

# 2020-2024 General Capital Financial Plan Highlights



PRESENTED BY  
CITY OF COURTENAY STAFF

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# General Capital Financial Plan Overview

- Capital Financial Plan is a collaborative effort by all departments and the Asset Management Working Group
- Focus on Asset Management for sustainable service delivery – as per Council's Asset Management Bylaw No. 2981, 2019
- Emphasis on preventative maintenance to extend the life of the City's assets
- Align with and support Council's Strategic Priorities
- Maintain current levels of service

# General Capital Financial Plan Overview

- The *Community Charter* requires a municipality to have a five year financial plan adopted annually before May 15<sup>th</sup>
- Proposed general capital financial plan with funding sources and seeking approval to implement into consolidated financial plan.



# Asset Management's Role

Asset Management focused on:

- Risk: Operational, Technical, Financial, Legal, Social and Environmental factors (likelihood & consequence of asset failure)
- Condition Assessments, risk of in service failures, life cycle analysis and timelines for renewal of significant long term assets
- Capacity Assessment – Completion of Master Plans that support growth and development in future years (transportation, rain water, parks)

# 2020 General Capital Budget Overview by Area

- Total General Capital Budget in 2020 = \$6,223,700

2020 Proposed Budget Category 								
Area		Buildings	Equipment	Land and improvements	New	Tangible Assets	Renewal	Grand Total
Infrastructure		-	-	100,000	153,700	-	2,243,200	2,496,900
Fleet		-	523,000	-	410,000	-	-	933,000
Corporate Services		-	65,000	-	500,000	200,000	-	765,000
Parks		45,000	-	123,100	572,200	-	-	740,300
Rec & Culture		503,800	45,000	-	20,000	-	-	568,800
Public Works		265,500	-	-	3,700	-	-	269,200
Property Services		131,000	-	-	94,500	-	-	225,500
Cemetery		-	-	160,000	-	-	-	160,000
Fire Services		-	65,000	-	-	-	-	65,000
<b>Grand Total</b>		<b>945,300</b>	<b>698,000</b>	<b>383,100</b>	<b>1,754,100</b>	<b>200,000</b>	<b>2,243,200</b>	<b>6,223,700</b>

## 2020 General Capital Projects by Responsibility Public Works (1/3)

Project Manager	Department	Category	Project description	2020 Proposed Budget	2020 General Revenues	2020 New Works Reserve	2020 Reserve for Future Expenditures	2020 DCC Reserve	2020 Fed / Prov Funding	2020 Gas Tax Fed Grant	2020 Gaming Fund
PW	Public Works	New	PUBLIC WORKS - New Public Works Building	3,700	-	-	3,700	-	-	-	-
				<b>3,700</b>	<b>-</b>	<b>-</b>	<b>3,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PW Total</b>				<b>3,700</b>	<b>-</b>	<b>-</b>	<b>3,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
PW - Fleet	Fleet	Equipment	FLEET MANAGEMENT - PW SERV - HEAVY VEHICLES	350,000	-	350,000	-	-	-	-	-
			FLEET MANAGEMENT - PW SERV - LIGHT VEHICLES	173,000	49,100	123,900	-	-	-	-	-
		New	2 Electric car charging stations EV DC Fast Charger 440V	200,000	-	-	-	-	50,000	-	150,000
			2 Double Electric car charging stations Level 1 220V	100,000	-	-	-	-	75,000	-	25,000
			FLEET MANAGEMENT - NEW ASK for 2020	110,000	110,000	-	-	-	-	-	-
				<b>933,000</b>	<b>159,100</b>	<b>473,900</b>	<b>-</b>	<b>-</b>	<b>125,000</b>	<b>-</b>	<b>175,000</b>
<b>PW - Fleet Total</b>				<b>933,000</b>	<b>159,100</b>	<b>473,900</b>	<b>-</b>	<b>-</b>	<b>125,000</b>	<b>-</b>	<b>175,000</b>
PW - Roads	Road Paving	Renewal	ROAD PAVING - Grind and Pave program	1,400,000	-	-	-	210,000	-	1,190,000	-
	Storm Drainage	New	Braidwood Affordable Housing - Storm & Road Servicing	103,700	-	103,700	-	-	-	-	-
	Bike Lane	Land and improvements	Cycling Network Plan Improvements	100,000	100,000	-	-	-	-	-	-
				<b>1,603,700</b>	<b>100,000</b>	<b>103,700</b>	<b>-</b>	<b>210,000</b>	<b>-</b>	<b>1,190,000</b>	<b>-</b>
<b>PW - Roads Total</b>				<b>1,603,700</b>	<b>100,000</b>	<b>103,700</b>	<b>-</b>	<b>210,000</b>	<b>-</b>	<b>1,190,000</b>	<b>-</b>

