

**CORPORATION OF THE CITY OF COURTENAY
FINANCE SELECT COMMITTEE AGENDA**

**COUNCIL SELECT COMMITTEE ON
ALTERNATIVE ASSET MANAGEMENT FUNDING SOURCES AND
LEVELS OF SERVICE OPTIONS**

*We respectfully acknowledge that the land on which we gather is the
unceded traditional territory of the K'ómoks First Nation*

DATE: November 15, 2019
PLACE: City Hall Council Chambers
TIME: 10:00 a.m.

K'OMOKS FIRST NATION ACKNOWLEDGEMENT

1.00 ADOPTION OF MINUTES

- 1 1. Adopt October 25th, 2019 Inaugural Finance Select Committee Meeting Minutes

2.00 INTRODUCTION OF LATE ITEMS

3.00 DELEGATIONS

4.00 STAFF REPORTS/PRESENTATIONS

5.00 EXTERNAL REPORTS AND CORRESPONDENCE FOR INFORMATION

6.00 INTERNAL REPORTS AND CORRESPONDENCE FOR INFORMATION

7.00 UNFINISHED BUSINESS

1. Draft 2020 - 2023 Schedule of Gaming Funds Distribution - Review and agree on recommendation to Council for the 2020-2024 Financial Plan
- 5 • Option 1
7 • Option 2
9 • Option 3
- 11 2. Draft - Grant-in-Aid and Other Forms of Financial Support Policy 1850.00.04 Revision

8.00 NEW BUSINESS

25 1. Information Sheet - Local Government Borrowing Process

29 2. Future Capital Project/Debt Impact Review (2019 - 2023 Financial Plan)

9.00 ROUND TABLE/ COMMITTEE INITIATIVES

10.00 ADJOURNMENT

Minutes of a Finance Select Committee (Council Select Committee on Alternative Asset Management Funding Sources and Levels of Service Options) Inaugural Meeting held in the City Hall Council Chambers, Courtenay B.C., on Friday, October 25, 2019 at 12:00 p.m.

Attending:

Mayor: B. Wells
Councillors: W. Cole-Hamilton
D. Frisch
D. Hillian
M. McCollum

Staff:

D. Allen, CAO
T. Kushner, Director of Public Works Services/Assistant CAO
D. Love, Senior Advisor Strategic Initiatives
J. Nelson, Director of Financial Services
R. Matthews, Executive Assistant
W. Sorichta, Manager of Legislative & Corporate Administrative Services

1.00 CALL TO ORDER AND WELCOMING REMARKS

.01 Mayor Wells called the meeting to order and presented the Inaugural
INAUGURAL Address.
ADDRESS

2.00 INTRODUCTION OF COMMITTEE MEMBERS

.01 Mayor Wells introduced the appointed members of Council and members
INTRODUCTION OF of staff participating on the Alternative Asset Management Funding
FINANCE SELECT Sources and Levels of Service Options Council Select Committee
COMMITTEE (Finance Select Committee):
MEMBERS &
PARTICIPANTS Mayor Wells, Councillors Cole-Hamilton, Hillian and McCollum, David
Allen, Chief Administrative Officer, Trevor Kushner, Director of Public
Works Services/Assistant CAO, Jennifer Nelson, Director of Financial
Services, and Dave Love, Senior Advisor Strategic Initiatives.

3.00 COMMITTEE APPOINTMENTS

.01 Moved by Cole-Hamilton and seconded by McCollum that
FINANCE SELECT Councillor Hillian be appointed Chairperson and Councillor Cole-
COMMITTEE Hamilton be appointed Deputy Chairperson to the Alternative Asset
CHAIRPERSON & Management Funding Sources and Levels of Service Options Council
DEPUTY Select Committee (Finance Select Committee).
CHAIRPERSON **Carried**
APPOINTMENTS
0550-20

Acting Chair Wells vacated the chair and Chair Hillian took the seat.

4.00 CONFIRMATION OF TERMS OF REFERENCE

.01
TERMS OF
REFERENCE (TOR) -
COUNCIL SELECT
COMMITTEE ON
ALTERNATIVE ASSET
MANAGEMENT
FUNDING SOURCES
AND LEVELS OF
SERVICE OPTIONS
(FINANCE SELECT
COMMITTEE)
0550-20

Moved by McCollum and seconded by Cole-Hamilton that the Alternative Asset Management Funding Sources and Levels of Service Options Council Select Committee (Finance Select Committee) adjust the timeline identified in *Section 6, Reporting*, of the *Terms of Reference* to read:

“...the Committee will submit its findings and recommendations in a written report to Council no later than **January 6th, 2020**”; and,

That the Finance Select Committee advise Council of the amendment to the timeline in Section 6 of the Terms of Reference at a future Council meeting.

Carried

5.00 ESTABLISH SCHEDULE OF MEETINGS

.01
ESTABLISH REGULAR
SCHEDULE OF
MEETINGS
0550-20

Moved by Cole-Hamilton and seconded by McCollum that the Alternative Asset Management Funding Sources and Levels of Service Options Council Select Committee (Finance Select Committee) meet on the following dates:

- Friday, November 15, 2019 10:00 a.m. - 12:00 p.m.
- Friday, November 29, 2019 10:00 a.m. - 12:00 p.m.

And; that the meeting dates be posted on the City of Courtenay website for public notification.

Carried

6.00 STAFF REPORTS/PRESENTATIONS

.01
DRAFT 2020 - 2023
SCHEDULE OF
GAMING FUNDS
DISTRIBUTION
1850-01

Moved by McCollum and seconded by Cole-Hamilton that based on the draft “2020 - 2023 Schedule of Gaming Funds Distribution” spreadsheet presented at the October 25, 2019 Finance Select Committee, that based on the estimated annual funds available, the Committee supports the following recommendation for the proposed schedule of annual gaming funds distribution:

- The City’s total annual grant-in-aid amount for distribution be reduced from \$100,000 to \$50,000 annually; and,

That the Committee’s recommended distribution of gaming funds be brought forward in a future report to Council for Council’s consideration as part of the City of Courtenay 2020-2024 Financial Plan.

Carried with Chair Hillian opposed

New motion:

Moved by Cole-Hamilton and seconded by McCollum that it is a recommendation of the Finance Select Committee that staff increase the annual infrastructure reserve budget to a total of \$220,800.

Carried

.02
GRANT-IN-AID AND
OTHER FORMS OF
FINANCIAL SUPPORT
POLICY NO.
1850.00.04
REVISION
1850-00

Moved by McCollum and seconded by Cole-Hamilton that based on the draft staff report, “Grant-in-Aid and Other Forms of Financial Support Policy 1850.00.04 Revision”, the Finance Select Committee recommends:

That Council support OPTION 1 which states:

- Council to defer the approval of the Provision of Grant-in-Aid and Other Forms of Financial Support policy 1850.00.04
- Staff be directed to pursue the “Flow-Through Funds” opportunity with the Comox Valley Community Foundation for the 2020 grant year
- Staff be directed to update the City website to inform applicants that the City will not be receiving Grant-in-Aid applications in 2019 for 2020.

Carried

The Finance Select Committee meeting recessed at 1:31 p.m.

The meeting reconvened at 1:41 p.m.

