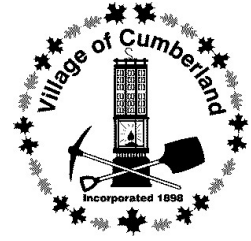


**The Corporation of the Village of Cumberland
Village Hall Financial Plan Agenda
and Open House**



**November 17, 2025 at 7:00 p.m.
Cultural Centre, 2674 Dunsmuir Ave**

We are honoured to gather on the unceded traditional territory of the K'ómoks First Nation. View the Financial Plan presentation live on the [Village of Cumberland Youtube channel](#) or in person at Cultural Centre 2674 Dunsmuir Avenue.

1. Agenda

Agenda for Village Hall Meeting, November 17, 2025

Recommendation:

THAT Council approve the agenda for the Village Hall Meeting, November 17, 2025.

2. Proposed 2026 - 2030 Financial Plan

(a) Introduction from Mayor Vickey Brown

(b) Presentation from Annie Bérard-Ball, Director Corporate Services

3. Question and Comment Period

Send in your questions about the 2026-2030 Financial Plan during the meeting by email to info@cumberland.ca using subject line "Question Period".

You can also provide feedback in writing by **November 18, 2025**. Please email or complete the Comment Form and submit to info@cumberland.ca.

Questions and comments submitted at the meeting will be read and considered during the live meeting. Your name will not be disclosed.

4. Adjournment of the Village Hall meeting to the Open House portion.

Proposed 2026-2030 Financial Plan - Information Package

1.	Council Strategic Plan, 2023-2027	3
2.	Surplus and Reserve Balances, 2025-2030	15
3.	Assumptions and Tax Revenue Increase	17
4.	2026 Property Tax Impact on Average Properties	18
5.	2026-2030 Financial Plan Summary	19
6.	Staff Changes 2026-2030	20
7.	Capital and Operating Summaries	
(a)	Five-Year Linear Infrastructure Capital Asset Renewal Program with Comparison to 2025	21
(b)	Five-Year Capital Projects (Other than Linear Assets)	25
	• Capital Expenditures by Service Pie Chart	28
(c)	Five-Year Operating Projects & Transfers to Reserves	29
	• Operating & Debt Expenditures by Services Pie Chart	35
8.	“2026 - 2030 Financial Plan Bylaw No. 1243, 2025”	36
9.	Comment Form – for feedback by November 18, 2025	42
10.	Background Reports	
(a)	Committee of the Whole meeting “Proposed 2026-2030 Financial Plan” Report October 14, 2025	44
(b)	Regular Council Meeting “2026-2030 Five Year Financial Plan, Committee of the Whole Recommendations	58



STRATEGIC PLAN 2023–27

Introduction	3
Vision	4
Values Guiding This Plan	4
Strategic Areas of Focus & Goals	5
Objectives to Meet Strategic Goals	
Diverse & Healthy Community	7
Meaningful Reconciliation with Indigenous Peoples	
Socio-Economic Diversity & Inclusion	
Effective Community Engagement & Communication	
Thriving Community Arts, Culture & Recreation	
Effective Regional Partnerships	
Sustainable Service Delivery & Asset Management	9
Comprehensive Asset Management	
Sustainable Public Utilities	
Multi-Modal Transportation Management	
Community Planning	11
Effective Response to Climate Change	
Ecologically, Socially, & Financially Sustainable Land Use Planning	

Introduction

Councils in British Columbia are responsible for providing for good government for the community, providing services and laws for community benefit, providing for stewardship of community assets, and fostering the economic, social and environmental well-being of the community.

The purpose of this Strategic Plan is to identify how Cumberland Council intends to undertake these responsibilities during its term. Guided by a vision for the community and a set of values, Council has identified its goals to focus efforts and the use of Village resources over the next four years.



Left to right: Councillors Sullivan, Ketler & Therrien, Mayor Brown, & Councillor Borecky

Vision

Cumberland is a unique and thriving community with an exceptional quality of life. Surrounded by living forests and protected by natural corridors, the Village uses the best land use practices for sustainable development and to provide housing for all income levels. Its diversified economy is based on industries and businesses that are compatible with community values. Cumberland is committed to enhancing its natural features and functions while providing a welcoming and engaging environment for residents and visitors alike.

Values Guiding This Plan

Cumberland's values are founded on respect, inclusion, collaboration, and leadership. We value the unique history, culture, and traditions of Indigenous peoples and are committed to reconciliation and building positive relationships with Indigenous communities. Our commitment to diversity and inclusivity creates an environment where everyone feels valued and supported.

Partnerships and collaboration are essential to achieving our goals, and we recognize the importance of working with community members, organizations, and stakeholders to create positive change. Our commitment to address climate change and build resilience in our community is a key value, as is our appreciation for the unique character and history of our community. We strive to be innovative and progressive in our decision-making and actions, and recognize the important role of arts and culture in creating a vibrant community.

These values shape our vision for a sustainable and prosperous future for Cumberland, where all community members can thrive and feel a sense of belonging.

Strategic Areas of Focus & Goals

In March of 2023, Cumberland Council identified its goals for its term of office that will move the community towards its vision. These goals are grouped into three **Strategic Areas of Focus**:

DIVERSE & HEALTHY COMMUNITY

SUSTAINABLE SERVICE DELIVERY & ASSET MANAGEMENT

COMMUNITY PLANNING

For the next four years, the goals in this plan will guide how Council and staff provide services, maintain and plan for future assets and infrastructure, and plan for community land use development. The goals will also guide how resources are allocated.

Objectives to Meet Strategic Goals

In 2023, the Village will begin to focus its staffing and financial resources on the objectives set out in this plan.

Progress reports on these objectives will be presented to Council and the community quarterly and in the annual municipal report.

Council intends to review and update these objectives after the completion of the Official Community Plan review or at another time during the term.



Diverse & Healthy Community

GOAL 1

MEANINGFUL RECONCILIATION WITH INDIGENOUS PEOPLES

OBJECTIVES

- 1 Respond to and prioritize requests and engagement with K'ómoks First Nation
- 2 Develop an Indigenous relations framework
- 3 Staff and Council education on UNDRIP* and Indigenous relations
- 4 Work with Indigenous peoples to further the goals of UNDRIP*
- 5 Work with Indigenous peoples on mutually beneficial partnerships

GOAL 2

SOCIO-ECONOMIC DIVERSITY & INCLUSION

OBJECTIVES

- 1 Identify options for development of diversity in housing
- 2 Pursue multiple pathways to support the development of non-market housing opportunities
- 3 Continue to explore opportunities for food security
- 4 Develop an Accessibility Plan

* UNDRIP — United Nations Declaration on the Rights of Indigenous Peoples

GOAL 3

EFFECTIVE COMMUNITY ENGAGEMENT & COMMUNICATION

OBJECTIVES

- 1 Implement the Communications Strategy
- 2 Encourage stronger community engagement
- 3 Develop a Bylaw Enforcement Strategy

GOAL 4

THRIVING COMMUNITY ARTS, CULTURE & RECREATION

OBJECTIVES

- 1 Complete the Arts & Culture master plan
- 2 Develop Parks & Recreation strategies
- 3 Encourage Village culture through existing and emerging community events and the support of the Village business core

GOAL 5

EFFECTIVE REGIONAL PARTNERSHIPS

OBJECTIVES

- 1 Continue to participate in existing regional services that maximize community benefit
- 2 Participate in strategic planning for new regional services including tourism, and parks and trails
- 3 Explore new regional partnerships



Sustainable Service Delivery & Asset Management

GOAL 1

COMPREHENSIVE ASSET MANAGEMENT

OBJECTIVES

- 1 Complete the Asset Management Plan that values green infrastructure by:
 - » Inventorying Village assets, including natural assets
 - » Identifying future asset acquisition needs
 - » Continuing asset condition assessments

GOAL 2

SUSTAINABLE PUBLIC UTILITIES

OBJECTIVES

- 1 Complete the construction of upgrades to the wastewater treatment facility
- 2 Plan for future wastewater treatment approval
- 3 Review the solid waste collection system
- 4 Reconstruct the dam at the No. 2 drinking water reservoir
- 5 Protect the Perseverance Creek watershed

GOAL 3

MULTI-MODAL TRANSPORTATION MANAGEMENT

OBJECTIVES

- 1 Complete the Transportation Master Plan that includes active transportation
- 2 Pursue an active travel route to the City of Courtenay



Community Planning

GOAL 1

EFFECTIVE RESPONSE TO CLIMATE CHANGE

OBJECTIVES

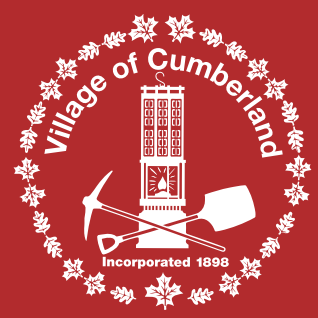
- 1 Develop a community climate action plan to reduce greenhouse gas emissions to increase climate resiliency and that incorporates the Green New Deal
- 2 Update the Corporate Climate Action Plan
- 3 Participate in the Comox Valley Regional District Climate Action Strategy

GOAL 2

ECOLOGICALLY, SOCIALLY, & FINANCIALLY SUSTAINABLE LAND USE PLANNING

OBJECTIVES

- 1 Complete the Official Community Plan update and review priorities such as:
 - » Affordable housing
 - » Site-adaptive planning
 - » Protection of watershed and greenspace
 - » Fostering the heritage character of the Village
 - » Planning for sustainable development
 - » Tourism management
 - » Food production space for residents
 - » Bevan Lands Implementation Strategy
 - » Other matters identified through community engagement
- 2 Review land use regulations that are supportive of the Official Community Plan:
 - » Tree Protection Bylaw
 - » Zoning Bylaw update to implement the Official Community Plan



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THE VILLAGE OF CUMBERLAND IS LOCATED IN THE UNCEDED
TRADITIONAL TERRITORY OF THE K'ÓMOKS FIRST NATION.

The Corporation of the Village of Cumberland
Proposed 2026 - 2030 Financial Plan

Surplus & Reserves Ending Balances (statutory & established by bylaw)	Minimum Balance	Optimum Balance	2025	2026	2027	2028	2029	2030
General Accumulated Surplus	800,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Cemetery Care Fund saved in AS	N/A	N/A	23,772	25,247	26,752	28,287	29,853	31,450
General Fund Financial Stabilization Reserve	480,000	960,000	960,000	960,000	727,012	592,294	451,228	443,243
Property Tax Stabilization (held in Gen Financial Stabilization Rsv)	N/A	N/A	489,448	505,638	380,740	333,650	333,650	333,650
Solid Waste Rate Stabilization (held in Gen Financial Stabilization Rsv)	N/A	N/A	307,656	294,156	265,656	246,656	236,656	236,156
LGCAP Grant Funds (held in Gen Financial Stabilization Rsv)	N/A	N/A	184,288	132,882	135,540	135,540	135,540	135,540
Growing Communities Funds	N/A	N/A	252,632	28,343	2,780	2,836	2,892	2,950
Community Works Funds Gas Tax Reserve	N/A	N/A	338,653	341,306	615,363	115,794	141,949	261,268
Host Amenity Funds Reserve	N/A	N/A	102,779	14,372	6,356	63,756	206,221	386,710
Emergency & Public Safety Reserve	N/A	N/A	3,223,744	3,288,219	3,023,392	2,699,406	2,408,670	2,153,377
Water Accumulated Surplus	130,000	250,000	236,523	236,523	236,523	236,523	236,523	236,523
Water Fund Financial Stabilization Reserve	150,000	300,000	300,000	251,929	246,451	244,068	261,733	279,631
Water Rate Stabilization (held in Water Financial Stabilization Rsv)	N/A	N/A	358,069	408,009	633,949	639,449	635,949	602,949
Sewer Accumulated Surplus	130,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000
Sewer Fund Financial Stabilization Reserve	200,000	330,000	298,245	269,984	292,023	312,480	330,000	330,000
Sewer Rate Stabilization (held in Sewer Financial Stabilization Rsv)	N/A	N/A	620,625	857,372	762,372	642,872	550,961	501,212
General Municipal Facility Asset Renewal Reserve	512,000	2,300,000	561,604	659,503	804,857	674,794	861,322	1,084,892
General Asset Renewal Reserve	390,000	980,000	149,145	125,350	112,992	183,764	265,348	346,338
Water Meter Replacement Reserve	N/A	N/A	1,053,916	1,035,799	1,000,799	965,799	930,799	895,799
Sewer and Water Infrastructure Asset Replacement Reserve	560,000	14,000,000	936,350	902,457	950,457	1,072,746	1,203,481	1,342,831
Linear Asset Renewal Reserve	700,000	1,500,000	1,962,533	1,107,649	1,572,475	2,088,769	1,990,366	2,621,622

The Corporation of the Village of Cumberland
Proposed 2026 - 2030 Financial Plan

Surplus & Reserves Ending Balances (statutory & established by bylaw)	Minimum Balance	Optimum Balance	2025	2026	2027	2028	2029	2030
Fire Vehicle and Protective Equip Repl Reserve	-	1,200,000	345,565	242,957	341,316	73,377	184,000	233,530
Land Sale Reserve (Bylaw No. 834, 2006)	N/A	N/A	1,404	1,432	1,461	1,490	1,520	1,550
Parkland Reserve in separate bank account	N/A	N/A	32,241	12,786	12,786	12,786	12,786	12,786
			\$ 14,269,193	\$ 13,231,916	\$ 13,682,053	\$ 12,897,138	\$ 12,941,446	\$ 14,004,008

Estimated available borrowing \$16 million based on 5% interest rate on 20 year amortization period

(This will decrease when new debt for any other projects in the financial plan are approved)

**The Corporation of the Village of Cumberland
Proposed 2026 - 2030 Financial Plan**

Assumptions For Financial Plan

	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
General Inflation	2% to 2.5%	2% to 2.25%	2% to 2.25%	2% to 2.25%	2% to 2.5%
Utilities & Insurance	3% to 5%	4% to 5%	4% to 5%	4% to 5%	4% to 5%
Short-Term Debt Interest Rate	3.24%	3.30%	3.37%	3.44%	3.51%
Long-Term Debt Interest Rate (20 year term)	4% to 5%	4% to 5%	4% to 5%	4% to 5%	4% to 5%

Proposed Property Tax Revenue Increase - Municipal Purposes

	<u>Budgeted 2025</u>	<u>2026</u>	<u>2027</u>	<u>Proposed Budget 2028</u>	<u>2029</u>	<u>2030</u>
Property tax revenues	4,880,730	\$ 5,073,020	\$ 5,437,410	\$ 5,825,080	\$ 6,232,110	\$ 6,613,050
\$ Change		\$ 192,290	\$ 364,390	\$ 387,670	\$ 407,030	\$ 380,940
% Change		3.94%	7.18%	7.13%	6.99%	6.11%

Based on 2025 every 1% change in taxation adds approximately \$48807 to the plan, calculated as follows:

