

Committee of the Whole



Central Coast
REGIONAL DISTRICT

That we may be good people together

**BUDGET
2024**

THAT the Board of Directors of the Central Coast Regional District resolve to enter committee of the whole.

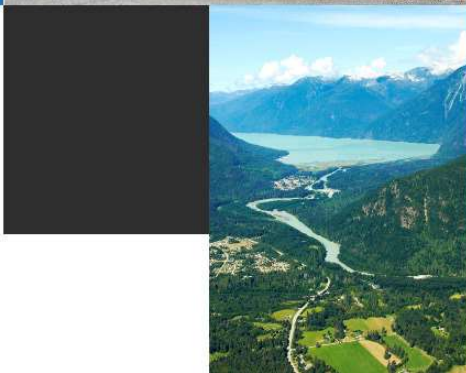
Preliminary



Central Coast
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Budget 2024

Presented November 9, 2023



2024 Preliminary Budget

Recap of October Board Meeting

1. Board Direction through Policies, Bylaws

Policy F-5 Administration Cost Recovery from Services

Policy F-18 Board Annual Adjustment Policy

Policy F-20 Budget Preparation and Engagement Policy

Policy F-19 Inflation Calculation Policy

Policy E- 9 Directors Travel to Board Meetings & Conventions

Bylaw 518 Board Remuneration

Bylaw 434 Asset Replacement Reserve Fund – Bella Coola Airport

Bylaw 435 Asset Replacement Reserve Fund – Bella Coola Landfill

Bylaw 436 Asset Replacement Reserve Fund – Bella Coola Swimming Pool

Bylaw 437 Asset Replacement Reserve Fund – Bella Coola Parks and
Recreation

Bylaw 438 Asset Replacement Reserve Fund – Bella Coola Fire Protection

Bylaw 439 Asset Replacement Reserve Fund – General Operations

Bylaw 440 Asset Replacement Reserve Fund – Denny Island Airport

2024 Preliminary Budget

Recap of October Board Meeting Continued

2. Board Direction on Provincial Basic Grant allocation and Community Works Fund allocation.

Provincial Basic Grant partial allocation to Denny Island Waterworks and Solid Waste Management will end in 2025.

THAT the Board of Directors of the Central Coast Regional District approve the partial and limited allocation of the Provincial Basic Grant to the Denny Island Waterworks and Solid Waste Management functions for the 2023 and 2024 years.

3. Board Commitment on the Long-Term Grant Funding (Capital) Project
4. Existing contracts and agreements
5. 2023 Actuals and projection at the end of 2023

November 9, 2023

2024 Preliminary Budget



**BUDGET
2024**

November 9 Board Meeting

1. Growing Communities Fund allocation.
2. The staff will update 2023 projection based on actuals and refine 2024 draft budget figures based on the Board direction and information regarding 2024 projection.
3. Recommendation for services.
4. Phasing out surplus from the General Operations Budget.

Growing Communities Fund

The Growing Communities Fund (GCF) for local governments has been offered to address Local Government's unique infrastructure and amenity demands. The Central Coast Regional District (CCRD) was provided \$830,000 through this Fund.

23-09-27

THAT the Board of Directors of the Central Coast Regional District allocate \$300,000 to the Outer Coast from the Growing Communities Fund apportioned out by: \$100,000 to Denny Island Recreation (for a feasibility study for the access plan and towards a community hall extension to include a medical clinic room) and \$200,000 to Denny Island Water System.

AND THAT the Board of Directors of the Central Coast Regional District signal its intent to allocate \$80,000 to Bella Coola Valley Parks and Recreation (for repaving the Hagensborg ice rink), \$225,000 to the Hagensborg Water System, and \$225,000 to the Centennial Pool from the Growing Communities Fund to be allocated at a later date.

2023-10-21COW

THAT the Board of Directors of the Central Coast Regional District approve in principle the Hagensborg Waterworks Budget including \$200,000 from the Growing Communities Fund.

Growing Communities Fund

Option 1

Allocate the funding of the Growing Communities Fund to Bella Coola Valley Parks and Recreation and Centennial Pool: \$80,000 to Bella Coola Valley Parks and Recreation (for repaving the Hagensborg Ice Rink) and \$225,000 to Centennial Pool construction and upgrade project and \$25,000 to office renovation.

THAT the Board of Directors of the Central Coast Regional District allocated the following funds to be distributed from the Growing Communities grant:

- *\$80,000 to Bella Coola Parks and Recreation;*
- *\$225,000 to the Centennial Pool;*
- *\$25,000 to general operations reserve account.*

Option 2

The Board may choose different capital projects they feel better suit the regional district.

THAT the Board of Directors of the Central Coast Regional District allocated the following funds to be distributed from the Growing Communities grant as follows:

_____.

Regional

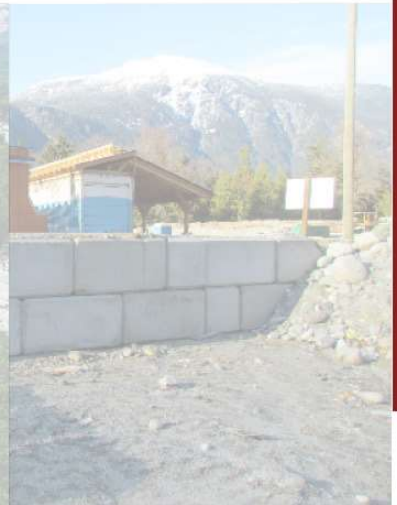
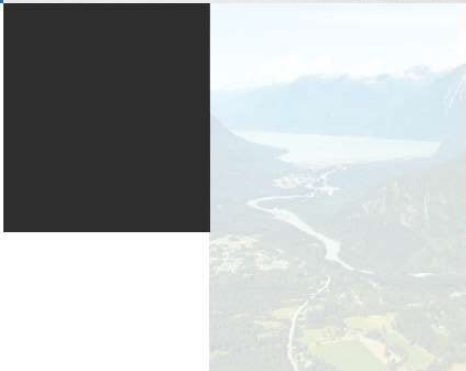


Services

Budgets



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Feasibility Studies

Previous Resolution: 2023-10-02 COW

THAT the CCRD Board of Directors approve in principle local taxation to be \$20,000 for Feasibility Studies

	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus Beginning of Year	18,414.00	18,414.00	43,414.00
Local Taxation	26,000.00	26,000.00	20,000.00
Total Income	\$44,414.00	\$44,414.00	\$63,414.00
Expenses			
Apportioned Administration fees	1,000.00	1,000.00	1,000.00
Operating Expenses	0.00	43,414.00	62,414.00
Total Expenses	\$1,000.00	\$44,414.00	\$63,414.00
Budget surplus, end of year	43,414.00	0.00	0.00

Library (VIRL)

Previous Resolution: 2023-10-03 COW

THAT the CCRD Board of Directors approve in principle the Library budget as presented with local taxation set at \$76,760.

Please note that this budget is predominantly determined by VIRL taxation level.

The VIRL Board has reopened their budget for review, due to concerns about the 2024 tax levy. The review discussion will take place at the November 25 VIRL Board meeting. Staff will provide the updated levy in January.

Areas: A/B/C/D/E

	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus Beginning of Year	3,398.00	3,398.00	1,500.00
Local Taxation	63,283.00	63,283.00	76,760.00
Total Income	\$66,681.00	\$66,681.00	\$78,260.00
Expenses			
Apportioned Administration fees	1,000.00	1,000.00	1,000.00
Directors' remuneration		1,500.00	
VIRL Regional Library Services	64,181.00	64,181.00	77,260.00
Total Expenses	\$65,181.00	\$66,681.00	\$78,260.00
Budget surplus, End of year	1,500.00	0.00	0.00

Grant-In-Aid

Previous Resolution 2023-10-04 COW

THAT the CCRD Board of Directors approve in principle set local taxation for Grant-In-Aid to \$24,090.

	<u>2023 Projection</u>	<u>2023 Budget</u>	<u>2024 Budget</u>
Income			
Budget Surplus Beginning of Year	201.00	201.00	2,000.00
Local Taxation	24,090.00	24,090.00	24,090.00
Total Income	\$24,291.00	\$24,291.00	\$26,090.00
Expenses			
Apportioned Administration	2,000.00	2,000.00	1,000.00
Community Groups - Grants	20,291.00	22,091.00	24,590.00
Advertising & promo	0.00	200.00	500.00
Total Expenses	\$22,291.00	\$24,291.00	\$26,090.00
Budget surplus, end of year	2,000.00	0.00	0.00

Areas: A/B/C/D/E

Grant-In-Aid

Options to Consider

1. 2024 GIA allocation for Area A -35.4 % of \$22,590 (\$7,997)
2. 2024 GIA allocation for Area A – 20% of \$22,590 (\$4,518)
3. No Changes to current allocation

	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus Beginning of Year	201.00	201.00	2,000.00
Local Taxation	24,090.00	24,090.00	24,090.00
Total Income	\$24,291.00	\$24,291.00	\$26,090.00
Expenses			
Apportioned Administration	2,000.00	2,000.00	1,000.00
Community Groups - Grants	20,291.00	22,091.00	24,590.00
Advertising & promo	0.00	200.00	500.00
Total Expenses	\$22,291.00	\$24,291.00	\$26,090.00
Budget surplus, end of year	2,000.00	0.00	0.00

	2023 Tax Levy Contribution to GIA	% of GIA Allocation 2023 Tax Levy
Area A	\$8,538	35.4%
Area B	\$199	0.8%
Area C	\$8,834	36.7%
Area D	\$4,900	20.3%
Area E	\$1,619	6.7%
Total	\$24,090	100%

Areas: A/B/C/D/E

Grant-in-Aid

Possible Resolution:

THAT the Board of Directors of the Central Coast Regional District set aside \$7,997 for Area A allocation for 2025;

AND THAT Grant in Aid applications for Area A not be considered for 2024.

Or

THAT the Board of Directors of the Central Coast Regional District set aside \$4,518 for Area A allocation for 2025;

AND THAT Grant in Aid applications for Area A not be considered for 2024.

Emergency Management

Previous Resolution: 2023-10-05 COW

THAT the CCRD Board of Directors approve in principle local taxation for Emergency Management to \$91,131.64.

