



2025-2029 Financial Plan Final

2025-2029 Financial Plan (Operating) – Final

Final Summary		2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
OPERATING REVENUE								
Taxation - General Municipal Purpose		456,492	458,159	625,395	662,918	702,693	744,855	789,546
Other taxes		15,574	13,554	14,349	14,897	15,469	16,067	16,691
Federal Community Works Fund Grant		75,149	78,620	78,620	75,149	75,149	75,149	75,149
Provincial Govt Grants		384,000	368,200	368,500	368,500	368,500	368,500	368,500
Provincial Govt Grants - Growing Communities Fund		0	0	0	0	0	0	0
LGCAP Grant		120,373	120,373	0	0	42,000	42,000	42,000
Interest & Tax Penalties		13,275	11,778	11,300	11,300	11,300	11,300	11,300
General Investment Income		74,622	93,286	85,750	85,750	85,750	85,750	85,750
Other Revenue		48,850	86,895	5,450	5,450	5,450	5,450	5,450
Licences, Permits & Fines		12,100	4,755	13,310	13,310	13,310	13,310	13,310
General Operating Grants		259,980	106,681	171,500	7,500	7,500	7,500	7,500
Sale of Service - Recreation Centre		25,216	33,435	22,528	22,583	22,639	22,696	22,755
Donations - Recreation Centre		7,790	10,984	13,950	13,950	13,950	13,950	13,950
Sale of Service - Other		29,805	41,602	37,407	38,031	38,673	39,332	40,009
Fire Rescue Revenue		5,000	10,818	0	0	0	0	0
RCMP Rent		24,000	24,000	25,000	25,200	25,200	25,200	25,200
RCMP Maintenance		9,748	8,115	9,748	9,748	9,748	9,748	9,748
Sewer Revenue		98,561	104,459	110,539	107,917	113,313	118,978	124,927
Water Revenue		163,565	168,118	201,152	212,780	216,919	226,515	236,591
Solid Waste Revenue		52,654	55,682	55,882	58,441	61,128	63,949	66,912
Total Operating Revenue		1,907,253	1,799,514	1,850,379	1,733,425	1,828,692	1,890,250	1,955,289

2025-2029 Financial Plan (Operating) – Final

Final Summary		2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
OPERATING EXPENDITURES								
Legislative Services		78,455	67,506	57,400	78,250	78,250	78,250	78,250
Administration		721,754	701,461	659,540	637,986	645,322	652,874	660,653
Election		13,363	6,157	0	10,090	0	0	0
Recreation Centre		300,388	318,242	231,103	235,414	240,714	246,272	252,108
Parks		39,410	27,379	43,217	43,893	44,591	45,312	46,056
Public Works		103,650	106,998	107,791	108,032	110,180	112,407	114,721
Roads		54,264	36,300	47,621	50,253	48,898	49,556	50,227
Drainage		14,325	9,543	15,461	15,570	15,682	15,795	15,911
Planning		23,479	38,500	32,950	32,974	32,998	33,023	33,049
Police		11,186	8,115	10,491	10,812	11,153	11,517	11,905
Fire		58,329	42,014	44,000	5,100	5,202	5,306	5,412
Emergency		9,123	1,573	9,218	9,318	9,422	9,533	9,648
Health Clinic		1,000	571	1,000	1,000	1,000	1,000	1,000
Bylaw		0	0	0	0	0	0	0
Solid Waste		48,500	50,621	52,100	53,080	54,080	55,099	56,139
Sewer Operations		102,052	74,591	109,119	105,090	107,164	109,315	111,547
Water Operations		190,928	184,606	199,852	203,976	208,024	212,246	216,655
Total Departmental Expenditures		1,800,705	1,674,178	1,620,863	1,600,838	1,612,682	1,637,507	1,663,282
Surplus/(Deficit) Before Amortization & Reserve Transfers		106,548	125,336	229,516	132,587	216,010	252,743	292,006

Appendix: 2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
GENERAL REVENUE							
<i>Revenue</i>							
Taxation - General Municipal Purpose	456,492	458,159	625,395	662,918	702,693	744,855	789,546
Taxation - NMC							
Total Taxes	456,492	458,159	625,395	662,918	702,693	744,855	789,546
Utilities Tax - B.C. Hydro	4,132	3,879	3,880	3,958	4,037	4,117	4,200
Utilities Tax - Telus	2,004	1,753	1,755	1,790	1,826	1,862	1,900
Total Utilities Taxes	6,702	5,632	5,635	5,748	5,863	5,980	6,100
Federal Grant-in-lieu-of Taxes	8,872	7,922	8,714	9,149	9,607	10,087	10,591
Federal Community Works Fund Grant	75,149	78,620	78,620	75,149	75,149	75,149	75,149
Provincial Govt Grant - Small Comm	384,000	368,200	368,500	368,500	368,500	368,500	368,500
LGCAP Grant	120,373	120,373	0	0	42,000	42,000	42,000
HOG Administration Fee	2,100	2,125	2,100	2,100	2,100	2,100	2,100
Revenue - Other	1,250	2,475	1,250	1,250	1,250	1,250	1,250
Interest Income General	74,622	93,286	85,750	85,750	85,750	85,750	85,750
Interest on Arrears	13,275	2,890	2,600	2,600	2,600	2,600	2,600
Interest on Delinquent		1,146	1,200	1,200	1,200	1,200	1,200
Penalty on Current		7,743	7,500	7,500	7,500	7,500	7,500
Tax Sale Revenue	0	0	0	0	0	0	0
Total Other General Revenue	679,641	684,778	556,234	553,198	595,656	596,136	596,640
Total General Revenue	1,142,835	1,148,569	1,187,263	1,221,864	1,304,212	1,346,971	1,392,286

