

**The Corporation of the Village of Cumberland
Committee of the Whole Meeting Budget Agenda
Wednesday January 4, 2023 at 9 a.m.
Wednesday January 11, 2023 at 9 a.m.
Wednesday January 18, 2023 at 9 a.m.**

Council Chambers, 2675 Dunsmuir Avenue
This meeting will not be livestreamed or recorded.

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

pg #s

1. Approval of Agenda

1.1 Agenda for the Committee of the Whole meeting, January 4, 11, & 18, 2023.

Recommendation:

THAT the Committee of the Whole approve the agenda for the Committee of the Whole meeting, January 4, 11, 18, 2023.

2. Reports

Jan 4

2.1 Proposed 2023-2027 Financial Plan

1

Prepared by Michelle Mason, Chief Administrative Officer

Recommendation:

THAT the Committee receive the Proposed 2023-2027 Financial Plan report.

Attachments

- | | | |
|----|---|----|
| 1. | 2020 Strategic Priorities and 2021 Supplemental Update | 13 |
| 2. | Overview Materials | 25 |
| 3. | Proposed 2023-2027 Financial Plan Bylaw 1186 | 27 |
| 4. | Impacts of Proposed Financial Plan on Residential and Commercial Properties | 32 |
| 5. | Proposed Staff Changes | 33 |
| 6. | Financial Plan Summary | 34 |
| 7. | Proposed Five Year Capital Projects | 35 |
| | • Pie Chart Capital Expenditures by Service | 40 |
| | • Pie Chart without Cumberland Dam | 41 |
| 8. | Proposed Five Year Operating Projects and Transfers | 42 |
| | • Pie Charts Operating Expenditures | 47 |

Jan 11	2.2	Department Budgets and Project Reviews Attachment	
	9.	Detailed Department Budgets	48
Jan 18	2.3	Summary Direction Attachment	62
	10.	Projects Currently Not in Financial Plan Requiring Further Council Consideration	

Recommendation:

THAT the Committee of the Whole recommend that Council make specified changes to the draft 2023-2027 detailed budgets and present the proposed 2023-2027 detailed budgets and a proposed 2023-2027 Financial Plan Bylaw to the public at the February 6, 2023 Village Hall Budget Open House.

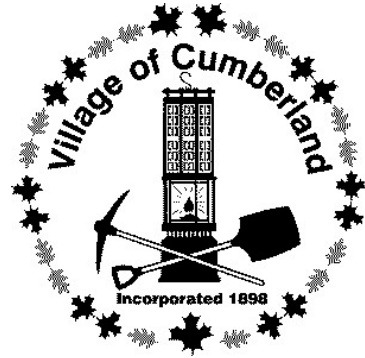
3. Question Period

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.

4. Adjournment

COMMITTEE OF THE WHOLE REPORT



REPORT DATE: 12/30/2022
MEETING DATE: 1/4/2023

File No. 1700

TO: Mayor and Councillors
FROM: Michelle Mason, Chief Administrative Officer
SUBJECT: Proposed 2023-2027 Financial Plan

RECOMMENDATION

THAT the Committee of the Whole recommend that Council make specified changes to the draft 2023-2027 detailed budgets and present the proposed 2023-2027 detailed budgets and a proposed 2023-2027 Financial Plan Bylaw to the public at the February 6, 2023 Village Hall Budget Open House.

PURPOSE

The purpose of this report is to introduce the 2023-2027 Financial Plan package for Council's consideration.

BACKGROUND

Budget Process

Staff have prepared the proposed 2023-2027 Financial Plan based on department budget requests and Council Strategic Priorities. Staff has proposed a draft budget that attempts to balance immediate priorities, along with the need for increases to reserve funds for asset replacement and renewal, as well as future policing cost increases and staffing needs for current service levels.

The proposed plan reflects staff's modifications and, as no specific direction was given to staff for a proposed tax revenue increase, the approved 2022-2026 five-year financial plan was used to guide the process. For 2023 the plan as presented shows an overall property tax revenue increase of 3.38% for existing 2022 rate payers.

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

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

Projects that were either not one of Council's strategic priorities or did not fall within the above categories were removed from the budget requests or listed as a future project for staff to review if funding becomes available or for Council review during this meeting. The projects listed for Council

review may be added to the financial plan by Council using available funding or by increasing taxes (or utility fees if applicable).

In the 2022-2026 financial plan bylaw that was adopted in January 2022, Council approved a 6.64% tax increase for the 2023 year. Most of the 6.64% increase covers employee contract and inflationary increases, the annual debt payment for the new fire hall and increases to reserve transfers for asset replacement. Currently the tax revenue increase in the 2023 budget is showing as a 3.38% increase (\$116,385 less than the approved tax increase of 6.64%).

The table below outlines the budget requests that were approved by Council for the 2023 year during the 2022-2026 financial plan process that have been requested again for this planning process (2023-2027 financial plan). During last year’s financial planning process, Council approved an increase of 239,815 in new taxes for the 2023 year; however, only \$182,545 was actually needed during this planning process and then there were other adjustments that bring the base tax increase needed to \$123,430 (3.38% increase) as compared to the approved \$239,815 (6.64%).

Tax funded budgets that were approved in the 2022-2026 Financial Plan	2023 Budget	Tax Increase
Wages & Benefits and other operational total increase for inflation assumption	\$ 92,090	2.52%
Council travel and conference increase	\$ 1,000	0.03%
Strategic Planning Session facilitation and graphics	\$ 5,000	0.14%
Administration Charge out to utilities & fire	\$ (13,150)	-0.36%
Adjustments to Information Technology licenses and audit costs for inflation	\$ 8,200	0.22%
Increase to emergency operations CVRD contract	\$ 1,320	0.04%
Increase to CVRD revenue recoveries for Fire Protection District	\$ (5,600)	-0.15%
Increase in taxes for fire hall debt stabilized by reserve	\$ 38,000	1.04%
Transfer Lake Park Dividends to reserve for future park improvements	\$ 4,000	0.11%
Infrastructure asset renewal reserve contribution increase	\$ 6,000	0.16%
Increases to Operations expenses for inflation	\$ 2,510	0.07%
Increase in taxes for Public Works land debt stabilized by reserve	\$ 18,980	0.52%
Increase in taxes for Engineer Technician position stabilized by reserve	\$ 24,195	0.66%
Total Current Budget Requests approved in previous year’s Financial Plan	\$ 182,545	5.00%
Less Initiatives approved in previous year’s Financial Plan Removed or revenues increased	\$ (41,005)	-1.12%
Add Cost increases out of Village’s control *	\$ 38,420	1.05%
Less recommendation to use of Royston Water funds to pay off PW Land short-term debt early	\$ (56,530)	-1.55%
Remaining Budget Request for the 2023 Year of the Current Financial Plan	\$ 123,430	3.38%
Total Budget Requests Council Approved in previous year’s Financial Plan	\$ 239,815	6.64%

* full-time/market for Deputy Fire Chief funded by COVID funds in 2022 and increase to CVRD Emergency Preparedness contract

The following table outlines a list of the 2023 projects that, while staff consider to be a high priority for current service levels, were not approved for the 2023 year in the previous year's 2022-2026 financial plan and would have increased tax revenues over and above the previously approved 6.64% tax increase. Therefore these projects (along with the new projects for 2024 to 2027) require further Council consideration. The full list of projects that are not in the five year financial plan that require further Council consideration is in the package. At this point, Council should review the table attached to this report for the new budget requests that were not previously approved for the five years 2023-2026 during last year's financial planning process.

Department	Projects Currently Not in Financial Plan Requiring Further Council Consideration	2023
Council	Increases to Council remuneration as per bylaw	\$ 19,050
CAO&Leg Svc	Communications Coordinator (6 months in 2023 then 12 months in 2024)	\$ 27,590
Fire	Placeholder for costs related to fire review	\$ 53,920
CAO&Leg Svc	Annual license e-scribe report writing module	\$ 3,810
Bylaw	Increased capacity to bylaw services (summer months)	\$ 10,000
Bylaw	Increase in Lake Park Revenue Sharing will offset the taxes required for bylaw services above	\$ (3,000)
Fire	Fire Fleet Material & Supply Increase (increase request \$3500) & remainder of request is for new fleet additions operating costs	\$ 4,000
Fire	Fire Fleet Fuel & Oil Increase (increase request \$3k) & remainder of request is for new fleet additions operating costs	\$ 3,500
Fire	Fire Fleet Insurance for new fleet additions	\$ 1,000
Fire	Fire Volunteer OH&S supplies	\$ 100
Fire	Fire Fighter call out wages increase by \$2/hour (\$18 to \$20 per hour)	\$ 8,800
Fire	Association Dues: Fire National Fire Chief/BC Fire Chief/BC Fire Training Officer/Fire Prevention Officer BC. (increase \$300 each until total association dues reached)	\$ 700
Fire	Fire cell phone for duty officer (over and above cells for fire & deputy fire chiefs)	\$ 1,300
Fire	Increase to fire advertising for cost increases	\$ 400
Fire	Increase to fire hall materials & supplies to finish some items not finished during construction	\$ 500
Fire	Fire Uniform increase (\$4k to \$5k)	\$ 1,000
Fire	Increase fire meals for fire & deputy fire chief for hosting CV Fire Chief Association meetings	\$ 600
Fire	Increase to fire coffee and accessories for cost increases	\$ 300
Fire	Fire Fleet Contracted Services Increase	\$ 3,000
Fire	Fire Annual banquet increase	\$ 1,000
Fire	Increase fire office materials & supplies for in house course and other document requirements	\$ 250
Fire	Increase to fire vehicle & protective equipment replacement reserve contribution (required if breathing apparatus and turn out gear increases approved)	\$ 13,000
Facilities/ Janitorial	Janitorial Hours increase plus shift to supervisory for Lead Building Services Worker	\$ 26,300
Events	Summer Concert Series in partnership with Elevate the Arts (\$3k funded by host amenity in 2022)	\$ 6,000
Parks	Nikkei Park Operating Budget	\$ 750
Parks	Village Park Contractor Budget Increase	\$ 1,000
Parks	Village Trail Network Contracted Services Increase	\$ 1,000

Department	Projects Currently Not in Financial Plan Requiring Further Council Consideration (continued from previous page)	2023
Parks	Parks and Grounds Worker - 8 Month Position	\$ 55,040
Transportation	Increase to fleet (gas/insurance/R&M supplies) for price increases (cost increase \$22k) & remainder of request is for fleet addition operating costs	\$ 26,000
Transportation	Part-time Admin Assistant for Operations (20 hrs/week)	\$ 44,370
Transportation	Increase General Engineering Budget	\$ 5,000
Transportation	Increase to Public Works Yard Materials	\$ 3,000
Transportation	PW Debt Payments for vehicle purchases	\$ 11,580
Totals		\$ 330,860.00
% Tax Increase		9.06%

Department	Summary of projects above by Department	2023
Council		\$ 19,050
CAO&Leg Svc		\$ 31,400
Fire	Fire Service Increases above will have 21% revenue against them from Royston Fire Protection District (as long as Royston chooses Cumberland for their Fire Service-i.e. 2023 Royston's associated revenue increase would be \$19k)	\$ 93,370
Corporate Svcs		\$ -
Development		\$ -
Bylaw	Includes Lake Park revenue sharing increase against it	\$ 7,000
Facilities/ Janitorial		\$ 26,300
Events		\$ 6,000
Parks		\$ 57,790
Transportation		\$ 89,950
		\$ 330,860

Changes Council Can Make

While reviewing the financial plan, Council can add, change or remove projects or can increase or decrease property taxes to be collected. For every 1% in tax revenue increases, the Village will receive \$36,536 in 2023. For every 1% in utility revenue increases, the Village will receive \$20,973 in 2023. For every 1% in frontage tax revenue increases, the Village will receive \$6,191 in 2023.

Due to a number of current initiatives that have been funded by Village internal funds, Council has limited funds, other than property tax increases, host amenity funds (\$54k available 2024 but increases in 2025 and beyond), financial stabilization reserves, and some reserves for specific purposes. If Council does not wish to increase property taxes further than what is proposed in the financial plan or if they wish to reduce the proposed property taxes, they can reduce current or proposed service levels, or contributions to reserves funded by taxes, which would in turn reduce operating budgets. Council also has the option to not approve current proposed projects and replace them with other projects they may deem to a higher priority.

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

adjustments, project requests & reserve transfers”. Annual operating budget increases are annual increases to operating budgets for core municipal services that will affect future budgets.

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

- \$72,082 from Local Government Climate Action Program funding in 2023, 2024, and 2025 to help the Village reach legislated climate targets and prepare communities for impacts of a changing climate. In addition, \$12,900 (\$2,700 2023 operating budget plus \$10,200 carried forward from previous years) is available for this purpose as well as \$2,700 in operating budgets each year of the financial plan. Staff have included \$60,000 use of these funds in the financial plan for Council’s consideration for Climate Action Plan to be undertaken with the OCP review and BC Energy Code Adoption. Staff intend to develop a work plan in 2023 for program to bring back to Council (will include any direction given at this meeting). Available balances are outlined in the table below:

Details outlined above	2023	2024	2025	2026	2027	Cumulative
Contributions	\$84,982	\$74,782	\$74,782	\$2,700	\$2,700	
Less Use	\$60,000	\$-	\$-	\$-	\$-	
Available Balance each year	\$24,982	\$74,782	\$74,782	\$2,700	\$2,700	\$179,946

- \$77,000 is budgeted annually for the Village’s community grant program (\$10k for seed funds/\$67k for long-term operating agreements). In addition, extra contributions of \$8,260 for the museum is committed over five years. Host amenity funds is the main source of funding for this program. The host amenity agreement ends in 2032. After this point when that funding source is no longer available, this program will need to be funded through taxes or another sustainable funding source. In addition, if Council wishes to increase this funding, Council has the opportunity to direct staff at this meeting.
- **Growth Taxes are unknown and should be used to build tax revenues for policing:**
Staff have not estimated tax revenue generated by growth for 2023 due the information not yet being available from BC Assessment. In the past residential growth taxes have been contributed to the emergency and public safety reserve to build the tax revenues to be able to pay increased policing costs when the Village population hits 5,000 people. However, there may be some commercial tax revenue generated by growth for 2023 that may be available to use for Council tax funded initiatives (possible that this information may be available at the budget meetings).

Cumberland’s population was only 4,447 in the 2021 census. Therefore, the Village has another five years to build tax revenues towards policing costs once the municipality’s population hits 5000 people.

Currently the Village has \$440,550 in tax revenues held in reserves for this purpose and the taxpayers already pay a police tax of \$290,000 (2022 taxes). Therefore, the total tax revenue available to pay policing costs at 70% is just under \$740,000. At the point of paying higher for policing, there will be a significant balance in the emergency and public safety reserve and part

of this balance can be used to stabilize the remaining tax increase required over a longer period.

