



# 2019 - 2023 Draft Final Financial Plan

April 17, 2019

Prepared by Lucky Butterworth

# Presentation Overview

- General Fund
  - 2018 Project Carry Forwards to 2019
  - 2019 – 2023 Budget Changes
  - Capital Fund Review
  - Other Information and Considerations
  - Projected Accumulated Surplus
  - Questions/Comments/Deliberations
- Water Fund
  - 2018 Project Carry Forwards to 2019
  - 2019 - 2023 Budget Changes
  - Capital Fund Review
  - Other Information and Considerations
  - Projected Accumulated Surplus
  - Questions/Comments/Deliberations
- Sewer Fund
  - 2018 Project Carry Forwards to 2019
  - 2019 - 2023 Budget Changes
  - Capital Fund Review
  - Other Information and Considerations
  - Projected Accumulated Surplus
  - Questions/Comments/Deliberations



# Projects Carried Forward From 2018 Budget to 2019 Budget (page amended)

Carry forwards represent projects budgeted in 2018 that were not completed by the end of 2018. These projects are council approved which may be in progress at the end of the year so the budgets are carried forward to 2019 and 2020 so that funds are available for project completion.

- Operating Carry forwards

- 19 items per listing on Assumptions Page
    - Cfwd to 2019 \$ 326,600
    - Cfwd to 2020 144,000
- Five items completed in early 2019.  
-Several items are now in progress.

# Projects Carried Forward From 2018 Budget to 2019 Budget Cont. (page amended)

- Capital

● Server Replacement	\$ 16,500
● PCTC Phone System	88,000
● Fire Rescue Truck	775,000
● Aerial Ladder Truck	947,500
● Rath Trevor Trail Development (to 2019 and 2020)	860,100
● Sutherland Stairs	10,000
● Comm Park Playground Resurfacing	153,400
● Kin Hut Washroom Replacement (to 2020)	80,000
● Foster Park Improvements	80,000
● Jensen Greenway	20,000
● Community Park Playground Lighting	15,000
● Pickleball Courts	120,000
● Fleet Service Truck	<u>35,000</u>
● Total Excluding Roads, Drainage, Sidewalks	\$ 3,200,500
● Total Roads, Drainage & Sidewalks (17 projects)	<u>2,556,700</u>
● Total Capital Carry forwards	<u>\$ 5,757,200</u>

# Proposed Budget Changes from 2018-22 Financial Plan (page amended)

<b>General Fund Operating+A75:L103</b>	2019	2020	2021	2022	2023	
<b>Revenue - Incr (Decr)</b>						Growth factor plus 2.5% tax increase (previously 4% in 5 year plan)
Finance - Property Taxes	(98,200)					Incr for rising interest rates
Finance - Interest Income	50,000					RDN Treatment Plant charges recovered from Sewer User Fees
Transfer from Sewer Fund	250,000	500,000	750,000	1,000,000	1,250,000	MIA grant for Parks Wayfinding Signage
Parks - Grants	30,700					
<b>Expenditures - Incr (Decr)</b>						
<b>New Operating Spending Packages (SP)</b>						
Communications-Incr part time staff from .4 to .6 FTE	15,000	15,300	15,600	15,900	16,200	SP COMM - 01
HR - Applicant Tracking System	3,300	300	300	300	300	Spending Pkg (SP) HR-01
OHS - Confined Space Program Update	20,000					SP OHS-01
IT - Needs Assessment	(20,000)					2018 C fwd moved out to 2024
IT - Network Switch replacements/updates	12,000					SP IT - 05
IT - Lets Talk Parkville Website Maintenance Fee	4,800	8,400	8,400	8,400	8,400	SP IT - 06
IT - Mapping Software Update	20,000					SP IT - 07
IT - Council Laptops/lpads	14,000				14,000	SP IT - 08
IT - GP/Diamond Software Upgrade Amendment	10,000		15,000		15,000	SP IT - 09
IT - Forum Video Upgrade	<del>30,000</del>	<del>30,000</del>				Removed - SP IT - 10
IT - Live Streaming Upgrade for Council meetings	<del>52,500</del>	<del>4,500</del>	<del>4,500</del>	<del>4,500</del>	<del>4,500</del>	Removed - SP IT - 11
Emergency Program-HRVA meetings	20,000					SP EP-01
Emergency Program-Emergency Food supply	<del>11,000</del>	<del>11,000</del>	<del>11,000</del>	<del>11,000</del>	<del>11,000</del>	Removed - SP EP-02
Fire Dept - Jackets for Station Uniform	12,000					SP FD 1 - 2019
Engineering-Survey Equipment	35,000					SP Eng - 01
Engineering-Replace Photocopier	10,000					SP Eng - 02
Engineering-Storage Cabinets	12,000					SP Eng - 03
Engineering-CO-OP Student	12,200					SP Eng - 04
Engineering-Safe Routes to Schools/Traffic Calming	25,000	25,000	25,000	25,000	25,000	SP Eng - 05

