

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

**DATE:** September 18, 2017  
**PLACE:** City Hall Council Chambers  
**TIME:** 4:00 p.m.

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**1.00 ADOPTION OF MINUTES**

1. Adopt September 5<sup>th</sup>, 2017 Regular Council meeting minutes

**2.00 INTRODUCTION OF LATE ITEMS**

**3.00 DELEGATIONS**

1. Tim Ennis, Project Watershed Re: Kus Kus Sum (Fields Sawmill Site)
2. Norma Kellinghusen and Jennifer Williams – No Smoking in Parks Presentation

**4.00 STAFF REPORTS/PRESENTATIONS**

**5.00 EXTERNAL REPORTS AND CORRESPONDENCE FOR INFORMATION**

**6.00 INTERNAL REPORTS AND CORRESPONDENCE FOR INFORMATION**

- 1 1. Briefing Note - Comox Valley Farmers Market Association Support
- 3 2. Briefing Note - Development Impact on Public Works Services Department
- 7 3. Briefing Note - Courtenay Selection as Municipal Natural Asset Initiative (MNAI) Pilot Project Candidate

**7.00 REPORTS/UPDATES FROM COUNCIL MEMBERS INCLUDING REPORTS FROM COMMITTEES**

**8.00 RESOLUTIONS OF COUNCIL**

**1. Councillor Hillian – Project Watershed - Kus Kus Sum Lands**

WHEREAS on June 8th, 2017, Courtenay City Council unanimously approved support in principle for a land partnership with K’omoks First Nations as proposed by Project Watershed to facilitate the restoration of the Kus Kus Sum lands, the former Field’s Sawmill site; and

WHEREAS this restoration will bring significant aesthetic, recreational, environmental and economic benefit to the City in the form of flood mitigation, new park land with walking and cycling trails, and restored fish habitat; and

WHEREAS Project Watershed is about to reach agreement with Interfor and K’omoks First Nation on a two year lease for the site to facilitate a fund raising drive to purchase the lands;

THEREFORE be it resolved that, subject to a staff report and the implementation of the lease agreement, Courtenay City Council agrees to support the fund raising drive towards purchase of the lands by approving an exemption from municipal taxation during the lease period, starting in fiscal year 2018.

**9.00 UNFINISHED BUSINESS**

**10.00 NOTICE OF MOTION**

**11.00 NEW BUSINESS**

- 27 1. Comox Valley Amnesty International – Request for Council delegate(s) to sit on discussion panel for their annual public education evening “Just Desserts” Sunday, October 22, 2017
- 29 2. Request for Memorial Tribute Bench – Christopher Troy Godfrey

**12.00 BYLAWS**

**For Third Reading and Final Adoption**

- 31 1. “Zoning Amendment Bylaw No. 2891, 2017” pass third reading (To rezone property located at 2500 Mission Road)

**13.00 ADJOURNMENT**

**NOTE:** There is a Public Hearing scheduled for 5:00 p.m. regarding:

Bylaw No. 2868 to rezone from Commercial Two Zone (C-2) to a site specific Comprehensive Development Zone (CD-26) to allow a mixed use development with approximately 116 residential units and 14,000 sq. ft. commercial floor space (3040 & 3070 Kilpatrick Avenue)





## BRIEFING NOTE

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**To:** Council  
**From:** Director of Recreation and Cultural Services  
**Subject:** Comox Valley Farmers Market Association Support

**File No.:** 08100-20 CVFMA  
**Date:** September 15, 2017

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### ISSUE:

At the June 12, 2017 presentation to Council, CVFMA requested from Council the following items be supported:

- 1) Support staff to relocate the fall/winter market to the Filberg.
- 2) Assist us in finding an accessible central and more permanent location for the Wednesday Market.
- 3) Provide power for our Downtown Wednesday Market.
- 4) Provide permanent signage directing customers to Market locations.
- 5) Provide financial support for operations.

Council asked that staff work with the CVFMA to consider these requests and report back to council.

### BACKGROUND:

The market is run in both the summer and winter in various locations. In the winter the market has been held at the Native Sons Hall since 2001. The market has outgrown the Grand Hall. CVFMA has identified that they require 6,000 square feet of accessible, indoor heated space and capacity to supply electricity for approximately 6 vendors.

The City staff have offered several locations for the Wednesday market taking into consideration the supply of power and their desire to remain in the downtown core. The market has moved several times as they struggle with logistics related to available power and slope causing difficulty in the setup of tables and vendor goods.

City staff has also encouraged CVFMA to pursue alternate locations with private landowners. This past summer the Wednesday market was successfully run out of the former Thrifty Food store parking lot, however the Thrifty's lease ends of December 31, 2017.

An existing directional sign is in place on the North Island Highway before the intersection of Veterans Memorial Parkway heading towards Campbell River on the south east corner but needs to be updated. There also use to be a sign northbound on Cliffe Avenue approaching the downtown, however that sign was taken down a few years ago during road improvement projects.

### KEY CONSIDERATIONS:

The following considerations are organized to address each of the five requests.

#### **Request for space at the Florence Filberg Centre.**

City staff asked CVFMA to consider expanding into the Native Sons Lower Dining Hall and Lodge Room. This option will provide an additional 2,486 square feet of space whereas the Florence Filberg Centre will only provide an additional 1,590 square feet of space. The CVFMA is considering this option.

Staff considered the impact of lost revenues that would result from exclusively renting the Florence Filberg Centre Conference Hall to CVFMA every Saturday between October and April. Reviewing actual 2017-2018 booked rental contracts in the Florence Filberg Centre Conference Hall as a benchmark versus the revenue the City would charge to CVFMA, there would be approximately \$15,000 of annual lost revenue and the City would be displacing a large number of existing contract rentals.

Although accessibility between the two floors remains an issue, there is an existing internal stair access between the upper and lower Native Sons floors. Each floor is accessible from the exterior of the building.

**Request for assistance in finding an accessible central and more permanent location for the Wednesday Market and power.**

City Staff have offered the following alternate locations with existing power available:

- Duncan Avenue in front of the Centre For the Arts
- 6<sup>th</sup> Street between England and Duncan Avenue

The CVFMA is still concerned about the slope of each of these locations.

Another recommended site is the parking lot at Duncan Ave and 4<sup>th</sup> street. This location has been identified as a potential future site of a Market Park in the Downtown Courtenay Playbook: A Partnership Action Plan which was adopted by Council on September 6, 2016. Although the plan is still in its conceptual phase, moving the Wednesday Farmer's market to this location would fit with the overall future vision of downtown Courtenay; however this site lacks available power. The estimated cost for the installation of power would range from \$6,000 to \$10,000.

In the fall of each year the market moves indoors. Since this is quickly approaching, CVFMA will continue working with a representative from the Public Works Services Department to identify a permanent location for the summer market at a location where there is existing power supply.

City Staff will also continue encouraging CVFMA to pursue a corporate or private partnership that could supply permanent summer market locations. This may be a viable option given the attached support letter addressed to Council from the DCBIA dated July 4, 2017.

