



THE CORPORATION OF THE CITY OF COURTENAY

STAFF REPORT

To: Council
From: Chief Administrative Officer
Subject: 2019–2023 Consolidated Financial Plan

File No.: 1705-20
Date: April 15, 2019

PURPOSE:

The purpose of this report is to present Council with the 2019-2023 Consolidated Financial Plan for approval.

POLICY ANALYSIS:

Section 165 of the *Community Charter* requires a municipality to adopt a Five-Year Financial Plan. The Water, Sewer, and General Fund budgets have been previously presented to Council and approved. This document compiles them all together to form the Consolidated Five-Year Financial Plan and supports the 2019-2023 Financial Plan Bylaw that must be adopted by May 15, 2019.

EXECUTIVE SUMMARY:

The 2019–2023 Consolidated Financial Plan (combined General, Solid Waste, Water, and Sewer Budgets) provides for a total of \$51.961 million in operating expenditures, \$13.984 million in capital expenditures, \$1.538 million in long-term debt payments and \$3.569 million distributed to various surpluses and reserves.

CAO RECOMMENDATIONS:

That based on the April 15, 2019 Staff Report “2019–2023 Consolidated Financial Plan” Council endorse OPTION 1 and approve the 2019–2023 Consolidated Financial Plan; and

That Council proceed to first reading of the Financial Plan Bylaw Number 2967, 2019; and

That Council direct staff to post the 2019-2023 Consolidated Financial Plan to the City’s website to allow for public input.

Respectfully submitted,

David Allen, BES, CLGEM, SCLGM
Chief Administrative Officer

BACKGROUND:

Consideration and approval of a Five-Year Financial Plan is an annual requirement under Section 165 of the *Community Charter*. Council approved, in separate reports, the Solid Waste, Water, Sewer and General Fund budgets. The proposed 2019–2023 Consolidated Financial Plan combines these budgets into one document.

Council was presented with the 2019–2023 Solid Waste, Recyclables, and Yard Waste Budget on January 21, 2019 and passed the following resolution:

.06

2019 - 2023 MUNICIPAL SOLID WASTE, RECYCLABLES, AND YARD WASTE BUDGETS 1705-20 / 1830 - 05

Moved by Frisch and seconded by Morin that based on the January 21st, 2019 staff report “2019 - 2023 Municipal Solid Waste, Recyclables, and Yard Waste User Budgets” Council approve OPTION 1 and increase 2019 user fees by 2%, and;

That Bylaw Number 2954, 2019, a bylaw to amend the “City of Courtenay Fees and Charges Bylaw No. 1673, 1992”, proceed to first, second and third reading in order to revise the proposed 2019 Municipal Solid Waste, Recyclables and Yard Waste user fees.

Carried

The 2019–2023 Water and Sewer budgets were presented to Council on February 25, 2019 at which time the following two motions were passed:

.03

2019-2023 WATER FUND FINANCIAL PLAN 1705-20/1715-20

Moved by Hillian and seconded by Morin that based on the February 25, 2019 staff report “2019 - 2023 Water Fund Financial Plan,” Council approve the 2019 - 2023 Water Fund Financial Plan, and

that water user fee revenue be increased by 6.5% for 2019; and

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

Carried

.04

2019-2023 SEWER FUND FINANCIAL PLAN 1705-20/1715-20

Moved by Hillian and seconded by Frisch that based on the February 25, 2019 staff report “2019-2023 Sewer Fund Financial Plan,” Council approve OPTION 1, and proceed with the proposed 2019-2023 Sewer Fund Financial Plan; and,

that sewer user fee revenue be increased by 5% for 2019; and

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

Carried

The 2019–2023 General Fund Operating and Capital Financial Plans were presented to Council on April 3 and 10, 2019 and the following motions were passed:

.01

2019-2023 GENERAL CAPITAL FINANCIAL PLAN 1705 20

Moved by Hillian and seconded by McCollum that based on the April 3rd, 2019 staff report “2019 - 2023 General Capital Financial Plan” Council approve the 2019 - 2023 General Capital Financial Plan”, and

That staff be directed to include the 2019 - 2023 General Capital Financial Plan into the 2019 - 2023 Financial Plan Bylaw.

Amending motion:

Moved by Frisch and seconded by Morin that the funds earmarked for an electric car and charging station for Council use identified in 2019 Capital Project Data Dashboard 2 - Fleet Management - Scheduled Vehicle Replacement Program be removed from the 2019 general capital financial plan; and, allocated to the vehicle replacement program for electric fleet replacement in general.

Carried

The main motion was Carried as amended with Councillor Theos opposed

.02

2019-2023 GENERAL OPERATING FINANCIAL PLAN 1705 20/1715-20

Moved by Hillian and seconded by McCollum that based on the April 3rd, 2019 staff report “2019 - 2023 General Operating Financial Plan”, Council approve OPTION 1, and proceed with the recommended 2019 - 2023 General Operating Financial Plan with an amendment,

That Council approve a 2.75% property tax increase for 2019; and,

That a 1% contribution to the infrastructure renewal reserve be made from gaming funds with no impact on property taxes.

Carried with Councillor Theos opposed

New Motion:

Moved by Frisch and seconded by Cole-Hamilton that staff facilitate a strategic planning session for Council to consider the proposed capital projects noted in Schedule 3 of the 2019 - 2023 General Capital Financial Plan, categorized as new Public Works Building and new Satellite Fire Hall.

Carried

All of the above approved budgets and amendments have been incorporated into the 2019-2023 Consolidated Financial Plan. (Attachment # 1).

DISCUSSION

The Five-Year Financial Plan Bylaw is one of the most important public documents a local government produces, as it establishes the government's taxing and spending direction. It is Council's primary policy document and establishes explicit service priorities. As an operation guide, it identifies departments that will be responsible for achieving the service priorities and that will be accountable for spending. It is also a communication tool that makes all of the foregoing transparent to public officials and citizens alike. Finally, the Financial Plan dictates how Council will meet the community's needs and maintain expected levels of service.

The attached City of Courtenay 2019-2023 Consolidated Financial Plan compiles all of the financial plans for the General, Water, and Sewer Funds into one document and supports transparency and communication to the Public.

FINANCIAL IMPLICATIONS:

All of the financial implications for the various funds have been presented and discussed in separate reports and presentations to Council at previous meetings and made available to the public on the City's website. The attached document simply compiles them together. Overall, the City's operating budget in 2019 is comprised of \$51.961 million in operating expenditures, \$13.984 million in capital expenditures, \$1.538 million in long-term debt payments and \$3.569 million distributed to various surpluses and reserves.

ADMINISTRATIVE IMPLICATIONS:

Preparation of the annual consolidated financial plan is a collaborative effort that involves all departments. Staff have also prepared the 2019-2023 Financial Plan Bylaw and recommend Council proceed to first reading today in order to provide enough time for public input and final adoption of the financial plan by May 15, 2019. The 2019-2023 Consolidated Financial Plan and bylaw will be available on the City's website for public inspection.

ASSET MANAGEMENT IMPLICATIONS:

The Asset Management Working Group collects and analyses information provided by condition and risk assessments of the City's infrastructure. Preventative maintenance programs extend the life of the infrastructure and future years capital costs can be deferred. The financial plan includes use of funds for renewal projects prioritized by the Asset Management Working Group, and as approved by the Chief Administrative Officer.

STRATEGIC PRIORITIES REFERENCE:

In preparing the 2019-2023 Consolidated Financial Plan staff considered Council's 2019-2022 Strategic Priorities, the capacity of staff to deliver services and projects in a timely manner, and also considered the public's willingness to pay. The following strategic priorities informed the preparation of the 2019-2023 Consolidated Financial Plan.

We focus on organizational and governance excellence

- Support and encourage initiatives to improve efficiencies
- Recognize staff capacity is a finite resource and support staff training and development
- Communicate appropriately with our community in all decisions we make
- Responsibly provide services at levels which the people we serve are willing to pay
- ▲ Value community safety and support our protective services

We proactively plan and invest in our natural and built environment

- Focus on asset management for sustainable service delivery
- ▲ Look for regional infrastructure solutions for shared services

We actively pursue vibrant economic development

- ▲ Continue to support Arts and Culture

We plan and invest in methods of multi-modal transportation

- Move forward with implementing the City's Transportation Master Plan
- ▲ Explore opportunities for Electric Vehicle Charging Stations

We support diversity in housing and reasoned land use planning

- Complete an update of the City's OCP and Zoning Bylaws

- Continue to develop and revisit all infrastructure master plans

We continually invest in our key relationships

- Value and recognize the importance of our volunteers

- **AREA OF CONTROL:** The policy, works and programming matters that fall within Council's jurisdictional authority to act
- ▲ **AREA OF INFLUENCE:** Matters that fall within shared or agreed jurisdiction between Council and another government or party
- **AREA OF CONCERN:** Matters of interest that are outside Council's jurisdictional authority to act

OFFICIAL COMMUNITY PLAN REFERENCE:

The 2019–2023 Consolidated Financial Plan touches several of the OCP Goals including:

- ❖ Balanced growth
- ❖ Parks and publicly accessible natural open spaces
- ❖ Sustainable development
- ❖ Provision of community services including fire/rescue and policing
- ❖ An effective transportation system

REGIONAL GROWTH STRATEGY REFERENCE:

The 2019–2023 Consolidated Financial Plan is presented to encourage sound financial management of City assets in order to provide services to all residents within the municipality and region. It touches on:

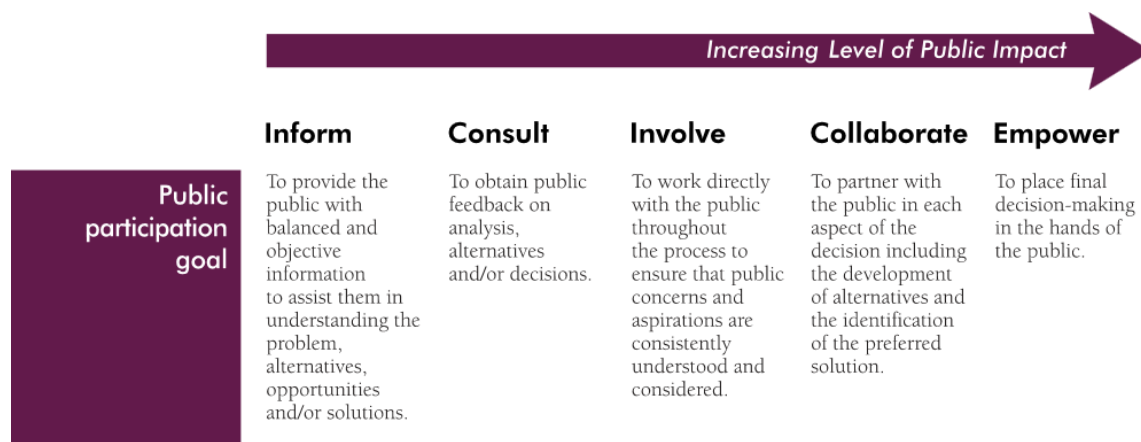
- ❖ Ecosystems, Natural Areas and Parks
- ❖ Transportation and Infrastructure
- ❖ Local Economic Development
- ❖ Climate Change

CITIZEN/PUBLIC ENGAGEMENT:

Section 166 of the *Community Charter* requires that “A council must undertake a process of public consultation regarding the proposed financial plan before it is adopted”.

The City of Courtenay consults with the public about the 2019-2023 Financial Plan through regular and special council meetings, media webcasts, and information posted on the City’s website.

http://c.ymcdn.com/sites/www.iap2.org/resource/resmgr/imported/IAP2%20Spectrum_vertical.pdf



OPTIONS:

OPTION 1: That Council approve the 2019–2023 Consolidated Financial Plan; and

That Bylaw Number 2967, 2019, a bylaw to adopt the consolidated five year financial plan proceed to first reading; and

That Council direct staff to post the 2019-2023 Consolidated Financial Plan to the City's website to allow for public input. (Recommended)

OPTION 2: That Council amends the 2019-2023 Consolidated Financial Plan.

OPTION 3: That Council defer the endorsement of the proposed 2019-2023 Consolidated Financial Plan for further discussion at a later Council meeting.

It should be noted that deferring endorsement of this financial plan may hinder Council's ability to meet the May 15, 2019 deadline to adopt a five year financial plan and therefore impact the City's ability to generate tax notices on time.

Prepared by:

Annie Bérard, CPA, MBA
Manager of Financial Planning

Jennifer Nelson, CPA, CGA
Director of Financial Services

Attachment:

1. 2019–2023 Consolidated Financial Plan

2019 Five Year Financial Plan

photo by:
Craig Carson



CITY OF
COURTENAY
Financial Services

2019 – 2023 Five-Year Financial Plan

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2019 – 2023 Five-Year Financial Plan

City of Courtenay – Quick Facts



Official City Crest

Coordinates-City Hall
UTM Zone 10:
X: 356077 | Y: 5506012

Long: -124°59' 44" W
Lat: 49° 41' 22" N

- **Incorporated:** January 1, 1915
- **Population:** 25,599 (2016 Census) | Comox Valley RD: 66,527 (2016 Census)
- **City Area:** 33.7 km² | 3,369 ha. | 8,324 acres
- **City Land Area** (not incl Courtenay R. or Harbour): 32.7 km² | 3,267 ha. | 8,075 acres
- **Private Dwellings:** 12,013 (2016 Census)
- **Private Dwellings occupied by usual residents:** 11,704 (2016 Census)
- **Density per km²:** 783
- **Population Growth (2011 – 2016):** +5.7%

Courtenay is a city on the east coast of Vancouver Island in the province of British Columbia, Canada. The city was named after the Courtenay River, which in turn, was named after George William Courtenay, captain of the British ship HMS Constance, which was stationed in the area between 1846 and 1849. Courtenay is the largest, and only, city in the Comox Valley Regional District.

Statistics

Utilities

Sanitary

Sanitary Sewer Mains: 160.5 km (Nov 2018) incl 6.7km forcemain

Sanitary Sewer Connections: 8,392 (Estimate, based on Water)

Sanitary Lift Stations: 11 Stations (22 Pumps)

Storm

Storm Sewer Mains: 162.4 km (Nov 2018)

Storm Catch basins: 4,083 (Nov 2018)

Storm Sewer Connections:** 7,550 (Estimate)

Water

Water Mains*: 173.3 (Nov 2018)

Water Service Connections: 8,392 (Jan 2019)

Water Meters Setters: 1,831 (Jan 2019)

Fire Hydrants: 764 (Jan 2019) **Blow-off Valves:** 137 (Jan 2019)

Mainline Valves: 1,819 (Jan 2019) **Air Valves:** 87 (Jan 2019)

Booster Station: 5 pumps **PRV's:** 5 (Jan 2019)

Transportation

Roads: 161 km | 341 lane km (Nov 2018)

Arterial: 64 lane km | Collector: 81 lane km | Local: 196 lane km

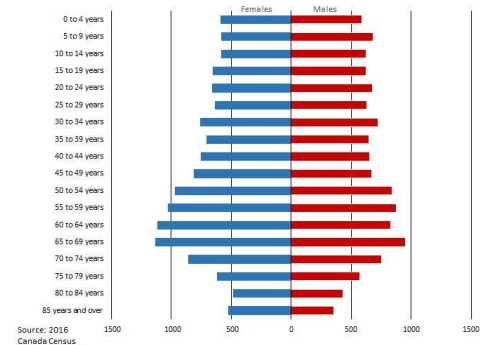
Sidewalks: 166km (Nov 2018) **Paved Walkways:** 10.6 km (2019)

Streetlights: 1,342 (Nov 2018) incl. **174 Ornamental**

Signalized Intersect's: 20 + 2 Flashing 4-Way Beacon (Nov 2018)

Traffic Signals (individual): 111 **Ped Controlled Crossings:** 11

Age Pyramid for Courtenay, BC (Census 2016)



Environment

Oceanfront: 3.1 km

Riverfront: 12.0 km

Max Elevation: 94m (Waters PI Reservoirs)

Min Elevation: 0m (Comox Harbour)

Notes:

**Storm Connections based on number of parcels in area with Storm utilities, where connections area known to have been installed.

*The Comox Valley Regional District transmission water mains throughout the City of Courtenay not included in the numbers posted. Numbers posted included the Sandwich water district mains and hydrants.

All Data compiled by the City of Courtenay AMTS (2019-01-10)



Introduction

The five year financial plan provides a framework for planning and managing the City's resources, revenues and expenditures each year under the umbrellas of the City's strategic priorities and long-term asset management plans.

This 2019-2023 financial plan was developed as a broad-based, collective effort and was strongly influenced by the six themes of Council's 2019-2022 Strategic Priorities as presented on the next page. Efforts were also made to remain within Council's "Area of Control", "Area of Influence" and "Area of Concern" as defined in the adopted strategic priorities document.

The *Community Charter* outlines the purposes and fundamental powers of a municipality under sections 6 and 7, and establishes Council as the governing body.

Municipal purposes include:

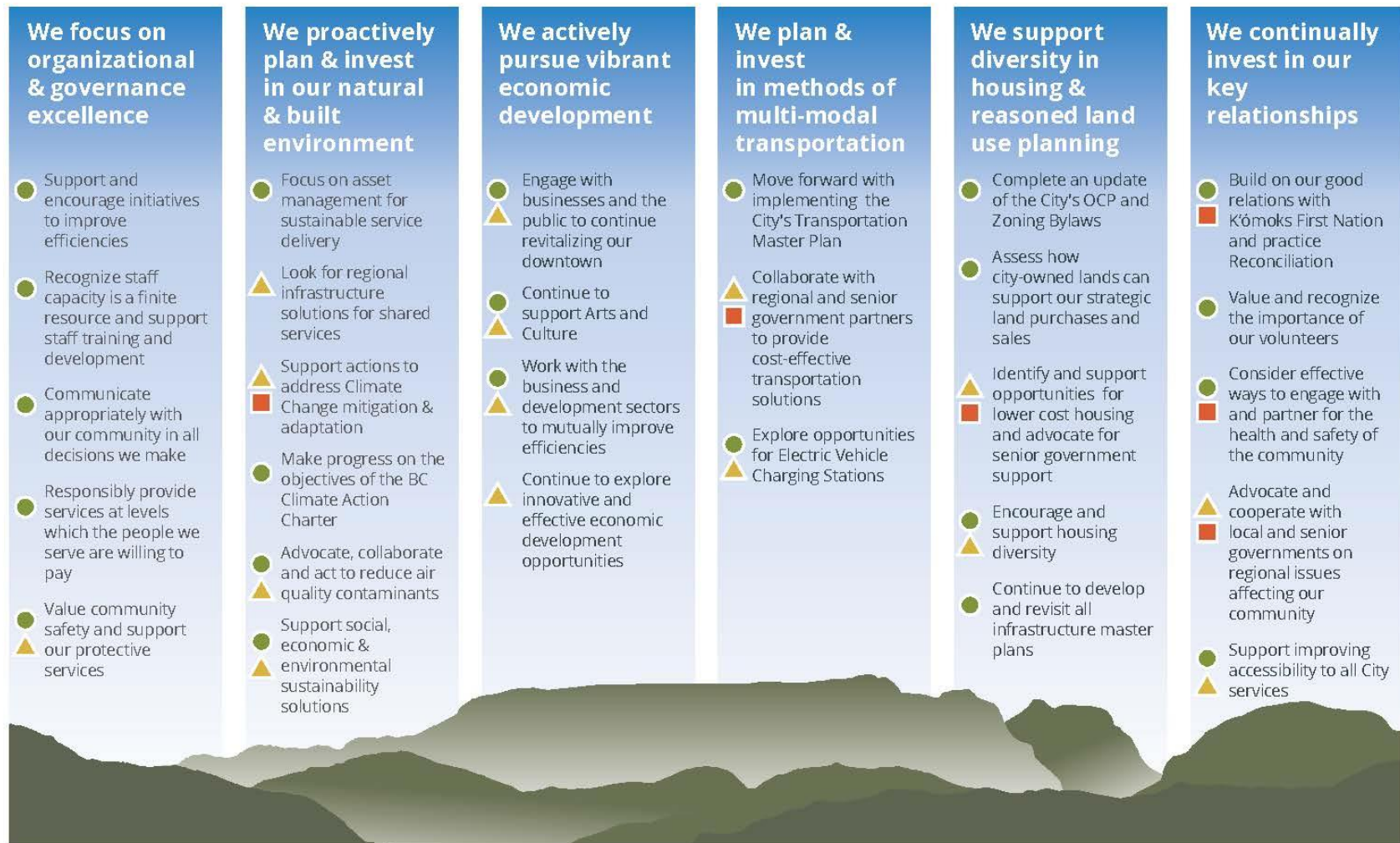
- a. Providing for good government of its community;
- b. Providing for services, laws and matters of community benefit;
- c. Providing for the stewardship of the public assets of its community; and,
- d. Fostering the economic, social and environmental well-being of its community.

Section 165 of the *Community Charter* requires that a local government adopt an annual five-year balanced financial plan bylaw before the annual tax rate bylaw is adopted each year prior to May 15.