The following table shows the estimated balance in the emergency and public safety reserve if an increase of \$40,000 per year is contributed from growth taxes (\$440k is in the plan for the 2023 contribution and the balance includes transfers taken from the reserve for fire hall debt costs stabilization):

2022	2023	2024	2025	2026	2027
\$ 1,556,138	\$ 1,962,066	\$ 2,466,763	\$ 3,082,253	\$ 3,750,454	\$ 3,412,786

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

	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Increase in tax revenues from 2022 taxpayers	3.38%	4.10%	4.62%	3.28%	3.26%
Increase in tax revenues approved in the 2022-2026 financial plan *	6.64%	4.76%	6.16%	5.45%	
Increase in utility fees **	\$78.20	\$78.90	\$77.20	\$72.40	\$48.80
Increase in frontage taxes **	\$23.90	\$23.50	\$23.70	\$20.40	\$21.50
Increase in total utility fees and frontage taxes as a % **	8.27%	7.66%	7.01%	6.02%	4.30%
Water supply upgrades parcel taxes (interest rates expected to increase back to normal in the 2026 refinance)	\$45.09	\$45.09	\$45.09	\$70	\$70

Note (*) – Increases that were approved by Council last year as part of the 2022-2026 financial plan bylaw.

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

Translated to dollars, tax revenues for 2023 are proposed to increase by \$123,430 for existing rate payers, utility fee revenues by \$199,280 and frontage tax revenues by \$46,800 (increases to different types of taxpayers are outlined below).

The proposed financial plan will be provided to the public for further comment and a public meeting is scheduled for February 6, 2023 at 7:00 pm.

Any changes made by the Committee of the Whole will be included in the public package presented on February 6, 2023. In addition, recommendations from the Committee of the Whole will be brought to Council at the January 23, 2023 regular Council meeting for confirmation. The financial plan bylaw will come to Council on February 13, 2023, February 27, 2023 and March 13, 2023 for consideration and final adoption. The tax rate bylaw will come to Council after April 1 but before May 15, 2023 for consideration and final adoption. The frontage tax bylaws will come to Council after February. The bylaws must be adopted before May 15, 2023 to meet statutory deadlines.

Overview of Impacts Proposed

The Financial Plan package contains an overview of relevant financial data, including the proposed change in taxation revenue from 2022 to 2023 and the assumptions made for future years of the Plan.

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

New Affordable Housing Permissive Tax Exemption

At the April 11, 2022 Council directed staff to draft a tax exemption bylaw establishing conditions and application requirements to grant property tax exemptions on the assessed improvement value of affordable rental housing projects.

As a first step for this direction, the following language has been added to the *Schedule B Policies and Objectives, Part C: The Use of Permissive Tax Exemptions* of the financial plan bylaw for Council's consideration. This language will need to be vetted prior to consideration of the financial plan bylaw to ensure that it meets the specific needs of Council.

Parcels that

- (a) provide affordable rental housing with consideration of income based criteria, and
- (b) that are owned or held
 - (i) by charitable, philanthropic or other not-for-profit corporations, or
 - (ii) by municipalities or other local authorities.

Council will consider permissive tax exemptions for this category on the assessed improvement value of affordable rental housing properties. Any properties considered for tax exemption in this category would require an affordable housing agreement between the organization and the Village of Cumberland.

At that meeting, Council also directed staff to report to Council during the 2023 budget discussions on the establishment of a reserve to support affordable housing. Staff has drafted a Council report that outlines three options for revenue sources to support affordable housing; taxation, development agreements and grants from senior government agencies. At this stage, this report recommends developer contributions through development agreements to support affordable housing rather than a property tax increase contribution to a reserve. The basis for this recommendation that is outlined in the draft report is that the Village has limited ability to raise funds in the short term given that a one percent tax increase raises \$36,536. Given the significant capital costs, a small reserve contribution may not appreciably impact the ability of a not-for-profit housing society to be able to afford to acquire land or construct housing. However, since 2016, the Village participates in a regional homelessness support service together with the City of Courtenay and the three electoral areas of the Comox Valley Regional District (CVRD). The maximum tax requisition set out in the establishment bylaw for the regional service is \$2.00 per \$100,000 of assessed property value. In 2021, the CVRD's total budget for the service was \$308,771. This includes revenue from tax requisition and surplus from the previous year. The tax requisition from Cumberland property owners raised \$16,345 in 2021.

In 2022, it is budgeted to raise \$16,984. The contributions possible under the regional homelessness support service are able to have a somewhat larger impact.

The report will come to Council at a later date; however, Council has the opportunity to direct staff at this meeting to increase property taxes for a reserve contribution to support affordable housing.

Property Tax Rates, Utility User Fees and Frontage Tax Rates

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

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

At the November 14, 2022 Council meeting, direction was given to staff to amend the utility rates bylaws based on a staff report that was presented. The report can be found at: https://cumberland.ca/wp-content/uploads/2022/11/Agenda-Package-RC_Nov14_2022.pdf. Council then read and then adopted the utility rates bylaws at the November 28, 2022 and December 12, 2022 meetings. Those rates and associated expenditures have been included in the 2023-2027 financial plan.

The Financial Plan package shows the impact the proposed 2023–2027 Financial Plan is expected to have on an average single family household, an average multi-family household and a commercial property with the median assessment value (50% of the assessed values in this class are greater and 50% are lower) in Cumberland. Since the assessment values are not known, the 2022 average assessments are used to compare property taxes for both years. The municipal tax rate is showing as a 3.38% tax increase based on the proposed plan and the tax increase for the taxes collected for the other taxing authorities has been estimated to be 5%. The information regarding the impacts on rate payers is just an example so you can understand how the tax revenue increase may impact the rate payers; however, the rates from other taxing authorities and assessment values may vary between the different classes based on growth and markets which may result in different amounts payable than what is shown.

Proposed Property Tax Impacts

For 2023, property taxes are estimated to increase for an average single family household by \$143, for an average strata type unit by \$102 and for a commercial property with a median assessment value by \$325.

Utility fees and frontage taxes for an average single family household are estimated to increase by \$78 (utility fees) and \$24 (frontage taxes) in 2023. Utility fees and frontage taxes for a strata type unit are estimated to increase by \$66 (utility fees) and \$20 (frontage taxes) in 2023. Utility fees and frontage taxes for the median commercial property are estimated to increase by \$28 (utility fees) and \$20 (frontage taxes) in 2023. Further increases are expected for property taxes, utility fees and

frontage taxes until at least 2027 due to asset management replacement costs, reserve contributions and other Village initiatives to maintain current service levels.

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

Including all municipal taxes and utilities, an average homeowner is projected to pay about \$245 more in 2023:

	<u>2023</u>	<u>2022</u>	<u>Increase</u>
Property Taxes	\$ 2,760	\$ 2,617	\$ 143
Frontage Taxes	353	329	24
Utility Fees (Water, sewer, storm & solid waste)	984	906	78
	<u>\$ 4,142</u>	<u>\$ 3,897</u>	<u>\$ 245</u>

Highlights of the Proposed Financial Plan

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

A Host Community Agreement was negotiated between the Comox Valley Regional District (CVRD), for the landfill located in Village boundaries, and the Village of Cumberland in 2013. As a result, the Village is being paid \$300,000 annually (referred to as “host amenity funds”) over 20 years to use for the “betterment” of the Village (final payment year in 2032). There are also general developer amenity funds available.

When building the financial plan, management proposed the use of host amenity funds for a variety of projects that were thought to benefit the overall community.

Besides the amenity funds that are guaranteed as noted above, there are also future amenity funds available from development. There is a Section 219 Covenant on the Coal Valley Estates lands that obligates them to pay \$1,500,000 in amenity funds throughout the phases of their development and prior to the final subdivision that creates the final development parcel. To date the Village has received \$1,425,029 which leaves a balance owing of \$74,971 for the development’s future phase. Staff have been using these funds towards roads infrastructure replacement projects; however, there is an available balance of \$79k and eventually the \$75k left owing will be paid to this fund.

There is also a Section 219 Covenant on the CAYET lands that obligates them to pay \$4,500,000 in amenity funds throughout the phases of their development. Due to inactivity on these lands, these funds have not been used as a funding source in the 2023-2027 financial plan.

Operating and capital reserves have been used to fund one-off budget requests or to phase tax increases for budgets. In particular, the financial plan is using emergency and public safety reserve funds from 2023 to 2024 against the new fire hall debt to stabilize the tax increase needed as outlined in the following table.

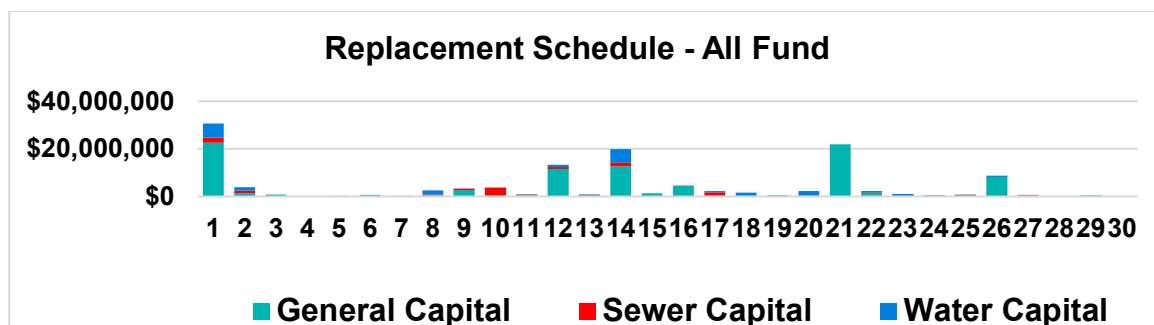
	2023	2024	2025
Fire hall debt annual payment	\$269,820	\$269,820	\$269,820
Transfer from emergency & public safety reserve	(\$110,000)	(\$60,000)	-\$
Royston Fire Protection area’s share (21%)*	(\$67,000)	(\$67,000)	(\$67,000)
Taxes required	\$92,820	\$142,820	\$202,820

Note*: Royston revenues associated with the new fire hall is \$67k – total Royston revenues in the 2023 plan is \$220k

The wastewater treatment upgrades debt payments and associated increased operating costs are included in the financial plan starting in 2024. At this point, the debt payments will be paid a parcel tax. The last estimate provided to Council June 27, 2022 for this parcel tax was \$220 per parcel; however, a full update on this project will come back to Council at a later date and this will likely be adjusted for current interest rates.

Asset Related Reserve Transfers and Balances

Information from a Village Asset Investment Plan was presented to Council in 2019. The replacement value for all assets owned by the Village total \$150.4 million (this has not yet been updated). The graph below shows that the Village will have large values of asset replacements in years 12, 14, 21 and 26 and that based on industry standard life cycles (not Village specific), the Village should be investing \$3.6 million annually towards asset replacement. This information will be updated starting in 2023.



Staff have included contributions to the general village asset renewal reserve in the amount of \$170k per year. Host amenity funds are used to offset tax increases over the years 2023-2027 for the contributions (\$151k/\$135k/\$126k/\$120k/\$115) until finally 100% of tax revenues will fund these contributions (estimated to occur in 2032). The purpose of the general village asset renewal capital reserve as outlined in the reserve and surplus policy is to fund major repairs, upgrades, replacement and expansions of the assets for the Village, including municipal facilities. The Village Asset Investment Plan shows the annual contribution for buildings as needing to be \$435k each year. Staff felt that this reserve needed to be funded each year due to the fact that the remaining life of our municipal facilities is 3%. In addition, based on activities at the Lake Park campground, in 2022

Council started to increase the reserve contribution each year based on the revenue sharing between the Lake Park Society and Cumberland. The reserve contributions started at \$8k in 2022 and will increase by \$4k each year until the total reserve contributions equals the available revenue sharing total.

The current financial plan includes transfers to reserves for asset replacement as per the table below. The asset management policy has been adopted and guides the development of asset replacement plans and long-range reserve contributions.

		Annual Contributions to Asset Related Reserve				
Reserve	Balance 2022*	2023	2024	2025	2026	2027
Linear infrastructure assets	\$816,690	\$742,490	\$879,390	\$916,010	\$914,140	\$946,640
Community works funds (gas tax)	\$223,060	\$233,050	**			
General Village assets	\$170,000	\$170,000	\$170,000	\$170,000	\$170,000	\$170,000
General Village assets (LP Dividends)	\$8,000	\$12,000	\$16,000	\$20,000	\$24,000	\$28,000
Water meter replacement	\$93,000	\$93,000	\$93,000	\$93,000	\$93,000	\$80,000
Fire vehicle and protective equipment	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500
Sewer and water infrastructure assets	\$0	\$0	\$0	\$70,000	\$100,170	\$112,780
Total	\$1,398,250	\$1,338,040	\$1,245,890	\$1,356,510	\$1,388,810	\$1,424,920

Note *: This is the estimated balance after 2022 approved projects are funded by the reserve.

Note **: Community Works funds are contributed annually and the current agreement expires in 2024 with the last payment for that agreement ending in 2023.

ALTERNATIVES

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

STRATEGIC OBJECTIVE

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

FINANCIAL IMPLICATIONS

Proposed increase to municipal property tax revenue for the municipality in 2022 is 3.38% from existing 2022 ratepayers.

OPERATIONAL IMPLICATIONS

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

CLIMATE CHANGE IMPLICATIONS

The financial plan addresses some climate change mitigation and adaptation measures and some of the cost increases are likely attributable to climate change impacts; however, much more work needs to be done in this area and staff will develop a workplan in 2023 and bring it back to Council.

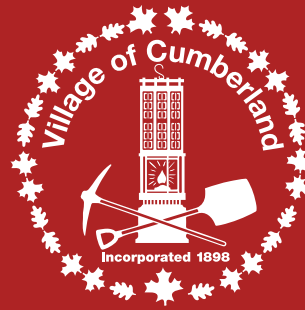
CONCURRENCE

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

Respectfully submitted,

M. Mason

Michelle Mason
Chief Administrative Officer



STRATEGIC PRIORITIES 2020-2023

INTRODUCTION

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

The Council updated at a workshop held May 8, 2020 the Strategic Priorities. The key task of the workshop was to review, modify and revise 2019-2022 Strategic Priorities as needed. Included in this review was consideration of impacts which COVID-19 has on the community moving forward. This plan is a living document that is used in the day to day work of the Council and staff. It will be reviewed and revised annually so that it remains relevant and current.



In photo L to R: Councillor Jesse Ketler, Councillor Gwyn Sproule, Councillor Sean Sullivan, Mayor Leslie Baird, Councillor Vickey Brown



VISION

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

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

OUR COMMUNITY

People choose to live in Cumberland for its small town friendliness and values. The core of Cumberland retains its historic look and feel. Small shops and unique or innovative businesses offer respite from the sameness of shopping malls and commercial establishments found elsewhere. People of all ages and backgrounds greet each other on the streets. They come here for opportunity, to be part of a vibrant community that values diversity, creativity and hard work.

OUR FUTURE

The Village is growing. As it grows, it will embrace the best land use practices to ensure that it is a livable community, with the objective to create housing for all income levels. Walkability, accessibility, greenways, bikeways, opportunities for urban farming and public spaces will all contribute to continuing to make Cumberland a great place to live.

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



Priorities



The vision for the Village is built upon the following priorities, some of which may be reinforced through collaborative community and regional partnerships:



Sustainable Infrastructure



Effective and Ongoing Community Engagement



Diversified Economy



Food Security



Maintaining Village Character and Retaining Heritage



Healthy and Accessible Community



Climate Change Mitigation and Adaptation



Attainable Housing



Diverse Recreation, Arts and Culture Opportunities



Quality Administration through Accountability and Transparency



Protection and Enhancement of Natural Environment

The Four Strategic Focus Areas

The Village has four strategic focus areas and for each there are a number of objectives identified to achieve these priorities. Each task has a targeted timeframe.

HEALTHY COMMUNITY

The Village of Cumberland seeks to create and improve the social, environmental and economic assets that support the health and well-being of residents.

