VILLAGE HALL AGENDA

33.2019.VH

The Corporation of the Village of Cumberland

Village Hall Meeting and Open House
November 18, 2019 at 7:00 p.m.
Village Council Chambers

We are honoured to gather on the unceded traditional territory of the K'ómoks First Nation.

1. Approval of Agenda

1.1 Agenda for Village Hall Meeting, November 18, 2019.
Recommend THAT Council approve the agenda for the Village Hall Meeting, November 18, 2019.

2. Proposed 2020 - 2024 Financial Plan

Prepared by Michelle Mason, Chief Financial Officer

i) Recommend THAT Council receive the presentation from Michelle Mason, Chief Financial Officer, on the proposed 2020 - 2024 Financial Plan.

3. Budget Package:

4. Adjournment and Open House

Financial Plan Open House

Residents, business and property owners will have the opportunity to find out more about the proposed 2020-2024 Financial Plan at these open house stations:

1. *General Government, Council, Economic Development, Cemetery*
2. *Development Services*
3. *Roads, Water and Sewer Services*
4. *Recreation, Parks and Cultural Services*
5. *Protective Services*

You are encouraged to submit written feedback on the comment form available at the open house or to info@cumberland.ca by November 19, 2019.

The Corporation of the Village of Cumberland

Proposed 2020 - 2024 Financial Plan

OVERVIEW MATERIALS

2020 Opening Financial Position

		Unaudited 2019		Audited 2018		Change	% Change
Accumulated Surplus							
General	$	1,150,000	$	1,688,216	$	(538,216)	(31.88%)
Water		220,000		384,348		(164,348)	(42.76%)
Sewer		249,503		189,555		59,948	31.63%
	$	1,619,503	$	2,262,118	$	(642,615)	(28.41%)
General surplus reserved		14,801		1,205,779		(1,190,978)	(98.77%)
Water surplus reserved		108,000		578,938		(470,938)	(81.35%)
Sewer surplus reserved		-		277,085		(277,085)	(100.00%)
	$	1,742,304	$	4,323,920	$	(2,581,616)	(59.71%)
Reserve Balances (statutory & established by bylaw)							
General Fund Financial Stabilization Reserve		849,999		-		849,999	100.00%
General Village Asset Replacement Reserve		32,630		-		32,630	100.00%
Host Amenity Funds Reserve		200,042		-		200,042	100.00%
Community Works Funds Gas Tax Reserve		376,027		-		376,027	100.00%
Fire Vehicle and Protective Equipment Replacement Reserve		168,004		-		168,004	100.00%
Emergency & Public Safety Reserve		509,982		212,299		297,683	140.22%
Water Fund Financial Stabilization Reserve		300,000		-		300,000	100.00%
Water Meter Replacement Reserve		387,661		-		387,661	100.00%
Infrastructure Asset Renewal Reserve		1,253,191		1,057,881		195,310	18.46%
Sewer Fund Financial Stabilization Reserve		232,725		-		232,725	100.00%
Sewer and Water Infrastructure Asset Replacement		323,318		240,967		82,351	34.18%
Parkland Development		106,918		150,808		(43,890)	(29.10%)
Land		1,158		1,133		25	2.22%
	$	4,741,655	$	1,663,088	$	3,078,567	185.11%

Estimated available borrowing $9 million based on 4% interest rate on 20 year amortization period
(This will decrease when the debt for any other projects in the financial plan are approved i.e. fire hall)

Proposed Property Tax Revenue Increase - Municipal Purposes

		Proposed 2020	Actual 2019		Change	% Change
Property tax revenues	$	3,155,920	2,970,784	$	185,136	6.23%
Less growth related changes					(47,770)	
Total increase to property tax revenues from 2019 rate payers distributed as follows:					137,366	
Total increase to property tax revenues from 2019 rate payers in all assessment classes				$	137,366	4.62%

Based on 2019 every 1% change in taxation adds approximately $29708 to the plan, calculated as follows:

		2019	1% Increase		Total After 1% Increase
Property taxes collected	$	2,970,784	29,708	$	3,000,492

The Corporation of the Village of Cumberland
Proposed 2020 - 2024 Financial Plan
Based On BC Assessment Revised Roll - April 2019

Proposed Property Tax Impact on Average Residential Single Family Household

Tax Roll Totals		**Proposed 2020**			**2019**		**Change**	**% Change**
Assessment total		633,083,800			633,083,800			
Number of occurrences		1,407			1,407			
Average assessment		449,953	*		449,953		-	0%
Class 1 proposed rate per $1000		3.2323			3.0896			
Municipal purposes	**$**	**1,454**		**$**	**1,390**	**$**	**64**	**5%**
Other Taxing Authorities**	$	1,596		$	1,531		65	4%
	$	3,050		$	2,921	$	129	**4%**
Home Owner Grant		(770)			(770)		-	0%
Net Property Tax	$	2,280		$	2,151	$	129	6%
Frontage parcel tax (median lot size)		285			260		25	9%
Property Taxes	$	2,565		$	2,411	$	154	6%
Average Utility Fees (Water, Sewer, Storm & Solid Waste)		842			826		16	2%
Total Overall Change from 2019	**$**	**3,407**		**$**	**3,237**	**$**	**170**	**5%**

The assessment roll for 2020 is not available - the average assessment for 2019 is used for both years

***** Unknown taxes collected for other taxing authorities are estimated to increase by 0.0435 at this time***

The Corporation of the Village of Cumberland
Proposed 2020 - 2024 Financial Plan
Based On BC Assessment Revised Roll - April 2019

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

	Proposed 2020		2019	Change	% Change
Assessment total	35,923,000		35,923,000		
Number of occurrences	119		119		
Average assessment	301,874	*	301,874	-	0%
Class 1 proposed rate per $1000	3.2323		3.0896		
	$ 976		**$ 933**	**$ 43**	**5%**
Other Taxing Authorities**	$ 1,071		$ 1,026	45	4%
	$ 2,047		$ 1,959	$ 88	**4%**
	(770)		(770)	-	0%
	$ 1,277		$ 1,189	$ 88	7%
	238		217	21	9%
	$ 1,515		$ 1,406	$ 109	8%
Average Utility Fees (Water, Sewer, Storm & Solid Waste)	810		794	16	2%
	$ 2,325		**$ 2,200**	**$ 125**	**6%**

The assessment roll for 2020 is not available - the average assessment for 2019 is used for both years

***** Unknown taxes collected for other taxing authorities are estimated to increase by 0.0435 at this time***

The Corporation of the Village of Cumberland
Proposed 2020 - 2024 Financial Plan

Proposed Property Tax Impact on Median Assessment - Class 6 (business other)

(34 folios with assessments greater than the median and 34 folios with assessments lower than median)

	Proposed 2020		2019	Change	% Change
Median Assessment	306,150	*	306,150	-	0%
Class 6 proposed rate per $1000	9.4677		9.0496		
Municipal purposes	**2,899**		**2,771**	128	5%
Other Taxing Authorities**	2,801		2,547	254	10%
	$ 5,700		$ 5,318	$ 382	7%
Frontage tax (median tax)	238		217	21	9%
Property Taxes	$ 5,938		$ 5,535	$ 403	7%
Median Utility Fees (Water, Sewer, Storm & Solid Waste)	908		850	58	7%
Total Overall Change from 2019	**$ 6,846**		**$ 6,385**	**$ 461**	**7%**

The assessment roll for 2020 is not available - the average assessment for 2019 is used for both years

***** Unknown taxes collected for other taxing authorities are estimated to increase by 0.0435 at this time***

The Corporation of the Village of Cumberland
Financial Summary in Bylaw Format
Proposed 2020 - 2024 Financial Plan

Property Tax Increase to Existing Rate Payers	**$ 137,366**	**$ 163,810**	**$ 180,580**	**$ 186,930**	**$ 192,230**
Property Tax Revenue Increase to existing rate payers as a %	**4.62%**	**5.19%**	**5.36%**	**5.19%**	**5.01%**

