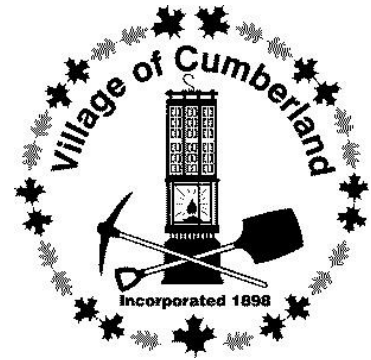


C.O.T.W. AGENDA

24/2020/COTW



The Corporation of the Village of Cumberland

Committee of the Whole Meeting

October 27, 2020 at 10:30 a.m.

and

October 30, 2020 at 10:30 a.m.

Cultural Centre, Buchanan Hall, 2674 Dunsmuir Avenue

2021-2025 Financial Plan Workshop

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

Public attendance by registration only to info@cumberland.ca or to 250-336-2291.
Attendance will be limited to meet physical distancing requirements under order of
the Public Health Officer.

1. Approval of Agenda

1.1 Agenda for the Committee of the Whole meeting, October 27,
2020.

Recommendation:

THAT the Committee of the Whole approve the agenda for the
Committee of the Whole meeting, October 27, 2020.

2. Reports

2.1 Proposed 2021-2025 Financial Plan 1
Prepared by Michelle Mason, Chief Financial Officer/Deputy CAO

Recommendation:

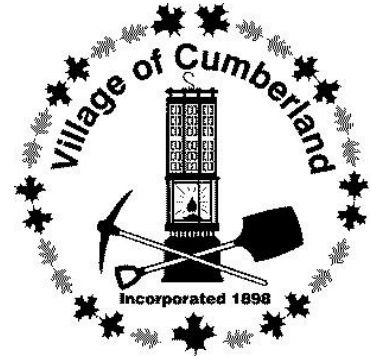
i. THAT the Committee receive the Proposed 2021-2025 Financial
Plan report.

3. Budget Package

3.1 Background, Financial Position, and Proposed Financial Plan
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3.4	Pie Charts	
(a)	2021 Capital Expenditures	
o	including Wastewater Treatment Project	46
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4.	Summary and Direction to Staff Recommendation:	
i.	THAT the Committee of the Whole make any recommendations to Council to change to the proposed 2021-2025 financial plan before to first reading of the financial plan bylaw.	
ii.	THAT the Committee of the Whole direct staff to prepare the public meeting package and the financial plan bylaw for the November 16, 2020 Village Hall/Budget Open House.	
5.	Question Period	
6.	Adjournment	

COMMITTEE OF THE WHOLE REPORT



REPORT DATE: 10/18/2020
MEETING DATE: 10/27/2020

File No. 1700

TO: Mayor and Councillors
FROM: Michelle Mason, Chief Financial Officer/Deputy CAO
SUBJECT: Proposed 2021-2025 Financial Plan

RECOMMENDATION

- i. THAT the Committee receive the Proposed 2021-2025 Financial Plan report.
- ii. THAT the Committee of the Whole make any recommendations to Council to change the proposed 2021-2025 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 16, 2020 Village Hall/Budget Open House.

PURPOSE

The purpose of this report is to introduce the 2021-2025 Financial Plan package for Council's consideration.

PREVIOUS COUNCIL DIRECTION

N/A

BACKGROUND

Process

Staff have prepared the proposed 2021-2025 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 asset 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 2020-2024 five-year financial plan was used to guide the process. For 2021 the plan as presented shows an overall property tax revenue increase of 4.19% for existing 2020 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 were either not one of Council’s strategic priorities or did not fall within the above categories were removed from the budget requests 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 (or utility fees if applicable).

In the 2020-2024 financial plan bylaw that was adopted in January 2020, Council approved a 5.19% tax increase for the 2021 year. Most of the 5.19% increase is for the annual debt payment and increase in operating costs for the new fire hall. Currently the tax revenue increase in the 2021 budget is showing as a 4.19% increase (\$32,116 less than the approved tax increase of 5.19%). The following table outlines a list of the projects that, while staff consider to be a high priority for current service levels, would have increased tax revenues over and above the previously approved 5.19% tax increase and therefore require further Council consideration. In addition, given the pressures that growth has put on operations at the Village, Council may want to consider using some growth taxes (between \$30k and \$50k may be appropriate) in 2021 (and possibly in 2022) instead of transferring it all to the emergency and public safety reserve for policing.

Budget Request Description and Justification for annual budget increases (currently not in the proposed financial plan tax increase of 4.19%)	Budget	Tax Increase
Add 1.0 FTE for Administration & Customer Service new position. This will stabilize employee turnover, provide efficiencies & improve customer service.	\$69,500	2.16%
Increase Janitorial hours by 737 hours (additional 14 hours per week). This increase is required to ensure daily cleaning and touchpoint disinfection of all facilities-previously facilities/washrooms not cleaned on weekends & no midday touchpoints.	\$29,070	0.91%
Increases to the Parks annual operating budget (details in table below)	\$14,600	0.45%
Increase Deputy Fire Chief one day per week (currently four days per week & this budget was part of 2021 budget requests in the previous financial plan so it was included in the 5.19%)	\$15,390	0.48%
Increase Volunteer hourly call out wage from \$18/hour to \$20/hour (this budget was part of 2021 budget requests in the previous financial plan so it was included in the 5.19%)	\$11,100	0.35%
Total Budget Requests for further Consideration	\$139,660	4.35%

Details for Parks increase above	Budget	Tax Increase
Jump Park maintenance	\$2,000	0.06%
Village Park increased maintenance	\$2,000	0.06%
Disc Golf annual maintenance	\$2,000	0.06%
Assess and maintain all trees in parks	\$5,000	0.16%
Raven Wood Park maintenance (new park)	\$2,200	0.07%
Solport Park maintenance (new park-budget will significantly increase once developed)	\$1,400	0.04%
Total	\$14,600	0.45%

Further information for Council to consider when making their decisions on the projects above are:

- Staff estimate that tax revenue generated by growth may be approximately \$80,000 in 2021. In the past residential growth taxes have been contributed to the emergency and public safety reserve to build the tax revenues in order to be able to pay increased policing costs when the Village population hits 5,000 people. Recent information provided by the province estimates that the Village population may hit 5,000 people in the 2026 census and if that is the case, there will need to be additional tax revenues collected of approximately \$800,000 (currently pay \$260k in police tax) in 2027. Currently the Village has \$396,370 in tax revenues is held in reserves for this purpose. At the point of paying 70% of policing costs (5000 population), there will be a significant balance in the emergency and public safety reserve and part of this balance can be used to stabilize the tax increase over a longer period of time after 2027. Due to this information, Council may choose to use all or some of the growth taxes estimated in 2021 and even 2022 to offset current pressures from growth instead of allocating it to tax revenues for policing. The more growth taxes diverted to current expenditures will increase the length of time that the reserve will need to be used to supplement taxes until there is enough to pay the entire amount needed for policing.

The following table shows the estimated balance in the emergency and public safety reserve if an increase of \$30,000 per year is contributed from growth taxes (\$396k is in the plan for the 2021 contribution and the balance includes transfers taken from the reserve for fire hall costs above):

2021	2022	2023	2024	2025	2026	2027
\$1,028,530	\$1,349,300	\$1,752,620	\$2,230,670	\$2,792,870	\$3,429,900	\$3,608,020

- \$9,870 is budgeted annually for Village events (i.e. May Queen luncheon, Victoria Day weekend events, Halloween etc.). Some or all of these events may not occur in 2021 due to COVID. Therefore some or all of this budget may be available in 2021; however, if these events occur in 2022 and future years, tax revenues would need to be increased again in those years for these events if this budget was removed in 2021. The tax

increase associated with this budget is 0.30%. \$85,260 is budgeted annually for the Village’s community grant program (\$10k for seed funds/\$67k for long-term operating agreements/\$8,260 for museum renovations). Host amenity funds is the main source of funding for this program. The host amenity agreement ends in 2032. After this point when that funding source is no longer available, this program will need to be funded through taxes.

- Due to COVID, staff are expecting a reduction of indoor recreation revenues for programming (net of direct costs), facility rentals and memberships of 50% in 2021 and 25% in 2022. The reduction is estimated to be a total of \$79,750 in 2021 and \$39,880 in 2022. However, recreation revenues in the financial plan have been kept at the 2020 levels. In the event that there is a reduction in these revenues in either year, staff will bring forward a budget amendment to Council to fund the shortfall from the general financial stabilization reserve.

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

Note (*) – Increases that were approved by Council last year as part of the 2020-2024 financial plan bylaw.

Note () – Increases to the average residential utility rate user and a median sized parcel for frontage. Includes**

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Increase in tax revenues from 2020 tax payers	4.19%	5.34%	5.14%	5.33%	3.96%
Increase in tax revenues approved in the 2020-2024 financial plan *	5.19%	5.36%	5.19%	5.01%	
Increase in utility fees **	\$32.00	\$32.00	\$32.00	\$32.00	\$28.00
Increase in frontage taxes **	\$19.00	\$20.00	\$20.00	\$20.00	\$20.00
Increase in total utility fees and frontage taxes as a % **	4.67%	4.36%	4.19%	4.02%	3.62%
Estimated water supply upgrades parcel taxes (interest rates have decreased, staff will bring options back to Council regarding parcel charge options)		\$46 to \$66	\$46 to \$66	\$46 to \$66	\$46 to \$66

an increase to solid waste of \$17 per year due to significant collection and tipping fee increases.

Translated to dollars, tax revenues for 2021 are proposed to increase by \$134,451 for existing rate payers, utility fee revenues by \$45,225 and frontage tax revenues by \$41,995 (increases to different types of tax payers are outlined below).

The proposed financial plan will be provided to the public for further comment and a public meeting is scheduled for November 16, 2020 at 7:00 pm to coincide with the Village Hall meeting.

Any changes made by the Committee of the Whole will be included in the public package presented on November 16, 2020. In addition, recommendations from the Committee of the Whole will be brought to Council at the November 9, 2020 regular Council meeting for confirmation. The financial plan and utility fee bylaws will come to Council on November 23, 2020, December 14, 2020 and January 11, 2021 for consideration and final adoption. The tax

rate bylaw will come to Council between April 1 and May 15, 2021 for consideration and final adoption. The frontage tax bylaws will come to Council after February. The bylaws must be adopted before May 15, 2021 to meet statutory deadlines.

Overview of Impacts Proposed

The Financial Plan package contains an overview of relevant financial data, including the proposed change in taxation revenue from 2020 to 2021 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 need 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 significant increases in solid waste collections and composting tipping fees, staff are proposing a \$17 per year increase to user fees for solid waste. The use of the solid waste rate stabilization funds were used in 2020 for an unexpected 46% increase in collection costs and will also be used over the next five years for these expected increases.

The Financial Plan package shows the impact the proposed 2021–2025 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 2020 average assessments are used to compare property taxes for both years. The municipal tax rate is showing as a 4.19% tax increase based on the proposed plan and the tax increase for the taxes collected for the other taxing authorities has been estimated to be 5%. 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. For example, the tax increase for strata type units in 2020 was significantly greater than single family units because the market value for stratas increased at a much higher rate than single family units in Cumberland.

For 2021, property taxes are estimated to increase for an average single family household by \$143, for an average strata type unit by \$105 and for a commercial property with a median assessment value by \$330.

