

**SUNSHINE COAST REGIONAL DISTRICT**

**BYLAW NO. 724**

*Consolidated for convenience only to include up to 724.1*

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

---

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

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

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

2020 - 2024

	2020	2021	2022	2023	2024
<b>Revenues</b>					
Grants in Lieu of Taxes	72,000	72,000	72,000	72,000	72,000
Tax Requisitions	21,168,636	22,444,237	22,412,100	22,288,704	22,285,698
Frontage & Parcel Taxes	5,620,302	5,620,302	5,620,302	5,620,302	5,620,302
Government Transfers	2,670,704	2,670,704	2,670,704	2,670,704	2,670,704
User Fees & Service Charges	13,189,937	13,878,566	13,894,318	13,894,905	13,894,905
Member Municipality Debt	1,876,276	1,828,505	1,786,899	1,421,758	1,421,758
Investment Income	683,877	746,110	810,618	840,606	917,803
Other Revenue	658,248	542,592	560,705	542,705	542,705
	<b>45,939,980</b>	<b>47,803,016</b>	<b>47,827,646</b>	<b>47,351,684</b>	<b>47,425,875</b>
<b>Expenses</b>					
Administration	4,678,144	5,057,289	5,107,314	5,107,263	5,107,263
Internal Recoveries	(6,495,335)	(6,889,630)	(6,942,353)	(6,932,710)	(6,932,710)
Wages and Benefits	19,449,037	20,635,404	20,639,140	20,630,133	20,630,133
Operating	18,919,094	16,765,933	16,724,736	16,708,240	16,722,656
Debt Charges Member Municipalities	1,876,276	1,828,505	1,786,899	1,421,758	1,421,758
Debt Charges - Interest	1,300,434	1,608,339	1,778,471	1,737,453	1,727,090
Amortization of Tangible Capital Assets	4,822,441	4,822,441	4,822,441	4,822,441	4,822,441
	<b>44,550,091</b>	<b>43,828,281</b>	<b>43,916,648</b>	<b>43,494,578</b>	<b>43,498,631</b>
<b>Operating Surplus / (Deficit)</b>	<b>1,389,889</b>	<b>3,974,735</b>	<b>3,910,998</b>	<b>3,857,106</b>	<b>3,927,244</b>
<b>Other</b>					
Capital Expenditures	(26,497,404)	(1,871,599)	(1,921,599)	(1,921,599)	(1,921,599)
Proceeds from Long Term Debt	16,794,500	-	-	-	-
Debt Principal Repayment	(2,118,374)	(2,367,110)	(2,888,153)	(2,753,244)	(2,811,289)
Transfer (to)/from Reserves	7,311,860	(3,113,366)	(2,470,466)	(2,551,483)	(2,563,574)
Transfer (to)/from Appropriated Surplus	(561,907)	(673,915)	(682,050)	(682,050)	(682,050)
Transfer (to)/from Other Funds	(450,000)	-	-	-	-
Transfer (to)/from Accumulated Surplus	29,684	28,814	28,829	28,829	28,827
Prior Year Surplus/(Deficit)	(45,689)	-	-	-	-
Unfunded Amortization	4,822,441	4,822,441	4,822,441	4,822,441	4,822,441
Transfer (to)/from Unfunded Liability	(675,000)	(800,000)	(800,000)	(800,000)	(800,000)
	<b>(1,389,889)</b>	<b>(3,974,735)</b>	<b>(3,910,998)</b>	<b>(3,857,106)</b>	<b>(3,927,244)</b>
<b>Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>110 General Government</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Grants in Lieu of Taxes	72,000	72,000	72,000	72,000	72,000
Tax Requisitions	1,252,452	1,493,792	1,383,591	1,500,905	1,500,905
Government Transfers	874,050	874,050	874,050	874,050	874,050
Investment Income	58,000	58,000	58,000	58,000	58,000
Other Revenue	8,406	8,406	8,406	8,406	8,406
	<b>2,264,908</b>	<b>2,506,248</b>	<b>2,396,047</b>	<b>2,513,361</b>	<b>2,513,361</b>
<b>Expenses</b>					
Administration	572,004	602,812	601,098	609,925	609,925
Internal Recoveries	(698,703)	(702,711)	(702,711)	(702,711)	(702,711)
Wages and Benefits	1,455,457	1,530,177	1,421,690	1,530,177	1,530,177
Operating	544,045	377,920	377,920	377,920	377,920
Amortization of Tangible Capital Assets	58,580	58,580	58,580	58,580	58,580
	<b>1,931,383</b>	<b>1,866,778</b>	<b>1,756,577</b>	<b>1,873,891</b>	<b>1,873,891</b>
<b>Operating Surplus / (Deficit)</b>	<b>333,525</b>	<b>639,470</b>	<b>639,470</b>	<b>639,470</b>	<b>639,470</b>
<b>Other</b>					
Capital Expenditures	(35,000)	-	-	-	-
Transfer (to)/from Reserves	324,945	(16,000)	(16,000)	(16,000)	(16,000)
Transfer (to)/from Appropriated Surplus	(682,050)	(682,050)	(682,050)	(682,050)	(682,050)
Unfunded Amortization	58,580	58,580	58,580	58,580	58,580
	<b>(333,525)</b>	<b>(639,470)</b>	<b>(639,470)</b>	<b>(639,470)</b>	<b>(639,470)</b>
<b>110 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>113 Finance</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Expenses</b>					
Internal Recoveries	(1,510,761)	(1,620,322)	(1,620,322)	(1,620,322)	(1,620,322)
Wages and Benefits	1,364,406	1,373,967	1,373,967	1,373,967	1,373,967
Operating	271,355	246,355	246,355	246,355	246,355
Amortization of Tangible Capital Assets	214,561	214,561	214,561	214,561	214,561
	<b>339,561</b>	<b>214,561</b>	<b>214,561</b>	<b>214,561</b>	<b>214,561</b>
<b>Operating Surplus / (Deficit)</b>	<b>(339,561)</b>	<b>(214,561)</b>	<b>(214,561)</b>	<b>(214,561)</b>	<b>(214,561)</b>
<b>Other</b>					
Transfer (to)/from Reserves	125,000	-	-	-	-
Unfunded Amortization	214,561	214,561	214,561	214,561	214,561
	<b>339,561</b>	<b>214,561</b>	<b>214,561</b>	<b>214,561</b>	<b>214,561</b>
<b>113 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>114 Administration Office</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Investment Income	65,931	72,534	79,401	86,542	93,969
	<u>65,931</u>	<u>72,534</u>	<u>79,401</u>	<u>86,542</u>	<u>93,969</u>
<b>Expenses</b>					
Internal Recoveries	(467,084)	(483,931)	(483,931)	(483,931)	(483,931)
Wages and Benefits	22,994	23,041	23,041	23,041	23,041
Operating	200,898	197,698	197,698	197,698	197,698
Debt Charges - Interest	144,058	144,058	144,058	144,058	144,058
Amortization of Tangible Capital Assets	107,823	107,823	107,823	107,823	107,823
	<u>8,689</u>	<u>(11,311)</u>	<u>(11,311)</u>	<u>(11,311)</u>	<u>(11,311)</u>
<b>Operating Surplus / (Deficit)</b>	<b>57,242</b>	<b>83,845</b>	<b>90,712</b>	<b>97,853</b>	<b>105,280</b>
<b>Other</b>					
Debt Principal Repayment	(165,065)	(171,668)	(178,535)	(185,676)	(193,103)
Transfer (to)/from Reserves	-	(20,000)	(20,000)	(20,000)	(20,000)
Unfunded Amortization	107,823	107,823	107,823	107,823	107,823
	<u>(57,242)</u>	<u>(83,845)</u>	<u>(90,712)</u>	<u>(97,853)</u>	<u>(105,280)</u>

**114 Financial Plan Surplus / (Deficit)** - - - - -

<b>115 Human Resources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Expenses</b>					
Administration	3,657	-	-	-	-
Internal Recoveries	(585,293)	(714,168)	(714,168)	(714,168)	(714,168)
Wages and Benefits	515,434	552,309	552,309	552,309	552,309
Operating	149,914	151,859	151,859	151,859	151,859
Amortization of Tangible Capital Assets	29,671	29,671	29,671	29,671	29,671
	<u>113,383</u>	<u>19,671</u>	<u>19,671</u>	<u>19,671</u>	<u>19,671</u>
<b>Operating Surplus / (Deficit)</b>	<b>(113,383)</b>	<b>(19,671)</b>	<b>(19,671)</b>	<b>(19,671)</b>	<b>(19,671)</b>
<b>Other</b>					
Transfer (to)/from Reserves	83,712	(10,000)	(10,000)	(10,000)	(10,000)
Unfunded Amortization	29,671	29,671	29,671	29,671	29,671
	<u>113,383</u>	<u>19,671</u>	<u>19,671</u>	<u>19,671</u>	<u>19,671</u>

**115 Financial Plan Surplus / (Deficit)** - - - - -

<b>117 Information Services</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Expenses</b>					
Internal Recoveries	(1,125,551)	(1,153,141)	(1,203,166)	(1,203,115)	(1,203,115)
Wages and Benefits	616,674	622,163	622,163	622,163	622,163
Operating	220,952	220,952	220,952	220,952	220,952
Debt Charges - Interest	2,488	1,237	326	-	-
Amortization of Tangible Capital Assets	132,455	132,455	132,455	132,455	132,455
	<u>(152,982)</u>	<u>(176,334)</u>	<u>(227,270)</u>	<u>(227,545)</u>	<u>(227,545)</u>
<b>Operating Surplus / (Deficit)</b>	<b>152,982</b>	<b>176,334</b>	<b>227,270</b>	<b>227,545</b>	<b>227,545</b>
<b>Other</b>					
Capital Expenditures	(287,934)	(300,000)	(350,000)	(350,000)	(350,000)
Debt Principal Repayment	(57,736)	(47,073)	(23,950)	-	-
Transfer (to)/from Reserves	60,233	38,284	14,225	(10,000)	(10,000)
Unfunded Amortization	132,455	132,455	132,455	132,455	132,455
	<u>(152,982)</u>	<u>(176,334)</u>	<u>(227,270)</u>	<u>(227,545)</u>	<u>(227,545)</u>