	2020 Budget	**2021 Budget**	**2022 Budget**	**2023 Budget**	**2024 Budget**
REVENUES					
Property taxes & payments in lieu	$ (3,206,480)	$ (3,418,980)	$ (3,649,200)	$ (3,886,730)	$ (4,130,540)
Parcel taxes	(520,935)	(696,900)	(760,750)	(831,980)	(876,370)
Sale of services & fees	(2,104,980)	(2,164,270)	(2,234,860)	(2,307,460)	(2,382,030)
Sale of services to other government	(432,320)	(512,530)	(515,620)	(519,780)	(524,030)
Transfers from other government	(5,124,140)	(3,269,330)	(5,042,580)	(1,616,490)	(1,138,890)
Other revenue	(678,870)	(685,730)	(668,490)	(674,440)	(680,580)
	(12,067,725)	(10,747,740)	(12,871,500)	(9,836,880)	(9,732,440)
EXPENSES					
Other municipal purposes	5,922,255	5,847,615	6,220,760	6,561,725	6,672,345
Debt interest	242,285	400,620	411,200	448,270	451,020
Amortization	1,499,380	1,499,395	1,499,395	1,499,395	1,499,395
	7,663,920	7,747,630	8,131,355	8,509,390	8,622,760
NET (REVENUES) EXPENSES	(4,403,805)	(3,000,110)	(4,740,145)	(1,327,490)	(1,109,680)
ADJUSTMENTS					
Acquisition of capital assets	11,446,305	4,222,690	5,133,090	2,533,970	1,298,895
Add back amortization	(1,499,380)	(1,499,390)	(1,499,390)	(1,499,390)	(1,499,390)
Proceeds from borrowing	(5,824,520)	(985,000)	(308,000)	236,440	(100,350)
Principal payments on debt	503,480	704,580	707,890	928,180	924,400
TOTAL ADJUSTMENTS	4,625,885	2,442,880	4,033,590	2,199,200	623,555
CHANGE IN CONSOLIDATED FUNDS	222,080	(557,230)	(706,555)	871,710	(486,125)
TRANSFER FROM RESERVES					
Reserves	(2,529,575)	(1,644,965)	(1,658,475)	(2,697,990)	(1,748,375)
Development Cost charges	-	(37,000)	(59,200)	(584,920)	(377,720)
TRANSFER TO RESERVES					
Reserves	2,307,495	2,239,195	2,424,230	2,411,200	2,612,220
TRANSFER TO / (FROM) RESERVES	(222,080)	557,230	706,555	(871,710)	486,125
TRANSFER TO/(FROM) ACCUMULATED	$ -	$ -	$ -	$ -	$ -

The Corporation of the Village of Cumberland
Proposed 2020 - 2024 Financial Plan
Proposed Staff Changes

	Full-time equivalent (FTE)				
	2020	**2021**	**2022**	**2023**	**2024**
Second Seasonal Public Works student (4 months)	0.35				
Increase Seasonal Parks and Trails Gardner/Labourer from seven months to nine months	0.15				
Seasonal Public Works Labourer (seven months)			0.58		
Seasonal Parks and Trails (seven months)			0.58		
Full-time Public Works Truck Driver/labourer				1.00	
Extend Recreation facility summer hours and increase part-time Janitor hours for fire hall	0.19	0.11			
Increase casual hours to a full-time Recreation office position	0.49				
Increase Legislative Services Assistant from 21 hours/week to 35/week	0.40				
Increase Deputy Fire Chief by 4 hours/week then to full-time	0.11	0.20			
Total permanent and temporary staffing requests	**1.70**	**0.31**	**1.16**	**1.00**	**-**
Casual Labour - Finance operational	0.21	0.21			
Casual Labour - Finance for Recreation software conversion	0.08				
Overlap of planning staff (retirement)	0.52				
Total staffing requests	**2.50**	**0.52**	**1.16**	**1.00**	**-**

Funding Codes:
GR - Grants
R - Transfers In from Reserves
DCC - DCC Revenues
D - Donations/Miscellaneous
A - Amenity
B - Borrowing
G - General taxation and revenue

The Corporation of the Village of Cumberland
Proposed 2020 - 2024 Financial Plan
Proposed Five Year Capital Projects

	Funding Codes	2020	2021	2022	2023	2024
Infrastructure Capital Asset Renewal Program (road/water/sewer/storm)						
Water Supply and Wastewater System Upgrades						
Wastewater treatment upgrades	GR,R,B	5,500,000	3,000,000	1,000,000	200,000	-
Increased Operating costs for wastewater treatment system	G	-	-	187,500	375,000	375,000
Cumberland No. 2 Dam capital upgrades - Grants required for this project to move forward	GR	-	-	3,200,000	-	-
Road Reconstruction, watermain replacement, sewermain replacement, stormmain replacement or new stormmain						
Ambleside Ave: 1st to 2nd Street	R	33,060	387,750	-	-	-
Cumberland Road: Primrose to Bevan	R,DCC	-	-	-	8,700	102,050
Crescent St: Ulverston to Kendal Ave	R	-	-	-	48,845	205,145
Derwent Ave: 2nd to 1st	R	-	-	16,085	194,195	-
Derwent Ave: 5th to 6th Street	R,DCC	240,320	-	-	-	-
Egremont Road: Penrith to Dunsmuir	R, DCC	3,000	35,190	-	-	-
Fifth Street: Allen to Derwent	R,DCC	-	-	-	-	8,370
Fifth Street: Keswick to Allen Ave	R	-	-	-	-	14,010
First Street: Maryport to Ulverston	R	225,000	-	-	-	-
First Street: Maryport to Windermere	R	-	-	13,400	161,775	-
Lane South of Ulverston Ave: 3rd - 4th	R	-	-	194,540	-	-
Lane South of Windermere Ave: 1st-5th	R	-	-	49,900	519,460	-
Lane South of Maryport Ave: 3rd to 4th	R	-	-	-	29,375	123,375
Lane South of Maryport Ave: 4th to 5th	R	-	-	-	29,375	123,375
Lane South of Dunsmuir Ave: 5th -6th	R	20,240	-	-	-	-
Maryport Ave: 2nd to 3rd	R	-	-	7,620	92,010	-
Maryport Ave: 3rd to 4th	R	235,320	-	-	-	-
Maryport Ave: 5th to 6th	R	-	-	-	-	7,680

	Funding Codes	2020	2021	2022	2023	2024
Road Reconstruction, watermain, sewermain and stormmain replacement or new stormmain Continued						
Maryport Ave: 6th to 7th	R	-	-	-	-	16,465
Maryport Ave: Egremont to Silecroft	R	13,030	184,720	-	-	-
Penrith Ave: 1st to 2nd	R	-	-	-	7,740	93,460
Penrith Ave: 2nd to 3rd	R	-	-	-	26,970	113,275
Royston Road: Ulverston to Union	R	-	-	15,300	184,745	-
Second Street: Ulverston to Windermere	R	-	-	-	5,700	68,825
Silecroft Road: Beaufort to Maryport	R	-	-	14,935	90,790	-
Silecroft Road: Penrith to Beaufort	R	-	-	13,070	112,935	-
Sixth Street: Derwent to Allen Avenue	R	117,705	-	-	5,640	68,105
Sixth Street: Dunsmuir to Derwent	R	-	-	-	5,760	69,550
Third Street: Allen to South End	R	-	-	-	-	5,700
Windermere Ave: 4th to 7th	R	-	-	-	-	39,430
Roads Infrastructure without underground utility replacement						
Windermere Avenue sidewalk and boulevard improvements between 1st	R	55,800	-	-	-	-
Construct a new curb & gutter & sidewalk on Windermere Avenue between the lane & 1st Street	R	27,415	-	-	-	-
Sidewalk on Egremont: Ulverston to	R	-	32,775	-	-	-
Sidewalk on Ulverston Avenue	R	-	10,000	25,000	-	-
Sidewalk: Second St: Windermere	R	-	350	35,000	-	-
Construct a new curb & gutter & sidewalk on Ulverston Avenue	R	-	370	37,200	-	-
Roads Micro Surfacing Projects						
Comox Lake Road: Dunsmuir to Boat	R	194,375	-	-	-	-
Union Road: 575 m South to	R	59,800	-	-	-	-
Calnan Cr: Egremont to West End	R	-	4,480	-	-	-
Dunsmuir Ave: Egremont to First	R	-	29,250	-	-	-
Dunsmuir Ave: First to Second	R	-	19,455	-	-	-
Egremont Road: Willard to Rydal	R	-	3,010	-	-	-
Fourth St: Windermere to Maryport	R	-	5,845	-	-	-
Fourth St: Maryport to Penrith	R	-	5,875	-	-	-
Keswick Ave: 6th to 5th	R	-	7,870	-	-	-
Keswick Ave: 5th to 4th	R	-	7,745	-	-	-

	Funding Codes	2020	2021	2022	2023	2024
Roads Micro Surfacing Projects continued						
Keswick Ave: 4th to West End	R	-	7,745	-	-	-
Nameless Rd: Windermere to	R	-	3,690	-	-	-
Royston Road: Seventh to Carlisle	R	-	15,410	-	-	-
Seventh St: Windermere to	R	-	5,735	-	-	-
Seventh Street: Maryport to Penrith	R	-	5,675	-	-	-
Seventh Street: Penrith to	R	-	5,735	-	-	-
Westwood Rd: Willard to	R	-	6,785	-	-	-
Westwood Rd: West End to	R	-	5,860	-	-	-
Westwood Rd: Ulverston to South	R	-	5,920	-	-	-
Willard Ave: Egremont to Nameless	R	-	5,950	-	-	-
Willard Ave: Nameless St to	R	-	4,610	-	-	-
Willard Ave: Westwood to Cul-de-	R	-	6,015	-	-	-
Windermere Avenue: Ulverston to	R	-	5,120	-	-	-
Windermere Ave: Windermere to	R	-	10,370	-	-	-
Windermere Ave: Windermere to	R	-	2,135	-	-	-
Windermere Ave: Windermere to	R	-	7,015	-	-	-
First St: Windermere to Ulverston	R	-	-	5,610	-	-
Ulverston Ave: 2nd to Crescent	R	-	-	4,520	-	-
Ulverston Ave: Crescent to Third	R	-	-	6,985	-	-
Royston Road: Ulverston to Union	R	-	-	17,085	-	-
Bruce St: Cumberland to Mill	R	-	-	17,860	-	-
Maple Road: Bevan to Primrose	R	-	-	7,705	-	-
Royston Road: Carlisle Lane to	R	-	-	40,200	-	-
Third St: Ulverston to Windermere	R	-	-	6,080	-	-
Union Road: Cumberland to 575 m	R	-	-	46,720	-	-
Windermere Avenue: Second St to	R	-	-	7,625	-	-
Crescent St: Ulverston to Kendal	R	-	-	12,920	-	-
Comox Lake Rd: Sutton to Dunsmuir	R	-	-	-	65,660	-
Derwent Ave: First to Sutton	R	-	-	-	17,265	-
Dunsmuir Ave: 290 E Comox Lake to	R	-	-	-	43,005	-
Royston Road: Union to Overpass	R	-	-	-	22,130	-