# Proposed Budget Changes from 2018-2022

## Financial Plan Continued (Page Amended)

<b>General Fund Operating</b>	2019	2020	2021	2022	2023	
Parks - Special Events-Winter lighting - PCTC	6,300	6,300	6,300	6,300	6,300	SP Parks - 01
Parks - Tree Inventory	15,000					SP Parks - 02
Parks - Tree rebate program	5,000	5,000	5,000	5,000	5,000	SP Parks - 03
Parks - Noxious Weed Program	10,000	10,000	10,000	10,000	10,000	SP Parks - 07
Parks - Comm Park Drainage Study-Incr budget by \$90k	90,000					SP Parks - 08
Parks - Wayfinding Signage for Parks	50,000					SP Parks - 09
PW - New shop tools	18,000					SP Ops - 01
PW - New photocopier	10,000					SP Ops - 03
<b>Other Operating Budget Changes - Increases (decreases)</b>						
Admin - IT and GIS Specialist positions	<del>190,000</del>	193,800	197,700	201,700	205,700	New staff as per Sept 2018 Consultants report
Emergency Program Setup-One time requests	24,000					10 items from \$1,500 to \$4,500
IT - Website Redesign	(20,000)	20,000				Insufficient staff resources to do in 2019
HR - Temporary Consultant	42,600					Covering Director vacancy
Bylaw-Incr salary allocation of Admin support	26,500	26,500	26,500	26,500	26,500	Incr from .45 FTE to .8 FTE
Planning - Rezoning Review				(100,000)		Removed - Contingency item
Planning - OCP Review		(200,000)			125,000	Move review out 3 years & reduce cost
Finance - Finance Manager retirement	8,200					Vacation payout & staff training
Fire Dept - New Fire Services staffing	<del>83,900</del>	85,700	174,800	178,300	181,900	New staff in 2020 & 2021
Fire Dept - Honorarium for volunteers	4,900	9,800	14,700	19,600	24,500	\$4,900 Honorarium increase each year
Fire Dept - Hose Storage Rack	4,000					
RCMP - New officer				94,900	126,500	Additional officer every 4 years
Parks - Ongoing maintenance costs for Performance Venue			27,400	27,400	27,400	Preliminary Estimate
Operations: - Admin Assistance & Purchasing Agent	<del>150,000</del>	153,000	156,100	159,200	162,400	New staff as per Sept 2018 Consultants report
Operations - Langara Silt Control	(20,000)	20,000				Move out one more year

# Proposed Budget Changes from 2018-22 Financial Plan Continued (Page Amended)

<b>General Fund Capital Changes</b>	2019	2020	2021	2022	2023	
<b>Revenue - Incr (Decr)</b>						
Admin - Land Sale Reserve	150,000					For Land Acquisition
Parks - Capital Grant - Federal/Provincial			438,000			For Community Park Gathering Place
Parks - Capital Grants/Donations	100,000	1,100,000				Grants plus Beachfest contribution to CP Performance Venue
Parks - DCC Funding	(488,500)	488,500				DCC's relating to Rathrevor Trail moved out 1 yr
Parks - Gas Tax Funding			37,500	150,000		Gas tax for LED Lighting for Community Park
Parks - Gas Tax Funding	(250,000)					Remove Accessible walkway funding-Project cancelled
Roads - Gas Tax Funding				450,000	200,000	Gas tax for Sidewalks & Bike Lanes-Stanford Ave & Finholm
Drainage - DCC Funding	(26,250)	(236,330)				Turner Rd DCC project moved to 2024
<b>Expenditures - Incr (Decr)</b>						
<b>New Capital Spending Packages (SP)</b>						
Fire Dept - Training Ground Curbing & Paving	100,000					SP FD 2 - 2019
Fire Dept - Training Ground Enhancements		20,000	20,000			SP FD 3
Parks - New Storage Building at PW	60,000					SP Parks - 04
Parks - Additional Crew cab Pick up	<del>40,000</del>					SP Parks - 05 (Removed)
Parks - Community Park Security Camera Replacement	28,000					SP Parks - 06
Parks - Community Gathering Place-Community Park			600,000			As Per Community Park Master Plan
Parks - Community Park Performance Venue	100,000	1,100,000				As Per Council Direction
PW - New Sign Shop Equipment	55,000					SP Ops - 02
PW - New Phone System	15,000					SP Ops - 04

