

The Corporation of the Village of Cumberland
Regular Council Meeting Agenda

Monday, November 28, 2022, 5:30 p.m.
Council Chamber, 2675 Dunsmuir Avenue



We are honoured to gather on the unceded traditional territory of the K'ómoks First Nation.
The public may view the meeting live on the [Village of Cumberland YouTube channel](#)

Pages

1. Call To Order

2. Agenda

2.1. Agenda for Regular Council Meeting, November 28, 2022

Recommendation:

THAT Council approve the Agenda for the November 28, 2022 Regular Council Meeting.

3. Minutes

3.1. Adoption of Minutes

4

Recommendation:

THAT Council adopt the following minutes:

- Regular Council Meeting, November 14, 2022

4. Delegations

5. Correspondence

6. Unfinished Business

6.1. Cumberland Lake Park Master Plan Update (2022)

8

Committee of the Whole Recommendations from November 28, 2022

Recommendation:

THAT Council to approve the Cumberland Lake Park Master Plan Update (2022) for:

- future Lake Park capital project planning;
- guidance in park operations; and
- deliberations with Lake Park Society on the development of a 2023-2032 Operating Agreement for future Council consideration.

Recommendation:

THAT Council endorse the Village providing a letter of support to the Lake Park Society in support of an application to the province of British Columbia's Destination Development Fund grant program for the

“Glamping” project listed in the Plan Update.

7. Reports

- 7.1. Council Policy on Development Variance Permits for Parking in the VCMU-1 Zone 12
Prepared by Meleana Searle, Planner and Karin Albert, Senior Planner

Recommendation:

THAT Council refer the Council Policy on Review of Development Variance Permits for Parking in the Village Core Commercial Mixed-Use (VCMU-1) Zone to the Advisory Planning Commission for comment.

- 7.2. Conference Attendance 2023 18
Prepared by Rachel Parker, Corporate Officer

Recommendation:

THAT Council receive the Conference Attendance 2023 report for information.

8. Bylaws

- 8.1. Utility Fee Bylaws 23
Prepared by Michelle Mason, Chief Administrative Officer

Recommendation:

THAT Council give first, second and third reading to Water Rates Amendment Bylaw No. 1182, 2022, to Sanitary Sewer Rates Amendment Bylaw No. 1183, 2022, and to Solid Waste Collection Fees Amendment Bylaw No. 1184, 2022.

- 8.2. 2022–2026 Financial Plan Amendment Bylaw 35
Prepared by Michelle Mason, Chief Administrative Officer

Recommendation:

THAT Council give first, second and third reading to the “2022-2026 Financial Plan Amendment Bylaw No. 1180, 2022”.

- 8.3. Revenue Anticipation Borrowing Bylaw 63
Prepared by Michelle Mason, Chief Administrative Officer

Recommendation:

THAT Council give first, second and third reading of the Revenue Anticipation Borrowing Bylaw No. 1181, 2022.

9. New Business

10. Notices, Motions and Announcements

Matters considered here may include notices or motions to hold a meeting of the Committee of the Whole, a Village Hall meeting, a Public Hearing, and noticed of motion introduced by a Council Member.

- Advisory Planning Commission @ 4 pm, December 8, 2022
- Regular Council Meeting @ 5:30 pm, December 12, 2022

11. Question Period

A member of the public may only inquire about items included on the agenda for that meeting during a question period.

- Please send questions by email to info@cumberland.ca using subject line "Question Period"; Note: please limit to questions only - comments will not be read.

12. Closed Portion

Recommendation:

THAT Council close the meeting to the public pursuant to Section 90 of the Community Charter to consider:

(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;

(i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;

(k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public;

(m) a matter that, under another enactment, is such that the public may be excluded from the meeting;

13. Adjournment

**The Corporation of the Village of Cumberland
Regular Council Meeting Minutes**

**November 14, 2022, 5:30 p.m.
Council Chamber, 2675 Dunsmuir Avenue**



Council Present: Acting Mayor Jesse Ketler
 Councillor Neil Borecky
 Councillor Sean Sullivan
 Councillor Troy Therrien

Regrets: Mayor Vickey Brown

Staff Present: Michelle Mason, Chief Administrative Officer
 Kevin McPhedran, Interim Deputy Chief Administrative Officer
 Rob Crisfield, Manager of Operations
 Rachel Parker, Corporate Officer

1. Call To Order

Acting Mayor Ketler called the meeting to order at 5:30 p.m. and offered a territorial acknowledgement.

2. Agenda

2.1 Agenda for Regular Council Meeting, November 14, 2022

Motion 22-572

Moved by: Borecky

Seconded by: Therrien

THAT Council approve the agenda for the November 14, 2022 Regular Council Meeting.

Carried Unanimously

3. Minutes

3.1 Adoption of Minutes

Motion 22-573

Moved by: Borecky

Seconded by: Therrien

THAT Council adopt the following minutes:

- Regular Council Meeting, October 24, 2022
- Inaugural Council Meeting, November 7, 2022

Carried Unanimously

4. Delegations

None

5. Correspondence

5.1 Cumberland Community Schools Society (CCSS)

Motion 22-574

Moved by: Borecky

Seconded by: Therrien

THAT Council approve staff to draft a letter of support with the initiatives mentioned within the letter for the Cumberland Community Schools Society.

Carried Unanimously

6. Unfinished Business

None

7. Reports

7.1 Village of Cumberland Utility Rates: 2023-2027

Motion 22-575

Moved by: Sullivan

Seconded by: Borecky

THAT Council direct staff to amend the Water and Sanitary Sewer User Rates bylaws to fund water, sewer and storm water operating and facility capital replacement costs over the years 2023-2027 effective for the 2023 year.

THAT Council direct staff to amend the Water, Sewer and Storm Water Frontage Tax bylaws to fund water, sewer and storm water linear asset capital replacement costs over the years 2023-2027 effective for the 2023 year.

Carried Unanimously

Motion 22-576

Moved by: Borecky

Seconded by: Sullivan

THAT Council direct staff to amend the Solid Waste User Rates to fund the operating costs over the years 2023-2027 effective for the 2023 year to include adding the possibility an automatic cart system in 2025.

Carried Unanimously

7.2 2022 General Local Election, Election Results

Motion 22-576

Moved by: Sullivan

Seconded by: Therrien

THAT Council receive the 2022 General Local Election, Election Results report for information.

Carried Unanimously

8. Bylaws

None

9. New Business

None

10. Notices, Motions and Announcements

Matters considered here may include notices or motions to hold a meeting of the Committee of the Whole, a Village Hall meeting, a Public Hearing, and noticed of motion introduced by a Council Member.

- Committee of the Whole, November 18 at 1:00 p.m.
- Accessibility and Inclusion, Committee November 21 at 3:00 p.m.

11. Question Period

None received

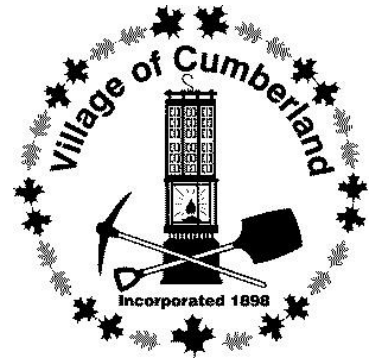
12. Adjournment

The meeting was adjourned at 6:08 p.m.

Mayor

Certified Correct by Corporate Officer

COMMITTEE OF THE WHOLE REPORT



REPORT DATE: 11/21/2022
MEETING DATE: 11/28/2022

TO: Mayor and Councillors
FROM: Kevin McPhedran, Interim Deputy Chief Administrative Officer
SUBJECT: Cumberland Lake Park Master Plan Update (2022)

RECOMMENDATION

- i. THAT the Committee direct Council to approve the *Cumberland Lake Park Master Plan Update (2022)* for:
 - a. future Lake Park capital project planning;
 - b. guidance in park operations; and
 - c. deliberations with Lake Park Society on the development of a 2023-2032 Operating Agreement for future Council consideration.
- ii. THAT the Committee endorse the Village providing a letter of support to the Lake Park Society in support of an application to the province of British Columbia’s Destination Development Fund grant program for the “Glamping” project listed in the Plan Update.

PURPOSE

For the Committee to receive the *Cumberland Lake Park Master Plan Update (2022)* report which is proposed to be used by the Village and Lake Park Society (LPS) in future park capital project planning, operations, and in support of an Operations Agreement for 2023 and beyond.

To seek the Committee’s endorsement of the Village providing LPS with a letter of support for the LPS-lead “Glamping Project” to the province’s Destination Development program.

PREVIOUS COUNCIL DIRECTION

Date	Resolution
November 23, 2020	THAT Council direct staff to enter into formal deliberations with Cumberland Lake Wilderness Society on a 10 year Park Operations and Improvements Agreement (2022-2031), and report back to Council with an agreement proposal.

BACKGROUND

The Village’s current Operating Agreement for Cumberland Lake Park with Lake Park Society (LPS) ends on December 31 2022. Per the terms of the existing agreement, the Village is responsible for planning, funding and managing all park capital projects; however, during the current term, LPS

has both shown the interest and ability to fund and lead capital improvements to the park, including:

- Development of Walk-In campsites
- Picnic Shelter Roof replacement
- Playground Planning and Design
- Park office renovations and landscape improvements

Per Council direction in fall 2020, staff have entered into discussions on a long-term extension to the agreement with LPS; one area of the agreement requiring amendment is to define the current and future roles and responsibilities of each party in capital project planning, funding and management given LPS's emerging capacity and capabilities.

Meanwhile, while the parties agree that the [2014 Master Plan](#) for the park has been a useful planning document to guide the implementation of park improvements – in addition to contributing to the creation of the Lake Park Society itself – new park information and knowledge has been obtained by the party's since 2014 and there is consensus that it would be beneficial to update the Master Plan.

Accordingly, beginning spring 2022, the Village and LPS partnered to complete a *Master Plan Update (2022)*, attached. This collaborative planning process involved a working group made up of staff from the Village and LPS, supported by a third-party consultant (who lead the original 2014 Park Master Planning process), and cost shared by the Village and LPS. The plan endeavors to:

- Review and celebrate Park accomplishments since the 2014 Master Plan including both capital projects and many important community-centric initiatives that LPS has undertaken in park programming and educational use.
- Develop updated recommendations and actions for capital and operational improvements for the next 10 years.
- Establish a feasible implementation plan for continuing to realize positive change in Cumberland Lake Park.
- Strengthen the mutually beneficial partnership between the Village and LPS.
- Provide a clear understanding of park direction to support an operations contract renewal for 2023 forward.

A summary of other core components of the plan includes:

- ✓ To confirm the “vision and goal” statements from the 2014 Master Plan, while also adding four guiding principles that resonate with the values of LPS and the current corporate Strategic Priorities of the Village: Indigenous Truth and Reconciliation; Inclusivity and Accessibility; Climate Action; and Creating Connections.
- ✓ To provide clear direction for the Village to lead future projects and improvements to core park infrastructure and in response to growth management issues, including: water system upgrades; waterfront area re-design to transition to a more sustainable balance between day use and campsites; park office and operations yard upgrades; boat launch upgrades; and parking/transportation management and improvements.
- ✓ To provide clear direction for LPS to lead future projects that align with their core mission and mandate of “providing wonder and connection through outdoor experiences,” including: infrastructure in support of watersports rentals, education and interpretive programs; and campground improvements and expansion.

Staff recommend that the Committee endorse this Plan Update for use as guidance in coming to terms on a 2023-2032 Operating Agreement with LPS, an agreement that is currently scheduled to be brought forward for Council consideration in early 2023.

Meanwhile, staff recommended that the Committee also direct staff to use the Plan Update to inform future park capital budget requests and funding applications, beginning with the 2023-2026 Financial Planning process scheduled to commence in January 2023 and a LPS-lead application to the [Destination Development Fund](#), a grant opportunity recently announced by the Province of British Columbia to:

build a resilient and globally competitive tourism sector that fosters vibrant communities across the province. The fund provides \$30 million in one-time grants to support the development and rejuvenation of tourism infrastructure, assets and experiences.

Village and LPS staff have reviewed the program requirements and, in recognition of such factors as current staff work plans, the requirement that projects must be “shovel ready”, and that an initial application (Expression of Interest) is due December 7 2022, recommend that LPS submit a funding application in support of the “Glamping Project” (18, page 35 of the Plan Update). The project would serve to create an alternative park revenue stream to offset an anticipated future reduction in park revenue from the planned removal of waterfront campsites, thereby ensuring the sustainable financial operation of the park. LPS has quotes for glamping options and supporting infrastructure and the project has been deemed “shovel ready”.

ALTERNATIVES

Alternative options for the Committee to consider include:

1. Amendments to the Plan Update, including to the scope and/or direction of any capital project, and/or the prioritization status of any proposed project.

(Should the Committee choose to pursue such an option, specific information is requested on proposed changes.)

2. For staff to pursue alternative options to the past Council direction in regards to the pursuit of a 10 year Operating Agreement with Lake Park Society.

(Should the Committee choose to pursue such an option, specific information is requested on the revised terms or process in which a future Operating Agreement is to be pursued.)