**117 Financial Plan Surplus / (Deficit)** - - - - -

<b>118 SCRHD Administration</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Other Revenue	27,914	64,512	64,625	64,625	64,625
	<u>27,914</u>	<u>64,512</u>	<u>64,625</u>	<u>64,625</u>	<u>64,625</u>
<b>Expenses</b>					
Administration	13,409	14,473	14,586	14,586	14,586
Wages and Benefits	42,837	42,939	42,939	42,939	42,939
Operating	7,100	7,100	7,100	7,100	7,100
	<u>63,346</u>	<u>64,512</u>	<u>64,625</u>	<u>64,625</u>	<u>64,625</u>
<b>Operating Surplus / (Deficit)</b>	<b>(35,432)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	35,432	-	-	-	-
	<u>35,432</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>118 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>121 Grants in Aid - Area A</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	39,694	39,962	39,971	39,971	39,971
	<u>39,694</u>	<u>39,962</u>	<u>39,971</u>	<u>39,971</u>	<u>39,971</u>
<b>Expenses</b>					
Administration	2,222	2,481	2,490	2,490	2,490
Wages and Benefits	782	791	791	791	791
Operating	41,113	36,690	36,690	36,690	36,690
	<u>44,117</u>	<u>39,962</u>	<u>39,971</u>	<u>39,971</u>	<u>39,971</u>
<b>Operating Surplus / (Deficit)</b>	<b>(4,423)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	4,423	-	-	-	-
	<u>4,423</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>121 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>122 Grants in Aid - Area B</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	30,329	30,519	30,526	30,526	30,526
	<u>30,329</u>	<u>30,519</u>	<u>30,526</u>	<u>30,526</u>	<u>30,526</u>
<b>Expenses</b>					
Administration	1,562	1,743	1,750	1,750	1,750
Wages and Benefits	782	791	791	791	791
Operating	29,358	27,985	27,985	27,985	27,985
	<u>31,702</u>	<u>30,519</u>	<u>30,526</u>	<u>30,526</u>	<u>30,526</u>
<b>Operating Surplus / (Deficit)</b>	<b>(1,373)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	1,373	-	-	-	-
	<u>1,373</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>122 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>123 Grants in Aid - Area E &amp; F</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	5,089	5,134	5,135	5,135	5,135
	<u>5,089</u>	<u>5,134</u>	<u>5,135</u>	<u>5,135</u>	<u>5,135</u>
<b>Expenses</b>					
Administration	307	343	344	344	344
Wages and Benefits	782	791	791	791	791
Operating	5,260	4,000	4,000	4,000	4,000
	<u>6,349</u>	<u>5,134</u>	<u>5,135</u>	<u>5,135</u>	<u>5,135</u>
<b>Operating Surplus / (Deficit)</b>	<b>(1,260)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	1,260	-	-	-	-
	<u>1,260</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>123 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>125 Grants in Aid - Community Schools</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	10,790	11,532	11,534	11,534	11,534
	<u>10,790</u>	<u>11,532</u>	<u>11,534</u>	<u>11,534</u>	<u>11,534</u>
<b>Expenses</b>					
Administration	663	741	743	743	743
Wages and Benefits	782	791	791	791	791
Operating	10,000	10,000	10,000	10,000	10,000
	<u>11,445</u>	<u>11,532</u>	<u>11,534</u>	<u>11,534</u>	<u>11,534</u>
<b>Operating Surplus / (Deficit)</b>	<b>(655)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	655	-	-	-	-
	<u>655</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>125 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>126 Greater Gibsons Community Participation</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	11,453	11,541	11,543	11,543	11,543
	<u>11,453</u>	<u>11,541</u>	<u>11,543</u>	<u>11,543</u>	<u>11,543</u>
<b>Expenses</b>					
Administration	671	750	752	752	752
Wages and Benefits	782	791	791	791	791
Operating	11,260	10,000	10,000	10,000	10,000
	<u>12,713</u>	<u>11,541</u>	<u>11,543</u>	<u>11,543</u>	<u>11,543</u>
<b>Operating Surplus / (Deficit)</b>	<b>(1,260)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	1,260	-	-	-	-
	<u>1,260</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>126 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>127 Grants in Aid - Area D</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	37,027	37,277	37,286	37,286	37,286
	<u>37,027</u>	<u>37,277</u>	<u>37,286</u>	<u>37,286</u>	<u>37,286</u>
<b>Expenses</b>					
Administration	2,076	2,317	2,326	2,326	2,326
Wages and Benefits	782	791	791	791	791
Operating	34,398	34,169	34,169	34,169	34,169
	<u>37,256</u>	<u>37,277</u>	<u>37,286</u>	<u>37,286</u>	<u>37,286</u>
<b>Operating Surplus / (Deficit)</b>	<b>(229)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	229	-	-	-	-
	<u>229</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>127 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>128 Grants In Aid - Area E</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	25,607	25,744	25,749	25,749	25,749
	<u>25,607</u>	<u>25,744</u>	<u>25,749</u>	<u>25,749</u>	<u>25,749</u>
<b>Expenses</b>					
Administration	1,096	1,224	1,229	1,229	1,229
Wages and Benefits	782	791	791	791	791
Operating	23,767	23,729	23,729	23,729	23,729
	<u>25,645</u>	<u>25,744</u>	<u>25,749</u>	<u>25,749</u>	<u>25,749</u>
<b>Operating Surplus / (Deficit)</b>	<b>(38)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	38	-	-	-	-
	<u>38</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>128 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>129 Grants In Aid - Area F</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	25,570	25,746	25,752	25,752	25,752
	<u>25,570</u>	<u>25,746</u>	<u>25,752</u>	<u>25,752</u>	<u>25,752</u>
<b>Expenses</b>					
Administration	1,430	1,597	1,603	1,603	1,603
Wages and Benefits	782	791	791	791	791
Operating	28,532	23,358	23,358	23,358	23,358
	<u>30,744</u>	<u>25,746</u>	<u>25,752</u>	<u>25,752</u>	<u>25,752</u>
<b>Operating Surplus / (Deficit)</b>	<b>(5,174)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	5,174	-	-	-	-
	<u>5,174</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>129 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>130 Electoral Area Services - UBCM/AVICC</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	73,089	73,706	73,724	73,724	73,724
	<u>73,089</u>	<u>73,706</u>	<u>73,724</u>	<u>73,724</u>	<u>73,724</u>
<b>Expenses</b>					
Administration	4,915	5,532	5,550	5,550	5,550
Wages and Benefits	32,908	32,908	32,908	32,908	32,908
Operating	35,266	35,266	35,266	35,266	35,266
	<u>73,089</u>	<u>73,706</u>	<u>73,724</u>	<u>73,724</u>	<u>73,724</u>
<b>Operating Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>130 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>131 Electoral Area Services - Elections</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	(50,000)	14,000	93,534	14,000	14,000
Other Revenue	-	-	18,000	-	-
	<u>(50,000)</u>	<u>14,000</u>	<u>111,534</u>	<u>14,000</u>	<u>14,000</u>
<b>Expenses</b>					
Administration	-	-	8,878	-	-
Wages and Benefits	-	-	117,494	-	-
Operating	-	-	34,043	-	-
	<u>-</u>	<u>-</u>	<u>160,415</u>	<u>-</u>	<u>-</u>
<b>Operating Surplus / (Deficit)</b>	<b>(50,000)</b>	<b>14,000</b>	<b>(48,881)</b>	<b>14,000</b>	<b>14,000</b>
<b>Other</b>					
Transfer (to)/from Reserves	50,000	(14,000)	48,881	(14,000)	(14,000)
	<u>50,000</u>	<u>(14,000)</u>	<u>48,881</u>	<u>(14,000)</u>	<u>(14,000)</u>
<b>131 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>135 Corporate Sustainability Services</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Expenses</b>					
Administration	1,828	-	-	-	-
Internal Recoveries	(14,850)	(64,387)	(64,387)	(64,387)	(64,387)
Wages and Benefits	4,470	54,007	54,007	54,007	54,007
Operating	70,380	10,380	10,380	10,380	10,380
Amortization of Tangible Capital Assets	2,869	2,869	2,869	2,869	2,869
	<u>64,697</u>	<u>2,869</u>	<u>2,869</u>	<u>2,869</u>	<u>2,869</u>
<b>Operating Surplus / (Deficit)</b>	<b>(64,697)</b>	<b>(2,869)</b>	<b>(2,869)</b>	<b>(2,869)</b>	<b>(2,869)</b>
<b>Other</b>					
Transfer (to)/from Reserves	19,328	-	-	-	-
Transfer (to)/from Appropriated Surplus	42,500	-	-	-	-
Unfunded Amortization	2,869	2,869	2,869	2,869	2,869
	<u>64,697</u>	<u>2,869</u>	<u>2,869</u>	<u>2,869</u>	<u>2,869</u>
<b>135 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



<b>136 Regional Sustainability Services</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	20,771	123,293	123,328	123,328	123,328
	<u>20,771</u>	<u>123,293</u>	<u>123,328</u>	<u>123,328</u>	<u>123,328</u>
<b>Expenses</b>					
Administration	2,961	1,231	1,266	1,266	1,266
Wages and Benefits	7,003	109,427	109,427	109,427	109,427
Operating	12,635	82,635	12,635	12,635	12,635
	<u>22,599</u>	<u>193,293</u>	<u>123,328</u>	<u>123,328</u>	<u>123,328</u>
<b>Operating Surplus / (Deficit)</b>	<b>(1,828)</b>	<b>(70,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Transfer (to)/from Reserves	1,828	70,000	-	-	-
	<u>1,828</u>	<u>70,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>136 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>140 Member Municipality Debt</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Member Municipality Debt	1,876,276	1,828,505	1,786,899	1,421,758	1,421,758
	<u>1,876,276</u>	<u>1,828,505</u>	<u>1,786,899</u>	<u>1,421,758</u>	<u>1,421,758</u>
<b>Expenses</b>					
Debt Charges Member Municipalities	1,876,276	1,828,505	1,786,899	1,421,758	1,421,758
	<u>1,876,276</u>	<u>1,828,505</u>	<u>1,786,899</u>	<u>1,421,758</u>	<u>1,421,758</u>
<b>Operating Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>140 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>150 Feasibility Studies - Regional</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	4,448	21,865	-	-	-
	<u>4,448</u>	<u>21,865</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Expenses</b>					
Wages and Benefits	4,448	-	-	-	-
Operating	-	30,000	-	-	-
	<u>4,448</u>	<u>30,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Operating Surplus / (Deficit)</b>	<b>-</b>	<b>(8,135)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Transfer (to)/from Appropriated Surplus	-	8,135	-	-	-
	<u>-</u>	<u>8,135</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>150 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>200 Bylaw Enforcement</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	207,211	206,438	206,960	206,960	206,960
User Fees & Service Charges	513	513	513	513	513
	<b>207,724</b>	<b>206,951</b>	<b>207,473</b>	<b>207,473</b>	<b>207,473</b>
<b>Expenses</b>					
Administration	38,462	40,939	41,461	41,461	41,461
Wages and Benefits	152,192	148,028	148,028	148,028	148,028
Operating	18,734	17,984	17,984	17,984	17,984
Amortization of Tangible Capital Assets	5,673	5,673	5,673	5,673	5,673
	<b>215,061</b>	<b>212,624</b>	<b>213,146</b>	<b>213,146</b>	<b>213,146</b>
<b>Operating Surplus / (Deficit)</b>	<b>(7,337)</b>	<b>(5,673)</b>	<b>(5,673)</b>	<b>(5,673)</b>	<b>(5,673)</b>
<b>Other</b>					
Transfer (to)/from Reserves	1,664	-	-	-	-
Unfunded Amortization	5,673	5,673	5,673	5,673	5,673
	<b>7,337</b>	<b>5,673</b>	<b>5,673</b>	<b>5,673</b>	<b>5,673</b>
<b>200 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>204 Halfmoon Bay Smoke Control</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Expenses</b>					
Administration	139	152	152	152	152
Wages and Benefits	905	905	905	905	905
	<b>1,044</b>	<b>1,057</b>	<b>1,057</b>	<b>1,057</b>	<b>1,057</b>
<b>Operating Surplus / (Deficit)</b>	<b>(1,044)</b>	<b>(1,057)</b>	<b>(1,057)</b>	<b>(1,057)</b>	<b>(1,057)</b>
<b>Other</b>					
Transfer (to)/from Reserves	1,044	1,057	1,057	1,057	1,057
	<b>1,044</b>	<b>1,057</b>	<b>1,057</b>	<b>1,057</b>	<b>1,057</b>
<b>204 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>206 Roberts Creek Smoke Control</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Expenses</b>					
Administration	139	151	151	151	151
Wages and Benefits	905	905	905	905	905
	<b>1,044</b>	<b>1,056</b>	<b>1,056</b>	<b>1,056</b>	<b>1,056</b>
<b>Operating Surplus / (Deficit)</b>	<b>(1,044)</b>	<b>(1,056)</b>	<b>(1,056)</b>	<b>(1,056)</b>	<b>(1,056)</b>
<b>Other</b>					
Transfer (to)/from Reserves	1,044	1,056	1,056	1,056	1,056
	<b>1,044</b>	<b>1,056</b>	<b>1,056</b>	<b>1,056</b>	<b>1,056</b>
<b>206 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>210 Gibsons &amp; District Fire Protection</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	1,076,484	1,194,115	1,201,483	1,124,678	1,124,678
	<b>1,076,484</b>	<b>1,194,115</b>	<b>1,201,483</b>	<b>1,124,678</b>	<b>1,124,678</b>
<b>Expenses</b>					
Administration	99,001	108,572	110,346	110,346	110,346
Wages and Benefits	398,664	395,575	395,575	395,575	395,575
Operating	345,108	344,208	344,208	344,208	344,208
Debt Charges - Interest	4,528	10,827	7,409	4,588	2,825
Amortization of Tangible Capital Assets	153,274	153,274	153,274	153,274	153,274
	<b>1,000,575</b>	<b>1,012,456</b>	<b>1,010,812</b>	<b>1,007,991</b>	<b>1,006,228</b>
<b>Operating Surplus / (Deficit)</b>	<b>75,909</b>	<b>181,659</b>	<b>190,671</b>	<b>116,687</b>	<b>118,450</b>
<b>Other</b>					
Capital Expenditures	(463,464)	-	-	-	-
Proceeds from Long Term Debt	350,000	-	-	-	-
Debt Principal Repayment	(66,683)	(134,933)	(143,945)	(69,961)	(71,724)
Transfer (to)/from Reserves	(49,036)	(200,000)	(200,000)	(200,000)	(200,000)
Unfunded Amortization	153,274	153,274	153,274	153,274	153,274
	<b>(75,909)</b>	<b>(181,659)</b>	<b>(190,671)</b>	<b>(116,687)</b>	<b>(118,450)</b>

