



Municipality of North Cowichan

2020 – 2024 Capital Expenditure Program

February 10, 2020



Sources of Financing

- Capital projects are financed through a variety of sources including:
 - General Revenue
 - Gas Tax Revenue
 - Forestry
 - Appropriated Surplus
 - Reserve Funds
 - Development Cost Charges
 - Government Grants
 - Other Contributions/Cost Sharing Arrangements
 - Debt
- Only general revenue is funded directly from property taxes

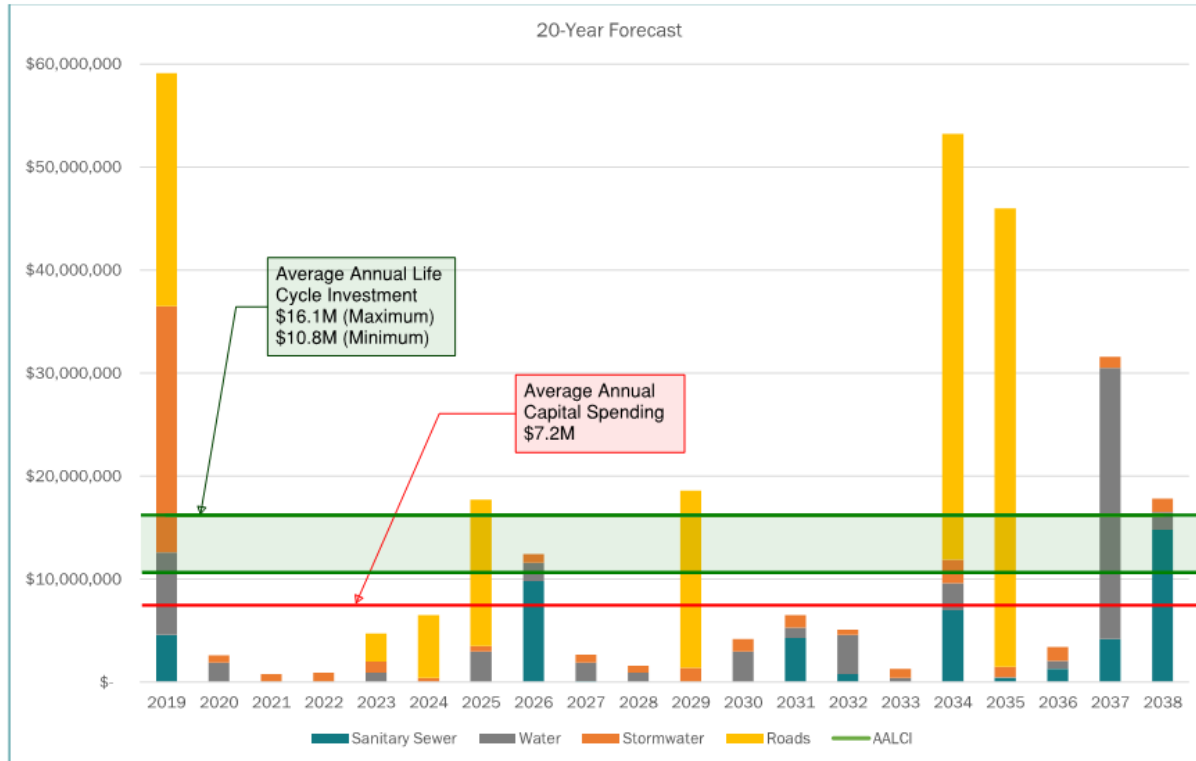
What is Capital Expenditure Program

- Physical infrastructure is owned by local governments to enable service delivery
 - *Water and wastewater systems*
 - *Drainage and flood protection systems*
 - *Transportation systems*
 - *Civic facilities*
 - *Parks*
 - *Fleet*
 - *It may also include natural resources and the essential ecological functions nature provides.*
- Capital Expenditure Program is acquiring, replacing, refurbishing and upgrading this infrastructure

