours of operation
- Addition of a light duty handyDART bus and the associated hours to increase ridership capacity at peak times
- Consideration of adjustments to weekend services hours to meet peak demand

2026/27:

- Route 90: Increase frequency to 30 minutes for the entire service span on weekdays
- Route 2: Increase frequency to 60 minutes Monday to Saturday and 30 minutes at peak times
- Additional handyDART hours of operation and service span on weekends
- Consideration of adjustments to weekend services hours to meet peak demand

208/24 cont.

2027/28:

- Modifications and realignment of Route 1 coupled with the introduction for a new Route 5 (Gibsons connecton
- Additional handyDART hours of operation and service span on weekday evenings

Recommendation No. 2 *Transit Improvement Program (TIP) – 2025/26-2027/28 Priorities*

THAT BC Transit and staff return in the fall of 2024 with the Memorandum of Understanding for expansion priorities for the Boards consideration including a report on both operational and financial impacts to the facilities.

Recommendation No. 3 *Provincial Engagement on Non-Residential Packaging and Paper Products*

THAT the report titled Provincial Engagement on Non-Residential Packaging and Paper Products be received for information;

AND THAT the Sunshine Coast Regional District Board send a letter to the Ministry of Environment and Climate Change Strategy in response to the engagement opportunity on Preventing Waste in British Columbia: Non-Residential Packaging and Paper Products;

AND THAT The Sunshine Coast Regional District communicate support for commercial collection of residential recycling for delivery to public depots;

AND FURTHER THAT the communication indicate concerns about the applicability of the regulations to rural and remote communities.

CARRIED

Board Policy Review **It was moved and seconded**

209/24

THAT Board Policy Review Committee meeting recommendation Nos. 1 – 10 of July 4, 2024 be received, adopted, and acted upon as follows:

Recommendation No. 1 *Board Policies for Review*

THAT the report titled Board Policies for Review be received for information;

209/24 cont.

AND THAT the Board policies be reviewed in accordance with the Committee's Terms of Reference;

AND FURTHER THAT the Committee review and classify seven additional Board policies that were previously misclassified as Operational policies.

Recommendation No. 2 *SCRD Park Naming*

THAT the Parks Naming Policy and the Recreation Facility Room Naming Policies be combined;

AND THAT the revision of this policy be added to the Service Plan in 2025.

Recommendation No. 3 *Reimbursement of Directors' Travel and Other Expenses*

THAT the Reimbursement of Directors' Travel and Other Expenses Policy be referred to staff to explore references to more active and alternative modes of transportation.

Recommendation No. 4 *Correspondence*

THAT the Correspondence Policy be referred back to staff for revision to refine the routing mechanism to Directors;

AND THAT this policy be brought to a future Committee of the Whole meeting before the end of Q4 2024.

Recommendation No. 5 *Director Email Management*

THAT the Director Email Management Policy be referred to staff for minor revision.

Recommendation No. 6 *Investment Policy*

THAT the Investment Policy be referred to staff for review and revision.

Recommendation No. 7 *Tangible Asset Policy*

THAT the Tangible Asset Policy be referred to staff for review and major revision.

209/24 cont.

Recommendation No. 8 *Fire Service Level Policies*

THAT the following policies be referred to staff for review and minor revision:

- 2016 Roberts Creek Fire Service Level Policy
- 2016 Halfmoon Bay Fire Service Level Policy
- 2016 Gibsons Fire Service Level Policy
- 2016 Egmont Fire Service Level Policy

Recommendation No. 9 *Telecommunication Facility Review Procedure*

THAT the Telecommunication Facility Review Procedure be held for repeal pending review by staff of other processes that may negate the need for the policy.

Recommendation No. 10 *Re-affirmed Policies*

THAT the following policies be re-affirmed:

- BRD-0340-50-001 - Policy and Procedure Framework
- BRD-0340-50-002 - Agenda Item Submission Deadline
- BRD-0340-50-006 - Petitions and Delegations
- BRD-0340-50-007 - Use and Insurance of Rental and Personal Vehicles
- BRD-0340-50-008 - Development Variance Permits
- BRD-0340-50-010 - Constituency Expenses
- BRD-0340-50-013 - Laying of Wreaths
- BRD-0340-50-015 - Waiving Fees and Charges
- BRD-0340-50-016 - Proclamations
- BRD-0340-50-020 - Support Service Allocation
- BRD-0340-50-021 - Financial Sustainability
- BRD-0340-50-022 - Water Extraction for the Purpose of Commercial Bottled Water Export
- BRD-0340-50-023 - Screening Officer Bylaw Notice
- BRD-0340-50-024 - Bylaw Enforcement Complaints
- BRD-0340-50-027 - Debt Management
- BRD-0340-50-029 - Asset Management Policy
- BRD-0340-50-031 - Community Amenity Contribution for Independent Power and Resource Projects
- BRD-0340-50-032 - Board Administration: Directors and Alternate Directors
- BRD-0340-50-033 - Procurement
- BRD-0340-50-034 - Electoral Areas' Grant-in-Aid
- BRD-0340-50-036 - Directors - Remuneration Review

- 209/24 cont. • BRD-0340-50-037 - Financial Planning
- BRD-0340-50-039 - Code of Conduct.

CARRIED

MS Phone **It was moved and seconded**

210/24 THAT the report titled Online Business Systems Contract Amendments Microsoft Phone System be received for information;

AND THAT the Board approve an increase from the 2024 contract value of \$190,000 to a new maximum total of \$220,000 (excluding GST) to acquire Microsoft Phone System licenses.

CARRIED

DIRECTORS REPORTS

The Directors provided verbal updates on their activities.

IN CAMERA It was moved and seconded

211/24 THAT the public be excluded from attendance at the meeting in accordance with Section 90 (1) (a), (k), and (m), and 90 (2) (b) of the *Community Charter* – “personal information about an identifiable individual...”, “negotiations and related discussions 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 ...”.

CARRIED

The Board moved In Camera at 1:20 p.m.

The Board moved out of In Camera at 2:50 p.m.

RELEASE OF ITEMS FROM IN CAMERA

Housing Action **It was moved and seconded**

212/24 THAT the SCRD contact the Housing Action Table Steering Committee to request local government representation on its committee;

212/24 cont. AND THAT the SCRD request that the Housing Action Table share its procedure for the ongoing election or appointment terms of its steering committee members.

CARRIED

Housing Action **It was moved and seconded**

213/24 THAT Director White be appointed as the SCRD liaison to the Housing Action Table Steering Committee.

CARRIED

ADJOURNMENT **It was moved and seconded**

214/24 THAT the Regular Board meeting be adjourned.

CARRIED

The meeting adjourned at 2:50 p.m.

Certified correct _____
Corporate Officer

Confirmed this _____ day of _____

Chair

**SUNSHINE COAST REGIONAL DISTRICT
COMMITTEE OF THE WHOLE**

July 11, 2024

RECOMMENDATIONS FROM THE COMMITTEE OF THE WHOLE MEETING HELD IN THE BOARDROOM OF THE SUNSHINE COAST REGIONAL DISTRICT OFFICES AT 1975 FIELD ROAD, SECHELT, B.C.

PRESENT:	Chair	Electoral Area E	D. McMahon
	Directors	Electoral Area A	L. Lee
		Electoral Area B	J. Gabias
		Electoral Area D	K. Backs
		Electoral Area F	K. Stamford
		District of Sechelt	A. Toth (part)
		District of Sechelt	D. Inkster
		Town of Gibsons	S. White
ALSO PRESENT:	Acting Chief Administrative Officer		T. Perreault (part)
	Corporate Officer		S. Reid
	GM, Infrastructure Services		R. Rosenboom (part)
	GM, Planning and Development		I. Hall (part)
	Administrative Assistant / Recorder		L. Mosimann
	Media		0
	Public		0

**Directors, staff, and other attendees present for the meeting may have participated by means of electronic or other communication facilities.*

CALL TO ORDER 9:32 a.m.

AGENDA The agenda was adopted as presented.

PRESENTATIONS and DELEGATIONS

Recommendation No. 1 *Watershed 560 Agreement Recommendations on the Regional Water Strategy*

The Committee of the Whole recommended that the presentation, and letter dated July 11, 2024, from the Town of Gibsons Chief Resilience Officer, Emanuel Machado, and Director

of Infrastructure Services, Trevor Rutley, regarding recommendations from the Town of Gibsons on the Sunshine Coast Regional Water Strategy be received for information;

AND THAT staff report back to the Board in 2024 with the implications and impacts of the Town of Gibsons recommendations as part of the Sunshine Coast Regional District Regional Water Strategy.

The Committee recessed at 10:18 a.m. and reconvened at 10:25 a.m.

REPORTS

Recommendation No. 2 *Water Supply Update*

The Committee of the Whole recommended that the verbal report titled Water Supply Update be received for information.

Director Toth left the meeting at 10:55 a.m.

Recommendation No. 3 *Volumetric Billing Project Update*

The Committee of the Whole recommended that the report titled Volumetric Billing Project Update be received for information;

AND THAT staff proceed with next steps as follows:

- i) complete water meter installations by mid-2025;
- ii) develop options for a comprehensive volumetric rate structure for the Board;
- iii) implement mock billing phases for the North and South Pender Harbour Water Services in 2025 and for the Regional Water Service in 2026; and,
- iv) transition to live billing for the North and South Pender Harbour Water Services in 2026 and for the Regional Water Service in 2027;

AND FURTHER THAT staff develop and action a communications strategy that informs the public on the SCRD's transition to volumetric billing.

Recommendation No. 4 *2024 - 2034 Community Works Fund Agreement*

The Committee of the Whole recommended that the report titled 2024 - 2034 Community Works Fund Agreement be received for information;

AND THAT the Chair and Corporate Officer be authorized to sign the Agreement.

Recommendation No. 5 *911 Service Antenna Colocation Agreements with RCMP*

The Committee of the Whole recommended that the report titled 911 Service Antenna Colocation Agreements with RCMP be received for information;

AND THAT the delegated authorities be authorized to sign the Agreements.

ADJOURNMENT 11:48 a.m.

Committee Chair

**SUNSHINE COAST REGIONAL DISTRICT
ELECTORAL AREA SERVICES COMMITTEE**

July 18, 2024

RECOMMENDATIONS FROM THE ELECTORAL AREA SERVICES COMMITTEE MEETING HELD IN THE BOARDROOM OF THE SUNSHINE COAST REGIONAL DISTRICT OFFICES AT 1975 FIELD ROAD, SECHELT, B.C.

PRESENT:	Chair	Electoral Area B	J. Gabias
	Directors	Electoral Area A Electoral Area D Electoral Area E Electoral Area F District of Sechelt	L. Lee K. Backs D. McMahon K. Stamford A. Toth
ALSO PRESENT:	Acting, Chief Administrative Officer		T. Perreault
	Corporate Officer		S. Reid
	GM, Planning and Development		I. Hall
	Manager, Planning and Development		J. Jackson
	Senior Planner		S. Koberwitz (part)
	GM, Community Services		S. Gagnon (part)
	Recording Secretary		A. O'Brien
	Media		1
	Public		8

**Directors, staff, and other attendees present for the meeting may have participated by means of electronic or other communication facilities.*

CALL TO ORDER 9:38 a.m.

AGENDA The agenda was adopted as presented.

Recommendation No. 1 *District of Sechelt Director Attendance*

The Electoral Area Services Committee recommended that District of Sechelt Director Alton Toth be authorized to attend and participate in the Electoral Areas Service Committee Meeting of July 18, 2024.

REPORTS**Recommendation No. 2** *Official Community Plan Amendment No. 640.6 and Zoning Bylaw Amendment No. 722.10 – Consideration of Second Reading*

The Electoral Area Services Committee recommended that the report titled Official Community Plan Amendment No. 640.6 and Zoning Bylaw Amendment No. 722.10 – Consideration of Second Reading be received for information;

AND THAT Official Community Plan Amendment No. 640.6 and Zoning Amendment Bylaw No. 722.10 be forwarded to the Board for consideration of Second Reading;

AND THAT Official Community Plan Amendment No. 640.6 and Zoning Amendment Bylaw No. 722.10 is consistent with the SCRD's 2024-2028 Financial Plan and 2011 Solid Waste Management Plan;

AND THAT a Public Hearing to consider Amendment Zoning Bylaw No. 640.6 and 722.10 be scheduled;

AND FURTHER THAT Director McMahon be delegated as the Chair and Director Stamford be delegated as the Alternate Chair to conduct the Public Hearing.

Recommendation No. 3 *Development Permit DP000310 for 1020 Keith Road (Fortis BC)*

The Electoral Area Services Committee recommended that the report titled Development Permit DP000310 for 1020 Keith Road (Fortis BC) – Electoral Area E be received for information;

AND THAT Development Permit DP000310 be issued.

Recommendation No. 4 *Agricultural Land Commission Application ALR00026 (437 Hough Road)*

The Electoral Area Services Committee recommended that the report titled Agricultural Land Commission Application ALR00026 (437 Hough Road) be received for information;

AND THAT Agricultural Land Commission Application ALR00026 (437 Hough Road) be forwarded to the ALC for review and decision;

AND THAT the Agricultural Land Commission be requested to require the applicant to provide an agrologist report, stormwater management plan, topographical survey and fill plan to support the proposed Soil Use for Fill Application.

Recommendation No. 5 *Capital Regional District's Decision on Sue Big Oil Campaign*

The Electoral Area Services Committee recommended that the report titled Reporting on Capital Regional District's Decision on Sue Big Oil Campaign be received for information.

Recommendation No. 6 *Egmont/Pender Harbour (Electoral Area A) Advisory Planning Commission Minutes of June 26, 2024*

The Electoral Area Services Committee recommended that the Egmont/Pender Harbour (Electoral Area A) Advisory Planning Commission Minutes of June 26, 2024 be received for information.

Recommendation No. 7 *Halfmoon Bay (Electoral Area B) Advisory Planning Commission Minutes of June 25, 2024*

The Electoral Area Services Committee recommended that the Halfmoon Bay (Electoral Area B) Advisory Planning Commission Minutes of June 25, 2024 be received for information.

Recommendation No. 8 *Elphinstone (Electoral Area E) Advisory Planning Commission Minutes of June 25, 2024*

The Electoral Area Services Committee recommended that the Elphinstone (Electoral Area E) Advisory Planning Commission Minutes of June 25, 2024 be received for information.

Recommendation No. 9 *West Howe Sound (Electoral Area F) Advisory Planning Commission Minutes of June 25, 2024*

The Electoral Area Services Committee recommended that the West Howe Sound (Electoral Area F) Advisory Planning Commission Minutes of June 25, 2024 be received for information.

Recommendation No. 10 *Ports Monitors Committee Meeting Minutes of May 27, 2024*

The Electoral Area Services Committee recommended that the Ports Monitors Committee Meeting Minutes of May 27, 2024 be received for information.

ADJOURNMENT **10:17 a.m.**

Committee Chair

**SUNSHINE COAST REGIONAL DISTRICT
FINANCE COMMITTEE**

July 18, 2024

RECOMMENDATIONS FROM THE FINANCE COMMITTEE MEETING HELD IN THE BOARDROOM OF THE SUNSHINE COAST REGIONAL DISTRICT OFFICES AT 1975 FIELD ROAD, SECHELT, B.C.

PRESENT:	Chair	Town of Gibsons	S. White
	Directors	Electoral Area E Electoral Area A Electoral Area B Electoral Area D Electoral Area F District of Sechelt District of Sechelt	D. McMahon L. Lee J. Gabias K. Backs K. Stamford D. Inkster A. Toth

ALSO PRESENT:	A/CAO / Chief Financial Officer / GM Corporate Service Corporate Officer General Manager, Infrastructure Services General Manager, Community Services General Manager, Planning and Development Manager, Financial Services Deputy Corporate Officer / Recorder Media 1 Public 2	T. Perreault S. Reid R. Rosenboom S. Gagnon (part) I. Hall (part) B. Wing (part) K. Wiebe
----------------------	--	---

**Directors, staff, and other attendees present for the meeting may have participated by means of electronic or other communication facilities.*

CALL TO ORDER 2:09 p.m.

AGENDA The agenda was adopted as amended, as presented, by adding the following topic under New Business:

- Budget Mandate

REPORTS

Recommendation No. 1 *Sunshine Coast Regional District Q2 Corporate Financial Variance*

The Finance Committee recommended that the report titled Sunshine Coast Regional District Q2 Corporate Financial Variance be received for information.

AND THAT staff prepare an in depth report on the Gibsons and District Fire Service deficit for Q3 2024.

Recommendation No. 2 *Sunshine Coast Regional District Debt as at June 30, 2024*

The Finance Committee recommended that the report titled *Sunshine Coast Regional District Debt as at June 30, 2024* be received for information.

Recommendation No. 3 *Canada Community-Building Fund – Community Works Fund Update*

The Finance Committee recommended that the report titled Canada Community-building Fund – Community Works Fund Update be received for information;

Recommendation No. 4 *Sunshine Coast Arena Water Well Investigation Report*

The Finance Committee recommended that the report titled Sunshine Coast Arena Well Water Investigation Report be received for information.

NEW BUSINESS

Director McMahon addressed the Board regarding the prospect of the Board adopting a budget mandate. The Chief Financial Officer/Acting Chief Administrative Officer responded by providing context and information about the concept of a budget mandate.

Director Inkster left the meeting at 2:50 p.m.

Recommendation No. 5 *Budget Mandate*

The Finance Committee recommended that staff prepare options to pursue a budget mandate in the 2025 budget including limiting budget increases to our prior commitments going into 2025;

AND THAT these options be presented to the board before in Q3 2024.

ADJOURNMENT 2:55 p.m.

Committee Chair

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: SCRD Board – July 25, 2024

AUTHOR: Marc Sole, Manager of Solid Waste Services

SUBJECT: RESIDENTIAL CURBSIDE COLLECTION, RFP 2435501 – CONTRACT AWARD

RECOMMENDATION(S)

- (1) THAT the report titled Residential Curbside Collection, RFP 2435501 – Contract Award be received for information;**
 - (2) AND THAT the contract for Residential Curbside Collection be awarded to Salish Environmental Inc. in the amount up to \$8,220,000 (plus GST);**
 - (3) AND THAT the Base Budget Refuse Collection [355] be increased starting in 2025 to reflect the new contract costs;**
 - (4) AND THAT the 2024-2028 Financial Plan be amended accordingly;**
 - (5) AND FURTHER THAT the delegated authorities be authorized to execute the contract.**
-

BACKGROUND

The Sunshine Coast Regional District (SCRD) has two contracts related to curbside collection services, one contract for the collection of residential curbside garbage, the other for residential curbside food waste. In both cases, Waste Management of Canada Corporation (WM) was the successful proponent, with subcontractor Salish Soils Environmental Inc. (Salish), in partnership with AJM Disposal Services Ltd. (AJM), performing the work.

The contract for curbside garbage had a term of five-years, expiring on May 31, 2024, with an option to extend for one additional two-year period by mutual agreement. The SCRD was informed by WM that they would not be agreeing to the two-year extension option. The contract for curbside food waste collection expires on September 30, 2025, and WM has also indicated that it will not be pursuing an extension to this contract.

An interim agreement with WM's subcontractor, Salish, was established for the collection of curbside garbage while the procurement process for a new curbside contract took place. This interim agreement expires on August 31, 2024, and has ensured that no interruptions to the service occurred while procurement took place.

Request for Proposal (RFP) 2435501 sought qualified companies to provide residential and multifamily collection of garbage and food waste for eligible residences within the SCRD's

service area, with garbage collection services beginning on September 1, 2024, and food waste collection services commencing on October 1, 2025. The existing manual collection and container requirements were requested to continue, and a contract term of three years with the option to extend up to two additional two-year terms was included.

The purpose of this report is to seek Board approval to enter into an agreement for the collection of residential curbside garbage and food waste within the service area of Electoral Areas B (Halfmoon Bay), D (Roberts Creek), E (Elphinstone) and F (West Howe Sound).

DISCUSSION

Curbside garbage collection and curbside food waste collection in SCRD electoral areas have been maintained as separate contracts, with food waste collection added to the curbside service in 2020. As most major haulers have shifted to offering only automated collection, combining these services into a single agreement is intended to make contract administration and execution easier for the SCRD and smaller operators who still offer manual collection services. Staff did contact the District of Sechelt and Town of Gibsons to ascertain whether any immediate opportunities existed to collaborate on this service; however, none were identified due to the different collection methods used on the Coast and dissimilar contract arrangements.

Analysis

One compliant proposal was received. Staff recommend that a contract of up to seven-years be awarded to Salish Environmental Inc. Their proposal met the specifications as outlined in the RFP.

