



SUNSHINE COAST REGIONAL DISTRICT



REGULAR BOARD MEETING TO BE HELD
IN THE BOARDROOM OF THE SUNSHINE COAST
REGIONAL DISTRICT OFFICES AT 1975 FIELD ROAD, SECHELT, B.C.

THURSDAY, MARCH 23, 2023

AGENDA

CALL TO ORDER 2:00 p.m.

AGENDA

1. Adoption of agenda

MINUTES

2. Regular Board meeting minutes of March 9, 2023

Annex A
Pages 4 – 19

BUSINESS ARISING FROM MINUTES AND UNFINISHED BUSINESS

PRESENTATIONS AND DELEGATIONS

REPORTS

3. Committee of the Whole recommendation Nos.1-4 and 6-7 of March 9, 2023 (*recommendation No. 5 previously adopted*)
Annex B
pp 20 - 22
4. Electoral Area Services Committee recommendation Nos. 1-5 of March 16, 2023
Annex C
pp 23 - 25
5. Request for Exemption from SCRD Noise Control Bylaw No. 597 for BC Ferries – Manager, Legislative Services
Annex D
pp 26 - 28
6. Placement of Notice on Title – Chief Building Official
Annex E
pp 29 - 33
7. Office of the CAO Monthly Report
Annex F
pp 34 - 35

COMMUNICATIONS

MOTIONS

BYLAWS

8. *Sunshine Coast Regional District Financial Plan Bylaw No. 740, 2023*
– first, second, third reading and adoption
(Voting – All Directors – weighted vote: A-2, B-2, D-2, E-2, F-2, Sechelt -6, Gibsons-3, sNGD-1 – motion for adoption requires at least 2/3 of the votes cast)
Annex G
pp 36 - 77

DIRECTORS' REPORTS**NEW BUSINESS****IN CAMERA**

THAT the public be excluded from attendance at the meeting in accordance with Section 90 (1) (a), (f), (g), (i), (j), (k) and 2 (b) of the *Community Charter* – “personal information about an identifiable individual...”, “law enforcement...”, “litigation or potential litigation...”, “the receipt of advice that is subject to solicitor-client privilege...”, “information that is prohibited, or information that if it were presented in a document would be prohibited, from disclosure under section 21 of FOIPPA”, “negotiations and related discussions respecting the proposed provision of a municipal service...” and “the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government.”

ADJOURNMENT

UPCOMING MEETING DATES

SCRD Board, Committee, and Advisory Committee Meetings (to March 31, 2023)

Advisory Planning Commission (Area D)	March 20 at 7:00 pm
Advisory Planning Commission (Area E)	March 22 at 7:00 pm
Committee of the Whole	March 23 at 9:30 am
Sunshine Coast Regional Hospital District	March 23 at 1:00 pm
Regular Board	March 23 at 2:00 pm
Advisory Planning Commission (Area B)	March 28 at 7:00 pm
Advisory Planning Commission (Area F)	March 28 at 7:00 pm
Advisory Planning Commission (Area A)	March 29 at 7:00 pm

Other SCRD Meetings (Intergovernmental, Public Hearings, Information Sessions)

Board of Variance Applications: BOV00022 for 4995 Gonzales Road, Madeira Park; and BOV00023 for 1019 Stephens Road, Roberts Creek	March 28 at 10:00 am
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Please note: Meeting dates are current as of print date (March 17, 2023).



SUNSHINE COAST REGIONAL DISTRICT

March 9, 2023

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

PRESENT:	Chair	Electoral Area A	L. Lee
	Directors	Electoral Area B	J. Gabias
		Electoral Area D	K. Backs
		Electoral Area E	D. McMahon
		Electoral Area F	I. Winn (Alt)
		District of Sechelt	J. Henderson
		District of Sechelt	A. Toth
		Town of Gibsons	S. Lumley (Alt)
ALSO PRESENT:	Chief Administrative Officer		D. McKinley
	Corporate Officer		S. Reid
	GM, Corporate Services		T. Perreault
	GM, Planning and Development		I. Hall
	GM, Community Services		S. Gagnon
	Manager, Information Services		D. Nelson (in part)
	Deputy Corporate Officer / Recorder		J. Hill
	Area A, Alternate Director		C. Alexander
	District of Sechelt, Alternate Director		B. Rowe (in part)
	Media		1
	Public		1

**Directors, staff, and other attendees present for the meeting may have participated by means of electronic or other communication facilities in accordance with Sunshine Coast Regional District Board Procedures Bylaw 717.*

CALL TO ORDER 2:30 p.m.

AGENDA It was moved and seconded

045/23 THAT the agenda for the meeting be adopted as amended by adding the following item under New Business:

- UBCM 2023 Poverty Reduction Project – Stream 2 Action Grant for the Town of Gibsons.

CARRIED

MINUTES

Minutes

It was moved and seconded

046/23

THAT the Regular Board meeting minutes of February 23, 2023 be adopted.

CARRIED**REPORTS**

PTRRP

It was moved and seconded

047/23

THAT the Parcel Tax Roll Review Panel minutes of February 23, 2023 be received for information.

CARRIED

COW

It was moved and seconded

048/23

THAT Committee of the Whole recommendation Nos. 1-3 of February 23, 2023 be received, adopted and acted upon as follows:

Recommendation No. 1 *2022 Waste Composition Study*

THAT the presentation from Michelle Grant, Project Specialist of XCG Consulting Limited titled 2022 SCRD Solid Waste Composition Study be received for information.

Recommendation No. 2 *Solid Waste Composition Study Report*

THAT the report titled Solid Waste Composition Study Report be received for information.

Recommendation No. 3 *Electric Vehicle Request for Proposal
2237008 Contract Value Amendment*

THAT the report titled Electric Vehicle Request for Proposal (RFP) 2237008 Contract Value Amendment be received for information;

AND THAT the contract for purchase for four (4) electric vehicles that was awarded to Sunshine Coast GM in September 2022, be amended to \$147,394 (excluding GST and including vehicle rebates);

AND THAT the delegated authorities be authorized to execute the contract;

AND FURTHER THAT a loan of up to \$147,394 for a term of five years be requested through the Municipal Finance Authority Equipment Financing Program under Section 403(1) of the *Local Government Act* (Liabilities Under Agreement) to fund the purchase of the vehicles.

CARRIED

Round 2 Budget It was moved and seconded

049/23

THAT Finance Committee (Round 2 Budget) recommendation Nos. 1-44 of March 2, 2023 be received, adopted and acted upon as follows:

Recommendation No. 1 *Sunshine Coast Regional Economic Development Organization 2022-2023 Annual Plan*

THAT the report titled SCREDO Sunshine Coast Regional District Economic Development Organization 2022-2023 Annual Plan and Presentation be received for information.

Recommendation No. 2 *Gibsons and District Public Library – 2023 Budget Request*

THAT the Gibsons and District Public Library - 2023 Budget Requests be received for information.

Recommendation No. 3 *2023-2027 Financial Plan Update at Round 2*

THAT the presentation titled Sunshine Coast Regional District Round 2 Budget be received for information.

Recommendation No. 4 *Library and Reading Room Funding*

THAT the report titled Library and Reading Room Funding be received for information;

AND THAT the Gibsons and District Public Library (GDPL) 2023 budget request of \$758,519 be approved and incorporated into the Gibsons and District Public Library [640];

AND THAT the Electoral Area D contribution for 2023 GDPL funding be approved at \$84,942 from the Roberts Creek Library Service [646];

AND FURTHER THAT the 2023 funding for the GDPL for functions [640] and [646] be included in the 2023-2027 Financial Plan as amended.

Recommendation No. 5 *Community Partners Funding Updated Summary*

THAT the report titled Community Partners Funding Updated Summary be received for information.

Recommendation No. 6 *Electoral Areas' Grant-in-Aid and Economic Development Updates*

THAT the report titled Electoral Areas' Grant-in-Aid and Economic Development Review of Discretionary Balances for 2023 be received for information;

049/23 cont.

AND THAT that staff report to a future Electoral Area Services Committee meeting to provide details of the establishment of and purposes for Electoral Areas E& F Grant-in-Aid [123] and Greater Gibson Community Participation [126];

AND THAT Electoral Areas' Grant-in-Aid Discretionary Balances be amended and incorporated into the 2023 Budget as follows:

- Electoral Area A [121] \$21,000
(use \$2,000 surplus to increase discretionary and reduce taxation by \$55);
- Electoral Area B [122] \$18,897
(use \$270 surplus to increase discretionary);
- Electoral Areas E and F [123] \$7,557
(use \$3,557 surplus to increase discretionary);
- Community Schools \$10,000
(reduce taxation by \$523);
- Greater Gibsons Community Participation [126] \$11,583
(use \$1,583 surplus to increase discretionary);
- Electoral Area D [127] \$26,000
(use \$1,000 surplus to increase discretionary and reduce taxation by \$1,081);
- Electoral Area E [128] \$18,944
(use \$3,944 surplus to increase discretionary);
- Electoral Area F [129] \$20,312
(use \$5,312 surplus to increase discretionary);

AND THAT Electoral Areas' Economic Development Functions [531-535] Discretionary Balances be reduced to a Base Budget amount of \$2,000 and use 2022 surpluses for each function to reduce 2023 taxation as follows:

- Electoral Area A [531] \$2,954
- Electoral Area A [532] \$3,434
- Electoral Area D [533] \$2,955
- Electoral Area E [534] \$2,955
- Electoral Area F [535] \$2,953

AND FURTHER THAT the draft 2023-2027 Financial Plan be amended accordingly.

Recommendation No. 7 *2022 Final Surplus / Deficits*

THAT the report titled 2022 Final Surplus / Deficits be received for information;

AND THAT as per the Sunshine Coast Regional District (SCRD) Financial Sustainability Policy, the 2022 surpluses be transferred to reserves as detailed in Attachment A of the report;

049/23 cont.

AND THAT the following deficits be funded from Operating Reserves:

• [130] Electoral Area Services – UBCM/AVICC	\$1,311
• [210] Gibsons and District Fire Protection	\$11,652
• [222] Sunshine Coast Emergency Planning	\$37,780
• [385] Secret Cove Wastewater Plant	\$3,430
• [386] Lee Bay Wastewater Plant	\$4,241
• [387] Square Bay Wastewater Plant	\$12,414
• [391] Curran Rd Wastewater Plant	\$2,291
• [394] Painted Boat Wastewater Plant	\$3,811
• [504] Rural Planning Services	\$68,845

AND FURTHER THAT the [630] School Facilities – Joint Use deficit of \$23,651 be funded from 2023 taxation.

Recommendation No. 8 *2022 Project Carry-Forwards*

THAT the report titled Final 2022 Project Carry-Forwards be received for information;

AND THAT the carry-forward for the Asset Retirement Obligation- Public Sector Accounting Standards (PSAS) be reduced from \$99,750 to \$25,000 for Finance [113];

AND THAT the portion of 2022 taxation levied to pay for debt servicing (principle and interest) on deferred projects be transferred to 2023 to reduce property taxation by approximately \$202,000;

AND THAT the 2022 taxation levied for 50% of the multi-year Planning Enhancement Project-OCP Harmonization for Rural Planning Services [504] in the amount of \$180,804 be used to reduce 2023 taxation by the same amount;

AND FURTHER THAT any remaining ongoing 2022 projects and associated funding be included in the 2023-2027 Financial Plan as presented.

Recommendation No. 9 *Canada Community Building Fund (Gas Tax) – Update from Round 1*

THAT the report titled Canada Community Building Fund (Gas Tax) – Update from Round 1 be received for information.

Recommendation No. 10 *2022 Drought Response Financial Update*

THAT the report titled 2022 Drought Response Financial Update be received for information.

Recommendation No. 11 *Sustainable Service Delivery*

THAT the presentation titled Sustainable Service Delivery – Asset Management at the SCRD be received for information.

049/23 cont.

Recommendation No. 12 *Capital Plans*

THAT the report titled Previously Adopted Capital Plans be received for information;

AND THAT support for the previously adopted capital plans be confirmed.

Recommendation No. 13 *Supporting Documents to Budget Process*

THAT the Revised 2022 Carry-Forwards and 2023 Proposed Initiatives Summary be received for information.

Recommendation No. 14 *Regional Solid Waste [350] - 2023 R2 Budget Proposal*

THAT the report titled 2023 Round 1 Budget Proposal for [350] Regional Solid Waste be received for information;

AND THAT the following budget proposal be approved and incorporated into the 2023 Budget:

- Budget Proposal 3 – Sechelt Landfill Aggregates, \$32,000 for 2023, \$40,000 for 2024 and \$50,000 for 2025 funded through Taxation.

Recommendation No. 15 *Regional Water Service [370] - 2023 R2 Budget Proposal*

THAT the report titled 2023 Round 2 Budget Proposal for [370] Regional Water Service be received for information;

AND THAT the following budget proposal be approved and incorporated into the 2023 Budget:

- Budget Proposal 12 – Generators(s) Purchase for Various Sites, \$375,000 funded from Capital Reserves;

AND FURTHER THAT if fossil fuel generators are purchased that options to amend funding to Canada Community Building Fund (Gas Tax) be provided as part of the purchase award.

Recommendation No. 16 *Wastewater Treatment Plants [381-395] - 2023 R2 Budget Proposal*

THAT the report titled 2023 Round 2 Budget Proposal for Wastewater Treatment Plants [381-395] be received for information;

AND THAT the following budget proposal be deferred pending confirmation of the grant:

049/23 cont.

- Budget Proposal 1 – [387] Square Bay Wastewater Treatment Plant – Square Bay Collection System – Planning for System Upgrade, \$15,000 funded \$10,000 from the Infrastructure Planning Grant Program and \$5,000 from Operating Reserves.

Recommendation No. 17 *Water Service [365 / 366 / 370] and Regional Solid Waste [350] - 2023 R2 Budget Proposal*

THAT the report titled 2023 Round 2 Budget Proposal for [365 / 366 / 370] Water Services and [350] Regional Solid Waste be received for information;

AND THAT the following budget proposal be approved and incorporated into the 2023 Budget:

- Budget Proposal 1 – Capital Projects Implementation Coordinator (1.0 FTE), \$63,750 (9 months prorated in 2023) and full time ongoing \$85,000 funded 70% for [370] from User Fees, 10% for [366] from User Fees, 5% for [365] from User Fees and 15% for [350] funded through Taxation.

Recommendation No. 18 *Fleet Maintenance [312] – 2023 R2 Budget Proposal*

THAT the report titled 2023 Round 2 Budget Proposal for [312] Fleet Maintenance be received for information;

AND THAT the following budget proposal be approved and incorporated into the 2023 Budget:

- Budget Proposal 2 – Corporate Fleet Strategy, \$75,000 funded from Operating Reserves with potential for a grant.

Recommendation No. 19 *Fleet Maintenance [312] – 2023 R2 Budget Proposal*

THAT the following budget proposal be approved and incorporated into the 2023 Budget:

- Budget Proposal 1 – Standby / On Call Compensation, \$53,997 (9 months prorated in 2023) and future at \$71,996 (to be reviewed over the 2023 year) funded from Internal Recoveries.

Recommendation No. 20 *Sunshine Coast Provision of Cemetery Services*

THAT the report titled Sunshine Coast Provision of Cemetery Services be received for information.

049/23 cont.

Recommendation No. 21 *Cemetery Services [400] – 2023 R2 Budget Proposal*

THAT the report titled 2023 Round 2 Budget Proposal for [400] Cemetery Services be received for information;

AND THAT the following budget proposal be approved and incorporated into the 2023 Budget:

- Budget Proposal 1 – Seaview Cemetery Expansion Project, \$589,600 funded \$294,800 Municipal Finance Authority Short Term Loan and \$294,800 from Operating Reserves (0.05 FTE Senior Parks Worker to be included in 2024 at \$15,130 funded from Taxation);

AND FURTHER THAT a loan of up to \$294,800 for a term of 5 years be requested through the Municipal Finance Authority section 403 of the *Local Government Act* (Liabilities Under Agreement) to fund the Seaview Cemetery Expansion Project.

Recommendation No. 22 *Community Recreation Facilities [615] – 2023 R2 Budget Proposal*

THAT the report titled 2023 Round 2 Budget Proposal for [615] Community Recreation Facilities be received for information;

AND THAT the following budget proposal be approved and incorporated into the 2023 Budget:

- Budget Proposal 1 – Health and Safety Equipment, \$21,500 One Time funded from Operating Reserves.

Recommendation No. 23 *School Facilities – Joint Use Agreement*

THAT the report titled School Facilities – Joint Use Agreement be received for information.

Recommendation No. 24 *School Facilities - Joint Use [630] – 2023 R2 Budget Proposal*

THAT the report titled 2023 Round 2 Budget Proposal for [630] School Facilities – Joint Use be received for information;

AND THAT the following budget proposal be approved and incorporated into the 2023 Budget:

- Budget Proposal 1 – Joint Use Agreement – Financial Implications, \$44,850 funded through Taxation.

049/23 cont.

Recommendation No. 25 *Parks Operation Technician – Various Functions - 2023 R2 Budget Proposal*

THAT the report titled 2023 Round 2 Budget Proposal for Parks Operation Technician be received for information;

AND THAT the following budget proposal be approved and incorporated into the 2023 Budget:

- Budget Proposal 1 – Parks Operation Technician (1.0 FTE), \$69,204 (9 months prorated in 2023) and future at \$92,272 funded through Taxation, as follows:
 - [650] Community Parks 70%
 - [665] Bicycle and Walking Paths 10%
 - [680] Dakota Ridge Recreation Services 10%
 - [400] Cemetery Services 10%.

Recommendation No. 26 *Solid Waste Bylaw Implementation – [650] Community Parks and [400] Cemetery Services - 2023 R2 Budget Proposal*

THAT the report titled 2023 Round 2 Budget Proposal for Solid Waste Bylaw Implementation – [650] Community Parks and [400] Cemetery Services be received for information;

AND THAT the following budget proposal be approved and incorporated into the 2023 Budget:

- Budget Proposal 1 – Solid Waste Bylaw Implementation, \$94,667 for 2023 and ongoing costs of \$16,069 in 2024 and beyond (\$2,589 in wages and benefits and \$13,480 in operating costs) funded through taxation and allocated as follows:
 - [400] Cemetery Services 7%
 - [650] Community Parks 93%.