	Funding Codes	2020	2021	2022	2023	2024
Roads Micro Surfacing Projects continued						
Royston Road: Overpass to East	R	-	-	-	23,640	-
Sutton Road: Dunsmuir to Derwent	R	-	-	-	7,235	-
Sutton Road: Derwent to Comox	R	-	-	-	5,440	-
Non-Infrastructure Capital - Environmental Health (Solid Waste, Water, Sewer & Storm)						
Water Equipment						
Hydrant replacement (1 per year)	G	12,230	12,230	12,230	12,230	12,230
Replace water meter handheld	R	11,000	-	-	-	-
Sewer & Storm Capital Projects						
Royston Road Sewer Lift Station Pump Replacement	G	7,000	-	-	-	-
Cumberland/Mill Lane storm drainage ditch regrade	G	35,290	-	-	-	-
Transportation Services (Roads) Non-Infrastructure Capital						
Vehicle replacements (2020 Dumptruck/2022 mower/2024 Bucket Truck replacements)	B	143,830	-	38,000	-	100,350
Mini Excavator with trailer new purchase	B	-	110,000	-	-	-
Used truck/van to support summer student and parks (host amenity	R	10,000	-	-	-	-
Electric Vehicle for administration travel ($8k in rebates/host amenity)	R,D	-	53,500	-	-	-
Operating cost increases associated with new vehicle purchases	G	1,200	4,200	4,200	4,200	4,200
Debt costs associated with the vehicle purchases	G	30,650	54,140	62,270	62,270	83,910
Electric Vehicle Charging Station (grant/host amenity)	GR,R	50,000	-	-	-	-
Purchase a lazer level with magnetic receiver	R	5,500	-	-	-	-
Cemeteries (Public Health Services)						
Masterplan Implementation:						
Central scattering garden & irrigation (design 2020 for 2022 project) - Grants required for the 2022 project to move forward	R,GR	1,500	-	-	22,850	-
Design of Phase 3 central area tree plan (after interments) & irrigation (future project will be identified by design)	R	1,000	-	-	-	-

	Funding Codes	2020	2021	2022	2023	2024
Protective Services						
Bylaw Enforcement Services:						
Bylaw Van replacement	B	-	65,000	-	-	-
Annual debt costs associated with the bylaw van replacement	G	-	13,890	13,890	13,890	13,890
Fire Services:						
Turn Out Gear Replacement	G	7,500	7,500	7,500	7,500	7,500
Breathing Apparatus Replacement	R	135,000	-	-	-	-
Electronic tool - cutter or spreader or combination	G	16,000	16,000	-	-	-
Trailer purchase (small trailer for emergency spill kit)	R,G	8,390	-	-	-	-
Fire Boat environmental materials	R	5,000	-	-	-	-
Vehicle replacements (2020 Fire Boat/2022 Fire Truck/2023 Wildfire bush truck	R,B	40,000	-	200,000	175,000	-
Annual debt costs associated with the vehicle purchases (Royston Fire Protection revenue will cover 21%)	G	-	-	-	16,960	16,960
New Fire Hall construction	B,A	4,200,000	-	-	-	-
Annual Interest and principal payment on new Fire Hall Debt (20 year term at 4% interest - Royston Fire Protection revenue will cover 21%)	R,G	59,150	332,860	332,860	332,860	332,860
Increased operating costs for new fire hall (includes an increase to janitorial staffing hours)	G	3,000	75,000	75,000	75,000	75,000
Recreation, Parks, Community and Culture						
Recreation Services:						
Replace chairs for rental halls (host amenity funds)	R	-	30,000	-	-	-
Parks Services:						
Solport Park Landscape Design & Construction (Village's share of this project will need a funding source for it to move forward)	DCC,GR	-	15,000	-	-	120,000
Village Park Master Plan Projects (pages 18-24 of the Masterplan)						
Centennial Building Replacement (design 2021 & construction 2023)	DCC,R	-	35,000	-	400,000	-
Village Park Boundary Creek Bridge Improvements	R	6,000	-	-	-	-
Lake Park Master Plan Projects (page 11&12 of Appendix C of the Masterplan)						
Boat Launch Dock Improvements	R	20,000	15,000	-	-	-
Swimming Buoy Install	R	-	10,000	-	-	-
Picnic Shelter Upgrades	R	-	-	-	8,000	-

	Funding Codes	2020	2021	2022	2023	2024
Coal Creek Park Master Plan Projects						
Coal Creek Historical Park parking lot upgrades (phase 1 2020 & phase II 2021)	R	6,000	15,000	-	-	-
Wellington Colliery Trail - West Park Acquisition (Village's share of this project will need a funding source for it to move forward)	DCC,GR	-	-	80,000	-	-
		$ 11,540,305	$ 4,702,775	$ 5,808,810	$ 3,414,150	$ 2,200,715

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A - Amenity
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The Corporation of the Village of Cumberland
Proposed 2020 - 2024 Financial Plan
Proposed Five Year Operating Projects & Transfers To Reserves

	Funding Codes	2020	2021	2022	2023	2024
Environmental Health Services (Solid Waste, Water, Sewer & Storm)						
Water Services						
Booster Station operating costs	G	5,400	5,400	5,400	5,400	5,400
Water conservation incentive program (host amenity funds)	R	10,000	-	-	-	-
Allen Lake Geotechnical - Phase 2	R	17,740	-	-	-	-
Scada System Upgrade	R	30,550	-	-	-	-
Drinking Water Analysis	R	20,000	-	-	-	-
Sewer & Storm Services						
Update the current Sewer Master Plan	R	-	-	40,000	-	-
Beaver Dam Cone	G	-	-	13,825	-	-
Update Storm Masterplan	R	-	-	-	40,000	-
Transportation Services (Roads)						
Increase minor equipment replacement operating budget from $15k to $20k	G	5,000	5,000	5,000	5,000	5,000
Increase current seasonal parks/trail from seven to nine months annually	G	11,460	11,690	11,920	12,160	12,400
Second full-time seasonal student public works position (90 days)	G	17,740	18,090	18,450	18,820	19,200
Landscaping Cumberland Road Local Area Service ($5400 to be covered by LAS	G	7,000	7,000	7,000	7,000	7,000
Full-time seasonal Parks/Trails employee (151 days)	G	-	-	51,620	52,650	53,700
New full-time seasonal labourer public works position (151 days)	G	-	-	44,580	45,470	46,380
New full-time permanent truck driver/labourer public works position	G	-	-	-	100,360	102,370
Landfill corridor garbage pickup program	R	15,600	15,600	15,600	15,600	15,600
Update roads master plan	R	40,000	-	-	-	-
Municipal Facilities Review	R	15,000	-	-	-	-

