



THE CORPORATION OF THE CITY OF COURTENAY

STAFF REPORT

To: Council
From: Chief Administrative Officer
Subject: 2018–2022 Draft General Fund Financial Plan

File No.: 1705-20
Date: March 19, 2018

PURPOSE:

The purpose of this report is for Council to consider the 2018–2022 Draft General Fund Financial Plan.

POLICY ANALYSIS:

Section 165 of the *Community Charter* requires a municipality to have a five year financial plan. The 2018–2022 Draft General Fund Budget is the largest and final document to be incorporated into the City's 2018–2022 Consolidated Financial Plan due by May 15, 2018.

The City's 2016-2018 Strategic Priorities were an important policy guide in the preparation of its annual budget. The two themes of greatest influence were:

We proactively plan and invest in our natural and built environment

We focus on organizational and governance excellence

The 2018-2022 Draft General Fund budget has also been guided by Council's Asset Management Policy, which was adopted in June 2015. Sound Asset Management practices enable Sustainable Service Delivery by integrating community values, priorities and an informed understanding of the trade-offs between risks, costs and services. This focus is summarized by the following excerpt from the Asset Management Policy adopted in June of 2015:

The City's Sustainable Service Delivery needs will be met by ensuring adequate provision is made for the long-term planning, financing, operation, maintenance, repair, renewal, upgrade, replacement and disposal of capital assets by:

- a) Ensuring that Courtenay's capital assets are provided in a manner that respects socio/cultural, economic and environmental sustainability;
- b) Meeting all relevant legislative and regulatory requirements;
- c) Demonstrating transparent and responsible Asset Management processes that align with demonstrable best-practices;
- d) Implementing sound Asset Management plans and strategies and providing sufficient financial resources to accomplish them;
- e) Ensuring necessary capacity and other operational capabilities are provided and Asset Management responsibilities are effectively allocated;
- f) Creating a corporate culture where all employees play a part in overall care for City assets by providing awareness, training and professional development; and
- g) Providing those we serve with services and levels of service for which they are willing to pay.

EXECUTIVE SUMMARY:

The Draft 2018 General Fund budget proposes an increase of 2.5% in municipal property taxation for general operations and capital infrastructure renewal. It includes \$33.304 million for General Fund Operating expenditures, \$11.166 million for Capital expenditures funded from a variety of reserves, donations and a Transfer from Operations to Capital in the amount of \$2.811 million. The Draft General Fund budget also includes a contribution of \$2.704M to various Reserves for future utilization. No new debt is required in 2018, but several large capital projects will require debt financing as early as 2019.

2018 BC Assessment information states that the average Assessed Value of a residential property in Courtenay is \$440,000. The impact of a 2.5% property tax increase to the property owner of this home will be approximately \$36.00.

CAO RECOMMENDATIONS:

That based on the March 19, 2018 Staff Report “2018–2022 Draft General Fund Financial Plan”, Council approve a 2.5% property tax increase for the 2018–2022 Draft General Fund Financial Plan which includes a 1% contribution to the Asset Management Reserve.

Respectfully submitted,



David Allen, BES, CLGEM, SCLGM
Chief Administrative Officer

BACKGROUND:

The 2018–2022 General Fund Budget identifies the service priorities of the City and is an operating guide for departments. Its purpose is to provide Council with the proposed 2018–2022 General Fund operating and capital budgets in order to identify the service priorities of departments. It serves as a communications device and makes the City’s operations transparent to public officials and the general public. It provides information for the current year and projections for the next four years.

Once the General Fund receives Council’s approval, all budget documents for the Water, Sewer and General Fund are incorporated into the City’s 2018–2022 Consolidated Financial Plan. The 5 year Consolidated Financial Plan will be presented to Council on March 19th to provide an opportunity for the public to review it as required by Section 166 of the *Community Charter*. The 2018–2022 Consolidated Financial Plan and Bylaw will be presented at the April 3rd regular open council meeting.

DISCUSSION

2018 General Fund Operating Budget Overview:

Similar to the Water and Sewer funds, the 2018 General Fund budget was prepared from departmental submissions as well as from consideration of multiple external sources and cost drivers. The City’s Asset Management plan continues to be the primary source of information guiding the sustainable operation, maintenance and long-term infrastructure renewal needs of the City. Staff examined past spending patterns, anticipated costs for 2018 through to 2022, and whether those expenditures supported the City of Courtenay’s 2016-2018 Strategic Priorities. General Fund revenues and expenditures were critiqued on the basis of public acceptance, sustainable delivery, corporate risk, financial risk and staff capacity.

EXPENDITURES, RESERVES, GRANTS AND SURPLUS FUNDS

2018 Cost Drivers and Changes in Budgeted Expenditures

The 2018 General Fund operating budget numbers considered the impact of:

1. a 2.1% increase to the CPI (Consumer Price Index) for BC;
2. Union and exempt staff salary increases;
3. the Medical Services Plan (MSP) provincial rate reduction;
4. Employer provided health care benefit cost increases;
5. Staffing increases as approved by Council in 2017;
6. Sustainable service delivery; and
7. Public requests for services and ability to pay.