# Proposed Budget Changes from 2018-22 Financial Plan Continued

	2019	2020	2021	2022	2023	
<u>Other Capital Budget Changes -Increases (decreases)</u>						
Admin - Land Acquisition	500,000					From Closed Meeting minutes
Admin - Electronic Docs & Records mgmt system	(181,500)					Deleted project
Fire Dept - Photocopier		11,000				Moved 2018 copier budget out two years
Fire Dept - Pickups			(37,500)	112,500	(37,500)	Move 1 truck back, one forward and incr cost to \$50,000 each
Parks: Various New Beach Viewpoints	(10,000)	(40,000)				Deleted project
Parks: Community Park Playground resurfacing	95,000	(95,000)	(95,000)	(95,000)	(95,000)	Per Council Reso - April 1/19
Parks: Community Park - Arbutus Point Kiosk / Plaza				(250,000)		Remove project from old CP Master Plan
Parks: Community Park: Hwy 19a Accessible Walkway	(250,000)					Remove project-Challenges due to space/slope
Parks: Community Park: Beachfest Expansion					(300,000)	Deleted project-Undefined
Parks: Equipment Storage Building		(37,500)	(150,000)			Duplicate project with Parks Building
Parks: Rath Trevor Trail Development	(660,100)	660,100				Move construction out 1 year
Parks: Springwood Field Resurfacing	(250,000)					Deleted project
Roads: Aurora St: Meridian South	(92,000)					Project not needed at this time.
Roads: Banks Ave: Moilliet East		34,500	158,000			Update project costing
Roads: Craig St: Hwy 19A to 40m North of Jensen					130,000	Update project costing
Roads: Craig Street: Meridian to Despard				20,000	105,000	New Project added
Roads: Forsyth Ave: Cameron to Pym	135,000	(27,000)	(108,000)			Project moved forward to align with Pym project
Roads: Harnish Ave: James to Moilliet		198,000	552,000			Update project costing & project scope change
Roads: Hirst Ave: Hwy 4a to McMillan	(522,400)	522,400				Deferred Construction one year
Roads: Hwy 4a - Despard to Border			110,000			Update project costing
Roads: Jensen Avenue West Upgrade		270,000	460,000			Update project costing
Roads: McKinnon St: Hirst to Harnish	404,600					Incr budget needed per Harold Eng estimate
Roads: Memorial Ave: Hwy 4A to McMillan	(330,000)	330,000				Deferred Construction one year
Roads: Memorial Ave: Hwy 4A to McMillan		190,000				Update project costing



