



Noba Anderson, Director
Cortes– Electoral Area 'B'

Tel: 250-935-0320 E-mail: nanderson@srd.ca

To the SRD Board of Directors and EASC
February 18, 2021

After our last Board meeting, I asked both the Chair of the Board and the Chair of EASC to discuss the matters below with me. Both declined. So, I am here before the entire Board and EASC.

As I stated during the February 10th Board meeting, and even more adamantly at EASC on the same day, I am very troubled by this year's budget process. Over the last number of years, I have witnessed the budget process provide the Board with less and less agency, substantive information and opportunity for meaningful input and change. Although I have mentioned this verbally in other years, this year we have, in my view, hit such an extreme that I must go on the written record. Unless the Board is given information about anticipated work plans that drive the budget, actual budget detail and meaningful opportunities for substantive and informed debate, for the first time in 13 budget cycles I do not anticipate being able to support the budget. I would love to support the budget, believing that the Board has had good information before it and meaningful opportunity for input and debate. There have always been portions of the budget that I do not support, but every year, I have felt that there has been enough (although less over the last few years) information and discussion that the budget is the best reasonable result of staff and Board collaboration.

This year, I see essentially no room for informed Director input. Although it is clearly staff's job to bring forward baselines and recommendations, it is the job of elected officials to reflect the will of our constituents through workplan and budget deliberations and modifications. As a director, I do not feel sufficiently empowered this year to do my job.

In previous years, all directors were provided with multiple iterations of the budget detail and printed binders were provided for easier reference at the beginning of the budget process. Sometimes we would each get three printed versions per year! Special CoW, EASC or Board budget meetings were held where staff presented elected officials with detail for every service and empowered us to vote on specific line-item amendments. I do not expect us to keep cumbersome process that can be improved, but I do expect that we will continue to get the information we need for good decision making.

In budget presentations from staff at Board meetings in previous years, we were shown the actual budget. This year we were shown overall taxation by community, and trends, and changes in tax structures, but not shown any actual budget information. In the portion of the written financial plan that shows the service budgets, there is no detailed information or information about reserves.

I will give some comparative examples below including one from the Board's strategic planning, a region-wide service (emergency planning), a shared electoral areas service (Planning) and a Cortes specific service (Cortes Fire).

Budgeting for Strategic Planning

In previous years, we have had substantive budget discussions about how to fund the implementation of the Board's strategic priorities. Here is a table from our 2015 deliberations.

Strategic Priority Item	2014	2015 proposed funding	Notes
Regional Tourism Service and Strategy	\$18,000	-	150 Regional Feasibility \$29,000 available
Communications Plan	\$25,000	\$30,000	Website Annual report/performance measurement Events
Advance First nations relations, protocol agreements	\$25,000	\$25,000	As per plan
Sustainability Planning	\$32,500	\$32,500	
Grant writer	-	-	
Approvals coordination	\$2,000	\$2,000	
Cellular/internet coverage	\$2,000	\$2,000	

Staff Report – Strategic Planning Session 1, 2015

Page 4

CR Hospital Paramedicine Homeless. Health Network	\$2,000	\$30,000	Renamed 'Community Wellness'
Homelessness Advocacy	\$2,000	-	
Total	\$108,500	121,500	

In contrast to previous years, as far as I can tell this year there is no contemplation of how we will fund the implementation of any of the Board's strategic planning priorities, (as outlined on page 3 of this budget document) that do not have an associated services. How will we resource any of these kinds of specific priorities that clearly need to be funded to move forward? (I have chosen some that are closest to my heart.):

- Identify and support transportation initiatives that safely move people, goods and services between our communities and beyond.
- Support housing diversity so that our residents, young and old, can grow and stay in our communities.
- Support adaptation and mitigation of climate change through local and sub-regional initiatives.

Budgeting for Region-wide Services – 272 - Emergency Program

This year, here is the full extent of what the Board has received in our budget deliberations for this service. I do not find that this provides enough information for the board to have an informed discussion that has the possibility to lead to budget modifications.

