

DISTRICT OF UCLUELET



2020 BUDGET PLANNING
OPERATING & PROJECTS REVIEW
DRAFT 2020 FINANCIAL PLAN
MARCH 12, 2020



District of Ucluelet Five-Year Financial Plan (2020 – 2024)

Meeting Schedule

December 12, 2019, Wednesday, 2 – 5pm

- CFO PowerPoint Presentation - review of “Municipal Budgeting”.
- CAO Overview of department operations and staffing (in-camera).

January 23, 2020, Wednesday, 2 – 5pm

- Report on District Operating Budgets:
 - ✓ General, Water & Sewer.
- Review of Projects by department:
 - ✓ Public Works.

February 20, 2020, Wednesday, 2 – 5pm

- Review of Projects by department:
 - ✓ Planning & Development.
 - ✓ Parks & Recreation, Fire & Emergency Services.
 - ✓ Harbour, Corporate Services, Finance.

March 12, 2020, Wednesday, 2 – 5pm

- **Operating and Projects Discussion.**

Draft Budget Complete

April 14, 2020, Tuesday, Regular Council Meeting

- Five Year Financial Plan Bylaw - 1st, 2nd Reading
- Tax Rates Bylaw - 1st, 2nd Reading

April 15, 2020, 5pm – 5-7:30pm

- Public Presentation

April 28, 2020, Tuesday, Regular Council Meeting

- Five Year Financial Plan Bylaw – 3rd Reading
- Tax Rates Bylaw – 3rd Reading

May 12, 2020, Tuesday, Regular Council Meeting

- Five Year Financial Plan Bylaw – Adoption
- Tax Rates Bylaw – Adoption

NOTE: Bylaw’s MUST be adopted prior to May 15, 2020



Proposed Tax Increase

4% overall tax increase proposed for 2020

Majority of projects proposed are non-taxation funded:

- Gas Tax
- User Fees
- Grants
- Reserve Funds

Other considerations:

- 1% increase for asset management funding
- Revised Assessment Roll to be released April 2020



Summary of Draft Schedule A

	2020	2019
Revenue	\$10,974,762	\$8,013,953
Expenses	\$7,891,408	\$6,872,740
Add	\$1,146,000	\$1,146,000
Deduct	\$4,229,364	\$2,287,213
Financial Plan Balance	\$0	\$0

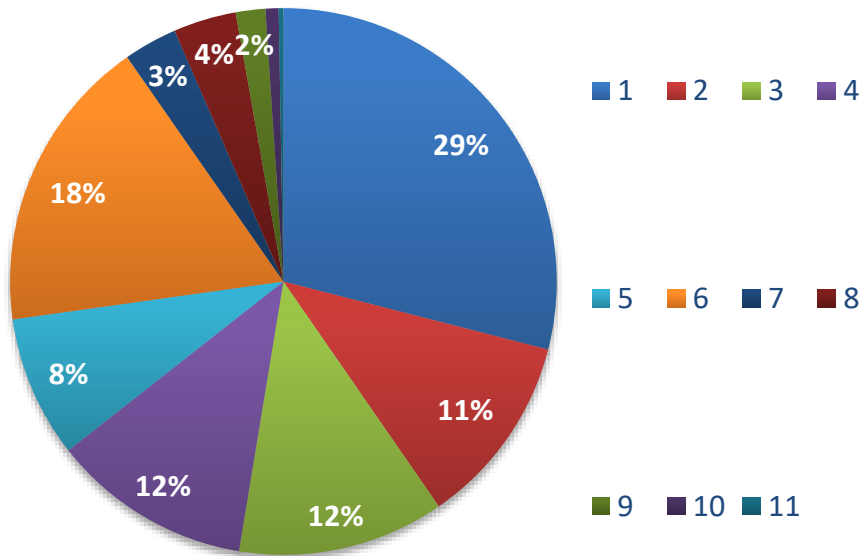
- 2020 budget planning goal was 4% and this has been achieved based on:
 - › Proposed department operating budgets
 - › Carry-over projects
 - › New proposed projects
- Outstanding items
 - › Final (revised) roll assessment
 - › Non-market change report – possible reduction in revenues.