**210 Financial Plan Surplus / (Deficit)** - - - - -

<b>212 Roberts Creek Fire Protection</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	509,053	533,291	534,011	534,011	534,011
	<b>509,053</b>	<b>533,291</b>	<b>534,011</b>	<b>534,011</b>	<b>534,011</b>
<b>Expenses</b>					
Administration	49,443	53,753	54,473	54,473	54,473
Wages and Benefits	135,570	130,798	130,798	130,798	130,798
Operating	204,040	198,740	198,740	198,740	198,740
Amortization of Tangible Capital Assets	70,700	70,700	70,700	70,700	70,700
	<b>459,753</b>	<b>453,991</b>	<b>454,711</b>	<b>454,711</b>	<b>454,711</b>
<b>Operating Surplus / (Deficit)</b>	<b>49,300</b>	<b>79,300</b>	<b>79,300</b>	<b>79,300</b>	<b>79,300</b>
<b>Other</b>					
Capital Expenditures	(502,500)	-	-	-	-
Transfer (to)/from Reserves	382,500	(150,000)	(150,000)	(150,000)	(150,000)
Unfunded Amortization	70,700	70,700	70,700	70,700	70,700
	<b>(49,300)</b>	<b>(79,300)</b>	<b>(79,300)</b>	<b>(79,300)</b>	<b>(79,300)</b>

**212 Financial Plan Surplus / (Deficit)** - - - - -

<b>216 Halfmoon Bay Fire Protection</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	487,974	554,629	555,348	555,348	555,347
	<u>487,974</u>	<u>554,629</u>	<u>555,348</u>	<u>555,348</u>	<u>555,347</u>
<b>Expenses</b>					
Administration	41,354	45,481	46,200	46,200	46,200
Wages and Benefits	141,262	136,490	136,490	136,490	136,490
Operating	212,358	205,058	205,058	205,058	205,058
Debt Charges - Interest	-	4,573	3,610	2,622	1,614
Amortization of Tangible Capital Assets	47,299	47,299	47,299	47,299	47,299
	<u>442,273</u>	<u>438,901</u>	<u>438,657</u>	<u>437,669</u>	<u>436,661</u>
<b>Operating Surplus / (Deficit)</b>	<b>45,701</b>	<b>115,728</b>	<b>116,691</b>	<b>117,679</b>	<b>118,686</b>
<b>Other</b>					
Capital Expenditures	(557,500)	-	-	-	-
Proceeds from Long Term Debt	200,000	-	-	-	-
Debt Principal Repayment	-	(38,027)	(38,990)	(39,978)	(40,985)
Transfer (to)/from Reserves	264,500	(125,000)	(125,000)	(125,000)	(125,000)
Unfunded Amortization	47,299	47,299	47,299	47,299	47,299
	<u>(45,701)</u>	<u>(115,728)</u>	<u>(116,691)</u>	<u>(117,679)</u>	<u>(118,686)</u>
<b>216 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>218 Egmont Fire Protection</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	125,833	122,302	122,644	122,644	122,644
Investment Income	2,234	2,458	2,690	2,932	3,184
	<u>128,067</u>	<u>124,760</u>	<u>125,334</u>	<u>125,576</u>	<u>125,828</u>
<b>Expenses</b>					
Administration	10,857	12,099	12,441	12,441	12,441
Wages and Benefits	19,241	14,468	14,468	14,468	14,468
Operating	82,496	82,496	82,496	82,496	82,496
Debt Charges - Interest	4,880	4,880	4,880	4,880	4,880
Amortization of Tangible Capital Assets	19,820	19,820	19,820	19,820	19,820
	<u>137,294</u>	<u>133,763</u>	<u>134,105</u>	<u>134,105</u>	<u>134,105</u>
<b>Operating Surplus / (Deficit)</b>	<b>(9,227)</b>	<b>(9,003)</b>	<b>(8,771)</b>	<b>(8,529)</b>	<b>(8,277)</b>
<b>Other</b>					
Capital Expenditures	(2,500)	-	-	-	-
Debt Principal Repayment	(5,593)	(5,817)	(6,049)	(6,291)	(6,543)
Transfer (to)/from Reserves	(2,500)	(5,000)	(5,000)	(5,000)	(5,000)
Unfunded Amortization	19,820	19,820	19,820	19,820	19,820
	<u>9,227</u>	<u>9,003</u>	<u>8,771</u>	<u>8,529</u>	<u>8,277</u>
<b>218 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>220 Emergency Telephone - 911</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	420,770	396,920	401,143	405,114	405,114
	<u>420,770</u>	<u>396,920</u>	<u>401,143</u>	<u>405,114</u>	<u>405,114</u>
<b>Expenses</b>					
Administration	32,203	34,385	34,771	34,771	34,771
Wages and Benefits	37,685	7,032	7,032	7,032	7,032
Operating	267,896	245,703	249,540	253,511	253,511
Amortization of Tangible Capital Assets	67,536	67,536	67,536	67,536	67,536
	<u>405,320</u>	<u>354,656</u>	<u>358,879</u>	<u>362,850</u>	<u>362,850</u>
<b>Operating Surplus / (Deficit)</b>	<b>15,450</b>	<b>42,264</b>	<b>42,264</b>	<b>42,264</b>	<b>42,264</b>
<b>Other</b>					
Capital Expenditures	(584,900)	-	-	-	-
Transfer (to)/from Reserves	501,914	(109,800)	(109,800)	(109,800)	(109,800)
Unfunded Amortization	67,536	67,536	67,536	67,536	67,536
	<u>(15,450)</u>	<u>(42,264)</u>	<u>(42,264)</u>	<u>(42,264)</u>	<u>(42,264)</u>
<b>220 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>222 Sunshine Coast Emergency Planning</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	254,069	251,737	252,573	252,573	252,573
	<u>254,069</u>	<u>251,737</u>	<u>252,573</u>	<u>252,573</u>	<u>252,573</u>
<b>Expenses</b>					
Administration	51,375	53,832	54,668	54,668	54,668
Wages and Benefits	112,623	106,920	106,920	106,920	106,920
Operating	111,940	90,985	90,985	90,985	90,985
Amortization of Tangible Capital Assets	6,833	6,833	6,833	6,833	6,833
	<u>282,771</u>	<u>258,570</u>	<u>259,406</u>	<u>259,406</u>	<u>259,406</u>
<b>Operating Surplus / (Deficit)</b>	<b>(28,702)</b>	<b>(6,833)</b>	<b>(6,833)</b>	<b>(6,833)</b>	<b>(6,833)</b>
<b>Other</b>					
Transfer (to)/from Reserves	21,869	-	-	-	-
Unfunded Amortization	6,833	6,833	6,833	6,833	6,833
	<u>28,702</u>	<u>6,833</u>	<u>6,833</u>	<u>6,833</u>	<u>6,833</u>
<b>222 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>290 Animal Control</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	43,249	39,941	40,116	40,116	40,116
User Fees & Service Charges	32,488	32,488	32,488	32,488	32,488
	<u>75,737</u>	<u>72,429</u>	<u>72,604</u>	<u>72,604</u>	<u>72,604</u>
<b>Expenses</b>					
Administration	13,450	13,647	13,822	13,822	13,822
Wages and Benefits	41,860	37,441	37,441	37,441	37,441
Operating	22,091	21,341	21,341	21,341	21,341
Amortization of Tangible Capital Assets	4,336	4,336	4,336	4,336	4,336
	<u>81,737</u>	<u>76,765</u>	<u>76,940</u>	<u>76,940</u>	<u>76,940</u>
<b>Operating Surplus / (Deficit)</b>	<b>(6,000)</b>	<b>(4,336)</b>	<b>(4,336)</b>	<b>(4,336)</b>	<b>(4,336)</b>
<b>Other</b>					
Transfer (to)/from Reserves	1,664	-	-	-	-
Unfunded Amortization	4,336	4,336	4,336	4,336	4,336
	<u>6,000</u>	<u>4,336</u>	<u>4,336</u>	<u>4,336</u>	<u>4,336</u>
<b>290 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>291 Keats Island Dog Control</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	197	2,511	2,511	2,511	2,511
User Fees & Service Charges	350	350	350	350	350
	<u>547</u>	<u>2,861</u>	<u>2,861</u>	<u>2,861</u>	<u>2,861</u>
<b>Expenses</b>					
Administration	215	243	243	243	243
Wages and Benefits	1,318	1,318	1,318	1,318	1,318
Operating	1,300	1,300	1,300	1,300	1,300
	<u>2,833</u>	<u>2,861</u>	<u>2,861</u>	<u>2,861</u>	<u>2,861</u>
<b>Operating Surplus / (Deficit)</b>	<b>(2,286)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	2,286	-	-	-	-
	<u>2,286</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>291 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>310 Public Transit</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	2,757,641	2,899,980	2,889,687	2,889,687	2,889,687
Government Transfers	1,796,654	1,796,654	1,796,654	1,796,654	1,796,654
User Fees & Service Charges	796,966	789,466	796,966	796,966	796,966
Other Revenue	3,611	3,611	3,611	3,611	3,611
	<b>5,354,872</b>	<b>5,489,711</b>	<b>5,486,918</b>	<b>5,486,918</b>	<b>5,486,918</b>
<b>Expenses</b>					
Administration	474,766	529,245	533,223	533,223	533,223
Wages and Benefits	2,481,906	2,559,438	2,554,167	2,554,167	2,554,167
Operating	2,398,200	2,401,028	2,399,528	2,399,528	2,399,528
Amortization of Tangible Capital Assets	34,605	34,605	34,605	34,605	34,605
	<b>5,389,477</b>	<b>5,524,316</b>	<b>5,521,523</b>	<b>5,521,523</b>	<b>5,521,523</b>
<b>Operating Surplus / (Deficit)</b>	<b>(34,605)</b>	<b>(34,605)</b>	<b>(34,605)</b>	<b>(34,605)</b>	<b>(34,605)</b>
<b>Other</b>					
Capital Expenditures	(6,000)	-	-	-	-
Transfer (to)/from Reserves	6,000	-	-	-	-
Unfunded Amortization	34,605	34,605	34,605	34,605	34,605
	<b>34,605</b>	<b>34,605</b>	<b>34,605</b>	<b>34,605</b>	<b>34,605</b>
<b>310 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>312 Fleet Maintenance</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Investment Income	9,091	10,001	10,948	11,932	12,956
Other Revenue	9,100	9,100	9,100	9,100	9,100
	<b>18,191</b>	<b>19,101</b>	<b>20,048</b>	<b>21,032</b>	<b>22,056</b>
<b>Expenses</b>					
Administration	33,546	35,691	37,291	37,291	37,291
Internal Recoveries	(1,448,497)	(1,450,550)	(1,452,230)	(1,452,230)	(1,452,230)
Wages and Benefits	553,780	577,630	577,630	577,630	577,630
Operating	892,798	882,798	882,798	882,798	882,798
Debt Charges - Interest	19,862	19,862	19,862	19,862	19,862
Amortization of Tangible Capital Assets	36,607	36,607	36,607	36,607	36,607
	<b>88,096</b>	<b>102,038</b>	<b>101,958</b>	<b>101,958</b>	<b>101,958</b>
<b>Operating Surplus / (Deficit)</b>	<b>(69,905)</b>	<b>(82,937)</b>	<b>(81,910)</b>	<b>(80,926)</b>	<b>(79,902)</b>
<b>Other</b>					
Capital Expenditures	(31,000)	-	-	-	-
Debt Principal Repayment	(22,759)	(23,669)	(24,616)	(25,600)	(26,624)
Transfer (to)/from Reserves	87,057	69,999	69,919	69,919	69,919
Unfunded Amortization	36,607	36,607	36,607	36,607	36,607
	<b>69,905</b>	<b>82,937</b>	<b>81,910</b>	<b>80,926</b>	<b>79,902</b>
<b>312 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>313 Building Maintenance Services</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Expenses</b>					
Administration	5,611	5,999	6,318	6,318	6,318
Internal Recoveries	(368,694)	(381,791)	(382,809)	(373,217)	(373,217)
Wages and Benefits	315,657	319,873	319,873	319,873	319,873
Operating	37,200	41,700	41,700	41,700	41,700
Debt Charges - Interest	722	895	558	297	170
Amortization of Tangible Capital Assets	7,019	7,019	7,019	7,019	7,019
	(2,485)	(6,305)	(7,341)	1,990	1,863
<b>Operating Surplus / (Deficit)</b>	<b>2,485</b>	<b>6,305</b>	<b>7,341</b>	<b>(1,990)</b>	<b>(1,863)</b>
<b>Other</b>					
Capital Expenditures	(25,000)	-	-	-	-
Proceeds from Long Term Debt	25,000	-	-	-	-
Debt Principal Repayment	(9,504)	(13,324)	(14,360)	(5,029)	(5,156)
Unfunded Amortization	7,019	7,019	7,019	7,019	7,019
	(2,485)	(6,305)	(7,341)	1,990	1,863
<b>313 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>320 Regional Street Lighting</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	38,293	38,060	38,069	38,069	38,069
	38,293	38,060	38,069	38,069	38,069
<b>Expenses</b>					
Administration	2,032	2,269	2,278	2,278	2,278
Wages and Benefits	2,716	3,646	3,646	3,646	3,646
Operating	32,145	32,145	32,145	32,145	32,145
	36,893	38,060	38,069	38,069	38,069
<b>Operating Surplus / (Deficit)</b>	<b>1,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	(1,400)	-	-	-	-
	(1,400)	-	-	-	-
<b>320 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>322 Langdale Street Lighting</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	2,490	2,561	2,561	2,561	2,561
	2,490	2,561	2,561	2,561	2,561
<b>Expenses</b>					
Administration	143	160	160	160	160
Operating	2,401	2,401	2,401	2,401	2,401
	2,544	2,561	2,561	2,561	2,561
<b>Operating Surplus / (Deficit)</b>	<b>(54)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	54	-	-	-	-
	54	-	-	-	-
<b>322 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