Appendix: 2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
MAYOR & COUNCIL							
Revenue							
Revenue - Other	0	0	0	0	0	0	0
Total Legislative Revenue	0	0	0	0	0	0	0
Expenditure							
Honorarium - Mayor	10,640	11,060	10,640	10,640	10,640	10,640	10,640
Honorarium - Councillors	32,960	27,948	32,960	32,960	32,960	32,960	32,960
Payroll Costs - Mayor & Council	900	990	1,200	1,200	1,200	1,200	1,200
Travel & Education - Council	22,350	18,912	1,500	22,350	22,350	22,350	22,350
Information Technology	4,400	6,168	6,250	6,250	6,250	6,250	6,250
COVID-19 Expenses	0	0	0	0	0	0	0
Council - Special Projects	3,955	1,626	2,500	2,500	2,500	2,500	2,500
Grants in Aid	1,500	500	1,500	1,500	1,500	1,500	1,500
Council - Office Supplies/Expenses	1,750	302	850	850	850	850	850
Cellular phone costs	0	0	0	0	0	0	0
Total Legislative Expenditure	78,455	67,506	57,400	78,250	78,250	78,250	78,250
Net Legislative	(78,455)	(67,506)	(57,400)	(78,250)	(78,250)	(78,250)	(78,250)

Appendix: 2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
ADMINISTRATION							
<i>Revenue</i>							
Grants - Admin	207,800	61,597	125,000	0	0	0	0
First Nations Relations Revenue	40,000	48,034	0	0	0	0	0
Area A Fire Administration Fee	2,500	2,500	0	0	0	0	0
Business Licenses	3,900	2,825	4,290	4,290	4,290	4,290	4,290
Dog Licenses & Fines	700	480	770	770	770	770	770
Photocopies & Fax	400	119	440	440	440	440	440
Sayward News Revenue	13,000	6,810	7,000	7,070	7,141	7,212	7,284
Revenue - Other	1,000	31,431	100	100	100	100	100
Transfer from Reserves	44,680	0	0	0	0	0	0
Total Administration Revenue	313,980	153,797	137,600	12,670	12,741	12,812	12,884

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Appendix: 2025-2029 Financial Plan (Operating) – Detail

<i>Expenditure</i>							
Salaries - Admin	208,696	155,297	179,000	228,480	233,050	237,711	242,465
Wages - Custodian	1,568	1,769	1,623	1,655	1,688	1,722	1,757
Salaries - Public Works	2,982	5,609	3,852	3,929	4,008	4,088	4,170
Payroll Costs: Admin & PW	55,812	44,646	62,098	63,340	64,607	65,899	67,217
Employee Recognition & Benefits	0	200	2,000	2,000	2,000	2,000	2,000
Travel & Education - Admin	6,500	5,301	5,500	5,500	5,500	5,500	5,500
Advertising	750	965	750	750	750	750	750
First Nations Relations Expenses	40,000	48,034	0	0	0	0	0
Sayward News	5,257	5,708	5,822	5,822	5,822	5,822	5,822
Internet	1,082	925	1,103	1,125	1,148	1,171	1,194
Postage	1,681	1,133	1,178	1,202	1,226	1,250	1,275
Audit	16,694	37,895	18,600	18,600	18,600	18,600	18,600
Legal	20,000	105,551	90,000	35,000	35,000	35,000	35,000
Information Technology	16,270	23,106	23,500	23,500	23,500	23,500	23,500
Bank Charges, Fees & Interest	3,605	5,045	5,146	5,146	5,146	5,146	5,146
Tax Sale Fees	1,030	0	0	0	0	0	0
Dues, Memberships & Subscriptions	4,635	3,503	4,635	4,635	4,635	4,635	4,635
Insurance - Building	2,864	3,292	3,621	3,983	4,382	4,820	5,302
Insurance - Liability	3,519	3,817	4,198	4,618	5,080	5,588	6,147
Maintenance & Repairs - Admin Office	2,060	1,436	1,500	1,500	1,500	1,500	1,500
Cleaning Supplies - Office	309	128	309	309	309	309	309
Office Supplies	5,665	4,060	4,200	4,200	4,200	4,200	4,200
Tax Printing	515	0	550	550	550	550	550
Business Travel/Meetings	515	143	515	515	515	515	515
Equipment - Admin Office	12,875	123	3,000	3,000	3,000	3,000	3,000
Contract Labour	282,480	216,763	115,000	95,000	95,000	95,000	95,000
Copier - Rent & Supplies	6,695	7,130	7,272	7,418	7,566	7,717	7,872
Telephone & Cell Phone	4,532	4,308	4,532	4,532	4,532	4,532	4,532
Heating Fuel	6,267	10,840	8,000	9,500	9,690	9,884	10,081
Utilities	6,897	4,736	7,035	7,176	7,319	7,466	7,615
Contingency			95,000	95,000	95,000	95,000	95,000
Total Administration Expenditure	721,754	701,461	659,540	637,986	645,322	652,874	660,653
Net Administration	(407,774)	(547,664)	(521,940)	(625,316)	(632,582)	(640,062)	(647,769)