7.00 INTERNAL REPORTS AND CORRESPONDENCE FOR INFORMATION

8.00 NEW BUSINESS

.01
PROPOSED
FINANCE SELECT
COMMITTEE AGENDA
ITEMS
NOVEMBER 15 & 29,
2019 MEETINGS
0550-20-03

The Finance Select Committee unanimously agreed to approve the following agenda items for discussion as follows:

- November 15, 2019 - Borrowing Process Discussion
 - Future Capital Project/Debt Impact Review (2019-2023 Financial Plan)
- November 29, 2019: Business Case Review
 - New Public Works Administration Building/New Satellite Fire Hall

9.00 ROUND TABLE/COMMITTEE INITIATIVES

10.00 ADJOURNMENT

.01 The meeting adjourned at 1:54 p.m.

CERTIFIED CORRECT

**Chairperson - Alternative Asset Management Funding Sources and
Levels of Service Options Council Select Committee (Finance Select
Committee)**

Adopted this 15th day of November, 2019

Corporate Officer/Deputy Corporate Officer

City of Courtenay
2020 - 2023 PROPOSED Schedule of Annual Gaming Funds Distribution

STAFF PREFERRED - OPTION 1

Gaming Funds Balance, December 31, 2018 \$ 1,808,181

Distribution: Major Categories	2019 Approved	2020 Proposed	2021 Proposed	2022 Proposed	2023 Proposed
Estimated Annual Funds Available	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Support Downtown Arts and Culture					
Annual Grants: CV Art Gallery	65,000	65,000	65,000	65,000	65,000
Ctny & Dist Historical Society	50,000	50,000	50,000	50,000	50,000
Sid Williams Theatre Society	105,000	105,000	105,000	105,000	105,000
Downtown cultural events	5,000	5,000	5,000	5,000	5,000
Sid Theatre, Art Gallery and Museum Strategic planning (2018 carry forward)	21,000	225,000	225,000	225,000	225,000
	246,000	225,000	225,000	225,000	225,000
Council Initiatives & Projects					
Purple ribbon Campaign	3,500	3,500	3,500	3,500	3,500
Feb 19, 2019 Resolution - LUSH Community Garden Annual Grant	10,000	10,000	10,000	10,000	10,000
Nov 19, 2018 Resolution - Heritage Refurbish Cloaks (2018 carry forward)	25,000				
July 2, 2019 Resolution - Down Town Event Traffic Control	15,000				
Annual Grants-in-Aid (Reduction per Finance Select Committee Recommendation)	105,650	50,000	50,000	50,000	50,000
Annual Grants-in-Aid (Management Fee to Comox Valley Community Foundation)		56,500	2,500	2,500	2,500
Other Council Initiatives/Projects	25,850		54,000	54,000	54,000
	185,000	120,000	120,000	120,000	120,000
Public Safety / Security					
RCMP Contract Funding	405,000	405,000	405,000	405,000	405,000
Social / Societal Initiatives					
Removed Annual \$50K allocation					
April 15, 2019 St. Georges United Church Kitchen Renovation	25,000				
Jan 7, 2019 Resolution CV Coalition to end Homelessness Delegation Request	35,000				
	60,000				
Infrastructure Works					
Annual Provision to Infrastructure Reserve	100,000	100,000	100,000	100,000	100,000
Infrastructure Levy Reduction (1%)	220,800	220,000	220,000	220,000	220,000
	320,800	320,000	320,000	320,000	320,000
Green Capital Projects / Innovation					
Removed Annual \$50K allocation	50,000				
Electric Charging Stations - Committed 2019-2023 Fin Plan		175,000			
	50,000	175,000			
		175,000			
Total Annual Distribution	1,266,800	1,245,000	1,070,000	1,070,000	1,070,000
Projected Gaming Fund Balance	\$ 1,808,181	1,541,381	1,226,381	1,156,381	1,086,381

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City of Courtenay
2020 - 2023 PROPOSED Schedule of Annual Gaming Funds Distribution

OPTION 2

Gaming Funds Balance, December 31, 2018 \$ 1,808,181

Distribution: Major Categories	2019 Approved	2020 Proposed	2021 Proposed	2022 Proposed	2023 Proposed	
Estimated Annual Funds Available	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
Support Downtown Arts and Culture	Annual Grants: CV Art Gallery 65,000 Ctny & Dist Historical Society 50,000 Sid Williams Theatre Society 105,000 Downtown cultural events 5,000 Sid Theatre, Art Gallery and Museum Strategic planning (2018 carry forward) 21,000 246,000	65,000 50,000 105,000 5,000 225,000	65,000 50,000 105,000 5,000 225,000	65,000 50,000 105,000 5,000 225,000	65,000 50,000 105,000 5,000 225,000	
Council Initiatives & Projects	Purple ribbon Campaign 3,500 Feb 19, 2019 Resolution - LUSH Community Garden Annual Grant 10,000 Nov 19, 2018 Resolution - Heritage Refurbish Cloaks (2018 carry forward) 25,000 July 2, 2019 Resolution - Down Town Event Traffic Control 15,000 Annual Grants-in-Aid (Reduction per Finance Select Committee Recommendation) 105,650 Annual Grants-in-Aid (Management Fee to Comox Valley Community Foundation) 25,850 Other Council Initiatives/Projects	3,500 10,000 25,000 15,000 105,650 25,850	3,500 10,000 25,000 15,000 50,000 56,500	3,500 10,000 25,000 15,000 50,000 54,000	3,500 10,000 25,000 15,000 50,000 54,000	3,500 10,000 2,500 2,500 54,000
Public Safety / Security	RCMP Contract Funding 405,000	405,000	405,000	405,000	405,000	
Social / Societal Initiatives	April 15, 2019 St. Georges United Church Kitchen Renovation 25,000 Jan 7, 2019 Resolution CV Coalition to end Homelessness Delegation Request 35,000 60,000	50,000	50,000	50,000	50,000	
Infrastructure Works	Annual Provision to Infrastructure Reserve 100,000 Infrastructure Levy Reduction (0.5%) 220,800 320,800	100,000 110,000 210,000	100,000 110,000 210,000	100,000 110,000 210,000	100,000 110,000 210,000	
Green Capital Projects / Innovation	Electric Charging Stations - Committed 2019-2023 Fin Plan 50,000 175,000 225,000	50,000	50,000	50,000	50,000	
Total Annual Distribution	1,266,800	1,235,000	1,060,000	1,060,000	1,060,000	
Projected Gaming Fund Balance	\$ 1,808,181	1,306,381	1,246,381	1,186,381	1,126,381	

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City of Courtenay
2020 - 2023 PROPOSED Schedule of Annual Gaming Funds Distribution