	<u>2023 Projection</u>	<u>2023 Budget</u>	<u>2024 Budget</u>
Income			
Budget Surplus Beginning of Year	26,797.00	26,797.00	(442.22)
Local Taxation	43,066.00	43,066.00	91,131.64
Total Income	\$69,863.00	\$69,863.00	\$90,689.42
Expenses			
Apportioned Administration fees	31,461.00	31,461.00	6,990.00
Operating expenses	38,844.22	38,402.00	83,699.42
Total Expenses	\$70,305.22	\$69,863.00	\$90,689.42
Budget surplus, end of year	(442.22)	\$0.00	\$0.00

General Operations

Previous Resolutions:

2023-10-06 COW

THAT the Board of Directors of the Central Coast Regional District allocate the Vancouver Coastal Health Grant of \$7,000.00 to Denny Island Recreation towards health initiatives.

2023-10-07 COW

THAT the Board of Directors of the Central Coast Regional District allocate \$50,000 to project management support in principle as part of the General Operations budget.

2023-10-08 COW

THAT the Board of Directors of the Central Coast Regional District allocate \$37,000 from office renovations to a reserve account for future renovations.

2023-10-10 COW

THAT the Board of Directors of the Central Coast Regional District approve in principle the general operations budget as amended and set taxation at \$692,001.00.

	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus Beginning of Year	539,820.00	539,820.00	582,874.00
Apportioned Administration	300,798.00	300,798.00	183,384.00
Local Taxation	688,001.00	688,001.00	692,001.00
Other Revenue(Interest Income)	39,219.83	38,000.00	38,000.00
Grants in lieu of taxes	39,240.00	39,240.00	39,240.00
Provincial Basic Grant	167,808.00	167,808.00	167,808.00
Grant Funding	50,000.00	968,082.00	221,164.00
CCRHD Contribution to CCRD	13,500.00	13,500.00	13,500.00
Total Income	\$1,838,386.83	\$2,755,249.00	\$1,937,971.00
Expenses			
Operating Expenses	1,214,744.24	1,495,347.00	1,477,229.18
Capital Works	30,768.59	69,000.00	12,000.00
Special Projects		868,082.00	171,164.00
Asset Replacement	10,000.00	10,000.00	10,000.00
Contribution to Reserve			37,000.00
Total Expenses	\$1,255,512.83	\$2,442,429.00	\$1,707,393.18
Budget surplus, end of year	582,874.00	312,820.00	230,577.82

Areas: A/B/C/D/E

Director Travel & Convention

2024 Travel Budget

	<u>2023 Budget</u>	<u>2023 Actual</u>	<u>2024 Budget</u>
Chair	\$17,000	\$13,928	\$17,000
Area A	\$13,000	\$10,295	\$15,000
Area B	\$13,000	\$15,887	\$17,000
Area D	\$11,000	\$12,010	\$11,000
Area E	\$11,000	\$8,856	\$9,000
Contingency	\$5,000		\$5,000
Total	\$70,000	\$60,976	\$74,000

Previous Resolution 2023-10-09 COW

THAT the Board of Directors of the Central Coast Regional District allocate the following amounts for Board Travel and Convention costs: Chair: \$17,000.00, Director Emery: \$15,000, Director Hall: \$17,000, Director Northeast (D): \$11,000, Director Ward (E): \$9,000, Contingency \$5,000.

General Operations



Operating Expense

Moving the current 0.8 part-time accountant position to the full-time position was included in the 2024 draft budget.

As this was already factored in, it does not require an increase to the general operations budget.

Possible resolution: THAT the Board of Directors of the Central Coast Regional District update the general operations budget to reduce the status of the Accountant to 0.8 FTE.

	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus Beginning of Year	539,820.00	539,820.00	582,874.00
Apportioned Administration	300,798.00	300,798.00	183,384.00
Local Taxation	688,001.00	688,001.00	692,001.00
Other Revenue(Interest Income)	39,219.83	38,000.00	38,000.00
Grants in lieu of taxes	39,240.00	39,240.00	39,240.00
Provincial Basic Grant	167,808.00	167,808.00	167,808.00
Grant Funding	50,000.00	968,082.00	221,164.00
CCRHD Contribution to CCRD	13,500.00	13,500.00	13,500.00
Total Income	\$1,838,386.83	\$2,755,249.00	\$1,937,971.00
Expenses			
Operating Expenses	1,214,744.24	1,495,347.00	1,477,229.18
Capital Works	30,768.59	69,000.00	12,000.00
Special Projects		868,082.00	171,164.00
Asset Replacement	10,000.00	10,000.00	10,000.00
Contribution to Reserve			37,000.00
Total Expenses	\$1,255,512.83	\$2,442,429.00	\$1,707,393.18
Budget surplus, end of year	582,874.00	312,820.00	230,577.82

Areas: A/B/C/D/E

Economic Development



Previous Resolution 2023-10-11 COW

THAT the CCRD Board of Directors approve in principle Economic Development Budget with local taxation set at \$59,246.00.

	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus Beginning of Year	53,489.00	53,489.00	123,832.47
Local Taxation	99,246.00	99,246.00	59,246.00
Grants Funding	33,437.49	178,470.00	178,470.00
Total Income	\$186,172.49	\$331,205.00	\$361,548.47
Expenses			
Apportioned Administration fees	19,826.00	19,826.00	1,000.00
Operating expenses	42,514.02	130,395.00	133,053.47
Economic Development Initiatives			100,000.00
Grant Funded Project		127,495.00	127,495.00
Total Expenses	\$62,340.02	\$277,716.00	\$361,548.47
Budget surplus, end of year	123,832.47	53,489.00	0.00

Areas: A/B/C/D/E

Land Use Planning

**Previous Resolution
2023-10-12 COW**

THAT the CCRD Board of Directors approve in principle the draft Land Use Planning Budget with taxation set at \$20,000.

	2023 Projection	2023 Budget	2024 Budget
Income			
Projected Surplus Beginning of year	606	606	16,552.15
Local Taxation	29,731.00	29,731.00	20,000.00
User Fees and Charges		1,400.00	1,400.00
Total Income	\$30,337.00	\$31,737.00	\$37,952.15
Expenses			
Apportioned Administration fees	1,537.00	1,537.00	1,000.00
Operating expenses	12,247.85	25,200.00	20,200.00
Contingency	0.00	5,000.00	16,752.15
Total Expenses	\$13,784.85	\$31,737.00	\$37,952.15
Projected Surplus end of year	16,552.15	0.00	0.00

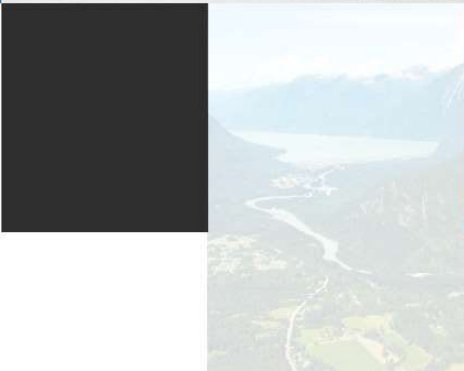
Areas: A/B/C/D/E

Sub-Regional



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Services Budgets



Solid Waste Management



**BUDGET
2024**

Previous Resolution 2023-10-13 COW

THAT the Board of Directors of the Central Coast Regional District approve in principle the budget for Solid Waste Management budget at \$179,684.00.

	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus of Beginning of Year	(72,859.00)	(72,859.00)	13,156.91
Local Taxation	179,684.00	179,684.00	179,684.00
Nuxalk Nation Contributions to Landfill	105,000.00	105,000.00	105,000.00
Other Revenue (Revenue from Recycling Program)	18,687.01	24,500.00	20,500.00
Provincial Basic Grant	14,220.00	14,220.00	14,220.00
Grant Funding Project		98,184.00	98,184.00
User Fees and Charges	155,000.00	170,177.00	170,177.00
Total Income	\$399,732.01	\$518,906.00	\$600,921.91
Expenses			
Apportioned Administration fees	42,996.00	42,996.00	30,710.00
Contingency		4,929.00	4,929.00
Operating expenses	213,579.10	217,397.00	222,287.65
Grant Funding Project		98,184.00	98,184.00
Annual Environmental Monitoring Memo		25,400.00	25,400.00
Asset Replacement	0.00	0.00	0.00
Landfill Post Closure Reserve	130,000.00	130,000.00	155,000.00
Total Expenses	\$386,575.10	\$518,906.00	\$536,510.65
Budget Surplus end of Year	13,156.91	0.00	64,411.25

Areas: C/D/E

Parks & Rec Bella Coola

**Previous Resolution
2023-10-14 COW**

THAT the Board of Directors of the Central Coast Regional District approve in principle for Bella Coola Parks and Recreation with taxation set at \$37,394.90.

	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus Beginning of Year	8,975.00	8,975.00	14,747.13
Local Taxation	38,107.00	38,107.00	37,394.90
Grant Funding	18,093.46	926,199.00	908,105.54
User Fees and Charges	3,000.00	2,725.00	3,000.00
Total Income	\$68,175.46	\$976,006.00	\$963,247.57
Expenses			
Apportioned Administration fees	5,958.00	5,958.00	9,942.00
Capital Works	15,239.00	20,225.00	0.00
Operating expenses	11,362.87	20,849.00	20,843.90
Grant Funded Project	10,868.46	918,974.00	908,105.54
Asset Replacement	10,000.00	10,000.00	10,000.00
Total Expenses	\$53,428.33	\$976,006.00	\$948,891.44
Budget surplus, end of year	14,747.13	0.00	14,356.13

Bella Coola Airport

Jet A Fuel:

- Projected Jet A Fuel revenue upon the completion of the Fuel system upgrade -\$183,000
- Projected Operating expenses for purchasing Jet A Fuel - \$146,000

Restructuring Bella Coola Airport operations.

	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus Beginning of Year	10,661.00	10,661.00	(12,498.00)
Grant Funding	418,174.71	462,632.00	30,210.00
User Fees and Charges	217,242.71	308,794.00	410,136.41
Total Income	\$646,078.42	\$782,087.00	\$427,848.42
Expenses			
Apportioned Administration fees	65,386.00	65,386.00	30,365.00
Operating Expenditure	170,015.71	246,069.00	359,404.73
Capital Works		3,000.00	0.00
Grant Funding Project	418,174.71	462,632.00	30,210.00
Asset Replacement Fund Contribution	5,000.00	5,000.00	5,000.00
Total Expense	\$658,576.42	\$782,087.00	\$424,979.73
Budget Surplus End of Year			2,868.69
Budget Deficit End of Year	(12,498.00)		

Bella Coola Airport

Possible Resolution:
THAT the Board of Directors of the Central Coast Regional District approve in principle the budget for the Bella Coola Airport with no changes to fees and charges.