Name	Total Contract Value (in the amount up to, not including GST)
Salish Environmental Inc.	\$8,220,000

Salish is proposing no changes to the curbside service and will continue to collect resident's garbage and food waste in partnership with AJM. No changes to the container requirements for resident supplied garbage bins, or food waste bins supplied by the SCRD, are proposed.

Financial Implications

The contract value for seven-years of curbside collection of residential garbage and food waste is \$8,220,000 and will require an amendment to the existing annual budget of up to \$615,663. Contract costs to deliver this service are based on the number of households receiving the service. The financial impact of this contract is detailed in Table 1.

Table 1: Financial impact of proposed contract

	2024	2025	2026	2027	2028	2029	2030	2031

Projected Budget Shortfall	\$28,950	\$154,948	\$371,937	\$428,697	\$487,921	\$550,212	\$615,663	\$445,253
-----------------------------------	----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Function Area 355 currently has an uncommitted operating reserve of \$322,871, which can be used to supplement the increased budget required for this contract against significant increases to user fees. Staff recommend that the contracted services shortfall in 2024 be funded from within the existing operational budget. The proposed 2025 user fee will be presented for the Board’s consideration in November 2024 with future budgeted shortfalls funded from increases to user fees. It is estimated that the annual increase to user fees for curbside collection will be at minimum \$25.00 per household starting in 2025 with cumulative increases for each subsequent year.

Timeline for next steps

Should the Board choose to award the contract for curbside collection services to Salish, the agreement term will start on September 1, 2024. Curbside garbage collection will begin under the new agreement from this date, with the inclusion of food waste on October 1, 2025. As Salish and their partner AJM currently collect curbside garbage under an interim agreement and continue to collect curbside food waste under the SCRD’s agreement with WM for this service, no interruptions to the curbside service are expected and resident’s current expectations for the service will continue to be met.

Communications Strategy

Communications will not be required. It is anticipated that residents will not see any changes to the service under the new agreement. The SCRD will continue with its schedule of educational and informative messaging for the curbside service through social media, the SCRD website, and the SCRD Collects app.

STRATEGIC PLAN AND RELATED POLICIES

This staff report is aligned with the Board’s Service Delivery Focus Area of Solid Waste Solutions: Enhance diversion and recycling programs and look for ways to reduce costs.

CONCLUSION

The SCRD’s former curbside garbage collection contractor was not amenable to an extension when that contract expired on May 31, 2024, or an extension to the curbside food waste contract after its expiry on September 30, 2025. A procurement process for a new contractor to provide curbside garbage and food waste collection was initiated in accordance with the SCRD’s Procurement Policy.

It is recommended that the contract for curbside collection of residential garbage and food waste be awarded to the successful proponent, Salish Environmental Inc., in the amount up to \$8,220,000 (plus GST). It is also recommended that the Financial Plan be adjusted accordingly and the budget deficit in 2024 be funded from Operating Reserves.

Reviewed by:			
Manager		Finance	X - A. Taylor
GM	X - R. Rosenboom	Legislative	
A/CAO	X - T. Perreault	Purchasing	X - V. Cropp

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Regular Board – July 25, 2024

AUTHOR: Vanessa Schilling, Purchasing and Risk Officer

SUBJECT: 2111601 HVAC PREVENTIVE MAINTENANCE AND REPAIR SERVICES – CONTACT EXTENSION

RECOMMENDATION(S)

- (1) THAT the report titled 2111601 HVAC Preventative Maintenance Repair Services – Contract Extension be received for information.
- (2) AND THAT; the contract with K&R Commercial Refrigeration Ltd for HVAC preventive maintenance and repair services, be extended for up to two (2) years.
- (3) AND THAT, the contract with K&R Commercial Refrigeration Ltd be increased from \$99,390 to \$ 227,000 (excluding GST);
- (4) AND FURTHER THAT. the delegated authorities be authorized to execute the contract.

BACKGROUND

The Sunshine Coast Regional District (SCRD) has a contract with K&R Commercial Refrigeration Ltd to provide preventative maintenance and repair services for the SCRD's HVACs. During the past three (3) years we have noted that our equipment has been requiring additional repair work due to their age. The contract will expire on September 30, 2024, and can be extended up to two (2) years.

The purpose of this report is to seek Board approval to extend the existing contract with K&R Commercial Refrigeration Ltd for preventative maintenance and repair services for the SCRD's HVACs. As the contract value is above \$100,000, such an extension requires Board approval.

DISCUSSION

Contract Extension

The original contract has the ability for the contract extension. Staff recommend extending the contract for up to a two-year term with an increased repair contingency to address the aging of the equipment.

Financial Implications

Preventative maintenance and repairs services are administered and funded through:

- Taxation for the [640] Gibsons and District Public Library.
- User group fees for [310] Public Transit [370] Regional Water Services and [366] South Pender Harbour Water Treatment Plant
- User support services for the [114] Administration Office Building Maintenance

- User Group Fees and Taxation for [613] Recreation Facility Maintenance and [625] Pender Harbour Aquatic and Fitness Centre Operations

The table below shows the breakdown of the overall contract price. The current extension will result in a total contract value of \$227,000 which will require Board approval to proceed.

	Cost
Original Contract Value – 3 years	\$99,390
Proposed Extension – up to 2 years	\$127,610
Total Contract Value	\$227,000

STRATEGIC PLAN AND RELATED POLICIES

The purchasing process followed for this service aligned with the SCRD’s Procurement Policy

CONCLUSION

The SCRD entered into a three-year contract in 2021 with K&R Commercial Refrigeration for preventative maintenance and HVAC repairs services with the option to extend for up to two additional years.

Staff are recommending exercising the right to extend the contract for up to an additional two-year period. This contract execution will result in a total contract value of \$227,000 (plus GST), which requires board approval to proceed

Attachments: none

Reviewed by:			
Manager	X – A. Kidwai X – G.Donn	Finance	X- A. Taylor
GM	X – S. Gagnon	Legislative	
A/CAO	X-T.Perreault	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: SCRD Board – July 25, 2024

AUTHOR: Valerie Cropp – Manager, Purchasing and Risk Management

SUBJECT: **CONTRACTS BETWEEN \$50,000 AND \$100,000 FROM APRIL 1, 2024, TO JUNE 30, 2024**

RECOMMENDATION

(1) THAT the report titled Contracts between \$50,000 and \$100,000 from April 1 to June 30, 2024, be received for information.

BACKGROUND

The Sunshine Coast Regional District's (SCRD) Delegation Bylaw No. 710 directs staff to provide the Committee with a quarterly report of all new contracts entered into that fall between \$50,000 and \$100,000.

This report includes vendor, purpose, function, amount and the authoritative budget.

DISCUSSION

A total of 149 contracts/purchase orders were issued during the time period April 1, 2024, to June 30, 2024, with 7 valued between \$50,000 and \$100,000.

	Supplier	Account Code	Awarded	Budget
1.	Boundary Consulting Services Ltd.	345 – Port Services	\$78,542.40	Capital
	2334502-1 - Engineering Services Hopkins Landing Capital Upgrades			
2.	Aeroquest Mapcon	506 – Geographic Information Services / 510 – Civic Addressing	\$74,913.00	Capital
	2150602 - Mapping Orthophoto Imagery Refresh			
3.	CDW Canada Inc.	117 – Information Technology	\$50,545.43	Operating
	VMware vSphere Foundation - Commitment Plan 3 Years - 1 core			
4.	Canadian Linen & Uniform Service	312 – Maintenance Facility / 310 – Public Transit / 114 – Admin Offices Building Maintenance	\$55,000.00	Operating
	2331201 - Coveralls, Mats, and Towel Service			
5.	M.C. Wright and Associates Ltd.	540 – Hillside Development Project	\$69,970.80	Operating
	2454002 - Contract Services for Environmental Studies and Management Planning Services for Hillside Industrial Park as per General Service			
6.	Salish Soils Inc.	355 – Refuse Collection	\$90,000.00	Operating
	2435203 – Interm Curbside Collection Services			
7.	Spot Solutions Ltd.	117 – Information Technology	\$76,140.00	Operating
	2411001 - Development Services for SharePoint			

STRATEGIC PLAN AND RELATED POLICIES

The disclosure of Contract Awards aligns with the Board’s Procurement Policy and Delegation Bylaw.

CONCLUSION

SCRD Delegation Bylaw No. 710 requires that a report be provided quarterly to the Committee on contracts between \$50,000 and \$100,000.

Reviewed by:			
Manager		Finance	
GM		Legislative	
A/CAO & CFO	X-T.Perreault	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: SCRD Board – July 25, 2024

AUTHOR: Brad Wing, Manager, Financial Services

SUBJECT: **DIRECTOR CONSTITUENCY AND TRAVEL EXPENSES FOR PERIOD ENDING JUNE 30, 2024**

RECOMMENDATION

THAT the report titled Director Constituency and Travel Expenses for Period Ending June 30, 2024 be received for information.

BACKGROUND

The 2024 Financial Plan for line items Legislative Services and UBCM/AVICC Constituency Expenses provide a combined budget of \$20,300. The applicable policy provides a maximum \$2,500 allowance per Director from Legislative Services [110] and an additional \$1,000 for Electoral Area Directors from UBCM/AVICC [130] for the expense of running an elected official office.

Travel expenses budgeted within Legislative Services and UBCM/AVICC – Electoral Area Services total \$34,544 for mileage, meals, hotel and other various charges associated with travelling or attending conferences on Sunshine Coast Regional District (SCRD) business, as outlined under the applicable Board policy.

DISCUSSION

The total amount posted to Constituency Expenses for the six-month period ending June 30, 2024 is \$6,540 leaving a remaining budget of \$13,760 (68%).

The total amount posted to Legislative and UBCM/AVICC Travel Expenses is \$28,513 leaving a remaining budget of \$6,031 (17%).

Figures are based on expense reports and invoices submitted to Payroll up to July 12, 2024 for the three-month period ended June 30, 2024 and a breakdown by Electoral Area is provided below.

Electoral Area	Constituency Expense	Travel Expense (Excluding GST)
Area A - Leonard Lee	\$1,443	\$12,255
Area B - Justine Gabias	972	2,860
Area D - Kelly Backs	1,644	2,611
Area E - Donna McMahon	392	3,081
Area F - Kate-Louise Stamford	258	3,684
DOS - Darren Inkster	448	160
DOS - Alton Toth	760	297
TOG - Silas White	623	3,565
sNGD - Philip Paul	-	-
YTD Totals	\$6,540	\$ 28,513

STRATEGIC PLAN AND RELATED POLICIES

Applicable Board policies:

- 5-1800-1 - Reimbursement of Travel and Other Expenses
- 5-1800-2 - Constituency Expenses

An amended *Reimbursement of Travel and Other Expenses* policy was approved by the Board on October 14, 2021.

An amended *Constituency Expenses* policy was approved by the Board on February 9, 2023.

CONCLUSION

The 2024 Financial Plan for Constituency Expenses and Travel Expenses provides a total budget of \$54,844. For the six-month period ending June 30, 2024, the total amount posted to Constituency and Electoral Expenses is \$35,053 resulting in a remaining budget of \$19,791.

Reviewed by:			
Manager		CFO	
GM		Legislative	
A/CAO	T. Perreault	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: SCRD Board – July 25, 2024

AUTHOR: Sherry Reid, Corporate Officer

SUBJECT: **ALTERNATIVE APPROVAL PROCESS RESULTS – GIBSONS / WEST HOWE SOUND FIRE PROTECTION SERVICE PUMPER APPARATUS REPLACEMENT PROJECT LOAN AUTHORIZATION BYLAW NO. 765, 2024**

RECOMMENDATION

(1) THAT the report titled *Alternative Approval Process Results – Gibsons / West Howe Sound Fire Protection Service Pumper Apparatus Replacement Project Loan Authorization Bylaw No. 765, 2024* be received for information.

BACKGROUND

The deadline for the receipt of elector response forms for the *Gibsons / West Howe Sound Fire Protection Service Pumper Apparatus Replacement Project Loan Authorization Bylaw No. 765, 2024* alternative approval process was 4:30 p.m. on Monday, July 15, 2024.

DISCUSSION

The Corporate Officer's Certification of the results for the Alternative Approval Process is attached. In total, 45 response forms were submitted and 44 were certified as valid. As elector response forms were received from less than 10% electors in the service area (calculated at 845), elector approval has been obtained and the Board may consider adoption of *Gibsons / West Howe Sound Fire Protection Service Pumper Apparatus Replacement Project Loan Authorization Bylaw No. 765, 2024*.

A breakdown of submissions is provided below:

Participating areas	Valid Elector Responses
E – Elphinstone	20
F – West Howe Sound	6
Town of Gibsons	18
TOTAL VALID RESPONSES	44

CONCLUSION

Staff recommend receipt of this report.

Reviewed by:			
Manager		Finance	
GM		Legislative	
A/CAO	X – T.Perreault	Other	



SUNSHINE COAST REGIONAL DISTRICT

Corporate Officer's Certification

I, the undersigned Corporate Officer, as the person assigned responsibility for corporate administration under section 236 of the *Local Government Act*, certify the results of the alternative approval process that was conducted to obtain the approval of the electors for the *Gibsons/West Howe Sound Fire Protection Service Pumper Apparatus Replacement Project Loan Authorization Bylaw No. 765, 2024*, as follows:

Number of valid elector response forms received before the deadline	44
---	----

10% of electors in the service area	845
-------------------------------------	-----

On the basis of the elector response forms received before the deadline, I have determined and hereby certify that elector approval in accordance with Section 86 of the *Community Charter* has been obtained.

DATED this 16th day of July, 2024.



Sherry Reid, Corporate Officer



File: ARCS-048-22339 / ARRP IN

Reference: 410993

July 10, 2024

SENT VIA EMAIL

To whom it may concern:

The Environmental Assessment Office (EAO) wishes to notify you of its upcoming legislative review of the [Environmental Assessment Act, 2018](#) (the Act). The Act outlines the process for conducting assessments for major projects in British Columbia that are reviewable under the Act and carrying out monitoring, compliance, and enforcement activities on those projects.

As [required by the Act](#), the Minister of Environment and Climate Change Strategy must initiate a review of the Act within five years of the Act coming into force (December 16, 2019). This means the review must begin by December 16, 2024, as seen below:

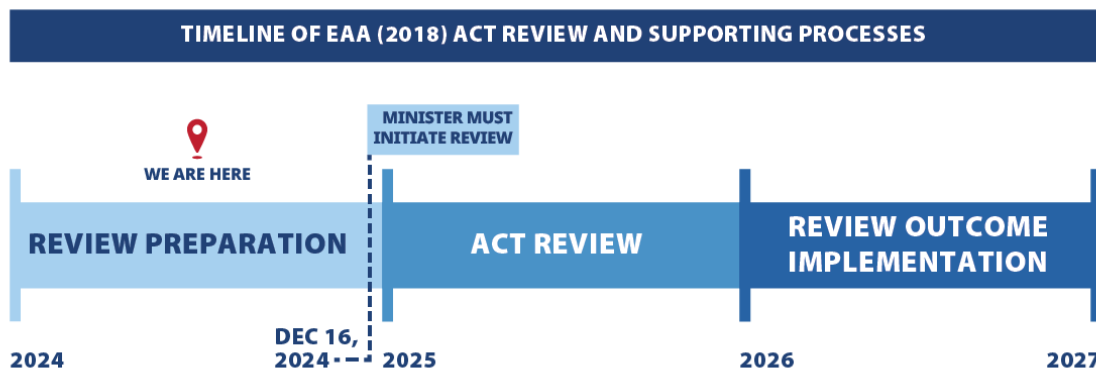


Figure 1: Timeline of the Environmental Assessment Act (2018) Act Review and Supporting Processes.

...2

As part of the review preparation phase, the EAO will be engaging with First Nations, industry associations, and other associations including the Union of BC Municipalities (UBCM), to identify potential areas of focus for the review. This initial engagement, which will take place during the summer of 2024, will focus only on issues identification so that the EAO can be sure it understands what the key issues are with the Act. The EAO will not consider making changes to the Act until after the Act Review has begun.

If you would like to notify us of any issue with the Act and/or its regulations that you have identified, please contact UBCM with this information. Once the Act Review has begun, local governments, and all other interested and affected groups, will have the chance to participate in a future round of engagement.

Further information

If you have any questions related to the Act Review or the upcoming engagement of industry associations, please contact EAO.ActReview@gov.bc.ca.

Sincerely,

A handwritten signature in blue ink, appearing to read "Chris Trumpy".

Chris Trumpy
A/Chief Executive Assessment Officer and Associate Deputy Minister



June 21, 2024

Director Lee, Chair
and Directors
Sunshine Coast Regional District
1975 Field Road
Sechelt, BC V0N 3A1
Sent by email: info@scrd.ca

**Re: 2024-2028 Community Forest Operating Plan
Sunshine Coast Community Forest**

Dear Chair and Directors of the Board,

On behalf of Sunshine Coast Community Forest, please accept our invitation to review and comment on our 2024-2028 Community Forest Operating Plan. We would like to extend an offer to meet with you and the Directors to present this plan in more detail. We consider our relationship with the Sunshine Coast Regional District as an important and necessary part of this planning process.

As part of our Management Plan which is embedded into our Community Forest Agreement, we have committed to following a higher level of Public, Government, and First Nations consultation and communication.

CFOP was developed in 2011 under the guidance of Community Advisory Board (circa 2007 to 2013) and included input from the public. The operation planning process is continually evolving in conjunction with our Community Forests. In April 2021, we re-introduced this Operating Plan, emphasizing extensive engagement with the local community, government authorities, and the Shishalh Nation. Subsequently, the BC Government initiated substantial programs addressing old growth deferrals and regulatory modifications. Additionally, we've completed our Ecosystem Based Management (EBM) plan and this 2024 Operating Plan has been revised to encompass its strategies, which we are pleased to share with our community. The highlights of this plan include:

- Elements of Ecosystem-Based Management (EBM) are integrated into the document.



SUNSHINE COAST COMMUNITY FOREST

- The map shows Conservation Areas, incorporating ecosystem conservation principles.
- 42% of forests are designated as Conservation Areas, aligning with SCCF policies.
- SCCF policies include no harvesting of Old Growth forests, a moratorium on logging in Chapman Watershed, and protection of vulnerable ecosystems and species at risk.
- The plan emphasizes a shift from Clearcutting to Retention silviculture systems.
- Retention silviculture preserves structural elements within original stands, promoting long-term ecological diversity.
- Harvest openings are acceptable if they support ecosystem health, biodiversity, and sustained tree growth.
- The plan incorporates Intermediate (Partial Cutting) practices for commercial thinning and wildfire risk reduction. Approximately 25% of harvesting is planned as Intermediate Cuts.

In summary, this document outlines our present status, encompassing proposed cut-blocks, harvest schedules, our operational strategies and practices, and updates on completed harvesting activities.

This iteration is annually driven and shared with the public on our website, in meetings with the shíshálh Nation, District of Sechelt and the Sunshine Coast Regional District. Community Associations and local trail groups (i.e. Sunshine Coast Trail Society, Coast Mountain Bike Trail Association) will be contacted for comments.

The Operating Plan maps, data tables and the CF Operation Plan Guidelines for the proposed blocks and roads are available at: <https://www.sccf.ca/forest-operations>



SUNSHINE COAST COMMUNITY FOREST

Public Engagement

Through the CFOP planning process, SCCF will remain connected to the public with operational detailed maps showing future block development up to 5 years. The intent is to highlight new planned blocks and roads when they occur on the plan, and to solicit comments for those blocks. During this proposal stage of CFOP, as in the review period SCCF will arrange webinars, stakeholder interviews/field walks to new blocks and SCCF will be accepting comments for review and consideration. The webinars are open to the public and advertised in local newspapers and on the website so that the public can participate in this process. The public, shíshálh Nation and Local Government's role in the CFOP process is to review the document and make suggestions for consideration.

A summary of comments and recommendations will be completed by SCCF Management and brought to the SCCF Board of Directors for review and approval. An approval decision will mean that further field location and planning may proceed. Stakeholders directly affected may be consulted further for feedback as the block passes different gates in the CFOP plan. It is important to note that as the block progresses through the gates, it will be more difficult to change block/road plans.

We request all comments from the SCR D to be registered by Aug 1st, 2024 for inclusion in this plan.

Thank you for your time.

Warren Hansen, RPF
Managing Forester – Operations

From: Heidi Siller

Sent: Thursday, May 30, 2024 12:27 PM

To: Leonard Lee

Cc: Mayor White

Subject: Request for Support - BC Ferries Advisory Committee Community Engagement Procedures

Dear Chair & Board Members,

At the May 7, 2024 council meeting, a resolution was passed unanimously requesting that BC Ferries be contacted to request change to their community engagement procedures. Only two weeks later, the BC Ferries Commissioner's response to BC Ferries' Annual Report on Public Engagement Activities also recognized that "engagement with ferry dependent communities has deteriorated." This response is available on the BC Ferries Commissioner's website.