	<u>2025</u>	<u>1% Increase</u>	<u>Total After 1% Increase</u>
Property taxes collected	\$ 4,880,730	48,807	\$ 4,929,537

The Corporation of the Village of Cumberland
Proposed 2026 - 2030 Financial Plan
Based On BC Assessment Revised Roll - April 2025

Proposed Property Tax Impact on Average Residential Single Family Household

	Proposed 2026	2025	Change	%
Total taxes payable	\$ 4,427	\$ 4,196	\$ 231	5.5%
Home owner grant	(770)	(770)	-	0.0%
Net property tax	\$ 3,657	\$ 3,426	\$ 231	6.7%
Frontage parcel tax (median lot size)	400	386	14	3.6%
Parcel Charge per lot for water supply debt	68	45	23	51.3%
Property taxes	\$ 4,125	\$ 3,857	\$ 268	6.9%
Average Utility Fees	1,190	1,149	41	3.5%
Total Overall Change from 2025	\$ 5,315	\$ 5,006	\$ 309	6.2%

Proposed Property Tax Impact on Average Family Strata Home (i.e. Condos)

	Proposed 2026	2025	Change	%
Total taxes payable	\$ 3,249	\$ 3,080	\$ 169	5.5%
Home owner grant	(770)	(770)	-	0.0%
Net property tax	\$ 2,479	\$ 2,310	\$ 169	7.3%
Frontage parcel tax (median lot size)	334	322	12	3.6%
Parcel Charge per lot for water supply debt	68	45	23	51.3%
Property taxes	\$ 2,881	\$ 2,677	\$ 204	7.6%
Average Utility Fees	1,052	1,021	31	3.0%
Total Overall Change from 2025	\$ 3,933	\$ 3,698	\$ 235	6.3%

Proposed Property Tax Impact on Median Assessment - Class 6 (business other)
(50% of folios with assessments greater than the median and 50% of folios with assessments lower than median)

	Proposed 2026	2025	Change	%
Total taxes payable	\$ 9,935	\$ 9,423	\$ 512	5.4%
Frontage parcel tax (median lot size)	334	322	12	3.6%
Parcel Charge per lot for water supply debt	68	45	23	51.3%
Property taxes	\$ 10,337	\$ 9,790	\$ 547	5.6%
Average Utility Fees	1,237	1,113	124	11.2%
Total Overall Change from 2025	\$ 11,574	\$ 10,903	\$ 671	6.2%

** The assessment roll for 2026 is not available - the proposed tax revenue increase has been applied to the 2025 taxes payable.*

Once the assessment roll for 2026 is available this increase may change based on assessment changes.

*** Unknown taxes collected for other taxing authorities are estimated to increase by 7% at this time*

The Corporation of the Village of Cumberland
Proposed 2026 - 2030 Financial Plan

Property Tax Increase to Existing Rate Payers	\$	192,290	\$	364,390	\$	387,670	\$	407,030	\$	380,940
Property Tax Revenue Increase to existing rate payers as a %		3.94%		7.18%		7.13%		6.99%		6.11%
		2026		2027		2028		2029		2030
		<u>Budget</u>		<u>Budget</u>		<u>Budget</u>		<u>Budget</u>		<u>Budget</u>
REVENUES										
Property taxes & payments in lieu	\$	(5,134,250)	\$	(5,499,860)	\$	(5,888,780)	\$	(6,297,090)	\$	(6,679,330)
Parcel taxes		(905,530)		(1,469,030)		(1,507,710)		(1,548,650)		(1,592,000)
Sale of services & fees		(3,193,310)		(3,289,980)		(3,410,840)		(3,534,410)		(3,663,520)
Sale of services to other government		(513,480)		(515,090)		(311,430)		(315,930)		(318,660)
Transfers from other government		(1,365,290)		(1,163,910)		(1,176,860)		(1,190,120)		(1,203,710)
Other revenue		(1,057,800)		(805,240)		(817,540)		(842,840)		(867,730)
	\$	(12,169,660)	\$	(12,743,110)	\$	(13,113,160)	\$	(13,729,040)	\$	(14,324,950)
EXPENSES										
Other municipal purposes	\$	9,739,750	\$	9,472,790	\$	9,612,070	\$	9,683,960	\$	9,802,130
Debt interest		427,600		645,750		708,210		736,790		750,120
Amortization		1,939,470		1,939,470		1,939,470		1,939,470		1,939,470
	\$	12,106,820	\$	12,058,010	\$	12,259,750	\$	12,360,220	\$	12,491,720
NET (REVENUES) EXPENSES	\$	(62,840)	\$	(685,100)	\$	(853,410)	\$	(1,368,820)	\$	(1,833,230)
ADJUSTMENTS										
Acquisition of capital assets	\$	3,061,420	\$	3,469,670	\$	3,521,940	\$	3,084,960	\$	940,040
Add back amortization		(1,939,470)		(1,939,470)		(1,939,470)		(1,939,470)		(1,939,470)
Proceeds from borrowing		(80,000)		(80,000)		(1,515,000)		(970,000)		(82,000)
Principal payments on debt		544,900		781,110		1,031,190		1,040,100		1,075,360
Remove Unfunded Projects		-		(2,505,550)		(120,000)		(450,000)		(10,000)
TOTAL ADJUSTMENTS		1,586,850		(274,240)		978,660		765,590		(16,070)
CHANGE IN CONSOLIDATED FUNDS	\$	1,524,010	\$	(959,340)	\$	125,250	\$	(603,230)	\$	(1,849,300)
TRANSFER FROM RESERVES										
Reserves	\$	(4,375,830)	\$	(1,929,300)	\$	(2,982,140)	\$	(2,390,490)	\$	(1,436,240)
Development Cost charges		(49,500)		(124,250)		(71,020)		(107,150)		(12,380)
Parking in Lieu		(6,000)		(20,000)		-		-		-
TRANSFER TO RESERVES										
Reserves		2,907,320		3,032,890		2,927,910		3,100,870		3,297,920
TRANSFER TO / (FROM) RESERVES	\$	(1,524,010)	\$	959,340	\$	(125,250)	\$	603,230	\$	1,849,300
TRANSFER TO/(FROM) ACCUMULATED SURPLUS	\$	-	\$	-	\$	-	\$	-	\$	-

The Corporation of the Village of Cumberland
Proposed 2026 - 2030 Financial Plan
Proposed Staff Changes

Included in 2026-2030 Financial Plan	Full-time equivalent (FTE)				
	2026	2027	2028	2029	2030
Extension of Parks and Grounds I position	0.03	0.03			
Additional Janitor position hours to backfill for facilities worker 2 position	0.10	0.10			
Administrative Assistant to full-time (Eng & PW)	0.14				
Increase Development Services Assistant to 35 hrs/week from 21 hrs (full-time by 2027)	0.20	0.20			
Total staffing requests	0.48	0.33	-	-	-

The Corporation of the Village of Cumberland
Proposed 2026 - 2030 Financial Plan
Five Year Linear Infrastructure Capital Asset Renewal Program with Comparisons to 2025

	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Road Reconstruction, watermain replacement, sewermain replacement, stormmain replacement or new stormmain						
Funded by the Linear Infrastructure Asset Renewal Reserve and Community Works Fund (Previous Gas Tax)						
Cumberland Road: Primrose to Bevan						
Water Portion of the Project	-	-	-	10,880	127,560	-
Crescent St: Ulverston to Kendal Ave						
Sewer Portion of the Project	-	-	-	33,270	139,720	-
Storm Portion of the Project	-	-	-	27,790	116,710	-
Derwent Ave: 2nd to 1st						
Roads Portion of the Project	-	-	10,350	125,010	-	-
Water Portion of the Project	-	-	9,750	117,730	-	-
Egremont Road: Penrith to Dunsmuir						
Sewer Portion of the Project	3,750	43,990	-	-	-	-
Fifth Street: Allen to Derwent						
Roads Portion of the Project	-	-	-	-	10,460	-
Fifth Street: Derwent to Dunsmuir						
Roads Portion of the Project	-	-	-	-	10,460	-
Fifth Street: Keswick to Allen Ave						
Roads Portion of the Project	-	-	-	-	10,460	-
Water Portion of the Project	-	-	-	-	7,050	-
First Street: Maryport to Windermere						
Roads Portion of the Project	125,020	-	-	-	-	-
Sewer Portion of the Project	77,200	-	-	-	-	-
First Street: Windermere to Penrith						
Roads Portion of the Project	125,020	-	-	-	-	-
Fourth Street: Cumberland to Ulverston						
Water Portion of the Project	-	-	-	-	7,110	62,500

	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Road Reconstruction, watermain replacement, sewermain replacement, stormmain replacement or new stormmain Funded by the Linear Infrastructure Asset Renewal Reserve and Community Works Fund (Previous Gas Tax)						
Fourth Street: Ulverston to Dunsmuir						
Road Portion of the Project (TMP_need the Active Transportation grant approval to move forward)	-	184,450	2,450,550	-	-	-
Lane South of Maryport Ave: 2nd - 3rd						
Sewer Portion of the Project	12,500	87,500	-	-	-	-
Storm Portion of the Project	12,500	87,500	-	-	-	-
Lane South of Maryport Ave: 3rd to 4th						
Sewer Portion of the Project	18,910	79,410	-	-	-	-
Storm Portion of the Project	17,810	74,810	-	-	-	-
Lane South of Maryport Ave: 4th to 5th						
Sewer Portion of the Project	18,910	79,410	-	-	-	-
Storm Portion of the Project	17,810	74,810	-	-	-	-
Lane South of Ulverston Ave: 3rd - 4th						
Sewer Portion of the Project	-	-	-	-	-	-
Sewer Portion of the Project	95,130	-	-	-	-	-
Storm Portion of the Project	148,050	-	-	-	-	-
Lane South of Ulverston Ave: 4th - 5th						
Water Portion of the Project	-	7,500	86,250	-	-	-
Lane South of Windermere Ave: 1st-5th						
Sewer Portion of the Project	33,480	300,540	-	-	-	-
Storm Portion of the Project	28,880	348,780	-	-	-	-
Maryport Ave: 2nd to 3rd						
Roads Portion of the Project	-	-	-	9,600	115,920	-
Maryport Ave: 5th to 6th						
Water Portion of the Project	-	-	-	9,600	115,920	-
Maryport Ave: 6th to 7th						
Roads Portion of the Project	-	-	-	10,980	126,260	-
Water Portion of the Project	-	-	-	9,600	115,920	-

	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Road Reconstruction, watermain replacement, sewermain replacement, stormmain replacement or new stormmain Funded by the Linear Infrastructure Asset Renewal Reserve and Community Works Fund (Previous Gas Tax)						
Penrith Ave: 1st to 2nd						
Roads Portion of the Project	165,120	-	-	-	-	-
Water Portion of the Project	116,830	-	-	-	-	-
Penrith Ave: 2nd to 3rd						
Roads Portion of the Project (budget amendment needed)	165,000	-	-	-	-	-
Water Portion of the Project (budget amendment needed)	120,000	-	-	-	-	-
Sewer Portion of the Project	75,760	-	-	-	-	-
Storm Portion of the Project	65,840	-	-	-	-	-
Penrith Ave: 3rd to 4th						
Roads Portion of the Project	20,000	165,000	-	-	-	-
Water Portion of the Project	7,500	120,000	-	-	-	-
Sewer Portion of the Project	7,500	65,000	-	-	-	-
Storm Portion of the Project	7,500	80,000	-	-	-	-
Penrith Ave: 5th to 6th						
Roads Portion of the Project	-	-	9,680	165,150	-	-
Water Portion of the Project	-	-	9,680	111,260	-	-
Penrith Ave: 6th to 7th						
Roads Portion of the Project	-	-	14,360	165,150	-	-
Penrith Ave: Egremont Rd to Silecroft Rd						
Roads Portion of the Project	-	-	16,140	194,920	-	-
Roads - Additional work: intersection redesign & construction	-	-	12,500	125,000	-	-
Royston Road: Ulverston to Union						
Water Portion of the Project	-	-	-	-	19,130	230,930
Second Street: Ulverston to Windermere						
Roads Portion of the Project	-	-	-	-	-	7,130
Water Portion of the Project	-	-	-	-	-	10,580

	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Road Reconstruction, watermain replacement, sewermain replacement, stormmain replacement or new stormmain Funded by the Linear Infrastructure Asset Renewal Reserve and Community Works Fund (Previous Gas Tax)						
Second Street: Windermere to Maryport						
Roads Portion of the Project	-	-	-	-	-	12,500
Sixth Street: Derwent to Allen Avenue						
Water Portion of the Project	-	-	-	-	7,050	85,130
Sewer Portion of the Project	-	-	-	-	-	-
Storm Portion of the Project	-	-	-	-	-	-
Sixth Street: Dunsmuir to Derwent						
Water Portion of the Project	-	-	-	-	7,200	86,940
Sixth Street: Penrith to Dunsmuir						
Roads Portion of the Project	-	-	-	-	10,690	122,900
Windermere Ave: 4th to 5th						
Roads Portion of the Project	-	-	-	14,030	161,310	-
Sewer Portion of the Project	-	-	-	-	-	-
Windermere Ave: 5th to 6th						
Roads Portion of the Project	-	-	-	13,930	168,030	-
Sewer Portion of the Project	-	-	-	-	-	-
Windermere Ave: 6th to 7th						
Roads Portion of the Project	-	-	-	6,880	83,020	-
Sewer Portion of the Project	-	-	-	14,480	166,430	-
	1,486,020	1,798,700	2,619,260	1,165,260	1,526,410	618,610

Funding Codes:
GR - Grants
R - Transfers In from Reserves
DCC - DCC Revenues
D - Donations/Miscellaneous
A - Amenity
B - Borrowing
G - General taxation and revenue
U - Unfunded (needs funding to move forward)

The Corporation of the Village of Cumberland
Proposed 2026 - 2030 Financial Plan
Five Year Capital Projects (Other than Linear Asset Replacement Program)

	<u>Funding Codes</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Environmental Health (Solid Waste, Water, Sewer & Storm) Capital (Other than Linear Asset Replacement Program)						
Water Supply and Wastewater Treatment System upgrades						
Allen Lake Main Dam localized area stabilization Design & Construction	R, B	-	-	65,000	650,000	-
Debt servicing costs for Allen Lake Main Dam Stabilization project	G	-	-	2,190	24,580	61,260
Water equipment						
Hydrant replacement (1 per year)	G	9,000	9,180	9,370	9,560	9,750
Water Meter replacement program and hydrant backflow meter box installation	R,G	65,320	61,030	61,310	61,590	61,880
Allen Lake portable aerators (X6)	R	60,000	-	-	-	-
Sewer & Storm capital projects						
Wastewater facility sign installation	G	5,100	-	-	-	-
Maple Lake Creek culvert replacement (grant dependant)	GR	214,000	-	-	-	-
Replace culverts across Hope Road at Mill Street	R	15,000	65,000	-	-	-
Replace/repair culvert and catch basin on Hope Road	R	20,000	-	-	-	-
Cumberland Road Storm upgrade	R	10,000	100,000	-	-	-
Transportation Services Capital (Other than Linear Asset Replacement Program)						
Roads infrastructure without underground utility assets						
Pave access road into Wastewater Treatment Facility	R	44,000	-	-	-	-
Ulverston Ave Sidewalk - Design and Construction	GR	105,000	-	-	-	-
Sutton Road Multi-use Path Upgrades and Corner Upgrades at Comox Lake Road	R	40,000	-	-	-	-