Appendix: 2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
ELECTION							
<i>Revenue</i>							
Revenue - Other		0					
Transfer from Election Reserve				10,100			
Total Election Revenue	0		0	10,100	0	0	0
<i>Expenditure</i>							
Salaries - Admin	0	0	0	4,400	0	0	0
Salaries - Public Works	0	0	0	140	0	0	0
Payroll Costs - Admin & PW	0	0	0	550	0	0	0
Election Expense	10,000	6,157	0	5,000	0	0	0
Transfer to Election Reserve	3,363	0	3,363	0	3,363	3,363	3,363
Total Election Expenditure	13,363	6,157	3,363	10,090	3,363	3,363	3,363
Net Election	(13,363)	(6,157)	(3,363)	10	(3,363)	(3,363)	(3,363)

Appendix: 2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
RECREATION CENTRE							
<i>Revenue</i>							
Grants - Recreation	0	5,000	5,000	5,000	5,000	5,000	5,000
Kelsey Centre Gift Certificates	30	120	0	0	0	0	0
Age Friendly Program Revenue	1,200	722	900	900	900	900	900
Swim Lesson Fees	2,730	4,024	0	0	0	0	0
Ten Pack	4,562	6,107	3,513	3,513	3,513	3,513	3,513
Single User - Pool	2,000	2,475	0	0	0	0	0
Single User - Gymnasium	200	583	400	400	400	400	400
Drop In Fitness Fees	600	143	400	400	400	400	400
Drop In Weight Room Fees	250	348	400	400	400	400	400
Monthly Passes	1,000	1,826	1,400	1,400	1,400	1,400	1,400
After School Program/Day Care Fees	1,400	2,837	2,750	2,805	2,861	2,918	2,977
Concession Sales	3,500	5,709	5,500	5,500	5,500	5,500	5,500
Pool Rental	3,000	1,905	0	0	0	0	0
Gym Rental	2,194	2,635	2,600	2,600	2,600	2,600	2,600
Room Rental	400	1,252	1,500	1,500	1,500	1,500	1,500
Rentals - Tables and Chairs	150	0	165	165	165	165	165
Birthday Party/Event Revenue	2,000	2,749	3,000	3,000	3,000	3,000	3,000
Revenue - Other	0	399	0	0	0	0	0
Kelsey Centre Van Donations	3,290	3,194	2,500	2,500	2,500	2,500	2,500
Special Event Revenue/Donations	4,500	3,191	4,950	4,950	4,950	4,950	4,950
Afterschool Program Donations	0	1,250	2,500	2,500	2,500	2,500	2,500
Teen Program Donations	0	3,350	4,000	4,000	4,000	4,000	4,000
Transfer from Reserves	0	0	0	0	0	0	0
Total Recreation Centre Revenue	33,006	49,819	41,478	41,533	41,589	41,646	41,705

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Appendix: 2025-2029 Financial Plan (Operating) – Detail

