

**Strathcona**  
REGIONAL DISTRICT



**2019 – 2023**  
**APPROVED FINANCIAL PLAN**

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# FINANCIAL PLAN

## MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

The 2019-2023 Strathcona Regional District Financial Plan continues to focus on innovative projects and initiatives designed to enhance the lives of area residents through improved broadband and cellular connectivity, addressing social determinants of health, greater energy efficiency measures, infrastructure upgrades and building strong relationships with local First Nations.

On behalf of the Strathcona Regional District, I am pleased to present the 2019-2023 Financial Plan. This plan is based on the projects identified by the Regional Board as priorities and the funds required to sustain the delivery of all regional district services.

The 2019-2023 SRD Financial Plan looks at both revenues and expenditures for regional district services. It includes municipal and electoral area assessment information, requisition comparisons and tax rate estimates by service participant, as well as five-year budget details with prior year comparisons for each service.

For 2019, the SRD will focus on completing existing strategic projects intended to increase administrative efficiency and improve services. In spring 2019, the Board will review their strategic priorities which will guide future work.

Existing work includes ongoing participation in the Strathcona Community Health Network (SCHN). The SCHN is a partnership between the regional district, Island Health and the First Nations Health Authority. The SCHN works collaboratively to find new solutions to some of the most challenging and complex upstream issues that affect the health and well-being of communities across the region, such as transportation, food security, housing, aging population and income needs. The SRD will continue to play a key role in supporting the network and recently committed to a 3-year funding contract with Island Health for this initiative.

The Regional District Board is committed to the journey of reconciliation and improving relations with local First Nations. In 2019, the SRD will hire a coordinator dedicated to sharing knowledge and leading important relationship building initiatives.

The REC-REATE project addresses aging infrastructure at Strathcona Gardens, while continuing to deliver the recreational programming and services desired by the community now and

into the future. Securing additional sources of funding is critical to offsetting the significant costs associated with necessary upgrades. The SRD successfully obtained a \$4.6M grant in 2018 for an energy recovery project (ERP) which will be delivered in 2019. This project will result in reduced greenhouse gas emissions, operational savings and the removal of ammonia-based refrigeration in the facility. Additional funding will be sought in 2019 for a proposed major redevelopment of the facility and if successful, construction may commence in 2020.

Improved broadband connectivity has been a strategic priority of the Board for several years and in 2019 we hope to see the roll-out of the new subsea broadband fibre-optic network that will bring new and/or improved connectivity to many coastal communities alongside initiatives promoting last-mile connectivity and digital readiness. The newly approved Regional Broadband service is a key new service for the region to provide connectivity to our residents.

In all, the 2019-2023 SRD Financial Plan indicates that the Regional District continues to be financially conservative focusing on balancing service demand increase with incremental and inflationary requisition increases. We will also see improvements to many services as the regional district capitalizes on its grant opportunities. Through its continuous pursuit of innovation and alternative funding, the regional district strives to keep services affordable while ensuring long-term sustainability. This budget document forms the basis of the Regional District's budget bylaw which provides authority for all service levels and capital improvement projects detailed in this financial plan package.

Dave Leitch  
Chief Administrative Officer



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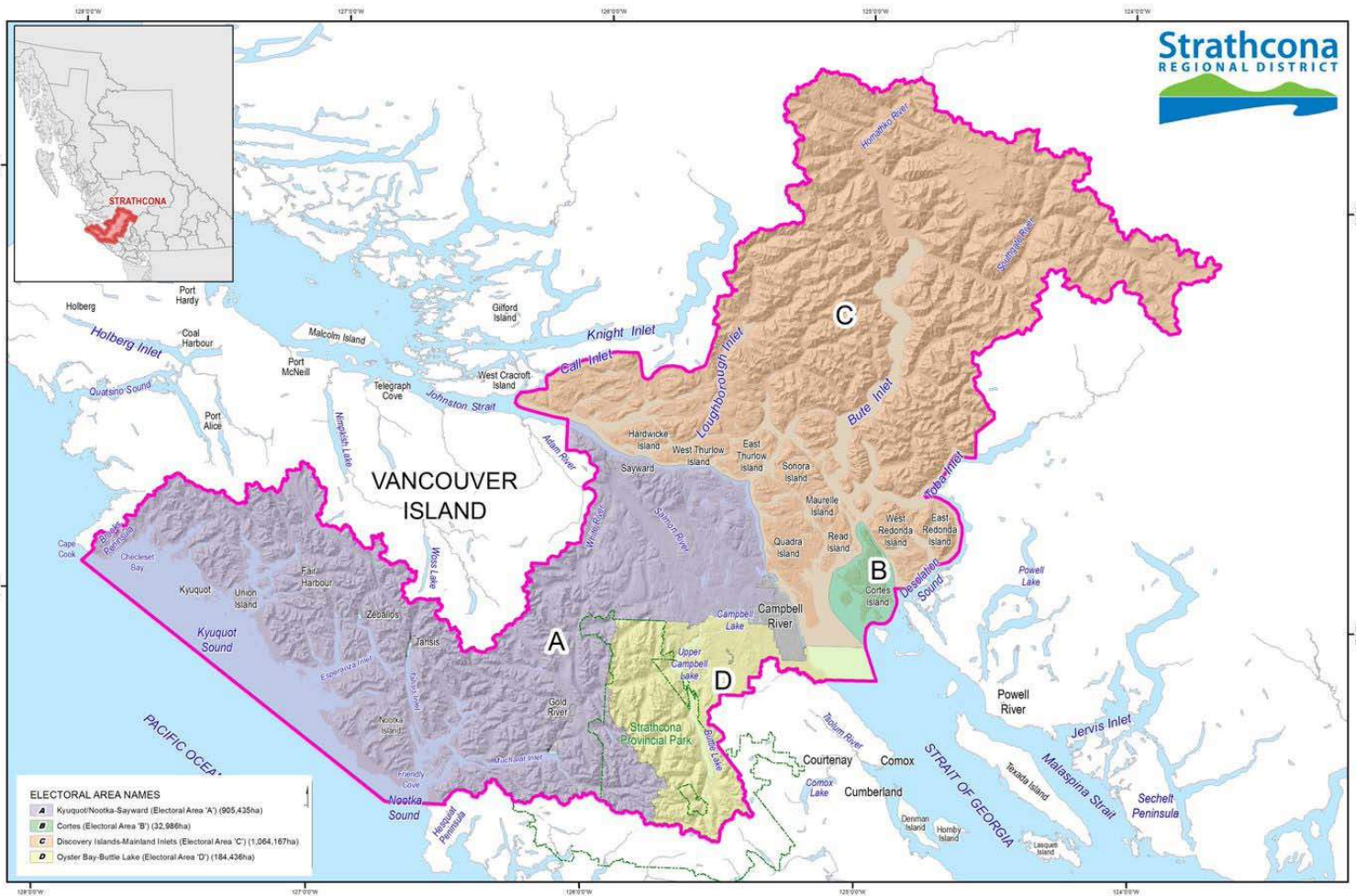
## Overview



## History and Purpose

The Strathcona Regional District (SRD) is a partnership of five municipalities and four electoral areas, which covers approximately 22,000 square kilometers (8,517 square miles). 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.





## Mission, Core Values & Vision Goals

### 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 Goals

- 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.



## 2019 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	Myriah Foort
Corporate Services Manager/Corporate Officer	Tom Yates
Strategic Initiatives Manager	Victoria Smith
Community Services Manager	Ralda Hansen
Strathcona Gardens Facility Manager	Koreen Gurak
Human Resources Manager	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.



## MESSAGE FROM THE CHIEF FINANCIAL OFFICER

The key goal at the Regional District is sustainable service delivery for our community members, ensuring that any funds available are maximized through efficient and stable ongoing investment to provide ongoing and diverse services to the region so that we thrive as a whole. We are also focused on transparency and providing complete information on the budget and financial matters.

I am very pleased to present the 2019-2023 Financial Plan for the Board's consideration at the upcoming budget deliberations where service levels and capital improvement projects will be determined for the next five years.

The SRD Roadshows in the fall of 2018 provided an opportunity for initial budget public consultation and proved to be a successful forum for connecting with community members in their respective region. Our senior team and elected officials held public open houses in Sayward, Cortes Island, Quadra Island, and Oyster River. It was an informal information sharing session where staff had information booths on community services in their respective region, the new Connected Coast broadband initiative, the Strathcona Gardens REC-REATE project, SRD budget, and strategic priorities planning. Staff answered questions of community members and learned more about what our residents are looking for in future service levels. It was a great opportunity to focus on the Regional District services offered in each region, ranging from solid waste services, parks and recreation, protective services, water and wastewater.

Each area in the Regional District is very diverse in its priorities for services, whether it be a new community hall, or increased broadband connectivity, or sustainable utility services. The goal in building this year's budget package was to provide a document that any of our community members can read to understand their region's service levels and what they are paying for, what challenges each service may face, or what the Board and staff are doing to improve service levels in their area.

The budget package is organized to ensure those interested in learning more about their area or services can easily find the information categorized by community area, including four electoral areas and five member municipalities, and by service area. Corporate services that serve all areas of the region through supporting ongoing service delivery, regional services that benefit the vast regional of the SRD as a whole and where the Board collectively decides where to focus service priorities, electoral area services specific to the four electoral areas, such as planning and bylaw enforcement, and then defined areas for each electoral area that highlights their diverse services and ensures community members can understand services in their area, and lastly the Strathcona Gardens, a key community asset for the region.

Each budget section focuses on the key budget variances, overview of the service, and goals for the service for the coming year. Capital projects and related funding are also provided to complete the picture of all components of servicing the community members.

I look forward to continuing to service this region and its community members with continual improvements to transparency and responsible financial management of service levels to the residents of the Strathcona Regional District.

Myriah Foort, BBA, CPA, CA  
Chief Financial Officer

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## Financial Plan Bylaw





## **BYLAW NO. 345**

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### **A BYLAW TO ADOPT THE 2019 TO 2023 FINANCIAL PLAN AND CAPITAL EXPENDITURE PROGRAM**

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**WHEREAS** every 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 2019 to 2023;

**AND WHEREAS** a public consultation process regarding the 2019 to 2023 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, 2019 and terminating on December 31, 2023.

#### **Citation**

2. This bylaw may be cited for all purposes as Bylaw No. 345, being 2019 to 2023 Financial Plan and Capital Expenditure Program Bylaw.

**READ A FIRST TIME ON THE 13<sup>TH</sup> DAY OF FEBRUARY, 2019**

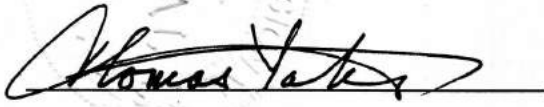
**READ A SECOND TIME ON THE 13<sup>TH</sup> DAY OF FEBRUARY, 2019**

**READ A THIRD TIME ON THE 13<sup>TH</sup> DAY OF FEBRUARY, 2019**

**RECONSIDERED, FINALLY PASSED AND ADOPTED ON THE 28<sup>TH</sup> DAY OF FEBRUARY, 2019**



Chair



Corporate Officer



**2019-2023 Financial Plan  
Consolidated Expenses and Sources of Revenue**

Bylaw 345  
Schedule A

	2019	2020	2021	2022	2023
<b>Operating Sources of Revenue</b>					
Frontage and parcel taxes	\$ 11,323	\$ 58,062	\$ 66,913	\$ 66,913	\$ 66,913
Property value tax requisition	11,958,833	13,148,900	13,232,514	13,026,346	12,920,490
Grants in lieu of taxes	193,220	193,220	193,220	193,220	193,220
Conditional transfers	1,030,281	683,985	684,475	604,974	605,483
Unconditional transfers	211,500	211,500	211,500	211,500	211,500
Sales of services	3,037,610	3,131,463	3,257,870	3,380,550	3,505,631
Other revenue from own sources	1,361,716	1,707,451	2,034,695	2,631,100	3,012,056
Debt recoveries member municipalities	912,005	1,248,085	1,248,085	1,248,085	1,245,508
Transfers from reserves	52,260	139,532	25,964	66,420	43,899
Transfers from accumulated surplus	2,286,133	-	-	-	-
	<u>21,054,881</u>	<u>20,522,198</u>	<u>20,955,236</u>	<u>21,429,109</u>	<u>21,804,701</u>
<b>Capital Revenues - Schedule B</b>	14,613,658	35,515,000	57,582,500	16,504,500	247,500
<b>Consolidated Revenues</b>	<u><b>35,668,539</b></u>	<u><b>56,037,198</b></u>	<u><b>78,537,736</b></u>	<u><b>37,933,609</b></u>	<u><b>22,052,201</b></u>
<b>Operating Expenses by Category</b>					
General government services	5,143,279	4,412,414	4,470,863	4,478,834	4,501,409
Protective services	1,917,131	1,867,631	1,854,304	1,879,502	1,919,422
Environmental health services	2,418,536	2,290,123	2,427,087	2,551,504	2,678,349
Development services	1,030,039	919,992	934,587	946,095	961,318
Parks, recreation and cultural services	8,891,850	8,615,572	8,708,097	8,841,420	8,968,348
Transportation Services	257,326	232,209	244,351	253,008	261,875
Other services	484,715	936,173	1,067,863	1,230,662	1,268,471
Debt payments member municipalities	912,005	1,248,085	1,248,085	1,248,085	1,245,508
	<u>21,054,881</u>	<u>20,522,198</u>	<u>20,955,236</u>	<u>21,429,109</u>	<u>21,804,701</u>
<b>Capital Expenses - Schedule B</b>	14,613,658	35,515,000	57,582,500	16,504,500	247,500
<b>Consolidated Expenses</b>	<u><b>35,668,539</b></u>	<u><b>56,037,198</b></u>	<u><b>78,537,736</b></u>	<u><b>37,933,609</b></u>	<u><b>22,052,201</b></u>



**2019-2023 Financial Plan  
Capital Expenses and Sources of Revenue**

Bylaw 345  
Schedule B

	2019	2020	2021	2022	2023
<b>Capital Sources of Revenue</b>					
Conditional transfers	\$ 11,557,090	\$ 32,616,425	\$ 43,098,200	\$ 11,219,490	\$ -
Proceeds from borrowing	676,082	349,815	10,753,490	4,080,510	-
Transfers from reserves	2,380,486	2,548,760	3,730,810	1,204,500	247,500
<b>Total Capital Revenues</b>	<b>14,613,658</b>	<b>35,515,000</b>	<b>57,582,500</b>	<b>16,504,500</b>	<b>247,500</b>
<b>Capital Expense by Category</b>					
General government services	886,910	35,000	-	45,000	20,000
Environmental health services	1,649,907	2,196,500	-	-	-
Development services	170,000	-	-	-	-
Parks, recreation and cultural services	5,933,341	8,026,000	54,025,000	16,452,000	20,000
Protective services	82,500	7,500	57,500	7,500	207,500
Other services	5,891,000	25,250,000	3,500,000	-	-
<b>Total Capital Expenses</b>	<b>14,613,658</b>	<b>35,515,000</b>	<b>57,582,500</b>	<b>16,504,500</b>	<b>247,500</b>

**2019-2023 Financial Plan  
Operating Expenses by Type**

Bylaw 345  
Schedule C

	2019	2020	2021	2022	2023
<b>General government services</b>					
Labour, materials, and contracted services	\$ 4,069,210	\$ 3,702,345	\$ 3,760,794	\$ 3,781,764	\$ 3,791,340
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	965,795	601,795	601,795	588,795	601,795
	<u>5,143,279</u>	<u>4,412,414</u>	<u>4,470,863</u>	<u>4,478,834</u>	<u>4,501,409</u>
<b>Protective services</b>					
Labour, materials, and contracted services	1,761,431	1,791,931	1,688,604	1,783,802	1,853,722
Transfers to reserves	155,700	75,700	165,700	95,700	65,700
	<u>1,917,131</u>	<u>1,867,631</u>	<u>1,854,304</u>	<u>1,879,502</u>	<u>1,919,422</u>
<b>Environmental health services</b>					
Labour, materials, and contracted services	2,192,103	2,179,850	2,285,663	2,411,955	2,540,675
Debt interest payments	6,575	23,625	28,312	26,437	24,562
Debt principal payments	4,648	4,648	86,112	86,112	86,112
Deficit prior year	1,694	-	-	-	-
Transfers to reserves	213,516	82,000	27,000	27,000	27,000
	<u>2,418,536</u>	<u>2,290,123</u>	<u>2,427,087</u>	<u>2,551,504</u>	<u>2,678,349</u>
<b>Development services</b>					
Labour, materials, and contracted services	987,168	901,592	916,187	931,095	946,318
Transfers to reserves	42,870	18,400	18,400	15,000	15,000
	<u>1,030,039</u>	<u>919,992</u>	<u>934,587</u>	<u>946,095</u>	<u>961,318</u>
<b>Parks, recreation and cultural services</b>					
Labour, materials, and contracted services	7,330,068	7,422,477	7,505,002	7,633,205	7,760,133
Debt interest payments	819	-	-	598,554	598,554
Debt principal payments	40,963	-	-	434,661	434,661
Transfers to reserves	1,520,000	1,193,095	1,203,095	175,000	175,000
	<u>8,891,850</u>	<u>8,615,572</u>	<u>8,708,097</u>	<u>8,841,420</u>	<u>8,968,348</u>



**2019-2023 Financial Plan  
Operating Expenses by Type**

Bylaw 345  
Schedule C

	2019	2020	2021	2022	2023
<b>Transportation services</b>					
Labour, materials, and contracted services	\$ 257,326	\$ 232,209	\$ 244,351	\$ 253,008	\$ 261,875
	257,326	232,209	244,351	253,008	261,875
<b>Other services</b>					
Labour, materials, and contracted services	484,715	936,173	1,067,863	1,230,662	1,268,471
	484,715	936,173	1,067,863	1,230,662	1,268,471
<b>Debt payments member municipalities</b>					
Debt interest payments	384,170	462,170	462,170	462,170	459,593
Debt principal payments	527,836	785,915	785,915	785,915	785,915
	912,005	1,248,085	1,248,085	1,248,085	1,245,508
<b>Total Operating Expenses</b>	<b>21,054,881</b>	<b>20,522,198</b>	<b>20,955,236</b>	<b>21,429,109</b>	<b>21,804,701</b>

**2019-2023 Financial Plan  
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 345  
Schedule D

	2019	2020	2021	2022	2023
<b>100 Member Municipality Administration</b>					
Property value tax requisition	\$ 299,595	\$ 359,357	\$ 365,346	\$ 371,455	\$ 377,686
Grants in lieu of taxes	3,500	3,500	3,500	3,500	3,500
Transfers from accumulated surplus	72,890	-	-	-	-
<b>Operating Revenue Total</b>	<b>375,985</b>	<b>362,857</b>	<b>368,846</b>	<b>374,955</b>	<b>381,186</b>
Labour, materials, and contracted services	356,985	362,857	368,846	374,955	381,186
Transfers to reserves	19,000	-	-	-	-
<b>Operating Expense Total</b>	<b>375,985</b>	<b>362,857</b>	<b>368,846</b>	<b>374,955</b>	<b>381,186</b>
<b>110 Administration and General Government</b>					
Property value tax requisition	918,892	1,139,591	1,159,887	1,170,541	1,191,820
Sales of services	52,420	52,420	52,420	52,420	52,420
Other revenue from own sources	1,163,440	1,185,515	1,208,539	1,232,024	1,255,980
Conditional transfers	237,362	80,000	80,000	-	-
Unconditional transfers	190,500	190,500	190,500	190,500	190,500
Grants in lieu of taxes	132,000	132,000	132,000	132,000	132,000
Transfers from accumulated surplus	699,422	-	-	-	-
<b>Operating Revenue Total</b>	<b>3,394,036</b>	<b>2,780,026</b>	<b>2,823,346</b>	<b>2,777,485</b>	<b>2,822,720</b>
Labour, materials, and contracted services	2,885,762	2,581,752	2,625,072	2,579,211	2,624,446
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	400,000	90,000	90,000	90,000	90,000
<b>Operating Expense Total</b>	<b>3,394,036</b>	<b>2,780,026</b>	<b>2,823,346</b>	<b>2,777,485</b>	<b>2,822,720</b>
Conditional transfers	50,000	-	-	-	-
Proceeds from borrowing	417,062	-	-	-	-
Transfers from reserves	419,848	35,000	-	45,000	20,000
<b>Capital Sources of Revenue Total</b>	<b>886,910</b>	<b>35,000</b>	<b>-</b>	<b>45,000</b>	<b>20,000</b>
Capital expenditure	886,910	35,000	-	45,000	20,000
<b>Capital Expense Total</b>	<b>886,910</b>	<b>35,000</b>	<b>-</b>	<b>45,000</b>	<b>20,000</b>

**2019-2023 Financial Plan  
Consolidated Expenses and Sources of Revenue by Service**

Bylaw 345  
Schedule D

	2019	2020	2021	2022	2023
<b>120 Grant in Aid Area A</b>					
Property value tax requisition	\$ -	\$ 10,394	\$ 10,394	\$ 10,394	\$ 10,394
Transfers from accumulated surplus	11,350	-	-	-	-
<b>Operating Revenue Total</b>	<b>11,350</b>	<b>10,394</b>	<b>10,394</b>	<b>10,394</b>	<b>10,394</b>
Labour, materials, and contracted services	11,350	10,394	10,394	10,394	10,394
<b>Operating Expense Total</b>	<b>11,350</b>	<b>10,394</b>	<b>10,394</b>	<b>10,394</b>	<b>10,394</b>
<b>123 Grant In Aid Area D</b>					
Property value tax requisition	64,462	66,423	66,437	66,451	66,466
Transfers from accumulated surplus	1,947	-	-	-	-
<b>Operating Revenue Total</b>	<b>66,409</b>	<b>66,423</b>	<b>66,437</b>	<b>66,451</b>	<b>66,466</b>
Labour, materials, and contracted services	66,409	66,423	66,437	66,451	66,466
<b>Operating Expense Total</b>	<b>66,409</b>	<b>66,423</b>	<b>66,437</b>	<b>66,451</b>	<b>66,466</b>
<b>126 Grant In Aid Area B</b>					
Property value tax requisition	25,666	25,676	25,684	25,692	25,700
Transfers from accumulated surplus	3	-	-	-	-
<b>Operating Revenue Total</b>	<b>25,669</b>	<b>25,676</b>	<b>25,684</b>	<b>25,692</b>	<b>25,700</b>
Labour, materials, and contracted services	25,669	25,676	25,684	25,692	25,700
<b>Operating Expense Total</b>	<b>25,669</b>	<b>25,676</b>	<b>25,684</b>	<b>25,692</b>	<b>25,700</b>
<b>127 Grant In Aid Area C</b>					
Property value tax requisition	19,893	40,830	40,837	40,844	40,851
Transfers from accumulated surplus	20,930	-	-	-	-
<b>Operating Revenue Total</b>	<b>40,823</b>	<b>40,830</b>	<b>40,837</b>	<b>40,844</b>	<b>40,851</b>
Labour, materials, and contracted services	40,823	40,830	40,837	40,844	40,851
<b>Operating Expense Total</b>	<b>40,823</b>	<b>40,830</b>	<b>40,837</b>	<b>40,844</b>	<b>40,851</b>

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	2019	2020	2021	2022	2023
<b>130 Electoral Areas Expenditure &amp; Election Services</b>					
Property value tax requisition	\$ 475,260	\$ 600,050	\$ 609,161	\$ 617,854	\$ 627,934
Grants in lieu of taxes	1,000	1,000	1,000	1,000	1,000
Conditional transfers	498,795	498,795	498,795	498,795	498,795
Transfers from reserves	-	-	-	39,000	-
Transfers from accumulated surplus	150,857	-	-	-	-
<b>Operating Revenue Total</b>	<b>1,125,912</b>	<b>1,099,845</b>	<b>1,108,956</b>	<b>1,156,649</b>	<b>1,127,729</b>
Labour, materials, and contracted services	579,117	588,050	597,161	657,854	615,934
Transfers to reserves	546,795	511,795	511,795	498,795	511,795
<b>Operating Expense Total</b>	<b>1,125,912</b>	<b>1,099,845</b>	<b>1,108,956</b>	<b>1,156,649</b>	<b>1,127,729</b>
<b>132 Wharves</b>					
Sales of services	365	365	365	365	365
Other revenue from own sources	22,440	22,440	22,440	22,440	22,440
Conditional transfers	103,710	104,190	104,680	105,179	105,688
<b>Operating Revenue Total</b>	<b>126,515</b>	<b>126,995</b>	<b>127,485</b>	<b>127,984</b>	<b>128,493</b>
Labour, materials, and contracted services	126,515	126,995	127,485	127,984	128,493
<b>Operating Expense Total</b>	<b>126,515</b>	<b>126,995</b>	<b>127,485</b>	<b>127,984</b>	<b>128,493</b>
Conditional transfers	500,000	500,000	200,000	-	-
<b>Capital Sources of Revenue Total</b>	<b>500,000</b>	<b>500,000</b>	<b>200,000</b>	<b>-</b>	<b>-</b>
Capital expenditure	500,000	500,000	200,000	-	-
<b>Capital Expense Total</b>	<b>500,000</b>	<b>500,000</b>	<b>200,000</b>	<b>-</b>	<b>-</b>
<b>133 Oyster River Dike</b>					
Conditional transfers	441,000	-	-	-	-
<b>Capital Sources of Revenue Total</b>	<b>441,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital expenditure	441,000	-	-	-	-
<b>Capital Expense Total</b>	<b>441,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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	2019	2020	2021	2022	2023
<b>149 Regional Broadband</b>					
Property value tax requisition	\$ 312,840	\$ 440,178	\$ 267,178	(\$146,822)	(\$466,522)
Other revenue from own sources	45,360	369,000	673,200	1,249,500	1,606,500
<b>Operating Revenue Total</b>	<b>358,200</b>	<b>809,178</b>	<b>940,378</b>	<b>1,102,678</b>	<b>1,139,978</b>
Labour, materials, and contracted services	358,200	809,178	940,378	1,102,678	1,139,978
<b>Operating Expense Total</b>	<b>358,200</b>	<b>809,178</b>	<b>940,378</b>	<b>1,102,678</b>	<b>1,139,978</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>					
Property value tax requisition	14,364	25,277	25,277	25,277	25,277
Transfers from accumulated surplus	10,913	-	-	-	-
<b>Operating Revenue Total</b>	<b>25,277</b>	<b>25,277</b>	<b>25,277</b>	<b>25,277</b>	<b>25,277</b>
Labour, materials, and contracted services	25,277	25,277	25,277	25,277	25,277
<b>Operating Expense Total</b>	<b>25,277</b>	<b>25,277</b>	<b>25,277</b>	<b>25,277</b>	<b>25,277</b>
<b>151 Feasibility Studies - Electoral Area A</b>					
Property value tax requisition	-	256	256	256	256
Transfers from accumulated surplus	4,638	-	-	-	-
<b>Operating Revenue Total</b>	<b>4,638</b>	<b>256</b>	<b>256</b>	<b>256</b>	<b>256</b>
Labour, materials, and contracted services	4,638	256	256	256	256
<b>Operating Expense Total</b>	<b>4,638</b>	<b>256</b>	<b>256</b>	<b>256</b>	<b>256</b>
<b>154 Feasibility Studies - Electoral Area D</b>					
Property value tax requisition	-	290	290	290	290
Transfers from accumulated surplus	38,592	-	-	-	-
<b>Operating Revenue Total</b>	<b>38,592</b>	<b>290</b>	<b>290</b>	<b>290</b>	<b>290</b>
Labour, materials, and contracted services	38,592	290	290	290	290
<b>Operating Expense Total</b>	<b>38,592</b>	<b>290</b>	<b>290</b>	<b>290</b>	<b>290</b>

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	2019	2020	2021	2022	2023
<b>157 Feasibility Studies - Electoral Area B</b>					
Property value tax requisition	\$ -	\$ 270	\$ 270	\$ 270	\$ 270
Transfers from accumulated surplus	15,353	-	-	-	-
<b>Operating Revenue Total</b>	<b>15,353</b>	<b>270</b>	<b>270</b>	<b>270</b>	<b>270</b>
Labour, materials, and contracted services	15,353	270	270	270	270
<b>Operating Expense Total</b>	<b>15,353</b>	<b>270</b>	<b>270</b>	<b>270</b>	<b>270</b>
<b>158 Feasibility Studies - Electoral Area C</b>					
Property value tax requisition	-	270	270	270	270
Transfers from accumulated surplus	19,234	-	-	-	-
<b>Operating Revenue Total</b>	<b>19,234</b>	<b>270</b>	<b>270</b>	<b>270</b>	<b>270</b>
Labour, materials, and contracted services	19,234	270	270	270	270
<b>Operating Expense Total</b>	<b>19,234</b>	<b>270</b>	<b>270</b>	<b>270</b>	<b>270</b>
<b>190 Member Municipality Debt</b>					
Debt recoveries member municipalities	912,005	1,248,085	1,248,085	1,248,085	1,245,508
<b>Operating Revenue Total</b>	<b>912,005</b>	<b>1,248,085</b>	<b>1,248,085</b>	<b>1,248,085</b>	<b>1,245,508</b>
Debt interest payments	384,170	462,170	462,170	462,170	459,593
Debt principal payments	527,836	785,915	785,915	785,915	785,915
<b>Operating Expense Total</b>	<b>912,005</b>	<b>1,248,085</b>	<b>1,248,085</b>	<b>1,248,085</b>	<b>1,245,508</b>
<b>210 Campbell River Fire Protection Specified Area</b>					
Property value tax requisition	443,815	488,323	495,709	496,688	494,462
Transfers from reserves	-	60,000	-	-	15,000
Transfers from accumulated surplus	1,000	-	-	-	-
<b>Operating Revenue Total</b>	<b>444,815</b>	<b>548,323</b>	<b>495,709</b>	<b>496,688</b>	<b>509,462</b>
Labour, materials, and contracted services	404,815	548,323	405,709	471,688	509,462
Transfers to reserves	40,000	-	90,000	25,000	-
<b>Operating Expense Total</b>	<b>444,815</b>	<b>548,323</b>	<b>495,709</b>	<b>496,688</b>	<b>509,462</b>

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<b>245 Sayward Valley Fire Protection Local Service Area</b>					
Property value tax requisition	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Other revenue from own sources	550	550	550	550	550
Transfers from accumulated surplus	30,437	-	-	-	-
<b>Operating Revenue Total</b>	<b>105,987</b>	<b>75,550</b>	<b>75,550</b>	<b>75,550</b>	<b>75,550</b>
Labour, materials, and contracted services	89,287	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>105,987</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	227,868	232,243	241,631	246,483	251,823
Sales of services	4,620	4,620	4,620	4,620	4,620
Transfers from accumulated surplus	5,429	-	-	-	-
<b>Operating Revenue Total</b>	<b>237,917</b>	<b>236,863</b>	<b>246,251</b>	<b>251,103</b>	<b>256,443</b>
Labour, materials, and contracted services	177,917	186,863	196,251	206,103	216,443
Transfers to reserves	60,000	50,000	50,000	45,000	40,000
<b>Operating Expense Total</b>	<b>237,917</b>	<b>236,863</b>	<b>246,251</b>	<b>251,103</b>	<b>256,443</b>
Transfers from reserves	45,000	-	50,000	-	200,000
<b>Capital Sources of Revenue Total</b>	<b>45,000</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>200,000</b>
Capital expenditure	45,000	-	50,000	-	200,000
<b>Capital Expense Total</b>	<b>45,000</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>200,000</b>
<b>255 North Quadra Island Assistance Response</b>					
Property value tax requisition	250	500	500	500	500
Transfers from accumulated surplus	250	-	-	-	-
<b>Operating Revenue Total</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
Labour, materials, and contracted services	500	500	500	500	500
<b>Operating Expense Total</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>

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	2019	2020	2021	2022	2023
<b>271 EA A Kyuquot Nootka Emergency Program Extended Service</b>					
Property value tax requisition	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Grants in lieu of taxes	15	15	15	15	15
Transfers from accumulated surplus	2,349	-	-	-	-
<b>Operating Revenue Total</b>	<b>3,364</b>	<b>1,015</b>	<b>1,015</b>	<b>1,015</b>	<b>1,015</b>
Labour, materials, and contracted services	3,364	1,015	1,015	1,015	1,015
<b>Operating Expense Total</b>	<b>3,364</b>	<b>1,015</b>	<b>1,015</b>	<b>1,015</b>	<b>1,015</b>
<b>272 Strathcona Emergency Program</b>					
Property value tax requisition	310,413	313,367	316,156	319,001	321,902
Conditional transfers	117,507	-	-	-	-
Transfers from accumulated surplus	219	-	-	-	-
<b>Operating Revenue Total</b>	<b>428,139</b>	<b>313,367</b>	<b>316,156</b>	<b>319,001</b>	<b>321,902</b>
Labour, materials, and contracted services	423,139	308,367	311,156	314,001	316,902
Transfers to reserves	5,000	5,000	5,000	5,000	5,000
<b>Operating Expense Total</b>	<b>428,139</b>	<b>313,367</b>	<b>316,156</b>	<b>319,001</b>	<b>321,902</b>
Transfers from reserves	7,500	7,500	7,500	7,500	7,500
<b>Capital Sources of Revenue Total</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>
Capital expenditure	7,500	7,500	7,500	7,500	7,500
<b>Capital Expense Total</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>
<b>275 911 Answering Service</b>					
Property value tax requisition	401,349	426,886	449,195	460,813	474,711
Grants in lieu of taxes	3,400	3,400	3,400	3,400	3,400
Transfers from accumulated surplus	11,188	-	-	-	-
<b>Operating Revenue Total</b>	<b>415,937</b>	<b>430,286</b>	<b>452,595</b>	<b>464,213</b>	<b>478,111</b>
Labour, materials, and contracted services	405,937	430,286	452,595	464,213	478,111
Transfers to reserves	10,000	-	-	-	-
<b>Operating Expense Total</b>	<b>415,937</b>	<b>430,286</b>	<b>452,595</b>	<b>464,213</b>	<b>478,111</b>

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	2019	2020	2021	2022	2023
<b>285 Building Inspection</b>					
Property value tax requisition	\$ 112,447	\$ 167,976	\$ 171,913	\$ 175,940	\$ 180,077
Sales of services	2,500	2,500	2,500	2,500	2,500
Other revenue from own sources	44,780	44,800	44,820	44,840	44,840
Transfers from accumulated surplus	71,677	-	-	-	-
<b>Operating Revenue Total</b>	<b>231,404</b>	<b>215,276</b>	<b>219,233</b>	<b>223,280</b>	<b>227,417</b>
Labour, materials, and contracted services	207,404	211,276	215,233	219,280	223,417
Transfers to reserves	24,000	4,000	4,000	4,000	4,000
<b>Operating Expense Total</b>	<b>231,404</b>	<b>215,276</b>	<b>219,233</b>	<b>223,280</b>	<b>227,417</b>
Transfers from reserves	30,000	-	-	-	-
<b>Capital Sources of Revenue Total</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital expenditure	30,000	-	-	-	-
<b>Capital Expense Total</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>290 Electoral Area D Animal Control</b>					
Property value tax requisition	36,253	46,076	46,920	47,777	48,647
Other revenue from own sources	100	100	100	100	100
Transfers from accumulated surplus	8,949	-	-	-	-
<b>Operating Revenue Total</b>	<b>45,302</b>	<b>46,176</b>	<b>47,020</b>	<b>47,877</b>	<b>48,747</b>
Labour, materials, and contracted services	45,302	46,176	47,020	47,877	48,747
<b>Operating Expense Total</b>	<b>45,302</b>	<b>46,176</b>	<b>47,020</b>	<b>47,877</b>	<b>48,747</b>
<b>295 Noise Control</b>					
Transfers from accumulated surplus	2,741	-	-	-	-
<b>Operating Revenue Total</b>	<b>2,741</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Labour, materials, and contracted services	2,741	-	-	-	-
<b>Operating Expense Total</b>	<b>2,741</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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	2019	2020	2021	2022	2023
<b>297 Soil Deposit &amp; Removal Control Extended Service</b>					
Property value tax requisition	\$ 113	\$ -	\$ -	\$ -	\$ -
Transfers from reserves	136	-	-	-	-
Transfers from accumulated surplus	1	-	-	-	-
<b>Operating Revenue Total</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Labour, materials, and contracted services	250	-	-	-	-
<b>Operating Expense Total</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>298 Unsightly Premises Extended Service</b>					
Property value tax requisition	275	275	275	275	275
Transfers from accumulated surplus	500	-	-	-	-
<b>Operating Revenue Total</b>	<b>775</b>	<b>275</b>	<b>275</b>	<b>275</b>	<b>275</b>
Labour, materials, and contracted services	775	275	275	275	275
<b>Operating Expense Total</b>	<b>775</b>	<b>275</b>	<b>275</b>	<b>275</b>	<b>275</b>
<b>318 Craig Road Water</b>					
Frontage and parcel taxes	11,323	12,500	12,500	12,500	12,500
Transfers from accumulated surplus	1,794	-	-	-	-
<b>Operating Revenue Total</b>	<b>13,117</b>	<b>12,500</b>	<b>12,500</b>	<b>12,500</b>	<b>12,500</b>
Labour, materials, and contracted services	1,894	1,277	1,277	1,277	1,277
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>13,117</b>	<b>12,500</b>	<b>12,500</b>	<b>12,500</b>	<b>12,500</b>

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	2019	2020	2021	2022	2023
<b>319 Electoral Area D Water</b>					
Property value tax requisition	\$ 570,000	\$ 570,000	\$ 570,000	\$ 570,000	\$ 570,000
Sales of services	1,157,413	1,215,429	1,338,573	1,458,119	1,579,794
Transfers from reserves	30,000	-	-	-	-
Transfers from accumulated surplus	134,493	-	-	-	-
<b>Operating Revenue Total</b>	<b>1,891,906</b>	<b>1,785,429</b>	<b>1,908,573</b>	<b>2,028,119</b>	<b>2,149,794</b>
Labour, materials, and contracted services	1,697,413	1,720,741	1,829,235	1,950,656	2,074,206
Debt interest payments	-	4,688	9,375	7,500	5,625
Debt principal payments	-	-	69,963	69,963	69,963
Transfers to reserves	194,493	60,000	-	-	-
<b>Operating Expense Total</b>	<b>1,891,906</b>	<b>1,785,429</b>	<b>1,908,573</b>	<b>2,028,119</b>	<b>2,149,794</b>
Conditional transfers	140,000	1,646,685	-	-	-
Proceeds from borrowing	-	349,815	-	-	-
Transfers from reserves	730,000	200,000	-	-	-
<b>Capital Sources of Revenue Total</b>	<b>870,000</b>	<b>2,196,500</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital expenditure	870,000	2,196,500	-	-	-
<b>Capital Expense Total</b>	<b>870,000</b>	<b>2,196,500</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>331 Quathiaski Cove Sewer</b>					
Frontage and parcel taxes	-	30,000	30,000	30,000	30,000
Sales of services	151,418	156,038	157,540	158,869	160,425
Transfers from accumulated surplus	47,846	-	-	-	-
<b>Operating Revenue Total</b>	<b>199,264</b>	<b>186,038</b>	<b>187,540</b>	<b>188,869</b>	<b>190,425</b>
Labour, materials, and contracted services	191,764	166,038	162,540	163,869	165,425
Transfers to reserves	7,500	20,000	25,000	25,000	25,000
<b>Operating Expense Total</b>	<b>199,264</b>	<b>186,038</b>	<b>187,540</b>	<b>188,869</b>	<b>190,425</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>

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	2019	2020	2021	2022	2023
<b>332 Quathiaski Cove Sewer Extension</b>					
Frontage and parcel taxes	\$ -	\$ 15,562	\$ 24,413	\$ 24,413	\$ 24,413
Operating Revenue Total	-	15,562	24,413	24,413	24,413
Labour, materials, and contracted services	-	3,200	550	550	550
Debt interest payments	-	12,362	12,362	12,362	12,362
Debt principal payments	-	-	11,501	11,501	11,501
Operating Expense Total	-	15,562	24,413	24,413	24,413
Conditional transfers	420,887	-	-	-	-
Proceeds from borrowing	259,020	-	-	-	-
Capital Sources of Revenue Total	679,907	-	-	-	-
Capital expenditure	679,907	-	-	-	-
Capital Expense Total	679,907	-	-	-	-
<b>340 Liquid Waste</b>					
Property value tax requisition	5,000	5,000	5,000	5,000	5,000
Transfers from reserves	7,216	5,262	5,414	5,569	5,727
Transfers from accumulated surplus	13,897	-	-	-	-
Operating Revenue Total	26,113	10,262	10,414	10,569	10,727
Labour, materials, and contracted services	26,113	10,262	10,414	10,569	10,727
Operating Expense Total	26,113	10,262	10,414	10,569	10,727
<b>364 Area A Kyuquot Nootka Solid Waste Disposal</b>					
Property value tax requisition	10,000	10,000	10,000	10,000	10,000
Grants in lieu of taxes	150	150	150	150	150
Transfers from reserves	-	1,767	1,917	2,070	2,225
Transfers from accumulated surplus	3,904	-	-	-	-
Operating Revenue Total	14,054	11,917	12,067	12,220	12,375
Labour, materials, and contracted services	11,771	11,917	12,067	12,220	12,375
Transfers to reserves	2,284	-	-	-	-
Operating Expense Total	14,054	11,917	12,067	12,220	12,375

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	2019	2020	2021	2022	2023
<b>368 Sayward and Area A Sayward Refuse Disposal</b>					
Property value tax requisition	\$ 23,196	\$ 23,771	\$ 24,045	\$ 24,325	\$ 24,611
Other revenue from own sources	13,800	13,800	13,800	13,800	13,800
Grants in lieu of taxes	95	95	95	95	95
<b>Operating Revenue Total</b>	<b>37,091</b>	<b>37,666</b>	<b>37,940</b>	<b>38,220</b>	<b>38,506</b>
Labour, materials, and contracted services	35,397	35,666	35,940	36,220	36,506
Deficit prior year	1,694	-	-	-	-
Transfers to reserves	-	2,000	2,000	2,000	2,000
<b>Operating Expense Total</b>	<b>37,091</b>	<b>37,666</b>	<b>37,940</b>	<b>38,220</b>	<b>38,506</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	68,735	70,453	72,214	74,019	75,869
Transfers from reserves	1,913	3,163	2,525	1,870	1,197
Transfers from accumulated surplus	1,707	-	-	-	-
<b>Operating Revenue Total</b>	<b>77,742</b>	<b>79,003</b>	<b>80,126</b>	<b>81,276</b>	<b>82,453</b>
Labour, materials, and contracted services	77,742	79,003	80,126	81,276	82,453
<b>Operating Expense Total</b>	<b>77,742</b>	<b>79,003</b>	<b>80,126</b>	<b>81,276</b>	<b>82,453</b>
<b>374 Electoral Area "B" Refuse Disposal Grounds Specified Area</b>					
Property value tax requisition	57,079	57,079	57,079	57,079	57,079
Other revenue from own sources	9,999	9,999	9,999	9,999	9,999
Transfers from reserves	2,494	5,752	6,142	6,539	6,942
Transfers from accumulated surplus	2,873	-	-	-	-
<b>Operating Revenue Total</b>	<b>72,445</b>	<b>72,830</b>	<b>73,220</b>	<b>73,617</b>	<b>74,020</b>
Labour, materials, and contracted services	72,445	72,830	73,220	73,617	74,020
<b>Operating Expense Total</b>	<b>72,445</b>	<b>72,830</b>	<b>73,220</b>	<b>73,617</b>	<b>74,020</b>

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	2019	2020	2021	2022	2023
<b>376 Cortes Island Refuse Collection</b>					
Sales of services	\$ 74,328	\$ 74,328	\$ 74,328	\$ 74,328	\$ 74,328
Transfers from reserves	-	4,588	5,966	7,373	8,808
Transfers from accumulated surplus	12,475	-	-	-	-
<b>Operating Revenue Total</b>	<b>86,803</b>	<b>78,916</b>	<b>80,294</b>	<b>81,701</b>	<b>83,136</b>
Labour, materials, and contracted services	77,564	78,916	80,294	81,701	83,136
Transfers to reserves	9,239	-	-	-	-
<b>Operating Expense Total</b>	<b>86,803</b>	<b>78,916</b>	<b>80,294</b>	<b>81,701</b>	<b>83,136</b>
<b>500 Planning</b>					
Property value tax requisition	635,057	827,508	842,085	856,975	872,180
Sales of services	1,500	1,500	1,500	1,500	1,500
Other revenue from own sources	43,300	43,300	43,300	43,300	43,300
Grants in lieu of taxes	1,100	1,100	1,100	1,100	1,100
Conditional transfers	70,000	-	-	-	-
Transfers from accumulated surplus	205,766	-	-	-	-
<b>Operating Revenue Total</b>	<b>956,723</b>	<b>873,408</b>	<b>887,985</b>	<b>902,875</b>	<b>918,080</b>
Labour, materials, and contracted services	941,723	858,408	872,985	887,875	903,080
Transfers to reserves	15,000	15,000	15,000	15,000	15,000
<b>Operating Expense Total</b>	<b>956,723</b>	<b>873,408</b>	<b>887,985</b>	<b>902,875</b>	<b>918,080</b>
Transfers from reserves	170,000	-	-	-	-
<b>Capital Sources of Revenue Total</b>	<b>170,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital expenditure	170,000	-	-	-	-
<b>Capital Expense Total</b>	<b>170,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>510 Planning (Non Part 26)</b>					
Property value tax requisition	-	261	261	261	261
Transfers from accumulated surplus	2,004	-	-	-	-
<b>Operating Revenue Total</b>	<b>2,004</b>	<b>261</b>	<b>261</b>	<b>261</b>	<b>261</b>
Labour, materials, and contracted services	2,004	261	261	261	261
<b>Operating Expense Total</b>	<b>2,004</b>	<b>261</b>	<b>261</b>	<b>261</b>	<b>261</b>

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	2019	2020	2021	2022	2023
<b>533 House Numbering Area D</b>					
Property value tax requisition	515	518	521	524	527
<b>Operating Revenue Total</b>	<b>515</b>	<b>518</b>	<b>521</b>	<b>524</b>	<b>527</b>
Labour, materials, and contracted services	515	518	521	524	527
<b>Operating Expense Total</b>	<b>515</b>	<b>518</b>	<b>521</b>	<b>524</b>	<b>527</b>
<b>534 House Numbering Area A Sayward</b>					
Property value tax requisition	286	290	293	296	299
Transfers from accumulated surplus	1	-	-	-	-
<b>Operating Revenue Total</b>	<b>287</b>	<b>290</b>	<b>293</b>	<b>296</b>	<b>299</b>
Labour, materials, and contracted services	287	290	293	296	299
<b>Operating Expense Total</b>	<b>287</b>	<b>290</b>	<b>293</b>	<b>296</b>	<b>299</b>
<b>535 House Numbering Area B</b>					
Property value tax requisition	414	417	420	423	426
<b>Operating Revenue Total</b>	<b>414</b>	<b>417</b>	<b>420</b>	<b>423</b>	<b>426</b>
Labour, materials, and contracted services	414	417	420	423	426
<b>Operating Expense Total</b>	<b>414</b>	<b>417</b>	<b>420</b>	<b>423</b>	<b>426</b>
<b>536 House Numbering Area C</b>					
Property value tax requisition	413	417	420	423	426
Transfers from accumulated surplus	1	-	-	-	-
<b>Operating Revenue Total</b>	<b>414</b>	<b>417</b>	<b>420</b>	<b>423</b>	<b>426</b>
Labour, materials, and contracted services	414	417	420	423	426
<b>Operating Expense Total</b>	<b>414</b>	<b>417</b>	<b>420</b>	<b>423</b>	<b>426</b>

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	2019	2020	2021	2022	2023
<b>554 Economic Development - Area A Sayward</b>					
Property value tax requisition	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Other revenue from own sources	3,400	3,400	3,400	-	-
Transfers from accumulated surplus	537	-	-	-	-
<b>Operating Revenue Total</b>	<b>4,437</b>	<b>3,900</b>	<b>3,900</b>	<b>500</b>	<b>500</b>
Labour, materials, and contracted services	1,037	500	500	500	500
Transfers to reserves	3,400	3,400	3,400	-	-
<b>Operating Expense Total</b>	<b>4,437</b>	<b>3,900</b>	<b>3,900</b>	<b>500</b>	<b>500</b>
<b>555 Economic Development - Area 'C'</b>					
Property value tax requisition	20,000	40,781	40,787	40,793	40,799
Transfers from accumulated surplus	45,245	-	-	-	-
<b>Operating Revenue Total</b>	<b>65,245</b>	<b>40,781</b>	<b>40,787</b>	<b>40,793</b>	<b>40,799</b>
Labour, materials, and contracted services	40,775	40,781	40,787	40,793	40,799
Transfers to reserves	24,470	-	-	-	-
<b>Operating Expense Total</b>	<b>65,245</b>	<b>40,781</b>	<b>40,787</b>	<b>40,793</b>	<b>40,799</b>
<b>614 Community Parks Area D</b>					
Property value tax requisition	212,035	243,893	246,247	248,649	251,098
Transfers from accumulated surplus	43,550	-	-	-	-
<b>Operating Revenue Total</b>	<b>255,585</b>	<b>243,893</b>	<b>246,247</b>	<b>248,649</b>	<b>251,098</b>
Labour, materials, and contracted services	255,585	243,893	246,247	248,649	251,098
<b>Operating Expense Total</b>	<b>255,585</b>	<b>243,893</b>	<b>246,247</b>	<b>248,649</b>	<b>251,098</b>
Transfers from reserves	109,154	-	-	-	-
<b>Capital Sources of Revenue Total</b>	<b>109,154</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital expenditure	109,154	-	-	-	-
<b>Capital Expense Total</b>	<b>109,154</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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	2019	2020	2021	2022	2023
<b>617 Community Parks Area B</b>					
Property value tax requisition	\$ 163,537	\$ 160,150	\$ 162,760	\$ 164,647	\$ 166,571
Conditional transfers	1,907	-	-	-	-
Transfers from reserves	4,000	4,000	4,000	4,000	4,000
Transfers from accumulated surplus	2,606	-	-	-	-
<b>Operating Revenue Total</b>	<b>172,050</b>	<b>164,150</b>	<b>166,760</b>	<b>168,647</b>	<b>170,571</b>
Labour, materials, and contracted services	130,268	159,150	161,760	163,647	165,571
Debt interest payments	819	-	-	-	-
Debt principal payments	40,963	-	-	-	-
Transfers to reserves	-	5,000	5,000	5,000	5,000
<b>Operating Expense Total</b>	<b>172,050</b>	<b>164,150</b>	<b>166,760</b>	<b>168,647</b>	<b>170,571</b>
Transfers from reserves	85,923	-	-	-	-
<b>Capital Sources of Revenue Total</b>	<b>85,923</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital expenditure	85,923	-	-	-	-
<b>Capital Expense Total</b>	<b>85,923</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>618 Community Parks Area C</b>					
Property value tax requisition	179,690	191,997	204,671	217,397	220,177
Other revenue from own sources	3,600	3,600	3,600	3,600	3,600
Grants in lieu of taxes	400	400	400	400	400
Transfers from accumulated surplus	49,687	-	-	-	-
<b>Operating Revenue Total</b>	<b>233,377</b>	<b>195,997</b>	<b>208,671</b>	<b>221,397</b>	<b>224,177</b>
Labour, materials, and contracted services	213,377	195,997	198,671	201,397	204,177
Transfers to reserves	20,000	-	10,000	20,000	20,000
<b>Operating Expense Total</b>	<b>233,377</b>	<b>195,997</b>	<b>208,671</b>	<b>221,397</b>	<b>224,177</b>
Transfers from reserves	208,323	150,000	25,000	-	-
<b>Capital Sources of Revenue Total</b>	<b>208,323</b>	<b>150,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>
Capital expenditure	208,323	150,000	25,000	-	-
<b>Capital Expense Total</b>	<b>208,323</b>	<b>150,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>

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	2019	2020	2021	2022	2023
<b>630 Vancouver Island Regional Library</b>					
Property value tax requisition	\$ 519,069	\$ 533,180	\$ 548,391	\$ 563,998	\$ 580,010
Grants in lieu of taxes	1,100	1,100	1,100	1,100	1,100
Transfers from accumulated surplus	2,398	-	-	-	-
<b>Operating Revenue Total</b>	<b>522,567</b>	<b>534,280</b>	<b>549,491</b>	<b>565,098</b>	<b>581,110</b>
Labour, materials, and contracted services	522,567	534,280	549,491	565,098	581,110
<b>Operating Expense Total</b>	<b>522,567</b>	<b>534,280</b>	<b>549,491</b>	<b>565,098</b>	<b>581,110</b>
<b>640 Strathcona Gardens</b>					
Property value tax requisition	5,440,358	5,614,811	5,725,472	5,823,160	5,923,910
Sales of services	1,524,310	1,553,810	1,553,810	1,553,810	1,553,810
Other revenue from own sources	5,200	5,200	5,200	5,200	5,200
Grants in lieu of taxes	50,000	50,000	50,000	50,000	50,000
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	482,686	-	-	-	-
<b>Operating Revenue Total</b>	<b>7,524,554</b>	<b>7,300,821</b>	<b>7,356,482</b>	<b>7,454,170</b>	<b>7,554,920</b>
Labour, materials, and contracted services	6,024,554	6,112,726	6,168,387	6,270,955	6,371,704
Debt interest payments	-	-	-	598,554	598,554
Debt principal payments	-	-	-	434,661	434,661
Transfers to reserves	1,500,000	1,188,095	1,188,095	150,000	150,000
<b>Operating Expense Total</b>	<b>7,524,554</b>	<b>7,300,821</b>	<b>7,356,482</b>	<b>7,454,170</b>	<b>7,554,920</b>
Conditional transfers	4,605,398	5,719,740	39,598,200	11,219,490	-
Proceeds from borrowing	-	-	10,753,490	4,080,510	-
Transfers from reserves	439,738	2,156,260	3,648,310	1,152,000	20,000
<b>Capital Sources of Revenue Total</b>	<b>5,045,136</b>	<b>7,876,000</b>	<b>54,000,000</b>	<b>16,452,000</b>	<b>20,000</b>
Capital expenditure	5,045,136	7,876,000	54,000,000	16,452,000	20,000
<b>Capital Expense Total</b>	<b>5,045,136</b>	<b>7,876,000</b>	<b>54,000,000</b>	<b>16,452,000</b>	<b>20,000</b>

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<b>677 Kyuquot Community Hall</b>					
Property value tax requisition	\$ 1,833	\$ 495	\$ 495	\$ 495	\$ 495
Transfers from accumulated surplus	477	-	-	-	-
<b>Operating Revenue Total</b>	<b>2,310</b>	<b>495</b>	<b>495</b>	<b>495</b>	<b>495</b>
Labour, materials, and contracted services	2,310	495	495	495	495
<b>Operating Expense Total</b>	<b>2,310</b>	<b>495</b>	<b>495</b>	<b>495</b>	<b>495</b>
<b>680 Sayward Valley Recreation &amp; Community Hall Local Service Area</b>					
Property value tax requisition	24,143	27,568	27,575	27,582	27,589
Transfers from reserves	6,500	-	-	-	-
Transfers from accumulated surplus	1,918	-	-	-	-
<b>Operating Revenue Total</b>	<b>32,561</b>	<b>27,568</b>	<b>27,575</b>	<b>27,582</b>	<b>27,589</b>
Labour, materials, and contracted services	32,561	27,568	27,575	27,582	27,589
<b>Operating Expense Total</b>	<b>32,561</b>	<b>27,568</b>	<b>27,575</b>	<b>27,582</b>	<b>27,589</b>
Transfers from reserves	35,000	-	-	-	-
<b>Capital Sources of Revenue Total</b>	<b>35,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital expenditure	35,000	-	-	-	-
<b>Capital Expense Total</b>	<b>35,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>685 Quadra Island Community Hall Subsidy Local Service Area</b>					
Property value tax requisition	138,864	145,368	149,375	152,382	155,389
Grants in lieu of taxes	460	460	460	460	460
Transfers from accumulated surplus	1,497	-	-	-	-
<b>Operating Revenue Total</b>	<b>140,821</b>	<b>145,828</b>	<b>149,835</b>	<b>152,842</b>	<b>155,849</b>
Labour, materials, and contracted services	140,821	145,828	149,835	152,842	155,849
<b>Operating Expense Total</b>	<b>140,821</b>	<b>145,828</b>	<b>149,835</b>	<b>152,842</b>	<b>155,849</b>
Conditional transfers	449,805	-	-	-	-
<b>Capital Sources of Revenue Total</b>	<b>449,805</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital expenditure	449,805	-	-	-	-
<b>Capital Expense Total</b>	<b>449,805</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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	2019	2020	2021	2022	2023
<b>697 Heritage Conservation - Area B</b>					
Property value tax requisition	\$ -	\$ 1,270	\$ 1,270	\$ 1,270	\$ 1,270
Transfers from accumulated surplus	3,184	-	-	-	-
<b>Operating Revenue Total</b>	<b>3,184</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</b>
Labour, materials, and contracted services	3,184	1,270	1,270	1,270	1,270
<b>Operating Expense Total</b>	<b>3,184</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</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	3,572	-	-	-	-
<b>Operating Revenue Total</b>	<b>4,842</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</b>
Labour, materials, and contracted services	4,842	1,270	1,270	1,270	1,270
<b>Operating Expense Total</b>	<b>4,842</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	33,840	36,405	37,133	37,875	38,632
Other revenue from own sources	360	360	360	360	360
Transfers from accumulated surplus	1,852	-	-	-	-
<b>Operating Revenue Total</b>	<b>36,052</b>	<b>36,765</b>	<b>37,493</b>	<b>38,235</b>	<b>38,992</b>
Labour, materials, and contracted services	36,052	36,765	37,493	38,235	38,992
<b>Operating Expense Total</b>	<b>36,052</b>	<b>36,765</b>	<b>37,493</b>	<b>38,235</b>	<b>38,992</b>
<b>770 Electoral Area C Street Lighting Service</b>					
Property value tax requisition	7,185	7,636	7,786	7,838	7,850
Transfers from accumulated surplus	305	-	-	-	-
<b>Operating Revenue Total</b>	<b>7,490</b>	<b>7,636</b>	<b>7,786</b>	<b>7,838</b>	<b>7,850</b>
Labour, materials, and contracted services	7,490	7,636	7,786	7,838	7,850
<b>Operating Expense Total</b>	<b>7,490</b>	<b>7,636</b>	<b>7,786</b>	<b>7,838</b>	<b>7,850</b>

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<b>785 Transit - Area D</b>					
Property value tax requisition	\$ 156,792	\$ 169,808	\$ 181,072	\$ 188,935	\$ 197,033
Transfers from accumulated surplus	22,234	-	-	-	-
<b>Operating Revenue Total</b>	<b>179,026</b>	<b>169,808</b>	<b>181,072</b>	<b>188,935</b>	<b>197,033</b>
Labour, materials, and contracted services	179,026	169,808	181,072	188,935	197,033
<b>Operating Expense Total</b>	<b>179,026</b>	<b>169,808</b>	<b>181,072</b>	<b>188,935</b>	<b>197,033</b>
<b>790 Oyster River Bank Protection Local Service Area</b>					
Property value tax requisition	18,000	18,000	18,000	18,000	18,000
Transfers from accumulated surplus	16,758	-	-	-	-
<b>Operating Revenue Total</b>	<b>34,758</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>
Labour, materials, and contracted services	34,758	18,000	18,000	18,000	18,000
<b>Operating Expense Total</b>	<b>34,758</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>
Operating Sources of Revenue	21,054,881	20,522,198	20,955,236	21,429,109	21,804,701
Capital Sources of Revenue	14,613,658	35,515,000	57,582,500	16,504,500	247,500
<b>Consolidated Revenues</b>	<b>35,668,539</b>	<b>56,037,198</b>	<b>78,537,736</b>	<b>37,933,609</b>	<b>22,052,201</b>
Operating Expenses	21,054,881	20,522,198	20,955,236	21,429,109	21,804,701
Capital Expenses	14,613,658	35,515,000	57,582,500	16,504,500	247,500
<b>Consolidated Expenses</b>	<b>35,668,539</b>	<b>56,037,198</b>	<b>78,537,736</b>	<b>37,933,609</b>	<b>22,052,201</b>



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## Assessments



**Assessments**  
**Overall Taxable Values and Participation Rates**

**Change in Hospital Assessed Values - 2018 Revised Roll to 2019 Completed Roll**

	Net Taxable Values			
	2018	2019	\$ Change	% Change
<b>Electoral Areas</b>				
Area A	\$ 219,419,099	\$ 237,151,023	\$ 17,731,924	8.1%
Area B	311,892,456	335,352,431	23,459,975	7.5%
Area C	715,507,366	791,968,549	76,461,183	10.7%
Area D	867,414,481	1,015,884,038	148,469,557	17.1%
	<b>2,114,233,402</b>	<b>2,380,356,041</b>	<b>266,122,639</b>	<b>12.6%</b>
<b>First Nations</b>				
Ka:'yu:k't'h/Che:kt'les7et'h'	199,500	197,800	(1,700)	-0.9%
	<b>199,500</b>	<b>197,800</b>	<b>(1,700)</b>	<b>-0.9%</b>
<b>Municipal Members</b>				
City of Campbell River	5,271,715,926	6,168,933,242	897,217,316	17.0%
Village of Gold River	102,653,001	115,511,901	12,858,900	12.5%
Village of Sayward	26,570,400	37,071,300	10,500,900	39.5%
Village of Tahsis	33,747,450	39,119,700	5,372,250	15.9%
Village of Zeballos	9,924,950	9,880,150	(44,800)	-0.5%
	<b>5,444,611,727</b>	<b>6,370,516,293</b>	<b>925,904,566</b>	<b>17.0%</b>
<b>GRAND TOTAL</b>	<b>7,559,044,629</b>	<b>8,751,070,134</b>	<b>1,192,025,505</b>	<b>15.8%</b>

**Assessments**  
**Overall Taxable Values and Participation Rates**

**Change in Hospital Assessed Values - 2018 Revised Roll to 2019 Completed Roll**

	Converted Values			
	2018	2019	\$ Change	% Change
<b>Electoral Areas</b>				
Area A	\$ 39,210,442	\$ 41,102,800	\$ 1,892,358	4.8%
Area B	32,702,976	35,335,342	2,632,366	8.0%
Area C	80,808,672	90,121,253	9,312,581	11.5%
Area D	115,563,659	132,381,638	16,817,979	14.6%
	<b>268,285,749</b>	<b>298,941,033</b>	<b>30,655,284</b>	<b>11.4%</b>
<b>First Nations</b>				
Ka:'yu:k't'h/Che:kt'les7et'h'	50,275	51,531	1,256	2.5%
	<b>50,275</b>	<b>51,531</b>	<b>1,256</b>	<b>2.5%</b>
<b>Municipal Members</b>				
City of Campbell River	630,953,013	730,031,128	99,078,115	15.7%
Village of Gold River	13,186,604	14,584,684	1,398,080	10.6%
Village of Sayward	3,508,255	4,596,169	1,087,914	31.0%
Village of Tahsis	4,121,344	4,662,098	540,754	13.1%
Village of Zeballos	1,440,063	1,441,843	1,780	0.1%
	<b>653,209,279</b>	<b>755,315,922</b>	<b>102,106,643</b>	<b>15.6%</b>
<b>GRAND TOTAL</b>	<b>921,545,303</b>	<b>1,054,308,486</b>	<b>132,763,183</b>	<b>14.4%</b>

## Summary of Service Participants

Function	Municipalities					Electoral Areas				Total Requisitions	
	Campbell River	Gold River	Sayward	Tahsis	Zeballos	Area A	Area B	Area C	Area D	2018	2019
100 - Member Municipality Admin	X	X	X	X	X					\$ 299,403	\$ 299,595
110 - Administration and General Govt	X	X	X	X	X	X	X	X	X	868,675	918,892
120 - Area A Grants In Aid						X				3,375	-
123 - Area D Grants In Aid									X	51,166	64,462
126 - Area B Grants In Aid							X			25,577	25,666
127 - Area C Grants In Aid								X		23,639	19,893
130 - Electoral Area Administration						X	X	X	X	478,552	475,260
149 - Regional Broadband	X	X	X	X	X	X	X	X	X	-	312,840
150 - Regional Feasibility Studies	X	X	X	X	X	X	X	X	X	74,993	14,364
151 - Area A Feasibility Studies						X				-	-
154 - Area D Feasibility Studies									X	-	-
157 - Area B Feasibility Studies							X			-	-
158 - Area C Feasibility Studies								X		-	-
210 - Campbell River Fire									O	400,936	443,815
245 - Sayward Valley Fire						O				75,000	75,000
250 - Cortes Island Fire							O			220,810	227,868
255 - North Quadra Assistance Response								O		254	250
271 - Area A Emergency Program						O				1,000	1,000
272 - Strathcona Emergency Program	X	X	X	X	X	X	X	X	X	225,000	310,413
275 - 911 Emergency Answering Service	X	X	X	X	X	X	X	X	X	415,442	401,349
285 - Building Inspection									X	80,579	112,447
290 - Area D Animal Control									X	17,336	36,253
295 - Noise Control									X	-	-
297 - Soil Deposit & Removal									X	250	113
298 - Unsanitary Premises									X	272	275
318 - Craig Road Water									X	-	-
319 - Electoral Area D Water									O	510,000	570,000
340 - Liquid Waste Management							X		X	5,000	5,000
364 - Area A Kyuquot/Nootka Solid Waste						O				10,000	10,000
368 - Sayward Valley Refuse Disposal			X			O				17,265	23,196
374 - Electoral Area B Refuse Disposal							O			57,079	57,079
500 - Planning						X	X	X	X	564,941	635,057
510 - Planning Non Part 26	X	X	X	X	X	X	X	X	X	250	-
533 - Area D House Numbering									X	495	515
534 - Area A House Numbering						O				266	286
535 - Area B House Numbering							X			395	414
536 - Area C House Numbering								X		392	413
554 - Area A Sayward Economic Dvlp						O				500	500
555 - Area C Economic Development								X		32,006	20,000

## Summary of Service Participants

Function	Municipalities					Electoral Areas				Total Requisitions	
	Campbell River	Gold River	Sayward	Tahsis	Zeballos	Area A	Area B	Area C	Area D	2018	2019
614 - Area D Parks									X	195,419	212,035
617 - Area B Parks							X			150,799	163,537
618 - Area C Parks								X		170,000	179,690
630 - Vancouver Island Regional Library						X	X	X	X	496,161	519,069
640 - Strathcona Gardens	X								X	5,372,214	5,440,358
677 - Kyuquot Community Hall						O				495	1,833
680 - Sayward Community Hall						O				20,000	24,143
685 - Quadra Community Hall								O		130,018	138,864
697 - Area B Heritage Conservation							X			1,270	-
698 - Area C Heritage Conservation								X		1,270	1,270
750 - Area D Street Lighting									O	35,757	33,840
770 - Area C Street Lighting								X		7,086	7,185
785 - Area D Transit									X	150,645	156,792
790 - Oyster River Bank Protection									O	18,000	18,000
										<b>11,209,982</b>	<b>11,958,833</b>

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 |

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## Member Municipalities



*Campbell River*

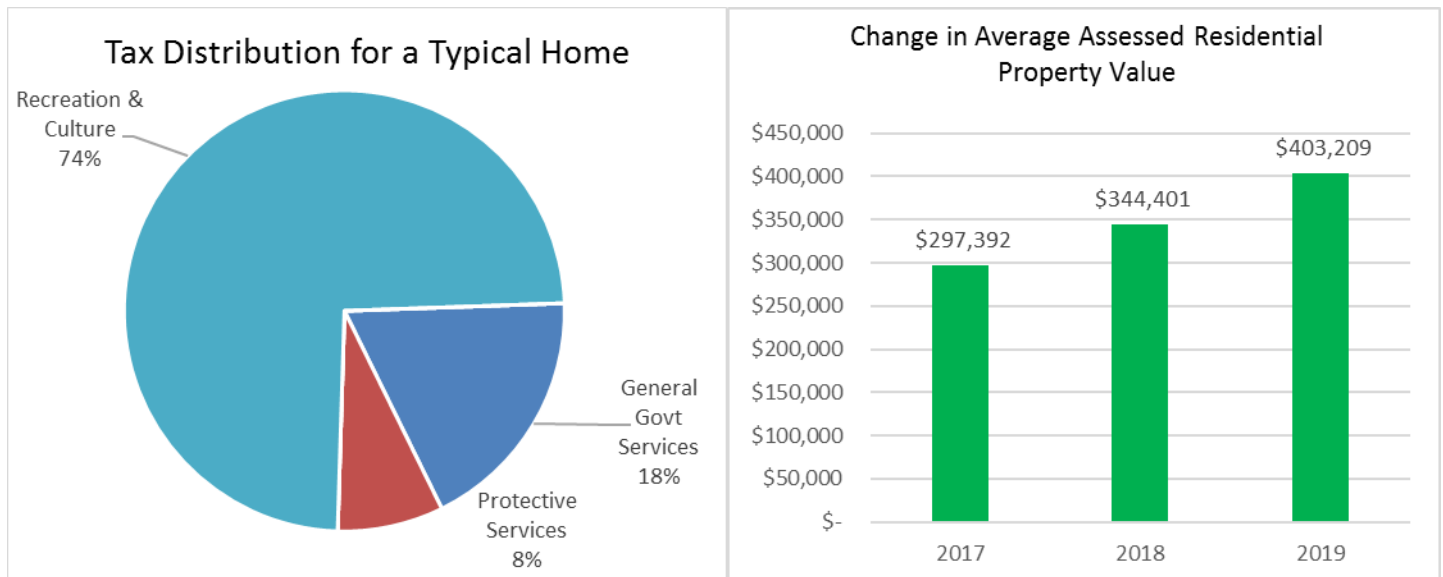
This function supports member municipality representatives for SRD board governance and management costs for the five municipalities within the Strathcona Regional District boundary, which includes the City of Campbell River, Village of Gold River, Village of Sayward, Village of Tahsis, and the Village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

## Member Municipalities – Requisition Summaries Estimated Tax Rate Analysis

### Campbell River

Service Function	Requisition			Estimated Tax*		
	2018	2019	% Change	2018	2019	\$ Change
<b>Member Municipalities</b>						
100 - Member Municipality Administration	\$ 289,148	\$ 289,500	0.1 %	\$ 4.67	\$ 4.04	(\$0.63)
<b>Corporate Services</b>						
110 - Administration and General Government	594,787	636,296	7.0 %	9.40	8.72	(0.68)
<b>Regional Services</b>						
149 - Regional Broadband	-	216,629	0.0 %	-	2.97	2.97
150 - Regional Feasibility Studies	51,022	9,890	(80.6)%	0.82	0.14	(0.68)
272 - Strathcona Emergency Program	153,514	214,550	39.8 %	2.43	2.94	0.51
275 - 911 Emergency Answering Service	282,647	276,326	(2.2)%	4.56	3.86	(0.70)
510 - Planning Non Part 26	170	-	(100.0)%	-	-	-
<b>Strathcona Gardens</b>						
640 - Strathcona Gardens	4,606,999	4,665,594	1.3 %	74.40	65.17	(9.23)
<i>* per \$100,000 of assessed value</i>						
	<b>5,978,287</b>	<b>6,308,785</b>	<b>5.5 %</b>	<b>96.28</b>	<b>87.84</b>	<b>(8.44)</b>

Average Residential Property Value: \$ 344,401 \$ 403,209  
 Estimated Tax per Average Residential Property: \$ 332 \$ 354



Note: Estimates are based on 2018 Revised Roll and 2019 Completed Roll



## Member Municipalities – Requisition Summaries 5 Year Forecast

### Campbell River

Service Function	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Member Municipalities</b>						
100 - Member Municipality Administration	\$ 289,148	\$ 289,500	\$ 347,248	\$ 353,036	\$ 358,939	\$ 364,960
<b>Corporate Services</b>						
110 - Administration and General Government	594,787	636,296	789,122	803,176	810,554	825,288
<b>Regional Services</b>						
149 - Regional Broadband	-	216,629	304,806	185,010	(101,668)	(323,048)
150 - Regional Feasibility Studies	51,022	9,890	17,403	17,403	17,403	17,403
272 - Strathcona Emergency Program	153,514	214,550	216,598	218,532	220,505	222,516
275 - 911 Emergency Answering Service	282,647	276,326	293,908	309,268	317,267	326,835
510 - Planning Non Part 26	170	-	180	180	180	180
<b>Strathcona Gardens</b>						
640 - Strathcona Gardens	4,606,999	4,665,594	4,815,203	4,910,105	4,993,882	5,080,283
<b>Total Requisition</b>	<b>5,978,286</b>	<b>6,308,785</b>	<b>6,784,468</b>	<b>6,796,709</b>	<b>6,617,060</b>	<b>6,514,417</b>
Estimated Tax rate per \$1,000	\$ 0.9629	\$ 0.8784	\$ 0.9441	\$ 0.9461	\$ 0.9218	\$ 0.9080
Increase/(Decrease) per \$100,000 Assessed Value		(\$8)	\$7	\$0	(\$2)	(\$1)

Note: Estimates are based on 2018 Revised Roll and 2019 Completed Roll

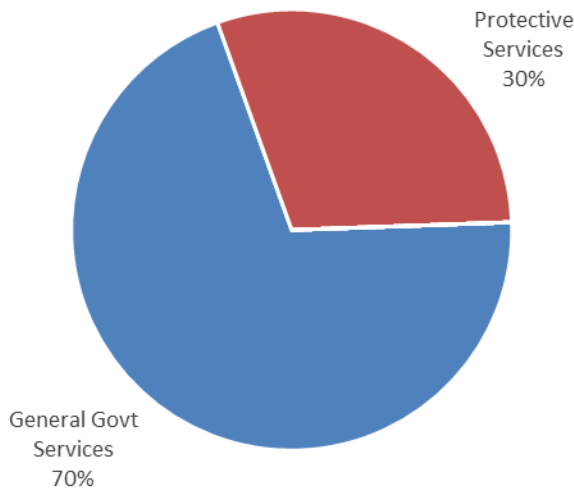
## Member Municipalities – Requisition Summaries Estimated Tax Rate Analysis

### Gold River

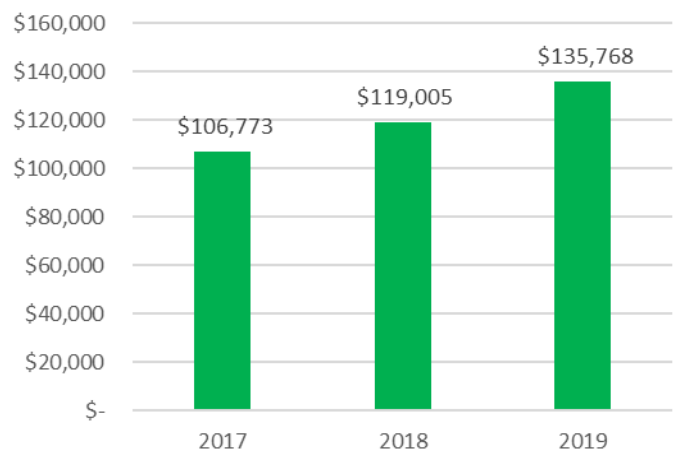
Service Function	Requisition			Estimated Tax*		
	2018	2019	% Change	2018	2019	\$ Change
<b>Member Municipalities</b>						
100 - Member Municipality Administration	\$ 6,091	\$ 5,828	(4.3)%	\$ 4.67	\$ 4.04	(\$0.63)
<b>Corporate Services</b>						
110 - Administration and General Government	12,431	12,712	2.3 %	9.39	8.72	(0.67)
<b>Regional Services</b>						
149 - Regional Broadband	-	4,328	0.0 %	-	2.97	2.97
150 - Regional Feasibility Studies	1,075	199	(81.5)%	0.82	0.14	(0.68)
272 - Strathcona Emergency Program	3,208	4,286	33.6 %	2.42	2.94	0.52
275 - 911 Emergency Answering Service	5,954	5,562	(6.6)%	4.56	3.86	(0.70)
510 - Planning Non Part 26	4	-	(100.0)%	-	-	-
<i>* per \$100,000 of assessed value</i>	<b>28,763</b>	<b>32,915</b>	<b>14.4 %</b>	<b>21.86</b>	<b>22.67</b>	<b>0.81</b>

