



2023-2027 FINANCIAL PLAN

Special Council Meeting - March 22, 2023

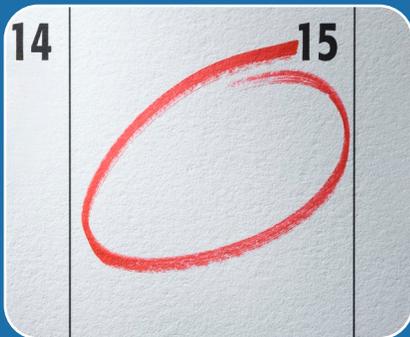
General Fund Operating and Capital

FINANCIAL PLAN TIMELINE



Five Year Financial Plan details and public consultation

- Mar 15: Public intro to Financial Plan process / FP proposals
- Mar 22: General Fund Operating and Capital
- Mar 27: Water and Sewer Funds; Equipment Replacement Reserve
- Apr 12: Final analysis/ scenarios for direction re PT/UB rates



Bylaws (adoption required by May 15, 2023)

- May 1/8: Financial Plan Bylaw
- May 1/8: Water/Sewer Rates Bylaws
- May 1/8: Tax Rates Bylaw

ASSUMPTIONS IN REVENUES / EXPENDITURES

Property tax rate increase in 2023 : PRELIMINARY - 5% + 0.5% Capital Reserve Contribution

- 2024: 4% + 0.5%; 2025: 3.5%; 2026: 3.5%; 2027: 3.5%
- Further direction from Council re financial plan proposals and financial plan review

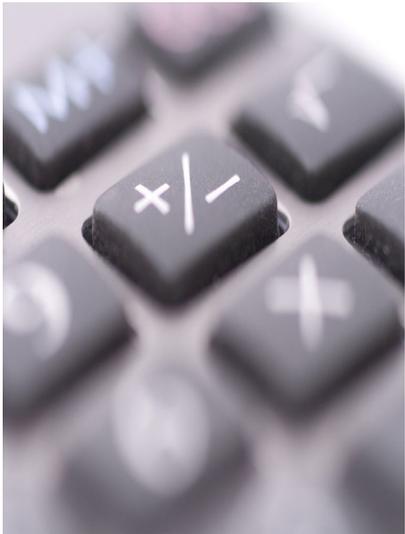
Specific cost increases incorporated into Financial Plan – based on 2022 actuals and contracts

(subsequent years in five years use a range of 4% to 2%)

Costs are in Financial Plan at 100% - many have recoveries through service agreements that reduce net cost to Parksville taxpayers

2023 is last year of Gas Tax funding – have not assumed a continuation of program

Carry forward projects included in Financial Plan – no incremental cost to taxpayer



FINANCIAL PLAN OVERVIEW

	2022	2023	Change \$	Change %		2023 Ongoing	2023 Non-recurring
FUNDING SOURCES							
Property taxes	16,412,100	17,605,900	1,193,800	7%		17,605,900	-
Library taxes	778,700	840,600	61,900	8%		840,600	-
Fees and Charges	3,075,900	3,752,600	676,700	22%		3,646,100	106,500
Operating grants	463,700	615,500	151,800	33%		433,400	182,100
Capital Grants/ DCCs	4,738,560	1,620,300	(3,118,260)	-66%		-	1,620,300
Actuarial reduction of debt	35,300	-	(35,300)	-100%		-	-
	\$ 25,504,260	\$ 24,434,900	\$ (1,069,360)	-4%		\$ 22,526,000	\$ 1,908,900

Sustainable financial position:

Consider ongoing vs non-recurring revenues and expenditures

FINANCIAL PLAN – ONGOING AND NON-RECURRING

	2022	2023	Change \$	Change %	2023 Ongoing	2023 Non-recurring
OPERATING EXPENDITURES						
Municipal services provided by City of Parksville employees	(15,765,900)	(16,842,950)	(1,077,050)	7%	(16,551,950)	(291,000)
Minor capital incl in muni services	(1,795,300)	(2,657,050)	(861,750)	48%	-	(2,657,050)
Library	(778,700)	(840,600)	(61,900)	8%	(840,600)	
Solid waste (via contract with RDN)	(805,000)	(858,400)	(53,400)	7%	(858,400)	
Interest on long term debt	(25,900)	(6,300)	19,600	-76%	(6,300)	
Amortization of capital assets	(3,075,200)	(3,120,000)	(44,800)	1%	-	(3,120,000)
	\$ (22,246,000)	\$ (24,325,300)	\$ (2,079,300)	9%	\$ (18,257,250)	\$ (6,068,050)
NET INCOME FROM OPERATIONS	\$ 3,258,260	\$ 109,600	\$ (3,148,660)		\$ 4,268,750	\$ (4,159,150)

FINANCIAL PLAN – ONGOING AND NON-RECURRING

	2022	2023	Change \$	Change %	2023 Ongoing	2023 Non-recurring
NON-OPERATING AMOUNTS:						
Capital expenditures	(12,251,675)	(7,694,500)	4,557,175		-	(7,694,500)
LTD principal payments	(69,800)	(47,800)	22,000		(47,800)	
Transfers to reserves	(792,600)	(4,325,700)	(3,533,100)		(3,690,500)	(635,200)
Transfers from reserves	5,935,000	8,290,500	2,355,500		-	8,290,500
Actuarial reduction of debt	(35,300)		35,300		-	-
Amortization of capital assets	3,075,200	3,120,000	44,800		-	3,120,000
	\$ (4,139,175)	\$ (657,500)	\$ 3,481,675		\$ (3,738,300)	\$ 3,080,800
	\$ (880,915)	\$ (547,900)	\$ 333,015		\$ 530,450	\$ (1,078,350)

PROPERTY TAXES

Proposed increase: 5% + .5% Cap Reserve

\$15,902,600 2022

795,000 5% increase

403,000 Non-market change ~ BC Assessment

\$17,100,600 2023 preliminary property tax revenue

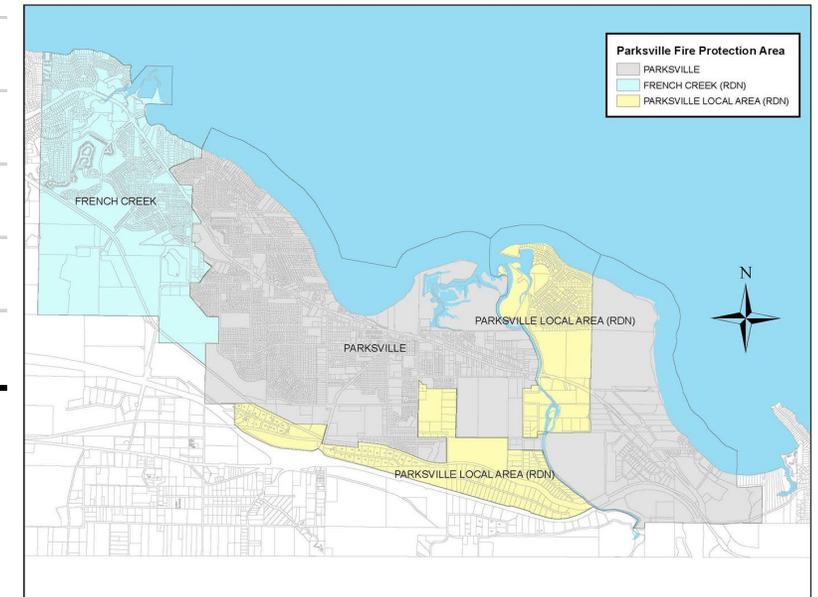


~approx. \$100
for average
residential home

	2022 FP	2023 FP
Property Taxes	15,944,000	17,100,600
Library	778,700	840,600
1% Utility taxes	335,600	371,100
Debt taxes	74,000	74,000
Grants in lieu (Prov/Fed)	58,500	60,200
	17,190,800	18,446,500

REVENUE - FEES AND CHARGES

Fees and Charges	2022 FP	2023 FP	
Executive	305,300	282,600	<i>Bus licenses, EMO, bylaw fines</i>
Finance	617,700	768,600	<i>Investments, penalties/int, PCTC lease rev</i>
Police	6,000	7,500	<i>Criminal record checks</i>
Fire	590,500	1,060,500	<i>Service agreements, proceeds on trade-in</i>
Community Planning	344,200	352,400	<i>Building permits</i>
Engineering	70,000	70,000	<i>Admin fees</i>
Parks	199,200	203,200	<i>Dist.69 sportsfields, donations</i>
Facilities	45,900	46,800	<i>Rentals</i>
Solid Waste Collection	897,100	961,000	<i>Fees for RDN contracted service</i>
	\$ 3,075,900	\$ 3,752,600	