Section 166 of the *Community Charter* states that Council must undertake a process of public consultation regarding the proposed financial plan before it is adopted.

Spending for service provision or for capital programs cannot move forward without Council's approval and direction. While the Financial Plan lays the groundwork for the organization and is the City's principal document, nothing is accomplished without Council approving or directing how finite resources will be allocated to pay for operational costs and capital programs.

STRATEGIC PRIORITIES 2019 – 2022



●
Area of Control

The policy, works and programming matters that fall within Council's jurisdictional authority to act

▲
Area of Influence

Matters that fall within shared or agreed jurisdiction between Council and another government or party

■
Area of Concern

Matters of interest outside Council's jurisdictional authority to act



CITY OF
COURTENAY

2019 – 2023 Five-Year Financial Plan

Asset Management

In accordance with Council's Strategic Priorities and Asset Management Policy, the 2019-2023 Capital Financial Plan was guided by the principles of Asset Management. Two concepts explain its purpose and scope: first, the objective of Asset Management is to meet a required level of service, in the most cost effective manner, through the management of assets for present and future users. Second, lifecycle asset management encompasses all practices associated with considering management strategies as part of the asset lifecycle by looking at the lowest long-term cost when making decisions.

Sound Asset Management practices enable Sustainable Service Delivery by integrating community values, priorities and an informed understanding of the trade-offs between risks, costs and services. This focus is summarized by the following excerpt from Council's Asset Management Policy adopted in June of 2015:

The City's Sustainable Service Delivery needs will be met by ensuring adequate provision is made for the long-term planning, financing, operation, maintenance, repair, renewal, upgrade, replacement and disposal of capital assets by:

- a) Ensuring that Courtenay's capital assets are provided in a manner that respects socio/cultural, economic and environmental sustainability;
- b) Meeting all relevant legislative and regulatory requirements;
- c) Demonstrating transparent and responsible Asset Management processes that align with demonstrable best-practices;
- d) Implementing sound Asset Management plans and strategies and providing sufficient financial resources to accomplish them;
- e) Ensuring necessary capacity and other operational capabilities are provided and Asset Management responsibilities are effectively allocated;
- f) Creating a corporate culture where all employees play a part in overall care for City assets by providing awareness, training and professional development; and
- g) Providing those we serve with services and levels of service for which they are willing to pay.



Financial Plan Overview

The Financial Plan information in this report is presented in four sections:

- Consolidated Financial Plan
- General Fund
- Sewer Fund
- Water Fund

It is intended to provide the reader with a perspective of what the City is working toward over the next five years and provide complementary information to the annual financial report issued each year.

Budgeting by Funds

The City provides a variety of services that are budgeted through three different operating funds, and three different capital funds. Annual property taxation and most other types of revenue are recognized in the General Fund whereas the Water and Sewer utility operating funds are intended to be self-supporting through separate and specific user fees and taxes.

The General Fund

The General Fund is divided into seven standard divisions utilized by most local governments. Within each division is the plan for each department and functional area. These plans are presented in a summarized format that is intended to facilitate the budget decision-making process.

The General Fund accounts for the widest variety of City activities. The costs of policing, fire and emergency services, engineering, streets and roads, planning and development, parks, recreation, culture, building maintenance, animal control, bylaw enforcement, solid waste services, and the majority of administrative costs of the City are shown in this fund. Most service areas generate additional revenue sources that are used to offset the cost of the service provided, and reduce the reliance on property taxes; however the largest revenue source continues to be property taxes.

The Water and Sewer Utility Funds

The Water Utility fund accounts for the City's activities in distributing potable water to the community while the Sewer Utility fund accounts for the removal of the waste water generated by residents. The Comox Valley Regional District (CVRD) provides bulk water and waste water treatment to Courtenay and surrounding regional partners. The CVRD bills Courtenay for water based on bulk water utilized and sewer services based on recorded proportional flows.

The activities in the Water and Sewer funds are paid via User Fees and Frontage-Parcel taxes on properties. There is a budgeted transfer from the General Fund to the water and sewer utility funds that represents the administrative costs associated with general government and public works providing services to each of these respective areas. Administrative costs are essentially the staff time and other resources required to provide support for each service.

2019 – 2023 Five-Year Financial Plan

Operating Budget Surplus

This budget follows generally accepted accounting principles by recording all revenues as operating revenues and only operating expenses as expenses. The result is a surplus from operations that is allocated to Capital purchases and projects, loan payments and contributions to reserves.

Unlike federal and provincial levels of government in Canada, municipal governments are not allowed to run deficits. Each year, they must balance their budgets, as required under the provincial legislation that governs their operations.

Capital Assets

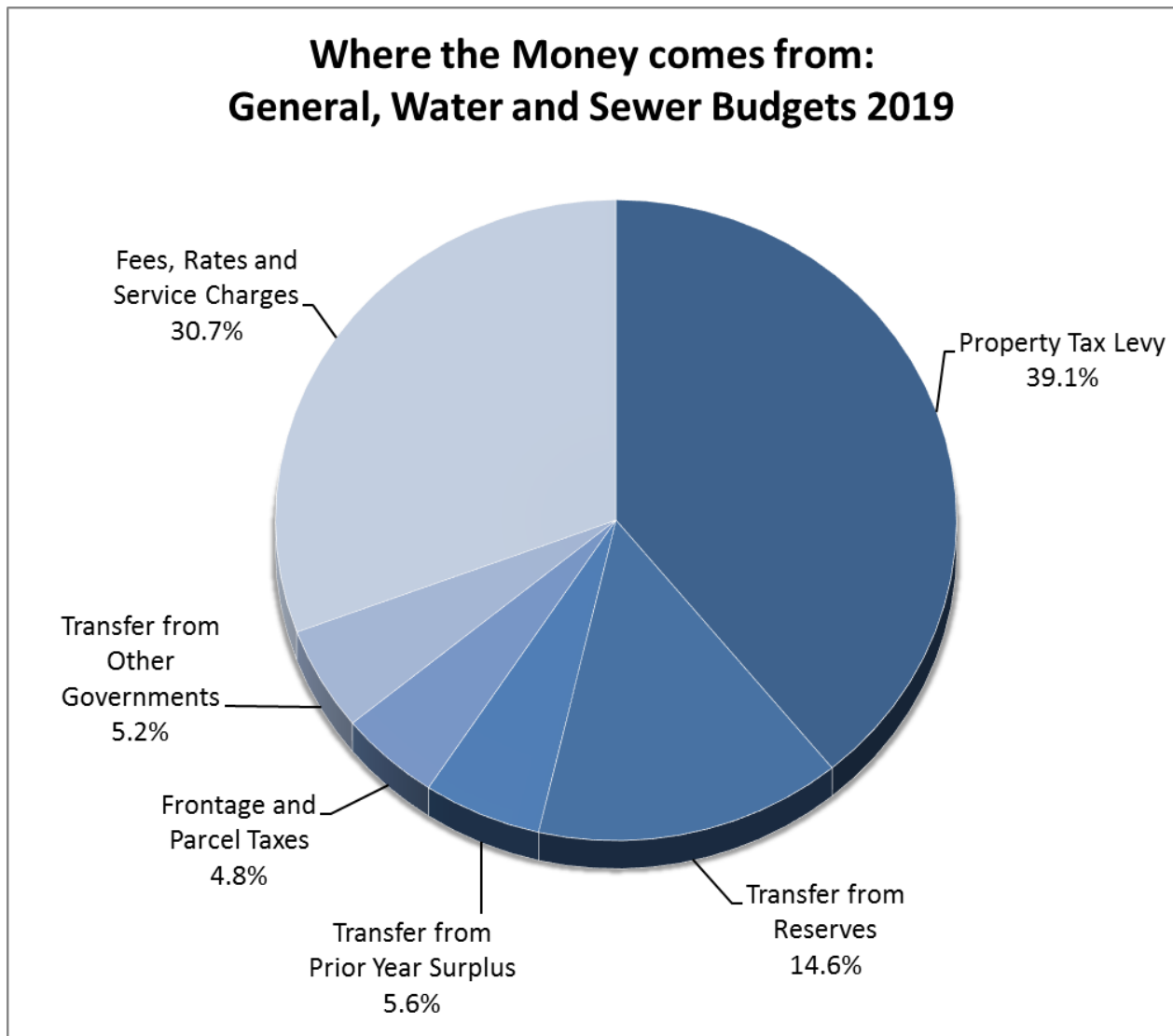
The Capital budget proposals have been developed based on the City's Asset Management Program. These were collectively identified by the Asset Management Working Group for consideration by the Chief Administrative Officer, and developed from an organization-wide perspective while also considering existing staff capacity and making best efforts to reduce the risk of in-service failures that might potentially lead to service disruption. A summary and more detailed list of capital spending are available later in this document. Total capital spending in 2019 is projected to be just under \$14 million.

Consolidated Financial Plan Table

Consolidated Summary (without amortization)	2018	2019	2020	2021	2022	2023
	Final Budget	Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget
Revenues						
Operating Revenues	50,795,000	52,959,000	56,862,300	57,851,200	60,531,300	62,488,800
Reserves & Surplus	14,438,100	13,418,300	11,632,700	5,152,700	5,775,400	4,844,700
New Debt Financing	-	-	20,033,000	13,709,300	5,300,000	6,700,000
	65,233,100	66,377,300	88,528,000	76,713,200	71,606,700	74,033,500
Expenses						
Operating Expenses	45,559,200	47,286,400	47,814,300	48,424,800	50,046,500	51,091,800
Capital Assets	14,727,700	13,984,200	34,883,800	21,140,800	13,337,800	13,527,000
Capital Debt Payments	1,552,600	1,538,100	2,149,000	3,258,900	3,943,000	4,311,700
Transfers to Reserves & Surplus	3,393,600	3,568,600	3,680,900	3,888,700	4,279,400	5,103,000
	65,233,100	66,377,300	88,528,000	76,713,200	71,606,700	74,033,500

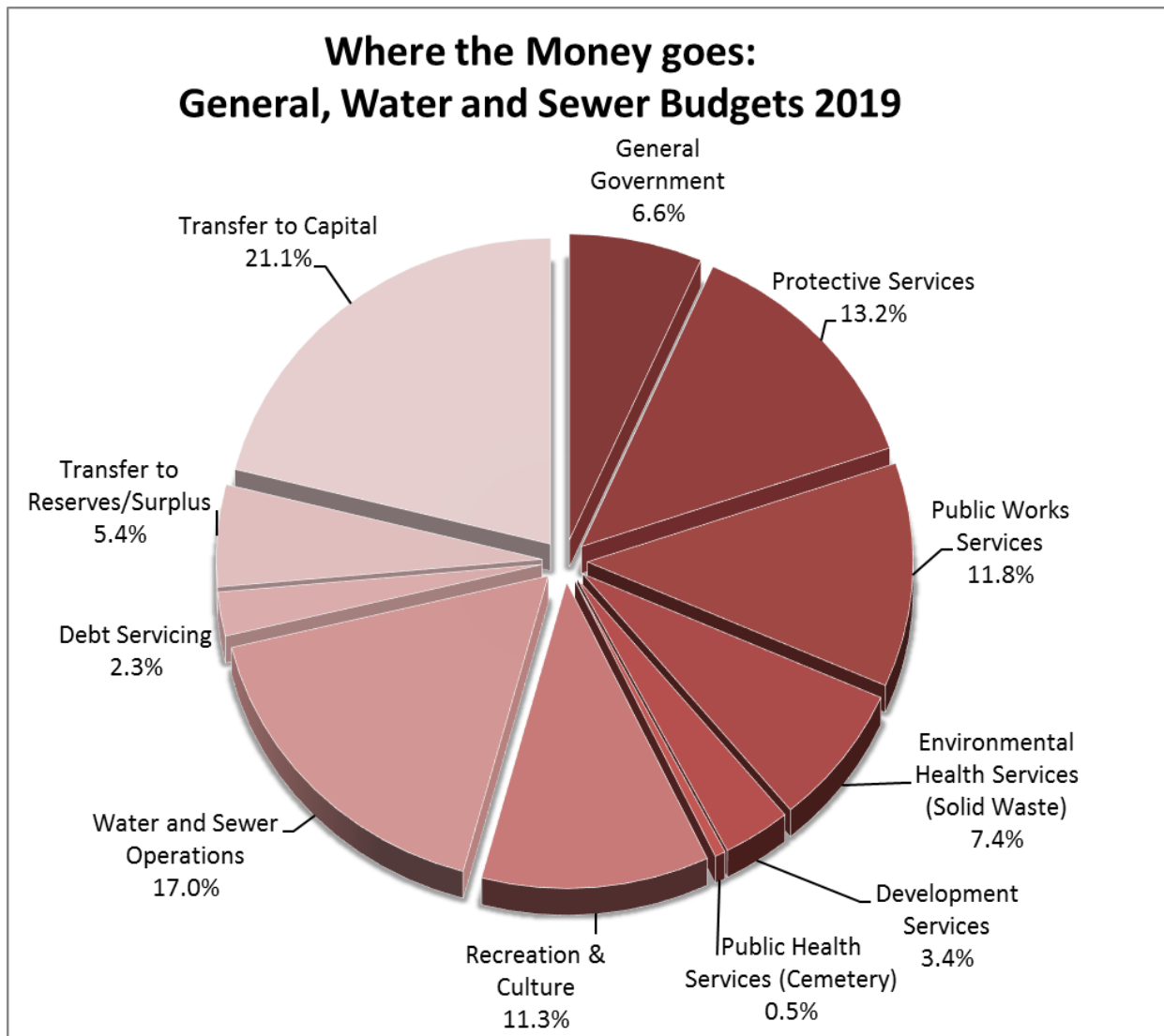
2019 – 2023 Five-Year Financial Plan

Consolidated Financial Plan – Source of Funds Chart



2019 – 2023 Five-Year Financial Plan

Consolidated Financial Plan – Use of Funds Chart



Consolidated Financial Plan



2019 – 2023 Five-Year Financial Plan

Revenue and Funding Sources

The City's activities are supported by revenues from a variety of sources. This section provides information on the City's objectives and policies as established by Revenue and Tax Policy #1700.00.01, and includes information in light of these policies. Some of the information reported in this section is included in Schedule A of the Financial Plan Bylaw 2967 to meet the reporting requirements of the BC *Community Charter*, the primary Provincial legislation that governs the financial operations of municipalities.

The consolidated Financial Plan identifies 2019 revenue sources. The following table summarizes revenue sources. A detailed listing is presented further in this section.

Consolidated Financial Plan – Revenues Table

Consolidated Revenues	Budget	Budget	Proposed Budget			
	2018	2019	2020	2021	2022	2023
Taxes						
General Property Taxes	24,024,400	25,196,000	26,732,000	28,836,500	30,675,300	31,902,500
Collections for Other Governments	21,021,800	21,941,800	22,654,600	23,108,900	23,567,000	23,948,300
Total Property Taxes	45,046,200	47,137,800	49,386,600	51,945,400	54,242,300	55,850,800
Frontage & Parcel Taxes	3,133,400	3,186,500	3,552,000	3,644,300	3,744,000	3,848,600
Grants in Place of Property Taxes	462,400	489,000	498,800	508,800	518,900	529,200
% of Revenue Tax	399,500	410,000	418,200	426,700	435,200	444,000
Total Taxes Collected	49,041,500	51,223,300	53,855,600	56,525,200	58,940,400	60,672,600
Less: Transfers to Other Governments	(21,165,500)	(22,107,600)	(22,823,800)	(23,281,400)	(23,743,000)	(24,127,900)
Net Taxes for Municipal Purposes	27,876,000	29,115,700	31,031,800	33,243,800	35,197,400	36,544,700
Other Revenues						
Fees and Charges	18,612,300	19,546,100	20,475,900	21,324,100	22,026,100	22,606,300
Revenue from Other Sources	1,754,800	1,795,300	1,350,500	1,332,600	1,314,600	1,296,900
Other Contributions	671,000	818,500	2,284,900	195,000	200,000	210,000
Transfers from Other Govt & Agencies	1,880,900	1,683,400	1,719,200	1,755,700	1,793,200	1,830,900
Total Other Revenues	22,919,000	23,843,300	25,830,500	24,607,400	25,333,900	25,944,100
Total Operating Revenues	50,795,000	52,959,000	56,862,300	57,851,200	60,531,300	62,488,800
Transfers From Reserves and Surplus						
From Reserves	12,646,400	9,682,100	8,290,200	4,323,400	5,521,900	4,631,400
From Surplus	1,791,700	3,736,200	3,342,500	829,300	253,500	213,300
Total from Reserves and Surplus	14,438,100	13,418,300	11,632,700	5,152,700	5,775,400	4,844,700
Funding from Debt	-	-	20,033,000	13,709,300	5,300,000	6,700,000
Total Revenues	65,233,100	66,377,300	88,528,000	76,713,200	71,606,700	74,033,500

Property value taxes and parcel taxes

About half of the City's total operating revenues are obtained through property value taxation. When reviewing the level of funding from taxation, the City first identifies the amount of expenditures required to provide all of the desired municipal services to users. It then quantifies the amount of revenue from other sources (other than property taxes) that the City can expect to receive through fees and charges, federal and provincial government grants, transfers from reserves and surplus, etc. The difference between budgeted expenditures and other revenue sources is the amount of property tax revenue the City must collect to provide services and balance the budget.

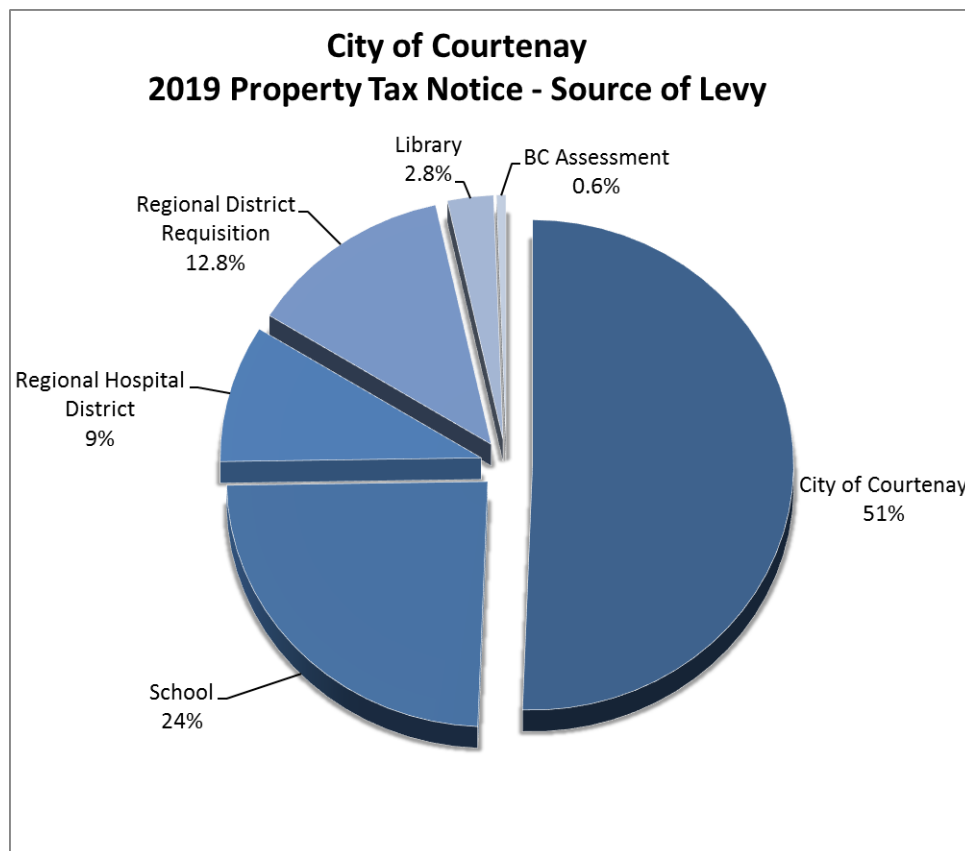
2019 – 2023 Five-Year Financial Plan

The City is challenged to maintain stable or reduced taxation levels, while maintaining or increasing service levels. When the cost of providing a service increases (e.g. through inflation, changes in statutory requirements, or increases to demand from growth), the City must either raise more revenue to provide the same level of service or reduce the level of service to maintain the same level of funding.

The City's policy is to utilize new sources of revenue from senior governments whenever it is available in order to reduce its dependency on property tax resources. For example, if a specific area receives a local infrastructure improvement, the City is legislatively authorized to impose a parcel tax to those properties benefiting from the receipt of the local improvement. Sections 200 – 204 of the *Community Charter* outline the process to be followed.

The City also collects property value taxes on behalf of other agencies. As can be seen in the graphic below, these costs make up almost half of the annual property tax bill, and are clearly outside Council's Area of Control: "The policy, works and programming matters that fall within Council's jurisdictional authority to act". In these instances, the City is mandated by legislation to act as the collection agent on behalf of the other agencies entitled to collect funds from property value taxation and the City must then convey the funds to them. The City receives no fees for carrying-out these functions and with the exception of representation at the Comox Valley Regional District, Council has no influence over how all these other funds are calculated or expended.