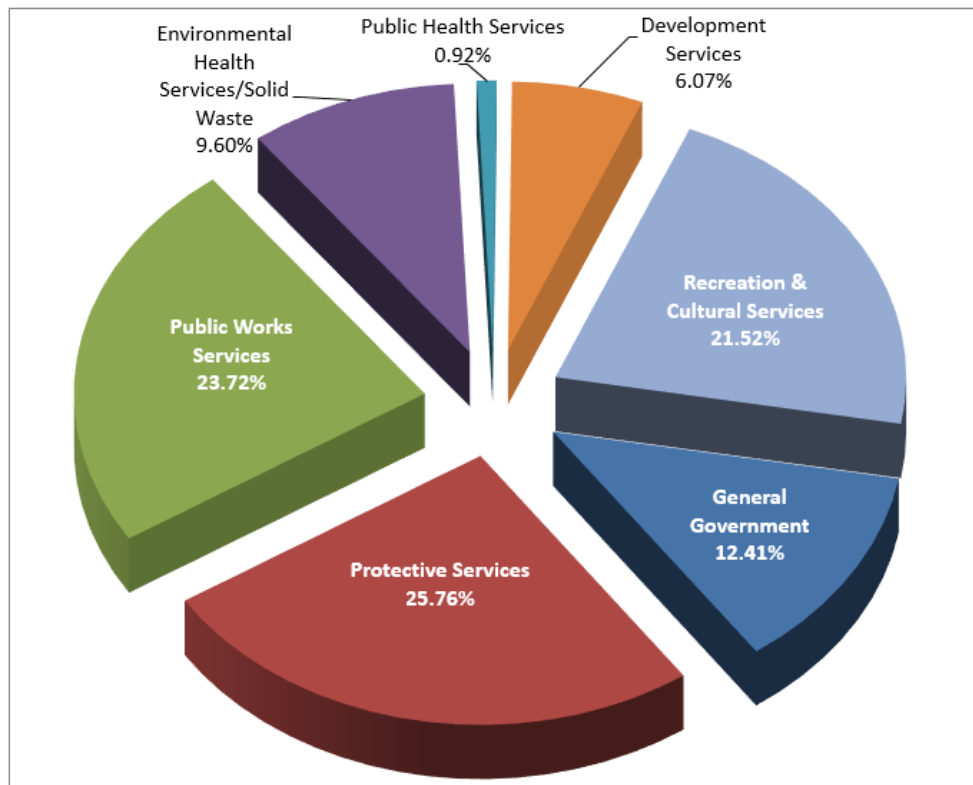
The Draft General Fund Operating budget was created based on the above criteria. Table #1 identifies the Operating Budget expenditures by department – a total of \$33,303,700.

Table # 1: General Fund Operating Expenditures by Department

General Fund Summary	Final Budget	Budget	Budget Increase
	2017	2018	(decrease)
<u>EXPENDITURES</u>			
Operating Expenditures			
General Government	\$ 4,052,100	\$ 4,132,200	\$ 80,100
Protective Services	8,500,000	8,579,100	\$ 79,100
Public Works Services	8,061,200	7,900,000	\$ (161,200)
Environmental Health Services	3,102,000	3,197,400	\$ 95,400
Public Health Services	232,200	305,600	\$ 73,400
Development Services	1,717,600	2,021,600	\$ 304,000
Recreation & Cultural Services	6,495,900	7,167,800	\$ 671,900
Total Operating Expenses	32,161,000	33,303,700	\$ 1,142,700

Graphically, the above information appears as follows:

Chart # 1

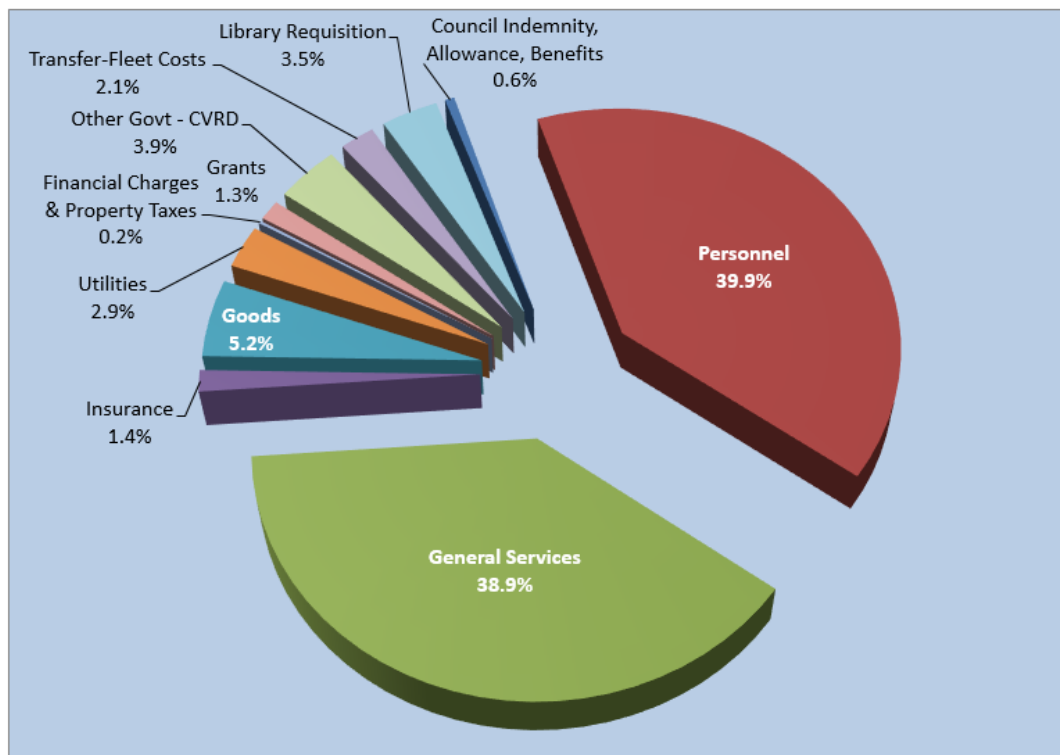


The Operating Budget broken down by segments is reflected as follows:

Table # 2: Expenditures by Economic Segment:

General Operating Fund	2017 Final	2018 Final	Dollar Change	% of Total
	Budget	Budget	2017-2018 Budget	2018 Budget
Total Operating Expenses by Segments				
Council Indemnity, Allowance, Benefits	210,100	208,400	(1,700)	0.58%
Personnel	13,195,400	14,313,900	1,118,500	39.93%
General Services	13,685,600	13,948,600	263,000	38.91%
Insurance	470,000	509,900	39,900	1.42%
Goods	1,778,400	1,857,600	79,200	5.18%
Utilities	954,900	1,029,500	74,600	2.87%
Financial Charges	47,500	48,500	1,000	0.14%
Grants	465,300	483,200	17,900	1.35%
Other Government - CVRD	1,374,100	1,408,200	34,100	3.93%
Library Requisition	1,230,400	1,255,000	24,600	3.50%
Property Taxes	21,500	19,000	(2,500)	0.05%
Transfer-Fleet Costs	955,700	767,700	(188,000)	2.14%
Sub-Total	34,388,900	35,849,500	1,460,600	100.00%
Inter-Fund Charges	(2,227,900)	(2,545,800)	(317,900)	
Total	32,161,000	33,303,700	1,142,700	3.55%

Chart # 2 – Segment Breakdown



The two largest 2018 Cost Segment increases are:

1. Personnel budget cost increases:
 - CUPE Collective Agreement increases and exempt staff salary market adjustments;
 - Implementation of 12 new staff approved by Council in 2017 – approved in 2017 by Council to be funded by Prior Year’s surplus for 2017 and 2018;
 - Recognition of a full year’s budget for the City Engineer position previously vacant for six months;
 - Partial year costing for temporary (2-3 year) Project Management staff to assist with engineering projects with short deadlines; and
 - Additional funding for a casual Training Assistant/Volunteer Firefighting position working at the Fire Station.

2. General Services budget cost increases, by Department are:
 - General Government increase of \$178,800:
 - Funding for bargaining with CUPE (one time);
 - Additional corporate advertising;
 - Finance Process review by MNP and assistance with Year-end Audit (one-time);
 - Licensing costs for software as well as Ortho Photos for GIS mapping; and
 - Funding for Election costs (one-time).

 - Protective Services decrease of \$71,600:
 - Higher costs for the nine Public Service Alliance of Canada staff working at the local RCMP detachment;
 - Budget reduction to the RCMP contract due to staff vacancies; and
 - Budget increase for additional traffic control in residential areas.

 - Public Works increase of \$117,800:
 - Various Master Plans and Design plans for Engineering funded primarily from Gas Tax – example: Transportation Master Plan and Storm Water Master plan (one-time);
 - Condition Assessments – largest being the Parks buildings inventory and assessment (one-time);
 - Increases to crack-sealing, sidewalk trip and fall maintenance programs and street signs, centre and fog lines painting program due to the growth of the City;
 - Reduction of budget dollars for creek crossing repairs;
 - Increase for parks–landscaping services; and
 - Demolition of a building at 656 Arden Road (one-time).

 - Environmental Health Services increase of \$60,500:
 - Enhanced advertising relative to recycling (funded by MMBC grant); and
 - Higher contracted service costs due to CPI increases identified in solid waste contract.

 - Development Services decrease of \$36,500:
 - Increases for Urban Forest Management Plan, Initiation work for Official Community Plan (OCP), Developer Capital Contribution (DCC) review (one-time);
 - Increases to legal fees for development, planning, zoning specific issues; and
 - Hotel Tax collections no longer flowing through the City to CVEDS resulting in a budget decrease.

- *Recreation and Culture* increase of \$7,600:
 - Service costs relative to two new programs (Adapted Programs and Summer Camp programs) previously administered by the Courtenay Recreation Association now administered by the City; and
 - Budget reduction for projects such as the Parks and Rec Master Plan concluding in 2018.

2018 Revenue Sources

Table # 3 identifies the nine primary revenue sources for the General Fund. The annual property tax levy is the largest source of revenue used for funding operating and capital expenditures. The other remaining sources are:

1. Revenue from New Construction;
2. Grants-in-Lieu payments from federal and provincial governments for their properties located within the municipality;
3. 1% Revenue from Class 2 Utilities Taxes from BC Hydro, Telus, Shaw and Fortis;
4. Departmental Revenues generated from the sale of services or programming;
5. Investment, Penalties and General Revenue;
6. Transfers from Other Governments (such as the CVRD, BC Provincial Government, and Federal Government);
7. Transfers from Reserves; and
8. Transfers from Surplus.

Table # 3

PROPERTY TAXES	23,836,300	61.18%
PROPERTY TAXES - New Construction	400,000	1.03%
GRANTS IN LIEU	462,400	1.19%
1% REVENUE TAX	399,500	1.03%
DEPARTMENTAL REVENUES	7,435,300	19.08%
INVESTMENT, PENALTIES	1,050,100	2.70%
TRANSFER FROM OTHER GOVTS	1,880,900	4.83%
TRANSFER FROM RESERVES	1,706,600	4.38%
TRANSFERS FROM SURPLUS	1,791,700	4.60%
Total Revenue Sources	38,962,800	100.00%

These sources and related percentages are identified in the Chart below:

Chart # 3:

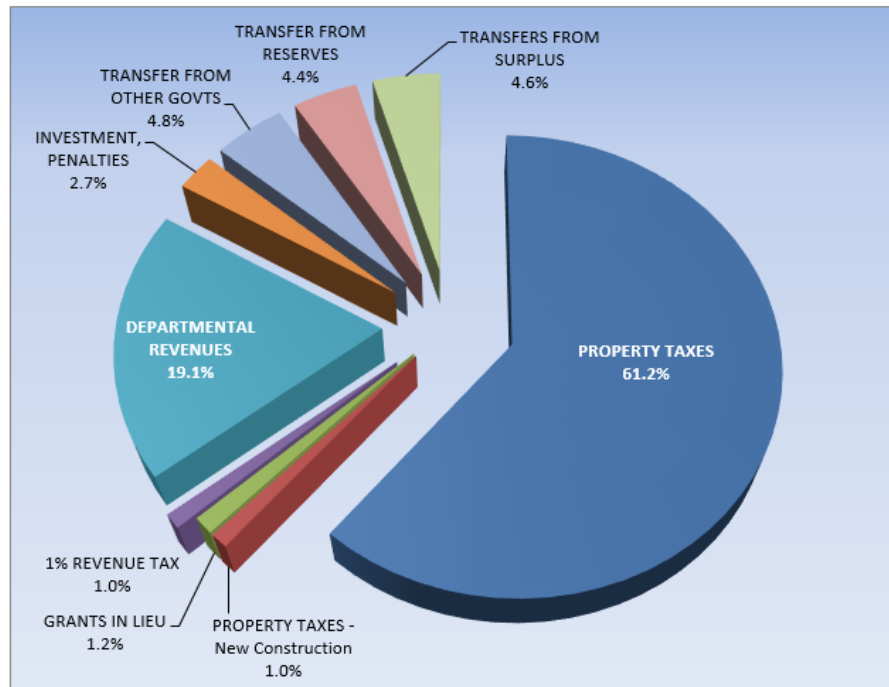
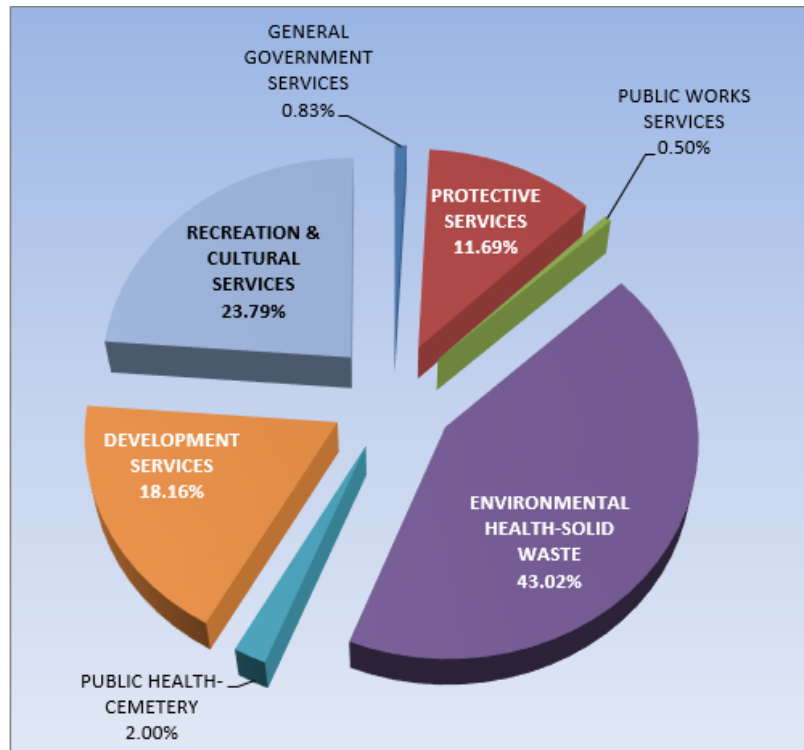


Table #4 and Chart #4 identify the revenue contributions budgeted by each Department.

Table # 4:

GENERAL GOVERNMENT SERVICES	62,000	0.83%
PROTECTIVE SERVICES	869,500	11.69%
PUBLIC WORKS SERVICES	37,300	0.50%
ENVIRONMENTAL HEALTH-SOLID WASTE	3,198,600	43.02%
PUBLIC HEALTH-CEMETERY	149,000	2.00%
DEVELOPMENT SERVICES	1,350,100	18.16%
RECREATION & CULTURAL SERVICES	1,768,800	23.79%
Total Departmental Revenues	7,435,300	100.00%

Chart # 4



Staff continues to explore all opportunities to utilize external funding sources such as grants, donations or government funded programs. Department fees are analysed on the basis of industry best practices and changes implemented as Council approves. Program and service fees are reviewed on the basis of public participation and the public’s ability and willingness to pay.

Environmental Health Services is more commonly known as the Solid Waste, Recycling and Yard Waste service. The Solid Waste budget was presented to Council on November 6, 2017 and Council approved a 3.75% increase to Solid Waste User Fees. As a result of the fee increase, the Solid Waste service is self-funding and does not require any monetary subsidization from other General Fund revenue streams.

2018 General Fund Capital Program:

Table #5 is a categorized summary of the 2018 General Fund capital program.

Table # 5:

2018 Final Budget	Total
Buildings	1,858,500
Equipment	1,703,300
Land and improvements	493,900
New	110,000
Other Tangible Assets	275,000
Renewal	5,333,100
Debt	1,391,900
Grand Total	11,165,700

Capital projects by category sum to \$9,773,800. 2018 capital debt payments total \$1,391,900. Combining both items results in the total 2018 Capital budget equalling \$11,165,700. Attachment # 1 itemizes the 2018 prioritized capital projects with respective funding sources.

Attachment # 2 identifies the proposed 5 year capital program for the General Fund. Council should note that the 5 year capital plan is based on the current information available and may change based on the further maturity of the City's Asset Management Program.

Long-Term Debt:

2018 long-term principal and interest debt payments total \$1,391,900. The balance of outstanding long-term debt at the end of 2018 will be \$11,458,119. The City utilizes approximately **12.0%** of its total allowable debt payment servicing limit.

The 2018 budget identifies no new long-term borrowing however, the 2019-2023 budgets will use long term debt to facilitate the completion of large capital projects with lengthy lifecycles as noted below.