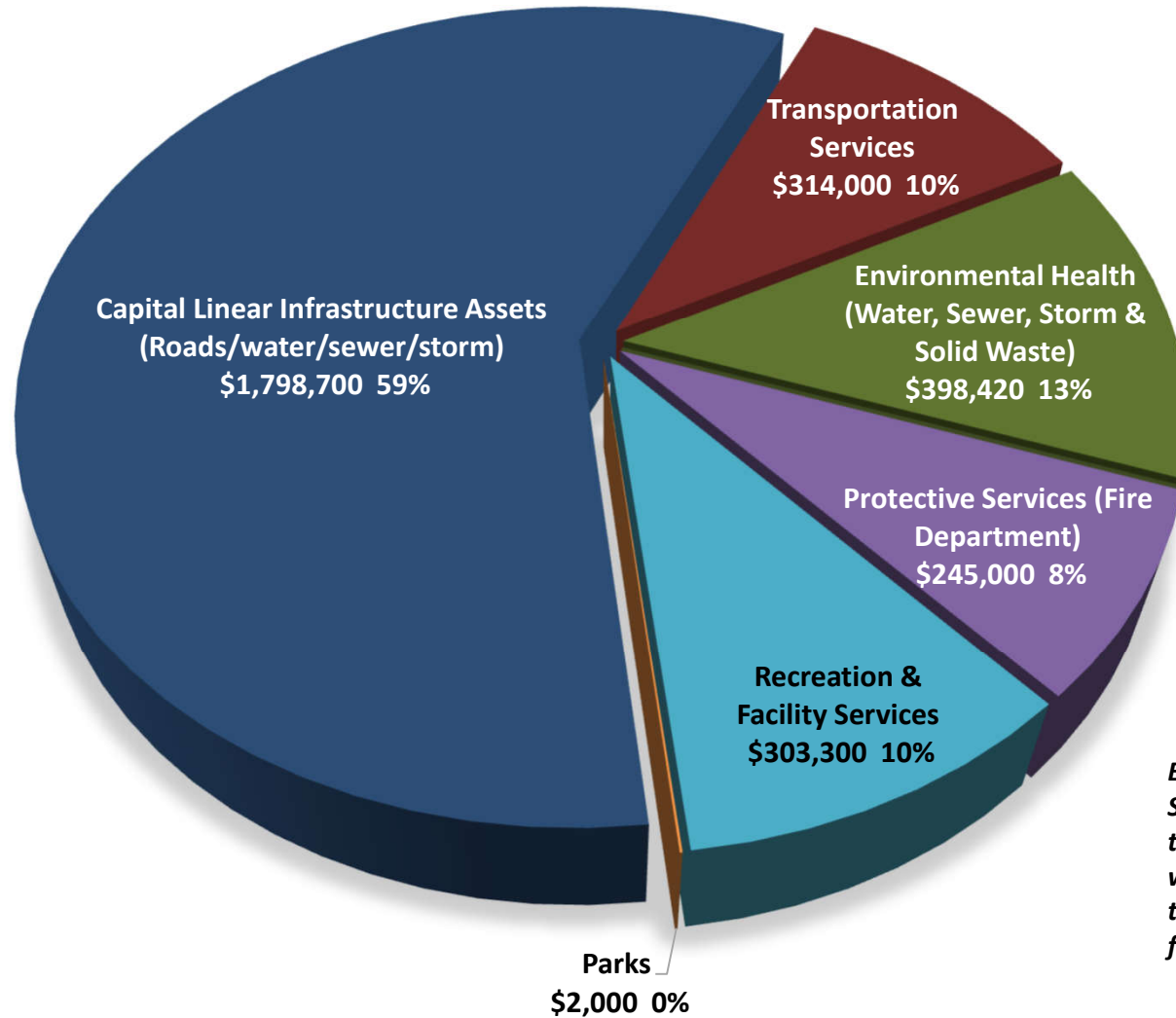
	<u>Funding Codes</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Roads infrastructure without underground utility assets Continued						
Dunsmuir Avenue Sidewalk Replacement Intersection						
Improvements	R	-	60,000	-	-	-
Sidewalk: Second St: Ulverston to Windermere	R	-	10,000	25,000	-	-
Sidewalk: Ulverston Avenue between 2nd & 3rd Street	R	-	3,500	35,000	-	-
Royston Road Multi-use Path - Design only (Active Transportation grant needed for this to move forward)	R	-	-	20,000	-	-
Union Road @ Cumberland Road - Round-about - Design only	R	-	-	50,000	-	-
Comox Lake Road - Multi Use Path (Active Transportation grant needed for this to move forward)	R	-	-	-	20,000	-
Vehicles and equipment						
Box Grader Attachment and Skid Steer trailer (asset additions)	R	45,000	-	-	-	-
Vehicle replacement - Service Trucks (2007 to 2013)	B	80,000	80,000	80,000	240,000	-
Vehicle replacement - Kubota Mower (2009)	B	-	-	-	80,000	-
Vehicle replacement - Ford Bucket Truck (1999)	R,B	-	-	-	-	132,000
Debt costs associated with vehicle replacements (debt maturities offset debt costs in each year)	G	114,060	121,490	128,840	131,980	142,130
Public Health (Cemeteries)						
Civic Cemetery						
Civic Cemetery Detailed design of new central interment area (grant dependant)	R	-	-	-	-	5,000
General Government (Corporate Services)						
Financial System replacement	R	-	100,000	200,000	-	-
Scada server replacement	R	-	25,000	-	-	-
Public Works Printer replacement	R	-	-	15,000	-	-
Protective Services						
Fire Services						
Turn out gear annual replacement	R	15,000	15,000	15,000	15,000	15,000
EOC room completion	R	15,000	-	-	-	-
Turnout Gear Dryer	GR	15,000	-	-	-	-
Good neighbour fence	R	-	20,000	-	-	-
SCBA Air Compressor (increase to reserve contribution of \$6,500/yr over 8 years needed for this purchase)	R	-	-	50,000	-	-

	<u>Funding Codes</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Fire Services Continued						
Quint Ladder Truck (asset addition-\$304k associated annual debt payments - 20% covered by Fire Protection District)	R,B	200,000	-	1,700,000	-	-
Tender deposit for 2031 \$650k purchase (asset addition-\$102k associated annual debt payments - 20% covered by Fire Protection District & a four-year payback period if used to fight wildfires)	R	-	-	-	-	65,000
Debt costs associated with Fire vehicle purchases (debt maturities offset debt costs in each year)	G	63,350	63,350	367,160	367,160	356,590
Community Services (Recreation, Parks, Community and Culture)						
Recreation Services						
Fitness Studio renovation (design in 2026 will confirm 2027 budget)	R	3,300	60,000	-	-	-
Fitness Studio equipment addition for expansion	GR	-	6,000	-	-	-
CRI gymnasium roof repair / replacement	GR,R	300,000	-	-	-	-
Gymnasium divider for Recreation Centre Gym	R	-	-	-	24,000	-
Fitness Studio equipment replacement	R	-	5,700	6,000	8,400	7,800
Parks Services						
Village Park & Village Square Capital Projects:						
Village Park playground resurfacing (grant dependent)	U	-	50,000	-	-	-
Village Park Playground area misting station installation for CV	GR	2,000	-	-	-	-
Emergency Management Grant purchase		-	-	-	-	-
Solport Park Projects:						
Solport Park Playground Construction	DCC,R	-	150,000	-	-	-
Lake Park Capital Projects:						
Lake Park Office/Storage Yard planning and design-2027 (construction unfunded-2029)	R,U	-	30,000	-	450,000	-
Lake Park Day Use Area Expansion - Phase I, II and III	DCC,R	-	-	25,000	-	25,000
		1,440,130	1,035,250	2,854,870	2,082,270	881,410

**THE CORPORATION OF THE VILLAGE OF CUMBERLAND
PROPOSED 2026 BUDGET**

Capital Expenditures \$3,061,420

Excluding Wastewater Treatment Upgrade and Dam #2 projects



Environmental Health (Water, Sewer, Storm & Solid Waste) are self funded through utilities fees and frontage taxes; whereas, the other services are funded through general revenues (unless grant funding applies).

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
U - Unfunded

The Corporation of the Village of Cumberland
Proposed 2026 - 2030 Financial Plan
Five Year Operating Projects & Transfers To Reserves

	Funding Codes	2026	2027	2028	2029	2030
Environmental Health Services (Solid Waste, Water, Sewer & Storm)						
Water Services						
Monthly fee for WTP security cameras (annual increase)	G	700	700	700	700	700
Increase to water quality monitoring over three years	R	30,000	25,000	25,000	-	-
Perseverance Creek Channel Definition	R	30,000	-	-	-	-
Tree Removals Beside 3 Phase Power Lines to WTP	A	11,290	-	-	-	-
Chlorine Shack Demolition	D	-	11,400	-	-	-
Backflow Prevention & Cross Connection Control Program	G	13,400	8,400	8,400	8,400	8,400
Dam Safety Review(required every ten years)	R	100,000	-	-	-	-
Treated Water Reservoir Tank Inspection	G	-	8,340	-	-	-
Temperature and PH Sensor on Water Reservoir	R	2,500	-	-	-	-
Sewer & Storm Services						
Increased Operating costs - wastewater treatment system	G	187,070	191,570	191,570	191,570	191,570
Debt service costs - wastewater treatment capital upgrades	G	-	531,520	531,520	531,520	531,520
Transportation Services (Roads)						
Administration Assistant (full-time from part-time)	G	9,870	9,870	9,870	9,870	9,870
Landfill corridor garbage pickup program	R	16,000	16,000	16,000	16,000	16,000
Emission control burner for 2009 Dump Truck	R	15,000	-	-	-	-
Cat Backhoe major safety repairs	R	24,000	-	-	-	-
Council Workshop_Transportation Master Plan	R	10,000	-	-	-	-
Parking signs & wayfinding signs	R	6,000	-	-	-	-
Cultural Centre Parking lot and 2nd street parking reconfiguration	R	-	20,000	-	-	-
TMP - Traffic Calming Policy	R	-	20,000	-	-	-

	Funding Codes	2026	2027	2028	2029	2030
Cemeteries (Public Health Services)						
Civic Cemetery:						
New Infill Lots design, surveying and mapping	R	-	4,000	-	-	-
General Government Services						
Council:						
Council Annual Travel and Conferences Increase to include Local Leadership Academy training & protocol events	G	5,500	5,500	5,500	5,500	5,500
Council committee meeting and training expenses	G	4,450	4,450	4,450	4,450	4,450
Community to Community Event with K'omoks First Nation	G	1,500	1,500	1,500	1,500	1,500
Contribution for National Indigenous Peoples Day	G	1,000	1,000	1,000	1,000	1,000
Newly Elected Officials expenses (every 4 years)	R	4,000	-	-	-	4,000
Anti-Racism Discrimination and Anti-Racism Policy review	R	-	20,000	-	-	-
CAO & Legislative Services:						
Cumberland Business Support Services (shared between regional local governments) with a Business Retention Engagement in 2026	R,G	25,000	10,000	10,000	10,000	10,000
Freedom of Information (FOI) Redaction Services	G	5,000	5,000	5,000	5,000	5,000
Local Government Election in 2026 and 2030	R	25,820	-	-	-	27,960
Physical records implementation of new records management software	R	28,000	-	-	-	-
Accessibility and Inclusion Action Plan Implementation (SPARC grant required for this to move forward)	GR	25,000	-	-	-	-
Review Climate Action Implementation Plan for Status & Next Steps Recommendation	GR	50,000	-	-	-	-
Climate Action - Corporate renewable energy study (grant dependent)	GR	-	-	-	-	10,000
Financial & Information Systems Services:						
Financial system replacement scoping plan (capital replacement 2028/2029)	R	25,000	-	-	-	-
IT licensing - Cybersecurity Fortification - additional license	G	3,400	5,200	5,200	5,200	5,200
IT Initiative – ThreatAware deployment (education)	G	-	-	3,750	-	-
IT licensing – ThreatAware (education)	R	-	-	3,330	3,330	3,330
Bonfire Procurement Account for online competitive bids submissions	G	1,000	1,000	1,000	1,000	1,000