House Numbering

Previous Resolution

2023-10-15 COW

THAT the Board of Directors of the Central Coast Regional District approve in principle for House Numbering Budget and set local taxation at \$1,500.

	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus Beginning Of Year	2,471.00	2,471.00	3,971.00
Local Taxation	2,500.00	2,500.00	1,500.00
Total Income	\$4,971.00	\$4,971.00	\$5,471.00
Expenses			
Apportioned Administration fees	1,000.00	1,000.00	1,000.00
Operating expenses	0.00	3,971.00	1,000.00
Contingency	0.00	0.00	3,471.00
Total Expenses	\$1,000.00	\$4,971.00	\$5,471.00
Budget surplus, end of year	3,971.00	0.00	0.00



**BUDGET
2024**

Centennial Pool: Operation

**Previous Resolution
2023-10-16 COW**

THAT the Board of Directors of the Central Coast Regional District approve in principle for the Centennial Pool Budget to set taxation at \$157,233.00.

	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus Beginning of Year	57,662.00	57,662.00	44,060.23
Local Taxation	157,233.00	157,233.00	157,233.00
Grant Funding	0.00	3,931,831.00	3,931,831.00
Transfer from Asset Replacement Fund	0.00	29,700.00	51,724.00
User Fees and Charges	26,654.17	24,275.00	26,244.00
Counter Sales	641.11	1,000.00	700.00
Total Income	\$242,190.28	\$4,201,701.00	\$4,211,792.23
Expenses			
Apportioned Administration fees	42,023.00	42,023.00	51,175.00
Capital Works		3,000.00	3,000.00
Operating Expenses	136,999.10	119,985.00	129,031.40
Contingency	13,107.95	20,000.00	35,000.00
Grant Funding Project	0.00	3,961,531.00	3,983,555.00
Asset Replacement	6,000.00	6,000.00	6,000.00
Total Expenses	\$198,130.05	\$4,152,539.00	\$4,207,761.40
Budget surplus, end of year	\$44,060.23	\$49,162.00	\$4,030.83

Areas: C/D/E

Centennial Pool: Renovation

Operating Expense
 \$133,500 contingency for unseen capital expenses.

Previous Resolution 2023-10-16 COW
 THAT the Board of Directors of the Central Coast Regional District approve in principle for the Centennial Pool Budget to set taxation at \$157,233.00.

	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus Beginning of Year	57,662.00	57,662.00	44,060.23
Local Taxation	157,233.00	157,233.00	157,233.00
Grant Funding	0.00	3,931,831.00	3,931,831.00
Transfer from Asset Replacement Fund	0.00	29,700.00	51,724.00
User Fees and Charges	26,654.17	24,275.00	0.00
Counter Sales	641.11	1,000.00	0.00
Total Income	\$242,190.28	\$4,201,701.00	\$4,184,848.23
Expenses			
Apportioned Administration fees	42,023.00	42,023.00	51,175.00
Capital Works		3,000.00	0.00
Operating Expenses	136,999.10	119,985.00	10,605.00
Contingency	13,107.95	20,000.00	133,513.23.
Grant Funding Project	0.00	3,961,531.00	3,983,555.00
Asset Replacement	6,000.00	6,000.00	6,000.00
Total Expenses	\$198,130.05	\$4,152,539.00	\$4,184,848.23
Budget surplus, end of year	44,060.23	49,162.00	0.00

Streetlights - BCV

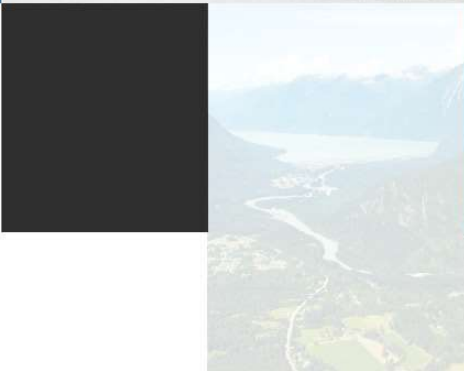
**Previous Resolution
2023-10-17 COW**

THAT the Board of Directors of the Central Coast Regional District approve in principle for the Streetlight Bella Coola Valley and set local taxation at \$7,214.00.

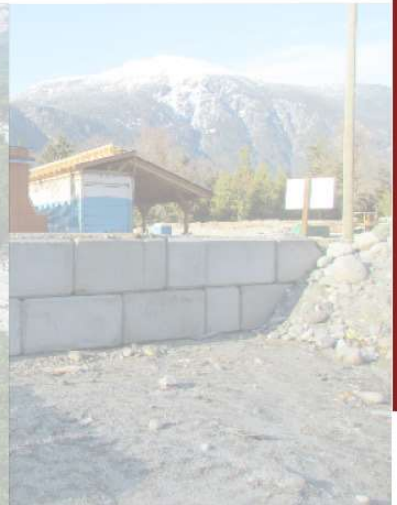
	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus Beginning of Year	880.00	880.00	2,147.00
Local Taxation	7,214.00	7,214.00	7,214.00
Ministry of Trans Cost Share	645.00	645.00	645.00
Total Income	\$8,739.00	\$8,739.00	\$10,006.00
Expenses			
Apportioned Administration fees	1,000.00	1,000.00	1,000.00
Contingency		1,000.00	2,267.00
Operating Expenses	5,592.00	6,739.00	6,739.00
Total Expenses	\$6,592.00	\$8,739.00	\$10,006.00
Budget surplus, end of year	2,147.00	0.00	0.00



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Local Service Area Budgets



Denny Island Airport



**BUDGET
2024**

Previous Resolution 2023-10-18 COW

THAT the Board of Directors of the Central Coast Regional District approve in principle the Denny Island Airport budget and set taxation at \$6,973.

	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus Beginning of Year	26,553.00	26,553.00	21,520.64
Local Taxation	6,973.00	6,973.00	6,973.00
Total Income	\$33,526.00	\$33,526.00	\$28,493.64
Expenses			
Apportioned Administration fees	1,120.00	1,120.00	1,000.00
Contingency	0.00	4,048.00	23,243.64
Operating Expense	9,885.36	22,100.00	3,250.00
Asset Replacement	1,000.00	1,000.00	1,000.00
Total Expenses	\$12,005.36	\$28,268.00	\$28,493.64
Budget surplus End of year	21,520.64	5,258.00	0.00

Waterworks – Denny Island

**Previous Resolutions:
23-09-17**

THAT the Board of Directors of the Central Coast Regional District allocate \$300,000 to the Outer Coast from the Growing Communities Fund apportioned out by: \$100,000 to Denny Island Recreation (for a feasibility study for the access plan and towards a community hall extension to include a medical clinic room) and \$200,000 to Denny Island Water System.

2023-10-19 COW

THAT the Board of Directors of the Central Coast Regional District approve in principle the Denny Island Waterworks with \$17,972 allocated from the Basic Provincial Grant.

Area: A

	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus Beginning of Year	268.00	268.00	15,268.00
Provincial Basic Grant	17,972.00	17,972.00	17,972.00
Provincial Grant	200,000.00		200,000.00
Grants Funding	133,569.70	1,299,024.00	1,165,454.30
Total Income	\$351,809.70	\$1,317,264.00	\$1,398,694.30
Expenses			
Apportioned Administration fees	2,972.00	2,972.00	1,450.00
Contingency		268.00	16,790.00
Operating Expense (Legal Fees)		15,000.00	15,000.00
Grant Funding Project	\$333,569.70	\$1,299,024.00	\$1,365,454.30
Total Expenses	\$336,541.70	\$1,317,264.00	\$1,398,694.30
Budget surplus end of year	15,268.00	0.00	0.00

Denny Island Recreation

Resolution 2023-10-06 COW

THAT the Board of Directors of the Central Coast Regional District allocate the Vancouver Coastal Health Grant of \$7,000.00 to Denny Island Recreation towards health initiatives.

Resolution 23-09-17

THAT the Board of Directors of the Central Coast Regional District allocate \$300,000 to the Outer Coast from the Growing Communities Fund apportioned out by: \$100,000 to Denny Island Recreation (for a feasibility study for the access plan and towards a community hall extension to include a medical clinic room) and \$200,000 to Denny Island Water System;

	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus beginning of year	6,173.00	6,173.00	4,691.00
Local Taxation	5,000.00	5,000.00	5,000.00
Provincial Grant	107,000.00		107,000.00
Total Income	\$118,173.00	\$11,173.00	\$116,691.00
Expenses			
Apportioned Administration fees	1,000.00	1,000.00	1,000.00
Operating expenses	4,482.00	6,882.00	6,882.00
Special Project	107,000.00		107,000.00
Asset Replacement	1,000.00	1,000.00	445.00
Total Expenses	\$113,482.00	\$8,882.00	\$115,327.00
Projected Budget surplus end of year	\$4,691.00	\$2,291.00	\$1,364.00

Area: A

Denny Island Recreation

Previous Resolution 2023-10-20 COW

THAT the Board of Directors of the Central Coast Regional District approve in principle the Denny Island Recreation Budget and set taxation at \$5,000 and asset replacement at \$445.

	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus beginning of year	6,173.00	6,173.00	4,691.00
Local Taxation	5,000.00	5,000.00	5,000.00
Provincial Grant	107,000.00		107,000.00
Total Income	\$118,173.00	\$11,173.00	\$116,691.00
Expenses			
Apportioned Administration fees	1,000.00	1,000.00	1,000.00
Operating expenses	4,482.00	6,882.00	6,882.00
Special Project	107,000.00		107,000.00
Asset Replacement	1,000.00	1,000.00	445.00
Total Expenses	\$113,482.00	\$8,882.00	\$115,327.00
Projected Budget surplus end of year	\$4,691.00	\$2,291.00	\$1,364.00

Hagensborg Waterworks



Previous Resolution 2023-10-21 COW

THAT the Board of Directors of the Central Coast Regional District approve in principle the Hagensborg Waterworks Budget including \$200,000 from the Growing Communities Fund;

	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus Beginning of Year	171,771.00	206,342.00	223,622.44
Parcel Taxes	26,250.00	26,250.00	26,250.00
Transfer from Reserve to Hagensborg Water System		719,201.00	719,201.00
Interest Income	6,470.11	3,000.00	3,000.00
Grant Funding	377,715.91	3,721,105.00	3,743,389.09
Water tolls & charges	88,570.30	88,821.00	88,821.00
Total Income	\$670,777.32	\$4,764,719.00	\$4,804,283.53
Expenses			
Apportioned Administration fees	39,517.00	39,517.00	23,337.00
Capital Works	2,249.00	9,000.00	4,000.00
Contingency		10,000.00	10,000.00
Operating expenses	27,627.97	69,360.00	70,020.20
Grant Funding Project	377,715.91	4,440,306.00	4,462,590.09
Total Expenses	\$447,154.88	\$4,568,183.00	\$4,569,947.29
Budget surplus, end of year	223,622.44	196,536.00	234,336.24

Hagensborg Waterworks

Possible Resolution:
THAT the Board of Directors of the Central Coast Regional District approve in principle the Hagensborg Waterworks budget as presented with no changes to parcel taxation and fees and charges.

