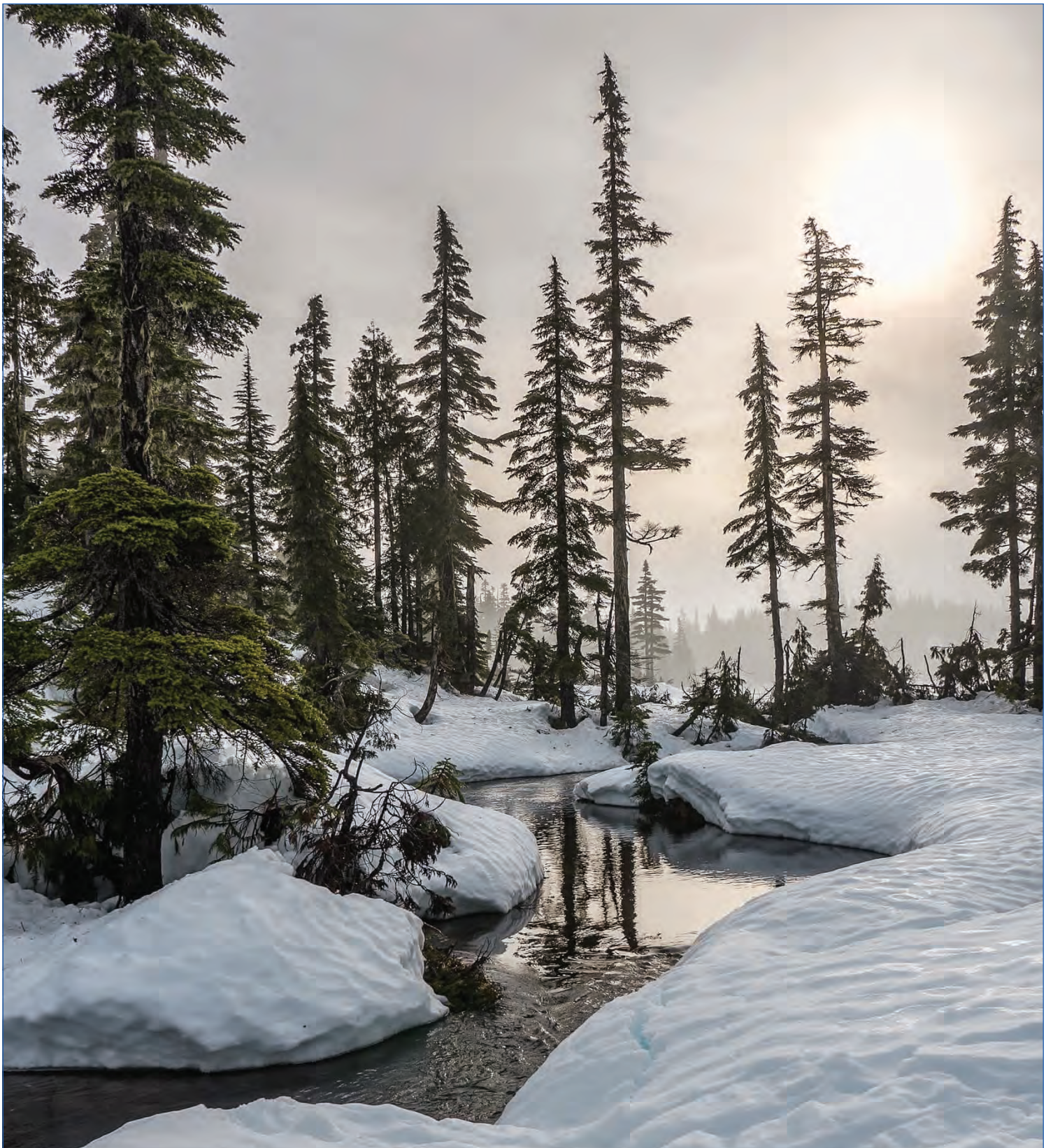


# Strathcona

REGIONAL DISTRICT



**2020 – 2024**  
**APPROVED FINANCIAL PLAN**



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## 2020 - 2024 Budget Process

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### **November 2019**

Gathered input, business cases and preliminary estimates. Held budget workshops.

### **January 2020**

Refined estimates, analyzed implications for property owners and presented draft financial plan to Regional Board.

### **February & March 2020**

Financial Plan revisions if needed. Incorporate all approved decisions for Board adoption of financial plan bylaw.

### **April 2020**

Send requisitions to municipalities and the province with informational tax notice insert.

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## Message from the Chief Administrative Officer

Looking to the future, the Financial Plan is the foundation for implementing the Board's vision of the Strathcona Regional District.

On behalf of the Strathcona Regional District, I am pleased to present the 2020-2024 Financial Plan. Good governance requires strong processes and policies for making and implementing the best decisions. The budget process lays the foundation for good governance and service delivery to the community by providing a framework to manage workflow and plan for the future. The 2020-2024 Financial Plan will provide the Strathcona Regional District with the direction to guide our work and turn priorities into action.

Each year, the Regional District prepares a five-year financial plan that considers both revenues and expenditures that reflect the cost of providing Regional District services. It includes municipal and electoral area assessment information, requisition comparisons and tax rate, as well as five-year budget details with prior year comparisons for each service.

The financial planning process for the current year began in November 2019 with a review of single-participant services followed by budget workshops, strategic planning sessions, and further consultation with the public, elected officials and strategic partners.

The culmination of this work is found in the following pages which will form the basis of a new budget bylaw, to be approved and adopted by the Board prior to the legislated due date of March 31, 2020.

The 2020-2024 Financial Plan includes funding for contractual increases, inflationary adjustments and additional resources for ongoing and new projects.

The budget is developed based upon the strategic priorities of the Regional Board, and the funds required to sustain the delivery of Regional District services.

The Regional District continues to work within its financial means in order to diligently implement key projects and priorities while maintaining the highest level of service delivery to all citizens.

Dave Leitch  
Chief Administrative Officer



Photo Credit: Destination Campbell River / Bluetree Photography

## Overview



The Strathcona Regional District (SRD) is a partnership of five municipalities and four electoral areas, which covers approximately 18,278 square kilometers (7,057 square miles) of land. The SRD serves and provides 44,671 residents (2016 census) with a diverse range of services including water and sewerage systems, fire protection, land use planning, parks, recreation and emergency response. The Strathcona Regional District was established on February 15, 2008, as a result of the provincial government’s restructure of the Comox Strathcona Regional District.

The geography of the SRD ranges from forested hills, remote inlets, picturesque villages to vibrant urban landscapes. The borders extend from the Oyster River in the south to Gold River, Sayward, Tahsis, Zeballos and Kyuquot-Nootka in the north and west, and east to Cortes Island, Quadra Island and the Discovery Islands as well as a portion of the adjacent mainland north of Powell River.

**2016 Census Stats:**

Name	Type	% Growth (2011-2016)	Population	Homes (Occupied)	Square Kms. (land)
Campbell River	City	4.5%	32,588	14,201	144
Gold River	Village	-4.3%	1,212	573	11
Sayward	Village	-1.9%	311	152	5
Tahsis	Village	-21.5%	248	152	5
Zeballos	Village	-14.4%	107	58	2
Ka:'yu:k't'h/Che:kt'les7et'h'	First Nation	-0.6%	1,579	540	15
SRD - Area A	Electoral Area	-5.3%	764	354	7,132
SRD - Area B	Electoral Area	2.8%	1,035	535	136
SRD - Area C	Electoral Area	-6.5%	2,431	1,169	9,238
SRD - Area D	Electoral Area	8.9%	4,396	1,876	1,590
<b>Strathcona Regional District Total</b>			<b>44,671</b>	<b>19,610</b>	<b>18,278</b>



## Mission, Core Values & Vision

### Mission

To provide the citizens with a healthy environment and social well being that leads to a vibrant quality of life through responsible economic development and effective delivery of services.

### Core Values

In fulfilling our Mission, we are guided at all levels by the Core Values of *Teamwork, Respect, Integrity, Effectiveness* and *Accountability* as defined by these principles:

- We work as a committed team in a spirit of collaboration and community.
- We are caring and respectful in all our interactions and relationships.
- We are open and honest. We adhere to the highest standards of ethical conduct.
- We deliver effective public service through professionalism and creativity.
- We are accountable to our constituents and to the region as a whole.

### Vision

- People, fish and wildlife thrive in a healthy environment.
- Residents and businesses are supported by a diverse and resilient economy.
- High quality health and social care is available regionally.
- The region is a world-class tourism destination, leveraging our unique ecological, historical and cultural assets.
- Affordable quality services are delivered in a fiscally responsible way.
- The District is a leader in regional governance, with diverse jurisdictions including First Nations, working together cohesively and collaboratively.



## 2020 Elected Officials and Appointed Officers

### Elected Officials

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City of Campbell River	Andy Adams
City of Campbell River	Charlie Cornfield
City of Campbell River	Claire Moglove
City of Campbell River	Michele Babchuk (Chair)
City of Campbell River	Ron Kerr
Village of Gold River	Brad Unger (Vice Chair)
Village of Sayward	John MacDonald
Village of Tahsis	Martin Davis
Village of Zeballos	Julie Colborne
Electoral Area A – Kyuquot-Nootka/Sayward	Gerald Whalley
Electoral Area B – Cortes Island	Noba Anderson
Electoral Area C – Discovery Islands-Mainland Inlets	Jim Abram
Electoral Area D – Oyster Bay-Buttle Lake	Brenda Leigh

### SRD Associate Member

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Ka:'yu:'k't'h' / Che:k'tles7et'h (Kyuquot/Checlesah) First Nations	Kevin Jules
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### Appointed Officers & Senior Management

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Chief Administrative Officer	David Leitch
Chief Financial Officer	Mike Harmston
Senior Manager, Corporate Services	Tom Yates
Senior Manager, Community Services	Aniko Nelson
Senior Manager, Strathcona Gardens	Koreen Gurak
Senior Manager, Human Resources	Laurie Gage



## Board Strategic Priorities

**Connectivity:** to develop, advocate and promote the extension of cellular and broadband connectivity across the Regional District. This will be achieved by advancing the Connected Coast Project to provide new backbone broadband infrastructure, supporting the development of last mile solutions and working with partners to facilitate digital uptake and maximize the end-use benefits of improved internet and cellular connectivity.

**First Nations Relationship Building:** to build strong relationships with regional First Nation communities through a graduated approach that includes internal development and education on First Nations governance, protocols and culture; increased outreach and engagement informally and formally to build better government-to-government relations; and identifying a specific understanding of shared opportunities and challenges where First Nations and the Regional District may work together.

**Community Health Network:** to improve the community wellness of the region by addressing the social determinants of health through collaboration among a variety of partners that includes public, private and non-profit organizations.

**BC Ferries:** to advocate on behalf of Regional District communities about BC ferries activities, fares and services.

**Senior Government Advocacy:** to advance, on political and administrative levels, issues that require advocacy to lessen conflict, improve transparency and increase operational efficiency.

**Flooding/Sea Level Rise:** to maintain awareness of sea level rise as a concern and to continue to advocate to senior levels of government in support of local solutions to identified risks.

**Asset Management:** to continue advancing the asset management strategy for implementing and improving regional district asset management practices.

**Records Management:** to determine, and then implement a cost effective and viable method to implement and operate a corporate records management system.



Photo Credit: Destination Campbell River / Jan Dykstra Photography

**2019 to 2020 Change in Total Assessed Values – Hospital**  
Source: BC Assessment - 2019 Revised Roll vs. 2020 Completed Roll

NET TAXABLE VALUES	2019	2020	\$ Change	% Change
<b>Electoral Areas:</b>				
Area A	\$ 236,478,323	\$ 265,336,171	\$ 28,857,848	12.2%
Area B	335,172,752	349,699,662	14,526,910	4.3%
Area C	791,975,549	926,104,599	134,129,050	16.9%
Area D	1,014,241,498	1,036,766,213	22,524,715	2.2%
	<b>2,377,868,122</b>	<b>2,577,906,645</b>	<b>200,038,523</b>	<b>8.4%</b>
<b>First Nations:</b>				
Ka:'yu:k't'h/Che:kt'les7et'h'	197,800	191,200	(6,600)	-3.3%
	<b>197,800</b>	<b>191,200</b>	<b>(6,600)</b>	<b>-3.3%</b>
<b>Municipalities:</b>				
City of Campbell River	6,153,404,194	6,760,979,046	607,574,852	9.9%
Village of Gold River	113,638,001	120,547,101	6,909,100	6.1%
Village of Sayward	37,071,300	41,409,700	4,338,400	11.7%
Village of Tahsis	39,040,400	41,077,550	2,037,150	5.2%
Village of Zeballos	9,748,701	9,738,600	(10,101)	-0.1%
	<b>6,352,902,596</b>	<b>6,973,751,997</b>	<b>620,849,401</b>	<b>9.8%</b>
<b>GRAND TOTAL</b>	<b>\$ 8,730,968,518</b>	<b>\$ 9,551,849,842</b>	<b>\$ 820,881,324</b>	<b>9.4%</b>

CONVERTED VALUES	2019	2020	\$ Change	% Change
<b>Electoral Areas:</b>				
Area A	\$ 41,067,662	\$ 44,880,959	\$ 3,813,297	9.3%
Area B	35,310,211	36,844,459	1,534,248	4.3%
Area C	90,089,038	102,910,301	12,821,263	14.2%
Area D	132,217,384	135,404,930	3,187,546	2.4%
	<b>298,684,295</b>	<b>320,040,649</b>	<b>21,356,354</b>	<b>7.2%</b>
<b>First Nations:</b>				
Ka:'yu:k't'h/Che:kt'les7et'h'	51,531	49,980	(1,551)	-3.0%
	<b>51,531</b>	<b>49,980</b>	<b>(1,551)</b>	<b>-3.0%</b>
<b>Municipalities:</b>				
City of Campbell River	727,243,558	794,395,158	67,151,600	9.2%
Village of Gold River	14,148,954	14,880,324	731,370	5.2%
Village of Sayward	4,596,169	5,097,935	501,766	10.9%
Village of Tahsis	4,647,744	4,870,650	222,906	4.8%
Village of Zeballos	1,421,238	1,434,986	13,748	1.0%
	<b>752,057,663</b>	<b>820,679,053</b>	<b>68,621,390</b>	<b>9.1%</b>
<b>GRAND TOTAL</b>	<b>\$ 1,050,793,489</b>	<b>\$ 1,140,769,682</b>	<b>\$ 89,976,193</b>	<b>8.6%</b>

## Summary of Service Participants

Function	Municipalities					Electoral Areas				Total Taxation*	
	Campbell River	Gold River	Sayward	Tahsis	Zeballos	Area A	Area B	Area C	Area D	2019	2020
100 - Member Municipality Administration	X	X	X	X	X					\$ 299,595	\$ 376,933
110 - Administration - General Government	X	X	X	X	X	X	X	X	X	918,896	1,002,551
120 - Grant in Aid Area A						X				-	452
123 - Grant In Aid Area D									X	64,462	62,030
126 - Grant In Aid Area B							X			25,666	25,709
127 - Grant In Aid Area C								X		19,893	24,815
130 - Electoral Area Administration						X	X	X	X	475,260	676,835
149 - Regional Broadband	X	X	X	X	X	X	X	X	X	312,839	312,839
150 - Feasibility Studies - Regional	X	X	X	X	X	X	X	X	X	14,364	-
151 - Feasibility Studies - Electoral Area A						X				-	874
154 - Feasibility Studies - Electoral Area D									X	-	-
157 - Feasibility Studies - Electoral Area B							X			-	-
158 - Feasibility Studies - Electoral Area C								X		-	1,305
210 - Campbell River Fire Protection									O	443,815	475,000
245 - Sayward Valley Fire Protection						O				75,000	75,000
250 - South Cortes Fire Protection							O			227,868	225,500
251 - Cortes Island First Responder							X			-	44,061
255 - North Quadra Assistance Response								O		250	253
271 - Kyuquot Nootka Emergency Program						O				1,000	1,000
272 - Strathcona Emergency Program	X	X	X	X	X	X	X	X	X	310,413	310,422
275 - 911 Answering Service	X	X	X	X	X	X	X	X	X	401,348	421,376
285 - Building Inspection									X	112,447	153,870
290 - Electoral Area D Animal Control									X	36,253	42,451
295 - Noise Control									X	-	57
297 - Soil Deposit & Removal Control									X	113	-
298 - Unsightly Premises									X	275	273
318 - Craig Road Water									X	11,323	11,323
319 - Electoral Area D Water									O	567,278	587,100
332 - Quathiaski Cove Sewer Ext #1								O		-	-
340 - Liquid Waste							X		X	5,000	5,000
364 - Area A Kyuquot Nootka Solid Waste						O				10,000	10,000
368 - Sayward and Area A Sayward Refuse			X			O				23,196	11,311
374 - Area B Refuse Disposal							O			57,079	57,079
500 - Planning						X	X	X	X	635,057	639,493
510 - Planning (Non Part 26)	X	X	X	X	X	X	X	X	X	-	-
533 - House Numbering Area D									X	515	533
534 - House Numbering Area A Sayward						O				286	305
535 - House Numbering Area B							X			414	432
536 - House Numbering Area C								X		413	432



## Summary of Service Participants

Function	Municipalities					Electoral Areas				Total Taxation*	
	Campbell River	Gold River	Sayward	Tahsis	Zeballos	Area A	Area B	Area C	Area D	2019	2020
554 - Economic Development - Area A Sayward						O				\$ 500	\$ 500
555 - Economic Development - Area C								X		20,000	20,000
614 - Community Parks Area D									X	212,035	212,035
617 - Community Parks Area B							X			163,537	174,352
618 - Community Parks Area C								X		179,690	188,664
630 - Vancouver Island Regional Library						X	X	X	X	519,069	529,864
640 - Strathcona Gardens	X								X	5,440,358	5,791,517
682 - Cortes Island Community Halls							X			-	80,250
677 - Kyuquot Community Hall						O				1,833	495
680 - Sayward Valley Heritage Hall						O				24,143	24,275
685 - Quadra Island Community Hall Subsidy								O		138,864	157,294
697 - Heritage Conservation - Area B							X			-	-
698 - Heritage Conservation - Area C								X		1,270	1,270
750 - Electoral Area D Street Lighting Service									O	33,840	35,030
770 - Electoral Area C Street Lighting Service								X		7,185	7,333
785 - Transit - Area D									X	156,792	159,037
790 - Oyster River Bank Protection									O	18,000	9,000
										<b>\$11,967,434</b>	<b>\$12,947,530</b>

Note:

Note: Listing only includes functions with requisition funding.

\* Surveyor of taxes charges a 5.25% fee to collect electoral area taxes. The amounts shown do not include this fee.

\* Approximate rates based on current property tax assessments; rates may differ from actual rates shown on tax notices.

**Key:**

X	Entire area pays for service
O	Part of an area pays for service



## Member Municipalities



These functions support **member municipality** representatives for SRD board governance and management costs for the five municipalities within the Strathcona Regional District boundary, which includes the City of Campbell River, Village of Gold River, Village of Sayward, Village of Tahsis, and the Village of Zeballos.



## Member Municipalities Summary

**Member Municipalities includes the following functions:**

**Function # - Function Description**

100 - Member Municipality Administration

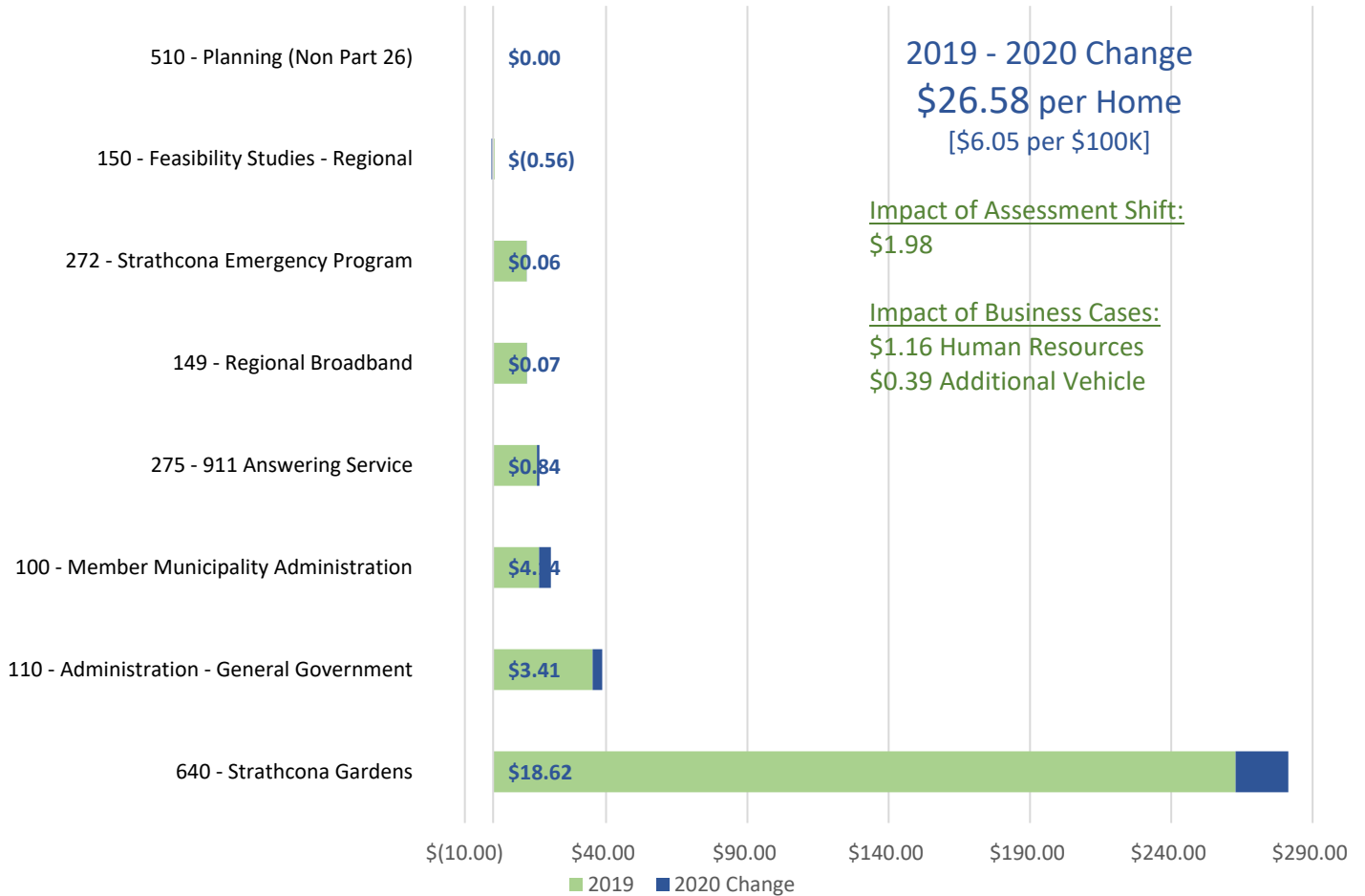
190 - Member Municipality Debt

192 - Member Municipality Debt - Campbell River

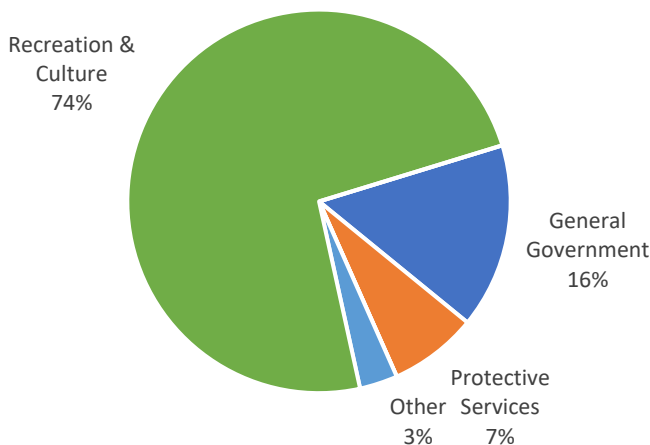
196 - Member Municipality Debt - Sayward



**Estimated Requisition Cost per Average Household is \$380.85 for 2020. [2019 = \$354.27]**

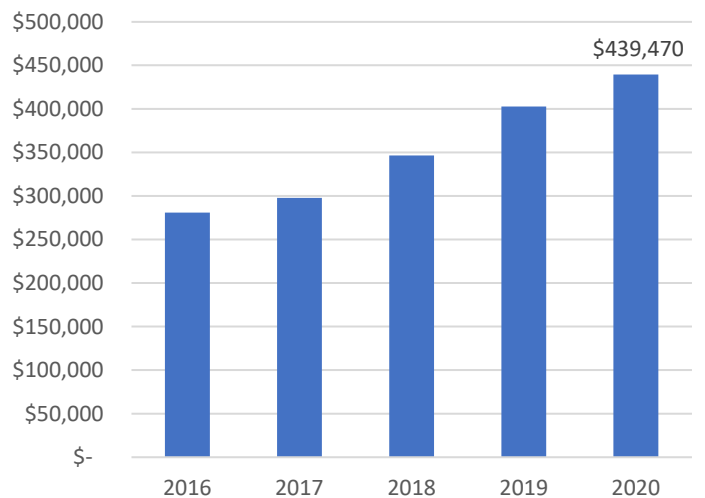


**Tax Distribution for an Average Assessed Home**



**Average Home Value**

(Source: Completed Roll General Purpose Hospital Assessments)



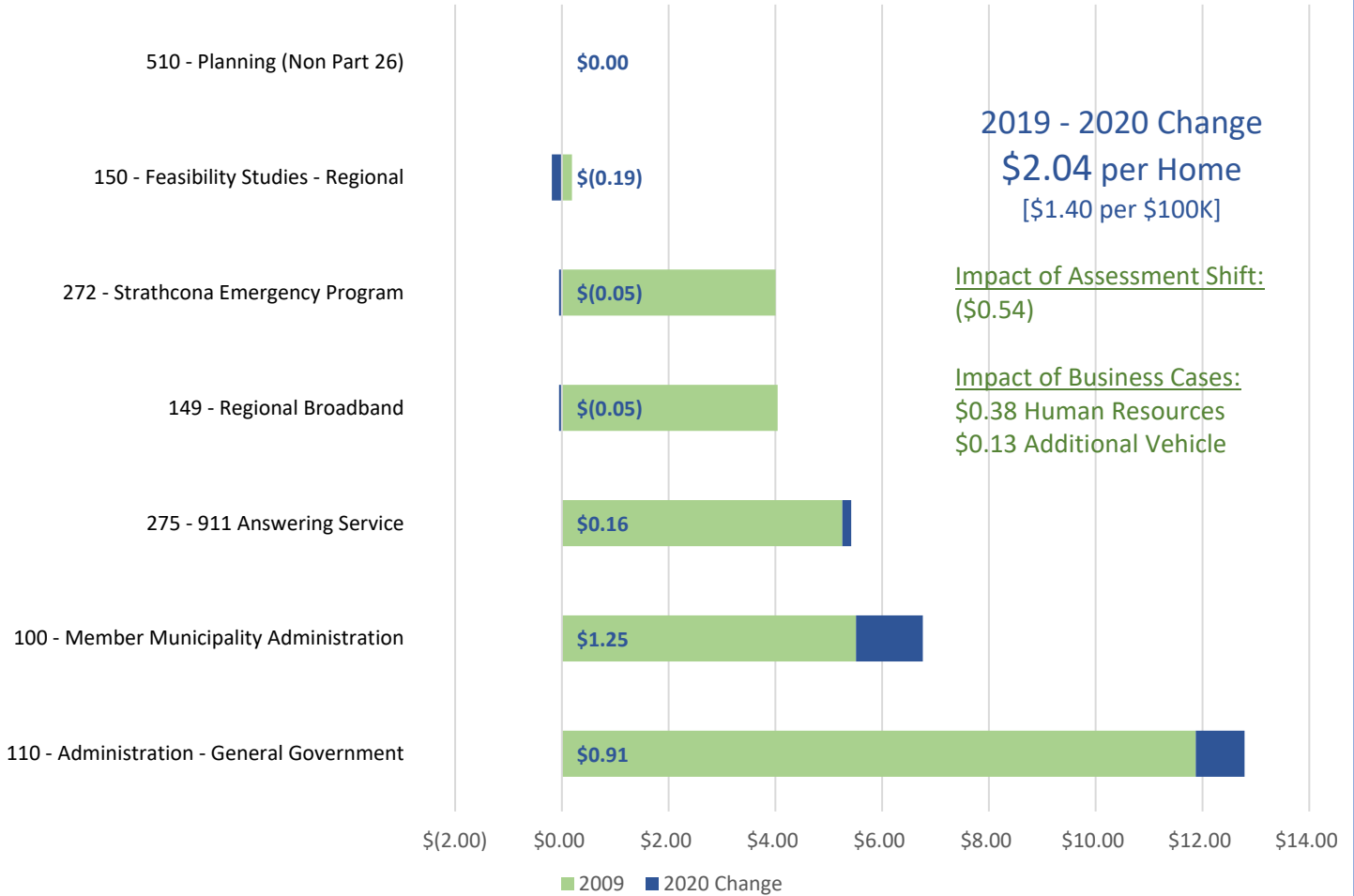
**Property Tax Requisition Summary**  
**Estimated 2019 to 2020 Tax Rate Change**

Service Function	Requisition			Estimated Tax (per \$100K)		
	2019 Actual	2020 Budget	% Change	2019 Actual	2020 Budget	\$ Change
<b>Member Municipalities:</b>						
100 - Member Municipality Administration	\$ 289,659	\$ 364,872	26.0 %	\$ 4.06	\$ 4.65	\$ 0.59
<b>Corporate Services:</b>						
110 - Administration and General Government	635,990	698,175	9.8 %	8.75	8.79	0.04
<b>Regional Services:</b>						
149 - Regional Broadband	216,523	217,861	0.6 %	2.98	2.74	(0.23)
150 - Regional Feasibility Studies	9,888	-	(100.0)%	0.14	-	(0.14)
272 - Strathcona Emergency Program	214,442	215,752	0.6 %	2.95	2.72	(0.23)
275 - 911 Emergency Answering Service	276,289	292,507	5.9 %	3.87	3.72	(0.15)
510 - Planning Non Part 26	-	-	0.0 %	-	-	-
<b>Strathcona Gardens:</b>						
640 - Strathcona Gardens	4,665,365	5,019,508	7.6 %	65.34	63.91	(1.43)
<b>Total</b>	<b>\$ 6,308,157</b>	<b>\$ 6,808,674</b>	<b>7.9 %</b>	<b>\$ 88.08</b>	<b>\$ 86.53</b>	<b>\$ (1.55)</b>
<b>Average Residential Property Value: \$ 402,616 \$ 439,470</b>						
<b>Estimated Tax Per Average Residential Property \$ 354 \$ 381</b>						

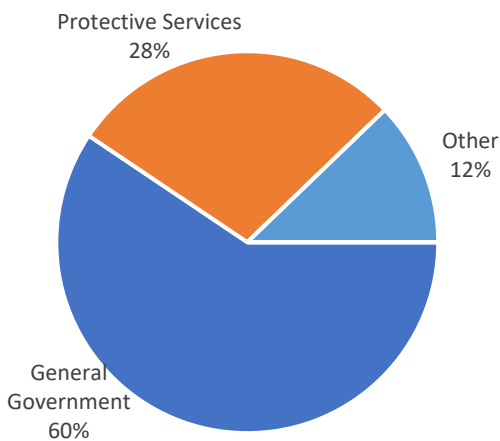
**Property Tax Requisition**  
**Estimated 5-Year Forecast**

Service Function	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Member Municipalities:</b>						
100 - Member Municipality Administration	\$ 289,659	\$ 364,872	\$ 396,020	\$ 402,752	\$ 409,618	\$ 416,621
<b>Corporate Services:</b>						
110 - Administration and General Government	635,990	698,175	808,158	832,866	844,098	862,767
<b>Regional Services:</b>						
149 - Regional Broadband	216,523	217,861	217,861	56,881	-	(133,584)
150 - Regional Feasibility Studies	9,888	-	-	192	192	192
272 - Strathcona Emergency Program	214,442	215,752	227,047	229,181	231,357	233,578
275 - 911 Emergency Answering Service	276,289	292,507	312,853	322,957	329,778	332,012
510 - Planning Non Part 26	-	-	181	181	181	181
<b>Strathcona Gardens:</b>						
640 - Strathcona Gardens	4,665,365	5,019,508	5,195,704	5,275,763	5,370,936	5,468,381
<b>Total Requisition</b>	<b>\$ 6,308,157</b>	<b>\$ 6,808,674</b>	<b>\$ 7,157,823</b>	<b>\$ 7,120,773</b>	<b>\$ 7,186,160</b>	<b>\$ 7,180,149</b>
<b>Estimated Tax per \$100,000 Assessed Value</b>	<b>\$ 88.08</b>	<b>\$ 86.53</b>	<b>\$ 90.96</b>	<b>\$ 90.51</b>	<b>\$ 91.35</b>	<b>\$ 91.29</b>
<b>Increase/(Decrease) per \$100,000 Assessed Value</b>		<b>\$ (1.55)</b>	<b>\$ 4.43</b>	<b>\$ (0.45)</b>	<b>\$ 0.84</b>	<b>\$ (0.06)</b>

**Estimated Requisition Cost per Average Household is \$32.91 for 2020. [2019 = \$30.87]**

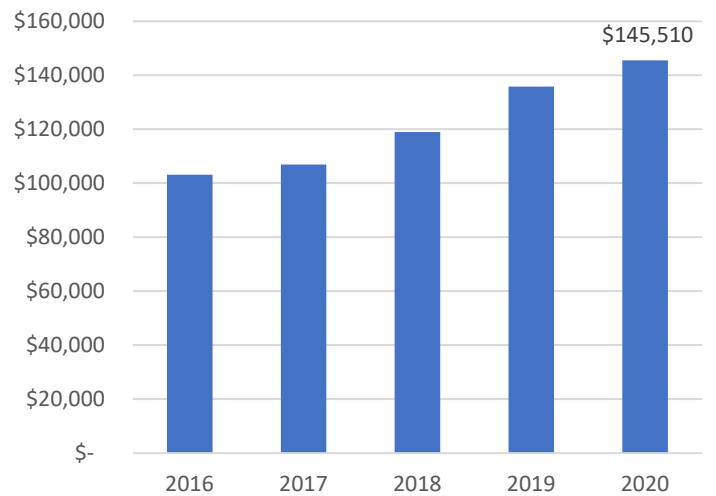


**Tax Distribution for an Average Assessed Home**



**Average Home Value**

(Source: Completed Roll General Purpose Hospital Assessments)



2020-2024 APPROVED FINANCIAL PLAN



Village of Gold River

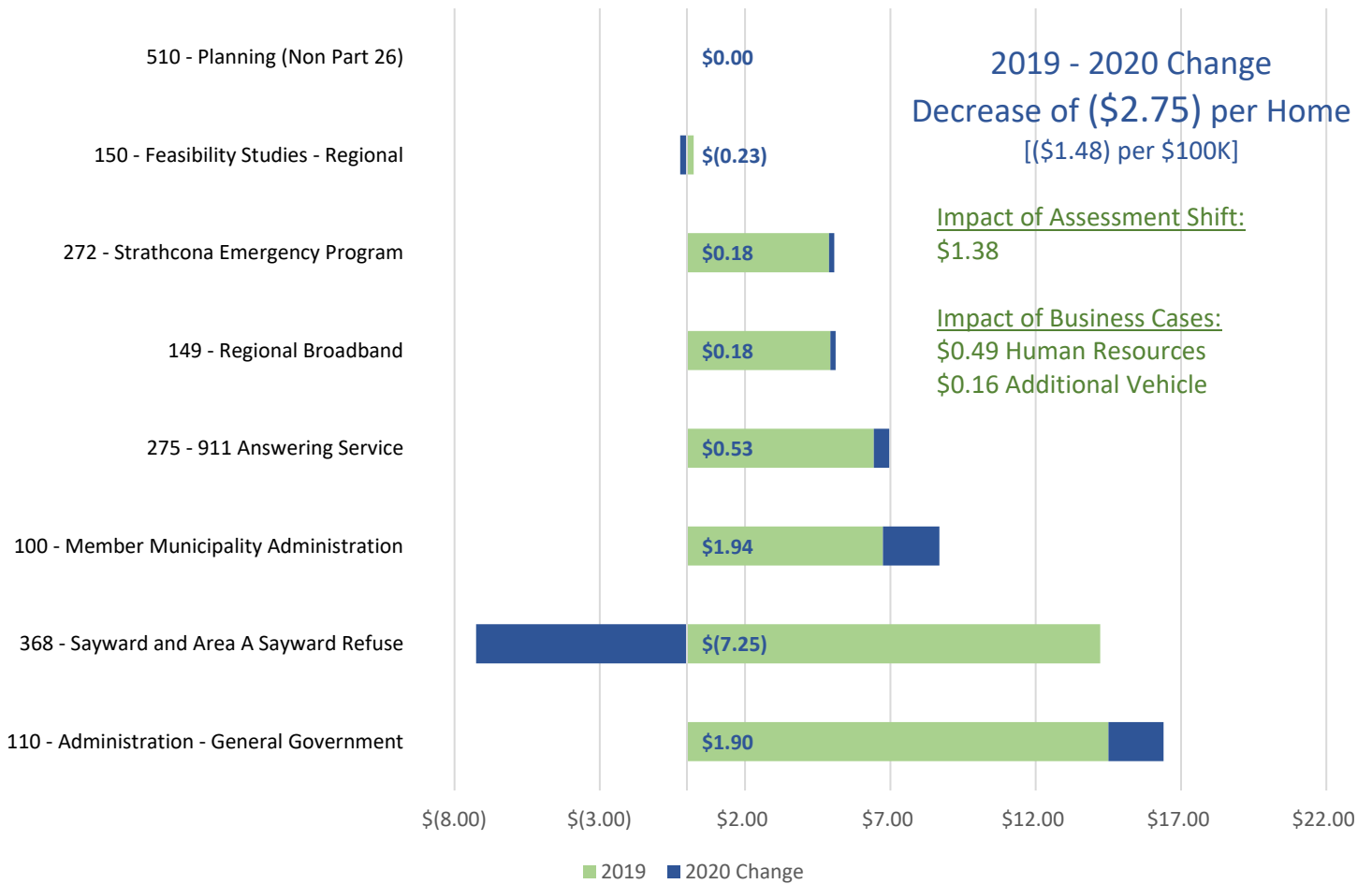
Property Tax Requisition Summary  
Estimated 2019 to 2020 Tax Rate Change

Service Function	Requisition			Estimated Tax (per \$100K)		
	2019 Actual	2020 Budget	% Change	2019 Actual	2020 Budget	\$ Change
<b>Member Municipalities:</b>						
100 - Member Municipality Administration	\$ 5,670	\$ 6,832	20.5 %	\$ 4.06	\$ 4.65	\$0.59
<b>Corporate Services:</b>						
110 - Administration and General Government	12,374	13,078	5.7 %	8.75	8.79	0.04
<b>Regional Services:</b>						
149 - Regional Broadband	4,213	4,081	(3.1)%	2.98	2.74	(0.23)
150 - Regional Feasibility Studies	194	-	(100.0)%	0.14	-	(0.14)
272 - Strathcona Emergency Program	4,172	4,041	(3.1)%	2.95	2.72	(0.23)
275 - 911 Emergency Answering Service	5,408	5,477	1.3 %	3.87	3.72	(0.15)
510 - Planning Non Part 26	-	-	0.0 %	-	-	-
<b>Total</b>	<b>\$ 32,029</b>	<b>\$ 33,509</b>	<b>4.6 %</b>	<b>\$ 22.74</b>	<b>\$ 22.62</b>	<b>\$ (0.12)</b>
Average Residential Property Value: \$ 135,791 \$ 145,510						
Estimated Tax Per Average Residential Property \$ 31 \$ 33						

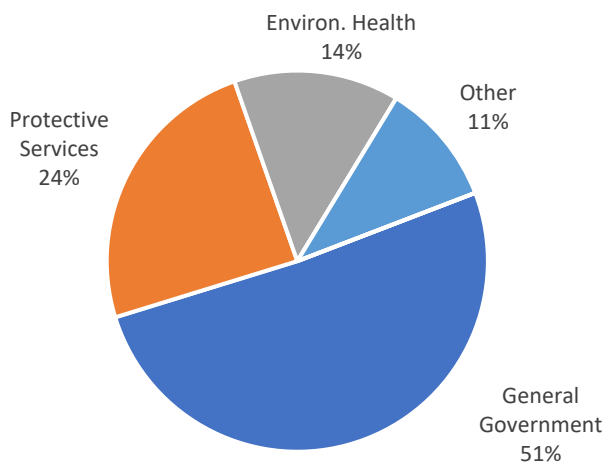
Property Tax Requisition  
Estimated 5-Year Forecast

Service Function	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Member Municipalities:</b>						
100 - Member Municipality Administration	\$ 5,670	\$ 6,832	\$ 7,415	\$ 7,541	\$ 7,669	\$ 7,801
<b>Corporate Services:</b>						
110 - Administration and General Government	12,374	13,078	15,138	15,601	15,811	16,161
<b>Regional Services:</b>						
149 - Regional Broadband	4,213	4,081	4,081	1,065	-	(2,502)
150 - Regional Feasibility Studies	194	-	-	4	4	4
272 - Strathcona Emergency Program	4,172	4,041	4,253	4,293	4,334	4,375
275 - 911 Emergency Answering Service	5,408	5,477	5,858	6,047	6,175	6,216
510 - Planning Non Part 26	-	-	3	3	3	3
<b>Total Requisition</b>	<b>\$ 32,029</b>	<b>\$ 33,509</b>	<b>\$ 36,748</b>	<b>\$ 34,554</b>	<b>\$ 33,996</b>	<b>\$ 32,058</b>
Estimated Tax per \$100,000 Assessed Value	\$ 22.74	\$ 22.62	\$ 24.80	\$ 23.33	\$ 22.96	\$ 21.66
Increase/(Decrease) per \$100,000 Assessed Value		\$ (0.12)	\$ 2.18	\$ (1.47)	\$ (0.37)	\$ (1.30)

**Estimated Requisition Cost per Average Household is \$49.20 for 2020. [2019 = \$51.96]**

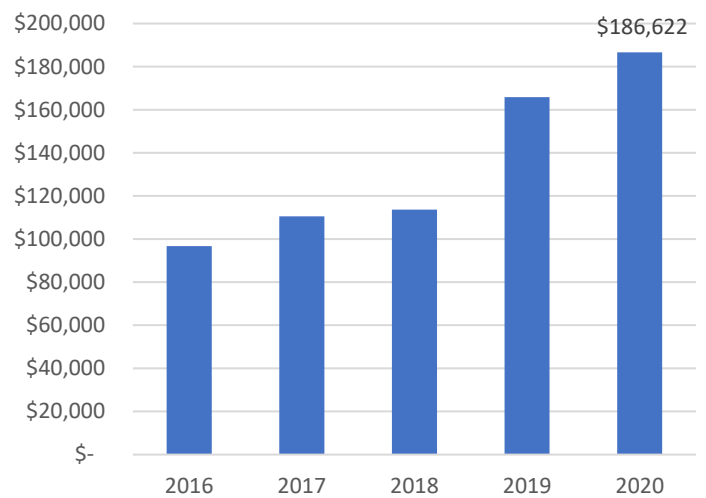


**Tax Distribution for an Average Assessed Home**



**Average Home Value**

(Source: Completed Roll General Purpose Hospital Assessments)



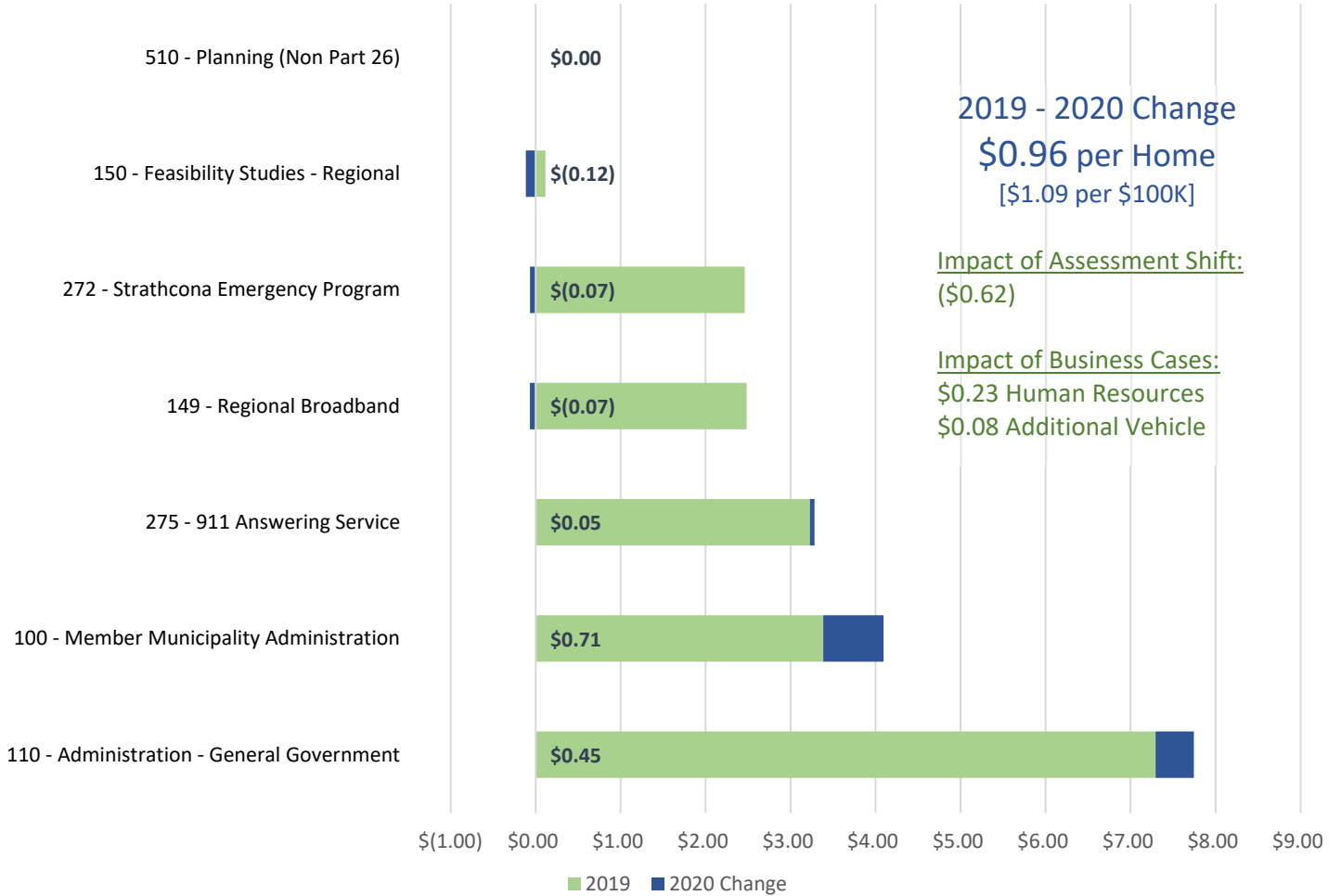
**Property Tax Requisition Summary**  
**Estimated 2019 to 2020 Tax Rate Change**

Service Function	Requisition			Estimated Tax (per \$100K)		
	2019 Actual	2020 Budget	% Change	2019 Actual	2020 Budget	\$ Change
<b>Member Municipalities:</b>						
100 - Member Municipality Administration	\$ 1,841	\$ 2,342	27.2 %	\$ 4.06	\$ 4.65	\$ 0.59
<b>Corporate Services:</b>						
110 - Administration and General Government	4,019	4,480	11.5 %	8.75	8.79	0.04
<b>Regional Services:</b>						
149 - Regional Broadband	1,368	1,398	2.2 %	2.98	2.74	(0.23)
150 - Regional Feasibility Studies	63	-	(100.0)%	0.14	-	(0.14)
272 - Strathcona Emergency Program	1,355	1,385	2.2 %	2.95	2.72	(0.23)
275 - 911 Emergency Answering Service	1,756	1,877	6.9 %	3.87	3.72	(0.15)
368 - Sayward Valley Refuse Disposal	3,882	1,878	(51.6)%	8.56	3.73	(4.83)
510 - Planning Non Part 26	-	-	0.0 %	-	-	-
<b>Total</b>	<b>\$ 14,284</b>	<b>\$ 13,360</b>	<b>(6.5)%</b>	<b>\$ 31.29</b>	<b>\$ 26.34</b>	<b>\$ (4.95)</b>
<b>Average Residential Property Value:</b>	<b>\$ 165,865</b>	<b>\$ 186,622</b>				
<b>Estimated Tax Per Average Residential Property</b>	<b>\$ 52</b>	<b>\$ 49</b>				

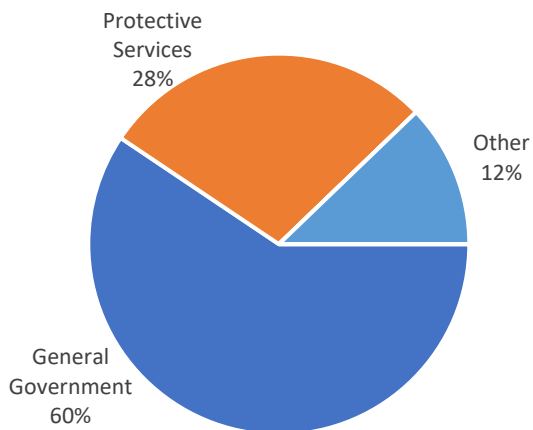
**Property Tax Requisition**  
**Estimated 5-Year Forecast**

Service Function	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Member Municipalities:</b>						
100 - Member Municipality Administration	\$ 1,841	\$ 2,342	\$ 2,542	\$ 2,585	\$ 2,629	\$ 2,674
<b>Corporate Services:</b>						
110 - Administration and General Government	4,019	4,480	5,186	5,345	5,417	5,537
<b>Regional Services:</b>						
149 - Regional Broadband	1,368	1,398	1,398	365	-	(857)
150 - Regional Feasibility Studies	63	-	-	1	1	1
272 - Strathcona Emergency Program	1,355	1,385	1,457	1,471	1,485	1,499
275 - 911 Emergency Answering Service	1,756	1,877	2,008	2,073	2,117	2,131
368 - Sayward Valley Refuse Disposal	3,882	1,878	2,789	2,911	3,036	3,163
510 - Planning Non Part 26	-	-	1	1	1	1
<b>Total Requisition</b>	<b>\$ 14,284</b>	<b>\$ 13,360</b>	<b>\$ 15,381</b>	<b>\$ 14,752</b>	<b>\$ 14,685</b>	<b>\$ 14,149</b>
<b>Estimated Tax per \$100,000 Assessed Value</b>	<b>\$ 31.29</b>	<b>\$ 26.34</b>	<b>\$ 30.34</b>	<b>\$ 29.11</b>	<b>\$ 28.98</b>	<b>\$ 27.93</b>
<b>Increase/(Decrease) per \$100,000 Assessed Value</b>		<b>\$ (4.95)</b>	<b>\$ 3.99</b>	<b>\$ (1.23)</b>	<b>\$ (0.13)</b>	<b>\$ (1.05)</b>

**Estimated Requisition Cost per Average Household is \$19.93 for 2020. [2019 = \$18.97]**

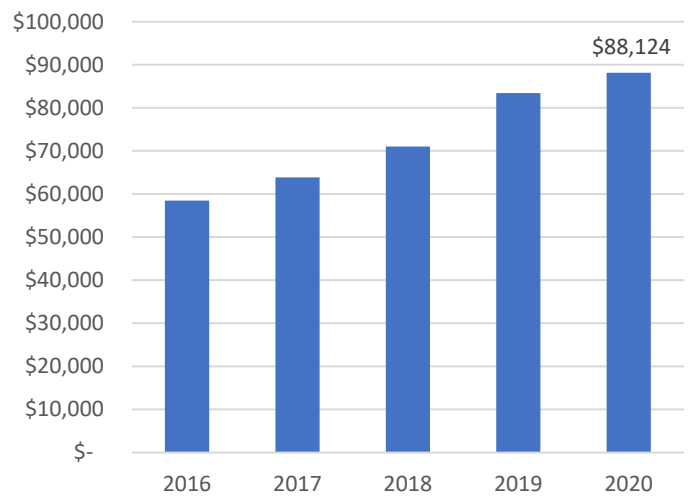


**Tax Distribution for an Average Assessed Home**



**Average Home Value**

(Source: Completed Roll General Purpose Hospital Assessments)



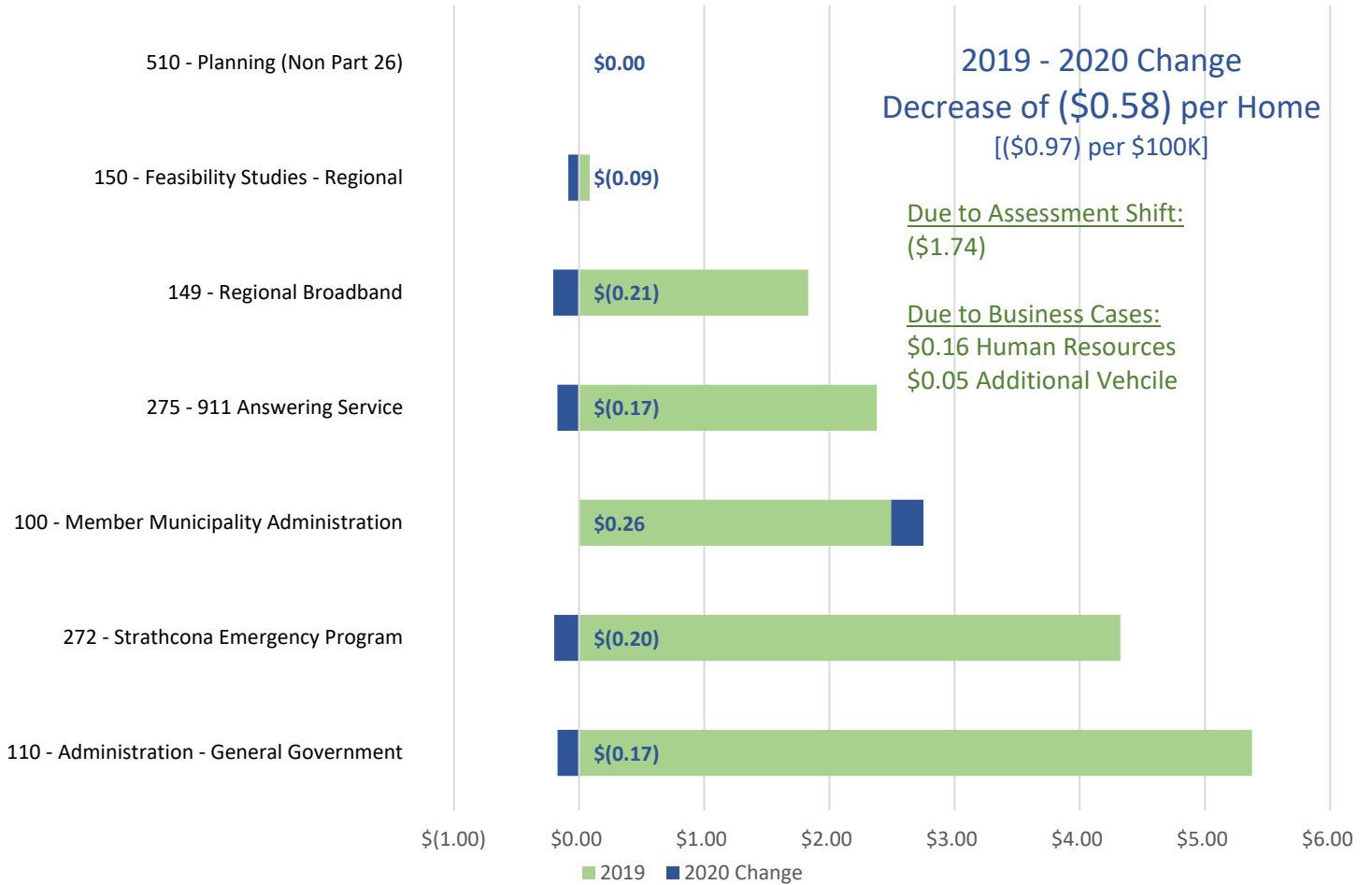
**Property Tax Requisition Summary**  
**Estimated 2019 to 2020 Tax Rate Change**

Service Function	Requisition			Estimated Tax (per \$100K)		
	2019 Actual	2020 Budget	% Change	2019 Actual	2020 Budget	\$ Change
<b>Member Municipalities:</b>						
100 - Member Municipality Administration	\$ 1,860	\$ 2,233	20.0 %	\$ 4.06	\$ 4.65	\$ 0.59
<b>Corporate Services:</b>						
110 - Administration and General Government	4,065	4,281	5.3 %	8.75	8.79	0.04
<b>Regional Services:</b>						
149 - Regional Broadband	1,384	1,336	(3.5)%	2.98	2.74	(0.23)
150 - Regional Feasibility Studies	64	-	(100.0)%	0.14	-	(0.14)
272 - Strathcona Emergency Program	1,370	1,323	(3.5)%	2.95	2.72	(0.23)
275 - 911 Emergency Answering Service	1,774	1,790	0.9 %	3.87	3.72	(0.15)
510 - Planning Non Part 26	-	-	0.0 %	-	-	-
<b>Total</b>	<b>\$ 10,517</b>	<b>\$ 10,962</b>	<b>4.2 %</b>	<b>\$ 22.74</b>	<b>\$ 22.62</b>	<b>\$ (0.12)</b>
Average Residential Property Value: \$ 83,420 \$ 88,124						
Estimated Tax Per Average Residential Property \$ 19 \$ 20						

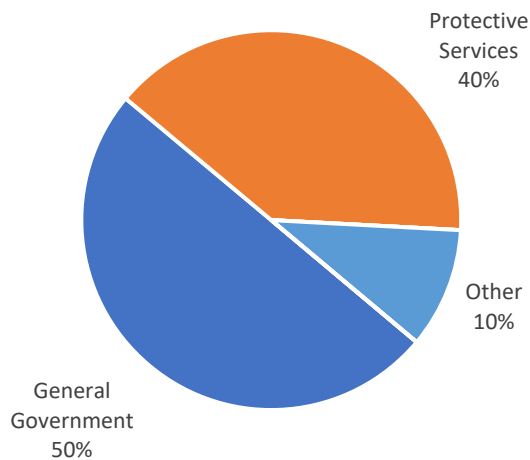
**Property Tax Requisition**  
**Estimated 5-Year Forecast**

Service Function	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Member Municipalities:</b>						
100 - Member Municipality Administration	\$ 1,860	\$ 2,233	\$ 2,424	\$ 2,465	\$ 2,507	\$ 2,550
<b>Corporate Services:</b>						
110 - Administration and General Government	4,065	4,281	4,955	5,107	5,175	5,290
<b>Regional Services:</b>						
149 - Regional Broadband	1,384	1,336	1,336	349	-	(819)
150 - Regional Feasibility Studies	64	-	-	1	1	1
272 - Strathcona Emergency Program	1,370	1,323	1,392	1,405	1,419	1,432
275 - 911 Emergency Answering Service	1,774	1,790	1,915	1,977	2,018	2,032
510 - Planning Non Part 26	-	-	1	1	1	1
<b>Total Requisition</b>	<b>\$ 10,517</b>	<b>\$ 10,962</b>	<b>\$ 12,022</b>	<b>\$ 11,304</b>	<b>\$ 11,121</b>	<b>\$ 10,487</b>
Estimated Tax per \$100,000 Assessed Value \$ 22.74 \$ 22.62 \$ 24.80 \$ 23.33 \$ 22.96 \$ 21.66						
Increase/(Decrease) per \$100,000 Assessed Value \$ (0.12) \$ 2.18 \$ (1.47) \$ (0.37) \$ (1.30)						

**Estimated Requisition Cost per Average Household is \$15.91 for 2020. [2019 = \$16.49]**

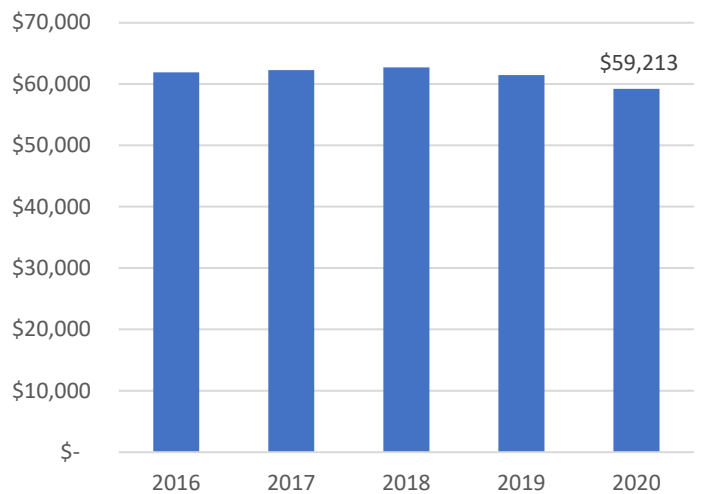


**Tax Distribution for an Average Assessed Home**



**Average Home Value**

(Source: Completed Roll General Purpose Hospital Assessments)



**Property Tax Requisition Summary**  
**Estimated 2019 to 2020 Tax Rate Change**

Service Function	Requisition			Estimated Tax (per \$100K)		
	2019 Actual	2020 Budget	% Change	2019 Actual	2020 Budget	\$ Change
<b>Member Municipalities:</b>						
100 - Member Municipality Administration	\$ 566	\$ 655	15.7 %	\$ 4.06	\$ 4.65	\$ 0.59
<b>Corporate Services:</b>						
110 - Administration and General Government	1,243	1,261	1.5 %	8.75	8.79	0.04
<b>Regional Services:</b>						
149 - Regional Broadband	423	394	(7.0)%	2.98	2.74	(0.23)
150 - Regional Feasibility Studies	19	-	(100.0)%	0.14	-	(0.14)
272 - Strathcona Emergency Program	1,000	1,000	0.0 %	7.04	6.97	(0.07)
275 - 911 Emergency Answering Service	540	525	(2.8)%	3.87	3.72	(0.15)
<b>Total</b>	<b>\$ 3,792</b>	<b>\$ 3,834</b>	<b>1.1 %</b>	<b>\$ 26.82</b>	<b>\$ 26.87</b>	<b>\$ 0.05</b>
<b>Average Residential Property Value:</b>	<b>\$ 61,460</b>	<b>\$ 59,213</b>				
<b>Estimated Tax Per Average Residential Property</b>	<b>\$ 16</b>	<b>\$ 16</b>				

**Property Tax Requisition**  
**Estimated 5-Year Forecast**

Service Function	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Member Municipalities:</b>						
100 - Member Municipality Administration	\$ 566	\$ 655	\$ 711	\$ 723	\$ 735	\$ 748
<b>Corporate Services:</b>						
110 - Administration and General Government	1,243	1,261	1,460	1,504	1,525	1,558
<b>Regional Services:</b>						
149 - Regional Broadband	423	394	394	103	-	(241)
150 - Regional Feasibility Studies	19	-	-	0	0	0
272 - Strathcona Emergency Program	1,000	1,000	1,000	1,000	1,000	1,000
275 - 911 Emergency Answering Service	540	525	561	580	592	596
<b>Total Requisition</b>	<b>\$ 3,792</b>	<b>\$ 3,834</b>	<b>\$ 4,126</b>	<b>\$ 3,910</b>	<b>\$ 3,852</b>	<b>\$ 3,661</b>
<b>Estimated Tax per \$100,000 Assessed Value</b>	<b>\$ 26.82</b>	<b>\$ 26.87</b>	<b>\$ 28.91</b>	<b>\$ 27.41</b>	<b>\$ 27.01</b>	<b>\$ 25.68</b>
<b>Increase/(Decrease) per \$100,000 Assessed Value</b>		<b>\$ 0.05</b>	<b>\$ 2.04</b>	<b>\$ (1.50)</b>	<b>\$ (0.40)</b>	<b>\$ (1.33)</b>

## Function 100 – Member Municipality Administration

### SERVICE OVERVIEW:

This function supports member municipality representatives for SRD board governance and management costs which includes the City of Campbell River, Village of Gold River, Village of Sayward, Village of Tahsis, and the Village of Zeballos.

This service was established on January 1, 2001 under the Local Government Act section 800, and Board Policy adopted February 26, 2001. There is no stated requisition limit for this function.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>100 - Member Municipality Administration</b>							
Operating Revenue							
1 - Property tax requisition	(299,595)	(299,596)	(376,933)	(409,111)	(416,065)	(423,158)	(430,393)
6 - Grants in lieu	(3,000)	(3,500)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
9 - Prior year surplus	(73,476)	(72,890)	(25,361)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(376,071)</b>	<b>(375,986)</b>	<b>(405,294)</b>	<b>(412,111)</b>	<b>(419,065)</b>	<b>(426,158)</b>	<b>(433,393)</b>
Operating Expense							
11 - Operating expenses	331,710	356,986	405,294	412,111	419,065	426,158	433,393
14 - Transfers to reserves	19,000	19,000	-	-	-	-	-
<b>Operating Expense Total</b>	<b>350,710</b>	<b>375,986</b>	<b>405,294</b>	<b>412,111</b>	<b>419,065</b>	<b>426,158</b>	<b>433,393</b>
<b>100 - Member Municipality Administration Total</b>	<b>\$ (25,361)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 1/9 - Property tax requisition increased for 2020 given reduction in prior year surplus. Service has historically maintained requisition levels through under spending and relying on surplus to balance.
- 11 – Operating expenses include municipal director remuneration and benefits, meeting expenses, travel and training, and other professional fees. Operating expenses increasing for director remuneration increases approved in 2019.

**Function 100 – Member Municipality Administration**

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Member Municipalities:</b>						
City of Campbell River	\$ 289,659	\$ 364,872	\$ 396,020	\$ 402,752	\$ 409,618	\$ 416,621
Village of Gold River	5,670	6,832	7,415	7,541	7,669	7,801
Village of Sayward	1,841	2,342	2,542	2,585	2,629	2,674
Village of Tahsis	1,860	2,233	2,424	2,465	2,507	2,550
Village of Zeballos	566	655	711	723	735	748
<b>TOTAL</b>	<b>\$ 299,595</b>	<b>\$ 376,933</b>	<b>\$ 409,111</b>	<b>\$ 416,065</b>	<b>\$ 423,158</b>	<b>\$ 430,393</b>
Change \$		77,338	32,178	6,954	7,093	7,235
Change %		25.8%	8.5%	1.7%	1.7%	1.7%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0406</b>	<b>\$ 0.0465</b>	<b>\$ 0.0504</b>	<b>\$ 0.0513</b>	<b>\$ 0.0522</b>	<b>\$ 0.0530</b>
<b>Maximum Requisition Limit</b>	<b>No Limit</b>	<b>No Limit</b>				

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 99,070	\$ 99,070	\$ 99,070	\$ 99,070	\$ 99,070	\$ 99,070
<b>TOTAL</b>	<b>\$ 99,070</b>	<b>\$ 99,070</b>	<b>\$ 99,070</b>	<b>\$ 99,070</b>	<b>\$ 99,070</b>	<b>\$ 99,070</b>

**SERVICE GOALS IN 2020/2021**

- Current strategic priorities focus on community well-being, service delivery to constituents and other stakeholders, environmental protection, and fostering relationships with stakeholders.

## Function 190-196 – Member Municipality Debt Payments

### SERVICE OVERVIEW:

The Regional District provides long term capital financing for member municipalities through the Municipal Finance Authority. The SRD board approves the security issuing bylaws for all member municipalities and the debt is received by the Regional District and paid back to the member municipality. The SRD financial statements and financial plan bylaw must include the member municipality debt and related repayments through legislation.

### OPERATING BUDGET:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>190 - Member Municipality Debt</b>							
Operating Expense							
12 - Debt principal	527,835	527,835	785,915	785,915	785,915	785,915	716,997
13 - Debt interest	370,010	384,170	433,850	433,850	433,850	431,273	394,316
Operating Expense Total	897,845	912,005	1,219,765	1,219,765	1,219,765	1,217,188	1,111,313
<b>190 - Member Municipality Debt Total</b>	<b>\$ 897,845</b>	<b>\$ 912,005</b>	<b>\$ 1,219,765</b>	<b>\$ 1,219,765</b>	<b>\$ 1,219,765</b>	<b>\$ 1,217,188</b>	<b>\$ 1,111,313</b>
<b>192 - Member Municipality Debt - Campbell River</b>							
Operating Revenue							
5 - Debt recoveries member municipalities	(888,938)	(903,098)	(1,210,858)	(1,210,858)	(1,210,858)	(1,208,281)	(1,102,406)
Operating Revenue Total	(888,938)	(903,098)	(1,210,858)	(1,210,858)	(1,210,858)	(1,208,281)	(1,102,406)
<b>192 - Member Municipality Debt - Campbell River</b>	<b>\$ (888,938)</b>	<b>\$ (903,098)</b>	<b>\$ (1,210,858)</b>	<b>\$ (1,210,858)</b>	<b>\$ (1,210,858)</b>	<b>\$ (1,208,281)</b>	<b>\$ (1,102,406)</b>
<b>196 - Member Municipality Debt - Sayward</b>							
Operating Revenue							
5 - Debt recoveries member municipalities	(8,907)	(8,907)	(8,907)	(8,907)	(8,907)	(8,907)	(8,907)
Operating Revenue Total	(8,907)	(8,907)	(8,907)	(8,907)	(8,907)	(8,907)	(8,907)
<b>196 - Member Municipality Debt - Sayward Total</b>	<b>\$ (8,907)</b>	<b>\$ (8,907)</b>	<b>\$ (8,907)</b>	<b>\$ (8,907)</b>	<b>\$ (8,907)</b>	<b>\$ (8,907)</b>	<b>\$ (8,907)</b>
<b>GRAND TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 16/17 – Projected debt principal and interest payments for member municipalities utilizing debt in the next five years based on current and anticipated debt obligations.
- 5 – The City of Campbell River and Village of Sayward have authorized debt issues that they borrow through the Regional District with an RD Security Issuing Bylaw.

## Corporate Services



The **Corporate Services** functions at the Strathcona Regional District (SRD) provide general administration support to regional services, electoral area services, and Strathcona Gardens. This includes chief administration, legislative services, finance, human resources, information technology, corporate office, vehicle fleet, and strategic initiatives.



## Corporate Services Summary

**Corporate Services includes the following functions:**

### **Function # - Function Description**

- 110 - Administration - General Government
- 111 - Administration - Management Services
- 113 - Administration - Financial Services
- 114 - Administration - Corporate Office Space
- 115 - Administration - Human Resources
- 116 - Administration - Corporate Office Space
- 117 - Administration - Vehicle Pool
- 118 - Administration - Strategic Initiatives
- 119 - Administration - Fiscal Services & Capital



## Corporate Services Summary

### OPERATING BUDGET SUMMARY:

Function	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
110 - Administration - General Government	\$ (3,345,693)	(3,251,446)	(3,145,415)	(2,866,100)	(2,926,542)	(2,968,133)	(3,020,912)
111 - Administration - Management Services	1,197,840	1,344,272	1,146,701	1,135,778	1,154,431	1,173,457	1,192,864
113 - Administration - Financial Services	616,618	619,849	648,067	662,705	677,709	693,088	708,851
114 - Administration - Corporate Office Space	150,526	96,385	117,101	103,976	106,472	109,092	111,844
115 - Administration - Human Resources	-	-	227,622	211,533	224,501	217,529	220,618
116 - Administration - Information Services	468,433	469,604	483,683	493,440	503,482	513,710	524,134
117 - Administration - Vehicle Pool	8,072	10,200	-	-	-	-	-
118 - Administration - Strategic Initiatives	243,632	461,136	372,241	208,668	209,947	211,257	212,601
119 - Administration - Fiscal Services &	250,000	250,000	150,000	50,000	50,000	50,000	50,000
<b>Grand Total</b>	<b>\$ (410,573)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### CAPITAL BUDGET SUMMARY:

#### 2020 - 2024 FUNDED PROJECTS

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
Records Management System	\$ 105,000	\$ -	\$ -	\$ -	\$ -	\$ -	Reserves
Speaker Queue System / Clocks	10,000	-	-	-	-	-	Reserves
Multi-Device Replacement	30,000	-	-	-	-	-	Reserves
Director Information Portal	12,606	-	-	-	-	-	Reserves
990 Cedar St Building Renovations	45,824	-	-	-	-	-	Reserves
New Corporate Vehicle	-	35,000	-	-	-	-	Reserves
2012 Ford Escape SUV Replacement	-	-	35,000	-	-	-	Reserves
IT Infrastructure Replacements	-	15,000	15,000	15,000	50,000	30,000	Reserves
Workstation Replacements	-	15,000	15,000	15,000	15,000	15,000	Reserves
Asset Management Software	50,000	-	-	-	-	-	Reserves
External Website Development	-	-	-	-	20,000	-	Reserves
<b>TOTAL</b>	<b>\$ 253,430</b>	<b>\$ 65,000</b>	<b>\$ 65,000</b>	<b>\$ 30,000</b>	<b>\$ 85,000</b>	<b>\$ 45,000</b>	

## Function 110 – Administration - General Government

### SERVICE OVERVIEW:

Function 110 and related general administration functions separated into Functions 111, 113, 114, 115, 116, 117, 118, and 119 provide general administration to all Regional District services including Strathcona Gardens. This service was established at inception of the Regional District through SLP and the *Local Government Act* section 800. There is no stated requisition limit for this function. General administration is funded by all four electoral areas and five member municipalities. The requisition for corporate services functions is apportioned to each based on assessed values in the participating areas.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>110 - Administration - General Government</b>							
Operating Revenue							
1 - Property tax requisition	(918,896)	(918,892)	(1,002,551)	(1,160,482)	(1,195,962)	(1,212,091)	(1,238,899)
4 - Other revenue	(1,096,188)	(1,073,270)	(1,273,645)	(1,298,118)	(1,323,080)	(1,348,542)	(1,374,513)
6 - Grants in lieu	(140,404)	(132,000)	(137,000)	(137,000)	(137,000)	(137,000)	(137,000)
7 - Government transfers	(384,815)	(427,862)	(321,646)	(270,500)	(270,500)	(270,500)	(270,500)
9 - Prior year surplus	(805,390)	(699,422)	(410,573)	-	-	-	-
Operating Revenue Total	(3,345,693)	(3,251,446)	(3,145,415)	(2,866,100)	(2,926,542)	(2,968,133)	(3,020,912)
<b>110 - Administration - General Government Total</b>	<b>\$ (3,345,693)</b>	<b>\$ (3,251,446)</b>	<b>\$ (3,145,415)</b>	<b>\$ (2,866,100)</b>	<b>\$ (2,926,542)</b>	<b>\$ (2,968,133)</b>	<b>\$ (3,020,912)</b>
<b>111 - Administration - Management Services</b>							
Total	1,197,840	1,344,272	1,146,701	1,135,778	1,154,431	1,173,457	1,192,864
<b>113 - Administration - Financial Services Total</b>							
Total	616,618	619,849	648,067	662,705	677,709	693,088	708,851
<b>114 - Administration - Corporate Office Space</b>							
Total	150,526	96,385	117,101	103,976	106,472	109,092	111,844
<b>115 - Administration - Human Resources Total</b>							
Total	-	-	227,622	211,533	224,501	217,529	220,618
<b>116 - Administration - Information Services Total</b>							
Total	468,433	469,604	483,683	493,440	503,482	513,710	524,134
<b>117 - Administration - Vehicle Pool Total</b>							
Total	8,072	10,200	-	-	-	-	-
<b>118 - Administration - Strategic Initiatives Total</b>							
Total	243,632	461,136	372,241	208,668	209,947	211,257	212,601
<b>119 - Administration - Fiscal Services &amp; Capital</b>							
Total	250,000	250,000	150,000	50,000	50,000	50,000	50,000
<b>GRAND TOTAL</b>	<b>\$ (410,573)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 1/11 – Property tax requisition increased to fund inflationary increases to operating budgets within general administration, in addition to the remaining 50% funding for the part-time First Nations Coordinator approved through business case in 2019, and \$30,000 to fund the enhancement to HR services. Increases offset through the use of prior year surplus, however this leads to a projected increase in 2021. The requisition in Function 110 funds all general administration functions.
- 4 - Other revenue is the recovery of support services from Regional District services for finance, information services, corporate office space, and corporate fleet to each service function per approved policy.
- 7 – Government transfers includes \$190,000 unconditional Provincial regional district grant, remaining grants over five-year plan for Function 118 Strategic Initiative operating projects.
- 9 - Projected prior year surplus for 2019 a result of higher than projected surplus in 2018 and 2019, vacancies in general administration, and minor underspend in various budgets; this was offset by additional repairs and maintenance required on the corporate building during the renovation project.

**Function 110 – Administration - General Government**

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area A	\$ 35,915	\$ 39,445	\$ 45,658	\$ 47,054	\$ 47,689	\$ 48,744
Area B	30,880	32,382	37,483	38,629	39,150	40,016
Area C	78,785	90,445	104,693	107,894	109,349	111,768
Area D	115,627	119,004	137,751	141,962	143,877	147,059
<b>Member Municipalities:</b>						
City of Campbell River	635,990	698,175	808,158	832,866	844,098	862,767
Village of Gold River	12,374	13,078	15,138	15,601	15,811	16,161
Village of Sayward	4,019	4,480	5,186	5,345	5,417	5,537
Village of Tahsis	4,065	4,281	4,955	5,107	5,175	5,290
Village of Zeballos	1,243	1,261	1,460	1,504	1,525	1,558
<b>TOTAL</b>	<b>\$ 918,896</b>	<b>\$ 1,002,551</b>	<b>\$ 1,160,482</b>	<b>\$ 1,195,962</b>	<b>\$ 1,212,091</b>	<b>\$ 1,238,899</b>
Change \$		83,655	157,931	35,480	16,129	26,808
Change %		9.1%	15.8%	3.1%	1.3%	2.2%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0875</b>	<b>\$ 0.0879</b>	<b>\$ 0.1017</b>	<b>\$ 0.1048</b>	<b>\$ 0.1063</b>	<b>\$ 0.1086</b>
<b>Maximum Requisition Limit</b>	<b>No Limit</b>	<b>No Limit</b>				

**RESERVE SUMMARY:**

Reserve Type	2019	2020	2021	2022	2023	2024
	Projected	Budget	Budget	Budget	Budget	Budget
Appropriated Surplus	\$ 614,704	\$ 614,704	\$ 614,704	\$ 614,704	\$ 614,704	\$ 614,704
Future Expenditure Reserve	25,749	26,264	26,789	27,325	27,872	28,429
Capital Reserve	381,308	280,504	331,114	417,736	451,091	525,113
<b>TOTAL</b>	<b>\$ 1,021,762</b>	<b>\$ 921,473</b>	<b>\$ 972,608</b>	<b>\$ 1,059,766</b>	<b>\$ 1,093,667</b>	<b>\$ 1,168,247</b>

**RESERVE ACTIVITY:**

**Capital Reserve**

	2019	2020	2021	2022	2023	2024
	Projected	Budget	Budget	Budget	Budget	Budget
<b>Beginning balance</b>	\$ 552,339	\$ 381,308	\$ 280,504	\$ 331,114	\$ 417,736	\$ 451,091
Transfers from operating fund	290,000	210,000	110,000	110,000	110,000	110,000
Transfer to operating fund	-	-	-	-	-	-
Projects funded	(461,031)	(318,430)	(65,000)	(30,000)	(85,000)	(45,000)
Interest earned	-	7,626	5,610	6,622	8,355	9,022
<b>Ending Balance</b>	<b>\$ 381,308</b>	<b>\$ 280,504</b>	<b>\$ 331,114</b>	<b>\$ 417,736</b>	<b>\$ 451,091</b>	<b>\$ 525,113</b>

**Projects Funded:**

Vadim Server Upgrade	\$ 1,828					
External Website Development	4,300				20,000	
Director Information Portal	2,144	12,606				
990 Cedar St Building Renovations	452,760	45,824				
Records Management System	-	105,000				
Speaker Queue System / Clocks	-	10,000				
Multi-Device Replacement	-	30,000				
Asset Management Software	-	50,000				
IT Infrastructure Replacements	-	15,000	15,000	15,000	50,000	30,000
Workstation Replacements	-	15,000	15,000	15,000	15,000	15,000
New Corporate Vehicle		35,000				
Vehicle Replacement			35,000			
	<b>\$ 461,031</b>	<b>\$ 318,430</b>	<b>\$ 65,000</b>	<b>\$ 30,000</b>	<b>\$ 85,000</b>	<b>\$ 45,000</b>

**DEBT BALANCE SUMMARY:**

Debt Type	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Long Term Debt Balance	\$ 1,999,235	\$ 1,955,023	\$ 1,909,484	\$ 1,862,579	\$ 1,814,267	\$ 1,764,506
<b>TOTAL</b>	<b>\$ 1,999,235</b>	<b>\$ 1,955,023</b>	<b>\$ 1,909,484</b>	<b>\$ 1,862,579</b>	<b>\$ 1,814,267</b>	<b>\$ 1,764,506</b>

**DEBT ACTIVITY:**

Long-Term Debt	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning balance	\$ 2,042,160	\$ 1,999,235	\$ 1,955,023	\$ 1,909,484	\$ 1,862,579	\$ 1,814,267
Debt draws	-	-	-	-	-	-
Actuarial adjustments	-	(1,288)	(2,614)	(3,980)	(5,387)	(6,837)
Debt principal payments	(42,925)	(42,925)	(42,925)	(42,925)	(42,925)	(42,925)
<b>Ending Balance</b>	<b>\$ 1,999,235</b>	<b>\$ 1,955,023</b>	<b>\$ 1,909,484</b>	<b>\$ 1,862,579</b>	<b>\$ 1,814,267</b>	<b>\$ 1,764,506</b>
Debt principal payments	42,925	42,925	42,925	42,925	42,925	42,925
Debt interest payments	65,349	65,349	65,349	65,349	65,349	65,349
<b>Annual Debt Payments</b>	<b>\$ 108,274</b>	<b>\$ 108,274</b>	<b>\$ 108,274</b>	<b>\$ 108,274</b>	<b>\$ 108,274</b>	<b>\$ 108,274</b>

**SERVICE GOALS IN 2020/2021:**

- Continue to support the Regional District board and related staff to achieve the strategic priorities of the board and continue ongoing enhancement to services and work to sustainable service delivery through best practices.

## Function 111 – Administration - Management Services

### SERVICE OVERVIEW:

Function 111 includes the SRD’s corporate services department including the Chief Administrative Officer, Corporate Officer and related staff, and general administration costs of the Regional District.

