

**The Township of Spallumcheen
2021-2025 Five Year Financial Plan
Summary**



	2021	2022	2023	2024	2025
Revenue					
Taxation	6,651,724	6,803,007	6,957,831	7,095,922	7,236,046
Sale of Service	350,927	345,943	349,982	354,095	358,283
Fiscal Services	69,600	69,600	69,600	70,650	60,650
Grants	11,892,509	13,822,080	11,720,112	795,969	-
Joint Functions	21,652	21,652	21,652	21,652	21,652
Water Fund Local Area Service	423,845	443,088	459,241	480,683	503,198
Other	100,000	100,000	2,965,000	2,197,130	-
Transfers Surplus/Reserves	2,462,689	2,160,500	3,212,000	2,147,500	1,206,522
	21,972,946	23,765,870	25,755,418	13,163,601	9,386,351
Expenses					
General Government	1,569,413	1,543,611	1,570,610	1,598,171	1,631,825
Protective Services	803,132	817,067	831,251	836,162	841,114
Transportation Services	1,674,648	1,765,721	1,809,158	1,853,663	1,809,158
Environmental Health Services	9,325	9,325	9,325	9,325	9,325
Public Health and Welfare Services	3,555	3,627	3,699	3,773	3,866
Environmental Development Services	578,244	272,757	276,717	281,767	281,767
Recreational and Cultural Services	19,123	19,315	19,508	19,703	19,900
Water Fund Local Area Service	423,845	443,087	459,241	480,683	503,198
Joint Functions	1,175,766	1,189,656	1,202,692	1,219,507	1,249,981
Transfer to Surplus/Reserve	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Debt Principal Payments	23,705	23,705	21,217	21,217	21,217
Capital	14,192,189	16,178,000	18,052,000	5,339,630	1,515,000
	21,972,945	23,765,871	25,755,418	13,163,601	9,386,351
Surplus/(Deficit)	-	-	-	-	-

**The Township of Spallumcheen
2021-2025 Five Year Financial Plan
Capital**



Project

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Community Services					
Land	-	-	-	-	-
General Government					
Information Technology	15,000	15,000	15,000	15,000	15,000
Transportation Services					
Roads & Streets	1,937,823	1,350,000	1,350,000	1,350,000	1,350,000
Drainage	150,000	150,000	150,000	150,000	150,000
Vehicles & Equipment	300,000	320,000	-	-	-
Protective Services	-	39,000	222,000	-	-
Parks & Rec	23,500	79,000	75,000	37,500	-
AS Cemetery	54,500	25,000	25,000	25,000	-
Water Fund	10,011,366	-	-	-	-
NOWRP	1,700,000	14,200,000	16,215,000	3,762,130	-
	14,192,189	16,178,000	18,052,000	5,339,630	1,515,000
Source of Funding					
Reserves	1,924,366	1,978,000	2,837,000	2,092,500	1,515,000
Surplus	149,000	-	-	-	-
Community Works Fund - NORWP	100,000	100,000	50,000	50,000	-
Provincial Grant ICIP - NORWP	1,500,000	14,000,000	6,300,000	1,000,000	-
Okanagon Basin Water Board	-	-	5,900,000	-	-
Developer Contribution	518,823	-	-	-	-
Other	100,000	100,000	2,965,000	2,197,130	-
Water Dissolution Grant	9,900,000				
	14,192,189	16,178,000	18,052,000	5,339,630	1,515,000



