

# Village of Salmo 2025 Draft 5-YEAR Financial Plan

April 2025



# Agenda

- Draft Rates and Fees
- Utility Budgets
  - ▶ Water
  - ▶ Sewer
- 5-Year Financial Plan
- Reserve Contributions and Balances
- Capital and One-off Projects



# Draft Rates/Fees - Summary

| Rate / Fee Name                  | 2024 Actual | 2025 Increase (Draft) | 2025 Actual (Draft) | Net Annual Increase | Net Monthly Increase |
|----------------------------------|-------------|-----------------------|---------------------|---------------------|----------------------|
| Property Tax (Municipal Portion) | \$715       | 6.29%                 | \$760               | \$45                | \$3.75               |
| Waste Collection (Garbage)       | \$233       | 6.5%                  | \$248               | \$15                | \$1.25               |
| Water                            | \$360       | 7.0%                  | \$385               | \$25                | \$2.10               |
| Waste Water (Sewer)              | \$580       | 5.5%                  | \$612               | \$32                | \$2.66               |
|                                  |             |                       |                     | <b>\$117</b>        | <b>\$9.76</b>        |

|                         | # Homes (from assessment) | \$ Value (from assessment) | Average \$ Value | 2025 Increase (Decrease): |
|-------------------------|---------------------------|----------------------------|------------------|---------------------------|
| 2025 Average SFH value: | 493                       | 184,288,200                | 373,810          | 1.9%                      |
| 2024 Average SFH value: | 491                       | 180,052,600                | 366,706          |                           |

\*Rates and fees based on average single family residential home in Salmo  
Property Assessment Values from BCA revised roll

# **Water Utility Budget - Draft**



# Village of Salmo

## WATER BUDGET 2025-2029 (Draft)

APR 2025

|  | <u>2025 Budget</u> | <u>2026 Budget</u> | <u>2027 Budget</u> | <u>2028 Budget</u> | <u>2029 Budget</u> |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Revenues</b>  |                    |                    |                    |                    |                    |
| User fees  | (222,140)          | (233,247)          | (244,909)          | (257,155)          | (270,012)          |
| Revenue from own sources                                 | (3,390)            | (3,390)            | (3,390)            | (3,390)            | (3,390)            |
| Interest income  | (6,419)            | (6,419)            | (6,419)            | (6,419)            | (6,419)            |
| <b>Total Revenues</b>                                    | <b>(231,949)</b>   | <b>(243,056)</b>   | <b>(254,718)</b>   | <b>(266,963)</b>   | <b>(279,821)</b>   |
| <b>Total revenues and allocations</b>                    | <b>(231,949)</b>   | <b>(243,056)</b>   | <b>(254,718)</b>   | <b>(266,963)</b>   | <b>(279,821)</b>   |
| <b>Expenses, Capital &amp; Transfers</b>                 |                    |                    |                    |                    |                    |
| Operations   | 163,825            | 167,102            | 170,444            | 173,852            | 177,329            |
| <b>Total expense and allocations</b>                     | <b>163,825</b>     | <b>167,102</b>     | <b>170,444</b>     | <b>173,852</b>     | <b>177,329</b>     |
| <b>Total Net Operations Deficit (Surplus)</b>            | <b>(68,124)</b>    | <b>(75,954)</b>    | <b>(84,274)</b>    | <b>(93,111)</b>    | <b>(102,492)</b>   |
| <b>Funding Opportunities</b>                             |                    |                    |                    |                    |                    |
| External Grant - Water Reservoir Study                   | (50,000)           |                    |                    |                    |                    |
| Community Works Fund                                     | (163,000)          |                    |                    |                    |                    |
|  | <b>(213,000)</b>   | 0                  | 0                  | 0                  | 0                  |
| <b>Capital Projects and One-Time Expenses</b>            |                    |                    |                    |                    |                    |
| 2025 Water Reservoir Study                               | 50,000             |                    |                    |                    |                    |
| 2025 Reservoir Inspection & Cleaning                     | 7,000              |                    |                    |                    |                    |
| 2025 Sayward Well Repair                                 | 63,000             |                    |                    |                    |                    |
| 2025 Glendale Well Repair                                | 63,000             |                    |                    |                    |                    |
| 2025 Test Well   | 30,000             |                    |                    |                    |                    |
| 2025 Lift Station Electric Hoist                         | 5,000              |                    |                    |                    |                    |
| Other Capital  |                    | 80,000             | 80,000             | 80,000             | 80,000             |
| <b>Total Capital and one-time</b>                        | <b>218,000</b>     | <b>80,000</b>      | <b>80,000</b>      | <b>80,000</b>      | <b>80,000</b>      |
| <b>Potential Future Net Operations Deficit (Surplus)</b> | <b>(63,124)</b>    | <b>4,046</b>       | <b>(4,274)</b>     | <b>(13,111)</b>    | <b>(22,492)</b>    |
| Opening Water Fund balance                               | (343,408)          | (406,532)          | (402,486)          | (406,760)          | (419,871)          |
| <b>Estimated Closing Water Fund Balance</b>              | <b>(406,532)</b>   | <b>(402,486)</b>   | <b>(406,760)</b>   | <b>(419,871)</b>   | <b>(442,363)</b>   |