STRATEGIC OBJECTIVE

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

CLIMATE CHANGE IMPLICATIONS

Climate Action as one of the core guiding principals of the plan. Specifically, within the context of Lake Park, climate action factors are proposed to be considered in: building and equipment retrofits; supporting active transportation and emissions-free transportation access to the park; waste management at the park; planting shade trees and implementing other planting restoration projects; and providing educational opportunities to increase awareness and demonstrate a climate-resilient future.

FINANCIAL IMPLICATIONS

Economic Sustainability is one of four core Park Goals contained within the vision statement for the Park in the 2014 Master Plan, a goal that is affirmed as a continued priority in the 2022 Update. This is factored into the implementation plan, including the order in which projects are proposed to be implemented in order to maintain revenue in support of sustainable park operations.

Additionally, the Village’s partnership with LPS in Park Operations, and their status as a “social enterprise” whereby park profits generated by the operator are reinvested into park programs and select park infrastructure, has introduced a new funding source for park improvements that was not available to the Village under the former for-profit park operator model. The concept of a long term (10 year agreement) further incentivizes such investments in park infrastructure LPS.

In regards to the implementation of park projects of Village responsibility, funding sources will be proposed to Council on a project by project basis in future budget planning process. Per Council direction in the 2022-2026 Financial Planning process, dividend revenue is currently being transitioned over five years to fund a park infrastructure reserve (as opposed general revenue). In addition, other funding sources may include grants, tax revenue and/or other revenue streams such as Village host amenity funds.

OPERATIONAL IMPLICATIONS

Development of the Plan Update has been a collaborative process lead by the Village’s Interim Deputy CAO and supported by Village’s Interim Parks and Facility Manager and staff from Lake Park Society. Implementation of the Plan Update, including coming to terms on a long term operating agreement, are in staff’s current work plans and will continue to be lead by the Village’s Interim Deputy CAO and Parks Department staff.

ATTACHMENTS

Cumberland Lake Park Master Plan Update (2022)

CONCURRENCE

None.

Respectfully submitted,

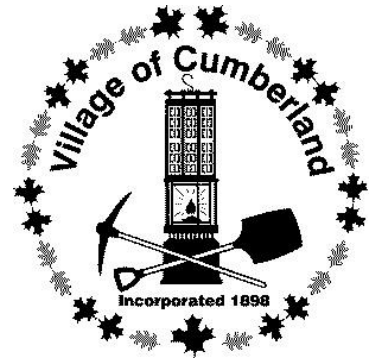
K. McPhedran

Kevin McPhedran
Interim Deputy Chief Administrative Officer

M. Mason

Michelle Mason
Chief Administrative Officer

COUNCIL REPORT



REPORT DATE: 11/17/2022
MEETING DATE: 11/28/2022

File No. 6400/6950/Parking

TO: Mayor and Councillors
FROM: Meleana Searle, Planner and Karin Albert, Senior Planner
SUBJECT: Council Policy on Development Variance Permits for Parking in the VCMU-1 Zone

RECOMMENDATION

THAT Council refer the Council Policy on Review of Development Variance Permits for Parking in the Village Core Commercial Mixed-Use (VCMU-1) Zone to the Advisory Planning Commission for comment.

PURPOSE

The purpose of this report is to introduce a draft policy that will provide staff with guidelines for reviewing and evaluating development variance permit applications for parking in the VCMU-1 Zone, and to request a referral to the Advisory Planning Commission.

PREVIOUS COUNCIL DIRECTION

Date	Resolution
June 9, 2022	THAT Council direct staff to draft a policy for consideration of development variance permit applications for parking associated with existing businesses and/or heritage buildings in the VCMU-1 zone.

BACKGROUND

A recent increase in new businesses opening or planning to open in the downtown core, coupled with the increase in the cash-in-lieu amount for parking from \$3,800 to \$10,000 per space has resulted in several development variance permit (DVP) applications to reduce or eliminate the parking requirement.

For new buildings, the intention of the Zoning Bylaw is that the parking requirements will be met by developers at time of construction and not by future commercial tenants. However, commonly, the commercial portion of new mixed-use buildings has not been leased when the payment for cash-in-lieu is due. Developers tend to provide an anticipated use with a low parking requirement for the purpose of calculating the number of parking spaces or cash-in-lieu required. Frequently, the number of spaces provided is lower than required by the tenants moving into the space. Staff have seen a recent rise in small business owners not being able to meet the parking requirements associated with their business and, therefore, having to pay parking cash-in-lieu payments prior to

receiving their business licence and being able to open their business. This is not financially feasible for most small businesses. As a consequence, some find a space for their business elsewhere while others seek a development variance permit.

For existing and heritage buildings, parking is required when the permitted use changes or improvements to enlarge the space are made. The provision of off-street parking spaces was not often considered at the time of original construction and current businesses are limited in their ability to meet the off-street parking requirements. It is important to retain the heritage character of buildings, streetscape and sense of place while balancing the need for parking.

Official Community Plan

Most of the VCMU-1 – Village Core Commercial Mixed Use Zone (VCMU-1) falls within a Heritage Conservation Area (HCA). The HCA is intended to provide long-term protection of the historic buildings and character of the downtown core. The historic form and scale of the commercial buildings in the downtown are integral to the appearance, feeling, and ambience of the downtown core. The HCA guidelines require new construction to meet parking standards (guideline 2(a)).

Section 6.0 of the Official Community Plan (OCP) identifies relevant economic objectives and policies including creating a welcoming and supportive business environment within the Village, encouraging appropriate business investment for growth and services within the Historic Village Commercial Core, simplifying and expediting permitting regulations for all businesses, and seeking to minimize the costs of doing business throughout the Village.

Zoning Bylaw

The Village's Zoning Bylaw includes parking requirements for the different types of permitted commercial and residential uses in the VCMU-1 zone. The parking requirements are prompted by development or building permit applications for the construction of new, or addition to existing, buildings or structures, and for every change or addition of a principal or accessory permitted use. Parking spaces can be provided as off-street parking or as a \$10,000 cash-in-lieu of parking payment. In the case of commercial spaces, all parking requirements can be met through cash-in-lieu. In the case of residential development, only up to 30 percent of parking requirements can be met through cash-in-lieu.

ANALYSIS

The proposed Council policy provides a framework for evaluating parking variances in the VCMU-1 zone to ensure that the objectives of the HCA and the economic development objectives and policies in the OCP are considered in the review of applications.

Since development variances to parking requirements in the VCMU-1 zone result in fewer parking spaces provided and reduced revenue to the parking cash-in-lieu fund, applications should demonstrate that a reduction in parking requirements benefits the downtown core and/or the community at large. Reduced parking requirements can benefit small shops, support unique businesses and the creation of space for arts and culture, and help shape the character and diversity of the downtown core.

The policy provides guidance for the review of both residential and commercial parking requirements. It discourages variances to reduce onsite residential parking spaces, recognizing

that residential parking on the street in the downtown core takes up parking spaces that could be used by customers frequenting local businesses.

Applications to reduce commercial parking requirements are evaluated by reviewing the impact and benefit of the applications according to what extent a variance would support small businesses, arts and culture, contribute to heritage conservation, and retain the character of the downtown core.

This policy is suggested as an interim step until a Zoning Bylaw amendment can address the concerns outlined at the beginning of this report.

ALTERNATIVES

1. THAT Council adopt the Council Policy on Review of Development Variance Permits for Parking in the VCMU-1 zone.
2. THAT Council direct staff to make the following edits to the proposed Council Policy on Review of Development Variance Permits for Parking in the VCMU-1 zone prior to referral to the Advisory Planning Commission: (a) _____; (b)_____,...
3. THAT Council direct staff to make the following edits to the proposed Council Policy on Review of Development Variance Permits for Parking in the VCMU-1 zone: (a) _____; (b)_____,... and present the revised policy at an upcoming Council meeting.
4. 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 effect of the policy may be a reduction in parking cash-in-lieu received by the Village. On the other hand, the policy may result in more small businesses being able to occupy commercial spaces in the downtown core. This would add to the vibrancy and economic resilience of the downtown core and strengthen the local economy.

OPERATIONAL IMPLICATIONS

Developing policy is part of the regular services provided by the Development Services Department. Since the policy provides an indication of the likely success of a development variance application to reduce parking cash-in-lieu, it may increase the number of applications received for commercial parking but may reduce the number of applications received for residential parking.

CLIMATE CHANGE IMPLICATIONS

Making it easier for businesses to occupy commercial spaces in the downtown core reduces travel distances for Cumberland residents to those businesses, potentially resulting in less local transportation related greenhouse gas emissions. Less availability of parking in the downtown core

may result in more walking or bicycle trips by employees and customers of downtown businesses further reducing transportation related greenhouse gas emissions.

ATTACHMENTS

1. DRAFT Council Policy on Review of Development Variance Permits for Parking in the VCMU-1 zone

CONCURRENCE

Rachel Parker, Corporate Officer **RP**

Courtney Simpson, Manager of Development Services **CS**

Respectfully submitted,

M. Searle

Meleana Searle
Planner

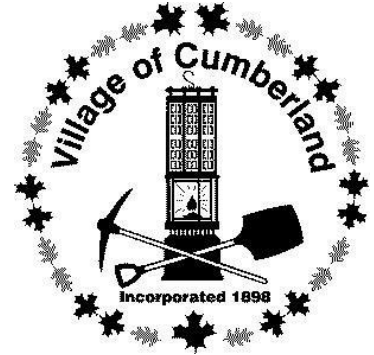
K. Albert

Karin Albert
Senior Planner

M. Mason

Michelle Mason
Chief Administrative Officer

COUNCIL POLICY



Title:	Review of Development Variance Permits for Parking in the VCMU-1 zone	No.	13.4
Adopted Date:		Section:	Planning and Development
Amended Date:		Motion No:	22-XXX

Purpose

The purpose of this policy is to provide guidelines for staff review and evaluation of development variance permit applications for parking in the VCMU-1 zone.

The intent is to support entrepreneurship, support a diverse range of small local businesses and services, arts and culture and encourage the retention of heritage buildings and diversity of character in the Village downtown core, while balancing the need for vehicle parking spaces.

Policy Provisions

1. Reduction of vehicle parking requirements through development variance permit in the VCMU-1 zone result in fewer parking spaces provided and reduced revenue to the parking cash-in-lieu fund. Therefore, applications for variances should demonstrate that a reduction in parking requirements benefits the downtown core and/or the community at large.
2. Applications should demonstrate that the ability to use or develop the property is unreasonably constrained or hindered by having to comply with the parking requirement or cash-in-lieu option.

Residential Parking

3. Variances to reduce parking requirements for residential development are generally not recommended since residential parking can occupy a space for an entire day or multiple days and reduce the availability of short-term parking for customers of businesses along Dunsmuir Avenue.

Commercial Parking

4. The review of an application for a variance to commercial parking requirements in the VCMU-1 zone will be evaluated based on the following impacts and benefits of the application.

i. Supporting Small Businesses, Services, Arts and Culture

- a. The addition or expansion of a small, local business start-up or development
- b. Creation of an arts and culture space
- c. Provision of a needed business or service in the Village

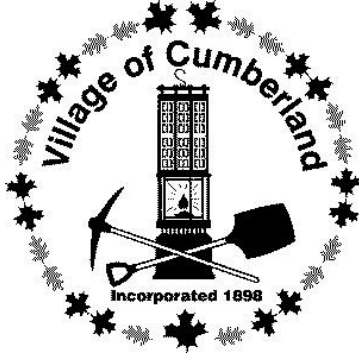
ii. Heritage Conservation

- a. Retention of heritage buildings and structures, preferably through a heritage revitalization agreement
- b. Retention of heritage trees

iii. Promotes Retention and Diversity of Character

- a. Provision of outdoor seating
- b. Provision of outdoor plazas or courtyards
- c. Planting or retention of shade trees
- d. Provision of active transportation facilities such as e-bike plug-ins or covered public bicycle parking
- e. Provision or retention of accessible parking space on-site
- f. Provision of electric vehicle or carshare parking

COUNCIL REPORT



REPORT DATE: November 17, 2022
MEETING DATE: November 28, 2022

File No. 0390-01

TO: Mayor and Councillors
FROM: Rachel Parker, Corporate Officer
SUBJECT: Conference Attendance 2023

PURPOSE

The purpose of this report is to give Council members an opportunity to discuss which conferences members would like to attend in 2023 as well as which Federation of Canadian Municipalities (FCM) conferences they would like to attend over the Council term. Council may also discuss alternative budget allocations.

