



FINANCE COMMITTEE

Thursday, July 20, 2023

Held Electronically

and Transmitted via the SCRD Boardroom,
1975 Field Road, Sechelt, B.C.

AGENDA

CALL TO ORDER 2:00 p.m.

AGENDA

1. Adoption of Agenda

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PRESENTATIONS AND DELEGATIONS

REPORTS

2. Sunshine Coast Regional District Q2 Corporate Financial
Variance

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Manager, Financial Services

(Voting – All Directors)

3. 2023 Budget Debrief and 2024-2028 Financial Planning Process

Annex B
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General Manager, Corporate Services / Chief Financial Officer

(Voting – All Directors)

4. Sunshine Coast Regional District Debt as at June 30, 2022

Annex C
pp. 119-124

General Manager, Corporate Services / Chief Financial Officer

Manager, Financial Planning

(Voting – All Directors)

5. Canada Community-Building Fund – Community Works Fund
Update

Annex D
pp. 125-127

Manager, Financial Planning

(Voting – A, B, D, E, F)

COMMUNICATIONS

NEW BUSINESS

IN CAMERA

ADJOURNMENT

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee – July 20, 2023

AUTHORS: Brad Wing, Manager, Financial Services

SUBJECT: SUNSHINE COAST REGIONAL DISTRICT Q2 CORPORATE FINANCIAL VARIANCE

RECOMMENDATION(S)

THAT the report titled Sunshine Coast Regional District Q2 Corporate Financial Variance be received for information.

BACKGROUND

As part of the Sunshine Coast Regional District's (SCRD) financial process, quarterly variance reports are provided for the second and third quarters, with the fourth quarter provided at year-end.

This budget variance report provides an overview for key line items that make up the financial impacts in the amended 2023-2027 Financial Plan for the second quarter (Q2) period ending June 30, 2023.

DISCUSSION

Variance Analysis to June 30, 2023

A consolidated summary YTD Variance report is attached hereto as Attachment A. A more detailed Variance by Service - YTD report provides a Statement of Revenues and Expenses by Service for the period ending June 30, 2023 and is listed as Attachment B. Please note the 'Budget YTD (\$)' column represents the budget from January to June 2023. The anticipated percentage for this period is 100%.

The variance report aligns with the revenue and expense groupings found in the SCRD's Annual Financial Plan Bylaw and Financial Statements. This report includes expenses relating to operations, one-time operating projects and capital expenditures to date. Status of approved projects, including capital projects, are reported as part of the Budget Project Status Report, provided every other month.

Accrual estimates are necessary in some functions as actual information was not available at the time of the report. Actual results could differ from these estimates. Adjustments, if any, will be reflected in year-end values.

Timing Differences

There are a number of normal variances to revenues and expenses which are affected by timing throughout the year. These include debt payments, grants to or from organizations, contract fees, dues, insurance and project costs that occur during specific times of the year or as contracts are awarded. Debt payments and investments occur at specified dates throughout the year and as a result, the percentage realized varies by function.

Overall Revenue and Expenditure Position

Revenues and expenses are recognized equally across the 12 months of the year when feasible to ensure revenue is matched with applicable expenses. Revenue from grants and for capital projects are recognized as the project progresses and expenses are incurred.

User fees and charges for most functions are trending at or above expected YTD budget values with some minor variances due to timing differences. Services where user fee revenue tends to be more variable include Transit [310], Solid Waste [350], Building Inspection [520], Community Recreation Facilities [615] and Community Parks [650]. Fee revenue for these services must be monitored closely to ensure mitigation strategies can be put in place should unfavorable variances occur. A summary of the current state of user fee revenue for each of these services is detailed below:

- Transit [310] – favourable variance of \$80,427; 124% of YTD budget (Q2 2022 – favourable variance of \$52,658, 118% of YTD budget).
- Solid Waste [350] – unfavourable variance of \$61,939; 96% of YTD budget (Q2 2022 – favorable variance of \$93,357, 107% of YTD budget).
- Building Inspection [520] – favourable variance of \$104,428; 122% of YTD budget (Q2 2022 – favourable variance of \$66,684, 115% of YTD budget).
- Community Recreation Facilities [615] – unfavourable variance of \$13,248; 98% of YTD budget. (Q2 2022 – unfavourable variance of \$175,209, 80% of YTD budget).
- Community Parks Service [650] – unfavourable variance of \$19,428; 49% of YTD budget (Q2 2022 – unfavorable variance of \$24,790, 34% of YTD budget).

There is little to no variability for water and waste water user fees given that rates and user counts are known in advance of budget adoption and collection is guaranteed through the provisions of the Local Government Act. Any variability is typically limited to immaterial favourable variances resulting from new users.

The overall expenses for operations are less than the anticipated range for this time period. This is consistent with previous years.

Other items such as transfers to/from reserves and debt repayments are generally tied to specific project expenditures and as a result, variances in these line items can be more pronounced. These variances do not translate into the bottom line surplus/deficit as funding for projects is transferred monthly to match project expenditures.

Expense Line Item Summary-Per Object

The anticipated Operating expense percentage should be 100% for this period; actual expenses incurred overall total 76% (Q2 2022 - 73%) inclusive of budgets for one-time projects. Excluding one-time items, honorariums, community benefit grants, interest charges and cost of goods sold, base budget operating expenses are 92% (Q2 2022 - 91%) of the YTD budget for a favourable variance of \$716,054 (Q2 2022 - \$727,956).

- **“Administration”** expenses percentage should be 100% for this period; actual expenses incurred overall total 100%.
- The anticipated **“Wages and Benefits”** expense percentage should be 97% for this period (to June 24 pay period cutoff); actual expenses incurred overall total 93% (Q2 2022 – 91%) for a favorable variance of \$879,014 (Q2 2022 - \$1.07M). A portion of this variance is attributable to timing differences associated with staffing new positions approved as part 2023 budget and should be partially offset in the fourth quarter. The remaining variance is mainly attributable to temporary vacancies as a result of staff turnover and is anticipated this will persist through to year end.
- As there are several areas of both favourable and unfavourable variances, specific line items will be assessed as part of the Base Budget reviews for the upcoming 2024 Budget deliberations. Areas where the SCRD is experiencing unfavourable variances are with **“telecommunications, natural gas, permits and fees, materials and supplies and small machinery and equipment”**. These can be directly attributed to market conditions. Some of the favourable variances are also the result of staff vacancies and capacity within services to deliver on planned projects.
- **“Interest charges”** for short-term borrowing are \$261,374 over budget year to date due to the current rising interest rate environment as well as timing differences and delays in debt issuance for projects that have been delayed or deferred. It is expected that this variance will be mitigated somewhat throughout the latter half of the year after issuance of the long-term debt for the Church Road Well project and repayment of short-term borrowing for operations (revenue anticipation) on receipt of tax revenue in August.

Surplus/Deficit Positions

The majority of functions are in a surplus position, with the SCRD’s overall surplus being \$2,147,965 (Q2 2022 - \$2,427,100) which is equivalent to 6% (Q2 2022 - 8%) of year to date revenue. As per the *Local Government Act* (LGA), and unlike a municipality, each Regional District Service must be distinct from one another, therefore, surplus or funds from one service cannot be transferred to another. Likewise for reserve funds. The surplus/deficit position on the variance report is located under the ‘Variance (\$)’ column. Deficits are indicated in brackets ().

An analysis of deficit positions greater than \$1,000 is provided below. Functional area summaries are as follows:

- **[115] Human Resources** – Deficit of \$6,650 as of June 30. Base budget operating expenses are \$20,000 over budget year to date and are being offset by lower-than-expected salaries and wages. Line items driving this deficit include corporate training

and professional fees, some of which are relating to timing differences that are expected to even out over the second half of the year.

- **[210] Gibsons and District Fire Protection** – Deficit of \$70,059 as of June 30. Base budget operating expenses for this service are \$87,149 over budget (163% of YTD budget), and salaries and wages are \$11,000 over budget YTD. These deficits are currently being mitigated by revenue received from wildfire deployment in May.
- **[212] Roberts Creek Fire Protection** – Deficit of \$15,766 as of June 30. Base budget operating expenses for this service are \$51,853 over budget (157% of YTD budget) This deficit is currently being mitigated by revenue received from wildfire deployment in May.
- **[222] Sunshine Coast Emergency Planning** – Deficit of \$10,285 as of June 30. This deficit is due to base budget operating expenses exceeding YTD budget values. Approximately \$6,000 of this deficit is a timing difference that will even out through year end.
- **[386] Lee Bay Waste Water Plant** – Deficit of \$2,912 as of June 30 due to higher than anticipated operating expenses related to pump-outs and disposal.
- **[391] Curran Road Waste Water Plant** - Deficit of \$7,568 as of June 30 due to higher than anticipated operating expenses related to pump-outs and disposal as well as an outfall inspection.
- **[640] Gibsons and Area Library** – Deficit of \$7,096 due to higher than anticipated repairs and maintenance expenses as well as timing of 2022 projects not being completed until 2023 due to supply chain issues.
- **[650] Community Parks** – Deficit of \$43,953 as of June 30. Base budget operating expense for this service are \$64,756 over budget (167% of YTD budget) driven mainly by higher than anticipated repairs and maintenance and contracted services. In addition, user fee revenue is approximately \$19,427 under budget. These unfavorable variances are being mitigated by lower than expected salaries and wages.
- Timing differences – [346] Langdale Dock, [643] Egmont Pender Harbour Library Service, [645] Halfmoon Bay Library Service and [646] Roberts Creek Library Service are all showing deficits that are purely related to timing differences with respect to payments. All of these services are expected to be on budget at year end.

Cost Center Level Reporting

The corporate variance report is a high-level variance report focused on individual SCRD services. The purpose is to identify potential service level deficits or areas of concern that may require further investigation, mitigation or carry over to be funded in the following budget year. As such, detailed cost center reporting for services such as Community Recreation Facilities or Solid Waste are not included in this report.

For recreation facilities specifically, as of January 1, 2023, actual values are being recorded to facility specific codes and custom reports have been developed to present the information for decision making purposes. Work continues to further refine the reporting parameters, namely

with respect to the allocation of overhead costs which are not specific to any one given facility (i.e. management salaries, staff training etc.), and to align budget values to specific facilities where applicable.

Once budgets are accurately distributed at the facility level, staff will be able to report on facility level variances as part of more specific detailed reporting as and when required, including as part of any analysis into service level surplus/deficits.

Financial Implications

Surpluses are transferred to reserves at yearend for use towards future one-time funding, rate mitigation or other specific initiatives as approved by the Board. Deficits for individual services must be funded either through operational reserves or in the following year's budget, usually through taxation.

The Regional District overall is in a strong financial position as evidenced by the overall year to date surplus and minimal service level deficits. However, there are some individual services experiencing revenue and/or cost pressures which may lead to deficits at year end. Staff will continue to monitor these closely and apply mitigation strategies wherever possible to avoid deficits.

STRATEGIC PLAN AND RELATED POLICIES

Reviewing and analyzing the overall financial results aligns with the Boards Financial Sustainability Policy.

CONCLUSION

As part of the SCRD budget process, quarterly variance reports are provided to the Committee for the second and third quarters, with the fourth quarter provided as part of the year-end audit process.

A number of normal variances to revenues and expenses are noted in the report and are affected by timing throughout the year.

Staff recommend that this report be received for information.

Attachments:

Attachment A: Year to Date Variance - Summary: January 1 to June 30, 2023

Attachment B: Year to Date Variance by Service: January 1 to June 30, 2023

Reviewed by:			
Manager		CFO/Finance	X - T. Perreault
GM	X - S. Gagnon X - M. Brown X - I. Hall	Legislative	X – S. Reid
CAO	X– D. McKinley	Human Resources	X – G. Parker



Sunshine Coast Regional District

Attachment A Year to Date Variance

Budget Version: Amended Budget
From Period: 202301
To Period: 202306

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Grants in Lieu of Taxes	446	48,500	48,054	1%
Tax Requisitions	14,470,511	14,669,585	199,074	99%
Frontage & Parcel Taxes	3,663,581	3,552,347	(111,234)	103%
Government Transfers	3,438,254	6,606,018	3,167,764	52%
User Fees & Service Charges	9,125,557	8,810,842	(314,715)	104%
Member Municipality Debt	791,288	696,384	(94,904)	114%
Investment Income	419,023	373,656	(45,367)	112%
Developer Contributions	6,811	3,405	(3,406)	200%
Gain on Disposal of Tangible Assets	47,833	0	(47,833)	
Internal Recoveries	4,343,641	4,160,339	(183,302)	104%
Other Revenue	842,174	522,076	(320,098)	161%
Total Revenues	37,149,143	39,443,202	(2,294,059)	94%
Expenses				
Administration	3,080,178	3,077,222	(2,956)	100%
Wages and Benefits	12,493,947	13,372,961	879,014	93%
Operating	10,519,521	13,909,212	3,389,691	76%
Debt Charges Member Municipalities	791,288	696,384	(94,904)	114%
Debt Charges - Interest	624,155	808,305	184,150	77%
Amortization of Tangible Capital Assets	2,459,735	2,411,221	(48,514)	102%
Total Expenses	29,957,294	34,275,390	(4,318,096)	87%
Other				
Capital Expenditures (Excluding Wages)	2,525,868	23,086,100	20,560,232	11%
Landfill Closure & Post Closure Expenditures	0	1,250,000	1,250,000	0%
Development of Land Held for Resale	0	51,956	51,956	0%
Proceeds from Sale of TCA	(65,313)	0	65,313	
Proceeds from Long Term Debt	(2,900,458)	(9,821,103)	(6,920,645)	30%
Debt Principal Repayment	1,186,312	1,450,779	264,467	82%
Transfer to/(from) Reserves	2,181,321	(6,217,681)	(8,399,002)	-35%
Transfer to/(from) Appropriated Surplus	3,291,927	(5,023)	(3,296,950)	
Transfer to/(from) Other Funds	816,033	(1,386,075)	(2,202,108)	-59%
Transfer to/(from) Accumulated Surplus	47,833	0	(47,833)	
Prior Year (Surplus)/Deficit	(29,887)	(29,886)	1	100%
Deficit Required Revenue	0	0	0	
Unfunded Amortization	(2,459,735)	(2,411,221)	48,514	102%
Transfer (to)/from Unfunded Liability	450,000	(800,000)	(1,250,000)	-56%
Total Other	5,043,884	5,167,788	(123,904)	98%
Suplus/(Deficit)	2,147,965	24	2,147,941	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

110 General Government

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Grants in Lieu of Taxes	0	48,500	(48,500)	0%
Tax Requisitions	828,876	828,875	1	100%
Government Transfers	2,411,000	419,525	1,991,475	575%
Investment Income	74,176	29,000	45,176	256%
Internal Recoveries	484,133	481,865	2,268	100%
Other Revenue	44,038	4,203	39,835	1048%
Total Revenues	3,842,225	1,811,970	2,030,255	212%
Expenses				
Administration	374,770	374,770	0	100%
Wages and Benefits	958,528	981,614	(23,086)	98%
Operating	358,765	305,432	53,333	117%
Amortization of Tangible Capital Assets	7,263	29,290	(22,027)	25%
Total Expenses	1,699,331	1,691,106	8,225	100%
Other				
Capital Expenditures (Excluding Wages)	0	59,825	(59,825)	0%
Transfer to/(from) Reserves	(134,654)	(160,873)	26,219	84%
Transfer to/(from) Appropriated Surplus	2,256,404	251,200	2,005,204	898%
Unfunded Amortization	(7,263)	(29,290)	22,027	25%
Total Other	2,114,489	120,864	1,993,625	1749%
110 General Government Surplus/(Deficit)	28,405	0	28,405	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

111 Asset Management

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Internal Recoveries	136,337	136,337	0	100%
Total Revenues	136,338	136,338	0	100%
Expenses				
Wages and Benefits	125,680	125,255	425	100%
Operating	367	11,082	(10,715)	3%
Amortization of Tangible Capital Assets	9,921	19,842	(9,921)	50%
Total Expenses	135,969	156,180	(20,211)	87%
Other				
Transfer to/(from) Reserves	0	0	0	
Unfunded Amortization	(9,921)	(19,842)	9,921	50%
Total Other	(9,921)	(19,842)	9,921	50%
111 Asset Management Surplus/(Deficit)	10,290	0	10,290	



Budget Version: Amended Budget
 From Period: 202301
 To Period: 202306
 Service *

113 Finance

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Internal Recoveries	627,182	627,182	0	100%
Other Revenue	843	0	843	
Total Revenues	628,023	627,180	843	100%
Expenses				
Wages and Benefits	548,977	592,849	(43,872)	93%
Operating	75,526	96,833	(21,307)	78%
Amortization of Tangible Capital Assets	0	87,439	(87,439)	0%
Total Expenses	624,509	777,120	(152,611)	80%
Other				
Transfer to/(from) Reserves	(50,000)	(62,500)	12,500	80%
Unfunded Amortization	0	(87,439)	87,439	0%
Total Other	(49,998)	(149,940)	99,942	33%
113 Finance Surplus/(Deficit)	53,512	0	53,512	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