Property taxes is one source of funding for capital

- *2020 Capital Budget \$24.8m*
- *Property Taxes (target \$4.8 million – recommended 15% of Property Taxes)*
 - *2020 Proposed Budget - \$3,887,000 (12.1%)*
 - *2019 Budget - \$3,716,600 (12.38%)*
- *Reducing capital transfer would be a reversal of the effort Council took in 2011 to move capital towards sustainable level of 15% as per Revenue, Tax and Budget Policy.*

Asset Management & Capital Projects



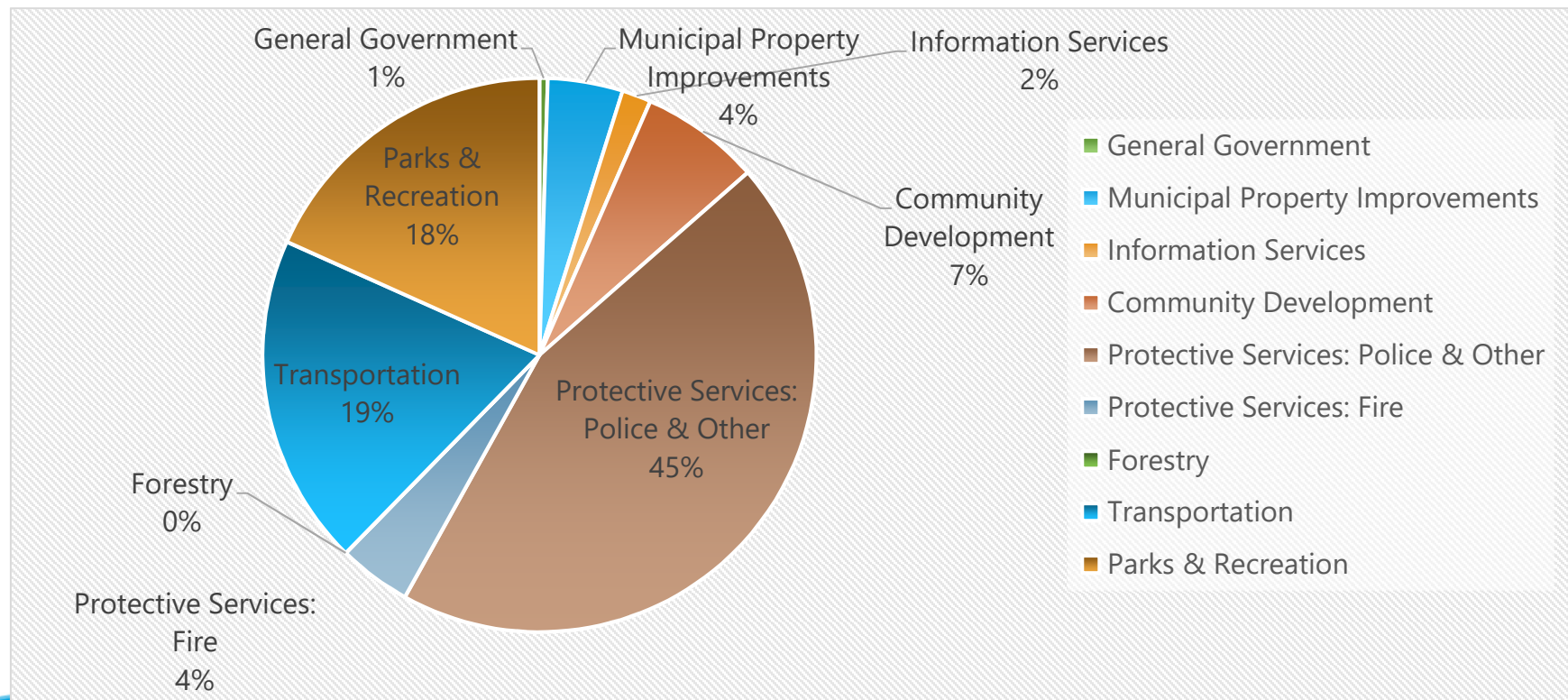
Capital Expenditure – Summary

	2019	2020	2021	2022	2023	2024
General Government	115,000	117,500	113,400	68,000	10,000	10,000
Land Development	-	-	-	-	-	-
Municipal Property Improvements	981,630	1,086,000	425,000	425,000	425,000	1,425,000
Information Services	561,300	420,185	307,000	190,000	150,000	77,000
Community Development	1,731,000	1,732,440	700,000	1,600,000	500,000	500,000
Protective Services: Police & Other	11,000,000	11,030,000	16,000,000	14,000,000	-	-
Protective Services: Fire	448,900	1,053,600	970,000	970,000	787,000	120,000
Forestry	-	-	55,000	-	55,000	-
Transportation	7,656,700	4,798,900	4,221,100	4,550,800	5,126,046	4,800,831
Parks & Recreation	4,322,075	4,530,180	872,500	1,840,000	998,000	998,000
Total	26,816,605	24,768,805	23,664,000	23,643,800	8,051,046	7,930,831

2019-2024 Capital Funding Summary

	2019	2020	2021	2022	2023	2024
General Revenue	3,716,600	3,887,000	4,083,600	4,392,400	4,722,046	5,323,831
Gas Tax Revenues	1,128,000	1,104,000	1,128,000	1,128,000	1,128,000	1,128,000
Appropriated Surplus	5,560,005	2,144,205	-	-	-	-
Reserve Funds	2,747,800	3,747,478	2,373,400	3,855,000	2,201,000	1,479,000
Development Cost Charges	43,000	-	64,000	118,400	-	-
Grants	3,464,200	3,444,200	15,000	20,000	-	-
Other Contributions/Cost Sharing	157,000	441,922	-	130,000	-	-
Debenture Debt	10,000,000	10,000,000	16,000,000	14,000,000	-	-
Total Sources of Financing	26,816,605	24,768,805	23,664,000	23,643,800	8,051,046	7,930,831