Average Residential Property Value: \$ 119,005 \$ 135,768  
 Estimated Tax per Average Residential Property: \$ 26 \$ 31

**Tax Distribution for a Typical Home**



**Change in Assessed Residential Property Value**



Note: Estimates are based on 2018 Revised Roll and 2019 Completed Roll



**Member Municipalities – Requisition Summaries**  
**5 Year Forecast**

**Gold River**

<b>Service Function</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>
<b>Member Municipalities</b>						
100 - Member Municipality Administration	\$ 6,091	\$ 5,828	\$ 6,990	\$ 7,106	\$ 7,225	\$ 7,347
<b>Corporate Services</b>						
110 - Administration and General Government	12,431	12,712	15,765	16,046	16,193	16,488
<b>Regional Services</b>						
149 - Regional Broadband	-	4,328	6,089	3,696	(2,031)	(6,454)
150 - Regional Feasibility Studies	1,075	199	350	350	350	350
272 - Strathcona Emergency Program	3,208	4,286	4,327	4,366	4,405	4,445
275 - 911 Emergency Answering Service	5,954	5,562	5,916	6,225	6,386	6,579
510 - Planning Non Part 26	4	-	4	4	4	4
<b>Total Requisition</b>	<b>28,763</b>	<b>32,915</b>	<b>39,442</b>	<b>37,794</b>	<b>32,533</b>	<b>28,759</b>
<b>Estimated Tax rate per \$1,000</b>	<b>\$ 0.2187</b>	<b>\$ 0.2266</b>	<b>\$ 0.2715</b>	<b>\$ 0.2603</b>	<b>\$ 0.2242</b>	<b>\$ 0.1984</b>
<b>Increase/(Decrease) per \$100,000 Assessed Value</b>		<b>\$1</b>	<b>\$4</b>	<b>(\$1)</b>	<b>(\$4)</b>	<b>(\$3)</b>

Note: Estimates are based on 2018 Revised Roll and 2019 Completed Roll

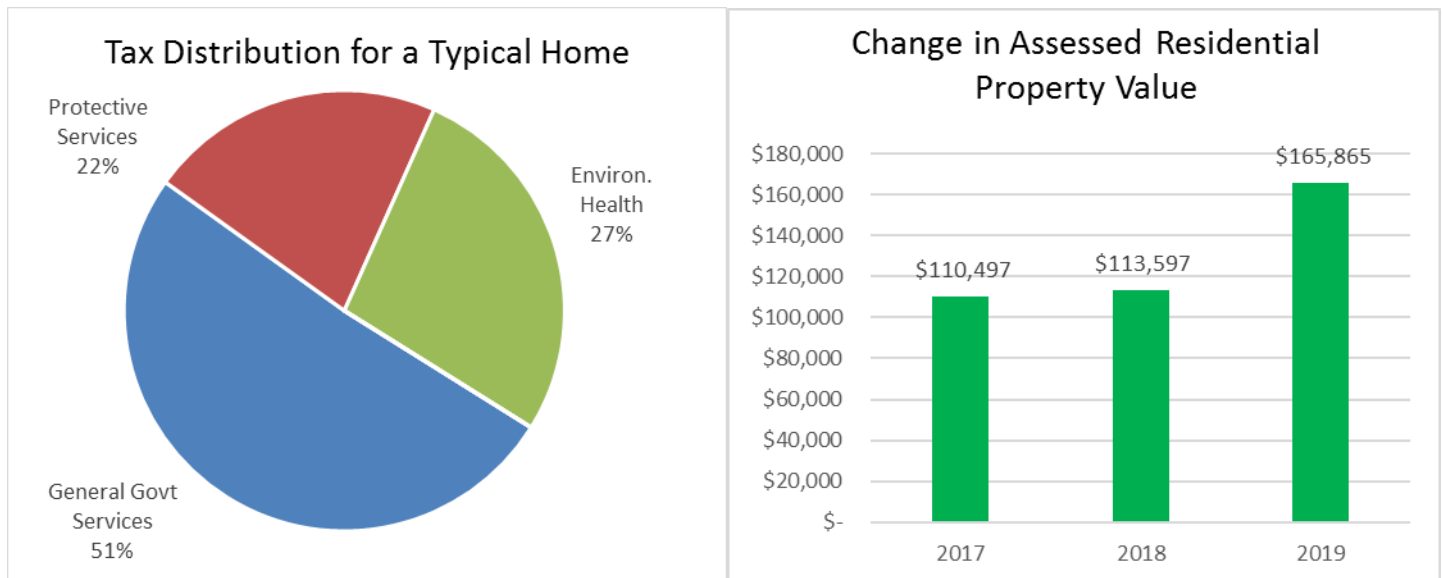
## Member Municipalities – Requisition Summaries Estimated Tax Rate Analysis

### Sayward

Service Function	Requisition			Estimated Tax*		
	2018	2019	% Change	2018	2019	\$ Change
<b>Member Municipalities</b>						
100 - Member Municipality Administration	\$ 1,601	\$ 1,835	14.6 %	\$ 4.68	\$ 4.04	(\$0.64)
<b>Corporate Services</b>						
110 - Administration and General Government	3,307	4,006	21.1 %	9.42	8.72	(0.70)
<b>Regional Services</b>						
149 - Regional Broadband	-	1,364	0.0 %	-	2.97	2.97
150 - Regional Feasibility Studies	282	63	(77.7)%	0.83	0.14	(0.69)
272 - Strathcona Emergency Program	1,000	1,351	35.1 %	2.85	2.94	0.09
275 - 911 Emergency Answering Service	1,565	1,751	11.9 %	4.57	3.86	(0.71)
510 - Planning Non Part 26	1	-	(100.0)%	-	-	\$0.00
<b>Area A</b>						
368 - Sayward Valley Refuse Disposal	2,426	3,874	59.7 %	7.09	8.54	1.45
<i>* per \$100,000 of assessed value</i>	<b>10,182</b>	<b>14,244</b>	<b>39.9 %</b>	<b>29.44</b>	<b>31.21</b>	<b>1.77</b>

**Average Residential Property Value: \$ 113,597 \$ 165,865**

**Estimated Tax per Average Residential Property: \$ 33 \$ 52**



*Note: Estimates are based on 2018 Revised Roll and 2019 Completed Roll*



## Member Municipalities – Requisition Summaries 5 Year Forecast

### Sayward

Service Function	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Member Municipalities</b>						
100 - Member Municipality Administration	\$ 1,601	\$ 1,835	\$ 2,201	\$ 2,237	\$ 2,275	\$ 2,313
<b>Corporate Services</b>						
110 - Administration and General Government	3,307	4,006	4,968	5,057	5,103	5,196
<b>Regional Services</b>						
149 - Regional Broadband	-	1,364	1,919	1,165	(640)	(2,034)
150 - Regional Feasibility Studies	282	63	110	110	110	110
272 - Strathcona Emergency Program	1,000	1,351	1,364	1,376	1,388	1,401
275 - 911 Emergency Answering Service	1,565	1,751	1,863	1,960	2,011	2,071
368 - Sayward Valley Refuse Disposal	2,426	3,874	3,970	4,015	4,062	4,110
510 - Planning Non Part 26	1	-	1	1	1	1
<b>Total Requisition</b>	<b>10,182</b>	<b>14,243</b>	<b>16,395</b>	<b>15,921</b>	<b>14,310</b>	<b>13,168</b>
Estimated Tax rate per \$1,000	\$ 0.2945	\$ 0.3120	\$ 0.3590	\$ 0.3488	\$ 0.3138	\$ 0.2890
Increase/(Decrease) per \$100,000 Assessed Value		\$2	\$5	(\$1)	(\$4)	(\$2)

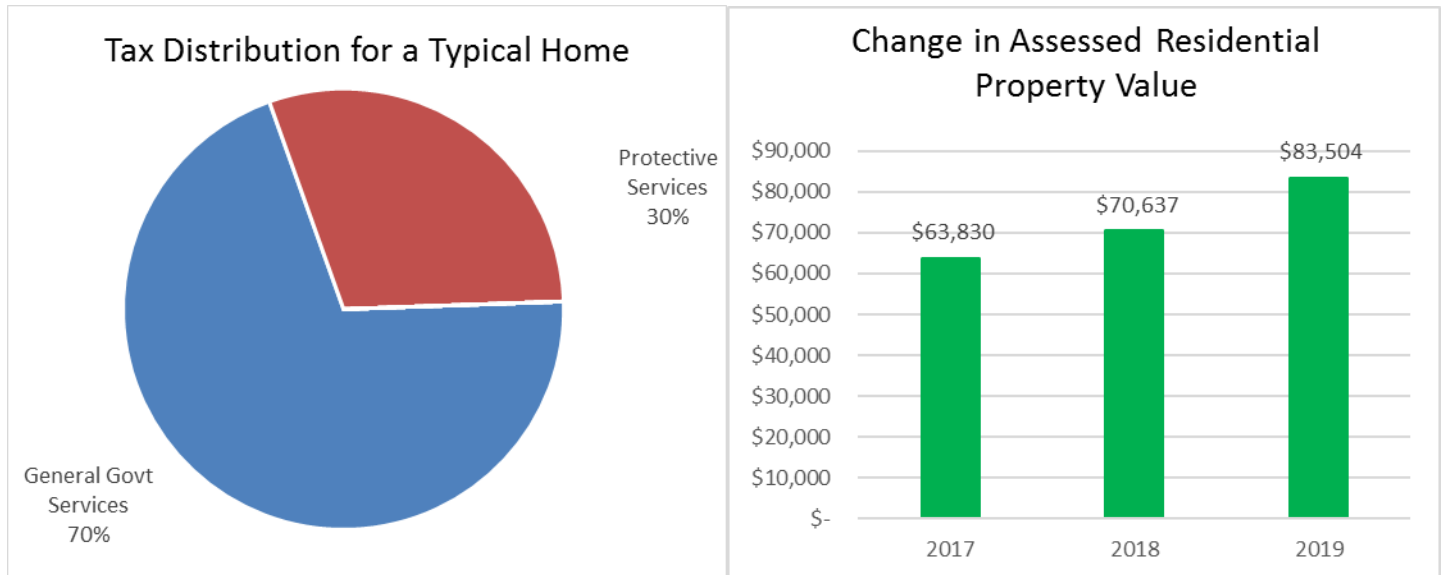
Note: Estimates are based on 2018 Revised Roll and 2019 Completed Roll

## Member Municipalities – Requisition Summaries Estimated Tax Rate Analysis

### Tahsis

Service Function	Requisition			Estimated Tax*		
	2018	2019	% Change	2018	2019	\$ Change
<b>Member Municipalities</b>						
100 - Member Municipality Administration	\$ 1,900	\$ 1,860	(2.1)%	\$ 4.66	\$ 4.04	(\$0.62)
<b>Corporate Services</b>						
110 - Administration and General Government	3,885	4,063	4.6 %	9.39	8.72	(0.67)
<b>Regional Services</b>						
149 - Regional Broadband	-	1,383	0.0 %	-	2.97	2.97
150 - Regional Feasibility Studies	335	64	(80.9)%	0.82	0.14	(0.68)
272 - Strathcona Emergency Program	1,003	1,370	36.6 %	2.42	2.94	0.52
275 - 911 Emergency Answering Service	1,858	1,775	(4.5)%	4.56	3.86	(0.70)
510 - Planning Non Part 26	1	-	(100.0)%	-	-	-
<i>* per \$100,000 of assessed value</i>	<b>8,982</b>	<b>10,515</b>	<b>17.1 %</b>	<b>21.85</b>	<b>22.67</b>	<b>0.82</b>

**Average Residential Property Value: \$ 70,637 \$ 83,504**  
**Estimated Tax per Average Residential Property: \$ 15 \$ 19**



*Note: Estimates are based on 2018 Revised Roll and 2019 Completed Roll*



## Member Municipalities – Requisition Summaries

### 5 Year Forecast

### Tahsis

Service Function	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Member Municipalities</b>						
100 - Member Municipality Administration	\$ 1,900	\$ 1,860	\$ 2,231	\$ 2,268	\$ 2,306	\$ 2,345
<b>Corporate Services</b>						
110 - Administration and General Government	3,885	4,063	5,039	5,129	5,176	5,270
<b>Regional Services</b>						
149 - Regional Broadband	-	1,383	1,947	1,182	(649)	(2,063)
150 - Regional Feasibility Studies	335	64	112	112	112	112
272 - Strathcona Emergency Program	1,003	1,370	1,383	1,396	1,408	1,421
275 - 911 Emergency Answering Service	1,858	1,775	1,888	1,987	2,038	2,100
510 - Planning Non Part 26	1	-	1	1	1	1
<b>Total Requisition</b>	<b>8,982</b>	<b>10,516</b>	<b>12,602</b>	<b>12,075</b>	<b>10,393</b>	<b>9,186</b>
<b>Estimated Tax rate per \$1,000</b>	<b>\$ 0.2186</b>	<b>\$ 0.2266</b>	<b>\$ 0.2715</b>	<b>\$ 0.2603</b>	<b>\$ 0.2242</b>	<b>\$ 0.1984</b>
<b>Increase/(Decrease) per \$100,000 Assessed Value</b>		<b>\$1</b>	<b>\$4</b>	<b>(\$1)</b>	<b>(\$4)</b>	<b>(\$3)</b>

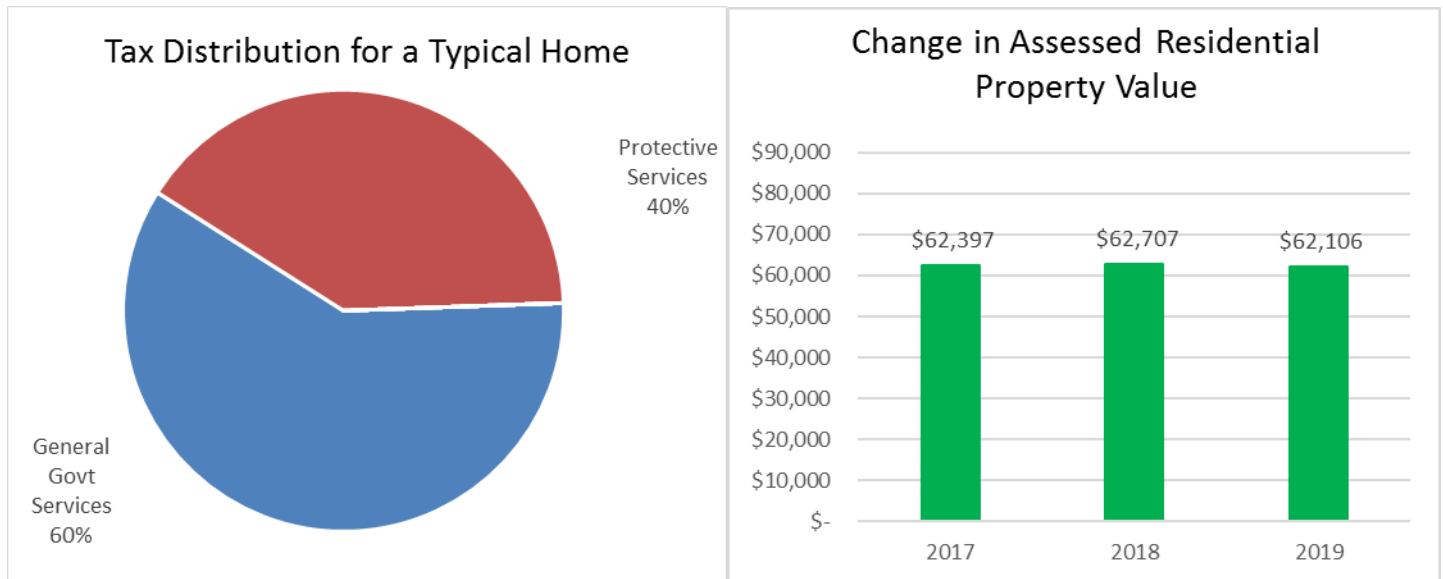
Note: Estimates are based on 2018 Revised Roll and 2019 Completed Roll

## Member Municipalities – Requisition Summaries Estimated Tax Rate Analysis

### Zeballos

Service Function	Requisition			Estimated Tax*		
	2018	2019	% Change	2018	2019	\$ Change
<b>Member Municipalities</b>						
100 - Member Municipality Administration	\$ 662	\$ 573	(13.4)%	\$ 4.68	\$ 4.04	(\$0.64)
<b>Corporate Services</b>						
110 - Administration and General Government	1,358	1,257	(7.4)%	9.43	8.72	(0.71)
<b>Regional Services</b>						
149 - Regional Broadband	-	428	0.0 %	-	2.97	2.97
150 - Regional Feasibility Studies	117	20	(82.9)%	0.83	0.14	(0.69)
272 - Strathcona Emergency Program	1,000	1,000	0.0 %	6.94	6.94	-
275 - 911 Emergency Answering Service	647	547	(15.5)%	4.58	3.86	(0.72)
<i>* per \$100,000 of assessed value</i>	<b>3,784</b>	<b>3,825</b>	<b>1.1 %</b>	<b>26.46</b>	<b>26.67</b>	<b>0.21</b>

**Average Residential Property Value: \$ 62,707 \$ 62,106**  
**Estimated Tax per Average Residential Property: \$ 17 \$ 17**



*Note: Estimates are based on 2018 Revised Roll and 2019 Completed Roll*



## Member Municipalities – Requisition Summaries 5 Year Forecast

### Zeballos

Service Function	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Member Municipalities</b>						
100 - Member Municipality Administration	\$ 662	\$ 573	\$ 687	\$ 698	\$ 710	\$ 722
<b>Corporate Services</b>						
110 - Administration and General Government	1,358	1,257	1,559	1,586	1,601	1,630
<b>Regional Services</b>						
149 - Regional Broadband	-	428	602	365	(201)	(638)
150 - Regional Feasibility Studies	117	20	34	34	34	34
272 - Strathcona Emergency Program	1,000	1,000	1,000	1,000	1,000	1,000
275 - 911 Emergency Answering Service	647	547	581	612	628	646
<b>Total Requisition</b>	<b>3,784</b>	<b>3,823</b>	<b>4,463</b>	<b>4,296</b>	<b>3,772</b>	<b>3,395</b>
<b>Estimated Tax rate per \$1,000</b>	<b>\$ 0.2645</b>	<b>\$ 0.2666</b>	<b>\$ 0.3112</b>	<b>\$ 0.2997</b>	<b>\$ 0.2633</b>	<b>\$ 0.2372</b>
<b>Increase/(Decrease) per \$100,000 Assessed Value</b>		<b>\$0</b>	<b>\$4</b>	<b>(\$1)</b>	<b>(\$4)</b>	<b>(\$3)</b>

Note: Estimates are based on 2018 Revised Roll and 2019 Completed Roll

## Member Municipalities

*Sayward*



## REQUISITION SUMMARIES

## Member Municipalities - Requisition Summaries

### Dept 100 - Member Municipality Administration

#### Requisition Allocation:

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Member Municipalities						
City of Campbell River	289,148	289,500	347,248	353,036	358,939	364,960
Village of Gold River	6,091	5,828	6,990	7,106	7,225	7,347
Village of Sayward	1,601	1,835	2,201	2,237	2,275	2,313
Village of Tahsis	1,900	1,860	2,231	2,268	2,306	2,345
Village of Zeballos	662	573	687	698	710	722
<b>TOTAL</b>	<b>299,403</b>	<b>299,595</b>	<b>359,357</b>	<b>365,346</b>	<b>371,455</b>	<b>377,686</b>
Change \$		192	59,762	5,989	6,109	6,231
Change %		0%	20%	2%	2%	2%
<b>Tax Rate Estimate</b>	<b>0.0468</b>	<b>0.0404</b>	<b>0.0485</b>	<b>0.0493</b>	<b>0.0501</b>	<b>0.0510</b>
<b>Tax Rate Limit</b>	<b>N/A</b>	<b>N/A</b>				
<b>Maximum Requisition Limit</b>	<b>N/A</b>	<b>N/A</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

## Member Municipalities



## BASE OPERATING BUDGETS

## Member Municipalities – Base Operating Budgets

### Function 100 – Member Municipality Administration

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>100 - Member Municipality Administration</b>							
1 - Property tax requisition	(299,403)	(299,403)	(299,595)	(359,357)	(365,346)	(371,455)	(377,686)
6 - Grants in Lieu	(3,546)	(2,000)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)
9 - Prior year surplus	(56,352)	(56,352)	(72,890)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(359,301)</b>	<b>(357,755)</b>	<b>(375,985)</b>	<b>(362,857)</b>	<b>(368,846)</b>	<b>(374,955)</b>	<b>(381,186)</b>
11 - Operating expenses	271,938	343,282	356,985	362,857	368,846	374,955	381,186
18 - Transfers to reserves	14,473	14,473	19,000	-	-	-	-
<b>Operating Expense Total</b>	<b>286,411</b>	<b>357,755</b>	<b>375,985</b>	<b>362,857</b>	<b>368,846</b>	<b>374,955</b>	<b>381,186</b>
<b>100 - Member Municipality Administration</b>	<b>(72,890)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1 - Requisition maintained at 2018 level through projected prior year surplus.
- 9 - 2018 projected surplus estimated to be comparable to prior year; surplus used to maintain requisition and excess surpluses transferred to appropriated surplus reserve for future service stability.
- 11 – Operating expenses include member municipality member director remuneration and benefits, meeting expenses, travel and training, and other professional fees.

#### 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 as included as an appendix in this package in the “Bylaws and Policies” section. There is not stated requisition limit for this function.

#### Goals for 2019/2020:

- Undertake strategic priorities planning in the spring of 2019 to determine the focus for the Regional District for the next four-year Board term. The current strategic priorities established during the previous Board term include connectivity, first nations relationship building, community health network, BC Ferries, senior government advocacy, flooding/sea level rise, asset management, and record management. These strategic priorities will be re-visited to determine if they remain a priority and if there any new emerging priorities that will drive work plans and financial planning for 2020 and future years.

## Member Municipalities – Base Operating Budgets

### Function 190-196 – Member Municipality Debt Payments

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>190 - Member Municipality Debt</b>							
16 - Debt Principal	420,826	264,386	527,836	785,915	785,915	785,915	785,915
17 - Debt Interest	343,849	200,724	384,170	462,170	462,170	462,170	459,593
Operating Expense Total	764,675	465,110	912,005	1,248,085	1,248,085	1,248,085	1,245,508
<b>190 - Member Municipality Debt</b>	<b>764,675</b>	<b>465,110</b>	<b>912,005</b>	<b>1,248,085</b>	<b>1,248,085</b>	<b>1,248,085</b>	<b>1,245,508</b>

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>192 - Member Municipality Debt - Campbell River</b>							
5 - Debt recoveries - member municipalities	(755,768)	(452,865)	(903,098)	(1,239,178)	(1,239,178)	(1,239,178)	(1,236,601)
Operating Revenue Total	(755,768)	(452,865)	(903,098)	(1,239,178)	(1,239,178)	(1,239,178)	(1,236,601)
<b>192 - Member Municipality Debt - Campbell River</b>	<b>(755,768)</b>	<b>(452,865)</b>	<b>(903,098)</b>	<b>(1,239,178)</b>	<b>(1,239,178)</b>	<b>(1,239,178)</b>	<b>(1,236,601)</b>

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>196 - Member Municipality Debt - Sayward</b>							
5 - Debt recoveries - member municipalities	(8,907)	(12,245)	(8,907)	(8,907)	(8,907)	(8,907)	(8,907)
Operating Revenue Total	(8,907)	(12,245)	(8,907)	(8,907)	(8,907)	(8,907)	(8,907)
<b>196 - Member Municipality Debt - Sayward</b>	<b>(8,907)</b>	<b>(12,245)</b>	<b>(8,907)</b>	<b>(8,907)</b>	<b>(8,907)</b>	<b>(8,907)</b>	<b>(8,907)</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 debt issues and known new debt issues.
- 5 – The City of Campbell River and Village of Sayward have authorized debt issues that they are authorized to borrow through the Regional District with an RD Security Issuing Bylaw. The City of Campbell River is paying off debt issues from previous years and has been increasing debt for sewer and water infrastructure.

#### Overview:

The Regional District is required by legislation to obtain debt issues from the Municipal Finance Authority. The SRD board approves the security issuing bylaw for all member municipalities and the debt is paid to the Regional District and back to the member municipality, debt payments also flow through the Regional District. The RD financial statements budget bylaw must include the member municipality debt and related repayments through legislation.

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## Member Municipalities

*Tahsis*



## RESERVES

## Member Municipalities – Reserves

### Function 100 - Member Municipality Administration Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	57,011	76,011	76,011	76,011	76,011
Transfers from operating fund	19,000	-	-	-	-
Transfer to operating fund	-	-	-	-	-
<b>Ending Balance</b>	<b>76,011</b>	<b>76,011</b>	<b>76,011</b>	<b>76,011</b>	<b>76,011</b>

## Member Municipalities

*Zeballos*



### BUSINESS CASES / SERVICE ENHANCEMENTS

*See Corporate Services section which  
include business cases that impact the Member Municipalities*



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## Corporate Services



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

## Corporate Services – Requisition Summaries

### Dept 110 - Administration and General Government

#### Requisition Allocation:

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area A	36,963	35,825	44,430	45,221	45,636	46,466
Area B	30,828	30,798	38,195	38,876	39,233	39,946
Area C	76,177	78,550	97,416	99,151	100,062	101,881
Area D	108,940	115,384	143,097	145,645	146,983	149,655
Member Municipalities						
City of Campbell River	594,787	636,296	789,122	803,176	810,554	825,288
Village of Gold River	12,431	12,712	15,765	16,046	16,193	16,488
Village of Sayward	3,307	4,006	4,968	5,057	5,103	5,196
Village of Tahsis	3,885	4,063	5,039	5,129	5,176	5,270
Village of Zeballos	1,358	1,257	1,559	1,586	1,601	1,630
<b>TOTAL</b>	<b>868,675</b>	<b>918,892</b>	<b>1,139,591</b>	<b>1,159,887</b>	<b>1,170,541</b>	<b>1,191,820</b>
Change \$		50,217	220,699	20,296	10,654	21,278
Change %		6%	24%	2%	1%	2%
<b>Average Tax Rate Estimate</b>	<b>0.0943</b>	<b>0.0872</b>	<b>0.1081</b>	<b>0.1100</b>	<b>0.1110</b>	<b>0.1130</b>
<b>Tax Rate Limit</b>	<b>N/A</b>	<b>N/A</b>				
<b>Maximum Requisition Limit</b>	<b>N/A</b>	<b>N/A</b>				

#### Notes:

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

## Corporate Services



## BASE OPERATING BUDGETS

## Corporate Services – Base Operating Budgets

### Function 110 – Administration General Government

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>110 - Administration - General Government</b>							
1 - Property tax requisition	(868,675)	(868,675)	(918,892)	(1,139,591)	(1,159,887)	(1,170,541)	(1,191,820)
4 - Other revenue	(958,550)	(925,000)	(1,073,271)	(1,093,542)	(1,114,727)	(1,136,337)	(1,158,379)
6 - Grants in Lieu	(134,185)	(92,550)	(132,000)	(132,000)	(132,000)	(132,000)	(132,000)
7 - Government transfers	(297,138)	(404,500)	(427,862)	(270,500)	(270,500)	(190,500)	(190,500)
9 - Prior year surplus	(666,354)	(557,130)	(699,422)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(2,924,902)</b>	<b>(2,847,855)</b>	<b>(3,251,447)</b>	<b>(2,635,633)</b>	<b>(2,677,114)</b>	<b>(2,629,378)</b>	<b>(2,672,699)</b>
<b>110 - Administration - General Government</b>	<b>(2,924,902)</b>	<b>(2,847,855)</b>	<b>(3,251,447)</b>	<b>(2,635,633)</b>	<b>(2,677,114)</b>	<b>(2,629,378)</b>	<b>(2,672,699)</b>

#### Budget Variance Highlights:

- 1 - Requisition increased \$51,000 to fund Function 116 Information services staffing and server room business cases, as well as new First Nations Relations Coordinator business case for Function 118 Strategic Priorities. Base requisition maintained at 2017 and 2018 levels through prior year surplus for corporate services functions 111 to 119. The requisition in function 110 funds all general administration functions.
- 4 - Other revenue is the recovery of support services for finance, information services, corporate office space, and corporate fleet to each service function per approved policy; increase with addition of staff person in finance in 2018/2019 and reallocation of remaining finance staff from function 111 general administration.
- 6 - Grants in lieu for BC Hydro and other governments increased to prior year actual trends.
- 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 a result of interest revenue and grants in lieu higher than budget, general admin vacancies, debt payments on corporate office space lower than budget, and 2017 surplus higher than projected.

#### Overview:

Function 110 and related general administration functions separated into functions 111, 113, 114, 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 are apportioned to each based on assessed values in those areas and municipalities.

#### Goals for 2019/2020:

- 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.

## Corporate Services – Base Operating Budgets

### Function 111 – Administration Management Services

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>111 - Administration - Management Services</b>							
11 - Operating expenses	1,102,681	1,602,110	1,234,272	1,197,404	1,216,916	1,236,818	1,257,074
18 - Transfers to reserves	90,230	90,230	110,000	-	-	-	-
Operating Expense Total	1,192,911	1,692,340	1,344,272	1,197,404	1,216,916	1,236,818	1,257,074
<b>111 - Administration - Management Services</b>	<b>1,192,911</b>	<b>1,692,340</b>	<b>1,344,272</b>	<b>1,197,404</b>	<b>1,216,916</b>	<b>1,236,818</b>	<b>1,257,074</b>

#### Budget Variance Highlights:

- 11 - Operating expenses for 2019 reduced with re-allocation of Strategic Initiatives and Corporate Communications to Function 118 in 2019 and future years. This re-allocation has a net zero impact on either the total general government requisition or the cost recovery totals.
- 11 - Operating expenses include a \$31,000 carry forward for records management consulting fees to facilitate the implementation of this strategic priority project for the Regional District and \$25,000 for the development of an organize wide occupational health and safety framework; both funded by general surplus.
- 18 - Annual transfer to appropriated surplus reserve which provides stability funds to the Reginal District, to balance future requisitions and to provide funds for unexpected events. Funds are transferred when available given prior year surplus in general administration functions 111 to 119, summarized in function 110.

#### Overview:

Function 111 includes the SRD's corporate services department including the Chief Administrative Officer, Corporate Officer and related staff, Human Resources 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, records management, and human resources function.

#### Goals for 2019/2020:

- 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.
- Support the Protective Services Coordinator in completing the Oyster River dike upgrade project funded by grants and review the need for establishing a service for this asset including the coordination with the existing Oyster River bank protection service in Electoral Area D.
- 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.
- Develop an occupational health and safety review as supported by business case.

## Corporate Services – Base Operating Budgets

### Function 113 – Administration Financial Services

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>113 - Administration - Financial Services</b>							
11 - Operating expenses	470,696	492,487	619,849	625,915	637,202	648,715	660,458
Operating Expense Total	470,696	492,487	619,849	625,915	637,202	648,715	660,458
<b>113 - Administration - Financial Services</b>	<b>470,696</b>	<b>492,487</b>	<b>619,849</b>	<b>625,915</b>	<b>637,202</b>	<b>648,715</b>	<b>660,458</b>

#### Budget Variance Highlights:

- 11 - Operating expenses for 2019 increased with the addition of finance staff member approved in 2018 budget; partial year funding in 2018 and fully in 2019. Also, half of the budget for this position was in Function 111 as previously approved by the Board for asset management which has been allocated to finance.
- 11 – 2019 also included a re-allocation of finance team members who were allocated partially to function 111.
- 11 – The increase in finance function budget is re-allocated to all Regional District services based on the support services policy, therefore the service that uses the service pays. The change in cost recovery method has a minimal effect on individual participant contributions, however it more accurately accounts for the services used.

#### Overview:

Function 113 is responsible for all financial matters at the Regional District including financial planning, financial reporting, grant management, purchasing and procurement, utilities, accounts receivable, accounts payable, payroll and benefits administration, required Ministry financial filings. Finance will also be taking on asset management starting in 2019 with additional resources filled in late 2018 as approved by the Board in previous budgets.

#### Goals for 2019/2020:

- Continue to streamline and enhance the Financial Planning and financial reporting process, including the development of monthly reporting to management and quarterly reporting to the Board.
- Complete the Purchasing and Procurement review with external consultant started in late 2018; the SRD's purchasing bylaw is from 2008 and pre-dates to the CSRD and is great need of an update to current best practices. This process will ensure the purchasing process at the SRD meets the Board's goals for purchasing policy and authority, is efficient and easily understood by all managers, and provides best value to the Regional District's community members. The review includes the consideration of social procurement which is becoming a best practice philosophy and has been recently discussed at the Board.
- With additional department resources, asset management implementation will be a key priority for sustainable service delivery for the Regional District. The finance team in working with other departments will lead the Strategic Priorities Fund asset management grant to complete a high-level asset management plan by the end of 2019, which will continue to be built on in future years.
- Continue to focus on cross-training between staff to provide redundancy and ongoing service delivery, as well as provide enhancement opportunities for staff.

## Corporate Services – Base Operating Budgets

### Function 114 – Administration Corporate Office Space

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>114 - Administration - Corporate Office Space</b>							
3 - Sales of services	(52,416)	(52,420)	(52,420)	(52,420)	(52,420)	(52,420)	(52,420)
4 - Other revenue	(67,361)	(68,794)	(70,169)	(71,573)	(73,004)	(74,463)	(75,953)
<b>Operating Revenue Total</b>	<b>(119,777)</b>	<b>(121,214)</b>	<b>(122,589)</b>	<b>(123,993)</b>	<b>(125,424)</b>	<b>(126,883)</b>	<b>(128,373)</b>
11 - Operating expenses	90,468	91,500	110,700	113,939	117,051	120,290	123,662
16 - Debt Principal	-	42,935	42,925	42,925	42,925	42,925	42,925
17 - Debt Interest	37,750	81,686	65,349	65,349	65,349	65,349	65,349
<b>Operating Expense Total</b>	<b>128,219</b>	<b>216,121</b>	<b>218,974</b>	<b>222,213</b>	<b>225,325</b>	<b>228,564</b>	<b>231,936</b>
<b>114 - Administration - Corporate Office Space</b>	<b>8,441</b>	<b>94,907</b>	<b>96,385</b>	<b>98,220</b>	<b>99,901</b>	<b>101,681</b>	<b>103,563</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.
- 16/17 – The purchase of the building in 2017 was funded by debt which was transferred to long-term in the fall 2018 Municipal Finance Authority issue; debt principal payments start in spring of 2019 for 30 years at 3.04%.

#### 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, or to submit applications for zoning or other land use amendments;
- 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.

#### Goals for 2019/2020:

- Complete the approved building reconfiguration for the 1<sup>st</sup> floor including new Boardroom, public reception station and Community Services area;
- Finalize the design for a reconfigured 3<sup>rd</sup> floor that includes additional office space;
- Develop long-term asset management plan for facility.

## Corporate Services – Base Operating Budgets

### Function 116 – Administration Information Services

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>116 - Administration - Information Services</b>							
11 - Operating expenses	420,719	417,513	444,604	445,040	453,125	461,259	469,746
18 - Transfers to reserves	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Operating Expense Total	445,719	442,513	469,604	470,040	478,125	486,259	494,746
<b>116 - Administration - Information Services</b>	<b>445,719</b>	<b>442,513</b>	<b>469,604</b>	<b>470,040</b>	<b>478,125</b>	<b>486,259</b>	<b>494,746</b>

#### Budget Variance Highlights:

- 11 - Inflationary contract, licensing fees, and wage and benefit increases for 2019 and future years.
- 11 - Business case approvals for transitioning external contract for IT support to ongoing staffing position and to host SRD server equipment at the City of Campbell River, net increase to base budget \$21,500 in 2019.

#### Overview:

This function includes overall responsibility for the design, implementation, support and maintenance of all the SRD's information technology architecture. This includes all software, servers, storage, network equipment, website, applications, phone systems, and audio-visual equipment across both 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 Think Communications based out of Victoria to provide IT technical support services that included helpdesk management, desktop / application support, database management, and support for servers, storage, connectivity, backups, and network security. There was a business case for 2019 for the Board to consider moving a portion of this contract to an in-house staff person to increase service levels and operational efficiencies which was supported.

The SRD IT department has been staffed by one employee fulfilling the role of Manager, Information Technology Services, transitioning to two staff with an IT support person in 2019. This role oversees the strategic planning, design, and implementation of systems and associated projects, and management over day-to-day IT operations.

#### Goals for 2019/2020:

- Business case request supported by Board to reduce sub-contract support and improve internal IT support practices by hiring internal, dedicated FTE IT support staff member with long-term cost neutral solution.
- Business case request supported to move SRD server equipment to City of Campbell River datacenter to take advantage of increased security, redundant power, appropriate fire-suppression, and environmental monitoring.
- Project management and project portfolio management over approved technology-enabled strategic business initiatives in the SRD's capital plans for corporate, electoral area, and Strathona Gardens budget sections.
- Improve business processes for staff using technology to increase efficiency and reduce errors and re-work.
- Provide long-term vision and strategic planning steps to map the SRD throughout its digital journey.

## Corporate Services – Base Operating Budgets

### Function 117 – Administration Vehicle Pool

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>117 - Administration - Vehicle Pool</b>							
4 - Other revenue	(16,650)	(16,650)	(20,000)	(20,400)	(20,808)	(21,224)	(21,648)
Operating Revenue Total	(16,650)	(16,650)	(20,000)	(20,400)	(20,808)	(21,224)	(21,648)
11 - Operating expenses	14,634	13,029	15,200	15,504	15,814	16,130	16,453
18 - Transfers to reserves	11,190	11,190	15,000	15,000	15,000	15,000	15,000
Operating Expense Total	25,824	24,219	30,200	30,504	30,814	31,130	31,453
<b>117 - Administration - Vehicle Pool</b>	<b>9,174</b>	<b>7,569</b>	<b>10,200</b>	<b>10,104</b>	<b>10,006</b>	<b>9,906</b>	<b>9,805</b>

#### Budget Variance Highlights:

- 4 – Other revenue is the recovery charge to Regional District services through the support service allocation.
- 11 – Inflationary increases for vehicle operating and maintenance costs.
- 18 – Transfer to the general capital reserve for fleet replacement in the capital plan.

#### 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.

Of the three corporate fleet vehicles, only two are charged out through the support services allocation. One of the vehicle's costs are not charged out and are funded by general admin requisition in function 110.

#### Goals for 2019/2020:

- Review current vehicle replacement plan to determine if planned replacements in 2020 and 2022 are required given condition and usage of vehicles and determine if the replacement can be extended to a future year.
- Review the need for an additional corporate fleet vehicle to be added to the fleet given increase in demand and service levels in the region.

## Corporate Services – Base Operating Budgets

### Function 118 – Administration Strategic Initiatives

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>118 - Administration - Strategic Initiatives</b>							
11 - Operating expenses	-	-	461,137	183,950	184,964	95,999	97,053
Operating Expense Total	-	-	461,137	183,950	184,964	95,999	97,053
<b>118 - Administration - Strategic Initiatives</b>	<b>-</b>	<b>-</b>	<b>461,137</b>	<b>183,950</b>	<b>184,964</b>	<b>95,999</b>	<b>97,053</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. Budgets reallocated from function 111.
- 11 – Includes approved business case for part-time First Nations Coordinator starting in 2019.

#### 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.

#### Goals for 2019/2020:

- 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 carry forwards from prior years; strategic planning in the spring of 2019 will provide the Board the opportunity to re-visit the current strategic priorities and determine priorities for the Board’s next four-year term. Current budget allocations below:

Strategic Priority Project	Funding	2019	2020	2021	2022	2023
Community Health Initiatives	Requisition	\$30,000	\$30,000	\$30,000	\$-	\$-
Community Health Network (CHN)*	VIHA Grant	66,862	60,000	60,000	-	-
CHN Wellness Grant	VIHA Grant	42,500	-	-	-	-
CHN Regional Housing	City CR Grant	10,000	-	-	-	-
Asset Management Implementation	SPF Grant	68,000	-	-	-	-
Broadband Connectivity	ICET Grant	30,000	-	-	-	-
Broadband Connectivity	General Surplus	60,000	-	-	-	-
First Nations Engagement	General Surplus	40,000	-	-	-	-
BC Ferries Advocacy	General Surplus	4,000	-	-	-	-
Senior Government Advocacy	General Surplus	5,000	-	-	-	-
Climate Change/Sea Level Rise	General Surplus	2,000	-	-	-	-
Strategic Priorities Fund Unallocated	General Surplus	29,675	-	-	-	-
Strategic Initiatives Base Operating	Requisition	43,250	43,250	43,250	43,250	43,250
First Nations Relations Coordinator	Requisition	29,850	50,700	51,714	52,749	53,803
<b>Total Strategic Initiative Projects</b>		<b>\$461,137</b>	<b>\$183,950</b>	<b>\$184,964</b>	<b>\$95,999</b>	<b>\$97,053</b>

\* excludes portion of VIHA grant for SRD overhead allocation.

## Corporate Services – Base Operating Budgets

### Function 119 – Administration Fiscal Services & Capital

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>119 - Administration - Fiscal Services &amp; Capital</b>							
18 - Transfers to reserves	133,539	118,039	250,000	50,000	50,000	50,000	50,000
Operating Expense Total	133,539	118,039	250,000	50,000	50,000	50,000	50,000
<b>119 - Administration - Fiscal Services &amp; Capital</b>	<b>133,539</b>	<b>118,039</b>	<b>250,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>

#### Budget Variance Highlights:

- 18 – Annual contribution to general capital reserve of \$50,000; additional transfer of \$200,000 in 2019 using prior year general administration surplus to fund corporate office renovations. This transfer was planned for 2018, however due to delays in the renovation the transfer was not made.

#### 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 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.

#### Goals for 2019/2020:

- 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.

## Corporate Services



## Capital Budget

**Corporate Services – Capital Budget  
Funded Projects Summary**

Index	Project Title	2019 (Cfwd)	2019	2020	2021	2022	2023
1	111 - Records Management System	105,000	-	-	-	-	-
2	111 - Speaker Queue System / Clocks	10,000	-	-	-	-	-
3	111 - Multi-Device Replacement	30,000	-	-	-	-	-
4	111 - Director Information Portal	14,750	-	-	-	-	-
5	113 - Asset Management Software	50,000	-	-	-	-	-
6	113 - Vadim Server Replacement	-	8,000	-	-	-	-
7	114 - 990 Cedar St Building Renovations	464,605	200,000	-	-	-	-
8	117 - 2012 Ford Escape SUV	-	-	35,000	-	-	-
9	117 - 2017 Nissan Frontier Truck	-	-	-	-	45,000	-
10	118 - External Website Development	4,555	-	-	-	-	20,000
<b>TOTAL</b>		<b>678,910</b>	<b>208,000</b>	<b>35,000</b>	<b>-</b>	<b>45,000</b>	<b>20,000</b>

\* Index 8 – 990 Cedar Street building renovations project funded \$247,543 reserve (\$47,543 carry forward plus \$200,000 2019 allocation), and \$417,062 long-term debt (\$2,042,160 less \$1,625,098 building/land purchase in late 2017).

**Corporate Services – Capital Budget**  
**Funded Projects Details**

Index	Project Title	Justification	Funding
1	111 - Records Management System	Development of records management system to improve efficiency and productivity, and to facilitate compliance with FOIPPA legislation. Planned implementation in 2019.	Reserves
2	111 - Speaker Queue System / Clocks	Will relieve Chair of managing speaker priorities via paper and to synchronize clocks throughout SRD offices to improve efficiency of Board and committee meetings. Planned implementation in 2019.	Reserves
3	111 - Multi-Device Replacement	Replacement of outdated printing and copying equipment at SRD corporate office to minimize downtime caused by serviceability issues. Planning late 2018, implementation planned for early 2019.	Reserves
4	111 - Director Information Portal	One-stop portal for Director access to agendas, minutes, media releases, convention information, etc. Improved efficiency for directors and staff.	Reserves
5	113 - Asset Management Software	Established in 2017 budget with plans to apply for grant funding and to coincide with Asset Management implementation which was delayed. Will review in 2019 for grant opportunities.	Grants
6	113 - Vadim Server Replacement	The server for the Vadim financial software system is at end of life, is no longer being supported and requires replacement.	Reserves
7	114 - 990 Cedar St Building Renovations	Corporate office renovations following building purchase in late 2017. Planning in 2018 identified requirement to add sprinkler system and other additions to project scope. Works planned for 2019.	Debt / Reserves
8	117 - 2012 Ford Escape SUV	Vehicle replacement plan.	Reserves
9	117 - 2017 Nissan Frontier Truck	Vehicle replacement plan.	Reserves
10	118 - External Website Development	The SRD's website was redeveloped in 2018 to enhance corporate communications and engagement with residents in the region. Majority of works were completed in 2018, minor cfwd to 2019.	Reserves

## Corporate Services



## RESERVES & DEBT

## Corporate Services – Reserves

### Function 110 - Administration General Government Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning balance	504,704	614,704	614,704	614,704	614,704
Transfers from operating fund	110,000	-	-	-	-
Transfer to operating fund	-	-	-	-	-
Projects funded	-	-	-	-	-
Interest earned	-	-	-	-	-
<b>Ending Balance</b>	<b>614,704</b>	<b>614,704</b>	<b>614,704</b>	<b>614,704</b>	<b>614,704</b>

### Function 110 - Administration General Government Future Expenditure Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	25,425	25,552	25,680	25,808	25,937
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
Interest earned	127	128	128	129	130
<b>Ending Balance</b>	<b>25,552</b>	<b>25,680</b>	<b>25,808</b>	<b>25,937</b>	<b>26,067</b>

## Corporate Services – Reserves

### Function 110 - Administration General Government Capital Reserve

	2019	2020	2021	2022	2023
	Budget	Budget	Budget	Budget	Budget
Beginning Balance	564,625	437,600	494,788	587,262	635,198
Transfers from operating fund	290,000	90,000	90,000	90,000	90,000
Projects funded	(419,848)	(35,000)	-	(45,000)	(20,000)
Interest earned	2,823	2,188	2,474	2,936	3,176
<b>Ending Balance</b>	<b>437,600</b>	<b>494,788</b>	<b>587,262</b>	<b>635,198</b>	<b>708,374</b>
<b>Transfers from operating fund</b>					
116 - IT	25,000	25,000	25,000	25,000	25,000
117 - Fleet	15,000	15,000	15,000	15,000	15,000
119 - General Capital	250,000	50,000	50,000	50,000	50,000
	<b>290,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>
<b>Projects funded</b>					
Records Management System (Cfwd)	105,000				
Speaker Queue System/Clocks (Cfwd)	10,000				
Multi Device Replacement (Cfwd)	30,000				
Director Information Portal (Cfwd)	14,750				
Vadim Server Replacement	8,000				
Corporate Office Renovations (Cfwd)	247,543				
External Website Development (Cfwd)	4,555				20,000
2012 Ford Escape SUV		35,000			
2017 Nissan Frontier truck				45,000	
	<b>419,848</b>	<b>35,000</b>	<b>-</b>	<b>45,000</b>	<b>20,000</b>

**Corporate Services – Debt**

**Corporate Services**

**Long-Term Debt Summary**

	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>
990 Cedar Street - Corporate Office					
Function 114					
Interest rate - 3.04%					
Payback - 30 yrs					
Year drawn - 2019					
Beginning Balance	2,042,160	1,999,235	1,956,311	1,913,386	1,870,461
Debt draws	-	-	-	-	-
Debt principal payments	(42,925)	(42,925)	(42,925)	(42,925)	(42,925)
<b>Ending Balance</b>	<b>1,999,235</b>	<b>1,956,311</b>	<b>1,913,386</b>	<b>1,870,461</b>	<b>1,827,537</b>
Debt principal payments	42,925	42,925	42,925	42,925	42,925
Debt interest payments	65,349	65,349	65,349	65,349	65,349
Annual debt payments	108,274	108,274	108,274	108,274	108,274

## Corporate Services



**BUSINESS CASES / SERVICE ENHANCEMENTS**

**Corporate Services – Service Enhancements**  
**Business Case Impact to Requisition & Reserves**

**Service Enhancements**

	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>
116 - SRD Server Room Relocation	13,750	12,500	12,500	12,500	12,500
116 - Information Technology FTE	7,750	1,530	1,560	1,591	1,623
118 - First Nations Relations Coordinator	29,850	50,700	51,714	52,748	53,803
<b>TOTAL</b>	<b>51,350</b>	<b>64,730</b>	<b>65,774</b>	<b>66,839</b>	<b>67,926</b>

**Operating Projects**

	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>
111 - Occupational Health & Safety Review	25,000	-	-	-	-
<b>TOTAL</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Requisition Impact**

	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>
Base Requisition Function 110	(867,542)	(1,072,461)	(1,091,712)	(1,101,301)	(1,121,493)
Service Enhancements*	(51,350)	(64,730)	(65,774)	(66,839)	(67,926)
<b>Adjusted Requisition</b>	<b>(918,892)</b>	<b>(1,137,191)</b>	<b>(1,157,486)</b>	<b>(1,168,140)</b>	<b>(1,189,419)</b>

**Reserve Impact**

	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>
Base Transfer to Reserve Function 111	135,000	-	-	-	-
Operating Projects**	(25,000)	-	-	-	-
<b>Adjusted Transfer to Reserve</b>	<b>110,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* Service enhancements are recommended to be funded by an increase to the requisition as they require annual funding. Another option available is utilizing prior year surplus when available, and reducing related planned transfers to reserves with excess funds. It should be noted that funding service enhancements with reserves delays future requisition increases.

\*\* Operating projects are recommended to be funded by operating reserves when funds are available as they are a one-time versus an ongoing expense. Utilizing available reserve balances provides opportunity to fund strategic or operational projects without increasing requisition.



**Corporate Services – Business Cases**

**116 - SRD Server Room Relocation to CCR Datacenter (Approved)**

**1. Executive Summary**

To relocate SRD server equipment to the City of Campbell River’s secure datacenter.

**2. Business Problem and Opportunity**

The SRD Corporate Office currently does not have an appropriate environment for hosting enterprise-grade server infrastructure. The current location lacks redundant power, fire-suppression, environmental monitoring, and has no physical asset security. It is cost-probative to retrofit the building with this required infrastructure. The City of Campbell River’s tech datacenter located at their city hall can meet these technical requirements, as we can leverage the existing data fiber between these locations for secure connectivity. Additionally, relocating the current server room equipment frees up valuable office space for other purposes, and removes the SRD’s requirement to maintain server room air-conditioning and system battery racks.

**3. Proposed Project Objectives**

Existing server equipment be relocated to the City of Campbell River’s datacenter. The City will charge the SRD a monthly fee based on a two-year contract agreement, with option for renegotiation and renewal at the end of the contract. Installation and setup of some connection equipment is required prior to moving the server equipment and is estimated to be \$7,500. The monthly fee charged by the City of Campbell River includes battery backup, redundant power provision, environmental systems and monitoring, security access, and fire-suppression.

**4. Business Risks**

Server systems currently located at the SRD are prone to failure due to power outage and environmental system issues. This project significantly reduces that risk.

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

a) Total Costs	FY19	FY20	FY21	FY22	FY23
One-time Costs	\$7,500	-	-	-	-
Operational Costs (5 Years)	6,250	12,500	12,500	12,500	12,500
<b>Total</b>	<b>\$13,750</b>	<b>\$12,500</b>	<b>\$12,500</b>	<b>\$12,500</b>	<b>\$12,500</b>

b) Benefits	
Tangible Benefits	Physical security risks addressed through operational cost agreement, SRD server room area freed up for office renovation
Intangible Benefits	Improved redundancy and data protection for SRD informational assets.

**6. Summary Recommendation**

THAT the 2019-2023 Financial Plan include funding for relocating the SRD Server Room to the CCR Datacenter.

**Corporate Services – Business Cases**  
**116 - Information Technology FTE Addition (Approved)**

**1. Executive Summary**

To create a full-time information technology support position that will increase IT departmental capacity and reduce comparative cost to the IT support services agreement. This position will improve response time and the technical support experience to internal staff members at both the SRD Corporate Office and the Strathcona Gardens.

**2. Business Problem and Opportunity**

As the SRD continues to adopt new technology tools to increase efficiencies in workflow and increase internal capacity, the requirement for timely, effective IT support services also increases. Out-sourcing of some IT services to third-party sub-contractors has proven adequate, however internal IT assistance over third-party “over-the-phone” sub-contracted assistance provides for better overall service and reduces staff downtime. Internal IT staff will reduce both cost and risk associated with out-sourced IT operational project execution, as less management over sub-contracting is required when these duties are performed by internal staff.

**3. Proposed Project Objectives**

This position would be fully dedicated to the SRD and report to the SRD IT manager. This position would focus on the needs and requirements of the SRD and deliver best-practice IT support to stakeholders. This position would be technical in nature and would cross-train to support SRD applications and systems, allowing for a comparable reduction of the costs of the IT support services contract. This resource would also be cross-trained with the IT manager and be able to perform tier 2 service desk duties, as required during offsite training, vacation, sick, etc.

**4. Business Risks**

Insufficient IT staffing capacity puts IT systems at risk, making them more prone to system errors and failure, which may result in increased downtime, data loss, client dissatisfaction, and project failure. Additionally, without adequate technology staffing, both approved and future technology-enabled business projects may be at risk of delay, deferral, or increased cost.

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

There would be an offsetting reduction in the external support services contract with the hiring of this position; therefore, the impact would be close to cost neutral to the organization but would result in a significant increase to service levels with on-site ongoing IT support.

a) Total Costs		FY19	FY20	FY21	FY22	FY23
Operational Costs	Salary	\$27,500	\$56,100	\$57,222	\$58,366	\$59,533
	Benefits	8,250	16,830	17,167	17,510	17,860
	Computer/Desk	7,000	-	-	-	-
Operational Cost Savings		(35,000)	(71,400)	(72,828)	(74,285)	(75,770)
Total		\$7,750	\$1,530	\$1,560	\$1,591	\$1,623

b) Benefits	
Tangible Benefits	Increased ability and capacity to deliver new board-approved strategic initiatives, reduced time for project completion, greater accuracy and less errors and omissions within environment, continuous improvement with ongoing documentation changes. Improved user experience with IT support. Reduction in IT support services contract.
Intangible Benefits	Increased technical cross-training, reduced cost for on-site support, and reduced risk to business-continuity.

**6. Summary Recommendation**

THAT the 2019-2023 Financial Plan include funding for an Information Technology position with the related reduction in contracted services, and partial funding in 2019 to provide time for hiring and equipment purchase.

**Corporate Services – Business Cases**  
**118 - First Nations Relations Coordinator (Approved)**

**1. Executive Summary**

Improving relations with First Nations communities is a strategic priority of the Board. Towards this end, the Board established a First Nations Relations Committee to undertake research and provide guidance to the Board on the First Nations communities within the SRD, the treaty status of Nations and ways to strengthen relations. This Committee has approved a plan and allocated budget to work towards its mandate however SRD staff resources have been limited and limited progress has been made. The Committee has suggested hiring a dedicated staff resource to make progress on this initiative.

**2. Business Problem and Opportunity**

Understanding and building better relations with First Nations will take time and resources. The First Nations Committee has approved an outline of objectives and activities however only minor progress has been made with existing SRD staff resources. A budget has been allocated to have a contractor perform many of these activities however this still requires staff oversight.

A dedicated part-time staff resource with strong knowledge of First Nations communities in the SRD would be responsible for driving this work plan and building knowledge and relationships that would be retained within the SRD. Specifically, this role would establish contacts with various Nations and representative organizations as well as provincial and federal bodies, support KCFN and SRD with transition to becoming a Board member, develop and maintain a thorough understanding of treaty negotiations in the area and a library of resources for Board Directors and staff, organize forums and meetings with FN and assist staff with engagement and consultation requirements for SRD projects and services.

To ensure ongoing regional support for this work, it is recommended that First Nations relations be maintained as a priority of the SRD Board in the strategic planning sessions scheduled for spring 2019. This would also be an opportunity to scope an extension to the mandate of the First Nations Relations Committee.

**3. Proposed Project Objectives**

Improved First Nations Relations and the possibility for mutually beneficial agreements in future.

**4. Business Risks**

Failure to provide enough resources to this important objective may result in continued delays to achieving the Committee’s mandated activities and hamper relationship building.

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

a) Total Costs		FY19	FY20	FY21	FY22	FY23
Operational Costs	Salary	\$19,500	\$39,000	\$39,780	\$40,576	\$41,387
	Benefits	5,850	11,700	11,934	12,173	12,416
	Computer/Desk	4,500	-	-	-	-
<b>Total</b>		<b>\$29,850</b>	<b>\$50,700</b>	<b>\$51,714</b>	<b>\$52,748</b>	<b>\$53,803</b>

b) Benefits	
Tangible Benefits	Expedite First Nations relationship building and initiatives and retain expertise and knowledge in-house.
Intangible Benefits	Works towards achieving the Board’s overall mission/values for socio-economic and environmental well being and prosperity.

**6. Summary Recommendation**

THAT the 2019-2023 Financial Plan include funding to employ a part-time permanent First Nations Relations staff person with partial funding in 2019 to provide time for hiring and equipment purchase.

**Corporate Services – Business Cases**  
**111 - Occupational Health & Safety Review (Approved)**

**1. Executive Summary**

The Strathcona Regional District is ranked by WorkSafe BC in the bottom third for workplace injuries compared to other local governments in BC. The SRD has legal accountability for worker safety. This business case recommends providing occupational health and safety support to audit the regional district’s health and safety program; supporting the update of a prevention focused occupational health and safety program; assisting in the update of safe work procedures; assisting in the development of health and safety related training initiatives; assisting with updating processes for conducting risk assessments, incident investigations, workplace inspections and safety audits; assisting in the development of processes for managing occupational disability claims; and assisting in the development processes to track and monitor employee training, incidents, injuries, and claims for Workers’ Compensation for the purpose of identifying trends and implementing proactive work strategies to improve safety performance. Implementing these measures will improve safety performance and may result in a significant reduction in WorkSafe premiums in future years.

**2. Business Problem and Opportunity**

Many of our workers are in environments with close proximity to chemical, physical and microbial hazards. 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.

**3. Proposed Project Objectives**

Occupational health and safety professional services bring specialized knowledge in the field of health and safety to assist organizations in identifying, assessing and managing risk in workplace environments. The service supports supervisors and managers in identifying and reducing, mitigating or eliminating workplace hazards. Through the tracking and monitoring of key health and safety metrics management will be focused on developing strategies with the greatest workplace impact.

**4. 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.

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

The regional district’s WorkSafe premiums could be reduced by as much as \$50,000 per year through improved safety performance. 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.

a) Total Costs	FY19	FY20	FY21	FY22	FY23
One-time costs	\$25,000	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$25,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

b) Benefits	
Tangible Benefits	Reduce WorkSafe insurance premiums and increase worker productivity.
Intangible Benefits	A safe and healthy workforce.

**6. Summary Recommendation**

THAT the 2019-2023 Financial Plan include one-time funding for an occupational health and safety review to be funded from general surplus.

## Regional Services



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 – Requisition Summaries

### Dept 149 - Regional Broadband

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area A	-	12,197	17,161	10,417	(5,724)	(18,189)
Area B	-	10,485	14,753	8,955	(4,921)	(15,636)
Area C	-	26,743	37,628	22,839	(12,551)	(39,880)
Area D	-	39,283	55,273	33,549	(18,436)	(58,581)
Member Municipalities						
City of Campbell River	-	216,629	304,806	185,010	(101,668)	(323,048)
Village of Gold River	-	4,328	6,089	3,696	(2,031)	(6,454)
Village of Sayward	-	1,364	1,919	1,165	(640)	(2,034)
Village of Tahsis	-	1,383	1,947	1,182	(649)	(2,063)
Village of Zeballos	-	428	602	365	(201)	(638)
<b>TOTAL</b>	-	<b>312,840</b>	<b>440,178</b>	<b>267,178</b>	<b>(146,822)</b>	<b>(466,522)</b>
Change \$		312,840	127,338	(173,000)	(414,000)	(319,700)
Change %		n/a	41%	-39%	-155%	218%
<b>Average Tax Rate Estimate</b>		<b>0.0297</b>	<b>0.0418</b>	<b>0.0253</b>	-	<b>0.0139</b>
<b>Tax Rate Limit</b>		<b>0.2500</b>				
<b>Maximum Requisition Limit</b>		<b>2,187,718</b>	<i>* New service as of 2019</i>			

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

## Regional Services – Requisition Summaries

### Dept 150 - Regional Feasibility Studies

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area A	3,239	568	999	999	999	999
Area B	2,701	488	859	859	859	859
Area C	6,675	1,245	2,191	2,191	2,191	2,191
Area D	9,546	1,829	3,218	3,218	3,218	3,218
Member Municipalities						
City of Campbell River	51,022	9,890	17,403	17,403	17,403	17,403
Village of Gold River	1,075	199	350	350	350	350
Village of Sayward	282	63	110	110	110	110
Village of Tahsis	335	64	112	112	112	112
Village of Zeballos	117	20	34	34	34	34
<b>TOTAL</b>	<b>74,993</b>	<b>14,364</b>	<b>25,277</b>	<b>25,277</b>	<b>25,277</b>	<b>25,277</b>
Change \$		(60,629)	10,913	-	-	-
Change %		-81%	76%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>0.0083</b>	<b>0.0014</b>	<b>0.0024</b>	<b>0.0024</b>	<b>0.0024</b>	<b>0.0024</b>
<b>Tax Rate Limit</b>	<b>0.1000</b>	<b>0.1000</b>				
<b>Maximum Requisition Limit</b>	<b>750,843</b>	<b>869,869</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

## Regional Services – Requisition Summaries

### Dept 272 - Strathcona Emergency Program

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area A	9,540	12,080	12,195	12,304	12,415	12,528
Area B	7,957	10,385	10,484	10,577	10,673	10,770
Area C	19,661	26,486	26,739	26,977	27,221	27,469
Area D	28,117	38,906	39,277	39,628	39,986	40,350
Member Municipalities						
City of Campbell River	153,514	214,550	216,598	218,532	220,505	222,516
Village of Gold River	3,208	4,286	4,327	4,366	4,405	4,445
Village of Sayward	1,000	1,351	1,364	1,376	1,388	1,401
Village of Tahsis	1,003	1,370	1,383	1,396	1,408	1,421
Village of Zeballos	1,000	1,000	1,000	1,000	1,000	1,000
<b>TOTAL</b>	<b>225,000</b>	<b>310,413</b>	<b>313,367</b>	<b>316,156</b>	<b>319,001</b>	<b>321,902</b>
Change \$		85,413	2,954	2,789	2,845	2,901
Change %		38%	1%	1%	1%	1%
<b>Average Tax Rate Estimate</b>	<b>0.0298</b>	<b>0.0338</b>	<b>0.0341</b>	<b>0.0343</b>	<b>0.0346</b>	<b>0.0348</b>
<b>Tax Rate Limit</b>	<b>0.0375</b>	<b>0.0375</b>				
<b>Maximum Requisition Limit</b>	<b>283,457</b>	<b>328,158</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

## Regional Services – Requisition Summaries

### Dept 275 - 911 Emergency Answering Service

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area A	17,943	15,865	16,875	17,756	18,216	18,765
Area B	14,965	13,639	14,507	15,265	15,660	16,132
Area C	36,979	34,786	36,999	38,933	39,939	41,144
Area D	52,883	51,098	54,349	57,189	58,668	60,438
Member Municipalities						
City of Campbell River	282,647	276,326	293,908	309,268	317,267	326,835
Village of Gold River	5,954	5,562	5,916	6,225	6,386	6,579
Village of Sayward	1,565	1,751	1,863	1,960	2,011	2,071
Village of Tahsis	1,858	1,775	1,888	1,987	2,038	2,100
Village of Zeballos	647	547	581	612	628	646
<b>TOTAL</b>	<b>415,442</b>	<b>401,349</b>	<b>426,886</b>	<b>449,195</b>	<b>460,813</b>	<b>474,711</b>
Change \$		(14,093)	25,537	22,309	11,618	13,898
Change %		-3%	6%	5%	3%	3%
<b>Tax Rate Estimate</b>	<b>0.0458</b>	<b>0.0386</b>	<b>0.0411</b>	<b>0.0432</b>	<b>0.0443</b>	<b>0.0457</b>
<b>Tax Rate Limit</b>	<b>0.3500</b>	<b>0.3500</b>				
<b>Maximum Requisition Limit</b>	<b>2,627,949</b>	<b>3,044,542</b>				

#### Notes:

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

## Regional Services – Requisition Summaries

### Dept 510 - Planning Non Part 26

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area A	11	-	10	10	10	10
Area B	9	-	9	9	9	9
Area C	22	-	23	23	23	23
Area D	32	-	33	33	33	33
Member Municipalities						
City of Campbell River	170	-	180	180	180	180
Village of Gold River	4	-	4	4	4	4
Village of Sayward	1	-	1	1	1	1
Village of Tahsis	1	-	1	1	1	1
Village of Zeballos	0	-	0	0	0	0
<b>TOTAL</b>	<b>250</b>	<b>-</b>	<b>261</b>	<b>261</b>	<b>261</b>	<b>261</b>
Change \$		(250)	261	-	-	-
Change %		-100%	n/a	0%	0%	0%
<b>Average Tax Rate Estimate</b>	<b>0.0000</b>	<b>-</b>	<b>0.0000</b>	<b>0.0000</b>	<b>0.0000</b>	<b>0.0000</b>
<b>Tax Rate Limit</b>	<b>N/A</b>	<b>N/A</b>				
<b>Maximum Requisition Limit</b>	<b>N/A</b>	<b>N/A</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

## Regional Services



### BASE OPERATING BUDGETS

## Regional Services – Base Operating Budgets

### Function 149 – Regional Broadband

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>149 - Connected Coast</b>							
1 - Property tax requisition	-	-	(312,840)	(440,178)	(267,178)	146,822	466,522
4 - Other revenue	-	-	(45,360)	(369,000)	(673,200)	(1,249,500)	(1,606,500)
<b>Operating Revenue Total</b>	-	-	<b>(358,200)</b>	<b>(809,178)</b>	<b>(940,378)</b>	<b>(1,102,678)</b>	<b>(1,139,978)</b>
11 - Operating expenses	-	-	358,200	809,178	940,378	1,102,678	1,139,978
<b>Operating Expense Total</b>	-	-	<b>358,200</b>	<b>809,178</b>	<b>940,378</b>	<b>1,102,678</b>	<b>1,139,978</b>
<b>149 - Connected Coast</b>	-	-	-	-	-	-	-

#### Budget Variance Highlights:

- 1 – Requisition for new service starting in 2019; the Connected Coast initiative is forecast to transition to a net profit position by year four of operations therefore the requisition moves into a refund position.
- 4/11 – Projected revenue and expenses for Connected Coast initiative as presented to the Board in early 2018.
- 11 – Operating expenses also include the payback of the feasibility study undertaken for this initiative in 2018. Total spending in 2018 was \$90,000; will be paid back to the regional feasibility study function 150 when Connected Coast becomes profitable as projected for 2022. Payback over two years, \$45,000 in 2022 and 2023.

#### 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 new function was established in 2019 after an alternate approval process in the fall of 2018. This initiative originated as a strategic priority of the Board over several years, and a feasibility study including a business case was prepared in 2018.

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 business case for this new service as presented to the Board in early 2018 projected operating deficits in the first three years of operations, moving to net profits in year four. The Regional District will fund the service deficits and then are projected to receive requisition refunds in future years.

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 the five member municipalities. The maximum levy for this service in 2019 is \$2,187,718.

#### Goals for 2019/2020:

- To undertake the first phases of the Connected Coast infrastructure construction and implement improved service levels to the region.

## Regional Services – Base Operating Budgets

### Function 150 – Regional Feasibility Studies

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>150 - Feasibility Studies - Regional</b>							
1 - Property tax requisition	(74,993)	(74,993)	(14,364)	(25,277)	(25,277)	(25,277)	(25,277)
6 - Grants in Lieu	(625)	-	-	-	-	-	-
9 - Prior year surplus	(25,728)	(25,728)	(10,913)	-	-	-	-
Operating Revenue Total	(101,346)	(100,721)	(25,277)	(25,277)	(25,277)	(25,277)	(25,277)
11 - Operating expenses	90,433	100,721	25,277	25,277	25,277	25,277	25,277
Operating Expense Total	90,433	100,721	25,277	25,277	25,277	25,277	25,277
<b>150 - Feasibility Studies - Regional</b>	<b>(10,913)</b>	-	-	-	-	-	-

#### Budget Variance Highlights:

- 1/9/11 – Requisition was increased in 2018 to fund the regional broadband feasibility study; reduced budget to standard \$25,000 per year for potential new services. Requisition for 2019 offset by prior year surplus.

#### 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. The authority for this service which was established through the *Local Government Act*, section 800 and Special Letters Patent (SLP).

The maximum levy for this service cannot exceed \$0.10 per \$1,000 of the assessed value in the region. The maximum requisition for 2019 is \$869,869.

#### Goals for 2019/2020:

- Currently no planned new regional services for the Strathcona Regional District (SRD); strategic planning for the Board will occur in spring of 2019 which may derive new potential services for the SRD.

## Regional Services – Base Operating Budgets

### Function 272 – Strathcona Emergency Program

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>272 - Strathcona Emergency Program</b>							
1 - Property tax requisition	(225,000)	(225,000)	(310,413)	(313,367)	(316,156)	(319,001)	(321,902)
4 - Other revenue	(7,537)	-	-	-	-	-	-
6 - Grants in Lieu	(1,902)	-	-	-	-	-	-
7 - Government transfers	(95,978)	(146,050)	(117,507)	-	-	-	-
9 - Prior year surplus	(27,876)	(25,000)	(219)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(358,294)</b>	<b>(396,050)</b>	<b>(428,139)</b>	<b>(313,367)</b>	<b>(316,156)</b>	<b>(319,001)</b>	<b>(321,902)</b>
11 - Operating expenses	354,440	392,415	423,139	308,367	311,156	314,001	316,902
18 - Transfers to reserves	3,635	3,635	5,000	5,000	5,000	5,000	5,000
<b>Operating Expense Total</b>	<b>358,075</b>	<b>396,050</b>	<b>428,139</b>	<b>313,367</b>	<b>316,156</b>	<b>319,001</b>	<b>321,902</b>
<b>272 - Strathcona Emergency Program</b>	<b>(219)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1 – Requisition increased for 2019 to maximum requisition per Board resolutions in 2016 and 2017 to maintain service at maximum. Provided allowance for potential changes in maximum on revised assessment roll updates.
- 7 – Various grant initiatives in Strathcona Emergency Program carrying over from 2018 and new ones starting in 2019 including Area D, Quadra Island, and Cortes Island fire smart planning grants, UBCM emergency social services grant, Salmon & White rivers flood risk assessment grant, and regional group lodging supply cache.
- 11 – Operating expenses includes \$117,000 for the grant funded operating projects noted above.
- 11 – Training budget increased by \$45,000 given increase in requisition limit per Board resolution.

#### 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. The maximum levy for this service in 2019 is \$328,158.

#### Goals for 2019/2020:

- 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
- Increase communications capacity of SRD communities.

## Regional Services – Base Operating Budgets

### Function 275 – 911 Answering Service

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>275 - 911 Answering Service</b>							
1 - Property tax requisition	(415,442)	(415,442)	(401,349)	(426,886)	(449,195)	(460,813)	(474,711)
6 - Grants in Lieu	(3,462)	-	(3,400)	(3,400)	(3,400)	(3,400)	(3,400)
9 - Prior year surplus	(11,533)	(11,202)	(11,188)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(430,437)</b>	<b>(426,644)</b>	<b>(415,937)</b>	<b>(430,286)</b>	<b>(452,595)</b>	<b>(464,213)</b>	<b>(478,111)</b>
11 - Operating expenses	408,181	415,576	405,937	430,286	452,595	464,213	478,111
18 - Transfers to reserves	11,068	11,068	10,000	-	-	-	-
<b>Operating Expense Total</b>	<b>419,249</b>	<b>426,644</b>	<b>415,937</b>	<b>430,286</b>	<b>452,595</b>	<b>464,213</b>	<b>478,111</b>
<b>275 - 911 Answering Service</b>	<b>(11,188)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1/9 – Requisition reduced in 2019 with prior year surplus.
- 11 – Operating expenses per budget provided by the CVRD for the North Island 911 Corporation.
- 18 – Portion of prior year surplus transferred to reserve for future requisition balancing.

#### 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. The maximum levy for this service in 2019 is \$3,044,542.

#### Goals for 2019/2020:

- Maintain current level of service.

## Regional Services – Base Operating Budgets

### Function 510 – Planning Non-Part 26

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>510 - Planning (Non Part 26)</b>							
1 - Property tax requisition	(250)	(250)	-	(261)	(261)	(261)	(261)
6 - Grants in Lieu	(2)	-	-	-	-	-	-
9 - Prior year surplus	(2,012)	(2,010)	(2,004)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(2,264)</b>	<b>(2,260)</b>	<b>(2,004)</b>	<b>(261)</b>	<b>(261)</b>	<b>(261)</b>	<b>(261)</b>
11 - Operating expenses	260	2,260	2,004	261	261	261	261
<b>Operating Expense Total</b>	<b>260</b>	<b>2,260</b>	<b>2,004</b>	<b>261</b>	<b>261</b>	<b>261</b>	<b>261</b>
<b>510 - Planning (Non Part 26)</b>	<b>(2,004)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1/9 – Requisition reduced to zero with prior year surplus accumulation.
- 11 – Operating expenses include prior year surplus, no planned spend in this function currently.

#### 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. A related function to this service is electoral area function 500 – Planning and land use management.

The Board designated climate change and sea level rise as a strategic priority and subsequently approved a small budget for planning for climate change/sea level rise within the Regional District of \$2,000; this specific allocation is in function 118 strategic initiatives.

#### Goals for 2019/2020:

- 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.