Recommendation No. 27 *Regional Sustainability [136] - 2023 R2 Budget Proposal*

THAT the report titled 2023 Round 2 Budget Proposal for [136] Regional Sustainability be received for information;

AND THAT the following budget proposals be approved and incorporated into the 2023 Budget:

- Budget Proposal 2 – Association of Vancouver Island and Coastal Communities (AVICC) Climate Leadership Plan (CLP) Membership and Community Energy Association Membership, \$7,500 funded through Local Government Climate Action Program (LGCAP);

049/23 cont.

- Budget Proposal 3 – Community Emergency Preparedness Fund (CEPF) Disaster Risk Reduction – Climate Adaption: Coastal Flooding Project, \$510,000 funded through Grant from the Union of British Columbia Municipalities (CEPF).

Recommendation No. 28 *Fire Services [210-218] - 2023 R2 Budget Proposal*

THAT the report titled 2023 Round 2 Budget Proposal for [210-218] Fire Services be received for information;

AND THAT the following budget proposal be approved and incorporated into the 2023 Budget:

- Budget Proposal 1 – Sunshine Coast Regional District Fire Department Equipment Modernization and Enhancements, \$120,000 (\$30,000 for each [210], [212], [216], and [218]) funded through the Union of British Columbia Municipalities Community Emergency Preparedness Fund (CEPF).

Recommendation No. 29 *Sunshine Coast Emergency Planning [222] - 2023 R2 Budget Proposal*

THAT the report titled 2023 Round 2 Budget Proposal for [222] Sunshine Coast Emergency Planning be received for information;

AND THAT the following budget proposal be deferred pending confirmation of the grant:

- Budget Proposal 1 – FireSmart 2.0 (up to 4.5 FTE), \$370,000 contingent on Union of British Columbia Municipalities (UBCM) Community Resiliency Investment Grant.

Recommendation No. 30 *Regional Planning Services [500] - 2023 R2 Budget Proposal*

THAT the report titled 2023 Round 2 Budget Proposal for [500] Regional Planning Services be received for information;

AND THAT the following budget proposal be approved and incorporated into the 2023 Budget:

- Budget Proposal 3 – Mt. Elphinstone Watershed Strategy, \$10,000 funded from Operating Reserves.

Recommendation No. 31 *Hillside Development Project [540] - 2023 R2 Budget Proposal*

THAT the report titled 2023 Round 2 Budget Proposal for [540] Hillside Development Project be received for information;

049/23 cont.

AND THAT the following budget proposal be approved and incorporated into the 2023 Budget:

- Budget Proposal 2 – Hillside Development Project – Investment Attraction Analysis, \$90,000 from Operating Reserves;

AND FURTHER THAT staff proceed with an application for an additional \$30,000 from the ICET READY Capacity Building for the project and report back to the Board on the status of the application and possible Financial Plan amendment.

Recommendation No. 32 *Hillside Development Project [540] - 2023 R2 Budget Proposal*

THAT the following budget proposal be approved and incorporated into the 2023 Budget:

- Budget Proposal 1 – Headlease Renewal (0.2 FTE), \$195,400 consisting of 2023 Professional fees, \$43,680 Total Salary, pro-rated 2023 (\$14,680-2023 and \$29,000-2024), \$10,920 total overhead, 2023 pro-rated (\$3,640-2023 and \$7,280-2024) funded from Operating Reserves.

Recommendation No. 33 *General Government [110] – 2023 R2 Budget Proposal*

THAT the report titled 2023 Round 2 Budget Proposal for [110] General Government be received for information;

AND THAT the following budget proposal be approved and incorporated into the 2023 Budget:

- Budget Proposal 2 – Reduction / Rate Stabilization (\$200,000) in 2023, (\$100,000) in 2024, (\$50,000) in 2025-2026 funded from Operating Reserves (Reduction to Taxation).

Recommendation No. 34 *General Government [110] – 2023 R2 Budget Proposal*

THAT the following budget proposal be approved and incorporated into the 2023 Budget:

- Budget Proposal 1 – Legislative Services Assistant (0.4 FTE temporary Casual to Permanent), \$18,750 (9 months pro-rated in 2023) and future at \$25,000, funded through Taxation.

Recommendation No. 35 *Human Resources [115] - 2023 R2 Budget Proposal*

THAT the report titled 2023 Round 2 Budget Proposal for [115] Human Resources be received for information.

049/23 cont.

Recommendation No. 36 *Human Resources [115] - 2023 R2 Budget Proposal*

THAT the following budget proposal be approved and incorporated into the 2023 Budget:

- Portion of Budget Proposal 1 –Human Resources Assistant (0.4 FTE) \$23,733 (8 months prorated in 2023) and future at \$35,600 funded from Support Services.

Recommendation No. 37 *Human Resources [115] - 2023 R2 Budget Proposal*

THAT the following budget proposal be abandoned for 2023:

- Portion of Budget Proposal 1 – Human Resources Advisor (1.0 FTE) \$78,750 (7 months prorated in 2023) and future at \$135,000 funded from Support Services.

Recommendation No. 38 *Human Resources [115] - 2023 R2 Budget Proposal*

THAT the following revised budget proposal be approved and incorporated into the 2023 Budget:

- Budget Proposal 3 – Discontinue Ongoing Contribution to Reserves and Rate Stabilization, (\$50,000) as follows, (\$10,000) discontinue annual contribution and use (\$40,000) from Operating Reserves, which will result in a reduction to [115] Human Resources Support Service recovery for 2023 -2027 only.

Recommendation No. 39 *Purchasing and Risk Management [116] - 2023 R2 Budget Proposal*

THAT the report titled 2023 Round 2 Budget Proposal for [116] Purchasing and Risk Management be received for information;

AND THAT the following budget proposal be approved and incorporated into the 2023 Budget:

- Budget Proposal 2 – Procurement Buyer Support (0.3 FTE Casual) \$28,522 for 2023 and \$28,022 for 2024 funded from Support Services.

Recommendation No. 40 *Information Technology [117] - 2023 R2 Budget Proposal*

THAT the report titled 2023 Round 2 Budget Proposal for [117] Information Technology be received for information;

AND THAT the following budget proposal be abandoned for 2023:

049/23 cont.

- Budget Proposal 2 – Cyber Security Insurance \$50,000 (2024 and future years at \$60,000) funded from Support Services.

Recommendation No. 41 *Information Technology [117] - 2023 R2 Budget Proposal*

THAT the following budget proposal be approved and incorporated into the 2023 Budget:

- Budget Proposal 1 – Cybersecurity Analyst (1.0 FTE) \$99,906 (9 months prorated in 2023) and future at \$125,875 funded from Support Services.

Recommendation No. 42 *Corporate Finance / Finance [112 / 113] – 2023 R2 Budget Proposal*

THAT the report titled 2023 Round 2 Budget Proposal for [112 / 113] Corporate Finance / Finance be received for information;

AND THAT the following budget proposal be approved and incorporated into the 2023 Budget:

- Budget Proposal 2 – Reduction / Rate Stabilization (\$100,000) in 2023, (\$75,000) in 2024 and (\$50,000) in 2025-2027, drawing from Operating Reserves which will result in a reduction to Support Services.

Recommendation No. 43 *Corporate Finance / Finance [112 / 113] – 2023 R2 Budget Proposal*

THAT following budget proposal be approved and incorporated into the 2023 Budget:

- Budget Proposal 1 – Financial Analyst (1.0 FTE), \$61,658 (7 months prorated in 2023) and future at \$105,700 funded from Support Services.

Recommendation No. 44 *BC Transit Provincial Funding*

THAT the verbal update and Communication from Rob Ringma, Senior Manager, Government Relations for BC Transit dated March 1, 2023 titled Strategy and Public Affairs Communications regarding the Provincial Budget announcement related to transit expansion be received for information;

AND THAT the previously approved 2023 / 24 (Year 1) expansion priorities including increased weekday frequency on Route 90 and Custom Transit to include Sunday service and extended weekday evening service to 5:30 p.m. be removed from the 2023 – 2027 Financial Plan;

- 049/23 cont. AND THAT staff report to a future Committee regarding the future and options for transit expansion on the Sunshine Coast;
- AND FURTHER THAT a Union of British Columbia Municipalities resolution be drafted to advocate to the Province to reconsider providing financial support for transit expansions.

CARRIED

COW **It was moved and seconded**

- 050/23 THAT Committee of the Whole recommendation No. 5 of March 9, 2023 be received, adopted and acted upon as follows:

Recommendation No. 5 *Ocean Plastic Depot Pilot Program at the Sechelt Landfill*

THAT the report titled Ocean Plastic Depot Pilot Program at the Sechelt Landfill be received for information;

AND THAT the delegated authorities be authorized to sign an agreement with the Ocean Legacy Foundation to establish an Ocean Plastic Depot Pilot Program at the Sechelt Landfill.

CARRIED

Microsoft 365
Licensing Renewal **It was moved and seconded**

- 051/23 THAT the report titled Microsoft 365 Licensing Renewal 2023 be received for information;

AND THAT a purchase order be issued to Online Business Systems for one year's provisioning of Microsoft 365 licensing for a quoted value of \$118,677 (excluding GST).

CARRIED

DIRECTORS' REPORTS

Directors provided a verbal report of their activities.

NEW BUSINESS

Letter of Support **It was moved and seconded**

- 052/23 THAT the SCRD Board is in support of the Town of Gibsons to apply for, receive and manage the UBCM 2023 Poverty Reduction Project – Stream 2 Action Grant.

CARRIED

Director Toth left the meeting at 2:59 p.m.

The Board moved In Camera at 2:59 p.m.

IN CAMERA**It was moved and seconded**

053/23

THAT the public be excluded from attendance at the meeting in accordance with Section 90 (1) (a), (e), (i) and (k) of the *Community Charter* – “personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality”, “the acquisition, disposition or expropriation of land or improvements ...”, “the receipt of advice that is subject to solicitor-client privilege...” and “negotiations and related discussions respecting the proposed provision of a municipal service...”;

AND THAT Christine Alexander, Alternate Director for Area A, be authorized to attend the March 9, 2023 In Camera Board meeting;

AND FURTHER THAT Brenda Rowe, Alternate Director for District of Sechelt, be authorized to attend the March 9, 2023 In Camera Board meeting.

CARRIED

The Board moved out of In Camera at 3:20 p.m.

RELEASE OF ITEMS FROM IN CAMERA

Hillside Water Lot
Sublease

It was moved and seconded

054/23

THAT the delegated authorities be authorized to proceed with assignment of the Hillside Water Lot Subleases CL401, CL501 and CL700 from Coastland Wood Industries to 1373080 BC Ltd. doing business as Bayview Fibre (Paper Excellence).

CARRIED

ADJOURNMENT

055/23

THAT the Regular Board meeting be adjourned.

CARRIED

The meeting adjourned at 3:21 p.m.

Certified correct _____

Corporate Officer

Confirmed this _____ day of _____

Chair

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

March 9, 2023

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

PRESENT:	Chair	District of Sechelt	A. Toth
	Directors	Electoral Area A Electoral Area B Electoral Area D Electoral Area E Electoral Area F (Alt) Town of Gibsons (Alt) District of Sechelt	L. Lee J. Gabias K. Backs D. McMahon I. Winn S. Lumley J. Henderson
ALSO PRESENT:	Chief Administrative Officer Corporate Officer General Manager, Corporate Services General Manager, Community Services Manager, Asset Management Manager, Transit and Fleet Manager, Utility Services Manager, Solid Waste Services Manager, Parks Services Manager, Recreation Services Manager, Facility Services Recording Secretary Media Public		D. McKinley S. Reid T. Perreault S. Gagnon (part) K. Doyle (part) A. Kidwai (part) S. Walkey (part) M. Sole (part) K. Clarkson (part) G. Donn (part) A. van Velzen (part) L. Mosimann 0 27 (part)

CALL TO ORDER 9:33 a.m.

AGENDA The agenda was adopted as presented.

PRESENTATIONS AND DELEGATIONS

Leianne Emery, Director, Sechelt Public Library, addressed the Committee regarding the Library Funding Agreement.

REPORTS

Recommendation No. 1 *Coopers Green Hall Replacement Project – Community Survey Results*

The Committee of the Whole recommended that the report titled Coopers Green Hall Replacement Project – Community Survey Results be received for information.

The Committee of the Whole discussed options for the Coopers Green Hall Replacement Construction Project. The following recommendation was defeated:

THAT the location for the Coopers Green Hall Replacement construction project is Option A: Coopers Green Park – Lower Park;

AND THAT the 2023-2027 financial Plan be updated to include an additional \$85,000 to be funded through 2023 taxation for a detailed flood hazard study.

The Committee recessed at 10:19 a.m. and reconvened at 10:25 a.m.

Recommendation No. 2 *Coopers Green Hall Replacement Construction Project*

The Committee of the Whole recommended that the location for the Coopers Green Hall Replacement construction project is Option B: Connor Park;

AND THAT \$707,000 of the approved project budget be allocated to enhancements at Coopers Green Park with the remaining approved project budget allocated to the community hall replacement project.

Director Lee opposed

Recommendation No. 3 *Option to Maintain Existing Hall at Coopers Green Park*

The Committee of the Whole recommended that staff bring back a report exploring options to maintain the existing hall at Coopers Green Park and look at potential partnerships in association with that.

Director Lee opposed

The Committee recessed at 10:38 a.m. and reconvened at 10:41 a.m.

Recommendation No. 4 *Introduction of an Electronic Fare Collection System (Umo) for the Sunshine Coast Transit System*

The Committee of the Whole recommended that the report titled Introduction of an Electronic Fare Collection System (Umo) for the Sunshine Coast Transit System be received for information;

AND THAT the BC Transit Universal Refund Policy be received for information;

AND THAT the SCR D Transit Fees and Charges Bylaw No. 626 be amended to reflect a change from “Monthly Pass” to “30-Day Pass” and the removal of existing ticket fares;

AND FURTHER THAT once the launch date for the Electronic Fare Collection System (Umo) is known, that the Transit Fees and Charges Amendment Bylaw be brought forward to a future Regular Board meeting for three readings and adoption.

Recommendation No. 5 *Ocean Plastic Depot Pilot Program at the Sechelt Landfill*

The Committee of the Whole recommended that the report titled Ocean Plastic Depot Pilot Program at the Sechelt Landfill be received for information;

AND THAT the delegated authorities be authorized to sign an agreement with The Ocean Legacy Foundation to establish an Ocean Plastic Depot Pilot Program at the Sechelt Landfill;

AND FURTHER THAT this recommendation be forwarded to the March 9, 2023 Regular Board meeting.

Recommendation No. 6 *Dream Valley Estates Water System*

The Committee of the Whole recommended that the report titled Dream Valley Estates Water System be received for information;

AND THAT staff proceed with a feasibility study funded by the owner of the Dream Valley Water System, or the Dream Valley Estates Strata, to explore options for SCRD acquisition of the Dream Valley Estates private water system.

Directors Backs and Winn opposed

Recommendation No. 7 *Community Services Department 2022 Q4 Report*

The Committee of the Whole recommended that the report titled Community Services Department 2022 Q4 Report be received for information.

IN CAMERA

The Committee moved In-Camera at 11:42 a.m.

That the public be excluded from attendance at the meeting in accordance with Section 90 (1) (k) of the *Community Charter* – “negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public.”

AND THAT Area A Alternate Director Alexander, Area B Alternate Director Dix, and District of Sechelt Alternate Director Rowe, be authorized to attend the March 9, 2023 In Camera Committee of the Whole meeting.

The Committee moved out of In Camera at 12:54 p.m.

ADJOURNMENT 12:54 p.m.

Committee Chair

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

March 16, 2023

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

PRESENT:	Chair	Electoral Area E	D. McMahon
	Directors	Electoral Area A Electoral Area B Electoral Area D Electoral Area F	L. Lee J. Gabias K. Backs K. Stamford
ALSO PRESENT:	Chief Administrative Officer		D. McKinley
	General Manager, Planning & Development		I. Hall
	Manager, Planning & Development		J. Jackson
	Planner		N. Copes
	Planner		A. Wittman
	Recording Secretary		A. O'Brien
	Media		1
	Public		5 (part)

CALL TO ORDER **9:30 a.m.**

AGENDA The agenda adopted with the addition of an item of New Business:
Follow up on APC orientation.

REPORTS

Recommendation No. 1 *Development Variance Permit DVP00083 (12543 Warnock Road)*

The Electoral Area Services Committee recommended that the report titled Development Variance Permit DVP00083 (12543 Warnock Road) be received for information;

AND THAT Development Variance Permit DVP00083 to vary Zoning Bylaw No. 337, Section 631.6.1(a) by reducing the setback from a rear parcel line from 5 metres (m) to 2.88 m for a structure and from 3 m to 2.61 m for the eave, to facilitate the construction of an addition to an auxiliary structure (garage), be issued.

*Ryan Miller, Applicant, Development Variance Permit DVP00084 (12820 Alexander Road)
provided comment regarding the purpose of the application.*

Recommendation No. 2 *Development Variance Permit DVP00084 (12820 Alexander Road)*

The Electoral Area Services Committee recommended that the report titled Development Variance Permit DVP00084 (12820 Alexander Road) be received for information;

AND THAT the Development Variance Permit DVP00084 application be referred to the Electoral Area A Advisory Planning Commission meeting for consideration and comment.

Recommendation No. 3 *Agricultural Land Commission Application 65607 (SCRD ALR00021)*

The Electoral Area Services Committee recommended that the report titled Agricultural Land Commission Application 65607 (SCRD ALR00021) be received for information;

AND THAT Agricultural Land Commission Application 65607 for retroactive approval of placement of unauthorized fill be forwarded to the Agricultural Land Commission for review and decision with the following comment:

- Based on the information provided, the proposal to retain the unauthorized fill does not comply with the Sunshine Coast Regional District Agricultural Area Plan, Regional Sustainability Plan or West Howe Sound Official Community Plan.