**Request for permanent signage to Market locations.**

After consultation with CVFMA, the Public Works Service Department will be able to install the permanent signage in the two locations identified earlier at a cost \$400 per sign installed.

**Request for financial support.**

CVFMA has made an application through the Grant-In-Aid Process. A report will be provided by the Finance Department in the Grant-in-Aid 2018 Staff Report.

Respectfully submitted,



Dave Snider MBCSLA  
Director of Recreation and Cultural Services



## BRIEFING NOTE

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**To:** Council

**File No.:** 5210-01

**From:** Chief Administrative Officer

**Date:** September 12, 2017

**Subject:** Development Impact on Public Works Services Department

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### ISSUE:

The purpose of this briefing note is to update Council on impacts and demands that the recent development boom in the Comox Valley has had on the Public Works Services (PWS) Department and the negative consequences it has on PWS ability to perform regular maintenance duties.

### BACKGROUND:

Public Works Services (PWS) Department mandate is to maintain all existing in-service assets within the City. This includes all asset classes: roads, sewer, water, storm water, fleet, parks and civic buildings.

Typically, PWS maintains existing infrastructure through a combination of reactive maintenance (public inquiries, identified deficiencies and emergencies) and planned preventative maintenance programs. These planned programs are intended to satisfy statutory requirements (i.e. water system) and meet industry best practises (i.e. sewer flushing, road patching, etc.) therefore extending the useful life of City assets and ensuring public safety and operational certainty of assets required for successful commercial and residential consumption.

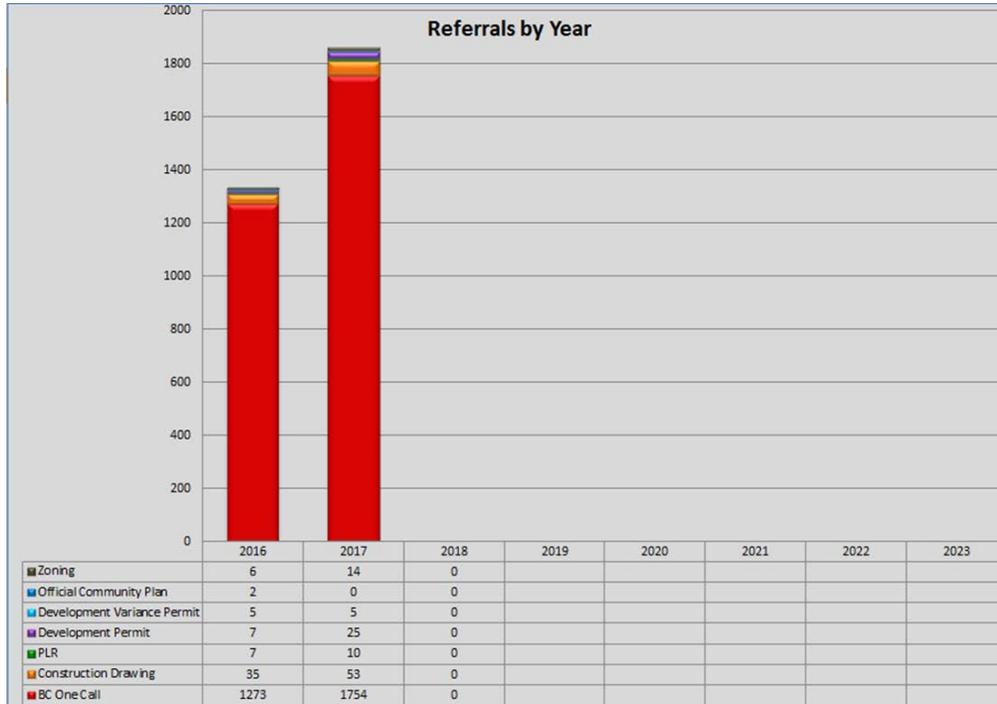
### DISCUSSION:

While PWS mandate is to manage existing infrastructure, it is typical that PWS also responds to development requests as a part of its regular workload. These requests range from referral comments regarding new development servicing to new physical water / sewer connections and to the installation of new driveways and sidewalks. Typically, this development related work accounts for 10-15% of PWS total work. The remaining 85-90% of PWS man-hours is dedicated to maintenance activities.

However, 2017 has seen a significant increase in development related requests that have overwhelmed PWS and skewed scheduling from maintenance to construction. The result is that maintenance activities now make up only 20% of the day-to-day activities and this has forced many PWS divisions to delay and even completely stop performing their preventative maintenance programs in order to react to the development requests.

An excellent indicator of construction activity is the amount of BC One-Calls PWS responds to. This is a provincial wide reporting system where potential construction activity is required to call and locate utilities prior to excavation. PWS Asset Management Technical Service Division receives notification of the planned work and responds with our infrastructure information and any necessary obligations the contractor must follow. This is a critical step in ensuring the safety of our assets.

As you can see from the figure, as of August 31<sup>st</sup> we have already surpassed last year's total by 500.



Additionally, already in 2017 PWS has received a total of 211 work orders from Development Services. Of these 211 work orders 115 have been completed, and 96 currently remain incomplete or in-progress as of September 1, 2017. With an average of 2 new work orders being added to the system each day through development, crews have been required to essentially drop their regular maintenance duties and focus solely on these work orders just to maintain the influx. A single work order can range from a 1 day project to a week-long project depending on the complexity of the installation.

It is also important to acknowledge the impact these construction related work orders have on the support groups that PWS leverages to complete the tasks. These include the Purchasing Department for ordering of materials and supplies to the Finance Department for reconciliation and final billing.

Given the current rate of requests and the overall demand on staff, PWS is approximately 8 weeks behind on work orders and we have had to halt many planned preventative maintenance programs over the summer months to focus on construction.

To be clear, PWS is still meeting minimum compliance requirements and responding to emergencies.

Appendix A outlines all work orders from Development Services for PWS in 2017, while Table 1 below summarizes these totals.

**Table 1 - Work Order Summary**

<b>Service</b>	<b>Total Work Orders</b>	<b>Completed</b>	<b>Incomplete</b>	<b>Cancelled</b>
<b>Roads</b>	77	43	34	0
<b>Sanitary</b>	29	13	16	0
<b>Storm</b>	40	22	18	0
<b>Water</b>	64	36	27	1
<b>Other</b>	1	1	0	0
<b>Total</b>	<b>211</b>	<b>115</b>	<b>95</b>	<b>1</b>

To further compound the pressures placed on PWS, we typically receive around 275 stand-by/after-hour calls every year. As of September 1, 2017, PWS has already received 278 stand-by calls. At this rate, we can expect an approximate 30% increase in total stand-by calls over 2016.