## Regional Services



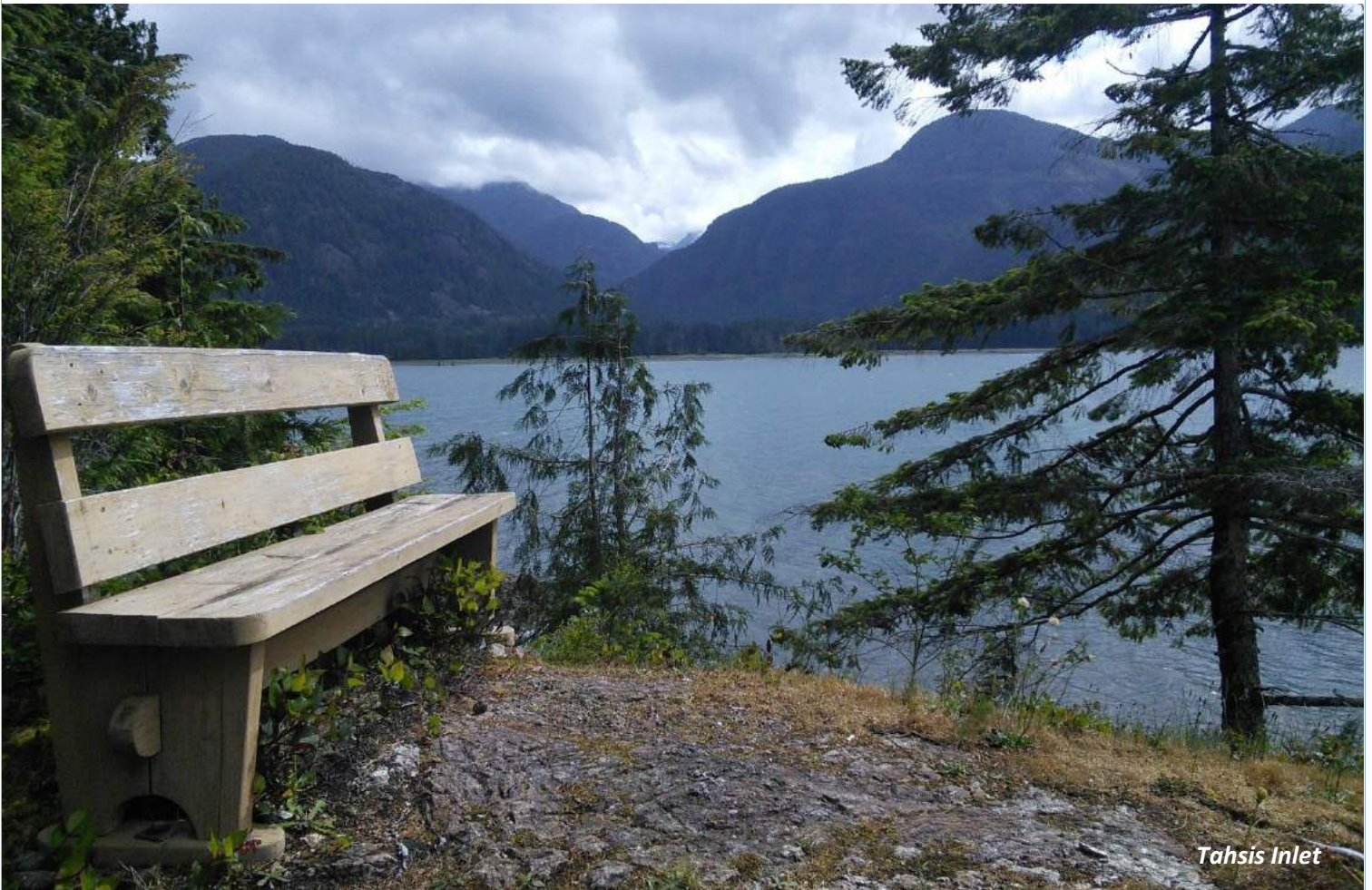
## CAPITAL BUDGET

**Regional Services – Capital Budget**  
Summary & Detail

Index	Project Title	2019 (Cfwd)	2019	2020	2021	2022	2023
1	149 - Connected Coast Broadband	-	4,950,000	24,750,000	3,300,000	-	-
2	272 - Strathcona Emergency Program Small Equipment	-	7,500	7,500	7,500	7,500	7,500
<b>TOTAL</b>		<b>-</b>	<b>4,957,500</b>	<b>24,757,500</b>	<b>3,307,500</b>	<b>7,500</b>	<b>7,500</b>

Index	Justification	Funding
1	Broad connectivity a key strategic priority of the Board; \$33 million of grant funds from the Federal and Provincial governments received for coastal connectivity project planned for construction for 2019 to 2021 to provide broadband connection to the region.	Grants
2	Minor equipment purchases to support regional emergency preparedness. 2019 - Search and Rescue antenna and tower. 2020 - Mt Washington repeater purchase.	Reserves

## Regional Services



## RESERVES

**Regional Services – Reserves**

**Function 272 - Strathcona Emergency Program  
Appropriated Surplus Reserve**

	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>
Beginning Balance	33,436	30,936	28,436	25,936	23,436
Transfers from operating fund	5,000	5,000	5,000	5,000	5,000
Transfer to operating fund	-	-	-	-	-
Projects funded	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)
Interest earned	-	-	-	-	-
<b>Ending Balance</b>	<b>30,936</b>	<b>28,436</b>	<b>25,936</b>	<b>23,436</b>	<b>20,936</b>
<b>Projects funded</b>					
Small Equipment	7,500	7,500	7,500	7,500	7,500
	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>

**Function 275 - 911 Answering Service  
Appropriated Surplus Reserve**

	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>
Beginning Balance	33,248	43,248	43,248	43,248	43,248
Transfers from operating fund	10,000	-	-	-	-
Transfer to operating fund	-	-	-	-	-
Interest earned	-	-	-	-	-
<b>Ending Balance</b>	<b>43,248</b>	<b>43,248</b>	<b>43,248</b>	<b>43,248</b>	<b>43,248</b>

## 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 – Requisition Summaries

### Dept 130 - Electoral Area Administration

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area A	69,941	65,346	82,504	83,756	84,952	86,338
Area B	58,334	56,177	70,927	72,004	73,031	74,223
Area C	144,142	143,276	180,896	183,643	186,263	189,302
Area D	206,136	210,462	265,723	269,758	273,608	278,071
<b>TOTAL</b>	<b>478,552</b>	<b>475,260</b>	<b>600,050</b>	<b>609,161</b>	<b>617,854</b>	<b>627,934</b>
Change \$		(3,292)	124,790	9,111	8,693	10,080
Change %		-1%	26%	2%	1%	2%
<b>Tax Rate Estimate</b>	<b>0.1784</b>	<b>0.1590</b>	<b>0.2007</b>	<b>0.2038</b>	<b>0.2067</b>	<b>0.2101</b>
<b>Tax Rate Limit</b>	<b>N/A</b>	<b>N/A</b>				
<b>Maximum Requisition Limit</b>	<b>N/A</b>	<b>N/A</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

### Dept 340 - Liquid Waste Management

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area B	1,103	1,053	1,053	1,053	1,053	1,053
Area D	3,897	3,947	3,947	3,947	3,947	3,947
<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 %		0%	0%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>0.0034</b>	<b>0.0030</b>	<b>0.0030</b>	<b>0.0030</b>	<b>0.0030</b>	<b>0.0030</b>
<b>Tax Rate Limit</b>	<b>0.0500</b>	<b>0.0500</b>				
<b>Maximum Requisition Limit</b>	<b>58,965</b>	<b>67,562</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

## Electoral Area Services – Requisition Summaries

### Dept 500 - Planning

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area A	82,567	87,317	113,778	115,782	117,829	119,920
Area B	68,864	75,065	97,813	99,536	101,296	103,093
Area C	170,162	191,450	249,467	253,862	258,351	262,935
Area D	243,347	281,226	366,450	372,905	379,499	386,232
<b>TOTAL</b>	<b>564,941</b>	<b>635,057</b>	<b>827,508</b>	<b>842,085</b>	<b>856,975</b>	<b>872,180</b>
Change \$		70,116	192,451	14,577	14,890	15,205
Change %		12%	30%	2%	2%	2%
<b>Tax Rate Estimate</b>	<b>0.2106</b>	<b>0.2124</b>	<b>0.2768</b>	<b>0.2817</b>	<b>0.2867</b>	<b>0.2918</b>
<b>Tax Rate Limit</b>	<b>N/A</b>	<b>N/A</b>				
<b>Maximum Requisition Limit</b>	<b>N/A</b>	<b>N/A</b>				

**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

### Dept 630 - Vancouver Island Regional Library

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Vancouver Isl Library LSA#43 (772)	462,336	486,994	500,234	514,505	529,148	544,170
Vancouver Isl Library LSA#43 (784)	33,825	32,074	32,946	33,886	34,850	35,840
<b>TOTAL</b>	<b>496,161</b>	<b>519,069</b>	<b>533,180</b>	<b>548,391</b>	<b>563,998</b>	<b>580,010</b>
Change \$		22,908	14,111	15,211	15,607	16,012
Change %		5%	3%	3%	3%	3%
<b>Tax Rate Estimate</b>	<b>0.1849</b>	<b>0.1736</b>	<b>0.1784</b>	<b>0.1834</b>	<b>0.1887</b>	<b>0.1940</b>
<b>Tax Rate Limit</b>	<b>N/A</b>	<b>N/A</b>				
<b>Maximum Requisition Limit</b>	<b>N/A</b>	<b>N/A</b>				

**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

## Electoral Area Services



### BASE OPERATING BUDGETS

## Electoral Area Services – Base Operating Budgets

### Function 130 – Electoral Areas Administration

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>130 - Electoral Areas Administration</b>							
1 - Property tax requisition	(478,552)	(478,552)	(475,260)	(600,050)	(609,161)	(617,854)	(627,934)
6 - Grants in Lieu	-	(600)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
8 - Transfers from reserves	(30,000)	(30,000)	-	-	-	(39,000)	-
9 - Prior year surplus	(114,225)	(95,000)	(150,857)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(622,777)</b>	<b>(604,152)</b>	<b>(627,117)</b>	<b>(601,050)</b>	<b>(610,161)</b>	<b>(657,854)</b>	<b>(628,934)</b>
11 - Operating expenses	428,628	535,140	558,582	567,347	576,286	585,404	594,705
18 - Transfers to reserves	-	-	35,000	-	-	-	-
<b>Operating Expense Total</b>	<b>428,628</b>	<b>535,140</b>	<b>593,582</b>	<b>567,347</b>	<b>576,286</b>	<b>585,404</b>	<b>594,705</b>
<b>130 - Electoral Areas Administration</b>	<b>(194,148)</b>	<b>(69,012)</b>	<b>(33,535)</b>	<b>(33,703)</b>	<b>(33,875)</b>	<b>(72,450)</b>	<b>(34,229)</b>

#### Budget Variance Highlights:

- 1 – Requisition maintained with use of prior year surplus. Requisition in Function 130 funds expenses in Function 131 election services and Function 135 Gas Tax (CWF) support services allocation.
- 8 – Election expenses every four years funded by electoral area appropriated surplus reserve.
- 11 – Operating expense increased for director remuneration increases to reflect realignment with the CRA change to eliminate the 1/3 non-taxable allowance, benefit increases, and support services allocations.

#### 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 as included as an appendix in this package in the “Bylaws and Policies” section. 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.

#### Goals for 2019/2020:

- Undertake strategic priorities planning in the spring of 2019 to determine the focus for the Regional District for the next four-year Board term. The current strategic priorities established during the previous Board term include connectivity, first nations relationship building, community health network, BC Ferries, senior government advocacy, flooding/sea level rise, asset management, and record management.

## Electoral Area Services – Base Operating Budgets

### Function 131 – Election Services

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>131 - Election Services</b>							
11 - Operating expenses	35,879	59,763	12,114	12,114	12,114	63,514	12,114
18 - Transfers to reserves	-	-	13,000	13,000	13,000	-	13,000
Operating Expense Total	35,879	59,763	25,114	25,114	25,114	63,514	25,114
<b>131 - Election Services</b>	<b>35,879</b>	<b>59,763</b>	<b>25,114</b>	<b>25,114</b>	<b>25,114</b>	<b>63,514</b>	<b>25,114</b>

#### Budget Variance Highlights:

- 11 – Operating expenses for 2018 for electoral area elections which occur every four years; expenses budgeted in alternate years are to fund possible bi-elections.
- 18 – Transfers to the electoral area appropriated surplus reserve occur every year to fund election expenses every four years; related transfers from reserve are included in Function 130.

#### 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*

#### Goals for 2019/2020:

- To contribute to reserves in anticipation of funding requirements for the 2022 general local elections.

## Electoral Area Services – Base Operating Budgets

### Function 135 – Gas Tax (CWF)

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>135 - Gas Tax (CWF) Projects</b>							
7 - Government transfers	(498,795)	(498,796)	(498,795)	(498,795)	(498,795)	(498,795)	(498,795)
Operating Revenue Total	(498,795)	(498,796)	(498,795)	(498,795)	(498,795)	(498,795)	(498,795)
11 - Operating expenses	7,413	7,413	8,421	8,589	8,761	8,936	9,115
18 - Transfers to reserves	498,795	498,796	498,795	498,795	498,795	498,795	498,795
Operating Expense Total	506,208	506,209	507,216	507,384	507,556	507,731	507,910
<b>135 - Gas Tax (CWF) Projects</b>	<b>7,413</b>	<b>7,413</b>	<b>8,421</b>	<b>8,589</b>	<b>8,761</b>	<b>8,936</b>	<b>9,115</b>

#### Budget Variance Highlights:

- 7/18 – Annual Gas Tax transfers from UBCM, which are transferred directly to the four Electoral Area Community Works Fund reserves to fund future eligible projects.
- 11 – Support services allocation for the administration of the Community Works Funds including allocation of spending and annual reporting to the Province.

#### Overview:

The purpose of this function is to track and allocate the annual Gas Tax (Community Works Fund) contributions received annually from UBCM. Funding is to provide predictable, long-term and stable funding to local governments in BC 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.

#### Goals for 2019/2020:

- In the strategic planning session in the spring of 2019, with the Board and development of an SRD reserves and surplus policy in 2019, staff will explore with the Electoral Area directors the most strategic way to utilize available and expected future Community Works funds, given funding levels and service needs for each area.
- Continue implementation of asset management at the Regional District; a requirement of continuing to receive Gas Tax (Community Works Funds).

## Electoral Area Services – Base Operating Budgets

### Function 340 – Liquid Waste Management

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>340 - Liquid Waste</b>							
1 - Property tax requisition	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
8 - Transfers from reserves	-	-	(7,216)	(5,262)	(5,414)	(5,569)	(5,727)
9 - Prior year surplus	(16,797)	(16,791)	(13,897)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(21,797)</b>	<b>(21,791)</b>	<b>(26,113)</b>	<b>(10,262)</b>	<b>(10,414)</b>	<b>(10,569)</b>	<b>(10,727)</b>
11 - Operating expenses	7,901	21,791	26,113	10,262	10,414	10,569	10,727
<b>Operating Expense Total</b>	<b>7,901</b>	<b>21,791</b>	<b>26,113</b>	<b>10,262</b>	<b>10,414</b>	<b>10,569</b>	<b>10,727</b>
<b>340 - Liquid Waste</b>	<b>(13,897)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1/9 – Requisition maintained with prior year surplus, and in future years through the appropriated surplus reserve. Future services need and related requisition level will need to be determined for future years.
- 8 – Utilizing appropriated surplus reserve balances to undertake a septic sludge feasibility study and septic smart education in 2019.

#### 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 the assessed value of of Electoral Area B and Electoral Area D. The maximum levy on this function for 2019 is \$67,562.

#### Goals for 2019/2020:

- Undertake a septic smart workshop public education program in 2019, including consideration for future years for Electoral Area B and D.
- Undertake a septic sludge dewatering feasibility study for Electoral Area B.
- Review the possibility of splitting the service from a shared service for Electoral Area B and D, to separate services for each area to allow for those respective regions to undertake the service level requirements given their respective liquid waste needs.

## Electoral Area Services – Base Operating Budgets

### Function 500 - Planning

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>500 - Planning</b>							
1 - Property tax requisition	(564,941)	(564,941)	(635,057)	(827,508)	(842,085)	(856,975)	(872,180)
3 - Sales of services	(1,325)	-	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
4 - Other revenue	(57,327)	(40,300)	(43,300)	(43,300)	(43,300)	(43,300)	(43,300)
6 - Grants in Lieu	(1,100)	(1,100)	(1,100)	(1,100)	(1,100)	(1,100)	(1,100)
7 - Government transfers	-	(70,000)	(70,000)	-	-	-	-
9 - Prior year surplus	(300,221)	(300,078)	(205,766)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(924,914)</b>	<b>(976,419)</b>	<b>(956,723)</b>	<b>(873,408)</b>	<b>(887,985)</b>	<b>(902,875)</b>	<b>(918,080)</b>
11 - Operating expenses	383,619	585,394	685,550	599,464	609,677	620,104	630,748
18 - Transfers to reserves	160,000	160,000	15,000	15,000	15,000	15,000	15,000
<b>Operating Expense Total</b>	<b>543,619</b>	<b>745,394</b>	<b>700,550</b>	<b>614,464</b>	<b>624,677</b>	<b>635,104</b>	<b>645,748</b>
<b>500 - Planning</b>	<b>(381,294)</b>	<b>(231,025)</b>	<b>(256,173)</b>	<b>(258,944)</b>	<b>(263,308)</b>	<b>(267,771)</b>	<b>(272,332)</b>

#### Budget Variance Highlights:

- 1/11 – Requisition increase for 2019 given expense increase for new Planner II position, funded partially in 2018 and the remaining portion funded in 2019. Also, licensing fee increase for new land use software system budgeted in 2019 with planned completion of project. Lastly, increased bylaw services from 2 to 3 days per week.
- 7 – Government grant award received in 2017 for \$70,000 for the Strategic Priorities Fund for Area C Integrated Community Sustainability Plan project; work delayed in 2018 with staffing vacancies and carried forward to 2019.
- 9 - Requisition overall below baseline due to prior year surplus.

#### 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 "to the entire regional district and all member municipalities shall participate and share in the cost of the regional district pursuant to that Division" 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.

#### Goals for 2019/2020:

- Assist in the installation and implementation of CityView (land use software replacement).
- Cortes Island Zoning Bylaw Update.
- Planning Procedures and Fees Bylaw No.5 Update.
- Electoral Area C Integrated Community Sustainability Plan.
- Oyster River Floodplain Assessment and Mapping Project.
- Area D OCP Update.

## Electoral Area Services – Base Operating Budgets

### Function 501 – Geographic Information Systems

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>501 - Planning - GIS</b>							
11 - Operating expenses	127,476	143,918	146,263	151,614	154,012	156,459	158,954
Operating Expense Total	127,476	143,918	146,263	151,614	154,012	156,459	158,954
<b>501 - Planning - GIS</b>	<b>127,476</b>	<b>143,918</b>	<b>146,263</b>	<b>151,614</b>	<b>154,012</b>	<b>156,459</b>	<b>158,954</b>

#### Budget Variance Highlights:

- 1 – Overall inflationary increases in expenses.

#### 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 deep 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.

#### Goals for 2019/2020:

- Install and implement CityView software to replace the legacy application for SRD planning, building and GIS.
- SRD internal systems integration: GIS (mapping) / Vadim (financial) / CityView (planning/building).
- Continued application development for internal and public mapping applications and information access.
- Internal SRD intranet development / deployment.
- Aerial imagery capture and site-specific projects.

## Electoral Area Services – Base Operating Budgets

### Function 502 – Bylaw Enforcement

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>502 - Planning - Bylaw</b>							
11 - Operating expenses	48,052	87,107	109,910	107,330	109,296	111,312	113,378
Operating Expense Total	48,052	87,107	109,910	107,330	109,296	111,312	113,378
<b>502 - Planning - Bylaw</b>	<b>48,052</b>	<b>87,107</b>	<b>109,910</b>	<b>107,330</b>	<b>109,296</b>	<b>111,312</b>	<b>113,378</b>

#### Budget Variance Highlights:

- 11 – Inflationary increases in expenses through re-allocation of existing budget lines and consideration of new land use software annual licensing fees.
- 11 – Business case approved to increase bylaw services from 2 to 3 days per week, and separate position from the Building Inspector.

#### 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*

#### Goals for 2019/2020:

- Business case recommendation approved by Board to increase bylaw enforcement from current 2 days per week to 3 days per week separate part-time position due to increasing service demand and to improve service timeliness and resolution of outstanding issues.
- Update Bylaw No. 119.
- Update Bylaw Enforcement Policy 4000-00.

## Electoral Area Services – Base Operating Budgets

### Function 630 – Vancouver Island Regional Library

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>630 - Vancouver Island Regional Library</b>							
1 - Property tax requisition	(496,161)	(496,161)	(519,069)	(533,180)	(548,391)	(563,998)	(580,010)
6 - Grants in Lieu	(1,100)	-	(1,100)	(1,100)	(1,100)	(1,100)	(1,100)
9 - Prior year surplus	(3,842)	(2,542)	(2,398)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(501,103)</b>	<b>(498,703)</b>	<b>(522,567)</b>	<b>(534,280)</b>	<b>(549,491)</b>	<b>(565,098)</b>	<b>(581,110)</b>
11 - Operating expenses	498,705	498,703	522,567	534,280	549,491	565,098	581,110
<b>Operating Expense Total</b>	<b>498,705</b>	<b>498,703</b>	<b>522,567</b>	<b>534,280</b>	<b>549,491</b>	<b>565,098</b>	<b>581,110</b>
<b>630 - Vancouver Island Regional Library</b>	<b>(2,398)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1/11 – Budget aligned with Regional District portion of the Vancouver Island Regional Library (VIRL) budget passed in the fall of 2018. Average annual increase for the SRD on the library in previous years has been approximately 2%; budgeted increase of 4.8% for 2019 and average of 2.8% in future years.

#### 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.

#### Goals for 2019/2020:

- Maintain service levels as per the Board of Trustees of the VIRL. The budget includes ongoing facility maintenance, facility upgrades, and ongoing service enhancements.

## Electoral Area Services



### CAPITAL BUDGET



**Electoral Area Services – Capital Budget  
Funded Projects Summary & Detail**

Index	Project Title	2019 (Cfwd)	2019	2020	2021	2022	2023
1	500 - Land Use Software Replacement	170,000	-	-	-	-	-
<b>TOTAL</b>		<b>170,000</b>	-	-	-	-	-

Index	Justification	Funding
1	The existing system put in place by previous CSRD and is no longer supported. Planning works for major system upgrade in late 2018, with implementation planned for early 2019. Funded 70% by Function 500 - Planning, 30% by Function 285 - Building Inspection reserves.	Reserves

## Electoral Area Services



*Sayward Estuary*

## RESERVES

## Electoral Area Services – Reserves

### Function 130 - Electoral Areas Expenditure & Election Services

#### Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	72	48,072	61,072	74,072	35,072
Transfers from operating fund - Function 130	35,000	-	-	-	-
Transfers from operating fund - Function 131	13,000	13,000	13,000		13,000
Transfer to operating fund	-	-	-	(39,000)	-
Interest earned	-	-	-	-	-
<b>Ending Balance</b>	<b>48,072</b>	<b>61,072</b>	<b>74,072</b>	<b>35,072</b>	<b>48,072</b>

### Function 340 - Liquid Waste Management

#### Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	29,844	22,628	17,366	11,952	6,383
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	(7,216)	(5,262)	(5,414)	(5,569)	(5,727)
<b>Ending Balance</b>	<b>22,628</b>	<b>17,366</b>	<b>11,952</b>	<b>6,383</b>	<b>656</b>

### Function 500 - Planning

#### Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	77,051	77,051	77,051	77,051	77,051
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
<b>Ending Balance</b>	<b>77,051</b>	<b>77,051</b>	<b>77,051</b>	<b>77,051</b>	<b>77,051</b>

### Function 500 - Planning

#### Future Expenditure Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	4,443	14,465	24,473	34,485	44,502
Transfers from operating fund	10,000	10,000	10,000	10,000	10,000
Transfer to operating fund	-	-	-	-	-
Interest earned	22	7	12	17	22
<b>Ending Balance</b>	<b>14,465</b>	<b>24,473</b>	<b>34,485</b>	<b>44,502</b>	<b>54,524</b>

## Electoral Area Services – Reserves

### Function 500 - Planning Capital Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	186,793	21,886	26,897	31,910	36,926
Transfers from operating fund	5,000	5,000	5,000	5,000	5,000
Projects funded	(170,000)	-	-	-	-
Interest earned	93	11	13	16	18
<b>Ending Balance</b>	<b>21,886</b>	<b>26,897</b>	<b>31,910</b>	<b>36,926</b>	<b>41,945</b>
<b>Projects funded</b>					
Land Use Software Replacement	170,000	-	-	-	-
	<b>170,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Electoral Area Services



BUSINESS CASES / SERVICE ENHANCEMENTS

**Electoral Area Services – Service Enhancements**  
**Business Case Impact to Requisition & Reserves**

**Service Enhancements**

	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>
500/501/502 - Enhanced Bylaw Enforcement	21,140	16,973	17,312	17,658	18,012
285 - Enhanced Building Inspection Services	33,280	33,946	34,624	35,317	36,023
<b>TOTAL</b>	<b>54,420</b>	<b>50,919</b>	<b>51,936</b>	<b>52,975</b>	<b>54,035</b>

**Requisition Impact - Electoral Area Services**

	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>
Base Requisition Function 500/501/502	(613,917)	(810,535)	(824,773)	(839,317)	(854,168)
500/501/502 - Enhanced Bylaw Enforcement	(21,140)	(16,973)	(17,312)	(17,658)	(18,012)
<b>Adjusted Requisition Functions 500/501/502*</b>	<b>(635,057)</b>	<b>(827,508)</b>	<b>(842,085)</b>	<b>(856,975)</b>	<b>(872,180)</b>
<b>Proposed Requisition Allocation to Electoral Areas</b>					
Area A	(2,907)	(2,334)	(2,380)	(2,428)	(2,477)
Area B	(2,499)	(2,006)	(2,046)	(2,087)	(2,129)
Area C	(6,373)	(5,117)	(5,219)	(5,323)	(5,430)
Area D	(9,362)	(7,516)	(7,666)	(7,820)	(7,976)
	<b>(21,140)</b>	<b>(16,973)</b>	<b>(17,312)</b>	<b>(17,658)</b>	<b>(18,012)</b>

**Requisition Impact - Area D Services**

	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>
Base Requisition Function 285	(79,167)	(134,030)	(137,289)	(140,623)	(144,054)
285 - Enhanced Building Inspection Services	(33,280)	(33,946)	(34,624)	(35,317)	(36,023)
<b>Proposed Requisition Function 285*</b>	<b>(112,447)</b>	<b>(167,976)</b>	<b>(171,913)</b>	<b>(175,940)</b>	<b>(180,077)</b>

\* Service enhancements are recommended to be funded by an increase to the requisition as they require annual funding. Another option available is utilizing prior year surplus when available, and reducing related planned transfers to reserves with excess funds. It should be noted that funding service enhancements with reserves delays will require requisition funding in the subsequent year.

\*\*Due to the fact that both Function 500 Planning and Function 285 Building Inspection services are reliant on annual surpluses to maintain the requisition, the options of utilizing reserves or reducing transfers to reserves with prior year surplus to fund these services for 2019 and transition into requisition into 2020 was not recommended. Service enhancements as noted above were funded by requisition. See EA and Area D sections for base budget and reserve balances.

## Electoral Area Services – Business Cases

### Functions 502/285 - Enhanced Bylaw Enforcement and Building Inspection Services (Approved)

#### 1. Executive Summary

The demand for service for bylaw enforcement and building inspection continues to grow and exceeds the capacity of the existing staff complement. An opportunity has been identified that will increase the overall capacity of the Community Services branch and effectively manage workloads and enhance overall service delivery of both the bylaw enforcement and building inspection services. Specifically, by increasing capacity in the bylaw enforcement service by severing the position from the existing shared bylaw/building role and increasing the position from 2 days per week to 3 days per week, as well as increasing the existing building official position to a full time 5 days per week position from the current 3 days per week.

#### 2. Business Problem and Opportunity

The Community Services Branch is experiencing an increase in workloads associated with both the bylaw enforcement and building services. Back in late 2015, the Board approved increasing this shared building official/bylaw enforcement officer position to full time, whereby one employee would dedicate two days to bylaw enforcement and three days to building. This arrangement has been in effect for two years and has been found to be insufficient in managing the workloads of both departments.

##### ***Bylaw Enforcement Service***

There are currently approximately 50 open bylaw enforcement files that are at varying stages of enforcement; many files are still active from 2017 and 2016 and some from prior years. The current arrangement does not allow for bylaw enforcement files to be addressed or dealt with in a timely manner. This has resulted in low credibility with the public in dealing with enforcement issues. Adding to the existing situation is the bylaw enforcement services 2019 workplan, which includes a number of necessary policy and regulatory updates, including a full review of the SRD's ticketing bylaw, in addition to dealing with the backlog of enforcement files.

##### ***Building Service***

To date, the SRD has taken in 58 building permits for 2018 and processed 55 permits in 2017 and 50 permits in 2016. The current arrangement does not allow building services workload to be effectively handled during the busy season and has resulted in some concern amongst applicants. Adding to the current issue is the 2019 building services workplan which, in addition to the general building permit and inspection requirements, includes a full review of the building bylaw.

##### ***Community Services***

Due to the service demand in bylaw enforcement this requires other staff to spend time meeting emergent priorities and takes focus away from other community services including parks, planning, and environmental services. 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.

#### 3. Proposed Project Objectives

To improve the overall delivery of services within the Community Services Branch.

##### ***Bylaw Enforcement Service***

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 dedicated bylaw enforcement officer will allow the SRD to hire an individual that is qualified and experienced in the field and able to commit 100 percent of their time to bylaw enforcement. This will allow for more timely delivery of enforcement matters including response times for complaints and resolution of enforcement files.

##### ***Building Service***

To more effectively deliver building services to the community. The creation of a full-time permanent Building Official position will increase the capacity of the Community Services Branch to more effectively deliver building services. Having a full-time building inspector will enable the building official to fully commit to building services, which in turn will improve on the delivery of building permit and inspection times. Further, removing the bylaw enforcement component from this position will improve the likelihood of retaining and/or recruiting a building inspector.

## Electoral Area Services – Business Cases

### Functions 502/285 - Enhanced Bylaw Enforcement and Building Inspection Services (Approved)

#### Community Services

To enhance bylaw enforcement and building services to improve the overall delivery of all services within the Community Services Branch. The current shared position arrangement has led to the two Community Services managers often having to take on bylaw enforcement work that the building inspector is unable to address and thereby impacting other services, including environmental services, parks and planning. The enhancement of the bylaw enforcement and building services will in turn alleviate some of the work that has been overflowing to the Parks and Planning Manager and Community Services Manager and provide better service overall.

#### 4. Business Risks

There are no risks and numerous benefits associated with this proposal, including increased credibility with respect to bylaw enforcement, as well as improved building and overall community services. Alternatively, it is likely that there are risks associated with not enhancing bylaw enforcement and building services.

#### 5. Cost Benefits Analysis and Proposed Sources of Funding

The bylaw enforcement budget would require an increase to enhance the service to 3 days per week, as well as a budget for furnishings and IT equipment for a new employee. This service is shared by all four Electoral Areas.

a) Total Costs	FY19	FY20	FY21	FY22	FY23	Five Year Total
Bylaw Enforcement Officer Salary Increase	\$12,800	\$13,056	\$13,317	\$13,583	\$13,855	\$66,611
Bylaw Enforcement Officer Benefits Increase	\$3,840	\$3,917	\$3,995	\$4,075	\$4,157	\$19,984
Bylaw Enforcement Officer Furnishings & IT equipment	\$4,500	\$0	\$0	\$0	\$0	\$4,500
<b>Total</b>	<b>\$21,140</b>	<b>\$16,973</b>	<b>\$17,312</b>	<b>\$17,658</b>	<b>\$18,012</b>	<b>\$91,095</b>

The building inspection budget would require an increase to enhance the service to 5 days per week for a full-time building official position. This service currently only services Area D.

a) Total Costs	FY19	FY20	FY21	FY22	FY23	Five Year Total
Building Official Salary Increase	\$25,600	\$26,112	\$26,634	\$27,167	\$27,710	\$133,223
Building Office Benefits Increase	\$7,680	\$7,834	\$7,990	\$8,150	\$8,313	\$39,967
<b>Total</b>	<b>\$33,280</b>	<b>\$33,946</b>	<b>\$34,624</b>	<b>\$35,317</b>	<b>\$36,023</b>	<b>\$173,190</b>

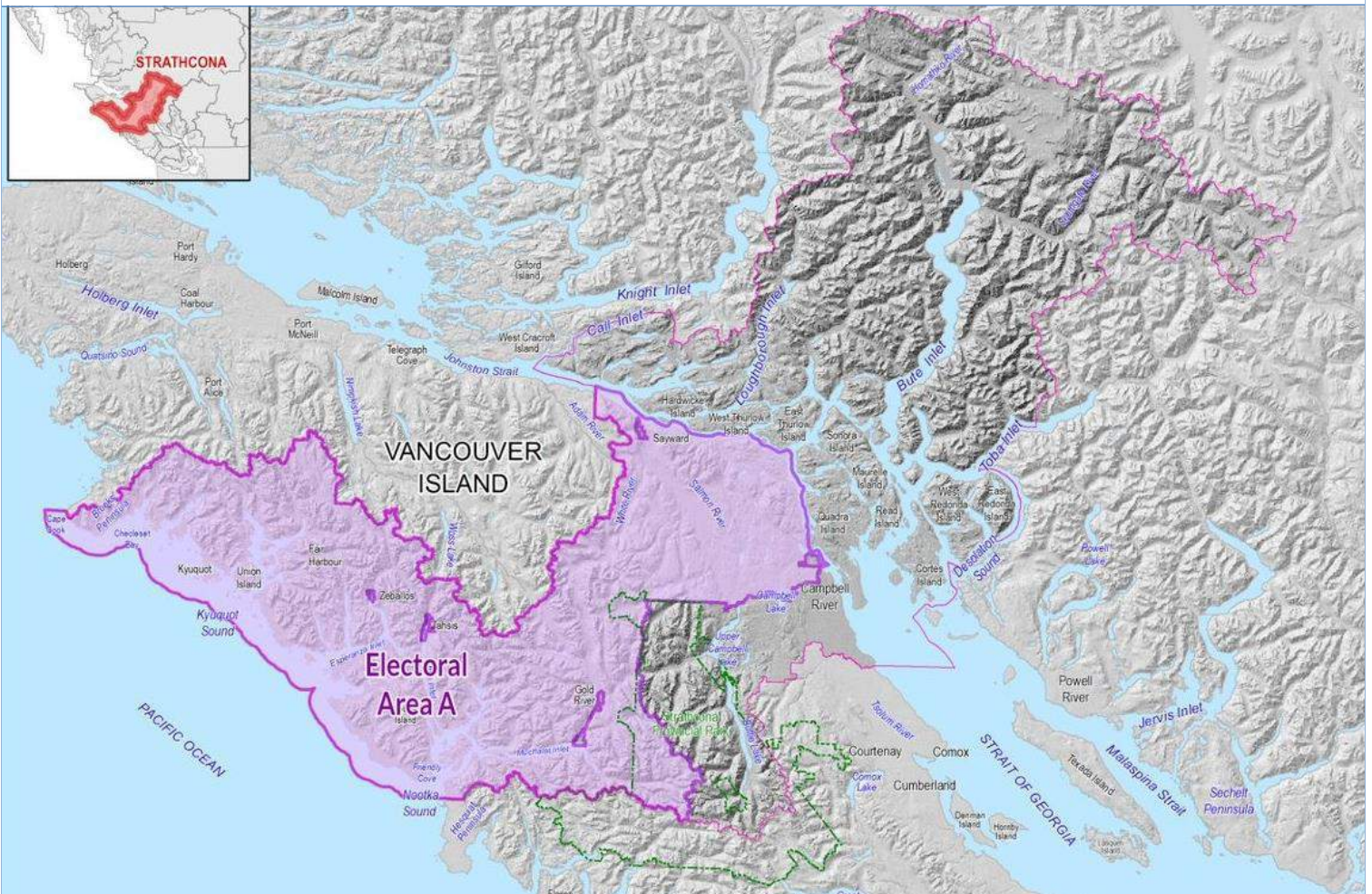
b) Benefits	
<b>Tangible Benefits</b>	Increased resource capacity to complete work plan items in accordance with negotiated deadlines and service delivery expectations.
<b>Intangible Benefits</b>	A more sustainable work environment. Increased credibility of SRD as an organization due to its ability to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

#### 6. Summary Recommendation

THAT the 2019-2023 Financial Plan package includes the creation of a Bylaw Enforcement Officer position at 3 days per week and the creation of a full-time Building Official position, up from the current 3 days per week.

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## Electoral Area A Kyuquot/Nootka-Sayward



**Electoral Area A** covers approximately 9,050 square kilometres and surrounds the villages of Gold River, 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 Sounds. The region is known for stunning landscapes, waterways, wildlife, and recreational opportunities including hiking, camping, cave exploration, mountain biking and world-class fishing.

The area contains thirteen provincial parks, including four marine parks, and a portion of the Strathcona Provincial Park from which the Regional District gets its name.

## Electoral Area A – Requisition Summaries

### Estimated Tax Rate Analysis

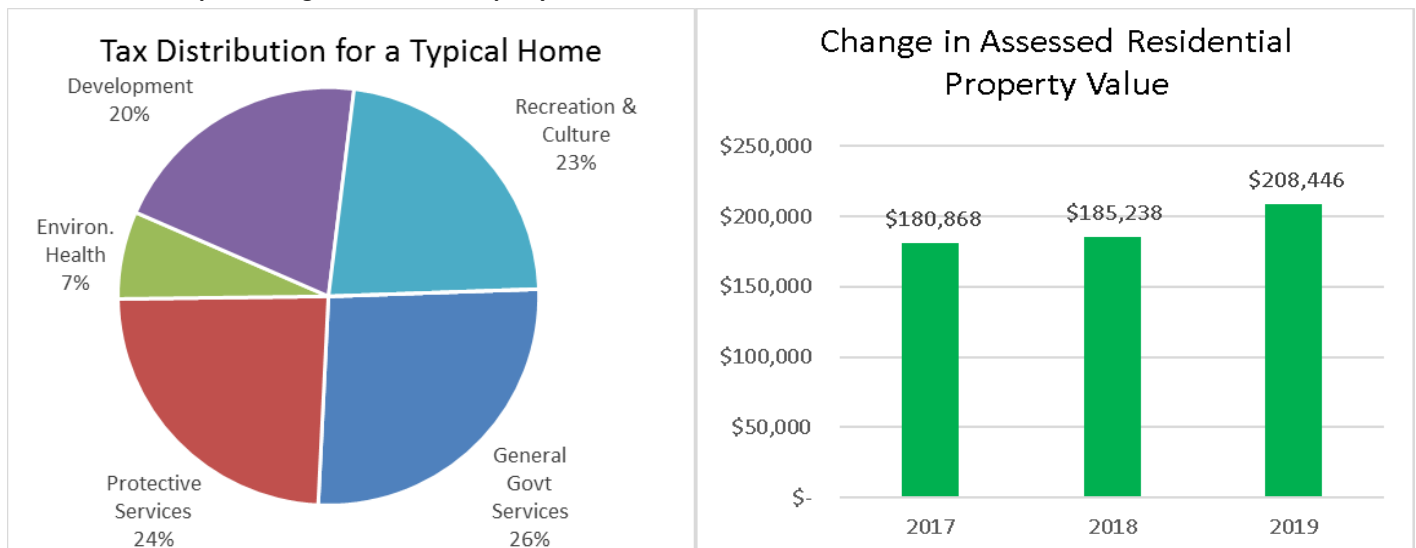
Service Function	Requisition			Estimated Tax*		
	2018	2019	% Change	2018	2019	\$ Change
<b>Corporate Services</b>						
110 - Administration and General Government	\$ 36,963	\$ 35,825	(3.1)%	\$ 9.42	\$ 8.72	(\$0.70)
<b>Regional Services</b>						
149 - Regional Broadband	-	12,197	0.0 %	-	2.97	2.97
150 - Regional Feasibility Studies	3,239	568	(82.5)%	0.83	0.14	(0.69)
272 - Strathcona Emergency Program	9,540	12,080	26.6 %	2.43	2.94	0.51
275 - 911 Emergency Answering Service	17,943	15,865	(11.6)%	4.57	3.86	(0.71)
510 - Planning Non Part 26	11	-	(100.0)%	-	-	-
<b>Electoral Areas</b>						
130 - Electoral Area Administration	69,941	65,346	(6.6)%	17.82	15.90	(1.92)
500 - Planning	82,567	87,317	5.8 %	21.04	21.24	0.20
630 - Vancouver Island Regional Library	68,219	71,369	4.6 %	17.38	17.36	(0.02)
<b>Area A</b>						
120 - Area A Grants In Aid	3,375	-	(100.0)%	0.86	-	(0.86)
151 - Area A Feasibility Studies	-	-	0.0 %	-	-	-
534 - Area A House Numbering	266	286	7.5 %	0.13	0.13	-
<b>Area A Kyuquot</b>						
271 - Area A Emergency Program	1,000	1,000	0.0 %	0.55	0.54	(0.01)
364 - Area A Kyuquot/Nootka Solid Waste Dispos	10,000	10,000	0.0 %	5.46	5.41	(0.05)
677 - Kyuquot Community Hall	495	1,833	270.3 %	3.17	5.56	2.39
680 - Sayward Community Hall	20,000	24,143	20.7 %	29.53	34.53	5.00
<b>Area A Sayward</b>						
245 - Sayward Valley Fire	75,000	75,000	0.0 %	113.92	109.92	(4.00)
368 - Sayward Valley Refuse Disposal	14,839	19,322	30.2 %	7.09	8.54	1.45
554 - Area A Sayward Economic Development	500	500	0.0 %	0.24	0.22	(0.02)
<b>** Many services specified per area</b>						
	<b>413,898</b>	<b>432,651</b>	<b>4.5 %</b>	<b>234.44</b>	<b>237.98</b>	<b>3.54</b>

#### Area A - Combined

*\* per \$100,000 of assessed value*

**Average Residential Property Value: \$ 185,238 \$ 208,446**

**Estimated Tax per Average Residential Property: \$ 434 \$ 496**



## Electoral Area A – Requisition Summaries

### 5-Year Forecast

Service Function	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Corporate Services</b>						
110 - Administration and General Government	\$ 36,963	\$ 35,825	\$ 44,430	\$ 45,221	\$ 45,636	\$ 46,466
<b>Regional Services</b>						
149 - Regional Broadband	-	12,197	17,161	10,417	(5,724)	(18,189)
150 - Regional Feasibility Studies	3,239	568	999	999	999	999
272 - Strathcona Emergency Program	9,540	12,080	12,195	12,304	12,415	12,528
275 - 911 Emergency Answering Service	17,943	15,865	16,875	17,756	18,216	18,765
510 - Planning Non Part 26	11	-	10	10	10	10
<b>Electoral Areas</b>						
130 - Electoral Area Administration	69,941	65,346	82,504	83,756	84,952	86,338
500 - Planning	82,567	87,317	113,778	115,782	117,829	119,920
630 - Vancouver Island Regional Library	68,219	71,369	73,309	75,401	77,547	79,748
<b>Area A</b>						
120 - Area A Grants In Aid	3,375	-	10,394	10,394	10,394	10,394
151 - Area A Feasibility Studies	-	-	256	256	256	256
245 - Sayward Valley Fire	75,000	75,000	75,000	75,000	75,000	75,000
271 - Area A Emergency Program	1,000	1,000	1,000	1,000	1,000	1,000
364 - Area A Kyuquot/Nootka Solid Waste Disp	10,000	10,000	10,000	10,000	10,000	10,000
368 - Sayward Valley Refuse Disposal	14,839	19,322	19,801	20,030	20,263	20,501
534 - Area A House Numbering	266	286	290	293	296	299
554 - Area A Sayward Economic Development	500	500	500	500	500	500
677 - Kyuquot Community Hall	495	1,833	495	495	495	495
680 - Sayward Community Hall	20,000	24,143	27,568	27,575	27,582	27,589
<b>Total Requisition**</b>	<b>413,899</b>	<b>432,651</b>	<b>506,566</b>	<b>507,190</b>	<b>497,666</b>	<b>492,620</b>
<b>Estimated Tax rate per \$1,000</b>	<b>\$ 2.3445</b>	<b>\$ 2.3797</b>	<b>\$ 2.5638</b>	<b>\$ 2.5659</b>	<b>\$ 2.5433</b>	<b>\$ 2.5316</b>
<b>Increase/(Decrease) per \$100,000 Assessed Value</b>		<b>\$4</b>	<b>\$18</b>	<b>\$0</b>	<b>(\$2)</b>	<b>(\$1)</b>

*\*\* Many services within Electoral Area A are specified following the previous CSRD regions of G (Kyuquot-Nootka) and H (Sayward-Bloedel) therefore an average house in each area will need to determine which of the services above are applicable to them. The two areas have been combined for 2019 for simplicity in presenting Electoral Area A services together, and as in other Electoral Areas in the region, not all services are allocated to each Electoral Area service area as many are defined to those who participate and benefit in the service.*

## Electoral Area A – Requisition Summaries

### Dept 120 - Area A Grants In Aid

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area A	3,375	-	10,394	10,394	10,394	10,394
<b>TOTAL</b>	<b>3,375</b>	<b>-</b>	<b>10,394</b>	<b>10,394</b>	<b>10,394</b>	<b>10,394</b>
Change \$		(3,375)	10,394	-	-	-
Change %		-100%	n/a	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>0.0086</b>	<b>-</b>	<b>0.0253</b>	<b>0.0253</b>	<b>0.0253</b>	<b>0.0253</b>
<b>Tax Rate Limit</b>	<b>0.1000</b>	<b>0.1000</b>				
<b>Maximum Requisition Limit</b>	<b>21,942</b>	<b>23,715</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

### Dept 151 - Area A Feasibility Studies

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area A	-	-	256	256	256	256
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>256</b>	<b>256</b>	<b>256</b>	<b>256</b>
Change \$		-	256	-	-	-
Change %		0%	0%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>-</b>	<b>-</b>	<b>0.0006</b>	<b>0.0006</b>	<b>0.0006</b>	<b>0.0006</b>
<b>Tax Rate Limit</b>	<b>0.1000</b>	<b>0.1000</b>				
<b>Maximum Requisition Limit</b>	<b>21,942</b>	<b>23,715</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

## Electoral Area A – Requisition Summaries

### Dept 245 - Sayward Valley Fire

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Sayward Valley Fire Prot LSA#8	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 %		0%	0%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>1.1392</b>	<b>1.0992</b>	<b>1.0992</b>	<b>1.0992</b>	<b>1.0992</b>	<b>1.0992</b>
<b>Tax Rate Limit</b>	<b>2.0000</b>	<b>2.0000</b>				
<b>Maximum Requisition Limit</b>	<b>117,289</b>	<b>123,593</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

### Dept 271 - Area A Emergency Program

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Part Area A Kyuquot/Nootka	1,000	1,000	1,000	1,000	1,000	1,000
<b>TOTAL</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
Change \$		-	-	-	-	-
Change %		0%	0%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>0.0055</b>	<b>0.0054</b>	<b>0.0054</b>	<b>0.0054</b>	<b>0.0054</b>	<b>0.0054</b>
<b>Tax Rate Limit</b>	<b>0.2500</b>	<b>0.2500</b>				
<b>Maximum Requisition Limit</b>	<b>18,575</b>	<b>19,012</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

## Electoral Area A – Requisition Summaries

### Dept 364 - Area A Kyuquot/Nootka Solid Waste Disposal

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Part Area A Kyuquot/Nootka	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 %		0%	0%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>0.0067</b>	<b>0.0060</b>	<b>0.0060</b>	<b>0.0060</b>	<b>0.0060</b>	<b>0.0541</b>
<b>Tax Rate Limit</b>	<b>N/A</b>	<b>N/A</b>				
<b>Maximum Requisition Limit</b>	<b>18,750</b>	<b>18,750</b>				

**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

### Dept 368 - Sayward Valley Refuse Disposal

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Part Area A Sayward	14,839	19,322	19,801	20,030	20,263	20,501
Member Municipalities						
Village of Sayward	2,426	3,874	3,970	4,015	4,062	4,110
<b>TOTAL</b>	<b>17,265</b>	<b>23,196</b>	<b>23,771</b>	<b>24,045</b>	<b>24,325</b>	<b>24,611</b>
Change \$		5,931	575	274	280	286
Change %		34%	2%	1%	1%	1%
<b>Tax Rate Estimate</b>	<b>0.0709</b>	<b>0.0854</b>	<b>0.0875</b>	<b>0.0885</b>	<b>0.0895</b>	<b>0.0906</b>
<b>Tax Rate Limit</b>	<b>0.3440</b>	<b>0.3440</b>				
<b>Maximum Requisition Limit</b>	<b>58,977</b>	<b>68,134</b>				

**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

## Electoral Area A – Requisition Summaries

### Dept 534 - Area A House Numbering

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Part Area A Sayward	266	286	290	293	296	299
<b>TOTAL</b>	<b>266</b>	<b>286</b>	<b>290</b>	<b>293</b>	<b>296</b>	<b>299</b>
Change \$		20	4	3	3	3
Change %		8%	1%	1%	1%	1%
<b>Tax Rate Estimate</b>	<b>0.0013</b>	<b>0.0013</b>	<b>0.0013</b>	<b>0.0013</b>	<b>0.0013</b>	<b>0.0013</b>
<b>Tax Rate Limit</b>	<b>0.0277</b>	<b>0.0277</b>				
<b>Maximum Requisition Limit</b>	<b>4,020</b>	<b>4,463</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

### Dept 554 - Area A Sayward Economic Development

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Part Area A Sayward	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 %		0%	0%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>0.0024</b>	<b>0.0022</b>	<b>0.0022</b>	<b>0.0022</b>	<b>0.0022</b>	<b>0.0022</b>
<b>Tax Rate Limit</b>	<b>0.0500</b>	<b>0.0500</b>				
<b>Maximum Requisition Limit</b>	<b>7,256</b>	<b>8,055</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

## Electoral Area A – Requisition Summaries

### Dept 677 - Kyuquot Community Hall

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Kyuquot Community Hall L	495	1,833	495	495	495	495
<b>TOTAL</b>	<b>495</b>	<b>1,833</b>	<b>495</b>	<b>495</b>	<b>495</b>	<b>495</b>
Change \$		1,338	(1,338)	-	-	-
Change %		270%	-73%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>0.0317</b>	<b>0.0556</b>	<b>0.0150</b>	<b>0.0150</b>	<b>0.0150</b>	<b>0.0150</b>
<b>Tax Rate Limit</b>	<b>0.5000</b>	<b>0.5000</b>				
<b>Maximum Requisition Limit</b>	<b>5,671</b>	<b>12,046</b>				

**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

### Dept 680 - Sayward Community Hall

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Sayward Valley Rec/Co	20,000	24,143	27,568	27,575	27,582	27,589
<b>TOTAL</b>	<b>20,000</b>	<b>24,143</b>	<b>27,568</b>	<b>27,575</b>	<b>27,582</b>	<b>27,589</b>
Change \$		4,143	3,425	7	7	7
Change %		21%	14%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>0.2953</b>	<b>0.3453</b>	<b>0.3943</b>	<b>0.3944</b>	<b>0.3945</b>	<b>0.3946</b>
<b>Tax Rate Limit</b>	<b>1.7500</b>	<b>1.7500</b>				
<b>Maximum Requisition Limit</b>	<b>103,793</b>	<b>109,182</b>				

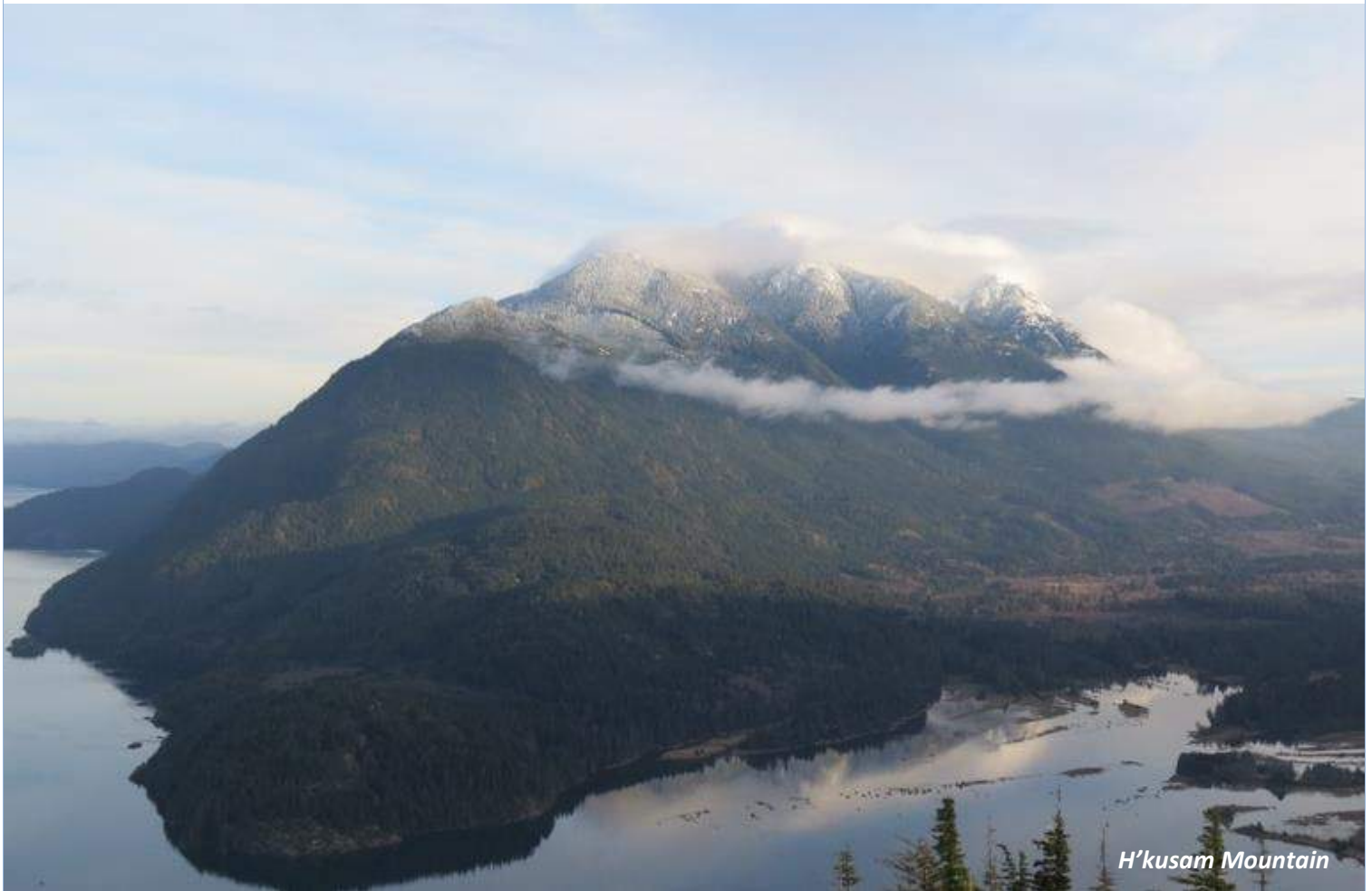
**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

## Electoral Area A



## BASE OPERATING BUDGETS

## Electoral Area A – Base Operating Budgets

### Function 120 - Grant in Aid Area A

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>120 - Grant in Aid Area A</b>							
1 - Property tax requisition	(3,375)	(3,375)	-	(10,394)	(10,394)	(10,394)	(10,394)
9 - Prior year surplus	(11,554)	(11,522)	(11,350)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(14,929)</b>	<b>(14,897)</b>	<b>(11,350)</b>	<b>(10,394)</b>	<b>(10,394)</b>	<b>(10,394)</b>	<b>(10,394)</b>
11 - Operating expenses	3,579	14,897	11,350	10,394	10,394	10,394	10,394
<b>Operating Expense Total</b>	<b>3,579</b>	<b>14,897</b>	<b>11,350</b>	<b>10,394</b>	<b>10,394</b>	<b>10,394</b>	<b>10,394</b>
<b>120 - Grant in Aid Area A</b>	<b>(11,350)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1/9/11 - Ongoing surplus from prior years carrying into 2019 reduces requisition to zero. The requisition for 2020 to 2023 years budgeted to maintain grants in aid at \$10,000 per Area Director.

#### 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 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. The maximum requisition for 2019 is \$23,715.

#### Goals for 2019/2020:

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

## Electoral Area A – Base Operating Budgets

### Function 151 - Feasibility Studies - Electoral Area A

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>151 - Feasibility Studies - Electoral Area A</b>							
1 - Property tax requisition	-	-	-	(256)	(256)	(256)	(256)
9 - Prior year surplus	(4,893)	(4,893)	(4,638)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(4,893)</b>	<b>(4,893)</b>	<b>(4,638)</b>	<b>(256)</b>	<b>(256)</b>	<b>(256)</b>	<b>(256)</b>
11 - Operating expenses	255	4,893	4,638	256	256	256	256
<b>Operating Expense Total</b>	<b>255</b>	<b>4,893</b>	<b>4,638</b>	<b>256</b>	<b>256</b>	<b>256</b>	<b>256</b>
<b>151 - Feasibility Studies - Electoral Area A Total</b>	<b>(4,638)</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 2019 maintains requisition at zero as in prior years.
- 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.

#### 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. The maximum requisition for 2019 is \$23,715.

#### Goals for 2019/2020:

- Currently no planned new services for Electoral Area A.

## Electoral Area A – Base Operating Budgets

### Function 245 - Sayward Valley Fire Protection Local Service Area

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>245 - Sayward Valley Fire Protection Local Service Area</b>							
1 - Property tax requisition	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)
4 - Other revenue	(556)	(608)	(550)	(550)	(550)	(550)	(550)
9 - Prior year surplus	(80,175)	(79,515)	(30,437)	-	-	-	-
8 - Transfers from reserves	(32,424)	(32,424)	-	-	-	-	-
<b>Operating Revenue Total</b>	<b>(188,155)</b>	<b>(187,547)</b>	<b>(105,987)</b>	<b>(75,550)</b>	<b>(75,550)</b>	<b>(75,550)</b>	<b>(75,550)</b>
11 - Operating expenses	73,176	103,005	89,287	58,850	58,850	58,850	58,850
18 - Transfers to reserves	84,542	84,542	16,700	16,700	16,700	16,700	16,700
<b>Operating Expense Total</b>	<b>157,718</b>	<b>187,547</b>	<b>105,987</b>	<b>75,550</b>	<b>75,550</b>	<b>75,550</b>	<b>75,550</b>
<b>245 - Sayward Valley Fire Protection Local Service Area Total</b>	<b>(30,437)</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 utilized to fund required maintenance on Fire Hall #2 including a review and possible repairs on the water and wastewater systems.
- 8/11 – Expenses for 2018 included \$32,000 for the foundation repairs on Fire Hall #2; funded by reserve. Ongoing operating costs fund the Electoral Area’s portion of the operational costs of fire services.
- 18 – Reserve transfers in 2018 were to the capital reserve for future asset replacement; 2019 and future years includes \$15,000 to the capital reserve and funds to the appropriated surplus reserve to fund unexpected costs.

#### 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
  - Fort Garry Freightliner

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.

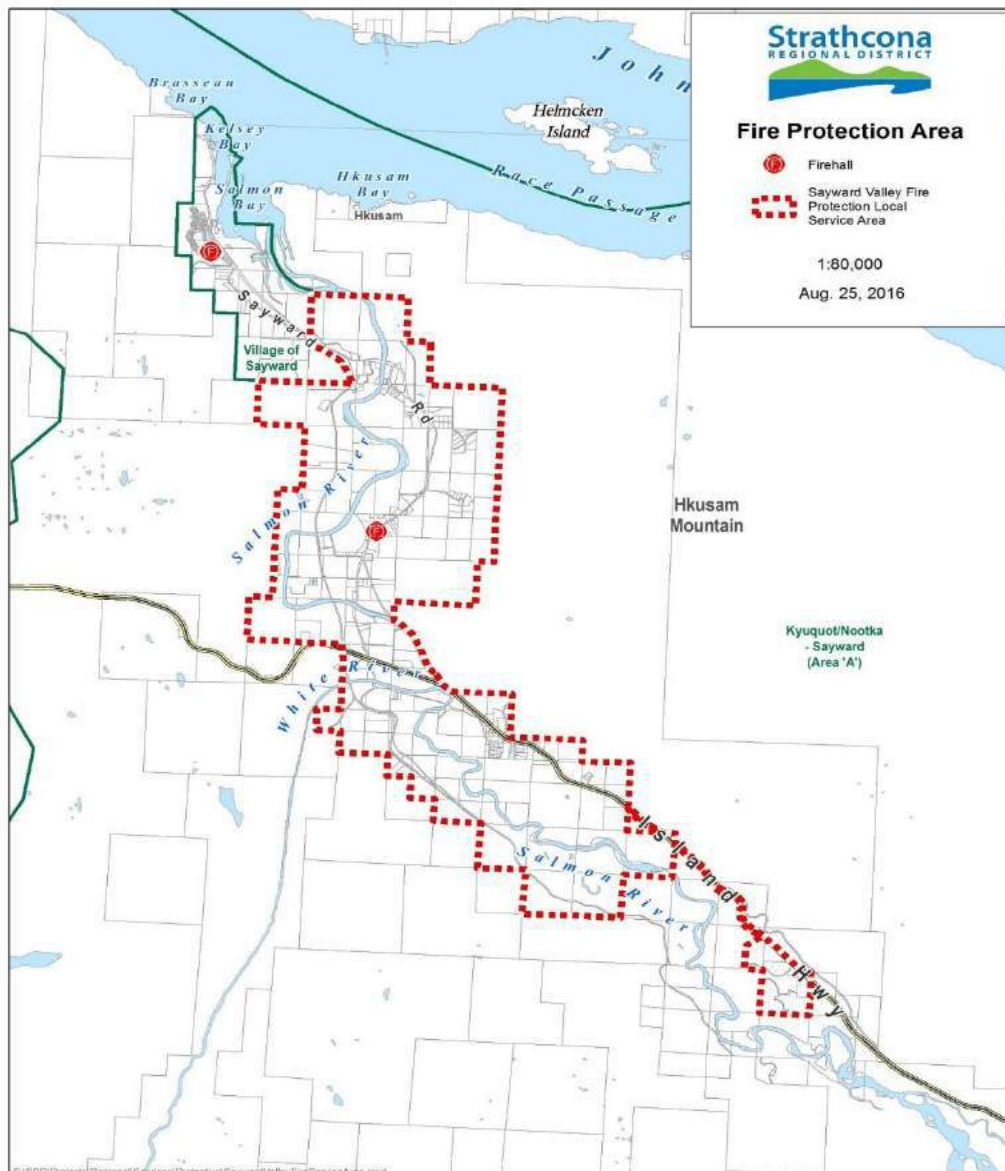
## Electoral Area A – Base Operating Budgets

The authority for this service was originally established on November 30, 1981 through Bylaw 481, which has been subsequently amended with the most recent Bylaw 2919 including a boundary extension.

The maximum levy for this service cannot exceed \$2.00 per \$1,000 of the assessed value of the defined portion of Electoral Area A for this service as established by bylaw. The maximum requisition for 2019 is \$123,593.

### Goals for 2019/2020:

- 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 and is set to expire in 2019.
- Develop a long-term maintenance plan for the Sayward Valley Firehall (Fire Hall #2).



## Electoral Area A – Base Operating Budgets

### Function 271 - Area A Kyuquot Nookta Emergency Program Extended Service

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>271 - EA A Kyuquot Nookta Emergency Program Extended Service</b>							
1 - Property tax requisition	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
6 - Grants in Lieu	(15)	-	(15)	(15)	(15)	(15)	(15)
9 - Prior year surplus	(2,569)	(2,554)	(2,349)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(3,584)</b>	<b>(3,554)</b>	<b>(3,364)</b>	<b>(1,015)</b>	<b>(1,015)</b>	<b>(1,015)</b>	<b>(1,015)</b>
11 - Operating expenses	1,235	3,554	3,364	1,015	1,015	1,015	1,015
<b>Operating Expense Total</b>	<b>1,235</b>	<b>3,554</b>	<b>3,364</b>	<b>1,015</b>	<b>1,015</b>	<b>1,015</b>	<b>1,015</b>
<b>271 - EA A Kyuquot Nookta Emergency Program Extended Service Total</b>	<b>(2,349)</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 2019 for programs.
- 11 – Operating expenses in future years reduced to maintain requisition; current budget provides minimal funding for program delivery.

#### 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. The maximum requisition for 2019 is \$19,012.

#### Goals for 2019/2020:

- 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:tl'es7et'h' First Nations to pursue grant opportunities through the Community Emergency Preparedness Fund.

## Electoral Area A – Base Operating Budgets

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

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>364 - Area A Kyuquot Nootka Solid Waste Disposal</b>							
1 - Property tax requisition	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
6 - Grants in Lieu	(153)	-	(150)	(150)	(150)	(150)	(150)
8 - Transfers from reserves	-	-	-	(1,767)	(1,917)	(2,070)	(2,225)
9 - Prior year surplus	(6,803)	(6,650)	(3,904)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(16,956)</b>	<b>(16,650)</b>	<b>(14,054)</b>	<b>(11,917)</b>	<b>(12,067)</b>	<b>(12,220)</b>	<b>(12,375)</b>
11 - Operating expenses	9,579	13,177	11,771	11,917	12,067	12,220	12,375
18 - Transfers to reserves	3,473	3,473	2,284	-	-	-	-
<b>Operating Expense Total</b>	<b>13,052</b>	<b>16,650</b>	<b>14,054</b>	<b>11,917</b>	<b>12,067</b>	<b>12,220</b>	<b>12,375</b>
<b>364 - Area A Kyuquot Nootka Solid Waste Disposal Total</b>	<b>(3,904)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1/9 – Requisition maintained at prior year levels using prior year surplus.
- 8/18 – Funding in the appropriated surplus reserve used to maintain requisition at \$10,000 for the next five years.

#### 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. The maximum levy for 2019 is \$18,750.

#### Goals for 2019/2020:

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

## Electoral Area A – Base Operating Budgets

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

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>368 - Sayward and Area A Sayward Refuse Disposal</b>							
1 - Property tax requisition	(17,265)	(17,265)	(23,196)	(23,771)	(24,045)	(24,325)	(24,611)
4 - Other revenue	(13,800)	(13,800)	(13,800)	(13,800)	(13,800)	(13,800)	(13,800)
6 - Grants in Lieu	(99)	-	(95)	(95)	(95)	(95)	(95)
9 - Prior year surplus	(373)	(300)	-	-	-	-	-
<b>Operating Revenue Total</b>	<b>(31,538)</b>	<b>(31,365)</b>	<b>(37,091)</b>	<b>(37,666)</b>	<b>(37,940)</b>	<b>(38,220)</b>	<b>(38,506)</b>
11 - Operating expenses	31,228	29,361	35,397	35,666	35,940	36,220	36,506
18 - Transfers to reserves	2,004	2,004	-	2,000	2,000	2,000	2,000
19 - Deficit prior year	-	-	1,694	-	-	-	-
<b>Operating Expense Total</b>	<b>33,232</b>	<b>31,365</b>	<b>37,091</b>	<b>37,666</b>	<b>37,940</b>	<b>38,220</b>	<b>38,506</b>
<b>368 - Sayward and Area A Sayward Refuse Disposal Total</b>	<b>1,694</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1/19 – Requisition for 2019 increased to cover 2018 projected deficit and ongoing increase in tipping fees.
- 11 - Tipping fees for events have been double the budgeted amount since 2017 therefore budget increased for 2019 to avoid continuing to run a deficit for this service.
- 18 – Transfers to appropriated surplus reserve in future years provides for requisition balancing.

#### 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 April, August and October. The Comox Strathcona Waste Management service provides grants of approximately \$13,800 to offset the costs of these events.

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. The maximum levy on this function for 2019 is \$68,134.

#### Goals for 2019/2020:

- Review possibility of recycling education outreach in Area A to reduce annual landfill waste and related tipping fees; charges in this service doubled in 2017 and have maintained at that level for 2018.
- Electoral Area Director requested the consideration of changing the funding source for this service from requisition to user fees.

## Electoral Area A – Base Operating Budgets

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

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>370 - Solid Waste Local Service - Sayward Valley</b>							
3 - Sales of services	(68,515)	(60,825)	(68,735)	(70,453)	(72,214)	(74,019)	(75,869)
4 - Other revenue	(5,387)	(5,400)	(5,387)	(5,387)	(5,387)	(5,387)	(5,387)
8 - Transfers from reserves	(2,643)	(2,643)	(1,913)	(3,163)	(2,525)	(1,870)	(1,197)
9 - Prior year surplus	-	-	(1,707)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(76,545)</b>	<b>(68,868)</b>	<b>(77,742)</b>	<b>(79,003)</b>	<b>(80,126)</b>	<b>(81,276)</b>	<b>(82,453)</b>
11 - Operating expenses	69,870	68,868	77,742	79,003	80,126	81,276	82,453
19 - Deficit prior year	4,968	-	-	-	-	-	-
<b>Operating Expense Total</b>	<b>74,838</b>	<b>68,868</b>	<b>77,742</b>	<b>79,003</b>	<b>80,126</b>	<b>81,276</b>	<b>82,453</b>
<b>370 - Solid Waste Local Service - Sayward Valley</b>	<b>(1,707)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 3/9 – User fee bylaw updated in 2018, rates of \$135 for collection and \$85 for disposal. Projected user fee increase starting in 2020 of 2.5% annually to fund the waste management contract, and higher if the tipping fee increases in future years. The use of the appropriated surplus reserve reduces the required user fee increase.
- 11 – Tipping costs have been increasing over the last three years, budget increased in 2019 to align with actuals.

#### Overview:

The SRD administers the weekly garbage collection service in the Sayward valley through an external contract. The Village of Sayward also contracts collection 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 of tipping fees based on a dwelling breakdown. The number of dwellings 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 H (Area A – Sayward), however the entire area does not currently receive collection service. Bylaw 1698 sets out the portion of service that the collection and rates apply to.

#### Goals for 2019/2020:

- 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.

## Electoral Area A – Base Operating Budgets

### 534 - House Numbering Area A Sayward

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>534 - House Numbering Area A Sayward</b>							
1 - Property tax requisition	(266)	(266)	(286)	(290)	(293)	(296)	(299)
9 - Prior year surplus	(3)	(2)	(1)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(269)</b>	<b>(268)</b>	<b>(287)</b>	<b>(290)</b>	<b>(293)</b>	<b>(296)</b>	<b>(299)</b>
11 - Operating expenses	268	268	287	290	293	296	299
<b>Operating Expense Total</b>	<b>268</b>	<b>268</b>	<b>287</b>	<b>290</b>	<b>293</b>	<b>296</b>	<b>299</b>
<b>534 - House Numbering Area A Sayward</b>	<b>(1)</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.

#### 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. The maximum requisition for 2019 is \$4,463.

#### Goals for 2019/2020:

- Investigate the possibility of amalgamating this and the other house numbering functions for all electoral areas in the SRD to Function 501 – Geographic Information Services.

## Electoral Area A – Base Operating Budgets

### 554 - Economic Development - Area A Sayward

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>554 - Economic Development - Area A Sayward</b>							
1 - Property tax requisition	(500)	(500)	(500)	(500)	(500)	(500)	(500)
4 - Other revenue	(3,403)	(2,250)	(3,400)	(3,400)	(3,400)	-	-
9 - Prior year surplus	(412)	(409)	(537)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(4,315)</b>	<b>(3,159)</b>	<b>(4,437)</b>	<b>(3,900)</b>	<b>(3,900)</b>	<b>(500)</b>	<b>(500)</b>
11 - Operating expenses	375	577	1,037	500	500	500	500
18 - Transfers to reserves	3,403	2,582	3,400	3,400	3,400	-	-
<b>Operating Expense Total</b>	<b>3,778</b>	<b>3,159</b>	<b>4,437</b>	<b>3,900</b>	<b>3,900</b>	<b>500</b>	<b>500</b>
<b>554 - Economic Development - Area A Sayward</b>	<b>(537)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1 – Requisition maintained at prior year levels.
- 4/18 – Lease revenues and related transfer to reserve for the Sayward Communications internet agreement.
- 9/11 – Funds available for economic development grants higher in 2019 with prior year surplus.

#### Overview:

The purpose of this budget is to provide funding for contributions towards the operation of organizations providing economic development services within the part of Electoral Area A located within the Sayward Valley. While the Regional District is unable to use funding under this service to directly undertake economic development initiatives, it may provide financial support for other organizations to undertake such initiatives.

This function also includes the lease revenues from a shared agreement with the Village of Sayward and Sayward Valley Communications to provide internet service in the region; a portion of the revenues generated for this service are transferred back to Electoral A and the Village to be held for required infrastructure upgrades. Sayward Valley Communications can access these funds as required to maintain service levels; the current agreement expires in 2021.

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. The maximum levy for 2019 is \$8,055.

#### Goals for 2019/2020:

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

## Electoral Area A – Base Operating Budgets

### 677 - Kyuquot Community Hall

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>677 - Kyuquot Community Hall</b>							
1 - Property tax requisition	(495)	(495)	(1,833)	(495)	(495)	(495)	(495)
9 - Prior year surplus	(292)	(291)	(477)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(787)</b>	<b>(786)</b>	<b>(2,310)</b>	<b>(495)</b>	<b>(495)</b>	<b>(495)</b>	<b>(495)</b>
11 - Operating expenses	310	786	2,310	495	495	495	495
<b>Operating Expense Total</b>	<b>310</b>	<b>786</b>	<b>2,310</b>	<b>495</b>	<b>495</b>	<b>495</b>	<b>495</b>
<b>677 - Kyuquot Community Hall Total</b>	<b>(477)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1/11 – Requisition increased in 2019 to fund \$2,000 risk assessment on building.

#### Overview:

The purpose this function is to maintain the Kyuquot Community Hall. The operating budget for this service does not included a maintaince contract or funds to maintain the facility; as a result, the hall is 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. The maximum levy for 2019 is \$12,046.

#### Goals for 2019/2020:

- Address liability associated with current hall condition which may include building assessment, repairs or demolition with \$2,000 budget for a review of future plans for this hall.

## Electoral Area A – Base Operating Budgets

### 680 - Sayward Valley Recreation & Community Hall Local Service Area

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>680 - Sayward Valley Recreation &amp; Community Hall Local Service Area</b>							
1 - Property tax requisition	(20,000)	(20,000)	(24,143)	(27,568)	(27,575)	(27,582)	(27,589)
8 - Transfers from reserves	-	-	(6,500)	-	-	-	-
9 - Prior year surplus	(11,372)	(11,372)	(1,918)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(31,372)</b>	<b>(31,372)</b>	<b>(32,561)</b>	<b>(27,568)</b>	<b>(27,575)</b>	<b>(27,582)</b>	<b>(27,589)</b>
11 - Operating expenses	22,088	24,006	32,561	27,568	27,575	27,582	27,589
18 - Transfers to reserves	7,366	7,366	-	-	-	-	-
<b>Operating Expense Total</b>	<b>29,454</b>	<b>31,372</b>	<b>32,561</b>	<b>27,568</b>	<b>27,575</b>	<b>27,582</b>	<b>27,589</b>
<b>680 - Sayward Valley Recreation &amp; Community Hall LSA</b>	<b>(1,918)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1/11 – Requisition increase in 2019 to increase contract with Sayward Community Recreation Association to operate the hall at \$25,000 annually.
- 8/11 - \$6,500 budgeted in 2019 to fund condition assessment of building to determine future upgrades required; funded by reserve.

#### Overview:

The purpose of this local service is for the operation of a community centre, including the hall and the necessary land. This facility is owned by the SRD and is operated under contract with the Sayward Community Recreation Association (SCRA).

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. The maximum levy for 2019 is \$109,182.

#### Goals for 2019/2020:

- Renew service contract with the Sayward Community Recreation Association.
- Undertake a condition assessment for the hall to develop an asset management plan for required upgrades to maintain this key community facility.
- Increase operating and/or capital budget to allow for ongoing repairs and maintenance of this facility.
- Minor maintenance plan; 2019 re-screw roof and add snow guards, 2020 replace kitchen stoves and hood fans.

