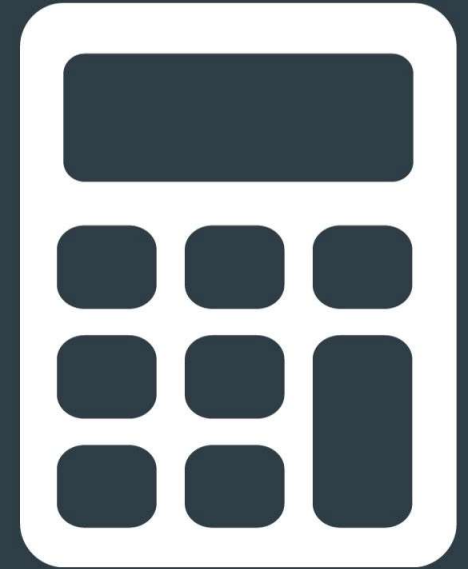


**2025-2029**  
**Financial Planning**  
**Core Services**  
Finance and  
Administration

110 Administration and  
General Government Service





# Core Service

## Finance & Administration

Core Service	Finance & Administration
Service Name	Administration and General Government
Service Sub-functions	111 – Management Services 112 – Legislative Services 113 – Financial Services 114 – Project Management Office 115 – Human Resources 116 – Information Services 117 – Communications 118 – Fiscal Services and Capital 119 – Corporate Office
Purpose	General Administration
Participants	Comox, Courtenay, Cumberland, Electoral Areas A, B and C
2025 Proposed Changes to Service	





# 2024 Accomplishments

- Revision of North Island 9-1-1 Corporation Shareholder Agreement
- Advancement of fibre Optic Network Project and migration to cloud computing environment
- Refinement of strategic housing direction and completion of Housing Supports Analysis
- Financial Governance – Cash and Investment Reporting, Grant in Aid process improvements, staff travel and purchasing card use review and improvements, asset management advancements



# Trends, Challenges and Opportunities

- Inflationary cost pressures impacting service delivery and ability to keep increases to taxes and fees at manageable levels and affordable
- Continued advancement of process controls and automation to optimize operations and infrastructure
- Defining roles, resources and securing necessary partnerships to tackle complex social, environmental and economic challenges
- Building a workforce of the future - deliver existing and new services in different ways
- Protecting cultural heritage is key to reconciliation



# Strategic Priorities and Initiatives

Type	Initiative	Comment
Board	Develop Fiscal Framework and Strategy	Work on overall framework and strategy delay due to high-risk policy work requirements. Research of best practice planned for spring followed by development of a draft framework and strategy. Multiple key areas addressed including recent Completed Cash and Investment Reporting.
Initiative	Develop Asset Management Program	Advancements coordinated corporately through the Asset Management Steering Committee. Foundational elements are the focus including governance documents, baseline assessments and asset inventory. The Policy is drafted and set to be considered by the Board on January 28, 2025. Asset Management Strategy well underway. Education and training continue.



# Strategic Priorities and Initiatives

Type	Initiative	Comment
Board	Island Rail Corridor Shared Vision Project	Background study completed in 2024. Final phases of workplan targeted for completion in 2025.
Board	Social Support Service	Following feedback from member jurisdictions, a refined Regional Grant-in-Aid Program focused on social development supports is now under consideration.
Board	Reconciliation Advisory Table	Path forward to be shared with local governments.



