

**CORPORATION OF THE CITY OF COURTENAY  
COUNCIL MEETING AGENDA**

**DATE:** Monday, April 15, 2013  
**PLACE:** City Hall Council Chambers  
**TIME:** 4:00 p.m.

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**1.00 ADOPTION OF MINUTES**

1. Adopt April 8, 2013 Council meeting minutes

**2.00 INTRODUCTION OF LATE ITEMS**

**3.00 DELEGATIONS**

1. Cory Vanderhorst, CA of MNP LLP to present the Audited Financial Statements
2. City Staff to make a presentation on NAOSH Safety Week
3. Det Kunz – Sale of City property located at 865, 877 and 899 Cliffe Avenue
4. Jack Minard & David Stapley re: Comox Lake Watershed

**4.00 COMMITTEE/STAFF REPORTS**

**(a) Legislative Services**

- 45 1. Christ the King Catholic Church Construction

**(b) Development Services**

- 49 2. Zoning Amendment – 333 Clubhouse Drive and 1200 Crown Isle Drive

**(c) Operational Services**

- 59 3. Parking Along 20<sup>th</sup> Street at Cumberland Road

**(a) Financial Services**

- 63 4. 2012 Audited Financial Statements
- 107 5. 2013-2017 Recommended Five Year Financial Plan  
2013 Tax Rates

**5.00 REPORTS AND CORRESPONDENCE FOR INFORMATION**

- 111 1. Response from CVRD re: City of Courtenay Regional Context Statement (Bylaw No. 2735)

## **6.00 REPORTS FROM COUNCIL REPRESENTATIVES**

## **7.00 RESOLUTIONS OF COUNCIL**

### **1. In Camera Meeting**

That under the provisions of Section 90(1)(e) of the *Community Charter*, notice is hereby given that a Special In-Camera meeting closed to the public, will be held April 15, 2013 at the conclusion of the Regular Council Meeting.

## **8.00 UNFINISHED BUSINESS**

## **9.00 NOTICE OF MOTION**

## **10.00 NEW BUSINESS**

- 113 1. Comox Valley Food Round Table request for City participation
- 115 2. Comox Valley Airport Commission Solicitation of Input and Advice
- 139 3. Councillor Leonard: Comox Valley Housing Task Force Report

## **11.00 BYLAWS**

### **For First and Second Reading**

- 187 1. "Zoning Amendment Bylaw No. 2748, 2013"  
(to add further restrictions on the permitted uses for 333 Clubhouse Dr & 1200 Crown Isle Dr)

### **For First, Second and Third Reading**

- 189 1. "Tax Rates Bylaw No. 2754, 2013"  
(to set the property tax rates for 2013)
- 193 2. "The 2013 – 2017 Financial Plan Bylaw No. 2753, 2013"  
(to approve the 2013-2017 Financial Plan)

### **For Third Reading After Public Hearing**

- 263 1. "Phased Development Agreement Authorization Bylaw No. 2752, 2013 (Buckstone Investments Ltd.)"

### **For Final Adoption**

- 283 1. "Official Community Plan Amendment Bylaw No. 2735, 2012"  
(to include a regional context statement consistent with the RGS)

## **12.00 COUNCIL MEMBER ROUND TABLE**

## **13.00 ADJOURNMENT**

**Please note that there is a Public Hearing scheduled for 5:00 p.m. in relation to Phased Development Agreement Authorization Bylaw No. 2752 (Buckstone Investments Ltd.)**

## Karvalics, Susie

---

**From:** Ward, John  
**Sent:** Wednesday, April 10, 2013 3:57 PM  
**To:** Karvalics, Susie  
**Subject:** FW: Request to appear as a delegation COW April 16  
**Attachments:** Comox Lake Sustainable Use Recreation Area\_ Email Copy.pdf

*Delegation*

John Ward, CMC  
Director of Legislative Services  
City of Courtenay  
(250) 703-4853

-----Original Message-----

**From:** DAVID STAPLEY [<mailto:dsconsulting@shaw.ca>]  
**Sent:** April-03-13 5:15 PM  
**To:** Ward, John  
**Cc:** Jangula, Larry; Ambler, Jon; Leonard, Ronna-Rae; Hillian, Doug; Theos, Manno; Winchester, Starr; Anglin, Bill  
**Subject:** Fwd: Request to appear as a delegation COW April 16

Hello John:

The Comox Valley Conservation Strategy Community Partnership is requesting that Jack Minard and David Stapley appear as a delegation at the April 16 Council meeting. The purpose of the delegation is to present a proposal for a: Comox Lake Watershed Sustainable Use Recreation Area.

I have attached a copy of the proposal which has been in development for 12 months. Over this period we have conducted research, including a survey of 11 recreational user groups and circulated a draft proposal to citizens, environmental professionals, engineers and a number of stakeholders in order to receive feedback. We have received feedback from the following: the 21 member groups of the Comox Valley Conservation Strategy Community Partnership, recreational groups, Comox Valley Regional District, TimberWest, Vancouver Island Health Authority, Chief and Council of K'omoks First Nation, Ministry of the Environment. Currently the executive team of Forest Lands and Natural Resource Operations is also reviewing our draft proposal.

We have now completed research and consultation with stakeholders and are ready to present our proposal to the CVRD and other local governments. The attached proposal contains an executive summary and recommendations section followed by a detailed proposal. The recommendations on pages 5 to 6 are of specific relevance to the CVRD COW.

Please let me know the status of our request at your earliest convenience.

We will be preparing a power point presentation for the meeting. Please include our proposal as an agenda attachment. The proposal is also available for in a higher quality version for hard copy printing. Let me know if you would like this version. Thanks,

Regards,  
David Stapley  
Program Manager  
Comox Valley Conservation Strategy Community Partnership  
250-897-1271

# Proposal for a Comox Lake Watershed Sustainable Use Recreation Area



**April 3, 2013**

Submitted by Comox Valley Conservation Strategy Community Partnership





## Acknowledgements

This proposal has been developed by the Comox Valley Conservation Strategy Community Partnership (CVCSCP) with the assistance from members of the Courtenay and District Fish and Game Protective Association and the Friends of Strathcona Park. This proposal received financial assistance from the Real Estate Foundation of BC, RBC Blue Water Fund, and contributions from member groups of the CVCSCP.

We would like to thank the recreation groups who participated in our research survey for providing valuable information and moral support for this proposal, and the staff of the CVRD, Ministry of Forest, Lands and Natural Resources and Ministry of the Environment for helping us find background documents and information. Thanks also to John Mitchell, Chief Forester with TimberWest Forestry Corp and Mike Buell of Cortex Consultants Inc for their explanations of TimberWest Pacific Carbon Trust project. We would like to acknowledge Andrew Gower from Wedler Engineering in Courtenay who gave us access to mapping data and Comox Lake Watershed Protection Plan report information.

This report benefited from the patient and expert editing of Kerry Dawson, CVCS Education and Outreach Coordinator, and mapping and environmental information assistance from map guru Don Chamberlain. Appreciation goes out to the CVCS Comox Lake committee, most of whom are volunteers, for contributing their time and expertise towards research and proposal development. This includes: Ray Rogers, Wayne White, Jack Minard, Dr. Marlene Smith, John Milne, Larry Pedersen and David Stapley. Art Martel also assisted in research of species at risk. Murray Little provided thoughtful input into wording and content layout and Rory Hill and Kerry Dawson allowed us use of their photographs. David Stapley authored the proposal.

We would like to acknowledge the time and valuable feedback the report received from local environmental and ratepayer groups, K'ómoks First Nation Chief and Council, Ronald Frank and staff from: TimberWest, Vancouver Island Health Authority, Comox Valley Regional District and Wedler Engineering and Sonja Jennsen.

For information on the CVCSCP go to [www.cvconservationstrategy.org](http://www.cvconservationstrategy.org)



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## **Comox Lake Watershed Sustainable Use Recreation Area**

*A proposal to protect water quality, ecological values, public access and support sustainable use in the Comox Lake Watershed*

### **Executive Summary**

The proposed Sustainable Use Recreation Area for the Comox Lake watershed was developed to strike a balance between the human needs for drinking water, recreation and economic uses with conservation of water quality and ecological values.

The Comox Lake Watershed is the source of most Comox Valley residents' drinking water. The watershed is well used by the public for a wide range of recreational activities and is a gateway to Strathcona Park. Private forest companies own 65% of the watershed and are active in large-scale clear-cut logging. The K'ómoks First Nation has aboriginal rights and title, an interest in economic opportunities and access the watershed for cultural use.

The watershed has no single agency or public authority with the power or mandate to manage its overall health. Instead, a diverse number of stakeholders with varying degrees of authority and rights assert their own interests. The watershed's health is at risk from a number of existing and potential threats from human use. These risks include: industrial use from large scale logging and proposed open pit coal mining; residential land development projects; 71 cabins adjacent to Comox Lake; and unmanaged public access and recreational use.<sup>i</sup>

This proposal outlines a vision for a healthy watershed run by a local public Watershed Authority with the ability to develop and implement an ecologically based multi-use management plan to achieve the following goals:

#### Watershed Health Goals

1. Maintain high water quality
2. Conserve sensitive ecological areas and biodiversity

#### Human Use Goals

3. Ensure public access
4. Enhance and protect public recreation values
5. Support and oversee development of sustainable economic opportunities

The Authority would ensure that Watershed Health goals are not compromised in the pursuit of public access, economic and recreational goals.

To achieve the above five goals, existing land use designations would have to be changed to eliminate large-scale industrial logging and the potential for mining and land development in the watershed. Watershed health risks from other sources such as recreation, small scale

forestry, existing cabins and other land uses would be addressed through the implementation of an ecologically-based management plan.

The proposal identifies a number of benefits and opportunities. These include long term protection of water quality; maintenance and restoration of the watersheds hydrology to provide improved summer and fall inflows into Comox Lake; conservation of sensitive ecosystems and habitat of species at risk; improved wildlife and fisheries management; and ensured public access for recreation.

Potential ecologically sound economic benefits and opportunities for revenue generation are identified including:

- potential savings of \$25 to \$32 million to local governments on water filtration infrastructure plus future operating costs,
- revenue generation through carbon credits,
- outdoor recreation and ecotourism activities,
- small-scale sustainable forestry operations.



*Kerry Dawson photo*

This proposal requires the Provincial Government to take a proactive role in:

- changing land use designations and negotiating with landowners
- applying the powers under the Water Act to assist in the development of a watershed management plan
- providing financial resources to compensate private forest land owners for changes in land use
- providing resources to assist in the establishment of a public administrative structure with the legal and administrative mechanisms for effective operation.

These economic benefits and opportunities should be considered by the province during negotiations with existing landowners to determine compensation for changing land use designations to eliminate industrial logging.

The primary function of the Watershed Authority would be to develop and implement an ecologically based multi-use management plan for the watershed. The administration structure of the Authority would include access to First Nation's traditional environmental knowledge and a science advisory panel with the capacity to provide up to date hydrological, ecological and other environmental information and analysis. The structure would also provide a

meaningful role for community stakeholders in decision making and implementation of the management plan. The K'ómoks First Nation, along with other local governments and community stakeholders would be fully engaged in the decision making process.

Although this proposal has been initiated by local community groups, the goals reflect the interests of local governments and their citizens. Local governments can play a critical role in protection of watershed health by assisting in:

- developing a watershed management plan
- preventing residential and commercial subdivision in the Comox Lake Watershed
- advocating for and participating in a local, cooperative and inclusive administrative structure to oversee watershed health
- requesting that the province utilize the Water Act to initiate a watershed management plan for Comox Lake
- advocating for financial and other resources to support local control and public management of the Comox Lake Watershed.

Local recreational and environmental organizations play an important role in stewardship of the watershed. Their ability to assist in research, public education and to act as the “eyes and ears” of the watershed, monitoring the day-to-day use of the area, will be a critical component for successful watershed management.

It is imperative that local groups participate as partners with government and industry stakeholders in the management of the watershed. Cooperation and inclusive participation of all stakeholders will be required to make a Sustainable Use Recreation Area for Comox Lake watershed a success.

### **Recommendations for the Government of BC:**

- 1) Support the establishment of a Comox Lake Watershed Authority with the power to publically manage the Watershed as a Sustainable Use Recreation Area by:
  - A. Utilizing legislative powers under the Water Act to facilitate a watershed management plan for Comox Lake Watershed.
  - B. Negotiating a change with private forest company landowners to establish land use designations that would eliminate large-scale industrial logging and residential land development.
  - C. Preventing mining activities in Comox Lake watershed.
  - D. Providing and developing financial resources to assist in:

- the compensation of land owners for change in existing land use
  - establishing a local watershed authority
- 2) Work with stakeholders to identify ecologically sound social and economic benefits for revenue generation.
- 3) Ensure provincial government Agencies such as BC Parks, Ministry of Environment, Ministry of Forests, Lands and Natural Resource Operations, Vancouver Island Health Authority and BC Hydro are active and supportive participants in the process of establishing a local watershed authority and management plan for the watershed.

### **Recommendations for Local Governments\***

- 1) All local governments are requested to support the proposed Comox Lake Watershed Sustainable Use Recreation Area by:
- a) ensuring that the Comox Valley Regional District's Comox Lake Watershed Protection Plan and related activities are aligned with the five goals outlined in the Comox Lake Watershed Sustainable Use Recreation Area proposal
  - b) directing local government staff to work with community and provincial stakeholders to establish a local, cooperative and inclusive administrative structure to publically manage the health of Comox Lake Watershed
  - c) amending Official Community Plans to prevent residential or commercial subdivisions in the Comox Lake Watershed as outlined in the Regional Growth Strategy<sup>ii</sup>
  - d) requesting financial resources from the provincial government to achieve local control and protection of the Comox Lake watershed
  - e) requesting that the province utilize provisions under the Water Act to implement a watershed management plan.
- 2) Once a local, cooperative and inclusive administrative structure is established, local governments would work in partnership with local and provincial stakeholders to develop, implement and monitor an ecologically based multi-use watershed management plan.

\* The K'ómoks First Nation (KFN) are a local government. The KFN, like the Village of Cumberland, City of Courtenay, Town of Comox and the CVRD have a common interest to purvey water from Comox Lake to meet domestic water needs. KFN will require access to Comox Lake water to service Treaty Settlement Lands.

**Comox Lake Watershed  
Sustainable Use Recreation Area**

**Detailed Proposal**

## Comox Lake Watershed Sustainable Use Recreation Area

*A proposal to protect water quality, ecological values, public access and support sustainable use in the Comox Lake Watershed*

### 1.0 Introduction



Figure 1: Location of Comox Lake

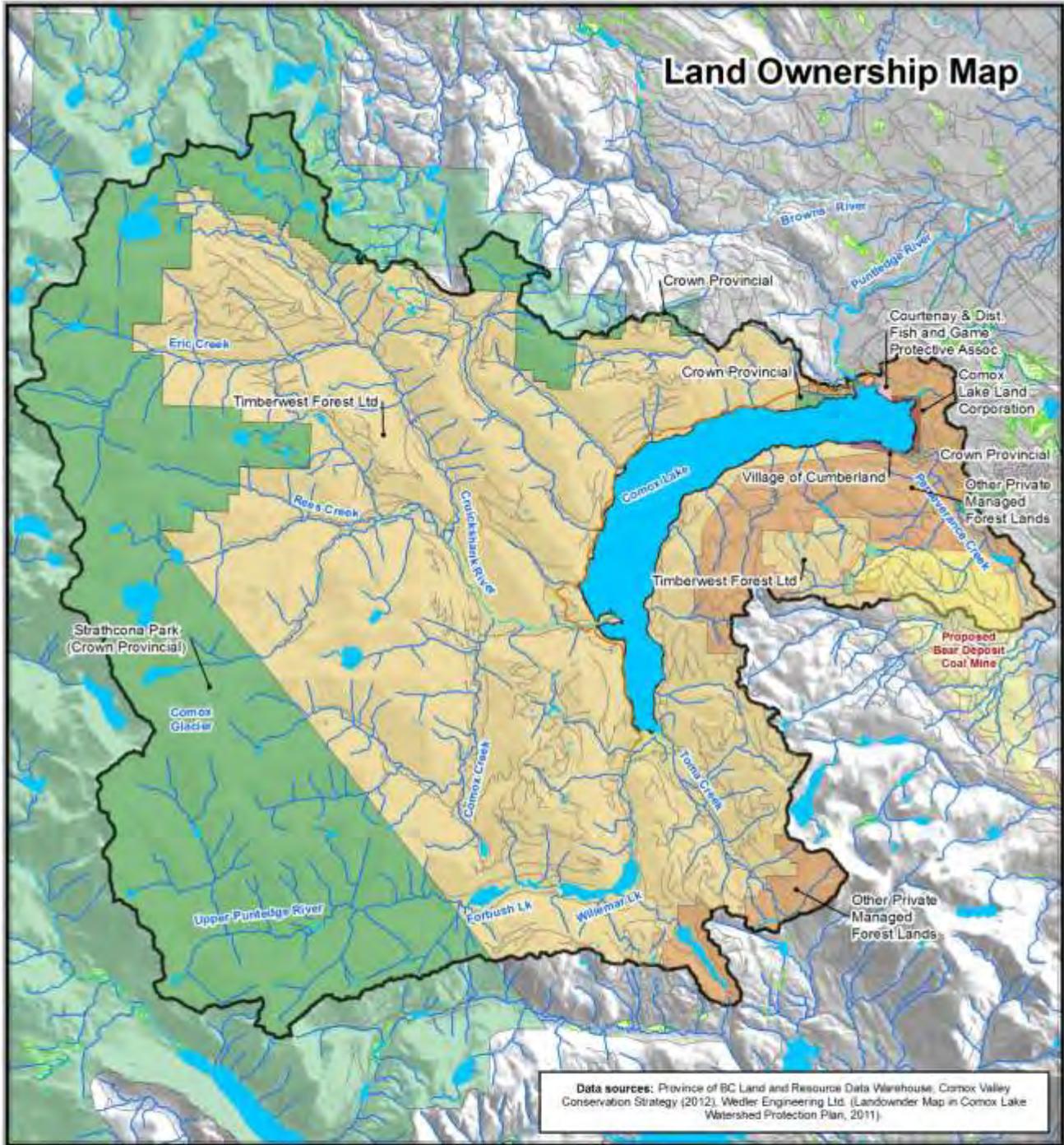
The Comox Lake Watershed is situated between the settled areas of the Comox Valley and the protected wilderness of Strathcona Park. It is the source of drinking water for Courtenay, Comox and Cumberland, and provides the public with outdoor recreation opportunities such as boating, fishing, hunting, hiking, climbing, mountain biking, ATV, dirt bike riding, motorcycle trial riding and horseback riding. The K'ómoks First Nation has aboriginal rights and title, an interest in economic opportunities and requires access to the watershed for cultural uses.

The Comox Lake watershed is 43,941 hectares in area and is rich in biodiversity; it is home to 23 known endangered and threatened species,<sup>iii</sup> some unique to the Comox Lake area. The area has high scenic values and is a gateway to Strathcona Park, including the trail to the Comox Glacier. Strathcona Park covers 33% of the watershed.

Approximately 65.5% of the watershed is private forest land, owned and operated by 3 companies: Timber West, Island Timberlands and Hancock Logging. TimberWest is the primary landowner, owning over 60% of the watershed. Unlike much of British Columbia, there is very little crown land on the east side of Vancouver Island. Private forest landowners have no legal obligation to provide public access to their lands.

Currently industrial logging companies are actively clear-cut logging throughout the watershed. Two thirds of the Old Growth forest has been logged and operations are now taking place in younger second and third growth forests.

At a meeting held by the Comox Valley Regional District to develop a watershed protection plan in February 2011 participants from 16 stakeholder groups were asked to state what they value about Comox Lake. The two most valued aspects of Comox Lake were its water quality and the recreational opportunities. Comox Lake was described as “beautiful, vital and pristine, a community resource and amenity, a place with archaeological importance to First Nations, and water that ‘tastes so great you don’t have to chew it.’”<sup>iv</sup>



**COMOX LAKE WATERSHED**

Map produced for  
Comox Valley Conservation  
Strategy  
Community Partnership

Legend	
	Road
	Road-Resource
	Watercourse
	Wetland
	Lakes
	Parks and protected areas
	Comox Lake Watershed
	Area of Proposed Open Pit Coal Mine (Compliance Coal LTD)
Landowners in Comox Lake Watershed	
	Crown Provincial
	Courtenay & Dist. Fish and Game Protective Assoc.
	Timberwest Forest Ltd
	Other Private Managed Forest Lands
	Comox Lake Land Corporation
	Private Owners
	Village of Cumberland

Scale = 1:160,000  
UTM 83Q UTM Zone 18  
  
 COMOX VALLEY  
 CONSERVATION STRATEGY  
 COMMUNITY PARTNERSHIP

## 2.0 Drinking Water

The Vancouver Island Health Authority (VIHA) sets standards and monitors drinking water quality. They issue the operating permit for the Comox Valley Regional District (CVRD) drinking water system. The permit outlines specific objectives for watershed protection and water quality standards. VIHA has set new drinking water quality criteria that the CVRD must meet by 2017, which could require the investment in water filtration infrastructure. The CVRD is also undertaking a water monitoring program at a proposed deep water intake location to determine if this could provide an alternative solution to meet VIHA requirements.



*Kerry Dawson Photo*

The CVRD recently initiated the development of a *Comox Lake Watershed Protection Plan*. The early stages of implementation have seen calls for funding for public education, turbidity and water quality studies, joint purchase of an oil spill kit with TimberWest, a watershed assessment and study of the feasibility of setting up access controls (Comox Lake Dam entrance).

### Location of Comox Lake Water Supply Intake

As long as the water intake for the Comox Valley water supply remains downstream of Comox Lake in the Puntledge River the risks to raw clean drinking water have been assessed as very high due to the proximity of the intake to existing residential development and other risks.<sup>v</sup> The area draining into the Puntledge River between the Lake and the current intake should be included in our proposal until the location of the intake is moved.

A BC Ministry of the Environment report in 2011 states “that the overall water quality of Comox Lake is excellent.” Tests showed e-coli bacteria were elevated at the outlet basin of the lake.<sup>vi</sup> A proposed deep water intake in Comox Lake would reduce the risks to drinking water by providing access to cleaner raw water for the drinking water system.

## 3.0 Management of Comox Lake Watershed

There is no single governing authority or land use plan in place to oversee the large number of active stakeholder groups using the watershed. Instead, various groups and authorities

assert their interests and rights as landowners, leaseholders, licensees, government agencies or First Nations. The general public perceives they have a right to access the watershed to engage in recreational and other activities as they have done for generations.

With so many groups with varied interests using the watershed, conflicts result. With three private forest companies as primary landowners and a lack of a well coordinated plan, these conflicts remain largely unresolved. The primary source of concern stems from private managed land and timber harvesting which has been carried out aggressively throughout the watershed. Industrial logging operations threaten water quality and ecosystem health while opportunities for outdoor recreation are lost as a result of restrictions on public access to privately managed lands.

The conflicts that exist amongst stakeholders could be resolved through development and implementation of an ecologically managed multi-use plan.

### **3.1 Ecologically Managed Multi-use Area**

Public management of Comox Lake Watershed, as an ecologically-managed multi-use area is proposed as the best way to resolve conflicts and manage the area to maintain high water quality, ecological values and ensure public access.

Decision making on private forest lands would be transferred to a Comox Lake Watershed Authority invested with the power to manage the watershed. To ensure a balance between watershed health and human use a Comox Lake Watershed Authority would be set up to achieve the following five goals:

#### Watershed Health Goals

1. Maintain high water quality.
2. Conserve sensitive ecological areas and biodiversity.

#### Human Use Goals

3. Ensure public access.
4. Support and oversee development of sustainable economic opportunities.
5. Enhance and protect public recreation values.

The Authority would ensure that Watershed Health goals to maintain high water quality and conserve sensitive ecological areas and biodiversity are not compromised in pursuit of public access, economic and recreational goals.

At first glance, gaining public management of private forest lands through a Watershed Authority would seem to require gaining ownership through investment of public funds and/ or transfer of timberlands (rights) to other areas. However, there may be forms of partnerships, covenants, landownership by Trust, or other types of arrangements that would allow for public management of the land. At this time the costs and other requirements to achieve public ownership or management of these lands is unknown and would involve negotiations between governments, industry and other parties interested in public management.

### **3.2 Watershed Management Plan**

A Comox Lake Watershed Management Plan would be developed by the public authority overseeing the management of the watershed. The Plan should be developed and implemented to manage activities carried out in the Watershed with involvement of all user groups and a science advisory panel with the capacity to provide up to date hydrological, ecological and other environmental information and analysis. First Nation's traditional environmental knowledge should be given the same consideration as the science advisory panel in development of the plan. The plan could build and expand on the *CVRD Comox Lake Watershed Protection Plan*.

The authority should operate with a cooperative approach by providing open access to information and through shared decision making and partnership-building with stakeholders. This would facilitate user groups' active participation and support for implementation of the plan and reduce potential conflicts amongst groups.

The plan would identify various access points for the different user groups. Use of these areas would be regulated and monitored to ensure water quality and ecological values are maintained and conflicts between user groups are resolved.

Large scale timber harvesting, mining and land development would not be permitted. Small scale ecologically based sustainable forestry, outdoor recreation and eco- tourism operations could be permitted in designated areas. Permitted activities would be managed to ensure water quality and protection of ecological values.

The management plan will promote stewardship and responsible public access through a combination of education, managed access and enforcement measures. Recreational user groups would continue to have access to the watershed. However, activities that damage the ecology of sensitive areas or threaten water quality would have to be reduced, eliminated or restricted to areas that do not impact watershed health.

### **3.3 Ecological Inventory and Data**

Completion of an ecological inventory should be done as one of the first steps in development of the management plan. Areas of high ecological value need to be identified and mapped so that the management plan has the information needed to protect sensitive ecological areas and maintain biodiversity. This would include identification and/or mapping of sensitive ecosystems, habitat areas, wildlife corridors and refuges, forests, lakes, streams, wetlands and habitats of all red and blue listed species.

Currently, a wealth of environmental information exists within government ministries, environmental agencies and private forest companies, but it is not assembled into one publically accessible source. Some information is publically available and some is proprietary or confidential.

A Comox Lake Watershed Authority in charge of the watershed would ensure environmental information is gathered, stored and made publicly accessible and shared with all user groups. This information will be useful to support the development of stewardship activities by user groups and to assist in development of a stewardship ethic amongst the general public accessing the watershed.

### **4.0 Benefits**

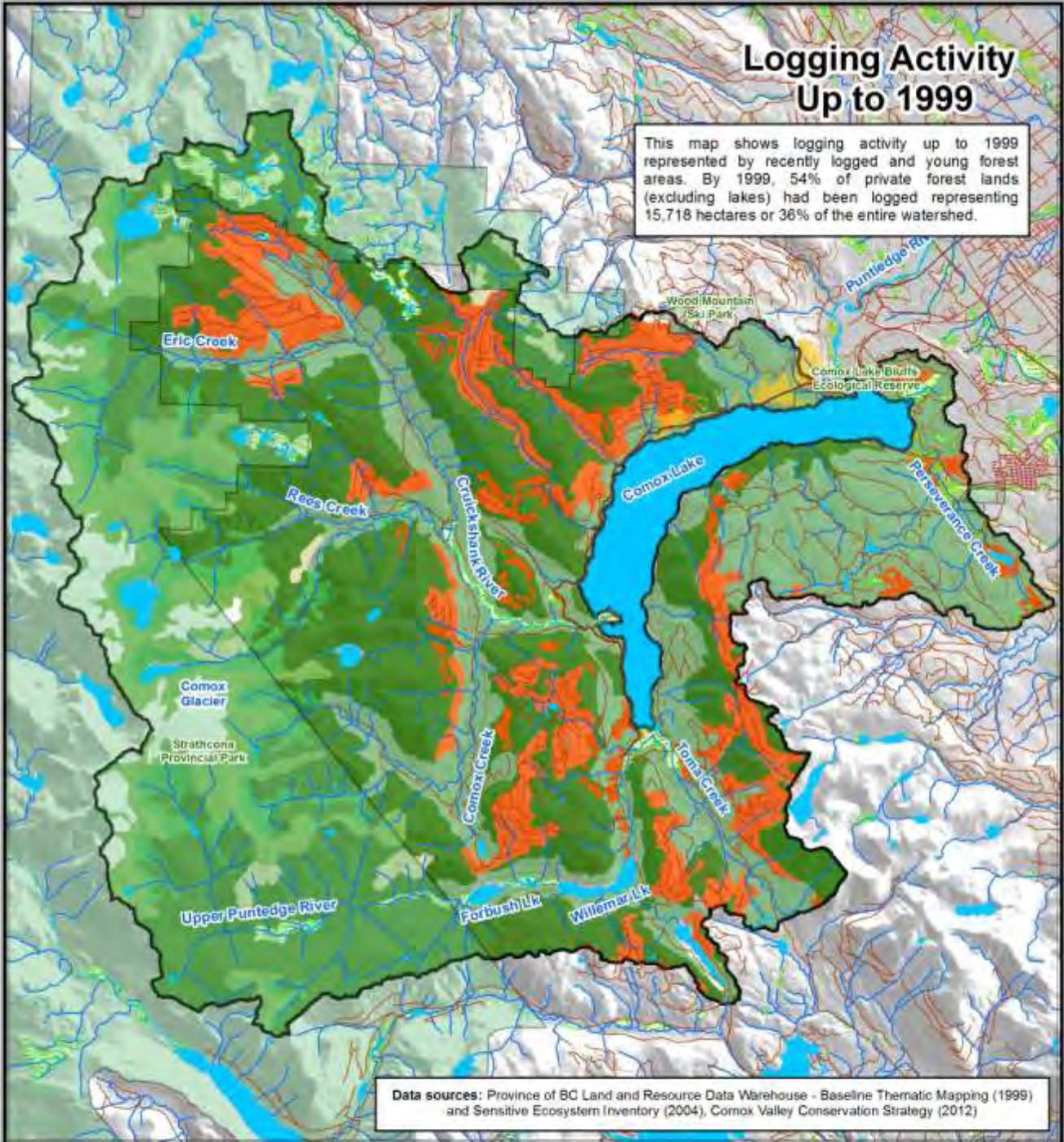
A publicly managed Comox Lake Sustainable Use Recreation Area would provide a number of significant environmental, social and economic benefits and opportunities.

#### **4.1 Water Quality and Supply**

Industrial logging represents a significant threat to water quality in the Comox Lake watershed. Water runoff from large scale logging operations can raise the turbidity levels in Comox Lake, reducing water quality and posing a health risk to the Comox Valley's source of potable water. To deal with this risk, local governments may need to spend 25 to 32 million dollars on new water filtration infrastructure.<sup>vii</sup>

A review of logging activity in the Comox Lake watershed between 1999 and 2009 shows that logging has intensified over this period. Up to 1999, logging had occurred on 54% of private forest lands over a period of 100 years. In the ten-year period from 1999 to 2009 logging took place on 16.2% of private forest lands at a rate three times higher than the average for the previous 100 years.<sup>viii</sup> An accelerated rate of logging increases the risk to water quality.

The following land cover maps compare logging activities up to 1999 and from 1999- 2009.



**COMOX LAKE WATERSHED**

Map produced for  
Comox Valley Conservation  
Strategy  
Community Partnership

**Legend**

— Road	<b>Land Cover 1999</b>	Terrestrial Herbaceous
— Road-Resource	Alpine	Riparian
— Watercourses	Barren Surfaces	Sparsely Vegetated
— Lakes	Glaciers and Snow	
— Comox Lake Watershed	Young Forest >20 yrs	
— Parks and protected areas	Old Forest >140 yrs	
	Recently Logged < 20 yrs	
	Selectively Logged	
	Sub alpine Avalanche Chutes	
	Wetlands	

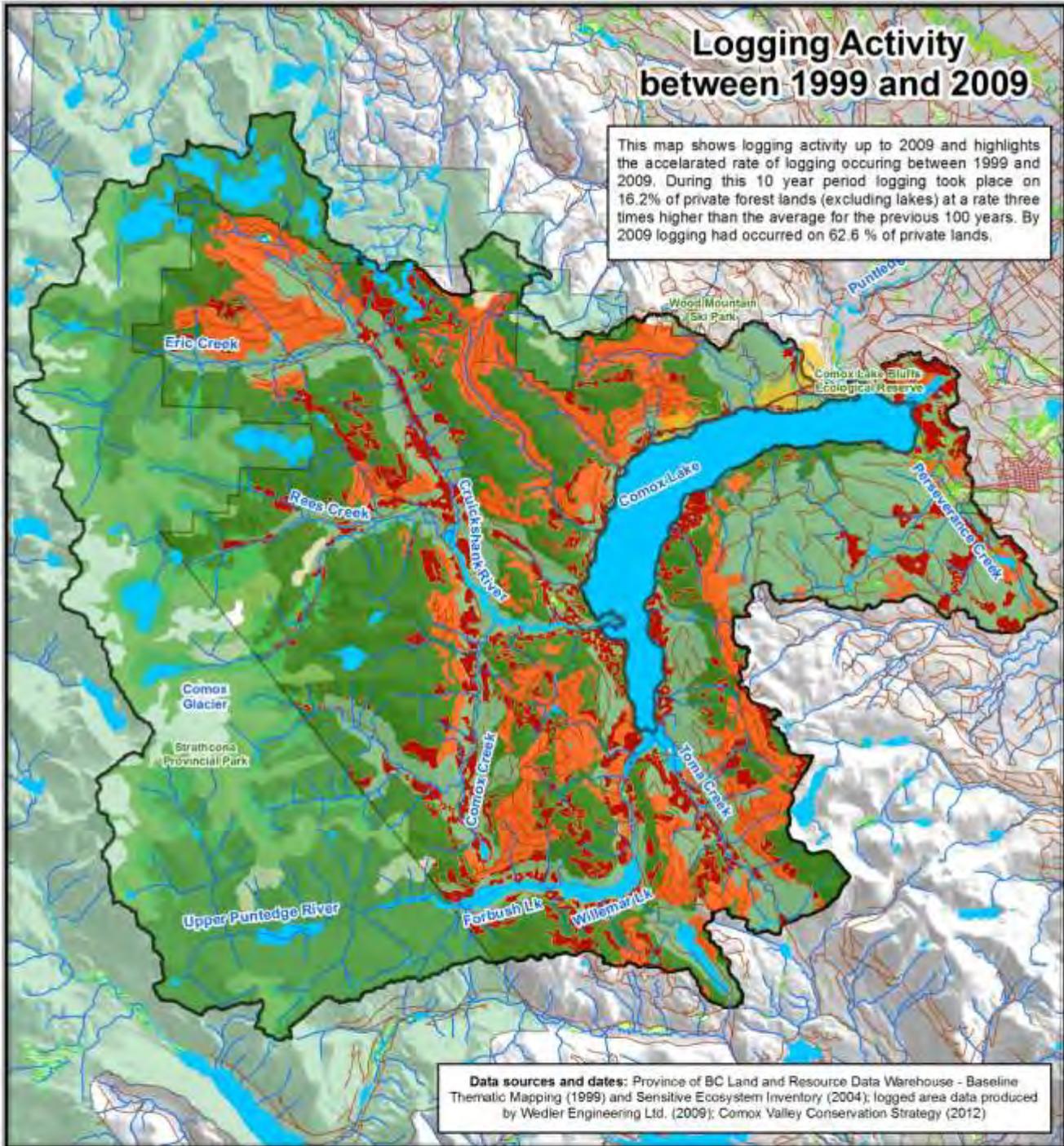
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(1994/01/26/12)

COMOX VALLEY  
CONSERVATION STRATEGY  
COMMUNITY PARTNERSHIP

# Logging Activity between 1999 and 2009

This map shows logging activity up to 2009 and highlights the accelerated rate of logging occurring between 1999 and 2009. During this 10 year period logging took place on 16.2% of private forest lands (excluding lakes) at a rate three times higher than the average for the previous 100 years. By 2009 logging had occurred on 62.6 % of private lands.



**Data sources and dates:** Province of BC Land and Resource Data Warehouse - Baseline Thematic Mapping (1999) and Sensitive Ecosystem Inventory (2004); logged area data produced by Wedler Engineering Ltd. (2009); Comox Valley Conservation Strategy (2012)

## COMOX LAKE WATERSHED

Map produced for  
Comox Valley Conservation  
Strategy  
Community Partnership

### Legend

- |                             |                              |                        |
|-----------------------------|------------------------------|------------------------|
| — Road                      | <b>Land Cover 2009</b>       | Terrestrial Herbaceous |
| — Road-Resource             | Alpine                       | Riparian               |
| — Watercourses              | Barren Surfaces              | Sparsely Vegetated     |
| — Lakes                     | Glaciers and Snow            |                        |
| — Comox Lake Watershed      | Young Forest < 30 yrs        |                        |
| — Parks and protected areas | Old Forest > 140 yrs         |                        |
|                             | Recently Logged < 30 yrs     |                        |
|                             | Selectively Logged           |                        |
|                             | Sub alpine Avalanche Chutes  |                        |
|                             | Wetlands                     |                        |
|                             | Logged between 1999 and 2009 |                        |



Scale = 1:160,000  
(2009 2m x 1)



COMOX VALLEY  
CONSERVATION STRATEGY  
COMMUNITY PARTNERSHIP

## Clear-cut Logging in Comox Lake Watershed between 1999 and 2009<sup>ix</sup>



Logging of second growth forests



### Soil Erosion

The photo on the left shows a landslide that occurred after helicopter logging on slope above the slide area. The photo on the right shows how soils can slide within a clear-cut, depositing soil into the ditch beside the road. This type of soil erosion can cause siltation of fish habitat and increased turbidity in streams and lakes.



### Hydrology

Logging in riparian areas and a high number of clear-cuts in a watershed change the hydrology resulting in flash floods, increased turbidity and gravel deposits that destroy fish habitat and reduces water quality.



Industrial logging also has impacts on water flows into the lake. Roads, ditches, soil compaction and transpiration loss affect the natural hydrology of the watershed. This can lead to increased flows during winter and spring, and lower flows in summer and fall when the water supply is most in demand. Lower summer flows into the lake are of particular concern to the CVRD as they must share access to Comox Lake water with BC Hydro.

Regulations are in place to ensure adequate water flows in the Puntledge River to protect fish spawning in late summer and fall when water flows are at their lowest and human demand for water is at its highest.

Although private forest companies employ hydrologists to design mitigation measures and monitor impacts of their operations, differing opinions exist about the effectiveness of mitigation measures to mimic natural systems and maintain natural water flows.

Climate change is already having an impact on the watershed's hydrological system. Water flow concerns will be exacerbated by more frequent extreme precipitation events during winter and spring, and by warmer temperatures causing glacial melting in the watershed's headwaters.

Transfer of private forest lands into a public authority tasked with the job of managing the health of Comox Lake Watershed would provide the opportunity to:

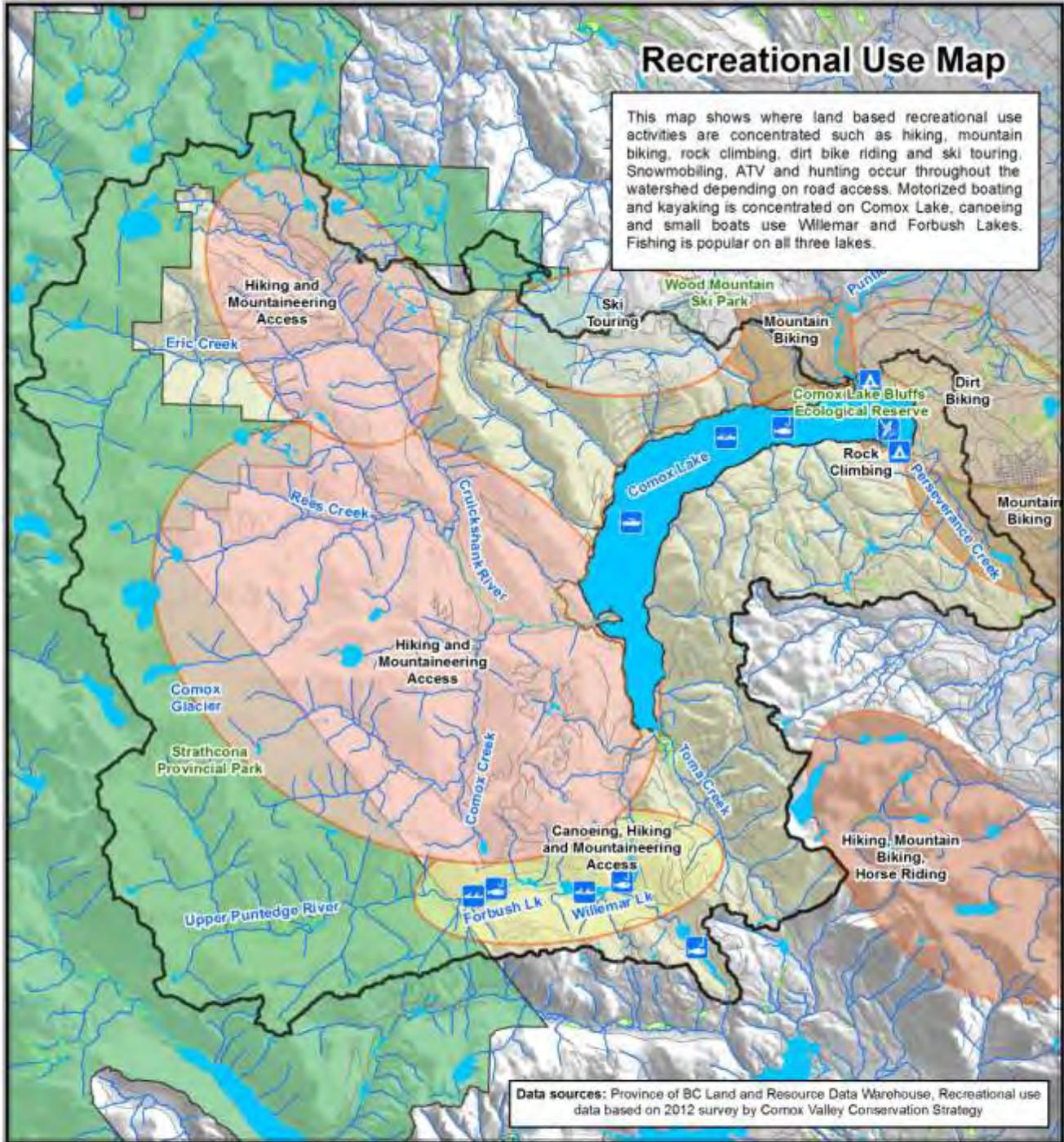
- maintain high water quality in perpetuity, potentially eliminating the need for water filtration infrastructure
- restore the natural hydrological systems for improved surface flows and ground water recharge into the lake.

#### **4.2 Public Access**

There are very few areas of crown land in the Comox Valley to meet the rising demands of our growing local population to access areas for outdoor recreation and other activities. Private forest companies owning forest lands have no obligation to consider recreational uses and provide public access to their lands. In recent years they have increased restrictions on access to the Comox Lake Watershed.

#### **Recreational Access and Use Survey**

A survey of 11 recreational user groups currently accessing Comox Lake Watershed was conducted in the fall of 2012 as part of developing this proposal. All groups reported access as a concern. Hunting, hiking, mountaineering, horseback riding, climbing, ATV, dirt bike



<p style="text-align: center;"><b>COMOX LAKE WATERSHED</b></p> <p style="text-align: center; font-size: small;">Map produced for Comox Valley Conservation Strategy</p>	<p><b>Legend</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%; border: none;"> <ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; border-bottom: 1px solid black; margin-right: 5px;"></span> Road</li> <li><span style="display: inline-block; width: 15px; border-bottom: 1px dashed black; margin-right: 5px;"></span> Road-Resource</li> <li><span style="display: inline-block; width: 15px; border-bottom: 1px solid blue; margin-right: 5px;"></span> Watercourses</li> <li><span style="display: inline-block; width: 15px; background-color: lightgreen; border: 1px solid black; margin-right: 5px;"></span> Wetland</li> <li><span style="display: inline-block; width: 15px; background-color: lightblue; border: 1px solid black; margin-right: 5px;"></span> Lakes</li> <li><span style="display: inline-block; 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<ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; border-bottom: 1px solid black; margin-right: 5px;"></span> Road</li> <li><span style="display: inline-block; width: 15px; border-bottom: 1px dashed black; margin-right: 5px;"></span> Road-Resource</li> <li><span style="display: inline-block; width: 15px; border-bottom: 1px solid blue; margin-right: 5px;"></span> Watercourses</li> <li><span style="display: inline-block; width: 15px; background-color: lightgreen; border: 1px solid black; margin-right: 5px;"></span> Wetland</li> <li><span style="display: inline-block; width: 15px; background-color: lightblue; border: 1px solid black; margin-right: 5px;"></span> Lakes</li> <li><span style="display: inline-block; width: 15px; border: 2px solid black; margin-right: 5px;"></span> Comox Lake Watershed</li> <li><span style="display: inline-block; width: 15px; background-color: lightgreen; border: 1px solid black; margin-right: 5px;"></span> Parks and protected areas</li> </ul>	<p><b>Recreational Users</b></p> <ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #fde9d9; border: 1px solid black; margin-right: 5px;"></span> Canoeing, Hiking and Mountaineering Access</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #f4cccc; border: 1px solid black; margin-right: 5px;"></span> Hiking and Mountaineering Access</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #fce4d6; border: 1px solid black; margin-right: 5px;"></span> Hiking, Mountain Biking, Horse Riding</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #f4cccc; border: 1px solid black; margin-right: 5px;"></span> Rock Climbing</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #fce4d6; border: 1px solid black; margin-right: 5px;"></span> Ski Touring</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #f4cccc; border: 1px solid black; margin-right: 5px;"></span> Mountain Biking</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #fce4d6; border: 1px solid black; margin-right: 5px;"></span> Dirt Biking</li> </ul>	<p><b>Recreation Use in Lakes</b></p> <ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: lightblue; border: 1px solid black; margin-right: 5px;"></span> Boating</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: lightblue; border: 1px solid black; margin-right: 5px;"></span> Camping</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: lightblue; border: 1px solid black; margin-right: 5px;"></span> Canoeing</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: lightblue; border: 1px solid black; margin-right: 5px;"></span> Fishing</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: lightblue; border: 1px solid black; margin-right: 5px;"></span> Kayaking</li> </ul>			

riding and mountain bike groups all experienced some form of access restrictions. (See survey results in appendix C page 36).

Establishing designated areas or zones that specify type of recreational use would ensure access while reducing negative environmental effects and minimizing conflicts between recreational users. The current areas of use identified by user groups have been mapped on page 16 below. Water-based activities and camping occur on or adjacent to Comox Lake, and to a lesser extent at Willemar and Forbush Lakes. Land-based activities for hiking, mountaineering, climbing, ski touring, dirt bike riding, motorcycle trial riding, horseback riding and mountain biking occur most often in specific areas. ATV riding and hunting occur throughout the watershed making zoning for hunting and ATV riding difficult. A watershed wide approach to manage these activities would have to be applied.

Recreational groups shared a common concern for watershed protection and were supportive of the establishment of a park or protected area for the watershed. Support for watershed protection was conditional on ensuring public access for recreational use. Most groups promote responsible use of the watershed amongst their members and understood the need for improved coordination and management of recreational users.



The Capes and Idiens Lake area, popular with hikers, is located west of Comox Lake outside of Strathcona Park.

*Rory Hill photo*

### **Extent of Current Use**

Determining the exact numbers of recreational users of the Comox Lake Watershed is difficult. However some statistics are available that indicate that the area is well used. The following table displays information provided by the Courtenay Fish and Game Club and Cumberland Lake Park showing current high use of the area. This data most likely represents a small sample of the overall use of the area, as it does not include membership and activity numbers from other user groups or use by the general public, not part of an organized group.

### **2012 User Statistics**

Courtenay and District Fish and Game Protective Association	<ul style="list-style-type: none"> <li>• 2,200 members</li> <li>• 218 annual boat launch passes</li> <li>• 147 vehicles in campground during August long weekend in 2012</li> </ul>
Cumberland Lake Park (May – August, 2012)	<ul style="list-style-type: none"> <li>• 2,493 overnight camping site stays</li> <li>• 91 season boat launch passes and 1007 daily users</li> </ul>

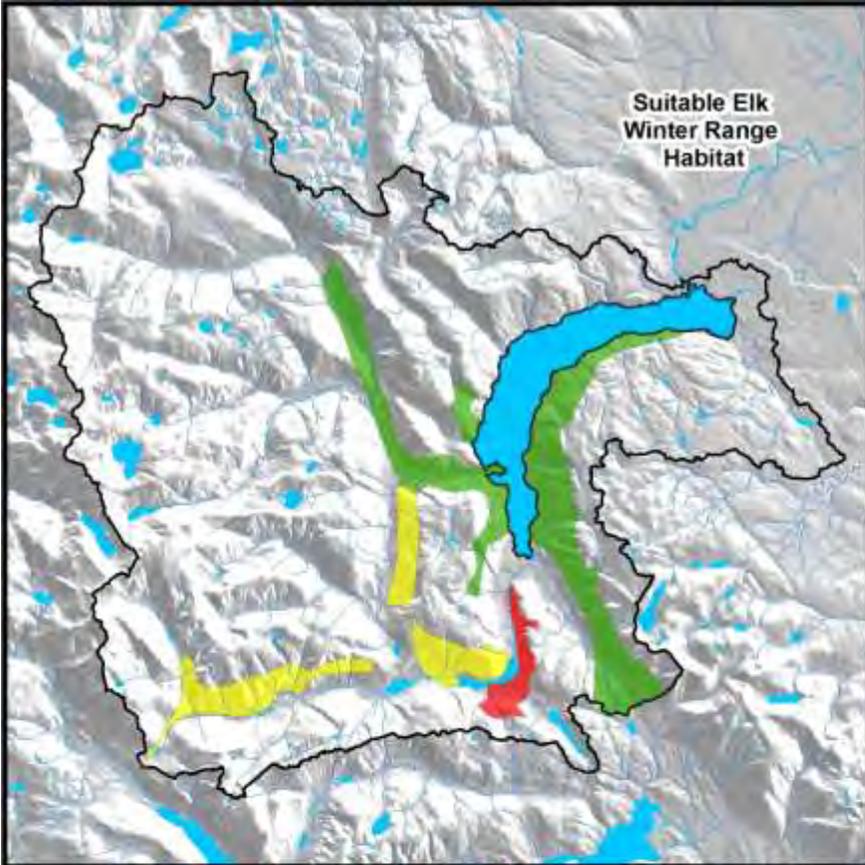
#### 4.3 Protection of Wildlife Habitat and Rare and Threatened species



A rare sighting of a red listed Goshawk taken in the Cruikshank area of the Watershed. *Rory Hill Photo*

The Comox Lake Watershed Sustainable Use Recreation area would allow for a well-researched and coordinated conservation effort to maintain and restore wildlife habitat and protect rare and threatened species. A list of 23 species at risk (SAR) has been identified as part of the research for this proposal.<sup>x</sup> This list is only a partial list; it is likely that many other species at risk reside in the watershed in addition to those identified here. Information about some species is not publically accessible.

As an example of how watershed management can enhance wildlife habitat, a set of two maps on page 21 show the current Roosevelt Elk winter habitat and the potential areas if habitat was restored.



Suitable Elk Winter Range Habitat

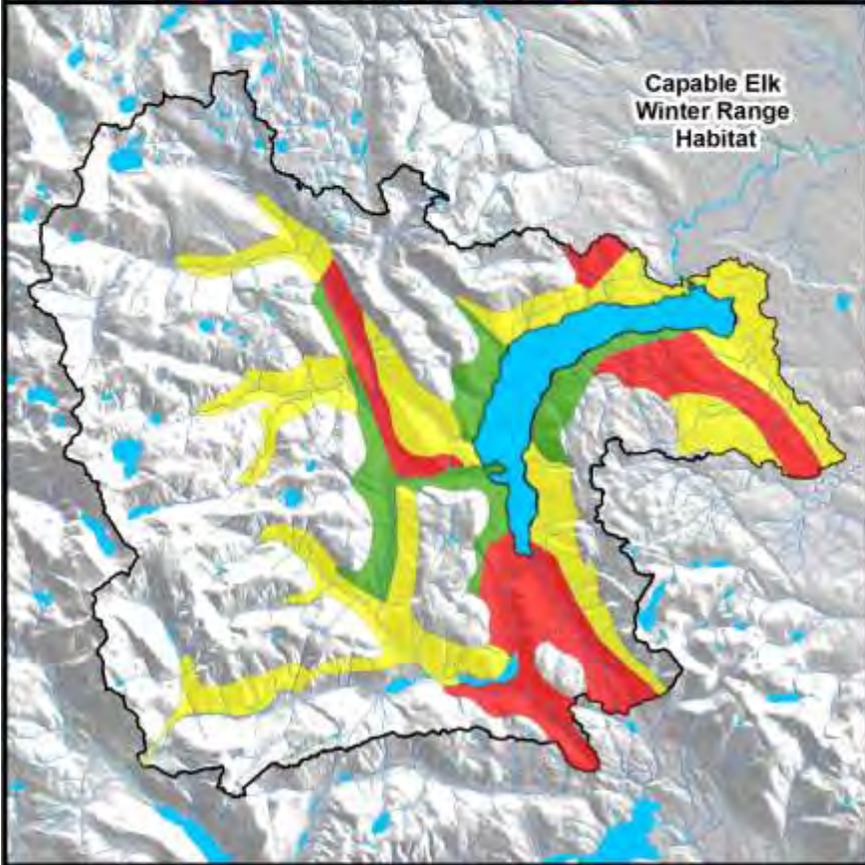
# Roosevelt Elk Winter Range Habitat

These maps depict winter habitat capability and suitability for Roosevelt Elk in Comox Lake Watershed. Suitability represents what the habitat is capable of supporting under current conditions. Capability represents what the habitat is capable of supporting under ideal conditions.

### Legend

- Watercourses
- Lakes
- Comox Lake Watershed
- Highest Value Elk Winter Habitat**
- Very High
- High
- Moderate

Data sources: Province of BC Land and Resource Data Warehouse, Broad Ecosystem Inventory Classification (completed in 1985); Comox Valley Conservation Strategy (2012)



Capable Elk Winter Range Habitat



Scale = 1:250,000

## COMOX LAKE WATERSHED

Map produced for Comox Valley Conservation Strategy Community Partnership

This map illustrates one example of the potential for increasing wildlife in the area. It also demonstrates the need for ecological management of the watershed's resources and for improved research and information sharing so that habitat areas can be identified, protected and restored.

The watershed contains salmon, steelhead, trout and dolly varden fish species. The Cruikshank, Comox and Puntledge Rivers are critical habitat for these fish (see map page 23). Between 1999-2009 intensive logging has occurred adjacent to these habitat areas.

Some specific habitats and species of concern to local groups include:

- Peregrine falcon: protection of cliff habitat
- Summer Chinook: protection and restoration of run
- Red listed plant habitat protection (see list in appendix D, page 37)
- Elk: ensuring adequate winter habitat

#### 4.4 Sensitive Ecosystems

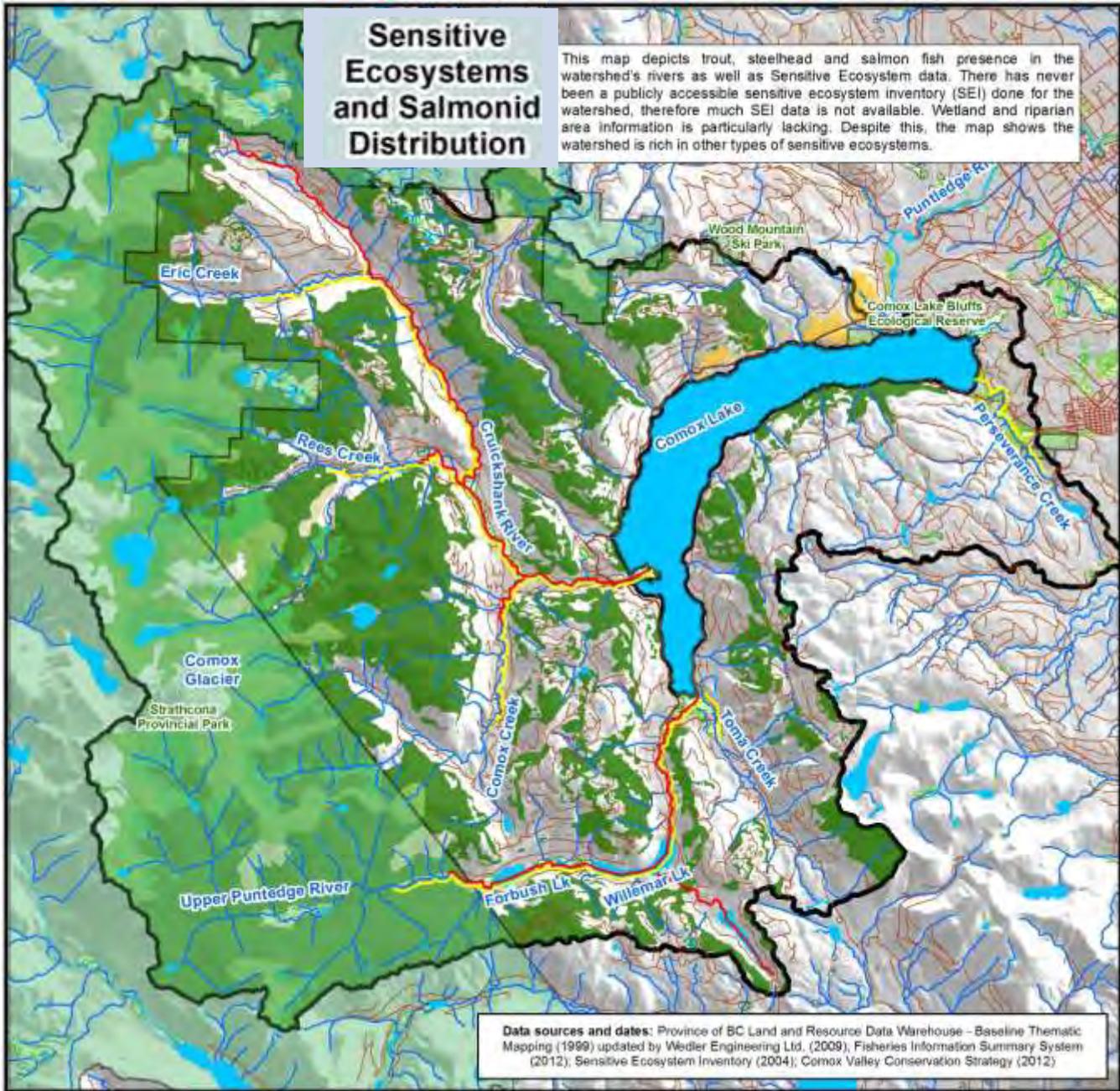
The Comox Lake Watershed is rich in sensitive ecosystems. Many types have been identified in the watershed and have been mapped for this proposal (see map on next page). The province of BC has not undertaken a sensitive ecosystem inventory (SEI) that includes the whole watershed. Hence, the information contained on the map lacks many sensitive ecosystem features such as riparian and wetland areas that exist on the ground.

Old Growth Forests, identified through air photo interpretation, are the most predominant type of sensitive ecosystem in the watershed. The table in Appendix B shows that 18,523ha of old growth forests, representing 42% of the watershed, existed in 1999. By 2009, an additional 2,241ha of Old Growth had been logged, reducing the total amount to 16,282ha. Of this, 6,333 ha are within Strathcona Park, and 9,950 ha are on private forest lands. If logging of old growth continues at this rate it will be gone from private forest lands by 2050.



