

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

DATE: Monday, March 3, 2014
PLACE: City Hall Council Chambers
TIME: 4:00 p.m.

1.00 ADOPTION OF MINUTES

1. Adopt February 17, 2014 Special and Regular Council Meeting Minutes

2.00 INTRODUCTION OF LATE ITEMS

3.00 DELEGATIONS

- 1 1. R. A. Nichol re: Skateboarders
- 3 2. Heather Ney, C.V. Transition Society re: Purple Ribbon Campaign
- 5 3. John Watson, C.V. Economic Development re: Annual Work Plan

4.00 STAFF REPORTS

Pg #

(a) Community Services

(b) CAO and Legislative Services

- 45 1. Staff report – Braidwood Property Supportive Housing (Consultant attending to speak on the report)

(c) Development Services

(d) Financial Services

- 57 2. 2014 Water and Sewer User Fees Amendment Bylaw

(e) Engineering and Operations

5.00 EXTERNAL REPORTS AND CORRESPONDENCE FOR INFORMATION

- 61 1. RCMP Annual Performance Plan
- 63 2. UBCM Endorsed 2013 Resolutions
- 65 3. L'Arche Comox Valley "I Belong Campaign!" Grant Application

6.00 INTERNAL REPORTS AND CORRESPONDENCE FOR INFORMATION

- 67 1. Briefing Note – CARIP 2013 Public Reporting

7.00 REPORTS/UPDATES FROM COUNCIL MEMBERS INCLUDING REPORTS FROM COMMITTEES

8.00 RESOLUTIONS OF COUNCIL

1. In Camera Meeting

That notice is hereby given that a Special In-Camera meeting closed to the public will be held March 3 2014 at the conclusion of the Regular Council Meeting pursuant to the following sub-sections of the *Community Charter*:

- 90 (1) (e) The acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality;
- 90 (1) (i) The receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

2. Set Special Council Meeting re: 2014 Budget

That a Special Council meeting be scheduled on Wednesday, March 12, 2014 at 4:00 p.m. in the City Hall Council Chambers to discuss the 2014 Budget

9.00 UNFINISHED BUSINESS

10.00 NOTICE OF MOTION

11.00 NEW BUSINESS

12.00 BYLAWS

For First, Second and Third Reading

- 85 1. "City of Courtenay Fees and Charges Amendment Bylaw No. 2781, 2014"
(to amend water and sewer utility user rates for 2014)

13.00 ADJOURNMENT

Note: there is a public hearing scheduled for 5:00 p.m. in relation to Zoning Amendment Bylaw No. 2778
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DELEGATION MARCH 3

To: The Mayor and Council, City of Courtenay

I am approaching you about a very serious problem on the streets of Courtenay.

On Wednesday, the 12th of February, 2014, and 3:00 in the afternoon, I almost ran over a young male on a skateboard. I had just turned onto Puntledge Road, off the Old Island Highway by Lewis Park. I was accelerating when I noticed a young male riding a skateboard in the oncoming lane, but travelling in the same direction I was driving. He was weaving back and forth. I immediately began to slow down. Just as I was almost abreast of him, he lost control of his skateboard and, in trying to correct his direction of travel, he fell in front of my vehicle. I was able to turn to the right and stop, maybe six feet from him. He got up and he and his two friends were laughing about the close call. I rolled down my window and asked, "What the hell are you doing? I could have hit you!" He replied, "you should be more careful." I said, "Get off the road. I could have killed you." He said, "off." I was shaken by the close call and angered by the youths' responses. I parked at the Pump House and approached the three youths and asked if they had something to say. They told me (using more colourful language) that I should have been more careful. I told them I was going to call the police. Again, they told me to "off."

At this point, I lost my temper and returned their insults in kind for a brief period before calling the police. The RCMP took my complaint seriously and spoke to a witness who knew the kids. Later, the RCMP contacted me advising they had contacted the mother of the youth who fell. She, according to the officer who spoke with her, was not surprised, and said she would take his skateboard away AGAIN!

Something must be done about skateboards on our streets. How many more of our young people need to be killed? We have already lost two youths on our rural roads. Nobody should have to live with the memory of running over a person on a skateboard. I know that my close call will haunt me for a long time to come.

My suggestion is that the City of Courtenay should pass a bylaw giving the RCMP the authority to seize any skateboard being used unsafely or inappropriately on our streets. Just, maybe, the neighbouring communities will follow suite, and the province, too.

Respectfully,



R.A. Nichol

Copies to: Jet FM, The Echo, The Record, MLA Don McRae

DELEGATION MARCH 3 FOR INFO



COMOX VALLEY TRANSITION SOCIETY

#202 - 576 England Avenue
Courtenay, BC
V9N 2N3

Phone: 250-897-0511
Fax: 250-897-0595
Email: cvts@shaw.ca

RECEIVED

FEB 06 2014

CITY OF COURTENAY

LILLI HOUSE 24 Hour Crisis Line
Phone: 250-338-1227
Fax: 250-338-2808
Email: lillihouse@shaw.ca

Lilli House
Shelter, food,
clothing, sup-
port,
advocacy

January 29, 2014

Dear Mayor Jangula and Courtenay Council,

**24 Hour
Crisis Line**

I am writing to ask for support for the 2014 Purple Ribbon Campaign – Peace Begins at Home, which will take place April 7-19, 2014. As you know, over the last three years the campaign has been very successful in raising awareness of the problem of family violence and the supports that are in place for those who are impacted. We have been very appreciative of the City of Courtenay's support for the campaign.

**Stop the
Violence
Counselling**
(Domestic
Violence,
Sexual
Assault)

This year, we are taking the campaign a step further by bringing Dr. Jackson Katz to our community. Dr. Katz is an educator, author, filmmaker, social theorist and a key architect of the "bystander" approach to gender violence prevention. He provided the training and support to the B.C. Lions for their very successful "Be More Than a Bystander" media campaign. Dr. Katz will be in the Comox Valley on April 10 and 11 and we anticipate that his public events while in the Comox Valley will further enhance awareness of the part everyone can play in ending family violence.

We are asking for the City of Courtenay's support again this year, specifically for \$3500 to assist with costs associated with the campaign.

**Drop-in
Support
Group**

As you know, local RCMP statistics indicate that family violence continues to be a serious problem here in the Comox Valley and elsewhere. In 2013, Lilli House was full on 243 nights, which often made it necessary to find alternative placements for women and children fleeing violence. This was a marked increase from 2012, when Lilli House was full on 181 nights.

**Children
Who Wit-
ness Abuse
Counselling**

With your assistance, our community can once again take a stand against family violence.

Thank you for your consideration of this request. Should you require any further information, please don't hesitate to contact me.

**Addictions
Recovery
Residential
Detox and
Supportive
Recovery**

Yours truly,

Heather Ney
Executive Director

Funded By: Ministry of Community Services Ministry of Employment & Income Assistance Canadian Women's Foundation
Vancouver Island Health Authority Comox Valley Community Foundation Canada Mortgage & Housing Corporation
Private Citizens Local Businesses BC Charitable Gaming Soroptimists International—Courtenay

Comox Valley
2014 Destination Marketing Tactics

December 2, 2013



Comox Valley Economic Development
200 - 580 Duncan Ave
Courtenay, BC, V9N 2M7

ADVERTISING

Tactic #1 Online Marketing	Ensure an ongoing online and social media campaigns and advertising to further promote and increase awareness of the destination.
Short description	• Targeted online and social media marketing, <u>outside of integrated campaign based online marketing.</u>
Quantifiable objectives	<ul style="list-style-type: none"> • % increase in followers/likes/interactions • % increase in click through/referrals to events/package landing pages and stakeholder websites • # of stakeholders offering packages/products • # Unique visits compared to 2013 • # of postings • # of consumer e-newsletters, contacts and quality and number of clicks.
Rationale / relation to strategies	<ul style="list-style-type: none"> • Increase the regions awareness and focus via online marketing, mobile accessibility and consumer engagement, in partnership with tourism industry stakeholders, activities, attractions and events • Strategic Plan; Destination Marketing Program, Visitor Services Opportunities Program
Action steps	<ul style="list-style-type: none"> • Enhance profiles on; You Tube, TripAdvisor and Foursquare • Establish monthly SEO enhancement activities • Maintain monthly consumer Discover Comox Valley e-newsletter • Establish Annual Photo Contest to increase engagement and photo resources
Potential partnerships	<ul style="list-style-type: none"> • Media, hotels/motels/B&B's/resorts, attractions, events, bookable products via the VIVC • Other partnerships to be determined.
Responsibilities	• Discover Comox Valley
Timeframe	• Year round, with seasonal focus
Evaluation mechanism	<ul style="list-style-type: none"> • Number of events/products/ partners promoted • % increase in followers/likes • % increase in click through/referrals to events/packages/properties • # Unique visits compared to 2013 • Increase of length of visit to website compared to 2013 • # of postings • # of consumer e-newsletters, quality, open rate and number of clicks

Toll Free 1.877.949.2427

Tel 250.334.2427

Fax 250.334.2414

discovercomoxvalley.com



Tactic #2 Meeting & Conference Attraction	Promote the Comox Valley as a meeting/conference location to planners, influencers and industry associations.
Short description	<ul style="list-style-type: none"> • Ensure DCV has updated media content relative to meeting and conference hosting and is engaged in basic meetings and conference attraction outreach.
Quantifiable objectives	<ul style="list-style-type: none"> • # of meeting referrals • # of meetings/conferences booked • % increase in room revenues related to meetings/conferences.
Rationale / relation to strategies	<ul style="list-style-type: none"> • Meeting/conference/events are identified as a secondary/niche target market. • The Comox Valley's hotels, resorts and amenities make it an attractive destination for business people, and the regions accessibility has improved via Comox Valley Airport and Harbour Air. • Strategic Plan; Tourism, Arts, Culture & Heritage Program.
Action steps	<ul style="list-style-type: none"> • Expand Meetings content on Discover Comox Valley • Purchase Knowland Data and Contacts – lead generation subscription • Track and support leads to properties and partners
Potential partnerships	<ul style="list-style-type: none"> • Major hotels and resorts, Comox Valley businesses and associations, Mount Washington Alpine Resort, Vancouver Island Visitor Centre
Responsibilities	<ul style="list-style-type: none"> • Discover Comox Valley
Timeframe	<ul style="list-style-type: none"> • 2014 and ongoing

Tactic #3 Targeted advertising in partnership with TVI and Destination BC.	Increase advertising in key markets, continuing to take advantage of the media planning expertise and discounted media rates offered through Destination BC and Tourism Vancouver Island, and through collaborative partnered marketing approaches.
Short description	<ul style="list-style-type: none"> • The Comox Valley already undertakes advertising in key markets, partnering with Tourism Vancouver Island in publications and cooperative advertising initiatives. • Well-targeted, high impact advertising will be used to help increase the Comox Valley's awareness and interest among the various and diverse primary markets. These may be stand-alone destination messages, or they may be accompanied by ads from local tourism operators • Size of the Comox Valley destination ads should be sufficient to stand out as well as include destination messages that can provide enough information to potential visitors to intrigue them to find out more about the Comox Valley and motivate sales via the Vancouver Island Visitor Centre and direct to participating properties. • Although the specific message of each ad may vary, each should be consistent with the Comox Valley's graphic standards, and each should reinforce the positioning and brand character. • Visit the Discover Comox Valley website or call 1-800 # would be used as call-to-action. • Advertising in the high quality travel guides/planners produced by the larger destination marketing organizations is a cost-effective way to reach consumers who may be considering a visit to BC and/or Vancouver Island or are already visiting. • There are also frequent opportunities to participate in Tourism Vancouver Island coordinated cooperative advertising/editorial programs with targeted consumer publications.
Quantifiable objectives	<ul style="list-style-type: none"> • Visits to the website (unique landing pages created for specific ads to aid in tracking), calls to the 1-800 number. • Requests for more information. • Downloads/requests for the Visitors' Guide.
Rationale / relation to strategies	<ul style="list-style-type: none"> • Collaboration with Tourism Vancouver Island and Destination BC is a cost-effective approach to tourism marketing, allowing the Comox Valley to focus its independent initiatives on a few key areas. • Strategic Plan; Destination Marketing Program
Action steps	<ul style="list-style-type: none"> • Book the following stand alone Discover Comox Valley Destination ads for 2014: <p>Tourism Vancouver Island</p> <ul style="list-style-type: none"> ◦ Wine and Culinary Guide; focus on culinary event line up ◦ Travel Planning Map; focus the VIVC ◦ Times Colonist 'Discover Fall and Spring (2x full pages); destination focus, with partner buy in ◦ Brochure Distribution Program; Comox Valley Vacation Guide distribution ◦ Monthly Specials x 12 ◦ Island Moments x 6 ◦ 2015 TVI Vacation Guide and Outdoor Adventure Guide – possibly revisit for effectiveness
Potential partnerships	<ul style="list-style-type: none"> • Destination BC, Tourism Vancouver Island, regional DMOs.
Responsibilities	<ul style="list-style-type: none"> • Discover Comox Valley
Timeframe	<ul style="list-style-type: none"> • 2014 and ongoing.
Evaluation mechanism	<ul style="list-style-type: none"> • Increased visits to advertising landing pages • Increased calls to Visitor Centre • Increased bookings and click throughs to packages and properties

Tactic #4 TV Campaigns	TV advertising campaign to Calgary and Edmonton, and Vancouver Island
Short description	<ul style="list-style-type: none"> • Television, while generally more expensive than other media, can have very broad reach and impact. The combination of "sight and sound" is ideally suited to destination marketing. A sophisticated, single-focused creative approach and high quality production are essential in order to break through the clutter, as well as to enhance the Comox Valley as a destination for key target markets. • The Comox Valley has participated in 3 consecutive years of Go Vancouver Island; TVI lead, multimedia campaign, with heavy Global TV in Alberta, supported by online marketing and contesting. In 2013 DCV further leveraged this campaign with additional, targeted online and e-newsletter marketing in the Alberta markets
Quantifiable objectives	<ul style="list-style-type: none"> • Number of contest entries. • Increase number of unique website visits. • Increase click through to packages and properties. • Increases in bookings with participating partners – WestJet, hotels, etc.
Rationale / relation to strategies	<ul style="list-style-type: none"> • A TV campaign in Calgary and Edmonton has been identified as one of the biggest opportunities for the Comox Valley. • Also look at a Vancouver/Victoria as it presents a large potential for increased visitation.
Action steps	Create 1- 2 <u>stand alone</u> DCV TV campaigns, expanded with stakeholder partnerships, supported by targeted online tactics in Alberta and VI.
Potential partnerships	<ul style="list-style-type: none"> • WestJet, Tourism Vancouver Island, CVAC, and accommodation providers for TV campaign. • Restaurants and other attractions can be encouraged to develop special offers and packages, with details provided on the Discover Comox Valley and partner websites. • Strategic Plan; Destination Marketing Program
Responsibility	<ul style="list-style-type: none"> • Discover Comox Valley
Timeframe	<ul style="list-style-type: none"> • Spring and Fall
Evaluation mechanism	<ul style="list-style-type: none"> • Number of visits website, package click throughs to properties, contest entries, requests for Visitors' Guide. • Number of bookings during the time frame of the campaign compared to previous years. • Over the longer term, advertising recall may be measurable through consumer research (budget permitting).