Recommendation No. 4 *Agricultural Land Commission Application 186193 (SCRD ALR00022)*

The Electoral Area Services Committee recommended that the report titled Agricultural Land Commission Application 186193 (SCRD ALR00022) be received for information;

AND THAT Agricultural Land Commission Application 186193 for retroactive approval of placement of unauthorized fill be forwarded to the Agricultural Land Commission for review of decision with the following comment:

- Based on the information provided, the proposal to retain the unauthorized excess fill does not comply with the Sunshine Coast Regional District Agricultural Area Plan, Regional Sustainability Plan or Roberts Creek Official Community Plan.

Aleria Ladwig, Applicant, Agricultural Land Commission Application 66833 (SCRD ALR00023) - 2005 Port Mellon Highway, provided comment regarding of the purpose of the application.

Recommendation No. 5 *Agricultural Land Commission Application 66833 (SCRD ALR00023)*

The Electoral Area Services Committee recommended that the report titled Agricultural Land Commission Application 66833 (SCRD ALR00023) be received for information;

AND THAT the Agricultural Land Commission Application 66833 for Non-Farm Use be referred to the Electoral Area F Advisory Planning Commission meeting for consideration and comment.

NEW BUSINESS

Follow up on APC Orientation

The Committee discussed the recent Advisory Planning Commission (APC) orientation and potential to schedule an educational workshop for APC members regarding Planning and Development approval processes.

IN CAMERA

The Committee moved In-Camera at 10:22 a.m.

That the public be excluded from attendance at the meeting in accordance with Section 90 (1) (a) and (f) of the *Community Charter* – “personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality” and “law enforcement, if the council considers that disclosure could reasonably be expected to harm the conduct of an investigation under or enforcement of an enactment”.

The Committee moved out of In-Camera at 10:51 a.m.

ADJOURNMENT 10:51 a.m.

Committee Chair

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Regular Board – March 23, 2023

AUTHOR: Jennifer Hill, Manager, Legislative Services and Deputy Corporate Officer

SUBJECT: REQUEST FOR EXEMPTION FROM SCRD NOISE CONTROL BYLAW No. 597 FOR BC FERRIES

RECOMMENDATION(S)

- (1) THAT the report titled Request for Exemption from SCRD Noise Control Bylaw No. 597 for BC Ferries to Perform Night Construction Work at the Langdale Ferry Terminal from April to June 2023 be received for information;**
 - (2) AND THAT enforcement against BC Ferries under *Sunshine Coast Regional District Noise Control Bylaw No. 597, 2008* be waived from April 12, 2023 to June 9, 2023 in order for BC Ferries to perform night construction on the Langdale Ferry Terminal transfer deck;**
 - (3) AND FURTHER THAT BC Ferries be requested to attempt to minimize disturbances and that appropriate notice be provided to area residents.**
-

BACKGROUND

The attached correspondence was received on March 10, 2023 from British Columbia Ferry Services Inc. (BC Ferries) to request an exemption from *Sunshine Coast Regional District Noise Control Bylaw No. 597, 2008* to facilitate a construction project that would extend the life of the Langdale Ferry Terminal transfer deck, the bridge structure providing service to the upper car deck for the Route 3 ferry, for another 10 years. The main components of the project include steel reinforcement on the underside of the deck and replacement of the asphalt top surface.

DISCUSSION

The purpose of this report is to request an exemption for BC Ferries from SCRD Noise Control Bylaw No. 597. The attached correspondence sets out BC Ferries' anticipated construction duration of six to eight weeks to complete the project, commencing on April 12, 2023. The construction work is anticipated to occur between 9:00 pm and 7:00 am to minimize disruption to ferry service at the Langdale Ferry Terminal. The Terminal is located within SCRD Electoral Area F, West Howe Sound, and is therefore subject to SCRD Noise Control Bylaw No. 597.

The Bylaw prohibits construction, including noise from machinery that may disturb the neighbourhood, to occur before 7:00 am and after 9:00 pm on any day that is not a holiday, or before 9:00 am and after 6:00 pm on any holiday. Sundays are considered a holiday per the definition of "holiday" in the Bylaw.

In order to facilitate the work to extend the life of the Langdale Ferry Terminal transfer deck, an exemption from SCRD Noise Control Bylaw No. 597 is requested. If the Board supports work being done during normal 'quiet hours', a resolution can be passed to indicate that enforcement of the SCRD Noise Control Bylaw No. 597 will not be undertaken during the specified time period.

COMMUNICATIONS

BC Ferries has advised that they will be posting information about the work on their community page, informing the Ferry Advisory Committee of the project, and plan to directly notify nearby local residents. The SCRD will support communication efforts to residents by posting information on the front page of the SCRD website and on social media, and will provide a link to the BC Ferries webpage.

STRATEGIC PLAN AND RELATED POLICIES

n/a

CONCLUSION

BC Ferries has requested an exemption from *Sunshine Coast Regional District Noise Control Bylaw No. 597, 2008*, for six to eight weeks starting on April 12, 2023, to allow night construction on the Langdale Ferry Terminal transfer deck during normal quiet hours in order to extend the life of the deck for another 10 years. Staff recommend granting the exemption.

Attachment A: Correspondence - Request for Exemption from SCRD Noise Control Bylaw

Reviewed by:			
Manager		Finance	
GM		Legislative	X – S. Reid
CAO	X – D. McKinley	Communications	X – A. Buckley



Jesse Lightman, P.Geo., PMP
Project Manager, Terminal Construction
British Columbia Ferry Services Inc.
Suite 500-1321 Blanshard St, Victoria, BC, V8W 0B7
Phone: 672-974-0343

Sent: March 10th, 2023

Jennifer Hill, Deputy Corporate Officer
Sunshine Coast Regional District
1975 Field Road, Sechelt, BC V7Z 0A8
Phone: 604-885-6813

SCRD Noise Control Bylaw No. 597 – Exemption Request

Dear Ms. Hill,

This letter is in response to your email sent on January 20th, 2022 and is intended to provide you with information regarding an upcoming project at the Langdale Terminal in order to decide on the validity of a noise bylaw exemption for the work.

The purpose of the work is to extend the life of the Langdale Transfer Deck – the bridge structure providing service to the upper car deck for the Route 3 ferry – for another 10 years. The main components of the project include steel reinforcement on the underside of the deck and replacement of the asphalt top surface. Other important details are listed below for your reference.

- Intended start date is April 12th
- Project duration is expected to be 6-8 weeks
- We expect work to occur between 9:00pm and 7:00am to minimize disruption to ferry service due to construction
- For public communications, we will be posting information about the work on our community page, informing the Ferry Advisory Committee, and will plan to directly notify nearby local residents

We trust that this information will be helpful in your deliberations; however, if any additional information is required, please do not hesitate to contact me directly.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Lightman", with a stylized, flowing script.

Jesse Lightman

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: SCRD Board – March 23, 2023

AUTHOR: Brian Kennett, Chief Building Official

SUBJECT: PLACEMENT OF NOTICE ON TITLE

RECOMMENDATIONS

- (1) **THAT the report titled Placement of Notice on Title be received for information;**
 - (2) **AND THAT the Corporate Officer be authorized to file a Notice at the Land Title Office stating that a resolution has been made by the Sunshine Coast Regional District Board under Section 57 of the *Community Charter* against the land title of Lot 4, District Lot 4282, Plan VAP19018, PID 007-044-895, Folio 746.06259.200;**
 - (3) **AND THAT the Corporate Officer be authorized to file a Notice at the Land Title Office stating that a resolution has been made by the Sunshine Coast Regional District Board under Section 57 of the *Community Charter* against the land title of Block 10, District Lot 5268, Plan VAP15534, PID 007-667-728, Folio 746.06574.010;**
 - (4) **AND FURTHER THAT the Corporate Officer be authorized to file a Notice at the Land Title Office stating that a resolution has been made by the Sunshine Coast Regional District Board under Section 57 of the *Community Charter* against the land title of Lot 17, District Lot 1485, Plan BCP39164, PID 027-762-459, Folio 746.04096.230.**
-

BACKGROUND

Section 57(1) of the *Community Charter* allows a Building Official to recommend that a notice be registered against the land title where a Building Official observes a condition with respect to land, building or other structure that is considered to contravene a Regional District Bylaw, Provincial regulation or any other enactment that relates to the construction or safety of buildings or other structures.

This report lists properties where a building or other structure is considered to be unsafe or is unlikely to be usable for its expected purpose, or where something was constructed that required a permit(s) or an inspection(s) under a bylaw, regulation or enactment which have not been obtained or completed to the satisfaction of the Building Division.

Letters have been sent advising the registered owner(s) that certain specific conditions exist regarding their property and requesting that building permits be obtained and completed in an effort to achieve voluntary compliance.

The *Community Charter* requires that the Regional District Board must pass a resolution to place a Notice on Title. The Corporate Officer has sent registered letters to all of the registered owners of the properties listed in this report. The owners have been advised of the date and time of the Board meeting at which the decision to register a Notice on Title will be made, and that at this meeting they will be afforded the opportunity to speak to the issues being registered.

DISCUSSION

The subject properties are non-compliant due to one or more of the following:

- Construction has taken place without a valid permit(s).
- Permit(s) issued and / or expired, but not completed in compliance with SCRD Bylaws.

**1. 4580 Irvines Landing Road, Electoral Area A
Lot 4, District Lot 4282, Plan VAP19018, Group 1, NWD
PID 007-044-895, Folio 746.06259.200**

The subject property is a 3.8 acre parcel located between Hotel Lake and Mixal Lake.

Upon investigating the property on August 30, 2021, the SCRD Bylaw Enforcement Officer observed that four shipping containers had been placed on the property without valid building permits. The owner was advised to apply for building permits.



As a shipping container is considered to shelter an occupancy, it is by definition a building under the *BC Building Code* and requires a building permit in accordance with SCRD *Building Bylaw No. 687*.

A building permit application for a building constructed of four shipping containers was later submitted by the property owner on November 25, 2021. Upon initial review by the Building Division, it was determined that the proposed scope of work involved land alteration within an identified development permit area and therefore required a development permit to be applied for and issued in advance of the building permit. The owner was notified of this requirement and directed to submit a development permit application to the SCRD Planning Division. A development permit application was not submitted and the building permit application later expired on May 24, 2022.

A member of the SCRD Building Division recently conducted a site visit at the subject property on February 27, 2023 in an attempt to notify the property owner of the recommendation to register a notice against land title. In addition to the shipping containers, it was observed that a retaining wall exceeding 1.2 m in height had also been constructed on the property as well several unenclosed post and beam roof structures sheltering recreational vehicles.



These additional structures also require, but were not constructed with, valid building permits.

In order to bring the property into compliance, building permits for all buildings and structures would need to be applied for and issued after all necessary development and land use permits are issued. The owner has been notified of these requirements on several occasions in writing and, to date, no new building permit applications or development permit applications have been received. The SCRD Building Division is not aware of life safety issues and a bylaw enforcement file for the property remains active.

2. 15220 Narrows Inlet North Shoreline, Electoral Area B
Block 10, District Lot 5268, Plan VAP15534, Group 1, NWD
PID 007-667-728, Folio 746.06574.010

The subject property is a 7.8 acre parcel located on the eastern shoreline of Narrows Inlet, midway between Tzoonie Narrows and the mouth of the Tzoonie River.

On October 6, 2022, while conducting a scheduled inspection on a neighbouring property, the Building Official observed that a building was being constructed on the subject property. Upon investigation, and discussion had with the constructor onsite, it was confirmed that the building was an approximately 650 sqft. cabin being constructed for the owner of the property without a valid building permit. The constructor was ordered to cease all construction until a building permit was applied for and issued and advised to notify the owner accordingly.



In accordance with both the *BC Building Code* and *SCRD Building Bylaw No. 687*, the construction of all new buildings exceeding 10 square meters in building area requires a building permit.

In order to bring the property into compliance, a building permit would need to be applied for and issued. The SCRD Building Division has notified the owner of this requirement on multiple occasions in writing and, to date, has not received a response nor a building permit application. Given the remote location of the property the SCRD Building Division has not had the opportunity to attend the property since the date of the original investigation. It is unknown whether construction of the cabin has continued or if any life safety issues exist. A bylaw enforcement file pertaining to this property remains active.

3. 10680 Wood Bay Ridge Road, Electoral Area B
Lot 17, District Lot 1485, Plan BCP39164, Group 1, NWD
PID 027-762-459, Folio 746.04096.230

The subject property is a 4.3 acre parcel located on a south facing slope up above Highway 101, just east of Wood Bay.

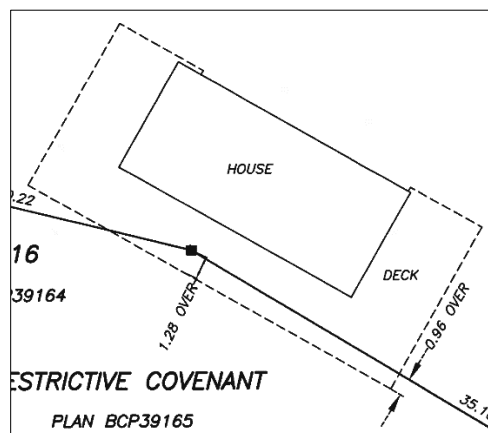
On May 2, 2016, a building permit was issued for the construction of a new single family dwelling. Construction commenced shortly thereafter and continued over the period of the next six years during which time the permit was extended twice and eventually expired on May 2, 2022. The SCRD Building Division conducted the required series of inspections during this permit lifecycle and at time of expiry all work had not been completed to meet the requirements of *SCRD Building Bylaw No. 687* and outstanding documentation had yet to be provided.

A building permit is valid for 2 years and may be extended for a period of 24 months, twice, for a total of 6 years and it is the owner's responsibility to ensure that there is valid building permit in place for the property until all work requiring a permit has been completed and documentation provided.

In this case, one of the outstanding documents was a building location certificate (survey) prepared by a British Columbia Land Surveyor. This survey was repeatedly requested during the course of inspections and not submitted to the Building Division until after the building permit expired.

Upon review of the survey, it was confirmed that the building had actually been constructed in a location that deviated from the approved site plan. It showed that a portion of the building, being the deck, was located within the SCRD zoning parcel line setbacks and encroached into the neighbouring property.

Although the owner has confirmed willingness to apply for a new building permit to satisfy the requirements of *SCRD Building Bylaw No. 687*, a new permit to complete work started under the previous permit cannot be issued until compliance with *SCRD Zoning Bylaw No. 722* can be achieved. Possible paths to compliance may include, but are not limited to, a subdivision lot line adjustment application with the neighbouring property, the removal of the encroaching portions of the deck, or the removal of portions of the deck combined with a variance application. The SCRD Building Division has notified the owner of the possible paths to resolve the non-conforming location on multiple occasions. Based on the last communication, the owner conveyed that the lot line adjustment may be pursued. To date, no application has been received. The SCRD Building Division is not aware of life safety issues.



STRATEGIC PLAN AND RELATED POLICIES

N/A

CONCLUSION

Section 57(1) of the *Community Charter* allows for a notice to be registered against the land title where a Building Official considers a condition with respect to land, building or other structure contravenes a Regional District Bylaw, Provincial regulation, or any other enactment. Information on record with the Building Division that is summarized above show that these properties are in contravention. Staff recommend that Notice is registered on Title at the Land Title Office against the above noted properties.

Reviewed by:			
Manager	X – B. Kennett	Finance	
GM	X – I. Hall	Legislative	X – S. Reid
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: SCRD Board – March 23, 2023

AUTHORS: Dean McKinley, Chief Administrative Officer

SUBJECT: OFFICE OF THE CAO MONTHLY REPORT

RECOMMENDATION

THAT the March 23, 2023, Office of the CAO Monthly Report be received for information.

BACKGROUND

The Office of the Chief Administrative Officer (CAO) Monthly Report provides information to the Board on the recent activities of the Sunshine Coast Regional District.

DISCUSSION

Budget

Budget continued to be a top priority at the Office of the CAO with the Round 2 meeting taking place March 2, 2023. Over to finance now for completion of the financial plan which incorporates all projects and initiatives that have been moved through and approved by the SCRD Board. The budget adoption is due to take place on March 23. Information will also be published in the Budget book, which is drafted after budget adoption on March 23 and then finalized after the assessments are complete in April 2023. Tax rates will be shared after Friday March 23 in a press release.

Kairos Blanket Exercise

The SCRD's Truth and Reconciliation Working Group organized a second Kairos Blanket Exercise hosted by John and Nancy Denham on March 14, 2023. The event was well attended by about 26 SCRD staff from various departments and divisions. These opportunities to learn more about and to better understand our shared history together are an important step along our journey to reconciliation.

Staffing

Mark Brown has recently stepped in to act as General Manager, Infrastructure Services on a temporary basis until GM Rosenboom returns. We thank Mia Edbrooke who was temporarily filling in for the last few weeks.

The new position of Manager, Budgeting and Grants has been filled internally by Alexander Taylor whose former role was as our Budget & Financial Analyst. This new position will be responsible for preparing and maintaining the SCRD Budget's as well as coordinating grants for the organization. This position was created to acknowledge the extensive growth and complexity of the organization with the SCRD Budget almost doubling over the past 5 years. The role will be responsible for planning, coordinating, and overseeing the preparation of a variety of financial analytics and associated financial strategies along with the formulation, development and

recommendation of complex business cases and high impact business decision considerations throughout the organization.

Pierre Ferronato has recently joined our Building Services Division in the position of Building Official I. Pierre brings with him thirty years of vertical infrastructure/construction and field review experience.

And finally, Jennifer Hill has accepted a promotion into the newly created position of Manager, Legislative Services. Jennifer has been with the SCRD in the role of Deputy Corporate Officer since October 2019 and will continue with those statutory duties along with assuming new responsibilities as Manager, Legislative Services. The new position includes providing leadership to divisional staff and will focus on overseeing and coordinating Board and Board Standing Committee meeting processes.