2019 Sources of Property Tax Levy Chart *Preliminary



2019 – 2023 Five-Year Financial Plan

Property Tax Increases

The 2019 budget for municipal property taxes reflects an overall increase of 2.75% over prior year taxes to fund general operations. This increase is to ensure levels of service are maintained in response to a number of cost drivers that directly impact the City's operations. A more detailed list of specific external cost drivers is outlined in the "Cost Drivers" section of this report.

The infrastructure levy was originally established in 2015 at 0.25% and 2016 at 1.5%. After a pause in 2017 and 2018, Council approved for 2019 a contribution to the infrastructure reserve equivalent to 1% funded by the Gaming fund, with therefore no impact on taxation. It is recommended to reinstate the levy at 1.25% for 2020 and gradually raise by 0.25% for the following three years to maintain a reserve for the long-term renewal program. This levy will be reviewed annually and informed by the refinement of specific asset management plans.

Projected Taxes for Municipal Purposes Table *Preliminary

Taxes for Municipal Purposes	Budget 2018	Budget 2019	2020	Proposed Budget		
				2021	2022	2023
REVENUES						
Annual increase						
General Operations	1.50%	2.75%	3.00%	3.25%	3.00%	2.50%
Debt Levy	0.00%	0.00%	0.95%	3.53%	2.15%	0.22%
		2.75%	3.95%	6.78%	5.15%	2.72%
Special Levy - Infrastructure Renewal	0.00%	0.00%	1.25%	1.25%	1.50%	1.75%
	0.00%	2.75%	5.20%	8.03%	6.65%	4.47%
General Property Taxes						
General Purpose	21,111,900	22,245,100	23,376,000	24,548,700	25,697,200	26,749,600
Property Tax Estimation New Construction	400,000	450,000	400,000	400,000	400,000	400,000
Infrastructure & Asset Management Levy	-	-	288,700	302,200	380,200	463,700
BIA	60,000	60,000	60,000	60,000	60,000	60,000
Debt Levy	1,272,500	1,250,100	1,477,200	2,369,900	2,956,100	3,020,700
General Tax Supplementary Adjustment	(75,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Library	1,255,000	1,340,800	1,280,100	1,305,700	1,331,800	1,358,500
Total General Property Taxes	24,024,400	25,196,000	26,732,000	28,836,500	30,675,300	31,902,500
Collections for Other Governments (Estimates)	21,021,800	21,941,800	22,654,600	23,108,900	23,567,000	23,948,300
Total Property Taxes	45,046,200	47,137,800	49,386,600	51,945,400	54,242,300	55,850,800
Frontage & Parcel Taxes	3,133,400	3,186,500	3,552,000	3,644,300	3,744,000	3,848,600
Grants in Lieu of Property Taxes	462,400	489,000	498,800	508,800	518,900	529,200
% of Revenue Tax	399,500	410,000	418,200	426,700	435,200	444,000
Total Taxes Collected	49,041,500	51,223,300	53,855,600	56,525,200	58,940,400	60,672,600
Less Transfer to Other Governments	(21,165,500)	(22,107,600)	(22,823,800)	(23,281,400)	(23,743,000)	(24,127,900)
Taxes for Municipal Purposes	27,876,000	29,115,700	31,031,800	33,243,800	35,197,400	36,544,700

2019 – 2023 Five-Year Financial Plan

Property Tax Rates

The City determines the “tax rate” (a charge per \$1,000 of assessed property value) by dividing the sum of all the assessed property values in the City by the amount of property tax revenue that must be collected. The “tax rate” is simply a means of determining the proportional amount each individual property owner must pay to receive the package of services provided by the City.

The variable tax rate system in BC levies more of the property tax burden to owners of more valuable properties and improvements than to owners of less valuable properties, as individuals owning more valuable properties, in general, have an ability to pay more than those in lesser valued properties. These values are set annually by a third party called the BC Assessment Authority in accordance with the *BC Assessment Act*. The City is entitled to set local annual tax rates based only upon these assessed values, but may not vary or influence the value of the assessments in any way. So, that is why a property owner who may wish to appeal the assessed value of their property and improvements may only seek a review from the BC Assessment Authority, not the City.

The tax rate each year is based on the revenue Council decides to collect and the assessed values of all the properties in the City at that time. Changes in the total assessed property values in the City will cause the tax rate to change, but on its own, it has no effect on the amount each property owner must pay unless his/her assessed value change is different from the average change in value.

2017 - 2019 Property Tax Rates Table *Preliminary, 2019 rates subject to Council approval

Class #	Class	2017 Rate	2018 Rate	Preliminary 2019 Rate
1	Residential	3.9768	3.4289	3.0332
2	Utilities	27.0373	24.002	21.2323
3	Supportive Housing	3.9768	3.4289	3.0332
4	Major Industry	15.5095	13.3725	11.8294
5	Light Industry	15.5095	13.3725	11.8294
6	Business	10.8149	10.4232	10.1612
8	Recreation/Non-Profit	3.9768	3.4289	3.0332
9	Farm	3.9768	3.4289	3.0332
	Total	84.7784	74.8858	67.1851
	<i>Percentage Change between Current Year and Prior Year Municipal Tax Rates</i>	<i>-2.88%</i>	<i>-11.67%</i>	<i>-10.28%</i>

2019 – 2023 Five-Year Financial Plan

Proportion of revenue by source

The City's policy is to try to keep the proportional share of revenue from property taxes at a level similar to the average of comparable municipalities. The following tables provide a summary of the total dollars and the percentage of revenue from the various sources, and a comparison of these values and percentages over the past two years.

2017 – 2019 Proportion of Revenue by Source Chart

	2017		2018		2019	
Revenue Source	Amount (\$)	% Total Revenue	Amount (\$)	% Total Revenue	Amount (\$)	% Total Revenue
Property Value Taxes	24,056,300	39.19%	24,954,500	38.15%	25,929,200	39.06%
Parcel Taxes	2,858,000	4.66%	3,133,400	4.79%	3,186,500	4.80%
Fees and Charges	17,424,000	28.39%	18,612,300	28.45%	19,546,100	29.45%
Other Sources	5,484,000	8.93%	4,306,700	6.58%	4,297,200	6.47%
Reserves/Surpluses	11,560,200	18.83%	14,413,100	22.03%	13,418,300	20.22%
Borrowing	0	0.00%	0	0.00%	0	0.00%
TOTAL	\$61,382,500	100.00%	\$65,420,000	100.00%	\$66,377,300	100.00%

Frontage and Parcel Taxes

The City levies frontage taxes on all properties whether they are, or could be, connected to the City's water and sewer services. The purpose of these rates is to provide resources to support infrastructure maintenance and capital renewal for the water and sewer utilities. In 2019, the frontage tax rate for the sewer utility is unchanged at \$10.24 per meter of frontage and the 2019 frontage tax rate for the water utility is maintained at \$5.84 per meter.

The City levies parcel taxes for local area improvements provided to specific properties that have chosen to finance, over time, the cost to connect to the City's services as opposed to paying a one-time fee.

2019 – 2023 Five-Year Financial Plan

Permissive Tax Exemptions

The City grants permissive tax exemptions to qualifying organizations, as authorized by the *Community Charter*. A permissive tax exemption is approved at the discretion of Council. After careful consideration of all applications, Council may approve a full, partial, or zero tax exemption. The tax exemption may vary for different applicants.

The City's policy 1960.00.01 regarding permissive tax exemptions is that the cumulative value of permissive tax exemptions shall not exceed 2% of the total tax levy of the previous year. The permissive tax exemptions approved for 2019 are summarized below.

Permissive Property Tax Exemptions Table

Permissive Property Tax Exemptions	2017 (\$)	2018 (\$)	2019 (\$) estimate
City owned properties / managed by not-for-profit groups	175,160	179,050	179,050
Not-for Profit Organizations	141,207	142,299	165,515
Churches	16,052	14,520	14,888
TOTAL	332,419	335,869	359,453
Prior year tax levy for municipal purposes	21,951,300	22,108,900	22,901,225
As a percentage of municipal tax levy	1.51%	1.52%	1.57%

2019 – 2023 Five-Year Financial Plan

Tax Comparisons

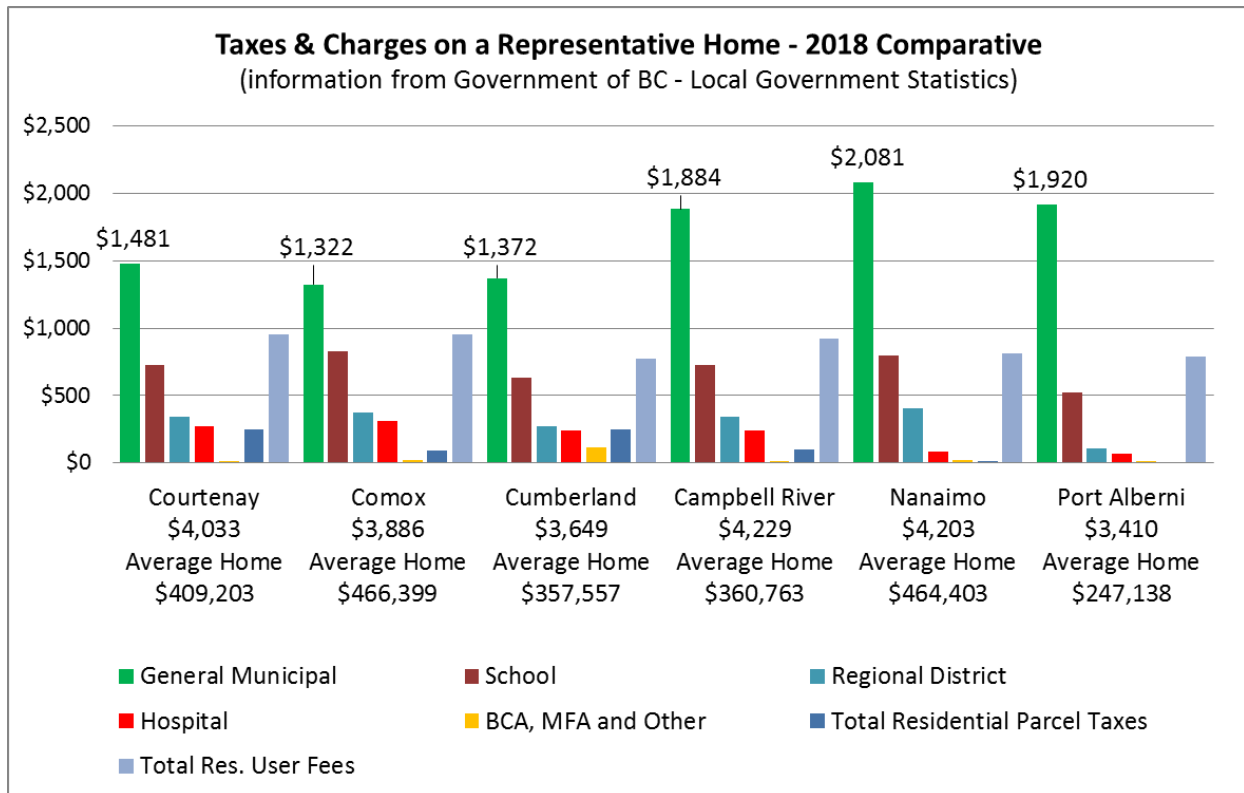
This section provides comparisons on the property value taxes and other taxes. These comparisons include a representative house, commercial taxes, and comparisons with other local governments. These comparisons are based on projected budgets.

2019 Property tax on a representative home *Preliminary, 2019 rates subject to Council approval

The property tax increase for an “average” residential property, valued at \$435,600 in 2019, is estimated to be an increase of approximately \$38.92 for the municipal taxation portion of the tax notice. This is equivalent to \$3.24 per month.



2018 Taxes and Charges on a Representative House Graph



2019 – 2023 Five-Year Financial Plan

2019 Property tax on a representative business *Preliminary, 2019 rates subject to Council approval

The Commercial taxes are based on a rate multiple of 3.35 times the residential tax rate. Considering the “average” commercial property, valued at \$819,300 in 2019, the 2019 municipal annual property taxes are estimated to increase \$278.50 – a 3.43 % increase over the prior year. The Commercial Class includes a wide range of businesses, with a wide range of assessment valuations.

Transfers to other governments

The City is required to collect and remit property taxes for other taxing authorities. In addition, a portion of the grants in place of property taxes received from federal and provincial Crown agencies are transferred to these agencies.

Taxes Collected for Other Governments Table *Preliminary

Taxes for Other Authorities	Budget	Budget	2020	Proposed Budget		2023
	2018	2019		2021	2022	
School - Non-residential	4,056,000	4,137,100	4,219,900	4,304,300	4,390,400	4,478,200
School - Residential	7,103,600	7,245,700	7,390,600	7,538,400	7,689,100	7,842,900
Regional District Requisition	4,184,100	4,267,800	4,353,200	4,440,200	4,529,000	4,619,600
Municipal Finance Authority	1,100	1,100	1,100	1,100	1,100	1,100
Regional Hospital District	5,406,300	6,014,000	6,408,200	6,537,600	6,664,400	6,707,600
BC Assessment	270,700	276,100	281,600	287,300	293,000	298,900
Total	21,021,800	21,941,800	22,654,600	23,108,900	23,567,000	23,948,300

Fees and Charges

The City charges fees and levies for a number of services and activities, including charges for water, sewer and solid waste utilities, fees for recreation activities, fees for fire protection for other jurisdictions, charges for building, development and other permits, as well as fine revenue.

The City's 1700.00.01 Revenue and Tax Policy, adopted in 2008 and summarized in Appendix 1, Schedule A of the Financial Plan Bylaw 2967, is that wherever possible, fees & charges will be used to assign costs to those who benefit from the service provided. The proportion of costs recovered by fees and charges will vary by Council policy decisions with respect to the nature of the service provided.

The following table provides a summary of the fees and charges the City levies by function, as well as the revenues from other sources and transfers from other Governments.

2019 – 2023 Five-Year Financial Plan

Fees and Charges, and Other Revenues Table

Fees and Charges, and Other Revenues	Budget 2018	Budget 2019	2020	Proposed Budget		
				2021	2022	2023
Fees and Charges						
General Government Services	62,000	64,000	65,100	66,200	67,400	68,600
Protective Services	869,500	855,900	872,800	890,200	908,100	926,100
Public Works Services	37,300	22,700	22,900	23,200	23,500	23,700
Environmental Health Services						
Solid Waste	3,198,600	3,384,100	3,473,000	3,565,800	3,661,200	3,758,400
Sewer	4,767,900	5,043,600	5,315,700	5,609,400	5,919,200	6,097,800
Water	6,409,100	6,788,500	7,293,400	7,679,700	7,899,500	8,125,800
Total Environmental Health Services	14,375,600	15,216,200	16,082,100	16,854,900	17,479,900	17,982,000
Public Health Services	149,000	152,000	155,000	158,100	161,200	164,500
Development Services	1,350,100	1,364,600	1,371,600	1,389,000	1,406,800	1,424,700
Parks, Recreation, & Cultural Services	1,768,800	1,870,700	1,906,400	1,942,500	1,979,200	2,016,700
	18,612,300	19,546,100	20,475,900	21,324,100	22,026,100	22,606,300
Revenue from Own Sources						
General Revenue	156,800	146,600	149,300	152,100	154,800	157,600
Investment & Penalty Revenue	893,300	1,031,900	1,008,300	984,800	961,200	937,800
General Capital	721,000	416,500	-	-	-	-
Sewer	50,900	50,800	50,700	50,700	50,700	50,700
Water	132,800	149,500	142,200	145,000	147,900	150,800
	1,954,800	1,795,300	1,350,500	1,332,600	1,314,600	1,296,900
Other Contributions						
	471,000	818,500	2,284,900	195,000	200,000	210,000
Transfers from Other Govt & Agencies						
Federal Government & Agencies	1,415,800	1,265,000	1,290,300	1,316,100	1,342,400	1,369,200
Provincial Government & Agencies	368,200	316,000	322,300	328,700	335,300	341,900
Local Government & Other Agencies	96,900	102,400	106,600	110,900	115,500	119,800
	1,880,900	1,683,400	1,719,200	1,755,700	1,793,200	1,830,900
	22,919,000	23,843,300	25,830,500	24,607,400	25,333,900	25,944,100

Environmental Services - Utilities

The primary revenue source for Solid Waste and the Water and Sewer utilities are user fees. In order to provide sufficient funding for utilities, the sewer user fee increases by 5% in 2019. The water utility increases 6.5% in 2019. These increases have been approved by City Council in order to ensure that the water and sewer utilities remain self-funded and provide sustainable service delivery. Tipping fees at the Regional District are currently set at \$130.00 per tonne and are not expected to increase for 2019. However, the City has increased solid waste rates by 2% to provide additional revenue to cover rising contractor costs.

For 2019, the increase to residential consumers is \$16.21 for sewer, \$30.39 for water and \$3.23 for solid waste. The 2018 and 2019 utility rates for a single family dwelling are:

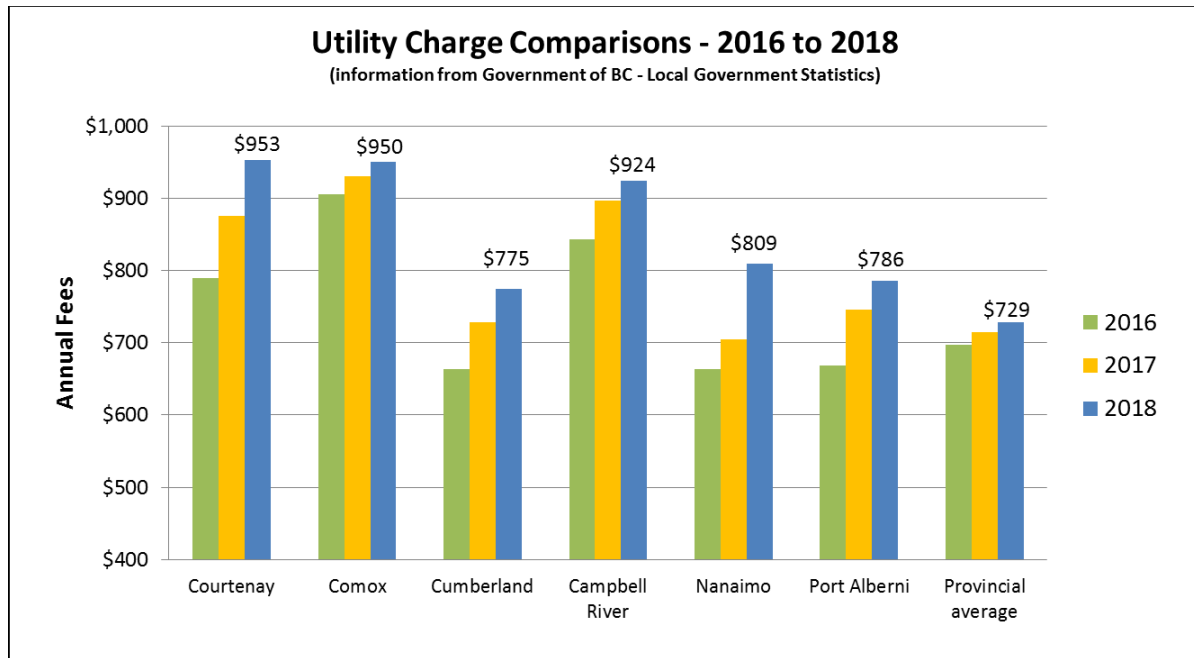
	2018	2019
Sewer	\$324.17	\$340.38
Water	\$467.53	\$497.92
Solid Waste	<u>\$161.44</u>	<u>\$164.67</u>
Total	<u>\$953.14</u>	<u>\$1,002.97</u>



2019 – 2023 Five-Year Financial Plan

The following graph provides a comparison of the 2016-2018 user fees for utilities with other local governments on Vancouver Island.

Utility User Fees on Single Family Dwelling Graph



Revenue from other sources

The City also receives revenue on the following:

- a) investment of reserves and surplus funds
- b) penalties and interest on taxes and utilities
- c) other contributions
- d) grants
- e) donations

The anticipated revenues from these sources are outlined in the Fees and Charges section of this report.

Borrowing

Borrowing is typically utilized to fund large capital projects that provide benefits to taxpayers over a long period of time.

The City has not incurred any new borrowing in the past few years. For 2019, long-term debt payments total \$1,538,100.

As of December 31, 2018, the City's outstanding debt was:

General:	\$ 9,355,035
Sewer:	\$ 1,805,840
Water:	<u>\$ 297,244</u>
Total:	<u>\$11,458,119</u>

The City follows *Community Charter* guidelines to determine long term debt capacity. Based on these guidelines, a municipality's long-term debt capacity is based on the total of all annual debt payments up to 25% of the municipality's prior year operating revenue from all funds (general, water and sewer).

