



**SUNSHINE COAST REGIONAL DISTRICT**

**BYLAW NO. 731**

A bylaw to adopt the Five Year Financial Plan for the years 2021 - 2025

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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. 731, 2021*.
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 2021 – 2025 Financial Plan.

READ A FIRST TIME                      this    25<sup>th</sup>    day of                      March, 2021

READ A SECOND TIME                      this    25<sup>th</sup>    day of                      March, 2021

READ A THIRD TIME                      this    25<sup>th</sup>    day of                      March, 2021

ADOPTED                                      this    25<sup>th</sup>    day of                      March, 2021

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CORPORATE OFFICER

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CHAIR



# **5-Year Financial Plan - Bylaw 731.1, 2021 Schedule A**

**Budget Version:** 5-year Financial Plan

**Generated Date:** July 16, 2021

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

Schedule A, Bylaw 731.1, 2021

2021 - 2025

	2021	2022	2023	2024	2025
<b>Revenues</b>					
Grants in Lieu of Taxes	72,000	72,000	72,000	72,000	72,000
Tax Requisitions	24,449,191	24,179,156	24,537,086	24,548,911	24,557,457
Frontage & Parcel Taxes	5,915,513	6,103,431	6,103,431	6,103,431	6,103,431
Government Transfers	5,902,341	2,670,704	2,670,704	2,670,704	2,670,704
User Fees & Service Charges	13,924,413	15,263,315	15,313,220	15,313,221	15,313,222
Member Municipality Debt	1,828,505	1,786,899	1,421,758	1,421,758	1,421,758
Investment Income	676,824	735,513	751,579	821,712	874,783
Developer Contributions	544,500	-	-	-	-
Other Revenue	991,675	561,463	544,488	544,492	544,495
	<b>54,304,962</b>	<b>51,372,481</b>	<b>51,414,266</b>	<b>51,496,229</b>	<b>51,557,850</b>
<b>Expenses</b>					
Administration	5,366,027	5,516,312	5,611,040	5,611,560	5,612,090
Internal Recoveries	(7,199,294)	(7,364,510)	(7,458,506)	(7,459,032)	(7,459,569)
Wages and Benefits	22,003,740	22,389,164	22,758,524	22,758,836	22,759,154
Operating	22,354,719	17,666,608	17,634,662	17,636,067	17,650,035
Debt Charges Member Municipalities	1,828,505	1,786,899	1,421,758	1,421,758	1,421,758
Debt Charges - Interest	1,570,074	1,613,993	1,713,722	1,697,925	1,684,962
Amortization of Tangible Capital Assets	4,822,441	4,822,441	4,822,441	4,822,441	4,822,441
	<b>50,746,212</b>	<b>46,430,907</b>	<b>46,503,641</b>	<b>46,489,555</b>	<b>46,490,871</b>
<b>Operating Surplus / (Deficit)</b>	<b>3,558,750</b>	<b>4,941,574</b>	<b>4,910,625</b>	<b>5,006,674</b>	<b>5,066,979</b>
<b>Other</b>					
Capital Expenditures	(36,447,067)	(1,971,599)	(1,971,599)	(1,971,599)	(1,971,599)
Proceeds from Long Term Debt	18,918,844	-	-	-	-
Debt Principal Repayment	(2,455,859)	(3,002,087)	(3,411,032)	(3,455,396)	(3,416,870)
Transfer (to)/from Reserves	9,960,859	(3,519,360)	(2,911,247)	(2,962,933)	(3,061,765)
Transfer (to)/from Appropriated Surplus	(153,915)	(502,050)	(682,050)	(682,050)	(682,050)
Transfer (to)/from Other Funds	216,577	-	-	-	-
Transfer (to)/from Accumulated Surplus	57,805	41,081	42,862	42,863	42,864
Prior Year Surplus/(Deficit)	(178,435)	(10,000)	-	-	-
Unfunded Amortization	4,822,441	4,822,441	4,822,441	4,822,441	4,822,441
Transfer (to)/from Unfunded Liability	1,700,000	(800,000)	(800,000)	(800,000)	(800,000)
	<b>(3,558,750)</b>	<b>(4,941,574)</b>	<b>(4,910,625)</b>	<b>(5,006,674)</b>	<b>(5,066,979)</b>
<b>Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>110 General Government</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Grants in Lieu of Taxes	72,000	72,000	72,000	72,000	72,000
Tax Requisitions	1,512,147	1,421,226	1,526,326	1,526,427	1,526,525
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>2,524,603</b>	<b>2,433,682</b>	<b>2,538,782</b>	<b>2,538,883</b>	<b>2,538,981</b>
<b>Expenses</b>					
Administration	702,012	708,127	728,115	728,216	728,314
Internal Recoveries	(910,603)	(927,016)	(945,663)	(945,663)	(945,663)
Wages and Benefits	1,607,670	1,527,047	1,630,806	1,630,806	1,630,806
Operating	577,538	427,474	427,474	427,474	427,474
Amortization of Tangible Capital Assets	58,580	58,580	58,580	58,580	58,580
	<b>2,035,197</b>	<b>1,794,212</b>	<b>1,899,312</b>	<b>1,899,413</b>	<b>1,899,511</b>
<b>Operating Surplus / (Deficit)</b>	<b>489,406</b>	<b>639,470</b>	<b>639,470</b>	<b>639,470</b>	<b>639,470</b>
<b>Other</b>					
Transfer (to)/from Reserves	134,064	(16,000)	(16,000)	(16,000)	(16,000)
Transfer (to)/from Appropriated Surplus	(682,050)	(682,050)	(682,050)	(682,050)	(682,050)
Unfunded Amortization	58,580	58,580	58,580	58,580	58,580
	<b>(489,406)</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Expenses</b>					
Internal Recoveries	(1,692,147)	(1,742,473)	(1,778,703)	(1,778,703)	(1,778,703)
Wages and Benefits	1,443,104	1,493,430	1,529,660	1,529,660	1,529,660
Operating	349,043	249,043	249,043	249,043	249,043
Amortization of Tangible Capital Assets	214,561	214,561	214,561	214,561	214,561
	<b>314,561</b>	<b>214,561</b>	<b>214,561</b>	<b>214,561</b>	<b>214,561</b>
<b>Operating Surplus / (Deficit)</b>	<b>(314,561)</b>	<b>(214,561)</b>	<b>(214,561)</b>	<b>(214,561)</b>	<b>(214,561)</b>
<b>Other</b>					
Transfer (to)/from Reserves	100,000	-	-	-	-
Unfunded Amortization	214,561	214,561	214,561	214,561	214,561
	<b>314,561</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Investment Income	72,534	79,401	86,542	93,969	93,969
	<b>72,534</b>	<b>79,401</b>	<b>86,542</b>	<b>93,969</b>	<b>93,969</b>
<b>Expenses</b>					
Internal Recoveries	(502,199)	(502,942)	(503,762)	(503,970)	(504,182)
Wages and Benefits	24,106	24,649	25,265	25,265	25,265
Operating	319,376	215,101	215,305	215,513	215,725
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
	<b>93,164</b>	<b>(11,311)</b>	<b>(11,311)</b>	<b>(11,311)</b>	<b>(11,311)</b>
<b>Operating Surplus / (Deficit)</b>	<b>(20,630)</b>	<b>90,712</b>	<b>97,853</b>	<b>105,280</b>	<b>105,280</b>
<b>Other</b>					
Capital Expenditures	(35,000)	-	-	-	-
Debt Principal Repayment	(171,668)	(178,535)	(185,676)	(193,103)	(193,103)
Transfer (to)/from Reserves	(15,525)	(20,000)	(20,000)	(20,000)	(20,000)
Transfer (to)/from Appropriated Surplus	135,000	-	-	-	-
Unfunded Amortization	107,823	107,823	107,823	107,823	107,823
	<b>20,630</b>	<b>(90,712)</b>	<b>(97,853)</b>	<b>(105,280)</b>	<b>(105,280)</b>
<b>114 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>115 Human Resources</b>					
<b>Expenses</b>					
Internal Recoveries	(725,929)	(738,583)	(752,926)	(753,238)	(753,556)
Wages and Benefits	564,070	576,724	591,067	591,379	591,697
Operating	181,914	151,859	151,859	151,859	151,859
Amortization of Tangible Capital Assets	29,671	29,671	29,671	29,671	29,671
	<b>49,726</b>	<b>19,671</b>	<b>19,671</b>	<b>19,671</b>	<b>19,671</b>
<b>Operating Surplus / (Deficit)</b>	<b>(49,726)</b>	<b>(19,671)</b>	<b>(19,671)</b>	<b>(19,671)</b>	<b>(19,671)</b>
<b>Other</b>					
Transfer (to)/from Reserves	20,055	(10,000)	(10,000)	(10,000)	(10,000)
Unfunded Amortization	29,671	29,671	29,671	29,671	29,671
	<b>49,726</b>	<b>19,671</b>	<b>19,671</b>	<b>19,671</b>	<b>19,671</b>
<b>115 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>117 Information Services</b>					
<b>Expenses</b>					
Internal Recoveries	(1,178,252)	(1,241,948)	(1,259,306)	(1,259,306)	(1,259,306)
Wages and Benefits	715,609	759,955	668,254	668,254	668,254
Operating	353,052	303,052	231,052	231,052	231,052
Debt Charges - Interest	589	146	-	-	-
Amortization of Tangible Capital Assets	132,455	132,455	132,455	132,455	132,455
	<b>23,453</b>	<b>(46,340)</b>	<b>(227,545)</b>	<b>(227,545)</b>	<b>(227,545)</b>
<b>Operating Surplus / (Deficit)</b>	<b>(23,453)</b>	<b>46,340</b>	<b>227,545</b>	<b>227,545</b>	<b>227,545</b>
<b>Other</b>					
Capital Expenditures	(337,934)	(350,000)	(350,000)	(350,000)	(350,000)
Debt Principal Repayment	(47,286)	(23,020)	-	-	-
Transfer (to)/from Reserves	118,284	14,225	(10,000)	(10,000)	(10,000)
Transfer (to)/from Appropriated Surplus	120,000	180,000	-	-	-
Transfer (to)/from Other Funds	37,934	-	-	-	-
Unfunded Amortization	132,455	132,455	132,455	132,455	132,455
	<b>23,453</b>	<b>(46,340)</b>	<b>(227,545)</b>	<b>(227,545)</b>	<b>(227,545)</b>
<b>117 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>118 SCRHD Administration</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Other Revenue	34,215	65,383	66,408	66,412	66,415
	<u>34,215</u>	<u>65,383</u>	<u>66,408</u>	<u>66,412</u>	<u>66,415</u>
<b>Expenses</b>					
Administration	12,918	13,129	13,273	13,277	13,280
Wages and Benefits	44,380	45,154	46,035	46,035	46,035
Operating	7,100	7,100	7,100	7,100	7,100
	<u>64,398</u>	<u>65,383</u>	<u>66,408</u>	<u>66,412</u>	<u>66,415</u>
<b>Operating Surplus / (Deficit)</b>	<b>(30,183)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	30,183	-	-	-	-
	<u>30,183</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	37,338	40,982	41,058	41,058	41,058
	<u>37,338</u>	<u>40,982</u>	<u>41,058</u>	<u>41,058</u>	<u>41,058</u>
<b>Expenses</b>					
Administration	2,982	3,067	3,123	3,123	3,123
Wages and Benefits	799	817	837	837	837
Operating	41,521	37,098	37,098	37,098	37,098
	<u>45,302</u>	<u>40,982</u>	<u>41,058</u>	<u>41,058</u>	<u>41,058</u>
<b>Operating Surplus / (Deficit)</b>	<b>(7,964)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	7,964	-	-	-	-
	<u>7,964</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	31,066	31,145	31,205	31,205	31,205
	<u>31,066</u>	<u>31,145</u>	<u>31,205</u>	<u>31,205</u>	<u>31,205</u>
<b>Expenses</b>					
Administration	2,148	2,209	2,249	2,249	2,249
Wages and Benefits	799	817	837	837	837
Operating	32,846	28,119	28,119	28,119	28,119
	<u>35,793</u>	<u>31,145</u>	<u>31,205</u>	<u>31,205</u>	<u>31,205</u>
<b>Operating Surplus / (Deficit)</b>	<b>(4,727)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	4,727	-	-	-	-
	<u>4,727</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	5,247	5,278	5,306	5,306	5,306
	<u>5,247</u>	<u>5,278</u>	<u>5,306</u>	<u>5,306</u>	<u>5,306</u>
<b>Expenses</b>					
Administration	448	461	469	469	469
Wages and Benefits	799	817	837	837	837
Operating	6,819	4,000	4,000	4,000	4,000
	<u>8,066</u>	<u>5,278</u>	<u>5,306</u>	<u>5,306</u>	<u>5,306</u>
<b>Operating Surplus / (Deficit)</b>	<b>(2,819)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	2,819	-	-	-	-
	<u>2,819</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	11,072	11,621	11,655	11,655	11,655
	<u>11,072</u>	<u>11,621</u>	<u>11,655</u>	<u>11,655</u>	<u>11,655</u>
<b>Expenses</b>					
Administration	782	804	818	818	818
Wages and Benefits	799	817	837	837	837
Operating	10,000	10,000	10,000	10,000	10,000
	<u>11,581</u>	<u>11,621</u>	<u>11,655</u>	<u>11,655</u>	<u>11,655</u>
<b>Operating Surplus / (Deficit)</b>	<b>(509)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	509	-	-	-	-
	<u>509</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	3,909	11,721	11,757	11,757	11,757
	<u>3,909</u>	<u>11,721</u>	<u>11,757</u>	<u>11,757</u>	<u>11,757</u>
<b>Expenses</b>					
Administration	879	904	920	920	920
Wages and Benefits	799	817	837	837	837
Operating	10,000	10,000	10,000	10,000	10,000
	<u>11,678</u>	<u>11,721</u>	<u>11,757</u>	<u>11,757</u>	<u>11,757</u>
<b>Operating Surplus / (Deficit)</b>	<b>(7,769)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	7,769	-	-	-	-
	<u>7,769</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	28,029	37,888	37,955	37,955	37,955
	<u>28,029</u>	<u>37,888</u>	<u>37,955</u>	<u>37,955</u>	<u>37,955</u>
<b>Expenses</b>					
Administration	2,504	2,575	2,622	2,622	2,622
Wages and Benefits	799	817	837	837	837
Operating	34,496	34,496	34,496	34,496	34,496
	<u>37,799</u>	<u>37,888</u>	<u>37,955</u>	<u>37,955</u>	<u>37,955</u>
<b>Operating Surplus / (Deficit)</b>	<b>(9,770)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	9,770	-	-	-	-
	<u>9,770</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	26,508	26,576	26,629	26,629	26,629
	<u>26,508</u>	<u>26,576</u>	<u>26,629</u>	<u>26,629</u>	<u>26,629</u>
<b>Expenses</b>					
Administration	1,752	1,802	1,835	1,835	1,835
Wages and Benefits	799	817	837	837	837
Operating	27,237	23,957	23,957	23,957	23,957
	<u>29,788</u>	<u>26,576</u>	<u>26,629</u>	<u>26,629</u>	<u>26,629</u>
<b>Operating Surplus / (Deficit)</b>	<b>(3,280)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	3,280	-	-	-	-
	<u>3,280</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	26,597	26,674	26,734	26,734	26,734
	<u>26,597</u>	<u>26,674</u>	<u>26,734</u>	<u>26,734</u>	<u>26,734</u>
<b>Expenses</b>					
Administration	2,091	2,150	2,190	2,190	2,190
Wages and Benefits	799	817	837	837	837
Operating	23,707	23,707	23,707	23,707	23,707
	<u>26,597</u>	<u>26,674</u>	<u>26,734</u>	<u>26,734</u>	<u>26,734</u>
<b>Operating Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	73,866	74,002	74,112	74,113	74,114
	<u>73,866</u>	<u>74,002</u>	<u>74,112</u>	<u>74,113</u>	<u>74,114</u>
<b>Expenses</b>					
Administration	5,692	5,828	5,938	5,939	5,940
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>73,866</u>	<u>74,002</u>	<u>74,112</u>	<u>74,113</u>	<u>74,114</u>
<b>Operating Surplus / (Deficit)</b>	-	-	-	-	-
<b>130 Financial Plan Surplus / (Deficit)</b>	-	-	-	-	-