The department is responsible for providing Board and committee support, agendas and minutes, bylaws and legislative services, elections, referenda and other elector approvals, and records management.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>111 - Administration - Management Services</b>							
Operating Expense							
11 - Operating expenses	1,087,840	1,234,272	1,146,701	1,135,778	1,154,431	1,173,457	1,192,864
14 - Transfers to reserves	110,000	110,000	-	-	-	-	-
Operating Expense Total	1,197,840	1,344,272	1,146,701	1,135,778	1,154,431	1,173,457	1,192,864
<b>111 - Administration - Management Services</b>	<b>1,197,840</b>	<b>1,344,272</b>	<b>1,146,701</b>	<b>1,135,778</b>	<b>1,154,431</b>	<b>1,173,457</b>	<b>1,192,864</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 11 - Operating expenses related to Human Resources re-allocated to Function 115 in 2020. Increases to expenses for wage and benefit increases, telephone and alarm lines, and other minor increases.
- 11 - Operating expenses include a \$29,000 carry forward for records management consulting fees to facilitate the implementation of this strategic priority project.
- 18 - Annual transfer to appropriated surplus reserve which provides stability funds to the Regional District; funds transferred when excess surplus becomes available and when needed to replenish depleted reserves.

**CAPITAL BUDGET:**

**2020 - 2024 FUNDED PROJECTS**

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>Records Management System</b> Development of records management system to improve efficiency and productivity, and to facilitate compliance with FOIPPA legislation.	\$ 105,000	\$ -	\$ -	\$ -	\$ -	\$ -	Reserves
<b>Speaker Queue System / Clocks</b> Will relieve Chair of managing speaker priorities via paper and to synchronize clocks throughout SRD offices to improve efficiency of Board and committee meetings.	10,000	-	-	-	-	-	Reserves
<b>Multi-Device Replacement</b> Replacement of outdated printing and copying equipment at SRD corporate office to minimize downtime caused by serviceability issues.	30,000	-	-	-	-	-	Reserves
<b>Director Information Portal</b> One-stop portal for Director access to agendas, minutes, media releases, convention information, etc. Improved efficiency for directors and staff.	12,606	-	-	-	-	-	Reserves
<b>TOTAL</b>	<b>\$ 157,606</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

**SERVICE GOALS IN 2020/2021:**

- Complete the projects on the capital plan including implementation of a records management system, speaker queue system/clocks, printer and peripheral replacement for the 3<sup>rd</sup> floor, director information portal.
- Complete the bylaw audit process to determine status of bylaws inherited from Comox-Strathcona Regional District.
- Continue negotiations with CVRD to obtain records withheld when the SRD was created.
- Development of director resource guide and improved Board meeting tracking system.

**SERVICE OVERVIEW:**

Function 113 is responsible for all financial matters at the Regional District including financial planning, reporting, grant management, asset management reporting, purchasing and procurement policy, utility billings, accounts receivable, accounts payable, payroll, and all required senior government financial filings.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>113 - Administration - Financial Services</b>							
Operating Expense							
11 - Operating expenses	616,618	619,849	648,067	662,705	677,709	693,088	708,851
Operating Expense Total	616,618	619,849	648,067	662,705	677,709	693,088	708,851
<b>113 - Administration - Financial Services Total</b>	<b>\$ 616,618</b>	<b>\$ 619,849</b>	<b>\$ 648,067</b>	<b>\$ 662,705</b>	<b>\$ 677,709</b>	<b>\$ 693,088</b>	<b>\$ 708,851</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 11 – The operational budget includes increases for wages and benefits.

**CAPITAL BUDGET:**

**2020 - 2024 FUNDED PROJECTS**

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>Asset Management Software</b>	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	Reserves
Database software to better facilitate corporate wide asset management efforts .							
<b>TOTAL</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

**2020 - 2024 UNFUNDED FUTURE PROJECTS**

Project Title	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>Budget Software</b>	\$ -	\$ -	\$ -	\$ 50,000	\$ -	Reserves
Future consideration to streamline the budget process for finance and budget managers is to purchase and install budgeting software. Questica or other option.						
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	

**SERVICE GOALS IN 2020/2021:**

- Continue to streamline and enhance financial planning and reporting processes.
- Review asset management software options and best practices.
- Continue to focus on cross-training between staff to provide redundancy and ongoing service delivery, as well as provide enhancement opportunities for staff.

## Function 114 – Administration - Corporate Office Space

### SERVICE OVERVIEW:

The purpose of this function is to provide a corporate office facility for:

- meetings of the Regional Board, the Strathcona Gardens Commission, and various Board committees.
- a customer service centre for members of the public to pay water or sewer billings, to submit applications for zoning or other land use amendments, or to obtain information on SRD service offerings.
- office space for staff to provide services across the region.

The costs of operating and maintaining the corporate office building are recovered from the various functions and services that are administered from the facility based on the amount of space allocated to each. The Regional District also receives rental revenue from a lease of the 2<sup>nd</sup> floor of the building. The lease expires in 2021 and is renewable, at the tenant's option, for a further 5-year period.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>114 - Administration - Corporate Office Space</b>							
Operating Revenue							
3 - Sales of services	(52,416)	(52,420)	(52,420)	(52,420)	(52,420)	(52,420)	(52,420)
4 - Other revenue	(69,603)	(70,169)	(101,027)	(93,569)	(95,695)	(97,910)	(100,218)
<b>Operating Revenue Total</b>	<b>(122,019)</b>	<b>(122,589)</b>	<b>(153,447)</b>	<b>(145,989)</b>	<b>(148,115)</b>	<b>(150,330)</b>	<b>(152,638)</b>
Operating Expense							
11 - Operating expenses	164,271	110,700	162,274	141,691	146,313	151,148	156,208
12 - Debt principal	42,925	42,925	42,925	42,925	42,925	42,925	42,925
13 - Debt interest	65,349	65,349	65,349	65,349	65,349	65,349	65,349
<b>Operating Expense Total</b>	<b>272,545</b>	<b>218,974</b>	<b>270,548</b>	<b>249,965</b>	<b>254,587</b>	<b>259,422</b>	<b>264,482</b>
<b>114 - Administration - Corporate Office Space</b>	<b>\$ 150,526</b>	<b>\$ 96,385</b>	<b>\$ 117,101</b>	<b>\$ 103,976</b>	<b>\$ 106,472</b>	<b>\$ 109,092</b>	<b>\$ 111,844</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 3/4 – Revenues for the building relate to rental revenues and common area costs for tenant on the second floor, as well as a recovery charge through support services to the Regional District services.
- 11 – Operating budget includes inflationary increases for hydro, repairs, and utilities. 2020 also included an increase in repairs and maintenance allowance, and \$25,000 for a building condition assessment following the 2019 renovation and need to plan proactively for future capital re-investment in the facility.
- 12/13 – The purchase of the building in 2017 was funded by debt over a term of 30 years at 3.04%.



**Function 114 – Administration - Corporate Office Space**

**CAPITAL BUDGET:**

**2020 - 2024 FUNDED PROJECTS**

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
990 Cedar St Building Renovations	\$ 45,824	\$ -	\$ -	\$ -	\$ -	\$ -	Reserves
Carryforward of corporate office renovations.							
<b>TOTAL</b>	<b>\$ 45,824</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

**SERVICE GOALS IN 2020/2021:**

- Completion of Boardroom functionality improvements to support meeting environment.
- Develop long-term asset management plan for facility.

**Function 115 – Administration - Human Resources**

**SERVICE OVERVIEW:**

Function 115 is responsible for all human resource matters at the Regional District including labour and employee relations; recruiting and onboarding; compensation and benefits; performance management; training and development; and health, safety and wellness. This function is not new, rather is being separated from Function 111 - Administration - Management Services for 2020 and beyond to allow for more detailed budgeting and planning activities.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>115 - Administration - Human Resources</b>							
Operating Expense							
11 - Operating expenses	-	-	227,622	211,533	224,501	217,529	220,618
Operating Expense Total	-	-	227,622	211,533	224,501	217,529	220,618
<b>115 - Administration - Human Resources Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 227,622</b>	<b>\$ 211,533</b>	<b>\$ 224,501</b>	<b>\$ 217,529</b>	<b>\$ 220,618</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 11 - Budget established separately from Function 111 - Administration services starting in 2020. \$30,000 increase as approved through business case for HR service enhancement as well as a \$17,000 carryforward from 2019 to complete the safety review.
- 11 – Business case impact to average home is estimated to be \$0.2630 per \$100,000 of assessed value.

**CAPITAL BUDGET:**

**2020 - 2024 UNFUNDED FUTURE PROJECTS**

Project Title	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
Human Resources Information System (HRIS)	\$ -	\$ 30,000	\$ -	\$ -	\$ -	TBD
To provide HR the ability to automate operational tasks and unify employee data in a single electronic system.						
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

**SERVICE GOALS FOR 2020/2021:**

- Streamlining processes and procedures.
- Strathcona Gardens union contract negotiations.
- Continue public education/information, staff recognition, and wellness programs.

**Function 116 – Administration - Information Services**

**SERVICE OVERVIEW:**

This function includes overall responsibility for the design, implementation, support and maintenance of the SRD’s information technology architecture. This includes all software, servers, storage, network equipment, website, applications, phone systems, and audio-visual equipment at the SRD Corporate Office and the Strathcona Gardens Recreation Complex. The IT service provides technology solutions and support to all staff across all departments at both locations.

The SRD partners with a managed technology service company that provides 24x7 IT Infrastructure support including servers, network, storage, database, connectivity and data backups.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>116 - Administration - Information Services</b>							
Operating Expense							
11 - Operating expenses	443,433	444,604	443,683	453,440	463,482	473,710	484,134
14 - Transfers to reserves	25,000	25,000	40,000	40,000	40,000	40,000	40,000
Operating Expense Total	468,433	469,604	483,683	493,440	503,482	513,710	524,134
<b>116 - Administration - Information Services Total</b>	<b>\$ 468,433</b>	<b>\$ 469,604</b>	<b>\$ 483,683</b>	<b>\$ 493,440</b>	<b>\$ 503,482</b>	<b>\$ 513,710</b>	<b>\$ 524,134</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 11 – Increasing due to inflationary contract, licensing fees, and wage and benefit costs for 2020 and future years.
- 14 – Increased transfer to reserve is being offset by a reduction in minor capital expenses which were moved to the capital plan for ongoing renewal of computer equipment and other hardware.

**CAPITAL BUDGET:**

**2020 - 2024 FUNDED PROJECTS**

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>IT Infrastructure Replacements</b>	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 50,000	\$ 30,000	Reserves
Scheduled replacement of server and networking equipment. Ensuring current infrastructure and network security standards are met.							
<b>Workstation Replacements</b>	-	15,000	15,000	15,000	15,000	15,000	Reserves
Annual workstation / laptops for SRD Corporate Office staff as per replacement schedule. Ensures staff have up-to-date computer equipment to conduct RD work.							
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 65,000</b>	<b>\$ 45,000</b>	

**SERVICE GOALS IN 2020/2021:**

- Project management and project portfolio management over approved technology-enabled strategic business initiatives in the SRD's capital plans for corporate, electoral area, and Strathcona Gardens budget sections.
- Improve business processes for staff using technology to increase efficiency and reduce errors and re-work.
- Improve the SRD's business continuity and disaster recovery plan.
- Provide long-term vision and strategic planning steps to map the SRD throughout its digital transformation.

**Function 117 – Administration - Vehicle Pool**

**SERVICE OVERVIEW:**

Function 117 is responsible for managing the SRD corporate fleet of three vehicles including insurance, fuel, and repairs and maintenance. The recovery costs charged to Regional District services through the support services allocation includes an annual transfer to the general capital reserve to allow for vehicle replacement.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>117 - Administration - Vehicle Pool</b>							
Operating Revenue							
4 - Other revenue	(20,000)	(20,000)	(40,200)	(40,604)	(41,016)	(41,436)	(41,865)
Operating Revenue Total	(20,000)	(20,000)	(40,200)	(40,604)	(41,016)	(41,436)	(41,865)
Operating Expense							
11 - Operating expenses	13,072	15,200	20,200	20,604	21,016	21,436	21,865
14 - Transfers to reserves	15,000	15,000	20,000	20,000	20,000	20,000	20,000
Operating Expense Total	28,072	30,200	40,200	40,604	41,016	41,436	41,865
<b>117 - Administration - Vehicle Pool Total</b>	<b>\$ 8,072</b>	<b>\$ 10,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 4 – Other revenue is the recovery charge to Regional District services through the support service allocation, includes recovery for four vehicles. One new vehicle as approved through business case, one vehicle moved to support services allocation as used by all departments, therefore 2020 includes four vehicles.
- 4 – Added \$5,000 in expenses for new vehicle operating costs plus additional \$5,000 reserve transfer for eventual replacement. Impact of cost increase is estimated to be approximately \$0.10 per \$100K of assessed value.
- 14 – Transfer to the general capital reserve for fleet replacement in the capital plan.

**CAPITAL BUDGET:**

**2020 - 2024 FUNDED PROJECTS**

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>New Corporate Vehicle</b>	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	Reserves
Per business case.							
<b>2012 Ford Escape SUV Replacement</b>	-	-	35,000	-	-	-	Reserves
Replacement of aging equipment.							
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

## Function 118 – Administration - Strategic Initiatives

### SERVICE OVERVIEW:

Function 118 is a new function established in 2019 to identify and summarize the Board’s strategic initiative priorities. This will provide ease in reporting to the Board on the strategic priority project updates and will also provide increased clarity on allocated budgets for monitoring deliverables and performance of these initiatives.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>118 - Administration - Strategic Initiatives</b>							
Operating Expense							
11 - Operating expenses	243,632	461,136	372,241	208,668	209,947	211,257	212,601
Operating Expense Total	243,632	461,136	372,241	208,668	209,947	211,257	212,601
<b>118 - Administration - Strategic Initiatives Total</b>	<b>\$ 243,632</b>	<b>\$ 461,136</b>	<b>\$ 372,241</b>	<b>\$ 208,668</b>	<b>\$ 209,947</b>	<b>\$ 211,257</b>	<b>\$ 212,601</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 11 – Operating expenses vary year to year depending on the timeline of the related operating projects planned. These projects are generally funded by grants and general surplus. Expenses also includes base operating budget for strategic initiatives and corporate communications.
- 11 – Includes remaining 50% funding for part-time First Nations Coordinator approved through business case in 2019.

### CAPITAL BUDGET:

#### 2020 - 2024 FUNDED PROJECTS

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>External Website Development</b>	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	Reserves
The SRD's website was redeveloped in 2018 to enhance corporate communications and engagement with residents in the region. Periodic future updates are planned to ensure levels of service are maintained and the site is kept current.							
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ -</b>	

### SERVICE GOALS IN 2020/2021:

- Continue work on major strategic capital projects for the Regional District including Connected Coast, Strathcona Gardens Energy Recovery Project, and Strathcona Gardens REC-REATE project.
- Ensure the continued delivery of the Board’s current strategic priority projects.

## Function 119 – Administration - Fiscal Services & Capital

### SERVICE OVERVIEW:

Function 119 allocates transfers from the general administration budget in Function 110 to the general capital reserve to fund the corporate services capital plan. There is a \$50,000 annual contribution, which is in addition to the transfer from Function 116 - Information Services and Function - 117 Fleet to fund the corporate services capital plan. Additional transfers are made as funds are available through prior year surpluses or if the capital projects planned require additional funding.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>119 - Administration - Fiscal Services &amp; Capital</b>							
Operating Expense							
14 - Transfers to reserves	250,000	250,000	150,000	50,000	50,000	50,000	50,000
Operating Expense Total	250,000	250,000	150,000	50,000	50,000	50,000	50,000
<b>119 - Administration - Fiscal Services &amp; Capital</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 150,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 14 – Annual contribution to general capital reserve of \$50,000; additional transfer of \$100,000 in 2020 using prior year general administration surplus to replenish general capital reserves to fund ongoing capital re-investment.

### SERVICE GOALS IN 2020/2021:

- As part of the comprehensive review and development of an SRD reserves and surplus policy and the implementation of asset management, determine the appropriate transfers required to the general capital reserve to balance requisition increases and to ensure sustainable service delivery by maintaining and upgrading key corporate assets.

**2020 Financial Plan - Business Case  
Corporate Vehicle Addition**

**Executive Summary**

The SRD covers a very large geographical area to provide services. Travelling off-site to remote locations is a daily task for many of the staff. Site visits and face-to-face meetings are a large part of the services that are provided by SRD staff, specifically; Bylaw, Building Inspection, Community Health Network, Emergency Services, Environmental Services and Parks. As the organization grows, more vehicles are required to accommodate conflicting schedules and to prevent service limitations to the residents. It has become increasingly common for staff to have to adjust or cancel meetings because of a lack of available transportation.

As per the asset management plan, the current condition of corporate vehicles is rated as Good, with approximately 63% of life cycle remaining. As no replacements are slated for the near future, now would be an ideal time to increase the fleet to accommodate the increase in staff and related service levels.

**Business Problem and Opportunity**

An increase in staff, specifically staff who regularly spend time in the field, has led to a need for more available vehicles. On numerous days the current fleet of three vehicles will be booked, leaving nothing available for short notice usages and limiting staff's ability to accommodate unforeseen urgent matters. Staff regularly use personal vehicles for local travel to meetings, as well as for attending conferences or out of town events. Vehicle shortage is becoming a progressively more frequent issue as the organization grows.

The current fleet is not scheduled for renewal in the next budget cycle and as such, this would be an opportune time to invest in fleet expansion.

**Proposed Project Objectives**

- Purchase new vehicle for corporate office
- Increase vehicle fleet size

**Business Risks**

- Sustainable service delivery is at risk as transportation to and from sites becomes increasingly more difficult to schedule
- Delaying/rescheduling site visits is problematic for time sensitive projects

**Cost Benefits Analysis and Proposed Source(s) of Funding**

In addition to the cost of the vehicle purchase which would be funded from the general administration capital reserve, there would be ongoing operating costs for this asset including fuel, repairs and maintenance, insurance and an annual contribution to the reserve for future replacement of this vehicle at the ends of service life.

a) Total Costs	2020	2021	2022	2023	2024
Capital Costs	\$35,000	\$	\$	\$	\$
Operational Revenues	\$	\$	\$	\$	\$
Operational Costs	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Total	\$45,000	\$10,000	\$10,000	\$10,000	\$10,000

b) Benefits	
Tangible Benefits	Increased fleet availability Reduced scheduling conflicts
Intangible Benefits	A safe and healthy workplace. Enhancement to service level delivery.

**Summary Recommendation**

THAT the 2020-2024 Financial Plan includes \$35,000 in capital funding for the purchase of an additional corporate vehicle, to be funded from the general administration capital reserve.

AND THAT, the 2020-2024 Financial Plan includes \$10,000 in operational funding for the operating costs and annual reserve contributions for end of life replacement, to be funded from the general administration function; which will be recovered through the support services allocations to all SRD services.

## 2020 Financial Plan - Business Case Human Resources Program Enhancements

### Executive Summary

This business case continues to build on the work of the 2019 occupational health and safety review and areas identified in need of improvement to enhance service delivery across the SRD. In the fourth quarter of 2019, the Strathcona Regional District (SRD) is scheduled to undertake a comprehensive review of its occupational health and safety program. In 2020 the SRD will proceed with the recommendations of the review and continue developing the organization's health and safety management system with a target of achieving a Certificate of Recognition (COR) from the BC Municipal Safety Association. The COR certificate is a voluntary incentive program that recognizes employers who develop and implement health and safety and injury management systems that meet an industry standard. The program rewards employers who take a strategic approach to workplace safety and are committed to reducing both the human and financial costs of workplace injuries.

### Business Problem and Opportunity

The SRD minimally meets the legislated requirements for the health and safety of its workers. Many of our workers are in environments with close proximity to chemical, physical and microbial hazards. There is also a much higher awareness of bullying and harassment in the workplace and the SRD has received a corresponding increase in the number of related complaints. A high proportion of our workers are also young and new to the workforce, which places them statistically at much higher risk for workplace injury. Through the development of a robust health and safety management system the SRD will demonstrate its commitment to creating a healthy and safe workplace, with the ultimate goal of reducing workplace incidents, injuries and illness. There is opportunity to combine return to work coordination and claims management for occupational and non-occupational injuries/illness. Additionally, a robust health and safety management program will include good tracking of important safety metrics that can be used to guide decision making in the workplace.

### Proposed Project Objectives

The objective of this project is to develop a corporate health and safety management system that meets the requirements for COR certification. This involves garnering organizational commitment and then developing the program, policies and procedures. Program development will include developing and/or updating hazard identification and control procedures, developing and/or updating training, education and certification, developing and/or updating worksite inspections and incident investigation procedures. The program administration will be clearly articulated and communicated to all workers with well-defined areas of responsibility for management, supervisors and workers including the function of the Joint Occupational Health and Safety Committees. The return to work and recover at work policies and programs, which have been administered in an informal and ad hoc manner will be formalized through the develop of sound policy and clear procedures.

### Business Risks

Employers hold legal accountability for worker safety under provincial occupational health and safety statutes and regulations and the federal Criminal Code. Beyond legal accountability, poor safety performance directly impacts worker morale and productivity. The harm to the organization's reputation makes it difficult to attract and retain skilled workers. The SRD will make a strong public statement about the organization's commitment to protecting the wellbeing of workers and maintaining a culture of safety in the workplace.

### Cost Benefits Analysis and Proposed Source(s) of Funding

Organizations who achieve and maintain COR certification may be eligible to receive up to 15% in an annual incentive payment from WorkSafeBC. Over time, with reduced injuries and lowered claim costs, the organization's experience rated WorkSafeBC premiums will reflect additional savings. Poor safety performance affects more than premium costs. It also affects productivity as personnel are redirected to administrative tasks including filing reports, conducting incident investigations and recruiting and training temporary replacements for an injured worker. The return on investment for focusing on enhancing occupational health and safety will take time to see returns and will have impact across the organization. A request for an annual increase to HR service delivery will allow the SRD to proactively manage emergent issues identified as limitations to efficient and effective service delivery.

a) Total Costs	2020	2021	2022	2023	2024
Capital Costs	\$	\$	\$	\$	\$
Operational Revenues	\$	\$	\$	\$	\$
Operational Costs	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Total	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000



2020 Financial Plan - Business Case  
**Human Resources Program Enhancements**

b) Benefits	
Tangible Benefits	Reduce WorkSafeBC insurance premiums and increase worker safety, wellness and productivity.
Intangible Benefits	A safe and healthy workplace.

**Summary Recommendation**

THAT the 2020-2024 Financial Plan includes an increase to HR service delivery of \$30,000 annually to be funded by general taxation in Function 110 – General Government services.



## Regional Services



*Rebecca Spit, Quadra Island*

The Strathcona Regional District (SRD) is made up of four electoral areas and five member municipalities. The borders extend from the Oyster River south of Campbell River to Gold River, Sayward, Tahsis, Zeballos and Kyuquot-Nootka in the north and west, and east to Cortes Island, Quadra Island and the Discovery Islands as well as a portion of the adjacent mainland north of Powell River. The **regional services** of the Regional District are for services that benefit all participants of the Regional District.



## Regional Services Summary

Regional Services includes the following functions:

### Function # - Function Description

149 - Regional Broadband

150 - Feasibility Studies - Regional

272 - Strathcona Emergency Program

275 - 911 Answering Service

510 - Planning (Non-Part 26)

**SERVICE OVERVIEW:**

The purpose of this function is to provide telecommunication infrastructure that improves access to high-speed internet and other telecommunications throughout the Strathcona Regional District. This function was established in 2019 after an alternative approval process in the fall of 2018. This initiative originated as a strategic priority of the Board over several years.

The first initiative for this service is the Connected Coast project. The Regional District obtained a grant from the Federal and Provincial governments for \$33 million to install a new subsea fibre-optic backbone network with a connection to Vancouver Internet Exchange and points of presence throughout the Regional District and other BC coastal communities. This project will be a collaboration with City West, a subsidiary of the City of Prince Rupert.

The authority for this service is provided by Bylaw 321 approved on September 19, 2018. The maximum levy for this function is \$0.25 per \$1,000 of the net taxable value of land and improvements in the service area which includes all four electoral areas and five member municipalities.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>149 - Regional Broadband</b>							
Operating Revenue							
1 - Property tax requisition	(312,839)	(312,840)	(312,839)	(312,839)	(81,679)	-	191,822
4 - Other revenue	-	(45,360)	-	(45,360)	(369,000)	(673,200)	(1,249,500)
9 - Prior year surplus	-	-	(258,823)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(312,839)</b>	<b>(358,200)</b>	<b>(571,662)</b>	<b>(358,199)</b>	<b>(450,679)</b>	<b>(673,200)</b>	<b>(1,057,678)</b>
Operating Expense							
11 - Operating expenses	54,016	358,200	526,582	313,119	450,679	673,200	1,057,678
16 - Other transfers	-	-	45,080	45,080	-	-	-
<b>Operating Expense Total</b>	<b>54,016</b>	<b>358,200</b>	<b>571,662</b>	<b>358,199</b>	<b>450,679</b>	<b>673,200</b>	<b>1,057,678</b>
<b>149 - Regional Broadband Total</b>	<b>\$ (258,823)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1/9/11 – Property tax requisition for 2020 maintained at 2019 levels given minimal activity in 2019 pending finalization of partnership and grant agreements. Prior year surplus from 2019 offsetting projected costs in 2020. Strathcona Connected Coast Network Corporation expected to become a profitable entity within 5 years of development which will eliminate the requisition.
- 4/11 – Projected revenue and expenses for Connected Coast initiative following business case as presented to the Board in early 2018 and again in fall 2019; timelines pushed out given delays in 2019.
- 16 – 2020 includes the payback of one half of the \$90,000 spent to undertake the service feasibility in 2018, with the remainder scheduled for the following year. This is a requirement of the Local Government Act for the new service to payback the feasibility study service, which provides funding for evaluating future new service initiatives.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area A	\$ 12,227	\$ 12,308	\$ 12,308	\$ 3,214	\$ -	\$ (7,547)
Area B	10,513	10,104	10,104	2,638	-	(6,196)
Area C	26,822	28,223	28,223	7,369	-	(17,305)
Area D	39,365	37,134	37,134	9,695	-	(22,770)
<b>Member Municipalities:</b>						
City of Campbell River	216,523	217,861	217,861	56,881	-	(133,584)
Village of Gold River	4,213	4,081	4,081	1,065	-	(2,502)
Village of Sayward	1,368	1,398	1,398	365	-	(857)
Village of Tahsis	1,384	1,336	1,336	349	-	(819)
Village of Zeballos	423	394	394	103	-	(241)
<b>TOTAL</b>	<b>\$ 312,839</b>	<b>\$ 312,839</b>	<b>\$ 312,839</b>	<b>\$ 81,679</b>	<b>\$ -</b>	<b>\$ (191,822)</b>
Change \$		-	-	(231,160)	(81,679)	(191,822)
Change %		-	-	(73.9%)	(100.0%)	n/a
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0298</b>	<b>\$ 0.0274</b>	<b>\$ 0.0274</b>	<b>\$ 0.0072</b>	<b>\$ 0.0000</b>	<b>\$ (0.0168)</b>
<b>Maximum Requisition Limit</b>	<b>\$ 2,182,693</b>	<b>\$ 2,387,915</b>				

**CAPITAL BUDGET:**

**2020 - 2024 FUNDED PROJECTS**

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>Connected Coast Broadband</b>	\$ 4,950,000	\$ -	\$ 24,750,000	\$ 3,300,000	\$ -	\$ -	Grants
Broadband connectivity a key strategic priority of the Board; \$33 million of grant funds from the Federal and Provincial governments received for coastal connectivity project to provide broadband connection to the region.							
<b>TOTAL</b>	<b>\$ 4,950,000</b>	<b>\$ -</b>	<b>\$ 24,750,000</b>	<b>\$ 3,300,000</b>	<b>\$ -</b>	<b>\$ -</b>	

**SERVICE GOALS IN 2020/2021:**

- Continue work on the Connected Coast project to improve service levels to the region.

**SERVICE OVERVIEW:**

The purpose of this service is to provide funds to support the study of potential new services for the Strathcona Regional District as a whole. If a regional district undertakes a service after conducting a feasibility in respect of the service, the costs of that study are deemed to be costs of that service as must be paid back. The authority for this service which was established through the *Local Government Act*, section 800 and Supplementary Letters Patent (SLP).

The maximum levy for this service cannot exceed \$0.10 per \$1,000 of the assessed value in the region.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>150 - Feasibility Studies - Regional</b>							
Operating Revenue							
1 - Property tax requisition	(14,364)	(14,364)	-	-	(277)	(277)	(277)
4 - Other revenue	-	-	(45,080)	(45,080)	-	-	-
9 - Prior year surplus	(10,913)	(10,913)	(25,002)	-	-	-	-
Operating Revenue Total	(25,277)	(25,277)	(70,082)	(45,080)	(277)	(277)	(277)
Operating Expense							
11 - Operating expenses	275	25,277	70,082	45,080	277	277	277
Operating Expense Total	275	25,277	70,082	45,080	277	277	277
<b>150 - Feasibility Studies - Regional Total</b>	<b>\$ (25,002)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 4/9/11 – The feasibility study for the new regional broadband service in Function 149 will be paid back in 2020 and 2021. Combined with 2019 surplus of \$25,000 this will provide \$115,000 of funding for future regional service initiatives.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area A	\$ 569	\$ -	\$ -	\$ 11	\$ 11	\$ 11
Area B	489	-	-	9	9	9
Area C	1,248	-	-	25	25	25
Area D	1,831	-	-	33	33	33
<b>Member Municipalities:</b>						
City of Campbell River	9,888	-	-	192	192	192
Village of Gold River	194	-	-	4	4	4
Village of Sayward	63	-	-	1	1	1
Village of Tahsis	64	-	-	1	1	1
Village of Zeballos	19	-	-	0	0	0
<b>TOTAL</b>	<b>\$ 14,364</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 277</b>	<b>\$ 277</b>	<b>\$ 277</b>
Change \$		(14,364)	-	277	-	-
Change %		(100.0%)	n/a	n/a	-	-
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0014</b>	<b>\$ 0.0000</b>	<b>\$ 0.0000</b>	<b>\$ 0.0000</b>	<b>\$ 0.0000</b>	<b>\$ 0.0000</b>
<b>Maximum Requisition Limit</b>	<b>\$ 868,213</b>	<b>\$ 953,075</b>				

**SERVICE GOALS IN 2020/2021:**

- Currently there are no planned studies for new regional services for the Strathcona Regional District (SRD).

## Function 272 – Strathcona Emergency Program

### SERVICE OVERVIEW:

The Strathcona Emergency Program (SEP) is responsible for emergency mitigation, preparedness, response and recovery within the Regional District. SEP provides emergency management coordination, leadership and support for the five municipalities and four electoral areas in the Regional District.

The authority for this service is provided by Bylaw 2733 approved February 28, 2004 and subsequently amended with Bylaw 275. The maximum levy for this function is \$0.0375 per \$1,000 of the net taxable value of land and improvements in the service area which includes all four electoral areas and five member municipalities.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>272 - Strathcona Emergency Program</b>							
Operating Revenue							
1 - Property tax requisition	(310,413)	(310,413)	(310,422)	(326,620)	(329,681)	(332,802)	(335,987)
4 - Other revenue	(6,172)	-	-	-	-	-	-
7 - Government transfers	(105,224)	(316,982)	(178,395)	-	-	-	-
9 - Prior year surplus	(12,098)	(219)	(13,197)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(433,907)</b>	<b>(627,614)</b>	<b>(502,014)</b>	<b>(326,620)</b>	<b>(329,681)</b>	<b>(332,802)</b>	<b>(335,987)</b>
Operating Expense							
11 - Operating expenses	415,710	622,614	492,014	316,620	319,681	322,802	325,987
14 - Transfers to reserves	5,000	5,000	10,000	10,000	10,000	10,000	10,000
<b>Operating Expense Total</b>	<b>420,710</b>	<b>627,614</b>	<b>502,014</b>	<b>326,620</b>	<b>329,681</b>	<b>332,802</b>	<b>335,987</b>
<b>272 - Strathcona Emergency Program Total</b>	<b>\$ (13,197)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 1 – Property tax requisition stable for 2020 with nominal increases in future years.
- 7 – Currently grant projects include two carryforwards from 2019. The emergency program may be successful in obtaining grants throughout the year which will need to be added into the budget by Board resolution if accepted.
- 11 – Operating expenses for the program include base operations and grant funded projects.

**Function 272 – Strathcona Emergency Program**

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area A	\$ 12,110	\$ 12,189	\$ 12,827	\$ 12,948	\$ 13,071	\$ 13,196
Area B	10,412	10,007	10,531	10,630	10,730	10,833
Area C	26,565	27,950	29,413	29,689	29,971	30,259
Area D	38,987	36,775	38,700	39,064	39,435	39,813
<b>Member Municipalities:</b>						
City of Campbell River	214,442	215,752	227,047	229,181	231,357	233,578
Village of Gold River	4,172	4,041	4,253	4,293	4,334	4,375
Village of Sayward	1,355	1,385	1,457	1,471	1,485	1,499
Village of Tahsis	1,370	1,323	1,392	1,405	1,419	1,432
Village of Zeballos	1,000	1,000	1,000	1,000	1,000	1,000
<b>TOTAL</b>	<b>\$ 310,413</b>	<b>\$ 310,422</b>	<b>\$ 326,620</b>	<b>\$ 329,681</b>	<b>\$ 332,802</b>	<b>\$ 335,987</b>
Change \$		9	16,198	3,061	3,121	3,185
Change %		0.0%	5.2%	0.9%	0.9%	1.0%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0340</b>	<b>\$ 0.0319</b>	<b>\$ 0.0331</b>	<b>\$ 0.0334</b>	<b>\$ 0.0336</b>	<b>\$ 0.0339</b>
<b>Maximum Requisition Limit</b>	<b>\$ 327,404</b>	<b>\$ 358,187</b>				

**CAPITAL BUDGET:**

**2020 - 2024 FUNDED PROJECTS**

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>Strathcona Emergency Program Small Equipment</b>	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	Reserves
Minor equipment purchases to support regional emergency preparedness. 2020 includes a Mt. Washington repeater installation project.							
	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 30,936	\$ 30,936	\$ 30,936	\$ 30,936	\$ 30,936	\$ 30,936
<b>TOTAL</b>	<b>\$ 30,936</b>	<b>\$ 30,936</b>	<b>\$ 30,936</b>	<b>\$ 30,936</b>	<b>\$ 30,936</b>	<b>\$ 30,936</b>

**ACTIVE RESERVES:**

**Appropriated Surplus Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 33,436	\$ 30,936	\$ 30,936	\$ 30,936	\$ 30,936	\$ 30,936
Transfers from operating fund	5,000	10,000	10,000	10,000	10,000	10,000
Transfer to operating fund	-	-	-	-	-	-
Projects funded	(7,500)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Interest earned	-	-	-	-	-	-
<b>Ending Balance</b>	<b>\$ 30,936</b>	<b>\$ 30,936</b>	<b>\$ 30,936</b>	<b>\$ 30,936</b>	<b>\$ 30,936</b>	<b>\$ 30,936</b>
<b>Projects Funded:</b>						
Strathcona Emergency Program Small Equipment	7,500	10,000	10,000	10,000	10,000	10,000
	<b>\$ 7,500</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>

**SERVICE GOALS IN 2020/2021:**

- Volunteer recruitment, training, appreciation and retention;
- Pursue additional grant funding through grants such as Community Emergency Preparedness Fund, National Disaster Mitigation Program, and Community Resiliency Investment Fund;
- Conduct multi-agency exercises; and
- Improve communications capacity of SRD communities.

**SERVICE OVERVIEW:**

The purpose of this function is to provide funding for annual contributions to the North Island 911 Corporation which administers the 9-1-1 service on behalf of 6 regional districts in central and northern Vancouver Island and on the central coast of British Columbia. The members of the service include the following regional districts: Comox Valley, Nanaimo, Alberni-Clayoquot, Mt. Waddington, Powell River, and the Strathcona Regional District.

The service is delivered via contracts with E-Comm (Vancouver) for initial call-taking (aka Primary Safety Answering Point) and the City of Campbell River for fire dispatch services. Calls for medical emergencies are handed off to the BC Ambulance Service.

The authority for this service is provided by Bylaw 1579 which was approved November 29, 1993. The costs of providing the service are shared between the participating regional districts based on real property assessments included within the service area. The maximum levy for this function is \$0.35 per \$1,000 of the net taxable value of land and improvements in the service area.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>275 - 911 Answering Service</b>							
Operating Revenue							
1 - Property tax requisition	(401,348)	(401,349)	(421,376)	(450,686)	(465,241)	(475,068)	(478,286)
6 - Grants in lieu	-	(3,400)	-	-	-	-	-
9 - Prior year surplus	(11,188)	(11,188)	(2,914)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(412,536)</b>	<b>(415,937)</b>	<b>(424,290)</b>	<b>(450,686)</b>	<b>(465,241)</b>	<b>(475,068)</b>	<b>(478,286)</b>
Operating Expense							
11 - Operating expenses	399,622	405,937	424,290	450,686	465,241	475,068	478,286
14 - Transfers to reserves	10,000	10,000	-	-	-	-	-
<b>Operating Expense Total</b>	<b>409,622</b>	<b>415,937</b>	<b>424,290</b>	<b>450,686</b>	<b>465,241</b>	<b>475,068</b>	<b>478,286</b>
<b>275 - 911 Answering Service Total</b>	<b>\$ (2,914)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1/11 – Property tax requisition increased in 2020 to provide funding for increase to the North Island 911 Corporation Budget. Future moderate increases planned for service.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area A	\$ 15,892	\$ 16,716	\$ 17,879	\$ 18,456	\$ 18,846	\$ 18,974
Area B	13,664	13,723	14,677	15,151	15,471	15,576
Area C	34,862	38,329	40,995	42,319	43,213	43,506
Area D	51,164	50,432	53,940	55,682	56,858	57,243
<b>Member Municipalities:</b>						
City of Campbell River	276,289	292,507	312,853	322,957	329,778	332,012
Village of Gold River	5,408	5,477	5,858	6,047	6,175	6,216
Village of Sayward	1,756	1,877	2,008	2,073	2,117	2,131
Village of Tahsis	1,774	1,790	1,915	1,977	2,018	2,032
Village of Zeballos	540	525	561	580	592	596
<b>TOTAL</b>	<b>\$ 401,348</b>	<b>\$ 421,376</b>	<b>\$ 450,686</b>	<b>\$ 465,241</b>	<b>\$ 475,068</b>	<b>\$ 478,286</b>
Change \$		20,028	29,310	14,555	9,827	3,218
Change %		5.0%	7.0%	3.2%	2.1%	0.7%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0387</b>	<b>\$ 0.0372</b>	<b>\$ 0.0398</b>	<b>\$ 0.0411</b>	<b>\$ 0.0420</b>	<b>\$ 0.0423</b>
<b>Maximum Requisition Limit</b>	<b>\$ 3,038,744</b>	<b>\$ 3,335,761</b>				

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 43,248	\$ 43,248	\$ 43,248	\$ 43,248	\$ 43,248	\$ 43,248
<b>TOTAL</b>	<b>\$ 43,248</b>	<b>\$ 43,248</b>	<b>\$ 43,248</b>	<b>\$ 43,248</b>	<b>\$ 43,248</b>	<b>\$ 43,248</b>

**SERVICE GOALS IN 2020/2021:**

- Maintain current level of service.

**SERVICE OVERVIEW:**

This function covers all areas of the Regional District and pertains to planning items that are not related to ‘Part 26’ of the “pre-RS2015 *Local Government Act*,” now Part 14 of the Act. This would include regional growth strategies and other planning studies that are not confined to the electoral areas of the region. A related function to this service is Function 500 – Planning.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>510 - Planning (Non Part 26)</b>							
Operating Revenue							
1 - Property tax requisition	-	-	-	(261)	(261)	(261)	(261)
9 - Prior year surplus	(2,004)	(2,004)	(1,744)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(2,004)</b>	<b>(2,004)</b>	<b>(1,744)</b>	<b>(261)</b>	<b>(261)</b>	<b>(261)</b>	<b>(261)</b>
Operating Expense							
11 - Operating expenses	260	2,004	1,744	261	261	261	261
<b>Operating Expense Total</b>	<b>260</b>	<b>2,004</b>	<b>1,744</b>	<b>261</b>	<b>261</b>	<b>261</b>	<b>261</b>
<b>510 - Planning (Non Part 26) Total</b>	<b>\$ (1,744)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1/9/11 – Minimal activity in this service therefore prior year surplus funds ongoing support services allocations.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area A	\$ -	\$ -	\$ 10	\$ 10	\$ 10	\$ 10
Area B	-	-	8	8	8	8
Area C	-	-	24	24	24	24
Area D	-	-	31	31	31	31
<b>Member Municipalities:</b>						
City of Campbell River	-	-	181	181	181	181
Village of Gold River	-	-	3	3	3	3
Village of Sayward	-	-	1	1	1	1
Village of Tahsis	-	-	1	1	1	1
Village of Zeballos	-	-	0	0	0	0
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 261</b>	<b>\$ 261</b>	<b>\$ 261</b>	<b>\$ 261</b>
Change \$		-	261	-	-	-
Change %		n/a	n/a	-	-	-
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0000</b>	<b>\$ 0.0000</b>	<b>\$ 0.0000</b>	<b>\$ 0.0000</b>	<b>\$ 0.0000</b>	<b>\$ 0.0000</b>
<b>Maximum Requisition Limit</b>	<b>\$ 240,495</b>	<b>\$ 264,002</b>				

**SERVICE GOALS IN 2020/2021:**

- Determine future priorities for this service with the consideration of Board strategic priorities, land use planning for the region, and the importance of climate change/sea level rise for the Strathcona Regional District and whether additional funds are required to undertake specified deliverables for this area.



## Electoral Area Services



The Strathcona Regional District (SRD) is made up of four **electoral areas**. The borders extend from the Oyster River south of Campbell River to Gold River, Sayward, Tahsis, Zeballos and Kyuquot-Nootka in the north and west, and east to Cortes Island, Quadra Island and the Discovery Islands as well as a portion of the adjacent mainland north of Powell River. The electoral area services of the Regional District are solely for the four electoral areas, including Electoral Area A (Kyuquot/Nootka-Sayward), Electoral Area B (Cortes Island), Electoral Area C (Discovery Islands-Mainland Inlets), and Electoral Area D (Oyster Bay-Buttle Lake). The five member municipalities do not participate in these services.



## Electoral Area Services Summary

**Electoral Area Services includes the following functions:**

**Function # - Function Description**

130 - Electoral Area Administration

131 - Election Services

135 - Gas Tax (CWF) Projects

340 - Liquid Waste

500 - Planning

501 - Planning - GIS

502 - Planning - Bylaw

630 - Vancouver Island Regional Library

**OVERVIEW:**

The purpose of this budget is to provide funding for the administration of programs and services that are provided for the benefit of electoral area constituents only. Those include:

- Director compensation and director expense reimbursement, including expenses paid on behalf of a director by the Regional District and costs of electoral area constituency matters;
- Participation in the affairs of affiliate organizations (UBCM, AVICC, FCM);
- Electoral area administrative costs attributed by resolution of the Regional Board; and
- Electoral area activities that are not included in another service establishing bylaw.

This service was established on August 1, 1965 under the Local Government Act section 800, and Board policy adopted February 26, 2001. The annual net cost of the service is apportioned among all electoral areas based on real property assessments. There is no stated requisition limit for this function.

**OPERATING BUDGET:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>130 - Electoral Area Administration</b>							
Operating Revenue							
1 - Property tax requisition	(475,260)	(475,260)	(676,835)	(710,321)	(725,749)	(742,862)	(759,877)
6 - Grants in lieu	-	(1,000)	-	-	-	-	-
8 - Transfers from reserves	-	-	-	-	(39,000)	-	-
9 - Prior year surplus	(145,961)	(150,857)	(17,931)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(621,221)</b>	<b>(627,117)</b>	<b>(694,766)</b>	<b>(710,321)</b>	<b>(764,749)</b>	<b>(742,862)</b>	<b>(759,877)</b>
Operating Expense							
11 - Operating expenses	546,583	558,582	660,325	675,693	691,530	707,849	724,666
14 - Transfers to reserves	35,000	35,000	-	-	-	-	-
<b>Operating Expense Total</b>	<b>581,583</b>	<b>593,582</b>	<b>660,325</b>	<b>675,693</b>	<b>691,530</b>	<b>707,849</b>	<b>724,666</b>
<b>130 - Electoral Area Administration Total</b>	<b>\$ (39,638)</b>	<b>\$ (33,535)</b>	<b>\$ (34,441)</b>	<b>\$ (34,628)</b>	<b>\$ (73,219)</b>	<b>\$ (35,013)</b>	<b>\$ (35,211)</b>
<b>131 - Election Services Total</b>	<b>13,287</b>	<b>25,114</b>	<b>25,114</b>	<b>25,114</b>	<b>63,514</b>	<b>25,114</b>	<b>25,114</b>
<b>135 - Gas Tax (CWF) Projects Total</b>	<b>8,420</b>	<b>8,421</b>	<b>9,327</b>	<b>9,514</b>	<b>9,705</b>	<b>9,899</b>	<b>10,097</b>
<b>GRAND TOTAL</b>	<b>\$ (17,931)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1/9/11 – Property tax requisition increase in 2020 due to increased costs in 2019 mainly related to director remuneration; typically, this function expenses have been significantly less than budgeted which has maintained the requisition year over year for many years.
- 8 – Transfers from reserves every four years to fund election costs.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area A	\$ 65,346	\$ 94,916	\$ 99,612	\$ 101,776	\$ 104,175	\$ 106,561
Area B	56,185	77,920	81,775	83,551	85,521	87,480
Area C	143,348	217,639	228,406	233,367	238,870	244,341
Area D	210,381	286,360	300,527	307,055	314,295	321,494
<b>TOTAL</b>	<b>\$ 475,260</b>	<b>\$ 676,835</b>	<b>\$ 710,321</b>	<b>\$ 725,749</b>	<b>\$ 742,862</b>	<b>\$ 759,877</b>
Change \$		201,575	33,486	15,428	17,113	17,015
Change %		42.4%	4.9%	2.2%	2.4%	2.3%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.1591</b>	<b>\$ 0.2115</b>	<b>\$ 0.2219</b>	<b>\$ 0.2268</b>	<b>\$ 0.2321</b>	<b>\$ 0.2374</b>
<b>Maximum Requisition Limit</b>	<b>No Limit</b>	<b>No Limit</b>				

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 35,000	\$ 35,000	\$ 39,000	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>	<b>\$ 39,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**ACTIVE RESERVES:**

**Appropriated Surplus Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ -	\$ 35,000	\$ 35,000	\$ 39,000	\$ -	\$ -
Transfers from operating fund	35,000	-	4,000	-	-	-
Transfer to operating fund	-	-	-	(39,000)	-	-
Projects funded	-	-	-	-	-	-
<b>Ending Balance</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>	<b>\$ 39,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**GOALS FOR 2020/2021:**

- Maintain current levels of service.

**OVERVIEW:**

The purpose of this budget is to provide funding for:

- General local elections for electoral area directors in 2022 and every 4 years thereafter;
- By-elections that may be required to fill an office vacated by reason of death, resignation or disqualification of an electoral area director.

The requisition for this function is included in electoral area administration, Function 130. Costs associated with this budget are shared between the electoral areas based on real property assessments.

To avoid significant variation in annual budgetary requirements, costs of general local elections are spread over the full quadrennial election cycle with unused funds being held in reserve until required.

In accordance with the requirements of the *Local Government Act*, costs associated with voting on referendum questions or elector approval of service initiatives are not covered by this budget since they are required to be charged against feasibility study reserves or the specific service to which they relate.

Related bylaws:

- *Bylaw No. 327, being Local Election, Assent Voting and Referendum Procedures Bylaw 2018*

**OPERATING BUDGET:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>131 - Election Services</b>							
Operating Expense							
11 - Operating expenses	287	12,114	12,114	12,114	63,514	12,114	12,114
14 - Transfers to reserves	13,000	13,000	13,000	13,000	-	13,000	13,000
Operating Expense Total	13,287	25,114	25,114	25,114	63,514	25,114	25,114
<b>131 - Election Services Total</b>	<b>\$ 13,287</b>	<b>\$ 25,114</b>	<b>\$ 25,114</b>	<b>\$ 25,114</b>	<b>\$ 63,514</b>	<b>\$ 25,114</b>	<b>\$ 25,114</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 11/14 – No change.

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 13,072	\$ 26,072	\$ 35,072	\$ 35,072	\$ 48,072	\$ 61,072
<b>TOTAL</b>	<b>\$ 13,072</b>	<b>\$ 26,072</b>	<b>\$ 35,072</b>	<b>\$ 35,072</b>	<b>\$ 48,072</b>	<b>\$ 61,072</b>

**ACTIVE RESERVES:**

**Appropriated Surplus Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 72	\$ 13,072	\$ 26,072	\$ 35,072	\$ 35,072	\$ 48,072
Transfers from operating fund	13,000	13,000	9,000	-	13,000	13,000
Transfer to operating fund	-	-	-	-	-	-
Projects funded	-	-	-	-	-	-
<b>Ending Balance</b>	<b>\$ 13,072</b>	<b>\$ 26,072</b>	<b>\$ 35,072</b>	<b>\$ 35,072</b>	<b>\$ 48,072</b>	<b>\$ 61,072</b>

**GOALS FOR 2020/2021:**

- Maintain current levels of service.

**OVERVIEW:**

The purpose of this function is to track and allocate the Gas Tax (Community Works Fund) contributions received annually from UBCM. The Gas Tax program provides predictable, long-term and stable funding to local governments for investment in infrastructure and capacity building projects.

Gas Tax funds are guided by three national program objectives:

- Productivity and economic growth
- A clean environment
- Strong cities and communities

Eligible projects include broadband connectivity, public transit, drinking water, wastewater, solid waste, community energy systems, sport infrastructure, recreational infrastructure, cultural infrastructure, tourism infrastructure, disaster mitigation, and capacity building. Ineligible costs include ongoing operational costs including wages and benefits, legal costs, and land acquisitions.

Each regional district and municipality receive a portion of these funds based on population; member municipalities receive their Gas Tax funds directly. The funds received at the Regional District are allocated to each of the four electoral areas based on their respective populations.

**OPERATING BUDGET:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>135 - Gas Tax (CWF) Projects</b>							
Operating Revenue							
7 - Government transfers	(983,480)	(498,795)	(484,685)	(484,685)	(506,819)	(506,819)	(529,053)
Operating Revenue Total	(983,480)	(498,795)	(484,685)	(484,685)	(506,819)	(506,819)	(529,053)
Operating Expense							
11 - Operating expenses	8,421	8,421	9,328	9,515	9,705	9,899	10,097
14 - Transfers to reserves	983,479	498,795	484,684	484,684	506,819	506,819	529,053
Operating Expense Total	991,900	507,216	494,012	494,199	516,524	516,718	539,150
<b>135 - Gas Tax (CWF) Projects Total</b>	<b>\$ 8,420</b>	<b>\$ 8,421</b>	<b>\$ 9,327</b>	<b>\$ 9,514</b>	<b>\$ 9,705</b>	<b>\$ 9,899</b>	<b>\$ 10,097</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 7 - In 2019 all local governments enrolled in the Gas Tax program received an additional one-time payment authorized by the Federal government.

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Community Works Funds - Area A	\$ 813,655	\$ 722,856	\$ 780,241	\$ 840,735	\$ 902,438	\$ 967,345
Community Works Funds - Area B	565,325	530,863	599,636	672,439	746,699	825,112
Community Works Funds - Area C	1,517,077	1,098,481	1,232,045	1,399,519	1,570,343	1,750,848
Community Works Funds - Area D	2,887,516	1,502,619	1,779,677	2,073,557	2,373,314	2,690,397
<b>TOTAL</b>	<b>\$ 5,783,573</b>	<b>\$ 3,854,818</b>	<b>\$ 4,391,599</b>	<b>\$ 4,986,250</b>	<b>\$ 5,592,794</b>	<b>\$ 6,233,703</b>

**ACTIVE RESERVES:**

**Function 135 - Community Works Funds - Area A**

**Community Works Funds**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 747,990	\$ 813,655	\$ 722,856	\$ 780,241	\$ 840,735	\$ 902,438
Transfers from operating fund	65,665	42,928	42,928	44,889	44,889	46,858
Transfer to operating fund	-	-	-	-	-	-
Projects funded	-	(150,000)	-	-	-	-
Interest earned	-	16,273	14,457	15,605	16,815	18,049
<b>Ending Balance</b>	<b>\$ 813,655</b>	<b>\$ 722,856</b>	<b>\$ 780,241</b>	<b>\$ 840,735</b>	<b>\$ 902,438</b>	<b>\$ 967,345</b>
<b>Projects Funded:</b>						
Kyuquot Community Hall Design		50,000				
Sayward Valley Community Hall Kitchen Upgrade		100,000				
	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -

**Function 135 - Community Works Funds - Area B**

**Community Works Funds**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 476,388	\$ 565,325	\$ 530,863	\$ 599,636	\$ 672,439	\$ 746,699
Transfers from operating fund	88,937	58,155	58,155	60,811	60,811	63,479
Transfer to operating fund	-	-	-	-	-	-
Projects funded	-	(103,923)	-	-	-	-
Interest earned	-	11,306	10,617	11,993	13,449	14,934
<b>Ending Balance</b>	<b>\$ 565,325</b>	<b>\$ 530,863</b>	<b>\$ 599,636</b>	<b>\$ 672,439</b>	<b>\$ 746,699</b>	<b>\$ 825,112</b>
<b>Projects Funded:</b>						
Cortes Island Trails Network	-	55,923				
K'was Bridge Construction		40,000				
Business Case - Data Collection		8,000				
	\$ -	\$ 103,923	\$ -	\$ -	\$ -	\$ -

**Function 135 - Community Works Funds - Area C**

**Community Works Funds**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 1,342,657	\$ 1,517,077	\$ 1,098,481	\$ 1,232,045	\$ 1,399,519	\$ 1,570,343
Transfers from operating fund	208,853	136,595	136,595	142,833	142,833	149,099
Transfer to operating fund	-	-	-	-	-	-
Projects funded	(34,432)	(585,533)	(25,000)	-	-	-
Interest earned	-	30,342	21,970	24,641	27,990	31,407
<b>Ending Balance</b>	<b>\$ 1,517,077</b>	<b>\$ 1,098,481</b>	<b>\$ 1,232,045</b>	<b>\$ 1,399,519</b>	<b>\$ 1,570,343</b>	<b>\$ 1,750,848</b>
<b>Projects Funded:</b>						
Marine Outfall Improvements	\$ 12,594	\$ 300,000				
Q-Cove Village Trail System	21,839	42,533				
Blenkin Park Playground Replacement		100,000				
Hoskyn Wharf Extension		100,000				
Business Case - Parks Master Plan		35,000				
Business Case - Data Collection		8,000				
Granite Bay Shoreline Repairs			25,000			
	<b>\$ 34,432</b>	<b>\$ 585,533</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Function 135 - Community Works Funds - Area D**

**Community Works Funds**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 2,509,833	\$ 2,887,516	\$ 1,502,619	\$ 1,779,677	\$ 2,073,557	\$ 2,373,314
Transfers from operating fund	377,684	247,006	247,006	258,286	258,286	269,617
Transfer to operating fund	-	-	-	-	-	-
Projects funded	-	(1,689,654)	-	-	-	-
Interest earned	-	57,750	30,052	35,594	41,471	47,466
<b>Ending Balance</b>	<b>\$ 2,887,516</b>	<b>\$ 1,502,619</b>	<b>\$ 1,779,677</b>	<b>\$ 2,073,557</b>	<b>\$ 2,373,314</b>	<b>\$ 2,690,397</b>
<b>Projects Funded:</b>						
Hagel Park Greenway North/Storie Creek Trail		51,654				
Craig Rd. Pressure Zone Upgrade		100,000				
Water Supply Connection Improvements		530,000				
Water Main Replacment		1,000,000				
Business Case - Data Collection		8,000				
	<b>\$ -</b>	<b>\$ 1,689,654</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**GOALS FOR 2020/2021:**

- Maintain current levels of service.



## Function 340 – Liquid Waste Management

### OVERVIEW:

This function was established on March 25, 2002 through Bylaw 2422, to provide development, management, and administration of liquid waste management for Electoral Area B (Cortes Island) and Electoral Area D (Oyster Bay-Buttle Lake). The maximum levy for this service is \$0.05 per \$1,000 of assessed value of Electoral Area B and Electoral Area D.

### OPERATING BUDGET:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>340 - Liquid Waste</b>							
Operating Revenue							
1 - Property tax requisition	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
8 - Transfers from reserves	(7,215)	(7,215)	(3,402)	(4,577)	(4,745)	(4,916)	(4,989)
9 - Prior year surplus	(13,897)	(13,897)	(18,510)	-	-	-	-
Operating Revenue Total	(26,112)	(26,112)	(26,912)	(9,577)	(9,745)	(9,916)	(9,989)
Operating Expense							
11 - Operating expenses	7,602	26,112	26,912	9,577	9,745	9,916	9,989
Operating Expense Total	7,602	26,112	26,912	9,577	9,745	9,916	9,989
<b>340 - Liquid Waste Total</b>	<b>\$ (18,510)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 11 - Carryforward of 2019 Septic Smart education program and dewatering feasibility.

### RESERVE SUMMARY:

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 22,629	\$ 19,227	\$ 14,650	\$ 9,905	\$ 4,989	\$ -
<b>TOTAL</b>	<b>\$ 22,629</b>	<b>\$ 19,227</b>	<b>\$ 14,650</b>	<b>\$ 9,905</b>	<b>\$ 4,989</b>	<b>\$ -</b>



**Function 340 – Liquid Waste Management**

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area B	\$ 1,054	\$ 1,070	\$ 1,070	\$ 1,070	\$ 1,070	\$ 1,070
Area D	3,946	3,930	3,930	3,930	3,930	3,930
<b>TOTAL</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>
Change \$		-	-	-	-	-
Change %		-	-	-	-	-
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0030</b>	<b>\$ 0.0029</b>	<b>\$ 0.0029</b>	<b>\$ 0.0029</b>	<b>\$ 0.0029</b>	<b>\$ 0.0029</b>
<b>Maximum Requisition Limit</b>	<b>\$ 472,295</b>	<b>\$ 485,263</b>				

**GOALS FOR 2020/2021:**

- To explore liquid waste management options for Electoral Area B.

**OVERVIEW:**

The authority for Planning and Land Use Management comes from the *Local Government Act* (LGA), primarily within Part 14. The function of 'Regional and Community Planning' (among others) was added as Division VII by Supplementary Letters Patent (SLP) #4 February 17, 1967 to CSRD. This function was extended with Supplementary Letters Patent #9 September 24, 1968. Additional amendments were made March 12, 1971 (SLP #17) and April 6, 1972 (SLP # 19).

This function is funded by requisition as well as fees and charges. Function 501 GIS and 502 Bylaw are funded through this service.

**OPERATING BUDGET:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>500 - Planning</b>							
Operating Revenue							
1 - Property tax requisition	(635,057)	(635,057)	(639,493)	(747,279)	(760,510)	(774,026)	(787,831)
3 - Sales of services	(10,164)	(1,500)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
4 - Other revenue	(72,883)	(43,300)	(53,850)	(53,850)	(53,850)	(53,850)	(53,850)
6 - Grants in lieu	-	(1,100)	-	-	-	-	-
7 - Government transfers	(17,500)	(70,000)	(52,500)	-	-	-	-
9 - Prior year surplus	(217,618)	(205,766)	(319,334)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(953,222)</b>	<b>(956,723)</b>	<b>(1,080,177)</b>	<b>(816,129)</b>	<b>(829,360)</b>	<b>(842,876)</b>	<b>(856,681)</b>
Operating Expense							
11 - Operating expenses	440,581	685,550	551,483	496,983	505,153	513,496	522,016
14 - Transfers to reserves	15,000	15,000	225,000	15,000	15,000	15,000	15,000
<b>Operating Expense Total</b>	<b>455,581</b>	<b>700,550</b>	<b>776,483</b>	<b>511,983</b>	<b>520,153</b>	<b>528,496</b>	<b>537,016</b>
<b>500 - Planning Total</b>	<b>\$ (497,641)</b>	<b>\$ (256,173)</b>	<b>\$ (303,694)</b>	<b>\$ (304,146)</b>	<b>\$ (309,207)</b>	<b>\$ (314,380)</b>	<b>\$ (319,665)</b>
<b>501 - Planning - GIS Total</b>	<b>88,638</b>	<b>146,263</b>	<b>162,311</b>	<b>164,944</b>	<b>167,631</b>	<b>170,371</b>	<b>173,165</b>
<b>502 - Planning - Bylaw Total</b>	<b>89,670</b>	<b>109,910</b>	<b>141,383</b>	<b>139,202</b>	<b>141,576</b>	<b>144,009</b>	<b>146,500</b>
<b>GRAND TOTAL</b>	<b>\$ (319,334)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 3 – Increase for additional municipal service agreements with member municipalities.
- 4 – General increase to reflect additional activity in the function due to expanded staffing levels.
- 9 – Increased surplus due to carryforwards, vacant staff position, and higher than anticipated revenues.
- 7/11 – \$52,500 carryforward of Area C Sustainability plans and floodplain mapping.
- 11 – Significant reduction due to change in labor allocations and overall staffing levels.

**CAPITAL BUDGET:**

**2020 - 2024 FUNDED PROJECTS**

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>Land Use Software Replacement</b>	\$ 121,608	\$ -	\$ -	\$ -	\$ -	\$ -	- Reserves
The existing system put in place by previous CSRD and is no longer supported. \$200K project; funded 70% by Function 500 - Planning & 30% by Function 285 - Building Inspection reserves.							
<b>TOTAL</b>	<b>\$ 121,608</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 77,051	\$ 77,051	\$ 77,051	\$ 77,051	\$ 77,051	\$ 77,051
Future Expenditure Reserve	14,500	234,790	249,486	264,475	279,765	295,360
Capital Reserve	174,105	60,980	67,200	73,543	80,014	86,615
<b>TOTAL</b>	<b>\$ 265,657</b>	<b>\$ 372,821</b>	<b>\$ 393,737</b>	<b>\$ 415,070</b>	<b>\$ 436,831</b>	<b>\$ 459,026</b>

**ACTIVE RESERVES:**

**Future Expenditure Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 4,500	\$ 14,500	\$ 234,790	\$ 249,486	\$ 264,475	\$ 279,765
Transfers from operating fund	10,000	220,000	10,000	10,000	10,000	10,000
Transfer to operating fund	-	-	-	-	-	-
Projects funded	-	-	-	-	-	-
Interest earned	-	290	4,696	4,990	5,290	5,595
<b>Ending Balance</b>	<b>\$ 14,500</b>	<b>\$ 234,790</b>	<b>\$ 249,486</b>	<b>\$ 264,475</b>	<b>\$ 279,765</b>	<b>\$ 295,360</b>

**Capital Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 187,498	\$ 174,105	\$ 60,980	\$ 67,200	\$ 73,543	\$ 80,014
Transfers from operating fund	5,000	5,000	5,000	5,000	5,000	5,000
Transfer to operating fund	-	-	-	-	-	-
Projects funded	(18,392)	(121,608)	-	-	-	-
Interest earned	-	3,482	1,220	1,344	1,471	1,600
<b>Ending Balance</b>	<b>\$ 174,105</b>	<b>\$ 60,980</b>	<b>\$ 67,200</b>	<b>\$ 73,543</b>	<b>\$ 80,014</b>	<b>\$ 86,615</b>

**Projects Funded:**

Land Use Software Replacement	18,392	121,608				
	<b>\$ 18,392</b>	<b>\$ 121,608</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area A	\$ 87,317	\$ 89,679	\$ 104,795	\$ 106,650	\$ 108,546	\$ 110,482
Area B	75,076	73,621	86,030	87,553	89,109	90,699
Area C	191,546	205,631	240,290	244,545	248,891	253,330
Area D	281,118	270,561	316,164	321,762	327,480	333,321
<b>TOTAL</b>	<b>\$ 635,057</b>	<b>\$ 639,493</b>	<b>\$ 747,279</b>	<b>\$ 760,510</b>	<b>\$ 774,026</b>	<b>\$ 787,831</b>
Change \$		4,436	107,786	13,231	13,516	13,805
Change %		0.7%	16.9%	1.8%	1.8%	1.8%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.2126</b>	<b>\$ 0.1998</b>	<b>\$ 0.2335</b>	<b>\$ 0.2376</b>	<b>\$ 0.2419</b>	<b>\$ 0.2462</b>
<b>Maximum Requisition Limit</b>	<b>No Limit</b>	<b>No Limit</b>				

**GOALS FOR 2020/2021:**

- Complete installation and implementation of the new land use software CityView to integrate all property information.
- Complete the Integrated Community Sustainability Plan for Electoral Area C.
- Complete the Cortes Island Zoning Bylaw Review.
- Complete a review of Bylaw No. 5 - Planning Procedures and Fees Bylaw.
- Action the outstanding Oyster Bay-Buttle Lake Official Community Plan proposed draft plan.
- Initiate review of the Quadra Island Zoning Bylaw.
- Initiate Bylaw 1460 Desolation Sound Rural Land Use Bylaw to create an OCP for the area as well as an accompanying regulatory zoning bylaw.

**OVERVIEW:**

This service includes management and maintenance of the SRD’s cadastral fabric and all geospatial data. The service develops and maintains web mapping applications for internal and public access. The GIS service is frequently used as a go-to for property information and historic sub-division/ownership records which generally involves investigative inquiries into the archives of BC Assessment.

GIS oversees house numbering for the four electoral areas (Functions 533, 534, 535, 536) and liaises this information to third-parties and emergency personnel. This function also provides support services to Parks and Planning, Engineering, Building, Emergency Services, and Corporate Services.

In 2018, SRD GIS ended a 5-year contract with the CVRD for the provision of web mapping services, advancing the maturity and service delivery of the SRD’s internal technical capability for this highly utilized service.

This function is funded by requisition, as well as fees and charges through municipal service agreements. The requisition for this service is within Function 500 – Planning.

**OPERATING BUDGET:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>501 - Planning - GIS</b>							
Operating Expense							
11 - Operating expenses	88,638	146,263	162,311	164,944	167,631	170,371	173,165
Operating Expense Total	88,638	146,263	162,311	164,944	167,631	170,371	173,165
<b>501 - Planning - GIS Total</b>	<b>\$ 88,638</b>	<b>\$ 146,263</b>	<b>\$ 162,311</b>	<b>\$ 164,944</b>	<b>\$ 167,631</b>	<b>\$ 170,371</b>	<b>\$ 173,165</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 11 – \$5,000 Increase in minor capital purchases for orthophoto and electronic upgrades and \$8,000 increase in professional fees back to 2018 levels.

**GOALS FOR 2020/2021:**

- Integrate GIS into the new CityView land use management software

**OVERVIEW:**

The Regional District’s bylaw enforcement function is granted authority by Part 12 of the *Local Government Act* (RSBC 2015). The Regional District’s *Bylaw Enforcement Policy* establishes guidelines for the staff and members of the Board of the Regional District with respect to procedures for the enforcement of the Regional District’s regulatory bylaws. The function provides bylaw enforcement services over all electoral areas.

This function is funded by requisition under Function 500 – Planning.

Related bylaws and policies:

- *Bylaw Contravention Ticket Information System Bylaw, 2012, Bylaw No. 119* (SRD)
- *Bylaw Enforcement Policy 4000-00*

**OPERATING BUDGET:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>502 - Planning - Bylaw</b>							
Operating Expense							
11 - Operating expenses	89,670	109,910	136,883	139,202	141,576	144,009	146,500
Operating Expense Total	89,670	109,910	136,883	139,202	141,576	144,009	146,500
<b>502 - Planning - Bylaw Total</b>	<b>\$ 89,670</b>	<b>\$ 109,910</b>	<b>\$ 136,883</b>	<b>\$ 139,202</b>	<b>\$ 141,576</b>	<b>\$ 144,009</b>	<b>\$ 146,500</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 11 – 2 additional days of bylaw enforcement budgeted for 2020; see business case.

**GOALS FOR 2020/2021:**

- Increase the role of the bylaw compliance officer position from three days per week to five days per week.
- Update the Municipal Ticketing Information Bylaw to be in line with existing regulatory bylaws.

## Function 630 – Vancouver Island Regional Library

### OVERVIEW:

This function is to provide library services to the four electoral areas of the Strathcona Regional District. The member municipalities of the regional district fund their portion of the VIRL budget through their municipal budgets.

The authority for this service is derived from Bylaw 1705 approved on June 17, 1995 and subsequently amended with Bylaw 2364. This service is funded by requisition and there is no stated limit on the maximum levy.

### OPERATING BUDGET:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>630 - Vancouver Island Regional Library</b>							
Operating Revenue							
1 - Property tax requisition	(519,069)	(519,069)	(529,864)	(540,679)	(551,510)	(562,557)	(573,825)
6 - Grants in lieu	(1,100)	(1,100)	(1,100)	(1,100)	(1,100)	(1,100)	(1,100)
9 - Prior year surplus	(2,535)	(2,398)	(197)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(522,704)</b>	<b>(522,567)</b>	<b>(531,161)</b>	<b>(541,779)</b>	<b>(552,610)</b>	<b>(563,657)</b>	<b>(574,925)</b>
Operating Expense							
11 - Operating expenses	522,507	522,567	531,161	541,779	552,610	563,657	574,925
<b>Operating Expense Total</b>	<b>522,507</b>	<b>522,567</b>	<b>531,161</b>	<b>541,779</b>	<b>552,610</b>	<b>563,657</b>	<b>574,925</b>
<b>630 - Vancouver Island Regional Library Total</b>	<b>\$ (197)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 11 - Budgeted expenses per 2020-2024 VIRL financial plan.

### TAX REQUISITION SUMMARY:

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area A	\$ 71,369	\$ 74,306	\$ 75,822	\$ 77,341	\$ 78,890	\$ 80,470
Area B	61,355	61,000	62,245	63,492	64,764	66,061
Area C	156,483	170,380	173,857	177,340	180,892	184,516
Area D	229,862	224,178	228,754	233,337	238,010	242,778
<b>TOTAL</b>	<b>\$ 519,069</b>	<b>\$ 529,864</b>	<b>\$ 540,679</b>	<b>\$ 551,510</b>	<b>\$ 562,557</b>	<b>\$ 573,825</b>
Change \$		10,795	10,815	10,831	11,047	11,268
Change %		2.1%	2.0%	2.0%	2.0%	2.0%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0868</b>	<b>\$ 0.0828</b>	<b>\$ 0.0845</b>	<b>\$ 0.0862</b>	<b>\$ 0.0879</b>	<b>\$ 0.0896</b>
<b>Maximum Requisition Limit</b>	<b>No Limit</b>	<b>No Limit</b>				

### GOALS FOR 2020/2021:

- Maintain current service levels.

**2020 Financial Plan - Business Case  
Enhanced Bylaw Enforcement Services**

**Executive Summary**

The demand for bylaw enforcement services continues to grow and exceeds the capacity of the existing staff resource. Enhancing the current service to five days per week from the existing three days per week will increase the capacity of the department and provide a resource to more effectively manage workloads and enhance overall service delivery.

**Business Problem and Opportunity**

The Community Services Branch has consistently seen increases in workloads associated with bylaw enforcement across the region. The Board, as part of the 2019 budget process created a dedicated 3 day per week bylaw enforcement position, from 2 days per week. This arrangement has been in effect for nearly one year and although this service has been vastly improved, it continues to be found insufficient in managing the workloads of the department, especially when factoring in the service provided to member municipalities.

There are currently approximately 50 open bylaw enforcement files that are at varying stages of enforcement. The 2019 budget increase to provide for a dedicated three day per week position has increased the overall capacity and has contributed to the closing of many historic files. That being said, the current arrangement continues to restrict timely and due consideration of active bylaw enforcement files. This in turn continues to contribute to the SRD's low credibility with the public in dealing with enforcement issues. Adding to the existing situation is the bylaw enforcement services 2019/2020 workplans, which includes several necessary policy and regulatory updates, including a full review of the SRD's ticketing bylaw.

Existing staff resources are not sufficient to effectively manage current workloads and provide effective service delivery. The inability to complete projects on schedule is compromising the SRD's credibility in the community as an effective and responsive organization. In 2019, 43 new bylaw enforcement files have been opened and although 31 of those new 2019 files have since been closed there still remains 50 current active bylaw enforcement files for one part time compliance officer.

**Proposed Project Objectives**

To improve the delivery of bylaw enforcement services within the Community Services Branch.

To address the SRD's low credibility with respect to bylaw enforcement and have the capacity to improve on response times and enforcement outcomes. The addition of a enhancement of the bylaw enforcement officer position will allow the SRD for more timely delivery of enforcement matters including response times for complaints and resolution of enforcement files.

**Business Risks**

There are no risks and numerous benefits associated with this proposal, including increased credibility with respect to bylaw enforcement. Alternatively, it is likely that there are risks associated with not enhancing bylaw enforcement services, which may include reducing the likelihood of success during legal action.

**Cost Benefits Analysis and Proposed Sources of Funding**

The bylaw enforcement budget would require an increase to enhance the service to 5 days per week, from the current 3 days per week. This service is funded by all four Electoral Areas of the SRD. The cost below includes wages and benefits to add 2 more days to bylaw services. Note that there is current and future potential to offset some of these costs by expanding services to the member municipalities for bylaw inspection services. For example, currently the Village of Tahsis utilizes the SRD's bylaw service on a schedule of one day bi-weekly and has committed to increase this to one day per week.

a) Total Costs	2020	2021	2022	2023	2024
Capital Costs	\$	\$	\$	\$	\$
Operational Revenues	\$	\$	\$	\$	\$
Operational Costs	\$30,199	\$30,803	\$31,419	\$32,047	\$32,688
Total	\$30,199	\$30,803	\$31,419	\$32,047	\$32,688



**Electoral Area Service – Business Cases**

**2020 Financial Plan - Business Case  
Enhanced Bylaw Enforcement Services**

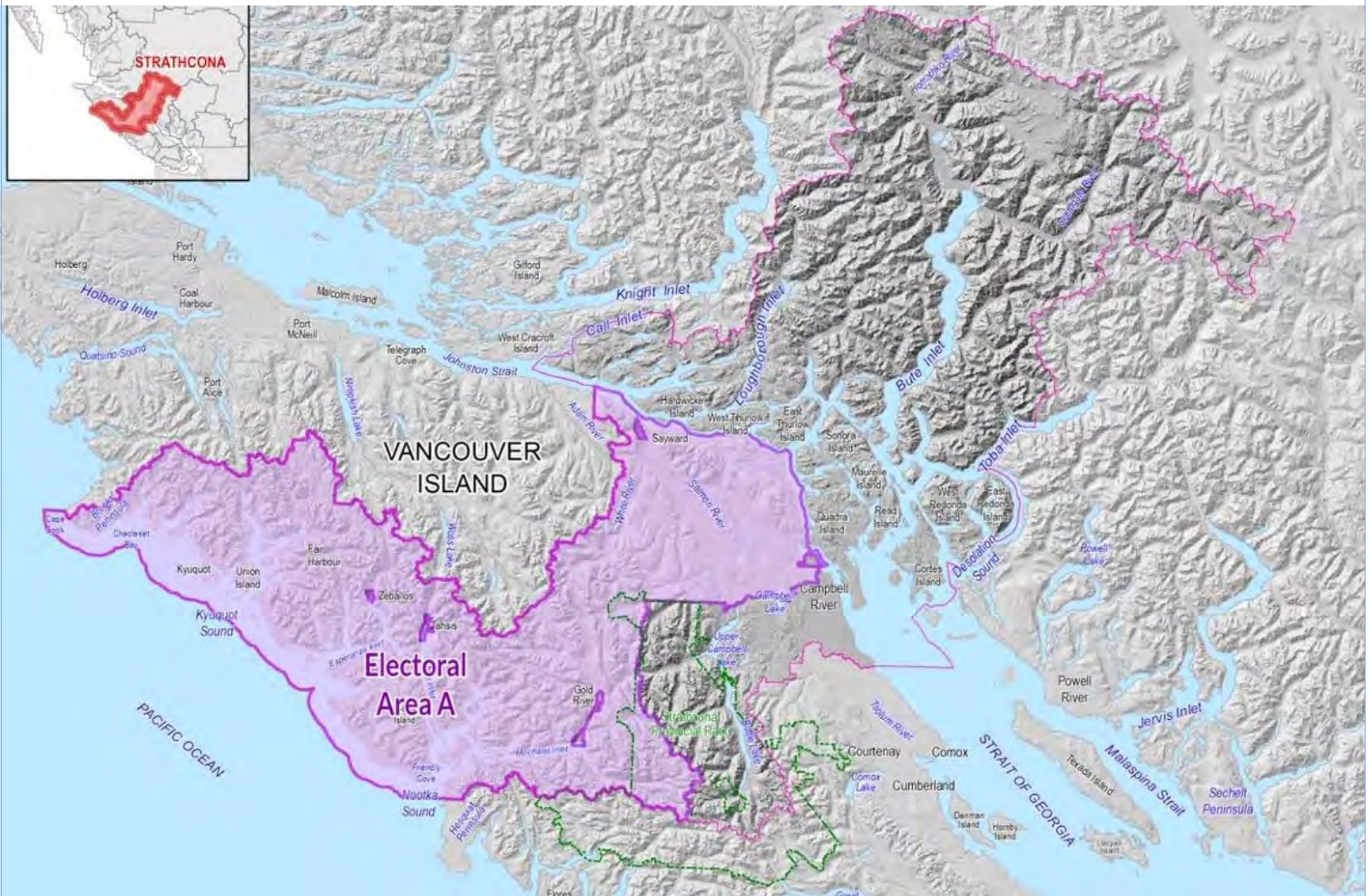
<b>b) Benefits</b>	
<b>Tangible Benefits</b>	Increased resource capacity to complete work plan items in accordance with negotiated deadlines and service delivery expectations.
<b>Intangible Benefits</b>	A more sustainable work environment. Increased credibility of SRD as an organization due to its ability to complete projects and address bylaw complaints in a timely manner. Ability to meet expectations of area directors and their constituents.

**Summary Recommendation**

THAT the 2020-2024 Financial Plan includes \$30,199 to enhance Bylaw Enforcement services by increasing the funding for the bylaw officer from 3 days per week to 5 days per week, funded by the four electoral areas.



## Electoral Area A Kyuquot/Nootka-Sayward



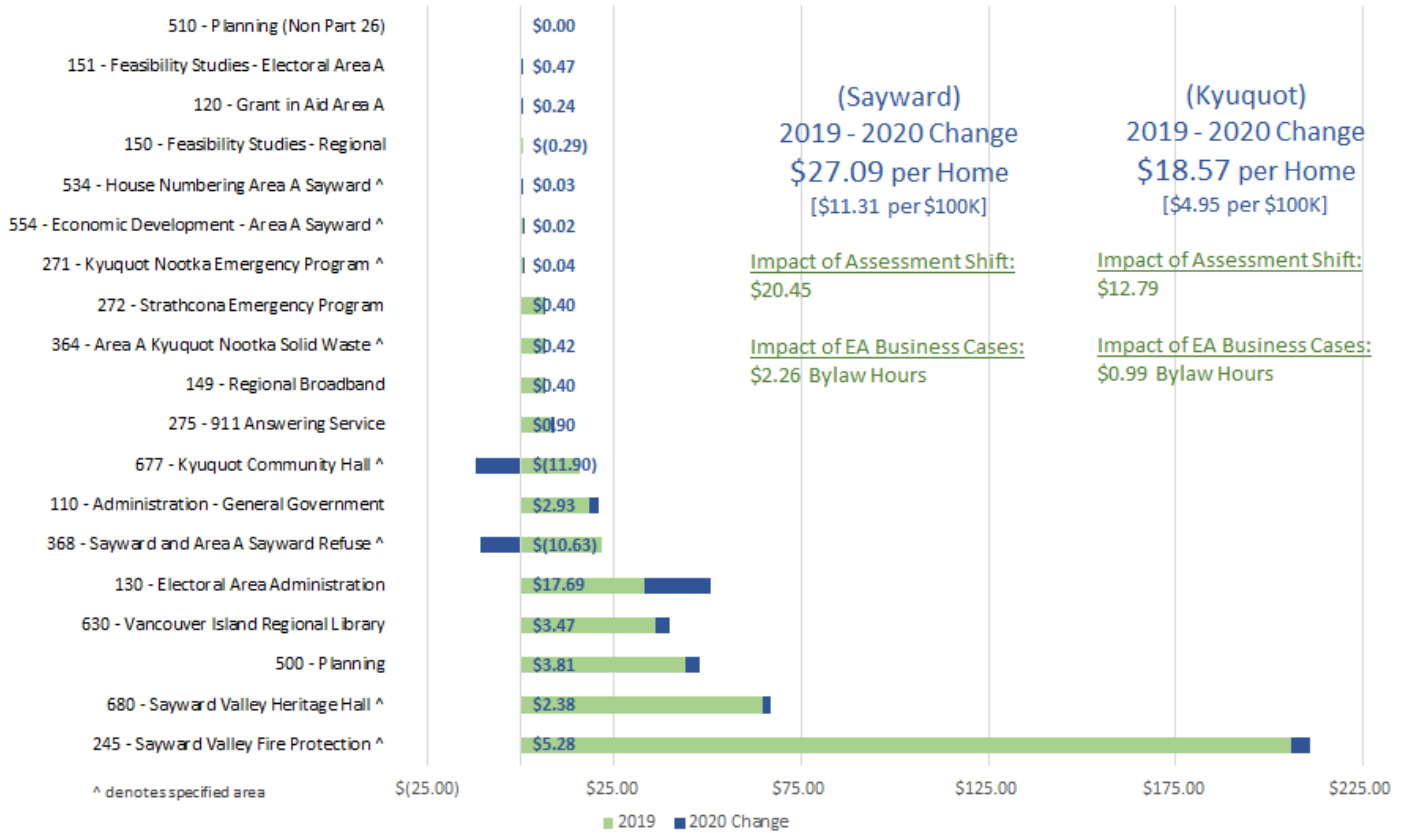
**Electoral Area A** covers approximately 9,050 square kilometres and surrounds the villages of Gold River, Sayward, Tahsis and Zeballos. The region runs from the northern boundary of the City of Campbell River to just north of the Village of Sayward and extends to the western shore of Vancouver Island, including the world-famous Kyuquot/Nootka Sound. The region is known for stunning landscapes, waterways, wildlife, and recreational opportunities including hiking, camping, cave exploration, mountain biking and world-class fishing.