<b>324 Granthams Street Lighting</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	2,490	2,561	2,561	2,561	2,561
	<u>2,490</u>	<u>2,561</u>	<u>2,561</u>	<u>2,561</u>	<u>2,561</u>
<b>Expenses</b>					
Administration	143	160	160	160	160
Operating	2,401	2,401	2,401	2,401	2,401
	<u>2,544</u>	<u>2,561</u>	<u>2,561</u>	<u>2,561</u>	<u>2,561</u>
<b>Operating Surplus / (Deficit)</b>	<b>(54)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	54	-	-	-	-
	<u>54</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>324 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>326 Veterans Street Lighting</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	498	513	513	513	513
	<u>498</u>	<u>513</u>	<u>513</u>	<u>513</u>	<u>513</u>
<b>Expenses</b>					
Administration	29	32	32	32	32
Operating	481	481	481	481	481
	<u>510</u>	<u>513</u>	<u>513</u>	<u>513</u>	<u>513</u>
<b>Operating Surplus / (Deficit)</b>	<b>(12)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	12	-	-	-	-
	<u>12</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>326 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>328 Spruce Street Lighting</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	249	257	257	257	257
	<u>249</u>	<u>257</u>	<u>257</u>	<u>257</u>	<u>257</u>
<b>Expenses</b>					
Administration	14	16	16	16	16
Operating	241	241	241	241	241
	<u>255</u>	<u>257</u>	<u>257</u>	<u>257</u>	<u>257</u>
<b>Operating Surplus / (Deficit)</b>	<b>(6)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	6	-	-	-	-
	<u>6</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>328 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>330 Woodcreek Street Lighting</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	2,563	2,073	2,074	2,074	2,074
	<u>2,563</u>	<u>2,073</u>	<u>2,074</u>	<u>2,074</u>	<u>2,074</u>
<b>Expenses</b>					
Administration	116	129	130	130	130
Operating	1,944	1,944	1,944	1,944	1,944
	<u>2,060</u>	<u>2,073</u>	<u>2,074</u>	<u>2,074</u>	<u>2,074</u>
<b>Operating Surplus / (Deficit)</b>	<b>503</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	(503)	-	-	-	-
	<u>(503)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>330 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>332 Fircrest Street Lighting</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	499	513	513	513	513
	<u>499</u>	<u>513</u>	<u>513</u>	<u>513</u>	<u>513</u>
<b>Expenses</b>					
Administration	29	32	32	32	32
Operating	481	481	481	481	481
	<u>510</u>	<u>513</u>	<u>513</u>	<u>513</u>	<u>513</u>
<b>Operating Surplus / (Deficit)</b>	<b>(11)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	11	-	-	-	-
	<u>11</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>332 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>334 Hydaway Street Lighting</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	249	257	257	257	257
	<u>249</u>	<u>257</u>	<u>257</u>	<u>257</u>	<u>257</u>
<b>Expenses</b>					
Administration	14	16	16	16	16
Operating	241	241	241	241	241
	<u>255</u>	<u>257</u>	<u>257</u>	<u>257</u>	<u>257</u>
<b>Operating Surplus / (Deficit)</b>	<b>(6)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	6	-	-	-	-
	<u>6</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>334 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>336 Sunnyside Street Lighting</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	996	1,023	1,023	1,023	1,023
	<u>996</u>	<u>1,023</u>	<u>1,023</u>	<u>1,023</u>	<u>1,023</u>
<b>Expenses</b>					
Administration	57	64	64	64	64
Operating	959	959	959	959	959
	<u>1,016</u>	<u>1,023</u>	<u>1,023</u>	<u>1,023</u>	<u>1,023</u>
<b>Operating Surplus / (Deficit)</b>	<b>(20)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	20	-	-	-	-
	<u>20</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>336 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>340 Burns Road Street Lighting</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	268	257	257	257	257
	<u>268</u>	<u>257</u>	<u>257</u>	<u>257</u>	<u>257</u>
<b>Expenses</b>					
Administration	14	16	16	16	16
Operating	241	241	241	241	241
	<u>255</u>	<u>257</u>	<u>257</u>	<u>257</u>	<u>257</u>
<b>Operating Surplus / (Deficit)</b>	<b>13</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	(13)	-	-	-	-
	<u>(13)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>340 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>342 Stewart Road Street Lighting</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	498	513	513	513	513
	<u>498</u>	<u>513</u>	<u>513</u>	<u>513</u>	<u>513</u>
<b>Expenses</b>					
Administration	29	32	32	32	32
Operating	481	481	481	481	481
	<u>510</u>	<u>513</u>	<u>513</u>	<u>513</u>	<u>513</u>
<b>Operating Surplus / (Deficit)</b>	<b>(12)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	12	-	-	-	-
	<u>12</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>342 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>345 Ports Services</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	783,528	743,693	741,658	739,408	737,164
Other Revenue	154,919	2,665	2,665	2,665	2,665
	<b>938,447</b>	<b>746,358</b>	<b>744,323</b>	<b>742,073</b>	<b>739,829</b>
<b>Expenses</b>					
Administration	52,399	55,068	55,283	55,283	55,283
Wages and Benefits	58,087	104,169	104,169	104,169	104,169
Operating	299,432	125,873	125,873	115,873	105,873
Debt Charges - Interest	10,529	8,248	5,998	3,748	1,504
Amortization of Tangible Capital Assets	78,722	78,722	78,722	78,722	78,722
	<b>499,169</b>	<b>372,080</b>	<b>370,045</b>	<b>357,795</b>	<b>345,551</b>
<b>Operating Surplus / (Deficit)</b>	<b>439,278</b>	<b>374,278</b>	<b>374,278</b>	<b>384,278</b>	<b>394,278</b>
<b>Other</b>					
Capital Expenditures	(557,006)	-	-	-	-
Proceeds from Long Term Debt	450,000	-	-	-	-
Debt Principal Repayment	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
Transfer (to)/from Reserves	214,006	(363,000)	(363,000)	(373,000)	(383,000)
Transfer (to)/from Other Funds	(450,000)	-	-	-	-
Prior Year Surplus/(Deficit)	(85,000)	-	-	-	-
Unfunded Amortization	78,722	78,722	78,722	78,722	78,722
	<b>(439,278)</b>	<b>(374,278)</b>	<b>(374,278)</b>	<b>(384,278)</b>	<b>(394,278)</b>
<b>345 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>346 Langdale Dock</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	33,301	33,518	33,526	33,526	33,526
	<b>33,301</b>	<b>33,518</b>	<b>33,526</b>	<b>33,526</b>	<b>33,526</b>
<b>Expenses</b>					
Administration	1,872	2,089	2,097	2,097	2,097
Operating	31,429	31,429	31,429	31,429	31,429
	<b>33,301</b>	<b>33,518</b>	<b>33,526</b>	<b>33,526</b>	<b>33,526</b>
<b>Operating Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>346 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>350 Regional Solid Waste</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	2,775,569	2,521,139	2,536,456	2,536,456	2,536,456
User Fees & Service Charges	2,515,427	2,554,795	2,562,960	2,563,547	2,563,547
Other Revenue	200,601	200,601	200,601	200,601	200,601
	<b>5,491,597</b>	<b>5,276,535</b>	<b>5,300,017</b>	<b>5,300,604</b>	<b>5,300,604</b>
<b>Expenses</b>					
Administration	423,667	470,273	473,000	473,000	473,000
Wages and Benefits	1,107,172	1,147,443	1,147,443	1,147,443	1,147,443
Operating	3,256,337	2,867,394	2,888,531	2,888,531	2,888,531
Amortization of Tangible Capital Assets	54,261	54,261	54,261	54,261	54,261
	<b>4,841,437</b>	<b>4,539,371</b>	<b>4,563,235</b>	<b>4,563,235</b>	<b>4,563,235</b>
<b>Operating Surplus / (Deficit)</b>	<b>650,160</b>	<b>737,164</b>	<b>736,782</b>	<b>737,369</b>	<b>737,369</b>
<b>Other</b>					
Transfer (to)/from Reserves	(29,421)	8,575	8,957	8,370	8,370
Unfunded Amortization	54,261	54,261	54,261	54,261	54,261
Transfer (to)/from Unfunded Liability	(675,000)	(800,000)	(800,000)	(800,000)	(800,000)
	<b>(650,160)</b>	<b>(737,164)</b>	<b>(736,782)</b>	<b>(737,369)</b>	<b>(737,369)</b>

**350 Financial Plan Surplus / (Deficit)** - - - - -

<b>355 Refuse Collection</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
User Fees & Service Charges	1,032,526	1,032,526	1,032,526	1,032,526	1,032,526
	<b>1,032,526</b>	<b>1,032,526</b>	<b>1,032,526</b>	<b>1,032,526</b>	<b>1,032,526</b>
<b>Expenses</b>					
Administration	93,856	102,473	102,846	102,846	102,846
Wages and Benefits	49,603	49,908	49,908	49,908	49,908
Operating	910,755	983,573	1,003,537	1,022,075	1,041,313
	<b>1,054,214</b>	<b>1,135,954</b>	<b>1,156,291</b>	<b>1,174,829</b>	<b>1,194,067</b>
<b>Operating Surplus / (Deficit)</b>	<b>(21,688)</b>	<b>(103,428)</b>	<b>(123,765)</b>	<b>(142,303)</b>	<b>(161,541)</b>
<b>Other</b>					
Capital Expenditures	(193,670)	-	-	-	-
Transfer (to)/from Reserves	215,358	103,428	123,765	142,303	161,541
	<b>21,688</b>	<b>103,428</b>	<b>123,765</b>	<b>142,303</b>	<b>161,541</b>