<b>131 Electoral Area Services - Elections</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	14,000	93,534	14,000	14,000	14,000
Other Revenue	-	18,000	-	-	-
	<u>14,000</u>	<u>111,534</u>	<u>14,000</u>	<u>14,000</u>	<u>14,000</u>
<b>Expenses</b>					
Administration	-	8,878	-	-	-
Wages and Benefits	-	117,494	-	-	-
Operating	30,000	34,043	-	-	-
	<u>30,000</u>	<u>160,415</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Operating Surplus / (Deficit)</b>	<b>(16,000)</b>	<b>(48,881)</b>	<b>14,000</b>	<b>14,000</b>	<b>14,000</b>
<b>Other</b>					
Transfer (to)/from Reserves	16,000	48,881	(14,000)	(14,000)	(14,000)
	<u>16,000</u>	<u>48,881</u>	<u>(14,000)</u>	<u>(14,000)</u>	<u>(14,000)</u>
<b>131 Financial Plan Surplus / (Deficit)</b>	-	-	-	-	-

<b>135 Corporate Sustainability Services</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Expenses</b>					
Internal Recoveries	(48,176)	(49,026)	(49,992)	(49,992)	(49,992)
Wages and Benefits	37,796	38,646	39,612	39,612	39,612
Operating	10,380	10,380	10,380	10,380	10,380
Amortization of Tangible Capital Assets	2,869	2,869	2,869	2,869	2,869
	<u>2,869</u>	<u>2,869</u>	<u>2,869</u>	<u>2,869</u>	<u>2,869</u>
<b>Operating Surplus / (Deficit)</b>	<b>(2,869)</b>	<b>(2,869)</b>	<b>(2,869)</b>	<b>(2,869)</b>	<b>(2,869)</b>
<b>Other</b>					
Unfunded Amortization	2,869	2,869	2,869	2,869	2,869
	<u>2,869</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>136 Regional Sustainability Services</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	98,723	100,676	102,861	102,861	102,862
	<u>98,723</u>	<u>100,676</u>	<u>102,861</u>	<u>102,861</u>	<u>102,862</u>
<b>Expenses</b>					
Administration	1,873	1,930	1,963	1,963	1,964
Wages and Benefits	84,215	86,111	88,263	88,263	88,263
Operating	82,635	12,635	12,635	12,635	12,635
	<u>168,723</u>	<u>100,676</u>	<u>102,861</u>	<u>102,861</u>	<u>102,862</u>
<b>Operating Surplus / (Deficit)</b>	<b>(70,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Transfer (to)/from Reserves	70,000	-	-	-	-
	<u>70,000</u>	<u>-</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Member Municipality Debt	1,828,505	1,786,899	1,421,758	1,421,758	1,421,758
	<u>1,828,505</u>	<u>1,786,899</u>	<u>1,421,758</u>	<u>1,421,758</u>	<u>1,421,758</u>
<b>Expenses</b>					
Debt Charges Member Municipalities	1,828,505	1,786,899	1,421,758	1,421,758	1,421,758
	<u>1,828,505</u>	<u>1,786,899</u>	<u>1,421,758</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	37,417	15,394	15,779	15,779	15,779
Government Transfers	111,810	-	-	-	-
	<u>149,227</u>	<u>15,394</u>	<u>15,779</u>	<u>15,779</u>	<u>15,779</u>
<b>Expenses</b>					
Wages and Benefits	37,030	15,394	15,779	15,779	15,779
Operating	124,780	-	-	-	-
	<u>161,810</u>	<u>15,394</u>	<u>15,779</u>	<u>15,779</u>	<u>15,779</u>
<b>Operating Surplus / (Deficit)</b>	<b>(12,583)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Transfer (to)/from Appropriated Surplus	8,135	-	-	-	-
Prior Year Surplus/(Deficit)	4,448	-	-	-	-
	<u>12,583</u>	<u>-</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	293,655	314,627	319,505	319,512	319,518
User Fees & Service Charges	513	513	513	513	513
	<u>294,168</u>	<u>315,140</u>	<u>320,018</u>	<u>320,025</u>	<u>320,031</u>
<b>Expenses</b>					
Administration	47,928	49,247	49,975	49,982	49,988
Wages and Benefits	226,386	246,039	250,189	250,189	250,189
Operating	20,604	19,854	19,854	19,854	19,854
Amortization of Tangible Capital Assets	5,673	5,673	5,673	5,673	5,673
	<u>300,591</u>	<u>320,813</u>	<u>325,691</u>	<u>325,698</u>	<u>325,704</u>
<b>Operating Surplus / (Deficit)</b>	<b>(6,423)</b>	<b>(5,673)</b>	<b>(5,673)</b>	<b>(5,673)</b>	<b>(5,673)</b>
<b>Other</b>					
Capital Expenditures	(50,000)	-	-	-	-
Transfer (to)/from Reserves	50,750	-	-	-	-
Unfunded Amortization	5,673	5,673	5,673	5,673	5,673
	<u>6,423</u>	<u>5,673</u>	<u>5,673</u>	<u>5,673</u>	<u>5,673</u>
<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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Expenses</b>					
Administration	153	155	157	157	157
Wages and Benefits	918	939	962	962	962
	<u>1,071</u>	<u>1,094</u>	<u>1,119</u>	<u>1,119</u>	<u>1,119</u>
<b>Operating Surplus / (Deficit)</b>	<b>(1,071)</b>	<b>(1,094)</b>	<b>(1,119)</b>	<b>(1,119)</b>	<b>(1,119)</b>
<b>Other</b>					
Transfer (to)/from Reserves	1,071	1,094	1,119	1,119	1,119
	<u>1,071</u>	<u>1,094</u>	<u>1,119</u>	<u>1,119</u>	<u>1,119</u>
<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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Expenses</b>					
Administration	152	154	156	156	156
Wages and Benefits	918	939	962	962	962
	<u>1,070</u>	<u>1,093</u>	<u>1,118</u>	<u>1,118</u>	<u>1,118</u>
<b>Operating Surplus / (Deficit)</b>	<b>(1,070)</b>	<b>(1,093)</b>	<b>(1,118)</b>	<b>(1,118)</b>	<b>(1,118)</b>
<b>Other</b>					
Transfer (to)/from Reserves	1,070	1,093	1,118	1,118	1,118
	<u>1,070</u>	<u>1,093</u>	<u>1,118</u>	<u>1,118</u>	<u>1,118</u>
<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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	1,334,364	1,409,594	1,348,901	1,348,911	1,348,920
Government Transfers	66,973	-	-	-	-
Other Revenue	5,880	-	-	-	-
	<u>1,407,217</u>	<u>1,409,594</u>	<u>1,348,901</u>	<u>1,348,911</u>	<u>1,348,920</u>
<b>Expenses</b>					
Administration	119,405	123,290	125,426	125,435	125,444
Wages and Benefits	542,428	571,299	581,832	581,832	581,832
Operating	377,900	358,977	358,977	358,977	358,977
Debt Charges - Interest	6,107	4,407	2,949	1,979	984
Amortization of Tangible Capital Assets	153,274	153,274	153,274	153,274	153,274
	<u>1,199,114</u>	<u>1,211,247</u>	<u>1,222,458</u>	<u>1,221,497</u>	<u>1,220,511</u>
<b>Operating Surplus / (Deficit)</b>	<b>208,103</b>	<b>198,347</b>	<b>126,443</b>	<b>127,414</b>	<b>128,409</b>
<b>Other</b>					
Capital Expenditures	(731,128)	-	-	-	-
Proceeds from Long Term Debt	400,789	-	-	-	-
Debt Principal Repayment	(113,327)	(151,621)	(79,717)	(80,688)	(81,683)
Transfer (to)/from Reserves	82,289	(200,000)	(200,000)	(200,000)	(200,000)
Unfunded Amortization	153,274	153,274	153,274	153,274	153,274
	<u>(208,103)</u>	<u>(198,347)</u>	<u>(126,443)</u>	<u>(127,414)</u>	<u>(128,409)</u>
<b>210 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>212 Roberts Creek Fire Protection</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	618,146	686,081	690,967	690,971	690,974
Government Transfers	4,393	-	-	-	-
	<u>622,539</u>	<u>686,081</u>	<u>690,967</u>	<u>690,971</u>	<u>690,974</u>
<b>Expenses</b>					
Administration	64,585	66,708	67,848	67,852	67,855
Wages and Benefits	196,789	217,587	221,333	221,333	221,333
Operating	217,515	206,772	206,772	206,772	206,772
Debt Charges - Interest	-	1,801	1,410	1,019	619
Amortization of Tangible Capital Assets	70,700	70,700	70,700	70,700	70,700
	<u>549,589</u>	<u>563,568</u>	<u>568,063</u>	<u>567,676</u>	<u>567,279</u>
<b>Operating Surplus / (Deficit)</b>	<b>72,950</b>	<b>122,513</b>	<b>122,904</b>	<b>123,295</b>	<b>123,695</b>
<b>Other</b>					
Capital Expenditures	(672,428)	-	-	-	-
Proceeds from Long Term Debt	220,000	-	-	-	-
Debt Principal Repayment	-	(43,213)	(43,604)	(43,995)	(44,395)
Transfer (to)/from Reserves	308,778	(150,000)	(150,000)	(150,000)	(150,000)
Unfunded Amortization	70,700	70,700	70,700	70,700	70,700
	<u>(72,950)</u>	<u>(122,513)</u>	<u>(122,904)</u>	<u>(123,295)</u>	<u>(123,695)</u>
<b>212 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>216 Halfmoon Bay Fire Protection</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	670,730	665,360	670,148	670,152	670,154
Government Transfers	1,350	-	-	-	-
	<b>672,080</b>	<b>665,360</b>	<b>670,148</b>	<b>670,152</b>	<b>670,154</b>
<b>Expenses</b>					
Administration	52,781	54,351	55,309	55,313	55,316
Wages and Benefits	220,241	241,112	244,942	244,942	244,942
Operating	258,344	203,644	203,644	203,644	203,644
Debt Charges - Interest	2,375	1,954	1,472	988	491
Amortization of Tangible Capital Assets	47,299	47,299	47,299	47,299	47,299
	<b>581,040</b>	<b>548,360</b>	<b>552,666</b>	<b>552,186</b>	<b>551,692</b>
<b>Operating Surplus / (Deficit)</b>	<b>91,040</b>	<b>117,000</b>	<b>117,482</b>	<b>117,966</b>	<b>118,462</b>
<b>Other</b>					
Capital Expenditures	(502,500)	-	-	-	-
Proceeds from Long Term Debt	200,000	-	-	-	-
Debt Principal Repayment	(21,689)	(39,299)	(39,781)	(40,265)	(40,761)
Transfer (to)/from Reserves	185,850	(125,000)	(125,000)	(125,000)	(125,000)
Unfunded Amortization	47,299	47,299	47,299	47,299	47,299
	<b>(91,040)</b>	<b>(117,000)</b>	<b>(117,482)</b>	<b>(117,966)</b>	<b>(118,462)</b>
<b>216 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>218 Egmont Fire Protection</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	165,134	214,326	215,087	215,087	215,088
Government Transfers	25,000	-	-	-	-
Investment Income	2,458	2,690	2,932	3,184	3,184
Other Revenue	11,500	-	-	-	-
	<b>204,092</b>	<b>217,016</b>	<b>218,019</b>	<b>218,271</b>	<b>218,272</b>
<b>Expenses</b>					
Administration	13,282	13,581	13,786	13,786	13,787
Wages and Benefits	57,135	106,028	106,584	106,584	106,584
Operating	81,478	81,478	81,478	81,478	81,478
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
	<b>176,595</b>	<b>225,787</b>	<b>226,548</b>	<b>226,548</b>	<b>226,549</b>
<b>Operating Surplus / (Deficit)</b>	<b>27,497</b>	<b>(8,771)</b>	<b>(8,529)</b>	<b>(8,277)</b>	<b>(8,277)</b>
<b>Other</b>					
Capital Expenditures	(49,000)	-	-	-	-
Debt Principal Repayment	(5,817)	(6,049)	(6,291)	(6,543)	(6,543)
Transfer (to)/from Reserves	7,500	(5,000)	(5,000)	(5,000)	(5,000)
Unfunded Amortization	19,820	19,820	19,820	19,820	19,820
	<b>(27,497)</b>	<b>8,771</b>	<b>8,529</b>	<b>8,277</b>	<b>8,277</b>
<b>218 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>220 Emergency Telephone - 911</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	405,002	410,231	415,165	415,167	415,170
	<u>405,002</u>	<u>410,231</u>	<u>415,165</u>	<u>415,167</u>	<u>415,170</u>
<b>Expenses</b>					
Administration	37,686	38,797	39,440	39,442	39,445
Wages and Benefits	12,449	12,730	13,050	13,050	13,050
Operating	269,266	248,904	252,875	252,875	252,875
Amortization of Tangible Capital Assets	67,536	67,536	67,536	67,536	67,536
	<u>386,937</u>	<u>367,967</u>	<u>372,901</u>	<u>372,903</u>	<u>372,906</u>
<b>Operating Surplus / (Deficit)</b>	<b>18,065</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	499,299	(109,800)	(109,800)	(109,800)	(109,800)
Unfunded Amortization	67,536	67,536	67,536	67,536	67,536
	<u>(18,065)</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	315,679	283,102	287,141	287,153	287,164
Government Transfers	561,523	-	-	-	-
	<u>877,202</u>	<u>283,102</u>	<u>287,141</u>	<u>287,153</u>	<u>287,164</u>
<b>Expenses</b>					
Administration	75,369	76,853	78,011	78,023	78,034
Wages and Benefits	124,240	115,225	118,106	118,106	118,106
Operating	678,952	91,024	91,024	91,024	91,024
Amortization of Tangible Capital Assets	6,833	6,833	6,833	6,833	6,833
	<u>885,394</u>	<u>289,935</u>	<u>293,974</u>	<u>293,986</u>	<u>293,997</u>
<b>Operating Surplus / (Deficit)</b>	<b>(8,192)</b>	<b>(6,833)</b>	<b>(6,833)</b>	<b>(6,833)</b>	<b>(6,833)</b>
<b>Other</b>					
Transfer (to)/from Reserves	37,955	-	-	-	-
Prior Year Surplus/(Deficit)	(36,596)	-	-	-	-
Unfunded Amortization	6,833	6,833	6,833	6,833	6,833
	<u>8,192</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	47,346	48,769	50,109	50,111	50,113
User Fees & Service Charges	32,488	32,488	32,488	32,488	32,488
	<u>79,834</u>	<u>81,257</u>	<u>82,597</u>	<u>82,599</u>	<u>82,601</u>
<b>Expenses</b>					
Administration	15,161	15,612	15,847	15,849	15,851
Wages and Benefits	43,206	44,178	45,283	45,283	45,283
Operating	22,217	21,467	21,467	21,467	21,467
Amortization of Tangible Capital Assets	4,336	4,336	4,336	4,336	4,336
	<u>84,920</u>	<u>85,593</u>	<u>86,933</u>	<u>86,935</u>	<u>86,937</u>
<b>Operating Surplus / (Deficit)</b>	<b>(5,086)</b>	<b>(4,336)</b>	<b>(4,336)</b>	<b>(4,336)</b>	<b>(4,336)</b>
<b>Other</b>					
Transfer (to)/from Reserves	750	-	-	-	-
Unfunded Amortization	4,336	4,336	4,336	4,336	4,336
	<u>5,086</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	267	2,573	2,612	2,613	2,613
User Fees & Service Charges	350	350	350	350	350
	<u>617</u>	<u>2,923</u>	<u>2,962</u>	<u>2,963</u>	<u>2,963</u>