OPTION 3

Gaming Funds Balance, December 31, 2018 \$ 1,808,181

Distribution: Major Categories	2019 Approved	2020 Proposed	2021 Proposed	2022 Proposed	2023 Proposed
Estimated Annual Funds Available	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Support Downtown Arts and Culture					
Annual Grants: CV Art Gallery	65,000	65,000	65,000	65,000	65,000
Ctny & Dist Historical Society	50,000	50,000	50,000	50,000	50,000
Sid Williams Theatre Society	105,000	105,000	105,000	105,000	105,000
Downtown cultural events	5,000	5,000	5,000	5,000	5,000
Sid Theatre, Art Gallery and Museum Strategic planning (2018 carry forward)	21,000	225,000	225,000	225,000	225,000
	246,000	225,000	225,000	225,000	225,000
Council Initiatives & Projects					
Purple ribbon Campaign	3,500	3,500	3,500	3,500	3,500
Feb 19, 2019 Resolution - LUSH Community Garden Annual Grant	10,000	10,000	10,000	10,000	10,000
Nov 19, 2018 Resolution - Heritage Refurbish Cloaks (2018 carry forward)	25,000				
July 2, 2019 Resolution - Down Town Event Traffic Control	15,000				
Annual Grants-in-Aid (Reduction per Finance Select Committee Recommendation)	105,650	50,000	50,000	50,000	50,000
Annual Grants-in-Aid (Management Fee to Comox Valley Community Foundation)			2,500	2,500	2,500
Other Council Initiatives/Projects - (Increase and amalgamate Social/Council initiatives)	25,850	75,000	75,000	75,000	75,000
	185,000	138,500	141,000	141,000	141,000
Public Safety / Security					
RCMP Contract Funding	405,000	405,000	405,000	405,000	405,000
Social / Societal Initiatives					
Removed Annual \$50K allocation					
April 15, 2019 St. Georges United Church Kitchen Renovation	25,000				
Jan 7, 2019 Resolution CV Coalition to end Homelessness Delegation Request	35,000				
	60,000				
Infrastructure Works					
Annual Provision to Infrastructure Reserve	100,000	100,000	100,000	100,000	100,000
Infrastructure Levy Reduction (1%)	220,800	220,000	220,000	220,000	220,000
	320,800	320,000	320,000	320,000	320,000
Green Capital Projects / Innovation					
Removed Annual \$50K allocation	50,000				
Electric Charging Stations - Committed 2019-2023 Fin Plan	50,000	175,000			
		175,000			
Total Annual Distribution	1,266,800	1,263,500	1,091,000	1,091,000	1,091,000
Projected Gaming Fund Balance	\$ 1,808,181	1,541,381	1,277,881	1,095,881	1,004,881

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THE CORPORATION OF THE CITY OF COURTENAY

STAFF REPORT

To: Council**File No.:** 1850-01**From:** Chief Administrative Officer**Date:** November 25, 2019**Subject:** Grant-in-Aid and Other Forms of Financial Support Policy 1850.00.04 Revision

PURPOSE:

The purpose of this report is to provide Council with an updated draft Grant-in-Aid and Other Forms of Financial Support Policy and options for future administration of the Grant-in-Aid Program.

POLICY ANALYSIS:

The following resolution was passed by Council on January 21, 2019:

.05 Moved by Frisch and seconded by McCollum that based on the
 2019 GRANT-IN-AID January 21st, 2019 staff report, "2019 Grant-in-Aid Requests", Council
 REQUESTS receive the attached list of applicants and support OPTION 1 to direct
 1850-01 Staff to remit Grant-in-Aid payment to the selected 18 applicants meeting
 2 or more criteria, with a cap of \$15,000 per request; and

That staff include the disbursements in the draft 2019-2023 schedule of gaming funds distribution; and,

That staff be directed to review the Grant-in-Aid policy #1850.00.04 and clarify the eligibility criteria for future consideration.

Carried

Staff have reviewed policy #1850.00.04 and have updated it to clarify eligibility criteria and streamline the annual application process. This policy complies with Section (25) 1 of the *Community Charter*.

EXECUTIVE SUMMARY:

In 2016, the City revised and adopted a Grant-in-Aid Policy to respond to requests from the Comox Valley community organizations asking for grant money for a variety of projects. To create a transparent and efficient process, older policies were amalgamated and updated to require organizations to submit their grant application annually by August 1st so all requests could be simultaneously presented to Council. The Grant-in-Aid policy is silent on a specific procedure to evaluate and prioritize applications, as well as it does not specify a financial cap on the grant amounts. This presents a challenge for staff when evaluating the grant applications and making a recommendation to Council each year.

CAO RECOMMENDATIONS:

That based on the November 25, 2019 staff report, "Grant-in-Aid and Other Forms of Financial Support Policy 1850.00.04 Revision", Council support Option 1 to approve the Provision of Grant-in-Aid and Other Forms of Financial Support policy 1850.00.04 as presented; and

That staff be directed to update the City website and advertise for the 2020 Grant-in-aid applications as soon as possible; and

That staff be directed to pursue the "Flow-Through Funds" opportunity with the Comox Valley Community Foundation for the 2021 grant year.

Respectfully submitted,

David Allen, BES, CLGEM, SCLGM
Chief Administrative Officer

BACKGROUND:

On October 31, 2016, City Council adopted a Grant-in-Aid and Other Forms of Financial Support policy 1850.00.04. It combined two older policies with the intent of providing a single process for the community organizations to follow when requesting financial assistance (see Attachment # 1). It identifies Gaming Fund revenues as the source of funding for grant payments and was first applied in early 2017.

Over the past three years the City has paid out approximately \$337,000 from the Gaming fund through this program.

During the 2019 Grant-in-Aid intake, staff noted in the report to Council on January 21, 2019 that the Grant-in-Aid policy was silent on a specific procedure to evaluate and prioritize the applications, therefore the following criteria were established and used to assist Council with their decision this year:

- Will the grant benefit the entire community (all ages and groups)?
- Will this grant be the only financial or in-kind support requested from the City?
- Did the organization apply for other sources of funding?
- Is the organization financially sustainable?

Staff also recommended a \$15,000 cap on each application for 2019 in order to stay within a financially sustainable amount and maximize the number of organizations that benefit from the Grant-in-Aid program.

In addition, the deadline for receipt of the Grant-in-Aid applications of August 1 has presented a challenge for Finance staff to manage as it conflicts with other deadlines in the department and is a very time consuming process.

DISCUSSION:*Gaming Funds Distribution Matrix:*

The 2019-2023 Gaming Funds Distribution Matrix was reviewed with the Finance Select Committee on October 25, 2019 and they will be making a recommendation to Council to provide an amount of \$50,000 each year dedicated to the Grant-in-Aid program. Attachment #2 provides the Draft 2019-2023 Gaming Funds Distribution Matrix which will be considered by Council once a final recommendation is made by the Finance Select Committee.

It should be noted that many of the Grant-in-Aid recipients also apply directly to the BC Gaming Commission for Community Gaming grants and are successful as well.

Revisions to the Grant-in-Aid Policy:

Based on the recommendation from the Finance Select Committee, staff have updated the Draft Grant-in-Aid Policy as follows:

- 1) Added the following criteria to evaluate the applications:

Applicants must meet two or more of the following criteria to be eligible for a Grant-in-Aid:

- i. Must benefit the entire community (all ages and groups)
 - ii. The request is the only financial or in-kind support from the City
 - iii. Other sources of funding have been applied for
 - iv. The organization is financially sustainable
- 2) Reduced the cap on each application to \$7,500 in order to stay within a financially sustainable amount and maintain the number of organizations that benefit from the program. A \$15,000 cap was used in 2019 when approximately \$100,000 was distributed.
 - 3) Changed the application intake deadline to January 31, 2020.