Capital Expenditures by Department

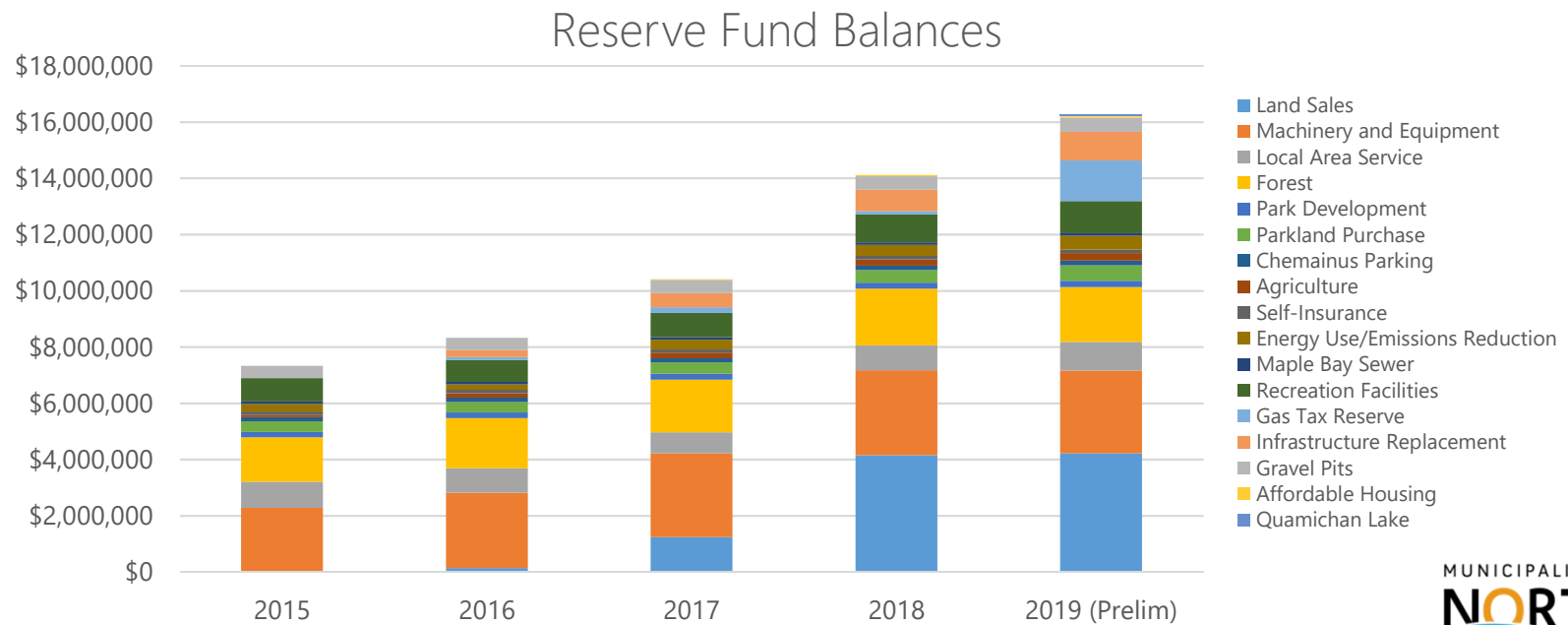


2020 Tax Supported Capital

Total Capital Expenditure Plan for 2020 - \$24,768,805

Office Equipment and Furniture	10,000
Municipal Building Maintenance	305,000
Information Services	300,000
Fire Halls	28,700
Transportation - P/W and Eng. Capital	90,400
Transportation - Roads	1,866,000
Drainage Capital	407,900
Parks and Recreation	879,000
	3,887,000

Reserve Fund Balances 2015 -2019



Reserve Fund Balances

	2015	2016	2017	2018	2019 (Prelim)
Land Sales	0	138,257	1,232,543	4,146,465	4,213,211
Machinery and Equipment	2,274,357	2,675,089	2,982,186	3,030,045	2,944,501
Local Area Service	938,331	881,380	752,833	882,701	1,018,822
Forest	1,571,361	1,773,911	1,864,667	2,012,439	1,950,584
Park Development	195,792	197,931	212,218	216,215	220,954
Parkland Purchase	373,298	377,377	405,359	442,143	553,221
Chemainus Parking	149,743	151,379	152,547	155,419	166,957
Agriculture	80,953	161,894	193,142	226,779	264,776
Self-Insurance	116,454	117,726	118,634	120,868	123,518
Climate Action and Energy Plan	279,395	197,966	348,593	398,762	494,169
Maple Bay Sewer	86,475	87,420	88,094	89,753	91,721
Recreation Facilities	829,802	784,201	863,910	996,470	1,143,535