BACKGROUND

Members of Council in past years have attended a number of events and conferences. In recent years, all members typically have attended:

- AVICC – held annually in April (Vancouver Island and Sunshine Coast locations) <https://avicc.ca/agm-convention/>
- UBCM – held annually in October (Victoria, Vancouver, Whistler) <https://www.ubcm.ca/convention-resolutions/2023-convention>

Council’s policy sets out that members may attend one FCM conferences during their term if they so wish:

- Federation of Canadian Municipalities – annually across Canada with May 2023 in Toronto
- FCM Sustainable Communities – every second year with Feb 2023 in Ottawa and online <https://fcm.ca/en/events-training>

However, over the past few years, Council members have also attended a variety of other events and conferences, both in person and virtually, including

- Local Government Leadership Academy Leadership forum – Annually in April held in Richmond, except in 2023
- Local Government Leadership Academy Chief Elected Officials (Mayor/Chair) forum
- High Ground Civic Governance Forum (Columbia Institute) - Vancouver
- Council of Forest Industries Convention (COFI) - April
- Climate Leaders Institute (UBC) - June
- Vancouver Island Economic Alliance Summit – October in Nanaimo

- FCM Globe - Vancouver
- Comox Valley Chamber of Commerce events
- Comox Valley Conservation Partnership
- Comox Valley Watershed Resilience Symposium (Comox Valley)
- Annual Symposium on Water Stewardship in a Changing Climate (Comox Valley)
- Vancouver Island and Coastal Communities Climate Leadership Plan Community Resilience Summit (virtual)

Conference Budget

Some factors affecting travel in 2023 are that travel and accommodation costs have significantly increased to pre-Covid rates. On the other hand, some events offer virtual options. As well, travel for CVRD chair Councillor Ketler will be provided by the CVRD in 2023. Also in 2023, additional budget was allocated to allow each member to attend the LGLA Elected Officials seminar in February in Nanaimo for both newly elected and returning elected officials.

Council increased the travel and conference budget in 2022 by \$4,000 to keep up with increasing costs and potentially to allow members flexibility to attend more events, such as the LGLA leadership forum in Richmond. The budget increases again by \$1,000 in 2023 and another \$1,000 in 2024. The 2023 budget is currently at \$30,900.

Event	Estimated Cost pp
AVICC:	\$1300
UBCM:	\$3000
Other Regional:	\$1000 max
Total	\$5,000

FCM	\$3500
LGLA Richmond	\$2000

Council’s policy sets out that members may attend AVICC and UBCM each year, plus local event/conferences to a maximum cost of \$1,000 each. A member may also choose to attend another event in lieu of UBCM or AVICC. The policy also sets out that each member may attend FCM or FCM Sustainable Communities conference once during the four-year term.

ALTERNATIVES

Council may follow the current policy or ask staff to review the policy, e.g. if Council wishes to allocate annual funding equitably to allow each member to determine which events each wishes to attend. In 2023, each member would be allocated \$6,180, however with Councillor Ketler’s expenses covered, that allocation would increase to \$7,725.

STRATEGIC OBJECTIVE

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

FINANCIAL IMPLICATIONS

There would be no financial implications of staying within the set budget.

OPERATIONAL IMPLICATIONS

Staff register and make some travel arrangements for members to attend events.

CLIMATE CHANGE MITIGATION

Council members often travel together to events, providing both costs savings and reducing emissions. The COVID-19 pandemic has increased the opportunity to attend seminars and forums online.

ATTACHMENTS

1. Policy 1.4, Council Member Conference Policy

CONCURRENCE

None

Respectfully submitted,

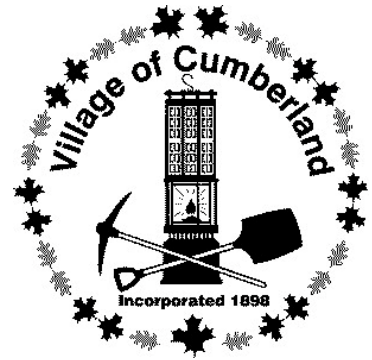
R. Parker

Rachel Parker
Corporate Officer

M. Mason

Michelle Mason
Chief Administrative Officer

COUNCIL POLICY



Title: Council member Conference Adopted Date: January 28, 2019 Amended Date: Oct 15, 2019	No. 1.4 Section: Administration Motion No. 2019-49
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Policy Statement

The Council establishes its conference and travel budget during the annual budget process in the fall. Council member travel and conference attendance should fall within the budgeted amounts, and members will work in good faith to equitably share this budget for travel and conferences which provide for learning, developing healthy relationships with peers, and other benefits to the community.

Purpose

To provide guidance and a framework for Council members traveling and attending conferences, seminars and events during their term of office.

Abbreviations

AVICC:	Association of Vancouver Island and Coastal Communities
UBCM:	Union of British Columbia Municipalities
LGLA NE:	Local Government Leadership Academy newly elected officials seminar
FCM:	Federation of Canadian Municipalities
FCM SC:	Federation of Canadian Municipalities Sustainable Communities

Policy

1. Subject to annual budget allocation, Council members may attend the following conferences and seminars hosted by the following organization on behalf of the Village of Cumberland:
 - (a) AVICC
 - (b) UBCM
 - (c) LGLA NE

FCM and FCM SC

- 2. Each member may attend either FCM or FCM SC once during the four year term, unless that member voluntarily foregoes attendance at another conference under 3(2)(b), provided that
 - (a) only one member attends each conference in order to provide for the most benefit to the Village, except where no member wishes to attend FCM SC during the term, and in that case two members may attend one FCM conference,
 - (b) [deleted Oct 2019]
 - (c) if more than one member requests attendance at a conference, names will be drawn.

Other Conferences, Seminars and Events

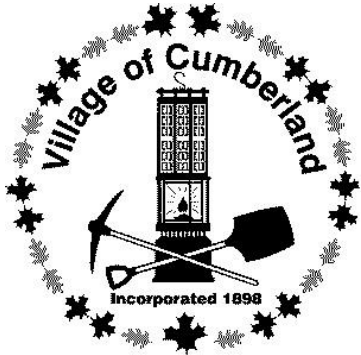
- 3. (1) Attendance at other conferences, seminars and events under this section must be reported to Council at open meeting. [amended Jan 2021]
- (2) Subject to available budget,

		Maximum Expenditure*
(a)	the Mayor is authorized to attend events of particular importance to Village interests, including protocol visits beneficial to the Village;	\$500
(b)	In lieu of attendance at AVICC, UBCM, FCM or FCMSC, a member may choose to attend another conference or seminar that is related to municipal business with the budget set aside;	n/a
(c)	Members may attend conferences and seminars related to municipal business and held in the Comox Valley; and	\$1,000
(d)	Each member may attend one central/north Vancouver Island conference or seminar related to municipal business each year.	

* includes registration, travel (mileage), accommodation and per diems

- 4. This policy does not apply to travel for business meetings requiring the attendance of the Mayor or Council members and endorsed by the Chief Administrative Officer.

COUNCIL REPORT



REPORT DATE: November 22, 2022
MEETING DATE: November 28, 2022

TO: Mayor and Councillors
FROM: Michelle Mason, Chief Administrative Officer
SUBJECT: Water, Sewer and Solid Waste Collection Rates Amendment Bylaws

RECOMMENDATION

THAT Council give first, second and third reading to Water Rates Amendment Bylaw No. 1182, 2022, to Sanitary Sewer Rates Amendment Bylaw No. 1183, 2022, and to Solid Waste Collection Fees Amendment Bylaw No. 1184, 2022.

PURPOSE

The purpose of this report is to provide the attached Water Rates, Sanitary Sewer Rates, and Solid Waste Collection Fees Amendment Bylaws to Council for consideration of first, second and third reading.

PREVIOUS COUNCIL DIRECTION

Council adopts Utility User rates bylaws every year.

BACKGROUND

At the November 14, 2022 Council meeting (report starts on page 11 of agenda), Council directed staff to update the water, sewer and solid waste user rates to achieve the following:

- Fund operations for current service levels and the possibility of increasing the service level for a solid waste automatic collection system in 2025;
- Reserve annually for water meter replacements;
- Fund estimated operating costs associated with the wastewater capital upgrades (includes a new Wastewater Operator III position in 2023);
- Fund estimated asset replacement costs for the water treatment and reservoir facilities;
- Fund estimated asset replacement costs for the wastewater treatment facility; and
- Smooth the rate increases required from 2023 to 2027.

Staff used this direction when analyzing rates for 2023 to 2027. The bylaws attached for Council consideration are only for 2023 quarterly rates so that each year that follows, staff can reconfirm cost estimates and analyze water consumption. In the attached 2023 water, sewer and solid waste collection rates amendment bylaws, staff changed the rate schedules as per the direction given by Council at the November 14, 2022 Council meeting (includes rate

stabilization to allow for the possibility of automatic cart solid waste collection system starting in 2025).

Staff calculated 2023 water rates based on water consumption for the first and second quarters of 2022 and the third and fourth quarter of 2021.

The 2023 single-family residential water rates in the attached water rates bylaw no. 1182 are a variable rate of 81 cents (74 cents in 2022) per cubic metre and a fixed fee of \$57.20 (\$55.85 in 2022) per quarter. 2023 multi-family residential water rates are a variable rate of 85 cents (85 cents in 2022) per cubic metre and a fixed fee of \$43.10 (\$42 in 2022) per quarter. The quarterly 2023 ICI water fees in the attached bylaw are a variable rate of \$1.23 (\$1.18 in 2022) per cubic metre and a fixed rate that ranges from \$62.90 (\$40.70 in 2022) to \$524.60 (\$364.30 in 2022) per quarter.

The rate structure for sewer is a flat fee structure with one residential fee per unit for all single-family and multi-family units and per unit fees for several categories for ICI customers. Residential revenues are approximately 87% of total revenues required for sewer and storm operations and ICI are approximately 13% of the revenues required for sewer and storm operations. The 2023 residential flat sewer fee in the attached sewer rates bylaw no. 1183 is \$111.25 per unit (\$106.50 in 2022) per quarter. The quarterly 2023 ICI flat sewer fees ranges from \$32.00 per unit (\$30.25 in 2022) to \$10,773.25 per unit (\$10,187 in 2022).

The rate structure for solid waste collection is a flat fee structure with one residential fee per unit for all single-family, multi-family, and ICI customers. Residential revenues are approximately 96% of total revenues required for solid waste operations ICI are approximately 4% of total revenues required for solid waste operations. If Council wishes to continue to provide curbside collection to ICI customers, this revenue split will need to be analyzed at a greater detail to ensure that residential customers are not subsidizing ICI customers. The 2023 residential flat solid waste collection fee in the attached solid waste collection fees bylaw no. 1184 is \$43.60 per unit (\$33.10 in 2022) per quarter. The 2023 ICI flat solid waste collection fee in the attached solid waste collection fees bylaw no. 1184 is \$58.40 per unit (\$52.65 in 2022) per quarter.

Frontage Taxes

Staff presented Council with an analysis of water and sewer utility rates with a reallocation of funding for the annual replacement capital costs for water, sewer and storm infrastructure being fully funded by frontage taxes. Based on direction from Council, the rates in the attached utility rate bylaws reflect this reallocation.

At a future Council meeting, prior to mailing the 2023 tax levies to property owners, staff will bring a report to Council to start the process of updating the water, sewer and storm frontage tax bylaws. Staff will then present bylaws to Council for consideration that will amend the rates in the current water, sewer and storm frontage tax bylaws.

ALTERNATIVES

1. Council can direct staff to come back with more information.

STRATEGIC OBJECTIVE

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

FINANCIAL IMPLICATIONS

Utility budgets will come to Council in January 2023 with the Village financial plan and the revenues in those budgets that the following rates will generate in 2023 (compared to 2022) follows:

- Water \$765,600 (compares to 2022 \$720,430 and includes use of \$85k of stabilization funds)
- Sewer/Storm \$984,400 (compares to 2022 \$920,710 and includes use of \$85k of stabilization funds)
- Solid Waste \$379,300 (compares to 2022 \$300,980 and includes use of \$32k of stabilization funds)

The following table summarizes the user fees and frontage taxes payable for a median single-family household over the years 2023 to 2027 and shows the 2022 rates for comparison.

	2022	2023	2024	2025	2026	2027
Opening Utility User Rates	\$ 871.93	\$ 906.13	\$ 984.33	\$ 1,063.23	\$ 1,140.43	\$ 1,212.83
Solid Waste Increase	17.60	42.00	42.40	42.80	40.00	17.20
Water Increase (based on 42 M3 water consumption)	14.60	17.20	17.50	15.40	13.40	12.60
Sewer & Storm Increase	2.00	19.00	19.00	19.00	19.00	19.00
	34.20	78.20	78.90	77.20	72.40	48.80
User Rates	\$ 906.13	\$ 984.33	\$ 1,063.23	\$ 1,140.43	\$ 1,212.83	\$ 1,261.63
% Increase in Utility Fees	3.92%	8.63%	8.02%	7.26%	6.35%	4.02%
Opening Frontage Taxes	305.40	328.80	352.70	376.20	399.90	420.30
Water Frontage Increase	6.00	6.00	6.00	6.00	0.30	1.80
Sewer Frontage Increase	9.00	9.70	8.40	8.20	9.30	8.80
Storm Frontage Increase	8.40	8.20	9.10	9.50	10.80	10.90
	23.40	23.90	23.50	23.70	20.40	21.50
Frontage Taxes	\$ 328.80	\$ 352.70	\$ 376.20	\$ 399.90	\$ 420.30	\$ 441.80
% Increase in Frontage Tax	7.66%	7.27%	6.66%	6.30%	5.10%	5.12%
Total User Fees and Frontage Taxes Payable	\$ 1,234.93	\$ 1,337.03	\$ 1,439.43	\$ 1,540.33	\$ 1,633.13	\$ 1,703.43
Total Increases to Utility Payer	\$ 57.60	\$ 102.10	\$ 102.40	\$ 100.90	\$ 92.80	\$ 70.30
Total % Increase	4.89%	8.27%	7.66%	7.01%	6.02%	4.30%

Based on 2022 water consumption and the water and sewer utility rate structure approved by Council, the largest utility customer, the Regional Hospital Laundry Society, is showing a total annual increase of \$4,375 in 2023.