# Draft Utility User Fees – Water

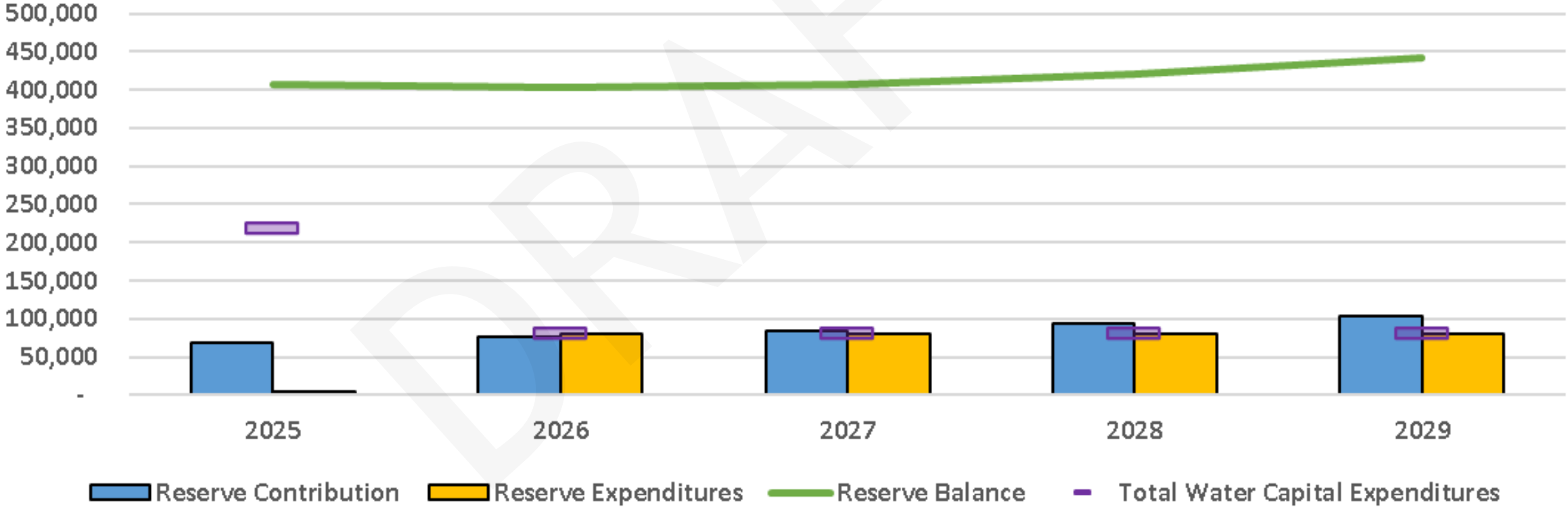
# Draft Utility User Fees - Water

Water User Fee Increase Breakdown



7.0% Total

Salmo Water Reserve Contributions and Balances



# Sewer Utility Budget - Draft



# Draft Utility User Fees - Sewer

## Village of Salmo

### SEWER BUDGET 2025-2029 (draft)

APR, 2025

|  | 2025 Budget      | 2026 Budget      | 2027 Budget      | 2028 Budget      | 2029 Budget      |
|--|------------------|------------------|------------------|------------------|------------------|
| <b>Revenues</b>  |                  |                  |                  |                  |                  |
| User fees  | (365,523)        | (385,626)        | (406,836)        | (427,178)        | (444,265)        |
| Revenue from own sources                                 | (2,724)          | (2,000)          | (2,000)          | (2,000)          | (2,000)          |
| Interest income  | (600)            | (600)            | (600)            | (600)            | (600)            |
| <b>Total Revenues</b>                                    | <b>(368,846)</b> | <b>(388,226)</b> | <b>(409,436)</b> | <b>(429,778)</b> | <b>(446,865)</b> |
| <b>Expenses, Capital &amp; Transfers</b>                 |                  |                  |                  |                  |                  |
| Operations   | 307,085          | 313,227          | 319,491          | 325,881          | 332,399          |
| Deficit (Surplus)  | <b>(61,761)</b>  | <b>(75,000)</b>  | <b>(89,945)</b>  | <b>(103,897)</b> | <b>(114,465)</b> |
| <b>Funding Opportunities</b>                             |                  |                  |                  |                  |                  |
| Growing Communities Fund                                 | (60,000)         | (40,000)         | (20,000)         | 0                | 0                |