114 Administration Office

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Investment Income	43,271	43,271	0	100%
Internal Recoveries	261,323	261,323	0	100%
Total Revenues	304,596	304,596	0	100%
Expenses				
Wages and Benefits	7,473	25,124	(17,651)	30%
Operating	151,166	139,612	11,554	108%
Debt Charges - Interest	72,029	72,029	0	100%
Amortization of Tangible Capital Assets	51,859	53,912	(2,053)	96%
Total Expenses	282,523	290,676	(8,153)	97%
Other				
Capital Expenditures (Excluding Wages)	0	12,500	(12,500)	0%
Debt Principal Repayment	92,837	92,838	(1)	100%
Transfer to/(from) Reserves	10,000	(2,500)	12,500	-400%
Transfer to/(from) Appropriated Surplus	(28,251)	(35,010)	6,759	81%
Unfunded Amortization	(51,859)	(53,912)	2,053	96%
Total Other	22,732	13,914	8,818	163%
114 Administration Office Surplus/(Deficit)	(659)	0	(659)	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

115 Human Resources

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Internal Recoveries	383,015	383,015	0	100%
Other Revenue	6,080	0	6,080	
Total Revenues	389,096	383,016	6,080	102%
Expenses				
Wages and Benefits	334,631	341,918	(7,287)	98%
Operating	81,109	67,096	14,013	121%
Amortization of Tangible Capital Assets	0	14,835	(14,835)	0%
Total Expenses	415,744	423,852	(8,108)	98%
Other				
Transfer to/(from) Reserves	(20,000)	(26,000)	6,000	77%
Unfunded Amortization	0	(14,835)	14,835	0%
Total Other	(19,998)	(40,836)	20,838	49%
115 Human Resources Surplus/(Deficit)	(6,650)	0	(6,650)	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

116 Purchasing & Risk Management

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Internal Recoveries	226,556	226,556	0	100%
Total Revenues	226,554	226,554	0	100%
Expenses				
Wages and Benefits	197,270	206,673	(9,403)	95%
Operating	4,626	19,882	(15,256)	23%
Total Expenses	201,896	226,560	(24,664)	89%
116 Purchasing & Risk Management Surplus/(Deficit)	24,658	0	24,658	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

117 Information Services

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Internal Recoveries	736,630	736,630	0	100%
Total Revenues	736,632	736,632	0	100%
Expenses				
Wages and Benefits	361,325	418,778	(57,453)	86%
Operating	203,040	325,058	(122,018)	62%
Debt Charges - Interest	0	0	0	
Amortization of Tangible Capital Assets	76,070	66,228	9,842	115%
Total Expenses	640,439	810,060	(169,621)	79%
Other				
Capital Expenditures (Excluding Wages)	65,448	86,336	(20,888)	76%
Proceeds from Long Term Debt	0	0	0	
Debt Principal Repayment	0	0	0	
Transfer to/(from) Reserves	(7,359)	(46,582)	39,223	16%
Transfer to/(from) Appropriated Surplus	(11,686)	(46,961)	35,275	25%
Transfer to/(from) Other Funds	(300)	0	(300)	
Unfunded Amortization	(76,070)	(66,228)	(9,842)	115%
Total Other	(29,967)	(73,440)	43,473	41%
117 Information Services Surplus/(Deficit)	126,160	0	126,160	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

118 SCRHD Administration

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Other Revenue	17,812	17,812	0	100%
Total Revenues	17,812	17,814	(2)	100%
Expenses				
Administration	4,062	4,062	0	100%
Wages and Benefits	11,919	26,269	(14,350)	45%
Operating	5,584	4,480	1,104	125%
Total Expenses	21,567	34,812	(13,245)	62%
Other				
Prior Year (Surplus)/Deficit	(17,000)	(17,000)	0	100%
Total Other	(17,000)	(16,998)	(2)	100%
118 SCRHD Administration Surplus/(Deficit)	13,245	0	13,245	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

121 Grants in Aid - Area A

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	21,878	21,878	0	100%
Total Revenues	21,876	21,876	0	100%
Expenses				
Administration	1,446	1,446	0	100%
Wages and Benefits	275	424	(149)	65%
Operating	5,300	21,036	(15,736)	25%
Total Expenses	7,022	22,908	(15,886)	31%
Other				
Prior Year (Surplus)/Deficit	(1,028)	(1,028)	0	100%
Total Other	(1,028)	(1,026)	(2)	100%
121 Grants in Aid - Area A Surplus/(Deficit)	15,882	0	15,882	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

122 Grants in Aid - Area B

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	16,692	16,692	0	100%
Total Revenues	16,692	16,692	0	100%
Expenses				
Administration	1,090	1,090	0	100%
Wages and Benefits	275	424	(149)	65%
Operating	1,390	15,312	(13,922)	9%
Total Expenses	2,758	16,830	(14,072)	16%
Other				
Prior Year (Surplus)/Deficit	(135)	(135)	0	100%
Total Other	(135)	(138)	3	98%
122 Grants in Aid - Area B Surplus/(Deficit)	14,069	0	14,069	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

123 Grants in Aid - Area E & F

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	2,605	2,605	0	100%
Total Revenues	2,604	2,604	0	100%
Expenses				
Administration	180	180	0	100%
Wages and Benefits	275	424	(149)	65%
Operating	0	3,779	(3,779)	0%
Total Expenses	455	4,386	(3,931)	10%
Other				
Prior Year (Surplus)/Deficit	(1,779)	(1,779)	0	100%
Total Other	(1,779)	(1,776)	(3)	100%
123 Grants in Aid - Area E & F Surplus/(Deficit)	3,928	0	3,928	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

125 Grants in Aid - Community Schools

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	5,528	5,528	0	100%
Total Revenues	5,526	5,526	0	100%
Expenses				
Administration	365	365	0	100%
Wages and Benefits	112	424	(312)	26%
Operating	0	5,000	(5,000)	0%
Total Expenses	478	5,790	(5,312)	8%
Other				
Prior Year (Surplus)/Deficit	(262)	(261)	(1)	100%
Total Other	(262)	(264)	2	99%
125 Grants in Aid - Community Schools Surplus/ (Deficit)	5,310	0	5,310	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

126 Greater Gibsons Community Participation

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	5,825	5,825	0	100%
Total Revenues	5,826	5,826	0	100%
Expenses				
Administration	401	401	0	100%
Wages and Benefits	252	424	(172)	59%
Operating	0	5,792	(5,792)	0%
Total Expenses	654	6,618	(5,964)	10%
Other				
Prior Year (Surplus)/Deficit	(791)	(792)	1	100%
Total Other	(791)	(792)	1	100%
126 Greater Gibsons Community Participation Surplus/ (Deficit)	5,963	0	5,963	



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127 Grants in Aid - Area D

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	19,219	19,219	0	100%
Total Revenues	19,218	19,218	0	100%
Expenses				
Administration	1,215	1,215	0	100%
Wages and Benefits	275	424	(149)	65%
Operating	3,990	18,620	(14,630)	21%
Total Expenses	5,484	20,262	(14,778)	27%
Other				
Prior Year (Surplus)/Deficit	(1,041)	(1,041)	0	100%
Total Other	(1,041)	(1,038)	(3)	100%
127 Grants in Aid - Area D Surplus/(Deficit)	14,775	0	14,775	



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128 Grants In Aid - Area E

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	14,333	14,333	0	100%
Total Revenues	14,334	14,334	0	100%
Expenses				
Administration	989	989	0	100%
Wages and Benefits	275	424	(149)	65%
Operating	1,490	14,892	(13,402)	10%
Total Expenses	2,756	16,308	(13,552)	17%
Other				
Prior Year (Surplus)/Deficit	(1,972)	(1,972)	0	100%
Total Other	(1,972)	(1,974)	2	100%
128 Grants In Aid - Area E Surplus/(Deficit)	13,550	0	13,550	



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129 Grants In Aid - Area F

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	14,192	14,192	0	100%
Total Revenues	14,190	14,190	0	100%
Expenses				
Administration	1,032	1,032	0	100%
Wages and Benefits	275	424	(149)	65%
Operating	1,240	15,392	(14,152)	8%
Total Expenses	2,548	16,848	(14,300)	15%
Other				
Prior Year (Surplus)/Deficit	(2,656)	(2,656)	0	100%
Total Other	(2,656)	(2,658)	2	100%
129 Grants In Aid - Area F Surplus/(Deficit)	14,298	0	14,298	



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130 Electoral Area Services - UBCM/AVICC					
Revenues		Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions		89,555	89,555	0	100%
Total Revenues		89,556	89,556	0	100%
Expenses					
Administration		4,281	4,281	0	100%
Wages and Benefits		57,773	67,641	(9,868)	85%
Operating		23,957	17,633	6,324	136%
Total Expenses		86,010	89,556	(3,546)	96%
130	Electoral Area Services - UBCM/AVICC Surplus/ (Deficit)	3,546	0	3,546	



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131 Electoral Area Services - Elections

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	7,000	7,000	0	100%
Other Revenue	0	0	0	
Total Revenues	7,002	7,002	0	100%
Expenses				
Administration	0	0	0	
Wages and Benefits	0	0	0	
Operating	0	0	0	
Total Expenses	0	0	0	
Other				
Transfer to/(from) Reserves	7,000	7,000	0	100%
Total Other	7,002	7,002	0	100%
131 Electoral Area Services - Elections Surplus/ (Deficit)	0	0	0	



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135 Corporate Sustainability Services

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Internal Recoveries	27,905	27,905	0	100%
Total Revenues	27,906	27,906	0	100%
Expenses				
Wages and Benefits	25,881	22,714	3,167	114%
Operating	499	12,690	(12,191)	4%
Amortization of Tangible Capital Assets	0	1,434	(1,434)	0%
Total Expenses	26,381	36,840	(10,459)	72%
Other				
Transfer to/(from) Reserves	0	(7,500)	7,500	0%
Unfunded Amortization	0	(1,434)	1,434	0%
Total Other	0	(8,934)	8,934	0%
135 Corporate Sustainability Services Surplus/(Deficit)	1,525	0	1,525	



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136 Regional Sustainability Services

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	82,685	82,685	0	100%
Government Transfers	0	255,000	(255,000)	0%
Total Revenues	82,686	337,686	(255,000)	24%
Expenses				
Administration	8,647	8,647	0	100%
Wages and Benefits	62,475	67,720	(5,245)	92%
Operating	16,612	279,663	(263,051)	6%
Total Expenses	87,734	356,028	(268,294)	25%
Other				
Transfer to/(from) Reserves	(10,262)	(14,595)	4,333	70%
Transfer to/(from) Appropriated Surplus	(6,350)	(3,750)	(2,600)	169%
Total Other	(16,612)	(18,348)	1,736	91%
136 Regional Sustainability Services Surplus/(Deficit)	11,564	0	11,564	



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140 Member Municipality Debt				
Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Member Municipality Debt	791,288	696,384	94,904	114%
Total Revenues	791,287	696,384	94,903	114%
Expenses				
Debt Charges Member Municipalities	791,288	696,384	94,904	114%
Debt Charges - Interest	0	0	0	
Total Expenses	791,287	696,384	94,903	114%
140 Member Municipality Debt Surplus/(Deficit)	0	0	0	



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150 Feasibility Studies - Regional

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	(21,660)	(21,660)	0	100%
Government Transfers	0	0	0	
Total Revenues	(21,660)	(21,660)	0	100%
Expenses				
Administration	2,300	2,300	0	100%
Wages and Benefits	0	0	0	
Operating	0	0	0	
Total Expenses	2,298	2,298	0	100%
Other				
Transfer to/(from) Appropriated Surplus	(23,960)	(23,960)	0	100%
Prior Year (Surplus)/Deficit	0	0	0	
Total Other	(23,960)	(23,958)	(2)	100%
150 Feasibility Studies - Regional Surplus/(Deficit)	2	0	2	



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152 Feasibility Studies - Area B

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	(39)	(39)	0	100%
Total Revenues	(42)	(42)	0	100%
Expenses				
Operating	0	0	0	
Total Expenses	0	0	0	
Other				
Transfer to/(from) Reserves	0	0	0	
Prior Year (Surplus)/Deficit	(39)	(39)	0	100%
Total Other	(39)	(42)	3	93%
152 Feasibility Studies - Area B Surplus/(Deficit)	(3)	0	(3)	



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153 Feasibility Studies - Area D

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	(39)	(39)	0	100%
Total Revenues	(42)	(42)	0	100%
Expenses				
Operating	0	0	0	
Total Expenses	0	0	0	
Other				
Transfer to/(from) Reserves	0	0	0	
Prior Year (Surplus)/Deficit	(39)	(39)	0	100%
Total Other	(39)	(42)	3	93%
153 Feasibility Studies - Area D Surplus/(Deficit)	(3)	0	(3)	



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155 Feasibility Studies - Area F				
Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	3,590	4,839	(1,249)	74%
Total Revenues	3,588	4,842	(1,254)	74%
Expenses				
Wages and Benefits	0	3,589	(3,589)	0%
Operating	0	1,250	(1,250)	0%
Total Expenses	0	4,836	(4,836)	0%
155 Feasibility Studies - Area F Surplus/(Deficit)	3,588	0	3,588	



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200 Bylaw Enforcement

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	232,516	232,516	0	100%
User Fees & Service Charges	1,165	257	908	453%
Total Revenues	233,683	232,776	907	100%
Expenses				
Administration	31,061	31,061	0	100%
Wages and Benefits	158,109	174,957	(16,848)	90%
Operating	16,148	44,506	(28,358)	36%
Amortization of Tangible Capital Assets	3,219	2,837	382	113%
Total Expenses	208,546	253,362	(44,816)	82%
Other				
Capital Expenditures (Excluding Wages)	0	0	0	
Transfer to/(from) Reserves	0	(17,500)	17,500	0%
Transfer to/(from) Other Funds	(500)	(250)	(250)	200%
Unfunded Amortization	(3,219)	(2,837)	(382)	113%
Total Other	(3,722)	(20,592)	16,870	18%
200 Bylaw Enforcement Surplus/(Deficit)	28,859	0	28,859	



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204 Halfmoon Bay Smoke Control

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	0	0	0	
User Fees & Service Charges	100	0	100	
Total Revenues	100	0	100	
Expenses				
Administration	76	76	0	100%
Wages and Benefits	0	486	(486)	0%
Operating	64	0	64	
Total Expenses	142	564	(422)	25%
Other				
Transfer to/(from) Reserves	(562)	(562)	0	100%
Total Other	(564)	(564)	0	100%
204 Halfmoon Bay Smoke Control Surplus/(Deficit)	522	0	522	



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206 Roberts Creek Smoke Control

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	0	0	0	
Total Revenues	0	0	0	
Expenses				
Administration	75	75	0	100%
Wages and Benefits	0	486	(486)	0%
Total Expenses	78	564	(486)	14%
Other				
Transfer to/(from) Reserves	(562)	(561)	(1)	100%
Total Other	(564)	(564)	0	100%
206 Roberts Creek Smoke Control Surplus/(Deficit)	486	0	486	



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210 Gibsons & District Fire Protection

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	751,038	751,037	1	100%
Government Transfers	4,200	15,000	(10,800)	28%
Other Revenue	47,943	0	47,943	
Total Revenues	803,181	766,038	37,143	105%
Expenses				
Administration	69,668	69,668	0	100%
Wages and Benefits	349,686	338,445	11,241	103%
Operating	323,516	211,530	111,986	153%
Debt Charges - Interest	6,631	10,138	(3,507)	65%
Amortization of Tangible Capital Assets	99,485	76,637	22,848	130%
Total Expenses	848,990	706,422	142,568	120%
Other				
Capital Expenditures (Excluding Wages)	137,063	489,992	(352,929)	28%
Proceeds from Long Term Debt	0	(292,500)	292,500	0%
Debt Principal Repayment	27,459	41,795	(14,336)	66%
Transfer to/(from) Reserves	(23,700)	(84,462)	60,762	28%
Transfer to/(from) Appropriated Surplus	0	0	0	
Transfer to/(from) Other Funds	(17,087)	(18,569)	1,482	92%
Unfunded Amortization	(99,485)	(76,637)	(22,848)	130%
Total Other	24,250	59,616	(35,366)	41%
210 Gibsons & District Fire Protection Surplus/(Deficit)	(70,059)	0	(70,059)	



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212 Roberts Creek Fire Protection

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	394,128	394,128	0	100%
Government Transfers	18,920	15,000	3,920	126%
Other Revenue	38,826	0	38,826	
Total Revenues	451,874	409,128	42,746	110%
Expenses				
Administration	40,295	40,295	0	100%
Wages and Benefits	131,346	132,182	(836)	99%
Operating	186,326	137,764	48,562	135%
Debt Charges - Interest	3,122	3,574	(452)	87%
Amortization of Tangible Capital Assets	56,182	35,350	20,832	159%
Total Expenses	417,279	349,170	68,109	120%
Other				
Capital Expenditures (Excluding Wages)	5,963	13,071	(7,108)	46%
Proceeds from Long Term Debt	0	0	0	
Debt Principal Repayment	12,618	15,314	(2,696)	82%
Transfer to/(from) Reserves	87,967	66,929	21,038	131%
Transfer to/(from) Appropriated Surplus	0	0	0	
Unfunded Amortization	(56,182)	(35,350)	(20,832)	159%
Total Other	50,361	59,964	(9,603)	84%
212 Roberts Creek Fire Protection Surplus/(Deficit)	(15,766)	0	(15,766)	