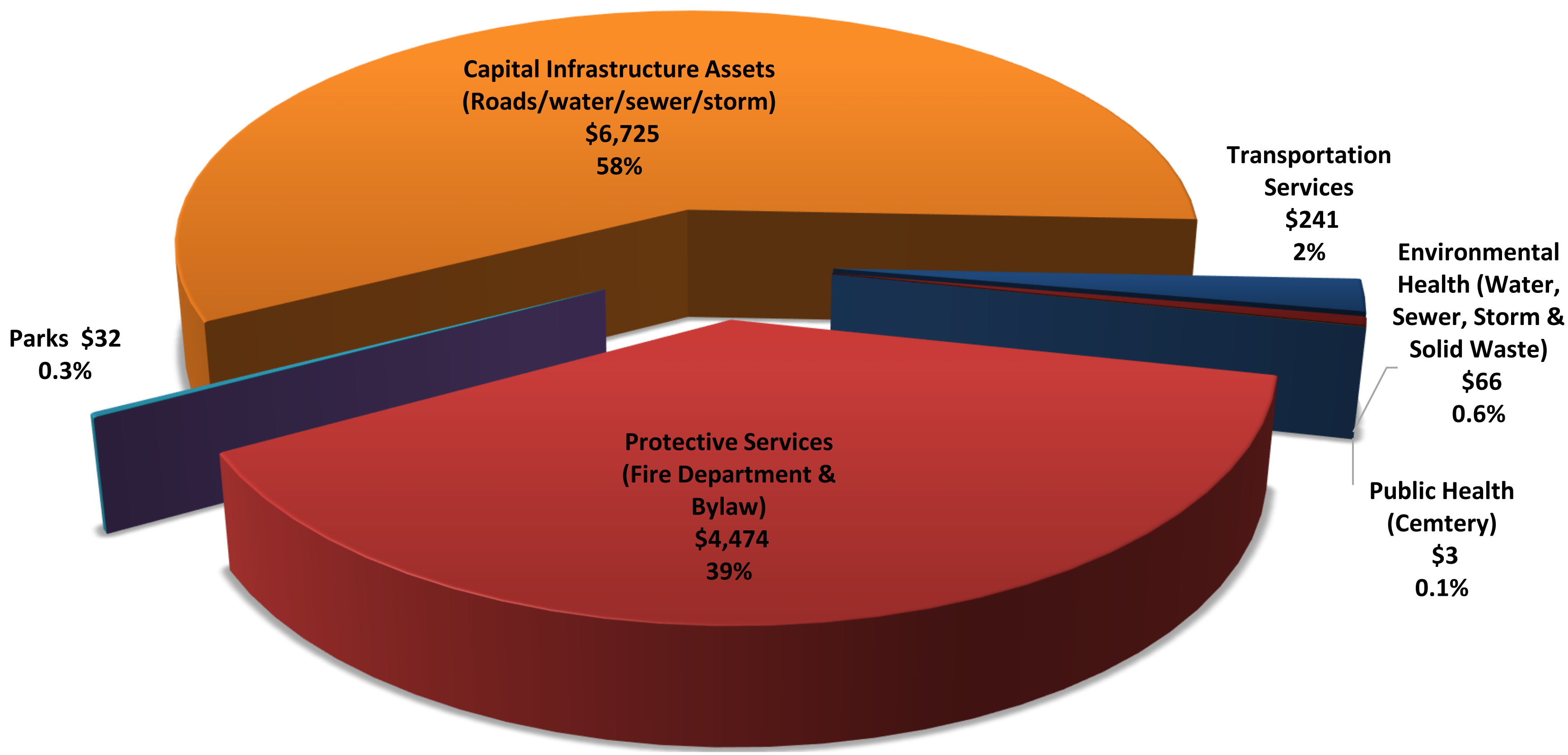
	Funding Codes	2020	2021	2022	2023	2024
Cemeteries (Public Health Services)						
Civic Cemetery:						
Water valve and hand water pump	R	1,000	500	-	-	-
Volunteer preservation program	G	500	500	500	500	500
Cemetery mapping updates	R	1,000	-	-	-	-
Japanese and Chinese Cemetery and Coal Creek Historical Park:						
Replacement of plaques stolen in 2018	R	2,500	-	-	-	-
Chinese fence replacement (with donations)	D	6,000	-	-	-	-
Japanese fence replacement (with donations)	D	4,000	-	-	-	-
General Government Services						
Council:						
Student Council projects	R	1,000	-	-	-	-
CAO & Legislative Services:						
Increase Legaslative Services Assistant from 21 hours to 35 hours per week	G	27,760	28,315	28,882	29,459	30,048
Accessiblity committee - workshop for Village staff	G	1,000	-	-	-	-
Records Management Classification System	R	25,000	-	-	-	-
Local Government Election in 2022	R	-	-	19,680	-	-
Economic Development Strategy Implementation Projects:						
Strategy 4B - Develop Arts and Culture Plan	GR,R	-	30,000	-	-	-
Council Chambers Maintenance Projects:						
Forced Air Duct Cleaning every two years	G	500	-	500	-	500
Financial Services:						
Temporary casual labour over two years during large projects	R	15,790	16,106	-	-	-
Annual Carbon Offsets	G	7,500	7,500	7,500	3,000	3,000
Information Technology service increase from Comox Regional District (2 1/2 days per week_share an FTE with 911)	G	35,625	48,000	48,000	48,000	48,000
Human Resources Annual Consulting	G,R	21,600	21,600	21,600	21,600	21,600
Desktop system for Utility worker daily operations	R	2,800	-	-	-	-
Electronic bills for Utilities	R,G	8,320	1,820	1,820	1,820	1,820
Microsoft Windows 10 & Windows server 2012 upgrades	R	5,000	-	-	-	-
Remote desktop access (remote connection from laptops)	R,G	-	28,250	1,500	1,500	1,500
Financial System management reporter	R	-	-	5,000	-	-
Municipal Office Maintenance Projects:						
Municipal Office Forced Air Duct Cleaning every two years	G	900	-	900	-	900
Village Office - Public Works Man Door Replacement	R	4,200	-	-	-	-

	Funding Codes	2020	2021	2022	2023	2024
Planning & Development						
Retirement Succession Planning	R	48,000	-	-	-	-
Property File Records Management Retention & Retrieval	G	2,000	-	-	-	-
Ortho Photo imagery for GIS	G	-	1,200	-	1,200	-
OCP review	R	-	28,000	-	-	-
Zoning Bylaw Review	R	-	-	3,000	-	-
Protective Services						
Community Safety:						
Air Quality Program ran by Comox Valley Regional District	G	3,000	3,000	3,000	3,000	3,000
Bylaw Enforcement:						
Increase to annual travel & conference budget for bylaw conference additional costs (increase from $1635 to $3125)	G	1,490	-	1,490	-	1,490
Wildlife Coordinator	G	8,000	8,000	8,000	8,000	8,000
Wildlife kit for education	G	500	500	500	500	-
Cultural Centre North Entrance Security Camera	R	4,610	-	-	-	-
Fire Services:						
Convert Deputy Fire Chief to full-time by 2021	G	6,030	14,350	14,640	14,930	15,230
Increase Call outs and practice hourly pay ($12 to $15-2019/to $18-2020/to $21-	G	17,430	34,860	34,860	34,860	34,860
125th year anniversary of the fire department celebration	R	3,000	-	-	-	-
Equipment replacement for Wildfire protection unit	D	-	4,000	4,000	4,000	4,000
Annual fire hose replacement (hard suction, attack line & fittings)	G	4,000	4,000	4,000	4,000	4,000
Fire Hall Facility Projects:						
Fire Hall forced air duct cleaning	G	500	-	500	-	500
Recreation, Community & Events & Parks						
Recreation Services:						
Full-time Recreation office position (replace 14 hours of casual labour added in	G	37,465	38,210	38,970	39,750	40,550
Recreation Centre extension of hours (increase in staff time)	G	4,260	4,350	4,440	4,530	4,620
Increase Janitorial hours from 19.5 hours to 21.5 hours per week for existing	G	5,400	5,510	5,620	5,730	5,840
Recreation software conversion (implementation summer of 2020)	R	47,860	-	-	-	-
Recreation Centre Maintenance Projects:						
Forced Air Duct Cleaning at Recreation Hall every two years	G	2,600	-	2,600	-	2,600
Janitor sink installation	R	6,000	-	-	-	-
Replace interior doors to gymnasium with Rick Hansen grant	GR,R	7,000	-	-	-	-
Climbing wall inspection	R	-	5,000	-	-	-

	Funding Codes	2020	2021	2022	2023	2024
Cultural Centre Maintenance Projects:						
Forced Air Duct Cleaning at Cultural Centre every two years	G	1,700	-	1,700	-	1,700
Cultural Centre dishwasher replacement	R	3,000	-	-	-	-
Install new Soffits on north side of building	G	-	10,000	-	-	-
Community Events & Cultural Services						
Village staff involvement with Community events (Empire Days/ Easter/Halloween/Remembrance Days/Christmas)	G	11,475	11,475	11,475	11,475	11,475
Grant-in-aid contributions:						
Council's community grant program for special one-time projects and seed funding (including Public Works labour & equipment and facility rentals)	R	10,000	10,000	10,000	10,000	10,000
Council's community grant program for long-term funding under an operating agreement (including Public Works labour & equipment and facility rentals)	R	67,000	67,000	67,000	67,000	67,000
Additional Funding for museum conditional on Heung Foundation renovations	R	8,260	8,260	8,260	8,260	8,260
Museum: In-kind facility operational maintenance costs	G	8,160	8,320	9,240	9,420	9,610
Parks Services:						
Increase Jump Park/Skatepark maintenance from $5000 to $5800 per year - will be removed in 2022 to be performed by seasonal employee above	G	5,800	5,800	(5,800)	(5,800)	(5,800)
Village Forest Land Trails Management: annual maintenance for trails	G	10,000	10,000	10,000	10,000	10,000
Cumberland Community Forest future park acquisition and restoration work	G,R	10,000	5,000	5,000	5,000	5,000
Bicycle to support parks/rec/janitorial staff	R	700	-	-	-	-
Disc Golf Course Improvements	G,DCC	2,000	2,000	2,000	2,000	-
Wellington Colliery Trail bench	R	4,040	-	-	-	-
Rotary Park Trail improvements	R,D	8,000	-	-	-	-
Replace garbage receptacle at BMX parking lot with wildlife-proof receptacle	G,D	2,050	-	-	-	-
Skatepark: pave chill zone	R	2,500	-	-	-	-
Village Park playground engineered wood fiber maintenance	R	-	7,500	-	-	-
Village Park: Develop Planting Plan & implement (will apply for Tree Canada grant & will need a funding source for the Village's share)	RGC	-	2,000	15,000	-	28,000
Lake Park campsite improvements	G	6,400	6,400	6,400	6,400	6,400
Lake Park survey for License of Occupation application for dock in watershed	R	3,000	-	-	-	-
Lake Park tree management plan	G	-	-	5,000	-	-
		$ 740,715	$ 550,106	$ 620,172	$ 652,594	$ 651,253