MARKET RESEARCH AND DESTINATION BRANDING

Tactic #5 Brand enhancement	Ensure progressive and effective Discover Comox Valley brand identity in all its marketing
Short description	<ul style="list-style-type: none"> Enhance the Comox Valley's brand messaging portrayed in its advertising and campaign images, content and graphic design Given the importance of long-term brand implementation the Comox Valley should retain the services of a professional brand strategist / design firm to establish coordinated, out of the box approaches to its marketing and campaigns graphic design.
Quantifiable objectives	<ul style="list-style-type: none"> N/a.
Rationale / relation to strategies	<p>The Comox Valley brand development process has included:</p> <ul style="list-style-type: none"> 2013, 5 Year Strategic Plan; Destination Marketing Program and Communications and Media Relations Program 2012: Strategic Plan Development, Branding and Communications Workshop; 'Wildly Sophisticated' companies, attractions and events provided and discussed. Determination around moving towards out of the box design approaches recommended. 2010: Visitor Services Strategy; notes a tourism tag line has not been integrated 2009: Comox Valley Tourism Plan; developed by industry in partnership with TBC, held positioning exercise December 15, 2008, defined brand character as: "outdoor yet urbane, easy going and friendly." <p>"Located between the ocean and Strathcona Provincial Park and Mount Washington, the Comox Valley offers visitor a vast array of year-round outdoor experiences, from ocean kayaking to hiking in the high alpine, against a backdrop of breathtakingly beautiful scenery. Yet close at hand are the comforts and amenities usually found in more urban destination – luxury hotels / resort accommodations, spas, museums and heritage sites, unique shops and galleries, and good restaurants offering cuisine prepared with ingredients sources from local waters, farms and wineries."</p> <ul style="list-style-type: none"> 2006: Brand Development Program completed; positioning line and visual design blue print and collateral for Invest, Discover, Agrifood, Business, Heritage, Sport, Culture 2005: Comox Valley Brand Development Workshop; 60+ tourism, business and industry representatives defined community strengths were defined 2005: 5 Year Economic Development Strategic Plan; identifies need to create Comox Valley Brand Identity
Action steps	<ul style="list-style-type: none"> Using the creative themes developed for 2014 TVI Vacation and Outdoor Guide, prepare Request for Proposals from brand strategy/design firms. Assign the 2014 advertising requirements to successful firm/s, building upon the creative established as per above.
Potential partnerships	<ul style="list-style-type: none"> N/a.
Responsibilities	<ul style="list-style-type: none"> Discover Comox Valley
Timeframe	<ul style="list-style-type: none"> Winter 2013/14
Evaluation mechanism	<ul style="list-style-type: none"> Consumer research

Tactic #6 Visitor Survey's and Tracking	Conduct annual or bi-annual surveys at the Vancouver Island Visitor Centre and other key intercept points, using the Value of the Visitor Centre Study as a benchmark.
Short description	<ul style="list-style-type: none"> • Along with the information already gathered at the Visitor Centre (visitor origin, length of stay, etc.), collect data regarding visitor satisfaction including way finding, trip planning habits, type of transportation and accommodation, previous visitation, participation in activities, likelihood of returning, etc. • Additional intercept points, such as Comox Valley Airport, the Museums and events, could also be added to capture visitors who may not use the Visitor Centre. • Develop a brief survey, using selected questions from the Value of Comox Valley Visitor Centre Study so that the data gathered can be compared from year to year to show trends based on the benchmark data. • Aim for a representative random sample of visitors, with 250 to 300 surveys completed each year.
Quantifiable objectives	<ul style="list-style-type: none"> • Number and quality of responses received compared to targets.
Rationale / relation to strategies	<ul style="list-style-type: none"> • The Value of the Visitor Study was a valuable source of information and it can be further used as a model to collect at least tracking information. • Strategic Plan; Destination Marketing Program, Visitor Services Opportunities Program
Action steps	<ul style="list-style-type: none"> • Review questionnaires from Value of Visitor Study to determine most relevant questions. • Contact Destination BC to obtain advice on questionnaire design and sampling methodology. • Determine whether Destination BC can assist in consolidating collected information. • Implement surveys through the new Vancouver Island Visitor Centre and key attractions. • Consolidate and analyze data as part of the annual tourism planning process.
Potential partnerships	<ul style="list-style-type: none"> • Destination BC, Tourism Vancouver Island.
Responsibilities	<ul style="list-style-type: none"> • Discover Comox Valley, Visitor Centre, and key attractions.
Timeframe	<ul style="list-style-type: none"> • 2014, with updates every year or every other year.
Evaluation mechanism	<ul style="list-style-type: none"> • Number of surveys completed

Tactic #7 Festival and Event Tracking	Provide tools and maintain tracking for key attractions, festivals and events to understand their economic impacts.
Short description	<ul style="list-style-type: none"> • Although attendance at some festivals and events and attractions is currently tracked, attendance statistics for other key attractions and festivals/events in the Comox Valley can also be useful as indicators of tourism growth. Also, consistent methods and formats for tracking and for identifying visitors from local residents will help increase the integrity of the data. • In the summer of 2013, Comox Valley Economic Development and Tourism partnered with destination level events to track and determine Economic Impact Study.
Quantifiable objectives	<ul style="list-style-type: none"> • Year over year increases in attendance.
Rationale / relation to strategies	<ul style="list-style-type: none"> • Tracking of various attraction and events is important to measure overall tourism growth and track success of tourism initiatives. • Strategic Plan; Tourism, Arts, Culture and Heritage Program
Action steps	<ul style="list-style-type: none"> • Review current 2013 results, establish annual data collection agreements. • Confirm formats and work with key attractions and event organizers to put ongoing systems in place to track. • Contract economist to review and analyze data, in concert with AHRT revenues and VIVC data.
Potential partnerships	<ul style="list-style-type: none"> • Key attraction operators and event organizers.
Responsibilities	<ul style="list-style-type: none"> • Discover Comox Valley
Timeframe	<ul style="list-style-type: none"> • Establish a baseline using most recent available data.
Evaluation mechanism	<ul style="list-style-type: none"> • Number of partnering events

Tactic #8 Advertising Tracking & Research	Ensure comprehensive tracking of all marketing and advertising, and review of key data points including; campaign and festival/event results, Visitor Centre, social media, and AHRT revenues.
Short description	<ul style="list-style-type: none"> • Record statistics on all campaign landing pages using Google Analytics including; visits, page views, bounce rates, click-thoughts to partner and AHRT websites, source links. • Record statistics on all social media. • VIVC data to create a monthly report that includes: Visitor origin, visitor parties, nature of visitor request, product bookings and sales. • Track VIVC room bookings and event ticket sales. • Compare results month to month and year to year. • Support Destination BC, CTC and TVI regional and national research plans by distributing information and participation where appropriate. • Some is already be taking place but this more comprehensive tracking allows for better evaluation of tactics. • This tracking becomes more important with increased marketing and advertising activities featuring the Comox Valley website and Visitor Centre toll free line as the calls to action.
Quantifiable objectives	• N/a
Rationale / relation to strategies	<ul style="list-style-type: none"> • Tracking of tourism marketing activities should occur to determine whether each activity should be continued, expanded, changed, or abandoned. • Strategic Plan; Destination Marketing Program, Visitor Service Opportunities Program
Action steps	<ul style="list-style-type: none"> • Continue to implement and analyze tracking methods and results. • Provide quarterly tracking report of AHRT collections to AHRT properties.
Potential partnerships	• N/a
Responsibilities	• Discover Comox Valley, Vancouver Island Visitor Centre, AHRT partners
Timeframe	• Ongoing
Evaluation mechanism	• N/a.

TRADE/CONSUMER SHOWS

Tactic #9 Consumer and Trade Show Attendance	Attend targeted consumer, trade and travel shows to ensure general awareness of destination and sell product.
Short description	<ul style="list-style-type: none"> • Branded destination presence be developed that can be modified to target shows (sport, culinary, meetings/conferences) • Consider partnering with TVI, Destination BC, CTC lead opportunities
Quantifiable objectives	<ul style="list-style-type: none"> • Increased sales • Increased contact database
Rationale / relation to strategies	<ul style="list-style-type: none"> • Show attendance should ensure traceable results and enable future direct communications with consumers through contact collection • Attend shows that compliment and reinforce campaigns (Alberta, Lower mainland) • Strategic Plan; Destination Marketing Program
Action steps	<p>2014 Shows include:</p> <ul style="list-style-type: none"> ◦ Rendez-vous Canada, May (applications due November) ◦ Canada's West Marketplace, November (application is June) ◦ WestJet Blitz – Fort McMurray and/or expanding regional carrier destinations <ul style="list-style-type: none"> • Produce show collateral including new booth and retractable banners, giveaways
Potential partnerships	<ul style="list-style-type: none"> • TVI, Destination BC, CTC, other DMO's and Comox Valley partners
Responsibilities	<ul style="list-style-type: none"> • Discover Comox Valley
Timeframe	<ul style="list-style-type: none"> • 2014
Evaluation mechanism	<ul style="list-style-type: none"> • Increased database of trade and consumer contacts • Increased sales of products and experiences

MARKET DEVELOPMENT

Tactic # 10 Capital Infrastructure Improvements	Encourage initiatives that contribute to improvement of the visitor experience including improvement of the aesthetic appeal of the Comox Valley's tourist areas and its entrances.
Short description	<ul style="list-style-type: none"> • Support and promote initiatives to make tourist areas more visually attractive and give them a distinctive, small-town charm, such as revitalization and beautification plans, community and shoreline cleanups, beautification of facades, addition of public art, landscaping, hanging flower baskets and planters, etc. • Encourage the development of clusters of visitor-friendly boutiques, arts and crafts galleries, bistro style and higher end restaurants, and attractions.
Quantifiable objectives	<ul style="list-style-type: none"> • Improvement in perceptions of the visual appeal of the Comox Valley's tourist areas.
Rationale / relation to strategies	<ul style="list-style-type: none"> • Urban sprawl/over development and commercial appearance were among the top six most frequently cited negative images of the Comox Valley among visitors to Comox Valley. • Ongoing improvements to the Comox Valley's streetscapes, main approaches, waterfront, signage etc, will enhance the area's appeal to visitors. These improvements and changes should be consistent with the Comox Valley's desire to maintain its small town charm. • Strategic Plan; Visitor Services Opportunities Program
Action steps	<ul style="list-style-type: none"> • Support the Comox Valley Gateway Signage project, to ensure it ties to the regions brand image and destination marketing content and messaging, and improves visitor experience. • Support the communications of the fundraising launch and project updates.
Potential partnerships	<ul style="list-style-type: none"> • BIAs, individual businesses, volunteer groups, etc.
Responsibility	<ul style="list-style-type: none"> • Comox Valley Signage Committee, Discover Comox Valley, local governments
Timeframe	<ul style="list-style-type: none"> • Ongoing
Evaluation mechanism	<ul style="list-style-type: none"> • Incorporate ratings of the Comox Valley's visual appeal compared to competing destinations into visitor/consumer surveys.

Tactic # 11 Festival and Event Expansion, Development and Attraction	Support new and expanded destination festivals and events, and the attraction of events utilizing the Comox Valley as their host destination of choice.
Short description	<ul style="list-style-type: none"> Depending on their size and appeal, events can provide either a primary motivation to visit or a reason to stay longer. Festivals and events also help to build repeat visitation by providing reasons to visit a different times of the year. Special support should be given to events that appeal to a wide range of spectators, and have the potential to become signature events. It will be important to measure the actual benefits created by these festivals and events in relation to the resources expended. The Comox Valley, while limited, can attract sport and other events to use the Comox Valley as the host community.
Quantifiable objectives	<ul style="list-style-type: none"> Number of new or enhanced festivals and events Attendance at new or enhanced festivals and events Room revenues from event attendance
Rationale / relation to strategies	<ul style="list-style-type: none"> Festivals and events can enhance visitor satisfaction by contributing to a greater sense of having more to do in a destination. With numerous sporting associations and groups established in the region, in late 2013 an Sport Event Attraction and Expansion Grant Pilot Project was established to assist in funding external marketing of existing or new events to drive overnight stays of teams, families and spectators. Events that can be supported by way of in-kind staff resources and marketing must demonstrate ability to drive overnight accommodation and are held in shoulder seasons. Strategic Plan; Tourism, Arts, Culture and Heritage Program
Action steps	<p>A) Sport and Event Attraction Fund Program</p> <ul style="list-style-type: none"> Evaluate the Sport Event Attraction and Expansion Grant Pilot Project – Phase I for limitations and effectiveness in achieving objectives. Establish an ongoing Sport and Event Attraction Fund that supports local sport associations, events and groups to attract <u>new</u> and/or <u>expand</u> existing events that have the ability to bring overnight stays. Establish metrics, eligibility requirements and evaluation matrix, based upon DMO best practices. Launch program locally and regionally to potential applicants. <p>Possible <u>New</u> or <u>Expanded</u> Event ideas that may be applicable to apply for funds could include :</p> <ul style="list-style-type: none"> o Lantern Fest o Motorcycle Round Up, perhaps tied with BearClaw o Car Clubs o Scotch/Whiskey Fest o End of Harvest Barn Dance o Snow to Surf o Sport Tourism Events o Dragon Boat Races o Seniors Games o Locals Music Fest o Elevate the Arts o Ice Wine Festival o Dinosaur Related Event o Bird Fest o Farm/Wine Tour with Artisans o BC Family Day o Hockey day in Canada

	<p>B) Event Coordination</p> <ul style="list-style-type: none"> • Hire an Event Attraction and Facilitation Coordinator for AHRT events; supports Discover Comox Valley lead new and expanded event coordination, bid development and submissions, sponsorship development and Sport and Event Attraction Grant program execution. • An RFP is also developed to encourage third-party event coordinators to propose complimentary destination event product development, as budget permits. <p>C1) Existing Destination DCV Event Support</p> <ul style="list-style-type: none"> • Lead by Discover Comox Valley, this initiative supports <u>existing</u> events by expanded them for 2014 with product development and destination marketing resources, with a mandate to establish annual targeted marquee destination level events; <ul style="list-style-type: none"> ◦ Expanded - Dine Around, February 22 – March 16 – non - AHRT ◦ Expanded - BC Shellfish Festival, June 5 - 15 (TBD) ◦ Expanded - Comox Valley Farm Cycle Tour; September – non - AHRT ◦ Expanded - Toast Comox Valley, November (pending inaugural event review) <p>C2) New Destination Event Support and Marketing</p> <p>Lead or supported by Discover Comox Valley, the following <u>new</u> events will be established with support of product development and integrated marketing and sales;</p> <ul style="list-style-type: none"> ◦ New - WinterBites; January 17-31 ◦ New - Epic Mountain Bike Race and/or Two Wheel Fest (GrandFondo style) ◦ New – May Long Weekend Event ◦ New – Trade and meeting related events, like the Island Ag Show, should be pursued, outside of FIT oriented events. See Tactic #2. <ul style="list-style-type: none"> • Event ticket and hotel packaging model developed to ensure cohesive packaging system for properties. For DCV-lead events, system should include provision to address event room comps requirements from AHRT properties. • Ensure enhanced event content and presence for key marquee events are included as lead product in DCV content, messaging and activities; connected to accommodation stays. <p>Support the following DMAC Sub-Committees in implementing A, C1 and C2 :</p> <p>Sport Tourism & Event Attraction and Expansion Committee:</p> <ul style="list-style-type: none"> ◦ Brad Knight, Old House Village Hotel and Spa ◦ Grant Smith, Holiday Inn Express and Suites ◦ Brent Curtain, Mount Washington Alpine Resort <p>Culinary Event Expansion and Development:</p> <ul style="list-style-type: none"> ◦ Edd Moyes, Blackfin Pub ◦ Abel O'Brennan, Coastal Black Estate Winery ◦ Linda Bridgman, Best Western PLUS, the Westerly Hotel ◦ Gregor Mowat, Crown Isle Resort and Golf Community <p>Arts and Culture Event Expansion and Development:</p> <ul style="list-style-type: none"> ◦ Carolyn Toughey, Two Eagles Lodge ◦ Susan Wood, MusicFest and Nautical Days ◦ Tansy Pauls, Travelodge Courtenay <p>D) Online Event Booking System</p> <ul style="list-style-type: none"> • Purchase online sales booking system software to ensure ease of booking event tickets and packages on discovercomoxvalley.com, complimenting current VIVC booking and sales systems. Includes Travel Agency Licensing Agreement.
Potential partnerships	<ul style="list-style-type: none"> • Sport clubs/associations, BC Shellfish Growers Assn, community groups, individual businesses, United Riders of Cumberland, Mount Washington Alpine Resort, North Island College, DMAC Event Sub-Committees, Comox Valley Cycling Coalition, VI MusicFest, Comox Valley Farmers' Market, restaurants, accommodation properties
Responsibilities	<ul style="list-style-type: none"> • Local governments, Discover Comox Valley, sport clubs/associations, DMAC Sub Committees

Timeframe	• Ongoing
Evaluation mechanism	<ul style="list-style-type: none"> • Number of new or enhanced festivals and event • Attendance at new or enhanced festivals and events • Room revenues • Event ticket sales • Restaurant covers

Tactic # 12 New product and tour development	Encourage entrepreneurs to create new tourism products and tours in priority product categories.
Short description	<ul style="list-style-type: none"> Not only are there opportunities for packages of complementary tourism experiences, there are opportunities for standalone tours. Stakeholders identified that the Comox Valley currently lacks organized tours for many of its priority tourism products, particularly in the areas of outdoor adventure and wine/culinary/agri-tourism. <p>Examples could include:</p> <ul style="list-style-type: none"> Guided nature walks and interpretive tours in Strathcona Park and Paradise meadows geared to non-athletic adults. New outdoor adventure experiences. (e.g. zip lining/trekking). In addition to Heritage Experiences self-guided tours, guided tours of cultural/heritage attractions, and art galleries, possibly with a hands-on component and/or aboriginal culture component. Learning and enrichment packages, e.g. arts and crafts workshops.
Quantifiable objectives (if applicable)	<ul style="list-style-type: none"> Number of tours available Number of bookings
Rationale / relation to strategies	<ul style="list-style-type: none"> These tours are in the priority tourism product categories and should be of interest to higher income adults. The Comox Valley requires more organized tours, particularly outdoor adventure product and culinary product Organized activities provide reasons to stay longer and to visit outside the peak season. Strategic Plan; Tourism, Arts, Culture and Heritage program, Visitor Services Opportunities Program
Action steps	<ul style="list-style-type: none"> Itinerary development and packaging with bus tour operators; targeted to Vancouver Island and lower mainland based operators Tour itineraries also provided via the VIVC
Potential partnerships	<ul style="list-style-type: none"> Local businesses and entrepreneurs.
Responsibility	<ul style="list-style-type: none"> Discover Comox Valley
Timeframe	<ul style="list-style-type: none"> 2014 and ongoing
Evaluation mechanism	<ul style="list-style-type: none"> Number of tours available and number of bookings Number of bookable products at the VIVC