Operating Budget:

	2020	2020	2021	2022	2023	2024	2025
	Projection	Budget	Budget	Budget	Budget	Budget	Budget
Revenue:							
Property tax requisition	\$ 310,422	\$ 310,422	\$ 336,174	\$ 340,005	\$ 343,347	\$ 346,755	\$ 350,231
Government transfers	296,835	389,835	93,000	-	-	-	-
Prior year surplus	12,002	13,197	555	-	-	-	-
	<u>619,259</u>	<u>713,454</u>	<u>429,729</u>	<u>340,005</u>	<u>343,347</u>	<u>346,755</u>	<u>350,231</u>
Expense:							
Operating expenses	608,704	703,454	419,729	330,005	333,347	336,755	340,231
Transfers to reserves	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	<u>618,704</u>	<u>713,454</u>	<u>429,729</u>	<u>340,005</u>	<u>343,347</u>	<u>346,755</u>	<u>350,231</u>
Surplus/(Deficit)	\$ 555	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

In previous years, we have received the full budget detail, which has at times allowed spirited debates about service funding levels which, on at least one occasion, lead to the Board's direction to increase the requisition quite substantially, which can only really happen as a result of information worthy of debate. Here is a budget detail example from 2013.

Budget Departmental Report			REGIONAL DISTRICT							
From Category : 100 To Category : 790										
Account Code : 0?-?-???-??? To : 0?-?-???-???										
Account Code	Account Description	CC1 CC2 CC3	2011 Actual Value	2012 Actual Value	2012 Budget Value	2013 Proposed Budget	2014 Financial Plan	2015 Financial Plan	2016 Financial Plan	2017 Financial Plan
GENERAL REVENUE FUND - SRD										
272 --> STRATHCONA EMERGENCY PROGRAM										
OPERATING REVENUE										
01-1-272-005	GIL FED GOVT		61	0	0	0	0	0	0	0
01-1-272-007	GIL PROV GOVT		30	0	0	0	0	0	0	0
01-1-272-009	GIL LOCAL GOVT		1,067	16	0	0	0	0	0	0
01-1-272-014	FED GOVT COND TSFRS		2,870	3,668	11,950	4,762	0	0	0	0
01-1-272-015	REQN ELECT/SPEC PROV GOVT		39,344	46,582	46,558	46,558	52,105	52,105	53,081	53,081
01-1-272-016	GRANT PROV GOVT CONDITIONAL		29,914	2,540	12,500	10,000	0	0	0	0
01-1-272-020	REQN MUNICIPAL		86,156	98,418	98,442	98,442	109,895	109,895	111,919	111,919
01-1-272-128	OTHER REVENUE		0	0	0	0	0	0	0	0
01-1-272-133	RECOVERIES OTHER		105	0	0	0	0	0	0	0
01-1-272-150	SURPLUS PRIOR YEAR		49,459	33,097	23,000	18,500	0	0	0	0
Total OPERATING REVENUE			209,006	184,322	192,450	178,262	162,000	162,000	165,000	165,000
OPERATING EXPENSES										
01-2-272-200	SUPPORT SERVICES		18,790	20,543	20,543	23,585	24,347	23,104	24,000	24,277
01-2-272-210	GRANT - OPERATIONAL		11,000	11,500	12,500	13,250	14,000	14,000	14,000	14,000
01-2-272-220	SALARIES & WAGES		66,764	55,548	68,800	70,176	71,580	73,011	74,471	75,961
01-2-272-225	BENEFITS		18,016	15,856	19,264	19,649	20,042	20,443	20,852	21,269
01-2-272-281	MATERIALS & SUPPLIES-GENERAL		0	1,669	0	1,000	1,000	500	500	500
01-2-272-284	MEETING EXPENSE		1,081	2,352	0	1,000	1,000	1,000	1,000	1,000
01-2-272-293	OFFICE EXPENSES		1,017	103	1,000	1,000	1,000	500	500	500
01-2-272-314	TELEPHONE & ALARM LINES		6,886	4,775	6,359	4,175	4,309	5,066	5,260	4,983
01-2-272-319	TRAINING/DEVELOPMENT & CONFERENCE		8,458	6,850	29,900	14,535	7,500	7,500	7,500	7,500
01-2-272-320	TRAVEL		727	207	2,500	2,500	1,500	1,500	1,500	1,500
01-2-272-335	ADVERTISING		1,192	847	500	500	255	200	200	200
01-2-272-340	DUES AND MEMBERSHIPS		0	60	200	200	200	200	200	200
01-2-272-350	MAPS & PRINTING SUPPLIES		0	61	0	0	0	0	0	0
01-2-272-353	PUBLIC RELATIONS		1,179	1,321	2,000	2,000	2,000	2,000	2,000	2,000
01-2-272-369	INSURANCE LIABILITY		564	198	240	240	250	254	259	259
01-2-272-372	INSURANCE PROPERTY		7	7	10	10	11	11	11	11
01-2-272-381	LEGAL FEES		0	0	500	500	500	500	500	500
01-2-272-387	OTHER PROF FEES		23,090	0	17,500	13,500	2,000	2,000	2,000	1,040
01-2-272-421	RENTAL/LEASE BUILDINGS		8,400	8,400	9,100	9,100	9,100	9,100	9,100	9,100
01-2-272-438	CONTRACT SVCS EQUIP/MACH		3,911	1,993	0	0	0	0	0	0