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216 Halfmoon Bay Fire Protection

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	412,724	412,724	0	100%
Government Transfers	5,416	15,000	(9,584)	36%
User Fees & Service Charges	200	0	200	
Gain on Disposal of Tangible Assets	5,000	0	5,000	
Other Revenue	44,284	0	44,284	
Total Revenues	467,622	427,722	39,900	109%
Expenses				
Administration	30,313	30,313	0	100%
Wages and Benefits	126,880	141,908	(15,028)	89%
Operating	176,297	248,974	(72,677)	71%
Debt Charges - Interest	2,954	7,298	(4,344)	40%
Amortization of Tangible Capital Assets	41,113	23,649	17,464	174%
Total Expenses	377,554	452,142	(74,588)	84%
Other				
Capital Expenditures (Excluding Wages)	288,914	461,035	(172,121)	63%
Proceeds from Sale of TCA	(5,000)	0	(5,000)	
Proceeds from Long Term Debt	0	(399,550)	399,550	0%
Debt Principal Repayment	11,647	29,245	(17,598)	40%
Transfer to/(from) Reserves	(69,536)	(116,974)	47,438	59%
Transfer to/(from) Appropriated Surplus	0	0	0	
Transfer to/(from) Other Funds	(116,378)	25,474	(141,852)	-457%
Transfer to/(from) Accumulated Surplus	5,000	0	5,000	
Unfunded Amortization	(41,113)	(23,649)	(17,464)	174%
Total Other	73,533	(24,426)	97,959	-301%
216 Halfmoon Bay Fire Protection Surplus/(Deficit)	16,535	0	16,535	



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218 Egmont Fire Protection

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	111,356	111,356	0	100%
Government Transfers	0	15,000	(15,000)	0%
Investment Income	1,466	1,466	0	100%
Total Revenues	112,818	127,818	(15,000)	88%
Expenses				
Administration	11,133	11,133	0	100%
Wages and Benefits	39,929	51,078	(11,149)	78%
Operating	40,197	55,025	(14,828)	73%
Debt Charges - Interest	2,440	2,440	0	100%
Amortization of Tangible Capital Assets	7,207	9,910	(2,703)	73%
Total Expenses	100,908	129,594	(28,686)	78%
Other				
Capital Expenditures (Excluding Wages)	0	0	0	
Debt Principal Repayment	3,145	3,146	(1)	100%
Transfer to/(from) Reserves	(5,000)	0	(5,000)	
Transfer to/(from) Other Funds	10,000	5,000	5,000	200%
Deficit Required Revenue	0	0	0	
Unfunded Amortization	(7,207)	(9,910)	2,703	73%
Total Other	936	(1,770)	2,706	-53%
218 Egmont Fire Protection Surplus/(Deficit)	10,974	0	10,974	



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220 Emergency Telephone - 911

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	214,817	214,817	0	100%
User Fees & Service Charges	2,700	0	2,700	
Other Revenue	7,500	2,700	4,800	278%
Total Revenues	225,018	217,518	7,500	103%
Expenses				
Administration	19,250	19,250	0	100%
Wages and Benefits	8,654	11,558	(2,904)	75%
Operating	119,865	133,324	(13,459)	90%
Amortization of Tangible Capital Assets	33,768	33,768	0	100%
Total Expenses	181,533	197,898	(16,365)	92%
Other				
Capital Expenditures (Excluding Wages)	18,858	190,085	(171,227)	10%
Transfer to/(from) Reserves	36,042	(136,700)	172,742	-26%
Unfunded Amortization	(33,768)	(33,768)	0	100%
Total Other	21,132	19,620	1,512	108%
220 Emergency Telephone - 911 Surplus/(Deficit)	22,353	0	22,353	



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222 Sunshine Coast Emergency Planning

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	213,047	238,047	(25,000)	89%
Government Transfers	58,708	255,430	(196,722)	23%
Total Revenues	271,756	493,482	(221,726)	55%
Expenses				
Administration	39,312	39,312	0	100%
Wages and Benefits	136,325	184,275	(47,950)	74%
Operating	94,123	272,580	(178,457)	35%
Amortization of Tangible Capital Assets	5,690	3,417	2,273	167%
Total Expenses	275,450	499,584	(224,134)	55%
Other				
Transfer to/(from) Reserves	12,281	(2,690)	14,971	-457%
Prior Year (Surplus)/Deficit	0	0	0	
Unfunded Amortization	(5,690)	(3,417)	(2,273)	167%
Total Other	6,591	(6,102)	12,693	-108%
222 Sunshine Coast Emergency Planning Surplus/ (Deficit)	(10,285)	0	(10,285)	



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290 Animal Control

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	25,706	25,706	0	100%
User Fees & Service Charges	26,284	16,244	10,040	162%
Total Revenues	51,988	41,946	10,042	124%
Expenses				
Administration	8,507	8,507	0	100%
Wages and Benefits	12,973	22,967	(9,994)	56%
Operating	7,074	10,475	(3,401)	68%
Amortization of Tangible Capital Assets	0	2,168	(2,168)	0%
Total Expenses	28,553	44,118	(15,565)	65%
Other				
Transfer to/(from) Reserves	0	0	0	
Unfunded Amortization	0	(2,168)	2,168	0%
Total Other	0	(2,166)	2,166	0%
290 Animal Control Surplus/(Deficit)	23,435	0	23,435	



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291 Keats Island Dog Control

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	138	138	0	100%
User Fees & Service Charges	0	175	(175)	0%
Total Revenues	138	312	(174)	44%
Expenses				
Administration	116	116	0	100%
Wages and Benefits	0	707	(707)	0%
Operating	0	650	(650)	0%
Total Expenses	114	1,470	(1,356)	8%
Other				
Prior Year (Surplus)/Deficit	(1,160)	(1,160)	0	100%
Total Other	(1,160)	(1,158)	(2)	100%
291 Keats Island Dog Control Surplus/(Deficit)	1,184	0	1,184	



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310 Public Transit

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	1,694,735	1,694,735	0	100%
Government Transfers	913,954	1,163,093	(249,139)	79%
User Fees & Service Charges	414,683	334,256	80,427	124%
Other Revenue	7,233	1,002	6,231	722%
Total Revenues	3,030,605	3,193,086	(162,481)	95%
Expenses				
Administration	298,755	298,755	0	100%
Wages and Benefits	1,534,413	1,516,449	17,964	101%
Operating	1,242,407	1,526,982	(284,575)	81%
Amortization of Tangible Capital Assets	9,901	17,303	(7,402)	57%
Total Expenses	3,085,474	3,359,484	(274,010)	92%
Other				
Capital Expenditures (Excluding Wages)	0	5,426	(5,426)	0%
Transfer to/(from) Reserves	(150,000)	(159,282)	9,282	94%
Transfer to/(from) Appropriated Surplus	0	0	0	
Transfer to/(from) Other Funds	0	4,756	(4,756)	0%
Unfunded Amortization	(9,901)	(17,303)	7,402	57%
Total Other	(159,900)	(166,404)	6,504	96%
310 Public Transit Surplus/(Deficit)	105,031	0	105,031	



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312 Fleet Maintenance

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	0	0	0	
Investment Income	5,966	5,966	0	100%
Internal Recoveries	1,038,531	872,756	165,775	119%
Other Revenue	4,938	4,550	388	109%
Total Revenues	1,049,432	883,266	166,166	119%
Expenses				
Administration	32,777	32,777	0	100%
Wages and Benefits	358,558	376,637	(18,079)	95%
Operating	632,686	485,384	147,302	130%
Debt Charges - Interest	9,931	12,173	(2,242)	82%
Amortization of Tangible Capital Assets	17,815	18,303	(488)	97%
Total Expenses	1,051,769	925,278	126,491	114%
Other				
Capital Expenditures (Excluding Wages)	0	93,426	(93,426)	0%
Proceeds from Long Term Debt	0	(81,000)	81,000	0%
Debt Principal Repayment	12,800	21,243	(8,443)	60%
Transfer to/(from) Reserves	(1,751)	(59,472)	57,721	3%
Transfer to/(from) Other Funds	0	2,105	(2,105)	0%
Unfunded Amortization	(17,815)	(18,303)	488	97%
Total Other	(6,767)	(42,000)	35,233	16%
312 Fleet Maintenance Surplus/(Deficit)	4,430	0	4,430	



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Service *

313 Building Maintenance Services

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Internal Recoveries	222,892	207,403	15,489	107%
Total Revenues	222,892	207,402	15,490	107%
Expenses				
Administration	7,247	7,247	0	100%
Wages and Benefits	165,107	180,463	(15,356)	91%
Operating	10,565	19,694	(9,129)	54%
Debt Charges - Interest	0	0	0	
Amortization of Tangible Capital Assets	0	3,510	(3,510)	0%
Total Expenses	182,921	210,912	(27,991)	87%
Other				
Capital Expenditures (Excluding Wages)	0	0	0	
Proceeds from Long Term Debt	0	0	0	
Debt Principal Repayment	0	0	0	
Transfer to/(from) Reserves	0	(530)	530	0%
Transfer to/(from) Other Funds	0	530	(530)	0%
Unfunded Amortization	0	(3,510)	3,510	0%
Total Other	0	(3,510)	3,510	0%
313 Building Maintenance Services Surplus/(Deficit)	39,971	0	39,971	



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Service *

315 Mason Road Works Yard

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Government Transfers	0	6,468	(6,468)	0%
Internal Recoveries	33,180	33,181	(1)	100%
Total Revenues	33,180	39,648	(6,468)	84%
Expenses				
Wages and Benefits	0	15,482	(15,482)	0%
Operating	9,103	33,853	(24,750)	27%
Total Expenses	9,101	49,332	(40,231)	18%
Other				
Capital Expenditures (Excluding Wages)	0	22,500	(22,500)	0%
Transfer to/(from) Other Funds	0	(29,885)	29,885	0%
Prior Year (Surplus)/Deficit	(2,302)	(2,301)	(1)	100%
Total Other	(2,302)	(9,690)	7,388	24%
315 Mason Road Works Yard Surplus/(Deficit)	26,381	0	26,381	



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Service *

320 Regional Street Lighting

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	21,454	21,454	0	100%
Total Revenues	21,456	21,456	0	100%
Expenses				
Administration	1,935	1,935	0	100%
Wages and Benefits	447	2,769	(2,322)	16%
Operating	16,326	20,166	(3,840)	81%
Total Expenses	18,706	24,864	(6,158)	75%
Other				
Prior Year (Surplus)/Deficit	(3,414)	(3,414)	0	100%
Total Other	(3,414)	(3,414)	0	100%
320 Regional Street Lighting Surplus/(Deficit)	6,164	0	6,164	



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 Service *

322 Langdale Street Lighting

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	1,253	1,252	1	100%
Total Revenues	1,254	1,254	0	100%
Expenses				
Administration	87	87	0	100%
Operating	1,281	1,324	(43)	97%
Total Expenses	1,370	1,416	(46)	97%
Other				
Prior Year (Surplus)/Deficit	(159)	(159)	0	100%
Total Other	(159)	(162)	3	98%
322 Langdale Street Lighting Surplus/(Deficit)	43	0	43	



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Service *

324 Granthams Street Lighting

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	1,361	1,360	1	100%
Total Revenues	1,362	1,362	0	100%
Expenses				
Administration	87	87	0	100%
Operating	1,281	1,324	(43)	97%
Total Expenses	1,370	1,416	(46)	97%
Other				
Prior Year (Surplus)/Deficit	(51)	(51)	0	100%
Total Other	(51)	(54)	3	94%
324 Granthams Street Lighting Surplus/(Deficit)	43	0	43	



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Service *

326 Veterans Street Lighting

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	272	272	0	100%
Total Revenues	270	270	0	100%
Expenses				
Administration	18	18	0	100%
Operating	256	265	(9)	97%
Total Expenses	273	282	(9)	97%
Other				
Prior Year (Surplus)/Deficit	(10)	(11)	1	91%
Total Other	(10)	0	(10)	
326 Veterans Street Lighting Surplus/(Deficit)	7	0	7	



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Service *

328 Spruce Street Lighting

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	137	136	1	101%
Total Revenues	138	138	0	100%
Expenses				
Administration	9	9	0	100%
Operating	128	133	(5)	96%
Total Expenses	139	144	(5)	97%
Other				
Prior Year (Surplus)/Deficit	(5)	(6)	1	83%
Total Other	(5)	0	(5)	
328 Spruce Street Lighting Surplus/(Deficit)	4	0	4	



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Service *

330 Woodcreek Street Lighting

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	1,260	1,260	0	100%
Total Revenues	1,260	1,260	0	100%
Expenses				
Administration	72	72	0	100%
Operating	948	1,083	(135)	88%
Total Expenses	1,020	1,158	(138)	88%
Other				
Prior Year (Surplus)/Deficit	105	105	0	100%
Total Other	105	108	(3)	97%
330 Woodcreek Street Lighting Surplus/(Deficit)	135	0	135	



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Service *

332 Fircrest Street Lighting

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	291	291	0	100%
Total Revenues	294	294	0	100%
Expenses				
Administration	37	37	0	100%
Operating	256	565	(309)	45%
Total Expenses	291	600	(309)	49%
Other				
Prior Year (Surplus)/Deficit	(311)	(311)	0	100%
Total Other	(311)	(312)	1	100%
332 Fircrest Street Lighting Surplus/(Deficit)	314	0	314	



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Service *

334 Hydaway Street Lighting

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	137	136	1	101%
Total Revenues	138	138	0	100%
Expenses				
Administration	9	9	0	100%
Operating	128	133	(5)	96%
Total Expenses	139	144	(5)	97%
Other				
Prior Year (Surplus)/Deficit	(5)	(6)	1	83%
Total Other	(5)	0	(5)	
334 Hydaway Street Lighting Surplus/(Deficit)	4	0	4	



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Service *

336 Sunnyside Street Lighting

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	544	544	0	100%
Total Revenues	546	546	0	100%
Expenses				
Administration	35	35	0	100%
Operating	512	529	(17)	97%
Total Expenses	549	564	(15)	97%
Other				
Prior Year (Surplus)/Deficit	(20)	(20)	0	100%
Total Other	(20)	(18)	(2)	111%
336 Sunnyside Street Lighting Surplus/(Deficit)	17	0	17	



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Service *

340 Burns Road Street Lighting

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	183	182	1	101%
Total Revenues	180	180	0	100%
Expenses				
Administration	8	8	0	100%
Operating	256	120	136	213%
Total Expenses	261	126	135	207%
Other				
Prior Year (Surplus)/Deficit	54	54	0	100%
Total Other	54	54	0	100%
340 Burns Road Street Lighting Surplus/(Deficit)	(135)	0	(135)	



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Service *

342 Stewart Road Street Lighting

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	272	272	0	100%
Total Revenues	270	270	0	100%
Expenses				
Administration	18	18	0	100%
Operating	256	265	(9)	97%
Total Expenses	273	282	(9)	97%
Other				
Prior Year (Surplus)/Deficit	(10)	(11)	1	91%
Total Other	(10)	0	(10)	
342 Stewart Road Street Lighting Surplus/(Deficit)	7	0	7	



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Service *

345 Ports Services

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	405,777	405,778	(1)	100%
Other Revenue	7,094	1,332	5,762	533%
Total Revenues	412,874	407,112	5,762	101%
Expenses				
Administration	22,478	22,478	0	100%
Wages and Benefits	52,967	60,922	(7,955)	87%
Operating	87,988	167,807	(79,819)	52%
Debt Charges - Interest	0	0	0	
Amortization of Tangible Capital Assets	63,537	39,361	24,176	161%
Total Expenses	226,966	290,568	(63,602)	78%
Other				
Capital Expenditures (Excluding Wages)	274	583,499	(583,225)	0%
Debt Principal Repayment	0	45,000	(45,000)	0%
Transfer to/(from) Reserves	171,962	(295,963)	467,925	-58%
Transfer to/(from) Other Funds	0	(176,633)	176,633	0%
Unfunded Amortization	(63,537)	(39,361)	(24,176)	161%
Total Other	108,702	116,544	(7,842)	93%
345 Ports Services Surplus/(Deficit)	77,206	0	77,206	



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Service *

346 Langdale Dock				
Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	16,752	16,751	1	100%
Total Revenues	16,752	16,752	0	100%
Expenses				
Administration	1,037	1,037	0	100%
Operating	31,429	15,714	15,715	200%
Total Expenses	32,467	16,752	15,715	194%
346 Langdale Dock Surplus/(Deficit)	(15,715)	0	(15,715)	