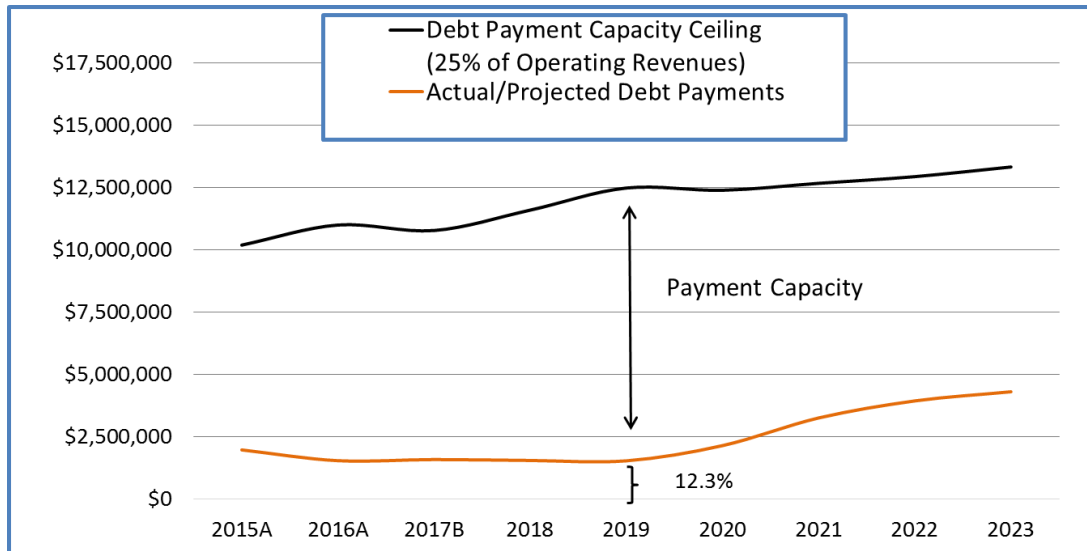
For the City of Courtenay, this total payment ceiling would be \$12,490,000. The City currently only uses approximately 12.3% of the \$12.5M payment servicing limit, leaving the City in a strong position to determine future opportunities to borrow.

With the objective of proactively managing the City's capital assets through the Asset Management program, the City will need to consider borrowing funds to facilitate future capital renewal. While some major capital renewal may be funded using grants and contributions from other sources, such as developer contributions through Development Cost Charges, new borrowing will be needed in future years. This will become more clear as the City continues to progress in developing its Asset Management Program.

2019 – 2023 Five-Year Financial Plan

The following graph depicts the City's borrowing capacity.

Borrowing Capacity Graph



Reserves and Surplus

The City plans for future projects by creating reserve funds for initiatives requiring significant capital investment. This section summarizes the use of reserve and surplus funds for 2019. A summary of the anticipated balances in the various reserves and surplus accounts is provided for each of the funds later in this report.

The 2019 Financial Plan requires to draw \$13.4 million from reserves and surpluses to fund projects, initiatives, and operations as detailed below.

Revenues from Reserves and Surplus for 2019 Table

	General		Sewer		Water		
Revenues from Reserve and Surplus 2019	Operating	Capital	Operating	Capital	Operating	Capital	Total
Reserves	1,725,300	5,835,000	1,312,700		17,500	791,600	9,682,100
Prior Year Surplus	1,356,800	743,500	611,700		221,900	456,700	3,390,600
Unexpended debt		345,600					345,600
Total	3,082,100	6,924,100	-	1,924,400	239,400	1,248,300	13,418,300

General Fund

Operating Expenses

Capital Transactions

Reserves and Surplus



General Fund

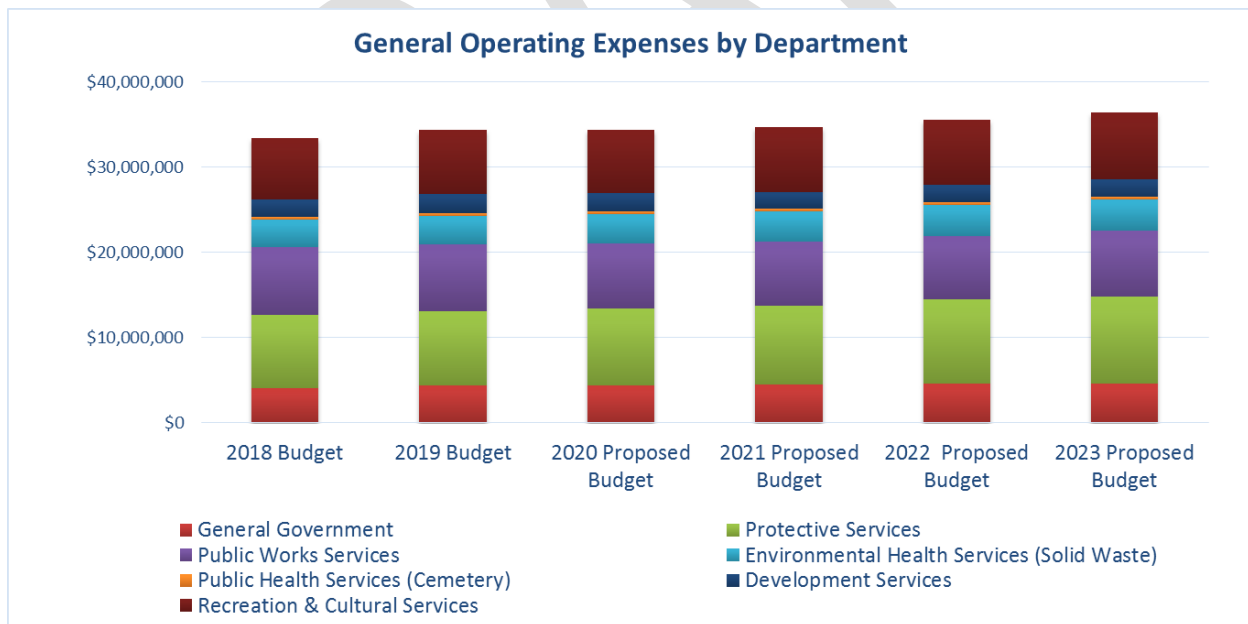
General Operating Expenses

This section includes budget details on the operational functions of City Services. Operating expenses are separated into seven distinct service areas:

- General Government, providing governance and internal support for the entire organization
- Protective Services includes Police, Fire and Bylaw Enforcement services
- Public Works Services includes Engineering, Asset Management, Roads, Walkways, Storm Sewer, Street Lighting services, Civic Properties Maintenance and Parks
- Environmental Health includes Solid Waste
- Public Health includes Cemetery services
- Development Services includes Land Use Planning, Subdivision Development and Building Inspection services
- Recreation and Cultural Services includes Recreation Facilities and Program services as well as buildings leased to various cultural and leisure activity providers.

The graph below illustrates the general operating expenses for 2018 budget and 2019 to 2023 proposed budget.

General Operating - Expenses by Department Graph



2019 – 2023 Five-Year Financial Plan

Cost Drivers

External cost drivers are those that are outside of the direct control of the City, and typically represent energy costs, labour costs, and external contracts such as the RCMP contract and shared services such as utilities and waste management.

The City's operating costs are impacted by the following External Cost Drivers. The impacts are reflected in the proposed budgets.

Personnel

- CUPE, Exempt, Council, Volunteer Fire salary contractual increases: \$272,600
- New Employer Health Tax: \$250,000
- Benefit increases: \$215,000

Services

- Protective Services – RCMP contract increase: \$86,500
- Election costs: reduction of \$45,000 from 2018 Budget

Other

- Insurance, Hydro Increases: \$45,700
- Regional Emergency Requisition increase: \$17,400
- 3.0% Consumer Price Increases for purchased goods and services in BC for 2018

General Operating - Expenses by Division Table

Operating Expenses by Division (excluding amortization)	2018 Budget	2019 Budget	2020 Proposed Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget
General Government	4,132,200	4,392,500	4,412,400	4,471,300	4,618,500	4,628,900
Protective Services	8,579,100	8,735,100	9,003,400	9,266,000	9,932,600	10,241,500
Public Works Services	7,925,000	7,859,300	7,686,300	7,551,000	7,387,200	7,633,300
Environmental Health Services (Solid Waste)	3,197,400	3,296,700	3,385,700	3,481,800	3,581,200	3,683,700
Public Health Services (Cemetery)	305,600	345,300	350,900	356,500	362,400	368,600
Development Services	2,021,600	2,239,900	2,101,100	1,984,600	2,019,400	2,054,500
Recreation & Cultural Services	7,192,800	7,511,000	7,423,500	7,549,300	7,674,100	7,805,200
Total	33,353,700	34,379,800	34,363,300	34,660,500	35,575,400	36,415,700

General Operating - Expenses by Economic Segment Table

Operating Expenditures by Economic Segment (excluding amortization)	2018 Budget	2019 Budget	2020 Proposed Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget
Council Indemnity, Allowance, Benefits	208,400	231,000	235,600	240,300	245,100	250,000
Personnel	14,313,800	15,424,900	15,656,000	15,766,800	16,146,900	16,406,300
General Services	14,021,600	13,927,600	13,676,500	13,673,400	14,158,300	14,602,700
Insurance	509,900	524,000	526,500	535,600	544,400	552,400
Goods	1,882,600	1,843,800	1,791,700	1,764,800	1,768,200	1,771,500
Utilities	1,030,000	1,061,600	1,074,600	1,103,600	1,116,800	1,154,700
Grants	483,200	500,400	506,300	512,800	519,600	531,200
Transfers / Interdepartment Charges	786,800	964,600	964,000	1,054,800	1,056,000	1,057,500
Other Government - CVRD	1,408,200	1,407,000	1,490,300	1,550,500	1,613,100	1,678,300
Library Requisition	1,255,000	1,340,800	1,367,600	1,395,000	1,422,900	1,451,300
Sub-total	35,899,500	37,225,700	37,289,100	37,597,600	38,591,300	39,455,900
Interfund charges	(2,545,800)	(2,845,900)	(2,925,800)	(2,937,100)	(3,015,900)	(3,040,200)
Total	33,353,700	34,379,800	34,363,300	34,660,500	35,575,400	36,415,700

General Government Services

General Government Services are the centralized services common to all functions of the organization. This includes the offices of Council, the CAO, Corporate Services, Communications, Human Resources, Financial Services, Purchasing, Stores, Information Technology, GIS, and other general services.

Legislative Services

The Legislative Services budget supports the “offices” of Council. It includes Council indemnity and expenses, travel costs, attendance at conferences (the Union of BC Municipalities annual convention, and the Federation of Canadian Municipalities annual convention, etc.), indemnity insurance and miscellaneous supplies.

Corporate Administration

Corporate Administration includes the office of the CAO, the Corporate Officer, Human Resources, Corporate Communications, Occupational Health and Safety, Strategic Initiatives and Business Performance.

Financial Services

The Financial Services Department is responsible for overseeing the City's financial assets and long term financial planning. The department provides support to all other City departments and communicates financial information to Council, the general public, and other government agencies.

The Purchasing Division is part of Financial Services and provides supply management and risk management services to the various City departments to ensure goods and services are sourced and provided in an ethical, transparent and efficient manner.

Information Technology / Geographical Information System

The IT/GIS division provides computer systems and technology to support organization-wide administrative and technical processes, including the financial information system and the work order management system. Work is continuing on systems for Development Services, Recreation Services, and the Geographical Information System (GIS).

Other Services

This section includes general expenses related to City Hall, the 2018 Elections, Insurance, and legal services. General government costs are also partially allocated to the water and sewer utilities.

2019 – 2023 Five-Year Financial Plan

General Government Services - Expenses by Department Table

General Government Services Expenses by Department	2018 Budget	2019 Budget	Budget increase (decrease)
Legislative Services	269,900	329,800	59,900
Corporate Administration	2,172,700	2,223,200	50,500
Financial Services	1,906,400	1,943,800	37,400
Information Technology	1,140,600	1,156,500	15,900
Common Services	159,500	157,900	(1,600)
Other General Government	(51,400)	79,200	130,600
	5,597,700	5,890,400	292,700
Allocation to Water and Sewer	(1,465,500)	(1,497,900)	(32,400)
Net Cost General Government	4,132,200	4,392,500	260,300

General Government Services - Expenses by Economic Segment Table

General Government Services Expenses by Economic Segment	2018 Budget	2019 Budget	Budget increase (decrease)
Council Indemnity, Allowance, Benefits	208,400	231,000	22,600
Personnel	3,604,900	3,999,200	394,300
General Services	1,479,900	1,377,600	(102,300)
Insurance	73,900	74,300	400
Goods	146,800	125,700	(21,100)
Utilities	44,500	43,900	(600)
Transfer	33,300	31,700	(1,600)
Grants	6,000	7,000	1,000
Total Cost - General Government	5,597,700	5,890,400	292,700
Allocation to Water and Sewer Fund	(1,465,500)	(1,497,900)	(32,400)
Net Cost General Government	4,132,200	4,392,500	260,300

Protective Services

Protective Services covers a wide spectrum including policing, fire, emergency measures, building inspections, bylaw enforcement and animal control. The RCMP contract increase for 2019 is \$86,500, and Fire Protection costs have increased by \$51,200.

Police Protection

The City contracts the RCMP to provide policing services within the City. The RCMP contract represents about 75% of the total budget under Protective Services.

Specific cost drivers affecting the contract include increasing labour and benefit costs. The City uses Gaming funds and Traffic Fine revenues to help offset the cost of policing. The balance is funded from general tax revenue.

Fire Protection

The Courtenay Fire Department provides fire protection and first responder services, including fire protection, prevention, suppression, and investigative services. The department conducts over 1,500 fire inspections annually.



The Courtenay Fire Department provides a cost effective mix of full-time and volunteer firefighters.

Number of Volunteers - 2018

- Full Time Firefighters: 6
- Total Volunteers: up to 50

Emergency Measures

This function supports the municipality in responding to emergency events and is relatively stable. The Comox Valley Regional District provides regional emergency services under contract with the City.

Bylaw Enforcement, Animal Control, Parking Control

Animal control is contracted to a third party and the City supports the SPCA for costs incurred for a "spay and neuter" program.

The Bylaw Enforcement program encourages people to adhere to Bylaws, policies, procedures and guidelines set either by federal, provincial or municipal legislation held within the confines of the municipality. This budget provides funding that supports this particular function.

Protective Services - Expenses by Department Table

Protective Services Expenses by Department	2018 Budget	2019 Budget	Budget increase (decrease)
Police Protection	6,439,900	6,523,800	83,900
Fire Protection	1,836,300	1,887,500	51,200
Other Protective Services			
Emergency Management	78,100	97,800	19,700
Animal Control	68,200	69,500	1,300
Bylaw Enforcement	92,900	91,700	(1,200)
Parking Control	63,700	64,800	1,100
Total Other Protective Services	302,900	323,800	20,900
Protection Services Expenses	8,579,100	8,735,100	156,000

Protective Services - Expenses by Economic Segment Table

Protective Services Expenses by Economic Segment	2018 Budget	2019 Budget	Budget increase (decrease)
Personnel	1,542,800	1,568,100	25,300
General Services	6,552,100	6,658,000	105,900
Insurance	43,500	50,300	6,800
Goods	237,000	237,100	100
Utilities	39,100	39,300	200
Transfer	64,400	64,700	300
Grants	100,200	117,600	17,400
Protection Services Expenses	8,579,100	8,735,100	156,000

Public Work Services

Public Works Services is responsible for the water and sewer utility infrastructure, storm water collection, civic facilities, parks, and transportation network for the community. Services include maintenance of trails, transit, water, sewer and solid waste collection, capital projects, cemetery maintenance, fleet maintenance, and flood protection and dike maintenance. Additional preventative maintenance plan programs account for an increase of about \$161,000 in 2019.

Engineering Services

The Engineering team provides technical support and project management oversight for all civic infrastructure capital projects within the framework of asset management. The group is also responsible to prepare and update the master plans used, in combination with the information produced by the Asset Management group, for long term planning. In 2019, Engineering will focus on the completion of the Transportation Master Plan and progress on the Integrated Rain Water Master Plan and Dike Replacement Strategy.

Asset Management

The role of Asset Management Technical Services is to provide technical support and perform asset condition assessments, which informs the City's asset management needs, infrastructure replacement and renewal and maintenance programs. A \$244,500 reduction is budgeted in 2019 in this department as most condition assessments were completed in the last two years.

Streets and Roads

The City maintains paved roads, as well as streets and lanes for vehicle and multi-modal traffic by:

- Streets and road maintenance, including pothole and crack sealing, milling or patching
- Street sweeping
- Snow and Ice Control
- Sidewalk inspection and maintenance
- Traffic signal maintenance



Streets & Roads Quick Facts

- Roads: 161 km | 341 lane km (*Jan 2018*)
- Sidewalks: 166km (*2018*)
- Paved Walkways: 10.6 km (*2019*)

Storm Sewers

Public Works Services maintains the storm sewer collection system throughout the City which is 162.4 km and includes 4,083 catch basins and 7,550 storm sewer connections (estimate as of November 2018).

Street Lighting – Signs & Lines

This service includes street lighting maintenance and electricity cost, as well as street signs and lines maintenance. The City maintains 1,342 streetlights (as of November 2018).

Civic Properties Maintenance

The City owns and maintains a number of buildings, including City Hall, the Fire Hall, Public Works offices and shops, Recreation and Cultural facilities, the Marina, the Chamber of Commerce and a number of smaller buildings. The expenses of the Civic Properties Maintenance division are captured in this group as well as the maintenance costs related to the City's smaller buildings.

Parks and Playgrounds

The City's Parks employees maintain all parks, playgrounds and trails found throughout the community's green spaces.

Parks and Playgrounds Quick Facts

The City maintains over 217 acres of green space, including 34 parks, sports fields, playground equipment, greenways, and picnic areas as well as the trail system across the City.



2019 – 2023 Five-Year Financial Plan

Public Works Services - Expenses by Department Table

Public Works Services Expenses by Department	2018 Budget	2019 Budget	Budget increase (decrease)
Public Works Yard	1,280,000	1,350,100	70,100
Engineering Services	924,600	1,094,700	170,100
Asset Management	818,600	574,100	(244,500)
Roads and Streets	1,634,100	1,737,100	103,000
Storm Sewers	629,400	633,700	4,300
Bridges	67,000	70,200	3,200
Transit Shelters	6,900	7,600	700
Street Lighting	727,400	742,600	15,200
Traffic Signals	95,100	91,500	(3,600)
Airpark	3,900	3,500	(400)
Civic Properties Maintenance	405,000	331,000	(74,000)
Parks	2,413,300	2,571,200	157,900
Total Expenditures	9,005,300	9,207,300	202,000
Internal Allocation / Fleet Recovery	(1,080,300)	(1,348,000)	(267,700)
Public Works Services Expenses	7,925,000	7,859,300	(65,700)

Public Works Services - Expenses by Economic Segment Table

Public Works Services Expenses by Economic Segment	2018 Budget	2019 Budget	Budget increase (decrease)
Personnel	3,730,900	4,051,300	320,400
General Services	2,857,000	2,530,600	(326,400)
Insurance	215,600	221,600	6,000
Goods	993,500	1,003,600	10,100
Utilities	588,500	603,800	15,300
Transfer	600,800	788,800	188,000
Property Taxes	19,000	7,600	(11,400)
Total Expenditures	9,005,300	9,207,300	202,000
Interdept charges / Fleet Recovery	(1,080,300)	(1,348,000)	(267,700)
Public Works Services Expenses	7,925,000	7,859,300	(65,700)

Environmental Health (Solid Waste)

Through contract with a private sector provider, the City provides weekly curbside pickup of Municipal Solid Waste (MSW) and yard waste, bi-weekly pickup of recyclables for residential properties, and scheduled MSW/cardboard pickup for commercial properties. The fees collected for this service cover the following two costs:

- The annual increase in the cost of the solid waste and recyclables collection is based on a formula which includes the annual change to the Consumer Price Index Vancouver, and the Price Index of Diesel in BC.
- The regional landfill fees for disposal of the mixed waste.

In 2014, the City signed an agreement with Multi-Material BC (MMBC) to provide recycling services to residents in Courtenay. MMBC also provides the City with an annual educational grant that is used to offset the costs of educating the public on residential recycling.

With the City continuing to grow, the MSW contract also increases. Rates at the local regional landfill are expected to remain constant at \$130 per tonne, but with the annual CVRD requisition is projected to increase significantly over the next several years, the City has increased the 2019 solid waste utility rates by 2.0% to ensure this program remains self-funding.

Environmental Health – Revenues and Expenses by Function Table

Environmental Health (Solid Waste)	2018 Budget	2019 Budget	Budget increase (decrease)
Revenues			
From Solid Waste pick up	2,827,400	2,999,100	171,700
For Recycled materials (MMBC)	333,200	355,000	21,800
MMBC Residential Education Grant	38,000	30,000	(8,000)
Solid Waste Revenues	3,198,600	3,384,100	185,500
Expenses			
Residential Collection	3,024,500	3,131,900	107,400
Dog Stations	32,300	28,200	(4,100)
Miscellaneous	9,000	6,500	(2,500)
Litter Baskets	131,600	130,100	(1,500)
Total Expenses	3,197,400	3,296,700	99,300
Expenses Net Revenues	(1,200)	(87,400)	

Public Health Services (Cemetery)

This includes the cost of the cemetery administration, maintenance, grave preparation, niche wall maintenance and new construction at the City's cemetery.