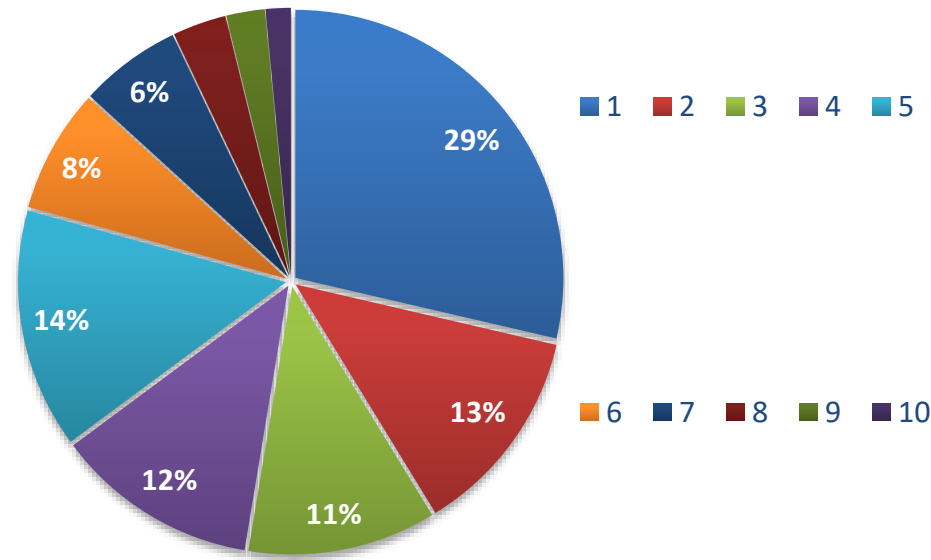
2020 REVENUES & EXPENDITURES

2020 District Budget: ~10.9 Million

Where do our dollars come from?



How are our dollars spent?



2020 Proposed Payroll Increases

1) Council

	Current Salary	Proposed Salary	Total Increase
Mayor	\$25,588	\$26,177	\$589 (2.3%)
Councillor	\$14,625 per	\$14,961 per	\$336 (2.3%) per
Total Cost	\$84,088	\$86,021	\$1,933

2) CUPE Staff

Collective Bargaining Agreement settled at 2% increase for 2020/2021 and 2.25% for 2022/2023

Collective Agreement 2% increase ~ \$30,470



2020 Proposed Payroll Increases - Exempt

Proposed Changes	Current Salary	Proposed Salary	Increase
CAO	\$140,000	\$140,000	<i>Approved</i>
Director Finance (CFO)	\$101,000	\$105,570	\$4,570 (4.5%)
Director Planning	\$93,600	\$102,000	\$8,400 (9%)
Director Operations	-	\$102,000	<i>Utility Fees</i>
Mgr. PW	\$92,562	\$93,488	\$926 (1%)
Mgr. Parks/Rec	\$90,519	\$92,329	\$1,810 (2%)
Mgr. Corporate Services	\$72,000*	\$80,000	\$2,000 (2.5%)
Fire Chief	\$80,000	\$84,000	\$4,000 (5%)
Planner	\$76,245	\$77,770	\$1,525 (2%)
Finance Supervisor	\$72,000	\$73,440	\$1,440 (2%)
Corporate/Planning Clerk	\$55,000	\$60,000*	<i>In budget</i>

Total increase to taxes = \$22,671

Summary of Council Motions Passed Feb 20, 2020

1. February 26th Water Filtration Grant Application.

THAT staff submit an application for grant funding for the Ucluelet Water Capacity and Filtration Improvements Project through the *ICIP – Green Infrastructure: Environmental Quality Sub-stream*; and

THAT Council supports the project and commits to its share up to \$2,600,000 of the project.

2. Cedar Road Parking Hub

THAT Council allocates \$150,000 of Gas Tax funds to implement improvements to Cedar Road Parking Hub.



Department Overviews

District of Ucluelet Departments

Community Planning

Recreation and Tourism

Parks

Fire and Emergency Services

Corporate Services & Finance

Public Works

Water & Sewer



Community Planning

Funding	2019 Budget	2019 Actuals (unaudited)	2020 Budget	Change \$	Change %
Zoning & Development	21,050	34,405	20,800	(250)	(2%)
Business Licences	106,000	113,336	106,000	0	0%
Dog Licences	1,500	1,995	1,500	0	0%
Building Permits	45,000	82,675	45,000	0	0%
Other Permits & Fees	7,550	11,182	6,100	(1,450)	(20%)
Grants/Transfers	50,000	0	246,500	196,500	393%
Total Funding	231,100	243,593	426,150	195,050	85%
Expenses					
Planning	338,330	350,297	375,710	37,380	11%
Building Inspection	49,780	45,731	50,777	997	2%
Bylaw Enforcement	145,965	114,846	149,145	3,180	3%
Total Core Expenses	534,075	510,874	575,632	41,557	8%
Non Capital Projects	50,000	50,000	246,500	196,500	393%
Total Expenses	584,075	560,874	822,132	238,057	41%

