



# **Budget Presentation**

## **Draft 2020-2024 Five Year Financial Plan**

### **Special Council Meeting**

**December 5, 2019**

## Legislation that governs Local Governments

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- **Federal** – Constitution Act, Payment in Lieu of Taxes Act
- **Provincial** – Community Charter, Local Government Act, Assessment Act, many others (HOG Act, School Tax Act)
- **Local Government** – Bylaws, Council resolutions, Council policies

## Financial Planning & Accounting

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- Annually must adopt a 5 year financial plan bylaw before the property tax bylaw and before May 15
- Must include public consultation before adopting
- Financial Plan MUST NOT show a deficit
- Annually must adopt a property tax bylaw after the 5 year financial plan bylaw and before May 15
- Once adopted the budget is considered approved and will form the basis of the annual financial audit



# Cost Drivers

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## Population Growth

- Population growth rates - tax increases
- Growth impacts all levels of service

## Historically Low Taxes

- Assets not adequately maintained (i.e. Roads, Municipal Hall)
- Annual cost increases exceeded tax increases

## Call Volume

- More residents = more calls for service

# Revenue & Expenses

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## Revenue

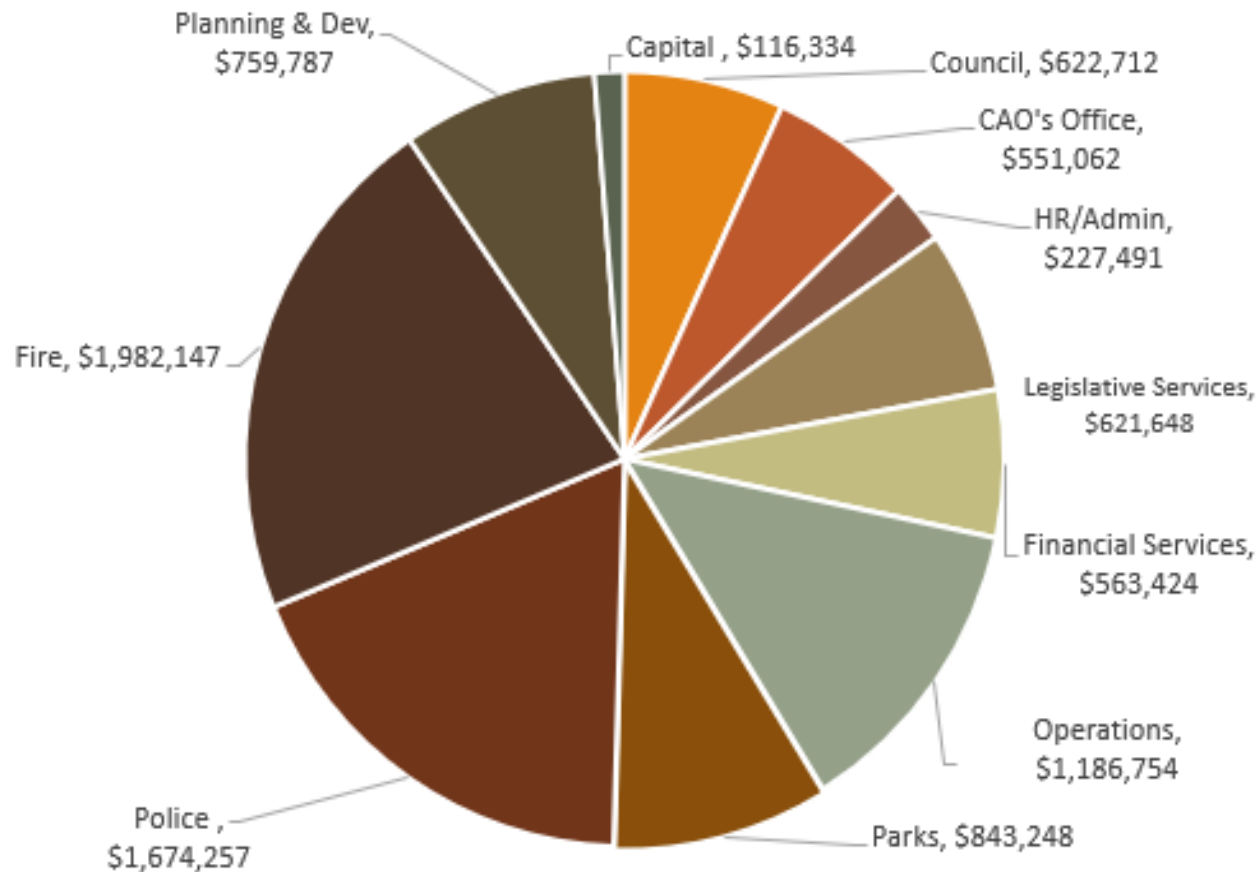
- Property Taxes & Sewer Parcel Taxes
- Fees and charges for service
- Development Cost Charges
- Transfers or grants from other governments