	2020 Budget	2020 Actual December	\$\$ Variance December	% Variance December	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Council Indemnities	127,523	142,612	(15,089)	-11.83%	148,479	151,449	154,478	157,567	160,718
Benefits	4,649	11,450	(6,801)	-146.28%	55,762	56,877	58,015	59,175	60,359
Technology Allowance	2,100	2,100	-	0.00%	2,100	2,100	2,100	2,100	2,100
Communications	3,300	900	2,400	72.73%	440	449	458	467	476
Advertising	2,500	5,499	(2,999)	-119.94%	4,160	4,243	4,328	4,415	4,503
Hospitality and Open Houses	2,100	3,486	(1,386)	-65.98%	3,300	3,366	3,433	3,502	3,572
Professional Fees	1,000	-	1,000	100.00%	1,000	1,000	1,000	1,000	1,000
Insurance	400	375	25	6.25%	400	400	400	400	400
Membership & Conferences	3,900	275	3,625	92.95%	3,900	3,900	3,900	3,900	3,900
Council Workshop	1,500	-	1,500	100.00%	1,500	1,500	1,500	1,500	1,500
Employee Recognition/Community Engagements	4,300	176	4,124	95.90%	4,300	4,300	4,300	4,300	4,300
Chris Pieper Bursary	500	-	500	100.00%	500	500	500	500	500
Mayors' Discretionary Fund	1,200	1,200	-	0.00%	1,200	1,200	1,200	1,200	1,200
Special Presentations	3,000	4,248	(1,248)	-41.59%	3,000	3,000	3,000	3,000	3,000
Travel&Conferences - Cllr York	2,835	-	2,835	100.00%	2,835	2,835	2,835	2,835	2,835
Travel & Conferences - Cllr Bakker	2,835	350	2,485	87.65%	2,835	2,835	2,835	2,835	2,835
Travel & Conferences - Cllr Poppof	2,835	609	2,226	78.52%	2,835	2,835	2,835	2,835	2,835
Travel&Conferences - Cllr Casson	2,835	643	2,192	77.30%	2,835	2,835	2,835	2,835	2,835
Travel&Conferences - Mayor Fraser	9,000	1,211	7,789	86.54%	9,000	9,000	9,000	9,000	9,000
Travel&Conferences - Cllr Van Tienhoven	2,835	336	2,499	88.15%	2,835	2,835	2,835	2,835	2,835
Travel & Conferences - Cllr Lemaire	2,835	-	2,835	100.00%	2,835	2,835	2,835	2,835	2,835
Grants in Aid	18,000	27,500	(9,500)	-52.78%	33,250	12,000	12,000	12,000	12,000
Total Legislative	201,982	202,969	(987)	-0.49%	289,301	272,294	276,621	281,036	285,538

Outputs and Outcomes	2020 Budget	2020 Actual		2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
% of Property Tax	3.18%	3.19%		4.45%	4.10%	4.07%	4.05%	4.04%
Cost per capita	\$ 40.04	\$ 40.23		\$ 57.34	\$ 53.97	\$ 54.83	\$ 55.71	\$ 56.60
	18,122	(987)		87,319	(17,007)	4,328	4,414	4,503
	9.86%	-0.49%		43.23%	-5.88%	1.59%	1.60%	1.60%

The Township of Spallumcheen
 2021-2025 Five Year Financial Plan Draft # 1
 Corporate Services
 February 8, 2021



	2020 Budget	2020 Actual December	\$\$ Variance December	% Variance December	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Revenue									
Photocopies	250	36	214	85.50%	50	50	50	50	50
Bylaws	200	-	200	100.00%	-	-	-	-	-
Total Revenue	450	36	414	91.94%	50	50	50	50	50
Expenses									
Salaries	379,500	304,288	75,212	19.82%	310,373	316,581	322,912	329,371	337,473
Salaries Casual	10,139	6,570	3,569	35.20%	10,342	10,549	10,760	10,975	11,245
Wages Regular	93,944	69,031	24,913	26.52%	70,412	71,820	73,257	74,722	76,560
Wages Overtime	70	-	70	100.00%	-	-	-	-	-
Benefits And Allowances	53,854	56,576	(2,722)	-5.05%	76,860	78,397	79,965	81,564	83,571
Records Management	-	4,807	(4,807)	0.00%	6,000	6,120	6,242	6,367	6,524
Courier And Postage	6,534	10,176	(3,642)	-55.74%	6,665	6,798	6,934	7,073	7,247
Telephone	7,995	9,445	(1,450)	-18.13%	8,155	8,318	8,484	8,654	8,867
Advertising	4,659	3,481	1,178	25.28%	4,789	4,885	4,982	5,082	5,207
Legal Services-General	13,803	30,498	(16,695)	-120.95%	14,079	14,361	14,648	14,941	15,308
Legal HR	-	2,344	(2,344)	0.00%	2,000	-	-	-	-
Human Resources/Public Relations	800	573	227	28.34%	816	832	849	866	887
Title Searches	-	680	(680)	0.00%	-	-	-	-	-
Memberships Conferences & Expenses	24,358	18,221	6,137	25.19%	24,845	25,342	25,849	26,366	27,014
Contracted Services	6,580	5,742	838	12.73%	6,712	6,846	6,983	7,122	7,298
Internet	840	1,805	(965)	-114.88%	857	874	891	909	932
Office Equipment Expense	12,312	6,644	5,669	46.04%	12,559	12,810	13,066	13,327	13,594
Non-Capital Equipment	1,812	2,020	(208)	-11.46%	1,848	1,885	1,923	1,961	2,010
Office Supplies	8,414	9,656	(1,242)	-14.76%	8,582	8,754	8,929	9,108	9,332
Refreshment Supplies	1,971	1,510	461	23.41%	2,010	2,051	2,092	2,133	2,186
	-	-	-	0.00%	-	-	-	-	-
Election	3,750	99	3,651	97.37%	3,750	3,750	3,750	3,750	3,750
Total Expenses	631,335	544,164	87,171	13.81%	571,654	580,972	592,516	604,292	619,004