Community Planning

Long-Range Planning

2019 Carry-Over Projects to 2020

Phase 1

- OCP Bylaw Adoption
- Flood Risk Assessment & Mapping - \$150,000 (Grant)
- Land-Use Demand Study (w/ Tofino) - \$120,000 (Multiple Sources)

Phase 2

- Affordable Housing Needs Assessment (w/Tofino) - \$25,000 (EcDev 2018)
- Development Cost Charges (DCC) Bylaw Update - \$18,500 (Carryover)

Projects Proposed for 2020

- Secondary Suites/Dwelling Project
- Subdivision & Development Servicing Standards Bylaw - \$25,000 (Carryover)



Recreation and Tourism

Funding	2019 Budget	2019 Actuals (unaudited)	2020 Budget	Change \$	Change %
Sales of Services	314,823	390,776	408,564	93,741	30%
Grants	23,000	750	8,750	(14,250)	(62%)
Transfers from Reserves/RMI	8,100	30,000	60,000	51,900	641%
Total Funding	345,923	421,526	477,314	131,391	38%
Operating Expenses					
Recreation Admin	377,275	440,594	626,835	249,560	67%
Facilities	153,400	128,618	74,260	(79,140)	(52%)
Activities and Programs	145,800	132,477	125,800	(20,000)	(14%)
Events	59,990	89,562	103,010	43,020	72%
Total Operating Expenses	738,332	791,251	929,905	191,573	26%

Recreation and Tourism

2019 Completed Projects

- UCC Capacitor Spring 2020 install - \$20,000
- New Public Washroom Chamber of Commerce - \$7,000 (RMI)
- Wild Pacific Connector(Marine Drive – He-Tin-Kis - Spring Cove) - \$225,000 (ICE-T & RMI)
- Heritage sign complete, install at Spring Cove - \$3,000

Project Discussions for 2020

- Future of the PRVC (Pacific Rim Visitors Centre) – Parks Canada Kiosks Project
- AVICC 2021 Planning
- Junction sign hardwire electric - \$5,500
- E-Bike Policy partnership with Tofino - \$16,000 (\$8,000 each)
- Wayfinding - \$15,200 (\$7,600 from 2019)
- Heritage Sign - \$3,000 (RMI)
- Bear Smart gap analysis (Staff report)

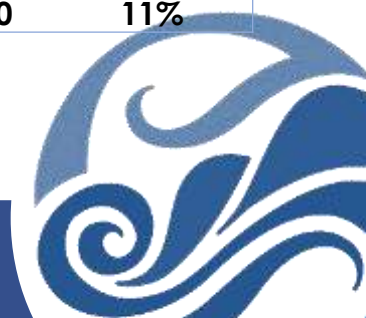
Future Considerations (not included)

- Skatepark and basketball court lights - \$150,000 (materials \$100,000 Musco)
- Tourism Master Plan
- Kayak Launch at Alder Park – 2021 consideration.



Parks

Funding	2019 Budget	2019 Actuals (unaudited)	2020 Budget	Change \$	Change %
Grants & Contributions	7,000	7,000	7,000	0	0%
Total Funding	7,000	7,000	7,000	0	0%
Operating Expenses					
Parks Admin	419,347	381,598	449,957	100,069	32%
Parks and Open Spaces	48,660	105,187	189,333	(8,987)	(16%)
Total Operating Expenses	538,503	486,785	639,290	121,570	11%



Parks Department



2019 Completed Projects

- Alder Road Park - \$10,000 (RMI)
- St. Jacques Park - \$83,750(RMI, New Horizons)
- Edna Bachelor Park Swing Install - \$12,400
- Office at Works Yard - \$25,000

Project/Capital Discussions for 2020

- Edna Bachelor - \$18,600 (carry-over)
- Aquarium Water Fountain install in May
- Wild Pacific Trail Maintenance Equipment Ebike, tractor arm - \$10,000
- Cemetery - \$15,000
- Walk behind aerator - \$4,000
- Repair and Refurbish Roy Vickers sign