Gas Tax Reserve	0	100,340	201,114	104,901	1,440,194
Infrastructure Replacement	0	250,000	501,928	761,380	1,028,070
Gravel Pits	428,920	433,606	474,363	490,996	501,759
Affordable Housing	0	0	22,081	39,497	42,871
Quamichan Lake	0	0	0	0	52,509
	<u>\$ 7,324,881</u>	<u>\$ 8,328,477</u>	<u>\$10,414,212</u>	<u>\$14,114,833</u>	<u>\$ 16,251,372</u>

2020-2024 General Government

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Office Furniture & Equipment	20,000	10,000	10,000	10,000	10,000	10,000
Photocopier	-	-	-	-	-	-
Vehicles	95,000	107,500	103,400	58,000	-	-
Total	115,000	117,500	113,400	68,000	10,000	10,000

Sources of Financing

General Revenue	15,000	10,000	10,000	10,000	10,000	10,000
Appropriated Surplus	30,000	20,000	-	-	-	-
Office Vehicle Reserve	70,000	87,500	103,400	58,000	-	-
Total Sources of Financing	115,000	117,500	113,400	68,000	10,000	10,000

2020-2024 Municipal Property Improvements

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Municipal Hall HVAC	200,000	200,000	-	-	-	-
Energy Projects	226,000	156,000	-	-	-	-
Building Maintenance	555,630	730,000	425,000	425,000	425,000	425,000
Total	981,630	1,086,000	425,000	425,000	425,000	425,000