# Proposed Budget Changes from 2018-22 Financial Plan Continued

Other Capital Budget Changes -Increases (decreases)						
Roads: Rushton: Wisteria to 410 E			(31,250)	(125,000)		Moved to 2026 for budget/staff workload
Roads: Sanderson Rd: Phillips to Pym		(130,000)	600,000			Expanded from Ped Impr to full road improvement
Roads: Stanford: McCarter to Corfield			169,700	365,000		More substantial upgrade required
Roads: Turner Road: Martindale to Shelly	(25,000)	(225,000)				Move out to 2024-25
Roads: Willow: Bay to 330 Dogwood				(26,500)	(106,000)	Moved to 2027 for budget/staff workload
Roads: Willow: North and South of Panorama				(19,750)	(79,000)	Moved to 2027 for budget/staff workload
Roads: Wisteria St: Doehle to 442N				(28,000)	(112,000)	Moved to 2027 for budget/staff workload
Roads: Wisteria: Rushton to SRW				(22,750)	(91,000)	Moved to 2027 for budget/staff workload
Hwy 19a - Englishman River to Shelly (Ped Improv Ph2)		(50,000)	(450,000)			Moved to 2024 for budget/staff workload
Morison Avenue: Finholm to Acacia Ped Improv					37,500	Update project costing
Drainage: Banks Ave: Moilliet east		66,000	275,000			Update project costing
Drainage: Craig Creek Culvert at NWB Rd.	385,300					Incr budget - environmental sensitive project
Drainage: Evergreen St: Stanford north				(125,000)		Not required- Jensen Greenway duplicates this
Drainage: Forsyth Ave.: Cameron to Pym	100,000		(100,000)			Project moved forward to align with Pym project
Drainage: Harnish Ave: Moilliet to James		76,000	195,000			Update project costing
Drainage: Jensen Ave: Hwy 4A to Moilliet			45,000			Update project costing
Drainage: Memorial Ave: Hwy 4A to McMillian	(180,000)	149,000				Reduce cost and move out 1 year.
Drainage: Stanford Ave: Blower to Shelly			(142,000)			Reduce costing
Drainage: Turner Road: Martindale to Shelly	(53,050)	(477,450)				Moved to 2024//25 for budget/staff workload
Drainage: Willow St: #330 N to Rushton				(17,500)	(70,000)	Moved to 2027 for budget/staff workload
Drainage: Willow st: Bay to #330 S				(11,250)	(45,000)	Moved to 2027 for budget/staff workload
Drainage: Wisteria: #330 N to Rushton				(15,000)	(75,000)	Moved to 2027 for budget/staff workload
Works Adjacent to Development/Construction	100,000					Re-establish contingency amount

# Major Items Removed from Previous 5 Year Plan excluding Roads & Drainage (for Council's confirmation)

## ● Capital

● Electronic Document & Records Management System	\$ 181,500
● Rezoning Review	100,000
● Three new Beach Viewpoints	50,000
● CP Arbutus Point Kiosk/Plaza	250,000
● CP Accessible Walkway	250,000
● CP Beachfest Expansion	300,000
● Equipment Storage Building	187,500
● Springwood Field Resurfacing	<u>250,000</u>
● Total Excluding Roads, Drainage, Sidewalks	\$ <u>1,569,000</u>

CP Playground Resurfacing (2021-2027) by Council Reso \$ 475,000

# GENERAL REVENUE FUND

## Summary of Capital Changes

- Budget Increases for Roads & Drainage projects that were included in the previous 2018-22 Capital Plan - \$4,823,600
- New Roads & Drainage projects added to 2019-23 Capital Plan - \$595,000
- Total Roads & Drainage Projects moved out to years beyond 2023 - \$2,155,500
- Total Roads & Drainage Projects deleted from 2019-23 Capital Plan - \$217,000

# GENERAL REVENUE FUND

## 10 Year Capital Project Review

- See Excel File of 10 Year Capital Projects

# GENERAL REVENUE FUND

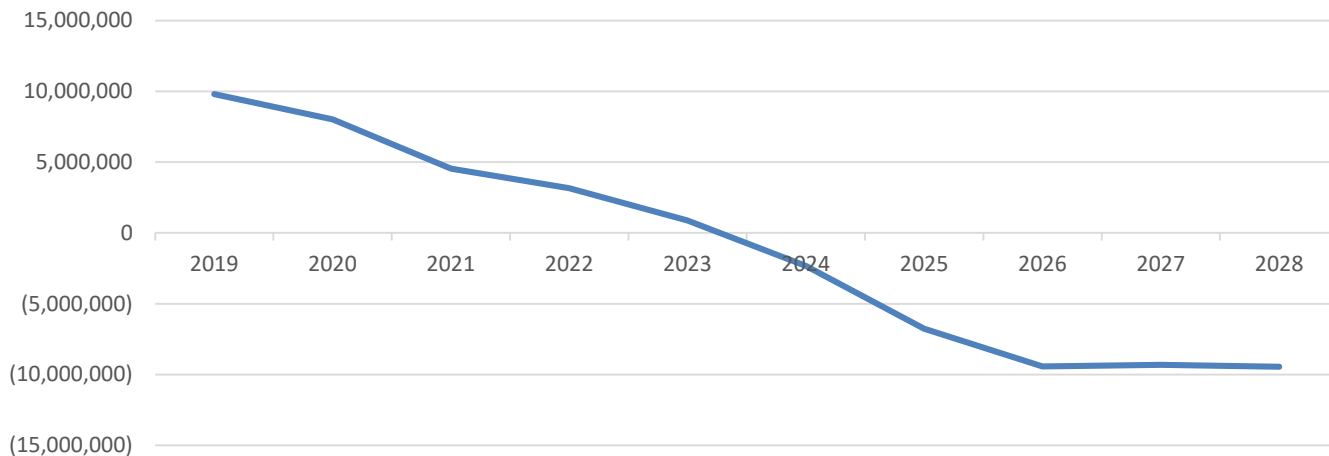
## Other Information and Considerations

### (Page amended)

- Previous approved plan included a 4% annual tax rate.
- Per discussions with various members of Council, the following tax rates are being presented for discussion:
  - 2019 - 2.5%,      2020 - 3.0%
  - 2021-2023 - 3.5%
  