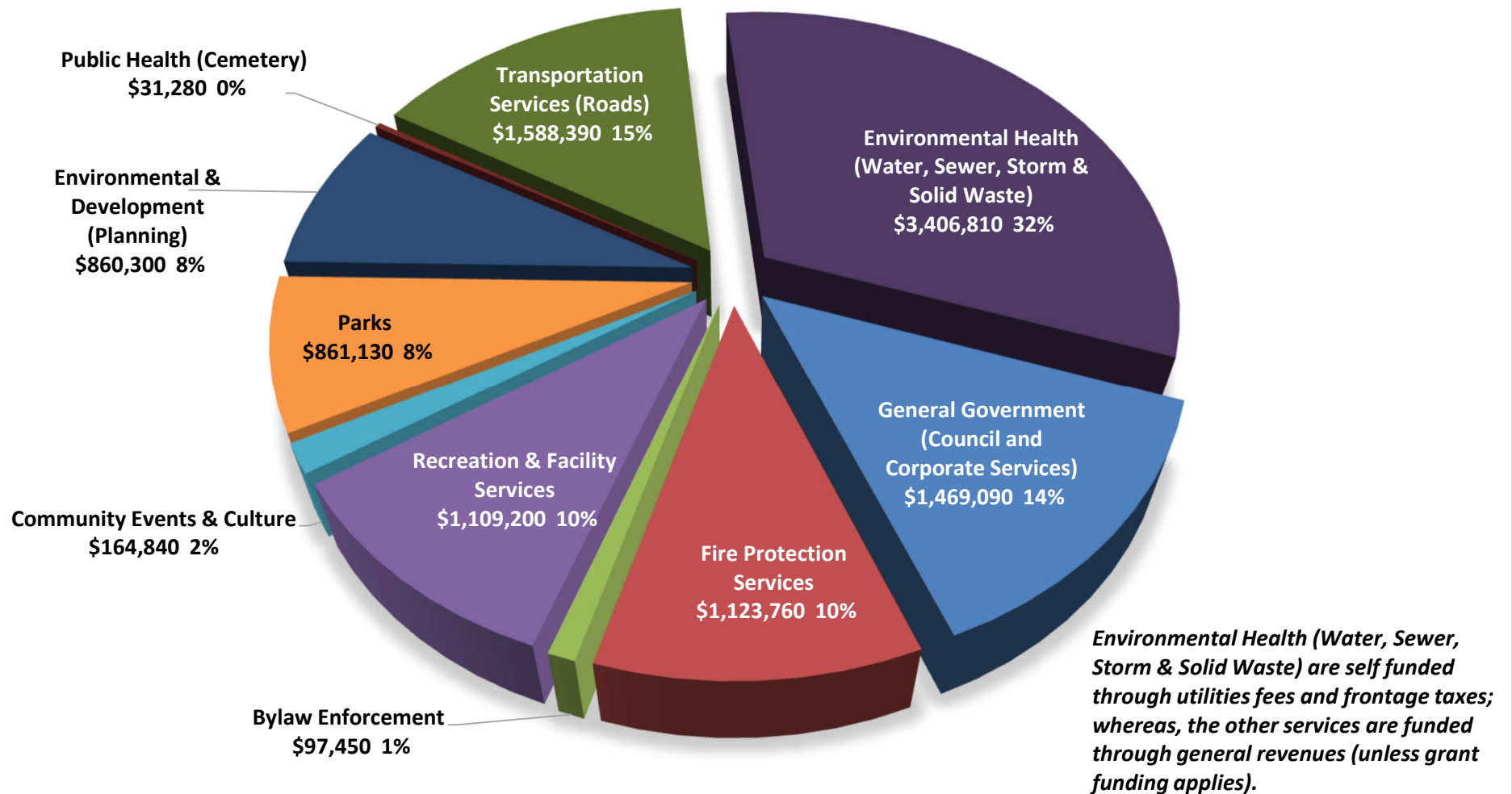
	Funding Codes	2026	2027	2028	2029	2030
Financial & Information Systems Services Continued						
Increase postage for significant cost increases & increased engagement	G	2,960	2,960	2,960	2,960	2,960
Utility rates and utility connections fees review	R	50,000	-	-	-	-
Climate Action - Purchasing policy update	GR	5,000	-	-	-	-
Human Resources & Occupational Health&Safety:						
Office equipment and furniture replacement every two years	R	13,250	-	4,500	-	4,500
Development and Bylaw Services						
Increase Development Services Assistant hours to full-time (from 21 hrs/week_increase 7 hrs/week in 2026 & 7 hrs/week in 2027)	G	17,070	32,680	32,680	32,680	32,680
Advanced PDF editing software subscription and membership increase for new staff	G	1,080	1,080	1,080	1,080	1,080
Statement of Significance and neighbourhood heritage conservation areas (\$5k grant dependant in 2027)	R,U	5,000	10,000	5,000	5,000	5,000
Civic Properties and Facilities Renewal Planning	R	20,000	20,000	20,000	20,000	20,000
Canopy Cover Analysis (update 2018 analysis & includes improved methodology)	R	40,000	-	-	-	-
Subdivision and Development Bylaw Update	R	-	150,000	-	-	-
Development Cost Charges (DCC) Bylaw Update	R	-	50,000	-	-	-
Non-Market Housing Strategy (grant dependent)	U	-	-	120,000	-	-
Official Community Plan and Zoning Bylaw Update (required by legislation)	GR	-	-	-	150,000	-
Major replacement of Bylaw uniform every five years	R	-	-	-	-	2,000
Protective Services						
Fire Services:						
Paid-on-Call Fire Fighter remuneration requested increases	G	34,990	41,220	46,650	52,300	58,200
Equipment replacement for Wildfire protection unit	G	5,000	5,000	5,000	5,000	5,000
Data for new iPads in new fire apparatus	G	-	-	170	170	170
Computer Aided System (CAD) licensing (2025/2026 w/ grant funds)	G	-	3,500	3,500	3,500	3,500
Fire Hall Facility Projects:						
Replacement of air filter for the exhaust system	R	3,500	-	-	-	-
Fire Hall Facility Signage	R	3,500	-	-	-	-

	<u>Funding Codes</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Recreation, Community & Events & Parks						
Recreation Services:						
Increase to all Recreation Centres revenues for growth to cover growth related increases, pressures and asset management reserve contributions	G	(19,150)	(19,150)	(19,150)	(19,150)	(19,150)
Program cost increases for growth and for a new Leisure Buddies program	G	18,650	18,650	18,650	18,650	18,650
Expand Recreation Centre opening hours to summer weekends & growth related cost increases	G	500	8,880	8,880	8,880	8,880
Village Facility Services:						
Convert Janitor position to a new Facilities Maintenance position	G	11,770	18,760	18,760	18,760	18,760
Cultural Centre Maintenance Projects:						
Protective coverings for lower walls of Moncrief Hall	GR	4,100	-	-	-	-
Lighting improvements at Buchanan Hall	R	20,000	-	-	-	-
Door replacement Buchanan and Moncrief Hall (replace with automatic)	R	-	8,000			
Community Events & Cultural Services						
Phase 2 Parks and Recreation Fees bylaw update	R	-	30,000	-	-	-
Long Range Recreation, Arts and Culture Facility Plan	R	-	-	50,000		
Community Organization contributions:						
Council to consider up to \$10,000 for special project community grant program	R	10,000	10,000	10,000	10,000	10,000
Long-term operating contributions for service agreements	R, G	114,000	114,500	115,000	115,500	116,000
Comox Valley Community Foundation Contribution	R	1,000	1,000	1,000	1,000	1,000
Additional funding for museum conditional on Heung Foundation renovations (2022 to 2026)	R	8,260	-	-	-	-
Museum: in-kind facility operational maintenance costs	G	8,790	9,090	9,400	9,730	10,070
Obon Cemetery Tour	G	500	500	500	500	500
Cumberland Community Schools Society - Food Share Program	R	10,000	-	-	-	-
Beaufort Family Health Society	R	10,000	10,000	-	-	-

	Funding Codes	2026	2027	2028	2029	2030
Parks Services:						
Extend the Parks and Grounds position from 7 months to 9 months	G	2,910	5,560	5,560	5,560	5,560
Annual Tree Replanting Program (\$5k BC Hydro grant)	GR,G	8,840	8,840	8,840	8,840	8,840
Increase in tree assessments in parks (from \$5,990 to \$6,490)	G	500	500	500	500	-
Perseverance Watershed Initiative - long range plan (funding to leverage for grant applications)	R	10,000	10,000	10,000	10,000	-
Japanese Heritage Grant projects	GR	200,000	-	-	-	-
Parks and Greenways Master Plan Update	R,DCC	-	-	100,000	-	-
Street Tree inventory and maintenance plan	R	10,000	-	-	-	-
Increase for invasive species work (from \$5,200 to \$6,700)	G	1,500	1,500	1,500	1,500	1,500
Security Fence around Fan House Park to defer park development until after analysis	R	-	20,000	-	-	-
No. 6 Mine Park:						
Increase to No. 6 Mine Park supplies & services for existing service levels	G	-	500	1,000	1,500	1,500
Orchard Park Project:						
Orchard Park Tree health care	G	500	500	500	500	500
Coal Creek Historical Park and Cumberland Trails:						
Saito House heritage protection through land tenure and covenant	R	20,000	-	-	-	-
Increase to Coal Creek supplies & services for trail maintenance & tree replacement	G	1,320	1,320	1,320	1,320	1,320
Village Park:						
Increase to Village Park supplies & services for existing service levels	G	1,000	2,000	3,000	4,000	4,000
Village Park Master Plan	R,DCC	100,000	-	-	-	-
Peace Park:						
Welcome Poles annual maintenance	G	1,000	1,000	1,000	1,000	1,000
Lake Park:						
Increase to Lake Park supplies & services for existing service levels	G	3,250	4,250	5,250	6,250	7,250
Lake Park Water study/analysis	R	30,000	-	-	-	-
Comox Lake Road Parking and Traffic Safety	R	-	13,000	-	-	-
		\$ 1,453,190	\$ 1,496,090	\$ 1,416,840	\$ 1,272,570	\$ 1,168,270

	Funding Codes	2026	2027	2028	2029	2030
Transfers To Reserve - Annual Reserve Contributions						
Linear infrastructure asset renewal reserve	G,A	\$ 968,000	\$ 999,980	\$ 1,078,660	\$ 1,164,600	\$ 1,252,950
Transportation Services (Roads)						
General asset renewal reserve for fleet assets	G	35,000	40,000	45,000	50,000	55,000
Environmental Health Services (Water, Sewer & Storm)						
Water financial stabilization reserve for rate stabilization [to/(from)]	G	(53,130)	(52,190)	(46,810)	(57,130)	(88,000)
Water rate stabilization reserve for Royston Bulk water sales	G	265,000	265,000	-	-	-
Sewer / Water infrastructure facility replacement reserve for water treatment facility	G	28,000	28,000	28,000	28,000	28,000
Sewer financial stabilization reserve for rate stabilization [to/(from)]	G	(224,930)	(135,910)	(161,430)	(136,000)	(111,060)
Sewer / Water infrastructure facility replacement reserve for wastewater treatment replacement	G	10,000	20,000	75,000	81,000	87,000
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	265,900	265,900	265,900	265,900	265,900
General financial stabilization reserve for climate initiatives	G	2,700	2,700	2,700	2,700	2,700
General financial stabilization reserve for policing costs at 5000 population	G	333,650	-	-	-	-
General asset renewal reserve for office furniture and equipment	G	9,000	14,000	15,000	15,000	20,000
General Village facility asset replacement reserve	G	185,950	186,110	186,270	186,420	186,580
Recreation, Parks & Community Services						
Recreation asset management reserves (facility and equipment)	G	41,450	33,550	33,550	33,550	33,550
General asset renewal reserve for Lake Park improvements	G	24,000	28,000	32,000	32,000	32,000
Cemeteries (Public Health Services)						
Annual transfer to increase Cemetery Perpetual Care Fund + interest	G	1,500	1,500	1,500	1,500	1,500
General asset renewal reserve for Cemetery	G	2,000	2,000	2,000	2,000	2,000
Protective Services						
Fire vehicle and protective equipment replacement reserve	G	105,500	107,500	121,000	123,000	125,000
		<u>\$ 2,299,590</u>	<u>\$ 2,106,140</u>	<u>\$ 1,978,340</u>	<u>\$ 2,092,540</u>	<u>\$ 2,193,120</u>

THE CORPORATION OF THE VILLAGE OF CUMBERLAND
PROPOSED 2026 BUDGET
Operating & Debt Expenditures by Service \$10,712,250



THE CORPORATION OF THE VILLAGE OF CUMBERLAND

BYLAW NO. 1243

A Bylaw to adopt the 2026 – 2030 Financial Plan.

The Council of the Corporation of the Village of Cumberland in open meeting assembled enacts as follows:

1. This Bylaw may be cited as “2026 - 2030 Financial Plan Bylaw No. 1243, 2025”.
2. The financial plan attached as Schedule A to this Bylaw is adopted as the financial plan for the municipality for the period commencing January 1, 2026 and ending December 31, 2030.
3. The objectives and policies attached as Schedule B to this Bylaw outline the proportion of total revenue from different funding sources, the distribution of property taxes among the property classes, and the use of permissive tax exemptions.
4. This Bylaw has full force and effect from January 1, 2026 until amended, repealed or replaced.

READ A FIRST TIME THIS	DAY OF	2025.
READ A SECOND TIME THIS	DAY OF	2025.
READ A THIRD TIME THIS	DAY OF	2025.
ADOPTED THIS	DAY OF	2026.

Mayor

Corporate Officer

Schedule A
2026 – 2030 Proposed Financial Plan

	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
REVENUES					
Property taxes & payments in lieu	\$ (5,134,250)	\$ (5,499,860)	\$ (5,888,780)	\$ (6,297,090)	\$ (6,679,330)
Parcel taxes	(905,530)	(1,469,030)	(1,507,710)	(1,548,650)	(1,592,000)
Sale of services & fees	(3,193,310)	(3,289,980)	(3,410,840)	(3,534,410)	(3,663,520)
Sale of services to other government	(513,480)	(515,090)	(311,430)	(315,930)	(318,660)
Transfers from other government	✓ (1,365,290)	✓ (1,163,910)	✓ (1,176,860)	✓ (1,190,120)	✓ (1,203,710)
Other revenue	(1,057,800)	(805,240)	(817,540)	(842,840)	(867,730)
	<u>\$ (12,169,660)</u>	<u>\$ (12,743,110)</u>	<u>\$ (13,113,160)</u>	<u>\$ (13,729,040)</u>	<u>\$ (14,324,950)</u>
EXPENSES					
Other municipal purposes	\$ 9,739,750	\$ 9,472,790	\$ 9,612,070	\$ 9,683,960	\$ 9,802,130
Debt interest	427,600	\$ 645,750	\$ 708,210	\$ 736,790	\$ 750,120
Amortization	1,939,470	\$ 1,939,470	\$ 1,939,470	\$ 1,939,470	\$ 1,939,470
	<u>\$ 12,106,820</u>	<u>\$ 12,058,010</u>	<u>\$ 12,259,750</u>	<u>\$ 12,360,220</u>	<u>\$ 12,491,720</u>
NET (REVENUES) EXPENSES	<u>\$ (62,840)</u>	<u>\$ (685,100)</u>	<u>\$ (853,410)</u>	<u>\$ (1,368,820)</u>	<u>\$ (1,833,230)</u>
ADJUSTMENTS					
Acquisition of capital assets	\$ 3,061,420	\$ 3,469,670	\$ 3,521,940	\$ 3,084,960	\$ 940,040
Add back amortization	(1,939,470)	(1,939,470)	(1,939,470)	(1,939,470)	(1,939,470)
Proceeds from borrowing	(80,000)	(80,000)	(1,515,000)	(970,000)	(82,000)
Principal payments on debt	544,900	781,110	1,031,190	1,040,100	1,075,360
Remove Unfunded Projects	-	(2,505,550)	(120,000)	(450,000)	(10,000)
TOTAL ADJUSTMENTS	<u>1,586,850</u>	<u>(274,240)</u>	<u>978,660</u>	<u>765,590</u>	<u>(16,070)</u>
CHANGE IN CONSOLIDATED FUNDS	<u>\$ 1,524,010</u>	<u>\$ (959,340)</u>	<u>\$ 125,250</u>	<u>\$ (603,230)</u>	<u>\$ (1,849,300)</u>
TRANSFER FROM RESERVES					
Reserves	\$ (4,375,830)	\$ (1,929,300)	\$ (2,982,140)	\$ (2,390,490)	\$ (1,436,240)
Development Cost charges	(49,500)	(124,250)	(71,020)	(107,150)	(12,380)
Parking in Lieu	(6,000)	(20,000)	-	-	-
TRANSFER TO RESERVES	<u>2,907,320</u>	<u>3,032,890</u>	<u>2,927,910</u>	<u>3,100,870</u>	<u>3,297,920</u>
TRANSFER TO / (FROM) RESERVES	<u>\$ (1,524,010)</u>	<u>\$ 959,340</u>	<u>\$ (125,250)</u>	<u>\$ 603,230</u>	<u>\$ 1,849,300</u>
TRANSFER TO/(FROM) ACCUMULATED SURPLUS	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Schedule B

Policies and Objectives

Pursuant to section 165 (3.1) of the *Community Charter*

Part A: Proportion of Total Revenue Proposed to Come from Each Funding Source

Table 1: The proportion of total revenue proposed to be raised from each funding source in 2026 (based on 2025 Revised Assessment Roll).