Sources of Financing

General Revenue	300,000	305,000	425,000	425,000	425,000	425,000
Appropriated Surplus	525,630	625,000	-	-	-	-
CAEP Fund	156,000	156,000	-	-	-	-
Total Sources of Financing	981,630	1,086,000	425,000	425,000	425,000	425,000

2020-2024 Information Services

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Sharepoint/Document Manager	54,800	35,968	-	-	-	-
Enterprise Software	20,000	95,477	20,000	20,000	20,000	20,000
Server Upgrades	245,000	200,702	40,000	80,000	-	15,000
Council A/V Equip	-	-	12,000	-	50,000	12,000
Website Replacement	-	-	100,000	-	-	-
Network Equipment Replacement	71,500	43,038	115,000	30,000	30,000	30,000
Telephone System Replacement	170,000	-	-	60,000	50,000	-
Printing Device Replacements	-	45,000	20,000	-	-	-
Total	561,300	420,185	307,000	190,000	150,000	77,000

2020-2024 Information Services Financing

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
General Revenue	270,000	300,000	307,000	190,000	150,000	77,000
Appropriated Surplus	291,300	120,185	-	-	-	-
Total Sources of Financing	561,300	420,185	307,000	190,000	150,000	77,000

Community Development

- Large projects funded by Land Development Program
- Identified in :
 - *Chemainus Town Centre Revite Plan (2011)*
 - *Crofton Local Area Plan (2015)*
 - *Maple Bay Planning Exercise (2019)*

2020-2024 Community Development

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Chemainus Dog Park	75,000	-	-	-	-	-
Develop Parking Lot - Library	150,000	146,440	-	-	-	-
Chemainus Boardwalk	50,000	100,000	650,000	650,000	-	-
Crofton Waterfront / Boat Launch	-	30,000	-	500,000	500,000	500,000
Maple Bay Wharf / Waterfront	-	-	50,000	450,000	-	-
Sportsplex Field House	1,456,000	1,456,000				
Total	1,731,000	1,732,440	700,000	1,600,000	500,000	500,000

Sources of Financing

Appropriated Surplus	75,000	-	-	-	-	-
Grants	1,067,200	1,067,200	-	-	-	-
Other Contributions	293,900	293,900	-	-	-	-
Chemainus Offsite Parking	50,000	50,000	-	-	-	-
Sale of Land Reserve	244,900	321,340	700,000	1,600,000	500,000	500,000
Total Sources of Financing	1,731,000	1,732,440	700,000	1,600,000	500,000	500,000

New Hub Detachment

- ~ \$41 million (Province 53% for “Hub”)
- Replaces existing Duncan/North Cowichan Detachment (funded 47% Province, North Cowichan 53%)
- Adds Shawnigan Lake Detachment, South Vancouver Island Traffic and Forensic Identification Section
- Requires new funding model with Province
- North Cowichan borrows 100% of the project cost, builds building, recovers Provincial share through lease payments

2020-2024 Police & Other

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Security Fencing	-	30,000	-	-	-	-
New Detachment - Construction	11,000,000	11,000,000	16,000,000	14,000,000	-	-
Total	11,000,000	11,030,000	16,000,000	14,000,000	-	-

Sources of Financing

Appropriated Surplus	1,000,000	1,030,000	-	-	-	-
Debenture Debt	10,000,000	10,000,000	16,000,000	14,000,000	-	-
Total Sources of Financing	11,000,000	11,030,000	16,000,000	14,000,000	-	-

2020-2024 Fire Protection

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Fire Fighting Equip	108,900	46,900	120,000	120,000	120,000	120,000
Maple Bay – Crew Cab	85,000	85,000	-	-	-	-
Crofton – Crew Cab/Tanker	85,000	85,000	-	-	667,000	-
Chemainus – Crew Cab	85,000	85,000	-	-	-	-
South End – Crew Cab/Pumpers	85,000	751,700	850,000	850,000	-	-
Total	448,900	1,053,600	970,000	970,000	787,000	120,000

Sources of Financing

General Revenue	108,900	28,700	120,000	120,000	120,000	120,000
Appropriated Surplus	-	18,200	-	-	-	-
Fire Truck Reserve	340,000	1,006,700	850,000	850,000	667,000	-
Total Sources of Financing	448,900	1,053,600	970,000	970,000	787,000	120,000