The views expressed in this letter are those of the director and do not necessarily reflect those of the corporation or the full board of directors.

Strathcona Regional District
Budget Departmental Report



GL5290A Page : 43
Date : Nov 02, 2012 Time : 4:50 pm

From Category : 100 To Category : 790
Account Code : 0?-?-???-??? To : 0?-?-???-???

Account Code	Account Description	CC1	CC2	CC3	2011 Actual Value	2012 Actual Value	2012 Budget Value	2013 Proposed Budget	2014 Financial Plan	2015 Financial Plan	2016 Financial Plan	2017 Financial Plan
01-2-272-461	INSURANCE/LICENCE VEHICLE				182	182	200	200	200	200	200	200
01-2-272-468	MINOR CAPITAL				2,056	0	500	500	0	0	0	0
01-2-272-519	CONTRIB TO APPROPRIATED SURPLUS				2,587	834	834	642	1,206	911	947	0
Total OPERATING EXPENSES					175,909	133,305	192,450	178,262	162,000	162,000	165,000	165,000
OPERATING Surplus/(Deficit)					33,097	51,016	0	0	0	0	0	0
CAPITAL Surplus/(Deficit)					0	0	0	0	0	0	0	0
Category Total -->					33,097	51,016	0	0	0	0	0	0

Budgeting for Shared Electoral Area-wide Services – 500 Planning

The Planning Function, in my view is the most important and extreme example of what I am noticing; *rural land-use planning arguably being the very reason for the creation of the Regional District system*. In previous years, there was an offering of community budget meeting, EASC was given multiple opportunities to look at all the budget detail (binders with budget detail from every SRD service were given to directors), special meetings were called just for budget discussions, a substantive work plan was presented, discussed, debated and in some years voted on. We had good opportunities to discuss what long-range planning issues are important in our areas and how to allocate time and budget accordingly. We needed to know which long-range planning work could be undertaken in house and which ones needed additional financial resources to hire external consultants.

Here is the planning budget information that was before the Board in 2013. It includes full budget detail as well as information on reserves. In separate spaces the work plan was often outlined.