## Electoral Area A



## CAPITAL BUDGET



**Electoral Area A – Capital Budget  
Funded Projects Summary & Detail**

Index	Project Title	2019 (Cfwd)	2019	2020	2021	2022	2023
1	680 - Sayward Valley Community Hall Roof Replacement	-	35,000	-	-	-	-
	<b>TOTAL</b>	-	<b>35,000</b>	-	-	-	-

Index	Justification	Funding
1	Assessment in the fall of 2018 and again in early 2019 has identified that the community hall roof requires replacement, including roof, snow stops, gutters, gutter guards, repairs for interior water damage for leads identified, and repainting of barges and facias.	Reserves

## Electoral Area A



## RESERVES

## Electoral Area A – Reserves

### Function 245 - Sayward Valley Fire Protection Local Service Area Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	4,064	5,764	7,464	9,164	10,864
Transfers from operating fund	1,700	1,700	1,700	1,700	1,700
Transfer to operating fund	-	-	-	-	-
<b>Ending Balance</b>	<b>5,764</b>	<b>7,464</b>	<b>9,164</b>	<b>10,864</b>	<b>12,564</b>

### Function 245 - Sayward Valley Fire Protection Local Service Area Capital Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	250,836	265,961	281,094	296,235	311,383
Transfers from operating fund	15,000	15,000	15,000	15,000	15,000
Transfer to operating fund	-	-	-	-	-
Interest earned	125	133	141	148	156
<b>Ending Balance</b>	<b>265,961</b>	<b>281,094</b>	<b>296,235</b>	<b>311,383</b>	<b>326,539</b>

### Function 271 - EA A Kyuquot Nookta Emergency Program Extended Service Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	2,252	2,252	2,252	2,252	2,252
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
<b>Ending Balance</b>	<b>2,252</b>	<b>2,252</b>	<b>2,252</b>	<b>2,252</b>	<b>2,252</b>

### Function 364 - Area A Kyuquot Nookta Solid Waste Disposal Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	16,823	19,107	17,339	15,422	13,353
Transfers from operating fund	2,284	-	-	-	-
Transfer to operating fund	-	(1,767)	(1,917)	(2,070)	(2,225)
<b>Ending Balance</b>	<b>19,107</b>	<b>17,339</b>	<b>15,422</b>	<b>13,353</b>	<b>11,128</b>

## Electoral Area A – Reserves

### Function 368 - Sayward and Area A Sayward Refuse Disposal Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	2,004	2,004	4,004	6,004	8,004
Transfers from operating fund	-	2,000	2,000	2,000	2,000
Transfer to operating fund	-	-	-	-	-
<b>Ending Balance</b>	<b>2,004</b>	<b>4,004</b>	<b>6,004</b>	<b>8,004</b>	<b>10,004</b>

### Function 368 - Sayward and Area A Sayward Refuse Disposal Capital Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	12,301	12,307	12,313	12,319	12,325
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
Projects funded	-	-	-	-	-
Interest earned	6	6	6	6	6
<b>Ending Balance</b>	<b>12,307</b>	<b>12,313</b>	<b>12,319</b>	<b>12,325</b>	<b>12,332</b>

### Function 370 - Solid Waste Local Service - Sayward Valley Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning balance	21,764	19,851	16,688	14,163	12,293
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	(1,913)	(3,163)	(2,525)	(1,870)	(1,197)
<b>Ending Balance</b>	<b>19,851</b>	<b>16,688</b>	<b>14,163</b>	<b>12,293</b>	<b>11,096</b>

### Function 554 - Economic Development - Area A Sayward Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	33,830	37,230	40,630	44,030	44,030
Transfers from operating fund	3,400	3,400	3,400	-	-
Transfer to operating fund	-	-	-	-	-
<b>Ending Balance</b>	<b>37,230</b>	<b>40,630</b>	<b>44,030</b>	<b>44,030</b>	<b>44,030</b>

## Electoral Area A – Reserves

### Function 680 - Sayward Valley Recreation & Community Hall Local Service Area Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	30,736	30,736	30,736	30,736	30,736
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
<b>Ending Balance</b>	<b>30,736</b>	<b>30,736</b>	<b>30,736</b>	<b>30,736</b>	<b>30,736</b>

### Function 680 - Sayward Valley Recreation & Community Hall Local Service Area Future Expenditure Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	73,177	66,713	66,747	66,780	66,813
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	(6,500)	-	-	-	-
Interest earned	37	33	33	33	33
<b>Ending Balance</b>	<b>66,713</b>	<b>66,747</b>	<b>66,780</b>	<b>66,813</b>	<b>66,847</b>

### Function 680 - Sayward Valley Recreation & Community Hall Local Service Area Capital Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning balance	49,026	14,051	14,058	14,065	14,072
Transfers from operating fund	-	-	-	-	-
Projects funded	(35,000)	-	-	-	-
Interest earned	25	7	7	7	7
<b>Ending Balance</b>	<b>14,051</b>	<b>14,058</b>	<b>14,065</b>	<b>14,072</b>	<b>14,079</b>
<b>Projects funded</b>					
Sayward Community Hall Roof Replacement	35,000	-	-	-	-
	<b>35,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Electoral Area A Community Works Funds Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	739,165	787,054	835,183	883,552	932,163
Transfers from operating fund	44,193	44,193	44,193	44,193	44,193
Projects funded	-	-	-	-	-
Interest earned	3,696	3,935	4,176	4,418	4,661
<b>Ending Balance</b>	<b>787,054</b>	<b>835,183</b>	<b>883,552</b>	<b>932,163</b>	<b>981,017</b>

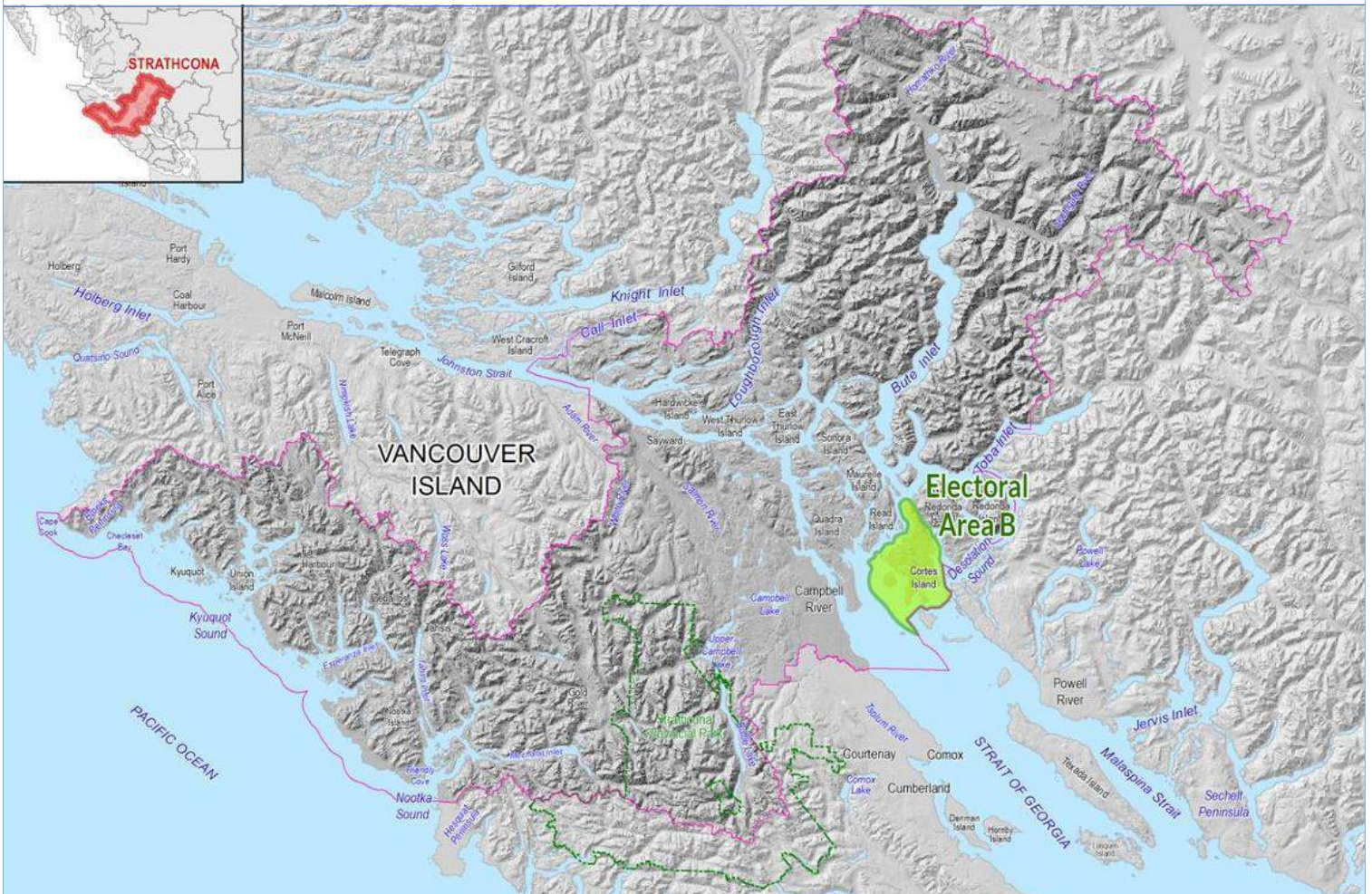
## Electoral Area A



### BUSINESS CASES / SERVICE ENHANCEMENTS

*See Corporate Services and Electoral Area Services sections which  
include business cases that impact Electoral Area A*

## 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 is a magical place where 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. Cortes Island is home to many parks, eleven of which are maintained by the SRD. 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 – Requisition Summaries

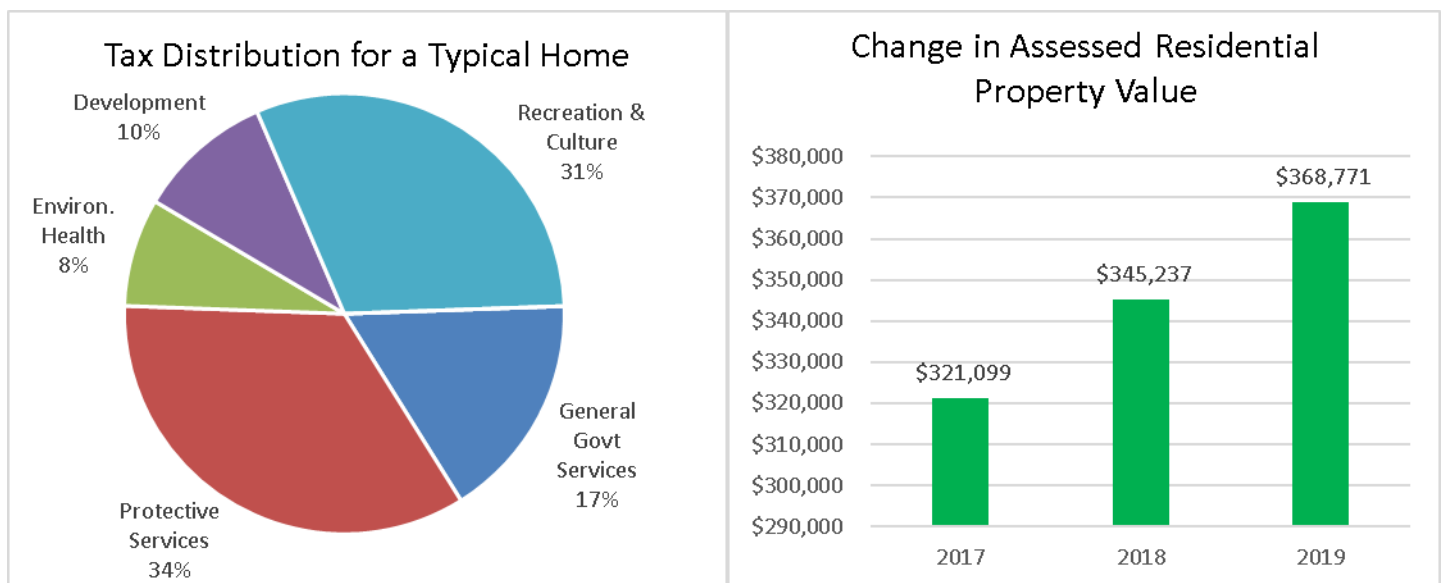
### Estimated Tax Rate Analysis

Service Function	Requisition			Estimated Tax*		
	2018	2019	% Change	2018	2019	\$ Change
<b>Corporate Services</b>						
110 - Administration and General Government	\$ 30,828	\$ 30,798	(0.1)%	\$ 9.15	\$ 8.72	(\$0.43)
<b>Regional Services</b>						
149 - Regional Broadband	-	10,485	0.0 %	-	2.97	2.97
150 - Regional Feasibility Studies	2,701	488	(81.9)%	0.80	0.14	(0.66)
272 - Strathcona Emergency Program	7,957	10,385	30.5 %	2.36	2.94	0.58
275 - 911 Emergency Answering Service	14,965	13,639	(8.9)%	4.44	3.86	(0.58)
510 - Planning Non Part 26	9	-	(100.0)%	-	-	-
<b>Electoral Areas</b>						
130 - Electoral Area Administration	58,334	56,177	(3.7)%	17.31	15.90	(1.41)
340 - Liquid Waste Management	1,103	1,053	(4.5)%	0.33	0.30	(0.03)
500 - Planning	68,864	75,065	9.0 %	20.43	21.24	0.81
630 - Vancouver Island Regional Library	58,647	61,355	4.6 %	17.40	17.36	(0.04)
<b>Area B</b>						
126 - Area B Grants In Aid	25,577	25,666	0.3 %	7.59	7.26	(0.33)
157 - Area B Feasibility Studies	-	-	0.0 %	-	-	-
250 - Cortes Island Fire	220,810	227,868	3.2 %	79.97	78.80	(1.17)
374 - Electoral Area B Refuse Disposal	57,079	57,079	0.0 %	16.97	16.19	(0.78)
535 - Area B House Numbering	395	414	4.8 %	0.12	0.12	-
617 - Area B Parks	150,799	163,537	8.4 %	44.74	46.28	1.54
697 - Area B Heritage Conservation	1,270	-	(100.0)%	0.38	-	(0.38)
	<b>699,338</b>	<b>734,009</b>	<b>5.0 %</b>	<b>221.99</b>	<b>222.08</b>	<b>0.09</b>

*\* per \$100,000 of assessed value*

**Average Residential Property Value: \$ 345,237 \$ 368,771**

**Estimated Tax per Average Residential Property: \$ 766 \$ 819**



## Electoral Area B – Requisition Summaries

### 5-Year Forecast

Service Function	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Corporate Services</b>						
110 - Administration and General Government	\$ 30,828	\$ 30,798	\$ 38,195	\$ 38,876	\$ 39,233	\$ 39,946
<b>Regional Services</b>						
149 - Regional Broadband	-	10,485	14,753	8,955	(4,921)	(15,636)
150 - Regional Feasibility Studies	2,701	488	859	859	859	859
272 - Strathcona Emergency Program	7,957	10,385	10,484	10,577	10,673	10,770
275 - 911 Emergency Answering Service	14,965	13,639	14,507	15,265	15,660	16,132
510 - Planning Non Part 26	9	-	9	9	9	9
<b>Electoral Areas</b>						
130 - Electoral Area Administration	58,334	56,177	70,927	72,004	73,031	74,223
340 - Liquid Waste Management	1,103	1,053	1,053	1,053	1,053	1,053
500 - Planning	68,864	75,065	97,813	99,536	101,296	103,093
630 - Vancouver Island Regional Library	58,647	61,355	63,023	64,821	66,666	68,558
<b>Area B</b>						
126 - Area B Grants In Aid	25,577	25,666	25,676	25,684	25,692	25,700
157 - Area B Feasibility Studies	-	-	270	270	270	270
250 - Cortes Island Fire	220,810	227,868	232,243	241,631	246,483	251,823
374 - Electoral Area B Refuse Disposal	57,079	57,079	57,079	57,079	57,079	57,079
535 - Area B House Numbering	395	414	417	420	423	426
617 - Area B Parks	150,799	163,537	160,150	162,760	164,647	166,571
697 - Area B Heritage Conservation	1,270	-	1,270	1,270	1,270	1,270
<b>Total Requisition</b>	<b>699,339</b>	<b>734,010</b>	<b>788,728</b>	<b>801,069</b>	<b>799,423</b>	<b>802,147</b>
<b>Estimated Tax rate per \$1,000</b>	<b>\$ 2.2196</b>	<b>\$ 2.2208</b>	<b>\$ 2.3784</b>	<b>\$ 2.4192</b>	<b>\$ 2.4176</b>	<b>\$ 2.4286</b>
<b>Increase/(Decrease) per \$100,000 Assessed Value</b>		<b>\$0</b>	<b>\$16</b>	<b>\$4</b>	<b>(\$0)</b>	<b>\$1</b>

## Electoral Area B – Requisition Summaries

### Dept 126 - Area B Grants In Aid

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area B	25,577	25,666	25,676	25,684	25,692	25,700
<b>TOTAL</b>	<b>25,577</b>	<b>25,666</b>	<b>25,676</b>	<b>25,684</b>	<b>25,692</b>	<b>25,700</b>
Change \$		89	10	8	8	8
Change %		0%	0%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>0.0782</b>	<b>0.0726</b>	<b>0.0727</b>	<b>0.0727</b>	<b>0.0727</b>	<b>0.0727</b>
<b>Tax Rate Limit</b>	<b>0.1000</b>	<b>0.1000</b>				
<b>Maximum Requisition Limit</b>	<b>31,189</b>	<b>33,535</b>				

**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

### Dept 157 - Area B Feasibility Studies

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
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 \$		-	-	-	-	-
Change %		0%	0%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>-</b>	<b>-</b>	<b>0.0008</b>	<b>0.0008</b>	<b>0.0008</b>	<b>0.0008</b>
<b>Tax Rate Limit</b>	<b>0.1000</b>	<b>0.1000</b>				
<b>Maximum Requisition Limit</b>	<b>31,189</b>	<b>33,535</b>				

**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

## Electoral Area B – Requisition Summaries

### Dept 250 - Cortes Island Fire

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Cortes Island Fire Prot SRV/	220,810	227,868	232,243	241,631	246,483	251,823
<b>TOTAL</b>	<b>220,810</b>	<b>227,868</b>	<b>232,243</b>	<b>241,631</b>	<b>246,483</b>	<b>251,823</b>
Change \$		7,058	4,375	9,388	4,852	5,340
Change %		3%	2%	4%	2%	2%
<b>Tax Rate Estimate</b>	<b>0.8294</b>	<b>0.7880</b>	<b>0.8031</b>	<b>0.8356</b>	<b>0.8524</b>	<b>0.8708</b>
<b>Tax Rate Limit</b>	<b>1.0000</b>	<b>1.0000</b>				
<b>Maximum Requisition Limit</b>	<b>255,343</b>	<b>276,761</b>				

**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

### Dept 374 - Electoral Area B Refuse Disposal

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Cortes Island Garbage SA#8	57,079	57,079	57,079	57,079	57,079	57,079
<b>TOTAL</b>	<b>57,079</b>	<b>57,079</b>	<b>57,079</b>	<b>57,079</b>	<b>57,079</b>	<b>57,079</b>
Change \$		-	-	-	-	-
Change %		0%	0%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>0.1749</b>	<b>0.1619</b>	<b>0.1619</b>	<b>0.1619</b>	<b>0.1619</b>	<b>0.1619</b>
<b>Tax Rate Limit</b>	<b>0.5000</b>	<b>0.5000</b>				
<b>Maximum Requisition Limit</b>	<b>155,836</b>	<b>167,547</b>				

**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

## Electoral Area B – Requisition Summaries

### Dept 535 - Area B House Numbering

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area B	395	414	417	420	423	426
<b>TOTAL</b>	<b>395</b>	<b>414</b>	<b>417</b>	<b>420</b>	<b>423</b>	<b>426</b>
Change \$		19	3	3	3	3
Change %		5%	1%	1%	1%	1%
<b>Tax Rate Estimate</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>Tax Rate Limit</b>	<b>0.0277</b>	<b>0.0277</b>				
<b>Maximum Requisition Limit</b>	<b>8,639</b>	<b>9,289</b>				

**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

### Dept 617 - Area B Parks

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area B	150,799	163,537	160,150	162,760	164,647	166,571
<b>TOTAL</b>	<b>150,799</b>	<b>163,537</b>	<b>160,150</b>	<b>162,760</b>	<b>164,647</b>	<b>166,571</b>
Change \$		12,738	(3,387)	2,610	1,887	1,924
Change %		8%	-2%	2%	1%	1%
<b>Tax Rate Estimate</b>	<b>0.4611</b>	<b>0.4628</b>	<b>0.4532</b>	<b>0.4606</b>	<b>0.4660</b>	<b>0.4714</b>
<b>Tax Rate Limit</b>	<b>0.5000</b>	<b>0.5000</b>				
<b>Maximum Requisition Limit</b>	<b>155,946</b>	<b>167,676</b>				

**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

## Electoral Area B – Requisition Summaries

### Dept 697 - Area B Heritage Conservation

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area B	1,270	-	1,270	1,270	1,270	1,270
<b>TOTAL</b>	<b>1,270</b>	<b>-</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</b>
Change \$		(1,270)	1,270	-	-	-
Change %		-100%	n/a	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>0.0039</b>	<b>-</b>	<b>0.0036</b>	<b>0.0036</b>	<b>0.0036</b>	<b>0.0036</b>
<b>Tax Rate Limit</b>	<b>0.2500</b>	<b>0.2500</b>				
<b>Maximum Requisition Limit</b>	<b>77,973</b>	<b>83,838</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

## Electoral Area B



### BASE OPERATING BUDGETS

## Electoral Area B – Base Operating Budgets

### Function 126 – Grant in Aid Area B

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>126 - Grant In Aid Area B</b>							
1 - Property tax requisition	(25,577)	(25,577)	(25,666)	(25,676)	(25,684)	(25,692)	(25,700)
9 - Prior year surplus	(21)	(18)	(3)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(25,598)</b>	<b>(25,595)</b>	<b>(25,669)</b>	<b>(25,676)</b>	<b>(25,684)</b>	<b>(25,692)</b>	<b>(25,700)</b>
11 - Operating expenses	25,595	25,595	25,669	25,676	25,684	25,692	25,700
<b>Operating Expense Total</b>	<b>25,595</b>	<b>25,595</b>	<b>25,669</b>	<b>25,676</b>	<b>25,684</b>	<b>25,692</b>	<b>25,700</b>
<b>126 - Grant In Aid Area B Total</b>	<b>(3)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1/11 – Requisition and related grants maintained at prior year levels.

#### Overview:

The purpose of this service is to provide financial resources that can be awarded for assistance to registered non-profit and other organizations that provide programs and services which serve the local community or provide a regional benefit. Proposals for funding for 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. The maximum requisition for 2019 is \$33,535.

#### Goals for 2019/2020:

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

## Electoral Area B – Base Operating Budgets

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

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>157 - Feasibility Studies - Electoral Area B</b>							
1 - Property tax requisition	-	-	-	(270)	(270)	(270)	(270)
9 - Prior year surplus	(19,673)	(19,673)	(15,353)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(19,673)</b>	<b>(19,673)</b>	<b>(15,353)</b>	<b>(270)</b>	<b>(270)</b>	<b>(270)</b>	<b>(270)</b>
11 - Operating expenses	4,320	19,673	15,353	270	270	270	270
<b>Operating Expense Total</b>	<b>4,320</b>	<b>19,673</b>	<b>15,353</b>	<b>270</b>	<b>270</b>	<b>270</b>	<b>270</b>
<b>157 - Feasibility Studies - Electoral Area B Total</b>	<b>(15,353)</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 2019 maintains 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.

#### 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).

The maximum levy for this service cannot exceed \$0.10 per \$1,000 of the assessed value in the region. The maximum requisition for 2019 is \$33,535.

#### Goals for 2019/2020:

- In 2018 feasibility costs undertaken for potential new services for Electoral Area B, including a service for a community hall and first responder service with approval in principle received from the community members. This work will continue into 2019 and if formal approval obtained from the community, these services will be implemented with service establishing bylaws. Any costs incurred in the feasibility study process will be paid back to this fund with the establishment of these new services.

## Electoral Area B – Base Operating Budgets

### Function 250 - South Cortes Island Fire Local Service Area

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>250 - South Cortes Island Fire Local Service Area</b>							
1 - Property tax requisition	(220,810)	(220,810)	(227,868)	(232,243)	(241,631)	(246,483)	(251,823)
3 - Sales of services	(4,620)	(4,620)	(4,620)	(4,620)	(4,620)	(4,620)	(4,620)
9 - Prior year surplus	(16,607)	(16,607)	(5,429)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(242,037)</b>	<b>(242,037)</b>	<b>(237,917)</b>	<b>(236,863)</b>	<b>(246,251)</b>	<b>(251,103)</b>	<b>(256,443)</b>
11 - Operating expenses	166,278	171,387	177,917	186,863	196,251	206,103	216,443
16 - Debt Principal	11,262	11,263	-	-	-	-	-
17 - Debt Interest	146	465	-	-	-	-	-
18 - Transfers to reserves	58,922	58,922	60,000	50,000	50,000	45,000	40,000
<b>Operating Expense Total</b>	<b>236,608</b>	<b>242,037</b>	<b>237,917</b>	<b>236,863</b>	<b>246,251</b>	<b>251,103</b>	<b>256,443</b>
<b>250 - South Cortes Island Fire Local Service Area</b>	<b>(5,429)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1/11 – The requisition is showing incremental increases over the next five years to maintain the CIFFA operational requirements as well as funding for required capital renewal purchases for ongoing service delivery.
- 16/17 – The short-term debt repayment over five years for the frontline fire engine ended in 2018.
- 18 – Budgeted transfers to reserve are for capital reserve transfers to fund asset renewal as well as transfers to appropriated surplus reserve for future requisition balancing and funding for emergent costs.

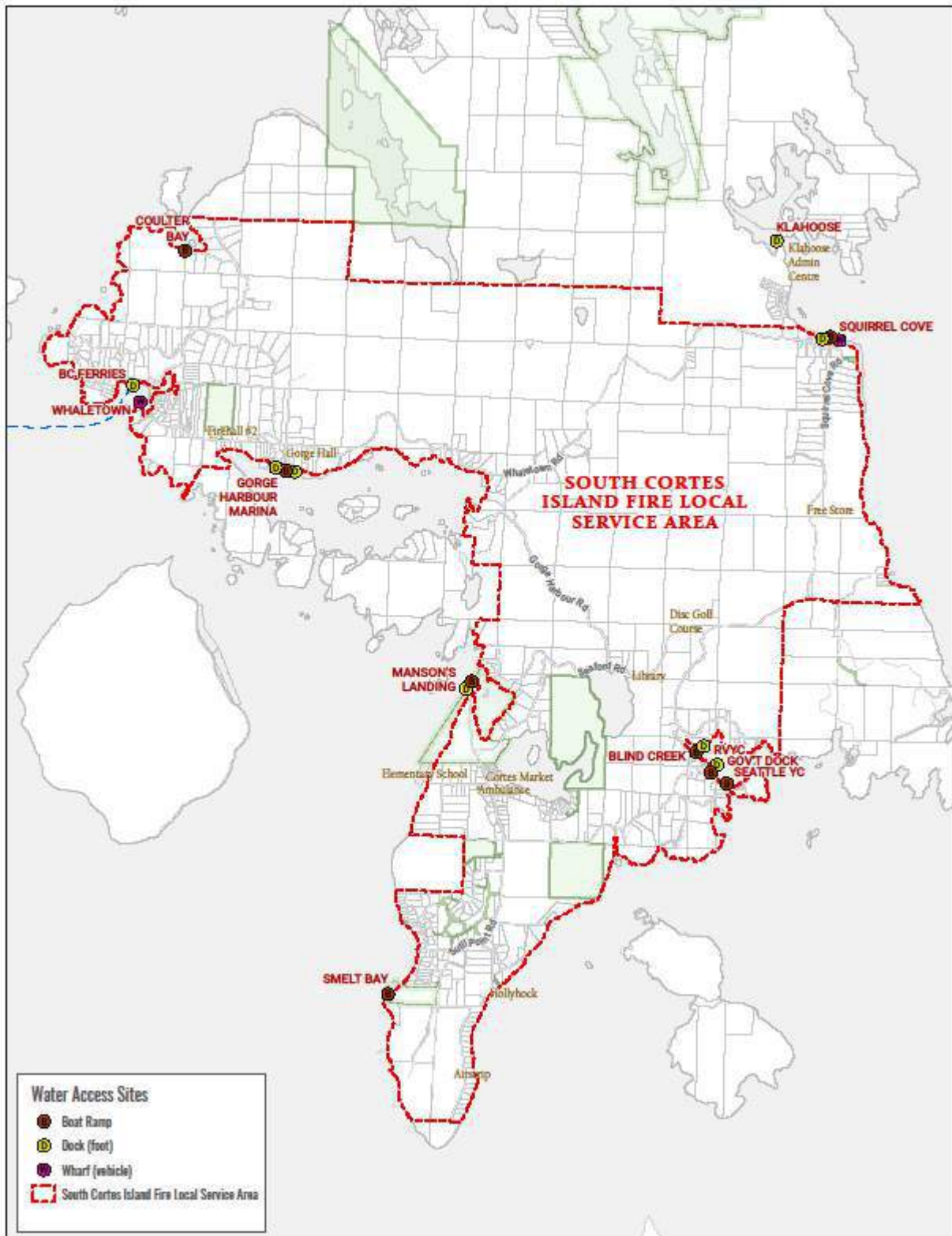
#### Overview:

The SRD contracts the Cortes Island Fire Fighter's Association (CIFFA) to provide fire protection services for a portion of Cortes Island (Figure 1). The SRD entered 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 with 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. The maximum requisition for 2019 is \$276,761.

#### Goals for 2019/2020:

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



## Electoral Area B – Base Operating Budgets

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

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>374 - Electoral Area "B" Refuse Disposal Grounds Specified Area</b>							
1 - Property tax requisition	(57,079)	(57,079)	(57,079)	(57,079)	(57,079)	(57,079)	(57,079)
4 - Other revenue	(9,999)	(13,750)	(9,999)	(9,999)	(9,999)	(9,999)	(9,999)
8 - Transfers from reserves	(465)	(465)	(2,494)	(5,752)	(6,142)	(6,539)	(6,942)
9 - Prior year surplus	-	-	(2,873)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(67,543)</b>	<b>(71,294)</b>	<b>(72,445)</b>	<b>(72,830)</b>	<b>(73,220)</b>	<b>(73,617)</b>	<b>(74,020)</b>
11 - Operating expenses	63,874	71,294	72,445	72,830	73,220	73,617	74,020
19 - Deficit prior year	796	-	-	-	-	-	-
<b>Operating Expense Total</b>	<b>64,670</b>	<b>71,294</b>	<b>72,445</b>	<b>72,830</b>	<b>73,220</b>	<b>73,617</b>	<b>74,020</b>
<b>374 - Electoral Area "B" Refuse Disposal Grounds Specified Area</b>	<b>(2,873)</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 the appropriated surplus reserve fund in 2019 and future years with pending user fee change in other revenue.
- 4 - Expected tipping fee revenue increase once long-standing flat user fee bylaw is updated to volume based.
- 11 – Tipping fees expected to be relatively static, tipping fee increases will increase future costs.

#### Overview:

This function funds all the tipping fees from waste produced on the island whether it is 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 bylaws 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. The maximum requisition for 2019 is \$167,547.

#### Goals for 2019/2020:

- Update user fee bylaw from flat annual fee to volume based for all users on the island.

## Electoral Area B – Base Operating Budgets

### Function 376 - Cortes Island Refuse Collection

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>376 - Cortes Island Refuse Collection</b>							
3 - Sales of services	(74,107)	(73,592)	(74,328)	(74,328)	(74,328)	(74,328)	(74,328)
8 - Transfers from reserves	-	-	-	(4,588)	(5,966)	(7,373)	(8,808)
9 - Prior year surplus	(31,022)	(32,000)	(12,475)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(105,129)</b>	<b>(105,592)</b>	<b>(86,803)</b>	<b>(78,916)</b>	<b>(80,294)</b>	<b>(81,701)</b>	<b>(83,136)</b>
11 - Operating expenses	62,252	75,190	77,564	78,916	80,294	81,701	83,136
18 - Transfers to reserves	30,402	30,402	9,239	-	-	-	-
<b>Operating Expense Total</b>	<b>92,654</b>	<b>105,592</b>	<b>86,803</b>	<b>78,916</b>	<b>80,294</b>	<b>81,701</b>	<b>83,136</b>
<b>376 - Cortes Island Refuse Collection</b>	<b>(12,475)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 3/8/9 – Sales of services includes Recycle BC recycling incentives and user fees for island refuse collection. User fees maintained at current levels using the prior year surplus and appropriated surplus reserve no user fee increases budgeted, however if costs continue to increase a user fee bylaw review will need to occur within the next five years.
- 11 – Operating expenses include the contract costs for refuse collection, as well as funding for recycling education to control ongoing tipping fee costs.

#### Overview:

This service includes 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 through a contract; currently there are 569 dwellings being collected from. 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.

#### Goals for 2019/2020:

- Coordinate with the CSWM to maximize diversion and minimize illegal dumping.
- Community engagement and mail-outs on moving to user-pay system.
- Commercial tipping fee changes, residential user-pay system, service audit.

## Electoral Area B – Base Operating Budgets

### Function 535 - House Numbering Area B

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>535 - House Numbering Area B</b>							
1 - Property tax requisition	(395)	(395)	(414)	(417)	(420)	(423)	(426)
Operating Revenue Total	(395)	(395)	(414)	(417)	(420)	(423)	(426)
11 - Operating expenses	395	395	414	417	420	423	426
Operating Expense Total	395	395	414	417	420	423	426
<b>535 - House Numbering Area 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.

#### 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. The maximum requisition for 2019 is \$9,289.

#### Goals for 2019/2020:

- Investigate the possibility of amalgamating this and the other house numbering functions for all electoral areas in the SRD to Function 501 – Geographic Information Services.

## Electoral Area B – Base Operating Budgets

### Function 617 - Community Parks Area B

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>617 - Community Parks Area B</b>							
1 - Property tax requisition	(150,799)	(150,799)	(163,537)	(160,150)	(162,760)	(164,647)	(166,571)
7 - Government transfers	(8,093)	(10,000)	(1,907)	-	-	-	-
8 - Transfers from reserves	(2,500)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
9 - Prior year surplus	(1,692)	(1,600)	(2,606)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(163,084)</b>	<b>(166,399)</b>	<b>(172,050)</b>	<b>(164,150)</b>	<b>(166,760)</b>	<b>(168,647)</b>	<b>(170,571)</b>
11 - Operating expenses	118,057	123,436	130,268	159,150	161,760	163,647	165,571
16 - Debt Principal	40,963	40,963	40,963	-	-	-	-
17 - Debt Interest	1,458	2,000	819	-	-	-	-
18 - Transfers to reserves	-	-	-	5,000	5,000	5,000	5,000
<b>Operating Expense Total</b>	<b>160,478</b>	<b>166,399</b>	<b>172,050</b>	<b>164,150</b>	<b>166,760</b>	<b>168,647</b>	<b>170,571</b>
<b>617 - Community Parks Area B</b>	<b>(2,606)</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.
- 11/16 – Short-term debt payments for Whaletown Commons purchase end in 2019 which will provide additional funding for operating expenses for the service area and transfer to reserves for future capital.

#### Overview:

There are fifteen community parks in Electoral Area B, serving a population of 1,035 (2016 Census) as well as the many visitors and tourists to the island. These parks range in diversity from dense forest to a skate park to beach accesses to marine areas. There are also 3 provincial parks on the island.

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. The maximum requisition for 2019 is \$167,676.

#### Goals for 2019/2020:

- Settle loan for Whaletown Commons purchase (October 2019).
- Finalize crown application to add abutting crown land to Whaletown Commons.
- Trail and signage upgrades.
- Park Regulation Bylaw (BLN 2027) for Area B parks.
- Parks inventory update.
- Update contract for the Cortes Island skatepark.

## Electoral Area B – Base Operating Budgets

### Function 697 - Heritage Conservation - Area B

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>697 - Heritage Conservation - Area B</b>							
1 - Property tax requisition	(1,270)	(1,270)	-	(1,270)	(1,270)	(1,270)	(1,270)
9 - Prior year surplus	(2,175)	(2,174)	(3,184)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(3,445)</b>	<b>(3,444)</b>	<b>(3,184)</b>	<b>(1,270)</b>	<b>(1,270)</b>	<b>(1,270)</b>	<b>(1,270)</b>
11 - Operating expenses	261	1,266	3,184	1,270	1,270	1,270	1,270
18 - Transfers to reserves	-	2,178	-	-	-	-	-
<b>Operating Expense Total</b>	<b>261</b>	<b>3,444</b>	<b>3,184</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</b>
<b>697 - Heritage Conservation - Area B</b>	<b>(3,184)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1 /9/11 – Prior year surplus funds utilized to reduce requisition to zero per Area Director.
- 18 – 2018 budget included a transfer to reserve however a reserve bylaw was not established. Will review need for reserve following discussion on future service priorities with the Area Director.

#### 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. The maximum requisition for 2019 is \$83,838.

Related bylaws:

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

#### Goals for 2019/2020:

- Further investigation into this service and whether a service enhancement is a priority for the electoral area.
- Consider the need for the establishment of a reserve fund for future service priorities.

## Electoral Area B



## CAPITAL BUDGET

**Electoral Area B – Capital Budget  
Funded Projects Summary & Detail**

Index	Project Title	2019 (Cfwd)	2019	2020	2021	2022	2023
1	250 - Cortes Fire Equipment Replacement	-	45,000	-	50,000	-	200,000
2	617 - Cortes Island Trails Network	55,923	-	-	-	-	-
3	617 - K'was Park Improvements	-	30,000	-	-	-	-
	<b>TOTAL</b>	<b>55,923</b>	<b>75,000</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>200,000</b>

Index	Justification	Funding
1	Replacement of fire fleet and equipment upgrades to maintain services. 2019 - Replace Command Vehicle, 2021 - Replace the chassis on Rescue 1, 2023 - replace the engine of either Engine 1 or Tender 1.	Reserves
2	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.	Community Works Fund Reserve
3	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. Bridge is nearing end of useful life and will become a liability if not replaced.	Reserves

## Electoral Area B



## RESERVES & DEBT

## Electoral Area B – Reserves

### Function 250 - South Cortes Island Fire Local Service Area Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	25,745	30,745	35,745	40,745	45,745
Transfers from operating fund	5,000	5,000	5,000	5,000	5,000
Transfer to operating fund	-	-	-	-	-
<b>Ending Balance</b>	<b>30,745</b>	<b>35,745</b>	<b>40,745</b>	<b>45,745</b>	<b>50,745</b>

### Function 250 - South Cortes Island Fire Local Service Area Future Expenditure Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	48,346	48,371	48,395	48,419	48,443
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
Interest earned	24	24	24	24	24
<b>Ending Balance</b>	<b>48,371</b>	<b>48,395</b>	<b>48,419</b>	<b>48,443</b>	<b>48,467</b>

### Function 250 - South Cortes Island Fire Local Service Area Capital Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	155,235	165,313	210,396	205,501	245,604
Transfers from operating fund	55,000	45,000	45,000	40,000	35,000
Projects funded	(45,000)	-	(50,000)	-	(200,000)
Interest earned	78	83	105	103	123
<b>Ending Balance</b>	<b>165,313</b>	<b>210,396</b>	<b>205,501</b>	<b>245,604</b>	<b>80,726</b>
<b>Projected funded</b>					
Cortes Island Fire	45,000	-	50,000	-	200,000
	<b>45,000</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>200,000</b>

## Electoral Area B – Reserves

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

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	42,188	39,694	33,942	27,800	21,261
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	(2,494)	(5,752)	(6,142)	(6,539)	(6,942)
<b>Ending Balance</b>	<b>39,694</b>	<b>33,942</b>	<b>27,800</b>	<b>21,261</b>	<b>14,319</b>

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

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	5,085	5,088	5,090	5,093	5,095
Transfers from operating fund	-	-	-	-	-
Projects funded	-	-	-	-	-
Interest earned	3	3	3	3	3
<b>Ending Balance</b>	<b>5,088</b>	<b>5,090</b>	<b>5,093</b>	<b>5,095</b>	<b>5,098</b>

### Function 376 - Cortes Island Refuse Collection Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	88,194	97,433	92,845	86,880	79,507
Transfers from operating fund	9,239	-	-	-	-
Transfer to operating fund	-	(4,588)	(5,966)	(7,373)	(8,808)
<b>Ending Balance</b>	<b>97,433</b>	<b>92,845</b>	<b>86,880</b>	<b>79,507</b>	<b>70,700</b>

## Electoral Area B – Reserves

### Function 617 - Community Parks Area B Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	5,250	5,250	5,250	5,250	5,250
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
<b>Ending Balance</b>	<b>5,250</b>	<b>5,250</b>	<b>5,250</b>	<b>5,250</b>	<b>5,250</b>

### Function 617 - Community Parks Area B Future Expenditure Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	65,889	65,922	65,955	65,988	66,021
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
Interest earned	33	33	33	33	33
<b>Ending Balance</b>	<b>65,922</b>	<b>65,955</b>	<b>65,988</b>	<b>66,021</b>	<b>66,054</b>

### Function 617 - Community Parks Area B Capital Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning balance	31,408	1,424	6,425	11,428	16,434
Transfers from operating fund	-	5,000	5,000	5,000	5,000
Projects funded	(30,000)	-	-	-	-
Interest earned	16	1	3	6	8
<b>Ending Balance</b>	<b>1,424</b>	<b>6,425</b>	<b>11,428</b>	<b>16,434</b>	<b>21,442</b>
<b>Projects funded</b>					
K'was Park Improvements	30,000	-	-	-	-
	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Electoral Area B – Reserves

### Function 617 - Community Parks Area B Hank's Beach Forest Conservation Park Reserve Fund

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning balance	152,536	151,892	151,234	150,636	150,402
Transfers from operating fund					
Transfer to operating fund	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
Interest earned	3,356	3,342	3,403	3,766	3,760
<b>Ending Balance</b>	<b>151,892</b>	<b>151,234</b>	<b>150,636</b>	<b>150,402</b>	<b>150,162</b>

*Established by Bylaw 117 on July 28, 2011, this endowment reserve is externally restricted by an agreement between the Regional District, Tides Foundation, 0793406 BC Ltd., and the TLC The Land Conservancy of British Columbia for the preservation of land on Cortes Island know as Hank's Beach as a forest conservation area and public park in perpetuity. The cost value of the endowment is \$149,985 which is held in a non-redeemable Guaranteed Investment Certificate, currently in a five-year term at 2.2% maturing July 5, 2021. The original endowment value must be maintained, with only the interest being available to spend on ongoing park improvements, operations, and maintenance.*

### Electoral Area B Community Works Funds Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	471,157	477,445	539,688	602,242	665,108
Transfers from operating fund	59,855	59,855	59,855	59,855	59,855
Transfer to operating fund					
Projects funded	(55,923)	-	-	-	-
Interest earned	2,356	2,387	2,698	3,011	3,326
<b>Ending Balance</b>	<b>477,445</b>	<b>539,688</b>	<b>602,242</b>	<b>665,108</b>	<b>728,289</b>
<b>Projects funded</b>					
Cortes Island Trails Network	55,923				
	<b>55,923</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Electoral Area B  
Short-Term Debt Summary**

	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>
Whaletown Commons					
Function 617					
Interest rate - Variable					
Payback - 5 yrs					
Year drawn - 2014					
Beginning Balance	40,963	-	-	-	-
Debt draws	-	-	-	-	-
Debt principal payments	(40,963)	-	-	-	-
<b>Ending Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Debt principal payments	40,963	-	-	-	-
Debt interest payments	819	-	-	-	-
Annual debt payments	41,782	-	-	-	-

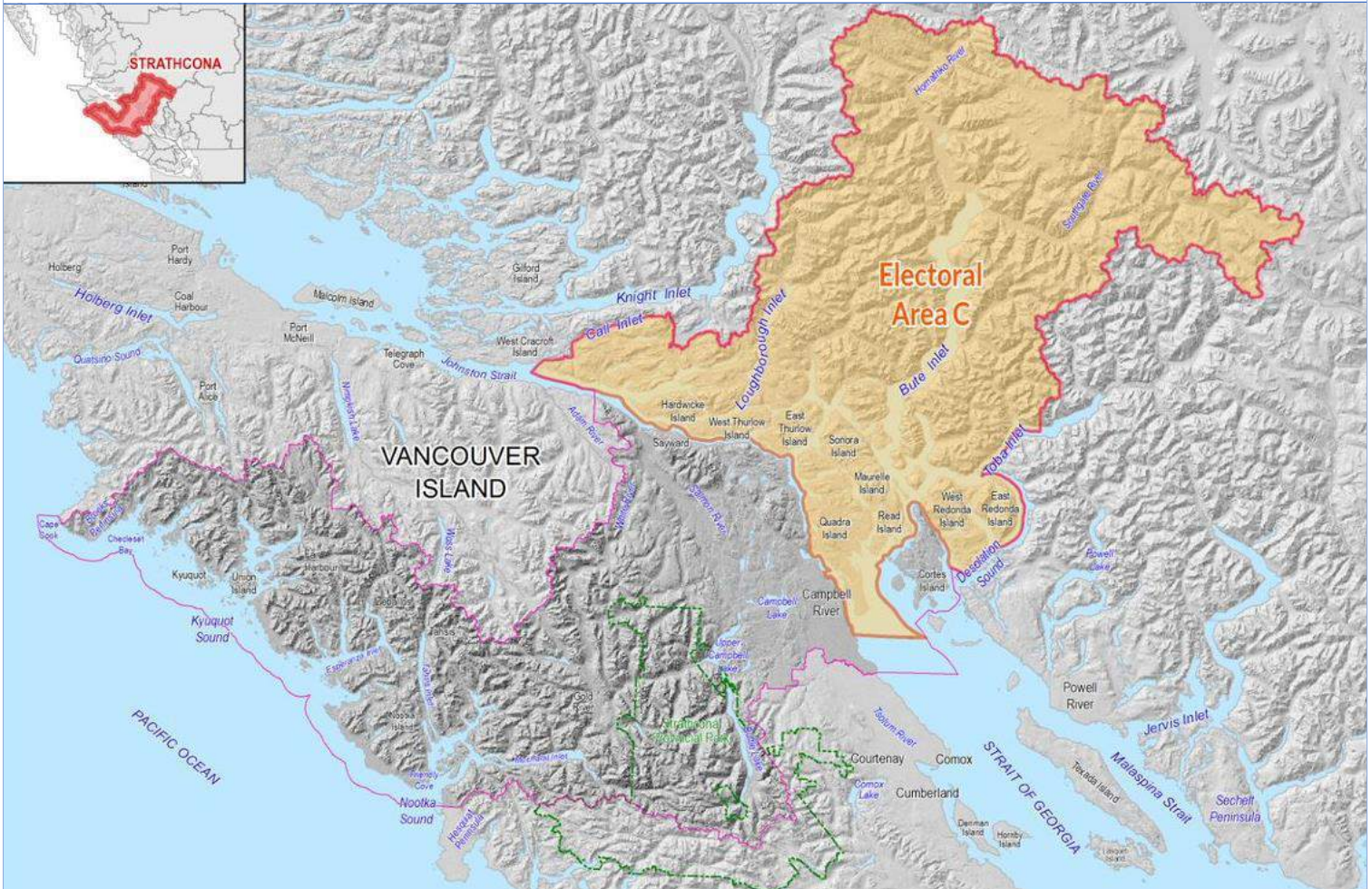
## Electoral Area B



### BUSINESS CASES / SERVICE ENHANCEMENTS

*See Corporate Services and Electoral Area Services sections which  
include business cases that impact Electoral Area B*

## Electoral Area C



**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.

The SRD helps to manage and maintain several government parks and wharves on Quadra and Read Islands.

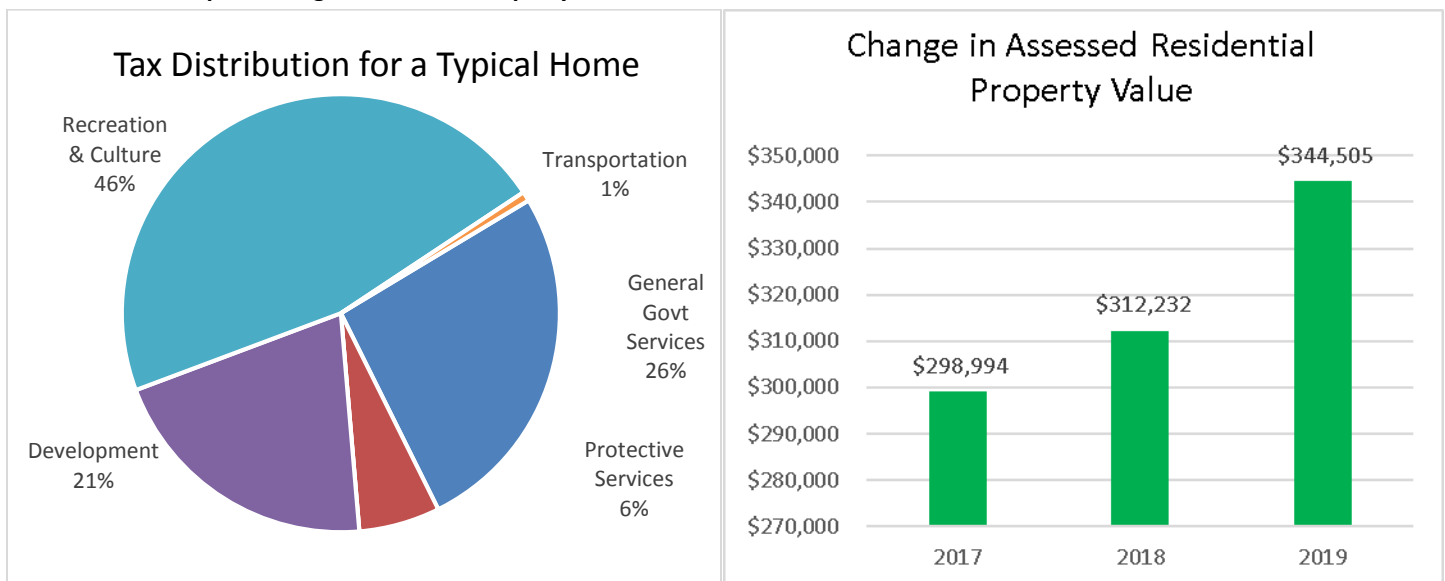
## Electoral Area C – Requisition Summaries

### Estimated Tax Rate Analysis

Service Function	Requisition			Estimated Tax*		
	2018	2019	% Change	2018	2019	\$ Change
<b>Corporate Services</b>						
110 - Administration and General Government	\$ 76,177	\$ 78,550	3.1 %	\$ 9.41	\$ 8.72	(\$0.69)
<b>Regional Services</b>						
149 - Regional Broadband	-	26,743	0.0 %	-	2.97	2.97
150 - Regional Feasibility Studies	6,675	1,245	(81.3)%	0.82	0.14	(0.68)
272 - Strathcona Emergency Program	19,661	26,486	34.7 %	2.43	2.94	0.51
275 - 911 Emergency Answering Service	36,979	34,786	(5.9)%	4.57	3.86	(0.71)
510 - Planning Non Part 26	22	-	(100.0)%	-	-	-
<b>Electoral Areas</b>						
130 - Electoral Area Administration	144,142	143,276	(0.6)%	17.81	15.90	(1.91)
500 - Planning	170,162	191,450	12.5 %	21.02	21.24	0.22
630 - Vancouver Island Regional Library	149,577	156,483	4.6 %	18.48	17.36	(1.12)
<b>Area C</b>						
127 - Area C Grants In Aid	23,639	19,893	(15.8)%	2.92	2.21	(0.71)
158 - Area C Feasibility Studies	-	-	0.0 %	-	-	-
255 - North Quadra Assistance Response	254	250	(1.6)%	0.25	0.22	(0.03)
536 - Area C House Numbering	392	413	5.4 %	0.05	0.05	-
555 - Area C Economic Development	32,006	20,000	(37.5)%	3.95	2.22	(1.73)
618 - Area C Parks	170,000	179,690	5.7 %	21.00	19.94	(1.06)
685 - Quadra Community Hall	130,018	138,864	6.8 %	21.66	20.90	(0.76)
698 - Area C Heritage Conservation	1,270	1,270	0.0 %	0.16	0.14	(0.02)
770 - Area C Street Lighting	7,086	7,185	1.4 %	0.88	0.80	(0.08)
<i>* defined area services included</i>	<b>968,060</b>	<b>1,026,584</b>	<b>6.0 %</b>	<b>125.41</b>	<b>119.61</b>	<b>(5.80)</b>

*\* per \$100,000 of assessed value*

**Average Residential Property Value: \$ 312,232 \$ 344,505**  
**Estimated Tax per Average Residential Property: \$ 392 \$ 412**



## Electoral Area C – Requisition Summaries

### 5-Year Forecast

Service Function	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Corporate Services</b>						
110 - Administration and General Government	\$ 76,177	\$ 78,550	\$ 97,416	\$ 99,151	\$ 100,062	\$ 101,881
<b>Regional Services</b>						
149 - Regional Broadband	-	39,283	55,273	33,549	(18,436)	(58,581)
150 - Regional Feasibility Studies	6,675	1,245	2,191	2,191	2,191	2,191
272 - Strathcona Emergency Program	19,661	26,486	26,739	26,977	27,221	27,469
275 - 911 Emergency Answering Service	36,979	34,786	36,999	38,933	39,939	41,144
510 - Planning Non Part 26	22	-	23	23	23	23
<b>Electoral Areas</b>						
130 - Electoral Area Administration	144,142	143,276	180,896	183,643	186,263	189,302
500 - Planning	170,162	191,450	249,467	253,862	258,351	262,935
630 - Vancouver Island Regional Library	149,577	156,483	160,737	165,323	170,028	174,855
<b>Area C</b>						
127 - Area C Grants In Aid	23,639	19,893	40,830	40,837	40,844	40,851
158 - Area C Feasibility Studies	-	-	270	270	270	270
255 - North Quadra Assistance Response	254	250	500	500	500	500
536 - Area C House Numbering	392	413	417	420	423	426
555 - Area C Economic Development	32,006	20,000	40,781	40,787	40,793	40,799
618 - Area C Parks	170,000	179,690	191,997	204,671	217,397	220,177
685 - Quadra Community Hall	130,018	138,864	145,368	149,375	152,382	155,389
698 - Area C Heritage Conservation	1,270	1,270	1,270	1,270	1,270	1,270
770 - Area C Street Lighting	7,086	7,185	7,636	7,786	7,838	7,850
	<b>968,060</b>	<b>1,039,124</b>	<b>1,238,808</b>	<b>1,249,566</b>	<b>1,227,358</b>	<b>1,208,750</b>
<b>Estimated Tax rate per \$1,000</b>	\$ <b>1.2540</b>	\$ <b>1.1959</b>	\$ <b>1.4163</b>	\$ <b>1.4375</b>	\$ <b>1.4325</b>	\$ <b>1.4273</b>
<b>Increase/(Decrease) per \$100,000 Assessed Value</b>		<b>(\$6)</b>	<b>\$22</b>	<b>\$2</b>	<b>(\$1)</b>	<b>(\$1)</b>

## Electoral Area C – Requisition Summaries

### Dept 127 - Area C Grants In Aid

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area C	23,639	19,893	40,830	40,837	40,844	40,851
<b>TOTAL</b>	<b>23,639</b>	<b>19,893</b>	<b>40,830</b>	<b>40,837</b>	<b>40,844</b>	<b>40,851</b>
Change \$		(3,746)	20,937	7	7	7
Change %		-16%	105%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>0.0293</b>	<b>0.0221</b>	<b>0.0453</b>	<b>0.0453</b>	<b>0.0453</b>	<b>0.0453</b>
<b>Tax Rate Limit</b>	<b>0.1000</b>	<b>0.1000</b>				
<b>Maximum Requisition Limit</b>	<b>71,551</b>	<b>79,197</b>				

**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

### Dept 158 - Area C Feasibility Studies

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area C	-	-	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	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>-</b>	<b>-</b>	<b>0.0003</b>	<b>0.0003</b>	<b>0.0003</b>	<b>0.0003</b>
<b>Tax Rate Limit</b>	<b>0.1000</b>	<b>0.1000</b>				
<b>Maximum Requisition Limit</b>	<b>71,551</b>	<b>79,197</b>				

**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

## Electoral Area C – Requisition Summaries

### Dept 255 - North Quadra Assistance Response

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
N Quadra Isl Assistance LSA	254	250	500	500	500	500
<b>TOTAL</b>	<b>254</b>	<b>250</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
Change \$		(4)	250	-	-	-
Change %		-1%	100%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>0.0025</b>	<b>0.0022</b>	<b>0.0044</b>	<b>0.0044</b>	<b>0.0044</b>	<b>0.0044</b>
<b>Tax Rate Limit</b>	<b>0.0200</b>	<b>0.0200</b>				
<b>Maximum Requisition Limit</b>	<b>1,959</b>	<b>2,175</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

### Dept 536 - Area C House Numbering

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area C	392	413	417	420	423	426
<b>TOTAL</b>	<b>392</b>	<b>413</b>	<b>417</b>	<b>420</b>	<b>423</b>	<b>426</b>
Change \$		21	4	3	3	3
Change %		5%	1%	1%	1%	1%
<b>Tax Rate Estimate</b>	<b>0.0005</b>	<b>0.0005</b>	<b>0.0005</b>	<b>0.0005</b>	<b>0.0005</b>	<b>0.0005</b>
<b>Tax Rate Limit</b>	<b>0.0277</b>	<b>0.0277</b>				
<b>Maximum Requisition Limit</b>	<b>19,820</b>	<b>21,938</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

## Electoral Area C – Requisition Summaries

### Dept 555 - Area C Economic Development

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area C	32,006	20,000	40,781	40,787	40,793	40,799
<b>TOTAL</b>	<b>32,006</b>	<b>20,000</b>	<b>40,781</b>	<b>40,787</b>	<b>40,793</b>	<b>40,799</b>
Change \$		(12,006)	20,781	6	6	6
Change %		-38%	104%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>0.0396</b>	<b>0.0222</b>	<b>0.0453</b>	<b>0.0453</b>	<b>0.0453</b>	<b>0.0453</b>
<b>Tax Rate Limit</b>	<b>0.2780</b>	<b>0.2780</b>				
<b>Maximum Requisition Limit</b>	<b>198,911</b>	<b>220,167</b>				

**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

### Dept 618 - Area C Parks

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area C	170,000	179,690	191,997	204,671	217,397	220,177
<b>TOTAL</b>	<b>170,000</b>	<b>179,690</b>	<b>191,997</b>	<b>204,671</b>	<b>217,397</b>	<b>220,177</b>
Change \$		9,690	12,307	12,674	12,726	2,780
Change %		6%	7%	7%	6%	1%
<b>Tax Rate Estimate</b>	<b>0.2104</b>	<b>0.1994</b>	<b>0.2130</b>	<b>0.2271</b>	<b>0.2412</b>	<b>0.2443</b>
<b>Tax Rate Limit</b>	<b>0.5000</b>	<b>0.5000</b>				
<b>Maximum Requisition Limit</b>	<b>357,754</b>	<b>395,984</b>				

**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

## Electoral Area C – Requisition Summaries

### Dept 685 - Quadra Community Hall

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Quadra Island Comm Hall LSA#10	130,018	138,864	145,368	149,375	152,382	155,389
<b>TOTAL</b>	<b>130,018</b>	<b>138,864</b>	<b>145,368</b>	<b>149,375</b>	<b>152,382</b>	<b>155,389</b>
Change \$		8,846	6,504	4,007	3,007	3,007
Change %		7%	5%	3%	2%	2%
<b>Tax Rate Estimate</b>	<b>0.2169</b>	<b>0.2090</b>	<b>0.2188</b>	<b>0.2248</b>	<b>0.2293</b>	<b>0.2338</b>
<b>Tax Rate Limit</b>	<b>0.5000</b>	<b>0.5000</b>				
<b>Maximum Requisition Limit</b>	<b>281,251</b>	<b>312,247</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

### Dept 698 - Area C Heritage Conservation

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
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 %		0%	0%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>0.0016</b>	<b>0.0014</b>	<b>0.0014</b>	<b>0.0014</b>	<b>0.0014</b>	<b>0.0014</b>
<b>Tax Rate Limit</b>	<b>0.2500</b>	<b>0.2500</b>				
<b>Maximum Requisition Limit</b>	<b>178,877</b>	<b>197,992</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

## Electoral Area C – Requisition Summaries

### Dept 770 - Area C Street Lighting

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area C	7,086	7,185	7,636	7,786	7,838	7,850
<b>TOTAL</b>	<b>7,086</b>	<b>7,185</b>	<b>7,636</b>	<b>7,786</b>	<b>7,838</b>	<b>7,850</b>
Change \$		99	451	150	52	12
Change %		1%	6%	2%	1%	0%
<b>Tax Rate Estimate</b>	<b>0.0088</b>	<b>0.0080</b>	<b>0.0085</b>	<b>0.0086</b>	<b>0.0087</b>	<b>0.0087</b>
<b>Tax Rate Limit</b>	<b>N/A</b>	<b>N/A</b>				
<b>Maximum Requisition Limit</b>	<b>7,880</b>	<b>7,880</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

## Electoral Area C



### BASE OPERATING BUDGETS

## Electoral Area C – Base Operating Budgets

### Function 127 – Grant in Aid Area C

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>127 - Grant In Aid Area C</b>							
1 - Property tax requisition	(23,639)	(23,639)	(19,893)	(40,830)	(40,837)	(40,844)	(40,851)
9 - Prior year surplus	(17,164)	(17,094)	(20,930)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(40,803)</b>	<b>(40,733)</b>	<b>(40,823)</b>	<b>(40,830)</b>	<b>(40,837)</b>	<b>(40,844)</b>	<b>(40,851)</b>
11 - Operating expenses	19,873	40,733	40,823	40,830	40,837	40,844	40,851
<b>Operating Expense Total</b>	<b>19,873</b>	<b>40,733</b>	<b>40,823</b>	<b>40,830</b>	<b>40,837</b>	<b>40,844</b>	<b>40,851</b>
<b>127 - Grant In Aid Area C</b>	<b>(20,930)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1/9 – Requisition maintained at prior year levels using prior year surplus, with projected increase in 2020 however annual expenses average \$20,000 per year which would maintain requisition at current levels.
- 11 – Operating expenses maintained at \$40,000 per Area Director; annual spend averages \$20,000 per year.

#### 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 but 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. The maximum requisition for 2019 is \$79,197.

#### Goals for 2019/2020:

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

## Electoral Area C – Base Operating Budgets

### Function 132 – Wharves

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>132 - Wharves</b>							
3 - Sales of services	(363)	(365)	(365)	(365)	(365)	(365)	(365)
4 - Other revenue	(43,635)	(22,440)	(22,440)	(22,440)	(22,440)	(22,440)	(22,440)
7 - Government transfers	-	(103,342)	(105,178)	(105,688)	(106,208)	(106,738)	(107,279)
<b>Operating Revenue Total</b>	<b>(43,998)</b>	<b>(126,147)</b>	<b>(127,983)</b>	<b>(128,493)</b>	<b>(129,013)</b>	<b>(129,543)</b>	<b>(130,084)</b>
11 - Operating expenses	43,998	127,983	127,983	128,493	129,013	129,543	130,084
<b>Operating Expense Total</b>	<b>43,998</b>	<b>127,983</b>	<b>127,983</b>	<b>128,493</b>	<b>129,013</b>	<b>129,543</b>	<b>130,084</b>
<b>132 - Wharves</b>	<b>-</b>	<b>1,836</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

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

#### 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 to offset any operating expenses or capital upgrades.

#### Goals for 2019/2020:

- Complete capital maintenance and upgrades works as identified in agreements with Transport Canada and operate wharves.
- Review the possibility of establishing 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.

## Electoral Area C – Base Operating Budgets

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

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>158 - Feasibility Studies - Electoral Area C</b>							
1 - Property tax requisition	-	-	-	(270)	(270)	(270)	(270)
9 - Prior year surplus	(19,502)	(19,502)	(19,234)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(19,502)</b>	<b>(19,502)</b>	<b>(19,234)</b>	<b>(270)</b>	<b>(270)</b>	<b>(270)</b>	<b>(270)</b>
11 - Operating expenses	268	19,502	19,234	270	270	270	270
<b>Operating Expense Total</b>	<b>268</b>	<b>19,502</b>	<b>19,234</b>	<b>270</b>	<b>270</b>	<b>270</b>	<b>270</b>
<b>158 - Feasibility Studies - Electoral Area C</b>	<b>(19,234)</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 2019 maintains requisition at zero as in prior years.
- 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.

#### 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. The maximum requisition for 2019 is \$79,197.

#### Goals for 2019/2020:

- Potential service initiatives for Electoral Area C include creation of uniform fire regulations for Quadra Island and animal control services.

## Electoral Area C – Base Operating Budgets

### Function 255 - North Quadra Island Assistance Response

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>255 - North Quadra Island Assistance Response</b>							
1 - Property tax requisition	(254)	(254)	(250)	(500)	(500)	(500)	(500)
9 - Prior year surplus	(249)	(249)	(250)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(503)</b>	<b>(503)</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>
11 - Operating expenses	253	503	500	500	500	500	500
<b>Operating Expense Total</b>	<b>253</b>	<b>503</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>255 - North Quadra Island Assistance Response</b>	<b>(250)</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 2019 maintains requisition at prior year levels.
- 11 – Budgeted expense provides small allowance for event costs.

#### 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. The maximum requisition for 2019 is \$2,175.

#### Goals for 2019/2020:

- Maintain current service levels.

## Electoral Area C – Base Operating Budgets

### Function 331 - Quathiaski Cove Sewer

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>331 - Quathiaski Cove Sewer</b>							
2 - Frontage and parcel taxes	-	-	-	(30,000)	(30,000)	(30,000)	(30,000)
3 - Sales of services	(113,131)	(147,102)	(151,418)	(156,038)	(157,540)	(158,869)	(160,425)
9 - Prior year surplus	(52,005)	(52,006)	(47,846)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(165,136)</b>	<b>(199,108)</b>	<b>(199,264)</b>	<b>(186,038)</b>	<b>(187,540)</b>	<b>(188,869)</b>	<b>(190,425)</b>
11 - Operating expenses	117,290	199,108	191,764	166,038	162,540	163,869	165,425
18 - Transfers to reserves	-	-	7,500	20,000	25,000	25,000	25,000
<b>Operating Expense Total</b>	<b>117,290</b>	<b>199,108</b>	<b>199,264</b>	<b>186,038</b>	<b>187,540</b>	<b>188,869</b>	<b>190,425</b>
<b>331 - Quathiaski Cove Sewer</b>	<b>(47,846)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 2 – New parcel tax was planned for 2019 however discussions with the Province on the system extension grant resulted in an expanded scope and term for the Q-Cove sewer project that delayed implementation until 2020.
- 3 – User fee increase budgeted since 2017 to \$150,000 to balance ongoing costs of running Q-Cove sewer service, however these increases were put on hold by the Area Director in anticipating of a greater number of new connections. Anticipated user fee increases in 2019 to balance the service is estimated at 25%; residential fees projected to increase from \$510 to \$638 annually. Revenue increase required is 35%, however this is offset by an additional estimated 16 new connections to system, from 170 to 186 in 2019.
- 9/11 – Prior year surplus includes \$42,000 carried to 2019 for connection inspection fees and other charges related to sewer system expansion and related upgrades.
- 18 – Incremental transfers to capital reserve budgeted for ongoing capital maintenance on the system.

#### Overview:

The Q-Cove sewer system collects wastewater from approximately 170 dwellings in 2018 and expected to increase to 186 dwellings in 2019 for the remaining users for the sewer extension project completed in 2017. The SRD continues to invest in upgrades to the system with the utilization of available provincial grants and Community Works Funds.

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.

#### Goals for 2019/2020:

- Complete the major capital project which included the system extension, lift station and generator upgrades; funded 83% by provincial grants and 17% by SRD funds through external borrowing.
- Complete upgrades on the marine outfall for system integrity.
- Update user fee bylaw to required rates to fund ongoing service delivery, including the consideration of a parcel tax rate implementation.

## Electoral Area C – Base Operating Budgets

### Function 332 - Quathiaski Cove Sewer Ext #1

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>332 - Quathiaski Cove Sewer Ext #1</b>							
2 - Frontage and parcel taxes	-	-	-	(15,562)	(24,413)	(24,413)	(24,413)
Operating Revenue Total	-	-	-	(15,562)	(24,413)	(24,413)	(24,413)
11 - Operating expenses	-	-	-	3,200	550	550	550
16 - Debt Principal	-	-	-	-	11,501	11,501	11,501
17 - Debt Interest	-	-	-	12,362	12,362	12,362	12,362
Operating Expense Total	-	-	-	15,562	24,413	24,413	24,413
<b>332 - Quathiaski Cove Sewer Ext #1</b>	-	-	-	-	-	-	-

#### Budget Variance Highlights:

- 2 – Estimated parcel taxes for sewer connection fee payment over 20 years, starting in 2020.
- 16/17 – Estimated principal and interest charges on the deferred sewer connection fees for the Q-Cove sewer extension properties.

#### Overview:

The Regional District received a provincial grant for an extension of approximately 1.5 km of sewer main to serve 43 more properties (35 are developed) of the Q-Cove sewer system. The \$1.4 million project was funded 83% from the provincial Clean Water and Wastewater Fund. In spring of 2018 the project scope was expanded to include phase two - a lift station and work at the sewage treatment plan including an emergency generator and instrumentation with a new completion deadline of spring of 2019.

Once the project is completed, property owners will be required to pay or commute their estimated \$9,100 per property. Residents have the option to pay upfront or to pay the amount to the SRD through a parcel tax over a designated time frame currently estimated at 20 years. The SRD will obtain external borrowing from the Municipal Finance Authority for the unpaid amount which will be paid back through the parcel taxes. Residents will be required to determine their payment method by summer of 2019 to allow for implementation for 2020.

#### Goals for 2019/2020:

- Completion of phase 2 of the Q-Cove extension project.
- Adoption of parcel tax bylaw to authorize prepayment of capital cost share by property owners.
- Adoption of security issuing bylaw to cover costs of system extension not recovered through prepayments.

## Electoral Area C – Base Operating Budgets

### Function 536 - House Numbering Area C

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>536 - House Numbering Area C</b>							
1 - Property tax requisition	(392)	(392)	(413)	(417)	(420)	(423)	(426)
9 - Prior year surplus	(4)	(3)	(1)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(396)</b>	<b>(395)</b>	<b>(414)</b>	<b>(417)</b>	<b>(420)</b>	<b>(423)</b>	<b>(426)</b>
11 - Operating expenses	395	395	414	417	420	423	426
<b>Operating Expense Total</b>	<b>395</b>	<b>395</b>	<b>414</b>	<b>417</b>	<b>420</b>	<b>423</b>	<b>426</b>
<b>536 - House Numbering Area C</b>	<b>(1)</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.

#### 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. The maximum requisition for 2019 is \$21,938.

#### Goals for 2019/2020:

- Investigate the possibility of amalgamating this and the other house numbering functions for all electoral areas in the SRD to Function 501 – Geographic Information Services.

## Electoral Area C – Base Operating Budgets

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

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>555 - Economic Development - Area 'C'</b>							
1 - Property tax requisition	(32,006)	(32,006)	(20,000)	(40,781)	(40,787)	(40,793)	(40,799)
9 - Prior year surplus	(21,429)	(21,346)	(45,245)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(53,435)</b>	<b>(53,352)</b>	<b>(65,245)</b>	<b>(40,781)</b>	<b>(40,787)</b>	<b>(40,793)</b>	<b>(40,799)</b>
11 - Operating expenses	8,190	53,352	40,775	40,781	40,787	40,793	40,799
18 - Transfers to reserves	-	-	24,470	-	-	-	-
<b>Operating Expense Total</b>	<b>8,190</b>	<b>53,352</b>	<b>65,245</b>	<b>40,781</b>	<b>40,787</b>	<b>40,793</b>	<b>40,799</b>
<b>555 - Economic Development - Area 'C'</b>	<b>(45,245)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1/9 – Requisition reduced in 2019 with prior year surplus. Requisition maintained at \$20,000 which is the average amount of grant funds issued in a year based on past trends.
- 11/18 – Funds available for economic development grants are maintained at \$40,000 per Area Director, excess funds transferred to the appropriated surplus reserve for future requisition balancing.

#### Overview:

The purpose of this budget is to provide 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. The maximum levy for 2019 is \$220,167.

#### Goals for 2019/2020:

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

## Electoral Area C – Base Operating Budgets

### Function 618 - Community Parks Area C

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>618 - Community Parks Area C</b>							
1 - Property tax requisition	(170,000)	(170,000)	(179,690)	(191,997)	(204,671)	(217,397)	(220,177)
4 - Other revenue	(3,934)	(2,663)	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)
6 - Grants in Lieu	(444)	-	(400)	(400)	(400)	(400)	(400)
8 - Transfers from reserves	-	(4,314)	-	-	-	-	-
9 - Prior year surplus	(45,411)	(44,000)	(49,687)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(219,789)</b>	<b>(220,977)</b>	<b>(233,377)</b>	<b>(195,997)</b>	<b>(208,671)</b>	<b>(221,397)</b>	<b>(224,177)</b>
11 - Operating expenses	148,798	199,673	213,377	195,997	198,671	201,397	204,177
18 - Transfers to reserves	21,304	21,304	20,000	-	10,000	20,000	20,000
<b>Operating Expense Total</b>	<b>170,102</b>	<b>220,977</b>	<b>233,377</b>	<b>195,997</b>	<b>208,671</b>	<b>221,397</b>	<b>224,177</b>
<b>618 - Community Parks Area C</b>	<b>(49,687)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1/9 – Requisition increase as prior years accumulated surpluses are being utilized to fund service needs.
- 11 – Expenses include \$15,000 carried over from 2018 including Granite Bay shoreline and Hoskyn wharf repairs.
- 18 – Transfers to capital reserves as available to replenish recent spending on Read Island land purchase.

#### 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. The maximum levy for 2019 is \$395,984.

#### Goals for 2019/2020:

- Construction of Quathiaski Cove Pedestrian Path.
- Completion of the Hyacinthe Bay Nature Park Sanctuary acquisition and monitoring.
- Secure and develop park site on Stuart Island (crown application/water license).
- Reid Island Park Acquisition, Subdivision and Surge Store and Wharf Works.
- Granite Bay and Hoskyn Wharf Repairs.
- New Park Regulation Bylaw (BLN 2027) for Area C parks.
- Parks inventory update
- Continue advocating for the acquisition of Hyacinthe Bay Rd school site (crown application).

## Electoral Area C – Base Operating Budgets

### Function 685 - Quadra Island Community Hall Subsidy Local Service Area

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>685 - Quadra Island Community Hall Subsidy Local Service Area</b>							
1 - Property tax requisition	(130,018)	(130,018)	(138,864)	(145,368)	(149,375)	(152,382)	(155,389)
6 - Grants in Lieu	(460)	(400)	(460)	(460)	(460)	(460)	(460)
9 - Prior year surplus	(17,474)	(17,013)	(1,497)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(147,952)</b>	<b>(147,431)</b>	<b>(140,821)</b>	<b>(145,828)</b>	<b>(149,835)</b>	<b>(152,842)</b>	<b>(155,849)</b>
11 - Operating expenses	144,736	145,712	140,821	145,828	149,835	152,842	155,849
18 - Transfers to reserves	1,719	1,719	-	-	-	-	-
<b>Operating Expense Total</b>	<b>146,455</b>	<b>147,431</b>	<b>140,821</b>	<b>145,828</b>	<b>149,835</b>	<b>152,842</b>	<b>155,849</b>
<b>685 - Quadra Island Community Hall Subsidy Local Service Area</b>	<b>(1,497)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1/11 – Requisition increase to maintain costs to operate the facility including ongoing building maintenance.

#### Overview:

This function provides funding for the operation of the Blenkin Memorial Community Hall. The SRD owns the building and contracts out the operations to 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. The maximum levy for 2019 is \$312,247.