QUALITY INFRASTRUCTURE PLANNING & DEVELOPMENT

The Village of Cumberland seeks to maintain, replace and expand the utility, dedicated road and building assets of the Village in an organized and responsible fashion.

COMPREHENSIVE COMMUNITY PLANNING

The Village of Cumberland seeks to move towards environmental sustainability through a broad range of means including effective land use planning, waste reduction and protection of resources.

ECONOMIC DEVELOPMENT

The Village of Cumberland seeks to support the local economy by facilitating and leveraging the energy and resources in the private and non-profit sectors.



HEALTHY COMMUNITY



The strategic objectives to accomplish this priority are:

1 Food security

- Regional Food Security Council participation (ongoing)

2 Child care space creation

- Community Child Care Space Creation Program Funding application (2021)
- Child care Policy and Bylaw development (2021)

3 Arts and Culture

- Arts and Culture Master plan (2022)



QUALITY INFRASTRUCTURE PLANNING & DEVELOPMENT



The strategic objectives to accomplish this priority are:

1 Asset Management

- Construct new Fire Hall (2020)
- Inventory Natural Assets (2022)
- Civic facilities and properties review (2021)
- Asset Management Policy (2021)

2 Liquid Waste Management

- High performance waste water treatment project (2020 - 2025)
- Future Waste Water Treatment Approval (2022 - 2023)

3 Drinking Water

- Dam #2 reconstruction funding (2020 - 2023)
- Watershed Management Plan (2020 - 2023)

4 Transportation assessment

- Traffic and Pedestrian study (2020 - 2021)
- Transportation Master plan (2022)



COMPREHENSIVE COMMUNITY PLANNING



The strategic objectives to accomplish this priority are:

- 1 **Community climate change assessment**
 - Climate assessment, mitigation and adaption (2022)
- 2 **Zoning Bylaw update**
 - Zoning bylaw review (2020)
- 3 **Official Community Plan updates**
 - Enhance Heritage protection tools (2021)
 - Housing Needs Assessment report (2020)
- 4 **Urban Forest**
 - Urban forest management consultation (2020 - 2021)
 - Urban Forest Bylaw and policy development (2021 - 2022)



ECONOMIC DEVELOPMENT



The strategic objectives to accomplish this priority are:

1 COVID- 19 Recovery

- Local / Regional Economic Development recovery initiatives (2020 - 2021)
- Administrative Functions (2020)

2 Economic Development Strategy

- Bevan industrial area development (2020 - 2021)
 - Bevan Industrial Lands Concept Plan (2020)
 - Develop Area Plan for Bevan Industrial Lands (2020 - 2021)
 - Bevan Lands Servicing plan (2020)
- Business Invest Attraction Action Plan (2020)
- Economic Development webportal (2020)
- Village Business Association (2020 - 2021)



IMPLEMENTATION

The Village of Cumberland has laid a solid foundation for its Strategic Priorities. A number of steps should follow to move the objectives forward.

Council will review its draft strategic priorities and once satisfied consider adoption of the priorities.

The Chief Administrative Officer will support Council to determine what resources are required to carry out each objective. Financial resources will be determined through the development of Council's five year financial plan.

The Chief Administrative Officer will provide quarterly progress updates to Council on the status of the strategic objectives. Reports to Council will, where appropriate, provide references to Strategic Priorities.

New objectives that arise through the term of the Council will be considered through the lens of these strategic focus areas and the resources necessary to implement new objectives will be contemplated alongside the objectives in this plan.



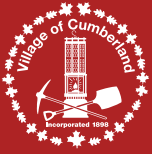
Cumberland Recreation climbing wall



Cumberland Village Park







STRATEGIC PRIORITIES 2020-2023

2021 Supplemental Update

The Village of Cumberland Council held a strategic planning workshop in 2021 to review its strategic priorities and consider the impact of emerging priorities.

RECONCILIATION

Council committed to a priority focus of reconciliation with Indigenous peoples as part of the existing strategic priorities. The Village will build on the organizational commitment to Indigenous reconciliation and further commit to the United Nations Declaration of Rights of Indigenous Peoples (UNDRIP).

EXISTING PRIORITIES

Council also confirmed a focus on the following key areas, which are currently included in the plan, and the adequate resources to deliver on these priorities:

OVERALL PRIORITIES

- Initiatives to address housing affordability and availability
- Protection and Enhancement of Natural Environment, including the carrying capacity of parks and trails particularly in the Community Forest Park to mitigate environmental degradation

COMPREHENSIVE COMMUNITY PLANNING

- Opportunities to address climate change mitigation and adaptation

HEALTHY COMMUNITY

- Child Care Space Creation project
- Arts, Culture and Recreation Master plan

ECONOMIC DEVELOPMENT

- Bevan industrial area development

**The Corporation of the Village of Cumberland
Proposed 2023 - 2027 Financial Plan
OVERVIEW MATERIALS**

2023 Opening Financial Position

	Unaudited 2022	Audited 2021	Change	% Change
Accumulated Surplus				
General	\$ 1,200,000	\$ 1,200,000	\$ -	0.00%
Water	250,000	248,077	1,923	0.78%
Sewer	330,000	316,646	13,354	4.22%
	<u>\$ 1,780,000</u>	<u>\$ 1,764,723</u>	<u>\$ 15,277</u>	<u>0.87%</u>
General surplus reserved	28,551	35,016	(6,465)	(18.46%)
Water surplus reserved	-	-	-	
Sewer surplus reserved	-	8,500	(8,500)	(100.00%)
	<u>\$ 1,808,551</u>	<u>\$ 1,808,239</u>	<u>\$ 312</u>	<u>0.02%</u>
Reserve Balances (statutory & established by bylaw)				
General Fund Financial Stabilization Reserve	1,206,279	1,800,509	(594,230)	(33.00%)
Community Works Funds Gas Tax Reserve	1,128,126	887,154	240,972	27.16%
Host Amenity Funds Reserve	36,474	227,048	(190,574)	(83.94%)
Emergency & Public Safety Reserve	1,556,138	1,241,547	314,590	25.34%
General Municipal Facility Asset Renewal Reserve	161,568	-	161,568	
General Village Asset Replacement Reserve	203,295	219,091	(15,796)	(7.21%)
Fire Vehicle and Protective Equipment Replacement Reserve	218,626	141,177	77,449	54.86%
Linear Infrastructure Asset Renewal Reserve	1,984,919	1,688,999	295,920	17.52%
Water Fund Financial Stabilization Reserve	421,204	318,159	103,045	32.39%
Water Meter Replacement Reserve	682,889	581,967	100,922	17.34%
Sewer Fund Financial Stabilization Reserve	713,079	708,103	4,976	0.70%
Sewer and Water Infrastructure Asset Replacement	3,019,600	591,194	2,428,406	410.76%
Parkland Development	39,196	112,659	(73,463)	(65.21%)
Land	1,215	1,192	23	1.90%
	<u>\$ 11,372,605</u>	<u>\$ 8,518,799</u>	<u>\$ 2,853,807</u>	<u>33.50%</u>

Estimated available borrowing \$13 million based on 5% interest rate on 20 year amortization period

(This will decrease when the debt for any other projects in the financial plan are approved)

**The Corporation of the Village of Cumberland
Proposed 2023 - 2027 Financial Plan
OVERVIEW MATERIALS**

Assumptions For Financial Plan

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Wages & General Inflation	2% to 2.5%	2% to 2.25%	2.00%	2.00%
Utilities & Insurance	4.00%	4.00%	4.00%	5.00%
Short-Term Debt Interest Rate	5.24%	5.44%	5.54%	5.64%
Long-Term Debt Interest Rate (20 year term)	4.97%	4.97%	4.97%	4.97%

Proposed Property Tax Revenue Increase - Municipal Purposes

	<u>Proposed</u> <u>2023</u>	<u>Budgeted</u> <u>2022</u>	<u>Change</u>	<u>% Change</u>
Property tax revenues	\$ 3,777,000	3,653,570	\$ 123,430	
Less estimated growth related changes			-	
Total increase to property tax revenues from 2022 rate payers distributed as follows:			123,430	3.38%

Based on 2022 every 1% change in taxation adds approximately \$36536 to the plan, calculated as follows:

	<u>Actual</u> <u>2022</u>	<u>1%</u> <u>Increase</u>	<u>Total After</u> <u>1% Increase</u>
Property taxes collected	\$ 3,653,570	36,536	\$ 3,690,106

THE CORPORATION OF THE VILLAGE OF CUMBERLAND

BYLAW NO. 1186

A Bylaw to adopt the 2023 – 2027 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 “2023 - 2027 Financial Plan Bylaw No. 1186, 2023”.
2. The financial plan attached as Schedule A to this Bylaw is adopted as the financial plan for the municipality for the period commencing January 1, 2023 and ending December 31, 2027.
3. The objectives and policies attached as Schedule B to this Bylaw outline the proportion of total revenue from different funding sources, the distribution of property taxes among the property classes, and the use of permissive tax exemptions.
4. This Bylaw has full force and effect from January 1, 2023 until amended, repealed or replaced.

READ A FIRST TIME THIS	DAY OF	2023.
READ A SECOND TIME THIS	DAY OF	2023.
READ A THIRD TIME THIS	DAY OF	2023.
ADOPTED THIS	DAY OF	2023.

Mayor

Corporate Officer

Schedule A
2023 – 2027 Financial Plan

	2023	2024	2025	2026	2027
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
REVENUES					
Property taxes & payments in lieu	\$ (3,838,090)	\$ (3,992,820)	\$ (4,174,620)	\$ (4,309,620)	\$ (4,447,970)
Parcel taxes	(731,770)	(1,081,690)	(1,131,080)	(1,213,370)	(1,255,870)
Sale of services & fees	(2,432,980)	(2,600,220)	(2,799,280)	(2,992,620)	(3,141,350)
Sale of services to other government	(502,100)	(273,480)	(277,860)	(283,470)	(288,980)
Transfers from other government	(4,436,710)	(2,703,160)	(1,167,380)	(969,760)	(897,340)
Other revenue	(623,320)	(725,890)	(720,360)	(668,330)	(610,330)
	<u>\$ (12,564,970)</u>	<u>\$ (11,377,260)</u>	<u>\$ (10,270,580)</u>	<u>\$ (10,437,170)</u>	<u>\$ (10,641,840)</u>
EXPENSES					
Other municipal purposes	\$ 7,421,940	\$ 7,593,890	\$ 7,512,310	\$ 7,576,980	\$ 7,710,070
Debt interest	343,610	361,170	356,020	411,220	496,380
Amortization	1,596,320	1,596,320	1,596,320	1,596,320	1,596,320
	<u>\$ 9,361,870</u>	<u>\$ 9,551,380</u>	<u>\$ 9,464,650</u>	<u>\$ 9,584,520</u>	<u>\$ 9,802,770</u>
NET (REVENUES) EXPENSES	<u>\$ (3,203,100)</u>	<u>\$ (1,825,880)</u>	<u>\$ (805,930)</u>	<u>\$ (852,650)</u>	<u>\$ (839,070)</u>
ADJUSTMENTS					
Acquisition of capital assets	\$ 5,244,320	\$ 3,152,340	\$ 2,312,580	\$ 4,200,490	\$ 415,240
Add back amortization	(1,596,320)	(1,596,320)	(1,596,320)	(1,596,320)	(1,596,320)
Proceeds from borrowing	(287,000)	(182,000)	(360,000)	(1,220,420)	(110,000)
Principal payments on debt	875,570	659,520	665,800	664,890	681,030
TOTAL ADJUSTMENTS	<u>\$ 4,236,570</u>	<u>\$ 2,033,540</u>	<u>\$ 1,022,060</u>	<u>\$ 2,048,640</u>	<u>\$ (610,050)</u>
CHANGE IN CONSOLIDATED FUNDS	<u>\$ 1,033,470</u>	<u>\$ 207,660</u>	<u>\$ 216,131</u>	<u>\$ 1,195,990</u>	<u>\$ (1,449,120)</u>
TRANSFER FROM RESERVES					
Reserves	\$ (3,341,580)	\$ (2,193,180)	\$ (2,379,210)	\$ (3,240,880)	\$ (717,600)
Development Cost charges	(86,630)	(74,250)	(7,310)	(85,720)	-
Parking in Lieu	(20,000)	-	-	-	-
TRANSFER TO RESERVES	<u>2,414,740</u>	<u>2,059,770</u>	<u>2,170,390</u>	<u>2,130,610</u>	<u>2,166,720</u>
TRANSFER TO / (FROM) RESERVES	<u>\$ (1,033,470)</u>	<u>\$ (207,660)</u>	<u>\$ (216,130)</u>	<u>\$ (1,195,990)</u>	<u>\$ 1,449,120</u>
TRANSFER TO/(FROM) ACCUMULATED SURPLUS	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Schedule B

Policies and Objectives

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

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

Table 1: The proportion of total revenue proposed to be raised from each funding source in 2023 (based on 2022 Revised Assessment Roll)

Revenue Source	% Total Revenue	Dollar Value
Government Grants	34%	4,436,710
Property Value Taxes & Payments in Lieu	30%	3,838,090
Sale of Services and Fees	23%	2,935,080
Parcel Taxes	6%	731,770
Other Revenue	5%	623,320
Proceeds from Borrowing	2%	287,000
Total	100%	12,851,970

1. Property value tax is typically the primary source for operating funds for general municipal purposes. Property taxation is simple to administer, and offers a stable and reliable source of revenue for services that are difficult or undesirable to fund on a user-pay basis. However, due to a federal and provincial grant that the Village will receive reconstruct Cumberland #2 dam infrastructure, government grants are the larger source of funding for the Village in 2023.
2. Sale of services and fees form another significant portion of planned revenue. Many municipal services, such as utilities and recreation, lend well to a fee for service basis. Costs can be associated to a level of service provided, particularly where services are optional. In addition, the municipality sells water, fire protection and animal control services to other municipalities.
3. The Village seeks out all grant opportunities that become available. The Comox Valley Regional District as part of a landfill host agreement provides amenity funds to the Village and this funding will continue until 2032. The municipality also receives funds under the Strategic Community Initiative (Small Community grant) which provides a significant source of funds for operations and capital maintenance programs. As outlined above, the Village has been approved for \$4,475,000 to reconstruct Cumberland #2 dam of which just over \$3 million is included in the 2023 budget year with the remaining being included in the 2024 year.
4. Parcel taxes fund the capital costs of providing water, sewer and storm water infrastructure. The intention is to use these taxes toward the replacement of water,

sewer and storm water infrastructure as well as reducing the Village’s wet weather flows through storm and sewer inflow and infiltration.

5. Other revenue includes sources of funds which do not fit in another category and include donations, developer amenity funds, grants from non-government sources, investment revenue, permits and licensing.
6. The municipality finances vehicles and equipment and secures debenture financing for portions of large committed projects not funded by grants or development cost charges. The municipality reviews all other funding options prior to financing recognizing that borrowing constitutes a long-term commitment and because borrowing authority is limited for an organization of this size. There is a commitment to borrow \$4.4 million for the wastewater treatment upgrades expected in 2024 which will be funded through a parcel tax.

Objective and Policies

Over the next five years, the municipality has the following objectives and policies:

- to actively seek grants for major infrastructure repair and replacement;
- to annually review utility rates to ensure water, sewer and storm water operating and delivery costs are fully funded; and
- to review all other services to determine optimal proportions of cost recovery from fees versus general revenues and taxation.