Fire Services Coordinator

Recommendation:

To hire a local part-time Fire Services Coordinator for the Bella Coola and Hagensborg Fire Protection services at an annual cost of \$40,000.

The cost for the 2024 year would come from the contingency budget and estimated available surplus for both services.

For 2025 HVFD costs could come from surplus again and BCVFD costs would be added to the tax requisition.

HVFD	\$27,000
BCVFD	\$13,000
<u>Total</u>	<u>\$40,000</u>

Hagensborg Fire Protection

Previous Resolution

2023-10-22 COW

THAT the Board of Directors of the Central Coast Regional District approve in principle the Hagensborg Fire Protection Budget and set taxation at \$40,000 and set operating expenses at \$44,197.00.

Options to Consider

Allocate \$27,000 from the contingency to retain a Part time local Fire Service Coordinator to support the volunteer fire department.

Or

Defer the decision to 2025 or later.

	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus Beginning of Year	492,518.00	530,740.00	225,394.89
Local Taxation	40,000.00	40,000.00	40,000.00
Other Revenue	103,766.40	282.00	282.00
Interest Income	8.83	100.00	100.00
UBCM Grant	29,857.00	29,857.00	0.00
Grants in lieu of taxes	7,929.00	7,929.00	7,929.00
Fire Protection Tolls	18,356.89	17,813.00	18,359.00
Total Income	\$692,436.12	\$626,721.00	\$292,064.89
Expenses			
Apportioned Administration fees	12,541.00	12,541.00	5,399.00
Contingency		33,774.00	80,000.00
Firemen's Honorarium	5,000.00	5,000.00	5,000.00
Operating expenses	21,792.23	50,600.00	44,197.00
Special Projects	29,857.00	29,857.00	0.00
Contribution to reserve account	397,851.00	397,851.00	100,000.00
Total Expenses	\$467,041.23	\$529,623.00	\$234,596.00
Budget surplus, end of year	225,394.89	97,098.00	57,468.89

Hagensborg Fire Protection

Possible Resolution:
THAT the Board of Directors of the Central Coast Regional District allocate \$27,000 from Hagensborg Fire Protection budget for hiring a part-time fire service coordinator.

Fire Protection – Bella Coola

Previous Resolution

2023-10-24 COW

THAT the Board of Directors of the Central Coast Regional District approve in principle the Fire Protection – Bella Coola budget and set taxation at \$50,704.00.

Option to Consider

Allocate \$13,000 from the surplus to retain a part-time local Fire Service Coordinator to support the volunteer fire department.

Or

Defer the decision to 2025 or later.

	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus Beginning of Year	15,284.00	15,284.00	23,953.87
Local Taxation	50,704.00	50,704.00	50,704.00
UBCM Grant	29,679.00	29,679.00	0.00
Grants in lieu of taxes	4,059.00	4,059.00	4,059.00
Fire Protection Tolls	9,860.04	9,574.00	9,860.04
Total Income	\$109,586.04	\$109,300.00	\$88,576.91
Expenses			
Apportioned Administration fees	10,814.00	10,814.00	2,537.00
Capital Works		2,500.00	2,500.00
Contingency		2,609.00	2,609.00
Firemen's Honorarium	2,500.00	2,500.00	2,500.00
Operating expenses	22,639.17	41,198.00	36,282.47
Grant Funding Projects	29,679.00	29,679.00	0.00
Asset Replacement	20,000.00	20,000.00	20,000.00
Total Expenses	\$85,632.17	\$109,300.00	\$66,428.47
Budget surplus, end of year	23,953.87	0.00	22,148.44

Area: E

Fire Protection – Bella Coola

Possible Resolution:
THAT the CCRD Board of Directors allocate \$13,000 from Bella Coola Fire Protection service for hiring a part-time fire service coordinator.

Waterworks – Bella Coola

**Previous Resolution
2023-10-23 COW**

THAT the Board of Directors of the Central Coast Regional District approve in principle the Waterworks – Bella Coola budget with no taxation and no changes to fees and charges.

	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus Beginning Of Year	50,849.00	50,849.00	38,248.43
User Fees and Charges	72,125.90	73,917.00	73,917.00
Total Income	\$122,974.90	\$124,766.00	\$112,165.43
Expenses			
Apportioned Administration fees	16,647.00	16,647.00	11,479.00
Contingency		8,420.00	26,502.43
Nuxalk Agreement - Water Supply	21,275.00	30,000.00	31,200.00
Operating expenses	5,955.47	28,850.00	22,984.00
Asset Replacement	40,849.00	40,849.00	20,000.00
Total Expenses	\$84,726.47	\$124,766.00	\$112,165.43
Budget surplus, end of year	38,248.43	0.00	0.00

Streetlights - Townsite

Previous Resolution

2023-10-25 COW

THAT the Board of Directors of the Central Coast Regional District approve in principle for the Streetlight- Townsite Budget and set local taxation at \$13,243.00.

	2023 Projection	2023 Budget	2024 Budget
Income			
Budget Surplus Beginning of Year	1,248.00	1,248.00	2,300.00
Local Taxation	13,243.00	13,243.00	13,243.00
Grants in lieu of taxes	1,909.00	1,909.00	1,909.00
Total Income	\$16,400.00	\$16,400.00	\$17,452.00
Expenses			
Apportioned Administration fees	1,000.00	1,000.00	1,000.00
Operating Expenses	13,100.00	14,400.00	13,500.00
Contingency		1,000.00	2,952.00
Total Expenses	\$14,100.00	\$16,400.00	\$17,452.00
Budget surplus, end of year	2,300.00	0.00	0.00

Areas: E

Phasing out surplus

Relying on the surplus is not sustainable and it may put the CCRD's long-term financial well-being at risk.

The administration is recommending putting a critical effort into making a change in surplus use practices in our financial planning process.

Staff recommend putting a surplus towards funds for future needs (reserves) or one-time special (capital) projects.

The surplus could be used to balance the budget as the Board wishes. However, **long-term financial implications need to be considered.**

Once the surplus is used up, it could incur a significant revenue increase or service level reduction to balance the future budget(s).

Phasing out surplus

Year	Surplus Amount	Surplus/*Total Budget
2018	\$203,512 (Nil – budgeted surplus at the end of the year)	22%
2019	\$36,593 (\$34,470 - budgeted surplus at the end of year)	4%
2020	\$101,355 (Nil – budgeted surplus at the end of the year)	10%
2021	\$434,328 (\$232,987 – budgeted surplus at the end of the year)	28%
2022	\$392,129 (Nil – budgeted surplus at the end of the year)	25%
2023	\$539,820 (\$312,820- budgeted surplus at the end of the year)	20%

*Total budget amount includes total expense and budget surplus end of year.

Phasing out surplus

Year	Surplus Amount	Surplus/*Total Budget
2018	\$203,512	22%
2019	\$2,123	0.2%
2020	\$101,355	10%
2021	\$201,341	16%
2022	\$392,129	25%
2023	\$227,000	9%

*Total budget amount includes only total expense.

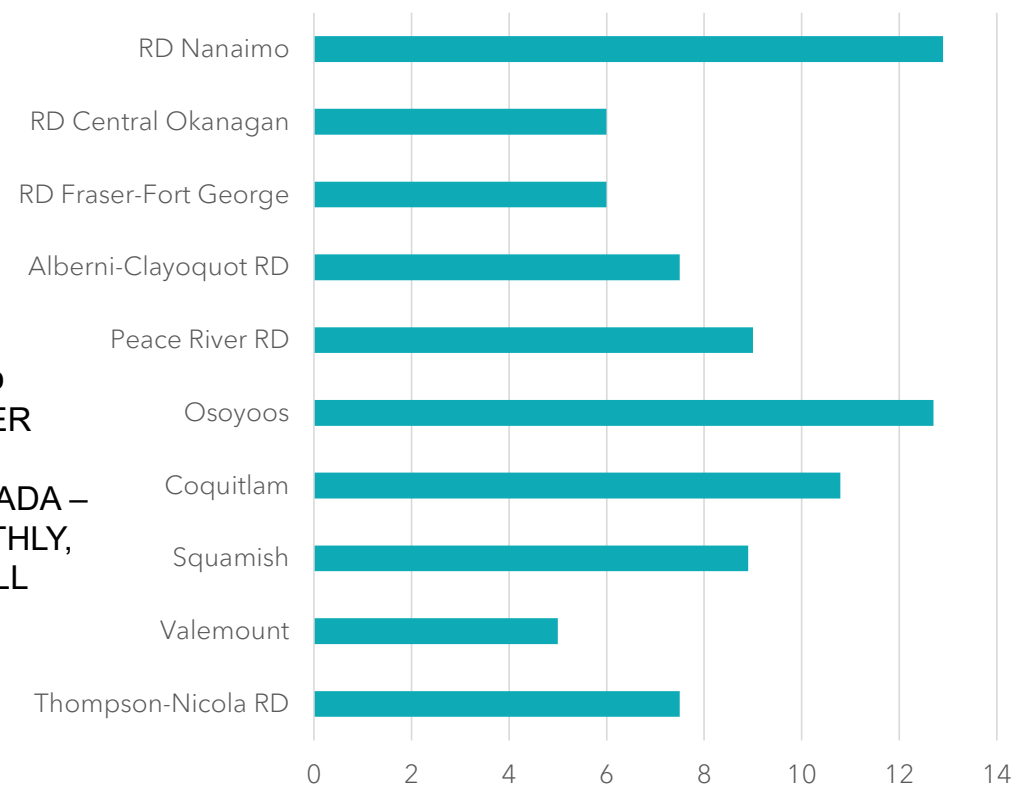
Phasing out surplus

BC LOCAL GOVERNMENTS ESTIMATED 2024 TAX INCREASE

AVERAGE: 8.63%

BC CPI INCREASE: 5%
SEPTEMBER 2022 TO SEPTEMBER 2023
(REFERENCE – STATISTICS CANADA – CONSUMER PRICE INDEX, MONTHLY, NOT SEASONALLY ADJUSTED, ALL ITEMS)

Estimated % of Increase



Phasing out surplus

Continuous effort to reduce and refine the costs of 2024.