- New Public Works facility
- Satellite Fire Hall facility in East Courtenay
- Roof Repairs and Elevator Replacements
- Infrastructure development, renewal and replacement in areas such as:
 - Street and Road Renewals, and
 - Storm drainage.

General Fund Reserves and Surplus Balances:

Table # 6 identifies the projected totals of the General Fund Reserves and Surpluses. The unaudited projected balance for operating surpluses at the end of 2017 is \$7,122,000. The balances in the various capital reserves are noted below. Until the City's annual audit is complete, Council should be aware that the projected surplus and reserve balances are subject to change.

Table # 6:

2018 - 2022 Five Year Financial Plan		Unaudited balance
General Reserves and Surplus		Dec.31, 2017
Operating Surplus		
Surplus		4,965,300
Surplus Reserve for Future Expenditures		225,300
Sid William Theatre		224,900
Gaming Fund		1,706,500
Total		7,122,000
Capital and Operating Reserves		
MACHINERY AND EQUIPMENT		1,552,000
LAND SALE		150,600
NEW WORKS AND EQUIPMENT		3,412,200
NEW WORKS - COMMUNITY GAS TAX FUNDS		3,517,400
INFRASTRUCTURE RESERVE		654,300
RISK RESERVE		101,000
HOUSING AMENITY		492,400
AMENITY		299,500
PUBLIC PARKING		48,800
PARKLAND ACQUISITION		210,300
TREES		4,500
ASSESSMENT APPEALS - New		50,000
POLICE CONTINGENCY - New		417,600
Total		10,910,600
DCC		
Highways Facilities		2,663,000
Storm Drain Facilities		1,082,900
Park Land Acquisition		103,500
Total		3,849,400

FINANCIAL IMPLICATIONS:

The 2018 Draft General Fund budget is presented earlier for two key reasons:

1. To provide staff with more time to accomplish the various tasks and projects identified with the current year’s budget; and
2. To provide staff with greater opportunities to obtain better supplier pricing and commitments for capital projects and operating services.

Attachment # 3 is an overview of the 2018 General Fund budget. In order to balance the 2018 General Fund budget and make a contribution to the Asset Management Reserve, an additional \$531,500 of tax revenue is required. This is a 2.50% property tax increase.

Based on 2018 information from BC Assessment, the average residential property in Courtenay is valued at \$440,000 and paid \$1,431 in municipal property taxes. Should Council approve the 2.5% increase, this property would have a \$36 increase to their municipal property taxes.

The impact of all rates, fees and tax increases for the average Courtenay resident is identified in Table # 7 below. The impact of CVRD service delivery decisions has a direct impact on the City’s rates and fees.

Table # 7:

Total of All Increases:	
General Fund Property Tax Increase	\$ 36.33
Water Fund User Fee Increase	\$ 42.50
Water Fund Frontage Increase	
21.83 metres @ \$1.16/m	\$ 25.32
Sewer Fund User Fee Increase	\$ 29.47
Sewer Fund Frontage Increase	\$ -
Solid Waste Utility Fee Increase	\$ 5.84
Impact of All City Increases	\$ 139.46
Proportional Amounts Payable to CVRD	
Water User Fee	\$ 25.50
60% of User Fee for bulk water increase	
Sewer User Fee	
70% of User Fee for sewer treatment	\$ 20.63
Total to CVRD	\$ 46.13
Total Increases For City Uses	\$ 93.33

One-third of all increases to City rates and fees is paid directly to the CVRD.

Attachment # 4 is an overview of the 2018–2022 Draft General Fund budget. The next four years are balanced utilizing new debt, reserves and an annual property tax increase of 2.5% for 2019–2022.

ADMINISTRATIVE IMPLICATIONS:

Once the General Fund budget is approved, the next step will be the consolidation of all budgets (general, water, sewer and solid waste) into the Consolidated Financial Plan. Council will be presented with the Financial Plan, have a period of time to review the document, and on April 3rd have an opportunity to give it three readings, with final adoption to occur on April 16th. Following these dates, the next scheduled event is the presentation of tax rate bylaws on April 30th with a request for final reading on May 7th, 2018. An additional 30 hours will be required to prepare the necessary reports, tax bylaws and policies.

The Consolidated Financial Plan, Property Tax Rates and Bylaws must be finalized and adopted no later than Monday, May 14, 2018. Any delay past this date will have an impact on the Municipality’s ability to generate current year tax notices.

ASSET MANAGEMENT IMPLICATIONS:

The Draft 2018 General Fund budget is developed based on the concepts and principles of the City's Asset Management Policy, and Asset Management for Sustainable Service Delivery: A BC Framework which relies on addressing technical, financial, legal, social and environmental risk factors coupled with service provision in a cost effective manner. The Draft Capital and Operating budgets also include consideration of condition assessments, avoiding in-service failures, life cycle analysis information, public expectations and willingness to pay.

STRATEGIC PRIORITIES REFERENCE:

Council's strategic priorities and the ability of staff to deliver services and projects in a timely manner within current constraints and the limits of the public's ability to pay for services were considered when creating the 2018 General Fund budget.

We proactively plan and invest in our natural and built environment

- Continued focus on asset management for sustainable service delivery
- Focus on infrastructure renewal rather than upgrades
- Continued support for social, economic and environmental sustainability solutions
- ▲ We look for regional infrastructure solutions for shared services to our community

We focus on organizational and governance excellence

- We support and encourage initiatives to improve efficiencies
- We support meeting the fundamental corporate and statutory obligations
- We recognize staff capacity is a finite resource
- Communication with our community is a priority, and is considered in all decisions we make
- We responsibly provide services at a level which the people we serve are willing to pay



- **Area of Control**
The policy, works and programming matters that fall within Council's jurisdictional authority to act.
- ▲ **Area of Influence**
Matters that fall within shared or agreed jurisdiction between Council and another government or party.
- **Area of Concern**
Matters of interest outside Council's jurisdictional authority to act.