Prepared by:



Trevor Kushner,

Director of Public Works Services

Development Impact on Public Works Services Department

SCHEDULE A

Service	Work Orders	Completed	Incomplete	Cancelled
<b>ROAD</b>				
Driveway	1	0	1	0
Line Marking	3	3	0	0
New Driveway/ Sidewalk Installation	15	6	9	0
Road Construction / Paving	1	1	0	0
Sign Installation	14	3	11	0
Sign Maintenance	6	4	2	0
Street Light Maintenance	3	3	0	0
Street Light Repairs	27	17	10	0
Traffic Signal Maintenance	6	5	1	0
Traffic Signal Repairs	1	1	0	0
<b>TOTAL</b>	<b>77</b>	<b>43</b>	<b>34</b>	<b>0</b>
<b>SANITARY</b>				
I/C Install – Sanitary	13	4	9	0
Lift Station	1	1	0	0
Locating Services/Mains – Sani	1	0	1	0
New Sanitary Connections	7	4	3	0
Sanitary Service Disconnect	1	0	1	0
Sanitary Services	6	4	2	0
<b>TOTAL</b>	<b>29</b>	<b>13</b>	<b>16</b>	<b>0</b>
<b>STORM</b>				
Catch Basin	1	1		
Culvert Installation - New	2	1	1	
I/C Install – Storm	12	6	6	0
I/C Plug Removal – Storm	2	0	2	0
Locating Services/Mains – Storm	1	0	1	0
New Storm Connections	6	2	4	0
Storm	2	0	2	0
Storm Camera Inspection	1	1	0	0
Storm Service Disconnect	1	0	1	0
Storm Services	12	11	1	0
<b>TOTAL</b>	<b>40</b>	<b>22</b>	<b>18</b>	<b>0</b>
<b>WATER</b>				
New Water Connections	12	3	9	0
Water	1	1	0	0
Water Meter Maintenance	29	21	8	0
Water Service Disconnects	4	2	2	0
Water Services	18	9	8	1
<b>TOTAL</b>	<b>64</b>	<b>36</b>	<b>27</b>	<b>1</b>
<b>OTHER</b>				
Works Yard Maintenance	1	1	0	0
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>TOTAL =</b>	<b>211</b>	<b>115</b>	<b>95</b>	<b>1</b>



THE CORPORATION OF THE CITY OF COURTENAY

## BRIEFING NOTE

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**To:** Council

**File No.:** 1670-01

**From:** Chief Administrative Officer

**Date:** September 13, 2017

**Subject:** Courtenay Selection as Municipal Natural Asset Initiative (MNAI) Pilot Project Candidate

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### ISSUE:

The purpose of this Briefing Note is to apprise council members that Courtenay was unanimously selected through a national competitive process as one of five candidates for a 2018 Municipal Natural Asset Initiative (MNAI) Pilot Project along with:

- City of Oshawa, ON
- South Eastern Regional Service Commission, NB
- Town of Sparwood, BC
- Western Valley Regional Service Commission, NB.

### BACKGROUND:

The purpose of the MNAI is to “offer a solution to the twin problems of aging infrastructure and ecosystems decline. In order to provide community services in a cost effective and sustainable manner now and into the future, local governments are looking for ways to improve management of the critical assets that supply these services.”

The project offers a methodology and support for local governments to integrate the natural assets into core asset management and financial processes. The desired result is that the natural assets within a community will become understood, managed and valued by a local government in an equivalent fashion as the tangible capital assets that make-up their built environment.

In March of this year the Comox Valley Land Trust and Conservation Partnership hosted an “Eco-Asset Symposium” at the Filberg Centre in Courtenay. The evening event on March 14<sup>th</sup> was entitled “Climate Change, Natures’ Services and Thinking Like a Watershed”. The following full-day workshop was entitled “Exploring Eco-System Services and Eco-Asset Management Opportunities in the Upper, Mid and Lower Comox Valley Watersheds”. Both were well attended by elected officials from throughout the Valley and by senior staff members. The symposium served to highlight the City of Courtenay’s early and ongoing involvement with this new branch of Asset Management for Sustainable Service Delivery.

### KEY CONSIDERATIONS:

The attached Letter for Expressions of Interest provides details of the MNAI purpose, methodology, alignment with Asset Management, benefits and support to the selectees and the obligations of each participating community. The unique collection of skills and support brought together for this initiative is in the forefront of their field and would not otherwise be available to the City at any price.

Also attached is the City's submission for consideration which outlines the intended local application of the MNAI principles: to devise an actionable plan to eliminate flooding in the City's downtown core by using a combination of natural assets and the built environment. Council approved \$110K in the 2017 budget for flood mitigation planning and lessons learned from the MNAI will inform the full-scale (and overdue) Stormwater Master Plan intended to begin in 2018.

Principal funding for the MNAI will come from the participants for their own purposes, but supplemented generously (nearly \$300K) by the Federation of Canadian Municipalities, the David Suzuki Foundation, the Province British Columbia and other donors.

Periodic updates will of course be provided to Council and the public as the initiative progresses.

Respectfully submitted,



David Allen, BES, CLGEM, SCLGM  
Chief Administrative Officer

*Attachments:*

1. *Agenda: Eco-Asset Management Symposium – March 14<sup>th</sup> and 15<sup>th</sup>, 2017, Courtenay, BC*
2. *MNAI Request for Expressions of Interest May 2017*
3. *CAO Letter from the City of Courtenay: Expression of Interest – Municipal Natural Asset Initiative Pilot Project, July 17, 2017.*

## March 14<sup>th</sup> and 15<sup>th</sup> 2017 Eco-Asset Symposium Workshop Agenda and Presenter Details

**Tuesday March 14<sup>th</sup> – “Climate Change, Nature’s Services and Thinking Like a Watershed.”**

FREE Public Event, 7 pm at the Florence Filberg Centre in Courtenay

**Wednesday March 15<sup>th</sup> - "Exploring Eco-System Services and Eco-Asset Management Opportunities in the Upper, Mid and Lower Comox Valley Watersheds."**

8:30 am to 4:30 pm at the Florence Filberg Centre in Courtenay

Time	Topic & Presenter(s)	Description
8.30	Doors Open – Opening	Check-in and welcome to K’omoks Traditional Territory
9.00	Opening Address: <b>Kim Stephens</b> , Partnership for Water Sustainability BC	Overview of how the thinking and practice of ecological assets management has progressed in BC the past 15 years
9.30	Context Overview: Upper Watershed <b>Dr. Bill Floyd</b> , VIU, Hakai, FLNO <b>Cori L. Barraclough</b> ,   Freshwater Ecologist	Hydrological flows, water storage and quality services in Upper Watershed & impacts of climate change & land use on ecosystem services.
10.15	Context Overview: Middle Watershed <b>Emanuel Machado</b> , CAO Town of Gibsons <b>Andrew Gower</b> , Wedler Engineering LLP	Infrastructure services provided by ecological assets in areas of urban and rural settlement/natural area interface. How do we work with ecological assets to create/maintain sustainable infrastructure solutions?
11:00	BREAK	
11:20 - 12:05	Context Overview: Lower Watershed <b>Jennifer Sutherst</b> : Estuary Coordinator and Staff Biologist, Project Watershed <b>John Readshaw</b> : coastal engineering group at SNC Lavalin	Restoring Floodplain functioning to mitigate the impacts of land use and climate change in coastal areas- the Courtenay River Flood plain example.