We are seeking support for this position from neighbouring local governments. While we don't expect you to endorse every word of the attached letter, or to write an equally lengthy letter of your own, we would appreciate it if you wrote BC Ferries a letter of support for the Town of Gibsons' position that:

- change is needed in how BC Ferries advances and regards community engagement in ferry dependent communities;
- Ferry Advisory Committees, in representation of our communities, should not be solely accountable to BC Ferries but also, or rather, to our local communities via local governments; and
- in coordination with the role of FACs, BC Ferries should pursue a model of dedicated engagement with local governments of ferry dependent communities.

We all know how concerned our residents are with BC Ferries service, on a daily basis. Our FACs are represented by hard-working and knowledgeable individuals, but through an unusual structure created by BC Ferries whereby FACs are (increasingly) accountable to them, not to us. We would prefer a model where we have a closer relationship with our FAC on behalf of our communities, rather than be a spectator to the ongoing relationship BC Ferries–FAC relationship, and also have more opportunity for input to BC Ferries on grander strategic and political issues that go beyond user experience.

If you choose to support our position, or write with one of your own, please copy us on your correspondence

Thank you.

Silas White, Mayor

Town of Gibsons

Agenda Note:

Attachment A - Letter from Mayor White, Town of Gibsons, to BC Ferries, dated May 30, 2024

Attachment B - Letter from BC Ferries to Mayor White, Town of Gibsons, dated July 9, 2024

Attachment C - Letter from qathet Regional District to BC Ferries, dated July 8, 2024

Attachment A



TOWN OF GIBSONS

PO Box 340
474 South Fletcher Road
Gibsons BC | V0N 1V0

T 604-886-2274

F 604-886-9735

info@gibsons.ca

www.gibsons.ca

OFFICE OF THE MAYOR | SILAS WHITE

May 30, 2024

0530-60

Chair Joy MacPhail
Board of Directors, BC Ferries
c/o Jason Barabash
General Counsel and Corporate Secretary, BC Ferries
Via email: Jason.barabash@bcferries.com

Dear Chair MacPhail:

RE: BC Ferries Advisory Committee Community Engagement Procedures

At the May 7, 2024 council meeting, a resolution was passed unanimously requesting that BC Ferries be contacted to request change to your community engagement procedures, to better recognize and integrate the role and capacity of elected local governments to represent ferry dependent communities. It is no coincidence that only two weeks later, the BC Ferries Commissioner's response to BC Ferries' Annual Report on Public Engagement Activities also recognized that "engagement with ferry dependent communities has deteriorated."

In Gibsons, we are definitely one of these communities. Sadly, we are associated with hosting the regrettable "breaking point" where a threat was uttered at a public engagement meeting on September 20, 2023, halting any further community engagement for about half a year. As mayor, I am terribly ashamed and sorry that this happened in our town, especially because we've been making positive strides in the past term to hold meaningful and respectful community dialogues. That said, we can only say that "We *wish* we could've helped"—because BC Ferries scheduled the meeting when we and the other Sunshine Coast local governments (including the shíshálh Nation) were attending the Union of BC Municipalities. This fact alone demonstrates BC Ferries' lack of regard for the local governments democratically elected to speak for our ferry dependent communities.

We'll acknowledge that recent history in this area is fraught, with the Town of Gibsons, District of Sechelt and SCRD, while struggling to govern during COVID restrictions, all voting to support the proposed reservations trial in 2021 that had not been sufficiently sounded out with the community at large—by ourselves *or* BC Ferries. When BC Ferries subsequently cancelled the trial, one of its key messages was "More community conversation is needed."

But there has been none, in three years. Yet we can assure you that one thing we have no shortage of on the Sunshine Coast is discussion *about* BC Ferries. Just very little *with* BC Ferries. We all need to do better.

TOWN OF GIBSONS

"Nature is our most valuable asset"

The Commissioner also reports accurately that “FACs are the primary vehicle for ongoing public engagement with coastal communities.” Our Council finds this problematic, at least in its current format. While we admire and value the devotion and deep immersion of our community members who serve on the FAC, we also recognize that FACs are somewhat of a Frankenstein’s monster given life by BC Ferries. Oddly, BC Ferries selects and theoretically(?) holds accountable people to represent our local communities, while our local governments have no say except for each of us appointing a liaison. (And unfortunately, scheduling a meeting during UBCM is the norm, not the exception, and three successive liaisons at the Town of Gibsons have reported it challenging to effectively engage via our FAC.)

Even more oddly, our elected regional district board does have the ability to endorse a candidate for the BC Ferries Authority Board. We submitted an excellent candidate who split time between Vancouver and Grantham’s Landing (perfect to represent both sides of our route, right?), yet were told by the Metro Vancouver behemoth that it was “their turn” to recommend the appointment. Maybe we would get someone from Bowen Island? Nope, a former elected official from Pitt Meadows was appointed to represent us! So much for coastal, ferry dependent communities...

In response to the Commissioner’s concerns, we remind you that elected local governments represent our local communities. Especially with the Sunshine Coast’s only official influence in BC Ferries governance absurdly usurped by Pitt Meadows, our local governments could have more of a role in the appointments and community accountability of our FACs. Furthermore, we wonder if BC Ferries might consider balancing off FACs as “the primary vehicle for ongoing public engagement” with two or three regional bodies of elected officials from ferry dependent communities similar to the Translink “Mayors’ Council.” FACs could consider and make technical advice on user experience to both BC Ferries and the elected officials groups, and the elected officials could advocate to BC Ferries, the provincial government and federal government.

Speaking of advocacy, another flaw of FACs being the primary vehicle of community representation to BC Ferries is that some of the big issues that warrant consultation beyond individual consumer concerns seem to get missed. A case in point is our community has not been consulted on BC Ferries’ capital plans, including for a replacement vessel that will reportedly hold 17% more vehicles than the *Queen of Surrey*. We don’t know what the rationale and options were, but we are concerned about worsening the BC Ferries gridlock that grinds down our town at both regular and irregular frequencies in the summer especially. How do we help to address this with infrastructure planning with the Ministry of Transportation and Infrastructure? Working with us on such considerations would be mutually beneficial.

Coming up on the halfway point of our four-year political term, I’ve so far managed to get two meetings with BC Ferries—one recently with CEO Jimenez, and another last year with Brian Anderson and Karen Johnston. Not for a lack of trying. These were excellent, informative meetings (highlighted by CEO Jimenez’s refreshing affirmation that BC Ferries is a “public system, a public service”), but why is all the onus on local governments to try to connect with you? I understand the mayors of Sechelt and Powell River also partnered up to meet the CEO in Victoria last year. Otherwise, the mayor of Bowen Island and I have had a few conversations pondering what scant opportunities we have to work together to represent our ferry dependent communities’ concerns to BC Ferries and the Province, which probably most accurately represents our frustrating relationship with your corporation: local government engagement is ad hoc and uncertain, at best.

At the last couple FAC meetings I attended or listened to, a considerable amount of staff work was put into planning and organizing the engagement, exhaustively detailed to us blow-by-blow, which recently took up the first hour of the meeting. Could some of this enthusiastic and meticulous staff work be re-deployed to engage our

TOWN OF GIBSONS

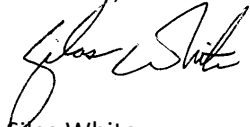
“Nature is our most valuable asset”

local governments on strategic issues, or to set up a more accountable and collaborative connection between us and the FAC?

We would appreciate your consideration of, and a response to, this important concern. Should you have any questions or require further information, please do not hesitate to contact Heidi Siller, Executive Assistant, directly at hsiller@gibsons.ca.

Thank you for your attention, and we look forward to your response.

Sincerely,



Silas White
Mayor of Gibsons

cc.: District of Sechelt, Mayor & Council
shíshálh Nation Government District, híwus & Council
Sunshine Coast Regional District, Chair & Board
City of Powell River, Mayor & Council
qathet Regional District, Chair & Board
Bowen Island Municipality, Mayor and Council
British Columbia Ferry Commission
British Columbia Ferry Authority
Minister of Transportation and Infrastructure
Southern Sunshine Coast Ferry Advisory Committee
MLA Nicholas Simons



Attachment B



OFFICE OF THE CHAIR

British Columbia Ferry Services Inc.
500 – 1321 Blanshard Street
Victoria, BC V8W 0B7
Tel (250) 978-1710
Fax (250) 978-1953
www.bcferrries.com

July 9, 2024

Silas White
Mayor of Gibsons
PO Box 340
474 South Fletcher Road
Gibsons BC | VON 1V0

Dear Mayor White,

Thank you for your letter dated May 30, 2024 regarding the opportunities to better recognize and integrate elected local governments in BC Ferries' engagement processes. It was a pleasure for Nicolas and I to meet with you in person, and to hear more of your thoughts. I have also shared your letter with Lindsay Matthews, BC Ferries' Vice President of Public Affairs and Marketing for her, and her team's awareness. I know you have also spoken with her and that her team welcomes continued discussions.

As we spoke about, we agree that the current model needs improvement. And your feedback regarding the opportunity to draw in local governments in a more meaningful way, comes at an opportune time as BC Ferries is actively reviewing and enhancing our external engagement efforts. I understand that you attended the last Southern Sunshine Coast Ferry Advisory Committee (FAC) meeting and the recent Sunshine Coast community workshop, and will be familiar with the engagement efforts we're undertaking to review and prioritize the feedback we've heard from communities. I've asked staff to ensure the results of these engagement efforts are shared directly with your office.

As part of this prioritization effort, we are also working closely with the Province to share ideas or recommendations that are outside BC Ferries' area of responsibility. Many of these ideas could also benefit BC Ferries' customers and we are open to understanding how we can support the conversations Gibsons is having with the Ministry of Transportation and Infrastructure.

Beyond that, I agree that there are opportunities for us to work with and hear from elected representatives, as well as to enable more open and collaborative engagement directly with members of the communities. Your perspective that the existing FAC structure doesn't support fulsome engagement is one that we are hearing from others, and we are actively considering ways we can improve our engagement efforts to be more effective in responding to the feedback and ideas we hear from communities. This perspective also aligns with a recommendation from the BC Ferries Commissioner, which states that BC Ferries should "develop and document a strategy for ongoing engagement with local and regional government, and Chambers of Commerce in the communities BC Ferries serves".

While there is more to be done, BC Ferries has taken steps over the past year to enhance its connections with local governments and communities including involving local and regional government bodies in the [Charting the Course](#) visioning process, regular community engagement sessions, the creation of online [community pages](#), and ongoing engagement with shíshálh Nation and other Nations on whose territory we operate.

To continue improving our external engagement practices, the organization recently created and hired a new leadership role of Executive Director of External Engagement. In this role, Morningstar Pinto has responsibility for all the company's community, government, and Indigenous relations efforts, including opportunities to be more strategic in how that work is undertaken. You can expect to hear from Lindsay and Morningstar shortly to follow-up further and set up time to discuss your feedback.

Regarding appointments to the BC Ferry Authority Board, I have included my colleague David Levi, who is chair of that board, who may be able to provide some context on the decision making process for the community representative.

Thank you for your letter and I look forward to our continued collaboration to deliver ongoing improvements for how BC Ferries can engage the people of Gibsons and in all the communities we serve.

Sincerely,



Joy MacPhail
Chair, Board of Directors
British Columbia Ferry Services Inc.

cc: BC Ferries, CEO
BC Ferries, Vice President, Public Affairs and Marketing
BC Ferries, Executive Director, External Engagement
Chair, BC Ferry Authority Board
District of Sechelt, Mayor & Council
shíshálh Nation Government District, híwus & Council
Sunshine Coast Regional District, Chair & Board
City of Powell River, Mayor & Council
qathet Regional District, Chair & Board
Bowen Island Municipality, Mayor and Council
British Columbia Ferry Commission
Minister of Transportation and Infrastructure
Southern Sunshine Coast Ferry Advisory Committee
MLA Nicholas Simons



July 8, 2024

Chair Joy MacPhail
Board of Directors, BC Ferries
c/o Jason Barabash
General Counsel and Corporate Secretary, BC Ferries

Sent Via Email: Jason.barabash@bcferries.com

RE: REQUEST TO CHANGE TO BC FERRIES COMMUNITY ENGAGEMENT PROCEDURES

Dear Chair MacPhail:

On behalf of the qathet Regional District (qRD) Board of Directors, I am writing to express our strong support for the Town of Gibsons' position on the need for changes in BC Ferries' approach to community engagement in ferry-dependent communities. In this regard, the qRD is also highlighting the importance of the following recommendations from the Town of Gibsons:

- **Enhanced Community Engagement:** BC Ferries must improve its community engagement efforts, ensuring that ferry-dependent communities are actively involved and heard.
- **Strengthened Relationships with Local Governments:** BC Ferries should establish dedicated engagement with the local governments of ferry-dependent communities, fostering collaboration and two-way communication.

The BC Ferries Commissioner's response to BC Ferries' Annual Report on Public Engagement Activities highlighted that "The FACs are the primary vehicle for ongoing public engagement with coastal communities" and noted that, "engagement with ferry-dependent communities has deteriorated."

The inconsistency of service and lack of effective communication between BC Ferries, local governments, and FACs have caused unnecessary hardship for families and businesses in our region. Key impacts include:

- **Tourism Revenue Loss:** Inadequate ferry services deter potential visitors, adversely affecting local accommodations, festivals, restaurants, and bars. This not only hurts individual businesses, but also undermines the overall economic prosperity of qathet.
- **Business Disruption:** Delays in commercial traffic due to service disruptions leads to financial losses, and reduced productivity for local businesses.
- **Event Challenges:** Events like the BC Bike Race have left our community due to unreliable ferry services. This is a dangerous precedent that has significant implications for event organizer's interest in hosting events in our region, and limits options for local participation and economic benefit.



-
- **Personal Hardships:** Residents are experiencing higher costs for out-of-town appointments because of unreliable ferry services. The ferry reservation system is unfair, favoring those who can afford to pay for reservations, ensuring they can travel. This added expense increases travel insecurity and financial hardship for those who can't afford reservations. Additionally, reservations are often bought in bulk and traded in Facebook groups, which requires individuals to have Facebook accounts and know about these groups.
 - **Educational Impacts:** Students on school trips risk being stranded by ferry interruptions, reducing educational opportunities and affecting learning experiences.
 - **Lack of Connector Routes to rural areas:** The lack of cooperation between sailing routes and the inability to establish public transportation links between qathet and Vancouver worsens transportation challenges, increases travel time, and results in further accessibility issues.
 - **Employment Inadequacies:** BC Ferries' inability to compete with higher wages offered by other employers, such as Seaspan, results in crew shortages. In the 2023 fiscal year, 40 percent of all cancelled sailings were due to staffing challenges, highlighting the urgent need for competitive wages and better working conditions.

The ongoing poor performance from BC Ferries has become a pressing issue in our coastal community, and we urge BC Ferries to take a leadership role in repairing and strengthening relationships with our residents and governing bodies through regular updating to local governments. This issue has become so critical that the qRD brought our concerns directly to the Minister of Transportation of Infrastructure at the 2023 Union of British Columbia Municipalities conference. On behalf of our community, we are advocating for greater transparency and collaboration with our governments. This includes greater communication and involvement in the appointment of members to local FACs, and BC Ferry Authority Board, increased opportunities for local public engagement in our community, and regular information sharing with our governments regarding BC Ferries activities, initiatives, and service updates/changes.

We appreciate BC Ferries' recent in-person visit to the qathet region and the community workshop hosted on July 3, 2024 at the Town Centre Hotel in Powell River, B.C., and we hope that this meeting provided BC Ferries with critical localized knowledge and needs. It is our strong hope that BC Ferries will prioritize these action items and report back to our community and to our local governments within a reasonable timeframe through a comprehensive What We Heard report.

Our Board and senior management team would welcome the opportunity to meet with your organization to discuss our position, and goals in this regard. Should you be open to a meeting, please contact Michelle Jones, Manager of Administrative Services, at mjones@qathet.ca to schedule a meeting. We look forward to your timely response.



Moving forward, we urge BC Ferries to adopt revised Terms of Reference for FACs that prioritizes building relationships and transparent reporting structures with local governments, create and maintain in-person opportunities for greater two-way communications with community members, and foster equitable and accountable collaboration to ensure the welfare and prosperity of our ferry dependent region.

Sincerely,

Clay Brander, Chair

Cc. Carrie McIntosh, Director, Community Relations, BC Ferries,
engagement@bcferries.com

Tamara Olson, Community Relations Manager, BC Ferries, tamara.olson@bcferries.com

Mayor Silas White, Town of Gibsons, swhite@gibsons.ca

Heidi Siller, Executive Assistant, Town of Gibsons, hsiller@gibsons.ca

SUNSHINE COAST REGIONAL DISTRICT**BYLAW NO. 765**

A bylaw to authorize the borrowing of up to One Million and Four Hundred and Ninety-Nine Thousand Five Hundred Dollars for the Gibsons/West Howe Sound Fire Protection Service Pumper Apparatus Replacement Project

WHEREAS the Board of the Sunshine Coast Regional District has established by Bylaw No. 1027, a service for the purpose of providing fire protection within the Town of Gibsons and a defined area within the Electoral Areas of Elphinstone (Area E) and West Howe Sound (Area F);

AND WHEREAS the Board of the Sunshine Coast Regional District wishes to replace the Gibsons/West Howe Sound Fire Protection Service Pumper Apparatus;

AND WHEREAS the Board of the Sunshine Coast Regional District wishes to borrow for debt incurred by the Gibsons/West Howe Sound Fire Protection Service Pumper Apparatus Replacement Project (the "Project");

AND WHEREAS the estimated cost of the Project, including expenses incidental thereto, that is not covered by other sources of revenue, is the sum of up to One Million and Four Hundred and Ninety-Nine Thousand Five Hundred Dollars (\$1,499,500) which is the amount of debt created by this bylaw;

AND WHEREAS the maximum term for which a debenture may be issued to secure the debt created by this bylaw is for a term not to exceed ten (10) years;

AND WHEREAS the authority to borrow under this bylaw expires five (5) years from the date on which this bylaw is adopted;

AND WHEREAS the Board of the Sunshine Coast Regional District has obtained the approval of electors in the Gibsons/West Howe Sound Fire Protection service area;

NOW THEREFORE, the Board of the Sunshine Coast Regional District in open meeting assembled, enacts as follows:

1. This bylaw may be cited as *Gibsons/West Howe Sound Fire Protection Service Pumper Apparatus Replacement Project Loan Authorization Bylaw No. 765, 2024*.
2. The Board is hereby empowered and authorized to undertake and carry out or cause to be carried out the Gibsons/West Howe Sound Fire Protection Service Pumper Apparatus Replacement Project serving the Gibsons/West Howe Sound Fire Protection service area generally in accordance with plans on file in the regional district office and to do all things necessary in connection therewith and without limiting the generality of the foregoing:

- a) To borrow upon the credit of the Regional District a sum not exceeding One Million and Four Hundred and Ninety-Nine Thousand Five Hundred Dollars (\$1,499,500);
 - b) To acquire all such real property, easements, rights-of-way, licenses, rights or authorities as may be requisite or desirable for or in connection with Gibsons/West Howe Sound Fire Protection Service Pumper Apparatus Replacement Project.
3. The maximum term for which debentures may be issued to secure the debt created by this bylaw is ten (10) years.

READ A FIRST TIME	this	28 th	day of	March, 2024
READ A SECOND TIME	this	28 th	day of	March, 2024
READ A THIRD TIME	this	28 th	day of	March, 2024
APPROVED BY THE INSPECTOR OF MUNICIPALITIES	this	29 th	day of	May, 2024
RECEIVED THE APPROVAL OF THE ELECTORS	this	15 th	day of	July, 2024
ADOPTED	this	25 th	day of	July, 2024

CORPORATE OFFICER

CHAIR

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: SCRD Board Meeting- July 25, 2024

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

SUBJECT: 2024-2028 FINANCIAL PLAN BYLAW AMENDMENTS

RECOMMENDATION(S)

- (1) THAT the report titled 2024-2028 Financial Plan Bylaw Amendments be received for information;**
 - (2) AND THAT the 2024-2028 Financial Plan Bylaw (764.1) and related schedules be amended to include changes from February 23 to July 11, 2024.**
-

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 year. The Sunshine Coast Regional District (SCRD) adopted its *2024-2028 Financial Plan Bylaw No. 764* at the February 22, 2024 Regular Board Meeting.