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Service *

350 Regional Solid Waste

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	2,370,678	2,423,240	(52,562)	98%
User Fees & Service Charges	1,374,969	1,436,908	(61,939)	96%
Investment Income	72	0	72	
Other Revenue	234,950	136,060	98,890	173%
Total Revenues	3,980,673	3,996,210	(15,537)	100%
Expenses				
Administration	336,930	336,930	0	100%
Wages and Benefits	664,399	714,862	(50,463)	93%
Operating	1,909,361	2,692,662	(783,301)	71%
Debt Charges - Interest	0	3,684	(3,684)	0%
Amortization of Tangible Capital Assets	43,364	27,131	16,233	160%
Total Expenses	2,954,060	3,775,272	(821,212)	78%
Other				
Capital Expenditures (Excluding Wages)	15,382	564,572	(549,190)	3%
Landfill Closure & Post Closure Expenditures	0	1,250,000	(1,250,000)	0%
Proceeds from Long Term Debt	(29,633)	(532,000)	502,367	6%
Debt Principal Repayment	159,612	200,063	(40,451)	80%
Transfer to/(from) Reserves	(28,947)	(381,696)	352,749	8%
Transfer to/(from) Other Funds	(99,057)	(52,870)	(46,187)	187%
Prior Year (Surplus)/Deficit	0	0	0	
Unfunded Amortization	(43,364)	(27,131)	(16,233)	160%
Transfer (to)/from Unfunded Liability	450,000	(800,000)	1,250,000	-56%
Total Other	423,989	220,932	203,057	192%
350 Regional Solid Waste Surplus/(Deficit)	602,624	0	602,624	



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Service *

355 Refuse Collection

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
User Fees & Service Charges	606,936	614,303	(7,367)	99%
Other Revenue	0	0	0	
Total Revenues	606,937	614,304	(7,367)	99%
Expenses				
Administration	51,993	51,993	0	100%
Wages and Benefits	6,562	27,479	(20,917)	24%
Operating	497,226	534,831	(37,605)	93%
Amortization of Tangible Capital Assets	4,842	0	4,842	
Total Expenses	560,627	614,304	(53,677)	91%
Other				
Transfer to/(from) Reserves	0	0	0	
Unfunded Amortization	(4,842)	0	(4,842)	
Total Other	(4,842)	0	(4,842)	
355 Refuse Collection Surplus/(Deficit)	51,152	0	51,152	



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Service *

365 North Pender Harbour Water Service

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Frontage & Parcel Taxes	150,237	147,003	3,234	102%
User Fees & Service Charges	284,420	265,848	18,572	107%
Internal Recoveries	0	0	0	
Other Revenue	77	0	77	
Total Revenues	434,737	412,854	21,883	105%
Expenses				
Administration	29,675	29,675	0	100%
Wages and Benefits	86,889	154,392	(67,503)	56%
Operating	72,109	222,677	(150,568)	32%
Debt Charges - Interest	4,608	4,695	(87)	98%
Amortization of Tangible Capital Assets	80,883	65,234	15,649	124%
Total Expenses	274,168	476,676	(202,508)	58%
Other				
Capital Expenditures (Excluding Wages)	6,049	508,724	(502,675)	1%
Proceeds from Long Term Debt	0	0	0	
Debt Principal Repayment	14,955	16,015	(1,060)	93%
Transfer to/(from) Reserves	119,083	(78,828)	197,911	-151%
Transfer to/(from) Other Funds	0	(444,500)	444,500	0%
Unfunded Amortization	(80,883)	(65,234)	(15,649)	124%
Total Other	59,205	(63,822)	123,027	-93%
365 North Pender Harbour Water Service Surplus/ (Deficit)	101,364	0	101,364	



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Service *

366 South Pender Harbour Water Service

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Frontage & Parcel Taxes	235,290	235,505	(215)	100%
Government Transfers	0	0	0	
User Fees & Service Charges	403,558	425,012	(21,454)	95%
Investment Income	8,028	8,028	0	100%
Other Revenue	10,369	0	10,369	
Total Revenues	657,245	668,544	(11,299)	98%
Expenses				
Administration	55,823	55,823	0	100%
Wages and Benefits	200,842	253,883	(53,041)	79%
Operating	162,544	252,597	(90,053)	64%
Debt Charges - Interest	25,308	26,225	(917)	97%
Amortization of Tangible Capital Assets	164,487	149,691	14,796	110%
Total Expenses	609,000	738,222	(129,222)	82%
Other				
Capital Expenditures (Excluding Wages)	22,576	687,272	(664,696)	3%
Proceeds from Long Term Debt	0	(42,412)	42,412	0%
Debt Principal Repayment	47,374	51,219	(3,845)	92%
Transfer to/(from) Reserves	125,953	(245,965)	371,918	-51%
Transfer to/(from) Other Funds	(7,392)	(370,097)	362,705	2%
Unfunded Amortization	(164,487)	(149,691)	(14,796)	110%
Total Other	24,027	(69,678)	93,705	-34%
366 South Pender Harbour Water Service Surplus/ (Deficit)	24,218	0	24,218	



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Service *

370 Regional Water Services

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Frontage & Parcel Taxes	2,288,775	2,180,582	108,193	105%
Government Transfers	4,774	3,000,000	(2,995,226)	0%
User Fees & Service Charges	4,045,945	3,891,481	154,464	104%
Investment Income	38,346	38,346	0	100%
Developer Contributions	6,811	3,405	3,406	200%
Gain on Disposal of Tangible Assets	14,756	0	14,756	
Internal Recoveries	(229)	0	(229)	
Other Revenue	223,293	32,900	190,393	679%
Total Revenues	6,622,468	9,146,712	(2,524,244)	72%
Expenses				
Administration	560,754	560,754	0	100%
Wages and Benefits	1,970,881	2,082,098	(111,217)	95%
Operating	1,425,791	2,204,771	(778,980)	65%
Debt Charges - Interest	19,415	185,370	(165,955)	10%
Amortization of Tangible Capital Assets	877,430	823,950	53,480	106%
Total Expenses	4,854,277	5,856,942	(1,002,665)	83%
Other				
Capital Expenditures (Excluding Wages)	1,814,827	11,446,989	(9,632,162)	16%
Proceeds from Sale of TCA	(18,256)	0	(18,256)	
Proceeds from Long Term Debt	(2,801,667)	(4,488,684)	1,687,017	62%
Debt Principal Repayment	138,975	238,923	(99,948)	58%
Transfer to/(from) Reserves	1,209,225	(3,288,820)	4,498,045	-37%
Transfer to/(from) Appropriated Surplus	1,113,584	(21,174)	1,134,758	-5259%
Transfer to/(from) Other Funds	1,007,768	226,489	781,279	445%
Transfer to/(from) Accumulated Surplus	14,756	0	14,756	
Unfunded Amortization	(877,430)	(823,950)	(53,480)	106%
Total Other	1,601,781	3,289,764	(1,687,983)	49%
370 Regional Water Services Surplus/(Deficit)	166,410	0	166,410	



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Service *

381 Greaves Rd Waste Water Plant

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Frontage & Parcel Taxes	1,350	1,350	0	100%
Government Transfers	0	0	0	
User Fees & Service Charges	1,591	1,569	22	101%
Total Revenues	2,943	2,922	21	101%
Expenses				
Administration	200	200	0	100%
Wages and Benefits	1,256	1,005	251	125%
Operating	162	1,292	(1,130)	13%
Debt Charges - Interest	7	8	(1)	88%
Total Expenses	1,621	2,502	(881)	65%
Other				
Debt Principal Repayment	46	56	(10)	82%
Transfer to/(from) Reserves	1,286	358	928	359%
Total Other	1,329	414	915	321%
381 Greaves Rd Waste Water Plant Surplus/(Deficit)	(7)	0	(7)	



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Service *

382 Woodcreek Park Waste Water Plant

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Frontage & Parcel Taxes	16,425	16,425	0	100%
Government Transfers	20,470	373,163	(352,693)	5%
User Fees & Service Charges	28,838	28,560	278	101%
Other Revenue	0	0	0	
Total Revenues	65,736	418,152	(352,416)	16%
Expenses				
Administration	2,628	2,628	0	100%
Wages and Benefits	21,013	13,451	7,562	156%
Operating	6,206	15,622	(9,416)	40%
Debt Charges - Interest	63	71	(8)	89%
Amortization of Tangible Capital Assets	4,479	4,479	0	100%
Total Expenses	34,394	36,258	(1,864)	95%
Other				
Capital Expenditures (Excluding Wages)	20,470	482,417	(461,947)	4%
Proceeds from Long Term Debt	0	(49,796)	49,796	0%
Debt Principal Repayment	400	486	(86)	82%
Transfer to/(from) Reserves	15,869	(41,980)	57,849	-38%
Transfer to/(from) Other Funds	0	(4,751)	4,751	0%
Unfunded Amortization	(4,479)	(4,479)	0	100%
Total Other	32,258	381,894	(349,636)	8%
382 Woodcreek Park Waste Water Plant Surplus/ (Deficit)	(916)	0	(916)	



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 Service *

383 Sunnyside Waste Water Plant

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Frontage & Parcel Taxes	2,211	2,211	0	100%
User Fees & Service Charges	3,070	3,071	(1)	100%
Total Revenues	5,286	5,286	0	100%
Expenses				
Administration	196	196	0	100%
Wages and Benefits	153	1,106	(953)	14%
Operating	217	5,985	(5,768)	4%
Debt Charges - Interest	7	8	(1)	88%
Total Expenses	574	7,296	(6,722)	8%
Other				
Debt Principal Repayment	46	56	(10)	82%
Transfer to/(from) Reserves	3,681	(2,069)	5,750	-178%
Total Other	3,729	(2,016)	5,745	-185%
383 Sunnyside Waste Water Plant Surplus/(Deficit)	983	0	983	



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 Service *

384 Jolly Roger Waste Water Plant

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Frontage & Parcel Taxes	3,131	3,232	(101)	97%
User Fees & Service Charges	15,495	15,292	203	101%
Total Revenues	18,628	18,528	100	101%
Expenses				
Administration	1,242	1,242	0	100%
Wages and Benefits	3,612	6,257	(2,645)	58%
Operating	2,942	19,433	(16,491)	15%
Debt Charges - Interest	32	35	(3)	91%
Amortization of Tangible Capital Assets	774	647	127	120%
Total Expenses	8,606	27,618	(19,012)	31%
Other				
Capital Expenditures (Excluding Wages)	0	0	0	
Debt Principal Repayment	200	243	(43)	82%
Transfer to/(from) Reserves	3,887	(8,686)	12,573	-45%
Transfer to/(from) Other Funds	0	0	0	
Unfunded Amortization	(774)	(647)	(127)	120%
Total Other	3,314	(9,096)	12,410	-36%
384 Jolly Roger Waste Water Plant Surplus/(Deficit)	6,708	0	6,708	



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Service *

385 Secret Cove Waste Water Plant

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Frontage & Parcel Taxes	3,780	4,284	(504)	88%
User Fees & Service Charges	13,819	13,677	142	101%
Total Revenues	17,600	17,964	(364)	98%
Expenses				
Administration	1,142	1,142	0	100%
Wages and Benefits	4,184	6,329	(2,145)	66%
Operating	3,150	20,024	(16,874)	16%
Debt Charges - Interest	32	35	(3)	91%
Amortization of Tangible Capital Assets	808	690	118	117%
Total Expenses	9,317	28,218	(18,901)	33%
Other				
Capital Expenditures (Excluding Wages)	0	0	0	
Debt Principal Repayment	200	243	(43)	82%
Transfer to/(from) Reserves	4,007	(9,812)	13,819	-41%
Transfer to/(from) Other Funds	0	0	0	
Unfunded Amortization	(808)	(690)	(118)	117%
Total Other	3,398	(10,260)	13,658	-33%
385 Secret Cove Waste Water Plant Surplus/(Deficit)	4,885	0	4,885	



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 Service *

386 Lee Bay Waste Water Plant

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Frontage & Parcel Taxes	22,176	22,428	(252)	99%
User Fees & Service Charges	29,607	28,529	1,078	104%
Other Revenue	0	0	0	
Total Revenues	51,783	50,958	825	102%
Expenses				
Administration	2,493	2,493	0	100%
Wages and Benefits	8,886	9,973	(1,087)	89%
Operating	22,159	24,220	(2,061)	91%
Debt Charges - Interest	32	35	(3)	91%
Amortization of Tangible Capital Assets	4,446	699	3,747	636%
Total Expenses	38,019	37,422	597	102%
Other				
Debt Principal Repayment	200	243	(43)	82%
Transfer to/(from) Reserves	20,918	13,993	6,925	149%
Unfunded Amortization	(4,446)	(699)	(3,747)	636%
Total Other	16,676	13,536	3,140	123%
386 Lee Bay Waste Water Plant Surplus/(Deficit)	(2,912)	0	(2,912)	



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Service *

387 Square Bay Waste Water Plant

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Frontage & Parcel Taxes	12,416	12,416	0	100%
Government Transfers	0	5,000	(5,000)	0%
User Fees & Service Charges	55,323	54,443	880	102%
Investment Income	483	483	0	100%
Other Revenue	0	0	0	
Total Revenues	68,222	72,342	(4,120)	94%
Expenses				
Administration	4,400	4,400	0	100%
Wages and Benefits	14,172	23,522	(9,350)	60%
Operating	22,825	36,283	(13,458)	63%
Debt Charges - Interest	3,787	3,794	(7)	100%
Amortization of Tangible Capital Assets	21,341	4,535	16,806	471%
Total Expenses	66,527	72,528	(6,001)	92%
Other				
Capital Expenditures (Excluding Wages)	0	6,795	(6,795)	0%
Debt Principal Repayment	6,093	6,179	(86)	99%
Transfer to/(from) Reserves	13,165	(8,630)	21,795	-153%
Transfer to/(from) Other Funds	0	0	0	
Transfer to/(from) Accumulated Surplus	0	0	0	
Unfunded Amortization	(21,341)	(4,535)	(16,806)	471%
Total Other	(2,085)	(192)	(1,893)	1086%
387 Square Bay Waste Water Plant Surplus/(Deficit)	3,780	0	3,780	



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388 Langdale Waste Water Plant

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Frontage & Parcel Taxes	9,000	9,000	0	100%
User Fees & Service Charges	29,121	28,545	576	102%
Total Revenues	38,120	37,542	578	102%
Expenses				
Administration	2,261	2,261	0	100%
Wages and Benefits	11,002	11,178	(176)	98%
Operating	12,377	25,569	(13,192)	48%
Debt Charges - Interest	32	873	(841)	4%
Amortization of Tangible Capital Assets	1,882	1,882	0	100%
Total Expenses	27,561	41,766	(14,205)	66%
Other				
Capital Expenditures (Excluding Wages)	0	130,234	(130,234)	0%
Proceeds from Long Term Debt	0	(50,000)	50,000	0%
Debt Principal Repayment	200	3,576	(3,376)	6%
Transfer to/(from) Reserves	10,760	(19,240)	30,000	-56%
Transfer to/(from) Other Funds	0	(66,906)	66,906	0%
Unfunded Amortization	(1,882)	(1,882)	0	100%
Total Other	9,074	(4,218)	13,292	-215%
388 Langdale Waste Water Plant Surplus/(Deficit)	1,485	0	1,485	



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 Service *

389 Canoe Rd Waste Water Plant

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Frontage & Parcel Taxes	2,370	2,372	(2)	100%
User Fees & Service Charges	2,984	2,956	28	101%
Other Revenue	0	0	0	
Total Revenues	5,356	5,328	28	101%
Expenses				
Administration	322	322	0	100%
Wages and Benefits	1,064	1,478	(414)	72%
Operating	524	486	38	108%
Debt Charges - Interest	7	8	(1)	88%
Amortization of Tangible Capital Assets	880	0	880	
Total Expenses	2,801	2,292	509	122%
Other				
Debt Principal Repayment	46	2,001	(1,955)	2%
Transfer to/(from) Reserves	1,033	1,033	0	100%
Unfunded Amortization	(880)	0	(880)	
Total Other	195	3,036	(2,841)	6%
389 Canoe Rd Waste Water Plant Surplus/(Deficit)	2,360	0	2,360	



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 Service *

390 Merrill Crescent Waste Water Plant

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Frontage & Parcel Taxes	3,150	3,150	0	100%
Government Transfers	0	0	0	
User Fees & Service Charges	13,775	13,638	137	101%
Other Revenue	0	0	0	
Total Revenues	16,925	16,788	137	101%
Expenses				
Administration	1,050	1,050	0	100%
Wages and Benefits	5,256	4,680	576	112%
Operating	4,234	4,432	(198)	96%
Debt Charges - Interest	32	35	(3)	91%
Amortization of Tangible Capital Assets	1,024	279	745	367%
Total Expenses	11,595	10,476	1,119	111%
Other				
Debt Principal Repayment	200	1,698	(1,498)	12%
Transfer to/(from) Reserves	4,894	4,894	0	100%
Unfunded Amortization	(1,024)	(279)	(745)	367%
Total Other	4,070	6,318	(2,248)	64%
390 Merrill Crescent Waste Water Plant Surplus/ (Deficit)	1,260	0	1,260	