MEDIA RELATIONS

Tactic # 13 Media and Communications	Implement media relations activities with general and special interest media outlets in key BC and Alberta markets, select National and Western USA outlets, and strategic key international publications with media monitoring to track results.
Short description	<ul style="list-style-type: none"> • Pursue traditional and online media to generate earned editorial coverage of events and attractions in the priority product categories, particularly outdoor adventures (year round) and arts/cultural events and festivals, wine/culinary, golf and spa. • Pursue selected business and lifestyle media outlets to generate earned editorial coverage of business angles that showcase the community as a great place to work, live and play. • Focus on media that target Greater Vancouver, Greater Victoria/Vancouver Island, Calgary and Edmonton residents. This could include the travel and leisure sections of the Times Colonist ("Go!") and Vancouver Sun and Province, Calgary Herald, Edmonton Journal, and community papers, as well as targeted magazines and on-line outlets such as Avenue, SALT, City Palate, UPI, WEST magazine and specialty publications and influential bloggers dealing with priority tourism products. With expansion of WestJet flights regional papers are looking for more travel destination content matching reader's interests. • Focus on media that target Toronto, the Pacific Northwest, California and other national and international destinations that have a high propensity to travel by car or fly/drive looking for a engaging Canadian experience along the west coast. • Continue to work with Destination BC, the Canadian Tourism Commission (CTC) and Tourism Vancouver Island to ensure Comox Valley receives its fair share of editorial coverage in their publications and websites. • Continue to assist Tourism Vancouver Island, Destination BC and the CTC with media familiarization (FAM) tours. • Continue to proactively pursue and host media whom produce for the key targeted markets, securing assistance from the various tourism offices to support costs where possible for air and ground transportation and with stakeholders to help support elements of the visit. • Continue to attend media marketplaces that attract and provide one-on-one appointments with targeted media outlets to ensure greater success of story placement. Presently attend GoMedia, Canada Media Marketplace and Travel Media Association of Canada shows annually. • In addition to the above shows, TVI attends the following other media events; Alberta Media Dinner, Society of America Travel Writers, BC Media Event. • Continue to contract media services to directly drive increased earned media coverage specific to Comox Valley tourism and business product and priorities to further support marketing tactics. • Retain a media monitoring firm such as MediaMiser to track, report on and provide copies of media coverage related to tourism and business sector stories in Comox Valley, whether print, broadcast or on-line (blogs, etc.). The value of the coverage received can be estimated by calculating the cost to purchase the equivalent advertising space. The information should be communicated to tourism partners in Comox Valley so that the value of media relations activities is broadly understood.
Quantifiable objectives	<ul style="list-style-type: none"> • Objectives for future years set accordingly after baseline of annual media value established from 2012/13.
Rationale / relation to strategies	<ul style="list-style-type: none"> • Editorial coverage is cost effective and has high credibility among readers and online communities. Greater Vancouver, Greater Victoria/Vancouver Island, Calgary, Edmonton residents are the primary target groups with emphasis also placed on Toronto, the Pacific Northwest, California and selected international publications and outlets. • Strategic Plan; Communications and Media Relations Program

Action steps	<ul style="list-style-type: none"> • Release RFP to contract a media relations professional with tourism experience to implement media relations activities for 2015; consider increasing spend on annual contract. • Track monthly results and values. • Establish a list of targeted media outlets, editors and freelance writers. • Determine whether prepared stories, press releases, familiarization tours, or other methods of achieving editorial coverage are appropriate for each. • Update and maintain media archives online. • When newsworthy events occur, prepare press releases and pitch to appropriate media. • Ensure TVI, Destination BC and CTC have up to date, media-ready content on the Comox Valley. • Attend GoMedia, Canada Media Marketplace
Potential partnerships	<ul style="list-style-type: none"> • Canadian Tourism Commission, Destination BC, Tourism Vancouver Island. • Comox Valley Airport and Mount Washington Alpine Resort may be interested in sharing in the cost of the media monitoring if there is potential to expand the scope beyond just the destination, in an efficient manner.
Responsibilities	<ul style="list-style-type: none"> • Discover Comox Valley
Timeframe	<ul style="list-style-type: none"> • 2014 and ongoing
Evaluation mechanism	<ul style="list-style-type: none"> • Media coverage in identified key markets, number of stories, media hosted, etc. • Value of media coverage received relative to the resources expended.

VISITOR SERVICES OPPORTUNITIES

Tactic # 14 Comox Valley Visitor Services Opportunities Program	Implement marketing activities targeting visitors arriving on the island at key intercept points and encourage visits to the Vancouver Island Visitor Centre and the opportunities there.
Short description	<ul style="list-style-type: none"> • Creation and monitoring of the Official Comox Valley Vacation Guide, Discover Comox Valley iPhone app and mobile website, www.discovercomoxvalley.com, advertising opportunities at the Vancouver Island Visitor Centre. • Create an advertising program attracting visitors to use and book stays at the Vancouver Island Visitor Centre - focusing specifically on key demographics on the island and lower mainland at key intercept points.
Quantifiable objectives (if applicable)	<ul style="list-style-type: none"> • Number of participating advertisers • Total amount of revenue • Total number of new bookable products at the Vancouver Island Visitor Centre
Rationale / relation to strategies	<ul style="list-style-type: none"> • Increased participation in the program will allow for more opportunities to market the Vancouver Island Visitor Centre and both increase its usage as well as increase the direct sales from the centre.
Action steps	<ul style="list-style-type: none"> • Launch 2013-2014 Comox Valley Visitor Services Program Sept 11 at Comox Valley Tourism Industry Forum. • Create marketing materials (both online and print) that promote the Vancouver Island Visitor Centre and the bookable products. • Launch the 2014 Comox Valley Vacation Guide in the spring; consider adding a Top 10 Things to do, similar to the DCV App. • Ensure VIVC marketing systems including racks, screens, poster housing, banner station, resources and sales systems coincide to support new and expanded festival and event tactics. • Utilize new images from photo contest and industry invite to update Touch Table and exhibits as required. • Consider 2015 Comox Valley Vacation Guide in relation to print guides effectiveness and competing print guides. • Explore additional promotional product such as an internal Comox Valley television channel
Potential partnerships	<ul style="list-style-type: none"> • Stakeholders, DMAC, and advertisers
Responsibilities	<ul style="list-style-type: none"> • Discover Comox Valley
Timeframe	<ul style="list-style-type: none"> • September 1, 2013 - August 31, 2014
Budget	<ul style="list-style-type: none"> • All funds utilized for promotion of this program must be funded by advertising income.
Evaluation mechanism	<ul style="list-style-type: none"> • Number of participating advertisers • Total amount of revenue • Total number of new bookable products at the Vancouver Island Visitor Centre • Increase in sales revenue at the VIVC

Comox Valley Economic Development & Tourism Annual Work Plan - 2014



December, 2013

investcomoxvalley.com
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Executive Summary

The updated Comox Valley Regional Economic Development Strategic Plan was developed over the period from September 2012 to March 2013. It included extensive consultation with community groups, industry sector representatives, local governments and the CVEDS Board through workshops, focus groups, online surveys and a public open house.

Derived from that plan is the 2014 Comox Valley Economic Development and Tourism Annual Work Plan that outlines programs and actions. Utilizing the outcome-based approach, each program has a clearly identified goal that the program is intended to achieve. It also has a series of set concrete performance guidelines that will help to track progress and success in achieving the intended outcomes.

The following outlines the new activities within each program for 2014. The ongoing day-to-day activities of the office are not included, however, will be reported on quarterly in the Client and Projects File Summary provided to the Board of Directors and to the Comox Valley Regional District as part of CVEDS Fee for Service Agreement. Given the significance of focus and resources provided to the Destination Marketing and Visitor Services related programs, and the requirements of the Additional Hotel Room Tax agreement, a complete 2014 Comox Valley Destination Marketing Tactical Plan is included as an Appendix A, while only major, new highlights from the related tourism and destination marketing programs are included here.

Of the 19 programs within the Strategic Plan, 14 programs will have particular focus applied to them in the 2014 Work Plan. The activities fall within the three major focus areas; Business Retention and Enhancement, Investment Attraction and Promotion, and Economic Development Coordination, Facilitation and Communication.

Partnerships with local, regional, provincial and international government partners and ministries, private sector partnerships with industry and stakeholder sub-groups, businesses, associations, and K'omox First Nation, form an imperative role in the success of these tactics and their ability to reach the intended outcomes.

2013 – 14 Comox Valley Economic Development Society Board of Directors

Whitehead	Ian	President
Hardy	Richard	Vice President
Rigsby	Justin	Secretary
Grant	Ken	Treasurer / Councillor, Town of Comox
Presley	Murray	Past President
Anglin	Bill	Councillor, City of Courtenay
Baird	Leslie	Mayor, Village of Cumberland
Cameron	Don	Director
Jordan	Haideh	Representing CVRD Area B
Shapell	Brad	Representing CVRD Area C
Turner	Bruce	Representing CVRD Area A
Knox	Melinda	K'omoks First Nation
Oddleifson	Jay	Director
Simkin	Deana	Director

2013 – 14 Committees; Roles and Membership:

Executive:

Whitehead	Ian	President
Hardy	Richard	Vice President
Rigsby	Justin	Secretary
Grant	Ken	Treasurer / Councillor, Town of Comox
Presley	Murray	Past President

Destination Marketing Advisory Committee (DMAC)

Role: The Destination Marketing Advisory Committee (DMAC) is committed to increasing year round, overnight stays from tourists and other segments of the traveling public to the Comox Valley.

Bill Anglin	Chair, CVEDS Appointed Representative
Brad Knight	Old House Village & Spa
Grant Smith	Holiday Inn Express
Linda Bridgman	West Western PLUS Westerly Hotel
Gregor Mowatt	Crown Isle Resort & Golf Community
Tansy Pauls	Courtenay Travelodge
Abel O'Brennan	Coastal Black Estate Winery
Brent Curtain	Mount Washington Alpine Resort
Carolyn Touhey	Two Eagles Lodge
Edd Moyes	Blackfin Pub
Susan Wood	MusicFest / Nautical Days

Additional Hotel Room Tax Committee (AHRT)

Role: The Additional Hotel Room Tax (AHRT) Committee is committed to Destination Marketing that is defined as developing marketing programs and initiatives that encourage tourists and other segments of the traveling public to prefer the Comox Valley for their overnight stays.

Best Western PLUS Westerly Hotel	Rick Browning
Courtenay Travelodge	Tansy Pauls
Crown Isle Resort & Golf Community	Ron Waugh
Old House Village & Spa	Roger Mckinnon
Holiday Inn Express	Grant Smith

Comox Valley Signage Committee

Role: The Comox Valley Signage Committee is a volunteer Committee who is undertaking four key initiatives in partnership with local communities, Ministry of Transportation, the Ministry of Jobs, Tourism and Skills Training and local tourism and business sectors, to endeavour to improve the destination and highway signage for the region.

- Ken Grant, Chair
- John Ambler
- Ron Webber
- Lara Austin
- Sue Finneron
- Susan Toresdahl

Strategic Framework; Core vs. Support Programs

There are three key Strategic Focus Areas that organize the plan: (i) Business Retention and Expansion, (ii) Investment Attraction and Promotion, and (iii) Economic Development Coordination, Facilitation and Communication. Each Focus Area contains multiple Programs, some defined as 'core services', which denotes CVEDS as the primary lead, while other Programs are defined as 'support services', recognizing the importance of the Program to the regional economy, with CVEDS undertaking a supportive role.

2014 Programs and Services

Business Retention and Enhancement Programs and Services

Business Retention and Expansion (BRE) is a core focus of many economic development organizations. Parallel to the clear benefit of supporting existing businesses is the notion that, for a given business, the costs of retaining an existing customer are far lower than the costs of acquiring a new customer. The share of employment growth from BRE is estimated in various regions from 60% to 90% (a recent estimates reported by the University of Minnesota is 86%). Programs within this focus area are directed toward supporting existing companies and industries and helping them expand. It also includes programs that provide the building blocks for economic growth, including workforce development.

Objective: Support training and labour force development for Valley employers.

Program & Tactics	Outcomes	Measurement Indicators
<p>Employers "Talk" PROGRAM PRIORITY LEVEL: LOW</p> <p>Develop and implement an employer's survey of labour force needs relating to current and future employment trends, statistics and issues.</p> <ol style="list-style-type: none"> Provide support to and participate in local job fairs (ie: 19 Wing). Communicate labour force research, new innovations and data to employers. Partner with local employers to retain and attract young professionals through training and development events. 	<ul style="list-style-type: none"> Partnership with NIC Partnership with SD 71 Development of research and data collection. Assistance provided to local employers in recruitment and retention of workforce Development of strategic partnerships with industry and employment support associations Create awareness of professional opportunities for young professionals in the region 	<ul style="list-style-type: none"> # of Employers included in survey #of partnerships created New communications tool for program data launched

Focus Area #1 - Business Retention and Enhancement

Objective: Support the Development of local resource capacity needed to increase food production and growth in agrifood businesses.

Program & Tactics	Outcomes	Measurement Guidelines
<p>CV Agrifood Monitor Pilot Project PROGRAM PRIORITY LEVEL: MEDIUM</p> <p>Update the agrifood investment and industry profile and lure piece.</p> <p>Develop a communications tool for improved flow of agriculture related issues, opportunities, regulatory changes and events.</p> <p>Complete 15 agrifood business visits to food production operators under the business visitation program providing specific assistance as needed.</p> <p>Develop agribusiness training opportunities and support the hosting of the 2015 Island Agricultural Show in the Comox Valley by submission of a hosting proposal to the Island Agriculture Show Board and participation in the 2014 IA Show.</p> <p>Partner with Farmers Institute and the agricultural sector on an agricultural education marketing and communications campaign by expanding the agrifoodcomoxvalley.com website to increase the public's awareness and understanding of progressive farming practices and businesses through farm profiles, videos and online resources. This includes a social media campaign, and creating an ag resource area within the site.</p>	<ul style="list-style-type: none"> Obtain and update data to improve agriculture business communication and marketing Increased opportunity for agri-business expansions Improved communication with industry operators Improved awareness of progressive agriculture practices and businesses 	<ul style="list-style-type: none"> # of agri-business visits # of communications that receive significant confirmed reviews (email link click through, attendance at events, etc.) 2015 Ag show is hosted in partnership with local and regional partners Expanded agrifoodcomoxvalley.com website, resources and profiles Increased social media awareness of agricultural activities

Objective: Support existing Comox Valley companies in the successful export of goods and services

Program & Tactics	Outcomes	Measurement Guidelines
<p>Export; "beyond borders" PROGRAM PRIORITY LEVEL: HIGH</p> <p>Coordinate the delivery of export-related workshops or seminars such as "export to markets" program.</p> <p>Facilitate information on regional, provincial and national level programs and services around exporting.</p> <p>Provide export related expertise & one-on-one support to up to 20 export related businesses.</p> <p>Support and facilitate 3 inbound buying and 2 external trade missions with provincial and national government partners.</p> <p>Provide support to local agrifood companies in their applications to the Island Agriculture Foundation for funding from the BC Agrifoods Export Program to increase export sales and expand international market access.</p>	<ul style="list-style-type: none"> Increasing # of companies indicating they are exporting beyond the local area. Development of database of exporting companies maintained. Provide new exporter business guidance. BC Agrifoods Export Program application guidance provided to local agrifood exporters 	<ul style="list-style-type: none"> # of exporters profiled in database # of "beyond borders" communications to local companies # trade initiatives, programs and delegations # of companies exporting internationally # of companies exporting out of province but within Canada # of companies submitting applications for funding

Objective: Key new and existing destination level events are expanded to drive more out of area visitation and increase length of stay, and barriers are removed in attracting events to use the Comox Valley to as a regional host venue.