The following outlines what a typical building with a retail type business and residential suite occupying it pays currently for utility fees and frontage taxes and what they would pay in 2023:

	2022	2023	Increase
Retail/Residential Mix	\$ 1,895	\$ 2,085	\$ 190

OPERATIONAL IMPLICATIONS

Staff have prepared amended rate bylaws for Council consideration based on direction that Council provided at the November 14th meeting. If the first three readings of the bylaws are given at this meeting, the bylaws will be brought back for adoption at the December 12th meeting.

CLIMATE CHANGE IMPLICATIONS

Other than operational climate change mitigation and analysis in daily operations of the operations, there are no climate change implications to approving these bylaws.

ATTACHMENTS

1. Water Rates Amendment Bylaw No. 1182, 2022
2. Sanitary Sewer Rates Amendment Bylaw No. 1183, 2022
3. Solid Waste Collection Fees Amendment Bylaw No. 1184, 2022

CONCURRENCE

None

Respectfully submitted,

M. Mason

Michelle Mason
Chief Administrative Officer

THE CORPORATION OF THE VILLAGE OF CUMBERLAND

BYLAW NO. 1182

A bylaw to amend the Water Rates Bylaw.

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

1. This Bylaw may be cited as ‘Water Rates Amendment Bylaw No. 1182, 2022.’
2. “Water Rates Bylaw No. 1002, 2014”, as amended, is amended as follows:
 - (a) by repealing Schedule A to the Bylaw in its entirety and substituting Schedule A to this Bylaw.

READ A FIRST TIME THIS	DAY OF	2022.
READ A SECOND TIME THIS	DAY OF	2022.
READ A THIRD TIME THIS	DAY OF	2022.
ADOPTED THIS	DAY OF	2022.

Mayor

Corporate Officer

Schedule A

Water Charges

1. Water System Service Fees:

(a) Fees effective January 1, 2022:

Parcel Classification	Fixed Charge	Water Consumption Charge Rate
Residential:	\$55.85 per quarter	\$0.74 per cubic meter
Duplex Dwelling Unit:	\$55.85 per quarter	\$0.74 per cubic meter
Multi-Family:	\$42.00 per unit per quarter	\$0.85 per cubic meter
ICI:	Based on the meter size shown in section 2 of this schedule	\$1.18 per cubic meter

(b) Fees effective January 1, 2023:

Parcel Classification	Fixed Charge	Water Consumption Charge Rate
Residential:	\$57.20 per quarter	\$0.81 per cubic meter
Duplex Dwelling Unit:	\$57.20 per quarter	\$0.81 per cubic meter
Multi-Family:	\$43.10 per unit per quarter	\$0.85 per cubic meter
ICI:	Based on the meter size shown in section 2 of this schedule	\$1.23 per cubic meter

ICI Fixed Charge

2. The fixed charge for ICI parcel classification is based on the meter size of the service connection to the property as follows:

(a) Fees effective January 1, 2022:

Meter size:	5/8"	3/4"	1"	1.25"	1.5"	2"	3"	4"	6"
Quarterly charge:	\$40.70	\$47.80	\$63.10	\$79.30	\$93.60	\$122.10	\$182.20	\$243.20	\$364.30

(b) Fees effective January 1, 2023:

Meter size:	5/8"	3/4"	1"	1.25"	1.5"	2"	3"	4"	6"
Quarterly charge:	\$58.60	\$68.80	\$90.90	\$114.20	\$134.80	\$175.80	\$262.40	\$350.20	\$524.60

3. Flat Rate Fees:

	Use of Land or Real Property	Water Flat Charge effective January 1, 2022	Water Flat Charge effective January 1, 2023
(a)	For each dwelling unit:	\$111.35 per quarter	\$117.95 per quarter
(b)	For a motel, hotel, or non-profit seniors' housing (per room/unit):	\$65.00 per quarter	\$69.00 per quarter
(c)	For a lodging house or hostel (per bed):	\$28.00 per quarter	\$30.00 per quarter
(d)	For a school (per classroom):	\$76.00 per quarter	\$81.00 per quarter
(e)	For a church or a recreation hall:	\$76.00 per quarter	\$81.00 per quarter
(f)	For a medical clinic:	\$216.00 per quarter	\$230.00 per quarter
(g)	For a restaurant, pub, or bar:	\$216.00 per quarter	\$230.00 per quarter
(h)	For a coffee shop or take out:	\$141.00 per quarter	\$150.00 per quarter
(i)	For a business, store, or office (per suite):	\$76.00 per quarter	\$81.00 per quarter
(j)	For a beauty parlour, medical office, or veterinarian (per suite):	\$141.00 per quarter	\$150.00 per quarter
(k)	For a laundromat:	\$345.00 per quarter	\$367.00 per quarter
(l)	For a service station:	\$179.00 per quarter	\$190.00 per quarter
(m)	For a car wash:	\$345.00 per quarter	\$367.00 per quarter
(n)	For regional hospital laundry:	\$10902.00 per quarter	\$11586.00 per quarter
(o)	For any use not identified in this table (per washroom):	\$76.00 per quarter	\$81.00 per quarter

Administration Charge

4. Leak adjustment administration fee: \$20.00

Bulk Water

5. Charges for bulk water are imposed as determined pursuant to an agreement for the purchase and sale of bulk water.

THE CORPORATION OF THE VILLAGE OF CUMBERLAND

BYLAW NO. 1183

A bylaw to amend the Sewer Rates Bylaw.

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

1. This bylaw may be cited as ‘Sanitary Sewer Rates Amendment Bylaw No. 1183, 2022.’
2. “Corporation of the Village of Cumberland Sanitary Sewer Rates Bylaw No. 862, 2007”, as amended, is amended by repealing Schedule “A” to the Bylaw in its entirety and substituting Schedule “A” to this Bylaw.

READ A FIRST TIME THIS	DAY OF	2022.
READ A SECOND TIME THIS	DAY OF	2022.
READ A THIRD TIME THIS	DAY OF	2022.
ADOPTED THIS	DAY OF	2022.

Mayor

Corporate Officer

Schedule "A"
Sanitary Sewer Rates

	Use of Land or Real Property	Sanitary Sewer Rate Charge Effective January 1, 2022	Sanitary Sewer Rate Charge Effective January 1, 2023
1	For each residential unit:	\$106.50 per quarter	\$111.25 per quarter
2	For a motel, hotel, or non-profit seniors' housing (per room/unit):	\$66.50 per quarter	\$70.25 per quarter
3	For a lodging house or hostel (per bed):	\$30.25 per quarter	\$32.00 per quarter
4	For a school (per classroom):	\$88.50 per quarter	\$93.50 per quarter
5	For a church or a recreation hall:	\$99.00 per quarter	\$104.75 per quarter
6	For a medical clinic:	\$287.75 per quarter	\$304.25 per quarter
7	For a restaurant, pub, or bar:	\$277.75 per quarter	\$293.75 per quarter
8	For a coffee shop or take out:	\$97.75 per quarter	\$103.25 per quarter
9	For a business, store, or office (per suite):	\$97.75 per quarter	\$103.25 per quarter
10	For a beauty parlour, medical office, or veterinarian (per suite):	\$121.00 per quarter	\$128.00 per quarter
11	For a laundromat:	\$387.75 per quarter	\$397.00 per quarter
12	For a service station:	\$118.25 per quarter	\$125.00 per quarter
13	For a car wash:	\$393.00 per quarter	\$415.50 per quarter
14	For regional hospital laundry:	\$10,187 per quarter	\$10,773.25 per quarter
15	For any use not identified in this table (per washroom):	\$99.00 per quarter	\$104.75 per quarter

THE CORPORATION OF THE VILLAGE OF CUMBERLAND

BYLAW NO. 1184

A bylaw to amend the Solid Waste Bylaw.

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

1. This bylaw may be cited as ‘Solid Waste Collection Fees Amendment Bylaw No. 1184, 2022.’
2. “Corporation of the Village of Cumberland Solid Waste Bylaw No. 1003, 2014” is amended by repealing Schedule “A” to the Bylaw in its entirety and substituting Schedule “A” to this Bylaw.

READ A FIRST TIME THIS DAY OF 2022.

READ A SECOND TIME THIS DAY OF 2022.

READ A THIRD TIME THIS DAY OF 2022.

ADOPTED THIS DAY OF 2022.

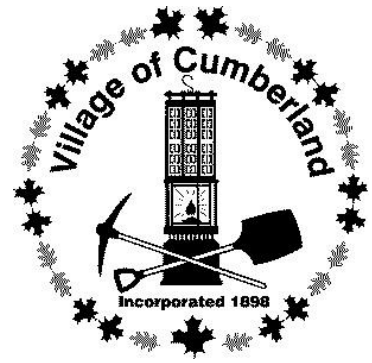
Mayor

Corporate Officer

Schedule "A"
Solid Waste Collection Fees

Use of Land or Real Property	Solid Waste Fees Effective January 1, 2022	Solid Waste Fees Effective January 1, 2023
Residential unit:	\$33.10 per quarter	\$43.60 per quarter
Commercial, Industrial, Institutional premises:	\$52.65 per quarter	\$58.40 per quarter
Additional garbage tags:	\$2 per bag	\$2 per bag

COUNCIL REPORT



REPORT DATE: 11/20/2022
MEETING DATE: 11/28/2022

File No. 1700

TO: Mayor and Councillors
FROM: Michelle Mason, Chief Administrative Officer
SUBJECT: 2022 – 2026 Financial Plan Amendment Bylaw

RECOMMENDATION

THAT Council give first, second and third reading to the “2022-2026 Financial Plan Amendment Bylaw No. 1180, 2022”.

PURPOSE

The purpose of this report is to present amendments to the 2022-2026 financial plan bylaw and to request that Council consider the first three readings of the amendment bylaw.

PREVIOUS COUNCIL DIRECTION

Date	Resolution
Jan 10, 2022	THAT Council adopt “2022-2026 Financial Plan Bylaw No. 1152, 2021”

BACKGROUND

Staff has prepared the “2022-2026 Financial Plan Amendment Bylaw No. 1180, 2022” based on Council resolutions made throughout 2022, COVID Restart funded projects, projects to be carried forward to 2022, and amendments that staff are recommending in this report.

Attachment one to this report reconciles the financial plan bylaw that was adopted January 10, 2022 (bylaw no. 1152) to the amendment bylaw number 1180 being considered at this time. The first column in attachment one is the budget amounts that were adopted in bylaw 1152, the second column are the recommended amendments to the financial plan, and the third column are the final budget amounts as amended and those amounts will match the 2022 year in Schedule A of the bylaw 1180 being considered.

Attachment two is a list of projects that Council has approved during the year that are funded with COVID Restart funds (the budgets in this list are included in the amendments in attachment one).

Attachment three is a list of projects that were started in 2021 but not completed and staff are requesting to carry them forward to 2022 for completion (the budgets in this list are included in the adjustments in attachment one).

Another amendment will come to Council in the new year once actual costs are finalized for current COVID projects. At that time, staff will recommend further amendments to the 2022-2026 financial plan based on that analysis. At that point, any further amendment recommendations will be included.

The following is a list of the amendments that staff has included for consideration in the bylaw.

Council Resolutions

Motion #22-012

THAT Council approve the Bevan Industrial Lands Implementation Plan dated November 2021; THAT Council direct staff to bring back items/actions within the Implementation Plan that are not included within current work plans and that may require further funding; and THAT Council approve the expenditure of up to \$25,000, to be funded through the Infrastructure Asset Renewal Reserve, for the Bevan Industrial Servicing Strategy (water supply and sanitary sewer) and THAT Council direct staff to bring forward an amendment to the adopted 2022-2026 Financial Plan Bylaw to reflect this expenditure.

Motion #22-371

THAT Council direct staff to amend the 2022 – 2026 Financial Plan bylaw to add a reserve contribution of \$43,750 from growth taxes to the Emergency and Public Safety Reserve to save towards policing; and THAT Council give first, second and third reading to “2022 Property Tax Rates Bylaw No. 1167, 2022”.

Motion #22-448

The report that recommended the following resolution was presented to Council June 27, 2022 for emergency pipe works. The budget totals needed for the following motion are \$11,000 for the Sutton Road project and \$82,500 for the Maryport project and both need to be funded by the linear infrastructure asset renewal reserve.

THAT Council approve the inclusion of the storm drainage pipe replacement on Sutton Road and the watermain pipe replacement on Maryport Avenue into the 2022 budget and; THAT Council direct staff to reflect these projects in a future 2022-2026 Financial Plan Bylaw amendment.