Part B: Distribution of Property Taxes among Property Classes

Table 2: The distribution of property tax revenue among the property classes (based on 2022 Revised Assessment Roll)

Property Class	% Total Property Tax	Dollar Value
1. Residential	76%	2,893,315
2. Utilities	2%	71,067
3. Supportive Housing		
4. Major Industry		
5. Light Industry	3%	93,774
6. Business and Other	16%	597,893
7. Managed forest	3%	117,908
8. Recreation & Non Profit	0%	3,038
9. Farm	0%	5
Total	100%	3,777,000

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

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

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

Part C: The Use of Permissive Tax Exemptions

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

1. Parcels that qualify for partial statutory exemption, such as the grounds surrounding places of worship, are granted an exemption from taxes. These exemptions represent a very small dollar value which would not recover the associated costs of administering the taxes.
2. Permissive tax exemptions will also be provided for municipal properties occupied by a community group or partner agency where the group or agency has been granted a reduced or zero lease rate but may be subject to property tax under section 229 of the *Community Charter*. This exemption recognizes that municipal buildings are not subject to property taxes when used for municipal purposes; the groups or agencies are deemed by Council to be providing a valuable community benefit or municipal service; that the group or agency may not be granted exclusive use of the building and/or that the space may be reclaimed by the municipality as and when needed.

3. Parcels that

(a) provide affordable rental housing with consideration of income based criteria, and

(b) that are owned or held

(i) by charitable, philanthropic or other not-for-profit corporations, or
(ii) by municipalities or other local authorities.

Council will consider permissive tax exemptions for this category on the assessed improvement value of affordable rental housing properties. Any properties considered for tax exemption in this category would require an affordable housing agreement between the organization and the Village of Cumberland.

**The Corporation of the Village of Cumberland
Proposed 2023 - 2027 Financial Plan
Based On BC Assessment Revised Roll - April 2022**

Proposed Property Tax Impact on Average Residential Single Family Household

	Proposed			
	<u>2023</u>	<u>2022</u>	<u>Change</u>	<u>%</u>
Total taxes payable	\$ 3,530	\$ 3,387	\$ 143	4%
Home owner grant	(770)	(770)	-	0%
Net property tax	\$ 2,760	\$ 2,617	\$ 143	5%
Frontage parcel tax (median lot size)	353	329	24	7%
Parcel Charge per lot for water supply debt	45	45	-	0%
Property taxes	\$ 3,158	\$ 2,991	\$ 167	6%
Average Utility Fees (Water, Sewer, Storm & Solid Waste)	984	906	78	9%
Total Overall Change from 2022	\$ 4,142	\$ 3,897	\$ 245	6%

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

	Proposed			
	<u>2023</u>	<u>2022</u>	<u>Change</u>	<u>%</u>
Total taxes payable	\$ 2,515	\$ 2,413	\$ 102	4%
Home owner grant	(770)	(770)	-	0%
Net property tax	\$ 1,745	\$ 1,643	\$ 102	6%
Frontage parcel tax (median lot size)	294	274	20	7%
Parcel Charge per lot for water supply debt	45	45	-	0%
Property taxes	\$ 2,084	\$ 1,962	\$ 122	6%
Average Utility Fees (Water, Sewer, Storm & Solid Waste)	894	828	66	8%
Total Overall Change from 2022	\$ 2,978	\$ 2,790	\$ 188	7%

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

(35 folios with assessments greater than the median and 35 folios with assessments lower than median)

	Proposed			
	<u>2023</u>	<u>2022</u>	<u>Change</u>	<u>%</u>
Total taxes payable	\$ 8,108	\$ 7,783	\$ 325	4%
Frontage parcel tax (median lot size)	294	274	20	7%
Parcel Charge per lot for water supply debt	45	45	-	0%
Property taxes	\$ 8,447	\$ 8,102	\$ 345	4%
Average Utility Fees (Water, Sewer, Storm & Solid Waste)	932	904	28	3%
Total Overall Change from 2022	\$ 9,379	\$ 9,006	\$ 373	4%

** The assessment roll for 2023 is not available - the proposed tax revenue increase has been applied to the 2022 taxes payable. Once the assessment roll for 2023 is available this increase may change based on assessment changes.*

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

**The Corporation of the Village of Cumberland
Proposed 2023 - 2027 Financial Plan
Proposed Staff Changes**

	Full-time equivalent (FTE)				
	2023	2024	2025	2026	2027
Decrease from temporary Building Services hours	(0.10)				
Wastewater treatment fulltime level III operator	1.00				
Total staffing changes in proposed financial plan	0.90	-	-	-	-

There are other staffing challenges requiring further consideration that are not currently in the financial plan and therefore are not summarized above but are summarized below:

	2023	2024	2025	2026	2027
Fulltime Communications Coordinator	0.30	0.30			
Development Services Assistant increase to full time			0.40		
Increased capacity to bylaw services (summer months)	0.12				
Increase to Janitorial hours (approx. 10 hr/week)	0.32				
Parks and Grounds Worker - 8 Month Position	0.67				
PT Admin Assistant for Operations (20 hrs/week)	0.57				
Transportation Services requests to be determined by service review (6 month seasonal & engineering summer student)		0.85			
Total staffing changes not included in financial plan for Council's consideration	1.99	1.15	0.40	-	-

**The Corporation of the Village of Cumberland
Financial Summary in Bylaw Format
Proposed 2023 - 2027 Financial Plan**

Property Tax Increase to Existing Rate					
Payers	\$ 123,430	\$ 154,730	\$ 181,800	\$ 135,000	\$ 138,350
Property Tax Revenue Increase to existing rate payers as a %	3.38%	4.10%	4.62%	3.28%	3.26%
Approved in 2022-2026 Plan	6.64%	4.76%	6.16%	5.45%	
Total tax increase (below)/above Council approvals	(3.26%)	(0.67%)	(1.54%)	(2.17%)	3.26%

	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
REVENUES					
Property taxes & payments in lieu	\$ (3,838,090)	\$ (3,992,820)	\$ (4,174,620)	\$ (4,309,620)	\$ (4,447,970)
Parcel taxes	\$ (731,770)	(1,081,690)	(1,131,080)	(1,213,370)	(1,255,870)
Sale of services & fees	\$ (2,432,980)	(2,600,220)	(2,799,280)	(2,992,620)	(3,141,350)
Sale of services to other government	\$ (502,100)	(273,480)	(277,860)	(283,470)	(288,980)
Transfers from other government	\$ (4,436,710)	(2,703,160)	(1,167,380)	(969,760)	(897,340)
Other revenue	\$ (623,320)	(725,890)	(720,360)	(668,330)	(610,330)
	<u>\$ (12,564,970)</u>	<u>(11,377,260)</u>	<u>(10,270,580)</u>	<u>(10,437,170)</u>	<u>(10,641,840)</u>
EXPENSES					
Other municipal purposes	\$ 7,421,940	7,593,890	7,512,310	7,576,980	7,710,070
Debt interest	\$ 343,610	361,170	356,020	411,220	496,380
Amortization	\$ 1,596,320	1,596,320	1,596,320	1,596,320	1,596,320
	<u>\$ 9,361,870</u>	<u>9,551,380</u>	<u>9,464,650</u>	<u>9,584,520</u>	<u>9,802,770</u>
NET (REVENUES) EXPENSES	<u>\$ (3,203,100)</u>	<u>(1,825,880)</u>	<u>(805,930)</u>	<u>(852,650)</u>	<u>(839,070)</u>
ADJUSTMENTS					
Acquisition of capital assets	\$ 5,244,320	3,152,340	2,312,580	4,200,490	415,240
Add back amortization	\$ (1,596,320)	(1,596,320)	(1,596,320)	(1,596,320)	(1,596,320)
Proceeds from borrowing	\$ (287,000)	(182,000)	(360,000)	(1,220,420)	(110,000)
Principal payments on debt	\$ 875,570	659,520	665,800	664,890	681,030
TOTAL ADJUSTMENTS	<u>\$ 4,236,570</u>	<u>2,033,540</u>	<u>1,022,060</u>	<u>2,048,640</u>	<u>(610,050)</u>
CHANGE IN CONSOLIDATED FUNDS	<u>\$ 1,033,470</u>	<u>207,660</u>	<u>216,131</u>	<u>1,195,990</u>	<u>(1,449,120)</u>
TRANSFER FROM RESERVES					
Reserves	\$ (3,341,580)	(2,193,180)	(2,379,210)	(3,240,880)	(717,600)
Development Cost charges	\$ (86,630)	(74,250)	(7,310)	(85,720)	-
Parking in Lieu	\$ (20,000)	-	-	-	-
TRANSFER TO RESERVES					
Reserves	\$ 2,414,740	2,059,770	2,170,390	2,130,610	2,166,720
TRANSFER TO / (FROM) RESERVES	<u>\$ (1,033,470)</u>	<u>\$ (207,660)</u>	<u>\$ (216,130)</u>	<u>\$ (1,195,990)</u>	<u>\$ 1,449,120</u>
TRANSFER TO/(FROM) ACCUMULATED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

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

**The Corporation of the Village of Cumberland
Proposed 2023 - 2027 Financial Plan
Five Year Capital Projects**

	<u>Funding Codes</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Infrastructure Capital Asset Renewal Program (road/water/sewer/storm)						
Water Supply and Wastewater System Upgrades						
Cumberland No. 2 Dam capital upgrades	GR	3,174,000	1,301,000	-	-	-
Road Reconstruction, watermain replacement, sewermain replacement, stormmain replacement or new stormmain (Linear Asset Renewal Projects under review in 2022 & may change)						
Ambleside Ave: 1st to 2nd Street	R	387,760	-	-	-	-
Allen Ave: 3rd - 4th	R	-	-	-	-	-
Allen Lake to PRV Station	R	-	-	-	-	-
Cumberland Road: Primrose to Bevan	R,DCC	-	-	8,700	102,050	-
Crescent St: Ulverston to Kendal Ave	R	-	-	48,850	205,150	-
Derwent Ave: 2nd to 1st	R	16,080	194,200	-	-	-
Derwent Ave: 5th to 6th Street	R	-	-	-	-	-
Egremont Road: Penrith to Dunsmuir	R	35,190	-	-	-	-
Fifth Street: Allen to Derwent	R	-	8,370	98,200	-	-
Fifth Street: Derwent to Dunsmuir	R	-	-	-	-	-
Fifth Street: Keswick to Allen Ave	R	-	14,010	169,190	-	-
First Street: Maryport to Windermere	R	-	173,770	-	-	-
First Street: Penrith to Dunsmuir	R	175,000	-	-	-	-
Fourth Street: Cumberland to Ulverston	R	-	-	-	5,690	50,000
Lane North of Maryport: Egremont to Silecroft	R	-	-	-	-	8,400
Lane South of Maryport Ave: 2nd to 5th	R	-	78,760	386,760	-	-
Lane South of Ulverston Ave: 3rd - 4th	R	224,540	-	-	-	-
Lane South of Ulverston Ave: 4th - 5th	R	-	-	6,000	-	69,000
Lane South of Windermere Ave: 1st-5th	R	-	-	49,900	519,450	-

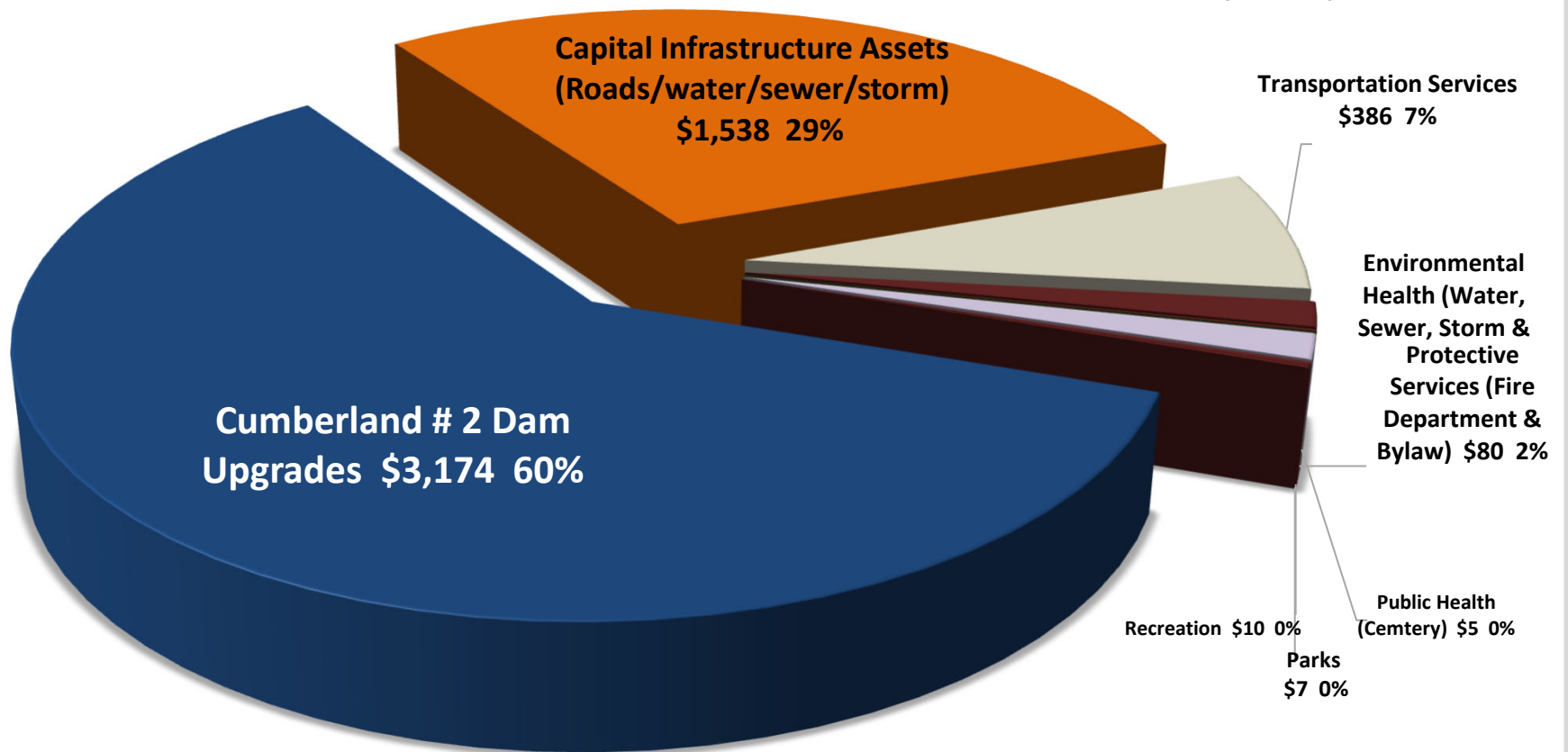
	<u>Funding</u>					
	<u>Codes</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Road Reconstruction, watermain, sewermain and stormmain replacement or new stormmain Continued						-
Maryport Ave: 5th to 7th	R	24,140	-	286,490	-	-
Maryport Ave: Egremont to Silecroft	R	307,410	-	-	-	-
Penrith Ave: 1st to 3rd	R	36,970	438,840	-	-	-
Penrith Ave: 5th to 6th	R	-	-	-	-	-
Penrith Ave: 6th to 7th	R	-	-	-	-	-
Penrith Ave: Egremont Rd to Silecroft Rd	R	-	-	-	-	-
Royston Road: Ulverston to Union	R	-	15,300	184,750	-	-
Second Street: Ulverston to Windermere	R	-	15,700	218,830	-	-
Second Street: Windermere to Maryport	R	-	8,460	97,300	-	-
Silecroft Road: Beaufort to Maryport	R	165,800	-	-	-	-
Silecroft Road: Penrith to Beaufort	R	144,940	-	-	-	-
Sixth Street: Derwent to Allen Avenue	R	-	-	-	5,640	68,100
Sixth Street: Dunsmuir to Derwent	R	-	-	-	5,760	69,550
Sixth Street: Penrith to Dunsmuir (design)	R	-	-	-	-	8,550
SRW West of Egremont Road: Penrith to Dunsmuir	R	-	-	-	-	-
Stockand Lane: Maple to Cumberland	R	-	-	-	-	-
Third Street: Allen to South End	R	5,700	68,830	-	-	-
Third Street: Derwent to Allen	R	14,100	159,400	-	-	-
Windermere Ave: 4th to 7th	R	-	-	39,430	463,030	-
Roads Infrastructure without underground utility replacement						-
Dunsmuir Avenue Sidewalk Replacement/Intersection Improvements	R	-	-	60,000	-	-
Sidewalk on Ulverston Avenue between 2nd & 3rd Street	R	-	-	3,500	35,000	-
Sidewalk: Second St: Windermere to Ulverston	R	-	10,000	25,000	-	-
Pave access road into the Wastewater Treatment Facility	R	-	-	-	24,230	-