Utility fees and frontage taxes for an average single family household are estimated to increase by \$32 (utility fees) and \$19 (frontage taxes) in 2021. Utility fees and frontage taxes for a strata type unit are estimated to increase by \$38 (utility fees) and \$16 (frontage taxes) in 2021. Utility fees and frontage taxes for the median commercial property are estimated to increase by \$33 (utility fees) and \$16 (frontage taxes) in 2021. Further increases are expected for property taxes, utility fees and frontage taxes until 2025 due to asset management replacement costs, reserve contributions and other Village initiatives to maintain current service levels.

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 \$194 more in 2021:

	<u>2021</u>	<u>2020</u>	<u>Increase</u>
Property Taxes	\$ 2,462	\$ 2,319	\$ 143
Frontage Taxes	305	286	19
Utility Fees (Water, sewer, storm & solid waste)	<u>874</u>	<u>842</u>	<u>32</u>
	<u>\$ 3,641</u>	<u>\$ 3,447</u>	<u>\$ 194</u>

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 \$32,116 in 2021. For every 1% in utility revenue increases, the Village will receive \$18,382 in 2021. For every 1% in frontage tax revenue increases, the Village will receive \$5,277 in 2021.

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, or contributions to reserves funded by taxes, which would in turn reduce operating budgets. As previously mentioned Council has the option of using growth taxes towards 2021 and 2022 additional proposed initiatives. Council also has the option to not approve 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 and utility fee 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 is being paid \$300,000 annually (referred to as “host amenity funds”) over the next 20 years to use for the “betterment” of the Village (final payment year in 2032). 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.

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 \$1,425,029 which leaves a balance owing of \$74,971 for the development's future phase. Staff have been using these funds towards roads infrastructure replacement projects.

There is also a Section 219 Covenant on the CAYET 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 2021-2025 financial plan.

Operating and capital reserves have been used to fund one-off budget requests or to phase tax increases for budgets. In particular, the financial plan is using emergency and public safety reserve funds from 2021 to 2025 for some COVID related projects and also against the new fire hall debt and operating costs to stabilize the tax increase needed as outlined in the following table.

	2021	2022	2023	2024	2025
Fire hall debt annual payment	\$295,330	\$295,330	\$295,330	\$295,330	\$295,330
Fire hall operating costs*	\$36,690	\$37,420	\$38,170	\$38,930	\$39,710
Transfer from emergency & public safety reserve	(\$170,000)	(\$155,000)	(\$110,000)	(\$75,000)	(\$33,000)
Royston Fire Protection area's share (20%)**	(\$66,000)	(\$66,000)	(\$66,000)	(\$66,000)	(\$66,000)
Taxes required	\$96,020	\$111,755	\$157,500	\$193,260	\$236,040

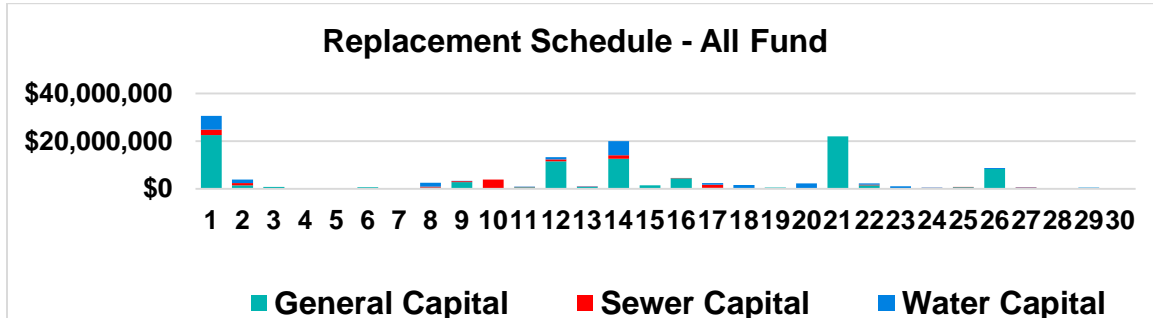
Note*: Operating costs for the old fire hall are still included in the plan until the use of this space is known

Note:** Royston revenues associated with the new fire hall is \$66k – total Royston revenues in the 2021 plan is \$196k

The wastewater treatment upgrades are included in the proposed financial plan 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, at this stage, a parcel charge for this project is not expected.

Reserve Transfers and Balances

Information from a Village Asset Investment Plan was presented to Council in 2019. The replacement value for all assets owned by the Village total \$150.4 million. The graph below shows that the Village will have large values of asset replacements in years 12, 14, 21 and 26 and that based on industry standard life cycles (not Village specific), the Village should be investing \$3.6 million annually towards asset replacement.



Starting in 2022 of the plan, staff have included contributions to the general village asset renewal reserve in the amount equal to 5% of tax revenues (\$160k/\$168k/\$176k/\$179k). Host amenity funds are used to offset tax increases over the years 2022-2025 for the contributions (\$142k/\$124k/4116k/\$108k) until finally 100% of tax revenues will fund these contributions. The purpose of the general village asset renewal capital reserve as outlined in the reserve and surplus policy is to fund major repairs, upgrades, replacement and expansions of the assets for the Village, including municipal facilities. The Village Asset Investment Plan shows the annual contribution for buildings as needing to be \$435k each year. Staff felt that this reserve needed to be funded each year due to the fact that the remaining life of our municipal facilities is 3%.

The current financial plan includes transfers to reserves for asset replacement as per the table below.

Reserve	Balance 2020*	Annual Contributions to Reserve				
		2021	2022	2023	2024	2025
Linear infrastructure assets	\$1,149,570	\$783,990	\$816,690	\$851,690	\$783,290	\$907,140
Community works funds	\$414,210	\$222,980	\$222,980	\$233,050	\$233,050	**
General Village assets	\$79,310	\$0	\$160,000	\$168,000	\$176,400	\$179,930
Water meter replacement	\$486,820	\$93,000	\$93,000	\$93,000	\$93,000	\$93,000
Fire vehicle and protective equipment	\$76,060	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500
Sewer and water infrastructure assets	\$483,260	\$0	\$0	\$0	\$0	\$0
Total	\$2,689,230	\$1,187,470	\$1,380,170	\$1,433,240	\$1,373,240	\$1,267,570

Note *: This is the estimated balance after 2020 approved projects are funded by the reserve.

Note **: Community Works funds are contributed annually and the current agreement expires in 2024.

ALTERNATIVES

1. Council can direct staff to bring back further information.
2. Not proceed with any action at this time.

STRATEGIC OBJECTIVE

- Healthy Community
- Quality Infrastructure Planning and Development
- Comprehensive Community Planning
- Economic Development

FINANCIAL IMPLICATIONS

The bottom line proposed increase to municipal property tax revenue for the municipality in 2021 is 4.19% from existing 2020 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 analyze 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.

CONCURRENCE

All department managers and staff contributed to the financial plan package information and will speak to their individual department budgets.

Respectfully submitted,

Michelle Mason
Chief Financial Officer/Deputy CAO

Clayton Postings
Chief Administrative Officer

The Corporation of the Village of Cumberland
Proposed 2021 - 2025 Financial Plan
OVERVIEW MATERIALS

2021 Opening Financial Position

	Unaudited <u>2020</u>	Audited <u>2019</u>	<u>Change</u>	<u>% Change</u>
Accumulated Surplus				
General	\$ 1,150,000	\$ 1,175,827	\$ (25,827)	(2.20%)
Water	220,000	441,416	(221,416)	(50.16%)
Sewer	280,000	362,944	(82,944)	(22.85%)
	<u>\$ 1,650,000</u>	<u>\$ 1,980,188</u>	<u>\$ (330,188)</u>	<u>(16.67%)</u>
General surplus reserved	15,975	14,820	1,155	7.79%
Water surplus reserved	-	-	-	
Sewer surplus reserved	-	-	-	
	<u>\$ 1,665,975</u>	<u>\$ 1,995,008</u>	<u>\$ (329,033)</u>	<u>(16.49%)</u>
Reserve Balances (statutory & established by bylaw)				
General Fund Financial Stabilization Reserve	779,957	1,104,977	(325,020)	(29.41%)
General Village Asset Replacement Reserve	79,313	3,103	76,210	2456.15%
Host Amenity Funds Reserve	113,742	236,205	(122,462)	(51.85%)
Community Works Funds Gas Tax Reserve	414,212	400,063	14,149	3.54%
Fire Vehicle and Protective Equipment Replacement Reserve	76,065	483,870	(407,805)	(84.28%)
Emergency & Public Safety Reserve	835,520	510,032	325,488	63.82%
Water Fund Financial Stabilization Reserve	143,525	300,000	(156,475)	(52.16%)
Water Meter Replacement Reserve	486,825	387,685	99,140	25.57%
Infrastructure Asset Renewal Reserve	1,149,568	1,190,347	(40,779)	(3.43%)
Sewer Fund Financial Stabilization Reserve	235,636	206,038	29,598	14.37%
Sewer and Water Infrastructure Asset Replacement	483,266	635,531	(152,265)	(23.96%)
Parkland Development	112,289	155,708	(43,419)	(27.88%)
Land	1,185	1,161	24	2.10%
	<u>\$ 4,911,103</u>	<u>\$ 5,614,719</u>	<u>\$ (703,616)</u>	<u>(12.53%)</u>

Estimated available borrowing \$13 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. sewer treatment)

**The Corporation of the Village of Cumberland
Proposed 2021 - 2025 Financial Plan
OVERVIEW MATERIALS**

Assumptions For Financial Plan

	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Wages & General Inflation	2.00%	2.00%	2.00%	2.00%
Utilities & Insurance	3.00%	3.00%	3.00%	3.00%
Short-Term Debt Interest Rate	1.83%	1.93%	2.03%	2.13%
Long-Term Debt Interest Rate (20 year term)	3.00%	3.00%	3.00%	3.00%

Proposed Property Tax Revenue Increase - Municipal Purposes

	<u>Proposed</u> <u>2021</u>	<u>Actual</u> <u>2020</u>	<u>Change</u>	<u>% Change</u>
Property tax revenues	\$ 3,346,110	3,211,620	\$ 134,490	4.19%
Less estimated growth related changes			-	
Total increase to property tax revenues from 2020 rate payers in all assessment classes			<u>\$ 134,490</u>	<u>4.19%</u>

Based on 2020 every 1% change in taxation adds approximately \$32116 to the plan, calculated as follows:

	<u>2020</u>	<u>1%</u> <u>Increase</u>	<u>Total After</u> <u>1% Increase</u>
Property taxes collected	\$ 3,211,620	32,116	\$ 3,243,736

THE CORPORATION OF THE VILLAGE OF CUMBERLAND

BYLAW NO. 1138

A Bylaw to adopt the 2021 - 2025 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 “2021 - 2025 Financial Plan Bylaw No. 1138, 2020”.
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, 2021 and ending December 31, 2025.
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, 2021 until amended, repealed or replaced.

READ A FIRST TIME THIS	DAY OF	2020.
READ A SECOND TIME THIS	DAY OF	2020.
READ A THIRD TIME THIS	DAY OF	2020.
ADOPTED THIS	DAY OF	2021.