Motion #22-455

THAT Council approve the transfer of \$2,500,000 from the Sewer Development Cost Charges Reserve to the Sewer and Water Infrastructure Asset Renewal Reserve for the wastewater upgrade project; and, THAT Council direct staff to bring forward an amendment to the adopted 2022- 2026 Financial Plan Bylaw to reflect this transfer; and, THAT Council give first, second and third reading to the “Development Cost Charges Reserve Expenditure Bylaw No. 1172, 2022”.

Motion #22-499

THAT Council approve the expenditure of up to \$80,000, to be funded through Fire Vehicle and Protective Equipment reserve for the unexpected replacement of Cumberland Fire/Rescue unit #5 and THAT Council direct staff to bring forward an amendment to the adopted 2022-2026 Financial Plan Bylaw to reflect this expenditure.

Motion #22-527

THAT Council approve the additional expenditure of up to \$2,710,000 for “Phase 1 Wastewater Upgrade Project” with:

- *\$1,550,000 to be funded through Sewer and Water Infrastructure Asset Replacement Reserve; and*
- *\$1,160,000 to be funded through GMF (borrowing/grant).*

THAT Council approve the expenditure of up to \$650,000 for “Phase 2 Wastewater Upgrade Project – Pre-Construction Program” with:

- *\$195,000 to be funded through Sewer and Water Infrastructure Asset Replacement Reserve; and*
- *\$455,000 to be funded through GMF (borrowing/grant).*

THAT Council direct staff to bring forward an amendment to the adopted 2022- 2026 Financial Plan Bylaw to reflect these expenditures.

Council Motions for Projects funded by COVID Restart Funds

A budget amendment of \$32,000 for a fire & emergency service review, including an allocation to increase to Deputy Fire Chief hours for COVID recovery support, that Council is aware of has been added and is also showing as being funded by the general financial stabilization reserve, COVID funds.

Motion #22-291

THAT Council allocates COVID-19 Restart Funding towards the following projects:

- *\$45,000 for Village Website Upgrades,*
- *\$2,430 for new chairs for the Council Chamber,*
- *\$30,250 for a New Phone system,*
- *\$38,720 for Upgrades to the Information Technology System Security,*
- *\$2,500 for the Summer Weekend Waste Collection Service,*
- *\$8,500 for the installation of operations and meeting room screens and conference equipment.*
- *\$8,000 for a GPS unit for collecting operational data*

Motion #22-331

The original direction for COVID-19 Restart grant funding was for a total budget of \$40,000 which was included in the adopted 2022-2026 financial plan; however, the actual allocation below totals \$41,336 so an amended is required for the \$1,336 overage.

THAT Council allocate 2022 COVID-19 Restart Grant in Aid Program funding as follows:

- Cumberland Community School Society \$20,000*
- Comox Valley Farmer’s Market Association \$8,000*
- Comox Valley Community Health Network \$10,000*
- Comox Bay Care Society (Care-A-Van) \$3,336*

THAT Council allocate \$10,160 from the Wayfinding Signage Restart COVID funding in support of (and partnership with) the Cumberland Business Association Community Map

Project; and THAT Council direct staff assist the Cumberland Business Association with a scope change request to its ICET funding grant.

Motion #22-446

THAT Council allocates COVID-19 Restart Funding towards the following initiatives:

- *\$5,000 for a workstation in operations facility*
- *\$12,000 for a concept plan for future operations facility*
- *\$80,000 for a development modernization project information technology solution*
- *\$5,000 for records management and retention policies*
- *\$10,000 for laptop workstations*
- *\$8,800 for janitorial equipment*
- *\$2,200 for municipal office purifiers*
- *\$9,200 for the Recreation Centre gym lighting system upgrade*
- *\$2,600 for a recreation scanner membership hardware*
- *\$8,300 for speed flasher units*
- *\$3,250 for a Lake Park digital sign*
- *\$10,500 for lost interest revenues on the Child Care Facility*

Motion #22-457

THAT Council approve the expenditure of \$10,000, to be funded by the COVID-19 Restart Funds, for a contribution to the Cumberland Community Schools Society Food Program; AND, THAT Council direct staff to bring forward an amendment to the adopted 2022- 2026 Financial Plan Bylaw to reflect this expenditure.

Staff Recommended Amendments

A budget amendment of \$8,000 for a condition assessment of a house situated in Coal Creek Historic Park that Council is aware of has been added and is also showing as being funded by the general financial stabilization reserve.

Council directed staff to follow an interim risk management plan for a structure in Coal Creek Historical Park and staff are recommending a budget amendment for an estimated \$15,000 for preliminary associated costs to be funded by the general financial stabilization reserve.

Royston Bulk Water Sales Revenue

Estimated 2022 revenues for Royston water sales is expected to exceed the 2022 budgeted revenues by up to \$60,000 (actuals will be used). These funds are currently used to stabilize the taxes required for the five-year debt payments for the Union Road land purchase made in 2019 and therefore, staff is recommending that these additional funds be used to pay down that debt to save on interest.

Carry Forward Projects

Attached to this report is a listing of projects that were started in 2021 but not completed. Staff are recommending that budget amendments include these projects and their funding source to the 2022 financial plan for completion.

Grants Received

BC Hydro will fund tree replacement for the Village in 2022. Funds are available from developers who could not plant trees with their development based on a number of restrictions and had to

pay cash-in-lieu of planting trees instead. Staff recommend to add these cash-in-lieu funds to the BC Hydro funds. In total \$8,400 in trees will be replaced in 2022 and staff are recommending a budget amendment to approve this expenditure.

Motion #22-291

Council made motion number 22-291 below after receiving correspondence at the February 28, 2022 Council meeting from the Cumberland Community School Parents Advisory Committee (PAC) requesting that Cumberland work with School District 71 to find a solution to the congested and dangerous Ulverston/First Street area.

THAT Council direct Staff to engage with School District #71 relating to school active travel and the intersection of First Street and Ulverston Avenue.

A grant was received by the PAC to fund changes to this area to improve safety. Village staff completed the safety changes outlined in the PAC grant which included flashing lights, a gate, signage and pathway upgrades. Staff recommend a budget amendment for expenditures totaling \$16,970 to be funded by reimbursement by the PAC from their grant funds.

Property Taxes from Growth

Motion #22-371

THAT Council direct staff to amend the 2022 – 2026 Financial Plan bylaw to add a reserve contribution of \$43,750 from growth taxes to the Emergency and Public Safety Reserve to save towards policing; and THAT Council give first, second and third reading to “2022 Property Tax Rates Bylaw No. 1167, 2022”.

Reserve Transfers

Based on the optimum balances in the attached reserve and surplus policy and the policy statement that *balances in accumulated surpluses over the optimum balances will be transferred to stabilization reserves*, staff is recommending transfers from accumulated surplus funds to financial stabilization reserves up to the following transfer amounts:

Fund	Transfer Amount
General Fund	\$310,000
Water Fund	\$36,000
Sewer Fund	\$89,000
Total	\$435,000

After the recommended transfer to the general fund above, the estimated balance in the general financial stabilization reserve for 2022 is \$1,210,000 of which \$295,000 needs to be kept for future rate stabilization and use (\$223k-solid waste/\$72k-LGCAP) leaving \$915,000 which is below the optimum balance of \$960,000 per the policy and therefore should remain in the general financial stabilization reserve.

After the recommended transfer to the water fund above, the estimated balance in the water financial stabilization reserve for 2022 is \$361,000 of which \$161,000 needs to be kept for future water rates stabilization leaving \$200,000 which is below the optimum balance of \$300,000 per policy and therefore should remain in the water financial stabilization reserve.

After the recommended transfer to the sewer fund above, the estimated balance in the sewer financial stabilization reserve for 2022 is \$713,000 of which \$665,000 needs to be kept for future sewer rates stabilization leaving \$48,000 which is below the minimum (\$110k) and optimum balance (\$330k) per policy and therefore should remain in the sewer financial stabilization reserve.

ALTERNATIVES

1. Council can approve some amendments and not others and/or can request further information to be brought back.
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

There are no additional financial implications other than those outlined in the body of this report.

OPERATIONAL IMPLICATIONS

Budget amendments are brought to Council at least once per year and are part of the regular operational tasks of the finance department. Many required budget amendments are from emerging initiatives and those initiatives can impact work plans that were set with the original financial plan.

ATTACHMENTS

1. Financial Plan Amendment Bylaw Reconciliation – 2022 Year
2. Projects added in 2022 to be funded by COVID Restart Funds
3. Projects Requested for Carry Forward to the 2022 Budget Year
4. Reserve and Surplus Policy
5. 2022-2026 Financial Plan Amendment Bylaw No. 1180, 2022

CONCURRENCE

None

Respectfully submitted,

M. Mason

Michelle Mason
Chief Administrative Officer

The Corporation of the Village of Cumberland
2022-2026 Financial Plan Amendment Bylaw No 1180, 2022
Reconciliation For The 2022 Year

	Motion #	Original Budget Bylaw 1152	Budget Amendments	Amended Budget Bylaw 1180
REVENUES				
Property taxes & payments in lieu adjustments:				
Growth taxes	22-371		(43,750)	
Property taxes & payments in lieu		\$ (3,666,370)	(43,750)	\$ (3,710,120)
Parcel taxes		(684,860)		(684,860)
Sale of services & fees		(2,218,390)		(2,218,390)
Sale of services to other government adjustments:				
Bulk Water additional sales			(60,000)	
Sale of services to other governments		(487,470)	(60,000)	(547,470)
Transfers from other government adjustments:				
Carry forward operating projects (see listing)	CFWD		(6,616,760)	
Transfers from other government		(1,367,810)	(6,616,760)	(7,984,570)
Other Revenues adjustments:				
Carry forward operating projects (see listing)	CFWD		-	
Bylaw Enforcement Remedial Action Requirements (to be	22-399		(50,000)	
Tree replacement (cash-in-lieu from development/BC Hydro)	Grant		(8,400)	
PAC Egremont School Zone Safety Improvements	22-287		(16,970)	
Other revenue		(794,190)	(75,370)	(869,560)
		(9,219,090)	(6,795,880)	(16,014,970)
EXPENSES				
Other municipal purposes adjustments:				
Bylaw Enforcement Remedial Action Requirements (to be	22-399		50,000	
recovered through reimbursement)				
Tree replacement (cash-in-lieu from development/BC Hydro)	Grant		8,400	
PAC Egremont School Zone Safety Improvements	22-287		16,970	
Engineering report for Saito House condition assessment	5/30/2022		8,000	
Preliminary costs for a structure in Coal Creek Historical Park	6/13/2022		10,000	
Bevan Industrial Servicing Strategy	22-012		25,000	
COVID Restart funding operating projects (see listing)	COVID		328,086	
Carry forward operating projects (see listing)	CFWD		440,140	
Total other municipal purposes		6,850,190	886,596	7,736,786
Total Debt interest		203,340		203,340
Amortization		1,469,270		1,469,270
		8,522,800	886,596	9,409,396
NET (REVENUES) EXPENSES		(696,290)	(5,909,284)	(6,605,574)

**The Corporation of the Village of Cumberland
2022-2026 Financial Plan Amendment Bylaw No 1180, 2022
Reconciliation For The 2022 Year**

	Motion #	Original Budget Bylaw 1152	Budget Amendments	Amended Budget Bylaw 1180
ADJUSTMENTS				
Acquisition of capital assets adjustments:				
Remove fire engine ladder truck purchase	22-499		(230,000)	
Duty Officer Truck Replacement	22-499		80,000	
Emergency pipe works added in 2022 (Sutton & Maryport)	22-448		93,600	
Wastewater treatment upgrades budget increase	22-527		3,360,000	
COVID Restart funding capital projects (see listing)	COVID		18,000	
Carry forward capital projects (see listing)	CFWD		9,324,520	
Total acquisition of capital assets		853,100	<u>12,646,120</u>	13,499,220
Add back amortization		(1,469,270)		(1,469,270)
Proceeds from borrowing adjustments:				
Carry forward capital projects (see listing)	CFWD		(2,410,520)	
Total Proceeds from borrowing		(40,000)	<u>(2,410,520)</u>	(2,450,520)
Principal payments on debt adjustments:				
Bulk Water additional sales to pay Union Road land debt			60,000	
Principal payments on debt		718,450	<u>60,000</u>	778,450
TOTAL ADJUSTMENTS		<u>62,280</u>	<u>10,295,600</u>	<u>10,357,880</u>
CHANGE IN CONSOLIDATED FUNDS		<u>(634,010)</u>	<u>4,386,316</u>	<u>3,752,306</u>
TRANSFER FROM OTHER RESERVES				
Reserves adjustments:				
Remove fire engine ladder truck purchase	22-499		230,000	
Duty Officer Truck Replacement	22-499		(80,000)	
Emergency pipe works added in 2022 (Sutton & Maryport)	22-448		(93,600)	
Wastewater treatment upgrades budget increase	22-527		(3,360,000)	
Bevan Industrial Servicing Strategy	22-012		(25,000)	
Transfer from financial stabilization reserves for:				
Engineering report for Saito House condition assessment	5/30/2022		(8,000)	
Preliminary costs for a structure in Coal Creek Historical Park	6/13/2022		(10,000)	
Bulk Water additional sales to pay Union Road land debt			(60,000)	
Transfer from accumulated surplus as per reserve policy			(435,000)	
Transfer from general financial stabilization reserve COVID Restart funds	COVID		(346,086)	
Transfer from surplus & reserves for carry forward projects	CFWD		(727,430)	
Total Transfers from Reserves		(1,918,830)	<u>(4,915,116)</u>	(6,833,946)
DCC adjustments:				
Sewer DCCs to transfer to sewer and water infrastructure asset renewal reserve for wastewater treatment upgrades	22-455		(2,500,000)	
DCC bylaw update	CFWD		(9,950)	
Total development cost charges		(24,750)	<u>(2,509,950)</u>	(2,534,700)
TRANSFER TO OTHER RESERVES				
Reserve adjustments:				
Previous year surplus greater than optimum balance			435,000	
Transfer to Emergency & Public Safety Reserve for growth taxes	22-371		43,750	
Transfer to water stabilization to be used to pay down debt			60,000	
Transfer to sewer and water infrastructure asset renewal reserve from Sewer DCCs	22-455		2,500,000	
Total transfers to reserve		2,577,590	<u>3,038,750</u>	5,616,340
TRANSFER TO/(FROM) OTHER RESERVES		<u>634,010</u>	<u>(4,386,316)</u>	<u>(3,752,306)</u>
TRANSFER TO/(FROM) ACCUMULATED SURPLUS		\$ -	\$ -	\$ -