# 2020 General Capital Projects by Responsibility

## Public Works – Civic Properties (2/3)

Project Manager	Department	Category	Project description	2020 Proposed Budget	2020 New Works Reserve	2020 Reserve for Future Expenditures	2020 CVRD Grant
PW - Civic Properties	Parks	Buildings	Woodcote Park - Roof Replacement	45,000	45,000	-	-
				<b>45,000</b>	<b>45,000</b>	-	-
	City Hall	Buildings	CITY HALL - Building Energy Reduction (roof ventilation)	10,000	10,000	-	-
			CITY HALL - Roof Replacement	21,000	21,000	-	-
			Renovation of City Hall - Foyer area	100,000	-	100,000	-
				<b>131,000</b>	<b>31,000</b>	<b>100,000</b>	-
	Public Works	Buildings	CARPENTRY SHOP - Carpenter / Electrician Bay	265,500	-	265,500	-
				<b>265,500</b>	-	<b>265,500</b>	-
	Art Gallery	Buildings	ART GALLERY - Hydraulic Passenger Elevator replacement	86,300	86,300	-	-
	Filberg Centre	Buildings	FILBERG - Hydraulic Passenger Elevator replacement	92,000	92,000	-	-
	Library	Buildings	LIBRARY - Building Energy Reduction	55,500	55,500	-	-
	Memorial Pool	Buildings	MEMORIAL POOL - INFRASTRUCTURE ASSESSMENT	50,000	-	-	50,000
			MEMORIAL POOL - MECH/ELEC UPGRADES HEAT/CHEMICAL	20,000	-	-	20,000
			MEMORIAL POOL - New Pool Covers	10,000	-	-	10,000
			MEMORIAL POOL - VIHA INFRA/STRUCTURE UPGRADES	20,000	-	-	20,000
	Native Sons Hall	Buildings	NATIVE SONS HALL - Roof Replacement	50,000	50,000	-	-
	Youth Centre	Buildings	YOUTH CENTRE - Heating System Replacement	50,000	-	50,000	-
				<b>433,800</b>	<b>283,800</b>	<b>50,000</b>	<b>100,000</b>
PW - Civic Properties Total				875,300	359,800	415,500	100,000

# 2020 General Capital Projects by Responsibility

## Public Works – Parks (3/3)

Project Manager	Department	Project description	2020 Proposed Budget	2020 General Revenues	2020 Reserve for Future Expenditures	2020 DCC Reserve	2020 CVRD Grant	2020 Other Contributions
PW - Parks	Cemetery	CEMETERY - CEMETERY GENERAL WORK	50,000	-	-	-	50,000	-
		CEMETERY - IRRIGATION	10,000	-	-	-	10,000	-
		CEMETERY - NEW PLANTINGS	30,000	-	-	-	30,000	-
		CEMETERY - NICHE DESIGN/DEVELOPMENT	70,000	-	-	-	70,000	-
	Parks	Sheffield Park (located in Crown Isle)	25,000	25,000	-	-	-	-
	Walkways & Bikeways	Pedestrian Bridges replacement program	35,000	35,000	-	-	-	-
		Millard Trail Boardwalk Replacement	20,000	20,000	-	-	-	-
		Valleyview Greenway Erosion Remediation	50,000	23,300	14,300	12,400	-	-
		Buckstone to Island Hwy trail (PW project)	110,000	-	-	-	-	110,000
	PW - Parks Total		400,000	103,300	14,300	12,400	160,000	110,000