Future Considerations (not included)

- Flail mower 2021 - \$60,000



Fire & Emergency Services

	2019 Budget	2019 Actuals (unaudited)	2020 Budget	Change \$	Change %
Funding					
Grants	25,000	24,826	50,000	25,000	
Service Agreements	20,900	20,910	24,510	3,610	18%
Total Funding	45,900	45,736	74,510		
Expenses					
Fire Admin	143,906	90,975	125,730	(18,176)	(13%)
Training & Retention	55,345	38,285	51,000	(4,345)	(8%)
Fire Operations	79,640	95,266	107,020	27,380	35%
Emergency Services	22,380	16,794	22,380	0	0%
Total Core	301,271	241,321	306,130	4,859	2%
EOC & ESS projects	25,000	21,639	50,000		
Total Expenses	326,271	262,960	356,130		

Fire and Emergency Services

2019 Completed Projects

- Emergency Operations Centre Training
- Initiation of the Tsunami Warning System Sirens Project - \$60,000
- Amphitrite Emergency Kiosk #1 - \$63,600 for 2 (RMI)

2020 Proposed Projects

- Completion of Tsunami Warning System Sirens (April 2020)
- Tugwell Emergency Kiosk #2 install (Spring 2020)
- Fire Hall code compliance and EOC relocation - \$15,000
- Continuation of prioritizing firefighter safety including Firefighter Air Management Program
- EOC and ESS grant applications (UBCM)
- Emergency generator for School - \$180,000 (Community Forest Fund)



Corporate Services/Finance

	2019 Budget	2019 Actuals (unaudited)	2020 Budget	Change \$	Change %
Funding	221,745	98,928	88,660	133,085	(40%)
MRDT Funding	0	475,871	450,000	450,000	100%
Total Funding	221,745	574,799	538,660	583,085	263%
Operating Expenses					
Council Salaries & Benefits	151,823	126,419	141,850	(9,973)	(7%)
Council Dues, Fees, Subs	2,050	2,900	2,050	0	0
Council Conferences/Travel	35,000	29,540	35,000	0	0
Council Promotion	16,110	18,419	17,110	1,000	7%
Grants in Aid	20,000	20,460	20,000	0	0
Council Contributions	45,190	42,853	45,650	460	1%
Corporate Operations	635,476	840,054	729,272	93,796	15%
MRDT – Tourism Ucluelet	0	394,560	450,000	450,000	100%
Economic Development	35,000	44,461	35,000	0	0
Finance Operations	455,330	349,835	369,450	(85,880)	(19%)
Total Operating Expenses	1,452,739	1,869,411	1,845,382	392,643	27%

Corporate Services/Finance

2019 Completed Projects

- Strategic Plan 2019-2023 Completed
- New Budgeting Software Completion (\$15,250)
- Webcasting Implemented
- WaterWorth Implementation

2019 Carry Forward Projects



- Bylaw/Policy Gap Analysis
- Asset Management Implementation
- Climate Adaptation Plan Draft Near Completion



- Ucluelet Health Centre project

2020 Proposed Projects

- Redesign of annual report to match Strategic Plan - \$3,000
- Indigenous Awareness training by Sarah Robinson - \$3,000
- SewerWorth Implementation - \$2,700

(Projects funded through operating budgets)



Information Technology

2019 Completed Projects

- Upgraded Website Content and Design via ICET Funded Economic Development Project
- Migrated Website to Canadian Server and Computers off Windows 8
- Rebuilt Server
- Implemented Cloud Based Server Backup

2019 Carry Forward Projects

- Replace Fire Wall (\$1,000 one time cost)

2020 Proposed Projects

- *Existing Phone System Replacement (\$10,000 - \$20,000 one time cost) or an IP Phone System Could be Implemented*
- Institute IP Phones (\$2,418 annually savings)
- Provide IP Phone Training to Staff and Purchase and Integrate Hardware (\$5,110 One Time Cost)
- Enhance Mobile and Online Security (\$6,000 annual)
- Enhanced Remote Server Access Security (\$2,160 annual)

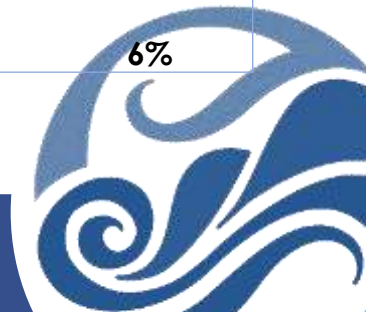
Future Projects (not included)