Sensitive ecosystem with pond and old growth forest in an area not yet logged. *Rory Hill photo*

The following map depicts sensitive ecosystems and Salmonid habitat in the Watershed:



#### COMOX LAKE WATERSHED

Map prepared for  
Comox Valley Conservation  
Strategy  
Community Partnership

#### Legend

<ul style="list-style-type: none"> <li><span style="color: red;">—</span> Road</li> <li><span style="color: orange;">—</span> Road Resource</li> <li><span style="color: blue;">—</span> Watercourses</li> <li><span style="color: lightblue;">■</span> Lakes</li> <li><span style="border: 2px solid black; display: inline-block; width: 15px; height: 10px;"></span> Comox Lake Watershed</li> <li><span style="background-color: lightgreen; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> Parks and protected areas</li> </ul>	<p><b>Salmonid Distribution</b></p> <ul style="list-style-type: none"> <li><span style="color: yellow;">—</span> Salmon</li> <li><span style="color: red;">—</span> Trout, Dolly Varden and Steelhead</li> </ul> <p><b>Sensitive Ecosystems</b></p> <ul style="list-style-type: none"> <li><span style="background-color: yellow; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> Terrestrial Herbaceous</li> <li><span style="background-color: lightgreen; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> Riparian</li> <li><span style="background-color: lightblue; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> Sparsely Vegetated</li> <li><span style="background-color: lightgreen; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> Alpine</li> <li><span style="background-color: yellow; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> Barren Surfaces</li> <li><span style="background-color: brown; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> Old Forest (&gt; 140 yrs old)</li> <li><span style="background-color: lightgreen; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> Sub-alpine Avian/Insect Chutes</li> <li><span style="background-color: lightgreen; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> Wetlands</li> </ul>
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Scale = 1:160,000  
(1999/2000 ADA 2)

Comox Valley  
Conservation Strategy  
Community Partnership

## 4.5 Opportunities for Revenue Generation

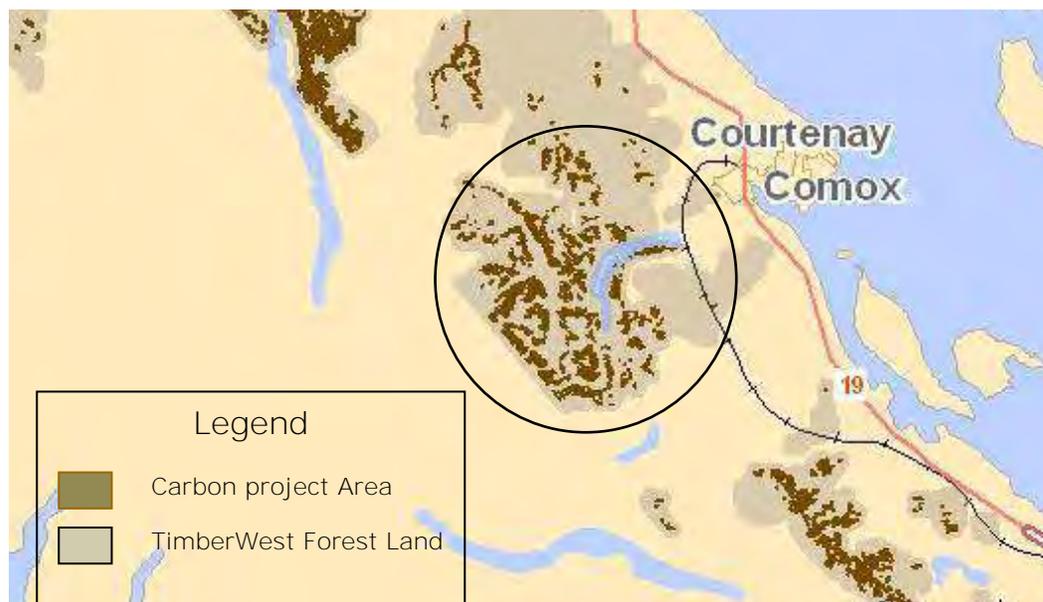
There will be costs associated with implementation of this plan. Removal of timber harvesting rights, the establishment and administration of a public Comox Lake Watershed Authority, maintenance of roads and other infrastructure will all cost money. At the same time, there is opportunity for revenue generating activities and sustainable economic development that is compatible with the goals of maintaining water quality, public access, ecological and recreation values. This could include any of the following:

- Protection of forests for carbon offsets and credits
- Eco-tourism and commercial outdoor recreation
- Small scale sustainable forestry operations
- Sustainable harvesting of mushrooms, salal and other forest resources

### A) Green Carbon Offsets

In 2010 Timber West signed an agreement with Pacific Carbon Trust to protect 90% of the remaining old growth on their private lands.<sup>xi</sup> This arrangement has the benefit of protecting the remaining stands of old growth trees while providing an annual revenue stream to Timber West for carbon credits related to the amount of carbon sequestered by these forests. By December 2011, 5.6 million dollars of revenues from Pacific Carbon Trust had been received by Timber West.<sup>xii</sup>

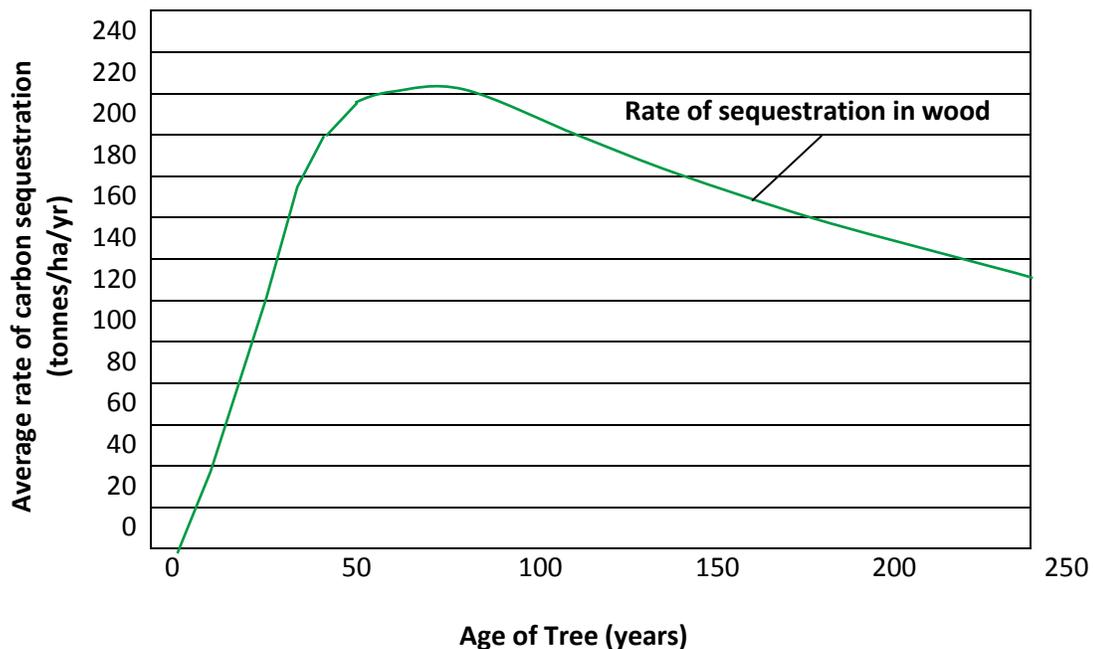
**Figure 2: Areas of Old Growth Trees included in the Pacific Carbon Trust Agreement with Timber West. The circled area shows the Comox Lake Area.**



This agreement, however, does not bind Timber West to protect these trees in the long term. If, at a future date, the company decides to log trees covered by the agreement due to changing market conditions for lumber or carbon credits, they lose the future carbon credit revenue and suffer no other financial penalties. Currently, the agreement is providing a measure of protection in the short run and points to opportunities for generating revenues through forest conservation.

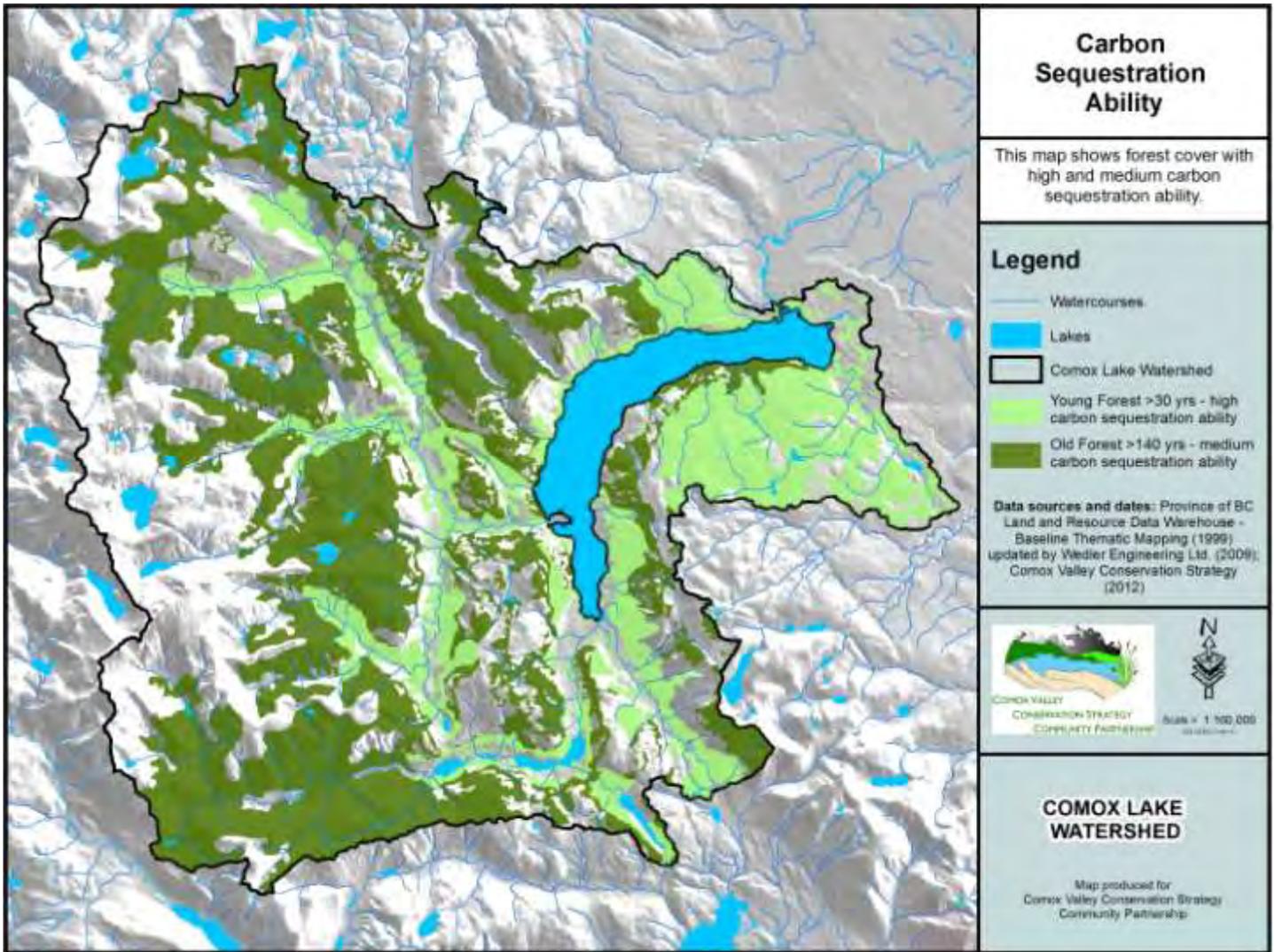
Figure 3 below shows the rate of carbon sequestration of a Coastal Douglas Fir forest.<sup>xiii</sup> A young forest starts to sequester carbon at a high rate from an age of about 25 years and peaks by 100 years. The forest continues to sequester carbon at a high but declining rate before levelling off at 250 years.<sup>xiv</sup> Coastal Douglas fir trees sequester carbon at rates two times higher than fir trees in the interior of BC.<sup>xv</sup>

**Figure 3: Rate of Carbon Conversion by Age for Coastal Douglas Fir Forest**



Young forests between 50 and 125 years sequester Carbon at the highest rate. In 2009, 30% of the forest land base was represented by second growth forests between 30 and 140 years. Currently these forests are not included in the TimberWest Carbon Agreement and are being harvested at a high rate. Smaller scale ecologically based forest practises would reduce the harvest of second growth forests and allow for carbon agreements to include second growth forests with high carbon sequestration ability.

The following map shows the carbon sequestration ability of old and young forests in the Comox Lake Watershed in 2009:



Opportunities for increasing carbon offsets and other compatible small scale sustainable forest harvesting could be investigated in partnership with Timber West. Revenues from carbon offsets and other compatible forest based activities can be factored into the amount of compensation required for extinguishing of timber rights or lost revenues from large-scale industrial logging.

### **B) Economic Development**

A publicly accessible and managed watershed would provide opportunities for developing environmentally sound local businesses. Currently, the increasing restriction to public and user group access to Comox Lake Watershed creates a major barrier that reduces the development of outdoor recreation, eco-tourism and other business opportunities.

The survey of recreational group users (see appendix B), found that all user groups identified potential opportunities for expansion of activities if public access was ensured. Management of recreational uses within the watershed by a public Authority would provide an administrative structure that could guide the development of outdoor recreation and eco-tourism industries in an orderly, ecologically sound way and assist in resolving conflicts and managing competing interests.

The growth of the mountain biking industry centred in the Village of Cumberland is a good example of the potential economic impact that improved access to the watershed could have. The United Riders of Cumberland have negotiated trail use permits and purchased insurance for club events to gain access to trails and carry out trail maintenance. This has allowed a network of trails to be established and maintained that have become well known amongst mountain bike enthusiasts throughout BC and beyond. The group is working towards a land use agreement with forest company landowners and the Village of Cumberland.

A successful hostel and bike shop/café have been established and amenity migration from mountain biking enthusiasts is occurring in the Village. Cumberland now hosts several bike races including stage one of the BC Bike Race<sup>xvi</sup> which brought over 500 competitors, plus friends and family into Cumberland in 2012, providing economic spin-offs to hospitality and tourism businesses throughout the Comox Valley.

The Courtenay District Fish and Game Protective Association<sup>xvii</sup> located on Comox Lake has been able to expand and develop outdoor activities and host a number of major outdoor recreation events attracting visitors from across BC, USA and Europe. They attribute their success to the location of their facilities on Comox Lake. The club is also involved in fisheries research in partnership with the BC Ministry of the Environment, and undertake fish enhancement projects.

Other opportunities for establishment or expansion of outdoor recreation and eco-tourism industries identified in the survey include:

- The development of an Outdoor Adventure Park (adjacent to Cumberland Lake Park)
- Guided mountaineering, hiking, climbing, fishing, hunting, mountain biking, ATVs
- Local retail sales, rental and maintenance of outdoor recreation equipment, motorized and non-motorized watercraft, ATV, dirt and mountain bikes.

Ecologically sound development of businesses such as these would increase the Comox Valley's allure as a tourist destination and positively impacts the local hospitality and tourism industries.



Comox Glacier

Rory Hill photo

## 5.0 Multi-use Zones

A system of multi-use zones that designate areas for certain types of human use of the watershed is proposed. The general goal of these zones is:

- a) to limit use in high elevation areas adjacent to the current boundaries of Strathcona Park, sensitive ecological areas such as wetlands and the ecological reserve on the North East shore of Comox Lake; and
- b) to direct use into areas outside of sensitive ecological areas, generally located in lower elevation areas.
- c) to allow shoreline access to Comox Lake for day use, camping and boat launches, in locations that will not damage sensitive ecological areas. Washroom and other facilities should be available to protect water quality.

The Recreational Use Map on page 18 illustrates how areas or zones of use in the watershed can be designated for various recreational uses.

Designation and regulation of activities in the different zones would be a core part of watershed management (see section 4.2 above). The Recreational Use Map is a conceptual illustration of multi-use zones based on current use and anecdotal information provided by representatives of the various user groups. It lacks the environmental information needed to properly designate specific human use areas. It also lacks information on other potential uses such as small-scale forestry, hunting and ATV use.

A comprehensive plan is required to designate zones and the types of use appropriate for each zone based on detailed environmental information and a deeper understanding of the needs of stakeholders. Additional management tools would be needed to regulate activities that occur throughout the watershed.

The management plan needs to be developed with the assistance and input of stakeholder groups to ensure zones and other tools are effective in meeting recreational access needs and to achieve the goals of maintaining water quality and conservation of environmental values.

The establishment of a watershed management authority and plan should reference best practices from examples of where this has been successfully implemented,<sup>xviii, xix, xx</sup> and build on the work of the CVRD watershed protection plan,<sup>xxi</sup> complimentary work undertaken by other groups, and the strength of existing relationships amongst stakeholders.

## **6.0 Role of the Provincial Government**

The role of the provincial government will be two-fold:

A) Acquiring decision making control over land use:

This proposal will require the province of BC to take a proactive role in altering land use designations, negotiating with landowners and providing financial resources. The province will need to take the leading role to ensure that BC Parks, Ministry of Environment, Forests, Lands and Natural Resource Operations, Vancouver Island Health Authority and BC Hydro are active and supportive participants in the process of establishing a public Authority and developing the watershed management plan.

B) Setting up the administrative structure:

The Provincial Government will need to play a key role in setting up the legal and administrative framework for the Comox Lake Watershed Authority to operate effectively. A qualified third party independent of individual stakeholder interests should be hired to facilitate participation of local governments, landowners, provincial agencies and community stakeholders in the process of establishing the terms of reference and administrative structure of the Watershed Authority.

See specific recommendations for the provincial government in the Executive Summary on pages 5-6.

## **7.0 Role of Local Governments**

The CVRD has the responsibility to administer and operate the drinking water supply system, which includes the protection of Comox Lake watershed. The Village of Cumberland operates a drinking water supply system in the Perseverance Creek watershed, a sub-basin within the Comox Lake watershed. The K'ómoks First Nation (KFN) like other local governments have an interest to purvey water from Comox Lake to meet domestic water needs. KFN will require access to Comox Lake water to service Treaty Settlement Lands.

Local governments can play a critical role in protection of watershed health by:

- assisting with the development of a watershed management plan
- preventing residential and commercial subdivision in the Comox Lake Watershed
- advocating for and participating in a local, cooperative and inclusive administrative structure to oversee watershed health
- requesting the province utilize the Water Act to initiate a watershed management plan for Comox Lake
- advocating for financial and other resources to support local control and public management of the Comox Lake Watershed.

See specific recommendations for local governments in the Executive Summary on page 6.

#### K'omoks First Nation (KFN)

The KFN have aboriginal rights and title that includes the Comox Lake Watershed. Currently, their treaty is being negotiated and land claims will be defined once the treaty is complete. The KFN is a local government and considers the watershed as part of the southern core of their area. They see their role as stewards of the Puntledge River system from the K'omoks Estuary to the headwaters of Comox Lake. There are overlapping aboriginal interests in the watershed with Cape Mudge and Campbell River First Nations.

### **8.0 Role of the Watershed Authority**

The primary function of the Watershed Authority would be to develop and implement an ecologically based multi-use management plan for the watershed. The administrative structure of the Authority would have three components:

1. an administrative capacity to develop and implement a watershed management plan
2. access to First Nations' traditional knowledge and a science advisory panel with the capacity to provide up to date hydrological, ecological and environmental information and analysis
3. a decision making structure that is inclusive of all stakeholders and provides a meaningful role for community groups in development and implementation of the watershed management plan.

The administration of the Watershed Authority should be locally based and independent from any stakeholder organization. It will require a significant level of authority and capacity to carry out its role. The structure must include key public stakeholders such as local governments, provincial ministries, local environmental organizations as well as recreational and economic user groups. It is expected that the KFN would be fully engaged in decision making like other local governments.

The authority should operate with a cooperative and transparent approach by providing open access to information, shared decision making and partnership building with stakeholders. All participating stakeholder groups would be required to sign on as “watershed stewards” to work cooperatively with the authority and other stakeholder groups to achieve watershed health goals. This would facilitate user groups’ active participation and support for implementation of the plan and reduce potential conflicts amongst groups.

The Authority’s structure should recognize the aboriginal rights and title of the K’ómoks First Nation, and the role and responsibility of the CVRD and the Village of Cumberland for watershed protection and operation of drinking water systems.

## 9.0 Conclusion

Environmental protection and public access to the watershed are important values to residents of the Comox Valley. Establishment of an ecologically based, multi-use management plan utilizing current environmental information with the active participation of local recreation and environment groups can ensure that watershed protection goals will be achieved through responsible public use.



*Kerry Dawson Photo*

Establishment of a public Comox Lake Watershed Authority with the ability to manage the watershed will allow the natural hydrology to be maintained and restored so watershed inflows into the lake during the summer and fall periods can be maximized to satisfy a growing demand. It will allow for a balance between human needs for drinking water, recreational and economic use, and conservation of water quality and ecological values.

Local recreational and environmental organizations have an important role in stewardship of the watershed. Their ability to assist in research, public education and to act as the “eyes and ears” of the watershed is a critical component for successful watershed management. Active participation of local stakeholder groups as partners in the development and operation of the management plan is imperative. Cooperation and meaningful participation

of all stakeholders will make the Sustainable Use Recreation Area for Comox Lake watershed a success.

The CVRD, with the support of all local governments, will need to take an active role in supporting the set up of the Watershed Authority. With assistance from the provincial government, the opportunity to secure and manage a supply of clean drinking water while conserving ecological and recreational values for citizens of the Comox Valley can be achieved.

## Appendix A: Watershed Health Risks

Watershed health risks include risks to water quality and those that pose risks to biodiversity, sensitive ecological areas and natural system functioning, including hydrology. Recent Comox Lake risk assessments carried out in 2006 and 2011 focused risk assessment on water quality only.

The proposed Comox Lake Watershed Sustainable Use Area identifies all watershed health risks not just those specific to water quality. Therefore, to fill this gap, we have included two lists: List A) one specific to water quality risks as documented in a 2006 risk assessment report; and List B) our own list identifying risks to biodiversity, sensitive ecological areas and hydrological system.

### A) Water Quality Risks Identified in a 2006 Comox Lake Watershed Risk Assessment<sup>xxii</sup>

Note: This list of Water Quality Risks does not include risks from potential mining and land development subdivisions that are proposed. The list only identifies current existing risks.

#### Very High Risk Sources

- Transportation over the Puntledge River Bridge near the Comox Lake outlet
- Transportation on roads directly adjacent to the Puntledge River
- Boating on the Puntledge River upstream of the penstock
- Intentional harm to the water source

#### High Risk Sources

- Logging activities within 300 m on the Puntledge River between the Comox Lake outlet and the penstock intake
- Transportation on roads within 1 km of the Puntledge River upstream of the penstock
- Wildlife contamination near the Puntledge River between the Comox Lake outlet and the penstock intake, or in the eastern portion of Comox Lake
- Potential aircraft crash at the airport near the Puntledge River or in the area just upstream of the penstock
- Lakeshore cabins in the eastern portion of Comox Lake, and camping in undesignated areas near the lakeshore
- Boating and fishing in the eastern part of Comox Lake
- Aircraft accident on Comox Lake
- Flooding on the order of the probable maximum flood

#### Moderate Risk Sources

- Logging activities within 1 km of Comox Lake, or anywhere in the catchment feeding the Puntledge River between the Comox Lake dam and the penstock
- Transportation on roads within 1 km of Comox Lake and in the catchment draining to the Puntledge River between the Comox Lake dam and the Penstock
- Potential aircraft crash in other areas of the watershed
- Underwater log salvage from Comox Lake
- Camping, beach-use, and use of boat-launch facilities at the Cumberland Campground and Fish & Game Club
- Trail-use just upstream of the penstock
- Potential development at Forbidden Plateau
- Existing housing located in the lower Puntledge River catchment upstream of the penstock

- Farming activities downstream of the penstock
- Lakeshore cabins on the south and western shores of Comox Lake
- Boating and fishing in the south and western portions of Comox Lake
- Kayaking on the Puntledge River between the Comox Lake dam and the penstock
- Rock slides, flood inundation of marsh areas adjacent to Comox Lake, wildlife in other areas of the watershed, and decaying organic matter near the Puntledge River
- Pidgeon Lake landfill: further surface hydrology and groundwater studies will be required to fully characterize this risk

#### **Low Risk Sources**

- Logging downstream of the penstock, in the Browns River watershed, or in most areas upstream of Comox Lake
- Existing housing downstream of the penstock
- Erosion from vulnerable areas downstream of the penstock
- Transportation through areas downstream of the penstock, or throughout most of the areas upstream of Comox Lake
- Decaying organic matter in areas upstream of Comox Lake

#### **B) Risks to Biodiversity, Sensitive Ecological Areas and Hydrological System**

The following risks have not been given a high, medium or low risk assessment rating.

##### Biodiversity

- Large Scale Clear Cut logging impacts on flora and fauna and old growth forest habitat
- Damage to habitat from recreational activities occurring in Comox Bluffs Ecological Reserve and other habitats of rare or at-risk species
- Impact of BC hydro reservoir on Comox Lake shoreline habitat

##### Sensitive Ecological Areas

- Logging within 30 meters of streams, wetlands and bodies of water
- Logging of mature and old growth forests
- Damage from human caused fires (logging, unmanaged recreational use)
- Landslides, and erosion as a result of logging and road building
- Damage, litter and pollution from unmanaged and irresponsible recreational use and public access in sensitive areas
- Impact of BC hydro reservoir on sensitive shoreline areas
- Damage and pollution from residential development and mining, particularly the proposed open pit coal mine in the Perseverance Creek area

##### Hydrological System Function

- Loss of transpiration from tree cutting
- Changes to surface and subsurface flows from road building and other disturbances from large-scale logging
- Lack of adaptive measures to mitigate impact of climate change
- Pollution, changes to surface and subsurface flows and other negative impacts from residential development and mining, particularly the proposed open pit coal mine in the Perseverance Creek area

## Appendix B: Forest Cover, Logging Activity and Protected Areas

**Table 1: Private Forest and Protected Lands in Watershed**

Land Cover Description	Area within watershed (ha)	% of watershed
Total area of the watershed (including lakes and wetlands)	43941	100.0%
Amount protected in 2009	14446	32.9%
Amount included in Strathcona Park	14354	32.7%
Amount of private forest land (excludes lakes and wetland areas)	28779	65.5%

**Table 2: Logging Activity**

Land Cover Description	Area within watershed (ha)	% of watershed	Area within Private forest lands (ha)	% within private forest lands
Land logged by 1999	15718	35.8%	15718	54.6%
Land Logged by 2009	18004	41.0%	18004	62.6%
Amount of old growth forest > 140 years in 1999	18523	42.2%	12190	42.4%
Amount of old growth forest > 150 in 2009	16282	37.1%	9950	34.6%
Amount of old growth logged between 1999-2009	2241	5.1%	2240	7.8%
Amount of second growth forest 20 –140 years in 1999	10943	24.9%	10943	38.0%
Amount of second growth forest 30 –150 years in 2009	8645	19.7%	8520	29.6%
Amount of second growth forest logged between 1999-2009	2298	5.2%	2423	8.4%
Total amount of old growth and second growth forests logged between 1999 and 2009	4590	10.3%	4663	16.2%

### Notes:

The remaining old growth would be gone within 45 years at the rate of logging between 1999-2009 as shown in table 2.

If there was no logging of “old growth” and the rate of harvest between 1999 and 2009 continued this would double the amount of “second growth” being harvested.

Not all private land is covered with harvestable forests. Areas of bare rock and stands of forests not economically viable for harvesting cover areas of private lands. Therefore the rate of logging on harvestable forest lands would be higher than rate shown in table two.

## Appendix C: Recreational User Group Survey Results

Recreational Group	Activity	Areas Accessed	Have Access Concerns	Watershed Protection Concerns	Opportunities if access secured
All Terrain Vehicles (ATV) Club	Riding on roads and trails	All accessible roads and trails in the entire watershed	Yes	Yes.	Yes, activities could be expanded.
Mid-Island Dirt Riders	Dirt Bike: Single track cross county riding	Areas adjacent to Cumberland, Bevan Road, Lake Trail Rd	Yes. No designated area for dirt biking in CV	Yes, very concerned about environment.	Yes, as dirt Biking does not mix well with other users, we need a designated place to go
Island Alpine Guides	Hiking, Rock climbing, Mountaineering;	Land west of the lake adjacent to Strathcona Pk;	Yes	Yes.	Yes. - Eco tourism could be developed. - Adventure Park next to Cumberland Lake Park
Comox District Mountaineering Club	Hiking	Make arrangements with Timberwest to access Glacier Trail	Yes.	Yes	Yes, Re-establishing and expanding hiking opportunities
Courtenay and District Fish and Game Protective Association	Boating, camping, hunting, fishing	- Operate boat launch & campground - Hunting occurs throughout the watershed	Yes.	Yes. Engaged in watershed protection and research	Yes, guaranteed access would allow for better management and expansion of activities.
Comox Valley Kayaks	Kayaking, canoeing, lessons	Cumberland Lake Park, CL Road access to Willemar/ Forbush for canoes	Yes. self propelled boat launch	Power boats use of lake.	Yes, a self propelled boat launch site could be established.
Back Country Horseman Sharon Pickthorne	Horseback riding, day use	Road access suitable for truck & trailer. Mt. Becher area.	Yes.	Yes	Yes, activities could be expanded in suitable areas.
Coastal Guide Outfitters:	Hunting	2 commercial guiding outfits hold licenses.	No comment provided		
Comox Valley Water Ski Club	Did not respond to requests to complete survey				
United Riders of Cumberland	Mountain biking, trail maintenance, youth program, group rides	Logging roads adjacent to Cumberland, Comox Lake Rd, Forbidden Plateau Rd	Yes.	Yes. But watershed should be accessible for mountain biking.	Yes, maintain and expand trail network - Mountain Bike tourism is economic driver in Cumberland.
Motorcycle Trials	Single track trail riding, building & maintenance	Branch 21, Bear Rocks areas, other trails throughout the watershed	Yes	Yes	Yes, opportunities to host events and promote awareness of the sport.

## Appendix D: List of Known Blue and Red Listed Species at Risk in the Comox Lake Watershed

Based on a review of known occurrences of species listed by Committee of the Status of Endangered Wildlife In Canada (COSEWIC) and Species at Risk Assessment SARA, 2011.

English Name	Scientific Name	COSEWIC	SARA	BC List
<b>MAMMALS</b>				
Ermine, anguinae subspecies	<i>Mustela erminea anguinae</i>			Blue
Roosevelt Elk	<i>Cervus canadensis roosevelti</i>			Blue
Vancouver Island Marmot	<i>Marmota vancouverensis</i>	Endangered	Schedule 1	Red
<b>BIRDS</b>				
Band-tailed Pigeon	<i>Patagioenas fasciata</i>	Special Concern	Schedule 1	Blue
Common Nighthawk	<i>Chordeiles minor</i>	Threatened	Schedule 1	Yellow
Northern Goshawk, laingi subspecies	<i>Accipiter gentilis laingi</i>	Threatened	Schedule 1	Red
Northern Pygmy-Owl, swarthi subspecies	<i>Glaucidium gnoma swarthi</i>			Blue
Olive-sided Flycatcher	<i>Contopus cooperi</i>	Threatened	Schedule 1	Blue
Peregrine Falcon, pealei subspecies	<i>Falco peregrinus pealei</i>	Special Concern	Schedule 1	Blue
Sooty Grouse	<i>Dendragapus fuliginosus</i>			Blue
Western Screech-Owl, kennicottii subspecies	<i>Megascops kennicottii kennicottii</i>	Special Concern	Schedule 1	Blue
White-tailed Ptarmigan, saxatilis subspecies	<i>Lagopus leucura saxatilis</i>			Blue
<b>REPTILES &amp; AMPHIBIANS</b>				
Northern Red-legged Frog	<i>Rana aurora</i>	Special Concern	Schedule 1	Blue
Western Toad	<i>Naxyrus boreas</i>	Special Concern	Schedule 1	Blue
<b>FISH</b>				
Cutthroat Trout, clarkii subspecies	<i>Oncorhynchus clarkii clarkii</i>			Blue
Dolly Varden	<i>Salvelinus malma</i>			Blue
<b>INVERTEBRATES</b>				
(no listing in non-confidential occurrences)				
<b>PLANTS</b>				
Sand-dwelling Wallflower	<i>Erysimum arenicola</i> var. <i>torulosum</i>			Blue
Snow Bramble	<i>Rubus nivalis</i>			Blue
Olympic onion	<i>Allium crenulatum</i>			Red
Olympic Mountain Aster	<i>Eucephalus paucicapitatus</i>			Blue
Salish daisy	<i>Erigeron salishii</i>			Blue
Least Moonwort	<i>Botrychium simplex</i> var. <i>compositum</i>			Blue

## End Notes

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- <sup>i</sup> Appendix A, pages 31- 32.
- <sup>ii</sup> Comox Valley Regional District Regional Growth Strategy Bylaw No. 120, 2010, policy 8D1 and 8D2, page 75
- <sup>iii</sup> Known occurrences of species listed by Committee of the Status of Endangered Wildlife In Canada (COSEWIC) and Species at Risk Assessment, SARA, 2011.
- <sup>iv</sup> Wedler Engineering LLP, September 29, 2011, *Comox Lake Watershed Protection Plan*, p. 42.
- <sup>v</sup> Wedler Engineering LLP, September 29, 2011, *Comox Lake Watershed Protection Plan*, p.5.
- <sup>vi</sup> Epps, Deborah, BC Ministry of the Environment, 2011, *Water quality assessment and objectives for Comox Lake [electronic resource]: overview report*, page 17.
- <sup>vii</sup> Kerr Wood Leidel consulting engineers, May 31, 2010, CVRD Regional Water Supply Report, Technical Memorandum 6, Table 2-4: Summary of Capital Water Treatment Estimates for each Option, pages 7- 8.
- <sup>viii</sup> Appendix B, Table 1, page 33.
- <sup>ix</sup> B.C. Tap Water Alliance Presentation, Courtenay, May 14, 2007, pages 8-22.  
<http://www.bctwa.org/VanIslandHmPage.html>
- <sup>x</sup> Known occurrences of species listed by Committee of the Status of Endangered Wildlife In Canada (COSEWIC) and Species at Risk Assessment SARA, 2011. (See Appendix C p.1)
- <sup>xi</sup> Pacific Carbon Trust, 2010, Project Plan Document v 1.0, Strathcona Ecosystem Conservation Project, p. 6.
- <sup>xii</sup> Nelson Bennett, Business In Vancouver, article, Feb 19, 2013.  
<http://www.biv.com/article/20130219/BIV0114/130219939/-1/BIV/timberwest-and-nature-conservancy-received-10-million-in-carbon>
- <sup>xiii</sup> Campbell River Forest Research, 2008, Carbon and Forests Research Sample, page 3.  
<http://crfr.ca/samples/carbon/index.html>
- <sup>xiv</sup> Sara J. Wilson and Richard J. Hebda, Jan. 2008, *Mitigating and Adapting to Climate Change Through the Conservation of Nature*, Land Trust Alliance of BC, Page 13.
- <sup>xv</sup> Campbell River Forest Research, 2008, Carbon and Forests Research Sample, page 3.  
<http://crfr.ca/samples/carbon/index.html>
- <sup>xvi</sup> <http://www.bcbikerace.com/the-stages/bc-ferries-day-1>
- <sup>xvii</sup> <http://www.courtenayfishandgame.org/>

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- <sup>xviii</sup> Strathcona Park Master Plan, 1993, Ministry of Environment Lands and Parks  
[http://www.env.gov.bc.ca/bcparks/planning/mgmtplns/strathcona/StrathconaMP\\_1993.pdf](http://www.env.gov.bc.ca/bcparks/planning/mgmtplns/strathcona/StrathconaMP_1993.pdf).
- <sup>xix</sup> United States National Parks Service, Pacific Northwest Region, 2008, Proposed Master Plan Olympic National Park Washington State.  
<http://parkplanning.nps.gov/document.cfm?parkID=329&projectID=10233&documentID=22448>;
- <sup>xx</sup> Alberta Parks, Tourism and Recreation, Kananaskis Country:  
<http://www.albertaparks.ca/albertaparksca/management-land-use/management-planning/planning-process.aspx>.
- <sup>xxi</sup> Wedler Engineering LLP, September 29, 2011, Comox Lake Watershed Protection Plan
- <sup>xxii</sup> CH2MHILL Company for Comox Valley Regional District, 2006, Comox Lake Watershed Assessment- Characterize Risks, Technical Memorandum 4, p.5-6.

THE CORPORATION OF THE CITY OF COURTENAY

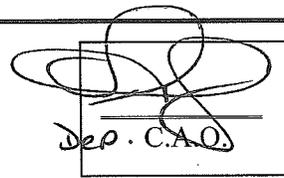
REPORT TO COUNCIL

FILE #: 4020-20

FROM: Director of Legislative Services

DATE: April 11, 2013

SUBJECT: Christ the King Catholic Church Construction

  
Dep. C.A.O.

C.A.O.'S COMMENTS/RECOMMENDATIONS:

That the recommendation of the Director of Legislative Services be accepted.

RECOMMENDATION:

That Council approve AFC Construction (Christ the King Catholic Church – 1599 Tunner Drive) to perform construction work later than 8:00 p.m. on one evening during the week of April 29<sup>th</sup>, 2013 or May 6<sup>th</sup>, 2013 which would normally be prohibited under section 5 (a) of the *City of Courtenay Prevention of Public Nuisances Bylaw No. 1798, 1994*; and

That the City be notified of the exact date one week prior to the construction day.

PURPOSE:

To allow construction past the hours permitted in the Prevention of Public Nuisances Bylaw.

BACKGROUND:

The City's Prevention of Public Nuisances Bylaw No, 1798, 1994 states:

- 5. (a) *No person shall, between the hours of 8 o'clock in the afternoon and 7 o'clock of the following morning, make, cause or allow or permit to be made or caused, any noise or sounds in or on a highway or elsewhere in the City which disturb or tend to disturb the quiet, peace, rest, enjoyment, comfort or convenience of the neighbourhood or of one or more persons in the vicinity provided, however, that this paragraph shall not apply to:*
- 5 (a) (viii) *any person functioning within the limits imposed by a permit issued by the Mayor or such other person he may designate, said permit to be in a form approved by Council from time to time;*

AFC Construction has requested to work late one evening for a large interior concrete slab.

DISCUSSION:

Staff feel the request by AFC construction is proactive and reasonable.

The City has not received any complaints regarding noise during the construction of the church addition.

**FINANCIAL IMPLICATIONS:**

None.

**STRATEGIC PLAN REFERENCE:**

N/A

**OCP SUSTAINABILITY REFERENCE:**

N/A

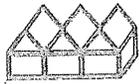
**REGIONAL GROWTH STRATEGY REFERENCE:**

N/A

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'J. Ward', with a flourish at the end.

John Ward, CMC  
Director of Legislative Services



**AFC**  
**CONSTRUCTION**  
DIV. OF AFC INDUSTRIES LTD.

City of Courtenay  
830 Cliffe Avenue  
Courtenay, BC V9N 2J7  
jward@courtenay.ca

Attention to: John Ward, City of Courtenay Council

RE: Application for Variance to Bylaw #1798 - 1599 Tunner Drive

April 10, 2013

Dear Mr. Ward & City of Courtenay Council,

We are the general contractor contracted to build the dining hall addition at Christ the King Catholic Church on 1599 Tunner Drive. We are currently preparing for the pour of a large interior slab. The specifications for this slab require us to work beyond regular working hours. The work will require gas powered machinery (power trowel and soff cut saw) and fans improving the airflow in the building. We expect the neighbours of the property may be able to hear this machinery going during evening and night hours of the pour day.

With this letter we're applying for approval to work beyond 8pm the night of the pour day. We are not able to set a firm date for the slab pour at this time. We expect the pour to happen in the week of April 29th or May 6th. We will be able to confirm the date latest one week prior to the pour.

Please let me know if you will need further information to process this application. We will await your approval before proceeding with night work.

Kind regards,

Maaike Pen  
Project Manager

#011 - 2415 CLIFFE AVENUE  
COURTENAY, BC V9N 2N6  
PHONE - 250-227-1000  
FAX - 250-227-1281  
www.afcconstruction.com



THE CORPORATION OF THE CITY OF COURTENAY

2

REPORT TO COUNCIL

FILE #: 3360-20-1303

FROM: Development Services Department

DATE: April 9, 2013

SUBJECT: Zoning Amendment Application 1303 for 333 Clubhouse Drive and 1200 Crown Isle Drive

C.A.O. COMMENTS/RECOMMENDATIONS:

That the recommendation of the Director of Development Services be accepted.

RECOMMENDATION:

That Council receive the application to amend City of Courtenay Zoning Bylaw No. 2500, 2007, for part of the remainder of Block 72, Comox District, and part of Lot 1, Block 72, Comox District, Plan VIP74892 as shown in bold on Attachment No. 1;

That Bylaw No. 2748, 2013 to create a new Comprehensive Development One-H (CD-1H) zone and to rezone part of the remainder of Block 72, Comox District and part of Lot 1, Block 72, Comox District, Plan VIP74892 from Comprehensive Development One-B Zone (CD-1B) to Comprehensive Development One-H Zone (CD-1H) proceed to First and Second Reading;

That Council waive the requirement for a public hearing in accordance with the provisions of section 890 of the Local Government Act and section 11.5 of Development Application Procedures Bylaw;

That Council authorize the Mayor and Director of Legislative Services to execute all legal documents necessary to affect the rezoning of the subject lands.

PURPOSE:

The purpose of the bylaw is to rezone the subject properties to add further restrictions on the permitted uses.

BACKGROUND:

The subject properties are part of the Crown Isle development and are currently zoned CD-1B. This zone permits a variety of uses including single family dwellings, duplexes and multi residential dwellings. The applicant does not intend to construct any duplexes within this area and has accordingly requested the use be removed. The proposed bylaw will also remove care facility from the list of permitted uses in the new CD-1H zone and increase the minimum lot size on which multi residential dwellings are permitted.

DISCUSSION:

In accordance with Development Cost Charges Bylaw No. 2426, 2005 the approving officer is required to collect development cost charges (DCC's) at the maximum density permitted by the zoning at the time of subdivision approval. In cases where the applicant only intends to build single family dwellings, past practice has been to register a section 219 Land Title Act covenant

at the time of subdivision approval to restrict development to single family dwellings, thereby limiting the DCC's payable. However, recent legal advice has indicated the current bylaw does not provide the approving officer with this option. Accordingly, to avoid paying the duplex or multifamily DCC the applicant is proposing to rezone the property to remove and/or restrict these uses. The proposed new zone removes duplex as a permitted use and sets a minimum lot size for a multi residential lot at 1600 square metres. Any lots created in excess of this minimum will result in the multifamily DCC being charged at the time of subdivision. This will maintain some flexibility in uses, but for the majority of lots created only the single family DCC will be collected.

With regard to waiving the public hearing, section 890(4) of the *Local Government Act* allows a Council to waive the public hearing where the proposed bylaw is consistent with the official community plan for the area. The *City Development Application Procedure Bylaw* states Council may consider waiving the public hearing subject to the *Local Government Act* and where the applicant held a public information meeting and no significant issues or objections were received. The applicant held their meeting on March 28<sup>th</sup> and it was attended by 14 persons. No objections were received with the proposed zoning amendment. Accordingly, it is the opinion of staff that the necessary legislative requirements have been met for Council to waive the public hearing. It is important to note that even if the hearing is waived a notice of the bylaw will be published in the paper and mailed to adjacent property owners providing them with the option of providing written feedback.

**FINANCIAL IMPLICATIONS:**

NA

**STRATEGIC PLAN REFERENCE:**

NA

**OCP SUSTAINABILITY REFERENCE:**

NA

**REGIONAL GROWTH STRATEGY REFERENCE:**

NA

Respectfully submitted,

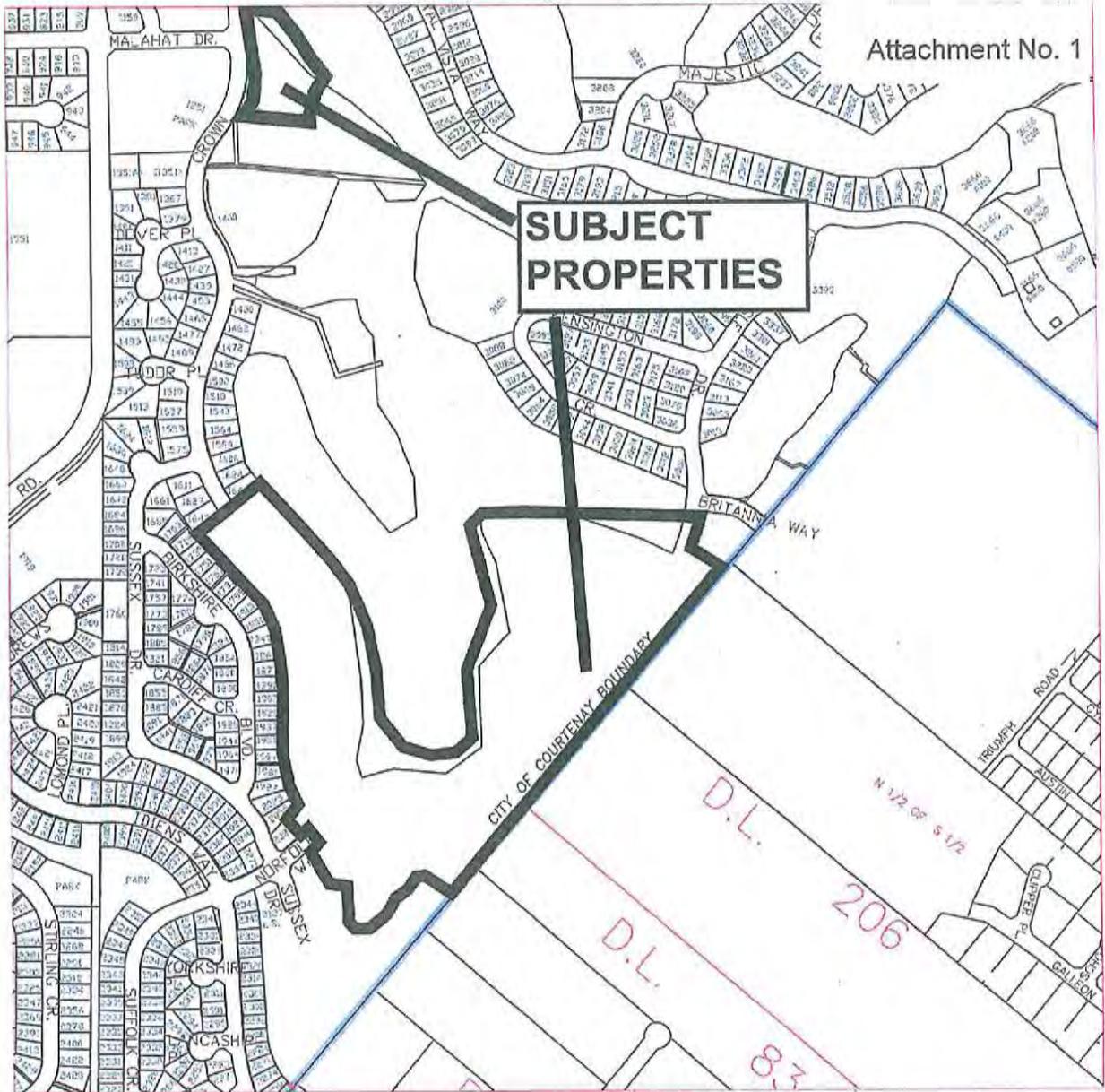


Ian Buck, MCIP, RPP  
Manager of Planning



Peter Crawford, MCIP, RPP  
Director of Planning Services

Attachment: Attachment No.1 map  
Applicant Submission





RESORT & GOLF COMMUNITY

Tel: (250) 703-5050 Toll Free: (888) 338-8439  
Fax: (250) 703-5051 info@crownisle.com

399 Clubhouse Drive, Courtenay, BC Canada V9N 9G3

March 7, 2013

City of Courtenay  
830 Cliffe Avenue  
Courtenay, B.C.  
V9N 2J7

**Attention: Peter Crawford**

**Re: Rezoning Application for Part of Block 72 and Part of Lot 1, Block 72, VIP74892, Comox Land District**

Dear Peter:

Please find enclosed the Rezoning application for Part of Block 72 and Part of Lot 1, Block 72, VIP74892, Comox Land District. Also enclosed are the following:

- Current Certificates of Title
- Rezoning area maps
- Rezoning application fee of \$ 3,000 plus HST

The purpose of the rezoning application is to remove duplex as a permitted use in the areas defined in the enclosed maps (new Area H). We understand that the City of Courtenay is required to collect DCC's at the maximum usage of the land as permitted by the zoning bylaw. As Crown Isle's CD1-B zoning allows for single family and duplex use, previously, the City of Courtenay registered a 219 covenant on each of Crown Isle's single family lots restricting the use to one single family dwelling per lot in order to charge the single family DCC rate. We have been advised by the City that the 219 covenant is no longer effective and each single family lot will now be charged 2 units multi family rate unless duplex is removed an allowable use.

Should you have any questions or require any additional information, please do not hesitate to contact me.

Yours truly,

Rick Waldhaus, C.G.A.  
CFO, Silverado Land Corp.

RECEIVED  
MAR 08 2013  
CITY OF COURTENAY

[www.crownisle.com](http://www.crownisle.com)

GOLF SHOP RESORT CENTRE VILLAS REAL ESTATE RESTAURANTS GOLF ACADEMY

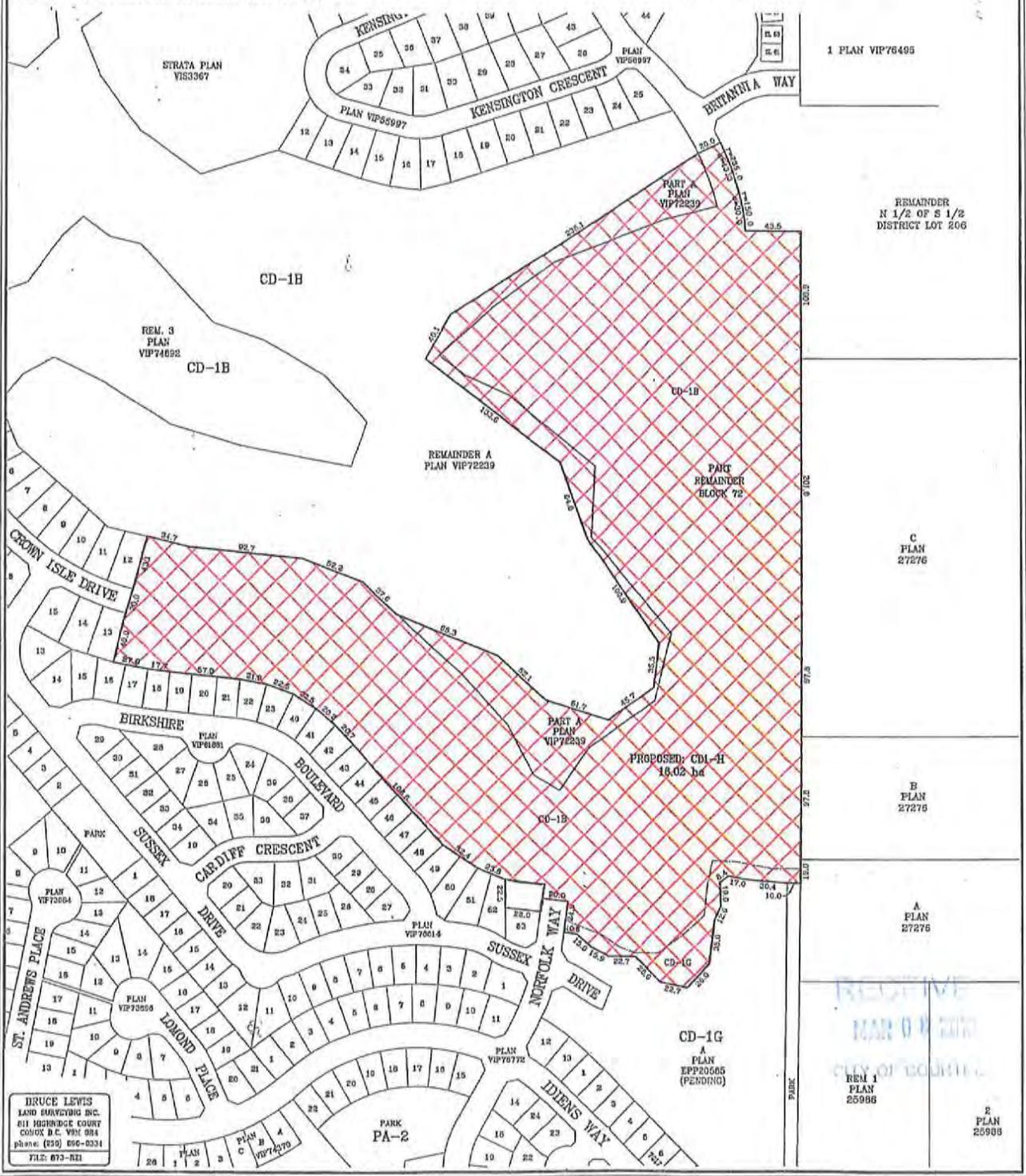
RE-ZONING APPLICATION FOR: PART OF LOT A, BLOCK 72, COMOX DISTRICT, PLAN VIP72239 EXCEPT PART IN PLANS VIP77537, VIP78754 AND VIP82174 & PART OF BLOCK 72, COMOX DISTRICT, EXCEPT PARTS OUTLINED IN RED ON PLANS 1691R AND 2117 RW, AND EXCEPT PART IN PLANS 49168, VIP53544, VIP53936, VIP55887, VIP56345, VIP56997, VIP57216, VIP61372, VIP61373, VIP61374, VIP61375, VIP64932, VIP67276, VIP68539, VIP71399, VIP72239, VIP73546, VIP74891, VIP74892, VIP74893, VIP75389, VIP76675, VIP76772, VIP77537, VIP78213, VIP78293, VIP78614, VIP79916, VIP80521, VIP81206, VIP81881, VIP82174, VIP84549 AND EPP11546.

SCALE = 1 : 2000  
 0 20 40 60 80 100 120 140 160  
 All dimensions are in metres and decimals thereof unless otherwise stated

FEBRUARY 20, 2013.

ZONING

EXISTING: CD1-B	14.04 ha	(PART REM BK 72)
EXISTING: CD1-B	1.65 ha	(PART A VIP72239)
EXISTING: CD1-G	0.43 ha	(PART REM BK 72)
PROPOSED: CD1-H	16.02 ha	

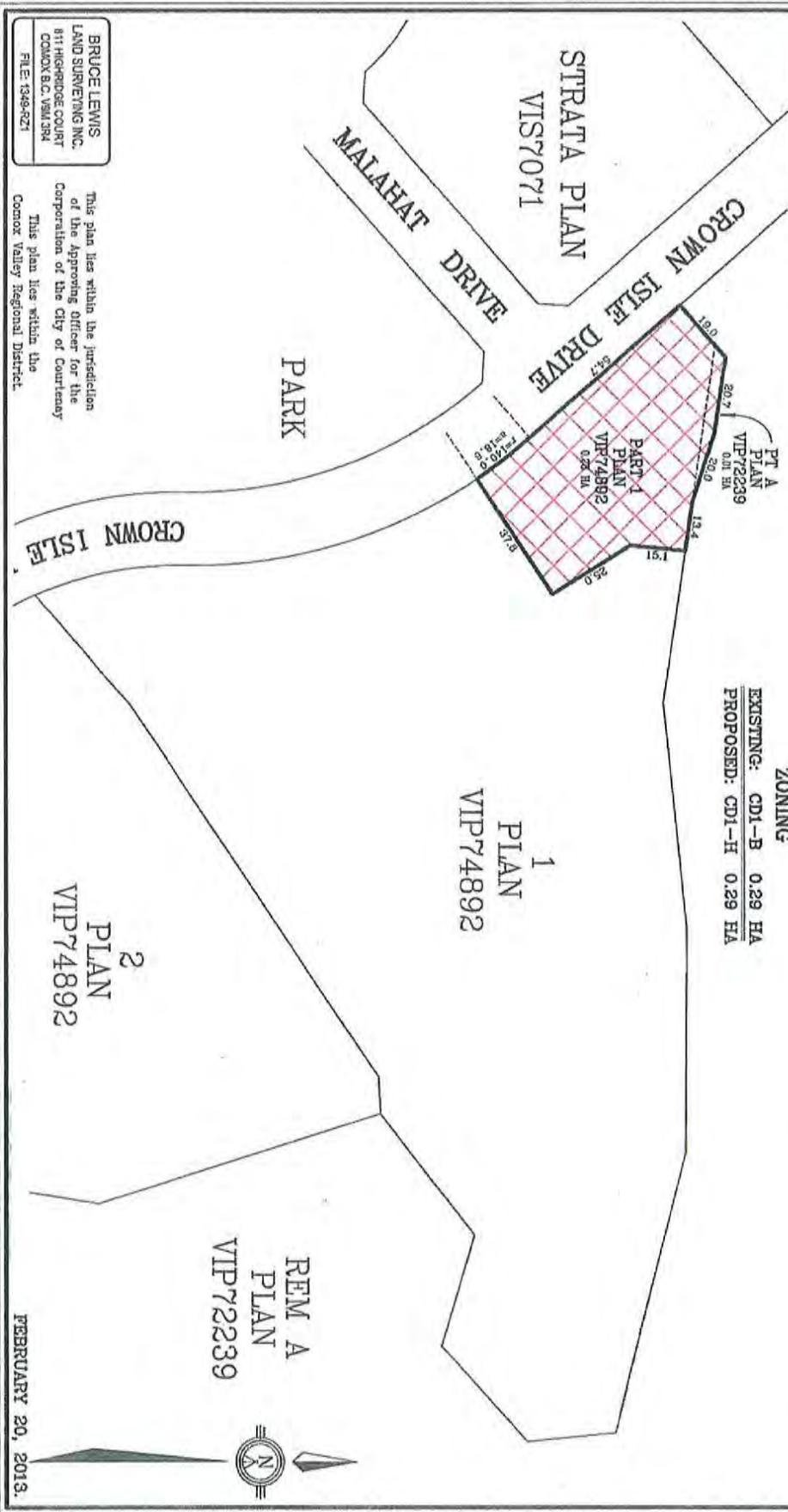


BRUCE LEWIS  
 LAND SURVEYING INC.  
 811 HENRIE COURT  
 COMOX B.C. V8N 0S4  
 phone: (250) 696-0334  
 FILE: 673-R21

RE-ZONING APPLICATION FOR:  
 PART OF LOT 1, PLAN VIP74892 AND PART OF LOT A, PLAN VIP72239,  
 EXCEPT PART IN PLANS VIP77537, VIP78754 AND VIP82174, ALL IN  
 BLOCK 72, COMOX DISTRICT.  
 BCGS 92F.076

ZONING  
 EXISTING: CD1-B 0.29 HA  
 PROPOSED: CD1-H 0.29 HA

SCALE = 1 : 1000  
 0 20 40 60 80  
 All distances are in metres and decimals thereof unless otherwise stated.  
 The intended plot size of this plan is 432 mm in width by  
 290 mm in height (B-size) when plotted at a scale of 1:1000.



BRUCE LEWIS  
 LAND SURVEYING INC.  
 811 HIGHERIDGE COURT  
 COMOX B.C. V8A 3R4  
 P.E. 1349-821

This plan lies within the jurisdiction  
 of the Approving Officer for the  
 Corporation of the City of Courtenay  
 This plan lies within the  
 Comox Valley Regional District.