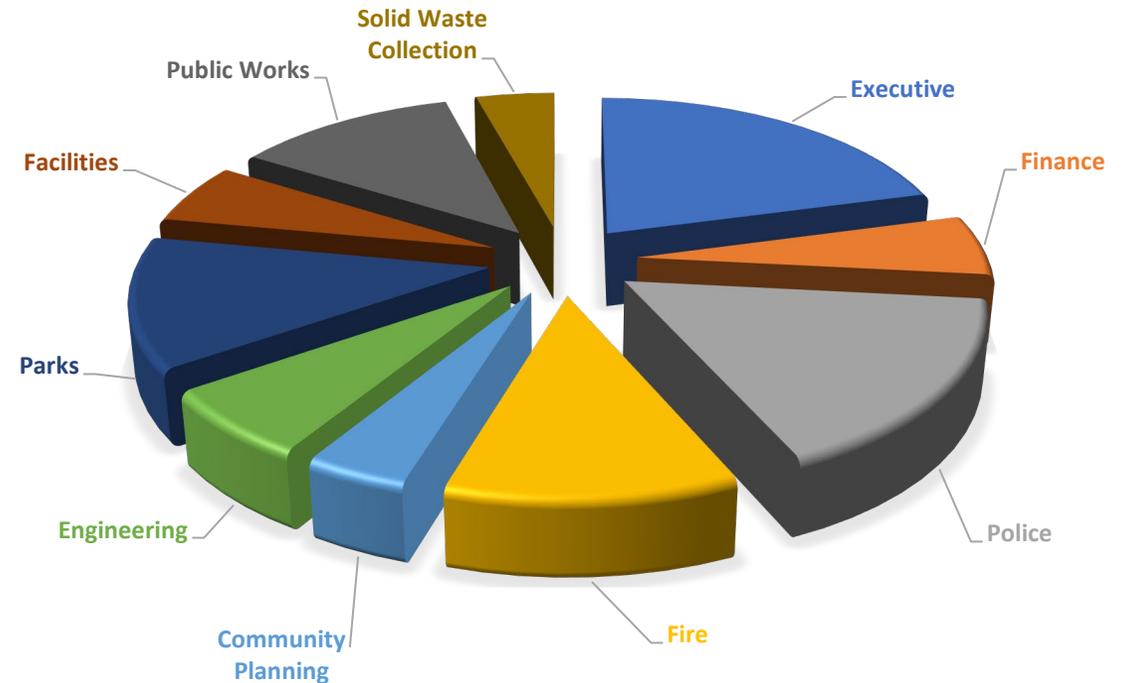
REVENUE - GRANTS / OTHER

	2022 FP	2023 FP	
Operating Grants	463,700	615,500	
Small Communities	315,000	315,000	
Traffic fines sharing	123,700	118,400	
LGCAP	-	127,000	<i>2nd year of 3 yr funding commitment</i>
UBCM (Finance, Fire)	25,000	55,000	<i>Fire training equipment, asset management</i>
Federal Grants	608,600	635,200	<i>Canada Community Building Fund (last yr)</i>
Capital Grants/ DCC	4,129,960	985,100	<i>Vary year to year</i>
Gathering Plaza	419,305	396,000	
Comm Park playground resurfacing	405,975	300,000	
PCC/BGC renovation	2,035,000	170,000	
Comm Park Theatre	774,700	-	
DCC	494,980	119,100	
Actuarial Reduction of Debt	35,300	-	



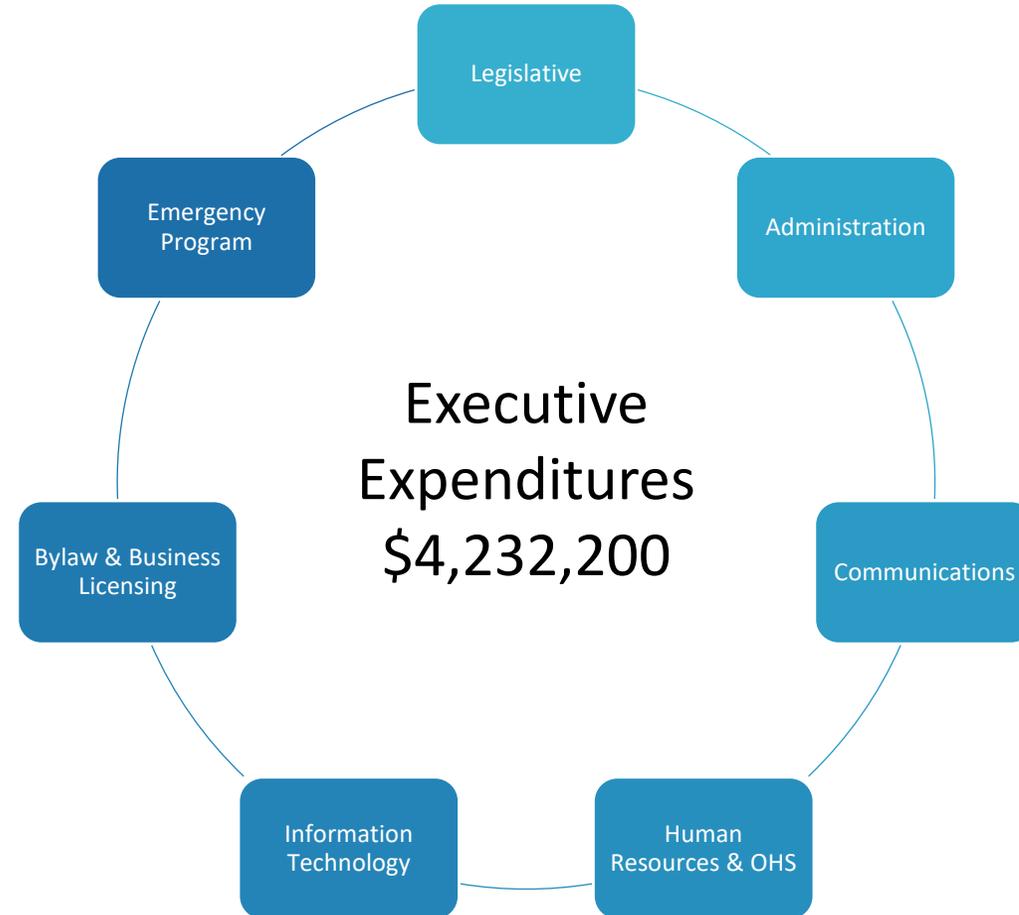
EXPENDITURES - BY FUNCTIONAL AREA

Expenditures	2022 FP		2023 FP	
Municipal Purposes				
Community Planning	805,100	4%	823,400	4%
Solid Waste Collection	805,000	4%	858,400	4%
Finance	1,067,400	6%	1,192,700	6%
Facilities	925,800	5%	1,200,850	6%
Engineering	1,005,300	5%	1,338,600	7%
Fire	2,001,500	11%	2,311,500	11%
Public Works	2,241,200	12%	2,423,400	12%
Parks	2,147,600	12%	2,568,500	13%
Police	3,218,200	18%	3,408,900	17%
Executive	4,149,100	23%	4,232,200	21%
Library	778,700		840,600	
Interest on Long Term Debt	25,900		6,300	
Amortization of Tangible Capital Assets	3,075,200		3,120,000	
Total Expenditures	\$ 22,246,000		\$ 24,325,350	



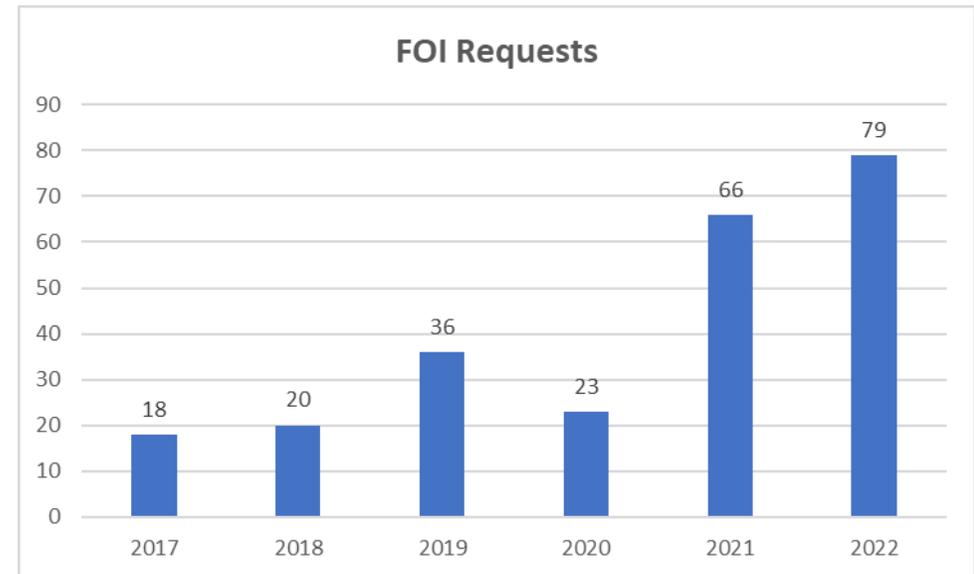
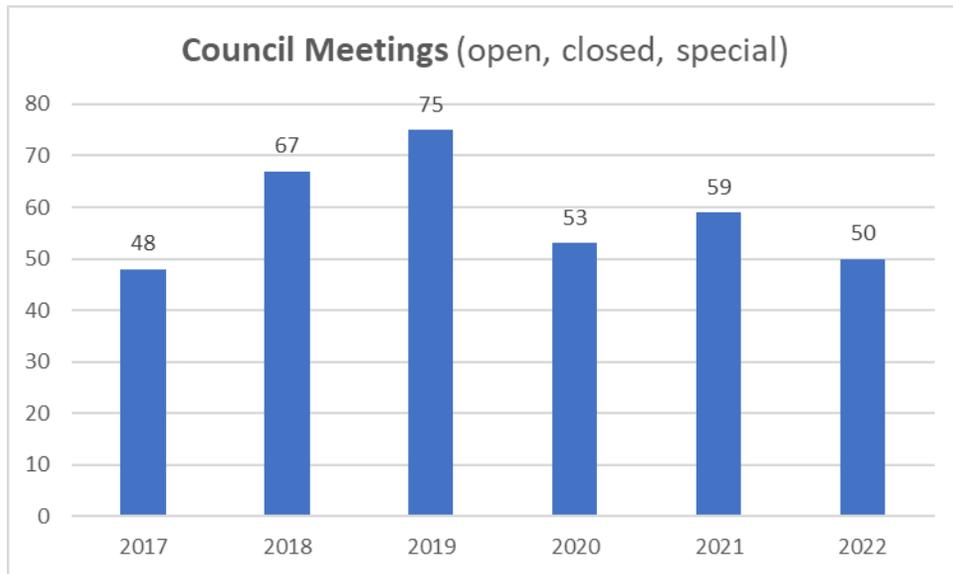
DEPARTMENT FINANCIAL PLAN OVERVIEWS