OFFICIAL COMMUNITY PLAN REFERENCE:

The 2018–2022 General Fund touches several of the OCP Goals including:

- ❖ Balanced growth
- ❖ Parks and publicly accessible natural open spaces
- ❖ Sustainable development
- ❖ Provision of community services including fire/rescue and policing
- ❖ An effective transportation system

REGIONAL GROWTH STRATEGY REFERENCE:

The 2018–2022 General Fund Budget is presented to encourage sound financial management of City assets in order to provide services to all residents within the municipality and region. It touches on:

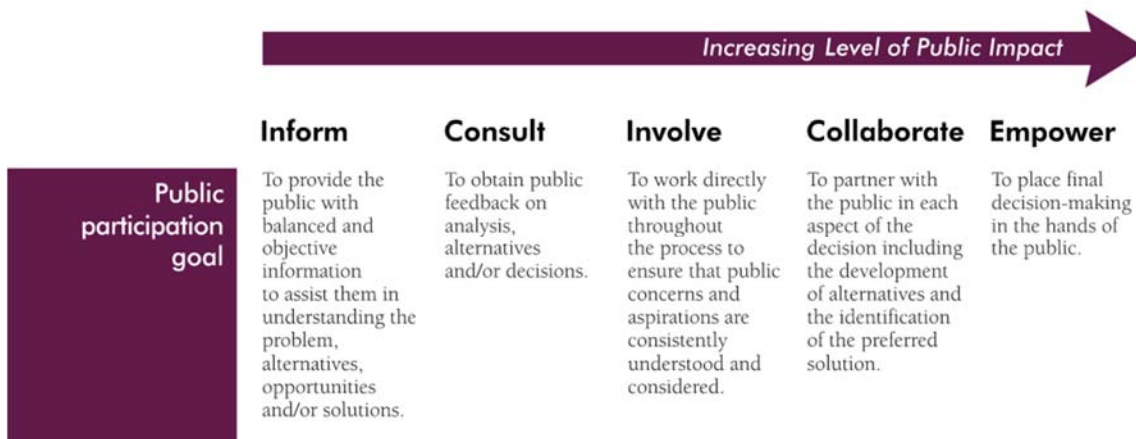
- ❖ Ecosystems, Natural Areas and Parks
- ❖ Transportation and Infrastructure
- ❖ Local Economic Development
- ❖ Climate Change

CITIZEN/PUBLIC ENGAGEMENT:

As per the requirements of Section 166 of the *Community Charter*, Staff undertook the ‘consult’ level of public participation as per the IAP2 Spectrum of Public Participation with the circulation of the Citizen Budget last fall. The results of the Citizen Budget were presented to Council on February 5, 2018.

The public will be further Consulted on the 2018–2022 Consolidated Five-Year Financial Plan prior to its being presented three readings on April 3, 2018.

http://c.ymcdn.com/sites/www.iap2.org/resource/resmgr/imported/IAP2%20Spectrum_vertical.pdf



OPTIONS:

Option 1: That Council approve a 2.5% property tax increase for the 2018–2022 Draft General Fund Financial Plan which includes a 1% contribution to the Asset Management Reserve. (Recommended)

Option 2: That Council approve an amended 2018–2022 Draft General Fund Financial Plan with an amended percentage increase to property taxes, which includes a contribution to the Asset Management Reserve.

Option 3: That Council approve an amended 2018–2022 General Fund Financial Plan with no property tax increase.

Prepared by:



Brian Parschauer, BA, CPA-CMA

Director of Finance

Attachments:

1. *2018–2022 General Fund Capital Budget*
2. *2018 General Fund Capital Budget with Funding Sources*
3. *2018 General Fund Budget Overview*
4. *2018–2022 General Fund Budget Overview*