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 Service *

391 Curran Rd Waste Water Plant

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Frontage & Parcel Taxes	10,908	10,605	303	103%
User Fees & Service Charges	19,846	19,717	129	101%
Other Revenue	0	0	0	
Total Revenues	30,754	30,324	430	101%
Expenses				
Administration	1,933	1,933	0	100%
Wages and Benefits	9,396	8,756	640	107%
Operating	16,435	9,188	7,247	179%
Debt Charges - Interest	32	35	(3)	91%
Amortization of Tangible Capital Assets	3,131	1,662	1,469	188%
Total Expenses	30,928	21,570	9,358	143%
Other				
Capital Expenditures (Excluding Wages)	0	0	0	
Debt Principal Repayment	200	243	(43)	82%
Transfer to/(from) Reserves	10,328	10,168	160	102%
Transfer to/(from) Other Funds	0	0	0	
Unfunded Amortization	(3,131)	(1,662)	(1,469)	188%
Total Other	7,394	8,748	(1,354)	85%
391 Curran Rd Waste Water Plant Surplus/(Deficit)	(7,568)	0	(7,568)	



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Service *

392 Roberts Creek Co-Housing Treatment Plant

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Frontage & Parcel Taxes	6,975	6,975	0	100%
User Fees & Service Charges	19,627	19,330	297	102%
Total Revenues	26,606	26,310	296	101%
Expenses				
Administration	1,848	1,848	0	100%
Wages and Benefits	4,807	11,760	(6,953)	41%
Operating	8,581	6,307	2,274	136%
Debt Charges - Interest	63	71	(8)	89%
Amortization of Tangible Capital Assets	3,839	2,383	1,456	161%
Total Expenses	19,138	22,368	(3,230)	86%
Other				
Capital Expenditures (Excluding Wages)	0	0	0	
Debt Principal Repayment	400	486	(86)	82%
Transfer to/(from) Reserves	5,834	5,834	0	100%
Transfer to/(from) Other Funds	0	0	0	
Unfunded Amortization	(3,839)	(2,383)	(1,456)	161%
Total Other	2,392	3,936	(1,544)	61%
392 Roberts Creek Co-Housing Treatment Plant Surplus/(Deficit)	5,076	0	5,076	



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393 Lillies Lake Waste Water Plant

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Frontage & Parcel Taxes	3,683	3,556	127	104%
User Fees & Service Charges	13,974	13,900	74	101%
Total Revenues	17,660	17,460	200	101%
Expenses				
Administration	1,362	1,362	0	100%
Wages and Benefits	6,975	7,038	(63)	99%
Operating	5,089	7,587	(2,498)	67%
Debt Charges - Interest	32	35	(3)	91%
Amortization of Tangible Capital Assets	2,430	2,430	0	100%
Total Expenses	15,888	18,450	(2,562)	86%
Other				
Capital Expenditures (Excluding Wages)	856	13,985	(13,129)	6%
Debt Principal Repayment	200	243	(43)	82%
Transfer to/(from) Reserves	2,335	(12,794)	15,129	-18%
Unfunded Amortization	(2,430)	(2,430)	0	100%
Total Other	962	(996)	1,958	-97%
393 Lillies Lake Waste Water Plant Surplus/(Deficit)	810	0	810	



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394 Painted Boat Waste Water Plant

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Frontage & Parcel Taxes	5,808	5,456	352	106%
User Fees & Service Charges	10,946	11,238	(292)	97%
Total Revenues	16,752	16,692	60	100%
Expenses				
Administration	1,217	1,217	0	100%
Wages and Benefits	3,588	5,381	(1,793)	67%
Operating	3,993	4,136	(143)	97%
Debt Charges - Interest	32	35	(3)	91%
Amortization of Tangible Capital Assets	3,844	3,610	234	106%
Total Expenses	12,678	14,382	(1,704)	88%
Other				
Capital Expenditures (Excluding Wages)	0	0	0	
Debt Principal Repayment	200	243	(43)	82%
Transfer to/(from) Reserves	5,683	5,683	0	100%
Unfunded Amortization	(3,844)	(3,610)	(234)	106%
Total Other	2,036	2,310	(274)	88%
394 Painted Boat Waste Water Plant Surplus/(Deficit)	2,038	0	2,038	



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 Service *

395 Sakinaw Ridge Waste Water Plant

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Frontage & Parcel Taxes	12,502	12,501	1	100%
User Fees & Service Charges	7,497	7,280	217	103%
Total Revenues	19,999	19,782	217	101%
Expenses				
Administration	2,354	2,354	0	100%
Wages and Benefits	4,784	8,526	(3,742)	56%
Operating	3,740	7,688	(3,948)	49%
Debt Charges - Interest	63	70	(7)	90%
Amortization of Tangible Capital Assets	8,064	8,064	0	100%
Total Expenses	19,004	26,700	(7,696)	71%
Other				
Debt Principal Repayment	400	486	(86)	82%
Transfer to/(from) Reserves	659	659	0	100%
Transfer to/(from) Accumulated Surplus	0	0	0	
Unfunded Amortization	(8,064)	(8,064)	0	100%
Total Other	(7,004)	(6,918)	(86)	101%
395 Sakinaw Ridge Waste Water Plant Surplus/ (Deficit)	7,999	0	7,999	



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 Service *

400 Cemetery

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	65,537	68,744	(3,207)	95%
User Fees & Service Charges	23,078	30,567	(7,489)	75%
Total Revenues	88,618	99,312	(10,694)	89%
Expenses				
Administration	10,480	10,480	0	100%
Wages and Benefits	17,399	45,255	(27,856)	38%
Operating	24,099	31,544	(7,445)	76%
Amortization of Tangible Capital Assets	2,072	1,599	473	130%
Total Expenses	54,049	88,878	(34,829)	61%
Other				
Capital Expenditures (Excluding Wages)	0	297,832	(297,832)	0%
Proceeds from Long Term Debt	0	(147,400)	147,400	0%
Transfer to/(from) Reserves	9,000	(138,400)	147,400	-7%
Unfunded Amortization	(2,072)	(1,599)	(473)	130%
Total Other	6,930	10,428	(3,498)	66%
400 Cemetery Surplus/(Deficit)	27,639	0	27,639	



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 Service *

410 Pender Harbour Health Clinic

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	89,306	89,306	0	100%
Total Revenues	89,304	89,304	0	100%
Expenses				
Administration	4,286	4,286	0	100%
Operating	81,650	101,383	(19,733)	81%
Total Expenses	85,933	105,666	(19,733)	81%
Other				
Transfer to/(from) Reserves	2,500	(16,363)	18,863	-15%
Prior Year (Surplus)/Deficit	0	0	0	
Total Other	2,502	(16,362)	18,864	-15%
410 Pender Harbour Health Clinic Surplus/(Deficit)	869	0	869	



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500 Regional Planning

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Grants in Lieu of Taxes	2	0	2	
Tax Requisitions	103,443	103,442	1	100%
User Fees & Service Charges	0	215	(215)	0%
Other Revenue	26,387	55,068	(28,681)	48%
Total Revenues	129,829	158,724	(28,895)	82%
Expenses				
Administration	20,795	20,795	0	100%
Wages and Benefits	48,793	77,515	(28,722)	63%
Operating	29,367	65,415	(36,048)	45%
Total Expenses	98,954	163,722	(64,768)	60%
Other				
Transfer to/(from) Reserves	0	(5,000)	5,000	0%
Total Other	0	(4,998)	4,998	0%
500 Regional Planning Surplus/(Deficit)	30,875	0	30,875	



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504 Rural Planning Services

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	604,596	629,195	(24,599)	96%
Government Transfers	1,381	101,525	(100,144)	1%
User Fees & Service Charges	124,890	55,930	68,960	223%
Other Revenue	7,550	0	7,550	
Total Revenues	738,417	786,654	(48,237)	94%
Expenses				
Administration	98,433	98,433	0	100%
Wages and Benefits	528,066	524,097	3,969	101%
Operating	25,558	259,724	(234,166)	10%
Amortization of Tangible Capital Assets	0	792	(792)	0%
Total Expenses	652,061	883,050	(230,989)	74%
Other				
Transfer to/(from) Reserves	0	(95,604)	95,604	0%
Unfunded Amortization	0	(792)	792	0%
Total Other	0	(96,396)	96,396	0%
504 Rural Planning Services Surplus/(Deficit)	86,356	0	86,356	



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506 Geographic Information Services

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
User Fees & Service Charges	10,838	10,250	588	106%
Internal Recoveries	166,187	166,187	0	100%
Total Revenues	177,026	176,436	590	100%
Expenses				
Wages and Benefits	133,583	136,324	(2,741)	98%
Operating	24,987	32,613	(7,626)	77%
Amortization of Tangible Capital Assets	5,897	11,230	(5,333)	53%
Total Expenses	164,470	180,174	(15,704)	91%
Other				
Capital Expenditures (Excluding Wages)	0	0	0	
Transfer to/(from) Reserves	7,500	7,500	0	100%
Unfunded Amortization	(5,897)	(11,230)	5,333	53%
Total Other	1,601	(3,732)	5,333	-43%
506 Geographic Information Services Surplus/(Deficit)	10,955	0	10,955	



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510 Civic Addressing

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
User Fees & Service Charges	18,375	15,491	2,884	119%
Total Revenues	18,375	15,492	2,883	119%
Expenses				
Administration	2,774	2,774	0	100%
Wages and Benefits	9,997	11,537	(1,540)	87%
Operating	285	1,180	(895)	24%
Total Expenses	13,055	15,492	(2,437)	84%
Other				
Transfer to/(from) Reserves	0	0	0	
Total Other	0	0	0	
510 Civic Addressing Surplus/(Deficit)	5,320	0	5,320	



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515 Heritage Conservation Service				
Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	0	0	0	
Total Revenues	0	0	0	
Expenses				
Administration	0	0	0	
Wages and Benefits	0	0	0	
Total Expenses	0	0	0	
515 Heritage Conservation Service Surplus/(Deficit)	0	0	0	



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520 Building Inspection Services

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	4,293	4,293	0	100%
User Fees & Service Charges	574,977	470,549	104,428	122%
Other Revenue	1,580	300	1,280	527%
Total Revenues	580,853	475,146	105,707	122%
Expenses				
Administration	76,053	76,053	0	100%
Wages and Benefits	334,311	367,960	(33,649)	91%
Operating	37,373	30,630	6,743	122%
Amortization of Tangible Capital Assets	3,720	5,901	(2,181)	63%
Total Expenses	451,455	480,540	(29,085)	94%
Other				
Capital Expenditures (Excluding Wages)	0	30,000	(30,000)	0%
Transfer to/(from) Reserves	948	(29,750)	30,698	-3%
Transfer to/(from) Other Funds	500	250	250	200%
Unfunded Amortization	(3,720)	(5,901)	2,181	63%
Total Other	(2,272)	(5,394)	3,122	42%
520 Building Inspection Services Surplus/(Deficit)	131,670	0	131,670	



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531 Economic Development Area A

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	19,373	19,373	0	100%
Total Revenues	19,374	19,374	0	100%
Expenses				
Administration	2,129	2,129	0	100%
Wages and Benefits	9	0	9	
Operating	0	18,721	(18,721)	0%
Total Expenses	2,139	20,850	(18,711)	10%
Other				
Prior Year (Surplus)/Deficit	(1,477)	(1,477)	0	100%
Total Other	(1,477)	(1,476)	(1)	100%
531 Economic Development Area A Surplus/(Deficit)	18,712	0	18,712	



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532 Economic Development Area B

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Grants in Lieu of Taxes	442	0	442	
Tax Requisitions	3,942	3,942	0	100%
Total Revenues	4,384	3,942	442	111%
Expenses				
Administration	1,321	1,321	0	100%
Wages and Benefits	9	0	9	
Operating	0	4,338	(4,338)	0%
Total Expenses	1,329	5,658	(4,329)	23%
Other				
Prior Year (Surplus)/Deficit	(1,717)	(1,717)	0	100%
Total Other	(1,717)	(1,716)	(1)	100%
532 Economic Development Area B Surplus/(Deficit)	4,772	0	4,772	



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533 Economic Development Area D

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	3,516	3,516	0	100%
Total Revenues	3,516	3,516	0	100%
Expenses				
Administration	1,191	1,191	0	100%
Wages and Benefits	9	0	9	
Operating	0	3,803	(3,803)	0%
Total Expenses	1,203	4,998	(3,795)	24%
Other				
Prior Year (Surplus)/Deficit	(1,478)	(1,478)	0	100%
Total Other	(1,478)	(1,476)	(2)	100%
533 Economic Development Area D Surplus/(Deficit)	3,791	0	3,791	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

534 Economic Development Area E

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	3,837	3,837	0	100%
Total Revenues	3,840	3,840	0	100%
Expenses				
Administration	893	893	0	100%
Wages and Benefits	9	0	9	
Operating	0	4,423	(4,423)	0%
Total Expenses	903	5,316	(4,413)	17%
Other				
Prior Year (Surplus)/Deficit	(1,477)	(1,478)	1	100%
Total Other	(1,477)	(1,476)	(1)	100%
534 Economic Development Area E Surplus/(Deficit)	4,414	0	4,414	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

535 Economic Development Area F

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	5,135	5,135	0	100%
Total Revenues	5,136	5,136	0	100%
Expenses				
Administration	1,395	1,395	0	100%
Wages and Benefits	9	0	9	
Operating	0	5,216	(5,216)	0%
Total Expenses	1,407	6,612	(5,205)	21%
Other				
Prior Year (Surplus)/Deficit	(1,477)	(1,476)	(1)	100%
Total Other	(1,477)	(1,476)	(1)	100%
535 Economic Development Area F Surplus/(Deficit)	5,206	0	5,206	



Budget Version: Amended Budget
 From Period: 202301
 To Period: 202306
 Service *

540 Hillside Development Project

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	0	0	0	
Other Revenue	78,170	78,170	0	100%
Total Revenues	78,170	78,168	2	100%
Expenses				
Administration	5,912	2,956	2,956	200%
Wages and Benefits	8,788	20,736	(11,948)	42%
Operating	2,826	143,044	(140,218)	2%
Total Expenses	17,527	166,740	(149,213)	11%
Other				
Development of Land Held for Resale	0	51,956	(51,956)	0%
Transfer to/(from) Reserves	2,179	(140,521)	142,700	-2%
Total Other	2,178	(88,566)	90,744	-2%
540 Hillside Development Project Surplus/(Deficit)	58,465	0	58,465	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

615 Community Recreation Facilities

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	3,143,883	3,143,883	0	100%
Frontage & Parcel Taxes	849,130	849,036	94	100%
User Fees & Service Charges	865,455	878,703	(13,248)	98%
Investment Income	237,555	237,435	120	100%
Other Revenue	15,405	8,929	6,476	173%
Total Revenues	5,111,425	5,117,994	(6,569)	100%
Expenses				
Administration	531,099	531,099	0	100%
Wages and Benefits	1,858,881	1,900,798	(41,917)	98%
Operating	828,127	971,088	(142,961)	85%
Debt Charges - Interest	462,331	464,206	(1,875)	100%
Amortization of Tangible Capital Assets	519,983	475,684	44,299	109%
Total Expenses	4,200,418	4,342,884	(142,466)	97%
Other				
Capital Expenditures (Excluding Wages)	88,388	4,052,673	(3,964,285)	2%
Proceeds from Long Term Debt	0	(2,998,646)	2,998,646	0%
Debt Principal Repayment	624,140	646,931	(22,791)	96%
Transfer to/(from) Reserves	543,919	(443,109)	987,028	-123%
Transfer to/(from) Appropriated Surplus	0	(4,750)	4,750	0%
Transfer to/(from) Other Funds	(14,072)	(2,303)	(11,769)	611%
Unfunded Amortization	(519,983)	(475,684)	(44,299)	109%
Total Other	722,391	775,110	(52,719)	93%
615 Community Recreation Facilities Surplus/(Deficit)	188,616	0	188,616	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

625 Pender Harbour Pool

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	305,459	305,459	0	100%
Frontage & Parcel Taxes	24,265	24,260	5	100%
User Fees & Service Charges	35,726	45,050	(9,324)	79%
Investment Income	9,661	9,662	(1)	100%
Other Revenue	761	0	761	
Total Revenues	375,870	384,426	(8,556)	98%
Expenses				
Administration	34,793	34,793	0	100%
Wages and Benefits	199,636	220,799	(21,163)	90%
Operating	54,841	82,417	(27,576)	67%
Debt Charges - Interest	9,733	9,733	0	100%
Amortization of Tangible Capital Assets	50,151	48,999	1,152	102%
Total Expenses	349,155	396,744	(47,589)	88%
Other				
Capital Expenditures (Excluding Wages)	10,572	17,218	(6,646)	61%
Debt Principal Repayment	24,188	24,188	0	100%
Transfer to/(from) Reserves	2,162	(4,718)	6,880	-46%
Transfer to/(from) Appropriated Surplus	0	0	0	
Transfer to/(from) Other Funds	(300)	0	(300)	
Unfunded Amortization	(50,151)	(48,999)	(1,152)	102%
Total Other	(13,528)	(12,312)	(1,216)	110%
625 Pender Harbour Pool Surplus/(Deficit)	40,243	0	40,243	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