**The Corporation of the Village of Cumberland
Projects added in 2022 to be funded by COVID Restart Funds**

	<u>Motion #</u>	<u>Budget</u>
Corporate Services:		
Website upgrades	22-291	45,000
Chairs for council members \$486.09 x 5	22-291	2,430
New Phone system: VOIP migration (available for use through phones or computers)	22-291	30,250
Cyber security audit	22-291	7,920
Multi-factor authentication	22-291	8,800
System hardening	22-291	22,000
Municipal Meeting room conferencing equipment	22-291	6,000
Operation's Office Cubicle Set up	22-446	5,000
Records scanning and retention policies	22-446	5,000
Laptop, docking stations, portable monitors purchases for working from home	22-446	10,000
Office purifiers	22-446	2,200
Planning & Development:		
Development Modernization project IT solution	22-446	80,000
Interest Lost on Child Care grant advanced from the Province (total interest paid to SD71 \$19,328.08)	22-446	10,500
Protective Services:		
Fire & Emergency Services Review	1/24/2022	15,000
Increase to Deputy Fire Chief hours for COVID recovery	1/24/2022	17,000
Recreation & Cultural Services:		
Summer weekend garbage pick up service on Dunsmuir corridor	22-291	2,500
Janitorial equipment	22-446	8,800
Gymnasium light upgrades	22-446	9,200
Scanner membership hardware	22-446	2,600
Additional Community Grant to Cumberland School Society food share program	22-457	10,000
Additional Comox Bay Care Society (Care-A-Van)	22-331	1,336
Parks Services:		
Digital highway signboard rental	22-446	3,250
Transportation, Water, Sewer & Storm Services:		
Operations GPS Unit	22-291	8,000
Concept plan for Public Works future facility	22-446	12,000
Speed flashers for Cumberland Road and Kendal Avenue	22-446	8,300
Operation's Meeting Room screen display and SCADA system screen display	22-291	2,500
Total		\$ 335,586

**The Corporation of the Village of Cumberland
Projects Requested for Carry Forward to the 2022 Budget Year**

Projects to be completed in 2022	Carry Forward Budget
Corporate Services:	
Council Chamber Display_65' digital screen display	3,500
Downtown Improvements	970
Corporate Communications Plan	12,960
Wayfinding Signage	16,600
HRISMyWay	5,010
Phase 2 & 3 COVID Municipal Facility Renovations	73,840
Regional Tourism one-year service agreement with Comox Valley Regional District	13,000
Corporate Services remuneration carry forward from 2021 COVID staff shortage	53,700
Information technology licensing carry forward from 2021 operations	3,510
Planning & Development:	
DCC bylaw update	9,950
Vacation Rental Public Engagement process	10,000
Civic facilities and property review	9,440
Statement of Significance	4,000
Asset Management Policy & Strategy	12,630
Protective Services:	
Bylaw Van replacement	55,000
Duty Officer Truck Replacement	80,000
Generator for new fire hall with foundation pad	114,000
Recreation Services:	
Recreation Arts & Culture Masterplan	69,440
Cultural Centre soffit replacement	7,500
Cultural Centre Gym water bottle fill station	3,500
Minor facility improvements, building signage and new program delivery in Cultural Centre	1,060
Janitorial extra cleaning COVID	2,500
Parks Services:	
Perseverance Watershed Initiative	66,530
Wildlife proof large garbage receptacles	10,000
Waterfront Infrastructure Upgrades (CERIP Grant)	191,370
Transportation, Water, Sewer & Storm Services:	
Traffic & pedestrian data collection then a multi-model transportation master plan	13,000
Pedestrian Safety Signage and/or Speed Signs/indicators	5,000
Install solar powered x-walk lights	12,500
Drinking Water Analysis	20,000
Wastewater Treatment Capital Upgrades	8,833,270
Willard Ave Storm Improvements	8,500
Water treatment capital upgrades (for final record drawings)	42,380

Total \$ 9,764,660.00

COUNCIL POLICY



<p>Title: Reserve and Surplus Policy</p> <p>Authority: Council</p> <p>Adopted Date: December 10, 2018 Amended Date: December 13, 2021</p>	<p>No. 3.5</p> <p>Section: Equipment and Supplies/Information Systems and Services/Financial Services</p> <p>Original Motion No: 18-662 Amendment Motion No: Motion 21-315</p>
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PURPOSE:

1. PURPOSE OF THE RESERVE AND SURPLUS POLICY:

This policy has been developed to provide guidance and direction for the development, maintenance and use of Village's Reserve and Surplus funds.

2. DEFINITIONS:

"Annual Surplus" means the accumulated excess of revenues over expenses for the current year.

"Accumulated Surplus" means the accumulated excess of revenues over expenses from prior years which has not been set aside for specific purposes.

"Reserve Funds" means funds that are set aside for a specified purpose by Council pursuant to section 188 (1) of the community Charter. These Reserves are established via Village bylaws and are discretionary on the part of the council.

"Mandatory Reserve Funds" means funds set aside for specified purposes as required by and pursuant to specific legislation. These Reserves are established via Village bylaws and are nondiscretionary on the part of Council.

"Reserves" means all of the Village's Reserve Funds and Mandatory Reserve Funds.

3. POLICY ADMINISTRATION:

3.1. RESPONSIBILITIES

The Chief Financial Officer, or designate, shall be responsible to:

- Ensure the Reserve/Surplus Funds are established and maintained in compliance with this Policy;
- Conduct an annual review of the Reserve/Surplus Funds and report the results to Village Council;
- On an “as required basis”, recommend revisions or amendments to this Policy, due to changes in applicable statutes, accounting standards, or economy.

3.2. CORPORATE PURPOSE

Reserves must have a unique and specific corporate purpose. Every effort must be made to:

- Reduce complexity by combining amounts with similar purposes;
- Eliminate those Reserves with redundant or outdated purposes;
- Focus Reserves to corporate purposes and strategic plans.

3.3. RESERVE CONTRIBUTIONS

Annual and/or periodic contributions to Reserve Funds shall be specific to each reserve, as approved by Council through the Village’s annual financial planning process.

3.4. MINIMUM AND OPTIMUM RESERVE BALANCES

A minimum and optimum balance shall be established for each reserve/surplus fund in each reserve category as outlined in *Appendix A*. The minimum balance will ensure that each fund is not depleted to the degree that it is no longer able to serve its intended purpose. The optimum balance ensures the objectives in section 5.2 are achieved and that excess funds are not remaining idle that could be otherwise utilized for other corporate priorities. If a reserve has a dedicated revenue source, such as Developer Cost Charge revenues or Community Works Funds Gas Tax contributions, there will be no minimum or optimum level. These funds depend on collections and can only be used pursuant to legislation or grant agreements. Minimum and optimum levels for these reserves will show as N/A in *Appendix A*.

A review of actual, minimum and optimal fund balances shall be undertaken annually.

3.5. INTERNAL BORROWING

Internal borrowing from reserve/surplus funds shall be permissible as allowed for by legislation, if a clearly defined and attainable payback plan, including payment of foregone interest is in place. Internal borrowing allows for more flexibility in terms of payback amount and loan duration than external borrowing. Paybacks shall be executed according to plan.

3.6. **INTEREST**

All Reserve Funds will earn interest each year. Interest will be calculated quarterly based on the fund balances using the Village's average rate of return on investments. Any Reserve Fund that is invested in a long-term investment will earn interest at the rate of return for that investment. Per section 189 (1) of the Community Charter, any interest earned in a reserve fund must be used only for the purpose for which the fund was established.

4. **GUIDE AND TRANSITION**

The minimum and optimal fund balance guidelines shown in this policy serve as a guide in moving the Village towards the goals or targets it wishes to attain, in terms of individual fund balances. It is recognized that the Village's fund balances may not be reaching minimum and optimal levels at the time of enacting this policy; however, the Village is transitioning towards its optimal targets.

5. **GUIDING PRINCIPLES AND OBJECTIVES:**

5.1. **GUIDING PRINCIPLES**

All Reserve and Surplus funds must be established, maintained and used for a specified purpose as mandated by this policy, statute, or Village bylaw.

Reserve and Surplus fund management needs to conform to the statutory and legal requirements of the Local Government Act and the Community Charter, generally accepted accounting principles (GAAP) and public sector accounting board (PSAB) recommendations.

5.2. **OBJECTIVES**

The primary objectives of the Village's Reserve and Surplus funds are to:

a) **Ensure Stable and Predictable Levies**

The Village recognizes that unstable and unpredictable tax levies can adversely affect residents and businesses in Cumberland. In order to maintain stable and predictable levies, the Village will maintain sufficient Reserves to buffer the impact of any unusual or unplanned cost increases and revenue volatility over multiple budget cycles.

b) **Provide for Operating Emergencies**

The Village is exposed to unusual operating emergencies resulting from inclement weather, catastrophic events, legal claims, insurance claims, tax assessment appeals, environmental hazards and so on. It may not be feasible, or cost-effective, to absorb the costs of such emergencies in one budget cycle. The Village will maintain adequate Reserves to avoid such emergencies, extensive service interruptions, and prevent risks to infrastructure and public safety.

c) **Finance New Capital Assets**

The use of Reserve Funds for financing new capital assets is an effective means of matching one-time funds to one-time capital projects. In addition, the Village requires

financial resources to quickly respond to opportunities that could provide capital infrastructure through private sector partnerships, and other alternative service delivery methods.

d) Safeguard and Maintain Existing Assets

The Village has an inventory of specialized machinery, equipment, technology and infrastructure that are necessary for the efficient delivery of services to the public. These capital assets need to be maintained and replaced on estimated useful life cycles. The reserve balances are focused on maintaining enough funds overall to cover risk of failure of assets overall with a focus on annual spending and investment of infrastructure rather than maintaining significant balances in reserve.

e) Focus on Long-Term Financial Stability

The Village recognizes that healthy reserve/surplus levels are important in achieving financial health and stability. The Village will strive to be proactive in striving for long-term financial stability and balancing the costs of maintaining healthy Reserves/surplus levels to current and future taxpayers. Where possible, the Village will consider applying Reserve Funds and current revenues in a ratio which recognizes the appropriate sharing of savings from current taxpayers with contributions from future taxpayers.

6. RESERVE CATEGORIES

Reserve Funds have been categorized by the purpose of the funds to provide additional clarity and direction for the use of the Reserve Funds.

a) Accumulated Surplus Funds

The Village needs to maintain Accumulated Surplus balances in its three operating funds (general, sewer, water) for cash flow requirements. Maintaining minimum cash flow funds eliminates the need to borrow externally and/or internally to cover operating expenses before property taxes, user fees and other revenues are collected.

b) Operating and Opportunity Reserves

Operating and opportunity Reserve Funds are available to spend on emergencies or opportunities outside of regular Village maintenance and service requirements. The funds in these Reserves may provide financial stabilization or may have a dedicated revenue source through external funding. These Reserve Funds offer flexibility in the financial planning process.

c) Capital Reserves

Reserve Funds are the key mechanism to fund the capital project plan of the Village; funding is allocated through the Reserve Funds from different funding sources. By flowing the funding through Reserves, the tracking of spend for each asset category is more efficient. Reserve fund balances in the capital Reserves are focused on maintaining adequate levels in these Reserves to cover risk of uninsured asset failure overall, rather than maintaining significant balances in each of the Reserve Funds.

d) Mandatory Reserve Funds

Mandatory Reserve Funds are reserves established by bylaw that are required by legislation and are non-discretionary funds on the part of Council. When funds, such as developer collections or proceeds from land sales, are received from specific sources, certain Reserve Funds must be established for administering these funds, as per specific legislation.

7. ACCUMULATED SURPLUSES

Annual Surplus will flow through to the Accumulated Surplus. Surplus in excess of the optimum level as established by this policy in Appendix A will be transferred to the financial stabilization reserves.