- Generator for the District Office (\$40,000)



Public Works

Funding	2019 Budget	2019 Actuals (unaudited)	2020 Budget	Change \$	Change %
Sales of Services	2,575	4,770	2,575	0	0%
Small Craft Harbour	345,640	361,584	348,930	3,290	1%
Gas Tax	100,000	0	0	(100,000)	(100%)
Total Funding	448,215	317,528	351,505	(96,710)	(22%)
Operating Expenses					
Public Works Admin	390,524	308,813	301,172	(89,352)	(23%)
Roads	182,000	171,793	219,121	37,121	21%
Sidewalks	18,800	17,740	18,800	0	0%
Fleet & Equipment	83,420	94,193	91,847	8,427	11%
Storm Drainage	16,500	18,702	25,133	8,633	53%
Cemetery	8,855	2,423	9,300	445	5%
Small Craft Harbour	256,169	299,806	259,066	2,897	2%
Solid Waste	10,000	27,739	10,000	0	0
Total Operating Expenses	882,848	941,209	934,439	51,591	6%



Public Works – 2020 Projects

WATER PROJECTS	BUDGET	COMMENTS
Matterson Reservoir Upgrade	\$30,000	Valving system control component remaining.
Well upgrade	\$120,000	Well #4 VFD install early 2020/ Well #1 VFD
SCADA Water	\$55,000	LSCA Controls (Gas Tax) carry over
New Water Filtration System*	\$8M	Funded by grant, DCC funds and user fees Next slides outline proposed project
* NEW FUNDED ITEMS	\$8M	

SEWER AND STORM PROJECTS	BUDGET	COMMENTS
Bay Street Duplex Elimination	\$530,000	Station elimination, aux power, pathway access bay to marine
Sewer Master Plan /Storm	\$90,000	Initiated 2019 carry over
Lagoon	\$25,000	Complete in March 2020
SCADA sewer	\$35,000	Carry Over
* NEW FUNDED ITEMS	\$0	



Vehicle Fleet Review

Vehicle Make and Year	Replacement Year	Replacement	Replacement Cost (new)	2019 Purchase	2020 Purchase
2002 Chevy PU	2020	Ford F-150			\$ 40,000
1995 GMC Cube Van	2019	Ford F-550		\$99,750	
2001 Ford Dump 1 Ton	2020	Ford Dump 1 Ton			\$ 54,000
n/a new purchase	2035	Bucket Truck			\$ 60,000
2012 Ford F150 PU	2030		\$50,000		
2008 Canyon PU	2025		\$50,000		
1991 International Dump 4Ton	2022		\$150,000		
2008 Ford Ranger PU	2025	Ford Ranger	\$50,000		
1986 GMC Minipump	n/a		n/a		
2008 GMC Sierra PU	2025		\$46,000		
1998 Chevrolet 3/4 Ton PU – Parks	2020	Ford Ranger			\$ 46,000
2011 Electric – Parks	2022		\$35,000		
2011 Electric – Parks	2023		\$35,000		
2019 Chevy Colorado - Parks	2034			\$44,560	
2008 Ford Ranger – Bylaw	2025		\$40,000		
2017 Freightliner - Engine 1	2035		\$650,000		
2001 Volvo - Engine 2	2025		\$650,000		
2007 Freightliner - Rescue 1	2035		\$500,000		
2014 UVFD Command Truck - Dodge	2034		\$50,000	\$35,310	

2019 Purchases - \$179,620

2020 Purchase request – \$200,000 (5 year loan – annual payment budgeted)

Vehicle equipment storage will be considered in future facility planning.



