

Funding Codes:
 GR - Grants
 R - Transfers In from Reserves
 DCC/PIL - DCC Parking in lieu Revenues
 D - Donations/Miscellaneous
 A - Amenity
 B - Borrowing
 G - General taxation and revenue

**The Corporation of the Village of Cumberland
 Proposed 2023 - 2027 Financial Plan
 Five Year Operating Projects & Transfers To Reserves**

	<u>Funding Codes</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Environmental Health Services (Solid Waste, Water, Sewer & Storm)						
Water Services						
Auto-clean Modules for Hach Turbidity Meters	G	4,880	-	-	-	-
Meter Reading Wand	R	2,500	-	-	-	-
Spillway Panels for Stevens Lake	R	28,210	-	-	-	-
Scada Moved to Virtual Server	R	14,110	-	-	-	-
Safety Guardrail at Stevens Lake	R	2,880	-	-	-	-
Additional Fencing at Stevens Lake Dam	R	-	16,210	-	-	-
Install additional fencing at Henderson Lake	G	-	6,150	-	-	-
Perseverance Creek Channel Definition (will only go forward with grant funding)	GR	-	30,000	-	-	-
Tree Removal at Power Lines to Water Treatment Facility	A	-	-	-	11,190	-
Sewer & Storm Services						
Increased Operating costs for wastewater treatment system (includes hiring a wastewater treatment operator level III)	G	205,980	420,600	420,600	420,600	420,600
Debt service costs for wastewater treatment capital upgrades	G	140,430	336,850	337,980	339,000	340,000
Stage III Liquid Waste Masterplan (LWMP)	R	100,000	103,400	-	-	-
Sewer and Storm Drain Masterplan updates	R,DCC	150,000	150,000	-	-	-
Comox Lake Road/Perseverance Creek Crossing - Hydrological analysis of the creek crossing (will only go forward with grant funding)	GR	-	-	20,000	-	-
Transportation Services (Roads)						
Landfill corridor garbage pickup program	R	16,000	16,000	16,000	16,000	16,000
Increase fleet operating costs (fuel price increases)	G	22,000	22,000	22,000	22,000	22,000
PT Admin Assistant for Operations (20 hrs/week)	G	42,820	42,820	42,820	42,820	42,820
Increase general engineering budget	G	5,000	5,000	5,000	5,000	5,000
Increase minor tools	G	-	3,000	3,000	3,000	3,000
Operations department structure review	R	20,000	-	-	-	-
Parking Study	PIL	20,000	-	-	-	-
Water, Sewer, Storm Regulation Bylaw Updates	R	-	30,000	-	-	-
Union Road Sewer Servicing Feasibility	R	-	15,000	-	-	-

	Funding Codes	2023	2024	2025	2026	2027
Cemeteries (Public Health Services)						
Japanese and Chinese Cemetery:						
Chinese Cemetery Gazebo maintenance and repair (with donations)	D,R	3,900	-	-	-	-
Japanese Cemetery fence maintenance and other projects (with donations)	D	4,990	-	-	-	-
General Government Services						
Council:						
Council remuneration, travel and conference increase as per bylaw	G	20,050	21,050	21,050	21,050	21,050
Committee and commission costs	G,R	5,450	7,950	5,450	5,450	5,450
Community to Community Event with K'omoks First Nation	R	1,500	1,500	1,500	1,500	1,500
Newly Elected Officials expenses	R	5,000	-	-	3,100	7,000
Cumberland's 125th Anniversary_with 100% grant against it	GR	62,500	-	-	-	-
CAO & Legislative Services:						
Council strategic planning processes	G	5,000	5,000	5,000	5,000	5,000
Records Management Classification System	R	25,000	-	-	-	-
Purchase of records management software licence and installation	R	-	15,000	-	-	-
Consultant or casual staff to re-organize physical records in new records management software	R	-	-	28,000	-	-
Village website upgrades	R	32,000	-	-	-	-
Communications Coordinator	G,R	-	52,690	52,690	52,690	52,690
Expected costs related to fire services review	G	-	63,000	63,000	63,000	63,000
Local Government Election in 2026	R	-	-	-	25,770	-
Economic Development Strategy						
Arts and Culture Action Plan (will only go forward with grant funding)	GR	-	5,000	40,000	-	-
Council Chambers Maintenance Projects:						
Replace Council Chambers South Exit Door	R	3,000	-	-	-	-
Financial & Information Systems Services:						
Licensing and hardware for phone system replacement and water SCADA system	G,R	11,260	6,450	6,450	6,450	6,450
Municipal & Operations Office Maintenance Projects:						
Municipal Office - Exterior Building Repairs and Paint	R	-	20,000	-	-	-
Operations Building - Garage Door replacement	R	-	5,600	-	-	-

