

District of Sechelt 2019 - 2023 General Fund Operating Plan

SCHEDULE A

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenues: | | | | | |
| Property Tax | 9,230,891 | 9,945,159 | 10,716,704 | 11,417,637 | 12,040,531 |
| Property Tax from Growth | 143,465 | 140,615 | 151,287 | 163,020 | 173,710 |
| Fees, Rates, and Sale of Services | 3,010,786 | 3,023,207 | 3,063,213 | 3,095,643 | 3,051,094 |
| Investment Income | 428,907 | 447,722 | 467,477 | 488,220 | 225,000 |
| Grants and Donations | 1,092,288 | 1,051,398 | 1,051,398 | 1,051,398 | 1,051,398 |
| Other Revenue | 19,220 | 19,604 | 19,996 | 20,396 | 20,804 |
| Total Revenues | 13,925,557 | 14,627,705 | 15,470,074 | 16,236,314 | 16,562,537 |
| Expenditures: | | | | | |
| General Government | 3,179,610 | 3,262,312 | 3,446,974 | 3,632,473 | 3,823,540 |
| Planning and Development | 1,291,230 | 1,314,316 | 1,337,862 | 1,361,880 | 1,386,376 |
| Community Services | 2,008,497 | 2,056,605 | 2,106,112 | 2,157,061 | 2,209,501 |
| Public Works | 2,495,326 | 2,009,439 | 2,049,626 | 2,090,618 | 2,132,430 |
| Facilities | 586,860 | 596,318 | 605,965 | 615,804 | 625,841 |
| Police Services | 2,203,814 | 2,280,892 | 2,361,890 | 2,445,108 | 2,531,549 |
| Solid Waste | 958,240 | 977,405 | 996,953 | 1,016,892 | 1,037,230 |
| Total Expenditures | 12,723,577 | 12,497,287 | 12,905,382 | 13,319,836 | 13,746,467 |
| Net Operating Activity | 1,201,980 | 2,130,418 | 2,564,692 | 2,916,479 | 2,816,071 |
| Amortization | 2,467,779 | 2,467,779 | 2,467,779 | 2,467,779 | 2,467,779 |
| Principle on Debenture Debt | 527,846 | 517,698 | 658,165 | 701,409 | 276,985 |
| Transfer to (from) Reserves | (187,431) | 468,744 | 467,259 | 465,745 | 464,201 |
| Transfer to (from) Capital | 712,745 | 993,976 | 1,289,268 | 1,599,325 | 1,924,884 |
| Reduction of Capital Equity | (2,467,779) | (2,467,779) | (2,467,779) | (2,467,779) | (2,467,779) |
| Transfer to (from) Surplus | 148,820 | 150,000 | 150,000 | 150,000 | 150,000 |
| Property Tax Increase | 8.45% | 6.09% | 6.26% | 5.06% | 3.97% |

District of Sechelt 2019 - 2023 Sewer Fund Operating Plan

SCHEDULE B

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenue: | | | | | |
| Sewer User Fee | 1,458,093 | 1,533,914 | 1,597,725 | 1,664,190 | 1,733,420 |
| Parcel Tax | 1,020,422 | 904,200 | 904,200 | 904,200 | 904,200 |
| Sewer Revenue from Growth | 97,490 | 97,525 | 100,077 | 102,736 | 105,505 |
| Fees, Rates, and Sale of Services | 507,506 | 512,581 | 517,707 | 522,884 | 528,113 |
| MFA Actuarial Income | - | - | 819 | 2,490 | 4,195 |
| Total Revenues | 3,083,511 | 3,048,220 | 3,120,528 | 3,196,500 | 3,275,433 |
| Expenditures: | | | | | |
| Wages and Benefits | 472,464 | 481,913 | 491,551 | 501,382 | 511,410 |
| Contract Services | 330,500 | 337,110 | 343,852 | 350,729 | 357,744 |
| Professional Development | 19,670 | 20,063 | 20,464 | 20,873 | 21,290 |
| Supplies | 466,400 | 475,728 | 485,243 | 494,948 | 504,847 |
| Debenture Interest | 104,171 | 99,803 | 95,436 | 91,069 | 74,401 |
| Other Expenses | 251,219 | 256,243 | 271,006 | 286,064 | 301,424 |
| Reallocation of Admin. Costs | 302,608 | 275,000 | 280,500 | 286,110 | 291,832 |
| Total Expenditures | 1,947,032 | 1,945,860 | 1,988,052 | 2,031,175 | 2,062,948 |
| Net Operating Activity | 1,136,479 | 1,102,360 | 1,132,476 | 1,165,325 | 1,212,485 |
| Amortization | 1,221,260 | 1,221,260 | 1,221,260 | 1,221,260 | 1,221,260 |
| Principle on Debenture Debt | 740,770 | 740,770 | 740,770 | 740,770 | 740,770 |
| Transfer to (from) Capital | 405,196 | 303,000 | 328,000 | 353,000 | 378,000 |
| Reduction of Capital Equity | (1,221,260) | (1,221,260) | (1,221,260) | (1,221,260) | (1,221,260) |
| Transfer to (from) Surplus | (9,487) | 58,590 | 63,706 | 71,555 | 93,715 |
| Levy Increase | 0% | 5% | 4% | 4% | 4% |