**355 Financial Plan Surplus / (Deficit)** - - - - -

<b>365 North Pender Harbour Water Service</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	255,769	255,769	255,769	255,769	255,769
User Fees & Service Charges	255,248	255,248	255,248	255,248	255,248
	511,017	511,017	511,017	511,017	511,017
<b>Expenses</b>					
Administration	58,481	61,573	61,962	61,962	61,962
Wages and Benefits	176,221	207,620	207,620	207,620	207,620
Operating	215,175	123,275	123,275	123,275	123,275
Debt Charges - Interest	12,047	13,232	11,587	9,917	8,824
Amortization of Tangible Capital Assets	130,468	130,468	130,468	130,468	130,468
	592,392	536,168	534,912	533,242	532,149
<b>Operating Surplus / (Deficit)</b>	<b>(81,375)</b>	<b>(25,151)</b>	<b>(23,895)</b>	<b>(22,225)</b>	<b>(21,132)</b>
<b>Other</b>					
Capital Expenditures	(392,650)	(21,000)	(21,000)	(21,000)	(21,000)
Proceeds from Long Term Debt	215,000	-	-	-	-
Debt Principal Repayment	(40,294)	(61,399)	(62,444)	(63,515)	(64,607)
Transfer (to)/from Reserves	168,851	(22,918)	(23,129)	(23,728)	(23,729)
Unfunded Amortization	130,468	130,468	130,468	130,468	130,468
	81,375	25,151	23,895	22,225	21,132
<b>365 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>366 South Pender Harbour Water Service</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	378,532	378,532	378,532	378,532	378,532
User Fees & Service Charges	611,085	611,085	611,085	611,085	611,085
Investment Income	9,438	11,558	13,763	16,056	18,441
	999,055	1,001,175	1,003,380	1,005,673	1,008,058
<b>Expenses</b>					
Administration	105,140	111,873	112,642	112,642	112,642
Wages and Benefits	296,221	332,463	332,463	332,463	332,463
Operating	359,797	229,362	229,362	229,362	229,362
Debt Charges - Interest	53,635	52,585	51,532	50,475	50,393
Amortization of Tangible Capital Assets	299,383	299,383	299,383	299,383	299,383
	1,114,176	1,025,666	1,025,382	1,024,325	1,024,243
<b>Operating Surplus / (Deficit)</b>	<b>(115,121)</b>	<b>(24,491)</b>	<b>(22,002)</b>	<b>(18,652)</b>	<b>(16,185)</b>
<b>Other</b>					
Capital Expenditures	(322,451)	(25,000)	(25,000)	(25,000)	(25,000)
Debt Principal Repayment	(88,884)	(91,155)	(93,513)	(95,778)	(92,004)
Transfer (to)/from Reserves	227,073	(158,737)	(158,868)	(159,953)	(166,194)
Unfunded Amortization	299,383	299,383	299,383	299,383	299,383
	115,121	24,491	22,002	18,652	16,185
<b>366 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>370 Regional Water Services</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	3,196,926	3,196,926	3,196,926	3,196,926	3,196,926
User Fees & Service Charges	5,355,025	5,355,025	5,355,025	5,355,025	5,355,025
Investment Income	69,087	75,617	82,376	101,347	120,862
Other Revenue	65,800	65,800	65,800	65,800	65,800
	<b>8,686,838</b>	<b>8,693,368</b>	<b>8,700,127</b>	<b>8,719,098</b>	<b>8,738,613</b>
<b>Expenses</b>					
Administration	764,678	818,185	823,673	823,673	823,673
Wages and Benefits	2,889,132	3,186,538	3,186,538	3,186,538	3,186,538
Operating	2,893,940	1,442,824	1,442,824	1,442,824	1,442,824
Debt Charges - Interest	66,546	366,879	548,184	544,626	541,034
Amortization of Tangible Capital Assets	1,647,900	1,647,900	1,647,900	1,647,900	1,647,900
	<b>8,262,196</b>	<b>7,462,326</b>	<b>7,649,119</b>	<b>7,645,561</b>	<b>7,641,969</b>
<b>Operating Surplus / (Deficit)</b>	<b>424,642</b>	<b>1,231,042</b>	<b>1,051,008</b>	<b>1,073,537</b>	<b>1,096,644</b>
<b>Other</b>					
Capital Expenditures	(20,056,071)	(1,515,599)	(1,515,599)	(1,515,599)	(1,515,599)
Proceeds from Long Term Debt	15,509,500	-	-	-	-
Debt Principal Repayment	(270,634)	(345,537)	(819,311)	(841,842)	(851,027)
Transfer (to)/from Reserves	2,744,663	(1,017,806)	(363,998)	(363,996)	(377,918)
Unfunded Amortization	1,647,900	1,647,900	1,647,900	1,647,900	1,647,900
	<b>(424,642)</b>	<b>(1,231,042)</b>	<b>(1,051,008)</b>	<b>(1,073,537)</b>	<b>(1,096,644)</b>
<b>370 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>381 Greaves Rd Waste Water Plant</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	612	612	612	612	612
User Fees & Service Charges	2,980	2,980	2,980	2,980	2,980
	<b>3,592</b>	<b>3,592</b>	<b>3,592</b>	<b>3,592</b>	<b>3,592</b>
<b>Expenses</b>					
Administration	131	148	148	148	148
Wages and Benefits	1,662	1,683	1,683	1,683	1,683
Operating	544	522	522	522	522
Debt Charges - Interest	8	13	10	7	4
	<b>2,345</b>	<b>2,366</b>	<b>2,363</b>	<b>2,360</b>	<b>2,357</b>
<b>Operating Surplus / (Deficit)</b>	<b>1,247</b>	<b>1,226</b>	<b>1,229</b>	<b>1,232</b>	<b>1,235</b>
<b>Other</b>					
Debt Principal Repayment	(59)	(120)	(123)	(126)	(129)
Transfer (to)/from Reserves	(1,188)	(1,106)	(1,106)	(1,106)	(1,106)
	<b>(1,247)</b>	<b>(1,226)</b>	<b>(1,229)</b>	<b>(1,232)</b>	<b>(1,235)</b>
<b>381 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>382 Woodcreek Park Waste Water Plant</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	7,446	7,446	7,446	7,446	7,446
User Fees & Service Charges	40,455	40,455	40,455	40,455	40,455
	<b>47,901</b>	<b>47,901</b>	<b>47,901</b>	<b>47,901</b>	<b>47,901</b>
<b>Expenses</b>					
Administration	3,583	3,970	3,979	3,979	3,979
Wages and Benefits	22,670	22,930	22,930	22,930	22,930
Operating	63,701	17,432	17,432	17,432	17,432
Debt Charges - Interest	66	111	85	58	30
Amortization of Tangible Capital Assets	8,959	8,959	8,959	8,959	8,959
	<b>98,979</b>	<b>53,402</b>	<b>53,385</b>	<b>53,358</b>	<b>53,330</b>
<b>Operating Surplus / (Deficit)</b>	<b>(51,078)</b>	<b>(5,501)</b>	<b>(5,484)</b>	<b>(5,457)</b>	<b>(5,429)</b>
<b>Other</b>					
Debt Principal Repayment	(509)	(1,039)	(1,065)	(1,092)	(1,120)
Transfer (to)/from Reserves	42,628	(2,419)	(2,410)	(2,410)	(2,410)
Unfunded Amortization	8,959	8,959	8,959	8,959	8,959
	<b>51,078</b>	<b>5,501</b>	<b>5,484</b>	<b>5,457</b>	<b>5,429</b>

<b>382 Financial Plan Surplus / (Deficit)</b>	-	-	-	-	-
---	---	---	---	---	---

<b>383 Sunnyside Waste Water Plant</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	1,122	1,122	1,122	1,122	1,122
User Fees & Service Charges	5,532	5,532	5,532	5,532	5,532
	<b>6,654</b>	<b>6,654</b>	<b>6,654</b>	<b>6,654</b>	<b>6,654</b>
<b>Expenses</b>					
Administration	115	130	130	130	130
Wages and Benefits	1,849	1,869	1,869	1,869	1,869
Operating	289	248	248	248	248
Debt Charges - Interest	8	13	10	7	4
	<b>2,261</b>	<b>2,260</b>	<b>2,257</b>	<b>2,254</b>	<b>2,251</b>
<b>Operating Surplus / (Deficit)</b>	<b>4,393</b>	<b>4,394</b>	<b>4,397</b>	<b>4,400</b>	<b>4,403</b>
<b>Other</b>					
Debt Principal Repayment	(59)	(120)	(123)	(126)	(129)
Transfer (to)/from Reserves	(4,334)	(4,274)	(4,274)	(4,274)	(4,274)
	<b>(4,393)</b>	<b>(4,394)</b>	<b>(4,397)</b>	<b>(4,400)</b>	<b>(4,403)</b>