GENERAL REVENUE FUND - SRD									
500 --> PLANNING									
OPERATING REVENUE									
01-1-500-005	GIL FED GOVT	538	0	1,100	1,100	1,100	1,100	1,100	1,100
01-1-500-007	GIL PROV GOVT	270	0	0	0	0	0	0	0
01-1-500-015	REQN ELECT/SPEC PROV GOVT	348,496	533,643	533,644	461,378	579,559	586,215	597,684	608,326
01-1-500-079	PUBLICATIONS & MAPS	0	15	0	0	0	0	0	0
01-1-500-101	APPL FEES - AGRICULTURE LAND COMMIS	300	0	500	500	500	500	500	500
01-1-500-102	APPL FEES - BOARD OF VARIANCE	1,000	0	1,000	1,000	1,500	1,500	1,500	1,500
01-1-500-103	APPL FEES - REZONING/COMM PLAN	9,500	23,050	20,000	20,000	23,000	23,000	23,000	23,000
01-1-500-104	APPL FEES - SUBDIVISION	5,000	3,500	5,000	5,000	6,000	6,000	6,000	6,000
01-1-500-109	APPL FEES - OTHER	4,175	2,240	5,000	5,000	6,000	6,000	6,000	6,000
01-1-500-115	OTHER PERMIT FEES	2,100	7,950	10,000	10,000	12,000	12,000	12,000	12,000
01-1-500-128	OTHER REVENUE	106	3	100	100	100	100	100	100
01-1-500-133	RECOVERIES OTHER	283	0	0	0	0	0	0	0
01-1-500-150	SURPLUS PRIOR YEAR	218,398	108,278	105,000	135,000	0	0	0	0
01-1-500-151	FUNDS ALLOCATED FR APPROPRIATED SU	60,000	0	0	0	0	0	0	0
Total OPERATING REVENUE		650,165	678,679	681,344	639,078	629,759	636,415	647,884	658,526
OPERATING EXPENSES									
01-2-500-200	SUPPORT SERVICES	33,771	29,382	29,382	30,307	31,092	29,727	30,929	31,284
01-2-500-220	SALARIES & WAGES	270,771	242,778	286,737	292,472	298,321	304,288	310,374	316,581
01-2-500-225	BENEFITS	62,762	59,155	80,286	81,892	83,530	85,201	86,905	88,643
01-2-500-266	DELIVERIES/TRANSPORTATION	215	0	500	500	500	500	500	500
01-2-500-284	MEETING EXPENSE	3,410	1,392	3,500	3,000	2,000	2,000	2,000	2,000
01-2-500-293	OFFICE EXPENSES	319	422	500	750	500	500	500	500
01-2-500-296	POSTAGE	0	10	250	250	250	250	250	250
01-2-500-314	TELEPHONE & ALARM LINES	522	808	750	750	750	750	750	750
01-2-500-317	TITLE SEARCHES	121	532	500	500	500	500	500	500
01-2-500-319	TRAINING/DEVELOPMENT & CONFERENCE	3,030	865	10,000	10,000	10,000	10,000	10,000	10,000
01-2-500-320	TRAVEL	3,948	2,642	3,000	3,000	2,500	2,500	2,500	2,500
01-2-500-335	ADVERTISING	3,154	2,833	5,000	4,000	4,000	4,000	4,000	4,000
01-2-500-340	DUES AND MEMBERSHIPS	1,090	1,357	1,500	1,750	1,500	1,500	1,500	1,500
01-2-500-347	LIBRARY/PUBLICATIONS	408	501	750	500	500	500	500	500
01-2-500-350	MAPS & PRINTING SUPPLIES	527	261	500	500	500	500	500	500
01-2-500-353	PUBLIC RELATIONS	128	328	300	300	300	300	300	300
01-2-500-369	INSURANCE LIABILITY	1,601	1,656	2,010	1,898	1,936	1,936	1,936	1,936
01-2-500-381	LEGAL FEES	2,686	3,775	15,000	10,000	10,000	10,000	10,000	10,000
01-2-500-387	OTHER PROF FEES	2,958	139	50,000	35,000	20,000	20,000	20,000	20,000

[Return to Table of Contents](#)
 2013-2017 Financial Plan, January 11, 2013, Page E-126

Strathcona Regional District				GL5290A		Page : 2						
Budget Departmental Report				Date : Jan 11, 2013		Time : 11:38 am						
From Category : 500 To Category : 502												
Account Code : 0?-?-???-??? To : 0?-?-???-???												
Account Code	Account Description	CC1	CC2	CC3	2011 Actual Value	2012 Actual Value	2012 Budget Value	2013 Recommende d Budget	2014 Financial Plan	2015 Financial Plan	2016 Financial Plan	2017 Financial Plan
01-2-500-468	MINOR CAPITAL				0	329	2,500	2,500	1,000	1,000	1,000	1,000
01-2-500-480	TRANSFER TO CAPITAL				0	0	13,146	0	0	0	0	0
01-2-500-485	CONTR TO CAP WORKS MACH EQUIP RESE				5,000	0	0	5,000	5,000	5,000	5,000	5,000
01-2-500-519	CONTRIB TO APPROPRIATED SURPLUS				8,869	0	0	0	3,416	1,828	1,828	1,828
Total OPERATING EXPENSES					405,290	349,167	506,111	484,869	478,095	482,818	491,848	500,186
OPERATING Surplus/(Deficit)					244,874	329,512	175,233	154,209	151,664	153,597	156,036	158,340
CAPITAL REVENUE SOURCES												
01-5-500-145	TRANSFER FR RESERVE				0	0	30,000	0	0	0	0	0
01-5-500-148	TRANSFER FR OPERATING FUND				0	0	13,146	0	0	0	0	0
01-5-500-151	FUNDS ALLOCATED FR APPROPRIATED SU				0	0	49,989	43,000	0	0	0	0
Total CAPITAL REVENUE SOURCES					0	0	93,135	43,000	0	0	0	0
CAPITAL EXPENDITURES												
01-6-500-473	IT INFRASTRUCTURE				0	36,716	93,135	43,000	0	0	0	0
Total CAPITAL EXPENDITURES					0	36,716	93,135	43,000	0	0	0	0
CAPITAL Surplus/(Deficit)					0	-36,716	0	0	0	0	0	0
Category Total -->					244,874	292,795	175,233	154,209	151,664	153,597	156,036	158,340