The Legislative Services Department is responsible for the administration of the services provided at the cemetery, including customer service, the sales of niches and plots and the interment authorizations. Legislative Services staff also works with operations staff, funeral service companies, maintain the cemetery software records and mapping in accordance with government legislation.



The City's Parks employees are responsible for the maintenance and operations of the cemetery. The cemetery operating and maintenance costs have also increased in response to additional demand for cemetery services. The new Cemetery Master Plan is being implemented in order to develop a sustainable service to the public.

Public Health Table - Expenses by Economic Segment Table

Public Health (Cemetery) by Economic Segment	2018 Budget	2019 Final	Budget increase
Personnel	213,300	251,200	37,900
General Services	12,500	12,900	400
Goods	35,800	36,300	500
Utilities	12,200	12,700	500
Transfer	31,800	32,200	400
Cemetery	305,600	345,300	39,700

Development Services

The Development Services Department provides current and long range planning, building inspection, business licensing, subdivision and the servicing of land development. Providing guidance to City Council, applicants and to the general public, the Development Services Department ensures that land development reflects the public's interest and follows the City's adopted land development policies and regulatory documents.

Planning Division

The Planning Division is responsible for processing development related applications such as rezoning, development permits, development variance permits, board of variance permits, tree permits, boundary extensions, sign permits, as well as keeping the related bylaws and policies up to date including long range planning.

The 2019 budget includes funds to begin an update of the City's 2005 Official Community Plan (OCP) and additional staff support for community and sustainability planning and other planning policy work.



Subdivision and Development Servicing Division

The subdivision and Development Servicing Division reviews subdivision and land development servicing within the City of Courtenay to ensure municipal bylaws, policies and operational concerns are followed, as well as applicable provincial policies and regulations.

Building Inspection Division

The Building Inspection Division is responsible for the enforcement of the British Columbia Building and Plumbing Codes and municipal bylaws relating to building construction, business licence administration, the review and investigation of complaints on building matters and the technical review of development applications.

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Development Services – Revenues and Expenses by Department Table

Development Services by Department	2018 Budget	2019 Budget	Budget increase (decrease)
Revenues	1,318,526	1,366,900	48,374
Expenses			
Planning and Zoning	861,800	1,083,400	221,600
Subdivision Development & Servicing	506,000	493,200	(12,800)
Building Inspection	591,200	600,700	9,500
Other Community Development	62,600	62,600	-
Total Expenses	2,021,600	2,239,900	218,300
Expenses Net Revenues	703,074	873,000	169,926

Development Services - Expenses by Economic Segment Table

Development Services Expenses by Economic Segment	2018 Budget	2019 Budget	Budget increase (decrease)
Personnel	1,516,100	1,649,200	133,100
General Services	468,200	559,600	91,400
Insurance	8,300	8,300	-
Goods	17,500	11,500	(6,000)
Transfer	11,500	11,300	(200)
Development Services Expenses	2,021,600	2,239,900	218,300



Recreation and Cultural Services

The Recreation and Cultural Services Department is responsible for providing quality recreation, leisure and cultural opportunities in a healthy and safe environment. Recreation and cultural services also oversees inclusive programming, special events, park and sport field bookings, recreation facility bookings and is responsible for long term planning for parks, recreation and cultural services to meet the diverse interests of the community.

The Department is comprised of the Recreation Facility Operations Division and the Recreation Programming Division. The department is also the liaison with the City's cultural partners such as the Comox Valley Art Gallery Society, Sid Williams Theatre Society and the Courtenay and District Historical Society through the Business Administration Division. Recreation and Cultural Services also liaises with associated organizations including the Drug Strategy Committee, the Arts Council, the Parks & Recreation Advisory Commission, the Courtenay Recreation Association (CRA) and the Evergreen Club.

Additional funds were included in the Recreation Budget to support the implementation of a new recreation management software.

Recreation Programming

The Recreation Programming Division is responsible for the provision of programs and leisure opportunities for all age groups. Program management staff oversees the delivery of programs through both contracted and staff instructors as well as volunteers. The Division promotes healthy lifestyles and works with individuals and community groups through the work of recreation programmers, coordinators, pre-school and pool staff.

Recreation Facility Operations

The Recreation Facility Operations Division is responsible for the operation, booking and safe use of City owned facilities. This division oversees the reception staff, custodial staff, special event coordination, facility agreements and the marketing of facilities. Recreation services are provided in a variety of locations, as summarized below.

Lewis Centre

The Lewis Centre offers a variety of recreational programs and bookable meeting spaces for the general public to utilize. Its focus is the promotion of wellness and health for all ages and abilities in Courtenay, and includes a 4,000 square foot Wellness Centre, two gymnasiums, activity rooms, preschool, craft rooms, meeting rooms, and four squash courts. Adjacent to the Lewis Centre is the Courtenay Memorial Outdoor Pool, outdoor stage, Rotary Water Park and playground.



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Florence Filberg Centre

The Florence Filberg Centre is a multi-use facility that features larger spaces for weddings, conferences, seminars and special events. In addition to banquet and meeting room space, the facility is host to the CRA Evergreen Club.

Native Sons Hall



The historic Native Sons Hall is the largest free span log building in Canada. Built in 1928 as Courtenay's original Recreation Centre, it has hosted numerous weddings, dances, concerts, and community events.

LINC Youth Centre

The LINC Youth Centre provides healthy recreational opportunities for youth in the Comox Valley. The facility offers youth programs, low cost drop-in prices, out trips, skate programs, youth council, arts and technology programs. It includes an indoor skateboard park, concession, games room, digital arts lab, meeting room, and an outdoor basketball court.

Courtenay & District Memorial Pool

The Memorial Pool, wading pool and Rotary Water Park are located across from the Lewis Centre and are open throughout the summer.



Business Administration

The Recreation and Cultural Business Administrative Services Division provides supports, guidance and analysis to the Recreation divisions and provides planning and performance management of the Cultural partners who operate and manage cultural facilities on behalf of the City. This new division was developed from internal resources to improve the business practices of both internal and partner services. The manager of this division oversees the agreements with the City's cultural partners.

Cultural groups

The Sid Williams Civic Theatre has been serving the Comox Valley for over 25 years as a performing arts facility, and has had professional administration since 1992. The Sid Williams Theatre Society operates the theatre for the benefit of all residents of the Comox Valley on behalf of the City and strives to be inclusive and accessible for all. The Sid Williams is dedicated to the stimulation and enhancement of artistic, cultural, and recreation activities in the Comox Valley and surrounding regions through its operations.

2019 – 2023 Five-Year Financial Plan



The Courtenay and District Museum was established in 1961 as a non-profit organization with the mandate to collect, preserve and interpret natural and cultural heritage of the Comox Valley region. Throughout the year, the museum offers on-site and outdoor programming suitable for all age groups. Program subjects include fossils, geology, First Nations history, pioneer settlement history, social history of the Comox Valley, logging and lumber history, riverway study, as well as a series of changing exhibitions spanning over 80 million years.

The Comox Valley Art Gallery was established in 1974 and since 2005 through a partnership with the City of Courtenay has occupied the main and lower level of the Comox Valley Centre of the Arts located at 580 Duncan Ave. The Comox Valley Art Gallery is a public art gallery featuring contemporary, experimental and applied art by

regional, national and international artists presenting contemporary art issues and practices. CVAG actively engages the public, draws visitors, and enlivens the community through public events, performances, community collaborations, all-ages make art projects, youth training and mentorship programs, as well as a gift shop that sells the work of hundreds of local artists.

Courtenay Library

The library provides a literary centre for the public and is managed by the Vancouver Island Regional Library. The 2019 annual requisition is increasing by 6.8% to 1,340,800.

Recreation and Cultural Services – Revenues and Expenses Summary Table

Recreation and Cultural Services Expenses Net Revenues	2018 Budget	2019 Budget	Budget increase (decrease)
Recreation and Cultural Services Revenues	3,023,800	3,211,500	187,700
Recreation Expenses	5,257,000	5,506,600	249,600
Cultural Services Expenses	1,935,800	2,004,400	68,600
Total Recreation and Cultural Services	7,192,800	7,511,000	318,200
Expenses net revenues	4,169,000	4,299,500	130,500

2019 – 2023 Five-Year Financial Plan

Recreation and Cultural Services - Expenses by Economic Segment Table

Recreation and Cultural Services Expenses by Economic Segment	2018 Budget	2019 Budget	Budget increase (decrease)
Personnel	3,641,500	3,845,700	204,200
General Services	961,000	988,900	27,900
Insurance	132,800	133,200	400
Goods	415,800	395,900	(19,900)
Utilities	345,700	361,900	16,200
Financial Charges	48,500	48,000	(500)
Grants	377,000	375,800	(1,200)
Interdepartment Charges	15,500	20,800	5,300
Library Requisition	1,255,000	1,340,800	85,800
Total	7,192,800	7,511,000	318,200

Recreation and Cultural Services - Expenses by Department Table

Recreation and Cultural Services Expenses by Department	2018 Budget	2019 Budget	Budget increase (decrease)
Recreation Administration	1,123,600	1,201,600	78,000
Recreation Programs			
Childrens Programs	419,800	420,400	600
Adults Programs	496,300	500,400	4,100
Youth Programs	232,700	241,700	9,000
Outdoor Pool Programs	117,500	121,100	3,600
Preschool Programs	86,000	83,700	(2,300)
July 1st Commission	50,400	64,800	14,400
Special Events	42,700	39,900	(2,800)
Courtenay Recreation Association	75,800	48,300	(27,500)
Adapted Programs	118,900	121,600	2,700
Summer Camps Programs	279,100	302,400	23,300
	1,919,200	1,944,300	25,100
Recreation Facilities			
Lewis Centre	1,236,300	1,351,200	114,900
Filberg Centre	709,200	716,600	7,400
Outdoor Pool	126,500	136,400	9,900
Youth Centre	74,300	86,900	12,600
Native Sons Hall	67,900	69,600	1,700
	2,214,200	2,360,700	146,500
Total Recreation	4,133,400	4,305,000	171,600
Cultural Services			
Sid Williams Theatre	320,100	317,500	(2,600)
Museum	228,100	214,800	(13,300)
Library	1,285,800	1,367,100	81,300
Art Gallery	66,000	64,600	(1,400)
Civic Square & Heritage Church	35,800	40,400	4,600
Total Cultural Services	1,935,800	2,004,400	68,600
Total Recreation and Cultural Services	7,192,800	7,511,000	240,200

2019 – 2023 Five-Year Financial Plan

General Capital Transactions

The summary table below provides a high level overview of the capital programs and debt payments for the five year period for the general fund. The five year capital program is reviewed and updated annually based on the maturity of the City's Asset Management Program, funding opportunities, and Council's policy direction respecting services and service levels. A detailed project list is available in Schedule H.

General Capital Expenditures Summary Table

General Capital Fund Expenditures	Budget	Proposed Budget			
	2019	2020	2021	2022	2023
Capital Assets					
Land and improvements	824,000	895,000	845,000	1,095,000	420,000
Buildings	2,063,800	8,394,100	6,939,000	795,800	590,000
Equipments / Furnitures / Vehicles	1,324,800	967,000	701,000	2,172,000	842,000
Engineering Structures - Renewal	3,429,700	13,533,000	7,076,500	3,900,000	4,700,000
Engineering Structures - New	1,010,000	168,700	400,000	50,000	50,000
Other Tangible Capital Assets	446,000	116,000	125,000	125,000	125,000
Loss of disposal of assets					
	9,098,300	24,073,800	16,086,500	8,137,800	6,727,000
Debt					
Interest	530,000	756,400	1,150,500	1,293,700	1,350,600
Principal	839,500	840,200	1,338,800	1,662,400	1,670,100
	1,369,500	1,596,600	2,489,300	2,956,100	3,020,700
Total Expenditures	10,467,800	25,670,400	18,575,800	11,093,900	9,747,700

General Capital Funding

The next table summarizes the planned source of funding for the 2019 to 2023 general capital projects.

2019 – 2023 Five-Year Financial Plan

General Capital Funding Table

General Capital Fund Expenditures	Budget	Proposed Budget			
	2019	2020	2021	2022	2023
Revenues					
Other Revenues	416,500	-	-	-	-
Grant and Contributions	818,500	2,284,900	195,000	200,000	210,000
	1,235,000	2,284,900	195,000	200,000	210,000
Transfers from Surplus					
Operating Funds	2,308,700	2,866,300	4,025,100	4,264,100	4,098,700
Capital Surplus - RFE	743,500		25,500		
Unexpended Debt	345,600	1,252,400	64,200		
	3,397,800	4,118,700	4,114,800	4,264,100	4,098,700
Transfers from Reserves					
Community Works Reserve	1,064,300	1,300,000	1,190,000	1,455,000	1,360,000
Gaming Funds Reserve		175,000			
Other Reserve Funds	4,770,700	3,058,800	2,366,700	2,874,800	1,579,000
	5,835,000	4,533,800	3,556,700	4,329,800	2,939,000
Total Transfers	8,143,700	7,400,100	7,581,800	8,593,900	7,037,700
Funding from Debt	-	14,733,000	10,709,300	2,300,000	2,500,000
Total Revenues	10,467,800	25,670,400	18,575,800	11,093,900	9,747,700

The 2019 General Fund Capital budget uses reserves, grants and surplus funds in order to keep the municipal tax levy at a reasonable rate for the general public and Council. Two major sources of external funding included in the 2019 Financial Plan are:

- Community Works Fund (CWF) – Gas Tax Grant Revenues:
 - CWF – Gas Tax grant funding of approximately \$1,650,000 is proposed in the 2019 budget year - \$585,000 for various infrastructure condition assessments and Transportation, Storm Sewer and Dyke Master plans, as well as \$1,064,300 for capital projects.
- Building Canada grant money provided to the City for:
 - 5th Street Bridge project – just under \$2.0 million to be spent in 2020.

Long Term Debt

The City has used long term debt to fund capital assets, in accordance with the borrowing requirements outlined in the *Community Charter*. The City must gain the assent of the electors prior to incurring new debt for capital assets.

For planning purposes, long term debt has been included in the 2019 five year Financial Plan to fund the projects below:

- Infrastructure development, renewal and replacement such as, street and road, storm drainage, sewer and water projects
- New Public Works facility
- Satellite Fire Hall facility in East Courtenay
- Fire ladder truck replacement

2019 – 2023 Five-Year Financial Plan

The New Debt included in the 2019-2023 Financial Plan is summarized below:

New Debt Table

Fund	2019 Debt	2020 Debt	2021 Debt	2022 Debt	2023 Debt	Total Debt
General		14,733,000	10,709,300	2,300,000	2,500,000	30,242,300
Sewer		5,300,000			4,200,000	9,500,000
Water			3,000,000	3,000,000		6,000,000
Grand Total		20,033,000	13,709,300	5,300,000	6,700,000	45,742,300

The planned use of debt funding results in an increase to debt payments in the year after the debt is incurred. The following table summarizes the projected change to the debt payments.

Debt Payments Table

Fund	2019 Proposed Budget	2020 Proposed Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget
General	1,369,500	1,596,618	2,489,278	2,956,129	3,020,705
Sewer	131,800	515,600	515,600	515,600	819,700
Water	36,800	36,800	254,000	471,300	471,300
Grand Total	1,538,100	2,149,018	3,258,878	3,943,029	4,311,705



Transfers to Reserves and Surplus – All Funds

Annually the City plans for future projects. The City typically has a surplus from unspent funds at the end of each budget year, partly due to:

- Incomplete projects
- Weather constraints
- Capacity issues
- Priority changes
- Additional unanticipated external revenue sources (Federal / Provincial grants, donations)
- Staff turnover and attrition

As local governments in BC cannot operate with a deficit, reserve and surplus funds are used for current and future operating and capital projects. In 2018, Council approved using \$1,791,700 of prior year surplus funds which were not required and will be carried forward and utilized in 2019 and 2020. The table on the next page summarizes the estimated balances in the reserve funds and surplus accounts at the end of each budget year of this financial plan.

The City of Courtenay invests cash (operating and capital surplus and/or reserves) to minimize risk, provide flexibility, and maximize returns while meeting the short and long term cash flow demands of the municipality. Any investing must also comply with the statutory requirements of Section 183 of the *Community Charter* legislation.

2019 – 2023 Five-Year Financial Plan

Reserve and Surplus Projected Closing Balances Table (Unaudited)

GENERAL Surplus, Reserves and DCC Summary	Unaudited Actual 2018	Budget 2019	2020	Proposed Budget		
				2021	2022	2023
General Operating Surplus						
Prior Year Surplus	4,072,800	2,741,500	1,600,700	1,046,900	1,198,000	1,944,000
Sid Williams Theatre Society	285,900	275,900	265,900	260,900	255,900	260,900
Gaming Funds	1,762,200	1,541,400	1,366,400	1,366,400	1,366,400	1,366,400
	6,120,900	4,558,800	3,233,000	2,674,200	2,820,300	3,571,300
General Capital Surplus						
Surplus Reserve for Future Expenditures	769,000	-	-	-	-	-
Unexpended Debt	1,668,464	1,322,878	70,492	6,293	6,293	6,293
	2,437,464	1,322,878	70,492	6,293	6,293	6,293
Total General Surplus	8,558,364	5,881,678	3,303,492	2,680,493	2,826,593	3,577,593
General Operating Reserves						
Risk Reserve	102,300	102,300	102,300	102,300	102,300	102,300
Assessment Appeals	50,700	50,700	50,700	50,700	50,700	50,700
Police Contingency	560,200	360,200	365,000	374,700	389,400	409,200
Trees	4,500	4,500	4,500	4,500	4,500	4,500
	717,700	517,700	522,500	532,200	546,900	566,700
General Capital Reserves						
Machinery and Equipment	1,211,200	1,214,700	1,389,700	1,589,700	814,700	924,700
Land Sale	152,600	69,100	69,100	69,100	69,100	69,100
New Works and Equipment	3,577,800	2,026,900	1,570,400	1,486,800	1,472,700	1,630,300
New Works - Community Gas Tax Funds	1,954,700	1,425,300	1,030,300	885,300	550,200	310,200
Infrastructure Reserve	663,000	560,200	248,000	153,900	310,400	669,500
Housing Amenity	669,500	669,500	565,800	565,800	565,800	565,800
Park Amenity	554,800	554,800	454,800	254,800	54,800	54,800
Public Parking	53,700	60,300	67,000	73,800	80,600	87,500
Parkland Acquisition	271,700	271,700	271,700	271,700	271,700	271,700
	9,109,000	6,852,500	5,666,800	5,350,900	4,190,000	4,583,600
Total General Reserves	9,826,700	7,370,200	6,189,300	5,883,100	4,736,900	5,150,300
Total General Surplus and Reserves	18,385,064	13,251,878	9,492,792	8,563,593	7,563,493	8,727,893
Development Cost Charges (DCC)						
Highways Facilities	3,239,800	2,757,200	2,147,500	1,653,300	1,276,300	884,300
Storm Drain Facilities	1,504,800	1,504,800	1,504,800	1,480,800	1,480,800	1,480,800
Park Land Acquisition	370,700	364,500	166,500	33,000	33,000	33,000
Total DCC	5,115,300	4,626,500	3,818,800	3,167,100	2,790,100	2,398,100



2019 – 2023 Five-Year Financial Plan

Gaming Fund

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

In October 2016, the City Council adopted a revised Grants-in-Aid policy in order to provide a single process for organizations to follow when requesting financial assistance. Council agreed to use the funds on some specific projects and initiatives and leave some funds available to be distributed, by Council discretion, to eligible organizations applying for financial support every year. For 2019, Council also approved a \$220,800 contribution to the infrastructure reserve funded by the Gaming fund.

The table below shows the proposed distribution of the gaming funds for 2019.

Gaming Fund	2019 Proposed Budget
Revenues	
Host gaming revenue 2019	1,000,000
Carry forward committed funds	46,000
Total Revenues prior to distribution	1,046,000
Distribution Categories:	
<u>Societies Managing City Arts/Culture Facilities</u>	
Courtenay & District Museum	(50,000)
CV Art Gallery Society	(65,000)
Sid Williams Theatre Society	(105,000)
Downtown cultural events (DCBIA-elevate the arts)	(5,000)
Sid Theatre, Art Gallery and Museum Strategic planning part of 2018-2019 budget	(21,000)
	(246,000)
<u>Council Initiatives/Projects</u>	
Purple Ribbon Campaign	(3,500)
Nov 19, 2018 Resolution - Heritage Refurbish Clocks	(25,000)
2019 Grants-in-Aid	(110,000)
Other Council Initiatives/Projects	(56,500)
	(195,000)
<u>Public Safety/Security</u>	
RCMP Contract Funding	(405,000)
<u>Social/Societal Initiatives</u>	
Supportive Housing	(15,000)
Jan7, 2019 Resolution CV Coalition to end Homelessness Delegation Request	(35,000)
	(50,000)
<u>Infrastructure Works</u>	(100,000)
<u>Green Capital Projects / Innovation</u>	(50,000)
<u>Contribution to Infrastructure Reserve</u>	(220,800)
Total Distribution of Funds	(1,266,800)

Sewer Fund

Operating Revenues and Expenses

Capital Transactions

Reserves and Surplus



Sewer Fund

Overview

The sewer utility service is a self-funding utility. The service collects and conveys effluent to the regional district service for disposal.