<i>Expenditure</i>							
<i>Operating Expenses</i>							
Salaries - Admin	48,155	47,050	47,335	48,282	49,248	50,233	51,237
Wages - Recreation	33,732	56,176	29,722	30,316	30,922	31,541	32,172
Wages - Custodian	5,096	7,046	5,274	5,380	5,487	5,597	5,709
Wages - Lifeguards & Pool Maintenance	45,608	25,947	1,193	1,217	1,241	1,266	1,291
Payroll Costs: Admin & PW	27,957	26,200	16,841	17,178	17,522	17,872	18,230
Travel & Education - Recreation	3,800	3,843	2,000	2,000	2,000	2,000	2,000
Advertising	750	0	750	750	750	750	750
Information Technology	1,600	3,330	3,500	3,500	3,500	3,500	3,500
Bank Charges, Fees & Interest	475	597	600	600	600	600	600
Dues, Memberships & Subscriptions	600	966	1,000	1,000	1,000	1,000	1,000
Afterschool Supplies/Expenses	1,300	1,568	1,500	1,000	1,000	1,000	1,000
Concession	2,100	3,839	3,000	3,000	3,000	3,000	3,000
Seniors Special Events	250	60	250	500	500	500	500
Special Events Expense	4,000	6,238	4,000	4,000	4,000	4,000	4,000
Teen Program Expenses	0	4,440	4,000	4,000	4,000	4,000	4,000
Swim Lesson Expenses	650	506	0	0	0	0	0
M & R, Gas & Oil - Age Friendly Van	4,100	5,377	5,000	5,000	5,000	5,000	5,000
Office Supplies	1,500	2,540	2,000	1,500	1,500	1,500	1,500
Chemicals & Maintenance - Pool	5,000	13,070	2,025	2,025	2,025	2,025	2,025
Rec Centre Supplies	1,200	971	1,200	1,200	1,200	1,200	1,200
Business Travel/Meetings	650	0	650	650	650	650	650
Equipment - Recreation Centre	5,050	2,955	3,500	3,500	3,500	3,500	3,500
Telephone & Internet	2,805	2,190	2,861	2,918	2,977	3,036	3,097
Sub Total Operating Expenses	196,478	214,928	138,202	139,516	141,622	143,770	145,961
<i>Building Expenses</i>							
Salaries - Public Works	11,744	11,812	7,187	7,331	7,478	7,627	7,780
Insurance - Building	11,208	13,481	14,829	16,312	17,943	19,737	21,711
Insurance - Liability	1,441	1,452	1,597	1,756	1,932	2,125	2,338
Maintenance & Repairs - Recreation	26,000	13,295	19,500	19,500	19,500	19,500	19,500
Cleaning Supplies	1,000	1,528	850	850	850	850	850
Heating Fuel	24,928	43,063	25,813	26,329	26,856	27,393	27,941
Utilities	27,589	18,684	23,125	23,819	24,533	25,269	26,027
Sub Total Building Expenses	103,910	103,314	92,901	95,897	99,092	102,502	106,147
Total Recreation Centre Expenditure	300,388	318,242	231,103	235,414	240,714	246,272	252,108
Net Recreation Centre	(267,382)	(268,424)	(189,625)	(193,881)	(199,125)	(204,626)	(210,403)

Appendix: 2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
POLICE SERVICES							
<i>Revenue</i>							
RCMP Rent	24,000	24,000	25,000	25,200	25,200	25,200	25,200
RCMP Maintenance	9,748	8,115	9,748	9,748	9,748	9,748	9,748
Total Police Services Revenue	33,748	32,115	34,748	34,948	34,948	34,948	34,948
<i>Expenditure</i>							
Salaries - Public Works	2,972	1,335	2,777	2,833	2,889	2,947	3,006
Payroll Costs: Admin & PW	616	190	808	824	840	857	874
Insurance - Building	1,409	1,364	1,550	1,705	1,876	2,064	2,270
Insurance - Liability	192	192	211	232	256	281	309
Maintenance & Repairs - Police	1,500	1,437	1,500	1,500	1,500	1,500	1,500
Municipal Services Expense	4,497	3,597	3,645	3,718	3,792	3,868	3,945
Total Police Services Expenditure	11,186	8,115	10,491	10,812	11,153	11,517	11,905
Net Police Services	22,562	24,000	24,257	24,136	23,795	23,431	23,043

Appendix: 2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
ROADS							
<i>Revenue</i>							
Snow Removal Revenue	1,750	0	1,750	1,750	1,750	1,750	1,750
Transfer from Reserves							
Total Roads Revenue	1,750	0	1,750	1,750	1,750	1,750	1,750
<i>Expenditure</i>							
Salaries - Public Works	8,289	5,134	4,628	4,721	4,815	4,912	5,010
Payroll Costs: Admin & PW	2,105	624	2,134	2,177	2,221	2,265	2,310
Maintenance & Repairs - Roads	10,000	4,866	10,000	10,000	10,000	10,000	10,000
Sand & Salt	7,500	2,951	4,500	4,500	4,500	4,500	4,500
Contract Labour	2,000	0	1,500	3,500	1,500	1,500	1,500
Utilities - Street Lighting	24,370	22,726	24,858	25,355	25,862	26,379	26,907
Total Roads Expenditure	54,264	36,300	47,621	50,253	48,898	49,556	50,227
Net Roads Services	(52,514)	(36,300)	(45,871)	(48,503)	(47,148)	(47,806)	(48,477)