The views expressed in this letter are those of the director and do not necessarily reflect those of the corporation or the full board of directors.



Reserve Fund Balance Estimates

500 Planning

500 Planning Service Future Expenditure Reserve Fund

		Amount (\$)	Fund Balance (\$)
2012	Balance forward	4,105	4,105
			4,105
	Estimated Balance at 2017		4,105



Reserve Fund Balance Estimates

500 Planning

850 Planning Services Capital Works, Machinery and Equipment Reserve Fund

		Amount (\$)	Fund Balance (\$)
2012	Balance forward	625	625
			625
2013	Contribution	5,000	5,000
			5,625
2014	Contribution	5,000	5,000
			10,625
2015	Contribution	5,000	5,000
			15,625
2016	Contribution	5,000	5,000
			20,625
2017	Contribution	5,000	5,000
			25,625
	Estimated Balance at 2017		25,625

This year, EASC saw our shared planning budget for the first time in mid-February and this is the extent of what we know about the 2021 500 Planning budget.

Operating Budget:

	2020 Projection	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Revenue:							
Property tax requisition	\$ 639,493	\$ 639,493	\$ 559,516	\$ 766,790	\$ 779,430	\$ 792,322	\$ 805,473
Sales of services	2,100	15,000	15,000	15,000	15,000	15,000	15,000
Other revenue	42,692	53,850	48,850	48,850	48,850	48,850	48,850
Government transfers	15,550	52,500	36,950	-	-	-	-
Prior year surplus	333,393	319,334	367,882	-	-	-	-
	1,033,228	1,080,177	1,028,198	830,640	843,280	856,172	869,323
Expense:							
Operating expenses	440,346	855,177	903,198	830,640	843,280	856,172	869,323
Transfers to reserves	225,000	225,000	125,000	-	-	-	-
	665,346	1,080,177	1,028,198	830,640	843,280	856,172	869,323
Surplus/(Deficit)	\$ 367,882	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The views expressed in this letter are those of the director and do not necessarily reflect those of the corporation or the full board of directors.

Given that we have come to previously expect at least being told what long-range planning items are on the annual workplan for this service, I asked what was planned for 2021. We were told by our CAO that no work plans would be provided for this budget cycle. In the 'budget commentary and service goals' below, nothing is noted other than 'maintain historical service levels.' We have no idea what long-range planning matters are on the work plan, if they will be done in house or if we need to set aside funds to hire contractors to support the work. When I specifically asked if the Cortes zoning bylaw update, which has been on the work plan for 11 consecutive years, was on the work plan this year, we were told that this was an inappropriate level of specificity for these deliberations. This is all we were provided:

Budget Commentary & Service Goals:

- \$80,000, or 12.5% decline in requisition, primarily due to accumulating surpluses.
- Sale of services and other revenue decline due to COVID.
- Maintain historical service levels.
- \$26,250 Government transfers due to 50% carryforward of Integrated Community Stability Plan. (SPF Grant)
- \$11,800 Deferred Software licencing costs due to delayed capital project.

We were told that if we wanted to discuss planning matters in any specific electoral area that we should have brought up these matters in the November single participant service discussions. The problem with that suggestion is that single participants have no agency over this shared service and the Cortes single participant agenda did not include planning. Even if I had brought it up there, a single EA director cannot solely influence our shared planning service budget. I am in no way trying to do an end-run around the autonomy of the EASC and asking that the Board get involved in determining the planning budget. I am simply bringing to the attention of the Board the level of information and agency given to what is arguably the most foundational service provided by the SRD.