| Project | Funding Source | 2019 Budget | 2020 Budget | 2021 Budget | 2022 Budget | 2023 Budget |
|---|---------------------------|-------------|-------------|-------------|-------------|-------------|
| Vehicles / Equipment | | | | | | |
| Truck Replacement - Class 5 | Capital Reserve | 110,000 | | | | |
| Boat and Motor | Capital Reserve | 25,000 | | | | |
| Single Axle Dump Truck (Unit #39 Replacement) | MFA Financing | | 225,000 | | | |
| Trailer (Unit #19 - Trailer Tandem Replacement) | Equipment Replace Reserve | | 50,000 | | | |
| Vehicle Replace (Unit #40) | Equipment Replace Reserve | | 60,000 | | | |
| Vehicle Replace (Unit #48) | Equipment Replace Reserve | | 60,000 | | | |
| Vehicle Replace (Unit #33) | Equipment Replace Reserve | | | 35,000 | | |
| Vehicle Replace (Unit #47) | MFA Financing | | | 110,000 | | |
| Vehicle Replace (Unit #53) | Equipment Replace Reserve | | | 35,000 | | |
| Vehicle Replace (Unit #34) | Equipment Replace Reserve | | | | 35,000 | |
| Vehicle Replace (Unit #41) | Equipment Replace Reserve | | | | 35,000 | |
| Mower (Unit #57 - Mower Replacement) | Equipment Replace Reserve | | | | 40,000 | |
| Tractor (Unit #4 - Flail Tractor Replacement) | MFA Financing | | | | 225,000 | |
| Tractor (Unit #49 - Tractor Replacement) | Equipment Replace Reserve | | | | | 40,000 |
| Vehicle Replace (Unit #61) | Equipment Replace Reserve | | | | | 35,000 |
| Vehicle Replace (Unit #70 - Class 5 with Dump) | MFA Financing | | | | | 110,000 |
| Vehicle Replace (Unit #72) | Equipment Replace Reserve | | | | | 35,000 |
| Vehicle Replace (Unit #73) | Equipment Replace Reserve | | | | | 35,000 |

| | | | | | | |
|--|--------------------------|---------|---------|---------|---------|---------|
| Parks / Community Infrastructure | | | | | | |
| Wildlife Resistant Garbage Cans (Davis Bay) | Capital Reserve | 18,000 | | | | |
| Ebbtide Dog Park | Development Cost Charges | 99,000 | | | | |
| | Capital Reserve | 1,000 | | | | |
| Suncoaster Trail Phase II | Grants & Contributions | 25,000 | | | | |
| | Development Cost Charges | | 112,500 | | | |
| | Gas Tax Reserve | | 112,500 | | | |
| Hackett Park Outdoor Stage | Grants & Contributions | 185,500 | | | | |
| | Capital Reserve | 67,500 | | | | |
| Trail Bay Waterfront - Trail to Ocean Ave Community Park | Development Cost Charges | | 564,300 | | | |
| | Capital Reserve | | 5,700 | | | |
| Chapman Creek Trail Expansion - Brookman to Selma Park | Development Cost Charges | | | 174,735 | | |
| | Capital Reserve | | | 178,265 | | |
| Quarry Park - Silverstone Development | Development Cost Charges | | | 346,500 | | |
| | Capital Reserve | | | 3,500 | | |
| Esplanade Waterfront Trail - Burnett to Allan | Development Cost Charges | | | 431,640 | | |
| | Capital Reserve | | | 4,360 | | |
| Kinnikinnick Forest - Accessible Trail Upgrades | Development Cost Charges | | | | 151,223 | |
| | Capital Reserve | | | | 459,777 | |
| Unallocated projects | Capital Reserve | | | | | 500,000 |

| Project | Funding Source | 2019 Budget | 2020 Budget | 2021 Budget | 2022 Budget | 2023 Budget |
|---|---------------------------|-------------|-------------|-------------|-------------|-------------|
| Facilities | | | | | | |
| Public Works/Parks Building | Public Works Yard Reserve | 866,681 | | | | |
| | MFA Financing | | 3,671,158 | | | |
| Justice Building Replacement of Two Boilers | Public Safety Reserve | 50,530 | | | | |
| Fan Coil Heating and Air Conditioning Unit for Court Room at Justice Building | Operating Contingency | 21,452 | | | | |
| RCMP Facility Reception Area | Public Safety Reserve | 102,108 | | | | |
| | Grants & Contributions | 203,437 | | | | |
| Office Furniture Upgrades | Capital Reserve | 55,000 | | | | |
| Mechanical (HVAC) Refit - Hall/Library | Grants & Contributions | 100,000 | | | | |
| RCMP Building Roof Replacement | Public Safety Reserve | 200,000 | | | | |
| Replace DDC Control Boards & Software - JSB | Capital Reserve | | 150,000 | | | |
| Replace AC Units at JSB | Capital Reserve | | 125,000 | | | |
| Unallocated projects | Capital Reserve | | | 250,000 | 250,000 | 250,000 |

| | | | | | | |
|---|-----------------|--------|--------|--------|--------|--------|
| Information Technology | | | | | | |
| ERP - Enterprise Resource Planning | Capital Reserve | 50,394 | 60,000 | 55,000 | | |
| IT Infrastructure Maintenance/Enhancement | Capital Reserve | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| New Council Technology | Capital Reserve | | | | 15,000 | |