**Electoral Area A includes the following functions:**

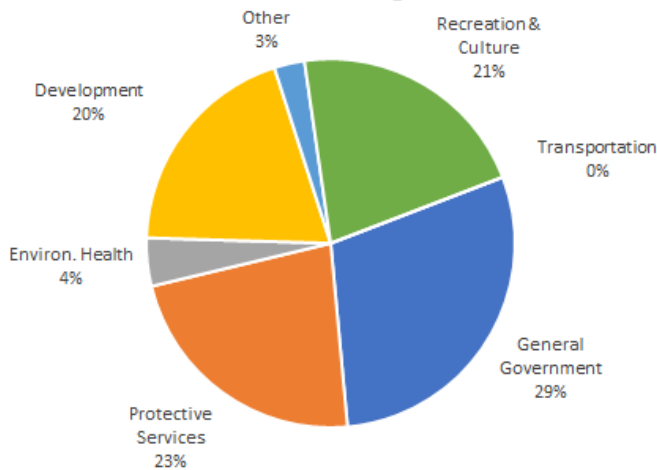
**Function # - Function Description**

- 120 - Grant in Aid Area A
- 151 - Feasibility Studies - Electoral Area A
- 245 - Sayward Valley Fire Protection
- 271 - Kyuquot Nookta Emergency Program
- 364 - Area A Kyuquot Nookta Solid Waste
- 368 - Sayward and Area A Sayward Refuse
- 370 - Solid Waste Local Service - Sayward Valley
- 534 - House Numbering Area A Sayward
- 554 - Economic Development - Area A Sayward
- 677 - Kyuquot Community Hall
- 680 - Sayward Valley Heritage Hall

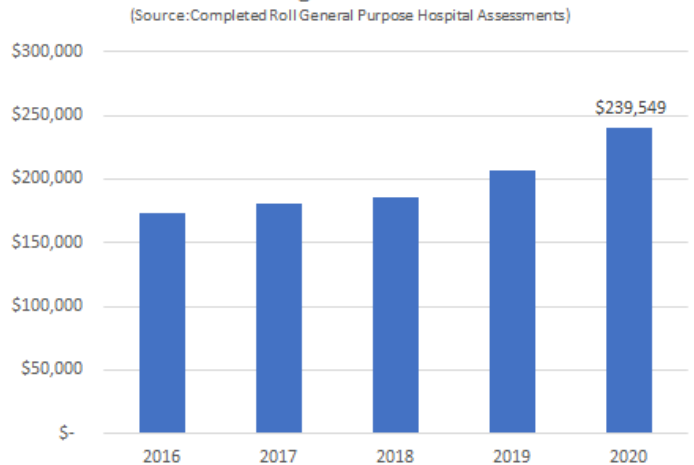
Estimated Requisition Cost per Average Household is \$471.58 in Sayward & \$193.03 in Kyuquot for 2020. [2019 = \$444.49/\$174.46]



Tax Distribution for an Average Assessed Home



Average Home Value



**Property Tax Requisition Summary**  
**Estimated 2019 to 2020 Tax Rate Change**

Service Function	Requisition			Estimated Tax (per \$100K)		
	2019 Actual	2020 Budget	% Change	2019 Actual	2020 Budget	\$ Change
<b>Corporate Services:</b>						
110 - Administration and General Government	\$ 35,915	\$ 39,445	9.8 %	\$ 8.75	\$ 8.79	\$ 0.04
<b>Regional Services:</b>						
149 - Regional Broadband	12,227	12,308	0.7 %	2.98	2.74	(0.23)
150 - Regional Feasibility Studies	569	-	(100.0)%	0.14	-	(0.14)
272 - Strathcona Emergency Program	12,110	12,189	0.7 %	2.95	2.72	(0.23)
275 - 911 Emergency Answering Service	15,892	16,716	5.2 %	3.87	3.72	(0.15)
510 - Planning Non Part 26	-	-	0.0 %	-	-	-
<b>Electoral Areas:</b>						
130 - Electoral Area Administration	65,346	94,916	45.3 %	15.91	21.15	5.24
500 - Planning	87,317	89,679	2.7 %	21.26	19.98	(1.28)
630 - Vancouver Island Regional Library	71,369	74,306	4.1 %	17.36	16.56	(0.81)
<b>Area A:</b>						
120 - Area A Grants In Aid	-	452	0.0 %	-	0.10	0.10
151 - Area A Feasibility Studies	-	874	0.0 %	-	0.19	0.19
<b>Area A Sayward:</b>						
245 - Sayward Valley Fire ^	75,000	75,000	0.0 %	110.03	84.46	(25.58)
368 - Sayward Valley Refuse Disposal ^	19,314	9,433	(51.2)%	8.56	3.73	(4.83)
534 - Area A House Numbering ^	286	305	6.6 %	0.13	0.12	(0.01)
554 - Area A Sayward Economic Development ^	500	500	0.0 %	0.22	0.20	(0.02)
680 - Sayward Valley Heritage Hall ^	24,143	24,275	0.5 %	34.57	26.83	(7.74)
<b>Area A Kyuquot:</b>						
271 - Area A Emergency Program ^	1,000	1,000	0.0 %	0.54	0.51	(0.03)
364 - Area A Kyuquot/Nootka Solid Waste Dispr	10,000	10,000	0.0 %	5.41	5.11	(0.29)
677 - Kyuquot Community Hall ^	1,833	495	(73.0)%	10.71	2.29	(8.42)
<b>Total</b>	<b>\$ 432,820</b>	<b>\$ 461,894</b>	<b>6.7 %</b>	<b>n/a*</b>	<b>n/a*</b>	<b>n/a*</b>

^ denotes specified area

**Area A - Sayward**

<b>Average Residential Property Value:</b>	<b>\$ 251,518</b>	<b>\$ 251,518</b>
<b>Estimated Tax Per Average Residential Property</b>	<b>\$ 444</b>	<b>\$ 472</b>

\* Per \$100K totals excluded given large variances in average home values across each service.

**Area A - Kyuquot**

<b>Average Residential Property Value:</b>	<b>\$ 113,460</b>	<b>\$ 113,460</b>
<b>Estimated Tax Per Average Residential Property</b>	<b>\$ 174</b>	<b>\$ 193</b>

**Property Tax Requisition**

**Estimated 5-Year Forecast**

Service Function	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Corporate Services:</b>						
110 - Administration and General Government	\$ 35,915	\$ 39,445	\$ 45,658	\$ 47,054	\$ 47,689	\$ 48,744
<b>Regional Services:</b>						
149 - Regional Broadband	12,227	12,308	12,308	3,214	-	(7,547)
150 - Regional Feasibility Studies	569	-	-	11	11	11
272 - Strathcona Emergency Program	12,110	12,189	12,827	12,948	13,071	13,196
275 - 911 Emergency Answering Service	15,892	16,716	17,879	18,456	18,846	18,974
510 - Planning Non Part 26	-	-	10	10	10	10
<b>Electoral Areas:</b>						
130 - Electoral Area Administration	65,346	94,916	99,612	101,776	104,175	106,561
500 - Planning	87,317	89,679	104,795	106,650	108,546	110,482
630 - Vancouver Island Regional Library	71,369	74,306	75,822	77,341	78,890	80,470
<b>Area A:</b>						
120 - Area A Grants In Aid	-	452	3,397	3,400	3,403	3,406
151 - Area A Feasibility Studies	-	874	256	256	256	256
<b>Area A Sayward:</b>						
245 - Sayward Valley Fire ^	75,000	75,000	75,000	75,000	75,000	75,000
368 - Sayward Valley Refuse Disposal ^	19,314	9,433	14,011	14,622	15,248	15,891
534 - Area A House Numbering ^	286	305	309	313	317	321
554 - Area A Sayward Economic Development	500	500	500	500	500	500
680 - Sayward Valley Heritage Hall ^	24,143	24,275	27,207	27,215	27,223	27,231
<b>Area A Kyuquot:</b>						
271 - Area A Emergency Program ^	1,000	1,000	1,496	1,501	1,506	1,511
364 - Area A Kyuquot/Nootka Solid Waste Disposal	10,000	10,000	10,000	10,000	10,000	10,000
677 - Kyuquot Community Hall ^	1,833	495	495	495	495	495
<b>Total Requisition</b>	<b>\$ 432,820</b>	<b>\$ 461,894</b>	<b>\$ 501,583</b>	<b>\$ 500,763</b>	<b>\$ 505,187</b>	<b>\$ 505,512</b>
<i>^ denotes specified area</i>						
<b>Area A - Sayward</b>						
Estimated Tax per \$100,000 Assessed Value	\$ 226.72	\$ 191.28	\$ 203.39	\$ 203.32	\$ 204.42	\$ 204.61
Increase/(Decrease) per \$100,000 Assessed Value		\$ (35.44)	\$ 12.11	\$ (0.07)	\$ 1.10	\$ 0.19
<b>Area A - Kyuquot</b>						
Estimated Tax per \$100,000 Assessed Value	\$ 89.87	\$ 83.87	\$ 91.18	\$ 90.86	\$ 91.70	\$ 91.63
Increase/(Decrease) per \$100,000 Assessed Value		\$ (6.01)	\$ 7.31	\$ (0.32)	\$ 0.85	\$ (0.07)

**SERVICE OVERVIEW:**

The purpose of this service is to provide financial resources that can be awarded to registered non-profit and other organizations to provide programs and services that serve the local community or provide a regional benefit. Proposals for funding from this program are brought forward by the electoral area director and are decided on by the Board as a whole. The authority for this service is provided through the *Local Government Act*, section 263(1)(c).

The total amount of financial assistance provided in any calendar year cannot exceed \$0.10 per \$1,000 of the assessed value in the region.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>120 - Grant in Aid Area A</b>							
Operating Revenue							
1 - Property tax requisition	-	-	(452)	(3,397)	(3,400)	(3,403)	(3,406)
9 - Prior year surplus	(13,327)	(11,350)	(9,942)	-	-	-	-
Operating Revenue Total	(13,327)	(11,350)	(10,394)	(3,397)	(3,400)	(3,403)	(3,406)
Operating Expense							
11 - Operating expenses	3,385	11,350	10,394	3,397	3,400	3,403	3,406
Operating Expense Total	3,385	11,350	10,394	3,397	3,400	3,403	3,406
<b>120 - Grant in Aid Area A Total</b>	<b>\$ (9,942)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1/9/11 – 2020 budget includes \$10,000 allowance for grants plus support and liability insurance costs. The requisition for future years maintains grants in aid at \$3,000, ongoing, per Area Director.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area A	\$ -	\$ 452	\$ 3,397	\$ 3,400	\$ 3,403	\$ 3,406
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 452</b>	<b>\$ 3,397</b>	<b>\$ 3,400</b>	<b>\$ 3,403</b>	<b>\$ 3,406</b>
Change \$		452	2,945	3	3	3
Change %		n/a	651.5%	0.1%	0.1%	0.1%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0000</b>	<b>\$ 0.0010</b>	<b>\$ 0.0076</b>	<b>\$ 0.0076</b>	<b>\$ 0.0076</b>	<b>\$ 0.0076</b>
<b>Maximum Requisition Limit</b>	<b>\$ 23,648</b>	<b>\$ 26,534</b>				

**SERVICE GOALS FOR 2020/2021:**

- Process and application improvements for organizations requesting a grant in aid.

**SERVICE OVERVIEW:**

The purpose of this service is to provide funds to support the study of potential new services for the electoral area. If a regional district undertakes a service after conducting a feasibility study in respect of the service, the costs of that study are deemed to be costs of that service. The authority for this service which was established on October 30, 2000 is provided through the *Local Government Act*, section 379(4).

The maximum levy for this service cannot exceed \$0.10 per \$1,000 of the assessed value in the region.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>151 - Feasibility Studies - Electoral Area A</b>							
Operating Revenue							
1 - Property tax requisition	-	-	(874)	(256)	(256)	(256)	(256)
9 - Prior year surplus	(4,638)	(4,638)	(4,382)	-	-	-	-
Operating Revenue Total	(4,638)	(4,638)	(5,256)	(256)	(256)	(256)	(256)
Operating Expense							
11 - Operating expenses	256	4,638	5,256	256	256	256	256
Operating Expense Total	256	4,638	5,256	256	256	256	256
<b>151 - Feasibility Studies - Electoral Area A Total</b>	<b>\$ (4,382)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 11 – \$5,000 budgeted allowance to provide for potential feasibility studies for new services in the electoral area. Ongoing expenses are support services allocations from general administration.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area A	\$ -	\$ 874	\$ 256	\$ 256	\$ 256	\$ 256
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 874</b>	<b>\$ 256</b>	<b>\$ 256</b>	<b>\$ 256</b>	<b>\$ 256</b>
Change \$		874	(618)	-	-	-
Change %		n/a	(70.7%)	-	-	-
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0000</b>	<b>\$ 0.0019</b>	<b>\$ 0.0006</b>	<b>\$ 0.0006</b>	<b>\$ 0.0006</b>	<b>\$ 0.0006</b>
<b>Maximum Requisition Limit</b>	<b>\$ 23,648</b>	<b>\$ 26,534</b>				

**SERVICE GOALS FOR 2020/2021:**

- Currently no planned studies for new services for Electoral Area A.

## Function 245 –Sayward Valley Fire Protection

### SERVICE OVERVIEW:

The SRD contracts the Village of Sayward to provide fire protection services to a portion of Electoral Area A: Sayward Valley. The costs of fire protection services are shared with the Village, with the Regional District contributing 60% of the operating budget and the Village contributing 40%, excluding the maintenance costs of Firehall #1 (Village owned) and Firehall #2 (SRD owned). Capital costs for equipment shall be cost shared with each party contributing 50%. The assets owned and contributed by the Regional District for the purposes of Fire Protection Services are Fire Hall #2 and a Fort Garry Freightliner firetruck.

The remaining assets required to provide fire protection services in the region are owned by the Village, which include Fire Hall #1, a supply of fire protection, rescue operations and first response medical emergency services equipment, a rescue truck, a pickup truck, and a tanker.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>245 - Sayward Valley Fire Protection</b>							
Operating Revenue							
1 - Property tax requisition	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)
4 - Other revenue	(547)	(550)	(550)	(550)	(550)	(550)	(550)
7 - Government transfers	-	-	(10,000)	-	-	-	-
9 - Prior year surplus	(34,394)	(30,437)	(53,570)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(109,941)</b>	<b>(105,987)</b>	<b>(139,120)</b>	<b>(75,550)</b>	<b>(75,550)</b>	<b>(75,550)</b>	<b>(75,550)</b>
Operating Expense							
11 - Operating expenses	39,671	89,287	122,420	58,850	58,850	58,850	58,850
14 - Transfers to reserves	16,700	16,700	16,700	16,700	16,700	16,700	16,700
<b>Operating Expense Total</b>	<b>56,371</b>	<b>105,987</b>	<b>139,120</b>	<b>75,550</b>	<b>75,550</b>	<b>75,550</b>	<b>75,550</b>
<b>245 - Sayward Valley Fire Protection Total</b>	<b>\$ (53,570)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 1/9/11 – Requisition maintained at prior year levels; surplus from prior year utilized to undertake a condition assessment and related upgrade works for fire hall #2, carried over from 2019.
- 7/11 – \$25,000 budget for new fire service study, offset by potential \$10,000 Provincial grant.
- 14 – Reserve transfers to offset future expected costs for operational and capital re-investment.

### TAX REQUISITION SUMMARY:

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area A	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
<b>TOTAL</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>
Change \$		-	-	-	-	-
Change %		-	-	-	-	-
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 1.1003</b>	<b>\$ 0.8446</b>	<b>\$ 0.8446</b>	<b>\$ 0.8446</b>	<b>\$ 0.8446</b>	<b>\$ 0.8446</b>
<b>Maximum Requisition Limit</b>	<b>\$ 123,446</b>	<b>\$ 163,309</b>				

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 5,764	\$ 7,464	\$ 9,164	\$ 10,864	\$ 12,564	\$ 14,264
Capital Reserve	268,820	289,196	309,980	331,180	352,803	374,859
<b>TOTAL</b>	<b>\$ 274,584</b>	<b>\$ 296,660</b>	<b>\$ 319,144</b>	<b>\$ 342,044</b>	<b>\$ 365,367</b>	<b>\$ 389,123</b>

**ACTIVE RESERVES:**

**Appropriated Surplus Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 4,064	\$ 5,764	\$ 7,464	\$ 9,164	\$ 10,864	\$ 12,564
Transfers from operating fund	1,700	1,700	1,700	1,700	1,700	1,700
Transfer to operating fund	-	-	-	-	-	-
Projects funded	-	-	-	-	-	-
<b>Ending Balance</b>	<b>\$ 5,764</b>	<b>\$ 7,464</b>	<b>\$ 9,164</b>	<b>\$ 10,864</b>	<b>\$ 12,564</b>	<b>\$ 14,264</b>

**Capital Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 253,820	\$ 268,820	\$ 289,196	\$ 309,980	\$ 331,180	\$ 352,803
Transfers from operating fund	15,000	15,000	15,000	15,000	15,000	15,000
Transfer to operating fund	-	-	-	-	-	-
Projects funded	-	-	-	-	-	-
Interest earned	-	5,376	5,784	6,200	6,624	7,056
<b>Ending Balance</b>	<b>\$ 268,820</b>	<b>\$ 289,196</b>	<b>\$ 309,980</b>	<b>\$ 331,180</b>	<b>\$ 352,803</b>	<b>\$ 374,859</b>

**SERVICE GOALS FOR 2020/2021:**

- Review alternative service delivery models with the Village of Sayward to provide fire protection services to Sayward Valley. The current contract has been on a year-to-year renewal since 2015.
- Develop a long-term maintenance plan for the Sayward Valley Firehall (Fire Hall #2).

**Function 271 – Kyuquot Nootka Emergency Program**

**SERVICE OVERVIEW:**

The purpose of this function is to facilitate the operation of an emergency preparedness program. The Regional District provides emergency program funding for the Walter’s Cove community in Electoral Area A, with funding allowances for travel and satellite phone costs as necessary.

The authority for this service was originally established on June 28, 1999 through Bylaw 2162. The maximum levy for this service is the greater of \$6,000 or \$0.25 per \$1,000 of the assessed value of the defined portion of Electoral Area A for this service as established by bylaw.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>271 - Kyuquot Nootka Emergency Program</b>							
Operating Revenue							
1 - Property tax requisition	(1,000)	(1,000)	(1,000)	(1,496)	(1,501)	(1,506)	(1,511)
6 - Grants in lieu	-	(15)	-	-	-	-	-
9 - Prior year surplus	(2,334)	(2,349)	(1,164)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(3,334)</b>	<b>(3,364)</b>	<b>(2,164)</b>	<b>(1,496)</b>	<b>(1,501)</b>	<b>(1,506)</b>	<b>(1,511)</b>
Operating Expense							
11 - Operating expenses	6,000	3,364	2,164	1,496	1,501	1,506	1,511
<b>Operating Expense Total</b>	<b>6,000</b>	<b>3,364</b>	<b>2,164</b>	<b>1,496</b>	<b>1,501</b>	<b>1,506</b>	<b>1,511</b>
<b>271 - Kyuquot Nootka Emergency Program Total</b>	<b>\$ 2,666</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1/9 – Requisition maintained at prior year levels; surplus from prior year provides additional funding in 2020 for programs. Future years provide slight requisition increase to maintain programs.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area A	\$ 1,000	\$ 1,000	\$ 1,496	\$ 1,501	\$ 1,506	\$ 1,511
<b>TOTAL</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,496</b>	<b>\$ 1,501</b>	<b>\$ 1,506</b>	<b>\$ 1,511</b>
Change \$		-	496	5	5	5
Change %		-	49.6%	0.3%	0.3%	0.3%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0054</b>	<b>\$ 0.0051</b>	<b>\$ 0.0076</b>	<b>\$ 0.0077</b>	<b>\$ 0.0077</b>	<b>\$ 0.0077</b>
<b>Maximum Requisition Limit</b>	<b>\$ 18,981</b>	<b>\$ 20,457</b>				



**Function 271 – Kyuquot Nootka Emergency Program**

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 2,252	\$ 2,252	\$ 2,252	\$ 2,252	\$ 2,252	\$ 2,252
<b>TOTAL</b>	<b>\$ 2,252</b>	<b>\$ 2,252</b>	<b>\$ 2,252</b>	<b>\$ 2,252</b>	<b>\$ 2,252</b>	<b>\$ 2,252</b>

**SERVICE GOALS FOR 2020/2021:**

- Establish, support and train an emergency communications team.
- Provide a stipend for a volunteer emergency coordinator who resides within the community.
- Work with the Ka:'yu:'k't'h'/Che:k:tles7et'h' First Nations to pursue grant opportunities through the Community Emergency Preparedness Fund.

## Function 364 - Area A Kyuquot Nootka Solid Waste Disposal

### SERVICE OVERVIEW:

This function provides for transportation and tipping fee costs for solid waste disposal for the defined portion of Kyuquot-Nootka in Electoral Area A.

The authority for this service was originally established on October 29, 1990 through Bylaw 1232, with a subsequent amendment with Bylaw 132 to increase the maximum requisition.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>364 - Area A Kyuquot Nootka Solid Waste</b>							
Operating Revenue							
1 - Property tax requisition	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
6 - Grants in lieu	-	(150)	-	-	-	-	-
8 - Transfers from reserves	-	-	(1,458)	(3,722)	(3,888)	(4,057)	(4,127)
9 - Prior year surplus	(4,447)	(3,904)	(2,102)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(14,447)</b>	<b>(14,054)</b>	<b>(13,560)</b>	<b>(13,722)</b>	<b>(13,888)</b>	<b>(14,057)</b>	<b>(14,127)</b>
Operating Expense							
11 - Operating expenses	10,062	11,771	13,560	13,722	13,888	14,057	14,127
14 - Transfers to reserves	2,283	2,283	-	-	-	-	-
<b>Operating Expense Total</b>	<b>12,345</b>	<b>14,054</b>	<b>13,560</b>	<b>13,722</b>	<b>13,888</b>	<b>14,057</b>	<b>14,127</b>
<b>364 - Area A Kyuquot Nootka Solid Waste Total</b>	<b>\$ (2,102)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 1/8/9 – Requisition maintained at prior year levels using prior year surplus and transfers from reserve.
- 11 – Slight increase in expenses to provide allowance for contracted garbage clean up.

### TAX REQUISITION SUMMARY:

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area A	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
<b>TOTAL</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
Change \$		-	-	-	-	-
Change %		-	-	-	-	-
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0541</b>	<b>\$ 0.0511</b>	<b>\$ 0.0511</b>	<b>\$ 0.0511</b>	<b>\$ 0.0511</b>	<b>\$ 0.0511</b>
<b>Maximum Requisition Limit</b>	<b>\$ 18,750</b>	<b>\$ 18,750</b>				



**Function 364 - Area A Kyuquot Nootka Solid Waste Disposal**

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 19,106	\$ 17,648	\$ 13,926	\$ 10,038	\$ 5,981	\$ 1,854
<b>TOTAL</b>	<b>\$ 19,106</b>	<b>\$ 17,648</b>	<b>\$ 13,926</b>	<b>\$ 10,038</b>	<b>\$ 5,981</b>	<b>\$ 1,854</b>

**ACTIVE RESERVES:**

**Appropriated Surplus Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 16,823	\$ 19,106	\$ 17,648	\$ 13,926	\$ 10,038	\$ 5,981
Transfers from operating fund	2,283	-	-	-	-	-
Transfer to operating fund	-	(1,458)	(3,722)	(3,888)	(4,057)	(4,127)
Projects funded	-	-	-	-	-	-
<b>Ending Balance</b>	<b>\$ 19,106</b>	<b>\$ 17,648</b>	<b>\$ 13,926</b>	<b>\$ 10,038</b>	<b>\$ 5,981</b>	<b>\$ 1,854</b>

**SERVICE GOALS FOR 2020/2021:**

- Correspond with the local First Nation band about the possibility of establishing a garbage hauling service for the 20 local properties.

### 368 - Sayward and Area A Sayward Refuse Disposal

#### SERVICE OVERVIEW:

The SRD administers the annual Clean-up Days program for the region where residents can drop off waste and recycling on designated weekends in spring, summer, and fall. The Comox Strathcona Waste Management service provides grants of approximately \$13,800 to offset the costs of these events. This service is shared with the Village of Sayward and a portion of Electoral Area A surrounding the Village the Sayward.

The authority for this service was originally established November 1, 1973 through SLP #24 (Div xxiv), with subsequent amendments with Bylaws 244 and 1281. The maximum levy for this service is \$0.344 per \$1,000 of the assessed value of the defined portion of Electoral Area A and the Village of Sayward.

#### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>368 - Sayward and Area A Sayward Refuse</b>							
Operating Revenue							
1 - Property tax requisition	(23,196)	(23,196)	(11,311)	(16,800)	(17,533)	(18,284)	(19,054)
4 - Other revenue	(13,800)	(13,800)	(13,800)	(13,800)	(13,800)	(13,800)	(13,800)
6 - Grants in lieu	-	(95)	-	-	-	-	-
9 - Prior year surplus	(722)	-	(4,775)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(37,718)</b>	<b>(37,091)</b>	<b>(29,886)</b>	<b>(30,600)</b>	<b>(31,333)</b>	<b>(32,084)</b>	<b>(32,854)</b>
Operating Expense							
11 - Operating expenses	32,943	35,397	29,886	30,600	31,333	32,084	32,854
15 - Deficit prior year	-	1,694	-	-	-	-	-
<b>Operating Expense Total</b>	<b>32,943</b>	<b>37,091</b>	<b>29,886</b>	<b>30,600</b>	<b>31,333</b>	<b>32,084</b>	<b>32,854</b>
<b>368 - Sayward and Area A Sayward Refuse Total</b>	<b>\$ (4,775)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

#### BUDGET VARIANCE HIGHLIGHTS:

- 1/11 – Property tax requisition for 2020 and future years decreased as the new contractor opted to support the clean up events as a community initiative and will not charge a fee for the event.
- 11 - Tipping fees expected to increase approximately 7% in 2020.

#### TAX REQUISITION SUMMARY:

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area A	\$ 19,314	\$ 9,433	\$ 14,011	\$ 14,622	\$ 15,248	\$ 15,891
<b>Member Municipalities:</b>						
Village of Sayward	3,882	1,878	2,789	2,911	3,036	3,163
<b>TOTAL</b>	<b>\$ 23,196</b>	<b>\$ 11,311</b>	<b>\$ 16,800</b>	<b>\$ 17,533</b>	<b>\$ 18,284</b>	<b>\$ 19,054</b>
Change \$		(11,885)	5,489	733	751	770
Change %		(51.2%)	48.5%	4.4%	4.3%	4.2%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0856</b>	<b>\$ 0.0373</b>	<b>\$ 0.0553</b>	<b>\$ 0.0578</b>	<b>\$ 0.0602</b>	<b>\$ 0.0628</b>
<b>Maximum Requisition Limit</b>	<b>\$ 67,946</b>	<b>\$ 77,337</b>				

**RESERVES SUMMARY:**

Reserve Type	2019	2020	2021	2022	2023	2024
	Projected	Budget	Budget	Budget	Budget	Budget
Appropriated Surplus	\$ 2,004	\$ 2,004	\$ 2,004	\$ 2,004	\$ 2,004	\$ 2,004
Capital Reserve	12,519	12,770	13,025	13,286	13,551	13,822
<b>TOTAL</b>	<b>\$ 14,523</b>	<b>\$ 14,774</b>	<b>\$ 15,029</b>	<b>\$ 15,290</b>	<b>\$ 15,555</b>	<b>\$ 15,826</b>

**SERVICE GOALS FOR 2020/2021:**

- Explore changing the funding source for this service from requisition to user fees per Director’s request.
- Maintain current service levels.

### 370 - Solid Waste Local Service - Sayward Valley

#### SERVICE OVERVIEW:

The SRD administers the weekly garbage collection service in the Sayward Valley through an external contract while the Village of Sayward contracts its collection service to Waste Management Services under a separate contract. The tipping fees are combined and billed to the SRD, with the Village of Sayward paying for their portion based on the respective number of dwellings served. The number of dwellings currently receiving collection services is 254 in the Valley and 159 in the Village.

The authority for this service was originally established June 12, 1975 through SLP #30, with subsequent amendments with Bylaws 1281 and 1639. The maximum levy for this service is \$0.286 per \$1,000 of the assessed value of the defined portion of Electoral Area A and the Village of Sayward. The service area includes all of Electoral Area A Sayward (formerly Area H under the CSR), and now all dwellings currently receive collection service. Bylaw 1698 sets out the portion of service that the collection and rates apply to.

#### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>370 - Solid Waste Local Service - Sayward Valley</b>							
Operating Revenue							
3 - Sales of services	(68,515)	(68,735)	(71,492)	(74,469)	(77,446)	(80,673)	(83,900)
4 - Other revenue	(5,379)	(5,387)	(5,387)	(5,387)	(5,387)	(5,387)	(5,387)
8 - Transfers from reserves	(1,913)	(1,913)	(1,140)	(4,567)	(3,893)	(3,035)	(2,244)
9 - Prior year surplus	(1,717)	(1,707)	(4,165)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(77,524)</b>	<b>(77,742)</b>	<b>(82,184)</b>	<b>(84,423)</b>	<b>(86,726)</b>	<b>(89,095)</b>	<b>(91,531)</b>
Operating Expense							
11 - Operating expenses	73,359	77,742	82,184	84,423	86,726	89,095	91,531
<b>Operating Expense Total</b>	<b>73,359</b>	<b>77,742</b>	<b>82,184</b>	<b>84,423</b>	<b>86,726</b>	<b>89,095</b>	<b>91,531</b>
<b>370 - Solid Waste Local Service - Sayward Valley</b>	<b>\$ (4,165)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

#### BUDGET VARIANCE HIGHLIGHTS:

- 3/11 – User fees projected to increase by an average of 4% per year over the next five years to cover increases in the annual garbage collection contract as well as ongoing tipping fee increases. User rate for 2020 to cover the costs of the service is \$142 for collection (increase from \$135) and \$88 for disposal (increase from \$85).
- 8 – Reserve funds utilized to moderate user fee increases.

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 19,851	\$ 18,711	\$ 14,144	\$ 10,251	\$ 7,216	\$ 4,972
<b>TOTAL</b>	<b>\$ 19,851</b>	<b>\$ 18,711</b>	<b>\$ 14,144</b>	<b>\$ 10,251</b>	<b>\$ 7,216</b>	<b>\$ 4,972</b>

**ACTIVE RESERVES:**

**Appropriated Surplus Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 21,764	\$ 19,851	\$ 18,711	\$ 14,144	\$ 10,251	\$ 7,216
Transfers from operating fund	-	-	-	-	-	-
Transfer to operating fund	(1,913)	(1,140)	(4,567)	(3,893)	(3,035)	(2,244)
Projects funded	-	-	-	-	-	-
<b>Ending Balance</b>	<b>\$ 19,851</b>	<b>\$ 18,711</b>	<b>\$ 14,144</b>	<b>\$ 10,251</b>	<b>\$ 7,216</b>	<b>\$ 4,972</b>

**SERVICE GOALS FOR 2020/2021:**

- Coordinate with the Comox Strathcona Waste Management to maximize diversion and minimize illegal dumping, including the delivery of a recycling education program to lower volume of refuse being collected.
- Approve a bylaw rate increase to \$142 for collection and \$88 for disposal.

**SERVICE OVERVIEW:**

Function 501 - Geographic Information Systems fulfills the service of assigning and managing house numbering in the defined area of Electoral Area A, with an in-house labour allocation to this function.

The authority for this service was originally established January 13, 1976 through SLP #33/35, with subsequent amendments with SLP #71 and Bylaws 2142 and 2157. The maximum levy for this service is \$0.277 per \$1,000 of the assessed value of the defined portion of Electoral Area A.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>534 - House Numbering Area A Sayward</b>							
Operating Revenue							
1 - Property tax requisition	(286)	(286)	(305)	(309)	(313)	(317)	(321)
9 - Prior year surplus	(1)	(1)	-	-	-	-	-
<b>Operating Revenue Total</b>	<b>(287)</b>	<b>(287)</b>	<b>(305)</b>	<b>(309)</b>	<b>(313)</b>	<b>(317)</b>	<b>(321)</b>
Operating Expense							
11 - Operating expenses	287	287	305	309	313	317	321
<b>Operating Expense Total</b>	<b>287</b>	<b>287</b>	<b>305</b>	<b>309</b>	<b>313</b>	<b>317</b>	<b>321</b>
<b>534 - House Numbering Area A Sayward Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1 – Requisition stable at prior year levels.
- 11 - Standing annual in-house labour allocation from GIS Function 501, and support services.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area A	\$ 286	\$ 305	\$ 309	\$ 313	\$ 317	\$ 321
<b>TOTAL</b>	<b>\$ 286</b>	<b>\$ 305</b>	<b>\$ 309</b>	<b>\$ 313</b>	<b>\$ 317</b>	<b>\$ 321</b>
Change \$		19	4	4	4	4
Change %		6.6%	1.3%	1.3%	1.3%	1.3%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0013</b>	<b>\$ 0.0012</b>	<b>\$ 0.0012</b>	<b>\$ 0.0012</b>	<b>\$ 0.0013</b>	<b>\$ 0.0013</b>
<b>Maximum Requisition Limit</b>	<b>\$ 4,447</b>	<b>\$ 5,083</b>				

**SERVICE GOALS FOR 2020/2021:**

- Maintain service levels.

## 554 - Economic Development - Area A Sayward

### SERVICE OVERVIEW:

The purpose of this budget is to provide supportive funding for organizations providing economic development services within the part of Electoral Area A located within the Sayward Valley.

This function also includes lease revenues from a shared service agreement with the Village of Sayward using Sayward Valley Communications to provide internet services in the region; a portion of the revenues generated for this service are transferred back to Electoral A Sayward and the Village to be held for required infrastructure upgrades.

The authority for this service was originally established through Bylaw 2599 on February 23, 2004 with the maximum levy for this service being \$0.05 per \$1,000 of the assessed values within the service area.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>554 - Economic Development - Area A Sayward</b>							
Operating Revenue							
1 - Property tax requisition	(500)	(500)	(500)	(500)	(500)	(500)	(500)
4 - Other revenue	(3,619)	(3,400)	(3,600)	(3,000)	-	-	-
9 - Prior year surplus	(537)	(537)	(615)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(4,656)</b>	<b>(4,437)</b>	<b>(4,715)</b>	<b>(3,500)</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>
Operating Expense							
11 - Operating expenses	422	1,037	1,115	500	500	500	500
14 - Transfers to reserves	3,619	3,400	3,600	3,000	-	-	-
<b>Operating Expense Total</b>	<b>4,041</b>	<b>4,437</b>	<b>4,715</b>	<b>3,500</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>554 - Economic Development - Area A Sayward</b>	<b>\$ (615)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 1/9/11 – Property tax requisition maintained at prior year levels.
- 4/14 – Lease revenues and related transfer to reserve for the internet agreement which expires in 2021.

### TAX REQUISITION SUMMARY:

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area A	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
<b>TOTAL</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>
Change \$		-	-	-	-	-
Change %		-	-	-	-	-
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0022</b>	<b>\$ 0.0020</b>	<b>\$ 0.0020</b>	<b>\$ 0.0020</b>	<b>\$ 0.0020</b>	<b>\$ 0.0020</b>
<b>Maximum Requisition Limit</b>	<b>\$ 80,278</b>	<b>\$ 91,754</b>				

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 36,285	\$ 39,885	\$ 42,885	\$ 42,885	\$ 42,885	\$ 42,885
<b>TOTAL</b>	<b>\$ 36,285</b>	<b>\$ 39,885</b>	<b>\$ 42,885</b>	<b>\$ 42,885</b>	<b>\$ 42,885</b>	<b>\$ 42,885</b>

**ACTIVE RESERVES:**

**Appropriated Surplus Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 33,830	\$ 36,285	\$ 39,885	\$ 42,885	\$ 42,885	\$ 42,885
Transfers from operating fund	2,455	3,600	3,000	-	-	-
Transfer to operating fund	-	-	-	-	-	-
Projects funded	-	-	-	-	-	-
<b>Ending Balance</b>	<b>\$ 36,285</b>	<b>\$ 39,885</b>	<b>\$ 42,885</b>	<b>\$ 42,885</b>	<b>\$ 42,885</b>	<b>\$ 42,885</b>

**SERVICE GOALS FOR 2020/2021:**

- Determine future plans for service with new owner taking over Sayward Communications; Area Director would prefer to have the contractor take on the assets and operate the service and end the current agreement. If so, this service would be repealed if no other economic initiatives are planned for the area.

**SERVICE OVERVIEW:**

The purpose of this function is to maintain the Kyuquot Community Hall. The operating budget for this service does not include any maintenance contract or other funding to maintain the facility; as a result, the hall is currently in a state of disrepair.

The authority for this service was originally established through Bylaw 1720 on September 25, 1995 with a maximum levy for this service being \$0.50 per \$1,000 of the assessed values within the service area of Electoral Area A Kyuquot.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>677 - Kyuquot Community Hall</b>							
Operating Revenue							
1 - Property tax requisition	(1,833)	(1,833)	(495)	(495)	(495)	(495)	(495)
9 - Prior year surplus	(478)	(477)	(1,999)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(2,311)</b>	<b>(2,310)</b>	<b>(2,494)</b>	<b>(495)</b>	<b>(495)</b>	<b>(495)</b>	<b>(495)</b>
Operating Expense							
11 - Operating expenses	312	2,310	2,494	495	495	495	495
<b>Operating Expense Total</b>	<b>312</b>	<b>2,310</b>	<b>2,494</b>	<b>495</b>	<b>495</b>	<b>495</b>	<b>495</b>
<b>677 - Kyuquot Community Hall Total</b>	<b>\$ (1,999)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1/9/11 – Property tax requisition increased in 2019 to fund a \$2,000 risk assessment on the hall; being carried into 2020. A Municipal Insurance Association representative visited the site in 2019 to assist in determining whether building should be upgraded or replaced.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area A	\$ 1,833	\$ 495	\$ 495	\$ 495	\$ 495	\$ 495
<b>TOTAL</b>	<b>\$ 1,833</b>	<b>\$ 495</b>	<b>\$ 495</b>	<b>\$ 495</b>	<b>\$ 495</b>	<b>\$ 495</b>
Change \$		(1,338)	-	-	-	-
Change %		(73.0%)	-	-	-	-
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.1071</b>	<b>\$ 0.0229</b>	<b>\$ 0.0229</b>	<b>\$ 0.0229</b>	<b>\$ 0.0229</b>	<b>\$ 0.0229</b>
<b>Maximum Requisition Limit</b>	<b>\$ 6,150</b>	<b>\$ 7,334</b>				

**CAPITAL BUDGET:**

**2020 - 2024 FUNDED PROJECTS**

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
Kyuquot Community Hall Design		\$ 50,000	\$ -	\$ -	\$ -	\$ -	Community Works Funds
Following the recent assessment of the Kyuquot Community Hall, it has been determined that this facility is at end of life and requires a significant re-investment to bring the facility up to serviceable standards for the community members in the area.							
<b>TOTAL</b>		<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

**2020 - 2024 UNFUNDED FUTURE PROJECTS**

Project Title	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
Kyuquot Community Hall Construction	-	TBD	-	-	-	TBD
Based on the design to be completed in 2020 a construction contract will be awarded						
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

**SERVICE GOALS FOR 2020/2021:**

- Use the recent Municipal Insurance Association’s assessment of the hall to address the current condition and liability issues.
- Complete community needs assessment and costed design of hall upgrade.
- Generate 2021 budget for construction phase of hall upgrade.

**SERVICE OVERVIEW:**

The purpose of this local service is for the operation of a community centre, including the hall and surrounding lands. This facility is not owned by the SRD but is operated under contract with the Sayward Community Recreation Association.

The authority for this service was originally established through Bylaw 1696 on December 15, 1994 for a defined portion of Electoral Area A Sayward with subsequent amendments with Bylaws 2246 and 2642. The maximum levy for this service is \$1.75 per \$1,000 of the assessed values within the defined service area.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>680 - Sayward Valley Heritage Hall</b>							
Operating Revenue							
1 - Property tax requisition	(24,143)	(24,143)	(24,275)	(27,207)	(27,215)	(27,223)	(27,231)
8 - Transfers from reserves	(1,000)	(6,500)	(5,500)	-	-	-	-
9 - Prior year surplus	(1,922)	(1,918)	(6,924)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(27,065)</b>	<b>(32,561)</b>	<b>(36,699)</b>	<b>(27,207)</b>	<b>(27,215)</b>	<b>(27,223)</b>	<b>(27,231)</b>
Operating Expense							
11 - Operating expenses	20,141	32,561	36,699	27,207	27,215	27,223	27,231
<b>Operating Expense Total</b>	<b>20,141</b>	<b>32,561</b>	<b>36,699</b>	<b>27,207</b>	<b>27,215</b>	<b>27,223</b>	<b>27,231</b>
<b>680 - Sayward Valley Heritage Hall Total</b>	<b>\$ (6,924)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 8/11 – Building condition assessment budgeted in 2019 started, remaining budget being carried into 2020; will determine future upgrades required; funded by reserve.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area A	\$ 24,143	\$ 24,275	\$ 27,207	\$ 27,215	\$ 27,223	\$ 27,231
<b>TOTAL</b>	<b>\$ 24,143</b>	<b>\$ 24,275</b>	<b>\$ 27,207</b>	<b>\$ 27,215</b>	<b>\$ 27,223</b>	<b>\$ 27,231</b>
Change \$		132	2,932	8	8	8
Change %		0.5%	12.1%	0.0%	0.0%	0.0%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.3457</b>	<b>\$ 0.2683</b>	<b>\$ 0.3007</b>	<b>\$ 0.3008</b>	<b>\$ 0.3009</b>	<b>\$ 0.3009</b>
<b>Maximum Requisition Limit</b>	<b>\$ 109,053</b>	<b>\$ 143,940</b>				

**CAPITAL BUDGET:**

**2020 - 2024 FUNDED PROJECTS**

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
Sayward Valley Heritage Hall Kitchen Upgrade	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	Community Works Funds
In 2019 the SRD identified the need for kitchen upgrades in order to meet building code requirements.							
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 30,736	\$ 30,736	\$ 30,736	\$ 30,736	\$ 30,736	\$ 30,736
Future Expenditure Reserve	74,440	70,428	71,837	73,274	74,739	76,234
Capital Reserve	18,074	18,436	18,804	19,181	19,564	19,955
<b>TOTAL</b>	<b>\$ 123,250</b>	<b>\$ 119,600</b>	<b>\$ 121,377</b>	<b>\$ 123,190</b>	<b>\$ 125,039</b>	<b>\$ 126,925</b>

**ACTIVE RESERVES:**

**Future Expenditure Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 74,440	\$ 74,440	\$ 70,428	\$ 71,837	\$ 73,274	\$ 74,739
Transfers from operating fund	-	-	-	-	-	-
Transfer to operating fund	-	(5,500)	-	-	-	-
Projects funded	-	-	-	-	-	-
Interest earned	-	1,489	1,409	1,437	1,465	1,495
<b>Ending Balance</b>	<b>\$ 74,440</b>	<b>\$ 70,428</b>	<b>\$ 71,837</b>	<b>\$ 73,274</b>	<b>\$ 74,739</b>	<b>\$ 76,234</b>

**Capital Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 49,897	\$ 18,074	\$ 18,436	\$ 18,804	\$ 19,181	\$ 19,564
Transfers from operating fund	-	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-	-
Projects funded	(31,823)	-	-	-	-	-
Interest earned	-	361	369	376	384	391
<b>Ending Balance</b>	<b>\$ 18,074</b>	<b>\$ 18,436</b>	<b>\$ 18,804</b>	<b>\$ 19,181</b>	<b>\$ 19,564</b>	<b>\$ 19,955</b>

**Projects Funded:**

Heritage Hall Roof Replacement	31,823	-	-	-	-	-
	<b>\$ 31,823</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**SERVICE GOALS FOR 2020/2021:**

- Initiate talks to update the service contract with the Sayward Community Recreation Association and present options for ownership models to enhance service delivery.
- Assist the Association with the kitchen upgrade.

**2020 Financial Plan - Business Case  
Kyuquot Community Hall Design**

**Executive Summary**

Following the recent assessment of the Kyuquot Community Hall, it has been determined that this facility is at end of life and requires a significant re-investment to bring the facility up to serviceable standards for the community members in the area. An initial design budget is being proposed for 2020 which will provide estimated construction costs for building upgrades in 2021.

**Business Problem and Opportunity**

The current state of the Kyuquot Community Hall holds extensive risk and liability to the SRD. In 2019 the Municipal Insurance Association performed a risk management inspection of the facility and outlined numerous deficiencies that need to be addressed.

The building is currently used by the community of Kyuquot and the community has voiced the desire to keep this public building and upgrade it to become a safe multiuse facility.

The SRD’s Asset Management Plan identified the need to better manage available funds by allocating those funds towards high-priority infrastructure needs. Additionally, the Asset Management Plan supports the better management of risks associated with asset failure, as is the case with this facility.

**Proposed Project Objectives**

Initial design and costing for upgrading the current structure to remove the risk and liability concerns.

If determined the building is no longer viable for upgrades, this budget would be re-allocated to initial design and costing for the removal of the current structure, followed by the construction of a new facility that meets the community needs.

**Business Risks**

Delaying this project and allowing the current structure to continue to deteriorate while in public use would pose substantial risk and liability to the SRD.

**Cost Benefits Analysis and Proposed Source(s) of Funding**

The estimated budget for initial design on the facility for upgrade or replacement is \$50,000 with proposed funding from the Electoral Area A Community Works (Gas Tax) Reserve as this is a recreation facility for the community which is an eligible infrastructure category for this fund; the 2021 construction budget would follow with the same funding allocation. The ending balance of this reserve at the end of 2018 was \$747,990, with additional funding received in 2019 of \$88,000 which includes the annual allocation of \$44,000 from UBCM, as well as the one-time additional payment which was provided in 2019.

Once the facility is re-developed in 2021 there may be additional operating costs to operate the facility as currently the operating costs are minimal at \$500 per year; this will be a consideration for the 2021 Financial Planning.

a) Total Costs	2020	2021	2022	2023	2024
Capital Costs	\$50,000	TBD	\$	\$	\$
Operational Revenues	\$	\$	\$	\$	\$
Operational Costs	\$	TBD	TBD	TBD	TBD
Total	\$50,000	TBD	TBD	TBD	TBD

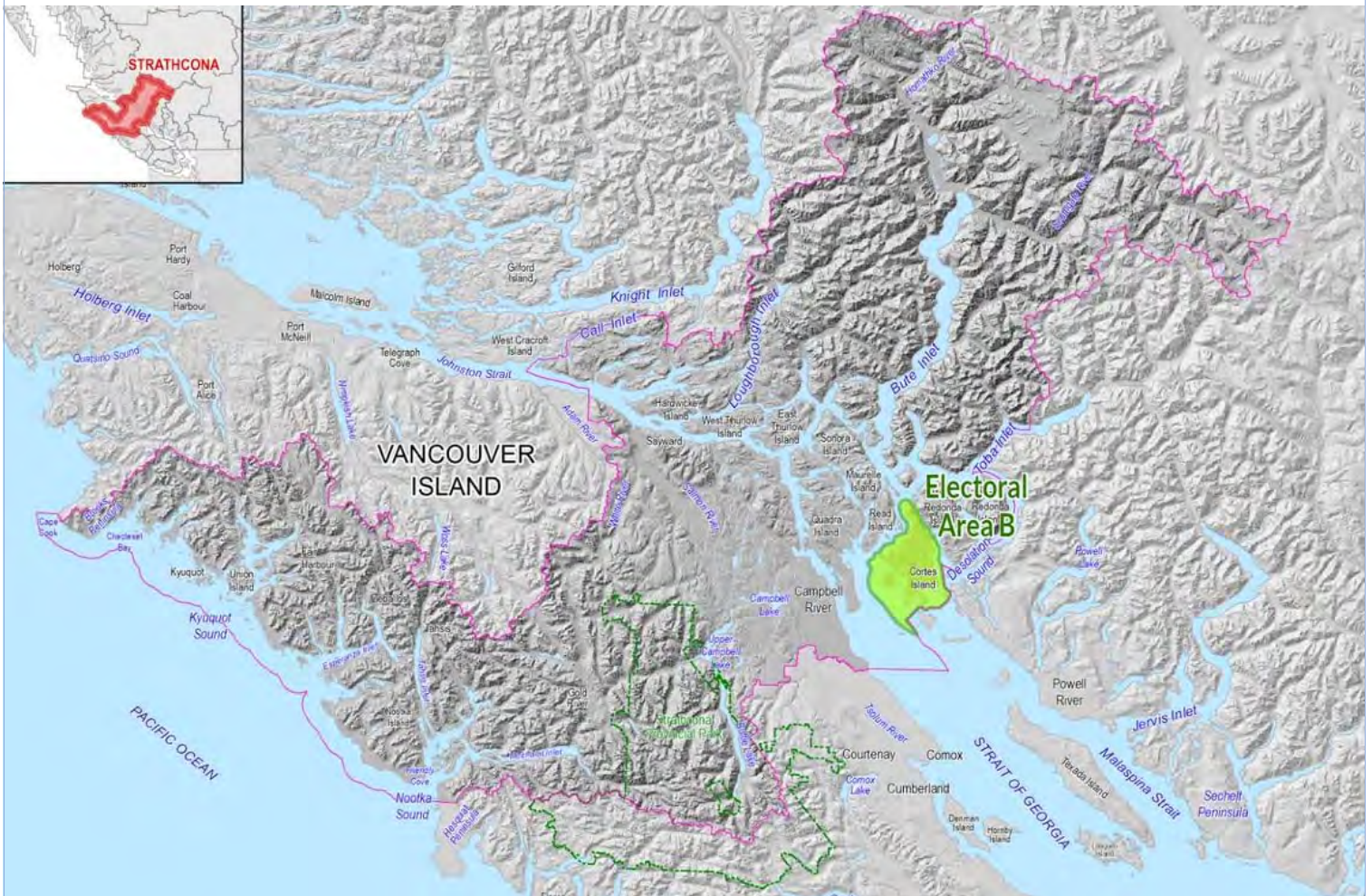
b) Benefits	
Tangible Benefits	Creation of a safe multiuse public community space in Kyuquot.
Intangible Benefits	Reduce the risk and liability for the SRD.

**Summary Recommendation**

THAT the 2020-2024 Financial Plan includes \$50,000 in capital funding for the Kyuquot Community Hall Design in 2020, to be funded from Electoral Area A Community Works (Gas Tax) Reserve.



## Electoral Area B Cortes Island



**Electoral Area B** includes all of Cortes Island and the surrounding archipelago islands. This electoral area is the smallest region within the Strathcona Regional District (SRD) at just under 330 square kilometres.

Cortes Island residents and visitors enjoy a spectacular selection of marine, lake and forest environments. The Island has just over 1,000 full-time residents spread over several small villages, including Whaletown, Manson’s Landing, Squirrel Cove and Cortes Bay. Parks range in diversity from dense forests, highlighted by old growth cedars, to expansive marine areas. Recreational opportunities include superb hiking, mountain biking, swimming, camping and kayaking



## Electoral Area B Summary

**Electoral Area B includes the following functions:**

**Function # - Function Description**

126 - Grant In Aid Area B

157 - Feasibility Studies - Electoral Area B

250 - South Cortes Island Fire Protection

251 - Cortes Island First Responder

374 - Area B Refuse Disposal

376 - Cortes Island Refuse Collection

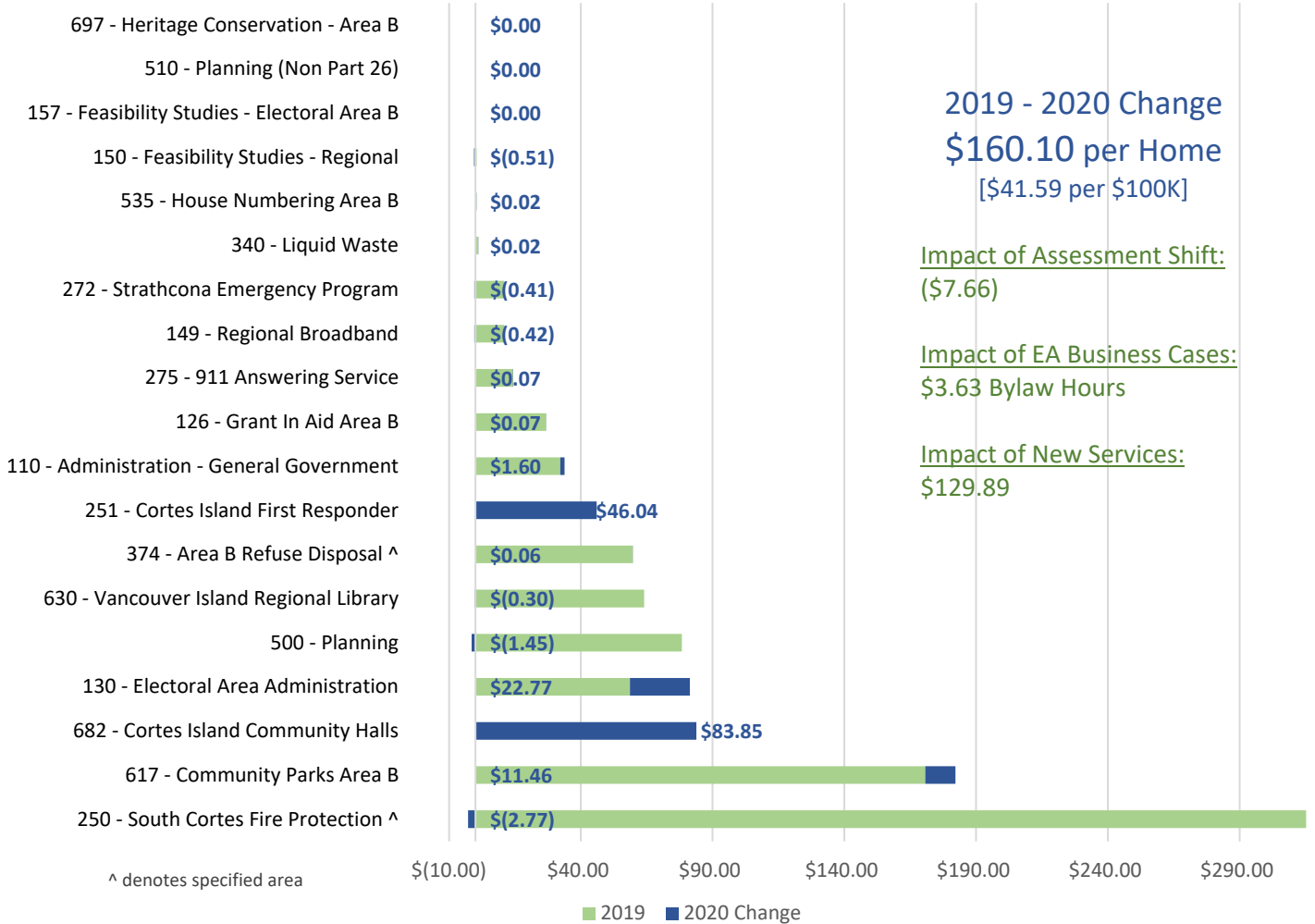
535 - House Numbering Area B

617 - Community Parks Area B

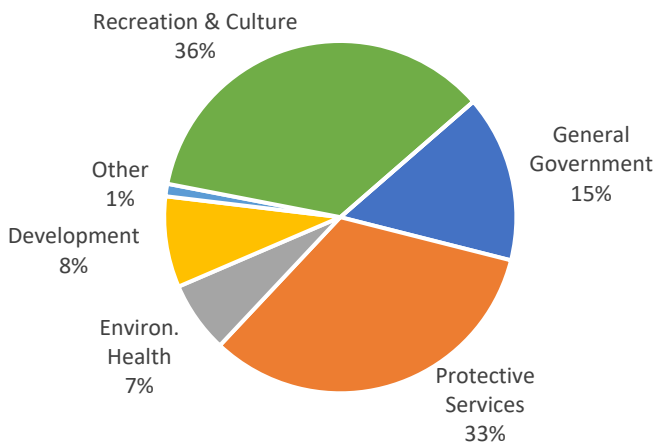
682 - Cortes Island Community Hall

697 - Heritage Conservation - Area B

**Estimated Requisition Cost per Average Household is \$1,003.96 for 2020. [2019 = \$843.86]**

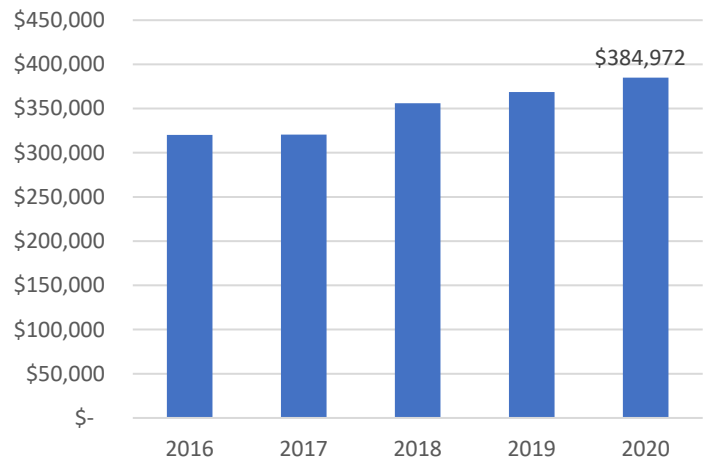


**Tax Distribution for an Average Assessed Home**



**Average Home Value**

(Source: Completed Roll General Purpose Hospital Assessments)



2020-2024 APPROVED FINANCIAL PLAN

**Property Tax Requisition Summary**  
**Estimated 2019 to 2020 Tax Rate Change**

Service Function	Requisition			Estimated Tax (per \$100K)		
	2019 Actual	2020 Budget	% Change	2019 Actual	2020 Budget	\$ Change
<b>Corporate Services:</b>						
110 - Administration and General Government	\$ 30,880	\$ 32,382	4.9 %	\$ 8.75	\$ 8.79	\$ 0.04
<b>Regional Services:</b>						
149 - Regional Broadband	10,513	10,104	(3.9)%	2.98	2.74	(0.23)
150 - Regional Feasibility Studies	489	-	(100.0)%	0.14	-	(0.14)
272 - Strathcona Emergency Program	10,412	10,007	(3.9)%	2.95	2.72	(0.23)
275 - 911 Emergency Answering Service	13,664	13,723	0.4 %	3.87	3.72	(0.15)
510 - Planning Non Part 26	-	-	0.0 %	-	-	-
<b>Electoral Areas:</b>						
130 - Electoral Area Administration	56,185	77,920	38.7 %	15.91	21.15	5.24
340 - Liquid Waste Management	1,054	1,070	1.5 %	0.30	0.29	(0.01)
500 - Planning	75,076	73,621	(1.9)%	21.26	19.98	(1.28)
630 - Vancouver Island Regional Library	61,355	61,000	(0.6)%	17.36	16.56	(0.81)
<b>Area B:</b>						
126 - Area B Grants In Aid	25,666	25,709	0.2 %	7.27	6.98	(0.29)
157 - Area B Feasibility Studies	-	-	0.0 %	-	-	-
250 - Cortes Island Fire ^	227,868	225,500	(1.0)%	78.84	75.74	(3.10)
251 - Cortes First Responder	-	44,061	0.0 %	-	11.96	11.96
374 - Electoral Area B Refuse Disposal ^	57,079	57,079	0.0 %	16.20	15.52	(0.67)
535 - Area B House Numbering	414	432	4.3 %	0.12	0.12	0.00
617 - Area B Parks	163,537	174,352	6.6 %	46.31	47.32	1.01
682 - Cortes Community Hall	-	80,250	0.0 %	-	21.78	21.78
697 - Area B Heritage Conservation	-	-	0.0 %	-	-	-
<b>Total</b>	<b>\$ 734,191</b>	<b>\$ 887,210</b>	<b>20.8 %</b>	<b>\$ 222.25</b>	<b>\$ 255.36</b>	<b>\$ 33.11</b>

^ denotes specified area

**Average Residential Property Value: \$ 368,594 \$ 384,972**  
**Estimated Tax Per Average Residential Property \$ 844 \$ 1,004**

**Property Tax Requisition  
Estimated 5-Year Forecast**

Service Function	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Corporate Services:</b>						
110 - Administration and General Government	\$ 30,880	\$ 32,382	\$ 37,483	\$ 38,629	\$ 39,150	\$ 40,016
<b>Regional Services:</b>						
149 - Regional Broadband	10,513	10,104	10,104	2,638	-	(6,196)
150 - Regional Feasibility Studies	489	-	-	9	9	9
272 - Strathcona Emergency Program	10,412	10,007	10,531	10,630	10,730	10,833
275 - 911 Emergency Answering Service	13,664	13,723	14,677	15,151	15,471	15,576
510 - Planning Non Part 26	-	-	8	8	8	8
<b>Electoral Areas:</b>						
130 - Electoral Area Administration	56,185	77,920	81,775	83,551	85,521	87,480
340 - Liquid Waste Management	1,054	1,070	1,070	1,070	1,070	1,070
500 - Planning	75,076	73,621	86,030	87,553	89,109	90,699
630 - Vancouver Island Regional Library	61,355	61,000	62,245	63,492	64,764	66,061
<b>Area B:</b>						
126 - Area B Grants In Aid	25,666	25,709	25,723	25,737	25,752	25,767
157 - Area B Feasibility Studies	-	-	270	270	270	270
250 - Cortes Island Fire ^	227,868	225,500	237,212	246,805	256,870	267,431
251 - Cortes First Responder	-	44,061	43,506	31,421	32,958	34,573
374 - Electoral Area B Refuse Disposal ^	57,079	57,079	57,079	57,079	60,455	73,948
535 - Area B House Numbering	414	432	436	440	444	448
617 - Area B Parks	163,537	174,352	178,701	180,835	183,012	185,233
682 - Cortes Community Hall	-	80,250	80,392	80,400	80,408	80,416
697 - Area B Heritage Conservation	-	-	1,262	1,262	1,262	1,262
<b>Total Requisition</b>	<b>\$ 734,191</b>	<b>\$ 887,210</b>	<b>\$ 928,505</b>	<b>\$ 926,981</b>	<b>\$ 947,264</b>	<b>\$ 974,905</b>
<i>^ denotes specified area</i>						
<b>Estimated Tax per \$100,000 Assessed Value</b>	<b>\$ 222.25</b>	<b>\$ 255.36</b>	<b>\$ 267.33</b>	<b>\$ 267.53</b>	<b>\$ 273.69</b>	<b>\$ 281.88</b>
<b>Increase/(Decrease) per \$100,000 Assessed Value</b>		<b>\$ 33.11</b>	<b>\$ 11.96</b>	<b>\$ 0.20</b>	<b>\$ 6.16</b>	<b>\$ 8.19</b>

**SERVICE OVERVIEW:**

The purpose of this service is to provide financial resources that can be awarded to registered non-profit and other organizations to provide programs and services that serve the local community or provide a regional benefit. Proposals for funding from this program are brought forward by the electoral area director and are decided on by the Board as a whole. The authority for this service is provided through the *Local Government Act*, section 263(1)(c).

The total amount of financial assistance provided in any calendar year cannot exceed \$0.10 per \$1,000 of the assessed value in the region.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>126 - Grant In Aid Area B</b>							
Operating Revenue							
1 - Property tax requisition	(25,666)	(25,666)	(25,709)	(25,723)	(25,737)	(25,752)	(25,767)
9 - Prior year surplus	(3)	(3)	-	-	-	-	-
Operating Revenue Total	(25,669)	(25,669)	(25,709)	(25,723)	(25,737)	(25,752)	(25,767)
Operating Expense							
11 - Operating expenses	25,669	25,669	25,709	25,723	25,737	25,752	25,767
Operating Expense Total	25,669	25,669	25,709	25,723	25,737	25,752	25,767
<b>126 - Grant In Aid Area B Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 11 - Ongoing grants in aid budget is \$25,000 per year, per the Area Director.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area B	\$ 25,666	\$ 25,709	\$ 25,723	\$ 25,737	\$ 25,752	\$ 25,767
<b>TOTAL</b>	<b>\$ 25,666</b>	<b>\$ 25,709</b>	<b>\$ 25,723</b>	<b>\$ 25,737</b>	<b>\$ 25,752</b>	<b>\$ 25,767</b>
Change \$		43	14	14	15	15
Change %		0.2%	0.1%	0.1%	0.1%	0.1%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0727</b>	<b>\$ 0.0698</b>	<b>\$ 0.0698</b>	<b>\$ 0.0699</b>	<b>\$ 0.0699</b>	<b>\$ 0.0699</b>
<b>Maximum Requisition Limit</b>	<b>\$ 33,517</b>	<b>\$ 34,970</b>				

**SERVICE GOALS FOR 2020/2021:**

- Maintain current levels of service.

**Function 157 - Feasibility Studies - Electoral Area B**

**SERVICE OVERVIEW:**

The purpose of this service is to provide funds to support the study of potential new services for the electoral area. If a regional district undertakes a service after conducting a feasibility in respect of the service, the costs of that study are deemed to be costs of that service. The authority for this service which was established on October 30, 2000 is provided through the *Local Government Act*, section 379(4).

**OPERATING BUDGET:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>157 - Feasibility Studies - Electoral Area B</b>							
Operating Revenue							
1 - Property tax requisition	-	-	-	(270)	(270)	(270)	(270)
4 - Other revenue	-	-	(31,083)	-	-	-	-
9 - Prior year surplus	(15,353)	(15,353)	-	-	-	-	-
Operating Revenue Total	(15,353)	(15,353)	(31,083)	(270)	(270)	(270)	(270)
Operating Expense							
11 - Operating expenses	27,300	15,353	19,136	270	270	270	270
15 - Deficit prior year	-	-	11,947	-	-	-	-
Operating Expense Total	27,300	15,353	31,083	270	270	270	270
<b>157 - Feasibility Studies - Electoral Area B Total</b>	<b>\$ 11,947</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1/9/11 – Spending in 2018 and 2019 totalling \$31,000 for the two feasibility studies in Area B, for Cortes Community Hall and First Responder services.
- 4 - Function 251 – First Responder and Function 682 – Cortes Community Halls will pay back expended funds in 2020.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area B	\$ -	\$ -	\$ 270	\$ 270	\$ 270	\$ 270
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 270</b>	<b>\$ 270</b>	<b>\$ 270</b>	<b>\$ 270</b>
Change \$		-	270	-	-	-
Change %		n/a	n/a	-	-	-
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0000</b>	<b>\$ 0.0000</b>	<b>\$ 0.0007</b>	<b>\$ 0.0007</b>	<b>\$ 0.0007</b>	<b>\$ 0.0007</b>
<b>Maximum Requisition Limit</b>	<b>\$ 33,517</b>	<b>\$ 34,970</b>				

**SERVICE GOALS FOR 2020/2021:**

- No new studies for the area are currently planned.

## Function 250 - South Cortes Fire Protection

### SERVICE OVERVIEW:

The SRD contracts the Cortes Island Fire Fighter's Association (CIFFA) to provide fire protection services for a portion of Cortes Island. The SRD entered into a 5-year contact with CIFFA on November 30, 2017.

The authority for this service was originally established November 26, 1990 through Bylaw 1263, with subsequent amendments on Bylaws 1790, 1972, and 2645 for boundary expansions. The maximum levy for this service is the greater of \$94,500 or \$1.00 per \$1,000 of the assessed value of the defined portion of Electoral Area B.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>250 - South Cortes Fire Protection</b>							
Operating Revenue							
1 - Property tax requisition	(227,868)	(227,868)	(225,500)	(237,212)	(246,805)	(256,870)	(267,431)
3 - Sales of services	(4,620)	(4,620)	(4,620)	(4,620)	(4,620)	(4,620)	(4,620)
9 - Prior year surplus	(5,429)	(5,429)	(3,570)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(237,917)</b>	<b>(237,917)</b>	<b>(233,690)</b>	<b>(241,832)</b>	<b>(251,425)</b>	<b>(261,490)</b>	<b>(272,051)</b>
Operating Expense							
11 - Operating expenses	174,347	177,917	183,690	191,832	201,425	211,490	222,051
14 - Transfers to reserves	60,000	60,000	50,000	50,000	50,000	50,000	50,000
<b>Operating Expense Total</b>	<b>234,347</b>	<b>237,917</b>	<b>233,690</b>	<b>241,832</b>	<b>251,425</b>	<b>261,490</b>	<b>272,051</b>
<b>250 - South Cortes Fire Protection Total</b>	<b>\$ (3,570)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 1/11 – Incremental increases over the next five years to maintain the CIFFA operational requirements as well as funding for required capital renewal to ensure ongoing service delivery.
- 14 – Budgeted transfers to reserves are primarily for capital purposes in order to fund asset renewal as well as smaller transfers to appropriated surplus reserve for a future requisition balancing or emergent costs.

### TAX REQUISITION SUMMARY:

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area B	\$ 227,868	\$ 225,500	\$ 237,212	\$ 246,805	\$ 256,870	\$ 267,431
<b>TOTAL</b>	<b>\$ 227,868</b>	<b>\$ 225,500</b>	<b>\$ 237,212</b>	<b>\$ 246,805</b>	<b>\$ 256,870</b>	<b>\$ 267,431</b>
Change \$		(2,368)	11,712	9,593	10,065	10,561
Change %		(1.0%)	5.2%	4.0%	4.1%	4.1%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.7884</b>	<b>\$ 0.7574</b>	<b>\$ 0.7967</b>	<b>\$ 0.8289</b>	<b>\$ 0.8627</b>	<b>\$ 0.8982</b>
<b>Maximum Requisition Limit</b>	<b>\$ 276,606</b>	<b>\$ 284,986</b>				



**Function 250 - South Cortes Fire Protection**

**CAPITAL BUDGET:**

**2020 - 2024 FUNDED PROJECTS**

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>Cortes Fire Equipment Replacement</b>	\$ 45,000	\$ -	\$ 50,000	\$ -	\$ 200,000	\$ -	Reserves
Replacement of fire fleet and equipment upgrades to maintain services. 2020 - Replace Command Vehicle (2019 CFWD), 2021 - Replace the chassis on Rescue 1, 2023 - replace the engine of either Engine 1 or Tender 1.							
<b>TOTAL</b>	<b>\$ 45,000</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ -</b>	

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 30,745	\$ 35,745	\$ 40,745	\$ 45,745	\$ 50,745	\$ 55,745
Future Expenditure Reserve	49,205	50,189	51,193	52,217	53,261	54,326
Capital Reserve	212,088	216,330	215,657	264,970	115,269	162,574
<b>TOTAL</b>	<b>\$ 292,038</b>	<b>\$ 302,264</b>	<b>\$ 307,594</b>	<b>\$ 362,931</b>	<b>\$ 219,275</b>	<b>\$ 272,646</b>

**ACTIVE RESERVES:**

**Appropriated Surplus Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 25,745	\$ 30,745	\$ 35,745	\$ 40,745	\$ 45,745	\$ 50,745
Transfers from operating fund	5,000	5,000	5,000	5,000	5,000	5,000
Transfer to operating fund	-	-	-	-	-	-
Projects funded	-	-	-	-	-	-
<b>Ending Balance</b>	<b>\$ 30,745</b>	<b>\$ 35,745</b>	<b>\$ 40,745</b>	<b>\$ 45,745</b>	<b>\$ 50,745</b>	<b>\$ 55,745</b>

**Capital Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 157,088	\$ 212,088	\$ 216,330	\$ 215,657	\$ 264,970	\$ 115,269
Transfers from operating fund	55,000	45,000	45,000	45,000	45,000	45,000
Transfer to operating fund	-	-	-	-	-	-
Projects funded	-	(45,000)	(50,000)	-	(200,000)	-
Interest earned	-	4,242	4,327	4,313	5,299	2,305
<b>Ending Balance</b>	<b>\$ 212,088</b>	<b>\$ 216,330</b>	<b>\$ 215,657</b>	<b>\$ 264,970</b>	<b>\$ 115,269</b>	<b>\$ 162,574</b>

**Projects Funded:**

Cortes Fire Equipment Replacement	-	45,000	50,000	-	200,000	-
	<b>\$ -</b>	<b>\$ 45,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ -</b>

**SERVICE GOALS FOR 2020/2021:**

- Continue the conversation of expanding the boundary of the service to include the Tiber Bay area.

**Function 251 – Cortes Island First Responder**

**SERVICE OVERVIEW:**

The first responder service for Cortes Island was established to provide initial response to persons requiring emergency medical assistance. This includes training, equipping, and deploying of personnel to provide first aid during medical emergencies until such time as those personnel have been relieved by paramedics.

The service establishing Bylaw 328 was adopted on November 21, 2019, with a maximum levy amount being the greater of \$45,000 or \$0.1443 per \$1,000 of net taxable value of land and improvements in Electoral Area B.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>251 - Cortes Island First Responder</b>							
Operating Revenue							
1 - Property tax requisition	-	-	(44,061)	(43,506)	(31,421)	(32,958)	(34,573)
<b>Operating Revenue Total</b>	<b>-</b>	<b>-</b>	<b>(44,061)</b>	<b>(43,506)</b>	<b>(31,421)</b>	<b>(32,958)</b>	<b>(34,573)</b>
Operating Expense							
11 - Operating expenses	-	-	28,520	25,956	27,221	28,548	29,942
14 - Transfers to reserves	-	-	-	17,550	4,200	4,410	4,631
16 - Other transfers	-	-	15,541	-	-	-	-
<b>Operating Expense Total</b>	<b>-</b>	<b>-</b>	<b>44,061</b>	<b>43,506</b>	<b>31,421</b>	<b>32,958</b>	<b>34,573</b>
<b>251 - Cortes Island First Responder Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1/11 – Property tax requisition starting in 2020 to fund the new service approved through the electorate in 2019. Funding for 2020 includes the payback to the Area B Feasibility Function 157 for costs incurred to establish the service, which totaled \$15,541.
- 11 – The operating expenses are to fund the contracted costs of CIFFA (Cortes Island Fire Fighters Association) which also provides a fire protection service to portions of Cortes Island, through Function 250.
- 14 – Budgeted transfers to reserve to provide additional funding for emergent costs or smooth tax requisitions.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area B	\$ -	\$ 44,061	\$ 43,506	\$ 31,421	\$ 32,958	\$ 34,573
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 44,061</b>	<b>\$ 43,506</b>	<b>\$ 31,421</b>	<b>\$ 32,958</b>	<b>\$ 34,573</b>
Change \$		44,061	(555)	(12,085)	1,537	1,615
Change %		n/a	(1.3%)	(27.8%)	4.9%	4.9%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0000</b>	<b>\$ 0.1196</b>	<b>\$ 0.1181</b>	<b>\$ 0.0853</b>	<b>\$ 0.0895</b>	<b>\$ 0.0938</b>
<b>Maximum Requisition Limit</b>	<b>\$ 48,365</b>	<b>\$ 50,462</b>				

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ -	\$ -	\$ 17,550	\$ 21,750	\$ 26,160	\$ 30,791
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 17,550</b>	<b>\$ 21,750</b>	<b>\$ 26,160</b>	<b>\$ 30,791</b>

**ACTIVE RESERVES:**

**Appropriated Surplus Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ -	\$ -	\$ -	\$ 17,550	\$ 21,750	\$ 26,160
Transfers from operating fund	-	-	17,550	4,200	4,410	4,631
Transfer to operating fund	-	-	-	-	-	-
Projects funded	-	-	-	-	-	-
Interest earned	-	-	-	-	-	-
<b>Ending Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 17,550</b>	<b>\$ 21,750</b>	<b>\$ 26,160</b>	<b>\$ 30,791</b>

**SERVICE GOALS FOR 2020/2021:**

- Implement service.
- Establish any required new service contracts and reporting requirements.



## Function 374 - Electoral Area "B" Refuse Disposal Grounds Specified Area

### SERVICE OVERVIEW:

This function funds all the tipping fees incurred from waste generated on the Island and collected at the curb through Function 376 or dropped off at the Cortes Island transfer station. Bylaw 2851 provides for a flat annual fee for commercial users listed in the bylaw. Another applicable bylaw for this service includes Bylaw 912 Area I Refuse Site Operation.

The authority for this service was originally established September 27, 1971 through Bylaw 69, with subsequent amendments with Bylaw 1281. The maximum levy for this service is \$0.50 per \$1,000 of the assessed value of Electoral Area B.

### OPERATING BUDGET:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>374 - Area B Refuse Disposal</b>							
Operating Revenue							
1 - Property tax requisition	(57,079)	(57,079)	(57,079)	(57,079)	(57,079)	(60,455)	(73,948)
4 - Other revenue	(9,999)	(9,999)	(9,999)	(9,999)	(9,999)	(9,999)	(9,999)
8 - Transfers from reserves	(2,494)	(2,494)	(5,480)	(10,421)	(12,510)	(11,283)	-
9 - Prior year surplus	(2,887)	(2,873)	(2,909)	-	-	-	-
Operating Revenue Total	(72,459)	(72,445)	(75,467)	(77,499)	(79,588)	(81,737)	(83,947)
Operating Expense							
11 - Operating expenses	69,550	72,445	75,467	77,499	79,588	81,737	83,947
Operating Expense Total	69,550	72,445	75,467	77,499	79,588	81,737	83,947
<b>374 - Area B Refuse Disposal Total</b>	<b>\$ (2,909)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 1/8 – Property tax requisition maintained at prior year levels using funds from the appropriated surplus reserve. Projected requisition increase expected in 2023 when the reserve is eventually depleted. (Note: \$17.66 per average household increase would be needed to fund change of \$16,869 (2024 requisition less 2022 requisition), based on 2020 Completed Roll.)
- 4 – Currently on a flat fee billing for commercial customers; will review in 2020.
- 11 – Tipping fee increase of 7% in 2020.

### TAX REQUISITION SUMMARY:

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area B	\$ 57,079	\$ 57,079	\$ 57,079	\$ 57,079	\$ 60,455	\$ 73,948
<b>TOTAL</b>	<b>\$ 57,079</b>	<b>\$ 57,079</b>	<b>\$ 57,079</b>	<b>\$ 57,079</b>	<b>\$ 60,455</b>	<b>\$ 73,948</b>
Change \$		-	-	-	3,376	13,493
Change %		-	-	-	5.9%	22.3%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.1620</b>	<b>\$ 0.1552</b>	<b>\$ 0.1552</b>	<b>\$ 0.1552</b>	<b>\$ 0.1644</b>	<b>\$ 0.2011</b>
<b>Maximum Requisition Limit</b>	<b>\$ 167,469</b>	<b>\$ 174,726</b>				



**Function 374 - Electoral Area "B" Refuse Disposal Grounds Specified Area**

**RESERVE SUMMARY:**

Reserve Type	2019	2020	2021	2022	2023	2024
	Projected	Budget	Budget	Budget	Budget	Budget
Appropriated Surplus	\$ 39,694	\$ 34,214	\$ 23,793	\$ 11,283	\$ -	\$ -
Capital Reserve	5,175	5,279	5,385	5,492	5,602	5,714
<b>TOTAL</b>	<b>\$ 44,869</b>	<b>\$ 39,493</b>	<b>\$ 29,178</b>	<b>\$ 16,775</b>	<b>\$ 5,602</b>	<b>\$ 5,714</b>

**ACTIVE RESERVES:**

**Appropriated Surplus Reserve**

	2019	2020	2021	2022	2023	2024
	Projected	Budget	Budget	Budget	Budget	Budget
<b>Beginning balance</b>	\$ 42,188	\$ 39,694	\$ 34,214	\$ 23,793	\$ 11,283	\$ -
Transfers from operating fund	-	-	-	-	-	-
Transfer to operating fund	(2,494)	(5,480)	(10,421)	(12,510)	(11,283)	-
Projects funded	-	-	-	-	-	-
<b>Ending Balance</b>	<b>\$ 39,694</b>	<b>\$ 34,214</b>	<b>\$ 23,793</b>	<b>\$ 11,283</b>	<b>\$ -</b>	<b>\$ -</b>

**SERVICE GOALS FOR 2020/2021:**

- Update user fee bylaw from current flat annual fee to more equitable method as determined in consultation with all impacted parties.

## Function 376 - Cortes Island Refuse Collection

### SERVICE OVERVIEW:

This service provides curbside collection of garbage and recycling from all residents (excluding commercial) on the island through an external contract. Recycling collection is subsidized by Recycle BC; currently there are 569 dwellings being served. Refuse is delivered to the Cortes Island Waste Management Centre (CIWMC).

The SRD is also responsible for collecting revenue and paying for the tipping fees for all waste removed from the CIWMC which is operated by Comox Strathcona Waste Management (CSWM) through Function 374.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>376 - Cortes Island Refuse Collection</b>							
Operating Revenue							
3 - Sales of services	(52,348)	(52,348)	(52,348)	(52,348)	(52,348)	(52,348)	(52,348)
4 - Other revenue	(23,574)	(21,980)	(23,496)	(23,496)	(23,496)	(23,496)	(23,496)
8 - Transfers from reserves	-	-	(4,512)	(9,119)	(10,619)	(12,149)	(13,710)
9 - Prior year surplus	(11,702)	(12,475)	(3,136)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(87,624)</b>	<b>(86,803)</b>	<b>(83,492)</b>	<b>(84,963)</b>	<b>(86,463)</b>	<b>(87,993)</b>	<b>(89,554)</b>
Operating Expense							
11 - Operating expenses	75,249	77,564	83,492	84,963	86,463	87,993	89,554
14 - Transfers to reserves	9,239	9,239	-	-	-	-	-
<b>Operating Expense Total</b>	<b>84,488</b>	<b>86,803</b>	<b>83,492</b>	<b>84,963</b>	<b>86,463</b>	<b>87,993</b>	<b>89,554</b>
<b>376 - Cortes Island Refuse Collection Total</b>	<b>\$ (3,136)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 3/8/11 – User fees for refuse collection has been stable for many years at \$92 per household; ongoing cost increases for tipping fees and contractor costs has been funded by the use of reserves.
- 4 – The service receives approximately \$23,000 of revenue annually from Recycle BC for this service.

### RESERVE SUMMARY:

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 97,433	\$ 92,921	\$ 83,802	\$ 73,183	\$ 61,034	\$ 47,324
<b>TOTAL</b>	<b>\$ 97,433</b>	<b>\$ 92,921</b>	<b>\$ 83,802</b>	<b>\$ 73,183</b>	<b>\$ 61,034</b>	<b>\$ 47,324</b>



**Function 376 - Cortes Island Refuse Collection**

**ACTIVE RESERVES:**

**Appropriated Surplus Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 88,194	\$ 97,433	\$ 92,921	\$ 83,802	\$ 73,183	\$ 61,034
Transfers from operating fund	9,239	-	-	-	-	-
Transfer to operating fund	-	(4,512)	(9,119)	(10,619)	(12,149)	(13,710)
Projects funded	-	-	-	-	-	-
<b>Ending Balance</b>	<b>\$ 97,433</b>	<b>\$ 92,921</b>	<b>\$ 83,802</b>	<b>\$ 73,183</b>	<b>\$ 61,034</b>	<b>\$ 47,324</b>

**SERVICE GOALS FOR 2020/2021:**

- Coordinate with the CSWM to maximize diversion and minimize illegal dumping.
- Continue with current user fees for now; reserves in place if need to fund increased operating costs.

**Function 535 - House Numbering Area B**

**SERVICE OVERVIEW:**

Function 501 Geographic Information Systems fulfills the service of assigning and managing house numbering in area of Electoral Area B, with an in-house labour allocation to this function.