Outputs and Outcomes	2020 Budget	2020 Actual			2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
% of Property Tax	9.93%	8.56%			8.80%	8.74%	8.72%	8.72%	8.93%
Cost per capita	\$ 125.14	\$ 107.86			\$ 113.31	\$ 115.16	\$ 117.45	\$ 119.78	\$ 122.70
Budget Increase	(131,691)	87,171			(59,681)	9,318	11,544	11,775	14,712
Percentage Budget Increase	-26.36%	13.81%			-9.45%	1.63%	1.99%	1.99%	2.43%

The Township of Spallumcheen
 2021-2025 Financial Plan Draft #1
 Financial Services
 February 8, 2021



	2020 Budget	2020 Actual December	\$\$ Variance December	% Variance December	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Revenue									
Administration Charges	8,461	14,127	(5,666)	-66.96%	14,000	14,000	14,000	14,000	14,000
NSF Fee	300	150	150	50.00%	150	150	150	150	150
Miscellaneous Revenue	10,000	122,067	(112,067)	-1120.67%	10,000	10,000	10,000	10,000	10,000
Lease (OK Frozen Dough)	12,400	12,400	-	0.00%	12,400	12,400	12,400	12,400	12,400
Water Districts Collection Fee	9,550	8,535	1,015	10.63%	9,550	9,550	9,550	9,550	9,550
School Tax Collection Commission	4,500	-	4,500	100.00%	4,500	4,500	4,500	4,500	4,500
Transit Ticket Commission	50	44	6	11.28%	50	50	50	50	50
Highway Use Permit	-	300	(300)	0.00%	-	-	-	-	-
Tax Searches	5,100	6,043	(943)	-18.49%	6,000	6,000	6,000	6,000	6,000
Total Revenue	50,361	41,599	8,762	17.40%	56,650	56,650	56,650	56,650	56,650
Expenses									
Salaries	139,704	110,911	28,793	20.61%	113,129	115,392	117,700	120,054	123,007
Casual Wages	-	19,302	(19,302)	#DIV/0!	19,688	20,081	20,483	20,893	21,407
Wages - Regular	124,000	119,076	4,924	3.97%	125,457	127,966	130,526	133,136	136,411
Wages - Overtime	-	3,207	(3,207)	0.00%	-	-	-	-	-
Benefits And Allowances	30,696	36,168	(5,472)	-17.83%	36,891	37,629	38,382	39,149	40,112
Employee Health Tax	21,603	-	21,603	100.00%	22,035	22,475	22,925	23,383	23,959
Courier/Postage	-	258	(258)	0.00%	250	250	250	250	250
Telephone	-	904	(904)	0.00%	910	928	947	966	985
Advertising	4,500	5,212	(712)	-15.83%	4,500	4,500	4,500	4,500	4,500
Legal Services	5,000	3,909	1,091	21.82%	5,000	1,000	1,000	1,000	1,000
Professional Services - Finance	20,000	24,134	(4,134)	-20.67%	20,000	20,000	20,000	20,000	20,000
Memberships Conferences & Expenses	6,100	4,682	1,418	23.25%	6,222	6,346	6,473	6,603	6,735
Audit	30,000	-	30,000	100.00%	33,600	34,272	34,957	35,657	36,534
Insurance	50,100	40,177	9,923	19.81%	54,000	55,080	56,182	57,305	58,451
Title Searches	2,500	180	2,320	92.80%	2,500	2,550	2,601	2,653	2,706
Contracted Services	-	370	(370)	0.00%	-	-	-	-	-
Professional Services	3,570	-	3,570	100.00%	3,570	3,641	3,714	3,789	3,864
Office Supplies	2,000	1,726	274	13.68%	2,000	2,000	2,000	2,000	2,000
Refreshment Supplies	100	278	(178)	-178.44%	100	100	100	100	100
Cash Over/Under	-	(30)	30	0.00%	-	-	-	-	-
Bank charges and interest	-	166	(166)	0.00%	200	200	200	200	200
Joint Admin	63,500	-	63,500	100.00%	63,500	63,500	63,500	63,500	63,500
Total Expenses	503,373	370,630	132,743	26.37%	513,552	517,912	526,439	535,137	545,721