<b>Expenses</b>					
Administration	249	256	260	261	261
Wages and Benefits	1,336	1,367	1,402	1,402	1,402
Operating	1,300	1,300	1,300	1,300	1,300
	<u>2,885</u>	<u>2,923</u>	<u>2,962</u>	<u>2,963</u>	<u>2,963</u>
<b>Operating Surplus / (Deficit)</b>	<b>(2,268)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	2,268	-	-	-	-
	<u>2,268</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	2,866,647	3,064,203	3,127,080	3,127,172	3,127,268
Government Transfers	2,231,222	1,796,654	1,796,654	1,796,654	1,796,654
User Fees & Service Charges	476,612	783,466	790,966	790,966	790,966
Other Revenue	3,611	3,611	3,611	3,611	3,611
	<b>5,578,092</b>	<b>5,647,934</b>	<b>5,718,311</b>	<b>5,718,403</b>	<b>5,718,499</b>
<b>Expenses</b>					
Administration	538,949	557,134	567,750	567,803	567,858
Wages and Benefits	2,823,812	2,685,337	2,746,559	2,746,559	2,746,559
Operating	2,339,386	2,405,463	2,404,002	2,404,041	2,404,082
Amortization of Tangible Capital Assets	34,605	34,605	34,605	34,605	34,605
	<b>5,736,752</b>	<b>5,682,539</b>	<b>5,752,916</b>	<b>5,753,008</b>	<b>5,753,104</b>
<b>Operating Surplus / (Deficit)</b>	<b>(158,660)</b>	<b>(34,605)</b>	<b>(34,605)</b>	<b>(34,605)</b>	<b>(34,605)</b>
<b>Other</b>					
Capital Expenditures	(12,000)	-	-	-	-
Transfer (to)/from Reserves	136,055	-	-	-	-
Unfunded Amortization	34,605	34,605	34,605	34,605	34,605
	<b>158,660</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Investment Income	10,001	10,948	11,932	12,956	12,956
Other Revenue	9,100	9,100	9,100	9,100	9,100
	<b>19,101</b>	<b>20,048</b>	<b>21,032</b>	<b>22,056</b>	<b>22,056</b>
<b>Expenses</b>					
Administration	33,598	35,085	35,603	35,603	35,603
Internal Recoveries	(1,450,550)	(1,452,230)	(1,452,230)	(1,452,230)	(1,452,230)
Wages and Benefits	586,399	599,594	614,584	614,584	614,584
Operating	923,664	888,702	888,741	888,780	888,821
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>149,580</b>	<b>127,620</b>	<b>143,167</b>	<b>143,206</b>	<b>143,247</b>
<b>Operating Surplus / (Deficit)</b>	<b>(130,479)</b>	<b>(107,572)</b>	<b>(122,135)</b>	<b>(121,150)</b>	<b>(121,191)</b>
<b>Other</b>					
Capital Expenditures	(20,000)	-	-	-	-
Debt Principal Repayment	(23,669)	(24,616)	(25,600)	(26,624)	(26,624)
Transfer (to)/from Reserves	137,541	95,581	111,128	111,167	111,208
Unfunded Amortization	36,607	36,607	36,607	36,607	36,607
	<b>130,479</b>	<b>107,572</b>	<b>122,135</b>	<b>121,150</b>	<b>121,191</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Expenses</b>					
Administration	10,367	10,900	11,047	11,047	11,047
Internal Recoveries	(382,717)	(395,968)	(395,236)	(395,242)	(395,249)
Wages and Benefits	323,854	331,139	339,416	339,416	339,416
Operating	39,603	39,609	39,615	39,621	39,628
Debt Charges - Interest	169	329	207	147	85
Amortization of Tangible Capital Assets	7,019	7,019	7,019	7,019	7,019
	(1,705)	(6,972)	2,068	2,008	1,946
<b>Operating Surplus / (Deficit)</b>	<b>1,705</b>	<b>6,972</b>	<b>(2,068)</b>	<b>(2,008)</b>	<b>(1,946)</b>
<b>Other</b>					
Capital Expenditures	(25,000)	-	-	-	-
Proceeds from Long Term Debt	25,000	-	-	-	-
Debt Principal Repayment	(8,724)	(13,991)	(4,951)	(5,011)	(5,073)
Unfunded Amortization	7,019	7,019	7,019	7,019	7,019
	(1,705)	(6,972)	2,068	2,008	1,946
<b>313 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>320 Regional Street Lighting</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	36,216	38,631	38,777	38,777	38,777
	36,216	38,631	38,777	38,777	38,777
<b>Expenses</b>					
Administration	2,533	2,603	2,651	2,651	2,651
Wages and Benefits	3,797	3,883	3,981	3,981	3,981
Operating	32,145	32,145	32,145	32,145	32,145
	38,475	38,631	38,777	38,777	38,777
<b>Operating Surplus / (Deficit)</b>	<b>(2,259)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	2,259	-	-	-	-
	2,259	-	-	-	-
<b>320 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>322 Langdale Street Lighting</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	2,750	2,822	2,825	2,640	2,578
	2,750	2,822	2,825	2,640	2,578
<b>Expenses</b>					
Administration	169	174	177	177	177
Operating	2,648	2,648	2,648	2,463	2,401
	2,817	2,822	2,825	2,640	2,578
<b>Operating Surplus / (Deficit)</b>	<b>(67)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	67	-	-	-	-
	67	-	-	-	-
<b>322 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>324 Granthams Street Lighting</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	2,750	2,822	2,825	2,640	2,578
	2,750	2,822	2,825	2,640	2,578
<b>Expenses</b>					
Administration	169	174	177	177	177
Operating	2,648	2,648	2,648	2,463	2,401
	2,817	2,822	2,825	2,640	2,578
<b>Operating Surplus / (Deficit)</b>	<b>(67)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	67	-	-	-	-
	67	-	-	-	-
<b>324 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>326 Veterans Street Lighting</b>					
<b>Revenues</b>					
Tax Requisitions	550	565	566	529	517
	550	565	566	529	517
<b>Expenses</b>					
Administration	34	35	36	36	36
Operating	530	530	530	493	481
	564	565	566	529	517
<b>Operating Surplus / (Deficit)</b>	<b>(14)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	14	-	-	-	-
	14	-	-	-	-
<b>326 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>328 Spruce Street Lighting</b>					
<b>Revenues</b>					
Tax Requisitions	275	283	284	265	259
	275	283	284	265	259
<b>Expenses</b>					
Administration	17	17	18	18	18
Operating	266	266	266	247	241
	283	283	284	265	259
<b>Operating Surplus / (Deficit)</b>	<b>(8)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	8	-	-	-	-
	8	-	-	-	-
<b>328 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>330 Woodcreek Street Lighting</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	5,714	5,571	5,574	2,960	2,088
	5,714	5,571	5,574	2,960	2,088
<b>Expenses</b>					
Administration	137	141	144	144	144
Operating	5,430	5,430	5,430	2,816	1,944
	5,567	5,571	5,574	2,960	2,088
<b>Operating Surplus / (Deficit)</b>	<b>147</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	(147)	-	-	-	-
	(147)	-	-	-	-
<b>330 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>332 Fircrest Street Lighting</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	549	565	566	529	517
	549	565	566	529	517
<b>Expenses</b>					
Administration	34	35	36	36	36
Operating	530	530	530	493	481
	564	565	566	529	517
<b>Operating Surplus / (Deficit)</b>	<b>(15)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	15	-	-	-	-
	15	-	-	-	-
<b>332 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>334 Hydaway Street Lighting</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	276	283	284	265	259
	276	283	284	265	259
<b>Expenses</b>					
Administration	17	17	18	18	18
Operating	266	266	266	247	241
	283	283	284	265	259
<b>Operating Surplus / (Deficit)</b>	<b>(7)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	7	-	-	-	-
	7	-	-	-	-
<b>334 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>336 Sunnyside Street Lighting</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	1,100	1,128	1,129	1,055	1,030
	<u>1,100</u>	<u>1,128</u>	<u>1,129</u>	<u>1,055</u>	<u>1,030</u>
<b>Expenses</b>					
Administration	68	70	71	71	71
Operating	1,058	1,058	1,058	984	959
	<u>1,126</u>	<u>1,128</u>	<u>1,129</u>	<u>1,055</u>	<u>1,030</u>
<b>Operating Surplus / (Deficit)</b>	<b>(26)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	26	-	-	-	-
	<u>26</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	231	258	259	259	259
	<u>231</u>	<u>258</u>	<u>259</u>	<u>259</u>	<u>259</u>
<b>Expenses</b>					
Administration	17	17	18	18	18
Operating	241	241	241	241	241
	<u>258</u>	<u>258</u>	<u>259</u>	<u>259</u>	<u>259</u>
<b>Operating Surplus / (Deficit)</b>	<b>(27)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	27	-	-	-	-
	<u>27</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	550	565	566	529	517
	<u>550</u>	<u>565</u>	<u>566</u>	<u>529</u>	<u>517</u>
<b>Expenses</b>					
Administration	34	35	36	36	36
Operating	530	530	530	493	481
	<u>564</u>	<u>565</u>	<u>566</u>	<u>529</u>	<u>517</u>
<b>Operating Surplus / (Deficit)</b>	<b>(14)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	14	-	-	-	-
	<u>14</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</b>	<b>Ports Services</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>						
	Tax Requisitions	757,282	733,330	734,522	732,280	732,282
	Other Revenue	2,665	2,665	2,665	2,665	2,665
		<b>759,947</b>	<b>735,995</b>	<b>737,187</b>	<b>734,945</b>	<b>734,947</b>
<b>Expenses</b>						
	Administration	32,668	33,497	34,137	34,139	34,141
	Wages and Benefits	109,690	112,159	114,961	114,961	114,961
	Operating	193,941	131,341	121,341	111,341	111,341
	Debt Charges - Interest	8,248	5,998	3,748	1,504	1,504
	Amortization of Tangible Capital Assets	78,722	78,722	78,722	78,722	78,722
		<b>423,269</b>	<b>361,717</b>	<b>352,909</b>	<b>340,667</b>	<b>340,669</b>
<b>Operating Surplus / (Deficit)</b>		<b>336,678</b>	<b>374,278</b>	<b>384,278</b>	<b>394,278</b>	<b>394,278</b>
<b>Other</b>						
	Capital Expenditures	(779,736)	-	-	-	-
	Debt Principal Repayment	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
	Transfer (to)/from Reserves	454,336	(363,000)	(373,000)	(383,000)	(383,000)
	Unfunded Amortization	78,722	78,722	78,722	78,722	78,722
		<b>(336,678)</b>	<b>(374,278)</b>	<b>(384,278)</b>	<b>(394,278)</b>	<b>(394,278)</b>
<b>345 Financial Plan Surplus / (Deficit)</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>346</b>	<b>Langdale Dock</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>						
	Tax Requisitions	33,647	33,710	33,752	33,752	33,752
		<b>33,647</b>	<b>33,710</b>	<b>33,752</b>	<b>33,752</b>	<b>33,752</b>
<b>Expenses</b>						
	Administration	2,218	2,281	2,323	2,323	2,323
	Operating	31,429	31,429	31,429	31,429	31,429
		<b>33,647</b>	<b>33,710</b>	<b>33,752</b>	<b>33,752</b>	<b>33,752</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	3,668,016	3,115,321	3,172,433	3,167,496	3,159,308
User Fees & Service Charges	2,997,006	2,997,459	2,998,046	2,998,046	2,998,046
Other Revenue	170,601	200,601	200,601	200,601	200,601
	<b>6,835,623</b>	<b>6,313,381</b>	<b>6,371,080</b>	<b>6,366,143</b>	<b>6,357,955</b>
<b>Expenses</b>					
Administration	565,998	582,820	593,708	593,746	593,784
Wages and Benefits	1,209,286	1,238,489	1,268,559	1,268,559	1,268,559
Operating	4,202,238	3,389,559	3,421,032	3,421,032	3,421,032
Debt Charges - Interest	11,425	21,629	17,212	11,841	6,397
Amortization of Tangible Capital Assets	54,261	54,261	54,261	54,261	54,261
	<b>6,043,208</b>	<b>5,286,758</b>	<b>5,354,772</b>	<b>5,349,439</b>	<b>5,344,033</b>
<b>Operating Surplus / (Deficit)</b>	<b>792,415</b>	<b>1,026,623</b>	<b>1,016,308</b>	<b>1,016,704</b>	<b>1,013,922</b>
<b>Other</b>					
Capital Expenditures	(4,046,677)	-	-	-	-
Proceeds from Long Term Debt	1,466,677	-	-	-	-
Debt Principal Repayment	(126,229)	(271,545)	(294,009)	(294,424)	(291,661)
Transfer (to)/from Reserves	353,870	661	23,440	23,459	23,478
Transfer (to)/from Other Funds	42,883	-	-	-	-
Transfer (to)/from Accumulated Surplus	10,000	-	-	-	-
Prior Year Surplus/(Deficit)	(247,200)	(10,000)	-	-	-
Unfunded Amortization	54,261	54,261	54,261	54,261	54,261
Transfer (to)/from Unfunded Liability	1,700,000	(800,000)	(800,000)	(800,000)	(800,000)
	<b>(792,415)</b>	<b>(1,026,623)</b>	<b>(1,016,308)</b>	<b>(1,016,704)</b>	<b>(1,013,922)</b>
<b>350 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>355 Refuse Collection</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
User Fees & Service Charges	1,136,047	1,191,849	1,232,864	1,232,864	1,232,864
	<b>1,136,047</b>	<b>1,191,849</b>	<b>1,232,864</b>	<b>1,232,864</b>	<b>1,232,864</b>
<b>Expenses</b>					
Administration	94,783	97,660	99,422	99,426	99,430
Wages and Benefits	56,299	57,566	59,005	59,005	59,005
Operating	1,030,253	1,032,217	1,069,662	1,069,662	1,069,662
	<b>1,181,335</b>	<b>1,187,443</b>	<b>1,228,089</b>	<b>1,228,093</b>	<b>1,228,097</b>
<b>Operating Surplus / (Deficit)</b>	<b>(45,288)</b>	<b>4,406</b>	<b>4,775</b>	<b>4,771</b>	<b>4,767</b>
<b>Other</b>					
Transfer (to)/from Reserves	45,288	(4,406)	(4,775)	(4,771)	(4,767)
	<b>45,288</b>	<b>(4,406)</b>	<b>(4,775)</b>	<b>(4,771)</b>	<b>(4,767)</b>
<b>355 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