Comox Valley Community Foundation Opportunity:

The Comox Valley Community Foundation (CVCF) is a federally registered charitable organization dedicated to enriching lives in the Comox Valley. The foundation is entrusted with gifts by people and organizations that recognize the uniqueness and vitality of the communities in the Valley, and work to maintain and strengthen these attributes by investing strategically in needed and innovative community-based solutions.

The Foundation has recently adopted a policy to allow for "Flow-Through Funds", which are non-endowed donations where the principal is distributed to one or more charitable beneficiaries (Attachment #3). The City could pursue entering into an agreement with the foundation to administer the annual Grant-in-Aid program on Council's behalf through the Community Enrichment Grants Program. There would be a nominal fee taken to manage this process as per the Administration Fees Policy (Attachment #4). The agreement would outline the following:

- Purpose and criteria
- Schedule
- How the funds are received and distributed

- Requirements for reporting back by both the Foundation and Recipients
- City Acknowledgement
- City access to success stories
- Opportunities for political cheque presentations

CVCF has just completed their 2020 grant intake, which will be paid to recipients in January 2020. The 2021 Grant intake will take place in August and September of 2020 with payments scheduled for January 2021. City staff have recently confirmed with the CVCF that the City of Courtenay would have time to enter into an agreement with CVCF for the 2021 intake in August 2020, however the City would need to continue to administer the program for 2020.

The grant in aid intake would normally take place in the summer with payment made early in the following year, however it was delayed this year pending the gaming fund review and policy revision through the newly formed Finance Select Committee. Now that the Finance Select Committee has reviewed the gaming policy and recommends Council to continue this program at a reduced budget of \$50,000, pending Council approval the 2020 intake should begin as soon as possible.

FINANCIAL IMPLICATIONS:

Local Governments with gaming facilities within its jurisdiction are allowed to use Gaming Fund revenues for “any purpose within their legal authority”. For the last 3 years, the City’s approach has been to spend the balance of gaming funds from a previous year to support downtown arts and culture, various Council’s initiatives and projects, public safety and security, social initiatives, infrastructure works and green or innovation projects. In 2019, gaming funds from 2018 were used to fund the Grant-in-Aid requests.

The list of applicants to the City’s Grant-in-Aid program is longer every year. While each organization possibly has laudable reasons to request a grant, Council is faced with weighing the implications of using gaming funds for special interest groups versus using the funds for other City priorities such as:

- Funding for asset management and capital renewal;
- Funding the increased capacity to address sustainable service delivery;
- Funding the RCMP staffing or contributions to the Police Contingency Reserve;
- Contributions to bolster various reserves,
- Funding to support affordable housing and homelessness
- Financial resources for strategic land purchases or,
- Off-setting property tax increase for the community (for reference, \$230,000 is equivalent to approximately 1.0% tax increase)

ADMINISTRATIVE IMPLICATIONS:

Approximately 60 hours of staff time is spent to process the grant applicants and payments each year. An additional 10 hrs of staff time have been dedicated to updating the policy and investigating the CVCF opportunity. Once the revised policy is approved, staff will immediately update the City website and advertise the 2020 Grant-in-Aid intake. If Council wishes to move forward with pursuing the CVCF opportunity for 2021, staff would immediately start working with CVCF staff to establish an agreement for Council’s consideration early in 2020 and notify recipients and the public shortly thereafter.

ASSET MANAGEMENT IMPLICATIONS:

Utilization of gaming funds for Grant-in-Aid potentially limits the amount of funding available for asset management.

STRATEGIC PRIORITIES REFERENCE:

Providing financial resources to organizations in the community and the Valley is a means for the City to follow its strategic priorities as noted below.

We focus on organizational and governance excellence

- Support and encourage initiatives to improve efficiencies
- Recognize staff capacity is a finite resource and support staff training and development
- Communicate appropriately with our community in all decisions we make

We actively pursue vibrant economic development

- ▲ Continue to support Arts and Culture

We continually invest in our key relationships

- Consider effective ways to engage with and partner for the health and safety of the community

● **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 that are outside Council's jurisdictional authority to act

OFFICIAL COMMUNITY PLAN REFERENCE:

N/A

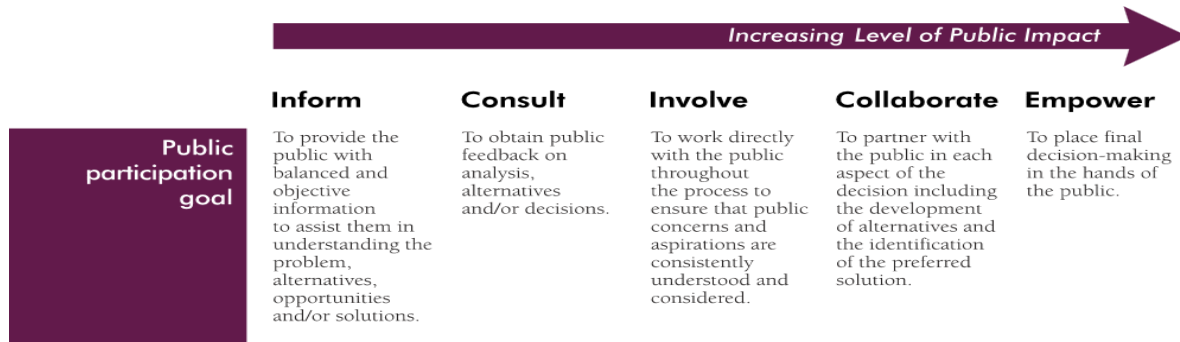
REGIONAL GROWTH STRATEGY REFERENCE:

N/A

CITIZEN/PUBLIC ENGAGEMENT:

Staff would **inform** the public based on the IAP2 Spectrum of Public Participation:

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



OPTIONS:

- OPTION 1:** That Council approve the Provision of Grant-in-Aid and Other Forms of Financial Support policy 1850.00.04 as presented; and
- That staff be directed to update the City website and advertise for the 2020 Grant-in-aid applications as soon as possible; and
- That staff be directed to pursue the “Flow-Through Funds” opportunity with the Comox Valley Community Foundation for the 2021 grant year.
- OPTION 2:** That Council approve the Provision of Grant-in-Aid and Other Forms of Financial Support policy 1850.00.04 as presented; and
- That staff be directed to update the City website and advertise for the 2020 Grant-in-aid applications as soon as possible.
- OPTION 3:** That Council direct staff to discontinue the Grant-in-Aid program starting in 2020.

Prepared by:

Jennifer Nelson, CPA, CGA
 Director of Financial Services

Attachments:

1. Draft Revised Grant-in-Aid and Other Forms of Financial Support Policy 1850.00.04
2. 2019-2023 Draft Proposed Schedule of Annual Gaming Funds Distribution (TBD)
3. CVCF Flow-Through Funds Policy
4. CVCF Administration Fees Policy

City of Courtenay**Policy**

Page 1 of 4

Section: 5 - Finance	Policy # 1850.00.04
Subject: Provision of Grant-in-Aid and other Forms of Financial Support	Revision # R-1

PURPOSE:

The purpose of this policy is for Council to provide criteria to identify the appropriateness and suitability of applications from organizations requesting Grants-in-Aid and other forms of financial support from the City of Courtenay. Council decisions with respect to the provision of these forms of support will be made after carefully reviewing all applications and in conjunction with annual budgetary planning.