Mayor

Corporate Officer

Schedule A
2021 – 2025 Financial Plan

	2021	2022	2023	2024	2025
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
REVENUES					
Property taxes & payments in lieu	\$ (3,403,080)	\$ (3,581,625)	\$ (3,762,795)	\$ (3,960,345)	\$ (4,114,875)
Parcel taxes	(674,730)	(720,030)	(766,740)	(815,070)	(831,820)
Sale of services & fees	(2,088,830)	(2,176,370)	(2,268,060)	(2,360,680)	(2,447,180)
Sale of services to other government	(470,510)	(474,440)	(478,450)	(260,410)	(265,620)
Transfers from other government	(8,219,000)	(1,141,090)	(4,553,260)	(1,735,280)	(1,156,870)
Other revenue	(669,660)	(669,480)	(693,470)	(565,180)	(596,890)
	<u>(15,525,810)</u>	<u>(8,763,035)</u>	<u>(12,522,775)</u>	<u>(9,696,965)</u>	<u>(9,413,255)</u>
EXPENSES					
Other municipal purposes	5,762,160	6,129,145	6,517,255	6,471,655	6,553,275
Debt interest	269,460	271,770	316,200	314,320	314,640
Amortization	1,469,270	1,469,270	1,469,270	1,469,270	1,469,270
	<u>7,500,890</u>	<u>7,870,185</u>	<u>8,302,725</u>	<u>8,255,245</u>	<u>8,337,185</u>
NET (REVENUES) EXPENSES	<u>(8,024,920)</u>	<u>(892,850)</u>	<u>(4,220,050)</u>	<u>(1,441,720)</u>	<u>(1,076,070)</u>
ADJUSTMENTS					
Acquisition of capital assets	10,800,750	1,346,910	5,130,780	2,276,780	1,636,450
Add back amortization	(1,469,270)	(1,469,270)	(1,469,270)	(1,469,270)	(1,469,270)
Proceeds from borrowing	(2,684,000)	(38,000)	(110,000)	(161,350)	(19,000)
Principal payments on debt	704,030	726,260	965,890	925,240	814,140
TOTAL ADJUSTMENTS	<u>7,351,510</u>	<u>565,900</u>	<u>4,517,400</u>	<u>1,571,400</u>	<u>962,320</u>
CHANGE IN CONSOLIDATED FUNDS	<u>(673,410)</u>	<u>(326,950)</u>	<u>297,351</u>	<u>129,680</u>	<u>(113,750)</u>
TRANSFER FROM RESERVES					
Reserves	(1,556,690)	(2,105,930)	(2,415,900)	(1,867,820)	(1,545,640)
Development Cost charges	-	-	(302,110)	(400,110)	(344,110)
TRANSFER TO RESERVES					
Reserves	2,230,100	2,432,880	2,420,660	2,138,250	2,003,500
TRANSFER TO / (FROM) RESERVES	<u>673,410</u>	<u>326,950</u>	<u>(297,350)</u>	<u>(129,680)</u>	<u>113,750</u>
TRANSFER TO/(FROM) ACCUMULATED SURPLUS	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

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 2021 (based on 2020 Revised Assessment Roll)

Revenue Source	% Total Revenue	Dollar Value
Government Grants	45%	8,219,000
Property Value Taxes & Payments in Lieu	19%	3,403,080
Proceeds from Borrowing	15%	2,684,000
Sale of Services and Fees	14%	2,559,340
Parcel Taxes	4%	674,730
Other Revenue	3%	669,660
Total	100%	18,209,810

1. Grant funding is the largest source of revenue for the Village in 2021 due to an *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.
2. Property value tax is typically the primary source for operating funds for general municipal purposes; however, in 2021, due to extensive grants, it has become the second 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.
3. 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 third largest source of revenue for the Village in 2021. This is due to borrowing in the amount of \$2.6 million for the construction of a wastewater treatment plant (total cost is \$9.7m with \$7m in grants).

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. 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.
6. 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.

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 2020 Revised Assessment Roll)

Property Class	Ratio	% Total Property Tax	Dollar Value
1. Residential	1.00	75%	2,525,325
2. Utilities	21.09	2%	61,248
3. Supportive Housing			
4. Major Industry			
5. Light Industry	3.11	2%	79,268
6. Business and Other	2.93	16%	548,579
7. Managed forest	9.18	4%	129,379
8. Recreation & Non Profit	1.00	0%	2,332
9. Farm	1.00	0%	0
Total		100%	3,346,131

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.

**The Corporation of the Village of Cumberland
Proposed 2021 - 2025 Financial Plan
Based On BC Assessment Revised Roll - March 2020**

Proposed Property Tax Impact on Average Residential Single Family Household

	Proposed 2021	2020	Change	% Change
Total taxes payable	\$ 3,232	\$ 3,089	\$ 143	5%
Home owner grant	(770)	(770)	-	0%
Net property tax	\$ 2,462	\$ 2,319	\$ 143	6%
Frontage parcel tax (median lot size)	305	286	19	7%
Property taxes	\$ 2,767	\$ 2,605	\$ 162	6%
Average Utility Fees (Water, Sewer, Storm & Solid Waste)	874	842	32	4%
Total Overall Change from 2020	\$ 3,641	\$ 3,447	\$ 194	6%

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

	Proposed 2021	2020	Change	% Change
Total taxes payable	\$ 2,370	\$ 2,265	\$ 105	5%
Home owner grant	(770)	(770)	-	0%
	\$ 1,600	\$ 1,495	\$ 105	7%
Frontage parcel tax (median lot size)	255	239	16	7%
	\$ 1,855	\$ 1,734	\$ 121	7%
Average Utility Fees (Water, Sewer, Storm & Solid Waste)	839	801	38	5%
Total Overall Change from 2020	\$ 2,694	\$ 2,535	\$ 159	6%

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 2021	2020	Change	% Change
Total taxes payable	\$ 7,529	\$ 7,199	\$ 330	5%
Frontage tax (median tax)	255	239	16	7%
Property Taxes	\$ 7,784	\$ 7,438	\$ 346	5%
Median Utility Fees (Water, Sewer, Storm & Solid Waste)	919	886	33	4%
Total Overall Change from 2020	\$ 8,703	\$ 8,324	\$ 379	5%

* The assessment roll for 2021 is not available - the proposed tax revenue increase has been applied to the 2020 taxes payable. Once the assessment roll for 2021 is available this increase may change based on assessment changes.

** Unknown taxes collected for other taxing authorities are estimated to increase by 5% at this time

CORPORATION OF THE VILLAGE OF CUMBERLAND
October 27, 2020 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
TOTAL

	Proposed Budget 2021	Budget 2020	Change	% Chg
STAFF				
Full time	31.00	30.00	1.00	3.33%
Part time and seasonal	3.67	3.67	-	0.00%
	<u>34.67</u>	<u>33.67</u>	<u>1.00</u>	<u>2.97%</u>
Volunteer Fire Fighters	30-35	30-35		
FINANCIAL				
Own source revenues	\$ (11,572,530)	\$ (8,298,045)	\$ (3,274,485)	39.46%
Operating	5,762,160	5,922,255	(160,095)	(2.70%)
Debt service - interest	269,460	242,285	27,175	11.22%
Capital expenditures	10,800,750	11,446,305	(645,555)	(5.64%)
Amortization	1,469,270	1,499,380	(30,110)	(2.01%)
	<u>18,301,640</u>	<u>19,110,225</u>	<u>(808,585)</u>	<u>(4.23%)</u>
Add back amortization	(1,469,270)	(1,499,380)	30,110	(2.01%)
Borrowing	(2,684,000)	(5,824,520)	3,140,520	(53.92%)
Principal reduction	704,030	503,480	200,550	39.83%
	<u>(3,449,240)</u>	<u>(6,820,420)</u>	<u>3,371,180</u>	<u>(49.43%)</u>
Transfers to / (from) reserves	673,410	(161,880)	835,290	(515.99%)
Draw from / (contribution to) general revenue	<u>\$ 3,953,280</u>	<u>\$ 3,829,880</u>	<u>123,400</u>	<u>3.22%</u>
GENERAL REVENUE				
Property taxes	\$ 3,346,110	\$ 3,211,620	\$ 134,490	4.19%
Payment in lieu	56,970	55,060	1,910	3.47%
Small Community Grant	512,000	525,000	(13,000)	(2.48%)
Interest and penalties	38,200	38,200	-	0.00%
	<u>\$ 3,953,280</u>	<u>\$ 3,829,880</u>	<u>\$ 123,400</u>	<u>3.22%</u>

CORPORATION OF THE VILLAGE OF CUMBERLAND
October 27, 2020 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
ENVIRONMENTAL HEALTH SERVICES
(SOLID WASTE, WATER, SEWER, STORM)

	Proposed Budget 2021	Budget 2020	Change	% Chg
FINANCIAL				
Own source revenues	\$ (9,867,160)	\$ (6,618,305)	\$ (3,248,855)	49.09%
Operating - Solid Waste	344,270	246,950	97,320	39.41%
Operating - Water	708,560	718,875	(10,315)	(1.43%)
Operating - Sewer	502,830	463,390	39,440	8.51%
Debt service - interest	130,610	147,015	(16,405)	(11.16%)
Capital expenditures	10,243,690	6,173,695	4,069,995	65.92%
Amortization	449,020	451,480	(2,460)	(0.54%)
	<u>12,378,980</u>	<u>8,201,405</u>	<u>4,177,575</u>	<u>50.94%</u>
Add back amortization	(449,020)	(451,480)	2,460	(0.54%)
Borrowing	(2,619,000)	(1,485,000)	(1,134,000)	76.36%
Principal reduction	173,310	105,900	67,410	63.65%
	<u>(2,894,710)</u>	<u>(1,830,580)</u>	<u>(1,064,130)</u>	<u>58.13%</u>
Transfers to / (from) reserves	382,890	247,480	135,410	54.72%
Draw from / (contribution to) general revenue	\$ -	\$ -	\$ -	

ESTIMATED IMPACT ON GENERAL REVENUE

*Increase in 2021 Utility Fees and Frontage Tax Revenues
(average residential) 4.51%*

SOLID WASTE

Annual Operating Budget Increase

Increase in utility fees from rate increase (\$17 per resident)	(36,120)
Expected increase in collection costs with a new contract	22,160
Expected increase in landfill tipping fees	74,860

Key Adjustments, Project Requests & Reserve Transfers

Net transfers to/(from) rate stabilization reserve	(59,500)
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WATER

Annual Operating Budget Increase

Increase in utility fees (\$7 per average resident)	
Increase in frontage taxes (\$5.40 per average resident parcel)	(10,995)
Increase to hydro and property insurance costs for water treatment plant	53,240

Key Adjustments, Project Requests & Reserve Transfers

Net transfers to/(from) rate stabilization reserve	(13,200)
Transfer to water meter replacement reserve	93,000
Transfer to Royston water sales dependency reduction reserve	148,760
Transfer to infrastructure asset renewal reserve	173,570

CORPORATION OF THE VILLAGE OF CUMBERLAND
October 27, 2020 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
ENVIRONMENTAL HEALTH SERVICES
(SOLID WASTE, WATER, SEWER, STORM)

Water Infrastructure

Hydrant replacement (one per year)	12,230
Installation of water level and quality monitoring equipment on dam infrastructure	29,000
Host amenity funding for water monitoring equipment	(28,000)
Linear infrastructure asset replacement projects (listed in capital projects)	120,690
Transfer from infrastructure asset renewal reserve	(120,690)
Debt payment for water supply projects	76,800
Parcel Charge for water supply projects long-term debt	(111,800)

SEWER

Annual Operating Budget Increase

Increase in utility fees from growth plus rate increase (\$6 per average resident)	(10,965)
Increase in frontage taxes (\$7.40 per average resident parcel)	(16,000)

Key Adjustments, Project Requests & Reserve Transfers

Net transfers to/(from) rate stabilization reserve	131,000
Transfer to infrastructure asset renewal reserve	207,520