| | | | | | | |
|---|--------------------------|---------|--|--------|---------|---------|
| Drainage | | | | | | |
| Trail Bay Outfall Upgrades | Capital Reserve | 17,972 | | | | |
| | Development Cost Charges | 5,784 | | | | |
| Trail Ave Storm Trunk Line - Ebbtide to Pebble Cres | Capital Reserve | 5,941 | | | | |
| | Development Cost Charges | 588,179 | | | | |
| Trail Ave Storm Upgrades -PII Anchor to Turnstone | Development Cost Charges | | | | 247,500 | |
| | Capital Reserve | | | | 2,500 | |
| Gale Ave (BG C1) | Development Cost Charges | | | 7,202 | 40,813 | |
| | Capital Reserve | | | 7,348 | 41,637 | |
| Medusa (MED L9:12) | Development Cost Charges | | | 7,351 | 41,654 | |
| | Capital Reserve | | | 7,499 | 42,496 | |
| Fairway Duck Pond (BG C2) | Development Cost Charges | | | 14,850 | 84,150 | |
| | Capital Reserve | | | 15,150 | 85,850 | |
| Wakefield (WAK C5) | Development Cost Charges | | | 26,285 | 148,946 | |
| | Capital Reserve | | | 26,816 | 151,955 | |
| Unallocated projects | Capital Reserve | | | | | 400,000 |

| Project | Funding Source | 2019 Budget | 2020 Budget | 2021 Budget | 2022 Budget | 2023 Budget |
|--|--------------------------|-------------|-------------|-------------|-------------|-------------|
| Roads | | | | | | |
| Marine Way Retaining Wall | Public Safety Reserve | 100,018 | | | | |
| Airport Runway Resurfacing and Extension | Gas Tax Reserve | 346,865 | | | | |
| | Grants & Contributions | 1,040,585 | | | | |
| Local Road Paving | Gas Tax Reserve | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 |
| Trail Avenue Alignment & Safety Improvements (Design) | Gas Tax Reserve | 161 | | | | |
| | Development Cost Charges | 15,890 | | | | |
| Wakefield Road Culvert Replacement | Capital Reserve | 500,000 | | | | |
| Trail Avenue Construction PI: Teredo St to Anchor | Development Cost Charges | 5,410,006 | | | | |
| | Capital Reserve | 54,647 | | | | |
| Wakefield Road Repairs | Capital Reserve | 20,000 | | | | |
| West Sechelt Elementary Traffic & Parking | Capital Reserve | 60,000 | | | | |
| Wharf St Cul-De-Sac - Teredo to Boulevard | Gas Tax Reserve | | 100,000 | | | |
| Inlet Ave Rd Upgrades - Cowrie to Dolphin | Capital Reserve | | 400,000 | | | |
| Sechelt Inlet Rd Sidewalk & Streetlights - Saltgrass Lane to Dusty Rd | Development Cost Charges | | | 21,161 | 119,914 | |
| | Capital Reserve | | | 7,339 | 41,586 | |
| Medusa St Sidewalk and Streetlights | Capital Reserve | | | 150,000 | | |
| Upgrade 1/2 of Nickerson Rd to Collector - Oracle Rd to Norwest Bay Rd | Development Cost Charges | | | | 61,256 | 347,119 |
| | Capital Reserve | | | | 619 | 3,506 |
| Norwest Bay Road Streetlights (Emerson to Mason Rd) | Capital Reserve | | | | 125,000 | |
| Dolphin Ave Streetlights (Trail Ave to Ocean Ave) | Capital Reserve | | | | 75,000 | |
| Neptune Connector - Clayton to Trail | Development Cost Charges | | | | | 475,200 |
| | Capital Reserve | | | | | 4,800 |
| Upgrade Mason - Norwest Bay - Hwy 101 | Development Cost Charges | | | | | 236,672 |
| | Capital Reserve | | | | | 82,078 |

| Project | Funding Source | 2019 Budget | 2020 Budget | 2021 Budget | 2022 Budget | 2023 Budget |
|--|--------------------------|-------------|-------------|-------------|-------------|-------------|
| Sidewalks & Walkways | | | | | | |
| Ballie Road Sidewalk | Gas Tax Reserve | 35,000 | | | | |
| BikeBC Bike Lane along West Porpoise Bay, Reef Road, Shoal Way and Lighthouse Avenue to Kinnikinnick Park. | Gas Tax Reserve | 121,157 | | | | |
| | Development Cost Charges | 61,295 | | | | |
| | Grants & Contributions | 547,500 | | | | |
| Wharf Ave Sidewalk - Cowrie & Dolphin (Design) | Gas Tax Reserve | 43,796 | | | | |
| Mason Rd Walkway/Bicycle Lane - Norvan Rd to Hwy 101 | Gas Tax Reserve | 5,000 | 65,000 | | | |
| Jasper Rd Sidewalk - Mills Rd to Norwest Bay Rd | Gas Tax Reserve | | 18,000 | 102,000 | | |
| Mason Rd Sidewalk - Norwest Bay Rd to Norvan | Gas Tax Reserve | | | 30,000 | 170,000 | |
| Trail Ave Sidewalks - Turnstone to Binnacle | Gas Tax Reserve | | | 50,000 | | |
| Anchor Road Sidewalk | Capital Reserve | | | | 175,000 | |
| Dolphin St Sidewalk - Trail Ave to Ocean Ave | Capital Reserve | | | | 100,000 | |
| Bay Road Sidewalk, Curb and Gutter, Streetlights from Hwy 101 to Eagleview Road | Gas Tax Reserve | | | | 33,750 | 191,250 |