630 School Facilities - Joint Use

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	35,998	35,998	0	100%
Total Revenues	36,000	36,000	0	100%
Expenses				
Administration	282	282	0	100%
Wages and Benefits	1,680	1,521	159	110%
Operating	9,379	22,425	(13,046)	42%
Total Expenses	11,344	24,228	(12,884)	47%
Other				
Prior Year (Surplus)/Deficit	11,770	11,771	(1)	100%
Total Other	11,770	11,772	(2)	100%
630 School Facilities - Joint Use Surplus/(Deficit)	12,886	0	12,886	



Budget Version: Amended Budget
 From Period: 202301
 To Period: 202306
 Service *

640 Gibsons & Area Library

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	419,844	419,844	0	100%
Total Revenues	419,844	419,844	0	100%
Expenses				
Administration	24,223	24,223	0	100%
Wages and Benefits	3,836	4,310	(474)	89%
Operating	416,352	408,782	7,570	102%
Debt Charges - Interest	0	0	0	
Amortization of Tangible Capital Assets	26,081	26,091	(10)	100%
Total Expenses	470,490	463,404	7,086	102%
Other				
Debt Principal Repayment	0	0	0	
Transfer to/(from) Reserves	25,000	25,000	0	100%
Transfer to/(from) Other Funds	(42,471)	(42,471)	0	100%
Unfunded Amortization	(26,081)	(26,091)	10	100%
Total Other	(43,551)	(43,566)	15	100%
640 Gibsons & Area Library Surplus/(Deficit)	(7,095)	0	(7,095)	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

643 Egmont/Pender Harbour Library Service				
Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	29,430	29,430	0	100%
Total Revenues	29,430	29,430	0	100%
Expenses				
Administration	1,706	1,706	0	100%
Operating	38,336	27,725	10,611	138%
Total Expenses	40,040	29,430	10,610	136%
643 Egmont/Pender Harbour Library Service Surplus/ (Deficit)	(10,610)	0	(10,610)	



Budget Version: Amended Budget
 From Period: 202301
 To Period: 202306
 Service *

645 Halfmoon Bay Library Service

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Grants in Lieu of Taxes	1	0	1	
Tax Requisitions	86,493	86,492	1	100%
Total Revenues	86,491	86,490	1	100%
Expenses				
Administration	5,021	5,021	0	100%
Operating	120,686	81,473	39,213	148%
Total Expenses	125,709	86,496	39,213	145%
Other				
Prior Year (Surplus)/Deficit	(2)	(1)	(1)	200%
Total Other	(2)	0	(2)	
645 Halfmoon Bay Library Service Surplus/(Deficit)	(39,216)	0	(39,216)	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

646 Roberts Creek Library Service

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	108,087	108,086	1	100%
Total Revenues	108,084	108,084	0	100%
Expenses				
Administration	6,243	6,243	0	100%
Operating	88,031	59,372	28,659	148%
Total Expenses	94,277	65,616	28,661	144%
Other				
Transfer to/(from) Other Funds	42,471	42,471	0	100%
Total Other	42,472	42,474	(2)	100%
646 Roberts Creek Library Service Surplus/(Deficit)	(28,665)	0	(28,665)	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

648 Museum Service

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	86,424	86,424	0	100%
Total Revenues	86,424	86,424	0	100%
Expenses				
Administration	5,349	5,349	0	100%
Operating	81,355	81,075	280	100%
Total Expenses	86,707	86,430	277	100%
648 Museum Service Surplus/(Deficit)	(283)	0	(283)	



Budget Version: Amended Budget
 From Period: 202301
 To Period: 202306
 Service *

650 Community Parks

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	1,156,490	1,248,902	(92,412)	93%
Government Transfers	(570)	966,816	(967,386)	0%
User Fees & Service Charges	18,372	37,800	(19,428)	49%
Investment Income	0	0	0	
Gain on Disposal of Tangible Assets	28,776	0	28,776	
Other Revenue	17,042	178,050	(161,008)	10%
Total Revenues	1,220,110	2,431,566	(1,211,456)	50%
Expenses				
Administration	145,119	145,119	0	100%
Wages and Benefits	514,725	550,894	(36,169)	93%
Operating	408,320	432,675	(24,355)	94%
Debt Charges - Interest	1,403	1,592	(189)	88%
Amortization of Tangible Capital Assets	95,582	128,466	(32,884)	74%
Total Expenses	1,165,159	1,258,752	(93,593)	93%
Other				
Capital Expenditures (Excluding Wages)	19,277	2,512,329	(2,493,052)	1%
Proceeds from Sale of TCA	(41,757)	0	(41,757)	
Proceeds from Long Term Debt	(69,158)	(739,116)	669,958	9%
Debt Principal Repayment	7,532	8,382	(850)	90%
Transfer to/(from) Reserves	201,295	(135,425)	336,720	-149%
Transfer to/(from) Appropriated Surplus	(15,282)	(124,352)	109,070	12%
Transfer to/(from) Other Funds	63,801	(220,530)	284,331	-29%
Transfer to/(from) Accumulated Surplus	28,776	0	28,776	
Unfunded Amortization	(95,582)	(128,466)	32,884	74%
Total Other	98,904	1,172,826	(1,073,922)	8%
650 Community Parks Surplus/(Deficit)	(43,953)	0	(43,953)	



Budget Version: Amended Budget
 From Period: 202301
 To Period: 202306
 Service *

665 Bicycle & Walking Paths

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	29,898	29,920	(22)	100%
Total Revenues	29,898	29,922	(24)	100%
Expenses				
Administration	6,018	6,018	0	100%
Wages and Benefits	11,353	13,061	(1,708)	87%
Operating	0	16,106	(16,106)	0%
Amortization of Tangible Capital Assets	39,630	49,803	(10,173)	80%
Total Expenses	57,003	84,990	(27,987)	67%
Other				
Capital Expenditures (Excluding Wages)	10,950	300,430	(289,480)	4%
Transfer to/(from) Reserves	5,000	(46,044)	51,044	-11%
Transfer to/(from) Appropriated Surplus	7,468	3,734	3,734	200%
Transfer to/(from) Other Funds	(10,950)	(263,385)	252,435	4%
Unfunded Amortization	(39,630)	(49,803)	10,173	80%
Total Other	(27,164)	(55,074)	27,910	49%
665 Bicycle & Walking Paths Surplus/(Deficit)	59	0	59	



Budget Version: Amended Budget
 From Period: 202301
 To Period: 202306
 Service *

667 Area A Bicycle & Walking Paths

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	7,199	7,221	(22)	100%
Total Revenues	7,200	7,218	(18)	100%
Expenses				
Administration	1,110	1,110	0	100%
Wages and Benefits	1,626	4,011	(2,385)	41%
Operating	260	2,100	(1,840)	12%
Amortization of Tangible Capital Assets	3,174	3,116	58	102%
Total Expenses	6,172	10,332	(4,160)	60%
Other				
Unfunded Amortization	(3,174)	(3,116)	(58)	102%
Total Other	(3,174)	(3,114)	(60)	102%
667 Area A Bicycle & Walking Paths Surplus/(Deficit)	4,202	0	4,202	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

670 Regional Recreation Programs

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	94,787	94,787	0	100%
User Fees & Service Charges	0	1,059	(1,059)	0%
Total Revenues	94,788	95,850	(1,062)	99%
Expenses				
Administration	5,186	5,186	0	100%
Wages and Benefits	478	1,521	(1,043)	31%
Operating	44,440	89,140	(44,700)	50%
Total Expenses	50,102	95,844	(45,742)	52%
Other				
Transfer to/(from) Reserves	0	0	0	
Total Other	0	0	0	
670 Regional Recreation Programs Surplus/(Deficit)	44,686	0	44,686	



Budget Version: Amended Budget
From Period: 202301
To Period: 202306
Service *

680 Dakota Ridge Recreation Service Area

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Tax Requisitions	102,734	102,734	0	100%
User Fees & Service Charges	27,372	19,000	8,372	144%
Gain on Disposal of Tangible Assets	(700)	0	(700)	
Other Revenue	0	1,000	(1,000)	0%
Total Revenues	129,403	122,736	6,667	105%
Expenses				
Administration	13,358	13,358	0	100%
Wages and Benefits	21,684	44,157	(22,473)	49%
Operating	77,858	66,315	11,543	117%
Amortization of Tangible Capital Assets	2,472	22,983	(20,511)	11%
Total Expenses	115,371	146,814	(31,443)	79%
Other				
Capital Expenditures (Excluding Wages)	0	16,936	(16,936)	0%
Proceeds from Sale of TCA	(300)	0	(300)	
Transfer to/(from) Reserves	300	(18,032)	18,332	-2%
Transfer to/(from) Accumulated Surplus	(700)	0	(700)	
Unfunded Amortization	(2,472)	(22,983)	20,511	11%
Total Other	(3,170)	(24,078)	20,908	13%
680 Dakota Ridge Recreation Service Area Surplus/ (Deficit)	17,202	0	17,202	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee – July 20, 2023

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

SUBJECT: 2023 BUDGET DEBRIEF AND 2024-2028 FINANCIAL PLANNING PROCESS

RECOMMENDATION(S)

- (1) **THAT the report titled 2023 Budget Debrief and 2024-2028 Financial Planning Process be received for information;**
 - (2) **AND THAT the process and timelines for the 2024-2028 Financial Planning Process be approved as presented;**
 - (3) **AND FURTHER THAT the Board Calendar be amended to include the Finance Committees for the purposes of 2024-2028 Financial Planning Budget Meetings.**
-

BACKGROUND

Sections 374 and 375 of the *Local Government Act* require Regional Districts to complete a five-year Financial Plan and institute a public participation process to explain the plan. These plans represent the operating and capital resources required to deliver programs and services, and to accomplish Board priorities. Development of the new Board's Strategic Plan, anticipated for September 2023, will help guide the development of the 2024-2028 Financial Plan.

Each year after the Annual Budget process is concluded, a debrief is scheduled to discuss the current year's budget process, identifying where improvements or changes can be made for the future 2024.

The purpose of this report is to discuss the recent 2023 Budget process and outline improvements in preparation of the development and adoption of the 2024-2028 Financial Plan.

DISCUSSION

2023 Budget Process Debrief

One of the key objectives of the debrief is to discuss the overall budget process, review how the current process aligns with current service plans and the Board's Strategic Plan and incorporate any recommended changes for the future. A summary of the prior year improvements is included in Attachment A.

Comments related to the 2023 Budget focused on streamlining the overall process. Therefore, the following recommendations are presented in consideration of the 2024 Budget process.

Pre-Budget

In the fall of each year, the Sunshine Coast Regional District (SCRD) convenes a “Pre-Budget” meeting to review and make decisions on the preliminary project carry-forwards (which incomplete projects will be carried into the subsequent year’s Budget); review new projects or staff requests for the upcoming Financial Plan; and staff provide a preliminary outlook of taxation or fees. Last year, review and decisions on capital plans were included as part of the Pre-Budget deliberations. Pre-Budget is typically scheduled for 2 days.

For 2024, it is recommended that we do not hold Pre-Budget meetings and we add the capital plans and carry-forwards to the Round 1 Budget deliberations. This may require slightly more time required for Round 1, however, staff believe that if other efficiencies suggested below are implemented, more time would not be required.

Community Partners

It is recommended that Community Partners (funding to groups that provide programs within existing SCRD services) be offered a streamlined approach to presenting their budget requests and updates to the Round 1 Budget deliberations. The changes would see groups not required to present that do not have a change in the previous year’s funding requests. If groups want an opportunity to present their programs and services to the Board, they may request to be a delegation at another SCRD Committee throughout the year. The Committee did express the desire for the Library Services to remain as delegations each year.

These changes would be communicated to the Community Partners in a joint meeting with staff as well as written communication ahead of the 2024 Budget process.

Rating Criteria and Process

Prior to 2019, projects that were classified as “Mandatory” (imminent asset failure, regulatory compliance, safety or environmental) were included into the Round 1 draft Financial Plan and Budget proposals were not provided. The rationale was that these projects are always approved as they have significant risk or service implication if not included. Therefore, it is recommended that Mandatory Projects be provided in a separate staff report with brief description and included directly into the draft budget at Round 1.

All other types of proposals will be presented for Committees consideration.

Budget Proposals

There will be small revisions to the Budget Proposal template to the Board that aligns with the Boards new Strategic lenses as well as more concise business case information’s, such as ongoing financial or resourcing (staffing) implications or service level risks.

Asset Management and Capital Planning Process

The service specific asset management and capital plans have long-term financial planning implications. By approving these plans, the Board is also setting service levels and in turn will see fewer one-off capital project budget proposals. As part of the discontinuation of the Pre-Budget deliberations, these will be presented at the 2024 Round 1 Budget.

Process and Timelines

For 2023, due to the election the dates of the budget meetings were later than the 2022 year. For 2024, it is recommended that adoption of the Financial Plan Bylaw sooner than the statutory deadline of March 31 with the 2024-2028 FP Bylaw being passed on February 22, 2024. One of the benefits of having the FP approved as close to the start of the year is that initiatives can start sooner, allowing more time for completion.

The proposed draft timeline for the 2024-2028 Financial Planning process is as follows:

Activity	2023				2024		
	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Board Strategic Plan	**t.b.d.						
Communication and Engagement							
Public Engagement (Ongoing for service specific topics)			*X	X	X	X	
Pre-Budget Public Information Sessions			**t.b.d.	**t.b.d.	**t.b.d.		
Public Meetings (Budget Meetings)			X	X	X	X	
Public and Municipal Presentations				X	X	X	X
Activity	2023			2024			
	Oct	Nov	Dec	Jan	Feb	Mar	
Round 1 Finance Committee							
<ul style="list-style-type: none"> Community Partners 2024 Budget Requests (Museums, Library, etc.) Preliminary 2023 Carry-forward project list Asset Management and Capital Funding Plans funding Policy Decisions 			4				
• 2024 Budget Proposals			5 / 6				
Round 2 Finance Committee							
<ul style="list-style-type: none"> 2024 Budget Proposals Final 2023 Carry-forwards 2023 Surplus / Deficit Report 				29 / 30			
• Adoption of Financial Plan Bylaw					22		

*X – Ongoing

**t.b.d. – specific dates to be determined (February pending LGLA)

Communication and Engagement

This year's budget process provided a number of opportunities for the community to learn about the 2024 budget and to engage with SCRD staff and the SCRD Board directly. These will

include (but not limited to) media and online campaigns, in-person community events, online presentations and question periods, and service or project specific related campaigns. More details on this will be forthcoming.

Timeline for next steps or estimated completion date

As there are several steps required in development of the 2024-2028 Financial Plan, including (but not limited to) the completion of the Board's Strategic Plan, current state and budget goals/direction from the Board, and the approval of changes to fees and charges. The Board can anticipate receiving multiple reports at the various Committees over the next several months.

STRATEGIC PLAN AND RELATED POLICIES

The five-year financial planning process incorporates the Strategic Plan, Policies and service plans.

CONCLUSION

This budget debrief provides information on learning through the 2023 budget process and it is recommended that the process improvements, policy work, as well as the draft timelines be approved in preparation for the 2024-2028 Financial Planning process.

Attachment:

A- 2022-MAR-24 CAS STAFF REPORT- 2022 Budget Debrief and 2023-2027 Financial Planning Process

Reviewed by:			
Manager		Finance	
GM	X – I. Hall X – M. Brown X – S. Gagnon	Legislative	X – S. Reid
CAO	X– D. McKinley	Human Resources	X – G. Parker

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Service Committee – March 24, 2022

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

SUBJECT: 2022 BUDGET DEBRIEF AND 2023-2027 FINANCIAL PLANNING PROCESS

RECOMMENDATION(S)

THAT the report titled 2022 Budget Debrief and 2023-2027 Financial Planning Process be received for information;

AND THAT a draft Financial Planning Policy be brought forward to a future Corporate and Administrative Services Committee in Q3 2022 for Board consideration;

AND THAT the process and timelines for the 2023-2027 Financial Planning Process be approved as presented;

AND FURTHER THAT the Board Calendar be amended to include the Special Corporate and Administrative Services Committees for the purposes of 2023-2027 Financial Planning Budget Meetings.

BACKGROUND

Sections 374 and 375 of the *Local Government Act* requires Regional Districts to complete a five-year Financial Plan and institute a public participation process to explain the plan. These plans represent the operating and capital resources required to deliver programs and services, and to accomplish Board priorities.

Each year after the Annual Budget process is concluded, a debrief is scheduled to discuss the current year's budget process, identifying where improvements or changes can be made for the future 23.

The purpose of this report is to discuss the recent 2022 Budget process and outline improvements in preparation of the development and adoption of the 2023-2027 Financial Plan (FP).

DISCUSSION

2022 Budget Process Debrief

One of the key objectives of the debrief is to discuss the budget process overall, review how the current process aligns with current service plans and the Board's Strategic Plan, and incorporate any recommended changes for the future.

A summary of the prior year improvements is included in Attachment A. Outlined below are items which arose from the Committee throughout the 2022 Budget process and any additional items can be added for discussion as part of the debrief process.

Budget Policy

At this time the Board does not have a Financial Planning or Budget Policy which guides the financial planning process and financial decision making for the Sunshine Coast Regional District (SCRD). A Policy would provide a transparent framework for the development, communication and approval process of the SCRD's five-year financial plan. The policy could also guide the overall fiscal planning and management of the SCRD's services. There is an operational procedural guide which also acts like a policy internally for staff, however, it should be formalized.