Harbour

2019 Completed Projects

- Upgrade to WiFi System - \$3,000
- Commercial Dryer - \$2,700
- Life Jacket Boards with 8 Life Jackets - \$1,200
- Parking Lot Paint - \$1,800

2020 Proposed Projects



- Harbour Master Plan - \$30,000
- New pilings at Whiskey Dock - \$44,000
- SCH Beautification - \$10,000
- Cleaning Station Education Signage - \$10,000
- Boat launch improvements - \$10,000 (Design and estimate)
- Defibrillator for SCH - \$2,000
- Harbour Master boat - \$20,000
- Water's Edge gazebo walkway - \$65,000

Total: \$191,000

Harbour Reserve Fund currently holds \$365,000 (unaudited)



Water

	2019 Budget	2019 Actuals (unaudited)	2020 Budget	Change \$	Change %
Funding					
Sales of Services	775,650	736,957	775,650	0	0%
Total Funding	775,650	736,957	775,650	0	
Operating Expenses					
Water Admin	169,909	53,238	199,467	29,558	18%
Distribution	522,753	258,323	651,034	128,281	25%
Treatment	40,555	29,633	63,262	22,707	56%
Fleet	0	0	18,000	18,000	100%
Projects – non capital	10,000	385	10,000	0	0%
Total Operating Expenses	743,217	341,579	941,763	*198,546	*8%



Water Capacity and Filtration Improvements

Water Filtration Project includes:

1. Filtration at Bay Street treatment plan (2021-2022)
2. Filtration at Well Field (2023-2024)
3. 3rd Reservoir (2025)

Funding

- Prov/Fed CWWF grant application deadline February 26, 2020.
- Total estimated project cost \$9.6M, \$7M grant and \$2.6M loan or other fund use.
- Costs including loan payment require 4.5% increase each year for 5 years.
- Typical homeowner water bill will increase annually from \$300 to \$374 in 2024.

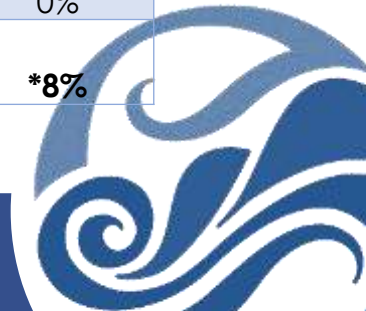
February 26th Grant Application submitted to the Province.

Loan authorization report coming to Council March 17, 2020.



Sewer

	2019 Budget	2019 Actuals (unaudited)	2020 Budget	Change \$	Change %
Funding					
Sales of Services	630,350	588,942	636,359	6,009	1%
Total Funding	630,350	588,942	636,359	6,009	1%
Operating Expenses					
Sewer Admin	128,071	67,578	176,837	48,766	39%
Collection	9,786	9,122	10,040	254	3%
Distribution	207,890	194,490	241,389	33,499	17%
Treatment	79,933	70,817	94,082	14,149	18%
Fleet	0	0	22,500	22,500	100%
Projects – non capital	90,000	81,072	90,000	0	0%
Total Operating Expenses	515,680	423,081	634,848	*119,168	*8%



Public Realm Projects Summary

2019-2020 Multi-Year Projects Summary	Planning	Implementation	Funding
Village Green Revitalization	2019-2020	2020 (Phase 1)	GT/RMI/G
Peninsula Road Revitalization	2019-2020	2021 (Phase 1)	GT/RMI/G
Cedar Road Parking	Complete	2020 (Phase 1)	GT/RMI
Amphitrite House	Complete	2020	RMI/G/CF
Amphitrite Centre	2020	2021-2022	CF/G
Ucluelet Health Centre	2020-2021	TBD	TBD