# 2020 General Capital Projects by Responsibility Engineering

				2020 Proposed Budget	2020 New Works Reserve	2020 Reserve for Future Expenditures	2020 Fed / Prov Funding	2020 Gas Tax Fed Grant
Project Manager	Department	Project description						
Engineering	Major Road Construction	MAJOR ROAD CONS - 5th St Bridge Rehabilitation		375,000	375,000	-	-	-
	Storm Drainage	Braidwood Road Design - Storm & Road		93,200	-	93,200	-	-
		STORM DRAINAGE - 200 Back Rd Storm Inlet improvement		175,000	-	-	-	175,000
	Bike Lane	Bike Lane Hobson Neighbourhood Route		50,000	31,800	-	18,200	-
				693,200	406,800	93,200	18,200	175,000
Engineering Total				693,200	406,800	93,200	18,200	175,000

## 2020 General Capital Projects by Responsibility Rec & Culture

			2020 Proposed Budget	2020 General Revenues	2020 New Works Reserve	2020 Reserve for Future Expenditures	2020 DCC Reserve	2020 Fed / Prov Funding
Project Manager	Department	Project description						
Rec & Culture	Parks	Tarling Park gate, fencing and Hydro service	8,100	-	-	8,100	-	-
		Marina Storage Compound Relocation	10,000	10,000	-	-	-	-
		Park Development - McPhee Meadows	50,000	43,700	-	6,300	-	-
		Partners in Parks	50,000	50,000	-	-	-	-
		Totem Pole at the Airpark	10,000	10,000	-	-	-	-
	Walkways & Bikeways	Courtenay Riverway South Extension Sandpiper to Beachwood - Phase 1	302,200	41,400	100,000	22,200	138,600	-
		Dingwall to Muir Road trail development - stairs	25,000	25,000	-	-	-	-
			455,300	180,100	100,000	36,600	138,600	-
	Filberg Centre	FILBERG CENTRE - Drive Thru Repair / Renovation	35,000	-	-	35,000	-	-
	Lewis Centre	LEWIS CENTRE - Equipments > 5k	45,000	-	45,000	-	-	-
		LEWIS CENTRE - Shower Lift (accessibility funding)	20,000	-	12,200	-	-	7,800
	Sid Theatre	SID THEATRE - LIGHTING UPGRADE - LED THEATRE	25,000	-	25,000	-	-	-
		SID THEATRE - THEATRE CAPITAL EQUIPMENT	10,000	-	10,000	-	-	-
			135,000	-	92,200	35,000	-	7,800
Rec & Culture			590,300	180,100	192,200	71,600	138,600	7,800

# 2020 General Capital Projects by Responsibility IT

			2020 Proposed	2020 New Works
Project Manager	Category	Project description	Budget	Reserve
IT	Equipment	PHOTOCOPIERS	40,000	40,000
		SERVER REPLACEMENT	25,000	25,000
	Other Tangible Assets	*Hyper-Convergence Software (complement to back up solution)	30,000	30,000
		IT security (PEN Test)	14,000	14,000
		New softwares	50,000	50,000
		OFFSITE BACKUP DEVELOPMENT	36,000	36,000
		Recreation Software	55,000	55,000
			250,000	250,000
IT Total		250,000	250,000	
Finance / IT	Other Tangible Assets	Great Plain Electronic Workflow	15,000	15,000
			15,000	15,000
Finance / IT			15,000	15,000

