



## FINANCE COMMITTEE

**Monday, February 5, 2024  
TO BE HELD**

**IN THE BOARDROOM OF THE  
SUNSHINE COAST REGIONAL DISTRICT OFFICES  
AT 1975 FIELD ROAD, SECHELT, B.C.**

### AMENDED AGENDA

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**CALL TO ORDER      9:30 a.m.**

#### AGENDA

1. Adoption of Agenda

Pages 1-5

#### IN CAMERA

THAT the public be excluded from attendance at the meeting in accordance with Section 90 (1) (a), (c), (d), (f), (g) 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 a municipality or another position appointed by the municipality”, “labour relations or other employee relations”, “the security of the property of the municipality”, “law enforcement, if the council considered that disclosure could reasonably be expected to harm the conduct of an investigation under or enforcement of an enactment”, “litigation or potential litigation affecting the municipality” and “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.”

#### PRESENTATIONS AND DELEGATIONS

2. 2024 Round 2 Budget Introduction  
*Chief Administrative Officer*  
*General Manager, Corporate Services / Chief Financial Officer*

Verbal

#### REPORTS

3. 2024 Preliminary Property Assessment Impacts  
*Manager, Budgeting and Grants*  
**(Voting – All Directors)**

Annex A  
pp. 6-8

4. Canada Community - Building Fund – Community Works and Growing Communities Funds Updates  
*General Manager, Corporate Services / Chief Financial Officer  
Manager, Budgeting and Grants*  
**(Voting – All Directors)** Annex B  
pp. 9-13
5. Sunshine Coast Regional District Debt as at December 31, 2023  
*Manager, Budgeting and Grants*  
**(Voting – All Directors)** Annex C  
pp. 14-19
6. 2023 Preliminary Surplus / Deficits  
*Manager, Financial Services*  
**(Voting – All Directors)** Annex D  
pp. 20-26
7. Final 2023 Project Carry-Forwards  
*Senior Leadership Team*  
**(Voting – All Directors)** Annex E  
pp. 27-35
8. Updated Summary of Proposed Initiatives and Carry-Forwards at Round 2 Budget – By Department Annex F  
pp. 36-68
9. ⇒REPLACE 2024 Round 2 Budget Proposal – [350] Regional Solid Waste  
*Manager, Solid Waste Services*  
**(Voting – All Directors)** Annex G  
pp. 69-78
10. Water Supply Plan Feasibility Study Long-Term Groundwater Supply Sources (Groundwater Investigation Phase 5)  
*Acting Manager, Capital Projects*  
**(Voting – All Directors)** Annex H  
pp. 79-84
11. Langdale Wellfield Development Project – Financial and Legislative Implications  
*General Manager, Corporate Services / Chief Financial Officer  
Corporate Officer*  
**(Voting – All Directors)** Annex I  
pp. 85-92
12. 2024 Round 2 Budget Proposal – [370] Regional Water Service  
*Manager, Utility Services*  
**(Voting – A, B, D, E, F, Sechelt)** Annex J  
pp. 93-98
13. 2024 Round 2 Budget Proposal – [365 / 366 / 370] Water Services  
*General Manager, Infrastructure Services  
Manager, Utility Services*  
**(Voting – A, B, D, E, F, Sechelt, sNGD)** Annex K  
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14. 2024 Round 2 Budget Proposal – Environmental Technician - [365 / 366 / 370] Water Services, [350] Regional Solid Waste and [381-395] Wastewater Treatment Plants  
*Manager, Utility Services*  
*Manager, Solid Waste Services*  
**(Voting - All Directors)** Annex L  
pp. 111-112
15. 2024 Round 2 Budget Proposal – [381-395] Wastewater Treatment Plants  
*Manager, Utility Services*  
**(Voting – All Directors)** Annex M  
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16. 2024 Round 2 Budget Proposal – [310] Public Transit  
*Manager, Transit and Fleet*  
**(Voting – B, D, E, F, DoS, ToG, sNGD)** Annex N  
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17. 2024 Round 2 Budget Proposal – [345] Ports Services  
*General Manager, Community Services*  
**(Voting – B, D, E, F)** Annex O  
pp. 122-124
18. 2024 Round 2 Budget Proposal - [615] Recreation Facilities Services  
*Manager, Facilities Services*  
*Manager, Recreation Services*  