Program & Tactics	Outcomes	Measurement Guidelines
<p>Sport and Event Attraction Fund PROGRAM PRIORITY LEVEL: HIGH</p> <p>Evaluate the 2013/2014 Sport Event Attraction and Expansion Grant Pilot Project – Phase I for limitations and effectiveness in achieving objectives.</p> <p>Establish an ongoing Sport and Event Attraction Fund that supports local sport associations, events and groups to attract new and/or expand existing events that have the ability to bring overnight stays.</p> <p>Establish metrics, eligibility requirements and evaluation matrix, based upon DMO best practices.</p> <p>Launch program locally and regionally to potential applicants.</p>	<ul style="list-style-type: none"> Expanded Grant Program launched assisting existing and new events to expand and draw more visitors Existing and new events access funds to support increased overnight event related stays 2-3 new and 2-3 existing DCV lead destination level events developed/expanded and successfully marketed 	<ul style="list-style-type: none"> # of new or enhanced festivals and events funded % increase in sponsorship revenues # of new or expanded Discover Comox Valley lead events # of event partners % increase in room revenues
<p>Event Facilitation and Expansion Support PROGRAM PRIORITY LEVEL: ONGOING</p> <p>Establish an Event Attraction and Facilitation Coordinator that supports new and expanded event development lead by Discover Comox Valley, including new event bid development and submissions, sponsorship framework development & sales.</p>	<ul style="list-style-type: none"> Event Coordinator hired using AHRT funds Infrastructure barriers to event hosting and attraction identified 	<ul style="list-style-type: none"> # of event ticket sales # of new event bids submitted
<p>Existing and New Discover Comox Valley Lead Destination Event Support PROGRAM PRIORITY LEVEL: ONGOING</p> <p>Lead by Discover Comox Valley, this initiative supports existing events by expanding them for 2014 with product development and destination marketing resources, with a mandate to establish</p>		

<p>annual targeted marquee destination level events;</p> <p><i>Expanded Existing Events:</i></p> <ol style="list-style-type: none"> 1) Dine Around, February 22 – March 16 – non – AHRT 2) BC Shellfish Festival, June 5 – 15 3) Comox Valley Farm Cycle Tour; September – non – AHRT 4) Toast Comox Valley, November – pending 2013 inaugural festival review <p><i>New Events:</i></p> <ol style="list-style-type: none"> 1) WinterBITES; January 17-31 2) Epic Mountain Bike Race and/or Two Wheel Fest (GrandFondo style) 3) May Long Weekend Event 4) Trade and meeting related events, like the Island Ag Show, should be pursued, outside of FIT oriented events. <p>Event ticket and hotel packaging model developed to ensure cohesive packaging system for properties.</p> <p>Ensure enhanced event content and presence for key marquee events are included as lead product in DCV content, messaging and activities; connected to accommodation stays.</p> <p>Online Event Booking System PROGRAM PRIORITY LEVEL: ONGOING</p> <p>Purchase online sales booking system software to ensure ease of booking event tickets and packages on discovercomoxvalley.com, complimenting current VIVC booking and sales systems. Includes Travel Agency Licensing Agreement.</p> <p>Using the Sport Tourism Workshop (2009) report, host meeting to update infrastructure shortfalls summary, to capture infrastructure barriers to event attraction for consideration for longer term planning.</p>		
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Objective: Increased focus supports new initiatives that result in improved economic activity in the downtown areas including increase in core area population, business start-ups and revitalization initiatives.

Program & Tactics	Outcomes	Measurement Guidelines
<p>Downtown Enhancement Support Program PROGRAM PRIORITY LEVEL: HIGH</p> <p>Implement a business resource and visitor information kiosk at 580 Duncan Ave, downtown Courtenay.</p> <p>Implement improved signage for 580 Duncan Ave building façade.</p> <p>Implement street lighting enhancement project in partnership with 6th Street partner businesses and the DCBIA.</p> <p>Conduct of a series of seminars and workshops, targeted separately to each of the two downtown BIAs and to Cumberland's downtown businesses, as well as the business community at large; topics might include targeted marketing strategies, accounting, human resources and succession planning.</p>	<ul style="list-style-type: none"> • Additional business resource support downtown Courtenay business community and greater connectivity from downtown to the services of the VIVC. • Signage improvements assist in awareness of CVEDS office and services. • Improved decorative lighting support increased visitation to the areas businesses and services. • 2 - 3 annual seminars are held that support needs of downtown businesses 	<ul style="list-style-type: none"> • # of businesses racking • Completion of sign design and installation • # of program business partners • # of seminars • # of businesses in attendance

Program & Tactics	Outcomes	Measurement Guidelines
<p>Investment Incentive Program PROGRAM PRIORITY LEVEL: HIGH</p> <p>Examine and facilitate a developers roundtable process (2013/2014) that allows for discussion and engagement of the development community to improve processes, information sharing and the potential for new incentive programs to be developed.</p>	<ul style="list-style-type: none"> • Increased understanding of the opportunities for incentive based programs that may be suitable for driving investment change over the coming years. • Marketing and communications materials produced to support increased awareness of improved development processes or new incentive program structures. 	<ul style="list-style-type: none"> • Meetings held and feedback received from development community and communicated back to local government in a collaborative manner. • Specific suggestions provided on incentives that may, if supported by local government in some fashion, result in the potential for increased investment activity in specific areas or zones. • # of materials produced to market and communicate changes or new incentive programs.

Objective: Provide support and resources to business in order to facilitate the reduction in common challenges, issues and barriers to potential growth and expansion.

Program & Tactics	Outcomes	Measurement Guidelines
<p>Business "Counts" PROGRAM PRIORITY LEVEL: MEDIUM</p> <p>Visit 20 Businesses / survey 200 companies annually, prioritizing companies in emerging sectors, high growth potential, industry sub-sectors and development.</p> <p>Use Business Counts data to improve and market the business retention and enhancement program.</p> <p>Coordinate response to businesses surveyed requiring follow up.</p>	<ul style="list-style-type: none"> • Timely and up to date information on business issues, emerging trends and understanding of new opportunities • Growth in business activities as a result of responsive local BRE program • Stronger engagement with business leaders • Increase in # of businesses receiving assistance and information from Invest Comox Valley 	<ul style="list-style-type: none"> • # of business visited/surveyed • # of businesses receiving follow up one-on-one assistance • Key information included on program invest website. • # of business updates and social media postings /counts • Media coverage of program • Increase in total annual business (class 6) property tax revenue is increasing from new investment.

Focus Area #2 - Investment Attraction

Investment Attraction

The investment attraction and promotion programs all have an element of generating awareness about the Comox Valley outside the local area. This takes multiple forms, including the proactive attraction of investment in priority areas (agrifood, air services, health services, sustainability-related) where there is believed to be a strong competitive advantage with significant potential benefits. This includes the attraction of new residents, who bring many benefits to the region as workers, entrepreneurs and consumers.

Destination marketing of the Comox Valley to visitors is also included (where there are also significant benefits and a strong product to sell), along with a program for the Vancouver Island Visitor Centre, which focuses on maximizing the value of those visitors by presenting all the possibilities of the region and providing on-site bookings. *See Appendix A for the complete 2014 Destination Marketing Tactical Plan.*

Objective: Encourage increased investment in local food and beverage production in the Comox Valley

Program & Tactics	Outcomes	Measurement Guidelines
<p>Land and Marine Based Investment Opportunities Program PROGRAM PRIORITY LEVEL: HIGH</p> <p>Specific land and marine based business investment opportunities (new or existing expansions) are catalogued into investor ready marketing profiles and the BC Business Opportunities database.</p> <p>Identify and attend 2 key international trade and investment specific shows while supporting 3-5 inbound delegations from target markets.</p> <p>Actively support industry or government –led efforts to identify and resolve areas of policy and regulation that may delay or inhibit new investment in the land or marine base and therefore increased food production opportunities.</p>	<ul style="list-style-type: none"> • % of land utilized for food production increases. • Revenue per hectare in ALR increases • New Shellfish tenures areas are increased where environmentally suitable to do so and new species are approved by appropriate regulatory agencies. 	<ul style="list-style-type: none"> • # of investment profiles generated and loaded to BC opportunities. • # of shows attended with regional provincial and national partners. • # of inbound delegations supported

Program & Tactics	Outcomes	Measurement Guidelines
<p>Shellfish Aquaculture Hatchery Facility Planning Project PROGRAM PRIORITY LEVEL: HIGH</p> <p>Facilitate business planning and partnership development for the attraction of investment capital to support the startup of a shellfish private sector or private/public shellfish hatchery within the Valley.</p>	<ul style="list-style-type: none"> • Understanding of the constraints, critical issues and opportunities relating to the future success and growth of the BC and Comox valley Shellfish Industry 	<ul style="list-style-type: none"> • Preliminary Business Development Plan for the construction, operation and funding of a shellfish hatchery/nursery facility in the Comox Valley • Project design, cost estimates for construction are reported on for a potential shellfish hatchery.

Objective: Expanded and enhanced destination marketing initiatives result in increased visitation and overnight stays to the Comox Valley, as well as increased partnership within the industry; recognized as the premier, year round Island destination.

Program & Tactics	Outcomes	Measurement Guidelines
<p>Destination Marketing Program PROGRAM PRIORITY LEVEL: ONGOING</p> <p>Evaluate and increase TV Campaign based destination marketing campaigns; Alberta and Island target markets.</p> <p>Prepare for or support attendance Canada's West Marketplace and RendezVous Canada, as well as instigate a WestJet Blitz that supports the Lifestyle and Relocation Campaign.</p> <p>Support the activities of the Comox Valley Destination Marketing Advisory Committee and its related subcommittees to ensure broad engagement of the tourism industry and awareness of DMAC's activities.</p>	<ul style="list-style-type: none"> Expanded TV Campaign results in increased awareness of regions attractions and assets Product and show materials produced, confirmed attendance at 2014 or 2015 shows completed, and lead follow-up and sales ongoing. DMAC Committees meeting as needed, outreaching to larger industry to create improved awareness about its activities. 	<ul style="list-style-type: none"> # of visits website, package click throughs to properties, contest entries, requests for Visitors' Guide % increase in room revenues # of meetings attended and Board/Committees with DCV representation. # of shows attended and leads generated # of Committee Meetings

Objective: Increase the awareness of the Vancouver Island Visitor Centre programs and services resulting in increases business engagement, visitation and product sales.

Program & Tactics	Outcomes	Measurement Guidelines
<p>Visitor Services Opportunities Program PROGRAM PRIORITY LEVEL: ONGOING</p> <p>Develop and implement marketing awareness campaign in BC and western provinces to drive increased usage of the VIVC services.</p> <p>Support the activities of the Comox Valley Signage Gateway Project, in particular in the launch and implementation of a fundraising campaign and design contest, to ensure local awareness and engagement as it relates to improving visitor experiences in the Comox Valley.</p>	<ul style="list-style-type: none"> • VIVC sees increased visitation to the centre and sales • Sign concept contest and fundraising campaign launched and maintained 	<ul style="list-style-type: none"> • % increase in VIVC sales • % increase in room revenue • # of inquiries to the VIVC • # of entries into contest • Amount of funds raised • # of campaign partners

Objective: Encourage the development of green or sustainable energy and technology investments including green construction and technical services.

Program & Tactics	Outcomes	Measurement Guidelines
<p>Waste Energy and Sustainable Technologies investment readiness: <i>Upon approval of federal matching funded dollar/grants:</i> PROGRAM PRIORITY LEVEL: LOW</p> <p>Establish a partnership with local governments to evaluate the specific potential for waste energy or other targeted sustainable technology investment. (ie marine based, tidal, etc.)</p>	<ul style="list-style-type: none"> • Vacant lands are identified for suitable investment for waste energy or sustainable technology – related investment. 	<ul style="list-style-type: none"> • 3 partnerships established • 3 potential sites and specific potential target industries identified

Objective: Facilitate the attraction of new residents, entrepreneurs, and international students to the Comox Valley		
Program & Tactics	Outcomes	Measurement Guidelines
<p>Western Canada “lifestyle and relocation campaign” PROGRAM PRIORITY LEVEL: MEDIUM</p> <p>Utilizing the advantages of the WestJet service via Calgary and leveraging on the new “feeder routes” from Western Canada into Calgary from points (i.e Winnipeg, Brandon, Saskatoon, Regina, Fort McMurray, and Edmonton) support increased promotion, not only by the community, but local employers and businesses in Western Canada via targeted tradeshow, events and campaigns.</p>	<ul style="list-style-type: none"> Increased awareness of housing options to families and young professionals looking to locate on Vancouver Island Increased awareness of the Comox Valley in Western Canada among young families, new skilled young professionals and entrepreneurs are driving population growth in the Valley Increase in families who choose to locate to the region 	<ul style="list-style-type: none"> # targeted campaigns # of families who locate to the region Specific web traffic from western Canadian region.
<p>New Immigrant, Skilled Worker & Entrepreneurial Recruitment opportunities PROGRAM PRIORITY LEVEL: MEDIUM</p> <p>Investment opportunities are profiled for new immigrant investor opportunities in the Comox Valley.</p> <p>Market the Valley in conjunction with the Provincial government and other regional and local partners (North Island College) at specific skilled worker, and entrepreneurial and/ or international student tradeshow and events.</p>	<ul style="list-style-type: none"> The Comox Valley receives increased awareness in key foreign target markets (NIC and international student markets; Korea, Taiwan, and Europe) Develop and maintain database of investment opportunities for PNP and other provincial programs 	<ul style="list-style-type: none"> # of foreign entrepreneurs who locate to the region Census data on migration in key target groups such as new immigrant’s skilled professionals increases as a percentage of population growth

Focus Area #3 - Economic Development Coordination, Facilitation and Communication

Economic Development Coordination, Facilitation and Communication		
<p>CVEDS is regularly engaged in partnerships with other organizations in the Comox Valley in order to successfully implement most of the programs in the Strategic Plan. Communicating the Society's activities and successes is an important activity both to keep partners and stakeholders informed, but also to raise the profile of economic development opportunities in the region. There are also programs under this focus area relating to specific partnerships (K'ómoks First Nation, 19 Wing Comox, regional partners across Vancouver Island) as well as a program involving partnering with land owners, possible developers and local governments to facilitate land development.</p>		
<p>Objective: Support Key Economic Partners such as K'ómoks First Nation and local landowners in developing new economic opportunities for investment and expansion.</p>		
Program & Tactics	Outcomes	Measurement Guidelines
<p>First Nations Economic Opportunities Program PROGRAM PRIORITY LEVEL: ONGOING</p> <p>Explore the potential of partnering and supporting First Nations on specific development opportunities.</p>	<ul style="list-style-type: none"> The growth of K'ómoks First Nation as a leading economic development driver in the Comox Valley in areas of land development, tourism, shellfish aquaculture and seafood processing 	<ul style="list-style-type: none"> Demonstrated support of KFN development opportunities

Program & Tactics	Outcomes	Measurement Guidelines
<p>Land and Economic Impact Analysis Model PROGRAM PRIORITY LEVEL: HIGH</p> <p>Encourage and facilitate the discussion of financial and economic impacts of developments via the referral process of local governments</p> <p>Respond to DP and Rezoning referrals in a transparent and effective manner.</p>	<ul style="list-style-type: none"> Increased awareness of the economics of developments and investment activities in the Valley occurs at both local government Board and Council levels in a public and transparent way. 	<ul style="list-style-type: none"> Development of economic impact model that calculates at a minimum construction impacts; fees and taxation revenues; local government costs for specific developments # of referrals responded to

Program & Tactics	Outcomes	Measurement Guidelines
<p>Industrial and Commercial Lands Development Strategy PROGRAM PRIORITY LEVEL: LOW</p> <p>Produce a commercial and industrial lands strategy for the Comox Valley</p>	<ul style="list-style-type: none"> Analysis and strategies will be developed to address future growth constraints including employment, technological, and land supply for industrial and commercial lands Specific strategies are developed for target areas including the Bevan Road Industrial Zone and the Airport Lands 	<ul style="list-style-type: none"> An Industrial and Commercial Lands Development Strategy provides key strategies to impact the Comox Valley's ability to attract investment and business # of sub-regional target area strategies developed

Objective: Investors, visitors and potential resident migrants are aware of the Comox Valley as a leading location for livability, relocation and business expansion. CVEDS Stakeholders are aware of the organizations mandate, ongoing activities and areas in which CVEDS can assist.

Program & Tactics	Outcomes	Measurement Guidelines
<p>External and Internal Communications and Media Outreach Program PROGRAM PRIORITY LEVEL: HIGH</p> <p>Drives increased awareness around regional and municipal business and investment announcements, opportunities and updates, to potential migrant and investors around strategic areas and opportunities.</p> <p>Drives improved awareness around CVEDS programs, initiatives and services.</p> <p>Includes monthly press releases, online communications, and media outreach and hosting activities. Also includes production of communication tool including online backgrounders and fact sheets</p> <p>Emphasis is to continue to present open, two way communications with all major stakeholders to the CVEDS function and activities.</p>	<ul style="list-style-type: none"> • Increased local and regional stakeholder awareness of CVEDS activities, programs and successes • Increased awareness of key regional economic development, business and investment announcements, opportunities and initiatives • Online materials that communicate the opportunities and announcements. 	<ul style="list-style-type: none"> • Web and social media counts • Volume of media coverage • # of media visits • % of newsletter distribution growth • # of press releases • # of survey's and responses • # of distributed materials • # of leads generated

Objective: Economic information is readily available and utilized in online and other media for CVEDS investment, business start-ups and relocation clients, and ongoing business and economic development partnerships are enhanced with regional provincial national and international delivery partners.