Sewer services are provided to property owners through two systems:

- Municipal sewer collection infrastructure owned and operated by the City.
- Regional infrastructure including sewer force mains, pumping stations and a wastewater treatment plant that is owned, operated, and managed by the Comox Valley Regional District.

The City of Courtenay and the Town of Comox share costs for this regional infrastructure based on their respective sewer flows to the water treatment plant.

Quick Facts

- Sanitary Sewer Mains: 160.5 km (Nov 2018)
- Sanitary Sewer Connections: 8,392 (Estimate, based on Water)
- Sanitary Lift Stations: 11 Stations (22 Pumps)

Operating and Capital Revenues

There are two key sources of revenue for the Water and Sewer Funds:

- User Fees: typically used to fund operational costs. These are fees that are paid by anyone within the municipality currently connected to the sewer and water infrastructure in order to recover the cost of bulk wastewater processing or water purchases, chemicals, power-gas-telephone charges, chemicals, monitoring, general payroll and maintenance of the service.
- Frontage and Parcel Taxes: used to fund capital programs. These are taxes that are levied on all properties whether they are or could be serviced by the City's water and sewer services. Municipal residents can connect to the utility if and when the property is developed since the capital infrastructure currently exists past their respective property.

The Sewer User Fee rates are set by Bylaw. The 2018 Sewer User Fee rate was set at \$324.17. For 2019, the user fees increase by 5% to \$340.38 and is expected to generate \$5,043,600 to cover operating expenditures.

No rate increase is planned for the frontage and parcel taxes in 2019. The frontage fees will remain constant at \$10.24 per meter and are expected to generate \$2,011,400 mostly to cover for capital renewal.

Operating Expenses

The table below provides a synopsis of the Operating Budget expenditures incurred by Economic Segments.

Sewer Operating Budget - Expenses by Economic Segment Table

Sewer Operating Expenses by Economic Segment	2018 Budget	2019 Budget	Variance
Personnel	615,900	670,900	55,000
General Services	262,300	291,100	28,800
Insurance	10,700	11,000	300
Internal Allocations	648,300	764,900	116,600
Comox Valley Sewer Service (CVRD)	3,890,900	4,124,400	233,500
Goods	87,100	77,800	(9,300)
Utilities	25,500	26,300	800
Sewer Operating Expenses	5,540,700	5,966,400	425,700

Personnel

Personnel costs include wages and benefits for staff working in sewer utility operations, and a portion of the salaries, wages and benefits of Public Works management staff and Engineering team. Personnel costs are rising due to an increase in benefits of about \$22,500, of which half is related to the new Employer Health Tax. About \$12,000 is related to the salaries and wages annual increase and \$20,500 is due to an increase in preventive work performed on the sewer system, such as sewer flushing, grease and root removal, and smoke testing. While there is a modest increase to operational budgets, these programs can extend the life of an asset by 10-15% therefore saving significant capital expenditure in the future.

General Services

An additional \$75,000 is included in the 2019 general services for the new smoke testing remediation program. This increase is partially offset by a reduction in the consulting fees for the sewer master plan to be completed in 2019.

Internal Allocations

Internal allocations is a percentage of the General Fund, Public Works and fleet expenses transferred to the Sewer Fund. The intent is to transfer a reasonable amount for General Government and Public Works expenditures (personnel, utilities, materials, insurance, contracted services and fleet costs) as recognition of the administrative costs necessary to provide the service. A transfer for engineering staff time to capital projects is also included in this segment.

The variance represents the general increase in the General Government and Public Works expenses.

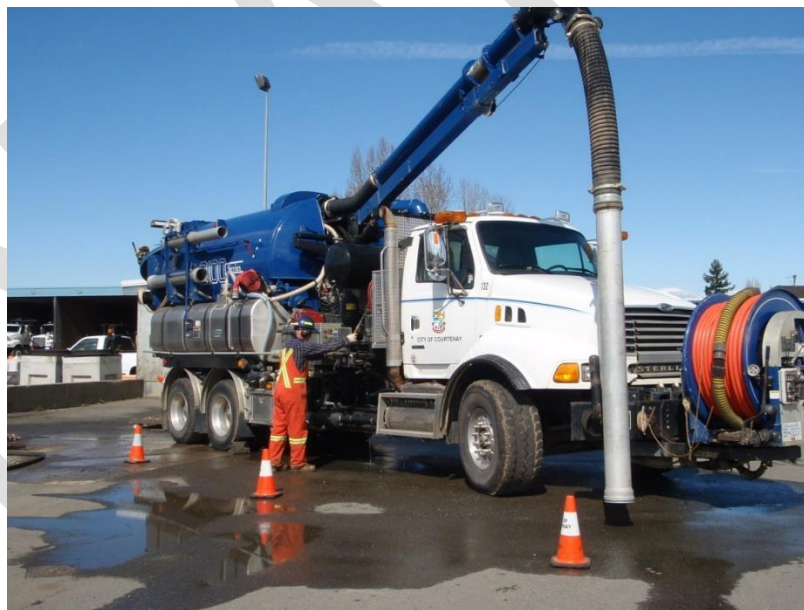
2019 – 2023 Five-Year Financial Plan

Comox Valley Sewer Service

The Comox Valley Regional District 2019-2023 Proposed Financial Plan includes a 6% increase for the Regional Sewer Service Requisition for 2019 and 2020. The sewer service requisition is the largest expense in the Sewer Operating Fund and represents 69% of the total expenses. The table below presents the increase in Courtenay's share of the sewer service requisition since 2016 to the proposed budget for 2023.

Comox Valley Sewer Service Requisition, Courtenay's Share 2016 – 2023 Table

Comox Valley Sewer Service Requisition Courtenay share	\$	% increase
2016 Actual	3,484,685	
2017 Actual	3,670,687	5.3%
2018 Actual	3,890,928	6.0%
2019 Proposed budget	4,124,383	6.0%
2020 Proposed budget	4,371,846	6.0%
2021 Proposed budget	4,371,846	0.0%
2022 Proposed budget	4,924,080	12.6%
2023 Proposed budget	4,924,080	0.0%



2019 – 2023 Five-Year Financial Plan

Capital Transactions

The 2019-2023 Sewer Capital Plan is a collaborative effort of all the departments following the City's Asset Management Policy and the CAO Asset Management Working Group Directive. These processes effectively manage existing and new municipal infrastructure in a sustainable manner to maximize benefits, reduce risk and provide satisfactory levels of service to the community in an environmentally responsible manner.

The projects included in the 2019 Sewer Capital Budget are presented below. All projects started in 2018 and will continue in 2019. The projects scheduled for the four following years and sources of funding are detailed in Schedules K and L.

Sewer Capital Budget Table

Category	Project description	2019 Budget
New	20 St & Riverside Lane - Chamber	300,000
	Greenwood Trunk Connection	151,800
New Total		451,800
Renewal	Riverside Sanitary Trunk - 8 St to 19 St - Trunk Main Upgrade	1,500,000
	1 St Lift Station Replacement	350,000
	Comox Rd, Lewis Park, River Crossing - Sanitary Main Replacement	200,000
	Braidwood Rd - Road & Utility Reconstruction - Sanitary	36,300
Renewal Total		2,086,300
Grand Total		2,538,100

Three major projects are identified in the 2020 proposed budget:

- Greenwood Trunk Connection at an estimate of \$4.1M;
- Replacement of 1st Street lift station at an estimate of \$2.3M;
- Comox Road, Lewis Park, River Crossing sanitary main replacement at an estimate of \$1.4M.

Since anticipated revenues, existing reserves, and prior year surplus are not sufficient to cover the anticipated construction costs, long term borrowing is considered as the primary source of funding for the Greenwood and 1st Street lift station replacement projects in 2020.

Debt payments

\$131,800 is required for the servicing of the Long-Term Debt principal (\$75,200) and interest (\$56,600) payments related to Bylaw 2305, 2353 and 2423. The principal balance as of December 31, 2018 for this long-term debt instrument is \$1,805,800.

Reserves and Surplus

The table below shows the sewer surplus, reserves and Development Cost Charges (DCC) estimated closing balances for the 2018 and the next five years.

Sewer Reserves and Surplus Table

2019 – 2023 Five-Year Financial Plan

SEWER	Unaudited	Budget	Proposed Budget			
Surplus, Reserves and DCC Summary	Actual					
Estimated Closing Balance	2018	2019	2020	2021	2022	2023
Sewer Fund Surplus						
Prior Year Surplus (unallocated)	916,200	929,000	515,600	304,300	200,800	181,800
Surplus Reserve For Future Expenditure (Unspent Capital 2018)	611,700	-	-	-	-	-
	1,527,900	929,000	515,600	304,300	200,800	181,800
Sewer Capital Reserves						
Sewer Reserve	505,600	505,600	505,600	505,600	505,600	505,600
Asset Management Reserve	2,771,800	1,871,800	271,800	571,800	371,800	171,800
Sewer Machinery and Equipment	791,400	378,900	453,900	528,900	603,900	678,900
	4,068,800	2,756,300	1,231,300	1,606,300	1,481,300	1,356,300
Total Sewer Surplus and Reserves	5,596,700	3,685,300	1,746,900	1,910,600	1,682,100	1,538,100
Sewer Development Cost Charges (DCC)						
Sewer DCC Bylaw #1638/2755	34,300	34,300	34,300	34,300	34,300	34,300
Sewer DCC Bylaw #2426/2755	619,800	507,100	57,100	57,100	57,100	57,100
Total Sewer DCC	654,100	541,400	91,400	91,400	91,400	91,400

Operating Surplus

2019 sewer budget is expected to generate a surplus of \$12,800. A large portion of the prior year surplus is then used in the four following years, mainly to fund the capital projects.

The reserve for future expenditures of \$611,700 represents unspent monies collected in 2018 to fund 2018 capital projects carried forward and to be used in 2019.

Capital Reserves

The Asset Management reserve will provide \$1.2M in 2019 to fund the Riverside Sanitary Trunk Upgrade - 8 St to 19 St project.

The Sewer Machinery and Equipment reserve will fund 75% of a new Vactor truck approved in the 2018 fleet budget, but with an order time of 10 months, to be purchased in 2019 (\$412,500). The remaining 25% will be funded by the Water Machinery and Equipment Reserve.

Development Cost Charges (DCC)

DCC are presented as deferred revenues in the financial statements and are not included with the reserves.

Some DCC monies will be used towards the Greenwood project in 2019 (\$112,700).

Water Fund

Operating Revenues and Expenses

Capital Transactions

Reserves and Surplus



Water Fund

Overview

The water utility service is a self-funding utility. This service is provided to property owners who use the City's municipal water network. Water services are not funded by property taxes. Citizens pay for these services through user fees listed on their annual tax notice. The water utility service is provided to property owners through two systems:

- Municipal water infrastructure owned and operated by the City.
- Regional water infrastructure which transports and treats the water supply from the Comox Lake Reservoir and transports it to the City's boundary.

The City of Courtenay purchases bulk water from the Comox Valley Regional District (CVRD) for water consumed within its distribution system. This bulk water purchase is a major component of the City's water budget.

Quick Facts

- Water Mains: 173.3km (Nov 2018)
- Water Service Connections: 8,392 (Jan 2019)
- Water Meters Setters: 1,831 (Jan 2019)
- Fire Hydrants: 764 (Jan 2019)
- Mainline Valves: 1,819 (Jan 2019)
- Booster Station : 5 pumps

Operating and Capital Revenues

Similar to the Sewer Fund, there are two primary sources of revenue for the Water Fund:

- User Fees: used to fund operational costs, such as personnel, bulk water purchases, power-gas-telephone charges, chemicals, monitoring and maintenance of the water distribution service. These fees are paid by anyone within the municipality who is connected to the water and sewer infrastructure.
- Frontage and Parcel Taxes: used to fund capital programs. These are taxes levied on all properties whether they are, or could be, serviced by the City's water and sewer services. Municipal residents can connect to the utility if and when their property is developed since the capital infrastructure exists past their respective property.

Revenue User Fee Rates

Frontage Fees

The 2019 rate remains unchanged at \$5.84 per meter and is expected to generate \$1,166,700 to support the capital renewal program for the existing water distribution network.

User Fees

An increase of 6.5% to the water user fee is proposed for the next two years to fund the increase in the CVRD bulk water rate. The water user fees are expected to generate \$6,571,800 for 2019. The change in the user and frontage fees since 2016 is detailed below.

Water user and frontage fees 2016-2019 Table

Annual	Water User Fee		Water Frontage Fee	
	One-time	Change	per meter	Change
2016	\$369.59		\$3.74	\$ -
2017	\$425.03	\$55.44	\$4.68	\$0.94
2018	\$467.53	\$42.50	\$5.84	\$1.16
2019	\$497.92	\$30.39	\$5.84	\$ -

Revenue additional

The water utility financial plan also includes miscellaneous revenues such as meter and hydrant rental and the park water user fees for a total of \$266,200 for 2019.



2019 – 2023 Five-Year Financial Plan

Operating Expenses

Over the past year, the City of Courtenay Water System Asset Management plan has been refined and is providing guidance with respect to the sustainable operation, maintenance, and the long-term infrastructure renewal needs of the City. The total change between the 2018 and 2019 Budgets (excluding Transfers to Reserves and to the Capital Fund) is \$275,400.

Water Operating Budget - Expenses by Economic Segment Table

Water Operating Expenses by Economic Segment			
	2018 Budget	2019 Budget	Variance
Personnel	1,017,200	1,196,500	179,300
General Services	289,400	196,300	(93,100)
Insurance	12,000	12,300	300
Internal Allocations	1,273,200	1,235,400	(37,800)
Bulk Water Purchase (CVRD)	4,022,600	4,275,800	253,200
Goods	7,000	5,000	(2,000)
Utilities	43,400	18,900	(24,500)
Water Operating Expenses	6,664,800	6,940,200	275,400

Personnel

Personnel cost includes the wages and benefits for staff working in the water and utility operation, and a portion of the salaries, wages and benefits of the Public Works management staff and Engineering team. Personnel costs are rising due to an increase in benefits of about \$40,000, of which half is related to the new Employer Health Tax. About \$20,000 is related to the salaries and wages annual increase and \$120,000 is due to an increase in Island Health permit mandated programs such as increased weekly testing, Uni-Directional flushing, leak detection, Cross-Connection Control, and Industrial, Commercial and Institutional metering (ICI) programs. Prior to 2015, these programs had not been performed.

General Services

The reduction in general services is due to less consulting fees needed for the water master plan to be completed in 2019.

In 2018, Council approved a "Water Smart Action Plan" (grant funded 50%) that was completed in March, 2019. This Plan outlines the City's water conservation strategy and makes recommendations for future initiatives. This Plan will further inform future year's operating programs.

Internal Allocations

Internal allocations is a percentage of the General Fund, Public Works and fleet expenses transferred to the Water Fund. The intent is to transfer a reasonable amount for General Government and Public Works expenditures (personnel, utilities, materials, insurance, contracted services and fleet costs) as recognition of the administrative costs necessary to provide the service. A transfer for engineering staff time to capital projects is also included in this segment.

Comox Valley Bulk Water Purchase

The City of Courtenay purchases potable water from the CVRD. This is the largest cost driver in the water operating fund, which represents 62% of the total operating expenses. The City reviews and adjusts the estimated consumption every year. The 2019 estimate is based on a total increase of 2.6%: 1.1% for annual population growth, 2.0% for historical demand increase and 0.5% decrease to account for various water efficiency initiatives.

CVRD is increasing the water rates in 2019, 2020 and 2021 in order to fund regional capital projects. The rate is rising from \$0.75 in 2018 to \$0.80 per cubic meter for 2019. The combined financial impact of a greater consumption and higher rates is estimated to be 9.4% for 2019 as demonstrated in Table 2.

Courtenay Water Bulk Purchase 2016-2023 Table

Courtenay Bulk Water Purchase	consumption m3	consumption % increase	CVRD rate \$ / m3	rate % increase	Courtenay Annual Cost	cost % increase
2016 Actual	4,971,328		\$0.66		\$3,292,153	
2017 Actual	5,369,875	8.0%	\$0.71	7.2%	\$3,812,611	15.8%
2018 Actual	5,210,273	-3.0%	\$0.75	5.6%	\$3,907,705	2.5%
2019 Estimation *	5,344,754	2.6%	\$0.80	6.7%	\$4,275,803	9.4%
2020 Estimation *	5,480,449	2.6%	\$0.83	3.7%	\$4,548,773	6.4%
2021 Estimation *	5,619,589	2.6%	\$0.85	2.4%	\$4,776,651	5.0%
2022 Estimation *	5,762,262	2.6%	\$0.85	0.0%	\$4,897,923	2.5%
2023 Estimation *	5,908,557	2.6%	\$0.85	0.0%	\$5,022,274	2.5%

2019 – 2023 Five-Year Financial Plan

Capital Transactions

The 2019-2023 Sewer Capital Plan is a collaborative effort of all the departments following the City's Asset Management Policy and the CAO's Asset Management Working Group Directive. These processes effectively manage existing and new municipal infrastructure in a sustainable manner to maximize benefits, reduce risk and provide satisfactory levels of service to the community in an environmentally responsible manner.

The projects included in the 2019 Water Capital Budget are presented in the table below. Most projects started in 2018 and will continue in 2019. The new projects in 2019 are the South Water Extension and Sandpiper / Millard upgrade. The source of funding and the projects scheduled for the four following years are detailed in Schedule N and O.

Water Capital Budget Table

Category	Project description	2019 Budget
New	Sandwich Conversion	1,450,000
	Sandwich Conversion - CICC	325,000
	South Courtenay Secondary Transmission	100,000
New Total		1,875,000
Renewal	Willemar Ave -17 St to 21 St - Watermain Replacement	177,000
	Connector 19A Fire Chamber Removal	116,500
	Buckstone Water Booster Pump Station - Improvements	103,500
	Sandpiper / Millard upgrade	40,000
	Braidwood Rd - Road & Utility Reconstruction - Water	35,800
Renewal Total		472,800
Grand Total		2,347,800

Debt payments

\$36,800 is required for the servicing of the Long-Term Debt principal (\$24,200) and interest (\$12,600) payments that relates to Bylaw 2424. The principal balance as of December 31, 2018 for this long-term debt instrument is \$297,200.

2019 – 2023 Five-Year Financial Plan

Reserves and Surplus

The table below shows the water surplus, reserves and Development Cost Charges (DCC) estimated closing balances for the 2018 and the next five years.

Water Reserves and Surplus Table

WATER	Unaudited	Budget		Proposed Budget		
Surplus, Reserves and DCC Summary	Actual					
Estimated Closing Balances	2018	2019	2020	2021	2022	2023
Water Fund Surplus						
Prior Year Surplus (unallocated)	1,329,200	1,107,300	571,300	571,300	571,300	507,900
Surplus Reserve for Future Expenditures	456,700	-	-	-	-	-
	1,785,900	1,107,300	571,300	571,300	571,300	507,900
Water Capital Reserves						
Water Reserve	1,578,500	1,619,900	1,661,100	1,703,100	1,746,000	1,788,900
Asset Management Reserve	932,700	341,100	41,100	241,100	441,100	141,100
Water Machinery and Equipment	318,600	186,100	216,100	246,100	276,100	306,100
	2,829,800	2,147,100	1,918,300	2,190,300	2,463,200	2,236,100
Total Water Surplus and Reserves	4,615,700	3,254,400	2,489,600	2,761,600	3,034,500	2,744,000
Total Water DCC Bylaw #2426/2755	489,700	489,700	489,700	489,700	489,700	489,700

Operating Surplus

The 2019 budget includes the use of prior year surplus in the amount of \$221,900 to help cover the increase in operating and capital costs. 2020 proposed budget also includes the use of surplus of \$536,000.

The reserve for future expenditures of \$456,700 represents unspent monies collected in 2018 to fund 2018 capital projects carried forward and to be used in 2019.

Capital Reserves

The Water Reserve is to be used only to fund water efficiency programs and initiatives.

The Asset Management reserve will provide \$791,600 in 2019 to fund the Sandwich Conversion project.

The Water Machinery and Equipment reserve will fund 25% of a new Vector truck approved in the 2018 fleet budget, but with an order time of 10 months, to be purchased in 2019 (\$137,500). The remaining 75% will be funded by the Sewer Machinery and Equipment Reserve.

Development Cost Charges (DCC)

DCC are presented as deferred revenues in the financial statements and are not included with the reserves.

Appendix

DRAFT



Appendix

The appendix provides the information used to prepare the Bylaw for the 2019 – 2023 Five Year Financial Plan, and includes the following.