The authority for this service was originally established January 13, 1976 through SLP #33/35, with subsequent amendments with SLP #71 and Bylaws 2142 and 2157. The maximum levy for this service is \$0.277 per \$1,000 of the assessed value of the defined portion of Electoral Area B.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>535 - House Numbering Area B</b>							
Operating Revenue							
1 - Property tax requisition	(414)	(414)	(432)	(436)	(440)	(444)	(448)
<b>Operating Revenue Total</b>	<b>(414)</b>	<b>(414)</b>	<b>(432)</b>	<b>(436)</b>	<b>(440)</b>	<b>(444)</b>	<b>(448)</b>
Operating Expense							
11 - Operating expenses	414	414	432	436	440	444	448
<b>Operating Expense Total</b>	<b>414</b>	<b>414</b>	<b>432</b>	<b>436</b>	<b>440</b>	<b>444</b>	<b>448</b>
<b>535 - House Numbering Area B Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1 – Requisition maintained at prior year levels.
- 11 – Standing annual in-house labour allocation from GIS Function 501, and support services.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area B	\$ 414	\$ 432	\$ 436	\$ 440	\$ 444	\$ 448
<b>TOTAL</b>	<b>\$ 414</b>	<b>\$ 432</b>	<b>\$ 436</b>	<b>\$ 440</b>	<b>\$ 444</b>	<b>\$ 448</b>
Change \$		18	4	4	4	4
Change %		4.3%	0.9%	0.9%	0.9%	0.9%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0012</b>	<b>\$ 0.0012</b>	<b>\$ 0.0012</b>	<b>\$ 0.0012</b>	<b>\$ 0.0012</b>	<b>\$ 0.0012</b>
<b>Maximum Requisition Limit</b>	<b>\$ 9,284</b>	<b>\$ 9,687</b>				

**SERVICE GOALS FOR 2020/2021:**

- Maintain service levels.

**SERVICE OVERVIEW:**

There are fifteen community parks in Electoral Area B, serving a population of 1,035 (2016 Census). This service includes 15 parks and 1,868 acres of parkland, which includes land owned by the SRD as well as long-term licenses with the Province of BC and other agencies.

The authority for this service was originally established October 29, 1987 with SLP #67 (Div XLV), with subsequent amendments with Bylaw 2096. The maximum levy for this service is \$0.50 per \$1,000 of the assessed value of Electoral Area B.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>617 - Community Parks Area B</b>							
Operating Revenue							
1 - Property tax requisition	(163,537)	(163,537)	(174,352)	(178,701)	(180,835)	(183,012)	(185,233)
7 - Government transfers	(1,907)	(1,907)	(8,000)	-	-	-	-
8 - Transfers from reserves	(2,500)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
9 - Prior year surplus	(1,878)	(2,606)	(3,998)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(169,822)</b>	<b>(172,050)</b>	<b>(190,350)</b>	<b>(182,701)</b>	<b>(184,835)</b>	<b>(187,012)</b>	<b>(189,233)</b>
Operating Expense							
11 - Operating expenses	124,264	130,268	190,350	177,701	179,835	182,012	184,233
12 - Debt principal	40,962	40,963	-	-	-	-	-
13 - Debt interest	598	819	-	-	-	-	-
14 - Transfers to reserves	-	-	-	5,000	5,000	5,000	5,000
<b>Operating Expense Total</b>	<b>165,824</b>	<b>172,050</b>	<b>190,350</b>	<b>182,701</b>	<b>184,835</b>	<b>187,012</b>	<b>189,233</b>
<b>617 - Community Parks Area B Total</b>	<b>\$ (3,998)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1 – Requisition maintained below maximum over five years through balancing expenses.
- 7 – Community Works Fund reserve being utilized to complete an asset management data collection initiative in 2020 as recommended by the recently endorsed Asset Management Plan. The project will significantly improve the data needed to develop more efficient and effective long-range plans to ensure the needs of the community are being met.
- 11/12/13 – Short-term debt payments for Whaletown Commons purchase ended in 2019. Approximately \$40,000 in funding has been redirected to increase the levels of service in this function for 2020 and beyond.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area B	\$ 163,537	\$ 174,352	\$ 178,701	\$ 180,835	\$ 183,012	\$ 185,233
<b>TOTAL</b>	<b>\$ 163,537</b>	<b>\$ 174,352</b>	<b>\$ 178,701</b>	<b>\$ 180,835</b>	<b>\$ 183,012</b>	<b>\$ 185,233</b>
Change \$		10,815	4,349	2,134	2,177	2,221
Change %		6.6%	2.5%	1.2%	1.2%	1.2%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.4631</b>	<b>\$ 0.4732</b>	<b>\$ 0.4850</b>	<b>\$ 0.4908</b>	<b>\$ 0.4967</b>	<b>\$ 0.5027</b>
<b>Maximum Requisition Limit</b>	<b>\$ 167,586</b>	<b>\$ 174,850</b>				

**CAPITAL BUDGET:**

**2020 - 2024 FUNDED PROJECTS**

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>Cortes Island Trails Network</b>	\$ 55,923	\$ -	\$ -	\$ -	\$ -	\$ -	- Community Works Funds
Develop a number of key trail corridors identified in the Cortes Island Official Community Plan to extend the trail network on the island and link residential neighbourhoods, parks and the foreshore.							
<b>K'was Park Improvements</b>	13,979	-	-	-	-	-	- Reserves
Address south entrance flooding and alignment issues; parking lot and trail floods and requires some re-alignment. Replacement of old wooden bridge between Gunflint and Hague Lake.							
<b>Kwas Bridge Construction</b>		\$ 40,000	\$ -	\$ -	\$ -	\$ -	- Community Works Funds
Surge Bridge in Kwas Park is nearing the end of its useful life. Upgrades or replacement is required.							
<b>TOTAL</b>	<b>\$ 69,901</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 5,250	\$ 5,250	\$ 5,250	\$ 5,250	\$ 5,250	\$ 5,250
Future Expenditure Reserve	67,059	68,400	69,768	71,164	72,587	74,039
Capital Reserve	15,945	2,285	7,331	12,477	17,727	23,081
Endowment Reserve	151,717	150,752	149,767	148,762	147,737	146,692
<b>TOTAL</b>	<b>\$ 239,971</b>	<b>\$ 226,687</b>	<b>\$ 232,116</b>	<b>\$ 237,653</b>	<b>\$ 243,301</b>	<b>\$ 249,062</b>

**ACTIVE RESERVES:**

**Capital Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 31,966	\$ 15,945	\$ 2,285	\$ 7,331	\$ 12,477	\$ 17,727
Transfers from operating fund	-	-	5,000	5,000	5,000	5,000
Transfer to operating fund	-	-	-	-	-	-
Projects funded	(16,022)	(13,979)	-	-	-	-
Interest earned	-	319	46	147	250	355
<b>Ending Balance</b>	<b>\$ 15,945</b>	<b>\$ 2,285</b>	<b>\$ 7,331</b>	<b>\$ 12,477</b>	<b>\$ 17,727</b>	<b>\$ 23,081</b>
<b>Projects Funded:</b>						
K'was Park Improvements	16,022	13,979				
	<b>\$ 16,022</b>	<b>\$ 13,979</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Endowments Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 152,536	\$ 151,717	\$ 150,752	\$ 149,767	\$ 148,762	\$ 147,737
Transfers from operating fund	-	-	-	-	-	-
Transfer to operating fund	(2,500)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
Projects funded	-	-	-	-	-	-
Interest earned	1,681	3,034	3,015	2,995	2,975	2,955
<b>Ending Balance</b>	<b>\$ 151,717</b>	<b>\$ 150,752</b>	<b>\$ 149,767</b>	<b>\$ 148,762</b>	<b>\$ 147,737</b>	<b>\$ 146,692</b>

**SERVICE GOALS FOR 2020/2021:**

- Finalize the 2019 Crown application planning work and complete the grant to add abutting crown land to Whaletown Commons.
- Implement a maintenance contract for Whaletown Commons.
- Develop a parks signage plan.
- Implement Park Regulation Bylaw (BLN 2027) for Area B parks.
- Improve asset management and long-term planning through the completion of Parks inventory update.
- Update contract for the Cortes Island skatepark.
- Continue with the 2019 K'was Park upgrades (2019 access upgrades completed; 2020 works include bridge/trail works).
- Build off the 2019 Phase 2 Beach Access planning with construction of priority accesses in 2020.

**Function 682– Cortes Island Community Halls**

**SERVICE OVERVIEW:**

The Community Hall Service for Cortes Island was established to support Whaletown Community Hall and the Mansons Landing Community Hall. This function funds core operating expenses of these facilities which includes electricity, heating, garbage collection, telephone and fax, internet service, property taxes, insurance, supplies and contract services related to operating and maintaining the facilities.

The service establishing Bylaw 341 was adopted on November 21, 2019, with a maximum levy amount being the greater of \$80,000 or \$0.2405 per \$1,000 of net taxable value of land and improvements in Electoral Area B.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>682 - Cortes Island Community Halls</b>							
Operating Revenue							
1 - Property tax requisition	-	-	(80,250)	(80,392)	(80,400)	(80,408)	(80,416)
Operating Revenue Total	-	-	(80,250)	(80,392)	(80,400)	(80,408)	(80,416)
Operating Expense							
11 - Operating expenses	-	-	64,708	80,392	80,400	80,408	80,416
16 - Other transfers	-	-	15,542	-	-	-	-
Operating Expense Total	-	-	80,250	80,392	80,400	80,408	80,416
<b>682 - Cortes Island Community Halls Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1/16 – Property tax requisition starting in 2020 to fund the new service approved through the electorate in 2019. Funding for 2020 includes the payback to the Area B Feasibility Function 157 for costs incurred to establish the service, which totaled \$15,542.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area B	\$ -	\$ 80,250	\$ 80,392	\$ 80,400	\$ 80,408	\$ 80,416
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 80,250</b>	<b>\$ 80,392</b>	<b>\$ 80,400</b>	<b>\$ 80,408</b>	<b>\$ 80,416</b>
Change \$		80,250	142	8	8	8
Change %		n/a	0.2%	0.0%	0.0%	0.0%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0000</b>	<b>\$ 0.2178</b>	<b>\$ 0.2182</b>	<b>\$ 0.2182</b>	<b>\$ 0.2182</b>	<b>\$ 0.2183</b>
<b>Maximum Requisition Limit</b>	<b>\$ 80,609</b>	<b>\$ 84,103</b>				

**SERVICE GOALS FOR 2020/2021:**

- Implement service.
- Establish contribution agreements for Whaletown and Manson’s Landing Community Halls.
- Formalize service contracts with Whaletown and Manson’s Landing Community Halls.

**SERVICE OVERVIEW:**

In 2000, under the *Municipal Act* (now the *Local Government Act*) and the *Regional District of Comox-Strathcona Heritage Conservation Extended Service Establishment Bylaw No. 2183, 1999, Bylaw No. 2182 (CSRD)*, this service was established for all electoral areas (however this has changed over time – see related bylaws below). This was pursuant to Part 27 of the pre-RS2015 LGA, which is now Part 15.

The authority for this service was originally established March 27, 2000 with Bylaw 36, with subsequent amendments with Bylaw 2183. The maximum levy for this service is \$0.25 per \$1,000 of the assessed value of Electoral Area B.

Related bylaws:

- *Bylaw No. 2183, being Heritage Conservation Extended Service Establishment Bylaw, 2000.*

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>697 - Heritage Conservation - Area B</b>							
Operating Revenue							
1 - Property tax requisition	-	-	-	(1,262)	(1,262)	(1,262)	(1,262)
9 - Prior year surplus	(3,184)	(3,184)	(2,923)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(3,184)</b>	<b>(3,184)</b>	<b>(2,923)</b>	<b>(1,262)</b>	<b>(1,262)</b>	<b>(1,262)</b>	<b>(1,262)</b>
Operating Expense							
11 - Operating expenses	261	3,184	2,923	1,262	1,262	1,262	1,262
<b>Operating Expense Total</b>	<b>261</b>	<b>3,184</b>	<b>2,923</b>	<b>1,262</b>	<b>1,262</b>	<b>1,262</b>	<b>1,262</b>
<b>697 - Heritage Conservation - Area B Total</b>	<b>\$ (2,923)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1/9/11 – Prior year surplus funds being utilized to offset requisition.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area B	\$ -	\$ -	\$ 1,262	\$ 1,262	\$ 1,262	\$ 1,262
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>1,262</b>	<b>1,262</b>	<b>1,262</b>	<b>1,262</b>
Change \$		-	1,262	-	-	-
Change %		n/a	n/a	-	-	-
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0000</b>	<b>\$ 0.0000</b>	<b>\$ 0.0034</b>	<b>\$ 0.0034</b>	<b>\$ 0.0034</b>	<b>\$ 0.0034</b>
<b>Maximum Requisition Limit</b>	<b>\$ 83,793</b>	<b>\$ 87,425</b>				

**SERVICE GOALS FOR 2020/2021:**

- Maintain existing service levels.

**2020 Financial Plan - Business Case  
Asset Management Data Collection**

**Executive Summary**

A key finding in the recently completed Asset Management Plan was that the SRD’s asset data information for linear infrastructure for sewer and water is very high level and lacking granularity which is difficult to plan efficiently for ongoing maintenance and asset replacement. Parks data was also identified as very limited given the many assets contributed to the SRD by provincial and other agencies, as well as limited condition of this expansive asset infrastructure spreading diverse geographic electoral areas. This led to difficulty in quantifying the estimated replacement value, condition rating, and annual sustainable investment levels for capital re-investment which limits the ability for future planning and efficient management of the parks service in each of electoral Area B, C, and D where this service exists.

Improving the asset data inventory for completeness, granularity, accuracy, and condition is the first recommendation in the asset management improvement strategy. The SRD does not have the staffing capacity to collect this data therefore it is recommended that a dedicated resource is allocated to collect this key data for sewer, water, and parks infrastructure in 2019 to improve management of these core infrastructure assets moving forward.

**Business Problem and Opportunity**

Currently, the data sets for linear and parks infrastructure are a patchwork of as-built drawings, work order invoices, feasibility studies and staff knowledge using information available. The asset management plan has shown that the greatest weakness for forecasting renewals and replacement is the lack of granularity of the data. In order to accurately forecast the strategic capital re-investments and efficient service delivery, more comprehensive data sets are required. This can only be accomplished by boots-on-the-ground asset identification and condition assessments.

A focused effort to collect this data for sewer, water, and parks infrastructure through a dedicated resource would maximize the investment in this effort and minimize costs, while ensuring consistent data collection practices to ensure efficient management of this core information moving forward. Utilizing external resources with expertise and experience would ensure that the deliverables would provide long-lasting benefit.

**Proposed Project Objectives**

Collect data to improve current data sets with regards to asset location and condition to enhance inventory for future re-investment forecasting through asset management as recommended in the asset management improvement strategies.

**Business Risks**

The coarse nature of the current asset inventory limits the ability to plan for future renewals and re-investments. This puts the organization at risk of unforeseen system failures and service interruptions as well as an increase in financial risk caused by these potential situations. The lack of detailed asset data also limits the ability to strategically plan for capital re-investment and maintenance of assets on the most needed areas.

**Cost Benefits Analysis and Proposed Source(s) of Funding**

The estimated costs to undertake this project is \$40,000 which would maximize funding allocated by combining under one project; funding would be distributed to the five service areas minimizing costs to each service. This work would fall under asset management practices implementation and would be eligible for Community Works Reserve funding. The respective electoral area Community Works Reserve balances at the end of 2018 having balances of \$476,388 for Area B, \$1,342,658 for Area C, and \$2,509,833. Alternatively, this operating project could be funded through the respective services areas Future Expenditure Reserves; Area B having a 2018 year-ending balance of \$67,059, Area C \$29,353, and Area D \$225,394.

a) Total Costs	2020	2021	2022	2023	2024
Capital Costs	\$	\$	\$	\$	\$
Operational Revenues	\$	\$	\$	\$	\$
Operational Costs	\$40,000	\$	\$	\$	\$
Total	\$40,000	\$	\$	\$4	\$



2020 Financial Plan - Business Case  
**Asset Management Data Collection**

b) Benefits	
Tangible Benefits	Completed asset inventory and data sets for core infrastructure, enhancing service management practices.
Intangible Benefits	Ensures sustainable service delivery and efficient use of available resources.

**Summary Recommendation**

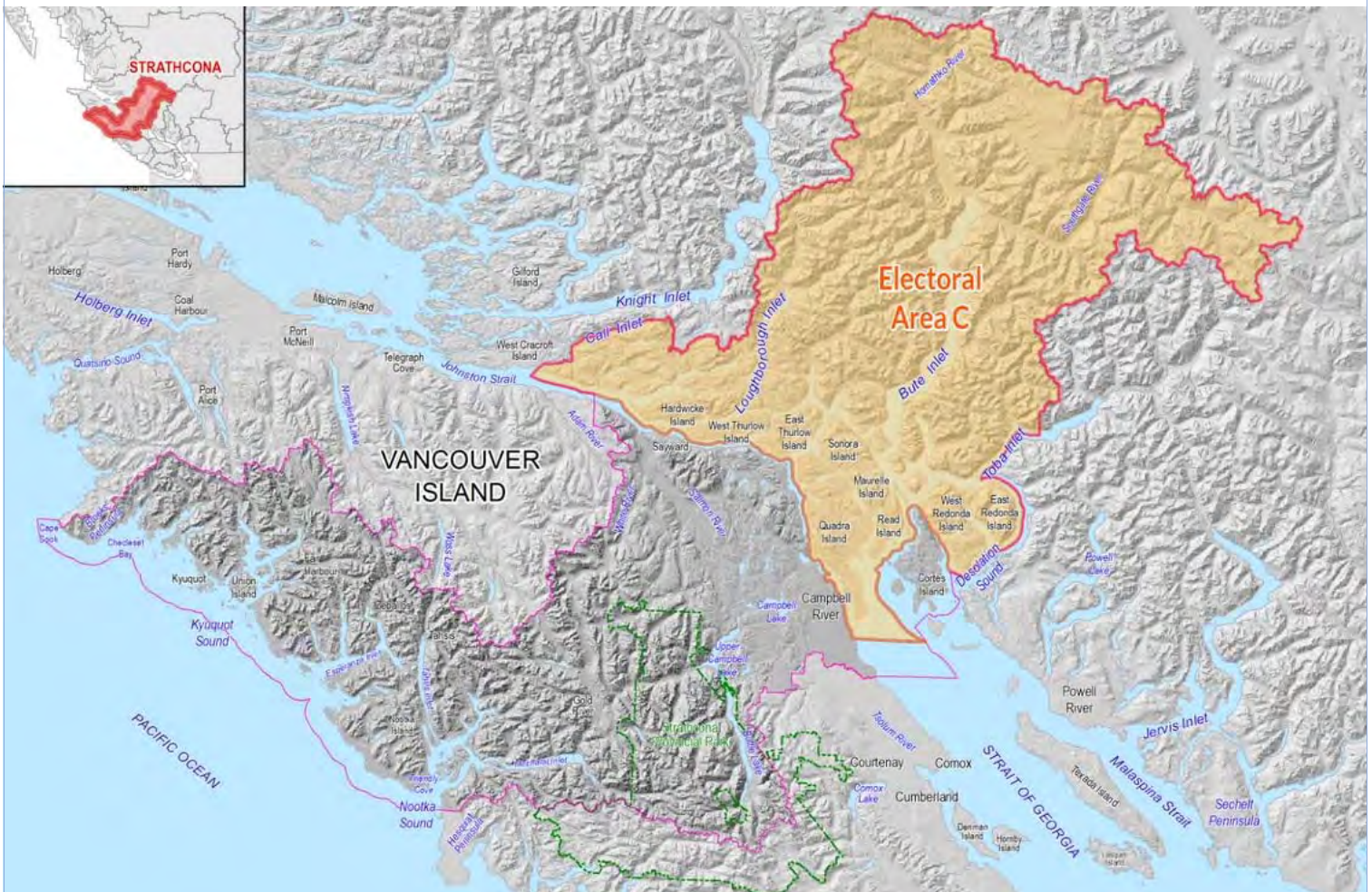
THAT the 2020-2024 Financial Plan includes \$8,000 in operational funding for asset management data collection for Area B parks service, to be funded from Electoral Area B Community Works (Gas Tax) Reserve.

THAT the 2020-2024 Financial Plan includes \$8,000 in operational funding for asset management data collection for Area C parks service and \$8,000 for the Quathiaski Cove sewer service, for a total of \$16,000 to be funded from Electoral Area C Community Works (Gas Tax) Reserve.

THAT the 2020-2024 Financial Plan includes \$8,000 in operational funding for asset management data collection for Area D parks service and \$8,000 for the Area D water service, for a total of \$16,000 to be funded from Electoral Area D Community Works (Gas Tax) Reserve.



## Electoral Area C Discovery Islands - Mainland Inlets



**Electoral Area C** is the largest electoral area within the Strathcona Regional District (SRD), and covers approximately 10,650 square kilometres, including Quadra Island, Read Island, Redonda Island, Port Neville, Refuge Cove, Hardwick Island, East & West Thurlow Islands & Mainland Inlets.

The region boasts several islands and the intricate waterways that are known for amazing beaches, wildlife viewing and natural beauty. There is also an abundance of on-land activities to enjoy such as endless mountain biking trails, climbing sites, hiking routes, camping and parks. Visitors will find everything from fishing and kayak lodges to a floating post office.

**Electoral Area C includes the following functions:**

**Function # - Function Description**

127 - Grant In Aid Area C

132 - Wharves

158 - Feasibility Studies - Electoral Area C

255 - North Quadra Assistance Response

331 - Quathiaski Cove Sewer

332 - Quathiaski Cove Sewer Ext #1

536 - House Numbering Area C

555 - Economic Development - Area C

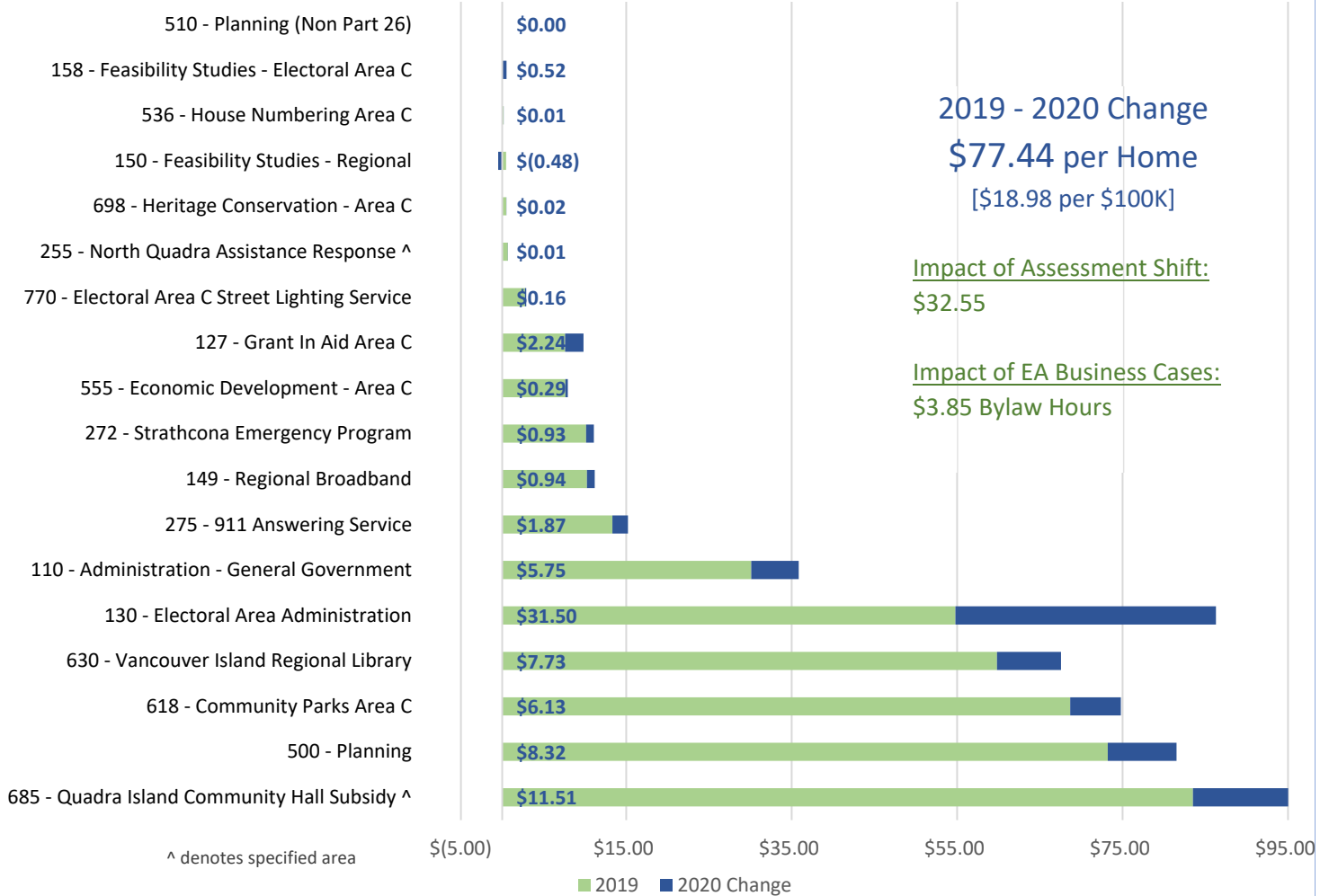
618 - Community Parks Area C

685 - Quadra Island Community Hall Subsidy

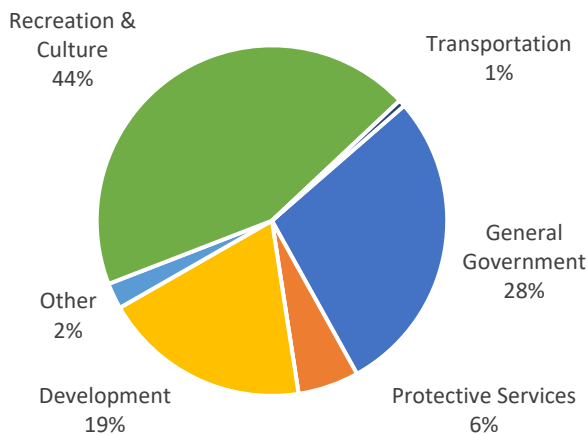
698 - Heritage Conservation - Area C

770 - Electoral Area C Street Lighting Service

**Estimated Requisition Cost per Average Household is \$501.05 for 2020. [2019 = \$423.61]**

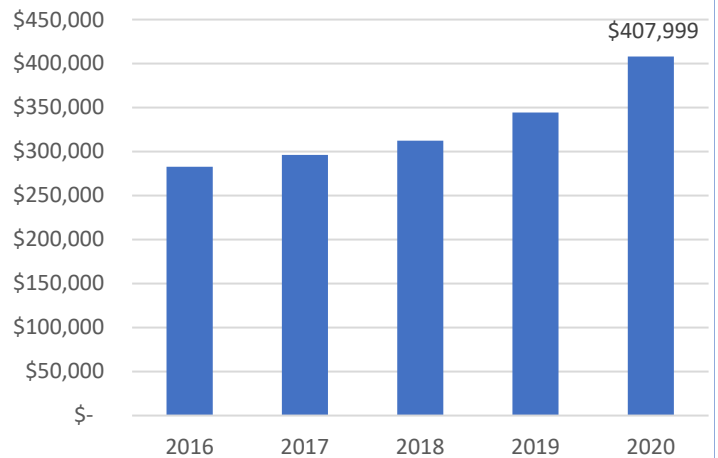


**Tax Distribution for an Average Assessed Home**



**Average Home Value**

(Source: Completed Roll General Purpose Hospital Assessments)



**Property Tax Requisition Summary**  
**Estimated 2019 to 2020 Tax Rate Change**

Function	Requisition			Estimated Tax (per \$100K)		
	2019 Actual	2020 Budget	% Change	2019 Actual	2020 Budget	\$ Change
<b>Corporate Services:</b>						
110 - Administration and General Government	\$ 78,785	\$ 90,445	14.8 %	\$ 8.75	\$ 8.79	\$ 0.04
<b>Regional Services:</b>						
149 - Regional Broadband	26,822	28,223	5.2 %	2.98	2.74	(0.23)
150 - Regional Feasibility Studies	1,248	-	(100.0)%	0.14	-	(0.14)
272 - Strathcona Emergency Program	26,565	27,950	5.2 %	2.95	2.72	(0.23)
275 - 911 Emergency Answering Service	34,862	38,329	9.9 %	3.87	3.72	(0.15)
510 - Planning Non Part 26	-	-	0.0 %	-	-	-
<b>Electoral Areas:</b>						
130 - Electoral Area Administration	143,348	217,639	51.8 %	15.91	21.15	5.24
500 - Planning	191,546	205,631	7.4 %	21.26	19.98	(1.28)
630 - Vancouver Island Regional Library	156,483	170,380	8.9 %	17.36	16.56	(0.81)
<b>Area C:</b>						
127 - Area C Grants In Aid	19,893	24,815	24.7 %	2.21	2.41	0.20
158 - Area C Feasibility Studies	-	1,305	0.0 %	-	0.13	0.13
255 - North Quadra Assistance Response ^	250	253	1.2 %	0.22	0.19	(0.03)
536 - Area C House Numbering	413	432	4.6 %	0.05	0.04	(0.00)
555 - Area C Economic Development	20,000	20,000	0.0 %	2.22	1.94	(0.28)
618 - Area C Parks	179,690	188,664	5.0 %	19.95	18.33	(1.61)
685 - Quadra Community Hall ^	138,864	157,294	13.3 %	20.90	20.06	(0.84)
698 - Area C Heritage Conservation	1,270	1,270	0.0 %	0.14	0.12	(0.02)
770 - Area C Street Lighting	7,185	7,333	2.1 %	0.80	0.71	(0.08)
<b>Total</b>	<b>\$ 1,027,222</b>	<b>\$ 1,179,963</b>	<b>14.9 %</b>	<b>\$ 119.70</b>	<b>\$ 119.60</b>	<b>\$ (0.10)</b>
<i>^ denotes specified area</i>						
<b>Average Residential Property Value:</b>	<b>\$ 344,287</b>	<b>\$ 407,999</b>				
<b>Estimated Tax Per Average Residential Property</b>	<b>\$ 424</b>	<b>\$ 501</b>				

**Property Tax Requisition  
Estimated 5-Year Forecast**

Function	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Corporate Services:</b>						
110 - Administration and General Government	\$ 78,785	\$ 90,445	\$ 104,693	\$ 107,894	\$ 109,349	\$ 111,768
<b>Regional Services:</b>						
149 - Regional Broadband	26,822	28,223	28,223	7,369	-	(17,305)
150 - Regional Feasibility Studies	1,248	-	-	25	25	25
272 - Strathcona Emergency Program	26,565	27,950	29,413	29,689	29,971	30,259
275 - 911 Emergency Answering Service	34,862	38,329	40,995	42,319	43,213	43,506
510 - Planning Non Part 26	-	-	24	24	24	24
<b>Electoral Areas:</b>						
130 - Electoral Area Administration	143,348	217,639	228,406	233,367	238,870	244,341
500 - Planning	191,546	205,631	240,290	244,545	248,891	253,330
630 - Vancouver Island Regional Library	156,483	170,380	173,857	177,340	180,892	184,516
<b>Area C:</b>						
127 - Area C Grants In Aid	19,893	24,815	25,879	25,897	25,915	25,933
158 - Area C Feasibility Studies	-	1,305	270	270	270	270
255 - North Quadra Assistance Response ^	250	253	505	510	515	520
536 - Area C House Numbering	413	432	436	440	444	448
555 - Area C Economic Development	20,000	20,000	20,824	20,841	20,858	20,875
618 - Area C Parks	179,690	188,664	228,602	230,955	233,357	235,810
685 - Quadra Community Hall ^	138,864	157,294	167,107	170,115	173,123	173,131
698 - Area C Heritage Conservation	1,270	1,270	1,270	1,270	1,270	1,270
770 - Area C Street Lighting	7,185	7,333	7,740	7,895	8,053	8,214
<b>Total Requisition</b>	<b>\$ 1,027,222</b>	<b>\$ 1,179,963</b>	<b>\$ 1,298,535</b>	<b>\$ 1,300,766</b>	<b>\$ 1,315,041</b>	<b>\$ 1,316,934</b>
<i>^ denotes specified area</i>						
<b>Estimated Tax per \$100,000 Assessed Value</b>	<b>\$ 119.70</b>	<b>\$ 119.60</b>	<b>\$ 131.58</b>	<b>\$ 131.89</b>	<b>\$ 133.37</b>	<b>\$ 133.56</b>
<b>Increase/(Decrease) per \$100,000 Assessed Value</b>		<b>\$ (0.10)</b>	<b>\$ 11.98</b>	<b>\$ 0.31</b>	<b>\$ 1.48</b>	<b>\$ 0.19</b>

**SERVICE OVERVIEW:**

The purpose of this service is to provide financial resources that can be awarded to registered non-profit and other organizations to provide programs and services that serve the local community or provide a regional benefit. Proposals for funding from this program are brought forward by the electoral area director and are decided on by the Board as a whole. The authority for this service is provided through the *Local Government Act*, section 263(1)(c).

The total amount of financial assistance provided in any calendar year cannot exceed \$0.10 per \$1,000 of the assessed value in the region.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>127 - Grant In Aid Area C</b>							
Operating Revenue							
1 - Property tax requisition	(19,893)	(19,893)	(24,815)	(25,879)	(25,897)	(25,915)	(25,933)
9 - Prior year surplus	(22,806)	(20,930)	(16,046)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(42,699)</b>	<b>(40,823)</b>	<b>(40,861)</b>	<b>(25,879)</b>	<b>(25,897)</b>	<b>(25,915)</b>	<b>(25,933)</b>
Operating Expense							
11 - Operating expenses	26,653	40,823	40,861	25,879	25,897	25,915	25,933
<b>Operating Expense Total</b>	<b>26,653</b>	<b>40,823</b>	<b>40,861</b>	<b>25,879</b>	<b>25,897</b>	<b>25,915</b>	<b>25,933</b>
<b>127 - Grant In Aid Area C Total</b>	<b>\$ (16,046)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1/9/11 – Increased requisition for 2020 in light of increased spending in 2019. Grants in aid allocation to now be maintained at a \$25,000 base amount, with \$40,000 in 2020, per Area Director.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area C	\$ 19,893	\$ 24,815	\$ 25,879	\$ 25,897	\$ 25,915	\$ 25,933
<b>TOTAL</b>	<b>\$ 19,893</b>	<b>\$ 24,815</b>	<b>\$ 25,879</b>	<b>\$ 25,897</b>	<b>\$ 25,915</b>	<b>\$ 25,933</b>
Change \$		4,922	1,064	18	18	18
Change %		24.7%	4.3%	0.1%	0.1%	0.1%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0221</b>	<b>\$ 0.0241</b>	<b>\$ 0.0251</b>	<b>\$ 0.0252</b>	<b>\$ 0.0252</b>	<b>\$ 0.0252</b>
<b>Maximum Requisition Limit</b>	<b>\$ 79,198</b>	<b>\$ 92,610</b>				

**SERVICE GOALS FOR 2020/2021:**

- Process and application improvements for organizations who wish to apply for any grant in aid.

**SERVICE OVERVIEW:**

This function is responsible for the operation and maintenance of Owen Bay Wharf, Port Neville Wharf and Surge Narrows Wharf which were all divested from Transport Canada. The divested funds are transferred to revenue when eligible operating expenses or capital upgrades have been incurred.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>132 - Wharves</b>							
Operating Revenue							
3 - Sales of services	(363)	(365)	(365)	(365)	(365)	(365)	(365)
4 - Other revenue	(52,975)	(22,440)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
7 - Government transfers	6,657	(103,710)	(139,417)	(140,369)	(141,340)	(142,331)	(143,342)
Operating Revenue Total	(46,682)	(126,515)	(169,782)	(170,734)	(171,705)	(172,696)	(173,707)
Operating Expense							
11 - Operating expenses	46,682	126,515	169,782	170,734	171,705	172,696	173,707
Operating Expense Total	46,682	126,515	169,782	170,734	171,705	172,696	173,707
<b>132 - Wharves Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 4 – Interest revenue on Transport Canada divestiture funds; will decrease as funds are spent on eligible operations and capital upgrades.
- 7/11 – Budgeted transfers from divested funds to operate and upgrade wharves, per Transport Canada agreement.

**CAPITAL BUDGET:**

**2020 - 2024 FUNDED PROJECTS**

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>Port Neville Wharf Upgrades</b>	\$ 400,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	Grants
Replace wharf; 2014 engineering study recommended substantial replacements. 2019 construction, 2020 completion including information signs, re-establishment of natural habitat.							
<b>Owen Bay Wharf Upgrades</b>	50,000	400,000			-	-	Grants
Design and upgrade to expand dock space to meet service demand. 2019 - design works including approval of expanded tenure and Transport Canada approval, 2020/2021 construction.							
<b>Surge Narrows Wharf Upgrades</b>	50,000	-	500,000	-	-	-	Grants
Design and upgrade to expand dock space to meet service demand. 2019 - design works including approval of expanded tenure and Transport Canada approval, 2020/2021 construction.							
<b>TOTAL</b>	<b>\$ 500,000</b>	<b>\$ 900,000</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

**GRANTS:**

**Divestiture Funds**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance (all wharves)</b>	\$ 2,874,797	\$ 2,874,797	\$ 1,532,293	\$ 1,062,939	\$ 1,084,198	\$ 1,105,882
Transfers from operating fund	-	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-	-
Projects funded	-	(1,400,000)	(500,000)	-	-	-
Interest earned	-	57,496	30,646	21,259	21,684	22,118
<b>Ending Balance</b>	<b>\$ 2,874,797</b>	<b>\$ 1,532,293</b>	<b>\$ 1,062,939</b>	<b>\$ 1,084,198</b>	<b>\$ 1,105,882</b>	<b>\$ 1,127,999</b>
<b>Projects Funded:</b>						
Port Neville Wharf Upgrade	-	900,000				
Owen Bay Wharf Upgrade	-	450,000				
Surge Narrows Wharf Upgrade	-	50,000	500,000			
	<b>\$ -</b>	<b>\$ 1,400,000</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Note: Total amount shown; funds are allocated individually to each wharf.

**SERVICE GOALS FOR 2020/2021:**

- Complete capital maintenance and upgrades works as identified in agreements with Transport Canada and operate wharves.
- Port Neville Wharf upgrades
- Owen Bay Wharf upgrades
- Establish a wharves service for Electoral Area C to house all wharves in the region, including the three wharves currently in Function 132, as well as the other previously divested wharves from the federal government currently included in Function 618 Area C Parks. This would provide for a focused and coordinated effort on maintaining all wharves in Electoral Area C separate from the parks service. Adopt a wharves regulatory bylaw for all wharves within the service.

**Function 158 - Feasibility Studies - Electoral Area C**

**SERVICE OVERVIEW:**

The purpose of this service is to provide funds to support the study of any potential new services for the electoral area. If a regional district undertakes a service after conducting a feasibility study in respect of the service, the costs of that study are deemed to be costs of that service. The authority for this service which was established on October 30, 2000 is provided through the *Local Government Act*, section 379(4).

The maximum levy for this service cannot exceed \$0.10 per \$1,000 of the assessed value in the region.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>158 - Feasibility Studies - Electoral Area C</b>							
Operating Revenue							
1 - Property tax requisition	-	-	(1,305)	(270)	(270)	(270)	(270)
9 - Prior year surplus	(19,234)	(19,234)	(18,965)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(19,234)</b>	<b>(19,234)</b>	<b>(20,270)</b>	<b>(270)</b>	<b>(270)</b>	<b>(270)</b>	<b>(270)</b>
Operating Expense							
11 - Operating expenses	269	19,234	20,270	270	270	270	270
<b>Operating Expense Total</b>	<b>269</b>	<b>19,234</b>	<b>20,270</b>	<b>270</b>	<b>270</b>	<b>270</b>	<b>270</b>
<b>158 - Feasibility Studies - Electoral Area C Total</b>	<b>\$ (18,965)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 11 – Budgeted expense to provide for potential feasibility studies for new services in the electoral area; 2020 includes \$20,000 to fund SRD portion of water service feasibility study in Quathiaski Cove area with matching \$10,000 Provincial grant.
- 11 - Ongoing expenses are support services allocations from general administration.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area C	\$ -	\$ 1,305	\$ 270	\$ 270	\$ 270	\$ 270
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 1,305</b>	<b>\$ 270</b>	<b>\$ 270</b>	<b>\$ 270</b>	<b>\$ 270</b>
Change \$		1,305	(1,035)	-	-	-
Change %		n/a	(79.3%)	-	-	-
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0000</b>	<b>\$ 0.0013</b>	<b>\$ 0.0003</b>	<b>\$ 0.0003</b>	<b>\$ 0.0003</b>	<b>\$ 0.0003</b>
<b>Maximum Requisition Limit</b>	<b>\$ 79,198</b>	<b>\$ 92,610</b>				

**SERVICE GOALS FOR 2020/2021:**

- Undertake water feasibility study for Quathiaski Cove area of Quadra Island.

## Function 255 - North Quadra Island Assistance Response

### SERVICE OVERVIEW:

In late 2017, the Regional District entered into a new 5-year contract with the South Quadra Fire Protection District for the delivery of emergency response services to the northern part of Quadra Island. The Fire District has agreed to provide assistance response to emergency circumstances which may cause harm to persons or property.

The authority for this service was established June 30, 1997 through Bylaw 1917. The maximum levy for this service \$0.02 per \$1,000 of the assessed value of the defined portion of Electoral Area C.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>255 - North Quadra Assistance Response</b>							
Operating Revenue							
1 - Property tax requisition	(250)	(250)	(253)	(505)	(510)	(515)	(520)
9 - Prior year surplus	(250)	(250)	(247)	-	-	-	-
Operating Revenue Total	(500)	(500)	(500)	(505)	(510)	(515)	(520)
Operating Expense							
11 - Operating expenses	253	500	500	505	510	515	520
Operating Expense Total	253	500	500	505	510	515	520
<b>255 - North Quadra Assistance Response Total</b>	<b>\$ (247)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 1/9 – Ongoing surplus from prior years carrying into 2020 minimizes requisition.
- 11 – Budgeted expense provides small allowance for event costs.

### TAX REQUISITION SUMMARY:

Requisition Allocation:	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Local Service Area</b>						
Area C	\$ 250	\$ 253	\$ 505	\$ 510	\$ 515	\$ 520
<b>TOTAL</b>	<b>\$ 250</b>	<b>\$ 253</b>	<b>\$ 505</b>	<b>\$ 510</b>	<b>\$ 515</b>	<b>\$ 520</b>
Change \$		3	252	5	5	5
Change %		1.2%	99.6%	1.0%	1.0%	1.0%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0022</b>	<b>\$ 0.0022</b>	<b>\$ 0.0045</b>	<b>\$ 0.0045</b>	<b>\$ 0.0046</b>	<b>\$ 0.0046</b>
<b>Maximum Requisition Limit</b>	<b>\$ 2,170</b>	<b>\$ 2,170</b>				

### Reserve Summary:

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Future Expenditure Reserve	\$ 1,493	\$ 1,523	\$ 1,553	\$ 1,584	\$ 1,616	\$ 1,648
<b>TOTAL</b>	<b>\$ 1,493</b>	<b>\$ 1,523</b>	<b>\$ 1,553</b>	<b>\$ 1,584</b>	<b>\$ 1,616</b>	<b>\$ 1,648</b>

### SERVICE GOALS FOR 2020/2021:

- Maintain current service levels.

**SERVICE OVERVIEW:**

The Q-Cove sewer system collects wastewater from approximately 176 dwellings in 2019 and expected to increase to 192 dwellings in 2020 for the remaining users who have land improvements and can connect to the sewer system following the extension project upgrade completed in 2018/19.

The authority for this service was established May 30, 1994 through Bylaw 1588, with a subsequent amendment with Bylaw 2870. This service is currently funded by user fees; however, the service bylaw provides for the provision of parcel taxes, and property value taxation to a requisition maximum of \$30,000 for the defined portion of Electoral Area C.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>331 - Quathiaski Cove Sewer</b>							
Operating Revenue							
3 - Sales of services	(129,769)	(151,418)	(194,111)	(208,076)	(210,632)	(213,256)	(215,952)
9 - Prior year surplus	(48,019)	(47,846)	(22,388)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(177,788)</b>	<b>(199,264)</b>	<b>(216,499)</b>	<b>(208,076)</b>	<b>(210,632)</b>	<b>(213,256)</b>	<b>(215,952)</b>
Operating Expense							
11 - Operating expenses	147,901	191,764	216,499	186,295	189,118	192,010	194,974
12 - Debt principal	-	-	-	6,112	5,978	5,844	5,710
13 - Debt interest	-	-	-	669	536	402	268
14 - Transfers to reserves	7,500	7,500	-	15,000	15,000	15,000	15,000
<b>Operating Expense Total</b>	<b>155,401</b>	<b>199,264</b>	<b>216,499</b>	<b>208,076</b>	<b>210,632</b>	<b>213,256</b>	<b>215,952</b>
<b>331 - Quathiaski Cove Sewer Total</b>	<b>\$ (22,388)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 3 – A \$23,000 revenue shortfall occurred primarily due to actual user fees only increasing by 13% versus a required increase of 25% (\$17,973). In addition, 16 new users were forecasted to connect and begin paying annual fees however only 6 connected during the year (10 x \$575 = \$5,750).
- 3 – A user fee increase of 38% is required to balance the 2020 budget, this would increase user fees by \$220 to \$795 per year for a typical residential dwelling.
- 9 – Surplus is due to water treatment plant study not being completed by the end of the year; approximately \$28,000 in costs are being carried forward in 2020.
- 11 – This service requires significant renewal and maintenance in order to sustain the service. The wastewater treatment plant, which was purchased second hand in 1996, is now far beyond its expected service life and needs replacement. See Unfunded Project listing.
- 14 – No reserve transfer is being budgeted for 2020 to minimize the impact of the required rate increase. The reserve balance for this function is very low given it maintains a \$5 million asset group.
- 12/13 – In 2019 approximately \$300,000 in capital upgrades occurred on the existing system and were 83% funded by the Provincial and Federal Governments through the Clean Water and Wastewater Fund. The remaining 17% (approx. \$55,000) is anticipated to be funded 50% through short-term debt over 5 years and 50% from the Capital Reserve in order to minimize the impact on current ratepayers.



**Function 331 - Quathiaski Cove Sewer**

**CAPITAL BUDGET:**

**2020 - 2024 FUNDED PROJECTS**

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>Marine Outfall Improvements</b>	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	Community Works Fund
Stabilize bank and bury outfall infrastructure. As detailed in business case, relatively urgent - risk associated with exposure. Planned completion in 2020.							
<b>TOTAL</b>	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	

**2020 - 2024 UNFUNDED FUTURE PROJECTS**

Project Title	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>Waster Water Treatment Plant</b>		\$ 3,500,000				TBD
Replacement of aging infrastrucutre						
<b>TOTAL</b>	-	\$ 3,500,000	-	-	-	

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 981	\$ 981	\$ 981	\$ 981	\$ 981	\$ 981
Capital Reserve	41,092	14,701	29,995	45,595	61,507	77,737
<b>TOTAL</b>	\$ 42,073	\$ 15,682	\$ 30,976	\$ 46,576	\$ 62,488	\$ 78,718

**ACTIVE RESERVES:**

**Capital Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 33,592	\$ 41,092	\$ 14,701	\$ 29,995	\$ 45,595	\$ 61,507
Transfers from operating fund	7,500	-	15,000	15,000	15,000	15,000
Transfer to operating fund	-	-	-	-	-	-
Projects funded	-	(27,213)	-	-	-	-
Interest earned	-	822	294	600	912	1,230
<b>Ending Balance</b>	<b>\$ 41,092</b>	<b>\$ 14,701</b>	<b>\$ 29,995</b>	<b>\$ 45,595</b>	<b>\$ 61,507</b>	<b>\$ 77,737</b>
<b>Projects Funded:</b>						
Q-Cove expansion - Additional Works	-	27,213				
	\$ -	\$ 27,213	\$ -	\$ -	\$ -	\$ -

**DEBT:**

Short-Term Debt	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Balance	\$ -	\$ -	\$ 27,882	\$ 22,440	\$ 16,997	\$ 11,555
Debt draws	-	27,213	-	-	-	-
Interest (estimated)	-	669	686	552	418	284
Payments	-	-	(6,128)	(5,995)	(5,861)	(5,727)
<b>Ending Balance</b>	<b>\$ -</b>	<b>\$ 27,882</b>	<b>\$ 22,440</b>	<b>\$ 16,997</b>	<b>\$ 11,555</b>	<b>\$ 6,112</b>

**SERVICE GOALS FOR 2020/2021:**

- Complete upgrades on the marine outfall for system integrity.
- Update user fee bylaw to required rates to fund ongoing service delivery.
- Consideration of a parcel tax implementation.
- Fund the remaining portion of the additional works that were installed during the expansion project.

**SERVICE OVERVIEW:**

The Regional District received a provincial grant for an extension of approximately 1.5 km of sewer main to allow 43 more properties (35 of which are developed) to connect to the Quathiaski Cove sewer system. The \$1 million project was funded 83% from the Clean Water and Wastewater Fund.

With the project completed in 2019 and the final costs to the ratepayers net of grants received for the project, the total cost for each property owner is \$4,447, reduced from the original estimate of \$9,100 per property. Residents will have the option to pay upfront by March 31, 2020 or to pay the amount to the SRD through a parcel tax over a 20-year payback period. The SRD will obtain external borrowing from the Municipal Finance Authority for the unpaid amount which will be recouped through a parcel tax.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>332 - Quathiaski Cove Sewer Ext #1</b>							
Operating Revenue							
2 - Frontage and parcel taxes	-	-	-	(13,767)	(13,767)	(13,767)	(13,767)
Operating Revenue Total	-	-	-	(13,767)	(13,767)	(13,767)	(13,767)
Operating Expense							
11 - Operating expenses	-	-	-	1,500	1,500	1,500	1,500
12 - Debt principal	-	-	-	7,486	7,486	7,486	7,486
13 - Debt interest	-	-	-	4,781	4,781	4,781	4,781
Operating Expense Total	-	-	-	13,767	13,767	13,767	13,767
<b>332 - Quathiaski Cove Sewer Ext #1 Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 2 – Estimated parcel taxes for sewer connection fee payment over 20 years, starting in 2021. Current budgets assume none of the ratepayers will pay upfront and will utilize SRD long-term borrowing capacity to pay their portion. Will be updated for final amounts outstanding for 2021 budget.
- 12/13 – Estimated principal and interest charges on the financed sewer extension capital costs for the Quathiaski Cove sewer project.

**DEBT SUMMARY:**

Short-Term Debt	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Balance	\$ 168,793	\$ 247,347	\$ 253,432	\$ 247,399	\$ 241,219	\$ 234,885
Debt draws	74,892	-	-	-	-	-
Interest* (2019 YTD)	3,662	6,085	6,234	6,086	5,934	5,778
Payments	-	-	(12,267)	(12,267)	(12,267)	(12,267)
<b>Ending Balance</b>	<b>\$ 247,347</b>	<b>\$ 253,432</b>	<b>\$ 247,399</b>	<b>\$ 241,219</b>	<b>\$ 234,885</b>	<b>\$ 228,397</b>

*Note: This debt is expected to be replaced by long-term financing in the fall of 2020 once any parcel tax is finalized.*

**SERVICE GOALS FOR 2020/2021:**

- Adoption of parcel tax bylaw to finance the deferral of capital cost share by property owners.

**Function 536 - House Numbering Area C**

**SERVICE OVERVIEW:**

Function 501 - Geographic Information Systems fulfills the service of assigning and managing house numbering in Electoral Area C.

The authority for this service was originally established January 13, 1976 through SLP #33/35, with subsequent amendments with SLP #71 and Bylaws 2142 and 2157. The maximum levy for this service is \$0.277 per \$1,000 of the assessed value of the Electoral Area C.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>536 - House Numbering Area C</b>							
Operating Revenue							
1 - Property tax requisition	(413)	(413)	(432)	(436)	(440)	(444)	(448)
9 - Prior year surplus	(1)	(1)	-	-	-	-	-
<b>Operating Revenue Total</b>	<b>(414)</b>	<b>(414)</b>	<b>(432)</b>	<b>(436)</b>	<b>(440)</b>	<b>(444)</b>	<b>(448)</b>
Operating Expense							
11 - Operating expenses	414	414	432	436	440	444	448
<b>Operating Expense Total</b>	<b>414</b>	<b>414</b>	<b>432</b>	<b>436</b>	<b>440</b>	<b>444</b>	<b>448</b>
<b>536 - House Numbering Area C Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1 – Requisition maintained at prior year levels.
- 11 - Standing annual in-house labour allocation from Function 501 - GIS and a support services allocation.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area C	\$ 413	\$ 432	\$ 436	\$ 440	\$ 444	\$ 448
<b>TOTAL</b>	<b>\$ 413</b>	<b>\$ 432</b>	<b>\$ 436</b>	<b>\$ 440</b>	<b>\$ 444</b>	<b>\$ 448</b>
Change \$		19	4	4	4	4
Change %		4.6%	0.9%	0.9%	0.9%	0.9%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0005</b>	<b>\$ 0.0004</b>	<b>\$ 0.0004</b>	<b>\$ 0.0004</b>	<b>\$ 0.0004</b>	<b>\$ 0.0004</b>
<b>Maximum Requisition Limit</b>	<b>\$ 21,938</b>	<b>\$ 25,653</b>				

**SERVICE GOALS FOR 2020/2021:**

- Maintain service levels.

**Function 555 - Economic Development - Area 'C'**

**SERVICE OVERVIEW:**

This function provides financial assistance to organizations for the purpose of promoting, advancing or supporting activities and initiatives that enhance the economic health and prosperity of Electoral Area C.

The authority for this service was originally established through SLP on June 30, 1976 and converted to a service with Bylaw 149 on November 22, 2012. The maximum levy for this service is \$0.278 per \$1,000 of the assessed values of Electoral Area C.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>555 - Economic Development - Area 'C'</b>							
Operating Revenue							
1 - Property tax requisition	(20,000)	(20,000)	(20,000)	(20,824)	(20,841)	(20,858)	(20,875)
9 - Prior year surplus	(45,245)	(45,245)	(27,550)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(65,245)</b>	<b>(65,245)</b>	<b>(47,550)</b>	<b>(20,824)</b>	<b>(20,841)</b>	<b>(20,858)</b>	<b>(20,875)</b>
Operating Expense							
11 - Operating expenses	13,225	40,775	40,807	20,824	20,841	20,858	20,875
14 - Transfers to reserves	24,470	24,470	6,743	-	-	-	-
<b>Operating Expense Total</b>	<b>37,695</b>	<b>65,245</b>	<b>47,550</b>	<b>20,824</b>	<b>20,841</b>	<b>20,858</b>	<b>20,875</b>
<b>555 - Economic Development - Area 'C' Total</b>	<b>\$ (27,550)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1/9/11 – Property tax requisition maintained at 2019 levels using prior year surplus. Funds available for economic development grants are maintained at \$20,000 per Area Director, with \$40,000 in 2020 using prior year surplus amounts.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area C	\$ 20,000	\$ 20,000	\$ 20,824	\$ 20,841	\$ 20,858	\$ 20,875
<b>TOTAL</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,824</b>	<b>\$ 20,841</b>	<b>\$ 20,858</b>	<b>\$ 20,875</b>
Change \$		-	824	17	17	17
Change %		-	4.1%	0.1%	0.1%	0.1%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0222</b>	<b>\$ 0.0194</b>	<b>\$ 0.0202</b>	<b>\$ 0.0203</b>	<b>\$ 0.0203</b>	<b>\$ 0.0203</b>
<b>Maximum Requisition Limit</b>	<b>\$ 22,017</b>	<b>\$ 25,746</b>				



**Function 555 - Economic Development - Area 'C'**

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 28,470	\$ 35,213	\$ 35,213	\$ 35,213	\$ 35,213	\$ 35,213
<b>TOTAL</b>	<b>\$ 28,470</b>	<b>\$ 35,213</b>	<b>\$ 35,213</b>	<b>\$ 35,213</b>	<b>\$ 35,213</b>	<b>\$ 35,213</b>

**ACTIVE RESERVES:**

**Appropriated Surplus Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 4,000	\$ 28,470	\$ 35,213	\$ 35,213	\$ 35,213	\$ 35,213
Transfers from operating fund	24,470	6,743	-	-	-	-
Transfer to operating fund	-	-	-	-	-	-
Projects funded	-	-	-	-	-	-
<b>Ending Balance</b>	<b>\$ 28,470</b>	<b>\$ 35,213</b>	<b>\$ 35,213</b>	<b>\$ 35,213</b>	<b>\$ 35,213</b>	<b>\$ 35,213</b>

**SERVICE GOALS FOR 2020/2021:**

- To ensure enough funds are available to meet anticipated demand for economic development grant applications.

**SERVICE OVERVIEW:**

There are 17 community parks in Electoral Area C, serving a population of 2,431 (2016 Census) as well as the many visitors and tourists to the area. There are also 4 provincial parks on the island and several marine parks within the greater electoral area.

The authority for this service was originally established through SLP #67 (Div XLV) on October 29, 1987 and subsequently converted to a local service area with Bylaw 2097. The maximum levy for this service is \$0.50 per \$1,000 of the assessed values of Electoral Area C.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>618 - Community Parks Area C</b>							
Operating Revenue							
1 - Property tax requisition	(179,690)	(179,690)	(188,664)	(228,602)	(230,955)	(233,357)	(235,810)
4 - Other revenue	(3,500)	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)
6 - Grants in lieu	-	(400)	-	-	-	-	-
7 - Government transfers	-	-	(43,000)	-	-	-	-
9 - Prior year surplus	(48,571)	(49,687)	(57,634)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(231,761)</b>	<b>(233,377)</b>	<b>(292,898)</b>	<b>(232,202)</b>	<b>(234,555)</b>	<b>(236,957)</b>	<b>(239,410)</b>
Operating Expense							
11 - Operating expenses	154,127	213,377	282,898	222,202	224,555	226,957	229,410
14 - Transfers to reserves	20,000	20,000	10,000	10,000	10,000	10,000	10,000
<b>Operating Expense Total</b>	<b>174,127</b>	<b>233,377</b>	<b>292,898</b>	<b>232,202</b>	<b>234,555</b>	<b>236,957</b>	<b>239,410</b>
<b>618 - Community Parks Area C Total</b>	<b>\$ (57,634)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1/9 – Property tax requisition maintained using prior year projected surplus funds as in prior years.
- 7 – Community Works Fund reserve being utilized to complete two asset management initiatives in 2020 as recommended by the recently endorsed Asset Management Plan; the parks data collection and inventory project and the parks master plan. Both projects will significantly improve the data and planning resources needed to develop more efficient and effective long-range plans to ensure the needs of the community are being met.
- 11 – Expenses include \$20,000 carried over from 2019 including Granite Bay shoreline and Hoskyn Wharf repairs.

**CAPITAL BUDGET:**

**2020 - 2024 FUNDED PROJECTS**

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>Q-Cove Village Trail System</b>	\$ 42,533	\$ -	\$ -	\$ -	\$ -	\$ -	Community Works Funds
Construction of pedestrian pathway along the Harper Rd sewer easement. Development of the trail is contained within the 2007 Q-Cove Village Plan as identified through public consultation.							
<b>Read Island Property Acquisition</b>	57,490	-	-	-	-	-	Reserves
Acquisition of upland property and assignment of foreshore wharf licence. Property acquisition complete in 2018. Subdivision and licence of occupation and wharf works to continue in 2020.							
<b>Blenkin Park Trail Improvements</b>	25,000	-	-	-	-	-	Reserves
Trail/field equipment and improvements.							
<b>Granite Bay Boatramp Improvements</b>	-	20,000	-	-	-	-	Reserves
Boat ramp requires improvements to protect the asset and improve functionality.							
<b>Blenkin Park Playground Replacement</b>	-	100,000	-	-	-	-	Community Works Funds
Blenkin Daycare playground removal and replacement. Blenkin Park wooden playground is an asset reaching the end of its useful life. Removal and replacement if desired is required within 1-2 years.							
<b>Hoskyn Wharf Extension</b>	-	100,000	-	-	-	-	Community Works Funds
Hoskyn wharf extension. Wharf at capacity during peak times and in dire need of expansion. Potential to apply for grant on this project. Future consideration.							
<b>Granite Bay Shoreline Repairs</b>	-	-	25,000	-	-	-	Community Works Funds
Granite Bay shoreline erosion work. Shoreline works are eroding and in need of repair.							
<b>TOTAL</b>	<b>\$ 125,023</b>	<b>\$ 220,000</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area C	\$ 179,690	\$ 188,664	\$ 228,602	\$ 230,955	\$ 233,357	\$ 235,810
<b>TOTAL</b>	<b>\$ 179,690</b>	<b>\$ 188,664</b>	<b>\$ 228,602</b>	<b>\$ 230,955</b>	<b>\$ 233,357</b>	<b>\$ 235,810</b>
Change \$		8,974	39,938	2,353	2,402	2,453
Change %		5.0%	21.2%	1.0%	1.0%	1.1%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.1995</b>	<b>\$ 0.1833</b>	<b>\$ 0.2221</b>	<b>\$ 0.2244</b>	<b>\$ 0.2268</b>	<b>\$ 0.2291</b>
<b>Maximum Requisition Limit</b>	<b>\$ 395,988</b>	<b>\$ 463,052</b>				

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Future Expenditure Reserve	29,353	29,940	30,539	31,150	31,773	32,408
Capital Reserve	126,534	36,575	47,306	58,252	69,417	80,806
Endowment Reserve	14,162	14,445	14,734	15,029	15,329	15,636
<b>TOTAL</b>	<b>\$ 190,049</b>	<b>\$ 100,960</b>	<b>\$ 112,579</b>	<b>\$ 124,431</b>	<b>\$ 136,520</b>	<b>\$ 148,850</b>

**ACTIVE RESERVES:**

**Capital Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 162,350	\$ 126,534	\$ 36,575	\$ 47,306	\$ 58,252	\$ 69,417
Transfers from operating fund	20,000	10,000	10,000	10,000	10,000	10,000
Transfer to operating fund	-	-	-	-	-	-
Projects funded	(55,816)	(102,490)	-	-	-	-
Interest earned	-	2,531	731	946	1,165	1,388
<b>Ending Balance</b>	<b>\$ 126,534</b>	<b>\$ 36,575</b>	<b>\$ 47,306</b>	<b>\$ 58,252</b>	<b>\$ 69,417</b>	<b>\$ 80,806</b>

**Projects Funded:**

Read Island Property Acquisition	34,907	57,490				
Hyacinthe Bay Land Acquisition	525	-				
Blenkin Park Bleacher Replacement	20,384	-				
Blenkin Park Trail Improvements	-	25,000				
Granite Bay Boatramp Improvements		20,000				
	<b>\$ 55,816</b>	<b>\$ 102,490</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**SERVICE GOALS FOR 2020/2021:**

- Continue construction of Quathiaski Cove Pedestrian Pathway.
- Secure and develop park site on Stuart Island (crown application/water license).
- Build off the Read Island Park Acquisition, Subdivision and plan for capital works to Surge Store and Wharf in 2020.
- Granite Bay and Hoskyn Wharf Repairs.
- New Park Regulation Bylaw (BLN 2027) for Area C parks.
- Improve asset management and long-term planning through the development of a parks inventory plan.
- Continue advocating for the acquisition of Hyacinthe Bay Rd school site (crown application).
- Establish Quadra Golf Course trail.
- Granite Bay boat ramp improvements.
- Blenkin Park Playground upgrade.
- Develop an Electoral Area C Parks Master Plan to guide long term park planning.

## Function 685 - Quadra Island Community Hall

### SERVICE OVERVIEW:

This function provides funding for the operation of the Blenkin Memorial Community Hall. The SRD owns the building and contracts the operations to the Quadra Island Recreation Society.

The authority for this service was originally established through Bylaw 1363 on September 30, 1991, with subsequent amendments with Bylaw 2244. The maximum levy for this service is \$0.50 per \$1,000 of the assessed values of Electoral Area C.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>685 - Quadra Island Community Hall Subsidy</b>							
Operating Revenue							
1 - Property tax requisition	(138,864)	(138,864)	(157,294)	(167,107)	(170,115)	(173,123)	(173,131)
6 - Grants in lieu	(461)	(460)	(460)	(460)	(460)	(460)	(460)
8 - Transfers from reserves	-	-	(20,000)	-	-	-	-
9 - Prior year surplus	(1,498)	(1,497)	(5,805)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(140,823)</b>	<b>(140,821)</b>	<b>(183,559)</b>	<b>(167,567)</b>	<b>(170,575)</b>	<b>(173,583)</b>	<b>(173,591)</b>
Operating Expense							
11 - Operating expenses	135,018	140,821	183,559	167,567	170,575	173,583	173,591
<b>Operating Expense Total</b>	<b>135,018</b>	<b>140,821</b>	<b>183,559</b>	<b>167,567</b>	<b>170,575</b>	<b>173,583</b>	<b>173,591</b>
<b>685 - Quadra Island Community Hall Subsidy Total</b>	<b>\$ (5,805)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 1/11 – Property tax requisition increase in 2020 to fund \$18,000 funding deficiency for Quadra Island Recreation Association due to loss of BC Gaming grants.
- 8/11 – Operating expenses include \$20,000 to undertake condition assessment on facility to determine future upgrade and maintenance works to ensure efficient use of capital re-investment funds and to maintain building integrity; funded by reserve.

### CAPITAL BUDGET:

#### 2020 - 2024 FUNDED PROJECTS

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>QI Hall Seismic Upgrades</b>	\$ 86,907	\$ -	\$ -	\$ -	\$ -	\$ -	Grants
Seismic upgrade. 100% Provincial grant. Grant received in 2017, work started in 2018, planned completion in 2020.							
<b>TOTAL</b>	<b>\$ 86,907</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

**2020 - 2024 UNFUNDED FUTURE PROJECTS**

Project Title	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>Quadra Island Community Hall Building contents</b>	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -	TBD
Asset renewal of aging equipment.						
<b>Quadra Island Community Hall Building</b>	-	-	50,000	-	-	TBD
Asset renewal of aging infrastructure.						
<b>TOTAL</b>	\$ -	\$ 10,000	\$ 50,000	\$ 10,000	\$ -	

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area C	\$ 138,864	\$ 157,294	\$ 167,107	\$ 170,115	\$ 173,123	\$ 173,131
<b>TOTAL</b>	\$ 138,864	\$ 157,294	\$ 167,107	\$ 170,115	\$ 173,123	\$ 173,131
Change \$		18,430	9,813	3,008	3,008	8
Change %		13.3%	6.2%	1.8%	1.8%	0.0%
<b>Tax Rate Estimate (Per \$1,000)</b>	\$ 0.2090	\$ 0.2006	\$ 0.2132	\$ 0.2170	\$ 0.2208	\$ 0.2208
<b>Maximum Requisition Limit</b>	\$ 312,364	\$ 370,158				

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Future Expenditure Reserve	\$ 73,876	\$ 55,353	\$ 56,460	\$ 57,589	\$ 58,741	\$ 59,916
Capital Reserve	3,544	3,614	3,687	3,760	3,836	3,912
<b>TOTAL</b>	\$ 77,419	\$ 58,968	\$ 60,147	\$ 61,350	\$ 62,577	\$ 63,828

**ACTIVE RESERVES:**

**Future Expenditure Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 73,876	\$ 73,876	\$ 55,353	\$ 56,460	\$ 57,589	\$ 58,741
Transfers from operating fund	-	-	-	-	-	-
Transfer to operating fund	-	(20,000)	-	-	-	-
Projects funded	-	-	-	-	-	-
Interest earned	-	1,478	1,107	1,129	1,152	1,175
<b>Ending Balance</b>	<b>\$ 73,876</b>	<b>\$ 55,353</b>	<b>\$ 56,460</b>	<b>\$ 57,589</b>	<b>\$ 58,741</b>	<b>\$ 59,916</b>

**SERVICE GOALS FOR 2020/2021:**

- Renew service contract with Quadra Island Recreation Society for the operation of the facility.
- Complete Community Hall condition assessment and integrate with SRD Asset Management Plan.

**SERVICE OVERVIEW:**

In 2000, under the *Municipal Act* (now the *Local Government Act*) and the *Regional District of Comox-Strathcona Heritage Conservation Extended Service Establishment Bylaw No. 2183, 1999, Bylaw No. 2182 (CSRD)*, this service was established for all electoral areas (however this has changed over time – see related bylaws below). This was pursuant to Part 27 of the pre-RS2015 LGA, which is now Part 15.

The authority for this service was originally established March 27, 2000 with Bylaw 36, with subsequent amendments with Bylaw 2183. The maximum levy for this service is \$0.25 per \$1,000 of the assessed value of Electoral Area B.

Related bylaws:

- *Bylaw No. 2183, being Heritage Conservation Extended Service Establishment Bylaw, 1999.*

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>698 - Heritage Conservation - Area C</b>							
Operating Revenue							
1 - Property tax requisition	(1,270)	(1,270)	(1,270)	(1,270)	(1,270)	(1,270)	(1,270)
9 - Prior year surplus	(3,572)	(3,572)	(4,581)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(4,842)</b>	<b>(4,842)</b>	<b>(5,851)</b>	<b>(1,270)</b>	<b>(1,270)</b>	<b>(1,270)</b>	<b>(1,270)</b>
Operating Expense							
11 - Operating expenses	261	4,842	5,851	1,270	1,270	1,270	1,270
<b>Operating Expense Total</b>	<b>261</b>	<b>4,842</b>	<b>5,851</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</b>
<b>698 - Heritage Conservation - Area C Total</b>	<b>\$ (4,581)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1/9/11 – Requisition maintained at prior year levels. 2020 expenses include prior year surplus funding.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area C	\$ 1,270	\$ 1,270	\$ 1,270	\$ 1,270	\$ 1,270	\$ 1,270
<b>TOTAL</b>	<b>\$ 1,270</b>	<b>\$ 1,270</b>	<b>\$ 1,270</b>	<b>\$ 1,270</b>	<b>\$ 1,270</b>	<b>\$ 1,270</b>
Change \$		-	-	-	-	-
Change %		-	-	-	-	-
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0014</b>	<b>\$ 0.0012</b>	<b>\$ 0.0012</b>	<b>\$ 0.0012</b>	<b>\$ 0.0012</b>	<b>\$ 0.0012</b>
<b>Maximum Requisition Limit</b>	<b>\$ 197,994</b>	<b>\$ 231,526</b>				

**SERVICE GOALS FOR 2020/2021:**

- Maintain current service levels.

## Function 770 - Electoral Area C Street Lighting Service

### SERVICE OVERVIEW:

This function provides street lighting to the Quathiaski Cove area of Electoral Area C.

The authority for this service was originally established through Bylaw 64 on June 28, 1971, with subsequent amendments with Bylaws 188 and 2539.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>770 - Electoral Area C Street Lighting Service</b>							
Operating Revenue							
1 - Property tax requisition	(7,185)	(7,185)	(7,333)	(7,740)	(7,895)	(8,053)	(8,214)
9 - Prior year surplus	(309)	(305)	(254)	-	-	-	-
Operating Revenue Total	(7,494)	(7,490)	(7,587)	(7,740)	(7,895)	(8,053)	(8,214)
Operating Expense							
11 - Operating expenses	7,240	7,490	7,587	7,740	7,895	8,053	8,214
Operating Expense Total	7,240	7,490	7,587	7,740	7,895	8,053	8,214
<b>770 - Electoral Area C Street Lighting Service Total</b>	<b>\$ (254)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 1/9 – Property tax requisition limit on this service is fixed at \$7,880 however ongoing hydro rate increases are expected to push the annual budget above that amount starting in 2022. Requisition limit may soon need to be increased in order to maintain adequate funding and cover the costs of this service.

### TAX REQUISITION SUMMARY:

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area C	\$ 7,185	\$ 7,333	\$ 7,740	\$ 7,895	\$ 8,053	\$ 8,214
<b>TOTAL</b>	<b>\$ 7,185</b>	<b>\$ 7,333</b>	<b>\$ 7,740</b>	<b>\$ 7,895</b>	<b>\$ 8,053</b>	<b>\$ 8,214</b>
Change \$		148	407	155	158	161
Change %		2.1%	5.6%	2.0%	2.0%	2.0%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0080</b>	<b>\$ 0.0071</b>	<b>\$ 0.0075</b>	<b>\$ 0.0077</b>	<b>\$ 0.0078</b>	<b>\$ 0.0080</b>
<b>Maximum Requisition Limit</b>	<b>\$ 7,880</b>	<b>\$ 7,880</b>				

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 485	\$ 485	\$ 485	\$ 485	\$ 485	\$ 485
<b>TOTAL</b>	<b>\$ 485</b>	<b>\$ 485</b>	<b>\$ 485</b>	<b>\$ 485</b>	<b>\$ 485</b>	<b>\$ 485</b>

**SERVICE GOALS FOR 2020/2021:**

- Work with BC Hydro to address any non-functioning streetlights.
- Discuss with BC Hydro the possibility of moving to more energy-efficient bulbs.
- Given ongoing increases in BC Hydro rates and low requisition limit for this service, review the current service bylaw to increase the requisition limit and consider a rate per \$1,000 of assessed value of the service area which will provide funding flexibility for this service in the future.

**2020 Financial Plan - Business Case  
Asset Management Data Collection**

**Executive Summary**

A key finding in the recently completed Asset Management Plan was that the SRD’s asset data information for linear infrastructure for sewer and water is very high level and lacking granularity which is difficult to plan efficiently for ongoing maintenance and asset replacement. Parks data was also identified as very limited given the many assets contributed to the SRD by provincial and other agencies, as well as limited condition of this expansive asset infrastructure spreading diverse geographic electoral areas. This led to difficulty in quantifying the estimated replacement value, condition rating, and annual sustainable investment levels for capital re-investment which limits the ability for future planning and efficient management of the parks service in each of electoral Area B, C, and D where this service exists.

Improving the asset data inventory for completeness, granularity, accuracy, and condition is the first recommendation in the asset management improvement strategy. The SRD does not have the staffing capacity to collect this data therefore it is recommended that a dedicated resource is allocated to collect this key data for sewer, water, and parks infrastructure in 2019 to improve management of these core infrastructure assets moving forward.

**Business Problem and Opportunity**

Currently, the data sets for linear and parks infrastructure are a patchwork of as-built drawings, work order invoices, feasibility studies and staff knowledge using information available. The asset management plan has shown that the greatest weakness for forecasting renewals and replacement is the lack of granularity of the data. In order to accurately forecast the strategic capital re-investments and efficient service delivery, more comprehensive data sets are required. This can only be accomplished by boots-on-the-ground asset identification and condition assessments.

A focused effort to collect this data for sewer, water, and parks infrastructure through a dedicated resource would maximize the investment in this effort and minimize costs, while ensuring consistent data collection practices to ensure efficient management of this core information moving forward. Utilizing external resources with expertise and experience would ensure that the deliverables would provide long-lasting benefit.

**Proposed Project Objectives**

Collect data to improve current data sets with regards to asset location and condition to enhance inventory for future re-investment forecasting through asset management as recommended in the asset management improvement strategies.

**Business Risks**

The coarse nature of the current asset inventory limits the ability to plan for future renewals and re-investments. This puts the organization at risk of unforeseen system failures and service interruptions as well as an increase in financial risk caused by these potential situations. The lack of detailed asset data also limits the ability to strategically plan for capital re-investment and maintenance of assets on the most needed areas.

**Cost Benefits Analysis and Proposed Source(s) of Funding**

The estimated costs to undertake this project is \$40,000 which would maximize funding allocated by combining under one project; funding would be distributed to the five service areas minimizing costs to each service. This work would fall under asset management practices implementation and would be eligible for Community Works Reserve funding. The respective electoral area Community Works Reserve balances at the end of 2018 having balances of \$476,388 for Area B, \$1,342,658 for Area C, and \$2,509,833. Alternatively, this operating project could be funded through the respective services areas Future Expenditure Reserves; Area B having a 2018 year-ending balance of \$67,059, Area C \$29,353, and Area D \$225,394.

a) Total Costs	2020	2021	2022	2023	2024
Capital Costs	\$	\$	\$	\$	\$
Operational Revenues	\$	\$	\$	\$	\$
Operational Costs	\$40,000	\$	\$	\$	\$
Total	\$40,000	\$	\$	\$4	\$



**2020 Financial Plan - Business Case  
Asset Management Data Collection**

<b>b) Benefits</b>	
<b>Tangible Benefits</b>	Completed asset inventory and data sets for core infrastructure, enhancing service management practices.
<b>Intangible Benefits</b>	Ensures sustainable service delivery and efficient use of available resources.

**Summary Recommendation**

THAT the 2020-2024 Financial Plan includes \$8,000 in operational funding for asset management data collection for Area B parks service, to be funded from Electoral Area B Community Works (Gas Tax) Reserve.

THAT the 2020-2024 Financial Plan includes \$8,000 in operational funding for asset management data collection for Area C parks service and \$8,000 for the Quathiaski Cove sewer service, for a total of \$16,000 to be funded from Electoral Area C Community Works (Gas Tax) Reserve.

THAT the 2020-2024 Financial Plan includes \$8,000 in operational funding for asset management data collection for Area D parks service and \$8,000 for the Area D water service, for a total of \$16,000 to be funded from Electoral Area D Community Works (Gas Tax) Reserve.

**2020 Financial Plan - Business Case  
Electoral Area Parks Master Plans**

**Executive Summary**

A key observation in the recently completed Asset Management Plan was that the SRD did not have master plans for the three Electoral Area parks services in Area B, C, and D. Parks master plans are standard practice for this core service area for local governments as it ensures a focused effort on the maintenance and development of a relatively undefined service area. The SRD has extensive parks infrastructure and amenities across the three geographically diverse parks services with different types of parks amenities and levels of services whether more nature based versus amenity focused parks. The respective park assets have been established over time in a relatively ad-hoc fashion including the contribution of many parks’ assets by the provincial government and other agencies.

Obtaining a parks master plan for each electoral area would document the extensive list of parks, the type of park, and the extensive types of infrastructure within each park, whether this met the desired levels of service for the residents, condition and estimated replacement cost of the diverse infrastructure, and establish future plans for development and enhancement of parks services provided by the SRD. The master plans would also provide information required to develop a 10-year or long range capital plan for capital re-investment and maximization of available resources for parks service, which is currently very difficult to do with limited infrastructure information and without a master document providing a frame work for strategic decision making on this highly valued service area.

**Business Problem and Opportunity**

The parks services within the Electoral Areas in B, C, and D are in need to move to more holistic parks planning to maximize future investment. Parks master plans will assist in defining target levels of service, identify needs for re-investment and improvement, proactively identify infrastructure and funding needs and link capital and operating decisions to level of service for park services throughout each the Electoral Areas.

The SRD’s Asset Management Plan, as endorsed by the Board in October 2019, identified a number of gaps and challenges for strategic management of asset infrastructure, particularly for the parks services of which a key deficiency was the lack of parks master plans for the three Electoral Area parks services.

**Proposed Project Objectives**

To improve the overall sustainable service delivery for parks within the Electoral Areas.

**Business Risks**

There are no risks and numerous benefits associated with this proposal. Benefits associated with the development of parks plans include, but are not limited to:

- Proactively identify infrastructure and funding needs
- Better manage risks associated with asset failure
- Move towards more sustainable funding levels over time
- Provide for more sustainable service delivery over the long term
- Leverage senior government grants for capital projects as they become available

**Cost Benefits Analysis and Proposed Sources of Funding**

The estimated costs to undertake this project is \$35,000 for each Electoral Area parks service. This work would fall under asset management practices implementation and would be eligible for Community Works Reserve funding. The respective electoral area Community Works Reserve balances at the end of 2018 having balances of \$476,388 for Area B, \$1,342,658 for Area C, and \$2,509,833. Alternatively, this operating project could be funded through the respective services areas Future Expenditure Reserves; Area B having a 2018 year-ending balance of \$67,059, Area C \$29,353, and Area D \$225,394.

a) Total Costs	2020	2021	2022	2023	2024
Capital Costs	\$	\$	\$	\$	\$
Operational Revenues	\$	\$	\$	\$	\$
Operational Costs Area B	\$35,000	\$	\$	\$	\$
Operational Costs Area C	\$35,000				
Operational Costs Area D	\$35,000				
<b>Total</b>	<b>\$105,000</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>



**2020 Financial Plan - Business Case  
Electoral Area Parks Master Plans**

<b>b) Benefits</b>	
<b>Tangible Benefits</b>	Proactively identify infrastructure and funding needs, prioritize parks acquisition, development, improvement and capital re-investment.
<b>Intangible Benefits</b>	Ensure sustainable service delivery, maximize available funding, information for strategic decision making, leverage for government grants for key enhancements.

**Summary Recommendation**

THAT the 2020-2024 Financial Plan includes \$35,000 in operational funding for the development of a parks master plan for Area B parks service, to be funded from Electoral Area B Community Works (Gas Tax) Reserve.

THAT the 2020-2024 Financial Plan includes \$35,000 in operational funding for the development of a parks master plan for Area C parks service, to be funded from Electoral Area C Community Works (Gas Tax) Reserve.

THAT the 2020-2024 Financial Plan includes \$35,000 in operational funding for the development of a parks master plan for Area D parks service, to be funded from Electoral Area D Community Works (Gas Tax) Reserve.

**2020 Financial Plan - Business Case  
Quadra Island Community Hall Condition Assessment**

**Executive Summary**

In order to ensure sustainable service delivery for this key community facility, a condition assessment on the current state of core building components of the Quadra Island Community Centre to be used for building a 10-year capital re-investment plan to maintain building integrity in accordance to the SRD Asset Management Plan is recommended.

**Business Problem and Opportunity**

The Quadra Island Community Hall is an important asset for Area C and the SRD. It is well maintained and has received numerous upgrades in its life.

The SRD's Asset Management Plan recommends improving the SRD's understanding of its assets so that core upgrades to maintain infrastructure can be planned for in advance of any asset failures and escalating costs for repairs. This is accomplished through improving asset inventory of core asset components and conducting condition assessments. A thorough condition assessment would provide the SRD with an asset register and precise information to use in the development of a 10-year capital re-investment plan which would maximize available funding to maintain this facility.

**Proposed Project Objectives**

Assessment of the current condition on all SRD assets which includes the Quadra Island Community Hall.

Compile asset condition on facility components to develop 10-year capital re-investment plan that maximizes available funding for maintaining this core community facility.

**Business Risks**

There are no risks associated with this project.