Sewer Infrastructure

Royston Road sewer lift station pump replacement	7,000
Linear infrastructure asset replacement projects (listed in capital projects)	198,090
Transfer from infrastructure asset renewal reserve	(198,090)
Wastewater treatment capital upgrades	9,700,000
Investing in Canada Infrastructure grant at 73%	(7,081,000)
Borrowing through Green Municipal Funds	(2,619,000)
Interim construction debt interest payment for wastewater project	45,180

STORM

Annual Operating Budget Increase

Increase in frontage taxes (\$7.10 per average resident parcel)	(15,000)
Increase to annual storm maintenance operating budget for inflow and infiltration annual inspections	10,000

Key Adjustments, Project Requests & Reserve Transfers

Transfer to infrastructure asset renewal reserve	210,000
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Storm Infrastructure

Willard Ave Storm_ Installation of approximately 40m of 200mm storm pipe to deal with a storm water flooding issue at the end of a stub road off of Willard Avenue	23,700
Linear infrastructure asset replacement projects (listed in capital projects)	152,980
Transfer from infrastructure asset renewal reserve	(161,480)
<i>Net adjustments to base (removal of 2020 one-time projects & minor cost adjustments)</i>	<u><u>(1,007,940)</u></u>
	<u><u>-</u></u>

CORPORATION OF THE VILLAGE OF CUMBERLAND
October 27, 2020 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
TRANSPORTATION SERVICES

	Proposed Budget 2021	Budget 2020	Change	% Chg
STAFF				
Full time	10.00	10.00	-	0.00%
Part time and seasonal	1.43	1.43	-	0.00%
	11.43	11.43	-	0.00%
<i>(Staffing count is prior to inter-department allocations)</i>				
FINANCIAL				
Own source revenues	\$ (215,740)	\$ (200,435)	\$ (15,305)	7.64%
Operating	789,700	858,735	(69,035)	(8.04%)
Debt service - interest	17,680	30,780	(13,100)	(42.56%)
Capital expenditures	365,510	826,220	(460,710)	(55.76%)
Amortization	798,200	831,355	(33,155)	(3.99%)
	1,971,090	2,547,090	(576,000)	(22.61%)
Add back amortization	(798,200)	(831,355)	33,155	(3.99%)
Borrowing	-	(143,830)	143,830	(100.00%)
Principal reduction	307,910	319,870	(11,960)	(3.74%)
	(490,290)	(655,315)	165,025	(25.18%)
Transfers to / (from) reserves	(239,060)	(658,780)	419,720	(63.71%)
Draw from / (contribution to) general revenue	\$ 1,026,000	\$ 1,032,560	\$ (6,560)	(0.64%)

ESTIMATED IMPACT ON GENERAL REVENUE

based on \$32116 =1% tax increase (0.20%)

Annual Operating Budget Increase and Key Adjustments

Transfer to accumulated surplus to pay for capital project over five years 29,820
Parcel tax for local service area Cumberland Road landscaping (35,220)

Key Adjustments, Project Requests & Reserve Transfers

Transfer to infrastructure asset renewal reserve 192,900
Transfer from general developer amenity funds for asset reserve contribution (110,000)
Landfill corridor garbage pickup program 15,600
Transfer from financial stabilization reserve - CVRD solid waste roads maintenance funds (15,600)
Traffic & pedestrian data collection then a multi-model transportation master plan 13,000
Transfer from host amenity funds for traffic data collection (13,000)
Confined space testing equipment 2,000
Transfer from water stabilization reserve for equipment testing (2,000)
Electric vehicle charging station 50,000
Clean BC grant for charging station (35,000)
Transfer from host amenity funds for charging station (15,000)
Install solar powered x-walk lights 27,000
ICBC funding for x-walk (14,300)
Transfer from host amenity funds for x-walk (7,700)

CORPORATION OF THE VILLAGE OF CUMBERLAND
October 27, 2020 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
TRANSPORTATION SERVICES

Roads Infrastructure

Sidewalk improvements (listed in capital projects)	43,500
Transfer from infrastructure asset renewal reserve	(43,500)
Chip Seal Gravel Roads: Hope and Bevan Road	80,000
New access road to sewer main on south side of Dunsmuir Ave	29,100
Transfer from infrastructure asset renewal reserve	(90,010)
Linear infrastructure asset replacement projects (listed in capital projects)	135,910
Transfer from infrastructure asset renewal and CWF reserves	(135,910)
<i>Net adjustments to base (removal of 2020 one-time projects & minor cost adjustments)</i>	<u><u>(108,150)</u></u>
	<u><u>(6,560)</u></u>

CORPORATION OF THE VILLAGE OF CUMBERLAND
October 27, 2020 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
GENERAL GOVERNMENT

	Proposed Budget 2021	Budget 2020	Change	% Chg
STAFF				
Full time	9.00	9.00	-	0.00%
Part-time	-	-	-	
	9.00	9.00	-	0.00%
<i>(Staffing count is prior to inter-department allocations)</i>				
FINANCIAL				
Own source revenues	\$ (629,790)	\$ (626,610)	\$ (3,180)	0.51%
Operating - Council	116,740	112,050	4,690	4.19%
Operating-CAO & Legislative Services	563,040	689,475	(126,435)	(18.34%)
Operating-Financial Services	311,510	333,985	(22,475)	(6.73%)
Debt service - interest & bank charges	-	-	-	
Capital expenditures	-	-	-	
Amortization	16,700	16,705	(5)	(0.03%)
	1,007,990	1,152,215	(144,225)	(12.52%)
Add back amortization	(16,700)	(16,705)	5	(0.03%)
Borrowing	-	-	-	
Principal reduction	-	-	-	
	(16,700)	(16,705)	5	(0.03%)
Transfers to / (from) reserves	896,340	687,020	209,320	30.47%
Draw from / (contribution to) general revenue	\$ 1,257,840	\$ 1,195,920	\$ 61,920	5.18%
ESTIMATED IMPACT ON GENERAL REVENUE				
<i>based on \$32116 =1% tax increase</i>	<i>1.93%</i>			

COUNCIL

Annual Operating Budget Increase and Key Adjustments

Increase in Council remuneration as per bylaw 1089	3,700
Council committee annual costs	2,850
Council Chambers Indigenous art piece and engagement	1,000
Transfer from host amenity for engagement	(1,000)

CAO & LEGISLATIVE SERVICES

Key Adjustments, Project Requests & Reserve Transfers

Council Chamber Display_65' digital screen display	3,500
Resiliency & recovery grant for display purchase	(3,500)

CORPORATION OF THE VILLAGE OF CUMBERLAND
October 27, 2020 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
GENERAL GOVERNMENT

FINANCIAL & INFORMATION TECHNOLOGY SERVICES

Annual Operating Budget Increase

Decrease in interest revenue due to significant reduction in interest rates	11,200
Information technology contract increase with CVRD annualized from 9 months in 2020	12,975
Cascade Council priorities tracking software	5,000
Transfer from host amenity funds for Cascade	(5,000)

Key Adjustments, Project Requests & Reserve Transfers

Policing reserve contribution from taxes generated from residential growth	396,370
Electronic utility bills in financial system	10,000
Transfer from host amenity funds for utilities	(8,070)
HRISMyWay_payroll system for employee self time entry/HR data collection/electronic	11,120
Transfer from emergency & Public Safety reserve for HRIS	(9,620)
<i>Net adjustments to base (removal of 2020 one-time projects & minor cost adjustments)</i>	<u>(368,605)</u>
	<u><u>61,920</u></u>

CORPORATION OF THE VILLAGE OF CUMBERLAND
October 27, 2020 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
PLANNING & DEVELOPMENT

	Proposed Budget 2021	Budget 2020	Change	% Chg
STAFF				
Full time	3.00	3.00	-	
	<u>3.00</u>	<u>3.00</u>	<u>-</u>	<u>0.00%</u>
<i>(Staffing count is prior to inter-department allocations)</i>				
FINANCIAL				
Own source revenues	\$ (223,700)	\$ (230,700)	\$ 7,000	(3.03%)
Operating	527,750	510,620	17,130	3.35%
Debt service - interest	-	-	-	
Capital expenditures	-	-	-	
Amortization	-	-	-	
	<u>527,750</u>	<u>510,620</u>	<u>17,130</u>	<u>3.35%</u>
Add back amortization	-	-	-	
Borrowing	-	-	-	
Principal reduction	-	-	-	
	<u>-</u>	<u>-</u>	<u>-</u>	
Transfers to / (from) reserves	(69,500)	(60,380)	(9,120)	15.10%
Draw from / (contribution to) general revenue	<u>\$ 234,550</u>	<u>\$ 219,540</u>	<u>\$ 15,010</u>	<u>6.84%</u>

ESTIMATED IMPACT ON GENERAL REVENUE

based on \$32116 =1% tax increase

0.47%

Annual Operating Budget Increase and Key Adjustments

Reduction in planning and building revenues based on expected workplan 11,500

Key Adjustments, Project Requests & Reserve Transfers

Civic facilities and property review 65,000

Transfer from host amenity funds for facility review (65,000)

Statement of Significance (SOS) 9,000

Transfer from host amenity funds for SOS (4,500)

Heritage BC grant for SOS (4,500)

Net adjustments to base (removal of 2020 one-time projects & minor cost adjustments) 3,510

15,010

CORPORATION OF THE VILLAGE OF CUMBERLAND
October 27, 2020 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
PROTECTIVE SERVICES

	Proposed Budget 2021	Budget 2020	Change	% Chg
STAFF				
Full time	2.00	2.00	-	0.00%
Part time and seasonal	0.80	0.80	-	0.00%
	<u>2.80</u>	<u>2.80</u>	-	<u>0.00%</u>
Volunteer Fire Fighters <i>(Staffing count is prior to inter-department allocations)</i>	30-35	30-35		
FINANCIAL				
Own source revenues	\$ (293,840)	\$ (242,650)	\$ (51,190)	21.10%
Operating - Bylaw and Community Safety	119,050	134,825	(15,775)	(11.70%)
Operating - Fire Services	514,670	490,710	23,960	4.88%
Debt service - interest	121,170	64,250	56,920	88.59%
Capital expenditures	92,500	4,411,890	(4,319,390)	(97.90%)
Amortization	62,000	60,780	1,220	2.01%
	<u>909,390</u>	<u>5,162,455</u>	<u>(4,253,065)</u>	<u>(82.38%)</u>
Add back amortization	(62,000)	(60,780)	(1,220)	2.01%
Borrowing	(65,000)	(4,195,690)	4,130,690	(98.45%)
Principal reduction	222,810	59,000	163,810	277.64%
	<u>95,810</u>	<u>(4,197,470)</u>	<u>4,293,280</u>	<u>(102.28%)</u>
Transfers to / (from) reserves	(110,000)	(175,180)	65,180	(37.21%)
Draw from / (contribution to) general revenue	\$ 601,360	\$ 547,155	\$ 54,205	9.91%

ESTIMATED IMPACT ON GENERAL REVENUE

based on \$32116 =1% tax increase 1.69%

BYLAW & COMMUNITY SAFETY SERVICES

Annual Operating Budget Increase and Key Adjustments

Increase to Emergency Preparedness contract with CVRD 5,500
 Increase annual operating budget for bear aware supplies & initiatives to replace the
 WildsafeBC coordinator program 1,500

Key Adjustments, Project Requests & Reserve Transfers

Bylaw Van replacement 65,000
 Borrowing for bylaw van (65,000)
 Debt payments for bylaw van debt (3 months in 2021/\$12k in 2022) 2,970

CORPORATION OF THE VILLAGE OF CUMBERLAND
October 27, 2020 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
PROTECTIVE SERVICES