<b>383 Financial Plan Surplus / (Deficit)</b>	-	-	-	-	-
---	---	---	---	---	---



<b>384 Jolly Roger Waste Water Plant</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	3,162	3,162	3,162	3,162	3,162
User Fees & Service Charges	21,148	21,148	21,148	21,148	21,148
	<b>24,310</b>	<b>24,310</b>	<b>24,310</b>	<b>24,310</b>	<b>24,310</b>
<b>Expenses</b>					
Administration	1,117	1,255	1,258	1,258	1,258
Wages and Benefits	10,563	10,683	10,683	10,683	10,683
Operating	9,826	9,712	9,712	9,712	9,712
Debt Charges - Interest	33	56	43	29	15
Amortization of Tangible Capital Assets	1,293	1,293	1,293	1,293	1,293
	<b>22,832</b>	<b>22,999</b>	<b>22,989</b>	<b>22,975</b>	<b>22,961</b>
<b>Operating Surplus / (Deficit)</b>	<b>1,478</b>	<b>1,311</b>	<b>1,321</b>	<b>1,335</b>	<b>1,349</b>
<b>Other</b>					
Debt Principal Repayment	(255)	(519)	(533)	(546)	(560)
Transfer (to)/from Reserves	(2,516)	(2,085)	(2,081)	(2,082)	(2,082)
Unfunded Amortization	1,293	1,293	1,293	1,293	1,293
	<b>(1,478)</b>	<b>(1,311)</b>	<b>(1,321)</b>	<b>(1,335)</b>	<b>(1,349)</b>
<b>384 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>385 Secret Cove Waste Water Plant</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	3,060	3,060	3,060	3,060	3,060
User Fees & Service Charges	21,486	21,486	21,486	21,486	21,486
	<b>24,546</b>	<b>24,546</b>	<b>24,546</b>	<b>24,546</b>	<b>24,546</b>
<b>Expenses</b>					
Administration	1,301	1,461	1,465	1,465	1,465
Wages and Benefits	10,671	10,796	10,796	10,796	10,796
Operating	7,450	7,340	7,340	7,340	7,340
Debt Charges - Interest	33	56	43	29	15
Amortization of Tangible Capital Assets	1,381	1,381	1,381	1,381	1,381
	<b>20,836</b>	<b>21,034</b>	<b>21,025</b>	<b>21,011</b>	<b>20,997</b>
<b>Operating Surplus / (Deficit)</b>	<b>3,710</b>	<b>3,512</b>	<b>3,521</b>	<b>3,535</b>	<b>3,549</b>
<b>Other</b>					
Debt Principal Repayment	(255)	(519)	(533)	(546)	(560)
Transfer (to)/from Reserves	(4,836)	(4,374)	(4,369)	(4,370)	(4,370)
Unfunded Amortization	1,381	1,381	1,381	1,381	1,381
	<b>(3,710)</b>	<b>(3,512)</b>	<b>(3,521)</b>	<b>(3,535)</b>	<b>(3,549)</b>
<b>385 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>386 Lee Bay Waste Water Plant</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	17,952	17,952	17,952	17,952	17,952
User Fees & Service Charges	45,788	45,788	45,788	45,788	45,788
	<b>63,740</b>	<b>63,740</b>	<b>63,740</b>	<b>63,740</b>	<b>63,740</b>
<b>Expenses</b>					
Administration	3,843	4,333	4,344	4,344	4,344
Wages and Benefits	18,960	19,173	19,173	19,173	19,173
Operating	59,727	22,072	22,072	22,072	22,072
Debt Charges - Interest	33	56	43	29	15
Amortization of Tangible Capital Assets	1,397	1,397	1,397	1,397	1,397
	<b>83,960</b>	<b>47,031</b>	<b>47,029</b>	<b>47,015</b>	<b>47,001</b>
<b>Operating Surplus / (Deficit)</b>	<b>(20,220)</b>	<b>16,709</b>	<b>16,711</b>	<b>16,725</b>	<b>16,739</b>
<b>Other</b>					
Capital Expenditures	(45,000)	-	-	-	-
Proceeds from Long Term Debt	45,000	-	-	-	-
Debt Principal Repayment	(255)	(519)	(533)	(546)	(560)
Transfer (to)/from Reserves	19,078	(17,587)	(17,575)	(17,576)	(17,576)
Unfunded Amortization	1,397	1,397	1,397	1,397	1,397
	<b>20,220</b>	<b>(16,709)</b>	<b>(16,711)</b>	<b>(16,725)</b>	<b>(16,739)</b>
<b>386 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>387 Square Bay Waste Water Plant</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	20,220	20,220	20,220	20,220	20,220
User Fees & Service Charges	41,600	41,600	41,600	41,600	41,600
Investment Income	-	313	635	966	1,308
	<b>61,820</b>	<b>62,133</b>	<b>62,455</b>	<b>62,786</b>	<b>63,128</b>
<b>Expenses</b>					
Administration	5,067	5,522	5,531	5,531	5,531
Wages and Benefits	39,558	40,015	40,015	40,015	40,015
Operating	20,006	19,664	19,664	19,664	19,664
Debt Charges - Interest	7,514	7,559	7,533	7,506	7,478
Amortization of Tangible Capital Assets	9,070	9,070	9,070	9,070	9,070
	<b>81,215</b>	<b>81,830</b>	<b>81,813</b>	<b>81,786</b>	<b>81,758</b>
<b>Operating Surplus / (Deficit)</b>	<b>(19,395)</b>	<b>(19,697)</b>	<b>(19,358)</b>	<b>(19,000)</b>	<b>(18,630)</b>
<b>Other</b>					
Capital Expenditures	(36,362)	-	-	-	-
Debt Principal Repayment	(10,930)	(11,772)	(12,121)	(12,479)	(12,848)
Transfer (to)/from Reserves	36,704	-	-	-	-
Transfer (to)/from Accumulated Surplus	20,913	22,399	22,409	22,409	22,408
Unfunded Amortization	9,070	9,070	9,070	9,070	9,070
	<b>19,395</b>	<b>19,697</b>	<b>19,358</b>	<b>19,000</b>	<b>18,630</b>
<b>387 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>388 Langdale Waste Water Plant</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	4,080	4,080	4,080	4,080	4,080
User Fees & Service Charges	37,000	37,000	37,000	37,000	37,000
	<b>41,080</b>	<b>41,080</b>	<b>41,080</b>	<b>41,080</b>	<b>41,080</b>
<b>Expenses</b>					
Administration	2,298	2,568	2,575	2,575	2,575
Wages and Benefits	21,538	21,782	21,782	21,782	21,782
Operating	16,348	16,201	16,201	16,201	16,201
Debt Charges - Interest	33	56	43	29	15
Amortization of Tangible Capital Assets	3,764	3,764	3,764	3,764	3,764
	<b>43,981</b>	<b>44,371</b>	<b>44,365</b>	<b>44,351</b>	<b>44,337</b>
<b>Operating Surplus / (Deficit)</b>	<b>(2,901)</b>	<b>(3,291)</b>	<b>(3,285)</b>	<b>(3,271)</b>	<b>(3,257)</b>
<b>Other</b>					
Debt Principal Repayment	(255)	(519)	(533)	(546)	(560)
Transfer (to)/from Reserves	(608)	46	54	53	53
Unfunded Amortization	3,764	3,764	3,764	3,764	3,764
	<b>2,901</b>	<b>3,291</b>	<b>3,285</b>	<b>3,271</b>	<b>3,257</b>
<b>388 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>389 Canoe Rd Waste Water Plant</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	4,243	4,243	4,243	4,243	4,243
User Fees & Service Charges	6,460	6,460	6,460	6,460	6,460
	<b>10,703</b>	<b>10,703</b>	<b>10,703</b>	<b>10,703</b>	<b>10,703</b>
<b>Expenses</b>					
Administration	387	411	411	411	411
Wages and Benefits	2,475	2,503	2,503	2,503	2,503
Operating	559	522	522	522	522
Debt Charges - Interest	454	360	258	157	60
	<b>3,875</b>	<b>3,796</b>	<b>3,694</b>	<b>3,593</b>	<b>3,496</b>
<b>Operating Surplus / (Deficit)</b>	<b>6,828</b>	<b>6,907</b>	<b>7,009</b>	<b>7,110</b>	<b>7,207</b>
<b>Other</b>					
Debt Principal Repayment	(3,995)	(4,056)	(4,059)	(4,062)	(3,492)
Transfer (to)/from Reserves	(2,833)	(2,851)	(2,950)	(3,048)	(3,715)
	<b>(6,828)</b>	<b>(6,907)</b>	<b>(7,009)</b>	<b>(7,110)</b>	<b>(7,207)</b>
<b>389 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>390 Merrill Crescent Waste Water Plant</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	3,714	3,714	3,714	3,714	3,714
User Fees & Service Charges	20,873	20,873	20,873	20,873	20,873
	<b>24,587</b>	<b>24,587</b>	<b>24,587</b>	<b>24,587</b>	<b>24,587</b>
<b>Expenses</b>					
Administration	1,022	1,127	1,129	1,129	1,129
Wages and Benefits	9,951	10,068	10,068	10,068	10,068
Operating	7,523	7,471	7,471	7,471	7,471
Debt Charges - Interest	367	316	229	141	57
Amortization of Tangible Capital Assets	557	557	557	557	557
	<b>19,420</b>	<b>19,539</b>	<b>19,454</b>	<b>19,366</b>	<b>19,282</b>
<b>Operating Surplus / (Deficit)</b>	<b>5,167</b>	<b>5,048</b>	<b>5,133</b>	<b>5,221</b>	<b>5,305</b>
<b>Other</b>					
Debt Principal Repayment	(3,199)	(3,463)	(3,477)	(3,490)	(3,077)
Transfer (to)/from Reserves	(2,525)	(2,142)	(2,213)	(2,288)	(2,785)
Transfer (to)/from Accumulated Surplus	11,418	-	-	-	-
Prior Year Surplus/(Deficit)	(11,418)	-	-	-	-
Unfunded Amortization	557	557	557	557	557
	<b>(5,167)</b>	<b>(5,048)</b>	<b>(5,133)</b>	<b>(5,221)</b>	<b>(5,305)</b>
<b>390 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>391 Curran Rd Waste Water Plant</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	10,710	10,710	10,710	10,710	10,710
User Fees & Service Charges	31,132	31,132	31,132	31,132	31,132
	<b>41,842</b>	<b>41,842</b>	<b>41,842</b>	<b>41,842</b>	<b>41,842</b>
<b>Expenses</b>					
Administration	1,991	2,220	2,225	2,225	2,225
Wages and Benefits	14,771	14,942	14,942	14,942	14,942
Operating	11,745	11,487	11,487	11,487	11,487
Debt Charges - Interest	33	56	43	29	15
Amortization of Tangible Capital Assets	3,324	3,324	3,324	3,324	3,324
	<b>31,864</b>	<b>32,029</b>	<b>32,021</b>	<b>32,007</b>	<b>31,993</b>
<b>Operating Surplus / (Deficit)</b>	<b>9,978</b>	<b>9,813</b>	<b>9,821</b>	<b>9,835</b>	<b>9,849</b>
<b>Other</b>					
Capital Expenditures	(40,000)	-	-	-	-
Debt Principal Repayment	(255)	(519)	(533)	(546)	(560)
Transfer (to)/from Reserves	26,953	(12,618)	(12,612)	(12,613)	(12,613)
Unfunded Amortization	3,324	3,324	3,324	3,324	3,324
	<b>(9,978)</b>	<b>(9,813)</b>	<b>(9,821)</b>	<b>(9,835)</b>	<b>(9,849)</b>
<b>391 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>392 Roberts Creek Co-Housing Treatment Plant</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	6,324	6,324	6,324	6,324	6,324
User Fees & Service Charges	21,326	21,326	21,326	21,326	21,326
	<b>27,650</b>	<b>27,650</b>	<b>27,650</b>	<b>27,650</b>	<b>27,650</b>
<b>Expenses</b>					
Administration	2,087	2,318	2,323	2,323	2,323
Wages and Benefits	19,818	20,046	20,046	20,046	20,046
Operating	9,862	9,748	9,748	9,748	9,748
Debt Charges - Interest	66	111	85	58	30
Amortization of Tangible Capital Assets	4,766	4,766	4,766	4,766	4,766
	<b>36,599</b>	<b>36,989</b>	<b>36,968</b>	<b>36,941</b>	<b>36,913</b>
<b>Operating Surplus / (Deficit)</b>	<b>(8,949)</b>	<b>(9,339)</b>	<b>(9,318)</b>	<b>(9,291)</b>	<b>(9,263)</b>
<b>Other</b>					
Debt Principal Repayment	(509)	(1,038)	(1,065)	(1,092)	(1,119)
Transfer (to)/from Reserves	4,692	5,611	5,617	5,617	5,616
Unfunded Amortization	4,766	4,766	4,766	4,766	4,766
	<b>8,949</b>	<b>9,339</b>	<b>9,318</b>	<b>9,291</b>	<b>9,263</b>
<b>392 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>393 Lillies Lake Waste Water Plant</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	5,916	5,916	5,916	5,916	5,916
User Fees & Service Charges	17,939	17,939	17,939	17,939	17,939
	<b>23,855</b>	<b>23,855</b>	<b>23,855</b>	<b>23,855</b>	<b>23,855</b>
<b>Expenses</b>					
Administration	1,908	2,113	2,118	2,118	2,118
Wages and Benefits	11,857	11,995	11,995	11,995	11,995
Operating	10,202	10,095	10,095	10,095	10,095
Debt Charges - Interest	33	56	43	29	15
Amortization of Tangible Capital Assets	4,860	4,860	4,860	4,860	4,860
	<b>28,860</b>	<b>29,119</b>	<b>29,111</b>	<b>29,097</b>	<b>29,083</b>
<b>Operating Surplus / (Deficit)</b>	<b>(5,005)</b>	<b>(5,264)</b>	<b>(5,256)</b>	<b>(5,242)</b>	<b>(5,228)</b>
<b>Other</b>					
Debt Principal Repayment	(255)	(519)	(533)	(546)	(560)
Transfer (to)/from Reserves	400	923	929	928	928
Unfunded Amortization	4,860	4,860	4,860	4,860	4,860
	<b>5,005</b>	<b>5,264</b>	<b>5,256</b>	<b>5,242</b>	<b>5,228</b>
<b>393 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>394 Painted Boat Waste Water Plant</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	3,468	3,468	3,468	3,468	3,468
User Fees & Service Charges	20,613	20,613	20,613	20,613	20,613
	<b>24,081</b>	<b>24,081</b>	<b>24,081</b>	<b>24,081</b>	<b>24,081</b>
<b>Expenses</b>					
Administration	1,974	2,168	2,172	2,172	2,172
Wages and Benefits	9,236	9,343	9,343	9,343	9,343
Operating	7,615	7,490	7,490	7,490	7,490
Debt Charges - Interest	33	56	43	29	15
Amortization of Tangible Capital Assets	7,220	7,220	7,220	7,220	7,220
	<b>26,078</b>	<b>26,277</b>	<b>26,268</b>	<b>26,254</b>	<b>26,240</b>
<b>Operating Surplus / (Deficit)</b>	<b>(1,997)</b>	<b>(2,196)</b>	<b>(2,187)</b>	<b>(2,173)</b>	<b>(2,159)</b>
<b>Other</b>					
Debt Principal Repayment	(255)	(519)	(533)	(546)	(560)
Transfer (to)/from Reserves	(4,968)	(4,505)	(4,500)	(4,501)	(4,501)
Unfunded Amortization	7,220	7,220	7,220	7,220	7,220
	<b>1,997</b>	<b>2,196</b>	<b>2,187</b>	<b>2,173</b>	<b>2,159</b>

**394 Financial Plan Surplus / (Deficit)** - - - - -

<b>395 Sakinaw Ridge Waste Water Plant</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	19,438	19,438	19,438	19,438	19,438
User Fees & Service Charges	9,648	9,648	9,648	9,648	9,648
	<b>29,086</b>	<b>29,086</b>	<b>29,086</b>	<b>29,086</b>	<b>29,086</b>
<b>Expenses</b>					
Administration	2,866	3,128	3,132	3,132	3,132
Wages and Benefits	17,608	17,814	17,814	17,814	17,814
Operating	13,517	13,410	13,410	13,410	13,410
Debt Charges - Interest	66	111	85	58	30
Amortization of Tangible Capital Assets	16,127	16,127	16,127	16,127	16,127
	<b>50,184</b>	<b>50,590</b>	<b>50,568</b>	<b>50,541</b>	<b>50,513</b>
<b>Operating Surplus / (Deficit)</b>	<b>(21,098)</b>	<b>(21,504)</b>	<b>(21,482)</b>	<b>(21,455)</b>	<b>(21,427)</b>
<b>Other</b>					
Debt Principal Repayment	(509)	(1,038)	(1,065)	(1,092)	(1,119)
Transfer (to)/from Reserves	107	-	-	-	-
Transfer (to)/from Accumulated Surplus	(2,647)	6,415	6,420	6,420	6,419
Prior Year Surplus/(Deficit)	8,020	-	-	-	-
Unfunded Amortization	16,127	16,127	16,127	16,127	16,127
	<b>21,098</b>	<b>21,504</b>	<b>21,482</b>	<b>21,455</b>	<b>21,427</b>