Revenue Source	% Total Revenue	Dollar Value
Property Value Taxes & Payments in Lieu	41.91%	5,134,250
Sale of Services and Fees	30.26%	3,706,790
Government Grants	11.15%	1,365,290
Other Revenue	8.64%	1,057,800
Parcel Taxes	7.39%	905,530
Proceeds from Borrowing	0.65%	80,000
Total	100%	\$12,249,660

1. Property value tax is typically the primary source for operating funds for general municipal purposes. Property taxation is simple to administer and offers a stable and reliable source of revenue for services that are difficult or undesirable to fund on a user-pay basis.
2. Sale of services and fees form another significant portion of planned revenue. Many municipal services, such as utilities and recreation, lend well to a fee for service basis. Costs can be associated to a level of service provided, particularly where services are optional. In addition, the municipality sells water, fire protection and animal control services to other municipalities.
3. The Village seeks out all grant opportunities that become available. The Comox Valley Regional District as part of a landfill host agreement provides amenity funds to the Village and this funding will continue until 2032. The municipality also receives funds under the Strategic Community Initiative (Small Community grant) which provides a significant source of funds for operations and capital maintenance programs.
4. Other revenue includes sources of funds which do not fit in another category and include donations, developer amenity funds, grants from non-government sources, investment revenue, permits and licensing.
5. Parcel taxes fund the capital costs of providing water, sewer and storm water infrastructure. The intention is to use these taxes toward the replacement of water,

sewer and storm water infrastructure as well as reducing the Village's wet weather flows through storm and sewer inflow and infiltration.

6. The municipality finances vehicles and equipment and secures debenture financing for portions of large, committed projects not funded by grants or development cost charges. The municipality reviews all other funding options prior to financing recognizing that borrowing constitutes a long-term commitment and because borrowing authority is limited for an organization of this size. There is a commitment to borrow \$6.9 million for the wastewater treatment upgrades expected in the fall of 2026.

Objective and Policies

Over the next five years, the municipality has the following objectives and policies:

- to actively seek grants for major infrastructure repair and replacement;
- to annually review utility rates to ensure water, sewer and storm water operating and delivery costs are fully funded; and
- to review all other services to determine optimal proportions of cost recovery from fees versus general revenues and taxation.

Part B: Distribution of Property Taxes among Property Classes

Table 2: The distribution of property tax revenue among the property classes (based on 2025 Revised Assessment Roll)

Property Class	% Total Property Tax	Dollar Value
1. Residential	74%	3,751,318
2. Utilities	1.9%	95,178
3. Supportive Housing		
4. Major Industry		
5. Light Industry	3.6%	182,077
6. Business and Other	16.8%	849,917
7. Managed forest	3.5%	177,751
8. Recreation & Non Profit	0.2%	12,397
9. Farm		6
Total	100%	\$5,068,644

Tax rates are set to maintain tax stability. Annual tax increases are apportioned over the classes to ensure stability.

There are no class 3 or 4 properties located within the Village.

The municipality recognizes the need to attract and retain businesses and industry for economic development and not to rely heavily on any one industry as a tax source. Council believes that the non-residential rates based on these ratios reflect that philosophy.

Part C: The Use of Permissive Tax Exemptions

Council does not generally support exemptions. Taxpayers within the various property classes are treated equitably and policies are established for each class and not for individual property owners. There are three exceptions to this policy:

1. Grounds surrounding places of worship

Parcels that qualify for partial statutory exemption, such as the grounds surrounding places of worship, are granted an exemption from taxes. These exemptions represent a very small dollar value which would not recover the associated costs of administering the taxes.

2. Municipal properties occupied by a community group or partner agency where the group or agency has been granted a reduced or zero lease rate

Permissive tax exemptions will also be provided for municipal properties occupied by a community group or partner agency where the group or agency has been granted a reduced or zero lease rate but may be subject to property tax under section 229 of the *Community Charter*. This exemption recognizes that municipal buildings are not subject to property taxes when used for municipal purposes; the groups or agencies are deemed by Council to be providing a valuable community benefit or municipal service; that the group or agency may not be granted exclusive use of the building and/or that the space may be reclaimed by the municipality as and when needed.

3. Properties offering affordable rental housing

Permissive property tax exemptions will be considered on assessed improvement value of properties offering affordable rental housing when the organization owning or leasing and managing the property meet the following qualifying criteria:

1. Have a signed current housing agreement with the Village
2. Be the registered owner of the property, or a tenant under a lease requiring it to pay taxes directly to the Village
3. Be a British Columbia registered charity or not for profit society
4. Qualifies for an exemption under the provisions of the Community Charter Part 7, Division 7, Section 224 2 (a):
 - (a) land or improvements that
 - (i) are owned or held by a charitable, philanthropic or other not for profit corporation, and
 - (ii) the council considers are used for a purpose that is directly related to the purposes of the corporation.

5. Principal use meets Council's objective of offering affordable rental housing to the residents of the Village
6. Follows municipal policies, plans, bylaws, and regulations (i.e. zoning, permits, etc.)

Applicant are required to provide annually:

- a. Copy of financial statements for last 3 years for first time applicants and for the last year for current tax exemption recipients
- b. Copy of current and next year operating budget
- c. Copy of registered charity or not for profit society information
- d. Copy of title certificate or lease agreement, as applicable
- e. In the case of a lease agreement, documents are required which indicate that the applicant will benefit from the exemption. Documents should demonstrate that the lease is currently, or will, on approval of the exemption, be reduced by the amount of the exemption, or that other considerations will be provided by the landlord equivalent to the value of the exemption.
- f. Scale drawing of property (buildings, parking lots, landscaping, etc.)
- g. Description of any third-party use of the subject land/improvements including user group names, fees charged, space used, terms of use.

The organization applying for a permissive property tax exemption for affordable rental housing will provide the required documentation by July 15, to be considered for an exemption the next year.

4. Properties held for conservation purposes

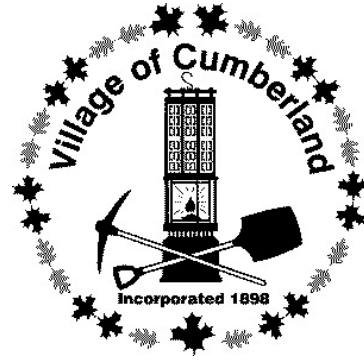
Permissive tax exemptions for lands held for conservation purposes shall only be considered where the applicant is a registered not-for-profit society or charity with a primary purpose of ecological conservation, and where the land is subject to a registered Section 219 (Land Title Act) conservation covenant or long-term management agreement that ensures ecological protection in perpetuity. All applications shall demonstrate alignment with the Village's Official Community Plan and be subject to annual review.

Applicants are required to provide annually:

- a. Copy of financial statements for last 3 years for first time applicants and for the last year for current tax exemption recipients
- b. Copy of current and next year operating budget
- c. Copy of registered charity or not for profit society information
- d. Copy of title certificate or lease agreement, as applicable
- e. Statement of use from the organization, along with a copy of their non-profit constitution

[illegible]

COMMITTEE OF THE WHOLE REPORT



REPORT DATE: 10/8/2025
MEETING DATE: 10/14/2025

File No. 1700

TO: Mayor and Councillors
FROM: Michelle Mason, Chief Administrative Officer
SUBJECT: Proposed 2026-2030 Financial Plan

RECOMMENDATION

THAT the Committee of the Whole recommend that Council make specified changes to the draft 2026-2030 detailed budgets and present the proposed 2026-2030 detailed budgets and a Proposed 2026-2030 Financial Plan Bylaw to the public at the November 17, 2025 Village Hall Budget Open House.

PURPOSE

The purpose of this report is to introduce the 2026-2030 Financial Plan package for Council's consideration.

BACKGROUND

Budget Process

Staff have prepared the Proposed 2026-2030 Financial Plan based on department budget requests and Council Strategic Priorities. Staff has proposed a draft budget that attempts to balance immediate priorities, along with the need for increases to reserve funds for asset replacement and renewal, as well as future policing cost increases, population growth pressures, and staffing needs to maintain current service levels.

The proposed plan reflects staff's modifications and, as no policy direction is available for a proposed tax revenue increase, the approved 2025-2029 five-year financial plan was used to guide the process. For 2026, the plan as presented shows an overall property tax revenue increase of 5.87% for existing 2025 rate payers with budget requests deemed a priority by staff increasing this to 7.43%.

There are five lists of budget requests in the package for Council to review for decisions during this budget meeting as follows:

1. *Projects Currently Included in the Five-year Financial Plan (Approved in the 2025-2029 Financial Plan).* Council has the option to review these projects and remove them or replace them with other requests.

2. *Priority Request Projects Currently Not in Financial Plan Requiring Further Council Consideration.* The priority budget requests listed for Council review may be added to the financial plan by Council using available funding or by increasing taxes (or utility fees if applicable). Showing at the bottom of this list is that the current presented tax increase for 2026 of 5.87% will increase to 7.43% if all recommended requests are added by Council.
3. *Requests/Projects Removed During Director Review.* Increases presented to Council that are deemed to be higher priorities are based on the following factors:
 - Required for life and safety
 - Regulatory requirements
 - Possible future consequences due to asset failures if not funded
 - Possible future consequences due to increased costs (or other serious consequences) if not funded

Projects that were either not one of Council's strategic priorities or did not fall within the above categories were removed from the priority budget requests for staff to review again in the future if funding becomes available or for Council to review during this meeting.
4. *Five Year Linear Infrastructure Capital Asset Renewal Program.* This is a list of linear asset replacement projects that are mostly funded from the linear infrastructure asset renewal reserve but many of the road projects are funded by Community Works Funds. The linear infrastructure asset renewal reserve annual contributions for underground utility linear assets are currently funded by annual frontage taxes and contributions for road linear assets are currently funded by property taxes.
5. *Contribution to Reserve.* This list includes contributions approved in principle in the 2025-2029 financial plan as well as staff recommended contributions deemed as priorities with justification included in the requests presented to Council.

Tax increase

In the 2025-2029 Financial Plan bylaw adopted in January 2025, Council approved a 7.52% tax increase for the 2026 year. The Financial Plan only includes requests that were approved in principle by Council in the 2025-2029 financial plan. The tax revenue increase included in the proposed 2026 budget is showing as a 5.87% increase equivalent to an additional \$286,280 over 2025 tax base (\$71,020 less than the approved tax increase of 7.52%). The difference between the 7.52% and the currently presented 5.87% increase is due to non-residential growth taxes being higher than expected in 2025 and savings found in expected expenditures as well as the deferral of the debt for the fire ladder truck from 2027 to 2028. More information on rate payer increases are outlined later in this report in a table format.

New projects or New annual operating increases

The following tables outline the 2026-2030 projects and new operating increases that, while staff consider to be a high priority for current service levels, were not approved for the 2026 year in the previous year's 2025-2029 financial plan. Although these projects are deemed a priority, because they have not previously been presented to Council, they require further Council consideration. The list of projects not included in the 2026-2030 Financial Plan are provided as an attachment to this report.

General Government Services

PRIORITY REQUESTS CURRENTLY NOT IN FINANCIAL PLAN REQUIRING FURTHER COUNCIL CONSIDERATION

COUNCIL	2026		2027	2028	2029	2030
National Indigenous Peoples Day contribution (annual increase)	1,000	0.02%	1,000	1,000	1,000	1,000
Local Government Leadership Academy to allow Mayor and two members to attend each year	5,000	0.10%	5,000	5,000	5,000	5,000
Increase to travel for Mayor protocol events (from \$500 to \$1k annually)	500	0.01%	500	500	500	500
CAO & LEGISLATIVE SERVICES						
Cumberland Business Survey/Business Retention Initiative (to be managed by CV Chamber of Commerce)	15,000	0.31%	-	-	-	-
Recommending funding from General Stabilization Reserve for the survey	(15,000)	-0.31%	-	-	-	-
Cumberland Business Support Services (annual increase tied to Cumberland Business Survey/Business Retention Initiative)	10,000	0.20%	10,000	10,000	10,000	10,000
Freedom of Information (FOI) Redaction Services	5,000	0.10%	5,000	5,000	5,000	5,000
Consultant to Review Climate Action Implementation Plan for Status & Next Steps						
Recommendation (instead of Climate Action Coordinator)	50,000	1.02%	-	-	-	-
Recommending funding from LGCAP funds for the Consultant for Climate Action review	(50,000)	-1.02%	-	-	-	-
FINANCIAL, HUMAN RESOURCES & INFORMATION TECHNOLOGY SERVICES						
Bonfire Procurement Account to allow competitive bids to be submitted online (annual increase)	1,000	0.02%	1,000	1,000	1,000	1,000
Increase postage budget from \$10k to \$13k (annual increase)	2,960	0.06%	2,960	2,960	2,960	2,960
Council laptops replacement (originally purchased with COVID recovery funds)	8,750	0.18%	-	-	-	-
Recommending funding from General Stabilization Reserve for laptops	(8,750)	-0.18%	-	-	-	-
Financial System replacement (Alternative is equipment borrowing debt-full debt \$67k per year)	-	0.00%	-	-	300,000	-
Recommending funding from General Stabilization Reserve for financial system	-	0.00%	-	-	(300,000)	-
Impact on tax requisition	\$ 25,460	0.52%	\$ 25,460	\$ 25,460	\$ 25,460	\$ 25,460

REQUESTS/PROJECTS REMOVED DURING DIRECTOR REVIEW

Climate Action Coordinator temporary full-time (mgt removed this & are requesting to replace it with a consultant)	108,110	2.22%	-	-	-	-
IT licensing for temporary climate action coordinator	450	0.01%	-	-	-	-
IT support for temporary climate action coordinator	1,580	0.03%	-	-	-	-
Climate Coordinator costs were recommended to be funded by LGCAP	(110,140)	-2.26%	-	-	-	-
Visual identity review to incorporate Indigenous territory acknowledgement (recommend this be brought to next Strategic Priorities session)	-	0.00%	5,000	10,000	-	-
Visual identity review was recommended to be funded by Host Amenity Funds	-	0.00%	(5,000)	(10,000)	-	-
Impact on tax requisition	\$ -	0.00%	\$ -	\$ -	\$ -	\$ -