Area	Department	Project description	Values										
			2018 Final Budget	2018FB General Revenues	2018FB New Works Reserve	2018FB Reserve for Future Exp.	2018FB Unexpended Funds	2018FB DCC Reserve	2018FB Building Canada Fund	2018FB Gas Tax Fed Grant	2018FB CVRD Grant	2018FB Donation	
Cemetery	Cemetery	CEMETERY - CEMETERY GENERAL WORK	35 000									35 000	
		CEMETERY - LAWN CRYPTS	27 000									27 000	
		CEMETERY - NEW PLANTINGS	12 000									12 000	
		CEMETERY - NICHE DESIGN/DEVELOPMENT	72 000									72 000	
Cemetery Total			146 000									146 000	
Corporate Services	IT	Asset Management GIS/Tablets	5 000		5 000								
		COUNCIL CHAMBERS AUDIO/VISUAL REPLACE	77 300		77 300								
		Disaster Recovery Plan - Phase 1	15 000		15 000								
		ERP IMPROVEMENTS	30 000		30 000								
		FIREWALL REPLACEMENT	10 000		10 000								
		GIS Mapping	25 000		25 000								
		IT security (PEN Test)	25 000		25 000								
		MIS PC REPLACEMENT	60 000		60 000								
		New softwares	25 000		25 000								
		OFFSITE BACKUP DEVELOPMENT	10 000		10 000								
		PHOTOCOPIERS	36 000		36 000								
		Recreation Software	120 000		120 000								
		SERVER REPLACEMENT	50 000		50 000								
WIRELESS NETWORK UPGRADE	15 000		15 000										
Corporate Services Total			503 300		503 300								
Fire Services	Fire	FIRE DEPT LIGHT VEHICLES	65 000		65 000								
Fire Services Total			65 000		65 000								
Fleet	Fleet	FLEET MANAGEMENT - PARKS SERV- LIGHT VEHICLES	295 000		295 000								
		FLEET MANAGEMENT - PW SERV - HEAVY VEHICLES	650 000		650 000								
		FLEET MANAGEMENT - PW SERV - LIGHT VEHICLES	400 000		400 000								
Fleet Total			1 345 000		1 345 000								
Infrastructure	Road Paving	MAJOR ROAD CONS - 13 th Street - Willemar to Burgess	25 000	25 000									
		ROAD PAVING - 17th St - Cliffe to Railway Crossing	810 000					200 500		609 500			
		ROAD PAVING - Cumberland Rd - Swanson to City Limits	300 000					70 500		229 500			
	Storm Drainage	Braidwood Affordable Housing - Storm & Road Servicing	110 000		110 000								
		Braidwood Road Design - Storm & Road	130 500	130 500									
		STORM DRAINAGE - 13 St - Burgess to Willemar Road and Storm Reconstruction	25 000	25 000									
		STORM DRAINAGE - 200 Back Rd Storm Culvert improvement	75 000	12 500						62 500			
		STORM DRAINAGE - Glacier View Plaza Drainage improvements	162 500	12 500						150 000			
		STORM DRAINAGE - WOODS PARK STORM OUTFALL	70 000	12 500	57 500								
		STORM DRAINAGE - Old Island Highway Storm System	75 000	10 000						65 000			
		Major Road Constr MAJOR ROAD CONS - 5th Street - Fitzgerald to Mezies COMPLETE STREETS PROJECT	3 065 300	87 500						2 977 800			
		DCC Projects MAJOR ROAD CONS - MJR-09 5TH ST BRIDGE UPGRADE Deck renewal & Painting Road, Storm, Parks DCC Projects	252 500	230 900					21 600				
		342 300	212 200					130 100					
Infrastructure Total			5 443 100	758 600	167 500	-		422 700	2 977 800	1 116 500			
Parks	Parks	Lewis Park Ball Diamond Backstop Replacement	25 000	15 000		10 000							
		PARKS - Lewis Park Stairs design & Railing	109 500			109 500							
		Puntledge Park Playground replacement and Bridge improvement	120 000	113 000		7 000							
		Simms Culvert Fencing	15 000	15 000									
	Walkways & Bikes	Silver Sand Park Trails Phase 2 - B	78 400		39 600				38 800				
Parks Total			347 900	143 000	39 600	126 500		38 800					

Area	Department	Project description	Values									
			2018 Final Budget	2018FB General Revenues	2018FB New Works Reserve	2018FB Reserve for Future Exp.	2018FB Unexpended Funds	2018FB DCC Reserve	2018FB Building Canada Fund	2018FB Gas Tax Fed Grant	2018FB CVRD Grant	2018FB Donation
Property Services	City Hall	CITY HALL - Building Energy Reduction (roof ventilation)	180 000		180 000							
		CITY HALL - Roof Replacement	210 000		210 000							
	Rental Properties	Renovation of City Hall	280 000	30 000	250 000							
Property Services Total			670 000	30 000	640 000							
Public Works	Public Works	CARPENTRY SHOP - Carpenter / Electrician Bay	300 000	300 000								
		PUBLIC WORKS - New Public Works Building	150 000	76 200		73 800						
Public Works Total			450 000	376 200		73 800						
Rec & Culture	Art Gallery	ART GALLERY - Building Energy Reduction	13 000		13 000							
		ART GALLERY - SIGNAGE	25 000			25 000						
	Filberg Centre	FILBERG CENTRE - Building Energy Reduction	45 000		45 000							
		LEWIS CENTRE - Equipments > 5k	65 000		65 000							
	Lewis Centre	LEWIS CENTRE - New AC system	280 000		70 000		160 000					50 000
		LIBRARY - Building Energy Reduction	14 000		14 000							
	Memorial Pool	MEMORIAL POOL - MECH/ELEC UPGRADES HEAT/CHEMICAL	30 000								30 000	
		MEMORIAL POOL - New Pool Covers	17 500								17 500	
		MEMORIAL POOL - REPAIR CRACKS MAIN POOL	16 000								16 000	
	Native Sons Hall	NATIVE SONS HALL - Building Energy Reduction	10 000		10 000							
		NATIVE SONS HALL - Shingles replacement	90 000	41 300			48 700					
	Sid Theatre	SID THEATRE - Building Energy Reduction	88 000		88 000							
		SID THEATRE - LIGHTING UPGRADE - LED THEATRE LIGHTS	25 000		25 000							
		SID THEATRE - THEATRE CAPITAL EQUIPMENT	15 000		15 000							
Youth Centre	YOUTH CENTRE - Heating System Replacement	70 000	70 000									
Rec & Culture Total			803 500	111 300	345 000	25 000	208 700				63 500	50 000
Debt	Debt Interest	Existing Debt Interest	535 400	535 400								
	Debt Principal	Existing Debt Principal	856 500	856 500								
Debt Total			1 391 900	1 391 900								
Grand Total			11 165 700	2 811 000	3 105 400	225 300	208 700	461 500	2 977 800	1 116 500	209 500	50 000

Asset type	Area	Department	2018 Final Budget	2019	2020	2021	2022	
Capital Assets	Cemetery		146 000	124 000	122 000	92 000	127 000	
	Corporate Services		503 300	241 000	231 000	206 000	206 000	
	Fire Services		65 000	65 000	-	-	1 500 000	
	Fleet		1 345 000	916 000	608 000	515 000	515 000	
	Infrastructure	Road Paving		1 135 000	1 270 000	1 100 000	1 100 000	1 300 000
		Storm Drainage		648 000	1 190 000	547 500	300 000	300 000
		Traffic Projects			380 000	295 000	100 000	100 000
		Major Road Construction		3 317 800	3 693 800	3 243 500	1 500 000	1 500 000
		DCC Projects		342 300	342 300	342 300	342 300	342 300
	Infrastructure Total		5 443 100	6 876 100	5 528 300	3 342 300	3 542 300	
	Parks		347 900	265 000	547 000	705 000	885 000	
	Property Services		670 000	75 000	60 000	5 500 000	250 000	
Public Works		450 000	-	5 700 000	-	150 000		
Rec & Culture		803 500	874 300	892 100	425 700	705 800		
Capital Assets Total		9 773 800	9 436 400	13 688 400	10 786 000	7 881 100		
Debt		1 391 900	1 518 600	2 321 900	2 892 000	3 068 700		
Grand Total		11 165 700	10 955 000	16 010 300	13 678 000	10 949 800		