Appendix: 2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
DRAINAGE							
<i>Revenue</i>							
Transfer from Reserves		0	0	0	0	0	0
Total Drainage Revenue	0	0	0	0	0	0	0
<i>Expenditure</i>							
Salaries - Public Works	3,469	3,045	4,628	4,721	4,815	4,912	5,010
Payroll Costs: Admin & PW	856	336	833	849	866	884	901
Maintenance & Repairs - Drainage	9,000	6,162	9,000	9,000	9,000	9,000	9,000
Contract Labour	1,000	0	1,000	1,000	1,000	1,000	1,000
Total Drainage Expenditure	14,325	9,543	15,461	15,570	15,682	15,795	15,911
Net Drainage	(14,325)	(9,543)	(15,461)	(15,570)	(15,682)	(15,795)	(15,911)

Appendix: 2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
SEWER							
<i>Revenue</i>							
Frontage Tax - Sewer Kelsey	6,032	6,032	6,032	0	0	0	0
Sewer User Fees	92,528	95,002	104,506	107,917	113,313	118,978	124,927
Sewer Connection Fees	0	0	0	0	0	0	0
Revenue - Other	0	286	0	0	0	0	0
Actuarial Adjustment sewer	0	3,139	0	0	0	0	0
Transfer from Reserves/General Sur	0	0	0	0	0	0	0
Total Sewer Revenue	98,561	104,459	110,539	107,917	113,313	118,978	124,927
<i>Expenditure</i>							
Salaries - Admin	26,087	14,690	28,000	28,560	29,131	29,714	30,308
Salaries - Public Works	21,791	25,070	29,323	29,910	30,508	31,118	31,740
Payroll Costs: Admin & PW	12,239	6,995	12,674	12,928	13,186	13,450	13,719
Travel & Education - Sewer	5,000	655	1,000	1,000	1,000	1,000	1,000
Insurance - Building	2,618	3,067	3,374	3,712	4,083	4,491	4,940
Insurance - Liability	522	480	574	632	695	764	841
Maintenance & Repairs - Sewer	12,000	11,558	12,000	12,000	12,000	12,000	12,000
Sewer Connection Costs	0	0	0	0	0	0	0
Equipment - Sewer	3,000	58	1,750	1,750	1,750	1,750	1,750
Contract Labour	3,000	240	3,500	3,500	3,500	3,500	3,500
Sewer Lease Fees	480	470	480	480	480	480	480
Utilities - Agitator, Lift Stations	9,282	10,206	10,411	10,619	10,831	11,048	11,269
Sewer Principal B/L #338	4,931	0	4,931	0	0	0	0
Sewer Interest B/L # 338	1,101	1,101	1,101	0	0	0	0
Total Sewer Expenditure	102,052	74,591	109,119	105,090	107,164	109,315	111,547
Net Sewer	(3,491)	29,868	1,420	2,827	6,149	9,663	13,380

Appendix: 2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
WATER							
Revenue							
Frontage Tax - Water Kelsey	2,075	2,075	2,075	0	0	0	0
Grants - Water	0	0	0	0	0	0	0
Water User Fees	161,490	164,962	199,076	187,780	191,919	201,515	211,591
Water Connection Fees	0	0	0	0	0	0	0
Revenue - Other	0	0	0	25,000	25,000	25,000	25,000
Actuarial adjustment	0	1,080	0	0	0	0	0
Transfer from Reserves/General Surplus	0		0	0	0	0	0
Total Water Revenue	163,565	168,118	201,152	212,780	216,919	226,515	236,591
Expenditure							
Salaries - Admin	26,087	14,690	28,000	28,560	29,131	29,714	30,308
Salaries - Public Works	34,693	48,947	46,285	47,211	48,155	49,118	50,100
Payroll Costs: Admin & PW	6,857	9,735	15,964	16,284	16,609	16,942	17,280
Travel & Education	4,000	1,454	2,000	2,000	2,000	2,000	2,000
Insurance - Building	8,634	9,017	9,918	10,910	12,001	13,201	14,521
Insurance - Liability	577	577	635	698	768	845	929
Maintenance & Repairs - Water	8,000	7,767	8,000	8,000	8,000	8,000	8,000
Maintenance & Repairs - Plant	15,000	25,822	15,000	15,000	15,000	15,000	15,000
Chemicals - Water	25,500	34,332	32,000	35,000	35,700	36,414	37,142
Equipment - Water	10,000	11,096	20,000	20,000	20,000	20,000	20,000
Contract Labour	36,500	4,138	3,000	3,000	3,000	3,000	3,000
Water Lease Fees	2,040	2,050	2,081	2,122	2,165	2,208	2,252
Telephone & Internet	255	1,020	1,041	1,062	1,083	1,104	1,127
Utilities	10,710	13,581	13,852	14,130	14,412	14,700	14,994
Water Principal B/L #337	1,697	0	1,697	0	0	0	0
Water Interest B/L #337	379	379	379	0	0	0	0
Total Water Expenditures	190,928	184,606	199,852	203,976	208,024	212,246	216,655
Net Water	(27,363)	(16,488)	1,300	8,804	8,895	14,269	19,936