12.05	Lunch Break	
1.00	Valuing Ecological Assets: Moderator Kim Stephens  <b>Jim Dumont</b> , Water Infrastructure Specialist.  <b>Michelle Molnar</b> , David Suzuki Foundation.	How do we account for the value of ecological assets when planning infrastructure and development projects? Jim Dumont will present the “ecological accounting protocol” and Michelle Molnar will share the approach used by the David Suzuki Foundation in the Town of Gibsons.
1.45 – 3:45	<u>Concurrent Workshops</u>	<u>Facilitated Discussion and Action Planning Session</u>
	1. Upper Watershed: Valuing, protecting and restoring ecological assets in the Comox Lake Watershed	What ecological assets are critical to the healthy functioning of the Comox Lake Watershed? What land use management approaches can be taken for valuing, protecting and restoring ecological assets? What actions can stakeholders take to implement this approach?
	2. Middle Watershed: Integrating ecological asset management into infrastructure planning and practice.	What ecological assets provide stormwater (rainwater) infrastructure services? How can they be valued and integrated into planning of infrastructure and development projects? How do we integrate natural and grey infrastructure systems without damaging eco asset functioning? What actions can stakeholders take to implement this approach?
	3. Lower Watershed: Restoration of the natural functioning of the Courtenay River Estuary	What are the eco assets that can help mitigate flooding in the Courtenay River Flood Plain? How can grey infrastructure be adapted to help restore natural functioning of the floodplain? What actions can stakeholders take to implement an eco- asset management approach that values and restores the services of the Courtenay River floodplain?
3.50	Plenary Session & Closing	Reporting out from Upper, Middle and Lower workshop sessions. Next Steps.
4.30	Symposium concludes	

## PRESENTERS

**Emmanuel Machado:** CAO Town of Gibsons. Through his leadership the Town of Gibsons became one of the first jurisdictions in North America to recognize the value of ecosystems services as a fundamental component of its infrastructure system.

[http://waterbucket.ca/gi/files/2015/09/Town-of-Gibsons\\_Eco-Asset-Strategy.pdf](http://waterbucket.ca/gi/files/2015/09/Town-of-Gibsons_Eco-Asset-Strategy.pdf)

<https://www.linkedin.com/in/emanuel-machado-14319422>

**Bob Sandford:** EPCOR Chair for Water and Climate Security at the United Nations University Institute for Water, Environment and Health. Bob is co-author of the UN Water in the *World We Want Report* on post-2015 global sustainable development goals relating to water. Bob translates scientific research outcomes into language decision-makers can use to craft timely and meaningful public policy and to bringing international examples to bear on local water issues. Bob is a Fellow of the Centre for Hydrology at the University of Saskatchewan and a Fellow of the Biogeoscience Institute at the University of Calgary. <http://www.rwsandford.ca/>

**Kim Stephens:** Executive Director, Partnership for Water Sustainability BC:

Kim Stephens is an engineer-planner with more than four decades of experience in water resource and infrastructure engineering issues and applications, from master planning and modelling to implementation of capital projects. He specializes in public policy and professional development, and has played a leadership role in a series of BC initiatives related to water conservation and sustainability, watershed health, rainwater management and green infrastructure. [http://waterbucket.ca/atp/files/2017/01/Kim-Stephens\\_bio\\_Jan2017.pdf](http://waterbucket.ca/atp/files/2017/01/Kim-Stephens_bio_Jan2017.pdf)

**Cory Frank:** Manager, K'omoks First Nation Guardian Watchmen Department

<http://www.komoks.ca/member/fisheries-guardian-watchmen-manager-cory-frank>

**Michelle Molnar,** Ecological economist and policy analyst at David Suzuki Foundation - David Suzuki Foundation.

<https://www.linkedin.com/in/michelle-molnar-011b0723/>

**Jim Dumont:** Water Infrastructure Specialist. Jim is recognized as an expert in rainwater management and design and is the Engineering Applications Authority for the Water Balance Model Partnership. He has developed a number of watershed management plans and integrated storm-water management plans for jurisdictions such as City of Vancouver, Burnaby, Comox Valley Regional District and Cowichan Regional District. Jim has contributed to several publications including the Green Bylaws Toolkit, Handbook for Applied Hydrology and Primer on Water Balance Methodology for Protecting Watershed Health. <http://bc.waterbalance.ca/water-balance-model/what-do-you-wonder-just-ask-jim-dumont/what-do-you-wonder-%E2%80%93-just-ask-jim-dumont/>

**Dr. Bill Floyd** is a Research Hydrologist with FLNRO and Adjunct Professor at VIU in Geography. He is currently on a partial secondment to VIU to establish a Climate Change and Hydrology Research Lab and lead the Hydrology and Climate research element for the Kwakshua Watersheds Program (<https://www.hakai.org/research/kwakshua-watersheds-program>) at the Hakai Institute. He is an expert on the impacts of climate change on water resources, forestry impacts on water quality and quantity, and establishing long term observation networks using novel methods to improve our understanding of hydrology in coastal watersheds. <https://wordpress.viu.ca/viuhydromet/>

**Tim Ennis:** Executive Director, Comox Valley Land Trust. Director, Project Watershed and President, Latitude Conservation Solutions Company. Tim has worked in the field of biodiversity conservation and natural resource management in BC for 20 years. He has taken on many ecosystem restoration projects including gary oak ecosystems, coastal sand dunes, estuaries, wetlands and forests. He led the restoration of the Campbell River estuary for the Nature Conservancy of Canada. <https://www.linkedin.com/in/tim-ennis-02014637>

**Jennifer Sutherst:** Estuary Coordinator and Staff Biologist, Project Watershed and Project Watershed Estuary Working Group, (Restoration of the Courtenay River Flood Plain). Jennifer is a Biologist and Environmental Scientist that has worked as an environmental professional and stewardship leader most of her career; and has extensive experience working in freshwater, marine and terrestrial ecosystems. Ranging from projects as diverse as research on climate change for Simon Fraser University to traditional ecological knowledge surveys of marine mammals for the 'Namgis First Nation.  
<http://projectwatershed.ca/about-us/staff/>

**Andrew Gower, FEC, P.Eng., PE:** Andrew graduated from the Royal Military College of Canada in 1996. With a career that started as a combat engineer officer, Andrew transitioned to his practice as a civil g in 2002 and has worked in California, Ireland, the Fraser Valley, and Courtenay, BC where he has lead the local Wedler Engineering LLP office to 10 successful years in business. Andrew has served on the board of the Chamber of Commerce since 2011, as the chair of the Boomer's Legacy BC Bike Ride committee, and is a co-founder of Imagine Comox Valley, organizers of Car Free Sunday in Courtenay and TEDxComoxValley.

**Kris La Rose:** Kris is a professional engineer with 12 years of experience working for regional districts. Kris started with the CVRD as manager of liquid waste planning and Chair of Convening for Action on Vancouver Island and worked extensively with the Partnership for Water Sustainability BC. In 2016 Kris began the role of CVRD senior manager of water/wastewater services leading the department responsible for the regional sewer and water sewer systems including implementation of the Comox Lake watershed protection plan.