THE CORPORATION OF THE CITY OF COURTENAY

BYLAW NO. 2748

A bylaw to amend Corporation of the City of Courtenay Zoning Bylaw No. 2500, 2007

WHEREAS the Council has given due regard to the consideration given in Section 903 of the Local Government Act;

NOW THEREFORE the Council of the Corporation of the City of Courtenay in open meeting assembled enacts as follows:

- 1. This bylaw may be cited for all purposes as “Zoning Amendment Bylaw No. 2748, 2013”.
- 2. That Part 31 – Comprehensive Development One Zone (CD-1) of “Zoning Bylaw No. 2500, 2007” be hereby amended as follows:

(a) by amending Section 8.31.3 by adding the following:

“(6) Within the portion of Block 72 identified as Area H on the CD-1 Zone

- (a) Single residential dwellings
- (b) Multi residential dwellings
- (c) Accessory buildings and structures
- (d) Boarding
- (e) Home occupation
- (f) Golf course, including accessory buildings”;

(b) by amending Section 8.31.3 (2)(a) to read “Single residential dwellings: 1008 dwelling units within 89.2 ha”

(c) by amending Section 8.31.3 to add the following:

“(6) Within Area H:

- (a) Approximately 104 single family and multi residential dwellings within 16.3 hectares”;

(d) By amending Section 8.31.6 to add the following:

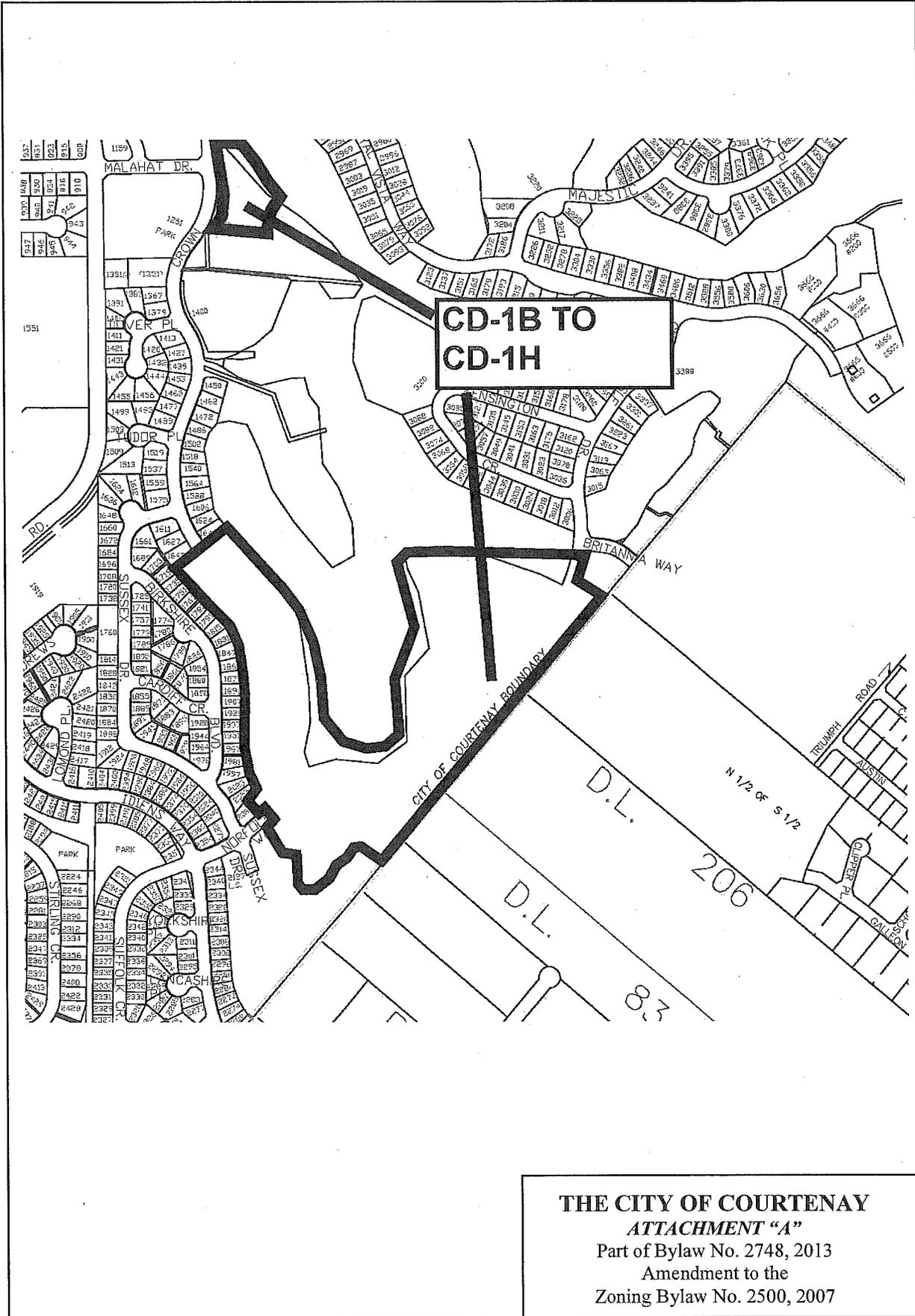
“(7) Area H: 465m<sup>2</sup> for single family residential  
1600m<sup>2</sup> for multi residential”;

(e) by amending Section 8.31.9 to add the following to the table:

AREA H	Front Yard	Rear Yard	Side Yard	Exterior Side Yard
Single residential lot	6.0m	7.5m	1.5m	3.0m
Multi residential	7.5m	7.5m	4.5m	4.5m

- 3. That part of Block 72, Comox District, Except Parts Outlined In Red On Plans 1691R AND 2117 RW, And Except Part In Plans 49168, VIP53544, VIP53936, VIP55887, VIP56345, VIP56997, VIP57216, VIP61372, VIP61373, VIP61374, VIP61375, VIP64932, VIP67278, VIP68539, VIP71399, VIP72239, VIP73546, VIP74891, VIP74892, VIP74893, VIP75389, VIP76675, VIP76772, VIP77537, VIP78213, VIP78293, VIP78614, VIP79916, VIP80521, VIP81206, VIP81881, VIP82174, VIP84549, EPP11548 and EPP20585 and part of Lot 1, Block 72, Comox District, Plan VIP74892 as shown in bold on Attachment A which is







THE CORPORATION OF THE CITY OF COURTENAY

3

REPORT TO COUNCIL

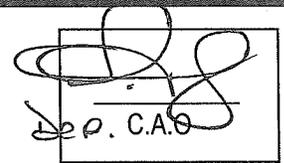
FROM: Kevin Lagan, P.Eng., Director of Operational Services  
Peter Crawford, MCIP, RPP, Director of Development Services

FILE #: 0360-20/5400-15  
DATE: April 11, 2013

SUBJECT: Parking Along 20<sup>th</sup> Street at Cumberland Road

C.A.O. COMMENTS/RECOMMENDATIONS:

That the recommendation of the Director of Development Services be accepted.



RECOMMENDATION:

That Council receive this report from the Directors of Operational and Development Services for information.

PURPOSE:

To respond to a Council motion made on July 3, 2012 regarding visitor parking requirements in the multi-residential development at 20<sup>th</sup> Street and Cumberland Road as well as issues related to parking along 20<sup>th</sup> Street.

BACKGROUND:

On July 3, 2012, Council approved a Development Permit for the second phase of a multi-residential development containing 40 units at the corner of 20<sup>th</sup> Street and Cumberland Road. The first phase of the project containing 45 units facing onto Cumberland Road was approved in June 2011 and is now constructed (refer to *Attachment No. 1*).

The construction of phase two which fronts onto 20<sup>th</sup> Street has not commenced at this time. The approved development meets or exceeds the parking requirements specified in the Zoning Bylaw. The bylaw requires 60 parking spaces and 6 visitor spaces and the project provided 80 parking spaces and 6 visitor parking spaces. There are 12 units that will have back yards with walkways facing 20<sup>th</sup> Street. As a result there was a concern expressed by a resident on 20<sup>th</sup> Street that this would create a parking problem if parking is allowed on 20<sup>th</sup> Street.

20<sup>th</sup> Street is classified as a Residential Collector Road and as such the current road standard includes curb, gutter, sidewalk on both sides, two lanes of traffic and parking on each side within a 12 metre wide asphalt surface (refer to *Attachment No. 2*). The developer will be rebuilding the portion of 20<sup>th</sup> Street that the development fronts as part of the off site works. The current road standard allows parking on 20<sup>th</sup> Street.

DISCUSSION:

The concern presented to Council related to possible parking problems on 20<sup>th</sup> Street as a result of the 40 unit residential development.

The development meets or exceeds the Zoning Bylaw requirements for on-site parking and the street is designed to provide for on street parking. As part of the phase two development, the developer is required to widen 20<sup>th</sup> Street to 12m of paved road which provides parking lanes on both sides.

The street specifications will be reviewed as part of the on-going Master Transportation Plan however, at this time there is not an on-street parking issue at this location.

**FINANCIAL IMPLICATIONS**

N/A

**STRATEGIC PLAN REFERENCE:**

N/A

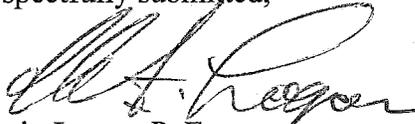
**OCP SUSTAINABILITY REFERENCE:**

N/A

**REGIONAL GROWTH STRATEGY REFERENCE:**

N/A

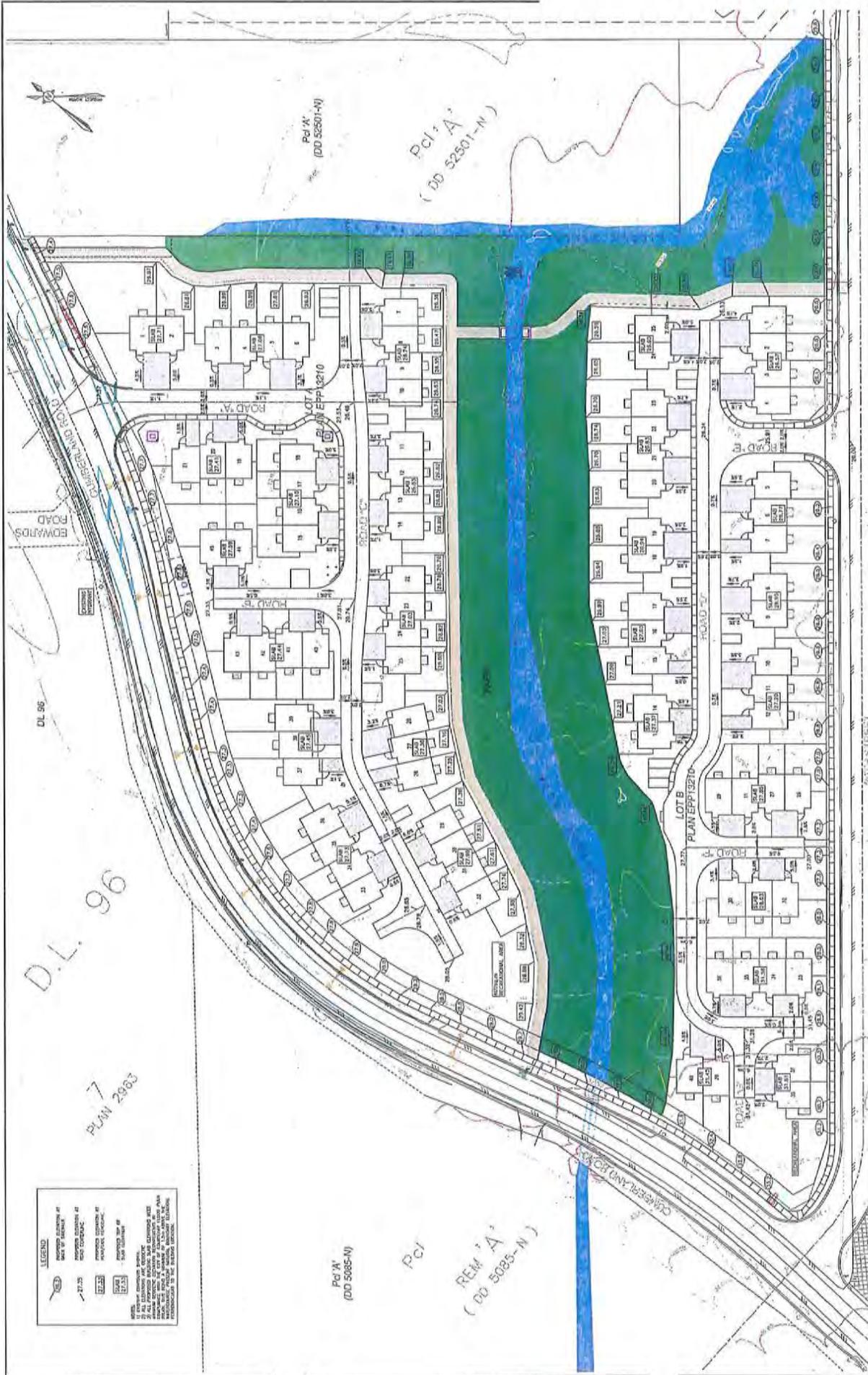
Respectfully submitted,



Kevin Lagan, P. Eng.  
Director of Operational Services



Peter Crawford, MCIP, RPP  
Director of Development Services



D.L. 96

7  
PLAN 2983

**LEGEND**

- PROPOSED STRUCTURE AT BASE OF DRIVEWAY

1. ALL PROPOSED STRUCTURES SHALL BE CONSTRUCTED ACCORDING TO THE SPECIFICATIONS OF THE BRITISH COLUMBIA BUILDING CODE AND THE BRITISH COLUMBIA FIRE CODE.  
 2. ALL PROPOSED STRUCTURES SHALL BE CONSTRUCTED ACCORDING TO THE SPECIFICATIONS OF THE BRITISH COLUMBIA BUILDING CODE AND THE BRITISH COLUMBIA FIRE CODE.  
 3. ALL PROPOSED STRUCTURES SHALL BE CONSTRUCTED ACCORDING TO THE SPECIFICATIONS OF THE BRITISH COLUMBIA BUILDING CODE AND THE BRITISH COLUMBIA FIRE CODE.  
 4. ALL PROPOSED STRUCTURES SHALL BE CONSTRUCTED ACCORDING TO THE SPECIFICATIONS OF THE BRITISH COLUMBIA BUILDING CODE AND THE BRITISH COLUMBIA FIRE CODE.

Pci A  
(DO 5085-N)

Pci  
REM A  
(DO 5085-N)

Pci A  
(DO 52501-N)

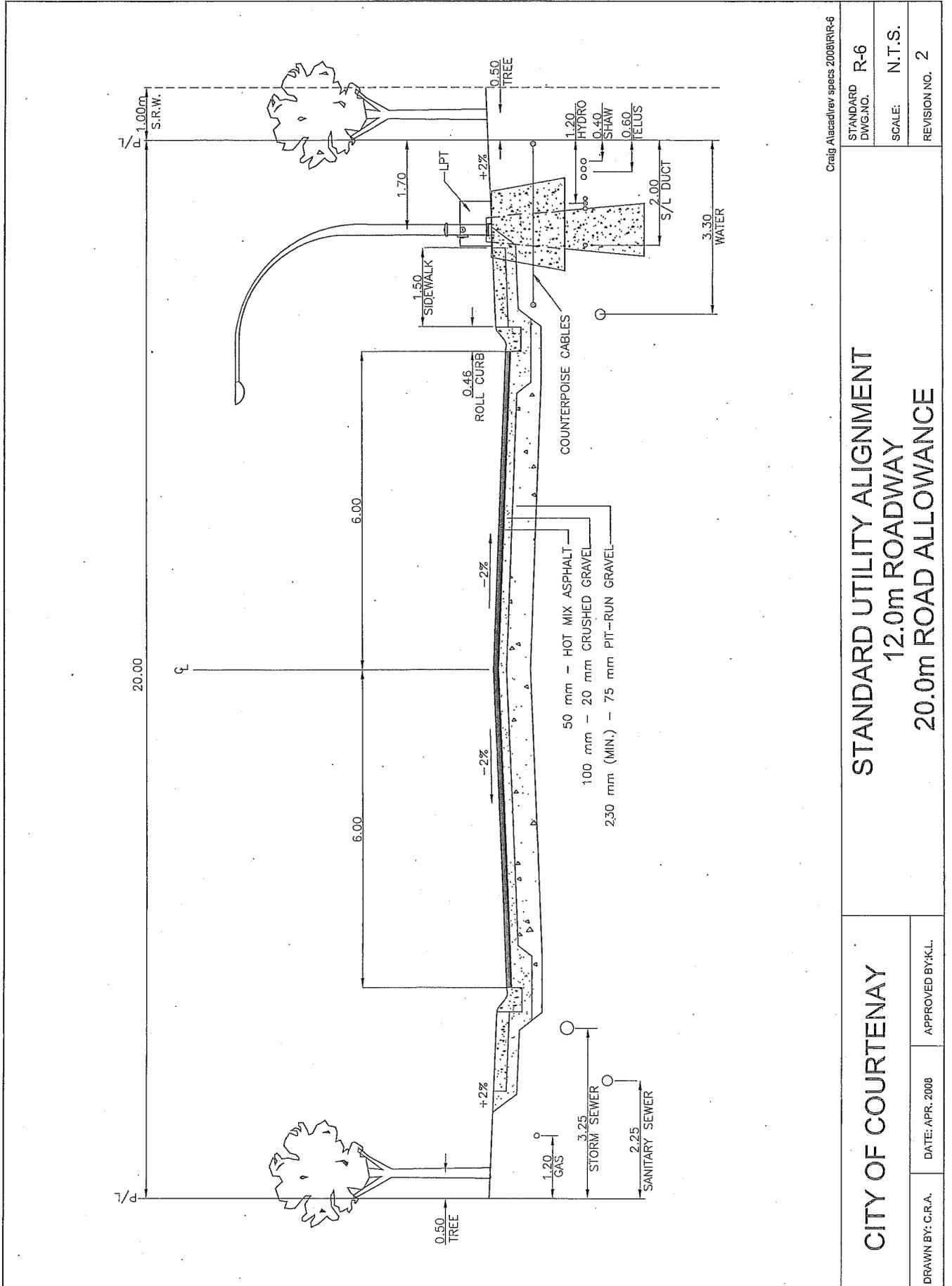
Pci B  
(DO 52501-N)

**McElhanney**  
McElhanney Consulting Services Ltd.  
CONSULTANTS

DESIGNED BY: [ ] CHECKED BY: [ ] DATE: JAN 24/11  
DRAWN BY: [ ] SURVEYED BY: [ ]  
SCALE: 1:500  
0 10 20 30 40 50  
[ ] ALL DIMENSIONS ARE IN METERS

PROJECT: PROPOSED LOT GRADING PLAN  
20th ST. / CUMBERLAND RD. - STRATA DEVELOPMENT  
LOT A & B PLAN APPROVED BY THE DISTRICT OF COURTESY, B.C.

DATE: 2011-01-24  
DRAWN BY: [ ]  
CHECKED BY: [ ]



Craig Alacadvrev specs 2008/R-6

STANDARD DWG.NC.	R-6
SCALE:	N.T.S.
REVISION NO.	2

**STANDARD UTILITY ALIGNMENT  
12.0m ROADWAY  
20.0m ROAD ALLOWANCE**

**CITY OF COURTENAY**

DRAWN BY: C.R.A.	DATE: APR. 2008	APPROVED BY: K.L.
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**THE CORPORATION OF THE CITY OF COURTENAY**

**REPORT TO COUNCIL**

**FILE #:** 1870-02 [2012]

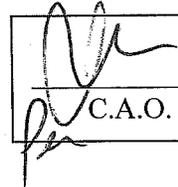
**FROM:** Director of Financial Services/Deputy CAO

**DATE:** April 10, 2013

**SUBJECT:** 2012 Audited Financial Statements

**C.A.O.'S COMMENTS/RECOMMENDATIONS:**

That the recommendation of the Director of Financial Services/Deputy CAO be accepted.

  
C.A.O.

**RECOMMENDATION:**

That Council approve the audited financial statements for the year ended December 31<sup>st</sup>, 2012.

**PURPOSE:**

To review and approve the 2012 audited financial statements.

**BACKGROUND:**

Section 171 of the *Community Charter* requires that the municipal auditor report to council on the annual financial statements. The firm of MNP LLP was appointed by Council to undertake the independent audit of the financial statements for the year ended December 31<sup>st</sup>, 2012. The interim audit work was performed in December of 2012, and with final audit work undertaken in March/April of 2013.

**DISCUSSION:**

Cory Vanderhorst of MNP LLP will be in attendance on April 15<sup>th</sup>, 2013 to present and report on the audited financial statements for the year ended December 31<sup>st</sup>, 2012, as well as to provide an executive summary of the financial results for the City's 2012 fiscal year.

Attached, for Council's information, are the following documents:

1. Audit independence letter, MNP LLP
2. Audit Findings Report, December 31<sup>st</sup>, 2012
3. Audited financial statements for the year ended December 31<sup>st</sup>, 2012

**FINANCIAL IMPLICATIONS:**

The independent audit of the 2012 financial statements is complete, and the auditors have provided an unqualified audit opinion.

.../2

**STRATEGIC PLAN REFERENCE:**

n/a

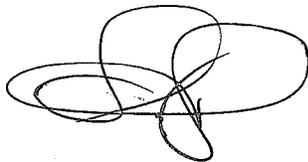
**OCP SUSTAINABILITY REFERENCE:**

n/a

**REGIONAL GROWTH STRATEGY REFERENCE:**

n/a

Respectfully submitted,

A handwritten signature in black ink, consisting of several overlapping loops and a central vertical stroke, likely representing the name Tillie Manthey.

Tillie Manthey, BA, CGA  
Director of Financial Services/Deputy CAO

G:\FINANCE\TM\REPORTS\COUNCIL\2012 Audited Financial Statements to Council.docx

April 15, 2013

Mayor and Council  
City of Courtenay  
830 Cliffe Avenue  
Courtenay, BC V9N 2J7

Dear Mayor and Council:

We have been engaged to audit the financial statements of the Corporation of the City of Courtenay ("the City") for the year ending December 31, 2012.

CAS 260 Communication With Those Charged With Governance ("the Standard"), requires that we communicate at least annually with you regarding all relationships between the City and MNP LLP ("MNP") that, in our professional judgment, may reasonably be thought to bear on our independence. In determining which relationships to report, we are required to consider relevant rules and related interpretations prescribed by the appropriate provincial institute and applicable legislation, covering such matters as:

- (a) Holding a financial interest, either directly or indirectly, in a client;
- (b) Holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client;
- (c) Personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client;
- (d) Economic dependence on a client; and
- (e) Provision of services in addition to the audit engagement.

We are not aware of any relationship between the City and MNP that, in our professional judgment, may reasonably be thought to bear on our independence, which have occurred from January 1, 2012 to April 15, 2013.

Generally Accepted Auditing Standards require that we confirm our independence to the Mayor and Council. Accordingly, we hereby confirm that MNP is independent with respect to the City within the meaning of the Rules of Professional Conduct of the Institute of Chartered Accountants of British Columbia as of April 15, 2013.

This report is intended solely for the use of the Mayor and Council, management and others within the City and should not be used for any other purposes.

We look forward to discussing with you the matters addressed in this letter as well as other matters that may be of interest to you. We are prepared to answer any questions you may have regarding our independence as well as other matters.

Yours truly,



MNP LLP

/s/



**THE CORPORATION OF THE CITY OF  
COURTENAY**

**AUDIT FINDINGS REPORT**

Year Ending December 31, 2012

For presentation at the Mayor and Council  
Meeting

April 15, 2013

April 15, 2013

The Mayor and Council of the Corporation of the City of Courtenay

Dear Mayor and Council:

We are pleased to put forward this report to discuss the results of our audit of the consolidated financial statements of the Corporation of the City of Courtenay ("the City") for the year ended December 31, 2012. In this report, we cover those significant matters which, in our opinion, you should be aware of as Mayor and Council.

We have completed our audit of the consolidated financial statements of the City and are prepared to sign our independent auditors' report after the Mayor and Council's review and approval of the consolidated financial statements.

Our report will provide an unqualified opinion to the Mayor and Council of the City. A draft copy of our proposed independent auditors' report is included as Appendix A to this report.

We would like to express our appreciation for the excellent cooperation we have received from management and employees with whom we worked.

We appreciate having the opportunity to meet with you and to respond to any questions you may have about our audit, and to discuss any other matters that may be of interest to you.

Yours truly,



MNP LLP

/fg  
encls.

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## 1. MNP AUDIT PROCESS

As auditors, we report to the Mayor and Council on the results of our examination of the City's consolidated financial statements. This report summarizes our audit process and discusses issues that are of relevance to the Mayor and Council of the City.

- Our audit was carried out in accordance with Canadian generally accepted auditing standards.
- Our audit procedures included a review of all significant accounting and management reporting systems.
  - Each material year-end balance, key transaction and other event considered significant to the consolidated financial statements was separately examined.
- Our audit process focused on understanding the controls utilized in management's reporting systems to the extent necessary to identify overall and specific financial reporting risks.
  - This risk assessment enabled us to concentrate our audit procedures on the areas where differences were most likely to arise.
  - Where possible, reliance was placed on the controls within these systems to reduce the extent of our testing of transactions and year-end balances.
- Our assessment was not, nor was it intended to be, sufficient to conclude on the effectiveness or efficiency of internal controls.



- During the course of our audit, we have:
  - Examined, on a test basis, evidence supporting the amounts and disclosures in the consolidated financial statements;
  - Assessed the accounting principles used and significant estimates made by management;
  - Obtained an understanding of the City and its environment, including management's internal controls (regardless of whether we relied on them for the purpose of the audit), sufficient to identify and assess the risks of material misstatement of the consolidated financial statements and to design and perform audit procedures;
  - Reviewed and assessed those accounting systems deemed necessary to support our audit opinion;
  - Evaluated the overall consolidated financial statement presentation;
  - Performed a subsequent events review with management;
  - Reviewed and assessed the status of contingencies, commitments and guarantees;
  - Reviewed and assessed exposure to environmental liabilities.
- We have obtained written representations from management in order to confirm oral representations given to us and reduce the possibility of misunderstanding. Specifically, we have obtained written confirmation of significant representations provided on matters that are:
  - Directly related to items that are material, either individually or in the aggregate, to the consolidated financial statements;
  - Not directly related to items that are material to the consolidated financial statements, but are significant, either individually or in the aggregate, to the engagement; and
  - Matters relevant to management judgments or estimates that are material, either individually or in the aggregate, to the consolidated financial statements.
- These representations are included as Additional Materials following this report.

## 2. SIGNIFICANT AUDIT FINDINGS

As a part of our commitment to providing superior client service we strive to maintain effective two-way communication. To aid the Mayor and Council in its role overseeing the financial reporting process, including its review and approval of the consolidated financial statements, we are pleased to provide you with the following significant findings:

### AREAS OF AUDIT EMPHASIS

- The following lists the key areas of our audit emphasis for your City:
  - Financial Statement Presentation and Disclosure
  - Contingencies, Lawsuits and Commitments
  - Fraud and Error
  - Detailed information on Areas of Audit Emphasis is included as Appendix B to this report.

### FINAL MATERIALITY

- Final materiality used to assess the significance of misstatements or omissions identified during the audit and determine the level of audit testing performed was \$600,000.

### DIFFICULTIES ENCOUNTERED

- We have satisfactorily completed our audit procedures for each of the significant account balances and transaction streams. No significant limitations were placed on the scope or timing of our audit.

### SIGNIFICANT DEFICIENCIES IN INTERNAL CONTROL

- While our review of controls was not sufficient to express an opinion as to their effectiveness or efficiency, no significant deficiencies in internal control have come to our attention. However, we may not be aware of all the significant deficiencies in internal control that do, in fact, exist.

### IDENTIFIED OR SUSPECTED FRAUD

- No incidents of fraud, or suspected fraud, came to our attention in the course of our audit.

## IDENTIFIED OR SUSPECTED NON-COMPLIANCE WITH LAWS AND REGULATIONS

- Nothing has come to our attention that would suggest there is non-compliance with laws and regulations that would have a material effect on the financial statements.

## MATTERS ARISING IN CONNECTION WITH RELATED PARTIES

- All related party transactions identified were in the normal course of business.

## GOING CONCERN

- We have not identified any material uncertainties related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern.

## SIGNIFICANT ACCOUNTING POLICIES

- The accounting policies used by the entity are appropriate and have been consistently applied.
- No new accounting policies or changes in accounting policies were noted.

## SIGNIFICANT MANAGEMENT ESTIMATES

- The preparation of the consolidated financial statements is subject to significant accounting estimates made by management. All significant management estimates were reviewed for the current period and no material differences were noted.
- The following is a summary of significant management estimates and provisions:
  - Allowance for doubtful accounts – provision for the accounts receivable related to the recreation receivables.
  - Provision for legal contingencies – no provision deemed necessary.
  - Accrual for post-employment benefits – accrual made for expected future payments for employee sick leave, meritorious service, retirement, disability or death and termination pay calculated based on the probability of the employees actual future cost based on age, years of service and hourly rate, adjusted for inflation and discounted to present value.
  - Amortization period of tangible capital assets – amortized over the estimated useful life of the respective assets. All assets were amortized under the straight-line method, over 5 to 80 years.

## MATTERS ARISING FROM MANAGEMENT DISCUSSIONS

- We would like to formally acknowledge the excellent cooperation and assistance we received from the management and staff.
- There were no disagreements with management, significant difficulties or other irregularities encountered during the course of our audit.

## SIGNIFICANT DIFFERENCES

- One significant difference was proposed to management with respect to the December 31, 2012 consolidated financial statements.
- A summary of significant difference is included as Appendix C to this report.

## MODIFICATIONS TO THE INDEPENDENT AUDITORS' REPORT

- Our independent auditors' report will provide an unqualified opinion to the Mayor and Council.
- No emphasis of matter, or other matter, paragraphs were included in the independent auditors' report.

## INDEPENDENCE

- We confirm to the Mayor and Council that we are independent of the City.
- Our letter to the Mayor and Council discussing our independence is included under separate cover.

**We would also be pleased to discuss any other issues and/or concerns of the Mayor and Council.**



## APPENDIX A: DRAFT INDEPENDENT AUDITORS' REPORT

To the Mayor and Council of the Corporation of the City of Courtenay:

We have audited the accompanying consolidated financial statements of the Corporation of the City of Courtenay, which comprise the consolidated statement of financial position as at December 31, 2012 and the consolidated statements of operations, change in net financial assets, cash flows and related schedules for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Consolidated Financial Statements*

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the City as at December 31, 2012, and the results of its operations, changes in net financial assets and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Courtenay, British Columbia

April 15, 2013

Chartered Accountants

## APPENDIX B: AREAS OF AUDIT EMPHASIS

### FINANCIAL STATEMENT PRESENTATION AND DISCLOSURE

#### Audit Procedures:

- We have reviewed the consolidated financial statements and concluded that the corresponding presentation and disclosure is in accordance with Canadian Public Sector Accounting Standards.
- We have participated in discussions with Management on all significant transactions during the course of the past 12 months, and have assisted in ensuring appropriate treatment and disclosure.

*We have concluded that the City's consolidated financial statements have been appropriately presented and appropriate disclosures have been made in accordance with Canadian Public Sector Accounting Standards.*

### CONTINGENCIES, LAWSUITS AND COMMITMENTS

#### Audit Procedures:

- We made detailed inquiries of Management and reviewed both minute books and legal files to identify contingencies, lawsuits and commitments. No items not already brought to our attention and/or disclosed in the notes to the financial statements were noted.
- We have received all relevant legal letters and Management's representation letter attesting to the completeness of issues of this nature.

*We have concluded that contingencies, lawsuits and commitments have been appropriately accounted for and disclosed in the City's consolidated financial statements.*

## FRAUD AND ERROR

### Audit Procedures:

- Obtained from Management an assessment of the entity's susceptibility to material misstatements arising from fraud or error.
- Discussed with Management the entity's susceptibility to material misstatements arising from fraud or error.
- Obtained Management representations concerning fraud and error.

*We concur with Management's assessment that the City's susceptibility to material misstatements arising from fraud or error is reasonably low.*

## APPENDIX C: SUMMARY OF DIFFERENCES

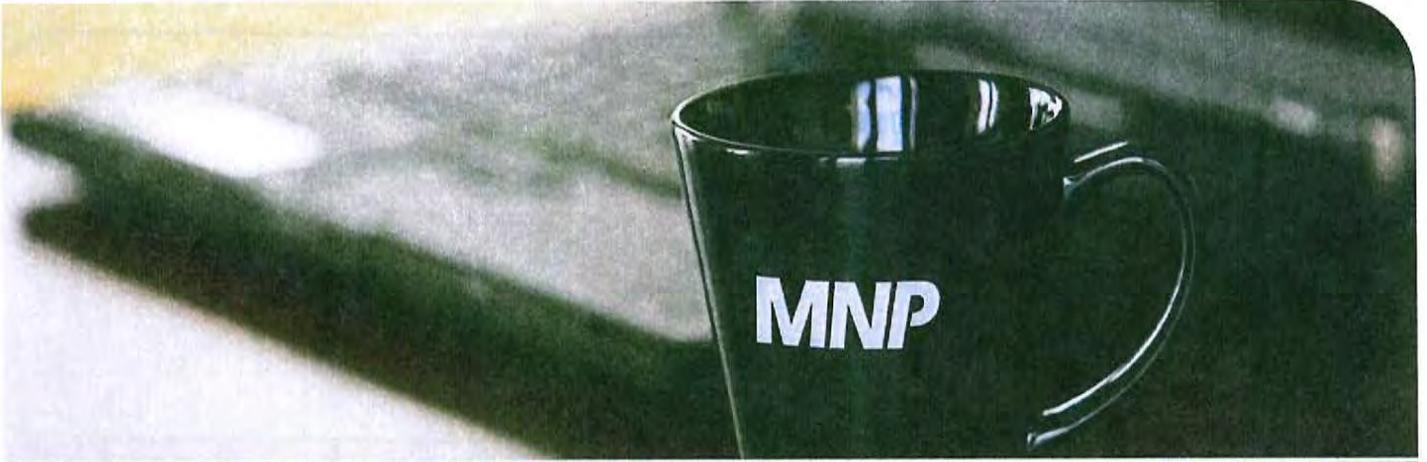
### SIGNIFICANT ADJUSTED DIFFERENCES

- None

### SIGNIFICANT UNADJUSTED DIFFERENCES

DIFFERENCES NOTED	CONSOLIDATED FINANCIAL STATEMENT ITEMS AFFECTED	POSSIBLE ADJUSTMENT TO CONSOLIDATED STATEMENT OF FINANCIAL POSITION	POSSIBLE ADJUSTMENT TO CONSOLIDATED STATEMENT OF OPERATIONS
Prepaid expense and outstanding cheques include an amount paid to the Sid Williams Theatre which should be reversed through consolidation.	Understatement of cash on hand and on deposit, and overstatement of prepaid expenses of \$42,500 each.		
<b>CURRENT DIFFERENCES</b>			<b>\$Nil</b>
<b>UNCORRECTED OPENING DIFFERENCES</b>			
<b>TOTAL UNADJUSTED DIFFERENCES (INCOME EFFECT)</b>			<b>\$Nil</b>

The unadjusted differences noted above are those we believe to be significant to the Mayor and Council.



### ABOUT MNP

MNP is one of the largest chartered accountancy and business consulting firms in Canada. For more than 65 years, we have proudly served and responded to the needs of our clients in the public, private and not-for-profit sectors. Through partner-led engagements, we provide a cost-effective approach to doing business and personalized strategies to help you succeed.

It's knowing your vision, your business and you.



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**THE CORPORATION OF  
THE CITY OF COURTENAY**

*Financial Statements*

*Year Ending December 31, 2012*

**THE CORPORATION OF THE CITY OF COURTENAY**  
**Financial Statements**  
**Year Ended December 31, 2012**

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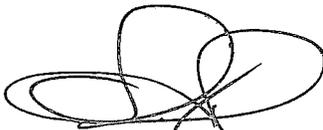
**THE CORPORATION OF THE CITY OF COURTENAY**

**Management's Responsibility for Financial Reporting**

The preparation of information in these Financial Statements is the responsibility of management. The consolidated financial statements have been prepared in accordance with Canadian public sector accounting standards and are outlined under "Significant Accounting Policies" in the notes to the financial statements.

Management maintains a system of internal accounting controls to provide reasonable assurance that assets are safeguarded and that transactions are authorized, recorded, and reported properly. Management also maintains a program of proper business compliance.

MNP LLP, the City's independent auditors, have audited the accompanying financial statements. Their report accompanies this statement.



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T. Manthey, BA, CGA  
Director of Financial Services/Deputy CAO

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Larry Jangula  
Mayor

**THE CORPORATION OF THE CITY OF COURTENAY  
CONSOLIDATED STATEMENT OF FINANCIAL POSITION  
AS AT DECEMBER 31, 2012**

**STATEMENT A**

	2012	2011
<b>FINANCIAL ASSETS</b>		
Cash on Hand and on Deposit (Schedule 5)	\$ 24,661,024	\$ 23,485,385
Receivables (Note 1i)	2,806,150	2,358,968
Term Deposits (Schedule 5)	11,222,083	7,127,222
	38,689,256	32,971,575
<b>LIABILITIES</b>		
Accounts Payable (Note 1j)	6,639,076	5,544,948
Trust and Other Deposits	2,176,572	3,333,418
Deferred Revenue - Federal Gas Tax (Note 5)	3,554,295	2,966,070
Deferred Revenue - Development Cost Charges (Note 7)	3,102,467	3,097,003
Deferred Revenue - Other (Note 10)	482,553	750,588
Long-Term Debt (Schedule 4)	20,415,836	15,893,960
	36,370,799	31,585,987
<b>NET FINANCIAL ASSETS</b>	2,318,457	1,385,588
<b>NON-FINANCIAL ASSETS</b>		
Inventories	193,853	222,096
Prepaid Expenses	453,275	399,491
Tangible Capital Assets (Note 14 & Schedule 3)	113,597,312	109,473,911
	114,244,440	110,095,498
<b>ACCUMULATED SURPLUS (Schedule 2)</b>	\$ 116,562,897	\$ 111,481,086

**THE CORPORATION OF THE CITY OF COURTENAY  
CONSOLIDATED STATEMENT OF OPERATIONS  
FOR THE YEAR ENDED DECEMBER 31, 2012**

**STATEMENT B**

<b>REVENUE</b>	2012 Budget (Note 16)	2012	2011
Taxes for Municipal Purposes	\$ 21,676,592	\$ 21,721,650	\$ 20,585,051
Sale of Services	9,582,259	9,598,550	9,130,829
Revenue From Own Sources	3,251,020	3,140,889	3,323,845
Federal Transfers	551,442	395,588	152,368
Provincial Transfers	875,947	2,010,042	957,601
Other Local Government Transfers	423,982	321,666	360,754
Contributions	4,829,659	2,551,319	3,018,845
DCC Revenue	-	551,936	400,688
Investment Income and Taxation Penalties	662,000	801,029	726,019
Other	287,800	308,158	279,719
Gain on Sale of Tangible Capital Assets	18,400	-	-
<b>TOTAL REVENUE</b>	<b>42,159,101</b>	<b>41,400,827</b>	<b>38,935,719</b>
<b>EXPENSES</b>			
General Government Services	3,990,512	3,557,682	3,265,940
Protective Services	8,222,121	7,673,961	7,663,166
Transportation Services	6,224,887	6,309,497	5,717,260
Sewer and Water Facilities	7,454,719	7,239,912	6,709,067
Environmental Health Services	2,608,278	2,497,019	2,442,194
Public Health and Welfare Services	647,974	261,262	229,518
Environmental Development Services	521,933	515,782	507,716
Recreational and Cultural Services	8,495,136	8,263,901	8,129,759
<b>TOTAL EXPENSES</b>	<b>38,165,560</b>	<b>36,319,016</b>	<b>34,664,620</b>
<b>ANNUAL SURPLUS (Schedule 1)</b>	<b>3,993,541</b>	<b>5,081,811</b>	<b>4,271,099</b>
<b>ACCUMULATED SURPLUS AT BEGINNING OF YEAR</b>	<b>111,481,086</b>	<b>111,481,086</b>	<b>107,209,987</b>
<b>ACCUMULATED SURPLUS AT END OF YEAR</b>	<b>\$ 115,474,627</b>	<b>\$ 116,562,897</b>	<b>\$ 111,481,086</b>

**THE CORPORATION OF THE CITY OF COURTENAY  
CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS  
FOR THE YEAR ENDED DECEMBER 31, 2012**

STATEMENT C

	2012 Budget (Note 16)	2012	2011
ANNUAL SURPLUS	\$ 3,993,541	\$ 5,081,811	\$ 4,271,099
Acquisition of tangible capital assets	(20,973,268)	(6,834,221)	(4,128,636)
Amortization of tangible capital assets	3,902,044	3,902,044	3,644,240
Loss on sale of tangible capital assets	288,688	257,257	66,695
Write-downs of tangible capital assets			23,866
Proceeds on sale of tangible capital assets	18,400	31,431	47,011
Developer tangible capital asset contribution	(1,479,912)	(1,479,912)	(2,347,761)
	(18,244,048)	(4,123,401)	(2,694,585)
Acquisition of supplies inventories	-	(418,877)	(538,167)
Acquisition of prepaid expense	-	(453,275)	(399,491)
Consumption of supplies inventories	-	447,120	593,734
Use of prepaid expense	-	399,491	131,159
	-	(25,541)	(212,765)
CHANGE IN NET FINANCIAL ASSETS/NET DEBT	(14,250,507)	932,869	1,363,749
NET FINANCIAL ASSETS/NET DEBT AT BEGINNING OF YEAR	1,385,588	1,385,588	21,839
NET FINANCIAL ASSETS/NET DEBT AT END OF YEAR	\$ (12,864,919)	\$ 2,318,457	\$ 1,385,588

**THE CORPORATION OF THE CITY OF COURTENAY  
CONSOLIDATED STATEMENT OF CASH FLOW  
FOR THE YEAR ENDED DECEMBER 31, 2012**

**STATEMENT D**

	2012	2011
<b>CASH PROVIDED BY (USED IN)</b>		
<b>OPERATING TRANSACTIONS</b>		
Annual Surplus	\$ 5,081,811	\$ 4,271,099
Changes in non-cash items including amortization		
Increase in amortization	3,902,044	3,644,240
Change in receivables	(447,182)	3,715,041
Change in property acquired for taxes	-	301
Change in accounts payable	1,094,128	(1,347,404)
Change in trust and other deposits	(1,156,846)	(1,004,198)
Change in deferred revenue	325,654	1,402,060
Change in inventories	28,243	55,567
Change in prepaids	(53,784)	(268,332)
Loss on disposal of capital assets	257,257	66,695
Writedowns of Tangible Capital Assets	-	23,866
Developer Tangible Capital Asset Contribution	(1,479,912)	(2,347,761)
Actuarial adjustment	(312,356)	(261,819)
Cash Provided by Operating Transactions	7,239,058	7,949,355
<b>CAPITAL TRANSACTIONS</b>		
Cash used to acquire tangible capital assets	(6,834,221)	(4,128,636)
Proceeds on sale of tangible capital assets	31,431	47,011
Cash Applied to Capital Transactions	(6,802,790)	(4,081,625)
<b>INVESTING TRANSACTIONS</b>		
Term deposits	(4,094,861)	(5,040,162)
Cash Provided by (applied to) Investing Transactions	(4,094,861)	(5,040,162)
<b>FINANCING TRANSACTIONS</b>		
Repayment of long-term debt	(925,768)	(1,399,193)
Long-term debt proceeds	5,760,000	-
Cash Provided by Financing Transactions	4,834,232	(1,399,193)
<b>INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	1,175,639	(2,571,625)
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>	23,485,385	26,057,010
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	\$ 24,661,024	\$ 23,485,385
Interest paid on outstanding debt and included in annual surplus above	\$ 967,070	\$ 988,410

**THE CORPORATION OF THE CITY OF COURTENAY**  
**NOTES TO FINANCIAL STATEMENTS**  
**YEAR ENDED DECEMBER 31, 2012**

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The Corporation of the City of Courtenay was incorporated in 1915 under the provisions of the British Columbia Municipal Act. Its principal activities are the provision of local government services to the residents of the Municipality.

**1. SIGNIFICANT ACCOUNTING POLICIES**

(a) Basis of Presentation

It is the policy of the City to follow Canadian public sector accounting standards and to apply such principles consistently. The consolidated financial statements include the operations of General, Water Utility, Sewer, Capital, Reserve Funds, and the Sid Williams Theatre Society, a controlled entity. Transactions between these funds, and between the City and the Sid Williams Theatre Society, have been eliminated on consolidation. The consolidated financial statements have been prepared using guidelines issued by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. The financial resources and operations of the City have been consolidated for financial statement purposes and include the accounts of all of the funds and equity in tangible capital assets of the City. As part of the supplementary information, the resources and operation of the City are segregated into various funds for accounting and financial reporting purposes, each being treated as a separate entity with responsibility for the stewardship of the assets allocated to it.

(b) Revenue and Expense Recognition

Expenditures are recorded in the period in which the goods or services are acquired and a liability is incurred.

Amortization is based on the estimated useful lives of tangible capital assets.

Revenue is recorded in the period in which the transactions or events that gave rise to the revenue occur. Amounts that have been received in advance of services being rendered are recorded as deferred revenue until the City discharges the obligations that led to the collection of funds. Following are the types of revenue received and a description of their recognition:

Taxes for Municipal Purposes are recognized in the year levied.

Sale of Services are recognized in the year that the service is provided or the amount is earned, provided the amount can be estimated and collection is reasonably assured.

Government Transfers are recognized as revenues in the period in which the events giving rise to the transfer occur and only recorded once authorized, eligibility criteria is met, and the amount can be reasonably estimated.

Contributions are recorded when the event giving rise to the contribution occurs.

DCC Revenue is recorded in the year that it is used to fund a capital project and has been authorized by bylaw.

Investment income, taxation penalties, and actuarial earnings are recorded in the year they are earned.

**THE CORPORATION OF THE CITY OF COURTENAY  
NOTES TO FINANCIAL STATEMENTS  
YEAR ENDED DECEMBER 31, 2012**

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(c) Accrued Payroll Benefits

Earned but unpaid vacation is fully accrued and recorded in the financial statements.

Post employment benefits are accrued and recorded in the financial statements. This amount is provided by an Actuary that the City has engaged.

(d) Use of Estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Accounts Receivable are stated after evaluation of their collectability. Post employment benefits are calculated by an Actuary. Prior year tangible capital asset historical costs and related amortization have been calculated by a professional appraiser. Amortization is based on the estimated useful lives of tangible capital assets. These estimates and assumptions are reviewed periodically and as adjustments become necessary they are reported in earnings in the periods in which they become known.

(e) Inventories

Inventories are valued at the lower of cost and net realizable value.

(f) Tangible Capital Assets

Tangible capital assets are recorded at cost, net of capital asset disposals, write-downs and amortization. Tangible capital asset expenditures exceeding the following thresholds per major category are capitalized. The average useful life is applied straight line to calculate amortization. In the year of acquisition and disposal, amortization is taken at one-half of the calculated amounts.

Major Asset Category	Threshold	Average Useful Life
Land	\$1	Indefinite
Land Improvements	\$10,000	Varies from 10 to 40 years
Building	\$10,000	Varies from 25 to 60 years
Vehicles, Machinery/Equipment	\$5,000 to \$10,000	Varies from 5 to 25 years
Engineering Structures		
Roads	\$5,000 to \$50,000	Varies from 10 to 60 years
Water	\$5000 to \$10,000	Varies from 8 to 80 years
Sewer	\$10,000	Varies from 8 to 60 years
Other – Includes Storm	\$10,000	Varies from 25 to 75 years
Other Tangible Capital Assets (includes IT software)	\$5,000	5 years

Carrying costs directly attributable to the acquisition, construction or development activity, excluding interest costs, are capitalized to the point in time the asset is substantially complete and ready for use. Contributed tangible capital assets are recorded at their fair value on the date of contribution. Assets under construction are not amortized until the asset is in use.

**THE CORPORATION OF THE CITY OF COURTENAY**  
**NOTES TO FINANCIAL STATEMENTS**  
**YEAR ENDED DECEMBER 31, 2012**

(g) Financial Instruments

Financial Instruments consist of cash on hand and deposit, term deposits, receivables, accounts payable, trusts and other deposits, and long-term debt. It is management's opinion that the Municipality is not exposed to significant interest, currency, exchange, or credit risk arising from these financial instruments.

(h) Debt Charges

Interest payments are charged against current fund balances in the period they become payable and have been accrued to December 31, 2012. Actuarial adjustments are offset against interest charged. Principal payments are applied directly to loan balances in the period they accrue.

(i) Receivables

Following is a breakdown of receivables outstanding at December 31, 2012 with 2011 comparatives:

	2012	2011
Federal Government	\$ 355,026	\$ 155,191
Provincial Government	240,049	236,858
Regional and other Local Governments	139,899	151,317
Property Taxes	1,096,929	726,625
Other	974,247	1,088,977
 Total Receivables	 \$ 2,806,150	 \$ 2,358,968

(j) Accounts Payable

Following is a breakdown of accounts payable and accrued liabilities outstanding at December 31, 2012 with 2011 comparatives:

	2012	2011
Federal Government	\$ 1,321,884	\$ 1,156,612
Provincial Government	379,777	359,718
Regional and other Local Governments	366,120	650,357
Trade and accrued liabilities	4,571,295	3,378,261
 Total Accounts Payable	 \$ 6,639,076	 \$ 5,544,948

**THE CORPORATION OF THE CITY OF COURTENAY**  
**NOTES TO FINANCIAL STATEMENTS**  
**YEAR ENDED DECEMBER 31, 2012**

(k) Recent Accounting Pronouncements

Tax Revenue – In February 2010, the Public Sector Accounting Board (PSAB) issued PS 3510 *Tax Revenue* to provide guidance on how to account for and report tax revenue in the City of Courtenay financial statements. This section establishes recognition, measurement, presentation and disclosure requirements for tax revenue. PS 3510 is effective for fiscal years beginning on or after April 1, 2012. The City of Courtenay does not expect the adoption of the new section to have a material impact on its consolidated financial statements.

Government Transfers - In March 2011, the Public Sector Accounting Board replaced and revised existing section PS 3410 *Government Transfers* with a newly amended section PS 3410. Newly issued PS 3410 establishes standards on how to account for and report government transfers to individuals, organizations and other governments from both a transferring government and a recipient government perspective. This section permits a recipient government to recognize government transfers as revenue when the transfer is authorized by the transferring government, unless the transfer creates a liability for the recipient. A liability is created as a result of the recipient government not yet meeting eligibility criteria or the existence of stipulations in the transfer agreement. When a government transfer results in recognition of a liability, revenue is recognized by a recipient government as the liability is settled. A transferring government recognizes an expense when the transfer is authorized and the recipient has met all eligibility criteria.

Newly revised and issued PS 3410 may be applied prospectively or retroactively and is effective for fiscal years beginning on or after April 1, 2012; however, earlier adoption is encouraged. PS 3410 will be applied prospectively and the City of Courtenay does not expect the adoption of the newly issued section to have a material impact on its consolidated financial statements.

**2. CONTINGENT LIABILITIES AND COMMITMENTS**

(a) Regional District debt is, under the provisions of the Local Government Act (Section 836), a direct, joint and several liability of the District and each member municipality within the District, including the Corporation of the City of Courtenay. Readers are referred to the Comox Valley Regional District 2012 Audited Financial Statements for specific information and detail.

(b) Principal repayments on long-term debt in each of the next five years are estimated as follows:

2013	\$1,214,006
2014	\$1,214,599
2015	\$1,215,206
2016	\$950,605
2017	<u>\$951,244</u>
	<u>\$5,545,660</u>

(c) The Municipality is obligated to collect and transmit the tax levies of the following bodies:

- Provincial Government – Schools
- Comox Valley Regional District
- Comox-Strathcona Regional Hospital District
- Municipal Finance Authority

**THE CORPORATION OF THE CITY OF COURTENAY**  
**NOTES TO FINANCIAL STATEMENTS**  
**YEAR ENDED DECEMBER 31, 2012**

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British Columbia Assessment Authority  
Downtown Courtenay Business Improvement Area

These levies are not included in the revenues of the Municipality.

- (d) As at December 31, 2012, there existed outstanding claims against the City. These claims have been referred to legal council and to the City's liability insurers. It is not possible to determine the City's potential liability, if any, with respect to these matters. Management has determined that any potential liabilities arising from these outstanding claims are not significant.
- (e) As at May 11, 2012, the City has paid out the guaranteed loan with an outstanding balance of \$125,013 (2011 - \$125,013), for the Community Futures Development Corporation (CFDC) for the purposes of renovating the Comox Valley Centre for the Arts. Payment under this guarantee was required if the debt holder became no longer able to make the required monthly payments or the lease arrangements for the CFDC were modified. In May 2012 the space leased by the CFDC was significantly reduced and is now occupied by another tenant. As at December 31, 2012, no liability has been recorded associated with this guarantee as the loan was paid out in full on May 11, 2012.

**3. PENSION LIABILITY**

The municipality and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trustee pension plan. The board of trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer contributory pension plan. Basic pension benefits provided are based on a formula. The Plan has about 176,000 active members and approximately 67,000 retired members. Active members include approximately 35,000 contributors from local governments.

The most recent actuarial valuation as at December 31, 2009 indicated a \$1.024 billion funding deficit for basic pension benefits. The next valuation will be as at December 31, 2012 with results available in 2013. Defined contribution plan accounting is applied to the Plan as the Plan exposes participating entities to actuarial risks associated with the current and former employees of other entities, with the result that there is no consistent and reliable basis for allocating the obligation, Plan assets and cost to individual entities participating in the Plan.

The City of Courtenay paid \$669,460 for employer contributions to the plan in fiscal 2012 (\$638,805 in 2011).

**4. HOST FINANCIAL ASSISTANCE AGREEMENT**

The City of Courtenay is a host community for a casino gaming facility operated under agreement with the British Columbia Lottery Corporation. The City receives a percentage of the net gaming income generated by the Chances Courtenay Gaming Centre to be used for public benefit through a quarterly unrestricted transfer from the Province of British Columbia.

**THE CORPORATION OF THE CITY OF COURTENAY  
NOTES TO FINANCIAL STATEMENTS  
YEAR ENDED DECEMBER 31, 2012**

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**5. FEDERAL GAS TAX AGREEMENT FUNDS**

Gas Tax Agreement funding is provided by the Government of Canada. The use of the funding is established by a funding agreement between the local government and the Union of British Columbia Municipalities. Gas Tax Agreement funding may be used towards designated public transit, community energy, water, wastewater, solid waste and capacity building projects, as specified in the funding agreements.

The City of Courtenay received the first contribution of Gas Tax funding in 2005 and reports the balance as deferred revenue until it is used to fund the specified projects outlined in the funding agreement. Interest is accrued and allocated monthly to the balance.

Following is a schedule of Gas Tax receipts and disbursements received in 2012 with comparatives to 2011.

	<b>2012</b>	<b>2011</b>
<b>Opening Balance of Unspent Funds</b>	<b>\$2,966,070</b>	<b>\$2,086,971</b>
<b>Additions:</b>		
Amounts Received During the Year	936,858	936,858
Interest Earned	22,205	16,031
<b>Deductions:</b>		
Amount Spent on Projects	(370,838)	(73,790)
Amount Spent on Administration	-	-
<b>Closing Balance of Unspent Funds</b>	<b><u>\$3,554,295</u></b>	<b><u>\$2,966,070</u></b>

**6. DEBENTURE AND OTHER LONG-TERM DEBT**

Funding of certain general debenture and other long-term principal and interest debt repayment is provided by sources other than general taxation. Other sources include short term loan proceeds used to bridge the gap for debenture debt proceeds, and lease and rental revenues, which reduce the requirement to fund debt repayment from general taxation revenues. This source of funding detail at the time of the annual tax levy, with 2011 comparatives, is as follows:

	<u>2012</u>	<u>2011</u>
Municipal debt levy, general taxation	\$1,403,349	\$1,354,836
Lease and rental revenues	<u>233,430</u>	<u>299,115</u>
<b>Total funding required – general debt repayment</b>	<b><u>\$1,636,779</u></b>	<b><u>\$1,653,951</u></b>

**THE CORPORATION OF THE CITY OF COURTENAY  
NOTES TO FINANCIAL STATEMENTS  
YEAR ENDED DECEMBER 31, 2012**

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**7. DEFERRED REVENUE - DEVELOPMENT COST CHARGES**

In order to conform with the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants, the unspent development cost charges in the following financial statements have been recorded as a liability. Following is a breakdown of cash increases and decreases for the General, Water, and Sewer development costs charge reserves for 2011 and 2012.

	2012				2012 Total
	General Reserve DCC BL #2426	Water Utility Reserve DCC BL #2426	Sewer Utility- Reserve DCC BL #2426	Sewer Utility Reserve DCC BL #1638	
<b>Balance Forward</b>	\$ 2,311,531	\$ 354,110	\$ 398,747	\$ 32,615	\$ 3,097,003
<b>Increases</b>					
Interest	16,355	2,621	3,057	229	22,262
Other Contributions	435,502	34,857	64,779		535,138
	451,857	37,478	67,836	229	557,400
<b>Decreases</b>					
Revenue Recognized to Fund Capital Projects	(551,936)			-	(551,936)
Reclassifications, redemptions, refunds	-		-	-	-
	(551,936)	-	-	-	(551,936)
<b>Ending Balance Deferred Revenue - DCC</b>	<u>\$ 2,211,452</u>	<u>\$ 391,588</u>	<u>\$ 466,583</u>	<u>\$ 32,844</u>	<u>\$ 3,102,467</u>

	2011				2011 Total
	General Reserve DCC BL #2426	Water Utility Reserve DCC BL #2426	Sewer Utility Reserve DCC BL #2426	Sewer Utility Reserve DCC BL #1638	
<b>Balance Forward</b>	\$ 2,270,181	\$ 295,923	\$ 331,555	\$ 32,388	\$ 2,930,047
<b>Increases</b>					
Interest	16,664	2,223	2,543	227	21,657
Other Contributions	410,014	58,303	77,670	-	545,987
	426,678	60,526	80,213	227	567,644
<b>Decreases</b>					
Revenue Recognized to Fund Capital Projects	(385,328)	(2,339)	(13,021)	-	(400,688)
Reclassifications, redemptions, refunds	-		-	-	-
	(385,328)	(2,339)	(13,021)	-	(400,688)
<b>Ending Balance Deferred Revenue - DCC</b>	<u>\$ 2,311,531</u>	<u>\$ 354,110</u>	<u>\$ 398,747</u>	<u>\$ 32,615</u>	<u>\$ 3,097,003</u>

**THE CORPORATION OF THE CITY OF COURTENAY  
NOTES TO FINANCIAL STATEMENTS  
YEAR ENDED DECEMBER 31, 2012**

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**8. ENVIRONMENTAL REGULATIONS**

The City makes every reasonable effort to comply with all environmental regulations that apply to its operations. These regulations may require future expenditures to meet applicable standards. Amounts required to meet these obligations will be charged to operations when incurred or set aside as future reserves when they can be reasonably estimated.

**9. TRUST AND ENDOWMENT FUNDS**

- (a) The Cemetery Perpetual Care Fund has been assigned to the City to be administered as directed by statute. The City holds the assets for the benefit of, and stands in fiduciary relationship to, the beneficiary. Following is a summary of the financial position and activities for 2011 and 2012, which has been excluded from the City's financial statements.

**CEMETERY PERPETUAL CARE FUND  
FINANCIAL POSITION**

**CEMETERY PERPETUAL CARE FUND  
FINANCIAL ACTIVITIES**

	<u>2012</u>	<u>2011</u>		<u>2012</u>	<u>2011</u>
<b>Financial Assets</b>			<b>Revenue</b>		
Cash on Hand	\$ 44,360	\$ 35,524	Fees Levied	\$ 11,029	\$ 8,932
Investments - MFA	<u>227,214</u>	<u>224,841</u>	Interest Revenue	<u>2,837</u>	<u>2,657</u>
<b>Liabilities</b>			<b>Expenditure</b>		
Interest Payable to City	<u>2,837</u>	<u>2,657</u>	Interest Expense	<u>2,837</u>	<u>2,657</u>
<b>Net Financial Position</b>	<u><u>\$ 268,737</u></u>	<u><u>\$ 257,708</u></u>	<b>Excess Revenue over Expenditure</b>	<u><u>\$ 11,029</u></u>	<u><u>\$ 8,932</u></u>

- (b) The Sid Williams Theatre has endowment funds on deposit with the Comox Valley Community Foundation in the amount of \$323,031 (2011 - \$322,834). The principal amount of this endowment cannot be utilized or withdrawn and as such are not considered assets of the City of Courtenay. The endowment funds are not reported as an asset on the statement of financial position.

**THE CORPORATION OF THE CITY OF COURTENAY  
NOTES TO FINANCIAL STATEMENTS  
YEAR ENDED DECEMBER 31, 2012**

**10. DEFERRED REVENUE – OTHER**

Other Deferred Revenue recorded in the Liability section of the City's Financial Statements consists of the revenues related to Development Cost Charge instalment payments owing from Developers and to be received in future years, business license revenue levied and to be recognized in future years, sewer connection instalment payments owing from property owners and to be recognized in future years, Government transfers received prior to revenue recognition criteria being met, gift certificates issued and to be redeemed in future years at the Sid Williams Theatre, and Surcharge revenue to be recognized in future years at the Sid Williams Theatre. Following is a breakdown of the change in this balance for 2011 and 2012:

	2012	2011
<b>Opening Balance</b>	<b>\$ 750,588</b>	<b>\$ 394,583</b>
Additions to Deferred Revenue	445,081	747,411
Revenue Recognized	(713,115)	(391,406)
	<b>\$ 482,553</b>	<b>\$ 750,588</b>

**11. MFA DEBT RESERVE FUNDS**

The City secures its long term borrowing through the Municipal Finance Authority. As a condition of these borrowings a portion of the debenture proceeds are retained by the Authority as a debt reserve fund. These funds are not reported in the financial statements as they are eliminated upon consolidation. As at December 31, 2012 the City had debt reserve funds of \$379,766 (\$312,252 in 2011).

**12. EMPLOYEE RETIREMENT BENEFIT LIABILITY**

Employees with 10 years of continuous service retiring under the terms of the Municipal Superannuation Act are entitled to a payout of up to 72 days of their accumulated unused sick leave bank and up to a maximum of 8 additional severance days for each year of service in which the employee used no sick leave. Additionally, upon death of the employee, the bank, up to a maximum of 72 days, will be payable to the employee's life benefit beneficiary. The value of this liability is calculated by an Actuary engaged by the City and reflects the likelihood that all eligible City employees will become entitled to this benefit. Actuarial valuation assumptions for 2012 were based on an interest (discount) rate of 3.40% per annum. The total estimated employee retirement benefit liability at December 31, 2012 is \$859,394 (\$769,855 in 2011) and is included in the accounts payable balance on statement A.

**THE CORPORATION OF THE CITY OF COURTENAY**  
**NOTES TO FINANCIAL STATEMENTS**  
**YEAR ENDED DECEMBER 31, 2012**

**PAGE 10 OF 13**

**13. CONSOLIDATED SEGMENT DISCLOSURE BY SERVICE**

The City of Courtenay Consolidated Financial Statements includes the financial activities of various services made available to the community. Following is a description of the types of services included in each of the main service segments of the City's financial statements. A detailed summary of the 2012 revenues and expenses with 2011 comparatives for each segment can be found in Schedule 1 of the accompanying financial statements.

**General Government Services**

Provide services related to general corporate and legislative administration as well as human resources, information technology, financial management, and revenues received from the Province related to gaming.

**Protective Services**

Includes services related to providing fire protection, bylaw enforcement, and building inspection to the City, as well as the City's share of expenses related to providing police protection to the Comox Valley.

**Transportation Services**

Includes the delivery of municipal public works services related to planning, development and maintenance of roadway systems, street lighting, and other public works and engineering related services.