Since the adoption of Financial Plan Bylaw 764, there have been several amendments approved through resolution which are then required to be reflected in the Bylaw. This provides transparency and accountability from a financial reporting perspective as the SCRD only otherwise reports on the original Financial Plan. Depending on the volume of amendments in a year, the Financial Plan Bylaw be brought forward once or twice a year (July and December).

The purpose of this report is to formally amend the 2024-2028 Financial Plan Bylaw 764 for the cumulative amendments approved at and after February 22, 2024.

DISCUSSION

Since February 22nd, there have been 6 requests to amend the 2024-2028 Financial Plan. These items have been incorporated into the revised 2024-2028 Financial Plan Bylaw amendment (764.1)-amended Schedule A, included as part of today's Board agenda.

Financial Implications

All related amendments have been included in the 2024-2028 Financial Plan with the financial implications reflected as part of the Financial Plan Bylaw 764.1.

Timeline for next steps or estimated completion date

Bylaw 764.1 and related Financial Schedules are included as part of the July 25, 2024 Board agenda for three readings and adoption.

STRATEGIC PLAN AND RELATED POLICIES

Formalizing amendments to the Financial Plan Bylaw are legislatively required and follow the Boards Financial Sustainability Policy.

CONCLUSION

The SCRD adopted its original *2024-2028 Financial Plan Bylaw No. 764* on February 22, 2024.

There have been 6 additional requests for amendment Financial Plan Bylaw amendment (764.1) included as part of today's Board agenda.

Attachment A- Summary of 2024-2028 Financial Plan Bylaw Amendments

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X –		

Attachment A

Summary of 2024-2028 Financial Plan Bylaw Amendments from February 23 - July 11, 2024

	Date	Res. No	Recommendation No.	Function	Recommendation
1	28-Mar-24	101/24	N/A	650	<p>Katherine Lake Park Access Road Emergency Remediation and Upgrades</p> <p>THAT the report titled Katherine Lake Park Access Road Emergency Remediation and Upgrades be received for information;</p> <p>AND THAT immediate remediation and upgrades of Katherine Lake Park access road of \$200,000 be approved and funded by Community Works Funding with a contribution of \$50,000 each from Electoral Area A, Electoral Area B, Electoral Area D and Electoral Area E;</p> <p>AND FURTHER THAT the 2024-2028 Financial Plan Bylaw (764) be amended accordingly.</p>
2	N/A	N/A	N/A	504	<p>It was discovered by staff that the Development Approvals Process Review Project had been cancelled in error. The contract with KPMG, grant and associated expenditures extended into March 2024. Therefore the Professional Fees and Government Transfer Revenue are required to be included in the Financial Plan.</p>
3	25-Apr-24	122/24	N/A	370	<p>Exposed Watermain Rehabilitation Chapman Creek Crossing</p> <p>THAT the report titled Exposed Watermain Rehabilitation Chapman Creek Crossing Update be received for information;</p> <p>AND THAT contract 2337009 with Jewel Holdings Ltd. be amended to include exposed watermain rehabilitation of an additional two Chapman Creek crossings;</p> <p>AND THAT the contract with Jewel Holdings Ltd. for exposed watermain rehabilitation be increased by an additional \$414,050 for a total contract value not to exceed \$557,050 (plus GST);</p> <p>AND THAT the Exposed Watermain Rehabilitation Budget be increased by \$74,469 to be funded from [370] Regional Operating Reserves;</p> <p>AND FURTHER THAT the delegated authorities be authorized to execute the contract.</p>
4	25-Apr-24	127/24	N/A	222	<p>EOC Equipment & Training Grant</p> <p>THAT the Sunshine Coast Regional District (SCRD) accepts the Community Emergency Preparedness grant for Emergency Operations Centre Equipment and Training valued at \$28,095;</p> <p>AND THAT the delegated authorities be authorized to execute the Approval Agreement and accept the terms and conditions;</p> <p>AND FURTHER THAT the 2024-2028 Financial Plan be amended for the Sunshine Coast Emergency Planning function.</p>
5	27-Jun-24	190/24	No. 5	613	<p>Request for Proposal 2461305 Heat Pump Replacement – Contract Award</p> <p>THAT the report titled RFP 2461305 Heat Pump Replacement – Contract Award be received for information;</p> <p>AND THAT the project budget be increased from \$188,500 to \$250,000 with the additional \$61,500 to be funded through Local Government Climate Action Program (LGCAP) funds;</p> <p>AND THAT the 2024 – 2028 Financial Plan be amended accordingly.</p>

Attachment A

6	27-Jun-24	192/24	N/A	504	<p>Local Government Development Approvals Program</p> <p>THAT the report titled 2024 Local Government Development Approvals Program Grant Approval – Development Approval Process Enhancements Project be received for information;</p> <p>AND THAT the Sunshine Coast Regional District (SCRD) accepts the 2024 Local Government Development Approvals Program grant for the Development Approval Process Enhancements project valued at \$150,000;</p> <p>AND THAT the delegated authorities be authorized to execute the Approval Agreement and accept the Terms and Conditions;</p> <p>AND THAT the Development Approvals Process Enhancement Project be included in the 2024 budget for the Rural Planning Service [504];</p> <p>AND FURTHER THAT the 2024-2028 Financial plan be amended accordingly.</p>
---	-----------	--------	-----	-----	--

SUNSHINE COAST REGIONAL DISTRICT

BYLAW NO. 764.1

A bylaw to amend the Financial Plan for the years 2024 - 2028

WHEREAS the Board of the Sunshine Coast Regional District wishes to amend *Sunshine Coast Regional District Financial Plan Bylaw No. 764, 2024*;

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. 764.1, 2024*.
2. *Sunshine Coast Regional District Financial Plan Bylaw No. 764, 2024* 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	25 th	day of	July, 2024
READ A SECOND TIME	this	25 th	day of	July, 2024
READ A THIRD TIME	this	25 th	day of	July, 2024
ADOPTED	this	25 th	day of	July, 2024

CORPORATE OFFICER

CHAIR



5-Year Financial Plan - Bylaw 764.1, 2024 Schedule A

Budget Version: 5-year Financial Plan
Generated Date: July 15, 2024

LEFT INTENTIONALLY BLANK

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

Schedule A, Bylaw 764.1, 2024

2024 - 2028

	2024	2025	2026	2027	2028
Revenues					
Grants in Lieu of Taxes	97,000	97,000	97,000	97,000	97,000
Tax Requisitions	33,017,751	34,059,483	34,996,985	34,799,626	34,490,603
Frontage & Parcel Taxes	8,195,785	8,224,985	6,673,211	6,586,242	6,587,792
Government Transfers	13,703,378	3,737,948	3,854,032	3,854,032	3,854,032
User Fees & Service Charges	19,422,148	19,570,520	19,601,441	19,623,685	19,623,685
Member Municipality Debt	1,506,412	1,126,039	751,486	745,998	706,315
Investment Income	805,614	871,387	331,931	162,510	196,405
Other Revenue	997,109	823,535	843,235	826,184	826,184
	77,745,197	68,510,897	67,149,321	66,695,277	66,382,016
Expenses					
Administration	6,654,277	6,654,277	6,654,277	6,654,277	6,654,277
Internal Recoveries	(9,533,500)	(9,951,778)	(10,065,981)	(10,021,833)	(10,129,729)
Wages and Benefits	29,188,840	30,577,298	31,329,063	31,705,539	31,757,461
Operating	31,085,297	23,246,499	23,323,934	22,925,468	22,969,317
Debt Charges Member Municipalities	1,506,412	1,126,039	751,486	745,998	706,315
Debt Charges - Interest	1,922,738	2,251,992	1,373,001	1,145,138	1,070,301
Amortization of Tangible Capital Assets	4,919,663	4,919,663	4,919,663	4,919,663	4,919,663
	65,743,727	58,823,990	58,285,443	58,074,250	57,947,605
Operating Surplus / (Deficit)	12,001,470	9,686,907	8,863,878	8,621,027	8,434,411
Other					
Capital Expenditures	(50,077,790)	(8,838,582)	(5,062,409)	(4,854,074)	(6,433,474)
Landfill Closure & Post Closure Expenditures	(3,219,886)	(31,024)	-	-	-
Development of Land Held for Resale	(104,055)	(14,055)	(14,055)	(14,055)	(14,055)
Proceeds from Long Term Debt	17,707,041	1,704,900	720,000	348,100	1,254,600
Debt Principal Repayment	(3,266,749)	(4,208,548)	(3,742,074)	(3,470,715)	(3,280,420)
Transfer (to)/from Reserves	14,528,735	(1,913,637)	(4,139,653)	(4,004,596)	(3,335,375)
Transfer (to)/from Appropriated Surplus	983,735	(647,050)	(647,050)	(647,050)	(647,050)
Transfer (to)/from Other Funds	4,134,738	210,402	1,700	1,700	1,700
Prior Year Surplus/(Deficit)	73,212	-	-	-	-
Unfunded Amortization	4,919,663	4,919,663	4,919,663	4,919,663	4,919,663
Transfer (to)/from Unfunded Liability	2,319,886	(868,976)	(900,000)	(900,000)	(900,000)
	(12,001,470)	(9,686,907)	(8,863,878)	(8,621,027)	(8,434,411)
Financial Plan Surplus / (Deficit)	-	-	-	-	-

110 General Government	2024	2025	2026	2027	2028
Revenues					
Grants in Lieu of Taxes	97,000	97,000	97,000	97,000	97,000
Tax Requisitions	1,975,314	2,090,890	2,053,228	2,197,472	2,197,472
Government Transfers	839,050	839,050	839,050	839,050	839,050
Investment Income	58,000	58,000	58,000	58,000	58,000
Other Revenue	8,406	8,406	8,406	8,406	8,406
	2,977,770	3,093,346	3,055,684	3,199,928	3,199,928
Expenses					
Administration	741,052	741,052	741,052	741,052	741,052
Internal Recoveries	(1,045,695)	(1,079,996)	(1,104,520)	(1,122,846)	(1,122,846)
Wages and Benefits	2,261,613	2,365,990	2,352,852	2,465,422	2,465,422
Operating	577,750	453,250	453,250	453,250	453,250
Amortization of Tangible Capital Assets	14,526	14,526	14,526	14,526	14,526
	2,549,246	2,494,822	2,457,160	2,551,404	2,551,404
Operating Surplus / (Deficit)	428,524	598,524	598,524	648,524	648,524
Other					
Capital Expenditures	(49,195)	-	(13,500)	-	-
Transfer (to)/from Reserves	204,000	34,000	47,500	(16,000)	(16,000)
Transfer (to)/from Appropriated Surplus	(597,855)	(647,050)	(647,050)	(647,050)	(647,050)
Unfunded Amortization	14,526	14,526	14,526	14,526	14,526
	(428,524)	(598,524)	(598,524)	(648,524)	(648,524)
110 Financial Plan Surplus / (Deficit)	-	-	-	-	-

111 Asset Management	2024	2025	2026	2027	2028
Expenses					
Internal Recoveries	(309,422)	(340,307)	(349,057)	(355,595)	(355,595)
Wages and Benefits	287,259	318,144	326,894	333,432	333,432
Operating	22,163	22,163	22,163	22,163	22,163
Amortization of Tangible Capital Assets	11,905	11,905	11,905	11,905	11,905
	11,905	11,905	11,905	11,905	11,905
Operating Surplus / (Deficit)	(11,905)	(11,905)	(11,905)	(11,905)	(11,905)
Other					
Unfunded Amortization	11,905	11,905	11,905	11,905	11,905
	11,905	11,905	11,905	11,905	11,905
111 Financial Plan Surplus / (Deficit)	-	-	-	-	-

113 Finance	2024	2025	2026	2027	2028
Expenses					
Internal Recoveries	(1,454,950)	(1,544,022)	(1,583,218)	(1,612,507)	(1,662,507)
Wages and Benefits	1,377,174	1,425,357	1,464,553	1,493,842	1,493,842
Operating	168,665	168,665	168,665	168,665	168,665
	90,889	50,000	50,000	50,000	-
Operating Surplus / (Deficit)	(90,889)	(50,000)	(50,000)	(50,000)	-
Other					
Capital Expenditures	(234,111)	-	-	-	-
Transfer (to)/from Reserves	325,000	50,000	50,000	50,000	-
	90,889	50,000	50,000	50,000	-
113 Financial Plan Surplus / (Deficit)	-	-	-	-	-

114 Administration Office	2024	2025	2026	2027	2028
Revenues					
Investment Income	93,969	101,693	109,726	-	-
	<u>93,969</u>	<u>101,693</u>	<u>109,726</u>	<u>-</u>	<u>-</u>
Expenses					
Internal Recoveries	(530,510)	(536,631)	(465,825)	(295,636)	(295,861)
Wages and Benefits	45,838	47,459	48,682	49,656	49,881
Operating	260,081	225,980	225,980	225,980	225,980
Debt Charges - Interest	144,058	144,058	72,029	-	-
Amortization of Tangible Capital Assets	103,717	103,717	103,717	103,717	103,717
	<u>23,184</u>	<u>(15,417)</u>	<u>(15,417)</u>	<u>83,717</u>	<u>83,717</u>
Operating Surplus / (Deficit)	70,785	117,110	125,143	(83,717)	(83,717)
Other					
Capital Expenditures	(20,161)	-	-	-	-
Debt Principal Repayment	(193,103)	(200,827)	(208,860)	-	-
Transfer (to)/from Reserves	4,661	(20,000)	(20,000)	(20,000)	(20,000)
Transfer (to)/from Appropriated Surplus	34,101	-	-	-	-
Unfunded Amortization	103,717	103,717	103,717	103,717	103,717
	<u>(70,785)</u>	<u>(117,110)</u>	<u>(125,143)</u>	<u>83,717</u>	<u>83,717</u>
114 Financial Plan Surplus / (Deficit)	-	-	-	-	-
115 Human Resources	2024	2025	2026	2027	2028
Expenses					
Internal Recoveries	(824,511)	(853,884)	(874,658)	(890,182)	(940,182)
Wages and Benefits	742,318	771,691	792,465	807,989	807,989
Operating	134,193	122,193	122,193	122,193	122,193
	<u>52,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>(10,000)</u>
Operating Surplus / (Deficit)	(52,000)	(40,000)	(40,000)	(40,000)	10,000
Other					
Transfer (to)/from Reserves	52,000	40,000	40,000	40,000	(10,000)
	<u>52,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>(10,000)</u>
115 Financial Plan Surplus / (Deficit)	-	-	-	-	-
116 Purchasing & Risk Management	2024	2025	2026	2027	2028
Expenses					
Internal Recoveries	(479,233)	(496,947)	(509,614)	(519,080)	(519,080)
Wages and Benefits	442,868	460,582	473,249	482,715	482,715
Operating	144,365	16,365	16,365	76,365	16,365
	<u>108,000</u>	<u>(20,000)</u>	<u>(20,000)</u>	<u>40,000</u>	<u>(20,000)</u>
Operating Surplus / (Deficit)	(108,000)	20,000	20,000	(40,000)	20,000
Other					
Transfer (to)/from Reserves	108,000	(20,000)	(20,000)	40,000	(20,000)
	<u>108,000</u>	<u>(20,000)</u>	<u>(20,000)</u>	<u>40,000</u>	<u>(20,000)</u>
116 Financial Plan Surplus / (Deficit)	-	-	-	-	-

117 Information Services	2024	2025	2026	2027	2028
Expenses					
Internal Recoveries	(1,608,381)	(1,723,276)	(1,749,775)	(1,769,696)	(1,770,138)
Wages and Benefits	911,781	948,252	974,327	993,815	993,815
Operating	713,100	604,024	604,448	604,881	605,323
Amortization of Tangible Capital Assets	158,600	158,600	158,600	158,600	158,600
	175,100	(12,400)	(12,400)	(12,400)	(12,400)
Operating Surplus / (Deficit)	(175,100)	12,400	12,400	12,400	12,400
Other					
Capital Expenditures	(619,505)	(161,000)	(161,000)	(161,000)	(161,000)
Transfer (to)/from Reserves	475,662	(10,000)	(10,000)	(10,000)	(10,000)
Transfer (to)/from Appropriated Surplus	160,343	-	-	-	-
Unfunded Amortization	158,600	158,600	158,600	158,600	158,600
	175,100	(12,400)	(12,400)	(12,400)	(12,400)
117 Financial Plan Surplus / (Deficit)	-	-	-	-	-
118 SCRHD Administration	2024	2025	2026	2027	2028
Revenues					
Other Revenue	40,896	75,095	76,795	77,744	77,744
	40,896	75,095	76,795	77,744	77,744
Expenses					
Administration	7,037	7,037	7,037	7,037	7,037
Wages and Benefits	56,540	58,312	59,582	60,531	60,531
Operating	9,342	9,746	10,176	10,176	10,176
	72,919	75,095	76,795	77,744	77,744
Operating Surplus / (Deficit)	(32,023)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	32,023	-	-	-	-
	32,023	-	-	-	-
118 Financial Plan Surplus / (Deficit)	-	-	-	-	-
121 Grants in Aid - Area A	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	47,242	45,539	45,565	45,585	45,585
	47,242	45,539	45,565	45,585	45,585
Expenses					
Administration	2,897	2,897	2,897	2,897	2,897
Wages and Benefits	905	941	967	987	987
Operating	43,701	41,701	41,701	41,701	41,701
	47,503	45,539	45,565	45,585	45,585
Operating Surplus / (Deficit)	(261)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	261	-	-	-	-
	261	-	-	-	-
121 Financial Plan Surplus / (Deficit)	-	-	-	-	-

122 Grants in Aid - Area B	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	33,866	33,902	33,928	33,948	33,948
	<u>33,866</u>	<u>33,902</u>	<u>33,928</u>	<u>33,948</u>	<u>33,948</u>
Expenses					
Administration	2,134	2,134	2,134	2,134	2,134
Wages and Benefits	905	941	967	987	987
Operating	31,864	30,827	30,827	30,827	30,827
	<u>34,903</u>	<u>33,902</u>	<u>33,928</u>	<u>33,948</u>	<u>33,948</u>
Operating Surplus / (Deficit)	(1,037)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	1,037	-	-	-	-
	<u>1,037</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
122 Financial Plan Surplus / (Deficit)	-	-	-	-	-

123 Grants in Aid - Area E & F	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	5,501	5,537	5,563	5,583	5,583
	<u>5,501</u>	<u>5,537</u>	<u>5,563</u>	<u>5,583</u>	<u>5,583</u>
Expenses					
Administration	596	596	596	596	596
Wages and Benefits	905	941	967	987	987
Operating	6,428	4,000	4,000	4,000	4,000
	<u>7,929</u>	<u>5,537</u>	<u>5,563</u>	<u>5,583</u>	<u>5,583</u>
Operating Surplus / (Deficit)	(2,428)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	2,428	-	-	-	-
	<u>2,428</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
123 Financial Plan Surplus / (Deficit)	-	-	-	-	-

125 Grants in Aid - Community Schools	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	11,045	11,691	11,717	11,737	11,737
	<u>11,045</u>	<u>11,691</u>	<u>11,717</u>	<u>11,737</u>	<u>11,737</u>
Expenses					
Administration	750	750	750	750	750
Wages and Benefits	905	941	967	987	987
Operating	10,000	10,000	10,000	10,000	10,000
	<u>11,655</u>	<u>11,691</u>	<u>11,717</u>	<u>11,737</u>	<u>11,737</u>
Operating Surplus / (Deficit)	(610)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	610	-	-	-	-
	<u>610</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
125 Financial Plan Surplus / (Deficit)	-	-	-	-	-

126 Greater Gibsons Community Participation	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	11,770	11,806	11,832	11,852	11,852
	<u>11,770</u>	<u>11,806</u>	<u>11,832</u>	<u>11,852</u>	<u>11,852</u>
Expenses					
Administration	865	865	865	865	865
Wages and Benefits	905	941	967	987	987
Operating	11,132	10,000	10,000	10,000	10,000
	<u>12,902</u>	<u>11,806</u>	<u>11,832</u>	<u>11,852</u>	<u>11,852</u>
Operating Surplus / (Deficit)	(1,132)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	1,132	-	-	-	-
	<u>1,132</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
126 Financial Plan Surplus / (Deficit)	-	-	-	-	-

127 Grants in Aid - Area D	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	39,925	40,221	40,247	40,267	40,267
	<u>39,925</u>	<u>40,221</u>	<u>40,247</u>	<u>40,267</u>	<u>40,267</u>
Expenses					
Administration	2,575	2,575	2,575	2,575	2,575
Wages and Benefits	905	941	967	987	987
Operating	36,705	36,705	36,705	36,705	36,705
	<u>40,185</u>	<u>40,221</u>	<u>40,247</u>	<u>40,267</u>	<u>40,267</u>
Operating Surplus / (Deficit)	(260)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	260	-	-	-	-
	<u>260</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
127 Financial Plan Surplus / (Deficit)	-	-	-	-	-