EXECUTIVE



LEGISLATIVE/ COUNCIL / CORPORATE ADMIN

	2022 Financial Plan \$	2022 Unaudited Actual \$	2023 Proposed Financial Plan \$	Incr (Decr) from 2022 FP	
				\$	%
Legislative/Council	605,500	602,100	420,700	(184,800)	-30.5%
Corporate Administration	334,400	259,400	414,400	80,000	23.9%
Minor Capital	18,500	11,800	95,000		

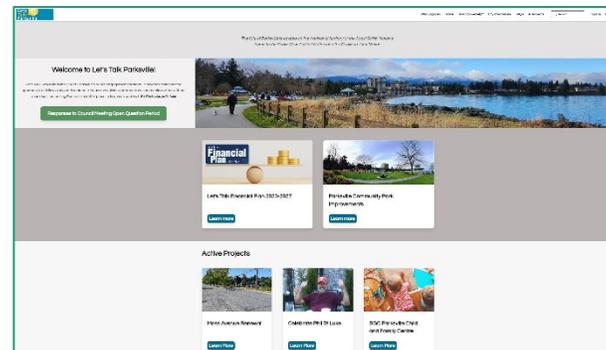


COMMUNITY GRANTS

	2023
Annual Grants-in-Aid	5,000
Beach Fest	5,000
Brant Festival	5,000
Canada Day - Chamber of Commerce	10,000
Oceanside Community Arts Council Grant (MAC)	5,000
Parksville and District Museum	5,000
	35,000
Security Camera Rebate	5,000
Total	\$ 40,000

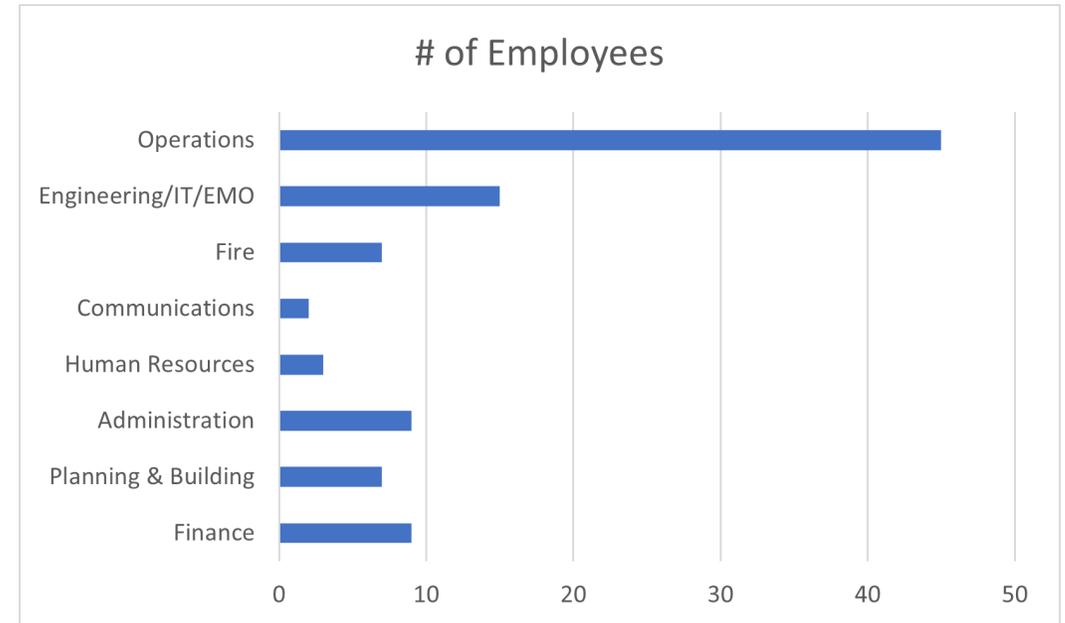
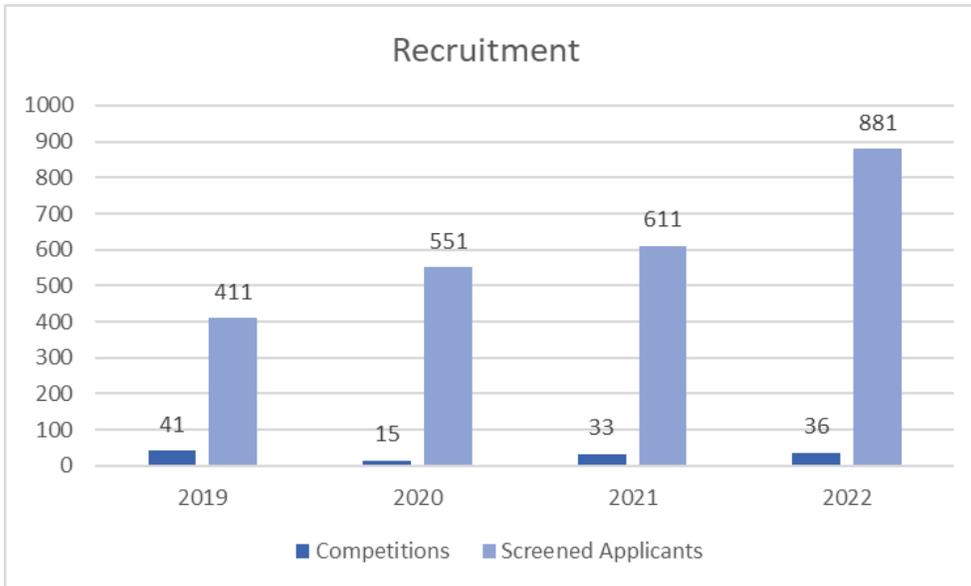
COMMUNICATIONS

	2022 Financial Plan \$	2022 Unaudited Actual \$	2023 Proposed Financial Plan \$	Incr (Decr) from 2022 FP	
				\$	%
Communications	262,600	266,500	301,100	38,500	14.7%



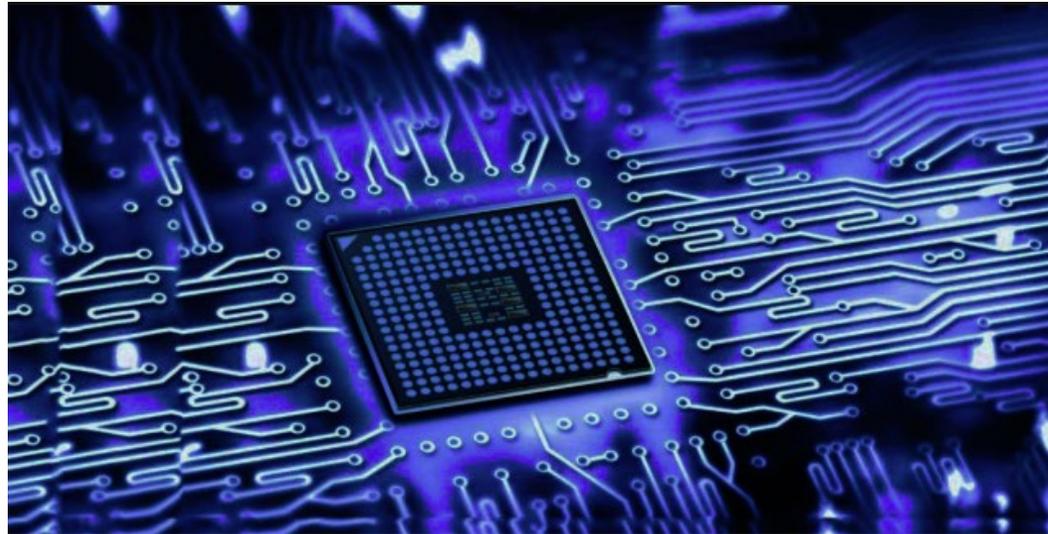
HUMAN RESOURCES / OCCUPATIONAL HEALTH & SAFETY

	2022 Financial Plan \$	2022 Unaudited Actual \$	2023 Proposed Financial Plan \$	Incr (Decr) from 2022 FP	
				\$	%
Human Resources / Occupational Health & Safety	504,200	380,200	567,900	63,700	12.6%