**Cost Benefits Analysis and Proposed Source(s) of Funding**

The proposed funding source for this one-time project is the Future Expenditure Reserve for this service, which had a \$73,875 balance at the end of 2018. Funding from reserve is an appropriate use of funding for one-time projects, which does not impact the annual requisition for this service.

a) Total Costs	2020	2021	2022	2023	2024
Capital Costs	\$	\$	\$	\$	\$
Operational Revenues	\$	\$	\$	\$	\$
Operational Costs	\$20,000	\$	\$	\$	\$
<b>Total</b>	<b>\$20,000</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

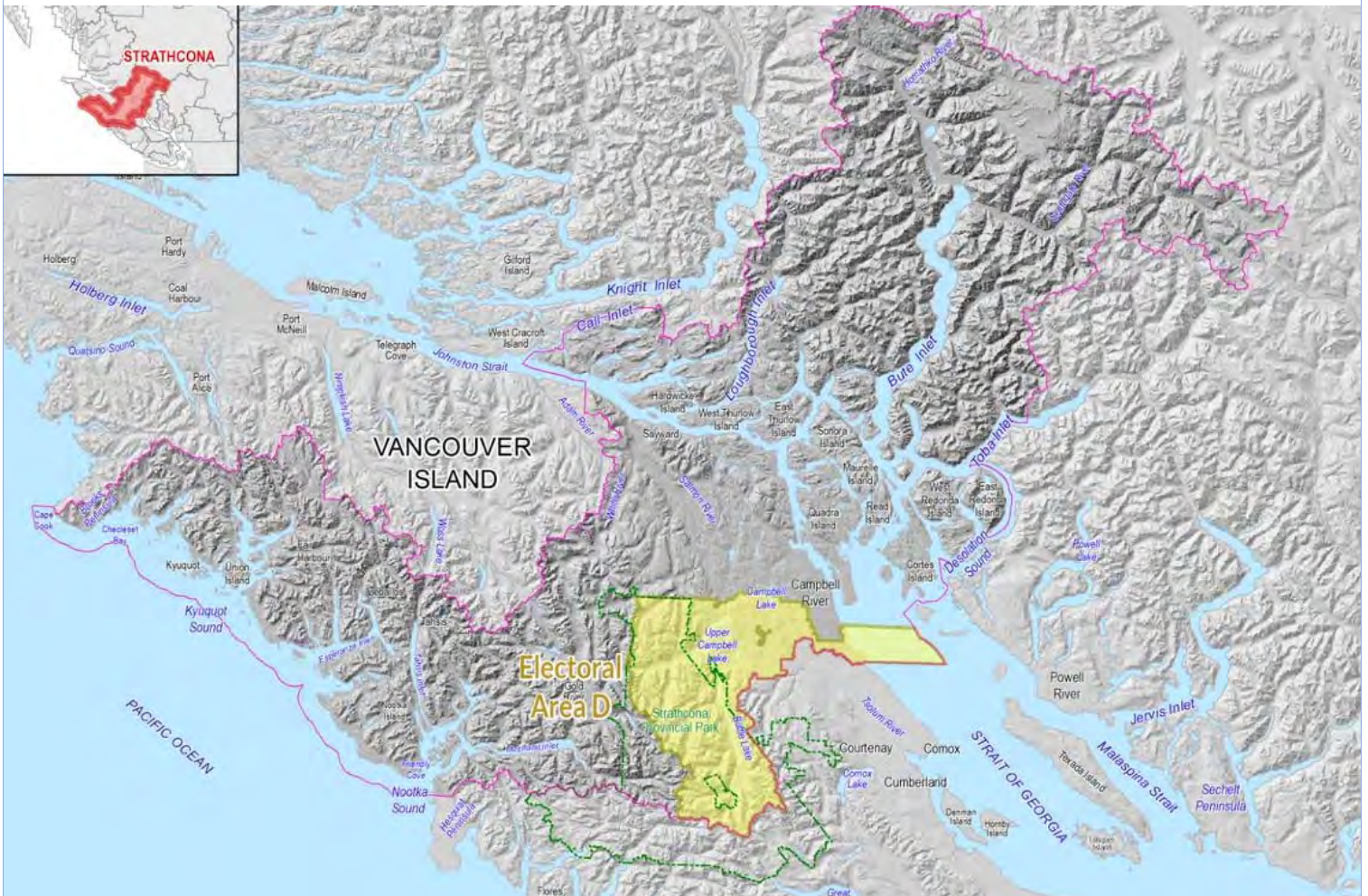
b) Benefits	
<b>Tangible Benefits</b>	Populate asset register for condition of core building components to maximize available funding for capital re-investment.
<b>Intangible Benefits</b>	Data can be used to determine future capital work and minimize potential emergent and costly repairs.

**Summary Recommendation**

THAT the 2020-2024 Financial Plan includes \$20,000 in funding for the Quadra Island Community Hall Condition Assessment, to be funded from the Quadra Island Community Hall Future Expenditure Reserve.



## Electoral Area D Oyster Bay - Buttle Lake



**Electoral Area D** of the Strathcona Regional District (SRD) covers just under 1,850 square kilometres. The area runs from Jubilee Parkway to the Oyster River and east into Strathcona Provincial Park.

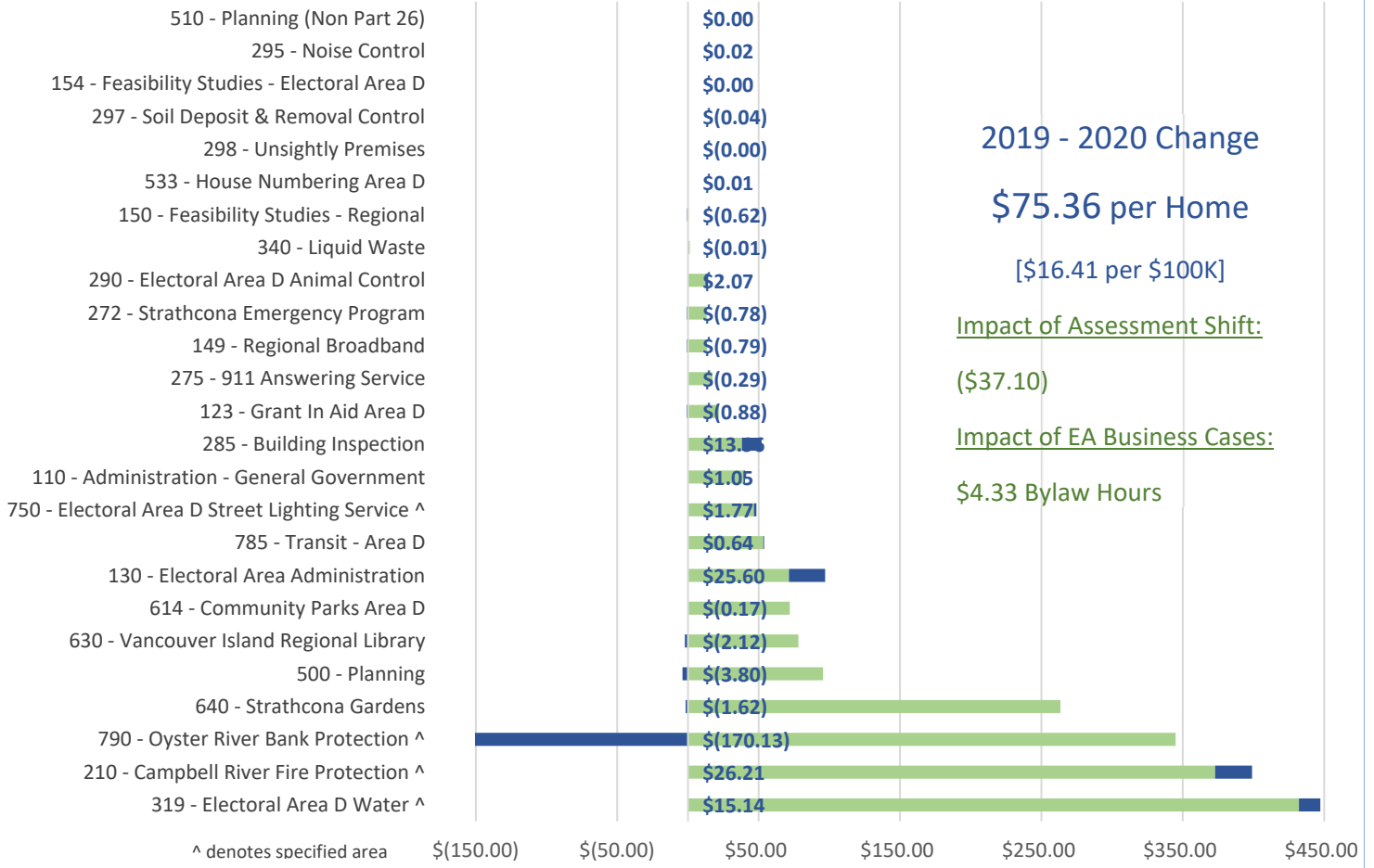
Within this vibrant and beautiful area there is an abundance of recreational opportunities, ranging from swimming potholes, waterfall adventures and beautiful ocean beaches to miles of mountain bike and hiking trails, wildlife viewing and water sports such as kayaking, boating and fishing.

**Electoral Area D includes the following functions:**

**Function # - Function Description**

- 123 - Grant In Aid Area D
- 154 - Feasibility Studies - Electoral Area D
- 210 - Campbell River Fire Protection
- 285 - Building Inspection
- 290 - Electoral Area D Animal Control
- 295 - Noise Control
- 297 - Soil Deposit & Removal Control
- 298 - Unsightly Premises
- 318 - Craig Road Water
- 319 - Electoral Area D Water
- 533 - House Numbering Area D
- 614 - Community Parks Area D
- 750 - Electoral Area D Street Lighting Service
- 785 - Transit - Area D
- 790 - Oyster River Bank Protection

**Estimated Requisition Cost per Average Household is \$1,719.03 for 2020. [2019 = \$1,643.67]**



2019 - 2020 Change

**\$75.36 per Home**

[\$16.41 per \$100K]

Impact of Assessment Shift:

(\$37.10)

Impact of EA Business Cases:

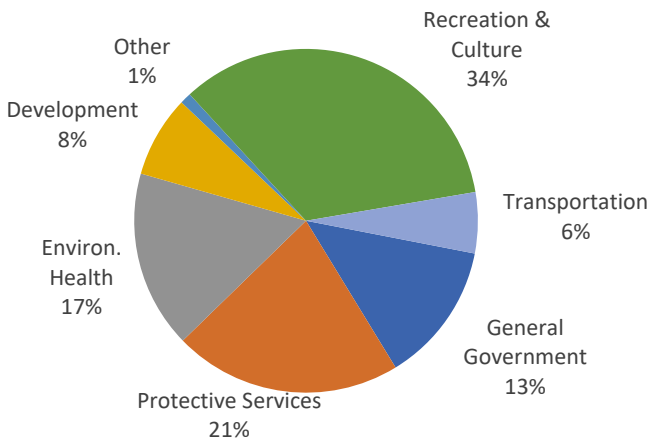
\$4.33 Bylaw Hours

^ denotes specified area

Note: Function 790 only affects 35 properties; amount excluded from all totals.

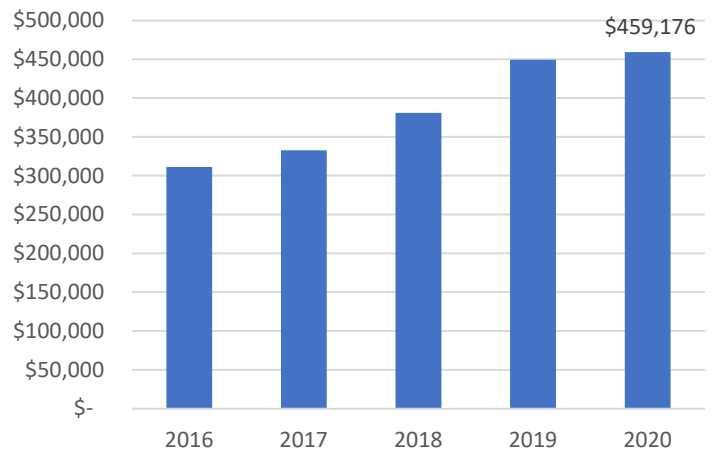
■ 2019 ■ 2020 Change

**Tax Distribution for an Average Assessed Home**



**Average Home Value**

(Source: Completed Roll General Purpose Hospital Assessments)



**Property Tax Requisition Summary**  
**Estimated 2019 to 2020 Tax Rate Change**

Service Function	Requisition			Estimated Tax (per \$100K)		
	2019 Actual	2020 Budget	% Change	2019 Actual	2020 Budget	\$ Change
<b>Corporate Services:</b>						
110 - Administration and General Government	\$ 115,627	\$ 119,004	2.9 %	\$ 8.75	\$ 8.79	\$ 0.04
<b>Regional Services:</b>						
149 - Regional Broadband	39,365	37,134	(5.7)%	2.98	2.74	(0.23)
150 - Regional Feasibility Studies	1,831	-	(100.0)%	0.14	-	(0.14)
272 - Strathcona Emergency Program	38,987	36,775	(5.7)%	2.95	2.72	(0.23)
275 - 911 Emergency Answering Service	51,164	50,432	(1.4)%	3.87	3.72	(0.15)
510 - Planning Non Part 26	-	-	0.0 %	-	-	-
<b>Electoral Areas:</b>						
130 - Electoral Area Administration	210,381	286,360	36.1 %	15.91	21.15	5.24
340 - Liquid Waste Management	3,946	3,930	(0.4)%	0.30	0.29	(0.01)
500 - Planning	281,118	270,561	(3.8)%	21.26	19.98	(1.28)
630 - Vancouver Island Regional Library	229,862	224,178	(2.5)%	17.36	16.56	(0.81)
<b>Area D:</b>						
123 - Area D Grants In Aid	64,462	62,030	(3.8)%	4.88	4.58	(0.29)
154 - Area D Feasibility Studies	-	-	0.0 %	-	-	-
210 - Campbell River Fire ^	443,815	475,000	7.0 %	79.26	83.11	3.85
285 - Building Inspection	112,447	153,870	36.8 %	8.50	11.36	2.86
290 - Area D Animal Control	36,253	42,451	17.1 %	2.74	3.14	0.39
295 - Noise Control	-	57	0.0 %	-	0.00	0.00
297 - Soil Deposit & Removal	113	-	(100.0)%	0.01	-	(0.01)
298 - Unsightly Premises	275	273	(0.7)%	0.02	0.02	(0.00)
319 - Electoral Area D Water ^	567,278	587,100	3.5 %	91.84	93.19	1.35
533 - Area D House Numbering	515	533	3.5 %	0.04	0.04	0.00
614 - Area D Parks	212,035	212,035	0.0 %	16.04	15.66	(0.38)
750 - Area D Street Lighting ^	33,840	35,030	3.5 %	10.91	11.17	0.26
785 - Area D Transit	156,792	159,037	1.4 %	11.86	11.75	(0.11)
790 - Oyster River Bank Protection ^ *	18,000	9,000	(50.0)%	78.91	37.54	(41.37)
<b>Strathcona Gardens:</b>						
640 - Strathcona Gardens	774,993	772,009	(0.4)%	58.62	57.01	(1.60)
<b>Total</b>	<b>\$ 3,393,099</b>	<b>\$ 3,536,800</b>	<b>4.2 %</b>	<b>\$ 358.23</b>	<b>\$ 366.98</b>	<b>\$ 8.75</b>

^ denotes specified area

**Average Residential Property Value: \$ 449,408 \$ 459,176**  
**Estimated Tax Per Average Residential Property \$ 1,644 \$ 1,719**

\* - Function 790 removed from total as the service only applies to 35 homes and materially lowered the overall estimated change.

**Property Tax Requisition  
Estimated 5-Year Forecast**

Service Function	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Corporate Services:</b>						
110 - Administration and General Government	\$ 115,627	\$ 119,004	\$ 137,751	\$ 141,962	\$ 143,877	\$ 147,059
<b>Regional Services:</b>						
149 - Regional Broadband	39,365	37,134	37,134	9,695	-	(22,770)
150 - Regional Feasibility Studies	1,831	-	-	33	33	33
272 - Strathcona Emergency Program	38,987	36,775	38,700	39,064	39,435	39,813
275 - 911 Emergency Answering Service	51,164	50,432	53,940	55,682	56,858	57,243
510 - Planning Non Part 26	-	-	31	31	31	31
<b>Electoral Areas:</b>						
130 - Electoral Area Administration	210,381	286,360	300,527	307,055	314,295	321,494
340 - Liquid Waste Management	3,946	3,930	3,930	3,930	3,930	3,930
500 - Planning	281,118	270,561	316,164	321,762	327,480	333,321
630 - Vancouver Island Regional Library	229,862	224,178	228,754	233,337	238,010	242,778
<b>Area D:</b>						
123 - Area D Grants In Aid	64,462	62,030	66,513	66,544	66,575	66,606
154 - Area D Feasibility Studies	-	-	290	290	290	290
210 - Campbell River Fire ^	443,815	475,000	500,000	500,000	500,000	500,000
285 - Building Inspection	112,447	153,870	201,345	206,344	211,450	216,671
290 - Area D Animal Control	36,253	42,451	44,780	45,692	46,618	47,575
295 - Noise Control	-	57	2,907	2,910	2,913	2,916
297 - Soil Deposit & Removal	113	-	-	-	-	-
298 - Unsightly Premises	275	273	776	777	778	779
319 - Electoral Area D Water ^	567,278	587,100	604,713	622,854	641,540	660,786
533 - Area D House Numbering	515	533	537	541	545	549
614 - Area D Parks	212,035	212,035	227,408	229,855	232,352	234,900
750 - Area D Street Lighting ^	33,840	35,030	37,201	37,952	38,718	39,500
785 - Area D Transit	156,792	159,037	176,612	184,529	192,681	201,075
790 - Oyster River Bank Protection ^ *	18,000	9,000	9,000	9,000	9,000	9,000
<b>Strathcona Gardens:</b>						
640 - Strathcona Gardens	774,993	772,009	799,108	811,422	826,059	841,047
<b>Total Requisition</b>	<b>\$ 3,393,099</b>	<b>\$ 3,536,800</b>	<b>\$ 3,788,123</b>	<b>\$ 3,831,261</b>	<b>\$ 3,893,469</b>	<b>\$ 3,944,627</b>
^ denotes specified area						
* omitted from totals, large 2020 reduction for these 35 homes was skewing overall results.						
<b>Estimated Tax per \$100,000 Assessed Value</b>	<b>\$ 358.23</b>	<b>\$ 366.98</b>	<b>\$ 427.64</b>	<b>\$ 432.55</b>	<b>\$ 438.91</b>	<b>\$ 444.52</b>
<b>Increase/(Decrease) per \$100,000 Assessed Value</b>		<b>\$ 8.75</b>	<b>\$ 60.66</b>	<b>\$ 4.91</b>	<b>\$ 6.37</b>	<b>\$ 5.60</b>

**SERVICE OVERVIEW:**

The purpose of this service is to provide financial resources that can be awarded for assistance to registered non-profit and other organizations to provide programs and services that serve the local community or provide a regional benefit. Proposals for funding from this program are brought forward by the electoral area director and are decided on by the Board. The authority for this service is provided through the *Local Government Act*, section 263(1)(c).

The total amount of financial assistance provided in any calendar year cannot exceed \$0.10 per \$1,000 of the assessed value in the region.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>123 - Grant In Aid Area D</b>							
Operating Revenue							
1 - Property tax requisition	(64,462)	(64,462)	(62,030)	(66,513)	(66,544)	(66,575)	(66,606)
9 - Prior year surplus	(3,456)	(1,947)	(4,454)	-	-	-	-
Operating Revenue Total	(67,918)	(66,409)	(66,484)	(66,513)	(66,544)	(66,575)	(66,606)
Operating Expense							
11 - Operating expenses	63,464	66,409	66,484	66,513	66,544	66,575	66,606
Operating Expense Total	63,464	66,409	66,484	66,513	66,544	66,575	66,606
<b>123 - Grant In Aid Area D Total</b>	<b>\$ (4,454)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1/9 – Projected 2019 surplus reducing property tax requisition slightly for 2020.
- 11 – Budget for grants in aid maintained at \$65,000, as requested by the Electoral Area Director.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area D	\$ 64,462	\$ 62,030	\$ 66,513	\$ 66,544	\$ 66,575	\$ 66,606
<b>TOTAL</b>	<b>\$ 64,462</b>	<b>\$ 62,030</b>	<b>\$ 66,513</b>	<b>\$ 66,544</b>	<b>\$ 66,575</b>	<b>\$ 66,606</b>
Change \$		(2,432)	4,483	31	31	31
Change %		(3.8%)	7.2%	0.0%	0.0%	0.0%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0488</b>	<b>\$ 0.0458</b>	<b>\$ 0.0491</b>	<b>\$ 0.0491</b>	<b>\$ 0.0492</b>	<b>\$ 0.0492</b>
<b>Maximum Requisition Limit</b>	<b>\$ 101,424</b>	<b>\$ 103,677</b>				

**SERVICE GOALS FOR 2020/2021:**

- Process and application improvements for organizations requesting a grant in aid.

**Function 154 - Feasibility Studies - Electoral Area D**

**SERVICE OVERVIEW:**

The purpose of this service is to provide funds to support the study of potential new services for the electoral area. If a regional district undertakes a service after conducting a feasibility study in respect of the service, the costs of that study are deemed to be costs of that service. The authority for this service which was established on October 30, 2000 is provided through the *Local Government Act*, section 379(4).

The maximum levy for this service cannot exceed \$0.10 per \$1,000 of the assessed value in the region.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>154 - Feasibility Studies - Electoral Area D</b>							
Operating Revenue							
1 - Property tax requisition	-	-	-	(290)	(290)	(290)	(290)
9 - Prior year surplus	(38,592)	(38,592)	(38,305)	-	-	-	-
Operating Revenue Total	(38,592)	(38,592)	(38,305)	(290)	(290)	(290)	(290)
Operating Expense							
11 - Operating expenses	287	38,592	38,305	290	290	290	290
Operating Expense Total	287	38,592	38,305	290	290	290	290
<b>154 - Feasibility Studies - Electoral Area D Total</b>	<b>\$ (38,305)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1/9 – Ongoing surplus from prior years carrying into 2020 to maintain requisition at zero.
- 11 – Budgeted expense to provide for potential feasibility studies for new services in the electoral area. Ongoing expenses are support services allocations from general administration.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area D	\$ -	\$ -	\$ 290	\$ 290	\$ 290	\$ 290
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 290</b>	<b>\$ 290</b>	<b>\$ 290</b>	<b>\$ 290</b>
Change \$		-	290	-	-	-
Change %		n/a	n/a	-	-	-
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0000</b>	<b>\$ 0.0000</b>	<b>\$ 0.0002</b>	<b>\$ 0.0002</b>	<b>\$ 0.0002</b>	<b>\$ 0.0002</b>
<b>Maximum Requisition Limit</b>	<b>\$ 101,424</b>	<b>\$ 103,677</b>				

**SERVICE GOALS FOR 2020/2021:**

- Currently no studies planned for potential new services for Electoral Area D.

## Function 210 - Campbell River Fire Protection Specified Area

### SERVICE OVERVIEW:

The Regional District contracts with the City of Campbell River for fire protection in a defined area of Electoral Area D. The costs are shared based on assessed values with Area D residents paying approximately 7% of the overall cost of the City's fire services; including any capital costs used to provide those services such as fire halls, fleet vehicles, and equipment.

The authority for this service was established December 22, 1977 through Supplementary Letters Patent (SLP). There is no stated limit for requisition on this service.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>210 - Campbell River Fire Protection</b>							
Operating Revenue							
1 - Property tax requisition	(443,815)	(443,815)	(475,000)	(500,000)	(500,000)	(500,000)	(500,000)
8 - Transfers from reserves	-	-	(49,233)	(4,962)	(4,962)	(4,962)	(4,962)
9 - Prior year surplus	(5,390)	(1,000)	(5,729)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(449,205)</b>	<b>(444,815)</b>	<b>(529,962)</b>	<b>(504,962)</b>	<b>(504,962)</b>	<b>(504,962)</b>	<b>(504,962)</b>
Operating Expense							
11 - Operating expenses	403,476	404,815	529,962	504,962	504,962	504,962	504,962
14 - Transfers to reserves	40,000	40,000	-	-	-	-	-
<b>Operating Expense Total</b>	<b>443,476</b>	<b>444,815</b>	<b>529,962</b>	<b>504,962</b>	<b>504,962</b>	<b>504,962</b>	<b>504,962</b>
<b>210 - Campbell River Fire Protection Total</b>	<b>\$ (5,729)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 1/8 – Property tax requisition is increasing annually with the average annual costs expected to be \$500,000. The function utilizes its reserves to balance any fluctuation of annual contract costs, including capital plan purchases, for the City's fire service. The intent is to stabilize the annual property tax requisition for ratepayers.
- 11 – Budgeted expenses over the 5-year period are expected to average approximately \$500,000 per annum.
- 11 – 2020 includes a \$25,000 budget for a fire service feasibility study; funded by reserves.

### TAX REQUISITION SUMMARY:

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area D	\$ 443,815	\$ 475,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
<b>TOTAL</b>	<b>\$ 443,815</b>	<b>\$ 475,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>
Change \$		31,185	25,000	-	-	-
Change %		7.0%	5.3%	-	-	-
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.7926</b>	<b>\$ 0.8311</b>	<b>\$ 0.8748</b>	<b>\$ 0.8748</b>	<b>\$ 0.8748</b>	<b>\$ 0.8748</b>
<b>Maximum Requisition Limit</b>	<b>No Limit</b>	<b>No Limit</b>				

**Function 210 - Campbell River Fire Protection Specified Area**

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 69,220	\$ 19,987	\$ 15,025	\$ 10,063	\$ 5,101	\$ 139
<b>TOTAL</b>	<b>\$ 69,220</b>	<b>\$ 19,987</b>	<b>\$ 15,025</b>	<b>\$ 10,063</b>	<b>\$ 5,101</b>	<b>\$ 139</b>

**ACTIVE RESERVES:**

**Appropriated Surplus Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 29,220	\$ 69,220	\$ 19,987	\$ 15,025	\$ 10,063	\$ 5,101
Transfers from operating fund	40,000	-	-	-	-	-
Transfer to operating fund	-	(24,233)	(4,962)	(4,962)	(4,962)	(4,962)
Projects funded	-	(25,000)	-	-	-	-
<b>Ending Balance</b>	<b>\$ 69,220</b>	<b>\$ 19,987</b>	<b>\$ 15,025</b>	<b>\$ 10,063</b>	<b>\$ 5,101</b>	<b>\$ 139</b>

**Projects Funded:**

New Fire Service Feasibility Study		25,000				
	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -

**SERVICE GOALS FOR 2020/2021:**

- Undertake a feasibility study to determine other potential options for fire service for Electoral Area D.

## Function 285 - Building Inspection

### SERVICE OVERVIEW:

The purpose of this function is to provide building inspection services to Electoral Area D, which includes building inspection, building permits, plumbing permits, and other related services supporting development activity.

The authority for this service was established January 1, 1969 by the *Municipal Act* section 818 through Bylaw 1160, with subsequent amendments on Bylaw 2489. There is no stated limit for requisition on this service.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>285 - Building Inspection</b>							
Operating Revenue							
1 - Property tax requisition	(112,447)	(112,447)	(153,870)	(201,345)	(206,344)	(211,450)	(216,671)
3 - Sales of services	(13,030)	(2,500)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
4 - Other revenue	(46,536)	(44,780)	(44,050)	(44,050)	(44,050)	(44,050)	(44,050)
9 - Prior year surplus	(75,422)	(71,677)	(42,585)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(247,435)</b>	<b>(231,404)</b>	<b>(252,505)</b>	<b>(257,395)</b>	<b>(262,394)</b>	<b>(267,500)</b>	<b>(272,721)</b>
Operating Expense							
11 - Operating expenses	180,851	207,404	248,505	253,395	258,394	263,500	268,721
14 - Transfers to reserves	24,000	24,000	4,000	4,000	4,000	4,000	4,000
<b>Operating Expense Total</b>	<b>204,851</b>	<b>231,404</b>	<b>252,505</b>	<b>257,395</b>	<b>262,394</b>	<b>267,500</b>	<b>272,721</b>
<b>285 - Building Inspection Total</b>	<b>\$ (42,585)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 1/9 – Property tax requisition increased in 2020 given reduced surplus projected for carryforward and increased operating expenses.
- 11 – 2020 operational expense increases relate to staff wages and overtime required to maintain service levels given the high demand for the service.
- 14 – Transfers to the reserves budgeted where possible to mitigate future cost increases.

### CAPITAL BUDGET:

#### 2020 - 2024 FUNDED PROJECTS

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>Land Use Software Replacement</b>	\$ 52,118	\$ -	\$ -	\$ -	\$ -	\$ -	Reserves
The existing system put in place by previous CSRD and is no longer supported. \$200K project; funded 70% by Function 500 - Planning & 30% by Function 285 - Building Inspection reserves.							
<b>TOTAL</b>	<b>\$ 52,118</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area D	\$ 112,447	\$ 153,870	\$ 201,345	\$ 206,344	\$ 211,450	\$ 216,671
<b>TOTAL</b>	<b>\$ 112,447</b>	<b>\$ 153,870</b>	<b>\$ 201,345</b>	<b>\$ 206,344</b>	<b>\$ 211,450</b>	<b>\$ 216,671</b>
Change \$		41,423	47,475	4,999	5,106	5,221
Change %		36.8%	30.9%	2.5%	2.5%	2.5%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0850</b>	<b>\$ 0.1136</b>	<b>\$ 0.1487</b>	<b>\$ 0.1524</b>	<b>\$ 0.1562</b>	<b>\$ 0.1600</b>
<b>Maximum Requisition Limit</b>	<b>No Limit</b>	<b>No Limit</b>				

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 61,699	\$ 61,699	\$ 61,699	\$ 61,699	\$ 61,699	\$ 61,699
Future Expenditure Reserve	55,359	60,466	65,676	70,989	76,409	81,937
Capital Reserve	60,183	9,269	9,455	9,644	9,837	10,033
<b>TOTAL</b>	<b>\$ 177,241</b>	<b>\$ 131,435</b>	<b>\$ 136,829</b>	<b>\$ 142,332</b>	<b>\$ 147,945</b>	<b>\$ 153,670</b>

**ACTIVE RESERVES:**

**Future Expenditure Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 51,359	\$ 55,359	\$ 60,466	\$ 65,676	\$ 70,989	\$ 76,409
Transfers from operating fund	4,000	4,000	4,000	4,000	4,000	4,000
Transfer to operating fund	-	-	-	-	-	-
Projects funded	-	-	-	-	-	-
Interest earned	-	1,107	1,209	1,314	1,420	1,528
<b>Ending Balance</b>	<b>\$ 55,359</b>	<b>\$ 60,466</b>	<b>\$ 65,676</b>	<b>\$ 70,989</b>	<b>\$ 76,409</b>	<b>\$ 81,937</b>

**Function 285 - Building Inspection**

**Capital Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 48,066	\$ 60,183	\$ 9,269	\$ 9,455	\$ 9,644	\$ 9,837
Transfers from operating fund	20,000	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-	-
Projects funded	(7,882)	(52,118)	-	-	-	-
Interest earned	-	1,204	185	189	193	197
<b>Ending Balance</b>	<b>\$ 60,183</b>	<b>\$ 9,269</b>	<b>\$ 9,455</b>	<b>\$ 9,644</b>	<b>\$ 9,837</b>	<b>\$ 10,033</b>
<b>Projects Funded:</b>						
Land Use Software Replacement	7,882	52,118	-	-	-	-
	<b>\$ 7,882</b>	<b>\$ 52,118</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**SERVICE GOALS FOR 2020/2021:**

- Utilize full-time staff to continue to enhance service levels, including providing additional services to member municipalities through service agreements to maximize service delivery for the region and reduce costs to Electoral Area D.
- Build off the draft building bylaw work completed in 2019 and adopt a new Building Bylaw for 2020.

## Function 290 - Electoral Area D Animal Control

### SERVICE OVERVIEW:

The purpose of this function is to provide animal control services to Electoral Area D. The Regional District has a shared services agreement with the City of Campbell River who operates this service with the SRD paying 19.5% of the total net costs.

The authority for this service was established February 7, 1980 through SLP and then Bylaw 2276. The maximum levy for this service cannot exceed \$0.323 per \$1,000 of the assessed value in the region.

Related bylaws:

- *Bylaw No. 119, being Bylaw Contravention Ticket Information System Bylaw 2012.*
- *Bylaw No. 1073, being Regional District Animal Control Bylaw 1990.*

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>290 - Electoral Area D Animal Control</b>							
Operating Revenue							
1 - Property tax requisition	(36,253)	(36,253)	(42,451)	(44,780)	(45,692)	(46,618)	(47,575)
4 - Other revenue	(100)	(100)	(100)	(100)	(100)	(100)	(100)
9 - Prior year surplus	(5,725)	(8,949)	(1,431)	-	-	-	-
Operating Revenue Total	(42,078)	(45,302)	(43,982)	(44,880)	(45,792)	(46,718)	(47,675)
Operating Expense							
11 - Operating expenses	40,647	45,302	43,982	44,880	45,792	46,718	47,675
Operating Expense Total	40,647	45,302	43,982	44,880	45,792	46,718	47,675
<b>290 - Electoral Area D Animal Control Total</b>	<b>\$ (1,431)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 1/9 – Property tax requisition increase in 2020 due to rising contract fees, lower available surplus, and rising insurance costs.
- 11 – Operating expenses are the Electoral Area’s 19.5% portion of shared animal control costs with the City of Campbell River. Annual increases are projected at 2% per year; costs for this service are stable and incremental.

### TAX REQUISITION SUMMARY:

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area D	\$ 36,253	\$ 42,451	\$ 44,780	\$ 45,692	\$ 46,618	\$ 47,575
<b>TOTAL</b>	<b>\$ 36,253</b>	<b>\$ 42,451</b>	<b>\$ 44,780</b>	<b>\$ 45,692</b>	<b>\$ 46,618</b>	<b>\$ 47,575</b>
Change \$		6,198	2,329	912	926	957
Change %		17.1%	5.5%	2.0%	2.0%	2.1%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0274</b>	<b>\$ 0.0314</b>	<b>\$ 0.0331</b>	<b>\$ 0.0337</b>	<b>\$ 0.0344</b>	<b>\$ 0.0351</b>
<b>Maximum Requisition Limit</b>	<b>No Limit</b>	<b>No Limit</b>				



**Function 290 - Electoral Area D Animal Control**

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 50,521	\$ 50,521	\$ 50,521	\$ 50,521	\$ 50,521	\$ 50,521
<b>TOTAL</b>	<b>\$ 50,521</b>	<b>\$ 50,521</b>	<b>\$ 50,521</b>	<b>\$ 50,521</b>	<b>\$ 50,521</b>	<b>\$ 50,521</b>

**SERVICE GOALS FOR 2020/2021:**

- Maintain current service levels.

**SERVICE OVERVIEW:**

The authority for this service was initially granted within the Supplementary Letters Patent 13 (January 27, 1970) whereby the Regional District of Comox Strathcona was given power to regulate noise under Division XV – Noise Control for Electoral Areas A to J inclusive. The service of Noise Control operated by the Regional District under Division XV of its supplementary letters patent were established by an extended service for Electoral Area D (Oyster Bay-Buttle Lake) on August 28, 2000.

The maximum levy for this service cannot exceed \$0.01 per \$1,000 of the assessed value in Electoral Area D.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>295 - Noise Control</b>							
Operating Revenue							
1 - Property tax requisition	-	-	(57)	(2,907)	(2,910)	(2,913)	(2,916)
9 - Prior year surplus	(2,741)	(2,741)	(2,347)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(2,741)</b>	<b>(2,741)</b>	<b>(2,404)</b>	<b>(2,907)</b>	<b>(2,910)</b>	<b>(2,913)</b>	<b>(2,916)</b>
Operating Expense							
11 - Operating expenses	394	2,741	2,404	2,907	2,910	2,913	2,916
<b>Operating Expense Total</b>	<b>394</b>	<b>2,741</b>	<b>2,404</b>	<b>2,907</b>	<b>2,910</b>	<b>2,913</b>	<b>2,916</b>
<b>295 - Noise Control Total</b>	<b>\$ (2,347)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1/9/11 – Transitioning from use of prior year surpluses with minimal ongoing activities to a requisition to offset ongoing operating expense to enhance and develop this service.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area D	\$ -	\$ 57	\$ 2,907	\$ 2,910	\$ 2,913	\$ 2,916
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 57</b>	<b>\$ 2,907</b>	<b>\$ 2,910</b>	<b>\$ 2,913</b>	<b>\$ 2,916</b>
Change \$		57	2,850	3	3	3
Change %		n/a	5000.0%	0.1%	0.1%	0.1%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0000</b>	<b>\$ 0.0000</b>	<b>\$ 0.0021</b>	<b>\$ 0.0021</b>	<b>\$ 0.0022</b>	<b>\$ 0.0022</b>
<b>Maximum Requisition Limit</b>	<b>\$ 10,142</b>	<b>\$ 10,368</b>				

**SERVICE GOALS FOR 2020/2021:**

- Continue enhancement and development of this service utilizing the full-time bylaw officer.

## Function 297 - Soil Deposit & Removal Control Extended Service

### SERVICE OVERVIEW:

Letters Patent #27 (February 14, 1975), amended by Letters Patent #45 (November 23, 1977 - to add additional Electoral Areas), gave RDCS the power to regulate the removal of soil under Division XXV for certain Electoral Areas. This was converted to an extended service with *Soil Deposit and Removal Control Extended Service Establishment Bylaw, 1999, Bylaw No. 2106* (RDCS) “for the control of the deposit and removal of soil, rock, gravel, sand and other substances of which land is composed and control of the deposit of other materials under section 799(1)(d) of the *Municipal Act* on parcels within the Agricultural Land Reserve.”

The maximum levy for this service is the lessor of \$25,000 and prior year actual costs.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>297 - Soil Deposit &amp; Removal Control</b>							
Operating Revenue							
1 - Property tax requisition	(113)	(113)	-	-	-	-	-
8 - Transfers from reserves	(136)	(136)	-	-	-	-	-
9 - Prior year surplus	(1)	(1)	-	-	-	-	-
Operating Revenue Total	(250)	(250)	-	-	-	-	-
Operating Expense							
11 - Operating expenses	250	250	-	-	-	-	-
Operating Expense Total	250	250	-	-	-	-	-
<b>297 - Soil Deposit &amp; Removal Control Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 1/8/11 – The Area Director has requested this service be repealed in 2020 due to inactivity and service not in use therefore no budget in 2020 for future years. All funds for this service were depleted in 2019.

### TAX REQUISITION SUMMARY:

Requisition Allocation:	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area D	\$ 113	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 113</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Change \$		(113)	-	-	-	-
Change %		(100.0%)	n/a	n/a	n/a	n/a
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0001</b>	<b>\$ 0.0000</b>	<b>\$ 0.0000</b>	<b>\$ 0.0000</b>	<b>\$ 0.0000</b>	<b>\$ 0.0000</b>
<b>Maximum Requisition Limit</b>	<b>\$ 113</b>	<b>\$ 113</b>				

### SERVICE GOALS FOR 2020/2021:

- Repeal the service as requested by the Electoral Area Director.

## Function 298 - Unsightly Premises Extended Service

### OVERVIEW:

Established with *Unsightly Premises Extended Service Establishment Bylaw, 1998, Bylaw No. 2051* (CSRD) for then Electoral Areas A, B and C within the now Comox Valley Regional District. The bylaw was amended in 2001 to include Electoral Area D within the service area. The extended service is established and to be operated for the control of nuisances, unsightly premises, unwholesome or noxious materials and odours.

The maximum levy for this service is the greater of \$25,000 or \$0.002 per \$1,000 of assessed value in Electoral Area D.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>298 - Unsightly Premises</b>							
Operating Revenue							
1 - Property tax requisition	(275)	(275)	(273)	(776)	(777)	(778)	(779)
9 - Prior year surplus	(500)	(500)	(502)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(775)</b>	<b>(775)</b>	<b>(775)</b>	<b>(776)</b>	<b>(777)</b>	<b>(778)</b>	<b>(779)</b>
Operating Expense							
11 - Operating expenses	273	775	775	776	777	778	779
<b>Operating Expense Total</b>	<b>273</b>	<b>775</b>	<b>775</b>	<b>776</b>	<b>777</b>	<b>778</b>	<b>779</b>
<b>298 - Unsightly Premises Total</b>	<b>\$ (502)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 1/9/11 – Transitioning from use of prior year surpluses with minimal ongoing activities to a requisition to offset ongoing operating expense to enhance and develop this service.

### TAX REQUISITION SUMMARY:

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area D	\$ 275	\$ 273	\$ 776	\$ 777	\$ 778	\$ 779
<b>TOTAL</b>	<b>\$ 275</b>	<b>\$ 273</b>	<b>\$ 776</b>	<b>\$ 777</b>	<b>\$ 778</b>	<b>\$ 779</b>
Change \$		(2)	503	1	1	1
Change %		(0.7%)	184.2%	0.1%	0.1%	0.1%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0002</b>	<b>\$ 0.0002</b>	<b>\$ 0.0006</b>	<b>\$ 0.0006</b>	<b>\$ 0.0006</b>	<b>\$ 0.0006</b>
<b>Maximum Requisition Limit</b>	<b>\$ 10,142</b>	<b>\$ 10,368</b>				



**Function 298 - Unsightly Premises Extended Service**

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Future Expenditure Reserve	\$ 4,051	\$ 4,132	\$ 4,215	\$ 4,299	\$ 4,385	\$ 4,473
<b>TOTAL</b>	<b>\$ 4,051</b>	<b>\$ 4,132</b>	<b>\$ 4,215</b>	<b>\$ 4,299</b>	<b>\$ 4,385</b>	<b>\$ 4,473</b>

**SERVICE GOALS FOR 2020/2021:**

- Continue enhancement and development of this service utilizing the full-time bylaw officer.
- Consideration of a new unsightly premises bylaw for Electoral Area D.

**SERVICE OVERVIEW:**

This function services the debt incurred for those property owners on Craig Rd that did not pay their portion of the connection cost to join Electoral Area D water system. These owner instead opted to utilize the Regional District's borrowing capacity to pay for their connection with a 20-year parcel tax. The original number of properties within this parcel tax repayment service was 8, however one lot subdivided in 2017 and the parcel tax amount was redistributed to the adjusted 12 properties. The long-term borrowing through the Municipal Finance Authority will be paid off in 2026.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>318 - Craig Road Water</b>							
Operating Revenue							
2 - Frontage and parcel taxes	(11,323)	(11,323)	(11,323)	(11,323)	(11,323)	(11,323)	(11,323)
9 - Prior year surplus	(1,507)	(1,794)	(404)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(12,830)</b>	<b>(13,117)</b>	<b>(11,727)</b>	<b>(11,323)</b>	<b>(11,323)</b>	<b>(11,323)</b>	<b>(11,323)</b>
Operating Expense							
11 - Operating expenses	1,203	1,894	504	100	100	100	100
12 - Debt principal	4,648	4,648	4,648	4,648	4,648	4,648	4,648
13 - Debt interest	6,575	6,575	6,575	6,575	6,575	6,575	6,575
<b>Operating Expense Total</b>	<b>12,426</b>	<b>13,117</b>	<b>11,727</b>	<b>11,323</b>	<b>11,323</b>	<b>11,323</b>	<b>11,323</b>
<b>318 - Craig Road Water Total</b>	<b>\$ (404)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 2/11/12/13 – Annual parcel tax until 2026 to cover debt principal and interest and annual legislated costs.

**DEBT SUMMARY:**

Long-Term Debt	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Beginning Balance	\$ 68,575	\$ 61,132	\$ 53,393	\$ 45,343	\$ 36,971	\$ 28,265
Debt draws	-	-	-	-	-	-
Actuarial adjustments	(2,794)	(3,092)	(3,401)	(3,723)	(4,058)	(4,406)
Debt principal payments	(4,648)	(4,648)	(4,648)	(4,648)	(4,648)	(4,648)
<b>Ending Balance</b>	<b>\$ 61,132</b>	<b>\$ 53,393</b>	<b>\$ 45,343</b>	<b>\$ 36,971</b>	<b>\$ 28,265</b>	<b>\$ 19,210</b>
Debt principal payments	4,648	4,648	4,648	4,648	4,648	4,648
Debt interest payments	6,575	6,575	6,575	6,575	6,575	6,575
<b>Annual debt payments</b>	<b>\$ 11,223</b>	<b>\$ 11,223</b>	<b>\$ 11,223</b>	<b>\$ 11,223</b>	<b>\$ 11,223</b>	<b>\$ 11,223</b>

**SERVICE GOALS FOR 2020/2021:**

- Maintain service until 2026 for debt repayment.

**SERVICE OVERVIEW:**

The purpose of this function is to provide potable water to approximately 1,200 connections in a defined portion of Electoral Area D. The water is sourced from the City of Campbell River with the SRD being charged a “full cost recovery” metered rate.

The authority for this service was originally established on August 29, 2005 by Bylaw 2786, merging the Willow Point and York Road Water Service areas, with a subsequent amending Bylaw 2997 adding 5 additional York Road properties. The service is funded through property tax requisition and user fees. The maximum levy for this service is the greater of \$23,000 or \$1.00 per \$1,000 of the assessed value for a defined portion of Electoral Area D.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>319 - Electoral Area D Water</b>							
Operating Revenue							
1 - Property tax requisition	(567,278)	(570,000)	(587,100)	(604,713)	(622,854)	(641,540)	(660,786)
3 - Sales of services	(1,185,606)	(1,157,413)	(1,229,566)	(1,325,674)	(1,333,501)	(1,346,658)	(1,359,780)
4 - Other revenue	(54,512)	-	-	-	-	-	-
8 - Transfers from reserves	(30,000)	(30,000)	-	-	-	-	-
9 - Prior year surplus	(149,733)	(134,493)	(336,846)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(1,987,129)</b>	<b>(1,891,906)</b>	<b>(2,153,512)</b>	<b>(1,930,387)</b>	<b>(1,956,355)</b>	<b>(1,988,198)</b>	<b>(2,020,566)</b>
Operating Expense							
11 - Operating expenses	1,455,790	1,697,413	1,852,512	1,870,387	1,896,355	1,928,198	1,960,566
14 - Transfers to reserves	194,493	194,493	301,000	60,000	60,000	60,000	60,000
<b>Operating Expense Total</b>	<b>1,650,283</b>	<b>1,891,906</b>	<b>2,153,512</b>	<b>1,930,387</b>	<b>1,956,355</b>	<b>1,988,198</b>	<b>2,020,566</b>
<b>319 - Electoral Area D Water Total</b>	<b>\$ (336,846)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 3 – The utility user fee for Area D residents has been increasing significantly in the past few years as a result of the City of Campbell River increasing its bulk water rate for all users outside their boundaries to what they calculate as a “full cost recovery” rate. In 2019 the rate paid by Area D user was double the rate a Campbell River user was charged. For 2020, the rate will be increasing again by an additional 8.5%, to 2.17 times the rate a Campbell River user will be charged.
- 3 – The 2020 calculated rate for Area D users is \$980, an increase of 6.3% over the 2019 rate. This is a slightly lower rate of increase than the bulk water increase as a portion of the 2019 surplus is being used to smooth the transition up to the 2.17x rate.
- 11 – The budget impact for the bulk water rate increase being passed on from the City of Campbell River is \$200,000 for 2020, which is reflected in the increased user fees that need to be charged to Area D ratepayers. Water consumption in the service area has also increased significantly in recent years, which increased the overall costs of this service, however the growth appears to have begun stabilizing in 2019.
- 9/14 – Due to bulk water consumption in Area D stabilizing and lower than expected operational expenses in 2019 we have a projected surplus of \$336,846 for 2019. \$241,000 of this surplus is being transferred to the future expenditure reserve and \$60,000 is being transferred to the capital reserve. These funds will be utilized to provide any future emergency funding, pay for required upgrades or repairs, and provide matching funds needed for Provincial/Federal infrastructure grants that may come available.

**CAPITAL BUDGET:**

**2020 - 2024 FUNDED PROJECTS**

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>Craig Rd Pressure Zone Upgrade</b>	\$ 100,000	-	-	-	-	-	Community Works Fund
Localized water pressure solution for Craig Rd. Re-allocation of Area D booster pump station project alternate solution to pressure issues identified with a significant reduction in project costs.							
<b>Water Supply Connection Improvements</b>	530,000	-	-	-	-	-	Community Works Fund
Install new bulk meters, back flow prevention valves and new chambers. As detailed in business case, ensure accuracy and improve integrity of bulk water meter readings; provide better management of system.							
<b>Water Main Replacement</b>		1,000,000					Community Works Fund
Need to begin pipe replacement for all 26km of AC pipe as per the Asset Management Plan.							
<b>TOTAL</b>	<b>\$ 630,000</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

**2020 - 2024 UNFUNDED FUTURE PROJECTS**

Project Title	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>Water Main Replacement</b>	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	TBD
Need to begin pipe replacement for all 26km of AC pipe as per the Asset Management Plan.						
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area D	\$ 567,278	\$ 587,100	\$ 604,713	\$ 622,854	\$ 641,540	\$ 660,786
<b>TOTAL</b>	<b>\$ 567,278</b>	<b>\$ 587,100</b>	<b>\$ 604,713</b>	<b>\$ 622,854</b>	<b>\$ 641,540</b>	<b>\$ 660,786</b>
Change \$		19,822	17,613	18,141	18,686	19,246
Change %		3.5%	3.0%	3.0%	3.0%	3.0%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.9184</b>	<b>\$ 0.9319</b>	<b>\$ 0.9598</b>	<b>\$ 0.9886</b>	<b>\$ 1.0183</b>	<b>\$ 1.0488</b>
<b>Maximum Requisition Limit</b>	<b>\$ 605,346</b>	<b>\$ 617,139</b>				

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 34,497	\$ 34,497	\$ 34,497	\$ 34,497	\$ 34,497	\$ 34,497
Future Expenditure Reserve	111,638	354,871	361,969	369,208	376,592	384,124
Capital Reserve	310,185	376,388	443,916	512,795	583,050	654,711
<b>TOTAL</b>	<b>\$ 421,823</b>	<b>\$ 731,260</b>	<b>\$ 805,885</b>	<b>\$ 882,002</b>	<b>\$ 959,642</b>	<b>\$ 1,038,835</b>

**ACTIVE RESERVES:**

**Future Expenditure Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 7,145	\$ 111,638	\$ 354,871	\$ 361,969	\$ 369,208	\$ 376,592
Transfers from operating fund	134,493	241,000	-	-	-	-
Transfer to operating fund	(30,000)	-	-	-	-	-
Projects funded	-	-	-	-	-	-
Interest earned	-	2,233	7,097	7,239	7,384	7,532
<b>Ending Balance</b>	<b>\$ 111,638</b>	<b>\$ 354,871</b>	<b>\$ 361,969</b>	<b>\$ 369,208</b>	<b>\$ 376,592</b>	<b>\$ 384,124</b>

**Capital Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 250,185	\$ 310,185	\$ 376,388	\$ 443,916	\$ 512,795	\$ 583,050
Transfers from operating fund	60,000	60,000	60,000	60,000	60,000	60,000
Transfer to operating fund	-	-	-	-	-	-
Projects funded	-	-	-	-	-	-
Interest earned	-	6,204	7,528	8,878	10,256	11,661
<b>Ending Balance</b>	<b>\$ 310,185</b>	<b>\$ 376,388</b>	<b>\$ 443,916</b>	<b>\$ 512,795</b>	<b>\$ 583,050</b>	<b>\$ 654,711</b>

**SERVICE GOALS FOR 2020/2021:**

- Continue water conservation and education program, explore universal metering funding opportunities, alternative water source study, pressure mitigation options, service contract review.
- Asset management plan including infrastructure renewal plan and updating the long-term water capital plan.
- Update of the subdivision bylaw, leak detection program, flushing and valve maintenance program, and completing a pressure mitigation plan.
- Update the 2012 water study to provide current information to update the Area D capital plan for grant applications and facilitate future funding strategies for sustainable service delivery.
- Complete the Craig Rd zone pressure upgrade project.
- Complete the water supply connection improvement project.

**Function 533 - House Numbering Area D**

**SERVICE OVERVIEW:**

Function 501 - Geographic Information Systems fulfills the service of assigning and managing house numbering in Electoral Area D.

The authority for this service was originally established January 13, 1976 through SLP #33/35, with subsequent amendments with SLP #71 and Bylaws 2142 and 2157. The maximum levy for this service is \$0.277 per \$1,000 of the assessed value of Electoral Area D.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>533 - House Numbering Area D</b>							
Operating Revenue							
1 - Property tax requisition	(515)	(515)	(533)	(537)	(541)	(545)	(549)
Operating Revenue Total	(515)	(515)	(533)	(537)	(541)	(545)	(549)
Operating Expense							
11 - Operating expenses	515	515	533	537	541	545	549
Operating Expense Total	515	515	533	537	541	545	549
<b>533 - House Numbering Area D Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1 – Requisition maintained at prior year levels.
- 11 - Standing annual in-house labour allocation from GIS Function 501, and support services.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area D	\$ 515	\$ 533	\$ 537	\$ 541	\$ 545	\$ 549
<b>TOTAL</b>	<b>\$ 515</b>	<b>\$ 533</b>	<b>\$ 537</b>	<b>\$ 541</b>	<b>\$ 545</b>	<b>\$ 549</b>
Change \$		18	4	4	4	4
Change %		3.5%	0.8%	0.7%	0.7%	0.7%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.0004</b>	<b>\$ 0.0004</b>	<b>\$ 0.0004</b>	<b>\$ 0.0004</b>	<b>\$ 0.0004</b>	<b>\$ 0.0004</b>
<b>Maximum Requisition Limit</b>	<b>\$ 28,094</b>	<b>\$ 28,718</b>				

**SERVICE GOALS FOR 2020/2021:**

- Maintain service levels.

**Function 614 - Community Parks Area D**

**SERVICE OVERVIEW:**

There are fifteen community parks and one provincial park in Electoral Area D, serving a population of 4,396 (2016 Census). The authority for this service was originally established through SLP #67 (Div XLV) on October 29, 1987 and subsequently converted to a local service area with Bylaw 2093. The maximum levy for this service is \$0.50 per \$1,000 of the assessed value of Electoral Area D.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>614 - Community Parks Area D</b>							
Operating Revenue							
1 - Property tax requisition	(212,035)	(212,035)	(212,035)	(227,408)	(229,855)	(232,352)	(234,900)
7 - Government transfers	-	-	(8,000)	-	-	-	-
9 - Prior year surplus	(42,813)	(43,550)	(56,400)	-	-	-	-
Operating Revenue Total	(254,848)	(255,585)	(276,435)	(227,408)	(229,855)	(232,352)	(234,900)
Operating Expense							
11 - Operating expenses	198,448	255,585	233,010	227,408	229,855	232,352	234,900
14 - Transfers to reserves	-	-	43,425	-	-	-	-
Operating Expense Total	198,448	255,585	276,435	227,408	229,855	232,352	234,900
<b>614 - Community Parks Area D Total</b>	<b>\$ (56,400)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 7/11 – Transfer for Community Works Fund reserve in 2020 for \$8,000 to fund Area D parks portion of the Asset Management data collection and inventory project as recommended as part of the SRD’s recently endorsed Asset Management Plan.
- 11/14 – To maintain requisition excess funds are being transferred to reserve.

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area D	\$ 212,035	\$ 212,035	\$ 227,408	\$ 229,855	\$ 232,352	\$ 234,900
<b>TOTAL</b>	<b>\$ 212,035</b>	<b>\$ 212,035</b>	<b>\$ 227,408</b>	<b>\$ 229,855</b>	<b>\$ 232,352</b>	<b>\$ 234,900</b>
Change \$		(0)	15,373	2,447	2,497	2,548
Change %		(0.0%)	7.3%	1.1%	1.1%	1.1%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.1604</b>	<b>\$ 0.1566</b>	<b>\$ 0.1679</b>	<b>\$ 0.1698</b>	<b>\$ 0.1716</b>	<b>\$ 0.1735</b>
<b>Maximum Requisition Limit</b>	<b>\$ 507,121</b>	<b>\$ 518,383</b>				



**Function 614 - Community Parks Area D**

**CAPITAL BUDGET:**

**2020 - 2024 FUNDED PROJECTS**

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>Hagel Park Greenway North/Storie Creek Trail</b>	\$ 51,654	\$ -	\$ -	\$ -	\$ -	\$ -	Community Works Funds
Hagel Park Greenway North and Storie Creek Trail Enhancement for trail connectivity and walkability throughout the area.							
<b>Salmon Point Trail Head Development</b>	30,000	-	-	-	-	-	Reserves
Upgrade of trailhead and trail. The park endures seasonal flooding and this has caused substantial degradation of the trail/trail head.							
<b>Oyster River Parking Lot Expansion</b>		25,000	-	-	-	-	Reserves
Expansion of the lower parking lot and improvement of the access road is being proposed to provide the required space for safe vehicle traffic as well as additional public parking capacity; as approved by business case.							
<b>Mitlenatch Slide Replacement</b>	-	40,000	-	-	-	-	Reserves
Replacement of aging infrastructure.							
<b>Hagel Park Drainage</b>	-	-	15,000	-	-	-	Reserves
Seasonal ponding within Hagel Park results in portions of the park being inaccessible and possible damage.							
<b>TOTAL</b>	<b>\$ 81,654</b>	<b>\$ 65,000</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Future Expenditure Reserve	225,394	229,902	234,500	239,190	243,974	248,853
Capital Reserve	426,105	383,052	375,713	383,227	390,892	398,710
Parkland Acquisition Reserve	997	1,017	1,038	1,058	1,079	1,101
<b>TOTAL</b>	<b>\$ 662,496</b>	<b>\$ 623,971</b>	<b>\$ 621,250</b>	<b>\$ 633,475</b>	<b>\$ 645,945</b>	<b>\$ 658,664</b>

**RESERVE ACTIVITY:**

**Capital Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 447,605	\$ 426,105	\$ 383,052	\$ 375,713	\$ 383,227	\$ 390,892
Transfers from operating fund	-	43,425	-	-	-	-
Transfer to operating fund	-	-	-	-	-	-
Projects funded	(21,500)	(95,000)	(15,000)	-	-	-
Interest earned	-	8,522	7,661	7,514	7,665	7,818
<b>Ending Balance</b>	<b>\$ 426,105</b>	<b>\$ 383,052</b>	<b>\$ 375,713</b>	<b>\$ 383,227</b>	<b>\$ 390,892</b>	<b>\$ 398,710</b>
<b>Projects Funded:</b>						
Salmon Point Trail Head Development	-	30,000				
Hagel Park Asphalt Walkway Repair	21,500	-				
Oyster River Parking Lot Expansion		25,000				
Mitlenatch Slide Replacement		40,000				
Hagel Park Drainage			15,000			
	<b>\$ 21,500</b>	<b>\$ 95,000</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**SERVICE GOALS FOR 2020/2021:**

- Trail and signage upgrades.
- Hagel Greenway North and South.
- Park Regulation Bylaw for Area D parks.
- Implementation of a parks inventory plan for the area.
- Development of an Electoral Area D parks master plan to guide long-term park planning.
- Oyster River parking lot expansion.
- Mitlenatch Slide Replacement.
- Stories Creek trail development.

## Function 750 - Electoral Area D Street Lighting Service

### SERVICE OVERVIEW:

This function provides street lighting for a defined portion of Electoral Area D.

The authority for this service was originally established through Bylaw 64 on June 28, 1971, with amendments with Bylaw 143 on October 25, 2012 where all seven Area D street lighting services were merged into a single service. The maximum levy for this service is \$0.20 per \$1,000 of the assessed value of the defined portion of Electoral Area D.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>750 - Electoral Area D Street Lighting Service</b>							
Operating Revenue							
1 - Property tax requisition	(33,840)	(33,840)	(35,030)	(37,201)	(37,952)	(38,718)	(39,500)
4 - Other revenue	(360)	(360)	(360)	(360)	(360)	(360)	(360)
9 - Prior year surplus	(1,887)	(1,852)	(1,434)	-	-	-	-
Operating Revenue Total	(36,087)	(36,052)	(36,824)	(37,561)	(38,312)	(39,078)	(39,860)
Operating Expense							
11 - Operating expenses	34,653	36,052	36,824	37,561	38,312	39,078	39,860
Operating Expense Total	34,653	36,052	36,824	37,561	38,312	39,078	39,860
<b>750 - Electoral Area D Street Lighting Service Total</b>	<b>\$ (1,434)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 1/11 – Projected ongoing rate increases for BC Hydro, and related increases to property tax requisition to fund.

### TAX REQUISITION SUMMARY:

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area D	\$ 33,840	\$ 35,030	\$ 37,201	\$ 37,952	\$ 38,718	\$ 39,500
<b>TOTAL</b>	<b>\$ 33,840</b>	<b>\$ 35,030</b>	<b>\$ 37,201</b>	<b>\$ 37,952</b>	<b>\$ 38,718</b>	<b>\$ 39,500</b>
Change \$		1,190	2,171	751	766	782
Change %		3.5%	6.2%	2.0%	2.0%	2.0%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.1091</b>	<b>\$ 0.1117</b>	<b>\$ 0.1186</b>	<b>\$ 0.1210</b>	<b>\$ 0.1235</b>	<b>\$ 0.1260</b>
<b>Maximum Requisition Limit</b>	<b>\$ 61,628</b>	<b>\$ 62,437</b>				

### SERVICE GOALS FOR 2020/2021:

- Maintain service levels.

**SERVICE OVERVIEW:**

The transit service in Area D is part of a shared service agreement with the City Campbell River through BC Transit, with Area D paying approximately 12% of the overall system costs. There is a transit exchange near the Oyster River where the Campbell River transit system meets the Comox Valley transit system so any upgrades need to be coordinated with the three entities.

The authority for this service was established through Bylaw 1340 on July 29, 1991. The maximum levy for this service is \$0.20 per \$1,000 of the assessed value of Electoral Area D.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>785 - Transit - Area D</b>							
Operating Revenue							
1 - Property tax requisition	(156,792)	(156,792)	(159,037)	(176,612)	(184,529)	(192,681)	(201,075)
9 - Prior year surplus	(26,683)	(22,234)	(26,243)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(183,475)</b>	<b>(179,026)</b>	<b>(185,280)</b>	<b>(176,612)</b>	<b>(184,529)</b>	<b>(192,681)</b>	<b>(201,075)</b>
Operating Expense							
11 - Operating expenses	157,232	179,026	165,280	176,612	184,529	192,681	201,075
14 - Transfers to reserves	-	-	20,000	-	-	-	-
<b>Operating Expense Total</b>	<b>157,232</b>	<b>179,026</b>	<b>185,280</b>	<b>176,612</b>	<b>184,529</b>	<b>192,681</b>	<b>201,075</b>
<b>785 - Transit - Area D Total</b>	<b>\$ (26,243)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 1/11 – Property tax requisition increasing to align with ongoing increases of Area D’s share of transit service costs. Electoral Area D pays 11.41% of net conventional transit costs and 12% of net custom transit costs through the City and BC Transit. The average increase of the shared services contract is 6% annually.
- 9/14 – Prior year surplus and operating costs included a \$20,000 carry forward to replace Area D bus shelters, which has been re-allocated to the capital plan for 2020.

**CAPITAL BUDGET:**

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>Bus Shelter Replacement</b>	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	Reserve
Replacement and installation of bus shelters for the Area D transit route; locations to be determined.							
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

**TAX REQUISITION SUMMARY:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area D	\$ 156,792	\$ 159,037	\$ 176,612	\$ 184,529	\$ 192,681	\$ 201,075
<b>TOTAL</b>	<b>\$ 156,792</b>	<b>\$ 159,037</b>	<b>\$ 176,612</b>	<b>\$ 184,529</b>	<b>\$ 192,681</b>	<b>\$ 201,075</b>
Change \$		2,245	17,575	7,917	8,152	8,394
Change %		1.4%	11.1%	4.5%	4.4%	4.4%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.1186</b>	<b>\$ 0.1175</b>	<b>\$ 0.1304</b>	<b>\$ 0.1363</b>	<b>\$ 0.1423</b>	<b>\$ 0.1485</b>
<b>Maximum Requisition Limit</b>	<b>\$ 202,848</b>	<b>\$ 207,353</b>				

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
<b>TOTAL</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>

**ACTIVE RESERVES:**

**Appropriated Surplus Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Transfers from operating fund	-	20,000	-	-	-	-
Transfer to operating fund	-	-	-	-	-	-
Projects funded	-	(20,000)	-	-	-	-
<b>Ending Balance</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>
<b>Projects Funded:</b>						
Bus Shelter Replacement		20,000				
	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -

**SERVICE GOALS FOR 2020/2021:**

- Increase ridership through improved infrastructure, scheduling and promotion.
- Crosswalk/bus & shelter/stop review and improvement program, promotion program, shelter maintenance, updating the transit agreement with CCR.
- Glenmore transit exchange upgrade planning.
- Per Electoral Area Director, review the current shared services contract with the City of Campbell River as the service levels for Electoral Area D have been decreased without any reduction of cost.

## Function 790 - Oyster River Bank Protection

### SERVICE OVERVIEW:

There are several properties along the Oyster River in Electoral Area D which comprise the service area for this function to protect the bank.

The authority for this service was originally established through Bylaw 205 on July 24, 1976, with subsequent amendments with Bylaws 221, 1171 and 1664. The maximum levy for this service is \$18,000.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>790 - Oyster River Bank Protection</b>							
Operating Revenue							
1 - Property tax requisition	(18,000)	(18,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)
9 - Prior year surplus	(16,767)	(16,758)	(19,941)	-	-	-	-
Operating Revenue Total	(34,767)	(34,758)	(28,941)	(9,000)	(9,000)	(9,000)	(9,000)
Operating Expense							
11 - Operating expenses	14,827	34,758	28,941	9,000	9,000	9,000	9,000
Operating Expense Total	14,827	34,758	28,941	9,000	9,000	9,000	9,000
<b>790 - Oyster River Bank Protection Total</b>	<b>\$ (19,941)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 1 – Requisition reduced by 50% as associated debt has been paid off. Current requisition amount intended to build a reserve to pay for any future maintenance and/or repairs.
- 9/11 – 2020 operating expenses includes \$20,000 carry forward from prior years for rip rap repair and maintenance works.

### TAX REQUISITION SUMMARY:

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area D	\$ 18,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
<b>TOTAL</b>	<b>\$ 18,000</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>
Change \$		(9,000)	-	-	-	-
Change %		(50.0%)	-	-	-	-
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.7891</b>	<b>\$ 0.3754</b>	<b>\$ 0.3754</b>	<b>\$ 0.3754</b>	<b>\$ 0.3754</b>	<b>\$ 0.3754</b>
<b>Maximum Requisition Limit</b>	<b>\$ 18,000</b>	<b>\$ 18,000</b>				

**RESERVE SUMMARY:**

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 1,087	\$ 1,087	\$ 1,087	\$ 1,087	\$ 1,087	\$ 1,087
Future Expenditure Reserve	18,415	18,783	19,159	19,542	19,933	20,332
Capital Reserve	46,801	47,737	48,692	49,666	50,659	51,672
<b>TOTAL</b>	<b>\$ 66,303</b>	<b>\$ 67,607</b>	<b>\$ 68,938</b>	<b>\$ 70,295</b>	<b>\$ 71,679</b>	<b>\$ 73,091</b>

**SERVICE GOALS FOR 2020/2021:**

- Annual inspections and maintenance.
- Update the floodplain management bylaw.
- Review the consideration of a new local service area for the Oyster River dike which would benefit those along the bank and across Electoral Area D.

## 2020 Financial Plan - Business Case Asset Management Data Collection

### Executive Summary

A key finding in the recently completed Asset Management Plan was that the SRD’s asset data information for linear infrastructure for sewer and water is very high level and lacking granularity which is difficult to plan efficiently for ongoing maintenance and asset replacement. Parks data was also identified as very limited given the many assets contributed to the SRD by provincial and other agencies, as well as limited condition of this expansive asset infrastructure spreading diverse geographic electoral areas. This led to difficulty in quantifying the estimated replacement value, condition rating, and annual sustainable investment levels for capital re-investment which limits the ability for future planning and efficient management of the parks service in each of electoral Area B, C, and D where this service exists.

Improving the asset data inventory for completeness, granularity, accuracy, and condition is the first recommendation in the asset management improvement strategy. The SRD does not have the staffing capacity to collect this data therefore it is recommended that a dedicated resource is allocated to collect this key data for sewer, water, and parks infrastructure in 2019 to improve management of these core infrastructure assets moving forward.

### Business Problem and Opportunity

Currently, the data sets for linear and parks infrastructure are a patchwork of as-built drawings, work order invoices, feasibility studies and staff knowledge using information available. The asset management plan has shown that the greatest weakness for forecasting renewals and replacement is the lack of granularity of the data. In order to accurately forecast the strategic capital re-investments and efficient service delivery, more comprehensive data sets are required. This can only be accomplished by boots-on-the-ground asset identification and condition assessments.

A focused effort to collect this data for sewer, water, and parks infrastructure through a dedicated resource would maximize the investment in this effort and minimize costs, while ensuring consistent data collection practices to ensure efficient management of this core information moving forward. Utilizing external resources with expertise and experience would ensure that the deliverables would provide long-lasting benefit.

### Proposed Project Objectives

Collect data to improve current data sets with regards to asset location and condition to enhance inventory for future re-investment forecasting through asset management as recommended in the asset management improvement strategies.

### Business Risks

The coarse nature of the current asset inventory limits the ability to plan for future renewals and re-investments. This puts the organization at risk of unforeseen system failures and service interruptions as well as an increase in financial risk caused by these potential situations. The lack of detailed asset data also limits the ability to strategically plan for capital re-investment and maintenance of assets on the most needed areas.

### Cost Benefits Analysis and Proposed Source(s) of Funding

The estimated costs to undertake this project is \$40,000 which would maximize funding allocated by combining under one project; funding would be distributed to the five service areas minimizing costs to each service. This work would fall under asset management practices implementation and would be eligible for Community Works Reserve funding. The respective electoral area Community Works Reserve balances at the end of 2018 having balances of \$476,388 for Area B, \$1,342,658 for Area C, and \$2,509,833. Alternatively, this operating project could be funded through the respective services areas Future Expenditure Reserves; Area B having a 2018 year-ending balance of \$67,059, Area C \$29,353, and Area D \$225,394.

a) Total Costs	2020	2021	2022	2023	2024
Capital Costs	\$	\$	\$	\$	\$
Operational Revenues	\$	\$	\$	\$	\$
Operational Costs	\$40,000	\$	\$	\$	\$
<b>Total</b>	<b>\$40,000</b>	<b>\$</b>	<b>\$</b>	<b>\$4</b>	<b>\$</b>

**2020 Financial Plan - Business Case  
Asset Management Data Collection**

<b>b) Benefits</b>	
<b>Tangible Benefits</b>	Completed asset inventory and data sets for core infrastructure, enhancing service management practices.
<b>Intangible Benefits</b>	Ensures sustainable service delivery and efficient use of available resources.

**Summary Recommendation**

THAT the 2020-2024 Financial Plan includes \$8,000 in operational funding for asset management data collection for Area B parks service, to be funded from Electoral Area B Community Works (Gas Tax) Reserve.

THAT the 2020-2024 Financial Plan includes \$8,000 in operational funding for asset management data collection for Area C parks service and \$8,000 for the Quathiaski Cove sewer service, for a total of \$16,000 to be funded from Electoral Area C Community Works (Gas Tax) Reserve.

THAT the 2020-2024 Financial Plan includes \$8,000 in operational funding for asset management data collection for Area D parks service and \$8,000 for the Area D water service, for a total of \$16,000 to be funded from Electoral Area D Community Works (Gas Tax) Reserve.



**2020 Financial Plan - Business Case  
Oyster River Nature Park Parking Lot Expansion**

**Executive Summary**

In 2019 the owner of the Fisherman Pub property (which is adjacent to the Oyster River Nature Park), restricted public access to this property which has caused the space in the lower parking lot for the Oyster River Nature Park to be confined and can be difficult for vehicles to turn around. This has also resulted in heavier traffic for the access road to the lower parking lot.

Expansion of the lower parking lot and improvement of the access road is being proposed to provide the required space for safe vehicle traffic as well as additional public parking capacity.

**Business Problem and Opportunity**

Parks service delivery would be improved with the completion of this project and would result in improving the SRD's overall park accessibility and utilization.

**Proposed Project Objectives**

Provide more space for vehicle traffic within the park access road as well as the now dead-end parking area.

Repair of deficiencies in the access road.

Increase public parking capacity for the park.

**Business Risks**

There are no legal, physical or financial risks associated with this project. The park is broadly valued by community members and well used within the Oyster River community. Formalizing an agreement for future maintenance obligations of the access road with the Ministry of Transportation would be needed to maintain ongoing access.

**Cost Benefits Analysis and Proposed Source(s) of Funding**

The proposed funding for this project would be the Electoral Area D CWF reserve. Increased annual operating costs are expected to be negligible.

a) Total Costs	2020	2021	2022	2023	2024
Capital Costs	\$25,000	\$	\$	\$	\$
Operational Revenues	\$	\$	\$	\$	\$
Operational Costs	\$	\$	\$	\$	\$
<b>Total</b>	<b>\$25,000</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

b) Benefits	
<b>Tangible Benefits</b>	Expanded and improved parking lot and access road for Oyster River Nature Park.
<b>Intangible Benefits</b>	Enhancement of the character of Oyster River Nature Park. Public has been negatively impacted by the closure of the Fisherman's Pub property; by the SRD responding to these circumstances by improving service the public impact is lessened.

**Summary Recommendation**

THAT the 2020-2024 Financial Plan includes \$25,000 in capital funding for the Oyster River Parking Lot Expansion in 2020, to be funded from Electoral Area D Parks Capital Reserve.

## Strathcona Gardens Recreation Complex



**Strathcona Gardens Recreation Complex** is a multi-use facility located within the City of Campbell River. This complex includes two NHL-sized arenas, a leisure ice pad, a 37.5 metre pool, a leisure pool, a weight room, a fitness studio and meeting rooms. In addition to user fees, this well-used facility is funded by the taxpayers of the City of Campbell River and Electoral Area D (Oyster Bay-Buttle Lake).



## Strathcona Gardens Recreation Complex Summary

**Strathcona Gardens Recreation Complex includes the following functions:**

### **Function # - Function Description**

640 - Strathcona Gardens

641 - Strathcona Gardens - Administration & Concession

642 - Strathcona Gardens - Aquatics, Fitness & Rehab

643 - Strathcona Gardens - Facility Operations

644 - Strathcona Gardens - Ice & Other Programs



## Strathcona Gardens Recreation Complex Summary

Strathcona Gardens is divided into 5 business units with all revenue being recorded under Function 640 while functions 641 to 644 track the expenses of each business unit of the facility. All the units when taken as a whole have a balanced budget. All capital plan projects are shown in function 640.

### OPERATING BUDGET SUMMARY:

Function	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
640 - Strathcona Gardens							
Operating Revenue	(7,595,850)	(7,524,554)	(7,992,198)	(7,631,962)	(7,724,335)	(7,834,145)	(7,946,578)
Operating Expense	2,827,180	2,883,507	3,410,348	3,057,774	3,075,768	3,099,100	3,122,899
640 - Strathcona Gardens Total	(4,768,670)	(4,641,047)	(4,581,850)	(4,574,188)	(4,648,567)	(4,735,045)	(4,823,679)
641 - Strathcona Gardens - Administration & Concession Total	557,160	567,300	573,455	582,913	592,559	602,398	612,434
642 - Strathcona Gardens - Aquatics, Fitness & Rehab Total	1,419,300	1,510,400	1,517,412	1,546,783	1,576,740	1,607,297	1,638,465
643 - Strathcona Gardens - Facility Operations Total	1,957,279	2,203,297	2,135,907	2,082,955	2,111,141	2,150,500	2,191,073
644 - Strathcona Gardens - Ice & Other Programs Total	326,400	360,050	355,076	361,537	368,127	374,850	381,707
<b>Grand Total</b>	<b>\$ (508,531)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### CAPITAL BUDGET SUMMARY:

Project Title	2020 - 2024 FUNDED PROJECTS						Funding
	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	
REC-REATE Design	\$ 78,000	\$ -	\$ -	\$ -	\$ -	\$ -	Reserves
REC-REATE Major Redevelopment	-	7,800,000	54,000,000	15,300,000	-	-	Grants/
IT Infrastructure Replacements	-	15,000	15,000	15,000	50,000	30,000	Reserves
Workstation Replacements	-	15,000	15,000	15,000	15,000	15,000	Reserves
Small Equipment Replacement	-	15,000	15,000	15,000	15,000	15,000	Reserves
Energy Recovery Project	1,934,079	-	-	-	-	-	Grants
Preventative Maintenance Software	11,000	-	-	-	-	-	Reserves
Leisure Ice Curtain/Track System	60,000	-	-	-	-	-	Reserves
Zamboni Maintenance/Batteries	-	20,000	-	-	-	20,000	Reserves
Arena 2 Ice Melting Pit	-	40,000	-	-	-	-	Reserves
2010 Dodge Truck Replacement	-	45,000	-	-	-	-	Reserves
Pool Rock Climbing Wall	-	-	-	75,000	-	-	Reserves
Arena #2 Rink Board Replacement	-	-	-	300,000	-	-	Reserves
Arena #2 Concrete Floor	-	-	-	700,000	-	-	Reserves
Fitness and Rehab Equipment	-	-	-	160,000	-	-	Reserves
Website Redevelopment	-	-	-	-	20,000	-	Reserves
<b>TOTAL</b>	<b>\$ 2,083,079</b>	<b>\$ 7,950,000</b>	<b>\$ 54,045,000</b>	<b>\$ 16,580,000</b>	<b>\$ 100,000</b>	<b>\$ 80,000</b>	



## Strathcona Gardens Recreation Complex Summary

### RESERVE BALANCE SUMMARY:

Reserve Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Appropriated Surplus	\$ 275,054	\$ 220,054	\$ 220,054	\$ 220,054	\$ 220,054	\$ 220,054
Future Expenditure Reserve	128,997	131,577	134,209	136,893	139,631	142,423
Capital Reserve	1,140,297	1,767,103	2,257,445	1,522,593	1,953,045	2,412,106
REC-REATE Capital Reserve	3,731,325	2,611,160	-	-	-	-
<b>TOTAL</b>	<b>\$ 5,275,672</b>	<b>\$ 4,729,893</b>	<b>\$ 2,611,707</b>	<b>\$ 1,879,540</b>	<b>\$ 2,312,729</b>	<b>\$ 2,774,583</b>

### DEBT BALANCE SUMMARY:

Debt Type	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Long Term Debt Balance	\$ -	\$ -	\$ 10,753,490	\$ 14,403,111	\$ 13,972,222	\$ 13,541,333
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,753,490</b>	<b>\$ 14,403,111</b>	<b>\$ 13,972,222</b>	<b>\$ 13,541,333</b>

### REQUISITION SUMMARY:

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area D	\$ 774,993	\$ 772,009	\$ 799,108	\$ 811,422	\$ 826,059	\$ 841,047
<b>Member Municipalities:</b>						
City of Campbell River	4,665,365	5,019,508	5,195,704	5,275,763	5,370,936	5,468,381
<b>TOTAL</b>	<b>\$ 5,440,358</b>	<b>\$ 5,791,517</b>	<b>\$ 5,994,812</b>	<b>\$ 6,087,185</b>	<b>\$ 6,196,995</b>	<b>\$ 6,309,428</b>
Change \$		351,159	203,295	92,373	109,810	112,433
Change %		6.5%	3.5%	1.5%	1.8%	1.8%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.6198</b>	<b>\$ 0.6046</b>	<b>\$ 0.6259</b>	<b>\$ 0.6355</b>	<b>\$ 0.6470</b>	<b>\$ 0.6587</b>
<b>Maximum Requisition Limit</b>	<b>\$ 11,306,333</b>	<b>\$ 12,350,973</b>				

### BUDGET HIGHLIGHTS FOR 2020-2024:

- Continue to focus on the pending application submitted in January 2019 to the Federal and Provincial Community, Culture and Recreation grant fund for the major facility redevelopment project REC-REATE estimated at a total project cost of \$77 million. Schematic design phase of the REC-REATE Project completed in 2018.
- Proceed with completing phase 3 and 4 of the \$4.6 million grant funded energy retrofit project with completion expected in fall 2020. Phases 1 and 2 which included moving from ammonia to a CO<sub>2</sub> plant were completed in fall 2019. Energy and operational efficiencies are expected through this upgrade, as well as enhanced safety for employees and patrons moving away from an ammonia-based system.
- Continue to invest in the facility and related core assets including Arena #2, which is outside of the REC-REATE redevelopment project, through incremental increases to the capital renewal reserve. The recently endorsed SRD Asset Management Plan identified the need to continue to invest in this significant community asset to ensure sustainable service delivery. Accordingly, an additional \$350,000 in recurring capital funding was approved in January 2020.
- Continue to plan ahead for operational and funding impacts with an enhanced community facility through re-development.
- Collective agreement with the United Steel Workers Union Local 1-1937 expires December 31, 2020; negotiation costs are budgeted in 2020.



## Strathcona Gardens Recreation Complex Summary

### SERVICE OVERVIEW:

All Strathcona Gardens revenues are included in Function 640 whereas operational expenses may be grouped separately in Functions 640 to 644. The authority for this service is provided through SLP 16, approved on February 19, 1971, with subsequent amendments. The participants of this service are the City of Campbell River and Electoral Area D, with a maximum requisition limit of \$1.588 per \$1,000 of assessed value in these service areas.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>640 - Strathcona Gardens</b>							
Operating Revenue							
1 - Property tax requisition	(5,440,358)	(5,440,358)	(5,791,517)	(5,994,812)	(6,087,185)	(6,196,995)	(6,309,428)
3 - Sales of services	(1,507,231)	(1,524,310)	(1,564,950)	(1,564,950)	(1,564,950)	(1,564,950)	(1,564,950)
4 - Other revenue	(12,464)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)
6 - Grants in lieu	(45,000)	(50,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)
7 - Government transfers	(24,950)	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)
8 - Transfers from reserves	-	-	(55,000)	-	-	-	-
9 - Prior year surplus	(565,847)	(482,686)	(508,531)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(7,595,850)</b>	<b>(7,524,554)</b>	<b>(7,992,198)</b>	<b>(7,631,962)</b>	<b>(7,724,335)</b>	<b>(7,834,145)</b>	<b>(7,946,578)</b>
Operating Expense							
11 - Operating expenses	1,327,180	1,383,507	1,547,253	1,519,679	1,542,553	1,565,885	1,589,684
12 - Debt principal	-	-	-	-	434,661	434,661	434,661
13 - Debt interest	-	-	-	-	598,554	598,554	598,554
14 - Transfers to reserves	1,500,000	1,500,000	1,863,095	1,538,095	500,000	500,000	500,000
<b>Operating Expense Total</b>	<b>2,827,180</b>	<b>2,883,507</b>	<b>3,410,348</b>	<b>3,057,774</b>	<b>3,075,768</b>	<b>3,099,100</b>	<b>3,122,899</b>
<b>640 - Strathcona Gardens Total</b>	<b>\$ (4,768,670)</b>	<b>\$ (4,641,047)</b>	<b>\$ (4,581,850)</b>	<b>\$ (4,574,188)</b>	<b>\$ (4,648,567)</b>	<b>\$ (4,735,045)</b>	<b>\$ (4,823,679)</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 1 – Requisition increase for 2020 entirely due to a \$350,000 increase in Capital funding.
- 8/11 – Expenses for 2020 include \$55,000 for union negotiations, funded by appropriated surplus reserve.
- 9 – The projected 2019 surplus for all business units of Strathcona Gardens is \$509,000; this surplus is made up of the 2018 surplus exceeding projections, lower than budgeted repairs and maintenance on the facility, reduction in operating expenses with delayed closures for the CO2 plant installation delays, staffing vacancies and leaves, and other minor savings in operational expenses including minor capital and permits.
- 11 – The operational expense increases for 2020 relate to funding the remaining 50% portion of the new Assistant Manager Facilities approved through business case in 2019, annual wages and support services increases.
- 12/13 - Debt repayment for REC-REATE Major Redevelopment project budgeted to start in 2022; debt repayment funded by re-allocating existing \$1,038,095 annual REC-REATE reserve contribution.
- 14 - Reserve transfers for 2020 include the annual \$150,000 to capital renewal reserve, the annual \$1,038,095 for REC-REATE Strathcona Gardens redevelopment project, and an additional capital reserve transfer of \$325,000 to fund required capital renewal projects in the next five years; as well as a permanent capital funding increase of \$350,000 that was approved in early 2020.

