

**Funding Codes:**

GR - Grants

R - Transfers In from Reserves

DCC - DCC Revenues

D - Donations/Miscellaneous

A - Amenity

B - Borrowing

G - General taxation and revenue

**The Corporation of the Village of Cumberland  
2019 - 2023 Financial Plan  
Five Year Operating Projects & Transfers To Reserves**

	<u>Funding Codes</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
<b>Environmental Health Services (Solid Waste, Water, Sewer &amp; Storm)</b>						
<b>Water Services</b>						
Water conservation incentive program (host amenity funds)	R	10,000	10,000	-	-	-
Clearing and grubbing the supply line from Allen Lake	G	3,600	-	-	-	-
Reservoir Road Access Brushing	G	3,850	-	-	-	-
Clear vegetation from this watermain corridor along Cumberland Road - East of Hope	G	2,350	-	-	-	-
Explanatory Plan with Easements (was Land survey costs for Steven's Lake Dam in 2018)	R	5,000	-	-	-	-
Water meter replacement	G	4,000	-	-	-	-
Access requirements from BC Hydro for water treatment project	G	9,000	-	-	-	-
<b>Sewer &amp; Storm Services</b>						
Liquid Waste Management Planning (LWMP) process	R	76,775	-	-	-	-
Biochar Reed Bed and Wetland study for LWMP process (grants and sewer accumulated surplus funds)	R,GR	100,000	-	-	-	-
Sewer Lagoon berm maintenance (regrade berms and add gravel to help shed water/improve drainage and provide a more stable driving surface)	G,R	7,000	-	-	-	-
Inflow & Infiltration Investigations	DCC,G	10,200	-	-	-	-
Remove vegetation surrounding the Hope Road sewer trunk main and manholes for maintenance and repairs	G	12,060	-	-	-	-
Sewer lagoon row boat replacement	G	2,740	-	-	-	-
SCADA review and report	G	10,000	-	-	-	-
Drainage maintenance (Maple Lake Creek ditching @ Royston Road)	R	7,000	-	-	-	-
Install new headwall on Storm sewer at bottom of Sutton Road	G	2,700	-	-	-	-
<b>Transportation Services (Roads)</b>						
Annual Budget for right of way maintenance	G	2,125	2,125	2,125	2,125	2,125
Increase to annual operating budget for tree assessments and removals	G	1,800	1,800	1,800	1,800	1,800
New casual public works labour (20 days)	G	5,690	5,800	5,920	-	-
Second full-time seasonal student public works position (90 days)	G	-	17,100	17,440	17,790	18,150
New full-time seasonal labourer public works position (151 days)	G	-	46,210	47,130	48,070	49,030
New full-time permanent truck driver/labourer public works position	G	-	-	-	73,500	98,140

	<b>Funding</b>					
	<b>Codes</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Transportation Services (Roads) continued</b>						
Landfill corridor garbage pickup program (will start coming from general funds in 2022)	R,G	17,000	17,000	17,000	17,000	17,000
Accessible Parking improvements	G	5,135	-	-	-	-
Update roads master plan	G	-	30,000	-	-	-
New bike racks	G	6,000	-	-	-	-
<b>Cemeteries (Public Health Services)</b>						
<b>Civic Cemetery:</b>						
Natural burial cemetery services (comes from cemetery fees)	G	3,600	3,600	3,600	3,600	3,600
Volunteer preservation program	R	2,000	-	-	-	-
Hand water pump replacement	G	500	-	-	-	-
Contractor to top dress East/West mainroad	G	-	10,000	-	-	-
Top dress secondary roads	G	-	10,000	-	-	-
Block decommissioned roads	G	1,200	-	-	-	-
Cemetery mapping updates	G,R	1,000	-	-	-	-
<b>Japanese and Chinese Cemetery and Coal Creek Historical Park:</b>						
Replacement of cast bronze plaques stolen in 2018	G	2,500	-	-	-	-
<b>General Government Services</b>						
<b>Council:</b>						
Annual Increase to travel and conferences and one-time increase for newly elected officials training in 2019	G	10,940	6,690	6,690	6,690	6,690
Annual Increase to Council remuneration	G	9,580	9,580	9,580	9,580	9,580
Committees and Commissions costs - meetings/training/conferences/memberships/promotional educational supplies/events/processes	G	4,725	3,825	3,825	3,825	3,825
<b>CAO &amp; Legislative Services:</b>						
Increase to annual training budget for management team building every second year	G	1,500	-	1,500	-	1,500
Annual management salary adjustments	G	12,500	7,500	7,500	7,500	7,500
Permanent Economic Development Service (1 full-time manager/marketing & events/tourism development	G	88,360	116,040	119,450	121,650	125,150
<b>Economic Development Strategy Implementation Projects:</b>						
Strategy 1A - Investment Attraction Plan (dependent on Rural Dividend Grant)	GR,R	45,000	-	-	-	-
Strategy 3A - Hold community information Session re: cooperative investment options	G	250	-	-	-	-
Strategy 4A - Hold information Session re: Arts and Culture as an economic driver	G	250	-	-	-	-
Strategy 4B - Develop Arts and Culture Plan	G	-	30,000	-	-	-
Strategy 5A - Develop an Accommodation Strategy	G	-	-	30,000	-	-
Strategy 6A - Strategy 4A - Hold information Session re: creation of a Business	G	250	-	-	-	-
Strategy 7A/B - Creating a Business Friendly Environment through an Economic	GR,R	45,000	-	-	-	-
Strategy 8A - Facilitate better communication among tourism sector	G	-	-	250	-	-