INFORMATION TECHNOLOGY

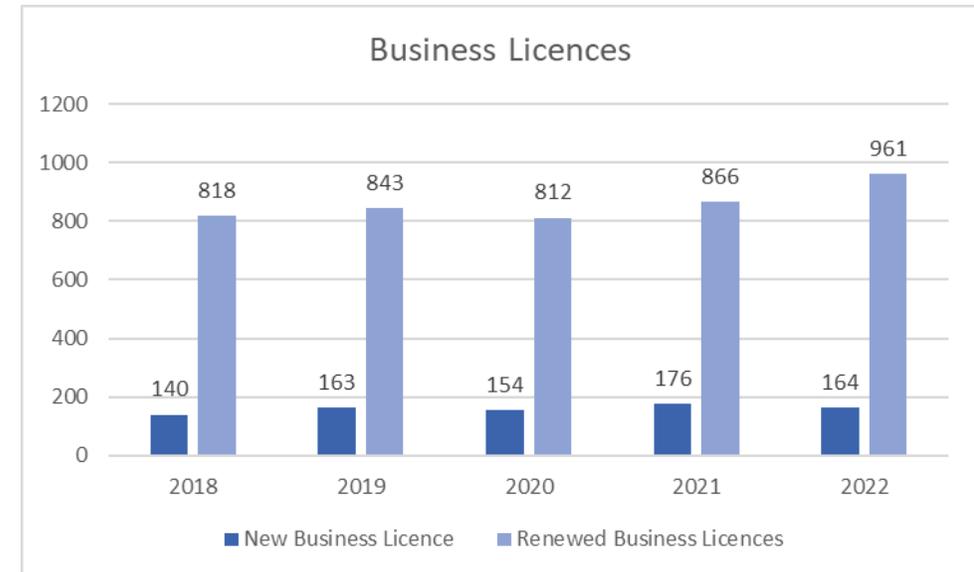
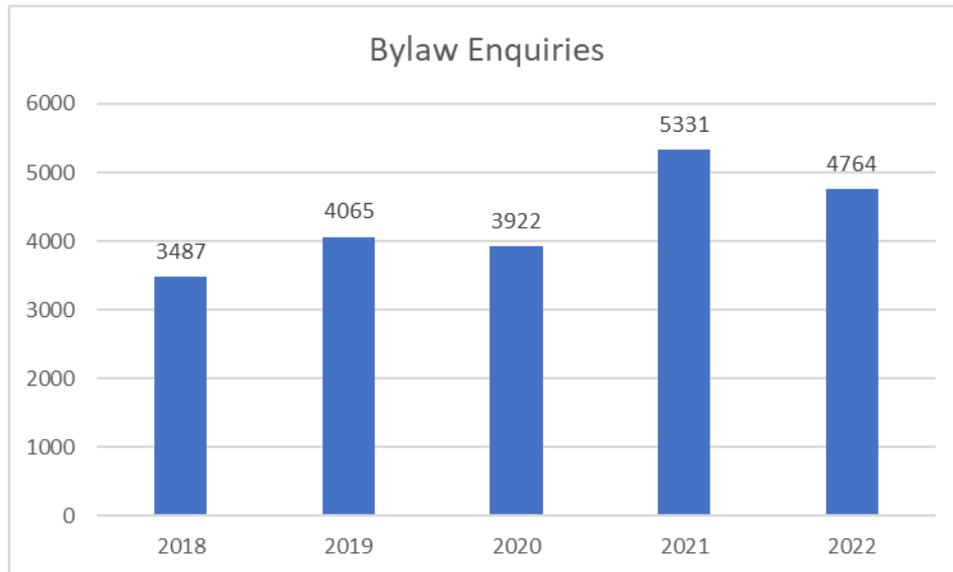
	2022 Financial Plan \$	2022 Unaudited Actual \$	2023 Proposed Financial Plan \$	Incr (Decr) from 2022 FP	
				\$	%
Information Technology	1,000,700	941,800	1,097,900	97,200	9.7%
Minor Capital	143,000	34,400	112,000		
Capital	155,000	22,600	70,000		



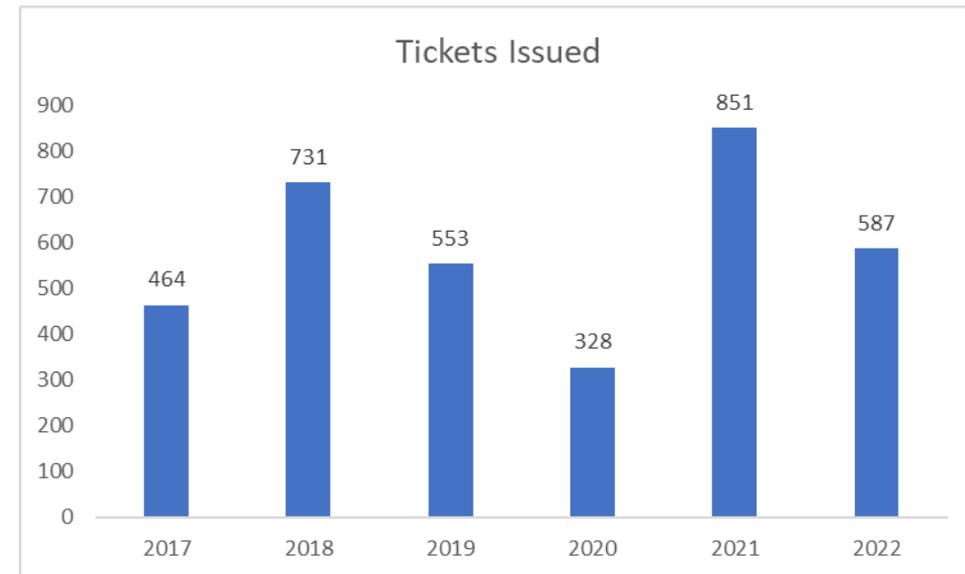
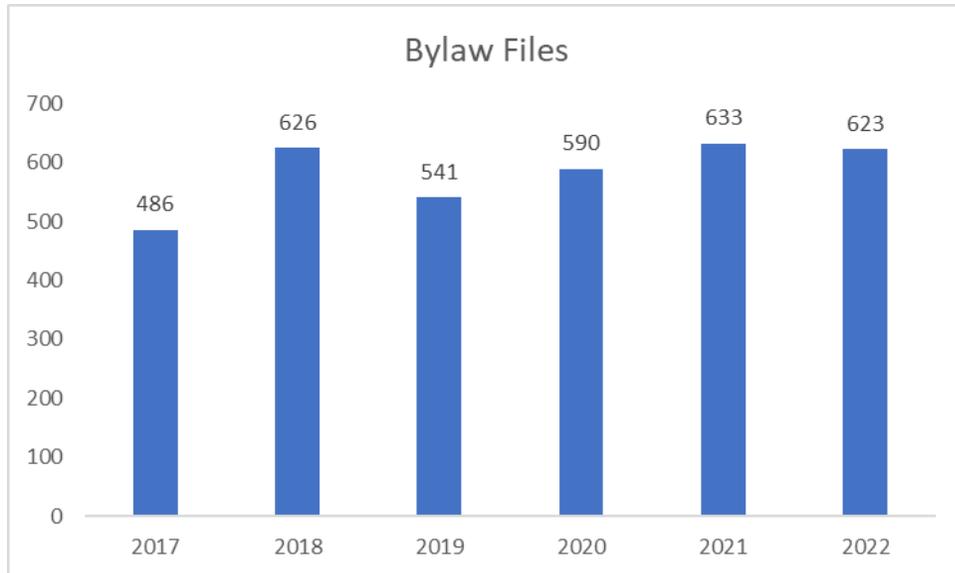
BYLAW SERVICES / BUSINESS LICENSING

	2022 Financial Plan \$	2022 Unaudited Actual \$	2023 Proposed Financial Plan \$	Incr (Decr) from 2022 FP	
				\$	%
Bylaw	466,700	363,700	500,600	33,900	7.3%
Business Licencing	104,000	92,800	100,000	(4,000)	-3.8%

NEW in 2022: One new bylaw officer + casual coverage for weekends/evenings



BYLAW SERVICES / BUSINESS LICENSING

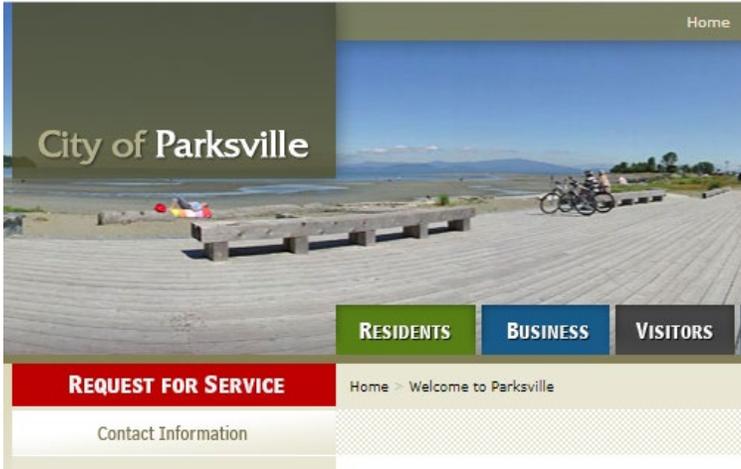


EMERGENCY PROGRAM

	2022 Financial Plan \$	2022 Unaudited Actual \$	2023 Proposed Financial Plan \$	Incr (Decr) from 2022 FP	
				\$	%
Emergency Program	234,500	178,700	234,500	-	0.0%
Minor Capital	181,000	78,100	68,700		