<b>365 North Pender Harbour Water Service</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	255,442	255,442	255,442	255,442	255,442
User Fees & Service Charges	381,902	381,902	381,902	381,902	381,902
	<b>637,344</b>	<b>637,344</b>	<b>637,344</b>	<b>637,344</b>	<b>637,344</b>
<b>Expenses</b>					
Administration	54,860	56,270	57,314	57,318	57,323
Wages and Benefits	279,815	280,045	286,880	286,880	286,880
Operating	227,878	126,473	126,898	126,898	126,898
Debt Charges - Interest	9,591	8,831	8,070	7,907	7,741
Amortization of Tangible Capital Assets	130,468	130,468	130,468	130,468	130,468
	<b>702,612</b>	<b>602,087</b>	<b>609,630</b>	<b>609,471</b>	<b>609,310</b>
<b>Operating Surplus / (Deficit)</b>	<b>(65,268)</b>	<b>35,257</b>	<b>27,714</b>	<b>27,873</b>	<b>28,034</b>
<b>Other</b>					
Capital Expenditures	(211,681)	(21,000)	(21,000)	(21,000)	(21,000)
Debt Principal Repayment	(33,030)	(33,190)	(33,351)	(33,514)	(33,679)
Transfer (to)/from Reserves	34,511	(111,535)	(103,831)	(103,827)	(103,823)
Transfer (to)/from Other Funds	145,000	-	-	-	-
Unfunded Amortization	130,468	130,468	130,468	130,468	130,468
	<b>65,268</b>	<b>(35,257)</b>	<b>(27,714)</b>	<b>(27,873)</b>	<b>(28,034)</b>
<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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	379,224	398,185	398,185	398,185	398,185
User Fees & Service Charges	708,059	708,059	708,059	708,059	708,059
Investment Income	11,558	13,763	16,056	18,441	18,441
	<b>1,098,841</b>	<b>1,120,007</b>	<b>1,122,300</b>	<b>1,124,685</b>	<b>1,124,685</b>
<b>Expenses</b>					
Administration	98,283	101,016	102,838	102,845	102,852
Wages and Benefits	366,489	370,276	379,197	379,197	379,197
Operating	444,938	250,328	251,178	251,178	251,178
Debt Charges - Interest	52,730	51,960	50,800	50,586	50,419
Amortization of Tangible Capital Assets	299,383	299,383	299,383	299,383	299,383
	<b>1,261,823</b>	<b>1,072,963</b>	<b>1,083,396</b>	<b>1,083,189</b>	<b>1,083,029</b>
<b>Operating Surplus / (Deficit)</b>	<b>(162,982)</b>	<b>47,044</b>	<b>38,904</b>	<b>41,496</b>	<b>41,656</b>
<b>Other</b>					
Capital Expenditures	(496,729)	(25,000)	(25,000)	(25,000)	(25,000)
Proceeds from Long Term Debt	80,000	-	-	-	-
Debt Principal Repayment	(101,198)	(113,459)	(115,279)	(112,185)	(102,166)
Transfer (to)/from Reserves	74,026	(207,968)	(198,008)	(203,694)	(213,873)
Transfer (to)/from Other Funds	307,500	-	-	-	-
Unfunded Amortization	299,383	299,383	299,383	299,383	299,383
	<b>162,982</b>	<b>(47,044)</b>	<b>(38,904)</b>	<b>(41,496)</b>	<b>(41,656)</b>
<b>366 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>370 Regional Water Services</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	3,379,143	3,548,100	3,548,100	3,548,100	3,548,100
User Fees & Service Charges	5,731,579	5,736,579	5,736,579	5,736,579	5,736,579
Investment Income	64,814	70,666	80,958	98,998	117,453
Developer Contributions	544,500	-	-	-	-
Other Revenue	212,800	65,800	65,800	65,800	65,800
	<b>9,932,836</b>	<b>9,421,145</b>	<b>9,431,437</b>	<b>9,449,477</b>	<b>9,467,932</b>
<b>Expenses</b>					
Administration	971,269	996,440	1,014,075	1,014,155	1,014,237
Wages and Benefits	3,305,607	3,374,584	3,455,412	3,455,412	3,455,412
Operating	3,169,785	1,513,859	1,521,172	1,521,261	1,521,352
Debt Charges - Interest	329,299	366,146	491,004	489,014	487,571
Amortization of Tangible Capital Assets	1,647,900	1,647,900	1,647,900	1,647,900	1,647,900
	<b>9,423,860</b>	<b>7,898,929</b>	<b>8,129,563</b>	<b>8,127,742</b>	<b>8,126,472</b>
<b>Operating Surplus / (Deficit)</b>	<b>508,976</b>	<b>1,522,216</b>	<b>1,301,874</b>	<b>1,321,735</b>	<b>1,341,460</b>
<b>Other</b>					
Capital Expenditures	(22,564,422)	(1,565,599)	(1,565,599)	(1,565,599)	(1,565,599)
Proceeds from Long Term Debt	15,753,000	-	-	-	-
Debt Principal Repayment	(347,804)	(566,552)	(1,005,723)	(1,006,689)	(954,031)
Transfer (to)/from Reserves	5,424,539	(1,037,965)	(378,452)	(397,347)	(469,730)
Transfer (to)/from Other Funds	(422,189)	-	-	-	-
Unfunded Amortization	1,647,900	1,647,900	1,647,900	1,647,900	1,647,900
	<b>(508,976)</b>	<b>(1,522,216)</b>	<b>(1,301,874)</b>	<b>(1,321,735)</b>	<b>(1,341,460)</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	1,212	1,212	1,212	1,212	1,212
Government Transfers	6,189	-	-	-	-
User Fees & Service Charges	2,405	2,635	2,635	2,635	2,635
	<b>9,806</b>	<b>3,847</b>	<b>3,847</b>	<b>3,847</b>	<b>3,847</b>
<b>Expenses</b>					
Administration	211	216	220	220	221
Wages and Benefits	1,731	1,770	1,813	1,813	1,813
Operating	8,127	688	688	688	688
Debt Charges - Interest	7	6	4	3	1
	<b>10,076</b>	<b>2,680</b>	<b>2,725</b>	<b>2,724</b>	<b>2,723</b>
<b>Operating Surplus / (Deficit)</b>	<b>(270)</b>	<b>1,167</b>	<b>1,122</b>	<b>1,123</b>	<b>1,124</b>
<b>Other</b>					
Debt Principal Repayment	(122)	(123)	(125)	(126)	(128)
Transfer (to)/from Reserves	392	(1,044)	(997)	(997)	(996)
	<b>270</b>	<b>(1,167)</b>	<b>(1,122)</b>	<b>(1,123)</b>	<b>(1,124)</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	22,046	22,046	22,046	22,046	22,046
User Fees & Service Charges	47,390	52,910	52,910	52,910	52,910
	<b>69,436</b>	<b>74,956</b>	<b>74,956</b>	<b>74,956</b>	<b>74,956</b>
<b>Expenses</b>					
Administration	8,679	8,913	9,080	9,081	9,082
Wages and Benefits	23,677	24,211	24,815	24,815	24,815
Operating	54,629	21,955	21,955	21,955	21,955
Debt Charges - Interest	60	47	34	21	8
Amortization of Tangible Capital Assets	8,959	8,959	8,959	8,959	8,959
	<b>96,004</b>	<b>64,085</b>	<b>64,843</b>	<b>64,831</b>	<b>64,819</b>
<b>Operating Surplus / (Deficit)</b>	<b>(26,568)</b>	<b>10,871</b>	<b>10,113</b>	<b>10,125</b>	<b>10,137</b>
<b>Other</b>					
Debt Principal Repayment	(1,052)	(1,065)	(1,078)	(1,091)	(1,105)
Transfer (to)/from Reserves	8,661	(18,765)	(17,994)	(17,993)	(17,991)
Transfer (to)/from Other Funds	10,000	-	-	-	-
Unfunded Amortization	8,959	8,959	8,959	8,959	8,959
	<b>26,568</b>	<b>(10,871)</b>	<b>(10,113)</b>	<b>(10,125)</b>	<b>(10,137)</b>
<b>382 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>383 Sunnyside Waste Water Plant</b>					
<b>Revenues</b>					
Frontage & Parcel Taxes	2,222	2,222	2,222	2,222	2,222
User Fees & Service Charges	5,876	6,106	6,106	6,106	6,106
	<b>8,098</b>	<b>8,328</b>	<b>8,328</b>	<b>8,328</b>	<b>8,328</b>
<b>Expenses</b>					
Administration	205	210	214	214	214
Wages and Benefits	2,933	1,975	2,024	2,024	2,024
Operating	4,414	414	414	414	414
Debt Charges - Interest	7	6	4	3	1
	<b>7,559</b>	<b>2,605</b>	<b>2,656</b>	<b>2,655</b>	<b>2,653</b>
<b>Operating Surplus / (Deficit)</b>	<b>539</b>	<b>5,723</b>	<b>5,672</b>	<b>5,673</b>	<b>5,675</b>
<b>Other</b>					
Debt Principal Repayment	(122)	(123)	(125)	(126)	(128)
Transfer (to)/from Reserves	(417)	(5,600)	(5,547)	(5,547)	(5,547)
	<b>(539)</b>	<b>(5,723)</b>	<b>(5,672)</b>	<b>(5,673)</b>	<b>(5,675)</b>
<b>383 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>384 Jolly Roger Waste Water Plant</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	4,762	4,762	4,762	4,762	4,762
User Fees & Service Charges	25,798	29,478	29,478	29,478	29,478
	<b>30,560</b>	<b>34,240</b>	<b>34,240</b>	<b>34,240</b>	<b>34,240</b>
<b>Expenses</b>					
Administration	2,021	2,072	2,111	2,111	2,111
Wages and Benefits	12,029	11,275	11,558	11,558	11,558
Operating	17,374	13,374	13,374	13,374	13,374
Debt Charges - Interest	30	24	17	11	4
Amortization of Tangible Capital Assets	1,293	1,293	1,293	1,293	1,293
	<b>32,747</b>	<b>28,038</b>	<b>28,353</b>	<b>28,347</b>	<b>28,340</b>
<b>Operating Surplus / (Deficit)</b>	<b>(2,187)</b>	<b>6,202</b>	<b>5,887</b>	<b>5,893</b>	<b>5,900</b>
<b>Other</b>					
Capital Expenditures	(9,000)	-	-	-	-
Debt Principal Repayment	(526)	(533)	(539)	(546)	(552)
Transfer (to)/from Reserves	5,920	(6,962)	(6,641)	(6,640)	(6,641)
Transfer (to)/from Other Funds	4,500	-	-	-	-
Unfunded Amortization	1,293	1,293	1,293	1,293	1,293
	<b>2,187</b>	<b>(6,202)</b>	<b>(5,887)</b>	<b>(5,893)</b>	<b>(5,900)</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	5,168	5,168	5,168	5,168	5,168
User Fees & Service Charges	24,784	28,464	28,464	28,464	28,464
	<b>29,952</b>	<b>33,632</b>	<b>33,632</b>	<b>33,632</b>	<b>33,632</b>
<b>Expenses</b>					
Administration	1,821	1,866	1,901	1,901	1,902
Wages and Benefits	12,142	11,392	11,679	11,679	11,679
Operating	14,956	10,956	10,956	10,956	10,956
Debt Charges - Interest	30	24	17	11	4
Amortization of Tangible Capital Assets	1,381	1,381	1,381	1,381	1,381
	<b>30,330</b>	<b>25,619</b>	<b>25,934</b>	<b>25,928</b>	<b>25,922</b>
<b>Operating Surplus / (Deficit)</b>	<b>(378)</b>	<b>8,013</b>	<b>7,698</b>	<b>7,704</b>	<b>7,710</b>
<b>Other</b>					
Capital Expenditures	(9,000)	-	-	-	-
Debt Principal Repayment	(526)	(533)	(539)	(546)	(552)
Transfer (to)/from Reserves	4,023	(8,861)	(8,540)	(8,539)	(8,539)
Transfer (to)/from Other Funds	4,500	-	-	-	-
Unfunded Amortization	1,381	1,381	1,381	1,381	1,381