Program & Tactics	Outcomes	Measurement Guidelines
<p>Online Resources Maintenance Program PROGRAM PRIORITY LEVEL: ONGOING</p> <p>Implement quarterly sweep and updates to resources sections of Invest and Discover websites to ensure timely, relevant and updated content and resources are provided to stakeholders, businesses, investors and relocation clients</p>	<ul style="list-style-type: none"> • Updated and relevant content posted and reviewed in a timely and consistent way 	<ul style="list-style-type: none"> • # of quarterly reviews • # of documents and links updated



THE CORPORATION OF THE CITY OF COURTENAY

STAFF REPORT TO COUNCIL

To: Mayor and Council
From: Chief Administrative Officer
Subject: Braidwood Housing Project Interim Report

File No.:
Date: March 3, 2014

PURPOSE:

The primary purpose of this report is to provide Council with an interim report on a proposed supportive housing project at a City-owned property located at 810 Braidwood Road. This interim report, which is appended to this staff report, seeks DIRECTION from Council through the Committee of the Whole.

Prepared by Mr John Jessup, a Social Housing Consultant hired by the City, the interim report also provides recommendations on a future social housing policy.

Mr Jessup will be in attendance at the March 3rd 2014 Council meeting to present his interim report, and answer questions.

POLICY ANALYSIS:

The Braidwood Housing Project has been identified as Council's number one priority in the City's 2013 Strategic Priorities Report which is available on the City of Courtenay website at:

<http://www.courtenay.ca/city-hall/strategic-plan.aspx>

INTERIM REPORT RECOMMENDATIONS:

- A. THAT Council authorize the Social Planning Consultant under direction of the CAO to establish the Working Group described in this report to issue an EOI/RFP for development of the City-owned 810 Braidwood Road site as a supportive housing for homeless project for adult men and women.
- B. That the Social Planning Consultant immediately begin neighborhood consultation on the basis that the site will be developed as an approximately 30 unit supportive housing for homeless project.
- C. THAT Council instruct the Social Planning Consultant to work under direction of the CAO to enter into negotiations with BC Housing towards execution of an MOU between the City and BC Housing outlining municipal contributions to the project and committing BC Housing to a unit allocation to the project.
- D. THAT prior to entering into negotiations with BC Housing, the City of Courtenay undertake a preliminary geotechnical survey, a phase 1 environmental assessment, a hazardous materials survey of the existing building on the site, and a civil engineering review of the capacity of existing underground water, sanitary and storm infrastructure serving the 810 Braidwood Road site, to determine the extent of the City liabilities in regards to these issues for inclusion in the MOU.
- E. THAT the Social Planning Consultant under direction of the CAO enter into discussions with the Director of Development Services, the Director of Financial Services, and any other appropriate City staff to explore how the development fees and charges to be forgiven as part of the MOU with BC Housing for development of the Braidwood site will be recovered by the City.

- F. That the Mayor on behalf of City Council offer the services of the City's Social Planning Consultant on a pro bono basis to assist in the securing of a site for the Comox Valley Transition Society and enter into negotiations with BC Housing to secure a unit allocation for the 2nd Stage Housing for women fleeing violence project proposed there.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "David Allen", written over a horizontal line.

David Allen
Chief Administrative Officer

CITY OF COURTENAY
Social Housing Strategy Report to Council

TO: CITY COUNCIL

FROM: SOCIAL PLANNING CONSULTANT

SUBJECT: SOCIAL HOUSING STRATEGY

STATUS: CONSIDERATION

DATE: MARCH 3, 2014

INTRODUCTION

This is the Interim Report from the Social Planning Consultant hired by the City. The report:

1. Examines gaps in housing need, and
2. Proposes a social housing strategy for moving forward.

BACKGROUND

The Social Planning Consultant has reviewed all documentation on the CVRD website, met regularly with the Ad Hoc Emergency Resources Organization (AHERO) Committee, interviewed key proponents of social housing in the community, reviewed the stock of existing social housing in the Valley, examined the development capacity of the Braidwood Site, and met with CAO David Allen and more recently with Director of Development Services, Peter Crawford, and Manager of Planning, Ian Buck.

The City has recently purchased a site at 810 Braidwood Road in Courtenay for the purposes of developing a supportive housing project for homeless people there. Prior to meeting with Braidwood Road neighbors and administering the EOI/RFP for the City-owned Braidwood Road site, it is necessary for Council to confirm the development plan for the site and commit to taking the necessary steps which, in the opinion of the Social Planning Consultant, are necessary to move the project forward.

ISSUES

1. Potential Gaps in Housing Need

It is useful at the outset of this discussion if we are all aware of the general description of the types of shelter and support services referred to in this report. These include: (1) emergency shelter, (2) drop-in centre, (3) supported housing, and (4) transition and 2nd stage housing for women.

Emergency Shelter. In many communities on the Island, North of the Malahat, the shelter is synonymous with the Salvation Army. Sometimes located in a renovated larger home or in a purpose-built facility, it contains beds for overnight accommodation. Some shelters are for men only. Others are for men and women. In Courtenay, the Salvation Army Shelter is "Pidcock House".

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Shelter beds are categorized as permanent beds and EWR (Extreme Weather Response) beds. Permanent beds are available year round. EWR beds are only available from Nov 1st to March 31st, if on the night in question the temperature drops to zero degrees Celsius or below. Permanent beds are provided in shared bedrooms. EWR beds are mats provided in dorm rooms.

Funding can affect both permanent and EWR shelter bed availability. BC Housing funds most shelters on the Island. Unless non-profit housing providers are willing to supplement the cost of providing extra shelter beds, capacity is determined by the number of permanent or EWR beds BC Housing is willing to fund, even though the actual bed capacity of the shelter may be more.

Shelter admittance policy can also affect bed availability for persons whose sobriety is questionable. For those shelters whose administrative policy is more tolerant, a sobriety assessment capability and a social detox room is a practical requirement.

But a shelter is not housing. Bedrooms are shared with one or more clients. Bedrooms and dorms are locked in the morning and opened again in late afternoon. While clients can now spend the day in common areas of the shelter, they usually leave the shelter during some part of the day to carry out their daily routines in the community.

Shelter clients can only spend a maximum of 30 continuous days at the shelter. However, beyond 5 days, some shelters require that the client meet with a case worker to set up a Personal Development Plan (PDP) in order to ensure a longer stay at the facility. This assists them while they work through the personal issues that made them homeless and search for suitable permanent housing.

Drop-In Centre. A drop-in centre or those facilities and services associated with a drop-in centre are often incorporated into the shelter. Pidcock House provides showers, laundry and meals for clients, as well as personal assessment and counseling, and referrals to other local agencies which may be able to further help and support a client.

Supportive Housing. Supportive housing has two primary components as its name suggests: housing and support. Unlike a shelter, each tenant is provided a small self-contained dwelling unit with its own three-piece bathroom and modest but complete kitchen. To ensure development costs and operating expenses are manageable, most units in a supportive housing project are bachelor or studio units (same unit different terms only). A few units may be one-bedroom to accommodate the occasional couple or fully accessible to allow occupancy by a special needs tenant.

In addition to a site manager, supportive housing is staffed by a minimum of 2 support workers per shift on a 24/7 basis. Support workers are trained to deal with building security and maintenance as well as tenant supervision and support.

The philosophy behind supportive housing is grounded in “housing first” and “harm reduction” best practices. Tenants are admitted regardless of whether they have mental health or substance use issues. The idea is to house tenants first and then to engage them gradually to address their personal issues.

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This may involve putting them in touch with specialist support staff from other agencies, such as Mental Health and Substance Use staff at VIHA.

If the City-owned Braidwood Road site is developed as supportive housing, the non-profit housing provider selected to develop and operate the housing project will be required to operate the facility like any other responsible market rental apartment property manager. The goal is to select and support a compatible group of diverse tenants that can live together in a relatively harmonious community.

The non-profit housing provider must strive to create a mix of tenants that are capable of living independently with support. The mix of tenants will include some who require minimal support, others who require a moderate degree of support, and a few that require a high degree of support.

Not all homeless people or people at risk of becoming homeless will want to live in supportive housing. It is the responsibility of the non-profit housing provider to establish policies and procedures, rules and guidelines which ensure that all tenants can live in the project in personal safety and social fulfillment.

For some tenants, the project will be a transition to a more independent life. Through volunteerism, casual employment opportunities and vocational training, many tenants will move on to regular employment and market rental housing. Others, however, may not be capable of doing so, and for them, housing at the project will become permanent.

One important rule of tenancy is that no trafficking of drugs, alcohol or sex can be allowed on the premises. And, personal use of drugs and alcohol must be managed responsibly by each tenant in order to ensure that all tenants have the "right to quiet enjoyment" of their premises.

Supportive housing projects like all market rental apartments are operated under the Residential Tenancy Act (RTA). While the mostly single tenants will be low-income and many will have personal challenges such as mental health and substance use issues, given the level and competency of support provided on a 24/7 basis at the project, it should operate more or less like any other market rental apartment in the neighborhood.

Transition and 2nd Stage Housing for Women. Many larger cities on the Island have a separate non-profit society which has as its mandate the provision of transition and 2nd stage housing for women. In Nanaimo, it is Haven Society. In Campbell River, it is the Campbell River and North Island Transition Society. And, in the Comox Valley, it is the Comox Valley Transition Society.

In Courtenay, "Lilli House" is a transition house for women fleeing violence and is operated by the Comox Valley Transition Society. A transition house is operated similarly to an emergency shelter, but its focus is on women fleeing violence. This may be from violence or fear of violence in the home or on the street. It is this latter aspect which makes it seem like an emergency shelter, but the underlying need for transition housing for women is violence and fear of violence, not homelessness per se. And, unlike Pidcock House operated by the Salvation Army Community Ministries, no men are allowed.

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The issue with transition housing for women fleeing violence is that after 30 consecutive days, like emergency shelters for men and women, the women must somehow move on. For women with limited personal resources, the challenge to find longer-term affordable and safe accommodation is daunting. This is not only for single working women, but also for women from moderate to well to do circumstances awaiting divorce settlements who temporarily find themselves penniless. And, some women fleeing violence have taken their young children with them and require two-, three- and sometimes four-bedroom housing.

It is this need for longer term supportive housing for women fleeing violence and sometimes with children which fuels the need for what is called in the Violence Against Women Sector, 2nd Stage Housing.

To summarize, the “Violence Against Women” (VAW) Sector is distinguished from the homeless shelter and supportive housing sector in several ways:

1. Its primary focus is on women, single or with children, who have experienced or are at risk of experiencing violence in the home or on the street;
2. Managing and providing support for women fleeing violence requires a different set of skills and competencies than the training and experience required for support workers staffing emergency shelters and supportive housing project for the homeless, many of whom have mental health and substance use issues;
3. Tenant mix in 2nd stage housing requires some two-, three- and possibility four-bedroom units to accommodate single parent women with children, as well as child-minding facilities on the ground floor and play structures in outside landscaped areas;
4. BC Housing funds the operating subsidies for transition and 2nd stage housing for women fleeing violence through a separate budget category called the “Women’s Transition Housing and Support Program (WTHSP); and,
5. Further emphasizing these differences, most transition societies in BC, like the Comox Valley Transition Society in Courtenay, belong to a Provincial parent association called, the BC Society of Transition Houses.

This distinction between the emergency shelter and supportive housing sector for the homeless and the women against violence sector is important in light of the apparent competition between the two housing proposals emerging in the Comox Valley.

2. Social Housing Strategy

2.1 Prioritize Housing Needs.

A review of the inventory of existing social housing projects and a survey of key social agencies confirms that there are no supportive housing projects for the homeless and no 2nd stage transition housing for women fleeing violence in the Comox Valley.

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The survey also reveals that there is an emergency shelter for homeless men and women at "Pidcock House" operated by the Salvation Army Community Ministries, and a transition house for women fleeing violence at "Lilli House" operated by the Comox Valley Transition Society. Both located in Courtenay.

What is clear to the Social Planning Consultant is that these are two very distinct needs which beg to be considered separately not together as the discussion following further emphasizes.

2.2 Housing Needs Assessment

AHERO's 2008 homeless survey identified 159 homeless people. Ninety-seven (97) were adult men and 29 were adult women. The remainder was youth (22) and children (12).

In January 2011, the CVRD Standing Committee on Housing and Homelessness set priorities for housing needs in the Comox Valley:

1. Mentally ill and addicted
2. Women fleeing abusive relationship
3. Families
4. Youth (over 15 years)
5. Seniors living alone.

Similar to many communities on the Island, all target groups include a portion of First Nations' people.

Also identified by the homeless themselves was somewhere to go during the day and/or when time runs out at the shelter.

There is no low-barrier emergency housing or sobering centre available.

Transitional housing that is available includes hotels, motels and a few low-end- of- market (LEM) rental apartments and secondary suites.

Shelter or housing for youth under 19 years is not available.

Residential treatment, supportive recovery and detox beds are in short supply.

Also in January 2011, the CVRD Standing Committee on Housing and Homelessness identified in particular: "...longer stay housing such as transitional housing, second stage housing and supportive housing..." to meet existing outstanding needs.

The Social Planning Consultant concludes that the City's priorities, based on all the previous work done by others as well as his own recent investigation, should be as follows:

1. Supportive Housing for homeless, many of whom are suffering from mental health and substance use issues, be developed on the City-owned Braidwood site subject to administration of an EOI/RFP; and,

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2. 2nd Stage Housing for women fleeing violence be the City's second priority and pursued on a separate site in partnership with the Comox Valley Transition Society without the requirement of an EOI/RFP.

2.3 Shelter/Transition House Bed Capacity and Utilization.

Bed capacity and utilization statistics provided by the Salvation Army Community Ministries for Pidcock House and by the Comox Valley Transition Society for Lilli House were reviewed.

Pidcock House. Based on 12 permanent beds for men and 6 permanent beds for women, a total of 18 permanent beds, during 2013 there was a total capacity of 6,570 bed-nights at the Shelter. Out of 6,570 bed-nights available, 5,061 bed-nights were used, or on average 77% of capacity. However, if only the 14 BC Housing funded beds are included, this yields 5,110 bed-nights available and an average usage rate of 99% capacity. Further, 2013 bed use stats suggest that on an average night, for every person turned away (384 turnaways), there was an unused bed available (351 beds unused) at the Shelter. And, finally, while total bed-nights used rose from 2011 (4,739 bed-nights) to 2012 (5,527 bed-nights), bed-nights used declined from 2012 to 2013 (5,061 bed-nights), although not to their 2011 levels.

If the rules of admission were loosened and BC Housing funding increased, some extra capacity might be found at the Shelter. This does not include the 15 EWR beds which could be available year round, not just Nov 1st to March 31st. But this also depends probably on BC Housing funding.

Lilli House.

For the fiscal year 2006-2007, 139 women and 66 children stayed at Lilli House. Also during the same period, 35 women were enrolled in the Detox and Supportive Recovery program. For the 2013 calendar year, 155 women and 79 children stayed at Lilli House, and during the same period, 72 women were enrolled in the Detox/Supportive Recovery program.

In 2013, Lilli House was full 243 nights. In 2013, more than any previous year, staff was forced to find some women accommodation at local hotels because Lilli House was full. This was increasingly the case because women were staying longer at Lilli House as there is no 2nd stage housing available.

3. Provincial Homeless Initiative (PHI) Program and Braidwood Site Opportunities

PHI Program

BC Housing has provided the City \$50,000 in PDF (Proposal Development Funding) to pay for an EOI/RFP and schematic design and other preliminary work towards a supportive housing project. Typically, a supportive housing project would be in the range of 30 to 40 units. This ensures that the capital budget is in the \$6.0 to \$7.0 million range and the operating subsidy is around \$1,200.00 per unit per month net of the interest and principle on the 100% mortgage which BC Housing automatically assumes responsibility for.

From the previous review, two options emerge for the City-owned Braidwood Road site:

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The first option is to include a shelter and drop-in centre along with supportive housing for homeless, or just build supportive housing alone?

The second option is to build supportive housing for homeless only, or to take on the additional challenge of doing both a supportive housing for homeless on the Braidwood site, and a 2nd stage housing project for women fleeing violence on another site?

Supportive Housing for Homeless on the City-owned Braidwood Road Site in Courtenay

An analysis of the development capacity of the City-owned Braidwood Road site reveals that in order to keep within the 1.2 Floor Area Ratio (FAR), a supportive housing project of 30 studio units is possible. This assumes that half the ground floor and all of the 2nd and 3rd floors would be residential units. The other half of the ground floor would be offices and counselling rooms, a board room, a multi-purpose room and a laundry. Subject to geotechnical review, a partial basement would be provided to include mechanical, electrical, elevator and IT rooms, as well as bulk storage lockers for tenants. The basement is not included in the FAR calculation. In spite of these constraints, variances would be required to reduce the 3rd floor side yard setbacks from 6m to 4.5m (20 to 15 feet), reduce the parking requirements from 1.5 stalls per unit to 0.15 stalls per unit, and reduce usable outside open space to about 232 square meters (2,500 sf) in total. Homeless people do not own cars. Most of the parking will be for support staff and visiting specialist staff from local agencies. Other municipalities on the Island (Victoria, Nanaimo and Campbell River, for example) have parking requirements of 1 stall for every 10 units for supportive housing for homeless projects.

A specific development plan is required because the site is smaller and the FAR lower than would allow a more typical supportive housing project with, say, three residential floors of 12 units each, for a total of 36 units, and a full ground floor for offices and support amenities, and utility and service rooms.