| Project | Funding Source | 2019 Budget | 2020 Budget | 2021 Budget | 2022 Budget | 2023 Budget |
|--|--------------------------|-------------|-------------|-------------|-------------|-------------|
| Sewer Collection & Treatment | | | | | | |
| Wakefield Road Sewer Expansion - Area A06 | Grants & Contributions | 673,483 | | | | |
| Harbour Way to Lookout Sewer Expansion - Area A02 | Grants & Contributions | 930,786 | | | | |
| Chemical Storage Area (Design) | Sewer Capital Reserve | 32,140 | | | | |
| Centrifuge - Spare Parts | Sewer Capital Reserve | 15,000 | | | | |
| Filter Test Bath | Sewer Capital Reserve | 18,000 | | | | |
| Removal of Solids from Lagoons | Sewer Capital Reserve | 200,000 | | | | |
| UV System - Wiper and Controls | Sewer Capital Reserve | 28,000 | | | | |
| West Porpoise Bay and West Sechelt Sewer Infill Area | Sewer Capital Reserve | 10,000 | 137,500 | 137,500 | 137,500 | 137,500 |
| | Grants & Contributions | 90,000 | 1,237,500 | 1,237,500 | 1,237,500 | 1,237,500 |
| Additional Membrane Filters | Sewer Capital Reserve | | 16,000 | | | |
| Roof Replacement - Dusty Rd Building | Sewer Capital Reserve | | 12,000 | | | |
| Upsize main - MH 4720 to MH 4710 | Sewer Capital Reserve | | 338 | 1,913 | | |
| | Development Cost Charges | | 33,413 | 189,338 | | |
| Marine Way Siphon Upgrades - MH 4745 to MH 4540 | Sewer Capital Reserve | | 150 | 850 | | |
| | Development Cost Charges | | 14,850 | 84,150 | | |
| Gravity Sewer Main Upgrades - MH 4745 to MH 4765 | Sewer Capital Reserve | | 1,750 | | | |
| | Development Cost Charges | | 173,250 | | | |
| Upsize Main - MH 4730 to MH 4720 | Development Cost Charges | | | 18,563 | 105,188 | |
| | Sewer Capital Reserve | | | 188 | 1,063 | |
| Replace Pumps - Mackenzie Marina Lift Station | Development Cost Charges | | | 23,018 | 130,433 | |
| | Sewer Capital Reserve | | | 23,483 | 133,068 | |
| Replace Norwest Bay Rd Lift Station | Development Cost Charges | | | 50,119 | 284,006 | |
| | Sewer Capital Reserve | | | 17,381 | 98,494 | |
| Upsize Shoreline Siphon | Development Cost Charges | | | | 16,335 | 92,565 |
| | Sewer Capital Reserve | | | | 165 | 935 |
| Trunk Expansion | Development Cost Charges | | | | 81,675 | 462,825 |
| | Sewer Capital Reserve | | | | 825 | 4,675 |
| Sanitary Sewer Upgrade - Dolphin St to Inlet Ave, Inlet Ave to Medusa St, Medusa St to Trail Ave | Development Cost Charges | | | | 29,700 | 168,300 |

| Project | Funding Source | 2019 Budget | 2020 Budget | 2021 Budget | 2022 Budget | 2023 Budget |
|---|--------------------------|-------------|-------------|-------------|-------------|-------------|
| | Sewer Capital Reserve | | | | 300 | 1,700 |
| Sechelt Inlet Rd Sanitary Sewer Extension - Saltgrass to Dusty | Sewer Capital Reserve | | | | 30,000 | 170,000 |
| Sanitary Sewer Upgrade Teredo St - Ambulance Station to Inlet Ave | Development Cost Charges | | | | 44,550 | 252,450 |
| | Sewer Capital Reserve | | | | 450 | 2,550 |
| Reclaimed Water Treatment and Distribution | Grants & Contributions | | | | 225,000 | 1,275,000 |

| TOTAL FUNDING | | | | | | |
|---------------------------|-------------------|------------------|------------------|------------------|------------------|--|
| Capital Reserve | 1,035,454 | 790,700 | 755,276 | 1,616,420 | 1,290,384 | |
| Equipment Replace Reserve | - | 170,000 | 70,000 | 110,000 | 145,000 | |
| Operating Contingency | 21,452 | | | | | |
| MFA Financing | - | 3,896,158 | 110,000 | 225,000 | 110,000 | |
| Gas Tax Reserve | 901,979 | 645,500 | 532,000 | 553,750 | 541,250 | |
| Public Safety Reserve | 452,656 | - | - | - | - | |
| Development Cost Charges | 6,180,154 | 898,313 | 1,394,910 | 1,587,342 | 2,035,131 | |
| Developer Contribution | - | - | - | - | - | |
| Public Works Yard Reserve | 866,681 | - | - | - | - | |
| Grants & Contributions | 3,796,291 | 1,237,500 | 1,237,500 | 1,462,500 | 2,512,500 | |
| Sewer Capital Reserve | 303,140 | 167,738 | 181,314 | 401,864 | 317,360 | |
| Grand Total | 13,557,807 | 7,805,908 | 4,281,000 | 5,706,875 | 6,951,625 | |