128 Grants In Aid - Area E	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	29,246	29,282	29,308	29,328	29,328
	<u>29,246</u>	<u>29,282</u>	<u>29,308</u>	<u>29,328</u>	<u>29,328</u>
Expenses					
Administration	2,078	2,078	2,078	2,078	2,078
Wages and Benefits	905	941	967	987	987
Operating	28,472	26,263	26,263	26,263	26,263
	<u>31,455</u>	<u>29,282</u>	<u>29,308</u>	<u>29,328</u>	<u>29,328</u>
Operating Surplus / (Deficit)	(2,209)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	2,209	-	-	-	-
	<u>2,209</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
128 Financial Plan Surplus / (Deficit)	-	-	-	-	-

129 Grants In Aid - Area F	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	29,138	29,174	29,200	29,220	29,220
	<u>29,138</u>	<u>29,174</u>	<u>29,200</u>	<u>29,220</u>	<u>29,220</u>
Expenses					
Administration	2,144	2,144	2,144	2,144	2,144
Wages and Benefits	905	941	967	987	987
Operating	28,095	26,089	26,089	26,089	26,089
	<u>31,144</u>	<u>29,174</u>	<u>29,200</u>	<u>29,220</u>	<u>29,220</u>
Operating Surplus / (Deficit)	(2,006)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	2,006	-	-	-	-
	<u>2,006</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
129 Financial Plan Surplus / (Deficit)	-	-	-	-	-

130 Electoral Area Services - UBCM/AVICC	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	205,832	208,754	210,844	212,405	212,405
	<u>205,832</u>	<u>208,754</u>	<u>210,844</u>	<u>212,405</u>	<u>212,405</u>
Expenses					
Administration	13,868	13,868	13,868	13,868	13,868
Wages and Benefits	154,198	157,120	159,210	160,771	160,771
Operating	37,766	37,766	37,766	37,766	37,766
	<u>205,832</u>	<u>208,754</u>	<u>210,844</u>	<u>212,405</u>	<u>212,405</u>
Operating Surplus / (Deficit)	-	-	-	-	-
130 Financial Plan Surplus / (Deficit)	-	-	-	-	-

131 Electoral Area Services - Elections	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	18,575	18,575	79,049	18,575	18,575
Other Revenue	-	-	18,000	-	-
	<u>18,575</u>	<u>18,575</u>	<u>97,049</u>	<u>18,575</u>	<u>18,575</u>
Expenses					
Administration	4,575	4,575	4,575	4,575	4,575
Wages and Benefits	-	-	89,393	-	-
Operating	-	-	34,043	-	-
	<u>4,575</u>	<u>4,575</u>	<u>128,011</u>	<u>4,575</u>	<u>4,575</u>
Operating Surplus / (Deficit)	14,000	14,000	(30,962)	14,000	14,000
Other					
Transfer (to)/from Reserves	(14,000)	(14,000)	30,962	(14,000)	(14,000)
	<u>(14,000)</u>	<u>(14,000)</u>	<u>30,962</u>	<u>(14,000)</u>	<u>(14,000)</u>
131 Financial Plan Surplus / (Deficit)	-	-	-	-	-

135 Corporate Sustainability Services	2024	2025	2026	2027	2028
Expenses					
Internal Recoveries	(68,238)	(70,553)	(72,206)	(73,443)	(73,443)
Wages and Benefits	57,858	60,173	61,826	63,063	63,063
Operating	10,380	10,380	10,380	10,380	10,380
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating Surplus / (Deficit)	-	-	-	-	-
135 Financial Plan Surplus / (Deficit)	-	-	-	-	-

136 Regional Sustainability Services	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	206,227	213,013	217,865	221,489	221,489
Government Transfers	510,000	-	-	-	-
	<u>716,227</u>	<u>213,013</u>	<u>217,865</u>	<u>221,489</u>	<u>221,489</u>
Expenses					
Administration	23,953	23,953	23,953	23,953	23,953
Wages and Benefits	169,639	176,425	181,277	184,901	184,901
Operating	549,063	12,635	12,635	12,635	12,635
	<u>742,655</u>	<u>213,013</u>	<u>217,865</u>	<u>221,489</u>	<u>221,489</u>
Operating Surplus / (Deficit)	(26,428)	-	-	-	-
Other					
Transfer (to)/from Reserves	18,928	-	-	-	-
Transfer (to)/from Appropriated Surplus	7,500	-	-	-	-
	<u>26,428</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
136 Financial Plan Surplus / (Deficit)	-	-	-	-	-

140 Member Municipality Debt	2024	2025	2026	2027	2028
Revenues					
Member Municipality Debt	1,506,412	1,126,039	751,486	745,998	706,315
	<u>1,506,412</u>	<u>1,126,039</u>	<u>751,486</u>	<u>745,998</u>	<u>706,315</u>
Expenses					
Debt Charges Member Municipalities	1,506,412	1,126,039	751,486	745,998	706,315
	<u>1,506,412</u>	<u>1,126,039</u>	<u>751,486</u>	<u>745,998</u>	<u>706,315</u>
Operating Surplus / (Deficit)	-	-	-	-	-
140 Financial Plan Surplus / (Deficit)	-	-	-	-	-

150 Feasibility Studies - Regional	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	113	113	113	113	113
	<u>113</u>	<u>113</u>	<u>113</u>	<u>113</u>	<u>113</u>
Expenses					
Administration	113	113	113	113	113
	<u>113</u>	<u>113</u>	<u>113</u>	<u>113</u>	<u>113</u>
Operating Surplus / (Deficit)	-	-	-	-	-
150 Financial Plan Surplus / (Deficit)	-	-	-	-	-

151 Feasibility Studies - Area A	2024	2025	2026	2027	2028
Revenues					
Other Revenue	30,000	-	-	-	-
	<u>30,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenses					
Operating	30,000	-	-	-	-
	<u>30,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating Surplus / (Deficit)	-	-	-	-	-
151 Financial Plan Surplus / (Deficit)	-	-	-	-	-

155 Feasibility Studies - Area F	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	591	591	591	591	591
Government Transfers	10,000	-	-	-	-
Other Revenue	30,000	-	-	-	-
	40,591	591	591	591	591
Expenses					
Administration	591	591	591	591	591
Operating	42,500	-	-	-	-
	43,091	591	591	591	591
Operating Surplus / (Deficit)	(2,500)	-	-	-	-
Other					
Transfer (to)/from Reserves	2,500	-	-	-	-
	2,500	-	-	-	-
155 Financial Plan Surplus / (Deficit)	-	-	-	-	-

200 Bylaw Enforcement	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	521,404	539,947	551,255	559,704	559,704
User Fees & Service Charges	513	513	513	513	513
	521,917	540,460	551,768	560,217	560,217
Expenses					
Administration	75,770	75,770	75,770	75,770	75,770
Wages and Benefits	392,636	411,179	422,487	430,936	430,936
Operating	89,011	54,011	54,011	54,011	54,011
Amortization of Tangible Capital Assets	6,439	6,439	6,439	6,439	6,439
	563,856	547,399	558,707	567,156	567,156
Operating Surplus / (Deficit)	(41,939)	(6,939)	(6,939)	(6,939)	(6,939)
Other					
Transfer (to)/from Reserves	35,000	-	-	-	-
Transfer (to)/from Other Funds	500	500	500	500	500
Unfunded Amortization	6,439	6,439	6,439	6,439	6,439
	41,939	6,939	6,939	6,939	6,939
200 Financial Plan Surplus / (Deficit)	-	-	-	-	-

204 Halfmoon Bay Smoke Control	2024	2025	2026	2027	2028
Expenses					
Administration	159	159	159	159	159
Wages and Benefits	1,037	1,079	1,109	1,131	1,131
	1,196	1,238	1,268	1,290	1,290
Operating Surplus / (Deficit)	(1,196)	(1,238)	(1,268)	(1,290)	(1,290)
Other					
Transfer (to)/from Reserves	1,196	1,238	1,268	1,290	1,290
	1,196	1,238	1,268	1,290	1,290
204 Financial Plan Surplus / (Deficit)	-	-	-	-	-

206 Roberts Creek Smoke Control	2024	2025	2026	2027	2028
Expenses					
Administration	155	155	155	155	155
Wages and Benefits	1,037	1,079	1,109	1,131	1,131
	1,192	1,234	1,264	1,286	1,286
Operating Surplus / (Deficit)	(1,192)	(1,234)	(1,264)	(1,286)	(1,286)
Other					
Transfer (to)/from Reserves	1,192	1,234	1,264	1,286	1,286
	1,192	1,234	1,264	1,286	1,286
206 Financial Plan Surplus / (Deficit)	-	-	-	-	-

210 Gibsons & District Fire Protection	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	1,694,660	1,772,096	1,800,246	1,806,181	1,748,784
Government Transfers	30,000	-	-	-	-
Investment Income	-	-	4,420	8,992	13,723
	1,724,660	1,772,096	1,804,666	1,815,173	1,762,507
Expenses					
Administration	134,435	134,435	134,435	134,435	134,435
Wages and Benefits	740,722	770,157	791,207	806,932	806,932
Operating	497,742	430,688	430,688	430,688	430,688
Debt Charges - Interest	46,421	85,232	91,469	86,340	85,542
Amortization of Tangible Capital Assets	198,969	198,969	198,969	198,969	198,969
	1,618,289	1,619,481	1,646,768	1,657,364	1,656,566
Operating Surplus / (Deficit)	106,371	152,615	157,898	157,809	105,941
Other					
Capital Expenditures	(2,138,092)	(1,383,100)	(37,700)	(9,800)	(75,700)
Proceeds from Long Term Debt	1,499,500	517,800	-	-	-
Debt Principal Repayment	(67,783)	(199,859)	(252,664)	(245,333)	(186,078)
Transfer (to)/from Reserves	378,987	713,575	(66,503)	(101,645)	(43,132)
Transfer (to)/from Other Funds	22,048	-	-	-	-
Unfunded Amortization	198,969	198,969	198,969	198,969	198,969
	(106,371)	(152,615)	(157,898)	(157,809)	(105,941)
210 Financial Plan Surplus / (Deficit)	-	-	-	-	-

212 Roberts Creek Fire Protection	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	853,549	850,243	862,290	864,508	838,710
Government Transfers	30,000	-	-	-	-
	883,549	850,243	862,290	864,508	838,710
Expenses					
Administration	65,122	65,122	65,122	65,122	65,122
Wages and Benefits	284,080	295,398	303,490	309,541	309,541
Operating	347,222	254,271	254,271	254,271	254,271
Debt Charges - Interest	6,479	4,650	2,737	368	-
Amortization of Tangible Capital Assets	112,423	112,423	112,423	112,423	112,423
	815,326	731,864	738,043	741,725	741,357
Operating Surplus / (Deficit)	68,223	118,379	124,247	122,783	97,353
Other					
Capital Expenditures	(227,300)	(38,100)	(38,100)	(289,000)	(16,800)
Debt Principal Repayment	(31,297)	(33,126)	(35,040)	(29,543)	-
Transfer (to)/from Reserves	80,451	(159,576)	(163,530)	83,337	(192,976)
Transfer (to)/from Other Funds	(2,500)	-	-	-	-
Unfunded Amortization	112,423	112,423	112,423	112,423	112,423
	(68,223)	(118,379)	(124,247)	(122,783)	(97,353)
212 Financial Plan Surplus / (Deficit)	-	-	-	-	-

216 Halfmoon Bay Fire Protection	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	901,097	913,429	926,167	933,131	891,530
Government Transfers	34,840	-	-	-	-
Investment Income	-	-	1,837	3,737	3,550
	935,937	913,429	928,004	936,868	895,080
Expenses					
Administration	76,922	76,922	76,922	76,922	76,922
Wages and Benefits	304,032	316,144	324,805	331,278	331,278
Operating	553,185	241,345	241,345	241,345	241,345
Debt Charges - Interest	23,407	37,025	33,324	29,041	26,490
Amortization of Tangible Capital Assets	96,892	96,892	96,892	96,892	96,892
	1,054,438	768,328	773,288	775,478	772,927
Operating Surplus / (Deficit)	(118,501)	145,101	154,716	161,390	122,153
Other					
Capital Expenditures	(655,100)	(17,300)	(131,700)	(81,400)	(28,200)
Proceeds from Long Term Debt	623,200	-	-	-	-
Debt Principal Repayment	(60,519)	(117,307)	(122,844)	(125,358)	(81,878)
Transfer (to)/from Reserves	96,307	(107,386)	2,936	(51,524)	(108,967)
Transfer (to)/from Other Funds	17,721	-	-	-	-
Unfunded Amortization	96,892	96,892	96,892	96,892	96,892
	118,501	(145,101)	(154,716)	(161,390)	(122,153)
216 Financial Plan Surplus / (Deficit)	-	-	-	-	-

218 Egmont Fire Protection	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	241,359	251,195	256,853	258,371	258,371
Government Transfers	45,366	-	-	-	-
Investment Income	3,184	3,445	3,717	-	-
	289,909	254,640	260,570	258,371	258,371
Expenses					
Administration	28,126	28,126	28,126	28,126	28,126
Wages and Benefits	108,799	113,135	116,233	118,550	118,550
Operating	128,061	81,695	81,695	81,695	81,695
Debt Charges - Interest	4,880	4,880	2,440	-	-
Amortization of Tangible Capital Assets	14,414	14,414	14,414	14,414	14,414
	284,280	242,250	242,908	242,785	242,785
Operating Surplus / (Deficit)	5,629	12,390	17,662	15,586	15,586
Other					
Capital Expenditures	-	-	-	(87,700)	(16,000)
Debt Principal Repayment	(6,543)	(6,804)	(7,076)	-	-
Transfer (to)/from Reserves	(13,500)	(20,000)	(25,000)	57,700	(14,000)
Unfunded Amortization	14,414	14,414	14,414	14,414	14,414
	(5,629)	(12,390)	(17,662)	(15,586)	(15,586)
218 Financial Plan Surplus / (Deficit)	-	-	-	-	-
220 Emergency Telephone - 911					
Revenues					
Tax Requisitions	480,425	483,447	486,194	488,788	488,788
Government Transfers	45,000	-	-	-	-
Other Revenue	5,400	5,400	5,400	5,400	5,400
	530,825	488,847	491,594	494,188	494,188
Expenses					
Administration	36,620	36,620	36,620	36,620	36,620
Wages and Benefits	30,865	32,097	32,982	33,640	33,640
Operating	353,540	310,330	312,192	314,128	314,128
Amortization of Tangible Capital Assets	67,536	67,536	67,536	67,536	67,536
	488,561	446,583	449,330	451,924	451,924
Operating Surplus / (Deficit)	42,264	42,264	42,264	42,264	42,264
Other					
Capital Expenditures	(590,579)	-	-	-	-
Transfer (to)/from Reserves	480,779	(109,800)	(109,800)	(109,800)	(109,800)
Unfunded Amortization	67,536	67,536	67,536	67,536	67,536
	(42,264)	(42,264)	(42,264)	(42,264)	(42,264)
220 Financial Plan Surplus / (Deficit)	-	-	-	-	-

222	Sunshine Coast Emergency Planning	2024	2025	2026	2027	2028
Revenues						
	Tax Requisitions	609,092	637,569	648,657	636,443	636,443
	Government Transfers	568,113	-	-	-	-
		<u>1,177,205</u>	<u>637,569</u>	<u>648,657</u>	<u>636,443</u>	<u>636,443</u>
Expenses						
	Administration	88,468	88,468	88,468	88,468	88,468
	Wages and Benefits	649,133	403,273	414,361	422,647	422,647
	Operating	490,017	120,828	120,828	100,328	100,328
	Amortization of Tangible Capital Assets	11,281	11,281	11,281	11,281	11,281
		<u>1,238,899</u>	<u>623,850</u>	<u>634,938</u>	<u>622,724</u>	<u>622,724</u>
Operating Surplus / (Deficit)		(61,694)	13,719	13,719	13,719	13,719
Other						
	Capital Expenditures	(13,500)	-	-	-	-
	Transfer (to)/from Reserves	45,000	(25,000)	(25,000)	(25,000)	(25,000)
	Transfer (to)/from Appropriated Surplus	56,000	-	-	-	-
	Prior Year Surplus/(Deficit)	(37,087)	-	-	-	-
	Unfunded Amortization	11,281	11,281	11,281	11,281	11,281
		<u>61,694</u>	<u>(13,719)</u>	<u>(13,719)</u>	<u>(13,719)</u>	<u>(13,719)</u>
222 Financial Plan Surplus / (Deficit)		-	-	-	-	-
290	Animal Control	2024	2025	2026	2027	2028
Revenues						
	Tax Requisitions	49,656	51,653	53,081	54,150	54,150
	User Fees & Service Charges	32,488	32,488	32,488	32,488	32,488
		<u>82,144</u>	<u>84,141</u>	<u>85,569</u>	<u>86,638</u>	<u>86,638</u>
Expenses						
	Administration	11,265	11,265	11,265	11,265	11,265
	Wages and Benefits	49,929	51,926	53,354	54,423	54,423
	Operating	20,950	20,950	20,950	20,950	20,950
		<u>82,144</u>	<u>84,141</u>	<u>85,569</u>	<u>86,638</u>	<u>86,638</u>
Operating Surplus / (Deficit)		-	-	-	-	-
Other						
	Capital Expenditures	(100,000)	-	-	-	-
	Transfer (to)/from Reserves	100,000	-	-	-	-
		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
290 Financial Plan Surplus / (Deficit)		-	-	-	-	-

291 Keats Island Dog Control	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	330	2,754	2,797	2,829	2,829
User Fees & Service Charges	350	350	350	350	350
	680	3,104	3,147	3,179	3,179
Expenses					
Administration	235	235	235	235	235
Wages and Benefits	1,509	1,569	1,612	1,644	1,644
Operating	1,300	1,300	1,300	1,300	1,300
	3,044	3,104	3,147	3,179	3,179
Operating Surplus / (Deficit)	(2,364)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	2,364	-	-	-	-
	2,364	-	-	-	-
291 Financial Plan Surplus / (Deficit)	-	-	-	-	-

310 Public Transit	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	4,064,231	4,729,543	4,978,223	5,056,875	5,056,875
Government Transfers	2,507,574	2,898,898	3,014,982	3,014,982	3,014,982
User Fees & Service Charges	788,205	877,111	898,268	898,268	898,268
Other Revenue	5,790	7,051	7,051	7,051	7,051
	7,365,800	8,512,603	8,898,524	8,977,176	8,977,176
Expenses					
Administration	694,794	694,794	694,794	694,794	694,794
Wages and Benefits	3,549,247	3,850,785	3,937,860	4,016,512	4,016,512
Operating	3,496,426	4,089,055	4,262,901	4,262,901	4,262,901
Amortization of Tangible Capital Assets	19,802	19,802	19,802	19,802	19,802
	7,760,269	8,654,436	8,915,357	8,994,009	8,994,009
Operating Surplus / (Deficit)	(394,469)	(141,833)	(16,833)	(16,833)	(16,833)
Other					
Capital Expenditures	(70,603)	-	-	-	-
Transfer (to)/from Reserves	403,742	125,000	-	-	-
Transfer (to)/from Appropriated Surplus	48,786	-	-	-	-
Transfer (to)/from Other Funds	(7,258)	(2,969)	(2,969)	(2,969)	(2,969)
Unfunded Amortization	19,802	19,802	19,802	19,802	19,802
	394,469	141,833	16,833	16,833	16,833
310 Financial Plan Surplus / (Deficit)	-	-	-	-	-

312 Fleet Maintenance	2024	2025	2026	2027	2028
Revenues					
Investment Income	12,956	14,021	15,128	-	-
Other Revenue	9,100	9,100	9,100	9,100	9,100
	22,056	23,121	24,228	9,100	9,100
Expenses					
Administration	65,486	65,486	65,486	65,486	65,486
Internal Recoveries	(2,312,780)	(2,336,758)	(2,350,624)	(2,344,801)	(2,351,806)
Wages and Benefits	850,961	865,229	889,025	906,802	906,802
Operating	1,432,634	1,353,702	1,353,702	1,353,702	1,353,702
Debt Charges - Interest	27,005	26,860	15,182	3,401	1,453
Amortization of Tangible Capital Assets	35,630	35,630	35,630	35,630	35,630
	98,936	10,149	8,401	20,220	11,267
Operating Surplus / (Deficit)	(76,880)	12,972	15,827	(11,120)	(2,167)
Other					
Capital Expenditures	(8,603)	-	-	-	-
Debt Principal Repayment	(50,522)	(57,940)	(60,795)	(33,848)	(35,797)
Transfer (to)/from Reserves	96,491	4,669	4,669	4,669	(2,335)
Transfer (to)/from Other Funds	3,884	4,669	4,669	4,669	4,669
Unfunded Amortization	35,630	35,630	35,630	35,630	35,630
	76,880	(12,972)	(15,827)	11,120	2,167
312 Financial Plan Surplus / (Deficit)	-	-	-	-	-