**Environmental Health Services**

Includes services related to the collection of garbage, recycling, and yard waste, as well as environmental testing and monitoring.

**Public Health and Welfare Services**

Includes cemetery services.

**Environmental Development Services**

Includes services related to planning, zoning, and sustainability.

**Recreational and Cultural Services**

Provides recreation and leisure services to the community and includes parks and facilities that allow for fitness, aquatic, cultural, and other activities for the public to enjoy.

**Water Utility Services**

Provides for the delivery of water to users and includes the planning, development and maintenance of the City's water infrastructure.

**Sewer Utility Services**

Provides for the delivery of sewerage removal and includes the planning, development and maintenance of the City's sewer infrastructure.

**Other Services**

Includes the operations of the Sid Williams Theatre.

**THE CORPORATION OF THE CITY OF COURTENAY  
NOTES TO FINANCIAL STATEMENTS  
YEAR ENDED DECEMBER 31, 2012**

PAGE 11 OF 13

**14. TANGIBLE CAPITAL ASSET DETAILS**  
(See Schedule 3 for further details)

Tangible Capital Assets consist of the following:

	2012	2011
Land	\$ 20,871,531	\$ 20,634,835
Land Improvements	2,679,694	2,769,429
Buildings	16,119,050	14,228,877
Equipment, Furniture, & Vehicles	4,923,330	5,180,947
Engineering Structures:		
Roads	43,400,595	43,485,107
Water	8,812,549	8,687,936
Sewer	7,379,287	5,913,268
Other (Includes Storm)	9,306,720	8,448,883
Other Tangible Capital Assets	104,556	124,630
	<b>\$ 113,597,312</b>	<b>\$109,473,911</b>

The net book value of capital assets not being amortized and under construction in 2012 is \$7,911,348 (\$4,753,987 in 2011).

Contributed capital assets received and recognized in the year from developers, for various infrastructure works and related land and parks, and recorded on the financial statements in 2012 is \$1,479,912 (\$2,347,761 in 2011)

Tangible capital assets include land under the City's roads, recorded at a nominal amount.

Art and historic treasures are displayed at various city facilities and consist of paintings, historical photographs, sculptures, carvings, and other cultural artefacts. These items have not been included in tangible capital assets due to the inability of estimating future benefits associated with such property.

**15. COMPARATIVE FIGURES**

Certain comparative figures have been reclassified to conform with current year presentation.

**THE CORPORATION OF THE CITY OF COURTENAY  
 NOTES TO FINANCIAL STATEMENTS  
YEAR ENDED DECEMBER 31, 2012**

**16. RESTATEMENT OF 2012 BUDGET**

The budget amounts presented throughout these financial statements are based upon the Five Year Financial Plan approved by Council on May 14, 2012, except in regard to budget amounts for amortization, developer contributions for tangible capital assets, gains and losses on tangible capital asset disposals, and the use of debt, reserves and prior year surpluses.

The budget amounts presented throughout these financial statements for the tangible capital asset related budgets are the actual values determined at the completion of the municipalities' tangible capital asset accounting process. These values have been added to the May 14, 2012 budget and actual values in the Financial Statements.

The summary below shows the adjustments to the May 14, 2012 budget approved by Council after adjusting the budget values by the actual revenues and expenses incurred for tangible capital asset related items (amortization, developer contributions for tangible capital assets, and gains and losses on tangible capital asset disposals) and other transfers that were not included in the approved 2012 budget.

**Adjustments to 2012 Budgeted Annual Surplus**

<b>Budget Surplus reported in FS</b>	<b>\$ 3,993,541</b>
Capital acquisitions in Financial Plan	(20,973,268)
Amortization	3,902,044
Contributed Assets	(1,479,912)
Debt Issues in Financial Plan	5,757,524
Debt principle repayments in Financial Plan	(950,768)
Operating surplus appropriated for Operations in Financial Plan	4,271,012
Capital surplus appropriated for Capital Projects in Financial Plan	1,204,157
Transfers from Operating and Capital Reserves in Financial Plan	7,066,879
Transfers to Operating and Capital Reserves in Financial Plan	<u>(2,791,209)</u>
<b>Net of Financial Plan</b>	<b>\$ <u>          -</u></b>

**THE CORPORATION OF THE CITY OF COURTENAY  
NOTES TO FINANCIAL STATEMENTS  
YEAR ENDED DECEMBER 31, 2012**

**PAGE 13 OF 13**

**17. SUBSEQUENT EVENTS**

On December 17, 2012 at the Regular Council Meeting held in the City Hall Council Chambers Council approved the Agreement of Purchase and Sale between the City of Courtenay and the Vancouver Island Health Authority for the property located at 95 Lerwick Rd. This transaction was completed on February 19, 2013 and the Freehold Transfer to title in the name of the purchaser was submitted for registration in the Land Title Office. The net sale proceeds payable to the City of Courtenay on the date of completion were \$895,906. The net sale proceeds will be invested into a regional play field project.

**THE CORPORATION OF THE CITY OF COURTENAY**  
**CONSOLIDATED SCHEDULE OF SEGMENT DISCLOSURE BY SERVICE**  
**YEAR ENDED DECEMBER 31, 2012**  
(Audited)

SCHEDULE 1  
(Note 13)

Page 1 of 2

	General Government Services		Protective Services		Transportation Services		Environmental Health Services		Public Health and Welfare Services	
	2012	2011	2012	2011	2012	2011	2012	2011	2012	2011
<b>REVENUE:</b>										
Taxation	\$ 19,139,818	\$ 18,036,678								
Sales of Services			842,800	784,778			2,538,193	2,275,977		
Revenue from Own Sources			631,235	675,791	223,703	306,783			110,399	46,870
Government Transfers	1,334,533	892,608	64,571	23,462	537,011	76,249		82,042	135,046	121,651
Other Revenue	87,312	71,901			2,279,044	1,869,065				
Other Contributions	5,700			9,467	12,007	10,073				
Interest Earned	743,241	674,672	11,880	9,467						
<b>Total Revenues</b>	<b>21,310,604</b>	<b>19,675,839</b>	<b>1,550,486</b>	<b>1,493,498</b>	<b>3,051,765</b>	<b>2,202,170</b>	<b>2,538,193</b>	<b>2,358,019</b>	<b>245,445</b>	<b>168,521</b>
<b>EXPENSES</b>										
Salaries and Benefits	2,165,904	1,964,738	1,642,334	1,576,256	2,023,010	1,967,907	61,889	52,086	126,378	120,928
Goods and Services	827,276	742,225	5,665,092	5,635,310	1,227,415	1,030,923	2,189,465	2,125,849	71,080	82,057
Amortization Expense	192,773	169,570	223,958	242,032	2,309,167	2,143,145	185,953	174,071	20,392	16,649
Debt Servicing	23,768	28,104	26,296	68,813	368,420	347,156			43,412	9,884
Other Expenditures	347,961	361,303	116,281	120,755	163,273	187,185	59,712	90,188		
Loss on Disposal of TCA					218,212	40,944				
<b>Total Expenses</b>	<b>3,557,682</b>	<b>3,265,940</b>	<b>7,673,961</b>	<b>7,663,166</b>	<b>6,309,497</b>	<b>5,717,260</b>	<b>2,497,019</b>	<b>2,442,194</b>	<b>261,262</b>	<b>229,518</b>
<b>ANNUAL SURPLUS</b>	<b>17,752,922</b>	<b>16,409,919</b>	<b>(6,123,475)</b>	<b>(6,169,668)</b>	<b>(3,257,732)</b>	<b>(3,515,090)</b>	<b>41,174</b>	<b>(84,175)</b>	<b>(15,817)</b>	<b>\$ (60,997)</b>

**THE CORPORATION OF THE CITY OF COURTENAY  
CONSOLIDATED SCHEDULE OF SEGMENT DISCLOSURE BY SERVICE  
YEAR ENDED DECEMBER 31, 2012  
(Audited)**

	Environmental Development Services		Recreational and Cultural Services		Water Utility Services		Sewer Utility Services		Other Services		Consolidated	
	2012	2011	2012	2011	2012	2011	2012	2011	2012	2011	2012	2011
<b>REVENUE:</b>												
Taxation					\$ 661,280	\$ 652,730	\$ 1,920,552	1,895,644			\$ 21,721,650	\$ 20,585,052
Sales of Services	497,803	490,370	1,114,488	1,261,487	3,963,594	3,881,058	2,253,963	2,189,016			9,598,550	9,130,829
Revenue from Own Sources	23,899	-	528,668	233,492	122,710	130,441	37,532	17,725	513,418	441,248	3,140,889	3,323,845
Government Transfers									128,215	116,000	2,727,296	1,470,723
Other Revenue	40,500	94,500	114,051	305,821	85,800	86,166	473,671	765,171	18,058	12,018	308,158	279,718
Other Contributions	3,534	2,681	12,799	9,992	172,231	432,958	6,242	7,165			3,103,255	3,419,533
Interest Earned	565,756	587,551	1,770,006	1,810,792	11,306	11,969	4,691,960	4,874,721	659,691	569,266	801,029	726,019
<b>Total Revenues</b>					<b>5,016,921</b>	<b>5,193,322</b>	<b>4,691,960</b>	<b>4,874,721</b>	<b>659,691</b>	<b>569,266</b>	<b>41,400,827</b>	<b>38,935,719</b>
<b>EXPENSES</b>												
Salaries and Benefits	440,495	440,288	3,254,839	3,232,469	523,338	417,623	367,803	364,073	464,711	515,278	11,070,701	10,651,646
Goods and Services	61,017	57,965	1,996,415	1,902,738	2,720,551	2,409,017	764,735	726,304	277,730	257,469	15,800,776	14,989,857
Amortization Expense	2,533	2,533	583,458	547,292	281,973	267,983	101,837	80,964			3,902,044	3,644,240
Debt Servicing			99,447	141,340	23,595	24,538	122,879	126,691			664,405	736,642
Other Expenditures	11,737	6,930	1,582,331	1,514,564	25,807	66,802	2,268,349	2,199,321	4,970	18,609	4,623,833	4,575,541
Loss on Disposal of TCA					39,045	6,207		19,544			257,257	66,695
<b>Total Expenses</b>	<b>515,782</b>	<b>507,716</b>	<b>7,516,490</b>	<b>7,338,403</b>	<b>3,614,309</b>	<b>3,192,170</b>	<b>3,625,603</b>	<b>3,316,897</b>	<b>747,411</b>	<b>791,356</b>	<b>36,319,016</b>	<b>34,664,620</b>
<b>ANNUAL SURPLUS</b>	<b>\$ 49,974</b>	<b>\$ 79,835</b>	<b>\$ (5,746,484)</b>	<b>\$ (5,527,611)</b>	<b>\$ 1,402,612</b>	<b>\$ 2,003,152</b>	<b>\$ 1,066,357</b>	<b>\$ 1,357,824</b>	<b>\$ (87,720)</b>	<b>\$ (222,090)</b>	<b>\$ 5,081,811</b>	<b>\$ 4,271,099</b>

SCHEDULE 2

THE CORPORATION OF THE CITY OF COURTENAY  
 CONSOLIDATED SCHEDULE OF ACCUMULATED SURPLUS  
YEAR ENDED DECEMBER 31, 2012  
 (Unaudited)

	<u>2012</u>	<u>2011</u>
<b>Surplus</b>		
Invested in Tangible Capital Assets	\$ 93,181,476	\$ 93,579,951
General Operating Fund	4,001,384	3,229,017
General Capital Fund	5,749,284	1,942,350
Water Utility Operating Fund	1,887,611	2,055,202
Water Utility Capital Fund	108,869	108,869
Sewer Utility Operating Fund	2,405,546	2,563,982
Sewer Utility Capital Fund	30,965	62,347
Sid Williams Theatre Society	68,483	(13,797)
Gaming Fund	1,001,035	693,764
Total Surplus	<u>108,434,653</u>	<u>104,221,685</u>
<b>Reserves</b>		
General Fund Reserves:		
Machinery and Equipment	1,534,224	1,256,579
Land Sale	197,323	190,257
New Works and Equipment	3,679,083	3,202,070
Public Parking	20,758	14,717
Parkland Acquisition	140,699	91,926
Housing Amenity	114,223	95,724
Amenity	175,864	151,939
	<u>5,862,174</u>	<u>5,003,212</u>
Water Utility Reserves:		
Water Utility	1,473,508	1,486,288
Machinery and Equipment	128,963	123,720
	<u>1,602,471</u>	<u>1,610,008</u>
Sewer Utility Reserves:		
Sewer Utility	346,366	397,541
Machinery and Equipment	317,233	248,640
	<u>663,599</u>	<u>646,181</u>
Total Reserves	<u>8,128,244</u>	<u>7,259,401</u>
ACCUMULATED SURPLUS (Statement A)	<u>\$ 116,562,897</u>	<u>\$ 111,481,086</u>

**THE CORPORATION OF THE CITY OF COURTENAY  
CONSOLIDATED SCHEDULE OF TANGIBLE CAPITAL ASSETS  
FOR THE YEAR ENDED DECEMBER 31, 2012**  
(Audited)

	Land	Land Improvements	Buildings	Equipment/ Furniture/ Vehicles	Engineering Structures				Other Tangible Capital Assets	Total	2011
					Roads	Water	Sewer	Other			
<b>COST</b>											
Opening Balance Construction-in-progress (CIP)	\$ 14,688	\$ 901,833	\$ 717,424	\$ 136,749	\$ 1,095,821	\$ 167,954	\$ 1,342,233	\$ 343,360	\$ 33,925	\$ 4,753,987	\$ 12,102,095
Add: Construction-in-progress (CIP)	(14,688)	44,406	2,135,638	2,747	76,451	273,049	1,183,570	735,542	(28,771)	4,451,403	1,314,065
Less: Transfers into Service		(212,573)	(436,708)	(36,057)	(344,282)	(10,270)	(4,838)	(205,855)	(28,771)	(1,294,042)	(8,638,307)
Less: Write-downs											(23,866)
Closing Balance Construction-in-progress	-	733,666	2,416,354	103,439	827,990	430,733	2,520,965	873,047	5,154	7,911,348	4,753,987
Opening Balance Tangible Capital Assets	\$ 20,620,147	\$ 3,590,745	\$ 21,057,454	\$ 12,245,721	\$ 76,037,636	\$ 13,623,467	\$ 5,606,569	\$ 13,862,957	\$ 579,844	\$ 167,224,540	\$ 154,204,532
Add: Additions (including Transfers into Service)	251,384	236,626	673,458	510,417	2,248,079	182,501	373,132	620,692	60,482	5,156,771	13,800,638
Less: Disposals	(19,800)			(106,913)	(273,277)	(46,855)				(446,844)	(780,629)
Less: Write-downs											
Closing Balance Tangible Capital Assets and CIP	20,871,531	4,541,237	24,147,266	12,752,664	78,840,429	14,189,847	8,500,666	15,356,696	645,480	179,845,815	171,978,528
<b>ACCUMULATED AMORTIZATION</b>											
Opening Balance		1,723,149	7,550,417	7,184,607	33,647,895	5,124,566	1,027,408	5,757,434	489,140	62,504,616	59,527,300
Add: Amortization		144,004	477,799	719,192	1,862,211	260,541	93,971	292,542	51,784	3,902,044	3,644,240
Less: Accum Amortization on Disposals		(5,610)		(74,466)	(70,272)	(7,809)				(158,157)	(666,923)
Closing Balance	-	1,861,543	8,028,216	7,829,334	35,439,834	5,377,298	1,121,379	6,049,976	540,924	66,248,503	62,504,617
<b>Net Book Value for year ended</b>											
December 31, 2012	\$ 20,871,531	\$ 2,679,694	\$ 16,119,050	\$ 4,923,330	\$ 43,400,595	\$ 8,812,549	\$ 7,379,287	\$ 9,306,720	\$ 104,556	\$ 113,597,312	\$ 109,473,911

THE CORPORATION OF THE CITY OF COURTENAY  
 CONSOLIDATED SCHEDULE OF DEBENTURE AND OTHER LONG-TERM DEBT  
 YEAR ENDED DECEMBER 31, 2012  
 (Audited)

Bylaw Number	Maturity Date	Interest Rate	Principal Outstanding Dec 31/11	Current Year Borrowing	Actuarial Adjustment/Princ. Reduction	Principal Outstanding Dec 31/12 (Note 6)
<b>General Capital Fund</b>						
<b>Debenture Debt</b>						
2088	2015	6.45	110,540		25,838	84,702
2092	2015	6.45	850,309		198,754	651,555
2093	2015	6.45	850,309		198,754	651,555
2171	2021	3.05	1,549,032		123,155	1,425,877
2266	2018	4.78	213,235		26,189	187,046
2266	2023	5.15	386,178		25,701	360,477
2304	2029	4.86	829,405		29,482	799,923
2227	2020	5.00	106,996		10,111	96,888
2354	2025	5.75	375,442		22,652	352,791
2355	2030	5.75	588,510		21,268	567,242
2356	2020	5.50	568,431		53,713	514,718
2425	2026	4.66	589,039		29,417	559,622
2453	2026	4.43	1,169,490		58,406	1,111,084
2458	2022	4.52	1,240,986		92,018	1,148,968
2539	2023	4.13	2,829,079		170,151	2,658,928
2538	2025	4.50	570,031		31,163	538,864
2680	2027	2.90		4,200,000	-	4,200,000
2681	2027	2.90		1,560,000	-	1,560,000
			12,827,012	5,760,000	1,116,772	17,470,239
<b>TOTAL GENERAL CAPITAL FUND</b>						
			12,827,012	5,760,000	1,116,772	17,470,239

THE CORPORATION OF THE CITY OF COURTENAY  
 CONSOLIDATED SCHEDULE OF DEBENTURE AND OTHER LONG-TERM DEBT  
 YEAR ENDED DECEMBER 31, 2012

(Audited)

By/Law Number	Maturity Date	Interest Rate	Principal Outstanding Dec 31/11	Current Year Borrowing	Actuarial Adjustment/Princ. Reduction	Principal Outstanding Dec 31/12 (Note 6)
Balance Forward General Capital Fund						
			\$ 12,827,012	\$ 5,760,000	\$ 1,116,772	\$ 17,470,239
<b>Water Capital Fund</b>						
Debenture Debt						
2424	2026	4.66	490,867	-	24,514	466,353
TOTAL WATER CAPITAL FUND			490,867	-	24,514	466,353
<b>Sewer Capital Fund</b>						
Debenture Debt						
2305	2029	4.86	622,055	-	22,112	599,943
2353	2030	5.00	1,656,234	-	59,854	1,596,380
2423	2026	4.66	297,792	-	14,872	282,920
TOTAL SEWER CAPITAL FUND			2,576,081	-	96,838	2,479,243
TOTAL ALL CAPITAL FUNDS			15,893,960	5,760,000	1,238,124	20,415,836

**THE CORPORATION OF THE CITY OF COURTENAY  
CONSOLIDATED SCHEDULE OF INVESTMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2012  
(Audited)**

**SCHEDULE 5**

	2012	2011
<b>GENERAL OPERATING FUND</b>		
Cash on hand	\$ 23,248,422	\$ 22,827,904
<b>GAMING FUND</b>		
Cash on Hand	\$ 1,208,331	\$ 501,752
<b>SID WILLIAMS THEATRE SOCIETY</b>		
Cash on hand	\$ 204,271	\$ 155,729
Total Cash on Hand and on Deposit	\$ 24,661,024	\$ 23,485,385
<b>GENERAL OPERATING FUND TERM DEPOSITS</b>		
Municipal Finance Authority, Money Market Fund at fluctuating rate, no maturity date	16,110	15,932
The Canadian Western Bank, various guaranteed investment certificates	5,033,699	-
The Bank of Nova Scotia, various guaranteed investment certificates	6,172,274	7,111,290
Total Term Deposits	11,222,083	7,127,222
<b>TOTAL CASH AND INVESTMENTS (Statement A)</b>	<b>\$ 35,883,107</b>	<b>\$ 30,612,607</b>



5

**THE CORPORATION OF THE CITY OF COURTENAY**

**REPORT TO COUNCIL**

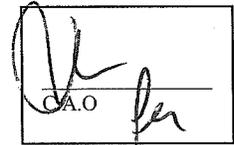
**FROM:** Director of Financial Services/Deputy CAO **FILE #:** 1705-20

**DATE:** April 10, 2013

**SUBJECT:** 2013 - 2017 Recommended Five Year Financial Plan  
2013 Tax Rates

**ADMINISTRATOR'S COMMENTS/RECOMMENDATIONS:**

That the recommendation of the Director of Financial Services/Deputy CAO be accepted.



**RECOMMENDATION:**

That Council approve an increase of 4.18% in the revenue raised from property taxation as detailed in the 2013-2017 Financial Plan schedules;

That Council endorse the 2013-2017 Financial Plan Bylaw No. 2753, 2013;

That Council approve a commercial rate tax rate multiplier of 2.85 to be used in calculating the 2013 property tax rates; and

That Council endorse the 2013 Tax Rates Bylaw No. 2754, 2013.

**PURPOSE:**

To consider the proposed 2013 - 2017 Financial Plan Bylaw and 2013 Tax Rates Bylaw, both of which must be finally adopted by Council no later than May 15, 2013.

**BACKGROUND:**

On February 25, 2013, Council received a presentation and held discussions on the proposed 2013-2017 operating and capital financial plans for the general fund, water fund, and sewer fund.

Council instructed staff to make amendments to the capital funds for the general fund and the water fund to include the Menzies Road capital improvements in year 2013, defer the proposed Valley View Drive sidewalk project to 2014, as well as defer the proposed 5<sup>th</sup> Street Bridge rehabilitation works project to 2014 and research further grant opportunities for this project. These changes have been incorporated into the final budget schedules for 2013.

**DISCUSSION:**

**Public Feedback:**

Details of the proposed 2013 to 2017 Financial Plan have been posted on the City's website since late February. The public were encouraged to review the budget documents and forward comments or questions they might have. To date, zero feedback has been received from the



### Commercial Rate Multiple Considerations

The commercial multiplier is simply the factor by which the commercial class tax rate is greater than the residential class tax rate. Historically the commercial multiplier has been set at the following factors and with Council direction has been gradually trending downward:

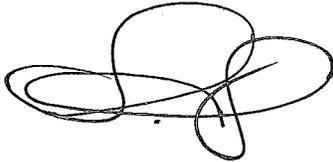
2006	3.44
2007	3.35
2008	3.35
2009	3.30
2010	3.10
2011	2.90
2012	2.85
2013 proposed	2.85

New construction in the prior year was primarily undertaken by larger commercial entities in the Class 6 business category, and this has resulted in a greater level of growth and an increase in the reported value of the “average” commercial property reflected in the Class 6 Commercial category. To add greater clarification in regards to the effect of the proposed 2013 taxation rates on smaller business properties, an additional calculation specific to the Downtown Courtenay Business Improvement Area has been provided.

The following table shows the effect on the average residential property, average commercial property, and the average small business in the DCBIA area. Based on the options calculated and the additional detail provided for the DCBIA, staff recommend that the commercial multiple be maintained at 2.85 for the 2013 taxation year.

	Average Assessment			Effect of Reducing the Commercial Multiplier		
	2012	2013	% Change	1.00	1.00	1.00
<b>Class 1 - Residential</b>						
	\$ 281,169	\$ 279,547	-0.58%			
Municipal General Tax \$ Increase				\$ 32.75	\$ 39.88	\$ 47.12
% change in tax levy over 2012				3.24%	3.95%	4.66%
<b>Class 6 - Commercial</b>				<b>Multiplier of 2.85</b>	<b>Multiplier of 2.80</b>	<b>Multiplier of 2.75</b>
	\$ 643,326	\$ 674,554	4.85%			
Municipal General Tax \$ Increase				\$ 585.05	\$ 507.47	\$ 428.82
% change in tax levy over 2012				8.88%	7.70%	6.51%
<b>Class 6 - DCBIA Properties</b>				<b>Multiplier of 2.85</b>	<b>Multiplier of 2.80</b>	<b>Multiplier of 2.75</b>
	\$ 528,395	\$ 518,349	-1.90%			
Municipal General Tax \$ Increase				\$ 100.86	\$ 41.25	\$ (19.19)
% change in tax levy over 2012				1.86%	0.76%	-0.35%

Respectfully submitted,

A handwritten signature in black ink, consisting of several overlapping loops and a vertical line extending downwards from the center.

Tillie Manthey, BA, CGA  
Director of Financial Services/Deputy CAO

Office of the Chair

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File: 6410-20

March 27, 2013

Sent via email only: jward@courtenay.ca

Mayor and Council  
City of Courtenay  
830 Cliffe Avenue  
Courtenay, BC V9N 2J7

Dear Mayor and Council:

**Re: CVRD regional growth strategy – City of Courtenay regional context statement**

At its March 26, 2013 meeting, the Comox Valley Regional District board of directors adopted the following resolution:

*THAT in accordance with section 866 of the Local Government Act, the board of the Comox Valley Regional District has reviewed the City of Courtenay regional context statement dated January 16, 2012 in the context of "Comox Valley Regional Growth Strategy Bylaw No. 120, 2010":*

*AND FURTHER THAT the Comox Valley Regional District board accepts the City of Courtenay regional context statement dated January 16, 2013, pursuant to section 866 (5) of the Local Government Act.*

*AND FINALLY THAT correspondence be sent to the City of Courtenay requesting that during their next comprehensive Official Community Plan review, the designation of a Town Centre be addressed pursuant to Regional Growth Strategy Goal 1 Housing Policy 1A-3 and MG Policy 1.3.*

If you have any questions or need additional information please contact Debra Oakman, chief administrative officer at 250-334-6055 or via email to djoakman@comoxvalleyrd.ca.

Sincerely,

A handwritten signature in black ink, appearing to read 'Edwin Grieve', written in a cursive style.

Edwin Grieve  
Chair

cc: Sandy Gray, chief administrative officer, City of Courtenay  
Debra Oakman, chief administrative officer, Comox Valley Regional District





*New Bus.*

Dear Courtenay City Council and Staff,

April 9, 2013

I am writing to you on behalf of the Comox Valley Food Round Table, we are a collective of food organizations and private businesses that are working together to create a sustainable local food system. Two weeks ago I presented to Council about this region wide initiative asking for participation at some level. After the initial meetings of the Round Table it is clear that it is crucial for there to be representation from the City of Courtenay on this Round Table.

At our first meeting we had well over thirty community members attending from non-profits, private businesses, and local government. Three sub-committees have been formed to begin taking action on a number of capacity building actions for the Comox Valley Food Round Table. We have begun the process of outlining the purpose of carrying out a holistic community food assessment, creating a communication strategy, identifying community events that the Round Table can engage community members, and creating educational events.

This is a list of organizations that had representation at the first meeting of the Comox Valley Food Round Table:

- |  |   |
|--|---|
| Comox Valley Family Services Association | Comox Valley Farmers Market                       |
| Comox Valley-Lazo Women's Institute      | Comox Valley Growers and Seed Savers              |
| Comox Valley Transition Town             | Comox Valley Farmers Institute                    |
| Lake Trails Neighbourhood Connections    | LUSH Valley Food Action Society                   |
| Merville Organics                        | Tree Island Gourmet Yogurt                        |
| Vancouver Island Health Authority        | Innisfree Farm                                    |
| North Vancouver Island Chefs Association | Comox Valley Chamber of Commerce                  |
| Comox Valley Regional District           | World Community Development and Education Society |
| North Island College                     | North Island Students Union                       |
| Tannadice Farm                           | Komok First Nation                                |
| Natures Way Farm                         |   |

The participation by the City of Courtenay in the Comox Valley Food Round Table will help to ensure that all of the sectors of our community are contributing to this region wide initiative and allows for greater actions to take place.

We note that existing City endorsed policy that supports food initiatives that will emerge from the Comox Valley Food Round Table:

- Official Community Plan: "The City will support food security actions within the community including ensuring that sufficient land and incentives exist to encourage



the growth of local food processing facilities and industries”, and “The City will encourage the provision of private garden plots in multi-residential buildings”

- Regional Growth Strategy: “Support and encourage organizations in promoting the Comox Valley as a good place to enter the farming industry”; “Support the ‘value chain’ of agriculture through development of agricultural policies and uses in OCPs, to encourage food processing plants, storage and local markets”; “Support the development of a coordinated regional food security strategy”
- Comox Valley Sustainability Strategy: “in partnership with local community organizations, establish a Comox Valley Food Policy Council to lead the work on a sustainable food system in a multi-stakeholder manner”. And other policies...

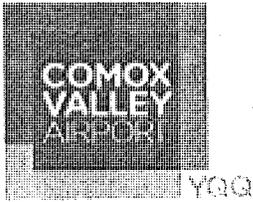
We would like for the City to provide input on land use incentives and zoning implications of increased food production within City limits including long-term policy directions in the OCP. We would also like for the City to work with us in identifying community garden locations on City lands, including service arrangements.

We meet once a month for 1.5 hours and staff or council involvement may be agenda specific allowing for flexibility in attendance. We would specifically appreciate the attendance of Nancy Hofer, the Environmental Planner at this Round Table, but would like to keep the invitation open to any staff or council who feels that they can contribute to the efforts of the initiative.

Please consider your organizations participation. I am available for further discussions to answer your questions. **The next roundtable meeting will be: 12:30 pm – 2pm Monday April 29th, at LUSH Valley Food Action Society.**

Kindest regards,

Cynthia Fitton, RN, BScN, MA Community Development Student  
Secretary for Board of Directors, LUSH Valley Food Action Society



New Bus

Where journeys begin.

Distribution List

March 21st, 2013

**Subject: Solicitation of Input and Advice – By-Law Amendment**

Dear Nominating Entities,

As some of you may be aware, CVAC is required to seek Nominating Entities' input and advice when considering an amendment to the by-laws on any matter of substance.

Currently, by-law 4.7 reads as follows:

*Directors shall serve as such without remuneration and no Director shall directly or indirectly receive any profit from his position as such; provided that a Director may be paid reasonable expenses incurred by him or her in the performance of their duties.*

Given that there are several directors with a term expiring within the next two years, it is a logical time to revisit CVAC's recruitment and retention practices including the issue of remuneration for board members.

To help us better understand the issues at hand, the Board commissioned a study to identify the reasons for and against moving towards a compensated model. This research focused on similar organizations with similar governance structures. This study is attached for your information.

We seek your input and advice on this by-law matter and request that you respond in writing no later than April 22, 2013. Thank you.

On a related matter, you will be aware that all Federal Not-For-Profits are in the process of reviewing, and in some cases changing, their by-laws in order to become compliant by 2014 with the new Federal Act. If the Board, following receipt of your input and advice, votes to amend by-law 4.7, the change will be included in the complete package that will be sent to Ottawa. If we identify other by-laws that require amendment on a substantive issue, we will again come forward and seek your input and advice.

Sincerely,

Linda Oprica, Chair  
Comox Valley Airport Commission

Distribution List:

Action:

Mayor Leslie Baird, Village of Cumberland

Mayor Paul Ives, Town of Comox

Mr. Edwin Grieve, Chair, Comox Valley Regional District

Mayor Larry Jangula, City of Courtenay

Mr. Ian Whitehead, President, Comox Valley Economic Development Society

Mr. Bob Scales, Chair, Comox Valley Chamber of Commerce

Info:

Mr. Russell Irvine, Chair, CVAC Governance Committee



**Sierra Systems**



Report to

## **Comox Valley Airport Commission (CVAC)**

### **Board Compensation Study Final Report**

Sierra Systems Group Inc.  
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Date: January 25, 2013

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**Confidentiality/Validity**

This document has been prepared by Sierra Systems for the sole purpose and exclusive use of the Comox Valley Airport Commission. Due to the confidential nature of the material in this document, its contents should not be discussed with, or disclosed to, third parties without the prior written consent of the Comox Valley Airport Commission.

## 1. EXECUTIVE SUMMARY

The commercial operations at Comox Valley Airport (YQQ) are operated by the Comox Valley Airport Commission (CVAC), a not-for-profit, fully independent entity formed in 1996. Presently, Board members serve without any compensation save for repayment of out of pocket expenses associated with their duties. As part of the Board’s succession planning, Sierra Systems Group Inc. (Sierra Systems) was engaged to review similar not-for-profit transportation entities across the country and analyze the advantages and disadvantages of moving to a compensated Board model. The end goal of the Board Compensation Study is to provide supporting material that will help the CVAC Board assess whether CVAC should compensate its Board for service or remain in its present voluntary mode.

In order to meet this objective, Sierra Systems conducted interviews with the Chairs of the Board and/or Chief Operating Officers (CEOs) of nine (9) transportation organizations across Canada – comparable to CVAC in business, board composition, organizational structure, funding model, organizational focus, size, and business complexity. Interviewees were asked several questions regarding their organizational board compensation policy and the advantages and disadvantages of their board compensation policy as they experience them. In addition to these interviews, a high-level scan of best practice literature and regulatory documents was also conducted.

Themed feedback from interviews suggests the following predominant themes for compensating a board or for remaining with a voluntary board.

Case for Compensating a Board	Case for Remaining with a Voluntary Board
<ol style="list-style-type: none"> <li><b>1. Enhances board engagement, participation, and commitment levels;</b></li> <li><b>2. Recognizes board members for time, effort, and contribution; and</b></li> <li><b>3. Attracts a needed calibre of skill, knowledge and talent to the board.</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Protects against potential conflict of interest; and</li> <li>2. No evident need to compensate – as board engagement, skill, and performance is already at a desired level.</li> </ol>

Throughout the Board Compensation Study, research and interview input provided consistent data on the merits and arguments for both compensating the CVAC board and for remaining with a voluntary board structure. Further, Sierra Systems reviewed the present and emerging regulatory framework under which CVAC operates and found no regulatory impediment to board compensation for CVAC. Indeed, several of CVAC’s peers have adopted a board compensation policy, albeit at the outset of the Transport Canada divestiture. On balance, it is the “fairness” test that appears to be the most compelling in peer organizations – *Is our Board compensated fairly in comparison with their peers who have chosen the compensation route?*

## 2. CVAC BOARD COMPENSATION STUDY OVERVIEW

### 2.1. Purpose and Objective of the Study

The Comox Valley Airport (YQQ), located on the central east coast of Vancouver Island, serves a population base of nearly 320,000 residents. It's the second largest airport on Vancouver Island and processed 327,827 passengers in 2012. The commercial operations at YQQ are operated by the Comox Valley Airport Commission (CVAC), a not-for-profit, fully independent entity formed in 1996. Presently, Board members serve without any compensation save for repayment of out of pocket expenses associated with their duties.

As part of the Board's business planning, Sierra Systems was engaged to review similar not-for-profit entities across the country and analyze the advantages and disadvantages of moving to a compensated Board model. This report is a summary of Sierra's findings and analysis on these matters. The goal of this report is to provide supporting material that will help the CVAC Board assess whether CVAC should compensate its Board for service or remain in its present voluntary mode.

### 2.2. Project Approach and Scope

In order to meet the objectives of the CVAC Board Compensation Study, Sierra Systems applied the following approach:



All items in the above methodology were in scope for the Sierra Systems' engagement except for conducting a search and analysis of benchmark compensation data of similar entities across Canada. This search was conducted by CVAC staff. A summary and analysis of findings from the benchmark compensation data search has been included in Section 5 of this report as it is relevant context.

### 3. FINDINGS FROM INTERVIEWS WITH LIKE ORGANIZATIONS

#### 3.1. Criteria for Selecting Similar Entities

The following selection criteria were used to determine the ten comparative or “like” organizations to approach for project interviews. The purpose of setting these criteria at the outset of the project was to refine our focus on “peer” organizations relevant to CVAC context.

Criteria Category	Selection Criteria
<b>Board Composition</b>	<ul style="list-style-type: none"> <li>• Non-elected Board;</li> <li>• Multi-stakeholder Board membership; and</li> <li>• Local governments or entities may nominate Board members and a number of Board seats may be “reserved” for these entities – but the Board decides on members.</li> </ul>
<b>Organizational Structure</b>	<ul style="list-style-type: none"> <li>• Not-for-profit Corporation (operating under Federal legislation).</li> </ul>
<b>Funding Model</b>	<ul style="list-style-type: none"> <li>• Not publicly funded; and</li> <li>• Operating budget comes from revenues earned.</li> </ul>
<b>Organizational Focus</b>	<ul style="list-style-type: none"> <li>• Regional service delivery – vs. national scope and authority; and</li> <li>• Airports and like-transportation services sector organizations.</li> </ul>
<b>Size and Complexity of Organization:</b>	<ul style="list-style-type: none"> <li>• Similar size of organization by range of capital assets, revenue, and passenger traffic.</li> </ul>

In addition to the above selection criteria, when searching for similar organizations to interview, the following three categories of organizations were considered so as to ensure a broad scan of board compensation policy considerations.

1. Organizations that have had voluntary boards from the outset;
2. Organizations that have had compensated boards from the outset; and
3. Organizations that initially had voluntary boards and transitioned to a compensated board model.

### 3.2. Overview of Organizations Interviewed

Of the organizations approached for interviews, 9 agreed to participate in interview sessions - each between 30 minutes and 1 hour in length. We were unable to schedule an interview in the time permitted with the 10<sup>th</sup> organization selected as a similar entity to be interviewed, London International Airport.

Seven (7) participants were Canadian regional airports. The other two (2) were Harbour authorities operating in the transportation sector on Vancouver Island – operating, similarly, under a Transport Canada regional devolution framework. The reason for including these two (2) non-airport entities was to determine whether there was anything we could learn from like organizations outside the airport industry but operating in a regional Vancouver Island context, similar to Comox.

The following chart provides an overview of the organizations interviewed and associated organizational complexity data for purposes of comparability with CVAC. The interviews were conducted with the Chairs and/or Chief Operating Officers (CEOs) of the organizations.

#	Stakeholder Organization	Date of Interview	Board Compensation Structure	Gross Revenue in 2011/2012	Passenger Traffic in 2011/2012	Financial Assets in 2011/2012	Capital Assets in 2011/2012
1	Charlottetown Airport (YYG)	12/10/2012	Compensated	\$ 4,600,000	285,158	\$ 13,000,000	\$11,200,000
2	Deer Lake Regional Airport (YDF)	1/9/2013	Compensated	\$ 3,092,251	292,019	\$ 3,310,692	\$27,467,731
3	Goose Bay Airport Corporation (YYR)	12/5/2012	Compensated	\$ 1,900,000	109,406	\$ 5,000,000	\$ 1,100,000
4	Greater Moncton International Airport (YQM)	12/11/2012	Compensated	\$ 13,900,000	579,329	\$ 16,900,000	\$35,700,000
5	Greater Sudbury Airport (YSB)	12/13/2012	Voluntary	\$ 5,400,000	211,181	\$ 2,200,000	\$16,500,000
6	Prince George Airport (XYS)	12/7/2012	Compensated	\$ 5,300,000	402,438	\$ 3,700,000	\$53,000,000
7	Saint John Airport Authority (YSJ)	12/10/2012	Compensated	\$ 3,500,000	208,250	\$ 5,500,000	\$ 8,000,000
8	Greater Victoria Harbour Authority	12/4/2012	Compensated	\$ 6,600,000	N/A	\$ 11,900,000	\$56,300,000
9	Nanaimo Port Authority	1/9/2013	Compensated	\$ 8,100,000	N/A	\$ 6,200,000	\$28,700,000
CVAC (YQQ)			Voluntary	\$ 3,900,000	308,937	\$ 18,300,000	\$15,000,000

### 3.3. Regulatory Context

Prior to the mid 1990's, airports across Canada, along with other transportation operations such as harbours were owned and operated by Transport Canada. The Government of Canada recognized that many aspects of the Canadian transportation system, including airport operations, were in danger of becoming a liability rather than an advantage to Canadian businesses and consumers. The February 1994 Budget called on Transport Canada to review the potential for commercialization of a number of its major activities, including the operation of airports across the country. One of the results of this review was the launch of the National Airport Policy which was an airport commercialization initiative aimed at ensuring efficient, efficient, reliable, safe, and competitively-priced and environmentally sound airport systems in Canada.

As a result, several Canadian airports devolved from Transport Canada between the mid-to-late 1990s. At this point in time, Transport Canada set guidelines for airport governance including board compensation policies.

It is interesting to note that several of CVAC's peers, and the majority of organizations interviewed, chose to compensate their boards at the outset of the Transport Canada divestiture.

When selecting the seven (7) Canadian regional airports based on the criteria described in section 3.1, only one (1) similar airport was able to be identified that has had a voluntary board from the outset of the Transport Canada divestiture and also only one (1) similar airport was able to be identified that initially had a voluntary board at the outset of the Transport Canada divestiture and transitioned to a compensated board model. The remaining five (5) similar airports have had compensated board models from the outset of the Transport Canada Divestiture. The following chart summarizes compensation structures for all of the organizations interviewed.

#	Stakeholder Organization	Compensated from the outset	Voluntary from the Outset	Switched to Compensated from Voluntary
1	Charlottetown Airport			✓
2	Deer Lake Regional Airport	✓		
3	Goose Bay Airport Corporation	✓		
4	Greater Moncton International Airport	✓		
5	Greater Sudbury Airport		✓	
6	Greater Victoria Harbour Authority	✓		
7	Nanaimo Port Authority	✓		
8	Prince George Airport	✓		
9	Saint John Airport Authority	✓		

### 3.4. Themes: Compensated vs. Voluntary

To facilitate the interviews, Sierra Systems used the generic Stakeholder Protocol with guiding questions outlined in Appendix A. It should be noted that several of CVAC's peers had chosen to compensate their boards at the outset of the Transport Canada divestiture. As such, some were challenged during the interviews to offer a perspective on the merits of voluntary vs. compensated given their experience. However, several interviewees who had experience in governance in other voluntary board organizations were able to offer some useful perspectives on this question.

The following are themes heard from stakeholders with respect to the advantages and/or disadvantages of compensating a board.

#### *Why Compensate a Board?*

---

##### **1. Enhanced Board Engagement, Participation, and Commitment Levels:**

- Interviewees suggested that in compensating board members, the level of ownership and accountability for board activities is enhanced. If board members are paid, their commitment is solidified and they are accountable for their activities to the community they serve. Compensated board members may, for example, be more inclined to “go the extra mile” and attend community events representing the airport, and sales and business development meetings outside of their formal board meetings;
- Specifically for an airport board, where the business complexity and impact on the community is high, a more committed board can directly impact not only the success of the airport but also the economic growth and safety of the community; and
- CEO's interviewed commented that a more engaged Board directly impacts the skill and competency and engagement of the executive as board members are more likely to effectively collaborate and work closely with management. There was a sense that the “game is raised” with positive benefits resulting.

##### **2. Recognize Board Members for Time, Effort, and Contribution:**

- The amount of time, energy, commitment, and accountability that is required of an airport board should be recognized – and compensation, however nominal, is an accepted way of recognizing this workload and role;
- Interviewees suggested that no one joins their boards to “get rich” but rather recognize compensation as a form of recognition for their time, attract a calibre of skill, and to also enhance engagement and participation levels. In fact, in all of our interviews with organizations that compensate their boards, we found that the organizations nominally compensate their board members (see detailed benchmark compensation data in section 5); and
- Several interviews noted that if they intend to run their operations “like a business” they should treat their boards accordingly – and that means compensation.

### **3. Attract a Caliber of Skill, Knowledge and Talent to the Board:**

- An airport and its facilities are complex and have a high degree of impact on the community with respect to safety, security, and economic development. This often requires specialized skills on their Boards – whether they are professional skills (i.e. lawyers, accountants, engineers) or local industry knowledge and experience;
- Often times, to attract these types of skilled individuals to board positions, compensation is required. One reason compensation may be required to attract skilled individuals is that skilled individuals often have a high opportunity cost to their time;
- The one Airport we interviewed that transitioned from a voluntary board to a compensated board two (2) years after the Transport Canada divestiture cited the challenge of attracting needed skills and talents to its Board as the primary reason for its transition.; and
- If there are less competent individuals on the board, this reflects poorly on the organization which in turn can negatively impact the business’s insurability levels.

#### *Why Maintain a Voluntary Board of an Airport?*

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##### **1. Protection Against Potential Conflict of Interest:**

- A voluntary board ensures board members are solely interested in the benefit of the community and that membership is completely free of the perception of personal gain or conflict;
- This becomes especially important in situations where there are political nominees represented on the board which may be seen by some as an indirect monetary reward for political support;
- However, we did hear in other interviews that this conflict can be managed by the level and model of compensation and not simply by removing compensation all together. Some interviewees suggested that compensation does not necessarily preclude interest in the community and public service.

##### **2. No Need to Compensate if Board Engagement, Skill, and Performance is at a Desired Level:**

- If there have never been issues attracting the appropriate level of skill and talent to the board given a lack of compensation, and there are no issues with board engagement, participation, and performance levels, interviewees suggested “why compensate if it is not needed?” If this is the case, non-compensation would preserve cash flow for other operational needs.

### **3.5. Theme: Common Models of Compensation**

All organizations interviewed covered out-of-pocket travel and business expenses associated with board membership. Thus, our examination relates to compensation over and above these types of reimbursement. In the case of organizations interviewed that compensate their boards, three common models of compensation are being applied:

1. Board member retainer/honorarium annual fee;
2. Board meeting fees; and
3. A blend of meeting fees and a board member retainer/honorarium.

The most common model of compensation out of the three listed above was the blended model which includes a board member honorarium/retainer fee and an additional per meeting fee for formal “minuted” board or board committee meetings. We heard that the benefit of this model not only compensates/recognizes the board member for the time dedicated to formal board meetings, but also for the additional effort required of board members in the form of meeting preparation, business development activities, attendance at community events etc.

In addition to this, the board Chair, Treasurer, and committee Chairs in many cases received higher compensation in the form of a higher retainer or higher meeting fees. The reason for this is that these roles often require additional effort and time than general board membership.

Finally, all organizations interviewed that compensate their boards freely budget for compensation at what is deemed to be a fair level rather than factored compensation as a share of gross or net revenues or the operating budget.

### 3.6. Other Themes

In addition to the above described themes heard during interviews regarding the advantages and disadvantages of compensation an airport board as well as common compensation models, the following themes were also heard during interviews.

#### *Considerations for Compensation of Elected Representatives on a Board*

The following table summarizes whether, of the organizations interviewed, elected representatives participate in board membership and if those elected representatives are able to accept compensation.

#	Similar Organization Interviewed	Elected Representatives on Board	Compensated Board
1	Charlottetown Airport	No (Prohibited in Bylaws)	Yes
2	Deer Lake Airport	Yes	Yes
3	Goose Bay Airport Corporation	Yes	Yes
4	Greater Moncton International Airport	No (prohibited in bylaws)	Yes
5	Greater Sudbury Airport	No	No
6	Greater Victoria Harbour Authority	Yes	Yes
7	Nanaimo Port Authority	No	Yes
8	Prince George Airport	No	Yes
9	Saint John Airport Authority	No	Yes

As noted in the table above, in some cases, elected representatives receive compensation for board membership without issue. However, generally, those organizations that compensate their board members prohibit elected representatives to sit on the board. In fact, in most cases, elected representatives nominate board members but cannot sit on the board.

### *Public Issues relating to Airport Board Compensation Policies*

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In developing our interview questions, we assumed that the topic of compensating regional airport boards may be controversial in some communities, specifically in the cases where elected officials participate as members of the board. As such, we developed some interview questions aimed at investigating whether interviewees had experienced either positive or negative reactions from their communities with respect to their board compensation policies.

When interviewees were asked whether there has been any positive or negative reaction from community members with respect to their board compensation policy, a common theme heard was that community members generally want to see their airport boards be treated fairly. If similar sized airports or like bodies in other regions are compensating their boards, then community members also would find it fair if theirs should do the same.

Furthermore, stakeholder also suggested that the transparency of reporting board compensation policies and levels to the public is imperative as it helps to pro-actively manage public relations. We found that most of the agencies interviewed included board compensation information in their annual reports and financial statements.

### *Compensation and Board Performance Review*

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Another common consideration heard throughout interviews was that once an organization decides to compensate their board members, the accountability and performance of board membership should, as a best practice, be evaluated regularly by an independent third party. Regular evaluations of board performance have both negative and positive attributes. Regular evaluations of board performance ensure that the board is meeting expectations, and in areas where expectations are not being met, mitigating solutions can be implemented in a timely fashion. This is a benefit as Board performance has a direct positive correlation with organizational performance. However, regular evaluations of board performance can be costly and time consuming.

## 4. BEST PRACTICE LITERATURE REVIEW FINDINGS

In addition to the interviews with similar entities conducted, Sierra Systems also conducted a high-level online scan for best practice literature regarding board compensation policies for not-profit-organizations, as well as other relevant board compensation trends and literature. Much of what we found in this scan corroborated what we heard in the interviews. The following section highlights our findings from this high level scan.

The Case for a Compensated Board	The Case for a Voluntary Board
<p><b>Quality Members:</b> Compensation may be needed to attract quality candidates. Too often, people with high visibility and valuable contacts won't serve without pay.</p>	<p><b>Community Service:</b> Serving without compensation encourages board members to express their philanthropic values, encourages altruism and places public benefit above self-interest.</p>
<p><b>Technical Expertise and Talent:</b> A board is often expected to bring a level of expertise to complex topics. Compensation helps attract people with strong technical, professional, or subject matter expertise.</p>	<p><b>Resource and Cost Burden:</b> Board compensation reduces the amount of financial resources available for other initiatives.</p>
<p><b>Risk:</b> There are personal and professional risks inherent in board service. Compensation may tip the balance in favour of serving.</p>	<p><b>Mitigating Potential Conflict of Interest:</b> Because volunteers aren't paid, they are free from potential conflict that might result from trying to protect an income stream. Therefore, they are less susceptible to conflicts between what the right thing to do is and what is in the best interest of those who are signing their paycheck.</p>
<p><b>Loyalty:</b> a paid person is less apt to take advantage of board services for personal gain. Being paid might strengthen one's obligation to duty.</p>	
<p><b>Interest and Attendance:</b> Because board members, like anyone else, only have so much time, compensation might help sustain their interest, helping them to be more responsive, and pay greater attention to their board responsibilities such as meeting attendance.</p>	
<p><b>Diversity:</b> Compensation promotes the recruitment of diverse boards. It opens service up to individuals from different cultures, backgrounds, classes, ages, or personal situations that may not be able to serve otherwise given the financial opportunity cost of not working any lost hours.</p>	

## 4.1. Government and Legal Guidelines for Compensating Not-for-Profit Board

Although CVAC is not a Crown Agency by definition, Sierra Systems found it useful to review and summarize BC Government Treasury Board directive on *Remuneration Guidelines for Appointees to Crown Agencies*, as a further input to the research conducted. The objective of the *Guidelines* is to outline best practices with respect to compensating boards of Crown Agencies considering the underlying public service nature of the organization. The *Guidelines* state in section 1.2 that:

*“Appropriate remuneration for work performed by directors is part of good governance practice. In the public sector, the maximum remuneration level should underscore the important and professional nature of board work and attract and retain qualified individuals to serve. At the same time, there is underlying recognition that service on the board of a Crown Agency entails an element of public service, varying in degree depending on the nature of the organization.”*

In addition to the Treasury Board Guidelines, Sierra Systems also reviewed the new federal *Not-for-Profit Corporations Act* (NFP Act) to take effect in 2014. The NFP Act establishes a new set of rules for federally incorporated not-for-profit corporations in Canada. These new rules will replace Part II of the Canada Corporations Act (old Act), the law that has governed federal corporations for nearly a century and forms part of CVAC’s current operating governance framework.

The new NFP does not prohibit the compensation of not-for-profit boards and in fact suggests that directors of a corporation are entitled to fix reasonable levels of remuneration, unless the corporation’s articles or by-laws provide for a different arrangement. The NFP Act also specifically permits a director, officer or member to receive reasonable remuneration and expenses for any services to the corporation that are performed in any other capacity (e.g., in the capacity of a consultant to the corporation). The previous Act did not specifically address board remuneration nor did it prohibit it.

## 4.2. Canadian Coalition for Good Governance Board Compensation Policy Principles

In 2011, the Canadian Coalition for Good Governance (CCGG) published six (6) principles for boards to consider when structuring their own compensation plans to ensure that their interests are aligned with those of the organization. We have extracted the following CCGG principles that we feel are most relevant to the CVAC context. (For a full description of the six (6) principles, see Appendix C for a link to the online published version of the principles.)

### 1. Independence

Director compensation should be designed to promote a high degree of objectivity, independent thinking and a direct alignment with the interests of the stakeholders of the company. While director compensation should be sufficient to adequately reward directors for their expertise and experience and the time devoted to the company, it should not be so high as to potentially compromise the independence of directors, their ability to take a controversial stand on an important issue or their preparedness to resign on a matter of principle.

## **2. Reflect Expertise and Time Commitment**

Aggregate director compensation and the structure of director compensation plans will vary, depending upon company-specific factors such as company size and complexity. Individual director compensation should reflect the time expected of the director as well as the overall expertise and experience required.

## **3. Varying Compensation for different Director Roles**

There should be no distinction in pay for directors performing similar roles. Some differentiation of compensation levels among directors based on relative time commitment and responsibilities may be appropriate. For example, independent chairs, lead directors and committee chairs typically entail a greater time commitment and may warrant additional compensation

## **4. Minimize Complexity and Ensure Transparency**

Boards should minimize the complexity of director compensation structures to ensure that the incentives being created are well understood by directors. The process used by a board in setting its compensation should be transparent and communicated as a part of the annual reporting process.

## 5. OTHER RESEARCH AND ANALYSIS

CVAC conducted a benchmark board compensation analysis on the following 11 regional airports across Canada similar to CVAC in size, passenger traffic, and revenue, and asset size:

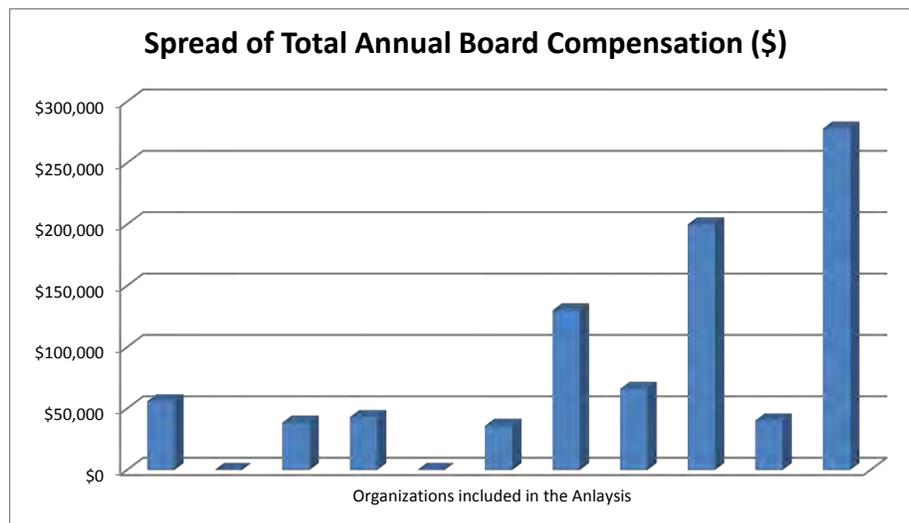
- Charlottetown Airport (YYG);
- Comox Valley Airport (YQQ);
- Deer Lake Airport (YDF);
- Goose Bay Airport (YYR);
- Greater Sudbury Airport (YSB);
- Hamilton International Airport (YHM);
- Moncton International Airport (YQM);
- Prince George Airport Authority (YXS);
- Regina Airport Authority (YQR);
- St. John Airport (YSJ); and
- Victoria International Airport (YYJ).

All data utilized in this analysis was obtained from 2011 annual reports and interviews conducted by Sierra Systems.

Of the organizations included in the study, a total of nine (9) had compensated board policies and two (2) voluntary board policies. The following statistics were obtained in analyzing passenger traffic, gross revenue, total assets, and total board compensation for 2011:

	Passenger Traffic	Gross Revenue (millions)	Total Assets (millions)	Total Board Compensation
Mean	488,232	\$ 9.02	\$ 46.14	\$ 80,697
Median	308,937	\$ 5.30	\$ 35.40	\$ 43,000

The spread of total board compensation across all 11 organizations included in this analysis is illustrated below:



The statistics and the spread of annual board compensation indicate that there are a few organizations that are outliers with extremely large and low total annual board compensation in 2011, which may skew averages. However, the majority of organizations hover around the \$40K to \$50K annual board compensation amount.

The following percentages were calculated for each organization under analysis to help identify whether there is any relation between compensation and gross revenue, total assets, and total passenger traffic:

- Total board compensation as a percentage of gross revenue; and
- Total board compensation as a percentage of total assets.

The following statics and trends were found amongst these percentages:

	% of Gross Revenue	% of Total Assets
Mean	0.95%	0.27%
Median	1.15%	0.16%
Mode	1.01%	0.18%

As indicated, total annual board compensation among CVAC peers tends to hover around 1% of total gross revenues, and 0.20% of total assets.

Additionally, the following correlations between data sets could be identified:

- Correlation of Total Board Compensation and Total Gross Revenue: + 0.88;
- Correlation of Total Board Compensation and Total Assets: +0.84; and
- Correlation of Total Board Compensation and Total Passenger Traffic: +0.96.

These are all strong positive correlations which indicate that as revenue, assets, and passenger traffic increases, board compensation also increases.

The information above provides CVAC with more detailed benchmarks with which to evaluate possible compensation scenarios should that option be chosen. However, it should be noted that of the peer agencies interviewed who operate in a compensated Board model, none of them deployed these types of detailed measures in determining compensation levels and caps.

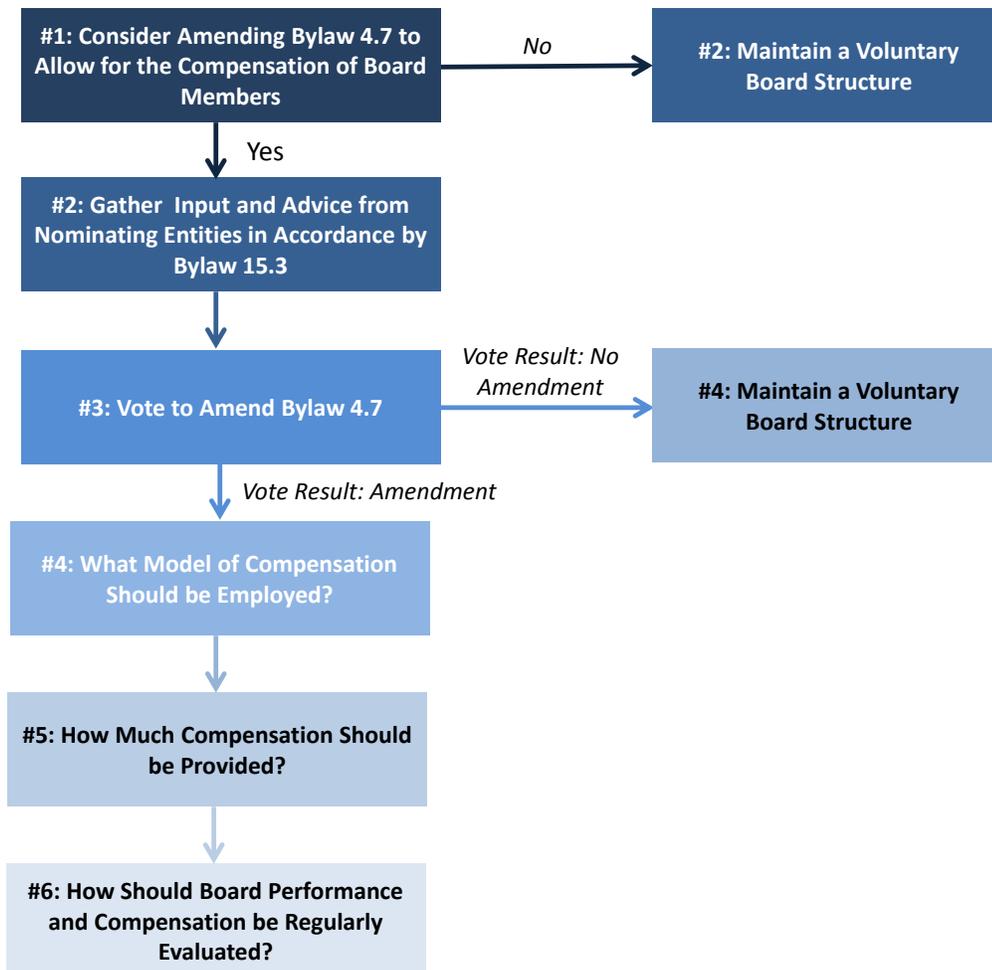
## 6. CVAC BOARD COMPENSATION EVALUATION FRAMEWORK AND RECOMMENDATIONS

In our analysis of the regulatory framework under which CVAC operates, we did not find any regulation or guidelines that would prevent CVAC from compensating its board members should it chose to do so. Based on the interviews conducted as well as our high-level best practice scan, Sierra Systems recommends that CVAC consider the following seven evaluation factors if it chooses to review its board compensation status. These factors serve as a lens through which to evaluate the option of remaining with a voluntary board policy or transitioning to a board compensation model.