District of Sechelt 2019 - 2023 General Fund Operating Plan

SCHEDULE A

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenues: | | | | | |
| Property Tax | 9,230,891 | 9,945,159 | 10,716,704 | 11,417,637 | 12,040,531 |
| Property Tax from Growth | 143,465 | 140,615 | 151,287 | 163,020 | 173,710 |
| Fees, Rates, and Sale of Services | 3,010,786 | 3,023,207 | 3,063,213 | 3,095,643 | 3,051,094 |
| Investment Income | 428,907 | 447,722 | 467,477 | 488,220 | 225,000 |
| Grants and Donations | 1,092,288 | 1,051,398 | 1,051,398 | 1,051,398 | 1,051,398 |
| Other Revenue | 19,220 | 19,604 | 19,996 | 20,396 | 20,804 |
| Total Revenues | 13,925,557 | 14,627,705 | 15,470,074 | 16,236,314 | 16,562,537 |
| Expenditures: | | | | | |
| General Government | 3,179,610 | 3,262,312 | 3,446,974 | 3,632,473 | 3,823,540 |
| Planning and Development | 1,291,230 | 1,314,316 | 1,337,862 | 1,361,880 | 1,386,376 |
| Community Services | 2,008,497 | 2,056,605 | 2,106,112 | 2,157,061 | 2,209,501 |
| Public Works | 2,495,326 | 2,009,439 | 2,049,626 | 2,090,618 | 2,132,430 |
| Facilities | 586,860 | 596,318 | 605,965 | 615,804 | 625,841 |
| Police Services | 2,203,814 | 2,280,892 | 2,361,890 | 2,445,108 | 2,531,549 |
| Solid Waste | 958,240 | 977,405 | 996,953 | 1,016,892 | 1,037,230 |
| Total Expenditures | 12,723,577 | 12,497,287 | 12,905,382 | 13,319,836 | 13,746,467 |
| Net Operating Activity | 1,201,980 | 2,130,418 | 2,564,692 | 2,916,479 | 2,816,071 |
| Amortization | 2,467,779 | 2,467,779 | 2,467,779 | 2,467,779 | 2,467,779 |
| Principle on Debenture Debt | 527,846 | 517,698 | 658,165 | 701,409 | 276,985 |
| Transfer to (from) Reserves | (187,431) | 468,744 | 467,259 | 465,745 | 464,201 |
| Transfer to (from) Capital | 712,745 | 993,976 | 1,289,268 | 1,599,325 | 1,924,884 |
| Reduction of Capital Equity | (2,467,779) | (2,467,779) | (2,467,779) | (2,467,779) | (2,467,779) |
| Transfer to (from) Surplus | 148,820 | 150,000 | 150,000 | 150,000 | 150,000 |
| Property Tax Increase | 8.45% | 6.09% | 6.26% | 5.06% | 3.97% |

District of Sechelt 2019 - 2023 Sewer Fund Operating Plan

SCHEDULE B

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| Revenue: | | | | | |
| Sewer User Fee | 1,458,093 | 1,533,914 | 1,597,725 | 1,664,190 | 1,733,420 |
| Parcel Tax | 1,020,422 | 904,200 | 904,200 | 904,200 | 904,200 |
| Sewer Revenue from Growth | 97,490 | 97,525 | 100,077 | 102,736 | 105,505 |
| Fees, Rates, and Sale of Services | 507,506 | 512,581 | 517,707 | 522,884 | 528,113 |
| MFA Actuarial Income | - | - | 819 | 2,490 | 4,195 |
| Total Revenues | 3,083,511 | 3,048,220 | 3,120,528 | 3,196,500 | 3,275,433 |
| Expenditures: | | | | | |
| Wages and Benefits | 472,464 | 481,913 | 491,551 | 501,382 | 511,410 |
| Contract Services | 330,500 | 337,110 | 343,852 | 350,729 | 357,744 |
| Professional Development | 19,670 | 20,063 | 20,464 | 20,873 | 21,290 |
| Supplies | 466,400 | 475,728 | 485,243 | 494,948 | 504,847 |
| Debenture Interest | 104,171 | 99,803 | 95,436 | 91,069 | 74,401 |
| Other Expenses | 251,219 | 256,243 | 271,006 | 286,064 | 301,424 |
| Reallocation of Admin. Costs | 302,608 | 275,000 | 280,500 | 286,110 | 291,832 |
| Total Expenditures | 1,947,032 | 1,945,860 | 1,988,052 | 2,031,175 | 2,062,948 |
| Net Operating Activity | 1,136,479 | 1,102,360 | 1,132,476 | 1,165,325 | 1,212,485 |
| Amortization | 1,221,260 | 1,221,260 | 1,221,260 | 1,221,260 | 1,221,260 |
| Principle on Debenture Debt | 740,770 | 740,770 | 740,770 | 740,770 | 740,770 |
| Transfer to (from) Capital | 405,196 | 303,000 | 328,000 | 353,000 | 378,000 |
| Reduction of Capital Equity | (1,221,260) | (1,221,260) | (1,221,260) | (1,221,260) | (1,221,260) |
| Transfer to (from) Surplus | (9,487) | 58,590 | 63,706 | 71,555 | 93,715 |
| Levy Increase | 0% | 5% | 4% | 4% | 4% |