#### Goals for 2019/2020:

- Renew service contract with Quadra Island Recreation Society for the operation of the facility.
- The SRD received a \$500,000 provincial contribution to seismically upgrade the hall in 2017; design work and contract award were completed in 2018 and the project will be completed in the summer of 2019.

## Electoral Area C – Base Operating Budgets

### Function 698 - Heritage Conservation - Area C

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>698 - Heritage Conservation - Area C</b>							
1 - Property tax requisition	(1,270)	(1,270)	(1,270)	(1,270)	(1,270)	(1,270)	(1,270)
9 - Prior year surplus	(2,563)	(2,559)	(3,572)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(3,833)</b>	<b>(3,829)</b>	<b>(4,842)</b>	<b>(1,270)</b>	<b>(1,270)</b>	<b>(1,270)</b>	<b>(1,270)</b>
11 - Operating expenses	261	3,829	4,842	1,270	1,270	1,270	1,270
<b>Operating Expense Total</b>	<b>261</b>	<b>3,829</b>	<b>4,842</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</b>
<b>698 - Heritage Conservation - Area C</b>	<b>(3,572)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1 – Requisition maintained at prior year levels.
- 9/11 – Prior year surplus funds continue to build to provide funds for any future opportunities or to undertake a larger initiative.

#### 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 (CSR)*, 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. The maximum requisition for 2019 is \$197,992.

Related bylaws:

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

#### Goals for 2019/2020:

- Future consideration of Surge Narrows store as a heritage site. SRD applying for provincial grant in early 2019 to upgrade this facility and related wharf site.

## Electoral Area C – Base Operating Budgets

### Function 770 - Electoral Area C Street Lighting Service

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>770 - Electoral Area C Street Lighting Service</b>							
1 - Property tax requisition	(7,086)	(7,086)	(7,185)	(7,636)	(7,786)	(7,838)	(7,850)
9 - Prior year surplus	(305)	(286)	(305)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(7,391)</b>	<b>(7,372)</b>	<b>(7,490)</b>	<b>(7,636)</b>	<b>(7,786)</b>	<b>(7,838)</b>	<b>(7,850)</b>
11 - Operating expenses	7,086	7,372	7,490	7,636	7,786	7,838	7,850
<b>Operating Expense Total</b>	<b>7,086</b>	<b>7,372</b>	<b>7,490</b>	<b>7,636</b>	<b>7,786</b>	<b>7,838</b>	<b>7,850</b>
<b>770 - Electoral Area C Street Lighting Service</b>	<b>(305)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1/9 – Requisition maintained with prior year surplus. Requisition limit on this service is \$7,880 which is not sustainable to continue operating this service.
- 11 – BC Hydro average annual rate increases are 3 to 3.5% annual increases, however budgeted expenses maintained at 2% annual increases in future years to maintain requisition under maximum limit.

#### 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. The maximum levy for this service is \$7,880.

#### Goals for 2019/2020:

- 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 to fund this service in the future.

## Electoral Area C



*Port Neville*

## CAPITAL BUDGET

**Electoral Area C – Capital Budget  
Funded Projects Summary**

Index	Project Title	2019 (Cfwd)	2019	2020	2021	2022	2023
1	132 - Port Neville Wharf Upgrades	-	400,000	100,000	-	-	-
2	132 - Owen Bay Wharf Upgrades	-	50,000	200,000	100,000	-	-
3	132 - Surge Narrows Wharf Upgrades	-	50,000	200,000	100,000	-	-
4	331 - Marine Outfall Improvements	-	100,000	-	-	-	-
5	332 - Q-Cove Sewer System Expansion	679,907	-	-	-	-	-
6	618 - Q-Cove Village Trail System	64,372	-	-	-	-	-
7	618 - Read Island Property Acquisition	92,397	-	-	-	-	-
8	618 - Hyacinthe Bay Land Acquisition	6,554	-	-	-	-	-
9	618 - Blenkin Park Trail Improvements	-	25,000	-	-	-	-
10	618 - Blenkin Park Bleacher Replacement	-	20,000	-	-	-	-
11	618 - Blenkin Park Playground Replacement	-	-	100,000	-	-	-
12	618 - Hoskyn Wharf Extension	-	-	50,000	-	-	-
13	618 - Granite Bay Shoreline Repairs	-	-	-	25,000	-	-
14	685 - QI Hall Seismic Upgrades	449,805	-	-	-	-	-
	<b>TOTAL</b>	<b>1,293,035</b>	<b>645,000</b>	<b>650,000</b>	<b>225,000</b>	<b>-</b>	<b>-</b>

**Electoral Area C – Capital Budget**  
**Funded Projects Details**

Index	Project Title	Justification	Funding
1	132 - Port Neville Wharf Upgrades	Replace wharf; 2014 engineering study recommended substantial replacements. 2019 construction, 2020 completion including information signs, re-establishment of natural habitat.	Grants
2	132 - Owen Bay Wharf Upgrades	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.	Grants
3	132 - Surge Narrows Wharf Upgrades	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.	Grants
4	331 - Marine Outfall Improvements	Stabilize bank and bury outfall infrastructure. As detailed in business case, relatively urgent - risk associated with exposure. Planned completion in 2019.	Community Works Fund Reserve
5	332 - Q-Cove Sewer System Expansion	Continuation of the sewer system expansion project, remaining works include emergency generator installation and lift statement replacement with emergency power. Funded 83% by grants.	Grants / Debt
6	618 - Q-Cove Village Trail System	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.	Community Works Fund Reserve
7	618 - Read Island Property Acquisition	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 2019.	Reserves
8	618 - Hyacinthe Bay Land Acquisition	Land donation in 2018 in Hyacinthe Bay; costs relate to fees to acquire property including legal and survey fees. Donation occurred in late 2018, remaining carryforward into 2019.	Reserves
9	618 - Blenkin Park Trail Improvements	Trail/field equipment and improvements.	Reserves
10	618 - Blenkin Park Bleacher Replacement	Replacement of wooden bleachers. Current wooden bleachers are reaching end of useful life.	Reserves
11	618 - Blenkin Park Playground Replacement	Blenkin Daycare playground removal and replacement. Blenkin Park wooden playground is an asset reaching the end of it's useful life. Removal and replacement if desired is required within 1-2 years.	Community Works Fund Reserve
12	618 - Hoskyn Wharf Extension	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.	Community Works Fund Reserve
13	618 - Granite Bay Shoreline Repairs	Granite Bay shoreline erosion work. Shoreline works are eroding and in need of repair.	Community Works Fund Reserve
14	685 - QI Hall Seismic Upgrades	Seismic upgrade. 100% Provincial grant. Grant received in 2017, work started in 2018, planned completion in 2019.	Grants

## Electoral Area C



## RESERVES & DEBT

## Electoral Area C – Reserves

### Function 255 - North Quadra Island Assistance Response Future Expenditure Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	1,467	1,467	1,468	1,469	1,470
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
Interest earned	1	1	1	1	1
<b>Ending Balance</b>	<b>1,467</b>	<b>1,468</b>	<b>1,469</b>	<b>1,470</b>	<b>1,470</b>

### Function 331 - Quathiaski Cove Sewer Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	981	981	981	981	981
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
<b>Ending Balance</b>	<b>981</b>	<b>981</b>	<b>981</b>	<b>981</b>	<b>981</b>

### Function 331 - Quathiaski Cove Sewer Capital Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	33,006	40,522	60,542	85,573	110,616
Transfers from operating fund	7,500	20,000	25,000	25,000	25,000
Projects funded	-	-	-	-	-
Interest earned	17	20	30	43	55
<b>Ending Balance</b>	<b>40,522</b>	<b>60,542</b>	<b>85,573</b>	<b>110,616</b>	<b>135,671</b>

### Function 555 - Economic Development - Area 'C' Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	4,000	28,470	28,470	28,470	28,470
Transfers from operating fund	24,470	-	-	-	-
Transfer to operating fund	-	-	-	-	-
<b>Ending Balance</b>	<b>28,470</b>	<b>28,470</b>	<b>28,470</b>	<b>28,470</b>	<b>28,470</b>

## Electoral Area C – Reserves

### Function 618 - Community Parks Area C Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	20,000	20,000	20,000	20,000	20,000
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
<b>Ending Balance</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>

### Function 618 - Community Parks Area C Future Expenditure Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	28,841	28,855	28,870	28,884	28,899
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
Interest earned	14	14	14	14	14
<b>Ending Balance</b>	<b>28,855</b>	<b>28,870</b>	<b>28,884</b>	<b>28,899</b>	<b>28,913</b>

### Function 618 - Community Parks Area C Parkland Aquisition Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	12,170	12,176	12,182	12,188	12,194
Transfers from operating fund	-	-	-	-	-
Projects funded	-	-	-	-	-
Interest earned	6	6	6	6	6
<b>Ending Balance</b>	<b>12,176</b>	<b>12,182</b>	<b>12,188</b>	<b>12,194</b>	<b>12,200</b>

### Function 618 - Community Parks Area C Capital Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	158,299	34,427	34,444	44,462	64,484
Transfers from operating fund	20,000	-	10,000	20,000	20,000
Projects funded	(143,951)	-	-	-	-
Interest earned	79	17	17	22	32
<b>Ending Balance</b>	<b>34,427</b>	<b>34,444</b>	<b>44,462</b>	<b>64,484</b>	<b>84,516</b>

#### Projects funded

Read Island Property Acquisition (Cfwd)	92,397				
Hyacinthe Bay Land Acquisition (Cfwd)	6,554				
Blenkin Park Trail Improvements	25,000				
Blenkin Park Bleacher Replacement	20,000				
	<b>143,951</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Electoral Area C – Reserves

### Function 685 - Quadra Island Community Hall Subsidy Local Service Area Future Expenditure Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	5,212	5,215	5,217	5,220	5,222
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
Interest earned	3	3	3	3	3
<b>Ending Balance</b>	<b>5,215</b>	<b>5,217</b>	<b>5,220</b>	<b>5,222</b>	<b>5,225</b>

### Function 685 - Quadra Island Community Hall Subsidy Local Service Area Capital Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	70,933	70,968	71,003	71,039	71,074
Transfers from operating fund	-	-	-	-	-
Projects funded	-	-	-	-	-
Interest earned	35	35	36	36	36
<b>Ending Balance</b>	<b>70,968</b>	<b>71,003</b>	<b>71,039</b>	<b>71,074</b>	<b>71,110</b>

### Function 770 - Electoral Area C Street Lighting Service Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	485	485	485	485	485
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
<b>Ending Balance</b>	<b>485</b>	<b>485</b>	<b>485</b>	<b>485</b>	<b>485</b>

### Electoral Area C Community Works Funds Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	1,305,336	1,284,224	1,277,378	1,395,498	1,539,208
Transfers from operating fund	136,733	136,733	136,733	136,733	136,733
Transfer to operating fund	-	-	-	-	-
Projects funded	(164,372)	(150,000)	(25,000)	-	-
Interest earned	6,527	6,421	6,387	6,977	7,696
<b>Ending Balance</b>	<b>1,284,224</b>	<b>1,277,378</b>	<b>1,395,498</b>	<b>1,539,208</b>	<b>1,683,637</b>
<b>Projects funded</b>					
331 - Q-Cove Marine Outfall Improvements	100,000				
618 - Q-Cove Village Trail System	64,372				
618 - Blenkin Park Playground Replacement		100,000			
618 - Hoskyn Wharf Extension		50,000			
618 - Granite Bay Shoreline Repairs			25,000		
	<b>164,372</b>	<b>150,000</b>	<b>25,000</b>		

**Electoral Area C  
Short-Term Debt Summary**

	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>
Quathiaski Cove Sewer Extension Project Function 332 Interest rate - Variable Payback - 5 yrs Year drawn - 2014 to 2018					
Beginning Balance	181,191	440,211	440,211	440,211	440,211
Debt draws*	259,020	-	-	-	-
Debt principal payments*	-	-	-	-	-
<b>Ending Balance</b>	<b>440,211</b>	<b>440,211</b>	<b>440,211</b>	<b>440,211</b>	<b>440,211</b>
Debt principal payments	-	-	-	-	-
Debt interest payments	8,327	11,798	11,798	11,798	11,798
Annual debt payments	8,327	11,798	11,798	11,798	11,798

*\* Note: Project started in 2014 and has expanded in scope with available grant funds. Final debt drawdown requirement will be determined with the completion of the Q-Cove sewer extension project in the spring of 2019 after the \$1.1M of grant funds spent in full. Once the project is complete, a funding strategy to repay the total amount borrowed whether through short-term or long-term repayment will be determined.*

## Electoral Area C



### BUSINESS CASES / SERVICE ENHANCEMENTS

*See Corporate Services and Electoral Area Services sections which include additional business cases that impact Electoral Area C.*

## Area C – Business Cases

### 331 - Area C Re-Direct Funds for Q-cove Sewer Improvements (Approved)

#### 1. Executive Summary

With a grant from the Clean Water and Wastewater Fund, the Quathiaski Cove Sewer Extension Project became feasible. In 2018 the grant deadline was extended and the scope was expanded to, amongst other, include two improvements which the Board previously supported to be funded from the Area C Community Works Funds (CWF) reserve:

(SRD 1167/16)

ii) Electoral Area C: Quathiaski Cove Sewer emergency generator \$9,780. iii) Electoral Area C: Quathiaski Cove Sewer treatment plan equalization tank transfer pumps replacement \$10,000.

Therefore, the amounts allocated from CWF for the completion of the above-mentioned improvements, can now be redirected to other deteriorating components of the sewer infrastructure system.

On October 10, 2018, the Board (SRD 867/18) supported the execution of a statutory R.O.W agreement for the sanitary sewer marine outfall for the Quathiaski Cove sewer system. The indefinite term of this agreement will ensure that SRD continues to have access for operating a marine outfall for discharging treated effluent from the sewer system including excavation, construction, replacement, repair and safeguarding the outfall infrastructure.

#### 2. Business Problem and Opportunity

The outfall infrastructure is subject to erosion of the sea bed and bank where the upland equalization tank transfer pumps (that will be replaced with grant funds) is located. To protect the mentioned infrastructure, stabilize the bank and to ensure that best management plan practices are followed, it is recommended that the marine outfall improvements are undertaken in 2019 with the other improvements occurring on the system.

#### 3. Proposed Project Objectives

To apply best management practices by improving and protecting sanitary system infrastructure.

#### 4. Business Risks

There are no risks and numerous benefits associated with this proposal. Any remaining funds that are not used for the identified purpose will be returned to the CWF.

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

a) Total Costs	FY19	FY20	FY21	FY22	FY23	Five Year Total
Q-Cove Marine Outfall Improvements	\$ 100,000	\$-	\$-	\$-	\$-	\$100,000
Operational Costs (5 yrs)	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$100,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$100,000</b>

b) Benefits	
Tangible Benefits	1) Improving the exposed marine outfall through the application of best management practices; 2) protecting the proposed improved outfall and upland equalization tank transfer pumps from future sea bed and shore-line erosion.
Intangible Benefits	Improved credibility of the SRD as a local government that is following best management practices and who are proactively protecting critical infrastructure.

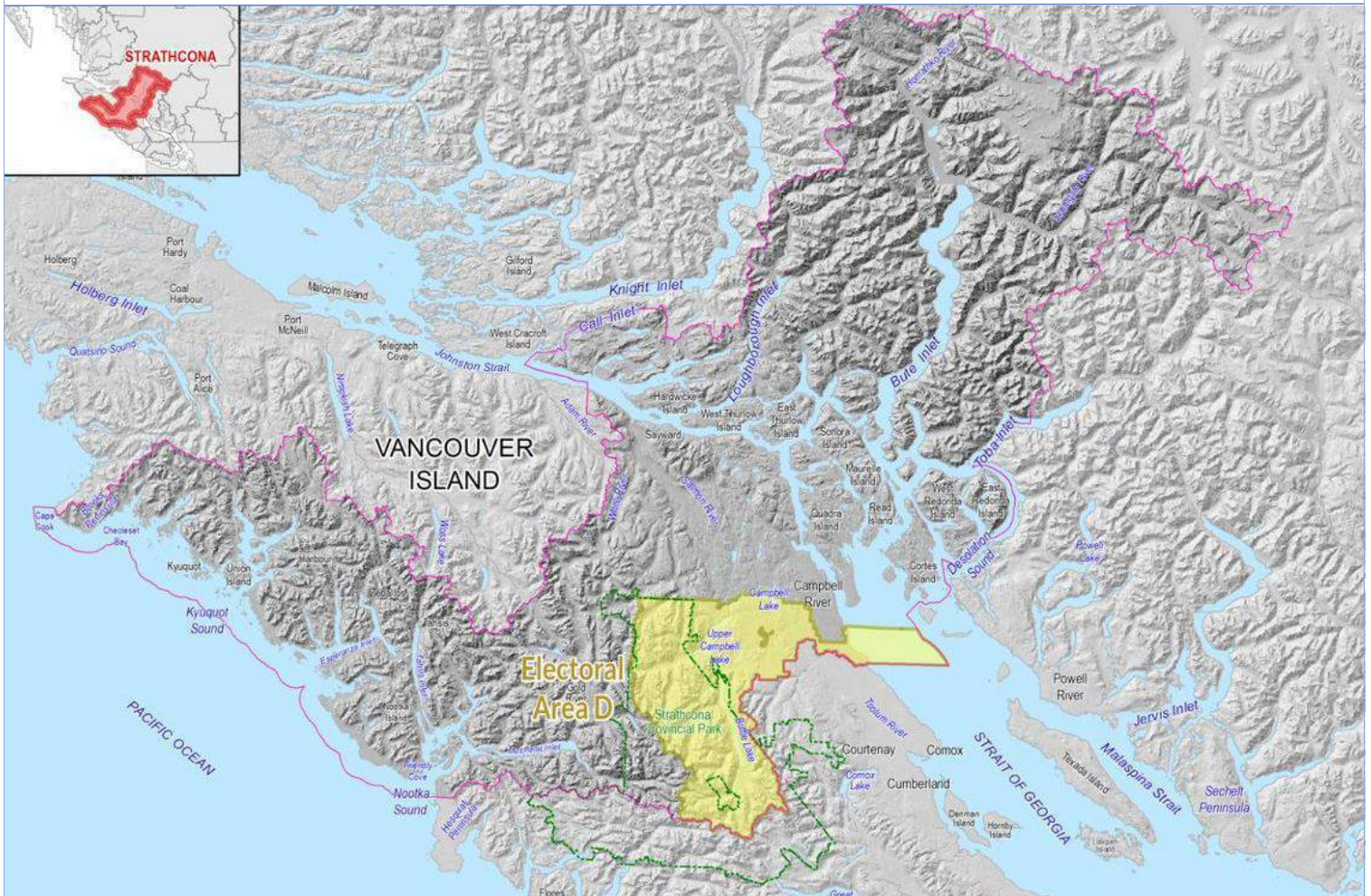
#### 6. Summary Recommendation

THAT the 2019-2023 Financial Plan package includes \$100,000 for the Q-Cove Marine Outfall Improvements with funds from the Area C Community Works Fund reserve.

THAT the following subsections (ii) and (iii) of board resolution SRD1167/16 to allocate funds from Community Works Funds be rescinded: ii) Electoral Area C: Quathiaski Cove Sewer emergency generator \$9,780. iii) Electoral Area C: Quathiaski Cove Sewer treatment plan equalization tank transfer pumps replacement \$10,000.

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## Electoral Area D



**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.

The region is home to eight parks which are maintained by the SRD, and they provide something for everyone: community gardening, playgrounds, walking trails, open space, sporting fields, outdoor fitness equipment, tennis and basketball courts.



## Electoral Area D – Requisition Summaries

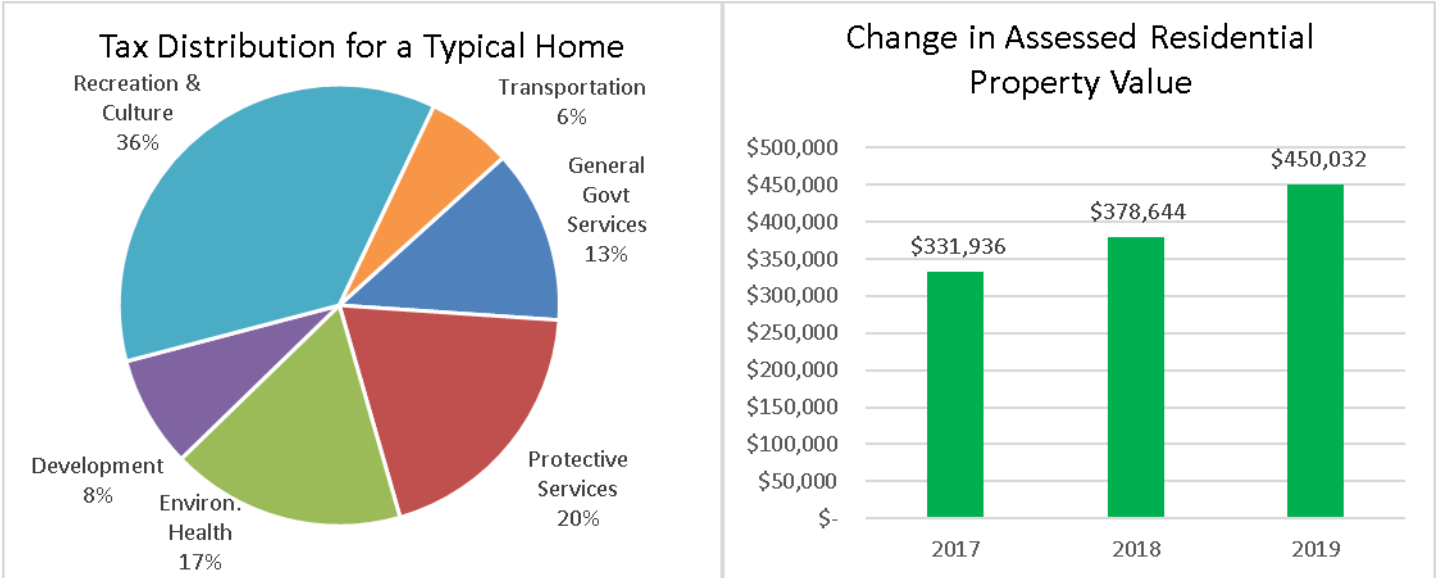
### Estimated Tax Rate Analysis

Service Function	Requisition			Estimated Tax*		
	2018	2019	% Change	2018	2019	\$ Change
<b>Corporate Services</b>						
110 - Administration and General Government	\$ 108,940	\$ 108,936	(0.0)%	\$ 9.38	\$ 8.23	(\$1.15)
<b>Regional Services</b>						
149 - Regional Broadband	-	39,283	0.0 %	-	2.97	2.97
150 - Regional Feasibility Studies	9,546	1,829	(80.8)%	0.82	0.14	(0.68)
272 - Strathcona Emergency Program	28,117	38,906	38.4 %	2.42	2.94	0.52
275 - 911 Emergency Answering Service	52,883	51,098	(3.4)%	4.56	3.86	(0.70)
510 - Planning Non Part 26	32	-	(100.0)%	-	-	-
<b>Electoral Areas</b>						
130 - Electoral Area Administration	206,136	210,462	2.1 %	17.76	15.90	(1.86)
340 - Liquid Waste Management	3,897	3,947	1.3 %	0.34	0.30	(0.04)
500 - Planning	243,347	271,864	11.7 %	20.96	20.54	(0.42)
630 - Vancouver Island Regional Library	219,718	229,862	4.6 %	18.93	17.36	(1.57)
<b>Area D</b>						
123 - Area D Grants In Aid	51,166	64,462	26.0 %	4.41	4.87	0.46
210 - Campbell River Fire	400,936	443,815	10.7 %	84.90	79.13	(5.77)
285 - Building Inspection	80,579	79,167	(1.8)%	6.94	5.98	(0.96)
290 - Area D Animal Control	17,336	36,253	109.1 %	1.49	2.74	1.25
297 - Soil Deposit & Removal	250	113	(54.8)%	0.02	0.01	(0.01)
298 - Unsightly Premises	272	275	1.1 %	0.02	0.02	-
319 - Electoral Area D Water	510,000	570,000	11.8 %	97.61	92.27	(5.34)
533 - Area D House Numbering	495	515	4.0 %	0.04	0.04	-
614 - Area D Parks	195,419	212,035	8.5 %	16.83	16.02	(0.81)
750 - Area D Street Lighting	35,757	33,840	(5.4)%	13.34	10.90	(2.44)
785 - Area D Transit	150,645	156,792	4.1 %	12.98	11.84	(1.14)
790 - Oyster River Bank Protection	18,000	18,000	0.0 %	92.60	78.91	(13.69)
<b>Strathcona Gardens</b>						
640 - Strathcona Gardens	765,215	764,635	(0.1)%	65.91	57.76	(8.15)
<i>* defined area services included</i>	<b>3,098,686</b>	<b>3,336,089</b>	<b>7.7 %</b>	<b>472.26</b>	<b>432.73</b>	<b>(39.53)</b>

*\* per \$100,000 of assessed value*

**Average Residential Property Value: \$ 378,644 \$ 450,032**  
**Estimated Tax per Average Residential Property: \$ 1,788 \$ 1,947**

**Electoral Area D – Requisition Summaries**  
Estimated Tax Rate Analysis



## Electoral Area D – Requisition Summaries

### 5-Year Forecast

Service Function	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Corporate Services</b>						
110 - Administration and General Government	108,940	108,936	134,667	137,085	138,289	140,824
<b>Regional Services</b>						
149 - Regional Broadband	-	39,283	55,273	33,549	18,436	58,581
150 - Regional Feasibility Studies	9,546	1,829	3,218	3,218	3,218	3,218
272 - Strathcona Emergency Program	28,117	38,906	39,277	39,628	39,986	40,350
275 - 911 Emergency Answering Service	52,883	51,098	54,349	57,189	58,668	60,438
510 - Planning Non Part 26	32	-	33	33	33	33
<b>Electoral Areas</b>						
130 - Electoral Area Administration	206,136	210,462	265,723	269,758	273,608	278,071
340 - Liquid Waste Management	3,897	3,947	3,947	3,947	3,947	3,947
500 - Planning	243,347	271,864	358,933	365,239	371,679	378,256
630 - Vancouver Island Regional Library	219,718	229,862	236,111	242,847	249,758	256,849
<b>Area D</b>						
123 - Area D Grants In Aid	51,166	64,462	66,423	66,437	66,451	66,466
154 - Area D Feasibility Studies	-	-	290	290	290	290
210 - Campbell River Fire	400,936	443,815	488,323	495,709	496,688	494,462
285 - Building Inspection	80,579	79,167	134,030	137,289	140,623	144,054
290 - Area D Animal Control	17,336	36,253	46,076	46,920	47,777	48,647
295 - Noise Control	-	-	-	-	-	-
297 - Soil Deposit & Removal	250	113	-	-	-	-
298 - Unsightly Premises	272	275	275	275	275	275
319 - Electoral Area D Water	510,000	570,000	570,000	570,000	570,000	570,000
533 - Area D House Numbering	495	515	518	521	524	527
614 - Area D Parks	195,419	212,035	243,893	246,247	248,649	251,098
750 - Area D Street Lighting	35,757	33,840	36,405	37,133	37,875	38,632
785 - Area D Transit	150,645	156,792	169,808	181,072	188,935	197,033
790 - Oyster River Bank Protection	18,000	18,000	18,000	18,000	18,000	18,000
<b>Strathcona Gardens</b>						
640 - Strathcona Gardens	765,215	764,635	782,255	797,731	811,354	825,407
<b>Total Requisition</b>	<b>3,098,686</b>	<b>3,336,088</b>	<b>3,707,828</b>	<b>3,750,116</b>	<b>3,748,190</b>	<b>3,758,297</b>
<b>Estimated Tax rate per \$1,000</b>	<b>\$ 4.7226</b>	<b>\$ 4.3272</b>	<b>\$ 4.6600</b>	<b>\$ 4.7014</b>	<b>\$ 4.7027</b>	<b>\$ 4.7100</b>
<b>Increase/(Decrease) per \$100,000 Assessed Value</b>		<b>(\$40)</b>	<b>\$33</b>	<b>\$4</b>	<b>\$0</b>	<b>\$1</b>

## Electoral Area D – Requisition Summaries

### Dept 123 - Area D Grants In Aid

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area D	51,166	64,462	66,423	66,437	66,451	66,466
<b>TOTAL</b>	<b>51,166</b>	<b>64,462</b>	<b>66,423</b>	<b>66,437</b>	<b>66,451</b>	<b>66,466</b>
Change \$		13,296	1,961	14	14	15
Change %		26%	3%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>0.0443</b>	<b>0.0487</b>	<b>0.0502</b>	<b>0.0502</b>	<b>0.0502</b>	<b>0.0502</b>
<b>Tax Rate Limit</b>	<b>0.1000</b>	<b>0.1000</b>				
<b>Maximum Requisition Limit</b>	<b>86,741</b>	<b>101,588</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

### Dept 154 - Area D Feasibility Studies

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
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 %		0%	0%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>-</b>	<b>-</b>	<b>0.0002</b>	<b>0.0002</b>	<b>0.0002</b>	<b>0.0002</b>
<b>Tax Rate Limit</b>	<b>0.1000</b>	<b>0.1000</b>				
<b>Maximum Requisition Limit</b>	<b>86,741</b>	<b>101,588</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

## Electoral Area D – Requisition Summaries

### Dept 210 - Campbell River Fire

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Campbell River Fire Prot SA#25	400,936	443,815	488,323	495,709	496,688	494,462
<b>TOTAL</b>	<b>400,936</b>	<b>443,815</b>	<b>488,323</b>	<b>495,709</b>	<b>496,688</b>	<b>494,462</b>
Change \$		42,879	44,508	7,386	979	(2,225)
Change %		11%	10%	2%	0%	0%
<b>Tax Rate Estimate</b>	<b>0.8553</b>	<b>0.7913</b>	<b>0.8706</b>	<b>0.8838</b>	<b>0.8855</b>	<b>0.8816</b>
<b>Tax Rate Limit</b>	<b>N/A</b>	<b>N/A</b>				
<b>Maximum Requisition Limit</b>	<b>N/A</b>	<b>N/A</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

### Dept 285 - Building Inspection

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area D	80,579	112,447	167,976	171,913	175,940	180,077
<b>TOTAL</b>	<b>80,579</b>	<b>112,447</b>	<b>167,976</b>	<b>171,913</b>	<b>175,940</b>	<b>180,077</b>
Change \$		31,868	55,529	3,937	4,027	4,137
Change %		40%	49%	2%	2%	2%
<b>Tax Rate Estimate</b>	<b>0.0697</b>	<b>0.0849</b>	<b>0.1269</b>	<b>0.1299</b>	<b>0.1329</b>	<b>0.1360</b>
<b>Tax Rate Limit</b>	<b>N/A</b>	<b>N/A</b>				
<b>Maximum Requisition Limit</b>	<b>N/A</b>	<b>N/A</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

## Electoral Area D – Requisition Summaries

### Dept 290 - Area D Animal Control

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area D	17,336	36,253	46,076	46,920	47,777	48,647
<b>TOTAL</b>	<b>17,336</b>	<b>36,253</b>	<b>46,076</b>	<b>46,920</b>	<b>47,777</b>	<b>48,647</b>
Change \$		18,917	9,823	844	857	870
Change %		109%	27%	2%	2%	2%
<b>Tax Rate Estimate</b>	<b>0.0150</b>	<b>0.0274</b>	<b>0.0348</b>	<b>0.0354</b>	<b>0.0361</b>	<b>0.0367</b>
<b>Tax Rate Limit</b>	<b>0.3230</b>	<b>0.3230</b>				
<b>Maximum Requisition Limit</b>	<b>280,175</b>	<b>328,131</b>				

**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

### Dept 297 - Soil Deposit & Removal

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area D	250	113	-	-	-	-
<b>TOTAL</b>	<b>250</b>	<b>113</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Change \$		(137)	-	-	-	-
Change %		-55%	0%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>0.0002</b>	<b>0.0001</b>	-	-	-	-
<b>Tax Rate Limit</b>	<b>N/A</b>	<b>N/A</b>				
<b>Maximum Requisition Limit</b>	<b>250</b>	<b>250</b>				

**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

## Electoral Area D – Requisition Summaries

### Dept 298 - Unsightly Premises

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area D	272	275	275	275	275	275
<b>TOTAL</b>	<b>272</b>	<b>275</b>	<b>275</b>	<b>275</b>	<b>275</b>	<b>275</b>
Change \$		3	-	-	-	-
Change %		1%	0%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>0.0002</b>	<b>0.0002</b>	<b>0.0002</b>	<b>0.0002</b>	<b>0.0002</b>	<b>0.0002</b>
<b>Tax Rate Limit</b>	<b>N/A</b>	<b>N/A</b>				
<b>Maximum Requisition Limit</b>	<b>25,000</b>	<b>25,000</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

### Dept 319 - Electoral Area D Water

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Electoral Area D Water SRVA#50	510,000	570,000	570,000	570,000	570,000	570,000
<b>TOTAL</b>	<b>510,000</b>	<b>570,000</b>	<b>570,000</b>	<b>570,000</b>	<b>570,000</b>	<b>570,000</b>
Change \$		60,000	-	-	-	-
Change %		12%	0%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>0.9827</b>	<b>0.9227</b>	<b>0.9227</b>	<b>0.9227</b>	<b>0.9227</b>	<b>0.9227</b>
<b>Tax Rate Limit</b>	<b>1.0000</b>	<b>1.0000</b>				
<b>Maximum Requisition Limit</b>	<b>507,634</b>	<b>605,407</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

## Electoral Area D – Requisition Summaries

### Dept 533 - Area D House Numbering

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area D	495	515	518	521	524	527
<b>TOTAL</b>	<b>495</b>	<b>515</b>	<b>518</b>	<b>521</b>	<b>524</b>	<b>527</b>
Change \$		20	3	3	3	3
Change %		4%	1%	1%	1%	1%
<b>Tax Rate Estimate</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>Tax Rate Limit</b>	<b>0.2770</b>	<b>0.2770</b>				
<b>Maximum Requisition Limit</b>	<b>24,027</b>	<b>28,140</b>				

**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

### Dept 614 - Area D Parks

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area D	195,419	212,035	243,893	246,247	248,649	251,098
<b>TOTAL</b>	<b>195,419</b>	<b>212,035</b>	<b>243,893</b>	<b>246,247</b>	<b>248,649</b>	<b>251,098</b>
Change \$		16,616	31,858	2,354	2,402	2,449
Change %		9%	15%	1%	1%	1%
<b>Tax Rate Estimate</b>	<b>0.1691</b>	<b>0.1602</b>	<b>0.1842</b>	<b>0.1860</b>	<b>0.1878</b>	<b>0.1897</b>
<b>Tax Rate Limit</b>	<b>0.5000</b>	<b>0.5000</b>				
<b>Maximum Requisition Limit</b>	<b>433,707</b>	<b>507,942</b>				

**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

## Electoral Area D – Requisition Summaries

### Dept 750 - Area D Street Lighting

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
EA D Street Lighting SRVA#56	35,757	33,840	36,405	37,133	37,875	38,632
<b>TOTAL</b>	<b>35,757</b>	<b>33,840</b>	<b>36,405</b>	<b>37,133</b>	<b>37,875</b>	<b>38,632</b>
Change \$		(1,917)	2,565	728	742	757
Change %		-5%	8%	2%	2%	2%
<b>Tax Rate Estimate</b>	<b>0.1336</b>	<b>0.1090</b>	<b>0.1173</b>	<b>0.1196</b>	<b>0.1220</b>	<b>0.1244</b>
<b>Tax Rate Limit</b>	<b>0.2000</b>	<b>0.2000</b>				
<b>Maximum Requisition Limit</b>	<b>52,965</b>	<b>61,705</b>				

**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.

### Dept 785 - Area D Transit

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area D	150,645	156,792	169,808	181,072	188,935	197,033
<b>TOTAL</b>	<b>150,645</b>	<b>156,792</b>	<b>169,808</b>	<b>181,072</b>	<b>188,935</b>	<b>197,033</b>
Change \$		6,147	13,016	11,264	7,863	8,098
Change %		4%	8%	7%	4%	4%
<b>Tax Rate Estimate</b>	<b>0.1304</b>	<b>0.1184</b>	<b>0.1283</b>	<b>0.1368</b>	<b>0.1427</b>	<b>0.1488</b>
<b>Tax Rate Limit</b>	<b>0.2000</b>	<b>0.2000</b>				
<b>Maximum Requisition Limit</b>	<b>173,483</b>	<b>203,177</b>				

**Notes:**

Estimates based on 2019 Completed Roll Assessments released in early January 2019.

Tax rates per \$1,000 of assessed value, estimated residential rate.

If a function has multiple tax rates, then the average is shown.



## Electoral Area D – Requisition Summaries

### Dept 790 - Oyster River Bank Protection

#### Requisition Allocation:

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Oyster Riverbank Prot LSA#2	18,000	18,000	18,000	18,000	18,000	18,000
<b>TOTAL</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>
Change \$		-	-	-	-	-
Change %		0%	0%	0%	0%	0%
<b>Tax Rate Estimate</b>	<b>0.9260</b>	<b>0.7891</b>	<b>0.7891</b>	<b>0.7891</b>	<b>0.7891</b>	<b>0.7891</b>
<b>Tax Rate Limit</b>	<b>N/A</b>	<b>N/A</b>				
<b>Maximum Requisition Limit</b>	<b>18,000</b>	<b>18,000</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

## Electoral Area D



## BASE OPERATING BUDGETS

## Electoral Area D – Base Operating Budgets

### Function 123 - Grant In Aid Area D

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>123 - Grant In Aid Area D</b>							
1 - Property tax requisition	(51,166)	(51,166)	(64,462)	(66,423)	(66,437)	(66,451)	(66,466)
9 - Prior year surplus	(10,134)	(10,087)	(1,947)	-	-	-	-
Operating Revenue Total	(61,300)	(61,253)	(66,409)	(66,423)	(66,437)	(66,451)	(66,466)
11 - Operating expenses	59,353	61,253	66,409	66,423	66,437	66,451	66,466
Operating Expense Total	59,353	61,253	66,409	66,423	66,437	66,451	66,466
<b>123 - Grant In Aid Area D</b>	<b>(1,947)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1 – Requisition increased to cover grants in aid budget and use of prior year surplus in 2018.
- 9 – Prior surplus utilized in 2018, with minimal funds carrying into 2019.
- 11 – Budget for grants in aid increased to \$65,000 as requested by the Area Director.

#### 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 but 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. The maximum requisition for 2019 is \$101,588.

#### Goals for 2019/2020:

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

## Electoral Area D – Base Operating Budgets

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

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>154 - Feasibility Studies - Electoral Area D</b>							
1 - Property tax requisition	-	-	-	(290)	(290)	(290)	(290)
9 - Prior year surplus	(38,878)	(38,878)	(38,592)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(38,878)</b>	<b>(38,878)</b>	<b>(38,592)</b>	<b>(290)</b>	<b>(290)</b>	<b>(290)</b>	<b>(290)</b>
11 - Operating expenses	286	38,878	38,592	290	290	290	290
<b>Operating Expense Total</b>	<b>286</b>	<b>38,878</b>	<b>38,592</b>	<b>290</b>	<b>290</b>	<b>290</b>	<b>290</b>
<b>154 - Feasibility Studies - Electoral Area D</b>	<b>(38,592)</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 2019 maintains requisition at zero as in prior years.
- 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.

#### 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. The maximum requisition for 2019 is \$101,588.

#### Goals for 2019/2020:

- Currently no planned new services for Electoral Area D.

## Electoral Area D – Base Operating Budgets

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

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>210 - Campbell River Fire Protection Specified Area</b>							
1 - Property tax requisition	(400,936)	(400,936)	(443,815)	(488,323)	(495,709)	(496,688)	(494,462)
8 - Transfers from reserves	(40,000)	(40,000)	-	(60,000)	-	-	(15,000)
9 - Prior year surplus	(11,241)	(11,241)	(1,000)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(452,177)</b>	<b>(452,177)</b>	<b>(444,815)</b>	<b>(548,323)</b>	<b>(495,709)</b>	<b>(496,688)</b>	<b>(509,462)</b>
11 - Operating expenses	451,177	452,177	404,815	548,323	405,709	471,688	509,462
18 - Transfers to reserves	-	-	40,000	-	90,000	25,000	-
<b>Operating Expense Total</b>	<b>451,177</b>	<b>452,177</b>	<b>444,815</b>	<b>548,323</b>	<b>495,709</b>	<b>496,688</b>	<b>509,462</b>
<b>210 - Campbell River Fire Protection Specified Area</b>	<b>(1,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1 – Requisition increased in 2019 to transition increase in future years for ongoing increase in fire services contract for operations and significant capital purchase upgrades planned by the City in its ten-year capital plan including preliminary plans for Fire Hall #1 and #2 replacements.
- 11 – Budgeted expenses include the anticipated share of Electoral Area D of the City's operational and capital budget at 7%, including the anticipated debt servicing costs of future anticipated projects.
- 8/18 – This function has been utilizing the appropriated surplus reserve to transition in the full requisition to maintain service levels with the City of Campbell River shared services contract.

#### 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 paying approximately 7% of the overall cost of the City's fire services; including any capital purchases.

The authority for this service was established December 22, 1977 through special letters patent (SLP). There is no stated limit for requisition on this service.

#### Goals for 2019/2020:

- Continue to plan and work with the City of Campbell River to ensure requisition smoothing for fire services for Electoral Area D residents who benefit from this service.

## Electoral Area D – Base Operating Budgets

### Function 285 - Building Inspection

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>285 - Building Inspection</b>							
1 - Property tax requisition	(80,579)	(80,579)	(112,447)	(167,976)	(171,913)	(175,940)	(180,077)
3 - Sales of services	(6,496)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
4 - Other revenue	(56,929)	(34,600)	(44,780)	(44,800)	(44,820)	(44,840)	(44,840)
6 - Grants in Lieu	-	(10)	-	-	-	-	-
9 - Prior year surplus	(96,863)	(95,000)	(71,677)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(240,866)</b>	<b>(212,689)</b>	<b>(231,404)</b>	<b>(215,276)</b>	<b>(219,233)</b>	<b>(223,280)</b>	<b>(227,417)</b>
11 - Operating expenses	135,190	178,689	207,404	211,276	215,233	219,280	223,417
18 - Transfers to reserves	34,000	34,000	24,000	4,000	4,000	4,000	4,000
<b>Operating Expense Total</b>	<b>169,190</b>	<b>212,689</b>	<b>231,404</b>	<b>215,276</b>	<b>219,233</b>	<b>223,280</b>	<b>227,417</b>
<b>285 - Building Inspection</b>	<b>(71,677)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1 – Requisition increased in 2019 with approved business case to increase building inspections services from 3 days to 5 days per week.
- 1/9 – Base operating requisition maintained at 2018 level due to additional revenues and under budget expenses in 2018 carrying into 2019.
- 4 – Permit fees are difficult to predict year to year and therefore budgeted conservatively, however 2018 was another strong year for development activities which contributed to the 2018 surplus; offsetting the required increase in the 2019 requisition.
- 11 – Ongoing budget to maintain this service level approximately \$215-230,000 therefore a requisition increase is projected for 2020 and future years.
- 18 – Transfers to the capital and future expenditure reserve budgeted where possible to reduce future costs for maintaining service levels.

#### 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 activities in Area D.

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

#### Goals for 2019/2020:

- Implement enhanced building inspection services for Electoral Area D with the transition of a 3 day a week service, shared with 2 days of bylaw in one position, to 5 day a week full-time Building Inspector position.

## Electoral Area D – Base Operating Budgets

### Function 290 - Electoral Area D Animal Control

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>290 - Electoral Area D Animal Control</b>							
1 - Property tax requisition	(17,336)	(17,336)	(36,253)	(46,076)	(46,920)	(47,777)	(48,647)
4 - Other revenue	(150)	(100)	(100)	(100)	(100)	(100)	(100)
9 - Prior year surplus	(31,843)	(30,594)	(8,949)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(49,329)</b>	<b>(48,030)</b>	<b>(45,302)</b>	<b>(46,176)</b>	<b>(47,020)</b>	<b>(47,877)</b>	<b>(48,747)</b>
11 - Operating expenses	40,380	48,030	45,302	46,176	47,020	47,877	48,747
<b>Operating Expense Total</b>	<b>40,380</b>	<b>48,030</b>	<b>45,302</b>	<b>46,176</b>	<b>47,020</b>	<b>47,877</b>	<b>48,747</b>
<b>290 - Electoral Area D Animal Control</b>	<b>(8,949)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1/9 – Requisition increased in 2019 to level that funds ongoing expenses for this service. 2018 requisition was offset with prior year surpluses that have now been spent.
- 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.

#### 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 RD paying 19.5% of the total net costs of this service.

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. The maximum requisition for 2019 is \$323,181.

#### Related bylaws:

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

#### Goals for 2019/2020:

- Maintain current service levels.

## Electoral Area D – Base Operating Budgets

### Function 295 - Noise Control

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>295 - Noise Control</b>							
9 - Prior year surplus	(3,129)	(3,129)	(2,741)	-	-	-	-
Operating Revenue Total	(3,129)	(3,129)	(2,741)	-	-	-	-
11 - Operating expenses	388	3,129	2,741	-	-	-	-
Operating Expense Total	388	3,129	2,741	-	-	-	-
<b>295 - Noise Control</b>	<b>(2,741)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 9/11 – Operating expenses include accumulated surplus funds which in a standard year are for support services and liability insurance allocations. The Area Director has requested this service be repealed in 2019 due to inactivity therefore no budget in 2020 for future years.

#### 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 extended service is established and to be operated for the control of noise.

The maximum levy for this service cannot exceed \$0.01 per \$1,000 of the assessed value in Electoral Area D. The maximum requisition for 2019 is \$10,159.

#### Goals for 2019/2020:

- Repeal the service as requested by the Electoral Area Director and refund surplus funds to the taxpayers.

## Electoral Area D – Base Operating Budgets

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

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>297 - Soil Deposit &amp; Removal Control Extended Service</b>							
1 - Property tax requisition	(250)	(250)	(113)	-	-	-	-
8 - Transfers from reserves	-	-	(136)	-	-	-	-
9 - Prior year surplus	(1)	-	(1)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(251)</b>	<b>(250)</b>	<b>(250)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
11 - Operating expenses	250	250	250	-	-	-	-
<b>Operating Expense Total</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>297 - Soil Deposit &amp; Removal Control Extended Service</b>	<b>(1)</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 2019 due to inactivity therefore no budget in 2020 for future years. The 2019 budget includes utilizing funds in reserve and reducing the requisition to deplete all funds in this function.

#### 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. The maximum requisition for 2019 is \$250.

#### Goals for 2019/2020:

- This service is limited to an establishment bylaw only therefore no activity within this function.
- Repeal the service as requested by the Electoral Area Director; all funds will be depleted in 2019.

## Electoral Area D – Base Operating Budgets

### Function 298 - Unsightly Premises Extended Service

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>298 - Unsightly Premises Extended Service</b>							
1 - Property tax requisition	(272)	(272)	(275)	(275)	(275)	(275)	(275)
9 - Prior year surplus	(500)	(500)	(500)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(772)</b>	<b>(772)</b>	<b>(775)</b>	<b>(275)</b>	<b>(275)</b>	<b>(275)</b>	<b>(275)</b>
11 - Operating expenses	272	772	775	275	275	275	275
<b>Operating Expense Total</b>	<b>272</b>	<b>772</b>	<b>775</b>	<b>275</b>	<b>275</b>	<b>275</b>	<b>275</b>
<b>298 - Unsightly Premises Extended Service</b>	<b>(500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1 – Requisition maintained at prior year levels.
- 9/11 – Prior year surplus provides for some service funding; once used the requisition will require an increase.

#### Overview:

Established with *Unsightly Premises Extended Service Establishment Bylaw, 1998, Bylaw No. 2051* (CSR) 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 the assessed value in Electoral Area D. The maximum requisition for 2019 is \$25,000.

#### Goals for 2019/2020:

- For the Board to give consideration of a new unsightly premises bylaw for Electoral Area D.

## Electoral Area D – Base Operating Budgets

### Function 318 - Craig Road Water

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>318 - Craig Road Water</b>							
2 - Frontage and parcel taxes	(11,323)	(11,323)	(11,323)	(12,500)	(12,500)	(12,500)	(12,500)
9 - Prior year surplus	(2,297)	(2,297)	(1,794)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(13,620)</b>	<b>(13,620)</b>	<b>(13,117)</b>	<b>(12,500)</b>	<b>(12,500)</b>	<b>(12,500)</b>	<b>(12,500)</b>
11 - Operating expenses	602	2,396	1,894	1,277	1,277	1,277	1,277
16 - Debt Principal	4,648	4,649	4,648	4,648	4,648	4,648	4,648
17 - Debt Interest	6,575	6,575	6,575	6,575	6,575	6,575	6,575
<b>Operating Expense Total</b>	<b>11,826</b>	<b>13,620</b>	<b>13,117</b>	<b>12,500</b>	<b>12,500</b>	<b>12,500</b>	<b>12,500</b>
<b>318 - Craig Road Water</b>	<b>(1,794)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 2 – Annual parcel tax to repay debt incurred to provide Craig Rd area properties connection to Area D water system.
- 16/17 – Debt principal and interest payments until 2026.

#### Overview:

This function services the debt incurred to provide infrastructure to connect properties in the Craig Rd area of the Electoral Area D water system. The method of funding is through a parcel tax until 2026.

#### Goals for 2019/2020:

- Maintain service levels.

## Electoral Area D – Base Operating Budgets

### Function 319 - Electoral Area D Water

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>319 - Electoral Area D Water</b>							
1 - Property tax requisition	(510,000)	(510,000)	(570,000)	(570,000)	(570,000)	(570,000)	(570,000)
3 - Sales of services	(1,009,766)	(1,003,575)	(1,157,413)	(1,215,429)	(1,338,573)	(1,458,119)	(1,579,794)
4 - Other revenue	(3,894)	-	-	-	-	-	-
7 - Government transfers	-	(120,000)	-	-	-	-	-
8 - Transfers from reserves	(184,916)	(184,916)	(30,000)	-	-	-	-
9 - Prior year surplus	-	-	(134,493)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(1,708,576)</b>	<b>(1,818,491)</b>	<b>(1,891,906)</b>	<b>(1,785,429)</b>	<b>(1,908,573)</b>	<b>(2,028,119)</b>	<b>(2,149,794)</b>
11 - Operating expenses	1,352,693	1,597,101	1,697,413	1,720,741	1,829,235	1,950,656	2,074,206
16 - Debt principal	-	-	-	-	69,963	69,963	69,963
17 - Debt interest	-	-	-	4,688	9,375	7,500	5,625
18 - Transfers to reserves	-	-	194,493	60,000	-	-	-
19 - Deficit prior year	221,390	221,390	-	-	-	-	-
<b>Operating Expense Total</b>	<b>1,574,083</b>	<b>1,818,491</b>	<b>1,891,906</b>	<b>1,785,429</b>	<b>1,908,573</b>	<b>2,028,119</b>	<b>2,149,794</b>
<b>319 - Electoral Area D Water</b>	<b>(134,493)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1/3/8 – Requisition and user fees increased in 2019 and future years given ongoing increases in bulk water costs for expected consumption and rate increases. User fees anticipated to increase 15% from 2019 to balance service levels, with residential from \$800 to \$920 to achieve rates required to maintain service levels. Transfers from the future expenditure reserve of \$184,916 in 2018 delayed required user fee increases.
- 8 – Transfers from future expenditure reserve of \$30,000 in 2019 to fund the Area D water study update business case; this study will ensure the SRD's infrastructure information is up to date ensuring grant application readiness.
- 9/18 – Ongoing water conservation efforts resulted in water consumption being much lower than anticipated for 2018 and related bulk water costs were less than budgeted which resulted in a surplus from 2018 of \$134,493. The 2018 projected surplus was transferred back into the future expenditure reserve to replenish the reserve, as well as \$60,000 to the water capital reserve for the SRD's portion of the universal metering grant.
- 11 – Electoral Area D has been transitioning to the City of Campbell River bulk water rate for users outside City boundaries, which is double the City's cubic meter rate of \$0.68. For 2019 this will be \$1.36/m<sup>3</sup> rate for Area D which is a 15% rate increase from the 2018 level of \$1.18.
- 11 - The future bulk water costs are expected to stabilize as City's water rate per bylaw is increasing only 3% per year until 2022 and consumption is budgeted at 5% increases annually. Therefore, Area D overall water costs are expected to stabilize at an approximate growth rate of 8% per year, which can be reduced with ongoing conservation efforts.
- 16/17 – The SRD submitted a \$1.7 million grant application for universal metering in fall 2018 for a \$2.4 million project; the SRD's portion of 26.67% is budgeted from the capital reserve and short-term debt.

## Electoral Area D – Base Operating Budgets

### Function 319 - Electoral Area D Water

#### Overview:

The purpose of this function is to provide water to a defined portion of Electoral Area D. The Area D water system is supplied from the City of Campbell River through three bulk meter connections at Seawave Rd, McGimpsey Rd (2 meters) and Ocean Grove Rd. This function serves approximately 1,200 connections; of which, there are 12 metered commercial connections and 30 metered residential connections. There is limited build-out potential with the current design of the system factored for a population of 3,106 and a total build-out up to 3,459.

The system has a small area in the southern upper elevation that has pressure issues during peak demand (York Rd.) A planned booster station project has been put on hold due to escalating costs. An alternate option has been presented and supported through a business case for Craig Rd pressure zone upgrade.

Water consumption has been increasing year over year at an average rate of 4% since 2014, with a 20% increase in 2016. Consumption stabilized at 2% growth from 2017 to 2018 with water conservation education efforts and communication with the public. The Regional District pays a metered rate based on bulk water received therefore consumption has a direct impact on the overall cost of providing water service to this defined portion of Electoral Area D.

An application for universal metering was made in the fall of 2018 which will further the water conservation efforts and provide better information for managing and upgrading the system. A business case was also put forward to upgrade the four bulk water meters and improve the connections to provide more accurate and timely information to aid in managing the system and audit the bulk water billings. The Regional District currently receives one meter-read per month for consumption whereas the new bulk meters would provide daily, minute by minute information, that would assist the SRD in identifying any leaks or unusual consumption patterns. This data will also increase the effectiveness of any long-range planning and overall management of the system.

The SRD contracts operation of the water system to the City of Campbell River's Utilities Department who performs the routine maintenance of hydrants and PRVs as well as monitors water quality. On a request basis, they also offer to locate underground works, turn on/off water services, install new lines, and repair leaks. All requested work is charged to the SRD on a cost-plus basis.

The authority for this service was originally established on August 29, 2005 by Bylaw 2786, merging the Willow Point and York Rd Water service areas, with a subsequent amending Bylaw 2997 adding 5 additional York Rd properties. The service is funded through 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. The maximum requisition for 2019 is \$605,407.

#### Goals for 2019/2020:

- Water conservation and education program, universal metering initiation, 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.

## Electoral Area D – Base Operating Budgets

### Function 533 - House Numbering Area D

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>533 - House Numbering Area D</b>							
1 - Property tax requisition	(495)	(495)	(515)	(518)	(521)	(524)	(527)
9 - Prior year surplus	(1)	(1)	-	-	-	-	-
<b>Operating Revenue Total</b>	<b>(496)</b>	<b>(496)</b>	<b>(515)</b>	<b>(518)</b>	<b>(521)</b>	<b>(524)</b>	<b>(527)</b>
11 - Operating expenses	496	496	515	518	521	524	527
<b>Operating Expense Total</b>	<b>496</b>	<b>496</b>	<b>515</b>	<b>518</b>	<b>521</b>	<b>524</b>	<b>527</b>
<b>533 - House Numbering Area D</b>	<b>(0)</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.

#### 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. The maximum requisition for 2019 is \$28,140.

#### Goals for 2019/2020:

- Investigate the possibility of amalgamating this and the other house numbering functions for all Electoral Areas in the SRD to Function 501 – Geographic Information Services.

## Electoral Area D – Base Operating Budgets

### Function 614 - Community Parks Area D

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>614 - Community Parks Area D</b>							
1 - Property tax requisition	(195,419)	(195,419)	(212,035)	(243,893)	(246,247)	(248,649)	(251,098)
9 - Prior year surplus	(67,167)	(65,000)	(43,550)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(262,586)</b>	<b>(260,419)</b>	<b>(255,585)</b>	<b>(243,893)</b>	<b>(246,247)</b>	<b>(248,649)</b>	<b>(251,098)</b>
11 - Operating expenses	199,036	240,419	255,585	243,893	246,247	248,649	251,098
18 - Transfers to reserves	20,000	20,000	-	-	-	-	-
<b>Operating Expense Total</b>	<b>219,036</b>	<b>260,419</b>	<b>255,585</b>	<b>243,893</b>	<b>246,247</b>	<b>248,649</b>	<b>251,098</b>
<b>614 - Community Parks Area D</b>	<b>(43,550)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1/9 – Requisition increasing as prior year surplus balance is decreasing year over year.
- 11 – Ongoing expenses to maintain service levels approximately \$240-250,000 annually. 2019 budget includes a \$4,000 carry forward for the completion of the Oyster Bay kiosk.
- 18 – Transfers to reserves when excess funding available or as reserve balances are utilized for capital projects.

#### 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. The maximum levy for 2019 is \$507,942.

#### Goals for 2019/2020:

- Trail and signage upgrades.
- Hagel Greenway North and South resolution.
- Park Regulation Bylaw for Area D parks.
- Parks inventory update.
- Parks master plan preliminary work.

## Electoral Area D – Base Operating Budgets

### Function 750 - Electoral Area D Street Lighting Service

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>750 - Electoral Area D Street Lighting Service</b>							
1 - Property tax requisition	(35,757)	(35,757)	(33,840)	(36,405)	(37,133)	(37,875)	(38,632)
4 - Other revenue	(358)	(360)	(360)	(360)	(360)	(360)	(360)
9 - Prior year surplus	-	-	(1,852)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(36,115)</b>	<b>(36,117)</b>	<b>(36,052)</b>	<b>(36,765)</b>	<b>(37,493)</b>	<b>(38,235)</b>	<b>(38,992)</b>
11 - Operating expenses	34,122	35,933	36,052	36,765	37,493	38,235	38,992
19 - Deficit prior year	141	184	-	-	-	-	-
<b>Operating Expense Total</b>	<b>34,263</b>	<b>36,117</b>	<b>36,052</b>	<b>36,765</b>	<b>37,493</b>	<b>38,235</b>	<b>38,992</b>
<b>750 - Electoral Area D Street Lighting Service</b>	<b>(1,852)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1/9 – Requisition slightly lower than prior year due to prior year surplus.
- 11 – Projected ongoing rate increases for BC Hydro.

#### 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. The maximum requisition for 2019 is \$61,705.

#### Goals for 2019/2020:

- Electoral Area Director has requested staff to investigate the expansion of streetlighting service area to Thirsk, Leeming and Fairwinds roads.

## Electoral Area D – Base Operating Budgets

### Function 785 - Transit - Area D

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>785 - Transit - Area D</b>							
1 - Property tax requisition	(150,645)	(150,645)	(156,792)	(169,808)	(181,072)	(188,935)	(197,033)
9 - Prior year surplus	(22,590)	(22,469)	(22,234)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(173,235)</b>	<b>(173,114)</b>	<b>(179,026)</b>	<b>(169,808)</b>	<b>(181,072)</b>	<b>(188,935)</b>	<b>(197,033)</b>
11 - Operating expenses	151,001	173,114	179,026	169,808	181,072	188,935	197,033
<b>Operating Expense Total</b>	<b>151,001</b>	<b>173,114</b>	<b>179,026</b>	<b>169,808</b>	<b>181,072</b>	<b>188,935</b>	<b>197,033</b>
<b>785 - Transit - Area D</b>	<b>(22,234)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1/11 – Requisition increased in 2019 for increase in operating expense for the shared transit costs with the City of Campbell River; Electoral Area D pays 11.4% 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 5% annually.
- 9/11 – Prior year surplus and operating costs includes a \$20,000 carry forward to replace Lynnwood and Shelter Point bus shelters.

#### Overview:

The transit service in Area D is part of the overall Campbell River transit system which is administered by the City of Campbell River with support from BC Transit. There are currently two stops and two shelters that are not on any active bus routes (changes made in 2017) but are still being maintained given school children still utilize them. There is a transit exchange near the Oyster River where the Campbell River transit system meets the Comox Valley transit system. While the exchange is located within the Regional District it does provide benefit to any user of the two systems; thus, any upgrades need to be coordinated with the 3 local government 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. The maximum requisition for 2019 is \$203,177.

#### Goals for 2019/2020:

- 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.

## Electoral Area D – Base Operating Budgets

### Function 790 - Oyster River Bank Protection

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>790 - Oyster River Bank Protection</b>							
1 - Property tax requisition	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)
9 - Prior year surplus	(12,546)	(12,414)	(16,758)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(30,546)</b>	<b>(30,414)</b>	<b>(34,758)</b>	<b>(18,000)</b>	<b>(18,000)</b>	<b>(18,000)</b>	<b>(18,000)</b>
11 - Operating expenses	13,788	30,414	34,758	18,000	18,000	18,000	18,000
<b>Operating Expense Total</b>	<b>13,788</b>	<b>30,414</b>	<b>34,758</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>
<b>790 - Oyster River Bank Protection</b>	<b>(16,758)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget Variance Highlights:

- 1 – Requisition maintained at maximum levels as in prior years.
- 9/11 – 2019 operating expenses includes \$17,000 carry forward from 2018 for rip rap repair and maintenance works. Future years budget reduced to maintain requisition limit.

#### 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.

#### Goals for 2019/2020:

- Annual inspections and maintenance.
- Update the floodplain management bylaw.
- Consider need to increase maximum requisition limit for ongoing service delivery.
- 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.

## Electoral Area D



## CAPITAL BUDGET

**Electoral Area D – Capital Budget  
Funded Projects Summary**

Index	Project Title	2019 (Cfwd)	2019	2020	2021	2022	2023
1	133 - Oyster River Dike Upgrades	441,000	-	-	-	-	-
2	285 - Land Use Software Replacement	30,000	-	-	-	-	-
3	319 - Craig Rd Pressure Zone Upgrade	-	100,000	-	-	-	-
4	319 - Water Supply Connection Improvements	-	530,000	-	-	-	-
5	319 - Universal Metering	-	240,000	2,196,500	-	-	-
6	614 - Hagel Park Greenway North/Storie Creek Trail	51,654	-	-	-	-	-
7	614 - Salmon Point Trail Head Development	30,000	-	-	-	-	-
8	614 - Hagel Park Asphalt Walkway Repair	-	27,500	-	-	-	-
	<b>TOTAL</b>	<b>552,654</b>	<b>897,500</b>	<b>2,196,500</b>	-	-	-

**Electoral Area D – Capital Budget  
Funded Projects Details**

<b>Index</b>	<b>Justification</b>	<b>Funding</b>
1	Provincial funding under the Community Emergency Preparedness Fund for Glenmore Road Dike Upgrades; recommendations arising from the dike condition assessment.	Grants
2	The existing system put in place by previous CSRD and is no longer supported. Planning works for major system upgrade in late 2018, with implementation planned for early 2019. 70% Planning funded.	Reserves
3	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.	Community Works Fund
4	Install new SCADA readers and back flow prevention valves. As detailed in business case, ensure accuracy and improve integrity of bulk water meter readings; provide better management of system.	Community Works Fund
5	Supply and installation of residential radio-read meters in pits at the property line of 1,200 connections. 73.33% grant applied for in fall 2018, expect results in 2019. Water conservation measure.	Grants / Reserves/ Debt
6	Development of Hagel Park Greenway North and Storie Creek Trail Enhancement of trail connectivity and walkability throughout Area D with linear walkways and trails.	Community Works Fund
7	Upgrade of trailhead and trail. The park endures seasonal flooding and this has caused substantial degradation of the trail/trail head.	Reserves
8	Repair of damaged asphalt on Hagel Park pathway. The asphalt pathway at Hagel Park has extensive root damage and there are multiple small trip hazards.	Reserves

**Electoral Area D – Capital Budget  
Unfunded Projects Summary & Details**

Index	Project Title	2019 (Cfwd)	2019	2020	2021	2022	2023
U1	319 - Watermain Pipe Replacement	-	-	100,000	100,000	100,000	100,000
U2	319 - Transmission Watermain Upgrade	-	-	175,000	1,110,000	-	-
U3	319 - Upgrade York Watermain	-	-	-	100,000	571,500	-
	<b>TOTAL</b>	-	-	<b>275,000</b>	<b>1,310,000</b>	<b>671,500</b>	<b>100,000</b>

Index	Justification	Funding
U1	Renewal of aging water mains. Identified in 2012 water study - Maintain service levels/reduce leaks/costs. Will update cost after 2019 water study update.	TBD
U2	Seawave to Henry watermain upgrade. Identified in 2012 study - upgrade to system to improve supply and meet fire flow pressure requirements . Pending 2019 water study update.	TBD
U3	Upgrade of 200 mm line on York Rd from Matts Rd to Fofar Rd. Identified in 2012 study - upgrade to system to improve supply and meet fire flow pressure requirements. Pending 2019 water study update.	TBD

## Electoral Area D



## RESERVES & DEBT

## Electoral Area D – Reserves

### Function 210 - Campbell River Fire Protection Specified Area Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	29,220	69,220	9,220	99,220	124,220
Transfers from operating fund	40,000	-	90,000	25,000	-
Transfer to operating fund	-	(60,000)	-	-	(15,000)
<b>Ending Balance</b>	<b>69,220</b>	<b>9,220</b>	<b>99,220</b>	<b>124,220</b>	<b>109,220</b>

### Function 285 - Building Inspection Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	61,699	61,699	61,699	61,699	61,699
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
<b>Ending Balance</b>	<b>61,699</b>	<b>61,699</b>	<b>61,699</b>	<b>61,699</b>	<b>61,699</b>

### Function 285 - Building Inspection Future Expenditure Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	50,554	54,579	58,606	62,636	66,667
Transfers from operating fund	4,000	4,000	4,000	4,000	4,000
Transfer to operating fund	-	-	-	-	-
Interest earned	25	27	29	31	33
<b>Ending Balance</b>	<b>54,579</b>	<b>58,606</b>	<b>62,636</b>	<b>66,667</b>	<b>70,700</b>

### Function 285 - Building Inspection Capital Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	47,715	37,739	37,758	37,777	37,796
Transfers from operating fund	20,000	-	-	-	-
Projects funded	(30,000)	-	-	-	-
Interest earned	24	19	19	19	19
<b>Ending Balance</b>	<b>37,739</b>	<b>37,758</b>	<b>37,777</b>	<b>37,796</b>	<b>37,815</b>
<b>Projects funded</b>					
Land Use Software Replacement	30,000	-	-	-	-
	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Electoral Area D – Reserves

### Function 290 - Electoral Area D Animal Control Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	50,521	50,521	50,521	50,521	50,521
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
<b>Ending Balance</b>	<b>50,521</b>	<b>50,521</b>	<b>50,521</b>	<b>50,521</b>	<b>50,521</b>

### Function 297 - Soil Deposit & Removal Control Extended Service Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	136	-	-	-	-
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	(136)	-	-	-	-
<b>Ending Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Function 298 - Unsightly Premises Extended Service Future Expenditure Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	3,983	3,985	3,987	3,989	3,991
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
Interest earned	2	2	2	2	2
<b>Ending Balance</b>	<b>3,985</b>	<b>3,987</b>	<b>3,989</b>	<b>3,991</b>	<b>3,993</b>

### Function 319 - Electoral Area D Water Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	34,497	34,497	34,497	34,497	34,497
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
<b>Ending Balance</b>	<b>34,497</b>	<b>34,497</b>	<b>34,497</b>	<b>34,497</b>	<b>34,497</b>

## Electoral Area D – Reserves

### Function 319 - Electoral Area D Water Future Expenditure Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning balance	3,887	108,382	108,436	108,490	108,545
Transfers from operating fund	134,493	-	-	-	-
Transfer to operating fund	-	-	-	-	-
Projects funded	(30,000)	-	-	-	-
Interest earned	2	54	54	54	54
<b>Ending Balance</b>	<b>108,382</b>	<b>108,436</b>	<b>108,490</b>	<b>108,545</b>	<b>108,599</b>
<b>Projects funded</b>					
Area D Water Study Update	30,000	-	-	-	-
	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Function 319 - Electoral Area D Water Capital Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	246,209	206,332	66,436	66,469	66,502
Transfers from operating fund	60,000	60,000	-	-	-
Projects funded	(100,000)	(200,000)	-	-	-
Interest earned	123	103	33	33	33
<b>Ending Balance</b>	<b>206,332</b>	<b>66,436</b>	<b>66,469</b>	<b>66,502</b>	<b>66,535</b>
<b>Projects funded</b>					
319 - Universal Metering	100,000	200,000	-	-	-
	<b>100,000</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Function 614 - Community Parks Area D Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	10,000	10,000	10,000	10,000	10,000
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
<b>Ending Balance</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>

## Electoral Area D – Reserves

### Function 614 - Community Parks Area D Future Expenditure Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	221,570	221,681	221,792	221,902	222,013
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
Interest earned	111	111	111	111	111
<b>Ending Balance</b>	<b>221,681</b>	<b>221,792</b>	<b>221,902</b>	<b>222,013</b>	<b>222,124</b>

### Function 614 - Community Parks Area D Parkland Aquisition Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	10,558	10,564	10,569	10,574	10,579
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
Interest earned	5	5	5	5	5
<b>Ending Balance</b>	<b>10,564</b>	<b>10,569</b>	<b>10,574</b>	<b>10,579</b>	<b>10,585</b>

### Function 614 - Community Parks Area D Capital Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning balance	452,129	394,855	395,052	395,250	395,447
Transfers from operating fund	-	-	-	-	-
Projects funded	(57,500)	-	-	-	-
Interest earned	226	197	198	198	198
<b>Ending Balance</b>	<b>394,855</b>	<b>395,052</b>	<b>395,250</b>	<b>395,447</b>	<b>395,645</b>
<b>Projects funded</b>					
614 - Salmon Point Trail Head Development	30,000				
614 - Hagel Park Asphalt Walkway Repair	27,500				
	<b>57,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Electoral Area D – Reserves

### Function 785 - Transit - Area D Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	15,000	15,000	15,000	15,000	15,000
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
<b>Ending Balance</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>

### Function 790 - Oyster River Bank Protection Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	1,087	1,087	1,087	1,087	1,087
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
<b>Ending Balance</b>	<b>1,087</b>	<b>1,087</b>	<b>1,087</b>	<b>1,087</b>	<b>1,087</b>

### Function 790 - Oyster River Bank Protection Future Expenditure Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	18,103	18,112	18,121	18,130	18,139
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
Interest earned	9	9	9	9	9
<b>Ending Balance</b>	<b>18,112</b>	<b>18,121</b>	<b>18,130</b>	<b>18,139</b>	<b>18,148</b>

### Function 790 - Oyster River Bank Protection Capital Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	46,007	46,030	46,053	46,076	46,099
Transfers from operating fund	-	-	-	-	-
Projects funded	-	-	-	-	-
Interest earned	23	23	23	23	23
<b>Ending Balance</b>	<b>46,030</b>	<b>46,053</b>	<b>46,076</b>	<b>46,099</b>	<b>46,122</b>

## Electoral Area D – Reserves

### Electoral Area D

#### Community Works Funds Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Balance</b>					
Beginning Balance	2,481,459	2,066,439	2,330,957	2,596,798	2,863,968
Transfers from operating fund	254,186	254,186	254,186	254,186	254,186
Transfer to operating fund	-	-	-	-	-
Projects funded	(681,614)	-	-	-	-
Interest earned	12,407	10,332	11,655	12,984	14,320
<b>Ending Balance</b>	<b>2,066,439</b>	<b>2,330,957</b>	<b>2,596,798</b>	<b>2,863,968</b>	<b>3,132,474</b>
<b>Projects funded</b>					
319 - Craig Rd Pressure Zone Upgrade	100,000				
319 - Water Supply Connection Improvements	530,000				
614 - Greenway North/Storie Creek Trail	51,614				
	<b>681,614</b>	-	-	-	-

*Note: Board resolution from 2011 to hold \$250,000 of Area D funds for parks and trail development in the region; \$75,000 allocated to Greenway North/Story Creek project in 2017, leaving \$175,000 for future allocations. As this amount is unbudgeted, it must be deducted from ending balance above when calculating available Community Works Funds for other projects in Electoral Area D.*

**Electoral Area D  
Short-Term Debt Summary**

	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>
Universal Metering Function 319 Interest rate - Variable Payback - 5 yrs Year drawn - 2020					
Beginning Balance	-	-	349,815	279,852	209,889
Debt draws*	-	349,815	-	-	-
Debt principal payments*	-	-	(69,963)	(69,963)	(69,963)
<b>Ending Balance</b>	<b>-</b>	<b>349,815</b>	<b>279,852</b>	<b>209,889</b>	<b>139,926</b>
Debt principal payments	-	-	69,963	69,963	69,963
Debt interest payments	-	4,688	9,375	7,500	5,625
Annual debt payments	-	4,688	79,338	77,463	75,588

*\* Note: Grant application for universal metering project submitted in the fall of 2018, with a total cost of \$2.4 million with potential 73.33% grant funding, which requires 26.67% matching funds from SRD or \$649,000. \$300,000 would be provided by the Area D water capital reserve, and the remaining \$349,000 would be funded by short-term debt repaid within 5 years from 2021-2025.*

**Electoral Area D  
Long-Term Debt Summary**

	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>
Craig Rd Water Function 318 Interest rate - 4.43% Payback - 20 yrs Year drawn - 2007					
Beginning Balance	68,575	63,926	59,278	54,630	49,981
Debt draws	-	-	-	-	-
Debt principal payments	(4,648)	(4,648)	(4,648)	(4,648)	(4,648)
<b>Ending Balance</b>	<b>63,926</b>	<b>59,278</b>	<b>54,630</b>	<b>49,981</b>	<b>45,333</b>
Debt principal payments	4,648	4,648	4,648	4,648	4,648
Debt interest payments	6,575	6,575	6,575	6,575	6,575
Annual debt payments	11,223	11,223	11,223	11,223	11,223

*\* Note: This debt is for those properties in the Craig Rd area who connected to the existing Area D water system and are paying the debt over a 20 year parcel tax. The Regional District funded the infrastructure to provide connection with long-term borrowing through the Municipal Finance Authority.*

## Electoral Area D



### BUSINESS CASES / SERVICE ENHANCEMENTS

*See Corporate Services and Electoral Area Services sections which include additional business cases that impact Electoral Area D.*

## **Electoral Area D – Business Cases**

### **Function 319 - Water Study Update (Approved)**

#### **1. Executive Summary**

Various grants to fund infrastructure upgrades are becoming commonplace. When such an opportunity becomes available there is often limited time to prepare a well-documented and substantiated grant application. When a quickly patched together application is reviewed against well-polished applications, the chances of the superior applications to be successful is obvious.

Electoral Area D water system is in dire need of infrastructure upgrades. Without sufficient updated studies and cost analyses from engineering firms, detailing the requirements and cost implications, it is impossible to budget and plan for these upgrades to be done in a timely and responsible manner. In addition, grant funding that could have been used to off-set the upgrade and improvement cost is virtually impossible.

The most recent water study was completed by Koers & Associated Engineering Ltd. in 2012. Regardless of being almost seven years old, it remains to function as the guiding document for operations, upgrades, expansion and infrastructure renewal strategies to the system. It is, however, out of date, in terms of growth strategies and understanding the current systematic demands. Updating the study is essential to stay abreast of the changing conditions and to prepare for future opportunities for funding.

The volatility of the current relationship with the water supplier supports the need for an increase in preparedness when discussing the possibilities of finding alternative sources for both operations and supplemental bulk water supply. Proactive planning to be ready for policy changes and funding opportunities is critical to ensure timely responses when such needs occur.