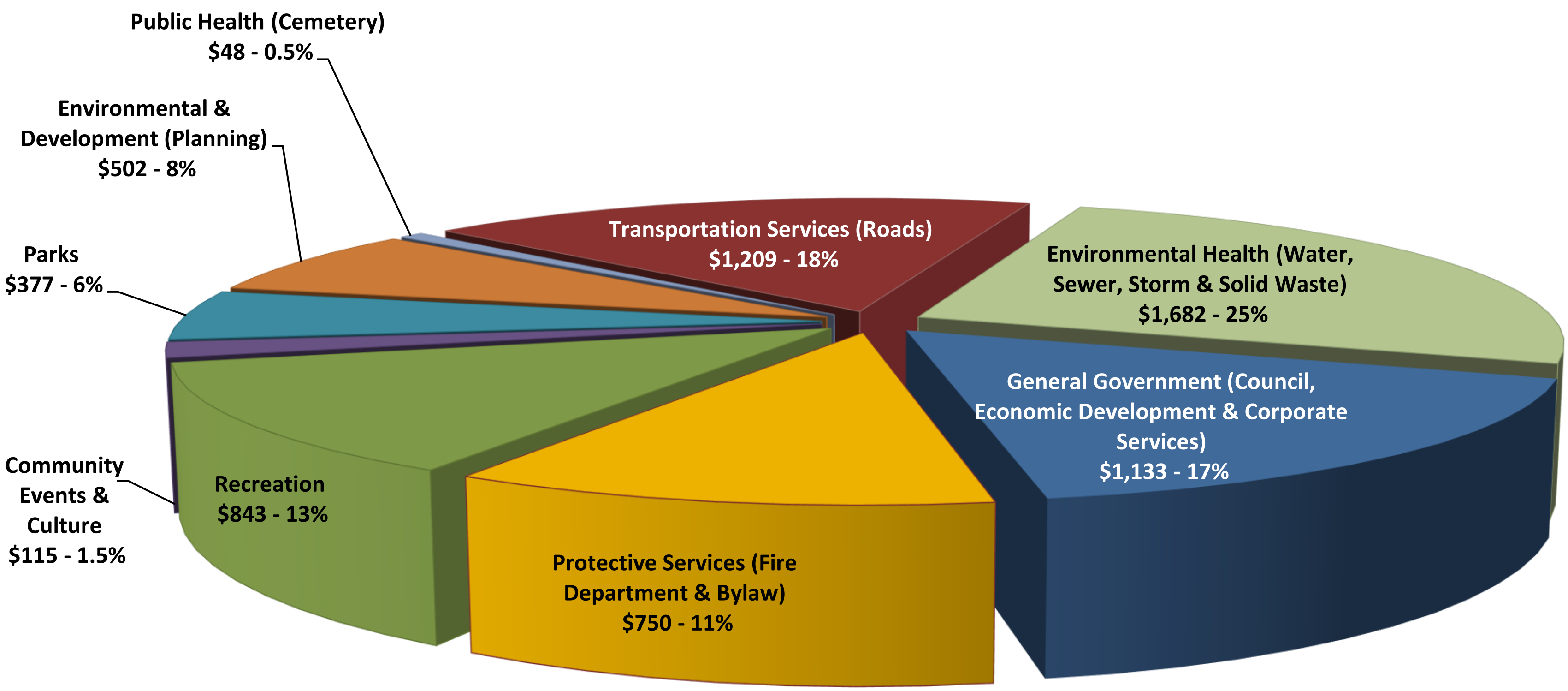
	Funding Codes	2020	2021	2022	2023	2024
Transfers To Reserve						
Establish a statutory infrastructure asset renewal reserve with annual	G,A	$ 860,920	$ 873,960	$ 906,960	$ 938,330	$ 972,590
Reallocate funds from host amenity reserve to general Village asset replacement reserve for facility repairs, maintenance and upgrades to be determined by a facility review	G,A	$ 200,000	$ -	$ 130,000	$ 35,000	$ 180,000
Environmental Health Services (Water, Sewer & Storm)						
Water rate stabilization reserve transfer to/(transfer from)	G	34,305	(23,400)	(85,200)	(62,100)	(32,400)
Water meter replacement reserve contribution	G	93,000	93,000	93,000	93,000	93,000
Water Royston Bulk Water reserve contribution (used for PW land debt	G	78,330	156,665	235,000	235,000	235,000
Sewer rate stabilization reserve transfer to/(transfer from)	G	80,000	105,940	(49,670)	(128,310)	(70,745)
General Government Services						
Reserve contribution for landfill host community amenity fees annually received by CVRD	G	300,000	300,000	300,000	300,000	300,000
Reserve contribution for Community Works Funds received annually	G	213,100	213,100	213,100	213,100	213,100
Reserve contribution for Emergency & Public Safety Reserve	G	336,670	385,360	435,000	485,600	537,180
Transfers to general financial stabilization reserve for Local Area Service parcel	G	29,820	29,820	29,820	29,820	
Recreation, Parks & Community Services						
Cemeteries (Public Health Services)						
Annual transfer to Cemetery Perpetual Care Fund + interest	G	1,350	1,350	1,350	1,350	1,350
Protective Services						
Reserve contribution for fire capital purchases (vehicles & breathing apparatus replacement)	G	80,000	80,000	80,000	80,000	80,000
		$ 2,307,495	$ 2,215,795	$ 2,289,360	$ 2,220,790	$ 2,509,075

THE CORPORATION OF THE VILLAGE OF CUMBERLAND
PROPOSED 2020 BUDGET
CAPITAL EXPENDITURES (000's)



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

THE CORPORATION OF THE VILLAGE OF CUMBERLAND
PROPOSED 2020 BUDGET
OPERATING EXPENDITURES (000's)



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

THE CORPORATION OF THE VILLAGE OF CUMBERLAND

BYLAW NO. 1117

A Bylaw to adopt the 2020 - 2024 Financial Plan.

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

1. This Bylaw may be cited as "2020 - 2024 Financial Plan Bylaw No. 1117, 2019".

2. The financial plan attached as Schedule A to this Bylaw is adopted as the financial plan for the municipality for the period commencing January 1, 2020 and ending December 31, 2024.

3. The objectives and policies attached as Schedule B to this Bylaw outline the proportion of total revenue from different funding sources, the distribution of property taxes among the property classes, and the use of permissive tax exemptions.

4. This Bylaw has full force and effect from January 1, 2020 until amended, repealed or replaced.

READ A FIRST TIME THIS	**DAY OF**	**2019.**
READ A SECOND TIME THIS	**DAY OF**	**2019.**
READ A THIRD TIME THIS	**DAY OF**	**2019.**
ADOPTED THIS DAY OF	**DAY OF**	**2020.**

____
Mayor

____
Corporate Officer

Schedule A
2020 – 2024 Financial Plan

	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
REVENUES					
Property taxes & payments in lieu	$ (3,206,480)	$ (3,418,980)	$ (3,649,200)	$ (3,886,730)	$ (4,130,540)
Parcel taxes	(520,935)	(696,900)	(760,750)	(831,980)	(876,370)
Sale of services & fees	(2,104,980)	(2,164,270)	(2,234,860)	(2,307,460)	(2,382,030)
Sale of services to other government	(432,320)	(512,530)	(515,620)	(519,780)	(524,030)
Transfers from other government	(5,124,140)	(3,269,330)	(5,042,580)	(1,616,490)	(1,138,890)
Other revenue	(678,870)	(685,730)	(668,490)	(674,440)	(680,580)
	(12,067,725)	(10,747,740)	(12,871,500)	(9,836,880)	(9,732,440)
EXPENSES					
Other municipal purposes	5,922,255	5,847,615	6,220,760	6,561,725	6,672,345
Debt interest	242,285	400,620	411,200	448,270	451,020
Amortization	1,499,380	1,499,395	1,499,395	1,499,395	1,499,395
	7,663,920	7,747,630	8,131,355	8,509,390	8,622,760
NET (REVENUES) EXPENSES	(4,403,805)	(3,000,110)	(4,740,145)	(1,327,490)	(1,109,680)
ADJUSTMENTS					
Acquisition of capital assets	11,446,305	4,222,690	5,133,090	2,533,970	1,298,895
Add back amortization	(1,499,380)	(1,499,390)	(1,499,390)	(1,499,390)	(1,499,390)
Proceeds from borrowing	(5,824,520)	(985,000)	(308,000)	236,440	(100,350)
Principal payments on debt	503,480	704,580	707,890	928,180	924,400
TOTAL ADJUSTMENTS	4,625,885	2,442,880	4,033,590	2,199,200	623,555
CHANGE IN CONSOLIDATED FUNDS	222,080	(557,230)	(706,555)	871,710	(486,125)
TRANSFER FROM RESERVES					
Reserves	(2,529,575)	(1,644,965)	(1,658,475)	(2,697,990)	(1,748,375)
Development Cost charges	-	(37,000)	(59,200)	(584,920)	(377,720)
TRANSFER TO RESERVES					
Reserves	2,307,495	2,239,195	2,424,230	2,411,200	2,612,220
TRANSFER TO / (FROM) RESERVES	(222,080)	557,230	706,555	(871,710)	486,125
TRANSFER TO/(FROM) ACCUMULATED SURPLUS	$ -	$ -	$ -	$ -	$ -