| Project | Funding Source | 2019 Budget | 2020 Budget | 2021 Budget | 2022 Budget | 2023 Budget |
|---|---------------------------|-------------|-------------|-------------|-------------|-------------|
| Vehicles / Equipment | | | | | | |
| Truck Replacement - Class 5 | Capital Reserve | 110,000 | | | | |
| Boat and Motor | Capital Reserve | 25,000 | | | | |
| Single Axle Dump Truck (Unit #39 Replacement) | MFA Financing | | 225,000 | | | |
| Trailer (Unit #19 - Trailer Tandem Replacement) | Equipment Replace Reserve | | 50,000 | | | |
| Vehicle Replace (Unit #40) | Equipment Replace Reserve | | 60,000 | | | |
| Vehicle Replace (Unit #48) | Equipment Replace Reserve | | 60,000 | | | |
| Vehicle Replace (Unit #33) | Equipment Replace Reserve | | | 35,000 | | |
| Vehicle Replace (Unit #47) | MFA Financing | | | 110,000 | | |
| Vehicle Replace (Unit #53) | Equipment Replace Reserve | | | 35,000 | | |
| Vehicle Replace (Unit #34) | Equipment Replace Reserve | | | | 35,000 | |
| Vehicle Replace (Unit #41) | Equipment Replace Reserve | | | | 35,000 | |
| Mower (Unit #57 - Mower Replacement) | Equipment Replace Reserve | | | | 40,000 | |
| Tractor (Unit #4 - Flail Tractor Replacement) | MFA Financing | | | | 225,000 | |
| Tractor (Unit #49 - Tractor Replacement) | Equipment Replace Reserve | | | | | 40,000 |
| Vehicle Replace (Unit #61) | Equipment Replace Reserve | | | | | 35,000 |
| Vehicle Replace (Unit #70 - Class 5 with Dump) | MFA Financing | | | | | 110,000 |
| Vehicle Replace (Unit #72) | Equipment Replace Reserve | | | | | 35,000 |
| Vehicle Replace (Unit #73) | Equipment Replace Reserve | | | | | 35,000 |

| | | | | | | |
|--|--------------------------|---------|---------|---------|---------|---------|
| Parks / Community Infrastructure | | | | | | |
| Wildlife Resistant Garbage Cans (Davis Bay) | Capital Reserve | 18,000 | | | | |
| Ebbtide Dog Park | Development Cost Charges | 99,000 | | | | |
| | Capital Reserve | 1,000 | | | | |
| Suncoaster Trail Phase II | Grants & Contributions | 25,000 | | | | |
| | Development Cost Charges | | 112,500 | | | |
| | Gas Tax Reserve | | 112,500 | | | |
| Hackett Park Outdoor Stage | Grants & Contributions | 185,500 | | | | |
| | Capital Reserve | 67,500 | | | | |
| Trail Bay Waterfront - Trail to Ocean Ave Community Park | Development Cost Charges | | 564,300 | | | |
| | Capital Reserve | | 5,700 | | | |
| Chapman Creek Trail Expansion - Brookman to Selma Park | Development Cost Charges | | | 174,735 | | |
| | Capital Reserve | | | 178,265 | | |
| Quarry Park - Silverstone Development | Development Cost Charges | | | 346,500 | | |
| | Capital Reserve | | | 3,500 | | |
| Esplanade Waterfront Trail - Burnett to Allan | Development Cost Charges | | | 431,640 | | |
| | Capital Reserve | | | 4,360 | | |
| Kinnikinnick Forest - Accessible Trail Upgrades | Development Cost Charges | | | | 151,223 | |
| | Capital Reserve | | | | 459,777 | |
| Unallocated projects | Capital Reserve | | | | | 500,000 |

| Project | Funding Source | 2019 Budget | 2020 Budget | 2021 Budget | 2022 Budget | 2023 Budget |
|---|---------------------------|-------------|-------------|-------------|-------------|-------------|
| Facilities | | | | | | |
| Public Works/Parks Building | Public Works Yard Reserve | 866,681 | | | | |
| | MFA Financing | | 3,671,158 | | | |
| Justice Building Replacement of Two Boilers | Public Safety Reserve | 50,530 | | | | |
| Fan Coil Heating and Air Conditioning Unit for Court Room at Justice Building | Operating Contingency | 21,452 | | | | |
| RCMP Facility Reception Area | Public Safety Reserve | 102,108 | | | | |
| | Grants & Contributions | 203,437 | | | | |
| Office Furniture Upgrades | Capital Reserve | 55,000 | | | | |
| Mechanical (HVAC) Refit - Hall/Library | Grants & Contributions | 100,000 | | | | |
| RCMP Building Roof Replacement | Public Safety Reserve | 200,000 | | | | |
| Replace DDC Control Boards & Software - JSB | Capital Reserve | | 150,000 | | | |
| Replace AC Units at JSB | Capital Reserve | | 125,000 | | | |
| Unallocated projects | Capital Reserve | | | 250,000 | 250,000 | 250,000 |

| | | | | | | |
|---|-----------------|--------|--------|--------|--------|--------|
| Information Technology | | | | | | |
| ERP - Enterprise Resource Planning | Capital Reserve | 50,394 | 60,000 | 55,000 | | |
| IT Infrastructure Maintenance/Enhancement | Capital Reserve | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| New Council Technology | Capital Reserve | | | | 15,000 | |