#### **2. Business Problem and Opportunity**

Federal and provincial agencies recognize the benefits of interventions at the local government level and instead of spending government funds, it is redirected towards grants.

To be competitive and position Electoral Area D to receive grant funding, it needs to proactively plan for interventions and seek out funding opportunities. The SRD needs to reposition itself and improve capacity to be successful in having shelf-ready applications that can be submitted when grant opportunities arise.

The problem is that most grants require local government fiscal contributions, which excludes stacking through using Community Works Funds. The success rate for getting grants increases when the application can include proof that contribution funds are readily available and do not need to be raised through borrowing.

#### **3. Proposed Project Objectives**

To proactively plan and have studies shelf-ready to seek and administer funding when opportunities arise.

#### **4. Business Risks**

SRD risk losing significant amounts of money, in staff time spent on preparing failed grant applications, but also by not receiving grant funding, which is normally available in large amounts. As time passes without undertaking upgrades identified in the 2012 water study (water main renewal, transmission main design and construction, Design of the York main upgrade and construction, etc.) the age of the system wears down the system even more. This may lead to unforeseen breaks that required emergency repairs without having any funds to pay for the work.

Additionally, by not having an updated water study for the Area D water system the SRD's capital plan and funding strategies will not be built on reliable information, thereby putting risk to the system and sustainable service delivery.

**Electoral Area D – Business Cases**  
**Function 319 - Water Study Update (Approved)**

**5. Cost Benefits Analysis and Proposed Source of Funding**

Increasing SRD’s capacity to seek and be successful in applying for grant funds that can be off-set using grant money instead of requisition and user fee increases.

a) Total Costs	FY19	FY20	FY21	FY22	FY23	Five Year Total
Capital Costs	\$-	\$-	\$-	\$-	\$-	\$-
Operational Costs (5 Years)	\$30,000	\$-	\$-	\$-	\$-	\$30,000
<b>Total</b>	<b>\$30,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$30,000</b>

b) Benefits	
<b>Tangible Benefits</b>	<b>Increased:</b> 1) Capacity to undertake engineering studies that will improve grant application successes and identify priorities in upgrades and maintenance requirements; 2) provide funding to budget and plan for the carrying out of upgrades and improvements of the infrastructure to maintain service delivery.
<b>Intangible Benefits</b>	<b>Improved:</b> 1) credibility of the SRD as a local government that applies fiscal responsibility and good management practices of its assets; and 2) reduces the risks associated with breaks in the system without having funds to cover the repair costs.

**6. Summary Recommendation**

THAT the 2019-2023 Financial Plan package includes \$30,000 to update the 2012 Area D Water Study.

## **Electoral Area D – Business Cases**

### **Function 319 - Re-Redirecting Booster Pump Station Funds (Approved)**

#### **1. Executive Summary**

On January 26, 2017 the Board passed the following motion (SRD77/17):

THAT the release of an additional \$400,000 from the Electoral Area D Community Works Fund, totaling \$735,000 for the Area D booster pump station project be approved, and THAT the financial plan be amended accordingly.

At the end of 2016: 1) McElhanney completed the design that fitted the subject property along Craig Road in Electoral Area D, to improve water pressure in the area; and 2) BC Hydro provided a cost estimate to have three-phased power installed at the subject property but failed to produce a detailed design. The Board passed motion SRD77/17, to ensure sufficient funds were available when project was ready to be tendered. Unfortunately, the funds required to bring three-phase power to the subject site for the operation of the station has made the project cost-prohibitive. Therefore, the funds allocated to this project, should be: 1) reduced to have the amount needed to address the pressure problem with on-site pressure pumps for all affected properties; and 2) to re-direct remaining funds to a different project in Area D identified as a higher need; and 3) return the remaining unused funds to the Area D Community Works Funds reserve.

#### **2. Business Problem and Opportunity**

##### **2.1 Addressing the water pressure problem in the Craig Road area.**

Although a booster pump station would have been the preferred solution to address the water pressure problem, an alternative localized water pressure solution can be explored at an estimated cost of \$100,000 which is substantially less than the original budgeted allocation for a booster pump station.

##### **2.2 Redirecting allocated CWF to install bulk water meter readers and back-flow prevention valves.**

Since 2016, when the need for a booster pump station was evident, other deficiencies of the northern Electoral Area D water service has come to light, including the need to:

- a) conserve water by installing water meters on individual properties. Grant funding was applied for in the fall of 2018 totaling \$2.4 million to install water meters to all properties in the Area D water service area. The SRD expects to hear results of the grant application in mid-2019;
- b) replacing the existing four bulk water meter readers with an above-ground chamber, hosting modern readers connected to a Supervisory Control and Data Acquisition (SCADA) system. This will enable the SRD to receive frequent reads and in doing so, be able to better manage the system, and to identify and respond to problems proactively. The City of Campbell River will consider replacing the four bulk readers in 2020. Prior to the potential upgrade the SRD has no ability to measure whether the readers are producing the correct readings. Further, with only one meter read per month at in-consistent frequencies, the SRD is not in a position to determine best management practices. The installation of meter readers will provide the opportunity for accurate measurement of water and most importantly identify inconsistencies and anomalies within the system. The SRD can then be able to better manage its water distribution system rather than being reliant on the City of Campbell River; and
- c) installing back-flow prevention valves to prevent water system pollution between the Area D system and the City of Campbell River's system. The installation of back-flow prevention devices would occur at the same time when bulk water meter readers are installed.

#### **3. Proposed Project Objectives**

To resolve water pressure problems through a localized plan with individual assistance to those properties where water pressure problems are experienced; to conserve water; to be able to apply best management practices for the Electoral Area D water system; and to prevent potential pollution of one water system by another.

#### **4. Business Risks**

SRD risks not getting accurate water use readings from the old water meters the City uses and continue being unable to verify the readings or being able to properly manage the system with receiving only one in-frequent interval reading per month.

**Electoral Area D – Business Cases**  
**Function 319 - Re-Redirecting Booster Pump Station Funds (Approved)**

**5. Cost Benefits Analysis and Proposed Source of Funding**

a) Total Costs	FY19	FY20	FY21	FY22	FY23	Five Year Total
<b>Capital Costs:</b>						
Craig Rd Pressure Zone Upgrade	\$100,000	\$-	\$-	\$-	\$-	\$100,000
Water Supply Connection Improvements	\$530,000	\$-	\$-	\$-	\$-	\$530,000
<b>Operational Costs (5 yrs):</b>	\$1,000	\$1,500	\$2,000	\$2,500	\$3,000	\$10,000
<b>Total</b>	<b>\$631,000</b>	<b>\$1,500</b>	<b>\$2,000</b>	<b>\$2,500</b>	<b>\$3,000</b>	<b>\$640,000</b>

b) Benefits	
<b>Tangible Benefits</b>	1) Increased water pressure where needed; 2) Accurate measurement of water; 3) Measurement integrity; 4) Preventing water system pollution.
<b>Intangible Benefits</b>	Improved credibility of the SRD as a local government that is following best management practices and who are proactively addressing infrastructure problems and managing the water service to its residents.

**6. Summary Recommendation**

THAT the 2019-2023 Financial Plan package includes \$100,000 for the Craig Rd Pressure Zone Upgrade and \$530,000 for the Area D Water Supply Connection Improvements with funds from the Area D Community Works Fund reserve, in addition to \$10,000 to be included in the Area D operating budget.

**Electoral Area D – Business Cases**  
**Function 614 - Hagel Park Washroom Upgrade (Denied)**

**1. Executive Summary**

The need for a permanent accessible washroom facility at Hagel Park has been identified by the community and continues to grow with the parks increasing popularity. This project has had a placeholder in the Hagel Park service plan for consideration in future financial plans through the last five budget cycles. The provision of an accessible facility would enable use for all ages and needs of park users.

**2. Business Problem and Opportunity**

Hagel Park has developed into Area D’s most popular public park for recreation, leisure, and provides a relaxing rural park environment. The park is a well-loved destination park for residents and visitors of Area D alike. With recent amenity upgrades within Hagel Park and an increasingly active user group there is growing popularity of Hagel Park within the community. A permanent washroom facility that meets current accessibility standards is warranted and was identified by the public during the 2016 consultations for the playground replacement.

Although the SRD currently provides one portable facility with weekly maintenance to Hagel Park, it has been deemed insufficient for the volume and needs of park users. The existing platform that houses the portable facility is at the end of its service life and requires replacement to safely house the current facility and requires additional funds even to remain status quo. To provide responsible service delivery, it is in the SRD’s best interest to provide a more appropriate facility. A shelter to accommodate an accessible washroom utilizing either an in-ground holding tank or alternative design that keeps in line with the rural nature of the area will provide a more responsible and acceptable level of service for all park users.

Funding for these additional improvements is requested from the Area D community works fund.

**3. Proposed Project Objectives**

To make better strategic decisions about managing and upgrading accessibility within the SRD’s parks and facilities. Specifically, to improve park amenities in Hagel Park to accommodate growing usage and needs of users. This project supports the SRD’s 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. It further aligns with the SRD’s core values and visions in that it will better serve a greater range of taxpayers and enhance our service to accommodate all users.

**4. Business Risks**

There is a significant risk should a permanent accessible washroom facility not be constructed in that a basic need for a variety of park users will not be met.

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

Funding is proposed to come from the Area D Community Works Fund reserve. The improvements would not impact current park operating and maintenance costs. Operational costs associated with the facility would be similar to those currently under the existing portable washroom rental agreement and contracted services budget.

a) Total Costs	FY19	FY20	FY21	FY22	FY23	Five Year Total
Capital Costs	\$65,000	\$-	\$-	\$-	\$-	\$65,000
Operational Costs (5 Years)	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$65,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$65,000</b>

b) Benefits	
<b>Tangible Benefits</b>	An updated and improved park amenity that is more in line with the park accessibility standards to serve and accommodate all park users.
<b>Intangible Benefits</b>	Responsible service delivery and a higher standard of park amenity that responds to park users desired improvements for the park and accommodates the increase in park use.

**6. Summary Recommendation**

THAT the 2019-2023 Financial Plan package includes \$65,000 for the Hagel Park Permanent Accessible Washroom with funds from the Area D Community Works Fund reserve.



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## Strathcona Gardens Recreation Complex



## Strathcona Gardens – Requisition Summary

### Dept 640 - Strathcona Gardens

#### Requisition Allocation

	2018 Actual	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Local Service Area						
Area D	765,215	774,764	799,608	815,367	829,279	843,627
Member Municipalities						
City of Campbell River	4,606,999	4,665,594	4,815,203	4,910,105	4,993,882	5,080,283
<b>TOTAL</b>	<b>5,372,214</b>	<b>5,440,358</b>	<b>5,614,811</b>	<b>5,725,472</b>	<b>5,823,160</b>	<b>5,923,910</b>
Change \$		68,144	174,452	110,662	97,688	100,749
Change %		1%	3%	2%	2%	2%
<b>Tax Rate Estimate (Average)</b>	<b>0.7040</b>	<b>0.6185</b>				
<b>Tax Rate Limit</b>	<b>1.5880</b>	<b>1.5880</b>				
<b>Maximum Requisition Limit</b>	<b>9,670,454</b>	<b>11,327,988</b>				

**Notes:**

*Estimates based on 2019 Completed Roll Assessments released in early January 2019.*

*Tax rates per \$1,000 of assessed value, estimated residential rate.*

*If a function has multiple tax rates, then the average is shown.*

## Strathcona Gardens



### BASE OPERATING BUDGETS

## Strathcona Gardens – Base Operating Budgets

### Function 640 – Greater Arena and Pool

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>640 - Strathcona Gardens</b>							
1 - Property tax requisition	(5,372,214)	(5,372,214)	(5,440,358)	(5,614,811)	(5,725,472)	(5,823,160)	(5,923,910)
3 - Sales of services	(1,551,602)	(1,673,990)	(1,524,310)	(1,553,810)	(1,553,810)	(1,553,810)	(1,553,810)
4 - Other revenue	(10,417)	(8,877)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)
6 - Grants in Lieu	(54,196)	(33,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
7 - Government transfers	(27,000)	-	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)
8 - Transfers from reserves	-	-	-	(55,000)	-	-	-
9 - Prior year surplus	(463,579)	(411,000)	(482,686)	-	-	-	-
<b>Operating Revenue Total</b>	<b>(7,479,008)</b>	<b>(7,499,081)</b>	<b>(7,524,554)</b>	<b>(7,300,821)</b>	<b>(7,356,482)</b>	<b>(7,454,170)</b>	<b>(7,554,920)</b>
11 - Operating expenses	1,190,192	1,443,531	1,383,507	1,499,206	1,470,748	1,492,517	1,514,722
18 - Transfers to reserves	1,404,164	1,404,164	1,500,000	1,188,095	1,188,095	150,000	150,000
16 - Debt principal	65,760	65,760	-	-	-	434,661	434,661
17 - Debt interest	852	1,973	-	-	-	598,554	598,554
<b>Operating Expense Total</b>	<b>2,660,968</b>	<b>2,915,428</b>	<b>2,883,507</b>	<b>2,687,301</b>	<b>2,658,843</b>	<b>2,675,733</b>	<b>2,697,938</b>
<b>640 - Strathcona Gardens</b>	<b>(4,818,041)</b>	<b>(4,583,653)</b>	<b>(4,641,047)</b>	<b>(4,613,520)</b>	<b>(4,697,639)</b>	<b>(4,778,438)</b>	<b>(4,856,982)</b>

### Budget Variance Highlights:

- 1 - Requisition increased in 2019 to fund approved business cases including the addition of an Assistant Manager of Operations, security camera system upgrade, customized reporting for recreation software for a total increase of \$71,125. Net costs of spring ice program business case of \$9,000 added to 2020 and future years.
- 1/9 – Requisition to balance base operating budget maintained at 2017 and 2018 level through projected prior year surplus.
- 3 - Sale of services revenue for program fees reduced in 2019 to prior year trends; 2018 budget high.
- 6/7 – Grants in lieu and government transfers for carbon tax revenue aligned to prior year actuals.
- 11 – 2018 expenses included additional funding for REC-REATE feasibility studies which were funded through the capital project design budget, as well as additional facility maintenance.
- 8/11 - 2020 expenses include \$55,000 for union negotiations, funded by appropriated surplus reserve.
- 16/17/18 - Debt repayment for REC-REATE Major Redevelopment project budgeted to start in 2022; debt repayment funded by re-allocating existing \$1,038,095 REC-REATE reserve contribution, no net increase to requisition.
- 18 - Reserve transfers include annual \$150,000 to capital reserve, annual \$1,038,095 for REC-REATE Strathcona Gardens redevelopment project, and additional capital reserve transfers when excess surplus allows to fund ongoing renewal works on aging facility.

## Strathcona Gardens – Base Operating Budgets

### Function 640 – Greater Arena and Pool

#### Overview:

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).

The mission of this regional facility is to provide community resources, recreation and leisure opportunities for people of all ages and abilities by promoting social, active and healthy living.

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. The maximum levy for 2019 is \$11,327,988.

#### Goals for 2019/2020:

- Focus on the application and intake for the Federal and Provincial Community, Culture and Recreation funding announcement for the major facility redevelopment project REC-REATE estimated at a total project cost of \$77 million. Detailed design phase of the REC-REATE Project.
- Proceed with the \$4.6 million grant funded energy retrofit project in the spring of 2019. Maximize service offering potential while undertaking significant projects associated with the energy retrofit project.
- Implement approved business cases supported by the Board including the addition of an Assistant Manager of Operations, security camera system upgrade and customized reporting for recreation software.



## Strathcona Gardens – Base Operating Budgets

### Function 641 – SG Admin and Concession

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>641 - Strathcona Gardens - Administration &amp; Concession</b>							
11 - Operating expenses	645,095	659,562	567,300	576,540	585,965	595,578	605,384
Operating Expense Total	645,095	659,562	567,300	576,540	585,965	595,578	605,384
<b>641 - Strathcona Gardens - Administration &amp; Concession</b>	<b>645,095</b>	<b>659,562</b>	<b>567,300</b>	<b>576,540</b>	<b>585,965</b>	<b>595,578</b>	<b>605,384</b>

#### Budget Variance Highlights:

- 11 - Program Support position re-allocated to Dept 644 in 2019.

#### 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 resell items utilizing the facility's point of sale system.

#### Goals for 2019/2020:

- 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.
- Monitor increasing prices on food and consumables and adjust pricing/offerings to maintain a target food cost margin of 30 per cent.

## Strathcona Gardens – Base Operating Budgets

### Function 642 – SG Aquatics, Fitness and Rehabilitation

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>642 - Strathcona Gardens - Aquatics, Fitness &amp; Rehab</b>							
11 - Operating expenses	1,399,230	1,478,542	1,510,400	1,539,630	1,569,445	1,599,856	1,630,875
Operating Expense Total	1,399,230	1,478,542	1,510,400	1,539,630	1,569,445	1,599,856	1,630,875
<b>642 - Strathcona Gardens - Aquatics, Fitness &amp; Rehab</b>	<b>1,399,230</b>	<b>1,478,542</b>	<b>1,510,400</b>	<b>1,539,630</b>	<b>1,569,445</b>	<b>1,599,856</b>	<b>1,630,875</b>

#### Budget Variance Highlights:

- 11 - Wage and benefit increases.

#### 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 of 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.

#### Goals for 2019/2020:

- Increase the programming for advanced aquatic leadership courses to support the recruitment of certified lifeguard/instructors.
- Provide increased accessibility to our aquatic and fitness programs and services.
- Continue our partnership agreement with Island Health committing to rehabilitation services for the community.
- Follow the trends and explore opportunities to introduce diverse and innovative fitness options.

## Strathcona Gardens – Base Operating Budgets

### Function 643 – SG Facility Operations

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>643 - Strathcona Gardens - Facility Operations</b>							
11 - Operating expenses	2,021,357	2,159,598	2,203,297	2,119,029	2,157,338	2,191,412	2,222,296
Operating Expense Total	2,021,357	2,159,598	2,203,297	2,119,029	2,157,338	2,191,412	2,222,296
<b>643 - Strathcona Gardens - Facility Operations</b>	<b>2,021,357</b>	<b>2,159,598</b>	<b>2,203,297</b>	<b>2,119,029</b>	<b>2,157,338</b>	<b>2,191,412</b>	<b>2,222,296</b>

#### Budget Variance Highlights:

- 11 - \$91,500 of rental fees budgeted in 2019 for temporary chilling plant to complete the 2018/19 ice season; funded by prior year surplus in Function 640.
- 11 – Inflationary increases for wages and benefits, hydro, and utilities.

#### Overview:

The facility operations 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 and grounds work. They also maintain the ice surfaces on both arenas located on-site. Building service workers ensure a high standard of cleanliness is maintained in all areas of the facility like washrooms and changerooms. They also perform set-ups for meetings and events hosted at the facility. The facility operations function also includes all the operating costs for the facility (i.e. electricity and natural gas).

#### Goals for 2019/2020:

- Continue to reduce customer complaints and reduce equipment downtime.
- Improve asset management and preventative maintenance practices.
- Build systems and procedures in anticipation of facility renewal.
- Implement spring ice program as supported by business case in 2020 following energy recovery project in 2019.

## Strathcona Gardens – Base Operating Budgets

### Function 644 – SG Arenas and Other Programs

	2018 Projection	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>644 - Strathcona Gardens - Ice &amp; Other Programs</b>							
11 - Operating expenses	269,673	285,951	360,050	378,321	384,891	391,592	398,427
Operating Expense Total	269,673	285,951	360,050	378,321	384,891	391,592	398,427
<b>644 - Strathcona Gardens - Ice &amp; Other Programs</b>	<b>269,673</b>	<b>285,951</b>	<b>360,050</b>	<b>378,321</b>	<b>384,891</b>	<b>391,592</b>	<b>398,427</b>

#### Budget Variance Highlights:

- 11 - Program Support position re-allocated from Dept 641 in 2019.
- 11 - Wage and benefit increases.

#### Overview:

The Arenas 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 annual Upper Island Safety conference 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.

#### Goals for 2019/2020:

- Run the best Upper Island Safety Conference to date and successfully host it back at Strathcona Gardens for the 10-year anniversary of the conference.
- Continue to apply for funding from the BCRPA to maintain the very popular skating school bus program.
- Look at unique and exciting ways to increase program offerings to the community.
- Implement spring ice program as supported by business case in 2020 following energy recovery project in 2019.

## Strathcona Gardens



## CAPITAL BUDGET

**Strathcona Gardens – Capital Budget  
Funded Projects Summary**

Index	Project Title	2019 (Cfwd)	2019	2020	2021	2022	2023
1	REC-REATE Design	82,643	-	-	-	-	-
2	REC-REATE Major Redevelopment	-	-	7,800,000	54,000,000	15,300,000	-
3	Fire Alarm System	12,035	-	-	-	-	-
4	Energy Recovery Project	4,605,398	-	-	-	-	-
5	Wireless Access Improvements	15,000	-	-	-	-	-
6	Multi-Function Devices	10,936	-	-	-	-	-
7	Preventative Mtce Software	11,000	-	-	-	-	-
8	Leisure Ice Curtain/Track System	17,500	42,500	-	-	-	-
9	Fitness and Rehab Equipment	44,124	-	-	-	120,000	-
10	Ice Edger	-	8,000	-	-	-	-
11	Ice Resurfacer Replacement	-	196,000	-	-	-	-
12	Boiler Replacement	-	-	40,000	-	-	-
13	Small Equipment	-	-	6,000	-	5,000	-
14	2010 Dodge Truck Replacement	-	-	30,000	-	-	-
15	Website Redevelopment	-	-	-	-	-	20,000
16	Pool Rock Climbing Wall	-	-	-	-	27,000	-
17	Arena #2 Rink Board Replacement	-	-	-	-	300,000	-
18	Arena #2 Concrete Floor	-	-	-	-	700,000	-
	<b>TOTAL</b>	<b>4,798,636</b>	<b>246,500</b>	<b>7,876,000</b>	<b>54,000,000</b>	<b>16,452,000</b>	<b>20,000</b>

\* REC-REATE Major Redevelopment grant submission is for \$73.33% Federal/Provincial grant; SRD funding portion would include \$5.8 million of accumulated reserves and \$14.8 million of debt. The annual REC-REATE reserve contribution of \$1,038,095 which was started in 2016 would transition to debt repayment in 2022; therefore, project results in net zero increase to requisition. Additionally, this project would update many of the aging components of infrastructure on the facility reducing future replacement costs.

**Strathcona Gardens – Capital Budget  
Funded Projects Details**

Index	Project Title	Justification	Funding
1	REC-REATE Design	Majority of design undertaken in 2018 with \$500K budget, final design works to occur in 2019. Public consultation identified high demand to revitalize facility.	Reserves
2	REC-REATE Major Redevelopment	Many components including the pool are reaching end of life and require replacement. Potential grant funding 73.33%; pending grant results in late 2019. Detailed design 2020, construction 2021-2023.	Grants/ Reserves/ Debt
3	Fire Alarm System	\$50k budget in 2018; majority of works completed. Final sign off and completion to occur in early 2019.	Reserves
4	Energy Recovery Project	Major replacement and upgrade of refrigeration plant at Strathcona Gardens, including the move from ammonia to CO2. Fully grant funded by the Federal Strategic Priorities Fund.	Grants
5	Wireless Access Improvements	Project award completed in late 2018; expect project completion in early 2019.	Reserves
6	Multi-Function Devices	Copy machines, printers and peripherals upgraded in late 2018 with \$30k budget; final installations to occur in early 2019.	Reserves
7	Preventative Mtce Software	Possible software solutions investigated in 2018 with consideration of integration of asset management efforts and possible related software purchase. Will determine most effective solution in 2019.	Reserves
8	Leisure Ice Curtain/Track System	Investigated replacement in 2018 and determined an enhanced upgrade is the best long-term solution. Business case supported to increase project budget to \$60,000 for more comprehensive solution.	Reserves
9	Fitness and Rehab Equipment	2018 budget \$88k, remaining to spend in 2019. Ongoing equipment replacement required to maintain service levels. Will hold off for additional replacements until REC-CREATE.	Reserves
10	Ice Edger	Business case in 2017, switching to battery operated units. One unit purchased in 2018, other unit in 2019.	Reserves
11	Ice Resurfacer Replacement	Current resurfacer is at end of life. Switching to second electric unit, fewer emissions and reduced fossil fuel consumption.	Reserves

**Strathcona Gardens – Capital Budget  
Funded Projects Details**

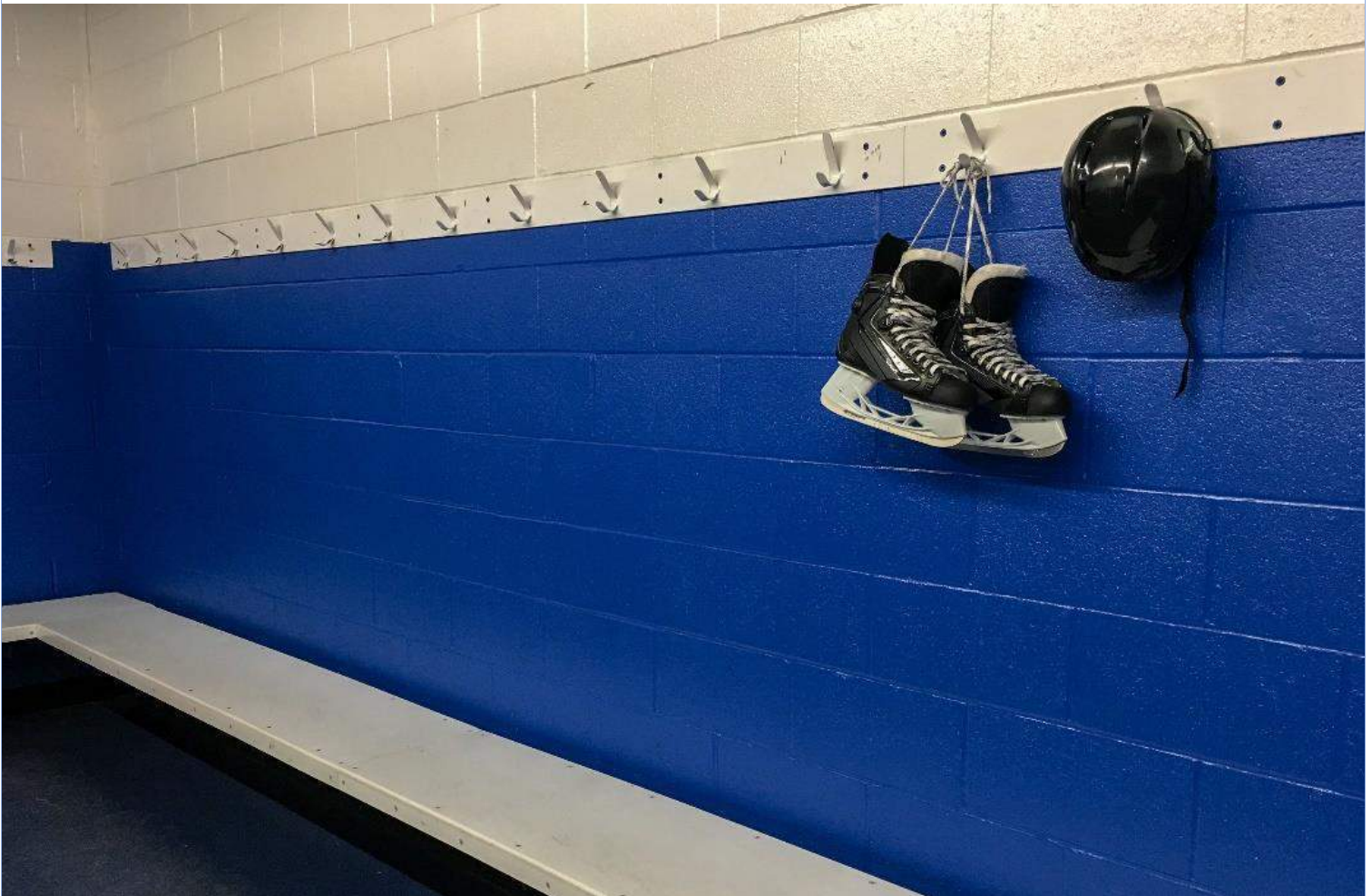
12	Boiler Replacement	Will be temporarily located in container on south side of facility. Moved into central heating plant upon completion of RE-CREATE.	Reserves
13	Small Equipment	Ongoing replacement of SG small equipment. 2020 - Concession deep fryers, 2022 - Arena floor machine.	Reserves
14	2010 Dodge Truck Replacement	Ongoing fleet replacement. Vehicle at end of useful life.	Reserves
15	Website Redevelopment	Ongoing maintenance and upgrade of Strathcona Gardens website; every five years.	Reserves
16	Pool Rock Climbing Wall	Public identified this is a priority and fundraising has been occurring for many years. Plan to incorporate this project into REC-CREATE.	Reserves
17	Arena #2 Rink Board Replacement	Arena #2 rink boards nearing end of life, replacement planned during REC-CREATE major development.	Reserves
18	Arena #2 Concrete Floor	Arena #2 concrete floor nearing end of life, replacement planned during REC-CREATE major development.	Reserves

**Strathcona Gardens – Capital Budget  
Unfunded Projects Summary & Details**

Index	Project Title	2019 (Cfwd)	2019	2020	2021	2022	2023
U1	Leisure Ice Concrete Floor	-	-	-	-	250,000	-
U2	Arena #2 Rubber Flooring	-	-	-	-	50,000	-
U3	Arena #2 Roof	-	-	-	-	-	500,000
U4	Arena #1 Renewal	-	-	-	205,000	192,000	1,037,000
U5	Pool/Admin Renewal	-	-	100,000	-	1,463,000	168,500
	<b>TOTAL</b>	-	-	<b>100,000</b>	<b>205,000</b>	<b>1,955,000</b>	<b>1,705,500</b>

Index	Justification	Funding
U1	Leisure ice concrete floor nearing end of life, replacement planned during REC-CREATE major development if reserve funding is available through excess surpluses transferred to the capital reserve, through increasing the annual capital contribution of \$150,000.	TBD
U2	Arena #2 rubber flooring nearing end of life, replacement planned during REC-CREATE major development.	TBD
U3	Arena #2 roof is nearing end of replacement; this upgrade will not be part of REC-REATE and will need to be funded within the next 5-10 years.	TBD
U4	Many renewal projects required for Arena #1 in the next 5-10 years if REC-REATE does not occur including roof replacement, metal doors, lobby washrooms.	TBD
U5	Many renewal projects required for the Pool/Admin area in the next 5-10 years if REC-REATE does not occur including main pool roof, pool upgrades, waterslide.	TBD

## Strathcona Gardens



## RESERVES & DEBT

## Strathcona Gardens – Reserves

### Function 640 - Strathcona Gardens Appropriated Surplus Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	275,054	275,054	220,054	220,054	220,054
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	(55,000)	-	-	-
<b>Ending Balance</b>	<b>275,054</b>	<b>220,054</b>	<b>220,054</b>	<b>220,054</b>	<b>220,054</b>

### Function 640 - Strathcona Gardens Future Expenditure Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	127,691	127,755	127,819	127,883	127,947
Transfers from operating fund	-	-	-	-	-
Transfer to operating fund	-	-	-	-	-
Interest earned	64	64	64	64	64
<b>Ending Balance</b>	<b>127,755</b>	<b>127,819</b>	<b>127,883</b>	<b>127,947</b>	<b>128,011</b>

### Function 640 - Strathcona Gardens REC-REATE Capital Reserve

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Beginning Balance	2,696,928	3,652,380	2,610,215	-	-
Transfers from operating fund	1,038,095	1,038,095	1,038,095	-	-
Projects funded	(82,643)	(2,080,260)	(3,648,310)	-	-
<b>Ending Balance</b>	<b>3,652,380</b>	<b>2,610,215</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Projects funded</b>					
REC-REATE Design (Cfwd)	82,643				
REC-REATE Major Redevelopment		2,080,260	3,648,310		
	<b>82,643</b>	<b>2,080,260</b>	<b>3,648,310</b>	<b>-</b>	<b>-</b>

**Strathcona Gardens – Reserves**

**Function 640 - Strathcona Gardens  
Capital Reserve**

	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
Beginning balance	680,324	785,475	859,868	1,010,297	8,803
Transfers from operating fund	461,905	150,000	150,000	150,000	150,000
Projects funded	(357,095)	(76,000)	-	(1,152,000)	(20,000)
Interest earned	340	393	430	505	4
<b>Ending Balance</b>	<b>785,475</b>	<b>859,868</b>	<b>1,010,297</b>	<b>8,803</b>	<b>138,807</b>
<b>Projects Funded</b>					
Fire Alarm System (Cfwd)	12,035				
Wireless Access Improvements (Cfwd)	15,000				
Multi-Function Device Replacement (Cfwd)	10,936				
Preventative Maintenance Software (Cfwd)	11,000				
Leisure Ice Curtain/Track System (Cfwd)	60,000				
Fitness and Rehab Equipment (Cfwd)	44,124			120,000	
Ice Edger	8,000				
Ice Resurfacer Replacement	196,000				
Boiler Replacement		40,000			
Small Equipment		6,000		5,000	
2010 Dodge Truck Replacement		30,000			
Website Redevelopment					20,000
Rock Climbing Wall				27,000	
Arena #2 Rink Board Replacement				300,000	
Arena #2 Concrete Floor Replacement				700,000	
	<b>357,095</b>	<b>76,000</b>	<b>-</b>	<b>1,152,000</b>	<b>20,000</b>

**Strathcona Gardens – Debt**

**Strathcona Gardens  
Long-Term Debt Summary**

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
REC-REATE Major Redevelopment					
Interest rate - 4%					
Payback - 25 yrs					
Year drawn - 2019					
Beginning Balance	-	-	-	10,753,490	14,403,111
Debt Draws	-	-	10,753,490	4,080,510	-
Debt Principal Payments	-	-	-	(430,889)	(430,889)
<b>Ending Balance</b>	-	-	<b>10,753,490</b>	<b>14,403,111</b>	<b>13,972,222</b>
Debt Principal Payments	-	-	-	430,889	430,889
Debt Interest Payments	-	-	-	593,360	593,360
Annual Debt Payments	-	-	-	1,024,249	1,024,249

## Strathcona Gardens



BUSINESS CASES / SERVICE ENHANCEMENTS

**Strathcona Gardens – Service Enhancements**  
**Business Case Impact to Requisition & Reserves**

**Service Enhancements\***

	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
640 - Spring Ice	-	9,000	9,000	9,000	9,000
640 - Assistant Manager of Operations	54,225	99,450	101,439	103,467	105,537
640 - Security Camera System Upgrade	8,400	8,400	8,400	8,400	8,400
640 - Customized Reporting for Recreation Softwar	8,500	5,000	5,000	5,000	5,000
<b>TOTAL</b>	<b>71,125</b>	<b>121,850</b>	<b>123,839</b>	<b>125,867</b>	<b>127,937</b>

**Requisition Impact**

	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Base Requisition Function 640	5,369,233	5,492,961	5,601,633	5,697,293	5,795,973
Service Enhancements for Function 640-644	71,125	121,850	123,839	125,867	127,937
<b>Adjusted Requisition Function 640</b>	<b>5,440,358</b>	<b>5,614,811</b>	<b>5,725,472</b>	<b>5,823,160</b>	<b>5,923,910</b>
<b>Requisition Allocation Impact</b>					
Electoral Area D	10,129	17,353	17,636	17,925	18,220
City of Campbell River	60,996	104,497	106,203	107,942	109,717
	71,125	121,850	123,839	125,867	127,937

**Capital Projects\*\***

	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
640 - Leisure Ice Mechanical Divider	42,500	-	-	-	-
	42,500	-	-	-	-

*\*Service enhancements are recommended to be funded by an increase to the requisition as they require annual funding. Another option available is utilizing prior year surplus when available, and reducing related planned transfers to reserves with excess funds. It should be noted that funding service enhancements with reserves delays will require requisition funding in the subsequent year. The Strathcona Gardens has ongoing capital renewal needs and has maintained requisition for the past three years, therefore the recommended option was to fund service enhancements from requisition which was approved by the Board.*

*\*\*Capital projects are generally funded by reserves which receive funding from requisition or surplus transfers. There was adequate funding in the Strathcona Gardens capital reserve for this project enhancement.*

**Strathcona Gardens – Business Cases**  
**Function 640 - Spring Ice (Approved)**

**1. Executive Summary**

During the 2018 budget process, a business case for an extended spring ice season at Strathcona Gardens was brought forward. In 2018, a spring ice pilot project was conducted. Rather than removing the ice from Arena #2 between April and July, the ice sheet was left in and utilized by Strathcona Gardens programming staff and community user groups. The pilot project was extremely successful in April and May. All Strathcona Gardens programs successfully ran, and the ice was well utilized by user groups such as the CR Storm and minor hockey. June, however, was a much slower month as families and programs transitioned outside, and user groups booked less ice.

Given the data collected from the 2018 spring ice pilot project, the recommendation is that the ice season, on one ice surface, be permanently extended to the May long weekend each year. This will accommodate many of the successful programs implemented by staff and community user groups, as well as continue to facilitate the growing programs of minor and junior lacrosse.

**2. Business Problem and Opportunity**

The business case presented to the Commission during 2018 budget deliberations projected a net subsidy of \$14,000 to continue ice operations on Arena #2 year-round. Accounted for in this projection were the cost savings of not removing the ice from the arena as well as the increase in utilities and staffing costs. Based on the data collected from the pilot project and the programming plan moving forward to continue ice to May long weekend would require a net subsidy to the operations budget of \$9,000 annually; a \$5,000 decrease from the pilot project costs.

**3. Proposed Project Objectives**

Extend the operation on a single sheet of ice at Strathcona Gardens to the May long weekend (Victoria Day) each year. The recovery is far greater in April and May with overall rental revenue valued at close to \$14,000 from user group bookings and compared to just over \$4,000 in June and July. On the program side, our attendance was at 70% of capacity based on all the programs offered for April and May, this reflected a significant uptake in the first year of marketing these classes and activities.

**4. Business Risks**

Lack of downtime will mean repairs and projects must be carefully scheduled to minimize impacts on revenue generating bookings.

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

Due to the decrease in program attendance and user group bookings for June and July, there would be a \$5,000 reduction in operating costs from the pilot program subsidy that was approved in 2018.

a) Total Costs	FY19	FY20	FY21	FY22	FY23	Five Year Total
Operational Costs (5 Years)	\$-	\$9,000	\$9,000	\$9,000	\$9,000	\$36,000
<b>Total</b>	<b>\$-</b>	<b>\$9,000</b>	<b>\$9,000</b>	<b>\$9,000</b>	<b>\$9,000</b>	<b>\$36,000</b>

b) Benefits	
<b>Tangible Benefits</b>	Staff retention – reduced seasonal layoff for maintenance worker and skate shop staff positions. Operation of Arena #2 ice-plant would continue offset heating costs in pool through energy recovery loop. Increased service levels in the community.
<b>Intangible Benefits</b>	A well utilized and fully operational facility. Meet service demands of facility users and user groups. Community and facility exposure through unique offerings.

**6. Summary Recommendation**

THAT the 2019-2023 Financial Plan package includes the permanent extension of the ice season at Strathcona Gardens until May long weekend each year, starting in 2020 given plant upgrades in early 2019.



## **Strathcona Gardens – Business Cases**

### **Function 640 - Assistant Manager of Operations (Approved)**

#### **1. Executive Summary**

To create a full-time assistant manager of operations position that will increase the capacity of the Arenas and Facility Operations function at Strathcona Gardens Recreation Complex. This role will support the 24/7 operation of the facility and share the facilities on call requirements and responsibilities with an additional member of the SG management team.

#### **2. Business Problem and Opportunity**

Currently the Manager of Arenas and Facility Operations is the only qualified and ticketed exempt position that responds to all after-hours technical or mechanical related call-outs associated with the operation of two refrigeration plants and the ultraviolet chlorinated swimming pools. With aging infrastructure, ongoing capital upgrades and increased attention from WorkSafe and Technical Safety BC on emergency and safety procedures as a result of the Fernie recreation center tragedy, there is unrealistic expectations on the current manager to fulfill this role without additional support.

If the SRD was to source out a portion of the call out duties through an agreement with the Steelworkers Union, the financial implications of this are anticipated to be:

- At a minimum if a union position was paid to split the current on call time in half, (26 weeks) x (4 hours per day standby) x (7 days/a week) at a rate of \$35/per hour this would equate to an approximate cost including benefits of \$33,000/year. This estimate only considers the compensation for the on-call time or pager time. When there are incidents that require immediate attention, there is another associated cost when the employee must attend the facility. A conservative estimate would be approximately \$10,000 annually.

There is also a need to cover annual leave time, training and development opportunities and sick time by supporting a backfilling requirement. This would add approximately another \$10,000/year to support the on-call requirement.

Because of the limited authority within the unionized positions, in the event of a call out due to mechanical failure, impact to programs, health and safety, etc., the unionized staff would be required to call the operations manager to assist and provide direction. This of course defeats most of the purpose of sharing the on-call duties and creates additional fatigue on the manager of operations that cannot be directly monetized.

In the current three-person management structure there is very little redundancy and cross coverage which creates a liability and risk to the organization for ongoing service delivery of a key community asset. A structure that relies so heavily on a single individual cannot be sustained which we are currently seeing the implications of seasonally high usage, tight timelines for projects and programs, staffing vacancies and turnover, and failing infrastructure.

The overtime hours experienced as a collective management team should also be considered. The facility employs between 80 - 100 full and part-time staff depending on the season, extra time is spent weekly managing a number of unrelated issues to Technical Safety BC and WorkSafe requirements. Adding to the existing overtime responsibilities will put too much strain and create greater fatigue on the current position.

**Strathcona Gardens – Business Cases**  
**Function 640 - Assistant Manager of Operations (Approved)**

It is important to understand that the aforementioned areas are the minimum support that the facility would require to continue operations. The extra dollars associated with funding this position can be valued based on their increased involvement in the day-to-day operations while permitting the Manager of Facilities and Operations to invest more time in the ongoing asset management plan for the facility, the 10-year capital plan, research and development of sustainable initiatives, securing other revenue sources, risk management and preventative maintenance. These areas will be ongoing for the existing facility and likely to increase in a future revitalized and expanded complex.

**3. Proposed Project Objectives**

Create a full-time assistant manager position to take on more of the day-to-day operational requirements that will relieve the current strain on accomplishing capital works plan, the development and update of standard operating procedures, management call-out time, and strategically looking for opportunities to create building efficiencies both at a staffing and operational level.

**4. Business Risks**

Operating with current staff resources will inevitably lead to significant overtime hours paid out, and stress and burnout resulting in further operational challenges. Progressing projects forward in a timely manner may be compromised and this has significant ramifications on the seasonal programming schedule and the ability to minimize operation downtime. A higher management turnover will be the consequences associated elevated with overtime hours and full responsibilities to on-call duties.

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

The support of another exempt manager would strengthen the ability to manage projects, support staff and reduce operation downtime. By moving projects forward in a timely fashion and strategically looking for ways to decrease operational expenses there can be additional benefits garnered through this position.

Given the work plan, the commitment to public and staff health and safety, and the operational requirements of managing arenas and pools, greater focus needs to be placed on supporting this through the flexibility of an exempt management position. The position would have the ability to respond to confidential and managerial matters and provide for some level of redundancy which would not leave the organization vulnerable when a member of the management team is absent a short period of time.

a) Total Costs	FY19	FY20	FY21	FY22	FY23
Salary	\$38,250	\$76,500	\$78,030	\$79,590	\$81,182
Benefits	\$11,475	\$22,950	\$23,409	\$23,877	\$24,355
Desk, chair and IT equipment	\$4,500	-	-	-	-
<b>Total</b>	<b>\$54,225</b>	<b>\$99,450</b>	<b>\$101,439</b>	<b>\$103,467</b>	<b>\$105,537</b>

b) Benefits	
<b>Tangible Benefits</b>	Increase resource capacity to comply with safety regulations, complete work plans, provide management support to staff and facility operations on evenings, weekends and on-call.
<b>Intangible Benefits</b>	A more sustainable and healthy work environment. Maintain the credibility of the SRD with facility user groups and patrons for its ability to complete projects and minimize operational down time

**6. Summary Recommendation**

THAT the 2019-2023 Financial Plan package include the creation of a full-time assistant manager of operations position at Strathcona Gardens with partial funding in 2019 to provide time for hiring and purchasing of office furniture and equipment.

## Strathcona Gardens – Business Cases

### Function 640 - Security Camera System Upgrade (Approved)

#### 1. Executive Summary

Strathcona Gardens Recreation Complex has an aging security camera system and rather than replace or upgrade the existing infrastructure it is being recommended that the security system be replaced with a third-party cloud hosted solution. This will minimize upfront capital outlay along with support and maintenance costs over the life of the system.

#### 2. Business Problem and Opportunity

The security camera system at Strathcona Gardens plays an important role in the safety of the patrons and staff at the facility as well as the protection of the SRD's assets. The current system is a mix of coaxial and internet protocol (IP) based cameras that all link back to a system of encoders, video recorders and a server. Much of this infrastructure is at capacity and/or in need of renewal. While upgrading this equipment is an option, going to a third-party managed cloud-based solution is an opportunity to have sensitive data collected and stored more securely, minimize support costs, and remove the need to maintain and service on-site equipment.

The proposed camera system also considers the likely retrofit and expansion of the facility. A Cloud based solution would be scalable both up and down. This means the number of camera's and associated monthly costs could be decreased during potential future construction phases and increased as the facility grows.

#### 3. Proposed Project Objectives

- Replace all existing (21) security cameras at Strathcona Gardens with a cloud-based third-party hosted solution.
- Add additional (4) security cameras at the facility in areas that staff have determined an additional need for coverage.
- Remove old and outdated infrastructure and wiring from the facility.

#### 4. Business Risks

- Hosting the infrastructure on-site poses a risk should an event ever cause damage to vital on-site systems.
- Moving to hosted solution allows smoothing of future capital planning by not requiring large upfront capital cost.
- Not replacing the current system could put the Regional District at risk of not having any video surveillance should the existing server and/or video recorders fail.

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

A cloud-based system is billed based on the number of cameras installed. Rather than a large upfront capital cost, the solution would be funded from the operational budget over a 5-year term. Over the past 5 years, maintenance, the expansion of coverage and the replacement of failing equipment on the existing system has cost approximately \$26k. This is with minimal service being done to the system and cameras being down for long periods of time.

Replacing the current equipment has a cost equal to or greater than the cloud-based system, as the hard-wired cameras must be regularly updated and replaced. In addition, the hosted system would have a guaranteed start up time and a service plan included as part of the monthly fee.

a) Total Costs	FY19	FY20	FY21	FY22	FY23	Five Year Total
Operational Costs (5 Years)	\$8,400	\$8,400	\$8,400	\$8,400	\$8,400	\$42,000
<b>Total</b>	<b>\$8,400</b>	<b>\$8,400</b>	<b>\$8,400</b>	<b>\$8,400</b>	<b>\$8,400</b>	<b>\$42,000</b>

b) Benefits	
<b>Tangible Benefits</b>	Increased video surveillance coverage of the facility. Higher quality video footage and easier access to review captured data. Guaranteed support and system operation.
<b>Intangible Benefits</b>	Increased security of the facility. Additional protection of staff and assets. Risk mitigation due to increased coverage.

#### 6. Summary Recommendation

THAT the 2019-2023 Financial Plan package includes installation of a third-party cloud hosted security camera system at Strathcona Gardens.

## Strathcona Gardens – Business Cases

### Function 640 - Customized Reporting for Recreation Software (Approved)

#### 1. Executive Summary

Strathcona Gardens Recreation Complex implemented a new recreation registration software in November 2017. This software system, otherwise known as PerfectMind, provides a simple way to manage memberships, activity registrations, online bookings, billing, marketing, and reporting. As part of this platform the reporting engine enables creation, customization, and downloading reports at any time. Users can create, schedule, customize financials, attendance, utilization, marketing, and forecasting reports all from this same interface.

#### 2. Business Problem and Opportunity

After a year of operation, the Gardens staff have been able to work closely with the company on the integrated marketing and built-in reporting from PerfectMind. Unfortunately, there have been challenges on features within the application that have a limited capacity to effectively report out financial data, program monitoring, customer account statements, or the ability to drop a brochure export into a publishing software application for manipulation.

The opportunity to be able to customize reports, as required, will allow staff greater flexibility and accuracy to drill down and filter out desired data and display data in various formats. By customizing these workflows and elements the Gardens staff can then generate and share more effective reporting for the organization.

#### 3. Proposed Project Objectives

Building and developing customized reporting into PerfectMind will save on staff time. At this point, staff spend a significant number of man-hours trying to manipulate the data or various reports must be pulled to develop a reporting method to provide management required information to make business decisions. The current structure puts the Gardens at risk of internal reporting error or inaccuracy of information to external clients.

#### 4. Business Risks

If customize reporting is not developed, staff will continue to work and manipulate the standardized reporting templates. This will increase the operational costs to the organization and provide a less than desirable level of service to both for internal and external clientele.

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

There is an increase of staff time associated with manipulating reports that far exceeds the funds required to have the resources included in the budget.

a) Total Costs	FY19	FY20	FY21	FY22	FY23	Five Year Total
Capital Costs	\$-	\$-	\$-	\$-	\$-	\$-
Operational Costs (5 Years)	\$8,500	\$5,000	\$5,000	\$5,000	\$5,000	\$28,500
<b>Total</b>	<b>\$8,500</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$28,500</b>

b) Benefits	
Tangible Benefits	Accurate reporting, quickly identifying service gaps, quicker response to internal and external requests.
Intangible Benefits	Higher level of internal and external clientele satisfaction and a lower level of staff and administration frustration.

#### 6. Summary Recommendation

THAT the 2019-2023 Financial Plan package includes \$28,500 operating budget to develop and maintain customized reporting capability of the recreation software system at Strathcona Gardens.

## **Strathcona Gardens – Business Cases**

### **Function 640 - Leisure Ice Mechanical Divider (Approved)**

#### **1. Executive Summary**

Strathcona Gardens Recreation Complex currently has a curtain installed as a visual barrier and noise dampening device between the leisure ice and Arena #2. The curtain is used on a regular basis throughout the ice season and for special events during the spring and summer months. The current curtain has many limitations in its use and is reaching end of life. The 2018 capital budget includes a leisure curtain replacement budget of \$17,500, however, after a review of the options staff are recommending a better solution for this space with a net increase of \$42,500 to the project.

Rather than directly replace the curtain with a similar system, staff recommend installing a mechanical divider with an integrated projector screen that will alleviate operational concerns with the current system. The new system will also increase the functionality and improve the atmosphere in this arena space.

#### **2. Business Problem and Opportunity**

The divider system on the leisure ice includes large drape-like curtains mounted on carabiners and a cable. The curtain helps contain activities and corresponding noises from either ice surface from impacting the other and thus allows a higher utilization of each space and greater flexibility in programming.

The current system is cumbersome to move and is often flung over the boards to accommodate different types of programming. The curtains are large and difficult to clean and the inability to move it quickly and efficiently also represents a safety concern for skate shop staff as they are monitoring programs. The current system is 15 years old, is reaching end of life and requires renewal.

Replacing the current system with an updated mechanical divider is a great opportunity to alleviate concerns with the current system and refresh the aesthetic of this space. The proposed system would be a ceiling mounted, roll-up curtain made of heavy-duty 19oz vinyl. The curtain would utilize electric motors to quickly and conveniently store the curtain when not in use and supports an integrated projector screen that could be utilized for facility programming and special events. Staff also propose installing a ceiling mounted digital projector to be used for arena programming and special events.

#### **3. Proposed Project Objectives**

- Replace the existing curtain with a mechanical roll-up divider with integrated projector screen.
- Install a ceiling mounted digital projector, protective cage and associated cabling.

#### **4. Business Risks**

The existing curtain will continue to deteriorate until it reaches end of life at which point it will need to be removed from service. Furthermore, the existing curtain was initially treated with a fire retardant; this treatment wears off over time and could pose a significant fire risk.

Without a curtain, programming on the leisure ice will be affected which could lead to a reduction in revenue as well as customer satisfaction.

The current system limits the visibility from the skate shop to Arena #2 and makes it difficult for staff to monitor the activity on the ice.

**Strathcona Gardens – Business Cases**  
**Function 640 - Leisure Ice Mechanical Divider (Approved)**

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

a) Total Costs	FY19	FY20	FY21	FY22	FY23	Five Year Total
Capital Costs	\$42,500	\$-	\$-	\$-	\$-	\$60,000
Operational Costs (5 Years)	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$42,500</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$60,000</b>

b) Benefits	
<b>Tangible Benefits</b>	Improved visibility from skate shop to Arena #2. Increased sound barrier between the two ice surfaces. Additional programming flexibility. Increased fire rating.
<b>Intangible Benefits</b>	Improvement to the atmosphere and aesthetic of the leisure ice surface. Increased customer satisfaction. Additional future programming potential.

**6. Summary Recommendation**

THAT the 2018-2022 Financial Plan package includes the carry forward of \$17,500 plus an additional \$42,500 for a total capital project cost of \$60,000 for the leisure ice mechanical divider at Strathcona Gardens.

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## Appendices



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**Strathcona Regional District  
Budget Departmental Report**

From Category : 100 To Category : 790  
Account Code : 0?-?-1??-?? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommende d Budget	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 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				3,546	2,000	3,500	3,500	3,500	3,500	3,500
01-1-100-020	REQN MUNICIPAL				299,403	299,403	299,595	359,357	365,346	371,455	377,686
01-1-100-150	SURPLUS PRIOR YEAR				56,352	56,352	72,890	0	0	0	0
<b>Total OPERATING REVENUE</b>					359,301	357,755	375,985	362,857	368,846	374,955	381,186
<b>OPERATING EXPENSES</b>											
01-2-100-200	SUPPORT SERVICES				27,907	27,907	31,703	32,337	32,984	33,644	34,317
01-2-100-220	SALARIES & WAGES				25,809	33,908	32,201	32,845	33,502	34,172	34,855
01-2-100-222	DIRECTOR REMUNERATION				156,772	182,720	188,127	191,890	195,728	199,643	203,636
01-2-100-225	BENEFITS				31,960	36,172	41,539	42,370	43,217	44,081	44,963
01-2-100-284	MEETING EXPENSE				4,942	7,200	8,000	8,000	8,000	8,000	8,000
01-2-100-293	OFFICE EXPENSES				256	500	500	500	500	500	500
01-2-100-314	TELEPHONE & ALARM LINES				214	0	0	0	0	0	0
01-2-100-319	TRAINING/DEVELOPMENT & CONFERENCE:				1,379	5,000	5,000	5,000	5,000	5,000	5,000
01-2-100-320	TRAVEL				15,205	26,925	26,925	26,925	26,925	26,925	26,925
01-2-100-321	TRAVEL-EXTERNAL APPOINTMENTS				3,005	3,190	3,200	3,200	3,200	3,200	3,200
01-2-100-353	PUBLIC RELATIONS				25	2,000	2,000	2,000	2,000	2,000	2,000
01-2-100-369	INSURANCE LIABILITY				260	260	290	290	290	290	290
01-2-100-381	LEGAL FEES				0	5,000	5,000	5,000	5,000	5,000	5,000
01-2-100-387	OTHER PROF FEES				3,497	7,500	7,500	7,500	7,500	7,500	7,500
01-2-100-468	MINOR CAPITAL				707	5,000	5,000	5,000	5,000	5,000	5,000
01-2-100-519	CONTRIB TO APPROPRIATED SURPLUS				14,473	14,473	19,000	0	0	0	0
<b>Total OPERATING EXPENSES</b>					286,411	357,755	375,985	362,857	368,846	374,955	381,186
<b>OPERATING Surplus/(Deficit)</b>					72,890	0	0	0	0	0	0
<b>Category Total --&gt;</b>					72,890	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-1??-?? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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</b>																
<b>OPERATING REVENUE</b>																
01-1-110-005	GIL FED GOVT				0	50	0	0	0	0	0	0	0	0	0	0
01-1-110-008	GIL PROV GOVT AGENCIES				126,900	90,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
01-1-110-009	GIL LOCAL GOVT				7,285	2,500	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
01-1-110-012	GRANTS UNCOND PROV GOVT				190,000	190,000	190,500	190,500	190,500	190,500	190,500	190,500	190,500	190,500	190,500	190,500
01-1-110-013	FED GAS TAX FUNDING				0	68,000	68,000	68,000	68,000	68,000	68,000	68,000	68,000	68,000	68,000	68,000
01-1-110-015	REQN ELECT/SPEC PROV GOVT				253,608	253,608	260,557	323,138	328,893	331,914	331,914	331,914	331,914	331,914	331,914	337,948
01-1-110-016	GRANT PROV GOVT CONDITIONAL				97,138	146,500	159,362	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
01-1-110-020	REQN MUNICIPAL				615,067	615,067	658,335	816,453	830,994	838,627	838,627	838,627	838,627	838,627	838,627	853,872
01-1-110-022	COND TSFRS OTHER - LOCAL GOVT				10,000	0	10,000	0	0	0	0	0	0	0	0	0
01-1-110-120	INTEREST EARNED				40,000	10,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
01-1-110-128	OTHER REVENUE				1,534	0	0	0	0	0	0	0	0	0	0	0
01-1-110-133	RECOVERIES OTHER				35,000	0	0	0	0	0	0	0	0	0	0	0
01-1-110-135	RECOVERIES-OTHER FUNCTIONS				915,147	915,000	1,043,270	1,063,542	1,084,727	1,106,337	1,106,337	1,106,337	1,106,337	1,106,337	1,106,337	1,128,379
01-1-110-139	SALE OF FIXED ASSETS				1,869	0	0	0	0	0	0	0	0	0	0	0
01-1-110-150	SURPLUS PRIOR YEAR				666,354	557,130	699,422	0	0	0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					2,959,902	2,847,855	3,251,446	2,635,633	2,677,114	2,629,378	2,629,378	2,629,378	2,629,378	2,629,378	2,629,378	2,672,699
<b>OPERATING Surplus/(Deficit)</b>					2,959,902	2,847,855	3,251,446	2,635,633	2,677,114	2,629,378	2,629,378	2,629,378	2,629,378	2,629,378	2,629,378	2,672,699
<b>CAPITAL REVENUE SOURCES</b>																
01-5-110-013	FED GAS TAX FUNDING				0	50,000	0	0	0	0	0	0	0	0	0	0
01-5-110-014	FED GOVT COND TSFRS				0	8,200,000	0	0	0	0	0	0	0	0	0	0
01-5-110-016	GRANT PROV GOVT CONDITIONAL				0	3,241,000	0	0	0	0	0	0	0	0	0	0
01-5-110-145	TRANSFER FR RESERVE				0	160,000	0	0	0	0	0	0	0	0	0	0
<b>Total CAPITAL REVENUE SOURCES</b>					0	11,651,000	0	0	0	0	0	0	0	0	0	0
<b>CAPITAL EXPENDITURES</b>																
01-6-110-473	IT INFRASTRUCTURE				0	11,210,000	0	0	0	0	0	0	0	0	0	0
01-6-110-477	ENGINEERED STRUCTURES				0	441,000	0	0	0	0	0	0	0	0	0	0
<b>Total CAPITAL EXPENDITURES</b>					0	11,651,000	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
<b>Category Total --&gt;</b>					2,959,902	2,847,855	3,251,446	2,635,633	2,677,114	2,629,378	2,629,378	2,629,378	2,629,378	2,629,378	2,629,378	2,672,699

Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-1??-??-?? To : 0?-?-1??-??-??

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommende d Budget	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende 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				1,250	0	0	0	0	0	0
01-2-111-220	SALARIES & WAGES				689,334	791,849	763,525	778,796	794,372	810,259	826,464
01-2-111-225	BENEFITS				128,345	236,617	190,881	194,699	198,593	202,565	206,616
01-2-111-231	BUSINESS USE AUTO PREMIUM				0	500	500	500	500	500	500
01-2-111-251	CASH OVERAGE/SHORTAGE				1	0	0	0	0	0	0
01-2-111-266	DELIVERIES/TRANSPORTATION				311	2,000	2,000	2,000	2,000	2,000	2,000
01-2-111-275	PERMITS/LICENCES				3,106	1,800	3,000	3,000	3,000	3,000	3,000
01-2-111-281	MATERIALS & SUPPLIES-GENERAL				2,610	0	0	0	0	0	0
01-2-111-284	MEETING EXPENSE				4,727	3,500	4,500	4,500	4,500	4,500	4,500
01-2-111-293	OFFICE EXPENSES				11,112	16,500	16,500	16,500	16,500	16,500	16,500
01-2-111-296	POSTAGE				2,045	3,500	3,500	3,500	3,500	3,500	3,500
01-2-111-314	TELEPHONE & ALARM LINES				27,894	24,820	30,000	30,000	30,000	30,000	30,000
01-2-111-317	TITLE SEARCHES				11	500	500	500	500	500	500
01-2-111-319	TRAINING/DEVELOPMENT & CONFERENCE:				11,825	28,130	24,500	24,500	24,500	24,500	24,500
01-2-111-320	TRAVEL				18,413	31,470	26,500	26,500	26,500	26,500	26,500
01-2-111-335	ADVERTISING				18,671	7,000	7,000	7,000	7,000	7,000	7,000
01-2-111-340	DUES AND MEMBERSHIPS				4,828	5,600	4,900	4,900	4,900	4,900	4,900
01-2-111-347	LIBRARY/PUBLICATIONS				3,229	2,600	3,900	3,900	3,900	3,900	3,900
01-2-111-350	MAPS & PRINTING SUPPLIES				954	0	0	0	0	0	0
01-2-111-353	PUBLIC RELATIONS				1,044	7,500	3,500	3,500	3,500	3,500	3,500
01-2-111-369	INSURANCE LIABILITY				2,124	2,124	2,166	2,209	2,251	2,294	2,294
01-2-111-372	INSURANCE PROPERTY				0	1,000	0	0	0	0	0
01-2-111-381	LEGAL FEES				4,667	15,000	15,000	15,000	15,000	15,000	15,000
01-2-111-387	OTHER PROF FEES				148,772	401,200	116,000	60,000	60,000	60,000	60,000
01-2-111-403	REPAIRS & MTCE BLDG/LAND				567	0	0	0	0	0	0
01-2-111-421	RENTAL/LEASE BUILDINGS				696	0	0	0	0	0	0
01-2-111-438	CONTRACT SVCS EQUIP/MACH				9,997	9,900	9,900	9,900	9,900	9,900	9,900
01-2-111-444	RENTAL/LEASES - MACH/EQUIP				1,462	1,000	1,000	1,000	1,000	1,000	1,000
01-2-111-468	MINOR CAPITAL				4,683	8,000	5,000	5,000	5,000	5,000	5,000
01-2-111-519	CONTRIB TO APPROPRIATED SURPLUS				90,230	90,230	110,000	0	0	0	0
<b>Total OPERATING EXPENSES</b>					1,192,908	1,692,340	1,344,272	1,197,404	1,216,916	1,236,818	1,257,074
<b>OPERATING Surplus/(Deficit)</b>					-1,192,908	-1,692,340	-1,344,272	-1,197,404	-1,216,916	-1,236,818	-1,257,074
<b>NON-CAPITAL REVENUE SOURCES</b>											
01-5-111-145	TRANSFER FR RESERVE				0	0	159,750	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 790  
 Account Code : 0?-?-1??-??? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommende d Budget	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget
<b>CAPITAL EXPENDITURES</b>											
Total CAPITAL REVENUE SOURCES											
01-6-111-473	IT INFRASTRUCUTRE				0	0	159,750	0	0	0	0
Total CAPITAL EXPENDITURES											
					0	0	159,750	0	0	0	0
CAPITAL Surplus/(Deficit)											
					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					-1,192,908	-1,692,340	-1,344,272	-1,197,404	-1,216,916	-1,236,818	-1,257,074



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-1??-??-?? To : 0?-?-1??-??-??

Account Code	Account Description	CC1	CC2	CC3	2018		2019		2020		2021		2022		2023	
					Predicted Values	Budget Value	Recommend d Budget	Recommend d Budget	Recommend d Budget	Recommend d Budget	Recommend d Budget	Recommend d Budget	Recommend d Budget	Recommend d Budget		
<b>GENERAL REVENUE FUND - SRD</b>																
<b>ADMINISTRATION - FINANCIAL SERVICES</b>																
<b>OPERATING EXPENSES</b>																
01-2-113-220	SALARIES & WAGES				296,017	339,433	432,265	440,910	449,728	458,723	467,897					
01-2-113-225	BENEFITS				74,567	101,829	121,034	123,455	125,924	128,442	131,011					
01-2-113-246	BANK CHARGES & INTEREST				6,691	6,000	7,000	7,000	7,000	7,000	7,000					
01-2-113-284	MEETING EXPENSE				3,781	0	5,000	5,000	5,000	5,000	5,000					
01-2-113-293	OFFICE EXPENSES				515	0	0	0	0	0	0					
01-2-113-319	TRAINING/DEVELOPMENT & CONFERENCE:				2,819	5,100	6,500	6,500	6,500	6,500	6,500					
01-2-113-320	TRAVEL				1,596	3,700	4,500	4,500	4,500	4,500	4,500					
01-2-113-335	ADVERTISING				3,901	0	5,000	5,000	5,000	5,000	5,000					
01-2-113-340	DUES AND MEMBERSHIPS				2,175	2,400	3,400	3,400	3,400	3,400	3,400					
01-2-113-347	LIBRARY/PUBLICATIONS				133	150	150	150	150	150	150					
01-2-113-360	ACCOUNTING & AUDIT FEES				26,775	29,675	30,000	30,000	30,000	30,000	30,000					
01-2-113-387	OTHER PROF FEES				45,294	0	5,000	0	0	0	0					
01-2-113-468	MINOR CAPITAL				6,432	4,200	0	0	0	0	0					
<b>Total OPERATING EXPENSES</b>					470,696	492,487	619,849	625,915	637,202	648,715	660,458					
<b>OPERATING Surplus/(Deficit)</b>					-470,696	-492,487	-619,849	-625,915	-637,202	-648,715	-660,458					
<b>CAPITAL REVENUE SOURCES</b>																
01-5-113-014	FED COND TRANS				0	0	50,000	0	0	0	0					
01-5-113-145	TRANSFER FR RESERVE				0	0	8,000	0	0	0	0					
<b>Total CAPITAL REVENUE SOURCES</b>					0	0	58,000	0	0	0	0					
<b>CAPITAL EXPENDITURES</b>																
01-6-113-473	IT INFRASTRUCUTRE				0	0	58,000	0	0	0	0					
<b>Total CAPITAL EXPENDITURES</b>					0	0	58,000	0	0	0	0					
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0					
<b>Category Total --&gt;</b>					-470,696	-492,487	-619,849	-625,915	-637,202	-648,715	-660,458					





Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 790  
 Account Code : 0?-?-1??-??? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
01-6-114-504	SHORT TERM DEBT PAYDOWN				0	1,620,117	0	0	0	0	0	0	0	0	0	0
<b>Total CAPITAL EXPENDITURES</b>					0	2,110,199	664,605	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>							-8,443	-94,907	-96,385	-98,220	-99,901	-101,681	-103,563			



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-1??-??-?? To : 0?-?-1??-??-??