Schedule B
Policies and Objectives

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

Part A: Proportion of Total Revenue Proposed To Come From Each Funding Source

Table 1: The proportion of total revenue proposed to be raised from each funding source in 2020 (based on 2019 Revised Assessment Roll) .

Revenue Source	% Total Revenue	Dollar Value
Proceeds from Borrowing	33%	5,824,520
Government Grants	29%	5,124,140
Property Value Taxes & Payments in Lieu	18%	3,206,480
Sale of Services and Fees	14%	2,537,300
Other Revenue	3%	678,870
Parcel Taxes	3%	520,935
Total	**100%**	**17,892,245**

1. The municipality finances vehicles and equipment and secures debenture financing for portions of large committed projects not funded by grants or development cost charges. The municipality reviews all other funding options prior to financing recognizing that borrowing constitutes a long-term commitment and because borrowing authority is limited for an organization of this size. Borrowing revenue is the largest source of revenue for the Village in 2020. This is due to borrowing in the amount of $4.2 million for the construction of a new fire hall (subject to a successful elector approval) and the wastewater treatment capital upgrades.

2. Grant funding is the second largest source of revenue for the Village in 2020 due to a *Investing in Canada Infrastructure Program* Federal and Provincial grant that will fund major upgrades to the Village's wastewater treatment system. The Comox Valley Regional District as part of a landfill host agreement provides amenity funds to the Village and this funding will continue until 2032. The municipality also receives funds under the Strategic Community Initiative (Small Community grant) which provides a significant source of funds for operations and capital maintenance programs. The Village seeks out all grant opportunities that become available.

3. Property value tax is typically the primary source for operating funds for general municipal purposes; however, in 2020, due to extensive grants and expected borrowing, it has become the third highest source. Property taxation is simple to administer, and offers a stable and reliable source of revenue for services that are difficult or undesirable to fund on a user-pay basis.

4. Sale of services and fees form another significant portion of planned revenue. Many municipal services, such as utilities and recreation, lend well to a fee for service basis. Costs can be associated to a level of service provided, particularly where services are optional. In addition, the municipality sells water, fire protection and animal control services to other municipalities.

5. Other revenue includes sources of funds which do not fit in another category and include donations, developer amenity funds, grants from non-government sources, investment revenue, permits and licensing.

6. Parcel taxes fund the capital costs of providing water, sewer and storm water infrastructure. The intention is to use these taxes toward the replacement of water, sewer and storm water infrastructure as well as reducing the Village's wet weather flows through storm and sewer inflow and infiltration. This source of revenue will increase over the next five years in order to fully fund the capital costs associated with underground utilities.

Objective and Policies

Over the next five years, the municipality has the following objectives and policies:
- to actively seek grants for major infrastructure repair and replacement;
- to annually review utility rates to ensure water, sewer and storm water operating and delivery costs are fully funded; and
- to review all other services to determine optimal proportions of cost recovery from fees versus general revenues and taxation.

Part B: Distribution of Property Taxes among Property Classes

Table 2: The distribution of property tax revenue among the property classes (based on 2019 Revised Assessment Roll)

Property Class	Ratio	% Total Property Tax	Dollar Value
1. Residential	1.00	74%	2,289,101
2. Utilities	21.09	2%	58,360
3. Supportive Housing			
4. Major Industry			
5. Light Industry	3.11	2%	77,441
6. Business and Other	2.93	18%	558,093
7. Managed forest	9.18	4%	122,923
8. Recreation & Non Profit	1.00	0%	2,238
9. Farm	1.00	0%	7
Total		**100%**	**3,108,163**

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

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

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

Part C: The Use of Permissive Tax Exemptions

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

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

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

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The Corporation of the Village of Cumberland

Proposed 2020-2024 Financial Plan
Comment Form

Please submit your comments on this form at the budget open house on November 18, 2019; or to the Village office or by email to *info@cumberland.ca* by November 19, 2019.

Comments will be summarized and provided to Council at a public meeting. Thank you for taking the time to give Council your feedback.

I am a Cumberland ☐ resident and/or ☐ business owner

(*You may continue on back of this page)*

Contact Information (optional)

Name: ____________________

Street Address: ____________________

Telephone: ____________________

Personal information is collected on this form under the authority of Part 26(e) the *Freedom of Information and Protection of Privacy Act.* The information will be used to evaluate a program or activity of the Village. If you have any questions about the collection of this information, contact the Deputy Corporate Officer at the address and phone number at the top of this form. Personal information will only be disclosed in accordance with the *Freedom of Information and Protection of Privacy Act*.

The Corporation of the Village of Cumberland

2019-2022 Corporate Strategic Priorities

FINAL August 12, 2019

Preamble

Vision – Official Community Plan

The Village of Cumberland is a unique community. Its rich coal mining history is visible everywhere—from the heritage homes in the historic core, to the abandoned mine sites scattered throughout the surrounding forests.

Despite the challenging fiscal realities that the Village of Cumberland faces, the people of Cumberland are here because this Village offers an unmatched quality of life. They envision that Cumberland will continue to be a community vibrating with activity. Surrounded by living forests, the Village is a mecca for outdoor recreation, with opportunities for anyone who wants to immerse themselves in nature. Protected by living natural corridors, the wetlands, forested areas, lakes and streams attract a diversity of wildlife and the network of walking and biking paths attracts visitors from all over the world.

People choose to live in Cumberland for its small town friendliness and values. The core of Cumberland retains its historic look and feel. Small shops and businesses offer respite from the sameness of shopping malls and cookie cutter commercial establishments found elsewhere.

People of all ages and backgrounds greet each other on the streets. They come here for opportunity, to be part of a vibrant community that values diversity, creativity and hard work. The Village is growing. As it grows, it will embrace the best land use practices to ensure that it is a livable community. Housing will be available for all income levels. Walkability, accessibility, greenways, bikeways, opportunities for urban farming and public spaces will all contribute to continuing to make Cumberland a great place to live.

The Village of the future is managed in a sustainable and orderly fashion with full public participation. It has a thriving, resilient and diversified economy based on tourism and other industries and businesses that are compatible with community values and provide jobs to residents.

The vision for the Village is built upon the following priorities:

- Improvement and expansion of infrastructure to accommodate measured growth.
- Attainable housing.
- Village Centre rejuvenation.
- Promotion of the Village as a location for local and regional businesses.
- Recreation and tourism.
- A healthy, active and engaged citizenry of all ages and walks of life.
- Accountability and transparency.
- Protection and enhancement of natural features and functions.

These priorities will be reinforced with collective and passionate environmental stewardship and closer ties to the region.

Introduction

The Village of Cumberland Corporate Strategic Priorities guide the Village's corporate management and decision-making. The primary purpose of the Corporate Strategic Priorities is to communicate the priorities of Council and the community and to focus and coordinate the resources of the Village of Cumberland Council and staff.

The Council was elected at the 2018 general local election and the 2019 Corporate Strategic Priorities were developed at a workshop held June 7, 2019. The key task of the workshop was to review, modify and revise 2018 Corporate Strategic Priorities as needed. This plan is a living document that is used in the day to day work of the Council and staff. It will be reviewed and revised annually so that it remains relevant and current.

The Five Strategic Priorities, Goals and Timeframes

The Village has five strategic priorities and for each priority there are a number of goals to achieve these priorities. These goals are broken down into timeframes in order to provide a roadmap to when they will be accomplished.

Some of the priorities are items that have already been initiated, and those are marked as "in progress". There are also short term priorities, which are priorities that the Village plans to initiate or complete within five years; and finally, there are long term priorities – which are priorities that are to be initiated or completed in five to 10 years.

There are strategic goals that are ongoing. These are goals for which there are no specific significant projects or capital works underway, but these priorities represent ongoing organizational priorities that are integrated into operational work.