POLICY:

The City has limited financial resources available for the provision of Grants-in-Aid or other forms of financial support to special interest groups. In order to be consistent and fair to all applicants, the following criteria must be met:

- 1. Entity must complete the Application and provide correspondence to City Council:**
 - a. identifying who they are and whether they are a “for-profit” or “not-for-profit” organization,
 - b. what special interest they represent and a demonstrated financial need,
 - c. how much grant-in-aid or other financial commitments from the City they are requesting,
 - d. describe what project the resources will be used for,
 - e. describe how the project will benefit the community of the City of Courtenay and the greater Comox Valley region,
 - f. provide the project business case in terms of confirmation of need and demand, project sustainability, capital budget plan and operating budget plan if applicable, (*exclude if request is below \$10,000*),
 - g. provide the organization’s audited financial statements for the past three years, (*provide prior year financial information if request is below \$10,000*),
 - h. identify projects in the Comox Valley they have successfully completed, (*exclude if request is below \$10,000*),
 - i. identify whether they are receiving or soliciting any other form of supplementary City funding, subsidy or fee reductions relative to the application;
 - j. identify other requests or receipt of funding from other organizations and Comox Valley local governments; and,
 - k. identify what City support they have received in the past five years and how it has been used.

AUTHORIZATION:	DATE:
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Section: 5 - Finance	Policy # 1850.00.04
Subject: Provision of Grant-in-Aid and other Forms of Financial Support	Revision # R-1

2. Organizations must be based in the City of Courtenay. Funding is **not** available for individuals.
3. Organizations must identify and provide proof of supplementary funding payments or agreements from external sources supporting their initiative. Provincial and Federal funding agreements or correspondence identifying dollar amounts must be provided for Council information.
4. A Council resolution must authorize and determine the grant in aid payment or any other financial commitment from the City.
5. Grants-in-Aid and other commitments must be used for the purpose intended. City resources cannot be used to provide any type of assistance to other organization(s) working in tandem with the applicant.
6. Payments will only be issued upon direction provided by the Chief Administrative Officer or Director of Finance.
7. Each Grant-in-Aid payment will not exceed \$7,500.
8. **Gaming Funds will be the primary funding source for all monetary commitments to organizations or entities requesting assistance.**
9. Grants or other City resources cannot be used for illegal purposes or anything disallowed by the Community Charter.
10. Applicants must publicly acknowledge the City of Courtenay’s contribution.
11. Applications must be submitted by **January 31st**, to the Director of Finance using the prescribed application form. The Director will review the applications for completeness and arrange contact with applicants for additional information as necessary.

AUTHORIZATION:	DATE:
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Section: 5 - Finance	Policy # 1850.00.04
Subject: Provision of Grant-in-Aid and other Forms of Financial Support	Revision # R-1

12. Applicants must meet two or more of the following criteria to be eligible for Grant-in-Aid consideration:

- i. Must benefit the entire community (all ages and groups)
- ii. The request is the only financial or in-kind support from the City
- iii. Other sources of funding have been applied for
- iv. The organization is financially sustainable

13. The Director of Finance will present a summary report of the applications, relative to the eligibility criteria, to Council and arrange for delegations to Council as necessary.

14. Within one year of the date of receipt of the grant, entities must provide an independent reporting of how the grant was utilized and the outcomes of the dollars received.

15. Grants-in-Aid shall be considered on a year-to-year basis and continuing support should not be anticipated.

SCOPE:

This policy applies to all grant-in-aid and financial requests submitted to the City of Courtenay. Authority for, and restrictions on the provision of, any form of assistance is provided under The Community Charter, Sections 8(1), 24 and 25. Preference will be given to organizations who can demonstrate a request that promotes the City’s strategic priorities as identified in the Strategic Priorities found on the City’s webpage.

RELATED DOCUMENTS:

RESPONSIBILITY:

City of Courtenay council members are responsible for adopting policies that manage the financial resources of the community. These policies must recognize the budgetary demands of City operations as a whole and be responsive to public perceptions and constraints. There is a limited sum of tax dollars and external revenue sources available for grants to organizations.

The Chief Administrative Officer or Director of Finance has responsibility for processing all payments.

AUTHORIZATION:	DATE:
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Section: 5 - Finance	Policy # 1850.00.04
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REVIEW DATE:

This policy has an intended life of 20 years, or less dependent on the discretion of Council of-the-day.

DRAFT

AUTHORIZATION:	DATE:
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Gaming Funds Balance, December 31, 2018	\$	1,808,181
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STAFF PREFERRED - OPTION 1

Distribution: Major Categories		2019 Approved	2020 Proposed	2021 Proposed	2022 Proposed	2023 Proposed
Estimated Annual Funds Available		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Support Downtown Arts and Culture	Annual Grants:					
	CV Art Gallery	65,000	65,000	65,000	65,000	65,000
	Ctny & Dist Historical Society	50,000	50,000	50,000	50,000	50,000
	Sid Williams Theatre Society	105,000	105,000	105,000	105,000	105,000
	Downtown cultural events	5,000	5,000	5,000	5,000	5,000
	Sid Theatre, Art Gallery and Museum Strategic planning (2018 carry forward)	21,000				
		246,000	225,000	225,000	225,000	225,000
Council Initiatives & Projects	Purple ribbon Campaign	3,500	3,500	3,500	3,500	3,500
	Feb 19, 2019 Resolution - LUSH Community Garden Annual Grant	10,000	10,000	10,000	10,000	10,000
	Nov 19, 2018 Resolution - Heritage Refurbish Clocks (2018 carry forward)	25,000				
	July 2, 2019 Resolution - Down Town Event Traffic Control	15,000				
	Annual Grants-in-Aid (Reduction per Finance Select Committee Recommendation)	105,650	50,000	50,000	50,000	50,000
	Annual Grants-in-Aid (Management Fee to Comox Valley Community Foundation)			2,500	2,500	2,500
	Other Council Initiatives/Projects	25,850	56,500	54,000	54,000	54,000
			185,000	120,000	120,000	120,000
Public Safety / Security	RCMP Contract Funding	405,000	405,000	405,000	405,000	405,000
Social / Societal Initiatives	Removed Annual \$50K allocation					
	April 15, 2019 St. Georges United Church Kitchen Renovation	25,000				
	Jan7, 2019 Resolution CV Coalition to end Homelessness Delegation Request	35,000				
		60,000	-	-	-	-
Infrastructure Works	Annual Provision to Infrastructure Reserve	100,000	100,000	100,000	100,000	100,000
	Infrastructure Levy Reduction (1%)	220,800	220,000	220,000	220,000	220,000
		320,800	320,000	320,000	320,000	320,000
Green Capital Projects / Innovation	Removed Annual \$50K allocation	50,000				
	Electric Charging Stations - Committed 2019-2023 Fin Plan		175,000			
		50,000	175,000	-	-	-
Total Annual Distribution		1,266,800	1,245,000	1,070,000	1,070,000	1,070,000
Projected Gaming Fund Balance	\$	1,808,181	1,541,381	1,296,381	1,226,381	1,156,381

POLICY: Flow-Through Funds	NUMBER: 2.3	PAGES: 2
SUBJECT: Financial Management Policies		
APPROVED: March 2019	REVISED:	SUBJECT TO REVIEW: Annually

Flow-through funds are non-endowed donations where the principal is distributed to one or more charitable beneficiaries.