## Expenses

- Council, CAO, HR, Office Admin, Legislative Services, Financial Services, Operations, Planning & Development, Community Safety, Sewer
- Debt
- Capital
- Transfers to Reserves

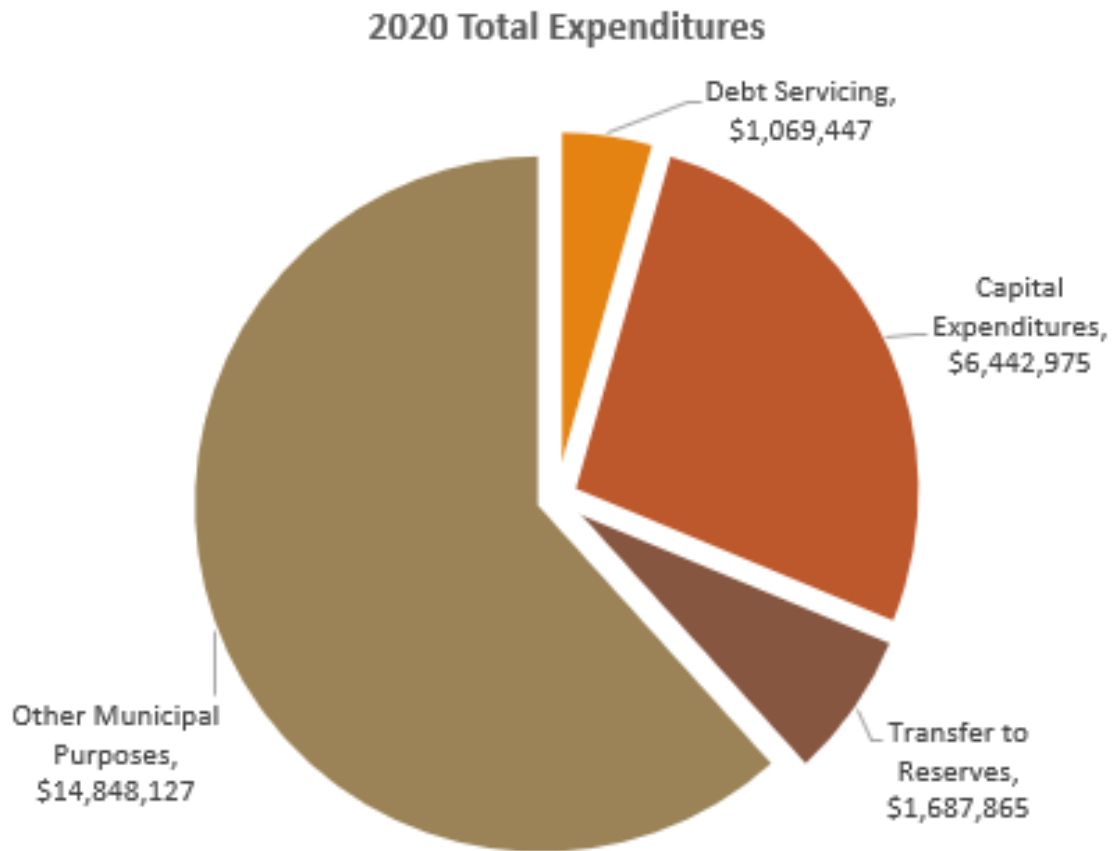
# Overview

## 2020 Expenditures Funded by Property Taxes



# Overview

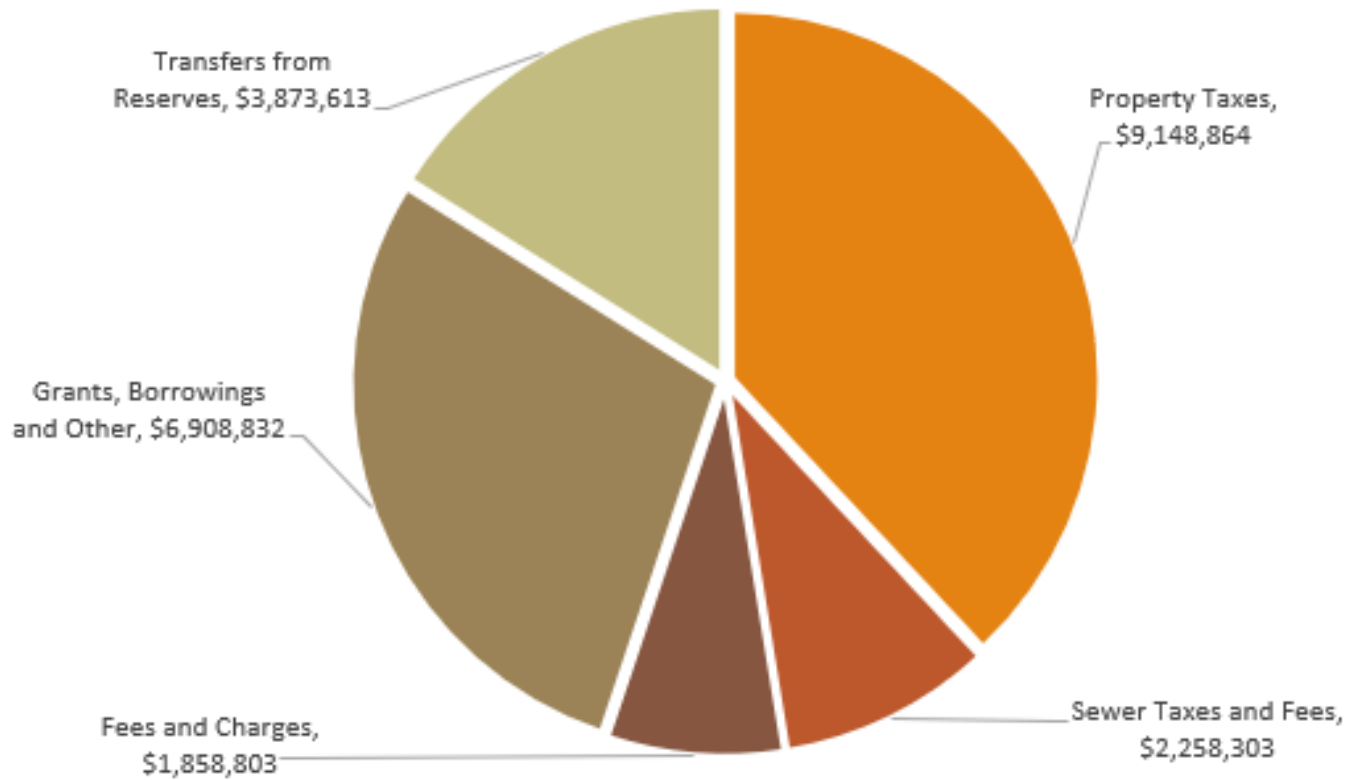
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# Overview

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2020 Total Funding Sources





# Budget Increases

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## **Staffing:**

- 3 positions added in 2020
- 2 Auxiliary parks workers

## **Service Level Review:**

- Council requests from Nov 4/19 meeting

## **Outside Agencies & Department Requests:**

- EMCS, SD62, Victim Services, building maintenance, professional development

## **Plans:**

- Official Community Plan – underway in 2020
- Strategic Plan – annual work
- Transportation, Parks & Trails Master Plan – 2019 carry over