	Funding Codes	2023	2024	2025	2026	2027
Planning & Development						
Statement of Significance (00 monument/one TBD) and collation of heritage inventories and data	R	6,500	3,500	-	-	-
Union Road Village-owned property development analysis	R	62,000	-	-	-	-
Urban Forest Mgt_Implement recommendations of Urban Forest Management Plan including a tree retention bylaw	R	30,000	-	-	-	-
Official Community Plan (OCP) review & amendment with site adaptive planning	R	68,000	20,000	-	-	-
Climate Action Plan to be undertaken with OCP review (LGCAP funds)	R	40,000	-	-	-	-
BC Energy Step Code Adoption (LGCAP funds)	R	20,000	-	-	-	-
Zoning bylaw congruence review to OCP	R	-	-	40,000	-	-
Camp Road Heritage Designation (will only go forward with grant funding)	GR	-	-	-	10,000	-
Protective Services						
Bylaw Enforcement:						
Bylaw enforcement community patrol capacity increases (\$3k LP campground revenue sharing to partially fund this)	G	10,000	10,000	10,000	10,000	10,000
Bylaw Offence Notice (Alternative ticketing system for efficiencies and service enhancement)	G	-	4,750	4,750	4,750	4,750
Use of Force Recertification course to use the tools required for bylaw enforcement and animal control	G	-	1,100	-	1,100	-
Fire Services:						
Increases to fire operational budgets (uniforms/supplies/memberships/meetings/banquet/fleet)	G	8,350	8,650	8,950	8,950	8,950
On Call fire fighter wage increase (\$1/hour-2023/\$1/hours-2024)	G	4,400	8,800	8,800	8,800	8,800
Equipment replacement for Wildfire protection unit	D	4,000	4,000	4,000	-	-
Two Cameras and speakers, new lpad for engine 1	R	3,000	-	-	-	-
Fire Hall Facility Projects:						
Pave in the back of the fire hall & finish the cement pad (will only go forward with grant funding)	GR	-	83,330	-	-	-
Recreation, Community & Events & Parks						
Recreation Services:						
Janitorial Hours increase plus shift to supervisory for Lead BSW	G	26,300	26,300	26,300	26,300	26,300
ePact service fees (program revenues increase to cover annual costs)	G,R	2,650	1,600	1,600	1,600	1,600
Climbing wall maintenance (rental/admin revenues increase to cover)	G	1,250	1,250	1,250	1,250	1,250