**395 Financial Plan Surplus / (Deficit)** - - - - -

<b>400 Cemetery</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	69,841	90,845	91,040	91,040	91,040
User Fees & Service Charges	61,134	61,134	61,134	61,134	61,134
	130,975	151,979	152,174	152,174	152,174
<b>Expenses</b>					
Administration	16,659	18,600	18,795	18,795	18,795
Wages and Benefits	67,028	68,091	68,091	68,091	68,091
Operating	72,288	47,288	47,288	47,288	47,288
Amortization of Tangible Capital Assets	3,198	3,198	3,198	3,198	3,198
	159,173	137,177	137,372	137,372	137,372
<b>Operating Surplus / (Deficit)</b>	<b>(28,198)</b>	<b>14,802</b>	<b>14,802</b>	<b>14,802</b>	<b>14,802</b>
<b>Other</b>					
Transfer (to)/from Reserves	25,000	(18,000)	(18,000)	(18,000)	(18,000)
Unfunded Amortization	3,198	3,198	3,198	3,198	3,198
	28,198	(14,802)	(14,802)	(14,802)	(14,802)
<b>400 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>410 Pender Harbour Health Clinic</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	148,842	154,578	154,613	154,613	154,613
	148,842	154,578	154,613	154,613	154,613
<b>Expenses</b>					
Administration	6,802	7,538	7,573	7,573	7,573
Operating	162,040	142,040	142,040	142,040	142,040
	168,842	149,578	149,613	149,613	149,613
<b>Operating Surplus / (Deficit)</b>	<b>(20,000)</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Other</b>					
Transfer (to)/from Reserves	20,000	(5,000)	(5,000)	(5,000)	(5,000)
	20,000	(5,000)	(5,000)	(5,000)	(5,000)
<b>410 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>500 Regional Planning</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	161,501	188,166	178,670	178,670	178,670
User Fees & Service Charges	430	430	430	430	430
	161,931	188,596	179,100	179,100	179,100
<b>Expenses</b>					
Administration	30,628	33,008	33,512	33,512	33,512
Wages and Benefits	120,826	135,111	135,111	135,111	135,111
Operating	60,477	20,477	10,477	10,477	10,477
	211,931	188,596	179,100	179,100	179,100
<b>Operating Surplus / (Deficit)</b>	<b>(50,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Transfer (to)/from Reserves	50,000	-	-	-	-
	50,000	-	-	-	-
<b>500 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>504 Rural Planning Services</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	841,555	950,297	952,881	952,881	952,881
User Fees & Service Charges	60,196	60,196	60,196	60,196	60,196
	901,751	1,010,493	1,013,077	1,013,077	1,013,077
<b>Expenses</b>					
Administration	191,105	202,864	205,448	205,448	205,448
Wages and Benefits	632,343	732,881	732,881	732,881	732,881
Operating	96,588	74,748	74,748	74,748	74,748
Amortization of Tangible Capital Assets	1,584	1,584	1,584	1,584	1,584
	921,620	1,012,077	1,014,661	1,014,661	1,014,661
<b>Operating Surplus / (Deficit)</b>	<b>(19,869)</b>	<b>(1,584)</b>	<b>(1,584)</b>	<b>(1,584)</b>	<b>(1,584)</b>
<b>Other</b>					
Transfer (to)/from Reserves	18,285	-	-	-	-
Unfunded Amortization	1,584	1,584	1,584	1,584	1,584
	19,869	1,584	1,584	1,584	1,584
<b>504 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>506 Geographic Information Services</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
User Fees & Service Charges	500	500	500	500	500
	500	500	500	500	500
<b>Expenses</b>					
Internal Recoveries	(275,902)	(318,629)	(318,629)	(318,629)	(318,629)
Wages and Benefits	241,176	243,903	243,903	243,903	243,903
Operating	65,226	65,226	65,226	65,226	65,226
Amortization of Tangible Capital Assets	22,460	22,460	22,460	22,460	22,460
	52,960	12,960	12,960	12,960	12,960
<b>Operating Surplus / (Deficit)</b>	<b>(52,460)</b>	<b>(12,460)</b>	<b>(12,460)</b>	<b>(12,460)</b>	<b>(12,460)</b>
<b>Other</b>					
Transfer (to)/from Reserves	30,000	(10,000)	(10,000)	(10,000)	(10,000)
Unfunded Amortization	22,460	22,460	22,460	22,460	22,460
	52,460	12,460	12,460	12,460	12,460
<b>506 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>510 Civic Addressing</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	(25,000)	-	-	-	-
User Fees & Service Charges	30,692	31,405	31,492	31,492	31,492
	5,692	31,405	31,492	31,492	31,492
<b>Expenses</b>					
Administration	5,511	5,987	6,074	6,074	6,074
Wages and Benefits	22,820	23,057	23,057	23,057	23,057
Operating	2,361	2,361	2,361	2,361	2,361
	30,692	31,405	31,492	31,492	31,492
<b>Operating Surplus / (Deficit)</b>	<b>(25,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Transfer (to)/from Reserves	25,000	-	-	-	-
	25,000	-	-	-	-
<b>510 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