	<b>378</b>	<b>(8,013)</b>	<b>(7,698)</b>	<b>(7,704)</b>	<b>(7,710)</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	18,258	18,258	18,258	18,258	18,258
User Fees & Service Charges	53,472	60,832	60,832	60,832	60,832
	<u>71,730</u>	<u>79,090</u>	<u>79,090</u>	<u>79,090</u>	<u>79,090</u>
<b>Expenses</b>					
Administration	4,233	4,341	4,423	4,424	4,424
Wages and Benefits	19,780	20,226	20,732	20,732	20,732
Operating	44,378	30,030	30,030	30,030	30,030
Debt Charges - Interest	30	24	17	11	4
Amortization of Tangible Capital Assets	1,397	1,397	1,397	1,397	1,397
	<u>69,818</u>	<u>56,018</u>	<u>56,599</u>	<u>56,594</u>	<u>56,587</u>
<b>Operating Surplus / (Deficit)</b>	<b>1,912</b>	<b>23,072</b>	<b>22,491</b>	<b>22,496</b>	<b>22,503</b>
<b>Other</b>					
Debt Principal Repayment	(526)	(533)	(539)	(546)	(552)
Transfer (to)/from Reserves	(2,783)	(23,936)	(23,349)	(23,347)	(23,348)
Unfunded Amortization	1,397	1,397	1,397	1,397	1,397
	<u>(1,912)</u>	<u>(23,072)</u>	<u>(22,491)</u>	<u>(22,496)</u>	<u>(22,503)</u>
<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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	20,220	20,220	20,220	20,220	20,220
User Fees & Service Charges	52,400	59,760	59,760	59,760	59,760
Investment Income	313	635	966	1,308	1,308
	<u>72,933</u>	<u>80,615</u>	<u>80,946</u>	<u>81,288</u>	<u>81,288</u>
<b>Expenses</b>					
Administration	8,099	8,279	8,439	8,440	8,441
Wages and Benefits	42,345	42,276	43,333	43,333	43,333
Operating	71,985	27,985	27,985	27,985	27,985
Debt Charges - Interest	7,508	7,495	7,482	7,469	7,456
Amortization of Tangible Capital Assets	9,070	9,070	9,070	9,070	9,070
	<u>139,007</u>	<u>95,105</u>	<u>96,309</u>	<u>96,297</u>	<u>96,285</u>
<b>Operating Surplus / (Deficit)</b>	<b>(66,074)</b>	<b>(14,490)</b>	<b>(15,363)</b>	<b>(15,009)</b>	<b>(14,997)</b>
<b>Other</b>					
Capital Expenditures	(16,475)	-	-	-	-
Debt Principal Repayment	(11,786)	(12,121)	(12,465)	(12,820)	(12,833)
Transfer (to)/from Reserves	52,975	-	-	-	-
Transfer (to)/from Other Funds	7,500	-	-	-	-
Transfer (to)/from Accumulated Surplus	24,790	17,541	18,758	18,759	18,760
Unfunded Amortization	9,070	9,070	9,070	9,070	9,070
	<u>66,074</u>	<u>14,490</u>	<u>15,363</u>	<u>15,009</u>	<u>14,997</u>
<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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	8,080	8,080	8,080	8,080	8,080
User Fees & Service Charges	44,400	49,920	49,920	49,920	49,920
	<b>52,480</b>	<b>58,000</b>	<b>58,000</b>	<b>58,000</b>	<b>58,000</b>
<b>Expenses</b>					
Administration	3,968	4,065	4,142	4,143	4,143
Wages and Benefits	23,475	22,982	23,558	23,558	23,558
Operating	25,706	21,706	21,706	21,706	21,706
Debt Charges - Interest	30	24	17	11	4
Amortization of Tangible Capital Assets	3,764	3,764	3,764	3,764	3,764
	<b>56,943</b>	<b>52,541</b>	<b>53,187</b>	<b>53,182</b>	<b>53,175</b>
<b>Operating Surplus / (Deficit)</b>	<b>(4,463)</b>	<b>5,459</b>	<b>4,813</b>	<b>4,818</b>	<b>4,825</b>
<b>Other</b>					
Debt Principal Repayment	(526)	(533)	(539)	(546)	(552)
Transfer (to)/from Reserves	1,225	(8,690)	(8,038)	(8,036)	(8,037)
Unfunded Amortization	3,764	3,764	3,764	3,764	3,764
	<b>4,463</b>	<b>(5,459)</b>	<b>(4,813)</b>	<b>(4,818)</b>	<b>(4,825)</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>Revenues</b>					
Frontage & Parcel Taxes	4,243	4,243	4,243	4,243	4,243
User Fees & Service Charges	5,824	5,824	5,824	5,824	5,824
	<b>10,067</b>	<b>10,067</b>	<b>10,067</b>	<b>10,067</b>	<b>10,067</b>
<b>Expenses</b>					
Administration	476	486	495	495	496
Wages and Benefits	2,590	2,646	2,711	2,711	2,711
Operating	643	643	643	643	643
Debt Charges - Interest	354	254	154	59	57
	<b>4,063</b>	<b>4,029</b>	<b>4,003</b>	<b>3,908</b>	<b>3,907</b>
<b>Operating Surplus / (Deficit)</b>	<b>6,004</b>	<b>6,038</b>	<b>6,064</b>	<b>6,159</b>	<b>6,160</b>
<b>Other</b>					
Debt Principal Repayment	(4,058)	(4,059)	(4,061)	(3,489)	(3,491)
Transfer (to)/from Reserves	(1,946)	(1,979)	(2,003)	(2,670)	(2,669)
	<b>(6,004)</b>	<b>(6,038)</b>	<b>(6,064)</b>	<b>(6,159)</b>	<b>(6,160)</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	4,470	4,470	4,470	4,470	4,470
Government Transfers	6,189	-	-	-	-
User Fees & Service Charges	19,961	20,881	20,881	20,881	20,881
	<b>30,620</b>	<b>25,351</b>	<b>25,351</b>	<b>25,351</b>	<b>25,351</b>
<b>Expenses</b>					
Administration	1,879	1,925	1,961	1,962	1,962
Wages and Benefits	10,411	10,646	10,913	10,913	10,913
Operating	15,934	8,495	8,495	8,495	8,495
Debt Charges - Interest	290	210	129	53	46
Amortization of Tangible Capital Assets	557	557	557	557	557
	<b>29,071</b>	<b>21,833</b>	<b>22,055</b>	<b>21,980</b>	<b>21,973</b>
<b>Operating Surplus / (Deficit)</b>	<b>1,549</b>	<b>3,518</b>	<b>3,296</b>	<b>3,371</b>	<b>3,378</b>
<b>Other</b>					
Debt Principal Repayment	(3,470)	(3,477)	(3,483)	(3,063)	(3,069)
Transfer (to)/from Reserves	1,364	(598)	(370)	(865)	(866)
Unfunded Amortization	557	557	557	557	557
	<b>(1,549)</b>	<b>(3,518)</b>	<b>(3,296)</b>	<b>(3,371)</b>	<b>(3,378)</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>Revenues</b>					
Frontage & Parcel Taxes	17,710	17,710	17,710	17,710	17,710
User Fees & Service Charges	35,863	39,543	39,543	39,543	39,543
	<b>53,573</b>	<b>57,253</b>	<b>57,253</b>	<b>57,253</b>	<b>57,253</b>
<b>Expenses</b>					
Administration	2,938	3,009	3,066	3,066	3,067
Wages and Benefits	15,427	15,774	16,172	16,172	16,172
Operating	15,916	15,916	15,916	15,916	15,916
Debt Charges - Interest	30	24	17	11	4
Amortization of Tangible Capital Assets	3,324	3,324	3,324	3,324	3,324
	<b>37,635</b>	<b>38,047</b>	<b>38,495</b>	<b>38,489</b>	<b>38,483</b>
<b>Operating Surplus / (Deficit)</b>	<b>15,938</b>	<b>19,206</b>	<b>18,758</b>	<b>18,764</b>	<b>18,770</b>
<b>Other</b>					
Capital Expenditures	(26,814)	-	-	-	-
Debt Principal Repayment	(526)	(533)	(539)	(546)	(552)
Transfer (to)/from Reserves	(5,329)	(21,997)	(21,543)	(21,542)	(21,542)
Transfer (to)/from Other Funds	13,407	-	-	-	-
Unfunded Amortization	3,324	3,324	3,324	3,324	3,324
	<b>(15,938)</b>	<b>(19,206)</b>	<b>(18,758)</b>	<b>(18,764)</b>	<b>(18,770)</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	9,424	9,424	9,424	9,424	9,424
User Fees & Service Charges	26,441	30,121	30,121	30,121	30,121
	<b>35,865</b>	<b>39,545</b>	<b>39,545</b>	<b>39,545</b>	<b>39,545</b>
<b>Expenses</b>					
Administration	3,340	3,417	3,483	3,483	3,484
Wages and Benefits	20,713	21,179	21,709	21,709	21,709
Operating	12,270	12,270	12,270	12,270	12,270
Debt Charges - Interest	60	47	34	21	8
Amortization of Tangible Capital Assets	4,766	4,766	4,766	4,766	4,766
	<b>41,149</b>	<b>41,679</b>	<b>42,262</b>	<b>42,249</b>	<b>42,237</b>
<b>Operating Surplus / (Deficit)</b>	<b>(5,284)</b>	<b>(2,134)</b>	<b>(2,717)</b>	<b>(2,704)</b>	<b>(2,692)</b>
<b>Other</b>					
Capital Expenditures	(30,000)	-	-	-	-
Debt Principal Repayment	(1,052)	(1,065)	(1,078)	(1,091)	(1,104)
Transfer (to)/from Reserves	23,671	(1,567)	(971)	(971)	(970)
Transfer (to)/from Other Funds	7,899	-	-	-	-
Unfunded Amortization	4,766	4,766	4,766	4,766	4,766
	<b>5,284</b>	<b>2,134</b>	<b>2,717</b>	<b>2,704</b>	<b>2,692</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>Revenues</b>					
Frontage & Parcel Taxes	5,916	5,916	5,916	5,916	5,916
User Fees & Service Charges	19,619	20,539	20,539	20,539	20,539
	<b>25,535</b>	<b>26,455</b>	<b>26,455</b>	<b>26,455</b>	<b>26,455</b>
<b>Expenses</b>					
Administration	2,608	2,670	2,721	2,721	2,722
Wages and Benefits	13,387	12,664	12,981	12,981	12,981
Operating	14,548	10,548	10,548	10,548	10,548
Debt Charges - Interest	30	24	17	11	4
Amortization of Tangible Capital Assets	4,860	4,860	4,860	4,860	4,860
	<b>35,433</b>	<b>30,766</b>	<b>31,127</b>	<b>31,121</b>	<b>31,115</b>
<b>Operating Surplus / (Deficit)</b>	<b>(9,898)</b>	<b>(4,311)</b>	<b>(4,672)</b>	<b>(4,666)</b>	<b>(4,660)</b>
<b>Other</b>					
Debt Principal Repayment	(526)	(533)	(539)	(546)	(552)
Transfer (to)/from Reserves	5,564	(16)	351	352	352
Unfunded Amortization	4,860	4,860	4,860	4,860	4,860
	<b>9,898</b>	<b>4,311</b>	<b>4,672</b>	<b>4,666</b>	<b>4,660</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	6,868	6,868	6,868	6,868	6,868
User Fees & Service Charges	21,973	22,893	22,893	22,893	22,893
	<b>28,841</b>	<b>29,761</b>	<b>29,761</b>	<b>29,761</b>	<b>29,761</b>
<b>Expenses</b>					
Administration	2,359	2,414	2,460	2,460	2,461
Wages and Benefits	9,641	9,859	10,107	10,107	10,107
Operating	7,875	7,875	7,875	7,875	7,875
Debt Charges - Interest	30	24	17	11	4
Amortization of Tangible Capital Assets	7,220	7,220	7,220	7,220	7,220
	<b>27,125</b>	<b>27,392</b>	<b>27,679</b>	<b>27,673</b>	<b>27,667</b>
<b>Operating Surplus / (Deficit)</b>	<b>1,716</b>	<b>2,369</b>	<b>2,082</b>	<b>2,088</b>	<b>2,094</b>
<b>Other</b>					
Debt Principal Repayment	(526)	(533)	(539)	(546)	(552)
Transfer (to)/from Reserves	(8,410)	(9,056)	(8,763)	(8,762)	(8,762)
Unfunded Amortization	7,220	7,220	7,220	7,220	7,220
	<b>(1,716)</b>	<b>(2,369)</b>	<b>(2,082)</b>	<b>(2,088)</b>	<b>(2,094)</b>