FIRE SERVICES

Annual Operating Budget Increase and Key Adjustments

New fire hall increased operating costs	36,690
New fire hall annual debt payments	295,330
Transfer from emergency & public safety reserve to stabilize increase related to new fire hall costs	(170,000)

Key Adjustments, Project Requests & Reserve Transfers

Transfer to fire capital vehicle & protective equipment reserve	87,500
Equipment replacement for wildfire protection unit	4,000
Reimbursement from forestry for equipment	(4,000)

Capital Projects

Turnout Gear replacement (three sets)	7,500
Transfer from fire capital vehicle & protective equipment reserve for turnout gear	(7,500)
New boat motor for rescue boat kept at Cumberland Lake	20,000
Transfer from fire vehicle equipment & protective equipment reserve for boat motor	(20,000)
<i>Net adjustments to base (removal of 2020 one-time projects & minor cost adjustments)</i>	<u>(205,285)</u>
	<u><u>54,205</u></u>

CORPORATION OF THE VILLAGE OF CUMBERLAND
October 27, 2020 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
RECREATION SERVICES

	Proposed Budget 2021	Budget 2020	Change	% Chg
STAFF				
Full time	5.00	5.00	-	0.00%
Part time and seasonal	1.44	1.44	-	0.00%
	<u>6.44</u>	<u>6.44</u>	-	<u>0.00%</u>
<i>(Staffing count is prior to inter-department allocations)</i>				
FINANCIAL				
Own source revenues	\$ (236,300)	\$ (299,800)	\$ 63,500	(21.18%)
Operating-Recreation Services	725,360	822,485	(97,125)	(11.81%)
Debt service - interest	-	240	(240)	(100.00%)
Capital expenditures	-	-	-	
Amortization	33,250	30,640	2,610	8.52%
	<u>758,610</u>	<u>853,365</u>	<u>(94,755)</u>	<u>(11.10%)</u>
Add back amortization	(33,250)	(30,640)	(2,610)	8.52%
Borrowing	-	-	-	
Principal reduction	-	18,710	(18,710)	(100.00%)
	<u>(33,250)</u>	<u>(11,930)</u>	<u>(21,320)</u>	<u>178.71%</u>
Transfers to / (from) reserves	(7,500)	(58,180)	50,680	(87.11%)
Draw from / (contribution to) general revenue	\$ 481,560	\$ 483,455	\$ (1,895)	(0.39%)
ESTIMATED IMPACT ON GENERAL REVENUE				
<i>based on \$32116 =1% tax increase</i>				
			(0.06%)	

RECREATION SERVICES

Annual Operating Budget Increase and Key Adjustments

Net loss from external childcare program (will administer their own program in 2021)	8,620
<u>Key Adjustments, Project Requests & Reserve Transfers</u>	
Cultural Centre soffit replacement	7,500
Transfer from general Village asset renewal reserve Cultural Centre repairs	(7,500)
<i>Net adjustments to base (removal of 2020 one-time projects & minor cost adjustments)</i>	<u>(10,515)</u>
	<u>(1,895)</u>

CORPORATION OF THE VILLAGE OF CUMBERLAND
October 27, 2020 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
COMMUNITY & CULTURAL SERVICES

	Proposed Budget 2021	Budget 2020	Change	% Chg
FINANCIAL				
Own source revenues	\$ (11,000)	\$ (11,000)	\$ -	0.00%
Operating-Community Events	106,000	107,235	(1,235)	(1.15%)
Operating-Museum (Facility Costs & Grant-In-Aid to be awarded through program)	8,710	8,160	550	6.74%
Debt service - interest	-	-	-	
Capital expenditures	-	-	-	
Amortization	-	-	-	
	<u>114,710</u>	<u>115,395</u>	<u>(685)</u>	<u>(0.59%)</u>
Add back amortization	-	-	-	
Borrowing	-	-	-	
Principal reduction	-	-	-	
	<u>-</u>	<u>-</u>	<u>-</u>	
Transfers to / (from) reserves	<u>(85,260)</u>	<u>(85,260)</u>	<u>-</u>	<u>0.00%</u>
Draw from / (contribution to) general revenue	<u>\$ 18,450</u>	<u>\$ 19,135</u>	<u>\$ (685)</u>	<u>(3.58%)</u>

ESTIMATED IMPACT ON GENERAL REVENUE

based on \$32116 =1% tax increase (0.02%)

COMMUNITY, EVENTS & CULTURE

Annual Operating Budget Increase and Key Adjustments

Council to consider up to \$10,000 for special project community grant program	10,000
Community Grants for long-term operating through service agreements	67,000
Transfer from host amenity funds for community grants	(77,000)
Additional Funding for Museum for Heung Foundation renovations	8,260
Transfer from financial stabilization reserve for community grants (2018 growth taxes)	(8,260)
<i>Net adjustments to base (removal of 2020 one-time projects & minor cost adjustments)</i>	<u>(685)</u>
	<u>(685)</u>

CORPORATION OF THE VILLAGE OF CUMBERLAND
October 27, 2020 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
PARK SERVICES

	Proposed Budget <u>2021</u>	Budget <u>2020</u>	<u>Change</u>	<u>% Chg</u>
STAFF				
Full time	1.00	1.00	-	0.00%
	<u>1.00</u>	<u>1.00</u>	<u>-</u>	<u>0.00%</u>
<i>(Staffing count is prior to inter-department allocations)</i>				
FINANCIAL				
Own source revenues	\$ (63,600)	\$ (38,815)	\$ (24,785)	63.85%
Operating-Parks	378,810	376,595	2,215	0.59%
Debt service - interest	-	-	-	
Capital expenditures	96,550	32,000	64,550	201.72%
Amortization	107,000	105,630	1,370	1.30%
	<u>582,360</u>	<u>514,225</u>	<u>68,135</u>	<u>13.25%</u>
Add back amortization	(107,000)	(105,630)	(1,370)	1.30%
Borrowing	-	-	-	
Principal reduction	-	-	-	
	<u>(107,000)</u>	<u>(105,630)</u>	<u>(1,370)</u>	<u>1.30%</u>
Transfers to / (from) reserves	(91,000)	(52,600)	(38,400)	73.00%
Draw from / (contribution to) general revenue	<u>\$ 320,760</u>	<u>\$ 317,180</u>	<u>\$ 3,580</u>	<u>1.13%</u>

ESTIMATED IMPACT ON GENERAL REVENUE

based on \$32116 =1% tax increase

0.11%

PARK SERVICES

Cell phone addition for Parks & Outdoor Recreation Coordinator	960
Cumberland Community Forest & Trail Networks	
Accessibility improvements_install two benches on South Wellington Colliery Trail	4,830
Project will go forward if accessibility grant is available and successful	(4,200)
Rotary road to recreation preliminary planning and design_50/50 cost share with Rotary	6,000
Contribution from Rotary and transfer from host amenity funds for the Village's share	(6,000)

CORPORATION OF THE VILLAGE OF CUMBERLAND
October 27, 2020 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
PARK SERVICES

Village Park

Playground: engineered wood fiber top up	6,720
Transfer from host amenity for Playground: engineered wood fiber top up	(5,500)
Playground: zipline repairs	14,500
Transfer from host amenity for Playground: zipline repairs	(14,500)

Capital Projects - Village Park

Install two new picnic tables in family area	5,720
Recovery & Resiliency grant for picnic tables	(5,000)
Install five in-ground garbage receptacles in various parks (starting in Village Park)	15,000
Recovery & Resiliency grant recptacles	(13,000)

Lake Park

Bike racks	3,010
Recovery & Resiliency grant for bike racks	(2,000)
Park information sign_install basic park entrance sign	3,000
Recovery & Resiliency grant for sign	(3,000)
Campsites 106-108: lakeshore planning and conceptual design	3,000
Transfer from host amenity for Campsites	(3,000)

Capital Projects - Lake Park

Boat launch facility: planning and design (Concept Phase)	5,000
Transfer from host amenity funds for noat launch design	(5,000)

Boat launch dock upgrades_replace existing log floats with new docks (phase II in 2022)	35,000
Transfer from host amenity funds for Boat launch dock upgrades	(35,000)
Swimming buoy install_replace log booms with new buoys/markers	25,000
Transfer from host amenity funds for Swimming buoy	(25,000)
<i>Net adjustments to base (removal of 2020 one-time projects & minor cost adjustments)</i>	<i>(2,960)</i>
	<u>3,580</u>

CORPORATION OF THE VILLAGE OF CUMBERLAND
October 27, 2020 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
PUBLIC HEALTH (CEMETERIES)

	Proposed Budget 2021	Budget 2020	Change	% Chg
FINANCIAL				
Own source revenues	\$ (31,400)	\$ (29,730)	\$ (1,670)	5.62%
Operating	45,160	48,165	(3,005)	(6.24%)
Debt service - interest	-	-	-	
Capital expenditures	2,500	2,500	-	0.00%
Amortization	3,100	2,790	310	11.11%
	<u>50,760</u>	<u>53,455</u>	<u>(2,695)</u>	<u>(5.04%)</u>
Add back amortization	(3,100)	(2,790)	(310)	11.11%
Borrowing	-	-	-	
Principal reduction	-	-	-	
	<u>(3,100)</u>	<u>(2,790)</u>	<u>(310)</u>	<u>11.11%</u>
Transfers to / (from) reserves	(3,500)	(6,000)	2,500	(41.67%)
Draw from / (contribution to) general revenue	<u>\$ 12,760</u>	<u>\$ 14,935</u>	<u>\$ (2,175)</u>	<u>(14.56%)</u>

ESTIMATED IMPACT ON GENERAL REVENUE

based on \$32116 =1% tax increase (0.07%)

Annual Operating Budget Increase and Key Adjustments

Increased Cemetery revenues (5,770)

Key Adjustments, Project Requests & Reserve Transfers

Cemetery Care Fund reserve transfer 1,000
Chinese cemetery fence replacement_300' ft north border 3,900
Donations for fence and transfer from host amenity funds for fence (3,900)
Japanese cemetery fence post repair and replacement_partial replacement, ~600' 4,000
Donations for fence (4,000)

Capital Projects

Civic cemetery_central scattering garden & irrigation 1,500
Transfer from gener financial stabilization reserve for garden (1,500)
Civic cemetery_preliminary design of phase 3 central area 1,000
Transfer from gener financial stabilization reserve for central area (1,000)
Net adjustments to base (removal of 2020 one-time projects & minor cost adjustments) 2,595

(2,175)

Projects Currently Not in Financial Plan Requiring Further Council Consideration	2021	2022	2023	2024	2025
Add 1 FTE for Administration & Customer Service new position	70,490.00	70,490.00	70,490.00	70,490.00	70,490.00
Increase Deputy Fire Chief one day per week	15,390.00	15,390.00	15,390.00	15,390.00	15,390.00
Increase Volunteer hourly call out wage from \$18 to \$20 per hour	11,100.00	11,100.00	11,100.00	11,100.00	11,100.00
Increase Janitorial hours by 737 hours (additional 14 hours per week)	29,070.00	29,070.00	29,070.00	29,070.00	29,070.00
Increase contractor services to account for additional Jump Park Maintenance costs seasonal (Apr 1 to Oct 30)	2,750.00	2,750.00	2,750.00	2,750.00	2,750.00
Reduce budget (and reduce service level) by making skatepark/jump park porta potti	(750.00)	(750.00)	(750.00)	(750.00)	(750.00)
Annual Disc Golf Course Maintenance and Improvements Budget_increase Coal Creek Park annual budget	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Increase in Village Park annual operating	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Raven Wood Park new operating costs	2,200.00	2,200.00	2,200.00	2,200.00	2,200.00
Solport Park new operating costs	1,400.00	1,400.00	1,400.00	1,400.00	1,400.00
Increase operating budget to assess and maintain trees in all parks	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
	140,650.00	140,650.00	140,650.00	140,650.00	140,650.00