Development Services

PRIORITY REQUESTS CURRENTLY NOT IN FINANCIAL PLAN REQUIRING FURTHER COUNCIL CONSIDERATION

	2026		2027	2028	2029	2030
Bluebeam (advanced PDF editing software) subscription increase to provide to all Development staff	500	0.01%	500	500	500	500
Planning membership (PIBC) addition to ensure all Development staff are members (annual increase)	580	0.01%	580	580	580	580
Increase Development Services Assistant to 35 hrs/week from 21 hrs (7 hrs_2026 plus 7 hrs_2027_ includes staffing costs (i.e. training))	17,070	0.35%	32,680	32,680	32,680	32,680
Canopy Cover Analysis (update 2018 analysis & includes improved methodology)	40,000	0.82%	-	-	-	-
Recommending funding from Host Amenity Reserve for canopy cover	(40,000)	-0.82%	-	-	-	-
Official Community Plan and Zoning Bylaw Update (required by legislation)	-	0.00%	-	-	150,000	-
Recommending funding from Community Works Funds for OCP update	-	0.00%	-	-	(150,000)	-
Subdivision and Development Bylaw Update	-	0.00%	150,000	-	-	-
Recommending funding from Host Amenity/General Stabilization/Linear Asset Reserves for subdivision bylaw update	-	0.00%	(150,000)	-	-	-
Development Cost Charges (DCC) Bylaw Update	-	0.00%	50,000	-	-	-
Recommending funding from DCCs for update	-	0.00%	(50,000)	-	-	-
Impact on tax requisition	\$ 18,150	0.37%	\$ 33,760	\$ 33,760	\$ 33,760	\$ 33,760

REQUESTS/PROJECTS REMOVED DURING DIRECTOR REVIEW

Non-Market Housing Strategy	\$ -	0.00%	-	120,000	-	-
Impact on tax requisition	\$ -	0.00%	\$ -	\$ 120,000	\$ -	\$ -

Bylaw Services

PRIORITY REQUESTS CURRENTLY NOT IN FINANCIAL PLAN REQUIRING FURTHER COUNCIL CONSIDERATION

Bylaw Enforcement Uniform replacement every five years (major replacement)	\$ -	0.00%				\$ 2,000
Recommending funding from General Stabilization Reserve for uniform	-	0.00%	-	-	-	(2,000)
Impact on tax requisition	\$ -	0.00%	\$ -	\$ -	\$ -	\$ -

REQUESTS/PROJECTS REMOVED DURING DIRECTOR REVIEW

none		0.00%				
Impact on tax requisition	\$ -	0.00%	\$ -	\$ -	\$ -	\$ -

Protective Services

PRIORITY REQUESTS CURRENTLY NOT IN FINANCIAL PLAN REQUIRING FURTHER COUNCIL CONSIDERATION

	2026		2027	2028	2029	2030
Offset Fire Requests with Royston Revenue Sharing (just under 20% of taxes)	(6,760)	-0.14%	(8,640)	(11,910)	(13,000)	(14,140)
Computer Aided System (CAD) licensing costs (purchased in 2025/2026 w/ grant funds)	-	0.00%	3,500	3,500	3,500	3,500
Increase to fire protective equipment replacement reserve contribution for CAD system replacement (purchased in 2025/2026 w/ grant funds)	-	0.00%	-	5,000	5,000	5,000
Callouts, Practices, Duty Officer & Standby_Paid On Call Fire Fighter remuneration Increase (annual increase_20% funded by sales to Royston)	34,990	0.72%	41,220	46,650	52,300	58,200
SCBA Compressor (An increase to the Fire Capital_EQ Rsv is needed to fund this_see below)	-	0.00%	-	50,000	-	-
Recommending funding from Fire Equipment Capital_EQ Reserve for Compressor	-	0.00%	-	(50,000)	-	-
Increase to fire protective equipment replacement reserve contribution for SCBA Compressor Replacement (8 years_2028-2035)	-	0.00%	-	6,500	6,500	6,500
Turnout Gear Dryer	15,000	0.31%	-	-	-	-
Recommending funding from Growing Community Funds (GCF) for Dryer	(15,000)	-0.31%	-	-	-	-
Impact on tax requisition	\$ 28,230	0.58%	\$ 36,080	\$ 49,740	\$ 54,300	\$ 59,060

REQUESTS/PROJECTS REMOVED DURING DIRECTOR REVIEW

New position: Full time Assistant Deputy Fire Chief	89,160	1.83%	118,870	118,870	118,870	118,870
New position: additional costs for Assistant Deputy Fire Chief	6,920	0.14%	4,530	4,530	4,530	4,530
Increase to Turnout Gear replacement (fourth set)	\$ 5,000	0.10%	5,000	5,000	5,000	5,000
Rear Parking lot of Fire Hall paving (continue to maintain gravel lot with grading and dust control until funding available)	\$ 130,000	2.66%	-	-	-	-
Impact on tax requisition	\$ 231,080	4.73%	\$ 128,400	\$ 128,400	\$ 128,400	\$ 128,400

Environmental Health Services (Solid Waste, Water, Sewer, and Storm)

The projects listed below as priority requests that would need to be funded through utility fees have already been included in the utility fees based on the structure (If Council does not add the recommended requests, utility fees may be reduced)

PRIORITY REQUESTS CURRENTLY NOT IN FINANCIAL PLAN REQUIRING FURTHER COUNCIL CONSIDERATION

	2026		2027	2028	2029	2030
WATER						
Increase to existing annual water quality monitoring over three years (all water sources other than Allen) (Included in Water Utility Fees presented above)	10,000	0.38%	5,000	5,000	-	-
Unidirectional annual water flushing to begin 2026_PW labour (Included in Water Utility Fees presented above)	14,000	0.53%	14,000	14,000	14,000	14,000
Increase to annual reserve contribution as per water supply asset life cycle analysis (Water Treatment Facility) (Included in Water Utility Fees presented above)	28,000	1.06%	28,000	28,000	28,000	28,000
Temperature and PH Sensor on Water Reservoir	2,500	0.10%	-	-	-	-
Recommending funding from Water Stabilization Reserve for the sensor	(2,500)	-0.10%	-	-	-	-
Allen Lake Water Quality sampling (in addition to regular annual monitoring & extra water monitoring above)	20,000	0.76%	20,000	20,000	-	-
Recommending funding from Water Stabilization Reserve for monitoring	(20,000)	-0.76%	(20,000)	(20,000)	-	-
Water Meter Replacement program	50,000	1.90%	50,000	50,000	50,000	50,000
Recommending funding from \$35k Water Meter Reserve for the meter program	(35,000)	-1.33%	(35,000)	(35,000)	(35,000)	(35,000)
Water Meter Replacements_PW Labour	10,760	0.41%	11,030	11,310	11,590	11,880
Allen Lake portable aerators (x6)	60,000	2.28%	-	-	-	-
Recommending funding from Sewer/Water Infrastructure Reserve for aerators	(60,000)	-2.28%	-	-	-	-
SEWER						
SCADA Licensing costs (annual from SCADA system expansion) (Included in Sewer Utility Fees presented above)	-	0.00%	4,500	4,500	4,500	4,500
Tree management in Ulverston Park (growing on top of sanitary mains)_PW labour (Included in Sewer Utility Fees presented above)	10,000	0.38%	-	-	-	-
STORM						
Hope Road catch basin and culvert to ditch repair/replacement	20,000	0.76%	-	-	-	-
Recommending funding from Linear Infrastructure Renewal Reserve for Hope Road	(20,000)	-0.76%	-	-	-	-
Impact on utility fees (Included in Utility Fees presented above)	\$ 87,760	3.34%	\$ 77,530	\$ 77,810	\$ 73,090	\$ 73,380

REQUESTS/PROJECTS REMOVED DURING DIRECTOR REVIEW

None		0.00%				
Impact on utility fees	\$ -	0.00%	\$ -	\$ -	\$ -	\$ -

Transportation

PRIORITY REQUESTS CURRENTLY NOT IN FINANCIAL PLAN REQUIRING FURTHER COUNCIL CONSIDERATION						
	2026		2027	2028	2029	2030
Cultural Centre Parking lot and 2nd street parking reconfiguration	-	0.00%	20,000	-	-	-
Parking signs & wayfinding signs	6,000	0.12%	-	-	-	-
Recommending funding from parking in lieu funds for parking lot & signs	(6,000)	-0.12%	(20,000)	-	-	-
Emission control burner unit #8 (2009 Dump Truck)	15,000	0.31%	-	-	-	-
Recommending funding from General Asset Renewal Rsv_Fleet	(15,000)	-0.31%	-	-	-	-
Council Workshop_TMP for laneways, 30km wide, standard of shared street and separated bike lanes (funding will need to be found to add this)	10,000	0.20%	-	-	-	-
Box Grader Attachment for JD Skid Steer	-	0.00%	25,000	-	-	-
Recommending funding from General Asset Renewal Rsv_Fleet	-	0.00%	(25,000)	-	-	-
Cat Backhoe replacement of pins and bushings	24,000	0.49%	-	-	-	-
Recommending funding from General Asset Renewal Rsv_Fleet	(24,000)	-0.49%	-	-	-	-
Skid Steer trailer	20,000	0.41%	-	-	-	-
Recommending funding from General Asset Renewal Rsv_Fleet	(20,000)	-0.41%	-	-	-	-
Replacement of Service Truck (2009 Chevy #5)	80,000	1.64%	-	-	-	-
Replacement of Parks Service Truck (2007 Ford Ranger #26)	-	0.00%	80,000	-	-	-
Replacement of Service Truck (2011 Ford #27)	-	0.00%	-	80,000	-	-
Replacement of 2009 Kubota Mower #7	-	0.00%	-	-	80,000	-
Replacement of Service Truck (2012 Ford #24)	-	0.00%	-	-	80,000	-
Replacement of 2012 Ford Econo Utility Van #14	-	0.00%	-	-	80,000	-
Replacement of Service Truck (2013 Ford #11)	-	0.00%	-	-	80,000	-
Replacement of 1999 Ford Bucket Truck #22	-	0.00%	-	-	-	132,000
Recommending funding from General Asset Renewal Rsv_Fleet for part of bucket truck	-	0.00%	-	-	-	(50,000)
Recommending funding from Debt for vehicle replacements above	(80,000)	-1.64%	(80,000)	(80,000)	(320,000)	(82,000)
Debt Interest Payments for fleet vehicle purchases (base annual debt for the 2025 year is \$114k)	114,060	2.34%	121,490	128,840	131,980	142,130
Impact on tax requisition	\$ 124,060	2.54%	\$ 121,490	\$ 128,840	\$ 131,980	\$ 142,130
REQUESTS/PROJECTS REMOVED DURING DIRECTOR REVIEW						
Second Engineer Technical (to be paid for by reducing engineering fees on projects_full analysis would be needed before moving forward)	\$ -	0.00%	\$ 111,410	\$ 105,820	\$ 105,820	\$ 105,820
Portable hoist assembly for fleet (currently no funding available for new assets)	\$ 75,000	1.54%	-	-	-	-
Impact on tax requisition	\$ 75,000	1.54%	\$ 111,410	\$ 105,820	\$ 105,820	\$ 105,820

Recreation

PRIORITY REQUESTS CURRENTLY NOT IN FINANCIAL PLAN REQUIRING FURTHER COUNCIL CONSIDERATION						
	2026		2027	2028	2029	2030
Increases to All Recreation Revenues per Analysis_To Fund all direct operating expense increases related to the growth and the remaining balance of revenue to be contributed to asset management reserve contributions.	(59,100)	-1.21%	(59,100)	(59,100)	(59,100)	(59,100)
New Leisure Buddies program (annual increase)_approved in previous financial plan from taxes but can now be funded through revenue increases.	2,500	0.05%	2,500	2,500	2,500	2,500
Increase to Recreation Program Contractors (annual increase)	15,000	0.31%	15,000	15,000	15,000	15,000
Increase to Recreation Admin Waived Fees (annual increase_compensate Volunteers who offer childminding and assist with Adult Social Club etc.)	700	0.01%	700	700	700	700
Increase to Recreation Sales System Licensing (annual increase)	450	0.01%	450	450	450	450
Open on weekends in summer (annual increase_currently closed June/July/August on weekends_recommending open five hours Saturday & Sundays)	-	0.00%	7,900	7,900	7,900	7,900
Recreation Centre dumpster tipping fee (annual increase)	500	0.01%	500	500	500	500
Annual Contribution to facility/asset reserves for Recreation Asset Management	39,950	0.82%	32,050	32,050	32,050	32,050
Phase 2 parks and rec fees bylaw update	-	0.00%	30,000	-	-	-
Recommending funding from General Stabilization Reserve for bylaw update	-	0.00%	(30,000)	-	-	-
Fitness Studio renovation - design	3,300	0.07%	-	-	-	-
Fitness Studio renovation - construction	-	0.00%	60,000	-	-	-
Recommending funding from General Facility Asset Reserve for renovations	(3,300)	-0.07%	(60,000)	-	-	-
CRI gymnasium roof repair / replacement - (previously approved as metal_discussion required)	300,000	6.15%	-	-	-	-
Recommending funding from Growing Community Funds (\$200k) & General Facility Asset Reserve (\$100k) for roof	(300,000)	-6.15%	-	-	-	-
Gymnasium divider for Recreation Centre Gym (will include a work plan analysis for extra programming that will be available)	-	0.00%	-	-	24,000	-
Recommending funding from General Asset Reserve_REC EQ for gym divider	-	0.00%	-	-	(24,000)	-
Automatic doors for Buchanan and Moncrief Hall	-	0.00%	8,000	-	-	-
Recommending funding from General Facility Asset Reserve for automatic doors	-	0.00%	(8,000)	-	-	-
Protective covering for lower walls of Moncrief	4,100	0.08%	-	-	-	-
Recommending funding from Growing Community Funds for lower walls of Moncrief	(4,100)	-0.08%	-	-	-	-
Lighting improvements at Buchanan Hall	20,000	0.41%	-	-	-	-
Recommending funding from General Facility Asset Reserve for lighting	(20,000)	-0.41%	-	-	-	-
Additional fitness studio equipment	-	0.00%	6,000	-	-	-
Recommending funding from Growing Community Funds for new fitness equipment	-	0.00%	(6,000)	-	-	-
Replacing selectorized fitness equipment per equipment replacement schedule	-	0.00%	5,700	6,000	8,400	7,800
Recommending funding from General Asset Reserve_REC EQ for fitness equipment replacement	-	0.00%	(5,700)	(6,000)	(8,400)	(7,800)
Impact on tax requisition	\$ -	0.00%	\$ -	\$ -	\$ -	\$ -

Recreation Cont'd

REQUESTS/PROJECTS REMOVED DURING DIRECTOR REVIEW

Acoustic panels in gymnasium - design	\$	-	0.00%	-	7,000	-	-
Acoustic panels in gymnasium - install	\$	-	0.00%	-	65,000	-	-
Squash court refurbishment	\$	-	0.00%	-	50,000	-	-
Re-roofing of Cultural Centre breezeway and balcony	\$	-	0.00%	35,000	-	-	-
Soundproofing between floors of Cultural Centre - design	\$	-	0.00%	5,000	-	-	-
Soundproofing between floors of Cultural Centre - install	\$	-	0.00%	43,000	-	-	-
Impact on tax requisition	\$	-	0.00%	\$ 83,000	\$ 122,000	\$ -	\$ -