# Risks

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## **Staffing**

- Community growth and years of understaffing result in difficulties for staff to keep pace with residents needs, difficulty in recruiting and increased overtime costs

## **Building Condition Assessment**

- Unknown costs for repairs to Municipal Hall & Parks Office

## **Reserves**

- Relied heavily on reserves this year to keep taxes low

## **Sewer Capacity**

- Capital costs required to maintain existing system are increasing
- Expansion options will need to be decided in 2020

## **Aging Infrastructure**

- Increasing costs to maintain roads, sidewalks, drainage

## **Rapid Growth/Development**

- Increases pressures on facilities, staff

# Opportunities

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## Grants

- Staff time will be devoted to applying for more grants once 2020 priorities are determined
- Budget includes funds to hire a grant writer (contract)

## Permits & Fees

- Adoption of fees and charges bylaw will provide additional funds

## Cannabis Revenue

- Estimate not included in 2020-2024 Budget

## Rapid Growth/Development

- Increases permit/fees, non-market revenue

# Revenue

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Increasing \$1.42M over 2019

- Property Taxes
- Sewer Parcel Taxes
- Other Sources
- Fees and Charges
- Transfers from Own Funds

# Expenditures

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Increasing \$1.42M over 2019

- Debt Servicing
- Capital Expenses
- Transfers to Reserves
- Other Municipal Purposes

## Staffing - New Positions

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3 New positions funded with Non-Market Change Revenue

- Senior Planner
- Communications Co-ordinator
- Environmental Services Tech

# Service Level Review

## Resolution 2019-497

- Review purchase of an e-bike for bylaw officers to utilize
- Assessment of sewage charges based on water usage
- Review staffing to manage new infrastructure, parks & facilities
- Increase street lighting (on hydro poles)
- Increased community grant funding
- Council Contingency increase or decrease
- Increase committee support
- Re-prioritize economic development/grant writer
- Review of the removal of town core parking lease

## Outside Organization Requests

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- School District 62 – \$9K for Crossing Guards
- Police Victim Services – \$20K for Sooke dedicated Victims Services worker
- EMCS Theatre Seats - \$45K District contribution towards replacement of theatre seats



# Department Requests

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- **Council**
  - \$10K Travel
  - \$10K Enhanced funding for Community Events
- **CAO**
  - \$16.4K SIPP membership
  - \$10K Legal
- **Human Resources/Office Administration**
  - \$50K Property Maintenance

# Department Requests

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## ○ **Legislative Services**

- \$10K Professional Development
- \$500 Memberships
- (\$5.7K) Election
- (\$18K) Advertising

## ○ **Bylaw**

- \$1K Protective Clothing
- \$500 Supplies
- \$500 Vehicle Maintenance

# Department Requests

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## ○ Finance

- \$2.5K Professional Development
- \$500 Memberships
- \$27.5K Insurance

## ○ Information Technology

- \$15K Software Licensing
- \$2.2K Equipment Lease

# Department Requests

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## ○ Planning

- \$25K Consultant
- \$5K Professional Development
- \$2K Memberships

## ○ Subdivision

- \$700 Memberships

# Department Requests

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## ○ Building

- \$5.5K Professional Development
- \$500 Vehicle Fuel
- \$1.5K Vehicle Insurance
- \$500 Vehicle Maintenance

## ○ Geographic Information Services

- \$500 Office Supplies
- \$1K Professional Development

# Department Requests

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## ○ Parks

- (\$18K) Boat Launch Parking Lease
- (\$8.2K) Banners
- \$1K Community Clean Up Events
- \$5K Hazardous Vegetation Control
- \$11K Professional Development
- (\$5K) Vehicle Maintenance
- \$2K Travel
- \$10K Materials & Supplies
- \$2K Vehicle Fuel

## ○ Wastewater

- \$25K Contractors & Consultants
- \$10K Material & Supplies
- \$1.8K Vehicle Fuel

# Department Requests

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## ○ **Community Safety**

- \$1K Professional Development
- \$400 Volunteer Training
- \$2K Staff Training
- \$2K Travel
- (\$200) Driver Certification
- \$5K CREST
- \$1K Volunteer Mechanic
- \$6K Other outside services
- \$(3K) Turnout Gear Replacement
- \$3K Other Protective Equipment
- \$30K Consultant Master Plan
- \$5K Fire Hydrant Painting