313 Building Maintenance Services	2024	2025	2026	2027	2028
Expenses					
Administration	20,802	20,802	20,802	20,802	20,802
Internal Recoveries	(560,388)	(569,640)	(583,248)	(593,422)	(593,422)
Wages and Benefits	484,199	494,951	508,559	518,733	518,733
Operating	55,387	53,887	53,887	53,887	53,887
	-	-	-	-	-
Operating Surplus / (Deficit)	-	-	-	-	-
Other					
Transfer (to)/from Reserves	520	-	-	-	-
Transfer (to)/from Other Funds	(520)	-	-	-	-
	-	-	-	-	-
313 Financial Plan Surplus / (Deficit)	-	-	-	-	-

315 Mason Road Works Yard	2024	2025	2026	2027	2028
Revenues					
Government Transfers	15,174	-	-	-	-
	15,174	-	-	-	-
Expenses					
Internal Recoveries	(5,925)	(54,746)	(54,961)	(55,180)	(55,404)
Wages and Benefits	10,535	10,746	10,961	11,180	11,404
Operating	76,500	44,000	44,000	44,000	44,000
	81,110	-	-	-	-
Operating Surplus / (Deficit)	(65,936)	-	-	-	-
Other					
Capital Expenditures	(44,774)	-	-	-	-
Transfer (to)/from Other Funds	62,100	-	-	-	-
Prior Year Surplus/(Deficit)	48,610	-	-	-	-
	65,936	-	-	-	-

315 Financial Plan Surplus / (Deficit)

69

320 Regional Street Lighting	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	42,284	51,114	51,285	51,415	51,415
	<u>42,284</u>	<u>51,114</u>	<u>51,285</u>	<u>51,415</u>	<u>51,415</u>
Expenses					
Administration	8,014	8,014	8,014	8,014	8,014
Wages and Benefits	6,015	6,255	6,426	6,556	6,556
Operating	37,717	36,845	36,845	36,845	36,845
	<u>51,746</u>	<u>51,114</u>	<u>51,285</u>	<u>51,415</u>	<u>51,415</u>
Operating Surplus / (Deficit)	(9,462)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	9,462	-	-	-	-
	<u>9,462</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
320 Financial Plan Surplus / (Deficit)	-	-	-	-	-

322 Langdale Street Lighting	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	2,796	2,577	2,577	2,577	2,577
	<u>2,796</u>	<u>2,577</u>	<u>2,577</u>	<u>2,577</u>	<u>2,577</u>
Expenses					
Administration	176	176	176	176	176
Operating	2,463	2,401	2,401	2,401	2,401
	<u>2,639</u>	<u>2,577</u>	<u>2,577</u>	<u>2,577</u>	<u>2,577</u>
Operating Surplus / (Deficit)	157	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	(157)	-	-	-	-
	<u>(157)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
322 Financial Plan Surplus / (Deficit)	-	-	-	-	-

324 Granthams Street Lighting	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	2,795	2,577	2,577	2,577	2,577
	<u>2,795</u>	<u>2,577</u>	<u>2,577</u>	<u>2,577</u>	<u>2,577</u>
Expenses					
Administration	176	176	176	176	176
Operating	2,463	2,401	2,401	2,401	2,401
	<u>2,639</u>	<u>2,577</u>	<u>2,577</u>	<u>2,577</u>	<u>2,577</u>
Operating Surplus / (Deficit)	156	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	(156)	-	-	-	-
	<u>(156)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
324 Financial Plan Surplus / (Deficit)	-	-	-	-	-

326 Veterans Street Lighting	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	559	516	516	516	516
	<u>559</u>	<u>516</u>	<u>516</u>	<u>516</u>	<u>516</u>
Expenses					
Administration	35	35	35	35	35
Operating	493	481	481	481	481
	<u>528</u>	<u>516</u>	<u>516</u>	<u>516</u>	<u>516</u>
Operating Surplus / (Deficit)	31	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	(31)	-	-	-	-
	<u>(31)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
326 Financial Plan Surplus / (Deficit)	-	-	-	-	-
328 Spruce Street Lighting	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	280	259	259	259	259
	<u>280</u>	<u>259</u>	<u>259</u>	<u>259</u>	<u>259</u>
Expenses					
Administration	18	18	18	18	18
Operating	247	241	241	241	241
	<u>265</u>	<u>259</u>	<u>259</u>	<u>259</u>	<u>259</u>
Operating Surplus / (Deficit)	15	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	(15)	-	-	-	-
	<u>(15)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
328 Financial Plan Surplus / (Deficit)	-	-	-	-	-
330 Woodcreek Street Lighting	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	2,019	2,088	2,088	2,088	2,088
	<u>2,019</u>	<u>2,088</u>	<u>2,088</u>	<u>2,088</u>	<u>2,088</u>
Expenses					
Administration	144	144	144	144	144
Operating	2,000	1,944	1,944	1,944	1,944
	<u>2,144</u>	<u>2,088</u>	<u>2,088</u>	<u>2,088</u>	<u>2,088</u>
Operating Surplus / (Deficit)	(125)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	125	-	-	-	-
	<u>125</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
330 Financial Plan Surplus / (Deficit)	-	-	-	-	-

332 Fircrest Street Lighting	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	599	1,156	1,156	1,156	1,156
	599	1,156	1,156	1,156	1,156
Expenses					
Administration	75	75	75	75	75
Operating	1,093	1,081	1,081	1,081	1,081
	1,168	1,156	1,156	1,156	1,156
Operating Surplus / (Deficit)	(569)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	569	-	-	-	-
	569	-	-	-	-
332 Financial Plan Surplus / (Deficit)	-	-	-	-	-

334 Hydaway Street Lighting	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	280	259	259	259	259
	280	259	259	259	259
Expenses					
Administration	18	18	18	18	18
Operating	247	241	241	241	241
	265	259	259	259	259
Operating Surplus / (Deficit)	15	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	(15)	-	-	-	-
	(15)	-	-	-	-
334 Financial Plan Surplus / (Deficit)	-	-	-	-	-

336 Sunnyside Street Lighting	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	1,119	1,030	1,030	1,030	1,030
	1,119	1,030	1,030	1,030	1,030
Expenses					
Administration	71	71	71	71	71
Operating	984	959	959	959	959
	1,055	1,030	1,030	1,030	1,030
Operating Surplus / (Deficit)	64	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	(64)	-	-	-	-
	(64)	-	-	-	-
336 Financial Plan Surplus / (Deficit)	-	-	-	-	-

340 Burns Road Street Lighting	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	577	257	257	257	257
	<u>577</u>	<u>257</u>	<u>257</u>	<u>257</u>	<u>257</u>
Expenses					
Administration	16	16	16	16	16
Operating	241	241	241	241	241
	<u>257</u>	<u>257</u>	<u>257</u>	<u>257</u>	<u>257</u>
Operating Surplus / (Deficit)	320	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	(320)	-	-	-	-
	<u>(320)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
340 Financial Plan Surplus / (Deficit)	-	-	-	-	-

342 Stewart Road Street Lighting	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	559	516	516	516	516
	<u>559</u>	<u>516</u>	<u>516</u>	<u>516</u>	<u>516</u>
Expenses					
Administration	35	35	35	35	35
Operating	493	481	481	481	481
	<u>528</u>	<u>516</u>	<u>516</u>	<u>516</u>	<u>516</u>
Operating Surplus / (Deficit)	31	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	(31)	-	-	-	-
	<u>(31)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
342 Financial Plan Surplus / (Deficit)	-	-	-	-	-

345 Ports Services	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	847,879	795,771	835,619	876,731	881,709
Other Revenue	2,665	2,665	2,665	2,665	2,665
	<u>850,544</u>	<u>798,436</u>	<u>838,284</u>	<u>879,396</u>	<u>884,374</u>
Expenses					
Administration	49,204	49,204	49,204	49,204	49,204
Wages and Benefits	82,880	86,193	88,565	90,337	90,337
Operating	217,768	251,082	287,597	326,338	421,316
Amortization of Tangible Capital Assets	127,033	127,033	127,033	127,033	127,033
	<u>476,885</u>	<u>513,512</u>	<u>552,399</u>	<u>592,912</u>	<u>687,890</u>
Operating Surplus / (Deficit)	373,659	284,924	285,885	286,484	196,484
Other					
Capital Expenditures	(1,268,011)	(32,032)	(29,918)	(30,517)	(30,517)
Debt Principal Repayment	(90,000)	-	-	-	-
Transfer (to)/from Reserves	284,553	(383,000)	(383,000)	(383,000)	(293,000)
Transfer (to)/from Other Funds	572,766	3,075	-	-	-
Unfunded Amortization	127,033	127,033	127,033	127,033	127,033
	<u>(373,659)</u>	<u>(284,924)</u>	<u>(285,885)</u>	<u>(286,484)</u>	<u>(196,484)</u>
345 Financial Plan Surplus / (Deficit)	-	-	-	-	-

346 Langdale Dock	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	33,524	33,524	33,524	33,524	33,524
	<u>33,524</u>	<u>33,524</u>	<u>33,524</u>	<u>33,524</u>	<u>33,524</u>
Expenses					
Administration	2,095	2,095	2,095	2,095	2,095
Operating	31,429	31,429	31,429	31,429	31,429
	<u>33,524</u>	<u>33,524</u>	<u>33,524</u>	<u>33,524</u>	<u>33,524</u>
Operating Surplus / (Deficit)	-	-	-	-	-
346 Financial Plan Surplus / (Deficit)	-	-	-	-	-

350 Regional Solid Waste	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	5,376,484	5,209,704	5,271,189	5,035,349	4,849,879
User Fees & Service Charges	2,771,538	2,751,288	2,751,288	2,751,288	2,751,288
Other Revenue	462,121	462,121	462,121	462,121	462,121
	<u>8,610,143</u>	<u>8,423,113</u>	<u>8,484,598</u>	<u>8,248,758</u>	<u>8,063,288</u>
Expenses					
Administration	810,637	810,637	810,637	810,637	810,637
Wages and Benefits	1,497,820	1,596,853	1,640,262	1,662,127	1,662,127
Operating	5,330,596	4,404,094	4,368,593	4,380,828	4,392,504
Debt Charges - Interest	12,323	64,750	43,469	23,081	12,149
Amortization of Tangible Capital Assets	86,728	86,728	86,728	86,728	86,728
	<u>7,738,104</u>	<u>6,963,062</u>	<u>6,949,689</u>	<u>6,963,401</u>	<u>6,964,145</u>
Operating Surplus / (Deficit)	872,039	1,460,051	1,534,909	1,285,357	1,099,143
Other					
Capital Expenditures	(1,984,293)	(99,140)	(133,742)	(17,201)	(17,201)
Landfill Closure & Post Closure Expenditures	(3,219,886)	(31,024)	-	-	-
Proceeds from Long Term Debt	1,064,000	-	-	-	-
Debt Principal Repayment	(344,170)	(532,025)	(532,025)	(399,014)	(212,800)
Transfer (to)/from Reserves	594,744	(55,870)	(55,870)	(55,870)	(55,870)
Transfer (to)/from Appropriated Surplus	585,000	-	-	-	-
Transfer (to)/from Other Funds	25,952	40,256	-	-	-
Unfunded Amortization	86,728	86,728	86,728	86,728	86,728
Transfer (to)/from Unfunded Liability	2,319,886	(868,976)	(900,000)	(900,000)	(900,000)
	<u>(872,039)</u>	<u>(1,460,051)</u>	<u>(1,534,909)</u>	<u>(1,285,357)</u>	<u>(1,099,143)</u>
350 Financial Plan Surplus / (Deficit)	-	-	-	-	-

355 Refuse Collection	2024	2025	2026	2027	2028
Revenues					
User Fees & Service Charges	1,244,679	1,249,040	1,250,864	1,252,228	1,252,228
	<u>1,244,679</u>	<u>1,249,040</u>	<u>1,250,864</u>	<u>1,252,228</u>	<u>1,252,228</u>
Expenses					
Administration	113,030	113,030	113,030	113,030	113,030
Wages and Benefits	61,987	66,348	68,172	69,536	69,536
Operating	1,096,662	1,069,662	1,069,662	1,069,662	1,069,662
Amortization of Tangible Capital Assets	9,684	9,684	9,684	9,684	9,684
	<u>1,281,363</u>	<u>1,258,724</u>	<u>1,260,548</u>	<u>1,261,912</u>	<u>1,261,912</u>
Operating Surplus / (Deficit)	(36,684)	(9,684)	(9,684)	(9,684)	(9,684)
Other					
Transfer (to)/from Reserves	27,000	-	-	-	-
Unfunded Amortization	9,684	9,684	9,684	9,684	9,684
	<u>36,684</u>	<u>9,684</u>	<u>9,684</u>	<u>9,684</u>	<u>9,684</u>
355 Financial Plan Surplus / (Deficit)	-	-	-	-	-

365 North Pender Harbour Water Service	2024	2025	2026	2027	2028
Revenues					
Frontage & Parcel Taxes	343,113	343,113	343,113	343,113	343,113
User Fees & Service Charges	623,123	623,123	623,123	623,123	623,123
	<u>966,236</u>	<u>966,236</u>	<u>966,236</u>	<u>966,236</u>	<u>966,236</u>
Expenses					
Administration	75,437	75,437	75,437	75,437	75,437
Wages and Benefits	305,773	327,553	337,805	342,608	345,181
Operating	490,406	177,248	127,248	127,123	127,123
Debt Charges - Interest	8,363	7,039	5,850	5,250	4,650
Amortization of Tangible Capital Assets	161,381	161,381	161,381	161,381	161,381
	<u>1,041,360</u>	<u>748,658</u>	<u>707,721</u>	<u>711,799</u>	<u>713,772</u>
Operating Surplus / (Deficit)	(75,124)	217,578	258,515	254,437	252,464
Other					
Capital Expenditures	(1,128,639)	(103,447)	(105,710)	(102,609)	(102,609)
Debt Principal Repayment	(32,458)	(36,469)	(20,000)	(20,000)	(20,000)
Transfer (to)/from Reserves	186,994	(239,043)	(294,186)	(293,209)	(291,236)
Transfer (to)/from Other Funds	887,846	-	-	-	-
Unfunded Amortization	161,381	161,381	161,381	161,381	161,381
	<u>75,124</u>	<u>(217,578)</u>	<u>(258,515)</u>	<u>(254,437)</u>	<u>(252,464)</u>
365 Financial Plan Surplus / (Deficit)	-	-	-	-	-

366 South Pender Harbour Water Service	2024	2025	2026	2027	2028
Revenues					
Frontage & Parcel Taxes	563,923	563,923	563,923	563,923	563,923
User Fees & Service Charges	970,463	970,463	970,463	970,463	970,463
Investment Income	18,441	20,291	23,500	26,182	28,972
	1,552,827	1,554,677	1,557,886	1,560,568	1,563,358
Expenses					
Administration	128,842	128,842	128,842	128,842	128,842
Wages and Benefits	492,711	525,793	545,797	552,798	557,946
Operating	645,134	312,686	262,686	262,436	262,436
Debt Charges - Interest	53,020	52,048	50,286	48,473	46,610
Amortization of Tangible Capital Assets	327,204	327,204	327,204	327,204	327,204
	1,646,911	1,346,573	1,314,815	1,319,753	1,323,038
Operating Surplus / (Deficit)	(94,084)	208,104	243,071	240,815	240,320
Other					
Capital Expenditures	(1,714,052)	(143,623)	(146,883)	(139,731)	(139,731)
Proceeds from Long Term Debt	84,824	-	-	-	-
Debt Principal Repayment	(103,806)	(108,793)	(112,865)	(116,460)	(120,212)
Transfer (to)/from Reserves	784,295	(282,892)	(310,527)	(311,828)	(307,581)
Transfer (to)/from Other Funds	715,619	-	-	-	-
Unfunded Amortization	327,204	327,204	327,204	327,204	327,204
	94,084	(208,104)	(243,071)	(240,815)	(240,320)
366 Financial Plan Surplus / (Deficit)	-	-	-	-	-

370 Regional Water Services	2024	2025	2026	2027	2028
Revenues					
Frontage & Parcel Taxes	5,275,282	5,275,282	5,275,282	5,275,282	5,275,282
Government Transfers	5,534,931	-	-	-	-
User Fees & Service Charges	9,107,572	9,107,572	9,107,572	9,107,572	9,107,572
Investment Income	82,900	95,468	12,570	25,477	38,850
Other Revenue	65,800	65,800	65,800	65,800	65,800
	20,066,485	14,544,122	14,461,224	14,474,131	14,487,504
Expenses					
Administration	1,206,100	1,206,100	1,206,100	1,206,100	1,206,100
Wages and Benefits	3,872,524	4,208,541	4,328,474	4,381,493	4,425,245
Operating	4,958,790	2,181,536	2,037,338	1,885,213	1,885,213
Debt Charges - Interest	513,164	636,105	607,004	577,494	548,541
Amortization of Tangible Capital Assets	1,753,963	1,753,963	1,753,963	1,753,963	1,753,963
	12,304,541	9,986,245	9,932,879	9,804,263	9,819,062
Operating Surplus / (Deficit)	7,761,944	4,557,877	4,528,345	4,669,868	4,668,442
Other					
Capital Expenditures	(21,963,686)	(2,581,876)	(2,609,823)	(2,549,180)	(2,549,180)
Proceeds from Long Term Debt	6,470,700	-	-	-	-
Debt Principal Repayment	(732,951)	(1,019,765)	(1,001,525)	(992,150)	(1,019,290)
Transfer (to)/from Reserves	6,062,407	(2,793,867)	(2,670,960)	(2,882,501)	(2,853,935)
Transfer (to)/from Appropriated Surplus	132,514	-	-	-	-
Transfer (to)/from Other Funds	515,109	83,668	-	-	-
Unfunded Amortization	1,753,963	1,753,963	1,753,963	1,753,963	1,753,963
	(7,761,944)	(4,557,877)	(4,528,345)	(4,669,868)	(4,668,442)
370 Financial Plan Surplus / (Deficit)	-	-	-	-	-

381 Greaves Rd Waste Water Plant	2024	2025	2026	2027	2028
Revenues					
Frontage & Parcel Taxes	3,000	3,300	3,600	3,900	3,900
User Fees & Service Charges	3,818	3,818	3,818	3,818	3,818
	6,818	7,118	7,418	7,718	7,718
Expenses					
Administration	986	986	986	986	986
Wages and Benefits	1,958	2,079	2,131	2,177	2,177
Operating	2,903	1,063	1,063	1,063	1,063
Debt Charges - Interest	11	5	-	-	-
	5,858	4,133	4,180	4,226	4,226
Operating Surplus / (Deficit)	960	2,985	3,238	3,492	3,492
Other					
Debt Principal Repayment	(117)	(150)	-	-	-
Transfer (to)/from Reserves	(843)	(2,835)	(3,238)	(3,492)	(3,492)
	(960)	(2,985)	(3,238)	(3,492)	(3,492)
381 Financial Plan Surplus / (Deficit)	-	-	-	-	-

382 Woodcreek Park Waste Water Plant	2024	2025	2026	2027	2028
Revenues					
Frontage & Parcel Taxes	36,500	36,500	36,500	36,500	36,500
Government Transfers	719,475	-	-	-	-
User Fees & Service Charges	58,454	58,454	58,454	58,454	58,454
	814,429	94,954	94,954	94,954	94,954
Expenses					
Administration	7,824	7,824	7,824	7,824	7,824
Wages and Benefits	25,914	28,856	29,653	30,246	30,246
Operating	35,659	26,481	26,481	26,481	26,481
Debt Charges - Interest	92	3,325	2,488	1,691	897
Amortization of Tangible Capital Assets	8,958	8,958	8,958	8,958	8,958
	78,447	75,444	75,404	75,200	74,406
Operating Surplus / (Deficit)	735,982	19,510	19,550	19,754	20,548
Other					
Capital Expenditures	(937,619)	(2,868)	(2,950)	(3,006)	(3,006)
Proceeds from Long Term Debt	99,591	-	-	-	-
Debt Principal Repayment	(9,319)	(21,225)	(19,918)	(19,918)	(19,918)
Transfer (to)/from Reserves	92,905	(4,375)	(5,640)	(5,788)	(6,582)
Transfer (to)/from Other Funds	9,502	-	-	-	-
Unfunded Amortization	8,958	8,958	8,958	8,958	8,958
	(735,982)	(19,510)	(19,550)	(19,754)	(20,548)
382 Financial Plan Surplus / (Deficit)	-	-	-	-	-