Projects Removed from the Financial Plan by Management	2021	2022	2023	2024	2025
Cumberland Enhancement Study update	\$ 15,000.00	\$ -	\$ -	\$ -	\$ -
Decrease 2020 program revenue by 50% due to COVID response	\$ 94,250.00	\$ 47,130.00	\$ -	\$ -	\$ -
Decrease 2020 program revenue by 50% due to COVID response_instructor reduction	\$ (33,000.00)	\$ (16,500.00)	\$ -	\$ -	\$ -
Decrease 2020 program revenue by 50% due to COVID response_program supplies	\$ (2,000.00)	\$ (1,000.00)	\$ -	\$ -	\$ -
Decrease 2020 multi-pass revenue by 50% due to COVID response	\$ 10,000.00	\$ 5,000.00	\$ -	\$ -	\$ -
Decrease 2020 admission revenue by 50% due to COVID response	\$ 5,000.00	\$ 2,500.00	\$ -	\$ -	\$ -
Decrease 2020 rental revenue by 50% due to COVID response_CRI	\$ 4,500.00	\$ 2,250.00	\$ -	\$ -	\$ -
Decrease 2020 rental revenue by 50% due to COVID response_CC	\$ 1,000.00	\$ 500.00	\$ -	\$ -	\$ -
Parking Lot_Phase I (pave apron) to be completed in fall 2020; Phase II to complete concept plan level design to expand and improve circulation in parking area; possibly consider designing overflow parking area on N side of Comox Lake Road	\$ 5,000.00	\$ 15,000.00	\$ -	\$ -	\$ -
Annual Increase travel & conference for Bylaw conference additional costs	\$ 1,590.00	\$ -	\$ -	\$ -	\$ -
To train and certify an inhouse Building and Plumbing inspector for basic residential structures.	\$ 3,000.00	\$ -	\$ -	\$ -	\$ -
Insurance/ops for electric vehicle	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Electric Vehicle for administration travel	\$ 53,500.00	\$ -	\$ -	\$ -	\$ -
Bevan industrial lands servicing analysis	\$ 15,000.00	\$ -	\$ -	\$ -	\$ -
Internal cameras for CRI security	\$ 3,400.00	\$ -	\$ -	\$ -	\$ -
Internet for CRI security camera	\$ 1,030.00	\$ 1,030.00	\$ 1,030.00	\$ 1,030.00	\$ 1,030.00
Bylaw Offence Notice _Alternative tiicketing system that helps divert appeals from courts and enhances methods of service reducing costs both financially and on staff time.	\$ 4,750.00	\$ -	\$ -	\$ -	\$ -
Wildlife Coordinator (WildsafeBC matching funding)	\$ 8,000.00	\$ -	\$ -	\$ -	\$ -
Increase Volunteer duty officer pager	\$ 14,050.00	\$ 14,050.00	\$ 14,050.00	\$ 14,050.00	\$ 14,050.00
Tree management plan to manage hazard trees	\$ -	\$ 5,000.00	\$ -	\$ -	\$ -
Purchase a used wood chipper on a trailer for chipping trees and branches	\$ -	\$ 10,000.00	\$ -	\$ -	\$ -
Utliity Line Locator	\$ -	\$ 6,000.00	\$ -	\$ -	\$ -
Engineer Tech FTE position_six months in 2021 (annualized in 2022)	\$ 53,610.00	\$ 109,250.00	\$ 109,250.00	\$ 109,250.00	\$ 109,250.00
Total	\$ 259,180.00	\$ 201,710.00	\$ 125,830.00	\$ 125,830.00	\$ 125,830.00

**The Corporation of the Village of Cumberland
Financial Summary in Bylaw Format
Proposed 2021 - 2025 Financial Plan**

Property Tax Increase to Existing Rate Payers	\$ 134,541	\$ 178,545	\$ 181,170	\$ 197,550	\$ 154,530
Property Tax Revenue Increase to existing rate payers as a %	4.19%	5.34%	5.14%	5.33%	3.96%
Approved in 2019-2023 Plan	5.19%	5.36%	5.19%	5.01%	
Total tax increase approvals (council)	(1.00%)	(0.02%)	(0.05%)	0.32%	3.96%

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
REVENUES					
Property taxes & payments in lieu	\$ (3,403,080)	\$ (3,581,625)	\$ (3,762,795)	\$ (3,960,345)	\$ (4,114,875)
Parcel taxes	(674,730)	(720,030)	(766,740)	(815,070)	(831,820)
Sale of services & fees	(2,088,830)	(2,176,370)	(2,268,060)	(2,360,680)	(2,447,180)
Sale of services to other government	(470,510)	(474,440)	(478,450)	(260,410)	(265,620)
Transfers from other government	(8,219,000)	(1,141,090)	(4,553,260)	(1,735,280)	(1,156,870)
Other revenue	(669,660)	(669,480)	(693,470)	(565,180)	(596,890)
	<u>(15,525,810)</u>	<u>(8,763,035)</u>	<u>(12,522,775)</u>	<u>(9,696,965)</u>	<u>(9,413,255)</u>
EXPENSES					
Other municipal purposes	5,762,160	6,129,145	6,517,255	6,471,655	6,553,275
Debt interest	269,460	271,770	316,200	314,320	314,640
Amortization	1,469,270	1,469,270	1,469,270	1,469,270	1,469,270
	<u>7,500,890</u>	<u>7,870,185</u>	<u>8,302,725</u>	<u>8,255,245</u>	<u>8,337,185</u>
NET (REVENUES) EXPENSES	<u>(8,024,920)</u>	<u>(892,850)</u>	<u>(4,220,050)</u>	<u>(1,441,720)</u>	<u>(1,076,070)</u>
ADJUSTMENTS					
Acquisition of capital assets	10,800,750	1,346,910	5,130,780	2,276,780	1,636,450
Add back amortization	(1,469,270)	(1,469,270)	(1,469,270)	(1,469,270)	(1,469,270)
Proceeds from borrowing	(2,684,000)	(38,000)	(110,000)	(161,350)	(19,000)
Principal payments on debt	704,030	726,260	965,890	925,240	814,140
TOTAL ADJUSTMENTS	<u>7,351,510</u>	<u>565,900</u>	<u>4,517,400</u>	<u>1,571,400</u>	<u>962,320</u>
CHANGE IN CONSOLIDATED FUNDS	<u>(673,410)</u>	<u>(326,950)</u>	<u>297,351</u>	<u>129,680</u>	<u>(113,750)</u>
TRANSFER FROM RESERVES					
Reserves	(1,556,690)	(2,105,930)	(2,415,900)	(1,867,820)	(1,545,640)
Development Cost charges	-	-	(302,110)	(400,110)	(344,110)
TRANSFER TO RESERVES					
Reserves	2,230,100	2,432,880	2,420,660	2,138,250	2,003,500
TRANSFER TO / (FROM) RESERVES	<u>673,410</u>	<u>326,950</u>	<u>(297,350)</u>	<u>(129,680)</u>	<u>113,750</u>
TRANSFER TO/(FROM) ACCUMULATED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

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 2021 - 2025 Financial Plan
 Proposed Five Year Capital Projects**

	<u>Funding Codes</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Infrastructure Capital Asset Renewal Program (road/water/sewer/storm)						
Water Supply and Wastewater System Upgrades						
Wastewater treatment upgrades	GR,R,B	9,700,000	-	-	-	-
Increased Operating costs for wastewater treatment system	G	-	93,750	375,000	375,000	375,000
Cumberland No. 2 Dam capital upgrades (will only go forward with grant funding)	GR	-	-	3,200,000	-	-
Road Reconstruction, watermain replacement, sewermain replacement, stormmain replacement or new stormmain						
Ambleside Ave: 1st to 2nd Street	R	387,760	-	-	-	-
Cumberland Road: Primrose to Bevan	R,DCC	-	-	8,700	102,050	-
Crescent St: Ulverston to Kendal Ave	R	-	-	48,850	205,150	-
Derwent Ave: 2nd to 1st	R	-	16,090	194,200	-	-
Derwent Ave: 5th to 6th Street	R,DCC	-	-	-	-	-
Egremont Road: Penrith to Dunsmuir	R, DCC	35,190	-	-	-	-
Fifth Street: Allen to Derwent	R,DCC	-	-	-	8,370	98,200
Fifth Street: Keswick to Allen Ave	R	-	-	-	14,010	169,190
First Street: Maryport to Windermere	R	-	13,410	161,780	-	-
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	-	-	29,380	123,380	-
Lane South of Maryport Ave: 4th to 5th	R	-	-	29,380	123,380	-
Maryport Ave: 2nd to 3rd	R	-	7,620	92,010	-	-

	<u>Funding</u>					
	<u>Codes</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Road Reconstruction, watermain, sewermain and stormmain replacement or new stormmain Continued						
Maryport Ave: 5th to 6th	R	-	-	-	7,680	92,730
Maryport Ave: 6th to 7th	R	-	-	-	16,470	193,750
Maryport Ave: Egremont to Silecroft	R	184,720	-	-	-	-
Penrith Ave: 1st to 2nd	R	-	-	7,740	93,460	-
Penrith Ave: 2nd to 3rd	R	-	-	26,970	113,280	-
Royston Road: Ulverston to Union	R	-	15,300	184,750	-	-
Second Street: Ulverston to Windermere	R	-	-	5,700	68,830	-
Silecroft Road: Beaufort to Maryport	R	-	14,940	90,790	-	-
Silecroft Road: Penrith to Beaufort	R	-	13,070	112,940	-	-
Sixth Street: Derwent to Allen Avenue	R	-	-	5,640	68,110	-
Sixth Street: Dunsmuir to Derwent	R	-	-	5,760	69,550	-
Third Street: Allen to South End	R	-	-	-	5,700	68,820
Windermere Ave: 4th to 7th	R	-	-	-	39,430	463,030
Roads Infrastructure without underground utility replacement						
Sidewalk on Egremont: Ulverston to S. Of Rydal	R	32,780	-	-	-	-
Sidewalk on Ulverston Avenue between 2nd & 3rd Street	R	10,000	25,000	-	-	-
Sidewalk: Second St: Windermere to Ulverston	R	350	35,000	-	-	-
Construct a new curb & gutter & sidewalk on Ulverston Avenue between 3rd & 4th Street	R	370	37,200	-	-	-
Access road to sewer main on south side of Dunsmuir Ave	R	29,100	-	-	-	-
Road surface maintenance program	R	80,000	544,890	-	-	-
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
Installation of water level and quality monitoring equipment on dam infrastructure	R	29,000	-	-	-	-
Sewer & Storm Capital Projects						
Royston Road sewer lift station pump replacement	G	7,000	-	-	-	-
Willard Ave new storm pipe	R,G	23,700	-	-	-	-