- Increase Annual Grant in Aid Allotment from \$5,000?
- Beach Volleyball nets? (\$3,000 – wood posts; \$6,000 steel posts)
- ~~2019 Revised Assessments received at end of March still required to be incorporated into model (approximately a \$5,100/yr reduction in tax revenue)~~ Budget updated for this reduction for the Apr. 17 meeting

# Budgeted General Fund Unrestricted Surplus/(Deficiency) at End of Year (as at April 15, 2019)

Year	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
End Balance	9,858,152	8,064,877	4,593,770	3,211,819	919,309
Year	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
End Balance	(2,280,159)	(6,720,353)	(9,370,564)	(9,260,171)	(9,407,051)





Questions from Council  
Questions/Comments from Public

Council deliberations/discussion/direction

# WATER UTILITY FUND

## Projects Carried Forward From 2018 to 2019

- OPERATING

- Surfside RV Water Meter Chamber & Bypass \$ 35,000

- CAPITAL

- Forsyth Ave: Pym to Cameron \$ 21,600

- Hirst Ave: Hwy 4A to McMillan 28,500

- McKinnon St: Hirst to Harnish 200,000

- Memorial: Hwy 4A to McMillan 27,500

- Moss Ave: Bass to Craig 287,500

- Pym St: Forsyth to Brice 46,000

- Wallis St: Morison to End 43,500

Total \$ 689,600



# Other Proposed Budget Changes from 2018-22 Financial Plan (page amended)

**Water Utility Fund**

**Budget Changes -Increases (decreases)**

**Operating**

**Expenditures**

AWS/ERWS Charges

170,700

429,200

327,700

335,200

341,200

Increases to ERWS operating requisition

Service of Supply (Reservoir #5 Cleaning)

8,000

Spending Pkg - Water 03

Minor Capital:

Seaway Dr Well Decommissioning

50,000

Spending Pkg - Water 01

Confined Space Rescue Hoist

10,000

Spending Pkg - Water 02

Reservoir #4 Cleaning

25,000

Spending Pkg - Water 04

Booster Pump Replacements

15,000

Spending Pkg - Water 05

# Other Proposed Budget Changes from 2018-22 Financial Plan Continued (page amended)

<b>Water Utility Fund</b>		2019	2020	2021	2022	2023	
<b>Capital</b>							
<b>Expenditures</b>							
	New Utilities Truck (50%)	22,500					Spending Pkg - Water 06
	Works Adjacent to Development/Capital works	60,000					Contingency
	Springwood Water Quality Upgrade	(500,000)					Removed-Contingent on VIHA order
	Aquilla Place to Zengal Way	(37,500)					Project not required at this time
	Aurora St: Meridian Way South	(56,000)					Project not required at this time
	Bay Avenue Upgrade		(52,500)				Project moved out to 2026
	Forsyth Ave: Cameron to Pym	89,200		(89,200)			Move up 2 years to do with Pym St project
	Hirst Ave: Hwy 4A to McMillan	(114,000)	114,000				Moved out 1 year to reduce project backlog
	Jensen Ave West: McMillan to Moilliet			172,000			Update project costing
	Meadowview Pl: McVickers to end	(100,000)					Project not required at this time
	Meadowview Pl: SRW to Stanford	(35,000)					Project not required at this time
	Memorial Ave: Hwy 4A to McMillan	(110,000)	123,800				Moved out 1 year and small cost update
	McVickers St: Stanford south	(66,000)					Project not required at this time
	Parkview Pl: McVickers to end	(20,000)	(80,000)				Move project out to 2025 and cost update
	Parkview Pl:SRW to Stanford	(5,000)	(30,000)				Move project out to 2025 and cost update
	Stanford Ave: Corfield to Shelly			115,000	330,000		Update project costing
	Stanford Ave: McCarter to Corfield			(101,800)	80,000		Moved out 1 year and small cost update
	Turner Road: Shelly to end	(50,400)	(201,600)				Moved project out to 2024-25
	Willow St: Bay to #330 Dogwood				(12,500)	(50,000)	Moved project out to 2027-28
	Willow St: north and south of Panorama				(17,500)	(70,000)	Moved project out to 2027-28
	Wisteria ST: Rushton to SRW				(8,800)	(35,000)	Moved project out to 2027-28
	Wisteria: #330 N to Rushton				(12,500)	(50,000)	Moved project out to 2027-28