**(Voting – B, D, E, F, Sechelt, sNGD, Gibsons)** Annex P  
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19. 2024 Round 2 Budget Proposal – Recreation Software Implementation - [615] Community Recreation Facilities, [625] Pender Harbour Fitness and Aquatic Centre, [650] Community Parks and [680] Dakota Ridge  
*Manager, Recreation Services*  
**(Voting – All Directors)** Annex Q  
pp. 131-133
20. 2024 Round 2 Budget Proposal [650] Community Parks  
*Manager, Parks Services*  
**(Voting – A, B, D, E, F)** Annex R  
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21. 2024 Round 2 Budget Proposal [210] Gibsons and District Fire Protection  
*Fire Chief*  
**(Voting – E, F and Gibsons)** Annex S  
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22. 2024 Round 2 Budget Proposal [212] Roberts Creek Fire Protection  
*Fire Chief*  
**(Voting – All Directors)** Annex T  
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23. 2024 Round 2 Budget Proposal [216] Halfmoon Bay Fire Protection  
*Fire Chief*  
**(Voting – All Directors)** Annex U  
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24. 2024 Round 2 Budget Proposal [220] Emergency Telephone 911  
*Manager, Protective Services*  
**(Voting – All Directors)** Annex V  
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25. 2024 Round 2 Budget Proposal [222] Sunshine Coast Emergency Planning  
*Manager, Protective Services*  
**(Voting – All Directors)** Annex W  
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26. 2024 Round 2 Budget Proposal [504] Rural Planning  
*Manager, Planning and Development*  
**(Voting – All Directors)** Annex X  
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27. 2024 Round 2 Budget Proposal [110] General Government  
*Chief Administrative Officer*  
*Corporate Officer*  
**(Voting – All Directors)** Annex Y  
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28. 2024 Round 2 Budget Proposal [112 / 113] Financial Services  
*General Manager, Corporate Services / Chief Financial Officer*  
*Manager, Financial Services*  
**(Voting – All Directors)** Annex Z  
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29. 2024 Round 2 Budget Proposal [115] Human Resources  
*Senior Manager, Human Resources*  
**(Voting – All Directors)** Annex AA  
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30. 2024 Round 2 Budget Proposal [506] Geographic Information Services and [510] Civic Addressing  
*Manager, Information Services*  
**(Voting – All Directors)** Annex BB  
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31. 2024 Round 2 Budget Proposal – Various Services – Corporate Security Enhancement and Implementation  
*Manager, Purchasing and Risk Management*  
**(Voting – All Directors)** Annex CC  
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32. Community Partners Decisions – 2024 Budget Requests  
*General Manager, Corporate Services / Chief Financial Officer*  
**(Voting – All Directors)** Annex DD  
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| <b>33.</b> Sechelt Public Library – 2024 Budget Information<br><i>General Manager, Corporate Services / Chief Financial Officer</i><br><b>(Voting – A, B, D and Sechelt)</b>                   | Annex EE<br>pp. 250-265 |
| <b>34.</b> Electoral Areas' Grant-in-Aid Discretionary Balances for 2024<br><i>General Manager, Corporate Services / Chief Financial Officer</i><br><b>(Voting – Electoral Area Directors)</b> | Annex FF<br>pp. 266-269 |

**COMMUNICATIONS**

**NEW BUSINESS**

**ADJOURNMENT**

**SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

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**TO:** Finance Committee (Round 2 Budget) – February 5, 2024  
**AUTHOR:** Marc Sole, Manager, Solid Waste Services  
**SUBJECT:** **2024 ROUND 2 BUDGET PROPOSAL FOR SOLID WASTE SERVICES [350, 351, 352]**

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**RECOMMENDATION(S)**

**THAT the report titled 2024 Round 2 Budget Proposal for Solid Waste Services [350, 351, 352] be received for information.**

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**BACKGROUND**

Following is a summary of the Round 1 2024 Budget meeting recommendations:

- The following Budget Proposals were referred to the 2024 Round 2 Budget pending results of the Sunshine Coast Regional District Organizational Review:
  - Budget Proposal 1 – Vertical Expansion Sechelt Landfill – Design Phase, \$165,000 funded \$100,000 from Operating Reserves and \$50,000 from Taxation;
  - Budget Proposal 2 – Sechelt Landfill Contact Water Pond Relocation – Construction, \$520,000 funded through Taxation;
  - Budget Proposal 5 – Solid Waste Operations Technician (1.0 FTE), \$58,447 (prorated at 0.58 FTE for 2024) funded through Taxation.
- The following Budget Proposal was referred to the 2024 Round 2 Budget for further consideration of the proposal and the future financial implications:
  - Budget Proposal 4 – Solid Waste Contracts (Base Budget Increase), \$389,403 funded through Taxation.
- The following Budget Proposal was referred to the 2024 Round 2 Budget for options to Phase 1 of this project as necessary requirements in 2024 and Phase 2 deferred to 2025:
  - Budget Proposal 3 – Site Improvements for Sechelt Landfill, \$110,000 funded through Taxation;
- The following Budget Proposal was referred to the 2024 Round 2 Budget with implications to funding this project from Tipping Fees rather than Taxation and providing the scale and revenue loss due to internet outages:
  - Budget Proposal 6 – Sechelt Landfill Internet Connectivity Improvements, \$25,000 funded through Taxation.

DISCUSSION

2024 R2 Budget Proposals

1	<i>Function Number – Project Title:</i>	[352] – Vertical Expansion Sechelt Landfill – Design Phase (AMENDED)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Strategic Plan or Other Plan Related
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$165,000
	<i>Funding Source(s):</i>	Operating Reserves \$100,000  Taxation - \$65,000  NOTE: Wage Allocation \$15,000 (0.13FTE <b>new</b> Capital FTE)
	<i>Rationale / Service Impacts:</i>	The construction of a perimeter berm or wall on the south and west sides of Sechelt Landfill has the potential to provide additional airspace to bury garbage on the south and west slopes of the site. Based on a preliminary analysis it is estimated that this could provide seven years or more of additional landfill life at the current annual infill rate. The construction of such a berm or wall would not extend beyond the current limit of waste (i.e., within the Sechelt Landfill property) and would require an updated provincial operational certificate and need to be included in the Solid Waste Management Plan that is currently being updated. This budget proposal allows for the engineering to refine the concept into preliminary design drawings and costs estimate. This cost estimate will be considered in the business case analysis of this option.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	The results of the assessment will be incorporated into future financial planning documents as applicable.
	<i>Asset Management Implications:</i>	The results of the assessment will be incorporated into future asset management planning documents as applicable.
<i>Climate Action Impact</i>	Any proposed waste disposal options will have GHG emissions associated with them. The	

		magnitude of those emissions is considered while confirming the feasibility of the project.
	<i>HR Implications:</i>	<b>Dependent on approval of sufficient resources within Capital Projects Division and Solid Waste Operations Coordinator position.</b>

2	<i>Function Number – Project Title:</i>	[350] – Sechelt Landfill Contact Water Pond Relocation-Construction (AMENDED)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Strategic Plan or Other Plan Related
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$520,000 <b>NOTE: Wage Allocation \$20,000 (0.17 FTE new Capital FTE)</b>
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	In 2021, SCRD staff identified an opportunity to increase the lifespan of the Sechelt Landfill by relocating the contact water pond, which manages stormwater that comes in contact with solid waste. An options analysis and conceptual design were completed in 2023, with detailed design and regulatory approvals in progress. This project is expected to extend the landfill life by approximately four years until mid to late 2030 at less than half the cost of exporting waste for disposal off Coast.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	No additional operating costs.
	<i>Asset Management Implications:</i>	Development of an asset management plan for Solid Waste Services is pending.
	<i>Climate Action Impact</i>	Any proposed waste disposal options will have GHG emissions associated with them which includes relative GHG reduction versus exporting waste.
<i>HR Implications:</i>	<b>Dependent on approval of sufficient resources within Capital Projects Division and Solid Waste Operations Coordinator position.</b>	