Therefore, it is recommended that a draft policy come to a future Committee for the Board's consideration.

Education and Learning Opportunities

Throughout the year, there are several educational opportunities to expand knowledge on emerging issues for local government, implementing best practices, or build more understanding on how items may impact the Regional District as it relates to the Financial Planning Process. Examples planned for 2022 are as follows:

- The Board requested BC Assessment hold a special session for elected officials to build an understanding of how assessments impact the Regional District model.
- Staff have invited the Municipal Insurance Association of BC (MIABC) to present to elected officials (including member municipalities) and senior staff on risk management and insurance best practices for local government.
- Staff are working to hold additional information sessions on Asset Management both internally and as part of engagement with the public.

Budget Reference Documents

There were several Budget Document process improvements and amendments identified throughout the 2022 process for consideration:

1. Summary Proposed Initiatives, Categorized Mandatory Projects and Carryforwards

For 2023, additional financial information will be added to the existing worksheet which will show the financial implication, service apportionment, and estimated tax implication of each proposal (see Attachment B). This is similar to the draft that the Committee Chair prepared as part of the 2022 Round 2.

2. Included in the Financial Plan document online (known as the *Budget Book*), there is currently not a summary of all sources of estimated tax to be requisitioned to each area which includes both property and parcel tax. It is depicted in various areas including detailed rates. This will be added to the Area specific summaries starting with the final Financial Plan for 2022-2026 and onwards.

3. Area A Tax Summary - It has been identified that there are several tax area segments for Area A depending on the various local service areas a property participates into. Therefore, it is suggested that an additional summary be provided in the Budget Book with this information for at least 2023, if the Board sees value in this.

Budget Proposals

There are two sections of the Budget Proposal that have been identified as requiring more clarity which are highlighted below:

1. Climate Action Impact

- Keep building rigor into this section of budget proposals with guiding questions for staff on GHG emissions and resilience;
- Consider renaming to expand scope, e.g. "Climate Change Implications (emissions and adaptation);"
- Needs to align with corporate carbon neutrality framework and community climate action planning;
- Quantification support approved as a 2022 budget initiative will add quality to future proposals;
- Supports transparent, responsible, and efficient GHG emission reductions and adaptation;
- Mitigates risks of carbon lock-in, maladaptation, and informs lifecycle cost management.

2. Add 'Future Financial Implication' in addition to Life Cycle Cost Breakdown

This differentiation will help to ensure that all projects with ongoing financial implications (eg. operational projects or new staffing) are captured in the Budget proposals and Financial Plan. The interpretation for the lifecycle breakdown focused mostly on capital items.

1	Function Number – Project Name:	[###] – Project Name
	Rating:	Choose an item.
	Areas Affected (A-F, Regional, Islands):	(text)
	202X Funding Required:	\$\$,###.##
	Funding Source(s):	(text)
	Asset Management Plan Implications:	(text)
	Rationale / Service Impacts:	(text)
	Climate Action Impact	(text)
	Future Financial Implications or Life Cycle Cost Breakdown	(text)

Asset Management and Capital Planning Process

The service specific asset management and capital plans are being presented throughout the year. These reports are often presented outside of the Budget process and many have financial implications that have cumulative impacts for specific services. As we increase the number of these plans and tie in the funding policies with the Budget, it is recommended that these become part of the Pre-Budget deliberations.

As part of this change, it will be also important to factor how asset management and capital plans impact ratepayers, especially with utility rates as these typically have to be approved prior to year-end. Any communication and engagement need to align with these changes.

Process and Timelines

For 2022, the SCRD moved toward adoption of the Financial Plan Bylaw sooner than the customary and statutory deadline of March 31 with the 2022-2026 FP Bylaw being passed on February 24, 2022. There are many benefits of having the FP approved as close to the start of the year as possible. For example, projects and initiatives can begin sooner in the year, allowing more time for completion.

It was previously envisioned to move and approve the FP as close to the start of the Budget year. There were some challenges with completing the final FP by this year's February deadline as the year-end values were in flux up to Bylaw adoption. Therefore, a draft FP could be completed, even before the next year, however, it would be recommended to have the final FP Bylaw approved at the end of February.

The local government election is also scheduled for October 2022 and Board orientation will need to be factored into the 2023 Budget timelines. Orientation will provide (but not be limited to) an overview of the SCRD's services, key plans and policies like the Financial Sustainability, Debt Management, and Support Services Policy, as well as a review of the budget process.

Therefore, it is recommended that for the 2023 Budget additional time be given to allow for Board orientation and maintaining the current process. For 2024 onward, the expedited timelines for FP adoption will be contemplated. The proposed draft timeline for the 2023-2027 Financial Planning process is as follows:

Activity	2022			2023		
	May	November	December	January	February	March
Board Strategic Plan Review	*t.b.d.					
Communication and Engagement						
Public Engagement (Ongoing for service specific topics)		*X	X	X	X	
Pre-Budget Public Information Sessions			**t.b.d.	**t.b.d.		
Public Meetings (Budget Meetings)		*X	X	X	X	X
Public and Municipal Presentations			X	X	X	X

Activity	2022			2023		
	May	November	December	January	February	March
Pre-Budget						
<ul style="list-style-type: none">• SCRD Pre-Budget Overview• Preliminary 2022 Carry-forward project list• *New-Asset Management and Capital Funding Plans-Funding Policy decisions• 2023 Proposed Initiatives		Option 1: 28-29	Option 2: 5-6			
Activity			December	January	February	March
Round 1						
<ul style="list-style-type: none">• Community Partners and Stakeholders 2023 Budget requests (Museums, Libraries, Community Schools. etc.)				23		
<ul style="list-style-type: none">• SCRD:2023 Budget Proposals				24-25		
Round 2						
<ul style="list-style-type: none">• Community Partners and Stakeholders• SCRD-2023 Budget Proposals					20-23	
<ul style="list-style-type: none">• Final 2022 Carry-forwards• 2022 Surplus/Deficit Report					20	
<ul style="list-style-type: none">• Adoption of Financial Plan Bylaw						23

*X-ongoing; **t.b.d.-specific dates to be determined

Communication and Engagement

The focus of communications and engagement activities for this year's budget was on the following:

- Gain a better understanding of what the community wanted to hear about throughout the budget process and more importantly, how they wanted that information to be provided to them.
- Explain the budget process in easy, understandable terms and language.
- Utilize new tools to help with engagement and understanding of the budget. These tools included the Let's Talk SCRD platform and the video production tool, Doodly.
- Provide a space on the Let's Talk Platform, available throughout the budget process where the community could ask questions at any time.

This year's budget process provided a number of opportunities for the community to learn about the 2022 budget and to engage with SCRD staff and the SCRD Board directly. These included:

- A budget survey which ran from September 27 to October 22. This survey resulted in almost 600 responses and helped guide the communications channels utilized by the SCRD throughout the budget process.

- Two virtual community information sessions took place in November before Round 1 Budget discussions.
- Four virtual community information sessions took place in January before Round 2 Budget discussions.
- A community page at letstalk.scrd.ca/budget provided easily accessible information on the budget. For example, the communications team utilized a new video tool called Doodly and produced videos to help explain the budget process. The community could also ask questions on this page.
- Four news releases were issued throughout the budget process. These releases outlined the budget process and taxation impacts after each round of budget discussions.

From September 27, 2021 (the launch of the budget survey) to March 2, 2022, the following data is available to better inform how the community accessed information.

- The budget webpage at www.scrd.ca/budget received 362 views.
- The Let's Talk Budget page at letstalk.scrd.ca/budget received 1,124 views. 13 questions have been asked by users of the page.

As of March 2, YouTube videos of the community information sessions have been viewed 304 times.

This year, the use of the Let's Talk Platform, new tools such as Doodly and clear concise messaging in news releases contributed to the community being able to gain a better understanding of the budget process. The biggest issue however is getting the community involved in the budget process itself. Attendance was very low for all community information sessions, despite how widely they were advertised.

In the coming months, the Manager, Communications and Engagement will reach out proactively to community groups to learn more about any barriers that exist to participating in information sessions and to also ensure that information about engagement opportunities are being shared via the correct channels.

It is anticipated that the SCRCD's website redesign will be completed by November 2022. The new website will have a major focus on user experience and accessibility to information. This will assist users in easily locating information pertaining to the 2023 budget process.

Education and Learning Opportunities

Throughout the year, there are several educational opportunities to expand knowledge on emerging issues for local government, implementing best practices, or build more understanding on how items may impact the Regional District as it relates to the Financial Planning Process. Examples planned for 2022 are as follows:

- The Board requested BC Assessment hold a special session for elected officials to build an understanding of how assessments impact the Regional District model. There is a session scheduled for the current Board in the Spring of 2022 and will also be made available for the new Board as part of orientation.
- For the new Board's, the Municipal Insurance Association of BC (MIABC) can be asked to present on risk management and insurance best practices for local government.
- For the new Board's, the Municipal Finance Association of BC (MFABC) can be asked to present on debt and investment best practices for local government.

- Staff are working to hold a session for elected officials and senior staff on an Asset Management primer and status of asset management at the SCRD.

Timeline for next steps or estimated completion date

As there are several steps required in development of the 2023-2027 Financial Plan, including (but not limited to) a review to the Board's 2019-2023 Strategic Plan, current state and budget goals/direction from the Board, and the approval of changes to fees and charges. The Board can anticipate receiving multiple reports at the various Committees over the next several months.

STRATEGIC PLAN AND RELATED POLICIES

The five-year financial planning process incorporates all major plans of the SCRD with the Strategic Plan being the key guiding document. The Financial Sustainability Policy goals align in creating awareness of economic, social and environmental changes and responsiveness.

CONCLUSION

This budget debrief provides information on learning through the 2022 budget process and it is recommended that the process improvements, policy work, as well as the draft timelines be approved in preparation for the 2023-2027 Financial Planning process.

Attachments:

A- 2021- April 22 CAS STAFF REPORT- 2021 Budget De-Brief & 2022-2026 Financial Planning Process

B- 2023 Summary Proposed Initiatives, Categorized Mandatory Projects and Carryforwards Sample Template

Reviewed by:			
Manager		Finance	
GM	X – I. Hall X – R. Rosenboom X – S. Gagnon	Legislative	X – S. Reid
CAO	X – D. McKinley	Human Resources	X – G. Parker

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee – July 20, 2023

AUTHOR: Lana Smith, Manager, Financial Services

SUBJECT: SUNSHINE COAST REGIONAL DISTRICT DEBT AS AT JUNE 30, 2023

RECOMMENDATION(S)

THAT the report titled Sunshine Coast Regional District Debt as at June 30, 2023 be received for information.

BACKGROUND

Local Governments in British Columbia must borrow through the Municipal Finance Authority (MFA) as outlined in the *Community Charter* (CC) and *Local Government Act* (LGA).

There are three types of borrowing available: equipment financing (for equipment purchases for a term ≤ 5 years); short-term financing (≤ 5 years) generally used for loans under agreement, revenue anticipation or bridge financing for long-term debt; and long-term debt (> 5 years) which requires public approval and is for a capital asset.

The purpose of this semi-annual report is to provide the Committee with current information regarding the Sunshine Coast Regional District's (SCRD) debt obligations and any market updates which may impact debt for the SCRD.

DISCUSSION

A summary of the SCRD's short- and long-term debt obligations as at June 30, 2023 is provided in Attachment A.

Specifics of new debt issues, budgeted unissued debt, and expiring debt affecting the 2024-2027 Financial Plan are detailed below along with information on member municipality debt and historical debt levels.

Market Conditions

At the start of 2023, MFA short-term borrowing rates were 4.77% and long-term rates were 4.10%, at the end of June rates had risen to 5.23% and 4.20% respectively. Although we are starting to see inflation stabilize ([3.6%-Vancouver as of May 2023 over May 2022](#)) it is still above the Bank of Canada's target rate of 2%. Analysts believe there will be additional increases in the fall if inflation stays above the target rate.

Monitoring the impact to the SCRD is critical as there are several capital projects budgeted for long-term debt, as well as current and existing short-term and equipment finance loans with the MFA. Below are the current and historical rates from MFA as at July 4, 2023.

Equipment Financing

This program replaced the MFA's leasing program to purchase equipment such as vehicles and for a term less than 5 years. The benefits of this program are: below market interest rates; no fees or taxes; local government retains ownership of asset; a fixed payment schedule; and very little administrative overhead. The rates are variable (currently 5.23%) and the range for the past 3 years have been as follows:

Year	High	Low
2022	4.51%	0.97%
2021	0.96%	0.91%
2020	2.58%	1.22%

Short-Term Rates

The short-term program has funded capital projects with the borrowing period being less than 5 years or to bridge finance for projects already approved for long-term funding. The short-term rates are variable (currently 5.23%) and the range for the past 3 years have been as follows:

Year	High	Low
2022	4.77%	0.90%
2021	0.97%	0.90%
2020	2.58%	1.21%

Long-Term Rates

The Current indicative lending rates for MFA are 4.29% for 5 years and 4.20% for amortization terms from 10-30 years. MFA generally issues long-term debentures for a 10-year term, the term offered can vary depending on market conditions, requests received and MFA's consideration of refinancing risk. New issues funded with a 10-year term are typically refinanced every five years following the 10-year term. The SCRD can choose to re-finance for a longer term or payout the balance owing in full early on a refinancing date. Below is the highest historical indicative rates for the past 3 years.

Year	Issue #	5 yr.	10-30 yr.
2022-Fall	158	3.82%	4.09%
2022-Spring	157	3.07%	3.36%
2021-Spring	153	1.53%	2.41%
2020-Spring	150	1.99%	1.99%

New Debt Issued

On January 10th an equipment financing loan agreement was entered into to provide funding for the Community Parks Sports Field Cab Tractor as per Board Resolution 046/21 No. 45. The principal amount of the loan was \$69,158 and it is scheduled to be repaid over a term of 60 months.

Long-term borrowing for the Church Road Well was completed during the MFA spring issue 159, \$9,000,000 was borrowed at 4.15% for a term of 30 years, as per Board resolution 065/20 No. 33. Proceeds were advanced on June 05th with a financing term of 10 years.

Budgeted Unissued Debt

Budgeted funding from borrowing proceeds for six capital projects and four equipment purchases totaling \$7,940,050 were included in the 2023-2027 Financial Plan at June 30, 2023 and are detailed in Table 1 below along with unissued debt related to carry forward projects from prior years totals \$8,900,490.

The timing for issuance of new borrowing is estimated based on individual project timelines and is subject to final authorization through either a Security Issuing Bylaw or Board Resolution if not already in place.

Table 1: Summary of Budgeted Unissued Debt

Project/Equipment Purchase	Budgeted Proceeds	Proposed Term	Estimated Issuance	Authorization
Water Meter Installations – Phase 3*	3,391,750	15 Years	Q4 2024	196/21
Vehicle Purchase – Strategic Infrastructure Division*	46,500	5 Years	Q4-2023	065/20 No. 37
Regional Water Utility Vehicle Purchase*	46,500	5 Years	Q4-2023	004/20 No. 31
South Pender Vehicle Purchase*	84,824	5 Years	Q4-2023	046/21 No. 64
Regional Water Vehicle*	210,000	5 Years	Q4-2023	046/21 No. 68
Landfill Power Supply System Replacement*	299,000	5 years	Q4-2023	029/23 No.115
Coopers Green Hall Replacement*	1,478,233	5 Years	2025	068/21 No. 22
Sechelt Aquatic Centre Sprinkler Replacement*	815,592	5 Years	Q4-2023	068/21 No. 13
Brine Chiller & Condenser (GACC)**	917,600	5 Years	Q3-2024	286/21 No.15
Garage Hoist**	162,000	5 Years	Q4-2023	304/21 No. 6
RWS Single Axle Dump Truck**	225,000	5 Years	Q3-2023	005/22 No. 56
RWS Light Duty Trucks**	150,000	5 Years	Q4-2023	008/22 No. 59
RWS Vehicle Purchases (2 EVs & 2 Light Duty Trucks)**	200,000	5 Years	Q4-2023	005/22 No. 57
GDVFD Fire Truck Replacement**	585,000	5 Years	2023	005/22 No. 41
Self-Contained Breathing Apparatus & Fill Station (HMBVFD)**	175,900	5 Years	Q3-2023	005/22 No. 46
Langdale WWTP Remediation**	100,000	5 Years	2025	005/22 No. 63
Woodcreek Park WWTP System Upgrade**	100,000	5 Years	2025	174/22 No. 8
Halfmoon Bay Fire Apparatus Replacement	623,200	10 Years	2024	367/22 No.24
Gibsons Community Centre Roof Renewal	2,899,900	10 Years	Q3-2024	367/22 No.17
Gibsons Community Centre Zamboni Replacement	322,200	5 Years	Q3-2024	367/22 No.14
Gibsons Community Centre Rooftop HVAC Unit Replacement	355,700	5 Years	Q1-2024	367/22 No.15

Community Recreation Fitness Equipment	130,200	5 Years	2023	367/22 No.16
Sechelt Aquatic Centre Roof Renewal Phase 1	556,300	10 Years	Q3-2024	367/22 No.18
Chapman Creek Water Treatment Plant UV Upgrade Phase 2	1,905,950	5 Years	2025	029/23 No. 128
Seaview Cemetery Expansion	294,800	5 Years	Q4-2024	049/23 No. 21
Pender Harbour Transfer Station Site Improvements	765,000	5 Years	Q4-2024	029/23 No.121
Total	\$16,840,540			

*denotes a carry forward project from 2021

**denotes a project from 2022

Expiring Debt

Since the last update there has not been any debt that has expired.