No site is ideally located for homeless supportive housing. The Braidwood site is sandwiched between a retail/commercial use on one side and a multi-residential use on the other. It is opposite an older trailer park. In short, the site is located in what could be described as a transition zone. It is somewhat distant from the downtown area and public transit is not nearby, so it is not well located for an emergency shelter and drop-in centre. But it is an acceptable site for housing apartments for the homeless and tenant amenities to support them. It is also in close walking distance to the retail stores at the Washington Park Centre mall.

Site for 2nd Stage Housing for Women

In the Consultant's view and following the recommendations of many other groups in the Valley, the first priority must be development of supportive housing for adult homeless men and women. However, it emerged during discussions with community groups that the second priority should be the development of 2nd stage housing for women and single-parent women with children fleeing abusive domestic violence or homeless women experiencing violence on the street.

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Unlike supportive housing for homeless adult men and women, 2nd stage housing for women fleeing violence is distinctly different in several ways as earlier described in the background to this report.

The important conclusion is that these two initiatives must be considered separately yet simultaneously as they are both major deficiencies in the housing options available in the Valley.

Further, it must be appreciated that there need be no RFP for a site dedicated to the development of 2nd stage housing for women fleeing violence in the Valley. The Comox Valley Transition Society possesses the management and support staff trained and experienced to develop and operate such a project. No other non-profit group in the Valley can claim competency in this field.

Consider also the experience of the neighboring municipality to the North, Campbell River. Having developed 2nd stage housing for women first, they are now realizing that they still need supportive housing for homeless adult men and women.

Comox Valley Transition Society is working towards (partnerships that would lead to) acquiring a piece of land that is suitable for development of a 2nd stage housing project for women fleeing violence.

This report recommends that the City of Courtenay, the Town of Comox, and the Comox Valley Regional District support this initiative and take whatever steps are necessary to ensure securing the site for the Comox Valley Transition Society for this purpose. This should include entering into an MOU with BC Housing to provide the operating subsidy through the Women's Transition Housing and Supports Program (WTHSP) for this project.

DISCUSSION

"Luck favours the brave!"

The 810 Braidwood Road site is owned by the City of Courtenay. It is located in a "transition zone". It is smaller physically and lower in zoning density than ideal, but it is adequate for the purpose of supportive housing for homeless people. Maximizing the number of supportive housing units delivered on this site will remove these homeless people from having to use emergency shelters and drop-in centres. Although Pidcock House is operating close to capacity, removing 30 adult men and women from the street will relieve the pressure on the Salvation Army facility. Because the development capacity of the Braidwood site is limited, perhaps this will motivate BC Housing to consider also committing to building the 2nd stage housing for women fleeing violence in Comox as well. No thoughtful person would propose that single homeless men and women, many with challenges with mental health and substance use issues, would be compatible with single women and single-parent women with children fleeing violence. Thus there is a need to separate these two kinds of social housing in considering how to move forward with both on separate sites.

Einstein purportedly said, "If I was given an hour to save the world, I would spend the first 55 minutes defining the problem!" Well, I must give the Comox Valley communities the credit for taking the first 55 minutes to define the problem. However, I believe, now is the time for a decision.

CITY OF COURTENAY
Social Housing Strategy Report to Council

In my view, the City must proceed with engaging BC Housing in negotiating a Memorandum of Understanding similar to what Campbell River, Nanaimo and Victoria have previously entered into. If successfully negotiated, this will confirm the municipal contribution to BC Housing and confirm BC Housing's commitment to the project for the City.

The Social Planning Consultant is prepared on a pro bono basis to make himself available to the City of Courtenay, Town of Comox, and the friendly vendor in entering into negotiations with BC Housing to secure both the municipal contribution and the BC Housing commitment to these two projects.

Are there any guarantees in all this? No. But the age old adage applies: "Nothing ventured. Nothing gained".

WORKING GROUP ON EOI/RFP FOR BRAIDWOOD SITE

The Social Planning Consultant proposes that an EOI/RFP be issued to all non-profit housing providers in the Comox Valley and on the Island as the means of selecting the housing provider for the supportive housing for homeless project on the City-owned 810 Braidwood Road site.

The EOI/RFP to be prepared, issued and evaluated by the Working Group comprised of the following members:

1. The Manager of Planning for the City, Mr. Ian Buck.
2. The Senior Project Officer assigned to the project by BC Housing, Ms. Donna Money.
3. The Manager of Mental Health and Substance Use, Mr. John Fitzgerald or his designate.
4. A representative appointed by the BC Non-Profit Housing Association.
5. The Social Planning Consultant, Mr. John Jessup, as chair.

This is a professional/technical working group with knowledge and expertise in preparing, issuing and evaluating EOI/RFP submissions. The role of the working group is to recommend to City Council, the housing provider selected to operate the supportive housing for homeless project on the City-owned Braidwood site.

A comprehensive report on the EOI/RFP process will be provided to City Council. All of the results of the EOI/RFP submissions will be provided for Council's review. It will be City Council's decision alone as to which of the housing providers submitting should be appointed as project sponsor. Council will be under no obligation to appoint the sponsor recommended by the working group.

One final comment must be made on the selection criteria at this stage and that is the notion of building community capacity for supportive housing. There will be great temptation to go for non-profit housing providers with deep competence in the development, operation and management of supportive housing for homeless. Yet, the Social Planning Consultant highly recommends that extra points be given to local groups from the Comox Valley. Local non-profit societies whose members are drawn from the Comox Valley communities and whose boards of directors are nominated from community members will provide accountability at the local level. Even if locally based community non-profit groups are not fully competent to deal with the development and operational issues which emerge in a supportive

CITY OF COURTENAY
Social Housing Strategy Report to Council

housing for homeless project, the question is whether they are capable of rising to the challenge. Otherwise, the Comox Valley will be dependent upon the competence and expertise of outside groups, accountable to outside communities.

CITY FORGIVENESS OF DEVELOPMENT FEES AND CHARGES

Approval of a 60-year lease of the City-owned Braidwood Road site for \$10.00 nominal rent will require a two-thirds majority of Council. However, forgiveness of development permit and building permit fees and DCC's will require the City to identify an alternate source of funding for this purpose. The Director of Development Services advises that DP and DVP fees of \$4,500.00, building permit fees of \$7.50 per \$1,000 of construction value (\$30,000 for a \$4.0 million construction value), and DCC's in the range of \$375,000 would apply. The issue for the City is how would these costs be covered?

RECOMMENDATIONS

The Social Planning Consultant recommends:

- A. THAT Council authorize the Social Planning Consultant under direction of the CAO to establish the Working Group described in this report to issue an EOI/RFP for development of the City-owned 810 Braidwood Road site as a supportive housing for homeless project for adult men and women.
- B. That the Social Planning Consultant immediately begin neighborhood consultation on the basis that the site will be developed as an approximately 30 unit supportive housing for homeless project.
- C. THAT Council instruct the Social Planning Consultant to work under direction of the CAO to enter into negotiations with BC Housing towards execution of an MOU between the City and BC Housing outlining municipal contributions to the project and committing BC Housing to a unit allocation to the project.
- D. THAT prior to entering into negotiations with BC Housing, the City of Courtenay undertake a preliminary geotechnical survey, a phase 1 environmental assessment, a hazardous materials survey of the existing building on the site, and a civil engineering review of the capacity of existing underground water, sanitary and storm infrastructure serving the 810 Braidwood Road site, to determine the extent of the City liabilities in regards to these issues for inclusion in the MOU.
- E. THAT the Social Planning Consultant under direction of the CAO enter into discussions with the Director of Development Services, the Director of Financial Services, and any other appropriate City staff to explore how the development fees and charges to be forgiven as part of the MOU with BC Housing for development of the Braidwood site will be recovered by the City.
- F. That the Mayor on behalf of City Council offer the services of the City's Social Planning Consultant on a pro bono basis to assist in the securing of a site for the Comox Valley Transition Society and enter into negotiations with BC Housing to secure a unit allocation for the 2nd Stage Housing for women fleeing violence project proposed there.



THE CORPORATION OF THE CITY OF COURTENAY
STAFF REPORT

To: Mayor and Council
From: Chief Administrative Officer
Subject: 2014 Water and Sewer User Fees Amendment Bylaw

File No.: 1715-20 / 1830-05

Date: March 3, 2014

PURPOSE:

The purpose of this report is to endorse the City of Courtenay Fees and Charges Amendment Bylaw No. 2781, 2014, which amends the City's water and sewer user fees for 2014.

POLICY ANALYSIS:

Section 194 of the *Community Charter* allows Council to charge a user fee to cover the cost of delivery of a service.

EXECUTIVE SUMMARY:

At the regular meetings of Council held February 11th and 17th, 2014, Council passed resolutions in support of amending the 2014 sewer user fee rates to reflect an increase of 12%, and reducing the water user fee rates for the outside of the City user category to reflect a rate equity adjustment. Water fee bylaw rates for users within the City boundary remain unchanged.

The City of Courtenay Fees and Charges Amendment Bylaw No. 2781, 2014 incorporates these amendments and once the bylaw is adopted, the bylaw rates will be in effect as of the date of final adoption.

CAO RECOMMENDATIONS:

That based on the March 3, 2014 staff report "2014 Water and Sewer User Fees Amendment Bylaw" Council approve OPTION 1 and consider adopting the City of Courtenay Fees and Charges Bylaw No. 2781, 2014 as follows:

The 2014 sewer user fee rates to reflect an increase of 12%. Water fee bylaw rates for users within the City boundary remain unchanged, and reduce the water user fee rates for the outside of the City user category to reflect a rate equity adjustment.

Respectfully submitted,

David Allen
Chief Administrative Officer

BACKGROUND:

At the regular meetings of Council held February 11th and 17th, 2014, Council passed the following resolutions in regards to amending the 2014 water and sewer rates:

Sewer Rates:

That based on the February 11, 2014 staff report "2014-2018 Sewer Fund Financial Plan and 2014 User Fee Revenue" Council approve OPTION 1, and proceed with the recommended 2014-2018 Sewer Fund Financial Plan, and that sewer user fee revenue be increased by 12% for 2014; and

That Council direct staff to amend the "City of Courtenay Fees and Charges Bylaw No. 1673, 1992", to reflect the proposed increase.

Water Rates:

That based on the February 17, 2014 staff report "2014-2018 Water Fund Financial Plan and User Fee Revenue" Council approve OPTION 1 for the 2014-2018 Water Fund Financial Plan; and

That Council direct staff to amend the "City of Courtenay Fees and Charges Bylaw No. 1673, 1992", to reflect the proposed rate equity adjustment for the "outside the City" user category; and

That the City carry out an engineering analysis and condition assessment of the water infrastructure in the Comox Road service area to inform future rate setting for outside users.

DISCUSSION:

In accordance with Council direction, staff have prepared the City of Courtenay Fees and Charges Amendment Bylaw No. 2781, 2014, which amends Bylaw 1673, 1992, and incorporates the revisions approved on February 11th and 17th, 2014.

This bylaw is now brought forward for consideration by Council.

FINANCIAL IMPLICATIONS:

With the final adoption of the amendment bylaw likely occurring in March 2014, users will be billed a blended rate based on approximately 2.5 months of the previous year's bylaw, and 9.5 months of the new 2014 bylaw. This blended rate has already been taken into consideration when calculating the user fees to be set out in the bylaw.

Overall, for water, sewer and garbage/recyclable, the residential users will experience a 4.5% increase or \$31.59 for 2014 for these services. However, the revised overall 2014 user fee could possibly be reduced once the impact of the Materials Management BC initiative funding is calculated, and staff are able to bring the subject of user fees for the pickup of curb side recyclables forward for Council consideration.

ADMINISTRATIVE IMPLICATIONS:

On adoption of the amendment bylaw, staff will update the financial billing software with the new rates. Utility user fees are billed to the non-metered residential accounts annually as part of property tax notice. Other users are billed annually for sewer and garbage/recyclables in April each year through the Utility Billing Software, and quarterly for all metered water accounts.

STRATEGIC PLAN REFERENCE:

Value Statement 2: A progressive, diverse and sustainable City

Goal 1: Ensure infrastructure is sustainable

Objective c) Complete an inventory and assessment of City roads, buildings, and utilities, and

report on works required.

OFFICIAL COMMUNITY PLAN REFERENCE:

6.2 Water Supply

6.2.1 to ensure a high level of water quality is maintained

6.2.2 to protect the watershed of the Comox Lake and thereby protect the City's source of water

6.3 Sanitary Sewer Treatment

REGIONAL GROWTH STRATEGY REFERENCE:

5-A Water – Promote water conservation and efficiency throughout the Comox Valley

5-B Water - Protect the quality of water sources

5-D Sewer – Encourage sewer management approaches and technologies that respond to public health needs and maximize existing infrastructure

CITIZEN/PUBLIC ENGAGEMENT:

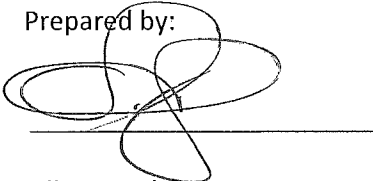
The public is notified of the upcoming changes to utility user fees through media at regular council meetings, as well as on the City's website.

OPTIONS:

OPTION 1: That Council endorse the City of Courtenay Fees and Charges Amendment Bylaw No. 2781, 2014 which enacts a 12% increase in the sewer utility rates, and amends water user fees for the "outside of the City" user category to provide a reduced rate equity adjustment for this category. Water fee bylaw rates for users within the City boundary remain unchanged.

OPTION 2: That Council defer endorsing the City of Courtenay Fees and Charges Amendment Bylaw No. 2781, 2014 for further discussion at a later Council meeting.

Prepared by:



Tillie Manthey, BA, CPA, CGA

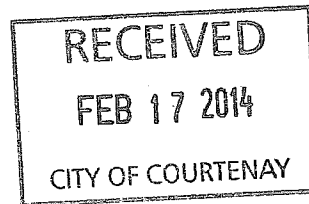
Director, Financial Services/Deputy CAO



Royal Canadian Gendarmerie royale
Mounted Police du Canada

OIC, RCMP
Comox Valley Detachment
800 Ryan Road
Courtenay, B.C.
V9N 7T1

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



FOR info
Security Classification/Designation

Non-sensitive

Your File

Our File

2014-02-04

Dear Mayor and Council

Comox Valley Detachment 2014 Annual Performance Plan

Every year beginning in April, RCMP detachments begin a new cycle of a program known as the Annual Performance Plan (APP). The APP provides a mechanism for planning and tracking issues that are of importance within each distinctive detachment area.

In 2013, Detachment representatives met with a variety of stakeholders from the Comox Valley in order to gather feedback on what issues were of the greatest importance to the community. After consultations were completed four issues were identified as being of greatest importance to the community. Those issues were: Road Safety (Intersections), Organized Crime, Crime Reduction (Prolific Offenders and Drugs), Vandalism (Mischief) and Traffic Law Enforcement.

Throughout the past year formal and informal discussions have been held with a variety of community representatives. These discussions were an opportunity for Detachment Management to gather feedback on what issues continue to be of importance to the Comox Valley. The feedback that was obtained made it very clear that the same four issues from 2013 continue to be the top priorities for the Comox Valley. In keeping with the Comox Valley Detachments commitment to our community, the Detachment will once again have the issues of Road Safety (Intersections), Organized Crime, Crime Reduction (Prolific Offenders and Drugs), Vandalism (Mischief) and Traffic Law Enforcement as priorities for the 2014 Annual Performance Plan

The communities priorities identified in the Comox Valley align directly with the priorities set out by the Commanding Officer of "E" Division. This years Provincial Priorities have been identified as Road Safety, Organized Crime and Crime Reduction.

Road Safety will be broken down into several initiatives such as Intersection Safety, Impaired Driving and Distracted Driving. These initiatives will be developed, implemented and managed by the Detachments Traffic Section.

All Organized Crime and Crime Reduction initiatives such as drug trafficking, vandalism and graffiti will be developed, implemented and managed by members working within the Detachments Drug and Major Crime Sections.

Non-sensitive

As the acting Detachment Commander, I welcome your feedback and opinion on this years community priorities. A copy of the Annual Performance Plan will be provided to you in April once it has been finalized.

Should you have any questions or concerns regarding this years community priorities, I welcome and encourage you to contact me at any time.



S/Sgt. Roger PLAMONDON
A/OIC
Comox Valley RCMP



Union of BC Municipalities
Suite 60 10551 Shellbridge Way
Richmond, BC, Canada V6X 2W9

Phone: 604.270.8226
Email: ubcm@ubcm.ca

*FOR
DFO*

February 5, 2014

Mayor Larry Jangula
City of Courtenay
830 Cliffe Avenue
Courtenay BC V9N 2J7



Dear Mayor Jangula:

Re: 2013 Resolutions

Please find attached the provincial response to the 2013 resolution(s) put forward by your Council and endorsed by the UBCM membership at Convention.

I trust this information will be of assistance to you. Please feel free to contact Reiko Tagami, UBCM Information & Resolutions Coordinator with any questions.