Parks & Trails

PRIORITY REQUESTS CURRENTLY NOT IN FINANCIAL PLAN REQUIRING FURTHER COUNCIL CONSIDERATION

	2026		2027	2028	2029	2030
Parks and Greenways Master Plan Update	-	0.00%	-	100,000	-	-
Recommending funding from Parks DCCS (\$49k) and Host Amenity Funds (\$51k) for Plan	-	0.00%	-	(100,000)	-	-
Street Tree inventory and maintenance plan (funding source will be needed to be found)	10,000	0.20%	-	-	-	-
Increase for invasive species work (annual increase)	1,500	0.03%	1,500	1,500	1,500	1,500
Increase to Coal Creek supplies & services budgets for trail maintenance & tree replacement	1,320	0.03%	1,320	1,320	1,320	1,320
Orchard Park Tree health care (annual increase)	500	0.01%	500	500	500	500
Security Fence around Fan House Park to defer park development until after analysis	-	0.00%	20,000	-	-	-
Recommending funding from Growing Community Funds for Fan House fence	-	0.00%	(20,000)	-	-	-
Village Park Master Plan	100,000	2.05%	-	-	-	-
Recommending funding from Parks DCCS (\$49k) and Host Amenity Funds (\$51k) for Plan	(100,000)	-2.05%	-	-	-	-
Village Park Playground area misting station installation for CV Emergency Management Grs	2,000	0.04%	-	-	-	-
Recommending funding from Growing Community Funds for Misting Station	(2,000)	-0.04%	-	-	-	-
Welcome Pole annual maintenance	1,000	0.02%	1,000	1,000	1,000	1,000
Lake Park Operating Increase offset by Increased Revenue Sharing	3,250	0.07%	4,250	5,250	6,250	7,250
Recommending funding from Increased Revenue Sharing for Ops Increase	(3,250)	-0.07%	(4,250)	(5,250)	(6,250)	(7,250)
Comox Lake Road Parking and Traffic Safety	-	0.00%	13,000	-	-	-
Recommending funding from General Asset Reserve_LP for Traffic Safety	-	0.00%	(13,000)	-	-	-
Impact on tax requisition	\$ 14,320	0.29%	\$ 4,320	\$ 4,320	\$ 4,320	\$ 4,320

REQUESTS/PROJECTS REMOVED DURING DIRECTOR REVIEW

	2026		2027	2028	2029	2030
Centennial Building Design and Replacement (previously approved_remove and allow Village Park Master Plan process to set priority for this)	\$ -	0.00%	\$ -	\$ 600,000	\$ -	\$ -
Horseshoe building basic renovation (previously approved_remove and allow Village Park Master Plan process to set priority for this)	\$ -	0.00%	\$ -	\$ -	\$ 24,000	\$ -
Village Square Landscape Plan Charette	\$ -	0.00%	\$ -	\$ -	\$ -	\$ 20,000
Civic Cemetery water source plumbing upgrades (re-evaluate this project as water source may not be available)	\$ 4,000	0.08%	\$ -	\$ -	\$ -	\$ -
Impact on tax requisition	\$ 4,000	0.08%	\$ -	\$ 600,000	\$ 24,000	\$ 20,000

Changes Council Can Make

While reviewing the financial plan, Council can add, change or remove projects or can increase or decrease property taxes to be collected. For every 1% in tax revenue increases, the Village will receive \$48,807 in 2026. For every 1% in utility revenue increases, the Village will receive \$26,307 in 2026. For every 1% in frontage tax revenue increases, the Village will receive \$7,270 in 2027.

Due to a number of current initiatives that have been funded by Village internal funds, Council has limited funds, other than property tax increases, host amenity funds (lowest balance is \$16.6k available in 2027 with increases in 2028 and beyond), financial stabilization reserves, and some reserves for

specific purposes. If Council does not wish to increase property taxes further than what is proposed in the financial plan or if they wish to reduce the proposed property taxes, they can reduce current or proposed service levels, or contributions to reserves funded by taxes, which would in turn reduce operating budgets. Council also has the option to not approve current proposed projects and replace them with other projects they may be deemed a higher priority.

The risk with any reduction in taxes is that municipal services, reserve contributions or maintenance of infrastructure are impacted. The risk of continual tax and utility fee increases year over year may impact future sustainability for ratepayers. Any purchases, additions or expansion of services will increase future maintenance costs. To assist Council decision-making, the budget requests outlined in each department budget has been separated into “annual operating budget increases” and “key adjustments, project requests & reserve transfers”. Annual operating budget increases are annual increases to operating budgets for core municipal services that will affect future budgets.

Further information for Council to consider when making their decisions on the projects above are:

- \$211,205 Local Government Climate Action Program (LGCAP) funding received in 2024 for the years 2024, 2025 and 2026 to help the Village reach legislated climate targets and prepare communities for impacts of a changing climate. Part of this funding was already committed in 2024 and 2025, leaving an available balance of \$132.8k for future years (includes recommended use for priority requests). LGCAP funds must be spent by March 31, 2028. Staff are recommending that Council approve the use of these funds for a consultant to review the Climate Action Implementation Plan for status and next steps recommendations. Staff would expect that the remaining \$132k could be used for the consultant’s recommendations.

Residential Growth Taxes are unknown and should be used to build tax revenues for policing

Staff have not estimated tax revenue generated by growth for 2026 due the information not yet being available from BC Assessment. In the past, residential growth taxes have been contributed to the Emergency and Public Safety Reserve to build the tax revenues to be able to pay increased policing costs when the Village population hits 5,000 people. In 2025, Council reduced the taxes being saved for increased policing costs by \$150k to fund requests in the 2025 financial plan.

Cumberland’s population was 4,447 in the 2021 census. Therefore, the Village has another couple of years to build tax revenues towards policing costs until the municipality’s population is expected to hit 5000 people (next census will be held in 2026).

Based on 2025 actual taxes levied, the Village has \$503,650 in annual tax revenues transferred to reserve for this purpose and taxpayers already pay a police tax of \$389,470 (based on 2025). Therefore, the total tax revenue available to pay policing costs at 70% is \$893,120. At the point of paying more for policing services, there will be a significant balance in the Emergency and Public Safety Reserve and part of this balance can be used to stabilize the remaining tax increase required over a longer period.

The following table shows the estimated balance in the Emergency and Public Safety Reserve if an increase of about \$40k is contributed from growth taxes with an additional 0.5% annual tax increase, and if the Village starts paying 70% of policing costs in 2027. A contribution of \$503,650 is included in the proposed plan for 2026.

Reserve Balance (estimated)	2026	2027	2028	2029	2030
Emergency & Public Safety Reserve	\$3,796,905	\$3,522,980	\$3,250,756	\$3,010,725	\$2,802,892

Impact for the tax payers

The five-year plan shows proposed increase for property tax, utility fee and frontage taxes as follows:

	2026	2027	2028	2029	2030
Increase in tax revenues from 2025 taxpayers included in current plan	5.87%	6.57%	6.75%	5.70%	4.76%
Increase in tax revenues from 2025 taxpayers if priority requests are approved	7.43%	7.17%	7.13%	5.82%	4.99%
Increase in tax revenues approved in the 2025-2029 financial plan	7.52%	7.57%	7.77%	4.16%	
Increase in utility fees for the average residential rate payer *	\$40.50	\$40.40	\$40.40	\$40.40	\$40.40
Increase in frontage taxes for a median sized parcel for frontage	\$13.80	\$12.00	\$15.00	\$15.60	\$16.80
Increase in total utility fees and frontage taxes as a % for the average residential rate payer	3.54%	3.30%	3.37%	3.30%	3.26%
Water supply upgrades parcel taxes (2025 tax was \$45.09 / interest rates expected to increase in the 2026 refinance)	\$68.22	\$68.22	\$68.22	\$68.22	\$68.22
Wastewater Treatment Upgrade project parcel taxes		\$305.00	\$305.00	\$305.00	\$305.00

* This is less than previously estimated due to recent information provided that indicates that automatic carts will cost less than expected given the significant increase for 2024 and 2025 for manual collection. Staff will also seek grants for the purchase of the carts.

Timeline

The proposed financial plan will be provided to the public for further comment and a public meeting is scheduled for November 17, 2025 at 7:00 pm.

Any changes made by the Committee of the Whole will be included in the public package presented on November 17, 2025. In addition, recommendations from the Committee of the Whole will be brought to Council at the November 10, 2025 regular Council meeting for confirmation. The financial plan bylaw will come to Council on November 24, 2025, December 8, 2025 and January 12, 2026 for consideration and final adoption. The utility rates and frontage tax bylaws will come to Council on November 24 and December 8, 2025. A tax rate analysis will come to Council early 2026 for Council input into tax ratios using the BC Assessment completed roll. This will help inform the tax rate bylaw that will come to Council after April 1, 2026 but before May 15, 2026 for consideration and final

adoption. The financial plan, utility rate and tax rate bylaws must be adopted every year before May 15 to meet statutory deadlines.

The Financial Plan package contains an overview of relevant financial data, including the proposed change in taxation revenue from 2025 to 2026 and the assumptions made for future years of the Plan.

The DRAFT financial plan bylaw is provided for Council review. Any changes requested by Council will be incorporated and the update financial plan bylaw will be brought back for readings and adoption.

Permissive Tax Exemption Policy

Council has a chance to review the policies included in the financial plan bylaw each year.

Council can permissively exempt property taxes as allowed per the Community Charter and part C of schedule B of the Financial Plan bylaw. The policy permits exemption for the following:

- Grounds surrounding places of worship and for municipal properties occupied by a community group or partner agency where the group or agency has been granted a reduced or zero lease rate but may be subject to property tax under section 229 of the *Community Charter*.
- Assessed improvement value of properties offering affordable rental housing when the organization owning or leasing and managing the property meet specific qualifying criteria.
- Properties held for conservation purposes.

If Council wishes to exempt taxes that are currently restricted in this policy, Council would need to change that policy, which after adoption, would require an amendment to the financial plan bylaw. All permissive tax exemptions need to be approved in a bylaw sent to BC Assessment by October 31 for the following years' taxes. This process is completed for the 2026 taxation year.

Property Tax Rates, Utility User Fees and Frontage Tax Rates

The Village determines the "tax rate" (a charge per \$1,000 of assessed property value) by dividing the sum of all the assessed property values in the Village by the amount of property tax revenue that must be collected. The "tax rate" is simply a mean of determining the proportional amount each individual property owner must pay to receive the package of services provided by the Village.

The variable tax rate system in BC levies property tax to owners based on the value of their properties. The tax rate each year is based on the revenue the Village budgets to collect and the assessed values of all the properties in the Village at that time. Changes in the total assessed property values in the Village will cause the tax rate to change, but on its own, it has no effect on the amount each property owner must pay unless his/her assessed value change is different from the average change in value.

The Financial Plan package shows the impact the proposed 2026–2030 Financial Plan is expected to have on an average single family household, an average multi-family household and a commercial property with the median assessment value (50% of the assessed values in this class are greater and 50% are lower) in Cumberland.

Since the assessment values are not known, the 2025 average assessments are used to compare property taxes for both years. The municipal tax rate is showing as a 5.87% tax increase based on the proposed plan and the tax increase for the taxes collected for the other taxing authorities has been estimated to be 7%. Furthermore, the municipal tax rate is showing as a 7.43% tax increase if Council approves the recommended additions to the financial plan for budget requests that staff have deemed to be a priority. The information regarding the impacts on rate payers is just an example so you can

understand how the tax revenue increase may impact the rate payers; however, the rates from other taxing authorities and assessment values may vary between the different classes based on growth and markets which may result in different amounts payable than what is shown.

Proposed Property Tax Impacts

As presented in the next table, 2026 property taxes are estimated to increase for an average single family household by \$270, and utility fees, frontage taxes, and parcel charges for an average single family household are estimated to increase by \$41 (utility fees), \$14 (frontage taxes), and \$23 (water parcel charge). Including all municipal taxes and utilities, an average homeowner is projected to pay about \$348 more in 2026.

Proposed Property Tax Impact on Average Residential Single Family Household

	Proposed				
	2026	2025	Change	%	
Total taxes payable	\$ 4,466	\$ 4,196	\$ 270	6%	
Home owner grant	(770)	(770)	-	0%	
Net property tax	\$ 3,696	\$ 3,426	\$ 270	8%	
Frontage parcel tax (median lot size)	400	386	14	4%	
Parcel Charge per lot for water supply debt	68	45	23	51%	
Property taxes	\$ 4,164	\$ 3,857	\$ 307	8%	
Average Utility Fees	1,190	1,149	41	4%	
Total Overall Change from 2025	\$ 5,354	\$ 5,006	\$ 348	7%	

If Council includes all of the budget requests that staff have recommended for 2026, property taxes are estimated to increase for an average single family household by an additional \$33 (from \$348 to \$381) as presented in the following table.

Proposed Property Tax, Utility Fees and Parcel Charges Impact on Average Residential Single Family Household

	Proposed				
	2026	2025	Change	%	
Total taxes payable	\$ 4,499	\$ 4,196	\$ 303	7%	
Home owner grant	(770)	(770)	-	0%	
Net property tax	\$ 3,729	\$ 3,426	\$ 303	9%	
Frontage parcel tax (median lot size)	400	386	14	4%	
Parcel Charge per lot for water supply debt	68	45	23	51%	
Property taxes	\$ 4,197	\$ 3,857	\$ 340	9%	
Average Utility Fees (Water, Sewer, Storm & Solid Waste)	1,190	1,149	41	4%	
Total Overall Change from 2025	\$ 5,387	\$ 5,006	\$ 381	8%	

For an average strata type unit, property taxes are estimated to increase by \$198 and for a commercial property with a median assessment value by \$604.

Utility fees and frontage taxes for a strata type unit are estimated to increase by \$31 (utility fees) and \$12 (frontage taxes) in 2026. Utility fees and frontage taxes for the median commercial property are estimated to increase by \$125 (utility fees) and \$12 (frontage taxes) in 2026. Further increases are expected for property taxes, utility fees and frontage taxes until at least 2030 due to asset management replacement costs, reserve contributions and other Village initiatives to maintain current service levels.

Staff cautions that property assessments do not change equally across all properties and market pressures and property improvements will result in different assessment changes for different property owners. In addition, water consumption and frontage for each household will be different from the median water usage and the minimum and median frontage measurements estimated in the analysis.