1. Could current CVAC Board engagement, participation, and commitment levels be enhanced through compensation?
2. Do current Board members dedicate a significant amount of time and effort on Board activities that warrants recognition through compensation?
3. Would Board compensation enable CVAC to better attract the skill levels, knowledge, and talent it needs to discharge its Board responsibilities?
4. Does CVAC wish to portray an image to its stakeholders that the airport, although a not-for-profit corporation, is being operated like a business? If CVAC is to “run like a business” and be seen as such in the community, does this warrant compensation of its Board?
5. Does CVAC wish to portray an image to stakeholders that the airport is a not-for-profit organization founded on the value of public services and is operated by the community for the community?
6. Does CVAC have a sustainable funding source available for annual on-going Board compensation?
7. Does CVAC have a sustainable funding source available for regular Board performance and compensation evaluations?

## 7. NEXT STEPS

The determination of a board compensation policy based on the findings outlined in this report rests with the Board of CVAC. However, based on our research and experience, the following graphic outlines a recommended decision process and next steps once the decision to compensate or not compensate Board members has been made.



## 8. CONCLUSION

In conclusion, throughout the Board Compensation Study, as outlined in this report, research and interview input provided consistent data on the merits and arguments for both compensating the CVAC board and for remaining with a voluntary board structure. Further, Sierra Systems reviewed the present and emerging regulatory framework under which CVAC operates and found no regulatory impediment to board compensation for CVAC. Indeed, several of CVAC's peers have adopted a board compensation policy, albeit at the outset of the Transport Canada divestiture. On balance, it is the "fairness" test that appears to be the most compelling in peer organizations – *Is our Board compensated fairly in comparison with their peers who have chosen the compensation route?*

## APPENDIX A: INTERVIEW PROTOCOL

<b>Comox Valley Airport Commission (CVAC) Governance Review</b>		
<b>Interview With [Organization]</b>		
<b>Date and Time</b>	<i>Tailored</i>	
<b>Location/Conference Call Information</b>	(888) 260-2444 Conference ID:3255638	
<b>Project Background</b>	<p>The Comox Valley Airport (YQQ) is centrally located on the central east coast of Vancouver Island and serves a population base of nearly 320,000 residents. It is the second largest airport on Vancouver Island and processed 308,937 passengers in 2011.</p> <p>The commercial operations at YQQ are operated by the Comox Valley Airport Commission. (CVAC), a not-for-profit, fully independent entity formed in 1996. Presently, Board members serve without any compensation save for repayment of out of pocket expenses associated with their duties. CVAC wishes to examine whether it should consider remunerating its Board members. To assist in this decision, CVAC is undertaking research to examine like not-for-profit entities to determine if and how they may have decided to adopt a compensated Board model. Sierra Systems Group Inc. has been engaged to assist CVAC in this work. Over the next few weeks, Sierra Systems intends to interview a number of like entities to discuss their experience as well as obtain advice on the topic of at hand.</p>	
<b>Interview Objectives:</b>	<ul style="list-style-type: none"> <li>To gain an understanding of why similar entities under review may have decided to compensate their Boards or remain voluntary in nature.</li> <li>To gain an understanding of any “trigger points” that caused similar entities to move from a voluntary Board structure to a compensated board structure.</li> </ul>	
<b>Interview Participants</b>	<b>Organization and Individual</b>	<b>Sierra Systems (Consultants)</b>
	<ul style="list-style-type: none"> <li><i>Tailored</i></li> </ul>	<ul style="list-style-type: none"> <li>Stuart Culbertson – Project Director</li> <li>Kasia Bruski – Research Coordinator</li> </ul>
<b>Roles and Expectations:</b>	<ul style="list-style-type: none"> <li>Provide advice advise based on experience</li> <li>Contribute thoughts, ideas and issues that should be considered</li> </ul>	<ul style="list-style-type: none"> <li>Enable discussions and ensure key points are confirmed while remaining sensitive to the responses and views of interviewees</li> <li>Confirm details so as to accurately report input</li> </ul>
<b>Interview Guide:</b>	<p><b>General Questions for all Interviewees:</b></p> <ol style="list-style-type: none"> <li>Please tell us about your organization’s business and governance structure (e.g. how long have you been in operation, what are your core activities what type and size customer base do you serve structure of your organization - i.e. not-for-profit, corporation, partnership etc.)?</li> </ol>	

	<ol style="list-style-type: none"> <li>2. What is the profile of your Board members (i.e. required experience, qualifications, expertise etc.)?</li> <li>3. What is the commitment expected by each Board member (number of annual meetings, hours worked per week, complexity of work, etc.)?</li> <li>4. Are you Board members compensated?</li> </ol> <p><b>Organizations with Compensated Boards:</b></p> <ol style="list-style-type: none"> <li>1. What is your Board compensation model (cash retainer, honorarium, meeting fees, commitment fees etc.)? What is the budget for Board compensation – amount and percentage of total budget?</li> <li>2. Has your Board always been compensated from the outset or did you transition from a voluntary Board at some point?</li> <li>3. What were the factors that made your organization decide to move to a Board compensation model? What triggered this transition – i.e. revenue level, business complexity, requirement for designated skills on the Board etc.?</li> <li>4. What have been the outcomes of the Board compensation model for you? – i.e. has it made governance of your organization more effective; produced a stronger candidate pool for membership?</li> <li>5. When you review your compensation model and rates, who do you compare yourself with and why?</li> </ol> <p><b>Organizations with Voluntary Boards:</b></p> <ol style="list-style-type: none"> <li>6. Have you ever considered compensating your Board? If so, why?</li> <li>7. If not, what would have to occur for you to consider compensating your Board?</li> <li>8. What has made your organization remain with a voluntary Board structure?</li> <li>9. Has the lack of Board compensation had any effects on your organization – i.e. member recruitment and retention, governance effectiveness?</li> </ol> <p><b>Concluding Observations</b></p> <ol style="list-style-type: none"> <li>1. Do you have any other observations or advice that you chose to offer CVAC on the advantages, disadvantages, impacts and communication considerations relating to moving to a compensated board model?</li> <li>2. Could you refer us to any other entities we should talk with on this topic?</li> </ol> <p style="text-align: center;"><b><i>Thank You for your time and participation!</i></b></p>
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## APPENDIX B: LITERATURE REVIEW REFERENCES

Canadian Coalition for Good Governance, *CCGG Policy for Director Compensation*, February 2011,  
[http://www.ccg.ca/site/ccgg/assets/pdf/2011\\_Director\\_Comp\\_PolicyMarch25.pdf](http://www.ccg.ca/site/ccgg/assets/pdf/2011_Director_Comp_PolicyMarch25.pdf).

Council of Foundations, *Board Compensation, Voluntary or Compensated Boards - Which is the Better Policy?* 2010,  
[http://www.cof.org/files/Documents/Governing\\_Boards/Board%20Briefs/Board\\_Compensation.pdf](http://www.cof.org/files/Documents/Governing_Boards/Board%20Briefs/Board_Compensation.pdf)

Government of British Columbia, Treasury Board *Directive on Remuneration Guidelines for Appointees to Crown Agencies*, December 16, 2010.

Industry Canada: Corporations Canada, New Legislation: *Canada Not-for-Profit Corporations Act*, 2013,  
[http://www.ic.gc.ca/eic/site/cd-dgc.nsf/eng/h\\_cs04953.html](http://www.ic.gc.ca/eic/site/cd-dgc.nsf/eng/h_cs04953.html).



## COMOX VALLEY HOUSING TASK FORCE REPORT April 2012 - February 2013

**Vision:** The Comox Valley works actively in a united way to meet the full continuum of its housing needs.

**Mission:** To provide a strategic, coordinated and on-going approach to implementing housing solutions in the Comox Valley through the best use of available opportunities and resources.

**Goals:**

1. Housing options are in place to address the needs of the homeless and those most vulnerable to homelessness.
2. The objectives for housing identified in the Comox Valley Sustainability Strategy are addressed.

### EXECUTIVE SUMMARY

The Comox Valley Housing Task Force (HTF) met frequently throughout the past twelve months, with the support of funds provided to build capacity to address homelessness. Building capacity is more than the readily visible building of bricks and mortar. In a world of shrinking or non-existent public funds for social housing and supports, building community capacity to deal with the problems of homelessness and the lack of affordable housing is necessary to achieve robust, sustainable solutions.

The Task Force has focused on the building blocks to create a community which is capable of providing housing for all. Through the \$75,000 granting program, it is supporting local organizations in the development of local partnerships in service provision, research, developing potential agricultural housing policy, and community outreach. The Task Force, itself, has been working to develop options to support a “backbone” organization to continue to provide the necessary supports for housing solutions in a growing community. It is working, within its limited framework, to build understanding and the consensus needed to garner community support for housing for the homeless and those most vulnerable to homelessness.

### INTRODUCTION

The Comox Valley Housing Task Force (HTF) is made up of appointees from each of the four local government jurisdiction in the Comox Valley and eight sector representatives from the community. The Comox Valley Regional District Board (CVRD) generously supported the mandate of the HTF with public funds from VIHA's 2010 and 2011 grants for increasing capacity to address homelessness. At the September 2012 meeting, the community members confirmed their commitment to the HTF's mandate and to maintain their roles into 2013. All four local governments continue to participate.

**COMOX VALLEY HOUSING TASK FORCE REPORT**  
**April 2012 - February 2013**

**ADMINISTRATION AND FINANCES**

The CVRD provided VIHA Building Capacity to Address Homelessness fund to the HTF for two purposes: (1) to support the HTF mandate, as outlined in the approved Terms of Reference, and (2) to design and distribute a \$75,000 grant program to community organizations.

The HTF has met twice as often as mandated by the Terms of Reference. In addition, members also participate in sub-committee meetings. In November, Finance Sector representative, Maureen Haslehurst, was thanked for her contribution to the HTF, as she moved on to other endeavours, and subsequently, business owner, Michael Pitcher, was welcomed as the newest member of the HTF. (See Appendix #1 for current membership list.)

During the process of contract development for grant projects, risk exposure was considered. Brian Hunt, a corporate governance expert, offered his assistance to understand and respond to the question of liability/indemnification. The HTF is not an entity and lacks the capacity to be indemnified. A draft Memorandum of Understanding (MOU) was developed, but due to the lack of direct responsibility for the HTF, and in consideration of Municipal Insurance Association advice on such matters, it is not possible for the CVRD to sign a MOU. This limits the extent of activities that the HTF can undertake without indemnification of the community members.

The City of Courtenay holds the Task Force's funds in trust. Of the \$114,482 Building Capacity to Address Homelessness VIHA funds provided to the HTF, an average of \$1043/month (staff time, advertising, etc) has been spent in support of the Task Force over the last 20 months, and \$60,000 of the \$75,000 grant program has been disbursed. The Task Force has budgeted for continuing administrative support, completing the public awareness strategy and future organization development, as well as other building capacity initiatives. A financial statement is attached as Appendix #2.

**BUILDING CAPACITY GRANTS**

The Building Community Capacity Grant Program is fully subscribed and contracts were developed and are in place, as follows:

- ▲ \$2,500 to Wachiay Friendship Centre, in support of the Ad Hoc Emergency Response Organization (AHERO) Community Resource Fair, which took place in October 2012.
- ▲ \$7,500 has been forwarded to the Denman Community Land Trust Association (DCLTA) for its agricultural housing initiative. The HTF also provided funds to the DCLTA for the \$2 million insurance coverage required by the City of Courtenay.
- ▲ \$25,000, as the first instalment for the \$65,000 Comox Valley Community Capacity Initiative, with Dawn to Dawn as the lead proponent with partners AIDS Vancouver Island, Comox Valley Transition Society, and Wachiay Friendship Society. The second instalment of \$25,000 was released early in 2013. (The final disbursement will be \$15,000.)

A requirement for all three projects is a final report and joint public presentation, which has been tentatively scheduled for the end of September, 2013.

**COMOX VALLEY HOUSING TASK FORCE REPORT**  
**April 2012 - February 2013**

**DELEGATIONS**

HTF meetings are open to the public and has received four delegations in 2012, including two women who wish to initiate cooperative housing, a John Howard Society consultant regarding youth housing, an individual who had initiated a penny drive for a homeless shelter, and a local developer regarding the development process for affordable housing initiatives.

A special meeting was called in June to meet with MLA Don McRae. He stressed the advantage of providing a concerted approach to housing and offered support to seek provincial funding for the Comox Valley.

On February 1, 2013, the HTF heard from the Comox Valley Community Capacity Initiative consultant, Amanda Ridgeway, as she presented the first report of that project, entitled “Building Integrated Service Responses to Homelessness: A Best Practice Review of Leading Communities for the Building Community Capacity Project in the Comox Valley, Vancouver Island BC”. (Appendix #3)

**FUTURE ORGANIZATION**

The Bazink Report, March 2011, recommended a permanent body be supported to address ongoing funding commitments, jurisdictional authority and partnership opportunities. Since 2007, there have been four “bodies” formed to address housing and homelessness which have included local government involvement. The Bazink Report suggested that the series of starts and stops affects momentum, focus and continuity, and contributes to a weariness and frustration in the community at the lack of results to address homelessness. The Future Organization Sub-committee was established to look at options beyond the Housing Task Force, to a permanent and sustainable body, which would be supported by the community. A report was commissioned, which outlines the roles of local government in ending homelessness and the best practices that have emerged in British Columbia, Canada and the US, and was received in October 2012 (Appendix #4).

In July 2012, the Task Force agreed to engaged with the Comox Valley Economic Development Society around the potential interplay between housing and economic development. As discussions continue with CVEDS, other relationships are also being investigated and considered as potential options for the development of a permanent organization.

**COMMUNICATIONS AND OUTREACH**

In the first half of 2012, the Task Force considered the professional assistance of an outside consensus facilitator to begin the process of building “one voice” . This was again highlighted after the June 18<sup>th</sup> meeting with MLA Don McRae, in which he stressed the advantage of providing a concerted approach to housing and the issue of funding for the Valley. This is echoed in many communities, including Nanaimo, which struggled to achieve consensus on how to move forward for ten years. It is only in the last four or five years, with the ongoing work of its coalition, local government support and partnerships, as well as the guidance of a local government social planner, that Nanaimo can now boast a number of bricks and mortar projects. The concern for achieving consensus by the HTF includes bringing the whole community, including decision-makers and regulators, into the process. The way forward to achieve consensus, or “one voice”, continues to be a challenge.

**COMOX VALLEY HOUSING TASK FORCE REPORT**  
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In September 2012, a professional communications expert was hired to prepare a public awareness strategy on the issue of housing and homelessness and the work of the Task Force and to assist with media releases. A public awareness strategy was developed (Appendix #5); however, the HTF preferred to be more advanced in the preparation of options for the future permanent organization prior to “rolling out”. The remainder of the funds allocated for this project will be used to pay for the consultant's professional assistance in rolling out the strategy.

In September 2012, the HTF moved forward on the design and development of a website and logo. The Task Force now has a logo and the website is in the process of being populated with all of the Task Force documents, as well as relevant links, and articles. It is intended to also be a hub for cross-links with other organizations delivering housing and housing supports. The site can be viewed at [www.cvhousing.ca/](http://www.cvhousing.ca/) .

The Chair has attended AHERO (the Ad Hoc Emergency Response Organization) monthly meetings, as a way of communicating with the multitude of agencies working in the community. Housing and homelessness are never far from the minds of workers and the need for housing is expressed with passion at every gathering. Amongst the many potential initiatives brought to that table for consideration, rent banks and community contribution corporations related specifically to addressing building capacity.

#### **OTHER TASK FORCE ACTIVITIES**

On occasion, the Housing Task Force has been requested to participate or provide comment on issues related to housing and homelessness in the community.

The John Howard Society asked the Task Force to join the Courtenay Youth Housing Project Steering Committee. This project looked at the availability and need for youth housing and a youth shelter in Courtenay. The Report was finalized in August 2012 and will be released to the public once the John Howard Society has the opportunity to determine the next steps.

In June 2012, the Task Force provided The Salvation Army with a letter of support for funding for the continuing operation of the 24/7 shelter. (Appendix #6) Temporary funding is currently in place and continues to be an issue.

In August 2012, the CVRD Select Committee for the disbursement of the VIHA grant funds requested the HTF's comment on the RFP. Short notice prevented timely comment; however, it did submit a report to the Select Committee for their consideration in October. (Appendix #7)

Several organizations approached the Task Force regarding access to and questions around the \$300,000 VIHA funding granted to the CVRD. In response to these enquiries, and in order to begin the process of updating the community assets along the Housing Continuum, the Task Force issued a Call for Project Information in October 2012. The results of that call are attached in Appendix #8. This is not a complete picture of the actual and/or potential projects in the community; however, it is valuable in understanding the diversity and number of projects currently under way or being considered. More thorough information gathering is underway with the intention of updating the Housing Continuum presented in the March 2011 Final Report by Bazink, at page 13 of 16. (Appendix #9)

**COMOX VALLEY HOUSING TASK FORCE REPORT**  
**April 2012 - February 2013**

**CONCLUSION**

The Comox Valley Housing Task Force began this year with a review of last year's work and is preparing its work for 2013. The members are committed to achieving a supported, permanent and sustainable body to address homelessness and housing this year. It has continuing responsibility for the grant program. It recognizes the limits of an unincorporated entity and will seek the necessary support to achieve its mandate, as it engages the broader community in developing an understanding of homelessness and support for housing solutions.

Submitted by Ronna-Rae Leonard, Chair  
April 8, 2013

**LIST OF APPENDICES**

Appendix 1: Current HTF Membership

Appendix 2: Financial Statement - March 26, 2013

Appendix 3: CVCCI Report #1 Power Point Presentation

Appendix 4: Future Organization Report by Roger Albert (pdf)

Appendix 5: Public Awareness Strategy by Susan Wood Communications (pdf)

Appendix 6: Letter of Support regarding funding for 24/7 service for Pidcock House emergency shelter.

Appendix 7: Response to RFP on Scattered Housing Program of CVRD (pdf)

Appendix 8: Project Inventory

Appendix 9: Excerpt from Bazink Final Report, March 2011 – Housing Continuum

# Homelessness, Affordable and Appropriate Housing in British Columbia, Canada and Internationally: Some Accessible Strategies for Local Governments.

A report presented to the Futures Committee of the Comox Valley Housing Task Force.

by Roger J.G. Albert<sup>1</sup>

This document has three parts:

1.

A short statement about the prevalent and growing role of municipal governments and regional districts (local governments) in dealing with affordable, appropriate housing and homelessness in Canada and abroad.

2.

A summarizing table showing what is working for municipalities, regional districts and other local governments in addressing affordable housing and homelessness; what is working in the provision of supports in establishing and maintaining housing.

3.

A second table that includes an outline of specific formats, what they do, how they do it and what worked or works (whenever it's possible to determine from the literature).

## 1.

The prevalent and growing role of municipal governments and regional districts (local governments) in dealing with affordable, appropriate housing and homelessness in Canada and abroad.

Whatever we think about whether or not the Canadian federal government should or should not build and fund social housing, the fact is that for over 30 years now, it has systematically gotten out of the business of social housing. The provinces and local governments have been left to pick up the slack. Some provinces have, most have not so the stock of affordable non-market and market rental housing is in serious decline and little is being built.<sup>2</sup>

In the 1996 federal budget, a complete break was made signaling an end to the construction and subsidization of social housing although the process had been a fact for 10 years.<sup>3</sup> Virtually all federally funded social housing construction happened in the 1970s and the federal government will cease to provide subsidies to those social housing projects completely in the coming years as their mortgages come to term. Additionally, the federal government entered into agreements with the provinces (BC in the early 90s) to divest themselves of the management of all social and public housing projects.<sup>4</sup>

Both the Federation of Canadian Municipalities (FCM) and the Union of British Columbia Municipalities (UBCM) have decried the federal government's rapidly waning interest in social (affordable or appropriate) non-market housing. In fact the imminent complete absence of the federal government in social housing has forced the provincial and municipal governments to pick up the indirect costs of the federal government's policies. British Columbia and Quebec have been the only provinces to continue building and funding social housing after the early 1990s but even they are signaling to local governments their desire to have them play an increasingly important role in social housing construction and management. Alberta is now way ahead of the curve in Canada in the planning for and construction of new social housing projecting 8000 new units by 2018.<sup>5</sup> BC, since 1992, requires local governments to incorporate plans to deal with homelessness and social housing in their Official Community Plans (OCPs) while Alberta and Ontario now require local governments to produce 10 year plans to end homelessness. Local governments in Alberta are well on the way with implementation of the plans and Ontario requires local governments to have concrete strategies in place by 2013. Given this situation, local governments have turned to the private and non-profit sectors to help out.<sup>6</sup> In this, the non-profit sector has so far been the major player in the provision of social

housing. Local governments have ‘incubated’ non-profits to oversee social housing projects and in some cases (BC Non-profit Housing Association) non-profits have become major stakeholders in the provision and management of affordable housing.<sup>7</sup>

Given the vacuum of involvement by the federal and provincial governments, local governments have taken a leadership role in ensuring that their communities are livable and that people get the housing they need to live reasonable lives, to stay out of jail and find employment. This is no easy task given the various philosophical and political perspectives on the issue, public reticence, the extreme needs of the homeless and the fact that affordable housing for low-income working people is becoming a huge issue. There is a continuum of need just as there is a continuum of housing types.

Thirty years ago very few municipalities or local governments even thought about social housing, poverty and homelessness issues, although in reality cities in Canada have been involved in social housing on and off for a hundred years. They were (and still are) occupied with roads, transportation, policing, water, waste management among many other things like sports, recreation and, to some extent, ‘culture.’ More recently, hundreds of Canadian local governments are doing something about social and affordable housing and homelessness, the majority by some accounts. The issue is critical at the local level. Things might be different if all of Canada’s homeless and near homeless were concentrated in Ottawa and the provincial capitals where they would be much more visible to politicians there, but they aren’t. Homelessness is a national (and obviously global) phenomenon, but it’s always expressed locally. For this reason, leadership must be assumed locally and there are many options. The senior levels of government must provide the resources, but local governments must be the designers of the best solution for their local populations. No one local government can do it alone, nor can any one non-profit organization. There is a pressing need for coordinated, concentrated and effective action at the local level to move from managing to dealing more effectively with homelessness, poverty, social housing, mental health and other issues. Thankfully, there are [models](#) available by which we can learn to have a major collective impact on the housing and homelessness problems we all face. The Comox Valley is not starting from scratch here. For example, Courtenay has an [Affordable Housing Policy](#), and a number of zoning initiatives that are aimed at easing the rental squeeze in the Valley and Comox has a favourable secondary suite bylaw. The Comox Valley Regional District (CVRD) has a [Regional Sustainability Strategy](#) and a [Regional Growth Strategy](#) that address homelessness and affordable housing and it has commissioned studies on best practices on homelessness and affordable housing.

The tables below address some of the models mentioned above but focus more broadly on what has and is working in the area of social housing and homelessness in jurisdictions far and wide. At this point, it seems to me that many of the resources required to do something about social housing and homelessness are already available in the Comox Valley. The problem is in coordination, leadership (in the form of a backbone organization) and a strategic plan with reasonable timelines and objectives along with clear means of evaluation for all organizations involved, including provincial government departments and many non-profits and, potentially, foundations and economic development organizations.

**Table 1: Local Government Tools Used to Address Homelessness and Affordable Housing in British Columbia and Other Jurisdictions<sup>8</sup>**

#	Jurisdiction or Activity	WHAT WORKS – more often than not involves the cooperation of the federal and provincial governments and non-profits.	How important is it?
<b>1</b>	<b>Municipalities</b>		
<b>a</b>	Doing homework	This applies to municipalities, RDs and non-profits. Learn about best practices, successful strategies elsewhere and develop innovative approaches suitable to the local area. EVERY municipality that is involved in social housing and the mitigation of homelessness does its homework. The CMHC, BC Housing and the BC Non-Profit Housing Association can all help and do. We aren't starting from scratch here. <sup>9</sup>	Essential.
<b>b</b>	Preparing the stage	Develop an Affordable Housing Plan (Courtenay has a policy which is a good start towards a plan). As noted on page 3 above, the City of Courtenay and the CVRD have made some important first steps towards dealing positively with homelessness and affordable housing. The Mayor's Task Force was a positive step. Task Forces were the 'in thing' a few years ago. Everyone had to have one. Many are now dissolved and replaced by a backbone housing organizations. Alberta had done planning better than any other province with the provincial governments and municipalities cooperating. Its plan is to spend over \$3 billion on social housing before 2018. See its plan <a href="#">here</a> and report card from 2010/2011 <a href="#">here</a> .	Essential
<b>c</b>	Preventing the loss of Social Housing	Prevent the conversion of housing from rental to condominium (Courtenay has this provision). Maintenance requirements for rental housing. Encourage the use of CMHC programs.	Plugging the hole in the dyke.

**Table 1: Local Government Tools Used to Address Homelessness and Affordable Housing in British Columbia and Other Jurisdictions**

	<b>Jurisdiction or Activity</b>	<b>WHAT WORKS – often involves the cooperation of the federal and provincial governments and non-profits.</b>	<b>How important is it?</b>
d	Creating new social housing	Density Bonusing, Inclusionary zones, trust funds, housing banks, identify publicly-owned property such as unoccupied schools (as in the case of Cumberland where a group of local businesspeople bought the old high school from the School District and converted part of it into a 5 bedroom unit with shared kitchen, laundry and other facilities) that could be used for social housing, incentives for the creation of secondary suites, reductions, redirection or elimination of development fees. The use of North Island College land for the recreation facility and the new hospital are other examples of the use of public lands for alternative uses. As noted earlier, Courtenay has zoning regulations in place to allow for the encouragement of social housing and affordable housing in the form of secondary suites, etc. Lobby hard (standard operating procedure for success): UBCM, FCM, BC government and Federal government. Educate the public to the benefits of new social housing. It's virtually impossible to get anywhere in dealing with homelessness if there's a dearth of social, public and affordable housing. Even Housing First depends on the availability of SOME rental housing.	Plays a vital support role and critical to get things going.
e	Homelessness	Create vibrant communities where social housing and shelters are welcome. Educate regarding community acceptance of social and affordable housing development. Facilitate the construction of new social housing. Create vibrant neighbourhoods and communities.	This is vital and ongoing in the Valley.

**Table 1 (continued): Local Government Tools Used to Address Homelessness and Affordable Housing in British Columbia and Other Jurisdictions**

	<b>Jurisdiction or Activity</b>	<b>WHAT WORKS – involves the cooperation of the federal and provincial governments and non-profits.</b>	<b>How important is it?</b>
<b>2</b>	<b>Regional Districts</b>		
<b>a</b>	Doing homework	Research in best practices is SO important. Like counties in Ontario and the US, regional districts can play a huge role in commissioning studies on the way to dealing successfully with rebalancing the housing system by creating more social and public housing (in collaboration, often with non-profits, foundations, etc.). The CVRD has commissioned a couple of important studies: <a href="#">Butler</a> , et al. and <a href="#">CitySpaces</a> . This preliminary work has been done in most jurisdictions of any size in Canada and abroad. Moving to action is the hard part but there are <a href="#">models</a> . There is no need to re-invent the wheel.	Critical and ongoing
<b>b</b>	Housing (backbone) organization	Incubation of a backbone housing organization whether in-house, non-profit or other options. This is probably the one most successful strategy as long as it's broadly based and there's buy-in. Portland has over 70 organizations involved in its program. This is a requirement for arriving at a consensus and cohesive community response.	Critical

**Table 1 (continued): Local Government Tools Used to Address Homelessness and Affordable Housing in British Columbia and Other Jurisdictions**

	<b>Jurisdiction or Activity</b>	<b>WHAT WORKS - involves the cooperation of the federal and provincial governments and non-profits.</b>	<b>How important is it?</b>
<b>3</b>	<b>Supports</b>	<p>Housing Information Management System (HIMS). This is an online database system. Facilitates tracking of people in need of housing and support to ensure they get the best housing available and the rehabilitation they need to maintain housing. ALL social service providers in Calgary are involved or will shortly be involved in HIMS reporting. ACT (Assertive Community Treatment) teams, or variations thereupon, are important in some communities, Victoria among them. A coordinated treatment and support team (or equivalent) is essential for the success of the Housing First model. Difficult to implement because of the various jurisdictions and organizations involved BUT not impossible. Calgary is making it work and so is <a href="#">Victoria</a>. <a href="#">Northern Ontario</a> is planning for it.</p> <p>In the Comox Valley, “The Comox Valley Community Capacity Initiative Collective (CVCCIC), a collective of AIDS Vancouver Island, Comox Valley Transition Society, Dawn to Dawn and Wachiay Friendship Centre is undertaking a project to map existing services, and research service models in other communities in order to create more efficient service delivery to the homeless and at risk of homelessness members of the Comox Valley communities.” (quote is from a backgrounder being prepared by Amanda Ridgway, consultant on the project) The Community Capacity Building Initiative is a critical component for the creation of a viable and highly successful service model.</p>	Critical for long term success.

**Table 1 (continued): Local Government Tools Used to Address Homelessness and Affordable Housing in British Columbia and Other Jurisdictions**

	<b>Jurisdiction or Activity</b>	<b>WHAT WORKS – involves the cooperation of the federal and provincial governments and non-profits.</b>	<b>How important is it?</b>
4	<b>Portland</b>	See Portland’s report card 6 years into their 10 year plan: <a href="#">Portland's report card</a> . Portland uses a multi-pronged approach to end homelessness and to provide more social and public housing. Converting hotels, as in Vancouver’s <a href="#">Bosman Hotel Project</a> , a research project of the CMHC, is one strategy Portland uses, but coordination of existing services is crucial to Portland’s success.	Demonstrates measurable outcomes.
5	<b>Denver</b>	<a href="#">Road To Home</a> on track to end homelessness in that city. Uses a <b>Vulnerability Index (VI)</b> to identify and triage homeless individuals. Employs extensive fundraising activities and involves over 20 foundations in funding its activities.	VI could be useful at the service level.
6	<b>Calgary</b>	The Calgary Homeless Foundation’s <a href="#">Annual Report for 2012</a> shows a drop in homelessness of 24% over the previous year. A principle source of their success is the Foundation’s practice of buying and building affordable housing. The Foundation is a backbone organization that works to maximize collective impact. This is the most promising strategy I’ve come across to date for the mobilization of a community for social action.	Demonstrates measurable outcomes.
7	<b>Nanaimo</b>	Nanaimo’s Response to Homelessness Action Plan is a model strategic plan for dealing with homelessness and affordable housing. One hundred and thirty six new housing units are currently being built by the City with \$49 dollars out of 50 coming from the federal government’s Homelessness Partnership Initiative and the provincial government. A total of 305 units are (and will be) available via new construction and acquisitions. The city early on adopted a housing first model.	Demonstrates measurable outcomes and what results from local planning along with senior government resources.
8	<b><a href="#">Squamish</a> and <a href="#">Pemberton</a></b>	Both small communities engaged CitySpaces to develop affordable housing strategies with concrete plans for implementation and monitoring.	Shows planning commitment.

**Table 2: Community-based Strategies and Tools to End Homelessness and Create Affordable Housing.**

	<b>Format</b>	<b>What It Does</b>	<b>How It Does It</b>	<b>What Worked or Works</b>
<b>1.</b>	<b>Ten Year Plans (to end homelessness)</b> Widely used in the U.S., Europe, Australia and in Canada more recently. Victoria and the CRD has a plan, not explicitly stated, Metro Vancouver has one. Alberta leads by far in this respect with a provincial plan and many municipally led plans. Ontario is requiring local governments to have 10 year plans, but, unlike Alberta, have no provisions to fund them. Locally, Mayor’s Task Force in 2007 suggested a very ambitious five year plan.	Focuses attention away from managing homelessness to doing something concrete about it, that is, ending it. The goal is to get people off the streets and out of sub-standard or tenuous housing.	Organizes a community to create a strategic plan to end homelessness with a set of concrete objectives and timelines. Moves the discourse beyond ideas and philosophical discussions to action.	Have reduced or at least slowed the growth of homelessness. The situation would be much worse without them.

**Continued...**

**Table 2: Community-based Strategies and Tools to End Homelessness and Create Affordable Housing.**

	<b>Format</b>	<b>What It Does</b>	<b>How It Does It</b>	<b>What Worked or Works</b>
2.	<b>Housing First</b> (with supports). Doesn't address the need for more housing, but does provide a way of dealing with the homeless.	Takes people off the street or out of sub-standard housing into homes with no questions asked.	With a very structured, coordinated commitment to house people despite their addictions, mental health or other personal issues that make it difficult for them to get housing.	Only works if there is a strong commitment to follow-up care and treatment once a person is housed.
3	<b>Backbone Organization.</b> This can look quite different given the local context. In some places, the backbone organization is either the United Way, an existing non-profit, a new non-profit, a government agency or it could be a coalition of more than one organization (in cases where there is a larger population to serve).	“Our subsequent research has confirmed that backbone organizations serve six essential functions: providing overall strategic direction, facilitating dialogue between partners, managing data collection and analysis, handling communications, coordinating community outreach, and mobilizing funding.” This quote is from an article (page6) in the <a href="#">Stanford Social Innovation Review</a> .		Calgary is a great example of how this works, but there are many more. See the article highlighted in the cell to the left.

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<sup>1</sup> Bio follows as appendix 1

<sup>2</sup> [Gaetz](#), Stephen. (2010). The Struggle to End Homelessness in Canada: How we Created the Crisis, and How We Can End it. *The Open Health Services and Policy Journal*, 2010, 3, 21-26

<sup>3</sup> [Hulchanski](#), J. D. (2004). What factors shape Canadian housing policy? The intergovernmental role in Canada's housing system. *Young R, Leuprecht C, Eds. Canada: The State of the Federation*.

<sup>4</sup> [Shuk](#), Carla. (2009). Overcoming Challenges in Centralized and Decentralized Housing Models: Ontario and British Columbia Compared. *Canadian Policy Research Network*.

<sup>5</sup> [Government of Alberta](#). (2008) A Plan For Alberta: Ending Homelessness in 10 Years. *The Alberta Secretariat For Action On Homelessness*.

<sup>6</sup> [Torjman](#), Sherri and Eric Leviten-Reid. (2003). The Social Role of Local Government. *The Caledon Institute*.

<sup>7</sup> [Steves](#), Gord. (2008). Opening Message. Theme Report #4 • Trends & Issues in Affordable Housing & Homelessness.

<sup>8</sup> <http://www.sparc.bc.ca/resources-and-publications/category/45-affordable-housing-a-homelessness>. The BC Social Planning and Research Council identifies 61 tools used by municipalities in BC and other jurisdictions to increase the stock of affordable housing in their localities. Not all are outlined here so it's worth having a look at the SPARC document.

<sup>9</sup> As noted in the introductory test, there are studies by Butler et al. and City Spaces and the Regional Growth Strategy and the Sustainability Strategy that demonstrate that work has been done in the Valley and is ongoing with the Task Force funding the Capacity Building Initiative and this work.

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## Appendix 1:

Bio: Roger J. G. Albert, B.A., M.A. (Simon Fraser University)

A resident of the Comox Valley since 1983, I retired on August 31<sup>st</sup> from teaching sociology at North Island College for 29 years. Courses included The Sociology of Crime and Deviance, Social Problems, Research Methods and Racism and Ethnic Relations. Before coming to NIC I taught at Douglas and Kwantlen Colleges and in the Canadian Studies Department at SFU. Just this May, 2012, I received an Excellence Award from the National Institute for Staff and Organizational Development at the University of Texas in Austin. I served seven years as faculty representative on the College Board of Governors and as department chair for several years, which also led me to sit on a number of management committees over the years. From 1987 to 1992 I hosted 254 live telecourses on the Knowledge network on sociology and study skills for which I received an Innovation in Teaching Award in 1989. I was the first instructor to teach a fully online course at NIC and the first president of the NIC Faculty Association.

Early in my career, in 1976 before I got my BA, I took 8 months off from my university studies to work on Plan Maillardville with an urban planner and a geographer, a project funded by the Canadian Urban Affairs Department (in the heady days of federal government involvement in social housing). I conducted sociological research on the French Canadian community of Maillardville in Coquitlam, as part of a project aimed at massive rehabilitation of the area.

In 2008 I supervised a group of my students as we completed the Quality of Life report for The Comox Valley Social Planning Society.

In 2010 I was external evaluator for Dawn to Dawn's residential program and I'm external advisor on the Multi-Site Evaluation of the Youth Leadership and Resiliency Program (LRP), Public Safety and Emergency Preparedness Canada for youth in three sites in the North West Territories.

I am currently a member of the Courtenay Museum and on the Board of the Cumberland Museum. I'm a member of the Pearl Ellis Gallery as well as president of the Comox Valley Art Gallery. I'm a member of the Cumberland Forest Society and resident quiz master for their biannual Trivia nights.

My wife, Carolyn and I live in Cumberland (10 years) although we've lived in Comox (18 years) and Courtenay (2 years). We have two daughters and two granddaughters. Finally, I'm a practicing artist and artisan in wood. I blog more or less regularly.

**COMOX VALLEY HOUSING TASK FORCE**

June 7, 2012

To: BC Housing

From: Comox Valley Housing Task Force

**Re: The Salvation Army 24/7 Emergency Shelter**

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To Whom It May Concern:

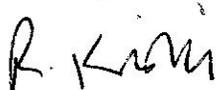
At the May 31, 2012 meeting the Comox Valley Housing Task Force (CVHTF) the following motion was passed :

THAT the Comox Valley Housing Task Force supports the continued operation of the Salvation Army 24/7 emergency shelter.

The CVHTF is comprised of four elected representatives appointed by the local jurisdictions, and eight community members with a breadth of knowledge and experience in the issue of housing and homelessness in the Comox Valley. The mission of the CVHTF is "to provide a strategic, coordinated and on-going approach to implementing housing solutions in the Comox Valley through the best use of available opportunities and resources. "

Please accept this letter as CVHTF's support for the Salvation Army's continued operation of a 24/7 emergency shelter as a necessary and valuable service to the homeless in the Comox Valley.

Sincerely,



Roger Kishi, Vice-Chair  
Comox Valley Housing Task Force

City of Courtenay Financial Report  
 COMOX VALLEY HOUSING TASK FORCE - TRUST FUNDS  
 AS AT 03/26/13

ACCT	DESC	BUDGET	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	TOTAL ALL YRS	BUDGET REMAINING
<b>REVENUE</b>							
050-11-1-380-3830-18811-0060	CVRD GRANT - HOUSING TASK FORCE	\$114,482.00	3,140	50,335	61,007	114,482	(0)
	<b>TOTAL REVENUE</b>	<b>114,482.00</b>	<b>3,140</b>	<b>50,335</b>	<b>61,007</b>	<b>114,482</b>	<b>(0)</b>
<b>EXPENSE</b>							
<i>ADMINISTRATION ALLOCATION</i>							
050-11-2-380-3830-21000-????	SALARIES & WAGES	24,482.00	2,527	9,221	1,605	13,353	11,129
050-11-2-380-3830-32100-????	ADVERTISING		437	1,061	0	1,498	(1,498)
050-11-2-380-3830-36010-????	FACILITY RENTAL		64	0	0	64	(64)
050-11-2-380-3830-36012-????	GRANT SUPPORT - INSUR		0	595	0	595	(595)
050-11-2-380-3830-51100-????	STATIONERY SUPPLIES		113	133	0	246	(246)
	Sub-Total Admin Expenses	24,482.00	3,140	11,011	1,605	15,756	8,726
<i>CONTRACT SERVICES ALLOCATION</i>							
050-11-2-380-3830-38545-????	CONSULTANT - COMMUNICATIONS	2,500.00	0	1,369	0	1,369	1,131
050-11-2-380-3830-38546-????	CONSULTANT - WEBSITE	2,000.00	0	480	775	1,255	745
050-11-2-380-3830-38547-????	CONSULTANT - FUTURES	2,500.00	0	2,475	0	2,475	25
050-11-2-380-3830-38548-????	COMMITTEE - FUTURES	500.00	0	0	0	0	500
050-11-2-380-3830-38549-????	CONSULTANT - OTHER	7,500.00	0	0	0	0	7,500
		15,000.00	0	4,324	775	5,099	9,901
<i>GRANTS</i>							
050-11-2-380-3830-38530-????	CVHTF GRANT - DCLTA	7,500.00	0	7,500	0	7,500	0
050-11-2-380-3830-38531-????	CVHTF GRANT - WACHIAY	2,500.00	0	2,500	0	2,500	0
050-11-2-380-3830-38532-????	CVHTF GRANT - DAWN TO DAWN	65,000.00	0	25,000	25,000	50,000	15,000
	Sub-Total Grants	75,000.00	0	35,000	25,000	60,000	15,000
	<b>TOTAL EXPENSES</b>	<b>114,482.00</b>	<b>3,140</b>	<b>50,335</b>	<b>27,380</b>	<b>80,855</b>	<b>33,627</b>
	<b>FUNDS REMAINING</b>		<b>0</b>	<b>0</b>	<b>33,628</b>	<b>33,628</b>	<b>(33,628)</b>

Comox Valley Housing Task Force  
Public Awareness Communications Plan 2012/13

**Goals:**

- Increase public awareness about the ongoing issues of affordable housing, homelessness in the Comox Valley.
- Increase public awareness about the Comox Valley Housing Task Force and the role it plays in working toward solutions to the ongoing issues of affordable housing, homelessness in the Comox Valley

**Objective:**

To reach a wide cross section of people living and working in the Comox Valley and begin to build a general understanding of the *issue* providing perspective and relatable content.

To build understanding of the role of the CV Housing Task Force as the facilitator for cooperative support agencies and local governments, working together to find effective solutions to the ongoing issues of affordable housing and homelessness in the Comox Valley.

**Target Audience:**

Primary

- Comox Valley residents
- Homeowners
- Recently arrived residents
- Post secondary students
- Retirees

Secondary

- Comox Valley Business Professionals such as:
- Downtown Courtenay Business Association
- Comox Valley Business Networks (BNI, BIA Comox)
- Comox Valley Real Estate Association
- Comox Valley Service Clubs
- Real Estate Developers
- Elected Officials and non-profits

## Key Messages:

The messages developed to convey information to the public must be crafted so a wide section of the population can understand the issue and information provided.

Key phrases will be created and used throughout the campaign to ensure the public repeatedly hears and understands the message.

The key messages will provide insight and information to the public in a way that they will be able to adopt and potentially repeat.

Key messages will answer the following:

- Do we *really* have a homeless problem?
- Who are *these* people?
- Aren't there groups or organizations *already* doing something?
- What *is* the CVHTF doing to help?
- What am *I* supposed to do?
- What *are* the possible solutions?

## Strategies:

**Media Relations:** Develop a series of media releases, feature articles and other materials, focusing on the work being done by the CVHTF and its sitting members. Develop a comprehensive media distribution.

**Community Relations:** Develop "grass-roots" opportunities to reach audiences such as speaking engagements with community groups. Identify community champions / partnerships in the areas of politics, health, the arts and business. Create a quarterly newsletter and provide it to all community partners for distribution to their existing member databases.

**Website Development:** Create a website that delivers the key messages directly to the target audiences. Provide current, real, local information and updates.

**Advertising:** Create effective, key-message based advertising for print, TV, radio and on-line media. Work to negotiate additional "time" through public service announcement opportunities.

## **Tactics:**

Specific tactics to reach the targeted audiences will be limited in some areas by budget availability. In the areas not directly dependent on funding the following elements can be implemented according to the overall strategy.

### **Media Releases**

- Work with sitting members to identify “news worthy” success / needs based stories
- Target specific publications with unique content
- Sitting member organizations to identify themselves with the CV Housing Task Force in all independent media related initiatives.

### **Outreach / Community Champions / Partnerships**

- All sitting members to leverage relationships to facilitate outreach opportunities
- Develop relationships with high profile community personalities to “champion” the issue on the part of the CVHTF
- Sitting members to identify themselves as Task Force members and to include updated CVHTF information in all communications i.e.: newsletters, websites, bulletins, etc. being distributed to their specific supporter databases within their sphere of influence.

### **Web Site**

- Develop a “hub style” CVHTF website
- Direct links to member organizations
- Updated successes / needs based information
- Provide an opportunity for users to sign up for newsletters, updates, speaking engagements.
- Provide an opportunity for users to contact Task Force members and executive directly.
- Provide “real” fact based information regarding the issue

### **Paid Advertising Campaign: *Budget contingent***

“I didn’t know”

- Produce a :30 radio PSA to be distributed to all local stations
- Purchase radio air time
- Purchase print ad space

**Time line:** To be discussed

*Prepared by: Susan Wood Communications*

## Media list contacts:

### EDITOR/PUBLISHER

- Tyra Newsom [tyra@infocusmagazine.ca](mailto:tyra@infocusmagazine.ca)
- [islandcontactus@ctv.ca](mailto:islandcontactus@ctv.ca)
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- [islandword@shaw.ca](mailto:islandword@shaw.ca)
- [dstoltz@cheknews.ca](mailto:dstoltz@cheknews.ca),
- [echo@comoxvalleyecho.com](mailto:echo@comoxvalleyecho.com),
- [news@islandradio.bc.ca](mailto:news@islandradio.bc.ca),
- [eyoung@islandradio.bc.ca](mailto:eyoung@islandradio.bc.ca),
- [photos@comoxvalleyrecord.com](mailto:photos@comoxvalleyrecord.com)
- Dave MacDonald, [dvmac@comoxvalleyecho.com](mailto:dvmac@comoxvalleyecho.com)
- [lbroadley@comoxvalleyecho.com](mailto:lbroadley@comoxvalleyecho.com)
- Debra Martin [dmartin@comoxvalleyecho.com](mailto:dmartin@comoxvalleyecho.com)
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- Gregor Craigie [gregor.craigie@cbc.ca](mailto:gregor.craigie@cbc.ca)
- Spencer (CVE) Anderson [spanderson@comoxvalleyecho.com](mailto:spanderson@comoxvalleyecho.com)
- Richard Skinner [rskinner@islandradio.bc.ca](mailto:rskinner@islandradio.bc.ca)
- Bob Johnstone [bjohnstone@islandradio.bc.ca](mailto:bjohnstone@islandradio.bc.ca)
- James Kasper - CVV Magazine
- Erin Haluschak - CV Record
- Scott Stanfield - CV Record
- Renée Andor - CV Record
- Lindsay Chung - CV Record
- Caitlin McKinnon - CV Record
- Edward Homer - Comox Valley Arts & Life
- Franco Noviello [Franco.Noviello@sjrb.ca](mailto:Franco.Noviello@sjrb.ca) Shaw TV
- Chas Leckie - Shaw TV

**Report From the Comox Valley Housing Task Force  
Regarding Capacity Building and the Select Committee Scattered Housing RFP  
October 5, 2012**

**Introduction**

This Report is framed to respond to the RFP of the Select Committee of the CVRD within the framework of capacity building with suggestions to enhance the effectiveness of the proposed scattered housing program.

**Capacity Building and Tangible Results**

Capacity building is a community-based approach, which is “more than bricks and mortar” for it includes prevention, services, community engagement and partnerships, as well as increased options for affordable long-term housing (“Capacity Building for Health Promotion,” 2002). It works strategically, and collaboratively, and solutions are based on long-term impact and sustainability.

The tangible results of capacity building are multi-faceted, as it is more than the number of people housed. A successful housing strategy must also include increased capacity in the following areas: the availability and quality of affordable, social and supportive housing; accessibility and availability of services; and stakeholder collaboration. Without a comprehensive approach to housing solutions, the length of a specific project or funding term may limit capacity and long-term sustainability. Communities across Canada are realizing that building capacity and implementing long-term strategies are the most effective use of the limited resources currently available.

**The Scattered Housing Program RFP**

How the Scattered Housing Program RFP works to build capacity:

- Investing in increased hours for an out-reach worker
- Providing funding for a program in this community that does not currently receive government funding
- Increasing the individual participants’ capacity to navigate services and access resources
- Engaging the private sector in housing solutions
- Building on the strengths of organizations already working within the community
- Meeting the needs of one of the identified target populations

Recommendations/considerations to enhance the Scattered Housing Program RFP:

Task Force suggests that the Select Committee considers the following when determining the successful project(s):

- **Long-term sustainability.** How will the long-term sustainability of the program be achieved with a one time funding allocation and as an isolated program? Is there a way of measuring this in your evaluation criteria?
- **Length of program vs. number of people served.** In Proposed Methodology both the duration program and number of people served are listed. Is there a way to weight these differently so that quality scores higher than quantity?
- **Availability of affordable, appropriate housing.** The Housing First model and scattered housing programs tend to work best when vacancy rates are at least above 3% and also require affordable housing options (Gaetz, 2011). Has the Select Committee established if this is the case in the Comox Valley or will the proponents be providing this information? How will this be confirmed?
- **Access to services.** Are the level of services, i.e. mental health and addictions, adequate in the Comox Valley to meet the needs of the population in this program? How will this be determined?

## Conclusion

The Comox Valley has proven that it is dedicated to building capacity to address housing and homelessness. There are organizations working in our community everyday, and new projects are being planned or are under way that will further increase capacity and help us achieve solutions. The Task Force can assist this process by advising local governments and organizations to help ensure that projects, plans and programs are indeed supporting the efforts to build capacity. By assisting communities in this way, the Task Force will build relationships and strengthen the viability of projects and, in turn, the community as a whole.

## References

Capacity Building for Health Promotion: More Than Bricks and Mortar. (2002). Ontario Prevention Clearing House. Available from:  
[http://www.healthnexus.ca/our\\_programs/hprc/hprc\\_resources.html#capacity](http://www.healthnexus.ca/our_programs/hprc/hprc_resources.html#capacity)

Gaetz, S. (2011). Can housing first work if there isn't enough affordable housing? CrossCurrents: The Journal of Addiction and Mental Health, January. Available from:  
<http://www.camhcrosscurrents.net/thelastword/2011/01/can-housing-first-work.html>

For more information on Housing First Strategies:

<http://www.homelesshub.ca/Topics/Housing-First-209.aspx>

[http://www.endhomelessness.org/pages/housing\\_first](http://www.endhomelessness.org/pages/housing_first)

**Comox Valley Affordable Housing/Homelessness Project Information  
(Call for Information – October 2012)**

**Housing**

**Organization:** CV Transition Society

**Project - Second Stage Housing:** Designed to provide the housing and support needs of women and their children who have experienced violence in relationships and/or experience barriers to finding and maintaining secure housing. The plan is to acquire suitable land on which to construct a 32 unit building that includes studio and one, two, three and four bedroom units. The design, construction and operation of the building will help facilitate a strong sense of community and social inclusion. The Transition Society will leverage its resources (bequest and mortgage free property), but will require financial assistance and support from all levels of government and the community.

**Contact:** Anne Davis [ad-cvts@shaw.ca](mailto:ad-cvts@shaw.ca) 250-897-0511

**Organization:** Dawn to Dawn

**Project - Scattered-site market housing:** Established in 2007, Dawn to Dawn's scattered-site housing program has housed 60 individuals in market housing in the Comox Valley. An out-reach worker works directly with the individuals to support and encourage them to self-sufficiency. Dawn to Dawn holds the lease and subsidizes the rent. The continuation / expansion of the program requires financial assistance and suitable accommodation. With sufficient resources, Dawn to Dawn would consider operating a "dedicated site" supportive housing program.

**Contact:** Richard Clarke [137clarke@gmail.com](mailto:137clarke@gmail.com) 250-491-4595

**Organization:** Double Waters

**Project - Initial Stage:** Double Waters is working on an initiative regarding options for the vulnerable population and potential homelessness. The goal is to implant a networking search for possible bed accessibility for any of the women wanting to come into Double Waters, whom is at risk for homelessness after treatment. Double Waters is a not for profit organization that houses women coming out of a drug and alcohol treatment center. Double Waters receives no government Per Diem funding. It is a community based facility and needs the support of local and willing sponsors in order to provide services.

**Contact:** Jacqueline Watson [Jackie@doublewaters.ca](mailto:Jackie@doublewaters.ca) 250-941-1742

**Organization:** Innovative Communities

**Project:** To build/purchase a multi-bedroom home to support any combination of young adults or senior adults with disabilities. Shared accommodation with supervision. Provide stability, avoid isolation, appropriate and safe living for young adults and seniors with a disability. In need of funding and community support.

**Contact:** Maureen Miller [whizmabc@me.com](mailto:whizmabc@me.com) 250-337-8735

**Organization:** L'Arche

**Project:** The plan is for 5 residential units and an outreach centre (like a community centre). CMHC did give \$12,000 to support the original larger project, which was for a bigger outreach centre and 8 residential units, based on using the rental property they occupied. Since then, they have scaled down the project to be half the size, on a smaller lot, which they purchased. The stage they are at is that they are at the next to final architects drawings being completed. They will be meeting with city staff and organizing a neighbourhood meeting for a required rezoning from multi-residential to multi-use.

**Contact:** Tony Reynolds

**Organization:** Maple Pool Riverfront Community Living

**Project – Affordable Housing Park:** A 10-acre riverfront property close to downtown. Currently there are 54 permanent residents living in trailers (rv's). In order to create a permanent affordable housing solution for this location 3 different options are being proposed. One is to continue with the current structure of RV's and have the required zoning/environmental issues alleviated. Another option is to build "container homes" to replace the rv's. The third option is to create a "philanthropic partnership container village". In order to make any of these options possible, partnerships with local governments, agencies, and services need to be formed.

**Contact:** Carey Porcher [porcherconsulting@gmail.com](mailto:porcherconsulting@gmail.com) 250-218-9420

**Organization:** Habitat for Humanity

**Project:** To date, Habitat has provided 8 families with homes in the North Island and is in the process of completing 6 more in Courtenay. The Re-Stores fund 100 % of the administration costs and 40% of the hard construction costs. Mortgage payments are reinvested in the community to build more homes. Financial support from the community is required to continue with new projects.

**Contact:** Ron Freeman, Chair [hfhvin@gmail.com](mailto:hfhvin@gmail.com) 250-334-3777

## Homeless Support

**Organization:** The Salvation Army

**Project - Community Response Unit:** Intended to ensure everyone has access to the necessities of life and is treated with dignity. The CRU would travel a daily route into areas where the homeless congregate, offering a hot meal and an assortment of comfort foods. The CRU would have a full-time out-reach worker and a team of volunteers. The vehicle is anticipated to arrive in the Comox Valley in February 2013. There is a 3-year sliding scale of funding required for its operation, after which The Salvation Army would fully fund the program.

**Contact:** Brent Hobden [brent@cvsalarmy.ca](mailto:brent@cvsalarmy.ca) 250-338-8221

**Organization:** Comox Bay Care Society

**Project - Care-A-Van:** For the past 3 years, the Care-A-Van and its fleet of 33 volunteer healthcare professionals and outreach drivers provided services to over 600 individuals who are living in either absolute homelessness or on the verge. The Care-A-Van provides healthcare services, dental, optometry and a stop-smoking program.

**Contact:** Helen Boyd [careavan@telus.net](mailto:careavan@telus.net)

**Other Known Potential Projects**

**Organization:** Islanders Secure Land Association

**Project:** Multi-residential, affordable housing on Hornby Island. 18.5 acres of land have been donated and environmental assessments have been done in regards to building. Further information on the details of the project still required.

**Contact:** Janet Leblancq [janetleb@telus.net](mailto:janetleb@telus.net) 250-335-2844

**Project:** Co-operative Housing. Still in the early stages, they require capacity building in terms of knowledge and experience to assist in getting the idea off the ground.

**Contact:** Pheonix

**2013 COMOX VALLEY HOUSING TASK FORCE MEMBERS**

<b>Name</b>	<b>Sector</b>
Ronna-Rae Leonard – Chair	City of Courtenay
Roger Kishi – Vice Chair	Village of Cumberland
Jim Gillis	Comox Valley Regional District
Tom Grant	Town of Comox
Anne Davis	Service Provider/Women
Brent Hobden	Faith Community/Service Provider
Erik Eriksson	Community Member
Joline Martin	Community Member - Health
Michael Pitcher	Community Member – Business
Rhonda Billie	First Nations
Sam Sommers	Community Member – Health/Housing
Tom Beshr	Housing

# Building Capacity to Address Homelessness Project Making Progress

The Comox Valley Community Capacity



# THE PROJECT

## KEY AIM:

Apply current best practice information to the Comox Valley

context and implement an effective and enduring collaborative response to Homelessness at the service level by:-

## SHARED UNDERSTANDING

Integrated service delivery model

Measureable Strategy for sustaining



# THE PROJECT

## Project Phases:

- 1 PROJECT STARTUP & RE: Service Provider Engagement  
Best Practice Review
- 2 NEEDS ASSESSMENT & SE Community Mapping, Service Review  
REVIEW Service User Engagement, Scoping Report
- 3 SYNTHESIS & APPLICATI Workshop, Dialogue, Focus Groups,  
Pilot
- 4 IMPLEMENTATION Final Report, Toolkit, Professional  
Development
- 5 SUSTAINABILITY & REPO Publishing, Agreements, Evaluation  
Framework, Funders Report.



# DELIVERING INTEGRATED SERVICE RESPONSES TO HOMELESSNESS

A Best Practice Review of Leading  
Communities for the Building Community  
Capacity Project in the Comox Valley,  
Vancouver Island BC.



# review FOCUS & Process

BUILDING CAPACITY – BC HEALTHY COMMUNITIE

SERVICE DELIVERY LENS

INTEGRATION

IMPLEMENTATION & SUSTAINABILITY



Initial research scan

# Where to begin?

Recommendations CVcCIC, Key Practitioners, Participants In Previous Planning, Local Advocates.

Current Leaders Andrew Wynn-Williams – ed GVCEH

John Horn – social planner, nanaimo

Bernie Pauly – uviC- carbc

Dr Stephen Gaetz - Director,



OUR ASSETS.....



# Building on CV's Best Practices

HOUSING FIRST  
CLIENT-CENTRED  
APPROACH

CULTURALLY  
RECOGNIZED  
Program Service  
Delivery\*

FLEXIBILITY  
LOW BARRIER

PROGRAMS  
HARM REDUCTION

PROACTIVE  
Engagement, Treatment  
& Relapse Prevention\*  
(incl. ACT)

SEAMLESS NETWORK  
EMPHASIZE CHOICE  
BUILDING  
COMMUNITY\*

PREVENTION



# Communities reviewed

CALGARY, AB

VICTORIA, BC

NANAIMO, BC

RED DEER, AB

PORT ALBERNI, BC

GRAND PRAIRIE, AB

CAMPBELL RIVER,  
BC

Vancouver, Kelowna,  
Kamloops, North Van,  
Prince George,  
Medicine Hat, US  
Cities also  
considered.



# REVIEW Findings

Over 160 documents; 42 interviews; 3 communities visited.

Divergent thinking - UNDERSTANDING

**HOMELESSNESS**  
essential elements & success & facilitation factors –  
Lessons in THEMES

Responses occur at various levels – menu of options

Strategies & Plans

integration

Organisational

Practice tools



# Strategies & Plans

Comprehensive commitment, funding and activities aimed at ending homelessness.

*'We stated early on that we wanted to end homelessness',  
'didn't just say that as an empty word, put some definition to that',* described Myron Jespersen, Port Alberni

Housing First with supports is overwhelmingly utilised to achieve success which is measurable

Donelda Laing, Grand Prairie *'It really is evolutionary'*  
requiring an *'extreme paradigm shift'*

The availability of affordable housing is critical to the success of any strategy to address homelessness

*'We have a mandate. There's so many things we could be doing. That's the work (building housing units) we are going to do. We're staying focussed.'* Wendy Tyer, Campbell River.

# Strategies & Plans

Shared responsibility and shared objectives directed by inclusive multi-stakeholder community plans.

*'That was the critical underlying document that is needed before you even get into what services we need', Donelda Laing, Red Deer*

Funding allocation is strategic, predictable, transparent and accountable, and encourages cooperation

*'As soon as there is money in the trough, all that collaboration goes out the window. Really plan for that. You can't just let it happen.'* Lesley Clarke, Nanaimo.

Designated coordinating organisations and

roles *'Can't emphasis enough how important it was to have the Coalition'* Brad Crewson, Victoria. Lesley Clarke, Nanaimo *'money well spent.'*

Public education and awareness is essential

*'If you're going to roll out anything, get the community on board before you do it.'* Lesley Clarke, Nanaimo.

# Integration

Integration at all levels and in between all levels

is vital

*'I'm a big believer in it, because the person who becomes homeless should become a client of the 'system', not an agency.'* - Stephen Gaetz.