# 2020 General Capital Projects by Responsibility Corporate Services

Project Manager	Project description	2020 Proposed Budget	2020 New Works Reserve	2020 Reserve for Future Expenditures	2020 Unexpended Funds	2020 DCC Reserve	2020 Proceeds - Asset Sales
Fire Department	FIRE DEPT LIGHT VEHICLES	65,000	65,000	-	-	-	-
		<b>65,000</b>	<b>65,000</b>	-	-	-	-
	FIRE - NEW SATELLITE FIREHALL	94,500	-	4,000	90,500	-	-
		<b>94,500</b>	-	<b>4,000</b>	<b>90,500</b>	-	-
<b>Fire Department Total</b>		<b>159,500</b>	<b>65,000</b>	<b>4,000</b>	<b>90,500</b>	-	-
Corporate Services	Strategic Land Acquisition	500,000	199,000	-	-	-	301,000
		<b>500,000</b>	<b>199,000</b>	-	-	-	<b>301,000</b>
<b>Corporate Services Total</b>		<b>500,000</b>	<b>199,000</b>	-	-	-	<b>301,000</b>
Development Services	Road, Storm, Parks DCC Projects	200,000	-	-	-	200,000	-
		<b>200,000</b>	-	-	-	<b>200,000</b>	-
<b>Development Services Total</b>		<b>200,000</b>	-	-	-	<b>200,000</b>	-

# 2020 General Capital Budget - Funding

- Overall transfer of 2020 Revenue to General Capital to fund 2020 projects and debt = \$542,500
- Using \$602,300 Prior Year Surplus to fund capital projects budgeted in 2019 and carried forward to 2020 (RFE)

Capital Revenues	2019 Budget	2020 Budget
Transfer to General Capital - Capital Expenditures	939,200	542,500
Surplus - Reserve for Future Expenditures	743,500	602,300
	<b>1,682,700</b>	<b>1,144,800</b>

# 2020 General Capital Budget - Funding

The principal sources of funding for the 2020 Capital Expenditures are:

- Machinery and Equipment and New Works Reserves
- DCC Reserves
- Gas Tax Funds

Category	2020 Proposed Budget	2020 General Revenues	2020 New Works Reserve	2020 Reserve for Future Expenditures	2020 Unexpended Funds	2020 DCC Reserve	2020 Fed / Prov Funding	2020 Gas Tax Fed Grant	2020 Gaming Fund	2020 CVRD Grant	2020 Proceeds - Asset Sales	2020 Other Contributions
Buildings	945,300	-	394,800	450,500	-	-	-	-	-	100,000	-	-
Equipment	698,000	49,100	648,900	-	-	-	-	-	-	-	-	-
Land and improvements	383,100	188,300	-	22,400	-	12,400	-	-	-	160,000	-	-
New	1,754,100	305,100	446,700	36,200	90,500	138,600	151,000	-	175,000	-	301,000	110,000
Other Tangible Assets	200,000	-	200,000	-	-	-	-	-	-	-	-	-
Renewal	2,243,200	-	375,000	93,200	-	410,000	-	1,365,000	-	-	-	-
<b>Grand Total</b>	<b>6,223,700</b>	<b>542,500</b>	<b>2,065,400</b>	<b>602,300</b>	<b>90,500</b>	<b>561,000</b>	<b>151,000</b>	<b>1,365,000</b>	<b>175,000</b>	<b>260,000</b>	<b>301,000</b>	<b>110,000</b>