383 Sunnyside Waste Water Plant	2024	2025	2026	2027	2028
Revenues					
Frontage & Parcel Taxes	5,522	6,622	7,722	8,822	8,822
User Fees & Service Charges	6,325	6,325	6,325	6,325	6,325
	11,847	12,947	14,047	15,147	15,147
Expenses					
Administration	1,081	1,081	1,081	1,081	1,081
Wages and Benefits	2,144	2,271	2,330	2,378	2,378
Operating	27,892	867	867	867	867
Debt Charges - Interest	11	5	-	-	9,804
	31,128	4,224	4,278	4,326	14,130
Operating Surplus / (Deficit)	(19,281)	8,723	9,769	10,821	1,017
Other					
Capital Expenditures	-	-	-	(244,500)	-
Proceeds from Long Term Debt	-	-	-	244,500	-
Debt Principal Repayment	(117)	(150)	-	-	(6,112)
Transfer (to)/from Reserves	19,398	(8,573)	(9,769)	(10,821)	5,095
	19,281	(8,723)	(9,769)	(10,821)	(1,017)
383 Financial Plan Surplus / (Deficit)	-	-	-	-	-

384 Jolly Roger Waste Water Plant	2024	2025	2026	2027	2028
Revenues					
Frontage & Parcel Taxes	7,812	9,412	11,012	12,612	12,612
User Fees & Service Charges	30,583	30,583	30,583	30,583	30,583
	38,395	39,995	41,595	43,195	43,195
Expenses					
Administration	3,920	3,920	3,920	3,920	3,920
Wages and Benefits	12,348	13,115	13,476	13,746	13,746
Operating	40,185	15,036	15,036	15,036	15,036
Debt Charges - Interest	46	20	-	-	-
Amortization of Tangible Capital Assets	1,547	1,547	1,547	1,547	1,547
	58,046	33,638	33,979	34,249	34,249
Operating Surplus / (Deficit)	(19,651)	6,357	7,616	8,946	8,946
Other					
Debt Principal Repayment	(509)	(653)	-	-	-
Transfer (to)/from Reserves	18,613	(7,251)	(9,163)	(10,493)	(10,493)
Unfunded Amortization	1,547	1,547	1,547	1,547	1,547
	19,651	(6,357)	(7,616)	(8,946)	(8,946)
384 Financial Plan Surplus / (Deficit)	-	-	-	-	-

385 Secret Cove Waste Water Plant	2024	2025	2026	2027	2028
Revenues					
Frontage & Parcel Taxes	11,968	15,368	18,768	22,168	22,168
User Fees & Service Charges	28,612	28,612	28,612	28,612	28,612
	40,580	43,980	47,380	50,780	50,780
Expenses					
Administration	3,973	3,973	3,973	3,973	3,973
Wages and Benefits	12,460	13,231	13,596	13,868	13,868
Operating	41,102	13,602	13,602	13,602	13,602
Debt Charges - Interest	46	20	-	-	-
Amortization of Tangible Capital Assets	1,615	1,615	1,615	1,615	1,615
	59,196	32,441	32,786	33,058	33,058
Operating Surplus / (Deficit)	(18,616)	11,539	14,594	17,722	17,722
Other					
Debt Principal Repayment	(509)	(653)	-	-	-
Transfer (to)/from Reserves	17,510	(12,501)	(16,209)	(19,337)	(19,337)
Unfunded Amortization	1,615	1,615	1,615	1,615	1,615
	18,616	(11,539)	(14,594)	(17,722)	(17,722)
385 Financial Plan Surplus / (Deficit)	-	-	-	-	-

386 Lee Bay Waste Water Plant	2024	2025	2026	2027	2028
Revenues					
Frontage & Parcel Taxes	53,152	61,952	70,752	79,552	79,552
User Fees & Service Charges	57,057	57,057	57,057	57,057	57,057
	110,209	119,009	127,809	136,609	136,609
Expenses					
Administration	7,185	7,185	7,185	7,185	7,185
Wages and Benefits	15,192	19,980	20,529	20,937	20,937
Operating	55,105	41,255	41,255	41,255	41,255
Debt Charges - Interest	46	20	-	-	-
Amortization of Tangible Capital Assets	8,892	8,892	8,892	8,892	8,892
	86,420	77,332	77,861	78,269	78,269
Operating Surplus / (Deficit)	23,789	41,677	49,948	58,340	58,340
Other					
Capital Expenditures	(167,012)	-	-	-	-
Debt Principal Repayment	(509)	(653)	-	-	-
Transfer (to)/from Reserves	60,316	(49,916)	(58,840)	(67,232)	(67,232)
Transfer (to)/from Other Funds	74,524	-	-	-	-
Unfunded Amortization	8,892	8,892	8,892	8,892	8,892
	(23,789)	(41,677)	(49,948)	(58,340)	(58,340)
386 Financial Plan Surplus / (Deficit)	-	-	-	-	-

387 Square Bay Waste Water Plant	2024	2025	2026	2027	2028
Revenues					
Frontage & Parcel Taxes	29,481	34,131	38,781	44,361	44,361
Government Transfers	10,000	-	-	-	-
User Fees & Service Charges	108,886	108,886	108,886	108,886	108,886
Investment Income	1,308	1,660	2,022	2,395	2,780
	<u>149,675</u>	<u>144,677</u>	<u>149,689</u>	<u>155,642</u>	<u>156,027</u>
Expenses					
Administration	12,081	12,081	12,081	12,081	12,081
Wages and Benefits	45,221	47,323	48,623	49,596	49,596
Operating	74,344	34,344	34,344	34,344	34,344
Debt Charges - Interest	7,540	7,488	7,448	7,448	7,448
Amortization of Tangible Capital Assets	42,682	42,682	42,682	42,682	42,682
	<u>181,868</u>	<u>143,918</u>	<u>145,178</u>	<u>146,151</u>	<u>146,151</u>
Operating Surplus / (Deficit)	(32,193)	759	4,511	9,491	9,876
Other					
Capital Expenditures	(16,155)	(3,005)	(3,086)	(3,150)	(3,150)
Debt Principal Repayment	(12,748)	(13,387)	(12,443)	(12,816)	(13,201)
Transfer (to)/from Reserves	18,414	(27,049)	(31,664)	(36,207)	(36,207)
Unfunded Amortization	42,682	42,682	42,682	42,682	42,682
	<u>32,193</u>	<u>(759)</u>	<u>(4,511)</u>	<u>(9,491)</u>	<u>(9,876)</u>
387 Financial Plan Surplus / (Deficit)	-	-	-	-	-

388 Langdale Waste Water Plant	2024	2025	2026	2027	2028
Revenues					
Frontage & Parcel Taxes	20,000	20,000	20,000	20,000	20,000
Government Transfers	751,997	-	-	-	-
User Fees & Service Charges	57,089	57,089	57,089	57,089	57,089
	<u>829,086</u>	<u>77,089</u>	<u>77,089</u>	<u>77,089</u>	<u>77,089</u>
Expenses					
Administration	6,714	6,714	6,714	6,714	6,714
Wages and Benefits	21,794	24,671	25,354	25,858	25,858
Operating	30,218	26,218	26,218	26,218	26,218
Debt Charges - Interest	3,139	3,731	2,811	1,911	1,014
Amortization of Tangible Capital Assets	3,764	3,764	3,764	3,764	3,764
	<u>65,629</u>	<u>65,098</u>	<u>64,861</u>	<u>64,465</u>	<u>63,568</u>
Operating Surplus / (Deficit)	763,457	11,991	12,228	12,624	13,521
Other					
Capital Expenditures	(1,036,929)	(2,380)	(2,444)	(2,496)	(2,496)
Proceeds from Long Term Debt	112,501	-	-	-	-
Debt Principal Repayment	(9,884)	(23,153)	(22,500)	(22,500)	(22,500)
Transfer (to)/from Reserves	31,019	9,778	8,952	8,608	7,711
Transfer (to)/from Other Funds	136,072	-	-	-	-
Unfunded Amortization	3,764	3,764	3,764	3,764	3,764
	<u>(763,457)</u>	<u>(11,991)</u>	<u>(12,228)</u>	<u>(12,624)</u>	<u>(13,521)</u>
388 Financial Plan Surplus / (Deficit)	-	-	-	-	-

389 Canoe Rd Waste Water Plant	2024	2025	2026	2027	2028
Revenues					
Frontage & Parcel Taxes	5,243	5,743	6,243	6,743	6,743
User Fees & Service Charges	5,912	5,912	5,912	5,912	5,912
	11,155	11,655	12,155	12,655	12,655
Expenses					
Administration	1,175	1,175	1,175	1,175	1,175
Wages and Benefits	2,877	3,031	3,113	3,178	3,178
Operating	5,750	723	723	723	723
Debt Charges - Interest	11	5	-	-	-
Amortization of Tangible Capital Assets	1,760	1,760	1,760	1,760	1,760
	11,573	6,694	6,771	6,836	6,836
Operating Surplus / (Deficit)	(418)	4,961	5,384	5,819	5,819
Other					
Debt Principal Repayment	(3,664)	(150)	-	-	-
Transfer (to)/from Reserves	2,322	(6,571)	(7,144)	(7,579)	(7,579)
Unfunded Amortization	1,760	1,760	1,760	1,760	1,760
	418	(4,961)	(5,384)	(5,819)	(5,819)
389 Financial Plan Surplus / (Deficit)	-	-	-	-	-

390 Merrill Crescent Waste Water Plant	2024	2025	2026	2027	2028
Revenues					
Frontage & Parcel Taxes	7,000	7,700	8,400	9,100	9,100
User Fees & Service Charges	27,276	27,276	27,276	27,276	27,276
	34,276	34,976	35,676	36,376	36,376
Expenses					
Administration	2,908	2,908	2,908	2,908	2,908
Wages and Benefits	7,794	9,574	9,835	10,030	10,030
Operating	9,120	9,064	9,064	9,064	9,064
Debt Charges - Interest	46	20	-	-	-
Amortization of Tangible Capital Assets	2,048	2,048	2,048	2,048	2,048
	21,916	23,614	23,855	24,050	24,050
Operating Surplus / (Deficit)	12,360	11,362	11,821	12,326	12,326
Other					
Capital Expenditures	(30,233)	-	-	-	-
Debt Principal Repayment	(3,162)	(653)	-	-	-
Transfer (to)/from Reserves	(11,246)	(12,757)	(13,869)	(14,374)	(14,374)
Transfer (to)/from Other Funds	30,233	-	-	-	-
Unfunded Amortization	2,048	2,048	2,048	2,048	2,048
	(12,360)	(11,362)	(11,821)	(12,326)	(12,326)
390 Financial Plan Surplus / (Deficit)	-	-	-	-	-

391 Curran Rd Waste Water Plant	2024	2025	2026	2027	2028
Revenues					
Frontage & Parcel Taxes	25,416	29,016	31,710	36,216	36,216
User Fees & Service Charges	43,818	43,818	43,818	43,818	43,818
	69,234	72,834	75,528	80,034	80,034
Expenses					
Administration	5,210	5,210	5,210	5,210	5,210
Wages and Benefits	17,154	18,133	18,633	19,009	19,009
Operating	23,005	23,005	23,005	23,005	23,005
Debt Charges - Interest	46	20	4,719	6,819	5,206
Amortization of Tangible Capital Assets	6,261	6,261	6,261	6,261	6,261
	51,676	52,629	57,828	60,304	58,691
Operating Surplus / (Deficit)	17,558	20,205	17,700	19,730	21,343
Other					
Capital Expenditures	-	(189,000)	-	-	-
Proceeds from Long Term Debt	-	189,000	-	-	-
Debt Principal Repayment	(509)	(653)	(19,921)	(35,422)	(37,035)
Transfer (to)/from Reserves	(23,310)	(25,813)	(4,040)	9,431	9,431
Unfunded Amortization	6,261	6,261	6,261	6,261	6,261
	(17,558)	(20,205)	(17,700)	(19,730)	(21,343)
391 Financial Plan Surplus / (Deficit)	-	-	-	-	-
392 Roberts Creek Co-Housing Treatment Plant					
Revenues					
Frontage & Parcel Taxes	15,500	17,050	18,600	20,150	21,700
User Fees & Service Charges	40,532	40,532	40,532	40,532	40,532
	56,032	57,582	59,132	60,682	62,232
Expenses					
Administration	5,859	5,859	5,859	5,859	5,859
Wages and Benefits	22,650	23,694	24,347	24,830	24,830
Operating	13,682	13,682	13,682	13,682	13,682
Debt Charges - Interest	92	40	880	1,271	971
Amortization of Tangible Capital Assets	7,677	7,677	7,677	7,677	7,677
	49,960	50,952	52,445	53,319	53,019
Operating Surplus / (Deficit)	6,072	6,630	6,687	7,363	9,213
Other					
Capital Expenditures	-	(98,100)	-	-	-
Proceeds from Long Term Debt	-	98,100	-	-	-
Debt Principal Repayment	(1,020)	(1,307)	(3,715)	(6,606)	(6,905)
Transfer (to)/from Reserves	(12,729)	(13,000)	(10,649)	(8,434)	(9,985)
Unfunded Amortization	7,677	7,677	7,677	7,677	7,677
	(6,072)	(6,630)	(6,687)	(7,363)	(9,213)
392 Financial Plan Surplus / (Deficit)	-	-	-	-	-

393 Lillies Lake Waste Water Plant	2024	2025	2026	2027	2028
Revenues					
Frontage & Parcel Taxes	8,816	10,266	11,716	13,166	13,166
User Fees & Service Charges	32,017	32,017	32,017	32,017	32,017
	40,833	42,283	43,733	45,183	45,183
Expenses					
Administration	4,077	4,077	4,077	4,077	4,077
Wages and Benefits	13,641	14,324	14,718	15,012	15,012
Operating	17,909	13,909	13,909	13,909	13,909
Debt Charges - Interest	46	20	-	-	-
Amortization of Tangible Capital Assets	4,860	4,860	4,860	4,860	4,860
	40,533	37,190	37,564	37,858	37,858
Operating Surplus / (Deficit)	300	5,093	6,169	7,325	7,325
Other					
Capital Expenditures	(18,521)	(1,511)	(1,553)	(1,584)	(1,584)
Debt Principal Repayment	(509)	(653)	-	-	-
Transfer (to)/from Reserves	13,870	(7,789)	(9,476)	(10,601)	(10,601)
Unfunded Amortization	4,860	4,860	4,860	4,860	4,860
	(300)	(5,093)	(6,169)	(7,325)	(7,325)
393 Financial Plan Surplus / (Deficit)	-	-	-	-	-
394 Painted Boat Waste Water Plant					
Revenues					
Frontage & Parcel Taxes	12,462	14,012	15,562	17,112	17,112
User Fees & Service Charges	22,477	22,477	22,477	22,477	22,477
	34,939	36,489	38,039	39,589	39,589
Expenses					
Administration	3,678	3,678	3,678	3,678	3,678
Wages and Benefits	10,338	10,810	11,108	11,326	11,326
Operating	9,214	9,214	9,214	9,214	9,214
Debt Charges - Interest	46	20	-	-	-
Amortization of Tangible Capital Assets	7,687	7,687	7,687	7,687	7,687
	30,963	31,409	31,687	31,905	31,905
Operating Surplus / (Deficit)	3,976	5,080	6,352	7,684	7,684
Other					
Debt Principal Repayment	(509)	(653)	-	-	-
Transfer (to)/from Reserves	(11,154)	(12,114)	(14,039)	(15,371)	(15,371)
Unfunded Amortization	7,687	7,687	7,687	7,687	7,687
	(3,976)	(5,080)	(6,352)	(7,684)	(7,684)
394 Financial Plan Surplus / (Deficit)	-	-	-	-	-

395 Sakinaw Ridge Waste Water Plant	2024	2025	2026	2027	2028
Revenues					
Frontage & Parcel Taxes	25,003	25,003	25,003	25,003	25,003
User Fees & Service Charges	14,560	14,560	14,560	14,560	14,560
	39,563	39,563	39,563	39,563	39,563
Expenses					
Administration	5,771	5,771	5,771	5,771	5,771
Wages and Benefits	16,504	17,301	17,777	18,130	18,130
Operating	15,460	15,460	15,460	15,460	15,460
Debt Charges - Interest	92	40	-	-	-
Amortization of Tangible Capital Assets	16,127	16,127	16,127	16,127	16,127
	53,954	54,699	55,135	55,488	55,488
Operating Surplus / (Deficit)	(14,391)	(15,136)	(15,572)	(15,925)	(15,925)
Other					
Debt Principal Repayment	(1,019)	(1,306)	-	-	-
Transfer (to)/from Reserves	(717)	315	(555)	(202)	(202)
Unfunded Amortization	16,127	16,127	16,127	16,127	16,127
	14,391	15,136	15,572	15,925	15,925
395 Financial Plan Surplus / (Deficit)	-	-	-	-	-

400 Cemetery	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	141,000	203,381	203,223	202,513	200,166
User Fees & Service Charges	61,134	61,134	61,134	61,134	61,134
	202,134	264,515	264,357	263,647	261,300
Expenses					
Administration	21,925	21,925	21,925	21,925	21,925
Wages and Benefits	76,974	80,052	82,252	83,900	83,900
Operating	80,322	74,069	74,069	74,069	74,069
Debt Charges - Interest	-	10,509	8,151	5,793	3,446
Amortization of Tangible Capital Assets	4,144	4,144	4,144	4,144	4,144
	183,365	190,699	190,541	189,831	187,484
Operating Surplus / (Deficit)	18,769	73,816	73,816	73,816	73,816
Other					
Capital Expenditures	(595,464)	-	-	-	-
Proceeds from Long Term Debt	294,800	-	-	-	-
Debt Principal Repayment	(4,913)	(59,960)	(59,960)	(59,960)	(59,960)
Transfer (to)/from Reserves	282,664	(18,000)	(18,000)	(18,000)	(18,000)
Unfunded Amortization	4,144	4,144	4,144	4,144	4,144
	(18,769)	(73,816)	(73,816)	(73,816)	(73,816)
400 Financial Plan Surplus / (Deficit)	-	-	-	-	-

410 Pender Harbour Health Clinic	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	189,012	189,012	189,012	189,012	189,012
	189,012	189,012	189,012	189,012	189,012
Expenses					
Administration	8,972	8,972	8,972	8,972	8,972
Operating	175,040	175,040	175,040	175,040	175,040
	184,012	184,012	184,012	184,012	184,012
Operating Surplus / (Deficit)	5,000	5,000	5,000	5,000	5,000
Other					
Transfer (to)/from Reserves	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)

410 Financial Plan Surplus / (Deficit)	-	-	-	-	-
---	----------	----------	----------	----------	----------

500 Regional Planning	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	215,351	222,040	226,817	230,393	230,393
User Fees & Service Charges	430	430	430	430	430
Other Revenue	114,034	-	-	-	-
	329,815	222,470	227,247	230,823	230,823
Expenses					
Administration	37,872	37,872	37,872	37,872	37,872
Wages and Benefits	167,145	173,834	178,611	182,187	182,187
Operating	124,798	10,764	10,764	10,764	10,764
	329,815	222,470	227,247	230,823	230,823

Operating Surplus / (Deficit)	-	-	-	-	-
--------------------------------------	----------	----------	----------	----------	----------

500 Financial Plan Surplus / (Deficit)	-	-	-	-	-
---	----------	----------	----------	----------	----------

504 Rural Planning Services	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	1,759,679	1,677,964	1,745,020	1,313,964	1,313,964
Government Transfers	178,845	-	-	-	-
User Fees & Service Charges	200,056	232,618	237,325	240,844	240,844
Other Revenue	35,000	-	-	-	-
	2,173,580	1,910,582	1,982,345	1,554,808	1,554,808
Expenses					
Administration	223,825	223,825	223,825	223,825	223,825
Wages and Benefits	1,321,660	1,425,086	1,395,421	1,254,381	1,254,381
Operating	1,045,878	261,671	363,099	76,602	76,602
	2,591,363	1,910,582	1,982,345	1,554,808	1,554,808

Operating Surplus / (Deficit)	(417,783)	-	-	-	-
--------------------------------------	------------------	----------	----------	----------	----------

Other					
Transfer (to)/from Reserves	337,783	-	-	-	-
Transfer (to)/from Appropriated Surplus	80,000	-	-	-	-
	417,783	-	-	-	-