**David Allen:** CAO, City of Courtenay. David has over 13 years of experience working for local governments and his specialties are: strategic planning; corporate capacity analysis and workplan development; asset management; performance measurement; municipal solid waste management; and community broadband networks.

**Cory L. Barraclough:** Freshwater Ecologist. Co-Founder at Aqua-Tex Scientific Consulting Ltd., Cori helps local governments in British Columbia to manage and protect their communities' water resources in a cost-effective, feasible and responsible way. Cori prefers to work in tandem with nature; over the long term, leveraging ecosystem services is more cost-effective and financially sustainable than technological fixes. Furthermore, faced with a changing climate, Cori maintains that we must begin to build resilience into our urban ecology now.

**John Readshaw P. Eng.:** John Readshaw leads the coastal engineering group at SNC Lavalin in Vancouver, and has a worldwide reputation for the application of up-to-date technology and creative insight to the solution of challenging design and construction issues in the coastal and ocean environment.



## Municipal Natural Assets Initiative (MNAI)

### Call for Expressions of Interest

*Letter due date: Friday, July 14, 2017*

#### **1. Purpose**

This document is to solicit non-binding expressions of interest in hosting a Municipal Natural Assets Initiative (MNAI) project.

#### **2. Context**

In municipalities across Canada, infrastructure is showing its age, capital and operating costs are rising, and service delivery is strained by growing populations and shifting conditions. Ecosystems are in decline in many communities. Climate change will exacerbate these challenges.

Municipal Natural Asset Management (MNAAM) offers a solution to the twin problems of aging infrastructure and ecosystems decline.

In order to provide community services in a cost effective and sustainable manner now and in to the future, local governments are looking for ways to improve management of the critical assets that supply these services.

Asset management -- the process of inventorying a community's existing assets, determining the current state of those assets, and preparing and implementing a plan to maintain or replace those assets--allows municipalities to make informed decisions regarding a community's assets and finances.

Unfortunately, local governments lack policies and methods to measure one class of assets: natural assets. Natural assets are ecosystem features that provide, or could be restored to provide, services just like



the other engineered assets, but historically have not been considered on equal footing or included in asset management plans. This concept is outlined in more detail [here](#).

In this context, the [Municipal Natural Assets Initiative](#) project offers a methodology and support for local governments to integrate these natural assets into core asset management and financial processes. The result is that natural assets are understood, managed and valued by local government in terms of the services that they can provide (e.g. localized or downstream flood management).

At a minimum, this approach can help local governments manage risk by better understanding what services come from natural assets yet are not accounted for. MNAI's real value, however, is in helping local governments to manage natural assets using the same systems as for engineered assets, to secure sustainable service delivery.

The Town of Gibsons, B.C. was the pioneer of municipal natural asset management. Since 2016, MNAI has been working in the pilot communities of City of Nanaimo, City of Grand Forks, District of West Vancouver, Region of Peel and Town of Oakville to refine, replicate and scale-up the original Gibsons' approach.

### 3. Experience to date

The MNAI approach is very closely aligned with standard asset management processes, with which most local governments will already be familiar ([see Figure 1](#)).



Figure 1. Asset Management process. Source: Asset management BC



Therefore, in each of the 5 current pilots, participants are going through a process of:

- Identifying (a) the natural assets of interest (e.g. a wetland); (b) the ecosystem functions of the identified asset(s) (e.g. a wetland may store water) and (c) the municipal services derived from the ecosystem function (e.g. a wetland's water storage function may reduce local or downstream flooding, or have potential to do so);
- Determining the different scenarios to model – for example, finding out what will happen to the natural asset (e.g. a wetland) in various climate change scenarios, or with land use intensification, or different environmental management practices;
- Determining beneficiaries of the services provided by the natural asset;
- Determining the economic value of the municipal functions provided by the natural asset; specifically, what it would cost the local government to provide the same service by an engineered means; and,
- Developing a costed operations and maintenance plan to maintain the identified natural asset(s) in such a manner that they will continue to provide the identified services, ideally in perpetuity.

At present, the MNAI methodology handles stormwater management related municipal services; this will expand for future project rounds.

MNAI is also undertaking various research activities to facilitate and enable management of natural assets by local governments.

Details on each of the current five projects can be found at:

<https://www.dropbox.com/sh/8w010mbxlzzqj7z/AAD94dRCLRFzwjoJ0gJEG4gba?dl=0>



#### **4. What is the objective of the project?**

Overall, the MNAI objective is to ensure that, at the end of the 16-month project period, participating local governments have changed their decision-making such that the natural assets of interest are properly accounted for and have a plan for management, through means including a costed Operations & Maintenance plan.

This, in turn, will provide a basis for managing the asset on an ongoing basis to provide the identified services, following the project period.

Furthermore, the work undertaken through the project should enable the local government to:

(a) have a rigorous evidence base to seek funding for ecosystem restoration/rehabilitation, if this is determined to be required to provide the municipal services; and,

(b) replicate the work for other natural assets in the city/town/region.

#### **5. What does MNAI provide to the local government?**

The purpose of MNAI is expressly not to simply produce a “study” or research document but to support and enable action and operational change through changes in decision-making. The following MNAI support to local governments is provided within this context:

- a) Support for a detailed project scoping to ensure a clear common understanding of the initiative and its objectives;
- b) Detailed guidance and support documents;
- c) Coordinate and lead an on-site workshop to launch project - these typically are a half-day.
- d) Develop a 2-3 pages project document
- e) Provide ongoing “help desk” technical function to municipalities throughout the pilot. This is tailored to each municipality at approximately 15 hours per month per municipality



for 16 months, and typically involves extensive support at each stage of the Asset Management cycle depicted in Figure 1 ranging from: support for scoping data needs; support in finding data sources to enable modelling; trouble-shooting; training on modelling (e.g. EPA SWMM model); support for developing an Operations and Maintenance plan (or equivalent where private land is involved);

f) Regular webinar check-ins at each project milestone to (a) extract lessons on how work is progressing and (b) provide support for the next project step;

g) Conducting all principal aspects of the economic analysis to determine the value of the natural assets' services;

h) Group / cohort learning webinars to share experience across project;

i) Project evaluation at the end of the pilot (monitoring will be conducted throughout)

j) A final 15-20 page public report.

## 6. The fine print

The initiative is co-developed with extensive support from MNAI. The project is not, however, a consulting initiative in which the local government hands responsibility to the MNAI team to conduct all of the work. For example:

- a. MNAI will support the municipality fully in identifying data sources that will enable effective modelling and scenario building but does not do all of the data gathering itself;
- b. MNAI will support the local government in undertaking the modelling in the sense of ensuring the model is calibrated and executed in an optimal manner, including through on-line support and training webinars. However, the municipality is expected to undertake model execution.

Local governments are expected to share publicly their experiences from their work with MNAI. However, it is also recognized that local



governments want a 'no surprises' approach to communications. Public communication regarding project activities is therefore undertaken according to a communications protocol that has been developed with the current five projects.