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<b>Economic Development Strategy Implementation Projects continued</b>						
Strategy 8B - Support/development of a tourism focused web platform	G	-	-	-	30,000	-
Convert legislative services assistant to full-time	G	-	-	15,150	30,300	30,910
Economic Development strategy implementation carried forward from 2018 (Rural Dividend Grant)	GR	15,000	-	-	-	-
CVRD Final Payment for withdrawal from service	R	40,000	-	-	-	-
Approved funds to match economic development grant opportunities carried forward from 2018 (general accumulated surplus funds)	R	15,000	-	-	-	-
Mountain Bike Tourism Association <i>Ride Island campaign</i> (budget beyond 2019 TBD)	G	5,000	-	-	-	-
Inventory community accessible features, develop trail profiles, and develop a web portal to identify and map accessible infrastructure in the Village	G	-	-	15,000	-	-
Local Government Election in 2022 (host amenity funds)	R	-	-	-	21,250	-
<b>Council Chambers Maintenance Projects:</b>						
Forced Air Duct Cleaning every two years	G	-	-	500	-	500
<b>Financial Services:</b>						
Blackberry Good Software annual license	G	3,000	3,000	3,000	3,000	3,000
Annual Carbon Offsets	G	7,500	7,500	7,500	7,500	3,000
Asset Management Plan completion (UBCM grant and general accumulated surplus)	GR,R	5,000	-	-	-	-
Diamond System upgrade	R	15,000	-	-	-	-
Remote Desktop Access	G	10,000	-	-	-	-
Desktop system for Utility worker daily operations	G	2,800	-	-	-	-
Finance Desktop printer	G	-	5,000	500	500	500
Additional Financial System licenses	G	-	-	-	4,425	600
Online Home Owner Grant program	G	-	-	9,150	2,000	2,000
<b>Municipal Office Maintenance Projects:</b>						
Municipal Office Forced Air Duct Cleaning every two years	G	-	-	900	-	900
Install new exit door on east side of office	G	2,500	-	-	-	-
Paint the Exterior of the Municipal Office (host amenity funds)	R	-	17,500	-	-	-
<b>Planning &amp; Development</b>						
Annual increase to operations budget to complete Statement of Significance in-house	G	500	500	500	500	500
Homelessness Committee brochure	R	1,000	-	-	-	-
DCC bylaw update	DCC	10,000	-	-	-	-
Ortho Photo imagery for GIS	G	1,100	-	1,200	-	1,300
Urban Tree Management Plan	G	20,000	-	-	-	-
Cumberland Enhancement Study Update	G	-	15,000	-	-	-
OCP review	G	-	3,000	-	-	-
Zoning Bylaw Review	G	-	-	-	3,000	-