CONCLUSION

The office of the CAO monthly report summarizes key initiatives and activities that align with the priorities of the 2019-2023 strategic plan and the Board's direction.

SUNSHINE COAST REGIONAL DISTRICT

BYLAW NO. 740

A bylaw to adopt the Five-Year Financial Plan for the years 2023 - 2027

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

1. This bylaw may be cited for all purposes as the *Sunshine Coast Regional District Financial Plan Bylaw No. 740, 2023*.
2. Schedule A, attached hereto, and forming part of this bylaw, is hereby adopted pursuant to Section 374 of the *Local Government Act* and is the Sunshine Coast Regional District 2023 – 2027 Financial Plan.

READ A FIRST TIME this 23rd day of March, 2023

READ A SECOND TIME this 23rd day of March, 2023

READ A THIRD TIME this 23rd day of March, 2023

ADOPTED this 23rd day of March, 2023

CORPORATE OFFICER

CHAIR



5-Year Financial Plan - Bylaw 740, 2023 Schedule A

Budget Version:	5-year Financial Plan
Generated Date:	March 17, 2023

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

Schedule A, Bylaw 740, 2023

2023 - 2027

	2023	2024	2025	2026	2027
Revenues					
Grants in Lieu of Taxes	97,000	97,000	97,000	97,000	97,000
Tax Requisitions	29,334,776	30,508,011	30,987,303	31,513,575	31,574,202
Frontage & Parcel Taxes	7,104,694	7,132,294	7,159,894	5,607,426	5,517,951
Government Transfers	12,874,825	3,334,123	3,434,428	3,434,428	3,434,428
User Fees & Service Charges	17,622,327	17,714,900	17,754,321	17,774,367	17,801,310
Member Municipality Debt	1,392,768	1,371,740	993,201	618,648	613,160
Investment Income	747,313	805,614	881,172	347,320	158,518
Developer Contributions	6,811	-	-	-	-
Other Revenue	1,044,152	624,421	625,874	644,946	628,049
	70,224,666	61,588,103	61,933,193	60,037,710	59,824,618

Expenses

Administration	6,154,445	6,154,445	6,154,445	6,154,445	6,154,445
Internal Recoveries	(8,320,677)	(8,505,586)	(8,693,647)	(8,760,607)	(8,718,492)
Wages and Benefits	26,591,031	27,287,448	27,826,965	28,394,629	28,949,587
Operating	27,543,568	21,253,798	20,740,639	20,697,672	20,419,614
Debt Charges Member Municipalities	1,392,768	1,371,740	993,201	618,648	613,160
Debt Charges - Interest	1,616,610	2,012,363	2,092,104	1,103,525	905,488
Amortization of Tangible Capital Assets	4,822,441	4,822,441	4,822,441	4,822,441	4,822,441
	59,800,186	54,396,649	53,936,148	53,030,753	53,146,243
Operating Surplus / (Deficit)	10,424,480	7,191,454	7,997,045	7,006,957	6,678,375

Other

Capital Expenditures	(45,348,540)	(3,779,272)	(3,600,772)	(3,320,372)	(4,179,672)
Landfill Closure & Post Closure Expenditures	(2,500,000)	-	-	-	-
Development of Land Held for Resale	(103,912)	(13,912)	(13,912)	(13,912)	(13,912)
Proceeds from Long Term Debt	19,637,383	733,800	893,515	1,096,100	805,639
Debt Principal Repayment	(2,901,558)	(4,400,199)	(5,170,366)	(4,172,565)	(3,830,257)
Transfer (to)/from Reserves	11,881,004	(3,113,162)	(3,466,510)	(3,882,599)	(2,737,264)
Transfer (to)/from Appropriated Surplus	10,046	(639,550)	(647,050)	(647,050)	(647,050)
Transfer (to)/from Other Funds	2,418,885	98,400	85,609	11,000	1,700
Prior Year Surplus/(Deficit)	59,771	-	-	-	-
Unfunded Amortization	4,822,441	4,822,441	4,822,441	4,822,441	4,822,441
Transfer (to)/from Unfunded Liability	1,600,000	(900,000)	(900,000)	(900,000)	(900,000)
	(10,424,480)	(7,191,454)	(7,997,045)	(7,006,957)	(6,678,375)

Financial Plan Surplus / (Deficit)	-	-	-	-	-
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110 General Government	2023	2024	2025	2026	2027
Revenues					
Grants in Lieu of Taxes	97,000	97,000	97,000	97,000	97,000
Tax Requisitions	1,657,751	1,802,931	1,876,307	1,767,373	1,974,831
Government Transfers	839,050	839,050	839,050	839,050	839,050
Investment Income	58,000	58,000	58,000	58,000	58,000
Other Revenue	8,406	8,406	8,406	8,406	8,406
	2,660,207	2,805,387	2,878,763	2,769,829	2,977,287
Expenses					
Administration	749,540	749,540	749,540	749,540	749,540
Internal Recoveries	(963,729)	(986,105)	(1,006,084)	(1,026,560)	(1,047,548)
Wages and Benefits	1,963,228	2,030,784	2,074,139	1,985,681	2,164,127
Operating	610,864	448,118	448,118	448,118	448,118
Amortization of Tangible Capital Assets	58,580	58,580	58,580	58,580	58,580
	2,418,483	2,300,917	2,324,293	2,215,359	2,372,817
Operating Surplus / (Deficit)	241,724	504,470	554,470	554,470	604,470
Other					
Capital Expenditures	(119,650)	-	-	(13,500)	-
Transfer (to)/from Reserves	321,746	84,000	34,000	47,500	(16,000)
Transfer (to)/from Appropriated Surplus	(502,400)	(647,050)	(647,050)	(647,050)	(647,050)
Unfunded Amortization	58,580	58,580	58,580	58,580	58,580
	(241,724)	(504,470)	(554,470)	(554,470)	(604,470)
110 Financial Plan Surplus / (Deficit)	-	-	-	-	-
111 Asset Management	2023	2024	2025	2026	2027
Expenses					
Internal Recoveries	(272,674)	(278,938)	(321,161)	(328,634)	(336,297)
Wages and Benefits	250,511	256,775	298,998	306,471	314,134
Operating	22,163	22,163	22,163	22,163	22,163
Amortization of Tangible Capital Assets	39,683	39,683	39,683	39,683	39,683
	39,683	39,683	39,683	39,683	39,683
Operating Surplus / (Deficit)	(39,683)	(39,683)	(39,683)	(39,683)	(39,683)
Other					
Unfunded Amortization	39,683	39,683	39,683	39,683	39,683
	39,683	39,683	39,683	39,683	39,683
111 Financial Plan Surplus / (Deficit)	-	-	-	-	-
113 Finance	2023	2024	2025	2026	2027
Expenses					
Internal Recoveries	(1,254,363)	(1,359,080)	(1,415,714)	(1,448,140)	(1,481,378)
Wages and Benefits	1,185,698	1,265,415	1,297,049	1,329,475	1,362,713
Operating	193,665	168,665	168,665	168,665	168,665
Amortization of Tangible Capital Assets	174,878	174,878	174,878	174,878	174,878
	299,878	249,878	224,878	224,878	224,878
Operating Surplus / (Deficit)	(299,878)	(249,878)	(224,878)	(224,878)	(224,878)
Other					
Transfer (to)/from Reserves	125,000	75,000	50,000	50,000	50,000
Unfunded Amortization	174,878	174,878	174,878	174,878	174,878
	299,878	249,878	224,878	224,878	224,878
113 Financial Plan Surplus / (Deficit)	-	-	-	-	-

114 Administration Office	2023	2024	2025	2026	2027
Revenues					
Investment Income	86,542	93,969	101,693	109,726	-
	86,542	93,969	101,693	109,726	-
Expenses					
Internal Recoveries	(522,646)	(523,850)	(525,084)	(454,318)	(284,448)
Wages and Benefits	50,249	51,453	52,687	53,950	55,243
Operating	279,225	209,205	209,205	209,205	209,205
Debt Charges - Interest	144,058	144,058	144,058	72,029	-
Amortization of Tangible Capital Assets	107,823	107,823	107,823	107,823	107,823
	58,709	(11,311)	(11,311)	(11,311)	87,823
Operating Surplus / (Deficit)	27,833	105,280	113,004	121,037	(87,823)
Other					
Capital Expenditures	(25,000)	-	-	-	-
Debt Principal Repayment	(185,676)	(193,103)	(200,827)	(208,860)	-
Transfer (to)/from Reserves	5,000	(20,000)	(20,000)	(20,000)	(20,000)
Transfer (to)/from Appropriated Surplus	70,020	-	-	-	-
Unfunded Amortization	107,823	107,823	107,823	107,823	107,823
	(27,833)	(105,280)	(113,004)	(121,037)	87,823
114 Financial Plan Surplus / (Deficit)	-	-	-	-	-
115 Human Resources	2023	2024	2025	2026	2027
Expenses					
Internal Recoveries	(766,029)	(795,379)	(813,130)	(830,998)	(849,311)
Wages and Benefits	683,836	713,186	730,937	748,805	767,118
Operating	134,193	122,193	122,193	122,193	122,193
Amortization of Tangible Capital Assets	29,671	29,671	29,671	29,671	29,671
	81,671	69,671	69,671	69,671	69,671
Operating Surplus / (Deficit)	(81,671)	(69,671)	(69,671)	(69,671)	(69,671)
Other					
Transfer (to)/from Reserves	52,000	40,000	40,000	40,000	40,000
Unfunded Amortization	29,671	29,671	29,671	29,671	29,671
	81,671	69,671	69,671	69,671	69,671
115 Financial Plan Surplus / (Deficit)	-	-	-	-	-
116 Purchasing & Risk Management	2023	2024	2025	2026	2027
Expenses					
Internal Recoveries	(453,112)	(445,045)	(455,638)	(466,493)	(477,623)
Wages and Benefits	413,347	423,680	434,273	445,128	456,258
Operating	39,765	21,365	21,365	21,365	21,365
	-	-	-	-	-
Operating Surplus / (Deficit)	-	-	-	-	-
116 Financial Plan Surplus / (Deficit)	-	-	-	-	-

117 Information Services	2023	2024	2025	2026	2027
Expenses					
Internal Recoveries	(1,473,260)	(1,521,597)	(1,544,084)	(1,566,609)	(1,589,697)
Wages and Benefits	837,556	862,497	884,060	906,161	928,816
Operating	650,116	509,727	510,651	511,075	511,508
Amortization of Tangible Capital Assets	132,455	132,455	132,455	132,455	132,455
	146,867	(16,918)	(16,918)	(16,918)	(16,918)
Operating Surplus / (Deficit)	(146,867)	16,918	16,918	16,918	16,918
Other					
Capital Expenditures	(172,672)	(139,373)	(139,373)	(139,373)	(139,373)
Transfer (to)/from Reserves	93,163	(10,000)	(10,000)	(10,000)	(10,000)
Transfer (to)/from Appropriated Surplus	93,921	-	-	-	-
Unfunded Amortization	132,455	132,455	132,455	132,455	132,455
	146,867	(16,918)	(16,918)	(16,918)	(16,918)
117 Financial Plan Surplus / (Deficit)	-	-	-	-	-
118 SCRHD Administration	2023	2024	2025	2026	2027
Revenues					
Other Revenue	35,624	71,032	72,485	73,557	74,660
	35,624	71,032	72,485	73,557	74,660
Expenses					
Administration	8,125	8,125	8,125	8,125	8,125
Wages and Benefits	52,539	53,565	54,614	55,686	56,789
Operating	8,960	9,342	9,746	9,746	9,746
	69,624	71,032	72,485	73,557	74,660
Operating Surplus / (Deficit)	(34,000)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	34,000	-	-	-	-
	34,000	-	-	-	-
118 Financial Plan Surplus / (Deficit)	-	-	-	-	-
121 Grants in Aid - Area A	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	43,756	43,832	43,853	43,876	43,898
	43,756	43,832	43,853	43,876	43,898
Expenses					
Administration	2,891	2,891	2,891	2,891	2,891
Wages and Benefits	849	870	891	914	936
Operating	42,071	40,071	40,071	40,071	40,071
	45,811	43,832	43,853	43,876	43,898
Operating Surplus / (Deficit)	(2,055)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	2,055	-	-	-	-
	2,055	-	-	-	-
121 Financial Plan Surplus / (Deficit)	-	-	-	-	-

122 Grants in Aid - Area B	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	33,383	33,404	33,425	33,448	33,470
	33,383	33,404	33,425	33,448	33,470
Expenses					
Administration	2,180	2,180	2,180	2,180	2,180
Wages and Benefits	849	870	891	914	936
Operating	30,624	30,354	30,354	30,354	30,354
	33,653	33,404	33,425	33,448	33,470
Operating Surplus / (Deficit)	(270)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	270	-	-	-	-
	270	-	-	-	-

122 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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123 Grants in Aid - Area E & F	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	5,210	5,231	5,252	5,275	5,297
	5,210	5,231	5,252	5,275	5,297
Expenses					
Administration	361	361	361	361	361
Wages and Benefits	849	870	891	914	936
Operating	7,557	4,000	4,000	4,000	4,000
	8,767	5,231	5,252	5,275	5,297
Operating Surplus / (Deficit)	(3,557)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	3,557	-	-	-	-
	3,557	-	-	-	-

123 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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125 Grants in Aid - Community Schools	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	11,055	11,599	11,620	11,643	11,665
	11,055	11,599	11,620	11,643	11,665
Expenses					
Administration	729	729	729	729	729
Wages and Benefits	849	870	891	914	936
Operating	10,000	10,000	10,000	10,000	10,000
	11,578	11,599	11,620	11,643	11,665
Operating Surplus / (Deficit)	(523)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	523	-	-	-	-
	523	-	-	-	-

125 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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126	Greater Gibsons Community Participation	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	11,650	11,671	11,692	11,715	11,737
		11,650	11,671	11,692	11,715	11,737
Expenses						
	Administration	801	801	801	801	801
	Wages and Benefits	849	870	891	914	936
	Operating	11,583	10,000	10,000	10,000	10,000
		13,233	11,671	11,692	11,715	11,737
Operating Surplus / (Deficit)		(1,583)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	1,583	-	-	-	-
		1,583	-	-	-	-
126 Financial Plan Surplus / (Deficit)		-	-	-	-	-
127	Grants in Aid - Area D	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	38,438	39,540	39,561	39,584	39,606
		38,438	39,540	39,561	39,584	39,606
Expenses						
	Administration	2,430	2,430	2,430	2,430	2,430
	Wages and Benefits	849	870	891	914	936
	Operating	37,240	36,240	36,240	36,240	36,240
		40,519	39,540	39,561	39,584	39,606
Operating Surplus / (Deficit)		(2,081)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	2,081	-	-	-	-
		2,081	-	-	-	-
127 Financial Plan Surplus / (Deficit)		-	-	-	-	-
128	Grants In Aid - Area E	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	28,666	28,687	28,708	28,731	28,753
		28,666	28,687	28,708	28,731	28,753
Expenses						
	Administration	1,978	1,978	1,978	1,978	1,978
	Wages and Benefits	849	870	891	914	936
	Operating	29,783	25,839	25,839	25,839	25,839
		32,610	28,687	28,708	28,731	28,753
Operating Surplus / (Deficit)		(3,944)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	3,944	-	-	-	-
		3,944	-	-	-	-
128 Financial Plan Surplus / (Deficit)		-	-	-	-	-

129	Grants In Aid - Area F	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	28,383	28,404	28,425	28,448	28,470
		28,383	28,404	28,425	28,448	28,470
Expenses						
	Administration	2,063	2,063	2,063	2,063	2,063
	Wages and Benefits	849	870	891	914	936
	Operating	30,783	25,471	25,471	25,471	25,471
		33,695	28,404	28,425	28,448	28,470
Operating Surplus / (Deficit)		(5,312)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	5,312	-	-	-	-
		5,312	-	-	-	-
129 Financial Plan Surplus / (Deficit)		-	-	-	-	-
130	Electoral Area Services - UBCM/AVICC	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	179,109	180,463	181,850	183,273	184,730
		179,109	180,463	181,850	183,273	184,730
Expenses						
	Administration	8,561	8,561	8,561	8,561	8,561
	Wages and Benefits	135,282	136,636	138,023	139,446	140,903
	Operating	35,266	35,266	35,266	35,266	35,266
		179,109	180,463	181,850	183,273	184,730
Operating Surplus / (Deficit)		-	-	-	-	-
130 Financial Plan Surplus / (Deficit)		-	-	-	-	-
131	Electoral Area Services - Elections	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	14,000	14,000	14,000	69,062	14,000
	Other Revenue	-	-	-	18,000	-
		14,000	14,000	14,000	87,062	14,000
Expenses						
	Wages and Benefits	-	-	-	81,393	-
	Operating	-	-	-	34,043	-
		-	-	-	115,436	-
Operating Surplus / (Deficit)		14,000	14,000	14,000	(28,374)	14,000
Other						
	Transfer (to)/from Reserves	(14,000)	(14,000)	(14,000)	28,374	(14,000)
		(14,000)	(14,000)	(14,000)	28,374	(14,000)
131 Financial Plan Surplus / (Deficit)		-	-	-	-	-