# Human Resources

	2025	2026	2027-2029
Opening FTE Balance	39.85	43.37	47.07
Addition Request			
Full time	3.01	3.70	1.00
Part Time			
Temporary /Casual			
Adjustments	0.51		
Total Change	3.52	3.70	1.00
Ending FTE Balance	43.37	47.07	48.07

## Key Notes

- Procurement Specialist
- Asset Management Business Analyst
- Cyber Security Analyst
- Health and Safety Officer\*
- Financial Planning Analyst – CSWM\*
- Additional IT, communications, Indigenous, and finance positions projected for 2026

*\*cost allocated to other services*



# Expenses - Total Service

## Year over Year Change

	2024 Approved Budget	2025 Proposed Budget	Increase (Decrease)	
			(\$)	(%)
Personnel Costs	\$4,785,300	\$5,264,431	\$479,131	10.0%
Grants to Other Orgs	65,000	90,000	25,000	38.5%
Materials, Supplies & Utilities	1,467,687	1,600,328	132,641	9.0%
Contract & General Services	1,287,241	1,146,596	(140,645)	(10.9%)
Debt Charges	419,188	419,188	-	-
Transfer to Reserve	2,126,021	650,015	(1,476,006)	(69.4%)
Transfer to Other Services	8,871	2,205	(6,666)	(75.1%)
Minor Capital	54,450	90,037	35,587	64.4%
<b>Total</b>	<b>\$10,213,758</b>	<b>\$9,262,800</b>	<b>(\$950,958)</b>	<b>(9.3%)</b>

### Key Notes

- Software increases
- Transfer to reserve – large amount last year due to higher interest received





# 111 Management Services -Expenses

## Year over Year Change

	2024 Approved Budget	2025 Proposed Budget	Increase (Decrease)	
			(\$)	(%)
Personnel Costs	\$35,317	\$38,387	\$3,070	8.7%
Grants to Other Orgs	65,000	90,000	25,000	38.5%
Materials, Supplies & Utilities	193,432	186,916	(6,516)	(3.4%)
Contract & General Services	413,320	202,753	(210,567)	(50.9%)
Transfer to Other Services	6,666	-	(6,666)	(100.0%)
Minor Capital	5,000	2,500	(2,500)	(50.0%)
<b>Total</b>	<b>\$718,735</b>	<b>\$520,556</b>	<b>(\$198,179)</b>	<b>(27.6%)</b>

## Key Notes

- 2024 ICC reserve funded projects [-100K]
- 2024 Professional fees [-102K] (non-market housing corporation costs)



# 112 Legislative Services-Expenses

## Year over Year Change

	2024 Approved Budget	2025 Proposed Budget	Increase (Decrease)	
			(\$)	(%)
Personnel Costs	\$425,546	\$460,176	\$34,630	8.1%
Materials, Supplies & Utilities	116,447	128,043	11,596	10.0%
Contract & General Services	37,571	47,543	9,972	26.5%
Minor Capital	8,500	8,500	-	-
<b>Total</b>	<b>\$588,064</b>	<b>\$644,262</b>	<b>\$56,198</b>	<b>9.6%</b>

### Key Notes

- Legal fees [+10.5K]
- Postage [+9.5K]



# 113 Financial Services -Expenses

## Year over Year Change

	2024 Approved Budget	2025 Proposed Budget	Increase (Decrease)	
			(\$)	(%)
Personnel Costs	\$1,695,769	\$1,978,698	\$282,929	16.7%
Materials, Supplies & Utilities	246,980	297,655	50,675	20.5%
Contract & General Services	147,300	155,850	8,550	5.8%
Minor Capital	9,950	10,000	50	0.5%
<b>Total</b>	<b>\$2,099,999</b>	<b>\$2,442,203</b>	<b>\$342,204</b>	<b>16.3%</b>

### Key Notes

- Procure to Pay Automation [+23K] (covered with Safe Start Grant)
- Training [+3.8K]



# 114 Project Management

	2024 Approved Budget	2025 Proposed Budget	Increase (Decrease)	
			(\$)	(%)
Recoveries from Other Functions (Revenue)	(\$502,532)	(\$666,742)	(\$164,210)	(32.7%)
Personnel Costs	474,982	576,252	101,270	21.3%
Materials, Supplies and Utilities	27,550	25,490	(2,060)	(7.5%)
Transfer to Reserve	-	65,000	65,000	100.0%
<b>Total</b>	-	-	-	-