	<u>Funding</u> <u>Codes</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Transportation Services (Roads) Non-Infrastructure Capital						
Electric Vehicle Charging Station_Mid Island EV network	GR,R	50,000	1,500	1,500	1,500	1,500
Solar powered x-walk lights with some funding assistance from ICBC	GR,R,G	27,000	27,000	27,000	27,000	27,000
Vehicle replacements (2022 mower/2024 Bucket Truck replacements)	B	-	38,000	-	100,350	80,000
Mini Excavator with trailer (asset addition)	B	-	-	110,000	-	-
Operating cost increases associated with asset addition	G	-	-	1,500	1,500	1,500
Debt costs associated with the vehicle purchases	G	-	7,960	30,940	52,060	68,940
Cemeteries (Public Health Services)						
Civic Cemetery:						
Central scattering garden & irrigation design and construction (2024 will only go forward with grant funding)	R,GR	1,500	-	-	22,850	-
Design and construction of phase 3 central area tree plan & irrigation	R,G	1,000	5,000	-	-	-
Lot layout/survey work (will only go forward with grant funding)	GR	-	2,500	-	-	-
Cemetery Continued						
Benches (will only go forward with grant funding)	GR	-	-	-	-	6,000
Installation of two columbaria (will only go forward with grant funding)	GR	-	-	-	-	18,000
General Government Services						
Information systems server replacement	R	-	-	30,000	30,000	-
Protective Services						
Bylaw Enforcement Services:						
Bylaw Van replacement	B	65,000	-	-	-	-
Annual debt costs associated with the bylaw van replacement	G	2,970	11,890	11,890	11,890	11,890

	<u>Funding</u> <u>Codes</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Fire Services:						
Turn out gear annual replacement	R	7,500	7,500	7,500	7,500	7,500
Electronic tool - cutter or spreader or combination	R	-	16,000	-	-	-
Training equipment and facility	R	-	-	20,000	-	-
Fire boat motor	R	20,000	-	-	-	-
Vehicle replacements (2024 Wildfire bush truck)	R,B	-	-	-	175,000	-
Fire Truck to prepare for growth in Bevan lands (asset addition)	R,B	-	200,000	-	-	-
Operating cost increases associated with asset additions	G	-	2,000	2,000	2,000	2,000
Annual debt costs associated with the vehicle purchases (Royston Fire Protection revenue will cover 20%)	G	-	-	-	12,840	12,840
Recreation, Parks, Community and Culture						
Parks Services:						
Solport Park landscaping construction_new park (will only go forward with grant funding)	DCC,GR,G	-	-	-	120,000	-
Coal Creek Historical Park and Cumberland Trails Capital Projects:						
Accessibility improvements_install two benches on South Wellington Colliery Trail (will only go forward with grant funding)	GR,G	4,830	-	-	-	-
Rotary Road to Recreation_50/50 cost share with Rotary (23/25 will only go forward with grant funding)	GR,R	6,000	15,000	75,000	-	75,000
Park acquisition_Wellington Colliery Trail - West (will only go forward with grant funding)	GR	-	-	80,000	-	-
Parks Continued						
Lower Perseverance Creek interpretive nature trail design and construction (will only go forward with grant funding)	DCC, GR	-	-	5,000	40,000	-
Village Park & Village Square Capital Projects:						
Install two new picnic tables in family area (will only go forward with grant funding)	GR,G	5,720	5,720	-	-	-
Install one in-ground garbage receptacle per year over five years (will only go forward with grant funding)	GR,G	15,000	-	-	-	-
Community interface Sixth Street parking improvements	DCC,R	-	-	-	125,000	125,000

	<u>Funding</u> <u>Codes</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Lake Park Capital Projects:						
Boat launch facility and dock_planning, design and upgrades	R	40,000	35,000	-	-	-
Swimming buoy install_replace log booms with new buoys/markers	R	25,000	-	-	-	-
Install basic nature play features partnering with CLWS (will only go forward with grant funding)	GR	-	6,000	-	-	-
Gathering area detailed design_develop construction drawings for gathering area re-development (will only go forward with grant funding)	GR	-	10,000	-	-	-
Seed funding: revitalize waterfront with new green space, picnic areas, playground and other site amenities (will only go forward with grant funding)	GR	-	-	-	550,000	-
Walk in campsite construction_build up to 15 more walk in campsites, including trails, communal fire/picnic area, tent pads, water service and vault toilet (will only go forward with grant funding)	GR	-	-	40,000	-	-
Picnic shelter upgrades (will only go forward with grant funding)	GR	-	-	-	8,000	-
Park entrance area building construction (will only go forward with grant funding)	GR	-	-	-	-	200,000
		<u>\$ 10,803,720</u>	<u>\$ 1,464,010</u>	<u>\$ 5,553,610</u>	<u>\$ 2,733,570</u>	<u>\$ 2,110,120</u>

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 2021 - 2025 Financial Plan
 Proposed Five Year Operating Projects & Transfers To Reserves**

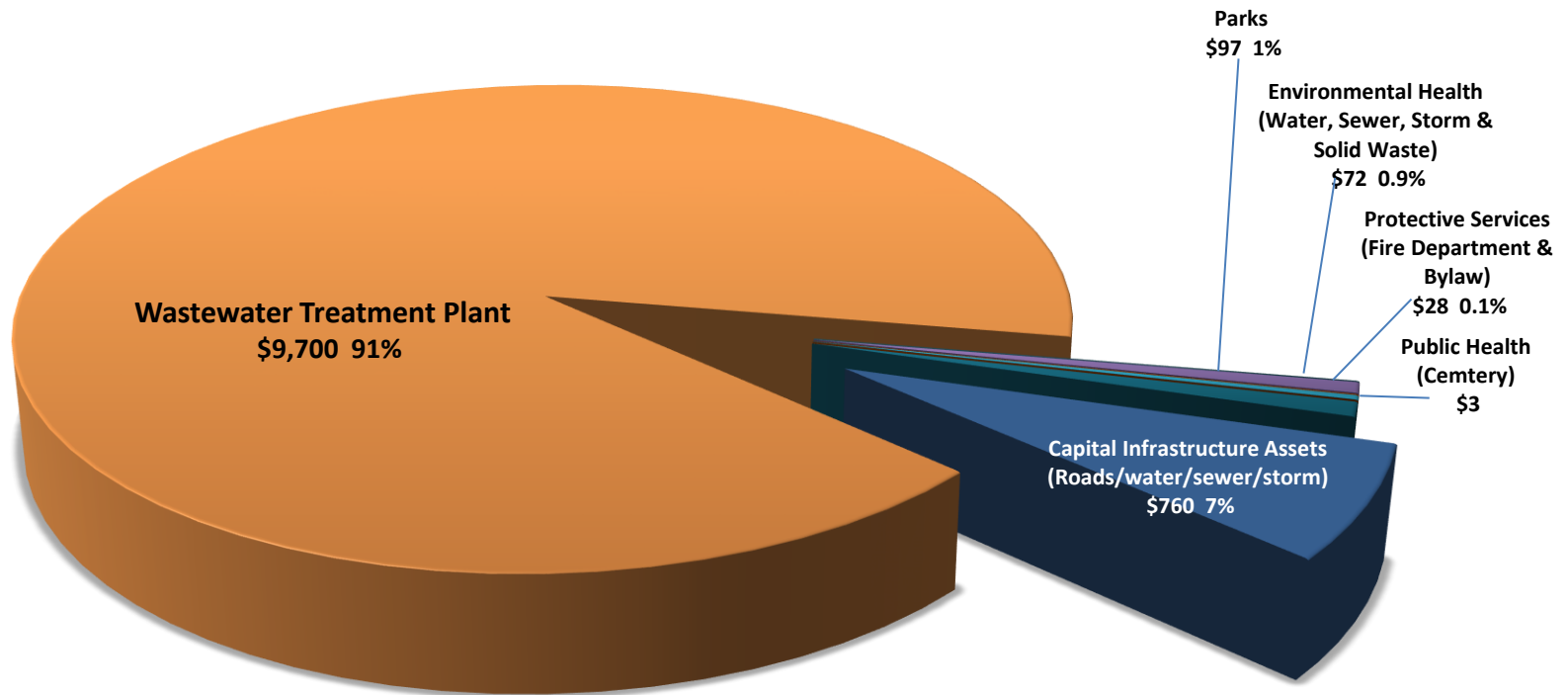
	<u>Funding Codes</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Environmental Health Services (Solid Waste, Water, Sewer & Storm)						
Sewer & Storm Services						
Increase storm maintenance for annual infiltration and inflow investigations	G	10,000	10,000	10,000	10,000	10,000
Beaver dam cone_structure that stops beaver dams	G	-	13,830	-	-	-
Transportation Services (Roads)						
Confined space testing equipment	R	2,000	-	-	-	-
Traffic & pedestrian data collection then a multi-model transportation master plan	R	13,000	50,000	-	-	-
Landfill corridor garbage pickup program	R	15,600	15,600	15,600	15,600	15,600
Cemeteries (Public Health Services)						
Japanese and Chinese Cemetery:						
Chinese fence replacement (with donations)	D,G	3,900	-	-	-	-
Japanese fence replacement (with donations)	D	4,000	-	-	-	-
General Government Services						
Council:						
Committee and commission costs	G	2,850	2,850	2,850	2,850	2,850
Council Chambers Indigenous art piece and engagement	R	1,000	-	-	-	-
CAO & Legislative Services:						
Council Chamber Display_65' digital screen display for Council meeting presentations (funding from Resiliency & Recovery grant)	GR	3,500	-	-	-	-
Increases to Consulting annual budget_consulting for all staff/grant writer/strategic plan etc.	G	-	3,000	3,000	3,000	3,000
Local Government Election in 2022	R	-	19,680	-	-	-
Purchase of records management software licence and installation	R	-	10,000	-	-	-
Consultant or casual staff to re-organize physical records in new records management software	R	-	20,000	-	-	-

	Funding					
	Codes	2021	2022	2023	2024	2025
Economic Development Strategy						
Arts and Culture Plan (will only move forward with grant funding)	GR,R	-	50,000	-	-	-
Accommodation Strategy (will only move forward with grant funding)	GR	-	-	30,000	-	-
Online Tourism Marketing Tool (will only move forward with grant funding)	GR	-	-	30,000	-	-
Financial & Information Systems Services:						
Cascade Council priorities tracking software	R,G	5,000	5,000	5,000	5,000	5,000
Electronic utility bills in financial system	R,G	10,000	1,930	1,930	1,930	1,930
HRISMyWay_payroll system for employee self time entry/HR data collection/electronic approval system etc.	R,G	11,120	1,500	1,500	1,500	1,500
Financial system management reporter	R	-	7,270	700	700	700
Financial system_purchase order system	R	-	-	13,070	1,500	1,500
Financial system_project module	R	-	-	-	39,200	2,800
Municipal Office Maintenance Projects:						
Municipal office - exterior building repairs and paint	R	-	17,500	-	-	-
Planning & Development						
Civic facilities and property review	R	65,000	-	-	-	-
Statement of Significance	GR,R	9,000	-	-	-	-
Community climate change assessment	R	-	25,000	-	-	-
Official Community Plan (OCP) review & amendment with site adaptive planning	R	-	-	68,000	-	-
Zoning bylaw congruence review to OCP	R	-	-	-	7,000	-
Protective Services						
Bylaw Enforcement:						
Use of Force Recertification course to use the tools required for bylaw enforcement and animal control & increase to annual general training	G	-	2,690	1,590	2,690	1,590
Increase annual operating budget for bear aware supplies & initiatives to replace the WildsafeBC coordinator program	G	1,500	1,500	1,500	1,500	1,500
Fire Services:						
Annual debt payment on new Fire Hall (20 year term at 3% interest - Royston Fire Protection revenue will cover 20%)	R,G	295,330	295,330	295,330	295,330	295,330
Increased operating costs for new fire hall	R,G	36,690	36,690	36,690	36,690	36,690
Equipment replacement for Wildfire protection unit	D	4,000	4,000	4,000	4,000	4,000
Recreation, Community & Events & Parks						
Recreation Services:						
Village no longer processes Hand-in-Hand registrations - 3rd party will now obtain park permits and book facilities_net revenue decrease	G	8,620	8,620	8,620	8,620	8,620