Outputs and Outcomes	2020 Budget	2020 YTD		2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
% of Property Tax	7.91%	5.83%		7.91%	7.80%	7.75%	7.72%	7.72%
Cost per capita	\$ 99.78	\$ 73.46		\$ 101.79	\$ 102.66	104.35	\$ 106.07	\$ 108.17
\$ Variance	94,404	132,743		10,179	4,360	8,527	8,698	10,584
% Variance	23.08%	26.37%		2.02%	0.85%	1.65%	1.65%	1.98%



	2020 Budget	2020 Actual December	\$\$ Variance December	% Variance December	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2024 Budget
Compuer Services	26,136	50,609	(24,473)	-93.64%	51,854	52,373	52,897	53,426	54,740
Computer Internet	5,000	1,860	3,140	62.80%	5,000	5,000	5,000	5,000	5,123
Computer Hardware	-	-	-	0.00%	-	-	-	-	-
Computer Software	25,989	53,132	(27,144)	-104.44%	29,442	30,610	31,830	33,104	34,437
Utility Module for Vadim	-	-	-	0.00%	25,000	-	-	-	-
Building Permit Module for Vadim	22,200	-	22,200	100.00%	-	-	-	-	-
Website	7,595	-	7,595	100.00%	7,671	7,748	7,825	7,904	8,098
	86,920	105,601	(18,682)	-21.49%	118,967	95,730	97,552	99,434	102,397

Outputs and Outcomes	2020 Budget			2021 Budget	2022 Budget	2023 Budget	2024 Budget	2024 Budget
% of Property Tax	1.37%			1.83%	1.44%	1.44%	1.43%	1.45%
Cost per capita	\$ 17.23			\$ 23.58	\$ 18.98	\$ 19.34	\$ 19.71	\$ 20.30
\$ Variance	26,921			32,048	(23,237)	1,821	1,882	2,964
% Variance	44.87%			36.87%	-19.53%	1.90%	1.93%	2.98%

The Township of Spallumcheen
 2021-2025 Five Year Financial Plan Draft # 1
 Municipal Hall
 February 8, 2021



	2020 Budget	2020 Actual December	\$\$ Variance December	% Variance December	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Expenses									
Wages - Regular	2,500	2,835	(335)	-13.42%	2,550	2,601	2,653	2,706	2,760
Benefits	400	424	(24)	-6.04%	432	441	449	458	468
Telephone-Alarm Cell	-	2,659	(2,659)	#DIV/0!	2,650	2,703	2,757	2,812	2,868
Grounds Manintenance	10,500	4,050	6,450	61.43%	10,500	10,500	10,500	10,500	10,500
Janitorial	13,565	13,500	65	0.48%	13,836	14,113	14,395	14,683	14,977
Legal	2,000	-	2,000	100.00%	2,000	2,000	2,000	2,000	2,040
Insurance	2,300	-	2,300	100.00%	2,300	2,300	2,300	2,300	2,346
Non-Capital Improvements	-	-	-	0.00%	-	-	-	-	-
Repairs And Maintenance	4,500	6,039	(1,539)	-34.21%	4,590	4,682	4,775	4,871	4,968
Materials And Supplies	1,500	16,002	(14,502)	-966.81%	10,000	10,000	10,000	10,000	10,000
Utilities	9,000	7,026	1,974	21.93%	9,180	9,364	9,551	9,742	9,937
Total Expenses	46,265	63,227	(16,962)	-36.66%	58,038	58,703	59,381	60,073	60,864