Appendix: 2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
PARKS							
Revenue							
Grants - Parks	0	0	0	0	0	0	0
Camping Revenue	13,905	16,789	18,467	19,021	19,592	20,180	20,785
Revenue - Other	0	0	0	0	0	0	0
Park Bench Revenue	1,500	0	1,500	1,500	1,500	1,500	1,500
Transfer from Reserves	0	0	0	0	0	0	0
Total Parks Revenue	15,405	16,789	19,967	20,521	21,092	21,680	22,285
Expenditure							
Wages - Custodian	784	454	811	828	844	861	878
Salaries - Public Works	18,879	10,813	18,154	18,518	18,888	19,266	19,651
Payroll Costs: Admin & PW	3,670	1,348	4,708	4,802	4,898	4,996	5,096
Advertising	275	0	150	150	150	150	150
Insurance - Building	867	923	954	1,049	1,154	1,270	1,396
Insurance - Vehicles	739	787	739	739	739	739	739
Maintenance & Repairs - Parks	2,500	3,549	3,000	3,000	3,000	3,000	3,000
Cleaning Supplies	500	106	300	300	300	300	300
M & R - Equipment	3,000	727	3,000	3,000	3,000	3,000	3,000
Diesel & Oil - Kubota Mower	750	2,150	2,500	2,550	2,601	2,653	2,706
Supplies - Parks	2,100	2,082	2,100	2,100	2,100	2,100	2,100
Equipment - Parks	1,500	1,563	1,500	1,500	1,500	1,500	1,500
Contract Labour	1,000	0	1,000	1,000	1,000	1,000	1,000
Park Bench Expense	500	0	1,400	1,400	1,400	1,400	1,400
Utilities	2,346	2,878	2,900	2,958	3,017	3,078	3,139
Total Parks Expenditure	39,410	27,379	43,217	43,893	44,591	45,312	46,056
Net Parks	(24,005)	(10,590)	(23,249)	(23,372)	(23,499)	(23,632)	(23,771)

Appendix: 2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
SOLID WASTE							
<i>Revenue</i>							
Solid Waste User Fees	48,744	50,258	51,182	53,741	56,428	59,249	62,212
Recycling Revenue	500	884	500	500	500	500	500
Revenue - Other	3,410	4,540	4,200	4,200	4,200	4,200	4,200
Transfer from Reserves	0	0	0	0	0	0	0
Total Solid Waste Revenue	52,654	55,682	55,882	58,441	61,128	63,949	66,912
<i>Expenditure</i>							
Maintenance & Repairs - Solid Waste	500	0	500	500	500	500	500
Contract Labour	2,000	2,600	2,600	2,600	2,600	2,600	2,600
Waste Disposal & Tipping Fees	46,000	48,021	49,000	49,980	50,980	51,999	53,039
Total Solid Waste Expenditure	48,500	50,621	52,100	53,080	54,080	55,099	56,139
Net Solid Waste	4,154	5,061	3,782	5,361	7,048	8,850	10,772

Appendix: 2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
PUBLIC WORKS							
<i>Revenue</i>							
Revenue - Other	250	330	250	250	250	250	250
Transfer from Reserves	0		0	0	0	0	0
Total Public Works Revenue	250	330	250	250	250	250	250
<i>Expenditure</i>							
Salaries - Public Works	41,969	55,652	55,364	56,471	57,600	58,752	59,928
Payroll Costs: Admin & PW	10,553	13,718	10,557	10,768	10,983	11,203	11,427
Travel & Education - Public Works	1,500	0	1,500	1,500	1,500	1,500	1,500
Dues, Memberships & Subscriptions	800	500	800	800	800	800	800
Insurance - Building	1,401	1,473	1,541	1,696	1,865	2,052	2,257
Insurance - Liability	2,498	2,306	2,748	3,023	3,325	3,657	4,023
Insurance & Licenses - Vehicles	4,457	4,609	4,701	4,795	4,891	4,989	5,089
M & R - Public Works	2,500	2,281	2,500	2,500	2,500	2,500	2,500
M & R - Tractor and Dump Truck	3,000	3,689	3,000	3,000	3,000	3,000	3,000
Diesel & Oil - Tractor and Dump Truck	1,000	86	750	765	780	796	812
Gas & Oil - Public Works Trucks	5,000	5,831	5,800	5,916	6,034	6,155	6,278
M & R - Public Works Trucks	4,000	5,456	5,500	5,500	5,500	5,500	5,500
Office Supplies	500	1,026	1,000	750	750	750	750
General Supplies	2,500	2,785	2,500	2,500	2,500	2,500	2,500
Business Travel/Meetings	500	0	500	500	500	500	500
Equipment	2,500	2,299	2,500	2,500	2,500	2,500	2,500
Telephone & Internet	2,499	2,687	2,650	2,703	2,757	2,812	2,868
Utilities	2,754	2,121	2,300	2,346	2,393	2,441	2,490
MFA Principal - Truck Loan	13,642	0	1,573	0	0	0	0
MFA Interest - Truck Loan	76	480	7	0	0	0	0
Total Public Works Expenditure	103,650	106,998	107,791	108,032	110,180	112,407	114,721
Net Public Works	(103,400)	(106,668)	(107,541)	(107,782)	(109,930)	(112,157)	(114,471)