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

<b>395 Sakinaw Ridge Waste Water Plant</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Frontage & Parcel Taxes	24,513	24,513	24,513	24,513	24,513
User Fees & Service Charges	10,432	11,352	11,352	11,352	11,352
	<b>34,945</b>	<b>35,865</b>	<b>35,865</b>	<b>35,865</b>	<b>35,865</b>
<b>Expenses</b>					
Administration	4,640	4,751	4,843	4,843	4,843
Wages and Benefits	18,388	18,802	19,274	19,274	19,274
Operating	13,989	13,989	13,989	13,989	13,989
Debt Charges - Interest	60	47	34	21	8
Amortization of Tangible Capital Assets	16,127	16,127	16,127	16,127	16,127
	<b>53,204</b>	<b>53,716</b>	<b>54,267</b>	<b>54,254</b>	<b>54,241</b>
<b>Operating Surplus / (Deficit)</b>	<b>(18,259)</b>	<b>(17,851)</b>	<b>(18,402)</b>	<b>(18,389)</b>	<b>(18,376)</b>
<b>Other</b>					
Debt Principal Repayment	(1,052)	(1,065)	(1,078)	(1,091)	(1,104)
Transfer (to)/from Reserves	(19,831)	(20,751)	(20,751)	(20,751)	(20,751)
Transfer (to)/from Accumulated Surplus	23,015	23,540	24,104	24,104	24,104
Unfunded Amortization	16,127	16,127	16,127	16,127	16,127
	<b>18,259</b>	<b>17,851</b>	<b>18,402</b>	<b>18,389</b>	<b>18,376</b>