**SERVICE OVERVIEW:**

The administration function is the first point of contact for Strathcona Gardens customers and acts as the control center for the facility. The customer service representatives work with all other functions at Strathcona Gardens to facilitate programs, facility bookings, retail sales and generate other promotional opportunities. This function also oversees the financial reporting and maintains the point of sale system.

The concession function is the operation of food and beverage services at Strathcona Gardens. This team provides the patrons of Strathcona Gardens access to a variety of hot and cold food and beverages and is typically very well utilized during hockey games and swim meets. The concession staff oversee the sale and preparation of goods and manage the inventory of retail items utilizing the facility’s point of sale system.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>641 - Strathcona Gardens - Administration &amp; Concession</b>							
Operating Expense							
11 - Operating expenses	557,160	567,300	573,455	582,913	592,559	602,398	612,434
Operating Expense Total	557,160	567,300	573,455	582,913	592,559	602,398	612,434
<b>641 - Strathcona Gardens - Administration &amp;</b>	<b>\$ 557,160</b>	<b>\$ 567,300</b>	<b>\$ 573,455</b>	<b>\$ 582,913</b>	<b>\$ 592,559</b>	<b>\$ 602,398</b>	<b>\$ 612,434</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- Wage and benefit increases.

**GOALS FOR SERVICE IN 2020/2021:**

- Initiate a touch screen system that identifies which program or attraction the users are attending.
- Continue to promote online registrations and provide training and education to clients to improve their access and flexibility.
- Review and evaluate concession menu options to look at pricing structure based on increases to food and consumables, offer a product line that provides diversity to clientele based on service delivery and trends, and pursue options for small equipment replacement (e.g. concession fryer).



## Function 642 – SG Aquatics, Fitness, & Rehab

### SERVICE OVERVIEW:

The aquatics function at Strathcona Gardens provides swim lessons, advanced aquatic leadership courses, rehabilitation services, day camps, fitness (both registered and drop-in programs) and special events. Rehabilitation services include evaluation, program design and wellness education. The SRD has had a contract agreement with Island Health since April 2009 to provide residents with potential funding and other assistance for specialty issues such as chronic disease management, falls prevention, stroke recovery, and cardiac rehabilitation.

### OPERATING BUDGET SUMMARY:

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>642 - Strathcona Gardens - Aquatics, Fitness &amp; Rehab</b>							
Operating Expense							
11 - Operating expenses	1,419,300	1,510,400	1,517,412	1,546,783	1,576,740	1,607,297	1,638,465
Operating Expense Total	1,419,300	1,510,400	1,517,412	1,546,783	1,576,740	1,607,297	1,638,465
<b>642 - Strathcona Gardens - Aquatics, Fitness &amp;</b>	<b>\$ 1,419,300</b>	<b>\$ 1,510,400</b>	<b>\$ 1,517,412</b>	<b>\$ 1,546,783</b>	<b>\$ 1,576,740</b>	<b>\$ 1,607,297</b>	<b>\$ 1,638,465</b>

### BUDGET VARIANCE HIGHLIGHTS:

- 11 - Wage and benefit increases.

### GOALS FOR SERVICE IN 2020/2021:

- Increase the programming for advanced aquatic leadership courses to support the recruitment of certified lifeguard/instructors.
- Work alongside School District #72 to implement aquatic leadership programs within the school system.
- Continue to improve accessibility to our aquatic and fitness programs and services.
- Renew our partnership agreement with Island Health committing to rehabilitation services for the community.
- Introduce new and diverse fitness programming including adaptive yoga, walking programs, educational workshops.



**Function 643 – Facility Operations**

**SERVICE OVERVIEW:**

This function is responsible for the maintenance and operations of the facility and grounds. Facility maintenance workers operate and monitor various mechanical systems including the refrigeration plant, heating, ventilation and air conditioning systems and pool mechanical equipment. They also perform building maintenance and repairs such as painting, plumbing, grounds work and maintain all ice surfaces. Building service workers ensure a high standard of cleanliness is maintained in all areas of the facility and perform set-ups for meetings and events hosted at the facility.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>643 - Strathcona Gardens - Facility Operations</b>							
Operating Expense							
11 - Operating expenses	1,957,279	2,203,297	2,135,907	2,082,955	2,111,141	2,150,500	2,191,073
Operating Expense Total	1,957,279	2,203,297	2,135,907	2,082,955	2,111,141	2,150,500	2,191,073
<b>643 - Strathcona Gardens - Facility Operations</b>	<b>\$ 1,957,279</b>	<b>\$ 2,203,297</b>	<b>\$ 2,135,907</b>	<b>\$ 2,082,955</b>	<b>\$ 2,111,141</b>	<b>\$ 2,150,500</b>	<b>\$ 2,191,073</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 11 - Wage and benefit increases.

**GOALS FOR SERVICE IN 2020/2021:**

- Reduce equipment downtime especially as it relates to aging infrastructure being maintained up to facility revitalization.
- Utilizing the additional annual capital funding amount; focus on incorporating the needed Arena #2 upgrades and infrastructure that falls outside other pending facility renewal into the workplan.
- Create and develop asset management, inventory control and preventative and corrective maintenance practices.
- Build systems and procedures addressing the upgrades to the CO2 refrigeration plant and other phases of the energy recovery project. Evaluate staffing requirements, resourcing and training and development.
- Monitor and target reduced energy consumption through the full implementation of the energy recovery project.

**SERVICE OVERVIEW:**

The Ice and Other Programs Function at Strathcona Gardens provides programming for all the ice surfaces as well as any larger-scale programming initiatives taken on throughout the year (i.e. the North Island Adventure Show and the New Years’ Eve event). This function is also responsible for third-party ice and dry floor bookings from patrons and user-groups. Skate patrol staff, in addition to running programs and delivering lessons, operate the skate shop where skate rentals and blade sharpening is offered.

**OPERATING BUDGET SUMMARY:**

	2019 Projection	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>644 - Strathcona Gardens - Ice &amp; Other Programs</b>							
Operating Expense							
11 - Operating expenses	326,400	360,050	355,076	361,537	368,127	374,850	381,707
Operating Expense Total	326,400	360,050	355,076	361,537	368,127	374,850	381,707
<b>644 - Strathcona Gardens - Ice &amp; Other Programs</b>	<b>\$ 326,400</b>	<b>\$ 360,050</b>	<b>\$ 355,076</b>	<b>\$ 361,537</b>	<b>\$ 368,127</b>	<b>\$ 374,850</b>	<b>\$ 381,707</b>

**BUDGET VARIANCE HIGHLIGHTS:**

- 11 - Wage and benefit increases.

**GOALS FOR SERVICE IN 2020/2021:**

- Successfully run the inaugural North Island Outdoor Adventure Show.
- Continue to apply for funding from the BCRPA to maintain the very popular skating school bus program.
- Expand a hosted island wide Pickleball tournament and look at other unique program offerings to fulfill the dry floor programming niche.
- Implement spring ice program and during the dry floor season install mechanical curtain divider and projector that will enhance program offerings and ease of use for operators in the leisure ice surface area.



**CAPITAL BUDGET DETAIL:**

**2020 - 2024 FUNDED PROJECTS**

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>REC-REATE Design</b>	\$ 78,000	\$ -	\$ -	\$ -	\$ -	\$ -	Reserves
Majority of design undertaken in 2018 with \$500K budget, final design works to occur in 2019. Public consultation identified high demand to revitalize facility.							
<b>REC-REATE Major Redevelopment</b>	-	7,800,000	54,000,000	15,300,000	-	-	Grants/ Reserves/
Many components including the pool are reaching end of life and require replacement. Potential grant funding 73.33%; first quarter of new year 2020. Detailed design 2020, construction 2021-2023.							
<b>IT Infrastructure Replacements</b>		15,000	15,000	15,000	50,000	30,000	Reserves
Scheduled replacement of server and networking equipment. Ensuring current infrastructure and network security standards are met.							
<b>Workstation Replacements</b>		15,000	15,000	15,000	15,000	15,000	Reserves
Annual workstation / laptops for SRD Corporate Office staff as per replacement schedule. Ensures staff have up-to-date computer equipment to conduct RD work.							
<b>Small Equipment Replacement</b>	-	15,000	15,000	15,000	15,000	15,000	Reserves
Recurring allowance for replacement of any aged machinery, tools, or equipment.							
<b>Energy Recovery Project</b>	1,934,079	-	-	-	-	-	Grants
In progress. Phase 1 completed Q3 2019 (CO2 and Boilers), Phase 2 to commence Q4 2019 (AHU and Dehumidifiers). Project to be completed Sept 2020.							
<b>Preventative Maintenance Software</b>	11,000	-	-	-	-	-	Reserves
Reassessing options based on asset management plan. Will determine most effective solution in 2020.							
<b>Leisure Ice Curtain/Track System</b>	60,000	-	-	-	-	-	Reserves
To be completed summer 2020. Installation of mechanical curtain divider and projector for leisure ice surface.							
<b>Zamboni Maintenance/Batteries</b>	-	20,000	-	-	-	20,000	Reserves
Replacement of Zamboni batteries and periodic lifecycle maintenance.							
<b>Arena #2 Ice Melting Pit</b>	-	40,000	-	-	-	-	Reserves
Construction of the ice melting pit for Arena #2 to utilize the heat energy from the Energy Recovery Loop System as part of the Energy Recovery Project.							
<b>2010 Vehicle Replacement</b>	-	45,000	-	-	-	-	Reserves
Ongoing fleet replacement; current vehicle at end of useful life.							

**CAPITAL BUDGET DETAIL:**

**2020 - 2024 FUNDED PROJECTS**

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>Pool Rock Climbing Wall</b>	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	- Reserves
Public identified this is a priority and fundraising has been occurring for many years. Plan to incorporate this project into REC-CREATE. This includes the funding from grants and reserves.							
<b>Arena #2 Rink Board Replacement</b>	-	-	-	300,000	-	-	- Reserves
Arena #2 rink boards nearing end of life, replacement planned during REC-REATE major development.							
<b>Arena #2 Concrete Floor</b>	-	-	-	700,000	-	-	- Reserves
Arena #2 concrete floor nearing end of life, replacement planned during REC-REATE major development.							
<b>Fitness and Rehab Equipment</b>			-	160,000	-	-	- Reserves
Clinical exercise stepper. Carried forward remainder \$37,124 of capital budget to 2022 with REC-REATE.							
<b>Website Redevelopment</b>	-	-	-	-	20,000	-	- Reserves
Ongoing maintenance and upgrade of Strathcona Gardens website; every five years.							
<b>TOTAL</b>	<b>\$ 2,083,079</b>	<b>\$ 7,950,000</b>	<b>\$ 54,045,000</b>	<b>\$ 16,580,000</b>	<b>\$ 100,000</b>	<b>\$ 80,000</b>	

**Strathcona Gardens**

**2020 - 2024 UNFUNDED PROJECTS**

Project Title	2020 CFWD	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Funding
<b>Building Improvements</b>		\$ 257,000	\$ 175,000	\$ 125,000	\$ 223,000		TBD
Improvements that are not part of the RECREATE project and based on 2016 Stantec report which include electrical and mechanical repairs, architectural/structural for Arena 2 and Leisure ice to maintain long-term building integrity							
<b>Skating school bus</b>	-	-	60,000	-	-	-	TBD
Purchase of passenger bus for skating programs.							
<b>Leisure Ice Concrete Floor</b>	-	-	-	250,000	-	-	TBD
Leisure ice concrete floor nearing end of life, replacement planned during REC-REATE major development if reserve funding is available.							
<b>Arena #2 Rubber Flooring</b>	-	-	-	50,000	-	-	TBD
Arena #2 rubber flooring nearing end of life, replacement planned during REC-CREATE major development.							
<b>Arena #2 Roof</b>	-	-	-	750,000	-	-	TBD
Arena #2 roof is nearing end of useful life; this upgrade will not be part of REC-REATE and will need to be funded within the next 5-10 years.							
<b>Arena #2 dressing room upgrades</b>	-	-	-	10,000	-	-	TBD
Shower tile and concrete deteriorating. Plumbing and heating upgrades are also needed.							
<b>Storage room reno to office space</b>	-	-	-	500,000	-	-	TBD
Renovate and upgrade Arena #2 storage to create office space							
<b>TOTAL</b>	\$ -	\$ 257,000	\$ 235,000	\$ 1,685,000	\$ 223,000	\$ -	

*Note: An additional \$350,000 annual capital reserve transfer was recently approved to address the projects listed above. Staff will now work to incorporate these projects into the funded work plan.*

**ACTIVE RESERVES:**

**Appropriated Surplus Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 275,054	\$ 275,054	\$ 220,054	\$ 220,054	\$ 220,054	\$ 220,054
Transfers from operating fund	-	-	-	-	-	-
Transfer to operating fund	-	(55,000)	-	-	-	-
Projects funded	-	-	-	-	-	-
<b>Ending Balance</b>	\$ 275,054	\$ 220,054	\$ 220,054	\$ 220,054	\$ 220,054	\$ 220,054

**Strathcona Gardens**

**Future Expenditure Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 128,997	\$ 128,997	\$ 131,577	\$ 134,209	\$ 136,893	\$ 139,631
Transfers from operating fund	-	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-	-
Projects funded	-	-	-	-	-	-
Interest earned	-	2,580	2,632	2,684	2,738	2,793
<b>Ending Balance</b>	<b>\$ 128,997</b>	<b>\$ 131,577</b>	<b>\$ 134,209</b>	<b>\$ 136,893</b>	<b>\$ 139,631</b>	<b>\$ 142,423</b>

**Capital Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 897,045	\$ 1,140,297	\$ 1,767,103	\$ 2,257,445	\$ 1,522,593	\$ 1,953,045
Transfers from operating fund	461,905	825,000	500,000	500,000	500,000	500,000
Projects funded	(218,653)	(221,000)	(45,000)	(1,280,000)	(100,000)	(80,000)
Interest earned	-	22,806	35,342	45,149	30,452	39,061
<b>Ending Balance</b>	<b>\$ 1,140,297</b>	<b>\$ 1,767,103</b>	<b>\$ 2,257,445</b>	<b>\$ 1,522,593</b>	<b>\$ 1,953,045</b>	<b>\$ 2,412,106</b>

**Projects Funded:**

IT Infrastructure Replacements	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 50,000	\$ 30,000
Workstation Replacements	-	15,000	15,000	15,000	15,000	15,000
Small Equipment Replacement	-	15,000	15,000	15,000	15,000	15,000
Multi-Function Devices	10,109					
Ice Edger	7,437					
Ice Resurfacer Replacement	194,204					
Preventative Maintenance Software	-	11,000				
Leisure Ice Curtain/Track System	-	60,000				
Arena 2 Ice Melting Pit	-	40,000				
2010 Vehicle Replacement	-	45,000				
Zamboni Batteries	-	20,000				20,000
Fitness and Rehab Equipment	6,903			160,000		
Pool Rock Climbing Wall				75,000		
Arena #2 Rink Board Replacement				300,000		
Arena #2 Concrete Floor				700,000		
Website Redevelopment					20,000	
	<b>\$ 218,653</b>	<b>\$ 221,000</b>	<b>\$ 45,000</b>	<b>\$ 1,280,000</b>	<b>\$ 100,000</b>	<b>\$ 80,000</b>

**Strathcona Gardens**

**REC-REATE Capital Reserve**

	2019 Projected	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Beginning balance</b>	\$ 2,696,928	\$ 3,731,325	\$ 2,611,160	\$ -	\$ -	\$ -
Transfers from operating fund	1,038,095	1,038,095	1,038,095			
Transfer to operating fund	-	-	-	-	-	-
Projects funded	(3,698)	(2,158,260)	(3,648,310)	-	-	-
<b>Ending Balance</b>	<b>\$ 3,731,325</b>	<b>\$ 2,611,160</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Projects Funded:</b>						
REC-REATE Design	\$ 3,698	\$ 78,000				
REC-REATE Major Redevelopment		2,080,260	3,648,310			
	<b>\$ 3,698</b>	<b>\$ 2,158,260</b>	<b>\$ 3,648,310</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**DEBT DETAIL:**

**Long-Term Debt Summary**

	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Debt Balance</b>						
Beginning Balance	\$ -	\$ -	\$ -	\$ 10,753,490	\$ 14,403,111	\$ 13,972,222
Debt Draws	-	-	10,753,490	4,080,510	-	-
Debt Principal Payments	-	-	-	(430,889)	(430,889)	(430,889)
<b>Ending Balance</b>	<b>-</b>	<b>-</b>	<b>10,753,490</b>	<b>14,403,111</b>	<b>13,972,222</b>	<b>13,541,333</b>
<b>Debt Details</b>						
REC-REATE Major Redevelopment						
Interest rate - 4%						
Payback - 25 yrs						
Year drawn - 2019						
Beginning Balance	-	-	-	10,753,490	14,403,111	13,972,222
Debt Draws	-	-	10,753,490	4,080,510	-	-
Debt Principal Payments	-	-	-	(430,889)	(430,889)	(430,889)
<b>Ending Balance</b>	<b>-</b>	<b>-</b>	<b>10,753,490</b>	<b>14,403,111</b>	<b>13,972,222</b>	<b>13,541,333</b>
Debt Principal Payments	-	-	-	430,889	430,889	430,889
Debt Interest Payments	-	-	-	593,360	593,360	593,360
<b>Annual Debt Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,024,249</b>	<b>1,024,249</b>	<b>1,024,249</b>

**TAX REQUISITION DETAIL:**

Requisition Allocation	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
<b>Electoral Area:</b>						
Area D	\$ 774,993	\$ 772,009	\$ 799,108	\$ 811,422	\$ 826,059	\$ 841,047
<b>Member Municipalities:</b>						
City of Campbell River	4,665,365	5,019,508	5,195,704	5,275,763	5,370,936	5,468,381
<b>TOTAL</b>	<b>\$ 5,440,358</b>	<b>\$ 5,791,517</b>	<b>\$ 5,994,812</b>	<b>\$ 6,087,185</b>	<b>\$ 6,196,995</b>	<b>\$ 6,309,428</b>
Change \$		351,159	203,295	92,373	109,810	112,433
Change %		6.5%	3.5%	1.5%	1.8%	1.8%
<b>Tax Rate Estimate (Per \$1,000)</b>	<b>\$ 0.6198</b>	<b>\$ 0.6046</b>	<b>\$ 0.6259</b>	<b>\$ 0.6355</b>	<b>\$ 0.6470</b>	<b>\$ 0.6587</b>
<b>Maximum Requisition Limit</b>	<b>\$ 11,306,333</b>	<b>\$ 12,350,973</b>				

## Financial Plan Bylaw





## **BYLAW NO. 382**

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### **A BYLAW TO ADOPT THE 2020 TO 2024 FINANCIAL PLAN AND CAPITAL EXPENDITURE PROGRAM**

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**WHEREAS** the Regional District must annually adopt a financial plan, by bylaw, which covers the current year and the ensuing four years;

**AND WHEREAS** the Strathcona Regional District wishes to adopt a financial plan that reflects its corporate priorities for the period 2020 to 2024;

**AND WHEREAS** a public consultation process regarding the 2020 to 2024 financial plan has been completed;

**NOW THEREFORE** the Board of Directors of the Strathcona Regional District, in open meeting assembled, enacts as follows:

#### **Financial Plan and Capital Expenditure Program**

1. Schedule A (Consolidated Expenses and Sources of Revenue), Schedule B (Capital Expenses and Sources of Revenue), Schedule C (Operating Expenses by Type) and Schedule D (Consolidated Expenses and Sources of Revenue by Service), all of which are attached hereto and form an integral part of this bylaw, are hereby designated and adopted as the financial plan and capital expenditure program for the period commencing on January 1, 2020 and terminating on December 31, 2024.

#### **Citation**

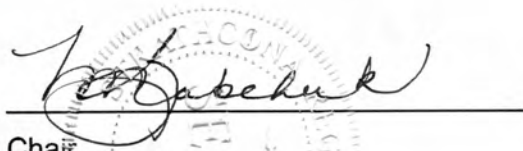
2. This bylaw may be cited for all purposes as Bylaw No. 382, being 2020 to 2024 Financial Plan and Capital Expenditure Program Bylaw.

**READ A FIRST TIME ON THE 12<sup>TH</sup> DAY OF FEBRUARY, 2020**

**READ A SECOND TIME ON THE 12<sup>TH</sup> DAY OF FEBRUARY, 2020**

**READ A THIRD TIME ON THE 26<sup>TH</sup> DAY OF FEBRUARY, 2020**

**RECONSIDERED, FINALLY PASSED AND ADOPTED ON THE 26<sup>TH</sup> DAY OF FEBRUARY, 2020**



A handwritten signature in cursive script, appearing to read "J. J. Sabehuk", is written over a horizontal line. A faint circular stamp is visible in the background behind the signature.

Chair



A handwritten signature in cursive script, appearing to read "Thomas Yab", is written over a horizontal line. A faint circular stamp is visible in the background behind the signature.

Corporate Officer



Financial Plan Bylaw

**2020-2024 Financial Plan  
Consolidated Expenses and Sources of Revenue**

Bylaw 382  
Schedule A

	2020	2021	2022	2023	2024
<b>Operating Sources of Revenue</b>					
Frontage and parcel taxes	\$ 11,323	\$ 25,090	\$ 25,090	\$ 25,090	\$ 25,090
Property value tax requisition	12,936,207	13,742,846	13,745,063	13,910,777	13,982,482
Grants in lieu of taxes	186,560	186,560	186,560	186,560	186,560
Conditional transfers	1,056,143	706,054	729,159	730,150	753,395
Unconditional transfers	211,500	211,500	211,500	211,500	211,500
Sales of services	3,220,368	3,333,418	3,346,778	3,365,786	3,384,831
Other revenue from own sources	1,661,531	1,692,627	1,995,687	2,327,984	2,932,992
Debt recoveries member municipalities	1,219,765	1,219,765	1,219,765	1,217,188	1,111,313
Transfers from reserves	149,725	41,368	83,617	44,402	34,032
Transfers from accumulated surplus	2,398,382	-	-	-	-
	<u>23,051,504</u>	<u>21,159,228</u>	<u>21,543,219</u>	<u>22,019,437</u>	<u>22,622,195</u>
Capital Revenues - Schedule B	19,718,721	79,460,000	19,920,000	395,000	135,000
<b>Consolidated Revenues</b>	<b><u>\$ 42,770,225</u></b>	<b><u>\$ 100,619,228</u></b>	<b><u>\$ 41,463,219</u></b>	<b><u>\$ 22,414,437</u></b>	<b><u>\$ 22,757,195</u></b>
<b>Operating Expenses by Category</b>					
General government services	\$ 5,232,251	\$ 4,827,488	\$ 4,929,247	\$ 4,958,746	\$ 5,060,813
Protective services	2,175,467	1,951,115	1,972,164	2,002,760	2,027,531
Environmental health services	2,693,239	2,464,337	2,499,820	2,541,426	2,583,610
Development services	1,135,888	842,432	852,696	866,245	880,083
Parks, recreation and cultural services	9,594,818	9,094,245	9,207,407	9,338,364	9,469,311
Transportation Services	258,632	230,913	239,736	248,812	258,149
Other services	741,444	528,933	622,384	845,896	1,231,385
Debt payments member municipalities	1,219,765	1,219,765	1,219,765	1,217,188	1,111,313
	<u>23,051,504</u>	<u>21,159,228</u>	<u>21,543,219</u>	<u>22,019,437</u>	<u>22,622,195</u>
Capital Expenses - Schedule B	19,718,721	79,460,000	19,920,000	395,000	135,000
<b>Consolidated Expenses</b>	<b><u>\$ 42,770,225</u></b>	<b><u>\$ 100,619,228</u></b>	<b><u>\$ 41,463,219</u></b>	<b><u>\$ 22,414,437</u></b>	<b><u>\$ 22,757,195</u></b>



**Financial Plan Bylaw**

**2020-2024 Financial Plan  
Capital Expenses and Sources of Revenue**

Bylaw 382  
Schedule B

	2020	2021	2022	2023	2024
<b>Capital Sources of Revenue</b>					
Conditional transfers	\$ 14,090,726	\$ 64,848,200	\$ 14,519,490	\$ -	\$ -
Proceeds from borrowing	21,483	10,753,490	4,080,510	-	-
Transfers from reserves	5,606,512	3,858,310	1,320,000	395,000	135,000
<b>Total Capital Revenues</b>	<b>\$ 19,718,721</b>	<b>\$ 79,460,000</b>	<b>\$ 19,920,000</b>	<b>\$ 395,000</b>	<b>\$ 135,000</b>
<b>Capital Expense by Category</b>					
General government services	\$ 318,430	\$ 65,000	\$ 30,000	\$ 85,000	\$ 45,000
Environmental health services	1,930,000	-	-	-	-
Development services	121,608	-	-	-	-
Parks, recreation and cultural services	10,871,565	54,085,000	16,580,000	100,000	80,000
Protective services	107,118	60,000	10,000	210,000	10,000
Other services	6,350,000	25,250,000	3,300,000	-	-
Transportation services	20,000	-	-	-	-
<b>Total Capital Expenses</b>	<b>\$ 19,718,721</b>	<b>\$ 79,460,000</b>	<b>\$ 19,920,000</b>	<b>\$ 395,000</b>	<b>\$ 135,000</b>

**2020-2024 Financial Plan  
Operating Expenses by Type**

Bylaw 382  
Schedule C

	2020	2021	2022	2023	2024
<b>General government services</b>					
Labour, materials, and contracted services	\$ 4,404,346	\$ 4,111,530	\$ 4,204,154	\$ 4,220,653	\$ 4,300,486
Debt interest payments	65,349	65,349	65,349	65,349	65,349
Debt principal payments	42,925	42,925	42,925	42,925	42,925
Deficit prior year	11,947	-	-	-	-
Transfers to reserves	707,684	607,684	616,819	629,819	652,053
	<u>5,232,251</u>	<u>4,827,488</u>	<u>4,929,247</u>	<u>4,958,746</u>	<u>5,060,813</u>
<b>Protective services</b>					
Labour, materials, and contracted services	2,079,226	1,852,865	1,887,264	1,917,650	1,942,200
Transfers to reserves	96,241	98,250	84,900	85,110	85,331
	<u>2,175,467</u>	<u>1,951,115</u>	<u>1,972,164</u>	<u>2,002,760</u>	<u>2,027,531</u>
<b>Environmental health services</b>					
Labour, materials, and contracted services	2,381,016	2,359,066	2,394,816	2,436,690	2,479,142
Debt interest payments	6,575	12,025	11,892	11,758	11,624
Debt principal payments	4,648	18,246	18,112	17,978	17,844
Deficit prior year	-	-	-	-	-
Transfers to reserves	301,000	75,000	75,000	75,000	75,000
	<u>2,693,239</u>	<u>2,464,337</u>	<u>2,499,820</u>	<u>2,541,426</u>	<u>2,583,610</u>
<b>Development services</b>					
Labour, materials, and contracted services	900,545	824,432	837,696	851,245	865,083
Transfers to reserves	235,343	18,000	15,000	15,000	15,000
	<u>1,135,888</u>	<u>842,432</u>	<u>852,696</u>	<u>866,245</u>	<u>880,083</u>
<b>Parks, recreation and cultural services</b>					
Labour, materials, and contracted services	7,662,756	7,541,150	7,659,192	7,790,149	7,921,096
Debt interest payments	-	-	598,554	598,554	598,554
Debt principal payments	-	-	434,661	434,661	434,661
Transfers to reserves	1,932,062	1,553,095	515,000	515,000	515,000
	<u>9,594,818</u>	<u>9,094,245</u>	<u>9,207,407</u>	<u>9,338,364</u>	<u>9,469,311</u>
<b>Transportation services</b>					
Labour, materials, and contracted services	238,632	230,913	239,736	248,812	258,149
Transfers to reserves	20,000	-	-	-	-
	<u>258,632</u>	<u>230,913</u>	<u>239,736</u>	<u>248,812</u>	<u>258,149</u>
<b>Other services</b>					
Labour, materials, and contracted services	696,364	483,853	622,384	845,896	1,231,385
Transfers to reserves	45,080	45,080	-	-	-
	<u>741,444</u>	<u>528,933</u>	<u>622,384</u>	<u>845,896</u>	<u>1,231,385</u>
<b>Debt payments member municipalities</b>					
Debt interest payments	433,850	433,850	433,850	431,273	394,316
Debt principal payments	785,915	785,915	785,915	785,915	716,997
	<u>1,219,765</u>	<u>1,219,765</u>	<u>1,219,765</u>	<u>1,217,188</u>	<u>1,111,313</u>
<b>Total Operating Expenses</b>	<u><u>\$ 23,051,504</u></u>	<u><u>\$ 21,159,228</u></u>	<u><u>\$ 21,543,219</u></u>	<u><u>\$ 22,019,437</u></u>	<u><u>\$ 22,622,195</u></u>

**2020-2024 Financial Plan  
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 382  
Schedule D

	2020	2021	2022	2023	2024
<b>100 Member Municipality Administration</b>					
Property value tax requisition	\$ 376,933	\$ 409,111	\$ 416,065	\$ 423,158	\$ 430,393
Grants in lieu of taxes	3,000	3,000	3,000	3,000	3,000
Transfers from accumulated surplus	25,361	-	-	-	-
<b>Operating Revenue Total</b>	<b>405,294</b>	<b>412,111</b>	<b>419,065</b>	<b>426,158</b>	<b>433,393</b>
Labour, materials, and contracted services	405,294	412,111	419,065	426,158	433,393
Transfers to reserves	-	-	-	-	-
<b>Operating Expense Total</b>	<b>405,294</b>	<b>412,111</b>	<b>419,065</b>	<b>426,158</b>	<b>433,393</b>
<b>110 Administration and General Government</b>					
Property value tax requisition	1,002,551	1,160,482	1,195,962	1,212,091	1,238,899
Sales of services	52,420	52,420	52,420	52,420	52,420
Other revenue from own sources	1,414,872	1,432,291	1,459,791	1,487,888	1,516,596
Conditional transfers	131,146	80,000	80,000	80,000	80,000
Unconditional transfers	190,500	190,500	190,500	190,500	190,500
Grants in lieu of taxes	137,000	137,000	137,000	137,000	137,000
Transfers from accumulated surplus	410,573	-	-	-	-
<b>Operating Revenue Total</b>	<b>3,339,062</b>	<b>3,052,693</b>	<b>3,115,673</b>	<b>3,159,899</b>	<b>3,215,415</b>
Labour, materials, and contracted services	3,020,788	2,834,419	2,897,399	2,941,625	2,997,141
Debt interest payments	65,349	65,349	65,349	65,349	65,349
Debt principal payments	42,925	42,925	42,925	42,925	42,925
Transfers to reserves	210,000	110,000	110,000	110,000	110,000
<b>Operating Expense Total</b>	<b>3,339,062</b>	<b>3,052,693</b>	<b>3,115,673</b>	<b>3,159,899</b>	<b>3,215,415</b>
Proceeds from borrowing	21,483	-	-	-	-
Transfers from reserves	296,947	65,000	30,000	85,000	45,000
<b>Capital Sources of Revenue Total</b>	<b>318,430</b>	<b>65,000</b>	<b>30,000</b>	<b>85,000</b>	<b>45,000</b>
Capital expenditure	318,430	65,000	30,000	85,000	45,000
<b>Capital Expense Total</b>	<b>318,430</b>	<b>65,000</b>	<b>30,000</b>	<b>85,000</b>	<b>45,000</b>
<b>120 Grant in Aid Area A</b>					
Property value tax requisition	452	3,397	3,400	3,403	3,406
Transfers from accumulated surplus	9,942	-	-	-	-
<b>Operating Revenue Total</b>	<b>10,394</b>	<b>3,397</b>	<b>3,400</b>	<b>3,403</b>	<b>3,406</b>
Labour, materials, and contracted services	10,394	3,397	3,400	3,403	3,406
<b>Operating Expense Total</b>	<b>10,394</b>	<b>3,397</b>	<b>3,400</b>	<b>3,403</b>	<b>3,406</b>

**2020-2024 Financial Plan  
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 382  
Schedule D

	2020	2021	2022	2023	2024
<b>123 Grant In Aid Area D</b>					
Property value tax requisition	\$ 62,030	\$ 66,513	\$ 66,544	\$ 66,575	\$ 66,606
Transfers from accumulated surplus	4,454	-	-	-	-
<b>Operating Revenue Total</b>	<b>66,484</b>	<b>66,513</b>	<b>66,544</b>	<b>66,575</b>	<b>66,606</b>
Labour, materials, and contracted services	66,484	66,513	66,544	66,575	66,606
<b>Operating Expense Total</b>	<b>66,484</b>	<b>66,513</b>	<b>66,544</b>	<b>66,575</b>	<b>66,606</b>
<b>126 Grant In Aid Area B</b>					
Property value tax requisition	25,709	25,723	25,737	25,752	25,767
<b>Operating Revenue Total</b>	<b>25,709</b>	<b>25,723</b>	<b>25,737</b>	<b>25,752</b>	<b>25,767</b>
Labour, materials, and contracted services	25,709	25,723	25,737	25,752	25,767
<b>Operating Expense Total</b>	<b>25,709</b>	<b>25,723</b>	<b>25,737</b>	<b>25,752</b>	<b>25,767</b>
<b>127 Grant In Aid Area C</b>					
Property value tax requisition	24,815	25,879	25,897	25,915	25,933
Transfers from accumulated surplus	16,046	-	-	-	-
<b>Operating Revenue Total</b>	<b>40,861</b>	<b>25,879</b>	<b>25,897</b>	<b>25,915</b>	<b>25,933</b>
Labour, materials, and contracted services	40,861	25,879	25,897	25,915	25,933
<b>Operating Expense Total</b>	<b>40,861</b>	<b>25,879</b>	<b>25,897</b>	<b>25,915</b>	<b>25,933</b>
<b>130 Electoral Areas Expenditure &amp; Election Services</b>					
Property value tax requisition	676,835	710,321	725,749	742,862	759,877
Conditional transfers	484,685	484,685	506,819	506,819	529,053
Transfers from reserves	-	-	39,000	-	-
Transfers from accumulated surplus	17,931	-	-	-	-
<b>Operating Revenue Total</b>	<b>1,179,451</b>	<b>1,195,006</b>	<b>1,271,568</b>	<b>1,249,681</b>	<b>1,288,930</b>
Labour, materials, and contracted services	681,767	697,322	764,749	729,862	746,877
Transfers to reserves	497,684	497,684	506,819	519,819	542,053
<b>Operating Expense Total</b>	<b>1,179,451</b>	<b>1,195,006</b>	<b>1,271,568</b>	<b>1,249,681</b>	<b>1,288,930</b>

**2020-2024 Financial Plan  
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 382  
Schedule D

	2020	2021	2022	2023	2024
<b>132 Wharves</b>					
Sales of services	\$ 365	\$ 365	\$ 365	\$ 365	\$ 365
Other revenue from own sources	30,000	30,000	30,000	30,000	30,000
Conditional transfers	139,417	140,369	141,340	142,331	143,342
<b>Operating Revenue Total</b>	<b>169,782</b>	<b>170,734</b>	<b>171,705</b>	<b>172,696</b>	<b>173,707</b>
Labour, materials, and contracted services	169,782	170,734	171,705	172,696	173,707
<b>Operating Expense Total</b>	<b>169,782</b>	<b>170,734</b>	<b>171,705</b>	<b>172,696</b>	<b>173,707</b>
Conditional transfers	1,400,000	500,000	-	-	-
<b>Capital Sources of Revenue Total</b>	<b>1,400,000</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital expenditure	1,400,000	500,000	-	-	-
<b>Capital Expense Total</b>	<b>1,400,000</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>149 Regional Broadband</b>					
Property value tax requisition	312,839	312,839	81,679	-	(191,822)
Other revenue from own sources	-	45,360	369,000	673,200	1,249,500
Transfers from accumulated surplus	258,823	-	-	-	-
<b>Operating Revenue Total</b>	<b>571,662</b>	<b>358,199</b>	<b>450,679</b>	<b>673,200</b>	<b>1,057,678</b>
Labour, materials, and contracted services	526,582	313,119	450,679	673,200	1,057,678
Transfers to reserves	45,080	45,080	-	-	-
<b>Operating Expense Total</b>	<b>571,662</b>	<b>358,199</b>	<b>450,679</b>	<b>673,200</b>	<b>1,057,678</b>
Conditional transfers	4,950,000	24,750,000	3,300,000	-	-
<b>Capital Sources of Revenue Total</b>	<b>4,950,000</b>	<b>24,750,000</b>	<b>3,300,000</b>	<b>-</b>	<b>-</b>
Capital expenditure	4,950,000	24,750,000	3,300,000	-	-
<b>Capital Expense Total</b>	<b>4,950,000</b>	<b>24,750,000</b>	<b>3,300,000</b>	<b>-</b>	<b>-</b>
<b>150 Feasibility Studies - Regional</b>					
Other revenue from own sources	45,080	45,080	-	-	-
Property value tax requisition	-	-	277	277	277
Transfers from accumulated surplus	25,002	-	-	-	-
<b>Operating Revenue Total</b>	<b>70,082</b>	<b>45,080</b>	<b>277</b>	<b>277</b>	<b>277</b>
Labour, materials, and contracted services	70,082	45,080	277	277	277
<b>Operating Expense Total</b>	<b>70,082</b>	<b>45,080</b>	<b>277</b>	<b>277</b>	<b>277</b>

**2020-2024 Financial Plan  
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 382  
Schedule D

	2020	2021	2022	2023	2024
<b>151 Feasibility Studies - Electoral Area A</b>					
Property value tax requisition	\$ 874	\$ 256	\$ 256	\$ 256	\$ 256
Transfers from accumulated surplus	4,382	-	-	-	-
<b>Operating Revenue Total</b>	<b>5,256</b>	<b>256</b>	<b>256</b>	<b>256</b>	<b>256</b>
<hr/>					
Labour, materials, and contracted services	5,256	256	256	256	256
<b>Operating Expense Total</b>	<b>5,256</b>	<b>256</b>	<b>256</b>	<b>256</b>	<b>256</b>
<hr/>					
<b>154 Feasibility Studies - Electoral Area D</b>					
Property value tax requisition	-	290	290	290	290
Transfers from accumulated surplus	38,305	-	-	-	-
<b>Operating Revenue Total</b>	<b>38,305</b>	<b>290</b>	<b>290</b>	<b>290</b>	<b>290</b>
<hr/>					
Labour, materials, and contracted services	38,305	290	290	290	290
<b>Operating Expense Total</b>	<b>38,305</b>	<b>290</b>	<b>290</b>	<b>290</b>	<b>290</b>
<hr/>					
<b>157 Feasibility Studies - Electoral Area B</b>					
Other revenue from own sources	31,083	-	-	-	-
Property value tax requisition	-	270	270	270	270
<b>Operating Revenue Total</b>	<b>31,083</b>	<b>270</b>	<b>270</b>	<b>270</b>	<b>270</b>
<hr/>					
Labour, materials, and contracted services	19,136	270	270	270	270
Deficit prior year	11,947	-	-	-	-
<b>Operating Expense Total</b>	<b>31,083</b>	<b>270</b>	<b>270</b>	<b>270</b>	<b>270</b>
<hr/>					
<b>158 Feasibility Studies - Electoral Area C</b>					
Property value tax requisition	1,305	270	270	270	270
Transfers from accumulated surplus	18,965	-	-	-	-
<b>Operating Revenue Total</b>	<b>20,270</b>	<b>270</b>	<b>270</b>	<b>270</b>	<b>270</b>
<hr/>					
Labour, materials, and contracted services	20,270	270	270	270	270
<b>Operating Expense Total</b>	<b>20,270</b>	<b>270</b>	<b>270</b>	<b>270</b>	<b>270</b>
<hr/>					
<b>190 Member Municipality Debt</b>					
Debt recoveries member municipalities	1,219,765	1,219,765	1,219,765	1,217,188	1,111,313
<b>Operating Revenue Total</b>	<b>1,219,765</b>	<b>1,219,765</b>	<b>1,219,765</b>	<b>1,217,188</b>	<b>1,111,313</b>
<hr/>					
Debt interest payments	433,850	433,850	433,850	431,273	394,316
Debt principal payments	785,915	785,915	785,915	785,915	716,997
<b>Operating Expense Total</b>	<b>1,219,765</b>	<b>1,219,765</b>	<b>1,219,765</b>	<b>1,217,188</b>	<b>1,111,313</b>

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	2020	2021	2022	2023	2024
<b>210 Campbell River Fire Protection Specified Area</b>					
Property value tax requisition	\$ 475,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Transfers from reserves	49,233	4,962	4,962	4,962	4,962
Transfers from accumulated surplus	5,729	-	-	-	-
<b>Operating Revenue Total</b>	<b>529,962</b>	<b>504,962</b>	<b>504,962</b>	<b>504,962</b>	<b>504,962</b>
Labour, materials, and contracted services	529,962	504,962	504,962	504,962	504,962
<b>Operating Expense Total</b>	<b>529,962</b>	<b>504,962</b>	<b>504,962</b>	<b>504,962</b>	<b>504,962</b>
<b>245 Sayward Valley Fire Protection Local Service Area</b>					
Property value tax requisition	75,000	75,000	75,000	75,000	75,000
Conditional transfers	10,000	-	-	-	-
Other revenue from own sources	550	550	550	550	550
Transfers from accumulated surplus	53,570	-	-	-	-
<b>Operating Revenue Total</b>	<b>139,120</b>	<b>75,550</b>	<b>75,550</b>	<b>75,550</b>	<b>75,550</b>
Labour, materials, and contracted services	122,420	58,850	58,850	58,850	58,850
Transfers to reserves	16,700	16,700	16,700	16,700	16,700
<b>Operating Expense Total</b>	<b>139,120</b>	<b>75,550</b>	<b>75,550</b>	<b>75,550</b>	<b>75,550</b>
<b>250 South Cortes Island Fire Local Service Area</b>					
Property value tax requisition	225,500	237,212	246,805	256,870	267,431
Sales of services	4,620	4,620	4,620	4,620	4,620
Transfers from accumulated surplus	3,570	-	-	-	-
<b>Operating Revenue Total</b>	<b>233,690</b>	<b>241,832</b>	<b>251,425</b>	<b>261,490</b>	<b>272,051</b>
Labour, materials, and contracted services	183,690	191,832	201,425	211,490	222,051
Transfers to reserves	50,000	50,000	50,000	50,000	50,000
<b>Operating Expense Total</b>	<b>233,690</b>	<b>241,832</b>	<b>251,425</b>	<b>261,490</b>	<b>272,051</b>
Transfers from reserves	45,000	50,000	-	200,000	-
<b>Capital Sources of Revenue Total</b>	<b>45,000</b>	<b>50,000</b>	<b>-</b>	<b>200,000</b>	<b>-</b>
Capital expenditure	45,000	50,000	-	200,000	-
<b>Capital Expense Total</b>	<b>45,000</b>	<b>50,000</b>	<b>-</b>	<b>200,000</b>	<b>-</b>
<b>251 Cortes First Responder</b>					
Property value tax requisition	44,061	43,506	31,421	32,958	34,573
<b>Operating Revenue Total</b>	<b>44,061</b>	<b>43,506</b>	<b>31,421</b>	<b>32,958</b>	<b>34,573</b>
Labour, materials, and contracted services	28,520	25,956	27,221	28,548	29,942
Transfers to reserves	15,541	17,550	4,200	4,410	4,631
<b>Operating Expense Total</b>	<b>44,061</b>	<b>43,506</b>	<b>31,421</b>	<b>32,958</b>	<b>34,573</b>

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	2020	2021	2022	2023	2024
<b>255 North Quadra Island Assistance Response</b>					
Property value tax requisition	\$ 253	\$ 505	\$ 510	\$ 515	\$ 520
Transfers from accumulated surplus	247	-	-	-	-
<b>Operating Revenue Total</b>	<b>500</b>	<b>505</b>	<b>510</b>	<b>515</b>	<b>520</b>
Labour, materials, and contracted services	500	505	510	515	520
<b>Operating Expense Total</b>	<b>500</b>	<b>505</b>	<b>510</b>	<b>515</b>	<b>520</b>
<b>271 EA A Kyuquot Nootka Emergency Program Extended Service</b>					
Property value tax requisition	1,000	1,496	1,501	1,506	1,511
Transfers from accumulated surplus	1,164	-	-	-	-
<b>Operating Revenue Total</b>	<b>2,164</b>	<b>1,496</b>	<b>1,501</b>	<b>1,506</b>	<b>1,511</b>
Labour, materials, and contracted services	2,164	1,496	1,501	1,506	1,511
<b>Operating Expense Total</b>	<b>2,164</b>	<b>1,496</b>	<b>1,501</b>	<b>1,506</b>	<b>1,511</b>
<b>272 Strathcona Emergency Program</b>					
Property value tax requisition	310,422	326,620	329,681	332,802	335,987
Conditional transfers	178,395	-	-	-	-
Transfers from accumulated surplus	13,197	-	-	-	-
<b>Operating Revenue Total</b>	<b>502,014</b>	<b>326,620</b>	<b>329,681</b>	<b>332,802</b>	<b>335,987</b>
Labour, materials, and contracted services	492,014	316,620	319,681	322,802	325,987
Transfers to reserves	10,000	10,000	10,000	10,000	10,000
<b>Operating Expense Total</b>	<b>502,014</b>	<b>326,620</b>	<b>329,681</b>	<b>332,802</b>	<b>335,987</b>
Transfers from reserves	10,000	10,000	10,000	10,000	10,000
<b>Capital Sources of Revenue Total</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
Capital expenditure	10,000	10,000	10,000	10,000	10,000
<b>Capital Expense Total</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>275 911 Answering Service</b>					
Property value tax requisition	421,376	450,686	465,241	475,068	478,286
Transfers from accumulated surplus	2,914	-	-	-	-
<b>Operating Revenue Total</b>	<b>424,290</b>	<b>450,686</b>	<b>465,241</b>	<b>475,068</b>	<b>478,286</b>
Labour, materials, and contracted services	424,290	450,686	465,241	475,068	478,286
Transfers to reserves	-	-	-	-	-
<b>Operating Expense Total</b>	<b>424,290</b>	<b>450,686</b>	<b>465,241</b>	<b>475,068</b>	<b>478,286</b>

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	2020	2021	2022	2023	2024
<b>285 Building Inspection</b>					
Property value tax requisition	\$ 153,870	\$ 201,345	\$ 206,344	\$ 211,450	\$ 216,671
Sales of services	12,000	12,000	12,000	12,000	12,000
Other revenue from own sources	44,050	44,050	44,050	44,050	44,050
Transfers from accumulated surplus	42,585	-	-	-	-
<b>Operating Revenue Total</b>	<b>252,505</b>	<b>257,395</b>	<b>262,394</b>	<b>267,500</b>	<b>272,721</b>
Labour, materials, and contracted services	248,505	253,395	258,394	263,500	268,721
Transfers to reserves	4,000	4,000	4,000	4,000	4,000
<b>Operating Expense Total</b>	<b>252,505</b>	<b>257,395</b>	<b>262,394</b>	<b>267,500</b>	<b>272,721</b>
Transfers from reserves	52,118	-	-	-	-
<b>Capital Sources of Revenue Total</b>	<b>52,118</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital expenditure	52,118	-	-	-	-
<b>Capital Expense Total</b>	<b>52,118</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>290 Electoral Area D Animal Control</b>					
Property value tax requisition	42,451	44,780	45,692	46,618	47,575
Other revenue from own sources	100	100	100	100	100
Transfers from accumulated surplus	1,431	-	-	-	-
<b>Operating Revenue Total</b>	<b>43,982</b>	<b>44,880</b>	<b>45,792</b>	<b>46,718</b>	<b>47,675</b>
Labour, materials, and contracted services	43,982	44,880	45,792	46,718	47,675
<b>Operating Expense Total</b>	<b>43,982</b>	<b>44,880</b>	<b>45,792</b>	<b>46,718</b>	<b>47,675</b>
<b>295 Noise Control</b>					
Property value tax requisition	57	2,907	2,910	2,913	2,916
Transfers from accumulated surplus	2,347	-	-	-	-
<b>Operating Revenue Total</b>	<b>2,404</b>	<b>2,907</b>	<b>2,910</b>	<b>2,913</b>	<b>2,916</b>
Labour, materials, and contracted services	2,404	2,907	2,910	2,913	2,916
<b>Operating Expense Total</b>	<b>2,404</b>	<b>2,907</b>	<b>2,910</b>	<b>2,913</b>	<b>2,916</b>
<b>298 Unsightly Premises Extended Service</b>					
Property value tax requisition	273	776	777	778	779
Transfers from accumulated surplus	502	-	-	-	-
<b>Operating Revenue Total</b>	<b>775</b>	<b>776</b>	<b>777</b>	<b>778</b>	<b>779</b>
Labour, materials, and contracted services	775	776	777	778	779
<b>Operating Expense Total</b>	<b>775</b>	<b>776</b>	<b>777</b>	<b>778</b>	<b>779</b>

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	2020	2021	2022	2023	2024
<b>318 Craig Road Water</b>					
Frontage and parcel taxes	\$ 11,323	\$ 11,323	\$ 11,323	\$ 11,323	\$ 11,323
Transfers from accumulated surplus	404	-	-	-	-
<b>Operating Revenue Total</b>	<b>11,727</b>	<b>11,323</b>	<b>11,323</b>	<b>11,323</b>	<b>11,323</b>
Labour, materials, and contracted services	504	100	100	100	100
Debt interest payments	6,575	6,575	6,575	6,575	6,575
Debt principal payments	4,648	4,648	4,648	4,648	4,648
<b>Operating Expense Total</b>	<b>11,727</b>	<b>11,323</b>	<b>11,323</b>	<b>11,323</b>	<b>11,323</b>
<b>319 Electoral Area D Water</b>					
Property value tax requisition	587,100	604,713	622,854	641,540	660,786
Sales of services	1,229,566	1,325,674	1,333,501	1,346,658	1,359,780
Transfers from accumulated surplus	336,846	-	-	-	-
<b>Operating Revenue Total</b>	<b>2,153,512</b>	<b>1,930,387</b>	<b>1,956,355</b>	<b>1,988,198</b>	<b>2,020,566</b>
Labour, materials, and contracted services	1,852,512	1,870,387	1,896,355	1,928,198	1,960,566
Debt interest payments	-	-	-	-	-
Debt principal payments	-	-	-	-	-
Transfers to reserves	301,000	60,000	60,000	60,000	60,000
<b>Operating Expense Total</b>	<b>2,153,512</b>	<b>1,930,387</b>	<b>1,956,355</b>	<b>1,988,198</b>	<b>2,020,566</b>
Transfers from reserves	1,630,000	-	-	-	-
<b>Capital Sources of Revenue Total</b>	<b>1,630,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital expenditure	1,630,000	-	-	-	-
<b>Capital Expense Total</b>	<b>1,630,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>331 Quathiaski Cove Sewer</b>					
Sales of services	194,111	208,076	210,632	213,256	215,952
Transfers from accumulated surplus	22,388	-	-	-	-
<b>Operating Revenue Total</b>	<b>216,499</b>	<b>208,076</b>	<b>210,632</b>	<b>213,256</b>	<b>215,952</b>
Labour, materials, and contracted services	216,499	186,295	189,118	192,010	194,974
Debt interest payments	-	669	536	402	268
Debt principal payments	-	6,112	5,978	5,844	5,710
Transfers to reserves	-	15,000	15,000	15,000	15,000
<b>Operating Expense Total</b>	<b>216,499</b>	<b>208,076</b>	<b>210,632</b>	<b>213,256</b>	<b>215,952</b>
Transfers from reserves	300,000	-	-	-	-
<b>Capital Sources of Revenue Total</b>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital expenditure	300,000	-	-	-	-
<b>Capital Expense Total</b>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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	2020	2021	2022	2023	2024
<b>332 Quathiaski Cove Sewer Extension</b>					
Frontage and parcel taxes	\$ -	\$ 13,767	\$ 13,767	\$ 13,767	\$ 13,767
<b>Operating Revenue Total</b>	<b>-</b>	<b>13,767</b>	<b>13,767</b>	<b>13,767</b>	<b>13,767</b>
Labour, materials, and contracted services	-	1,500	1,500	1,500	1,500
Debt interest payments	-	4,781	4,781	4,781	4,781
Debt principal payments	-	7,486	7,486	7,486	7,486
<b>Operating Expense Total</b>	<b>-</b>	<b>13,767</b>	<b>13,767</b>	<b>13,767</b>	<b>13,767</b>
<b>340 Liquid Waste</b>					
Property value tax requisition	5,000	5,000	5,000	5,000	5,000
Transfers from reserves	3,402	4,577	4,745	4,916	4,989
Transfers from accumulated surplus	18,510	-	-	-	-
<b>Operating Revenue Total</b>	<b>26,912</b>	<b>9,577</b>	<b>9,745</b>	<b>9,916</b>	<b>9,989</b>
Labour, materials, and contracted services	26,912	9,577	9,745	9,916	9,989
<b>Operating Expense Total</b>	<b>26,912</b>	<b>9,577</b>	<b>9,745</b>	<b>9,916</b>	<b>9,989</b>
<b>364 Area A Kyuquot Nootka Solid Waste Disposal</b>					
Property value tax requisition	10,000	10,000	10,000	10,000	10,000
Transfers from reserves	1,458	3,722	3,888	4,057	4,127
Transfers from accumulated surplus	2,102	-	-	-	-
<b>Operating Revenue Total</b>	<b>13,560</b>	<b>13,722</b>	<b>13,888</b>	<b>14,057</b>	<b>14,127</b>
Labour, materials, and contracted services	13,560	13,722	13,888	14,057	14,127
<b>Operating Expense Total</b>	<b>13,560</b>	<b>13,722</b>	<b>13,888</b>	<b>14,057</b>	<b>14,127</b>
<b>368 Sayward and Area A Sayward Refuse Disposal</b>					
Property value tax requisition	11,311	16,800	17,533	18,284	19,054
Other revenue from own sources	13,800	13,800	13,800	13,800	13,800
Transfers from accumulated surplus	4,775	-	-	-	-
<b>Operating Revenue Total</b>	<b>29,886</b>	<b>30,600</b>	<b>31,333</b>	<b>32,084</b>	<b>32,854</b>
Labour, materials, and contracted services	29,886	30,600	31,333	32,084	32,854
<b>Operating Expense Total</b>	<b>29,886</b>	<b>30,600</b>	<b>31,333</b>	<b>32,084</b>	<b>32,854</b>
<b>370 Solid Waste Local Service - Sayward Valley</b>					
Other revenue from own sources	5,387	5,387	5,387	5,387	5,387
Sales of services	71,492	74,469	77,446	80,673	83,900
Transfers from reserves	1,140	4,567	3,893	3,035	2,244
Transfers from accumulated surplus	4,165	-	-	-	-
<b>Operating Revenue Total</b>	<b>82,184</b>	<b>84,423</b>	<b>86,726</b>	<b>89,095</b>	<b>91,531</b>
Labour, materials, and contracted services	82,184	84,423	86,726	89,095	91,531
<b>Operating Expense Total</b>	<b>82,184</b>	<b>84,423</b>	<b>86,726</b>	<b>89,095</b>	<b>91,531</b>

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	2020	2021	2022	2023	2024
<b>374 Electoral Area "B" Refuse Disposal Grounds Specified Area</b>					
Property value tax requisition	\$ 57,079	\$ 57,079	\$ 57,079	\$ 60,455	\$ 73,948
Other revenue from own sources	9,999	9,999	9,999	9,999	9,999
Transfers from reserves	5,480	10,421	12,510	11,283	-
Transfers from accumulated surplus	2,909	-	-	-	-
<b>Operating Revenue Total</b>	<b>75,467</b>	<b>77,499</b>	<b>79,588</b>	<b>81,737</b>	<b>83,947</b>
Labour, materials, and contracted services	75,467	77,499	79,588	81,737	83,947
<b>Operating Expense Total</b>	<b>75,467</b>	<b>77,499</b>	<b>79,588</b>	<b>81,737</b>	<b>83,947</b>
<b>376 Cortes Island Refuse Collection</b>					
Sales of services	75,844	75,844	75,844	75,844	75,844
Transfers from reserves	4,512	9,119	10,619	12,149	13,710
Transfers from accumulated surplus	3,136	-	-	-	-
<b>Operating Revenue Total</b>	<b>83,492</b>	<b>84,963</b>	<b>86,463</b>	<b>87,993</b>	<b>89,554</b>
Labour, materials, and contracted services	83,492	84,963	86,463	87,993	89,554
<b>Operating Expense Total</b>	<b>83,492</b>	<b>84,963</b>	<b>86,463</b>	<b>87,993</b>	<b>89,554</b>
<b>500 Planning</b>					
Property value tax requisition	639,493	747,279	760,510	774,026	787,831
Sales of services	15,000	15,000	15,000	15,000	15,000
Other revenue from own sources	53,850	53,850	53,850	53,850	53,850
Conditional transfers	52,500	-	-	-	-
Transfers from accumulated surplus	319,334	-	-	-	-
<b>Operating Revenue Total</b>	<b>1,080,177</b>	<b>816,129</b>	<b>829,360</b>	<b>842,876</b>	<b>856,681</b>
Labour, materials, and contracted services	855,177	801,129	814,360	827,876	841,681
Transfers to reserves	225,000	15,000	15,000	15,000	15,000
<b>Operating Expense Total</b>	<b>1,080,177</b>	<b>816,129</b>	<b>829,360</b>	<b>842,876</b>	<b>856,681</b>
Transfers from reserves	121,608	-	-	-	-
<b>Capital Sources of Revenue Total</b>	<b>121,608</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital expenditure	121,608	-	-	-	-
<b>Capital Expense Total</b>	<b>121,608</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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<b>510 Planning (Non Part 26)</b>					
Property value tax requisition	\$ -	\$ 261	\$ 261	\$ 261	\$ 261
Transfers from accumulated surplus	1,744	-	-	-	-
<b>Operating Revenue Total</b>	<b>1,744</b>	<b>261</b>	<b>261</b>	<b>261</b>	<b>261</b>
Labour, materials, and contracted services	1,744	261	261	261	261
<b>Operating Expense Total</b>	<b>1,744</b>	<b>261</b>	<b>261</b>	<b>261</b>	<b>261</b>
<b>533 House Numbering Area D</b>					
Property value tax requisition	533	537	541	545	549
<b>Operating Revenue Total</b>	<b>533</b>	<b>537</b>	<b>541</b>	<b>545</b>	<b>549</b>
Labour, materials, and contracted services	533	537	541	545	549
<b>Operating Expense Total</b>	<b>533</b>	<b>537</b>	<b>541</b>	<b>545</b>	<b>549</b>
<b>534 House Numbering Area A Sayward</b>					
Property value tax requisition	305	309	313	317	321
<b>Operating Revenue Total</b>	<b>305</b>	<b>309</b>	<b>313</b>	<b>317</b>	<b>321</b>
Labour, materials, and contracted services	305	309	313	317	321
<b>Operating Expense Total</b>	<b>305</b>	<b>309</b>	<b>313</b>	<b>317</b>	<b>321</b>
<b>535 House Numbering Area B</b>					
Property value tax requisition	432	436	440	444	448
<b>Operating Revenue Total</b>	<b>432</b>	<b>436</b>	<b>440</b>	<b>444</b>	<b>448</b>
Labour, materials, and contracted services	432	436	440	444	448
<b>Operating Expense Total</b>	<b>432</b>	<b>436</b>	<b>440</b>	<b>444</b>	<b>448</b>
<b>536 House Numbering Area C</b>					
Property value tax requisition	432	436	440	444	448
<b>Operating Revenue Total</b>	<b>432</b>	<b>436</b>	<b>440</b>	<b>444</b>	<b>448</b>
Labour, materials, and contracted services	432	436	440	444	448
<b>Operating Expense Total</b>	<b>432</b>	<b>436</b>	<b>440</b>	<b>444</b>	<b>448</b>
<b>554 Economic Development - Area A Sayward</b>					
Property value tax requisition	500	500	500	500	500
Other revenue from own sources	3,600	3,000	-	-	-
Transfers from accumulated surplus	615	-	-	-	-
<b>Operating Revenue Total</b>	<b>4,715</b>	<b>3,500</b>	<b>500</b>	<b>500</b>	<b>500</b>
Labour, materials, and contracted services	1,115	500	500	500	500
Transfers to reserves	3,600	3,000	-	-	-
<b>Operating Expense Total</b>	<b>4,715</b>	<b>3,500</b>	<b>500</b>	<b>500</b>	<b>500</b>

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	2020	2021	2022	2023	2024
<b>555 Economic Development - Area 'C'</b>					
Property value tax requisition	\$ 20,000	\$ 20,824	\$ 20,841	\$ 20,858	\$ 20,875
Transfers from accumulated surplus	27,550	-	-	-	-
<b>Operating Revenue Total</b>	<b>47,550</b>	<b>20,824</b>	<b>20,841</b>	<b>20,858</b>	<b>20,875</b>
Labour, materials, and contracted services	40,807	20,824	20,841	20,858	20,875
Transfers to reserves	6,743	-	-	-	-
<b>Operating Expense Total</b>	<b>47,550</b>	<b>20,824</b>	<b>20,841</b>	<b>20,858</b>	<b>20,875</b>
<b>614 Community Parks Area D</b>					
Conditional transfers	8,000	-	-	-	-
Property value tax requisition	212,035	227,408	229,855	232,352	234,900
Transfers from accumulated surplus	56,400	-	-	-	-
<b>Operating Revenue Total</b>	<b>276,435</b>	<b>227,408</b>	<b>229,855</b>	<b>232,352</b>	<b>234,900</b>
Labour, materials, and contracted services	233,010	227,408	229,855	232,352	234,900
Transfers to reserves	43,425	-	-	-	-
<b>Operating Expense Total</b>	<b>276,435</b>	<b>227,408</b>	<b>229,855</b>	<b>232,352</b>	<b>234,900</b>
Transfers from reserves	146,654	15,000	-	-	-
<b>Capital Sources of Revenue Total</b>	<b>146,654</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital expenditure	146,654	15,000	-	-	-
<b>Capital Expense Total</b>	<b>146,654</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>617 Community Parks Area B</b>					
Property value tax requisition	174,352	178,701	180,835	183,012	185,233
Conditional transfers	8,000	-	-	-	-
Transfers from reserves	4,000	4,000	4,000	4,000	4,000
Transfers from accumulated surplus	3,998	-	-	-	-
<b>Operating Revenue Total</b>	<b>190,350</b>	<b>182,701</b>	<b>184,835</b>	<b>187,012</b>	<b>189,233</b>
Labour, materials, and contracted services	190,350	177,701	179,835	182,012	184,233
Transfers to reserves	-	5,000	5,000	5,000	5,000
<b>Operating Expense Total</b>	<b>190,350</b>	<b>182,701</b>	<b>184,835</b>	<b>187,012</b>	<b>189,233</b>
Transfers from reserves	109,902	-	-	-	-
<b>Capital Sources of Revenue Total</b>	<b>109,902</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital expenditure	109,902	-	-	-	-
<b>Capital Expense Total</b>	<b>109,902</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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	2020	2021	2022	2023	2024
<b>618 Community Parks Area C</b>					
Property value tax requisition	\$ 188,664	\$ 228,602	\$ 230,955	\$ 233,357	\$ 235,810
Conditional transfers	43,000	-	-	-	-
Other revenue from own sources	3,600	3,600	3,600	3,600	3,600
Transfers from accumulated surplus	57,634	-	-	-	-
<b>Operating Revenue Total</b>	<b>292,898</b>	<b>232,202</b>	<b>234,555</b>	<b>236,957</b>	<b>239,410</b>
Labour, materials, and contracted services	282,898	222,202	224,555	226,957	229,410
Transfers to reserves	10,000	10,000	10,000	10,000	10,000
<b>Operating Expense Total</b>	<b>292,898</b>	<b>232,202</b>	<b>234,555</b>	<b>236,957</b>	<b>239,410</b>
Transfers from reserves	345,023	25,000	-	-	-
<b>Capital Sources of Revenue Total</b>	<b>345,023</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital expenditure	345,023	25,000	-	-	-
<b>Capital Expense Total</b>	<b>345,023</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>630 Vancouver Island Regional Library</b>					
Property value tax requisition	529,864	540,679	551,510	562,557	573,825
Grants in lieu of taxes	1,100	1,100	1,100	1,100	1,100
Transfers from accumulated surplus	197	-	-	-	-
<b>Operating Revenue Total</b>	<b>531,161</b>	<b>541,779</b>	<b>552,610</b>	<b>563,657</b>	<b>574,925</b>
Labour, materials, and contracted services	531,161	541,779	552,610	563,657	574,925
<b>Operating Expense Total</b>	<b>531,161</b>	<b>541,779</b>	<b>552,610</b>	<b>563,657</b>	<b>574,925</b>

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	2020	2021	2022	2023	2024
<b>640 Strathcona Gardens</b>					
Property value tax requisition	\$ 5,791,517	\$ 5,994,812	\$ 6,087,185	\$ 6,196,995	\$ 6,309,428
Sales of services	1,564,950	1,564,950	1,564,950	1,564,950	1,564,950
Other revenue from own sources	5,200	5,200	5,200	5,200	5,200
Grants in lieu of taxes	45,000	45,000	45,000	45,000	45,000
Conditional transfers	1,000	1,000	1,000	1,000	1,000
Unconditional transfers	21,000	21,000	21,000	21,000	21,000
Transfers from reserves	55,000	-	-	-	-
Transfers from accumulated surplus	508,531	-	-	-	-
<b>Operating Revenue Total</b>	<b>7,992,198</b>	<b>7,631,962</b>	<b>7,724,335</b>	<b>7,834,145</b>	<b>7,946,578</b>
Labour, materials, and contracted services	6,129,103	6,093,867	6,191,120	6,300,930	6,413,363
Debt interest payments	-	-	598,554	598,554	598,554
Debt principal payments	-	-	434,661	434,661	434,661
Transfers to reserves	1,863,095	1,538,095	500,000	500,000	500,000
<b>Operating Expense Total</b>	<b>7,992,198</b>	<b>7,631,962</b>	<b>7,724,335</b>	<b>7,834,145</b>	<b>7,946,578</b>
Conditional transfers	7,653,819	39,598,200	11,219,490	-	-
Proceeds from borrowing	-	10,753,490	4,080,510	-	-
Transfers from reserves	2,379,260	3,693,310	1,280,000	100,000	80,000
<b>Capital Sources of Revenue Total</b>	<b>10,033,079</b>	<b>54,045,000</b>	<b>16,580,000</b>	<b>100,000</b>	<b>80,000</b>
Capital expenditure	10,033,079	54,045,000	16,580,000	100,000	80,000
<b>Capital Expense Total</b>	<b>10,033,079</b>	<b>54,045,000</b>	<b>16,580,000</b>	<b>100,000</b>	<b>80,000</b>
<b>677 Kyuquot Community Hall</b>					
Property value tax requisition	495	495	495	495	495
Transfers from accumulated surplus	1,999	-	-	-	-
<b>Operating Revenue Total</b>	<b>2,494</b>	<b>495</b>	<b>495</b>	<b>495</b>	<b>495</b>
Labour, materials, and contracted services	2,494	495	495	495	495
<b>Operating Expense Total</b>	<b>2,494</b>	<b>495</b>	<b>495</b>	<b>495</b>	<b>495</b>
Transfers from reserves	50,000	-	-	-	-
<b>Capital Sources of Revenue Total</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital expenditure	50,000	-	-	-	-
<b>Capital Expense Total</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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	2020	2021	2022	2023	2024
<b>680 Sayward Valley Recreation &amp; Community Hall Local Service Area</b>					
Property value tax requisition	\$ 24,275	\$ 27,207	\$ 27,215	\$ 27,223	\$ 27,231
Transfers from reserves	5,500	-	-	-	-
Transfers from accumulated surplus	6,924	-	-	-	-
<b>Operating Revenue Total</b>	<b>36,699</b>	<b>27,207</b>	<b>27,215</b>	<b>27,223</b>	<b>27,231</b>
Labour, materials, and contracted services	36,699	27,207	27,215	27,223	27,231
<b>Operating Expense Total</b>	<b>36,699</b>	<b>27,207</b>	<b>27,215</b>	<b>27,223</b>	<b>27,231</b>
Transfers from reserves	100,000	-	-	-	-
<b>Capital Sources of Revenue Total</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital expenditure	100,000	-	-	-	-
<b>Capital Expense Total</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>682 Cortes Community Hall</b>					
Property value tax requisition	80,250	80,392	80,400	80,408	80,416
<b>Operating Revenue Total</b>	<b>80,250</b>	<b>80,392</b>	<b>80,400</b>	<b>80,408</b>	<b>80,416</b>
Labour, materials, and contracted services	64,708	80,392	80,400	80,408	80,416
Transfers to reserves	15,542	-	-	-	-
<b>Operating Expense Total</b>	<b>80,250</b>	<b>80,392</b>	<b>80,400</b>	<b>80,408</b>	<b>80,416</b>
<b>685 Quadra Island Community Hall Subsidy Local Service Area</b>					
Property value tax requisition	157,294	167,107	170,115	173,123	173,131
Grants in lieu of taxes	460	460	460	460	460
Transfers from accumulated surplus	5,805	-	-	-	-
Transfers from reserves	20,000	-	-	-	-
<b>Operating Revenue Total</b>	<b>183,559</b>	<b>167,567</b>	<b>170,575</b>	<b>173,583</b>	<b>173,591</b>
Labour, materials, and contracted services	183,559	167,567	170,575	173,583	173,591
<b>Operating Expense Total</b>	<b>183,559</b>	<b>167,567</b>	<b>170,575</b>	<b>173,583</b>	<b>173,591</b>
Conditional transfers	86,907	-	-	-	-
<b>Capital Sources of Revenue Total</b>	<b>86,907</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital expenditure	86,907	-	-	-	-
<b>Capital Expense Total</b>	<b>86,907</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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	2020	2021	2022	2023	2024
<b>697 Heritage Conservation - Area B</b>					
Property value tax requisition	\$ -	\$ 1,262	\$ 1,262	\$ 1,262	\$ 1,262
Transfers from accumulated surplus	2,923	-	-	-	-
<b>Operating Revenue Total</b>	<b>2,923</b>	<b>1,262</b>	<b>1,262</b>	<b>1,262</b>	<b>1,262</b>
Labour, materials, and contracted services	2,923	1,262	1,262	1,262	1,262
<b>Operating Expense Total</b>	<b>2,923</b>	<b>1,262</b>	<b>1,262</b>	<b>1,262</b>	<b>1,262</b>
<b>698 Heritage Conservation - Area C</b>					
Property value tax requisition	1,270	1,270	1,270	1,270	1,270
Transfers from accumulated surplus	4,581	-	-	-	-
<b>Operating Revenue Total</b>	<b>5,851</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</b>
Labour, materials, and contracted services	5,851	1,270	1,270	1,270	1,270
<b>Operating Expense Total</b>	<b>5,851</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</b>
<b>750 Electoral Area D Street Lighting Service</b>					
Property value tax requisition	35,030	37,201	37,952	38,718	39,500
Other revenue from own sources	360	360	360	360	360
Transfers from accumulated surplus	1,434	-	-	-	-
<b>Operating Revenue Total</b>	<b>36,824</b>	<b>37,561</b>	<b>38,312</b>	<b>39,078</b>	<b>39,860</b>
Labour, materials, and contracted services	36,824	37,561	38,312	39,078	39,860
<b>Operating Expense Total</b>	<b>36,824</b>	<b>37,561</b>	<b>38,312</b>	<b>39,078</b>	<b>39,860</b>
<b>770 Electoral Area C Street Lighting Service</b>					
Property value tax requisition	7,333	7,740	7,895	8,053	8,214
Transfers from accumulated surplus	254	-	-	-	-
<b>Operating Revenue Total</b>	<b>7,587</b>	<b>7,740</b>	<b>7,895</b>	<b>8,053</b>	<b>8,214</b>
Labour, materials, and contracted services	7,587	7,740	7,895	8,053	8,214
<b>Operating Expense Total</b>	<b>7,587</b>	<b>7,740</b>	<b>7,895</b>	<b>8,053</b>	<b>8,214</b>

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	2020	2021	2022	2023	2024
<b>785 Transit - Area D</b>					
Property value tax requisition	\$ 159,037	\$ 176,612	\$ 184,529	\$ 192,681	\$ 201,075
Transfers from accumulated surplus	26,243	-	-	-	-
<b>Operating Revenue Total</b>	<b>185,280</b>	<b>176,612</b>	<b>184,529</b>	<b>192,681</b>	<b>201,075</b>
Labour, materials, and contracted services	165,280	176,612	184,529	192,681	201,075
Transfers to reserves	20,000	-	-	-	-
<b>Operating Expense Total</b>	<b>185,280</b>	<b>176,612</b>	<b>184,529</b>	<b>192,681</b>	<b>201,075</b>
Transfers from reserves	20,000	-	-	-	-
<b>Capital Sources of Revenue Total</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital expenditure	20,000	-	-	-	-
<b>Capital Expense Total</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>790 Oyster River Bank Protection Local Service Area</b>					
Property value tax requisition	9,000	9,000	9,000	9,000	9,000
Transfers from accumulated surplus	19,941	-	-	-	-
<b>Operating Revenue Total</b>	<b>28,941</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>
Labour, materials, and contracted services	28,941	9,000	9,000	9,000	9,000
<b>Operating Expense Total</b>	<b>28,941</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>
<b>Operating Sources of Revenue</b>	<b>\$ 23,051,504</b>	<b>\$ 21,159,228</b>	<b>\$ 21,543,219</b>	<b>\$ 22,019,437</b>	<b>\$ 22,622,195</b>
<b>Capital Sources of Revenue</b>	<b>19,718,721</b>	<b>79,460,000</b>	<b>19,920,000</b>	<b>395,000</b>	<b>135,000</b>
<b>Consolidated Revenues</b>	<b>\$ 42,770,225</b>	<b>\$ 100,619,228</b>	<b>\$ 41,463,219</b>	<b>\$ 22,414,437</b>	<b>\$ 22,757,195</b>
<b>Operating Expenses</b>	<b>\$ 23,051,504</b>	<b>\$ 21,159,228</b>	<b>\$ 21,543,219</b>	<b>\$ 22,019,437</b>	<b>\$ 22,622,195</b>
<b>Capital Expenses</b>	<b>19,718,721</b>	<b>79,460,000</b>	<b>19,920,000</b>	<b>395,000</b>	<b>135,000</b>
<b>Consolidated Expenses</b>	<b>\$ 42,770,225</b>	<b>\$ 100,619,228</b>	<b>\$ 41,463,219</b>	<b>\$ 22,414,437</b>	<b>\$ 22,757,195</b>



## Glossary & Indices



<i>Term</i>	<i>Definition</i>
<b>Appropriated surplus</b>	Accumulated surplus funds arising from an excess of revenue over expense from prior years that are unrestricted by any external entity or legislation and which have been internally designated for a specified purpose.
<b>Approved capital budget</b>	All budgeted expenses related to the acquisition, construction or betterment of non-financial assets having physical substance, which have useful economic lives extending beyond the fiscal year, are to be used on a continuing basis, and are not for sale in the ordinary course of operations, as included in the financial plan adopted in March each year.
<b>Approved operating budget</b>	All budgeted expenses related to operating a service, excluding contributions to reserves, capital and debt service costs, and support service cost allocations as included in the financial plan adopted in March each year.
<b>Converted value</b>	The net taxable value of land and improvements multiplied by the percentage prescribed by regulation for this purpose. Please refer to B.C. Reg 371/2003 for further information. (Community Charter)
<b>Deficit</b>	The net result of operating activities when actual expenses exceed actual revenues in respect of a service for the year. A deficit must be “paid back” by being included in the next year’s financial plan as an expenditure for the service in that year.
<b>Direct costs</b>	Expenses for goods or services that are clearly attributable to a specific service or set of services (such as labour costs for personnel who work exclusively for the purposes of a service).
<b>Electoral area</b>	An unincorporated geographic area within the regional district defined by letters patent with elected representation on the regional board.
<b>Establishing bylaw</b>	A bylaw with the direct purpose of authorizing a new service or function.
<b>Financial plan</b>	A document that sets out the proposed expenditures, funding sources, and transfers for each regional district service. The <i>Local Government Act</i> requires regional districts to adopt a five-year financial plan by March 31 of each year.
<b>Function</b>	A distinct division of a larger administrative service defined by a measurable activity or attribute.
<b>Funded projects</b>	Identified projects that are part of the Financial Plan and will be included in any Financial Plan Bylaw.
<b>Grants</b>	A transfer of money from one organization to another other than payment for goods/services received. Local government grants are usually classified as either <i>conditional</i> or <i>unconditional</i> . Conditional grants are monies transferred for a specific purpose that may not be used for any other project. Unconditional grants can be used for any purpose the recipient sees fit.
<b>Grants in lieu (GIL)</b>	Also known as <i>Payments in Place of Taxes</i> (PIPs) or <i>Payments in Lieu of Taxes</i> (PiLTs), these are payments transferred to the regional district by senior governments under special legislation. Crown properties are exempt from local government taxation, but special legislation allows payments to local governments in the place of property taxes.

<b>Term</b>	<b>Definition</b>
<b>Local Government Act</b>	The primary legislation for regional districts that sets out the framework for governance and structure, as well as the main powers and responsibilities.
<b>Local service</b>	A service in which one or more properties within an electoral area participate, usually defined by an establishing bylaw.
<b>Municipality</b>	An incorporated area within the regional district with appointed representation on the regional board.
<b>Participating area</b>	A municipality or electoral area (or portion thereof) that contributes to and participates in a service.
<b>Regional District Basic Grant</b>	An unconditional grant given to regional districts to assist with administration costs. The scale of grant is based on regional district population in 50,000 resident increments.
<b>Regional service</b>	A service in which all municipalities and electoral areas participate to the benefit of the whole region.
<b>Requisition</b>	An amount requested annually from member municipalities and the Surveyor of Taxes in respect of each service in which the municipality, electoral area, or local service area participates.
<b>Reserves</b>	Equity funds designated for a specified purpose by bylaw at the discretion of the Regional Board.
<b>Service</b>	In relation to a regional district, a service is an activity, work or facility undertaken or provided by or on behalf of the regional district, or the exercise of regulatory authority as provided by the <i>Local Government Act</i> . The <i>Local Government Act</i> requires that separate financial records be kept for each service.
<b>Statutory reserves</b>	Funds designated for a specified purpose by bylaw as required by specific legislation rather than at the discretion of the Regional Board
<b>Sub-regional service</b>	A service in which a combination of more than one (but not all) electoral areas and/or municipalities participate, usually defined by an establishing bylaw.
<b>Supplementary Letters Patent</b>	Letters Patent or Supplementary Letters Patent are a legal document created by the B.C. government and used to create a local government. They may modify or limit any statutory powers.
<b>Support services cost allocations</b>	A formula-based distribution of general administrative and corporate costs to the services that benefit from these functions.
<b>Surplus</b>	The net result of operating activities when actual revenues exceed actual expenses in respect of a service for the year. A surplus occurs if planned projects are not completed by the end of the fiscal year, if revenue exceeds expectations, or when cost savings are realized. Surplus may be included in the financial plan as revenue to offset operational expense or supplement revenue.
<b>Surveyor of Taxes</b>	The Provincial office responsible for collecting property taxes from property owners in unincorporated areas.
<b>Unfunded projects</b>	Identified projects that are not yet included in the financial plan bylaw. These projects are included in reports to advise the reader of potential future projects and/or new business cases.
<b>User fees</b>	An alternative to property taxation for generating revenue and recovering the cost of providing services. User fees are generally applied on a user-pay basis so that those who benefit from the operation of a service bear the costs.