I simply do not know how we can contemplate a budget if we have no idea of its associated work plan. And it is not acceptable to me that we do not know our planning department's work priorities. By Provincial legislation, it is my understanding that we are supposed to update our core long-range planning documents every 5 years. But here is the state of affairs:

Cortes Island OCP	2012
Quadra Island OCP	2007
Cortes Island Zoning Bylaw	2002
Menzies Bay OCP	2000
Area D OCP	1996
Menzies Bay Zoning Bylaw	1996
Desolation Sound Rural Land Use Bylaw	1993
Quadra Island Zoning Bylaw	1990

Since the election in 2018, I do not remember EASC getting any updates on any of these long-range planning processes, at least two of which are supposedly underway; the Cortes Zoning Bylaw review and the Quadra Island Integrated Sustainability Plan. Truth is, it is time for an integrated resiliency plan for Cortes, but how can I even bring this up if we cannot get to the update of the zoning bylaw in a decade? We are being taxed for this planning service and are simply not receiving the service.

Budgeting for Single Participant Services – 250 Cortes Island Fire

This is the extent of the budget detail that we have been provided thus far this year. It includes no budget detail and no information about reserves.

Operating Budget:

	2020	2020	2021	2022	2023	2024	2025
	Projection	Budget	Budget	Budget	Budget	Budget	Budget
Revenue:							
Property tax requisition	\$ 225,500	\$ 225,500	\$ 234,275	\$ 245,912	\$ 255,011	\$ 264,540	\$ 274,519
Sales of services	4,620	4,620	4,620	4,620	4,620	4,620	4,620
Transfers from reserves	-	-	9,000	-	-	-	-
Prior year surplus	3,570	3,570	2,946	-	-	-	-
	<u>233,690</u>	<u>233,690</u>	<u>250,841</u>	<u>250,532</u>	<u>259,631</u>	<u>269,160</u>	<u>279,139</u>
Expense:							
Operating expenses	180,744	183,690	200,841	200,532	209,631	219,160	229,139
Transfers to reserves	50,000	50,000	50,000	50,000	50,000	50,000	50,000
	<u>230,744</u>	<u>233,690</u>	<u>250,841</u>	<u>250,532</u>	<u>259,631</u>	<u>269,160</u>	<u>279,139</u>
Surplus/(Deficit)	\$ 2,946	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Here is what was offered to the Board in 2013.

From Category : 100 To Category : 790
Account Code : 0?-?-???-??? To : 0?-?-???-???

Account Code	Account Description	CC1	CC2	CC3	2011 Actual Value	2012 Actual Value	2012 Budget Value	2013 Proposed Budget	2014 Financial Plan	2015 Financial Plan	2016 Financial Plan	2017 Financial Plan
GENERAL REVENUE FUND - SRD												
250 --> CORTES ISLAND FIRE												
OPERATING REVENUE												
01-1-250-015	REQN ELECT/SPEC PROV GOVT				169,178	180,000	180,000	180,000	197,500	197,500	197,500	197,500
01-1-250-025	SALE SVCS LOCAL GOVT				4,180	4,180	4,500	4,500	4,500	4,500	4,500	4,500
01-1-250-150	SURPLUS PRIOR YEAR				8,642	6,156	6,157	40,000	0	0	0	0
01-1-250-151	FUNDS ALLOCATED FR APPROPRIATED SL				0	0	0	0	10,000	10,000	10,000	10,000
Total OPERATING REVENUE					182,000	190,336	190,657	224,500	212,000	212,000	212,000	212,000
OPERATING EXPENSES												
01-2-250-200	SUPPORT SERVICES				4,341	3,905	3,905	4,571	4,732	4,449	4,640	4,693
01-2-250-210	GRANT - OPERATIONAL				106,276	112,734	112,734	113,000	114,000	114,000	114,000	114,000
01-2-250-266	DELIVERIES/TRANSPORTATION				10	0	0	0	0	0	0	0
01-2-250-369	INSURANCE LIABILITY				815	828	1,003	1,003	1,043	1,063	1,083	1,083
01-2-250-372	INSURANCE PROPERTY				318	315	450	450	467	476	486	486
01-2-250-381	LEGAL FEES				0	0	1,000	1,000	1,000	1,000	1,000	1,000
01-2-250-387	OTHER PROF FEES				0	0	5,000	5,000	5,000	5,000	5,000	5,000
01-2-250-461	INSURANCE/LICENCE - VEHICLE				3,372	3,299	5,007	5,007	5,200	5,303	5,410	5,410
01-2-250-485	CONTR TO CAP WORKS MACH EQUIP RESI				26,695	20,058	20,058	12,509	919	1,861	2,468	4,495
01-2-250-489	RESERVE CONTRIB-FUTURE EXPEND				5,000	2,500	2,500	2,500	1,000	1,000	1,500	1,500
01-2-250-505	DEBT CHARGES-PRINCIPAL				0	0	30,000	35,000	70,000	70,000	70,000	70,000
01-2-250-506	DEBT CHARGES-INTEREST				0	0	4,000	4,460	8,639	7,848	6,413	4,333
01-2-250-508	CAPITAL LEASE - PRINCIPAL PYMT				28,776	0	0	0	0	0	0	0
01-2-250-509	CAPITAL LEASE - INTEREST PYMT				241	0	0	0	0	0	0	0
01-2-250-519	CONTRIB TO APPROPRIATED SURPLUS				0	5,000	5,000	40,000	0	0	0	0
Total OPERATING EXPENSES					175,844	148,639	190,657	224,500	212,000	212,000	212,000	212,000
OPERATING Surplus/(Deficit)					6,156	41,697	0	0	0	0	0	0
CAPITAL REVENUE SOURCES												
01-5-250-140	SHORT TERM DEBT PROCEEDS				0	0	300,000	350,000	0	0	0	0
01-5-250-145	TRANSFER FR RESERVE				0	0	35,000	35,000	0	0	0	0
Total CAPITAL REVENUE SOURCES					0	0	335,000	385,000	0	0	0	0
CAPITAL EXPENDITURES												