## 2020 Capital Projects

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- \$10K Arts Advisory Panel
- \$58.9K Vault
- \$25.3K Computer Equipment
- \$25K Website Refresh
- \$23K Software
- \$3.2K Ebike
- \$75K Building Repairs
- \$25K Furniture Replacement



## 2020 Capital Projects

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- \$400K Replacement Engine 3
- \$80K Critical Equipment Replacement
- \$65K Replacement of Car 1
- \$700K Five Year Roads Program
- \$212K EV Chargers
- \$200K Church Road Widening Design
- \$256K Throug Connector Design
- \$50K Otter Point Road Sidewalk Design

## 2020 Capital Projects

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- \$20K Transit Stops and Street Lighting
- \$100K MOTI Otter Point Sidewalks
- \$150K Murray Road Drainage Improvements
- \$150K Bluff Staircase
- \$35K Kaltasin access to water
- \$202K Demamiel Creek Connector
- \$50K Memorial Wall Whiffin Spit
- \$43.7K Parks & Trails Master Plan

## 2020 Capital Projects

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- \$100K Parks Assets Repairs
- \$1.4M Demamiel Bridge Crossing
- \$1.2 Multi-Sport Court Box
- \$20K Parks Department Equipment

# 2019-2022 Strategic Plan

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- **Goals being addressed in 2020-2024 Budget**
  - 1.1.3 CUPE Collective Agreement
  - 1.2.2 Hire Director of Operations
  - 1.2.3 Improve efficiency & staffing in Building Dept.
  - 1.2.6 Update Business License Bylaw
  - 1.2.8 Consistent application of Bylaws & Policies
  - 1.2.9 Improve Records Management
  - 1.3.1 Ensure Council & Staff are supported to attend working groups
  - 1.3.2 Council & Staff participation in professional organizations
  - 1.3.3 More effective collaboration with local service and community groups

## 2019-2022 Strategic Plan

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- **Goals being addressed in 2020-2024 Budget**
  - 1.4.1 Work with T'Sou-ke Nation on mutually beneficial initiatives
  - 1.4.2 Building capacity for facilitation of development within the community groups
  - 1.4.3 Develop an internal & external communication strategy
  - 1.4.4 Establish communications staff position
  - 1.4.5 Staff and council communications training
  - 1.4.6 Improve website communication tools



# 2019-2022 Strategic Plan

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- **Goals being addressed in 2020-2024 Budget**
  - 1.5.1 Execute Five Year Roads Improvement Program
  - 1.5.2 Expand sidewalk network
  - 1.5.3 Improvements to wastewater treatment system
  - 1.5.4 Focus on short and long-term asset management planning and prioritization
  - 1.5.5 Expansion of GIS system
  - 1.5.6 Begin Five-Year Financial Plan in fall
  - 1.6 Support programs that enhance Council and staff's health and well being

## 2019-2022 Strategic Plan

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- **Goals being addressed in 2020-2024 Budget**
  - 2.1.1 Develop Climate Change Adaption Strategies
  - 2.1.2 Develop & continue to implement green corporate practices
  - 2.1.3 Reinstate Climate Action Committee
  - 2.2.1 Promote Volunteer Fire Department
  - 2.3.1 Develop Parks & Trails Master Plan
  - 2.3.2 Develop Transportation Master Plan
  - 2.3.3 Completion of Little River bridge & trail
  - 2.3.4 Ongoing parks & recreational construction

## 2019-2022 Strategic Plan

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- **Goals being addressed in 2020-2024 Budget**
  - 3.1.1 Facilitate phase development of Lot A
  - 3.2.1 Develop new OCP
  - 3.2.2 Update & develop District Bylaws and policies to be consistent with Strategic Plan & OCP
  - 3.3.4 Childcare Needs Assessment
  - 3.4.1 Expand staff capacity for local economic development
  - 3.5 Undertake public space improvements
  - 3.6 Continue to address housing affordability