RATIONALE

While the Foundation's primary focus is on endowment funding, flow-through donations can be used to increase the distributions to charitable causes made by the CVCF annually. Several situations may give rise to flow-through funding:

- i. Where the Foundation is already holding an endowed fund. a donor (or other person) who wishes to channel some additional charitable funding through the Foundation in order to the annual distribution arising from such fund. Such a "top up" is limited to a maximum of \$1000 annually.
- ii. Where there is a desire on the part of the Foundation to provide a special service. For example, an individual may have made a planned endowed gift in a will, or through life insurance, and wish to contribute annually to one or more causes on a pure flow-through basis. A minimum annual contribution should be \$5000.
- iii. Where there is an individual or group committed to raising funds for one or more causes to be funded through the Foundation as the charitable tax issuing entity. A minimum contribution should be \$5000.
- iv. Where there is a significant opportunity to profile support for either the Foundation (as the intermediary) or designated beneficiaries. A minimum contribution should be \$5000.
- v. Where there is a new community or broader partnership opportunity that ultimately benefits the Foundation. A minimum contribution should be \$5000.
- vi. Online Top Up of Grant Requests

* Flow through funds will be accepted on a case by case basis. In reviewing the desirability of accepting a flow-through fund, consideration will be given to the number of beneficiaries, the total amount of funding to be flowed through the Foundation, the amount of administration required, the philanthropic intent of the donor, the desire to provide such a service to the particular donor and the opportunity for future gifts. Care should be taken to ensure that advantage is not being taken of the Foundation, nor precedent set, in agreeing to such arrangements. In all circumstances, every attempt should be made to have the donor make a commitment to the Foundation by making a meaningful gift to a permanent endowment.

GIFT AMOUNT

In accepting funds to be flowed through the Foundation, care must be taken to ensure that the size and timing of the gift will not adversely affect the Foundation's disbursement quota.

AGREEMENT

Where possible, a written agreement between the donor and the Foundation will be executed, setting out the terms and use of the gift. However, when the gift is received unexpectedly without benefit of prior discussion or memorandum of understanding with the donor, the Foundation will be guided by any terms set out by the donor in a bequest, memorandum or letter and in accordance with its governing instruments.

POLICY: Administration Fees	NUMBER: 2.2	PAGES: 1
SUBJECT: Financial Management Policies		
APPROVED: July 2017	REVISED: March 2019	SUBJECT TO REVIEW: Annually

Foundations cover their operating costs with their administration fees and with donations specifically towards operations (in-kind and cash) and/or special fundraising events. It is important that these fees be reviewed annually due to their potentially significant impact on the operating budget.

POLICY:

- i. **Fees for endowed funds:** A fee of 0.50% of invested funds annually for agency funds, and a fee of 1% for all other funds, prorated on a monthly basis in the year of the initial donation.
- ii. **Fees on gifts to endowed funds:** There are no fees on gifts to endowed funds.
- iii. **Fees for top-up flow-through fund gifts:** No fee on gifts aimed to "top up" an annual distribution made from an existing endowed fund. Such gifts are limited to \$1000 annually.
- iv. **Fees for pure flow-through fund gifts:** Such gifts are subject to a minimum of \$5000. Fees are on a sliding scale from 5% for a \$5000 gift to 2% for a \$1 million gift as follows:
 - * 5% on first \$100,000
 - 4% on next \$400,000
 - 3% on next \$500,000
 - 2% on additional amounts
- v. When extraordinary services of the Foundation are required in connection with a gift, the Foundation will be compensated by separate agreement.



INFORMATION SHEET

To: Finance Select Committee
From: Chief Administrative Officer
Subject: Local Government Borrowing Process

File No.: 1760-02
Date: November 15, 2019

Background:

Municipalities use borrowing as a low-cost tool to build and maintain essential infrastructure over the long-term for those gaining the benefit of it at the time they are using it.

A municipality's various pieces of infrastructure can last from several years to tens of decades. During the lifecycle of this infrastructure, many of the people and businesses making-up the community come and go and they, of course, only gain the benefit of that infrastructure while they are here. Borrowing is the means by which a municipality matches payments for the infrastructure to term when benefits are received. This means those who are members of the community at a particular time pay for current operations from current operating revenues (typically via property taxation), and also pay for the large capital construction and repair costs (via debt servicing) as they receive those benefits.

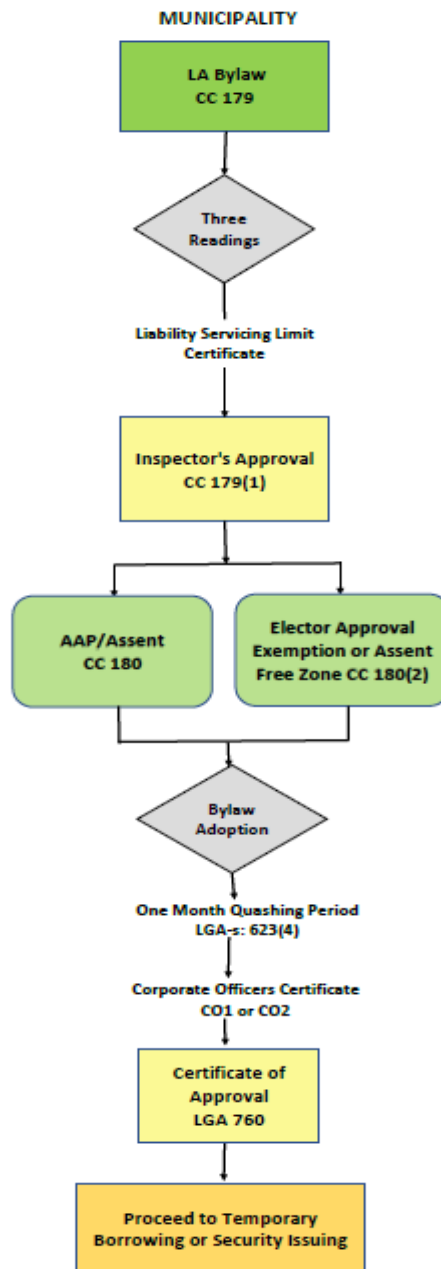
Borrowing Process:

Section 179 of the *Community Charter* provides Council with the authority to incur a liability by borrowing funds for any purpose of a capital nature. The local government borrowing process is highly regulated and closely monitored by the Province. All loan authorization bylaws must be approved by the Inspector of Municipalities and approval of the electors is required before adoption of the bylaw. In addition, Sections 623 and 760 of the *Local Government Act* require a one month quashing period after approval of the electors has been received, where an application can be made to the Supreme Court to set aside the loan authorization bylaw before final approval will be provided by the Inspector of Municipalities.