Highlights of the Proposed Financial Plan

All budget requests in the proposed financial plan are detailed in the budget package for discussion. Although there will be implications of major changes to the budget, everything is open for discussion; however, staff will provide a general overview of the budget, including an overview of some specific budget requests at the budget meeting to help Council understand the reason for their request. Projects carried forward from 2025, including the Wastewater Treatment Upgrades project and Dam #2 Reconstruction project, are not included in the Proposed 2026-2030 Financial Plan and will be brought forward to Council as budget amendments later in 2026.

Host Community Agreement

A Host Community Agreement was negotiated between the Comox Valley Regional District (CVRD), for the landfill located in Village boundaries, and the Village of Cumberland in 2013. As a result, the Village is being paid \$300,000 annually (referred to as “host amenity funds”) over 20 years to use for the “betterment” of the Village (final payment year in 2032). There are also general developer amenity funds available.

When building the financial plan, management proposed the use of host amenity funds for a variety of projects that were thought to benefit the overall community.

Other Sources of Funding

Besides the amenity funds that are guaranteed as noted above, there are also future amenity funds available from development. There is a Section 219 Covenant on the Coal Valley Estates lands that obligates them to pay \$1,500,000 in amenity funds throughout the phases of their development and prior to the final subdivision that creates the final development parcel. To date the Village has received \$1,425,029 which leaves a balance owing of \$74,971 for the development’s future phase. Staff have been using these funds towards roads infrastructure replacement projects.

There is also a Section 219 Covenant on the CAYET lands that obligates them to pay \$4,500,000 in amenity funds throughout the phases of their development. Due to inactivity on these lands, these funds have not been used as a funding source in the 2026-2030 Financial Plan.

Operating and capital reserves have been used to fund one-off budget requests or to phase tax increases or utility fees increases for budgets.

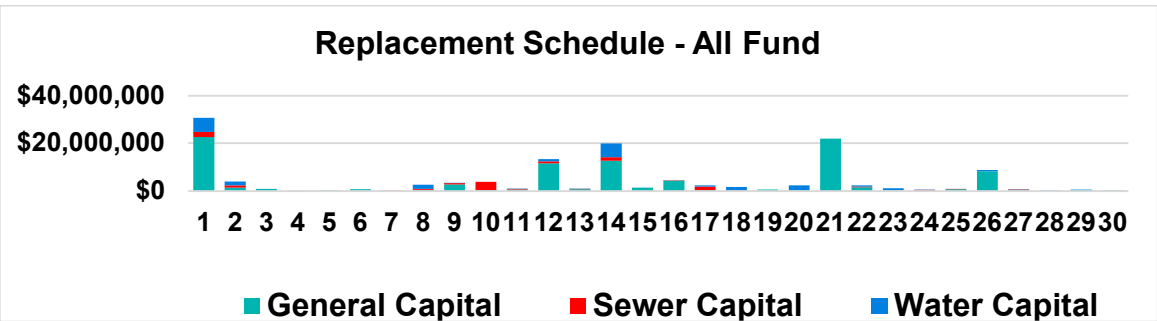
Wastewater Treatment Upgrade Project

The Wastewater Treatment Upgrades debt payments and associated increased operating costs are included in the financial plan. The debt payments associated with the project is now expected to start being charged in 2027 and is being calculated as a parcel tax; however, Council has requested that staff review this structure before bringing this back to Council. The estimate provided to Council on June 22, 2022 was \$220 per parcel and Council approved on February 8, 2024 an additional \$2.5M funded from borrowing, which represented an additional \$69 per parcel for a total of \$289 per parcel; however, current rates (conservative estimate) indicate that this may total approximately \$305. A full update will be brought to Council later in the fall and estimate will be adjusted for current interest rates.

It should be noted that the Wastewater Treatment Upgrades project is currently not included in the Proposed 2026-2030 Financial Plan. The amount to be carried forward will be calculated at year-end and included in the 2026-2030 Financial Plan as a budget amendment to be presented to Council mid-2026 for consideration, along with the other 2025 projects carried forward to 2026.

Asset Related Reserve Transfers and Balances

Information from a Village Asset Investment Plan was presented to Council in 2019. The replacement value for all assets owned by the Village total \$150.4 million (this has not yet been updated). The graph below shows that the Village will have large values of asset replacements in years 12, 14, 21 and 26 and that based on industry standard life cycles (not Village specific), the Village should be investing \$3.6 million annually towards asset replacement. This information will be updated with the asset management plan that needs to take place.



Staff have included contributions to the general municipal facility asset renewal reserve in the amount of \$186k per year. Host amenity funds are used to offset tax increases over the years 2026-2030 for the contributions (\$115k/\$103k/\$103/\$80/\$60) until finally 100% of tax revenues will fund these contributions (estimated to occur in 2032). The purpose of the general municipal facility asset renewal capital reserve as outlined in the reserve and surplus policy is to fund major repairs, upgrades, replacement and expansions of the municipal facility assets for the Village (excluding water and sewer facilities). The Village Asset Investment Plan shows the annual contribution for buildings as needing to be \$435k each year. Staff felt that this reserve needed to be funded each year due to the fact that the remaining life of our municipal facilities is 3%. In addition, based on activities at the Lake Park campground, in 2022 Council started to increase the reserve contribution each year based on the revenue sharing between the Lake Park Society and Cumberland. The reserve contributions started at \$8k in 2022, and will increase by \$4k each year until the total reserve contributions equals the available revenue sharing total.

The proposed financial plan includes and recommends transfers to reserves for asset replacement as per the table below. The asset management policy has been adopted and guides the development of asset replacement plans and long-range reserve contributions.

		Annual Contributions to Asset Related Reserves				
Reserve	2025	2026	2027	2028	2029	2030
Linear Infrastructure Assets	\$951,990	\$968,000	\$992,540	\$1,057,850	\$1,128,970	\$1,200,920
Community Works Funds (Gas Tax)	\$261,525	\$261,525	\$261,525	\$261,525	\$261,525	\$261,525
General Facility Village Assets	\$187,240	\$186,200	\$186,370	\$186,540	\$186,700	\$186,870
General Village Assets (Lake Park Dividends)	\$20,000	\$24,000	\$28,000	\$32,000	\$32,000	\$32,000
General Village Assets (Office & IT)	\$7,000	\$9,000	\$14,000	\$15,000	\$15,000	\$20,000
General Village Assets (Fleet)	\$30,000	\$35,000	\$40,000	\$45,000	\$50,000	\$55,000
General Village Assets (Fitness Equipment)	\$1500	\$1500	\$1500	\$1500	\$1500	\$1500
General Facility and Village Assets (Recreation)	0	\$39,950	\$32,050	\$32,050	\$32,050	\$32,050
General Village Assets (Cemetery)	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Water meter replacement	\$93,000	0	0	0	0	0
Fire vehicle and protective equipment	\$102,500	\$105,500	\$107,500	\$116,000	\$118,000	\$120,000
Sewer and water infrastructure assets	0	\$38,000	\$48,000	\$103,000	\$109,000	\$115,000
Total	\$1,656,755	\$1,670,675	\$1,713,485	\$1,852,465	\$1,936,745	\$2,026,865

FINANCIAL IMPLICATIONS

All financial implications are outlined above.

OPERATIONAL IMPLICATIONS

All of the strategic priorities, health and safety and maintenance requirements and Village initiatives that are included in the plan require all staff to carry out. The financial planning process itself is a group effort where all staff analyze their operating needs and budget requirements for those needs and finance staff incorporate those needs/requests into a financial planning package that goes through at least one management review, a public feedback process and several Council reviews.

CLIMATE CHANGE IMPLICATIONS

The financial plan addresses some climate change mitigation and adaptation measures and some of the cost increases are likely attributable to climate change impacts. During the 2026 budget discussions, Council will also have a chance to include additional projects and initiatives supporting climate change mitigation.

ALTERNATIVES

1. Council can direct staff to bring back further information.
2. Not proceed with any action at this time.

STRATEGIC OBJECTIVE

Diverse and Healthy Community
Sustainable Service Delivery and Asset Management
Community Planning

CONCURRENCE

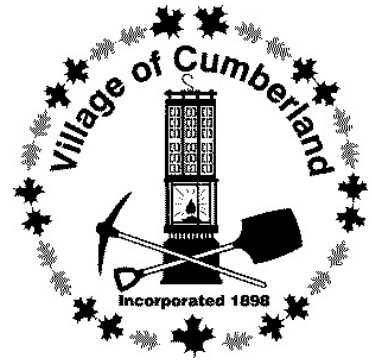
All department managers and staff contributed to the financial plan package information and will speak to their individual department budgets.

Respectfully submitted,

M. Mason

Michelle Mason
Chief Administrative Officer

COUNCIL REPORT



REPORT DATE: October 28, 2025
MEETING DATE: November 10, 2025

File No. 1700

TO: Mayor and Councillors
FROM: Michelle Mason, Chief Administrative Officer
SUBJECT: 2026-2030 Five Year Financial Plan, Committee of the Whole Recommendations

RECOMMENDATION

THAT Council make a one-time reduction of \$170,000 annually beginning in 2026 to the Emergency and Public Safety Reserve.

THAT Council direct staff to re-allocate the planned annual contribution to the Emergency and Public Safety Reserve to the General Financial Stabilization reserve starting in 2026.

THAT Council include the Priority Request Projects Currently Not in Financial Plan listed on pages 40 and 41 of the October 14 and 20, 2025 Committee of the Whole meeting agenda in the 2026-2030 Five Year Financial Plan, including utilities, except as otherwise directed.

THAT Council move the \$25,000 Box Grader Attachment for Skid Steer from 2027 to 2026.

THAT Council add \$25,000, to be funded through the General Financial Stabilization reserve, for scoping the financial system replacement requirements.

THAT Council change the budget for the financial system replacement from \$300,000 in 2029 to \$100,000 in 2027 and \$200,000 in 2028.

THAT Council move the Unfunded Non-Market Housing Strategy in the amount of \$120,000 in 2028 from the Requests/Projects Removed During Director Review on page 42 of the October 14 and 20, 2025 Committee of the Whole agenda to the 2026-2030 Financial Plan.

THAT Council fund the Street Tree Inventory and Maintenance Plan showing as \$10,000 unfunded in 2026 of the Priority Request Projects Currently Not in Financial Plan listed on pages 40 and 41 of the October 14 and 20, 2025 Committee of the Whole meeting agenda from the Growing Communities Fund grant if sufficient, otherwise Host Amenity Fund reserve, in the 2026-2030 Five Year Financial Plan.

THAT Council fund the “Council Workshop for laneways, 30KM/h, standard of shared street and separated bike lanes” showing as \$10,000 unfunded in 2026 of the Priority Request Projects Currently Not in Financial Plan listed on pages 40 and 41 of the October 14 and 20, 2025 Committee of the Whole meeting agenda from the Linear Asset Renewal reserve.

THAT Council present the proposed 2026-2030 detailed budgets and a proposed 2026-2030 Financial Plan Bylaw to the public at November 17, 2025 Village Hall Financial Plan and Budget Open House.

PURPOSE

The purpose of this report is to present recommendation made by the Committee of the Whole at the conclusion of its financial plan workshops held on October 14 and 20, 2025.

BACKGROUND

Council held its annual financial planning workshops in October. These were Committee of the Whole meetings that were open to the public. Members reviewed the proposed capital and operating projects budgets prepared by staff primarily based on Council’s 2023-2027 Strategic Plan.

The Committee also reviewed the impact of the plan on property taxes, reviewed financial plan policies, and considered several budget items not included in the draft budget. The Committee of the Whole directed the reduction of the 2026 reserve contribution to the Police & Public Safety Reserve by \$170,000 to fund the initiatives that required a tax increase and to provide a one-time tax reduction in 2026. This reduction is based on assumptions made by Council that the number of policing requirements will be phased in once the Village’s population reaches 5000 people which is based on information that Council received during the UBCM ministry advocacy meetings.

A Village Hall and open house is scheduled for November 17, 2025 at 7 p.m. to present the proposed 2026- 2030 Financial Plan to the community. The presentation portion of this meeting will be livestreamed to the public. Feedback from this public open house will be provided to Council when Council considers the financial plan bylaw for first reading, which is expected at the November 24, 2025 Council meeting.

FINANCIAL IMPLICATIONS

With the use of the \$170,000 that would have been contributed to the Emergency and Public Safety reserve, the Committee was able to add the recommended staff budget requests as well as reduce the overall tax increase in 2026. Therefore, the projected property tax increase for 2026 is 3.94% compared to the 7.52% that Council had approved in the 2026 tax year of last year’s five-year financial plan.

Staff provided preliminary tax increase percentages for 2026-2030 financial plan years at the October 20, 2025 Committee of the Whole meeting. The percentages were based on a calculation for 1% of tax revenues in the 2027 through 2030 that was based on the tax increases presented in the base budget (not the reduced tax revenues) and therefore the actual calculated increases are slightly higher than reported. Furthermore, the increase required in 2030 for estimated policing costs was not presented as cumulative (2029 increases not included in 2030) and therefore the

actual calculated increase in 2030 is much higher than reported. The table below outlines the difference:

	2026	2027	2028	2029	2030
Oct 20 th reported % Increases	3.94%	7.17%	7.13%	6.91%	5.02%
Actual % Increases	3.94%	7.18%	7.13%	6.99%	6.11%
Difference from Oct 20 th reported Increases	-	0.01% larger	No impact	0.08% larger	1.09% larger

If Council approves the recommendations in this report, the proposed 2026-2030 Financial Plan Bylaw will be brought forward at the November 17, 2025 Village Hall meeting for community consultation with the actual % Increases as presented in the table above. The impacts to the representative properties that were presented to the Committee of the Whole (COTW) have changed based on Council's decisions.

The following table outlines the rate payer increases (property taxes, parcel taxes, & utility fees) that will be presented at the Village Hall budget open house based on Council's decisions at the October 20, 2025 COTW:

Village Hall Presentation	2026	2025	Increase	% *
Average Single Family	\$5,314	\$5,006	\$308	6.2%
Average Strata Home (i.e. Condos)	\$3,933	\$3,698	\$235	6.3%
Commercial Business based on median assessment values	\$11,574	\$10,904	\$671	6.2%

* this includes a 51% increase to the water supply parcel charge based on increased interest rates upon required refinancing and an estimated 7% increase for taxes collected on behalf of other taxing authorities (i.e. CVRD, school, policing etc.).

OPERATIONAL IMPLICATIONS

The Committee of the Whole Recommendations are presented to Council at a regular Council meeting for confirmation by Council prior to being presented to the public each year.

CLIMATE CHANGE IMPLICATIONS

This is an administrative report and therefore does not have direct climate change implications.

ALTERNATIVES

1. Council can direct staff to make further changes to the financial plan for presentation at the Village Hall meeting.
2. Not proceed with any action at this time.

STRATEGIC OBJECTIVE

Diverse & Healthy Community
Sustainable Service Delivery & Asset Management
Community Planning

ATTACHMENTS

None.

CONCURRENCE

Rachel Parker, Corporate Officer ***RP***

Respectfully submitted,

M. Mason

Michelle Mason
Chief Administrative Officer