Outputs and Outcomes	2020 Budget			2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
% of Property Tax	0.73%			0.89%	0.88%	0.87%	0.87%	0.86%
Cost per capita	\$ 9.17			\$ 11.50	\$ 11.64	\$ 11.77	\$ 11.91	\$ 12.06
\$ Variance	1,450			11,773	665	678	692	791
% Variance	3.24%			25.45%	1.15%	1.16%	1.16%	1.32%



	2020 Budget	2020 Actual December	\$\$ Variance December	% Variance December	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Revenue									
Property Tax for RCMP	625,681	625,681	-	0.00%	629,979	640,452	651,103	652,412	653,743
Transfer from Reserve	-	-	-	-	-	-	-	-	-
Total Revenue	625,681	625,681	-	0.00%	629,979	640,452	651,103	652,412	653,743
Expenses									
Wages		22,692							
Benefits	-	406			-	-	-	-	-
Prisoner Costs	10,000	-	10,000	100.00%	10,000	10,000	10,000	10,000	10,000
Accomadation	73,182	57,218	15,964	21.81%	74,426	75,691	76,978	78,287	79,618
OCABC - DNA Costs	1,600	1,519	81	5.04%	1,600	1,600	1,600	1,600	1,600
R.C.M.P. Contract	514,612	324,895	189,717	36.87%	523,360	532,258	541,306	541,306	541,306
Contract - Overtime	17,969	8,874	9,095	50.61%	18,274	18,585	18,901	18,901	18,901
Retro Pay 2017-2019	6,000	-	6,000	100.00%	-	-	-	-	-
Speed Reader	850	241	609	71.66%	850	850	850	850	850
Restorative Justice	1,468	-	1,468	100.00%	1,468	1,468	1,468	1,468	1,468
Total Expenses	625,681	415,845	232,934	37.23%	629,979	640,452	651,103	652,412	653,743
Surplus/(Deficit)	-	209,836	(232,934)		-	-	-	-	-

Outputs and Outcomes	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Cost per capita	\$ 124.02	\$ 124.87	\$ 126.95	\$ 129.06	\$ 129.32	\$ 129.58
\$ Variance	(7,062)	4,298	10,473	10,651	1,309	1,331
% Variance	-1.12%	0.69%	1.66%	1.66%	0.20%	0.20%

Township of Spallumcheen
2020 Bylaw Enforcement
Variance Analysis
June 30, 2020



	2020	2020	\$\$	%
	Budget	Actual	Variance	Variance
		December	December	December
Revenue				
Bylaw Enforcement Fines	4,000	5,150	(1,150)	-28.75%
Expenses				
Advertising	3,500	-	3,500	100.00%
Advertising Campfire Ban	-	-	-	0.00%
Contracted Services		1,083	(1,083)	#DIV/0!
Legal	6,000	-	6,000	100.00%
Contracted Services	14,963	8,745	6,218	41.55%
Materials and Supplies	100	1,027	(927)	-927.20%
Total Expenses	24,563	10,855	13,708	55.81%
Surplus/(Deficit)	(20,563)	(5,705)	(14,858)	72.25%

The Township of Spallumcheen
 2021-2025 Five Year Financial Plan Draft # 1
 Building Inspection Services
 February 8, 2021