Appendix: 2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
PLANNING & BUILDING INSPECTION							
<i>Revenue</i>							
Building Permits	7,500	1,450	8,250	8,250	8,250	8,250	8,250
Planning Fee Revenue	1,000	17,884	10,000	10,000	10,000	10,000	10,000
Total Planning Revenue	8,500	19,334	18,250	18,250	18,250	18,250	18,250
<i>Expenditure</i>							
Building Inspections	7,500	3,370	3,750	3,750	3,750	3,750	3,750
Planning & Rezoning Costs	4,500	12,613	10,000	10,000	10,000	10,000	10,000
Contract Labour	10,000	21,499	18,000	18,000	18,000	18,000	18,000
Payroll Costs	1,479	1,018	1,200	1,224	1,248	1,273	1,299
Total Planning Expenditure	23,479	38,500	32,950	32,974	32,998	33,023	33,049
Net Planning	(14,979)	(19,167)	(14,700)	(14,724)	(14,748)	(14,773)	(14,799)

Appendix: 2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
EMERGENCY PLANNING							
<i>Revenue</i>							
Grants - Emergency Program	2,500	2,800	2,500	2,500	2,500	2,500	2,500
Revenue - Other	0	0	0	0	0	0	0
Total Emergency Planning Revenue	2,500	2,800	2,500	2,500	2,500	2,500	2,500
<i>Expenditure</i>							
Stipend - Municipal Emergency Program	3,600	900	3,600	3,600	3,600	3,600	3,600
Payroll Costs - Emergency Program	120	0	120	120	120	120	120
Travel & Education - Emergency Program	2,000	0	2,000	2,000	2,000	2,000	2,000
Insurance - Property	714	241	750	787	827	868	911
Insurance - Liability	1,189	178	1,248	1,310	1,376	1,445	1,517
Municipal Emergency Program Expenses	1,500	0	1,500	1,500	1,500	1,500	1,500
Equipment - Emergency Program	0	0	0	0	0	0	0
Emergency Program Projects	0	254	0	0	0	0	0
Total Emergency Planning Expenditure	9,123	1,573	9,218	9,318	9,422	9,533	9,648
Net Emergency Planning	(6,623)	1,227	(6,718)	(6,818)	(6,922)	(7,033)	(7,148)

Appendix: 2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
HEALTH CENTRE							
<i>Revenue</i>							
Revenue - Other	0	0	0	0	0	0	0
Total Health Centre Revenue	0		0	0	0	0	0
<i>Expenditure</i>							
Maintenance and Repairs - Health Clinic	1,000	571	1,000	1,000	1,000	1,000	1,000
Total Health Centre Expenditure	1,000	571	1,000	1,000	1,000	1,000	1,000
Net Health Centre	(1,000)	(571)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)