	<u>Funding</u> <u>Codes</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Non-Infrastructure Capital - Environmental Health (Solid Waste, Water, Sewer & Storm)						
Water Equipment						
Hydrant replacement (1 per year)	G	8,450	8,620	8,790	8,960	9,140
Installation of water level and quality monitoring equipment on dam infrastructure (includes annual operating costs totals \$6k by 2025)	R	33,890	35,430	36,970	6,160	6,160
Water Meter Replacements	R	20,000	20,000	20,000	1,039,200	-
Utility line locator	R	11,700	-	-	-	-
pH Meter for Coal Creek Well	R	5,830	-	-	-	-
New Booms in Reservoirs - New Debris Booms at Allen & Stevens Lake (will only go forward with grant funding)	R	-	62,000	-	-	-
Water Treatment Plant Vehicle Gate Automation	R	-	-	-	37,500	-
Gates for Royston Road Watermain RoW	R	-	-	-	8,410	-
Underground Power Supply to Water Treatment Facility (would save tree removal in 2026)	R	-	-	129,000	-	-
Sewer & Storm Capital Projects						
Wastewater facility access road fencing (50/50 cost sharing with VIHA - hospital laundry facility)	G,D	-	15,000	-	-	-
Security Cameras for wastewater facility	G	-	5,500	-	-	-
Wastewater facility sign installation	G	-	-	5,080	-	-
Comox Lake Road Driveway Culverts and Road Works	R	-	19,400	-	-	-
Maple Lake Creek Culvert Replacement (will only go forward with grant funding)	GR	-	200,000	-	-	-
Replace culverts across Hope Road at Mill Street	R	-	-	15,000	65,000	-
Transportation Services (Roads) Non-Infrastructure Capital						
Solar powered traffic infrastructure partial funding from ICBC	GR,R,G	26,000	26,000	26,000	-	-
E-Bike (fleet addition with partial Active Transportation funding)	GR,R	6,000	-	-	-	-
Perseverance creek crossing guardrail installation	R	37,400	-	-	-	-
Calibration station for confined space gas detectors	R	-	6,370	-	-	-
Wood chipper on a trailer for chipping trees and branches (will only go forward with grant funding)	GR	-	-	-	-	12,500
Vehicle replacements (2023 service trucksX2/2024 MowersX2,service truck/2026 Bucket truck)	B	100,000	142,000	-	120,420	-
New Service Truck for wastewater operator position (asset addition-\$11k associated annual debt payments)	B	50,000	-	-	-	-
New Skid Steer with attachments (asset addition-\$31k associated annual debt payments)	B	137,000	-	-	-	-

	<u>Funding</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
	<u>Codes</u>					
Transportation Services (Roads) Non-Infrastructure Capital Continued						
New Service Truck for operation administration duties (asset addition-\$9k associated annual debt payments)	B	-	40,000	-	-	-
New Service Truck for increased capacity (asset addition-\$14k associated annual debt payments)	B	-	-	60,000	-	-
New heavier duty SideXSide for increased capacity (asset addition-\$7k associated annual debt payments)	B	-	-	-	30,000	-
Heavy Equipment Trailer (will only go forward with grant funding or sale of fleet proceeds)	GR	-	-	-	15,000	-
Mini Excavator with trailer (asset addition-\$25k associated annual debt payments)	B	-	-	-	-	110,000
Operating cost increases associated with asset addition	G	4,000	6,000	8,000	8,900	11,100
Debt costs associated with the vehicle replacements (debt maturities offset debt costs in each year)	G	25,770	54,240	3,940	19,950	9,520
Cemeteries (Public Health Services)						
Civic Cemetery:						
Road surfacing_Top dress grave/east/west main road (will only go forward with grant funding)	GR	5,000	-	-	-	-
Sign Kiosk and mapping_install sign kiosk (will only go forward with grant funding)	GR	-	10,000	-	-	-
Civic Cemetery Detailed design of new central interment area (will only go forward with grant funding)	GR	-	-	5,000	-	-
Protective Services						
Fire Services:						
Turn out gear annual replacement	R	10,000	10,000	10,000	10,000	10,000
Breathing Apparatus/cylindersX2 for leased ladder truck	R	18,000	-	-	-	-
Vehicle replacements (2025 Fire Rescue truck-\$68k associated annual debt payments with 21% covered by Fire Protection District)	R	-	-	300,000	-	-
Deputy Fire Chief Truck (asset addition)	R	50,000	-	-	-	-
Quint Ladder Truck (asset addition-\$242k associated annual debt payments with 21% covered by Fire Protection District)		-	-	-	1,500,000	-
Operating cost increases associated with asset additions	G	2,000	2,000	2,000	2,000	2,000
Debt costs associated with the vehicle purchases (debt maturities offset debt costs in each year)	G	-	-	18,540	27,140	-

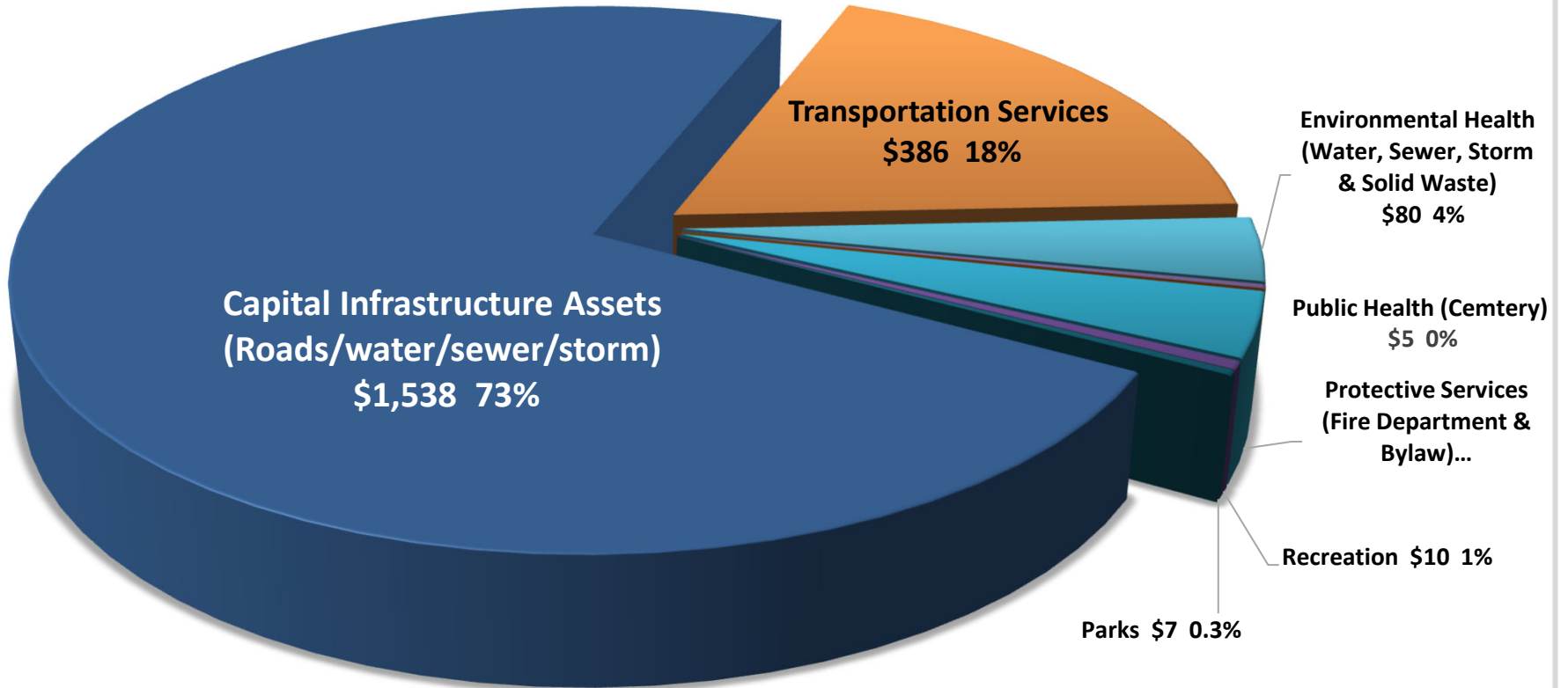
	<u>Funding</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
	<u>Codes</u>					
Recreation, Parks, Community and Culture						
Recreation Services:						
Parks and Facilities Office Mini-split heat pump	R	10,000	-	-	-	-
Gymnasium flooring refresh	R	-	30,000	-	-	-
Parks Services:						
No. 6 Mine Park Project:						
No.6 Mine drainage and irrigation improvements (will only go forward with grant funding)	GR	-	10,000	-	-	-
Lake Park Capital Projects:						
Lake Park Swim Dock Replacement	R	6,500	-	-	-	-
Lake Park Office/Storage Yard Planning and Design	R	-	30,000	-	-	-
Lake Park Shoreline Detailed Design	R	-	-	20,000	-	-
		<u>\$ 5,279,170</u>	<u>\$ 3,219,200</u>	<u>\$ 2,351,220</u>	<u>\$ 4,264,640</u>	<u>\$ 444,020</u>
From fplan workbook (Fplan Bylaw Format tab)		5,244,320	3,152,340	2,312,580	4,200,490	415,240
Variance	\$	34,850	\$ 66,860	\$ 38,640	\$ 64,150	\$ 28,780
Operations from above		34,850	66,860	38,640	64,150	28,780
	\$	<u>34,850</u>	<u>\$ 66,860</u>	<u>\$ 38,640</u>	<u>\$ 64,150</u>	<u>\$ 28,780</u>
	\$	-	\$ -	\$ -	\$ -	\$ -

**THE CORPORATION OF THE VILLAGE OF CUMBERLAND
PROPOSED 2023 BUDGET
CAPITAL EXPENDITURES-INCLUDES CUMBERLAND #2 DAM (000's)**



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

**THE CORPORATION OF THE VILLAGE OF CUMBERLAND
PROPOSED 2023 BUDGET
CAPITAL EXPENDITURES BY SERVICE (000's)**



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

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

**The Corporation of the Village of Cumberland
 Proposed 2023 - 2027 Financial Plan
 Five Year Operating Projects & Transfers To Reserves**

	<u>Funding Codes</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Environmental Health Services (Solid Waste, Water, Sewer & Storm)						
Water Services						
Auto-clean Modules for Hach Turbidity Meters	G	4,880	-	-	-	-
Meter Reading Wand	R	2,500	-	-	-	-
Spillway Panels for Stevens Lake	R	28,230	-	-	-	-
Scada Moved to Virtual Server	R	14,110	-	-	-	-
Safety Guardrail at Stevens Lake	R	2,880	-	-	-	-
Additional Fencing at Stevens Lake Dam	R	-	16,230	-	-	-
Install additional fencing at Henderson Lake	G	-	6,160	-	-	-
Perseverance Creek Channel Definition (will only go forward with grant funding)	GR	-	30,000	-	-	-
Tree Removal at Power Lines to Water Treatment Facility	A	-	-	-	11,210	-
Sewer & Storm Services						
Increased Operating costs for wastewater treatment system (includes hiring a wastewater treatment operator level III)	G	205,980	420,600	420,600	420,600	420,600
Debt service costs for wastewater treatment capital upgrades	G	140,430	336,850	337,980	339,000	340,000
Stage III Liquid Waste Masterplan (LWMP)	R	100,000	103,400	-	-	-
Sewer and Storm Drain Masterplan updates	R,DCC	150,000	150,000	-	-	-
Comox Lake Road/Perseverance Creek Crossing - Hydrological analysis of the creek crossing (will only go forward with grant funding)	GR	-	-	20,000	-	-
Transportation Services (Roads)						
Landfill corridor garbage pickup program	R	16,000	16,000	16,000	16,000	16,000
Operations department structure review	R	20,000	-	-	-	-
Parking Study	PIL	20,000	-	-	-	-
Water, Sewer, Storm Regulation Bylaw Updates	R	-	30,000	-	-	-
Union Road Sewer Servicing Feasibility	R	-	15,000	-	-	-