ADMINISTRATION MINOR CAPITAL PROJECTS



\$20,000 website upgrade

PCC - Emergency services volunteer office upgrades
\$24,000

Cyber security audit continued from 2022
\$34,000



\$18,000
Aerial/ortho photos for Parksville map - two-year cycle

Accessibility Plan
\$25,000



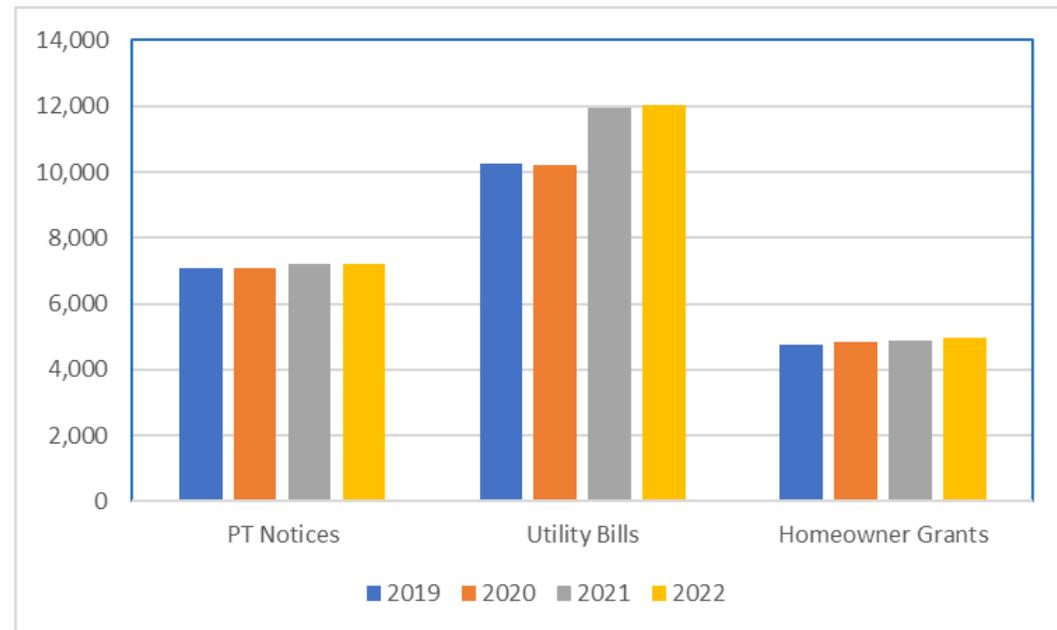
FINANCE

	2022 Financial Plan \$	2022 Unaudited Actual \$	2023 Proposed Financial Plan \$	Incr (Decr) from 2022 FP	
				\$	%
Finance/Common Services	1,067,400	907,700	1,192,700	125,300	11.7%
Minor Capital	294,000	5,000	314,000		
Capital	15,000	15,500	-		

- Two-year term position started Sept 2022 - Capital asset initiatives
- Consulting costs re: new accounting standard

Minor Capital:

- *Asset valuations \$145k*
- *Asset management program \$144k*
- *Accounting standard implementation \$25k*



POLICING

	2022 Financial Plan \$	2022 Unaudited Actual \$	2023 Proposed Financial Plan \$	Incr (Decr) from 2022 FP	
				\$	%
RCMP	3,218,200	2,789,400	3,408,900	190,700	5.9%

- 17 Officers allocated to City of Parksville as part of regional service structure
- Financial Plan reflects 18 Officers starting in 2024 (typically +1 every 4 yrs)
- 15,000 population estimated in 2027 or 2028 – increase from 70% to 90% share of costs (~\$1.5M increase)
- \$214,000 current per officer rate ~ \$149,500 @ 70% share



Consider creating Policing Reserve to accumulate surplus policing funds to lessen impact of transition after 15,000 population (90% costs) AND provision of facility space for detachment (date TBD).

FIRE RESCUE

	2022 Financial Plan \$	2022 Unaudited Actual \$	2023 Proposed Financial Plan \$	Incr (Decr) from 2022 FP	
				\$	%
Fire Rescue					
Operations	1,861,000	1,718,800	2,080,000	219,000	11.8%
Minor Capital	140,500	95,400	231,500		
Capital	1,636,400	1,522,500	231,000		

- 7 paid staff / 32 paid on-call members
- 44 full on-call complement – currently 32 + 3 FRST
- Population/calls/incidents increasing
- Volunteer hours/number of members decreasing
- Firehall renovation required (two adjacent lots purchased in 2022)



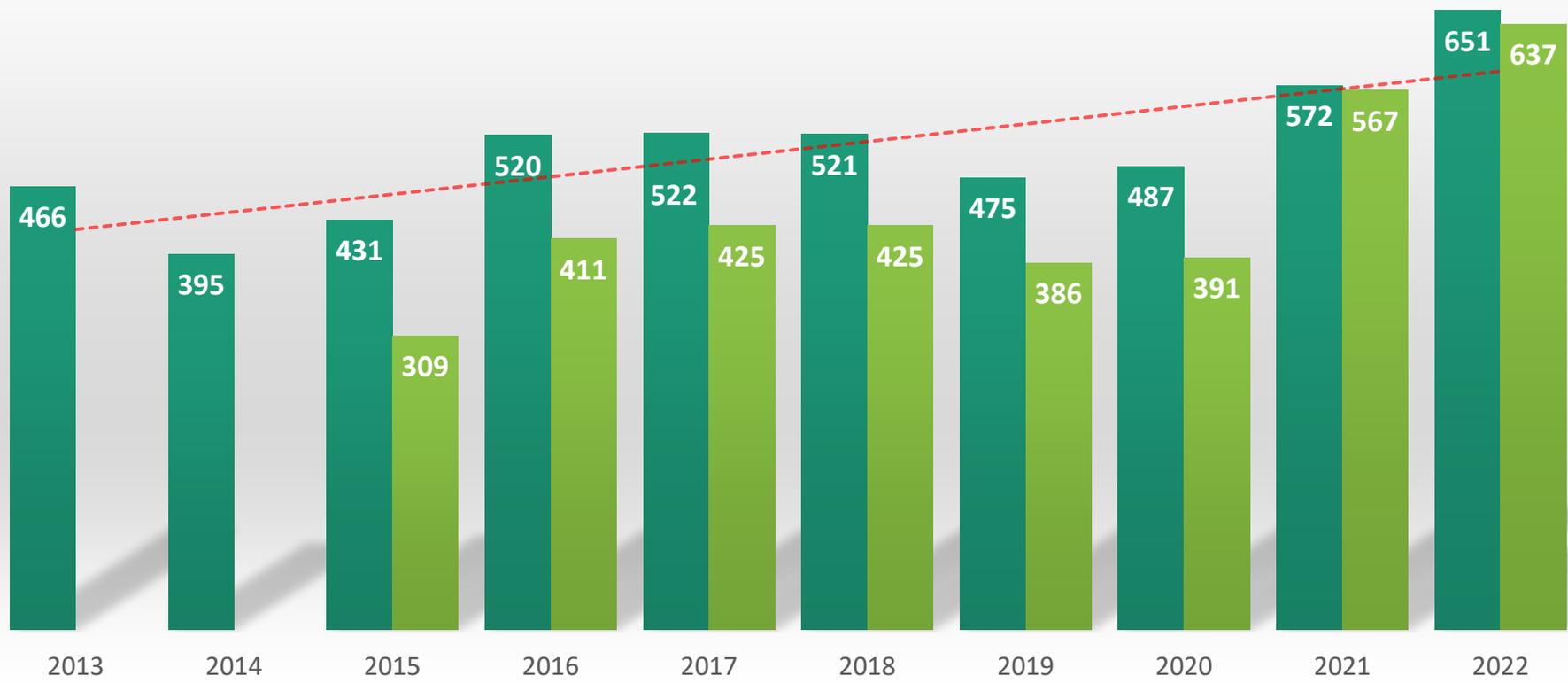
Consider establishing a reserve for replacement of major apparatus and/or firehall renovation



Services - Emergency Response

Calls for Service – 10 Years

■ Calls for Service
 ■ Incident Duration (hrs.)
 - - - Linear (Calls for Service)



10-Year Average (2013-2022)	
Calls for Service	504
Change (+ / -)	+28
Percentage Increase	7%

FIRE RESCUE – MINOR CAPITAL

Training equipment	30,000
Reporting dashboard	12,000
Mobile data terminals for computer aided dispatch	70,000
OG review, update, renewal	12,500
Demolish two houses adjacent to firehall	70,000
Works for interim parking on 2 lots adjacent	30,000
Photocopier/printer/scanner replacement	7,000