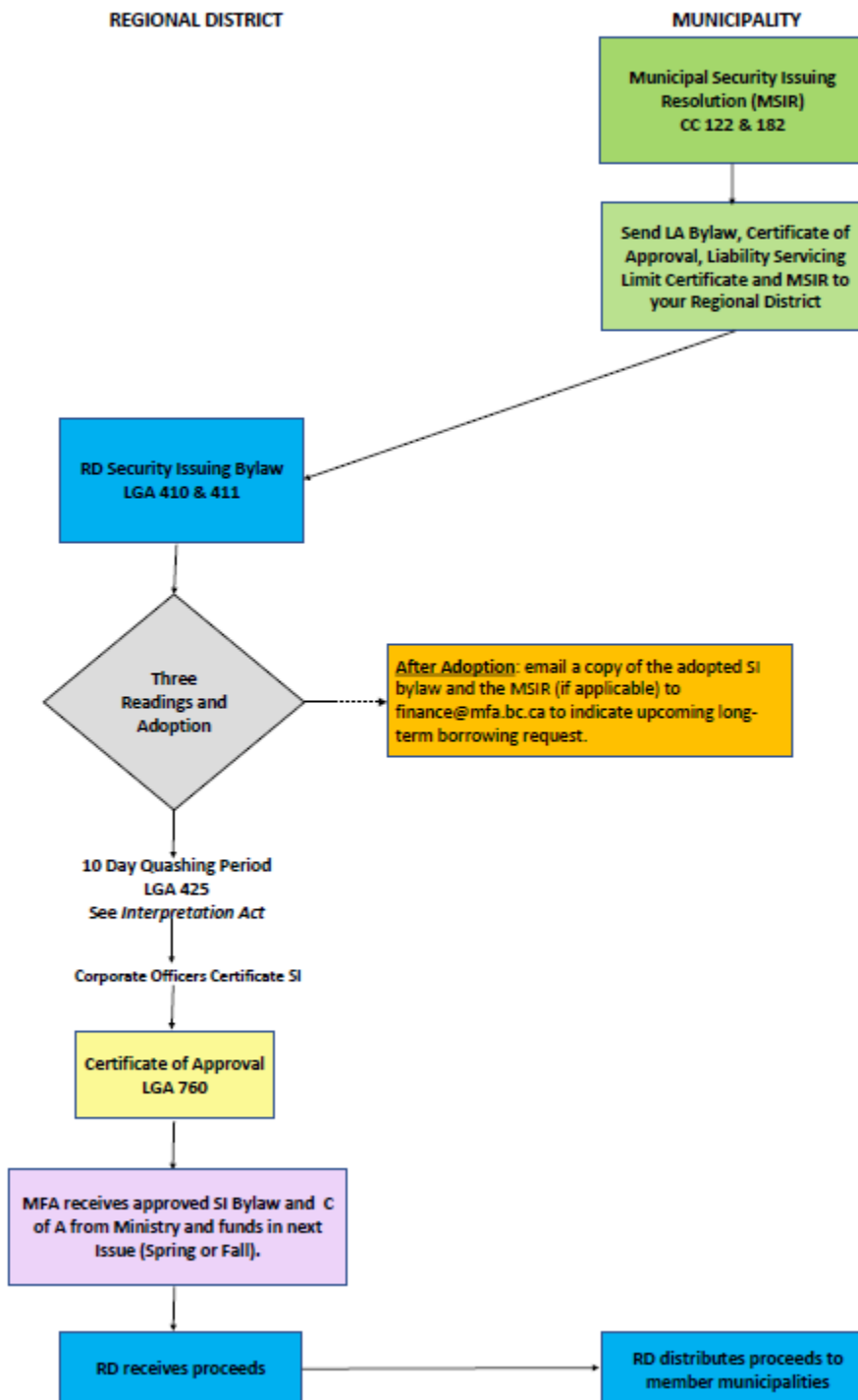
Section 182 of the *Community Charter* restricts local governments to financing long term debt with their local regional district through the Municipal Finance Authority of British Columbia (MFA). Once a certificate of approval has been received by the Inspector of Municipalities, Council must then pass a Municipal Security Issuing Resolution and forward it to the Comox Valley Regional District to be included in the next Regional District Security Issuing Bylaw that will go through further adoption at the regional level.

The borrowing process can take several months to complete, therefore it is recommended to begin the process as early as possible to ensure all the appropriate approvals are in place before projects are ready for construction. The following flowcharts provided by the Municipal Finance Authority outlines the steps involved for a loan authorization bylaw:

Loan Authorization Bylaw Procedures



Security Issuing Procedures



Elector Approval/Citizen Engagement:

Section 180 of the *Community Charter* requires elector approval of a loan authorization bylaw before it can be adopted. There are two options available to gain elector approval as follows:

Alternative Approval Process (AAP)

An AAP requires that ten percent or more of the eligible electors must sign and submit response forms in opposition to the proposed loan authorization bylaw to the local government to obtain assent of the electors in order to proceed. If ten percent of the electors sign forms in opposition to the AAP, there are two choices; proceed to referendum within eighty days, or the loan authorization bylaw could be put on hold and consider alternatives.

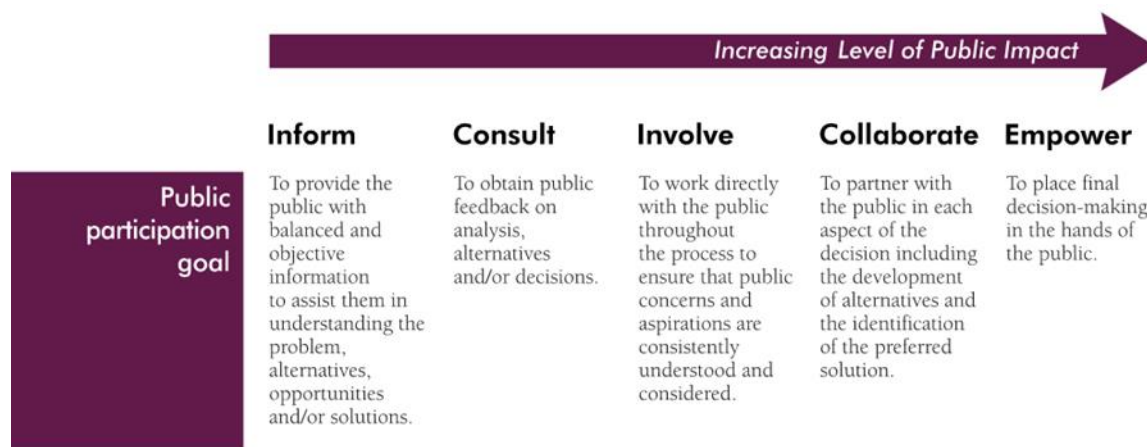
Referendum

A referendum involves asking electors to cast their vote in relation to the loan authorization bylaw. Assent of the electors is achieved if a majority of votes counted are in favour of proceeding with the bylaw. If elector assent is not granted the loan authorization bylaw could not be adopted and Council would need to consider alternatives.

A referendum is a much more costly and time consuming than the Alternative Approval Process.

In both cases, the City **empowers** the public based on the IAP2 Spectrum of Public Participation:

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



Borrowing Limits:

The Province regulates how much debt a municipality can carry. The total annual debt servicing costs cannot exceed 25% of the previous year's revenue and is known as the Liability Servicing Limit. The City's current liability servicing limit is calculated at \$12,259,513 per year of which only \$1,555,910 or 13% of the available borrowing is actually being utilized.