2025-2029 Capital Plan



✓ Detailed document attached



DEPARTMENT	CAPITAL & MAJOR PURCHASES/PROJECTS	2023/2024 Outstanding	2025	2026	2027	2028	2029	SOURCE OF FUNDS					FUNDING SOURCE	2025 Total	2026-2029 Total	Notes:
								GRANTS Received	GRANTS Confirmed	GRANT Dependent	RESERVES/ SURPLUS	DEBT				
ADMIN/VILLAGE BUILDINGS	Community Planning Documents (Housing Needs Assessment, Zoning, OCP etc.)	151,313.00						151,313.00					Local Government Housing Initiatives Grant	-	-	Must be spent by Dec 31, 2025. Revenue source for 2025 to reduce deficit
	Land Use and Infrastructure Analysis for Zoning Bylaw Modernization Project		123,600.00					61,800.00	61,800.00				UBCM Complete Communities Grant	123,600.00	-	Project to start in 2025
	Next Gen 911 Funding	45,000.00						22,500.00	22,500.00				UBCM Next Gen 911 Grant	-	-	Not started, possible regional spend with SRD
	Clinic Building Upgrades Project						739,000.00						TBD	-	739,000.00	Identified in 2024 Asset Management Plan
Subtotal:		\$ 196,313.00	\$ 123,600.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 739,000.00	\$ 235,613.00	\$ 84,300.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ -	\$ 123,600.00	\$ 739,000.00	
RECREATION	Boiler Room Repairs		70,000.00								70,000.00		Growing Communities Fund & Community Works Fund Reserve	70,000.00	-	50% from GCF and 50% from CWF
														-	-	
Subtotal:		\$ 0.00	\$ 70,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 70,000.00	\$ 0.00	\$ -	\$ 70,000.00	\$ 0.00	
PARKS	Lawnmower Replacement - 13 years past scheduled replacement date		49,000.00								49,000.00		Growing Communities Reserve	49,000.00	-	Identified in 2024 Asset Management Plan
	Community Garden Revitalization		5,000.00							5,000.00			TD Friends of the Environment Grant	5,000.00	-	Grant application submitted Jan 2025
	Canada Summer Jobs - Youth: Park Maintenance		12,528.00							6,264.00			Government of Canada Grant	12,528.00	-	Grant application submitted Dec 2024, Village to pay for 50% of wage costs (2 students), but will be factored into current wages
	Playground Apparatus Upgrade Project - 11 years past scheduled replacement date				40,000.00								TBD	-	40,000.00	Identified in 2024 Asset Management Plan
Subtotal:		\$ 0.00	\$ 66,528.00	\$ 0.00	\$ 40,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 11,264.00	\$ 49,000.00	\$ 0.00	\$ -	\$ 66,528.00	\$ 40,000.00	
FIRE DEPT PROJECTS	Fire Department - Capital Contribution to SRD		50,000.00	50,000.00	50,000.00	50,000.00	50,000.00				250,000.00		Community Works Fund Reserve	50,000.00	200,000.00	Commitment to SRD for New Fire Service Capital
	FireSmart Stairs for Fire Hall#1	33,522.00							33,522.00				UBCM Community Resiliency Investment Grant	-	-	To complete in 2025, fully grant funded
	Fire Apparatus Replacement & Upgrades		39,000.00							39,000.00			UBCM Volunteer & Composite Fire Departments Equipment & Training Grant	39,000.00	-	Grant application submitted Oct 2024
Subtotal:		\$ 33,522.00	\$ 89,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 0.00	\$ 33,522.00	\$ 39,000.00	\$ 250,000.00	\$ 0.00	\$ -	\$ 89,000.00	\$ 200,000.00	
COMMUNITY PROJECTS	Economic Development Coordinator	70,000.00						35,000.00	35,000.00				Island Coastal Economic Trust	-	-	To complete in 2025, fully grant funded
	Economic Capacity		100,000.00							100,000.00			Island Coastal Economic Trust	100,000.00	-	Grant application submitted Oct 2024
Subtotal:		\$ 70,000.00	\$ 100,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 35,000.00	\$ 35,000.00	\$ 100,000.00	\$ 0.00	\$ 0.00	\$ -	\$ 100,000.00	\$ 0.00	
WATER/SEWER	Liftstation Replacement Project - 560 Kelsey Way, includes updates to foremain and watermain near liftstation and roadway resurfacing			1,722,100.00									TBD	-	1,722,100.00	Identified in 2024 Asset Management Plan
	Watermain Upgrade Project - MacMillan Dr.				158,970.00								TBD	-	158,970.00	Identified in 2024 Asset Management Plan
	Sanitary Sewer Replacement Project - Sayward Rd to Spar St.				296,918.00								TBD	-	296,918.00	Identified in 2024 Asset Management Plan
	Sanitary Sewer Replacement Project - MacMillan Dr.					733,070.00							TBD	-	733,070.00	Identified in 2024 Asset Management Plan
	Watermain Upgrade Project - Sayward Rd.						689,210.00						TBD	-	689,210.00	Identified in 2024 Asset Management Plan
Subtotal:		\$ 0.00	\$ 0.00	\$ 1,722,100.00	\$ 455,888.00	\$ 733,070.00	\$ 689,210.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ -	\$ 0.00	\$ 3,600,268.00	
DRAINAGE	Drainage Improvement Project		1,743,076.00						1,278,198.00		465,000.00		Local Government Climate Action Reserve & Growing Communities Fund Reserve	1,743,076.00	-	Staff have confirmed with the Province that LGCAP funds can be used for this project (\$200k) with the remaining coming from GCF Reserve (\$265k)
	Stormwater Main Replacement Project - Sayward Heights							424,000.00					TBD	-	-	Identified in 2024 Asset Management Plan
Subtotal:		\$ 0.00	\$ 1,743,076.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 424,000.00	\$ 1,278,198.00	\$ 0.00	\$ 465,000.00	\$ 0.00	\$ -	\$ 1,743,076.00	\$ 0.00	
TOTAL:		\$ 299,835.00	\$ 2,192,204.00	\$ 1,772,100.00	\$ 545,888.00	\$ 783,070.00	\$ 1,478,210.00	\$ 694,613.00	\$ 1,431,020.00	\$ 150,264.00	\$ 834,000.00	\$ 0.00	\$ -	\$ 2,192,204.00	\$ 4,579,268.00	