1. OBJECTIVES AND POLICIES FOR SCHEDULE “A” BYLAW 2967
2. OBJECTIVES AND POLICIES FOR SCHEDULE “B” BYLAW 2967
3. CONSOLIDATED SUMMARY FOR SCHEDULE “C” BYLAW 2967
4. GENERAL OPERATING FUND SUMMARY FOR SCHEDULE “D” BYLAW 2967
5. SEWER OPERATING FUND SUMMARY FOR SCHEDULE “E” BYLAW 2967
6. WATER OPERATING FUND SUMMARY FOR SCHEDULE “F” BYLAW 2967
7. GENERAL CAPITAL FUND SUMMARY FOR SCHEDULE “G” BYLAW 2967
8. GENERAL CAPITAL EXPENDITURE PROGRAM FOR SCHEDULE “H” BYLAW 2967
9. GENERAL 2019 CAPITAL EXPENDITURE – SOURCE OF FUNDING FOR SCHEDULE “I” BYLAW 2967
10. SEWER CAPITAL FUND SUMMARY FOR SCHEDULE “J” BYLAW 2967
11. SEWER CAPITAL EXPENDITURE PROGRAM FOR SCHEDULE “K” BYLAW 2967
12. SEWER 2019 CAPITAL EXPENDITURE – SOURCE OF FUNDING FOR SCHEDULE “L” BYLAW 2967
13. WATER CAPITAL FUND SUMMARY FOR SCHEDULE “M” BYLAW 2967
14. WATER CAPITAL EXPENDITURE PROGRAM FOR SCHEDULE “N” BYLAW 2967
15. WATER 2019 CAPITAL EXPENDITURE – SOURCE OF FUNDING FOR SCHEDULE “O” BYLAW 2967



1. Objectives and Policies for Schedule “A” Bylaw 2967

Proportion of Revenue by Source

City of Courtenay Revenue and Tax Policy 1700.00.01, 2008

Property Tax Policies

- ❖ The City of Courtenay will attempt to keep the proportional share of revenue from property taxes at a level similar to the average of comparable municipalities.
- ❖ Where new sources of revenue are made available to the City from senior governments, wherever possible these revenues will be used to reduce dependency on property taxation revenue.

Parcel Tax Policies

- ❖ Parcel taxes will be used whenever Council determines that they are more appropriate than property taxes.

Fees & Charges

- ❖ Wherever possible, fees & charges will be used to assign costs to those who benefit from the service provided. The proportion of costs recovered by fees and charges will vary with the nature of the service provided.

Proceeds of Borrowing

- ❖ Borrowing will be considered when determining the funding sources of large capital projects that provide benefits to taxpayers over a long period of time.

Other Sources of Revenue

- ❖ The City will continue to seek other sources of revenue in order to reduce reliance on property taxes.

	2017		2018		2019	
Revenue Source	Amount (\$)	% Total Revenue	Amount (\$)	% Total Revenue	Amount (\$)	% Total Revenue
Property Value Taxes	24,056,300	39.19%	24,954,500	38.15%	25,929,200	39.06%
Parcel Taxes	2,858,000	4.66%	3,133,400	4.79%	3,186,500	4.80%
Fees and Charges	17,424,000	28.39%	18,612,300	28.45%	19,546,100	29.45%
Other Sources	5,484,000	8.93%	4,306,700	6.58%	4,297,200	6.47%
Reserves/Surpluses	11,560,200	18.83%	14,413,100	22.03%	13,418,300	20.22%
Borrowing	0	0.00%	0	0.00%	0	0.00%
TOTAL	\$61,382,500	100.00%	\$65,420,000	100.00%	\$66,377,300	100.00%

2. Objectives and Policies for Schedule “B” Bylaw 2967

Permissive Tax Exemptions

- ❖ A permissive tax exemption is strictly at the discretion of the City of Courtenay Council. After careful consideration of all applications Council may approve a full, a partial, or no tax exemption. The tax exemption may vary for the different applicants.
- ❖ The cumulative value of permissive tax exemptions shall not exceed 2% of the total tax levy of the previous year.

Permissive Property Tax Exemptions	2017 (\$)	2018 (\$)	2019 (\$) estimate
City owned properties / managed by not-for-profit groups	175,160	179,050	179,050
Not-for Profit Organizations	141,207	142,299	165,515
Churches	16,052	14,520	14,888
TOTAL	332,419	335,869	359,453
Prior year tax levy for municipal purposes	21,951,300	22,108,900	22,901,225
As a percentage of municipal tax levy	1.51%	1.52%	1.57%

2019 – 2023 Five-Year Financial Plan

3. Consolidated Summary for Schedule “C” Bylaw 2967

Consolidated Financial Plan	Budget 2019	2020	Proposed Budget 2021	2022	2023
Revenues					
Taxes					
General Property Taxes	25,196,000	26,732,000	28,836,500	30,675,300	31,902,500
Collections for Other Governments	21,941,800	22,654,600	23,108,900	23,567,000	23,948,300
Total Property Taxes	47,137,800	49,386,600	51,945,400	54,242,300	55,850,800
Frontage & Parcel Taxes	3,186,500	3,552,000	3,644,300	3,744,000	3,848,600
Grants in Place of Property Taxes	489,000	498,800	508,800	518,900	529,200
% of Revenue Tax	410,000	418,200	426,700	435,200	444,000
Total Taxes Collected	51,223,300	53,855,600	56,525,200	58,940,400	60,672,600
Less: Transfers to Other Governments	(22,107,600)	(22,823,800)	(23,281,400)	(23,743,000)	(24,127,900)
Net Taxes for Municipal Purposes	29,115,700	31,031,800	33,243,800	35,197,400	36,544,700
Other Revenues					
Fees and Charges	19,546,100	20,475,900	21,324,100	22,026,100	22,606,300
Revenue from Other Sources	1,795,300	1,350,500	1,332,600	1,314,600	1,296,900
Other Contributions	818,500	2,284,900	195,000	200,000	210,000
Transfers from Other Govt & Agencies	1,683,400	1,719,200	1,755,700	1,793,200	1,830,900
Total Other Revenues	23,843,300	25,830,500	24,607,400	25,333,900	25,944,100
Total Operating Revenues	52,959,000	56,862,300	57,851,200	60,531,300	62,488,800
Transfers From Reserves and Surplus					
From Reserves	9,682,100	8,290,200	4,323,400	5,521,900	4,631,400
From Surplus	3,736,200	3,342,500	829,300	253,500	213,300
Total from Reserves and Surplus	13,418,300	11,632,700	5,152,700	5,775,400	4,844,700
Funding from Debt	-	20,033,000	13,709,300	5,300,000	6,700,000
Total Revenues	66,377,300	88,528,000	76,713,200	71,606,700	74,033,500
Equity in Capital Assets	4,675,000	4,675,000	4,675,000	4,675,000	4,675,000
	71,052,300	93,203,000	81,388,200	76,281,700	78,708,500
Expenses					
Operating Expenses					
General Government	4,392,500	4,412,400	4,471,300	4,618,500	4,628,900
Protective Services	8,735,100	9,003,400	9,266,000	9,932,600	10,241,500
Public Works Services	7,859,300	7,686,300	7,551,000	7,387,200	7,633,300
Environmental Health Services	16,203,300	16,836,700	17,246,100	18,052,300	18,359,800
Public Health Services	345,300	350,900	356,500	362,400	368,600
Development Services	2,239,900	2,101,100	1,984,600	2,019,400	2,054,500
Recreation & Cultural Services	7,511,000	7,423,500	7,549,300	7,674,100	7,805,200
	47,286,400	47,814,300	48,424,800	50,046,500	51,091,800
Amortization	4,675,000	4,675,000	4,675,000	4,675,000	4,675,000
Total Operating Expenses	51,961,400	52,489,300	53,099,800	54,721,500	55,766,800
Capital Transactions					
Capital Assets					
Land and Improvements	824,000	895,000	845,000	1,095,000	420,000
Buildings	2,063,800	8,394,100	6,939,000	795,800	590,000
Equipment	1,324,800	967,000	701,000	2,172,000	842,000
Engineering Structures - Renewal	5,988,800	19,313,000	8,130,800	5,100,000	11,000,000
Engineering Structures - New	3,336,800	5,198,700	4,400,000	4,050,000	550,000
Other Capital Assets	446,000	116,000	125,000	125,000	125,000
	13,984,200	34,883,800	21,140,800	13,337,800	13,527,000
Debt for Capital Assets					
Interest	599,200	1,012,200	1,511,900	1,760,700	1,965,400
Principal	938,900	1,136,800	1,747,000	2,182,300	2,346,300
	1,538,100	2,149,000	3,258,900	3,943,000	4,311,700
Total Capital Transactions	15,522,300	37,032,800	24,399,700	17,280,800	17,838,700
Transfers to Reserves & Surplus					
To Reserves	3,555,800	3,680,900	3,776,900	3,912,400	4,077,700
To Appropriated Surplus	12,800	-	111,800	367,000	1,025,300
Total to Reserves and Surplus	3,568,600	3,680,900	3,888,700	4,279,400	5,103,000
	71,052,300	93,203,000	81,388,200	76,281,700	78,708,500



2019 – 2023 Five-Year Financial Plan

4. General Operating Fund Summary for Schedule "D" Bylaw 2967

General Operating Fund	Budget 2019	2020	Proposed Budget		
			2021	2022	2023
Tax rate increase					
General Taxation	2.75%	3.00%	3.25%	3.00%	2.50%
Debt Levy	0.00%	0.95%	3.53%	2.15%	0.22%
	2.75%	3.95%	6.78%	5.15%	2.72%
Infrastructure Reserve Levy	0.00%	1.25%	1.25%	1.50%	1.75%
	2.75%	5.20%	8.03%	6.65%	4.47%
REVENUES					
Taxes					
General Municipal Taxes	25,196,000	26,732,000	28,836,500	30,675,300	31,902,500
Collections for Other Governments (Estimate)	21,941,800	22,654,600	23,108,900	23,567,000	23,948,300
Total Taxes Collected	47,137,800	49,386,600	51,945,400	54,242,300	55,850,800
Less:					
Property Taxes for Other Governments (Estimate)	(21,941,800)	(22,654,600)	(23,108,900)	(23,567,000)	(23,948,300)
Portion of Grants in Place of Taxes	(165,800)	(169,200)	(172,500)	(176,000)	(179,600)
	(22,107,600)	(22,823,800)	(23,281,400)	(23,743,000)	(24,127,900)
Net Municipal Taxes	25,030,200	26,562,800	28,664,000	30,499,300	31,722,900
Grants in Lieu of Taxes	489,000	498,800	508,800	518,900	529,200
% of Revenue Tax	410,000	418,200	426,700	435,200	444,000
Taxes for Municipal Purposes	25,929,200	27,479,800	29,599,500	31,453,400	32,696,100
Fees and Charges	7,714,000	7,866,800	8,035,000	8,207,400	8,382,700
Revenue from Other Sources	1,178,500	1,157,600	1,136,900	1,116,000	1,095,400
Transfers from Other Govt & Agencies	1,683,400	1,719,200	1,755,700	1,793,200	1,830,900
Transfers-Reserves	1,725,300	1,063,500	748,500	673,500	673,500
Transfers-Surplus	2,100,300	1,140,800	553,800	150,000	150,000
	40,330,700	40,427,700	41,829,400	43,393,500	44,828,600
Equity in Capital Assets	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000
	44,580,700	44,677,700	46,079,400	47,643,500	49,078,600
EXPENDITURES					
Operating Expenditures					
General Government	4,392,500	4,412,400	4,471,300	4,618,500	4,628,900
Protective Services	8,735,100	9,003,400	9,266,000	9,932,600	10,241,500
Public Works Services	7,859,300	7,686,300	7,551,000	7,387,200	7,633,300
Environmental Health Services	3,296,700	3,385,700	3,481,800	3,581,200	3,683,700
Public Health Services	345,300	350,900	356,500	362,400	368,600
Development Services	2,239,900	2,101,100	1,984,600	2,019,400	2,054,500
Parks, Recreation & Cultural Services	7,511,000	7,423,500	7,549,300	7,674,100	7,805,200
Total Operating Expenses	34,379,800	34,363,300	34,660,500	35,575,400	36,415,700
Amortization	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000
Total Expenses	38,629,800	38,613,300	38,910,500	39,825,400	40,665,700
Transfer to Capital Fund	3,052,200	3,041,300	4,050,600	4,264,100	4,098,700
Transfer to Reserve Funds	2,898,700	3,023,100	3,118,300	3,252,900	3,418,200
Transfer to Surplus	-	-	-	301,100	896,000
	5,950,900	6,064,400	7,168,900	7,818,100	8,412,900
	44,580,700	44,677,700	46,079,400	47,643,500	49,078,600



2019 – 2023 Five-Year Financial Plan

5. Sewer Operating Fund Summary for Schedule “E” Bylaw 2967

Sewer Operating Fund	Budget 2019	2020	Proposed Budget		2023
	<i>Blended rate</i>				
Sewer Utility Rate - Single Family Unit	340.38	357.4	375.27	394.03	403.88
Proposed increase %	5.0%	5.0%	5.0%	5.0%	2.5%
Revenues					
Operating					
Frontage & Parcel Taxes	2,011,400	2,306,400	2,323,800	2,344,100	2,364,500
Sale of Services	5,043,600	5,315,700	5,609,400	5,919,200	6,097,800
Revenue from Own Sources	50,800	50,700	50,700	50,700	50,700
Total Operating Revenues	7,105,800	7,672,800	7,983,900	8,314,000	8,513,000
Reserves & Surplus					
Future Expenditure Reserve	611,700	-	-	-	-
Surplus	-	413,400	211,300	103,500	-
Total Transfers from Reserves & Surplus	611,700	413,400	211,300	103,500	-
Equity in Capital Assets	125,000	125,000	125,000	125,000	125,000
Total Revenues	7,842,500	8,211,200	8,320,200	8,542,500	8,638,000
Expenses					
Operating					
General Administration	1,165,000	1,153,900	1,169,900	1,199,200	1,204,000
CVRD	4,124,400	4,371,800	4,371,800	4,924,100	4,924,100
Collection	677,000	713,800	702,600	697,600	704,800
	5,966,400	6,239,500	6,244,300	6,820,900	6,832,900
Amortization	125,000	125,000	125,000	125,000	125,000
Total Operating Expenses	6,091,400	6,364,500	6,369,300	6,945,900	6,957,900
Transfers to Other Funds					
Sewer Capital Fund - 2019 Revenues	745,500	1,465,700	1,569,900	1,215,600	1,169,800
Sewer Capital Fund - 2018 Revenues	611,700	-	-	-	-
	1,357,200	1,465,700	1,569,900	1,215,600	1,169,800
Transfers to Reserves					
Asset Management Reserve	300,000	300,000	300,000	300,000	300,000
Sewer Machinery/Equip Reserve	75,000	75,000	75,000	75,000	75,000
MFA Reserve Fund	600	500	500	500	500
Carbon Offsets Reserve	5,500	5,500	5,500	5,500	5,500
Total Transfers	381,100	381,000	381,000	381,000	381,000
Transfer to Appropriated Surplus					
Surplus contingency	12,800	-	-	-	129,300
Total Expenses	7,842,500	8,211,200	8,320,200	8,542,500	8,638,000

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6. Water Operating Fund Summary for Schedule "F" Bylaw 2967

Water Operating Fund	Budget 2019	2020	Proposed Budget		2023
	<i>Blended rate</i>		2021	2022	
Water Utility Rate - Single Family Unit	497.92	530.28	556.79	570.71	584.98
Proposed increase %	6.5%	6.5%	5.0%	2.5%	2.5%
Revenues					
Operating					
Frontage & Parcel Taxes	1,175,100	1,245,600	1,320,500	1,399,900	1,484,100
Sale of Services	6,788,500	7,293,400	7,679,700	7,899,500	8,125,800
Revenue from Own Sources	149,500	142,200	145,000	147,900	150,800
Total Operating Revenues	8,113,100	8,681,200	9,145,200	9,447,300	9,760,700
Reserves & Surplus					
Future Expenditure Reserve	456,700	-	-	-	-
Water Efficiency	17,500	17,900	18,200	18,600	18,900
Surplus	221,900	536,000	-	-	63,400
Total Transfers from Reserves & Surplus	696,100	553,900	18,200	18,600	82,300
Equity in Capital Assets	300,000	300,000	300,000	300,000	300,000
Total Revenues	9,109,200	9,535,100	9,463,400	9,765,900	10,143,000
Expenses					
Operating					
General Administration	1,541,100	1,524,800	1,590,600	1,584,200	1,637,000
CVRD - Supply	4,275,800	4,548,800	4,776,600	4,897,900	5,022,300
Transmission and Distribution	1,123,300	1,137,900	1,152,800	1,168,100	1,183,900
	6,940,200	7,211,500	7,520,000	7,650,200	7,843,200
Amortization	300,000	300,000	300,000	300,000	300,000
Total Operating Expenses	7,240,200	7,511,500	7,820,000	7,950,200	8,143,200
Transfers to Other Funds					
Water Capital Fund - 2019 Revenues	1,136,300	1,746,800	1,254,000	1,471,300	1,721,300
Water Capital Fund - 2018 Revenues	456,700	-	-	-	-
	1,593,000	1,746,800	1,254,000	1,471,300	1,721,300
Transfers to Reserves					
Asset Management Reserve	200,000	200,000	200,000	200,000	200,000
Water Utility Reserve	40,400	41,200	42,000	42,900	42,900
Water Machinery & Equip Reserve	30,000	30,000	30,000	30,000	30,000
MFA Reserve Fund	100	100	100	100	100
Carbon Offsets Reserve	5,500	5,500	5,500	5,500	5,500
Total Transfers	276,000	276,800	277,600	278,500	278,500
Transfer to Appropriated Surplus					
Surplus contingency	-	-	111,800	65,900	-
Total Expenses	9,109,200	9,535,100	9,463,400	9,765,900	10,143,000

2019 – 2023 Five-Year Financial Plan

7. General Capital Fund Summary for Schedule “G” Bylaw 2967

General Capital Fund	Budget 2019	2020	Proposed Budget		
			2021	2022	2023
Revenues					
Revenues					
Other Revenues	416,500	-	-	-	-
Grant and Contributions	818,500	2,284,900	195,000	200,000	210,000
	1,235,000	2,284,900	195,000	200,000	210,000
Transfers from Surplus					
Operating Funds	2,308,700	2,866,300	4,025,100	4,264,100	4,098,700
Capital Surplus - RFE	743,500		25,500		
Unexpended Debt	345,600	1,252,400	64,200		
	3,397,800	4,118,700	4,114,800	4,264,100	4,098,700
Transfers from Reserves					
Community Works Reserve	1,064,300	1,300,000	1,190,000	1,455,000	1,360,000
Gaming Funds Reserve		175,000			
Other Reserve Funds	4,770,700	3,058,800	2,366,700	2,874,800	1,579,000
	5,835,000	4,533,800	3,556,700	4,329,800	2,939,000
Total Transfers	8,143,700	7,400,100	7,581,800	8,593,900	7,037,700
Funding from Debt	-	14,733,000	10,709,300	2,300,000	2,500,000
Other	-	-	-	-	-
Total Revenues	10,467,800	25,670,400	18,575,800	11,093,900	9,747,700
Expenditures					
Capital Assets					
Land and improvements	824,000	895,000	845,000	1,095,000	420,000
Buildings	2,063,800	8,394,100	6,939,000	795,800	590,000
Equipments / Furnitures / Vehicles	1,324,800	967,000	701,000	2,172,000	842,000
Engineering Structures - Renewal	3,429,700	13,533,000	7,076,500	3,900,000	4,700,000
Engineering Structures - New	1,010,000	168,700	400,000	50,000	50,000
Other Tangible Capital Assets	446,000	116,000	125,000	125,000	125,000
Loss of disposal of assets					
	9,098,300	24,073,800	16,086,500	8,137,800	6,727,000
Debt					
Interest	530,000	756,400	1,150,500	1,293,700	1,350,600
Principal	839,500	840,200	1,338,800	1,662,400	1,670,100
	1,369,500	1,596,600	2,489,300	2,956,100	3,020,700
Total Expenditures	10,467,800	25,670,400	18,575,800	11,093,900	9,747,700