	2020 Budget	2020 Actual December	\$\$ Variance December	% Variance December	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Building Inspection Permits	140,000	161,757	(21,757)	-15.54%	142,800	145,656	148,569	151,541	154,571
Demolition Permits	500	539	(39)	-7.80%	500	500	500	500	500
Revenue	140,500	162,296	(21,796)	-15.51%	143,300	146,156	149,069	152,041	155,071
Contracted Services	125,078	100,893	24,185	19.34%	127,580	130,131	132,734	135,389	138,096
Conference/Memberships	2,500	-	2,500	100.00%	2,550	2,601	2,653	2,706	2,706
Expenses	127,578	100,893	26,685	20.92%	130,130	132,732	135,387	138,095	140,802
Surplus/(Deficit)	12,922	61,403	(48,481)	-375.18%	13,170	13,424	13,682	13,946	14,269

Outputs and Outcomes	2020 Budget			2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
% of Property Tax	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%
Cost per capita	\$ -			\$ -	\$ -	\$ -	\$ -	\$ -
\$ Variance	(33,661)			248	254	258	264	323
% Variance	-72.26%			1.92%	1.93%	1.92%	1.93%	2.32%

The Township of Spallumcheen
 2021-2025 Five Year Financial Plan Draft # 1
 Dog Large Animal Control
 February 8, 2021



	2020 Budget	2020 Actual December	\$\$ Variance December	% Variance December	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Revenue									
Dog Licences	800	765	35	4.38%	800	800	800	800	800
Kennel Licenses	600	400	200	33.33%	600	600	600	600	600
Total Revenue	1,400	1,165	235	16.79%	1,400	1,400	1,400	1,400	1,400
Expenses									
Contracted Services	21,936	21,110	826	3.77%	22,375	22,822	23,279	23,744	24,219
Materials & Supplies	959	-	959	100.00%	978	998	1,018	1,038	1,059
Total Expenses	22,895	21,110	1,785	7.80%	23,353	23,820	24,296	24,782	25,278
Surplus/(Deficit)	(21,495)	(19,945)	(1,550)	7.21%	(21,953)	(22,420)	(22,896)	(23,382)	(23,878)

Outputs and Outcomes	2020 Budget			2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
% of Property Tax	0.34%			0.34%	0.34%	0.34%	0.34%	0.34%
Cost per capita	\$ 4.26			\$ 4.35	\$ 4.44	\$ 4.54	\$ 4.63	\$ 4.73
\$ Variance	220			(458)	(467)	(476)	(486)	(496)
% Variance	0.95%			-2.00%	-2.00%	-2.00%	-2.00%	-2.00%

The Township of Spallumcheen
 2021-2025 Financial Plan
 Emergency Planning
 December 31, 2020



	2020 Budget	2020 Actual December	\$\$ Variance December	% Variance December	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Insurance		-	-	0.00%					
Contracted Services	19,284	2,500	16,784	87.04%	19,670	20,063	20,464	20,874	21,291
	19,284	2,500	16,784	87.04%	19,670	20,063	20,464	20,874	21,291