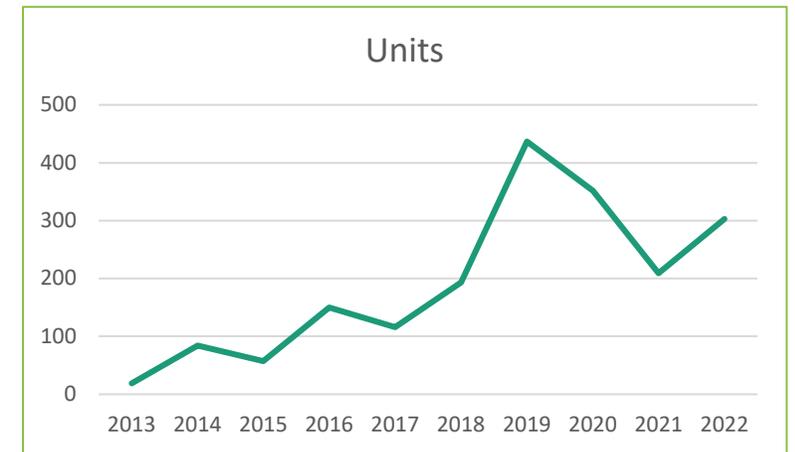
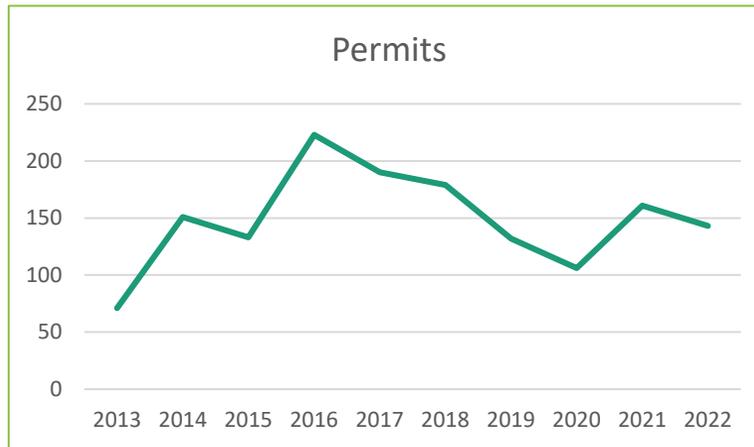


TOTAL FIRE DEPT **\$231,500**

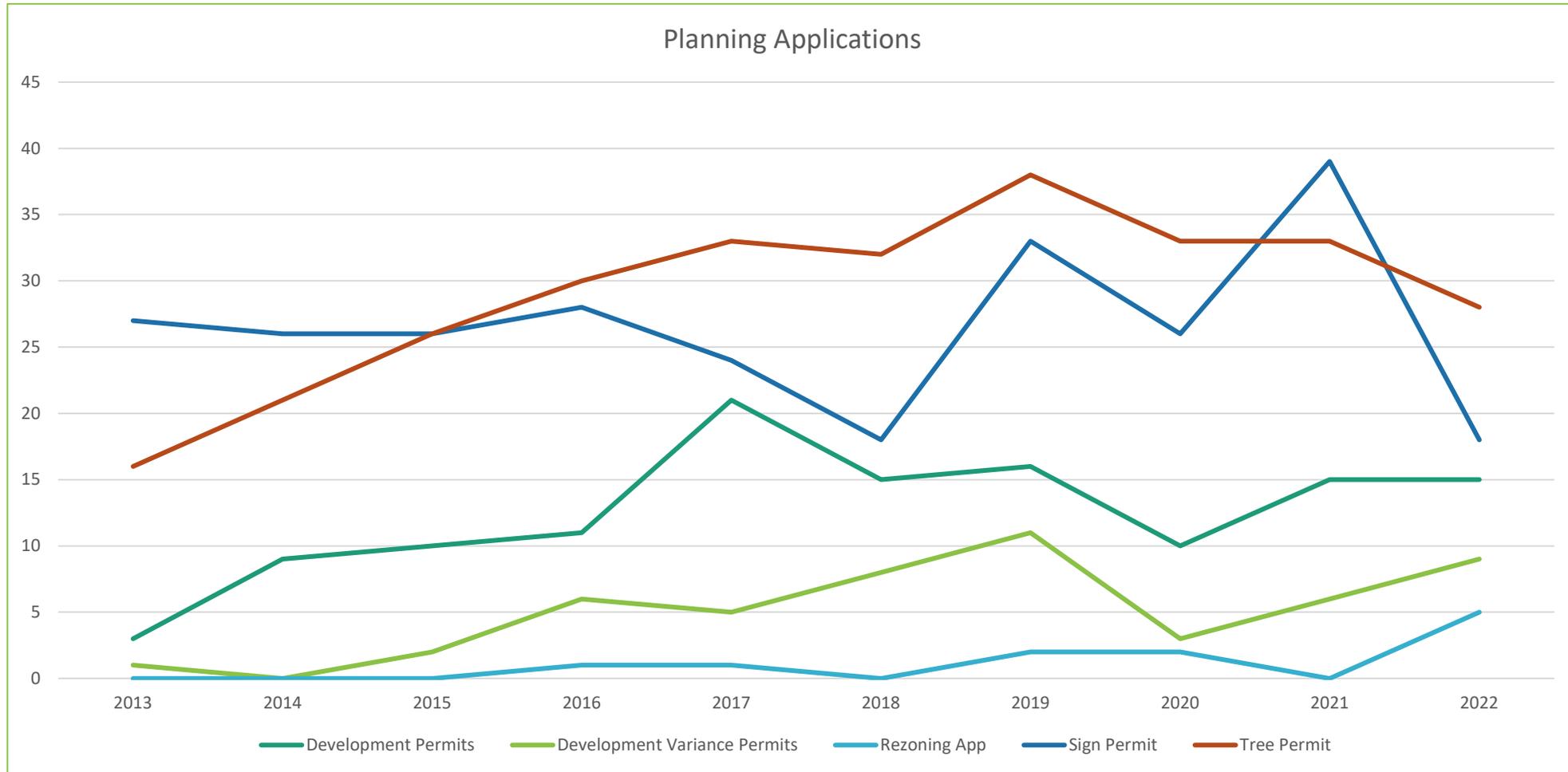


COMMUNITY PLANNING AND BUILDING

	2022 Financial Plan \$	2022 Unaudited Actual \$	2023 Proposed Financial Plan \$	Incr (Decr) from 2022 FP	
				\$	%
Community Planning	540,000	567,815	476,600	(63,400)	-11.7%
Building Inspection	265,100	242,117	346,800	81,700	30.8%



COMMUNITY PLANNING AND BUILDING



ENGINEERING

	2022 Financial Plan \$	2022 Unaudited Actual \$	2023 Proposed Financial Plan \$	Incr (Decr) from 2022 FP	
				\$	%
Engineering					
Operations	580,300	506,400	776,600	196,300	33.8%
Minor Capital	425,000	74,600	562,000		
Capital - Infrastructure	3,675,000	2,403,959	3,425,000		



ENGINEERING –MINOR CAPITAL

\$100,000 Pavement condition assessment

\$50,000 Storm drainage video assessment program (recurring annually)