| <b>Total - All external funding</b>                      | <b>(60,000)</b>  | <b>(40,000)</b>  | <b>(20,000)</b>  | <b>0</b>         | <b>0</b>         |
| <b>Capital Projects and One-Time Expenses</b>            |                  |                  |                  |                  |                  |
| 2025 Harmonic Upgrades                                   | 50,000           |                  |                  |                  |                  |
| 2025 Sludge Pump Seal Replacement                        | 4,000            |                  |                  |                  |                  |
| 2025 Scope & Clean Sewer                                 | 10,000           |                  |                  |                  |                  |
| 2025 Aerators  | 10,000           |                  |                  |                  |                  |
| 2025 Screener  | 5,000            |                  |                  |                  |                  |
| Other  |                  | 80,000           | 80,000           | 80,000           | 80,000           |
|  | <b>79,000</b>    | <b>80,000</b>    | <b>80,000</b>    | <b>80,000</b>    | <b>80,000</b>    |
| <b>Potential Future Net Operations Deficit (Surplus)</b> | <b>(42,761)</b>  | <b>(35,000)</b>  | <b>(29,945)</b>  | <b>(23,897)</b>  | <b>(34,465)</b>  |
| Opening Sewer Fund balance                               | (51,305)         | (94,066)         | (129,066)        | (159,011)        | (182,907)        |
| <b>Estimated Closing Sewer Fund Balance</b>              | <b>(94,066)</b>  | <b>(129,066)</b> | <b>(159,011)</b> | <b>(182,907)</b> | <b>(217,372)</b> |

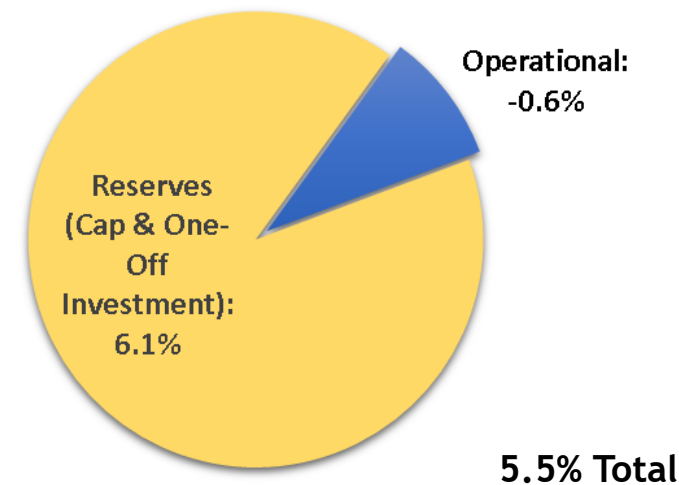
**Note:** Leveraging the Growing Communities Fund for capital investment at the following rates:

**2024: 100%**  
**2025: 75%**  
**2026: 50%**  
**2027: 25%**  
**2028+: 0%**

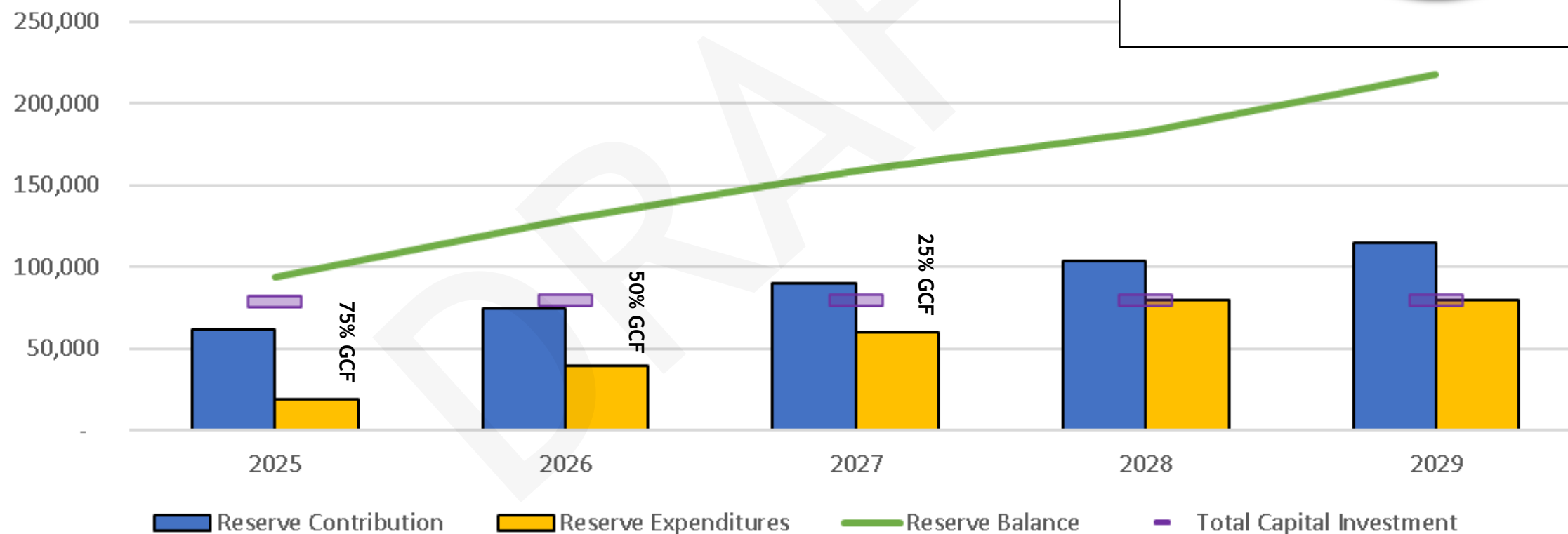



# Draft Utility User Fees - Sewer

Sewer User Fee Increase Breakdown



Salmo Projected Contributions to Reserve and Reserve Balance SEWER



A close-up photograph of a wooden pencil with a sharpened lead tip resting on a piece of paper. The paper features a faint grid pattern with numerical labels '100' and '50' visible. The background is softly blurred, showing more of the paper and the pencil's body. The image is partially framed by a white geometric shape on the left and a green geometric shape on the right.