504 Financial Plan Surplus / (Deficit)	-	-	-	-	-
---	----------	----------	----------	----------	----------

506 Geographic Information Services	2024	2025	2026	2027	2028
Revenues					
User Fees & Service Charges	20,500	20,500	500	500	500
	<u>20,500</u>	<u>20,500</u>	<u>500</u>	<u>500</u>	<u>500</u>
Expenses					
Internal Recoveries	(333,467)	(345,018)	(368,275)	(389,445)	(389,445)
Wages and Benefits	288,741	300,292	308,549	314,719	314,719
Operating	65,226	65,226	65,226	65,226	65,226
Amortization of Tangible Capital Assets	11,548	11,548	11,548	11,548	11,548
	<u>32,048</u>	<u>32,048</u>	<u>17,048</u>	<u>2,048</u>	<u>2,048</u>
Operating Surplus / (Deficit)	(11,548)	(11,548)	(16,548)	(1,548)	(1,548)
Other					
Capital Expenditures	(60,000)	-	-	(60,000)	-
Transfer (to)/from Reserves	60,000	-	5,000	50,000	(10,000)
Unfunded Amortization	11,548	11,548	11,548	11,548	11,548
	<u>11,548</u>	<u>11,548</u>	<u>16,548</u>	<u>1,548</u>	<u>1,548</u>
506 Financial Plan Surplus / (Deficit)	-	-	-	-	-
510 Civic Addressing					
Revenues					
User Fees & Service Charges	32,835	33,899	34,660	35,228	35,228
	<u>32,835</u>	<u>33,899</u>	<u>34,660</u>	<u>35,228</u>	<u>35,228</u>
Expenses					
Administration	3,889	3,889	3,889	3,889	3,889
Wages and Benefits	26,585	27,649	28,410	28,978	28,978
Operating	2,361	2,361	2,361	2,361	2,361
	<u>32,835</u>	<u>33,899</u>	<u>34,660</u>	<u>35,228</u>	<u>35,228</u>
Operating Surplus / (Deficit)	-	-	-	-	-
Other					
Capital Expenditures	(15,000)	-	-	(15,000)	-
Transfer (to)/from Reserves	15,000	-	-	15,000	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
510 Financial Plan Surplus / (Deficit)	-	-	-	-	-

520 Building Inspection Services	2024	2025	2026	2027	2028
Revenues					
User Fees & Service Charges	1,003,221	1,034,650	1,057,122	1,073,915	1,073,915
Other Revenue	600	600	600	600	600
	<u>1,003,821</u>	<u>1,035,250</u>	<u>1,057,722</u>	<u>1,074,515</u>	<u>1,074,515</u>
Expenses					
Administration	155,820	155,820	155,820	155,820	155,820
Wages and Benefits	785,742	817,171	839,643	856,436	856,436
Operating	83,761	55,759	55,759	55,759	55,759
Amortization of Tangible Capital Assets	7,439	7,439	7,439	7,439	7,439
	<u>1,032,762</u>	<u>1,036,189</u>	<u>1,058,661</u>	<u>1,075,454</u>	<u>1,075,454</u>
Operating Surplus / (Deficit)	(28,941)	(939)	(939)	(939)	(939)
Other					
Transfer (to)/from Reserves	22,002	(6,000)	(6,000)	(6,000)	(6,000)
Transfer (to)/from Other Funds	(500)	(500)	(500)	(500)	(500)
Unfunded Amortization	7,439	7,439	7,439	7,439	7,439
	<u>28,941</u>	<u>939</u>	<u>939</u>	<u>939</u>	<u>939</u>
520 Financial Plan Surplus / (Deficit)	-	-	-	-	-

531 Economic Development Area A	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	83,548	58,144	58,144	51,264	51,264
	<u>83,548</u>	<u>58,144</u>	<u>58,144</u>	<u>51,264</u>	<u>51,264</u>
Expenses					
Administration	2,038	2,038	2,038	2,038	2,038
Operating	83,420	56,106	56,106	49,226	49,226
	<u>85,458</u>	<u>58,144</u>	<u>58,144</u>	<u>51,264</u>	<u>51,264</u>
Operating Surplus / (Deficit)	(1,910)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	1,910	-	-	-	-
	<u>1,910</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
531 Financial Plan Surplus / (Deficit)	-	-	-	-	-

532 Economic Development Area B	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	48,230	51,143	51,143	45,117	45,117
	<u>48,230</u>	<u>51,143</u>	<u>51,143</u>	<u>45,117</u>	<u>45,117</u>
Expenses					
Administration	474	474	474	474	474
Operating	50,108	50,669	50,669	44,643	44,643
	<u>50,582</u>	<u>51,143</u>	<u>51,143</u>	<u>45,117</u>	<u>45,117</u>
Operating Surplus / (Deficit)	(2,352)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	2,352	-	-	-	-
	<u>2,352</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
532 Financial Plan Surplus / (Deficit)	-	-	-	-	-

533 Economic Development Area D	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	43,635	45,997	45,997	41,029	41,029
	<u>43,635</u>	<u>45,997</u>	<u>45,997</u>	<u>41,029</u>	<u>41,029</u>
Expenses					
Administration	416	416	416	416	416
Operating	45,129	45,581	45,581	40,613	40,613
	<u>45,545</u>	<u>45,997</u>	<u>45,997</u>	<u>41,029</u>	<u>41,029</u>
Operating Surplus / (Deficit)	(1,910)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	1,910	-	-	-	-
	<u>1,910</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
533 Financial Plan Surplus / (Deficit)	-	-	-	-	-

534 Economic Development Area E	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	32,089	32,090	32,090	27,897	27,897
	<u>32,089</u>	<u>32,090</u>	<u>32,090</u>	<u>27,897</u>	<u>27,897</u>
Expenses					
Administration	483	483	483	483	483
Operating	33,515	31,607	31,607	27,414	27,414
	<u>33,998</u>	<u>32,090</u>	<u>32,090</u>	<u>27,897</u>	<u>27,897</u>
Operating Surplus / (Deficit)	(1,909)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	1,909	-	-	-	-
	<u>1,909</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
534 Financial Plan Surplus / (Deficit)	-	-	-	-	-

535 Economic Development Area F	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	53,632	50,075	50,075	44,142	44,142
	<u>53,632</u>	<u>50,075</u>	<u>50,075</u>	<u>44,142</u>	<u>44,142</u>
Expenses					
Administration	569	569	569	569	569
Operating	52,973	49,506	49,506	43,573	43,573
	<u>53,542</u>	<u>50,075</u>	<u>50,075</u>	<u>44,142</u>	<u>44,142</u>
Operating Surplus / (Deficit)	90	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	(90)	-	-	-	-
	<u>(90)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
535 Financial Plan Surplus / (Deficit)	-	-	-	-	-

540 Hillside Development Project	2024	2025	2026	2027	2028
Revenues					
Other Revenue	156,339	156,339	156,339	156,339	156,339
	<u>156,339</u>	<u>156,339</u>	<u>156,339</u>	<u>156,339</u>	<u>156,339</u>
Expenses					
Administration	6,055	6,055	6,055	6,055	6,055
Wages and Benefits	59,580	28,800	29,592	30,184	30,184
Operating	485,688	91,106	91,336	91,336	91,336
	<u>551,323</u>	<u>125,961</u>	<u>126,983</u>	<u>127,575</u>	<u>127,575</u>
Operating Surplus / (Deficit)	(394,984)	30,378	29,356	28,764	28,764
Other					
Development of Land Held for Resale	(104,055)	(14,055)	(14,055)	(14,055)	(14,055)
Transfer (to)/from Reserves	499,039	(16,323)	(15,301)	(14,709)	(14,709)
	<u>394,984</u>	<u>(30,378)</u>	<u>(29,356)</u>	<u>(28,764)</u>	<u>(28,764)</u>
540 Financial Plan Surplus / (Deficit)	-	-	-	-	-

615 Community Recreation Facilities	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	6,747,563	7,143,052	7,285,405	7,393,479	7,414,657
Frontage & Parcel Taxes	1,698,073	1,698,073	118,005	-	-
User Fees & Service Charges	1,837,906	1,837,906	1,837,906	1,837,906	1,837,906
Investment Income	513,598	553,539	75,648	10,188	20,727
Other Revenue	17,858	17,858	17,858	17,858	17,858
	<u>10,814,998</u>	<u>11,250,428</u>	<u>9,334,822</u>	<u>9,259,431</u>	<u>9,291,148</u>
Expenses					
Administration	1,071,071	1,071,071	1,071,071	1,071,071	1,071,071
Wages and Benefits	4,157,657	4,404,630	4,506,038	4,593,462	4,593,462
Operating	2,233,691	2,024,649	2,031,949	2,040,549	2,036,149
Debt Charges - Interest	1,049,886	1,112,653	347,564	279,857	259,454
Amortization of Tangible Capital Assets	1,033,297	1,033,297	1,033,297	1,033,297	1,033,297
	<u>9,545,602</u>	<u>9,646,300</u>	<u>8,989,919</u>	<u>9,018,236</u>	<u>8,993,433</u>
Operating Surplus / (Deficit)	1,269,396	1,604,128	344,903	241,195	297,715
Other					
Capital Expenditures	(8,840,437)	(2,411,400)	(1,094,200)	(581,100)	(2,498,800)
Proceeds from Long Term Debt	5,979,692	900,000	720,000	-	1,254,600
Debt Principal Repayment	(1,441,750)	(1,704,701)	(1,009,030)	(984,721)	(1,080,772)
Transfer (to)/from Reserves	1,932,962	500,275	5,030	291,329	993,960
Transfer (to)/from Appropriated Surplus	313,497	-	-	-	-
Transfer (to)/from Other Funds	(246,657)	78,401	-	-	-
Unfunded Amortization	1,033,297	1,033,297	1,033,297	1,033,297	1,033,297
	<u>(1,269,396)</u>	<u>(1,604,128)</u>	<u>(344,903)</u>	<u>(241,195)</u>	<u>(297,715)</u>
615 Financial Plan Surplus / (Deficit)	-	-	-	-	-

625 Pender Harbour Pool	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	651,791	683,724	697,611	707,986	707,986
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	21,258	23,270	25,363	27,539	29,803
	811,668	845,613	861,593	874,144	876,408
Expenses					
Administration	86,553	86,553	86,553	86,553	86,553
Wages and Benefits	472,951	504,884	518,771	529,146	529,146
Operating	159,769	157,387	157,387	157,387	157,387
Debt Charges - Interest	19,466	19,466	19,466	19,466	19,466
Amortization of Tangible Capital Assets	100,302	100,302	100,302	100,302	100,302
	839,041	868,592	882,479	892,854	892,854
Operating Surplus / (Deficit)	(27,373)	(22,979)	(20,886)	(18,710)	(16,446)
Other					
Capital Expenditures	(33,865)	(10,000)	(10,000)	(10,000)	(10,000)
Debt Principal Repayment	(50,311)	(52,323)	(54,416)	(56,592)	(58,856)
Transfer (to)/from Reserves	11,247	(15,000)	(15,000)	(15,000)	(15,000)
Unfunded Amortization	100,302	100,302	100,302	100,302	100,302
	27,373	22,979	20,886	18,710	16,446
625 Financial Plan Surplus / (Deficit)	-	-	-	-	-

630 School Facilities - Joint Use	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	51,362	51,494	51,587	51,659	51,659
	51,362	51,494	51,587	51,659	51,659
Expenses					
Administration	3,222	3,222	3,222	3,222	3,222
Wages and Benefits	3,290	3,422	3,515	3,587	3,587
Operating	44,850	44,850	44,850	44,850	44,850
	51,362	51,494	51,587	51,659	51,659
Operating Surplus / (Deficit)	-	-	-	-	-
630 Financial Plan Surplus / (Deficit)	-	-	-	-	-

640 Gibsons & Area Library	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	882,945	883,211	883,403	883,546	883,546
	882,945	883,211	883,403	883,546	883,546
Expenses					
Administration	57,951	57,951	57,951	57,951	57,951
Wages and Benefits	6,672	6,938	7,130	7,273	7,273
Operating	858,007	858,007	858,007	858,007	858,007
Amortization of Tangible Capital Assets	52,180	52,180	52,180	52,180	52,180
	974,810	975,076	975,268	975,411	975,411
Operating Surplus / (Deficit)	(91,865)	(91,865)	(91,865)	(91,865)	(91,865)
Other					
Transfer (to)/from Reserves	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Transfer (to)/from Other Funds	89,685	89,685	89,685	89,685	89,685
Unfunded Amortization	52,180	52,180	52,180	52,180	52,180
	91,865	91,865	91,865	91,865	91,865
640 Financial Plan Surplus / (Deficit)	-	-	-	-	-

643 Egmont/Pender Harbour Library Service	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	65,298	67,002	67,002	67,002	67,002
	<u>65,298</u>	<u>67,002</u>	<u>67,002</u>	<u>67,002</u>	<u>67,002</u>
Expenses					
Administration	3,696	3,696	3,696	3,696	3,696
Operating	61,602	63,306	63,306	63,306	63,306
	<u>65,298</u>	<u>67,002</u>	<u>67,002</u>	<u>67,002</u>	<u>67,002</u>
Operating Surplus / (Deficit)	-	-	-	-	-
643 Financial Plan Surplus / (Deficit)	-	-	-	-	-

645 Halfmoon Bay Library Service	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	181,655	186,700	186,700	186,700	186,700
	<u>181,655</u>	<u>186,700</u>	<u>186,700</u>	<u>186,700</u>	<u>186,700</u>
Expenses					
Administration	10,860	10,860	10,860	10,860	10,860
Operating	170,796	175,840	175,840	175,840	175,840
	<u>181,656</u>	<u>186,700</u>	<u>186,700</u>	<u>186,700</u>	<u>186,700</u>
Operating Surplus / (Deficit)	(1)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	1	-	-	-	-
	<u>1</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
645 Financial Plan Surplus / (Deficit)	-	-	-	-	-

646 Roberts Creek Library Service	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	216,932	218,925	218,925	218,925	218,925
	<u>216,932</u>	<u>218,925</u>	<u>218,925</u>	<u>218,925</u>	<u>218,925</u>
Expenses					
Administration	7,914	7,914	7,914	7,914	7,914
Operating	119,333	121,326	121,326	121,326	121,326
	<u>127,247</u>	<u>129,240</u>	<u>129,240</u>	<u>129,240</u>	<u>129,240</u>
Operating Surplus / (Deficit)	89,685	89,685	89,685	89,685	89,685
Other					
Transfer (to)/from Other Funds	(89,685)	(89,685)	(89,685)	(89,685)	(89,685)
	<u>(89,685)</u>	<u>(89,685)</u>	<u>(89,685)</u>	<u>(89,685)</u>	<u>(89,685)</u>
646 Financial Plan Surplus / (Deficit)	-	-	-	-	-

648 Museum Service	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	185,352	185,352	185,352	185,352	185,352
	<u>185,352</u>	<u>185,352</u>	<u>185,352</u>	<u>185,352</u>	<u>185,352</u>
Expenses					
Administration	10,807	10,807	10,807	10,807	10,807
Operating	174,545	174,545	174,545	174,545	174,545
	<u>185,352</u>	<u>185,352</u>	<u>185,352</u>	<u>185,352</u>	<u>185,352</u>
Operating Surplus / (Deficit)	-	-	-	-	-
648 Financial Plan Surplus / (Deficit)	-	-	-	-	-

650 Community Parks	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	2,549,501	2,530,559	2,770,619	2,918,140	2,895,574
Government Transfers	1,873,013	-	-	-	-
User Fees & Service Charges	41,600	41,600	41,600	41,600	41,600
Other Revenue	11,100	11,100	11,100	11,100	11,100
	4,475,214	2,583,259	2,823,319	2,970,840	2,948,274
Expenses					
Administration	320,638	320,638	320,638	320,638	320,638
Wages and Benefits	1,161,363	1,181,392	1,213,879	1,238,157	1,238,157
Operating	843,556	636,223	637,279	638,408	639,561
Debt Charges - Interest	2,956	31,938	55,684	47,434	37,160
Amortization of Tangible Capital Assets	188,665	188,665	188,665	188,665	188,665
	2,517,178	2,358,856	2,416,145	2,433,302	2,424,181
Operating Surplus / (Deficit)	1,958,036	224,403	407,174	537,538	524,093
Other					
Capital Expenditures	(4,912,168)	(1,560,700)	(540,100)	(465,100)	(777,500)
Proceeds from Long Term Debt	1,478,233	-	-	103,600	-
Debt Principal Repayment	(12,519)	(13,250)	(186,477)	(310,474)	(299,106)
Transfer (to)/from Reserves	258,437	1,157,580	130,738	(54,229)	363,848
Transfer (to)/from Appropriated Surplus	233,113	-	-	-	-
Transfer (to)/from Other Funds	808,203	3,302	-	-	-
Unfunded Amortization	188,665	188,665	188,665	188,665	188,665
	(1,958,036)	(224,403)	(407,174)	(537,538)	(524,093)
650 Financial Plan Surplus / (Deficit)	-	-	-	-	-

665 Bicycle & Walking Paths	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	122,322	54,117	54,872	55,440	55,440
	122,322	54,117	54,872	55,440	55,440
Expenses					
Administration	8,871	8,871	8,871	8,871	8,871
Wages and Benefits	30,210	27,538	28,293	28,861	28,861
Operating	67,212	7,708	7,708	7,708	7,708
Amortization of Tangible Capital Assets	79,260	79,260	79,260	79,260	79,260
	185,553	123,377	124,132	124,700	124,700
Operating Surplus / (Deficit)	(63,231)	(69,260)	(69,260)	(69,260)	(69,260)
Other					
Capital Expenditures	(584,183)	-	-	-	-
Transfer (to)/from Reserves	127,324	(10,000)	(10,000)	(10,000)	(10,000)
Transfer (to)/from Appropriated Surplus	(69,264)	-	-	-	-
Transfer (to)/from Other Funds	510,094	-	-	-	-
Unfunded Amortization	79,260	79,260	79,260	79,260	79,260
	63,231	69,260	69,260	69,260	69,260
665 Financial Plan Surplus / (Deficit)	-	-	-	-	-

667 Area A Bicycle & Walking Paths	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	12,484	12,753	12,946	13,093	13,093
	<u>12,484</u>	<u>12,753</u>	<u>12,946</u>	<u>13,093</u>	<u>13,093</u>
Expenses					
Administration	1,539	1,539	1,539	1,539	1,539
Wages and Benefits	6,745	7,014	7,207	7,354	7,354
Operating	4,200	4,200	4,200	4,200	4,200
Amortization of Tangible Capital Assets	6,349	6,349	6,349	6,349	6,349
	<u>18,833</u>	<u>19,102</u>	<u>19,295</u>	<u>19,442</u>	<u>19,442</u>
Operating Surplus / (Deficit)	(6,349)	(6,349)	(6,349)	(6,349)	(6,349)
Other					
Unfunded Amortization	6,349	6,349	6,349	6,349	6,349
	<u>6,349</u>	<u>6,349</u>	<u>6,349</u>	<u>6,349</u>	<u>6,349</u>
667 Financial Plan Surplus / (Deficit)	-	-	-	-	-

670 Regional Recreation Programs	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	210,682	204,714	204,807	204,879	204,879
User Fees & Service Charges	20,019	30,319	30,319	30,319	30,319
	<u>230,701</u>	<u>235,033</u>	<u>235,126</u>	<u>235,198</u>	<u>235,198</u>
Expenses					
Administration	12,911	12,911	12,911	12,911	12,911
Wages and Benefits	3,290	3,422	3,515	3,587	3,587
Operating	214,500	218,700	218,700	218,700	218,700
	<u>230,701</u>	<u>235,033</u>	<u>235,126</u>	<u>235,198</u>	<u>235,198</u>
Operating Surplus / (Deficit)	-	-	-	-	-
670 Financial Plan Surplus / (Deficit)	-	-	-	-	-

680 Dakota Ridge Recreation Service Area	2024	2025	2026	2027	2028
Revenues					
Tax Requisitions	231,746	235,722	238,570	240,695	240,695
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
	<u>271,746</u>	<u>275,722</u>	<u>278,570</u>	<u>280,695</u>	<u>280,695</u>
Expenses					
Administration	25,754	25,754	25,754	25,754	25,754
Wages and Benefits	99,489	103,465	106,313	108,438	108,438
Operating	146,503	146,503	146,503	146,503	146,503
Amortization of Tangible Capital Assets	4,474	4,474	4,474	4,474	4,474
	<u>276,220</u>	<u>280,196</u>	<u>283,044</u>	<u>285,169</u>	<u>285,169</u>
Operating Surplus / (Deficit)	(4,474)	(4,474)	(4,474)	(4,474)	(4,474)
Other					
Unfunded Amortization	4,474	4,474	4,474	4,474	4,474
	<u>4,474</u>	<u>4,474</u>	<u>4,474</u>	<u>4,474</u>	<u>4,474</u>
680 Financial Plan Surplus / (Deficit)	-	-	-	-	-