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	<u>Codes</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
<b>Protective Services</b>						
<b>Bylaw Enforcement:</b>						
Wildlife Coordinator	G	5,000	5,000	5,000	5,000	5,000
Bylaw Park Signs	G	1,000	-	-	-	-
<b>Fire Services:</b>						
Convert Deputy Fire Chief to full-time in 2021	G	-	-	27,270	27,820	28,380
Increase to Volunteer training budget & hours	G	5,800	5,800	5,800	5,800	5,800
Increase to Volunteer wages for testing all equipment	G	1,800	1,800	1,800	1,800	1,800
Increase Call outs and practice hourly pay (\$12 to \$15-2019/to \$18-2020/to \$21-2021)	G	15,900	26,500	39,750	39,750	39,750
Increase to Volunteer annual event funding (currently budget is \$4,000)	G	500	500	500	500	500
Equipment replacement for Wildfire protection unit	D	4,000	4,000	4,000	4,000	4,000
Summer Forest Fire Prevention Patrols	G	1,500	1,500	1,500	1,500	1,500
Fire/Rescue vehicle/equipment modifications	R	11,000	-	-	-	-
Fire boat - insulate roof/wipers/heater	R	1,000	-	-	-	-
Auxiliary motor for rescue boat	R	3,000	-	-	-	-
Trailer Purchase (small trailer for emergency spill kit to be situated at Lake Park)	G,R	8,390	-	-	-	-
Annual fire hose replacement (hard suction, attack line & fittings)	G	4,000	4,000	4,000	4,000	4,000
EOCP Grant - Protective & Emerg Ops Centre Equip	GR	12,445	-	-	-	-
<b>Fire Hall Facility Projects:</b>						
Fire Hall forced air duct cleaning	G	-	-	500	-	500
<b>Recreation, Community &amp; Events &amp; Parks</b>						
<b>Recreation Services (increased program revenues by \$32k):</b>						
Budget to cover fitness passes given for fundraising events to be determined by Manager of Recreation	G	600	600	600	600	600
Recreation Minor Equipment Upgrades for all programs (at Cultural Centre & CRI)	G	2,500	2,500	2,500	2,500	2,500
Increase annual programming supply budget each year - current budget is \$2030	G	2,530	3,030	3,730	4,630	5,630
Full-time Seasonal Summer Camp Instructors (to be funded by summer camp program fees and possibly grant)	G	15,650	15,960	16,280	16,610	16,940
Casual Rec Worker Hours (14 hrs/week) for registration days and extra work load relief & convert to permanent part-time 21 hrs/week in 2020	G	27,620	40,590	41,400	42,230	43,070
Increase part-time recreation worker to full-time	G	-	-	30,350	30,960	31,580
Additional janitorial hours for new washroom/change room in CRI parking lot - 3.5 hours per week	G	6,560	6,690	6,820	6,960	7,100
Convert part-time recreation worker from 9 months to 12 months per year	G	-	10,340	10,550	10,760	10,980
Convert part-time Janitor from 9 months to 12 months per year	G	-	4,260	4,350	4,440	4,530
Increase part-time janitor to full-time (if new fire hall & new CRI)	G	-	-	31,830	32,470	33,120

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<b>Recreation Services Continued</b>						
Parent & Tot minor equipment purchases with donations	D	2,500	2,500	2,500	2,500	2,500
<b>CRI Maintenance Projects:</b>						
Men's washroom fixture replacement	R	5,700				
Bleacher Removal at CRI	G	5,260	-	-	-	-
Forced Air Duct Cleaning at Recreation Hall every two years	G	-	-	2,600	-	2,600
CRI Facility/Kitchen Fire Suppression System Upgrades - Grant required for this project to move forward	GR	-	226,020	-	-	-
CRI Addition to North Side West entrance (Front entrance, offices & multipurpose space) - Grant required for this project to move forward	GR	-	-	354,000	-	-
CRI roof replacement (host amenity funds)	R	-	-	-	236,000	-
<b>Cultural Centre Maintenance Projects:</b>						
Construction of permanent ramp at Cultural Centre & Purchase of portable aluminum wheelchair ramp for Empire Days ramp to Village stage	G	1,500	-	-	-	-
Forced Air Duct Cleaning at Cultural Centre every two years	G	-	-	1,700	-	1,700
Install new Soffits on north side of building	G	-	-	7,500	-	-
<b>Community Events &amp; Cultural Services</b>						
Village staff involvement with Community events (Empire Days/ Easter/Halloween/Remembrance Days/Christmas)	G	11,525	11,525	11,525	11,525	11,525
<b>Grant-in-aid contributions:</b>						
Council's community grant program (including in-kind Public Works labour & equipment and facility rentals) - funding from host amenity funds and accumulated surplus	R,G	85,260	85,260	85,260	85,260	85,260
Museum: In-kind facility operational maintenance costs	G	7,175	7,320	8,220	8,380	8,550
<b>Parks Services:</b>						
Full-time seasonal Parks/Trails employee (151 days)	G	-	-	42,580	43,430	44,300
Increase Jump Park/Skatepark maintenance from \$3500 to \$5000 per year - removed in 2021 to be performed by seasonal employee above	G	5,000	5,000	(5,000)	(5,000)	(5,000)
Marie Lowe Memorial bench	R	1,750	-	-	-	-
Disc Golf Course Improvements	G,DCC	2,000	2,000	2,000	2,000	-
Cumberland Community Forest management plan	R	500	-	-	-	-
Village owned forest land management strategy	R	1,000	-	-	-	-