| | | | | | | |
|---|--------------------------|---------|--|--------|---------|---------|
| Drainage | | | | | | |
| Trail Bay Outfall Upgrades | Capital Reserve | 17,972 | | | | |
| | Development Cost Charges | 5,784 | | | | |
| Trail Ave Storm Trunk Line - Ebbtide to Pebble Cres | Capital Reserve | 5,941 | | | | |
| | Development Cost Charges | 588,179 | | | | |
| Trail Ave Storm Upgrades -PII Anchor to Turnstone | Development Cost Charges | | | | 247,500 | |
| | Capital Reserve | | | | 2,500 | |
| Gale Ave (BG C1) | Development Cost Charges | | | 7,202 | 40,813 | |
| | Capital Reserve | | | 7,348 | 41,637 | |
| Medusa (MED L9:12) | Development Cost Charges | | | 7,351 | 41,654 | |
| | Capital Reserve | | | 7,499 | 42,496 | |
| Fairway Duck Pond (BG C2) | Development Cost Charges | | | 14,850 | 84,150 | |
| | Capital Reserve | | | 15,150 | 85,850 | |
| Wakefield (WAK C5) | Development Cost Charges | | | 26,285 | 148,946 | |
| | Capital Reserve | | | 26,816 | 151,955 | |
| Unallocated projects | Capital Reserve | | | | | 400,000 |

| Project | Funding Source | 2019 Budget | 2020 Budget | 2021 Budget | 2022 Budget | 2023 Budget |
|--|--------------------------|-------------|-------------|-------------|-------------|-------------|
| Roads | | | | | | |
| Marine Way Retaining Wall | Public Safety Reserve | 100,018 | | | | |
| Airport Runway Resurfacing and Extension | Gas Tax Reserve | 346,865 | | | | |
| | Grants & Contributions | 1,040,585 | | | | |
| Local Road Paving | Gas Tax Reserve | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 |
| Trail Avenue Alignment & Safety Improvements (Design) | Gas Tax Reserve | 161 | | | | |
| | Development Cost Charges | 15,890 | | | | |
| Wakefield Road Culvert Replacement | Capital Reserve | 500,000 | | | | |
| Trail Avenue Construction PI: Teredo St to Anchor | Development Cost Charges | 5,410,006 | | | | |
| | Capital Reserve | 54,647 | | | | |
| Wakefield Road Repairs | Capital Reserve | 20,000 | | | | |
| West Sechelt Elementary Traffic & Parking | Capital Reserve | 60,000 | | | | |
| Wharf St Cul-De-Sac - Teredo to Boulevard | Gas Tax Reserve | | 100,000 | | | |
| Inlet Ave Rd Upgrades - Cowrie to Dolphin | Capital Reserve | | 400,000 | | | |
| Sechelt Inlet Rd Sidewalk & Streetlights - Saltgrass Lane to Dusty Rd | Development Cost Charges | | | 21,161 | 119,914 | |
| | Capital Reserve | | | 7,339 | 41,586 | |
| Medusa St Sidewalk and Streetlights | Capital Reserve | | | 150,000 | | |
| Upgrade 1/2 of Nickerson Rd to Collector - Oracle Rd to Norwest Bay Rd | Development Cost Charges | | | | 61,256 | 347,119 |
| | Capital Reserve | | | | 619 | 3,506 |
| Norwest Bay Road Streetlights (Emerson to Mason Rd) | Capital Reserve | | | | 125,000 | |
| Dolphin Ave Streetlights (Trail Ave to Ocean Ave) | Capital Reserve | | | | 75,000 | |
| Neptune Connector - Clayton to Trail | Development Cost Charges | | | | | 475,200 |
| | Capital Reserve | | | | | 4,800 |
| Upgrade Mason - Norwest Bay - Hwy 101 | Development Cost Charges | | | | | 236,672 |
| | Capital Reserve | | | | | 82,078 |

| Project | Funding Source | 2019 Budget | 2020 Budget | 2021 Budget | 2022 Budget | 2023 Budget |
|--|--------------------------|-------------|-------------|-------------|-------------|-------------|
| Sidewalks & Walkways | | | | | | |
| Ballie Road Sidewalk | Gas Tax Reserve | 35,000 | | | | |
| BikeBC Bike Lane along West Porpoise Bay, Reef Road, Shoal Way and Lighthouse Avenue to Kinnikinnick Park. | Gas Tax Reserve | 121,157 | | | | |
| | Development Cost Charges | 61,295 | | | | |
| | Grants & Contributions | 547,500 | | | | |
| Wharf Ave Sidewalk - Cowrie & Dolphin (Design) | Gas Tax Reserve | 43,796 | | | | |
| Mason Rd Walkway/Bicycle Lane - Norvan Rd to Hwy 101 | Gas Tax Reserve | 5,000 | 65,000 | | | |
| Jasper Rd Sidewalk - Mills Rd to Norwest Bay Rd | Gas Tax Reserve | | 18,000 | 102,000 | | |
| Mason Rd Sidewalk - Norwest Bay Rd to Norvan | Gas Tax Reserve | | | 30,000 | 170,000 | |
| Trail Ave Sidewalks - Turnstone to Binnacle | Gas Tax Reserve | | | 50,000 | | |
| Anchor Road Sidewalk | Capital Reserve | | | | 175,000 | |
| Dolphin St Sidewalk - Trail Ave to Ocean Ave | Capital Reserve | | | | 100,000 | |
| Bay Road Sidewalk, Curb and Gutter, Streetlights from Hwy 101 to Eagleview Road | Gas Tax Reserve | | | | 33,750 | 191,250 |