Time Frames			
In Progress	Short Term	Long Term	Ongoing
already been initiated	initiate or complete within five years	initiated or completed in five to 10 years	no specific (capital or of significant scale) initiatives but integrated into operational work

Strategic Priority 1:	Quality Infrastructure Planning and Development

The Village of Cumberland seeks to replace and expand the utility, dedicated road and building assets of the Village in an organized and responsible fashion. The strategic goals to accomplish this priority are:

Short Term - initiate or complete within five years

- Establish an adequate and high-quality source of water for the current and future residents of the Village
- Develop an environmentally sustainable method of treating the liquid waste that is produced by the Village
- Undertake planning for civic facilities replacement (Village Hall, recreation, public works)
- Construct a new fire hall
- Update the Transportation Master Plan
- Update the Sanitary Sewer Master Plan
- Update the Storm Sewer Master Plan
- Work with Mosaic on a fire smart and cut block plan on the Village's watershed parcel and adjacent parcels

Ongoing - integrated into operational work

- Prioritize asset management

Strategic Priority 2:	Comprehensive Community Planning

The Village of Cumberland seeks to move towards environmental sustainability through a broad range of means including effective land use planning, waste reduction and protection of natural resources. The strategic goals to accomplish this priority are:

In Progress - already been initiated

- Update the Zoning Bylaw
- Develop an urban forest management plan
- Work in conjunction with other local governments to create an updated housing needs report
- Develop an industrial land development and promotion strategy
- Develop a land management strategy for Village-owned forest land

Short Term - initiate or complete within five years

- Update the Official Community Plan
- Implement the Cumberland Economic Development Strategy

Long Term - initiated or completed in five to 10 years

- Create a Perseverance Creek stewardship plan
- Create a Village Core Parking Strategy

Ongoing - integrated into operational work

- Examine all solid waste management options, including alternative energy and integrated resource recovery
- Revitalize the historic Village commercial core
- Ensure trail connectivity to regional trail networks
- Prioritize affordable housing

Strategic Priority 3:	Healthy Community

The Village of Cumberland seeks to create and improve the social, environmental and economic assets that support the health and well-being of residents. The strategic goals to accomplish this priority are:

In Progress - already been initiated

- Create a child care inventory and space creation action plan
- Undertake an age friendly assessment
- Explore BearSmart Program

Short Term - initiate or complete within five years

- Implement the Village Park Master Plan (field house, parking, and hard surface projects)

Long Term - initiated or completed in five to 10 years

- Implement the Lake Park Master Plan
- Implement the Cemeteries Master Plan
- Implement the Coal Creek Historic Park Master Plan
- Develop a public art policy

Ongoing - integrated into operational work

- Support tourism through parks and recreation, heritage, and environmental conservation
- Continue to work with local governments to address air quality issues
- Support arts and culture
- Consider accessibility

Strategic Priority 4:	Climate Change

In addition to being carbon neutral, the Village of Cumberland seeks to advance itself as a sustainable community now and for the future by addressing climate change. The strategic goals to accomplish this priority are:

Short Term - initiate or complete within five years

- Explore the feasibility of siting a multi-fueling station on the Village's Union Road property
- Initiate a Climate Energy and Emissions Plan

Ongoing - integrated into operational work

- Reduce corporate greenhouse gas emissions
- Promote active transportation
- Investigate alternative energy options
- Explore eco-asset management

Strategic Priority 5:	Effective communication, administrative, financial and support services

The Village of Cumberland seeks to promote transparency and an easy flow of information both within the corporation and between the corporation and the public and to deliver effective services to the community for the benefit of its citizens, businesses and visitors. The strategic goals to accomplish this priority are:

In Progress - already been initiated

- Review the business licence scheme

Ongoing - integrated into operational work

- Use new and emerging technologies for internal and external communications
- Maintain an ongoing civic engagement process

Implementation

The Village of Cumberland has laid a solid foundation for its Corporate Strategic Priorities. A number of steps should follow to move the actions/initiatives/projects forward.

Council review and adoption

Council will review the draft strategic priorities, seek community input and once satisfied consider adoption of the priorities.

Identify required resources

Council will direct staff to detail any significant resources necessary to carry out each of the actions/projects/initiatives and identify the lead personnel responsible for the action/initiative.

Progress Updates

The Chief Administrative Officer will provide progress updates to Council on the status of the actions outlined in this Corporate Strategic Priorities. Further, reports to Council will, where appropriate, provide references to the Corporate Strategic Priorities.

Annual Renewal of the Plan

Each year the Council and senior staff will hold a workshop to review the progress and implementation of the current plan. The workshop will also enable the Council and staff to update, adjust and renew the plan to reflect the priorities and actions.

COUNCIL REPORT

REPORT DATE: October 28, 2019
MEETING DATE: November 1, 2019

TO: Mayor and Councillors

FROM: Michelle Mason, Chief Financial Officer/Deputy CAO

SUBJECT: Proposed 2020-2024 Financial Plan

RECOMMENDATION

i. THAT Council receive the Proposed 2020-2024 Financial Plan report;
ii. THAT the Committee of the Whole make any recommendations to Council to change the proposed 2020-2024 financial plan before first reading of the financial plan bylaw;
iii. AND THAT the Committee of the Whole direct staff to prepare the public meeting package and the Financial Plan bylaw for the November 18, 2019 Village Hall/Budget Open House.

SUMMARY

The purpose of this report is to introduce the 2020-2024 Financial Plan package for Council's consideration.

BACKGROUND

Process

Staff have prepared the proposed 2020-2024 Financial Plan based on department budget requests and Council Strategic Priorities. Management has proposed a draft budget that attempts to balance immediate priorities, along with the need for increases to reserve funds for infrastructure replacement and renewal, as well as future policing cost increases and staffing needs for current service levels.

The proposed plan reflects management's modifications and, as no specific direction was given to staff for a proposed tax revenue increase, the approved 2019-2023 five-year financial plan was used to guide the process. For 2020 the plan shows an overall property tax revenue increase of 4.22% for existing 2019 rate payers.

The Financial Plan only includes increases that are deemed to be higher priorities. Higher priority projects are based on the following factors:

- Required for life and safety
- Regulatory requirements
- Possible future consequences due to asset failures if not funded
- Possible future consequences due to increased costs (or other serious consequences) if not funded

Projects that did not fall within the above categories were cut from the budget and either listed as a future project for staff to review if funding becomes available or for Council review during this meeting. The projects listed for Council review may be added to the financial plan by Council using available funding or by increasing taxes.

The five year plan shows potential tax revenue increases and includes utility fee and frontage taxes as follows:

	2020	2021	2022	2023	2024
Increase in tax revenues from 2019 tax payers	4.35%	4.78%	4.69%	4.80%	4.79%
Increase in tax revenues approved in the 2019-2023 financial plan *	7.28%	7.42%	9.04%	9.08%	
Increase in utility fees **	$16.20	$16.30	$16.35	$16.45	$16.51
Increase in frontage taxes **	$25.00	$27.40	$30.00	$32.90	$36.10
Increase in total utility fees and frontage taxes as a % **	3.79%	3.88%	3.96%	4.05%	4.15%
Estimated water supply upgrades parcel taxes		$63 to $74	$63 to $74	$63 to $74	$63 to $74

Note (*) – Increases that were approved by Council last year as part of the 2019-2023 financial plan bylaw.

Note (**) – Increases to the average residential utility rate user and a median sized parcel for frontage. These increases also include $4.20 per year for solid waste fees.

Translated to dollars, tax revenues for 2020 are proposed to increase by $129,306 for existing rate payers, utility fee revenues by $201,695 and frontage tax revenues by $62,610 (increases to different types of tax payers are outlined below).

The plan will be provided to the public for further comment and a public meeting is scheduled for November 18, 2019 at 7:00 pm to coincide with the Village Hall meeting.

Any changes made by Council at the Committee of the Whole budget meeting will be included in the public package presented on November 18, 2019. In addition, Council motions made at the budget meeting will come back as recommended motions to Council at the November 12, 2019 regular Council meeting for confirmation. The financial plan and utility fee bylaws will come to Council on November 25, 2019, December 9, 2019 and January 13, 2020 for consideration and final adoption. The tax rate bylaw will come to Council between April 1 and May 15, 2020 for consideration and final adoption. The frontage tax bylaws will come to Council after February. The bylaws must be adopted before May 15, 2020 to meet statutory deadlines.

<u>Overview of Impacts Proposed</u>

The Financial Plan package contains an overview of relevant financial data, including the proposed change in taxation revenue from 2019 to 2020 and the assumptions made for future years of the Plan.

The DRAFT financial plan bylaw is provided for Council review (this will incorporate any Council changes and be brought back for readings and adoption). Council needs to review the policies contained in schedule B of the financial plan bylaw each year. Council can permissively exempt property taxes if the restrictions in the Community Charter and part C of schedule B of the Financial Plan bylaw do not apply. Currently Council's policy is to not support permissive tax exemptions except in the two areas outlined in that policy. If Council wishes to exempt taxes that are restricted in this policy, Council would need to change that policy, which after adoption, would require an amendment to the financial plan bylaw. All permissive tax exemptions needs to be sent to BC Assessment by October 31 of the year for the following years' taxes.