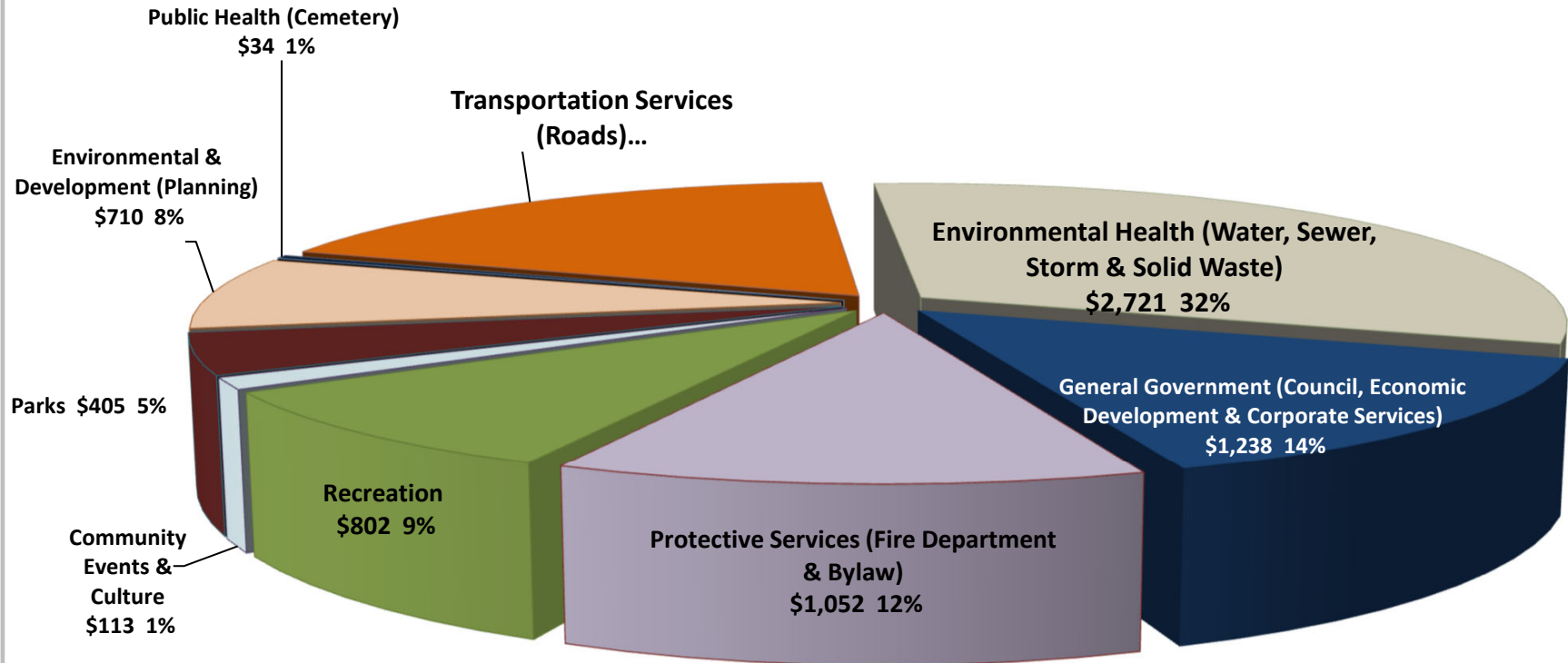
	Funding Codes	2023	2024	2025	2026	2027
Cemeteries (Public Health Services)						
Japanese and Chinese Cemetery:						
Chinese Cemetery Gazebo maintenance and repair (with donations)	D,R	3,900	-	-	-	-
Japanese Cemetery fence maintenance and other projects (with donations)	D	4,990	-	-	-	-
General Government Services						
Council:						
Council travel and conference increase	G	1,000	2,000	2,000	2,000	2,000
Committee and commission costs	G,R	5,450	7,950	5,450	5,450	5,450
Community to Community Event with K'omoks First Nation	R	1,500	1,500	1,500	1,500	1,500
Newly Elected Officials expenses	R	5,000	-	-	3,100	7,000
Cumberland's 125th Anniversary_with 100% grant against it	GR	62,500	-	-	-	-
CAO & Legislative Services:						
Local Government Election in 2026	R	-	-	-	25,770	-
Council meeting software phase 2 and strategic planning processes	R,G	5,680	5,000	5,000	5,000	5,000
Records Management Classification System	R	30,000	-	-	-	-
Purchase of records management software licence and installation	R	-	15,000	-	-	-
Consultant or casual staff to re-organize physical records in new records management software	R	-	-	28,000	-	-
Village website upgrades	R	32,000	-	-	-	-
Economic Development Strategy						
Arts and Culture Action Plan (will only go forward with grant funding)	GR	-	5,000	40,000	-	-
Council Chambers Maintenance Projects:						
Replace Council Chambers South Exit Door	R	3,000	-	-	-	-
Financial & Information Systems Services:						
Licensing and hardware for phone system replacement and water SCADA system	G	11,260	6,450	6,450	6,450	6,450
Municipal & Operations Office Maintenance Projects:						
Municipal Office - Exterior Building Repairs and Paint	R	-	20,000	-	-	-
Operations Building - Garage Door replacement	R	-	5,600	-	-	-

	<u>Funding</u> <u>Codes</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Planning & Development						
Statement of Significance (00 monument/one TBD) and collation of heritage inventories and data	R	6,500	3,500	-	-	-
Union Road Village-owned property development analysis	GR	62,000	-	-	-	-
Urban Forest Mgt_Implement recommendations of Urban Forest Management Plan including a tree retention bylaw	GR	30,000	-	-	-	-
Official Community Plan (OCP) review & amendment with site adaptive planning	R	68,000	20,000	-	-	-
Climate Action Plan to be undertaken with OCP review (LGCAP funds)	R	40,000	-	-	-	-
BC Energy Step Code Adoption (LGCAP funds)	R	20,000	-	-	-	-
Zoning bylaw congruence review to OCP	R	-	-	40,000	-	-
Camp Road Heritage Designation (will only go forward with grant funding)	GR	-	-	-	10,000	-
Protective Services						
Bylaw Enforcement:						
Use of Force Recertification course to use the tools required for bylaw enforcement and animal control	G	-	1,100	-	1,100	-
Bylaw Offence Notice (Alternative ticketing system for efficiencies and service enhancement)	G	-	4,750	4,750	4,750	4,750
Fire Services:						
Equipment replacement for Wildfire protection unit	D	4,000	4,000	4,000	4,000	4,000
Two Cameras and speakers, new Ipad for engine 1	R	3,000	-	-	-	-
Fire Hall Facility Projects:						
Pave in the back of the fire hall & finish the cement pad (will only go forward with grant funding)	GR	-	83,330	-	-	-
Recreation, Community & Events & Parks						
Recreation Services:						
ePact service fees (program revenues increase to cover annual costs)	G,R	2,650	1,600	1,600	1,600	1,600
Climbing wall maintenance (rental/admin revenues increase to cover)	G	1,250	1,250	1,250	1,250	1,250
Community Events & Cultural Services						
Village staff involvement with community events (Victoria Days/ Easter/Halloween/Remembrance Days)	G	9,460	9,460	9,460	9,460	9,460

	Funding Codes	2023	2024	2025	2026	2027
Community Organization contributions:						
Council's community grant program for special one-time projects and seed funding (including Public Works labour & equipment and facility rentals)	R	10,000	10,000	10,000	10,000	10,000
Council's community service delivery partnership program for long-term funding under an operating agreement	R	67,000	67,000	67,000	67,000	67,000
Additional funding for museum conditional on Heung Foundation renovations (2021 to 2025)	R	8,260	8,260	8,260	8,260	-
Comox Valley Community Foundation Contribution (added in 2022)	R	1,000	1,000	1,000	1,000	1,000
Museum: in-kind facility operational maintenance costs	G	7,460	7,610	8,510	8,680	8,850
Parks Services:						
Street Tree Replanting Plan (will only go forward with grant funding)	GR	10,000	-	-	-	-
Coal Creek Historical Park and Cumberland Trails Projects:						
Cumberland Community Forest Management Plan / Develop management plan for the park per covenant requirements (will only go forward with grant funding)	GR	-	20,000	-	-	-
Storm water inventory on owned Village forest/watershed Lands (will only go forward with grant funding)	GR	-	-	20,000	-	-
Solport Park						
Solport Park continued development	DCC,R	25,000	-	-	-	-
Lake Park Projects:						
Lake Park Traffic Management Plan	R	15,000	-	-	-	-
Lake Park Water study/analysis	R	-	40,000	-	-	-
		\$ 1,261,870	\$ 1,475,600	\$ 1,058,810	\$ 963,180	\$ 911,910

	Funding					
	Codes	2023	2024	2025	2026	2027
Transfers To Reserve						
Linear infrastructure asset renewal reserve with annual contribution	G,A	\$ 742,490	\$ 879,390	\$ 916,010	\$ 914,140	\$ 946,640
Transportation Services (Roads)						
Transfers to accumulated surplus for Local Area Service parcel tax (Cumberland	G	29,820	-	-	-	-
Environmental Health Services (Water, Sewer & Storm)						
Water rate stabilization reserve transfer to/(transfer from)	G	(84,360)	(57,970)	(32,580)	(36,000)	(19,000)
Water meter replacement reserve contribution	G	93,000	93,000	93,000	93,000	80,000
Water Royston Bulk Water reserve contribution (used for PW land debt payments)	G	233,000	-	-	-	-
Start to increase reserve contribution as per water supply asset life cycle analysis	G	-	-	-	20,170	22,780
Sewer rate stabilization reserve transfer to/(transfer from)	G	(85,000)	(140,000)	(112,000)	(77,000)	(57,000)
Start to increase reserve contribution for wastewater treatment replacement	G	-	-	70,000	80,000	90,000
General Government Services						
Reserve contribution for landfill host community amenity fees annually received by CVRD	G	300,000	300,000	300,000	300,000	300,000
Reserve contribution for Community Works Funds received annually	G	233,050	-	-	-	-
Reserve contribution for Emergency & Public Safety Reserve	G	440,550	440,550	440,550	440,550	440,550
General Village asset replacement reserve	G	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000
Reserve contribution for general financial stabilization reserve for Local Government Climate Action Plan funds	G	\$ 72,080	\$ 72,080	\$ 72,080	\$ -	\$ -
Recreation, Parks & Community Services						
Transfer increased Lake Park Dividend revenues to reserve for future use	G	12,000	16,000	20,000	24,000	28,000
Cemeteries (Public Health Services)						
Annual transfer to Cemetery	G	1,250	1,250	1,250	1,250	1,250
Protective Services						
Reserve contribution for fire capital purchases (vehicles & protective equipment replacement)	G	87,500	87,500	87,500	87,500	87,500
		\$ 2,245,380	\$ 1,861,800	\$ 2,025,810	\$ 2,017,610	\$ 2,090,720

**THE CORPORATION OF THE VILLAGE OF CUMBERLAND
PROPOSED 2023 BUDGET
OPERATING & DEBT EXPENDITURES BY SERVICE (000's)**



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

CORPORATION OF THE VILLAGE OF CUMBERLAND
January 4, 11, 18, 2022 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
TOTAL

	Proposed Budget 2023	Budget 2022	Change	% Chg
STAFF				
Full time	32.00	31.00	1.00	3.23%
Part time, temporary and seasonal	7.10	7.20	(0.10)	(1.39%)
	<u>39.10</u>	<u>38.20</u>	<u>0.90</u>	<u>2.36%</u>
Volunteer Fire Fighters	30-35	30-35		
FINANCIAL				
Own source revenues	\$ (8,271,180)	\$ (5,012,270)	\$ (3,258,910)	65.02%
Operating	7,417,130	6,850,190	566,940	8.28%
Debt service - interest	343,610	203,340	140,270	68.98%
Capital expenditures	5,249,130	853,100	4,396,030	515.30%
Amortization	1,596,320	1,469,270	127,050	8.65%
	<u>14,606,190</u>	<u>9,375,900</u>	<u>5,230,290</u>	<u>55.78%</u>
Add back amortization	(1,596,320)	(1,469,270)	(127,050)	8.65%
Borrowing	(287,000)	(40,000)	(247,000)	617.50%
Principal reduction	875,570	718,450	157,120	21.87%
	<u>(1,007,750)</u>	<u>(790,820)</u>	<u>(216,930)</u>	<u>27.43%</u>
Transfers to / (from) reserves	(920,970)	702,510	(1,623,480)	(231.10%)
Draw from / (contribution to) general revenue	<u>\$ 4,406,290</u>	<u>\$ 4,275,320</u>	<u>130,970</u>	<u>3.06%</u>
GENERAL REVENUE				
Property taxes	\$ 3,777,000	\$ 3,653,570	\$ 123,430	3.38%
Payment in lieu	61,090	56,550	4,540	8.03%
Small Community Grant	530,000	527,000	3,000	0.57%
Interest and penalties	38,200	38,200	-	0.00%
	<u>\$ 4,406,290</u>	<u>\$ 4,275,320</u>	<u>\$ 130,970</u>	<u>3.06%</u>

CORPORATION OF THE VILLAGE OF CUMBERLAND
January 4, 11, 18, 2022 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
ENVIRONMENTAL HEALTH SERVICES
(SOLID WASTE, WATER, SEWER, STORM)

	Proposed Budget 2023	Budget 2022	Change	% Chg
FINANCIAL				
Own source revenues	\$ (6,438,820)	\$ (2,934,220)	\$ (3,504,600)	119.44%
Operating - Solid Waste	454,200	371,880	82,320	22.14%
Operating - Water	821,080	735,730	85,350	11.60%
Operating - Sewer	1,029,560	540,270	489,290	90.56%
Debt service - interest	229,960	89,530	140,430	156.85%
Capital expenditures	4,211,270	192,410	4,018,860	2088.70%
Amortization	596,520	449,020	147,500	32.85%
	7,342,590	2,378,840	4,963,750	208.66%
Add back amortization	(596,520)	(449,020)	(147,500)	32.85%
Borrowing	-	-	-	
Principal reduction	186,190	180,840	5,350	2.96%
	(410,330)	(268,180)	(142,150)	53.01%
Transfers to / (from) reserves	(493,440)	823,560	(1,317,000)	(159.92%)
Draw from / (contribution to) general revenue	\$ -	\$ -	\$ -	
ESTIMATED IMPACT ON GENERAL REVENUE				
<i>Increase in 2023 Utility Fees and Frontage Tax Revenues (average residential)</i>				8.27%
SOLID WASTE				
Annual Operating Budget Increase				
Increase in utility fees from rate increase (\$20.80 per resident)			(90,420)	
Increase in recycling recovery revenues from Recycle BC			(3,800)	
Recollect app for add a day collection process and solid waste communication tool			6,100	
Increase in collection costs as per contract (11% increase in 2023/9% increase for first 6 months of 2024 & estimated 15% increase for the remaining uncertain 6 months)			33,560	
Expected increase in landfill tipping fees (increase relates mostly to organics)			41,940	
Key Adjustments, Project Requests & Reserve Transfers				
Net transfers to/(from) rate stabilization reserve			(32,000)	

CORPORATION OF THE VILLAGE OF CUMBERLAND
January 4, 11, 18, 2022 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
ENVIRONMENTAL HEALTH SERVICES
(SOLID WASTE, WATER, SEWER, STORM)

WATER

Annual Operating Budget Increase

Increase in utility fees (\$17.20 per average resident)	(45,170)
Increase in frontage taxes (\$6 per average resident parcel)	(12,800)
Data collection operating costs associated with water supply monitoring equipment (increase to \$6k by 2025)	3,080

Key Adjustments, Project Requests & Reserve Transfers

Net transfers to/(from) rate stabilization reserve	(84,360)
Transfer to water meter replacement reserve	93,000
Transfer to Royston water sales dependency reduction	233,000
Transfer to infrastructure asset renewal reserve	197,970
Auto-clean Modules for Hach Turbidity Meters	4,880
Meter Reading Wand	2,500
Transfer from Water Meter reserve for Meter Reading Wand	(2,500)
Spillway Panels for Stevens Lake	28,230
Transfer from Sewer and Water Infrastructure Asset reserve for Stevens Lake Spillway	(26,700)
Scada Moved to Virtual Server	14,110
Transfer from general asset reserve for Scada Moved to Virtual Server	(14,110)
Safety Guardrail at Stevens Lake	2,880
Transfer from Sewer and Water Infrastructure Asset reserve for Stevens Lake Guardrail	(2,500)

Water Infrastructure

Hydrant replacement (one per year)	8,450
Installation of water level and quality monitoring equipment on dam infrastructure	30,810
Transfer from wSewer and Water infrastructure asset replacement reserve for water monitoring equipment	(28,000)
Water Meter Replacements (over the next four years until full replacement in 2026)	20,000
Transfer from water meter replacement reserve for Water Meter Replacements	(20,000)
Utility Line Locator	11,700
Transfer from linear asset renewal reserve for Utility Line Locator	(11,700)
pH Meter for Coal Creek Well	5,830
Transfer from Sewer and Water Infrastructure Asset reserve for Coal Creek Well Meter	(5,830)
Cumberland Dam No. 2 upgrades (total project to be completed in 2024 or 2025 \$4,475,000)	3,174,000
ICIP-RNC Grant for Cumberland Dam No. 2 upgrades	(3,174,000)
Linear infrastructure asset replacement projects (listed in capital projects)	257,290
Transfer from infrastructure asset renewal reserve	(257,290)
Debt payment for water supply projects (expected to increase in 2026 to \$123k)	76,800
Parcel Charge for water supply projects long-term debt (current \$45.09/expected to increase to \$70 in 2026)	(77,440)