# **Village of Salmo**

## **2025-2029**

### **5-Year Financial Plan**

**(Draft)**

|  | 2025              | 2026             | 2027             | 2028             | 2029             |
|--|-------------------|------------------|------------------|------------------|------------------|
| <b>REVENUES</b>                                    |                   |                  |                  |                  |                  |
| Property Taxation                                  | 546,031           | 568,090          | 582,834          | 605,228          | 624,898          |
| Sale of services                                   | 121,414           | 120,027          | 124,228          | 128,576          | 133,076          |
| Other revenue own sources                          | 160,858           | 167,453          | 173,314          | 179,380          | 185,658          |
| Investment income                                  | 36,000            | 33,000           | 30,000           | 30,000           | 30,000           |
| Grants - unconditional                             | 451,000           | 451,000          | 451,000          | 451,000          | 451,000          |
| Grants - conditional                               | 8,197,492         | 250,492          | 250,492          | 250,492          | 250,492          |
| <b>Total General</b>                               | <b>9,512,795</b>  | <b>1,590,063</b> | <b>1,611,869</b> | <b>1,644,677</b> | <b>1,675,125</b> |
| Water Revenue                                      | 222,140           | 243,056          | 254,718          | 266,963          | 279,821          |
| Sewer Revenue                                      | 365,523           | 388,226          | 409,436          | 429,778          | 446,865          |
| <b>Total Consolidated Revenues</b>                 | <b>10,100,457</b> | <b>2,221,345</b> | <b>2,276,022</b> | <b>2,341,418</b> | <b>2,401,811</b> |
|  |                   |                  |                  |                  |                  |
|  | 2025              | 2026             | 2027             | 2028             | 2029             |
| <b>EXPENSES</b>                                    |                   |                  |                  |                  |                  |
| General Government                                 | 677,582           | 576,886          | 586,572          | 596,027          | 604,837          |
| Protective Services                                | 164,850           | 140,056          | 142,296          | 144,573          | 146,886          |
| Transportation Services                            | 349,006           | 356,622          | 362,328          | 368,125          | 374,015          |
| Environmental health services                      | 124,850           | 126,848          | 128,877          | 130,939          | 133,034          |
| Public health and welfare                          | 16,050            | 16,307           | 16,568           | 16,833           | 17,102           |
| Recreation and cultural services                   | 63,800            | 64,821           | 65,858           | 66,912           | 67,982           |
| Interest and other debt charges                    | 22,118            | 22,118           | 21,015           | 19,913           | 19,913           |
| <b>Total General Operations</b>                    | <b>1,418,256</b>  | <b>1,303,657</b> | <b>1,323,514</b> | <b>1,343,322</b> | <b>1,363,771</b> |
| Water Operations                                   | 220,825           | 167,102          | 170,444          | 173,852          | 177,329          |
| Sewer Operations                                   | 317,085           | 313,227          | 319,491          | 325,881          | 332,399          |
| <b>Total Operations</b>                            | <b>1,956,166</b>  | <b>1,783,985</b> | <b>1,813,449</b> | <b>1,843,056</b> | <b>1,873,499</b> |
| Amortization                                       | 460,000           | 469,200          | 478,584          | 488,156          | 497,919          |
| <b>Surplus (deficit)</b>                           | <b>7,684,291</b>  | <b>(31,840)</b>  | <b>(16,010)</b>  | <b>10,207</b>    | <b>30,394</b>    |
| <b>Add back:</b>                                   |                   |                  |                  |                  |                  |
| Amortization                                       | 460,000           | 469,200          | 478,584          | 488,156          | 497,919          |
| Debt funded by operations                          | 23,832            | 23,832           | 15,780           | 15,780           | 15,780           |
| <b>Surplus (deficit) per 5 year financial plan</b> | <b>8,120,459</b>  | <b>413,528</b>   | <b>446,794</b>   | <b>482,582</b>   | <b>512,532</b>   |