11/2

Proposed 2013-2017 Financial Plan / Page 33

The views expressed in this letter are those of the director and do not necessarily reflect those of the corporation or the full board of directors.

Strathcona Regional District
Budget Departmental Report



GL5290A Page : 34
Date : Nov 02, 2012 Time : 4:50 pm

From Category : 100 To Category : 790
Account Code : 0?-?-???-??? To : 0?-?-???-???

Account Code	Account Description	CC1	CC2	CC3	2011 Actual Value	2012 Actual Value	2012 Budget Value	2013 Proposed Budget	2014 Financial Plan	2015 Financial Plan	2016 Financial Plan	2017 Financial Plan
01-6-250-475	MACHINERY & EQUIPMENT				0	0	35,000	35,000	0	0	0	0
01-6-250-478	VEHICLES				0	0	300,000	350,000	0	0	0	0
Total CAPITAL EXPENDITURES					0	0	335,000	385,000	0	0	0	0
CAPITAL Surplus/(Deficit)					0	0	0	0	0	0	0	0
Category Total -->					6,156	41,697	0	0	0	0	0	0



Reserve Fund Balance Estimates

250 Cortes Island Fire

250 South Cortes Fire Protection Future Expenditure Reserve Fund

		Amount (\$)	Fund Balance (\$)
2012	Balance forward	40,672	40,672
2013	Contribution	2,500	43,172
2014	Contribution	1,000	44,172
2015	Contribution	1,000	45,172
2016	Contribution	1,500	46,672
2017	Contribution	1,500	48,172
Estimated Balance at 2017			48,172



Reserve Fund Balance Estimates

250 Cortes Island Fire

827 South Cortes Island Fire Protection Local Service Area Capital Works, Machinery, and Equipment Reserve Fund

		Amount (\$)	Fund Balance (\$)
2012	Balance forward	86,734	86,734
2013	Contribution	22,915	109,649
2013	Expenditure	-35,000	74,649
2014	Contribution	14,275	88,924
2015	Contribution	14,865	103,789
2016	Contribution	15,483	119,272
2017	Contribution	17,300	136,572
Estimated Balance at 2017			136,572

I am writing to ask that we, as a Board and EASC, take control back of our budget process and content for this year, for the 2021 budget, and that we as elected officials who are entrusted with the thoughtful spending of our constituent's funds find a way of having meaningful and informed control of our budget. I am suggesting that we request of our CAO that meaningful budget detail and associated work plans be provided to the Board so that we can have a real budget process this year.

Sincerely,



Noba Anderson, Regional Director