CORPORATION OF THE VILLAGE OF CUMBERLAND
January 4, 11, 18, 2022 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
ENVIRONMENTAL HEALTH SERVICES
(SOLID WASTE, WATER, SEWER, STORM)

SEWER

Annual Operating Budget Increase

Increase in utility fees (\$19 per average resident)	(63,690)
Increase in frontage taxes (\$9.70 per average resident parcel)	(17,000)
Interim construction debt interest payment for wastewater project (long-term 2024)	140,430
Increase for wastewater treatment plant operating costs (6 months in 2023/includes Full-time operator)	205,980

Key Adjustments, Project Requests & Reserve Transfers

Net transfers to/(from) rate stabilization reserve	(85,000)
Transfer to infrastructure asset renewal reserve	241,520
Stage III Liquid Waste Management Plan (LWMP)	100,000
Transfer from community works funds reserve for Stage III LWMP	(100,000)
Sewer Masterplan update	150,000
Transfer from community works funds reserve for Sewer Masterplan update	(75,750)
Sewer DCCs for Sewer Masterplan update	(74,250)

Sewer Infrastructure

Linear infrastructure asset replacement projects (listed in capital projects)	347,380
Transfer from infrastructure asset renewal reserve	(347,380)

STORM

Annual Operating Budget Increase

Increase in frontage taxes (\$8.20 per average resident parcel)	(17,000)
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Key Adjustments, Project Requests & Reserve Transfers

Transfer to infrastructure asset renewal reserve	210,000
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Storm Infrastructure

Linear infrastructure asset replacement projects (listed in capital projects)	355,810
Transfer from infrastructure asset renewal reserve	(355,810)
<i>Net adjustments to base (removal of 2022 one-time projects & minor cost adjustments)</i>	<i>(972,750)</i>

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CORPORATION OF THE VILLAGE OF CUMBERLAND
January 4, 11, 18, 2022 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
TRANSPORTATION SERVICES

	Proposed Budget 2023	Budget 2022	Change	% Chg
STAFF				
Full time	12.00	11.00	1.00	9.09%
Temporary, Seasonal and students	0.81	0.81	-	0.00%
	<u>12.81</u>	<u>11.81</u>	<u>1.00</u>	<u>8.47%</u>
FINANCIAL				
Own source revenues	\$ (105,980)	\$ (222,380)	\$ 116,400	(52.34%)
Operating	1,089,650	1,115,990	(26,340)	(2.36%)
Debt service - interest	5,980	10,370	(4,390)	(42.33%)
Capital expenditures	933,550	295,190	638,360	216.25%
Amortization	778,200	798,200	(20,000)	(2.51%)
	<u>2,807,380</u>	<u>2,219,750</u>	<u>587,630</u>	<u>26.47%</u>
Add back amortization	(778,200)	(798,200)	20,000	(2.51%)
Borrowing	(287,000)	(40,000)	(247,000)	617.50%
Principal reduction	465,460	311,990	153,470	49.19%
	<u>(599,740)</u>	<u>(526,210)</u>	<u>(73,530)</u>	<u>13.97%</u>
Transfers to / (from) reserves	(924,330)	(284,230)	(640,100)	225.20%
Draw from / (contribution to) general revenue	<u>\$ 1,177,330</u>	<u>\$ 1,186,930</u>	<u>\$ (9,600)</u>	<u>(0.81%)</u>

ESTIMATED IMPACT ON GENERAL REVENUE

based on \$36536 =1% tax increase (0.26%)

Annual Operating Budget Increase

Transfer to accumulated surplus to pay for capital project over five years (final year 2023)	29,820
Parcel tax for local service area Cumberland Road landscaping (final year 2023)	(35,220)
Tax increase for stabilized engineer technician position added 2022	19,740
Pay off Public Works Land debt with remaining Royston Water Revenue funds	358,020
Water financial stabilization reserve_Royston water revenue funds	(310,000)

Key Adjustments, Project Requests & Reserve Transfers

Transfer to infrastructure asset renewal reserve	93,000
Landfill corridor garbage pickup program	16,000
Transfer from financial stabilization reserve - CVRD solid waste roads maintenance funds	(16,000)
Operations structure review \$20k funded by linear infrastructure reserve with \$60k annual operating increases to future years from review for Council consideration	20,000
Transfer from linear asset renewal reserve for Operations structure review	(20,000)
Parking Study	20,000
Transfer from parking in lieu for Parking Study	(20,000)
E-Bike for travel to water and wastewater facilities (fleet addition)	6,000
Active Transportation Grant for E-Bike	(2,000)
Transfer from host amenity funds reserve for E-Bike	(4,000)
Solar Power Traffic Infrastructure	26,000
ICBC Grant & host amenity funds for Solar Power Traffic Infrastructure	(22,000)

CORPORATION OF THE VILLAGE OF CUMBERLAND
January 4, 11, 18, 2022 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
TRANSPORTATION SERVICES

Vehicle replacement & operating equipment

Dodge Ram (2001) replacement	50,000
# 2 White Ford PU (2002) replacement	50,000
New Service Truck (fleet addition-WWTP operator)	50,000
Skid steer with attachments (fleet addition)	137,000
Equipment financing loan for vehicle replacement	(287,000)
Annual debt payment for equipment loan funded by debt maturity totals \$25,790	
Annual debt payment for equipment loan that is not funded for above equipment borrowing totals \$11,560	

Roads Infrastructure

Perseverance creek crossing safety upgrades	37,400
Transfer from community works funds reserve for Perseverance creek crossing	(37,000)
Linear infrastructure asset replacement projects (listed in capital projects)	577,150
Transfer from infrastructure asset renewal and CWF reserves	(577,150)
<i>Net adjustments to base (removal of 2022 one-time projects & minor cost adjustments)</i>	<i>(169,360)</i>
	<u><u>(9,600)</u></u>

CORPORATION OF THE VILLAGE OF CUMBERLAND
January 4, 11, 18, 2022 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
GENERAL GOVERNMENT

	Proposed Budget 2023	Budget 2022	Change	% Chg
STAFF				
Full time	9.00	9.00	-	0.00%
Part-time	1.60	1.60	-	0.00%
	10.60	10.60	-	0.00%
FINANCIAL				
Own source revenues	\$ (816,520)	\$ (628,400)	\$ (188,120)	29.94%
Operating - Council	194,470	133,480	60,990	45.69%
Operating-CAO & Legislative Services	624,650	558,880	65,770	11.77%
Operating-Financial Services	418,900	474,130	(55,230)	(11.65%)
Debt service - interest & bank charges	-	-	-	
Capital expenditures	4,810	12,000	(7,190)	(59.92%)
Amortization	18,000	16,700	1,300	7.78%
	1,260,830	1,195,190	65,640	5.49%
Add back amortization	(18,000)	(16,700)	(1,300)	7.78%
Borrowing	-	-	-	
Principal reduction	-	-	-	
	(18,000)	(16,700)	(1,300)	7.78%
Transfers to / (from) reserves	951,360	802,450	148,910	18.56%
Draw from / (contribution to) general revenue	\$ 1,377,670	\$ 1,352,540	\$ 25,130	1.86%
ESTIMATED IMPACT ON GENERAL REVENUE				
<i>based on \$36536 =1% tax increase</i>	0.69%			
COUNCIL				
<u>Annual Operating Budget Increase</u>				
Council Annual Travel and Conferences Increase	1,000			
<u>Key Adjustments, Project Requests & Reserve Transfers</u>				
Community to Community Event with K'omoks First Nation	1,500			
Transfer from host amenity funds for Community to Community Event with K'omoks First Nation	(1,500)			
Cumberland's 125th Anniversary	62,500			
100% Federal Grant for Cumberland's 125th Anniversary	(62,500)			
Newly Elected Officials expenses	5,000			
Host amenity funds for Newly Elected expenses	(5,000)			

CORPORATION OF THE VILLAGE OF CUMBERLAND
January 4, 11, 18, 2022 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
GENERAL GOVERNMENT

CAO & LEGISLATIVE SERVICES

Annual Operating Budget Increase

Strategic Planning Session_graphics & consultant	5,000
Contract and Consumer Price Index wage increases (see budget assumptions)	24,700

Key Adjustments, Project Requests & Reserve Transfers

Records Management	30,000
Transfer from general stabilization & asset reserve for Records Management	(30,000)
eScribe software report writing module (requires a \$3,810 tax increase to be approved for annual licensing costs)	680
Transfer from general asset renewal reserve for report writing module	(680)
Village Website Upgrades	32,000
Transfer from general asset renewal reserve for Village Website Upgrades	(32,000)
Council Chambers Maintenance Projects:	
Replace Council Chambers South Exit Door	3,000
Transfer from general municipal facility asset renewal reserve for door replacement	(3,000)

FINANCIAL & INFORMATION TECHNOLOGY SERVICES

Annual Operating Budget Increase

Increase in interest revenue based on expected investment interest rates	(38,000)
Increase in business licence revenue	(6,000)
Increase in Information Technology licensing for previous year IT security projects covered by COVID funds in 2022	18,510
Water SCADA backup server agent	170
Audit increase for new auditing standards brought in for the 2022 year-end	6,260

Key Adjustments, Project Requests & Reserve Transfers

Transfer to General Asset Renewal Reserve	170,000
Transfer from host amenity funds for Facility Reserve contributions	(151,300)

Capital Projects

Phone system replacement (hardware & voice over internet system licensing)	11,090
Transfer from general asset renewal reserve for Phone system (tax increase starting 2026)	(11,090)
<i>Net adjustments to base (removal of 2022 one-time projects & minor cost adjustments)</i>	<u>(5,210)</u>
	<u><u>25,130</u></u>

CORPORATION OF THE VILLAGE OF CUMBERLAND
January 4, 11, 18, 2022 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
PLANNING & DEVELOPMENT

	Proposed Budget 2023	Budget 2022	Change	% Chg
STAFF				
Full time	3.00	3.00	-	0.00%
Part time	0.60	-	0.60	
Temporary position	-	0.70	(0.70)	
	<u>3.60</u>	<u>3.70</u>	<u>(0.10)</u>	<u>(2.70%)</u>
FINANCIAL				
Own source revenues	\$ (210,700)	\$ (441,010)	\$ 230,310	(52.22%)
Operating	710,220	786,310	(76,090)	(9.68%)
Debt service - interest	-	-	-	
Capital expenditures	-	-	-	
Amortization	-	-	-	
	<u>710,220</u>	<u>786,310</u>	<u>(76,090)</u>	<u>(9.68%)</u>
Add back amortization	-	-	-	
Borrowing	-	-	-	
Principal reduction	-	-	-	
	<u>-</u>	<u>-</u>	<u>-</u>	
Transfers to / (from) reserves	(226,500)	(77,550)	(148,950)	192.07%
Draw from / (contribution to) general revenue	<u>\$ 273,020</u>	<u>\$ 267,750</u>	<u>\$ 5,270</u>	<u>1.97%</u>

ESTIMATED IMPACT ON GENERAL REVENUE

based on \$36536 =1% tax increase

0.14%

Annual Operating Budget Increase

Contract and Consumer Price Index wage increases (see budget assumptions) 5,260

Key Adjustments, Project Requests & Reserve Transfers

Statement of Significance (SOS) - OO monument and one more TBD	4,500
Collation of Heritage inventories and data	2,000
Transfer from host amenity funds for SOS & Heritage Plaque program	(6,500)
Official Community Plan (OCP) review & amendment with site adaptive planning	68,000
Transfer from host amenity funds reserve for OCP review	(68,000)
Climate Action Plan to be undertaken with OCP review	40,000
Transfer from general stabilization reserve_LGCAP funds for Climate Action Plan	(40,000)
BC Energy Step Code Adoption	20,000
Transfer from general stabilization reserve_LGCAP funds for BC Step Code Adoption	(20,000)
Urban Forest Management Plan Implementation and Tree Protection Bylaw	30,000
Transfer from host amenity funds for Urban Forest Tree Protection Bylaw	(30,000)
Union Road Village-owned property development analysis	62,000
Transfer from host amenity funds for Union Road development analysis	(62,000)
<i>Net adjustments to base (removal of 2022 one-time projects & minor cost adjustments)</i>	<u>10</u>
	<u>5,270</u>

CORPORATION OF THE VILLAGE OF CUMBERLAND
January 4, 11, 18, 2022 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
PROTECTIVE SERVICES

	Proposed Budget 2023	Budget 2022	Change	% Chg
STAFF				
Full time	2.00	2.00	-	0.00%
Part time	0.80	0.80	-	0.00%
	<u>2.80</u>	<u>2.80</u>	-	<u>0.00%</u>
Volunteer Fire Fighters	30-35	30-35		
FINANCIAL				
Own source revenues	\$ (322,830)	\$ (382,940)	\$ 60,110	(15.70%)
Operating - Bylaw	105,370	129,130	(23,760)	(18.40%)
Operating - Fire Services and Community Safety	615,300	557,080	58,220	10.45%
Debt service - interest	107,670	103,440	4,230	4.09%
Capital expenditures	78,000	243,500	(165,500)	(67.97%)
Amortization	85,500	62,000	23,500	37.90%
	<u>991,840</u>	<u>1,095,150</u>	<u>(103,310)</u>	<u>(9.43%)</u>
Add back amortization	(85,500)	(62,000)	(23,500)	37.90%
Borrowing	-	-	-	
Principal reduction	223,920	225,620	(1,700)	(0.75%)
	<u>138,420</u>	<u>163,620</u>	<u>(25,200)</u>	<u>(15.40%)</u>
Transfers to / (from) reserves	(103,500)	(252,960)	149,460	(59.08%)
Draw from / (contribution to) general revenue	\$ 703,930	\$ 622,870	\$ 81,060	13.01%

ESTIMATED IMPACT ON GENERAL REVENUE

based on \$36536 =1% tax increase 2.22%

BYLAW & COMMUNITY SAFETY SERVICES

Annual Operating Budget Increase

Contract and Consumer Price Index wage increases (see budget assumptions) 2,070

FIRE SERVICES

Annual Operating Budget Increase

Fire Protection District and Search & Rescue Revenue increase (15,270)
Contract and Consumer Price Index wage increases (see budget assumptions) 4,020
Increase for full-time/market for 2022 retired position recruitment 30,500
Tax increase for stabilized Fire Hall debt from 2021 38,000
Cost increases to fire hall & fleet operating (janitorial/heating/cable/fuel/repairs) 11,950
Comox Valley Regional District Emergency Preparedness contract increase 11,450

Key Adjustments, Project Requests & Reserve Transfers

Equipment replacement for wildfire protection unit 4,000
Forestry Funds & FPD Revenue for Equipment replacement for wildfire protection unit (4,000)
Two Cameras and speakers, new Ipad for engine 1 3,000
Transfer from fire vehicle & protective equipment replacement reserve for Two Cameras and spe (3,000)