Function #	Function Name	Service Type	Region
100	Member Municipality Administration	General government services	Member Municipalities
110	Administration - General Government	General government services	Corporate Services
111	Administration - Management Services	General government services	Corporate Services
113	Administration - Financial Services	General government services	Corporate Services
114	Administration - Corporate Office Space	General government services	Corporate Services
115	Administration - Human Resources	General government services	Corporate Services
116	Administration - Corporate Office Space	General government services	Corporate Services
117	Administration - Vehicle Pool	General government services	Corporate Services
118	Administration - Strategic Initiatives	General government services	Corporate Services
119	Administration - Fiscal Services & Capital	General government services	Corporate Services
120	Grant in Aid Area A	General government services	Area A
123	Grant In Aid Area D	General government services	Area D
126	Grant In Aid Area B	General government services	Area B
127	Grant In Aid Area C	General government services	Area C
130	Electoral Area Administration	General government services	Electoral Areas
131	Election Services	General government services	Electoral Areas
132	Wharves	Other services	Area C
135	Gas Tax (CWF) Projects	General government services	Electoral Areas
149	Regional Broadband	Other services	Regional Services
150	Feasibility Studies - Regional	General government services	Regional Services
151	Feasibility Studies - Electoral Area A	General government services	Area A
154	Feasibility Studies - Electoral Area D	General government services	Area D
157	Feasibility Studies - Electoral Area B	General government services	Area B
158	Feasibility Studies - Electoral Area C	General government services	Area C
190	Member Municipality Debt	Debt payments member municipalities	Member Municipalities
192	Member Municipality Debt - Campbell River	General government services	Member Municipalities
196	Member Municipality Debt - Sayward	General government services	Member Municipalities
210	Campbell River Fire Protection	Protective services	Area D
245	Sayward Valley Fire Protection	Protective services	Area A
250	South Cortes Fire Protection	Protective services	Area B
251	Cortes Island First Responder	Protective services	Area B
255	North Quadra Assistance Response	Protective services	Area C
271	Kyuquot Nootka Emergency Program	Protective services	Area A
272	Strathcona Emergency Program	Protective services	Regional Services
275	911 Answering Service	Protective services	Regional Services
285	Building Inspection	Protective services	Area D
290	Electoral Area D Animal Control	Protective services	Area D
295	Noise Control	Protective services	Area D
297	Soil Deposit & Removal Control	Protective services	Area D

Function #	Function Name	Service Type	Region
298	Unsightly Premises	Protective services	Area D
318	Craig Road Water	Environmental health services	Area D
319	Electoral Area D Water	Environmental health services	Area D
331	Quathiaski Cove Sewer	Environmental health services	Area C
332	Quathiaski Cove Sewer Ext #1	Environmental health services	Area C
340	Liquid Waste	Environmental health services	Electoral Areas
364	Area A Kyuquot Nootka Solid Waste	Environmental health services	Area A
368	Sayward and Area A Sayward Refuse	Environmental health services	Area A
370	Solid Waste Local Service - Sayward Valley	Environmental health services	Area A
374	Area B Refuse Disposal	Environmental health services	Area B
376	Cortes Island Refuse Collection	Environmental health services	Area B
500	Planning	Development services	Electoral Areas
501	Planning - GIS	Development services	Electoral Areas
502	Planning - Bylaw	Development services	Electoral Areas
510	Planning (Non Part 26)	Development services	Regional Services
533	House Numbering Area D	Development services	Area D
534	House Numbering Area A Sayward	Development services	Area A
535	House Numbering Area B	Development services	Area B
536	House Numbering Area C	Development services	Area C
554	Economic Development - Area A Sayward	Development services	Area A
555	Economic Development - Area C	Development services	Area C
614	Community Parks Area D	Parks, recreation and cultural services	Area D
617	Community Parks Area B	Parks, recreation and cultural services	Area B
618	Community Parks Area C	Parks, recreation and cultural services	Area C
630	Vancouver Island Regional Library	Parks, recreation and cultural services	Electoral Areas
640	Strathcona Gardens	Parks, recreation and cultural services	Strathcona Gardens
641	Strathcona Gardens - Administration & Concession	Parks, recreation and cultural services	Strathcona Gardens
642	Strathcona Gardens - Aquatics, Fitness & Rehab	Parks, recreation and cultural services	Strathcona Gardens
643	Strathcona Gardens - Facility Operations	Parks, recreation and cultural services	Strathcona Gardens
644	Strathcona Gardens - Ice & Other Programs	Parks, recreation and cultural services	Strathcona Gardens
677	Kyuquot Community Hall	Parks, recreation and cultural services	Area A
680	Sayward Valley Heritage Hall	Parks, recreation and cultural services	Area A
682	Cortes Island Community Hall	Parks, recreation and cultural services	Area B
685	Quadra Island Community Hall Subsidy	Parks, recreation and cultural services	Area C
697	Heritage Conservation - Area B	Parks, recreation and cultural services	Area B
698	Heritage Conservation - Area C	Parks, recreation and cultural services	Area C
750	Electoral Area D Street Lighting Service	Transportation services	Area D
770	Electoral Area C Street Lighting Service	Transportation services	Area C
785	Transit - Area D	Transportation services	Area D
790	Oyster River Bank Protection	Transportation services	Area D

## Indices – Functions by Area

Function #	Function Name	Function #	Function Name
<b>Member Municipalities</b>		<b>Area B</b>	
100	Member Municipality Administration	126	Grant In Aid Area B
190	Member Municipality Debt	157	Feasibility Studies - Electoral Area B
192	Member Municipality Debt - Campbell River	250	South Cortes Fire Protection
196	Member Municipality Debt - Sayward	251	Cortes Island First Responder
<b>Corporate Services</b>		374	Area B Refuse Disposal
110	Administration - General Government	376	Cortes Island Refuse Collection
111	Administration - Management Services	535	House Numbering Area B
113	Administration - Financial Services	617	Community Parks Area B
114	Administration - Corporate Office Space	682	Cortes Island Community Halls
115	Administration - Human Resources	697	Heritage Conservation - Area B
116	Administration - Corporate Office Space	<b>Area C</b>	
117	Administration - Vehicle Pool	127	Grant In Aid Area C
118	Administration - Strategic Initiatives	132	Wharves
119	Administration - Fiscal Services & Capital	158	Feasibility Studies - Electoral Area C
<b>Regional Services</b>		255	North Quadra Assistance Response
149	Regional Broadband	331	Quathiaski Cove Sewer
150	Feasibility Studies - Regional	332	Quathiaski Cove Sewer Ext #1
272	Strathcona Emergency Program	536	House Numbering Area C
275	911 Answering Service	555	Economic Development - Area C
510	Planning (Non Part 26)	618	Community Parks Area C
<b>Electoral Areas</b>		685	Quadra Island Community Hall Subsidy
130	Electoral Area Administration	698	Heritage Conservation - Area C
131	Election Services	770	Electoral Area C Street Lighting Service
135	Gas Tax (CWF) Projects	<b>Area D</b>	
340	Liquid Waste	123	Grant In Aid Area D
500	Planning	154	Feasibility Studies - Electoral Area D
501	Planning - GIS	210	Campbell River Fire Protection
502	Planning - Bylaw	285	Building Inspection
630	Vancouver Island Regional Library	290	Electoral Area D Animal Control
<b>Area A</b>		295	Noise Control
120	Grant in Aid Area A	297	Soil Deposit & Removal Control
151	Feasibility Studies - Electoral Area A	298	Unsightly Premises
245	Sayward Valley Fire Protection	318	Craig Road Water
271	Kyuquot Nootka Emergency Program	319	Electoral Area D Water
364	Area A Kyuquot Nootka Solid Waste	533	House Numbering Area D
368	Sayward and Area A Sayward Refuse	614	Community Parks Area D
370	Solid Waste Local Service - Sayward Valley	750	Electoral Area D Street Lighting Service
534	House Numbering Area A Sayward	785	Transit - Area D
554	Economic Development - Area A Sayward	790	Oyster River Bank Protection
677	Kyuquot Community Hall	<b>Strathcona Gardens</b>	
680	Sayward Valley Heritage Hall	640	Strathcona Gardens
		641	Strathcona Gardens - Administration & Concession
		642	Strathcona Gardens - Aquatics, Fitness & Rehab
		643	Strathcona Gardens - Facility Operations
		644	Strathcona Gardens - Ice & Other Programs

## Appendix A

### Detailed General Ledger



**Strathcona Regional District  
Budget Departmental Report**

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget	2024 Recommende d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>MEMBER MUNICIPALITY ADMINISTRATION</b>											
<b>OPERATING REVENUE</b>											
01-1-100-009	GIL LOCAL GOVT				3,000	3,500	3,000	3,000	3,000	3,000	3,000
01-1-100-020	REQN MUNICIPAL				299,595	299,596	376,933	409,111	416,065	423,158	430,393
01-1-100-150	SURPLUS PRIOR YEAR				73,476	72,890	25,361	0	0	0	0
<b>Total OPERATING REVENUE</b>					376,071	375,986	405,294	412,111	419,065	426,158	433,393
<b>OPERATING EXPENSES</b>											
01-2-100-200	SUPPORT SERVICES				31,703	31,704	35,115	35,817	36,533	37,264	38,009
01-2-100-220	SALARIES & WAGES				33,322	32,201	34,159	34,842	35,539	36,250	36,975
01-2-100-222	DIRECTOR REMUNERATION				185,000	188,127	220,406	224,814	229,310	233,896	238,574
01-2-100-225	BENEFITS				42,514	41,539	50,913	51,931	52,970	54,029	55,110
01-2-100-284	MEETING EXPENSE				7,800	8,000	8,000	8,000	8,000	8,000	8,000
01-2-100-293	OFFICE EXPENSES				16	500	500	500	500	500	500
01-2-100-314	TELEPHONE & ALARM LINES				300	0	0	0	0	0	0
01-2-100-319	TRAINING/DEVELOPMENT & CONFERENCE:				1,500	5,000	5,000	5,000	5,000	5,000	5,000
01-2-100-320	TRAVEL				19,000	26,925	28,211	28,211	28,211	28,211	28,211
01-2-100-321	TRAVEL-EXTERNAL APPOINTMENTS				1,500	3,200	3,200	3,200	3,200	3,200	3,200
01-2-100-353	PUBLIC RELATIONS				42	2,000	2,000	2,000	2,000	2,000	2,000
01-2-100-369	INSURANCE LIABILITY				272	290	290	296	302	308	314
01-2-100-381	LEGAL FEES				140	5,000	5,000	5,000	5,000	5,000	5,000
01-2-100-387	OTHER PROF FEES				8,601	7,500	7,500	7,500	7,500	7,500	7,500
01-2-100-468	MINOR CAPITAL				0	5,000	5,000	5,000	5,000	5,000	5,000
01-2-100-519	CONTRIB TO APPROPRIATED SURPLUS				19,000	19,000	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					350,710	375,986	405,294	412,111	419,065	426,158	433,393
<b>OPERATING Surplus/(Deficit)</b>					25,361	0	0	0	0	0	0
<b>Category Total --&gt;</b>					25,361	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>ADMINISTRATION</b>											
<b>OPERATING REVENUE</b>											
01-1-110-008	GIL PROV GOVT AGENCIES				133,404	125,000	130,000	130,000	130,000	130,000	130,000
01-1-110-009	GIL LOCAL GOVT				7,000	7,000	7,000	7,000	7,000	7,000	7,000
01-1-110-012	GRANTS UNCOND PROV GOVT				190,500	190,500	190,500	190,500	190,500	190,500	190,500
01-1-110-013	FED GAS TAX FUNDING				68,000	68,000	0	0	0	0	0
01-1-110-015	REQN ELECT/SPEC PROV GOVT				260,453	260,557	284,279	329,062	339,122	343,696	351,297
01-1-110-016	GRANT PROV GOVT CONDITIONAL				116,315	159,362	131,146	80,000	80,000	80,000	80,000
01-1-110-020	REQN MUNICIPAL				658,443	658,335	718,272	831,420	856,840	868,395	887,602
01-1-110-022	COND TSFRS OTHER - LOCAL GOVT				10,000	10,000	0	0	0	0	0
01-1-110-120	INTEREST EARNED				50,000	30,000	50,000	50,000	50,000	50,000	50,000
01-1-110-128	OTHER REVENUE				1,578	0	0	0	0	0	0
01-1-110-135	RECOVERIES-OTHER FUNCTIONS				1,043,268	1,043,270	1,223,645	1,248,118	1,273,080	1,298,542	1,324,513
01-1-110-139	SALE OF FIXED ASSETS				1,342	0	0	0	0	0	0
01-1-110-150	SURPLUS PRIOR YEAR				805,390	699,422	410,573	0	0	0	0
<b>Total OPERATING REVENUE</b>					3,345,693	3,251,446	3,145,415	2,866,100	2,926,542	2,968,133	3,020,912
<b>OPERATING Surplus/(Deficit)</b>					3,345,693	3,251,446	3,145,415	2,866,100	2,926,542	2,968,133	3,020,912
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					3,345,693	3,251,446	3,145,415	2,866,100	2,926,542	2,968,133	3,020,912



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>ADMINISTRATION - MANAGEMENT SERVICES</b>											
<b>OPERATING EXPENSES</b>											
01-2-111-214	GRANTS CONDITIONAL LOCAL AGENCIES				1,000	0	0	0	0	0	0
01-2-111-220	SALARIES & WAGES				724,039	763,525	712,551	726,802	741,338	756,165	771,288
01-2-111-225	BENEFITS				141,858	190,881	199,514	203,505	207,575	211,726	215,961
01-2-111-231	BUSINESS USE AUTO PREMIUM				0	500	0	0	0	0	0
01-2-111-266	DELIVERIES/TRANSPORTATION				88	2,000	2,000	2,000	2,000	2,000	2,000
01-2-111-275	PERMITS/LICENCES				0	3,000	3,000	3,000	3,000	3,000	3,000
01-2-111-284	MEETING EXPENSE				527	4,500	4,500	4,500	4,500	4,500	4,500
01-2-111-293	OFFICE EXPENSES				16,000	16,500	16,500	16,500	16,500	16,500	16,500
01-2-111-296	POSTAGE				-376	3,500	3,500	3,500	3,500	3,500	3,500
01-2-111-314	TELEPHONE & ALARM LINES				28,500	30,000	37,280	37,280	37,280	37,280	37,280
01-2-111-317	TITLE SEARCHES				225	500	500	500	500	500	500
01-2-111-319	TRAINING/DEVELOPMENT & CONFERENCE:				16,000	24,500	21,720	21,720	21,720	21,720	21,720
01-2-111-320	TRAVEL				16,500	26,500	23,500	23,500	23,500	23,500	23,500
01-2-111-335	ADVERTISING				7,600	7,000	2,500	2,500	2,500	2,500	2,500
01-2-111-340	DUES AND MEMBERSHIPS				4,475	4,900	3,600	3,600	3,600	3,600	3,600
01-2-111-347	LIBRARY/PUBLICATIONS				2,776	3,900	1,925	1,925	1,925	1,925	1,925
01-2-111-350	MAPS & PRINTING SUPPLIES				75	0	0	0	0	0	0
01-2-111-353	PUBLIC RELATIONS				3,126	3,500	1,000	1,000	1,000	1,000	1,000
01-2-111-369	INSURANCE LIABILITY				2,216	2,166	2,300	2,346	2,393	2,441	2,490
01-2-111-381	LEGAL FEES				50,619	15,000	10,000	10,000	10,000	10,000	10,000
01-2-111-387	OTHER PROF FEES				44,789	116,000	79,211	50,000	50,000	50,000	50,000
01-2-111-438	CONTRACT SVCS EQUIP/MACH				16,174	9,900	15,600	15,600	15,600	15,600	15,600
01-2-111-444	RENTAL/LEASES - MACH/EQUIP				731	1,000	1,000	1,000	1,000	1,000	1,000
01-2-111-468	MINOR CAPITAL				10,898	5,000	5,000	5,000	5,000	5,000	5,000
01-2-111-519	CONTRIB TO APPROPRIATED SURPLUS				110,000	110,000	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					1,197,840	1,344,272	1,146,701	1,135,778	1,154,431	1,173,457	1,192,864
<b>OPERATING Surplus/(Deficit)</b>					-1,197,840	-1,344,272	-1,146,701	-1,135,778	-1,154,431	-1,173,457	-1,192,864
<b>CAPITAL REVENUE SOURCES</b>											
01-5-111-145	TRANSFER FR RESERVE				0	159,750	157,606	0	0	0	0
<b>Total CAPITAL REVENUE SOURCES</b>					0	159,750	157,606	0	0	0	0
<b>CAPITAL EXPENDITURES</b>											
01-6-111-473	IT INFRASTRUCUTRE				0	159,750	157,606	0	0	0	0



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget	2024 Recommende d Budget
<hr/>											
<b>Total CAPITAL EXPENDITURES</b>											
					0	159,750	157,606	0	0	0	0
<hr/>											
<b>CAPITAL Surplus/(Deficit)</b>											
					0	0	0	0	0	0	0
<hr/>											
<b>Category Total --&gt;</b>					-1,197,840	-1,344,272	-1,146,701	-1,135,778	-1,154,431	-1,173,457	-1,192,864
<hr/>											



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>ADMINISTRATION - FINANCIAL SERVICES</b>											
<b>OPERATING EXPENSES</b>											
01-2-113-220	SALARIES & WAGES				435,781	432,265	457,435	468,871	480,593	492,608	504,923
01-2-113-225	BENEFITS				113,374	121,034	128,082	131,284	134,566	137,930	141,378
01-2-113-246	BANK CHARGES & INTEREST				8,585	7,000	7,000	7,000	7,000	7,000	7,000
01-2-113-266	DELIVERIES/TRANSPORTATION				390	0	0	0	0	0	0
01-2-113-284	MEETING EXPENSE				1,200	5,000	5,000	5,000	5,000	5,000	5,000
01-2-113-293	OFFICE EXPENSES				500	0	0	0	0	0	0
01-2-113-319	TRAINING/DEVELOPMENT & CONFERENCE:				6,000	6,500	6,500	6,500	6,500	6,500	6,500
01-2-113-320	TRAVEL				5,500	4,500	4,500	4,500	4,500	4,500	4,500
01-2-113-335	ADVERTISING				5,200	5,000	5,000	5,000	5,000	5,000	5,000
01-2-113-340	DUES AND MEMBERSHIPS				4,109	3,400	4,400	4,400	4,400	4,400	4,400
01-2-113-347	LIBRARY/PUBLICATIONS				151	150	150	150	150	150	150
01-2-113-360	ACCOUNTING & AUDIT FEES				25,463	30,000	28,000	28,000	28,000	28,000	28,000
01-2-113-381	LEGAL FEES				685	0	0	0	0	0	0
01-2-113-387	OTHER PROF FEES				2,500	5,000	2,000	2,000	2,000	2,000	2,000
01-2-113-458	FUEL/LUBRICANTS VEHICLE				71	0	0	0	0	0	0
01-2-113-468	MINOR CAPITAL				7,109	0	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					616,618	619,849	648,067	662,705	677,709	693,088	708,851
<b>OPERATING Surplus/(Deficit)</b>					-616,618	-619,849	-648,067	-662,705	-677,709	-693,088	-708,851
<b>CAPITAL REVENUE SOURCES</b>											
01-5-113-014	FED COND TRANS				0	50,000	0	0	0	0	0
01-5-113-145	TRANSFER FR RESERVE				0	8,000	50,000	0	0	0	0
<b>Total CAPITAL REVENUE SOURCES</b>					0	58,000	50,000	0	0	0	0
<b>CAPITAL EXPENDITURES</b>											
01-6-113-473	IT INFRASTRUCUTRE				0	58,000	50,000	0	0	0	0
<b>Total CAPITAL EXPENDITURES</b>					0	58,000	50,000	0	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					-616,618	-619,849	-648,067	-662,705	-677,709	-693,088	-708,851



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>GENERAL REVENUE FUND - SRD</b>																
<b>ADMINISTRATION - CORPORATE OFFICE SPACE</b>																
<b>OPERATING REVENUE</b>																
01-1-114-057	RENTAL/LEASE BLDGS				52,416	52,420	52,420	52,420	52,420	52,420	52,420	52,420	52,420	52,420	52,420	52,420
01-1-114-133	RECOVERIES - OTHER				28,116	28,682	29,256	30,438	29,841	31,047	31,047	31,047	31,047	31,047	31,668	31,668
01-1-114-135	RECOVERIES-OTHER FUNCTIONS				41,487	41,487	71,771	65,257	63,728	66,863	66,863	66,863	66,863	66,863	68,550	68,550
<b>Total OPERATING REVENUE</b>					122,019	122,589	153,447	148,115	145,989	150,330	150,330	152,638	152,638	152,638	152,638	152,638
<b>OPERATING EXPENSES</b>																
01-2-114-220	SALARIES & WAGES				328	0	0	0	0	0	0	0	0	0	0	0
01-2-114-225	BENEFITS				87	0	0	0	0	0	0	0	0	0	0	0
01-2-114-275	PERMITS/LICENSES				241	250	250	250	250	250	250	250	250	250	250	250
01-2-114-314	TELEPHONE & ALARM LINES				1,250	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
01-2-114-372	INSURANCE PROPERTY				6,095	6,000	6,300	6,946	6,615	7,293	7,293	7,293	7,293	7,293	7,658	7,658
01-2-114-387	OTHER PROF FEES				0	0	25,000	0	0	0	0	0	0	0	0	0
01-2-114-403	REPAIRS & MTCE BLDG/LAND				109,600	41,000	65,480	72,192	68,754	75,802	75,802	75,802	75,802	79,592	79,592	79,592
01-2-114-409	HYDRO				13,600	14,100	14,523	15,408	14,959	15,870	15,870	15,870	15,870	16,346	16,346	16,346
01-2-114-412	JANITORIAL/CLEANING SUPPLIES				17,500	21,000	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600
01-2-114-418	REFUSE COLLECTION				1,860	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
01-2-114-421	RENTAL/LEASE BUILDINGS				1,020	1,000	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050
01-2-114-425	PROPERTY TAXES				11,106	10,650	11,439	12,135	11,782	12,499	12,499	12,499	12,499	12,874	12,874	12,874
01-2-114-427	SEWAGE DISPOSAL				934	900	962	1,021	991	1,052	1,052	1,052	1,052	1,084	1,084	1,084
01-2-114-430	WATER				650	800	670	711	690	732	732	732	732	754	754	754
01-2-114-468	MINOR CAPITAL				0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
01-2-114-505	DEBT CHARGES-PRINCIPAL				42,925	42,925	42,925	42,925	42,925	42,925	42,925	42,925	42,925	42,925	42,925	42,925
01-2-114-506	DEBT CHARGES-INTEREST				65,349	65,349	65,349	65,349	65,349	65,349	65,349	65,349	65,349	65,349	65,349	65,349
<b>Total OPERATING EXPENSES</b>					272,545	218,974	270,548	254,587	249,965	259,422	259,422	264,482	264,482	264,482	264,482	264,482
<b>OPERATING Surplus/(Deficit)</b>					-150,526	-96,385	-117,101	-106,472	-103,976	-109,092	-109,092	-111,844	-111,844	-111,844	-111,844	-111,844
<b>CAPITAL REVENUE SOURCES</b>																
01-5-114-142	LONG TERM DEBT PROCEEDS				0	417,062	21,483	0	0	0	0	0	0	0	0	0
01-5-114-145	TRANSFER FR RESERVE				0	472,543	24,341	0	0	0	0	0	0	0	0	0
<b>Total CAPITAL REVENUE SOURCES</b>					0	889,605	45,824	0	0	0	0	0	0	0	0	0
<b>CAPITAL EXPENDITURES</b>																
01-5-114-471	BUILDING				0	889,605	45,824	0	0	0	0	0	0	0	0	0



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget	2024 Recommende d Budget
<hr/>											
<b>Total CAPITAL EXPENDITURES</b>											
					0	889,605	45,824	0	0	0	0
<hr/>											
<b>CAPITAL Surplus/(Deficit)</b>											
					0	0	0	0	0	0	0
<hr/>											
<b>Category Total --&gt;</b>					-150,526	-96,385	-117,101	-103,976	-106,472	-109,092	-111,844
<hr/>											



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024		
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget			
<b>GENERAL REVENUE FUND - SRD</b>																	
<b>ADMINISTRATION - HUMAN RESOURCES</b>																	
<b>OPERATING EXPENSES</b>																	
01-2-115-220	SALARIES & WAGES				0	0	113,689	115,963	118,282	120,648	123,061						
01-2-115-225	BENEFITS				0	0	31,833	32,470	33,119	33,781	34,457						
01-2-115-284	MEETING EXPENSE				0	0	500	500	500	500	500						
01-2-115-319	TRAINING/DEVELOPMENT & CONFERENCE:				0	0	3,000	3,000	3,000	3,000	3,000						
01-2-115-320	TRAVEL				0	0	3,000	3,000	3,000	3,000	3,000						
01-2-115-335	ADVERTISING				0	0	3,000	3,000	3,000	3,000	3,000						
01-2-115-340	DUES AND MEMBERSHIPS				0	0	1,600	1,600	1,600	1,600	1,600						
01-2-115-347	LIBRARY/PUBLICATIONS				0	0	500	500	500	500	500						
01-2-115-353	PUBLIC RELATIONS				0	0	2,500	2,500	2,500	2,500	2,500						
01-2-115-381	LEGAL FEES				0	0	5,000	5,000	5,000	5,000	5,000						
01-2-115-387	OTHER PROF FEES				0	0	61,000	44,000	54,000	44,000	44,000						
01-2-115-468	MINOR CAPITAL				0	0	2,000	0	0	0	0						
<b>Total OPERATING EXPENSES</b>							227,622	211,533	224,501	217,529	220,618						
<b>OPERATING Surplus/(Deficit)</b>							-227,622	-211,533	-224,501	-217,529	-220,618						
<b>Category Total --&gt;</b>							-227,622	-211,533	-224,501	-217,529	-220,618						



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>ADMINISTRATION - INFORMATION SERVICES</b>											
<b>OPERATING EXPENSES</b>											
01-2-116-220	SALARIES & WAGES				112,335	123,743	166,217	170,372	174,631	178,997	183,472
01-2-116-225	BENEFITS				26,562	32,311	46,541	47,704	48,897	50,119	51,372
01-2-116-266	DELIVERIES/TRANSPORTATION				88	0	0	0	0	0	0
01-2-116-275	PERMITS/LICENCES				100,335	78,000	96,000	97,900	99,900	101,900	103,900
01-2-116-281	MATERIALS & SUPPLIES-GENERAL				126	500	250	255	260	265	271
01-2-116-284	MEETING EXPENSE				75	500	250	255	260	265	271
01-2-116-314	TELEPHONE & ALARM LINES				682	1,000	1,800	1,836	1,873	1,910	1,948
01-2-116-319	TRAINING/DEVELOPMENT & CONFERENCE:				125	1,500	1,500	1,530	1,561	1,592	1,624
01-2-116-320	TRAVEL				1,832	3,500	2,500	2,550	2,601	2,653	2,706
01-2-116-340	DUES AND MEMBERSHIPS				696	800	1,000	1,000	1,000	1,000	1,000
01-2-116-387	OTHER PROF FEES				21,218	45,000	20,000	20,400	20,808	21,224	21,649
01-2-116-438	CONTRACT SVCS EQUIP/MACH				148,422	128,750	100,625	102,638	104,691	106,785	108,921
01-2-116-447	REPAIRS/MTCE MACH/EQUIP				1,690	2,000	2,000	2,000	2,000	2,000	2,000
01-2-116-468	MINOR CAPITAL				29,247	27,000	5,000	5,000	5,000	5,000	5,000
01-2-116-485	CONTR TO CAP WORKS MACH EQUIP RESE				25,000	25,000	40,000	40,000	40,000	40,000	40,000
<b>Total OPERATING EXPENSES</b>					468,433	469,604	483,683	493,440	503,482	513,710	524,134
<b>OPERATING Surplus/(Deficit)</b>					-468,433	-469,604	-483,683	-493,440	-503,482	-513,710	-524,134
<b>CAPITAL REVENUE SOURCES</b>											
01-5-116-145	TRANSFER FR RESERVE				0	0	30,000	30,000	30,000	65,000	45,000
<b>Total CAPITAL REVENUE SOURCES</b>					0	0	30,000	30,000	30,000	65,000	45,000
<b>CAPITAL EXPENDITURES</b>											
01-6-116-473	IT INFRASTRUCTURE				0	0	30,000	30,000	30,000	65,000	45,000
<b>Total CAPITAL EXPENDITURES</b>					0	0	30,000	30,000	30,000	65,000	45,000
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					-468,433	-469,604	-483,683	-493,440	-503,482	-513,710	-524,134



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend'd Budget	2021 Recommend'd Budget	2022 Recommend'd Budget	2023 Recommend'd Budget	2024 Recommend'd Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>ADMINISTRATION - VEHICLE POOL</b>											
<b>OPERATING REVENUE</b>											
01-1-117-135	RECOVERIES-OTHER FUNCTIONS				20,000	20,000	40,200	40,604	41,016	41,436	41,865
<b>Total OPERATING REVENUE</b>					20,000	20,000	40,200	40,604	41,016	41,436	41,865
<b>OPERATING EXPENSES</b>											
01-2-117-458	FUEL/LUBRICANTS VEHICLE				5,425	4,600	6,400	6,528	6,659	6,792	6,928
01-2-117-461	INSURANCE/LICENCE VEHICLE				4,647	5,500	7,600	7,752	7,907	8,065	8,226
01-2-117-464	REPAIRS & MTCE VEHICLE				3,000	5,100	6,200	6,324	6,450	6,579	6,711
01-2-117-485	CONTR TO CAP WORKS MACH EQUIP RESE				15,000	15,000	20,000	20,000	20,000	20,000	20,000
<b>Total OPERATING EXPENSES</b>					28,072	30,200	40,200	40,604	41,016	41,436	41,865
<b>OPERATING Surplus/(Deficit)</b>					-8,072	-10,200	0	0	0	0	0
<b>CAPITAL REVENUE SOURCES</b>											
01-5-117-145	TRANSFER FR RESERVE				0	0	35,000	35,000	0	0	0
<b>Total CAPITAL REVENUE SOURCES</b>					0	0	35,000	35,000	0	0	0
<b>CAPITAL EXPENDITURES</b>											
01-6-117-478	VEHICLES				0	0	35,000	35,000	0	0	0
<b>Total CAPITAL EXPENDITURES</b>					0	0	35,000	35,000	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					-8,072	-10,200	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>STRATEGIC INITIATIVES</b>											
<b>OPERATING EXPENSES</b>											
01-2-118-220	SALARIES & WAGES				47,039	75,948	93,409	84,975	85,974	86,998	88,048
01-2-118-225	BENEFITS				7,277	16,263	29,056	26,193	26,473	26,759	27,053
01-2-118-284	MEETING EXPENSE				2,059	0	0	0	0	0	0
01-2-118-293	OFFICE EXPENSES				320	0	0	0	0	0	0
01-2-118-314	TELEPHONE & ALARM LINES				525	0	0	0	0	0	0
01-2-118-319	TRAINING/DEVELOPMENT & CONFERENCE:				1,935	5,000	7,000	7,000	7,000	7,000	7,000
01-2-118-320	TRAVEL				3,098	5,000	7,000	7,000	7,000	7,000	7,000
01-2-118-335	ADVERTISING				62	2,000	2,000	2,000	2,000	2,000	2,000
01-2-118-340	DUES AND MEMBERSHIPS				348	1,250	1,500	1,500	1,500	1,500	1,500
01-2-118-347	LIBRARY/PUBLICATIONS				23	0	0	0	0	0	0
01-2-118-353	PUBLIC RELATIONS				2,721	5,000	5,000	5,000	5,000	5,000	5,000
01-2-118-387	OTHER PROF FEES				176,097	346,175	227,276	75,000	75,000	75,000	75,000
01-2-118-468	MINOR CAPITAL				2,128	4,500	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					243,632	461,136	372,241	208,668	209,947	211,257	212,601
<b>OPERATING Surplus/(Deficit)</b>					-243,632	-461,136	-372,241	-208,668	-209,947	-211,257	-212,601
<b>CAPITAL REVENUE SOURCES</b>											
01-5-118-145	TRANSFER FR RESERVE				0	4,555	0	0	0	20,000	0
<b>Total CAPITAL REVENUE SOURCES</b>					0	4,555	0	0	0	20,000	0
<b>CAPITAL EXPENDITURES</b>											
01-6-118-473	IT INFRASTRUCUTRE				0	4,555	0	0	0	20,000	0
<b>Total CAPITAL EXPENDITURES</b>					0	4,555	0	0	0	20,000	0
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					-243,632	-461,136	-372,241	-208,668	-209,947	-211,257	-212,601



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget	2024 Recommende d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>ADMINISTRATION-FISCAL SERVICES &amp; CAPITAL</b>											
<b>OPERATING EXPENSES</b>											
01-2-119-485	CONTR TO CAP WORKS MACH EQUIP RESE				250,000	250,000	150,000	50,000	50,000	50,000	50,000
	<b>Total OPERATING EXPENSES</b>				250,000	250,000	150,000	50,000	50,000	50,000	50,000
	<b>OPERATING Surplus/(Deficit)</b>				-250,000	-250,000	-150,000	-50,000	-50,000	-50,000	-50,000
<b>Category Total --&gt;</b>					-250,000	-250,000	-150,000	-50,000	-50,000	-50,000	-50,000



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>GENERAL REVENUE FUND - SRD</b>																
<b>GRANTS IN AID - AREA A</b>																
<b>OPERATING REVENUE</b>																
01-1-120-015	REQN ELECT/SPEC PROV GOVT				0	0	452	3,397	3,400	3,403	3,406					
01-1-120-150	SURPLUS PRIOR YEAR				13,327	11,350	9,942	0	0	0	0					
<b>Total OPERATING REVENUE</b>					13,327	11,350	10,394	3,397	3,400	3,403	3,406					
<b>OPERATING EXPENSES</b>																
01-2-120-200	SUPPORT SERVICES				250	250	250	250	250	250	250					
01-2-120-212	GRANTS-UNCOND LOCAL AGENCIES				3,000	10,956	10,000	3,000	3,000	3,000	3,000					
01-2-120-369	INSURANCE LIABILITY				135	144	144	147	150	153	156					
<b>Total OPERATING EXPENSES</b>					3,385	11,350	10,394	3,397	3,400	3,403	3,406					
<b>OPERATING Surplus/(Deficit)</b>					9,942	0	0	0	0	0	0					
<b>Category Total --&gt;</b>					9,942	0	0	0	0	0	0					



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>GRANTS IN AID - AREA D</b>											
<b>OPERATING REVENUE</b>											
01-1-123-015	REQN ELECT/SPEC PROV GOVT				64,462	64,462	62,030	66,513	66,544	66,575	66,606
01-1-123-150	SURPLUS PRIOR YEAR				3,456	1,947	4,454	0	0	0	0
<b>Total OPERATING REVENUE</b>					67,918	66,409	66,484	66,513	66,544	66,575	66,606
<b>OPERATING EXPENSES</b>											
01-2-123-200	SUPPORT SERVICES				694	694	769	784	800	816	832
01-2-123-212	GRANTS-UNCOND LOCAL AGENCIES				62,100	65,000	65,000	65,000	65,000	65,000	65,000
01-2-123-369	INSURANCE LIABILITY				670	715	715	729	744	759	774
<b>Total OPERATING EXPENSES</b>					63,464	66,409	66,484	66,513	66,544	66,575	66,606
<b>OPERATING Surplus/(Deficit)</b>					4,454	0	0	0	0	0	0
<b>Category Total --&gt;</b>					4,454	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>GRANTS IN AID - AREA B</b>											
<b>OPERATING REVENUE</b>											
01-1-126-015	REQN ELECT/SPEC PROV GOVT				25,666	25,666	25,709	25,723	25,737	25,752	25,767
01-1-126-150	SURPLUS PRIOR YEAR				3	3	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					25,669	25,669	25,709	25,723	25,737	25,752	25,767
<b>OPERATING EXPENSES</b>											
01-2-126-200	SUPPORT SERVICES				371	371	411	419	427	436	445
01-2-126-212	GRANTS-UNCOND LOCAL AGENCIES				25,000	25,000	25,000	25,000	25,000	25,000	25,000
01-2-126-369	INSURANCE LIABILITY				298	298	298	304	310	316	322
<b>Total OPERATING EXPENSES</b>					25,669	25,669	25,709	25,723	25,737	25,752	25,767
<b>OPERATING Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					0	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>GRANTS IN AID - AREA C</b>											
<b>OPERATING REVENUE</b>											
01-1-127-015	REQN ELECT/SPEC PROV GOVT				19,893	19,893	24,815	25,879	25,897	25,915	25,933
01-1-127-150	SURPLUS PRIOR YEAR				22,806	20,930	16,046	0	0	0	0
<b>Total OPERATING REVENUE</b>					42,699	40,823	40,861	25,879	25,897	25,915	25,933
<b>OPERATING EXPENSES</b>											
01-2-127-200	SUPPORT SERVICES				346	346	384	392	400	408	416
01-2-127-212	GRANTS-UNCOND LOCAL AGENCIES				25,860	40,000	40,000	25,000	25,000	25,000	25,000
01-2-127-369	INSURANCE LIABILITY				447	477	477	487	497	507	517
<b>Total OPERATING EXPENSES</b>					26,653	40,823	40,861	25,879	25,897	25,915	25,933
<b>OPERATING Surplus/(Deficit)</b>					16,046	0	0	0	0	0	0
<b>Category Total --&gt;</b>					16,046	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend'd Budget	2021 Recommend'd Budget	2022 Recommend'd Budget	2023 Recommend'd Budget	2024 Recommend'd Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>ELECTORAL AREA ADMINISTRATION</b>											
<b>OPERATING REVENUE</b>											
01-1-130-005	GIL FED GOVT				0	1,000	0	0	0	0	0
01-1-130-015	REQN ELECT/SPEC PROV GOVT				475,260	475,260	676,835	710,321	725,749	742,862	759,877
01-1-130-150	SURPLUS PRIOR YEAR				145,961	150,857	17,931	0	0	0	0
01-1-130-151	FUNDS ALLOCATED FR APPROPRIATED SUI				0	0	0	0	39,000	0	0
<b>Total OPERATING REVENUE</b>					621,221	627,117	694,766	710,321	764,749	742,862	759,877
<b>OPERATING EXPENSES</b>											
01-2-130-200	SUPPORT SERVICES				142,735	142,735	158,095	161,257	164,482	167,772	171,127
01-2-130-220	SALARIES & WAGES				52,856	50,775	67,213	68,557	69,928	71,327	72,754
01-2-130-222	DIRECTOR REMUNERATION				243,000	210,171	269,611	279,047	288,814	298,922	309,384
01-2-130-225	BENEFITS				37,241	34,527	44,562	45,988	47,462	48,984	50,557
01-2-130-231	BUSINESS USE AUTO PREMIUM				560	450	550	550	550	550	550
01-2-130-263	CONSTITUENCY EXPENSES				10,599	25,000	25,000	25,000	25,000	25,000	25,000
01-2-130-266	DELIVERIES/TRANSPORTATION				0	500	500	500	500	500	500
01-2-130-284	MEETING EXPENSE				7,500	7,500	7,500	7,500	7,500	7,500	7,500
01-2-130-293	OFFICE EXPENSES				63	1,500	1,500	1,500	1,500	1,500	1,500
01-2-130-314	TELEPHONE & ALARM LINES				3,000	3,700	3,700	3,700	3,700	3,700	3,700
01-2-130-319	TRAINING/DEVELOPMENT & CONFERENCE:				2,200	8,000	8,000	8,000	8,000	8,000	8,000
01-2-130-320	TRAVEL				25,000	37,000	44,870	44,870	44,870	44,870	44,870
01-2-130-321	TRAVEL-EXTERNAL APPOINTMENTS				1,136	3,000	3,000	3,000	3,000	3,000	3,000
01-2-130-340	DUES AND MEMBERSHIPS				2,700	2,700	2,700	2,700	2,700	2,700	2,700
01-2-130-341	DUES AVICC				1,163	1,100	1,100	1,100	1,100	1,100	1,100
01-2-130-344	DUES UBCM				5,734	5,700	5,700	5,700	5,700	5,700	5,700
01-2-130-353	PUBLIC RELATIONS				42	1,000	1,000	1,000	1,000	1,000	1,000
01-2-130-369	INSURANCE LIABILITY				679	724	724	724	724	724	724
01-2-130-381	LEGAL FEES				140	2,500	2,500	2,500	2,500	2,500	2,500
01-2-130-387	OTHER PROF FEES				9,235	15,000	7,500	7,500	7,500	7,500	7,500
01-2-130-468	MINOR CAPITAL				1,000	5,000	5,000	5,000	5,000	5,000	5,000
01-2-130-519	CONTRIB TO APPROPRIATED SURPLUS				35,000	35,000	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					581,583	593,582	660,325	675,693	691,530	707,849	724,666
<b>OPERATING Surplus/(Deficit)</b>					39,638	33,535	34,441	34,628	73,219	35,013	35,211
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-?? To : 0?-?-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget	2024 Recommende d Budget
<b>Category Total --&gt;</b>							34,441	34,628	73,219	35,013	35,211



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>ELECTION SERVICES</b>											
<b>OPERATING EXPENSES</b>											
01-2-131-200	SUPPORT SERVICES				250	250	250	250	250	250	250
01-2-131-220	SALARIES & WAGES				0	6,000	6,000	6,000	25,000	6,000	6,000
01-2-131-225	BENEFITS				0	600	600	600	2,500	600	600
01-2-131-266	DELIVERIES/TRANSPORTATION				24	50	50	50	500	50	50
01-2-131-281	MATERIALS & SUPPLIES				0	250	250	250	4,000	250	250
01-2-131-293	OFFICE EXPENSES				0	250	250	250	1,000	250	250
01-2-131-317	TITLE SEARCHES				0	0	0	0	750	0	0
01-2-131-319	TRAINING/DEVELOPMENT & CONFERENCE:				0	500	500	500	500	500	500
01-2-131-320	TRAVEL				0	500	500	500	2,500	500	500
01-2-131-335	ADVERTISING				0	500	500	500	15,000	500	500
01-2-131-369	INSURANCE LIABILITY				13	14	14	14	14	14	14
01-2-131-381	LEGAL FEES				0	1,000	1,000	1,000	3,000	1,000	1,000
01-2-131-387	OTHER PROF FEES				0	1,700	1,700	1,700	5,000	1,700	1,700
01-2-131-421	RENTAL/LEASE BUILDINGS				0	500	500	500	3,500	500	500
01-2-131-519	CONTRIB TO APPROPRIATED SURPLUS				13,000	13,000	13,000	13,000	0	13,000	13,000
<b>Total OPERATING EXPENSES</b>					13,287	25,114	25,114	25,114	63,514	25,114	25,114
<b>OPERATING Surplus/(Deficit)</b>					-13,287	-25,114	-25,114	-25,114	-63,514	-25,114	-25,114

Category Total -->	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
	-13,287	-25,114	-25,114	-25,114	-63,514	-25,114	-25,114



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget	
<b>GENERAL REVENUE FUND - SRD</b>												
<b>WHARVES</b>												
<b>OPERATING REVENUE</b>												
01-1-132-014	FED GOVT COND TSFRS				-6,657	103,710	139,417	140,369	141,340	142,331	143,342	
01-1-132-057	RENTAL/LEASE BLDGS				363	365	365	365	365	365	365	
01-1-132-120	INTEREST EARNED				52,975	22,440	30,000	30,000	30,000	30,000	30,000	
<b>Total OPERATING REVENUE</b>							169,782	170,734	171,705	172,696	173,707	
<b>OPERATING EXPENSES</b>												
01-2-132-200	SUPPORT SERVICES				0	0	7,403	7,403	7,403	7,403	7,403	
01-2-132-220	SALARIES & WAGES				19,565	19,196	37,202	37,946	38,705	39,479	40,269	
01-2-132-225	BENEFITS				5,219	4,799	10,417	10,625	10,837	11,054	11,275	
01-2-132-262	CONTRACTS OPERATING				0	31,000	30,000	30,000	30,000	30,000	30,000	
01-2-132-281	MATERIES & SUPPLIES-GENERAL				30	2,000	7,500	7,500	7,500	7,500	7,500	
01-2-132-296	POSTAGE				0	200	200	200	200	200	200	
01-2-132-311	SIGNS				0	1,500	1,500	1,500	1,500	1,500	1,500	
01-2-132-314	TELEPHONE & ALARM LINES				24	450	450	450	450	450	450	
01-2-132-317	TITLE SEARCHES				0	50	50	50	50	50	50	
01-2-132-320	TRAVEL				0	6,500	6,500	6,500	6,500	6,500	6,500	
01-2-132-335	ADVERTISING				0	1,250	1,250	1,250	1,250	1,250	1,250	
01-2-132-369	INSURANCE LIABILITY				6,825	8,260	8,260	8,260	8,260	8,260	8,260	
01-2-132-372	INSURANCE PROPERTY				11,399	13,050	13,050	13,050	13,050	13,050	13,050	
01-2-132-381	LEGAL FEES				0	1,000	1,000	1,000	1,000	1,000	1,000	
01-2-132-387	OTHER PROF FEES				320	15,000	15,000	15,000	15,000	15,000	15,000	
01-2-132-400	CONTRACTED SVCS BLDG/LAND				0	22,260	15,000	15,000	15,000	15,000	15,000	
01-2-132-468	MINOR CAPITAL				3,300	0	15,000	15,000	15,000	15,000	15,000	
<b>Total OPERATING EXPENSES</b>							169,782	170,734	171,705	172,696	173,707	
<b>OPERATING Surplus/(Deficit)</b>							0	0	0	0	0	0
<b>CAPITAL REVENUE SOURCES</b>												
01-5-132-014	FED GOVT COND TSFRS				0	500,000	1,400,000	500,000	0	0	0	
<b>Total CAPITAL REVENUE SOURCES</b>							1,400,000	500,000	0	0	0	
<b>CAPITAL EXPENDITURES</b>												
01-5-132-477	ENGINEERED STRUCTURES				0	500,000	1,400,000	500,000	0	0	0	
<b>Total CAPITAL EXPENDITURES</b>							1,400,000	500,000	0	0	0	



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget	2024 Recommende d Budget
	<b>CAPITAL Surplus/(Deficit)</b>				0	0	0	0	0	0	0
	<b>Category Total --&gt;</b>				-1	0	0	0	0	0	0



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget	2024 Recommende d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>OYSTER RIVER DIKE</b>											
	<b>OPERATING Surplus/(Deficit)</b>				0	0	0	0	0	0	0
<b>CAPITAL REVENUE SOURCES</b>											
01-5-133-016	GRANT PROV COND				0	441,000	0	0	0	0	0
	<b>Total CAPITAL REVENUE SOURCES</b>				0	441,000	0	0	0	0	0
<b>CAPITAL EXPENDITURES</b>											
01-6-133-477	ENG STRUCT				0	441,000	0	0	0	0	0
	<b>Total CAPITAL EXPENDITURES</b>				0	441,000	0	0	0	0	0
	<b>CAPITAL Surplus/(Deficit)</b>				0	0	0	0	0	0	0
	<b>Category Total --&gt;</b>				0	0	0	0	0	0	0



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>GAS TAX (CWF) PROJECTS</b>											
<b>OPERATING REVENUE</b>											
01-1-135-013	FED GAS TAX FUNDING				983,480	498,795	484,685	484,685	506,819	506,819	529,053
<b>Total OPERATING REVENUE</b>					983,480	498,795	484,685	484,685	506,819	506,819	529,053
<b>OPERATING EXPENSES</b>											
01-2-135-200	SUPPORT SERVICES				8,421	8,421	9,328	9,515	9,705	9,899	10,097
01-2-135-484	CONTR TO GAS TAX RESERVE				983,479	498,795	484,684	484,684	506,819	506,819	529,053
<b>Total OPERATING EXPENSES</b>					991,900	507,216	494,012	494,199	516,524	516,718	539,150
<b>OPERATING Surplus/(Deficit)</b>					-8,420	-8,421	-9,327	-9,514	-9,705	-9,899	-10,097
<b>Category Total --&gt;</b>					-8,420	-8,421	-9,327	-9,514	-9,705	-9,899	-10,097



**Strathcona Regional District  
 Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>GENERAL REVENUE FUND - SRD</b>																
<b>REGIONAL BROADBAND</b>																
<b>OPERATING REVENUE</b>																
01-1-149-015	REQN ELECT/SPEC PROV GOVT				88,927	88,709	88,709	88,709	88,709	23,161	0	-54,393				
01-1-149-020	REQN MUNICIPAL				223,912	224,131	224,130	224,130	224,130	58,518	0	-137,429				
01-1-149-128	OTHER REVENUE				0	45,360	0	45,360	673,200	369,000	0	1,249,500				
01-1-149-150	SURPLUS PRIOR YEAR				0	0	258,823	0	0	0	0	0				
<b>Total OPERATING REVENUE</b>					312,839	358,200	571,662	358,199	450,679	673,200	673,200	1,057,678				
<b>OPERATING EXPENSES</b>																
01-2-149-275	PERMITS/LICENCES				2,984	0	0	0	0	0	0	0				
01-2-149-381	LEGAL FEES				301	0	0	0	0	0	0	0				
01-2-149-387	OTHER PROF FEES				50,731	358,200	526,582	313,119	450,679	673,200	1,057,678					
01-2-149-495	TRANSFER TO OTHER FUNCTIONS				0	0	45,080	45,080	0	0	0	0				
<b>Total OPERATING EXPENSES</b>					54,016	358,200	571,662	358,199	450,679	673,200	673,200	1,057,678				
<b>OPERATING Surplus/(Deficit)</b>					258,823	0	0	0	0	0	0	0				
<b>CAPITAL REVENUE SOURCES</b>																
01-5-149-014	FED GOVT COND TSFRS				0	3,689,730	3,722,087	18,610,433	2,481,391	0	0	0				
01-5-149-016	GRANT PROV GOVT CONDITIONAL				0	1,260,270	1,227,913	6,139,567	818,609	0	0	0				
<b>Total CAPITAL REVENUE SOURCES</b>					0	4,950,000	4,950,000	24,750,000	3,300,000	0	0	0				
<b>CAPITAL EXPENDITURES</b>																
01-6-149-473	IT INFRASTRUCTURE				0	4,950,000	0	0	0	0	0	0				
01-6-149-477	ENGINEERED STRUCTURES				0	0	4,950,000	24,750,000	3,300,000	0	0	0				
<b>Total CAPITAL EXPENDITURES</b>					0	4,950,000	4,950,000	24,750,000	3,300,000	0	0	0				
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0	0				
<b>Category Total --&gt;</b>					258,823	0	0	0	0	0	0	0				



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>FEASIBILITY STUDIES - REGIONAL</b>											
<b>OPERATING REVENUE</b>											
01-1-150-015	REQN ELECT/SPEC PROV GOVT				4,071	4,130	0	0	79	79	79
01-1-150-020	REQN MUNICIPAL				10,293	10,234	0	0	198	198	198
01-1-150-135	RECOVERIES-OTHER FUNCTIONS				0	0	45,080	45,080	0	0	0
01-1-150-150	SURPLUS PRIOR YEAR				10,913	10,913	25,002	0	0	0	0
<b>Total OPERATING REVENUE</b>							70,082	45,080	277	277	277
<b>OPERATING EXPENSES</b>											
01-2-150-200	SUPPORT SERVICES				250	250	250	250	250	250	250
01-2-150-369	INSURANCE LIABILITY				25	27	27	27	27	27	27
01-2-150-387	OTHER PROF FEES				0	25,000	69,805	44,803	0	0	0
<b>Total OPERATING EXPENSES</b>							70,082	45,080	277	277	277
<b>OPERATING Surplus/(Deficit)</b>							0	0	0	0	0
<b>Category Total --&gt;</b>					25,002	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>FEASIBILITY STUDIES - ELECTORAL AREA A</b>											
<b>OPERATING REVENUE</b>											
01-1-151-015	REQN ELECT/SPEC PROV GOVT				0	0	874	256	256	256	256
01-1-151-150	SURPLUS PRIOR YEAR				4,638	4,638	4,382	0	0	0	0
<b>Total OPERATING REVENUE</b>					4,638	4,638	5,256	256	256	256	256
<b>OPERATING EXPENSES</b>											
01-2-151-200	SUPPORT SERVICES				250	250	250	250	250	250	250
01-2-151-369	INSURANCE LIABILITY				6	6	6	6	6	6	6
01-2-151-387	OTHER PROF FEES				0	4,382	5,000	0	0	0	0
<b>Total OPERATING EXPENSES</b>					256	4,638	5,256	256	256	256	256
<b>OPERATING Surplus/(Deficit)</b>					4,382	0	0	0	0	0	0
<b>Category Total --&gt;</b>					4,382	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>FEASIBILITY STUDIES - ELECTORAL AREA D</b>											
<b>OPERATING REVENUE</b>											
01-1-154-015	REQN ELECT/SPEC PROV GOVT				0	0	0	290	290	290	290
01-1-154-150	SURPLUS PRIOR YEAR				38,592	38,592	38,305	0	0	0	0
<b>Total OPERATING REVENUE</b>					38,592	38,592	38,305	290	290	290	290
<b>OPERATING EXPENSES</b>											
01-2-154-200	SUPPORT SERVICES				250	250	250	250	250	250	250
01-2-154-369	INSURANCE LIABILITY				37	40	40	40	40	40	40
01-2-154-387	OTHER PROF FEES				0	38,302	38,015	0	0	0	0
<b>Total OPERATING EXPENSES</b>					287	38,592	38,305	290	290	290	290
<b>OPERATING Surplus/(Deficit)</b>					38,305	0	0	0	0	0	0
<b>Category Total --&gt;</b>					38,305	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>GENERAL REVENUE FUND - SRD</b>																
<b>FEASIBILITY STUDIES - ELECTORAL AREA B</b>																
<b>OPERATING REVENUE</b>																
01-1-157-015	REQN ELECT/SPEC PROV GOVT				0	0	0	270	270	270	270	270	270	270	270	270
01-1-157-135	RECOVERIES-OTHER FUNCTIONS				0	0	31,083	0	0	0	0	0	0	0	0	0
01-1-157-150	SURPLUS PRIOR YEAR				15,353	15,353	0	0	0	0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					15,353	15,353	31,083	270	270	270	270	270	270	270	270	270
<b>OPERATING EXPENSES</b>																
01-2-157-200	SUPPORT SERVICES				250	250	250	250	250	250	250	250	250	250	250	250
01-2-157-220	SALARIES & WAGES				11,171	0	0	0	0	0	0	0	0	0	0	0
01-2-157-225	BENEFITS				830	0	0	0	0	0	0	0	0	0	0	0
01-2-157-281	MATERIALS & SUPPLIES-GENERAL				1,681	0	0	0	0	0	0	0	0	0	0	0
01-2-157-284	MEETING EXPENSE				275	0	0	0	0	0	0	0	0	0	0	0
01-2-157-317	TITLE SEARCHES				406	0	0	0	0	0	0	0	0	0	0	0
01-2-157-320	TRAVEL				4,189	0	0	0	0	0	0	0	0	0	0	0
01-2-157-335	ADVERTISING				7,234	0	0	0	0	0	0	0	0	0	0	0
01-2-157-369	INSURANCE LIABILITY				19	20	20	20	20	20	20	20	20	20	20	20
01-2-157-381	LEGAL FEES				1,245	0	0	0	0	0	0	0	0	0	0	0
01-2-157-387	OTHER PROF FEES				0	15,083	18,866	0	0	0	0	0	0	0	0	0
01-2-157-550	DEFICIT PRIOR YEAR				0	0	11,947	0	0	0	0	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					27,300	15,353	31,083	270	270	270	270	270	270	270	270	270
<b>OPERATING Surplus/(Deficit)</b>					-11,947	0	0	0	0	0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					-11,947	0	0	0	0	0	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>FEASIBILITY STUDIES - ELECTORAL AREA C</b>											
<b>OPERATING REVENUE</b>											
01-1-158-015	REQN ELECT/SPEC PROV GOVT				0	0	1,305	270	270	270	270
01-1-158-150	SURPLUS PRIOR YEAR				19,234	19,234	18,965	0	0	0	0
<b>Total OPERATING REVENUE</b>					19,234	19,234	20,270	270	270	270	270
<b>OPERATING EXPENSES</b>											
01-2-158-200	SUPPORT SERVICES				250	250	250	250	250	250	250
01-2-158-369	INSURANCE LIABILITY				19	20	20	20	20	20	20
01-2-158-387	OTHER PROF FEES				0	18,964	20,000	0	0	0	0
<b>Total OPERATING EXPENSES</b>					269	19,234	20,270	270	270	270	270
<b>OPERATING Surplus/(Deficit)</b>					18,965	0	0	0	0	0	0
<b>Category Total --&gt;</b>					18,965	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>MEMBER MUNICIPALITY DEBT</b>											
<b>OPERATING EXPENSES</b>											
01-2-190-505	DEBT CHARGES-PRINCIPAL				527,835	527,835	785,915	785,915	785,915	785,915	716,997
01-2-190-506	DEBT CHARGES-INTEREST				370,010	384,170	433,850	433,850	433,850	431,273	394,316
<b>Total OPERATING EXPENSES</b>					897,845	912,005	1,219,765	1,219,765	1,219,765	1,217,188	1,111,313
<b>OPERATING Surplus/(Deficit)</b>					-897,845	-912,005	-1,219,765	-1,219,765	-1,219,765	-1,217,188	-1,111,313
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					-897,845	-912,005	-1,219,765	-1,219,765	-1,219,765	-1,217,188	-1,111,313



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget	2024 Recommende d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>MEMBER MUNICIPALITY DEBT</b>											
<b>OPERATING REVENUE</b>											
01-1-192-021	COND TSFRS OTHER - CR				888,938	903,098	1,210,858	1,210,858	1,210,858	1,208,281	1,102,406
<b>Total OPERATING REVENUE</b>					888,938	903,098	1,210,858	1,210,858	1,210,858	1,208,281	1,102,406
<b>OPERATING Surplus/(Deficit)</b>					888,938	903,098	1,210,858	1,210,858	1,210,858	1,208,281	1,102,406
<b>Category Total --&gt;</b>					888,938	903,098	1,210,858	1,210,858	1,210,858	1,208,281	1,102,406



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget	2024 Recommende d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>MEMBER MUNICIPALITY DEBT</b>											
<b>OPERATING REVENUE</b>											
01-1-196-021	COND TSFRS OTHER - SAYWARD				8,907	8,907	8,907	8,907	8,907	8,907	8,907
<b>Total OPERATING REVENUE</b>					8,907	8,907	8,907	8,907	8,907	8,907	8,907
<b>OPERATING Surplus/(Deficit)</b>					8,907	8,907	8,907	8,907	8,907	8,907	8,907
<b>Category Total --&gt;</b>					8,907	8,907	8,907	8,907	8,907	8,907	8,907



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024		
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget			
<b>GENERAL REVENUE FUND - SRD</b>																	
<b>CAMPBELL RIVER FIRE</b>																	
<b>OPERATING REVENUE</b>																	
01-1-210-015	REQN ELECT/SPEC PROV GOVT				443,815	443,815	475,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
01-1-210-150	SURPLUS PRIOR YEAR				5,390	1,000	5,729	0	0	0	0	0	0	0	0	0	
01-1-210-151	FUNDS ALLOCATED FR APPROPRIATED SUI				0	0	49,233	4,962	4,962	4,962	4,962	4,962	4,962	4,962	4,962	4,962	
<b>Total OPERATING REVENUE</b>							529,962	504,962	504,962	504,962	504,962	504,962	504,962	504,962	504,962	504,962	
<b>OPERATING EXPENSES</b>																	
01-2-210-200	SUPPORT SERVICES				250	250	250	250	250	250	250	250	250	250	250	250	
01-2-210-216	MUNICIPAL CONTRACT				399,279	399,353	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
01-2-210-369	INSURANCE LIABILITY				3,947	4,212	4,212	4,212	4,212	4,212	4,212	4,212	4,212	4,212	4,212	4,212	
01-2-210-381	LEGAL FEES				0	1,000	500	500	500	500	500	500	500	500	500	500	
01-2-210-387	OTHER PROF FEES				0	0	25,000	0	0	0	0	0	0	0	0	0	
01-2-210-519	CONTRIB TO APPROPRIATED SURPLUS				40,000	40,000	0	0	0	0	0	0	0	0	0	0	
<b>Total OPERATING EXPENSES</b>							529,962	504,962	504,962	504,962	504,962	504,962	504,962	504,962	504,962	504,962	
<b>OPERATING Surplus/(Deficit)</b>							0	0	0	0	0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					5,729	0	0	0	0	0	0	0	0	0	0	0	



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>SAYWARD VALLEY FIRE</b>											
<b>OPERATING REVENUE</b>											
01-1-245-015	REQN ELECT/SPEC PROV GOVT				75,000	75,000	75,000	75,000	75,000	75,000	75,000
01-1-245-016	GRANT PROV GOVT CONDITIONAL				0	0	10,000	0	0	0	0
01-1-245-133	RECOVERIES OTHER				547	550	550	550	550	550	550
01-1-245-150	SURPLUS PRIOR YEAR				34,394	30,437	53,570	0	0	0	0
<b>Total OPERATING REVENUE</b>					109,941	105,987	139,120	75,550	75,550	75,550	75,550
<b>OPERATING EXPENSES</b>											
01-2-245-200	SUPPORT SERVICES				446	446	495	505	515	525	536
01-2-245-216	MUNICIPAL CONTRACT				35,000	40,000	40,000	40,000	40,000	40,000	40,000
01-2-245-281	MATERIALS & SUPPLIES				0	500	500	500	500	500	500
01-2-245-314	TELEPHONE & ALARM LINES				395	0	0	0	0	0	0
01-2-245-369	INSURANCE LIABILITY				800	853	870	887	905	923	941
01-2-245-372	INSURANCE PROPERTY				540	532	567	595	625	656	689
01-2-245-381	LEGAL FEES				0	1,000	1,000	1,000	1,000	1,000	1,000
01-2-245-387	OTHER PROF FEES				0	0	25,000	0	0	0	0
01-2-245-400	CONTRACTED SVCS BLDG/LAND MTCE				403	40,526	48,558	9,933	9,875	9,816	9,754
01-2-245-403	REPAIRS & MTCE BLDG/LAND				720	4,000	4,000	4,000	4,000	4,000	4,000
01-2-245-461	INSURANCE/LICENSE - VEHICLE				1,367	1,430	1,430	1,430	1,430	1,430	1,430
01-2-245-485	CONTR TO CAP WORKS MACH EQUIP RESE				15,000	15,000	15,000	15,000	15,000	15,000	15,000
01-2-245-519	CONTRIB TO APPROPRIATED SURPLUS				1,700	1,700	1,700	1,700	1,700	1,700	1,700
<b>Total OPERATING EXPENSES</b>					56,371	105,987	139,120	75,550	75,550	75,550	75,550
<b>OPERATING Surplus/(Deficit)</b>					53,570	0	0	0	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					53,570	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>CORTES ISLAND FIRE</b>											
<b>OPERATING REVENUE</b>											
01-1-250-015	REQN ELECT/SPEC PROV GOVT				227,868	227,868	225,500	237,212	246,805	256,870	267,431
01-1-250-025	SALE SVCS LOCAL GOVT				4,620	4,620	4,620	4,620	4,620	4,620	4,620
01-1-250-150	SURPLUS PRIOR YEAR				5,429	5,429	3,570	0	0	0	0
<b>Total OPERATING REVENUE</b>					237,917	237,917	233,690	241,832	251,425	261,490	272,051
<b>OPERATING EXPENSES</b>											
01-2-250-200	SUPPORT SERVICES				966	966	1,070	1,091	1,113	1,135	1,158
01-2-250-210	GRANT - OPERATIONAL				166,554	166,554	172,056	180,008	189,408	199,278	209,641
01-2-250-369	INSURANCE LIABILITY				1,825	1,947	1,986	2,026	2,067	2,108	2,150
01-2-250-372	INSURANCE PROPERTY				568	550	578	607	637	669	702
01-2-250-381	LEGAL FEES				0	700	700	700	700	700	700
01-2-250-387	OTHER PROF FEES				0	2,500	2,500	2,500	2,500	2,500	2,500
01-2-250-461	INSURANCE/LICENCE - VEHICLE				4,434	4,700	4,800	4,900	5,000	5,100	5,200
01-2-250-485	CONTR TO CAP WORKS MACH EQUIP RESE				55,000	55,000	45,000	45,000	45,000	45,000	45,000
01-2-250-519	CONTRIB TO APPROPRIATED SURPLUS				5,000	5,000	5,000	5,000	5,000	5,000	5,000
<b>Total OPERATING EXPENSES</b>					234,347	237,917	233,690	241,832	251,425	261,490	272,051
<b>OPERATING Surplus/(Deficit)</b>					3,570	0	0	0	0	0	0
<b>CAPITAL REVENUE SOURCES</b>											
01-5-250-145	TRANSFER FR RESERVE				0	45,000	45,000	50,000	0	200,000	0
<b>Total CAPITAL REVENUE SOURCES</b>					0	45,000	45,000	50,000	0	200,000	0
<b>CAPITAL EXPENDITURES</b>											
01-6-250-475	MACHINERY & EQUIPMENT				0	45,000	45,000	50,000	0	200,000	0
<b>Total CAPITAL EXPENDITURES</b>					0	45,000	45,000	50,000	0	200,000	0
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					3,570	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>GENERAL REVENUE FUND - SRD</b>																
<b>CORTES FIRST RESPONDER</b>																
<b>OPERATING REVENUE</b>																
01-1-251-015	REQN ELECT/SPEC PROV GOVT				0	0	44,061	43,506	31,421	32,958	34,573					
<b>Total OPERATING REVENUE</b>					0	0	44,061	43,506	31,421	32,958	34,573					
<b>OPERATING EXPENSES</b>																
01-2-251-200	SUPPORT SERVICES				0	0	1,070	1,091	1,113	1,135	1,158					
01-2-251-210	GRANT - OPERATIONAL				0	0	27,450	24,865	26,108	27,413	28,784					
01-2-251-495	TRANSFER TO OTHER FUNCTIONS				0	0	15,541	0	0	0	0					
01-2-251-519	CONTRIB TO APPROPRIATED SURPLUS				0	0	0	17,550	4,200	4,410	4,631					
<b>Total OPERATING EXPENSES</b>					0	0	44,061	43,506	31,421	32,958	34,573					
<b>OPERATING Surplus/(Deficit)</b>					0	0	0	0	0	0	0					
<b>Category Total --&gt;</b>					0	0	0	0	0	0	0					



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>GENERAL REVENUE FUND - SRD</b>																
<b>NORTH QUADRA ASSISTANCE RESPONSE</b>																
<b>OPERATING REVENUE</b>																
01-1-255-015	REQN ELECT/SPEC PROV GOVT				250	250	253	505	510	515	520					
01-1-255-150	SURPLUS PRIOR YEAR				250	250	247	0	0	0	0					
<b>Total OPERATING REVENUE</b>					500	500	500	505	510	515	520					
<b>OPERATING EXPENSES</b>																
01-2-255-200	SUPPORT SERVICES				250	250	250	255	260	265	270					
01-2-255-216	MUNICIPAL CONTRACT				0	147	147	147	147	147	147					
01-2-255-369	INSURANCE LIABILITY				3	3	3	3	3	3	3					
01-2-255-381	LEGAL FEES				0	100	100	100	100	100	100					
<b>Total OPERATING EXPENSES</b>					253	500	500	505	510	515	520					
<b>OPERATING Surplus/(Deficit)</b>					247	0	0	0	0	0	0					

Category Total --> 247 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>GENERAL REVENUE FUND - SRD</b>																
<b>AREA A KYUQUOT/NOOTKA EMERGENCY PROGRAM</b>																
<b>OPERATING REVENUE</b>																
01-1-271-005	GIL FED GOVT				0	15	0	0	0	0	0	0	0	0	0	0
01-1-271-015	REQN ELECT/SPEC PROV GOVT				1,000	1,000	1,000	1,501	1,496	1,501	1,501	1,506	1,511	1,511	1,511	1,511
01-1-271-150	SURPLUS PRIOR YEAR				2,334	2,349	1,164	0	0	0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					3,334	3,364	2,164	1,496	1,496	1,501	1,501	1,506	1,511	1,511	1,511	1,511
<b>OPERATING EXPENSES</b>																
01-2-271-200	SUPPORT SERVICES				250	250	250	255	255	260	260	265	270	270	270	270
01-2-271-314	TELEPHONE & ALARM LINES				0	200	200	200	200	200	200	200	200	200	200	200
01-2-271-320	TRAVEL				1,703	525	525	525	525	525	525	525	525	525	525	525
01-2-271-369	INSURANCE LIABILITY				15	16	16	16	16	16	16	16	16	16	16	16
01-2-271-387	OTHER PROF FEES				4,032	2,373	1,173	500	500	500	500	500	500	500	500	500
<b>Total OPERATING EXPENSES</b>					6,000	3,364	2,164	1,496	1,496	1,501	1,501	1,506	1,511	1,511	1,511	1,511
<b>OPERATING Surplus/(Deficit)</b>					-2,666	0	0	0	0	0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					-2,666	0	0	0	0	0	0	0	0	0	0	0

**Strathcona Regional District  
Budget Departmental Report**

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget	2024 Recommende d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>STRATHCONA EMERGENCY PROGRAM</b>											
<b>OPERATING REVENUE</b>											
01-1-272-015	REQN ELECT/SPEC PROV GOVT				87,879	87,785	87,787	92,303	93,168	94,050	94,950
01-1-272-016	GRANT PROV GOVT CONDITIONAL				105,224	316,982	178,395	0	0	0	0
01-1-272-020	REQN MUNICIPAL				222,534	222,628	222,635	234,317	236,513	238,752	241,037
01-1-272-133	RECOVERIES OTHER				6,172	0	0	0	0	0	0
01-1-272-150	SURPLUS PRIOR YEAR				12,098	219	13,197	0	0	0	0
<b>Total OPERATING REVENUE</b>					433,907	627,614	502,014	326,620	329,681	332,802	335,987
<b>OPERATING EXPENSES</b>											
01-2-272-200	SUPPORT SERVICES				39,591	39,591	43,851	44,728	45,623	46,535	47,466
01-2-272-210	GRANT - OPERATIONAL				30,000	30,000	32,000	32,000	32,000	32,000	32,000
01-2-272-220	SALARIES & WAGES				77,554	75,875	82,951	84,610	86,302	88,028	89,789
01-2-272-225	BENEFITS				21,308	21,245	23,226	23,691	24,165	24,648	25,141
01-2-272-266	DELIVERIES/TRANSPORTATION				39	0	0	0	0	0	0
01-2-272-275	PERMITS/LICENCES				361	600	500	500	500	500	500
01-2-272-281	MATERIALS & SUPPLIES-GENERAL				19,039	4,000	6,000	6,000	6,000	6,000	6,000
01-2-272-284	MEETING EXPENSE				6,735	4,000	7,000	7,000	7,000	7,000	7,000
01-2-272-293	OFFICE EXPENSES				878	500	600	600	600	600	600
01-2-272-296	POSTAGE				361	500	600	600	600	600	600
01-2-272-314	TELEPHONE & ALARM LINES				9,340	12,500	10,500	10,500	10,500	10,500	10,500
01-2-272-319	TRAINING/DEVELOPMENT & CONFERENCE:				22,014	57,000	25,000	25,000	25,000	25,000	25,000
01-2-272-320	TRAVEL				15,647	10,500	15,000	15,000	15,000	15,000	15,000
01-2-272-335	ADVERTISING				1,474	400	2,100	2,100	2,100	2,100	2,100
01-2-272-340	DUES AND MEMBERSHIPS				288	200	500	500	500	500	500
01-2-272-350	MAPS & PRINTING SUPPLIES				4,544	2,000	3,000	3,000	3,000	3,000	3,000
01-2-272-353	PUBLIC RELATIONS				7,648	5,000	8,000	8,000	8,000	8,000	8,000
01-2-272-369	INSURANCE LIABILITY				309	330	330	330	330	330	330
01-2-272-372	INSURANCE PROPERTY				8	11	11	11	11	11	11
01-2-272-381	LEGAL FEES				0	500	500	500	500	500	500
01-2-272-387	OTHER PROF FEES				109,071	331,982	203,395	25,000	25,000	25,000	25,000
01-2-272-421	RENTAL/LEASE BUILDINGS				9,900	10,000	10,000	10,000	10,000	10,000	10,000
01-2-272-438	CONTRACT SVCS EQUIP/MACH				0	1,000	1,000	1,000	1,000	1,000	1,000
01-2-272-447	REPAIRS/MTCE MACH/EQUIP				1,747	500	500	500	500	500	500
01-2-272-458	FUEL/LUBRICANTS VEHICLE				48	0	0	0	0	0	0
01-2-272-461	INSURANCE/LICENCE VEHICLE				416	380	450	450	450	450	450
01-2-272-468	MINOR CAPITAL				37,390	14,000	15,000	15,000	15,000	15,000	15,000
01-2-272-519	CONTRIB TO APPROPRIATED SURPLUS				5,000	5,000	10,000	10,000	10,000	10,000	10,000



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget	2024 Recommende d Budget
<b>Total OPERATING EXPENSES</b>											
					420,710	627,614	502,014	326,620	329,681	332,802	335,987
<b>OPERATING Surplus/(Deficit)</b>											
					13,197	0	0	0	0	0	0
<b>CAPITAL REVENUE SOURCES</b>											
01-5-272-145	TRANSFER FR RESERVE				0	7,500	10,000	10,000	10,000	10,000	10,000
<b>Total CAPITAL REVENUE SOURCES</b>											
					0	7,500	10,000	10,000	10,000	10,000	10,000
<b>CAPITAL EXPENDITURES</b>											
01-6-272-475	MACHINERY & EQUIPMENT				0	7,500	10,000	10,000	10,000	10,000	10,000
<b>Total CAPITAL EXPENDITURES</b>											
					0	7,500	10,000	10,000	10,000	10,000	10,000
<b>CAPITAL Surplus/(Deficit)</b>											
					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					13,197	0	0	0	0	0	0



**Strathcona Regional District  
 Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget	2024 Recommende d Budget	
<b>GENERAL REVENUE FUND - SRD</b>												
<b>911 EMERGENCY ANSWERING SERVICE</b>												
<b>OPERATING REVENUE</b>												
01-1-275-009	GIL LOCAL GOVT				0	3,400	0	0	0	0	0	
01-1-275-015	REQN ELECT/SPEC PROV GOVT				115,223	115,387	121,145	129,572	133,756	136,581	137,507	
01-1-275-020	REQN MUNICIPAL				286,125	285,962	300,231	321,114	331,485	338,487	340,779	
01-1-275-150	SURPLUS PRIOR YEAR				11,188	11,188	2,914	0	0	0	0	
<b>Total OPERATING REVENUE</b>							424,290	450,686	465,241	475,068	478,286	
<b>OPERATING EXPENSES</b>												
01-2-275-200	SUPPORT SERVICES				346	346	384	392	400	408	416	
01-2-275-210	GRANT - OPERATIONAL				398,513	404,777	423,092	449,480	464,027	473,846	477,056	
01-2-275-369	INSURANCE LIABILITY				763	814	814	814	814	814	814	
01-2-275-519	CONTRIB TO APPROPRIATED SURPLUS				10,000	10,000	0	0	0	0	0	
<b>Total OPERATING EXPENSES</b>							424,290	450,686	465,241	475,068	478,286	
<b>OPERATING Surplus/(Deficit)</b>							0	0	0	0	0	0
<b>Category Total --&gt;</b>					2,914	0	0	0	0	0	0	





Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget	2024 Recommende d Budget
<b>Total OPERATING EXPENSES</b>											
					204,851	231,404	252,505	257,395	262,394	267,500	272,721
<b>OPERATING Surplus/(Deficit)</b>											
					42,584	0	0	0	0	0	0
<b>CAPITAL REVENUE SOURCES</b>											
01-5-285-145	TRANSFER FR RESERVE				0	30,000	52,118	0	0	0	0
<b>Total CAPITAL REVENUE SOURCES</b>											
					0	30,000	52,118	0	0	0	0
<b>CAPITAL EXPENDITURES</b>											
01-6-285-473	IT INFRASTRUCTURE				0	30,000	52,118	0	0	0	0
<b>Total CAPITAL EXPENDITURES</b>											
					0	30,000	52,118	0	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>											
					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>											
					42,584	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>GENERAL REVENUE FUND - SRD</b>																
<b>AREA D ANIMAL CONTROL BL 2276</b>																
<b>OPERATING REVENUE</b>																
01-1-290-015	REQN ELECT/SPEC PROV GOVT				36,253	36,253	42,451	44,780	45,692	46,618	47,575					
01-1-290-110	LICENSES & FINES				100	100	100	100	100	100	100					
01-1-290-150	SURPLUS PRIOR YEAR				5,725	8,949	1,431	0	0	0	0					
<b>Total OPERATING REVENUE</b>					42,078	45,302	43,982	44,880	45,792	46,718	47,675					
<b>OPERATING EXPENSES</b>																
01-2-290-200	SUPPORT SERVICES				250	250	250	250	250	250	250					
01-2-290-216	MUNICIPAL CONTRACT				38,091	38,091	39,271	40,120	40,982	41,857	42,762					
01-2-290-369	INSURANCE LIABILITY				2,306	2,461	2,461	2,510	2,560	2,611	2,663					
01-2-290-381	LEGAL FEES				0	2,000	2,000	2,000	2,000	2,000	2,000					
01-2-290-387	OTHER PROF FEES				0	2,500	0	0	0	0	0					
<b>Total OPERATING EXPENSES</b>					40,647	45,302	43,982	44,880	45,792	46,718	47,675					
<b>OPERATING Surplus/(Deficit)</b>					1,431	0	0	0	0	0	0					
<b>Category Total --&gt;</b>					1,431	0	0	0	0	0	0					



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>NOISE CONTROL, BL 2275</b>											
<b>OPERATING REVENUE</b>											
01-1-295-015	REQN ELECT/SPEC PROV GOVT				0	0	57	2,907	2,910	2,913	2,916
01-1-295-150	SURPLUS PRIOR YEAR				2,741	2,741	2,347	0	0	0	0
<b>Total OPERATING REVENUE</b>					2,741	2,741	2,404	2,907	2,910	2,913	2,916
<b>OPERATING EXPENSES</b>											
01-2-295-200	SUPPORT SERVICES				250	250	250	250	250	250	250
01-2-295-369	INSURANCE LIABILITY				144	154	154	157	160	163	166
01-2-295-381	LEGAL FEES				0	2,337	2,000	2,500	2,500	2,500	2,500
<b>Total OPERATING EXPENSES</b>					394	2,741	2,404	2,907	2,910	2,913	2,916
<b>OPERATING Surplus/(Deficit)</b>					2,347	0	0	0	0	0	0
<b>Category Total --&gt;</b>					2,347	0	0	0	0	0	0



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommended Budget	2021 Recommended Budget	2022 Recommended Budget	2023 Recommended Budget	2024 Recommended Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>SOIL DEPOSIT &amp; REMOVAL CONTROL</b>											
<b>OPERATING REVENUE</b>											
01-1-297-015	REQN ELECT/SPEC PROV GOVT				113	113	0	0	0	0	0
01-1-297-150	SURPLUS PRIOR YEAR				1	1	0	0	0	0	0
01-1-297-151	FUNDS ALLOCATED FR APPROPRIATED SUI				136	136	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					250	250	0	0	0	0	0
<b>OPERATING EXPENSES</b>											
01-2-297-200	SUPPORT SERVICES				250	250	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					250	250	0	0	0	0	0
<b>OPERATING Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					0	0	0	0	0	0	0



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>GENERAL REVENUE FUND - SRD</b>																
<b>UNSIGHTLY PREMISES EXTENDED SERV BL 2051</b>																
<b>OPERATING REVENUE</b>																
01-1-298-015	REQN ELECT/SPEC PROV GOVT				275	275	273	776	777	777	778	779	779	779	779	779
01-1-298-150	SURPLUS PRIOR YEAR				500	500	502	0	0	0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					775	775	775	776	777	777	778	778	779	779	779	779
<b>OPERATING EXPENSES</b>																
01-2-298-200	SUPPORT SERVICES				250	250	250	250	250	250	250	250	250	250	250	250
01-2-298-369	INSURANCE LIABILITY				23	25	25	26	27	27	28	28	29	29	29	29
01-2-298-381	LEGAL FEES				0	500	500	500	500	500	500	500	500	500	500	500
<b>Total OPERATING EXPENSES</b>					273	775	775	776	777	777	778	778	779	779	779	779
<b>OPERATING Surplus/(Deficit)</b>					502	0	0	0	0	0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					502	0	0	0	0	0	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>WATER REVENUE FUND - SRD</b>																
<b>CRAIG ROAD WATER SERVICE</b>																
<b>OPERATING REVENUE</b>																
02-1-318-003	PARCEL TAX				11,323	11,323	11,323	11,323	11,323	11,323	11,323	11,323	11,323	11,323	11,323	11,323
02-1-318-150	SURPLUS PRIOR YEAR				1,507	1,794	404	0	0	0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					12,830	13,117	11,727	11,323	11,323	11,323	11,323	11,323	11,323	11,323	11,323	11,323
<b>OPERATING EXPENSES</b>																
02-2-318-200	SUPPORT SERVICES				346	346	250	0	0	0	0	0	0	0	0	0
02-2-318-335	ADVERTISING				847	300	243	89	89	89	89	89	89	89	89	89
02-2-318-369	INSURANCE LIABILITY				10	11	11	11	11	11	11	11	11	11	11	11
02-2-318-381	LEGAL FEES				0	1,237	0	0	0	0	0	0	0	0	0	0
02-2-318-505	DEBT CHARGES-PRINCIPAL				4,648	4,648	4,648	4,648	4,648	4,648	4,648	4,648	4,648	4,648	4,648	4,648
02-2-318-506	DEBT CHARGES-INTEREST				6,575	6,575	6,575	6,575	6,575	6,575	6,575	6,575	6,575	6,575	6,575	6,575
<b>Total OPERATING EXPENSES</b>					12,426	13,117	11,727	11,323	11,323	11,323	11,323	11,323	11,323	11,323	11,323	11,323
<b>OPERATING Surplus/(Deficit)</b>					404	0	0	0	0	0	0	0	0	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>																
<b>Category Total --&gt;</b>					404	0	0	0	0	0	0	0	0	0	0	0

**Strathcona Regional District  
Budget Departmental Report**

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget	2024 Recommende d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>ELECTORAL AREA D WATER</b>											
	<b>CAPITAL Surplus/(Deficit)</b>				0	0	0	0	0	0	0
<b>WATER REVENUE FUND - SRD</b>											
<b>ELECTORAL AREA D WATER</b>											
<b>OPERATING REVENUE</b>											
02-1-319-015	REQN ELECT/SPEC PROV GOVT				567,278	570,000	587,100	604,713	622,854	641,540	660,786
02-1-319-036	CONNECTION FEES				3,500	1,000	1,000	1,000	1,000	1,000	1,000
02-1-319-059	RENTAL METERS				0	624	0	0	0	0	0
02-1-319-092	USER RATES				1,182,106	1,155,789	1,228,566	1,324,674	1,332,501	1,345,658	1,358,780
02-1-319-128	OTHER REVENUE				512	0	0	0	0	0	0
02-1-319-133	RECOVERIES OTHER				54,000	0	0	0	0	0	0
02-1-319-145	TRANSFER FR RESERVE				30,000	30,000	0	0	0	0	0
02-1-319-150	SURPLUS PRIOR YEAR				149,733	134,493	336,846	0	0	0	0
<b>Total OPERATING REVENUE</b>					1,987,129	1,891,906	2,153,512	1,930,387	1,956,355	1,988,198	2,020,566
<b>OPERATING EXPENSES</b>											
02-2-319-200	SUPPORT SERVICES				23,381	23,381	25,897	26,415	26,943	27,482	28,032
02-2-319-220	SALARIES & WAGES				40,800	39,408	45,254	46,159	47,082	48,024	48,984
02-2-319-225	BENEFITS				9,526	9,852	12,671	12,925	13,183	13,447	13,716
02-2-319-248	BULK WATER PURCHASES				1,149,940	1,230,610	1,438,728	1,456,826	1,474,923	1,504,421	1,534,510
02-2-319-262	CONTRACTS - OPERATING				88,673	108,673	111,333	111,333	116,895	116,895	116,895
02-2-319-266	DELIVERIES/TRANSPORTATION				0	100	100	100	100	100	100
02-2-319-275	PERMITS/LICENCES				250	250	250	250	250	250	250
02-2-319-281	MATERIALS & SUPPLIES				387	3,500	3,500	3,500	3,500	3,500	3,500
02-2-319-284	MEETING EXPENSE				743	0	0	0	0	0	0
02-2-319-293	OFFICE EXPENSES				500	900	900	1,000	1,100	1,200	1,200
02-2-319-296	POSTAGE				3,096	4,820	4,820	4,820	4,820	4,820	4,820
02-2-319-311	SIGNS				0	2,200	2,500	0	0	0	0
02-2-319-314	TELEPHONE & ALARM LINES				960	960	1,100	1,100	1,100	1,100	1,100
02-2-319-319	TRAINING/DEVELOPMENT & CONFERENCE:				835	2,000	1,800	1,800	1,800	1,800	1,800
02-2-319-320	TRAVEL				1,461	1,000	1,800	1,800	1,800	1,800	1,800
02-2-319-335	ADVERTISING				1,123	2,500	2,500	2,500	2,500	2,500	2,500
02-2-319-340	DUES AND MEMBERSHIPS				109	350	350	350	350	350	350