2020-2024 Transportation

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Mach & Equip P/W	1,045,000	1,125,000	665,000	477,000	979,000	979,000
Office Equipment	10,000	30,000	10,000	10,000	10,000	10,000
Operations Building Reno	-	-	-	400,000	400,000	-
Road Capital	6,000,000	2,970,000	2,950,000	3,066,500	3,127,800	3,190,400
Crosswalk Lighting	59,200	60,400	61,600	62,800	64,056	65,337
Drainage Capital	421,500	492,500	534,500	534,500	545,190	556,094
Street Light Replacement LED	16,000	16,000	-	-	-	-
Flood Control (Canada Ave PS)	105,000	105,000	-	-	-	-
Total	7,656,700	4,798,900	4,211,100	4,550,800	5,126,046	4,800,831

2020-2024 Transportation Financing

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
General Revenue	2,138,700	2,364,300	2,349,100	2,807,400	3,019,046	2,693,831
Gas Tax Revenue	1,128,000	1,104,000	1,128,000	1,128,000	1,128,000	1,128,000
Appropriated Surplus	3,177,000	100,600	-	-	-	-
Reserve – Equip Replace	1,045,000	1,125,000	665,000	477,000	979,000	979,000
DCC – Roads	43,000	-	64,000	118,400	-	-
Other Contributions	105,000	105,000	-	-	-	-
Debenture Debt	-	-	-	-	-	-
Grants	20,000	-	15,000	20,000	-	-
Total Sources of Financing	7,656,700	4,798,900	4,221,100	4,550,800	5,126,046	4,800,831

2020 Transportation

	General Revenue	Fuel Tax	Appropriated Surplus	Reserves	DCC's	Other
Engineering Office Equip	30,000	-	-	-	-	-
Mach & Equip P/W	-	-	-	1,125,000	-	-
Crosswalk Lighting	60,400	-	-	-	-	-
Roads Capital	1,866,000	1,104,000	-	-	-	-
Drainage Capital	407,900	-	84,600	-	-	-
Street Lighting - LED	-	-	16,000	-	-	-
Flood Protection	-	-	-	-	-	105,000
Total	2,364,300	1,104,000	100,600	1,125,000	-	105,000

2020 -2024 Roads Program



2020-2024 Parks & Recreation

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Parks and Trails Capital	716,075	495,200	355,000	350,000	500,000	500,000
Crofton Pool	-	20,000	-	-	-	-
Fuller Lake Arena	550,000	1,036,000	350,000	350,000	375,000	375,000
Cowichan Aquatic Center	3,033,500	2,958,980	122,500	1,122,500	123,000	123,000
Cemetery	22,500	20,000	45,000	17,500	-	-
Total	4,322,075	4,530,180	872,500	1,840,000	998,000	998,000

Sources of Financing

General Revenue	884,000	879,000	872,500	840,000	998,000	998,000
Appropriated Surplus	461,075	230,220	-	-	-	-
Grants	2,377,000	2,377,000	-	-	-	-
Reserves and Other	600,000	1,043,960	-	1,000,000	-	-
Total Sources of Financing	4,322,075	4,530,180	872,500	1,840,000	998,000	998,000



Parks and Trails

- Increased investment in Parks and Trails results from Council's adoption of the Parks and Trails Master Plan in January of 2017.
- Master Plan provides direction for the resourcing, development, management, provision and expansion of our parks and trails over the next 15 years.