2018 General Fund Budget Overview

Expenses

General Government		4,132,200
Protective Services		
Police	6,439,900	
Fire	1,836,300	
Other Protective Services	<u>302,900</u>	8,579,100
Public Works		7,900,000
Environmental Health (Solid Waste)		3,197,400
Public Health (Cemetery)		305,600
Development Services		2,021,600
Recreation and Culture		7,167,800
Fiscal Services		
Transfer to Capital	2,811,000	
Transfer to Reserves	<u>2,704,400</u>	5,515,400

Total Expenses **38,819,100**

Revenues

Sales of Services		7,435,300
Revenue from Own Sources		1,050,100
Transfers from Other Governments		1,880,900
Transfers from Reserves		1,706,600
Transfers from Prior Years Surplus		1,791,700
Taxation		
Grants	318,700	
1% Revenue	399,500	
New Construction	400,000	
BIA/Library/Debt	2,587,500	
2017 Tax Dollars	<u>20,717,300</u>	24,423,000

Total Revenues **38,287,600**

1% - Asset Mgmt Levy	211,900
Additional Tax Dollars required	<u>319,600</u>
	<u>531,500</u>
Tax Increase: 1% = \$211,900	2.5%

General Fund Summary	Final Budget		Budget			
	2017	2018	2019	2020	2021	2022
REVENUES						
Taxes						
General Municipal Taxes	\$ 22,931,400	\$ 23,836,300	\$ 24,993,000	\$ 26,348,600	\$ 27,844,800	\$ 30,732,200
General Municipal Taxes - New Const	\$ 435,400	\$ 400,000	\$ 410,000	\$ 420,300	\$ 430,800	\$ 441,500
Collections for Other Governments	20,574,100	21,021,800	21,931,200	22,448,300	22,950,100	23,333,900
Total Taxes Collected	43,940,900	45,258,100	47,334,200	49,217,200	51,225,700	54,507,600
Less:						
Property Taxes for Other Gover	(20,574,100)	(21,021,800)	(21,931,200)	(22,448,300)	(22,950,100)	(23,333,900)
Portion of Grants in Place of Ta:	(129,000)	(143,700)	(146,100)	(148,300)	(150,800)	(153,200)
	(20,703,100)	(21,165,500)	(22,077,300)	(22,596,600)	(23,100,900)	(23,487,100)
Net Municipal Taxes	23,237,800	24,092,600	25,256,900	26,620,600	28,124,800	31,020,500
Grants in Lieu of Taxes	415,100	462,400	469,900	477,100	484,800	492,700
% of Revenue Tax	403,400	399,500	407,500	415,700	423,900	432,400
Taxes for Municipal Purposes	24,056,300	24,954,500	26,134,300	27,513,400	29,033,500	31,945,600
Fees and Charges	7,398,900	7,435,300	7,585,800	7,706,500	7,831,600	7,957,900
Revenue from Other Sources	1,951,300	1,050,100	1,066,800	1,083,700	1,181,000	1,200,300
Transfers from Other Govt & Agencies	1,873,300	1,880,900	1,914,600	1,952,600	1,991,300	2,031,100
Transfers-Reserves	1,603,500	1,706,600	1,238,000	1,238,000	1,238,000	1,238,000
Transfers-Surplus	1,397,200	1,791,700	777,100	575,200	510,000	-
Equity in Capital Assets	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
	\$ 42,280,500	\$ 42,819,100	\$ 42,716,600	\$ 44,069,400	\$ 45,785,400	\$ 48,372,900
EXPENDITURES						
Operating Expenditures						
General Government	\$ 4,052,100	\$ 4,132,200	\$ 4,266,200	\$ 4,371,900	\$ 4,449,800	\$ 4,582,500
Protective Services	8,500,000	8,579,100	8,739,400	8,912,700	9,090,700	9,272,000
Public Works Services	8,061,200	7,900,000	8,005,800	7,933,700	8,037,200	8,189,400
Environmental Health Services	3,102,000	3,197,400	3,261,400	3,291,300	3,357,100	3,423,800
Public Health Services	232,200	305,600	311,600	317,900	324,200	330,900
Development Services	1,717,600	2,021,600	1,882,000	1,867,000	1,901,500	1,937,300
Recreation & Cultural Services	6,495,900	7,167,800	7,170,600	7,314,800	7,463,500	7,613,900
Total Operating Expenses	32,161,000	33,303,700	33,637,000	34,009,300	34,624,000	35,349,800
Amortization	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Total Expenses	36,161,000	37,303,700	37,637,000	38,009,300	38,624,000	39,349,800
Transfer to Capital Fund	3,035,900	2,811,000	2,308,100	3,106,600	3,957,600	5,164,400
Transfer to Reserve Funds	3,083,600	2,704,400	2,771,500	2,953,500	3,203,800	3,764,200
Transfer to Surplus	-	-	-	-	-	94,500
	6,119,500	5,515,400	5,079,600	6,060,100	7,161,400	9,023,100
	\$ 42,280,500	\$ 42,819,100	\$ 42,716,600	\$ 44,069,400	\$ 45,785,400	\$ 48,372,900