The Township of Spallumcheen
2021-2025 Five Year Financial Plan Draft # 1



Transportation
Services

February 8, 2021

	2020 Budget	2020 Actual December	\$\$ Variance December	% Variance December	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Salary, Wages, Benefits & Internal Equipment Rental:	242,658	250,786	(8,128)	-3.35%	248,627	254,744	261,010	267,431	274,010
Communications: For Shop/Mgr./Foreman/Standby & Equipment	9,659	7,157	2,502	25.90%	9,897	10,140	10,389	10,645	10,907
Advertisement: Place public info. ads., i.e. road bans/closures/etc.	1,697	-	1,697	100.00%	1,738	1,781	1,825	1,870	1,916
Memberships/Conferences:	11,255	2,268	8,988	79.85%	11,532	11,816	12,106	12,404	12,709
Bylaw Enforcement	-	-	-	0.00%	12,356	12,660	12,971	13,290	13,617
Internal Equipment Rental	15,081	5,591	9,491	62.93%	15,452	15,832	16,222	16,621	17,030
Miscellaneous	10,246	4,301	5,945	58.02%	10,498	10,756	11,021	11,292	11,570
	290,596	270,102	20,494	3	310,101	317,729	325,545	333,554	341,759
Standby	23,084	6,090	16,994	73.62%	43,296	44,361	45,452	46,570	47,716
Sweeping	50,556	49,410	1,146	2.27%	51,799	53,074	54,379	55,717	57,088
Dust Control	70,413	79,886	(9,474)	-13.45%	72,145	73,919	75,738	77,601	79,510
Patching	143,070	176,282	(33,212)	-23.21%	146,590	150,196	153,890	157,676	161,555
Gravelling	21,737	52,842	(31,105)	-143.10%	22,272	22,819	23,381	23,956	24,545
Berm Removal	-	-	-	#DIV/0!	-	-	-	-	-
Structures & Bridges	7,962	13,627	(5,665)	-71.15%	8,158	8,359	8,564	8,775	8,991
Crackfilling	76,243	2,568	73,675	96.63%	78,118	80,040	82,009	84,026	86,093
Grading	62,607	61,488	1,119	1.79%	64,147	65,725	67,342	68,999	70,696
Small Tools	10,770	10,930	(161)	-1.49%	5,000	5,000	5,123	5,249	5,378
	466,441	453,123	13,318	0	491,525	503,493	515,879	528,570	541,573
Engineering	4,832	24,709	(19,877)	-411.35%	14,951	15,319	15,696	16,082	16,477
Municipal Yards and Buildings	33,959	43,867	(9,908)	-29.18%	34,795	35,651	36,528	37,426	38,347
Unallocated Man Hours	-	-	-	0.00%	-	-	-	-	-
Drainage Ditch Maintenance	136,111	151,983	(15,872)	-11.66%	139,459	142,890	146,405	150,007	153,697
Snow Removal and Sanding	344,762	549,323	(204,562)	-59.33%	353,243	411,933	422,066	432,449	443,087
Street Lighting	6,950	6,729	221	3.18%	7,121	7,296	7,475	7,659	7,848
Udy Subdivision Specified Area	900	-	900	100.00%	922	944	968	991	1,016
Traffic Services	77,086	85,884	(8,798)	-11.41%	78,982	80,925	82,916	84,956	87,045
Railway Crossing Maintenance	21,836	17,760	4,076	18.67%	22,373	22,924	23,488	24,066	24,658
Boulevard Maintenance	167,579	118,389	49,190	29.35%	171,702	175,926	180,254	184,688	189,231
Training and Safety	8,061	18,171	(10,110)	-125.43%	8,259	8,462	8,670	8,884	9,102
Gravel Pit	3,648	2,519	1,129	30.94%	3,737	3,829	3,923	4,020	4,119
Hydrants	10,963	5,174	5,789	52.80%	11,233	11,509	11,792	12,082	12,380
	816,686	1,024,509	(207,823)	-25.45%	846,777	917,608	940,181	963,310	987,007
Total Operations	1,573,723	1,747,734	(174,011)	-11.06%	1,648,403	1,738,830	1,781,606	1,825,433	1,870,339
Equipment Maintenance: Provide maintenance for municipal fleet	158,582	439,467	(280,885)	-177.12%	162,484	166,481	170,576	174,772	179,072
Fuels/Oils: Purchase gas/oil/diesel for municipal equipment	92,310	-	92,310	100.00%	94,581	96,908	99,292	101,734	104,237
	250,893	439,467	(188,574)	-75.16%	257,065	263,389	269,868	276,507	283,309
Equipment Maintenance charged to activities	(225,278)	(515,342)	290,065	-128.76%	(230,820)	(236,498)	(242,316)	(248,277)	(254,384)
Net Transportation Services	1,599,338	1,671,859	(72,521)	-4.53%	1,674,648	1,765,721	1,809,158	1,853,663	1,899,263

Outputs and Outcomes	2020 Budget			2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
% of Property Tax	25.15%			0.26	26.58%	26.62%	26.73%	27.39%
Cost per capita	\$ 317.01			\$ 331.94	\$ 349.99	\$ 358.60	\$ 367.43	\$ 376.46
\$ Variance	38,399			75,310	91,073	43,437	44,505	45,600
% Variance	2.46%			4.71%	5.44%	2.46%	2.46%	2.46%

The Township of Spallumcheem
 2021-2025 Financial Plan
 Planning Development Services
 Draft #1
 February 8, 2021