In addition to the financial contribution noted in 7(f), municipalities should be able to provide a room and refreshments for 10-20 people for a launch workshop.

## **7. What does the local government provide as part of the project?**

Municipalities are expected to:

- a) Demonstrate explicit support from Council and/or the Chief Administrative Office for the project, including for allocating additional capacity in staff workplans for the project.
- b) Demonstrate clear commitment to a structured asset management approach across the organization;
- c) Commit to explore changes to decision-making as a result of the project, including, for example, costed Operations and Maintenance Plans;
- d) Commit the engagement of a multi-disciplinary staff team representing relevant departments such as Finance, Public Works, Engineering, and Parks and well as a single point-person for the MNAI team.
- e) Commit to gathering all data required to calibrate the model effectively.
- f) Commit \$30,000 for municipalities of less than 50,000 people; \$35,000 for municipalities of between 50,000-100,000 people and \$40,000 for municipalities over 100,000 people.

### *Additional considerations:*

- It is important to underscore that an MNAI project requires incremental staff resources that need to be built into workplanning; the project cannot be effectively managed "from the corner of a



desk”.

- Although it is not imperative, MNAI pilots are most successful when they link to another current municipal priority such as the development of storm water management plans, as this helps with e.g. data availability.
- The local government contribution is a fraction of project costs; MNAI also receives funding from a variety of sources. This means the municipal contributions are extensively leveraged.

## 8. Who is involved in the Municipal Natural Assets Initiative?

Local governments will interact primarily with the Director of MNAI and the Technical Team Leader. The technical team comprises a hydrologist, GIS specialist, modeler, water resources engineer, and economist.

MNAI has 4 convening partners:

- **The Town of Gibsons**, which is a leader in the integration of natural assets into asset management strategies. It brings extensive applied experience to the project that can be shared with other municipalities;
- **Smart Prosperity Institute**, a national research network and policy think tank based at the University of Ottawa, advancing practical policies and market solutions for a stronger, cleaner economy. SP brings to the project individuals with extensive research and applied experience in municipal policies and expertise in environmental pricing options at the municipal level;
- **The David Suzuki Foundation**, which works to conserve the environment and find solutions that create a sustainable Canada through science-based research, education and policy work. DSF brings to the project specific experience with the tools and methods required to measure natural assets and integrate the data into asset management strategies; and,
- **Brooke and Associates**, a BCorp-certified consulting practice that works with domestic and international clients with a focus on



organizational and community sustainability and resilience. Roy Brooke acts as Director of the MNAI.

MNAI also has a Core and Technical partners including:

- a) **Asset Management BC**, a technical partner. They will work with the convening partners to share project lessons and guidance with communities; provide ongoing advice to ensure the effective integration of natural asset considerations in asset management; and help to maximize the synergies between relevant communities and disciplines;
- b) **The Natural Capital Lab**, a core partner. They support MNAI through access to professional networks and communications.
- c) **The Partnership for Water Sustainability BC** is a partner and has strong experience and experience in watershed management. MNAI and the Partnership provide each other support on issues including communications and methodology development.

MNAI funders of MNAI, all of whom are gratefully acknowledged, are:

- The Real Estate Foundation of BC
- The Green Belt Foundation of Ontario
- The Salamander Foundation
- The Province of British Columbia Ministry of Community, Sport and Cultural Development
- Vancity Credit Union
- Tides Foundation
- The Sitka Foundation
- The Bullitt Foundation

## 9. What should go in my expression of interest?

Interested local governments should send a detailed letter signed or explicitly authorized by the CAO or equivalent that outlines:

- a) The rationale for wishing to host an MNAI project;



- b) The specific natural assets, services and scenarios of greatest interest;
- c) The ability and decision to contribute sufficient capacity to the project, as outlined in Section 7, above;
- d) In detail, how an MNAI project would link to other municipal priorities;
- e) A willingness to contribute \$30,000 for municipalities of less than 50,000 people; \$35,000 for municipalities of between 50,000-100,000 people and \$40,000 for municipalities over 100,000 people, if selected to as an MNAI project.

## **10. What happens after I send the expression of interest?**

The Convening Partners are applying for funding between June-September 2017. They expect to learn the results of the funding application in October-November 2017, depending on the funder's timelines and process. Feedback from this call for expressions of interest will be provided to the prospective funders.

Local government applicants will be contacted during the funding application process and following notification of funding decisions.

The pilot launch date will be in the final quarter of 2017 or the start of 2018, as a function of funding process and timing.

## **11. Evaluation criteria**

Applications will be evaluated on criteria including the degree to which applicants demonstrate:

- A commitment to asset management;
- A clear initial understanding of the natural assets on which it wishes to base the project and of the objectives it hopes to achieve;
- Capacity commitment sufficient to successfully manage the



- project; and,
- A commitment to implementing / acting on the results of the project to the greatest extent possible.
  - Applications may also be assessed to ensure any of: complementarity between MNAI projects, project diversity across the country; and project diversity according to municipality size/type

## 12. Additional information

The MNAI Facebook page is at this link:

<https://www.facebook.com/municipalnaturalassets/>

A flyer for MNAI is at this link:

<https://www.dropbox.com/sh/b068xewguklskzu/AACLIEdEhknvVCQIEzJqS2RNa?dl=0>

A draft paper to scope and define municipal natural assets is here:

<http://institute.smartprosperity.ca/request-comments-defining-scoping-municipal-natural-assets>

**Please submit expressions of interest to: [info.mnai@gmail.com](mailto:info.mnai@gmail.com)**

**by 17h00 Pacific Daylight Time on July 14, 2017.**

*Office of the CAO  
830 Cliffe Avenue  
Courtenay, B.C.  
V9N 2J7*

*Phone (250) 334-4441  
Fax (250) 334-4241  
dallen@courtenay.ca*

July 17, 2017

Roy Brooke & Associates Consulting  
1743 Davie Street  
Victoria, BC V8R 4W5  
via email: [info.mnai@gmail.com](mailto:info.mnai@gmail.com)

Attention: Roy Brooke

Dear: Roy

**Re: Expression of Interest – Municipal Natural Asset Initiative (MNAI) Pilot Project**

I write to express the City's explicit support for participating in the MNAI and hosting a local pilot project to advance the aims of the Initiative. Specifically, our interest is to produce an actionable plan to eliminate flooding in the City's downtown core by using a combination of natural assets and the built environment while expressing due regard to the future effects of climate change.

The City of Courtenay has experienced flooding in the Lewis Park Commercial Area more frequently since the turn of the Millennium. Recent flood events in November 2009, January 2010 and December of 2014 have been more than a nuisance, they have caused many thousands of dollars in damages to private and public property, have interrupted traffic and more importantly, interfered with emergency services during the flooding periods. The shallow flood waters tend to breach the protective dike during flood events that have been quantified as greater than 1:20 year event, with the 2014 event being estimated at close to a 1:50 year event<sup>1</sup> (see Photo 1 below). Preventing damages from these present-day and the far greater 1:200 year flooding events will take a concerted large-scale, community-wide effort.