	Funding Codes	2023	2024	2025	2026	2027
Community Events & Cultural Services						
Village staff involvement with community events (Victoria Days/ Easter/Halloween/Remembrance Days/Summer Music Series)	G,R	15,460	15,460	15,460	15,460	15,460
Community Organization contributions:						
Council's community grant program for special one-time projects and seed funding (including Public Works labour & equipment and facility rentals)	R	10,000	10,000	10,000	10,000	10,000
Council's community service delivery partnership program for long-term funding under an operating agreement	R	87,000	87,000	87,000	87,000	87,000
Additional funding for museum conditional on Heung Foundation renovations (2021 to 2025)	R	8,260	8,260	8,260	8,260	-
Comox Valley Community Foundation Contribution (added in 2022)	R	1,000	1,000	1,000	1,000	1,000
Summer Music Series in partnership with Elevate the Arts	R	6,000	6,000	6,000	6,000	6,000
Museum: in-kind facility operational maintenance costs	G	7,580	7,730	8,630	8,800	8,980
Parks Services:						
Village Park Contractor Budget Increase	GR	1,000	1,500	2,000	2,500	3,000
Village Trail Network Contracted Services Increase	GR	1,000	1,500	2,000	2,500	3,000
Parks and Grounds Seasonal Worker		38,490	38,490	38,490	38,490	38,490
Street Tree Replanting Plan (will only go forward with grant funding)	GR	10,000	-	-	-	-
Nikkei Park:						
Operating costs to maintain this new developer contributed park	GR	-	750	750	750	750
Coal Creek Historical Park and Cumberland Trails Projects:						
Cumberland Community Forest Management Plan / Develop management plan for the park per covenant requirements (will only go forward with grant funding)	GR	-	20,000	-	-	-
Storm water inventory on owned Village forest/watershed Lands (will only go forward with grant funding)	GR	-	-	20,000	-	-
Solport Park						
Solport Park continued development	DCC,R	25,000	-	-	-	-
Lake Park Projects:						
Lake Park Traffic Management Plan	R	15,000	-	-	-	-
Lake Park Water study/analysis	R	-	40,000	-	-	-
		\$ 1,466,700	\$ 1,811,240	\$ 1,395,780	\$ 1,297,130	\$ 1,246,890

	Funding		2023	2024	2025	2026	2027
	Codes						
Transfers To Reserve							
Linear infrastructure asset renewal reserve with annual contribution	G,A	\$	742,490	\$ 879,390	\$ 916,010	\$ 914,140	\$ 946,640
Transportation Services (Roads)							
Transfers to accumulated surplus for Local Area Service parcel tax (Cumberland	G		29,820	-	-	-	-
Environmental Health Services (Water, Sewer & Storm)							
Water rate stabilization reserve transfer to/(transfer from)	G		(84,360)	(57,970)	(32,580)	(36,000)	(19,000)
Water meter replacement reserve contribution	G		93,000	93,000	93,000	93,000	80,000
Water Royston Bulk Water reserve contribution (used for PW land debt payments)	G		233,000	-	-	-	-
Start to increase reserve contribution as per water supply asset life cycle analysis	G		-	-	-	20,170	22,780
Sewer rate stabilization reserve transfer to/(transfer from)	G		(85,000)	(140,000)	(112,000)	(77,000)	(57,000)
Start to increase reserve contribution for wastewater treatment replacement	G		-	-	70,000	80,000	90,000
General Government Services							
Reserve contribution for landfill host community amenity fees annually received by CVRD	G		300,000	300,000	300,000	300,000	300,000
Reserve contribution for Community Works Funds received annually	G		233,050	-	-	-	-
Reserve contribution for Emergency & Public Safety Reserve	G		485,460	485,460	485,460	485,460	485,460
General Village asset replacement reserve	G	\$	170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000
Reserve contribution for general financial stabilization reserve for Local Government Climate Action Plan funds	G	\$	72,080	\$ 72,080	\$ 72,080	\$ -	\$ -
Recreation, Parks & Community Services							
Transfer increased Lake Park Dividend revenues to reserve for future use	G		12,000	16,000	20,000	24,000	28,000
Cemeteries (Public Health Services)							
Annual transfer to Cemetery	G		1,250	1,250	1,250	1,250	1,250
Protective Services							
Reserve contribution for fire capital purchases (vehicles & protective equipment replacement)	G		87,500	87,500	102,500	105,500	107,500
		\$	2,290,290	\$ 1,906,710	\$ 2,085,720	\$ 2,080,520	\$ 2,155,630