Capital Projects

Turnout Gear replacement (3 sets) 10,000
Breathing Apparatus - 2 SCBA and spare cylinders required for new ladder truck 18,000
Transfer from fire vehicle & protective equipment reserve for protective equipment (28,000)
Deputy Fire Chief Truck (fleet addition) 50,000
Transfer from fire vehicle & protective equipment replacement reserve for vehicles (50,000)
Net adjustments to base (removal of 2022 one-time projects & minor cost adjustments) (1,660)
81,060

CORPORATION OF THE VILLAGE OF CUMBERLAND
January 4, 11, 18, 2022 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
RECREATION SERVICES

	Proposed Budget 2023	Budget 2022	Change	% Chg
STAFF				
Full time	5.00	5.00	-	0.00%
Part time and seasonal	2.11	2.11	-	0.00%
	<u>7.11</u>	<u>7.11</u>	-	<u>0.00%</u>
FINANCIAL				
Own source revenues	\$ (254,900)	\$ (242,300)	\$ (12,600)	5.20%
Operating-Recreation Services	801,600	770,620	30,980	4.02%
Debt service - interest	-	-	-	
Capital expenditures	10,000	-	10,000	
Amortization	20,000	33,250	(13,250)	(39.85%)
	<u>831,600</u>	<u>803,870</u>	<u>27,730</u>	<u>3.45%</u>
Add back amortization	(20,000)	(33,250)	13,250	(39.85%)
Borrowing	-	-	-	
Principal reduction	-	-	-	
	<u>(20,000)</u>	<u>(33,250)</u>	<u>13,250</u>	<u>(39.85%)</u>
Transfers to / (from) reserves	(21,050)	(10,000)	(11,050)	110.50%
Draw from / (contribution to) general revenue	<u>\$ 535,650</u>	<u>\$ 518,320</u>	<u>\$ 17,330</u>	<u>3.34%</u>

ESTIMATED IMPACT ON GENERAL REVENUE

based on \$36536 =1% tax increase 0.47%

Annual Operating Budget Increase

Contract and Consumer Price Index wage & program instructor increases (see budget assumptions)	11,210
ePact service fees (program revenues increase to cover)	1,600
Increase to program revenues for ePact service fees (program revenues increase to cover)	(1,600)
Climbing wall maintenance (rental/admin revenues increase to cover)	1,250
Increase to rental and admissions revenues	(11,000)

Key Adjustments, Project Requests & Reserve Transfers

ePact software (only to be funded if the operating budget for s/w approved \$2650)	1,050
Transfer from general asset renewal reserve for ePact software	(1,050)

Recreation Services Capital Projects

Parks and Facilities Office Mini-split heat pump	10,000
Transfer from general municipal facility reserve for Mini-split heat pump	(10,000)
<i>Net adjustments to base (removal of 2022 one-time projects & minor cost adjustments)</i>	<u>15,870</u>
	<u><u>17,330</u></u>

CORPORATION OF THE VILLAGE OF CUMBERLAND
January 4, 11, 18, 2022 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
COMMUNITY & CULTURAL SERVICES

	Proposed Budget 2023	Budget 2022	Change	% Chg
FINANCIAL				
Own source revenues	\$ (9,320)	\$ (10,500)	\$ 1,180	(11.24%)
Operating-Community Events	105,040	148,670	(43,630)	(29.35%)
Operating-Museum (Facility Costs & Grant-In-Aid to be awarded through program)	7,460	8,180	(720)	(8.80%)
Debt service - interest	-	-	-	
Capital expenditures	-	-	-	
Amortization	-	-	-	
	<u>112,500</u>	<u>156,850</u>	<u>(44,350)</u>	<u>(28.28%)</u>
Add back amortization	-	-	-	
Borrowing	-	-	-	
Principal reduction	-	-	-	
	<u>-</u>	<u>-</u>	<u>-</u>	
Transfers to / (from) reserves	(86,260)	(129,260)	43,000	(33.27%)
Draw from / (contribution to) general revenue	<u>\$ 16,920</u>	<u>\$ 17,090</u>	<u>\$ (170)</u>	<u>(0.99%)</u>

ESTIMATED IMPACT ON GENERAL REVENUE

based on \$36536 =1% tax increase

(0.00%)

COMMUNITY, EVENTS & CULTURE

Annual Operating Budget Increase

Council to consider up to \$10,000 for special project community grant program	10,000
Community Grants for long-term operating through service agreements	67,000
Transfer from host amenity funds for community grants	(77,000)
Additional Funding for Museum for Heung Foundation renovations	8,260
Transfer from financial stabilization reserve for community grants (2018 growth taxes)	(8,260)
<i>Net adjustments to base (removal of 2022 one-time projects & minor cost adjustments)</i>	<u>(170)</u>
	<u>(170)</u>

CORPORATION OF THE VILLAGE OF CUMBERLAND
January 4, 11, 18, 2022 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
PARK SERVICES

	Proposed Budget 2023	Budget 2022	Change	% Chg
STAFF				
Full time	1.00	1.00	-	0.00%
Seasonal and students	1.18	1.18	-	0.00%
	<u>1.00</u>	<u>1.00</u>	-	<u>0.00%</u>
<i>(Staffing count is prior to inter-department allocations)</i>				
FINANCIAL				
Own source revenues	\$ (74,520)	\$ (119,120)	\$ 44,600	(37.44%)
Operating-Parks	405,170	485,530	(80,360)	(16.55%)
Debt service - interest	-	-	-	
Capital expenditures	6,500	110,000	(103,500)	(94.09%)
Amortization	95,000	107,000	(12,000)	(11.21%)
	<u>506,670</u>	<u>702,530</u>	<u>(195,860)</u>	<u>(27.88%)</u>
Add back amortization	(95,000)	(107,000)	12,000	(11.21%)
Borrowing	-	-	-	
Principal reduction	-	-	-	
	<u>(95,000)</u>	<u>(107,000)</u>	<u>12,000</u>	<u>(11.21%)</u>
Transfers to / (from) reserves	(16,250)	(167,000)	150,750	(90.27%)
Draw from / (contribution to) general revenue	<u>\$ 320,900</u>	<u>\$ 309,410</u>	<u>\$ 11,490</u>	<u>3.71%</u>

ESTIMATED IMPACT ON GENERAL REVENUE

based on \$36536 =1% tax increase

0.31%

PARK SERVICES

Annual Operating Budget Increase

Assessment and Maintenance of Trees in all Parks

Street Tree Replanting Plan	10,000
Street Tree Replanting Plan is unfunded	(10,000)

Solport Park

Solport Park Continued Development	25,000
Parks DCCs for Solport Park Continued Development	(12,380)
Transfer from host amenity funds for Solport Park Continued Development	(12,620)

Lake Park

Transfer Lake Park dividend revenue to general Village asset renewal reserve to be used for future Lake Park upgrades	12,000
Lake Park Traffic Management Plan	15,000
Transfer from host amenity funds for Lake Park Traffic Management Plan	(15,000)

Capital Projects - Lake Park

Lake Park Swim Dock Replacement	6,500
Transfer from general stabilization reserve_LP Divs for Swim Dock Replacement	(6,500)
<i>Net adjustments to base (removal of 2022 one-time projects & minor cost adjustments)</i>	<u>(510)</u>
	<u>11,490</u>

CORPORATION OF THE VILLAGE OF CUMBERLAND
January 4, 11, 18, 2022 BUDGET COMMITTEE OF THE WHOLE MEETING
DEPARTMENT SUMMARY
PUBLIC HEALTH (CEMETERIES)

	Proposed Budget 2023	Budget 2022	Change	% Chg
FINANCIAL				
Own source revenues	\$ (37,590)	\$ (31,400)	\$ (6,190)	19.71%
Operating	34,460	34,310	150	0.44%
Debt service - interest	-	-	-	
Capital expenditures	5,000	-	5,000	
Amortization	3,100	3,100	-	0.00%
	<u>42,560</u>	<u>37,410</u>	<u>5,150</u>	<u>13.77%</u>
Add back amortization	(3,100)	(3,100)	-	0.00%
Borrowing	-	-	-	
Principal reduction	-	-	-	
	<u>(3,100)</u>	<u>(3,100)</u>	<u>-</u>	<u>0.00%</u>
Transfers to / (from) reserves	(1,000)	(2,500)	1,500	(60.00%)
Draw from / (contribution to) general revenue	<u>\$ 870</u>	<u>\$ 410</u>	<u>\$ 460</u>	<u>112.20%</u>

ESTIMATED IMPACT ON GENERAL REVENUE

based on \$36536 =1% tax increase

0.01%

Annual Operating Budget Increase

Mobile security price increase for gate open/close 960

Key Adjustments, Project Requests & Reserve Transfers

Cemetery Care Fund reserve transfer 1,000
Chinese Cemetery fence replacement_300' ft north border 3,900
Donations for fence and transfer from host amenity funds for fence (3,900)
Japanese Cemetery fence repairs 4,990
Donations for fence (4,990)

Capital Projects

Civic Cemetery Road surfacing_Top dress gravel east/west main roads 5,000
Civic Cemetery Road surfacing_Top dress gravel east/west main roads is unfunded (5,000)
Net adjustments to base (removal of 2022 one-time projects & minor cost adjustments) (1,500)

460

Department	Projects Currently Not in Financial Plan Requiring Further Council Consideration	2023	2024	2025	2026	2027
Council	Increases to Council remuneration as per bylaw	\$ 19,050	\$ 19,050	\$ 19,050	\$ 19,050	\$ 19,050
CAO&Leg Svc	Communications Coordinator	\$ 27,590	\$ 53,870	\$ 53,870	\$ 53,870	\$ 53,870
Fire	Placeholder for costs related to fire review	\$ 53,920	\$ 89,570	\$ 89,570	\$ 89,570	\$ 89,570
CAO&Leg Svc	Annual license e-scribe report writing module (LS)	\$ 3,810	\$ 3,810	\$ 3,810	\$ 3,810	\$ 3,810
Corporate Svcs	Phone VOIP licensing costs for system (general asset reserve for first three years)	\$ -	\$ -	\$ -	\$ 6,280	\$ 6,280
Development	Development Services Assistant increase to full time	\$ -	\$ -	\$ 32,510	\$ 32,510	\$ 32,510
Bylaw	Increased capacity to bylaw services (summer months)	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Bylaw	Increase in Lake Park Revenue Sharing will offset the taxes required for bylaw services above	\$ (3,000)	\$ (3,000)	\$ (3,000)	\$ (3,000)	\$ (3,000)
Fire	Fire Fleet Material & Supply Increase (increase request \$3500) & remainder of request is for new fleet additions operating costs	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Fire	Fire Fleet Fuel & Oil Increase (increase request \$3k) & remainder of request is for new fleet additions operating costs	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
Fire	Fire Fleet Insurance for new fleet additions	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Fire	Fire Volunteer OH&S supplies	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Fire	Fire Fighter call out wages increase by \$2/hour (\$18 to \$20 per hour)	\$ 8,800	\$ 8,800	\$ 8,800	\$ 8,800	\$ 8,800
Fire	Fire National Fire Chief ass, BC Fire Chief Ass, BC Fire Training Officer ass, and Fire Prevention Officer Ass BC.	\$ 700	\$ 1,000	\$ 1,300	\$ 1,600	\$ 1,900
Fire	Fire_Cell phone for duty officer (there is already one for fire & deputy fire chiefs)	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
Fire	Increase to fire advertising for cost increases	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Fire	Increase to fire hall materials & supplies to finish some items not finished during construction	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Fire	Fire Uniform increase (\$4k to \$5k)	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Fire	Increase fire meals for fire & deputy fire chief for hosting CV Fire Chief Association meetings	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
Fire	Increase to fire coffee and accessories for cost increases	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
Fire	Fire Fleet Contracted Svcs Increase	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Fire	Fire Annual banquet increase	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Fire	Increase fire office materials & supplies for in house course and other document requirements	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
Fire	Increase to fire vehicle & protective equipment replacement reserve contribution (required if breathing apparatus and turn out gear increases approved)	\$ 13,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Fire	Fire Debt Payments for vehicle purchases (2025-Rescue 4 replacement/2026/2027-Quint Ladder Truck)	\$ -	\$ -	\$ 30,640	\$ 147,490	\$ 40,360
Facilities/ Janitorial	Janitorial Hours increase plus shift to supervisory for Lead BSW-62-	\$ 26,300	\$ 26,300	\$ 26,300	\$ 26,300	\$ 26,300

Department	Projects Currently Not in Financial Plan Requiring Further Council Consideration	2023	2024	2025	2026	2027
Events	Summer Concert Series in partnership with Elevate the Arts (\$3k funded by host amenity in 2022)	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Parks	Nikkei Park Operating Budget	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750
Parks	Village Park Contractor Budget Increase	\$ 1,000	\$ 1,500	\$ 2,000	\$ 2,500	\$ 3,000
Parks	Village Trail Network Contracted Services Increase	\$ 1,000	\$ 1,500	\$ 2,000	\$ 2,500	\$ 3,000
Parks	Parks and Grounds Worker - 8 Month Position	\$ 55,040	\$ 55,040	\$ 55,040	\$ 55,040	\$ 55,040
Transportation	Increase to fleet (gas/insurance/R&M supplies) for price increases (cost increase \$22k) & remainder of request is for fleet addition operating costs	\$ 26,000	\$ 28,000	\$ 30,000	\$ 30,900	\$ 33,100
Transportation	PT Admin Assistant for Operations (20 hrs/week)	\$ 44,370	\$ 44,370	\$ 44,370	\$ 44,370	\$ 44,370
Transportation	Increase General Engineering Budget	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Transportation	Increase to Public Works Yard Materials	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Transportation	Operations structure review \$20k funded by linear infrastructure reserve with \$60k annual operating increases to future years from review	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Transportation	PW Debt Payments for vehicle purchases	\$ 11,580	\$ 6,500	\$ 14,160	\$ 4,990	\$ 3,920
Totals		\$ 330,860.00	\$ 453,010.00	\$ 527,120.00	\$ 643,280.00	\$ 538,580.00
Tax Increase year over year			\$ 122,150.00	\$ 74,110.00	\$ 116,160.00	\$(104,700.00)
% Tax Increase year over year		9.06%	11.99%	13.96%	17.03%	14.26%

Department	Summary of projects above by Department	2023	2024	2025	2026	2027
Council		\$ 19,050	\$ 19,050	\$ 19,050	\$ 19,050	\$ 19,050
CAO&Leg Svc		\$ 31,400	\$ 57,680	\$ 57,680	\$ 57,680	\$ 57,680
Fire	Fire Service Increases above will have 21% revenue against them from Royston Fire Protection District (as long as Royston chooses Cumberland for their Fire Service-i.e. 2023 Royston's associated increase would be \$19k)	\$ 93,370	\$ 131,320	\$ 162,260	\$ 279,410	\$ 172,580
Corporate Svcs		\$ -	\$ -	\$ -	\$ 6,280	\$ 6,280
Development		\$ -	\$ -	\$ 32,510	\$ 32,510	\$ 32,510
Bylaw	Includes Lake Park revenue sharing increase against it	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
Facilities/ Janitorial		\$ 26,300	\$ 26,300	\$ 26,300	\$ 26,300	\$ 26,300
Events		\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Parks		\$ 57,790	\$ 58,790	\$ 59,790	\$ 60,790	\$ 61,790
Transportation		\$ 89,950	\$ 146,870	\$ 156,530	\$ 148,260	\$ 149,390
		\$ 330,860	\$ 453,010	\$ 527,120	\$ 643,280	\$ 538,580