Despite 5% BC CPI increase, the draft 2024 budget has been built on

- 1) No proposed increase to any CCRD fees and charges in 2024.
- 2) No proposed increase to 2024 parcel taxation.
- 3) Reduced draft 2024 tax requisition.

Tax Requisition Comparison

	% change	\$ change	Proposed DRAFT 2024	Budget 2023
Economic Development	↓40%	-\$40,000	\$59,246	\$99,246
Emergency Management	↑112%	\$48,065.64	\$91,131.64	\$43,066
Feasibility Studies	↓23%	-\$6,000	\$20,000	\$26,000
General Operations	↑0.6%	\$4,000	\$692,001	\$688,001
Grants in Aid	0%	\$0	\$24,090	\$24,090
Planning	↓33%	-\$9,731	\$20,000	\$29,731
Total Regional Functions (exclusive of VIRL)	↓0.4%	-\$3,665.36	\$906,468.64	\$910,134.00

Tax Requisition Comparison

	% change	\$ change	Proposed DRAFT 2024	Budget 2023
Airport – Bella Coola	0%	\$0	\$0	\$0
Airport – Denny Island	0%	\$0	\$6,973	\$6,973
Denny Island Recreation	0%	\$0	\$5,000	\$5,000
Fire LSA – Bella Coola	0%	\$0	\$50,704	\$50,704
Fire – Hagensborg	0%	\$0	\$40,000	\$40,000
House Numbering	↓ 40%	-\$1,000	\$1,500	\$2,500
Parks and Recreation- Bella Coola	↓ 2%	-\$712.10	\$37,394.90	\$38,107
Solid Waste Management	0%	\$0	\$179,684	\$179,684
Street Lighting- Bella Coola Valley	0%	\$0	\$7,214	\$7,214
Street Lighting - LSA	0%	\$0	\$13,243	\$13,243
Swimming Pool	0%	\$0	\$157,233	\$157,233
Total of Sub-regional and LSA	↓0.3 %	-\$1712.10	\$498,945.90	\$500,658

Phasing out surplus

	2024 Budget	2025 Budget	2026 Budget
Income			
Budget Surplus Beginning of Year	582,874.00	230,577.82	0.00
Apportioned Administration Serv	183,384.00	186,134.76	188,926.78
Local Taxation	692,001.00	801,073.29	1,022,131.64
Other Revenue(Interest Income)	38,000.00	38,000.00	38,000.00
Contribution from Reserve	0.00	0.00	74,000.00
Grants in lieu of taxes	39,240.00	39,240.00	39,240.00
Provincial Basic Grant	167,808.00	200,000.00	200,000.00
Grant Funding	221,164.00	38,082.00	38,082.00
CCRHD Contribution to CCRD (Admin Fees)	13,500.00	13,500.00	13,500.00
Total Income	\$1,937,971.00	\$1,546,607.87	\$ 1,613,880.42
Expenses			
Operating Expenses	1,463,229.18	1,428,525.87	1,451,798.43
Election Expenses	14,000.00	21,000.00	28,000.00
Capital Works	12,000.00	12,000.00	86,000.00
Special Projects	171,164.00	38,082.00	38,082.00
Asset Replacement	10,000.00	10,000.00	10,000.00
Contribution to Reserve	37,000.00	37,000.00	0.00
Total Expenses	\$1,707,393.18	\$1,546,607.87	\$ 1,613,880.43
Budget surplus, end of year	230,577.82	0.00	0.00
	0 % increase	7.4 % increase	14 % increase
Year	2024	2025	2026
Previous Year Taxation (exclusive of parcel tax)	1,474,075.00	1,474,075.00	1,583,147.29
Amount increase	0.00	109,072.29	221,058.35
Current Year Taxation	1,474,075.00	1,583,147.29	1,804,205.64

No increase in 2024.

**In 2025, to balance the budget
7.4% tax requisition increase
required.**

**In 2026, to balance the budget
14% tax requisition increase
required.**

Phasing out surplus

**Options to phase out surplus from the general operations budget
Increase to taxation each year**

	2024	2025	2026*	2027	2028
Option 1	0%	11%	8%	3%	N/A
Option 2	3%	8%	4%	6%	2%
Option 3	5%	5%	5%	5%	3%
Option 4	5%	8%	6%	4%	N/A
Option 5	6%	6%	4%	4%	3%
Option 6	7%	7%	7%	2%	N/A
Option 7	8%	8%	7%	N/A	N/A

*Election year

Plan to phase out surplus

- This plan is for a base increase to **total taxation (exclusive of parcel tax)** with no other improvements in the general operations service and any other services
- The increase options plan to remove surplus from the budget.
- Any other cost increases and service level improvements would be a further increase.

Option 1

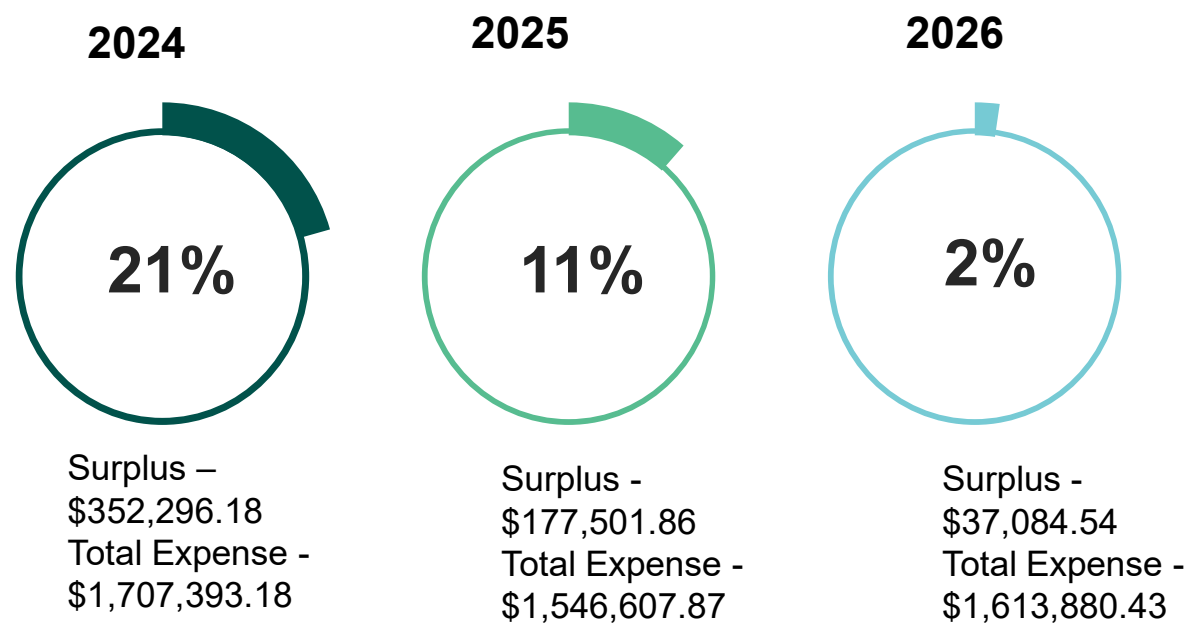


BUDGET 2024

	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Income					
Budget Surplus Beginning of Year	582,874.00	230,577.82	53,075.96	15,991.43	40,896.54
Apportioned Administration Serv	183,384.00	186,134.76	188,926.78	191,760.68	194,637.09
Local Taxation	692,001.00	854,149.25	985,047.11	1,038,060.74	1,038,060.74
Other Revenue(Interest Income)	38,000.00	38,000.00	38,000.00	38,000.00	38,000.00
Contribution from Reserve	0.00	0.00	74,000.00	0.00	0.00
Grants in lieu of taxes	39,240.00	39,240.00	39,240.00	39,240.00	39,240.00
Provincial Basic Grant	167,808.00	200,000.00	200,000.00	200,000.00	200,000.00
Grant Funding	221,164.00	38,082.00	38,082.00	38,082.00	38,082.00
CCRHD Contribution to CCRD (Admin Fees)	13,500.00	13,500.00	13,500.00	13,500.00	13,500.00
Total Income	\$1,937,971.00	\$ 1,599,683.83	\$ 1,629,871.85	\$ 1,574,634.85	\$ 1,602,416.38
Total Income without surplus	\$1,355,097.00	\$ 1,369,106.01	\$ 1,576,795.89	\$ 1,558,643.43	\$ 1,561,519.84
Used Surplus to balance the budget	\$ 352,296.18	\$ 177,501.86	\$ 37,084.54		
Expenses					
Operating Expenses	1,463,229.18	1,428,525.87	1,451,798.43	1,466,656.31	1,486,909.27
Election Expenses	14,000.00	21,000.00	28,000.00	7,000.00	14,000.00
Capital Works	12,000.00	12,000.00	86,000.00	12,000.00	12,000.00
Special Projects	171,164.00	38,082.00	38,082.00	38,082.00	38,082.00
Asset Replacement	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
Contribution to Reserve	37,000.00	37,000.00	0.00	0.00	0.00
Total Expenses	\$1,707,393.18	\$ 1,546,607.87	\$ 1,613,880.43	\$ 1,533,738.31	\$ 1,560,991.27
Budget surplus, end of year	230,577.82	53,075.96	15,991.43	40,896.54	41,425.11
	0 % increase	11 % increase	8% increase	3% increase	0% increase
Year	2024	2025	2026	2027	2028
Previous Year Taxation (exclusive of parcel tax)	1,474,075.00	1,474,075.00	1,636,223.25	1,767,121.11	1,820,134.74
Amount increase	0.00	162,148.25	130,897.86	53,013.63	0.00
Current Year Taxation	1,474,075.00	1,636,223.25	1,767,121.11	1,820,134.74	1,820,134.74

Option 1 Plan to phase out surplus

Tax Increase - 0% (2024), 11% (2025), 8% (2026), 3% (2027), 0% (2028)