The essence of the matter is that the Courtenay River transits the heart of the City. Over the generations the river has been channelized along the western edge of the natural floodplain by construction of an ad hoc mix of privately and publicly owned dykes, berms, seawalls and two sets of bridge abutments. Both public and private land development occurred within the 'protected' areas of the floodplain (see Photos 2 & 3 below). Nearly all of these protective assets eventually became the responsibility of the City. Now, some of the works have become inadequate to the task – exacerbated by a moratorium on dredging – and other of the works are approaching the end of their useful lives. This has us to a crossroad: renew/replicate the existing (at great expense), or think more innovatively and devise some other means of flood protection.

Courtenay practices advanced Asset Management principles (the Australian Municipal Asset Management Strategy, or NAMS) and we have been identified as thought leaders in its development in western Canada through our long-time leadership activities with Asset Management BC. An obvious outcome of adopting the NAMS approach is that Asset Management has become an organization-wide effort encompassing all departments. Also, several of our senior staff have participated in or otherwise followed the MNAI since its early days and we would of course apply this multi-disciplinary approach to an MNAI pilot project to devise a flood mitigation plan using natural assets as a large part of the solution.

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<sup>1</sup> Paraphrased from "Introduction: Courtenay Flood Operations Manual", October 2015

To that end, the City's 2017 budget contains approval for expenditure of up to \$110K to flood mitigation planning and an intended 2018 expenditure of a further \$100K to integrate the former with a full scale Stormwater Master Plan. The outcome of these undertakings is intended to bring us to a multi-million dollar capital investment to implement the identified solution(s). An important key to success would be the ability to recognize the value of the natural assets applied to this innovative and bold approach to these matters.

In March of last year the City of Courtenay contributed to and participated in the "Comox Valley Eco-Asset Management Symposium: Discovering Nature's Infrastructure Potential". This event brought about a broad realization with which most participants actually agreed: a new approach was necessary. Conceptually, it was explored, that a combination of built and natural assets could somehow cause a return to historical river flows during periods of heavy rains or large tides compounded by storm surges is an approach that must be investigated (see Photo 4 below) as the correct solution.

I believe that if the spirit, enthusiasm and expertise of local and other eco-asset proponents can be harnessed along with City resources as part of an MNAI pilot project, the effort would have an excellent chance of success and demonstrate the value of conjoining built assets with natural assets to create the sustainable services we aspire to provide.

Yours truly,



David Allen, BES, CLGEM, SCLGM  
Chief Administrative Officer

**Photo 1: City of Courtenay Flooding December 2014**



Photos 2, 3 & 4 from a presentation by Jennifer Sutherst, Estuary Coordinator and Staff Biologist, Comox Valley Project Watershed Society, March 14, 2016 Comox Valley Eco-symposium

Photo 2: K'omoks Estuary

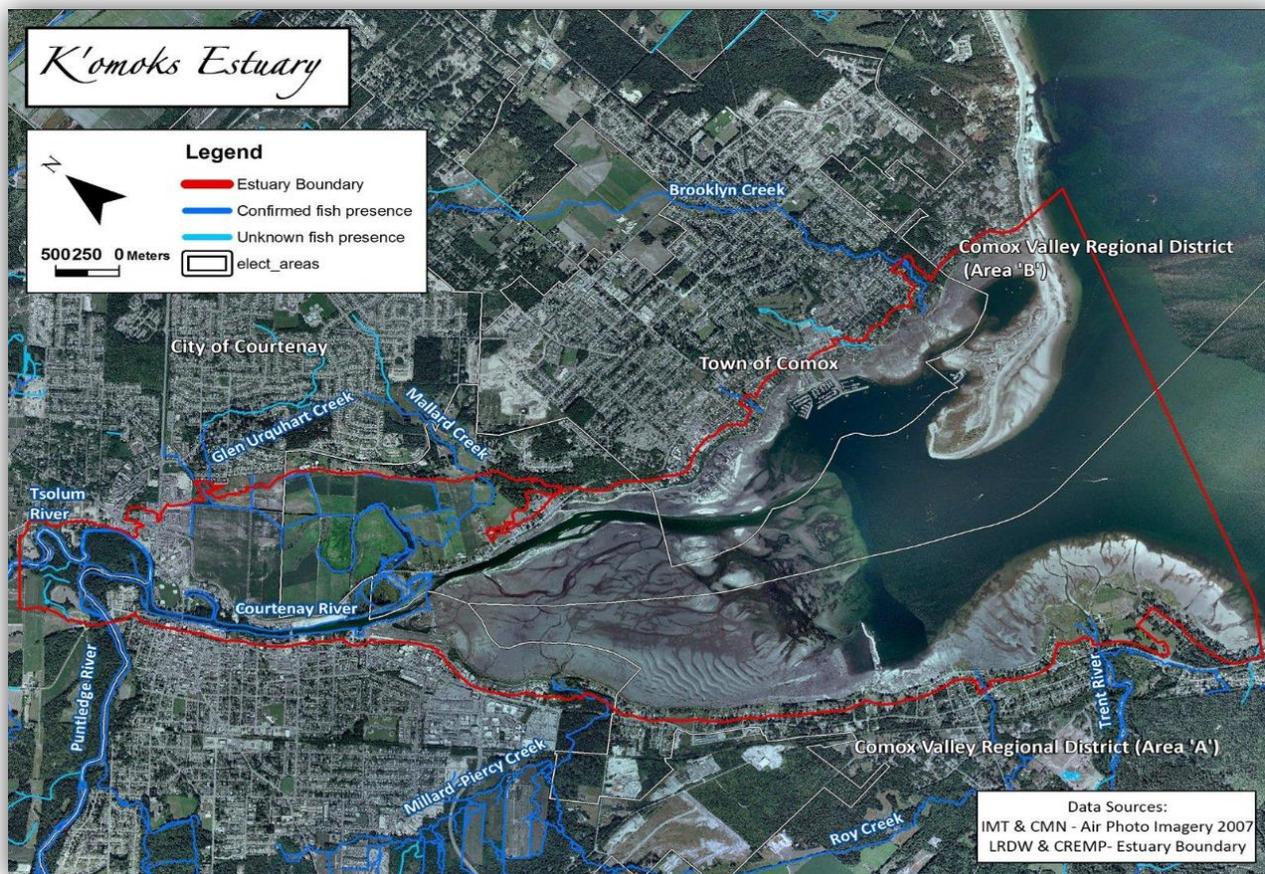


Photo 3: Former Sawmill Site/Seawall in Estuary South of 17th St Bridge



Photo 4: Potential Flood Mitigation Flows



Mayor Jangula and Courtenay Council

830 Cliffe Ave, Courtenay, BC

August 23, 2017



Dear Mayor Jangula and the Courtenay Council,

The Comox Valley Amnesty International Circle is hosting our annual public education evening called Just Desserts, on Sunday October 22, 2017. This will take place at the K'omoks Band Hall at 3330 Comox Road from 6:45 – 9:00pm. We hope that one, or all of you will be able to attend and that one Councillor be delegated to sit on our discussion panel.