135 Corporate Sustainability Services	2023	2024	2025	2026	2027
Expenses					
Internal Recoveries	(55,809)	(56,945)	(58,108)	(59,302)	(60,525)
Wages and Benefits	45,429	46,565	47,728	48,922	50,145
Operating	25,380	10,380	10,380	10,380	10,380
Amortization of Tangible Capital Assets	2,869	2,869	2,869	2,869	2,869
	17,869	2,869	2,869	2,869	2,869
Operating Surplus / (Deficit)	(17,869)	(2,869)	(2,869)	(2,869)	(2,869)
Other					
Transfer (to)/from Reserves	15,000	-	-	-	-
Unfunded Amortization	2,869	2,869	2,869	2,869	2,869
	17,869	2,869	2,869	2,869	2,869
135 Financial Plan Surplus / (Deficit)	-	-	-	-	-
136 Regional Sustainability Services	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	165,370	168,755	172,226	175,784	179,429
Government Transfers	510,000	-	-	-	-
	675,370	168,755	172,226	175,784	179,429
Expenses					
Administration	17,294	17,294	17,294	17,294	17,294
Wages and Benefits	135,441	138,826	142,297	145,855	149,500
Operating	559,325	20,135	12,635	12,635	12,635
	712,060	176,255	172,226	175,784	179,429
Operating Surplus / (Deficit)	(36,690)	(7,500)	-	-	-
Other					
Transfer (to)/from Reserves	29,190	-	-	-	-
Transfer (to)/from Appropriated Surplus	7,500	7,500	-	-	-
	36,690	7,500	-	-	-
136 Financial Plan Surplus / (Deficit)	-	-	-	-	-
140 Member Municipality Debt	2023	2024	2025	2026	2027
Revenues					
Member Municipality Debt	1,392,768	1,371,740	993,201	618,648	613,160
	1,392,768	1,371,740	993,201	618,648	613,160
Expenses					
Debt Charges Member Municipalities	1,392,768	1,371,740	993,201	618,648	613,160
	1,392,768	1,371,740	993,201	618,648	613,160
Operating Surplus / (Deficit)	-	-	-	-	-
140 Financial Plan Surplus / (Deficit)	-	-	-	-	-

150	Feasibility Studies - Regional	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	(43,320)	4,600	4,600	4,600	4,600
		(43,320)	4,600	4,600	4,600	4,600
Expenses						
	Administration	4,600	4,600	4,600	4,600	4,600
		4,600	4,600	4,600	4,600	4,600
Operating Surplus / (Deficit)		(47,920)	-	-	-	-
Other						
	Transfer (to)/from Appropriated Surplus	47,920	-	-	-	-
		47,920	-	-	-	-
150 Financial Plan Surplus / (Deficit)		-	-	-	-	-

200	Bylaw Enforcement	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	465,032	508,562	518,400	528,482	538,815
	User Fees & Service Charges	513	513	513	513	513
		465,545	509,075	518,913	528,995	539,328
Expenses						
	Administration	62,121	62,121	62,121	62,121	62,121
	Wages and Benefits	349,913	393,443	403,281	413,363	423,696
	Operating	54,011	54,011	54,011	54,011	54,011
	Amortization of Tangible Capital Assets	5,673	5,673	5,673	5,673	5,673
		471,718	515,248	525,086	535,168	545,501
Operating Surplus / (Deficit)		(6,173)	(6,173)	(6,173)	(6,173)	(6,173)
Other						
	Transfer (to)/from Other Funds	500	500	500	500	500
	Unfunded Amortization	5,673	5,673	5,673	5,673	5,673
		6,173	6,173	6,173	6,173	6,173
200 Financial Plan Surplus / (Deficit)		-	-	-	-	-

204	Halfmoon Bay Smoke Control	2023	2024	2025	2026	2027
Expenses						
	Administration	152	152	152	152	152
	Wages and Benefits	972	996	1,021	1,046	1,073
		1,124	1,148	1,173	1,198	1,225
Operating Surplus / (Deficit)		(1,124)	(1,148)	(1,173)	(1,198)	(1,225)
Other						
	Transfer (to)/from Reserves	1,124	1,148	1,173	1,198	1,225
		1,124	1,148	1,173	1,198	1,225
204 Financial Plan Surplus / (Deficit)		-	-	-	-	-

206	Roberts Creek Smoke Control	2023	2024	2025	2026	2027
Expenses						
	Administration	151	151	151	151	151
	Wages and Benefits	972	996	1,021	1,046	1,073
		1,123	1,147	1,172	1,197	1,224
Operating Surplus / (Deficit)		(1,123)	(1,147)	(1,172)	(1,197)	(1,224)
Other						
	Transfer (to)/from Reserves	1,123	1,147	1,172	1,197	1,224
		1,123	1,147	1,172	1,197	1,224
206 Financial Plan Surplus / (Deficit)		-	-	-	-	-
210	Gibsons & District Fire Protection	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	1,502,075	1,793,351	1,964,864	2,047,553	2,036,780
	Government Transfers	30,000	-	-	-	-
		1,532,075	1,793,351	1,964,864	2,047,553	2,036,780
Expenses						
	Administration	139,336	139,336	139,336	139,336	139,336
	Wages and Benefits	676,891	693,696	710,920	728,578	746,672
	Operating	423,061	371,620	371,620	371,620	371,620
	Debt Charges - Interest	20,276	56,233	66,300	58,853	36,349
	Amortization of Tangible Capital Assets	153,274	153,274	153,274	153,274	153,274
		1,412,838	1,414,159	1,441,450	1,451,661	1,447,251
Operating Surplus / (Deficit)		119,237	379,192	523,414	595,892	589,529
Other						
	Capital Expenditures	(979,983)	(799,200)	(661,100)	(68,800)	-
	Proceeds from Long Term Debt	585,000	696,900	661,100	68,800	-
	Debt Principal Repayment	(83,589)	(257,466)	(401,688)	(474,166)	(467,803)
	Transfer (to)/from Reserves	178,924	(172,700)	(275,000)	(275,000)	(275,000)
	Transfer (to)/from Other Funds	27,137	-	-	-	-
	Unfunded Amortization	153,274	153,274	153,274	153,274	153,274
		(119,237)	(379,192)	(523,414)	(595,892)	(589,529)
210 Financial Plan Surplus / (Deficit)		-	-	-	-	-

212	Roberts Creek Fire Protection	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	788,256	794,840	801,585	808,502	805,257
	Government Transfers	30,000	-	-	-	-
		818,256	794,840	801,585	808,502	805,257
Expenses						
	Administration	80,589	80,589	80,589	80,589	80,589
	Wages and Benefits	264,363	270,946	277,692	284,608	291,696
	Operating	275,528	215,528	215,528	215,528	215,528
	Debt Charges - Interest	7,148	5,643	4,001	2,294	293
	Amortization of Tangible Capital Assets	70,700	70,700	70,700	70,700	70,700
		698,328	643,406	648,510	653,719	658,806
Operating Surplus / (Deficit)		119,928	151,434	153,075	154,783	146,451
Other						
	Capital Expenditures	(26,142)	(157,500)	(265,900)	(19,500)	-
	Debt Principal Repayment	(30,628)	(32,134)	(33,775)	(35,483)	(27,151)
	Transfer (to)/from Reserves	(133,858)	(32,500)	75,900	(170,500)	(190,000)
	Unfunded Amortization	70,700	70,700	70,700	70,700	70,700
		(119,928)	(151,434)	(153,075)	(154,783)	(146,451)

212 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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216	Halfmoon Bay Fire Protection	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	825,448	851,221	858,464	865,888	867,428
	Government Transfers	30,000	-	-	-	-
	Investment Income	-	-	-	1,747	3,550
		855,448	851,221	858,464	867,635	870,978
Expenses						
	Administration	60,626	60,626	60,626	60,626	60,626
	Wages and Benefits	283,817	290,881	298,124	305,548	313,156
	Operating	497,949	217,949	217,949	217,949	217,949
	Debt Charges - Interest	14,595	20,735	37,118	33,309	29,067
	Amortization of Tangible Capital Assets	47,299	47,299	47,299	47,299	47,299
		904,286	637,490	661,116	664,731	668,097
Operating Surplus / (Deficit)		(48,838)	213,731	197,348	202,904	202,881
Other						
	Capital Expenditures	(922,071)	(31,900)	(17,300)	(131,700)	(869,400)
	Proceeds from Long Term Debt	799,100	-	-	-	-
	Debt Principal Repayment	(58,490)	(71,714)	(129,121)	(134,677)	(134,654)
	Transfer (to)/from Reserves	233,948	(157,416)	(98,226)	16,174	753,874
	Transfer (to)/from Other Funds	(50,948)	-	-	-	-
	Unfunded Amortization	47,299	47,299	47,299	47,299	47,299
		48,838	(213,731)	(197,348)	(202,904)	(202,881)

216 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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218 Egmont Fire Protection	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	222,712	230,254	237,863	265,994	282,795
Government Transfers	30,000	-	-	-	-
Investment Income	2,932	3,184	3,445	3,717	-
	255,644	233,438	241,308	269,711	282,795
Expenses					
Administration	22,266	22,266	22,266	22,266	22,266
Wages and Benefits	102,157	104,699	107,308	109,978	112,718
Operating	110,050	80,050	80,050	80,050	80,050
Debt Charges - Interest	4,880	4,880	4,880	6,173	4,901
Amortization of Tangible Capital Assets	19,820	19,820	19,820	19,820	19,820
	259,173	231,715	234,324	238,287	239,755
Operating Surplus / (Deficit)	(3,529)	1,723	6,984	31,424	43,040
Other					
Capital Expenditures	-	-	-	(239,300)	(107,500)
Proceeds from Long Term Debt	-	-	-	164,300	-
Debt Principal Repayment	(6,291)	(6,543)	(6,804)	(26,244)	(32,860)
Transfer (to)/from Reserves	(10,000)	(15,000)	(20,000)	50,000	77,500
Unfunded Amortization	19,820	19,820	19,820	19,820	19,820
	3,529	(1,723)	(6,984)	(31,424)	(43,040)
218 Financial Plan Surplus / (Deficit)	-	-	-	-	-
220 Emergency Telephone - 911	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	429,633	430,211	430,803	431,410	432,033
Other Revenue	5,400	5,400	5,400	5,400	5,400
	435,033	435,611	436,203	436,810	437,433
Expenses					
Administration	38,500	38,500	38,500	38,500	38,500
Wages and Benefits	23,115	23,693	24,285	24,892	25,515
Operating	266,648	263,618	263,618	263,618	263,618
Amortization of Tangible Capital Assets	67,536	67,536	67,536	67,536	67,536
	395,799	393,347	393,939	394,546	395,169
Operating Surplus / (Deficit)	39,234	42,264	42,264	42,264	42,264
Other					
Capital Expenditures	(380,169)	-	-	-	-
Transfer (to)/from Reserves	273,399	(109,800)	(109,800)	(109,800)	(109,800)
Unfunded Amortization	67,536	67,536	67,536	67,536	67,536
	(39,234)	(42,264)	(42,264)	(42,264)	(42,264)
220 Financial Plan Surplus / (Deficit)	-	-	-	-	-

222	Sunshine Coast Emergency Planning	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	476,096	434,694	440,633	446,726	452,972
	Government Transfers	183,649	-	-	-	-
		659,745	434,694	440,633	446,726	452,972
Expenses						
	Administration	78,624	78,624	78,624	78,624	78,624
	Wages and Benefits	230,144	237,742	243,681	249,774	256,020
	Operating	356,356	93,328	93,328	93,328	93,328
	Amortization of Tangible Capital Assets	6,833	6,833	6,833	6,833	6,833
		671,957	416,527	422,466	428,559	434,805
Operating Surplus / (Deficit)		(12,212)	18,167	18,167	18,167	18,167
Other						
	Transfer (to)/from Reserves	5,379	(25,000)	(25,000)	(25,000)	(25,000)
	Unfunded Amortization	6,833	6,833	6,833	6,833	6,833
		12,212	(18,167)	(18,167)	(18,167)	(18,167)
222 Financial Plan Surplus / (Deficit)		-	-	-	-	-

290	Animal Control	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	51,411	52,562	53,738	54,944	56,180
	User Fees & Service Charges	32,488	32,488	32,488	32,488	32,488
		83,899	85,050	86,226	87,432	88,668
Expenses						
	Administration	17,014	17,014	17,014	17,014	17,014
	Wages and Benefits	45,935	47,086	48,262	49,468	50,704
	Operating	20,950	20,950	20,950	20,950	20,950
	Amortization of Tangible Capital Assets	4,336	4,336	4,336	4,336	4,336
		88,235	89,386	90,562	91,768	93,004
Operating Surplus / (Deficit)		(4,336)	(4,336)	(4,336)	(4,336)	(4,336)
Other						
	Unfunded Amortization	4,336	4,336	4,336	4,336	4,336
		4,336	4,336	4,336	4,336	4,336
290 Financial Plan Surplus / (Deficit)		-	-	-	-	-

291	Keats Island Dog Control	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	275	2,631	2,667	2,704	2,742
	User Fees & Service Charges	350	350	350	350	350
		625	2,981	3,017	3,054	3,092
Expenses						
	Administration	231	231	231	231	231
	Wages and Benefits	1,414	1,450	1,486	1,523	1,561
	Operating	1,300	1,300	1,300	1,300	1,300
		2,945	2,981	3,017	3,054	3,092
Operating Surplus / (Deficit)		(2,320)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	2,320	-	-	-	-
		2,320	-	-	-	-
291 Financial Plan Surplus / (Deficit)		-	-	-	-	-

310 Public Transit	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	3,389,470	3,450,413	3,660,537	3,863,808	3,944,033
Government Transfers	2,326,185	2,495,073	2,595,378	2,595,378	2,595,378
User Fees & Service Charges	668,512	708,253	745,281	745,281	745,281
Other Revenue	2,004	2,000	2,000	2,000	2,000
	6,386,171	6,655,739	7,003,196	7,206,467	7,286,692
Expenses					
Administration	597,509	597,509	597,509	597,509	597,509
Wages and Benefits	3,032,897	3,075,310	3,134,973	3,213,244	3,293,469
Operating	3,053,963	3,279,951	3,392,745	3,392,745	3,392,745
Amortization of Tangible Capital Assets	34,605	34,605	34,605	34,605	34,605
	6,718,974	6,987,375	7,159,832	7,238,103	7,318,328
Operating Surplus / (Deficit)	(332,803)	(331,636)	(156,636)	(31,636)	(31,636)
Other					
Capital Expenditures	(10,853)	-	-	-	-
Transfer (to)/from Reserves	318,564	300,000	125,000	-	-
Transfer (to)/from Other Funds	(9,513)	(2,969)	(2,969)	(2,969)	(2,969)
Unfunded Amortization	34,605	34,605	34,605	34,605	34,605
	332,803	331,636	156,636	31,636	31,636
310 Financial Plan Surplus / (Deficit)	-	-	-	-	-
312 Fleet Maintenance	2023	2024	2025	2026	2027
Revenues					
Investment Income	11,932	12,956	14,021	15,128	-
Other Revenue	9,100	9,100	9,100	9,100	9,100
	21,032	22,056	23,121	24,228	9,100
Expenses					
Administration	65,554	65,554	65,554	65,554	65,554
Internal Recoveries	(1,745,513)	(1,739,928)	(1,739,847)	(1,748,283)	(1,743,508)
Wages and Benefits	753,274	734,759	734,678	753,045	771,870
Operating	970,767	887,889	887,889	887,889	887,889
Debt Charges - Interest	24,346	26,371	24,829	13,298	1,685
Amortization of Tangible Capital Assets	36,607	36,607	36,607	36,607	36,607
	105,035	11,252	9,710	8,110	20,097
Operating Surplus / (Deficit)	(84,003)	10,804	13,411	16,118	(10,997)
Other					
Capital Expenditures	(186,853)	-	-	-	-
Proceeds from Long Term Debt	162,000	-	-	-	-
Debt Principal Repayment	(42,486)	(56,749)	(59,356)	(62,063)	(34,948)
Transfer (to)/from Reserves	118,944	4,669	4,669	4,669	4,669
Transfer (to)/from Other Funds	(4,209)	4,669	4,669	4,669	4,669
Unfunded Amortization	36,607	36,607	36,607	36,607	36,607
	84,003	(10,804)	(13,411)	(16,118)	10,997
312 Financial Plan Surplus / (Deficit)	-	-	-	-	-

313 Building Maintenance Services	2023	2024	2025	2026	2027
Expenses					
Administration	14,494	14,494	14,494	14,494	14,494
Internal Recoveries	(414,807)	(410,929)	(419,857)	(429,004)	(438,382)
Wages and Benefits	360,926	357,048	365,976	375,123	384,501
Operating	39,387	39,387	39,387	39,387	39,387
Amortization of Tangible Capital Assets	7,019	7,019	7,019	7,019	7,019
	7,019	7,019	7,019	7,019	7,019
Operating Surplus / (Deficit)	(7,019)	(7,019)	(7,019)	(7,019)	(7,019)
Other					
Transfer (to)/from Reserves	1,059	-	-	-	-
Transfer (to)/from Other Funds	(1,059)	-	-	-	-
Unfunded Amortization	7,019	7,019	7,019	7,019	7,019
	7,019	7,019	7,019	7,019	7,019
313 Financial Plan Surplus / (Deficit)	-	-	-	-	-
315 Mason Road Works Yard	2023	2024	2025	2026	2027
Revenues					
Government Transfers	12,935	-	-	-	-
	12,935	-	-	-	-
Expenses					
Internal Recoveries	(66,361)	(50,535)	(50,746)	(50,961)	(51,180)
Wages and Benefits	30,964	10,535	10,746	10,961	11,180
Operating	67,705	40,000	40,000	40,000	40,000
	32,308	-	-	-	-
Operating Surplus / (Deficit)	(19,373)	-	-	-	-
Other					
Capital Expenditures	(45,000)	-	-	-	-
Transfer (to)/from Other Funds	59,770	-	-	-	-
Prior Year Surplus/(Deficit)	4,603	-	-	-	-
	19,373	-	-	-	-
315 Financial Plan Surplus / (Deficit)	-	-	-	-	-
320 Regional Street Lighting	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	42,908	47,261	46,530	46,677	46,824
	42,908	47,261	46,530	46,677	46,824
Expenses					
Administration	3,869	3,869	3,869	3,869	3,869
Wages and Benefits	5,537	5,675	5,816	5,963	6,110
Operating	40,331	37,717	36,845	36,845	36,845
	49,737	47,261	46,530	46,677	46,824
Operating Surplus / (Deficit)	(6,829)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	6,829	-	-	-	-
	6,829	-	-	-	-
320 Financial Plan Surplus / (Deficit)	-	-	-	-	-