Accumulated Surplus for general, water and sewer funds will be used to cover cash flow requirements for the Village until property tax and user fee revenues are collected.

Projects funded by general revenues that have been started in the current year but cannot be completed until the following year will be carried forward to the following year and surplus funds will be used to fund these projects. Projects must have been started prior to year-end and be pre-approved to be carried forward by the Chief Administrative Officer or designate in order to use these funds the following year.

8. OPERATING AND OPPORTUNITY RESERVES

Pursuant to subsection 188 (1) of the Community Charter, Council may, by bylaw, establish a reserve fund for a specified purpose and direct that money be placed to the credit of the reserve fund.

The following Reserve Funds have been established for the purpose(s) identified and require an adopted or amended financial plan bylaw for use from these Reserve Funds:

8.1. Community Works Gas Tax Reserve

The Community Works Gas Tax Reserve has been established to account for funds received and used pursuant to the Community Works Gas Tax Agreement. Funds in this reserve need to be used for projects allowed for under the Community Works Gas Tax Agreement.

8.2. Emergency & Public Safety Reserve

The Emergency & Public Safety Reserve is to incrementally increase tax revenues using current plus previous years' residential growth property taxes to pay for policing cost increases that will be payable when the Village reaches a population of 5,000. Any excess funds that are not required to fund future policing costs will be used for general emergency and public safety initiatives.

8.3. **Financial Stabilization Reserves**

The Financial Stabilization Reserves in the general, water and sewer funds have been established for the following purposes:

Significant Operating Events and Environmental Emergencies – funds will be used for major non-recurring costs related to significant operating events and various emergency events or situations. Examples include significant legal costs/claims, insurance claims/deductibles, dam failures, inclement weather, environmental hazards.

Revenue Stabilization and Operating Contingency – funds are intended to stabilize the impacts of cyclical revenue downturns and operating cost increases that are largely temporary and not within the Village’s ability to adjust to in the short-term. Examples include decreases in building inspection revenues or operating costs that are subject to fluctuations in the US dollar. The Village tries to anticipate economic downturns during budget processes but despite best efforts may be exposed to the possibility of unrealized or declining revenues. Funds may be used during the budget process as a transfer from reserves to offset cyclical revenue declines. Financial stabilization Reserves will be used to smooth user rate or tax revenue increases over the financial planning period. Stabilization contributions may also be grant funds received that may be used over more than one year.

One-Time and Intermittent Projects – funds will allow the Village the flexibility to fund one-time and intermittent operating projects without resulting in a spikes and declines in general taxation or user rates. Examples include major updates to master plans and Official Community Plan (OCP).

Any funds in excess of the optimum levels in the financial stabilization Reserves will be transferred to Capital Reserves.

8.4. **Host Amenity Funds Reserve**

This reserve is pursuant to the Comox Valley Waste Management Centre Host Agreement; funds to be used for initiatives that offset social, environmental and economic impacts related to the presence of the CVWMC within Village boundaries.

9. **CAPITAL RESERVES**

Pursuant to subsection 188 (1) of the Community Charter, Council may, by bylaw, establish a reserve fund for a specified purpose and direct that money be placed to the credit of the reserve fund.

The following Reserve Funds have been established for the purpose(s) identified and require an adopted or amended financial plan bylaw for use from these Reserve Funds:

9.1. **General Village Assets Reserve**

This reserve is to fund major repairs, upgrades, replacement and expansions of the following municipal assets:

- Ancillary structures and site services including municipal parks and trails

- Mechanical equipment operating municipal facilities such as heat pumps and water heaters
- Purchase and replacement of Village fleet and heavy equipment, excluding fire fleet and protective equipment
- Purchase and replacement of Village office furniture and equipment including information technology assets and enterprise information system infrastructure

Any funds in excess of the optimum levels in this reserve will be transferred to other Capital Reserves as required or used to retire municipal debt early.

9.2. General Fund Municipal Facility Assets Reserve

This reserve is to fund major repairs, upgrades, replacement and expansions of the municipal facility assets, excluding sewer (wastewater) treatment and water supply assets.

Any funds in excess of the optimum levels in this reserve will be transferred to other Capital Reserves as required or used to retire municipal debt early.

9.3. Linear Infrastructure Asset Renewal Reserve

This reserve is to fund linear infrastructure capital and replacement projects including roads, traffic signals, curb and gutters, sidewalks and streetlights, water, sewer and storm underground infrastructure. This reserve does not fund facility or other general municipal assets. This reserve may be used to update master plans and provide capacity for the management of linear infrastructure assets.

Any funds in excess of the optimum levels in this reserve will be transferred to other capital reserves as required or used to retire municipal debt early.

9.4. Fire Vehicle and Protective Equipment Replacement Reserve

This reserve is to fund the replacement of fire vehicles and protective equipment.

9.5. Sewer and Water Infrastructure Assets Renewal Reserve

This reserve is to fund major repairs, upgrades, replacement and expansions of the sewer (wastewater) treatment and water supply assets.

Any funds in excess of the optimum levels in this reserve will be transferred to other capital reserves as required or used to retire municipal debt early.

9.6. Water Meter Replacement Reserve

This reserve is to fund the replacement of all water meters within the Village. It is recognized that expected life cycle for water meters is only 15 years and that they were all originally installed throughout the Village within two years using development cost charges and external grants.

10. MANDATORY RESERVE FUNDS

If monies are received from specific sources, certain Reserve Funds must be established for administering these funds, as per specific legislation. These Reserve Funds are termed by the Village to be Mandatory Reserve Funds, and are as noted below.

10.1. Development Cost Charge (DCC) Reserve Funds

Per subsection 188 (2) (a) of the Community Charter, separate Reserves need to be established for DCC collections and use, under section 566 of the Local Government Act. The following DCC Reserves have been established for the purpose so identified in the associated DCC bylaws and are as follows:

- Parkland Acquisition and Development DCC
- Roads DCC
- Sewer DCC
- Storm Water DCC
- Water DCC

10.2. Municipal Cash-in-lieu Parking Space Reserve Funds

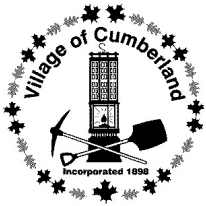
Per subsection 188 (2) (d) of the Community Charter, separate Reserves need to be established for cash-in-lieu of parking space collections and use, under section 525 of the Local Government Act.

10.3. Parkland Acquisition Reserve Fund

Per subsection 188 (2) (b) of the Community Charter, funds received from the sale or disposal of parkland as well as funds received pursuant to section 941 of the Local Government Act (parkland funds received upon subdivision) must be set aside in a Reserve and be used exclusively to purchase parkland. The Parkland Acquisition Reserve Fund has been established for accumulating and expending monies as per this requirement.

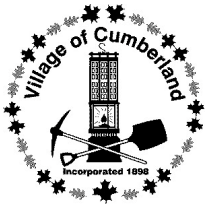
10.4. Land Reserve

Per subsection 188 (2) (e) of the Community Charter, except for tax sale proceeds, money received from the sale of land and improvements must be used to pay any debt remaining in relation to the property, with any remaining funds to be used for acquiring land, improvements and other assets of a capital nature. Net proceeds of any land sale (excluding parkland) are transferred to the Land Reserve for strategic land purchases.



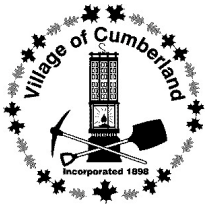
RESERVE AND SURPLUS POLICY APPENDIX A

ACCUMULATED SURPLUS FUNDS					
Reserve	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
General Fund Accumulated Surplus	To cover cash flow requirements before property tax revenues are collected.	Annual Surplus in the general fund	\$800,000 2 months of operating expenses (excluding amortization).	\$1,200,00 3 months of operating expenses (excluding amortization).	Property taxes are collected in June and July each year. Excess balances transferred to the general fund financial stabilization reserve.
Sewer Fund Accumulated Surplus	To cover cash flow requirements before sewer and storm user fee and frontage parcel tax revenues are collected.	Annual Surplus in the sewer fund	\$170,000 2 months of operating expenses (excluding amortization).	\$330,000 4 months of operating expenses (excluding amortization).	User fees are collected every three months and parcel taxes are collected in June and July each year. Excess balances transferred to the sewer fund financial stabilization reserve.
Water Fund Accumulated Surplus	To cover cash flow requirements before water user fee and frontage parcel tax revenues are collected.	Annual Surplus in the water fund	\$130,000 2 months of operating expenses (excluding amortization).	\$250,000 4 months of operating expenses (excluding amortization).	User fees are collected every three months and parcel taxes are collected in June and July each year. Excess balances transferred to the water fund financial stabilization reserve.



RESERVE AND SURPLUS POLICY APPENDIX A

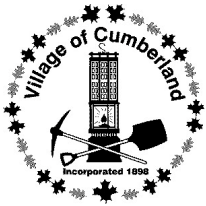
OPERATING AND OPPORTUNITY RESERVES					
Reserve	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Community Works Funds Gas Tax Reserve	To be used pursuant to the Community Works Gas Tax Agreement. Funds utilized for investments in infrastructure for its construction, renewal or material enhancement.	Federal Community Works Gas Tax funds distributed by the Union of BC Municipalities (UBCM).	N/A	N/A	Reserve level and related spending is dependent upon funds received. The intent is to spend all funds received. These funds have been subsidizing the asset renewal contributions for the infrastructure asset renewal capital projects.
Emergency & Public Safety Reserve	To save towards increased policing costs when the Village population hits 5000 people and 70% of the policing contract becomes payable.	Accumulated and current year property taxes generated by residential growth and allocations from the operating budget as provided for in financial plan.	Nil	\$4,000,000	Optimum Reserve level is expected to provide adequate funds to subsidize property tax increases required for annual policing costs until property tax revenues are sufficient to cover 100% of the costs.
General Financial Stabilization Reserve	For major emergent operating issues, one-time and intermittent projects, to smooth property tax increases over the financial planning period and to offset unrealized revenues.	Excess funds transferred from the general fund Accumulated Surplus, solid waste user fees and allocations from the operating budget as provided for in financial plan..	\$480,000 10% of general operating fund revenues. Plus unused balance of stabilization funds.	\$960,000 20% of general operating fund revenues. Plus unused balance of stabilization funds.	Stabilization reserve funds emergent issues and offsets unrealized revenues which generally do not exceed a percentage of the general operating fund budget. Excess balances transferred to capital reserves.



RESERVE AND SURPLUS POLICY APPENDIX A

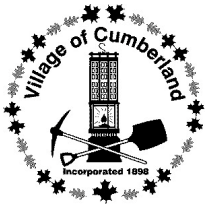
OPERATING AND OPPORTUNITY RESERVES Continued

Reserve	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Sewer Financial Stabilization Reserve	For major emergent operating issues, one-time and intermittent projects, to smooth user fee and parcel tax increases over the financial planning period and to offset unrealized revenues.	Excess funds transferred from the sewer fund Accumulated Surplus, sewer user fees and allocations from the operating budget as provided for in financial plan.	\$200,000 20% of sewer operating fund revenues. Plus unused balance of stabilization funds.	\$330,000 30% of sewer operating fund revenues. Plus unused balance of stabilization funds.	Stabilization reserve funds emergent issues and offsets unrealized revenues which generally do not exceed a percentage of the sewer operating fund budget. Excess balances transferred to capital reserves.
Water Financial Stabilization Reserve	For major emergent operating issues, one-time and intermittent projects, to smooth user fee and parcel tax increases over the financial planning period and to offset unrealized revenues.	Excess funds transferred from the water fund Accumulated Surplus, water user fees and allocations from the operating budget as provided for in financial plan.	\$150,000 20% of water operating fund revenues. Plus unused balance of stabilization funds.	\$300,000 30% of water operating fund revenues.. Plus unused balance of stabilization funds	Stabilization reserve funds emergent issues and offsets unrealized revenues which generally do not exceed a percentage of the water operating fund budget. Excess balances transferred to capital reserves.
Host Amenity Funds Reserve	To be used pursuant to the Village of Cumberland CVWMC Host Agreement Funds utilized for initiatives that offset social, environmental and economic impacts related to the presence of the CVWMC within Village boundaries.	Comox Valley Waste Management Centre (CVWMC) funds distributed by the Comox Valley Regional District (CVRD).	N/A	N/A	Reserve level and related spending is dependent upon funds received. The intent is to spend all funds received. Historically, funding has been used towards initiatives that are for the betterment of the community.