Funding Sources

GT – Gas Tax

RMI – Resort Municipality Initiative

G – Grant

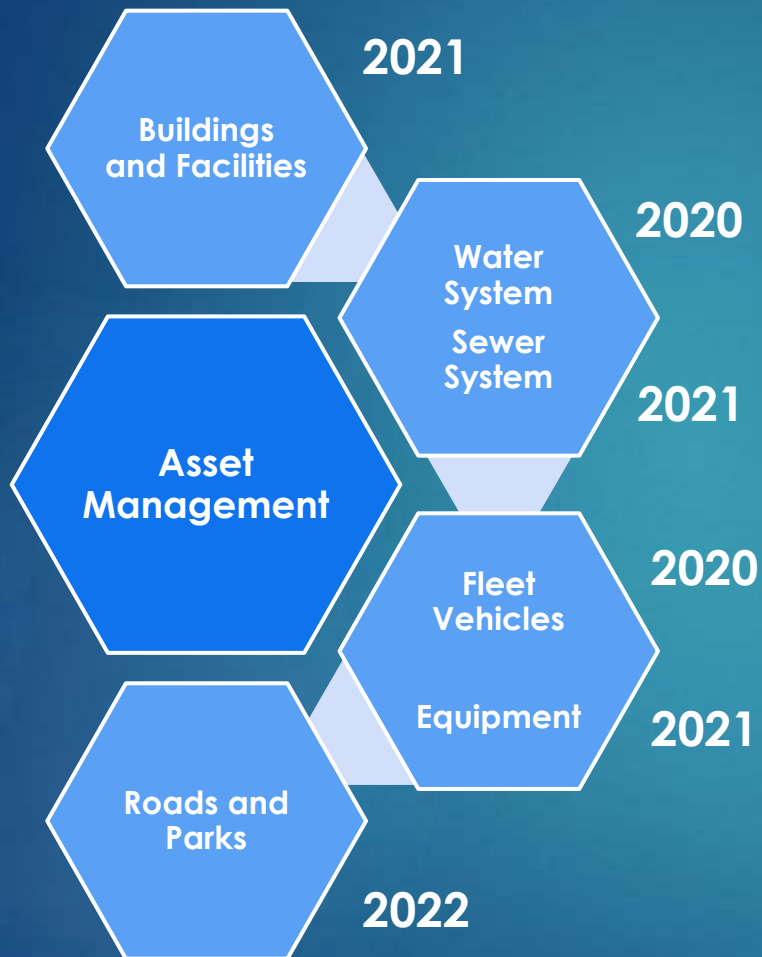
CF – Community Forest

Strategic Plan Projects



Asset Management Review

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1. Inventories
2. Condition Assessments
3. Programming/Use Analysis
4. Prioritization and Costing
5. **Sustainable Funding Model**
6. Implementation

Facilities Condition Assessment



Asset Name	Address	FCI	RI	Replacement Value
Seaplane Base Recreation Hall	160 Seaplane Base Rd,	1.02	1.19	\$1,379,446.74
Ucluelet Athletic Club	1510 Peninsula Rd,	0.64	0.98	\$670,305.46
Public Works Shop 1	2070 Peninsula Rd,	0.42	0.85	\$584,615.34
Fire Hall	1520 Peninsula Rd	0.20	0.48	\$1,021,002.89
Municipal Office	200 Main Street,	0.20	0.37	\$1,163,821.45
Ucluelet Community Centre	500 Matterson Dr	0.08	0.08	\$6,099,761.83
Public Works Garage	2070 Peninsula Road,	0.03	0.03	\$231,419.78
Public Works Shop 2 - Trailer	2070 Peninsula Rd,	0.00	0.00	\$106,830.22
Public Works Trailer Office	2070 Peninsula Rd,	0.00	0.00	\$324,386.74

FCI (Facility Condition Index) is an industry-standard metric that objectively measures the current condition of a facility to meet basic replacement needs.

RI (Requirements Index) is the total cost of addressing all requirements divided by the current replacement value. Requirements (Deficiencies) includes deferred maintenance, code issues, functional deficiencies, and capital improvements.



Tugwell Field Planning Project



Proposed Hard Surface Facility

1. **Originally identified as a priority by residents in a 2018 Community Forest Survey.**
2. **Current programming demands show that a new facility would:**
 - a) Accommodate existing demand at two current aging and limited use facilities;
- 723 hours Rec Hall and UAC Hall in 2019.
 - b) Growing demand at newer facilities (i.e. gymnastics); and
 - c) Allow for future growth.
3. **Facility condition assessment show that investment in the two aging facilities is a costly investment in buildings that have programming limitations.**
4. **Tugwell has been identified by staff as a positive location option for several reasons:**
 1. High-ground emergency location.
 2. Future center of town.
 3. Good partner location potential for the Ucluelet Food Bank
5. **Decision must be reconciled with other asset management priorities.**



Proposed Use of Community Forest Funds

Year	Project Allocation	Funds
2019 Approved	Tsunami Sirens	\$40,000
	Health Centre Feasibility Study	\$30,000
2020 Considerations	Amphitrite Centre	\$250,000
	Affordable Housing Funds	\$500,000
	Tugwell Recreation Facility	\$1,000,000
	Emergency Generator	\$180,000
Remaining Funds		\$1,000,000



POTENTIAL PROPERTY TAX IMPACT

Municipal property taxes for a representative property	2020 Average Market Value Assessment	2020 Average Property Tax Levy	2020 property tax increase on representative property	
Residential Single Family	448,210	\$ 1,532.34	\$ 59.34	4.03%
Business	265,569	\$ 2,877.92	\$ 110.92	4.01%