322 Langdale Street Lighting	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	2,505	2,638	2,576	2,576	2,576
	2,505	2,638	2,576	2,576	2,576
Expenses					
Administration	175	175	175	175	175
Operating	2,648	2,463	2,401	2,401	2,401
	2,823	2,638	2,576	2,576	2,576
Operating Surplus / (Deficit)	(318)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	318	-	-	-	-
	318	-	-	-	-
322 Financial Plan Surplus / (Deficit)	-	-	-	-	-
324 Granthams Street Lighting	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	2,721	2,638	2,576	2,576	2,576
	2,721	2,638	2,576	2,576	2,576
Expenses					
Administration	175	175	175	175	175
Operating	2,648	2,463	2,401	2,401	2,401
	2,823	2,638	2,576	2,576	2,576
Operating Surplus / (Deficit)	(102)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	102	-	-	-	-
	102	-	-	-	-
324 Financial Plan Surplus / (Deficit)	-	-	-	-	-
326 Veterans Street Lighting	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	544	528	516	516	516
	544	528	516	516	516
Expenses					
Administration	35	35	35	35	35
Operating	530	493	481	481	481
	565	528	516	516	516
Operating Surplus / (Deficit)	(21)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	21	-	-	-	-
	21	-	-	-	-
326 Financial Plan Surplus / (Deficit)	-	-	-	-	-

328 Spruce Street Lighting	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	273	265	259	259	259
	273	265	259	259	259
Expenses					
Administration	18	18	18	18	18
Operating	266	247	241	241	241
	284	265	259	259	259
Operating Surplus / (Deficit)	(11)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	11	-	-	-	-
	11	-	-	-	-
328 Financial Plan Surplus / (Deficit)	-	-	-	-	-
330 Woodcreek Street Lighting	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	2,521	2,143	2,087	2,087	2,087
	2,521	2,143	2,087	2,087	2,087
Expenses					
Administration	143	143	143	143	143
Operating	2,167	2,000	1,944	1,944	1,944
	2,310	2,143	2,087	2,087	2,087
Operating Surplus / (Deficit)	211	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	(211)	-	-	-	-
	(211)	-	-	-	-
330 Financial Plan Surplus / (Deficit)	-	-	-	-	-
332 Fircrest Street Lighting	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	583	1,167	1,155	1,155	1,155
	583	1,167	1,155	1,155	1,155
Expenses					
Administration	74	74	74	74	74
Operating	1,130	1,093	1,081	1,081	1,081
	1,204	1,167	1,155	1,155	1,155
Operating Surplus / (Deficit)	(621)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	621	-	-	-	-
	621	-	-	-	-
332 Financial Plan Surplus / (Deficit)	-	-	-	-	-

334 Hydaway Street Lighting	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	273	265	259	259	259
	273	265	259	259	259
Expenses					
Administration	18	18	18	18	18
Operating	266	247	241	241	241
	284	265	259	259	259
Operating Surplus / (Deficit)	(11)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	11	-	-	-	-
	11	-	-	-	-
334 Financial Plan Surplus / (Deficit)	-	-	-	-	-
336 Sunnyside Street Lighting	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	1,088	1,054	1,029	1,029	1,029
	1,088	1,054	1,029	1,029	1,029
Expenses					
Administration	70	70	70	70	70
Operating	1,058	984	959	959	959
	1,128	1,054	1,029	1,029	1,029
Operating Surplus / (Deficit)	(40)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	40	-	-	-	-
	40	-	-	-	-
336 Financial Plan Surplus / (Deficit)	-	-	-	-	-
340 Burns Road Street Lighting	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	365	257	257	257	257
	365	257	257	257	257
Expenses					
Administration	16	16	16	16	16
Operating	241	241	241	241	241
	257	257	257	257	257
Operating Surplus / (Deficit)	108	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	(108)	-	-	-	-
	(108)	-	-	-	-
340 Financial Plan Surplus / (Deficit)	-	-	-	-	-

342 Stewart Road Street Lighting	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	544	528	516	516	516
	544	528	516	516	516
Expenses					
Administration	35	35	35	35	35
Operating	530	493	481	481	481
	565	528	516	516	516
Operating Surplus / (Deficit)	(21)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	21	-	-	-	-
	21	-	-	-	-

342 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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345 Ports Services	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	811,555	811,736	720,032	723,009	726,057
Other Revenue	2,665	2,665	2,665	2,665	2,665
	814,220	814,401	722,697	725,674	728,722
Expenses					
Administration	44,956	44,956	44,956	44,956	44,956
Wages and Benefits	113,249	116,083	118,982	121,959	125,007
Operating	325,615	180,362	175,759	175,759	175,759
Amortization of Tangible Capital Assets	78,722	78,722	78,722	78,722	78,722
	562,542	420,123	418,419	421,396	424,444
Operating Surplus / (Deficit)	251,678	394,278	304,278	304,278	304,278
Other					
Capital Expenditures	(669,661)	-	-	-	-
Debt Principal Repayment	(90,000)	(90,000)	-	-	-
Transfer (to)/from Reserves	429,261	(383,000)	(383,000)	(383,000)	(383,000)
Unfunded Amortization	78,722	78,722	78,722	78,722	78,722
	(251,678)	(394,278)	(304,278)	(304,278)	(304,278)

345 Financial Plan Surplus / (Deficit)	-	-	-	-	-
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346 Langdale Dock	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	33,503	33,503	33,503	33,503	33,503
	33,503	33,503	33,503	33,503	33,503
Expenses					
Administration	2,074	2,074	2,074	2,074	2,074
Operating	31,429	31,429	31,429	31,429	31,429
	33,503	33,503	33,503	33,503	33,503
Operating Surplus / (Deficit)	-	-	-	-	-
346 Financial Plan Surplus / (Deficit)	-	-	-	-	-

350	Regional Solid Waste	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	4,846,479	5,036,834	4,627,417	4,637,203	4,361,207
	User Fees & Service Charges	2,850,766	2,854,016	2,833,766	2,833,766	2,833,766
	Other Revenue	272,121	272,121	272,121	272,121	272,121
		7,969,366	8,162,971	7,733,304	7,743,090	7,467,094
Expenses						
	Administration	673,861	673,861	673,861	673,861	673,861
	Wages and Benefits	1,429,725	1,467,945	1,503,955	1,540,874	1,449,919
	Operating	5,362,275	4,541,163	4,058,323	4,034,240	4,011,862
	Debt Charges - Interest	7,368	12,357	9,270	6,220	3,170
	Amortization of Tangible Capital Assets	54,261	54,261	54,261	54,261	54,261
		7,527,490	6,749,587	6,299,670	6,309,456	6,193,073
Operating Surplus / (Deficit)		441,876	1,413,384	1,433,634	1,433,634	1,274,021
Other						
	Capital Expenditures	(1,129,143)	-	-	-	-
	Landfill Closure & Post Closure Expenditures	(2,500,000)	-	-	-	-
	Proceeds from Long Term Debt	1,064,000	-	-	-	-
	Debt Principal Repayment	(400,125)	(532,025)	(532,025)	(532,025)	(372,412)
	Transfer (to)/from Reserves	763,392	(35,620)	(55,870)	(55,870)	(55,870)
	Transfer (to)/from Other Funds	105,739	-	-	-	-
	Unfunded Amortization	54,261	54,261	54,261	54,261	54,261
	Transfer (to)/from Unfunded Liability	1,600,000	(900,000)	(900,000)	(900,000)	(900,000)
		(441,876)	(1,413,384)	(1,433,634)	(1,433,634)	(1,274,021)
350 Financial Plan Surplus / (Deficit)		-	-	-	-	-
355	Refuse Collection	2023	2024	2025	2026	2027
Revenues						
	User Fees & Service Charges	1,228,607	1,229,980	1,231,389	1,232,833	1,234,312
		1,228,607	1,229,980	1,231,389	1,232,833	1,234,312
Expenses						
	Administration	103,987	103,987	103,987	103,987	103,987
	Wages and Benefits	54,958	56,331	57,740	59,184	60,663
	Operating	1,069,662	1,069,662	1,069,662	1,069,662	1,069,662
		1,228,607	1,229,980	1,231,389	1,232,833	1,234,312
Operating Surplus / (Deficit)		-	-	-	-	-
355 Financial Plan Surplus / (Deficit)		-	-	-	-	-

365 North Pender Harbour Water Service	2023	2024	2025	2026	2027
Revenues					
Frontage & Parcel Taxes	294,007	294,007	294,007	294,007	294,007
User Fees & Service Charges	531,695	531,695	531,695	531,695	531,695
	825,702	825,702	825,702	825,702	825,702
Expenses					
Administration	59,349	59,349	59,349	59,349	59,349
Wages and Benefits	308,785	317,681	325,619	333,762	342,107
Operating	445,354	126,313	126,313	126,313	126,313
Debt Charges - Interest	9,391	8,193	6,950	5,850	5,250
Amortization of Tangible Capital Assets	130,468	130,468	130,468	130,468	130,468
	953,347	642,004	648,699	655,742	663,487
Operating Surplus / (Deficit)	(127,645)	183,698	177,003	169,960	162,215
Other					
Capital Expenditures	(1,017,449)	(21,000)	(21,000)	(21,000)	(21,000)
Debt Principal Repayment	(32,030)	(32,628)	(36,190)	(20,000)	(20,000)
Transfer (to)/from Reserves	157,656	(260,538)	(250,281)	(259,428)	(251,683)
Transfer (to)/from Other Funds	889,000	-	-	-	-
Unfunded Amortization	130,468	130,468	130,468	130,468	130,468
	127,645	(183,698)	(177,003)	(169,960)	(162,215)
365 Financial Plan Surplus / (Deficit)	-	-	-	-	-
366 South Pender Harbour Water Service	2023	2024	2025	2026	2027
Revenues					
Frontage & Parcel Taxes	471,010	471,010	471,010	471,010	471,010
User Fees & Service Charges	850,023	850,023	850,023	850,023	850,023
Investment Income	16,056	18,441	20,291	23,500	26,182
	1,337,089	1,339,474	1,341,324	1,344,533	1,347,215
Expenses					
Administration	111,645	111,645	111,645	111,645	111,645
Wages and Benefits	507,765	522,810	535,880	549,280	563,011
Operating	505,194	258,199	258,199	258,199	258,199
Debt Charges - Interest	52,451	52,768	51,110	49,423	47,696
Amortization of Tangible Capital Assets	299,383	299,383	299,383	299,383	299,383
	1,476,438	1,244,805	1,256,217	1,267,930	1,279,934
Operating Surplus / (Deficit)	(139,349)	94,669	85,107	76,603	67,281
Other					
Capital Expenditures	(1,369,720)	(25,000)	(25,000)	(25,000)	(25,000)
Proceeds from Long Term Debt	80,000	-	-	-	-
Debt Principal Repayment	(102,438)	(106,819)	(109,427)	(113,423)	(116,932)
Transfer (to)/from Reserves	491,930	(262,233)	(250,063)	(237,563)	(224,732)
Transfer (to)/from Other Funds	740,194	-	-	-	-
Unfunded Amortization	299,383	299,383	299,383	299,383	299,383
	139,349	(94,669)	(85,107)	(76,603)	(67,281)
366 Financial Plan Surplus / (Deficit)	-	-	-	-	-

370 Regional Water Services	2023	2024	2025	2026	2027
Revenues					
Frontage & Parcel Taxes	4,361,164	4,361,164	4,361,164	4,361,164	4,361,164
Government Transfers	6,000,000	-	-	-	-
User Fees & Service Charges	7,782,962	7,782,962	7,782,962	7,782,962	7,782,962
Investment Income	76,692	82,900	95,567	12,782	10,839
Developer Contributions	6,811	-	-	-	-
Other Revenue	65,800	65,800	65,800	65,800	65,800
	18,293,429	12,292,826	12,305,493	12,222,708	12,220,765
Expenses					
Administration	1,121,507	1,121,507	1,121,507	1,121,507	1,121,507
Wages and Benefits	4,164,195	4,239,678	4,345,359	4,453,694	4,564,729
Operating	4,409,541	2,043,082	1,843,082	1,843,082	1,843,082
Debt Charges - Interest	370,741	532,170	581,179	564,585	536,127
Amortization of Tangible Capital Assets	1,647,900	1,647,900	1,647,900	1,647,900	1,647,900
	11,713,884	9,584,337	9,539,027	9,630,768	9,713,345
Operating Surplus / (Deficit)	6,579,545	2,708,489	2,766,466	2,591,940	2,507,420
Other					
Capital Expenditures	(22,593,977)	(1,565,599)	(1,565,599)	(1,565,599)	(1,565,599)
Proceeds from Long Term Debt	8,977,367	-	-	-	-
Debt Principal Repayment	(477,846)	(997,337)	(1,000,649)	(949,548)	(956,621)
Transfer (to)/from Reserves	6,277,640	(1,794,171)	(1,928,725)	(1,733,993)	(1,633,100)
Transfer (to)/from Appropriated Surplus	42,349	-	-	-	-
Transfer (to)/from Other Funds	(452,978)	718	80,607	9,300	-
Unfunded Amortization	1,647,900	1,647,900	1,647,900	1,647,900	1,647,900
	(6,579,545)	(2,708,489)	(2,766,466)	(2,591,940)	(2,507,420)
370 Financial Plan Surplus / (Deficit)	-	-	-	-	-
381 Greaves Rd Waste Water Plant	2023	2024	2025	2026	2027
Revenues					
Frontage & Parcel Taxes	2,700	3,000	3,300	3,600	3,900
User Fees & Service Charges	3,139	3,139	3,139	3,139	3,139
	5,839	6,139	6,439	6,739	7,039
Expenses					
Administration	399	399	399	399	399
Wages and Benefits	2,011	2,061	2,112	2,167	2,218
Operating	2,584	744	744	744	744
Debt Charges - Interest	16	11	5	-	-
	5,010	3,215	3,260	3,310	3,361
Operating Surplus / (Deficit)	829	2,924	3,179	3,429	3,678
Other					
Debt Principal Repayment	(112)	(117)	(150)	-	-
Transfer (to)/from Reserves	(717)	(2,807)	(3,029)	(3,429)	(3,678)
	(829)	(2,924)	(3,179)	(3,429)	(3,678)
381 Financial Plan Surplus / (Deficit)	-	-	-	-	-

382 Woodcreek Park Waste Water Plant	2023	2024	2025	2026	2027
Revenues					
Frontage & Parcel Taxes	32,850	32,850	32,850	32,850	32,850
Government Transfers	746,325	-	-	-	-
User Fees & Service Charges	57,119	57,119	57,119	57,119	57,119
	836,294	89,969	89,969	89,969	89,969
Expenses					
Administration	5,256	5,256	5,256	5,256	5,256
Wages and Benefits	26,901	27,573	28,264	28,972	29,694
Operating	31,244	29,891	28,886	27,860	26,844
Debt Charges - Interest	141	92	40	-	-
Amortization of Tangible Capital Assets	8,959	8,959	8,959	8,959	8,959
	72,501	71,771	71,405	71,047	70,753
Operating Surplus / (Deficit)	763,793	18,198	18,564	18,922	19,216
Other					
Capital Expenditures	(964,834)	-	-	-	-
Proceeds from Long Term Debt	99,591	-	-	-	-
Debt Principal Repayment	(972)	(20,938)	(21,225)	(19,918)	(19,918)
Transfer (to)/from Reserves	83,961	(6,219)	(6,298)	(7,963)	(8,257)
Transfer (to)/from Other Funds	9,502	-	-	-	-
Unfunded Amortization	8,959	8,959	8,959	8,959	8,959
	(763,793)	(18,198)	(18,564)	(18,922)	(19,216)
382 Financial Plan Surplus / (Deficit)	-	-	-	-	-

383 Sunnyside Waste Water Plant	2023	2024	2025	2026	2027
Revenues					
Frontage & Parcel Taxes	4,422	5,522	6,622	7,722	8,822
User Fees & Service Charges	6,141	6,325	6,325	6,325	6,325
	10,563	11,847	12,947	14,047	15,147
Expenses					
Administration	392	392	392	392	392
Wages and Benefits	2,211	2,268	2,322	2,381	2,439
Operating	11,970	470	470	470	470
Debt Charges - Interest	16	11	5	-	3,203
	14,589	3,141	3,189	3,243	6,504
Operating Surplus / (Deficit)	(4,026)	8,706	9,758	10,804	8,643
Other					
Capital Expenditures	-	-	-	-	(244,500)
Proceeds from Long Term Debt	-	-	-	-	179,439
Debt Principal Repayment	(112)	(117)	(150)	-	(19,168)
Transfer (to)/from Reserves	4,138	(8,589)	(9,608)	(10,804)	75,586
	4,026	(8,706)	(9,758)	(10,804)	(8,643)
383 Financial Plan Surplus / (Deficit)	-	-	-	-	-

384 Jolly Roger Waste Water Plant	2023	2024	2025	2026	2027
Revenues					
Frontage & Parcel Taxes	6,464	8,064	9,664	11,264	12,864
User Fees & Service Charges	30,583	30,583	30,583	30,583	30,583
	37,047	38,647	40,247	41,847	43,447
Expenses					
Administration	2,485	2,485	2,485	2,485	2,485
Wages and Benefits	12,515	12,831	13,150	13,480	13,816
Operating	38,866	13,717	13,717	13,717	13,717
Debt Charges - Interest	70	46	20	-	-
Amortization of Tangible Capital Assets	1,293	1,293	1,293	1,293	1,293
	55,229	30,372	30,665	30,975	31,311
Operating Surplus / (Deficit)	(18,182)	8,275	9,582	10,872	12,136
Other					
Debt Principal Repayment	(485)	(509)	(653)	-	-
Transfer (to)/from Reserves	17,374	(9,059)	(10,222)	(12,165)	(13,429)
Unfunded Amortization	1,293	1,293	1,293	1,293	1,293
	18,182	(8,275)	(9,582)	(10,872)	(12,136)
384 Financial Plan Surplus / (Deficit)	-	-	-	-	-
385 Secret Cove Waste Water Plant	2023	2024	2025	2026	2027
Revenues					
Frontage & Parcel Taxes	8,568	11,968	15,368	18,768	22,168
User Fees & Service Charges	27,355	27,355	27,355	27,355	27,355
	35,923	39,323	42,723	46,123	49,523
Expenses					
Administration	2,283	2,283	2,283	2,283	2,283
Wages and Benefits	12,659	12,977	13,301	13,633	13,973
Operating	40,049	12,549	12,549	12,549	12,549
Debt Charges - Interest	70	46	20	-	-
Amortization of Tangible Capital Assets	1,381	1,381	1,381	1,381	1,381
	56,442	29,236	29,534	29,846	30,186
Operating Surplus / (Deficit)	(20,519)	10,087	13,189	16,277	19,337
Other					
Debt Principal Repayment	(485)	(509)	(653)	-	-
Transfer (to)/from Reserves	19,623	(10,959)	(13,917)	(17,658)	(20,718)
Unfunded Amortization	1,381	1,381	1,381	1,381	1,381
	20,519	(10,087)	(13,189)	(16,277)	(19,337)
385 Financial Plan Surplus / (Deficit)	-	-	-	-	-