RESERVE AND SURPLUS POLICY APPENDIX A

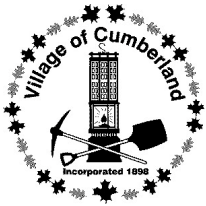
CAPITAL RESERVES					
Reserve	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
General Village Assets Reserve	For major repairs, upgrades, replacement and expansions of all Village general assets such as furniture and equipment and parks and trails (excludes buildings and fire equipment).	Excess funds transferred from financial stabilization reserves and allocations from the operating budget as provided for in financial plan. Proceeds from the sale of municipal vehicles and equipment.	\$390,000 Minimum replacement costs or 1% of total cost of tangible capital assets where actual replacement costs are not available.	\$980,000 Optimum replacement costs or 2.5% of total cost of tangible capital assets where actual replacement costs are not available.	The minimum and optimum levels are based on maintaining a sufficient balance to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs. Excess balances transferred to other capital reserves.
General Fund Municipal Facility Assets Reserve	For major repairs, upgrades, replacement and expansions of all Village municipal buildings (excludes water and sewer assets).	Excess funds transferred from financial stabilization reserves and allocations from the operating budget as provided for in financial plan (goal of 5% of property taxes each year).	\$512,000 Minimum replacement costs or 1% of total cost of tangible capital assets where actual replacement costs are not available.	\$2,300,000 Optimum replacement costs or 2.5% of total cost of tangible capital assets where actual replacement costs are not available.	The minimum and optimum levels are based on maintaining a sufficient balance to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs. Excess balances transferred to other capital reserves.



RESERVE AND SURPLUS POLICY APPENDIX A

CAPITAL RESERVES Continued

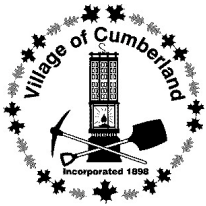
Reserve	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Linear Infrastructure Asset Renewal Reserve	<p>To fund roads infrastructure replacement projects, micro surfacing, traffic signals, curb and gutters, sidewalks and streetlights.</p> <p>To fund utility underground linear infrastructure replacement projects including water, sewer and storm. To fund sewer and storm separation.</p>	Annual allocations from the operating budget as provided for in financial plan, in addition to any other available revenue sources.	<p>\$700,000</p> <p>Minimum replacement costs subsidized by grant funds.</p>	<p>\$1,500,000</p> <p>Annual replacement costs over the next 20 years.</p>	<p>The minimum and optimum levels are based on maintaining a sufficient balance to cover risk of uninsured asset failure.</p> <p>The annual reserve contributions will be based on planned capital spending and priority needs.</p> <p>Excess balances transferred to other capital reserves or used to retire municipal debt early.</p>
Fire Vehicle and Protective Equipment Replacement Reserve	To fund the replacement of fire vehicles and protective equipment.	Annual allocations from the operating budget as provided for in financial plan. Proceeds from the sale of municipal vehicles and equipment , in addition to any other available revenue sources	Nil	<p>\$1,200,000</p> <p>50% of total replacement costs of these assets.</p>	<p>This reserve will save towards the replacement of fire vehicles and protective equipment. It is recognized that the replacement of these assets are too high to fund in one year. Purchases may deplete this reserve in any year. Excess funds required to fund the replacement of fire vehicles will need to be funded through short-term debt.</p> <p>Excess balances transferred to other capital reserves or used to retire municipal debt early.</p>



**RESERVE AND SURPLUS POLICY
APPENDIX A**

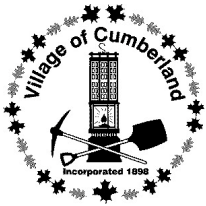
CAPITAL RESERVES Continued

Reserve	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Sewer and Water Infrastructure Assets Renewal Reserve	To fund major repairs, upgrades, replacement and expansions of the sewer (wastewater) treatment and water supply assets.	Annual allocations from the operating budget as provided for in financial plan, in addition to any other available revenue sources.	\$560,000 Minimum replacement costs or 1% of total cost of water and sewer infrastructure tangible capital assets	\$14,000,000 Total cost of water and sewer infrastructure tangible capital assets with 50% grant funding assumed for treatment and supply infrastructure	The minimum level is based on maintaining a sufficient balance to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs. Excess balances transferred to other capital reserves or used to retire municipal debt early.
Water Meter Replacement Reserve	To fund the replacement of all water meters within the Village.	Annual allocations from the operating budget as provided for in financial plan.	\$10,000	\$1,300,000	Optimum Reserve level is expected to be accumulated to the estimated cost of the replacement of water meters. It is recognized that the replacement of these assets that have a life cycle of 15 years are too high to fund in the short-term. Purchases may deplete this reserve in any year.



RESERVE AND SURPLUS POLICY APPENDIX A

MANDATORY RESERVES					
Reserve	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Municipal Cash-in-lieu Parking Space Reserve Funds	For collections from developers in lieu of Village requirements for providing off street parking spaces.	Cash-in-lieu collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon parking needs within the Village and funding available.
Parkland Acquisition and Development DCC Reserve	For levies received from developers to be used for approved parkland acquisition and development DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the parkland DCC project listing.
Roads DCC Reserve	For levies received from developers to be used for approved roads DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the roads DCC project listing.
Sewer DCC Reserve	For levies received from developers to be used for approved sewer DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the sewer DCC project listing.



RESERVE AND SURPLUS POLICY APPENDIX A

MANDATORY RESERVES Continued

Storm Drain DCC Reserve	For levies received from developers to be used for approved storm drain DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the storm drain DCC project listing.
Water DCC Reserve	For levies received from developers to be used for approved water DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the water DCC project listing.
Parkland Acquisition Reserve	To purchase parkland as per the Community Charter.	Funds received from the sale or disposal of parkland, and parkland funds received upon subdivision.	N/A	N/A	Acquisitions are dependent upon collections. Adequate balance to fund parkland acquisitions per Council's strategic priorities and Parks and Greenways Masterplan.
Land Sale Reserve	To acquire land, improvements and other assets of a capital nature.	Funds received from the sale of land and improvements.	N/A	N/A	Acquisitions are dependent upon land/property sales. Adequate balance to fund strategic land acquisitions.

THE CORPORATION OF THE VILLAGE OF CUMBERLAND

BYLAW NO. 1180

A Bylaw to amend the 2022 – 2026 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 “2022 – 2026 Financial Plan Amendment Bylaw No. 1180, 2022”.
2. “2022 – 2026 Financial Plan Bylaw No. 1152, 2021” is amended by deleting Schedule A to the Bylaw in its entirety and replacing it with Schedule A to this Bylaw.

READ A FIRST TIME THIS	DAY OF	2022.
READ A SECOND TIME THIS	DAY OF	2022.
READ A THIRD TIME THIS	DAY OF	2022.
ADOPTED THIS	DAY OF	2022.

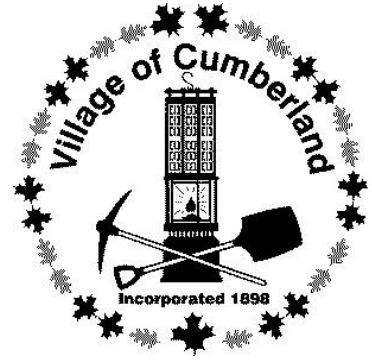
Mayor

Corporate Officer

Schedule A
2022 – 2026 Financial Plan
Amended

	2022 <u>Budget</u>	2023 <u>Budget</u>	2024 <u>Budget</u>	2025 <u>Budget</u>	2026 <u>Budget</u>
REVENUES					
Property taxes & payments in lieu	\$(3,710,120)	\$(3,906,185)	\$(4,089,400)	\$(4,337,965)	\$(4,571,440)
Parcel taxes	(684,860)	(731,250)	(779,230)	(795,640)	(868,680)
Sales of services & fees	(2,218,390)	(2,316,570)	(2,410,810)	(2,504,250)	(2,613,290)
Sales of services to other governments	(547,470)	(491,580)	(262,770)	(268,020)	(273,380)
Transfers from other government	(7,984,570)	(1,437,130)	(4,288,150)	(1,027,400)	(1,396,730)
Other revenue	(869,560)	(800,200)	(582,120)	(564,060)	(566,010)
	(16,014,970)	(9,682,915)	(12,412,480)	(9,497,335)	(10,289,530)
EXPENSES					
Other municipal purposes	7,736,786	6,955,760	7,016,730	7,191,860	7,263,760
Debt interest	203,340	164,890	255,650	278,370	302,610
Amortization	1,469,270	1,469,270	1,469,270	1,469,270	1,469,270
	9,409,396	8,589,920	8,741,650	8,939,500	9,035,640
NET (REVENUES) EXPENSES	(6,605,574)	(1,092,995)	(3,670,830)	(557,835)	(1,253,890)
ADJUSTMENTS					
Acquisition of capital assets	13,499,220	1,921,330	5,319,510	2,403,760	3,061,520
Add back amortization	(1,469,270)	(1,469,270)	(1,469,270)	(1,469,270)	(1,469,270)
Proceeds from borrowing	(2,450,520)	(110,000)	(128,000)	(355,350)	(38,000)
Principal payments on debt	778,450	719,470	836,270	745,160	765,570
TOTAL ADJUSTMENTS	10,357,880	1,061,530	4,558,510	1,324,300	2,319,820
CHANGE IN CONSOLIDATED FUNDS	3,752,306	(31,465)	887,681	766,465	1,065,930
TRANSFER FROM RESERVES					
Reserves	(6,833,946)	(2,362,515)	(2,190,020)	(2,328,805)	(2,786,130)
Development Cost charges	(2,534,700)	(22,200)	(592,320)	(414,720)	(385,120)
TRANSFER TO RESERVES					
Reserves	5,616,340	2,416,180	1,894,660	1,977,060	2,105,320
TRANSFER TO / (FROM) RESERVES	(3,752,306)	31,465	(887,680)	(766,465)	(1,065,930)
TRANSFER TO/(FROM) ACCUMULATED SURPLUS	\$ -	\$ -	\$ -	\$ -	\$ -

COUNCIL REPORT



REPORT DATE: November 22, 2022

MEETING DATE: November 28, 2022

File No. 1760

TO: Mayor and Councillors

FROM: Michelle Mason, Chief Administrative Officer

SUBJECT: Revenue Anticipation Borrowing Bylaw

RECOMMENDATION

THAT Council give first, second and third reading of the Revenue Anticipation Borrowing Bylaw No. 1181, 2022.

PURPOSE

The purpose of this report is to provide the attached Revenue Anticipation Bylaw to Council for consideration of first, second and third reading.

PREVIOUS COUNCIL DIRECTION

N/A

BACKGROUND

The Village of Cumberland needs to approve a revenue anticipation bylaw annually in order to continue to have a line of credit available for the general chequing account. The fiscal year for the Municipality is January 1 to December 31, 2023; however, the taxes are not collected until July 4, 2023. Therefore, the Village of Cumberland should have borrowing available for necessary cash requirements until July 4th; however, based on the Village's current cash balances, this is just a precaution and any use of this type of borrowing is highly unlikely except in the event of an emergency.

Pursuant to Section 177 of the Community Charter, Council may, by bylaw, provide for short-term borrowing that may be necessary to meet cash requirements as long as, when collected, revenue from property taxes and receivables is used as necessary to repay money borrowed under this section.

ALTERNATIVES

- 1. Council may increase the short-term borrowing amount up to the allowable \$6.1 million.
- 2. Council may request further information to be brought back before considering the bylaw.
- 3. Not proceed with any action at this time.

STRATEGIC OBJECTIVE

- 1. Healthy Community
- 2. Quality Infrastructure Planning and Development
- 3. Comprehensive Community Planning
- 4. Economic Development

FINANCIAL IMPLICATIONS

Pursuant to Section 177 of the Charter, the short-term borrowing may not exceed 75% of the previous year’s property taxes imposed for all purposes. Property tax revenues levied for the municipality and all other taxing authorities in 2022 total \$8.1 million and 75% of these revenues equal \$6.1 million. Based on this calculation, staff recommend that Council authorize short-term borrowing in an amount not to exceed \$3 million (was \$2m in 2022) as outlined in the attached *Revenue Anticipation Borrowing* bylaw. The line of credit available for the Village is currently \$2M but if the maximum short-term borrowing approval is \$3M, then this line of credit can be increased quickly in the event of a significant emergency if needed.

OPERATIONAL IMPLICATIONS

Having a \$3 million short-term borrowing authorization in place allows staff to respond to an emergency that may need extra cash flows prior to receiving any funding reimbursements from the Provincial Emergency program.

CLIMATE CHANGE IMPLICATIONS

Climate change impacts include emergency weather events which in some cases may need extra funding available until the provincial emergency funds are available to the municipality.

ATTACHMENTS

The Revenue Anticipation Borrowing Bylaw No. 1181, 2022.

CONCURRENCE

None

Respectfully submitted,

M. Mason

Michelle Mason
Chief Administrative Officer

THE CORPORATION OF THE VILLAGE OF CUMBERLAND

BYLAW NO. 1181

A bylaw to provide for the borrowing of money that may be necessary to meet lawful expenditures for the year 2023.

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

1. This Bylaw may be cited as "Revenue Anticipation Borrowing Bylaw No. 1181, 2022".
2. The Council is authorized to borrow, in the year 2023, upon the credit of the municipality from a financial institution an amount or amounts the sum total of which must not exceed \$3,000,000.
3. The form of obligation to be given as acknowledgment of the liability shall be an instrument or evidence or indebtedness signed by the authorized signing officers.
4. When collected, revenue from property taxes shall be used as necessary to repay money borrowed under this bylaw.

READ A FIRST TIME THIS	DAY OF	2022
READ A SECOND TIME THIS	DAY OF	2022
READ A THIRD TIME THIS	DAY OF	2022
ADOPTED THIS	DAY OF	2022

Mayor

Corporate Officer