Option 2

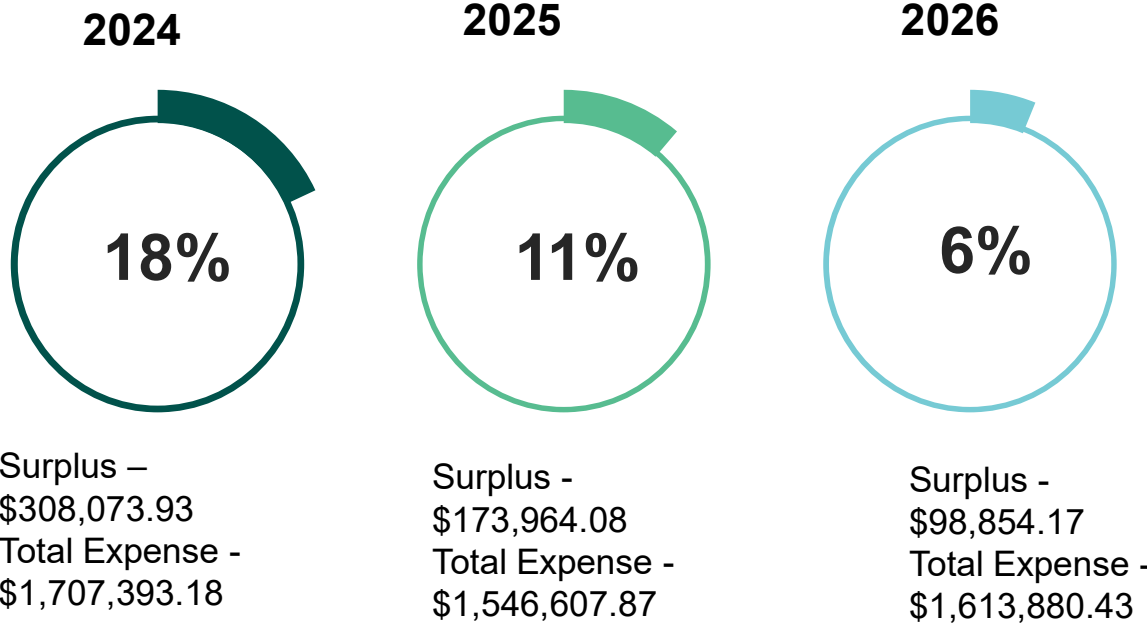


BUDGET 2024

	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Income					
Budget Surplus Beginning of Year	582,874.00	274,800.07	100,835.99	1,981.82	14,424.75
Apportioned Administration Serv	183,384.00	186,134.76	188,926.78	191,760.68	194,637.09
Local Taxation	736,223.25	857,687.03	923,277.47	1,025,598.56	1,061,752.01
Other Revenue(Interest Income)	38,000.00	38,000.00	38,000.00	38,000.00	38,000.00
Contribution from Reserve	0.00	0.00	74,000.00	0.00	0.00
Grants in lieu of taxes	39,240.00	39,240.00	39,240.00	39,240.00	39,240.00
Provincial Basic Grant	167,808.00	200,000.00	200,000.00	200,000.00	200,000.00
Grant Funding	221,164.00	38,082.00	38,082.00	38,082.00	38,082.00
CCRHD Contribution to CCRD (Admin Fees)	13,500.00	13,500.00	13,500.00	13,500.00	13,500.00
Total Income	\$1,982,193.25	\$1,647,443.86	\$1,615,862.25	\$ 1,548,163.06	\$ 1,599,635.86
Total Income without surplus	\$1,399,319.25	\$1,372,643.79	\$1,515,026.25	\$ 1,546,181.24	\$ 1,585,211.10
Used Surplus to balance the budget	\$ 308,073.93	\$ 173,964.08	\$ 98,854.17		
Expenses					
Operating Expenses	1,463,229.18	1,428,525.87	1,451,798.43	1,466,656.31	1,486,909.27
Election Expenses	14,000.00	21,000.00	28,000.00	7,000.00	14,000.00
Capital Works	12,000.00	12,000.00	86,000.00	12,000.00	12,000.00
Special Projects	171,164.00	38,082.00	38,082.00	38,082.00	38,082.00
Asset Replacement	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
Contribution to Reserve	37,000.00	37,000.00	0.00	0.00	0.00
Total Expenses	\$1,707,393.18	\$1,546,607.87	\$1,613,880.43	\$ 1,533,738.31	\$ 1,560,991.27
Budget surplus, end of year	274,800.07	100,835.99	1,981.82	14,424.75	38,644.59
	3 % increase	8 % increase	4 % increase	6% increase	2% increase
Year	2024	2025	2026	2027	2028
Previous Year Taxation (exclusive of parcel tax)	1,474,075.00	1,518,297.25	1,639,761.03	1,705,351.47	1,807,672.56
Amount increase	44,222.25	121,463.78	65,590.44	102,321.09	36,153.45
Current Year Taxation	1,518,297.25	1,639,761.03	1,705,351.47	1,807,672.56	1,843,826.01

Option 2 Plan to phase out surplus

Tax Increase - 3% (2024), 8% (2025), 4% (2026), 6% (2027), 2% (2028)



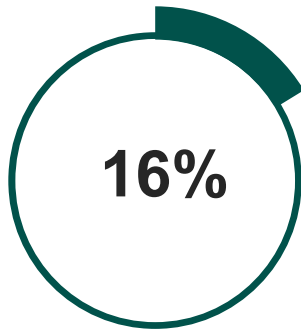
Option 3

	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Income					
Budget Surplus Beginning of Year	582,874.00	304,281.57	115,724.15	17,944.58	14,462.33
Apportioned Administration Serv	183,384.00	186,134.76	188,926.78	191,760.68	194,637.09
Local Taxation	765,704.75	843,093.69	924,352.07	1,009,673.38	1,063,425.80
Other Revenue(Interest Income)	38,000.00	38,000.00	38,000.00	38,000.00	38,000.00
Contribution from Reserve	0.00	0.00	74,000.00	0.00	0.00
Grants in lieu of taxes	39,240.00	39,240.00	39,240.00	39,240.00	39,240.00
Provincial Basic Grant	167,808.00	200,000.00	200,000.00	200,000.00	200,000.00
Grant Funding	221,164.00	38,082.00	38,082.00	38,082.00	38,082.00
CCRHD Contribution to CCRD (Admin Fees)	13,500.00	13,500.00	13,500.00	13,500.00	13,500.00
Total Income	\$2,011,674.75	\$1,662,332.02	\$1,631,825.00	\$ 1,548,200.64	\$ 1,601,347.22
Total Income without surplus	\$1,428,800.75	\$1,358,050.45	\$1,516,100.85	\$ 1,530,256.06	\$ 1,586,884.89
Used Surplus to balance the budget	\$ 278,592.43	\$ 188,557.42	\$ 97,779.57	\$ 3,482.25	
Expenses					
Operating Expenses	1,463,229.18	1,428,525.87	1,451,798.43	1,466,656.31	1,486,909.27
Election Expenses	14,000.00	21,000.00	28,000.00	7,000.00	14,000.00
Capital Works	12,000.00	12,000.00	86,000.00	12,000.00	12,000.00
Special Projects	171,164.00	38,082.00	38,082.00	38,082.00	38,082.00
Asset Replacement	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
Contribution to Reserve	37,000.00	37,000.00	0.00	0.00	0.00
Total Expenses	\$1,707,393.18	\$1,546,607.87	\$1,613,880.43	\$ 1,533,738.31	\$ 1,560,991.27
Budget surplus, end of year	304,281.57	115,724.15	17,944.58	14,462.33	40,355.95
	5 % increase	5 % increase	5 % increase	5% increase	3% increase
Year	2024	2025	2026	2027	2028
Previous Year Taxation (exclusive of parcel tax)	1,474,075.00	1,547,778.75	1,625,167.69	1,706,426.07	1,791,747.38
Amount increase	73,703.75	77,388.94	81,258.38	85,321.30	53,752.42
Current Year Taxation	1,547,778.75	1,625,167.69	1,706,426.07	1,791,747.38	1,845,499.80

Option 3 Plan to phase out surplus

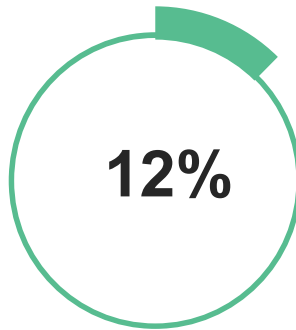
Tax Increase - 5% (2024), 5% (2025), 5% (2026), 5% (2027), 3% (2028)

2024



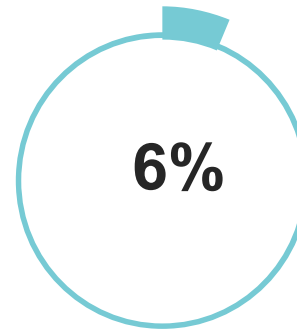
Surplus -
\$278,592.43
Total Expense -
\$1,707,393.18

2025



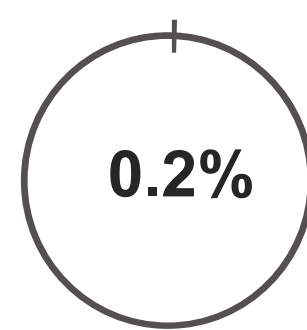
Surplus -
\$188,557.42
Total Expense -
\$1,546,607.87