386 Lee Bay Waste Water Plant	2023	2024	2025	2026	2027
Revenues					
Frontage & Parcel Taxes	44,856	53,756	62,656	71,556	80,456
User Fees & Service Charges	57,057	57,057	57,057	57,057	57,057
	101,913	110,813	119,713	128,613	137,513
Expenses					
Administration	4,986	4,986	4,986	4,986	4,986
Wages and Benefits	19,945	20,444	20,956	21,478	22,016
Operating	48,441	34,591	34,591	34,591	34,591
Debt Charges - Interest	70	46	20	-	-
Amortization of Tangible Capital Assets	1,397	1,397	1,397	1,397	1,397
	74,839	61,464	61,950	62,452	62,990
Operating Surplus / (Deficit)	27,074	49,349	57,763	66,161	74,523
Other					
Capital Expenditures	-	(36,900)	-	-	-
Debt Principal Repayment	(485)	(509)	(653)	-	-
Transfer (to)/from Reserves	(27,986)	(13,337)	(58,507)	(67,558)	(75,920)
Unfunded Amortization	1,397	1,397	1,397	1,397	1,397
	(27,074)	(49,349)	(57,763)	(66,161)	(74,523)
386 Financial Plan Surplus / (Deficit)	-	-	-	-	-
387 Square Bay Waste Water Plant	2023	2024	2025	2026	2027
Revenues					
Frontage & Parcel Taxes	24,831	29,481	34,131	38,781	44,361
User Fees & Service Charges	108,886	108,886	108,886	108,886	108,886
Investment Income	966	1,308	1,660	2,022	2,395
	134,683	139,675	144,677	149,689	155,642
Expenses					
Administration	8,799	8,799	8,799	8,799	8,799
Wages and Benefits	47,043	48,216	49,421	50,656	51,924
Operating	57,565	32,565	32,565	32,565	32,565
Debt Charges - Interest	7,588	7,540	7,488	7,448	7,448
Amortization of Tangible Capital Assets	9,070	9,070	9,070	9,070	9,070
	130,065	106,190	107,343	108,538	109,806
Operating Surplus / (Deficit)	4,618	33,485	37,334	41,151	45,836
Other					
Capital Expenditures	(13,589)	-	-	-	-
Debt Principal Repayment	(12,358)	(12,748)	(13,387)	(12,443)	(12,816)
Transfer (to)/from Reserves	12,259	(29,807)	(33,017)	(37,778)	(42,090)
Unfunded Amortization	9,070	9,070	9,070	9,070	9,070
	(4,618)	(33,485)	(37,334)	(41,151)	(45,836)
387 Financial Plan Surplus / (Deficit)	-	-	-	-	-

388 Langdale Waste Water Plant	2023	2024	2025	2026	2027
Revenues					
Frontage & Parcel Taxes	18,000	18,000	18,000	18,000	18,000
User Fees & Service Charges	57,089	57,089	57,089	57,089	57,089
	75,089	75,089	75,089	75,089	75,089
Expenses					
Administration	4,522	4,522	4,522	4,522	4,522
Wages and Benefits	22,356	22,916	23,490	24,079	24,678
Operating	51,137	26,137	26,137	26,137	26,137
Debt Charges - Interest	1,746	4,349	3,290	2,250	1,230
Amortization of Tangible Capital Assets	3,764	3,764	3,764	3,764	3,764
	83,525	61,688	61,203	60,752	60,331
Operating Surplus / (Deficit)	(8,436)	13,401	13,886	14,337	14,758
Other					
Capital Expenditures	(260,468)	-	-	-	-
Proceeds from Long Term Debt	100,000	-	-	-	-
Debt Principal Repayment	(7,152)	(20,509)	(20,653)	(20,000)	(20,000)
Transfer (to)/from Reserves	38,481	1,083	3,003	1,899	1,478
Transfer (to)/from Other Funds	133,811	2,261	-	-	-
Unfunded Amortization	3,764	3,764	3,764	3,764	3,764
	8,436	(13,401)	(13,886)	(14,337)	(14,758)
388 Financial Plan Surplus / (Deficit)	-	-	-	-	-
389 Canoe Rd Waste Water Plant	2023	2024	2025	2026	2027
Revenues					
Frontage & Parcel Taxes	4,743	5,243	5,743	6,243	6,743
User Fees & Service Charges	5,912	5,912	5,912	5,912	5,912
	10,655	11,155	11,655	12,155	12,655
Expenses					
Administration	644	644	644	644	644
Wages and Benefits	2,956	3,032	3,107	3,183	3,265
Operating	971	783	708	708	708
Debt Charges - Interest	16	11	5	-	-
	4,587	4,470	4,464	4,535	4,617
Operating Surplus / (Deficit)	6,068	6,685	7,191	7,620	8,038
Other					
Debt Principal Repayment	(4,002)	(3,664)	(150)	-	-
Transfer (to)/from Reserves	(2,066)	(3,021)	(7,041)	(7,620)	(8,038)
	(6,068)	(6,685)	(7,191)	(7,620)	(8,038)
389 Financial Plan Surplus / (Deficit)	-	-	-	-	-

390 Merrill Crescent Waste Water Plant	2023	2024	2025	2026	2027
Revenues					
Frontage & Parcel Taxes	6,300	7,000	7,700	8,400	9,100
User Fees & Service Charges	27,276	27,276	27,276	27,276	27,276
	33,576	34,276	34,976	35,676	36,376
Expenses					
Administration	2,100	2,100	2,100	2,100	2,100
Wages and Benefits	9,360	9,593	9,831	10,076	10,328
Operating	8,863	8,722	8,666	8,666	8,666
Debt Charges - Interest	70	1,015	1,281	886	544
Amortization of Tangible Capital Assets	557	557	557	557	557
	20,950	21,987	22,435	22,285	22,195
Operating Surplus / (Deficit)	12,626	12,289	12,541	13,391	14,181
Other					
Capital Expenditures	-	(36,900)	-	-	-
Proceeds from Long Term Debt	-	36,900	-	-	-
Debt Principal Repayment	(3,395)	(7,467)	(8,033)	(7,380)	(7,380)
Transfer (to)/from Reserves	(9,788)	(5,379)	(5,065)	(6,568)	(7,358)
Unfunded Amortization	557	557	557	557	557
	(12,626)	(12,289)	(12,541)	(13,391)	(14,181)
390 Financial Plan Surplus / (Deficit)	-	-	-	-	-
391 Curran Rd Waste Water Plant	2023	2024	2025	2026	2027
Revenues					
Frontage & Parcel Taxes	21,210	24,710	28,210	31,710	35,210
User Fees & Service Charges	39,434	39,434	39,434	39,434	39,434
	60,644	64,144	67,644	71,144	74,644
Expenses					
Administration	3,866	3,866	3,866	3,866	3,866
Wages and Benefits	17,511	17,946	18,395	18,856	19,327
Operating	18,375	18,375	18,375	18,375	18,375
Debt Charges - Interest	70	46	3,792	5,011	3,477
Amortization of Tangible Capital Assets	3,324	3,324	3,324	3,324	3,324
	43,146	43,557	47,752	49,432	48,369
Operating Surplus / (Deficit)	17,498	20,587	19,892	21,712	26,275
Other					
Capital Expenditures	-	-	(189,000)	-	-
Proceeds from Long Term Debt	-	-	156,000	-	-
Debt Principal Repayment	(485)	(509)	(18,853)	(31,200)	(31,200)
Transfer (to)/from Reserves	(20,337)	(23,402)	28,637	6,164	1,601
Unfunded Amortization	3,324	3,324	3,324	3,324	3,324
	(17,498)	(20,587)	(19,892)	(21,712)	(26,275)
391 Financial Plan Surplus / (Deficit)	-	-	-	-	-

392	Roberts Creek Co-Housing Treatment Plant	2023	2024	2025	2026	2027
Revenues						
	Frontage & Parcel Taxes	13,950	13,950	13,950	13,950	13,950
	User Fees & Service Charges	62,355	62,355	62,355	62,355	62,355
		76,305	76,305	76,305	76,305	76,305
Expenses						
	Administration	3,696	3,696	3,696	3,696	3,696
	Wages and Benefits	23,520	24,108	24,711	25,328	25,963
	Operating	12,614	12,614	12,614	12,614	12,614
	Debt Charges - Interest	141	92	40	-	-
	Amortization of Tangible Capital Assets	4,766	4,766	4,766	4,766	4,766
		44,737	45,276	45,827	46,404	47,039
Operating Surplus / (Deficit)		31,568	31,029	30,478	29,901	29,266
Other						
	Debt Principal Repayment	(972)	(1,020)	(1,307)	-	-
	Transfer (to)/from Reserves	(35,362)	(34,775)	(33,937)	(34,667)	(34,032)
	Unfunded Amortization	4,766	4,766	4,766	4,766	4,766
		(31,568)	(31,029)	(30,478)	(29,901)	(29,266)
392 Financial Plan Surplus / (Deficit)		-	-	-	-	-
393	Lillies Lake Waste Water Plant	2023	2024	2025	2026	2027
Revenues						
	Frontage & Parcel Taxes	7,112	8,512	9,912	11,312	12,712
	User Fees & Service Charges	27,799	27,799	27,799	27,799	27,799
		34,911	36,311	37,711	39,111	40,511
Expenses						
	Administration	2,725	2,725	2,725	2,725	2,725
	Wages and Benefits	14,076	14,428	14,787	15,158	15,537
	Operating	15,173	11,173	11,173	11,173	11,173
	Debt Charges - Interest	70	46	1,868	2,455	1,703
	Amortization of Tangible Capital Assets	4,860	4,860	4,860	4,860	4,860
		36,904	33,232	35,413	36,371	35,998
Operating Surplus / (Deficit)		(1,993)	3,079	2,298	2,740	4,513
Other						
	Capital Expenditures	(27,970)	-	(110,300)	-	-
	Proceeds from Long Term Debt	-	-	76,415	-	-
	Debt Principal Repayment	(485)	(509)	(9,568)	(15,283)	(15,283)
	Transfer (to)/from Reserves	25,588	(7,430)	36,295	7,683	5,910
	Unfunded Amortization	4,860	4,860	4,860	4,860	4,860
		1,993	(3,079)	(2,298)	(2,740)	(4,513)
393 Financial Plan Surplus / (Deficit)		-	-	-	-	-

394 Painted Boat Waste Water Plant	2023	2024	2025	2026	2027
Revenues					
Frontage & Parcel Taxes	10,912	12,462	14,012	15,562	17,112
User Fees & Service Charges	22,477	22,477	22,477	22,477	22,477
	33,389	34,939	36,489	38,039	39,589
Expenses					
Administration	2,434	2,434	2,434	2,434	2,434
Wages and Benefits	10,763	11,030	11,307	11,593	11,881
Operating	8,271	8,271	8,271	8,271	8,271
Debt Charges - Interest	70	46	20	-	-
Amortization of Tangible Capital Assets	7,220	7,220	7,220	7,220	7,220
	28,758	29,001	29,252	29,518	29,806
Operating Surplus / (Deficit)	4,631	5,938	7,237	8,521	9,783
Other					
Debt Principal Repayment	(485)	(509)	(653)	-	-
Transfer (to)/from Reserves	(11,366)	(12,649)	(13,804)	(15,741)	(17,003)
Unfunded Amortization	7,220	7,220	7,220	7,220	7,220
	(4,631)	(5,938)	(7,237)	(8,521)	(9,783)
394 Financial Plan Surplus / (Deficit)	-	-	-	-	-
395 Sakinaw Ridge Waste Water Plant	2023	2024	2025	2026	2027
Revenues					
Frontage & Parcel Taxes	25,003	25,003	25,003	25,003	25,003
User Fees & Service Charges	14,560	14,560	14,560	14,560	14,560
	39,563	39,563	39,563	39,563	39,563
Expenses					
Administration	4,707	4,707	4,707	4,707	4,707
Wages and Benefits	17,052	17,479	17,914	18,364	18,824
Operating	15,376	15,376	15,376	15,376	15,376
Debt Charges - Interest	140	92	40	-	-
Amortization of Tangible Capital Assets	16,127	16,127	16,127	16,127	16,127
	53,402	53,781	54,164	54,574	55,034
Operating Surplus / (Deficit)	(13,839)	(14,218)	(14,601)	(15,011)	(15,471)
Other					
Debt Principal Repayment	(971)	(1,019)	(1,306)	-	-
Transfer (to)/from Reserves	(1,317)	(890)	(220)	(1,116)	(656)
Unfunded Amortization	16,127	16,127	16,127	16,127	16,127
	13,839	14,218	14,601	15,011	15,471
395 Financial Plan Surplus / (Deficit)	-	-	-	-	-

400	Cemetery	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	137,137	175,699	226,195	225,732	225,330
	User Fees & Service Charges	61,134	61,134	61,134	61,134	61,134
		198,271	236,833	287,329	286,866	286,464
Expenses						
	Administration	20,960	20,960	20,960	20,960	20,960
	Wages and Benefits	90,159	99,219	101,700	104,244	106,849
	Operating	63,088	79,001	86,709	83,702	80,695
	Amortization of Tangible Capital Assets	3,198	3,198	3,198	3,198	3,198
		177,405	202,378	212,567	212,104	211,702
Operating Surplus / (Deficit)		20,866	34,455	74,762	74,762	74,762
Other						
	Capital Expenditures	(595,664)	-	-	-	-
	Proceeds from Long Term Debt	294,800	-	-	-	-
	Debt Principal Repayment	-	(19,653)	(59,960)	(59,960)	(59,960)
	Transfer (to)/from Reserves	276,800	(18,000)	(18,000)	(18,000)	(18,000)
	Unfunded Amortization	3,198	3,198	3,198	3,198	3,198
		(20,866)	(34,455)	(74,762)	(74,762)	(74,762)
400 Financial Plan Surplus / (Deficit)		-	-	-	-	-
410	Pender Harbour Health Clinic	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	178,611	178,611	178,611	178,611	178,611
		178,611	178,611	178,611	178,611	178,611
Expenses						
	Administration	8,571	8,571	8,571	8,571	8,571
	Operating	202,766	165,040	165,040	165,040	165,040
		211,337	173,611	173,611	173,611	173,611
Operating Surplus / (Deficit)		(32,726)	5,000	5,000	5,000	5,000
Other						
	Transfer (to)/from Reserves	32,726	(5,000)	(5,000)	(5,000)	(5,000)
		32,726	(5,000)	(5,000)	(5,000)	(5,000)
410 Financial Plan Surplus / (Deficit)		-	-	-	-	-
500	Regional Planning	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	206,885	214,686	218,753	222,924	227,094
	User Fees & Service Charges	430	430	430	430	430
	Other Revenue	110,135	-	-	-	-
		317,450	215,116	219,183	223,354	227,524
Expenses						
	Administration	41,590	41,590	41,590	41,590	41,590
	Wages and Benefits	155,030	162,762	166,829	171,000	175,170
	Operating	130,830	10,764	10,764	10,764	10,764
		327,450	215,116	219,183	223,354	227,524
Operating Surplus / (Deficit)		(10,000)	-	-	-	-
Other						
	Transfer (to)/from Reserves	10,000	-	-	-	-
		10,000	-	-	-	-
500 Financial Plan Surplus / (Deficit)		-	-	-	-	-

504 Rural Planning Services	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	1,258,389	1,496,385	1,497,242	1,433,745	1,192,064
Government Transfers	203,050	-	-	-	-
User Fees & Service Charges	111,860	130,774	132,509	134,286	136,108
	1,573,299	1,627,159	1,629,751	1,568,031	1,328,172
Expenses					
Administration	196,866	196,866	196,866	196,866	196,866
Wages and Benefits	1,048,194	1,103,691	1,131,283	1,094,563	1,054,704
Operating	519,448	326,602	301,602	276,602	76,602
Amortization of Tangible Capital Assets	1,584	1,584	1,584	1,584	1,584
	1,766,092	1,628,743	1,631,335	1,569,615	1,329,756
Operating Surplus / (Deficit)	(192,793)	(1,584)	(1,584)	(1,584)	(1,584)
Other					
Transfer (to)/from Reserves	191,209	-	-	-	-
Unfunded Amortization	1,584	1,584	1,584	1,584	1,584
	192,793	1,584	1,584	1,584	1,584
504 Financial Plan Surplus / (Deficit)	-	-	-	-	-

506 Geographic Information Services	2023	2024	2025	2026	2027
Revenues					
User Fees & Service Charges	20,500	20,500	20,500	20,500	20,500
	20,500	20,500	20,500	20,500	20,500
Expenses					
Internal Recoveries	(332,374)	(337,255)	(344,194)	(351,305)	(358,595)
Wages and Benefits	272,648	277,529	284,468	291,579	298,869
Operating	65,226	65,226	65,226	65,226	65,226
Amortization of Tangible Capital Assets	22,460	22,460	22,460	22,460	22,460
	27,960	27,960	27,960	27,960	27,960
Operating Surplus / (Deficit)	(7,460)	(7,460)	(7,460)	(7,460)	(7,460)
Other					
Transfer (to)/from Reserves	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Unfunded Amortization	22,460	22,460	22,460	22,460	22,460
	7,460	7,460	7,460	7,460	7,460
506 Financial Plan Surplus / (Deficit)	-	-	-	-	-