	2020 Budget	2020 Actual December	\$\$ Variance December	% Variance December	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Revenue									
Zoning Amendment	3,000	-	3,000	100%	3,000	3,121	3,183	3,247	3,312
OCP Amendment	1,500	-	1,500	100%	3,000	1,561	1,592	1,624	1,657
Zoning and OCP Amendment	1,700	3,400	(1,700)	-100%	5,100	1,769	1,804	1,840	1,877
OCP/Zoning ADD Public Hearing Development Permit	4,800	500	4,300	90%	-	4,994	5,094	5,196	5,300
Development Variance Permit	-	4,700	(4,700)	0%	1,000	-	-	-	-
Development Permit	3,400	3,750	(350)	-10%	1,800	3,537	3,608	3,680	3,753
Cell Tower Application Fee	1,500	1,900	(400)	-27%	2,100	1,561	1,592	1,624	1,657
Subdivision	-	5,000	(5,000)	0%	-	-	-	-	-
ALR Application	4,000	6,400	(2,400)	-60%	4,000	4,162	4,245	4,330	4,417
		(3,300)	#VALUE!	0%	5,250	-	-	-	-
Total Revenue	19,900	22,350	(2,450)	-12%	25,250	20,705	21,119	21,541	21,972
Expense									
Salary	-	123,048	(123,048)	0%	96,959	98,898	100,876	102,894	104,952
Casual Wages	-	3,279	(3,279)	0%	-	-	-	-	-
Wages Regular	-	18,406	(18,406)	0%	68,211	69,575	70,967	72,386	73,834
Benefits	-	24,666	(24,666)	0%	37,933	38,692	39,465	40,255	41,060
Wages - Engineering	102,000	17,872	84,128	82%	-	-	-	-	-
Freight	-	-	-	0%	-	-	-	-	-
Legal	-	7,118	(7,118)	0%	1,000	1,020	1,040	1,061	1,082
Telephone	-	1,342	(1,342)	0%	1,200	1,224	1,248	1,273	1,299
Advertisiting	3,800	17,623	(13,823)	-364%	12,500	12,750	13,005	13,265	13,530
Conferences/Memberships	4,000	6,416	(2,416)	-60%	10,000	10,200	10,404	10,612	10,824
Municipal Planning Services	141,670	150,550	(8,880)	-6%	5,000	-	-	-	-
Bylaw Enforcement	-	-	-	-	12,356	12,603	12,855	13,112	13,375
Office Supplies	-	4,124	(4,124)	0%	2,500	2,550	2,601	2,653	2,706
GIS Software	-	-	-	0%	55,000	-	-	-	-
Total Expense	251,470	374,443	(122,973)	-49%	302,659	247,512	252,462	257,512	262,662
Surplus/(Deficit)	(231,570)	(352,093)	120,523	-52%	(277,409)	(226,807)	(231,343)	(235,970)	(240,690)

Outputs and Outcomes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
% of Property Tax	3.64%	5.54%	4.27%	3.41%	3.40%	3.40%	3.40%
Cost per capita	\$ 45.90	\$ 69.79	\$ 54.99	\$ 44.96	\$ 45.86	\$ 46.77	\$ 47.71
\$ Variance	8,144	(122,973)	51,189	(55,147)	4,950	5,049	5,150
% Variance	-3.35%	-48.90%	20.36%	-18.22%	2.00%	2.00%	2.00%

Township of Spallumcheen
2021-2025 Five Year Financial Plan Draft # 1
Joint Functions
February 8, 2021

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Parks & Recreation Commission					
Municipal Contribution - 49.96%	682,529	696,463	701,704	713,858	731,419
Capital 50/50	23,500	79,000	75,000	37,500	-
Total Parks & Recreation Commission	706,029	775,463	776,704	751,358	731,419
Fire Department					
Municipal Contribution - 53.49%	472,431	471,488	479,785	484,330	496,719
Capital - 60%	-	39,000	222,000	-	-
Total Fire Department	472,431	510,488	701,785	484,330	496,719
Cemetery					
Municipal Contribution	20,806	21,705	21,203	21,319	21,843
Capital	54,500	25,000	25,000	25,000	25,615
Total Cemetery	75,306	46,705	46,203	46,319	47,458
Total Joint Functions	1,253,766	1,332,656	1,524,692	1,282,007	1,275,596