2026



Surplus -
\$97,779.57
Total Expense -
\$1,613,880.43

2027



Surplus -
\$3,482.25
Total Expense -
\$1,533,738.31

Option 4



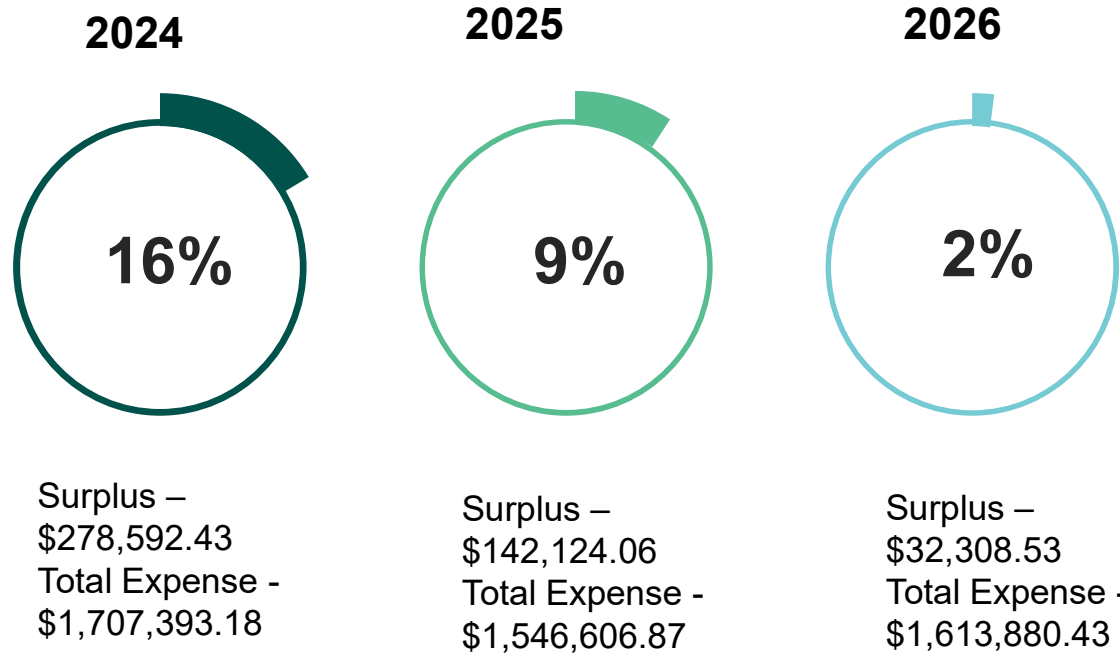
BUDGET 2024

	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Income					
Budget Surplus Beginning of Year	582,874.00	304,281.57	162,157.51	129,848.98	177,392.35
Apportioned Administration Serv	183,384.00	186,134.76	188,926.78	191,760.68	194,637.09
Local Taxation	765,704.75	889,527.05	989,823.11	1,060,699.00	1,060,699.00
Other Revenue(Interest Income)	38,000.00	38,000.00	38,000.00	38,000.00	38,000.00
Contribution from Reserve	0.00	0.00	74,000.00	0.00	0.00
Grants in lieu of taxes	39,240.00	39,240.00	39,240.00	39,240.00	39,240.00
Provincial Basic Grant	167,808.00	200,000.00	200,000.00	200,000.00	200,000.00
Grant Funding	221,164.00	38,082.00	38,082.00	38,082.00	38,082.00
CCRHD Contribution to CCRD (Admin Fees)	13,500.00	13,500.00	13,500.00	13,500.00	13,500.00
Total Income	\$ 2,011,674.75	\$ 1,708,765.38	\$ 1,743,729.41	\$ 1,711,130.66	\$ 1,761,550.44
Total Income without surplus	\$ 1,428,800.75	\$ 1,404,483.81	\$ 1,581,571.89	\$ 1,581,281.68	\$ 1,584,158.09
Used surplus to balance the budget	\$ 278,592.43	\$ 142,124.06	\$ 32,308.53		
Expenses					
Operating Expenses	1,463,229.18	1,428,525.87	1,451,798.43	1,466,656.31	1,486,909.27
Election Expenses	14,000.00	21,000.00	28,000.00	7,000.00	14,000.00
Capital Works	12,000.00	12,000.00	86,000.00	12,000.00	12,000.00
Special Projects	171,164.00	38,082.00	38,082.00	38,082.00	38,082.00
Asset Replacement	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
Contribution to Reserve	37,000.00	37,000.00	0.00	0.00	0.00
Total Expenses	\$ 1,707,393.18	\$ 1,546,607.87	\$ 1,613,880.43	\$ 1,533,738.31	\$ 1,560,991.27
Budget surplus, end of year	304,281.57	162,157.51	129,848.98	177,392.35	200,559.18
	5 % increase	8 % increase	6% increase	4% increase	No increase
Year	2024	2025	2026	2027	2028
Previous Year Taxation(exclusive of parcel tax)	1,474,075.00	1,547,778.75	1,671,601.05	1,771,897.11	1,842,773.00
Amount increase	73,703.75	123,822.30	100,296.06	70,875.88	0.00
Current Year Taxation	1,547,778.75	1,671,601.05	1,771,897.11	1,842,773.00	1,842,773.00

Option 4

Plan to phase out surplus

Tax Increase - 5% (2024), 8% (2025), 6% (2026), 4% (2027), 0% (2028)



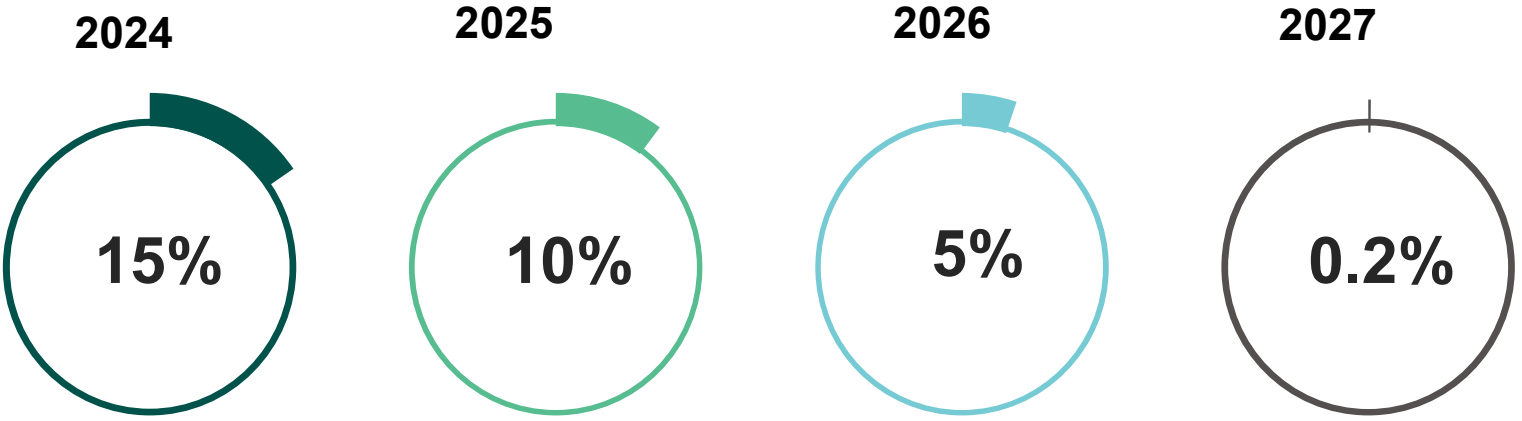
Option 5

	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Income					
Budget Surplus Beginning of Year	582,874.00	319,022.32	161,567.88	79,883.73	76,076.46
Apportioned Administration Serv	183,384.00	186,134.76	188,926.78	191,760.68	194,637.09
Local Taxation	780,445.50	874,196.67	940,447.50	1,009,348.36	1,063,091.03
Other Revenue(Interest Income)	38,000.00	38,000.00	38,000.00	38,000.00	38,000.00
Contribution from Reserve	0.00	0.00	74,000.00	0.00	0.00
Grants in lieu of taxes	39,240.00	39,240.00	39,240.00	39,240.00	39,240.00
Provincial Basic Grant	167,808.00	200,000.00	200,000.00	200,000.00	200,000.00
Grant Funding	221,164.00	38,082.00	38,082.00	38,082.00	38,082.00
CCRHD Contribution to CCRD (Admin Fees)	13,500.00	13,500.00	13,500.00	13,500.00	13,500.00
Total Income	\$ 2,026,415.50	\$1,708,175.75	\$1,693,764.16	\$1,609,814.77	\$ 1,662,626.59
Total Income without surplus	\$ 1,443,541.50	\$1,389,153.43	\$1,532,196.28	\$1,529,931.04	\$ 1,586,550.12
Used Surplus to balance the budget	\$ 263,851.68	\$ 157,454.44	\$ 81,684.15	\$ 3,807.27	
Expenses					
Operating Expenses	1,463,229.18	1,428,525.87	1,451,798.43	1,466,656.31	1,486,909.27
Election Expenses	14,000.00	21,000.00	28,000.00	7,000.00	14,000.00
Capital Works	12,000.00	12,000.00	86,000.00	12,000.00	12,000.00
Special Projects	171,164.00	38,082.00	38,082.00	38,082.00	38,082.00
Asset Replacement	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
Contribution to Reserve	37,000.00	37,000.00	0.00	0.00	0.00
Total Expenses	\$ 1,707,393.18	\$1,546,607.87	\$1,613,880.43	\$1,533,738.31	\$ 1,560,991.27
Budget surplus, end of year	319,022.32	161,567.88	79,883.73	76,076.46	101,635.32
	6 % increase	6 % increase	4% increase	4% increase	3% increase
Year	2024	2025	2026	2027	2028
Previous Year Taxation(exclusive of parcel tax)	1,474,075.00	1,562,519.50	1,656,270.67	1,722,521.50	1,791,422.36
Amount increase	88,444.50	93,751.17	66,250.83	68,900.86	53,742.67
Current Year Taxation	1,562,519.50	1,656,270.67	1,722,521.50	1,791,422.36	1,845,165.03

Option 5

Plan to phase out surplus

Tax Increase - 6% (2024), 6% (2025), 4% (2026), 4% (2027), 3% (2028)