<b>515 Heritage Conservation Service</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	(1,148)	122	122	122	122
	(1,148)	122	122	122	122
<b>Expenses</b>					
Administration	107	122	122	122	122
	107	122	122	122	122
<b>Operating Surplus / (Deficit)</b>	<b>(1,255)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	1,255	-	-	-	-
	1,255	-	-	-	-
<b>515 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>520 Building Inspection Services</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	6,435	51,880	54,283	54,283	54,283
User Fees & Service Charges	790,000	790,000	790,000	790,000	790,000
Other Revenue	600	600	600	600	600
	797,035	842,480	844,883	844,883	844,883
<b>Expenses</b>					
Administration	139,186	147,636	150,039	150,039	150,039
Wages and Benefits	604,071	631,346	631,346	631,346	631,346
Operating	61,553	57,498	57,498	57,498	57,498
Amortization of Tangible Capital Assets	11,801	11,801	11,801	11,801	11,801
	816,611	848,281	850,684	850,684	850,684
<b>Operating Surplus / (Deficit)</b>	<b>(19,576)</b>	<b>(5,801)</b>	<b>(5,801)</b>	<b>(5,801)</b>	<b>(5,801)</b>
<b>Other</b>					
Capital Expenditures	(50,000)	-	-	-	-
Transfer (to)/from Reserves	57,775	(6,000)	(6,000)	(6,000)	(6,000)
Unfunded Amortization	11,801	11,801	11,801	11,801	11,801
	19,576	5,801	5,801	5,801	5,801
<b>520 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>531 Economic Development Area A</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	65,078	72,876	74,077	75,294	76,545
	65,078	72,876	74,077	75,294	76,545
<b>Expenses</b>					
Administration	3,274	3,628	3,645	3,645	3,645
Operating	64,549	69,248	70,432	71,649	72,900
	67,823	72,876	74,077	75,294	76,545
<b>Operating Surplus / (Deficit)</b>	<b>(2,745)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	2,745	-	-	-	-
	2,745	-	-	-	-
<b>531 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>532 Economic Development Area B</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	47,045	51,534	52,614	53,713	54,843
	<u>47,045</u>	<u>51,534</u>	<u>52,614</u>	<u>53,713</u>	<u>54,843</u>
<b>Expenses</b>					
Administration	2,270	2,516	2,527	2,527	2,527
Operating	50,169	49,018	50,087	51,186	52,316
	<u>52,439</u>	<u>51,534</u>	<u>52,614</u>	<u>53,713</u>	<u>54,843</u>
<b>Operating Surplus / (Deficit)</b>	<b>(5,394)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	5,394	-	-	-	-
	<u>5,394</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>532 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>533 Economic Development Area D</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	37,229	43,120	44,098	45,093	46,116
	<u>37,229</u>	<u>43,120</u>	<u>44,098</u>	<u>45,093</u>	<u>46,116</u>
<b>Expenses</b>					
Administration	1,885	2,089	2,099	2,099	2,099
Operating	37,189	41,031	41,999	42,994	44,017
	<u>39,074</u>	<u>43,120</u>	<u>44,098</u>	<u>45,093</u>	<u>46,116</u>
<b>Operating Surplus / (Deficit)</b>	<b>(1,845)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	1,845	-	-	-	-
	<u>1,845</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>533 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>534 Economic Development Area E</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	27,720	41,372	42,019	42,674	43,347
	<u>27,720</u>	<u>41,372</u>	<u>42,019</u>	<u>42,674</u>	<u>43,347</u>
<b>Expenses</b>					
Administration	1,865	2,066	2,076	2,076	2,076
Operating	36,777	39,306	39,943	40,598	41,271
	<u>38,642</u>	<u>41,372</u>	<u>42,019</u>	<u>42,674</u>	<u>43,347</u>
<b>Operating Surplus / (Deficit)</b>	<b>(10,922)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	10,922	-	-	-	-
	<u>10,922</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>534 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>535 Economic Development Area F</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	46,216	55,708	56,762	57,834	58,935
	<u>46,216</u>	<u>55,708</u>	<u>56,762</u>	<u>57,834</u>	<u>58,935</u>
<b>Expenses</b>					
Administration	2,478	2,746	2,758	2,758	2,758
Operating	48,826	52,962	54,004	55,076	56,177
	<u>51,304</u>	<u>55,708</u>	<u>56,762</u>	<u>57,834</u>	<u>58,935</u>
<b>Operating Surplus / (Deficit)</b>	<b>(5,088)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	5,088	-	-	-	-
	<u>5,088</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>535 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>540 Hillside Development Project</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
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>
<b>Expenses</b>					
Administration	6,488	7,152	7,234	7,234	7,234
Wages and Benefits	25,804	33,452	33,452	33,452	33,452
Operating	157,010	97,010	97,010	97,010	97,010
	<u>189,302</u>	<u>137,614</u>	<u>137,696</u>	<u>137,696</u>	<u>137,696</u>
<b>Operating Surplus / (Deficit)</b>	<b>(32,963)</b>	<b>18,725</b>	<b>18,643</b>	<b>18,643</b>	<b>18,643</b>
<b>Other</b>					
Transfer (to)/from Reserves	32,963	(18,725)	(18,643)	(18,643)	(18,643)
	<u>32,963</u>	<u>(18,725)</u>	<u>(18,643)</u>	<u>(18,643)</u>	<u>(18,643)</u>
<b>540 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>615 Community Recreation Facilities</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	4,874,173	5,172,819	5,184,031	5,184,031	5,184,031
Frontage & Parcel Taxes	1,629,089	1,629,089	1,629,089	1,629,089	1,629,089
User Fees & Service Charges	1,101,358	1,757,406	1,757,406	1,757,406	1,757,406
Investment Income	419,481	459,387	500,712	543,508	587,825
Other Revenue	17,858	17,858	17,858	17,858	17,858
	<b>8,041,959</b>	<b>9,036,559</b>	<b>9,089,096</b>	<b>9,131,892</b>	<b>9,176,209</b>
<b>Expenses</b>					
Administration	841,043	918,281	929,493	929,493	929,493
Wages and Benefits	3,222,271	3,454,022	3,454,022	3,454,022	3,454,022
Operating	1,143,177	1,740,882	1,740,882	1,740,882	1,740,882
Debt Charges - Interest	924,662	924,662	924,662	924,662	924,662
Amortization of Tangible Capital Assets	951,368	951,368	951,368	951,368	951,368
	<b>7,082,521</b>	<b>7,989,215</b>	<b>8,000,427</b>	<b>8,000,427</b>	<b>8,000,427</b>
<b>Operating Surplus / (Deficit)</b>	<b>959,438</b>	<b>1,047,344</b>	<b>1,088,669</b>	<b>1,131,465</b>	<b>1,175,782</b>
<b>Other</b>					
Capital Expenditures	(1,627,537)	-	-	-	-
Debt Principal Repayment	(1,123,908)	(1,163,814)	(1,205,139)	(1,247,935)	(1,292,252)
Transfer (to)/from Reserves	840,639	(834,898)	(834,898)	(834,898)	(834,898)
Unfunded Amortization	951,368	951,368	951,368	951,368	951,368
	<b>(959,438)</b>	<b>(1,047,344)</b>	<b>(1,088,669)</b>	<b>(1,131,465)</b>	<b>(1,175,782)</b>
<b>615 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>625 Pender Harbour Pool</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	468,786	528,526	529,616	529,616	529,616
Frontage & Parcel Taxes	48,519	48,519	48,519	48,519	48,519
User Fees & Service Charges	90,100	90,100	90,100	90,100	90,100
Investment Income	13,953	15,673	17,462	19,323	21,258
	<b>621,358</b>	<b>682,818</b>	<b>685,697</b>	<b>687,558</b>	<b>689,493</b>
<b>Expenses</b>					
Administration	62,216	69,391	70,481	70,481	70,481
Wages and Benefits	337,914	369,185	369,185	369,185	369,185
Operating	155,076	155,050	155,050	155,050	155,050
Debt Charges - Interest	19,466	19,466	19,466	19,466	19,466
Amortization of Tangible Capital Assets	97,998	97,998	97,998	97,998	97,998
	<b>672,670</b>	<b>711,090</b>	<b>712,180</b>	<b>712,180</b>	<b>712,180</b>
<b>Operating Surplus / (Deficit)</b>	<b>(51,312)</b>	<b>(28,272)</b>	<b>(26,483)</b>	<b>(24,622)</b>	<b>(22,687)</b>
<b>Other</b>					
Capital Expenditures	(57,870)	(10,000)	(10,000)	(10,000)	(10,000)
Debt Principal Repayment	(43,006)	(44,726)	(46,515)	(48,376)	(50,311)
Transfer (to)/from Reserves	54,190	(15,000)	(15,000)	(15,000)	(15,000)
Unfunded Amortization	97,998	97,998	97,998	97,998	97,998
	<b>51,312</b>	<b>28,272</b>	<b>26,483</b>	<b>24,622</b>	<b>22,687</b>
<b>625 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>630 School Facilities - Joint Use</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	51,010	2,147	2,147	2,147	2,147
	<u>51,010</u>	<u>2,147</u>	<u>2,147</u>	<u>2,147</u>	<u>2,147</u>
<b>Expenses</b>					
Administration	273	297	297	297	297
Wages and Benefits	1,879	1,850	1,850	1,850	1,850
Operating	15,000	-	-	-	-
	<u>17,152</u>	<u>2,147</u>	<u>2,147</u>	<u>2,147</u>	<u>2,147</u>
<b>Operating Surplus / (Deficit)</b>	<b>33,858</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	(33,858)	-	-	-	-
	<u>(33,858)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>630 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>640 Gibsons &amp; Area Library</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	677,885	732,725	732,902	732,902	732,902
	<u>677,885</u>	<u>732,725</u>	<u>732,902</u>	<u>732,902</u>	<u>732,902</u>
<b>Expenses</b>					
Administration	43,667	48,489	48,666	48,666	48,666
Wages and Benefits	7,289	7,307	7,307	7,307	7,307
Operating	626,929	626,929	626,929	626,929	626,929
Amortization of Tangible Capital Assets	52,182	52,182	52,182	52,182	52,182
	<u>730,067</u>	<u>734,907</u>	<u>735,084</u>	<u>735,084</u>	<u>735,084</u>
<b>Operating Surplus / (Deficit)</b>	<b>(52,182)</b>	<b>(2,182)</b>	<b>(2,182)</b>	<b>(2,182)</b>	<b>(2,182)</b>
<b>Other</b>					
Transfer (to)/from Reserves	-	(50,000)	(50,000)	(50,000)	(50,000)
Unfunded Amortization	52,182	52,182	52,182	52,182	52,182
	<u>52,182</u>	<u>2,182</u>	<u>2,182</u>	<u>2,182</u>	<u>2,182</u>
<b>640 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>643 Egmont/Pender Harbour Library Service</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	53,341	53,634	53,645	53,645	53,645
	<u>53,341</u>	<u>53,634</u>	<u>53,645</u>	<u>53,645</u>	<u>53,645</u>
<b>Expenses</b>					
Administration	2,538	2,831	2,842	2,842	2,842
Operating	50,803	50,803	50,803	50,803	50,803
	<u>53,341</u>	<u>53,634</u>	<u>53,645</u>	<u>53,645</u>	<u>53,645</u>
<b>Operating Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>643 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>645 Halfmoon Bay Library Service</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	150,433	151,574	151,617	151,617	151,617
	150,433	151,574	151,617	151,617	151,617
<b>Expenses</b>					
Administration	9,852	10,991	11,034	11,034	11,034
Operating	140,583	140,583	140,583	140,583	140,583
	150,435	151,574	151,617	151,617	151,617
<b>Operating Surplus / (Deficit)</b>	<b>(2)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	2	-	-	-	-
	2	-	-	-	-
<b>645 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>646 Roberts Creek Library Service</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	182,787	183,370	183,392	183,392	183,392
	182,787	183,370	183,392	183,392	183,392
<b>Expenses</b>					
Administration	5,041	5,624	5,646	5,646	5,646
Operating	177,746	177,746	177,746	177,746	177,746
	182,787	183,370	183,392	183,392	183,392
<b>Operating Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>646 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>648 Museum Service</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	141,582	142,475	142,509	142,509	142,509
	141,582	142,475	142,509	142,509	142,509
<b>Expenses</b>					
Administration	7,718	8,611	8,645	8,645	8,645
Operating	133,864	133,864	133,864	133,864	133,864
	141,582	142,475	142,509	142,509	142,509
<b>Operating Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>648 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>650 Community Parks</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	1,720,751	1,870,701	1,857,814	1,766,684	1,760,745
User Fees & Service Charges	75,600	75,600	75,600	75,600	75,600
Investment Income	36,662	40,569	44,631	-	-
Other Revenue	11,100	11,100	11,100	11,100	11,100
	<b>1,844,113</b>	<b>1,997,970</b>	<b>1,989,145</b>	<b>1,853,384</b>	<b>1,847,445</b>
<b>Expenses</b>					
Administration	255,834	275,697	277,810	277,810	277,810
Wages and Benefits	797,782	800,517	800,517	800,517	800,517
Operating	667,463	605,618	590,618	590,618	590,618
Debt Charges - Interest	28,231	27,949	27,743	57	-
Amortization of Tangible Capital Assets	256,933	256,933	256,933	256,933	256,933
	<b>2,006,243</b>	<b>1,966,714</b>	<b>1,953,621</b>	<b>1,925,935</b>	<b>1,925,878</b>
<b>Operating Surplus / (Deficit)</b>	<b>(162,130)</b>	<b>31,256</b>	<b>35,524</b>	<b>(72,551)</b>	<b>(78,433)</b>
<b>Other</b>					
Capital Expenditures	(564,489)	-	-	-	-
Debt Principal Repayment	(112,754)	(109,689)	(113,957)	(5,882)	-
Transfer (to)/from Reserves	504,797	(178,500)	(178,500)	(178,500)	(178,500)
Transfer (to)/from Appropriated Surplus	77,643	-	-	-	-
Unfunded Amortization	256,933	256,933	256,933	256,933	256,933
	<b>162,130</b>	<b>(31,256)</b>	<b>(35,524)</b>	<b>72,551</b>	<b>78,433</b>
<b>650 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>665 Bicycle &amp; Walking Paths</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	21,456	44,899	45,032	45,032	45,032
	<b>21,456</b>	<b>44,899</b>	<b>45,032</b>	<b>45,032</b>	<b>45,032</b>
<b>Expenses</b>					
Administration	11,184	11,869	12,002	12,002	12,002
Wages and Benefits	14,281	15,322	15,322	15,322	15,322
Operating	7,708	7,708	7,708	7,708	7,708
Amortization of Tangible Capital Assets	99,607	99,607	99,607	99,607	99,607
	<b>132,780</b>	<b>134,506</b>	<b>134,639</b>	<b>134,639</b>	<b>134,639</b>
<b>Operating Surplus / (Deficit)</b>	<b>(111,324)</b>	<b>(89,607)</b>	<b>(89,607)</b>	<b>(89,607)</b>	<b>(89,607)</b>
<b>Other</b>					
Transfer (to)/from Reserves	11,717	(10,000)	(10,000)	(10,000)	(10,000)
Unfunded Amortization	99,607	99,607	99,607	99,607	99,607
	<b>111,324</b>	<b>89,607</b>	<b>89,607</b>	<b>89,607</b>	<b>89,607</b>
<b>665 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>667 Area A Bicycle &amp; Walking Paths</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	11,592	12,218	12,253	12,253	12,253
	<u>11,592</u>	<u>12,218</u>	<u>12,253</u>	<u>12,253</u>	<u>12,253</u>
<b>Expenses</b>					
Administration	1,612	1,758	1,793	1,793	1,793
Wages and Benefits	5,780	6,260	6,260	6,260	6,260
Operating	4,200	4,200	4,200	4,200	4,200
Amortization of Tangible Capital Assets	6,231	6,231	6,231	6,231	6,231
	<u>17,823</u>	<u>18,449</u>	<u>18,484</u>	<u>18,484</u>	<u>18,484</u>
<b>Operating Surplus / (Deficit)</b>	<b>(6,231)</b>	<b>(6,231)</b>	<b>(6,231)</b>	<b>(6,231)</b>	<b>(6,231)</b>
<b>Other</b>					
Unfunded Amortization	6,231	6,231	6,231	6,231	6,231
	<u>6,231</u>	<u>6,231</u>	<u>6,231</u>	<u>6,231</u>	<u>6,231</u>
<b>667 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>670 Regional Recreation Programs</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>					
Tax Requisitions	170,160	172,465	173,927	173,927	173,927
User Fees & Service Charges	10,319	10,319	10,319	10,319	10,319
	<u>180,479</u>	<u>182,784</u>	<u>184,246</u>	<u>184,246</u>	<u>184,246</u>
<b>Expenses</b>					
Administration	9,252	10,323	10,363	10,363	10,363
Wages and Benefits	924	1,850	1,850	1,850	1,850
Operating	169,230	170,611	172,033	172,033	172,033
	<u>179,406</u>	<u>182,784</u>	<u>184,246</u>	<u>184,246</u>	<u>184,246</u>
<b>Operating Surplus / (Deficit)</b>	<b>1,073</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	(1,073)	-	-	-	-
	<u>(1,073)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>670 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



<b>680</b>	<b>Dakota Ridge Recreation Service Area</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>						
	Tax Requisitions	209,075	213,273	213,649	213,649	213,649
	User Fees & Service Charges	26,000	26,000	26,000	26,000	26,000
	Other Revenue	2,000	2,000	2,000	2,000	2,000
		<b>237,075</b>	<b>241,273</b>	<b>241,649</b>	<b>241,649</b>	<b>241,649</b>
<b>Expenses</b>						
	Administration	27,891	30,410	30,786	30,786	30,786
	Wages and Benefits	78,055	79,734	79,734	79,734	79,734
	Operating	131,129	131,129	131,129	131,129	131,129
	Amortization of Tangible Capital Assets	45,966	45,966	45,966	45,966	45,966
		<b>283,041</b>	<b>287,239</b>	<b>287,615</b>	<b>287,615</b>	<b>287,615</b>
<b>Operating Surplus / (Deficit)</b>		<b>(45,966)</b>	<b>(45,966)</b>	<b>(45,966)</b>	<b>(45,966)</b>	<b>(45,966)</b>
<b>Other</b>						
	Capital Expenditures	(58,500)	-	-	-	-
	Transfer (to)/from Reserves	58,500	-	-	-	-
	Unfunded Amortization	45,966	45,966	45,966	45,966	45,966
		<b>45,966</b>	<b>45,966</b>	<b>45,966</b>	<b>45,966</b>	<b>45,966</b>
<b>680 Financial Plan Surplus / (Deficit)</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>