Clarity in roles and responsibilities of all

involved

*'Have clarity around who is responsible for the plan. Who is going to see this plan through? That's where we had our bumps.'* Roxana Nielsen Stewart, Red Deer

Purposeful time spent building relationships is valued and

made explicit

Alina Turner, Calgary - *'power is shared'*. Leslie Clark, Nanaimo - *'need profound respect and willingness to work together'*

Monitoring and evaluation systems on a system-wide basis

are necessary

*'that is just critical, that is critical.'* Roxana Nielsen Stewart, Red Deer

# ORGANISATIONAL

Experienced, diverse, client-centered staff at varying levels of clinical expertise is essential

A combination of programs and service is required

Strategic priority to attend first to clients with the highest needs

Information management systems and sharing protocols for client information and outcomes



# PRACTICE TOOLS

*A combination of programs and service is required*

*Case management is a proven successful intervention tool*

*Evidence based practices are used and strived for*

*Intake & triaging processes*

*A variety of tools are used in all stages of case management*



# CONCLUSIONS & next steps

*CV best practice relevant and can be actioned in service delivery*  
*information to develop shared understanding*

*THEMES offer framework & touchstones to guide the way*  
*Menu of evidence based options available to decide*

Next  
Steps

*distribute Best Practice report*

*Continue community engagement – partners & service users*  
*Scoping report*

*Recommendations on model*



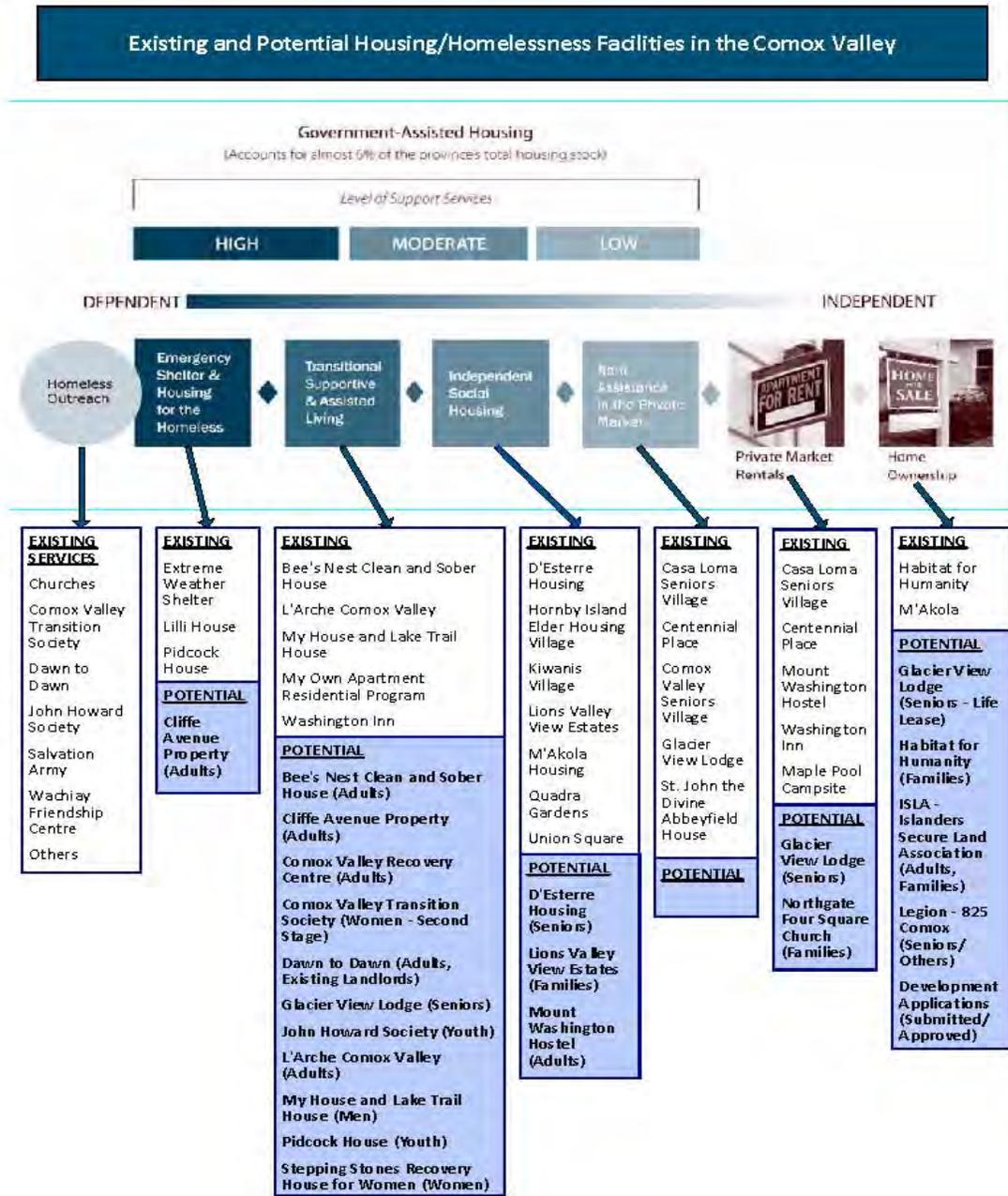
# Questions & comments?

*How can the housing task force take advantage of this best practice report in achieving its goals?*

*Thank you for your time.*



**Attachment 2 – Existing and Potential Housing/Homelessness Facilities**





THE CORPORATION OF THE CITY OF COURTENAY

BYLAW NO. 2748

A bylaw to amend Zoning Bylaw No. 2500, 2007

WHEREAS the Council has given due regard to the consideration given in Section 903 of the *Local Government Act*;

NOW THEREFORE the Council of the Corporation of the City of Courtenay in open meeting assembled enacts as follows:

1. This bylaw may be cited for all purposes as “Zoning Amendment Bylaw No. 2748, 2013”.
2. That Part 31 – Comprehensive Development One Zone (CD-1) of “Zoning Bylaw No. 2500, 2007” be hereby amended as follows:

(a) by amending Section 8.31.3 by adding the following:

“(6) Within the portion of Block 72 identified as Area H on the CD-1 Zone

- (a) Single residential dwellings
- (b) Multi residential dwellings
- (c) Accessory buildings and structures
- (d) Boarding
- (e) Home occupation
- (f) Golf course, including accessory buildings”;

(b) by amending Section 8.31.3 (2)(a) to read “Single residential dwellings: 1008 dwelling units within 89.2 ha”;

(c) by amending Section 8.31.3 to add the following:

“(6) Within Area H:

- (a) Approximately 104 single family and multi residential dwellings within 16.3 hectares”;

(d) By amending Section 8.31.6 to add the following:

“(7) Area H: 465m<sup>2</sup> for single family residential  
1600m<sup>2</sup> for multi residential”;

(e) by amending Section 8.31.9 to add the following to the table:

AREA H	Front Yard	Rear Yard	Side Yard	Exterior Side Yard
Single residential lot	6.0m	7.5m	1.5m	3.0m
Multi residential	7.5m	7.5m	4.5m	4.5m

3. That part of Block 72, Comox District, Except Parts Outlined In Red On Plans 1691R AND 2117 RW, And Except Part In Plans 49168, VIP53544, VIP53936, VIP55887, VIP56345, VIP56997, VIP57216, VIP61372, VIP61373, VIP61374, VIP61375, VIP64932, VIP67278, VIP68539, VIP71399, VIP72239, VIP73546, VIP74891, VIP74892, VIP74893, VIP75389, VIP76675, VIP76772, VIP77537, VIP78213, VIP78293, VIP78614, VIP79916, VIP80521, VIP81206, VIP81881, VIP82174, VIP84549, EPP11548 and EPP20585 and part of Lot 1, Block 72, Comox District, Plan VIP74892 as shown in bold on Attachment A which is attached hereto and forms part of this bylaw be rezoned from Comprehensive Development One B (CD-1B) be rezoned to Comprehensive Development One H (CD-1H).
4. That Zoning Bylaw No. 2500, 2007 Schedule No. 8 be amended accordingly.
5. This bylaw shall come into effect upon final adoption hereof.

Read a first time this 15<sup>th</sup> day of April, 2013

Read a second time this 15<sup>th</sup> day of April, 2013

Public Hearing waived pursuant to Section 890(4) of the *Local Government Act* this 15<sup>th</sup> day of April, 2013

Read a third time this \_\_\_\_\_ day of \_\_\_\_\_, 2013

Finally passed and adopted this \_\_\_\_\_ day of \_\_\_\_\_, 2013

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Director of Legislative Services

**THE CORPORATION OF THE CITY OF COURTENAY**

**BYLAW NO. 2754**

**A bylaw to impose rates on all  
taxable lands and improvements**

Whereas pursuant to the provisions of the *Community Charter* the Council must each year, by bylaw, impose property value taxes on all land and improvements according to the assessed value thereof, by establishing rates for:

- a. the municipal revenue proposed to be raised for the year from property value taxes, as provided in the financial plan, and
- b. the amounts to be collected for the year by means of rates established by the municipality to meet its taxing obligations in relation to another local government or other public body;

Therefore, the Council of the Corporation of the City of Courtenay in open meeting assembled, enacts as follows:

1. This bylaw may be cited for all purposes as **“Tax Rates Bylaw No. 2754, 2013”**.
2. The following rates are hereby imposed and levied for the year 2013:
  - (a) For all lawful general purposes of the municipality, on the assessed value of land and improvements taxable for general municipal purposes, rates appearing in column “A” of the schedule attached hereto and forming a part of this bylaw hereof;
  - (b) For debt purposes, on the assessed value of land and improvements taxable for general municipal purposes, rates appearing in column “B” of the schedule attached hereto and forming a part of this bylaw hereof;
  - (c) For purposes of the Vancouver Island Regional Library on the assessed value of land and improvements taxable for general municipal purposes, rates appearing in column “C” of the schedule attached hereto and forming a part of this bylaw hereof;
  - (d) For purposes of the Comox Valley Regional District on the assessed value of land and improvements taxable for general municipal purposes, rates appearing in column “D” of the schedule attached hereto and forming a part of this bylaw hereof;
  - (e) For purposes of the Comox Valley Regional District on the assessed value of land and improvements taxable for general hospital purposes, rates appearing in Column “E” of the schedule attached hereto and forming a part of this bylaw hereof;

- (f) For purposes of the Comox-Strathcona Regional Hospital District on the assessed value of land and improvements taxable for hospital purposes, rates appearing in column “F” of the schedule attached hereto and forming a part of this bylaw hereof;
  - (g) For purposes of the Downtown Courtenay Business Improvement Area on the assessed value of land and improvements for general municipal purposes, rates appearing in column “G” of the schedule attached hereto and forming a part of this bylaw hereof.
3. As soon as is practicable after the 2<sup>nd</sup> day of July, 2013, there shall be added to the unpaid taxes of the current year, in respect of each parcel of land and its improvements on the property tax roll, ten percent of the amount unpaid as of the 2<sup>nd</sup> day of July, 2013; and the said unpaid taxes together with the amount added as aforesaid, shall be deemed to be taxes of the current year due on such land and improvements.

Read a first time this 15<sup>th</sup> day of April, 2013

Read a second time this 15<sup>th</sup> day of April, 2013

Read a third time this      day of      , 2013

Finally passed and adopted this      day of May, 2013

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Mayor

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Director of Legislative Services

**BYLAW NO. 2754, 2013**

**SCHEDULE**

Tax Rates (dollars of tax per \$1000 taxable value)
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Property Class	A General Municipal	B Debt	C Library	D Regional District (rates applied to general assessment)	E Regional District (rates applied to hospital assessment)	F Regional Hospital District	G Downtown Courtenay Business Improv. Area
1. Residential	3.3681	0.3641	0.2000	0.3250	0.4608	0.8023	0.0000
2. Utilities	23.5765	2.5484	1.3998	2.2747	1.6129	2.8082	0.0000
3. Supportive Housing	3.3681	0.3641	0.2000	0.3250	0.4608	0.8023	0.0000
4. Major Industry	13.1355	1.4198	0.7799	1.2673	1.5668	2.7280	0.0000
5. Light Industry	13.1355	1.4198	0.7799	1.2673	1.5668	2.7280	1.1692
6. Business/Other	9.5990	1.0375	0.5699	0.9261	1.1290	1.9657	1.1692
8. Recr/Non-Profit	3.3681	0.3641	0.2000	0.3250	0.4608	0.8023	0.0000
9. Farm	3.3681	0.3641	0.2000	0.3250	0.4608	0.8023	0.0000



**THE CORPORATION OF THE CITY OF COURTENAY**

**BYLAW NO. 2753**

**A bylaw to adopt the five year financial plan**

WHEREAS the *Community Charter*, being SBC Chapter 26, 2003, requires a financial plan that is adopted annually;

AND WHEREAS the financial plan shall by bylaw be adopted before the annual property tax bylaw is adopted;

AND WHEREAS the planning period for a financial plan is five years, being the year in which it is specified to come into force and the following 4 years;

AND WHEREAS the *Community Charter*, being SBC Chapter 26, 2003, Section 173, requires that a municipality must not make an expenditure other than one authorized and provided for in the financial plan;

NOW THEREFORE the Council of the Corporation of the City of Courtenay, in open meeting assembled, enacts as follows:

1. This bylaw may be cited for all purposes as **“The 2013 – 2017 Financial Plan Bylaw No. 2753, 2013”**.
2. Schedule “A” attached hereto and made part of this bylaw is hereby adopted as the 2013 Financial Plan Statement.
3. Schedule “B” attached hereto and made part of this bylaw is hereby adopted as the 2013 – 2017 Schedule of General Municipal Property Tax Revenue by Property Class.
4. Schedules “C” to “E” attached hereto and made part of this bylaw are hereby adopted as the annual General, Water, and Sewer Operating Funds financial plan for the five-year period ending December 31, 2017.
5. Schedule “F” attached hereto and made part of this bylaw is hereby adopted as the detailed General Capital Fund expenditure program for the year ended December 31, 2013.
6. Schedule “G” attached hereto and made part of this bylaw is hereby adopted as the detailed Water Capital Fund expenditure program for the year ended December 31, 2013.
7. Schedule “H” attached hereto and made part of this bylaw is hereby adopted as the detailed Sewer Capital Fund expenditure program for the year ended December 31, 2013.

8. Schedule “T” attached hereto and made part of this bylaw is hereby adopted as the Consolidated Capital Expenditure Program for the five-year period ending December 31, 2017.
9. Schedule “J” attached hereto and made part of this bylaw is hereby adopted as the Reserve Funds Expenditure Program for the year ended December 31, 2013.
10. Schedule “K” attached hereto and made part of this bylaw is hereby adopted as the Gaming Account Expenditure Program for the five-year period ending December 31, 2017.
11. “The Final 2012-2016 Financial Plan Bylaw No. 2708, 2012” is hereby repealed.

Read a first time this 15<sup>th</sup> day of April, 2013

Read a second time this 15<sup>th</sup> day of April, 2013

Read a third time this        day of        , 2013

Finally passed and adopted this        day of May, 2013

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Mayor

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Director of Legislative Services

**CITY OF COURTENAY**  
**2013 Financial Plan Statement**

The City of Courtenay adopted Revenue and Tax Policy #1700.01 (attached) on April 7, 2008. The policy guides the City's budget objectives for its property tax and fees/charges revenue sources.

**1. Distribution of Revenues**

In accordance with Section 165 (3.1) of the Community Charter, the proportion of total revenue derived from each funding source is detailed in Table One.

Property value taxes form the greatest proportion of the revenue of the municipality. The system of property taxation is relatively easy to administer and understand. It provides a stable and consistent source of revenue for many services that are difficult or undesirable to fund on a user pay basis. These include services such as fire protection, police protection, bylaw enforcement, libraries, parks, and roads and streets maintenance. For these reasons, property value taxation will continue to be the major source of municipal revenue.

User fees and charges form the second largest portion of planned revenue. Many municipal services, such as water, sewer, and garbage collection can be measured and charged for on a user-pay basis. This basis attempts to fairly apportion the value of a municipal service to those who make use of it.

Table One: proportions of total revenue (all funds combined)

Revenue Source	2012		2013	
	Amount	% Total Revenue	Amount	% Total Revenue
Property Value Taxes	19,127,592	31.4%	20,289,153	32.9%
Parcel Taxes	2,549,000	4.2%	2,512,187	4.1%
User Fees and Charges	9,582,259	15.7%	10,617,192	17.2%
Other Sources	10,176,764	16.7%	10,489,634	17.0%
Proceeds from Borrowing	5,757,524	9.4%	-	0.0%
Transfers from own Reserves/Surpluses	13,742,995	22.6%	17,743,138	28.8%
<b>TOTAL</b>	<b>60,936,134</b>	<b>100.0%</b>	<b>61,651,304</b>	<b>100.0%</b>

In 2013, a moderate decrease in general fund revenues derived from user fees, permits and charges has been forecast which is in line with the anticipated slowdown in development activity. For 2013, Council approved an increase of 10% in revenue generated from water rates and an increase of 20% in revenue generated from sewer user rates. Within the water rate user fee structure, there was a further move towards rate equity in the fee structure as a lesser increase was applied to metered water rates than to non-metered rates.

**2. Distribution of property taxes among the property classes**

Table Two provides the distribution of property tax revenue among the property classes. The practice of council has been to set tax rates in order to maintain tax stability. This is accomplished by maintaining the proportionate relationship provided below between the property classes. This practice allows the various taxpayers in the municipality to be confident that, in any year, their property tax bill will only increase as much as their proportion of the increase in tax revenue required year over year.

In addition, each year, Council has considered whether to reduce the commercial rate multiple, which effectively shifts tax load from the commercial class to the residential class taxpayer.

Table Two: Distribution of Property Taxes among Classes for 2013 with comparative history for 2012.

Property Class	2012		2013	
	Rate Multiple	% Property Value Tax	Rate Multiple	% Property Value Tax
(01) Residential	1.00	61.71%	1.00	60.47%
(02) Utilities	7.00	0.25%	7.00	0.26%
(04) Major Industry	3.90	0.00%	3.90	0.00%
(05) Light Industry	3.90	0.35%	3.90	0.38%
(06) Business	2.85	37.58%	2.85	38.79%
(08) Recreation/Non-Profit	1.00	0.09%	1.00	0.08%
(09) Farm	1.00	0.02%	1.00	0.02%
TOTAL		100.00%		100.00%

In accordance with the City's Revenue and Tax Policy No. 1700.01, Council has maintained the commercial multiplier at 2.85 for 2013.

It is hoped that in future years, further reductions in the commercial multiplier may be achieved through growth in the business sector of our local economy.

**3. Permissive tax exemptions**

In May 2006, the City of Courtenay adopted Permissive Exemption Policy No. 1960.01 as a means to support not-for-profit organizations within the community which further Council’s objectives of enhancing quality of life (economic, social, and cultural) and delivering services economically.

A permissive tax exemption is strictly at the discretion of Council. After careful consideration of all applications Council may approve a full, a partial, or no tax exemption. The tax exemption may vary for the different applicants. This policy guides identification of organizations meeting Council’s objectives. Permissive Tax Exemptions will be reviewed periodically to ensure that the organization and property still meet the criteria established by Council.

For 2013, the projected amount of municipal tax revenue foregone is as follows:

Permissive Property Tax Exemptions	Property Tax Revenue Foregone
City owned properties/managed by not-for-profit groups	\$ 164,500
Not-for Profit Organizations	147,000
Churches	12,000
<b>TOTAL</b>	<b>\$ 323,500</b>

<b>Section 5 - Finance</b>	<b>Policy #</b>	<b>1700.00.01</b>
<b>Subject: Revenue and Tax Policy</b>	<b>Revision #</b>	

SCOPE

In May 2007, the Province introduced amendments to the *Community Charter* that require all municipal five-year plans to include a more explicit form of revenue and tax policy disclosure. Section 165 (3.1) of the *Community Charter* requires that the annual five year financial plan must set out the objectives and policies of the municipality in relation to these matters.

POLICY

1. Proportion of revenue by source

Property taxes

- The City of Courtenay will attempt to keep the proportional share of revenue from property taxes at a level similar to the average of comparable municipalities.
- Where new sources of revenue are made available to the City from senior governments, wherever possible these revenues will be used to reduce dependency on property taxation revenue.

Parcel taxes

- Parcel taxes will be used whenever Council determines that they are more appropriate than property taxes.

Fees & Charges

- Wherever possible, fees & charges will be used to assign costs to those who benefit from the service provided. The proportion of the costs recovered by fees and charges will vary with the nature of the service provided.

Proceeds of borrowing

- Borrowing will be considered when determining the funding sources of large capital projects that provide benefits to taxpayers over a long period of time.

<b>AUTHORIZATION: R10/2008/4.00.08</b>	<b>DATE: April 7, 2008</b>
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# City of Courtenay Policy

<b>Section 5 - Finance</b>	<b>Policy #</b>	<b>1700.00.01</b>
<b>Subject: Revenue and Tax Policy</b>	<b>Revision #</b>	

Other sources of revenue

- The City will continue to seek other sources of revenue in order to reduce reliance on property taxes.

## 2. Distribution of property taxes among the classes

- The City of Courtenay will maintain the percentage of property taxes received from residential taxpayers at a level comparable to the average of similar municipalities.
- The City will attempt, over time, to reduce the commercial tax rate where necessary to ensure that Courtenay remains a competitive location for commercial activity.

## 3. Permissive Tax Exemptions

In May 2006, the City of Courtenay adopted Permissive Exemption Policy No. 1960.01 as a means to support not-for-profit organizations within the community which further Council's objectives of enhancing quality of life (economic, social, and cultural) and delivering services economically.

A permissive tax exemption is strictly at the discretion of Council. After careful consideration of all applications Council may approve a full, a partial, or no tax exemption. The tax exemption may vary for the different applicants. This policy guides identification of organizations meeting Council's objectives.

Permissive Tax Exemptions will be reviewed at periodically to ensure that the organization and property still meets the criteria established by Council.

<b>AUTHORIZATION: R10/2008/4.00.08</b>	<b>DATE: April 7, 2008</b>
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City of Courtenay

2013 - 2017 General Municipal Property Tax Revenue by Class

SCHEDULE B

Class	2013 Rate Multiple	2013 MUNICIPAL GENERAL & DEBT TAX REVENUE				2014 - 2017 BUDGETED MUNICIPAL GENERAL & DEBT TAX REVENUE						
		2013 Municipal Tax Levy	% of Total Municipal Tax Levy	2013 Municipal Tax Levy	% of Total Municipal Tax Levy	2014 Municipal Tax Levy	% of Total Municipal Tax Levy	2015 Municipal Tax Levy	% of Total Municipal Tax Levy	2016 Municipal Tax Levy	% of Total Municipal Tax Levy	2017 Municipal Tax Levy
01 Residential	1.00 x	11,230,277	60.47%	11,893,223	60.97%	12,666,436	61.47%	13,408,078	61.97%	14,468,391	62.47%	
02 Utilities	7.00 x	48,286	0.26%	50,717	0.26%	53,575	0.26%	56,255	0.26%	60,217	0.26%	
04 Major Industry	3.90x	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	
05 Light Industry	3.90x	70,572	0.38%	74,125	0.38%	78,302	0.38%	82,218	0.38%	88,010	0.38%	
06 Business (Other)	2.85x	7,203,943	38.79%	7,469,108	38.29%	7,786,963	37.79%	8,068,214	37.29%	8,520,763	36.79%	
08 Recreation Non Profit	1.00 x	14,857	0.08%	15,605	0.08%	16,485	0.08%	17,309	0.08%	18,528	0.08%	
09 Farm	1.00 x	3,714	0.02%	3,901	0.02%	4,121	0.02%	4,327	0.02%	4,632	0.02%	
		<b>\$ 18,571,650</b>	<b>100.00%</b>	<b>\$ 19,506,680</b>	<b>100.00%</b>	<b>\$ 20,605,882</b>	<b>100.00%</b>	<b>\$ 21,636,401</b>	<b>100.00%</b>	<b>\$ 23,160,542</b>	<b>100.00%</b>	

City of Courtenay  
GENERAL OPERATING FUND  
2013 - 2017 FINANCIAL PLAN

## SCHEDULE C

DESC	2012 BUDGET	2013 PROV BUDGET	DIFF	2013 FINAL BUDGET	2014 PROJ BUDGET	2015 PROJ BUDGET	2016 PROJ BUDGET	2017 PROJ BUDGET
<b>Municipal Property Tax Increase:</b>								
Policing - RCMP Contract		2.06%		2.06%	1.22%	1.80%	2.06%	1.40%
General and Debt		2.12%		2.12%	1.80%	1.91%	1.12%	3.91%
<b>Total Increase in Tax Revenue</b>	<b>3.30%</b>	<b>4.18%</b>		<b>4.18%</b>	<b>3.02%</b>	<b>3.71%</b>	<b>3.18%</b>	<b>5.31%</b>
<b>REVENUE</b>								
<b>Taxes</b>								
Real Property - General/Debt Purposes	17,461,629	18,191,050	0	18,191,050	19,131,680	20,230,882	21,261,401	22,785,542
New Construction Estimate	0	400,000	(19,400)	380,600	375,000	375,000	375,000	375,000
BCAA: assessment adjustments	(15,000)	(30,000)	(16,000)	(46,000)	(30,000)	(30,000)	(30,000)	(30,000)
Library Levy	921,577	995,030	0	995,030	1,004,980	1,015,030	1,025,180	1,035,432
Utility 1% Revenue Tax	363,086	374,672	0	374,672	378,419	382,203	386,025	386,025
	18,731,292	19,930,752	(35,400)	19,895,352	20,860,079	21,973,115	23,017,606	24,551,999
<b>Grants in Place of Taxes</b>								
Federal Government and agencies	118,000	116,507	0	116,507	117,672	118,849	120,037	120,037
Provincial Government and agencies	278,300	277,294	0	277,294	280,067	282,868	285,696	285,696
	396,300	393,801	0	393,801	397,739	401,716	405,734	405,734
<b>Collections for other Governments and Authorities</b>								
Downtown Courtenay B.I.A	60,000	60,000	0	60,000	60,000	60,000	60,000	60,000
School Taxes	11,022,790	11,555,933	0	11,555,933	11,671,492	11,788,207	11,906,089	12,025,150
Comox Valley Regional District	3,530,406	3,601,014	0	3,601,014	3,637,024	3,673,395	3,710,128	3,747,230
Comox-Strathcona RHD	3,557,704	3,628,858	0	3,628,858	3,665,147	3,701,798	3,738,816	3,776,204
Municipal Finance Authority	935	935	0	935	944	954	963	973
BC Assessment Authority	307,186	313,330	0	313,330	316,463	319,628	322,824	326,052
	18,479,021	19,160,070	0	19,160,070	19,351,071	19,543,981	19,738,821	19,935,609
<b>Total Taxation, Grants in Place</b>	<b>37,606,613</b>	<b>39,484,623</b>	<b>(35,400)</b>	<b>39,449,223</b>	<b>40,608,889</b>	<b>41,918,813</b>	<b>43,162,161</b>	<b>44,893,342</b>
<b>Sale of Services</b>								
Protective Services	800,964	858,332	2,000	860,332	864,041	870,791	878,104	885,490
Environmental Health Services	2,503,487	2,694,171	0	2,694,171	2,748,654	2,803,628	2,859,700	2,916,894
	3,304,451	3,552,503	2,000	3,554,503	3,612,696	3,674,419	3,737,804	3,802,384
<b>Revenue from own Sources</b>								
Recreation Program Fees	1,198,250	1,210,750	0	1,210,750	1,210,750	1,210,750	1,210,750	1,210,750
Business Licenses	269,000	270,500	0	270,500	270,500	270,500	270,500	270,500
Commercial Vehicle Licenses	6,200	6,200	0	6,200	6,200	6,200	6,200	6,200
Building Permits	409,000	336,000	0	336,000	376,000	376,000	376,000	376,000
Parking , Fines and permits	39,000	32,500	4,500	37,000	32,500	32,500	32,500	32,500
Dog Licenses and fees	9,600	9,700	0	9,700	9,700	9,700	9,700	9,700
Rezoning, Subdivision and variance fees	127,500	111,000	0	111,000	111,000	136,000	136,000	136,000
Engineering and public works	187,250	181,300	1,800	183,100	181,300	181,300	181,300	181,300
Rentals	923,000	928,000	5,500	933,500	928,000	928,000	928,000	2,371,260
Parks	45,000	47,000	0	47,000	47,000	47,000	47,000	47,000
	3,213,800	3,132,950	11,800	3,144,750	3,172,950	3,197,950	3,197,950	4,641,210
<b>Interest Income and Taxation Penalties</b>	<b>660,000</b>	<b>711,000</b>	<b>5,153</b>	<b>716,153</b>	<b>711,000</b>	<b>711,000</b>	<b>711,000</b>	<b>711,000</b>
<b>Other</b>								
Insurance Recoveries	3,500	5,000	10,000	15,000	5,000	5,000	5,000	5,000
Cemeteries	128,000	132,000	0	132,000	132,000	132,000	132,000	132,000
Sundry	70,500	66,300	3,600	69,900	66,300	66,300	66,300	66,300
	202,000	203,300	13,600	216,900	203,300	203,300	203,300	203,300

**City of Courtenay  
GENERAL OPERATING FUND  
2013 - 2017 FINANCIAL PLAN**

**SCHEDULE C**

DESC	2012 BUDGET	2013 PROV BUDGET	DIFF	2013 FINAL BUDGET	2014 PROJ BUDGET	2015 PROJ BUDGET	2016 PROJ BUDGET	2017 PROJ BUDGET
<b>Unconditional Grants from Other Governments</b>								
>>Provincial Government								
Traffic Fine Revenue Sharing	403,348	198,024	0	198,024	198,024	198,024	198,024	198,024
Climate Action	10,000	10,000	0	10,000	10,000	10,000	10,000	10,000
BC Hydro - Graffiti Action	0	0	3,000	3,000	0	0	0	0
BC Hydro - PSP Projects	0	0	2,000	2,000	0	0	0	0
	413,348	208,024	5,000	213,024	208,024	208,024	208,024	208,024
<b>Conditional Grants from Other Governments</b>								
>> Provincial Government								
Ministry of Transportation and Highways	700	700	0	700	700	700	700	700
Mature Driver Education	0	0	3,000	3,000	0	0	0	0
BC Hydro -Energy Studies	23,899	0	0	0	0	0	0	0
BC Hydro - Facility Retrofits	25,000	0	0	0	0	0	0	0
YOUTH	0	0	0	0	0	0	0	0
	49,599	700	3,000	3,700	700	700	700	700
>> Local Government								
Rescue 71	15,000	15,000	0	15,000	15,000	15,000	15,000	15,000
Memorial Pool	58,000	60,000	0	60,000	60,000	60,000	60,000	60,000
CVRD Housing Task Force	114,482	61,007	0	61,007	0	0	0	0
CVRD Cycling Task Froce	0	9,152	0	9,152	0	0	0	0
	187,482	145,159	0	145,159	75,000	75,000	75,000	75,000
<b>Transfers from Other Funds and Reserves</b>								
Reserve for Future Expenditures	983,789	1,156,237	0	1,156,237	0	0	0	0
Cemetery Perpetual Care Fund	2,000	3,000	0	3,000	3,000	3,000	3,000	3,000
Traffic Fine Revenue Reserve	359,211	360,000	0	360,000	360,000	338,000	350,000	370,000
Gaming Fund	302,211	320,000	0	320,000	320,000	338,000	350,000	370,000
Reserve Contributions	1,450,000	2,632,000	(197,561)	2,434,439	1,500,000	1,550,000	1,550,000	1,550,000
Sewer Frontage Tax	1,896,000	1,832,708	0	1,832,708	1,832,708	1,851,035	1,869,545	1,888,241
Water Frontage Tax	653,000	679,479	0	679,479	679,479	686,274	693,137	700,068
Prior Years Surplus	451,600	841,600	0	841,600	161,600	51,600	0	0
	6,097,811	7,825,024	(197,561)	7,627,463	4,856,787	4,817,909	4,815,682	4,881,309
<b>TOTAL REVENUES</b>	<b>51,735,104</b>	<b>55,263,283</b>	<b>(192,408)</b>	<b>55,070,875</b>	<b>53,449,345</b>	<b>54,807,114</b>	<b>56,111,621</b>	<b>59,416,269</b>

**City of Courtenay  
GENERAL OPERATING FUND  
2013 - 2017 FINANCIAL PLAN**

**SCHEDULE C**

DESC	2012 BUDGET	2013 PROV BUDGET	2013 DIFF	2013 FINAL BUDGET	2014 PROJ BUDGET	2015 PROJ BUDGET	2016 PROJ BUDGET	2017 PROJ BUDGET
<b>EXPENDITURE</b>								
General Government Services								
Legislative	256,500	269,500	0	269,500	275,539	277,374	280,155	282,977
General Administrative	1,956,815	2,375,399	9,653	2,385,051	2,200,521	2,223,475	2,246,101	2,269,062
Other	72,400	45,100	0	45,100	92,600	63,000	88,000	118,000
	2,285,715	2,689,999	9,653	2,699,651	2,568,660	2,563,849	2,614,256	2,670,040
Protective Services								
Police Protection	5,781,200	6,177,728	(2,000)	6,175,728	6,354,163	6,680,214	7,053,435	7,383,977
Fire Protection	1,614,750	1,615,224	7,000	1,622,224	1,636,088	1,659,809	1,679,581	1,704,572
Emergency Measures	52,100	57,100	0	57,100	59,100	64,520	64,944	65,373
Inspections	515,400	505,700	8,000	513,700	514,014	517,792	523,516	529,326
Animal Control/Bylaw Enforcement	138,500	136,850	0	136,850	138,470	139,206	140,322	141,454
	8,101,950	8,492,602	13,000	8,505,602	8,701,835	9,061,541	9,461,798	9,824,701
Transportation Services								
Net Common Services	511,860	516,000	(15,000)	501,000	520,051	522,366	525,259	528,194
>> Road Transport								
Engineering	804,800	920,446	0	920,446	936,157	878,296	914,113	925,091
Roads and Streets	1,686,500	1,726,000	0	1,726,000	1,744,654	1,764,795	1,801,483	1,820,409
Street Lighting	526,000	543,000	0	543,000	551,445	564,015	577,152	595,446
Traffic Services	62,500	62,500	0	62,500	62,500	62,500	62,500	62,500
Parking Control	43,250	45,250	0	45,250	45,690	46,084	46,503	46,927
Air Transport	4,700	4,700	0	4,700	4,700	4,700	4,700	4,700
	3,639,610	3,817,896	(15,000)	3,802,896	3,865,197	3,842,757	3,931,710	3,983,266
Environmental Health Services	2,386,575	2,485,451	0	2,485,451	2,637,455	2,796,509	2,959,373	3,031,032
Public Health and Welfare Services	331,582	268,557	(3,000)	265,557	211,156	212,794	215,277	217,796
Planning & Development Services	519,400	573,950	1,000	574,950	584,570	594,396	601,708	609,129
Recreation and Cultural Services								
>>Administration and Recreation Programs	2,798,800	2,778,950	0	2,778,950	2,820,472	2,867,341	2,895,928	2,924,943
>>Recreation Facilities								
Lewis Centre	152,800	169,600	0	169,600	170,460	171,329	172,206	173,092
Florence Filberg Centre	125,550	116,000	0	116,000	116,420	116,844	117,273	117,705
Linc Youth Centre	34,800	25,800	0	25,800	25,800	25,800	25,800	25,800
Pool and Marina	85,300	81,300	0	81,300	81,580	81,863	82,148	82,437
Parks and Playgrounds	1,978,131	2,032,652	0	2,032,652	2,038,191	2,050,488	2,063,942	2,077,547
Cultural Buildings and Facilities	622,050	598,350	0	598,350	598,840	599,335	599,835	600,340
Requisition - Vanc Isl Reg Libr	921,577	995,030	0	995,030	1,004,980	1,015,030	1,025,180	1,035,432
Other Buildings	52,850	73,500	0	73,500	73,620	73,741	73,864	73,987
	6,771,858	6,871,182	0	6,871,182	6,930,363	7,001,770	7,056,176	7,111,284
Transfer of Taxes Collected for Other Authorities								
School Taxes	11,022,790	11,555,933	0	11,555,933	11,671,492	11,788,207	11,906,089	12,025,150
Regional Hospital District	3,557,704	3,628,858	0	3,628,858	3,665,147	3,701,798	3,738,816	3,776,204
Municipal Finance Authority	935	935	0	935	944	954	963	973
Comox Strathcona Regional District	3,530,406	3,601,014	0	3,601,014	3,637,024	3,673,395	3,710,128	3,747,230
Business Improvement Area	60,000	60,000	0	60,000	60,000	60,000	60,000	60,000
BC Assessment	307,186	313,330	0	313,330	316,463	319,628	322,824	326,052
	18,479,021	19,160,070	0	19,160,070	19,351,071	19,543,981	19,738,821	19,935,609
Fiscal Services								
Principal Repaid	855,377	1,118,616	0	1,118,616	1,118,616	1,229,392	1,132,251	1,852,651
Interest Charges	802,762	943,822	(500)	943,322	943,822	976,822	1,159,085	2,664,085
MFA Debt Reserve Fund	10,000	10,000	0	10,000	10,000	10,000	10,000	10,000
	1,668,139	2,072,438	(500)	2,071,938	2,072,438	2,216,214	2,301,336	4,526,736

**City of Courtenay  
GENERAL OPERATING FUND  
2013 - 2017 FINANCIAL PLAN**

**SCHEDULE C**

DESC	2012 BUDGET	2013 PROV BUDGET	DIFF	2013 FINAL BUDGET	2014 PROJ BUDGET	2015 PROJ BUDGET	2016 PROJ BUDGET	2017 PROJ BUDGET
Transfers to Other Governments								
Share of Prov and Fed Grants in Place of Taxes	133,000	129,100	0	129,100	130,391	131,695	133,012	134,342
	133,000	129,100	0	129,100	130,391	131,695	133,012	134,342
Transfers to Reserves and Other Funds								
Reserve for Future Expenditures	0	0	0	0	0	0	0	0
Machinery and Equipment Reserve Fund	555,000	555,000	0	555,000	555,000	565,000	575,000	590,000
Cemetery Perpetual Care Fund	9,000	10,000	0	10,000	10,000	10,000	10,000	10,000
New Works and Equipment Reserve Fund	2,153,848	3,128,024	(166,166)	2,961,858	2,013,024	2,373,299	2,344,474	2,478,026
Public Parking Reserve Fund	8,000	6,000	0	6,000	6,000	6,000	6,000	6,000
General Capital Fund	2,143,407	2,490,828	(31,395)	2,459,433	1,300,000	1,350,000	1,600,000	1,700,000
Water Utility Operating Fund (frontage Tax)	653,000	679,479	0	679,479	679,479	686,274	693,137	700,068
Sewer Operating Fund (frontage tax)	1,896,000	1,832,708	0	1,832,708	1,832,708	1,851,035	1,869,545	1,888,241
	7,418,255	8,702,039	(197,561)	8,504,478	6,396,211	6,841,608	7,098,156	7,372,335
TOTAL EXPENDITURE	51,735,105	55,263,283	(192,409)	55,070,875	53,449,346	54,807,114	56,111,621	59,416,269
INCREASE (DECREASE) IN OPERATING FUND	(1)	(0)	1	0	(0)	(0)	(0)	(0)

**City of Courtenay  
WATER OPERATING FUND  
2013 - 2017 FINANCIAL PLAN**

**SCHEDULE D**

DESC	2012 BUDGET	2013 PROV BUDGET	DIFF	2013 FINAL BUDGET	2014 PROJ BUDGET	2015 PROJ BUDGET	2016 PROJ BUDGET	2017 PROJ BUDGET
Percentage Increase - Regional Plant		6.00%		6.00%	4.00%	4.00%	2.00%	2.00%
Percentage Increase - Own Operations		4.00%		4.00%	2.00%	2.00%	2.00%	1.00%
Total		10.00%		10.00%	6.00%	6.00%	4.00%	3.00%
User Fee - Single Family Dwelling	\$ 312	\$ 343		\$ 343	\$ 364	\$ 386	\$ 401	\$ 413
Water Frontage Rate	\$ 1.09	\$ 1.14		\$ 1.14	\$ 1.14	\$ 1.14	\$ 1.14	\$ 1.14
<b>REVENUE</b>								
Frontage Tax Levy	653,000	679,479		679,479	700,984	700,984	700,984	700,984
Sale of Water	4,014,353	4,360,455		4,360,455	4,746,751	5,031,557	5,232,819	5,389,803
Connection charges and rentals	129,500	125,900		125,900	125,900	125,900	125,900	125,900
Miscellaneous	85,800	85,800		85,800	85,800	85,800	85,800	85,800
MFA Earnings	300	300		300	300	300	300	300
From Reserve for Future Expenditure	935,906	599,753		599,753	0	0	0	0
From Water Efficiency Reserve	68,000	25,000		25,000	25,000	25,000	25,000	25,000
From Water Utility Reserve-Meter Replacement	0	150,000		150,000	50,000	50,000	50,000	50,000
From Prior Year Surplus	112,314	740,000		740,000	145,228	60,460	0	0
<b>TOTAL REVENUE</b>	<b>5,999,173</b>	<b>6,766,687</b>		<b>6,766,687</b>	<b>5,879,963</b>	<b>6,080,001</b>	<b>6,220,803</b>	<b>6,377,787</b>
<b>EXPENSE</b>								
Water purchase	2,918,272	3,165,000		3,165,000	3,327,673	3,514,225	3,602,080	3,692,132
Administration costs	229,700	219,500		219,500	224,281	226,454	229,747	233,087
Interfund allocations	775,620	809,200		809,200	815,950	822,768	829,653	836,608
Operation and maintenance	647,500	873,000	(35,000)	838,000	777,450	781,945	786,484	791,069
Debt Interest Charges	28,260	28,260		28,260	28,260	28,260	28,260	28,260
Debt Principle Payments	20,149	20,149		20,149	20,149	20,149	20,149	20,149
Water Efficiency Measures								
: Firehall xeriscape Project	18,000	0		0	0	0	0	0
: Enforcement	10,000	10,000		10,000	10,000	10,000	10,000	10,000
: Commercial Toilet Rebate Program	40,000	15,000		15,000	15,000	15,000	15,000	15,000
To General Operating Fund	75,000	75,000		75,000	75,000	75,000	75,000	75,000
To Water Utility Reserve	24,000	26,200		26,200	26,200	26,200	26,200	26,200
To Water Machinery & Equipment Reserve	30,000	30,000		30,000	30,000	30,000	30,000	30,000
To Water Capital Fund	1,179,002	1,470,378	55,000	1,525,378	500,000	500,000	500,000	525,000
To Carbon Offsets Reserve	2,670	5,000		5,000	5,000	5,000	5,000	5,000
Contingency Reserve	1,000	20,000	(20,000)	0	25,000	25,000	63,230	90,282
	5,999,173	6,766,687	0	6,766,687	5,879,963	6,080,001	6,220,803	6,377,787
<b>INCREASE (DECREASE) IN WATER FUND</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**City of Courtenay  
SEWER OPERATING FUND  
PROPOSED 2013 - 2017 FINANCIAL PLAN**

**SCHEDULE E**

DESC	2012 BUDGET	2013 PROV BUDGET	DIFF	2013 FINAL BUDGET	2014 PROJ BUDGET	2015 PROJ BUDGET	2016 PROJ BUDGET	2017 PROJ BUDGET
Percentage increase - Regional Plant		15.00%		<u>15.00%</u>	11.00%	11.00%	10.50%	10.25%
Percentage increase - Own Operations		<u>5.00%</u>		<u>5.00%</u>	<u>4.00%</u>	<u>4.00%</u>	<u>4.50%</u>	<u>1.75%</u>
Total		<u>20.00%</u>		<u>20.00%</u>	<u>15.00%</u>	<u>15.00%</u>	<u>15.00%</u>	<u>12.00%</u>
User Fee - Single Family Dwelling )	\$ 162	\$ 195		\$ 195	\$ 224	\$ 257	\$ 296	\$ 332
<b>REVENUE</b>								
Frontage Tax Levy	1,896,000	1,832,708		<b>1,832,708</b>	1,841,872	1,851,081	1,860,336	1,869,638
Sale of Services	2,263,455	2,702,234		<b>2,702,234</b>	3,112,356	3,576,315	4,109,869	4,600,738
Connection charges and rentals	60,000	36,000		<b>36,000</b>	36,000	36,000	36,000	36,000
Interest earnings	500	225		<b>225</b>	225	225	225	225
Provincial facilities assistance grant	0	0		<b>0</b>	0	0	0	0
Other local government transfers	0	0		<b>0</b>	0	0	0	0
MFA Earnings	1,500	1,500		<b>1,500</b>	1,500	1,500	1,500	1,500
From Reserve for Future Expenditure	700,612	917,040		<b>917,040</b>	0	0	0	0
From Sewer Capital Fund	0	0		<b>0</b>	0	0	0	0
From Sewer Reserve Fund	109,145	50,000		<b>50,000</b>	50,000	40,000	35,000	30,000
From Prior Year Surplus	770,000	350,000		<b>412,073</b>	301,563	183,256	31,164	0
<b>TOTAL REVENUE</b>	<b>5,801,211</b>	<b>5,889,707</b>		<b>5,951,780</b>	<b>5,343,516</b>	<b>5,688,377</b>	<b>6,074,094</b>	<b>6,538,101</b>
<b>EXPENSE</b>								
CVRD requisition - regional sewer costs	2,224,950	2,457,727		<b>216,000</b>	2,752,937	3,083,224	3,453,147	3,867,551
Administration costs	234,500	216,000		<b>669,415</b>	221,680	223,807	227,029	230,300
Interfund allocations	594,215	669,415		<b>695,600</b>	676,110	682,870	689,699	696,596
Operation and maintenance	617,000	695,600		<b>2,457,727</b>	699,250	704,937	710,680	716,480
Debt Interest Charges	144,547	144,547		<b>144,547</b>	144,547	144,547	144,547	144,547
Debt Principle Payments	75,242	75,242		<b>75,242</b>	75,242	75,242	75,242	75,242
To General Operating Fund	50,000	50,000		<b>50,000</b>	50,000	50,000	50,000	50,000
To Sewer Machinery & Equipment Reserve	75,000	75,000		<b>75,000</b>	75,000	75,000	75,000	75,000
To Sewer Connection Reserve	40,000	20,000		<b>20,000</b>	20,000	20,000	20,000	20,000
To Reserve for Future Expenditure	0	0		<b>0</b>	0	0	0	0
To Sewer Capital Fund	1,741,921	1,463,834		<b>1,544,501</b>	600,000	600,000	600,000	600,000
To Carbon Offsets Reserve	2,670	3,750		<b>3,750</b>	3,750	3,750	3,750	3,750
Contingency Reserve	1,166	18,592		<b>0</b>	25,000	25,000	25,000	58,635
	<b>5,801,211</b>	<b>5,889,707</b>		<b>5,951,782</b>	<b>5,343,516</b>	<b>5,688,377</b>	<b>6,074,094</b>	<b>6,538,101</b>
<b>INCREASE (DECREASE) IN SEWER FUND</b>	<b>0</b>	<b>0</b>		<b>(2)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

SUMMARY OF 2013 GENERAL CAPITAL FUND EXPENDITURES

CITY OF COURTENAY

2013 PAGE#	2013 PROV BUDGET	2013 FINAL BUDGET	DIFF	BUDGETED SOURCE OF FUNDS										
				GENERAL REVENUE	RESERVE FUNDS		RESERVE FOR F.E.	GOV'T GRANT	DCC RSV AMOUNT	CONTRIB	PRIOR YR UNEXPENDED	OTHER REVENUE AMOUNT	OTHER REVENUE NAME	
<b>CORPORATE SERVICES</b>														
	A-1	30,000	-	30,000										
	A-2	467,000	(4,000)	463,000	61,000	392,000	NW-IT Reserve	10,000						
	A-3	425,000	-	425,000	0	425,000	M&E-Fire							
	TOTAL CORPORATE SERVICE	922,000	(4,000)	918,000	61,000	817,000		40,000	0	0	0	0	0	0
<b>COMMUNITY SERVICES</b>														
	C 1	278,874	-	278,874	103,202			100,833		74,839				
	C 2	70,000	-	70,000	31,900			8,100		30,000				
	C 3	20,000	-	20,000	0			20,000						
	C 4	125,000	-	125,000	1,250	75,000	NW-CWF		23,750	25,000				
	C 5	0	-	0	0									
	C 6	168,137	-	168,137	0								168,137	CVRD
	TOTAL COMMUNITY SERVICE	662,011	-	662,011	136,352	75,000		128,933	0	98,589	55,000	0	168,137	CVRD
<b>PROPERTY SERVICES</b>														
	D 1	10,000	-	10,000	10,000									
	D 2	10,000	-	10,000	0			10,000						
	D 3	101,800	-	101,800	6,000			95,800						
	D 4	200,000	-	200,000	30,000	70,000	NW-Cap Bldg	100,000						
	D 5	3,915,304	410,626	4,325,930	0	1,200,000	NW-CWF	50,391			3,035,539	BL 2680		
	D 6	42,000	-	42,000	0	40,000	NW-Cap Bldg						42,000	CVRD
	D 7	80,000	5,500	85,500	35,000	40,500	NW-Theatre Eq	10,000						
	D 8	90,000	-	90,000	0	50,000	NW-Cap Bldg	40,000						
	D 9	45,000	-	45,000	20,000			25,000						
	D 10	15,000	-	15,000	0			15,000						
	D 11	130,000	-	130,000	103,663			26,337						
	D 12	50,050	-	50,050	25,050							25,000	BL 2538	
	D 13	10,000	-	10,000	0			10,000						
	D 14	161,856	-	161,856	109,587			2,269		50,000				
	D 15	0	-	0	0									
	D 16	0	-	0	0									
	D 17	0	-	0	0									
	D 18	23,000	-	23,000	23,000									

SUMMARY OF 2013 GENERAL CAPITAL FUND EXPENDITURES

CITY OF COURTENAY

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PAGE#	2013 PROV BUDGET	2013 FINAL BUDGET	DIFF	BUDGETED SOURCE OF FUNDS										
				GENERAL REVENUE	RESERVE FUNDS AMOUNT	RESERVE FOR F.E.	GOV'T GRANT	DCC RSV AMOUNT	CONTRIB	PRIOR YR UNEXPENDED	OTHER REVENUE AMOUNT	OTHER REVENUE NAME		
	4,884,010	5,300,136	416,126	362,300	1,400,500	384,797	0	0	50,000	3,060,539	0	42,000	0	
<b>OPERATIONAL SERVICES</b>														
Curb, Gutter, Sidewalk	O 1	630,613	107,000	737,613	70,090	8,111	NW-Roads	61,239	94,439	26,046	477,688	BL 2681/2539		
Retaining Wall	O 2	0	-	0	0									
Storm Drainage	O 3	1,040,281	-	1,040,281	187,756	311,783		344,769	73,625	122,348	BL 2681/2539			
Public Works Yard	O 4	90,000	-	90,000	35,681	54,319								
Airpark	O 5	0	-	0	0									
Major Road	O 6	3,737,434	(2,450,000)	1,287,434	162,966	44,683	CWF & Rd Rsv	92,533	537,151	382,876	67,225	BL 2681		
Street Reconstruction	O 7	687,400	-	687,400	50,257	22,286		4,145	151,383		262,500	BL 2539		
Roads Paving	O 8	1,149,000	-	1,149,000	99,730			43,674	130,625		749,971	BL 2539/2681	125,000	Wtr/Swr
Traffic Projects	O 9	771,040	-	771,040	137,064	114,375	NW - Traffic Fine	34,814	106,991	152,500	21,256	BL 2681		
						100,000	NW-Gas Tax				29,946	CAP UNEXPENDED		
						24,094	Gaming Funds							
TOTAL OPERATIONAL SERVI		8,105,768	(2,343,000)	5,762,768	743,544	313,549		602,507	394,769	561,422	1,927,763	0	125,000	
<b>FLEET MANAGEMENT</b>														
Fleet Summary	F 1	385,000	-	385,000	0	385,000	M & E							
TOTAL FLEET		385,000	-	385,000	0	385,000		0	0	0	0	0	0	0
TOTAL 2013		14,958,789	(1,930,874)	13,027,915	1,303,196	2,991,049		1,156,237	394,769	666,422	4,988,302	0	335,137	0

**CORPORATE SERVICES  
2013 - 2017 FINANCIAL PLAN**

PROJECT #	DESCRIPTION OF WORK	GL ACCT #	2013 FINAL	PROPOSED SOURCE OF FUNDS												
				GENERAL REVENUE	RESERVE FUNDS		RESERVE FOR F.E.	DCC RESERVE		OTHER REVENUE		TOTAL				
					AMOUNT	NAME		AMOUNT	NAME	AMOUNT	NAME					
2013	Small Land acquisition (SRW'S)	010-20-6-230-2300-70001	30,000	-			30,000									30,000
			30,000	-			30,000									30,000
2014	Small Land acquisition (SRW'S)	010-20-6-230-2300-70001	30,000	-			30,000									30,000
			30,000	-			30,000									30,000
2015	Small Land acquisition (SRW'S)	010-20-6-230-2300-70001	30,000	-			30,000									30,000
			30,000	-			30,000									30,000
2016	Small Land acquisition (SRW'S)	010-20-6-230-2300-70001	30,000	-			30,000									30,000
			30,000	-			30,000									30,000
2017	Small Land acquisition (SRW'S)	010-20-6-230-2300-70001	30,000	-			30,000									30,000
			30,000	-			30,000									30,000

MANAGEMENT INFORMATION SYSTEMS (MIS)  
5-YEAR CAPITAL PLAN - 2013 - 2017

2013	DESCRIPTION OF WORK	GL ACCT #	2013 PROV	DIFF	2013 FINAL	GENERAL REVENUE AMOUNT	RESERVE FUNDS AMOUNT	RESERVE FUNDS NAME	RESERVE FOR F.E. AMOUNT	OTHER REVENUE NAME	TOTAL
	GIS mapping	010-20-6-230-2330-80159	10,000		10,000	-			10,000		10,000
	Website re-design	010-20-6-230-2330-80164	80,000		80,000	-	80,000	NW-OFF EQP			80,000
	Election machines	010-20-6-230-2330-80195	22,000		22,000	-	22,000				22,000
	Server replacement	010-20-6-230-2330-80185	35,000		35,000	-	35,000				35,000
	Document Management	010-20-6-230-2330-80187	25,000		25,000	-	25,000				25,000
	PC Replacement Plan	010-20-6-230-2330-80152	52,000		52,000	-	52,000				52,000
	replicators/tablets	010-20-6-230-2330-80172	15,000		15,000	-	15,000				15,000
	Fibre	010-20-6-230-2330-80193	58,000		58,000	-	58,000				58,000
	Network Upgrades	010-20-6-230-2330-80163	10,000		10,000	-	10,000				10,000
	Off site Backup	010-20-6-230-2330-80190	5,000		5,000	-	5,000				5,000
	New ERP modules	010-20-6-230-2330-80192	30,000		30,000	-	30,000				30,000
	Database Conversions	010-20-6-230-2330-80196	15,000		15,000	-	15,000				15,000
	Large format Plotter	010-20-6-230-2330-80197	20,000		20,000	-	20,000				20,000
	VOIP - Phase 1	010-20-6-230-2330-80198	30,000		30,000	30,000					30,000
	Webcast system - Council Cham	010-20-6-230-2330-80199	10,000	(4,000)	6,000	6,000					6,000
	Multi Function Device - PW		7,500		7,500	-	7,500				7,500
	Multi Function Device - Firehall	010-20-6-230-2330-80175	7,500		7,500	-	7,500				7,500
	Multi Function Device - Lewis		10,000		10,000	-	10,000				10,000
	Generator	010-20-6-230-2330-80200	25,000		25,000	25,000		↓			25,000
			467,000	(4,000)	463,000	61,000	392,000		10,000	-	463,000
2014	Server replacement		35,000			-	35,000				35,000
	Document Management		25,000			-	25,000				25,000
	PC Replacement Plan		52,000			-	52,000				52,000
	replicators/tablets		15,000			-	15,000				15,000
	PEN Test		25,000			-	25,000				25,000
	Network Upgrades	010-20-6-230-2330-80184	10,000			-	10,000				10,000
	Off site Backup		5,000			-	5,000				5,000
	Database Conversions		15,000			-	15,000				15,000
	New ERP modules		30,000			-	30,000				30,000
	Multi Function Device - Filberg	070-20-6-400-4010-84054	15,000			-	15,000				15,000
	Multi Function Device - Eng	030-20-6-310-3110-81401	10,000			-	10,000				10,000
211			237,000			-	237,000				237,000
2015	Server replacement	010-20-6-230-2330-80185	35,000			-	35,000				35,000

MANAGEMENT INFORMATION SYSTEMS (MIS)  
5 YEAR CAPITAL PLAN - 2013 - 2017

	DESCRIPTION OF WORK	GL ACCT #	2013 PROV	DIFF	2013 FINAL	RESERVE FUNDS		RESERVE FOR F.E.	OTHER REVENUE		TOTAL
						GENERAL REVENUE	RESERVE AMOUNT		AMOUNT	NAME	
	Website Redesign		80,000			-	80,000				80,000
	Network Upgrades		10,000			-	10,000				10,000
	PC Replacement Plan		52,000			-	52,000				52,000
	laptops/port		15,000			-	15,000				15,000
	Off site Backup		5,000			-	5,000				5,000
	Database Conversions		15,000			-	15,000				15,000
	New ERP modules		30,000			-	30,000				30,000
	Class Upgrade		20,000			-	20,000				20,000
	Large format scanjet		20,000			-	20,000				20,000
	Copier Admin/Finance		30,000			-	30,000				30,000
			<b>312,000</b>			-	<b>312,000</b>				<b>312,000</b>
2016	Server replacement	010-20-6-230-2330-80185	35,000			-	35,000				35,000
	Network Upgrades		10,000			-	10,000				10,000
	PC Replacement Plan		52,000			-	52,000				52,000
	laptops/port		15,000			-	15,000				15,000
	Off site Backup		5,000			-	5,000				5,000
	Database Conversions		15,000			-	15,000				15,000
	New ERP modules		30,000			-	30,000				30,000
	Cemetery Software		25,000			-	25,000				25,000
	Copier Provision		10,000			-	10,000				10,000
			<b>197,000</b>			-	<b>197,000</b>				<b>197,000</b>
2017	Server replacement	010-20-6-230-2330-80185	35,000			-	35,000				35,000
	Network Upgrades		10,000			-	10,000				10,000
	PC Replacement Plan		52,000			-	52,000				52,000
	laptops/port replicators/tablets		15,000			-	15,000				15,000
	Off site Backup		5,000			-	5,000				5,000
	Database Conversions		15,000			-	15,000				15,000
	New ERP modules		30,000			-	30,000				30,000
	Copier Provision		15,000			-	15,000				15,000
			<b>177,000</b>			-	<b>177,000</b>				<b>177,000</b>

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LOCATION PROJECT #	DESCRIPTION OF WORK	GL ACCT #	2013 FINAL	BUDGETED SOURCE OF FUNDS				NAME	TOTAL
				GENERAL REVENUE	RESERVE FUNDS AMOUNT	OTHER REV	NAME		
2013	Replace 2006 F250	020-20-6-260-2640-97010	60,000	60,000			M&E - FIRE	60,000	
	Replace Rescue 71	020-20-6-260-2640-97011	365,000	365,000				365,000	
			425,000	425,000				425,000	
2014	Rescue Tools		55,000	55,000			M&E - FIRE	55,000	
			55,000	55,000				55,000	
2015	pumper rescue truck		650,000	650,000			M&E - FIRE	650,000	
	Van -St 2		55,000	55,000				55,000	
			705,000	705,000				705,000	
2016	Replace Chev C18		60,000	60,000				60,000	
			60,000	60,000				60,000	
2017	Replace Chev C10		60,000	60,000				60,000	
			60,000	60,000				60,000	

LOCATION PROJECT #	LOCATION	GL ACCT #	2013 FINAL	GENERAL REVENUE	RESERVE FUNDS				BUDGETED SOURCE OF FUNDS				
					AMOUNT	NAME	RESERVE FOR F.E.	DCC RESERVE AMOUNT	NAME	OTHER REVENUE			
										AMOUNT	NAME	AMOUNT	NAME
TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	
2013													
PT1	Tree Program- NEW trees ONLY	070-20-6-410-4110-94215	15,000	-	4,313		10,687	pk 71.25					15,000
	Greenways - paved upgrades	070-20-6-410-4110-94232	31,000	-	27,411		3,589	pk23.75					31,000
	McPhee Property	070-20-6-410-4110-94237	22,874	-	22,874								22,874
PN22	Sandwick property	070-20-6-410-4110-94238	35,000	-	18,375		16,625	pk47.5					35,000
PN13	Woodcote Park	070-20-6-410-4110-94240	30,000	15,750			14,250	pk47.5					30,000
PN12	Martin Park	070-20-6-410-4110-94241	30,000	15,750			14,250	pk47.5					30,000
PN17	Hobson Playground	070-20-6-410-4110-94242	30,000	22,875			7,125	pk24.8					30,000
NP	South Courtenay park phase 1	070-20-6-410-4110-94243	35,000	26,688			8,313	pk23.75					35,000
	Lewis Centre Landscaping	070-20-6-410-4110-94244	50,000	22,140	27,860								50,000
			278,874	103,203	100,833	-	74,839						278,874
2014													
	Play Fields/Courts		75,000	75,000									75,000
NP	South Courtenay park phase 2		75,000	57,188			17,813	pk23.75					75,000
PT1	Tree Program- NEW trees ONLY	070-20-6-410-4110-94215	15,000	4,313			10,688	pk 71.25					15,000
	Greenways - paved upgrades	070-20-6-410-4110-94232	20,000	15,250			4,750	pk23.75					20,000
PN3	Hawk Park		15,000	7,875			7,125	pk47.5					15,000
PC7	puntledge phase 1		50,000	50,000			3,563	pk23.75					53,563
			250,000	209,625			43,938						253,563
2015													
	greenways paved upgrades	070-20-6-410-4110-94232	40,000	30,500			9,500	pk23.75					40,000
PT1	tree program- new trees only	070-20-6-410-4110-94215	15,000	4,313			10,688	pk71.25					15,000
NP	south courtenay phase 3		75,000	71,438			3,563	pk23.75					75,000
	play fields /courts		75,000	75,000									75,000
PC7	puntledge phase 2		50,000	32,188			17,813	pk23.75					50,000
			255,000	213,438			41,563						255,000
2016													
	greenways paved upgrades		30,000	30,000									30,000
PT1	tree program -new trees		15,000	4,313			10,688	pk71.25					15,000
NP	south courtenay phase 4 phase 4		100,000	96,438			3,563	pk23.75					100,000
PN1	sunrise park		40,000	32,875			7,125	pk47.5					40,000
PN26	maple park		40,000	32,875			7,125	pk47.5					40,000
			225,000	196,500			28,500						225,000