# WATER FUND

## 10 Year Capital Project Review

- See Excel File of 10 Year Capital Projects

# WATER UTILITY FUND

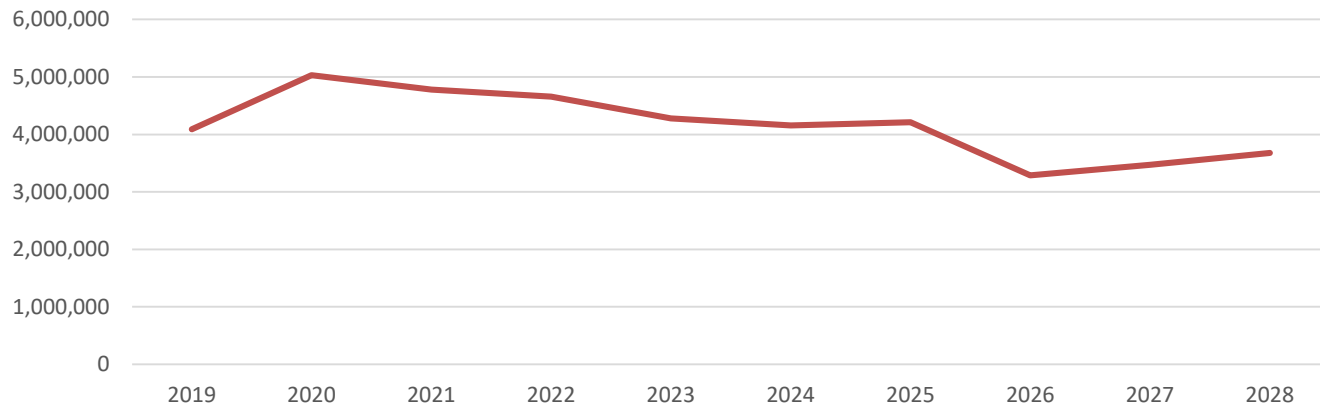
## Other Information and Considerations

- Water Rate inflationary Increases in Model
  - 2% for 2019 to 2023
  
- Repayment of borrowing to cover DCC shortfall
  - City borrowed \$5.6 million on behalf of DCC fund which was short funds for the new Intake and Water Treatment Plant. Future DCC collections are expected to pay the annual debt payments of \$322,000.



# Water Fund Budgeted Unrestricted Surplus/(Deficiency) at End of Year (as at April 15, 2019)

Year	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
End Balance	4,087,481	5,032,781	4,782,985	4,660,150	4,277,164
Year	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
End Balance	4,155,002	4,212,405	3,287,937	3,474,487	3,677,258





Questions from Council  
Questions/Comments from Public

Council deliberations/discussion/direction

# SEWER UTILITY FUND

## Projects Carried Forward From 2018 to 2019

- OPERATING

- Manhole repairs: Pym at Camas \$ 31,000

- CAPITAL

- Craig Bay Pump Station \$ 77,500
  - Martindale Pump Station 35,000
  - Hirst Ave: Hwy 4A to McMillan 22,500
  - McKinnon St: Hirst to Harnish 150,000
  - Memorial: Hwy 4A to McMillan 30,000
  - Moss Ave: Stanford to Craig 187,400
  - Wallis St: Morison to End 42,000