| Project | Funding Source | 2019 Budget | 2020 Budget | 2021 Budget | 2022 Budget | 2023 Budget |
|--|--------------------------|-------------|-------------|-------------|-------------|-------------|
| Sewer Collection & Treatment | | | | | | |
| Wakefield Road Sewer Expansion - Area A06 | Grants & Contributions | 673,483 | | | | |
| Harbour Way to Lookout Sewer Expansion - Area A02 | Grants & Contributions | 930,786 | | | | |
| Chemical Storage Area (Design) | Sewer Capital Reserve | 32,140 | | | | |
| Centrifuge - Spare Parts | Sewer Capital Reserve | 15,000 | | | | |
| Filter Test Bath | Sewer Capital Reserve | 18,000 | | | | |
| Removal of Solids from Lagoons | Sewer Capital Reserve | 200,000 | | | | |
| UV System - Wiper and Controls | Sewer Capital Reserve | 28,000 | | | | |
| West Porpoise Bay and West Sechelt Sewer Infill Area | Sewer Capital Reserve | 10,000 | 137,500 | 137,500 | 137,500 | 137,500 |
| | Grants & Contributions | 90,000 | 1,237,500 | 1,237,500 | 1,237,500 | 1,237,500 |
| Additional Membrane Filters | Sewer Capital Reserve | | 16,000 | | | |
| Roof Replacement - Dusty Rd Building | Sewer Capital Reserve | | 12,000 | | | |
| Upsize main - MH 4720 to MH 4710 | Sewer Capital Reserve | | 338 | 1,913 | | |
| | Development Cost Charges | | 33,413 | 189,338 | | |
| Marine Way Siphon Upgrades - MH 4745 to MH 4540 | Sewer Capital Reserve | | 150 | 850 | | |
| | Development Cost Charges | | 14,850 | 84,150 | | |
| Gravity Sewer Main Upgrades - MH 4745 to MH 4765 | Sewer Capital Reserve | | 1,750 | | | |
| | Development Cost Charges | | 173,250 | | | |
| Upsize Main - MH 4730 to MH 4720 | Development Cost Charges | | | 18,563 | 105,188 | |
| | Sewer Capital Reserve | | | 188 | 1,063 | |
| Replace Pumps - Mackenzie Marina Lift Station | Development Cost Charges | | | 23,018 | 130,433 | |
| | Sewer Capital Reserve | | | 23,483 | 133,068 | |
| Replace Norwest Bay Rd Lift Station | Development Cost Charges | | | 50,119 | 284,006 | |
| | Sewer Capital Reserve | | | 17,381 | 98,494 | |
| Upsize Shoreline Siphon | Development Cost Charges | | | | 16,335 | 92,565 |
| | Sewer Capital Reserve | | | | 165 | 935 |
| Trunk Expansion | Development Cost Charges | | | | 81,675 | 462,825 |
| | Sewer Capital Reserve | | | | 825 | 4,675 |
| Sanitary Sewer Upgrade - Dolphin St to Inlet Ave, Inlet Ave to Medusa St, Medusa St to Trail Ave | Development Cost Charges | | | | 29,700 | 168,300 |

| Project | Funding Source | 2019 Budget | 2020 Budget | 2021 Budget | 2022 Budget | 2023 Budget |
|---|--------------------------|-------------|-------------|-------------|-------------|-------------|
| | Sewer Capital Reserve | | | | 300 | 1,700 |
| Sechelt Inlet Rd Sanitary Sewer Extension - Saltgrass to Dusty | Sewer Capital Reserve | | | | 30,000 | 170,000 |
| Sanitary Sewer Upgrade Teredo St - Ambulance Station to Inlet Ave | Development Cost Charges | | | | 44,550 | 252,450 |
| | Sewer Capital Reserve | | | | 450 | 2,550 |
| Reclaimed Water Treatment and Distribution | Grants & Contributions | | | | 225,000 | 1,275,000 |

| TOTAL FUNDING | | | | | | |
|---------------------------|-------------------|------------------|------------------|------------------|------------------|--|
| Capital Reserve | 1,035,454 | 790,700 | 755,276 | 1,616,420 | 1,290,384 | |
| Equipment Replace Reserve | - | 170,000 | 70,000 | 110,000 | 145,000 | |
| Operating Contingency | 21,452 | | | | | |
| MFA Financing | - | 3,896,158 | 110,000 | 225,000 | 110,000 | |
| Gas Tax Reserve | 901,979 | 645,500 | 532,000 | 553,750 | 541,250 | |
| Public Safety Reserve | 452,656 | - | - | - | - | |
| Development Cost Charges | 6,180,154 | 898,313 | 1,394,910 | 1,587,342 | 2,035,131 | |
| Developer Contribution | - | - | - | - | - | |
| Public Works Yard Reserve | 866,681 | - | - | - | - | |
| Grants & Contributions | 3,796,291 | 1,237,500 | 1,237,500 | 1,462,500 | 2,512,500 | |
| Sewer Capital Reserve | 303,140 | 167,738 | 181,314 | 401,864 | 317,360 | |
| Grand Total | 13,557,807 | 7,805,908 | 4,281,000 | 5,706,875 | 6,951,625 | |