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommend d Budget	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>ADMINISTRATION - INFORMATION SERVICES</b>											
<b>OPERATING EXPENSES</b>											
01-2-116-220	SALARIES & WAGES				93,483	92,856	123,743	154,268	157,353	160,500	163,711
01-2-116-225	BENEFITS				21,398	27,857	32,311	41,372	42,200	43,044	43,905
01-2-116-275	PERMITS/LICENCES				71,311	66,500	78,000	79,600	81,200	82,800	84,500
01-2-116-281	MATERIALS & SUPPLIES-GENERAL				54	1,500	500	500	500	500	500
01-2-116-284	MEETING EXPENSE				50	500	500	500	500	500	500
01-2-116-314	TELEPHONE & ALARM LINES				636	1,000	1,000	1,000	1,000	1,000	1,000
01-2-116-319	TRAINING/DEVELOPMENT & CONFERENCE:				825	1,500	1,500	1,500	1,500	1,500	1,500
01-2-116-320	TRAVEL				2,758	3,500	3,500	3,500	3,500	3,500	3,500
01-2-116-340	DUES AND MEMBERSHIPS				669	800	800	800	800	800	800
01-2-116-387	OTHER PROF FEES				57,447	50,000	45,000	45,900	46,800	47,700	48,700
01-2-116-438	CONTRACT SVCS EQUIP/MACH				145,299	150,000	128,750	94,100	95,772	97,415	99,130
01-2-116-447	REPAIRS/MTCE MACH/EQUIP				1,204	2,000	2,000	2,000	2,000	2,000	2,000
01-2-116-468	MINOR CAPITAL				25,586	19,500	27,000	20,000	20,000	20,000	20,000
01-2-116-485	CONTR TO CAP WORKS MACH EQUIP RESE				25,000	25,000	25,000	25,000	25,000	25,000	25,000
<b>Total OPERATING EXPENSES</b>					445,720	442,513	469,604	470,040	478,125	486,259	494,746
<b>OPERATING Surplus/(Deficit)</b>					-445,720	-442,513	-469,604	-470,040	-478,125	-486,259	-494,746
<b>CAPITAL REVENUE SOURCES</b>											
01-5-116-145	TRANSFER FR RESERVE				0	40,000	0	0	0	0	0
<b>Total CAPITAL REVENUE SOURCES</b>					0	40,000	0	0	0	0	0
<b>CAPITAL EXPENDITURES</b>											
01-6-116-473	IT INFRASTRUCTURE				0	40,000	0	0	0	0	0
<b>Total CAPITAL EXPENDITURES</b>					0	40,000	0	0	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					-445,720	-442,513	-469,604	-470,040	-478,125	-486,259	-494,746



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-1??-?? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommend d Budget	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 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				16,650	16,650	20,000	20,400	20,808	21,224	21,648
<b>Total OPERATING REVENUE</b>					16,650	16,650	20,000	20,400	20,808	21,224	21,648
<b>OPERATING EXPENSES</b>											
01-2-117-458	FUEL/LUBRICANTS VEHICLE				4,544	4,260	4,600	4,692	4,786	4,882	4,980
01-2-117-461	INSURANCE/LICENCE VEHICLE				5,269	5,469	5,500	5,610	5,722	5,836	5,953
01-2-117-464	REPAIRS & MTCE VEHICLE				4,822	3,300	5,100	5,202	5,306	5,412	5,520
01-2-117-485	CONTR TO CAP WORKS MACH EQUIP RESE				11,190	11,190	15,000	15,000	15,000	15,000	15,000
<b>Total OPERATING EXPENSES</b>					25,825	24,219	30,200	30,504	30,814	31,130	31,453
<b>OPERATING Surplus/(Deficit)</b>					-9,175	-7,569	-10,200	-10,104	-10,006	-9,906	-9,805
<b>CAPITAL REVENUE SOURCES</b>											
01-5-117-145	TRANSFER FR RESERVE				0	0	0	35,000	0	45,000	0
<b>Total CAPITAL REVENUE SOURCES</b>					0	0	0	35,000	0	45,000	0
<b>CAPITAL EXPENDITURES</b>											
01-6-117-478	VEHICLES				0	0	0	35,000	0	45,000	0
<b>Total CAPITAL EXPENDITURES</b>					0	0	0	35,000	0	45,000	0
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					-9,175	-7,569	-10,200	-10,104	-10,006	-9,906	-9,805

**Strathcona Regional District  
Budget Departmental Report**

From Category : 100 To Category : 790  
Account Code : 0?-?-1??-?? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommende d Budget	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>STRATEGIC INITIATIVES</b>											
<b>OPERATING EXPENSES</b>											
01-2-118-220	SALARIES & WAGES				0	0	75,948	88,587	89,367	40,576	41,387
01-2-118-225	BENEFITS				0	0	16,263	22,113	22,347	12,173	12,416
01-2-118-319	TRAINING/DEVELOPMENT & CONFERENCE:				0	0	5,000	5,000	5,000	5,000	5,000
01-2-118-320	TRAVEL				0	0	5,000	5,000	5,000	5,000	5,000
01-2-118-335	ADVERTISING				0	0	2,000	2,000	2,000	2,000	2,000
01-2-118-340	DUES AND MEMBERSHIPS				0	0	1,250	1,250	1,250	1,250	1,250
01-2-118-353	PUBLIC RELATIONS				0	0	5,000	5,000	5,000	5,000	5,000
01-2-118-387	OTHER PROF FEES				0	0	346,175	55,000	55,000	25,000	25,000
01-2-118-468	MINOR CAPITAL				0	0	4,500	0	0	0	0
<b>Total OPERATING EXPENSES</b>					0	0	461,136	183,950	184,964	95,999	97,053
<b>OPERATING Surplus/(Deficit)</b>					0	0	-461,136	-183,950	-184,964	-95,999	-97,053
<b>CAPITAL REVENUE SOURCES</b>											
01-5-118-145	TRANSFER FR RESERVE				0	0	4,555	0	0	0	20,000
<b>Total CAPITAL REVENUE SOURCES</b>					0	0	4,555	0	0	0	20,000
<b>CAPITAL EXPENDITURES</b>											
01-6-118-473	IT INFRASTRUCUTRE				0	0	4,555	0	0	0	20,000
<b>Total CAPITAL EXPENDITURES</b>					0	0	4,555	0	0	0	20,000
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					0	0	-461,136	-183,950	-184,964	-95,999	-97,053



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 790  
 Account Code : 0?-?-1??-??? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommende d Budget	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>ADMINISTRATION-FISCAL SERVICES &amp; CAPITAL</b>											
<b>OPERATING EXPENSES</b>											
01-2-119-480	TRANSFER TO CAPITAL				83,539	68,039	0	0	0	0	0
01-2-119-485	CONTR TO CAP WORKS MACH EQUIP RESE				50,000	50,000	250,000	50,000	50,000	50,000	50,000
	<b>Total OPERATING EXPENSES</b>				133,539	118,039	250,000	50,000	50,000	50,000	50,000
	<b>OPERATING Surplus/(Deficit)</b>				-133,539	-118,039	-250,000	-50,000	-50,000	-50,000	-50,000
	<b>Category Total --&gt;</b>				-133,539	-118,039	-250,000	-50,000	-50,000	-50,000	-50,000



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-1??-?? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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>																
01-1-120-005	GIL FED GOVT				32	0	0	0	0	0	0	0	0	0	0	0
01-1-120-015	REQN ELECT/SPEC PROV GOVT				3,375	3,375	0	10,394	10,394	10,394	10,394	10,394	10,394	10,394	10,394	10,394
01-1-120-150	SURPLUS PRIOR YEAR				11,554	11,522	11,350	0	0	0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					14,961	14,897	11,350	10,394	10,394	10,394	10,394	10,394	10,394	10,394	10,394	10,394
<b>OPERATING EXPENSES</b>																
01-2-120-200	SUPPORT SERVICES				250	250	250	250	250	250	250	250	250	250	250	250
01-2-120-212	GRANTS-UNCOND LOCAL AGENCIES				3,200	14,518	10,956	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
01-2-120-369	INSURANCE LIABILITY				129	129	144	144	144	144	144	144	144	144	144	144
<b>Total OPERATING EXPENSES</b>					3,579	14,897	11,350	10,394	10,394	10,394	10,394	10,394	10,394	10,394	10,394	10,394
<b>OPERATING Surplus/(Deficit)</b>					11,382	0	0	0	0	0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					11,382	0	0	0	0	0	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-1??-??? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommend d Budget	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 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				51,166	51,166	64,462	66,423	66,437	66,451	66,466
01-1-123-150	SURPLUS PRIOR YEAR				10,134	10,087	1,947	0	0	0	0
<b>Total OPERATING REVENUE</b>					61,300	61,253	66,409	66,423	66,437	66,451	66,466
<b>OPERATING EXPENSES</b>											
01-2-123-200	SUPPORT SERVICES				611	611	694	708	722	736	751
01-2-123-212	GRANTS-UNCOND LOCAL AGENCIES				58,100	60,000	65,000	65,000	65,000	65,000	65,000
01-2-123-369	INSURANCE LIABILITY				642	642	715	715	715	715	715
<b>Total OPERATING EXPENSES</b>					59,353	61,253	66,409	66,423	66,437	66,451	66,466
<b>OPERATING Surplus/(Deficit)</b>					1,947	0	0	0	0	0	0
<b>Category Total --&gt;</b>					1,947	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-1??-??? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommended Budget	2020 Recommended Budget	2021 Recommended Budget	2022 Recommended Budget	2023 Recommended 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				25,577	25,577	25,666	25,676	25,684	25,692	25,700
01-1-126-150	SURPLUS PRIOR YEAR				21	18	3	0	0	0	0
<b>Total OPERATING REVENUE</b>					25,598	25,595	25,669	25,676	25,684	25,692	25,700
<b>OPERATING EXPENSES</b>											
01-2-126-200	SUPPORT SERVICES				327	327	371	378	386	394	402
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				268	268	298	298	298	298	298
<b>Total OPERATING EXPENSES</b>					25,595	25,595	25,669	25,676	25,684	25,692	25,700
<b>OPERATING Surplus/(Deficit)</b>					3	0	0	0	0	0	0
<b>Category Total --&gt;</b>					3	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 790  
 Account Code : 0?-?-1??-??? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommended Budget	2020 Recommended Budget	2021 Recommended Budget	2022 Recommended Budget	2023 Recommended 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				23,639	23,639	19,893	40,830	40,837	40,844	40,851
01-1-127-150	SURPLUS PRIOR YEAR				17,164	17,094	20,930	0	0	0	0
<b>Total OPERATING REVENUE</b>					40,803	40,733	40,823	40,830	40,837	40,844	40,851
<b>OPERATING EXPENSES</b>											
01-2-127-200	SUPPORT SERVICES				305	305	346	353	360	367	374
01-2-127-212	GRANTS-UNCOND LOCAL AGENCIES				19,140	40,000	40,000	40,000	40,000	40,000	40,000
01-2-127-369	INSURANCE LIABILITY				428	428	477	477	477	477	477
<b>Total OPERATING EXPENSES</b>					19,873	40,733	40,823	40,830	40,837	40,844	40,851
<b>OPERATING Surplus/(Deficit)</b>					20,930	0	0	0	0	0	0
<b>Category Total --&gt;</b>					20,930	0	0	0	0	0	0

**Strathcona Regional District  
Budget Departmental Report**

From Category : 100 To Category : 790  
Account Code : 0?-?-1??-?? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommende d Budget	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende 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	600	1,000	1,000	1,000	1,000	1,000
01-1-130-015	REQN ELECT/SPEC PROV GOVT				478,552	478,552	475,260	600,050	609,161	617,854	627,934
01-1-130-150	SURPLUS PRIOR YEAR				114,225	95,000	150,857	0	0	0	0
01-1-130-151	FUNDS ALLOCATED FR APPROPRIATED SUI				30,000	30,000	0	0	0	39,000	0
<b>Total OPERATING REVENUE</b>					<b>622,777</b>	<b>604,152</b>	<b>627,117</b>	<b>601,050</b>	<b>610,161</b>	<b>657,854</b>	<b>628,934</b>
<b>OPERATING EXPENSES</b>											
01-2-130-200	SUPPORT SERVICES				125,643	125,643	142,735	145,590	148,502	151,472	154,501
01-2-130-220	SALARIES & WAGES				42,740	58,759	50,775	51,791	52,827	53,884	54,962
01-2-130-222	DIRECTOR REMUNERATION				175,142	196,703	210,171	214,374	218,661	223,034	227,495
01-2-130-225	BENEFITS				27,718	29,627	34,527	35,218	35,922	36,640	37,373
01-2-130-231	BUSINESS USE AUTO PREMIUM				0	450	450	450	450	450	450
01-2-130-263	CONSTITUENCY EXPENSES				15,619	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				4,971	6,720	7,500	7,500	7,500	7,500	7,500
01-2-130-293	OFFICE EXPENSES				306	1,500	1,500	1,500	1,500	1,500	1,500
01-2-130-314	TELEPHONE & ALARM LINES				3,725	3,354	3,700	3,700	3,700	3,700	3,700
01-2-130-319	TRAINING/DEVELOPMENT & CONFERENCE:				1,366	8,000	8,000	8,000	8,000	8,000	8,000
01-2-130-320	TRAVEL				14,730	41,584	37,000	37,000	37,000	37,000	37,000
01-2-130-321	TRAVEL-EXTERNAL APPOINTMENTS				3,005	2,950	3,000	3,000	3,000	3,000	3,000
01-2-130-340	DUES AND MEMBERSHIPS				1,629	2,700	2,700	2,700	2,700	2,700	2,700
01-2-130-341	DUES AVICC				1,104	1,000	1,100	1,100	1,100	1,100	1,100
01-2-130-344	DUES UBCM				5,668	5,500	5,700	5,700	5,700	5,700	5,700
01-2-130-353	PUBLIC RELATIONS				25	2,000	1,000	1,000	1,000	1,000	1,000
01-2-130-369	INSURANCE LIABILITY				650	650	724	724	724	724	724
01-2-130-381	LEGAL FEES				1,090	2,500	2,500	2,500	2,500	2,500	2,500
01-2-130-387	OTHER PROF FEES				3,497	15,000	15,000	15,000	15,000	15,000	15,000
01-2-130-468	MINOR CAPITAL				0	5,000	5,000	5,000	5,000	5,000	5,000
01-2-130-519	CONTRIB TO APPROPRIATED SURPLUS				0	0	35,000	0	0	0	0
<b>Total OPERATING EXPENSES</b>					<b>428,628</b>	<b>535,140</b>	<b>593,582</b>	<b>567,347</b>	<b>576,286</b>	<b>585,404</b>	<b>594,705</b>
<b>OPERATING Surplus/(Deficit)</b>					<b>194,149</b>	<b>69,012</b>	<b>33,535</b>	<b>33,703</b>	<b>33,875</b>	<b>72,450</b>	<b>34,229</b>
<b>CAPITAL Surplus/(Deficit)</b>					<b>0</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 : 790  
Account Code : 0?-?-1??-?? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							Recommend d Budget	Recommend d Budget	Recommend d Budget	Recommend d Budget	Recommend d Budget	Recommend d Budget	Recommend d Budget	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	250	250	250	250	250
01-2-131-220	SALARIES & WAGES				11,637	25,000	6,000	6,000	6,000	6,000	6,000	6,000	25,000	6,000	6,000	6,000
01-2-131-225	BENEFITS				391	2,500	600	600	600	600	600	600	2,500	600	600	600
01-2-131-266	DELIVERIES/TRANSPORTATION				135	500	50	50	50	50	50	50	500	50	50	50
01-2-131-281	MATERIALS & SUPPLIES				2,242	4,500	250	250	250	250	250	250	4,000	250	250	250
01-2-131-284	MEETING EXPENSE				200	0	0	0	0	0	0	0	0	0	0	0
01-2-131-293	OFFICE EXPENSES				163	1,500	250	250	250	250	250	250	1,000	250	250	250
01-2-131-314	TELEPHONE & ALARM LINES				57	0	0	0	0	0	0	0	0	0	0	0
01-2-131-317	TITLE SEARCHES				712	0	0	0	0	0	0	0	750	0	0	0
01-2-131-319	TRAINING/DEVELOPMENT & CONFERENCE:				290	500	500	500	500	500	500	500	500	500	500	500
01-2-131-320	TRAVEL				1,447	4,000	500	500	500	500	500	500	2,500	500	500	500
01-2-131-335	ADVERTISING				15,265	9,500	500	500	500	500	500	500	15,000	500	500	500
01-2-131-369	INSURANCE LIABILITY				13	13	14	14	14	14	14	14	14	14	14	14
01-2-131-381	LEGAL FEES				490	3,000	1,000	1,000	1,000	1,000	1,000	1,000	3,000	1,000	1,000	1,000
01-2-131-387	OTHER PROF FEES				0	5,000	1,700	1,700	1,700	1,700	1,700	1,700	5,000	1,700	1,700	1,700
01-2-131-421	RENTAL/LEASE BUILDINGS				2,588	3,500	500	500	500	500	500	500	3,500	500	500	500
01-2-131-519	CONTRIB TO APPROPRIATED SURPLUS				0	0	13,000	13,000	13,000	13,000	13,000	13,000	0	13,000	0	13,000
<b>Total OPERATING EXPENSES</b>					35,880	59,763	25,114	25,114	25,114	25,114	25,114	25,114	63,514	25,114	25,114	25,114
<b>OPERATING Surplus/(Deficit)</b>					-35,880	-59,763	-25,114	-25,114	-25,114	-25,114	-25,114	-25,114	-63,514	-25,114	-25,114	-25,114
<b>Category Total --&gt;</b>					-35,880	-59,763	-25,114	-25,114	-25,114	-25,114	-25,114	-25,114	-63,514	-25,114	-25,114	-25,114

**Strathcona Regional District  
Budget Departmental Report**

From Category : 100 To Category : 790  
Account Code : 0?-?-1??-?? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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>WHARVES</b>																
<b>OPERATING REVENUE</b>																
01-1-132-014	FED GOVT COND TSFRS				0	103,342	103,710	104,190	104,680	105,179	105,688					
01-1-132-057	RENTAL/LEASE BLDGS				363	365	365	365	365	365	365					
01-1-132-120	INTEREST EARNED				43,635	22,440	22,440	22,440	22,440	22,440	22,440					
<b>Total OPERATING REVENUE</b>					43,998	126,147	126,515	126,995	127,485	127,984	128,493					
<b>OPERATING EXPENSES</b>																
01-2-132-220	SALARIES & WAGES				13,139	19,587	19,196	19,580	19,972	20,371	20,778					
01-2-132-225	BENEFITS				2,444	5,876	4,799	4,895	4,993	5,093	5,195					
01-2-132-262	CONTRACTS OPERATING				468	31,000	31,000	31,000	31,000	31,000	31,000					
01-2-132-281	MATERIES & SUPPLIES-GENERAL				440	2,000	2,000	2,000	2,000	2,000	2,000					
01-2-132-296	POSTAGE				0	200	200	200	200	200	200					
01-2-132-311	SIGNS				672	1,500	1,500	1,500	1,500	1,500	1,500					
01-2-132-314	TELEPHONE & ALARM LINES				101	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				10,783	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				9,124	15,000	15,000	15,000	15,000	15,000	15,000					
01-2-132-400	CONTRACTED SVCS BLDG/LAND				0	22,260	22,260	22,260	22,260	22,260	22,260					
<b>Total OPERATING EXPENSES</b>					43,996	127,983	126,515	126,995	127,485	127,984	128,493					
<b>OPERATING Surplus/(Deficit)</b>					2	-1,836	0	0	0	0	0					
<b>CAPITAL REVENUE SOURCES</b>																
01-5-132-014	FED GOVT COND TSFRS				0	362,000	500,000	500,000	200,000	200,000	0					
<b>Total CAPITAL REVENUE SOURCES</b>					0	362,000	500,000	500,000	200,000	200,000	0					
<b>CAPITAL EXPENDITURES</b>																
01-6-132-477	ENGINEERED STRUCTURES				0	362,000	500,000	500,000	200,000	200,000	0					
<b>Total CAPITAL EXPENDITURES</b>					0	362,000	500,000	500,000	200,000	200,000	0					



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 790  
 Account Code : 0?-?-1??-??? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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>OYSTER RIVER DIKE</b>																
<b>CAPITAL REVENUE SOURCES</b>																
01-5-133-016	GRANT PROV COND				0	0	441,000	0	0	0	0	0	0	0	0	0
<b>Total CAPITAL REVENUE SOURCES</b>					0	0	441,000	0	0	0	0	0	0	0	0	0
<b>CAPITAL EXPENDITURES</b>																
01-6-133-477	ENG STRUCT				0	0	441,000	0	0	0	0	0	0	0	0	0
<b>Total CAPITAL EXPENDITURES</b>					0	0	441,000	0	0	0	0	0	0	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					0	0	0	0	0	0	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-1??-??? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommende d Budget	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende 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				498,795	498,796	498,795	498,795	498,795	498,795	498,795
<b>Total OPERATING REVENUE</b>					498,795	498,796	498,795	498,795	498,795	498,795	498,795
<b>OPERATING EXPENSES</b>											
01-2-135-200	SUPPORT SERVICES				7,413	7,413	8,421	8,589	8,761	8,936	9,115
01-2-135-484	CONTR TO GAS TAX RESERVE				498,795	498,796	498,795	498,795	498,795	498,795	498,795
<b>Total OPERATING EXPENSES</b>					506,208	506,209	507,216	507,384	507,556	507,731	507,910
<b>OPERATING Surplus/(Deficit)</b>					-7,413	-7,413	-8,421	-8,589	-8,761	-8,936	-9,115
<b>Category Total --&gt;</b>					-7,413	-7,413	-8,421	-8,589	-8,761	-8,936	-9,115



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-1??-??? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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				0	0	88,709	124,817	75,761	-41,633	-132,287					
01-1-149-020	REQN MUNICIPAL				0	0	224,131	315,361	191,417	-105,189	-334,235					
01-1-149-128	OTHER REVENUE				0	0	45,360	369,000	673,200	1,249,500	1,606,500					
<b>Total OPERATING REVENUE</b>					0	0	358,200	809,178	940,378	1,102,678	1,139,978					
<b>OPERATING EXPENSES</b>																
01-2-149-387	OTHER PROF FEES				0	0	358,200	809,178	940,378	1,102,678	1,139,978					
<b>Total OPERATING EXPENSES</b>					0	0	358,200	809,178	940,378	1,102,678	1,139,978					
<b>OPERATING Surplus/(Deficit)</b>					0	0	0	0	0	0	0					
<b>CAPITAL REVENUE SOURCES</b>																
01-5-149-014	FED GOVT COND TSFRS				0	0	3,689,730	18,448,650	2,459,820	0	0					
01-5-149-016	GRANT PROV GOVT CONDITIONAL				0	0	1,260,270	6,301,350	840,180	0	0					
<b>Total CAPITAL REVENUE SOURCES</b>					0	0	4,950,000	24,750,000	3,300,000	0	0					
<b>CAPITAL EXPENDITURES</b>																
01-6-149-473	IT INFRASTRUCTURE				0	0	4,950,000	24,750,000	3,300,000	0	0					
<b>Total CAPITAL EXPENDITURES</b>					0	0	4,950,000	24,750,000	3,300,000	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 : 790  
Account Code : 0?-?-1??-?? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommend d Budget	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>FEASIBILITY STUDIES - REGIONAL</b>											
<b>OPERATING REVENUE</b>											
01-1-150-009	GIL LOCAL GOVT				625	0	0	0	0	0	0
01-1-150-015	REQN ELECT/SPEC PROV GOVT				22,222	22,222	4,130	7,267	7,267	7,267	7,267
01-1-150-020	REQN MUNICIPAL				52,771	52,771	10,234	18,010	18,010	18,010	18,010
01-1-150-150	SURPLUS PRIOR YEAR				25,728	25,728	10,913	0	0	0	0
<b>Total OPERATING REVENUE</b>					101,346	100,721	25,277	25,277	25,277	25,277	25,277
<b>OPERATING EXPENSES</b>											
01-2-150-200	SUPPORT SERVICES				250	250	250	250	250	250	250
01-2-150-220	SALARIES & WAGES				5,992	0	0	0	0	0	0
01-2-150-225	BENEFITS				1,571	0	0	0	0	0	0
01-2-150-275	PERMITS/LICENCES				873	0	0	0	0	0	0
01-2-150-284	MEETING EXPENSE				944	0	0	0	0	0	0
01-2-150-293	OFFICE EXPENSES				105	0	0	0	0	0	0
01-2-150-314	TELEPHONE & ALARM LINES				2,232	0	0	0	0	0	0
01-2-150-317	TITLE SEARCHES				9	0	0	0	0	0	0
01-2-150-319	TRAINING/DEVELOPMENT & CONFERENCE:				390	0	0	0	0	0	0
01-2-150-320	TRAVEL				13,562	0	0	0	0	0	0
01-2-150-335	ADVERTISING				1,873	0	0	0	0	0	0
01-2-150-340	DUES AND MEMBERSHIPS				285	0	0	0	0	0	0
01-2-150-350	MAPS & PRINTING SUPPLIES				64	0	0	0	0	0	0
01-2-150-369	INSURANCE LIABILITY				24	24	27	27	27	27	27
01-2-150-381	LEGAL FEES				613	0	0	0	0	0	0
01-2-150-387	OTHER PROF FEES				61,647	100,447	25,000	25,000	25,000	25,000	25,000
<b>Total OPERATING EXPENSES</b>					90,434	100,721	25,277	25,277	25,277	25,277	25,277
<b>OPERATING Surplus/(Deficit)</b>					10,912	0	0	0	0	0	0
<b>Category Total --&gt;</b>					10,912	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 790  
 Account Code : 0?-?-1??-??? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommend d Budget	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 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	0	256	256	256	256
01-1-151-150	SURPLUS PRIOR YEAR				4,893	4,893	4,638	0	0	0	0
<b>Total OPERATING REVENUE</b>					4,893	4,893	4,638	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				5	5	6	6	6	6	6
01-2-151-387	OTHER PROF FEES				0	4,638	4,382	0	0	0	0
<b>Total OPERATING EXPENSES</b>					255	4,893	4,638	256	256	256	256
<b>OPERATING Surplus/(Deficit)</b>					4,638	0	0	0	0	0	0
<b>Category Total --&gt;</b>					4,638	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-1??-??? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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 D</b>																
<b>OPERATING REVENUE</b>																
01-1-154-015	REQN ELECT/SPEC PROV GOVT				0	0	0	290	290	290	290	290	290	290	290	290
01-1-154-150	SURPLUS PRIOR YEAR				38,878	38,878	38,592	0	0	0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					38,878	38,878	38,592	290	290	290	290	290	290	290	290	290
<b>OPERATING EXPENSES</b>																
01-2-154-200	SUPPORT SERVICES				250	250	250	250	250	250	250	250	250	250	250	250
01-2-154-369	INSURANCE LIABILITY				36	36	40	40	40	40	40	40	40	40	40	40
01-2-154-387	OTHER PROF FEES				0	38,592	38,302	0	0	0	0	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					286	38,878	38,592	290	290	290	290	290	290	290	290	290
<b>OPERATING Surplus/(Deficit)</b>					38,592	0	0	0	0	0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					38,592	0	0	0	0	0	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-1??-?? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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
01-1-157-150	SURPLUS PRIOR YEAR				19,673	19,673	15,353	0	0	0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					19,673	19,673	15,353	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
01-2-157-335	ADVERTISING				3,309	0	0	0	0	0	0	0	0	0	0	0
01-2-157-369	INSURANCE LIABILITY				18	18	20	20	20	20	20	20	20	20	20	20
01-2-157-387	OTHER PROF FEES				743	19,405	15,083	0	0	0	0	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					4,320	19,673	15,353	270	270	270	270	270	270	270	270	270
<b>OPERATING Surplus/(Deficit)</b>					15,353	0	0	0	0	0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					15,353	0	0	0	0	0	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-1?-?-??? To : 0?-?-1?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommend d Budget	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 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	0	270	270	270	270
01-1-158-150	SURPLUS PRIOR YEAR				19,502	19,502	19,234	0	0	0	0
<b>Total OPERATING REVENUE</b>					19,502	19,502	19,234	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				18	18	20	20	20	20	20
01-2-158-387	OTHER PROF FEES				0	19,234	18,964	0	0	0	0
<b>Total OPERATING EXPENSES</b>					268	19,502	19,234	270	270	270	270
<b>OPERATING Surplus/(Deficit)</b>					19,234	0	0	0	0	0	0
<b>Category Total --&gt;</b>					19,234	0	0	0	0	0	0



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 790  
 Account Code : 0?-?-1??-?? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommende d Budget	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>MEMBER MUNICIPALITY DEBT</b>											
<b>OPERATING EXPENSES</b>											
01-2-190-505	DEBT CHARGES-PRINCIPAL				420,826	264,386	527,836	785,915	785,915	785,915	785,915
01-2-190-506	DEBT CHARGES-INTEREST				343,849	200,724	384,170	462,170	462,170	462,170	459,593
<b>Total OPERATING EXPENSES</b>					764,675	465,110	912,006	1,248,085	1,248,085	1,248,085	1,245,508
<b>OPERATING Surplus/(Deficit)</b>					-764,675	-465,110	-912,006	-1,248,085	-1,248,085	-1,248,085	-1,245,508
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					-764,675	-465,110	-912,006	-1,248,085	-1,248,085	-1,248,085	-1,245,508



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 790  
 Account Code : 0?-?-1??-??? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommende d Budget	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 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				755,768	452,865	903,099	1,239,178	1,239,178	1,239,178	1,236,601
<b>Total OPERATING REVENUE</b>					755,768	452,865	903,099	1,239,178	1,239,178	1,239,178	1,236,601
<b>OPERATING Surplus/(Deficit)</b>					755,768	452,865	903,099	1,239,178	1,239,178	1,239,178	1,236,601
<b>Category Total --&gt;</b>					755,768	452,865	903,099	1,239,178	1,239,178	1,239,178	1,236,601



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 790  
 Account Code : 0?-?-1??-?? To : 0?-?-1??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommende d Budget	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 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	12,245	8,907	8,907	8,907	8,907	8,907
<b>Total OPERATING REVENUE</b>					8,907	12,245	8,907	8,907	8,907	8,907	8,907
<b>OPERATING Surplus/(Deficit)</b>					8,907	12,245	8,907	8,907	8,907	8,907	8,907
<b>Category Total --&gt;</b>					8,907	12,245	8,907	8,907	8,907	8,907	8,907



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Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-2??-??? To : 0?-?-2??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommend d Budget	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend 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				400,936	400,936	443,815	488,323	495,709	496,688	494,462
01-1-210-150	SURPLUS PRIOR YEAR				11,241	11,241	1,000	0	0	0	0
01-1-210-151	FUNDS ALLOCATED FR APPROPRIATED SUI				40,000	40,000	0	60,000	0	0	15,000
<b>Total OPERATING REVENUE</b>					452,177	452,177	444,815	548,323	495,709	496,688	509,462
<b>OPERATING EXPENSES</b>											
01-2-210-200	SUPPORT SERVICES				250	250	250	250	250	250	250
01-2-210-216	MUNICIPAL CONTRACT				447,145	447,145	399,353	542,861	400,247	466,226	504,000
01-2-210-369	INSURANCE LIABILITY				3,782	3,782	4,212	4,212	4,212	4,212	4,212
01-2-210-381	LEGAL FEES				0	1,000	1,000	1,000	1,000	1,000	1,000
01-2-210-519	CONTRIB TO APPROPRIATED SURPLUS				0	0	40,000	0	90,000	25,000	0
<b>Total OPERATING EXPENSES</b>					451,177	452,177	444,815	548,323	495,709	496,688	509,462
<b>OPERATING Surplus/(Deficit)</b>					1,000	0	0	0	0	0	0
<b>Category Total --&gt;</b>					1,000	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-2??-?? To : 0?-?-2??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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 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	75,000	75,000	75,000	75,000	75,000
01-1-245-133	RECOVERIES OTHER				556	608	550	550	550	550	550	550	550	550	550	550
01-1-245-150	SURPLUS PRIOR YEAR				80,175	79,515	30,437	0	0	0	0	0	0	0	0	0
01-1-245-151	FUNDS ALLOCATED FR APPROPRIATED SUI				32,424	32,424	0	0	0	0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					188,155	187,547	105,987	75,550	75,550	75,550	75,550	75,550	75,550	75,550	75,550	75,550
<b>OPERATING EXPENSES</b>																
01-2-245-200	SUPPORT SERVICES				393	393	446	455	464	473	482	482	482	482	482	482
01-2-245-216	MUNICIPAL CONTRACT				35,000	55,000	40,000	40,000	40,000	40,000	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	500	500	500	500	500
01-2-245-284	MEETING EXPENSE				12	0	0	0	0	0	0	0	0	0	0	0
01-2-245-369	INSURANCE LIABILITY				767	767	854	854	854	854	854	854	854	854	854	854
01-2-245-372	INSURANCE PROPERTY				513	532	532	532	532	532	532	532	532	532	532	532
01-2-245-381	LEGAL FEES				0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
01-2-245-400	CONTRACTED SVCS BLDG/LAND MTCE				34,578	36,424	40,525	10,078	10,069	10,060	10,051	10,051	10,051	10,051	10,051	10,051
01-2-245-403	REPAIRS & MTCE BLDG/LAND				523	7,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
01-2-245-461	INSURANCE/LICENSE - VEHICLE				1,389	1,389	1,430	1,431	1,431	1,431	1,431	1,431	1,431	1,431	1,431	1,431
01-2-245-485	CONTR TO CAP WORKS MACH EQUIP RESE				82,842	82,842	15,000	15,000	15,000	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	1,700	1,700	1,700	1,700	1,700
<b>Total OPERATING EXPENSES</b>					157,717	187,547	105,987	75,550	75,550	75,550	75,550	75,550	75,550	75,550	75,550	75,550
<b>OPERATING Surplus/(Deficit)</b>					30,438	0	0	0	0	0	0	0	0	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>																
<b>Category Total --&gt;</b>					30,438	0	0	0	0	0	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-2??-?? To : 0?-?-2??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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 ISLAND FIRE</b>																
<b>OPERATING REVENUE</b>																
01-1-250-015	REQN ELECT/SPEC PROV GOVT				220,810	220,810	227,868	232,243	241,631	246,483	251,823					
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				16,607	16,607	5,429	0	0	0	0					
<b>Total OPERATING REVENUE</b>					242,037	242,037	237,917	236,863	246,251	251,103	256,443					
<b>OPERATING EXPENSES</b>																
01-2-250-200	SUPPORT SERVICES				850	850	966	985	1,005	1,025	1,046					
01-2-250-210	GRANT - OPERATIONAL				157,725	157,725	166,554	175,381	184,649	194,381	204,600					
01-2-250-335	ADVERTISING				876	0	0	0	0	0	0					
01-2-250-369	INSURANCE LIABILITY				1,748	1,748	1,947	1,947	1,947	1,947	1,947					
01-2-250-372	INSURANCE PROPERTY				540	525	550	550	550	550	550					
01-2-250-381	LEGAL FEES				0	1,000	700	700	700	700	700					
01-2-250-387	OTHER PROF FEES				0	5,000	2,500	2,500	2,500	2,500	2,500					
01-2-250-461	INSURANCE/LICENCE - VEHICLE				4,539	4,539	4,700	4,800	4,900	5,000	5,100					
01-2-250-485	CONTR TO CAP WORKS MACH EQUIP RESE				50,922	50,922	55,000	45,000	45,000	40,000	35,000					
01-2-250-505	DEBT CHARGES-PRINCIPAL				11,262	11,263	0	0	0	0	0					
01-2-250-506	DEBT CHARGES-INTEREST				146	465	0	0	0	0	0					
01-2-250-519	CONTRIB TO APPROPRIATED SURPLUS				8,000	8,000	5,000	5,000	5,000	5,000	5,000					
<b>Total OPERATING EXPENSES</b>					236,608	242,037	237,917	236,863	246,251	251,103	256,443					
<b>OPERATING Surplus/(Deficit)</b>					5,429	0	0	0	0	0	0					
<b>CAPITAL REVENUE SOURCES</b>																
01-5-250-145	TRANSFER FR RESERVE				0	0	45,000	0	50,000	0	200,000					
<b>Total CAPITAL REVENUE SOURCES</b>					0	0	45,000	0	50,000	0	200,000					
<b>CAPITAL EXPENDITURES</b>																
01-6-250-475	MACHINERY & EQUIPMENT				0	0	45,000	0	50,000	0	200,000					
<b>Total CAPITAL EXPENDITURES</b>					0	0	45,000	0	50,000	0	200,000					
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0					
<b>Category Total --&gt;</b>					5,429	0	0	0	0	0	0					



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-2??-??? To : 0?-?-2??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommended Budget	2020 Recommended Budget	2021 Recommended Budget	2022 Recommended Budget	2023 Recommended 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				254	254	250	500	500	500	500
01-1-255-150	SURPLUS PRIOR YEAR				249	249	250	0	0	0	0
<b>Total OPERATING REVENUE</b>					503	503	500	500	500	500	500
<b>OPERATING EXPENSES</b>											
01-2-255-200	SUPPORT SERVICES				250	250	250	250	250	250	250
01-2-255-216	MUNICIPAL CONTRACT				0	150	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	503	500	500	500	500	500
<b>OPERATING Surplus/(Deficit)</b>					250	0	0	0	0	0	0
<b>Category Total --&gt;</b>					250	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-2??-??? To : 0?-?-2??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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 KYUQUOT/NOOTKA EMERGENCY PROGRAM</b>																
<b>OPERATING REVENUE</b>																
01-1-271-005	GIL FED GOVT				15	0	15	15	15	15	15	15	15	15	15	15
01-1-271-015	REQN ELECT/SPEC PROV GOVT				1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
01-1-271-150	SURPLUS PRIOR YEAR				2,569	2,554	2,349	0	0	0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					3,584	3,554	3,364	1,015	1,015	1,015	1,015	1,015	1,015	1,015	1,015	1,015
<b>OPERATING EXPENSES</b>																
01-2-271-200	SUPPORT SERVICES				250	250	250	250	250	250	250	250	250	250	250	250
01-2-271-314	TELEPHONE & ALARM LINES				0	500	200	200	200	200	200	200	200	200	200	200
01-2-271-320	TRAVEL				613	525	525	525	525	525	525	525	525	525	525	525
01-2-271-335	ADVERTISING				0	100	0	0	0	0	0	0	0	0	0	0
01-2-271-369	INSURANCE LIABILITY				14	14	16	16	16	16	16	16	16	16	16	16
01-2-271-387	OTHER PROF FEES				358	2,165	2,373	24	24	24	24	24	24	24	24	24
<b>Total OPERATING EXPENSES</b>					1,235	3,554	3,364	1,015	1,015	1,015	1,015	1,015	1,015	1,015	1,015	1,015
<b>OPERATING Surplus/(Deficit)</b>					2,349	0	0	0	0	0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					2,349	0	0	0	0	0	0	0	0	0	0	0





Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-2??-?? To : 0?-?-2??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommende d Budget	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget
<b>Total OPERATING EXPENSES</b>											
					358,077	396,050	428,139	313,367	316,156	319,001	321,902
<b>OPERATING Surplus/(Deficit)</b>											
					-46,309	0	0	0	0	0	0
<b>CAPITAL REVENUE SOURCES</b>											
01-5-272-145	TRANSFER FR RESERVE				0	0	7,500	7,500	7,500	7,500	7,500
<b>Total CAPITAL REVENUE SOURCES</b>											
					0	0	7,500	7,500	7,500	7,500	7,500
<b>CAPITAL EXPENDITURES</b>											
01-6-272-475	MACHINERY & EQUIPMENT				0	0	7,500	7,500	7,500	7,500	7,500
<b>Total CAPITAL EXPENDITURES</b>											
					0	0	7,500	7,500	7,500	7,500	7,500
<b>CAPITAL Surplus/(Deficit)</b>											
					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					-46,309	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-2??-??? To : 0?-?-2??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommend d Budget	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend 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				3,462	0	3,400	3,400	3,400	3,400	3,400
01-1-275-015	REQN ELECT/SPEC PROV GOVT				123,103	123,103	115,387	122,729	129,143	132,483	136,479
01-1-275-020	REQN MUNICIPAL				292,339	292,339	285,962	304,157	320,052	328,330	338,232
01-1-275-150	SURPLUS PRIOR YEAR				11,533	11,202	11,188	0	0	0	0
<b>Total OPERATING REVENUE</b>					430,437	426,644	415,937	430,286	452,595	464,213	478,111
<b>OPERATING EXPENSES</b>											
01-2-275-200	SUPPORT SERVICES				305	305	346	353	360	367	374
01-2-275-210	GRANT - OPERATIONAL				407,145	414,540	404,777	429,119	451,421	463,032	476,923
01-2-275-369	INSURANCE LIABILITY				731	731	814	814	814	814	814
01-2-275-519	CONTRIB TO APPROPRIATED SURPLUS				11,068	11,068	10,000	0	0	0	0
<b>Total OPERATING EXPENSES</b>					419,249	426,644	415,937	430,286	452,595	464,213	478,111
<b>OPERATING Surplus/(Deficit)</b>					11,188	0	0	0	0	0	0
<b>Category Total --&gt;</b>					11,188	0	0	0	0	0	0





Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 790  
 Account Code : 0?-?-2??-?? To : 0?-?-2??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommende d Budget	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget
01-2-285-489	RESERVE CONTRIB-FUTURE EXPEND				4,000	4,000	4,000	4,000	4,000	4,000	4,000
<b>Total OPERATING EXPENSES</b>					169,190	212,689	231,404	215,276	219,233	223,280	227,417
<b>OPERATING Surplus/(Deficit)</b>					71,677	0	0	0	0	0	0
<b>CAPITAL REVENUE SOURCES</b>											
01-5-285-145	TRANSFER FR RESERVE				0	0	30,000	0	0	0	0
01-5-285-148	TRANSFER FR OPERATING FUND				0	30,000	0	0	0	0	0
<b>Total CAPITAL REVENUE SOURCES</b>					0	30,000	30,000	0	0	0	0
<b>CAPITAL EXPENDITURES</b>											
01-6-285-473	IT INFRASTRUCTURE				0	30,000	30,000	0	0	0	0
<b>Total CAPITAL EXPENDITURES</b>					0	30,000	30,000	0	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					71,677	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-2??-??? To : 0?-?-2??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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				17,336	17,336	36,253	46,076	46,920	47,777	48,647					
01-1-290-110	LICENSES & FINES				150	100	100	100	100	100	100					
01-1-290-150	SURPLUS PRIOR YEAR				31,843	30,594	8,949	0	0	0	0					
<b>Total OPERATING REVENUE</b>					49,329	48,030	45,302	46,176	47,020	47,877	48,747					
<b>OPERATING EXPENSES</b>																
01-2-290-200	SUPPORT SERVICES				250	250	250	250	250	250	250					
01-2-290-216	MUNICIPAL CONTRACT				37,920	37,920	38,091	38,965	39,809	40,666	41,536					
01-2-290-335	ADVERTISING				0	500	0	0	0	0	0					
01-2-290-369	INSURANCE LIABILITY				2,210	2,360	2,461	2,461	2,461	2,461	2,461					
01-2-290-381	LEGAL FEES				0	2,500	2,000	2,000	2,000	2,000	2,000					
01-2-290-387	OTHER PROF FEES				0	4,500	2,500	2,500	2,500	2,500	2,500					
<b>Total OPERATING EXPENSES</b>					40,380	48,030	45,302	46,176	47,020	47,877	48,747					
<b>OPERATING Surplus/(Deficit)</b>					8,949	0	0	0	0	0	0					
<b>Category Total --&gt;</b>					8,949	0	0	0	0	0	0					



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 790  
 Account Code : 0?-?-2??-??? To : 0?-?-2??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommended Budget	2020 Recommended Budget	2021 Recommended Budget	2022 Recommended Budget	2023 Recommended Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>NOISE CONTROL, BL 2275</b>											
<b>OPERATING REVENUE</b>											
01-1-295-150	SURPLUS PRIOR YEAR				3,129	3,129	2,741	0	0	0	0
<b>Total OPERATING REVENUE</b>					3,129	3,129	2,741	0	0	0	0
<b>OPERATING EXPENSES</b>											
01-2-295-200	SUPPORT SERVICES				250	250	250	0	0	0	0
01-2-295-369	INSURANCE LIABILITY				138	138	154	0	0	0	0
01-2-295-381	LEGAL FEES				0	2,741	2,337	0	0	0	0
<b>Total OPERATING EXPENSES</b>					388	3,129	2,741	0	0	0	0
<b>OPERATING Surplus/(Deficit)</b>					2,741	0	0	0	0	0	0
<b>Category Total --&gt;</b>					2,741	0	0	0	0	0	0



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 790  
 Account Code : 0?-?-2??-??? To : 0?-?-2??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommended Budget	2020 Recommended Budget	2021 Recommended Budget	2022 Recommended Budget	2023 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				250	250	113	0	0	0	0
01-1-297-150	SURPLUS PRIOR YEAR				1	0	1	0	0	0	0
01-1-297-151	FUNDS ALLOCATED FR APPROPRIATED SUI				0	0	136	0	0	0	0
<b>Total OPERATING REVENUE</b>					251	250	250	0	0	0	0
<b>OPERATING EXPENSES</b>											
01-2-297-200	SUPPORT SERVICES				250	250	250	0	0	0	0
<b>Total OPERATING EXPENSES</b>					250	250	250	0	0	0	0
<b>OPERATING Surplus/(Deficit)</b>					1	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 : 790  
Account Code : 0?-?-2??-??? To : 0?-?-2??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommend d Budget	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend 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				272	272	275	275	275	275	275
01-1-298-150	SURPLUS PRIOR YEAR				500	500	500	0	0	0	0
<b>Total OPERATING REVENUE</b>					<b>772</b>	<b>772</b>	<b>775</b>	<b>275</b>	<b>275</b>	<b>275</b>	<b>275</b>
<b>OPERATING EXPENSES</b>											
01-2-298-200	SUPPORT SERVICES				250	250	250	250	250	250	250
01-2-298-369	INSURANCE LIABILITY				22	22	25	25	25	25	25
01-2-298-381	LEGAL FEES				0	500	500	0	0	0	0
<b>Total OPERATING EXPENSES</b>					<b>272</b>	<b>772</b>	<b>775</b>	<b>275</b>	<b>275</b>	<b>275</b>	<b>275</b>
<b>OPERATING Surplus/(Deficit)</b>					<b>500</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>500</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 : 790  
Account Code : 0?-?-3??-?? To : 0?-?-3??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
02-1-318-150	SURPLUS PRIOR YEAR				2,297	2,297	1,794	0	0	0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					13,620	13,620	13,117	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
<b>OPERATING EXPENSES</b>																
02-2-318-200	SUPPORT SERVICES				305	305	346	353	360	367	374	374	374	374	374	374
02-2-318-296	POSTAGE				0	50	0	0	0	0	0	0	0	0	0	0
02-2-318-335	ADVERTISING				287	300	300	300	300	300	300	300	300	300	300	300
02-2-318-369	INSURANCE LIABILITY				10	10	11	11	11	11	11	11	11	11	11	11
02-2-318-381	LEGAL FEES				0	1,731	1,237	613	606	599	599	599	599	592	592	592
02-2-318-505	DEBT CHARGES-PRINCIPAL				4,648	4,649	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>					11,825	13,620	13,117	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
<b>OPERATING Surplus/(Deficit)</b>					1,795	0	0	0	0	0	0	0	0	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>																
<b>Category Total --&gt;</b>					1,795	0	0	0	0	0	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-3?-?-?? To : 0?-?-3?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
02-2-319-335	ADVERTISING				557	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
02-2-319-340	DUES AND MEMBERSHIPS				35	400	350	350	350	350	350	350	350	350	350	350
02-2-319-347	LIBRARY/PUBLICATIONS				0	100	100	100	100	100	100	100	100	100	100	100
02-2-319-350	MAPS & PRINTING SUPPLIES				247	300	300	300	300	300	300	300	300	300	300	300
02-2-319-366	ENGINEERING FEES				15,659	80,000	61,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000
02-2-319-369	INSURANCE LIABILITY				3,600	3,770	4,009	4,009	4,009	4,009	4,009	4,009	4,009	4,009	4,009	4,009
02-2-319-372	INSURANCE PROPERTY				0	500	0	0	0	0	0	0	0	0	0	0
02-2-319-378	LAB ANALYSIS				0	350	0	0	0	0	0	0	0	0	0	0
02-2-319-381	LEGAL FEES				48,909	1,000	50,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
02-2-319-387	OTHER PROF FEES				32,313	105,000	75,000	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				1,266	1,140	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				69,387	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
02-2-319-485	CONTR TO CAP WORKS MACH EQUIP RESE				0	0	60,000	0	60,000	0	0	0	0	0	0	0
02-2-319-489	RESERVE CONTRIB-FUTURE EXPEND				0	0	134,493	0	0	0	0	0	0	0	0	0
02-2-319-505	DEBT CHARGES-PRINCIPAL				0	0	0	0	0	0	69,963	69,963	69,963	69,963	69,963	
02-2-319-506	DEBT CHARGES-INTEREST				0	0	0	0	0	0	9,375	9,375	7,500	7,500	5,625	
02-2-319-550	DEFICIT PRIOR YEAR				221,390	221,390	0	0	0	0	0	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					1,574,084	1,818,491	1,891,906	1,785,429	1,908,573	2,028,119	2,149,794	2,149,794	2,149,794	2,149,794	2,149,794	2,149,794
<b>OPERATING Surplus/(Deficit)</b>					134,492	0	0	0	0	0	0	0	0	0	0	0
<b>CAPITAL REVENUE SOURCES</b>																
02-5-319-014	FED GOVT COND TSFRS				0	0	140,000	1,646,685	0	0	0	0	0	0	0	0
02-5-319-140	ST DEBT				0	0	0	349,815	0	0	0	0	0	0	0	0
02-5-319-144	TRANSFER FROM GAS TAX RESERVE				0	681,034	630,000	0	0	0	0	0	0	0	0	0
02-5-319-145	TRANSFER FR RESERVE				0	0	100,000	200,000	0	0	0	0	0	0	0	0
<b>Total CAPITAL REVENUE SOURCES</b>					0	681,034	870,000	2,196,500	0	0	0	0	0	0	0	0
<b>CAPITAL EXPENDITURES</b>																
02-6-319-474	WATER INFRASTRUCTURE				0	681,034	870,000	2,196,500	0	0	0	0	0	0	0	0
<b>Total CAPITAL EXPENDITURES</b>					0	681,034	870,000	2,196,500	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>					134,492	0	0	0	0	0	0	0	0	0	0	0





Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-3?-?-?? To : 0?-?-3?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023		
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget			
03-2-331-381	LEGAL FEES				96	5,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
03-2-331-387	OTHER PROF FEES				2,089	42,000	42,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
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				785	3,000	2,500	2,500	7,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	
03-2-331-409	HYDRO				3,650	3,740	3,760	3,873	3,873	3,989	3,989	4,109	4,109	4,232	4,232	4,232	
03-2-331-438	CONTRACT SVCS EQUIP/MACH				9,633	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				13,416	12,800	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	
03-2-331-485	CONTR TO CAP WORKS MACH EQUIP RESE				0	0	7,500	20,000	20,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
<b>Total OPERATING EXPENSES</b>							117,289	199,108	199,264	186,038	187,540	188,869	190,425	190,425	190,425	190,425	
<b>OPERATING Surplus/(Deficit)</b>							47,847	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	19,780	100,000	0	0	0	0	0	0	0	0	0	
<b>Total CAPITAL REVENUE SOURCES</b>							0	19,780	100,000	0	0	0	0	0	0	0	
<b>CAPITAL EXPENDITURES</b>																	
03-6-331-474	SEWER INFRASTRUCTURE				0	19,780	100,000	0	0	0	0	0	0	0	0	0	
<b>Total CAPITAL EXPENDITURES</b>							0	19,780	100,000	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>							47,847	0	0	0	0	0	0	0	0	0	



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 790  
 Account Code : 0?-?-3?-?-??? To : 0?-?-3?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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>SEWER REVENUE FUND - SRD</b>																
<b>QUATHIASKI COVE SEWER EXTENSION</b>																
<b>OPERATING REVENUE</b>																
03-1-332-003	PARCEL TAX				0	0	0	15,562	24,413	24,413	24,413	24,413	24,413	24,413	24,413	24,413
<b>Total OPERATING REVENUE</b>					0	0	0	15,562	24,413	24,413	24,413	24,413	24,413	24,413	24,413	24,413
<b>OPERATING EXPENSES</b>																
03-2-332-296	POSTAGE				0	0	0	300	100	100	100	100	100	100	100	100
03-2-332-335	ADVERTISING				0	0	0	900	300	300	300	300	300	300	300	300
03-2-332-381	LEGAL FEES				0	0	0	2,000	150	150	150	150	150	150	150	150
03-2-332-505	DEBT CHARGES-PRINCIPAL				0	0	0	0	11,501	11,501	11,501	11,501	11,501	11,501	11,501	11,501
03-2-332-506	DEBT CHARGES-INTEREST				0	0	0	12,362	12,362	12,362	12,362	12,362	12,362	12,362	12,362	12,362
<b>Total OPERATING EXPENSES</b>					0	0	0	15,562	24,413	24,413	24,413	24,413	24,413	24,413	24,413	24,413
<b>OPERATING Surplus/(Deficit)</b>																
<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	461,428	420,887	0	0	0	0	0	0	0	0	0
03-5-332-140	SHORT TERM DEBT PROCEEDS				0	271,418	259,020	0	0	0	0	0	0	0	0	0
<b>Total CAPITAL REVENUE SOURCES</b>					0	732,846	679,907	0	0	0	0	0	0	0	0	0
<b>CAPITAL EXPENDITURES</b>																
03-6-332-381	LEGAL FEES				0	7,000	0	0	0	0	0	0	0	0	0	0
03-6-332-474	SEWER INFRASTRUCTURE				0	584,023	679,907	0	0	0	0	0	0	0	0	0
03-6-332-498	MFA ISSUE EXPENSE/DRF DEPOSITS				0	5,853	0	0	0	0	0	0	0	0	0	0
03-6-332-550	OVER EXPENDED FUNDS				0	135,970	0	0	0	0	0	0	0	0	0	0
<b>Total CAPITAL EXPENDITURES</b>					0	732,846	679,907	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>					0	0	0	0	0	0	0	0	0	0	0	0



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 790  
 Account Code : 0?-?-3?-?-?? To : 0?-?-3?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommend d Budget	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend 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
01-1-340-150	SURPLUS PRIOR YEAR				16,797	16,791	13,897	0	0	0	0
01-1-340-151	FUNDS ALLOCATED FR APPROPRIATED SUI				0	0	7,216	5,262	5,414	5,569	5,727
<b>Total OPERATING REVENUE</b>					21,797	21,791	26,113	10,262	10,414	10,569	10,727
<b>OPERATING EXPENSES</b>											
01-2-340-200	SUPPORT SERVICES				6,541	6,541	7,431	7,580	7,732	7,887	8,045
01-2-340-293	OFFICE EXPENSES				423	0	0	0	0	0	0
01-2-340-319	TRAINING/DEVELOPMENT & CONFERENCE:				0	500	500	500	500	500	500
01-2-340-335	ADVERTISING				0	100	100	100	100	100	100
01-2-340-340	DUES AND MEMBERSHIPS				0	100	100	100	100	100	100
01-2-340-354	EDUCATION PROGRAMS PUBLIC				0	1,020	0	0	0	0	0
01-2-340-366	ENGINEERING FEES				0	0	4,000	0	0	0	0
01-2-340-369	INSURANCE LIABILITY				163	163	182	182	182	182	182
01-2-340-381	LEGAL FEES				0	500	300	300	300	300	300
01-2-340-387	OTHER PROF FEES				774	12,867	13,500	1,500	1,500	1,500	1,500
<b>Total OPERATING EXPENSES</b>					7,901	21,791	26,113	10,262	10,414	10,569	10,727
<b>OPERATING Surplus/(Deficit)</b>					13,896	0	0	0	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					13,896	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-3?-?-??? To : 0?-?-3?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommend d Budget	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>AREA A KYUQUOTNOOTKA SOLID WASTE DISP</b>											
<b>OPERATING REVENUE</b>											
01-1-364-005	GIL FED GOVT				153	0	150	150	150	150	150
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				6,803	6,650	3,904	0	0	0	0
01-1-364-151	FUNDS ALLOCATED FR APPROPRIATED SUI				0	0	0	1,767	1,917	2,070	2,225
<b>Total OPERATING REVENUE</b>					16,956	16,650	14,054	11,917	12,067	12,220	12,375
<b>OPERATING EXPENSES</b>											
01-2-364-200	SUPPORT SERVICES				6,453	6,453	7,330	7,477	7,627	7,780	7,935
01-2-364-262	CONTRACTS - OPERATING				0	2,000	0	0	0	0	0
01-2-364-316	TIPPING FEES				3,000	3,800	3,800	3,800	3,800	3,800	3,800
01-2-364-320	TRAVEL				0	798	500	500	500	500	500
01-2-364-369	INSURANCE LIABILITY				126	126	140	140	140	140	140
01-2-364-519	CONTRIB TO APPROPRIATED SURPLUS				3,473	3,473	2,284	0	0	0	0
<b>Total OPERATING EXPENSES</b>					13,052	16,650	14,054	11,917	12,067	12,220	12,375
<b>OPERATING Surplus/(Deficit)</b>					3,904	0	0	0	0	0	0
<b>Category Total --&gt;</b>					3,904	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-3?-?-??? To : 0?-?-3?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommended Budget	2020 Recommended Budget	2021 Recommended Budget	2022 Recommended Budget	2023 Recommended 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				54	0	50	50	50	50	50
01-1-368-009	GIL LOCAL GOVT				45	0	45	45	45	45	45
01-1-368-015	REQN ELECT/SPEC PROV GOVT				14,839	14,839	19,322	19,801	20,030	20,263	20,501
01-1-368-020	REQN MUNICIPAL				2,426	2,426	3,874	3,970	4,015	4,062	4,110
01-1-368-133	RECOVERIES OTHER				13,800	13,800	13,800	13,800	13,800	13,800	13,800
01-1-368-150	SURPLUS PRIOR YEAR				373	300	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					31,537	31,365	37,091	37,666	37,940	38,220	38,506
<b>OPERATING EXPENSES</b>											
01-2-368-200	SUPPORT SERVICES				7,500	7,500	8,520	8,690	8,864	9,041	9,222
01-2-368-220	SALARIES & WAGES				2,514	3,845	3,942	4,021	4,101	4,183	4,267
01-2-368-225	BENEFITS				399	1,154	986	1,006	1,026	1,047	1,068
01-2-368-262	CONTRACTS - OPERATING				7,200	7,800	7,800	7,800	7,800	7,800	7,800
01-2-368-316	TIPPING FEES				13,029	7,880	13,000	13,000	13,000	13,000	13,000
01-2-368-320	TRAVEL				0	100	0	0	0	0	0
01-2-368-369	INSURANCE LIABILITY				358	394	399	399	399	399	399
01-2-368-381	LEGAL FEES				228	188	250	250	250	250	250
01-2-368-387	OTHER PROF FEES				0	500	500	500	500	500	500
01-2-368-519	CONTRIB TO APPROPRIATED SURPLUS				2,004	2,004	0	2,000	2,000	2,000	2,000
01-2-368-550	DEFICIT PRIOR YEAR				0	0	1,694	0	0	0	0
<b>Total OPERATING EXPENSES</b>					33,232	31,365	37,091	37,666	37,940	38,220	38,506
<b>OPERATING Surplus/(Deficit)</b>					-1,695	0	0	0	0	0	0
<b>Category Total --&gt;</b>					-1,695	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-3?-?-?? To : 0?-?-3?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommende d Budget	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende 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	60,825	68,735	70,453	72,214	74,019	75,869
01-1-370-133	RECOVERIES OTHER				5,387	5,400	5,387	5,387	5,387	5,387	5,387
01-1-370-150	SURPLUS PRIOR YEAR				0	0	1,707	0	0	0	0
01-1-370-151	FUNDS ALLOCATED FR APPROPRIATED SUI				2,643	2,643	1,913	3,163	2,525	1,870	1,197
<b>Total OPERATING REVENUE</b>					76,545	68,868	77,742	79,003	80,126	81,276	82,453
<b>OPERATING EXPENSES</b>											
01-2-370-200	SUPPORT SERVICES				8,721	8,721	9,907	10,105	10,307	10,513	10,723
01-2-370-220	SALARIES & WAGES				2,514	3,845	3,942	4,021	4,101	4,183	4,267
01-2-370-225	BENEFITS				399	1,154	986	1,006	1,026	1,047	1,068
01-2-370-262	CONTRACTS - OPERATING				28,596	28,727	31,867	32,831	33,652	34,493	35,355
01-2-370-296	POSTAGE				181	180	200	200	200	200	200
01-2-370-314	TELEPHONE & ALARM LINES				11	0	0	0	0	0	0
01-2-370-316	TIPPING FEES				28,287	25,200	29,000	29,000	29,000	29,000	29,000
01-2-370-335	ADVERTISING				0	0	500	500	500	500	500
01-2-370-369	INSURANCE LIABILITY				934	1,041	1,040	1,040	1,040	1,040	1,040
01-2-370-381	LEGAL FEES				228	0	300	300	300	300	300
01-2-370-550	DEFICIT PRIOR YEAR				4,968	0	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					74,839	68,868	77,742	79,003	80,126	81,276	82,453
<b>OPERATING Surplus/(Deficit)</b>					1,706	0	0	0	0	0	0
<b>Category Total --&gt;</b>					1,706	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-3?-?-?? To : 0?-?-3?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023		
							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 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	57,079	57,079	57,079	57,079	57,079	57,079	57,079	
01-1-374-117	TIPPING FEES				9,999	13,750	9,999	9,999	9,999	9,999	9,999	9,999	9,999	9,999	9,999	9,999	
01-1-374-150	SURPLUS PRIOR YEAR				0	0	2,873	0	0	0	0	0	0	0	0	0	
01-1-374-151	FUNDS ALLOCATED FR APPROPRIATED SUI				465	465	2,494	5,752	6,142	6,539	6,942	6,539	6,942	6,539	6,942	6,942	
<b>Total OPERATING REVENUE</b>					67,543	71,294	72,445	72,830	73,220	73,617	74,020	73,617	74,020	73,617	74,020	74,020	
<b>OPERATING EXPENSES</b>																	
01-2-374-200	SUPPORT SERVICES				8,198	8,198	9,313	9,499	9,689	9,883	10,081	9,689	9,883	10,081	9,883	10,081	
01-2-374-220	SALARIES & WAGES				2,514	3,845	3,942	4,021	4,101	4,183	4,267	4,101	4,183	4,267	4,183	4,267	
01-2-374-225	BENEFITS				399	1,154	986	1,006	1,026	1,047	1,068	1,026	1,047	1,068	1,047	1,068	
01-2-374-316	TIPPING FEES				51,589	55,600	55,700	55,800	55,900	56,000	56,100	55,900	56,000	56,100	56,000	56,100	
01-2-374-319	TRAINING/DEVELOPMENT & CONFERENCE:				0	350	350	350	350	350	350	350	350	350	350	350	
01-2-374-320	TRAVEL				0	100	100	100	100	100	100	100	100	100	100	100	
01-2-374-369	INSURANCE LIABILITY				946	1,047	1,054	1,054	1,054	1,054	1,054	1,054	1,054	1,054	1,054	1,054	
01-2-374-381	LEGAL FEES				228	0	0	0	0	0	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	1,000	1,000	1,000	1,000	1,000	
01-2-374-550	DEFICIT PRIOR YEAR				796	0	0	0	0	0	0	0	0	0	0	0	
<b>Total OPERATING EXPENSES</b>					64,670	71,294	72,445	72,830	73,220	73,617	74,020	73,220	73,617	74,020	73,617	74,020	
<b>OPERATING Surplus/(Deficit)</b>					2,873	0	0	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	0
<b>Category Total --&gt;</b>					2,873	0	0	0	0	0	0	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-3?-?-?? To : 0?-?-3?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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 ISLAND REFUSE COLLECTION</b>																
<b>OPERATING REVENUE</b>																
01-1-376-026	SALE SVCS AGENCIES				21,759	21,980	21,980	21,980	21,980	21,980	21,980	21,980	21,980	21,980	21,980	21,980
01-1-376-092	USER RATES				52,348	51,612	52,348	52,348	52,348	52,348	52,348	52,348	52,348	52,348	52,348	52,348
01-1-376-150	SURPLUS PRIOR YEAR				31,022	32,000	12,475	0	0	0	0	0	0	0	0	0
01-1-376-151	FUNDS ALLOCATED FR APPROPRIATED SUI				0	0	0	4,588	5,966	7,373	8,808					
<b>Total OPERATING REVENUE</b>					105,129	105,592	86,803	78,916	80,294	81,701	83,136					
<b>OPERATING EXPENSES</b>																
01-2-376-200	SUPPORT SERVICES				9,419	9,419	10,700	10,914	11,132	11,355	11,582					
01-2-376-220	SALARIES & WAGES				2,514	3,845	3,942	4,021	4,101	4,183	4,267					
01-2-376-225	BENEFITS				399	1,154	986	1,006	1,026	1,047	1,068					
01-2-376-262	CONTRACTS - OPERATING				47,952	50,900	51,966	53,005	54,065	55,146	56,249					
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				420	0	0	0	0	0	0					
01-2-376-296	POSTAGE				398	800	800	800	800	800	800					
01-2-376-314	TELEPHONE & ALARM LINES				11	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				0	200	200	200	200	200	200					
01-2-376-353	PUBLIC RELATIONS				0	5,000	0	0	0	0	0					
01-2-376-369	INSURANCE LIABILITY				1,140	1,172	1,270	1,270	1,270	1,270	1,270					
01-2-376-381	LEGAL FEES				0	1,000	1,000	1,000	1,000	1,000	1,000					
01-2-376-387	OTHER PROF FEES				0	0	5,000	5,000	5,000	5,000	5,000					
01-2-376-519	CONTRIB TO APPROPRIATED SURPLUS				30,402	30,402	9,239	0	0	0	0					
<b>Total OPERATING EXPENSES</b>					92,655	105,592	86,803	78,916	80,294	81,701	83,136					
<b>OPERATING Surplus/(Deficit)</b>					12,474	0	0	0	0	0	0					
<b>Category Total --&gt;</b>					12,474	0	0	0	0	0	0					
<b>Grand Total --&gt;</b>					217,292	0	0	0	0	0	0					





Strathcona Regional District  
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From Category : 100 To Category : 790  
Account Code : 0?-?-5?-?-??-?? To : 0?-?-5?-?-??-??

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023		
							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				75	92,000	114,000	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				2,950	1,140	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	
01-2-500-468	MINOR CAPITAL				480	6,200	6,500	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	
01-2-500-480	TRANSFER TO CAPITAL				155,000	155,000	0	0	0	0	0	0	0	0	0	0	
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				0	0	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>							745,394	700,550	614,464	624,677	635,104	645,748					
<b>OPERATING Surplus/(Deficit)</b>							231,025	256,173	258,944	263,308	267,771	272,332					
<b>CAPITAL REVENUE SOURCES</b>																	
01-5-500-145	TRANSFER FR RESERVE				0	15,000	170,000	0	0	0	0	0	0	0	0	0	
01-5-500-148	TRANSFER FR OPERATING FUND				0	155,000	0	0	0	0	0	0	0	0	0	0	
<b>Total CAPITAL REVENUE SOURCES</b>							170,000	170,000	0	0	0	0	0	0	0	0	
<b>CAPITAL EXPENDITURES</b>																	
01-6-500-473	IT INFRASTRUCTURE				0	170,000	170,000	0	0	0	0	0	0	0	0	0	
<b>Total CAPITAL EXPENDITURES</b>							170,000	170,000	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>							381,296	231,025	256,173	258,944	263,308	267,771	272,332				



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-5??-?? To : 0?-?-5??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommende d Budget	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>GEOGRAPHIC INFORMATION SYSTEM</b>											
<b>OPERATING EXPENSES</b>											
01-2-501-200	SUPPORT SERVICES				10,901	10,901	12,384	12,632	12,885	13,143	13,406
01-2-501-217	CVRD CONTRACT				1,625	6,500	0	0	0	0	0
01-2-501-220	SALARIES & WAGES				67,416	68,321	82,171	83,814	85,490	87,200	88,944
01-2-501-225	BENEFITS				18,119	20,496	23,008	23,468	23,937	24,416	24,904
01-2-501-275	PERMITS/LICENCES				9,630	10,000	10,000	10,000	10,000	10,000	10,000
01-2-501-293	OFFICE EXPENSES				823	1,000	1,000	1,000	1,000	1,000	1,000
01-2-501-314	TELEPHONE & ALARM LINES				16	0	0	0	0	0	0
01-2-501-317	TITLE SEARCHES				17	100	100	100	100	100	100
01-2-501-319	TRAINING/DEVELOPMENT & CONFERENCE:				250	500	1,500	1,500	1,500	1,500	1,500
01-2-501-320	TRAVEL				828	3,000	2,000	2,000	2,000	2,000	2,000
01-2-501-340	DUES AND MEMBERSHIPS				67	100	100	100	100	100	100
01-2-501-347	LIBRARY/PUBLICATIONS				93	0	0	0	0	0	0
01-2-501-350	MAPS & PRINTING SUPPLIES				1,116	1,000	1,000	1,000	1,000	1,000	1,000
01-2-501-387	OTHER PROF FEES				14,990	22,000	12,000	15,000	15,000	15,000	15,000
01-2-501-438	CONTRACT SVCS EQUIP/MACH				1,585	0	1,000	1,000	1,000	1,000	1,000
<b>Total OPERATING EXPENSES</b>					127,476	143,918	146,263	151,614	154,012	156,459	158,954
<b>OPERATING Surplus/(Deficit)</b>					-127,476	-143,918	-146,263	-151,614	-154,012	-156,459	-158,954
<b>Category Total --&gt;</b>					-127,476	-143,918	-146,263	-151,614	-154,012	-156,459	-158,954



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-5?-?-??-?? To : 0?-?-5?-?-??-??

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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>BYLAW ENFORCEMENT</b>																
<b>OPERATING EXPENSES</b>																
01-2-502-200	SUPPORT SERVICES				5,581	5,581	6,340	6,467	6,596	6,728	6,863					
01-2-502-220	SALARIES & WAGES				31,730	37,789	52,070	53,111	54,173	55,256	56,361					
01-2-502-225	BENEFITS				7,901	11,337	14,836	15,133	15,435	15,744	16,059					
01-2-502-275	PERMITS/LICENCES				0	0	11,364	11,819	12,292	12,784	13,295					
01-2-502-281	MATERIALS & SUPPLIES-GENERAL				0	100	500	500	500	500	500					
01-2-502-293	OFFICE EXPENSES				5	0	0	0	0	0	0					
01-2-502-314	TELEPHONE & ALARM LINES				485	300	400	400	400	400	400					
01-2-502-317	TITLE SEARCHES				113	400	400	400	400	400	400					
01-2-502-319	TRAINING/DEVELOPMENT & CONFERENCE:				1,057	1,300	1,500	1,500	1,500	1,500	1,500					
01-2-502-320	TRAVEL				609	2,200	2,000	2,000	2,000	2,000	2,000					
01-2-502-340	DUES AND MEMBERSHIPS				0	100	0	0	0	0	0					
01-2-502-381	LEGAL FEES				161	20,000	13,000	13,000	13,000	13,000	13,000					
01-2-502-387	OTHER PROF FEES				411	8,000	3,000	3,000	3,000	3,000	3,000					
01-2-502-468	MINOR CAPITAL				0	0	4,500	0	0	0	0					
<b>Total OPERATING EXPENSES</b>					48,053	87,107	109,910	107,330	109,296	111,312	113,378					
<b>OPERATING Surplus/(Deficit)</b>					-48,053	-87,107	-109,910	-107,330	-109,296	-111,312	-113,378					
<b>Category Total --&gt;</b>					-48,053	-87,107	-109,910	-107,330	-109,296	-111,312	-113,378					



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-5?-?-??-?? To : 0?-?-5?-?-??-??

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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>																
01-1-510-009	GIL LOCAL GOVT				2	0	0	0	0	0	0	0	0	0	0	0
01-1-510-015	REQN ELECT/SPEC PROV GOVT				74	74	0	77	77	77	77	77	77	77	77	77
01-1-510-020	REQN MUNICIPAL				176	176	0	184	184	184	184	184	184	184	184	184
01-1-510-150	SURPLUS PRIOR YEAR				2,012	2,010	2,004	0	0	0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					2,264	2,260	2,004	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	10	11	11	11	11	11	11	11	11	11	11
01-2-510-387	OTHER PROF FEES				0	2,000	1,743	0	0	0	0	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					260	2,260	2,004	261	261	261	261	261	261	261	261	261
<b>OPERATING Surplus/(Deficit)</b>					2,004	0	0	0	0	0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					2,004	0	0	0	0	0	0	0	0	0	0	0



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 790  
 Account Code : 0?-?-5?-?-??? To : 0?-?-5?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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>HOUSE NUMBERING - AREA D</b>																
<b>OPERATING REVENUE</b>																
01-1-533-015	REQN ELECT/SPEC PROV GOVT				495	495	515	518	521	524	521	524	527			
01-1-533-150	SURPLUS PRIOR YEAR				1	1	0	0	0	0	0	0	0			
<b>Total OPERATING REVENUE</b>					496	496	515	518	521	524	521	524	527			
<b>OPERATING EXPENSES</b>																
01-2-533-200	SUPPORT SERVICES				142	142	161	164	167	170	167	170	173			
01-2-533-232	IN-HOUSE LABOUR CHARGE				350	350	350	350	350	350	350	350	350			
01-2-533-369	INSURANCE LIABILITY				4	4	4	4	4	4	4	4	4			
<b>Total OPERATING EXPENSES</b>					496	496	515	518	521	524	521	524	527			
<b>OPERATING Surplus/(Deficit)</b>					0	0	0	0	0	0	0	0	0			
<b>Category Total --&gt;</b>					0	0	0	0	0	0	0	0	0			



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 790  
 Account Code : 0?-?-5?-?-??? To : 0?-?-5?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommended Budget	2020 Recommended Budget	2021 Recommended Budget	2022 Recommended Budget	2023 Recommended 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				266	266	286	290	293	296	299
01-1-534-150	SURPLUS PRIOR YEAR				3	2	1	0	0	0	0
<b>Total OPERATING REVENUE</b>					269	268	287	290	293	296	299
<b>OPERATING EXPENSES</b>											
01-2-534-200	SUPPORT SERVICES				142	142	161	164	167	170	173
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>					268	268	287	290	293	296	299
<b>OPERATING Surplus/(Deficit)</b>					1	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 : 790  
Account Code : 0?-?-5?-?-??? To : 0?-?-5?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommende d Budget	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende 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				395	395	414	417	420	423	426
<b>Total OPERATING REVENUE</b>					395	395	414	417	420	423	426
<b>OPERATING EXPENSES</b>											
01-2-535-200	SUPPORT SERVICES				142	142	161	164	167	170	173
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>					395	395	414	417	420	423	426
<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 : 790  
 Account Code : 0?-?-5?-?-??? To : 0?-?-5?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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>HOUSE NUMBERING - AREA C</b>																
<b>OPERATING REVENUE</b>																
01-1-536-015	REQN ELECT/SPEC PROV GOVT				392	392	413	417	420	423	426					
01-1-536-150	SURPLUS PRIOR YEAR				4	3	1	0	0	0	0					
<b>Total OPERATING REVENUE</b>					396	395	414	417	420	423	426					
<b>OPERATING EXPENSES</b>																
01-2-536-200	SUPPORT SERVICES				142	142	161	164	167	170	173					
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>					395	395	414	417	420	423	426					
<b>OPERATING Surplus/(Deficit)</b>					1	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 : 790  
Account Code : 0?-?-5?-?-?? To : 0?-?-5?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommend d Budget	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 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				3,403	2,250	3,400	3,400	3,400	0	0
01-1-554-150	SURPLUS PRIOR YEAR				412	409	537	0	0	0	0
<b>Total OPERATING REVENUE</b>					4,315	3,159	4,437	3,900	3,900	500	500
<b>OPERATING EXPENSES</b>											
01-2-554-200	SUPPORT SERVICES				327	327	371	378	386	394	402
01-2-554-212	GRANTS-UNCOND LOCAL AGENCIES				0	192	613	69	61	53	45
01-2-554-369	INSURANCE LIABILITY				3	3	3	3	3	3	3
01-2-554-372	INSURANCE PROPERTY				45	55	50	50	50	50	50
01-2-554-519	CONTRIB TO APPROPRIATED SURPLUS				3,403	2,582	3,400	3,400	3,400	0	0
<b>Total OPERATING EXPENSES</b>					3,778	3,159	4,437	3,900	3,900	500	500
<b>OPERATING Surplus/(Deficit)</b>					537	0	0	0	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>											
<b>Category Total --&gt;</b>					537	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-5?-?-??? To : 0?-?-5?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommende d Budget	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 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				32,006	32,006	20,000	40,781	40,787	40,793	40,799
01-1-555-150	SURPLUS PRIOR YEAR				21,429	21,346	45,245	0	0	0	0
<b>Total OPERATING REVENUE</b>					53,435	53,352	65,245	40,781	40,787	40,793	40,799
<b>OPERATING EXPENSES</b>											
01-2-555-200	SUPPORT SERVICES				262	262	298	304	310	316	322
01-2-555-212	GRANTS-UNCOND LOCAL AGENCIES				7,500	52,662	40,000	40,000	40,000	40,000	40,000
01-2-555-369	INSURANCE LIABILITY				428	428	477	477	477	477	477
01-2-555-519	CONTRIB TO APPROPRIATED SURPLUS				0	0	24,470	0	0	0	0
<b>Total OPERATING EXPENSES</b>					8,190	53,352	65,245	40,781	40,787	40,793	40,799
<b>OPERATING Surplus/(Deficit)</b>					45,245	0	0	0	0	0	0
<b>Category Total --&gt;</b>					45,245	0	0	0	0	0	0
<b>Grand Total --&gt;</b>					253,555	0	0	0	0	0	0



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**Strathcona Regional District  
Budget Departmental Report**

From Category : 100 To Category : 790  
Account Code : 0?-?-6?-?-?? To : 0?-?-6?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommende d Budget	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>COMMUNITY PARKS - AREA D</b>											
<b>OPERATING REVENUE</b>											
01-1-614-015	REQN ELECT/SPEC PROV GOVT				195,419	195,419	212,035	243,893	246,247	248,649	251,098
01-1-614-150	SURPLUS PRIOR YEAR				67,167	65,000	43,550	0	0	0	0
<b>Total OPERATING REVENUE</b>					<b>262,586</b>	<b>260,419</b>	<b>255,585</b>	<b>243,893</b>	<b>246,247</b>	<b>248,649</b>	<b>251,098</b>
<b>OPERATING EXPENSES</b>											
01-2-614-200	SUPPORT SERVICES				35,746	35,746	40,609	41,421	42,249	43,094	43,956
01-2-614-220	SALARIES & WAGES				50,359	51,646	58,447	59,616	60,808	62,024	63,264
01-2-614-225	BENEFITS				14,362	15,495	16,365	16,692	17,026	17,367	17,714
01-2-614-275	PERMITS/LICENCES				0	250	150	150	150	150	150
01-2-614-281	MATERIALS & SUPPLIES				2,865	6,000	5,000	5,000	5,000	5,000	5,000
01-2-614-284	MEETING EXPENSE				0	600	500	500	500	500	500
01-2-614-293	OFFICE EXPENSES				914	1,200	800	800	800	800	800
01-2-614-311	SIGNS				122	1,000	6,000	1,000	1,000	1,000	1,000
01-2-614-314	TELEPHONE & ALARM LINES				1,217	750	1,300	1,300	1,300	1,300	1,300
01-2-614-316	TIPPING FEES				0	160	160	160	160	160	160
01-2-614-319	TRAINING/DEVELOPMENT & CONFERENCE:				332	3,500	1,500	1,500	1,500	1,500	1,500
01-2-614-320	TRAVEL				568	2,500	2,000	2,000	2,000	2,000	2,000
01-2-614-335	ADVERTISING				0	1,000	500	500	500	500	500
01-2-614-340	DUES AND MEMBERSHIPS				0	250	100	100	100	100	100
01-2-614-350	MAPS & PRINTING SUPPLIES				0	650	650	650	650	650	650
01-2-614-353	PUBLIC RELATIONS				0	500	500	500	500	500	500
01-2-614-366	ENGINEERING FEES				0	5,167	0	0	0	0	0
01-2-614-369	INSURANCE LIABILITY				2,660	2,660	2,962	2,962	2,962	2,962	2,962
01-2-614-372	INSURANCE PROPERTY				204	292	292	292	292	292	292
01-2-614-381	LEGAL FEES				3,797	2,500	5,000	5,000	5,000	5,000	5,000
01-2-614-386	SURVEY FEES				0	3,000	2,000	2,000	2,000	2,000	2,000
01-2-614-387	OTHER PROF FEES				9,821	7,000	9,000	9,000	9,000	9,000	9,000
01-2-614-400	CONTRACTED SVCS BLDG/LAND MTCE				24,424	41,000	40,500	40,500	40,500	40,500	40,500
01-2-614-403	REPAIRS & MTCE BLDG/LAND				1,097	1,000	2,500	2,500	2,500	2,500	2,500
01-2-614-409	HYDRO				759	900	900	900	900	900	900
01-2-614-430	WATER				3,956	6,000	5,000	5,000	5,000	5,000	5,000
01-2-614-438	CONTRACT SVCS EQUIP/MACH				1,089	1,140	1,100	1,100	1,100	1,100	1,100
01-2-614-444	RENTAL/LEASES - MACH/EQUIP				5,300	6,263	7,500	7,500	7,500	7,500	7,500
01-2-614-447	REPAIRS/MTCE MACH/EQUIP				0	250	250	250	250	250	250
01-2-614-468	MINOR CAPITAL				39,444	42,000	44,000	35,000	35,000	35,000	35,000
01-2-614-485	CONTR TO CAP WORKS MACH EQUIP RESE				20,000	20,000	0	0	0	0	0



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 790  
 Account Code : 0?-?-6??-??? To : 0?-?-6??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommende d Budget	2020 Recommende d Budget	2021 Recommende d Budget	2022 Recommende d Budget	2023 Recommende d Budget
<b>Total OPERATING EXPENSES</b>											
	OPERATING Surplus/(Deficit)				219,036	260,419	255,585	243,893	246,247	248,649	251,098
<b>OPERATING Surplus/(Deficit)</b>											
<b>OPERATING Surplus/(Deficit)</b>											
<b>OPERATING Surplus/(Deficit)</b>											
<b>CAPITAL REVENUE SOURCES</b>											
01-5-614-013	FED GAS TAX FUNDING				0	54,880	0	0	0	0	0
01-5-614-144	TRANSFER FROM GAS TAX RESERVE				0	0	51,654	0	0	0	0
01-5-614-145	TRANSFER FR RESERVE				0	33,433	57,500	0	0	0	0
<b>Total CAPITAL REVENUE SOURCES</b>											
<b>Total CAPITAL REVENUE SOURCES</b>											
<b>CAPITAL EXPENDITURES</b>											
01-6-614-470	LAND IMPROVEMENTS				0	88,313	109,154	0	0	0	0
<b>Total CAPITAL EXPENDITURES</b>											
<b>Total CAPITAL EXPENDITURES</b>											
<b>CAPITAL Surplus/(Deficit)</b>											
<b>CAPITAL Surplus/(Deficit)</b>											
<b>Category Total --&gt;</b>					43,550	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-6?-?-?? To : 0?-?-6?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommend d Budget	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>COMMUNITY PARKS - AREA B</b>											
<b>OPERATING REVENUE</b>											
01-1-617-015	REQN ELECT/SPEC PROV GOVT				150,799	150,799	163,537	160,150	162,760	164,647	166,571
01-1-617-023	COND TSFRS OTHER				8,093	10,000	1,907	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				1,692	1,600	2,606	0	0	0	0
<b>Total OPERATING REVENUE</b>					163,084	166,399	172,050	164,150	166,760	168,647	170,571
<b>OPERATING EXPENSES</b>											
01-2-617-200	SUPPORT SERVICES				24,653	24,653	28,007	28,567	29,138	29,721	30,315
01-2-617-220	SALARIES & WAGES				45,060	43,487	48,949	49,928	50,927	51,946	52,985
01-2-617-225	BENEFITS				10,932	13,047	13,706	13,980	14,260	14,545	14,836
01-2-617-275	PERMITS/LICENCES				500	0	500	500	500	500	500
01-2-617-281	MATERIALS & SUPPLIES				0	500	500	500	500	500	500
01-2-617-284	MEETING EXPENSE				24	250	0	250	250	250	250
01-2-617-293	OFFICE EXPENSES				10	0	0	500	500	500	500
01-2-617-311	SIGNS				175	0	500	2,500	2,500	2,500	2,500
01-2-617-314	TELEPHONE & ALARM LINES				523	500	600	600	600	600	600
01-2-617-317	TITLE SEARCHES				0	25	25	25	25	25	25
01-2-617-319	TRAINING/DEVELOPMENT & CONFERENCE:				332	400	400	400	860	860	860
01-2-617-320	TRAVEL				790	700	900	1,200	1,200	1,200	1,200
01-2-617-340	DUES AND MEMBERSHIPS				0	125	260	280	280	280	280
01-2-617-350	MAPS & PRINTING SUPPLIES				0	750	750	1,400	1,400	1,400	1,400
01-2-617-353	PUBLIC RELATIONS				0	100	100	100	400	400	400
01-2-617-366	ENGINEERING FEES				0	0	0	3,000	3,000	3,000	3,000
01-2-617-369	INSURANCE LIABILITY				1,239	1,239	1,380	1,380	1,380	1,380	1,380
01-2-617-372	INSURANCE PROPERTY				243	360	360	360	360	360	360
01-2-617-381	LEGAL FEES				0	0	0	2,000	2,000	2,000	2,000
01-2-617-386	SURVEY FEES				0	0	0	2,000	2,000	2,000	2,000
01-2-617-387	OTHER PROF FEES				0	0	0	3,000	3,000	3,000	3,000
01-2-617-400	CONTRACTED SVCS BLDG/LAND MTCE				25,483	27,300	28,924	33,680	33,680	33,680	33,680
01-2-617-403	REPAIRS & MTCE BLDG/LAND				0	0	0	3,000	3,000	3,000	3,000
01-2-617-468	MINOR CAPITAL				8,093	10,000	4,407	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				40,963	40,963	40,963	0	0	0	0
01-2-617-506	DEBT CHARGES-INTEREST				1,458	2,000	819	0	0	0	0
<b>Total OPERATING EXPENSES</b>					160,478	166,399	172,050	164,150	166,760	168,647	170,571



Strathcona Regional District  
**Budget Departmental Report**

From Category : 100 To Category : 790  
 Account Code : 0?-?-6?-?-?? To : 0?-?-6?-?-??