3	<i>Function Number – Project Title:</i>	[350] – Site Improvements for Sechelt Landfill
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	2024: <b>\$70,000</b>  2025: <b>\$56,000</b>
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>Some areas of the Sechelt Landfill drop off area have been identified that require repair or improvement to ensure site safety for staff and the public and to ensure business continuity and regulatory compliance. These improvements include: resurfacing of the scale, the construction of a new propane tank storage, mattress trailer ramp repairs and electric fence maintenance.</p> <p>This budget proposal also allows for the purchase and maintenance of handheld gas-monitors to meet regulatory requirements.</p> <p><b>These improvements include:</b></p> <p><b><u>Propane Tank Storage:</u> Mandatory; regulatory compliance, safety/environmental. The current system of storing propane tanks does not meet industry standards for environmental and safety requirements. Propane tanks are a fire risk hazard and although they come to the Sechelt Landfill mostly empty, they still contain residual amounts of propane and can cause fires.</b></p> <p><b>Storage requirements include a shelter, secure storage, and proper ventilation. Improvements to the Pender Harbour Transfer Station propane storage area will be implemented as part of site upgrades planned for 2024 and are not part of this proposal.</b></p> <p><b><u>Mattress Trailer Ramp:</u> Mandatory; safety/environmental. The ramp at the Sechelt Landfill that is used to load the mattress trailer poses a tripping hazard for the public as it does not meet the height of the trailer.</b></p>

		<p>Staff have installed a temporary measure that requires constant repositioning and a replacement or fix to the current ramp that can handle trailers of varying heights would be safer for users of the site.</p> <p><b><u>Fence Maintenance:</u></b> Mandatory; imminent asset failure, regulatory compliance, safety/environmental. The electric fence at the Sechelt Landfill is at risk of asset failure and the SCRD is out of regulatory compliance when it is not functioning. It keeps staff and the public, as well as wild animals, safe by deterring animals from accessing the site. This proposal includes fence repairs and improvements to the fence by moving the entrance gate (to improve visibility of traffic) and increasing the maintenance capacity of staff with training on maintenance of the electric fence. Maintenance costs are included in the \$11,000 base budget lift.</p> <p><b><u>Handheld Landfill Gas Monitors:</u></b> Mandatory; safety/environmental. In 2022 fixed gas monitors were installed in buildings at the Sechelt Landfill following a risk assessment. The risk assessment also determined that staff who may enter confined spaces, such as storage buildings, shipping containers, and closed roll-off bins, must be in possession of a personal gas monitor. Calibration, maintenance, and replacement costs are included in the \$11,000 base budget lift.</p> <p>Staff propose to delay the following site improvement to 2025:</p> <p><b><u>Scale Resurfacing:</u></b> Mandatory; asset failure. The concrete pad of the scale has degraded, and the support beams require resurfacing to remove rust. \$45,000 is required in 2025 to complete this work.</p> <p>The scale itself has not been resurfaced since its original installation over 20 years ago. The Sechelt Landfill scale is a crucial piece of infrastructure and without it functioning as required the SCRD would not be able to collect tipping fees at the Sechelt Landfill.</p> <p>Resurfacing the scale concrete pad and support beams would save future potential</p>
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		<b>risk and increased costs of unexpected asset failure, which would cost more in the future to repair or replace.</b>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2025 and onwards \$11,000 Base Budget increase for ongoing testing of the gas monitors and fence maintenance.
	<i>Asset Management Implications:</i>	Development of an asset management plan for Solid Waste Services is pending.
	<i>Climate Action Impact</i>	N/A
	<i>HR Implications:</i>	Staff will assess additional staffing needs for fence maintenance during 2024 and bring forward a budget proposal for additional staff as part of the 2025 budget process as required.

4	<i>Function Number – Project Title:</i>	[350, 351, 352] – Solid Waste Contracts
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$389,403 Base Budget increase
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>Solid Waste Services has over forty contracts that support all our services. Service levels are guided by the Solid Waste Management Plan and Board direction. In some cases, service levels are also dictated by the MOECC, WorkSafe and other regulatory authorities. Staff follow the SCR D procurement policies and issue Requests For Proposals (RFP) or Request For Quote's (RFQ) to obtain contractors and qualified professionals to provide many services. Once a contract expires, we are required to go out to the market to allow fair opportunity for new contractors to bid on the work. This often amounts to an increase in budget needs. This proposal includes all contracts that are expiring in 2024 up to Q2 2025.</p> <p>Additionally with Solid Waste, new programs or regulations can come into place that can change</p>