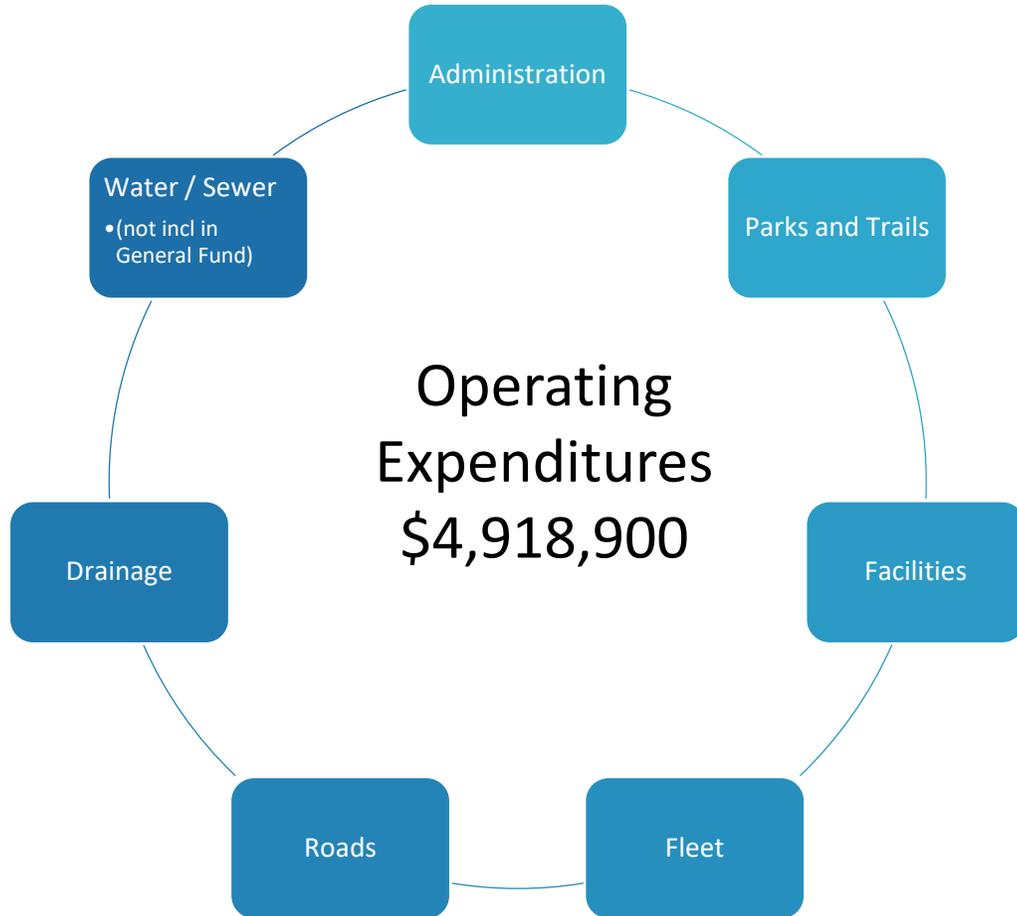
\$150,000 Storm drainage master plan

\$150,000 Transportation master plan

\$55,000 Industrial Way brownfield
- Phase 2 assessments



OPERATIONS

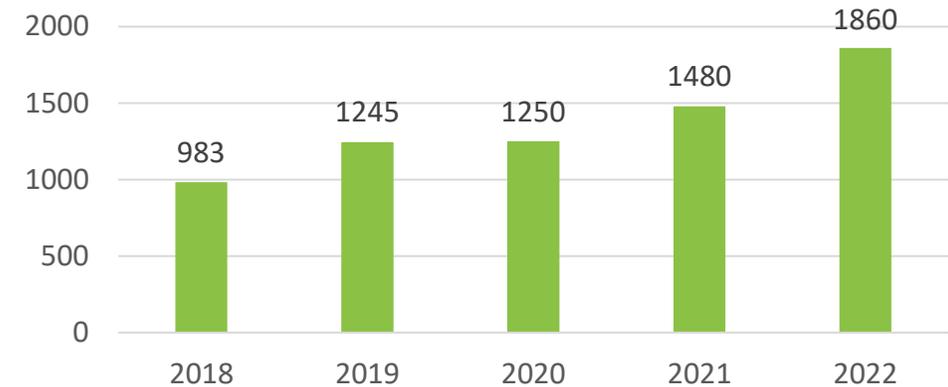




2022 REQUESTS FOR SERVICE

Roads and Drainage	630
Buildings and Facilities	430
Parks	316
Utilities	277
Call Outs	<u>207</u>
TOTAL	1860

89% increase in 5 years



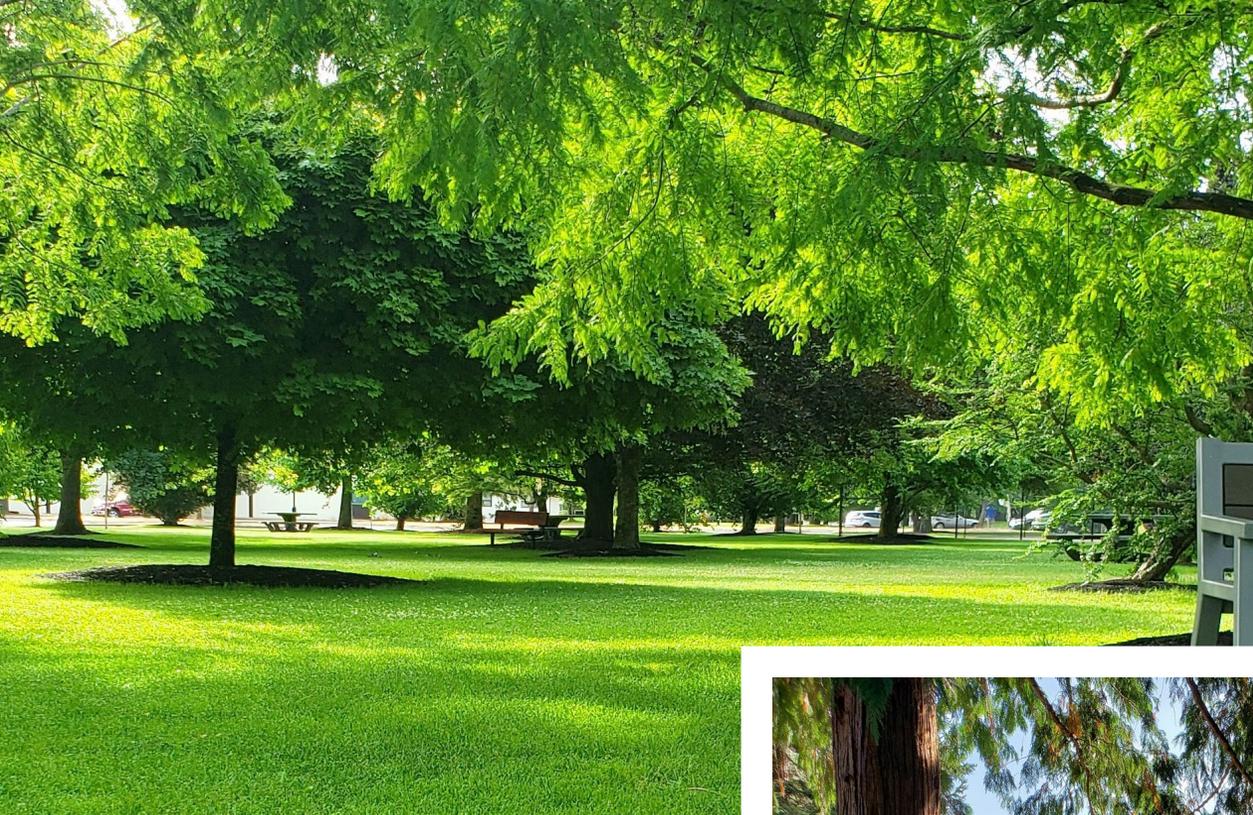
PARKS AND TRAILS

	2022 Financial Plan \$	2022 Unaudited Actual \$	2023 Proposed Financial Plan \$	Incr (Decr) from 2022 FP	
				\$	%
Parks/Trails					
Operations	1,954,800	1,938,300	2,050,500	95,700	4.9%
Minor Capital	192,800	70,200	518,000		
Capital	1,852,975	290,876	1,250,000		

NEW for 2022:

- 1,000 amenities added to TreePlotter inventory
- 12 benches added to City parks
- 15% increase of trails including 3750 metres of trail resurfacing and construction
- Over 1,321 trees inspected
- Tree of the Month





PARKS AND TRAILS – MINOR CAPITAL

Ecologically sensitive areas' management plans \$254k

Urban Forest Strategy
\$26K

Species at Risk Trees Management Program \$66k

Noxious Weed Program
\$10K (Five-year program)

Parksville Outdoor Theatre CPTED assessment \$20k

Despard Ave footbridge \$25k



\$50k Playground Replacement/Upgrade (annual funding)



FACILITIES

	2022 Financial Plan \$	2022 Unaudited Actual \$	2023 Proposed Financial Plan \$	Incr (Decr) from 2022 FP	
				\$	%
Facilities					
Operations	695,300	685,300	715,000	19,700	2.8%
Minor Capital	230,500	49,400	485,850		
Capital	4,789,300	3,377,800	2,543,500		

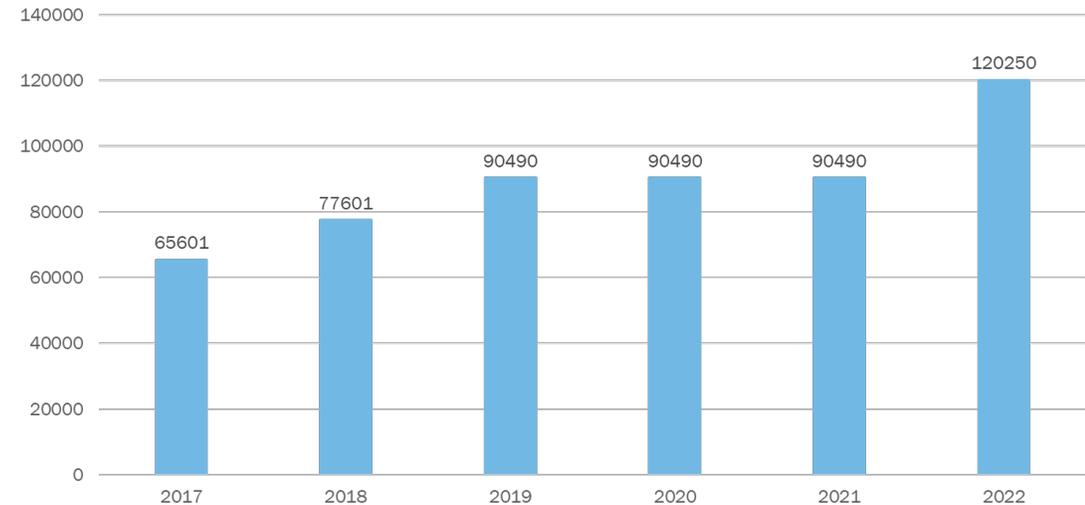




BUILDINGS AND FACILITIES

- Work requests increase due to the addition of Shelly Road Community Centre and Parkville Outdoor Theatre
- Increase in RFSs for PCTC, firehall and municipal structures
- Increase in vandalism and graffiti

**BUILDINGS & FACILITIES
FACILITY SQ/FT INCREASE**



FACILITIES – MINOR CAPITAL

PCTC (City):

\$100k Forum upgrades

\$69K Entrance Doors

\$55k Elevator upgrade

\$25k Interior painting

Operations Yard:

\$60k Minor renos/structure assessments

\$67k Environmental assessment

\$50k Space assessment

Shelly Road Community Centre:

\$25k Structure assessment



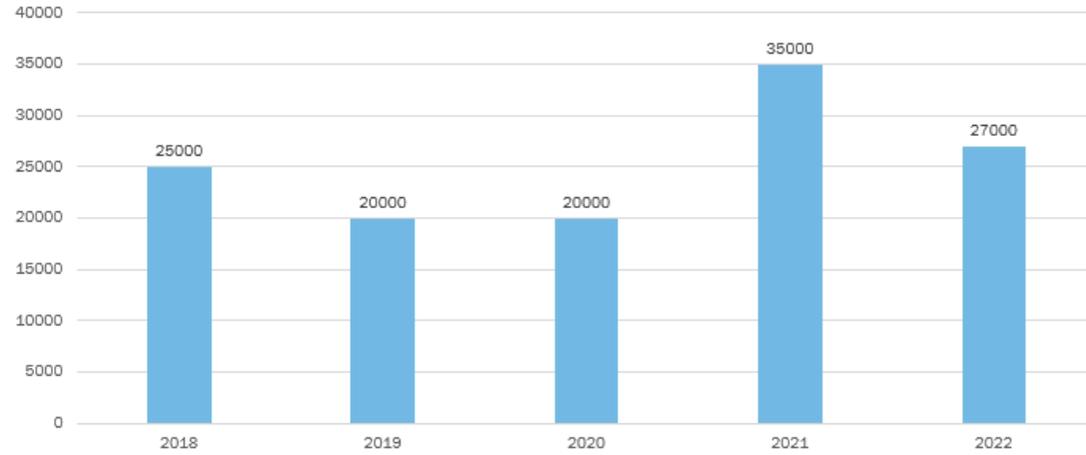
OPERATIONS – “PUBLIC WORKS”

ADMIN, FLEET, ROADS AND STORM SEWER

	2022 Financial Plan \$	2022 Unaudited Actual \$	2023 Proposed Financial Plan \$	Incr (Decr) from 2022 FP	
				\$	%
Public Works					
Roads, Drainage, Fleet	2,071,200	1,884,000	2,153,400	82,200	4.0%
Minor Capital	170,000	110,900	270,000		
Capital	128,000	31,100	175,000		



ROADS AND DRAINAGE BRINE ANTI-ICING LITRES APPLIED



SOLID WASTE

	2022 Financial Plan \$	2022 Unaudited Actual \$	2023 Proposed Financial Plan \$	Incr (Decr) from 2022 FP	
				\$	%
Solid Waste					
Net Fees Collected	897,100	922,000	961,000	63,900	7.1%
RDN Contract cost	805,000	826,200	858,400	53,400	6.6%
Net revenue	92,100	95,800	102,600	10,500	11.4%

Finance employees administer RDN contract for Parkville including managing resident questions, semi-annual invoicing, and tracking new residences for cart delivery.

New in 2023- curbside yard organics pick up



2023-2027 CAPITAL PROJECTS



EXPENDITURES	2023	2024	2025	2026	2027
ADMINISTRATION					
IT	70,000	30,000	20,000	30,000	45,000
Finance/Common Serv	-	-	-	-	15,000
FIRE DEPARTMENT	231,000	-	1,680,000	-	600,000
COMMUNITY DEV'T	-	-	-	-	10,000
PARKS, TRAILS & FACILITIES	3,793,500	425,000	25,000	325,000	25,000
OPERATIONS	175,000	375,000	175,000	175,000	175,000
ROADS & STORM SEWER INFRASTRUCTURE	3,425,000	3,675,000	3,675,000	3,675,000	3,675,000
TOTAL	\$ 7,694,500	\$ 4,505,000	\$ 5,575,000	\$ 4,205,000	\$ 4,545,000
FUNDING SOURCES					
Operations	216,000	308,250	475,250	108,250	745,250
Carryforward Reserve	2,400,900	175,000	100,000	100,000	100,000
Future Expenditure Reserve	171,000	-	-	-	-
Grants	866,000	-	-	-	-
Other	106,500	-	-	-	-
DCC funds	119,100	321,750	24,750	321,750	760,240
Land Sale Reserve	-	-	1,300,000	-	-
General Capital Reserve	2,110,000	2,950,000	2,925,000	2,925,000	2,939,510
Federal Gas Tax Reserve	1,705,000	750,000	750,000	750,000	-
TOTAL	\$ 7,694,500	\$ 4,505,000	\$ 5,575,000	\$ 4,205,000	\$ 4,545,000



PARKSVILLE COMMUNITY PARK

Total \$2.6M



FIRE DEPARTMENT

2025 - Special Ops/support cube van - \$200k
2027 –Tanker truck and tank - \$600k

2023- Replace 3 utility pickup trucks – \$150k total



2024/25 - Firehall
Addition/renovation
\$1.4M in Financial Plan 2025
*Cost estimated to be much
higher – see FP Proposal*

INFRASTRUCTURE PROJECTS



2023 asset management work will inform infrastructure renewal in long term capital and financial plans

2023 – continued focus on capital asset planning and assessment

Engineering department leading three projects in 2022:

- \$110k - Bagshaw Street - completion of sanitary sewer works
- \$2.6M - Moss Ave roads and storm sewer works (contract awarded)
- \$250k - Asphalt overlays

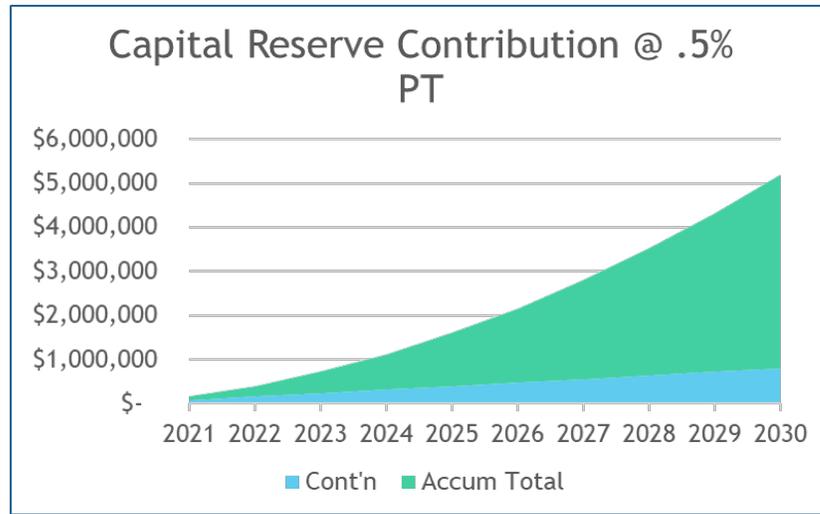
RESERVES AND OTHER TRANSFERS

PROPOSED TRANSFERS TO RESERVES

- \$235,500 0.5% of property taxes (Capital Reserve)
- \$3.425M Capital funding envelope
- \$30k PCTC Reserve
- \$635k CCBF (Gas Tax)

PROPOSED TRANSFERS FROM RESERVES

- \$2.15M Capital Reserve for asset purchases
- \$3.52 Carry forward funds
- \$171k Donation to Gathering Plaza
- \$415k Covid Restart Grant Reserve
- \$2M CCBF (Gas Tax) Reserve



BC GROWING COMMUNITIES FUND

- \$4.789 M deposited March 23rd
- One-off costs to build required capital infrastructure and amenities (not ongoing or operational activities)
- Incremental to current plans
- Should accelerate delivery of capital projects
- Place in segregated reserve that accumulates interest until spent
- Spend within 5 years

Reporting requirements:

- Annual report identifying work-related housing needs and pre-zoning requirements
- Highlight projects that align with provincial priorities (e.g. Clean BC, and Environmental, Social and Governance frameworks for capital projects)
- Public recognition of funding related to projects
- Expenditure and unspent balance reporting attached to annual financial statements

GROWING COMMUNITIES FUND



Water supply,
treatment, dist'n



Public safety/
emergency mgt
equip/ facilities



Natural hazard mitigation

Local share of
affordable housing



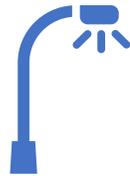
Local road
improvements



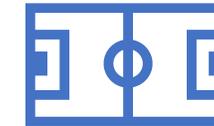
Parks add'ns, upgrades incl
washrooms, meeting
space. Other amenities



Childcare facilities



Sidewalks, curbing,
lighting



Recreation related
amenities

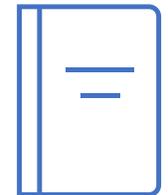
Capital projects
serving First Ntn
communities



Active
transportation
amenities



Feasibility studies related
to other categories, design
work, acquiring land for
eligible infrastructure



Wastewater
conveyance/
treatment



Improvements for
transit service

OTHER CONSIDERATIONS

- F/S audit underway – will update Reserve balances in our model ASAP to assist with Council’s decisions
- Water and sewer rates to be reviewed by Council for consideration of total impact of Financial Plan to Parksville taxpayers

NOT IN FINANCIAL PLAN YET

- Growing Communities Funding \$4.789M
 - Capital spending within five years
- Council’s Strategic Plan
- Spending proposals
- Recommendations from:
 - Asset management program
 - Valuations/ condition assessments
 - Operations yard environmental assessment





QUESTIONS