Property Tax Rates, Utility User Fees and Frontage Tax Rates

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

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

Since 2013 Council has been approving increased water and sewer user rates in order to fully fund the utilities. A rate structure that fully funds utility operations with user fees and utility infrastructure annual replacement with frontage taxes was introduced for the 2017 utility rates. This rate structure will continue until frontage taxes increase to the level of fully funding annual infrastructure replacement. The analysis includes water treatment operating costs and sewer treatment operating costs from the capital treatment upgrades projects. In addition, due to expected increases in solid waste collections and composting tipping fees, staff are proposing a $4 per year increase to user fees for solid waste. The use of the solid waste rate stabilization funds will also be used over the next five years for these expected increases.

The Financial Plan package shows the impact the proposed 2020–2024 Financial Plan is expected to have on an average single family household, an average multi-family household and a commercial property with the median assessment value (50% of the assessed values in this class are greater and 50% are lower) in Cumberland. Due to the fact that the assessment values are not known, the 2019 average assessments are used to compare property taxes for both years. The municipal tax rate is showing as a 4.22% tax increase based on the proposed plan and the tax rates for the taxes collected for the other taxing authorities have been increased by 4%. The information regarding the impacts on rate payers are just an example so you can understand how the tax revenue increase may impact the rate payers; however, the rates from other taxing authorities and assessment values may vary between the different classes based on growth and markets which may result in different amounts payable than what is shown.

Property taxes are estimated to increase for an average single family household by $126, for an average strata type unit by $85 and for a commercial property with a median assessment value by $374.

Utility fees and frontage taxes for an average single family household are estimated to increase by $16 (utility fees) and $25 (frontage taxes) in 2020. Utility fees and frontage taxes for a strata type unit are estimated to increase by $16 (utility fees) and $21 (frontage taxes) in 2020. Utility fees and frontage taxes for the median commercial property are estimated to increase by $58 (utility fees) and $21 (frontage taxes) in 2020. Further increases are expected for property taxes, utility fees and frontage taxes until 2024 due to asset management replacement costs, reserve contributions and other Village initiatives.

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

Including all municipal taxes and utilities, an average homeowner is projected to pay about $167 more in 2020:

	2020	2019	Increase
Property Taxes	$ 2,277	$ 2,151	$ 126
Frontage Taxes	285	260	25
Utility Fees (Water, sewer, storm & solid waste)	842	826	16
	$ 3,404	$ 3,237	$ 167

Changes Council Can Make

While reviewing the financial plan, Council can add, change or remove projects or can increase or decrease property taxes to be collected. For every 1% in tax revenue increases, the Village will receive $29,708 in 2020. For every 1% in utility revenue increases, the Village will receive $17,443 in 2020. For every 1% in front revenue increases, the Village will receive $4,857.

Due to a number of current initiatives that have been funded by Village internal funds, Council has limited funds, other than property tax increases and approximately $30,000 per year available in host amenity funds (after proposed uses in the plan). If Council does not wish to increase property taxes further than what is proposed in the financial plan or if they wish to reduce the proposed property taxes, they can reduce current or proposed service levels (such as proposed new staff positions), or contributions to reserves funded by taxes, which would in turn reduce operating budgets. Council also has the option to cut current proposed projects and replace them with other projects they may deem to be more of a priority.

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

Highlights of the Proposed Financial Plan

All capital and operating budget requests in the proposed financial plan are detailed in the budget package for discussion. Although there will be implications of major changes to the budget, everything is open for discussion; however, staff will provide a general overview of the budget, including an overview of some specific budget requests at the budget meeting to help Council understand the reason for their inclusion.

A Host Community Agreement was negotiated between the Comox Valley Regional District (CVRD), for the landfill located in Village boundaries, and the Village of Cumberland in 2013. As a result, the Village will be paid $300,000 annually over the next 20 years to use for the "betterment" of the Village (final payment year in 2032 with first review of agreement scheduled for 2020). There are also general developer amenity funds available.

When building the financial plan, management proposed the use of host amenity funds for a variety of projects that were thought to benefit the overall community. Schedules showing how these funds have been proposed to be used and the balances appear later in the agenda for council review.

Besides the amenity funds that are guaranteed as noted above, there are also future amenity funds available from development. There is a Section 219 Covenant on the Coal Valley Estates lands that obligates them to pay $1,500,000 in amenity funds throughout the phases of their development and prior to the final subdivision that creates the final development parcel. To date the Village has received $1,263,187 and expects to receives an additional $161,842 for subdivisions in process which would leave a balance owing of $74,971.

There is also a Section 219 Covenant on the Trilogy lands that obligates them to pay $4,500,000 in amenity funds throughout the phases of their development. Due to inactivity on these lands, these funds have not been used as a funding source in the 2020-2024 financial plan.

Financial Stabilization reserves have been used to fund one-off budget requests (including temporary staffing increase) or to phase tax increases in for budget requests, such as larger staff increases proposed in 2022 and 2023.

At the November 13, 2017 In Camera Council meeting, staff presented Council with an analysis that considered proposed staffing increases for the years 2018 to 2022, which Council then directed to the budgeting process. Further analysis during preliminary budget discussions has led to management tweaking the implementation timing of the proposed requests to avoid significant year-over-year increases. The proposed 2020 budget includes six proposed increases to the annual staffing complement for the Village and three proposed increases to casual labour for the Village. Details for these increases are outlined in the *Proposed Staffing Changes and the Detailed Department Budget* reports. Management will speak to these increases at the meeting.

In the 2020 year of the financial plan, staff has included the fire hall construction at $4,200,000 with proposed funding of $4,200,000 mainly from borrowing. Annual debt costs to borrow $4,200,000 over 20 years are estimated at $332,860 per year with Royston expected to pay their share of approximately 21%. The Emergency and Public Safety reserve has been proposed to be used in the financial plan to phase the debt costs in for the fire hall until the funds are expected to be required for the increase in the policing tax. The inclusion of this project depends on the results from the Alternative Approval Process which is expected to be known early December.

The wastewater treatment upgrades is included in the proposed financial plan in the years 2020 to 2023 with debt payments and associated increased operating costs starting in 2022. The debt payments will be paid using sewer developer cost charges and reserves. Therefore, a parcel charge for this project is not expected.

FINANCIAL IMPLICATIONS

The bottom line proposed increase to municipal property tax revenue for the municipality in 2020 is 4.22% from existing 2019 ratepayers.

OPERATIONAL IMPLICATIONS

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

STRATEGIC OBJECTIVE
Several projects will achieve strategic objectives and are referenced on the financial plan package.

CONCURRENCE
None

OPTIONS

1. Receive this report for information.
2. Committee of the Whole make any recommendations to Council to change the proposed 2020-2024 financial plan before first reading of the financial plan bylaw;
3. Committee of the Whole direct staff to prepare the public meeting package and the Financial Plan bylaw for the November 18, 2019 Village Hall/Budget Open House.
4. Any other action deemed appropriate by Council.

Respectfully submitted,

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Michelle Mason
Chief Financial Officer/Deputy CAO

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Tanalee Hesse
Interim Chief Administrative Officer

COUNCIL REPORT

REPORT DATE: November 5, 2019
MEETING DATE: November 12, 2019

File No. 0550-01

TO: Mayor and Councillors

FROM: Committee of the Whole

SUBJECT: 2020-2024 Financial Plan, Committee of the Whole Report

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RECOMMENDATION

i) THAT Council receive the 2020-2024 Financial Plan Committee of the Whole Report.

ii) THAT Council include the $21,600 Human Resources Consulting budget for five years in the financial plan for 2020 to 2024.

iii) THAT Council allocate $1,000 for the Student Council for 2020 in the 2020 to 2024 Financial Plan funded through Host Amenity funds.

PURPOSE

This report presents recommendations made by the Committee of the Whole at its meeting on November 1, 2019. Council must ratify these Committee motions.

BACKGROUND

Council held its annual budget workshop on November 1, 2019 as a Committee of the Whole. Members reviewed the proposed budget prepared by staff based on Council's strategic priorities, the impact of the plan on property taxes, and considered priority #3 projects that had been removed from the plan. The Committee made two recommendations to add two expenditures into the plan. These recommendations are set out above for Council's consideration.

A budget Village Hall meeting and open house is scheduled for November 18, 2019at 7 pm to present the 2020 to 2024 Financial Plan to the community.

Respectfully submitted,

Leslie Baird

Leslie Baird, Mayor
Chair, Committee of the Whole

6.4 2020-2024 Financial Plan, Committee of the Whole Report
Motion 19-510
Ketler/Sullivan
THAT Council receive the 2020-2024 Financial Plan Committee of the Whole Report.
Carried Unanimously

Motion 19-511
Sullivan/Sproule
THAT Council include the $21,600 Human Resources Consulting budget for five years in the financial plan for 2020 to 2024; and THAT Council allocate $1,000 for the Student Council for 2020 in the 2020 to 2024 Financial Plan funded through Host Amenity funds.
Carried Unanimously