**Strathcona Regional District**  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024		
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget			
02-2-319-347	LIBRARY/PUBLICATIONS				0	100	0	0	0	0	0	0	0	0	0	0	
02-2-319-350	MAPS & PRINTING SUPPLIES				1,997	300	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	
02-2-319-366	ENGINEERING FEES				3,000	61,000	61,500	62,000	62,000	62,500	63,000	63,000	63,000	63,500	63,500	63,500	
02-2-319-369	INSURANCE LIABILITY				3,757	4,009	4,009	4,009	4,009	4,009	4,009	4,009	4,009	4,009	4,009	4,009	
02-2-319-381	LEGAL FEES				2,719	50,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
02-2-319-387	OTHER PROF FEES				71,533	75,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	
02-2-319-438	CONTRACT SVS EQUIP/MACH				1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	
02-2-319-447	REPAIRS/MTCE - MACH/EQUIP				50,000	75,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	
02-2-319-485	CONTR TO CAP WORKS MACH EQUIP RESE				60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	
02-2-319-489	RESERVE CONTRIB-FUTURE EXPEND				134,493	134,493	241,000	0	0	0	0	0	0	0	0	0	
<b>Total OPERATING EXPENSES</b>							2,153,512	1,930,387	1,956,355	1,988,198	2,020,566						
<b>OPERATING Surplus/(Deficit)</b>							336,846	0	0	0	0	0					
<b>CAPITAL REVENUE SOURCES</b>																	
02-5-319-014	FED GOVT COND TSFRS				0	140,000	0	0	0	0	0	0	0	0	0	0	
02-5-319-144	TRANSFER FROM GAS TAX RESERVE				0	630,000	1,630,000	0	0	0	0	0	0	0	0	0	
02-5-319-145	TRANSFER FR RESERVE				0	100,000	0	0	0	0	0	0	0	0	0	0	
<b>Total CAPITAL REVENUE SOURCES</b>							1,630,000	0	0	0	0	0	0	0	0	0	
<b>CAPITAL EXPENDITURES</b>																	
02-6-319-474	WATER INFRASTRUCTURE				0	870,000	1,630,000	0	0	0	0	0	0	0	0	0	
<b>Total CAPITAL EXPENDITURES</b>							1,630,000	0	0	0	0	0	0	0	0	0	
<b>CAPITAL Surplus/(Deficit)</b>							0	0	0	0	0	0	0	0	0	0	
<b>Category Total --&gt;</b>							336,846	0	0	0	0	0	0	0	0	0	





Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024			
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget				
03-2-331-387	OTHER PROF FEES				5,329	42,000	30,457	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500		
03-2-331-400	CONTRACTED SVCS BLDG/LAND				0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000		
03-2-331-403	REPAIRS & MTCE BLDG/LAND				0	2,500	7,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500		
03-2-331-409	HYDRO				3,521	3,760	3,873	3,989	3,989	4,109	4,232	4,359	4,359	4,359	4,359	4,359		
03-2-331-438	CONTRACT SVCS EQUIP/MACH				4,795	9,530	9,530	9,530	9,530	9,530	9,530	9,530	9,530	9,530	9,530	9,530		
03-2-331-447	REPAIRS/MTCE - MACH/EQUIP				28,220	12,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000		
03-2-331-485	CONTR TO CAP WORKS MACH EQUIP RESE				7,500	7,500	0	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000		
03-2-331-505	DEBT CHARGES-PRINCIPAL				0	0	0	6,112	6,112	5,978	5,844	5,710	5,710	5,710	5,710	5,710		
03-2-331-506	DEBT CHARGES-INTEREST				0	0	0	669	669	536	402	268	268	268	268	268		
<b>Total OPERATING EXPENSES</b>							155,400	199,264	216,499	208,076	210,632	213,256	215,952	215,952	215,952	215,952	215,952	
<b>OPERATING Surplus/(Deficit)</b>							22,388	0	0	0	0	0	0	0	0	0	0	0
<b>CAPITAL REVENUE SOURCES</b>																		
03-5-331-144	TRANSFER FROM GAS TAX RESERVE				0	100,000	300,000	0	0	0	0	0	0	0	0	0	0	
<b>Total CAPITAL REVENUE SOURCES</b>							0	100,000	300,000	0	0	0	0	0	0	0	0	
<b>CAPITAL EXPENDITURES</b>																		
03-6-331-474	SEWER INFRASTRUCTURE				0	100,000	300,000	0	0	0	0	0	0	0	0	0	0	
<b>Total CAPITAL EXPENDITURES</b>							0	100,000	300,000	0	0	0	0	0	0	0	0	
<b>CAPITAL Surplus/(Deficit)</b>							0	0	0	0	0	0	0	0	0	0	0	
<b>Category Total --&gt;</b>							22,388	0	0	0	0	0	0	0	0	0	0	0



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>GENERAL REVENUE FUND - SRD</b>																
<b>QUATHIASKI COVE SEWER EXTENTION</b>																
	OPERATING Surplus/(Deficit)				0	0	0	0	0	0	0	0	0	0	0	0
Category Total -->					0	0	0	0	0	0	0	0	0	0	0	0
<b>SEWER REVENUE FUND - SRD</b>																
<b>QUATHIASKI COVE SEWER EXTENSION</b>																
<b>OPERATING REVENUE</b>																
03-1-332-003	PARCEL TAX				0	0	0	0	13,767	13,767	13,767	13,767	13,767	13,767	13,767	13,767
<b>Total OPERATING REVENUE</b>					0	0	0	0	13,767	13,767	13,767	13,767	13,767	13,767	13,767	13,767
<b>OPERATING EXPENSES</b>																
03-2-332-335	ADVERTISING				0	0	0	0	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
03-2-332-505	DEBT CHARGES-PRINCIPAL				0	0	0	0	7,486	7,486	7,486	7,486	7,486	7,486	7,486	7,486
03-2-332-506	DEBT CHARGES-INTEREST				0	0	0	0	4,781	4,781	4,781	4,781	4,781	4,781	4,781	4,781
<b>Total OPERATING EXPENSES</b>					0	0	0	0	13,767	13,767	13,767	13,767	13,767	13,767	13,767	13,767
<b>OPERATING Surplus/(Deficit)</b>					0	0	0	0	0	0	0	0	0	0	0	0
<b>CAPITAL REVENUE SOURCES</b>																
03-5-332-016	GRANT PROV GOVT CONDITIONAL				0	420,887	0	0	0	0	0	0	0	0	0	0
03-5-332-140	SHORT TERM DEBT PROCEEDS				0	259,020	0	0	0	0	0	0	0	0	0	0
<b>Total CAPITAL REVENUE SOURCES</b>					0	679,907	0	0	0	0	0	0	0	0	0	0
<b>CAPITAL EXPENDITURES</b>																
03-6-332-474	SEWER INFRASTRUCTURE				0	679,907	0	0	0	0	0	0	0	0	0	0
<b>Total CAPITAL EXPENDITURES</b>					0	679,907	0	0	0	0	0	0	0	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0	0	0	0	0	0
Category Total -->					0	0	0	0	0	0	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>GENERAL REVENUE FUND - SRD</b>																
<b>LIQUID WASTE MANAGEMENT</b>																
<b>OPERATING REVENUE</b>																
01-1-340-015	REQN ELECT/SPEC PROV GOVT				5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
01-1-340-150	SURPLUS PRIOR YEAR				13,897	13,897	18,510	0	0	0	0	0	0	0	0	0
01-1-340-151	FUNDS ALLOCATED FR APPROPRIATED SUI				7,215	7,215	3,402	4,577	4,745	4,916	4,989	4,989	4,989	4,989	4,989	4,989
<b>Total OPERATING REVENUE</b>					26,112	26,112	26,912	9,577	9,745	9,916	9,989	9,989	9,989	9,989	9,989	9,989
<b>OPERATING EXPENSES</b>																
01-2-340-200	SUPPORT SERVICES				7,431	7,430	8,230	8,395	8,563	8,734	8,807	8,807	8,807	8,807	8,807	8,807
01-2-340-319	TRAINING/DEVELOPMENT & CONFERENCE:				0	500	500	500	500	500	500	500	500	500	500	500
01-2-340-335	ADVERTISING				0	100	100	100	100	100	100	100	100	100	100	100
01-2-340-340	DUES AND MEMBERSHIPS				0	100	100	100	100	100	100	100	100	100	100	100
01-2-340-366	ENGINEERING FEES				0	4,000	4,000	0	0	0	0	0	0	0	0	0
01-2-340-369	INSURANCE LIABILITY				171	182	182	182	182	182	182	182	182	182	182	182
01-2-340-381	LEGAL FEES				0	300	300	300	300	300	300	300	300	300	300	300
01-2-340-387	OTHER PROF FEES				0	13,500	13,500	0	0	0	0	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					7,602	26,112	26,912	9,577	9,745	9,916	9,989	9,989	9,989	9,989	9,989	9,989
<b>OPERATING Surplus/(Deficit)</b>					18,510	0	0	0	0	0	0	0	0	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>																
<b>Category Total --&gt;</b>					18,510	0	0	0	0	0	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>AREA A KYUQUOT/NOOTKA SOLID WASTE DISP</b>											
<b>OPERATING REVENUE</b>											
01-1-364-005	GIL FED GOVT				0	150	0	0	0	0	0
01-1-364-015	REQN ELECT/SPEC PROV GOVT				10,000	10,000	10,000	10,000	10,000	10,000	10,000
01-1-364-150	SURPLUS PRIOR YEAR				4,447	3,904	2,102	0	0	0	0
01-1-364-151	FUNDS ALLOCATED FR APPROPRIATED SUI				0	0	1,458	3,722	3,888	4,057	4,127
<b>Total OPERATING REVENUE</b>					14,447	14,054	13,560	13,722	13,888	14,057	14,127
<b>OPERATING EXPENSES</b>											
01-2-364-200	SUPPORT SERVICES				7,331	7,331	8,120	8,282	8,448	8,617	8,687
01-2-364-262	CONTRACTS - OPERATING				0	0	1,000	1,000	1,000	1,000	1,000
01-2-364-316	TIPPING FEES				2,600	3,800	3,800	3,800	3,800	3,800	3,800
01-2-364-320	TRAVEL				0	500	500	500	500	500	500
01-2-364-369	INSURANCE LIABILITY				131	140	140	140	140	140	140
01-2-364-519	CONTRIB TO APPROPRIATED SURPLUS				2,283	2,283	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					12,345	14,054	13,560	13,722	13,888	14,057	14,127
<b>OPERATING Surplus/(Deficit)</b>					2,102	0	0	0	0	0	0
<b>Category Total --&gt;</b>					2,102	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>GENERAL REVENUE FUND - SRD</b>																
<b>SAYWARD - AREA A SAYWARD - REFUSE</b>																
<b>OPERATING REVENUE</b>																
01-1-368-005	GIL FED GOVT				0	50	0	0	0	0	0	0	0	0	0	0
01-1-368-009	GIL LOCAL GOVT				0	45	0	0	0	0	0	0	0	0	0	0
01-1-368-015	REQN ELECT/SPEC PROV GOVT				19,314	19,322	9,422	13,994	14,605	15,231	15,872	15,872	15,872	15,872	15,872	15,872
01-1-368-020	REQN MUNICIPAL				3,882	3,874	1,889	2,806	2,928	3,053	3,182	3,182	3,182	3,182	3,182	3,182
01-1-368-133	RECOVERIES OTHER				13,800	13,800	13,800	13,800	13,800	13,800	13,800	13,800	13,800	13,800	13,800	13,800
01-1-368-150	SURPLUS PRIOR YEAR				722	0	4,775	0	0	0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					37,718	37,091	29,886	30,600	31,333	32,084	32,854	32,854	32,854	32,854	32,854	32,854
<b>OPERATING EXPENSES</b>																
01-2-368-200	SUPPORT SERVICES				8,520	8,520	9,437	9,626	9,819	10,015	10,215	10,215	10,215	10,215	10,215	10,215
01-2-368-220	SALARIES & WAGES				3,966	3,942	4,211	4,295	4,381	4,469	4,558	4,558	4,558	4,558	4,558	4,558
01-2-368-225	BENEFITS				1,044	986	1,179	1,203	1,227	1,251	1,276	1,276	1,276	1,276	1,276	1,276
01-2-368-262	CONTRACTS - OPERATING				7,800	7,800	0	0	0	0	0	0	0	0	0	0
01-2-368-316	TIPPING FEES				11,240	13,000	13,910	14,327	14,757	15,200	15,656	15,656	15,656	15,656	15,656	15,656
01-2-368-369	INSURANCE LIABILITY				374	399	399	399	399	399	399	399	399	399	399	399
01-2-368-381	LEGAL FEES				0	250	250	250	250	250	250	250	250	250	250	250
01-2-368-387	OTHER PROF FEES				0	500	500	500	500	500	500	500	500	500	500	500
01-2-368-550	DEFICIT PRIOR YEAR				0	1,694	0	0	0	0	0	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					32,944	37,091	29,886	30,600	31,333	32,084	32,854	32,854	32,854	32,854	32,854	32,854
<b>OPERATING Surplus/(Deficit)</b>					4,774	0	0	0	0	0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					4,774	0	0	0	0	0	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>COLLECTION - AREA A SAYWARD</b>											
<b>OPERATING REVENUE</b>											
01-1-370-092	USER RATES				68,515	68,735	71,492	74,469	77,446	80,673	83,900
01-1-370-133	RECOVERIES OTHER				5,379	5,387	5,387	5,387	5,387	5,387	5,387
01-1-370-150	SURPLUS PRIOR YEAR				1,717	1,707	4,165	0	0	0	0
01-1-370-151	FUNDS ALLOCATED FR APPROPRIATED SUI				1,913	1,913	1,140	4,567	3,893	3,035	2,244
<b>Total OPERATING REVENUE</b>					<b>77,524</b>	<b>77,742</b>	<b>82,184</b>	<b>84,423</b>	<b>86,726</b>	<b>89,095</b>	<b>91,531</b>
<b>OPERATING EXPENSES</b>											
01-2-370-200	SUPPORT SERVICES				9,907	9,907	10,974	11,193	11,417	11,645	11,878
01-2-370-220	SALARIES & WAGES				3,966	3,942	4,211	4,295	4,381	4,469	4,558
01-2-370-225	BENEFITS				1,044	986	1,179	1,203	1,227	1,251	1,276
01-2-370-262	CONTRACTS - OPERATING				31,740	31,867	32,700	33,681	34,691	35,732	36,804
01-2-370-296	POSTAGE				248	200	250	250	250	250	250
01-2-370-314	TELEPHONE & ALARM LINES				66	0	0	0	0	0	0
01-2-370-316	TIPPING FEES				25,414	29,000	31,030	31,961	32,920	33,908	34,925
01-2-370-335	ADVERTISING				0	500	500	500	500	500	500
01-2-370-369	INSURANCE LIABILITY				975	1,040	1,040	1,040	1,040	1,040	1,040
01-2-370-381	LEGAL FEES				0	300	300	300	300	300	300
<b>Total OPERATING EXPENSES</b>					<b>73,360</b>	<b>77,742</b>	<b>82,184</b>	<b>84,423</b>	<b>86,726</b>	<b>89,095</b>	<b>91,531</b>
<b>OPERATING Surplus/(Deficit)</b>					<b>4,164</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Category Total --&gt;</b>					<b>4,164</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>CORTES ISLAND WASTE MANAGEMENT</b>											
<b>OPERATING REVENUE</b>											
01-1-374-015	REQN ELECT/SPEC PROV GOVT				57,079	57,079	57,079	57,079	57,079	60,455	73,948
01-1-374-117	TIPPING FEES				9,999	9,999	9,999	9,999	9,999	9,999	9,999
01-1-374-150	SURPLUS PRIOR YEAR				2,887	2,873	2,909	0	0	0	0
01-1-374-151	FUNDS ALLOCATED FR APPROPRIATED SUI				2,494	2,494	5,480	10,421	12,510	11,283	0
<b>Total OPERATING REVENUE</b>					72,459	72,445	75,467	77,499	79,588	81,737	83,947
<b>OPERATING EXPENSES</b>											
01-2-374-200	SUPPORT SERVICES				9,313	9,313	10,315	10,521	10,731	10,946	11,165
01-2-374-220	SALARIES & WAGES				3,966	3,942	4,211	4,295	4,381	4,469	4,558
01-2-374-225	BENEFITS				1,046	986	1,179	1,203	1,227	1,251	1,276
01-2-374-316	TIPPING FEES				53,512	55,700	57,258	58,976	60,745	62,567	64,444
01-2-374-319	TRAINING/DEVELOPMENT & CONFERENCE:				0	350	350	350	350	350	350
01-2-374-320	TRAVEL				100	100	100	100	100	100	100
01-2-374-369	INSURANCE LIABILITY				988	1,054	1,054	1,054	1,054	1,054	1,054
01-2-374-381	LEGAL FEES				626	0	0	0	0	0	0
01-2-374-387	OTHER PROF FEES				0	1,000	1,000	1,000	1,000	1,000	1,000
<b>Total OPERATING EXPENSES</b>					69,551	72,445	75,467	77,499	79,588	81,737	83,947
<b>OPERATING Surplus/(Deficit)</b>					2,908	0	0	0	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>											
<b>Category Total --&gt;</b>					2,908	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>CORTES ISLAND REFUSE COLLECTION</b>											
<b>OPERATING REVENUE</b>											
01-1-376-026	SALE SVCS AGENCIES				23,574	21,980	23,496	23,496	23,496	23,496	23,496
01-1-376-092	USER RATES				52,348	52,348	52,348	52,348	52,348	52,348	52,348
01-1-376-150	SURPLUS PRIOR YEAR				11,702	12,475	3,136	0	0	0	0
01-1-376-151	FUNDS ALLOCATED FR APPROPRIATED SUI				0	0	4,512	9,119	10,619	12,149	13,710
<b>Total OPERATING REVENUE</b>					<b>87,624</b>	<b>86,803</b>	<b>83,492</b>	<b>84,963</b>	<b>86,463</b>	<b>87,993</b>	<b>89,554</b>
<b>OPERATING EXPENSES</b>											
01-2-376-200	SUPPORT SERVICES				10,700	10,700	11,852	12,089	12,331	12,578	12,830
01-2-376-220	SALARIES & WAGES				4,577	3,942	4,211	4,295	4,381	4,469	4,558
01-2-376-225	BENEFITS				1,276	986	1,179	1,203	1,227	1,251	1,276
01-2-376-262	CONTRACTS - OPERATING				54,274	51,966	56,280	57,406	58,554	59,725	60,920
01-2-376-281	MATERIALS & SUPPLIES-GENERAL				0	1,500	1,500	1,500	1,500	1,500	1,500
01-2-376-293	OFFICE EXPENSES				128	0	0	0	0	0	0
01-2-376-296	POSTAGE				532	800	800	800	800	800	800
01-2-376-314	TELEPHONE & ALARM LINES				78	0	0	0	0	0	0
01-2-376-319	TRAINING/DEVELOPMENT & CONFERENCE:				0	200	200	200	200	200	200
01-2-376-320	TRAVEL				842	200	200	200	200	200	200
01-2-376-369	INSURANCE LIABILITY				1,190	1,270	1,270	1,270	1,270	1,270	1,270
01-2-376-381	LEGAL FEES				1,653	1,000	1,000	1,000	1,000	1,000	1,000
01-2-376-387	OTHER PROF FEES				0	5,000	5,000	5,000	5,000	5,000	5,000
01-2-376-519	CONTRIB TO APPROPRIATED SURPLUS				9,239	9,239	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					<b>84,489</b>	<b>86,803</b>	<b>83,492</b>	<b>84,963</b>	<b>86,463</b>	<b>87,993</b>	<b>89,554</b>
<b>OPERATING Surplus/(Deficit)</b>					<b>3,135</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Category Total --&gt;</b>					<b>3,135</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Strathcona Regional District  
Budget Departmental Report**

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>GENERAL REVENUE FUND - SRD</b>																
<b>PLANNING</b>																
<b>OPERATING REVENUE</b>																
01-1-500-005	GIL FED GOVT				0	1,100	0	0	0	0	0	0	0	0	0	0
01-1-500-015	REQN ELECT/SPEC PROV GOVT				635,057	635,057	639,493	747,279	760,510	774,026	787,831					
01-1-500-016	GRANT PROV GOVT CONDITIONAL				17,500	70,000	52,500	0	0	0	0					
01-1-500-025	SALE SVCS LOCAL GOVT				10,164	1,500	15,000	15,000	15,000	15,000	15,000					
01-1-500-101	APPL FEES - AGRICULTURE LAND COMMIS				900	600	600	600	600	600	600					
01-1-500-102	APPL FEES - BOARD OF VARIANCE				0	500	250	250	250	250	250					
01-1-500-103	APPL FEES - REZONING/COMM PLAN				38,500	18,000	25,000	25,000	25,000	25,000	25,000					
01-1-500-104	APPL FEES - SUBDIVISION				14,000	8,000	11,000	11,000	11,000	11,000	11,000					
01-1-500-109	APPL FEES - OTHER				13,340	6,000	10,000	10,000	10,000	10,000	10,000					
01-1-500-115	OTHER PERMIT FEES				6,100	10,000	7,000	7,000	7,000	7,000	7,000					
01-1-500-128	OTHER REVENUE				43	200	0	0	0	0	0					
01-1-500-150	SURPLUS PRIOR YEAR				217,618	205,766	319,334	0	0	0	0					
<b>Total OPERATING REVENUE</b>					953,222	956,723	1,080,177	816,129	829,360	842,876	856,681					
<b>OPERATING EXPENSES</b>																
01-2-500-200	SUPPORT SERVICES				45,204	45,204	50,068	51,069	52,090	53,132	54,195					
01-2-500-220	SALARIES & WAGES				261,303	345,787	252,186	257,230	262,375	267,623	272,975					
01-2-500-225	BENEFITS				62,598	86,447	70,612	72,024	73,465	74,934	76,433					
01-2-500-266	DELIVERIES/TRANSPORTATION				15	500	250	250	250	250	250					
01-2-500-275	PERMITS/LICENCES				5,074	11,364	11,819	12,292	12,784	13,295	13,827					
01-2-500-281	MATERIALS & SUPPLIES-GENERAL				27	300	300	300	300	300	300					
01-2-500-284	MEETING EXPENSE				1,800	2,500	2,500	2,500	2,500	2,500	2,500					
01-2-500-293	OFFICE EXPENSES				2,494	1,000	3,500	3,500	3,500	3,500	3,500					
01-2-500-296	POSTAGE				0	500	500	500	500	500	500					
01-2-500-314	TELEPHONE & ALARM LINES				1,500	1,500	1,500	1,500	1,500	1,500	1,500					
01-2-500-317	TITLE SEARCHES				850	1,500	1,000	1,000	1,000	1,000	1,000					
01-2-500-319	TRAINING/DEVELOPMENT & CONFERENCE:				1,784	10,400	10,000	10,000	10,000	10,000	10,000					
01-2-500-320	TRAVEL				2,000	14,000	10,000	10,000	10,000	10,000	10,000					
01-2-500-335	ADVERTISING				8,000	9,000	8,000	8,000	8,000	8,000	8,000					
01-2-500-340	DUES AND MEMBERSHIPS				1,319	2,750	2,000	2,000	2,000	2,000	2,000					
01-2-500-347	LIBRARY/PUBLICATIONS				1,356	700	1,500	1,500	1,500	1,500	1,500					
01-2-500-350	MAPS & PRINTING SUPPLIES				0	700	500	500	500	500	500					
01-2-500-353	PUBLIC RELATIONS				0	400	250	250	250	250	250					
01-2-500-366	ENGINEERING FEES				0	4,000	5,000	5,000	5,000	5,000	5,000					
01-2-500-369	INSURANCE LIABILITY				3,278	3,498	3,498	3,568	3,639	3,712	3,786					
01-2-500-381	LEGAL FEES				5,987	20,000	20,000	20,000	20,000	20,000	20,000					



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024		
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget			
01-2-500-387	OTHER PROF FEES				17,500	114,000	84,500	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	
01-2-500-438	CONTRACT SVCS EQUIP/MACH				6,000	3,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	
01-2-500-468	MINOR CAPITAL				12,492	6,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
01-2-500-485	CONTR TO CAP WORKS MACH EQUIP RESE				5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
01-2-500-489	RESERVE CONTRIB-FUTURE EXPEND				10,000	10,000	220,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
<b>Total OPERATING EXPENSES</b>							776,483	511,983	520,153	528,496	537,016						
<b>OPERATING Surplus/(Deficit)</b>							497,641	256,173	303,694	304,146	309,207	314,380	319,665				
<b>CAPITAL REVENUE SOURCES</b>																	
01-5-500-145	TRANSFER FR RESERVE				0	170,000	121,608	0	0	0	0	0	0	0	0	0	
<b>Total CAPITAL REVENUE SOURCES</b>							121,608	0	0	0	0	0	0	0	0	0	
<b>CAPITAL EXPENDITURES</b>																	
01-6-500-473	IT INFRASTRUCTURE				0	170,000	121,608	0	0	0	0	0	0	0	0	0	
<b>Total CAPITAL EXPENDITURES</b>							121,608	0	0	0	0	0	0	0	0	0	
<b>CAPITAL Surplus/(Deficit)</b>							0	0	0	0	0	0	0	0	0	0	
<b>Category Total --&gt;</b>							497,641	256,173	303,694	304,146	309,207	314,380	319,665				



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>GENERAL REVENUE FUND - SRD</b>																
<b>GEOGRAPHIC INFORMATION SYSTEM</b>																
<b>OPERATING EXPENSES</b>																
01-2-501-200	SUPPORT SERVICES				12,384	12,384	13,717	14,271	13,991	14,556	14,556	14,847				
01-2-501-220	SALARIES & WAGES				25,883	82,171	84,214	87,616	85,898	89,368	89,368	91,155				
01-2-501-225	BENEFITS				7,872	23,008	23,580	24,532	24,051	25,023	25,023	25,523				
01-2-501-262	CONTRACTS - OPERATING				31,298	0	0	0	0	0	0	0				
01-2-501-275	PERMITS/LICENCES				9,803	10,000	10,200	10,612	10,404	10,824	10,824	11,040				
01-2-501-293	OFFICE EXPENSES				28	1,000	1,000	1,000	1,000	1,000	1,000	1,000				
01-2-501-317	TITLE SEARCHES				0	100	100	100	100	100	100	100				
01-2-501-319	TRAINING/DEVELOPMENT & CONFERENCE:				50	1,500	1,500	1,500	1,500	1,500	1,500	1,500				
01-2-501-320	TRAVEL				174	2,000	2,000	2,000	2,000	2,000	2,000	2,000				
01-2-501-340	DUES AND MEMBERSHIPS				0	100	500	500	500	500	500	500				
01-2-501-350	MAPS & PRINTING SUPPLIES				146	1,000	500	500	500	500	500	500				
01-2-501-387	OTHER PROF FEES				1,000	12,000	20,000	20,000	20,000	20,000	20,000	20,000				
01-2-501-438	CONTRACT SVCS EQUIP/MACH				0	1,000	0	0	0	0	0	0				
01-2-501-468	MINOR CAPITAL				0	0	5,000	5,000	5,000	5,000	5,000	5,000				
<b>Total OPERATING EXPENSES</b>					88,638	146,263	162,311	167,631	164,944	170,371	170,371	173,165				
<b>OPERATING Surplus/(Deficit)</b>					-88,638	-146,263	-162,311	-167,631	-164,944	-170,371	-170,371	-173,165				
<b>Category Total --&gt;</b>					-88,638	-146,263	-162,311	-167,631	-164,944	-170,371	-170,371	-173,165				



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>BYLAW ENFORCEMENT</b>											
<b>OPERATING EXPENSES</b>											
01-2-502-200	SUPPORT SERVICES				6,340	6,340	7,022	7,162	7,305	7,451	7,600
01-2-502-220	SALARIES & WAGES				47,052	52,070	66,634	67,967	69,326	70,713	72,127
01-2-502-225	BENEFITS				9,151	14,836	18,658	19,031	19,411	19,800	20,196
01-2-502-275	PERMITS/LICENCES				5,074	11,364	11,819	12,292	12,784	13,295	13,827
01-2-502-281	MATERIALS & SUPPLIES-GENERAL				70	500	500	500	500	500	500
01-2-502-293	OFFICE EXPENSES				2,503	0	1,000	1,000	1,000	1,000	1,000
01-2-502-314	TELEPHONE & ALARM LINES				290	400	400	400	400	400	400
01-2-502-317	TITLE SEARCHES				100	400	250	250	250	250	250
01-2-502-319	TRAINING/DEVELOPMENT & CONFERENCE:				1,500	1,500	1,500	1,500	1,500	1,500	1,500
01-2-502-320	TRAVEL				1,500	2,000	2,000	2,000	2,000	2,000	2,000
01-2-502-340	DUES AND MEMBERSHIPS				60	0	100	100	100	100	100
01-2-502-381	LEGAL FEES				12,912	13,000	20,000	20,000	20,000	20,000	20,000
01-2-502-387	OTHER PROF FEES				3,118	3,000	5,000	5,000	5,000	5,000	5,000
01-2-502-468	MINOR CAPITAL				0	4,500	6,500	2,000	2,000	2,000	2,000
<b>Total OPERATING EXPENSES</b>					89,670	109,910	141,383	139,202	141,576	144,009	146,500
<b>OPERATING Surplus/(Deficit)</b>					-89,670	-109,910	-141,383	-139,202	-141,576	-144,009	-146,500
<b>Category Total --&gt;</b>					-89,670	-109,910	-141,383	-139,202	-141,576	-144,009	-146,500



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>GENERAL REVENUE FUND - SRD</b>																
<b>PLANNING (NON PART 26)</b>																
<b>OPERATING REVENUE</b>																
01-1-510-015	REQN ELECT/SPEC PROV GOVT				0	0	0	77	77	77	77	77	77	77	77	77
01-1-510-020	REQN MUNICIPAL				0	0	0	184	184	184	184	184	184	184	184	184
01-1-510-150	SURPLUS PRIOR YEAR				2,004	2,004	1,744	0	0	0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					2,004	2,004	1,744	261	261	261	261	261	261	261	261	261
<b>OPERATING EXPENSES</b>																
01-2-510-200	SUPPORT SERVICES				250	250	250	250	250	250	250	250	250	250	250	250
01-2-510-369	INSURANCE LIABILITY				10	11	11	11	11	11	11	11	11	11	11	11
01-2-510-387	OTHER PROF FEES				0	1,743	1,483	0	0	0	0	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					260	2,004	1,744	261	261	261	261	261	261	261	261	261
<b>OPERATING Surplus/(Deficit)</b>					1,744	0	0	0	0	0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					1,744	0	0	0	0	0	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget	2024 Recommende d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>HOUSE NUMBERING - AREA D</b>											
<b>OPERATING REVENUE</b>											
01-1-533-015	REQN ELECT/SPEC PROV GOVT				515	515	533	537	541	545	549
<b>Total OPERATING REVENUE</b>					515	515	533	537	541	545	549
<b>OPERATING EXPENSES</b>											
01-2-533-200	SUPPORT SERVICES				161	161	179	183	187	191	195
01-2-533-232	IN-HOUSE LABOUR CHARGE				350	350	350	350	350	350	350
01-2-533-369	INSURANCE LIABILITY				4	4	4	4	4	4	4
<b>Total OPERATING EXPENSES</b>					515	515	533	537	541	545	549
<b>OPERATING Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					0	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>HOUSE NUMBERING - AREA A SAYWARD</b>											
<b>OPERATING REVENUE</b>											
01-1-534-015	REQN ELECT/SPEC PROV GOVT				286	286	305	309	313	317	321
01-1-534-150	SURPLUS PRIOR YEAR				1	1	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					287	287	305	309	313	317	321
<b>OPERATING EXPENSES</b>											
01-2-534-200	SUPPORT SERVICES				161	161	179	183	187	191	195
01-2-534-232	IN-HOUSE LABOUR CHARGE				125	125	125	125	125	125	125
01-2-534-369	INSURANCE LIABILITY				1	1	1	1	1	1	1
<b>Total OPERATING EXPENSES</b>					287	287	305	309	313	317	321
<b>OPERATING Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					0	0	0	0	0	0	0



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend'd Budget	2021 Recommend'd Budget	2022 Recommend'd Budget	2023 Recommend'd Budget	2024 Recommend'd Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>HOUSE NUMBERING - AREA B</b>											
<b>OPERATING REVENUE</b>											
01-1-535-015	REQN ELECT/SPEC PROV GOVT				414	414	432	436	440	444	448
<b>Total OPERATING REVENUE</b>					414	414	432	436	440	444	448
<b>OPERATING EXPENSES</b>											
01-2-535-200	SUPPORT SERVICES				161	161	179	183	187	191	195
01-2-535-232	IN-HOUSE LABOUR CHARGE				250	250	250	250	250	250	250
01-2-535-369	INSURANCE LIABILITY				3	3	3	3	3	3	3
<b>Total OPERATING EXPENSES</b>					414	414	432	436	440	444	448
<b>OPERATING Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					0	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend'd Budget	2021 Recommend'd Budget	2022 Recommend'd Budget	2023 Recommend'd Budget	2024 Recommend'd Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>HOUSE NUMBERING - AREA C</b>											
<b>OPERATING REVENUE</b>											
01-1-536-015	REQN ELECT/SPEC PROV GOVT				413	413	432	436	440	444	448
01-1-536-150	SURPLUS PRIOR YEAR				1	1	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					414	414	432	436	440	444	448
<b>OPERATING EXPENSES</b>											
01-2-536-200	SUPPORT SERVICES				161	161	179	183	187	191	195
01-2-536-232	IN-HOUSE LABOUR CHARGE				250	250	250	250	250	250	250
01-2-536-369	INSURANCE LIABILITY				3	3	3	3	3	3	3
<b>Total OPERATING EXPENSES</b>					414	414	432	436	440	444	448
<b>OPERATING Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					0	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>ECONOMIC DEV - AREA A SAYWARD</b>											
<b>OPERATING REVENUE</b>											
01-1-554-015	REQN ELECT/SPEC PROV GOVT				500	500	500	500	500	500	500
01-1-554-128	OTHER REVENUE				3,619	3,400	3,600	3,000	0	0	0
01-1-554-150	SURPLUS PRIOR YEAR				537	537	615	0	0	0	0
<b>Total OPERATING REVENUE</b>					4,656	4,437	4,715	3,500	500	500	500
<b>OPERATING EXPENSES</b>											
01-2-554-200	SUPPORT SERVICES				371	371	411	419	427	436	445
01-2-554-212	GRANTS-UNCOND LOCAL AGENCIES				0	613	648	22	11	-1	-13
01-2-554-369	INSURANCE LIABILITY				3	3	3	3	3	3	3
01-2-554-372	INSURANCE PROPERTY				48	50	53	56	59	62	65
01-2-554-519	CONTRIB TO APPROPRIATED SURPLUS				3,619	3,400	3,600	3,000	0	0	0
<b>Total OPERATING EXPENSES</b>					4,041	4,437	4,715	3,500	500	500	500
<b>OPERATING Surplus/(Deficit)</b>					615	0	0	0	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>											
<b>Category Total --&gt;</b>					615	0	0	0	0	0	0



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024		
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget			
<b>GENERAL REVENUE FUND - SRD</b>																	
<b>ECONOMIC DEVELOPMENT - AREA C</b>																	
<b>OPERATING REVENUE</b>																	
01-1-555-015	REQN ELECT/SPEC PROV GOVT				20,000	20,000	20,000	20,824	20,824	20,841	20,841	20,858	20,858	20,875	20,875	0	
01-1-555-150	SURPLUS PRIOR YEAR				45,245	45,245	27,550	0	0	0	0	0	0	0	0	0	
<b>Total OPERATING REVENUE</b>					65,245	65,245	47,550	20,824	20,841	20,841	20,858	20,858	20,875	20,875			
<b>OPERATING EXPENSES</b>																	
01-2-555-200	SUPPORT SERVICES				298	298	330	337	344	344	351	351	358	358			
01-2-555-212	GRANTS-UNCOND LOCAL AGENCIES				12,480	40,000	40,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000			
01-2-555-369	INSURANCE LIABILITY				447	477	477	487	497	497	507	507	517	517			
01-2-555-519	CONTRIB TO APPROPRIATED SURPLUS				24,470	24,470	6,743	0	0	0	0	0	0	0			
<b>Total OPERATING EXPENSES</b>					37,695	65,245	47,550	20,824	20,841	20,841	20,858	20,858	20,875	20,875			
<b>OPERATING Surplus/(Deficit)</b>					27,550	0	0	0	0	0	0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					27,550	0	0	0	0	0	0	0	0	0	0	0	0

**Strathcona Regional District  
Budget Departmental Report**

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget	2024 Recommende d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>COMMUNITY PARKS - AREA D</b>											
<b>OPERATING REVENUE</b>											
01-1-614-013	FED GAS TAX FUNDING				0	0	8,000	0	0	0	0
01-1-614-015	REQN ELECT/SPEC PROV GOVT				212,035	212,035	212,035	227,408	229,855	232,352	234,900
01-1-614-150	SURPLUS PRIOR YEAR				42,813	43,550	56,400	0	0	0	0
<b>Total OPERATING REVENUE</b>					254,848	255,585	276,435	227,408	229,855	232,352	234,900
<b>OPERATING EXPENSES</b>											
01-2-614-200	SUPPORT SERVICES				40,609	40,609	44,979	45,879	46,797	47,733	48,688
01-2-614-220	SALARIES & WAGES				59,992	58,447	55,634	56,747	57,882	59,040	60,221
01-2-614-225	BENEFITS				15,907	16,365	15,578	15,889	16,207	16,531	16,862
01-2-614-275	PERMITS/LICENCES				0	150	150	150	150	150	150
01-2-614-281	MATERIALS & SUPPLIES				4,000	5,000	5,000	5,000	5,000	5,000	5,000
01-2-614-284	MEETING EXPENSE				0	500	500	500	500	500	500
01-2-614-293	OFFICE EXPENSES				800	800	800	800	800	800	800
01-2-614-311	SIGNS				6,424	6,000	1,000	1,000	1,000	1,000	1,000
01-2-614-314	TELEPHONE & ALARM LINES				800	1,300	1,300	1,300	1,300	1,300	1,300
01-2-614-316	TIPPING FEES				0	160	200	200	200	200	200
01-2-614-319	TRAINING/DEVELOPMENT & CONFERENCE:				879	1,500	1,500	1,500	1,500	1,500	1,500
01-2-614-320	TRAVEL				1,500	2,000	2,000	2,000	2,000	2,000	2,000
01-2-614-335	ADVERTISING				0	500	500	500	500	500	500
01-2-614-340	DUES AND MEMBERSHIPS				200	100	200	200	200	200	200
01-2-614-350	MAPS & PRINTING SUPPLIES				0	650	650	650	650	650	650
01-2-614-353	PUBLIC RELATIONS				13	500	500	500	500	500	500
01-2-614-369	INSURANCE LIABILITY				2,776	2,962	2,962	3,021	3,081	3,143	3,206
01-2-614-372	INSURANCE PROPERTY				317	292	307	322	338	355	373
01-2-614-381	LEGAL FEES				0	5,000	5,000	5,000	5,000	5,000	5,000
01-2-614-386	SURVEY FEES				0	2,000	2,000	2,000	2,000	2,000	2,000
01-2-614-387	OTHER PROF FEES				9,375	9,000	18,000	10,000	10,000	10,000	10,000
01-2-614-400	CONTRACTED SVCS BLDG/LAND MTCE				38,841	40,500	41,500	41,500	41,500	41,500	41,500
01-2-614-403	REPAIRS & MTCE BLDG/LAND				2,939	2,500	3,000	3,000	3,000	3,000	3,000
01-2-614-409	HYDRO				627	900	900	900	900	900	900
01-2-614-430	WATER				3,183	5,000	6,500	6,500	6,500	6,500	6,500
01-2-614-438	CONTRACT SVCS EQUIP/MACH				0	1,100	1,100	1,100	1,100	1,100	1,100
01-2-614-444	RENTAL/LEASES - MACH/EQUIP				7,349	7,500	10,250	10,250	10,250	10,250	10,250
01-2-614-447	REPAIRS/MTCE MACH/EQUIP				223	250	1,000	1,000	1,000	1,000	1,000
01-2-614-468	MINOR CAPITAL				1,695	44,000	10,000	10,000	10,000	10,000	10,000
01-2-614-485	CONTR TO CAP WORKS MACH EQUIP RESE				0	0	43,425	0	0	0	0



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget	2024 Recommende d Budget
<b>Total OPERATING EXPENSES</b>											
					198,449	255,585	276,435	227,408	229,855	232,352	234,900
<b>OPERATING Surplus/(Deficit)</b>											
					56,399	0	0	0	0	0	0
<b>CAPITAL REVENUE SOURCES</b>											
01-5-614-144	TRANSFER FROM GAS TAX RESERVE				0	51,654	51,654	0	0	0	0
01-5-614-145	TRANSFER FR RESERVE				0	57,500	95,000	15,000	0	0	0
<b>Total CAPITAL REVENUE SOURCES</b>											
					0	109,154	146,654	15,000	0	0	0
<b>CAPITAL EXPENDITURES</b>											
01-6-614-470	LAND IMPROVEMENTS				0	109,154	106,654	15,000	0	0	0
01-6-614-477	ENGINEERED STRUCUTRE				0	0	40,000	0	0	0	0
<b>Total CAPITAL EXPENDITURES</b>											
					0	109,154	146,654	15,000	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>											
					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					56,399	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>COMMUNITY PARKS - AREA B</b>											
<b>OPERATING REVENUE</b>											
01-1-617-013	FED GAS TAX FUNDING				0	0	8,000	0	0	0	0
01-1-617-015	REQN ELECT/SPEC PROV GOVT				163,537	163,537	174,352	178,701	180,835	183,012	185,233
01-1-617-023	COND TSFRS OTHER				1,907	1,907	0	0	0	0	0
01-1-617-145	TRANSFER FR RESERVE				2,500	4,000	4,000	4,000	4,000	4,000	4,000
01-1-617-150	SURPLUS PRIOR YEAR				1,878	2,606	3,998	0	0	0	0
<b>Total OPERATING REVENUE</b>					169,822	172,050	190,350	182,701	184,835	187,012	189,233
<b>OPERATING EXPENSES</b>											
01-2-617-200	SUPPORT SERVICES				28,007	28,007	31,020	31,640	32,273	32,918	33,576
01-2-617-220	SALARIES & WAGES				51,582	48,949	55,634	56,747	57,882	59,040	60,221
01-2-617-225	BENEFITS				13,340	13,706	15,578	15,889	16,207	16,531	16,862
01-2-617-275	PERMITS/LICENCES				250	500	500	500	500	500	500
01-2-617-281	MATERIALS & SUPPLIES				0	500	500	500	500	500	500
01-2-617-293	OFFICE EXPENSES				57	0	450	450	450	450	450
01-2-617-311	SIGNS				0	500	6,500	1,500	1,500	1,500	1,500
01-2-617-314	TELEPHONE & ALARM LINES				430	600	600	600	600	600	600
01-2-617-317	TITLE SEARCHES				0	25	0	0	0	0	0
01-2-617-319	TRAINING/DEVELOPMENT & CONFERENCE:				243	400	400	860	860	860	860
01-2-617-320	TRAVEL				603	900	1,100	1,100	1,100	1,100	1,100
01-2-617-335	ADVERTISING				500	0	0	0	0	0	0
01-2-617-340	DUES AND MEMBERSHIPS				0	260	280	280	280	280	280
01-2-617-350	MAPS & PRINTING SUPPLIES				59	750	750	750	750	750	750
01-2-617-353	PUBLIC RELATIONS				0	100	100	400	400	400	400
01-2-617-366	ENGINEERING FEES				0	0	2,500	2,500	2,500	2,500	2,500
01-2-617-369	INSURANCE LIABILITY				1,293	1,380	1,380	1,408	1,436	1,465	1,494
01-2-617-372	INSURANCE PROPERTY				325	360	378	397	417	438	460
01-2-617-386	SURVEY FEES				0	0	1,500	1,500	1,500	1,500	1,500
01-2-617-387	OTHER PROF FEES				0	0	18,000	10,000	10,000	10,000	10,000
01-2-617-400	CONTRACTED SVCS BLDG/LAND MTCE				25,800	28,924	38,680	38,680	38,680	38,680	38,680
01-2-617-403	REPAIRS & MTCE BLDG/LAND				0	0	2,000	2,000	2,000	2,000	2,000
01-2-617-468	MINOR CAPITAL				1,775	4,407	12,500	10,000	10,000	10,000	10,000
01-2-617-485	CONTR TO CAP WORKS MACH EQUIP RESE				0	0	0	5,000	5,000	5,000	5,000
01-2-617-505	DEBT CHARGES-PRINCIPAL				40,962	40,963	0	0	0	0	0
01-2-617-506	DEBT CHARGES-INTEREST				598	819	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					165,824	172,050	190,350	182,701	184,835	187,012	189,233



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>OPERATING Surplus/(Deficit)</b>																
					3,998	0	0	0	0	0	0	0	0	0	0	0
<b>CAPITAL REVENUE SOURCES</b>																
01-5-617-144	TRANSFER FROM GAS TAX RESERVE				0	55,923	95,923	0	0	0	0	0	0	0	0	0
01-5-617-145	TRANSFER FR RESERVE				0	30,000	13,979	0	0	0	0	0	0	0	0	0
<b>Total CAPITAL REVENUE SOURCES</b>					0	85,923	109,902	0	0	0	0	0	0	0	0	0
<b>CAPITAL EXPENDITURES</b>																
01-6-617-470	LAND IMPROVEMENTS				0	55,923	95,923	0	0	0	0	0	0	0	0	0
01-6-617-472	BUILDING IMPROVEMENTS				0	30,000	13,979	0	0	0	0	0	0	0	0	0
<b>Total CAPITAL EXPENDITURES</b>					0	85,923	109,902	0	0	0	0	0	0	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					3,998	0	0	0	0	0	0	0	0	0	0	0





Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
01-2-618-468	MINOR CAPITAL				2,500	20,000	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
01-2-618-485	CONTR TO CAP WORKS MACH EQUIP RESE				20,000	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	<b>Total OPERATING EXPENSES</b>				174,127	233,377	292,898	232,202	234,555	236,957	239,410					
	<b>OPERATING Surplus/(Deficit)</b>				57,634	0	0	0	0	0	0	0	0	0	0	0
<b>CAPITAL REVENUE SOURCES</b>																
01-5-618-144	TRANSFER FROM GAS TAX RESERVE				0	64,372	242,533	25,000	0	0	0	0	0	0	0	0
01-5-618-145	TRANSFER FR RESERVE				0	143,951	102,490	0	0	0	0	0	0	0	0	0
	<b>Total CAPITAL REVENUE SOURCES</b>				0	208,323	345,023	25,000	0	0	0	0	0	0	0	0
<b>CAPITAL EXPENDITURES</b>																
01-6-618-469	LAND				0	98,951	57,490	0	0	0	0	0	0	0	0	0
01-6-618-470	LAND IMPROVEMENTS				0	89,372	287,533	25,000	0	0	0	0	0	0	0	0
01-6-618-477	ENG STRUCT				0	20,000	0	0	0	0	0	0	0	0	0	0
	<b>Total CAPITAL EXPENDITURES</b>				0	208,323	345,023	25,000	0	0	0	0	0	0	0	0
	<b>CAPITAL Surplus/(Deficit)</b>				0	0	0	0	0	0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					57,634	0	0	0	0	0	0	0	0	0	0	0



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>GENERAL REVENUE FUND - SRD</b>																
<b>VANCOUVER ISLAND REGIONAL LIBRARY</b>																
<b>OPERATING REVENUE</b>																
01-1-630-005	GIL FED GOVT				1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
01-1-630-015	REQN ELECT/SPEC PROV GOVT				519,069	519,069	529,864	540,679	551,510	562,557	573,825	584,679	595,510	606,341	617,172	628,003
01-1-630-150	SURPLUS PRIOR YEAR				2,535	2,398	197	0	0	0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					522,704	522,567	531,161	541,779	552,610	563,657	574,925	585,998	597,172	608,346	619,519	630,693
<b>OPERATING EXPENSES</b>																
01-2-630-200	SUPPORT SERVICES				250	250	250	250	250	250	250	250	250	250	250	250
01-2-630-210	GRANT - OPERATIONAL				521,356	521,356	529,950	540,549	551,360	562,387	573,635	584,883	596,131	607,379	618,627	629,875
01-2-630-369	INSURANCE LIABILITY				901	961	961	980	1,000	1,020	1,040	1,060	1,080	1,100	1,120	1,140
<b>Total OPERATING EXPENSES</b>					522,507	522,567	531,161	541,779	552,610	563,657	574,925	585,998	597,172	608,346	619,519	630,693
<b>OPERATING Surplus/(Deficit)</b>					197	0	0	0	0	0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					197	0	0	0	0	0	0	0	0	0	0	0

**Strathcona Regional District  
Budget Departmental Report**

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>STRATHCONA GARDENS</b>											
<b>OPERATING REVENUE</b>											
01-1-640-009	GIL LOCAL GOVT				45,000	50,000	45,000	45,000	45,000	45,000	45,000
01-1-640-012	GRANTS UNCOND PROV GOVT				21,000	21,000	21,000	21,000	21,000	21,000	21,000
01-1-640-015	REQN ELECT/SPEC PROV GOVT				772,542	774,764	824,773	853,724	866,879	882,517	898,528
01-1-640-016	GRANT PROV GOVT CONDITIONAL				1,000	0	0	0	0	0	0
01-1-640-020	REQN MUNICIPAL				4,667,816	4,665,594	4,966,744	5,141,088	5,220,306	5,314,478	5,410,900
01-1-640-023	COND TSFRS OTHER				2,950	1,000	1,000	1,000	1,000	1,000	1,000
01-1-640-028	DISCOUNTS				-2,000	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500
01-1-640-029	L.I.F.E. SUBSIDY				-7,000	-7,500	-7,500	-7,500	-7,500	-7,500	-7,500
01-1-640-030	PUBLIC SKATING				29,000	32,000	33,000	33,000	33,000	33,000	33,000
01-1-640-033	PUBLIC SWIMMING				147,500	145,000	147,500	147,500	147,500	147,500	147,500
01-1-640-035	SPONSORSHIP				5,750	5,000	5,000	5,000	5,000	5,000	5,000
01-1-640-039	REHABILITATION PROGRAMS				143,000	120,000	143,000	143,000	143,000	143,000	143,000
01-1-640-040	FITNESS PROGRAMS				30,000	45,000	30,000	30,000	30,000	30,000	30,000
01-1-640-041	AQUATIC PROGRAMS				198,000	187,000	198,000	198,000	198,000	198,000	198,000
01-1-640-042	ICE & OTHER PROGRAMS				104,000	140,000	152,000	152,000	152,000	152,000	152,000
01-1-640-054	MEMBERSHIPS				173,000	160,000	172,000	172,000	172,000	172,000	172,000
01-1-640-055	RENTAL ARENA - ICE				330,000	370,000	360,000	360,000	360,000	360,000	360,000
01-1-640-056	RENTAL ARENA - DRY FLOOR				24,681	19,300	19,300	19,300	19,300	19,300	19,300
01-1-640-057	RENTAL/LEASE BLDGS				24,000	19,500	19,500	19,500	19,500	19,500	19,500
01-1-640-058	LOCKERS				18,500	17,340	19,000	19,000	19,000	19,000	19,000
01-1-640-061	POOL RENTAL - OTHER				94,500	92,000	92,000	92,000	92,000	92,000	92,000
01-1-640-064	RENTAL SKATES				14,800	14,650	14,650	14,650	14,650	14,650	14,650
01-1-640-073	VENDING				15,000	16,000	16,000	16,000	16,000	16,000	16,000
01-1-640-075	ADVERTISING				5,000	2,520	5,000	5,000	5,000	5,000	5,000
01-1-640-077	CONCESSION SALES				141,000	130,000	130,000	130,000	130,000	130,000	130,000
01-1-640-080	RETAIL SALES				14,000	14,000	14,000	14,000	14,000	14,000	14,000
01-1-640-081	SKATE SHARPENING				4,500	5,000	5,000	5,000	5,000	5,000	5,000
01-1-640-125	DONATIONS				5,000	0	0	0	0	0	0
01-1-640-128	OTHER REVENUE				2,000	2,000	2,000	2,000	2,000	2,000	2,000
01-1-640-130	RECOVERIES-WAGES & BENEFITS				2,486	2,000	2,000	2,000	2,000	2,000	2,000
01-1-640-133	RECOVERIES OTHER				2,978	1,200	1,200	1,200	1,200	1,200	1,200
01-1-640-150	SURPLUS PRIOR YEAR				565,847	482,686	508,531	0	0	0	0
01-1-640-151	FUNDS ALLOCATED FR APPROPRIATED SUI				0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					7,595,850	7,524,554	7,992,198	7,631,962	7,724,335	7,834,145	7,946,578
<b>OPERATING EXPENSES</b>											

**Strathcona Regional District  
Budget Departmental Report**

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024		
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget			
01-2-640-200	SUPPORT SERVICES				535,638	535,638	593,790	605,666	617,779	630,135	642,738	0	0				
01-2-640-212	GRANTS-UNCOND LOCAL AGENCIES				548	0	0	0	0	0	0	0	0				
01-2-640-220	SALARIES & WAGES				356,705	360,947	412,112	420,354	428,761	437,336	446,083	0	0				
01-2-640-222	COMMISSIONER REMUNERATION				7,000	12,600	15,600	15,600	15,600	15,600	15,600	0	0				
01-2-640-225	BENEFITS				83,000	101,830	119,759	122,067	124,421	126,822	129,271	0	0				
01-2-640-257	CLOTHING/LAUNDERING				7,000	9,350	9,350	9,350	9,350	9,350	9,350	0	0				
01-2-640-266	DELIVERIES/TRANSPORTATION				3,000	3,500	3,500	3,500	3,500	3,500	3,500	0	0				
01-2-640-275	PERMITS/LICENCES				35,000	48,400	48,400	48,400	48,400	48,400	48,400	0	0				
01-2-640-281	MATERIALS & SUPPLIES				1,367	0	0	0	0	0	0	0	0				
01-2-640-284	MEETING EXPENSE				2,100	1,800	1,800	1,800	1,800	1,800	1,800	0	0				
01-2-640-293	OFFICE EXPENSES				477	0	0	0	0	0	0	0	0				
01-2-640-311	SIGNS				4,000	5,000	5,000	5,000	5,000	5,000	5,000	0	0				
01-2-640-314	TELEPHONE & ALARM LINES				30,000	30,000	30,000	30,000	30,000	30,000	30,000	0	0				
01-2-640-319	TRAINING/DEVELOPMENT & CONFERENCE:				23,000	25,000	25,000	25,000	25,000	25,000	25,000	0	0				
01-2-640-320	TRAVEL				12,000	7,500	12,000	12,000	12,000	12,000	12,000	0	0				
01-2-640-335	ADVERTISING				60,000	60,000	60,000	65,000	65,000	65,000	65,000	0	0				
01-2-640-340	DUES AND MEMBERSHIPS				4,032	2,715	2,715	2,715	2,715	2,715	2,715	0	0				
01-2-640-353	PUBLIC RELATIONS				5,500	5,500	5,500	5,500	5,500	5,500	5,500	0	0				
01-2-640-369	INSURANCE LIABILITY				12,736	13,827	13,827	13,827	13,827	13,827	13,827	0	0				
01-2-640-372	INSURANCE PROPERTY				38,977	43,300	43,300	43,300	43,300	43,300	43,300	0	0				
01-2-640-381	LEGAL FEES				25,000	25,000	25,000	25,000	25,000	25,000	25,000	0	0				
01-2-640-387	OTHER PROF FEES				43,500	43,500	77,000	22,000	22,000	22,000	22,000	0	0				
01-2-640-421	RENTAL/LEASE BUILDINGS				1,600	1,600	1,600	1,600	1,600	1,600	1,600	0	0				
01-2-640-438	CONTRACT SVCS EQUIP/MACH				14,000	11,000	16,000	16,000	16,000	16,000	16,000	0	0				
01-2-640-444	RENTAL/LEASES - MACH/EQUIP				1,000	6,000	1,000	1,000	1,000	1,000	1,000	0	0				
01-2-640-468	MINOR CAPITAL				20,000	29,500	25,000	25,000	25,000	25,000	25,000	0	0				
01-2-640-485	CONTR TO CAP WORKS MACH EQUIP RESE				1,500,000	1,500,000	1,863,095	1,538,095	500,000	500,000	500,000	0	0				
01-2-640-505	DEBT CHARGES-PRINCIPAL				0	0	0	0	434,661	434,661	434,661	0	0				
01-2-640-506	DEBT CHARGES-INTEREST				0	0	0	0	598,554	598,554	598,554	0	0				
<b>Total OPERATING EXPENSES</b>						2,827,180	2,883,507	3,410,348	3,057,774	3,075,768	3,099,100	3,122,899					
<b>OPERATING Surplus/(Deficit)</b>						4,768,670	4,641,047	4,581,850	4,574,188	4,648,567	4,735,045	4,823,679					
<b>CAPITAL REVENUE SOURCES</b>																	
01-5-640-014	FED GOVT COND TSFRS				0	4,605,398	5,054,079	21,600,000	6,120,000	0	0	0	0				
01-5-640-016	GRANT PROV GOVT CONDITIONAL				0	0	2,599,740	17,998,200	5,099,490	0	0	0	0				
01-5-640-142	LONG TERM DEBT PROCEEDS				0	0	0	10,753,490	4,080,510	0	0	0	0				
01-5-640-145	TRANSFER FR RESERVE				0	439,738	2,379,260	3,693,310	1,280,000	100,000	80,000	0	0				
<b>Total CAPITAL REVENUE SOURCES</b>						0	5,045,136	10,033,079	54,045,000	16,580,000	100,000	80,000					
<b>CAPITAL EXPENDITURES</b>																	



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024		
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget			
01-6-640-471	BUILDING				0	82,643	7,918,000	54,000,000	15,300,000	0	0	0	0	0	0	0	
01-6-640-472	BUILDING IMPROVEMENTS				0	4,617,433	1,934,079	0	700,000	0	0	0	0	0	0	0	
01-6-640-473	IT INFRASTRUCTURE				0	36,936	41,000	30,000	30,000	85,000	30,000	85,000	85,000	45,000	45,000	45,000	
01-6-640-475	MACHINERY & EQUIPMENT				0	308,124	95,000	15,000	250,000	15,000	250,000	15,000	15,000	35,000	35,000	35,000	
01-6-640-476	FURNITURE & FIXTURES				0	0	0	0	300,000	0	0	0	0	0	0	0	
01-6-640-478	VEHICLES				0	0	45,000	0	0	0	0	0	0	0	0	0	
<b>Total CAPITAL EXPENDITURES</b>							10,033,079	54,045,000	16,580,000	100,000	80,000	100,000	100,000	80,000	80,000	80,000	
<b>CAPITAL Surplus/(Deficit)</b>							0	0	0	0	0	0	0	0	0	0	0
<b>Category Total --&gt;</b>							4,768,670	4,641,047	4,581,850	4,574,188	4,648,567	4,735,045	4,735,045	4,823,679	4,823,679	4,823,679	4,823,679



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>GENERAL REVENUE FUND - SRD</b>																
<b>SG - ADMIN &amp; CONCESSION</b>																
<b>OPERATING EXPENSES</b>																
01-2-641-220	SALARIES & WAGES				352,000	352,000	369,428	376,817	384,353	392,040	399,881					
01-2-641-225	BENEFITS				100,000	110,000	103,427	105,496	107,606	109,758	111,953					
01-2-641-230	ALLOWANCES				0	500	500	500	500	500	500					
01-2-641-245	UNCOLLECTIBLE ACCOUNTS				2,529	0	0	0	0	0	0					
01-2-641-246	BANK CHARGES & INTEREST				21,000	21,000	21,000	21,000	21,000	21,000	21,000					
01-2-641-251	CASH OVERAGE/SHORTAGE				128	0	0	0	0	0	0					
01-2-641-293	OFFICE EXPENSES				10,000	16,500	12,000	12,000	12,000	12,000	12,000					
01-2-641-296	POSTAGE				303	800	600	600	600	600	600					
01-2-641-330	MERCHANDISE FOR RESALE				70,000	65,000	65,000	65,000	65,000	65,000	65,000					
01-2-641-450	SMALL TOOLS/EQUIPMENT				1,200	1,500	1,500	1,500	1,500	1,500	1,500					
<b>Total OPERATING EXPENSES</b>					557,160	567,300	573,455	582,913	592,559	602,398	612,434					
<b>OPERATING Surplus/(Deficit)</b>					-557,160	-567,300	-573,455	-582,913	-592,559	-602,398	-612,434					
<b>Category Total --&gt;</b>					-557,160	-567,300	-573,455	-582,913	-592,559	-602,398	-612,434					



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>SG - AQUATICS, FITNESS &amp; REHAB</b>											
<b>OPERATING EXPENSES</b>											
01-2-642-220	SALARIES & WAGES				1,138,000	1,124,000	1,147,275	1,170,221	1,193,625	1,217,498	1,241,848
01-2-642-225	BENEFITS				242,200	337,500	321,237	327,662	334,215	340,899	347,717
01-2-642-230	ALLOWANCES				5,100	5,100	5,100	5,100	5,100	5,100	5,100
01-2-642-269	FIRST AID SUPPLIES				2,500	3,800	3,800	3,800	3,800	3,800	3,800
01-2-642-282	MATERIALS & SUPPLIES-AQUATICS				28,000	30,000	30,000	30,000	30,000	30,000	30,000
01-2-642-283	MATERIALS & SUPPLIES-FITNESS				2,500	5,000	5,000	5,000	5,000	5,000	5,000
01-2-642-285	MATERIALS & SUPPLIES-REHAB				1,000	5,000	5,000	5,000	5,000	5,000	5,000
<b>Total OPERATING EXPENSES</b>					1,419,300	1,510,400	1,517,412	1,546,783	1,576,740	1,607,297	1,638,465
<b>OPERATING Surplus/(Deficit)</b>					-1,419,300	-1,510,400	-1,517,412	-1,546,783	-1,576,740	-1,607,297	-1,638,465
<b>Category Total --&gt;</b>					-1,419,300	-1,510,400	-1,517,412	-1,546,783	-1,576,740	-1,607,297	-1,638,465



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>SG - FACILITY OPERATIONS</b>											
<b>OPERATING EXPENSES</b>											
01-2-643-220	SALARIES & WAGES				846,000	925,269	944,552	907,655	925,808	944,324	963,210
01-2-643-225	BENEFITS				230,500	257,000	264,474	254,143	259,226	264,411	269,699
01-2-643-230	ALLOWANCES				3,150	3,750	3,750	3,750	3,750	3,750	3,750
01-2-643-254	CHEMICALS				43,000	43,000	44,000	44,000	44,000	44,000	44,000
01-2-643-305	SAFETY EQUIPMENT				4,000	5,000	5,000	5,000	5,000	5,000	5,000
01-2-643-403	REPAIRS & MTCE BLDG/LAND				89,000	120,000	120,000	120,000	120,000	120,000	120,000
01-2-643-406	HEATING				128,505	150,000	150,000	130,000	120,000	120,000	120,000
01-2-643-409	HYDRO				248,372	273,704	250,000	262,500	275,625	289,406	303,876
01-2-643-412	JANITORIAL/CLEANING SUPPLIES				43,000	43,000	43,000	43,000	43,000	43,000	43,000
01-2-643-415	LANDSCAPING/GROUNDS MTCE				45,500	60,000	60,000	60,000	60,000	60,000	60,000
01-2-643-418	REFUSE COLLECTION				16,000	21,000	21,000	21,000	21,000	21,000	21,000
01-2-643-427	SEWAGE DISPOSAL				16,500	21,220	21,857	22,513	23,188	23,884	24,601
01-2-643-430	WATER				26,000	23,630	26,000	26,780	27,583	28,410	29,262
01-2-643-438	CONTRACT SVCS EQUIP/MACH				500	900	17,950	18,290	18,637	18,991	19,351
01-2-643-441	FUEL & LUBRICANTS-EQUIP/MACH				600	2,000	2,000	2,000	2,000	2,000	2,000
01-2-643-444	RENTAL/LEASES - MACH/EQUIP				95,000	97,900	6,400	6,400	6,400	6,400	6,400
01-2-643-447	REPAIRS/MTCE - MACH/EQUIP				108,000	140,000	140,000	140,000	140,000	140,000	140,000
01-2-643-450	SMALL TOOLS/EQUIPMENT				5,500	6,000	6,000	6,000	6,000	6,000	6,000
01-2-643-458	FUEL/LUBRICANTS VEHICLE				2,400	3,000	3,000	3,000	3,000	3,000	3,000
01-2-643-461	INSURANCE/LICENCE - VEHICLE				4,000	3,924	3,924	3,924	3,924	3,924	3,924
01-2-643-464	REPAIRS & MTCE - VEHICLE				1,752	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total OPERATING EXPENSES</b>					1,957,279	2,203,297	2,135,907	2,082,955	2,111,141	2,150,500	2,191,073
<b>OPERATING Surplus/(Deficit)</b>					-1,957,279	-2,203,297	-2,135,907	-2,082,955	-2,111,141	-2,150,500	-2,191,073
<b>Category Total --&gt;</b>					-1,957,279	-2,203,297	-2,135,907	-2,082,955	-2,111,141	-2,150,500	-2,191,073



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget	2024 Recommende d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>SG - ICE &amp; OTHER PROGRAMS</b>											
<b>OPERATING EXPENSES</b>											
01-2-644-220	SALARIES & WAGES				233,000	243,000	250,702	255,716	260,830	266,047	271,368
01-2-644-225	BENEFITS				64,500	79,050	72,374	73,821	75,297	76,803	78,339
01-2-644-230	ALLOWANCES				900	1,000	1,000	1,000	1,000	1,000	1,000
01-2-644-286	MATERIALS & SUPPLIES-ICE				13,000	16,000	16,000	16,000	16,000	16,000	16,000
01-2-644-287	MATERIALS & SUPPLIES-OTHER				15,000	21,000	15,000	15,000	15,000	15,000	15,000
<b>Total OPERATING EXPENSES</b>					326,400	360,050	355,076	361,537	368,127	374,850	381,707
<b>OPERATING Surplus/(Deficit)</b>					-326,400	-360,050	-355,076	-361,537	-368,127	-374,850	-381,707
<b>Category Total --&gt;</b>					-326,400	-360,050	-355,076	-361,537	-368,127	-374,850	-381,707



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>GENERAL REVENUE FUND - SRD</b>																
<b>COMMUNITY HALL - KYUQUOT</b>																
<b>OPERATING REVENUE</b>																
01-1-677-015	REQN ELECT/SPEC PROV GOVT				1,833	1,833	495	495	495	495	495	495	495	495	495	495
01-1-677-150	SURPLUS PRIOR YEAR				478	477	1,999	0	0	0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					2,311	2,310	2,494	495	495	495	495	495	495	495	495	495
<b>OPERATING EXPENSES</b>																
01-2-677-200	SUPPORT SERVICES				250	250	250	250	250	250	250	250	250	250	250	250
01-2-677-369	INSURANCE LIABILITY				3	3	3	3	3	3	3	3	3	3	3	3
01-2-677-372	INSURANCE PROPERTY				59	57	60	63	63	66	66	69	69	72	72	72
01-2-677-381	LEGAL FEES				0	2,000	2,181	179	179	176	176	173	173	170	170	170
<b>Total OPERATING EXPENSES</b>					312	2,310	2,494	495	495	495	495	495	495	495	495	495
<b>OPERATING Surplus/(Deficit)</b>					1,999	0	0	0	0	0	0	0	0	0	0	0
<b>CAPITAL REVENUE SOURCES</b>																
01-5-677-144	TRANSFER FROM GAS TAX RESERVE				0	0	50,000	0	0	0	0	0	0	0	0	0
<b>Total CAPITAL REVENUE SOURCES</b>					0	0	50,000	0	0	0	0	0	0	0	0	
<b>CAPITAL EXPENDITURES</b>																
01-6-677-471	BUILDING				0	0	50,000	0	0	0	0	0	0	0	0	0
<b>Total CAPITAL EXPENDITURES</b>					0	0	50,000	0	0	0	0	0	0	0	0	
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0	0	0	0	0	
<b>Category Total --&gt;</b>					1,999	0	0	0	0	0	0	0	0	0	0	



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024		
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget			
<b>GENERAL REVENUE FUND - SRD</b>																	
<b>COMMUNITY HALL - SAYWARD</b>																	
<b>OPERATING REVENUE</b>																	
01-1-680-015	REQN ELECT/SPEC PROV GOVT				24,143	24,143	24,275	27,207	27,215	27,223	27,231						
01-1-680-145	TRANSFER FR RESERVE				1,000	6,500	5,500	0	0	0	0						
01-1-680-150	SURPLUS PRIOR YEAR				1,922	1,918	6,924	0	0	0	0						
<b>Total OPERATING REVENUE</b>							36,699	27,207	27,215	27,223	27,231						
<b>OPERATING EXPENSES</b>																	
01-2-680-200	SUPPORT SERVICES				346	346	384	392	400	408	416						
01-2-680-262	CONTRACTS - OPERATING				18,500	25,000	25,000	25,000	25,000	25,000	25,000						
01-2-680-369	INSURANCE LIABILITY				295	315	315	315	315	315	315						
01-2-680-381	LEGAL FEES				0	400	0	0	0	0	0						
01-2-680-387	OTHER PROF FEES				1,000	6,500	11,000	1,500	1,500	1,500	1,500						
<b>Total OPERATING EXPENSES</b>							20,141	32,561	32,561	27,215	27,223	27,231					
<b>OPERATING Surplus/(Deficit)</b>							6,924	0	0	0	0	0					
<b>CAPITAL REVENUE SOURCES</b>																	
01-5-680-144	TRANSFER FROM GAS TAX RESERVES				0	0	100,000	0	0	0	0						
01-5-680-145	TRANSFER FR RESERVE				0	35,000	0	0	0	0	0						
<b>Total CAPITAL REVENUE SOURCES</b>							100,000	0	0	0	0						
<b>CAPITAL EXPENDITURES</b>																	
01-6-680-471	BUILDING				0	35,000	100,000	0	0	0	0						
<b>Total CAPITAL EXPENDITURES</b>							100,000	0	0	0	0						
<b>CAPITAL Surplus/(Deficit)</b>							0	0	0	0	0	0					
<b>Category Total --&gt;</b>							6,924	0	0	0	0	0					



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget	2024 Recommende d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>CORTES ISLAND COMMUNITY HALLS</b>											
<b>OPERATING REVENUE</b>											
01-1-682-015	REQN ELECT/SPEC PROV GOVT				0	0	80,250	80,392	80,400	80,408	80,416
<b>Total OPERATING REVENUE</b>					0	0	80,250	80,392	80,400	80,408	80,416
<b>OPERATING EXPENSES</b>											
01-2-682-200	SUPPORT SERVICES				0	0	384	392	400	408	416
01-2-682-262	CONTRACTS - OPERATING				0	0	62,424	78,100	78,100	78,100	78,100
01-2-682-381	LEGAL FEES				0	0	400	400	400	400	400
01-2-682-387	OTHER PROF FEES				0	0	1,500	1,500	1,500	1,500	1,500
01-2-682-495	TRANSFER TO OTHER FUNCTIONS				0	0	15,542	0	0	0	0
<b>Total OPERATING EXPENSES</b>					0	0	80,250	80,392	80,400	80,408	80,416
<b>OPERATING Surplus/(Deficit)</b>					0	0	0	0	0	0	0

Category Total -->

0 0 0 0 0 0 0 0 0 0 0 0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>COMMUNITY HALL - QUADRA ISLAND</b>											
<b>OPERATING REVENUE</b>											
01-1-685-005	GIL FED GOVT				461	460	460	460	460	460	460
01-1-685-015	REQN ELECT/SPEC PROV GOVT				138,864	138,864	157,294	167,107	170,115	173,123	173,131
01-1-685-145	TRANSFER FR RESERVE				0	0	20,000	0	0	0	0
01-1-685-150	SURPLUS PRIOR YEAR				1,498	1,497	5,805	0	0	0	0
<b>Total OPERATING REVENUE</b>					140,823	140,821	183,559	167,567	170,575	173,583	173,591
<b>OPERATING EXPENSES</b>											
01-2-685-200	SUPPORT SERVICES				346	346	384	392	400	408	416
01-2-685-262	CONTRACTS - OPERATING				130,000	130,000	148,000	148,000	148,000	148,000	148,000
01-2-685-369	INSURANCE LIABILITY				1,570	1,675	1,675	1,675	1,675	1,675	1,675
01-2-685-372	INSURANCE PROPERTY				3,102	3,500	3,500	3,500	3,500	3,500	3,500
01-2-685-381	LEGAL FEES				0	300	0	0	0	0	0
01-2-685-387	OTHER PROF FEES				0	0	25,000	5,000	5,000	5,000	5,000
01-2-685-403	REPAIRS & MTCE BLDG/LAND				0	5,000	5,000	9,000	12,000	15,000	15,000
<b>Total OPERATING EXPENSES</b>					135,018	140,821	183,559	167,567	170,575	173,583	173,591
<b>OPERATING Surplus/(Deficit)</b>					5,805	0	0	0	0	0	0
<b>CAPITAL REVENUE SOURCES</b>											
01-5-685-016	GRANT PROV GOVT CONDITIONAL				0	449,805	86,907	0	0	0	0
<b>Total CAPITAL REVENUE SOURCES</b>					0	449,805	86,907	0	0	0	0
<b>CAPITAL EXPENDITURES</b>											
01-6-685-471	BUILDING				0	449,805	86,907	0	0	0	0
<b>Total CAPITAL EXPENDITURES</b>					0	449,805	86,907	0	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					5,805	0	0	0	0	0	0



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>HERITAGE CONSERVATION - AREA B</b>											
<b>OPERATING REVENUE</b>											
01-1-697-015	REQN ELECT/SPEC PROV GOVT				0	0	0	1,262	1,262	1,262	1,262
01-1-697-150	SURPLUS PRIOR YEAR				3,184	3,184	2,923	0	0	0	0
<b>Total OPERATING REVENUE</b>					3,184	3,184	2,923	1,262	1,262	1,262	1,262
<b>OPERATING EXPENSES</b>											
01-2-697-200	SUPPORT SERVICES				250	250	250	250	250	250	250
01-2-697-369	INSURANCE LIABILITY				11	12	12	12	12	12	12
01-2-697-387	OTHER PROF FEES				0	2,922	2,661	1,000	1,000	1,000	1,000
<b>Total OPERATING EXPENSES</b>					261	3,184	2,923	1,262	1,262	1,262	1,262
<b>OPERATING Surplus/(Deficit)</b>					2,923	0	0	0	0	0	0
<b>Category Total --&gt;</b>					2,923	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>GENERAL REVENUE FUND - SRD</b>																
<b>HERITAGE CONSERVATION - AREA C</b>																
<b>OPERATING REVENUE</b>																
01-1-698-015	REQN ELECT/SPEC PROV GOVT				1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270
01-1-698-150	SURPLUS PRIOR YEAR				3,572	3,572	4,581	0	0	0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					4,842	4,842	5,851	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270
<b>OPERATING EXPENSES</b>																
01-2-698-200	SUPPORT SERVICES				250	250	250	250	250	250	250	250	250	250	250	250
01-2-698-369	INSURANCE LIABILITY				11	12	12	12	12	12	12	12	12	12	12	12
01-2-698-387	OTHER PROF FEES				0	4,580	5,589	1,008	1,008	1,008	1,008	1,008	1,008	1,008	1,008	1,008
<b>Total OPERATING EXPENSES</b>					261	4,842	5,851	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270
<b>OPERATING Surplus/(Deficit)</b>					4,581	0	0	0	0	0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					4,581	0	0	0	0	0	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>ELECTORAL AREA D STREET LIGHTING</b>											
<b>OPERATING REVENUE</b>											
01-1-750-015	REQN ELECT/SPEC PROV GOVT				33,840	33,840	35,030	37,201	37,952	38,718	39,500
01-1-750-133	RECOVERIES OTHER				360	360	360	360	360	360	360
01-1-750-150	SURPLUS PRIOR YEAR				1,887	1,852	1,434	0	0	0	0
<b>Total OPERATING REVENUE</b>					36,087	36,052	36,824	37,561	38,312	39,078	39,860
<b>OPERATING EXPENSES</b>											
01-2-750-200	SUPPORT SERVICES				669	669	741	756	771	786	802
01-2-750-369	INSURANCE LIABILITY				359	383	383	391	399	407	415
01-2-750-409	HYDRO				33,625	35,000	35,700	36,414	37,142	37,885	38,643
<b>Total OPERATING EXPENSES</b>					34,653	36,052	36,824	37,561	38,312	39,078	39,860
<b>OPERATING Surplus/(Deficit)</b>					1,434	0	0	0	0	0	0
<b>Category Total --&gt;</b>					1,434	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget	2024 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>ELECTORAL AREA C STREET LIGHTING</b>											
<b>OPERATING REVENUE</b>											
01-1-770-015	REQN ELECT/SPEC PROV GOVT				7,185	7,185	7,333	7,740	7,895	8,053	8,214
01-1-770-150	SURPLUS PRIOR YEAR				309	305	254	0	0	0	0
<b>Total OPERATING REVENUE</b>					7,494	7,490	7,587	7,740	7,895	8,053	8,214
<b>OPERATING EXPENSES</b>											
01-2-770-200	SUPPORT SERVICES				570	570	632	645	658	671	684
01-2-770-369	INSURANCE LIABILITY				73	78	78	80	82	84	86
01-2-770-381	LEGAL FEES				0	100	0	0	0	0	0
01-2-770-409	HYDRO				6,597	6,742	6,877	7,015	7,155	7,298	7,444
<b>Total OPERATING EXPENSES</b>					7,240	7,490	7,587	7,740	7,895	8,053	8,214
<b>OPERATING Surplus/(Deficit)</b>					254	0	0	0	0	0	0
<b>Category Total --&gt;</b>					254	0	0	0	0	0	0



**Strathcona Regional District  
 Budget Departmental Report**

From Category : 100 To Category : 897  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020		2021		2022		2023		2024	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
<b>GENERAL REVENUE FUND - SRD</b>																
<b>TRANSIT - AREA D</b>																
<b>OPERATING REVENUE</b>																
01-1-785-015	REQN ELECT/SPEC PROV GOVT				156,792	156,792	159,037	176,612	176,612	184,529	192,681	201,075				
01-1-785-150	SURPLUS PRIOR YEAR				26,683	22,234	26,243	0	0	0	0	0				
<b>Total OPERATING REVENUE</b>					183,475	179,026	185,280	176,612	176,612	184,529	192,681	201,075				
<b>OPERATING EXPENSES</b>																
01-2-785-200	SUPPORT SERVICES				694	694	769	784	784	800	816	832				
01-2-785-216	MUNICIPAL CONTRACT				155,215	155,215	161,874	173,156	173,156	181,022	189,121	197,462				
01-2-785-319	TRAINING/DEVELOPMENT & CONFERENCE:				0	500	500	500	500	500	500	500				
01-2-785-369	INSURANCE LIABILITY				658	702	702	716	716	730	745	760				
01-2-785-381	LEGAL FEES				0	500	0	0	0	0	0	0				
01-2-785-403	REPAIRS & MTCE BLDG/LAND				0	750	750	750	750	750	750	750				
01-2-785-409	HYDRO				665	665	685	706	706	727	749	771				
01-2-785-468	MINOR CAPITAL				0	20,000	0	0	0	0	0	0				
01-2-785-519	CONTRIB TO APPROPRIATED SURPLUS				0	0	20,000	0	0	0	0	0				
<b>Total OPERATING EXPENSES</b>					157,232	179,026	185,280	176,612	176,612	184,529	192,681	201,075				
<b>OPERATING Surplus/(Deficit)</b>					26,243	0	0	0	0	0	0	0				
<b>CAPITAL REVENUE SOURCES</b>																
01-5-785-145	TRANSFER FROM RESERVE				0	0	20,000	0	0	0	0	0				
<b>Total CAPITAL REVENUE SOURCES</b>					0	0	20,000	0	0	0	0	0				
<b>CAPITAL EXPENDITURES</b>																
01-6-785-471	BUILDING				0	0	20,000	0	0	0	0	0				
<b>Total CAPITAL EXPENDITURES</b>					0	0	20,000	0	0	0	0	0				
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0	0				
<b>Category Total --&gt;</b>					26,243	0	0	0	0	0	0	0				

**Strathcona Regional District  
Budget Departmental Report**

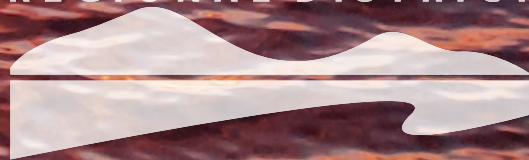
From Category : 100 To Category : 897  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2019 Predicted Values	2019 Budget Value	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget	2024 Recommende d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>OYSTER RIVER BANK PROTECTION</b>											
<b>OPERATING REVENUE</b>											
01-1-790-015	REQN ELECT/SPEC PROV GOVT				18,000	18,000	9,000	9,000	9,000	9,000	9,000
01-1-790-150	SURPLUS PRIOR YEAR				16,767	16,758	19,941	0	0	0	0
<b>Total OPERATING REVENUE</b>					<b>34,767</b>	<b>34,758</b>	<b>28,941</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>
<b>OPERATING EXPENSES</b>											
01-2-790-200	SUPPORT SERVICES				8,223	8,223	250	250	250	250	250
01-2-790-220	SALARIES & WAGES				4,767	3,942	4,211	4,295	4,381	4,469	4,558
01-2-790-225	BENEFITS				1,179	986	1,179	1,203	1,227	1,251	1,276
01-2-790-319	TRAINING/DEVELOPMENT & CONFERENCE:				0	1,000	0	0	0	0	0
01-2-790-369	INSURANCE LIABILITY				658	702	702	716	730	745	760
01-2-790-381	LEGAL FEES				0	250	250	250	250	250	250
01-2-790-403	REPAIRS & MTCE BLDG/LAND				0	19,655	22,349	2,286	2,162	2,035	1,906
<b>Total OPERATING EXPENSES</b>					<b>14,827</b>	<b>34,758</b>	<b>28,941</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>
<b>OPERATING Surplus/(Deficit)</b>					<b>19,940</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL Surplus/(Deficit)</b>											
<b>Category Total --&gt;</b>					<b>19,940</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total --&gt;</b>					<b>2,382,595</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Strathcona

REGIONAL DISTRICT



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