# 2025-2029 Draft Five Year Financial Plan (Page 1 of 3)

|  | 2025             | 2026             | 2027             | 2028             | 2029             |
|--|------------------|------------------|------------------|------------------|------------------|
| <b>Capital Expenditures</b>                  |                  |                  |                  |                  |                  |
| General                                      | 7,987,700        | -                | -                | -                |                  |
| Water  | 161,000          | -                | -                | -                |                  |
| Sewer  | 69,000           | -                | -                | -                |                  |
| <b>Total Capital Expenditures</b>            | <b>8,217,700</b> | -                | -                | -                |                  |
| <b>Transfer to / from Reserves</b>           |                  |                  |                  |                  |                  |
| Transfer (to) General Reserves               | (252,574)        | (262,574)        | (272,574)        | (285,574)        | (295,574)        |
| Transfer (to) Utility Reserves               | (129,885)        | (150,954)        | (174,219)        | (197,008)        | (216,957)        |
| Transfer from General Reserves               | 303,700          | -                | -                | -                |                  |
| Transfer from Utility Reserves               | 24,000           | -                | -                | -                |                  |
| <b>Total Transfer (to) from Reserves</b>     | <b>(54,759)</b>  | <b>(413,528)</b> | <b>(446,793)</b> | <b>(482,582)</b> | <b>(512,531)</b> |
| <b>Transfers (to) from operating surplus</b> | <b>152,000</b>   |                  |                  |                  |                  |
| <b>Financial Plan Balance</b>                | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         |

## 2025-2029 Draft Five Year Financial Plan (Page 2 of 3)

# 2025-2029 Draft Five Year Financial Plan (Page 3 of 3)

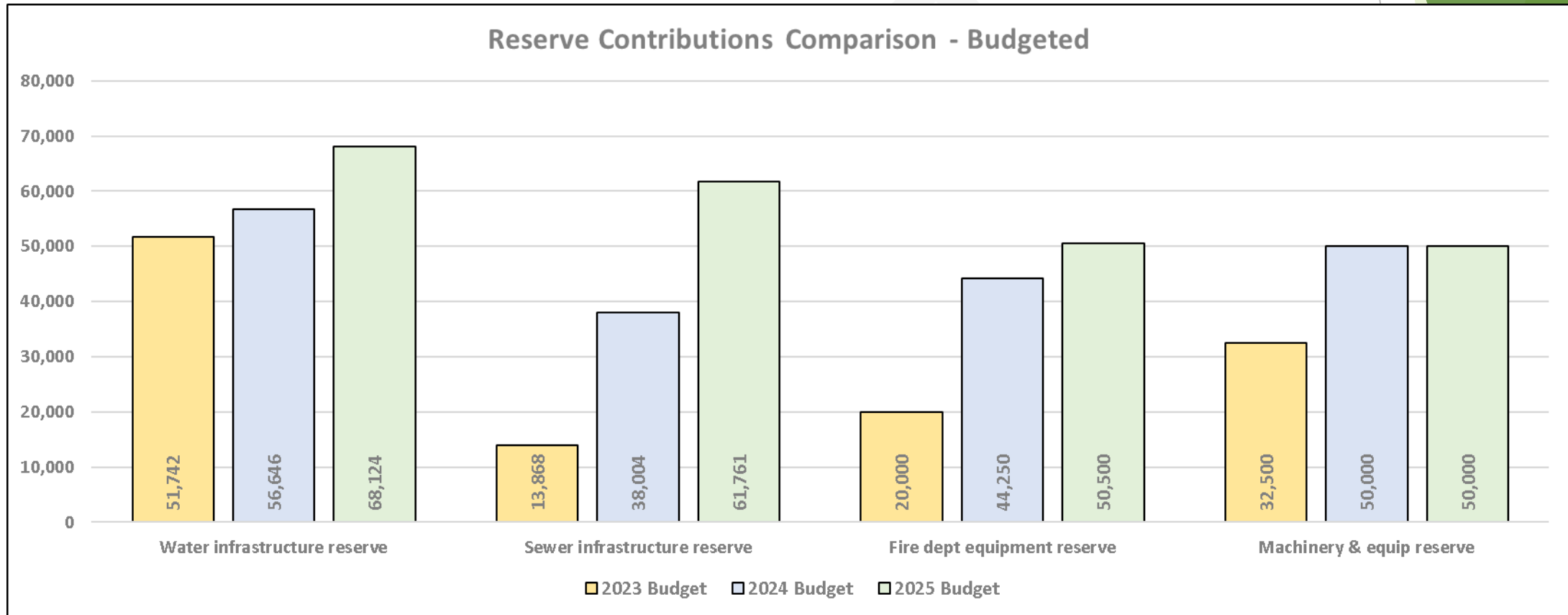
| <b>CAPITAL FUNDS</b>         |                  |             |             |             |             |  |
|------------------------------|------------------|-------------|-------------|-------------|-------------|--|
| <b>COMPONENTS</b>            | <b>2025</b>      | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>2029</b> |  |
| <b>Sources of Funds</b>      |                  |             |             |             |             |  |
| Community Works Grant Res    | 173,500          | -           | -           | -           | -           |  |
| Growing Communities fund Res | 80,000           |             |             |             |             |  |
| Mach & Equip Res             | 23,200           |             |             |             |             |  |
| Parks Res                    | 10,000           | -           | -           | -           | -           |  |
| Water Res                    | 5,000            | -           | -           | -           | -           |  |
| Sewer Res                    | 19,000           | -           | -           | -           | -           |  |
| Government Grants            | 7,757,000        | -           | -           | -           | -           |  |
| General Operating Surplus    | 150,000          |             |             |             |             |  |
| <b>Total Sources</b>         | <b>8,217,700</b> | -           | -           | -           | -           |  |
| <b>Expenditures</b>          |                  |             |             |             |             |  |
| General                      | 7,987,700        | -           | -           | -           | -           |  |
| Water                        | 161,000          | -           | -           | -           | -           |  |
| Sewer                        | 69,000           | -           | -           | -           | -           |  |
| <b>Total Expenditures</b>    | <b>8,217,700</b> | -           | -           | -           | -           |  |