Tel: 604.270.8226 ext. 115 Email: rtagami@ubcm.ca

Sincerely,

A handwritten signature in black ink is located below the "Sincerely,". The signature appears to read "Rhona Martin" and is written in a cursive, flowing style.

Director Rhona Martin
President

Enclosure

**2013 B101 NEW PROPERTY CLASS FOR LARGE
COMMERCIAL ENTITIES**

Courtenay

WHEREAS the current property assessment class 06 business/other is a broad class that captures any property use not defined elsewhere;

AND WHEREAS local governments are restricted in managing local taxation policy by the broad nature of the class:

THEREFORE BE IT RESOLVED that the provincial government examine the possibility that an additional property assessment class be added to capture the concept of commercial entity size as a property class for the purposes of property taxation.

CONVENTION DECISION: **ENDORSED**

PROVINCIAL RESPONSE

Ministry of Community, Sport & Cultural Development

Government is aware of the diversity and range of property types included in Class 6, Business and Other. While government is not considering changes to the assessment classes for properties at this time, if there is such a review in the future, UBCM's proposal for Class 6 will be considered. It would be helpful in analyzing potential impacts and identifying options in any future review if UBCM could provide a more detailed proposal with specific recommendations for the segregation of specific properties or property types. Note that the Ministry of Finance, Tax Policy Branch, would also be consulted regarding any changes to classifications.



Campaign Executive Committee

MURRAY PRESLEY, Honourary Chair | PAUL HELPARD, Co-Chair | ROBERT MULROONEY, Co-Chair
TONY REYNOLDS, Board Chair | CHRISTINE MONIER, Campaign Coordinator | ROB WALLER, Campaign Counsel

FOR
info

The Vancouver Foundation
Suite 200 – 475 West Georgia Street
Vancouver, BC Canada V6B 4M9

Dear Sir/Madame:

We are writing to indicate our strong support for the grant application forwarded to you by Murray Presley on behalf of the I Belong Campaign to build a “place of belonging” for adults with developmental disabilities on the north end of Vancouver Island.

This vital community center will be operated by L’Arche Comox Valley, a member of the international L’Arche Federation founded by Canadian social pioneer, Jean Vanier. L’Arche has an outstanding reputation in the provision of residences and day activities to those adults in our communities who are so often isolated and on the sidelines.

The new centre will have 8,193 square feet and consist of apartments for nine people and an activity centre that will be able to accommodate up to fifty people in a variety of activities at one time. Given that it is a specific objective of this province to lead the country in the quality of facilities and care for those of our citizens with developmental disabilities, we can think of no better way to set a new standard in this field than to support the building of this centre.

Given that the Comox Valley played a significant role in the beginnings of the Vancouver Foundation through the bequest of the Filberg family, we hope that you will share our conviction that this project is one that will bring long-term benefits to all communities on the north end of Vancouver Island.

Sincerely,

Larry Jangula, Mayor of Courtenay

Leslie Baird, Mayor of Cumberland

Paul Ives, Mayor of Comox

Edwin Grieve, Chair, Board of Directors
Comox Valley Regional District



THE CORPORATION OF THE CITY OF COURTENAY
BRIEFING NOTE

To: Mayor and Council
From: Chief Administrative Officer
Subject: CARIP 2013 Public Reporting – City of Courtenay

File No.: 6960-20
Date: March 3, 2014

PURPOSE:

To provide Council with information on the Corporate Climate Action Charter, and to update Council on the City's progress towards carbon neutrality.

BACKGROUND:

The City of Courtenay signed onto the Corporate Climate Action Charter in 2007 together with the Province of BC, UBCM and over 180 BC local governments and Regional Districts. Courtenay Council adopted the City's "Corporate Climate Action Strategy" in 2009 which outlined rigorous GHG reduction targets and actions on how to achieve the reductions.

Taking action to reduce emissions in local government operations is an opportunity to improve energy efficiency and optimize systems, strengthening overall performance and service delivery. A government's own operations are only a percentage of a community's total emissions. Local government leadership, however, plays a pivotal role in building knowledge in the community as well.

By Signing the Charter, local governments commit to measuring and reporting publically their corporate GHG emissions profile.

On September 24, 2008 the province announced the Climate Action Revenue Incentive Program (CARIP) to offset the carbon tax for local governments who have signed the Climate Action Charter. Eligibility requires municipalities to report annually on the steps taken to become carbon neutral.

Local governments can achieve carbon neutrality by reducing emissions through the purchase of carbon offsets or by developing projects to offset emissions.

DISCUSSION:

As a signatory to the Corporate Climate Action Charter we are required to report publically on our corporate emissions by March 7th, 2014. This interim report meets that requirement

In 2013, as part of the City's strategy towards meeting the goals of the Climate Action Charter, staff set aside the equivalent of the calculated cost of purchasing offsets under the Carbon Neutral Framework and held the money in a "climate action reserve fund". This money is to be used for a local emissions reduction

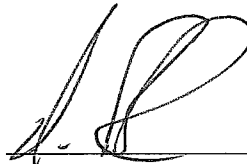
project. While holding funds in the “Climate Action Reserve Fund” does not in itself result in technical carbon neutrality, it does accomplish the goal of keeping our local tax dollars in the community.

In an effort to engage the community to come forward with eligible projects, the Comox Valley RD has attempted to create a “Community Carbon Marketplace”. As this project is just going through the Request for Community Carbon Credits (RC3) Process, there are still no projects available. However, staff anticipates the RC3 process will begin to produce eligible projects towards the end of 2014.


A detailed report on actions taken by the City in 2013, as well as a copy of our final GHG inventory report is attached.

Respectfully submitted,

Tillie Manthey, B.A, CGA,
Director of Financial Services/
Deputy CAO



Ian Buck, MCIP, RPP
Manager of Planning



Allan Gornall, B.Sc
Planning Technician

Climate Action Revenue Incentive Program (CARIP) Public Report

Climate Action Revenue Incentive (CARIP)

Public Report for YEAR 2013

City of Courtenay

Comox Valley Regional District



Report Submitted by
Allan Gornall

agornall@courtenay.ca

March 15, 2013

General Information

Name of Local Government	City of Courtenay
Member of Regional District (RD)	Comox Valley Regional District
Regional Growth Strategy (RGS) in region	Yes
Population	24,099

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Community Wide Actions for 2013

1.1 Measure

Community Wide Measurement Actions

Question	Have you been using the Community Energy and Emissions Inventory (CEEI) to measure progress? What else have you been using instead of/in addition to CEEI?
Answer	Yes
Additional Information	Like last year, we'll publish an annual State of the Environment report - this year for Earth Week. We will include new data as well as the reminder that our GHGs have increased between the last CEEI inventory period. Other data will include update on transportation trends (2011 census), water and waste rates and a large section on ecological indicators - stream health.

1.2 Plan

Community Wide Targets

Question	Does your OCP(s) have targets, policies and actions to reduce GHG emissions, as per the requirements under the <i>Local Governments Act (LGA)</i> ? If yes, please identify the targets set. If no or in progress, please comment.
Answer	Yes
Additional Information	20% below 2007 levels by 2020

1.3 Reduce

Supportive Community Wide Actions

Action Type	Broad Planning
Actions Taken this Year	Transportation Master Plan is about to wrap up. Last year was a major year for this work. Plan will provide guidance on 'complete streets' as we build out. We also conducted a Quick Start Community Energy and Emissions Planning program through BC Hydro and BC Alternative Energy Association. We have not yet taken the report to Council, but plan to for

	Earth Week. In it, a number of actions are identified for over next 5 year work plan. Also adopted a Local Area Plan that has the strongest ecological protection language to date. City also continues to engage in the CAVI (Convening for Action on Vancouver Island) water sustainability partnership.
Proposed Actions for Next Year	Transportation plan implementation each year. Council have mandated that staff identify one 'complete street' project for implementation. CAVI goals for this year are to focus on how Sustainable Service Delivery links to ecologically wise watershed management (e.g. rainwater management)

Action Type	Building and Lighting
Actions Taken this Year	Not much progress in this area
Proposed Actions for Next Year	Downtown revitalization has been identified by Council as a strategic priority. Not sure what the action will be, but we may expect some research and implementation on incentives to downtown revitalization - (hopefully density/housing)

Action Type	Energy Generation
Actions Taken this Year	Not much progress in this area
Proposed Actions for Next Year	Don't see it on the horizon given existing work plans

Action Type	Green Space
Actions Taken this Year	Not much progress in this area
Proposed Actions for Next Year	2014 promises to be an exciting year for this area. Our tree protection bylaw is being reviewed for efficacy. We expect to expand the areas of protection. Also, a parks acquisition strategy will begin this year.

Action Type	Transportation
Actions Taken this Year	See Broad planning category above

Proposed Actions for Next Year	A detailed cycling strategy will fall out of the adoption of the Transportation Master Plan. However its not likely to occur in 2014.
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Action Type	Waste
Actions Taken this Year	Explored option of curbside organics collection, but was not adopted
Proposed Actions for Next Year	MMBC will begin this year, strong education and diversion focus

Action Type	Water/Sewer
Actions Taken this Year	Continue to offer low flush toilet rebates
Proposed Actions for Next Year	Toilet rebates. Beyond that, unlikely this year. Some planning has started.

Action Type	Other Actions
Actions Taken this Year	
Proposed Actions for Next Year	

Direct Community Wide Actions

Action Type	Buildings
Actions Taken this Year	Not much progress in this area
Proposed Actions for Next Year	Not on work plan

Action Type	Energy Generation
Actions Taken this Year	Missed an opportunity for bio-energy generation with new hospital/North Island College and supportive businesses. Unfortunate that opportunity could not be effectively

	championed.
Proposed Actions for Next Year	Not on work plan

Action Type	Transportation
Actions Taken this Year	Approval of our first dedicated retrofitted bike lane (yay!). Bus shelter program on going. Some greenway connections acquired through rezoning. Continuing to work on the HASTe active school travel planning program. Continued participation in Comox Valley Cycling Task Force.
Proposed Actions for Next Year	Will be built. Bus shelter program ongoing. More greenway connections will be built through rezoning agreements that are currently in place. Will continue with HASTe. Comox Valley Cycling Task Force will have sunset clause this year. We are figuring out how the Task Force could be expanded to include a more holistic consideration of transportation to more effectively advocate for active modes.

Action Type	Waste
Actions Taken this Year	Not much progress in this area
Proposed Actions for Next Year	Not on work plan

Action Type	Water/Sewer
Actions Taken this Year	We regularly do tree replantings on our public lands, often dependent on green grant opportunities. A stream restoration plan was included in draft budget for council consideration. Waiting to see outcome
Proposed Actions for Next Year	Grants have been applied for, hopefully will receive in order to plant more. If Council approve, will have a stream restoration project to complete.

Action Type	Green Space
Actions Taken this Year	

Proposed Actions for Next Year

Action Type	Other Actions
Actions Taken this Year	
Proposed Actions for Next Year	

Question	Is there any activity that you have been engaged in over the past year(s) that you are particularly proud of and would like to share with other local governments? Please describe and add links to additional information where possible.
Answer	Arden Corridor Local Area Plan (now adopted). Was a highly engaging community building and education process. Everyone felt very positive about the Plan. Plan was crafted with public in mind (highly visual, educative, engaging material) with hope that it will help community to take ownership and steward plan (which they requested). Council also happy with plan - noted that it was a good 'trust building' exercise and that they learned a lot about the extremely environmentally sensitive neighbourhood. Innovative Environmental Development Permit guideline language that takes a precautionary approach. Conservation groups pleased with level of detail in EDP guidelines with hopes that it will result in more effective implementation. More information on plan and process at: http://www.courtenay.ca/planning/arden-local-area-plan.aspx Have applied for a PIBC award for it

Corporate Actions for 2013

2.1 Measure

Corporate Measurement Actions

Question	What steps has your local government taken toward completing its corporate emissions inventory?
Answer	The City of Courtenay has assembled an inventory of corporate assets and uploaded this information into the SMARTtool software. The energy consumption data from our corporate assets are uploaded to the software using various conversion tools. The outputs provide a breakdown of our corporate emissions profile.
Question	What tool are you using to measure, track and report on your corporate emissions?
Answer	The City of Courtenay uses the SMARTtool software to measure and track our corporate and contracted emissions.

2.2 Reduce

Supportive Corporate Actions

Action Type	Broad Planning
Actions Taken this Year	A corporate climate action plan was adopted in 2009. This plan continues to guide broad planning decisions.
Proposed Actions for Next Year	Review and update our Corporate Climate Action Plan
Action Type	Building and Lighting
Actions Taken this Year	The City continues to monitor energy consumption from our corporate buildings. When possible, energy upgrades are performed to reduce our emissions profile.
Proposed Actions for Next Year	Continue to source grants and funding for building upgrades. Perform feasibility studies where possible for green energy generation. Continue to follow Corporate Climate Action

Plan.

Action Type	Energy Generation
Actions Taken this Year	The City undertook a detailed feasibility study for a possible District Energy facility. This system could potentially meet the needs of 5 public sector buildings.
Proposed Actions for Next Year	Continue to monitor effectiveness of existing alternate energy projects and build business cases for future projects.

Action Type	Transportation
Actions Taken this Year	The City continues to promote bike to work week. The city also continued with its Creative Commute program as an incentive to alternate transportation.
Proposed Actions for Next Year	Continue to implement low carbon transportation alternatives.

Action Type	Water/Sewer
Actions Taken this Year	2013 I&I Study
Proposed Actions for Next Year	Continue to investigate for I&I

Action Type	Other Actions
Actions Taken this Year	The City released a new intranet that improves communications at all levels. The City's green team has a new avenue for education and promotion.
Proposed Actions for Next Year	

Direct Corporate Actions

Action Type	Building and Lighting
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Actions Taken this Year	Major lighting and energy retrofit to recreation facility.
Proposed Actions for Next Year	Plan for museum boiler upgrade/conversion

Action Type	Energy Generation
Actions Taken this Year	Completed Monitoring and Verification process for the 2012 Solar outdoor pool project.
Proposed Actions for Next Year	None planned for 2014

Action Type	Fleet
Actions Taken this Year	The City purchased two bicycles (one electric) for business transportation as an alternative to driving.
Proposed Actions for Next Year	Continue to work with purchasing department on fleet "right-sizing" and vehicle optimization.

Action Type	Waste
Actions Taken this Year	Introduced increase service and infrastructure for waste diversion in all civic buildings. Organics diversion implemented at some office and recreation facilities.
Proposed Actions for Next Year	Implement new MMBC recycling regulation to civic facilities.

Action Type	Water/Sewer
Actions Taken this Year	5 repairs to water system as a result of I&I study. Replacement of 2 pumps to more efficient models.
Proposed Actions for Next Year	Continue to repair systems that are identified through I&I studies.

Action Type	
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Green Space	
Actions Taken this Year	We regularly do tree replantings on our public lands, often dependent on green grant opportunities. A stream restoration plan was included in draft budget for council consideration. Waiting to see outcome
Proposed Actions for Next Year	Grants have been applied for, hopefully will receive in order to plant more. If Council approve, will have a stream restoration project to complete.

Action Type	Other Actions
Actions Taken this Year	
Proposed Actions for Next Year	

2.3 Corporate Innovation

Question	Is there any activity that you have been engaged in over the past year(s) that you are particularly proud of and would like to share with other local governments? Please describe and add links to additional information where possible.
Answer	<p>"1. District energy feasibility study: http://www.courtenay.ca/media/208898/city of courtenay des feasibility study final 2013 02 21.pdf</p> <p>2. Development of a regional community carbon marketplace. "</p>

Carbon Neutral Progress Reporting

3.1 Carbon Neutral Progress Reporting

Emissions/Offsets	Tonnes CO ₂ e
Annual corporate emissions using SMARTTool or equivalent inventory tool	1118.79
<i>Emissions from services delivered directly by the local government</i>	767
<i>Emissions from contracted services</i>	351.79
Less:	0
GHG reductions being claimed for this reporting year from Option 1 - GHG reduction project	
<i>Energy Efficient Building Retrofits and Fuel Switching</i>	0
<i>Solar Thermal</i>	0
<i>Household Organic Waste Composting</i>	0
<i>Low Emissions Vehicles</i>	0
Less:	0
GHG reductions being claimed for this reporting year from Option 2 - GHG reduction projects	
<i>Option 2 Project A</i>	0
<i>Option 2 Project B</i>	0
<i>Sum of Other Option 2 Projects (if you have added projects below)</i>	0
Less:	
Offsets purchased for this reporting year (Option 3). Please identify your offset provider in the offset provider information section below.	
Balance of corporate emissions for this reporting year. <i>(If the corporate emissions balance is zero, your local government is carbon neutral for this reporting year)</i>	1118.79
Additional "Option 2" Projects	
<i>Option 2 Project C</i>	
<i>Option 2 Project D</i>	
<i>Option 2 Project E</i>	
<i>Option 2 Project F</i>	
<i>Option 2 Project G</i>	
<i>Option 2 Project H</i>	

3.2 Making Progress on Your Carbon Neutral Commitment

Question	If your community has not achieved carbon neutrality for this reporting year please describe the actions that you intend to take next year to move you toward your carbon neutral goal.
Answer	This is an Interim CARIP report. The City of Courtenay will provide a Final CARIP report by June 2, 2014. The City of Courtenay in collaboration with other regional municipalities is in the process of

creating a Community Carbon Marketplace. The City would prefer to achieve carbon neutrality by purchasing local offsets from GHG reduction projects to balance emissions from 2013.