# 115 Human Resource-Expenses

## Year over Year Change

	2024 Approved Budget	2025 Proposed Budget	Increase (Decrease)	
			(\$)	(%)
Personnel Costs	\$836,797	\$752,566	(\$84,231)	(10.1%)
Materials, Supplies & Utilities	102,726	97,670	(5,056)	(4.9%)
Contract & General Services	149,050	227,950	78,900	52.9%
Transfer to Other Services	2,205	2,205	-	-
Minor Capital	6,000	4,000	(2,000)	(33.3%)
<b>Total</b>	<b>\$1,096,778</b>	<b>\$1,084,391</b>	<b>(\$12,387)</b>	<b>(1.1%)</b>

### Key Notes

- Professional fees [+70K]: mental health initiatives, HR Strategic Planning Consultant



# 116 Information Technology-Expenses

## Year over Year Change

	2024 Approved Budget	2025 Proposed Budget	Increase (Decrease)	
			(\$)	(%)
Personnel Costs	\$650,426	\$757,122	\$106,696	16.4%
Materials, Supplies & Utilities	486,867	580,417	93,550	19.2%
Contract & General Services	274,000	291,000	17,000	6.2%
Minor Capital	23,000	22,500	(500)	(2.2%)
<b>Total</b>	<b>\$1,434,293</b>	<b>\$1,651,039</b>	<b>\$216,746</b>	<b>15.1%</b>

## Key Notes

- New Personnel and Cyber Security
- Software costs [+88K]
- New methods to allow for secure remote network access



# 117 Communication Expenses

## Year over Year Change

## Key Notes

	2024 Approved Budget	2025 Proposed Budget	Increase (Decrease)	
			(\$)	(%)
Personnel Costs	\$432,108	\$452,381	\$20,273	4.7%
Materials, Supplies & Utilities	158,475	152,575	(5,900)	(3.7%)
Contract & General Services	44,500	42,500	(2,000)	(4.5%)
Minor Capital	2,000	2,000	-	-
<b>Total</b>	<b>\$637,083</b>	<b>\$649,456</b>	<b>\$12,373</b>	<b>1.9%</b>

- Software [-5K]



# 118 Fiscal Services and Capital

## Year over Year Change

	2024 Approved Budget	2025 Proposed Budget	Increase (Decrease)	
			(\$)	(%)
Capital Works Reserve (801)	\$198,000	\$253,500	\$55,500	28.0%
Internal Cost of Carbon Reserve (865)	196,456	181,411	(15,045)	(7.7%)
Future Expenditure Reserve (110)	1,731,565	965	(\$1,730,600)	(99.9%)
<b>Total</b>	<b>\$2,126,021</b>	<b>\$435,876</b>	<b>(\$1,690,145)</b>	<b>(79.5%)</b>

## Key Notes

- 2024 F/E reserve contribution driven by surplus





# 119 Corporate Office -Expenses

## Year over Year Change

## Key Notes

- Renovations [+40.5K]

	2024 Approved Budget	2025 Proposed Budget	Increase (Decrease)	
			(\$)	(%)
Personnel Costs	\$234,355	\$248,849	\$14,494	6.2%
Materials, Supplies & Utilities	135,210	131,562	(3,648)	(2.7%)
Contract & General Services	221,500	179,000	(42,500)	(19.2%)
Transfer to Reserve	-	149,139	149,139	100.0%
Debt Charges	419,188	419,188	-	-
Minor Capital	-	40,537	40,537	100.0%
<b>Total</b>	<b>\$1,010,253</b>	<b>\$1,168,275</b>	<b>\$158,022</b>	<b>15.6%</b>