Total \$ 575,400

# Proposed Budget Changes from 2018 Provisional Budget (page amended)

<b>Sewer Utility Fund</b>		2019	2020	2021	2022	2023	
<b>Budget Changes -Increases (decreases)</b>							
<b>Operating</b>							
<b>Revenues - Incr (Decr)</b>							
	Sewer User Fees	185,000	435,000	685,000	935,000	1,185,000	Additional Sewer Fees to offset RDN Treatment Plant charge
<b>Expenditures</b>							
	Scada System	28,000					No explanation of incr provided
	Transfer to General Fund for RDNWW charge	250,000	500,000	750,000	1,000,000	1,250,000	RDN Treatment Plant charges removed from General Taxpayer
	Minor Capital - Works Adjacent to Development	40,000					Contingency
	Minor Capital - Sewer Easement	10,000					Contingency
<b>Capital</b>							
<b>Expenditures</b>							
	New Utilities Truck (50%)	22,500					Spending Pkg - Water 06
	Bay Ave Upgrade		(58,600)				Project moved out to 2026
	Craig St: Hwy19A to 40m North of Jensen			20,000	62,000		Update project costing
	Hirst Ave: Hwy 4A to McMillan	(90,000)	90,000				Moved out 1 year to reduce project backlog
	Jensen Ave West Upgrade		102,500	307,500			New project to go with Road project
	Memorial Ave: Hwy 4A to McMillan	(120,000)	120,000				Moved out 1 year to reduce project backlog
	Rushton: Wisteria to Temple			(31,300)	(125,000)		Moved to 2026 for budget/staff workload
	Wisteria ST: Rushton to SRW			(8,800)	(35,000)		Moved project out to 2027-28



# SEWER FUND

## 10 Year Capital Project Review

- See Excel File of 10 Year Capital Projects

# SEWER UTILITY FUND

## Other Information and Considerations

### Sewer Rate Inflationary Increases in Model

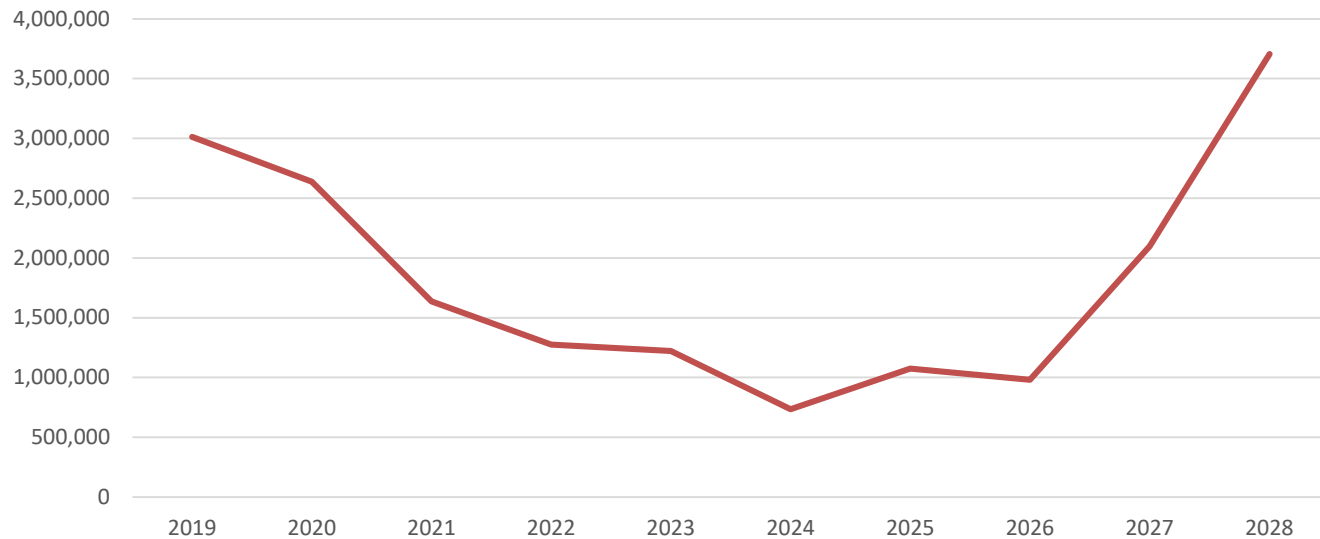
- 3% for 2019 to 2023

### Sewer Rate Increases for RDN Wastewater charge transfer from General Fund

- 20% for 2019 to 2023 (Rate increases offset by reduction to RDNWW charge on Property tax billing)

# Budgeted Sewer Fund Unrestricted Surplus/(Deficiency) at end of Year (as at April 15, 2019)

Year	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
End Balance	3,013,119	2,636,654	1,637,874	1,275,432	1,221,139
Year	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
End Balance	734,380	1,074,534	981,555	2,097,296	3,706,061





Questions from Council  
Questions/Comments from Public

Council deliberations/discussion/direction