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

<b>400 Cemetery</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	104,956	107,890	109,969	109,970	109,972
User Fees & Service Charges	61,134	61,134	61,134	61,134	61,134
	<b>166,090</b>	<b>169,024</b>	<b>171,103</b>	<b>171,104</b>	<b>171,106</b>
<b>Expenses</b>					
Administration	17,682	18,169	18,490	18,491	18,493
Wages and Benefits	68,717	70,264	72,022	72,022	72,022
Operating	86,691	62,591	62,591	62,591	62,591
Amortization of Tangible Capital Assets	3,198	3,198	3,198	3,198	3,198
	<b>176,288</b>	<b>154,222</b>	<b>156,301</b>	<b>156,302</b>	<b>156,304</b>
<b>Operating Surplus / (Deficit)</b>	<b>(10,198)</b>	<b>14,802</b>	<b>14,802</b>	<b>14,802</b>	<b>14,802</b>
<b>Other</b>					
Capital Expenditures	(24,000)	-	-	-	-
Transfer (to)/from Reserves	31,000	(18,000)	(18,000)	(18,000)	(18,000)
Unfunded Amortization	3,198	3,198	3,198	3,198	3,198
	<b>10,198</b>	<b>(14,802)</b>	<b>(14,802)</b>	<b>(14,802)</b>	<b>(14,802)</b>
<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>Revenues</b>					
Tax Requisitions	163,427	163,694	163,851	163,851	163,852
	<b>163,427</b>	<b>163,694</b>	<b>163,851</b>	<b>163,851</b>	<b>163,852</b>
<b>Expenses</b>					
Administration	8,432	8,654	8,811	8,811	8,812
Operating	190,040	150,040	150,040	150,040	150,040
	<b>198,472</b>	<b>158,694</b>	<b>158,851</b>	<b>158,851</b>	<b>158,852</b>
<b>Operating Surplus / (Deficit)</b>	<b>(35,045)</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Other</b>					
Transfer (to)/from Reserves	35,000	(5,000)	(5,000)	(5,000)	(5,000)
Prior Year Surplus/(Deficit)	45	-	-	-	-
	<b>35,045</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>
<b>410 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>500 Regional Planning</b>					
<b>Revenues</b>					
Tax Requisitions	177,050	190,705	184,570	184,576	184,583
User Fees & Service Charges	430	430	430	430	430
	<b>177,480</b>	<b>191,135</b>	<b>185,000</b>	<b>185,006</b>	<b>185,013</b>
<b>Expenses</b>					
Administration	37,353	38,094	38,647	38,653	38,660
Wages and Benefits	129,532	132,446	135,758	135,758	135,758
Operating	60,595	20,595	10,595	10,595	10,595
	<b>227,480</b>	<b>191,135</b>	<b>185,000</b>	<b>185,006</b>	<b>185,013</b>
<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	-	-	-	-
	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>500 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>504 Rural Planning Services</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	940,190	960,713	981,849	981,885	981,923
User Fees & Service Charges	60,196	60,196	60,196	60,196	60,196
	<u>1,000,386</u>	<u>1,020,909</u>	<u>1,042,045</u>	<u>1,042,081</u>	<u>1,042,119</u>
<b>Expenses</b>					
Administration	207,959	212,331	215,117	215,153	215,191
Wages and Benefits	717,847	733,998	752,348	752,348	752,348
Operating	96,420	74,580	74,580	74,580	74,580
Amortization of Tangible Capital Assets	1,584	1,584	1,584	1,584	1,584
	<u>1,023,810</u>	<u>1,022,493</u>	<u>1,043,629</u>	<u>1,043,665</u>	<u>1,043,703</u>
<b>Operating Surplus / (Deficit)</b>	<b>(23,424)</b>	<b>(1,584)</b>	<b>(1,584)</b>	<b>(1,584)</b>	<b>(1,584)</b>
<b>Other</b>					
Transfer (to)/from Reserves	21,840	-	-	-	-
Unfunded Amortization	1,584	1,584	1,584	1,584	1,584
	<u>23,424</u>	<u>1,584</u>	<u>1,584</u>	<u>1,584</u>	<u>1,584</u>
<b>504 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>506 Geographic Information Services</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
User Fees & Service Charges	20,500	20,500	20,500	20,500	20,500
	<u>20,500</u>	<u>20,500</u>	<u>20,500</u>	<u>20,500</u>	<u>20,500</u>
<b>Expenses</b>					
Internal Recoveries	(308,721)	(314,324)	(320,688)	(320,688)	(320,688)
Wages and Benefits	248,995	254,598	260,962	260,962	260,962
Operating	50,226	65,226	65,226	65,226	65,226
Amortization of Tangible Capital Assets	22,460	22,460	22,460	22,460	22,460
	<u>12,960</u>	<u>27,960</u>	<u>27,960</u>	<u>27,960</u>	<u>27,960</u>
<b>Operating Surplus / (Deficit)</b>	<b>7,540</b>	<b>(7,460)</b>	<b>(7,460)</b>	<b>(7,460)</b>	<b>(7,460)</b>
<b>Other</b>					
Capital Expenditures	(75,000)	-	-	-	-
Transfer (to)/from Reserves	45,000	(15,000)	(15,000)	(15,000)	(15,000)
Unfunded Amortization	22,460	22,460	22,460	22,460	22,460
	<u>(7,540)</u>	<u>7,460</u>	<u>7,460</u>	<u>7,460</u>	<u>7,460</u>
<b>506 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>510 Civic Addressing</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
User Fees & Service Charges	36,281	37,048	37,851	37,852	37,853
	<u>36,281</u>	<u>37,048</u>	<u>37,851</u>	<u>37,852</u>	<u>37,853</u>
<b>Expenses</b>					
Administration	5,441	5,568	5,643	5,644	5,645
Wages and Benefits	28,479	29,119	29,847	29,847	29,847
Operating	17,361	2,361	2,361	2,361	2,361
	<u>51,281</u>	<u>37,048</u>	<u>37,851</u>	<u>37,852</u>	<u>37,853</u>
<b>Operating Surplus / (Deficit)</b>	<b>(15,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Transfer (to)/from Reserves	15,000	-	-	-	-
	<u>15,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>510 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>520 Building Inspection Services</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	40	17,644	35,959	35,983	36,007
User Fees & Service Charges	838,659	838,659	838,659	838,659	838,659
Other Revenue	600	600	600	600	600
	<b>839,299</b>	<b>856,903</b>	<b>875,218</b>	<b>875,242</b>	<b>875,266</b>
<b>Expenses</b>					
Administration	142,668	146,031	148,166	148,190	148,214
Wages and Benefits	632,951	647,192	663,372	663,372	663,372
Operating	61,735	57,680	57,680	57,680	57,680
Amortization of Tangible Capital Assets	11,801	11,801	11,801	11,801	11,801
	<b>849,155</b>	<b>862,704</b>	<b>881,019</b>	<b>881,043</b>	<b>881,067</b>
<b>Operating Surplus / (Deficit)</b>	<b>(9,856)</b>	<b>(5,801)</b>	<b>(5,801)</b>	<b>(5,801)</b>	<b>(5,801)</b>
<b>Other</b>					
Transfer (to)/from Reserves	(1,945)	(6,000)	(6,000)	(6,000)	(6,000)
Unfunded Amortization	11,801	11,801	11,801	11,801	11,801
	<b>9,856</b>	<b>5,801</b>	<b>5,801</b>	<b>5,801</b>	<b>5,801</b>
<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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	77,470	50,403	51,691	52,943	54,229
	<b>77,470</b>	<b>50,403</b>	<b>51,691</b>	<b>52,943</b>	<b>54,229</b>
<b>Expenses</b>					
Administration	3,830	3,931	4,002	4,003	4,003
Operating	74,898	46,472	47,689	48,940	50,226
	<b>78,728</b>	<b>50,403</b>	<b>51,691</b>	<b>52,943</b>	<b>54,229</b>
<b>Operating Surplus / (Deficit)</b>	<b>(1,258)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	1,258	-	-	-	-
	<b>1,258</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	39,538	45,307	46,461	47,592	48,753
	<b>39,538</b>	<b>45,307</b>	<b>46,461</b>	<b>47,592</b>	<b>48,753</b>
<b>Expenses</b>					
Administration	2,976	3,054	3,109	3,110	3,110
Operating	47,635	42,253	43,352	44,482	45,643
	<b>50,611</b>	<b>45,307</b>	<b>46,461</b>	<b>47,592</b>	<b>48,753</b>
<b>Operating Surplus / (Deficit)</b>	<b>(11,073)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
Prior Year Surplus/(Deficit)	11,073	-	-	-	-
	<b>11,073</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	45,275	40,807	41,843	42,866	43,918
	45,275	40,807	41,843	42,866	43,918
<b>Expenses</b>					
Administration	2,206	2,264	2,305	2,305	2,305
Operating	43,069	38,543	39,538	40,561	41,613
	45,275	40,807	41,843	42,866	43,918
<b>Operating Surplus / (Deficit)</b>	-	-	-	-	-
<b>533 Financial Plan Surplus / (Deficit)</b>	-	-	-	-	-
<b>534 Economic Development Area E</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	23,217	28,633	29,329	30,002	30,694
	23,217	28,633	29,329	30,002	30,694
<b>Expenses</b>					
Administration	2,182	2,239	2,280	2,280	2,280
Operating	32,069	26,394	27,049	27,722	28,414
	34,251	28,633	29,329	30,002	30,694
<b>Operating Surplus / (Deficit)</b>	(11,034)	-	-	-	-
<b>Other</b>					
Prior Year Surplus/(Deficit)	11,034	-	-	-	-
	11,034	-	-	-	-
<b>534 Financial Plan Surplus / (Deficit)</b>	-	-	-	-	-
<b>535 Economic Development Area F</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	47,249	44,242	45,368	46,469	47,602
	47,249	44,242	45,368	46,469	47,602
<b>Expenses</b>					
Administration	2,898	2,975	3,029	3,029	3,029
Operating	50,206	41,267	42,339	43,440	44,573
	53,104	44,242	45,368	46,469	47,602
<b>Operating Surplus / (Deficit)</b>	(5,855)	-	-	-	-
<b>Other</b>					
Prior Year Surplus/(Deficit)	5,855	-	-	-	-
	5,855	-	-	-	-
<b>535 Financial Plan Surplus / (Deficit)</b>	-	-	-	-	-