		<p>tonnages or service scope of work that inherently can change the costs.</p> <p>To ensure business continuity and to predict financial planning as best we can, this proposal adds buffers to avoid amending financial plans midway through the year as best as we can.</p> <p><b>Alternative, for the contract renewals or extensions that require an increased budget, the Board could decide to amend the Financial Plan 2024-2028 when contract awards are being presented to the Board.</b></p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>2025 \$412,685 Base Budget increase</p> <p>2026 \$524,879 Base Budget increase</p>
	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Impact</i>	GHG emissions and other environmental factors associated with contracts are part of the evaluating criteria for awarding new contracts.
	<i>HR Implications:</i>	N/A

5	<i>Function Number – Project Title:</i>	[350] – 1.0 FTE Solid Waste Operations Technician
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	<p><b>\$65,233</b></p> <p><b>\$60,313 (prorated for 2024 0.66 FTE – wages and expenses)</b></p> <p><b>\$4,920 in Base Budget (lift for employee related expenses)</b></p>
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	Additional solid waste operations support is required to enable the SCR D to navigate and comply with the solid waste regulatory environment, including staying up to date on increasingly complex safety regulations and best practices, day-to-day operations and

		<p>maintenance issues, site inspections, and asset management. Currently, these tasks fall to the Superintendent of Solid Waste Operations and the Manager of Solid Waste Services. This position will enable a more efficient division of work at the operational level, providing the Superintendent and Manager with more capacity to focus on future waste disposal, strategic planning, and contract management.</p> <p>Several large solid waste projects are expected to enter the construction phase in 2024 including the contact water pond relocation project to extend the life of the Sechelt Landfill, upgrades to the Pender Harbour Transfer Station, and the closure of the north slope of the Sechelt Landfill (Stage K closure). All of the aforementioned projects will have significant operational impacts that are beyond the current capacity of the Superintendent and Manager to oversee while maintaining current service levels. Significant interruptions to service levels may occur without additional operational support.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>2025 <b>\$99,088</b> 1.0 FTE including wages and employee expenses)</p> <p>2026 <b>\$101,596</b></p>
	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Impact</i>	N/A
	<i>HR Implications:</i>	1.0 FTE Solid Waste Operations Technician

6	<i>Function Number – Project Title:</i>	[352] – Sechelt Landfill Internet Connectivity Improvements
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Sechelt
	<i>2024 Funding Required:</i>	\$25,000
	<i>Funding Source(s):</i>	<b>Operating Reserves</b>
	<i>Rationale / Service Impacts:</i>	Reliable internet access is required to process payments at the Sechelt Landfill, as well as for staff to perform their day-to-day work

	<p>responsibilities. Currently, internet is provided through three methods: Starlink satellite internet, radio signal internet, and cell service. In part due to physical changes adjacent to the landfill all three connection types are unreliable and do not provide enough bandwidth for guaranteed site operations.</p> <p><b>Depending on the duration of the internet connectivity interruption and the number of customers waiting, staff will process payments manually, waive payment, or close the entire site.</b></p> <p><b>The total financial impact of the internet connectivity issues at the Sechelt Landfill is estimated to be approximately \$7,000 - \$9,000 per year. This estimate does not include staff time spent responding to each outage and the cost of lost productivity by divisional senior staff based at the Sechelt Landfill.</b></p>
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	TBD
<i>Asset Management Implications:</i>	TBD
<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	n/a

**Financial Implications**

<b>Five-Year RSW Operating Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$ 70,238	\$490,238	\$490,238	\$490,238	\$490,238
2023 Operating Surplus	\$420,000	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$490,238	\$490,238	\$490,238	\$490,238	\$490,238

**Five-Year SL Operating Reserve Plan (or longer, if applicable)**  
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 433,415.00	\$ 639,415	\$ 639,415	\$ 639,415	\$ 639,415
2023 Operating Surplus	\$ 331,000.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (125,000.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 639,415	\$ 639,415	\$ 639,415	\$ 639,415	\$ 639,415

**Five-Year Zero Waste Operating Reserve Plan (or longer, if applicable)**  
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 134,198.00	\$ 142,818	\$ 198,688	\$ 254,558	\$ 310,428
2023 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (27,000.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 35,620.00	\$ 55,870	\$ 55,870	\$ 55,870	\$ 55,870
Closing Balance in Reserve	\$ 142,818	\$ 198,688	\$ 254,558	\$ 310,428	\$ 366,298

Reviewed by:			
CAO	X – D. McKinley	Legislative	
CFO		Manager	
GM	X - R. Rosenboom	Other Staff	