# Revenue

## Year over Year Change

	2024 Approved Budget	2025 Proposed Budget	Increase (Decrease)	
			(\$)	(%)
Grants-in-lieu	\$56,200	\$57,200	\$1,000	1.8%
Taxation	175,000	175,000	-	-
Other Revenue	17,000	2,000	(15,000)	(88.2%)
Government Grants	324,228	160,000	(164,228)	(50.7%)
Investment Income	800,000	800,000	-	-
Transfers from Reserve	106,666	165,000	58,334	54.7%
Prior Year Surplus	2,527,600	550,000	(1,977,600)	(78.2%)
Recoveries from Other Functions	5,704,532	6,686,858	982,326	17.2%
<b>Total</b>	<b>\$9,711,226</b>	<b>\$8,596,058</b>	<b>(\$1,115,168)</b>	<b>(11.5%)</b>

## Key Notes

- Transfers from reserve for internal cost of carbon projects [100K], BC Safe Start project [65K]



# Funding Sources

## Tax Requisition

Requisition Budget	2024 Actual	2025 PB	2026 FP	2027 FP	2028 FP	2029 FP
<b>Electoral Areas</b>						
Area A	26,414	25,796	25,796	25,796	25,796	25,796
Area B	19,651	19,547	19,547	19,547	19,547	19,547
Area C	24,501	24,192	24,192	24,192	24,192	24,192
<b>Municipal Members</b>						
Comox	30,291	30,731	30,731	30,731	30,731	30,731
Courtenay	64,633	65,125	65,125	65,125	65,125	65,125
Cumberland	9,510	9,609	9,609	9,609	9,609	9,609
	<b>\$175,000</b>	<b>\$175,000</b>	<b>\$175,000</b>	<b>\$175,000</b>	<b>\$175,000</b>	<b>\$175,000</b>
Change from Previous year		\$0	\$0	\$0	\$0	\$0
<b>Residential Tax Rate Estimate</b> (per \$1,000 of assessed value)	0.0057	0.0055	0.0055	0.0055	0.0055	0.0055

Estimates are based on 2025 Completed Roll at Proposed Budget January 2025

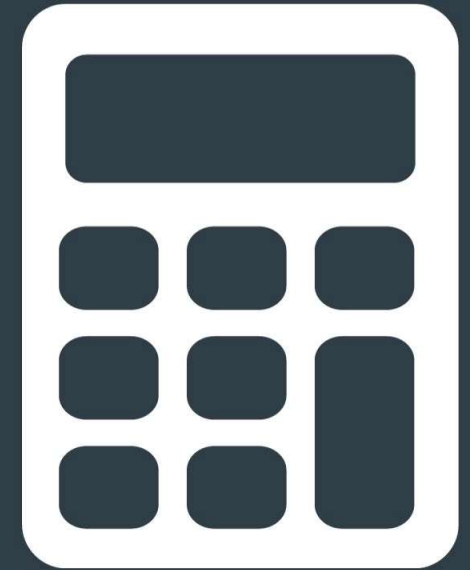


## Operating Budget: 2026-2029 Projections

Category	2026	2027	2028	2029
Grants-in-lieu	\$57,200	\$58,200	\$47,200	\$47,200
Taxation	175,000	175,000	175,000	175,000
Other Revenue	2,000	2,000	2,000	2,000
Government Grants	160,000	160,000	160,000	160,000
Investment Income	800,000	800,000	800,000	800,000
Recoveries from Other Functions	7,545,600	7,874,853	7,965,763	8,050,419
<b>Total Revenue</b>	<b>\$8,739,800</b>	<b>\$9,070,053</b>	<b>\$9,149,963</b>	<b>\$9,234,619</b>
Personnel Costs	\$5,491,525	\$5,680,218	\$5,875,582	\$6,077,878
Grants to Other Organizations	90,000	75,000	75,000	55,000
Materials, Supplies & Utilities	1,419,347	1,397,503	1,432,331	1,432,565
Contract & General Services	731,534	877,017	736,674	733,474
Debt Charges	419,188	419,188	419,188	419,188
Transfer to Reserve	539,251	570,672	564,233	468,309
Transfer to Other Services	2,205	2,205	2,205	2,205
Minor Capital	46,750	48,250	44,750	46,000
<b>Total Expenses</b>	<b>\$8,739,800</b>	<b>\$9,070,053</b>	<b>\$9,149,963</b>	<b>\$9,234,619</b>