<b>540 Hillside Development Project</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</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	11,082	11,386	11,581	11,582	11,583
Wages and Benefits	34,460	35,236	36,116	36,116	36,116
Operating	97,010	97,010	97,010	97,010	97,010
	<u>142,552</u>	<u>143,632</u>	<u>144,707</u>	<u>144,708</u>	<u>144,709</u>
<b>Operating Surplus / (Deficit)</b>	<b>13,787</b>	<b>12,707</b>	<b>11,632</b>	<b>11,631</b>	<b>11,630</b>
<b>Other</b>					
Transfer (to)/from Reserves	(13,787)	(12,707)	(11,632)	(11,631)	(11,630)
	<u>(13,787)</u>	<u>(12,707)</u>	<u>(11,632)</u>	<u>(11,631)</u>	<u>(11,630)</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	5,509,756	5,410,061	5,533,438	5,549,527	5,565,938
Frontage & Parcel Taxes	1,698,073	1,698,073	1,698,073	1,698,073	1,698,073
User Fees & Service Charges	880,600	1,757,406	1,757,406	1,757,406	1,757,406
Investment Income	400,904	437,317	474,870	513,598	548,214
Other Revenue	17,858	17,858	17,858	17,858	17,858
	<u>8,507,191</u>	<u>9,320,715</u>	<u>9,481,645</u>	<u>9,536,462</u>	<u>9,587,489</u>
<b>Expenses</b>					
Administration	868,505	897,180	912,775	912,844	912,915
Wages and Benefits	3,490,041	3,568,567	3,657,782	3,657,782	3,657,782
Operating	1,876,233	1,806,404	1,806,404	1,806,404	1,806,404
Debt Charges - Interest	924,662	926,170	925,862	925,537	925,204
Amortization of Tangible Capital Assets	951,368	951,368	951,368	951,368	951,368
	<u>8,110,809</u>	<u>8,149,689</u>	<u>8,254,191</u>	<u>8,253,935</u>	<u>8,253,673</u>
<b>Operating Surplus / (Deficit)</b>	<b>396,382</b>	<b>1,171,026</b>	<b>1,227,454</b>	<b>1,282,527</b>	<b>1,333,816</b>
<b>Other</b>					
Capital Expenditures	(1,508,924)	-	-	-	-
Proceeds from Long Term Debt	175,000	-	-	-	-
Debt Principal Repayment	(1,174,315)	(1,242,202)	(1,282,924)	(1,321,977)	(1,356,926)
Transfer (to)/from Reserves	1,096,489	(880,192)	(895,898)	(911,918)	(928,258)
Transfer (to)/from Appropriated Surplus	64,000	-	-	-	-
Unfunded Amortization	951,368	951,368	951,368	951,368	951,368
	<u>(396,382)</u>	<u>(1,171,026)</u>	<u>(1,227,454)</u>	<u>(1,282,527)</u>	<u>(1,333,816)</u>
<b>615 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>625 Pender Harbour Pool</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	576,433	548,774	559,772	559,779	559,786
Frontage & Parcel Taxes	48,519	48,519	48,519	48,519	48,519
User Fees & Service Charges	41,500	90,100	90,100	90,100	90,100
Investment Income	15,673	17,462	19,323	21,258	21,258
	<b>682,125</b>	<b>704,855</b>	<b>717,714</b>	<b>719,656</b>	<b>719,663</b>
<b>Expenses</b>					
Administration	62,391	63,993	65,134	65,141	65,148
Wages and Benefits	385,641	394,317	404,174	404,174	404,174
Operating	150,751	155,564	155,564	155,564	155,564
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>716,247</b>	<b>731,338</b>	<b>742,336</b>	<b>742,343</b>	<b>742,350</b>
<b>Operating Surplus / (Deficit)</b>	<b>(34,122)</b>	<b>(26,483)</b>	<b>(24,622)</b>	<b>(22,687)</b>	<b>(22,687)</b>
<b>Other</b>					
Capital Expenditures	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Debt Principal Repayment	(44,726)	(46,515)	(48,376)	(50,311)	(50,311)
Transfer (to)/from Reserves	(9,150)	(15,000)	(15,000)	(15,000)	(15,000)
Unfunded Amortization	97,998	97,998	97,998	97,998	97,998
	<b>34,122</b>	<b>26,483</b>	<b>24,622</b>	<b>22,687</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>Revenues</b>					
Tax Requisitions	2,975	3,044	3,111	3,111	3,111
	<b>2,975</b>	<b>3,044</b>	<b>3,111</b>	<b>3,111</b>	<b>3,111</b>
<b>Expenses</b>					
Administration	1,200	1,228	1,249	1,249	1,249
Wages and Benefits	1,775	1,816	1,862	1,862	1,862
	<b>2,975</b>	<b>3,044</b>	<b>3,111</b>	<b>3,111</b>	<b>3,111</b>
<b>Operating Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<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>Revenues</b>					
Tax Requisitions	750,669	754,520	755,629	755,631	755,633
	<b>750,669</b>	<b>754,520</b>	<b>755,629</b>	<b>755,631</b>	<b>755,633</b>
<b>Expenses</b>					
Administration	48,386	49,726	50,640	50,642	50,644
Wages and Benefits	7,633	7,805	8,000	8,000	8,000
Operating	644,650	646,989	646,989	646,989	646,989
Amortization of Tangible Capital Assets	52,182	52,182	52,182	52,182	52,182
	<b>752,851</b>	<b>756,702</b>	<b>757,811</b>	<b>757,813</b>	<b>757,815</b>
<b>Operating Surplus / (Deficit)</b>	<b>(2,182)</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)	(50,000)
Unfunded Amortization	52,182	52,182	52,182	52,182	52,182
	<b>2,182</b>	<b>2,182</b>	<b>2,182</b>	<b>2,182</b>	<b>2,182</b>
<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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	52,828	54,771	56,269	57,742	59,259
	<u>52,828</u>	<u>54,771</u>	<u>56,269</u>	<u>57,742</u>	<u>59,259</u>
<b>Expenses</b>					
Administration	3,575	3,677	3,744	3,744	3,744
Operating	49,253	51,094	52,525	53,998	55,515
	<u>52,828</u>	<u>54,771</u>	<u>56,269</u>	<u>57,742</u>	<u>59,259</u>
<b>Operating Surplus / (Deficit)</b>	-	-	-	-	-
<b>643 Financial Plan Surplus / (Deficit)</b>	-	-	-	-	-

<b>645 Halfmoon Bay Library Service</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	156,463	162,545	167,235	171,872	176,647
	<u>156,463</u>	<u>162,545</u>	<u>167,235</u>	<u>171,872</u>	<u>176,647</u>
<b>Expenses</b>					
Administration	9,912	10,195	10,381	10,381	10,382
Operating	146,553	152,350	156,854	161,491	166,265
	<u>156,465</u>	<u>162,545</u>	<u>167,235</u>	<u>171,872</u>	<u>176,647</u>
<b>Operating Surplus / (Deficit)</b>	(2)	-	-	-	-
<b>Other</b>					
Prior Year Surplus/(Deficit)	2	-	-	-	-
	<u>2</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>645 Financial Plan Surplus / (Deficit)</b>	-	-	-	-	-

<b>646 Roberts Creek Library Service</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	197,380	199,037	202,097	205,008	208,004
	<u>197,380</u>	<u>199,037</u>	<u>202,097</u>	<u>205,008</u>	<u>208,004</u>
<b>Expenses</b>					
Administration	12,521	12,879	13,113	13,114	13,114
Operating	184,859	186,158	188,984	191,894	194,890
	<u>197,380</u>	<u>199,037</u>	<u>202,097</u>	<u>205,008</u>	<u>208,004</u>
<b>Operating Surplus / (Deficit)</b>	-	-	-	-	-
<b>646 Financial Plan Surplus / (Deficit)</b>	-	-	-	-	-

<b>648 Museum Service</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	153,544	153,814	153,991	153,991	153,992
	<u>153,544</u>	<u>153,814</u>	<u>153,991</u>	<u>153,991</u>	<u>153,992</u>
<b>Expenses</b>					
Administration	9,444	9,714	9,891	9,891	9,892
Operating	144,100	144,100	144,100	144,100	144,100
	<u>153,544</u>	<u>153,814</u>	<u>153,991</u>	<u>153,991</u>	<u>153,992</u>
<b>Operating Surplus / (Deficit)</b>	-	-	-	-	-
<b>648 Financial Plan Surplus / (Deficit)</b>	-	-	-	-	-



<b>650 Community Parks</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	1,886,276	1,894,191	1,947,597	1,939,201	1,925,659
Government Transfers	2,013,642	-	-	-	-
User Fees & Service Charges	75,600	75,600	75,600	75,600	75,600
Investment Income	40,569	44,631	-	-	-
Other Revenue	356,100	11,100	11,100	11,100	11,100
	<b>4,372,187</b>	<b>2,025,522</b>	<b>2,034,297</b>	<b>2,025,901</b>	<b>2,012,359</b>
<b>Expenses</b>					
Administration	233,390	240,201	244,199	244,224	244,250
Wages and Benefits	833,822	842,357	863,416	863,416	863,416
Operating	728,216	604,937	604,970	605,003	605,037
Debt Charges - Interest	28,057	28,076	14,728	11,410	8,068
Amortization of Tangible Capital Assets	256,933	256,933	256,933	256,933	256,933
	<b>2,080,418</b>	<b>1,972,504</b>	<b>1,984,246</b>	<b>1,980,986</b>	<b>1,977,704</b>
<b>Operating Surplus / (Deficit)</b>	<b>2,291,769</b>	<b>53,018</b>	<b>50,051</b>	<b>44,915</b>	<b>34,655</b>
<b>Other</b>					
Capital Expenditures	(3,538,219)	-	-	-	-
Proceeds from Long Term Debt	598,378	-	-	-	-
Debt Principal Repayment	(119,981)	(131,451)	(128,484)	(123,348)	(113,088)
Transfer (to)/from Reserves	252,477	(178,500)	(178,500)	(178,500)	(178,500)
Transfer (to)/from Appropriated Surplus	201,000	-	-	-	-
Transfer (to)/from Other Funds	57,643	-	-	-	-
Unfunded Amortization	256,933	256,933	256,933	256,933	256,933
	<b>(2,291,769)</b>	<b>(53,018)</b>	<b>(50,051)</b>	<b>(44,915)</b>	<b>(34,655)</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	45,966	46,627	47,270	47,271	47,271
	<b>45,966</b>	<b>46,627</b>	<b>47,270</b>	<b>47,271</b>	<b>47,271</b>
<b>Expenses</b>					
Administration	11,739	12,028	12,247	12,248	12,248
Wages and Benefits	16,519	16,891	17,315	17,315	17,315
Operating	82,708	7,708	7,708	7,708	7,708
Amortization of Tangible Capital Assets	99,607	99,607	99,607	99,607	99,607
	<b>210,573</b>	<b>136,234</b>	<b>136,877</b>	<b>136,878</b>	<b>136,878</b>
<b>Operating Surplus / (Deficit)</b>	<b>(164,607)</b>	<b>(89,607)</b>	<b>(89,607)</b>	<b>(89,607)</b>	<b>(89,607)</b>
<b>Other</b>					
Transfer (to)/from Reserves	65,000	(10,000)	(10,000)	(10,000)	(10,000)
Unfunded Amortization	99,607	99,607	99,607	99,607	99,607
	<b>164,607</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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	14,195	14,434	14,677	14,677	14,677
	14,195	14,434	14,677	14,677	14,677
<b>Expenses</b>					
Administration	1,704	1,756	1,786	1,786	1,786
Wages and Benefits	8,291	8,478	8,691	8,691	8,691
Operating	4,200	4,200	4,200	4,200	4,200
Amortization of Tangible Capital Assets	6,231	6,231	6,231	6,231	6,231
	20,426	20,665	20,908	20,908	20,908
<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
	6,231	6,231	6,231	6,231	6,231
<b>667 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>670 Regional Recreation Programs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	151,121	152,939	153,224	153,224	153,225
User Fees & Service Charges	10,319	10,319	10,319	10,319	10,319
	161,440	163,258	163,543	163,543	163,544
<b>Expenses</b>					
Administration	12,574	12,929	13,168	13,168	13,169
Wages and Benefits	1,775	1,816	1,862	1,862	1,862
Operating	147,091	148,513	148,513	148,513	148,513
	161,440	163,258	163,543	163,543	163,544
<b>Operating Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>670 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>680 Dakota Ridge Recreation Service Area</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>					
Tax Requisitions	200,378	202,924	205,432	205,436	205,440
User Fees & Service Charges	38,000	38,000	38,000	38,000	38,000
Other Revenue	2,000	2,000	2,000	2,000	2,000
	240,378	242,924	245,432	245,436	245,440
<b>Expenses</b>					
Administration	29,446	30,187	30,645	30,649	30,653
Wages and Benefits	80,219	82,024	84,074	84,074	84,074
Operating	130,713	130,713	130,713	130,713	130,713
Amortization of Tangible Capital Assets	45,966	45,966	45,966	45,966	45,966
	286,344	288,890	291,398	291,402	291,406
<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	(80,500)	-	-	-	-
Transfer (to)/from Reserves	80,500	-	-	-	-
Unfunded Amortization	45,966	45,966	45,966	45,966	45,966
	45,966	45,966	45,966	45,966	45,966
<b>680 Financial Plan Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>