510 Civic Addressing	2023	2024	2025	2026	2027
Revenues					
User Fees & Service Charges	30,982	33,494	34,134	34,788	35,462
	30,982	33,494	34,134	34,788	35,462
Expenses					
Administration	5,547	5,547	5,547	5,547	5,547
Wages and Benefits	23,074	25,586	26,226	26,880	27,554
Operating	2,361	2,361	2,361	2,361	2,361
	30,982	33,494	34,134	34,788	35,462
Operating Surplus / (Deficit)	-	-	-	-	-
510 Financial Plan Surplus / (Deficit)	-	-	-	-	-

520	Building Inspection Services	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	8,586	8,586	8,586	11,744	8,586
	User Fees & Service Charges	941,098	959,497	978,356	994,527	1,017,495
	Other Revenue	600	600	600	600	600
		950,284	968,683	987,542	1,006,871	1,026,681
Expenses						
	Administration	152,105	152,105	152,105	152,105	152,105
	Wages and Benefits	735,920	754,319	773,178	792,507	812,317
	Operating	61,259	55,759	55,759	55,759	55,759
	Amortization of Tangible Capital Assets	11,801	11,801	11,801	11,801	11,801
		961,085	973,984	992,843	1,012,172	1,031,982
Operating Surplus / (Deficit)		(10,801)	(5,301)	(5,301)	(5,301)	(5,301)
Other						
	Capital Expenditures	(60,000)	-	-	-	-
	Transfer (to)/from Reserves	59,500	(6,000)	(6,000)	(6,000)	(6,000)
	Transfer (to)/from Other Funds	(500)	(500)	(500)	(500)	(500)
	Unfunded Amortization	11,801	11,801	11,801	11,801	11,801
		10,801	5,301	5,301	5,301	5,301
520 Financial Plan Surplus / (Deficit)		-	-	-	-	-
531	Economic Development Area A	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	38,746	52,198	53,484	53,484	53,484
		38,746	52,198	53,484	53,484	53,484
Expenses						
	Administration	4,258	4,258	4,258	4,258	4,258
	Operating	37,442	47,940	49,226	49,226	49,226
		41,700	52,198	53,484	53,484	53,484
Operating Surplus / (Deficit)		(2,954)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	2,954	-	-	-	-
		2,954	-	-	-	-
531 Financial Plan Surplus / (Deficit)		-	-	-	-	-
532	Economic Development Area B	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	7,884	46,124	47,285	47,285	47,285
		7,884	46,124	47,285	47,285	47,285
Expenses						
	Administration	2,642	2,642	2,642	2,642	2,642
	Operating	8,676	43,482	44,643	44,643	44,643
		11,318	46,124	47,285	47,285	47,285
Operating Surplus / (Deficit)		(3,434)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	3,434	-	-	-	-
		3,434	-	-	-	-
532 Financial Plan Surplus / (Deficit)		-	-	-	-	-

533	Economic Development Area D	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	7,032	41,943	42,995	42,995	42,995
		7,032	41,943	42,995	42,995	42,995
Expenses						
	Administration	2,382	2,382	2,382	2,382	2,382
	Operating	7,605	39,561	40,613	40,613	40,613
		9,987	41,943	42,995	42,995	42,995
Operating Surplus / (Deficit)		(2,955)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	2,955	-	-	-	-
		2,955	-	-	-	-
533 Financial Plan Surplus / (Deficit)		-	-	-	-	-
534	Economic Development Area E	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	7,675	28,507	29,199	29,199	29,199
		7,675	28,507	29,199	29,199	29,199
Expenses						
	Administration	1,785	1,785	1,785	1,785	1,785
	Operating	8,845	26,722	27,414	27,414	27,414
		10,630	28,507	29,199	29,199	29,199
Operating Surplus / (Deficit)		(2,955)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	2,955	-	-	-	-
		2,955	-	-	-	-
534 Financial Plan Surplus / (Deficit)		-	-	-	-	-
535	Economic Development Area F	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	10,269	45,230	46,363	46,363	46,363
		10,269	45,230	46,363	46,363	46,363
Expenses						
	Administration	2,790	2,790	2,790	2,790	2,790
	Operating	10,432	42,440	43,573	43,573	43,573
		13,222	45,230	46,363	46,363	46,363
Operating Surplus / (Deficit)		(2,953)	-	-	-	-
Other						
	Prior Year Surplus/(Deficit)	2,953	-	-	-	-
		2,953	-	-	-	-
535 Financial Plan Surplus / (Deficit)		-	-	-	-	-

540 Hillside Development Project	2023	2024	2025	2026	2027
Revenues					
Other Revenue	156,339	156,339	156,339	156,339	156,339
	156,339	156,339	156,339	156,339	156,339
Expenses					
Administration	5,912	5,912	5,912	5,912	5,912
Wages and Benefits	41,471	57,308	27,545	28,234	28,942
Operating	286,087	90,891	91,106	91,336	91,336
	333,470	154,111	124,563	125,482	126,190
Operating Surplus / (Deficit)	(177,131)	2,228	31,776	30,857	30,149
Other					
Development of Land Held for Resale	(103,912)	(13,912)	(13,912)	(13,912)	(13,912)
Transfer (to)/from Reserves	281,043	11,684	(17,864)	(16,945)	(16,237)
	177,131	(2,228)	(31,776)	(30,857)	(30,149)
540 Financial Plan Surplus / (Deficit)	-	-	-	-	-

615 Community Recreation Facilities	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	6,287,766	6,443,029	6,487,369	6,723,627	7,003,613
Frontage & Parcel Taxes	1,698,073	1,698,073	1,698,073	118,005	-
User Fees & Service Charges	1,757,406	1,757,406	1,757,406	1,757,406	1,757,406
Investment Income	474,870	513,598	563,225	95,335	30,013
Other Revenue	17,858	17,858	17,858	17,858	17,858
	10,235,973	10,429,964	10,523,931	8,712,231	8,808,890
Expenses					
Administration	1,062,198	1,062,198	1,062,198	1,062,198	1,062,198
Wages and Benefits	3,801,596	3,907,056	3,983,789	4,083,360	4,185,429
Operating	1,963,675	1,907,305	1,912,948	1,903,478	1,900,509
Debt Charges - Interest	928,413	1,113,436	1,123,114	252,775	203,409
Amortization of Tangible Capital Assets	951,368	951,368	951,368	951,368	951,368
	8,707,250	8,941,363	9,033,417	8,253,179	8,302,913
Operating Surplus / (Deficit)	1,528,723	1,488,601	1,490,514	459,052	505,977
Other					
Capital Expenditures	(8,083,845)	(955,900)	(596,200)	(1,086,600)	(1,197,300)
Proceeds from Long Term Debt	5,997,292	-	-	863,000	626,200
Debt Principal Repayment	(1,293,862)	(1,869,989)	(2,141,437)	(1,085,391)	(1,113,744)
Transfer (to)/from Reserves	886,217	292,199	295,755	(101,429)	227,499
Transfer (to)/from Appropriated Surplus	9,500	-	-	-	-
Transfer (to)/from Other Funds	4,607	93,721	-	-	-
Unfunded Amortization	951,368	951,368	951,368	951,368	951,368
	(1,528,723)	(1,488,601)	(1,490,514)	(459,052)	(505,977)
615 Financial Plan Surplus / (Deficit)	-	-	-	-	-

625 Pender Harbour Pool	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	610,918	622,188	633,699	645,496	657,586
Frontage & Parcel Taxes	48,519	48,519	48,519	48,519	48,519
User Fees & Service Charges	90,100	90,100	90,100	90,100	90,100
Investment Income	19,323	21,258	23,270	25,363	27,539
	768,860	782,065	795,588	809,478	823,744
Expenses					
Administration	69,586	69,586	69,586	69,586	69,586
Wages and Benefits	441,598	460,368	471,879	483,676	495,766
Operating	164,834	157,334	157,334	157,334	157,334
Debt Charges - Interest	19,466	19,466	19,466	19,466	19,466
Amortization of Tangible Capital Assets	97,998	97,998	97,998	97,998	97,998
	793,482	804,752	816,263	828,060	840,150
Operating Surplus / (Deficit)	(24,622)	(22,687)	(20,675)	(18,582)	(16,406)
Other					
Capital Expenditures	(34,437)	(10,000)	(10,000)	(10,000)	(10,000)
Debt Principal Repayment	(48,376)	(50,311)	(52,323)	(54,416)	(56,592)
Transfer (to)/from Reserves	9,437	(15,000)	(15,000)	(15,000)	(15,000)
Unfunded Amortization	97,998	97,998	97,998	97,998	97,998
	24,622	22,687	20,675	18,582	16,406
625 Financial Plan Surplus / (Deficit)	-	-	-	-	-
630 School Facilities - Joint Use	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	71,996	48,531	48,608	48,690	48,770
	71,996	48,531	48,608	48,690	48,770
Expenses					
Administration	564	564	564	564	564
Wages and Benefits	3,041	3,117	3,194	3,276	3,356
Operating	44,850	44,850	44,850	44,850	44,850
	48,455	48,531	48,608	48,690	48,770
Operating Surplus / (Deficit)	23,541	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	(23,541)	-	-	-	-
	(23,541)	-	-	-	-
630 Financial Plan Surplus / (Deficit)	-	-	-	-	-

640 Gibsons & Area Library	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	839,687	839,902	840,123	840,350	840,582
	839,687	839,902	840,123	840,350	840,582
Expenses					
Administration	48,446	48,446	48,446	48,446	48,446
Wages and Benefits	8,620	8,835	9,056	9,283	9,515
Operating	817,563	817,563	817,563	817,563	817,563
Amortization of Tangible Capital Assets	52,182	52,182	52,182	52,182	52,182
	926,811	927,026	927,247	927,474	927,706
Operating Surplus / (Deficit)	(87,124)	(87,124)	(87,124)	(87,124)	(87,124)
Other					
Transfer (to)/from Reserves	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Transfer (to)/from Other Funds	84,942	84,942	84,942	84,942	84,942
Unfunded Amortization	52,182	52,182	52,182	52,182	52,182
	87,124	87,124	87,124	87,124	87,124
640 Financial Plan Surplus / (Deficit)	-	-	-	-	-
643 Egmont/Pender Harbour Library Service	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	58,861	58,399	59,916	59,916	59,916
	58,861	58,399	59,916	59,916	59,916
Expenses					
Administration	3,412	3,412	3,412	3,412	3,412
Operating	55,449	54,987	56,504	56,504	56,504
	58,861	58,399	59,916	59,916	59,916
Operating Surplus / (Deficit)	-	-	-	-	-
643 Financial Plan Surplus / (Deficit)	-	-	-	-	-
645 Halfmoon Bay Library Service	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	172,985	171,533	176,307	176,307	176,307
	172,985	171,533	176,307	176,307	176,307
Expenses					
Administration	10,042	10,042	10,042	10,042	10,042
Operating	162,945	161,491	166,265	166,265	166,265
	172,987	171,533	176,307	176,307	176,307
Operating Surplus / (Deficit)	(2)	-	-	-	-
Other					
Prior Year Surplus/(Deficit)	2	-	-	-	-
	2	-	-	-	-
645 Financial Plan Surplus / (Deficit)	-	-	-	-	-

646 Roberts Creek Library Service	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	216,173	215,260	218,256	218,256	218,256
	216,173	215,260	218,256	218,256	218,256
Expenses					
Administration	12,486	12,486	12,486	12,486	12,486
Operating	118,745	117,832	120,828	120,828	120,828
	131,231	130,318	133,314	133,314	133,314
Operating Surplus / (Deficit)	84,942	84,942	84,942	84,942	84,942
Other					
Transfer (to)/from Other Funds	(84,942)	(84,942)	(84,942)	(84,942)	(84,942)
	(84,942)	(84,942)	(84,942)	(84,942)	(84,942)
646 Financial Plan Surplus / (Deficit)	-	-	-	-	-
648 Museum Service	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	172,848	172,848	172,848	172,848	172,848
	172,848	172,848	172,848	172,848	172,848
Expenses					
Administration	10,698	10,698	10,698	10,698	10,698
Operating	162,150	162,150	162,150	162,150	162,150
	172,848	172,848	172,848	172,848	172,848
Operating Surplus / (Deficit)	-	-	-	-	-
648 Financial Plan Surplus / (Deficit)	-	-	-	-	-
650 Community Parks	2023	2024	2025	2026	2027
Revenues					
Tax Requisitions	2,493,848	2,315,401	2,668,147	2,688,673	2,706,669
Government Transfers	1,933,631	-	-	-	-
User Fees & Service Charges	75,600	75,600	75,600	75,600	75,600
Other Revenue	356,100	11,100	11,100	11,100	11,100
	4,859,179	2,402,101	2,754,847	2,775,373	2,793,369
Expenses					
Administration	290,239	290,239	290,239	290,239	290,239
Wages and Benefits	1,097,832	1,094,507	1,042,334	1,068,394	1,095,101
Operating	865,351	656,925	723,671	708,593	693,515
Debt Charges - Interest	3,183	2,564	1,895	1,200	470
Amortization of Tangible Capital Assets	256,933	256,933	256,933	256,933	256,933
	2,513,538	2,301,168	2,315,072	2,325,359	2,336,258
Operating Surplus / (Deficit)	2,345,641	100,933	439,775	450,014	457,111
Other					
Capital Expenditures	(5,024,658)	-	-	-	-
Proceeds from Long Term Debt	1,478,233	-	-	-	-
Debt Principal Repayment	(16,765)	(13,075)	(309,390)	(310,085)	(310,815)
Transfer (to)/from Reserves	270,851	(344,791)	(390,620)	(396,862)	(403,229)
Transfer (to)/from Appropriated Surplus	248,704	-	-	-	-
Transfer (to)/from Other Funds	441,061	-	3,302	-	-
Unfunded Amortization	256,933	256,933	256,933	256,933	256,933
	(2,345,641)	(100,933)	(439,775)	(450,014)	(457,111)
650 Financial Plan Surplus / (Deficit)	-	-	-	-	-

665	Bicycle & Walking Paths	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	59,796	56,027	56,682	57,358	58,047
		59,796	56,027	56,682	57,358	58,047
Expenses						
	Administration	12,037	12,037	12,037	12,037	12,037
	Wages and Benefits	22,583	26,282	26,937	27,613	28,302
	Operating	7,708	7,708	7,708	7,708	7,708
	Amortization of Tangible Capital Assets	99,607	99,607	99,607	99,607	99,607
		141,935	145,634	146,289	146,965	147,654
Operating Surplus / (Deficit)		(82,139)	(89,607)	(89,607)	(89,607)	(89,607)
Other						
	Capital Expenditures	(600,860)	-	-	-	-
	Transfer (to)/from Reserves	64,089	(10,000)	(10,000)	(10,000)	(10,000)
	Transfer (to)/from Appropriated Surplus	(7,468)	-	-	-	-
	Transfer (to)/from Other Funds	526,771	-	-	-	-
	Unfunded Amortization	99,607	99,607	99,607	99,607	99,607
		82,139	89,607	89,607	89,607	89,607
665 Financial Plan Surplus / (Deficit)		-	-	-	-	-
667	Area A Bicycle & Walking Paths	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	14,398	14,596	14,800	15,013	15,224
		14,398	14,596	14,800	15,013	15,224
Expenses						
	Administration	2,221	2,221	2,221	2,221	2,221
	Wages and Benefits	7,977	8,175	8,379	8,592	8,803
	Operating	4,200	4,200	4,200	4,200	4,200
	Amortization of Tangible Capital Assets	6,231	6,231	6,231	6,231	6,231
		20,629	20,827	21,031	21,244	21,455
Operating Surplus / (Deficit)		(6,231)	(6,231)	(6,231)	(6,231)	(6,231)
Other						
	Unfunded Amortization	6,231	6,231	6,231	6,231	6,231
		6,231	6,231	6,231	6,231	6,231
667 Financial Plan Surplus / (Deficit)		-	-	-	-	-
670	Regional Recreation Programs	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	189,574	189,650	189,727	189,809	189,889
	User Fees & Service Charges	2,119	10,319	10,319	10,319	10,319
		191,693	199,969	200,046	200,128	200,208
Expenses						
	Administration	10,372	10,372	10,372	10,372	10,372
	Wages and Benefits	3,041	3,117	3,194	3,276	3,356
	Operating	178,280	186,480	186,480	186,480	186,480
		191,693	199,969	200,046	200,128	200,208
Operating Surplus / (Deficit)		-	-	-	-	-
670 Financial Plan Surplus / (Deficit)		-	-	-	-	-

680	Dakota Ridge Recreation Service Area	2023	2024	2025	2026	2027
Revenues						
	Tax Requisitions	205,468	210,005	212,323	214,705	217,142
	User Fees & Service Charges	38,000	38,000	38,000	38,000	38,000
	Other Revenue	2,000	2,000	2,000	2,000	2,000
		245,468	250,005	252,323	254,705	257,142
Expenses						
	Administration	26,715	26,715	26,715	26,715	26,715
	Wages and Benefits	88,313	92,850	95,168	97,550	99,987
	Operating	132,631	130,440	130,440	130,440	130,440
	Amortization of Tangible Capital Assets	45,966	45,966	45,966	45,966	45,966
		293,625	295,971	298,289	300,671	303,108
Operating Surplus / (Deficit)		(48,157)	(45,966)	(45,966)	(45,966)	(45,966)
Other						
	Capital Expenditures	(33,872)	-	-	-	-
	Transfer (to)/from Reserves	36,063	-	-	-	-
	Unfunded Amortization	45,966	45,966	45,966	45,966	45,966
		48,157	45,966	45,966	45,966	45,966
680 Financial Plan Surplus / (Deficit)		-	-	-	-	-