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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>																
					2,606	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	56,618	55,923	0	0	0	0	0	0	0	0	0
01-5-617-145	TRANSFER FR RESERVE				0	0	30,000	0	0	0	0	0	0	0	0	0
<b>Total CAPITAL REVENUE SOURCES</b>					0	56,618	85,923	0	0	0	0	0	0	0	0	0
<b>CAPITAL EXPENDITURES</b>																
01-6-617-470	LAND IMPROVEMENTS				0	56,618	55,923	0	0	0	0	0	0	0	0	0
01-6-617-472	BUILDING IMPROVEMENTS				0	0	30,000	0	0	0	0	0	0	0	0	0
<b>Total CAPITAL EXPENDITURES</b>					0	56,618	85,923	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>					2,606	0	0	0	0	0	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-6?-?-?? To : 0?-?-6?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommend d Budget	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>COMMUNITY PARKS - AREA C</b>											
<b>OPERATING REVENUE</b>											
01-1-618-005	GIL FED GOVT				444	0	400	400	400	400	400
01-1-618-015	REQN ELECT/SPEC PROV GOVT				170,000	170,000	179,690	191,997	204,671	217,397	220,177
01-1-618-128	OTHER REVENUE				3,934	2,663	3,600	3,600	3,600	3,600	3,600
01-1-618-145	TRANSFER FR RESERVE				0	4,314	0	0	0	0	0
01-1-618-150	SURPLUS PRIOR YEAR				45,411	44,000	49,687	0	0	0	0
<b>Total OPERATING REVENUE</b>					219,789	220,977	233,377	195,997	208,671	221,397	224,177
<b>OPERATING EXPENSES</b>											
01-2-618-200	SUPPORT SERVICES				29,450	29,450	33,456	34,125	34,808	35,504	36,214
01-2-618-220	SALARIES & WAGES				44,833	43,493	48,956	49,935	50,934	51,953	52,992
01-2-618-225	BENEFITS				10,875	13,048	13,708	13,982	14,262	14,547	14,838
01-2-618-275	PERMITS/LICENCES				390	1,000	500	500	500	500	500
01-2-618-281	MATERIALS & SUPPLIES				139	1,000	1,000	1,000	1,000	1,000	1,000
01-2-618-284	MEETING EXPENSE				25	500	500	500	500	500	500
01-2-618-293	OFFICE EXPENSES				810	1,200	1,000	1,000	1,000	1,000	1,000
01-2-618-311	SIGNS				120	2,000	2,000	2,000	2,000	2,000	2,000
01-2-618-314	TELEPHONE & ALARM LINES				523	600	650	650	650	650	650
01-2-618-317	TITLE SEARCHES				39	150	150	150	150	150	150
01-2-618-319	TRAINING/DEVELOPMENT & CONFERENCE:				332	2,000	2,000	2,000	2,000	2,000	2,000
01-2-618-320	TRAVEL				800	2,000	2,500	2,500	2,500	2,500	2,500
01-2-618-335	ADVERTISING				0	350	350	350	350	350	350
01-2-618-340	DUES AND MEMBERSHIPS				0	250	100	100	100	100	100
01-2-618-350	MAPS & PRINTING SUPPLIES				129	100	100	100	100	100	100
01-2-618-353	PUBLIC RELATIONS				0	500	500	500	500	500	500
01-2-618-366	ENGINEERING FEES				0	5,000	12,000	5,000	5,000	5,000	5,000
01-2-618-369	INSURANCE LIABILITY				2,853	3,260	3,135	3,135	3,135	3,135	3,135
01-2-618-372	INSURANCE PROPERTY				1,429	1,450	1,450	1,450	1,450	1,450	1,450
01-2-618-381	LEGAL FEES				2,852	1,500	2,000	2,000	2,000	2,000	2,000
01-2-618-386	SURVEY FEES				0	2,000	2,000	2,000	2,000	2,000	2,000
01-2-618-387	OTHER PROF FEES				6,036	15,000	15,000	12,000	12,000	12,000	12,000
01-2-618-400	CONTRACTED SVCS BLDG/LAND MTCE				29,677	34,382	34,882	35,580	36,292	37,018	37,758
01-2-618-403	REPAIRS & MTCE BLDG/LAND				6,693	11,000	11,000	11,000	11,000	11,000	11,000
01-2-618-409	HYDRO				122	500	500	500	500	500	500
01-2-618-438	CONTRACT SVCS EQUIP/MACH				1,307	1,140	1,140	1,140	1,140	1,140	1,140
01-2-618-444	RENTAL/LEASES - MACH/EQUIP				1,960	1,800	2,800	2,800	2,800	2,800	2,800
01-2-618-468	MINOR CAPITAL				7,405	25,000	20,000	10,000	10,000	10,000	10,000



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-6?-?-?? To : 0?-?-6?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
01-2-618-485	CONTR TO CAP WORKS MACH EQUIP RESE				11,304	11,304	20,000	0	10,000	20,000	20,000	20,000	20,000	20,000	20,000	0
01-2-618-519	CONTRIB TO APPROPRIATED SURPLUS				10,000	10,000	0	0	0	0	0	0	0	0	0	0
	<b>Total OPERATING EXPENSES</b>				170,103	220,977	233,377	195,997	208,671	221,397	224,177	224,177	224,177	224,177	224,177	224,177
	<b>OPERATING Surplus/(Deficit)</b>				49,686	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	102,100	64,372	150,000	25,000	0	0	0	0	0	0	0
01-5-618-145	TRANSFER FR RESERVE				0	280,000	143,951	0	0	0	0	0	0	0	0	0
	<b>Total CAPITAL REVENUE SOURCES</b>				0	382,100	208,323	150,000	25,000	0	0	0	0	0	0	0
<b>CAPITAL EXPENDITURES</b>																
01-6-618-469	LAND				0	280,000	98,951	0	0	0	0	0	0	0	0	0
01-6-618-470	LAND IMPROVEMENTS				0	102,100	89,372	0	25,000	0	0	0	0	0	0	0
01-6-618-477	ENG STRUCT				0	0	20,000	150,000	0	0	0	0	0	0	0	0
	<b>Total CAPITAL EXPENDITURES</b>				0	382,100	208,323	150,000	25,000	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>					49,686	0	0	0	0	0	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-6??-??? To : 0?-?-6??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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	0	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				496,161	496,161	519,069	533,180	548,391	563,998	580,010	580,010	580,010	580,010	580,010	580,010
01-1-630-150	SURPLUS PRIOR YEAR				3,842	2,542	2,398	0	0	0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					501,103	498,703	522,567	534,280	549,491	565,098	581,110	581,110	581,110	581,110	581,110	581,110
<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				497,592	497,590	521,356	533,069	548,280	563,887	579,899	579,899	579,899	579,899	579,899	579,899
01-2-630-369	INSURANCE LIABILITY				863	863	961	961	961	961	961	961	961	961	961	961
<b>Total OPERATING EXPENSES</b>					498,705	498,703	522,567	534,280	549,491	565,098	581,110	581,110	581,110	581,110	581,110	581,110
<b>OPERATING Surplus/(Deficit)</b>					2,398	0	0	0	0	0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					2,398	0	0	0	0	0	0	0	0	0	0	0

**Strathcona Regional District  
Budget Departmental Report**

From Category : 100 To Category : 790  
Account Code : 0?-?-6??-?? To : 0?-?-6??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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>STRATHCONA GARDENS</b>																
<b>OPERATING REVENUE</b>																
01-1-640-009	GIL LOCAL GOVT				54,196	33,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
01-1-640-012	GRANTS UNCOND PROV GOVT				21,000	0	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
01-1-640-015	REQN ELECT/SPEC PROV GOVT				767,159	767,159	774,764	799,608	815,367	829,279	843,627	859,186	874,741	889,296	903,851	918,406
01-1-640-016	GRANT PROV GOVT CONDITIONAL				1,000	0	0	0	0	0	0	0	0	0	0	0
01-1-640-020	REQN MUNICIPAL				4,605,055	4,605,055	4,665,594	4,815,203	4,910,105	4,993,882	5,080,283	5,164,675	5,249,067	5,333,459	5,417,851	5,502,243
01-1-640-023	COND TSFRS OTHER				5,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
01-1-640-028	DISCOUNTS				-1,417	0	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500
01-1-640-029	L.I.F.E. SUBSIDY				-7,285	0	-7,500	-7,500	-7,500	-7,500	-7,500	-7,500	-7,500	-7,500	-7,500	-7,500
01-1-640-030	PUBLIC SKATING				31,503	63,640	32,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000
01-1-640-033	PUBLIC SWIMMING				144,131	144,800	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000
01-1-640-035	SPONSORSHIP				7,209	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
01-1-640-039	REHABILITATION PROGRAMS				121,682	142,500	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
01-1-640-040	FITNESS PROGRAMS				38,745	38,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
01-1-640-041	AQUATIC PROGRAMS				193,020	186,900	187,000	187,000	187,000	187,000	187,000	187,000	187,000	187,000	187,000	187,000
01-1-640-042	ICE & OTHER PROGRAMS				140,022	186,350	140,000	152,000	152,000	152,000	152,000	152,000	152,000	152,000	152,000	152,000
01-1-640-054	MEMBERSHIPS				170,147	146,000	160,000	168,000	168,000	168,000	168,000	168,000	168,000	168,000	168,000	168,000
01-1-640-055	RENTAL ARENA - ICE				378,522	423,000	370,000	378,500	378,500	378,500	378,500	378,500	378,500	378,500	378,500	378,500
01-1-640-056	RENTAL ARENA - DRY FLOOR				19,659	19,300	19,300	19,300	19,300	19,300	19,300	19,300	19,300	19,300	19,300	19,300
01-1-640-057	RENTAL/LEASE BLDGS				19,744	22,500	19,500	19,500	19,500	19,500	19,500	19,500	19,500	19,500	19,500	19,500
01-1-640-058	LOCKERS				18,550	17,000	17,340	17,340	17,340	17,340	17,340	17,340	17,340	17,340	17,340	17,340
01-1-640-061	POOL RENTAL - OTHER				89,152	92,000	92,000	92,000	92,000	92,000	92,000	92,000	92,000	92,000	92,000	92,000
01-1-640-064	RENTAL SKATES				15,773	14,000	14,650	14,650	14,650	14,650	14,650	14,650	14,650	14,650	14,650	14,650
01-1-640-073	VENDING				17,131	13,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
01-1-640-075	ADVERTISING				3,956	31,000	2,520	2,520	2,520	2,520	2,520	2,520	2,520	2,520	2,520	2,520
01-1-640-077	CONCESSION SALES				131,702	118,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000
01-1-640-080	RETAIL SALES				14,551	11,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
01-1-640-081	SKATE SHARPENING				5,108	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
01-1-640-125	DONATIONS				0	3,500	0	0	0	0	0	0	0	0	0	0
01-1-640-128	OTHER REVENUE				1,634	1,600	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
01-1-640-130	RECOVERIES-WAGES & BENEFITS				0	0	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
01-1-640-133	RECOVERIES OTHER				8,783	3,777	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
01-1-640-150	SURPLUS PRIOR YEAR				463,579	411,000	482,686	0	0	0	0	0	0	0	0	0
01-1-640-151	FUNDS ALLOCATED FR APPROPRIATED SUI				0	0	0	55,000	0	0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					7,479,011	7,499,081	7,524,554	7,300,821	7,356,482	7,454,171	7,554,920	7,650,611	7,747,262	7,843,913	7,940,564	8,037,215
<b>OPERATING EXPENSES</b>																

**Strathcona Regional District  
Budget Departmental Report**

From Category : 100 To Category : 790  
Account Code : 0?-?-6?-?-?? To : 0?-?-6?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023		
							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				470,930	470,930	535,638	546,351	557,278	568,424	579,792						
01-2-640-220	SALARIES & WAGES				309,286	341,910	360,947	405,651	413,764	422,039	430,480						
01-2-640-222	COMMISSIONER REMUNERATION				6,167	12,600	12,600	12,600	12,600	12,600	12,600						
01-2-640-225	BENEFITS				67,193	102,574	101,830	115,112	117,414	119,763	122,159						
01-2-640-230	ALLOWANCES				162	0	0	0	0	0	0						
01-2-640-231	BUSINESS USE AUTO PREMIUM				0	300	0	0	0	0	0						
01-2-640-257	CLOTHING/LAUNDERING				8,563	8,800	9,350	9,350	9,350	9,350	9,350						
01-2-640-266	DELIVERIES/TRANSPORTATION				1,363	3,500	3,500	3,500	3,700	3,700	3,700						
01-2-640-275	PERMITS/LICENCES				31,469	45,428	48,400	48,400	48,400	48,400	48,400						
01-2-640-281	MATERIALS & SUPPLIES				27	0	0	0	0	0	0						
01-2-640-284	MEETING EXPENSE				1,681	1,200	1,800	1,800	1,800	1,800	1,800						
01-2-640-293	OFFICE EXPENSES				132	0	0	0	0	0	0						
01-2-640-311	SIGNS				5,478	5,000	5,000	5,000	5,000	5,000	5,000						
01-2-640-314	TELEPHONE & ALARM LINES				27,000	32,856	30,000	30,000	30,000	30,000	30,000						
01-2-640-317	TITLE SEARCHES				61	0	0	0	0	0	0						
01-2-640-319	TRAINING/DEVELOPMENT & CONFERENCE:				20,295	25,000	25,000	25,000	25,000	25,000	25,000						
01-2-640-320	TRAVEL				5,725	7,500	7,500	7,500	7,500	7,500	7,500						
01-2-640-335	ADVERTISING				54,677	72,580	60,000	60,000	65,000	65,000	65,000						
01-2-640-340	DUES AND MEMBERSHIPS				3,876	2,715	2,715	2,715	2,715	2,715	2,715						
01-2-640-353	PUBLIC RELATIONS				4,610	5,500	5,500	5,500	5,500	5,500	5,500						
01-2-640-369	INSURANCE LIABILITY				12,550	12,600	13,827	13,827	13,827	13,827	13,827						
01-2-640-372	INSURANCE PROPERTY				36,804	43,300	43,300	43,300	43,300	43,300	43,300						
01-2-640-381	LEGAL FEES				14,188	25,000	25,000	25,000	25,000	25,000	25,000						
01-2-640-387	OTHER PROF FEES				45,000	163,568	43,500	95,000	40,000	40,000	40,000						
01-2-640-421	RENTAL/LEASE BUILDINGS				1,460	0	1,600	1,600	1,600	1,600	1,600						
01-2-640-438	CONTRACT SVCS EQUIP/MACH				11,360	8,800	11,000	11,000	11,000	11,000	11,000						
01-2-640-444	RENTAL/LEASES - MACH/EQUIP				1,199	6,070	6,000	6,000	6,000	6,000	6,000						
01-2-640-468	MINOR CAPITAL				48,935	45,800	29,500	25,000	25,000	25,000	25,000						
01-2-640-480	TRANSFER TO CAPITAL				166,300	166,300	0	0	0	0	0						
01-2-640-485	CONTR TO CAP WORKS MACH EQUIP RESE				1,188,095	1,188,095	1,500,000	1,188,095	1,188,095	150,000	150,000						
01-2-640-489	RESERVE CONTRIB-FUTURE EXPEND				49,769	49,769	0	0	0	0	0						
01-2-640-505	DEBT CHARGES-PRINCIPAL				65,760	65,760	0	0	0	434,661	434,661						
01-2-640-506	DEBT CHARGES-INTEREST				852	1,973	0	0	0	598,554	598,554						
<b>Total OPERATING EXPENSES</b>						2,660,967	2,915,428	2,883,507	2,687,301	2,658,843	2,675,733	2,697,938					
<b>OPERATING Surplus/(Deficit)</b>						4,818,044	4,583,653	4,641,047	4,613,520	4,697,639	4,778,438	4,856,982					
<b>CAPITAL REVENUE SOURCES</b>																	
01-5-640-014	FED GOVT COND TSFRS				0	0	4,605,398	3,120,118	21,600,818	6,120,232	0						
01-5-640-016	GRANT PROV GOVT CONDITIONAL				0	4,619,117	0	2,599,622	17,997,382	5,099,258	0						
01-5-640-142	LONG TERM DEBT PROCEEDS				0	0	0	0	10,753,490	4,080,510	0						



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-6?-?-??? To : 0?-?-6?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget	Recommende d Budget		
01-5-640-145	TRANSFER FR RESERVE				0	688,681	439,738	2,156,260	3,648,310	1,152,000	20,000	0	0	0	0	0
01-5-640-148	TRANSFER FR OPERATING FUND				0	166,300	0	0	0	0	0	0	0	0	0	0
<b>Total CAPITAL REVENUE SOURCES</b>					0	5,474,098	5,045,136	7,876,000	54,000,000	16,452,000	20,000	0	0	0	0	0
<b>CAPITAL EXPENDITURES</b>																
01-6-640-471	BUILDING				0	500,000	82,643	7,800,000	54,000,000	16,000,000	0	0	0	0	0	0
01-6-640-472	BUILDING IMPROVEMENTS				0	4,791,917	4,617,433	0	0	0	0	0	0	0	0	0
01-6-640-473	IT INFRASTRUCTURE				0	68,481	36,936	0	0	0	0	0	0	0	20,000	0
01-6-640-475	MACHINERY & EQUIPMENT				0	113,700	308,124	46,000	0	452,000	0	0	0	0	0	0
01-6-640-478	VEHICLES				0	0	0	30,000	0	0	0	0	0	0	0	0
<b>Total CAPITAL EXPENDITURES</b>					0	5,474,098	5,045,136	7,876,000	54,000,000	16,452,000	20,000	0	0	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0	0	0	0	0	0

Category Total -->

4,818,044 4,583,653 4,641,047 4,613,520 4,697,639 4,778,438 4,856,982



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-6??-??? To : 0?-?-6??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommend d Budget	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>SG - ADMIN &amp; CONCESSION</b>											
<b>OPERATING EXPENSES</b>											
01-2-641-220	SALARIES & WAGES				444,382	437,517	352,000	359,040	366,221	373,545	381,016
01-2-641-225	BENEFITS				108,397	123,280	110,000	112,200	114,444	116,733	119,068
01-2-641-230	ALLOWANCES				375	525	500	500	500	500	500
01-2-641-246	BANK CHARGES & INTEREST				17,176	21,000	21,000	21,000	21,000	21,000	21,000
01-2-641-251	CASH OVERAGE/SHORTAGE				454	0	0	0	0	0	0
01-2-641-293	OFFICE EXPENSES				10,157	16,440	16,500	16,500	16,500	16,500	16,500
01-2-641-296	POSTAGE				197	800	800	800	800	800	800
01-2-641-330	MERCHANDISE FOR RESALE				63,859	58,500	65,000	65,000	65,000	65,000	65,000
01-2-641-450	SMALL TOOLS/EQUIPMENT				97	1,500	1,500	1,500	1,500	1,500	1,500
<b>Total OPERATING EXPENSES</b>					645,094	659,562	567,300	576,540	585,965	595,578	605,384
<b>OPERATING Surplus/(Deficit)</b>					-645,094	-659,562	-567,300	-576,540	-585,965	-595,578	-605,384

Category Total --> -645,094 -659,562 -567,300 -576,540 -585,965 -595,578 -605,384



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-6?-?-?? To : 0?-?-6?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommend d Budget	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 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				1,111,797	1,095,280	1,124,000	1,146,480	1,169,410	1,192,798	1,216,654
01-2-642-225	BENEFITS				255,236	334,362	337,500	344,250	351,135	358,158	365,321
01-2-642-230	ALLOWANCES				4,440	5,100	5,100	5,100	5,100	5,100	5,100
01-2-642-269	FIRST AID SUPPLIES				3,097	3,800	3,800	3,800	3,800	3,800	3,800
01-2-642-282	MATERIALS & SUPPLIES-AQUATICS				20,413	30,000	30,000	30,000	30,000	30,000	30,000
01-2-642-283	MATERIALS & SUPPLIES-FITNESS				3,949	5,000	5,000	5,000	5,000	5,000	5,000
01-2-642-285	MATERIALS & SUPPLIES-REHAB				277	5,000	5,000	5,000	5,000	5,000	5,000
01-2-642-319	TRAINING/DEVELOPMENT & CONFERENCE:				20	0	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					1,399,229	1,478,542	1,510,400	1,539,630	1,569,445	1,599,856	1,630,875
<b>OPERATING Surplus/(Deficit)</b>					-1,399,229	-1,478,542	-1,510,400	-1,539,630	-1,569,445	-1,599,856	-1,630,875
<b>Category Total --&gt;</b>					-1,399,229	-1,478,542	-1,510,400	-1,539,630	-1,569,445	-1,599,856	-1,630,875



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-6??-?? To : 0?-?-6??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommend d Budget	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend d Budget
<b>GENERAL REVENUE FUND - SRD</b>											
<b>SG - FACILITY OPERATIONS</b>											
<b>OPERATING EXPENSES</b>											
01-2-643-220	SALARIES & WAGES				846,721	896,755	925,269	922,404	940,627	959,214	978,173
01-2-643-225	BENEFITS				211,629	268,727	257,000	265,540	270,783	276,131	281,586
01-2-643-230	ALLOWANCES				3,150	3,750	3,750	3,750	3,750	3,750	3,750
01-2-643-254	CHEMICALS				42,274	31,000	43,000	43,000	43,000	43,000	43,000
01-2-643-305	SAFETY EQUIPMENT				2,125	5,000	5,000	5,000	5,000	5,000	5,000
01-2-643-316	TIPPING FEES				61	0	0	0	0	0	0
01-2-643-403	REPAIRS & MTCE BLDG/LAND				100,301	119,000	120,000	100,000	105,000	105,000	110,000
01-2-643-406	HEATING				119,265	155,000	150,000	150,000	150,000	150,000	150,000
01-2-643-409	HYDRO				262,640	289,732	273,704	293,915	302,373	311,084	311,084
01-2-643-412	JANITORIAL/CLEANING SUPPLIES				43,536	43,300	43,000	43,000	43,000	43,000	43,000
01-2-643-415	LANDSCAPING/GROUNDS MTCE				49,734	50,000	60,000	60,000	60,000	60,000	60,000
01-2-643-418	REFUSE COLLECTION				15,232	21,000	21,000	21,000	21,000	21,000	21,000
01-2-643-427	SEWAGE DISPOSAL				19,095	21,220	21,220	21,857	22,512	23,188	23,883
01-2-643-430	WATER				23,379	28,720	23,630	24,339	25,069	25,821	26,596
01-2-643-438	CONTRACT SVCS EQUIP/MACH				812	910	900	900	900	900	900
01-2-643-441	FUEL & LUBRICANTS-EQUIP/MACH				470	3,360	2,000	2,000	2,000	2,000	2,000
01-2-643-444	RENTAL/LEASES - MACH/EQUIP				71,342	6,400	97,900	6,400	6,400	6,400	6,400
01-2-643-447	REPAIRS/MTCE - MACH/EQUIP				197,800	197,800	140,000	140,000	140,000	140,000	140,000
01-2-643-450	SMALL TOOLS/EQUIPMENT				4,006	8,000	6,000	6,000	6,000	6,000	6,000
01-2-643-458	FUEL/LUBRICANTS VEHICLE				3,291	3,000	3,000	3,000	3,000	3,000	3,000
01-2-643-461	INSURANCE/LICENCE - VEHICLE				3,524	3,924	3,924	3,924	3,924	3,924	3,924
01-2-643-464	REPAIRS & MTCE - VEHICLE				970	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total OPERATING EXPENSES</b>					2,021,357	2,159,598	2,203,297	2,119,029	2,157,338	2,191,412	2,222,296
<b>OPERATING Surplus/(Deficit)</b>					-2,021,357	-2,159,598	-2,203,297	-2,119,029	-2,157,338	-2,191,412	-2,222,296
<b>Category Total --&gt;</b>					-2,021,357	-2,159,598	-2,203,297	-2,119,029	-2,157,338	-2,191,412	-2,222,296



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-6??-??? To : 0?-?-6??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommend d Budget	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend 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				193,212	186,193	243,000	256,960	261,917	266,973	272,130
01-2-644-225	BENEFITS				44,415	61,758	79,050	83,361	84,974	86,619	88,297
01-2-644-230	ALLOWANCES				700	1,000	1,000	1,000	1,000	1,000	1,000
01-2-644-286	MATERIALS & SUPPLIES-ICE				9,809	16,000	16,000	16,000	16,000	16,000	16,000
01-2-644-287	MATERIALS & SUPPLIES-OTHER				21,538	21,000	21,000	21,000	21,000	21,000	21,000
<b>Total OPERATING EXPENSES</b>					269,674	285,951	360,050	378,321	384,891	391,592	398,427
<b>OPERATING Surplus/(Deficit)</b>					-269,674	-285,951	-360,050	-378,321	-384,891	-391,592	-398,427
<b>Category Total --&gt;</b>					-269,674	-285,951	-360,050	-378,321	-384,891	-391,592	-398,427



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 790  
 Account Code : 0?-?-6??-??? To : 0?-?-6??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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				495	495	1,833	495	495	495	495	495	495	495	495	495
01-1-677-150	SURPLUS PRIOR YEAR				292	291	477	0	0	0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					787	786	2,310	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				57	39	57	57	57	57	57	57	57	57	57	57
01-2-677-381	LEGAL FEES				0	494	2,000	185	185	185	185	185	185	185	185	185
<b>Total OPERATING EXPENSES</b>					310	786	2,310	495	495	495	495	495	495	495	495	495
<b>OPERATING Surplus/(Deficit)</b>					477	0	0	0	0	0	0	0	0	0	0	0

Category Total --> 477 0 0 0 0 477 0 0 0 0 0 0 0 0 0 0 0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-6??-?? To : 0?-?-6??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommend d Budget	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 Recommend 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				20,000	20,000	24,143	27,568	27,575	27,582	27,589
01-1-680-145	TRANSFER FR RESERVE				0	0	6,500	0	0	0	0
01-1-680-150	SURPLUS PRIOR YEAR				11,372	11,372	1,918	0	0	0	0
<b>Total OPERATING REVENUE</b>					31,372	31,372	32,561	27,568	27,575	27,582	27,589
<b>OPERATING EXPENSES</b>											
01-2-680-200	SUPPORT SERVICES				305	305	346	353	360	367	374
01-2-680-262	CONTRACTS - OPERATING				21,500	21,500	25,000	25,000	25,000	25,000	25,000
01-2-680-369	INSURANCE LIABILITY				283	283	315	315	315	315	315
01-2-680-381	LEGAL FEES				0	418	400	400	400	400	400
01-2-680-387	OTHER PROF FEES				0	1,500	6,500	1,500	1,500	1,500	1,500
01-2-680-519	CONTRIB TO APPROPRIATED SURPLUS				7,366	7,366	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					29,454	31,372	32,561	27,568	27,575	27,582	27,589
<b>OPERATING Surplus/(Deficit)</b>					1,918	0	0	0	0	0	0
<b>CAPITAL REVENUE SOURCES</b>											
01-5-680-145	TRANSFER FR RESERVE				0	0	35,000	0	0	0	0
<b>Total CAPITAL REVENUE SOURCES</b>					0	0	35,000	0	0	0	0
<b>CAPITAL EXPENDITURES</b>											
01-6-680-471	BUILDING				0	0	35,000	0	0	0	0
<b>Total CAPITAL EXPENDITURES</b>					0	0	35,000	0	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					1,918	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-6??-??? To : 0?-?-6??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommend d Budget	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 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				460	400	460	460	460	460	460
01-1-685-015	REQN ELECT/SPEC PROV GOVT				130,018	130,018	138,864	145,368	149,375	152,382	155,389
01-1-685-150	SURPLUS PRIOR YEAR				17,474	17,013	1,497	0	0	0	0
<b>Total OPERATING REVENUE</b>					147,952	147,431	140,821	145,828	149,835	152,842	155,849
<b>OPERATING EXPENSES</b>											
01-2-685-200	SUPPORT SERVICES				305	305	346	353	360	367	374
01-2-685-262	CONTRACTS - OPERATING				140,000	140,000	130,000	130,000	130,000	130,000	130,000
01-2-685-369	INSURANCE LIABILITY				1,504	1,604	1,675	1,675	1,675	1,675	1,675
01-2-685-372	INSURANCE PROPERTY				2,927	3,500	3,500	3,500	3,500	3,500	3,500
01-2-685-381	LEGAL FEES				0	303	300	300	300	300	300
01-2-685-387	OTHER PROF FEES				0	0	0	5,000	5,000	5,000	5,000
01-2-685-403	REPAIRS & MTCE BLDG/LAND				0	0	5,000	5,000	9,000	12,000	15,000
01-2-685-489	RESERVE CONTRIB-FUTURE EXPEND				1,719	1,719	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					146,455	147,431	140,821	145,828	149,835	152,842	155,849
<b>OPERATING Surplus/(Deficit)</b>					1,497	0	0	0	0	0	0
<b>CAPITAL REVENUE SOURCES</b>											
01-5-685-016	GRANT PROV GOVT CONDITIONAL				0	493,020	449,805	0	0	0	0
<b>Total CAPITAL REVENUE SOURCES</b>					0	493,020	449,805	0	0	0	0
<b>CAPITAL EXPENDITURES</b>											
01-6-685-471	BUILDING				0	493,020	449,805	0	0	0	0
<b>Total CAPITAL EXPENDITURES</b>					0	493,020	449,805	0	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>					0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					1,497	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-6??-??? To : 0?-?-6??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommend d Budget	2020 Recommend d Budget	2021 Recommend d Budget	2022 Recommend d Budget	2023 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				1,270	1,270	0	1,270	1,270	1,270	1,270
01-1-697-150	SURPLUS PRIOR YEAR				2,175	2,174	3,184	0	0	0	0
<b>Total OPERATING REVENUE</b>					<b>3,445</b>	<b>3,444</b>	<b>3,184</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</b>
<b>OPERATING EXPENSES</b>											
01-2-697-200	SUPPORT SERVICES				250	250	250	250	250	250	250
01-2-697-369	INSURANCE LIABILITY				11	11	12	12	12	12	12
01-2-697-387	OTHER PROF FEES				0	1,005	2,922	1,008	1,008	1,008	1,008
01-2-697-489	RESERVE CONTRIB-FUTURE EXPENDITURE				0	2,178	0	0	0	0	0
<b>Total OPERATING EXPENSES</b>					<b>261</b>	<b>3,444</b>	<b>3,184</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</b>	<b>1,270</b>
<b>OPERATING Surplus/(Deficit)</b>					<b>3,184</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>3,184</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 : 790  
Account Code : 0?-?-6?-?-?? To : 0?-?-6?-?-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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				2,563	2,559	3,572	0	0	0	0	0	0	0	0	0
<b>Total OPERATING REVENUE</b>					3,833	3,829	4,842	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	11	12	12	12	12	12	12	12	12	12	12
01-2-698-387	OTHER PROF FEES				0	3,568	4,580	1,008	1,008	1,008	1,008	1,008	1,008	1,008	1,008	1,008
<b>Total OPERATING EXPENSES</b>					261	3,829	4,842	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270
<b>OPERATING Surplus/(Deficit)</b>					3,572	0	0	0	0	0	0	0	0	0	0	0
<b>Category Total --&gt;</b>					3,572	0	0	0	0	0	0	0	0	0	0	0
<b>Grand Total --&gt;</b>					591,578	0	0	0	0	0	0	0	0	0	0	0

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Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023	
							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>ELECTORAL AREA D STREET LIGHTING</b>																
<b>OPERATING REVENUE</b>																
01-1-750-015	REQN ELECT/SPEC PROV GOVT				35,757	35,757	33,840	36,405	37,133	37,875	38,632					
01-1-750-133	RECOVERIES OTHER				358	360	360	360	360	360	360					
01-1-750-150	SURPLUS PRIOR YEAR				0	0	1,852	0	0	0	0					
<b>Total OPERATING REVENUE</b>					36,115	36,117	36,052	36,765	37,493	38,235	38,992					
<b>OPERATING EXPENSES</b>																
01-2-750-200	SUPPORT SERVICES				589	589	669	682	696	710	724					
01-2-750-369	INSURANCE LIABILITY				344	344	383	383	383	383	383					
01-2-750-409	HYDRO				33,189	35,000	35,000	35,700	36,414	37,142	37,885					
01-2-750-550	DEFICIT PRIOR YEAR				141	184	0	0	0	0	0					
<b>Total OPERATING EXPENSES</b>					34,263	36,117	36,052	36,765	37,493	38,235	38,992					
<b>OPERATING Surplus/(Deficit)</b>					1,852	0	0	0	0	0	0					
<b>Category Total --&gt;</b>					1,852	0	0	0	0	0	0					



Strathcona Regional District  
 Budget Departmental Report

From Category : 100 To Category : 790  
 Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommended Budget	2020 Recommended Budget	2021 Recommended Budget	2022 Recommended Budget	2023 Recommended 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				7,086	7,086	7,185	7,636	7,786	7,838	7,850
01-1-770-150	SURPLUS PRIOR YEAR				305	286	305	0	0	0	0
<b>Total OPERATING REVENUE</b>					7,391	7,372	7,490	7,636	7,786	7,838	7,850
<b>OPERATING EXPENSES</b>											
01-2-770-200	SUPPORT SERVICES				502	502	570	581	593	605	617
01-2-770-369	INSURANCE LIABILITY				70	70	78	78	78	78	78
01-2-770-381	LEGAL FEES				0	100	100	100	100	0	0
01-2-770-409	HYDRO				6,514	6,700	6,742	6,877	7,015	7,155	7,155
<b>Total OPERATING EXPENSES</b>					7,086	7,372	7,490	7,636	7,786	7,838	7,850
<b>OPERATING Surplus/(Deficit)</b>					305	0	0	0	0	0	0

Category Total --> 305 0 0 0 0 0 0 0 0 0 0 0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-??-??-?? To : 0?-?-??-??-??

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019 Recommended Budget	2020 Recommended Budget	2021 Recommended Budget	2022 Recommended Budget	2023 Recommended 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				150,645	150,645	156,792	169,808	181,072	188,935	197,033
01-1-785-150	SURPLUS PRIOR YEAR				22,590	22,469	22,234	0	0	0	0
<b>Total OPERATING REVENUE</b>					173,235	173,114	179,026	169,808	181,072	188,935	197,033
<b>OPERATING EXPENSES</b>											
01-2-785-200	SUPPORT SERVICES				611	611	694	708	722	736	751
01-2-785-216	MUNICIPAL CONTRACT				148,458	148,458	155,215	165,963	177,192	185,020	193,081
01-2-785-319	TRAINING/DEVELOPMENT & CONFERENCE:				402	0	500	500	500	500	500
01-2-785-335	ADVERTISING				0	500	0	0	0	0	0
01-2-785-369	INSURANCE LIABILITY				630	630	702	702	702	702	702
01-2-785-381	LEGAL FEES				0	500	500	500	500	500	500
01-2-785-400	CONTRACTED SVCS BLDG/LAND				0	250	0	0	0	0	0
01-2-785-403	REPAIRS & MTCE BLDG/LAND				235	1,500	750	750	750	750	750
01-2-785-409	HYDRO				665	665	665	685	706	727	749
01-2-785-468	MINOR CAPITAL				0	20,000	20,000	0	0	0	0
<b>Total OPERATING EXPENSES</b>					151,001	173,114	179,026	169,808	181,072	188,935	197,033
<b>OPERATING Surplus/(Deficit)</b>					22,234	0	0	0	0	0	0
<b>CAPITAL Surplus/(Deficit)</b>											
<b>Category Total --&gt;</b>					22,234	0	0	0	0	0	0



Strathcona Regional District  
Budget Departmental Report

From Category : 100 To Category : 790  
Account Code : 0?-?-7??-??? To : 0?-?-7??-???

Account Code	Account Description	CC1	CC2	CC3	2018 Predicted Values	2018 Budget Value	2019		2020		2021		2022		2023		
							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>OYSTER RIVER BANK PROTECTION</b>																	
<b>OPERATING REVENUE</b>																	
01-1-790-015	REQN ELECT/SPEC PROV GOVT				18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	
01-1-790-150	SURPLUS PRIOR YEAR				12,546	12,414	16,758	0	0	0	0	0	0	0	0	0	
<b>Total OPERATING REVENUE</b>					30,546	30,414	34,758	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	
<b>OPERATING EXPENSES</b>																	
01-2-790-200	SUPPORT SERVICES				7,238	7,238	8,223	8,387	8,555	8,726	8,901	8,901	8,901	8,901	8,901	8,901	
01-2-790-220	SALARIES & WAGES				2,514	3,845	3,942	4,021	4,101	4,183	4,267	4,267	4,267	4,267	4,267	4,267	
01-2-790-225	BENEFITS				399	1,154	986	1,006	1,026	1,047	1,068	1,068	1,068	1,068	1,068	1,068	
01-2-790-319	TRAINING/DEVELOPMENT & CONFERENCE:				1,050	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
01-2-790-366	ENGINEERING FEES				1,958	0	0	0	0	0	0	0	0	0	0	0	
01-2-790-369	INSURANCE LIABILITY				630	630	702	702	702	702	702	702	702	702	702	702	
01-2-790-381	LEGAL FEES				0	320	250	250	250	250	250	250	250	250	250	250	
01-2-790-387	OTHER PROF FEES				0	17,227	0	0	0	0	0	0	0	0	0	0	
01-2-790-403	REPAIRS & MTCE BLDG/LAND				0	0	19,655	2,634	2,366	2,092	1,812	1,812	1,812	1,812	1,812	1,812	
<b>Total OPERATING EXPENSES</b>					13,789	30,414	34,758	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	
<b>OPERATING Surplus/(Deficit)</b>					16,757	0	0	0	0	0	0	0	0	0	0	0	
<b>CAPITAL Surplus/(Deficit)</b>																	
<b>Category Total --&gt;</b>					16,757	0	0	0	0	0	0	0	0	0	0	0	0
<b>Grand Total --&gt;</b>					41,148	0	0	0	0	0	0	0	0	0	0	0	0

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## Public Consultation



### **SRD Roadshow**

In the fall of 2018, Strathcona Regional District's (SRD) elected officials and senior staff visited each of the electoral areas to discuss the 2019 financial plan and strategic priorities for the next four years with the new Board term starting in 2019. Key initiatives such as improved broadband connectivity, community services including parks and planning, and the proposed redevelopment of Strathcona Gardens were also discussed.

Four open house events were held in late October and early November in each of the four electoral areas:

- Area A (Kyuquout/Nootka—Sayward) October 30<sup>th</sup>, 7:00-9:00pm, Sayward Heritage Hall
- Area B (Cortes Island) November 1st, 2:00-4:00pm, Klahoose Main Hall
- Area C (Discovery Islands-Mainland Inlets) November 6th, 6:30-8:30pm, Quadra Island Elementary School
- Area D (Oyster Bay-Buttle Lake) November 13th, 6:30-8:30pm, Oyster Bay Resort

Residents were invited to drop-in at any time during the event to speak with their Electoral Area Director and SRD staff. There were information posters, feedback forms, and post-it note boards, where residents had the opportunity to share their ideas and concerns on service levels and initiatives affecting their region. The SRD Roadshows were generally well received by the attendees and enjoyed by the SRD staff and Electoral Area Directors with twenty to fifty residents showing up to each roadshow meeting.

The information gathered has informed the 2019 recommended budget and will be utilized by the Board for strategic planning in the spring of 2019 and for future budgets and determination of service priorities. The Regional District greatly appreciates the engagement they experienced with the community members and has summarized all information provided in the pages following.

**Public Consultation  
SRD Roadshow Feedback – Electoral Area A**

<b>SERVICE AREA</b>	<b>COMMENT</b>
Parks	Interested in Community Forest or Park in upper Sayward Valley (Valley Cave bluffs).
Protective Services	Fire hydrants!! My insurer claims the high cost of fire insurance due to no water access.
Protective Services	Funding for the fire department to do fire inspections on municipal and business fire protection area.
Recreation and Culture Services	Financial support for local programs and activities; reliance on donations currently.
Solid Waste	Improved recycling access.
Transportation Services	Speed bump on Despina Rd.
Other Governments	Passing lanes.
Other Governments	More safe passing lanes or pull-over opportunities for tiredness or car problems.
Other Governments	Don't close rest areas. Open more. We want more tourists to come to North Island.
Other Governments	Save a bit of forest!

**Public Consultation  
SRD Roadshow Feedback – Electoral Area B**

<b>SERVICE AREA</b>	<b>COMMENT</b>
Communications	What with admin/staff organization and contact info for SRD? Where do I find it?
Finance Services	Explain whole assessment/tax system.
Governance	How do residents have input into the evaluation of the SRD staff?
Liquid Waste Management	Encourage (financial incentives?) to pump out/clean/fix old leaky septic tanks and systems in watersheds like Hague Lake etc. in Manson’s Landing re: liquid waste service.
Liquid Waste Management	Septic Education re: upgrade options <ul style="list-style-type: none"> <li>- Tank liners to fix cracked old septic holding tanks</li> <li>- Adding pre-treatment unit for better</li> <li>- Add pump to distribute wastewater further pipes</li> <li>- Snake/route out lines etc.</li> </ul>
Liquid Waste Management	Sewage out pump in Gorge Harbour.
Liquid Waste Management	Overcrowding re water/sewage; active VIHA septic enforcement – efficient systems.
Parks	Create a fund for local communities to buy land for protection.
Parks	Create a map of priority lands to preserve as park/form/forest.
Parks	More park reserves Mary Point Marina.
Protective Services	Actually need bylaw enforcement.
Solid Waste	Encourage zero waste. Use less plastic. Eliminate plastic bags.
Solid Waste	Community compost.
Sustainability	Public education projects!
Sustainability	Local Climate Action Plan.
Sustainability	Regional Climate Action Plan.
Sustainability	Regional Climate Action Committee/Network.
Sustainability	Renewable energy developments.
Sustainability	More green energy strategies.
Sustainability	\$ for rural communities to go off grid or improve efficiency.
Sustainability	I think the regional districts focus on flooding and rising sea levels needs to be expanded to encompass a larger and more holistic vision of how to deal with climate change at a local level. I would like to see a regional climate action plan put in place to address ways we can mitigate and adapt to climate change both short-term and long-term.
Sustainability	How can we continue to have quality of life as population increases?
Transportation Services	Ditch ineffective or dangerous drainage ditches.
Transportation Services	Safe walkways on all major roads!

**Public Consultation  
SRD Roadshow Feedback – Electoral Area B (continued)**

SERVICE AREA	COMMENT
Transportation Services	Public transportation: it's a women's safety issue.
Transportation Services	Pedestrian/bike/wheelchair lanes between all community spaces.
Transportation Services	Does SRD have any interest in supporting a cross-Quadra bus service to reduce ferry congestion during peak use seasons?
Other Governments	Cortes Island priority loading on BC Ferries.
Other Governments	Seniors free ferry rides to and from Cortes Island to Campbell River.
Other Governments	Ferry to Powell River.
Other Governments	BC Harbour Authorities to advocate for BC wide marine pump-out funding.
Other Governments	Helicopter pad in Squirrel Cove/Klahoose First Nation.
Referendum (Hall Tax/First Responder)	I would like to know why we it was necessary to have a referendum before the main referendum on the question of a hall tax. (My hypothesis is that some people didn't want the main referendum because they were afraid it would pass!)
Referendum (Hall Tax/First Responder)	What is timetable for implementation of the 2 initiatives approved by referendum last month. How do we decide whether a tax should be assessment based or parcel based in either initiative? What part of a petition signed by 450 owners/residents of Area B was unclear to the staff or decision makers at SRD re the Hall tax issue?
Referendum (Hall Tax/First Responder)	How do we get SRD to act in a timely fashion to results of non-binding referenda? Why did SRD choose to have 2 referenda to clarify the will of the Cortes Community (not 2 issues but 2 referenda per issue?) How much does a referendum cost us taxpayers a) when it is attached to a Regional District election, and b) what it is a stand-alone question? Why did SRD choose to ignore a petition of 450 signors requesting implementation of a hall support tax?
SRD Roadshow	Very informative!

**Public Consultation  
SRD Roadshow Feedback – Electoral Area C**

SERVICE AREA	COMMENT
Community Health	Community Health Services.
Development Services	New OCP that reflects wishes of residents not the anti-development policy of the Director.
Development Services	What is the status on the official community plan? The one we have is very outdated and makes growth near impossible for some land owners.
Development Services	The Area D building and zoning bylaws should have stronger regulation to control and restrict activities on residential and commercial properties such as retaining walls, soil deposition/land-fill, wire fences, unshielded outdoor lighting, and large advertisement billboards. Some of the more “unsightly” examples of these can be seen at the following locations: <ul style="list-style-type: none"> <li>- Lynnwood Road &amp; Highway 19A intersection (high retaining walls/soil deposition),</li> <li>- Along York Road (barbed-wire fencing),</li> <li>- Oyster Bay seaside (bright illuminated signs/unshielded outdoor lighting), and</li> <li>- Along Highway 19A (oversize billboards).</li> </ul>
Governance	First Nation relationship in Area D needs to be improved.
Parks	Parks, rec, and trails.
Parks	Walking and cycling are very economical ways to stay fit and local residents are grateful for the existing network of greenways and trails. With the new home construction filling in the area along Leeming Road, the community surrounding Maple Park is growing. Neighbours would like to have a strategic plan for this park that will encourage low cost outdoor exercise for all ages, facilitate group events for everyone living nearby, provide ample parking and easy off-road access to the beaches opposite the park. In addition, the upland forested areas and backroads are much appreciated by equestrians and walkers as they are safely separated from vehicle traffic on the busiest streets (York, Craig, and Henry Roads).
Protective Services	Emergency preparedness and evacuation plans, sea/river flood control and fire protection are critical services to receive priority.
Protective Services	Establish a safety service for all of the SRD.
Recreation and Culture Services	Establish a community hall service for Area D.
Recreation and Culture Services	The grants-in-aid to volunteer organizations are generous and support many community groups so there should be close scrutiny of the specific benefits to the citizens of Area D.

**Public Consultation**  
**SRD Roadshow Feedback – Electoral Area C (continued)**

SERVICE AREA	COMMENT
Transportation Services	Anyone consider having a small no-charge bus operate between ferries in the summer? Cortes to Quathiaski?
Other	Get rid of Timberwest on Quadra.
Other Governments	Ferry in the summer is a major problem. Plan on 2 hour wait.
Other Governments	Costs in BC are too high – created by a boom economy which no longer exists. Forcing young people to live off shore (on anchors) because the public government dock doesn't want people to live off their boats. Everyone pays taxes for the shore services. Even Vancouver allows for float homes.
SRD Roadshow	Thanks for coming to Quadra and having an informed staff on hand to answer questions. Sorry for the poor turn-out and hope this doesn't stop you from having sessions in the future. Appreciate the snacks, thanks!
SRD Roadshow	This was ... a new level of Community Services. Would have preferred meeting in Quadra Community Centre (easier to reach).

SERVICE AREA	COMMENT
Community Health	Community Health Services.
Development Services	New OCP that reflects wishes of residents not the anti-development policy of the Director.
Development Services	What is the status on the official community plan? The one we have is very outdated and makes growth near impossible for some land owners.
Development Services	The Area D building and zoning bylaws should have stronger regulation to control and restrict activities on residential and commercial properties such as retaining walls, soil deposition/land-fill, wire fences, unshielded outdoor lighting, and large advertisement billboards. Some of the more “unsightly” examples of these can be seen at the following locations: <ul style="list-style-type: none"> <li>- Lynnwood Road &amp; Highway 19A intersection (high retaining walls/soil deposition),</li> <li>- Along York Road (barbed-wire fencing),</li> <li>- Oyster Bay seaside (bright illuminated signs/unshielded outdoor lighting), and</li> <li>- Along Highway 19A (oversize billboards).</li> </ul>
Governance	First Nation relationship in Area D needs to be improved.
Parks	Parks, rec, and trails.
Parks	Walking and cycling are very economical ways to stay fit and local residents are grateful for the existing network of greenways and trails. With the new home construction filling in the area along Leeming Road, the community surrounding Maple Park is growing. Neighbours would like to have a strategic plan for this park that will encourage low cost outdoor exercise for all ages, facilitate group events for everyone living nearby, provide ample parking and easy off-road access to the beaches opposite the park. In addition, the upland forested areas and backroads are much appreciated by equestrians and walkers as they are safely separated from vehicle traffic on the busiest streets (York, Craig, and Henry Roads).
Protective Services	Emergency preparedness and evacuation plans, sea/river flood control and fire protection are critical services to receive priority.
Protective Services	Establish a safety service for all of the SRD.
Recreation and Culture Services	Establish a community hall service for Area D.
Recreation and Culture Services	The grants-in-aid to volunteer organizations are generous and support many community groups so there should be close scrutiny of the specific benefits to the citizens of Area D.

**Public Consultation  
SRD Roadshow Feedback – Electoral Area D (continued)**

<b>SERVICE AREA</b>	<b>COMMENT</b>
Sewer	Need sewers.
Sewer	Establish a septic service for Area D.
Sewer	Progress towards sewer service.
Sewer	Sewer!
Transportation Services	Care of ditches and property beside them.
Transportation Services	Establish a Glenmore Dike/river protection service area.
Water	Water!
Water	Accountability for water usage.
Water	Water meters.
Water	Infrastructure maintenance.
Water	Water meters/in Area D leak solutions.
Water	Where is the spike in water usage coming from?
Water	Water issues.
Water	Water system (north), preventative maintenance plan.
Water	Consumption issues.
Water	Systematic improvements to the water system in Northern Area D.
Water	Essential services for community health and safety (i.e. “needs”) should receive funding priority before other expectations (i.e. “wishes”). These essentials include an affordable water utility and upgraded water delivery infrastructure that minimize loss to leakage, encourages conservation, and charges the users for volume consumed including secondary dwellings.
Water	Are meters being considered in Northern Area D? Grants to cover installation, cost per household.
SRD Roadshow	Transparent and public input is very important. Nice to see this event and hope for more in the future.
SRD Roadshow	Would like to see more events like this one to bring the information to the residents, more transparency.

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## Bylaws & Policies



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## CORPORATE POLICY

**No.:** CP-011 **Date Approved:** October 7, 2015  
**Date Revised:** n/a

**Name:** Financial Planning Process

<b>Purpose:</b>	To establish guidelines for developing, evaluating, finalizing and implementing the Regional Board's financial plan.
<b>Authority:</b>	Sections 815 and 816 <i>Local Government Act</i>
<b>Scope:</b>	This policy applies to all organizational units involved in the development, evaluation and implementation of the financial plan.

<b>Definitions:</b>	<b>financial plan</b>	<b>means</b>	the Regional District's five-year financial forecast that is adopted annually by bylaw
	<b>budget</b>	<b>means</b>	a version of the five-year financial plan that is considered by the Board prior to adoption of the financial plan bylaw
	<b>budget cycle</b>	<b>means</b>	the annual process to review, revise and confirm the financial plan

**Policy:** The Board will annually develop, evaluate, finalize and implement its five-year financial plan based on the following principles:

1. The financial plan will support the Board's vision and strategic plans.
2. The financial planning process will include analysis and discussion of short- and long-term key factors that affect the organization and services it provides such as cost trends, service levels, capital investment requirements, reserve and debt levels, and other assumptions.
3. The financial plan will be prepared in accordance with all Regional District policies and long-term plans such as those for reserves, debt, cost allocations, and tangible capital assets, and with all applicable legislation.
4. The Board's financial planning process will utilize a variety of methods to gather input from ratepayers, partners and the general public such as town hall meetings, social media, public open houses, and print and web publications.
5. Board decisions regarding the financial plan will be made in public (open) meetings.

<b>Annual budget calendar:</b>	Each year at the start of a new budget cycle, a detailed budget calendar will be developed and presented to the Board that outlines the key budget tasks, events, public input opportunities and decision points for the upcoming budget process.
<b>Public consultation:</b>	Input from taxpayer and constituent groups will be sought as early in the process as is feasible, to allow sufficient time for investigation and consideration of ideas and concerns. The budget calendar will identify opportunities throughout the budget process for the Board to receive stakeholder input, including public meetings and presentations, outreach efforts and other means. A communication plan should be developed each year that identifies key events and opportunities for public participation, specifying target dates, media, messages and audience. Directors will be provided specific opportunities to review and discuss the financial plan throughout the development process. An opportunity for receipt and consideration of public input should be provided between first reading and adoption of the financial plan bylaw.
<b>Benchmarks and standards:</b>	The financial plan is one component contributing to the sustainability of the Regional District, and as such will incorporate to the extent possible the implications of policies, plans and best practices for local government regarding the Board's vision and strategic plans, levels of debt, reserves, asset management, cost allocations, procurement and human resourcing. The financial plan will be prepared in accordance with recommendations of the Public Sector Accounting Board (PSAB) and according to generally accepted Canadian public sector standards. The financial plan and its process will comply in all respects with applicable legislation.
<b>Comparisons:</b>	Historical financial information and current year estimates will be provided to the Board with budget documentation for comparison purposes. The current and one prior years' budget and actual or predicted amounts will be provided, at a minimum.
<b>Budget versions:</b>	<p>The financial plan is a living document that indicates resource commitments to specified goals and objectives. While the financial plan may be amended at any time, the plan as a whole will be reviewed annually through several discrete iterations which may include:</p> <ol style="list-style-type: none"> <li>1. <b>Baseline budget</b> – The baseline budget focuses on supporting ongoing services, programs and previously Board approved work plans and projects. This version may include plans and related funding estimates for achieving established service and financial goals, and is usually presented in October or November of each year. This budget version will present revenue projections and expense estimates based on all available information, but may exclude requisition analysis and financial position estimates (surpluses and reserves).</li> <li>2. <b>Recommended budget</b> – The recommended budget is developed using the baseline budget as a starting point and is usually published in January. It includes refined projections and estimates for revenue, expense, requisitions, surpluses and reserves as well as program and work plan information based on gathered inputs to date, including those confirmed at budget workshops or Board, committee or commission meetings. This version may include estimates relating to new initiatives, feasibility studies, and capital or other major projects. Sufficient time should be allowed during the development of the recommended budget to provide for research of new initiatives, communication and discussion of alternatives, and Board direction, where required. Any significant changes arising out of discussions with individual service participants, staff or other service providers will be identified to the Board or its committees. If the significant change is the result of a change in service level it will be approved by the Board before the financial implications of the change are incorporated into the financial plan. Requisition and tax rate projections will be based on the Completed Assessment Roll received in January.</li> </ol>

3. **Final budget** – The final budget incorporates approved changes to the recommended budget and presents updated budget estimates and resulting cost implications. Once the final budget has received the Board’s approval in principle, it serves as the basis for the financial plan bylaw.
4. **Financial Plan Bylaw** – The five-year financial plan bylaw is based on the final budget, as approved in principle or amended by the Board. If possible, sufficient time should be allowed between first reading and final adoption of the bylaw to allow for meaningful public input and consideration. The five-year financial plan bylaw will be adopted by the Board no later than March 31 each year.

**Amendments:** Changes to the financial plan after adoption of the five-year financial plan bylaw will be presented to the Board with each item identified separately with supporting rationale before adoption of the amending bylaw.

**Policy review:** This policy may be periodically reviewed and amended at any time by Board resolution.

**Responsibility:** The Financial Officer will be responsible for the development, implementation and monitoring of the financial plan process, including coordinating the budget process, developing the budget calendar, identifying roles and responsibilities for completing the various tasks, and advising on and facilitating financial plan amendments and amendments to this policy, as approved by the Board.



## CORPORATE POLICY

**No.:** CP-002                      **Date Approved:**

**Name:** Support Service Cost Allocations

<b>Purpose:</b>	To fairly allocate centralized general administrative and corporate costs to the services that benefit from these functions.
<b>Authority:</b>	Sections 803.1(1) and 804(2)(b) <i>Local Government Act</i>
<b>Scope:</b>	The Support Service Cost Allocation policy applies to all costs relating to corporate service activities including Management Services; Financial Services; Corporate Office Space; Human Resources; Information Services, Vehicle Pool and Fiscal Services.

**Definitions:**

<b>Direct costs</b>	<b>means</b>	expenses for goods or services related to an activity 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>Indirect costs</b>	<b>means</b>	expenses for goods or services incurred in a joint activity and difficult to identify with a specific service or set of services (such as labour costs for personnel who work for the general purposes of the corporate entity).
<b>Approved operating budget</b>	<b>means</b>	all budgeted expenses related to operating a service, excluding contributions to reserves, capital and debt service costs, as included in the financial plan adopted in March each year.

**Policy:** The Regional District will allocate general administrative costs to each service in proportion to the benefit derived by the service as determined on an annual basis by the Financial Officer.

**General Principles:** **Equity**  
As far as practical, the method of allocation should fairly represent the benefit that each service receives from the general administrative function. As a test of reasonableness, the allocated charge should not exceed the estimate of costs were the service to contract for administrative services independently.

**Simplicity**

The method of allocation should be easy to apply and understand, and require a single iteration of calculation.

**Objectivity**

The method of allocation should rely primarily on independent data to calculate the allocated charge for each service, rather than an individual's judgment, where possible. Where professional judgment must be applied, the decision should be supported by reasoning and logic.

**Support  
Services  
Cost  
Allocation:**

The Support Service charge includes all costs relating to corporate service activities: Management Services; Financial Services; Corporate Office Space; Human Resources; Information Services, Vehicle Pool and Fiscal Services. Costs relating to these services are allocated to all other services as follows:

**1. Management and Fiscal Services**

Since activities relating to general and corporate administration are not easily captured by objective data capture methods currently in place, these costs are not included in the support service charge allocation, with exceptions noted below. Instead, costs relating to general and corporate administration are accounted for separately, and funded through a tax requisition under the *Local Government Act 804(2)(b)* and shared by all electoral areas and municipalities on a converted assessment basis.

**2. Vehicles**

Where a vehicle is used exclusively for the benefit of a service, the capital and operating direct costs of the vehicle are charged to that service. Where a vehicle is shared on an as-needed basis between personnel working for the benefit of more than one service, the operating expenses and estimated capital replacement charges are allocated to benefitting services based on a reasonable estimate of service provision or actual work.

**3. Property Insurance**

Premiums for property insurance are allocated directly to each service based on the service's proportionate asset valuations as shown on the statement of values provided by the insurer as follows:

- A: Total property insurance premium;
- B: Individual service's asset values total;
- C: All services' asset values total;

Allocation formula:  $A \times \frac{B}{C}$

**4. Liability Insurance**

Premiums for liability insurance are allocated to each service group based on the service group rating percentages shown in Table A, and then allocated to each service within the service group by its proportionate share of the prior year's approved operating budget total. The service group rating is based on a reasonable estimate of risk as indicated by the insurer's claims experience rating and service delivery knowledge. For clarity, the calculation is as follows:

- A: Total liability insurance premium;
- B: Service group rating percentage;
- C: Individual service's prior year approved operating budget total;
- D: Service group's prior year approved operating budget total;

Allocation formula:  $A \times B \times \frac{C}{D}$

**TABLE A:** Service Group Rating Percentages

GENERAL GOVERNMENT SERVICES	
Administration	5%
PROTECTIVE SERVICES	
Bylaw Enforcement	4%
Fire Protection	10%
Building Inspection	16%
ENVIRONMENTAL DEVELOPMENT SERVICES	
Development Services	5%
ENVIRONMENTAL HEALTH SERVICES	
Solid Waste	6%
Sewer	6%
Water	6%
TRANSPORTATION SERVICES	
Drainage	1%
Transit	1%
RECREATION & CULTURAL SERVICES	
Parks	10%
Recreation Facilities	20%
Recreation/Cultural	3%
OTHER	
Other > \$100,000 budget	3%
Other < \$100,000 budget	4%
TOTAL SERVICE GROUPS	100%

New services: Liability insurance premium allocation to new services with no prior year approved operating budget values are allocated based on the current year's approved operating budget values.

Repealed services: Prior year budget values for services that are repealed for the current year are excluded from the calculation for liability insurance premium allocation, and receive a zero dollar value charge.

#### 5. Financial and Information Services

Activities relating to financial and information services are allocated to each service based on the prior year's financial activity as measured by the service's number of transactions recorded in the financial system as a portion of all financial transactions for the prior year. For clarity, this is calculated as:

- A: Total current year operating budget for financial and information services;
- B: Individual service's financial transaction count in prior year;
- C: Total financial transaction count in prior year;

Allocation formula:  $A \times \frac{B}{C}$

New services: The transaction count for new services with no or partial-year financial transaction history is estimated based on other services with similar financial activity.

Repealed services: Services with financial activity in the prior year that are repealed for the current year are assigned a transaction count of zero for the

purposes of the support service cost charge calculation, and the actual transaction count for that service is deducted from the prior year's total transaction count.

**6. Corporate Office Space**

Direct costs for corporate office space are shared as follows:

301-990 Cedar St. (third floor):	General Administration
103-990 Cedar St. (first floor):	Electoral Areas Administration

Indirect costs for corporate office space are shared on the basis of proportional square footage as follows:

301-990 Cedar St. (third floor) – 4,144 ft <sup>2</sup> (72%):	General Administration
103-990 Cedar St. (first floor) – 1,593 ft <sup>2</sup> (28%):	Electoral Areas Administration

**7. Human Resources**

Direct costs for human resource administration are attributed to the specific service for which they are incurred; indirect costs are accounted for and are allocated in the same manner as management services.

Labour costs for all personnel are allocated to services based on actual work or a reasonable estimate of service provision.



# Comox-Strathcona

<b>SUBJECT:</b>	<b>LEGISLATIVE SERVICE</b>	<b>POLICY No.</b>
<b>DATE OF REVISION:</b>		<b>APPROVED BY:</b> Board
<b>REVISIONS:</b>		<b>EFFECTIVE DATE:</b> February 26, 2001

## A RESOLUTION TO ESTABLISH LEGISLATIVE SERVICES FOR ELECTORAL AREA AND MUNICIPAL LEGISLATIVE ADMINISTRATION

### FUNDING SOURCE:

1. Cost recovery for each service shall be by the requisition of property value taxes.
2. Apportionment for each service shall be based on assessed values of net taxable values land and improvements – hospital purposes.

### COST OF SERVICE (EXPENDITURE):

#### ADMINISTRATION COSTS FOR BOTH SERVICES INCLUDE:

1. **Support Services** - (management salaries, administration, finance, human resources, information systems, building and fiscal services);

Electoral Area and Municipal Legislative Administration service's will be apportioned support service costs based on the policy relating to Support Services and Other Cost allocations.

2. **Director remuneration:**

- (a) Chair remuneration - Regional District and Regional Hospital District shall be cost shared 50/50 between Electoral Area and Municipal Legislative Administration services.
- (b) Director remuneration – shall be charged to the Legislative Administration service represented by the Director (i.e. Electoral Area Director to Electoral Area Legislative Administration or Municipal Director to Municipal Legislative Administration service).
- (c) Committee remuneration – shall be charged to the Legislative Administration service represented by the Director (i.e. Electoral Area Director to Electoral Area Legislative Administration or Municipal Director to Municipal Legislative Administration service), except for the following:
  - c.1 Comox Valley Sports Centre Commission – all costs shall be charged to cost shared 50/50 between the Comox Valley Sports Centre and Comox Valley Ice Arena/Aquatic services.
  - c.2 Sewage Commission – all costs shall be charged to the Regional Sewage System service.
  - c.3 Strathcona Gardens Commission – all costs shall be charged to the Strathcona Gardens Recreation Facilities service.

- (d) Committee Chair remuneration – shall be cost shared 50/50 between Electoral Area Administration and Municipal Legislative Administration services, except for the following:
  - d.1 Electoral Area Committee – shall be charged to Electoral Area Legislative Administration.
  - d.2 Municipal Committee – shall be charged to Municipal Legislative Administration.
- 3. **Director Benefits** – including Employee & Family Assistance Program & Employer Revenue Canada obligations. Costs shall be charged as per the Director remuneration cost allocations, 2 (a) to 2 (d) above.
- 4. **Board appointed representatives on a public body** (pursuant to Section 9 of the Director remuneration bylaw) - shall be cost shared 50/50 between Electoral Area and Municipal Legislative Administration services.
- 5. **Board appointed representatives to a Public Hearing** (pursuant to Section 13 of the Director remuneration bylaw) - shall be charged to the Legislative Administration service represented by the Director (i.e. Electoral Area Director to Electoral Area Legislative Administration or Municipal Director to Municipal Legislative Administration service).
- 6. **Business Use Auto Premium** - shall be charged to the Legislative Administration service represented by the Director (i.e. Electoral Area Director to Electoral Area Legislative Administration or Municipal Director to Municipal Legislative Administration service).
- 7. **Meeting expenses** – shall be cost shared 50/50 between Electoral Area Legislative Administration and Municipal Legislative Administration services, except for the following:
  - 7.1 Electoral Area Committee – shall be charged to Electoral Area Legislative Administration.
  - 7.2 Municipal Committee – shall be charged to Municipal Legislative Administration.
  - 7.3 Comox Valley Sports Centre Commission – all costs shall be charged to cost shared 50/50 between the Comox Valley Sports Centre and Comox Valley Ice Arena/Aquatic services.
  - 7.4 Sewage Commission – all costs shall be charged to the Regional Sewage System service.
  - 7.5 Strathcona Gardens Commission – all costs shall be charged to the Strathcona Gardens Recreation Facilities service.
- 8. **Travel** - shall be charged to the Legislative Administration service represented by the Director (i.e. Electoral Area Director to Electoral Area Legislative Administration or Municipal Director to Municipal Legislative Administration service) except, the
  - 8.1 Chair of the Regional District – shall be cost shared 50/50 between Electoral Area and Municipal Legislative Administration services.
  - 8.2 Board appointed representatives on a public body (pursuant to Section 9 of the Director remuneration bylaw) – shall be cost shared 50/50 between Electoral Area and Municipal Legislative Administration services.
- 9. **Dues & Subscriptions** – as per the approved budget.
- 10. **Other Professional Fees** - as per the approved budget.
- 11. **Legal Fees** - as per the approved budget.
- 12. **Other costs** – as per the approved budget.

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## Glossary & Indices





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<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>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>	Establishing bylaw.
<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>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 both the federal and provincial 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>Indirect costs</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 both the federal and provincial 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.

<i>Term</i>	<i>Definition</i>
<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>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>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.



## Service Functions and Participating Areas Summary

### FUNCTION

### PARTICIPATING AREA

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#### General Government Services

Electoral Areas Administration and Election Services  
 Feasibility Studies – Electoral Areas and Regional  
 General Administration  
 Grants in Aid  
 Member Municipality Administration

All electoral areas  
 All member municipalities and electoral areas  
 All member municipalities and electoral areas  
 All electoral areas  
 All member municipalities

#### Protective Services

911 Emergency Answering  
 Area D Animal Control  
 Building Inspection  
 Campbell River Area D Fire Protection  
 Kyuquot/Nootka Emergency Program  
 Noise Control  
 North Quadra Island Assistance Response  
 Sayward Valley Fire Protection  
 Soil Deposit and Removal Control  
 South Cortes Island Fire Protection  
 Strathcona Emergency Program  
 Unsightly Premises

All member municipalities and electoral areas  
 Electoral Area D  
 Electoral Area D  
 Part of Electoral Area D  
 Part of Electoral Area A  
 Electoral Area D  
 Part of Electoral Area C  
 Part of Electoral Area A  
 Electoral Area D  
 Part of Electoral Area B  
 All member municipalities and electoral areas  
 Electoral Area D

#### Transportation Services

Area C Street Lighting  
 Area D Street Lighting  
 Area D Transit  
 Oyster River Bank Protection

Electoral Area C  
 Part of Electoral Area D  
 Electoral Area D  
 Part of Electoral Area D

## Service Functions and Participating Areas Summary

### **FUNCTION**

### **PARTICIPATING AREA**

#### **Environmental Health Services**

Area D Water	Part of Electoral Area D
Cortes Island Refuse Collection	Part of Electoral Area B
Cortes Island Refuse Disposal	Part of Electoral Area B
Craig Road Water	Part of Electoral Area D
Kyuquot/Nootka Solid Waste Disposal	Part of Electoral Area A
Liquid Waste Management Plan	Electoral Areas B and D
Quathiaski Cove Sewer	Part of Electoral Area C
Quathiaski Cove Sewer Extension #1	Part of Electoral Area C
Sayward Valley Refuse Collection	Part of Electoral Area A
Sayward Valley Refuse Disposal	Village of Sayward and Part of Electoral Area A
Walters Cove Water	Part of Electoral Area A

#### **Development Services**

Area A Economic Development	Part of Electoral Area A
Area C Economic Development	Electoral Area C
House Numbering	Electoral Areas B, C, D and Part of Area A
Planning	All electoral areas
Planning – Non-Part 26	All member municipalities and electoral areas

#### **Recreation and Cultural Services**

Area B Community Parks	Electoral Area B
Area C Community Parks	Electoral Area C
Area D Community Parks	Electoral Area D
Heritage Conservation	Electoral Area B and C
Kyuquot Community Hall	Part of Electoral Area A
Quadra Island Community Hall	Part of Electoral Area C
Sayward Valley Recreation and Community Hall	Part of Electoral Area A
Strathcona Gardens Recreation Complex	City of Campbell River and Electoral Area D
Vancouver Island Regional Library	All electoral areas

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110	Administration - General Government	319	Electoral Area D Water
111	Administration - Management Services	331	Quathiaski Cove Sewer
113	Administration - Financial Services	332	Quathiaski Cove Sewer Ext #1
114	Administration - Corporate Office Space	340	Liquid Waste
116	Administration - Information Services	364	Area A Kyuquot Nootka Solid Waste Disposal
117	Administration - Vehicle Pool	368	Sayward and Area A Sayward Refuse Disposal
118	Administration - Strategic Initiatives	370	Solid Waste Local Service - Sayward Valley
119	Administration - Fiscal Services & Capital	374	Electoral Area "B" Refuse Disposal Grounds Specified Area
120	Grant in Aid Area A	376	Cortes Island Refuse Collection
123	Grant In Aid Area D	500	Planning
126	Grant In Aid Area B	501	Planning - Geographic Information Systems
127	Grant In Aid Area C	502	Planning - Bylaw Services
130	Electoral Area Services - Administration	510	Planning Non Part 26
131	Electoral Area Services - Election Services	533	House Numbering Area D
132	Wharves	534	House Numbering Area A Sayward
133	Oyster River Dike	535	House Numbering Area B
135	Gas Tax (CWF) Projects	536	House Numbering Area C
149	Regional Broadband	554	Economic Development - Area A Sayward
150	Feasibility Studies - Regional	555	Economic Development - Area 'C'
151	Feasibility Studies - Electoral Area A	614	Community Parks Area D
154	Feasibility Studies - Electoral Area D	617	Community Parks Area B
157	Feasibility Studies - Electoral Area B	618	Community Parks Area C
158	Feasibility Studies - Electoral Area C	630	Vancouver Island Regional Library
190	Member Municipality Debt	640	Strathcona Gardens
192	Member Municipality Debt - Campbell River	641	Strathcona Gardens - Administration & Concession
196	Member Municipality Debt - Sayward	642	Strathcona Gardens - Aquatics, Fitness & Rehab
210	Campbell River Fire Protection Specified Area	643	Strathcona Gardens - Facility Operations
245	Sayward Valley Fire Protection Local Service Area	644	Strathcona Gardens - Ice & Other Programs
250	South Cortes Island Fire Local Service Area	677	Kyuquot Community Hall
255	North Quadra Island Assistance Response	680	Sayward Valley Recreation & Community Hall Local Service Area
271	Area A Kyuquot/Nootka Emergency Program	685	Quadra Island Community Hall Subsidy Local Service Area
272	Strathcona Emergency Program	697	Heritage Conservation - Area B
275	911 Answering Service	698	Heritage Conservation - Area C
285	Building Inspection	750	Electoral Area D Street Lighting Service
290	Electoral Area D Animal Control	770	Electoral Area C Street Lighting Service
295	Noise Control	785	Transit - Area D
297	Soil Deposit & Removal Control Extended Service	790	Oyster River Bank Protection
298	Unightly Premises Extended Service		

## Index by Financial Plan Package Section

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275	911 Answering Service	618	Community Parks Electoral Area C
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130	Electoral Area Services - Administration	770	Electoral Area C Street Lighting
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340	Liquid Waste Management	133	Oyster River Dike
500	Planning	154	Area D Feasibility Studies
501	Planning - Geographic Information Systems	210	Campbell River Fire Protection Specified Area
502	Planning - Bylaw Services	285	Building Inspection
630	Vancouver Island Regional Library	290	Area D Animal Control
<b>Area A</b>		295	Noise Control Extended Service
120	Area A Grants In Aid	297	Soil Deposit & Removal Control Extended Service
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245	Sayward Valley Fire Protection Local Service Area	318	Craig Road Water
271	Area A Kyuquot/Nootka Emergency Program	319	Electoral Area D Water
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368	Sayward Valley Refuse Disposal Service Unit	614	Community Parks Electoral Area D
370	Solid Waste Local Service - Sayward Valley	750	Electoral Area D Street Lighting
534	House Numbering Area A Sayward-Bloedel	785	Transit - Area D
554	Area A Economic Development	790	Oyster River Bank Protection Local Service Area
677	Kyuquot Community Hall	<b>Strathcona Gardens</b>	
680	Sayward Valley Recreation & Community Hall Local Svc Area	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



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