FOR ILLUSTRATIVE AND DISCUSSION PURPOSES ONLY

Excerpt From 2019-2023 Financial Plan Bylaw
2967, 2019, with service level options and
impact to Debt Levy

General Operating Fund	Budget	Proposed Budget			
	2019	2020	2021	2022	2023
Tax rate increase					
General Taxation	2.75%	3.00%	3.25%	3.00%	2.50%
Debt Levy	0.00%	0.95%	3.53%	2.15%	0.22%
	2.75%	3.95%	6.78%	5.15%	2.72%
Infrastructure Reserve Levy	0.00%	1.25%	1.25%	1.50%	1.75%
	2.75%	5.20%	8.03%	6.65%	4.47%
5th Street Bridge - Move from 2020 to 2021		-0.27%	-0.58%	0.80%	0.00%
5th Street Bridge - Council Approved Increased scope		0.00%	0.09%	0.27%	0.00%
Braidwood Road - Storm & Road - Move from 2020 to 2023		-0.22%	-0.67%	0.01%	0.18%
Storm - Future Year Placeholders - Remove Until Defined		0.00%	0.00%	-0.09%	-0.38%
Road - Future Year Placeholders - Remove Until Defined		0.00%	0.00%	-0.02%	-0.08%
Satellite Fire Hall - Move from 2020 & 2021 to 2022 & 2023		-0.03%	-0.47%	-1.14%	0.43%
Cousins Avenue 20th to Willemar - Move from 2021 to 2023		0.00%	-0.19%	-0.60%	0.17%
New Public Works Administration Building - Move from 2020 to 2021		-0.46%	-1.02%	1.40%	0.00%
Reduce borrowing Additional Gas Tax - Eligible Project		-0.08%	-0.23%	0.00%	0.00%
Total Reduction to Debt Levy Increase		-1.06%	-3.07%	0.63%	0.32%
Revised Estimated Debt Levy Increase		-0.11%	0.46%	2.78%	0.54%
Infrastructure Reserve Levy - Possible Gaming Use		-1.00%	-1.00%	-1.00%	-1.00%
Potential Revised Tax Rate Increase	2.75%	3.14%	3.96%	6.28%	3.79%
REVENUES					
Taxes					
General Municipal Taxes	25,196,000	26,732,000	28,836,500	30,675,300	31,902,500
Collections for Other Governments (Estimate)	21,941,800	22,654,600	23,108,900	23,567,000	23,948,300
Total Taxes Collected	47,137,800	49,386,600	51,945,400	54,242,300	55,850,800
Less:					
Property Taxes for Other Governments (Estimate)	(21,941,800)	(22,654,600)	(23,108,900)	(23,567,000)	(23,948,300)
Portion of Grants in Place of Taxes	(165,800)	(169,200)	(172,500)	(176,000)	(179,600)
	(22,107,600)	(22,823,800)	(23,281,400)	(23,743,000)	(24,127,900)
Net Municipal Taxes	25,030,200	26,562,800	28,664,000	30,499,300	31,722,900
Grants in Lieu of Taxes	489,000	498,800	508,800	518,900	529,200
% of Revenue Tax	410,000	418,200	426,700	435,200	444,000
Taxes for Municipal Purposes	25,929,200	27,479,800	29,599,500	31,453,400	32,696,100
Fees and Charges	7,714,000	7,866,800	8,035,000	8,207,400	8,382,700
Revenue from Other Sources	1,178,500	1,157,600	1,136,900	1,116,000	1,095,400
Transfers from Other Govt & Agencies	1,683,400	1,719,200	1,755,700	1,793,200	1,830,900
Transfers-Reserves	1,725,300	1,063,500	748,500	673,500	673,500
Transfers-Surplus	2,100,300	1,140,800	553,800	150,000	150,000
	40,330,700	40,427,700	41,829,400	43,393,500	44,828,600
Equity in Capital Assets	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000
	44,580,700	44,677,700	46,079,400	47,643,500	49,078,600
EXPENDITURES					
Operating Expenditures					
General Government	4,392,500	4,412,400	4,471,300	4,618,500	4,628,900
Protective Services	8,735,100	9,003,400	9,266,000	9,932,600	10,241,500
Public Works Services	7,859,300	7,686,300	7,551,000	7,387,200	7,633,300
Environmental Health Services	3,296,700	3,385,700	3,481,800	3,581,200	3,683,700
Public Health Services	345,300	350,900	356,500	362,400	368,600
Development Services	2,239,900	2,101,100	1,984,600	2,019,400	2,054,500
Parks, Recreation & Cultural Services	7,511,000	7,423,500	7,549,300	7,674,100	7,805,200
Total Operating Expenses	34,379,800	34,363,300	34,660,500	35,575,400	36,415,700
Amortization	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000
Total Expenses	38,629,800	38,613,300	38,910,500	39,825,400	40,665,700
Transfer to Capital Fund	3,052,200	3,041,300	4,050,600	4,264,100	4,098,700
Transfer to Reserve Funds	2,898,700	3,023,100	3,118,300	3,252,900	3,418,200
Transfer to Surplus	-	-	-	301,100	896,000
	5,950,900	6,064,400	7,168,900	7,818,100	8,412,900
	44,580,700	44,677,700	46,079,400	47,643,500	49,078,600

Excerpt From 2019-2023
Financial Plan

General Capital Borrowing

Area	Project description	Values					Total Debt	
		Total 2019-2023 Budget	2020 Debt	2021 Debt	2022 Debt	2023 Debt		
Infrastructure	Braidwood Road Design - Storm & Road	3,360,097	3,250,000				3,250,000	Move to 2023, Pending Traffic Study
	MAJOR ROAD CONS - Future years	3,500,000	-	-	1,500,000	2,000,000	3,500,000	Not defined - remove from Financial Plan until Defined
	STORM DRAINAGE - Future years	800,000	-	-	300,000	500,000	800,000	Not defined - remove from Financial Plan until Defined
	STORM DRAINAGE - WOODS PARK STORM OUTFALL	617,500		617,500			617,500	
	MAJOR ROAD CONS - 5th ST Bridge Updgrade - Deck renewal & Painting	7,725,945	4,000,000				4,000,000	Move to 2021 & Increased borrowing to \$5.4M due to change in scope
	MAJOR ROAD CONS - Cousins Ave - 20th to Willemar	3,224,000		3,091,800			3,091,800	Move to 2023, Capacity
	MAJOR ROAD CONS - 13 St - Burgess to Willemar Road Reconstruction	570,000		500,000			500,000	
	STORM DRAINAGE - 13 St - Burgess to Willemar Storm Reconstruction	570,000		500,000			500,000	
Infrastructure Total		20,367,542	7,250,000	4,709,300	1,800,000	2,500,000	16,259,300	
Public Works	PUBLIC WORKS - New Public Works Building	7,102,967	7,000,000				7,000,000	Move to 2021 Pending Business Case
Public Works Total		7,102,967	7,000,000				7,000,000	
Property Services	FIRE - NEW SATELLITE FIREHALL	6,583,000	483,000	6,000,000			6,483,000	Move to 2022 & 2023 Pending Business Case
Property Services Total		6,583,000	483,000	6,000,000			6,483,000	
Fire Services	FIRE DEPT - Ladder Truck (replacement truck #12)	1,500,000			500,000		500,000	
Fire Services Total		1,500,000			500,000		500,000	
Grand Total		35,553,509	14,733,000	10,709,300	2,300,000	2,500,000	30,242,300	