# Reserve Contributions and Balances

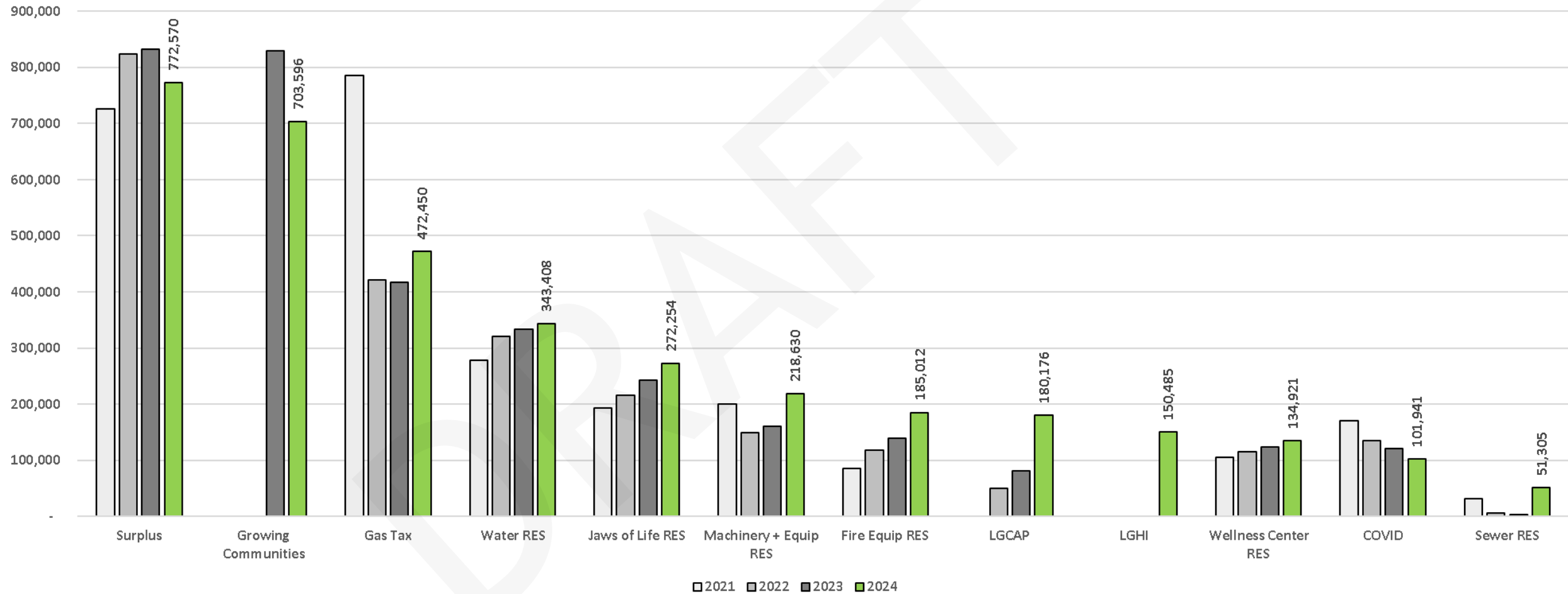


# Salmo 2025 5-Year Plan - Reserve Contributions



# Reserve & Fund Balances

Fund / Reserve Year-End Balances - Salmo



-2024 values are estimates pending audit completion

-Does not include all reserves. Comprehensive list and balances are contained in the annual report

# Capital Budget & One-Off Expenditures in Financial Plan

| Capital Projects & One-Time Expenses | Public Service            | Budget           | Budgeted Funding Source   |
|--------------------------------------|---------------------------|------------------|---------------------------|
| <b>CAPITAL</b>                       |                           |                  |                           |
| Sidewalk Replacement                 | General                   | 7,657,000        | External Grant            |
| KP Concession Building               | General                   | 100,000          | Surplus                   |
| Plow Truck                           | General                   | 65,000           | LGCAP                     |
| Heritage Hub Renovations             | General                   | 50,000           | Surplus                   |
| Glendale Bridge Handrails            | General                   | 30,000           | Growing Communities       |
| Rip Rap Purchase                     | General                   | 30,000           | LGCAP                     |
| 1st ST Culvert                       | General                   | 17,500           | CWF                       |
| Trackless Mower                      | General                   | 15,000           | Equipment Reserve         |
| KP Ball Diamond Work                 | General                   | 10,000           | Park Reserve              |
| Picnic Tables                        | General                   | 5,000            | External Grant            |
| Riding Mower                         | General                   | 4,500            | Equipment Reserve         |
| Water Tapping Machine                | General                   | 3,700            | Equipment Reserve         |
| Harmonic Upgrade                     | Sewer                     | 50,000           | Growing Communities       |