The focus of the evening will be the UN Declaration of the Rights of Indigenous Peoples which sets out minimum standards for the “survival, dignity and well-being” of indigenous peoples around the world. Federal Minister Romeo Saganash has introduced a Private Member’s Bill C 262 in Parliament, a bill that has guiding principles and processes for the implementation of the UN Declaration in Canada. The second reading of Bill C262 is at the end of October. We believe that this is a very important issue at the municipal level because we all live on the unceded territory of the K’omoks First Nations. We are all stakeholders in our joint past and will be equally affected by our government’s future decisions.

The evening will begin with a short film on the topic. We will have a panel talking to the issues both at the Federal and a Municipal levels. Discussions will follow as will opportunities to take action.

The delegate from the Courtenay Council could share the Courtenay’s position on the Declaration and Bill C262. If this has not been solidified, then this delegate/s could participant in the wider discussion on these topics.

Thank you very much for considering our request. We would be happy to discuss this further. Please contact me at 250 941 1864 or [ldharvey@shaw.ca](mailto:ldharvey@shaw.ca) or Sandy Estes at [estes1@telus.net](mailto:estes1@telus.net)

Sincerely,

A handwritten signature in cursive script that reads "Lois Harvey".

Lois Harvey

(Comox Valley Amnesty International Action Circle)



**From:** Marli Malish  
**Date:** September 8, 2017 at 7:34:29 AM PDT  
**To:** "[ljangula@courtenay.ca](mailto:ljangula@courtenay.ca)" Mayor Jangula  
**Subject:** Chris Godfrey – Memorial Tribute Bench

Dear Mr. Larry Jangula,

On August 19th, 2017 there was a horrific accident at Lewis Park that altered countless people's lives in a traumatic way. I am writing you today on behalf of countless friends and family members. Christopher Troy Godfrey was more than just a man. He was an incredible husband, father, brother and best friend. Chris had grown up in the Comox Valley for the entirety of his 32 years of life, and had a passion for life that is unlike any you will see. His smile would absolutely light up the room, his laugh is just as unforgettable. Chris had a very close group of friends, they have known each other since they were 10 years old and have never stopped being friends. One of the five is my husband Bruce. They shared a bond that is so incredibly rare, I have yet to see anything like it. His sudden and devastating loss has been

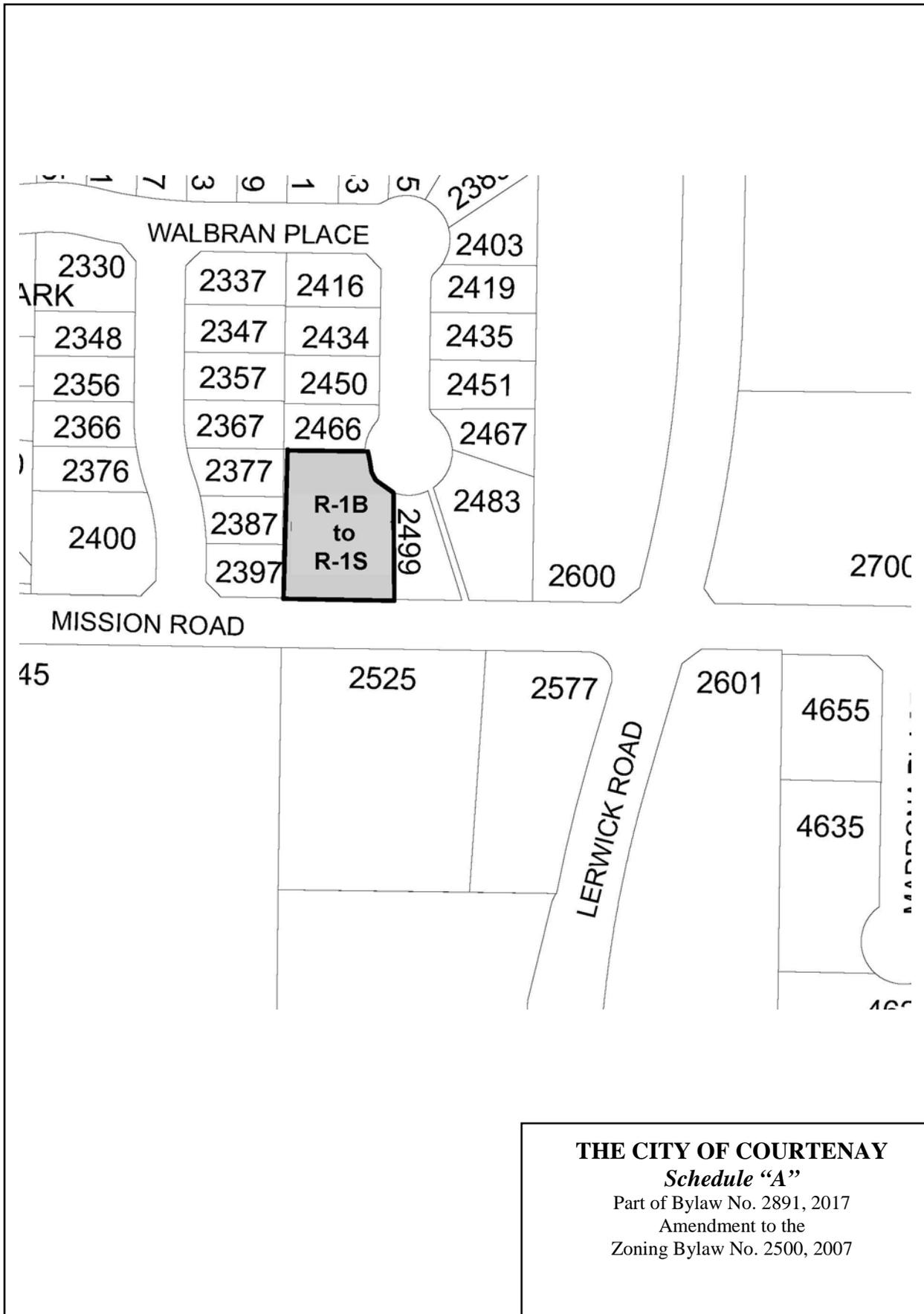
Our hearts, our souls are broken at the loss of such an important person in all of our lives. He truly was an outstanding man. I am writing you this e-mail today in hopes that you could somehow help us. Without his family knowing, we as friends would like to erect a memorial bench at Lewis Park in honour of Chris Godfrey and the love and legacy he left behind. My husband and I are willing to foot the bill for all the costs, so long as it can go in Lewis Park. I want his lovely parents, beautiful wife, precious young daughter and other family to always have a place to sit and remember him. To remember how loved and important he was and always will be to us.

Please Mr. Jangula, if there is any way you could help me get things going in the right direction, I would be eternally grateful. I appreciate you taking the time in reading this. Chris Godfrey was taken far too soon, we will always miss him terribly.

Sincerely,  
Marli Malish & Bruce Hrynyk







**THE CITY OF COURTENAY**  
*Schedule "A"*  
 Part of Bylaw No. 2891, 2017  
 Amendment to the  
 Zoning Bylaw No. 2500, 2007