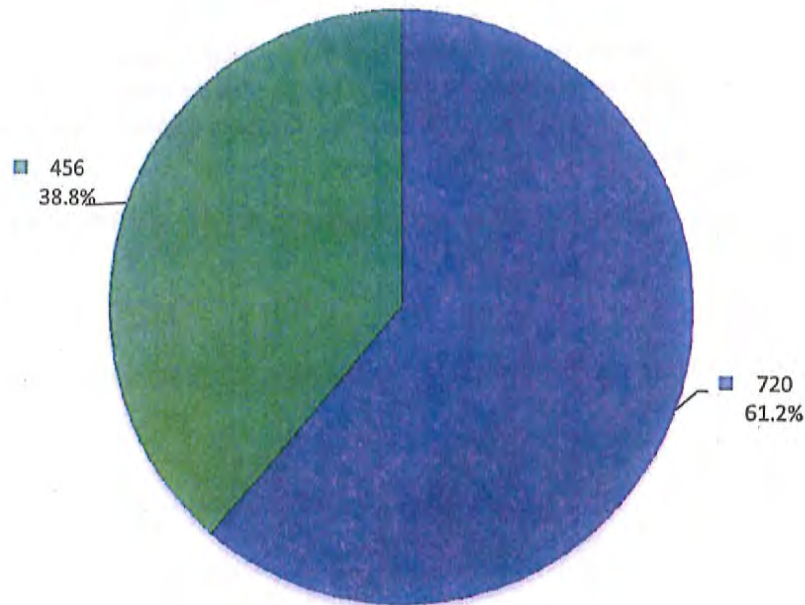
3.3 Offset Provider Information

Question	Please Identify the name(s) of your offset provider(s) (Please answer below):
Answer	

Question	The offsets being claimed in this CARIP Report were purchased from the offset provider(s) indicated above prior to making this CARIP report public (please indicate yes or no):
Answer	

Question	If your community has not achieved carbon neutrality for this reporting year please describe the actions that you intend to take next year to move you toward your carbon neutral goal.
Answer	

**City of Courtenay
Greenhouse Gas Emissions by Source
for the 2013 Calendar Year (tCO₂e*)**



Total Emissions: 1,176

■ Mobile Fuel Combustion (Fleet and other mobile equipment)

■ Stationary Fuel Combustion (Building Heating and Generators) and Electricity

Offsets Applied to Become Carbon Neutral in 2013 (Generated February 24, 2014 9:56 AM)

Total offsets required: 1,118. Total offset investment: \$27,950. Emissions which do not require offsets: 58 **

*Tonnes of carbon dioxide equivalent (tCO₂e) is a standard unit of measure in which all types of greenhouse gases are expressed based on their global warming potential relative to carbon dioxide.

** Under the *Carbon Neutral Government Regulation of the Greenhouse Gas Reduction Targets Act*, all emissions from the sources listed above must be reported. As outlined in the regulation, some emissions do not require offsets.



CARIP Public Report Attestation Form

The Purpose of this Attestation: As per the CARIP guidance, the Financial Officer is required to attest that the CARIP report submitted to the Province on or before **March 7, 2014** has been made public and also indicate if it is the Final or *Interim* Report.

If applicable, the Financial Officer will also be required to attest that the local government's updated *Interim* CARIP report submitted on **June 2, 2014** has been made public and is the Final Report. Please complete the attestation below that applies to your 2013 CARIP Public Report at this time. Please review the **general CARIP Guidance document** for more information on this requirement.

Financial Officer must complete and sign the APPLICABLE attestation form below and email a scanned copy to the province at infra@gov.bc.ca

FINAL CARIP Report attestation:

I declare that this is the Final 2013 CARIP Public Report for (insert name of local government) and that this report was made public on (date)

Name, Title (print) CFO _____
Signature: _____
Date: _____

INTERIM CARIP Report attestation:

I declare that this is the *Interim* 2013 CARIP Public Report for the City of Courtenay and that this Report was made public on March 3rd, 2014

Additional carbon neutral information is needed to complete this CARIP Report and once that information is received; this CARIP report will be updated, made public and submitted as Final to the Province on or before **June 2, 2014**.

As per the CARIP Guidance document, I am aware that local governments that do not make public and submit an updated, Final 2013 CARIP Public Report to the Province by the **June 2, 2014**, deadline:

- May not be eligible for next year's CARIP grant.
- Will not be eligible for certain elements of the Green Communities Recognition Program, and
- Will not be included in the 2013 Provincial level report on local government climate action progress

Name, Title (print) CFO or CAO J. Manthey
Signature: [Signature]
Date: Feb 24/14

CITY OF COURTENAY
BYLAW REFERENCE FORM

BYLAW TITLE

City of Courtenay Fees and Charges Amendment Bylaw No. 2781, 2014

REASON FOR BYLAW

To amend water and sewer utility user rates for 2014 in accordance with Council resolutions of February 11th and 17th, 2014.

STATUTORY AUTHORITY FOR BYLAW

Section 194 of the *Community Charter*

OTHER APPROVALS REQUIRED

STAFF COMMENTS AND/OR REPORTS

OTHER PROCEDURES REQUIRED

February 25, 2014

T. Manthey
Staff Member

THE CORPORATION OF THE CITY OF COURTENAY

BYLAW NO. 2781, 2014

A bylaw to amend City of Courtenay Fees and Charges Bylaw No. 1673, 1992

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 **“City of Courtenay Fees and Charges Amendment Bylaw No. 2781, 2014.”**
2. That “City of Courtenay Fees and Charges Bylaw No. 1673, 1992” be amended as follows:
 - (a) That Schedule of Fees and Charges, Section III, Appendix I, “Waterworks Distribution System”, and Appendix II “Sanitary Sewer System” be hereby repealed and substituted therefore by the following attached hereto and forming part of this bylaw:

Schedule of Fees and Charges Section III, Appendix I – Waterworks Distribution System
Schedule of Fees and Charges Section III, Appendix II – Sanitary Sewer System

3. This bylaw shall come into effect upon final adoption hereof.

Read a first time this 3rd day of March, 2014

Read a second time this 3rd day of March, 2014

Read a third time this 3rd day of March, 2014

Finally passed and adopted this day of March, 2014

Mayor

Director of Legislative Services

**SCHEDULE OF FEES AND CHARGES
CITY OF COURTENAY FEES AND CHARGES
AMENDMENT BYLAW NO. 2781, 2014
SECTION III, APPENDIX I**

WATERWORKS DISTRIBUTION SYSTEM

1. CONNECTION FEES

- (a) Pursuant to Section 3.2 of Water Regulations and Rates Bylaw No. 1700, 1994, and amendments thereto, every applicant shall pay to the City before any work is done on the connection, a connection fee as follows:

Connection Size

Within the City

Connection from either side of road to property line

20 millimetres (3/4 inch)	\$2,500.00
25 millimetres (1 inch)	\$3,500.00

Outside the City

20 millimetres (3/4 inch)	Actual City cost plus 25%
with a minimum charge of \$3,500.00	

- (b) Where a larger connection than those listed above is required, the connection will be installed at City cost plus 25%.

(c) **Water Turn On and Turn Off**

If turn on or turn off is for a purpose other than maintenance or the commissioning of a new service the following fees will apply:

Inside the City	\$35.00 for each water turn on or turn off
Outside the City	\$55.00 for each water turn on or turn off

(d) **Abandonment Fee**

Fee for disconnecting an abandoned service connection at the water main irrespective of the size of the connection	Actual City cost plus 25%, with a minimum charge of \$500.00
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2. WATER UTILITY USER RATES

(a) Unmetered Water

The minimum user rate per year or portion thereof for unmetered accounts shall be as follows:

Category	Inside the city Per Unit	Outside the City Per Unit
Residential/Duplex	\$348.38	\$601.09
Multi-Family (three or more connected units)	\$294.27/unit	\$530.75/unit
Commercial	\$332.92	All outside commercial are metered

(b) Metered Water

All metered accounts for the quantity of water used each quarter shall be calculated at the following rates:

For volumes of water consumed	Charge per Quarter
Multi-Family Metered	
0 – 48.0 m3	Minimum rate per unit \$46.94
48.1 – 566.0 m3	\$1.35
Greater than 566.0 m3	\$1.08
Commercial Metered	
0 – 48.0 m3	Minimum rate per unit \$49.60
48.1 – 566.0 m3	\$1.35
Greater than 566.0 m3	\$1.08
Regional Standpipe, Regional Playfields	
Bulk water rate plus 30%	
Outside City – Multi-Family Metered	
0 – 48.0 m3	Minimum rate per unit \$98.07
48.1 – 566.0 m3	\$1.76
Greater than 566.0 m3	\$1.40
Outside City - Commercial Metered	
0 – 48.0 m3	Minimum rate per unit \$101.53
48.1 – 566.0 m3	\$1.76
Greater than 566.0 m3	\$1.40

- (c) Where a meter is found not to register, the charge shall be computed on the basis of the amount of water used during the time the meter was working, or from any other information or source which can be obtained, and such amount so composed shall be paid by the consumer.
- (d) Where a commercial or industrial consumer has not been connected to a water meter through non-availability of the water meter or because of special exemption being granted by the City, water charges to the consumer will be computed on the basis of consumption recorded for other similar purposes in the City, or from any other information or source which can be obtained, and such amount so computed shall be paid by the consumer.
- (e) Where it has been determined that a water leak has occurred during the last billing period on the buried portion of the service between the water meter and the point where the service pipe enters the building, a maximum one time rebate of 40% of the metered water utility fee to compensate for the water leak will be made at the discretion of the Finance Officer based on the following:
 - i. The leak occurred on the buried water service;
 - ii. That a leak of that nature would have caused the volume of excess water usage;
 - iii. The leak did not occur as a result of negligence of the owner;
 - iv. The owner has provided satisfactory evidence that the leak has been permanently repaired.

WATER METER RENTALS

- (a) Water meter fee shall be as follows:

Meter Size	Fee
up to 3/4"	\$1.25 per month
1"	\$2.50 per month
1 1/4"-1 1/2"	\$5.10 per month
2"	\$7.60 per month
3"	\$12.70 per month
4"	\$25.20 per month
6"	\$38.10 per month
8"	\$50.80 per month
10"	\$63.55 per month

The above meter fee shall be added to the monthly water rates and will apply both inside and outside the City.

METER READING CHARGE

Each call after the first one of each month if access has not been provided or if readings extra to the quarterly reading are requested

\$35.00 per call

3. SUPPLY OF WATER FROM FIRE HYDRANTS OR OTHER SOURCE

- (a) Water may be supplied from a fire hydrant or other for the use of developers during the course of construction of multi-family, industrial, and commercial developments. The charge for such water usage shall be:

For buildings with a gross floor area up to and including 250 square meters	\$250.00
For buildings greater than a gross floor area of 250 square meters	Minimum charge of \$250.00, plus \$0.10 per square meter for floor area in excess of 250 square meters.

- (b) Where water is supplied from a fire hydrant or other non-metered source for other uses, the amount of water supplied will be invoiced in accordance with Section 2 – Water Utility Users Rates – Metered Water.

- (c) Charge to service fire hydrant after use:

\$95.00 and/or any service costs that may arise from servicing a hydrant in respect of its use.

4. UTILITY BILLING ADJUSTMENTS AND COLLECTION

- (a) Where a billing error is suspected by the consumer, notification in writing must be made to the City of Courtenay Finance Department within one year of the original billing date for review and consideration. Upon investigation, if it is determined by the City that an error occurred and the consumer has been overcharged, an adjustment will be made to the utility bill in question in an amount to be determined by the City. The City will not provide refunds or adjustments to billing errors made more than two years prior to the date of the notification being received by the City.
- (b) The rates and charges, enumerated in this Bylaw, are hereby imposed and levied for water supplied or ready to be supplied by the City and for the provision of the service and other water related services. All such rates and charges which are imposed for work done or services provided to lands or improvements shall form a charge on those lands which may be recovered from the Owner of the lands in the same manner and by the same means as unpaid taxes.

SCHEDULE OF FEES AND CHARGES
CITY OF COURTENAY FEES AND CHARGES AMENDMENT
BYLAW NO. 2781, 2014
SECTION III, APPENDIX II
SANITARY SEWER SYSTEM

1. CONNECTION FEES

(a) Connection Fees

Connection from either side of road to property line

10.16 centimetres (4" inch) \$3,000.00

Where a larger connection than the one listed above is required, the connection will be installed at City cost plus 25%.

(b) Abandonment Fee

Fee for disconnecting an abandoned service connection at the sanitary sewer main irrespective of the size of the connection

Actual City
cost plus 25%,
min charge
\$500.00

(c) Connection Charges for Annexed Areas

For owners where commitment letters were issued between 1997 and 2006 quoting a sewer connection bylaw fee of \$1,500 (plus a capital contribution fee of \$5,000), this bylaw fee amount shall be in effect until October 31, 2007, after which the following schedule of connection fees will apply.

Property Use	Connection Charge		
	Capital Contribution		Connection Fee
	Existing Building	New Development	
Single Family Home OR Duplex	\$5,000.00	\$5,000.00	Either side of road from main - \$3,000.00
Multifamily, Strata OR Apartment OR Mobile Homes	\$5,000.00	\$5,000.00 for first unit, \$2,500.00 per unit for the next five units, \$2,000.00 per unit for the next five units, \$1,500.00 per unit for the next five units and \$1,000.00 per unit for all units thereafter	For a 100 mm diameter connection or the Bylaw rate for larger pipe sizes: Either side of road from main \$3,000.00

Industrial OR Commercial OR Public Assembly	\$5,000.00	\$5,000.00 minimum or the greater amount calculated based on the design sewage flows from the development.	For a 100 mm diameter connection or the Bylaw rate for larger pipe sizes: Either side of road from main \$3,000.00
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Note: Under the heading of 'Capital Contribution' an 'Existing Building' is defined as a building that existed or a property that had a building permit application in place on or before April 14, 2004. 'New Development' is defined as a property on which a building permit application was made on or after April 15, 2004.

2. SANITARY SEWER USER RATES

Part 1 - Residential Users

Cost Per Annum

1.	Single Family Dwelling	\$221.92
2.	Multiple Family Dwelling -per unit	\$221.92
3.	Mobile Home Park -per space	\$221.92
4.	Kiwanis Village -per unit	\$221.92

Part 2 - Commercial Users

1.	Hotels and Motels -per unit	\$ 89.34
2.	Trailer Park and Campsite -per serviced site	\$ 46.10
3.	Wholesale and Retail Stores	\$221.92
4.	Car Wash	\$221.92
5.	Bus Depot	\$221.92
6.	Funeral Parlour	\$221.92
7.	Garage	\$221.92
8.	Machine Shop and Repair Shop	\$221.92
9.	Bakery	\$221.92
10.	Photographer	\$221.92
11.	Business Office - per office	\$221.92
12.	Professional Office -per office	\$221.92
13.	Barber and Hairdresser	\$221.92
14.	Pool Room and Recreation Facility	\$221.92
15.	Theatre	\$443.83
16.	Department Store	\$443.83
17.	Supermarket	\$443.83
18.	Bowling Alley	\$443.83
19.	Bank	\$443.83
20.	Nursing Home	\$443.83
21.	Cafe and Restaurant (including drive-in or take-out)	\$443.83
22.	Dry Cleaner	\$443.83
23.	Beverage Room	\$443.83
24.	Laundry and Coin Laundry	\$1,773.85
25.	Sawmill	\$2,210.85

26.	Dairy Product Processing Plant	\$16,464.31
27.	Other Commercial Users not enumerated in this schedule	\$443.83
28.	Cheese Processing Plant	\$3,678.68

Part 3 - Institutional Users

1.	Church	\$221.92
2.	Public Hall	\$221.92
3.	Utility Office	\$443.83
4.	School -per classroom	\$397.73
5.	Regional Recreation Complex	\$17,660.34
6.	Regional District Administrative Office	\$4,744.85

3. UTILITY BILLING ADJUSTMENTS AND COLLECTION

- (a) Where a billing error is suspected by the consumer, notification in writing must be made to the City of Courtenay Finance Department within one year of the original billing date for review and consideration. Upon investigation, if it is determined by the City that an error occurred and the consumer has been overcharged, an adjustment will be made to the utility bill in question in an amount to be determined by the City. The City will not provide refunds or adjustments to billing errors made more than two years prior to the date of the notification being received by the City.
- (b) The rates and charges, enumerated in this Bylaw, are hereby imposed and levied for sewer utility services supplied or ready to be supplied by the City. All such rates and charges which are imposed for work done or services provided to lands or improvements shall form a charge on those lands which may be recovered from the Owner of the lands in the same manner and by the same means as unpaid taxes.