**P2 PARTNERS IN PARKS**

**5 YEAR CAPITAL PLAN - 2013 - 2017**

LOCATION PROJECT #	DESCRIPTION OF WORK	GL ACCT #	2013 FINAL	BUDGETED SOURCE OF FUNDS						TOTAL
				GENERAL REVENUE	RESERVE FUNDS		RESERVE FOR F.E.	OTHER REVENUE		
					AMOUNT	NAME		AMOUNT	NAME	
2013	mural project - phase 2	070-20-6-410-4110-94523	30,000	11,900			8,100	10,000	business	30,000
	bill moore electrical	070-20-6-410-4110-94521	20,000	10,000				10,000	baseball	20,000
	slo-pitch field upgrades	070-20-6-410-4110-94522	20,000	10,000	-	-		10,000	slo pitch	20,000
			<b>70,000</b>	<b>31,900</b>	-	-	<b>8,100</b>	<b>30,000</b>	-	<b>70,000</b>
2014	mural project - phase 3		30,000	20,000				10,000	business	30,000
	football- bill moore expansion		100,000	20,000				80,000	football	100,000
	Millard Beach Access	design	15,000	15,000						100,000
	Millard Beach Access	construct	25,000	25,000						100,000
	viewing station- sandpiper		20,000	10,000				10,000	sunrise rotary	20,000
			<b>190,000</b>	<b>90,000</b>	-	-	-	<b>100,000</b>	-	<b>350,000</b>
2015	mural project phase 4		30,000	15,000				15,000	business	30,000
			<b>30,000</b>	<b>15,000</b>	-	-	-	<b>15,000</b>	-	<b>30,000</b>
2016	mural project		30,000	10,000				20,000	business	30,000
			<b>30,000</b>	<b>10,000</b>	-	-	-	<b>20,000</b>	-	<b>30,000</b>
2017										



**WALKWAYS & BIKEWAYS**

**5 YEAR CAPITAL PLAN 2013- 2017**

Project Number	DESCRIPTION OF WORK	DETAIL	GL ACCT #	2012 FINAL	BUDGETED SOURCE OF FUNDS								TOTAL
					GENERAL REVENUE	RESERVE FUNDS		RESERVE FOR F.E.	DCC RESERVE		OTHER REVENUE		
						AMOUNT	NAME		AMOUNT	%	AMOUNT	NAME	
2013	rails to trails/cycling phase 3	17TH - 21ST	070-20-6-410-4110-95000	125,000	1,250	75,000	NW-CWF	23,750	pk23.75	25,000	CTNY ROTARY	125,000	
				125,000	1,250	75,000	-	23,750	-	25,000	-	125,000	
2014	rails to trails/cycling phase 4	21ST-26TH		125,000	26,250	75,000	NW-CWF	23,750	pk23.75			100,000	
				125,000	26,250	75,000	-	23,750	-	-	-	100,000	
2015	rails to trails/cycling phase 5	26TH - 31ST		125,000	20,313	75,000	NW-CWF	29,688	pk23.75			125,000	
				125,000	20,313	75,000	-	29,688	-	-	-	125,000	
2016	rails to trails phase 6	31ST TO FRASER RD		125,000									
2017													

**RECREATION EQUIPMENT  
5 YEAR CAPITAL PLAN - 2013 - 2017**

LOCATION PROJECT #	DESCRIPTION OF WORK	GL ACCT #	2013 FINAL	SOURCE OF FUNDS						TOTAL	
				GENERAL REVENUE	RESERVE FUNDS		RESERVE FOR F.E.	DCC RESERVE			OTHER REVENUE
					AMOUNT	NAME		AMOUNT	NAME		
2013	Facility equipment-Lewis	070-20-6-400-4000-84001	-	-	-	-	-	-	-	-	-
	Facility equipment-Filberg	070-20-6-400-4010-84050	-	-	-	-	-	-	-	-	-
	<b>Total</b>		-	-	-	-	-	-	-	-	-
2014	Facility equipment-Lewis	070-20-6-400-4000-84001	15,000	-	15,000	NW-Recr Equip.	-	-	-	-	15,000
	Facility equipment-Filberg	070-20-6-400-4010-84050	15,000	-	15,000	NW-Recr Equip.	-	-	-	-	15,000
	<b>Total</b>		<b>30,000</b>	-	<b>30,000</b>	-	-	-	-	-	<b>30,000</b>
2015	Facility equipment-Lewis	070-20-6-400-4000-84001	15,000	-	15,000	NW-Recr Equip.	-	-	-	-	15,000
	Facility equipment-Filberg	070-20-6-400-4010-84050	15,000	-	15,000	NW-Recr Equip.	-	-	-	-	15,000
	<b>Total</b>		<b>30,000</b>	-	<b>30,000</b>	-	-	-	-	-	<b>30,000</b>
2016	Facility equipment-Lewis	070-20-6-400-4000-84001	15,000	-	15,000	NW-Recr Equip.	-	-	-	-	15,000
	Facility equipment-Filberg	070-20-6-400-4010-84050	15,000	-	15,000	NW-Recr Equip.	-	-	-	-	15,000
	<b>Total</b>		<b>30,000</b>	-	<b>30,000</b>	-	-	-	-	-	<b>30,000</b>
2017	Facility equipment-Lewis	070-20-6-400-4000-84001	15,000	-	15,000	NW-Recr Equip.	-	-	-	-	15,000
	Facility equipment-Filberg	070-20-6-400-4010-84050	15,000	-	15,000	NW-Recr Equip.	-	-	-	-	15,000
	<b>Total</b>		<b>30,000</b>	-	<b>30,000</b>	-	-	-	-	-	<b>30,000</b>

**CEMETERY**  
**5 YEAR CAPITAL PLAN - 2013 - 2017**

YEAR	DESCRIPTION OF WORK	GL ACCOUNT #	BUDGETED SOURCE OF FUNDS						TOTAL			
			GENERAL REVENUE	RESERVE FUNDS AMOUNT	RESERVE FUNDS NAME	RESERVE FOR F.E.	DCC RESERVE AMOUNT	DCC RESERVE NAME		OTHER REVENUE AMOUNT	OTHER REVENUE NAME	
2013	General Work	050-20-6-360-0000-83501	-	13,530						13,530		13,530
	Niche Area - 2012 cf	050-20-6-360-0000-83506	-	10,607						10,607		10,607
	Niche Area Develop - new	050-20-6-360-0000-83506	-	10,000						10,000		10,000
	Irrigation	050-20-6-360-0000-83510	-	20,000						20,000		20,000
	Fencing	050-20-6-360-0000-83517	-	75,000						75,000		75,000
	Infant / Childrens Section	050-20-6-360-0000-83518	-	24,000						24,000		24,000
	Facelift for Shed Building	050-20-6-360-0000-83519	-	15,000						15,000		15,000
			-	<b>168,137</b>						<b>168,137</b>	<b>CVRD</b>	<b>168,137</b>
2014	Niche Area Development		-	50,000						50,000		50,000
	Irrigation		-	7,500						7,500		7,500
	General Work		-	7,500						7,500		7,500
	Fencing		-	30,000						30,000		30,000
	Hedging		-	5,000						5,000		5,000
	Lawn Crypts		-	15,000						15,000		15,000
	Infant/Children's Section		-	30,000						30,000		30,000
	Upright Marker Section		-	2,000						2,000		2,000
	New Garbage Receptacles		-	3,000						3,000		3,000
	Level, seed & irrigate future sections		-	8,000						8,000		8,000
			-	<b>158,000</b>						<b>158,000</b>	<b>CVRD</b>	<b>158,000</b>
2015	Niche Area Development		-	10,000						10,000		10,000
	Irrigation		-	7,500						7,500		7,500
	General Work		-	7,500						7,500		7,500
	Entrance Upgrade		-	20,000						20,000		20,000
	Hedging		-	5,000						5,000		5,000
	Lawn Crypts		-	20,000						20,000		20,000
	Infant/Children's Section		-	25,000						25,000		25,000
	Redo Corner Gardens		-	15,000						15,000		15,000
	New Garbage Receptacles		-	5,000						5,000		5,000
			-	<b>115,000</b>						<b>115,000</b>	<b>CVRD</b>	<b>115,000</b>
2016	Niche Area Development		-	50,000						50,000		50,000
	Irrigation		-	7,500						7,500		7,500
	General Work		-	7,500						7,500		7,500
	Lawn Crypts		-	20,000						20,000		20,000
			-	<b>85,000</b>						<b>85,000</b>	<b>CVRD</b>	<b>85,000</b>
2017	Niche Area Development		-	10,000						10,000		10,000
	Irrigation		-	12,500						12,500		12,500
	General Work		-	12,500						12,500		12,500
	Lawn Crypts		-	25,000						25,000		25,000
			-	<b>60,000</b>						<b>60,000</b>	<b>CVRD</b>	<b>60,000</b>

DIVISION - PROPERTY MANAGEMENT - EQUIPMENT  
 FIVE YEAR FINANCIAL PLAN 2013 - 2017

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LOCATION PROJECT #	WORK	GL ACCT #	2013 FINAL	SOURCE OF FUNDS															
				GENERAL REVENUE	RESERVE FUNDS		RESERVE FOR F.E.	DCC RESERVE		OTHER REVENUE									
					AMOUNT	NAME		AMOUNT	NAME	AMOUNT	NAME	TOTAL							
2013	Interior lift	020-20-2-280-2810-81007	10,000	10,000															10,000
			10,000	10,000															10,000
2014																			
2015																			
2016																			
2017																			



**FIREHALL  
FIVE YEAR FINANCIAL PLAN 2013- 2017**

LOCATION PROJECT #	DESCRIPTION OF WORK	GL ACCT #	2013 PROV	DIFF	2013 FINAL	SOURCE OF FUNDS														
						GENERAL REVENUE	RESERVE FUNDS		RESERVE FOR F.E.	DCC RESERVE		OTHER REVENUE								
							AMOUNT	NAME		AMOUNT	NAME	AMOUNT	NAME	TOTAL						
<b>2013</b>																				
	Kitchen Renovation & App	020-20-6-260-2620-75701	61,000	2,000	63,000	6,000			57,000											6,000
	East Cty Firehall/training site-concept design	020-20-6-260-2620-75700	40,800	(2,000)	38,800	-			38,800											116,400
	<b>TOTAL 2013</b>		<b>101,800</b>	<b>-</b>	<b>101,800</b>	<b>6,000</b>			<b>95,800</b>											<b>122,400</b>
<b>2014</b>																				
	Replace Phone System	Firehall No 1	15,000		15,000	15,000														15,000
	East Satellite Fire Hall/Trail DESIGN		400,000		400,000	-														400,000
	Fire Training Centre	CONSTRUCT	700,000		700,000	-														700,000
	East Satellite Fire Hall	CONSTRUCT	6,800,000		6,800,000	-														6,800,000
			<b>7,915,000</b>		<b>7,915,000</b>															<b>7,900,000</b>
<b>2015</b>																				
<b>2016</b>																				
<b>2017</b>																				

**FILBERG CENTER**

**FIVE YEAR FINANCIAL PLAN 2013- 2017**

LOCATION PROJECT #	DESCRIPTION OF WORK	GL ACCT #	2013 FINAL	GENERAL REVENUE	RESERVE FUNDS		RESERVE FOR F.E.	DCC RESERVE		OTHER REVENUE		TOTAL
					AMOUNT	NAME		AMOUNT	NAME	AMOUNT	NAME	
<b>2013</b>												
	Lower Kitchen - cabinets	070-20-6-400-4010-79055	5,000	5,000								5,000
	Upper level doors - main hall & automatic	070-20-6-400-4010-79060	20,000	-			20,000					20,000
	Upper flooring Replacement	070-20-6-400-4010-79056	30,000	20,000			10,000					30,000
	Staff Shower Facility	070-20-6-400-4010-79057	10,000	-			10,000					10,000
	design enclose Balcony Exterior Filberg + upper and lower vestibule	070-20-6-400-4010-79058	15,000	5,000			10,000					15,000
	Conference Hall Divider-Replace old divider	070-20-6-400-4010-79059	50,000	-			50,000					50,000
	Install vestibule lower level to address heat loss issue phase 1 of 2	070-20-6-400-4010-79061	70,000	-		70,000						70,000
	<b>Total 2013</b>		<b>200,000</b>	<b>30,000</b>		<b>70,000</b>	<b>100,000</b>					<b>200,000</b>
<b>2014</b>												
	Enclose Balcony Exterior Filberg		150,000	150,000								150,000
	Install vestibule upper level to address heat loss issue phase 2 of 2	070-20-6-400-4010-79060	40,000	40,000								40,000
	Acoustical Panels - Upper Hall/Evergreen/Rotary Hall	070-20-6-400-4010-79054	30,000	30,000								30,000
	<b>Total 2014</b>		<b>220,000</b>	<b>220,000</b>								<b>220,000</b>
<b>2015</b>												
	New Phone System		15,000	15,000								15,000
	<b>Total 2015</b>		<b>15,000</b>	<b>15,000</b>								<b>15,000</b>
<b>2016</b>												
<b>2017</b>												



MEMORIAL POOL

FIVE YEAR FINANCIAL PLAN 2013 - 2017

LOCATION PROJECT #	DESCRIPTION OF WORK	GL ACCT #	2013 PROV	GENERAL REVENUE	SOURCE OF FUNDS				OTHER REVENUE AMOUNT	OTHER REVENUE NAME	TOTAL	
					RESERVE FUNDS		RESERVE FOR F.E.	DCC RESERVE				
					AMOUNT	NAME		AMOUNT				NAME
2013	Electrical Upgrade to 200 amp	070-20-6-400-4030-79165	5,000	-					5,000	CVRD	5,000	
	Water Tank replacement	070-20-6-400-4030-84164	3,000	-					3,000	CVRD	3,000	
	New solar blankets	070-20-6-400-4030-84166	12,000	-					12,000	CVRD	12,000	
	Consulting and Design Pool Changerooms and Pool Condition Assessment	070-20-6-400-4030-84171	15,000	-					15,000	CVRD	15,000	
	Assessible Pool Lift	070-20-6-400-4030-84172	7,000	-					7,000	CVRD	7,000	
	<b>TOTAL 2013</b>		<b>42,000</b>	-					<b>42,000</b>	-	<b>42,000</b>	
2014	Estimated Equipment		15,000	-					15,000	CVRD	15,000	
	Estimated Building repair		15,000	-					15,000	CVRD	15,000	
	<b>TOTAL 2014</b>		<b>30,000</b>	-					<b>30,000</b>	-	<b>30,000</b>	
2015	Estimated Equipment		15,000	-					15,000	CVRD	15,000	
	Estimated Building repair		15,000	-					15,000	CVRD	15,000	
	Changeroom Addition & Renovation - Pool Infrastructure Upgrade		150,000	-					150,000	CVRD	150,000	
	<b>TOTAL 2015</b>		<b>180,000</b>	-					<b>180,000</b>	-	<b>180,000</b>	
2016	Estimated Equipment		15,000	-					15,000	CVRD	15,000	
	Estimated Building repair		15,000	-					15,000	CVRD	15,000	
	<b>TOTAL 2016</b>		<b>30,000</b>	-					<b>30,000</b>	-	<b>30,000</b>	
2017	Estimated Equipment		15,000	-					15,000	CVRD	15,000	
	Estimated Building repair		15,000	-					15,000	CVRD	15,000	
	<b>TOTAL 2017</b>		<b>30,000</b>	-					<b>30,000</b>	-	<b>30,000</b>	

**SID WILLIAMS THEATRE  
FIVE YEAR FINANCIAL PLAN 2013 - 2017**

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LOCATION PROJECT #	DESCRIPTION OF WORK	GL ACCT #	2013 PROV	DIFF	2013 FINAL	GENERAL REVENUE	SOURCE OF FUNDS				OTHER REVENUE AMOUNT	NAME	TOTAL
							RESERVE FUNDS		RESERVE FOR F.E.	DCC RESERVE AMOUNT			
							RESERVE AMOUNT	NAME					
2013													
	Sound/light system upgrade	070-20-6-450-4500-84603	20,000	3,000	23,000	-	23,000	NW- THEATRE EQUIP					23,000
	Computer Equipment		-	17,500	17,500	-	17,500	NW- THEATRE EQUIP					-
	Mobile hydraulic life - stage	070-20-6-450-4500-84603	10,000	(10,000)	-	-	-						-
	Divider Curtain		5,000	(5,000)	-	-	-						-
	Replace hvac unit contingency	070-20-6-450-4500-79605	10,000	-	10,000	-	-		10,000				10,000
	South Lobby Divider (includes structural) includes structural engineer fees structural work to support divider wall	070-20-6-450-4500-79608	20,000	-	20,000	20,000	-						20,000
	Replace store front glass doors/windows plaza entrance	070-20-6-450-4500-79609	15,000	-	15,000	15,000	-						15,000
	<b>TOTAL 2013</b>		<b>80,000</b>	<b>5,500</b>	<b>85,500</b>	<b>35,000</b>	<b>40,500</b>		<b>10,000</b>				<b>68,000</b>
2014													
	Computer Equipment		10,000	-	10,000	-	10,000	NW- THEATRE EQUIP					10,000
	<b>TOTAL 2014</b>		<b>10,000</b>		<b>10,000</b>		<b>10,000</b>						<b>10,000</b>
2015													
2016													
2017													



**MARINA BUILDING  
FIVE YEAR FINANCIAL PLAN 2013 - 2017**

LOCATION PROJECT #	DESCRIPTION OF WORK	GL ACCT #	2013 FINAL	SOURCE OF FUNDS						TOTAL
				GENERAL REVENUE	RESERVE FUNDS		RESERVE FOR F.E.	OTHER REVENUE		
					AMOUNT	NAME		AMOUNT	NAME	
2013	Siding Replacement	070-20-6-470-4730-79808	10,000	10,000						10,000
	Boat Ramp Repair	070-20-6-470-4730-79807	35,000	10,000			25,000			35,000
	<i>*carried forward from 2012 and updated budget by Keir</i>		45,000	20,000	-	-	25,000	-	-	45,000
2014										
2015										
2016										
2017										

LOCATION PROJECT #	DESCRIPTION OF WORK	GL ACCT #	2013 FINAL	SOURCE OF FUNDS						TOTAL					
				GENERAL REVENUE	RESERVE FUNDS		RESERVE FOR F.E.	DCC RESERVE			OTHER REVENUE				
					AMOUNT	NAME		AMOUNT	NAME		AMOUNT	NAME			
2013	Signage	070-20-6-450-4510-79606	15,000	-			15,000								15,000
	<b>Total 2013</b>		<b>15,000</b>	-			<b>15,000</b>								<b>15,000</b>
2014															
2015															
2016															
2017															





**YOUTH SERVICES (THE LINC)  
FIVE YEAR FINANCIAL PLAN 2013- 2017**

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LOCATION PROJECT #	DESCRIPTION OF WORK	GL ACCT #	2013 FINAL	SOURCE OF FUNDS						TOTAL		
				GENERAL REVENUE	RESERVE FUNDS		RESERVE FOR F.E.	DCC RESERVE			OTHER REVENUE	
					AMOUNT	NAME		AMOUNT	NAME		AMOUNT	NAME
2013	Youth Centre Upgrades - Exterior membrane waterproofing 1/4	070-20-6-410-4217-79209	10,000				10,000					10,000
							10,000					
2014	Youth Centre Upgrades - Exterior membrane waterproofing 1/4	070-20-6-410-4217-79209	10,000									10,000
2015	Youth Centre Upgrades - Exterior membrane waterproofing 1/4	070-20-6-410-4217-79209	10,000									10,000
2016	Youth Centre Upgrades - Exterior membrane waterproofing 1/4	070-20-6-410-4217-79209	10,000									10,000
2017												

**PARKS BUILDINGS  
FIVE YEAR FINANCIAL PLAN 2013-2017**

LOCATION PROJECT #	DESCRIPTION OF WORK	GL ACCT #	2013 FINAL	GENERAL REVENUE	RESERVE FUNDS		RESERVE FOR F.E.	DCC RESE		OTHER REVENUE		TOTAL
					AMOUNT	NAME		AMOUNT	NAME	AMOUNT	NAME	
2013												
	Valley View Replace lifting Flooring	070-20-6-410-4214-79211	15,000	12,731	-		2,269					15,000
	Lawn Bowling Addition Design	070-20-6-410-4203-79210	21,856	21,856								21,856
	Lawn Bowling Addition	070-20-6-410-4203-79212	125,000	75,000				50,000	Lawn Bowl Assoc			125,000
	<b>TOTAL 2013</b>		<b>161,856</b>	<b>109,587</b>	-	-	<b>2,269</b>	<b>50,000</b>	-			<b>161,856</b>
2014												
	Replace Concession Lewis Park Stand/additional storage room		80,000	80,000								80,000
	Valley View Residing		15,000	15,000								15,000
	Lawn Bowling Reflooring		10,000	10,000								10,000
			<b>105,000</b>	<b>105,000</b>	-	-	-	-	-			<b>105,000</b>
2015												
2016												
2017												

**PUBLIC WORKS BUILDINGS  
FIVE YEAR FINANCIAL PLAN 2012- 2016**

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LOCATION PROJECT #	DESCRIPTION OF WORK	GL ACCT #	2013 FINAL	PROPOSED SOURCE OF FUNDS						TOTAL	
				GENERAL REVENUE	RESERVE FUNDS		RESERVE FOR F.E.	GOV'T GRANT	DCC RESERV AMOUNT		OTHER REVENUE AMOUNT
					AMOUNT	NAME					
2013	PW Expansion - Refer to Operational Services Budget										
2014	New Phone System		20,000	20,000							20,000
			20,000	20,000							20,000
2015											
2016											
2017											





**RENTAL PROPERTIES  
FIVE YEAR FINANCIAL PLAN 2013-2017**

LOCATION PROJECT #	DESCRIPTION OF WORK	DETAIL	GL ACCT #	2013 FINAL	PROPOSED SOURCE OF FUNDS													
					RESERVE FUNDS		RESERVE FOR F.E.	DCC RESERVE		OTHER REVENUE		TOTAL						
					AMOUNT	NAME		AMOUNT	NAME	AMOUNT	NAME							
2013	Design/Remediation work for 210 Andernton Retaining Wall*		SEE OPERATIONAL SERVICES O-2															
	247-4th St	upgrade space	070-20-6-470-4760-79809	10,000														10,000
	Chamber commerce	Reroofing	070-20-6-470-4750-79810	13,000														13,000
		<b>Total 2013</b>		<b>23,000</b>														<b>23,000</b>
2014	Demolish outbuildings	2390 Laketrail Road		10,000														10,000
	247-4th St	upgrade space		20,000														20,000
				<b>30,000</b>														<b>30,000</b>
2015																		
2016																		
2017																		

**CURB, GUTTER, SIDEWALK & WALKWAY PROJECTS  
5 YEAR CAPITAL PLAN - 2013-2017**

Project Number	Tie to Project	DCC PROJ.#	DESCRIPTION OF WORK	GL ACCT #	2013 PROV	DIFF	2013 FINAL	GENERAL REVENUE	RESERVE FUNDS		RESERVE FOR F.E.	DCC RESERVE AMOUNT	DEBT PROCEEDS		OTHER REVENUE		TOTAL	
									AMOUNT	NAME			AMOUNT	BYLAW NO	AMOUNT	NAME		
			<b>2013</b>															
CGS-03	MJR-10 & STM-23	R 17	Menzies Ave. 2nd Street to 5th Street - PHASE 1	090-20-6-310-3120-86709	125,000	147,000	272,000	29,688		0	64,600	65,590	BL 2681				272,000	
CGS-08, CGS-10, CGS-11			England and Simms Square - Phase 1 concept design	030-20-6-310-3120-86719	30,819		30,819			0		30,819	UNEXPENDED BL2539				30,819	
CGS-06			Mansfield Drive PHASE 2 and Phase 3 - Re Rotary Sky Park	090-20-6-310-3120-86760	269,157		269,157			0		269,157	BL 2681				269,157	
CGS-05	SRE-04	R0507	Cliffe Ave, 1st Street to 3rd St	090-20-6-310-3120-86775	10,637		10,637	(0)	8,111	NW-ROADS	0	2,526	R2375				10,637	
	TRF-11 & SRE-05 & STM-22	R22	Cumberland Rd - 10th St to Piercy Ave Phase 1 - Design	090-20-6-310-3120-86776	30,000		30,000	1,536		21,239	7,125	R2375					30,000	
CGS-12	MJR-13 & PAY 2012	R29	6th Street East/Back Road Intersection Phase 2 - detail design and construct	030-20-6-310-3120-86777	70,000		70,000	27,329		0	16,625	R2375			26,046	Homes 005-11-4-055-0550-06649	70,000	
	tied to water		Walkway - Valley View to Galcier View Lodge	090-20-6-310-3120-86783	40,000		40,000			40,000							40,000	
	tied to water	R27	Willenar Ave, 21st to 26th - New Sidewalk	090-20-6-310-3120-86784	15,000		15,000	11,438		0	3,563	R2375					15,000	
	see str 7?	R7	Valley View Drive Sidewalk, South of School to Mallard Drive	Mar 2013 - deferred by Council	40,000	(40,000)	0	30,500			9,500	R2375					40,000	
			<b>TOTAL 2013</b>		<b>630,613</b>	<b>107,000</b>	<b>737,613</b>	<b>100,590</b>	<b>8,111</b>	<b>0</b>	<b>61,239</b>	<b>103,939</b>	<b>0</b>	<b>477,688</b>	<b>0</b>	<b>26,046</b>	<b>0</b>	<b>777,613</b>

100,625

WAS

2014 and Forward		WAS																	
			Valley View Drive Sidewalk, South of School to Mallard Drive	Mar 2013 - deferred by Council	40,000		40,000	30,500				9,500	R2375						40,000
			Duncan & 4th Corner Bulbing		140,000		140,000												
			Old Island Hwy from Lewis to Headquarters - New Sidewalk - Tied to Flood Plain		15,000		15,000		15,000	11,438		3,563	R2375						15,000
			4th Street & Duncan Avenue Streetscape NW		60,000		60,000		60,000										60,000
			6th Street and Fitzgerald Ave		110,000		110,000		110,000	83,875		26,125	R2375						110,000
			Cumberland Rd - 10th St to Piercy Ave Phase 2		305,000		305,000		305,000	232,563		72,438	R2375						305,000

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CGS-12  
STM-22

**CURB GUTTER, SIDEWALK & WALKWAY PROJECTS**  
**5 YEAR CAPITAL PLAN - 2013-2017**

Project Number	Tie to Project	DCC PROJ #	DESCRIPTION OF WORK	GL ACCT #	2013 PROV	2013 FINAL	GENERAL REVENUE	RESERVE FUNDS		RESERVE FOR F.E. AMOUNT	DCC RESERVE		DEBT PROCEEDS		OTHER REVENUE		TOTAL	
								AMOUNT	NAME		AMOUNT	NAME	AMOUNT	BLAW NO.	AMOUNT	NAME		
																		11,438
		R9725	10th Street East and Back Road (sidewalk ext)		15,000	15,000												15,000
			Dogwood Sidewalk															
			Cumberland Rd and E&N Crossing repair		70,000	70,000		70,000	70,000									70,000
			4th Street Upgrades															
		R 1	1st Street, Embleton Crescent To Willemar Avenue		90,000	90,000		90,000	47,250				42,750	R47.5				90,000
			2nd Street - Duncan Avenue to Cliffe Avenue		72,700	72,700		72,700	72,700									72,700
		overlap	2nd Street - Duncan Avenue to Fitzgerald Avenue		78,000	78,000		78,000	78,000									78,000
		R 9722	Muir Road - City Limit to 2853 Cruickshank Avenue		52,000	52,000		52,000	39,650				12,350	R23.75				52,000
			12th Street, Stewart Avenue to Urquhart Avenue		52,000	52,000		52,000	52,000									52,000
			Stairs - Dingwall Rd. to Scriven Walkway (requires Design)		250,000	250,000		250,000	250,000									250,000
		tie to SWR -05 (2009)	21st Street, Stewart Avenue to Tull Avenue		32,000	32,000		32,000	32,000									32,000
			4th Street, Cliffe Ave. to Duncan Ave., South Side		35,000	35,000		35,000	35,000									35,000
			Beckensell Avenue - 11th Street to 13th Street		499,000	499,000		499,000	486,650				12,350					499,000
		R 28	Fitzgerald Avenue from 20th St. to 26th St.		125,000	125,000												
			17th Street & Cliffe Avenue NE corner (Est. req'd)															
			Ryan Rd SW - Cowichan to Lenwick		220,000	220,000												



2013 BUDGET SOURCE OF FUNDS

Project Number	Tie to Project	DCC PROJ#	DESCRIPTION OF WORK	GL ACCT #	2013 FINAL	GENERAL REVENUE	RESERVE FOR F.E.	GRANTS	DCC RESERVE		DEBT PROCEEDS	OTHER REVENUE	
									AMOUNT	NAME		AMOUNT	NAME
			<b>2013</b>										
		C/F	OIH - Storm - Lewis to Comox Rd	030-20-6-310-3120-86787	3,000	3,000							3,000
STM-15		05D11	13th Street - Fitzgerald Ave to England Ave Ph 2 - Design/Construct	030-20-6-310-3120-86754	39,284	-	-			39,284	BL 2539		39,284
STM-11			Dingwall Road, McLaughlin Drive to Open ditch MH 34-022 to MH 34-025 DESIGN/CONSTRUCT	030-20-6-310-3120-86755	3,064	-	-			3,064	BL 2539		3,064
STM-31			Glen Urquhart Creek - Bridge Replacement - Hornstein (SRW requirement)	030-20-6-310-3120-86764	11,000	-	11,000						11,000
STM-24			Annual Storm Pond & 100yr Floodroute Study/Implementation	030-20-6-310-3120-86767	17,301	1,279	16,022						17,301
STM-27	SWR-08		Morrison Cr culvert @ 1st Street (Rehab) tied to Sewer Projects Repairs 1st St @Morrison	030-20-6-310-3120-86768	65,000	4,699	60,301						65,000
STM-31			Tsolium River Flood Protection Project	030-20-6-310-3120-86770	516,632	5,101	166,762	344,769					516,632
STM-32		05D43 05D44	Storm Management Model Plan Software & Update and Crown Isle Storm Study	030-20-6-310-3120-86773	60,000	12,121	47,879						60,000
STM-28	WTR-25		Lane between 5th & 6th from Duncan to England	030-20-6-310-3120-86780	80,000	-	-			80,000	BL 2681		80,000
STM-16		05D46	Culvert (Box) Replacement Arden (south) (ex Wood) - Design and Construct	030-20-6-310-3120-86785	130,000	63,000	5,250					61,750	D475
		05D43 05D44	City Storm Study	030-20-6-310-3120-86786	50,000	38,125	-					11,875	D2375
STM-37			Headquarters Drainage Works along Turnbull Property		65,000	60,431	4,569						
			<b>TOTAL 2013</b>		<b>1,040,281</b>	<b>187,756</b>	<b>311,783</b>	<b>344,769</b>	<b>73,625</b>	<b>122,348</b>	<b>-</b>	<b>-</b>	<b>1,015,281</b>

CITY OF COURTENAY  
**STORM DRAIN PROJECTS**  
**5 YEAR CAPITAL PLAN 2013 - 2017**

OPERATIONAL SERVICES DEPARTMENT

**2013 BUDGET SOURCE OF FUNDS**

Project Number	Tie to Project	DCC PROJ#	DESCRIPTION OF WORK	GL ACCT #	2013 FINAL	GENERAL REVENUE	RESERVE FOR F.E.	GRANTS	DCC RESERVE AMOUNT	NAME	DEBT PROCEEDS AMOUNT	BL NO	OTHER REVENUE AMOUNT	NAME	TOTAL

Grant Funds Remaining

2012 Approved: 471,442 (maximum - actual grant pays 2/3 of actual cost)  
 Used (126,673)  
 Balance Dec 31, 2012 344,769

**2014 and Forward**

			Pump-Inc Parking Lot		25,000	25,000									25,000
			Woods Lane Pipe Replacement		100,000	100,000									100,000
STM-23	CGS-03 MJR-10	05D23	5th Street - Harmstom to E&N		300,000	228,750					71,250	D2375			300,000
STM-16		05D46	Culvert (Box) Replacement Arden (south) (ex Wood)		100,000	52,500					47,500	D475			100,000
STM-30			Courtenay River - Dyke Repair	see study RTW 2014	150,000	75,000				75,000					150,000
STM-12		D6	Old Island Hwy Linc (Youth Centre) to Coutenay slough DESIGN & Construct (Study completed)	030-20-6-310-3120-86756	1,230,000	937,875					292,125	D2375			1,230,000
			Tsolum River Flood Wall (Grant Proj)		725,000	725,000									725,000
STM-26		05D18	Pipe Mansfield ditch	030-20-6-310-3120-86779	25,000	19,063					5,938	D2375			25,000
STM-14	PAV-4		Replace Existing Storm Sewer on 10th, between Fitzgerald & Grieve - Design/Construct	030-20-6-310-3120-86753	100,000	96,080							3,920	BL 2539	100,000
			Pipe Assessment - City Wide		50,000	50,000									50,000
			Millard Road @ Beach- Erosion Protection		150,000	150,000									150,000
		05D9	18th Street and McPhee Ave. MH4-141 to MH4-131		72,000	-					17,100	D23.75	54,900	BL 2539	72,000

**2013 BUDGET SOURCE OF FUNDS**

Project Number	Tie to Project	DCC PROJ#	DESCRIPTION OF WORK	GL ACCT #	2013 FINAL	GENERAL REVENUE	RESERVE FOR F.E.	GRANTS	DCC RESERVE AMOUNT	NAME	DEBT PROCEEDS		OTHER REVENUE		TOTAL
											AMOUNT	BL NO	AMOUNT	NAME	
STM-06			Culverts - Headquarters Rd. & Drainage Model (study)		10,000	10,000									10,000
STM-07			17th Street to 18th on England Ave.												
STM-10			Kilpatrick Ave 25th Street to 26th Street MH 2-090-MH2-901		25,000	25,000									25,000
STM-19			Culvert Replacement Arden (north of Cumberland)		150,000	150,000									150,000
		05D21	5th Street, Quinn Avenue to Pidcock Avenue (Twin)		58,000	44,225					13,775	D23.75			58,000
		05D23	5th Street, Harmston Avenue to McPhee Avenue		189,000	144,113					44,888	D23.75			189,000
			Dingwall Road, McLaughlin Drive to open ditch MH 34-022 to MH 34-025		134,000	102,175					31,825				134,000
		05D30	Channel Cleaning and Bank Stabilization Downstream of 10th Street Crossing (to Aston Place)		20,000	15,250					4,750	D23.75			20,000
		05D35	Dingwall Road Headwall Replacement (34-017)		20,000	15,250					4,750	D23.75			20,000
		05D29	Enlarge Existing Detention Pond - Pk 111		35,000	26,688					8,313	D23.75			35,000
			Piercy Creek at Ronson Road		300,000	228,750					71,250				300,000
			Cumberland Road, Willemar Avenue to Piercy Avenue MH 14-290 to MH 14-297		357,000	272,213					84,788				357,000
		05D15	4th Street, Duncan Avenue to Cliffe Avenue Catchment #11		39,000	29,738					9,263	D23.75			39,000
		05D16	3rd 5th Street, England Avenue to Cliffe Avenue - Catchment #11		75,000	57,188					17,813	D23.75			75,000

**STORM DRAIN PROJECTS  
5 YEAR CAPITAL PLAN 2013 - 2017**

**2013 BUDGET SOURCE OF FUNDS**

Project Number	Tie to Project	DCC PROJ#	DESCRIPTION OF WORK	GL ACCT #	2013 FINAL	GENERAL REVENUE	RESERVE FOR F.E.	GRANTS	DCC RESERVE AMOUNT	NAME	DEBT PROCEEDS		OTHER REVENUE		TOTAL
											AMOUNT	BL NO	AMOUNT	NAME	
		05D4	Mansfield Drive Lane - Only if San System Upgrade is Proceeded with in Same Location (Upstream of MH 2-200)		110,000	83,875					26,125	D23.75			110,000
		05D6	21st Street Upstream to Dogwood Drive - Only if San/Sewer Project in Same Area Proceeds (MH 4-008 to MH 4-		60,000	45,750					14,250	D23.75			60,000
		05D17	2nd Street, Duncan Avenue to Cliffe Avenue		40,000	30,500					9,500	D23.75			40,000
		05D52	Detention Pond in Area of Cumberland Road and 20th Street - West of Cousins Road (not including land value)		150,000	78,750					71,250	D47.5			150,000
		05D36	Braidwood Road, Out to Island Highway (35-005 to 35-006)		51,000	38,888					12,113	D23.75			51,000
		05D26	Catchment #22 Piercy Creek Pond		390,000	112,125					277,875	D71.25			390,000
			Muir Rd Ditching-Oakridge to Cherryridge		25,000	25,000									25,000
			Woods Ave & 4th St		85,000	85,000									85,000
			515 - 18th Street			-									-
			Catchment #35 Braidwood			-									-
			Cliffe Avenue, 8th Street to 11th Street			-									-
			Choquette R.W. (Wood Stave) DMH 14-190 to 14-006			-									-
			Park Pl & Kilpatrick			-									-
			Culvert replacement Back Rd @ 6th St E			-									-

**PUBLIC WORKS YARD**  
**5 YEAR CAPITAL PLAN 2013 - 2017**

Project Number	Tie to Project	DCC PROJECT #	DESCRIPTION OF WORK	GL ACCT #	2013 FINAL	RESERVE FUNDS		RESERVE FOR F.E. AMOUNT	DCC RESERVE AMOUNT	DEBT PROCEEDS		OTHER REVENUE		TOTAL
						AMOUNT	NAME			AMOUNT	BYLAW NO	AMOUNT	NAME	
			<b>2013</b>											
			Gas Heater for Truck Bays #26 - #30	030-20-6-300-3000-81231	25,000		3,181	21,819						25,000
	TRF-11, SRE-05, STM-22		Yard Expansion Phase 3 - Design	030-20-6-300-3000-86203	50,000		25,000	25,000						50,000
			Vehicle Exhaust System - upgrade	030-20-6-300-3000-86205	15,000		7,500	7,500						15,000
			<b>TOTAL 2013</b>		<b>90,000</b>		<b>35,681</b>	<b>54,319</b>						<b>90,000</b>

<b>2014 and Forward</b>														
			Yard Paving	030-20-6-300-3000-86204	20,000		20,000							20,000
PWY-06	TRF-11, SRE-05, STM-22, CGS-14		Yard Expansion PHASE 3 - Construct	030-20-6-300-3000-86203	150,000		150,000							150,000
PWY-03	D15		Parking Lot (Telus)		175,000		175,000							175,000
			Security Alarms for Truck Bays #18 - #42		175,000		175,000							175,000
			Alignment machine for hoist		100,000		100,000							100,000
			Yard Expansion - Phase 4											0

**MAJOR ROAD CONSTRUCTION  
5 YEAR CAPITAL PLAN - 2013-2017**

Project Number	DCC PROJ#	DESCRIPTION OF WORK	ACCOUNT NO	2013 PROV	DIFF	2013 FINAL	GENERAL REVENUE AMOUNT	RESERVE FUNDS		RESERVE FOR F.E.	DCC RESERVE		DEBT PROCEEDS AMOUNT	OTHER REVENUE AMOUNT	TOTAL
								AMOUNT	NAME		AMOUNT	NAME			
MUR-1		2013 Lerwick N/S of Cummings	030-20-6-310-3120-71774	12,688		12,688	-		12,688						12,688
R9710 & R34		Crown Isle - Lerwick & Ryan widening	030-20-6-310-3120-71786	420,000		420,000	37,636		23,632		99,750	D2375	67,225	191,757	420,000
MUR-09	R9711	5th Street Bridge Rehab Work - Ph 2 - DEFERRED, Research Grant Opportunities	030-20-6-310-3120-71772	2,500,000	(2,450,000)	50,000	6,696		43,304			D2375		bal of Dev Funds 005-11-4-055-0550-06541	50,000
		6TH Street Pedestrian Bridge	030-20-6-310-3120-71794	14,183		14,183	-	14,183	NW-CWF						14,183
MUR-16	R0508	Turner Dr extension to Hwy 19A (design only)	030-20-6-310-3120-71775	10,000		10,000	7,395		230		2,375	D2375			10,000
MUR-17	R9704	Arden Rd - Morrison Creek Crossing	030-20-6-310-3120-71782	525,563		525,563	1,537	30,500	Road Reserve		374,464	R7125	119,062	3320-20-10601 funds 005-11-4-055-0550-06683 \$140,463	525,563
	R9707	Cumberland Road, Willemar to Piercy Creek Developments (design)	030-20-6-310-3120-71783	45,000		45,000	21,634		12,679		10,688	D2375			45,000
	R34	Crown Isle - Lerwick Phase 2 (Uplands MHP to Malahat) Design only	030-20-6-310-3120-71795	55,000		55,000	2,681				13,063	D2375	39,257	Dev Contrib	55,000
	R9720 & R28	Fitzgerald Avenue, 17th Street Intersection Upgrade - Design Only	030-20-6-310-3120-71790	50,000		50,000	26,250				23,750	R475			50,000
	R27 & R16	Willemar at 26th St - Ph 1 Design	030-20-6-310-3120-71793	55,000		55,000	9,138				13,063	R2375	32,800	Dev Contr	55,000
		Waters Pl - Design	030-20-6-310-3120-71796	50,000		50,000	50,000								50,000
		<b>TOTAL 2013</b>		<b>3,737,434</b>	<b>(2,450,000)</b>	<b>1,287,434</b>	<b>162,966</b>	<b>44,683</b>	<b>-</b>	<b>92,533</b>	<b>537,151</b>	<b>-</b>	<b>67,225</b>	<b>382,876</b>	<b>1,287,434</b>

2014 and Forward															
MUR-09	R9711	5th Street Bridge Rehab Work - Ph 2 - May be on hold pending transportation study	030-20-6-310-3120-71772	-		2,500,000	(2,496,444)	1,950,000	NW-CWF	43,304	78,443	D2375	424,697	BL 2227	
MUR-14	R34	Lerwick Road McDonald to 200 M West Side (Construction Estimate \$600K)	030-20-6-310-3120-71774	600,000		600,000	316,518				142,500	D2375	140,982	BL 2539	600,000
	R9717	6TH Street Pedestrian Bridge		1,900,000		1,900,000	-								1,900,000
		Cliffe Ave & 17th (NE corner)		35,000		35,000	35,000							R2375	35,000

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CITY OF COURTESAY  
**MAJOR ROAD CONSTRUCTION**  
**5 YEAR CAPITAL PLAN - 2013-2017**

OPERATIONAL SERVICES DEPARTMENT

PAGE 0-6

Project Number	DCC PROJ#	DESCRIPTION OF WORK	ACCOUNT NO	2013 PROV	DIFF	2013 FINAL	GENERAL REVENUE	BUDGETED SOURCE OF FUNDS				DEBT PROCEEDS		OTHER REVENUE		TOTAL	
								RESERVE FOR F.E.	DCC RESERVE		BYLAW NO	AMOUNT	NAME	AMOUNT	NAME		
									AMOUNT	NAME							AMOUNT
	R9707	Cumberland Road, Willemar to Plercy Creek Developments Phase 2 (Willemar to Burgess)	030-20-6-310-3120-71783														
	R9707	Cumberland Road, Willemar to Plercy Creek Developments Phase 3 (Burgess to Plercy Creek)	030-20-6-310-3120-71783														
		Third Bridge Crossing- Land Acquisition															
		Braidwood Phase 5															
		Sandwick Road, Ryan Road Intersection relocation															
	R9717	Cliffe Ave & 17th (NE corner)		250,000		250,000	250,000						R2375				250,000
MIR-13		6th Street East, Hobson to Evergreen		400,000		400,000	400,000										400,000
		26th St & Cliffe Ave- Additional Turn Lane															

**STREET RECONSTRUCTION  
5 YEAR CAPITAL PLAN - 2013 - 2017**

Project Number	Tie to Project	DCC PROJ #	DESCRIPTION OF WORK	GLACCT #	2013 FINAL	RESERVE FUNDS		RESERVE FOR F.E. AMOUNT	BUDGET SOURCE OF FUNDS		DEBT PROCEEDS AMOUNT	OTHER REVENUE NAME	TOTAL
						GENERAL REVENUE	RESERVE AMOUNT		DCC RESERVE AMOUNT	BYLAW AMOUNT			
			<b>2013</b>										
		R18	Anderton Ave. Reconstruct Phase 2 (includes CGS02) (ON HOLD Pending KFN discussions)	030-20-6-310-3120-86808	602,400	1		143,070	R2375		262,500	Unexpended Dev	602,400
		R0507	Cliffe Ave. 1st Street to 3rd St - Design (ON HOLD Pending KFN discussions)	030-20-6-310-3120-86821	5,000	(1)	3,813	1,188	R23.75		137,250		5,000
		R11	Piercy & 10th St from Cumberland to Willemar - Construct Ph 1 & Design Phase 2	030-20-6-310-3120-86820	30,000		332	7,125	R23.75				30,000
SRE-10			15th Street west of Willemar Ave Phase 1 - Design only	030-20-6-310-3120-86826	30,000		22,286	0	NW-Road Reserve				30,000
			12th Street - Stewart Ave to Urquhart Ave Phase 1 - Design only	030-20-6-310-3120-86827	20,000		0	0					20,000
			<b>TOTAL 2013</b>		<b>687,400</b>		<b>22,286</b>	<b>4,145</b>	<b>151,383</b>	<b>0</b>	<b>399,750</b>	<b>59,579</b>	<b>687,400</b>

<b>2014 and Forward</b>													
SRE-12			1066 Evergreen (I # 20816) Total road and s/w re & re		50,000								50,000
SRE-08		R9721	McLauchlin Dr. Dingwall to McIntyre		100,000						23,750	R23.75	100,000
SRE-11		R21	Cliffe Ave east side north of 6th St		45,000						10,688	R23.75	45,000
SRE-10			15th Street west of Willemar Ave Phase 2 - construct		100,000								100,000
		R9725	10th St. East, Thrope Ave to View Ave.		60,000						14,250	R23.75	60,000
			Willemar Avenue, South of 26th Street	030-20-6-310-3120-86809	45,691								45,691
		R0717	20th St East of Cliffe	030-20-6-310-3120-86810	50,000						11,875	R23-75	50,000
		R14	20th St. Cousins to Japonika	030-20-6-310-3120-86811	150,000						35,625	R23-75	150,000
		R9721	McLauchlin Drive, Oak Place to Valley Drive	030-20-6-310-3120-86814	160,000						38,000	R23.75	160,000
			10th St. North side - England Ave to West Lane	030-20-6-310-3120-86815	50,481								50,481

**STREET RECONSTRUCTION  
5 YEAR CAPITAL PLAN - 2013 - 2017**

Project Number	Tie to Project	DCC PROJ #	DESCRIPTION OF WORK	GL ACCT #	2013 FINAL	BUDGET SOURCE OF FUNDS						TOTAL												
						GENERAL REVENUE	RESERVE FUNDS		RESERVE FOR F.E.	DCC RESERVE			DEBT PROCEEDS	OTHER REVENUE										
							AMOUNT	NAME		AMOUNT	NAME				AMOUNT	BYLAW AMOUNT	NAME							
			Mansfield Drive Phase II-Whistle Stop South (Artifact Study)		5,000	5,000																	5,000	
			Harmston Avenue - 3rd Street to Fitzgerald Avenue Tie to Storm - Harmston Avenue, 4th Street to Fitzgerald Avenue		82,500	82,500																		82,500
		R29	Back Rd - Valley View Drive to Glacier View		90,000	68,625									21,375	R23.75								90,000
			England Avenue - 6th Street to 5th Street		106,500	106,500																		106,500
			21st Street - Urquhart Avenue to Willemar Avenue		44,000	44,000																		44,000
			Tie to Sanitary Sewer, 2-011 to 2-016																					0
			Back Road and Braidwood Road - Phase 6 Design		30,000	30,000																		30,000
			2nd Street - Cliffe Avenue to Duncan Avenue		84,300	84,300																		84,300
			Beckensell Avenue - 13th Street to 14th Street		95,000	95,000																		95,000
			10th Street between England Avenue and Fitzgerald Avenue		30,000	30,000																		30,000
		R32	Veteran's Memorial Parkway, Grind and Pave		20,000	15,250									4,750	R2375								20,000
					125,000	125,000																		125,000

**ROAD PAVING PROJECTS  
FIVE YEAR FINANCIAL PLAN 2013-2017**

Project Number	Tie to Project	Proj #	DCC	GL ACCT #	2013 FINAL	RESERVE FUNDS		RESERVE FOR F.E.	DEBT PROCEEDS		OTHER REVENUE	
						AMOUNT	NAME		AMOUNT	BL NO.	AMOUNT	NAME
			<b>2013</b>									
PAV-1			Water/Sewer Crossing Reinstatements	030-20-6-310-3120-86901	75,000						75,000	W/S
PAV-2			Water/Sewer Iron Work	030-20-6-310-3120-86902	50,000						50,000	W/S
PAV-3			Sheraton 1/2 Road at Hawk	030-20-6-310-3120-86905	20,000		4,427		15,573	BL 2539		
PAV-5	R35		Piercy Avenue, 17th Street to 26th Street Includes road base .9 km	030-20-6-310-3120-86908	550,000			130,625	200,184	BL 2539		
PAV-9			Paving Projects - contingency provision	030-20-6-310-3120-86912	50,000		28,161					
PAV-1			Majestic Dr, York Place and adjacent streets re & re asphalt bleeding PH 2	030-20-6-310-3120-86914	40,000		22,592					
PAV-7			Woods Avenue, 2nd Street to 1st Street	030-20-6-310-3120-86915	60,000		10,000		50,000	BL 2539		
PAV-12	SWR-12		26th Street - Cliffe to Fitzgerald	030-20-6-310-3120-86916	50,000				50,000	BL 2681		
			England Ave & 11th Street	030-20-6-310-3120-86917	70,000		20,000		50,000	BL 2681		
			6th Street East: Back Rd to Stephens Place	030-20-6-310-3120-86922	19,000				19,000	BL 2681		
			2nd Street: Cliffe Ave to England Ave	030-20-6-310-3120-86923	81,000				81,000	BL 2681		
			Rod & Gun Road: 1st St to Embleton Cres	030-20-6-310-3120-86926	84,000		18,977		65,023	BL 2681		
			<b>TOTAL 2013</b>	<b>APPROXIMATELY 2.3 KM</b>	<b>1,149,000</b>	<b>0</b>	<b>99,730</b>	<b>43,674</b>	<b>749,971</b>	<b>0</b>	<b>125,000</b>	<b>0</b>
												<b>1,149,000</b>

<b>2014 and Forward</b>													<b>0</b>
PAV-11			17th St E&N Rail Crossing		<b>70,000</b>								<b>0</b>
PAV-4	STIM-14		3rd Street, Cliffe Avenue to England Avenue		100,000		100,000						<b>200,000</b>
			10th Street, Fitzgerald Ave. to Grieve Ave		50,000		50,000				28,000	BL 2539	<b>100,000</b>
			Library parking lot railing - repaint		8,000		8,000						<b>16,000</b>
			Fitzgerald 20-26th		199,500		199,500						<b>399,000</b>
			Willemar 1st to Robert Lang										<b>0</b>

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**ROAD PAVING PROJECTS  
FIVE YEAR FINANCIAL PLAN 2013-2017**

Project Number	Tie to Project	PROJ #	DCC	GL ACCT #	2013 FINAL	GENERAL REVENUE	BUDGET SOURCE OF FUNDS					TOTAL	
							RESERVE AMOUNT	RESERVE FUNDS NAME	RESERVE FOR F.E. AMOUNT	DCC RESE AMOUNT	DEBT PROCEEDS AMOUNT		OTHER REVENUE AMOUNT
			Grant Ave. 19th St. to 18th St.		-		-					0	
			Robert Lang Drive		-		-					0	
			Mitchell Road		-		-					0	
			Rod and Gun resurface		-		-					0	
			Piercy Ave - 26th-29th St		-		-					0	

**TRAFFIC PROJECTS  
5 YEAR CAPITAL PLAN - 2013 - 2017**

Project Number	Tie to Project	DCC PROJECT #	DESCRIPTION OF WORK	GL ACCT #	2013 FINAL	RESERVE FUNDS		RESERVE FOR F.E.	GOV'T GRANT		DCC RESERVE		DEBT PROCEEDS	OTHER REVENUE		TOTAL
						AMOUNT	NAME		AMOUNT	NAME	AMOUNT	NAME		AMOUNT	NAME	
			2013													
TRF-22			Roundabout retrofits - City Wide	030-20-6-310-3120-71791	10,000			-								10,000
TRF-23			City Transportation Study - Phase I	030-20-6-310-3120-71792	70,000	50,000	NW-CWF	20,000								70,000
			Traffic Calming Projects	030-20-6-310-3140-87217	10,000			4,814								10,000
TRF-09			Audible Pedestrian Crossings - 2 @ 8,000 ea - Ph 1	030-20-6-310-3140-87221	16,000											16,000
TRF-12		R9709	Rt Turn Decel Lane on Ryan @ Cowichan	030-20-6-310-3140-87222	225,000	114,375	NW - Traffic Fine	-	53,438	R2375						225,000
TRF-11	CGS-14 SRE-05 STM-22	R24	Pedestrian signals - location to be determined (reuse Ped signals from Lerwick/Mission)	030-20-6-310-3140-87228	25,000			-	2,491	R2375		21,256	BL 2681			25,000
TRF-11		R34	Lerwick/Malahat-signal base and ducting and signal	030-20-6-310-3140-87231	200,000			-	47,500	R2375				Dev Contr-Crown Isle 005-11-4-055- 0550-06541	152,500	200,000
TRF-15			Bus Shelters Construction -- 3 per year	030-20-6-310-3140-87225	54,040	24,094	Gaming Funds	-						UNEXPENDED	29,946	54,040
TRF-17			Traffic Signal - Uninterrupted Power Supply (2)	030-20-6-310-3140-87227	36,000											36,000
TRF-20			Bicycle Lane Initiatives (annual budget item)	030-20-6-310-3140-87229	10,000			10,000								10,000
TRF-21			SCADA (see sewer capital) - Phase I (Report)	030-20-6-310-3140-87230	15,000			-	3,563	R2375						15,000
TRF-24			Fitzgerald Ave Cycle Improvements	030-20-6-310-3140-87232	100,000	50,000	NW-CWF		50,000	Prov Grant						100,000
			<b>TOTAL 2013</b>		<b>771,040</b>	<b>238,469</b>		<b>34,814</b>	<b>50,000</b>	<b>106,991</b>		<b>21,256</b>			<b>182,446</b>	<b>771,040</b>

2014 and Forward																	
	T53	5th & Fitzgerald warrant analysis for traffic signals and design if applicable			20,000												20,000
		Riverside Lane - Street Lighting			17,500												17,500
		Ryan Road, Lerwick Road Intersection - Turning Lane Line painting															
TRF-09		Audible Pedestrian Crossings - 6 @ 8,000 ea - Ph 2 - (8th St & Cliffe Ave)			48,000												48,000
		Fitzgerald Avenue, 17th Street - Traffic Signal															
		Downtown Streetlight Retrofit															20,000
		Fitzgerald Ave Cyclist Improvements			1,200,000												1,200,000

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**CITY OF CINCINNATI  
5 YEAR CAPITAL PLAN - 2013 - 2017**

Capital Project Number	DESCRIPTION OF WORK	GL NUMBER	2013 FINAL	SOURCE OF FUNDS							TOTAL	
				GENERAL REVENUE	RESERVE FUNDS		RESERVE FOR F.E.	DEBT PROCEEDS		OTHER REVENUE		
					AMOUNT	NAME		AMOUNT	BYLAW NAME			AMOUNT
2013	light vehicles		170,000	-	170,000							170,000
	heavy vehicles		185,000	-	185,000							185,000
	heavy equipment		30,000	-	30,000							30,000
			<b>385,000</b>	-	<b>385,000</b>							<b>385,000</b>
2014	light vehicles		25,000	-	25,000							25,000
	heavy vehicles		-	-	0							0
	heavy equipment		295,000	-	295,000							295,000
			<b>320,000</b>	-	<b>320,000</b>							<b>320,000</b>
2015	light vehicles		35,000	-	35,000							35,000
	heavy vehicles		135,000	-	135,000							135,000
	heavy equipment		260,000	-	260,000							260,000
			<b>430,000</b>	-	<b>430,000</b>							<b>430,000</b>
2016	light vehicles		70,000	-	70,000							70,000
	heavy vehicles		150,000	-	150,000							150,000
	heavy equipment		100,000	-	100,000							100,000
			<b>320,000</b>	-	<b>320,000</b>							<b>320,000</b>
2017	light vehicles		70,000	-	70,000							70,000
	heavy vehicles		150,000	-	150,000							150,000
	heavy equipment		150,000	-	150,000							150,000
			<b>370,000</b>	-	<b>370,000</b>							<b>370,000</b>

**CAPITAL BUDGET - WATER  
5 YEAR CAPITAL PLAN - 2013 - 2017**

Avail DCC's 391,500

Project Number	Tie to Project	DCC PROJECT #	DESCRIPTION OF WORK	GL ACCT #	2013 PROV.	DIFF	2013 FINAL	OPERATING CONTRIB	RESERVE FUNDS		RESERVE FOR F.E.	GOVT GRANT	DCC RESERVE AMOUNT	OTHER REVENUE		TOTAL
									AMOUNT	NAME				AMOUNT	NAME	
WTR-03			Water Equipment > \$5,000	040-40-6-340-0000-87516	20,000	(20,000)	-	-			-					-
WTR-04			Fire Hydrants	040-40-6-340-0000-87517	40,000	5,000	45,000	35,000		10,000						45,000
WTR-02			Mainline Valves Project	040-40-6-340-0000-87503	-	-	50,000	50,000								50,000
WTR-11	SWR-03		Cummings Road Water Main	040-40-6-340-0000-87523	10,000	-	10,000	-		10,000						10,000
WTR-14			Lake Trail Config Ph 2 of 3	040-40-6-340-0000-87525	40,000	-	40,000	-		29,671			9,500	W2375	Riversedge Ph 3 Wtr DCC's	40,000
WTR-16/ WTR-21	MIR-13 EC8 & EC1		Project EC1 - Water Pressure/ New main from Ryan Rd. (south on Cowichan to 4th, west on 4th and south on evergreen to 6th)	040-40-6-340-0000-87526	450,000	-	450,000	-	157,500	78,750	157,500	78,750	213,750	W4750		450,000
WTR-12		WC8	Comox Road Improvements - Phase 3 - defer	040-40-6-340-0000-87528	100,000	(89,500)	10,500	10,500						W0950		10,500
WTR-22			Radio Read Units	040-40-6-340-0000-87529	30,000	-	30,000	-		30,000						30,000
WTR-27			NIC Fire Flow Water Meter	040-40-6-340-0000-87533	30,000	-	30,000	-							30,000	30,000
WTR-30		EC3	Water Main from Valley View Drive to Glacier View Lodge and Marsland Properties - tied to walkway	040-40-6-340-0000-87537	30,000	-	30,000	7,620		20,955			1,425	W0475		30,000
WTR-29		W9704	Willemar Ave - 17th Street to 26th Street - Design Ph 1	040-40-6-340-0000-87535	215,000	-	215,000	(1)	145,000	18,938			51,063	W2375		215,000
WTR-31			2012 Water Study - City wide	040-40-6-340-0000-87538	50,000	-	50,000	-	50,000							50,000
WTR-32		W0501	Percy Ave 26th to 29th Ph 2 - Replace/Re-size	040-40-6-340-0000-87539	432,150	-	432,150	4,249	300,000	103,564			7,907	W7125	Dev Contr	432,150
WTR-09			Beechwood Rd to Christie Parkway - Water Main Inter	040-40-6-340-0000-87541	140,000	-	140,000	-		140,000						140,000
WTR-09			SWWD Changeover - design/costing	040-40-6-340-0000-87521	40,000	-	40,000	-		40,000						40,000
WTR-09			SWWD Changeover - construct phase 1 of 2	040-40-6-340-0000-87542	550,000	-	550,000	391,131		50,000					BL2440 Unexpended	550,000
WTR-09			SWWD Changeover - CVRD CICC's	040-40-6-340-0000-87543	340,000	-	340,000	340,000								340,000
WTR-33			Meter Reading System	040-40-6-340-0000-87544	35,000	-	35,000	35,000								35,000
WTR-34			Menzies & 5th AC water Main replace	040-40-6-340-0000-87545	20,000	100,000	120,000	52,125		67,875						120,000
			<b>Total 2013 Capital Plan</b>		<b>2,572,150</b>	<b>(4,500)</b>	<b>2,617,650</b>	<b>925,625</b>	<b>652,500</b>	<b>599,753</b>	<b>-</b>	<b>-</b>	<b>283,645</b>	<b>-</b>	<b>156,128</b>	<b>2,617,650</b>