| WWTP Aerators                        | Sewer                     | 10,000           | Sewer Reserve             |
| Dirt Screener                        | Sewer                     | 5,000            | Sewer Reserve             |
| Sludge Pump Seal Replacement         | Sewer                     | 4,000            | Sewer Reserve             |
| Sayward Well Repair                  | Water                     | 63,000           | CWF                       |
| Glendale Well Repair                 | Water                     | 63,000           | CWF                       |
| Test Well                            | Water                     | 30,000           | CWF                       |
| Lift Station Electric Hoist          | Water                     | 5,000            | Water Reserve             |
| <b>ONE-TIME EXPENSES</b>             |                           |                  |                           |
| NG911 Readiness                      | Gen - Protective Services | 15,000           | NG911 Grant               |
| Dike Engineering Report              | Gen - Protective Services | 10,000           | LGCAP                     |
| Fire Inspection                      | Gen - Protective Services | 2,000            | Surplus                   |
| Asset Management Project             | General                   | 75,000           | Capacity Funding for LGHI |
| OCP Study                            | General                   | 30,000           | Capacity Funding for LGHI |
| Zoning Bylaw                         | General                   | 5,000            | Capacity Funding for LGHI |
| Procedures Bylaw                     | General                   | 5,000            | Capacity Funding for LGHI |
| Scope & Clean Sewer                  | Sewer                     | 10,000           | Growing Communities       |
| Water Reservoir Study                | Water                     | 50,000           | External Grant            |
| Reservoir Inspection & Cleaning      | Water                     | 7,000            | CWF                       |
| <b>Total:</b>                        |                           | <b>8,426,700</b> |                           |

## Draft Capital & One-Time Expenses





# Village of Salmo 2025-2029 5 Year Financial Plan (Draft)

Questions?