	Funding Codes	2021	2022	2023	2024	2025
Cultural Centre Maintenance Projects:						
Cultural Centre soffit replacement	R	7,500	-	-	-	-
Community Events & Cultural Services						
Village staff involvement with community events (Empire Days/ Easter/Halloween/Remembrance Days/Christmas)	G	9,870	9,870	9,870	9,870	9,870
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	R	67,000	67,000	67,000	67,000	67,000
Additional funding for museum conditional on Heung Foundation renovations (2020 to 2024)	R	8,260	8,260	8,260	8,260	-
Museum: in-kind facility operational maintenance costs	G	8,710	8,880	9,810	10,010	10,210
Parks Services:						
Cell phone addition for Parks & Outdoor Recreation Coordinator	G	960	960	960	960	960
Coal Creek Historical Park and Cumberland Trails Projects:						
Village forest lands_management plan implementation	G	-	5,000	5,000	5,000	5,000
Management plan implementation - trails	G	-	5,000	5,000	5,000	5,000
Management plan implementation - conservation / restoration - Cumberland Community Forest	G	-	5,000	5,000	5,000	5,000
Develop and implement restoration plan for No. 1 Town Coal Hills	R	-	-	5,000	15,000	-
Village Park Projects:						
Village Park playground: engineered wood fibre top up	R	6,720	-	-	-	-
Village Park playground: zipline repairs	R	14,500	-	-	-	-
Village Park playground pour in place rubber surfacing replacement	GR,R	-	-	35,000	-	-
Implement the planting / succession plan for the treed area in the NE corner of Village Park	GR,G	-	-	15,000	-	-
Village Park treed area upgrades (will only go forward with grant funding)	GR	-	-	-	-	28,000

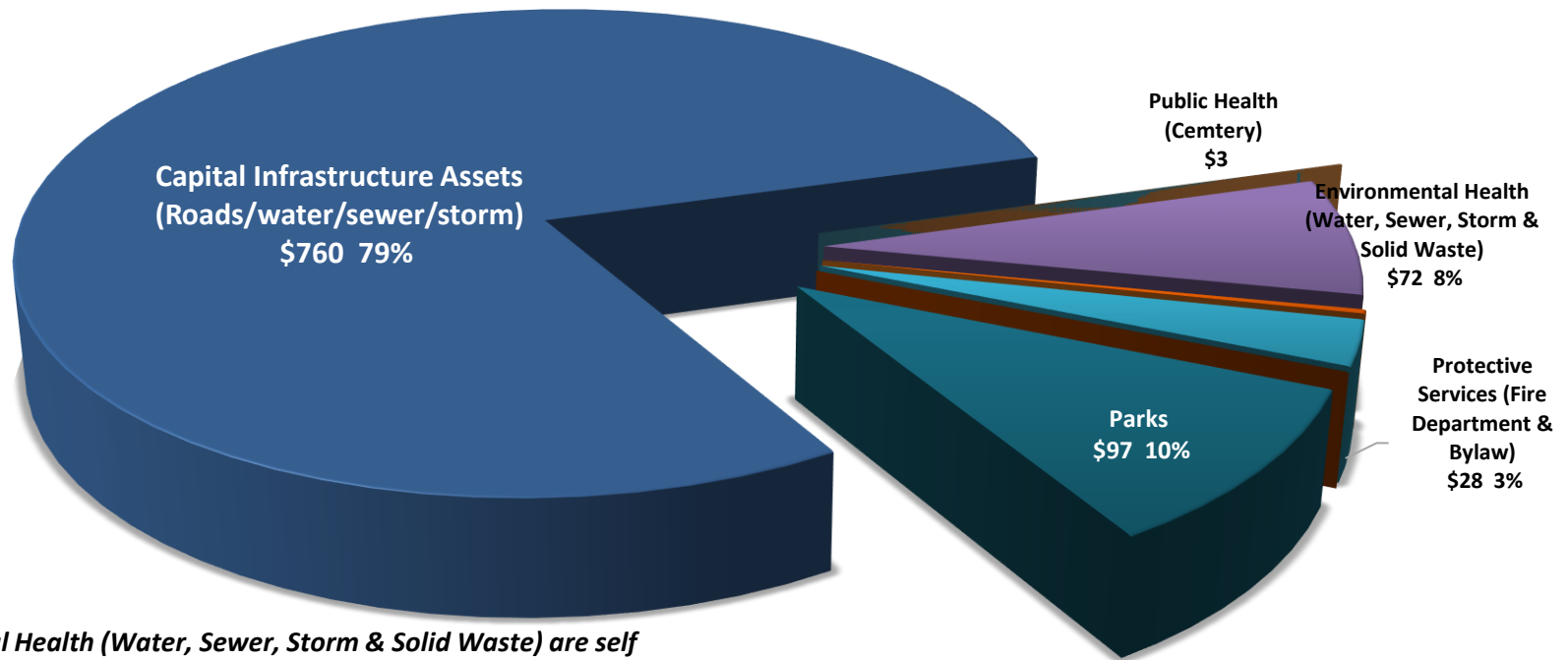
	Funding					
	Codes	2021	2022	2023	2024	2025
Lake Park Projects:						
Bike racks (will only go forward with grant funding)	GR,G	3,010	-	-	-	-
Park information sign_install basic park entrance sign (will only go forward with grant funding)	GR	3,000	-	-	-	-
Campsites 106-108: lakeshore planning and conceptual design	R	3,000	-	-	-	-
Parking lot reconfiguration (will only go forward with grant funding)	GR	-	4,000	-	-	-
Park entrance area detailed design (will only go forward with grant funding)	GR	-	-	20,000	-	-
		\$ 644,640	\$ 725,960	\$ 725,280	\$ 573,210	\$ 533,650
Transfers To Reserve						
Linear infrastructure asset renewal reserve with annual contribution	G,A	\$ 783,990	\$ 816,690	\$ 851,690	\$ 783,290	\$ 907,140
Transportation Services (Roads)						
Transfers to accumulated surplus for Local Area Service parcel tax (Cumberland	G	29,820	29,820	29,820	29,820	-
Environmental Health Services (Water, Sewer & Storm)						
Water rate stabilization reserve transfer to/(transfer from)	G	(48,200)	(114,600)	(93,300)	(79,000)	(72,000)
Water stabilization reserve transfer to (for water supply debt)	G	35,000	35,700	36,410	37,140	37,880
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	148,760	223,140	223,140	-	-
Sewer rate stabilization reserve transfer to/(transfer from)	G	131,000	66,000	(126,000)	(90,000)	(64,000)
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	222,980	222,980	233,050	233,050	-
Reserve contribution for Emergency & Public Safety Reserve	G	396,800	396,800	396,800	396,800	396,800
General Village asset replacement reserve	G,A	\$ -	\$ 160,000	\$ 168,000	\$ 176,400	\$ 179,930
Recreation, Parks & Community Services						
Cemeteries (Public Health Services)						
Annual transfer to Cemetery	G	1,250	1,250	1,250	1,250	1,250
Protective Services						
Reserve contribution for fire capital purchases (vehicles & protective equipment replacement)	G	87,500	87,500	87,500	87,500	87,500
		\$ 2,181,900	\$ 2,318,280	\$ 2,201,360	\$ 1,969,250	\$ 1,867,500

**THE CORPORATION OF THE VILLAGE OF CUMBERLAND
PROPOSED 2021 BUDGET
CAPITAL EXPENDITURES-INCLUDES WASTEWATER TREATMENT PLANT (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)

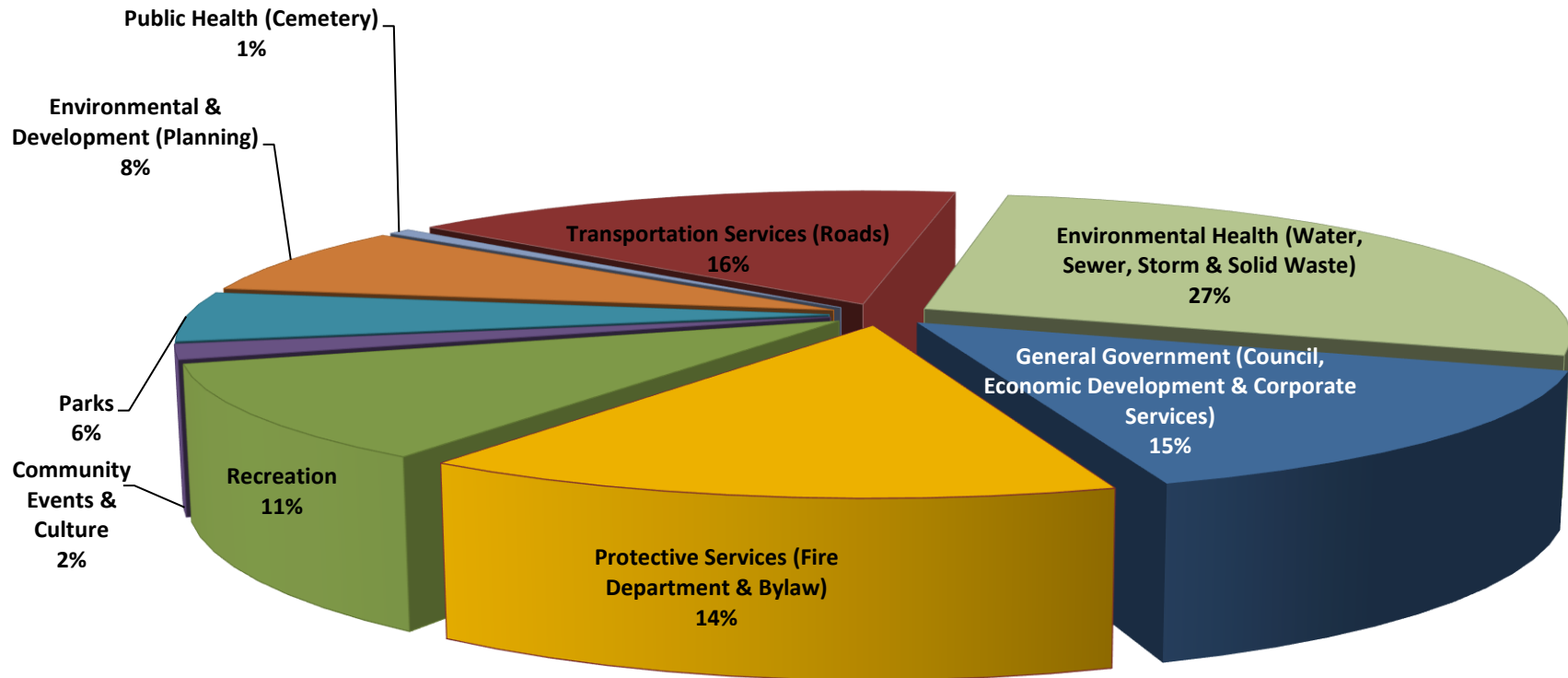
**THE CORPORATION OF THE VILLAGE OF CUMBERLAND
 PROPOSED 2021 BUDGET
 CAPITAL EXPENDITURES-DOES NOT INCLUDE WASTEWATER TREATMENT PLANT
 (000's)**



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)

Note: does not include the wastewater treatment plant costs

**THE CORPORATION OF THE VILLAGE OF CUMBERLAND
PROPOSED 2021 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).