# 2020 General Capital – Long Term Borrowing

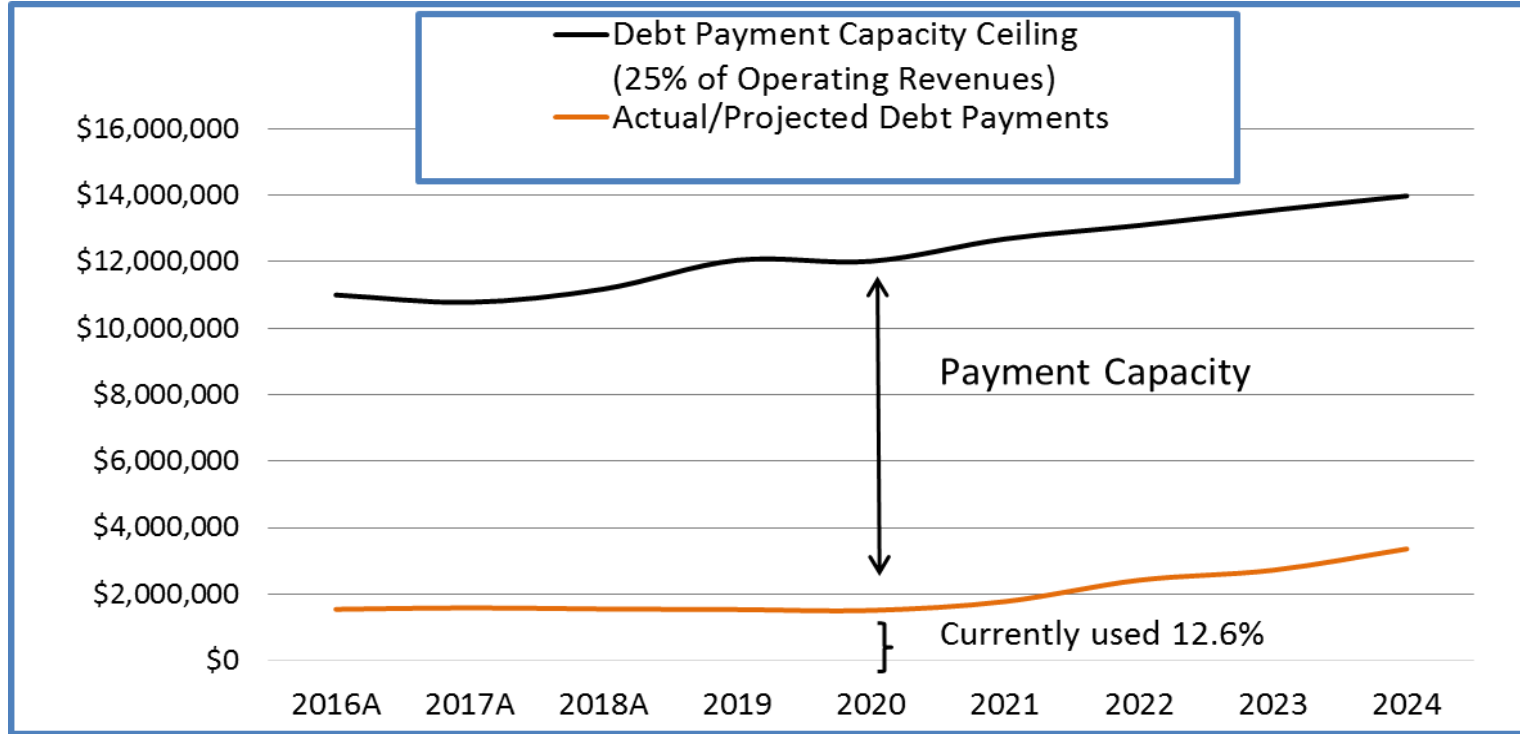
- The 2020-2024 general capital plan includes \$9.4 M of borrowing in 2021 to fund projects.
- Borrowing is a lengthy Statutory process that can take up to 8 months
- Recommended to start process shortly after final adoption of the Financial Plan to ensure funds available when needed in 2021

# Borrowing Capacity - Consolidated

Including the current debt in the General, Water and Sewer funds:

- The City utilizes about **12.6%** of its total allowable debt servicing capacity in 2020
- The total allowable debt servicing capacity represents 25% of the prior year operating revenues
- With all of the new debt proposed in the 2020-2024 Financial Plan the City would then be using an estimated **24%** of its allowable debt servicing capacity
- 2020 Total Debt Servicing Costs : \$1,511,700

# Borrowing Capacity - Consolidated



# Questions?