The following debt is set to expire in 2023:

Debt Type	Function	Issue #	Date of Expiration	Annual Debt Servicing
Equipment Financing	Parks	0017-0	31-Aug-23	\$8,587
Equipment Financing	South Pender Water	0018-0	31-Dec-23	\$6,424

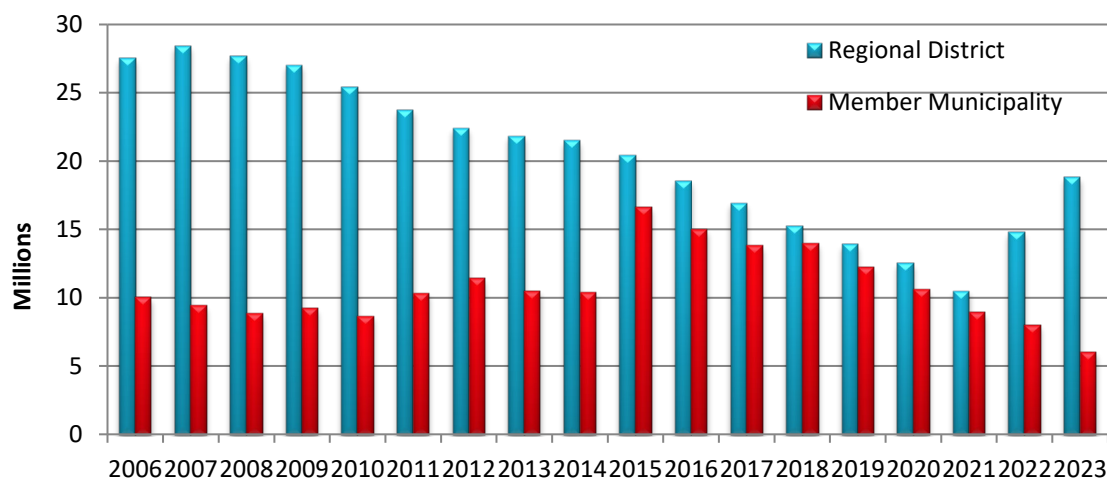
Member Municipality Debt

Municipal financing under loan authorization bylaws (other than temporary borrowing) must be undertaken by the applicable Regional District. As at June 30, 2023, the outstanding principal balance of debt recoverable from Member Municipalities by the SCRD was as follows:

Gibsons	\$ 4,914,234
Sechelt	1,111,155
Total	\$ 6,025,389

Note: Gibsons will be seeking a long-term loan in the amount of \$1,760,000 in fall 2023.

Historical Debt Balances



Financial Implications

All debt servicing costs are included in the Financial Plan and are updated annually to reflect actual repayment schedules and interest rates. Funding for expiring debt is automatically removed from the Financial Plan as a loan expires. Debt servicing costs for budgeted unissued borrowings are estimated based on current interest rates and are included in the Financial Plan no sooner than when the borrowing is expected to occur. The implications to changing rates will be reflected in the draft Financial Plan and will be reported to the Board as part of the Financial Overview report presented at Pre-Budget or Round 1 deliberation (December 2023).

STRATEGIC PLAN AND RELATED POLICIES

The SCRD's debt management policy limits the maximum debt servicing costs to 15% of the SCRD's recurring revenues (includes taxation, investment income, fees and charges, and unconditional grants). If all budgeted, unissued debt was issued in 2023 the debt servicing costs would be 10.76%.

The information provided in this report is consistent with the SCRD's Debt Management Policy.

CONCLUSION

Due to increasing inflation, the Bank of Canada has raised interest rates from 4.25% to 4.75% so far this year. This has resulted in the MFA increasing long-term and variable interest rates which will impact the SCRD's debt portfolio and likely the 2024-2028 Financial Plan.

One equipment financing loan for a Cab Tractor (Sports Field) was issued in January of 2023. The principal balance of this loan was \$69,158 and will be repaid over a 60-month term. A long-term debenture loan was obtained for the construction of the Church Road Well in June 2023 with a principal balance of \$9,000,000 and will be repaid over a 30-year term.

Budgeted unissued debt funding for capital projects and equipment purchases totals \$16,840,540 as at June 30, 2023. This debt will be issued in accordance with project timelines and funding requirements, subject to any required authorizations.

No loans have expired since the last debt report, with two equipment financing loans set to expire in 2023.

Member municipality debt totaled \$6,025,389 as at June 30, 2023.

Attachment:

- A-SCRD Schedule of Short- and Long-Term Debt as at June 30, 2023

Reviewed by:			
Manager		Finance/CFO	X - T. Perreault
GM		Legislative	
CAO	X – D. McKinley	Other	

Attachment A

LA/SI Bylaw or Resolution	Purpose	Interest Rate	Annual Servicing Costs	Principal Balance Remaining	Maturity
Borrowing Under Loan Authorization Bylaw					
550/561	Community Recreation Facilities Construction	4.77%	1,530,409	3,462,642	2025
544/553	Chapman Water Treatment Plant	0.91%	159,316	639,585	2025
557/572	Field Road Administration Building	4.88%	243,191	602,786	2026
550/561	Community Recreation Facilities	4.88%	167,663	415,580	2026
556/571	Fleet Maintenance Building Expansion	4.88%	33,529	83,108	2026
547/575	Egmont & District Fire Department Equipment	4.88%	8,238	20,419	2026
594/613	Pender Harbour Pool	2.25%	48,519	382,082	2029
676/694	South Pender Water Treatment Plant	3.00%	82,479	895,813	2034
617/628	North Pender Harbour Water UV & Metering	3.00%	28,250	250,000	2035
619/629	South Pender Harbour Water Metering	3.00%	42,375	375,000	2035
707/719	Square Bay Waste Water Treatment Plant	2.66%	17,868	236,405	2039
725/739	Church Road Well	4.15%	373,500	9,000,000	2053
			\$ 2,361,838	\$ 16,363,419	
Liabilities Under Agreement					
266/19 No. 5	Merrill Crescent Septic Field Replacement	5.23%	3,105	5,563	2024
266/19 No. 5	Canoe Road Septic Field Replacement	5.23%	4,151	7,437	2024
015/20 No. 5	Vaucroft Dock Capital Works	5.23%	97,151	180,000	2024
019/22 No. 19	Sechelt Landfill Remediation	5.23%	372,880	1,276,898	2027
			\$ 477,287	\$ 1,469,898	
Equipment Financing					
0017-0	Community Parks - Vehicle	5.23%	5,410	2,541	2023
0018-0	SPHWS - Vehicle	5.23%	5,828	3,640	2023
0020-0	Regional Water Vehicle Replacements (2018)	5.23%	42,546	52,652	2024
0022-0	Regional Water Vehicle Replacements (2019)	5.23%	25,986	69,609	2025
0023-0	Waste Water Vehicle Replacement (2019)	5.23%	9,275	24,845	2025
0024-0	NPH Water Service Vehicle Replacement (2019)	5.23%	13,770	36,888	2025
0025-0	Regional Water Excavator & Trailer	5.23%	28,393	100,698	2026
0026-0	RCVFD SCBA & Fill Station	5.23%	37,776	149,091	2027
0027-0	GDVFD Initial Attack Truck	5.23%	81,816	322,695	2027
0028-0	HMBVFD Tanker	5.23%	35,043	141,135	2027
0029-0	Cab-Tractor (Sports Fields)	5.23%	15,476	66,166	2028
			\$ 285,842	\$ 969,960	
Budgeted Unissued Borrowing					
			Annual Servicing Costs	Amount	Proposed Term
Approved in Prior Year Budgets					
Water Meter Installations - Phase 3			318,231	3,391,750	15 Years
Vehicle Purchase - Strategic Infrastructure Division			10,589	46,500	5 years
Regional Water Utility Vehicle Purchase			10,589	46,500	5 years
South Pender Vehicle Purchase			18,218	84,824	5 years
Regional Water Vehicle Purchase			47,820	210,000	5 years
Power Supply System Replacement			48,276	212,000	5 years
Coopers Green Hall Replacement			336,625	1,478,233	5 years
Sechelt Aquatic Centre Sprinkler System Replacement			185,724	815,592	5 years
Brine Chiller & Condenser (GACC)			139,296	917,600	5 years
Garage Hoist			36,481	162,000	5 Years
RWS Single Axle Dump Truck			50,668	225,000	5 years
RWS Light Duty Trucks			33,779	150,000	5 years
RWS Vehicle Purchases (Two EVs & Two Light Duty Trucks)			45,039	200,000	5 Years
GDVFD Fire Truck Replacement			131,738	585,000	5 Years
HMBVFD SCBA & Fill Station			39,611	175,900	5 Years
Langdale WWTP Remediation Project			24,331	100,000	5 Years
Woodcreek WWTP System Upgrade			22,679	99,591	5 years
2023 Budget Approvals					
Halfmoon Bay Fire Apparatus Replacement			80,163	623,200	10 Years
Gibsons Community Centre Roof Renewal			187,524	2,899,900	10 Years
Gibsons Community Centre Zamboni Replacement			73,320	322,000	5 Years
Gibsons Community Centre Package Rooftop Unit Replacement			81,000	355,700	5 Years
Community Recreation Fitness Equipment			29,549	130,200	5 Years
Sechelt Aquatic Centre Roof Renewal Phase 1			71,947	556,300	10 Years
Chapman Creek Water Treatment Plant UV Upgrade Phase 2			434,025	1,905,950	5 Years
Seaview Cemetary Expansion			67,128	294,800	5 Years
Sechelt Landfill Power System Replacement-Budget Increase			19,919	87,000	5 Years
Pender Harbour Transfer Station Site Improvements			174,204	765,000	5 years
Total Unissued Debt			\$ 2,718,473	\$ 16,840,540	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee – July 20, 2023

AUTHOR: Lana Smith, Manager, Financial Planning

SUBJECT: CANADA COMMUNITY-BUILDING FUND-COMMUNITY WORKS FUND UPDATE

RECOMMENDATION(S)

THAT the report titled Canada Community-Building Fund- Community Works Fund Update be received for information.

BACKGROUND

The Community Works Fund (CWF) is one of three funding streams delivered through the Canada Community-Building Fund (CCBF) in British Columbia, formerly known as the Gas Tax Fund. The current CCBF Agreement provides a ten-year commitment of federal funding for investments in local government infrastructure and capacity building projects through March 31, 2024. The Union of BC Municipalities (UBCM) is currently negotiating an updated agreement with the Federal Government and hopes to have an announcement later in 2023.

Since 2005, the Sunshine Coast Regional District (SCRD) has received \$10,607,585 of Community Works Funds from UBCM. Funding is based on the SCRD's electoral areas population (2021 census) with payments typically issued on a semi-annual basis. The funds are allocated to the five electoral areas on a per capital basis as per Board Policy.

Funds must be used toward eligible costs in various infrastructure investment categories. Eligible investments are those associated with acquiring, planning, designing, constructing, or renovating a tangible capital asset; or strengthening the ability of local governments to improve local or regional planning; and asset management.

The purpose of this report is to provide the status of the Community Works Funds budgeted project commitments, year-to-date spending, and uncommitted funds to date.

DISCUSSION

A summary of CWF allocations and funding commitments by Electoral Area for 2023 is provided in Table 1 below with more detailed information in Attachment A.

Table 1: Summary of Community Works Funding				
Electoral Area	Unspent Funding as at Dec 31, 2022	2023 Funding Allocation	Funding Commitments	Uncommitted Funds Available for 2023
Area A - Egmont/Pender Harbour	1,833,671	133,516	(1,680,359)	286,828
Area B - Halfmoon Bay	1,412,301	130,441	(528,831)	1,013,911
Area D - Roberts Creek	1,887,797	154,781	(615,088)	1,427,490
Area E - Elphinstone	2,265,260	170,597	(90,351)	2,345,506
Area F - West Howe Sound	1,220,059	105,750	(1,325,808)	-
Totals	\$ 8,619,088	\$ 695,085	\$ (4,240,437)	\$ 5,073,735

Unspent Funds

Staff note that the 10-year CWF agreement is set to expire in March 2024. The government recognizes that there is a considerable amount of funds in local government funds that are still unspent. The SCRD did make several new funding commitments as part of the 2022/2023 Budget and needs to continue working on a plan to expend the unallocated funds.

Incomplete Projects

There is a total of \$81,450 in incomplete active transportation projects which remain open with to UBCM. Expenditures to date for these projects have not yet resulted in a tangible capital asset, there is no further direction on the projects, and they were not included in the 2023-2027 Financial Plan. A plan is being explored on how to proceed with these projects and will be addressed through the 2024 Budget.

STRATEGIC PLAN AND RELATED POLICIES

Aligns with Board's Strategic Focus Areas and aligns with Board's Asset Management and Financial Sustainability Policies.

CONCLUSION

This report is an update on the status of the Community Works Fund, including funding commitments, year-to-date spending and uncommitted funds available to be spent on eligible projects. There is \$9,314,173 of CWF available to fund eligible projects in 2023. Of this, \$4,240,437 has been committed for projects and \$5,073,735 remains uncommitted.

Attachment A: Community Works Funds – Summary of Commitments

Reviewed by:			
Manager		CFO/Finance	X - T. Perreault
GM		Legislative	
CAO	X – D. McKinley	Other	

**Gas Tax Community Works Fund
Summary of Commitments
2023 Funding Year**

		A	B	D	E	F	Total
CWF Funding	Function	<u>Z10159</u>	<u>Z10160</u>	<u>Z10161</u>	<u>Z10162</u>	<u>Z10163</u>	
Balance of 2022 Uncommitted Funds to 2023		\$ 259,778	\$ 958,624	\$ 1,869,672	\$ 2,233,944	\$ 1,038,301	\$ 6,360,319
2022 Interest Earned		17,561	13,163	18,126	21,814	11,696	82,360
Balance of 2022 Committed Funds to 2023 (Carry Forwards)		1,556,331	440,514		9,502	170,062	2,176,409
Funding Available as at December 31, 2022		\$ 1,833,670.61	\$ 1,412,300.75	\$ 1,887,797.53	\$ 2,265,260.69	\$ 1,220,058.81	\$ 8,619,088
2023 Anticipated Funding Allocation (based on 2021 Census data)							
First Installment (August)		66,758.13	65,220.42	77,390.21	85,298.37	52,874.90	347,542.03
Second Installment (December)		66,758.12	65,220.42	77,390.21	85,298.37	52,874.89	347,542.01
Funding Available for Projects in 2023		\$ 1,967,187.86	\$ 1,542,741	\$ 2,042,578	\$ 2,435,857	\$ 1,325,808	\$ 9,314,172
2023 Budgeted and Committed Funding							
Area A- Emergency Generator (CF)	365	125,000					125,000
Area A- McNeil Lake Dam Upgrades (CF)	366	84,037					84,037
Area A- Dogwood Reservoir Feasibility (CF)	366	108,000					108,000
Area A- South Pender Harbour Water Treatment Plant - Upgrades - Phase Two (CF)	366	13,044					13,044
Area A- North Pender Harbour Watermain Replacement	365	765,000					765,000
Area A- South Pender Harbour Watermain Replacement	366	540,000					540,000
Area B - Coopers Green Park - Hall & Parking Design Plans (CF)	650		40,389				40,389
Area B - Coopers Green Hall Replacement	650		400,125				400,125
Area D- Lower Road retaining wall budget increase	665			526,771			526,771
Area E- Woodcreek Park-WWTP Collection System Designs (CF)	382				9,502		9,502
Area F- Eastbourne Groundwater Investigation (CF)	370					44,594	44,594
Area F- Langdale WWTP Remediation Project	388					125,468	125,468
Area F- Eastbourne Groundwater supply expansion	370					753,000	753,000
Area-All-Hopkins Landing Dock Repairs	345		88,317	88,317	88,317	88,317	353,268
Unbudgeted Commitments							
Area A- Res. 070/22 No. 12 Connected Coast contribution in Principle (Earls Cove/Egmont)		45,278					45,278
Area F- Res. 070/22 No. 12 Connected Coast contribution in Principle (Gambier & Keats Islands)						314,429	314,429
Abandoned Projects							
Hwy 101 Bicycle/Walking Path Barrier Fencing at Chaster Creek					(7,468)		(7,468)
		\$ 1,680,359	\$ 528,831	\$ 615,088	\$ 90,351	\$ 1,325,808	\$ 4,240,437
Uncommitted CWF Gas Tax Funds for 2023		\$ 286,829	\$ 1,013,910	\$ 1,427,490	\$ 2,345,506	\$ (0)	\$ 5,073,735
CWF Funds allocation (per capita basis using 2021 Census data)		19.21%	18.77%	22.27%	24.54%	15.21%	100.00%