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**TO**  
**CAPITAL BUDGET - WATER**  
**5 YEAR CAPITAL PLAN - 2013 - 2017**

Avail DCC's 391,500

Project Number	Tie to Project	DCC PROJECT #	DESCRIPTION OF WORK	GLACCT #	2013 PROV.	DIFF	2013 FINAL	OPERATING CONTRIB	RESERVE FUNDS		RESERVE FOR F.E.	GOVT GRANT	DCC RESERVE AMOUNT	OTHER REVENUE		TOTAL	
									AMOUNT	NAME				AMOUNT	NAME		
2014-2017 Forecasted																	
WTR-28			South Courtenay Water Capacity Provisions Phase 2	040-40-6-340-0000-87532	140,000		140,000	140,000									140,000
WTR-24	STM-28		Lane between 5th & 6th from Duncan to England	040-40-6-340-0000-87534	80,000		80,000	80,000									80,000
WTR-17			Pipe Assessment Study - City Wide		25,000		25,000	25,000									25,000
			11th St - Beckensell Ave. to Cornox Rd.		150,000		150,000	150,000									150,000
			Water Main on McDonald Rd. from Sheraton Rd.		60,000		60,000	60,000									60,000
		EC3	East Courtenay, Koers EC 3 - Lodge and Marsland Properties		65,000		65,000	34,125					30,875	W4.75			65,000
			Sandpiper Dr Water Main		250,000		250,000	250,000									250,000
			<b>Projected Costs 2014-2017</b>		<b>770,000</b>		<b>770,000</b>	<b>739,125</b>					<b>30,875</b>				<b>770,000</b>

**CAPITAL BUDGET - SEWER  
5 YEAR CAPITAL PLAN - 2013-2017**

DCC avail 466,000

Number	Tie to Project	DCC PROJECT #	DESCRIPTION OF WORK	DETAIL	GLACCT #	2013 PROV	DIFF	2013 FINAL	USER FEES	RESERVE FUNDS		RESERVE FOR F.E.	GOVT GRANT		DCC RESERVE		OTHER REVENUE		TOTAL	
										AMOUNT	NAME		AMOUNT	NAME	AMOUNT	NAME				
<b>CAPITAL Projects - 2013</b>																				
SWR-10	Tied to Develop ment	5513	Arden Central Trunk MH 2-506 13th St to Lake Trail Rd or 13th St to Arden		040-80-6-350-0000-88017	220,000		220,000	5,250		110,250		104,500	S475						220,000
SWR-06			OIH/Connox Rd. Replace		040-80-6-350-0000-88018	60,000		60,000	59,000		1,000									60,000
SWR-05		0559	Arden Trunk Sewer -Riverside Lane to 20th Street		040-80-6-350-0000-88032	-	10,000	10,000	-		7,625		2,375	S2375						10,000
SWR-08	STM-27		1st Street @ Morrison Creek - Sewer Repairs		040-80-6-350-0000-88034	60,000		60,000	5,000		55,000									60,000
SWR-09			10th Street East & Sitka Ave - MH Improvements Review Silverado Contr - Sewer Reserve		040-80-6-350-0000-88035	65,000		65,000	(1)	11,438	38,125	15,438	S2375							65,000
SWR-11			2010 Sanitary Sewer Study & Greenwood Trunk Planning & Lift Stn Location/sizing		040-80-6-350-0000-88037	34,666		34,666	-		34,666									34,666
SWR-12		0551	Main Replacement 26th St - Cliffe to Fitzgerald		040-80-6-350-0000-88038	90,000		90,000	-		68,625		21,375	S2375						90,000
SWR-13		05526	Carmanah & Valcourt Cres - Replacement - Assumes that VIHA Hospital proceeds in 2013, 29,000 sq. m.		040-80-6-350-0000-88040	180,000		180,000	-		106,285		47,750	S2375				(Unexpended ) Costco DCC 005-11-4-055-0550-06668	30,965	180,000
SWR-15			Highway 19a Extension - bal of works		040-80-6-350-0000-88041	25,000		25,000	2,624		22,376									25,000
SWR-16			South Courtenay Sewer planning/Capacity Provisions check agreement Buckstone for funding oversizing		040-80-6-350-0000-88042	14,333	80,667	95,000	80,667		14,333									95,000
SWR-17		05519	Arden Trunk Sewer - Lake Trail to Embleton Phase 1 (Design) - 2011 PO carried forward and committed funds carried forward		040-80-6-350-0000-88043	50,130		50,130	-		50,130									50,130
SWR-18		05512	1st Street Up Stream of Lift Station MH 3-501 to 3-504		040-80-6-350-0000-88044	100,000		100,000	-		52,500		47,500	S4750						100,000
SWR-19		05532	Arden Trunk Sewer - Cumberland to Krebs (ph 1 Design and SRW Acquire)		040-80-6-350-0000-88045	40,000		40,000	5,250		15,750		19,000	S4750						40,000
SWR-20			Replace AC Pressure Force Main on all Lift Sta - Phase 1 Design 1st St Sta to discharge		040-80-6-350-0000-88046	55,000		55,000	3,813		38,125		13,063	S2375						55,000
SWR-25			New Generator for Anderton Lift Station		040-80-6-350-0000-88047	50,000		50,000	-		50,000									50,000

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**TO  
CAPITAL BUDGET - SEWER  
5 YEAR CAPITAL PLAN - 2013-2017**

DCC avail 466,000

Number	Tie to Project	DCC PROJECT #	DESCRIPTION OF WORK	DETAIL	GL ACCT #	2013 PROV	DIFF	2013 FINAL	USER FEES	RESERVE FUNDS		RESERVE FOR F.E.	GOVT GRANT	DCC RESERVE		OTHER REVENUE	TOTAL	
										AMOUNT	NAME			AMOUNT	NAME			
SWR-21			Lift Station Emergency Bypass Pump with hose - Daily use, Earthquake etc.		040-80-6-350-0000-88048	95,000		95,000	5,000		90,000						95,000	
SWR-22	traffic		Scada System (phase 1 - Study) - tied to traffic		040-80-6-350-0000-88049	75,000		75,000	-		75,000						75,000	
SWR-23		05530 & 05531	city wide study		040-80-6-350-0000-88050	90,000	(10,000)	80,000	-		61,000			19,000	S2375		80,000	
SWR-24		05516	Arden South Trunk - Cumberland Road to north boundary of Arden Road Developments Phase 1 Design		040-80-6-350-0000-88051	50,000		50,000	-		26,250			23,750	S4750		50,000	
SWR-25		05529	Headquarters Road from Glacier to Vanier - replacement Design	Both projects could also use the DCC's San generated from VHA - Hospital, subject to routing also see Carranah/Vanier	040-80-6-350-0000-88052	1,001,000		1,001,000	211,858				667,333	45,879	571.25	75,930	Dev Contr	1,001,000
SWR-26			Glacier Road - San Sewer		040-80-6-350-0000-88053	285,000		285,000	189,000							96,000	Conn fees x 12	285,000
SWR-27			Sandpiper Dr Sewer- Design Only Phase 1		040-80-6-350-0000-88054	60,000		60,000	60,000									60,000
			Sewer Flush Truck		040-80-6-350-0000-97061	-	350,000	350,000	-		350,000	Swr M & E						350,000
			<b>Projected Costs 2013</b>			<b>2,700,129</b>	<b>430,667</b>	<b>3,130,796</b>	<b>627,461</b>		<b>917,040</b>		<b>667,333</b>	<b>354,629</b>		<b>202,895</b>		<b>3,130,796</b>
<b>CAPITAL Projects - 2014 and forward</b>																		
SWR-16		05520	Arden Trunk Sewer - Lake Trail to Embleton Phase 1 (Design)		040-80-6-350-0000-88043	2,068,000			(0)		50,130		1,378,667	597,458	54750	41,745	Morrison Cr Commons 005-11-4-055-0550-06684	2,068,000
			Igens Way east of Lerwick- Upgrade	tied to Crown isle discharge	COST ESTIMATE NOT YET AVAILABLE													
		0552	Station MH 1-485 to MH 1-401 Mansfield Easement Cliffe Avenue to Mansfield Lift	see DCC Bylaw map		276,000			210,450					65,550	S2375			276,000
		05518	Pidcock Avenue, 3rd Street to 5th Street then to Stewart Ave	see DCC Bylaw map		42,750			32,597					10,153	S2375			42,750
		05523 & 05524	In SRW Back Road Upstream of Turner Drive MH 4-032 to MH 4-035	see DCC Bylaw map		70,000			70,000									70,000
			Pipe Condition Assessment - City Wide (MOVE TO PW OPERAT 2012)	PW Manager (AM)		50,000			50,000									50,000
		05527	Muir Rd/McLaughlin Drive	see DCC Bylaw map		120,000			91,500					28,500	S2375			120,000

SCHEDULE I

CITY OF COURTENAY  
 CONSOLIDATED CAPITAL FUNDS REVENUE AND EXPENDITURE  
 FOR THE YEARS 2013 TO 2017

	APPLICATION OF FUNDS					Total for All Years
	2013	2014	2015	2016	2017	
<b>GENERAL OPERATING</b>						
COMMUNITY SERVICES	662,011	773,000	565,000	515,000	335,000	2,850,011
CORPORATE SERVICES	918,000	322,000	1,047,000	287,000	267,000	2,841,000
PROPERTY SERVICES	5,300,136	8,445,000	765,000	30,535,000	405,000	45,450,136
OPERATIONAL SERVICES	6,147,768	7,245,000	3,080,000	2,945,000	2,995,000	22,412,768
Total General Operating	13,027,915	16,785,000	5,457,000	34,282,000	4,002,000	73,553,915
<b>WATER UTILITY</b>	2,617,650	950,000	1,000,000	1,000,000	1,000,000	6,567,650
<b>SEWER UTILITY</b>	3,130,796	950,000	1,000,000	1,000,000	1,000,000	7,080,796
<b>TOTAL - ALL FUNDS</b>	18,776,361	18,685,000	7,457,000	36,282,000	9,002,000	87,202,361

Source of Funds:	SOURCE OF FUNDS					Total for All Years
	2013	2014	2015	2016	2017	
General Revenue	2,856,281	2,730,249	2,616,562	2,661,182	2,403,375	13,267,649
Reserve Funds	11,775,188	2,609,500	2,547,000	1,625,443	1,347,000	19,904,131
DCC's	1,831,077	877,876	880,938	982,875	959,125	5,531,891
Debt	0	7,900,000	375,000	30,000,000	375,000	38,650,000
Other	2,313,815	4,567,375	1,037,500	1,012,500	917,500	9,848,690
	18,776,361	18,685,000	7,457,000	36,282,000	6,002,000	87,202,361

2013	Surplus	Capital Funds C/Fwd	Gaming Revenue	Unexpended Capital Borrowing	Traffic Fine Revenue	New Works Reserve BL 1835				DCC Reserves				Total		
						Community Works Fund	Other New Works Funds	Amenity Reserves	Machinery & Equipment Reserve	Public Parking Reserve	Land Sale Reserve	Parkland Acquisition Reserve	Roads		Parks	
Dec 31, 2012 balance forward	2,845,147	1,156,237	1,001,035	5,749,284	993,213	854,387	3,554,295	1,831,484	290,097	1,534,223	20,759	197,324	140,698	2,133,705	77,746	22,379,633
Grants					198,024		934,439									1,132,463
Contributions			805,000			40,000		350,000	100,000	555,000	6,000	895,000		105,000	50,000	2,305,000
Transfer from Operating Fund								288,000								889,000
Interest Earnings			5,005		4,966		17,771	9,157	1,450	7,671	104	987	703	10,669	389	63,145
Subtotal	2,845,147	1,156,237	1,811,040	5,749,284	1,196,203	898,659	4,506,505	2,478,641	391,547	2,096,894	26,863	1,093,311	141,401	2,249,373	128,135	26,769,241
Budgeted Use - Operating	(841,600)		(775,000)		(360,000)											(2,836,600)
Budgeted Use - Gen Capital		(1,156,237)	(24,094)	(4,988,302)	(114,375)	(160,000)	(1,389,183)	(493,397)		(810,000)		(860,000)		(1,094,214)	(98,589)	(10,328,391)
Budgeted Use - Wtr Capital							(652,500)									
Dec 31, 2013 projected year end	2,003,547	-	1,011,946	760,982	721,828	738,659	2,464,822	1,985,244	391,547	1,286,894	26,863	233,311	141,401	1,155,159	29,546	13,604,250

Interest used to calc earnings 0.50%

City of Courtenay

SCHEDULE J

Water Fund Reserves

PAGE 2 OF 3

2013 Reserve Fund Summary - Anticipated Position

2013	Surplus	Capital Funds C/Fwd	Unexpended Capital Borrowing	Utility & Water Efficiency	Machinery & Equipment Reserve	Water DCC Funds	Total
Dec 31, 2012 bal fwd	1,287,858	599,753	108,869	1,473,508	128,963	391,588	3,990,538
Grants							-
Contributions						100,000	100,000
Transfer from Operating Fund				26,200	30,000		56,200
Interest Earnings				3,684	322	979	4,985
Subtotal	1,287,858	599,753	108,869	1,503,391	159,285	492,567	4,151,724
Budgeted Use - Operating	(740,000)	(599,753)	(108,869)	(175,000)		(283,645)	(992,267)
Budgeted Use - Capital							
Dec 31, 2013 proj .year end	547,858	-	-	1,328,391	159,285	208,922	2,244,457

Interest used to calc earnings 0.50% 198,024

City of Courtenay

SCHEDULE J

Sewer Fund Reserves

2013 Reserve Fund Summary - Anticipated Position

	2013	Capital Funds		Unexpended Capital		Sewer Utility	Machinery & Equipment Reserve		Sewer DCC Funds	Total
		C/Fwd	Funds	Borrowing	Capital		Reserve	Equipment		
Dec 31, 2012 balance forward	1,488,506	917,040		30,965		346,366	317,234	499,428	3,599,539	
Grants										
Contributions										
Transfer from Operating Fund					40,000		75,000	50,000	165,000	
Interest Earnings					1,732		1,586	2,497	5,815	
Subtotal	1,488,506	917,040		30,965		388,098	393,820	551,925	3,770,354	
Budgeted Use - Operating	(412,073)	(917,040)		(30,965)		(50,000)	(350,000)	(354,629)	(1,664,072)	
Budgeted Use - Capital										
Dec 31, 2013 projected year end	1,076,433	-		-		326,660	43,820	197,296	1,644,209	

Interest used to calc earnings 0.50%

**City of Courtenay  
GAMING ACCOUNT  
2013-2017 FINANCIAL PLAN**

**SCHEDULE K**

DESC	2013 BUDGET	2014 BUDGET	2015 BUDGET	2016 BUDGET	2017 BUDGET
<b>REVENUE</b>					
PROV TRANSFERS - GAMING REVENUES	805,000 5,005	815,000 5,005	825,000 5,005	825,000 5,005	825,000 5,005
TOTAL REVENUE	810,005	820,005	830,005	830,005	830,005
<b>EXPENSE</b>					
> DISBURSEMENT CATEGORIES					
1. SOCIETIES MANAGING CITY ART/CULT FACILITIES					
-CV ART GALLERY	65,000	65,000	65,000	65,000	65,000
-SID WILLIAMS THEATRE SOCIETY	105,000	105,000	105,000	105,000	105,000
-CTNY AND DIST HISTORICAL SOCIETY	50,000	50,000	50,000	50,000	50,000
-DOWNTOWN CULTURAL EVENTS	5,000	5,000	5,000	5,000	5,000
	225,000	225,000	225,000	225,000	225,000
2. COUNCIL INITIATIVES AND PROJECTS	75,000	75,000	75,000	75,000	75,000
3. PUBLIC SAFETY & SECURITY	320,000	330,000	340,000	340,000	340,000
4. SOCIAL/SOCIETAL INITIATIVES	50,000	50,000	50,000	50,000	50,000
5. INFRASTRUCTURE WORKS	100,000	100,000	100,000	100,000	100,000
6. GREEN CAPITAL PROJECTS/INNOVATION	35,000	35,000	35,000	35,000	35,000
TOTAL EXPENSE	805,000	815,000	825,000	825,000	825,000
NET CURRENT YEAR OPERATIONS	5,005	5,005	5,005	5,005	5,005





Schedule A to Bylaw No. 2752, 2013  
Phased Development Agreement

This Agreement dated for reference the \_\_ day of \_\_\_\_\_ 2013 is

BETWEEN: City of Courtenay  
830 Cliffe Avenue  
Courtenay, British Columbia  
V9N 2J7 (the "City")

AND: Buckstone Investments Ltd. (Inc No. BC0822663)  
c/o 1984 Comox Avenue  
Comox, British Columbia  
V9M 3M3 (the "Owner")

WHEREAS:

- A. The Owner is the registered owner of the land described in section 1 of this Agreement ("Owner's Land");
- B. The Owner has amended the City of Courtenay Zoning Bylaw No. 2500, 2007, for Lots A and B, District Lot 153, Comox District, Plan EPP19353 by way of Bylaw No. 2668 (the "Zoning Amendment Bylaw") to permit the development of the Owner's Land;
- C. Bylaw No. 2668 created a new Comprehensive Development Twenty-One Zone (CD - 21) and rezoned the areas as shown on *Schedule 1* from RU-8 (CSR) to Comprehensive Development Twenty-One Zone (CD - 21) Residential Three Zone (R - 3) and Public Use and Assembly Two Zone (PA - 2).
- D. The Owner wishes to provide certain amenities and features in the development of the Owner's Land, and the parties wish to ensure that the provisions of the Zoning Bylaw as amended by the Zoning Amendment Bylaw 2668 continue to apply to the Owner's land for the period more particularly set out in this Agreement; and
- E. The Council of the City has given notice and held a public hearing and has, by bylaw, authorized the execution of this Agreement;

NOW THEREFORE in consideration of the mutual promises set out in this Agreement, the parties agree pursuant to section 905.1 of the *Local Government Act* as follows:

## **APPLICATION OF AGREEMENT**

1. This Agreement applies to the land legally described in *Schedule 2*, including any parcels into which the Land may be subdivided.

## **BYLAW AMENDMENTS NOT TO APPLY**

2. For the term of this Agreement, any amendment or repeal of Sections 1.1 through 8.47.11 of the **City of Courtenay Zoning Bylaw No. 2500, 2007** as amended by the Zoning Amendment Bylaw 2668 does not apply to the Land except:
  - (a) as provided in section 905.1 (6) of the Local Governance Act; or
  - (b) to the extent that the Owner agrees in writing that the amendment or repeal shall apply to the Owner's Land.
3. For certainty, and without limiting section 2, the City agrees that any development permit or building permit that would be issuable in respect of the Owner's Land on the date of adoption of the Zoning Amendment Bylaw 2668 will be issued throughout the term of this Agreement in accordance with the City of Courtenay Zoning Bylaw No. 2500, 2007 as amended by the Zoning Amendment Bylaw 2668 and the provisions and terms of this Agreement, despite any amendment or repeal of the bylaw provisions specified in sections 2 that would otherwise prevent the issuance of the permit.

## **AMENITIES AND FEATURES OF THE DEVELOPMENT**

4. A copy of the Proposed Development Phasing Plan is attached as *Schedule 3*.

### **Parks, Trails and Environmental Conservation**

5. The City's Official Community Plan requires preservation and enhancement of the natural environment and parks within its community. The following are requirements of the proposed development of the Owner's Land:
  - (a) Park and walkway dedication as indicated within *Schedule 4* on drawing 2211-46958-0 sheet D-1. The area of park dedication has been preliminarily determined to be 2.28 Ha, and shall be confirmed by legal survey, at the time of subdivision.
  - (b) Dedication of park lands shall be made at the time of subdivision of those lands immediately adjacent to the park, unless otherwise agreed by all parties.
  - (c) A trail network shall be constructed, as identified on drawing 2211-46958-0 sheet D-1, to City of Courtenay Standard. Each trail identified on the above noted drawing will be constructed concurrently with the physical development of the

land adjacent to the dedicated park (the dedication of park) in which it is located, unless otherwise agreed by all parties.

- (d) A trail shall be constructed from the Owner’s Land, through the unimproved Beachwood Road Right of Way, to the Esquimalt and Nanaimo Right of Way, thence north on the Esquimalt and Nanaimo Right of Way to Fraser Road. This 2.5m wide trail shall be constructed of non-hard surfaced materials (gravel, limestone chips, or similar material), suitable for pedestrian, cyclist and equestrian traffic. The City will negotiate right of way and construction issues with adjacent land owners, Southern Rail of Vancouver Island, the Island Corridor Foundation, and the Owner(s) of Lot 1, District Lots 82 And 250, Comox District, Plan 33387 and Lot 6, District Lot 169, Comox District, Plan 5314.

The Owners, in their sole discretion may, as an alternate to 5(d), elect to construct a non-hard surfaced trail from the Owner’s Land, through the unimproved Beachwood Road ROW, across the E&N ROW, east to the foreshore, thence north along DD19977A to Millard Road. The City will negotiate rights of way and construction issues with all adjacent land owners, and the Ministry of Transportation and Infrastructure.

- (e) All park areas provided at the time of subdivision shall be graded per approved engineered drawings, and shall be top soiled and seeded with a mixture acceptable to the City’s Parks Department.
6. Prior to constructing the first phase of the proposed Subdivision, the Owner shall prepare a parks and trail plan in respect of the Land showing the proposed standards for each proposed phase of park and trail development. This drawing should generally conform to MCSL drawing 2211-46958-0 Sheet D-1.
  7. The parties agree that the dedicated parks and greenways described in Section 5 above satisfy the requirements of Section 941 of the *Local Government Act* with respect to the Project.

**Financial Contributions**

8. Amenity payments will be made to the “Parks, Recreation, Cultural, and Seniors Facilities Amenity Reserve Fund”, per the City of Courtenay’s Official Community Plan, at the following rates:

*Single family residential development contributions per lot:*

<b>Lot Size</b>	<b>Contribution</b>
Up to 650 m <sup>2</sup>	\$ 1,000
651 - 850 m <sup>2</sup>	\$ 1,500
851 - 1250 m <sup>2</sup>	\$ 2,000

1251 - 2500 m <sup>2</sup>	\$	2,500
2501 - 4000 m <sup>2</sup>	\$	3,000
4001 - 1 ha	\$	3,500
Greater than 1 ha	\$	5,000

*Multi – residential development contributions per m<sup>2</sup>:*

Floor Area	Fee
Up to 100 m <sup>2</sup>	\$ 500
101 - 150 m <sup>2</sup>	\$ 750
151 - 200 m <sup>2</sup>	\$ 1,500
Greater than 200 m <sup>2</sup>	\$ 2,500

- (a) All contributions to the “Parks, Recreation, Cultural, and Seniors Facilities Amenity Reserve Fund” shall be made at the time of building permit application, for each lot, or unit created.

9. Amenity payments will be made to the “Affordable Housing Amenity Reserve Fund”, per the City of Courtenay’s Official Community Plan, at the following rates:

*Single family residential development contributions per lot:*

Lot Size	Contribution
Up to 650 m <sup>2</sup>	\$ 1,000
651 - 850 m <sup>2</sup>	\$ 1,500
851 - 1250 m <sup>2</sup>	\$ 2,000
1251 - 2500 m <sup>2</sup>	\$ 2,500
2501 - 4000 m <sup>2</sup>	\$ 3,000
4001 - 1 ha	\$ 3,500
Greater than 1 ha	\$ 5,000

*Multi – residential development contributions per m<sup>2</sup>:*

Floor Area per Unit	Contribution
Up to 100 m <sup>2</sup>	\$ 500
101 - 150 m <sup>2</sup>	\$ 750
151 - 200 m <sup>2</sup>	\$ 1,500
Greater than 200 m <sup>2</sup>	\$ 2,500

- (a) All contributions to the “Affordable Housing Amenity Reserve Fund” shall be made at the time of building permit application, for each lot, or unit created.

## **OFF SITE SERVICING**

### **10. Stormwater Management**

- .1 The Owner has prepared and provided to the City stormwater management reports (“Stormwater Reports”) indicating the storm water management strategies performance targets to be utilized on each portion of the Owner’s Land being subdivided, including the incremental or cumulative impacts of the proposed phasing of the development of the Land.
- .2 The parties acknowledge and agree that additional reporting may be required by the Approving Officer to address specific drainage issues that might arise in respect of a particular phase of the Subdivision. Such reports shall be provided at the time of detailed design, if warranted.
- .3 New on-site or offsite storm waterworks and appurtenances to service the development of the Owner’s Land must be constructed in accordance with the Stormwater Reports and any additionally required reports, and be consistent with the City of Courtenay Subdivision Control Bylaw 1401, 1986.
- .4 Offsite stormwater management and/or conveyance infrastructure required to service the development shall be constructed incrementally, and as required, by capacity analysis provided by the Owner.
- .5 The costs associated with the design and construction of offsite stormwater conveyance infrastructure, solely of benefit to the Owner, shall be funded wholly by the Owner. Infrastructure designed and constructed to be of benefit to a larger area, shall be subject to latecomer agreements, or other cost recovery mechanisms, as provided for in the Local Government Act.
- .6 The City will negotiate right of way and construction issues with adjacent land owners, Southern Rail of Vancouver Island, the Island Corridor Foundation, and the Owner(s) of Lot 1, District Lots 82 And 250, Comox District, Plan 33387 and Lot 6, District Lot 169, Comox District, Plan 5314.

### **11. Highway Infrastructure**

- .1 The Owner has provided to the City a Traffic Impact Study (TIS) assessing vehicular, pedestrian and cyclist volumes from the proposed development, and the larger surrounding area. The TIS has identified upgrades to highways required as a result of the Project, and further upgrades required to suit future development of adjacent lands.
- .2 The City recognizes highways improvement projects identified in the TIS are of benefit to the greater area, thus justifying their inclusion in future Development

Cost Charge bylaw updates.

- .3 The following off-site infrastructure improvements will be constructed as follows:
  - (a) Implementation of an unsignalized four way stop intersection at Fraser Road and the Comox Valley Logging Road, complete with appropriate signage, prior to registration of the first phase of development.

## **12. Sanitary Sewerage**

- .1 Sanitary sewerage servicing requirements for the subject properties, and the surrounding areas, has been established in the April 15, 2011 MCSL report entitled “South Courtenay Sanitation and Potable Water System Expansion Study”. MCSL drawing 2211-46958-0 sheet SC-3, is attached as *Schedule 5*. This drawing schematically indicates the locations of the infrastructure requirements noted in the following sections.
- .2 The Owner shall construct a sewage liftstation capable of ultimately accommodating a peak wet weather influent rate of 25l/s. The station shall be designed and constructed to handle a design inflow rate of 25lps upon commissioning. The station shall be located at the intersection of Sandpiper Road, and Millard Road. The pump station shall be completed prior to occupancy of dwelling units in the first phase of development. The incremental increase in design and construction costs of a liftstation sized to accommodate the Owner’s development, (16l/s capacity), and the ultimate capacity required by the City of Courtenay (25 l/s), shall be reimbursed by the City of Courtenay upon completion of the lift station.
- .3 The Owner shall construct a 150mm diameter pressure sewer from the Sandpiper liftstation, to the end of the existing City of Courtenay gravity sewage collection system, prior to registration of the first phase of development. The additional cost of installing a 150mm dia pressure sewer, in excess of the direct cost of installing a 100mm dia pressure sewer, shall be reimbursed by the City of Courtenay upon completion of the lift station.
- .4 The Owner shall construct a 250mm dia gravity sewer from the Owner’s Land, along the Beachwood Road Right of Way, to Hwy 19A. A 200mm dia gravity sewer shall be constructed from the intersection of Hwy 19A and Beachwood Road, to the Sandpiper lift station. The additional cost of installing a 250mm dia gravity sewer, in excess of the direct cost of installing a 200mm dia gravity sewer, shall be reimbursed by the City of Courtenay upon completion of the lift station.
- .5 The City will negotiate right of way and construction issues with adjacent land owners, Southern Rail of Vancouver Island, the Island Corridor Foundation, and the Owner(s) of Lot 1, District Lots 82 And 250, Comox District, Plan 33387 and

Lot 6, District Lot 169, Comox District, Plan 5314.

- .6 The City shall reimburse Buckstone Investments up to \$400,000 for the advancement of sanitary sewers and associated infrastructure into South Courtenay, upon provision of reasonable certified proof of expenditure and completion of the work. This amount will satisfy the City's commitment under Section 12 – Sanitary Sewerage.

### **13. Potable Water**

- .1 Potable water servicing requirements for the subject properties, and the surrounding areas, has been established in the April 15, 2011 MCSL report entitled "South Courtenay Sanitation and Potable Water System Expansion Study". MCSL drawing 2211-46958-0 sheet SC-3, is attached as *Schedule 6*. This drawing schematically indicates the locations of the infrastructure requirements noted in the following sections.
- .2 Prior to registration of the first phase of development, the Owner shall construct a 300mm dia watermain, from the 300mm dia stub at the intersection of Anfield Road and Hwy 19A, to the Owner's Lands. Provision shall be made for the future extension of this watermain to Christie Parkway.
- .3 The Owner's engineer shall confirm adequate domestic and fire flows are available for each consecutive phase of development. Works identified in this section shall be completed when actual demand dictates, based on the requirements of the City of Courtenay's Subdivision Control Bylaw 1401, 1986.
- .4 Service connections shall not be provided to any existing residence or property from newly constructed watermains. Reconnection of existing service connections to new potable water system components shall be undertaken by the City, if required in the future.
- .5 The Owner shall construct a boost pump system, in order to provide potable water and fire protection to the upper portions of the Owner's Lands. The Owner's engineer shall provide confirmation with each consecutive phase of development that sufficient water supply is available, and confirm the required timing of this infrastructure, in accordance with the requirements of the City of Courtenay's Subdivision Control Bylaw 1401, 1986.
- .6 The City shall attend to any negotiations with adjacent land owners required to allow for construction of Potable Water Works that may disrupt existing commercial, industrial, or other enterprises within the Ministry of Transportation

and Infrastructure's road or utility Rights of Way.

- .7 The City will negotiate right of way and construction issues with adjacent land owners, Southern Rail of Vancouver Island, the Island Corridor Foundation, and the Owner(s) of Lot 1, District Lots 82 And 250, Comox District, Plan 33387 and Lot 6, District Lot 169, Comox District, Plan 5314.

### **ON SITE SERVICING**

14. All services required to accommodate new development within the subject properties, are to be designed and constructed to current City of Courtenay specification, unless otherwise agreed by all parties.
15. The initial capital cost of On Site servicing, providing benefit to lands beyond the development, shall, at the discretion of the Owner, be subject to latecomer agreements or other cost recovery mechanisms.

### **TERM AND TERMINATION OF AGREEMENT**

16. The term of this Agreement is ten years from the date of adoption of the bylaw authorizing the Agreement.
17. The parties may terminate this Agreement at any time by written Agreement.
18. If the amenities and features of the development are not provided to the standards and at the times set out in *Schedule 7*, on which question the opinion of the City shall be determinative provided that the City may not act unreasonably, the City may at its option terminate this Agreement by providing notice in writing to the Owner, provided that the City has at least two months prior to giving such notice advised the Owner in writing of any alleged failure to provide such amenities and features in accordance with this Agreement and the Owner has not corrected the deficiency to the reasonable satisfaction of the City, or if such default reasonably requires longer than two months to remedy, the Owner has failed to substantially commence remedying such default within two months after receipt of the notice to the reasonable satisfaction of the City. The Owner acknowledges that, in the event that this Agreement is terminated under this Section, the City may further amend its zoning bylaw to reverse or modify the effect of the Zoning Amendment Bylaw, without compensation to the Owner.

### **ASSIGNMENT OF AGREEMENT**

19. The Owner may assign this Agreement in whole or in relation to any parcel into which the Land may be subdivided, if the City, in its sole discretion, consents in writing to the

assignment and the assignee has executed and delivered to the City a notice of assumption and has entered into an assignment agreement with the Owner assigning the Agreement. In consenting to such assignment, the City may require the Owner and the assignee to enter into further agreements with the City concerning the performance of the obligations contained in this Agreement in relation to the parcel of which the assignee is or will become the owner.

20. The Owner acknowledges that the City is obliged to file a notice on title regarding the existence of this Agreement and that, on the filing of such notice, the terms of the agreement are binding on persons who acquire an interest in the land.

### **AMENDMENT OF AGREEMENT**

21. The parties may in writing agree to minor amendments to this Agreement, and that for that purpose a “minor amendment” is an amendment to any of *Schedules 2 through 7* subject to the limitations of Section 905.4 of the *Local Government Act*.
22. The City may, prior to agreeing to such an amendment, convene a public hearing or other proceeding for the purpose of determining the opinion of members of the public to such amendment, notwithstanding that such a hearing or other proceeding is not required by the *Local Government Act*, and the Owner agrees to participate in such proceeding for the purpose of providing information to the public on the proposed amendment.

### **DISPUTE RESOLUTION**

23. All parties agree, in the event of dispute over any of the terms or conditions of this Agreement, an independent arbitrator, jointly appointed to both parties, shall hear and deliver a binding judgment.

### **GENERAL TERMS AND CONDITIONS**

24. Any notice permitted or required by this Agreement to be given to either party must be given to that party at the address set out above or to any other address of which the party has given the other party notice in writing expressly for the purposes of this Agreement.
25. Except as expressly set out in this Agreement, nothing in this Agreement shall prejudice or affect the rights and powers of the City in the exercise of its functions under the *Community Charter* or the *Local Government Act* or any of its bylaws.

26. Any opinion, decision, act or expression of satisfaction or acceptance provided for in this Agreement may be taken or made by the City's Director of Planning Services, unless expressly provided to be taken or made by another official of the City.
27. No provision of this Agreement is to be considered to have been waived by the City unless the waiver is expressed in writing by the City. The waiver by the City of any breach by any of the other parties of any provision is not to be construed as or constitute a waiver of any further or other breach.
28. Whenever in this Agreement the City is required or entitled to exercise any discretion in the granting of consent or approval, or entitled to make any determination, take any action or exercise any contractual right or remedy, the City may do so in accordance with the contractual provisions of this Agreement and no public law duty, whether arising from the principals of procedural fairness or the rules of natural justice or otherwise, shall have any application in the interpretation or implementation of this Agreement except to the extent that such duty arises as a matter of public law.
29. The Owner shall indemnify and save harmless the City, its officers, employees, council members, agents and others (the "City Representatives") from and against any and all actions, causes of action, liabilities, demands, losses (but not loss of profits), damages, costs, expenses (including actual fees of professional advisors), fines, penalties and other harm of any kind whatsoever, suffered or incurred by the City or any of the City Representatives, directly or indirectly, arising from, resulting from, connected with or related to:
  - (a) death, bodily injury, damage or loss of any property or other incident or occurrence during the construction or operation of the amenities contemplated by this Agreement;
  - (b) any default or breach of this Agreement by the Owner; and
  - (c) any wrongful act, omission or negligence of the Owner or its directors, officers, employees, agents, contractors, subcontractors, licensees, or others for whom they are responsible in law with respect to the covenants and obligations of the Owner pursuant to this Agreement.
30. This indemnity shall survive any conclusion or other termination of this Agreement, in relation to any matter arising prior to it.
31. If any Owner is delayed or prevented from the performance of any covenant or agreement required hereunder by reason of any unavoidable cause, then performance of such covenant or agreement shall be excused for the period during which such performance is

delayed or prevented and the time for the performance thereof shall be extended accordingly. For the purposes of this section, “unavoidable cause” means any event or contingency beyond the reasonable control of the Owner, including without limitation a delay caused by weather conditions, power failure, fire or other casualty, government law, regulations or controls, civil commotion, insurrection, sabotage, invasion, rebellion, military or usurped power, war or war-like operations and acts of God, but excluding a delay caused by lack of funds.

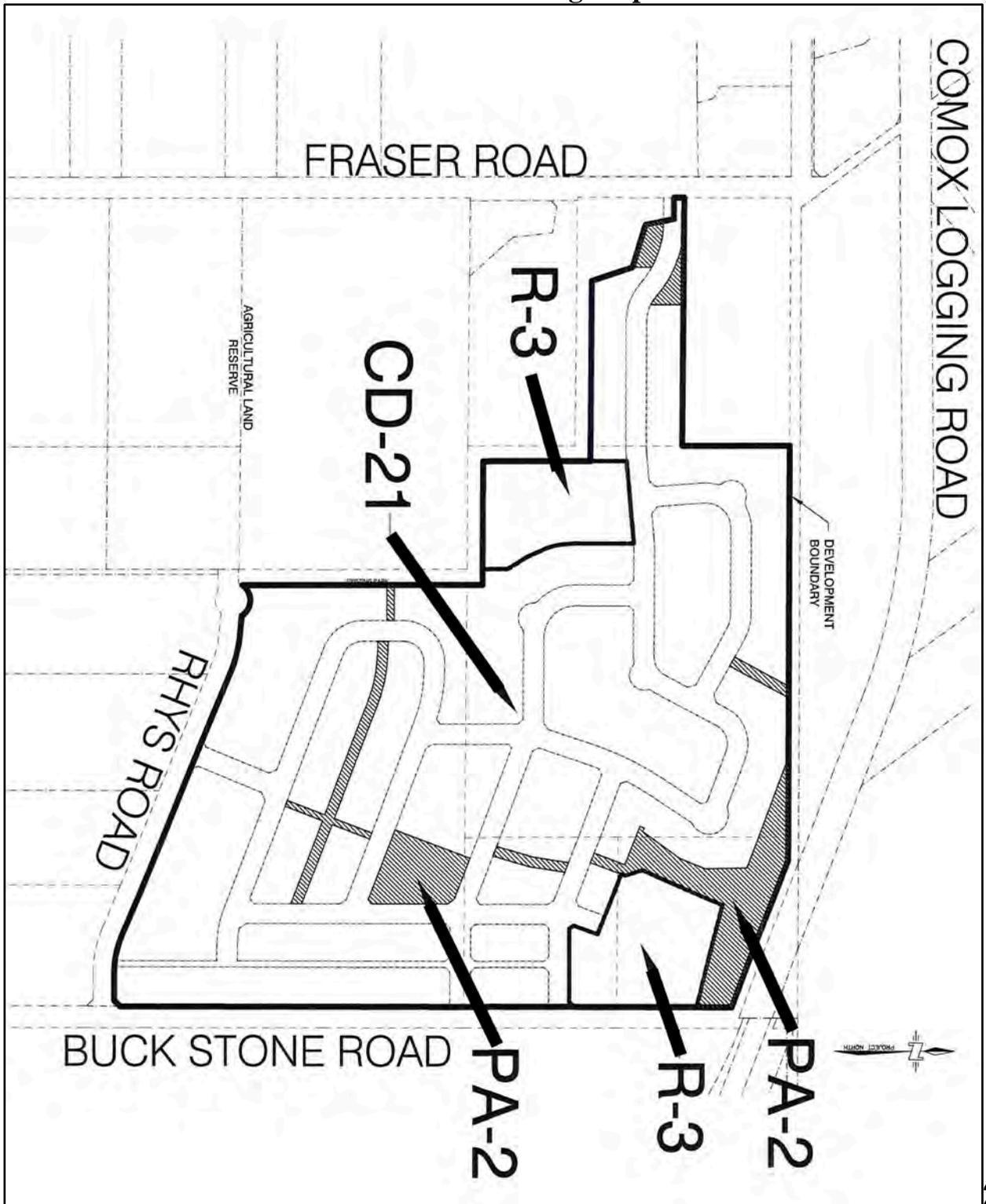
- 32. Time is of the essence of this Agreement and will remain of the essence notwithstanding the extension of any dates.
- 33. The Owner acknowledges and agrees that the City, acting reasonably, may, despite any public law limitations on the withholding of development permits, building permits and occupancy permits, withhold such permits for the purpose of ensuring compliance with and administering the terms of this Agreement.
- 34. The City may, during the construction of any amenity required by this Agreement, appoint from time to time an employee or official to represent the interests of the City under this Agreement and advise the Owner in writing of such appointment, and the Owner shall for that purpose provide to the City’s representative reasonable access to all documents related to the construction including but not limited to plans, permits, specifications, Building Code analyses, receipts, waybills, shipping documents and contracts, and reasonable access to the sites of construction and all construction facilities. The Owner agrees that the viewing of this document by the City’s representative does not create any legal obligation, in tort or otherwise, on the part of the City or its representative whether or not comments are given to the Owner and whether or not the Owner chooses to act on comments that are given.
- 35. This Agreement may be executed in counterparts.

**CITY OF COURTENAY**  
**By its authorized signatories:**

\_\_\_\_\_  
  
\_\_\_\_\_

**BUCKSTONE INVESTMENTS LTD.**  
**By its authorized signatories:**

Schedule 1 – Zoning Map



## **Schedule 2 – Legal Descriptions**

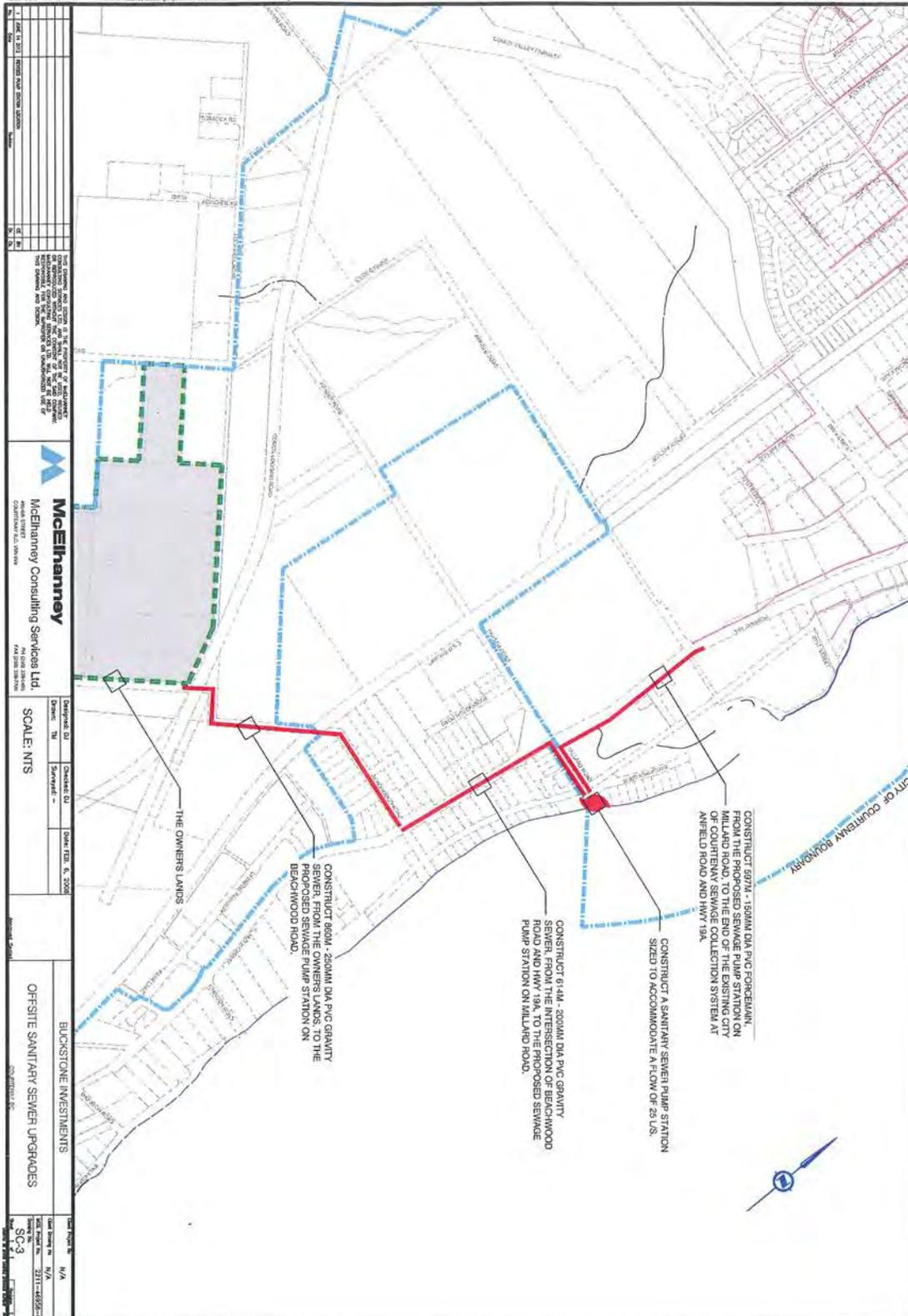
Lot A, District Lot 153, Comox District, Plan EPP19353

Lot B, District Lot 153, Comox District, Plan EPP19353





# Schedule 5 – Sanitary Sewer Upgrades



<p>THIS DRAWING AND ALL INFORMATION CONTAINED HEREIN IS THE PROPERTY OF MCEIHANNEY CONSULTING SERVICES LTD. IT IS TO BE USED ONLY FOR THE PROJECT AND SITE SPECIFICALLY IDENTIFIED HEREIN. ANY REUSE OR MODIFICATION OF THIS DRAWING WITHOUT THE WRITTEN PERMISSION OF MCEIHANNEY CONSULTING SERVICES LTD. IS STRICTLY PROHIBITED.</p>	
<p><b>MceiHanney</b> McEiHanney Consulting Services Ltd. 4000 17th Street SW, Calgary, Alberta T2C 1S7, Canada Phone: (403) 243-8888</p>	
<p>Drawn by: DJ Checked by: TL Scale: NTS</p>	<p>Issue Date: 6, 2020 Project: BUCKSTONE INVESTMENTS Drawing No: 20-09</p>
<p>OFFSITE SANITARY SEWER UPGRADES</p>	
<p>Scale: NTS</p>	<p>Issue Date: N/A Issue No: 2371-4552-2</p>



## Schedule 7 – Summary Table

Phase Number	Approximate Number of Units			Year of Registration	Trunk Sewerage Conveyance System Upgrade Phased Development Agreement Reference Number	Potable Water System Upgrading Phased Development Agreement Reference Number	Office Highways Upgrades Phased Development Agreement Reference Number	Affordable Housing Contribution, Per OCP	Parks, Recreation, Cultural and Seniors Facilities Amenity Reserve Fund, Per OCP	Other Amenities Description
	SFD	MF	Incremental Total							
1	30		30	2012	12.2, 12.3, 12.4, 12.5	12.2, 13.3	11.3 (a)	\$ 45,000	\$ 45,000	Park dedication = 0.6151 ha Trail construction within proposed park - 600m hard surfaced
2	42		39	2012				\$ 63,000	\$ 63,000	Park dedication = 1.1741 ha Trail construction within proposed park - 67m hard surfaced
3	22		22	2013				\$ 33,000	\$ 33,000	Park dedication = 0.1707 ha Trail construction in existing park - 995m gravel surfaced
4	23		23	2013				\$ 34,500	\$ 34,500	Trail construction - site to Fraser Rd via EBN ROW
5	29		29	2014				\$ 43,500	\$ 43,500	Park dedication = 0.1707 ha
6	18		18	2014				\$ 27,000	\$ 27,000	Trail construction in existing park - 995m gravel surfaced
7		35	35	2014				\$ 26,250	\$ 26,250	Trail construction in existing park - 995m gravel surfaced
8	27		27	2015				\$ 40,500	\$ 40,500	Park dedication = 0.3174 ha
9	27		27	2015				\$ 40,500	\$ 40,500	Trail construction within proposed park - 350 hard surfaced
10	22		22	2016				\$ 33,000	\$ 33,000	
11		35	35	2016				\$ 26,250	\$ 26,250	
	<b>240</b>	<b>70</b>	<b>307</b>					<b>\$ 412,500</b>	<b>\$ 412,500</b>	

**Notes**

- Cost estimates are class D and have been developed in the absence of detailed design
- The actual provision of development may vary - phasing dates and unit counts are estimates only. Amenity payments not required as a function of registration (i.e., trail construction), should be payable when the appropriate cumulative lot count is registered.
- Official servicing requirements are as identified in the April 15, 2010 MCSA report entitled "South Country Sanitation and Potable Water System Expansion Study"
- Affordable housing and Parks, Recreation, Cultural and Seniors Facilities Reserve Fund contributions are estimates based on average lot sizes. Actual payments to be calculated based on final lot sizes.
- Park dedication areas are estimates only, and are to be confirmed by legal survey at time of registration.

**THE CORPORATION OF THE CITY OF COURTENAY**

**BYLAW NO. 2735**

**A bylaw to amend Official Community Plan Bylaw No. 2387, 2005**

WHEREAS the Council has given due regard to the consideration given in Section 903 of the *Local Government Act*;

NOW THEREFORE the Council of the Corporation of the City of Courtenay in open meeting assembled enacts as follows:

1. This bylaw may be cited for all purposes as “**Official Community Plan Amendment Bylaw No. 2735, 2012**”.
2. That “Official Community Plan Bylaw No. 2387, 2005” be hereby amended as follows:
  - (a) That Part 3 Growth Management, of Official Community Plan Bylaw No. 2387, 2005 be hereby amended by deleting section 3.0 and replacing it with the following:

Section 3

**3. GROWTH MANAGEMENT**

**Section 3.0**

**3.1 Managing Growth**

**3.1.1 Introduction**

The City has faced the issues of boundary extension, amalgamations or future municipal boundaries for many years. Boundary changes have proceeded primarily on an individual basis; however, there is a need for a coordinated and consistent approach to considering the future boundaries of the City. Adopting Growth Management Policies as outlined in this section will establish a strategy for the City in moving towards a workable and preferred boundary which will allow for the development and environmental protection in a coordinated system.

Throughout adoption of the Regional Growth Strategy in March 2011, the City sought to have the concerns on urban fringe development addressed. Section 3.2, Regional Context Statement further outlines the City’s position on this topic.

Having a clear plan for the future expansion of the City remains one of the most effective land use management tools which will lead to the integration and seamless delivery of services in a more equitable manner in the Comox Valley. Municipal boundary extensions are a necessity in order to manage the future growth of the City and to solve existing urban fringe development problems. It will also help to prevent suburban sprawl that has consumed rural lands on the urban fringe, protect our natural environment and it will ensure urban growth occurs within urban boundaries. Rural sprawl comes at a considerable expense to the City and impacts on the services the City provides. The uncoordinated actions of the Regional District and provincial agencies with approving authority for subdivisions, septic systems, private wells, drainage, garbage, roads and taxes provides a regulatory system which has created the urbanization of the unincorporated areas around the City.

The City has maintained a position that municipal services will not be extended beyond the municipal boundaries.

It is clearly evident that areas on the fringe of the City that have received a municipal service such as community water, results in creating residential areas that are too dense. This has led to environmental problems of failing septic systems and a lack of any stormwater management which impacts on the City.

In designing the City's transportation, water, sanitary sewer and storm drainage systems, the City follows good planning, financial and engineering practices and have provided for possible service extensions for areas presently outside the municipal boundaries, where applicable.

Growth management would be greatly enhanced if provincial regulations and approvals reflected the actual cost of development outside municipal boundaries.

### **3.1.2 Goals**

1. provide for managed growth
2. ensure equitable taxation for services provided and received
3. support efficient infrastructure development
4. protect environmentally sensitive areas
5. support sustainable development practices

### **3.1.3 Policies**

Council will:

1. in examining boundary extensions consider the following criteria:
  - continuity with existing boundary, topography, location of existing streams, parks, roads and forest land
  - proximity of existing municipal infrastructure and its capacity and elevation
  - condition of existing infrastructure in the area under consideration
  - effect of the change on any existing service areas
  - advising of any known issues within the existing area, i.e. failing septic system issues, stormwater
  - cost of servicing including any latecomer agreements, DCC's (City and CVRD), developer contributions to planned infrastructure, servicing costs and connection fees
  - subdivision opportunities and future infrastructure locations, i.e. sewage lift stations
  - advising of the phasing-in of City municipal taxes
  - frontage tax charges, when services are available to the property
  - utility user charges on tax notices only when services are connected
  - detailed servicing costs for potable water, sanitary sewer or storm drainage referencing to any grants, assist factors
  - method of payment of payment for proposed municipal services
    - payment in full prior to service connection being provided to property line
    - commuted payment by way of an annual parcel tax over and amortization period not greater than fifteen years
  - timing of the installation of municipal services
  - preparing a local area plan following the boundary extension
  - assessment/determination of potential capital works to be undertaken and to be considered in the future City budgets
2. work cooperatively with Comox Valley jurisdictions regarding the cohesive and complimentary development of land use regulation plans and strategies on the provision of services.

3. work to harmonize the delivery of services, and the streamlining of uniform application procedures with the jurisdictions within the Comox Valley and the provincial agencies.
4. not support the further densification of residential, commercial, industrial or institutional uses in the non-municipal areas within a 5 km. radius of the City's boundaries. Support retaining large parcel sizes within this area greater than 4 hectares.
5. only allow municipal water and/or sewer services to areas within municipal boundaries.
6. seek ways to ensure areas on the urban fringe pay equitably for services received including police, recreation, transportation, cultural and the mitigation of environmental problems.
7. position itself as the regional commerce centre of the Comox Valley promoting new and existing industries to expand economic opportunities for growth and development within the municipal boundaries. As such, the City will oppose commercial, industrial or institutional developments on its fringes, and along the Comox Valley Parkway, the Inland Island Highway, the Island Highway, Comox Road, Ryan Road or Cumberland Road where it leads to urban sprawl and the undermining of the existing tax base.
8. continue to lead efforts in storm water management, erosion and sediment control, water supply, garbage and sewage disposal to protect the environment.
9. support Transportation Planning Initiatives designed to match population growth to major destinations and centres of importance.
10. seek methods to continue to protect the Comox Lake Watershed.

## **Section 3.2**

### **3.2 REGIONAL CONTEXT STATEMENT**

### **Section 3.2**

#### **3.2.1 Introduction**

On March 29, 2011, the Board of the Comox Valley Regional District adopted a Regional Growth Strategy being Bylaw No. 120, 2010.

The purpose of this document is to assist in guiding decisions on growth, change and development with the Regional District which includes the City of Courtenay.

The vision in the Regional Growth Strategy is that:

*“The Comox Valley will continue to evolve as a region of distinct, well-connected and well designed urban and rural communities. As stewards of the environment, local governments, the K’omoks First Nation, public agencies, residents, businesses and community and non-governmental organizations will work collaboratively to conserve and enhance land, water and energy resources and ensure a vibrant local economy and productive working landscapes.”*

The RGS does support the principals and policies established in the City's OCP. The RGS is structured into five parts including:

1. Introduction
2. Context
3. Regional Policies

4. Managing Growth
5. Implementation and Monitoring

Part 2 outlines the major trends that were the basis for the RGS. The City's OCP supports the importance of major trends and addresses those in the City's objectives, policies and land use designations. The RGS projects a population increase of approximately 19,800 between 2010 and 2030 representing an annual growth rate of 1.6% and 500 residential units per year.

The City's population in 2011 was 24,099 representing an annual increase of 1.88% from 2006.

Part 3 describes a vision for the region along with the eight principle policy areas. Part 4 establishes a strategy for managing growth and land use activities whereas Part 5 sets out the tools and partnerships to implement the RGS.

As such, the amendments to the City's OCP recommended in this report are minor in nature and do not change the principle of managing growth and infrastructure to protect the long term financial interests of the residents of the City.

Population projections can vary significantly given the numerous factors beyond the control of the greater area. The City's OCP provides for the consideration of a range of growth and the policies are established to address changes in growth rates. Part 2 of the City's OCP, Vision and Strategy, expresses the vision for the City and the goals that provide the foundation for the vision. Growth will occur through densification and the expansion of the City's boundaries which is supported in the RGS. The rate for both development and boundary expansions will be dependent on available, suitable lands and the provision of services through Council's approval.

The RGS states the City shall develop and grow consistent with its function as the Comox Valley's largest urban area. New development should provide for a wide diversity of housing and employment opportunities and allow for the highest densities within the Comox Valley.

The City is achieving this through many of the recently approved housing and commercial projects and will continue to follow this strategy. It is also important for the OCP to anticipate and plan well into the future for growth and to coordinate this growth with the demands on all City services. It is also important to ensure future amendments to the RGS remain consistent with the fundamental principles in the City's OCP.

### **3.2.2 Goals**

The goals, objectives and policies of the RGS bylaw as contained in Section 3 are organized into the following eight sections which are outlined below for the consistency of the City's OCP.

#### **Goal 1: Housing:**

*Ensure a diversity of housing options to meet evolving demographics and needs.*

The OCP supports the development of housing options and contains policies that examine ways to increase densities and to provide a balance between new and existing developments.

These principles include:

1. balance land uses to create a vibrant and diverse neighbourhood and community;

2. create neighbourhoods that will offer a variety of transportation choices;
3. preserve and enhance open spaces, greenways and environmentally sensitive areas;
4. encourage green buildings and infrastructure; and
5. lead in creating inclusive neighbourhoods for housing.

**Goal 2: Ecosystems, Natural Areas and Parks:**

*Protect, steward and enhance the natural environment and ecological connections and systems.*

The OCP supports this goal beginning with a vision to have:

- an expanding parks, natural areas and greenways system, and
- a strategy to lead in environmental protection.

This is followed by goals and strategies to have:

- a system of Greenways to serve recreational needs
- parks and publicly accessible natural open space
- guidelines for sustainable development.

The City has and continues to put a great deal of effort into developing its parks and open space system. The OCP states the provision of parks and services as an essential contribution to the quality of life, environment and image of the City. The OCP contains extensive policy on the parks and greenways systems and environment. The Environmental Development Permit Area section of the OCP has been recently updated on the basis of new mapping and new information.

**Goal 3: Local Economic Development:**

*Achieve a sustainable, resilient and dynamic local economy that supports Comox Valley businesses and the region's entrepreneurial spirit.*

Courtenay has long served as the economic centre of the greater Comox Valley and this is recognized in the RGS. The OCP's vision includes the City as being the centre of commerce for the Comox Valley. This is supported by designating five principle commercial areas within the City and to support the densification of these areas. It recognizes the distinct role of the Downtown as an integral part of the community's social and cultural life, its identity and its economy. The mix of uses supported for the commercial nodes and corridors reflect the policies of the RGS.

**Goal 4: Transportation:**

*Develop an accessible, efficient and affordable multi-modal transportation network, that connects Core Settlement Areas and designated Town Centres, and links the Comox Valley to neighbouring communities and regions.*

The City's OCP sets out specific goals and policies on the development of a transportation system that provides choices for different modes of travel. This system works towards reducing travel distances and congestion through the consideration of the long term impacts of all land use decisions. Selecting the correct location for land uses will ensure the right balance of new and existing growth which support the City's infrastructure.

**Goal 5: Infrastructure:**

*Provide affordable, effective and efficient services and infrastructure that conserves land, water and energy resources.*

The vision established in the City's OCP supports the efficient development of all infrastructure following complete land use and engineering analysis. The City has identified a number of sustainable practices and policies for new development.

The City has maintained a position that municipal services will not be extended beyond the municipal boundaries and this is supported through policy in the OCP allowing for the best management of the City's infrastructure, financial health and delivery of City services.

**Goal 6: Food Systems:**

*Support a high quality of life through the protection and enhancement of community health, safety and well-being.*

This is achieved through the established vision for the City which includes the support for a viable agricultural economy through the protection of agricultural lands. The OCP recognizes the important role of agricultural lands and supports the principle of preserving farmland and farming activities. The goals and policies promote the expansion and protection of the agricultural industry. It is also acknowledged that the BC Agricultural Land Commission regulates the use and subdivision of all lands within the ALR.

**Goal 7: Public Health and Safety:**

*Support a high quality of life through the protection and enhancement of community health, safety and well-being.*

This is supported through the City's vision statement which includes being:

- an inclusive, open and caring community
- commitment to continued excellence
- a strategy to lead in environmental protection
- committed to youth and seniors

This is further expanded upon in the OCP with a strategy to develop a system of greenways, protect and provide publicly accessible natural open space, design for sustainable development and support social equality.

**Goal 8: Climate Change:**

*Minimize regional greenhouse gas emissions and plan for adaptation.*

The City's OCP was amended in 2010 to include a section on "Planning for Climate Change". The City has developed and adopted policies consistent with provincial directions and targets and supports the climate change goals in the RGS. They City also re-wrote the Environmental Development Permit Guidelines in 2011 which recognizes and strengthens the protection of ecosystems and development with respect to changes as a result of climate change.