# 110-119 Comox Valley Finance & Administration

2025-2034 Capital Planning





## 2025-2029 Capital Plan

	2025	2026	2027	2028	2029
1009 – Corporate Office	\$25,000	-	-	-	-
1017 - IT Infrastructure	\$352,000	\$215,000	\$165,000	\$107,000	\$77,000
1053 – Vehicle Purchase	-	125,000	-	-	-
<b>Total</b>	<b>\$377,000</b>	<b>\$340,000</b>	<b>\$165,000</b>	<b>\$107,000</b>	<b>\$77,000</b>



# 2030-2034 Long Term Capital Plan

	2030	2031	2032	2033	2024
1009 – Corporate Office	-	-	-	-	-
1017 - IT Infrastructure	\$108,000	-	-	-	-
1053 – Vehicle Purchase	-	\$40,000	\$40,000	-	\$60,000
<b>Total</b>	<b>\$108,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>-</b>	<b>\$60,000</b>



# Reserves

## Projected Balance

Reserve	2024 Ending Balance
110 – Future Expenditure Reserve	\$2,050,053
801 – Capital Works Reserve	32,151
865 – Internal Cost of Carbon Reserve	242,681
<b>Total</b>	<b>\$2,324,885</b>





# Future Expenditure Reserve (110)

## Projected Balance

	2025	2026	2027	2028	2029
Opening Balance	\$2,050,053	\$1,983,018	\$1,883,983	\$1,774,948	\$1,775,913
Add: Contributions to Reserve	965	965	965	965	965
Less: Transfers from Reserve	68,000	100,000	110,000	-	-
Ending Balance	\$1,983,018	\$1,883,983	\$1,774,948	\$1,775,913	\$1,776,878



# Capital Works Reserve (801)

## Projected Balance

	2025	2026	2027	2028	2029
Opening Balance	\$32,151	\$115,790	\$330,429	\$675,068	\$967,707
Add: Contributions to Reserve	402,369	354,639	399,639	399,639	359,639
Less: Transfers from Reserve	319,000	140,000	55,000	107,000	77,000
Ending Balance	\$115,790	\$330,429	\$675,068	\$967,707	\$1,250,346






# Internal Cost of Carbon Reserve (865)

## Projected Balance

	2025	2026	2027	2028	2029
Opening Balance	\$241,342	\$324,092	\$1,239	\$164,807	\$321,936
Add: Contributions to Reserve	181,411	177,147	163,568	157,129	101,205
Less: Transfers from Reserve	100,000	500,000	-	-	-
Ending Balance	\$324,092	\$1,239	\$164,807	\$321,936	\$423,141



# Summary

<b>Fiscal Responsibility</b> 	<b>Climate Crisis &amp; Environmental Stewardship &amp; Protection</b> 	<b>Community Partnerships</b> 	<b>Indigenous Relations</b> 	<b>Accessibility, Diversity, Equity &amp; Inclusion</b> 
<p>Strengthening systems and process to protect public, physical and financial assets.</p>	<p>Lifecycle Costing, Decarbonization incorporated to long-term planning, Asset Management and Procurement Policy aligned.</p>	<p>Peer to peer and advisory committee engagement with municipal partners</p>	<ul style="list-style-type: none"><li>• Indigenous Relations Framework</li><li>• Reconciliation Advisory Group</li><li>• Ongoing engagement with K'ómoks First Nation</li></ul>	<p>Regional Accessibility Framework</p>



# Options & Recommendations

- That the proposed 2025-2029 financial plan for the Service 110 Administration and General Government be approved.



Questions?