2020-2024 Parks

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Tennis Courts / Pickle Ball	24,000	25,000	-	-	-	-
Skate Park Expansion – South End	209,475	-	-	-	-	-
Kin Beach Gazebo/Washroom	25,000	150,000	-	-	-	-
Evans Park – Parking/Barn Upgrades	60,000	50,000	-	-	-	-
Dog Parks	-	-	35,000	25,000	-	-
Playground Replacement	178,000	-	50,000	100,000	-	-
Waterwheel Park Lighting	-	80,000	-	-	-	-
Other Parks Projects	45,000	55,000	170,000	25,000	200,000	200,000
Total	541,475	360,000	255,000	150,000	200,000	200,000

Sources of Financing

General Revenue	80,400	335,000	255,000	150,000	200,000	200,000
Appropriated Surplus	461,075	25,000	-	-	-	-
Total Sources of Financing	541,475	360,000	255,000	150,000	200,000	200,000

2020-2024 Trails

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Cross Trail	100,000	15,550	-	-	-	-
Way Finding	40,000	40,000	10,000	-	-	-
Environmental Assessment Mnt Tz	9,600	-	-	-	-	-
Trail Development	-	15,000	50,000	200,000	300,000	300,000
Crofton Seawalk Lighting	25,000	64,650	40,000	-	-	-
Total	174,600	135,200	100,000	200,000	300,000	300,000

Sources of Financing

General Revenue	34,600	95,000	100,000	200,000	300,000	300,000
Appropriated Surplus	-	24,650	-	-	-	-
Forest Legacy (Cross Trail)	140,000	15,550	-	-	-	-
Total Sources of Financing	174,600	135,200	100,000	200,000	300,000	300,000

2020-2024 Fuller Lake Arena

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Re- Roof	-	800,000	-	-	-	-
Board Replacement	-		-	-	-	150,000
Facility Lighting	-	100,000	-	-	-	-
Parking Lot Renewal	-	85,000	-	-	-	-
Fitness Room Upgrades	-	-	35,000	-	-	-
Chiller and Compressor. DHW Upgrade, Dehumidifier Upgrade	510,000	-	150,000	150,000	-	-
Reconfigure Ref's and Washroom	-	-	-	110,000		
Other Capital	40,000	51,000	165,000	90,000	375,000	225,000
Total	550,000	1,036,000	350,000	350,000	375,000	375,000

Sources of Financing

General Revenue	490,000	285,000	350,000	350,000	375,000	375,000
Appropriated Surplus	-	51,000	-	-	-	-
Reserves	60,000	700,000	-	-	-	-
Total Sources of Financing	550,000	1,036,000	350,000	350,000	375,000	375,000

Main Arena Roof Replacement

- Remove and replace existing main roof over ice surface. Include the installation of anchor points for site safety / roof access. May extend consideration to side roofs directly adjacent to main roof.
 - *Sustains long-term operation of facility.*
 - *Sustaining of service levels for the community availability of equipment and minimization of breakdowns*

2020-2024 Cowichan Aquatic Centre

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Fitness Expansion	2,777,000	2,705,410	-	-	-	-
Fitness Equipment	22,500	22,500	22,500	22,500	23,000	23,000
Replace Vehicle	-	30,000	-	-	-	-
Security System Upgrade	49,000	72,600	-	-	-	-
Sound System	150,000	56,970	-	-	-	-
Equipment	-	24,500	22,500	22,500	-	-
Re-Roof	-	-	-	1,000,000	-	-
Other	35,000	47,000	77,500	77,500	100,000	100,000
Total	3,033,500	2,958,980	122,500	1,122,500	123,000	123,000

Sources of Financing

General Revenue	256,500	124,000	122,500	122,500	123,000	123,000
Appropriated Surplus	-	129,570	-	-	-	-
Reserve	348,000	285,388	-	870,000	-	-
City	52,000	43,022	-	130,000	-	-
Grants	2,377,000	2,377,000	-	-	-	-
Total Sources of Financing	3,033,500	2,958,980	122,500	1,122,500	123,000	123,000

Aquatic Centre Renovation

- Project Cost \$2,777,000
 - *Expansion of fitness space on second floor*
 - *Develop new fitness client meeting space (e.g. take heart clients)*
 - *Increase competition, user group and program space on pool deck*
 - *Create additional program space*
 - *Relocate user group and pool storage space*

Aquatic Center Renovation

- Funding

- *Gas Tax Grant* \$2,377,000
- *North Cowichan*
(Sale of Land Reserve) 348,000
- *City of Duncan* 52,000

\$2,777,000



Questions