Surplus –
\$263,851.68
Total Expense -
\$1,707,393.18

Surplus –
\$157,454.44
Total Expense -
\$1,546,607.87

Surplus –
\$81,684.15
Total Expense -
\$1,613,880.43

Surplus –
\$3,807.27
Total Expense -
\$1,533,738.31

Option 6

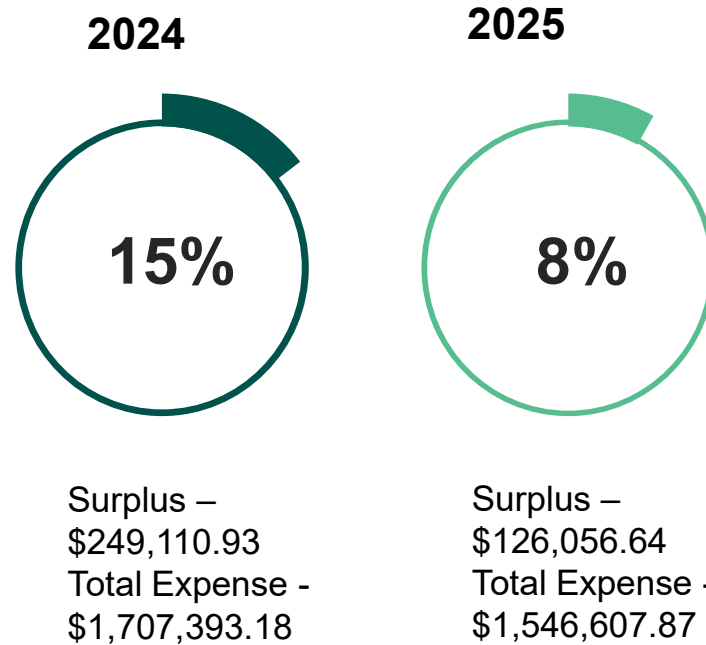


BUDGET 2024

	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Income					
Budget Surplus Beginning of Year	582,874.00	333,763.07	207,706.43	209,306.05	255,997.78
Apportioned Administration Serv	183,384.00	186,134.76	188,926.78	191,760.68	194,637.09
Local Taxation	795,186.25	905,594.47	1,023,731.26	1,059,847.37	1,059,847.37
Other Revenue(Interest Income)	38,000.00	38,000.00	38,000.00	38,000.00	38,000.00
Contribution from Reserve	0.00	0.00	74,000.00	0.00	0.00
Grants in lieu of taxes	39,240.00	39,240.00	39,240.00	39,240.00	39,240.00
Provincial Basic Grant	167,808.00	200,000.00	200,000.00	200,000.00	200,000.00
Grant Funding	221,164.00	38,082.00	38,082.00	38,082.00	38,082.00
CCRHD Contribution to CCRD (Admin Fees)	13,500.00	13,500.00	13,500.00	13,500.00	13,500.00
Total Income	\$ 2,041,156.25	\$1,754,314.30	\$ 1,823,186.47	\$ 1,789,736.09	\$1,839,304.24
Total Income without surplus	\$ 1,458,282.25	\$1,420,551.23	\$ 1,615,480.04	\$ 1,580,430.05	\$1,583,306.46
Used Surplus to balance the budget	\$ 249,110.93	\$ 126,056.64			
Expenses					
Operating Expenses	1,463,229.18	1,428,525.87	1,451,798.43	1,466,656.31	1,486,909.27
Election Expenses	14,000.00	21,000.00	28,000.00	7,000.00	14,000.00
Capital Works	12,000.00	12,000.00	86,000.00	12,000.00	12,000.00
Special Projects	171,164.00	38,082.00	38,082.00	38,082.00	38,082.00
Asset Replacement	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
Contribution to Reserve	37,000.00	37,000.00	0.00	0.00	0.00
Total Expenses	\$ 1,707,393.18	\$1,546,607.87	\$ 1,613,880.43	\$ 1,533,738.31	\$1,560,991.27
Budget surplus, end of year	333,763.07	207,706.43	209,306.05	255,997.78	278,312.98
	7% increase	7 % increase	7% increase	2% increase	No increase
Year	2024	2025	2026	2027	2028
Previous Year Taxation(exclusive of parcel tax)	1,474,075.00	1,577,260.25	1,687,668.47	1,805,805.26	1,841,921.37
Amount increase	103,185.25	110,408.22	118,136.79	36,116.11	0.00
Current Year Taxation	1,577,260.25	1,687,668.47	1,805,805.26	1,841,921.37	1,841,921.37

Option 6 Plan to phase out surplus

Tax Increase - 7% (2024), 7% (2025), 7% (2026), 2% (2027), 0% (2028)



Option 7

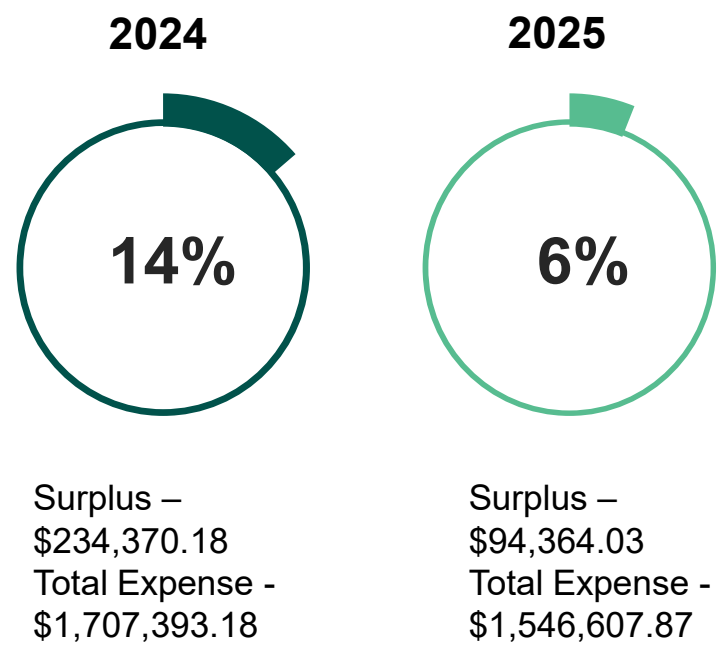


BUDGET 2024

	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Income					
Budget Surplus Beginning of Year	582,874.00	348,503.82	254,139.79	289,650.50	334,137.23
Apportioned Administration Serv	183,384.00	186,134.76	188,926.78	191,760.68	194,637.09
Local Taxation	809,927.00	937,287.08	1,057,642.36	1,057,642.36	1,057,642.36
Other Revenue(Interest Income)	38,000.00	38,000.00	38,000.00	38,000.00	38,000.00
Contribution from Reserve	0.00	0.00	74,000.00	0.00	0.00
Grants in lieu of taxes	39,240.00	39,240.00	39,240.00	39,240.00	39,240.00
Provincial Basic Grant	167,808.00	200,000.00	200,000.00	200,000.00	200,000.00
Grant Funding	221,164.00	38,082.00	38,082.00	38,082.00	38,082.00
CCRHD Contribution to CCRD (Admin Fees)	13,500.00	13,500.00	13,500.00	13,500.00	13,500.00
Total Income	\$ 2,055,897.00	\$ 1,800,747.66	\$ 1,903,530.93	\$ 1,867,875.54	\$ 1,915,238.68
Total Income without surplus	\$ 1,473,023.00	\$ 1,452,243.84	\$ 1,649,391.14	\$ 1,578,225.04	\$ 1,581,101.45
Used Surplus to balance the budget	\$ 234,370.18	\$ 94,364.03			
Expenses					
Operating Expenses	1,463,229.18	1,428,525.87	1,451,798.43	1,466,656.31	1,486,909.27
Election Expenses	14,000.00	21,000.00	28,000.00	7,000.00	14,000.00
Capital Works	12,000.00	12,000.00	86,000.00	12,000.00	12,000.00
Special Projects	171,164.00	38,082.00	38,082.00	38,082.00	38,082.00
Asset Replacement	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
Contribution to Reserve	37,000.00	37,000.00	0.00	0.00	0.00
Total Expenses	\$ 1,707,393.18	\$ 1,546,607.87	\$ 1,613,880.43	\$ 1,533,738.31	\$ 1,560,991.27
Budget surplus, end of year	348,503.82	254,139.79	289,650.50	334,137.23	354,247.41
	8 % increase	8 % increase	7% increase	No increase	No increase
Year	2024	2025	2026	2027	2028
Previous Year Taxation(exclusive of parcel tax)	1,474,075.00	1,592,001.00	1,719,361.08	1,839,716.36	1,839,716.36
Amount increase	117,926.00	127,360.08	120,355.28	0.00	0.00
Current Year Taxation	1,592,001.00	1,719,361.08	1,839,716.36	1,839,716.36	1,839,716.36

Option 7 Plan to phase out surplus

Tax Increase - 8% (2024), 8% (2025), 7% (2026), 0% (2027), 0% (2028)



Phasing out surplus

**Options to phase out surplus from the general operations budget
Increase to taxation each year**

	2024	2025	2026*	2027	2028
Option 1	0%	11%	8%	3%	N/A
Option 2	3%	8%	4%	6%	2%
Option 3	5%	5%	5%	5%	3%
Option 4	5%	8%	6%	4%	N/A
Option 5	6%	6%	4%	4%	3%
Option 6	7%	7%	7%	2%	N/A
Option 7	8%	8%	7%	N/A	N/A

*Election year

Phasing out surplus

Possible Resolution:

THAT the CCRD Board of Directors adopt Option ____ to phase out surplus from the 2024-2028 financial plan;

AND THAT a policy framework regarding the use of surplus be developed and brought back to the Board.

What's Next

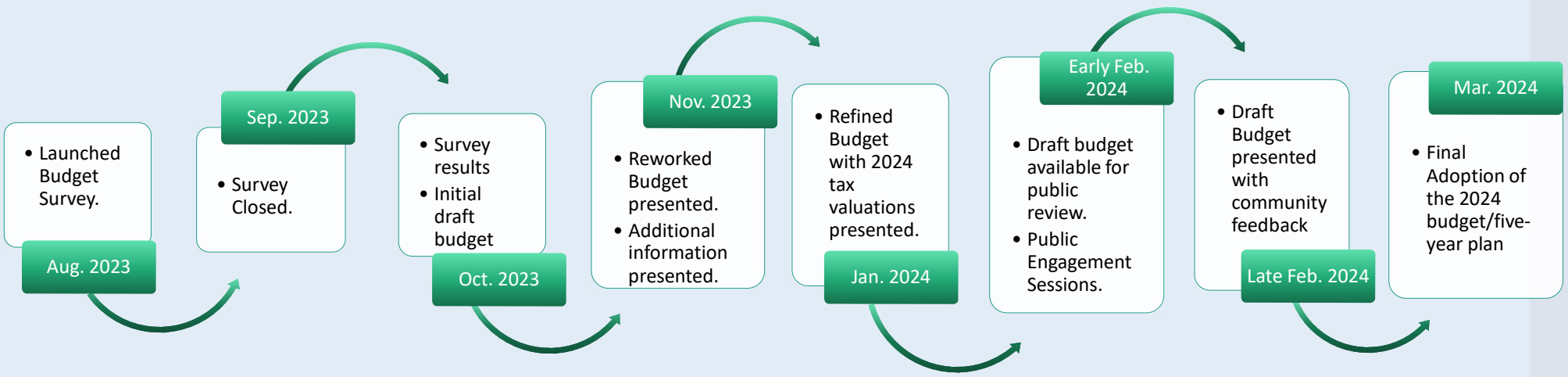
The staff will update the 2023 projection and refine the 2024 draft budget figures based on the Board's direction and information regarding the 2024 projection.

January, review the budget with tax implications and approve the budget for public consultation.

February, undertake public consultation and the Board meets to review consultation and make final edits.

March, final adoption, no edits, or delegations regarding the budget.

BUDGET/ FIVE-YEAR PLAN TIMELINE



Resolution to leave the Committee

THAT the CCRD Board of Directors resolve to leave committee of the whole.

Resolution to Adopt Recommendation

THAT the CCRD Board of Directors adopt the budget recommendations from the committee of the whole.