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<b>Parks Services Continued</b>						
Village owned forest land management strategy implementation (host amenity funds)	R	5,000	-	-	-	-
Contribution to CVRD for Royston to Cumberland Trail Highway 19 crossing design	R	25,000	-	-	-	-
Orchard Park sign	D,DCC	2,000	-	-	-	-
Perseverance Creek floodplan interpretive nature trail	G	-	4,000	12,000	-	-
Orchard Park trail upgrade	G	-	3,500	-	-	-
Cumberland Community Forest trail expansion and upgrades	G	-	-	10,000	-	-
No. Six Mine Park master plan	G	-	-	5,000	-	-
Village Park minor renovations to ball diamond washrooms	R	3,000	-	-	-	-
Village Park ball field dugout removal	R	2,500	-	-	-	-
Village Park Tennis Net replacement (2 nets)	R	700	-	-	-	-
Village Park Tennis and basketball court minor upgrades	G,R,DCC	20,000	-	-	-	-
Village Park family area improvements	G	-	-	6,000	5,000	-
Top dress Village Park playing fields	G	-	18,000	-	-	18,000
Lake Park Campsite annual improvements	G	5,000	7,000	6,000	6,000	6,000
Replace electrical outlets at serviced campsites in Lake Park	G	2,000	-	-	-	-
Lake Park campground office appliance replacement	G	2,000	-	-	-	-
Develop a Tree Management plan to manage hazard trees in the Lake Park	G	-	-	10,710	-	-
Lake Park Campsite Number Posts	G	3,000	-	-	-	-
Install Campground Dishwashing Sink at Lake Park	G	-	4,000	-	-	-
Picnic Shelter in Campground at Lake Park	G	-	-	15,000	15,000	-
		<b>\$1,016,745</b>	<b>\$ 887,965</b>	<b>\$ 1,143,335</b>	<b>\$ 1,068,030</b>	<b>\$ 810,015</b>

	<b>Funding</b>					
	<b>Codes</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Transfers To Reserve</b>						
Establish a statutory infrastructure asset renewal reserve with annual contribution	G,A	\$ 820,070	\$ 859,870	\$ 896,970	\$ 956,570	\$ 1,008,970
<b>Transportation Services (Roads)</b>						
<b>Environmental Health Services (Water, Sewer &amp; Storm)</b>						
Water rate stabilization reserve transfer to/(transfer from)	G	(41,930)	1,570	(25,620)	(50,840)	(38,960)
Solid waste rate stabilization reserve transfer to/(transfer from)	G	690	(5,360)	(6,490)	(7,710)	(9,020)
Water capital works reserve contribution for meter replacement	G	93,000	93,000	93,000	93,000	93,000
Water Royston Bulk Water reserve contribution (can be used for one off extra projects such as water supply, sewage treatment etc.)	G	58,750	78,330	156,660	235,000	235,000
Sewer capital works reserve contribution for sewage treatment solution	R,G	75,000	75,000	-	-	-
Sewer rate stabilization reserve transfer to/(transfer from)	G	48,000	(161,820)	(159,480)	(72,960)	17,360
<b>General Government Services</b>						
Transfer in from previous year's annual surplus	G	(25,070)	(50,000)	(193,500)	(264,000)	-
Reserve contribution for landfill host community amenity fees annually received by CVRD & earned interest	G	304,230	304,230	304,230	304,230	304,230
Reserve contribution for Community Works Funds received annually + interest	G	205,840	205,840	205,840	205,840	205,840
Reserve contribution for Emergency & Public Safety Reserve	G	128,900	159,620	191,230	223,820	257,690
<b>Recreation, Parks &amp; Community Services</b>						
<b>Cemeteries (Public Health Services)</b>						
Annual transfer to Cemetery Perpetual Care Fund + interest	G	1,320	1,320	1,320	1,320	1,320
<b>Protective Services</b>						
Reserve contribution for fire capital purchases (vehicles & breathing apparatus replacement)	G	80,000	80,000	65,000	65,000	65,000
		<u>\$1,748,800</u>	<u>\$1,641,600</u>	<u>\$ 1,529,160</u>	<u>\$ 1,689,270</u>	<u>\$ 2,140,430</u>