2019 – 2023 Five-Year Financial Plan

8. General Capital Expenditure Program for Schedule “H” Bylaw 2967

2019-2023 General Capital Expenditure Program (1 of 4)						2019	2020	2021	2022	2023	Total
Category	Area	Department	Project description			Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	
Land and improvement	Cemetery	Cemetery	CEMETERY - NICHE DESIGN/DEVELOPMENT			108,000	35,000	40,000	40,000	40,000	263,000
			CEMETERY - CEMETERY GENERAL WORK			50,000	50,000	40,000	60,000	50,000	250,000
			CEMETERY - LAWN CRYPTS			32,000		35,000	35,000	35,000	137,000
			CEMETERY - IRRIGATION			15,000	10,000			15,000	40,000
			CEMETERY - NEW PLANTINGS				30,000				30,000
			Cemetery Total			205,000	125,000	115,000	135,000	140,000	720,000
	Infrastructure	Traffic Projects	26 St & Rotary Rail Trail - Ped Crossing Lights 'Below' (East) of the tracks			30,000					30,000
	Infrastructure Total			30,000						30,000	
	Parks	Parks	Misc Playground (1 replacement per year + next year design)			120,000	120,000	120,000	120,000	120,000	600,000
			Puntledge Park Playground replacement and Bridge improvement			25,000					25,000
			Tarling Park gate, fencing and Hydro service			15,000					15,000
			Park Development - McPhee Meadows			12,000	30,000	200,000			242,000
			Rotary Trail Extension North 5th St to McPhee Meadows			7,000	20,000		180,000		207,000
			Tarling Park (Lake Trail / Arden Trail construction)			5,000	50,000	50,000			105,000
			Misc Parks (future year estimate)						140,000	140,000	280,000
			Bill Moore - Irrigation System Replacement				150,000				150,000
			Anderton Park Exercise equipment in Marine Env is susceptible to early deterioration						100,000		100,000
			Woodcote - Irrigation System Replacement					80,000			80,000
		Walkways & Bikeways	Buckstone to Island Hwy trail (PW project)			300,000					300,000
			Courtenay Riverway South Extension Sandpiper to Beachwood - Phase 1			30,000	200,000				230,000
			Valleyview Greenway Erosion Remediation (2018 quick fix Ops, 2019-20 long			25,000	150,000				175,000
			Courtenay Riverway South Extension Beachwood to City Park - Phase 2				30,000	200,000			230,000
			WALKWAYS & BIKEWAYS (furtur year estimate)				20,000	20,000	20,000	20,000	80,000
			Access and Parking to McPhee Meadows					30,000	200,000		230,000
			Courtenay Riverway South Extension City Park to Regional Trail - Phase 3					30,000	200,000		230,000
			Parks Total			539,000	770,000	730,000	960,000	280,000	3,279,000
	Rec & Culture	Lewis Centre	Martin Park Lacrosse box repair - new pickleball courts			50,000				50,000	
	Rec & Culture Total			50,000					50,000		
Land and improvements Total						824,000	895,000	845,000	1,095,000	420,000	4,079,000
Buildings	Cemetery	Cemetery	Courtenay Civic Cemetery Building- Roof Replacement			35,000					35,000
			Cemetery Total			35,000					35,000
	Parks	Parks	Lewis Washroom - Roof Replacement					25,000		25,000	
			Woodcote Park - Roof Replacement					45,000		45,000	
			Park Café - Roof Replacement					75,000		75,000	
			Lagoon Walkway Lookouts - Roof Replacement					30,000		30,000	
	Parks Total					175,000			175,000		
	Property Services	City Hall	CITY HALL - Building Energy Reduction (roof ventilation)			280,000				280,000	
			CITY HALL - Roof Replacement			220,500				220,500	
		Fire	FIRE - NEW SATELLITE FIREHALL			100,000	483,000	6,000,000		6,583,000	
			FIRE HALL - Building Energy Reduction (replacement 4 roof top units)				60,000			60,000	
		Rental Properties	Renovation of City Hall - Foyer area			100,000				100,000	
	Property Services Total					75,000			75,000		
Property Services Total						700,500	543,000	6,075,000			7,318,500

2019 – 2023 Five-Year Financial Plan

2019-2023 General Capital Expenditure Program (2 of 4)				2019	2020	2021	2022	2023	Total
Category	Area	Department	Project description	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	
	Public Works	Public Works	CARPENTRY SHOP - Carpenter / Electrician Bay	270,000					270,000
			PUBLIC WORKS - New Public Works Building	102,967	7,000,000				7,102,967
			PW Yard Admin - HVAC replacement				80,000		80,000
			PW Yard Admin - Roof Replacement				150,000		150,000
	Public Works Total			372,967	7,000,000		230,000		7,602,967
	Rec & Culture	Art Gallery	ART GALLERY - Hydraulic Passenger Elevator replacement	11,500	86,300				97,800
			ART GALLERY - Building Energy Reduction	7,500					7,500
		Filberg Centre	FILBERG CENTRE - Building Energy Reduction	45,000					45,000
			FILBERG - Hydraulic Passenger Elevator replacement	11,500	92,000				103,500
			FILBERG CENTRE - Future year estimation					100,000	100,000
			FILBERG - Roof Replacement		60,000				60,000
			FILBERG CENTRE - Accoustic upgrades			70,000			70,000
			FILBERG - Roof Top Units				200,000		200,000
		Lewis Centre	LEWIS CENTRE - New AC system	330,000					330,000
			LEWIS CENTRE - Parking Lot Reconfiguration	20,000	100,000				120,000
			LEWIS CENTRE - Squash Court Floor Replacement		80,000				80,000
			LEWIS CENTRE - Shower Lift (accessibility funding)		20,000				20,000
			LEWIS CENTRE - Squash Court Wall Replacement		72,000				72,000
			LEWIS CENTRE - Future year estimation				100,000	100,000	200,000
			LEWIS CENTRE - Roof Replacement			200,000			200,000
			LIBRARY - Building Energy Reduction		55,500				55,500
		Memorial Pool	MEMORIAL POOL - REPAIR CRACKS MAIN POOL	20,000		50,000		20,000	90,000
			MEMORIAL POOL - VIHA INFRA/STRUCTURE UPGRADES	15,000	15,000	15,000	20,000	25,000	90,000
			MEMORIAL POOL - MECH/ELEC UPGRADES HEAT/CHEMICAL	15,000	15,000	15,000	20,000	25,000	90,000
			MEMORIAL POOL - INFRASTRUCTURE ASSESSMENT		40,000				40,000
		Museum	MEMORIAL POOL - New Pool Covers				25,000		25,000
			MUSEUM - Future year estimation				50,000	50,000	100,000
			MUSEUM - Replace windows		50,000	50,000			100,000
			MUSEUM - Hydraulic Freight Elevator replacement		40,300	178,300			218,600
		Native Sons Hall	NATIVE SONS HALL - Roof Replacement	200,000					200,000
			NATIVE SONS HALL - Shingles replacement	120,985					120,985
			NATIVE SONS HALL - Building Energy Reduction	20,000					20,000
			NATIVE SONS HALL - Accessible Parking Spot	15,000	75,000				90,000
		Sid Theatre	SID THEATRE - Building Energy Reduction	35,000					35,000
			SID THEATRE - LIGHTING UPGRADE - LED THEATRE LIGHTS	25,000	25,000				50,000
			SID THEATRE - THEATRE CAPITAL EQUIPMENT	10,000	10,000	10,000	10,000		40,000
			SID THEATRE - Stage Lift replacement (elevator)			9,200	57,500		66,700
		Youth Centre	SID THEATRE - Future year estimation			20,000	20,000	20,000	60,000
			SID THEATRE - Hydraulic Vertical Plateform Lift replacement (elevator)			11,500	63,300		74,800
			YOUTH CENTRE - Heating System Replacement	53,913					53,913
			YOUTH CENTRE - Roof Replacement (2023)					250,000	250,000
			YOUTH CENTRE - Freestanding sign & Exterior Facia sign		15,000	60,000			75,000
	Rec & Culture Total			955,398	851,100	689,000	565,800	590,000	3,651,298
Buildings Total				2,063,865	8,394,100	6,939,000	795,800	590,000	18,782,765

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2019-2023 General Capital Expenditure Program (3 of 4)					2019 Proposed Budget	2020 Proposed Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget	Total	
Category	Area	Department	Project description								
Equipment	Corporate Services	IT	MIS PC REPLACEMENT		60,000	60,000	60,000	60,000	60,000	300,000	
			PHOTOCOPIERS		54,000	36,000	40,000	40,000	40,000	210,000	
			LARGE FORMAT PLOTTER		30,000		30,000		30,000	90,000	
			SERVER REPLACEMENT		20,000	20,000	20,000	20,000	20,000	100,000	
			COUNCIL CHAMBERS AUDIO/VISUAL REPLACE		15,000					15,000	
			Asset Management GIS/Tablets		5,000	6,000	6,000	7,000	7,000	31,000	
	Corporate Services Total				184,000	122,000	156,000	127,000	157,000	746,000	
	Fire Services	Fire	FIRE DEPT LIGHT VEHICLES		87,000					140,000	227,000
			FIRE DEPT - Ladder Truck (replacement truck #12)				1,500,000			1,500,000	
	Fire Services Total				87,000			1,500,000	140,000	1,727,000	
	Fleet	Fleet	FLEET MANAGEMENT - PW SERV - HEAVY VEHICLES		524,370	250,000	250,000	250,000	250,000	1,524,370	
			FLEET MANAGEMENT - PW SERV - LIGHT VEHICLES		248,481	125,000	125,000	125,000	125,000	748,481	
			FLEET MANAGEMENT - PARKS SERV- LIGHT VEHICLES		236,000	125,000	125,000	125,000	125,000	736,000	
			2 Double Electric car charging stations Level 1 220V			100,000				100,000	
			2 Electric car charging stations EV DC Fast Charger 440V			200,000				200,000	
Fleet Total				1,008,851	800,000	500,000	500,000	500,000	3,308,851		
Rec & Culture	Lewis Centre	LEWIS CENTRE - Equipments > 5k		45,000	45,000	45,000	45,000	45,000	225,000		
Rec & Culture Total				45,000	45,000	45,000	45,000	45,000	225,000		
Equipment Total					1,324,851	967,000	701,000	2,172,000	842,000	6,006,851	
New	Corporate Services	Corporate Services	Strategic Land Acquisition		500,000					500,000	
	Corporate Services Total				500,000					500,000	
	Infrastructure	Major Road Construction	MAJOR ROAD CONS - Cowichan / Ryan crossing		100,000					100,000	
		Storm Drainage	Braidwood Affordable Housing - Storm & Road Servicing			103,695				103,695	
		Bike Lane	Bike Lane Fitzgerald Avenue (3 sections)		240,000					240,000	
			Bike Lane Hobson Neighbourhood Route		120,000					120,000	
	Infrastructure Total				460,000	103,695				563,695	
	Parks	Parks	Partners in Parks		50,000	50,000	50,000	50,000	50,000	250,000	
		Walkways & Bikeways	Dingwall to Muir Road trail development - stairs			15,000	250,000			265,000	
	Parks Total				50,000	65,000	300,000	50,000	50,000	515,000	
	Rec & Culture	Youth Centre	YOUTH CENTRE - AC				100,000			100,000	
	Rec & Culture Total						100,000			100,000	
New Total					1,010,000	168,695	400,000	50,000	50,000	1,678,695	

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2019-2023 General Capital Expenditure Program (4 of 4)					2019 Proposed Budget	2020 Proposed Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget	Total
Category	Area	Department	Project description							
Renewal	Infrastructure	⊖ DCC Projects	Road, Storm, Parks DCC Projects		400,000	400,000	400,000	400,000	400,000	2,000,000
		⊖ Major Road Construction	Lerwick Overlay project Grind & Pave		800,000					800,000
			MAJOR ROAD CONS - 5th ST Bridge Updgrade - Deck renewal & Painting		423,000	7,302,945				7,725,945
			MAJOR ROAD CONS - 5th Street - Fitzgerald to Mezies Complete Streets		212,500					212,500
			MAJOR ROAD CONS - Future years					1,500,000	2,000,000	3,500,000
			MAJOR ROAD CONS - Cousins Ave - 20th to Willemar		-		3,224,000			3,224,000
		⊖ Road Paving	ROAD PAVING - Grind and Pave program		1,200,000	1,300,000	1,400,000	1,500,000	1,600,000	7,000,000
			MAJOR ROAD CONS - 13 St - Burgess to Willemar Road Reconstruction				570,000			570,000
		⊖ Storm Drainage	STORM DRAINAGE - Glacier View Plaza Drainage improvements		146,149					146,149
			Braidwood Road Design - Storm & Road		110,097	3,250,000				3,360,097
			STORM DRAINAGE - Willemar Culvert		50,000	500,000				550,000
			STORM DRAINAGE - 200 Back Rd Storm Culvert improvement		37,959	200,000				237,959
			STORM DRAINAGE - 13 St - Burgess to Willemar Storm Reconstruction				570,000			570,000
			STORM DRAINAGE - Future years					300,000	500,000	800,000
			STORM DRAINAGE - WOODS PARK STORM OUTFALL				617,500			617,500
		⊖ Traffic Projects	TRAFFIC PROJECTS - Signal Upgrade - 8th St and Cliffe Ave			160,000				160,000
			TRAFFIC PROJECTS - Advanced Warning Light - 8th and Fitzgerald			180,000				180,000
			TRAFFIC PROJECTS - Signal Upgrade - Old Island Highway at Comox Road			20,000	75,000			95,000
			TRAFFIC PROJECTS - Future years					200,000	200,000	400,000
			TRAFFIC PROJECTS - Signal Upgrade - 5th St and Cliffe Ave			20,000	220,000			240,000
			Infrastructure Total			3,379,705	13,332,945	7,076,500	3,900,000	4,700,000
	⊖ Rec & Culture	⊖ Filberg Centre	FILBERG CENTRE - Drive Thru Repair		50,000	200,000			250,000	
	Rec & Culture Total			50,000	200,000			250,000		
Renewal Total					3,429,705	13,532,945	7,076,500	3,900,000	4,700,000	32,639,150
Other Tangible Assets	Corporate Services	IT	Recreation Software		105,000					105,000
			Organization objective setting and performance measurement Software		100,000					100,000
			New softwares		50,000	50,000	50,000	50,000	50,000	250,000
			Finance Budget Software		50,000					50,000
			OFFSITE BACKUP DEVELOPMENT		36,000	36,000	40,000	40,000	40,000	192,000
			Disaster Recovery Plan - Phase 1		35,000					35,000
			*Hyper-Convergence Software (complement to back up solution)		30,000	30,000	35,000	35,000	35,000	165,000
			IT security (PEN Test)		25,000					25,000
			Great Plain Electronic Workflow		15,000					15,000
			Corporate Services Total		446,000	116,000	125,000	125,000	125,000	937,000
			Other Tangible Assets Total					446,000	116,000	125,000
Grand Total					9,098,421	24,073,740	16,086,500	8,137,800	6,727,000	64,123,461

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9. General 2019 Capital Expenditure – Source of Funding for Schedule “I” Bylaw 2967

2019 General Capital Expenditure Source of Funding (1 of 2)				2019 Proposed Budget	2019 General Revenues	2019 M&E- New Works Reserve	2019 Reserve for Future Expenditures	2019 Unexpen- ded Funds	2019 DCC Reserve	2019 Fed/ Prov Funding	2019 Gas Tax Fed Grant	2019 CVRD Grant	2019 Proceeds - Asset Sales	2019 Donation		
Category	Area	Department	Project description													
Land and improvements	Cemetery	Cemetery	CEMETERY - CEMETERY GENERAL WORK	50,000								50,000				
			CEMETERY - IRRIGATION	15,000								15,000				
			CEMETERY - LAWN CRYPTS	32,000								32,000				
			CEMETERY - NICHE DESIGN/DEVELOPMENT	108,000								108,000				
			Cemetery Total	205,000								205,000				
	Infrastructure	Traffic Projects	26 St & Rotary Rail Trail - Ped Crossing Lights 'Below' (East) of the tracks	30,000		30,000										
	Infrastructure Total			30,000		30,000										
	Parks	Walkways & Bikeways	Courtenay Riverway South Extension Sandpiper to Beachwood - Phase 1	30,000		30,000										
			Valleyview Greenway Erosion Remediation (2018 quick fix Ops, 2019-2020)	25,000	18,800				6,200							
			Buckstone to Island Hwy trail (PW project)	300,000		20,538								279,462		
		Parks	Park Development - McPhee Meadows	12,000	12,000											
			Puntledge Park Playground replacement and Bridge improvement	25,000			25,000									
			Rotary Trail Extension North 5th St to McPhee Meadows	7,000							7,000					
			Tarling Park gate, fencing and Hydro service	15,000	15,000											
			Misc Playground (1 replacement per year + next year design)	120,000	120,000											
			Tarling Park (Lake Trail / Arden Trail construction)	5,000	5,000											
			Parks Total	539,000	200,800	20,538	25,000		6,200		7,000			279,462		
	Rec & Culture	Lewis Centre	Martin Park Lacrosse box repair - new pickleball courts	50,000	50,000											
	Rec & Culture Total		50,000	50,000												
Land and improvements Total				824,000	250,800	50,538	25,000		6,200		7,000	205,000		279,462		
Buildings	Cemetery	Cemetery	Courtenay Civic Cemetery Building- Roof Replacement	35,000		35,000										
	Cemetery Total			35,000		35,000										
	Property Services	City Hall	CITY HALL - Building Energy Reduction (roof ventilation)	280,000		280,000										
			CITY HALL - Roof Replacement	220,500		220,500										
		Rental Properties	Renovation of City Hall - Foyer area	100,000	74,981		25,019									
			Fire	FIRE - NEW SATELLITE FIREHALL	100,000	9,414		90,586								
	Property Services Total			700,500	84,395	500,500	25,019	90,586								
	Public Works	Public Works	CARPENTRY SHOP - Carpenter / Electrician Bay	270,000	3,981		266,019									
			PUBLIC WORKS - New Public Works Building	102,967	-		102,967									
	Public Works Total			372,967	3,981		368,986									
	Rec & Culture	Native Sons Hall	NATIVE SONS HALL - Accessible Parking Spot	15,000	15,000											
			NATIVE SONS HALL - Building Energy Reduction	20,000		20,000										
			NATIVE SONS HALL - Roof Replacement	200,000		200,000										
			NATIVE SONS HALL - Shingles replacement	120,985	99,985		21,000									
		Lewis Centre	LEWIS CENTRE - New AC system	330,000			255,000							75,000		
			LEWIS CENTRE - Parking Lot Reconfiguration	20,000		20,000										
			SID THEATRE - Building Energy Reduction	35,000		35,000										
		Sid Theatre	SID THEATRE - LIGHTING UPGRADE - LED THEATRE LIGHTS	25,000		25,000										
			SID THEATRE - THEATRE CAPITAL EQUIPMENT	10,000		10,000										
		Filberg Centre	FILBERG - Hydraulic Passenger Elevator replacement	11,500		11,500										
			FILBERG CENTRE - Building Energy Reduction	45,000		45,000										
		Youth Centre	YOUTH CENTRE - Heating System Replacement	53,913	35,000		18,913									
		Memorial Pool	MEMORIAL POOL - MECH/ELEC UPGRADES HEAT/CHEMICAL	15,000									15,000			
			MEMORIAL POOL - REPAIR CRACKS MAIN POOL	20,000									20,000			
			MEMORIAL POOL - VIHA INFRA/STRUCTURE UPGRADES	15,000									15,000			
		Art Gallery	ART GALLERY - Building Energy Reduction	7,500		7,500										
			ART GALLERY - Hydraulic Passenger Elevator replacement	11,500		11,500										
Rec & Culture Total				955,398	149,985	385,500	39,913	255,000				50,000		75,000		
Buildings Total				2,063,865	238,361	921,000	433,918	345,586				50,000		75,000		

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2019 General Capital Expenditure Source of Funding (2 of 2)					2019 Proposed Budget	2019 General Revenues	2019 M&E - New Works Reserve	2019 Reserve for Future Expenditures	2019 Unexpended Funds	2019 DCC Reserve	2019 Fed / Prov Funding	2019 Gas Tax Fed Grant	2019 CVRD Grant	2019 Proceeds - Asset Sales	2019 Donation	
Category	Area	Department	Project description													
Equipment	Corporate Services	IT	Asset Management GIS/Tablets		5,000		5,000									
			COUNCIL CHAMBERS AUDIO/VISUAL REPLACE		15,000		15,000									
			LARGE FORMAT PLOTTER		30,000		30,000									
			MIS PC REPLACEMENT		60,000		60,000									
			PHOTOCOPIERS		54,000		54,000									
			SERVER REPLACEMENT		20,000		20,000									
	Corporate Services Total				184,000		184,000									
	Fire Services	Fire	FIRE DEPT LIGHT VEHICLES		87,000		87,000									
			Fire Services Total				87,000		87,000							
	Fleet	Fleet	FLEET MANAGEMENT - PARKS SERV- LIGHT VEHICLES		236,000		236,000									
			FLEET MANAGEMENT - PW SERV - HEAVY VEHICLES		524,370		524,370									
			FLEET MANAGEMENT - PW SERV - LIGHT VEHICLES		248,481		248,481									
	Fleet Total				1,008,851		1,008,851									
Rec & Culture	Lewis Centre	LEWIS CENTRE - Equipments > 5k		45,000		45,000										
		Rec & Culture Total				45,000		45,000								
Equipment Total					1,324,851		1,324,851									
New	Corporate Services	Corporate Services	Strategic Land Acquisition		500,000		83,471							416,529		
			Corporate Services Total				500,000		83,471						416,529	
	Infrastructure	Bike Lane	Bike Lane Fitzgerald Avenue (3 sections)		240,000		120,000			120,000						
			Bike Lane Hobson Neighbourhood Route		120,000		60,000			60,000						
		Major Road Construction	MAJOR ROAD CONS - Cowichan / Ryan crossing		100,000	75,250				24,750						
	Infrastructure Total				460,000	75,250	180,000			24,750	180,000					
	Parks	Parks	Partners in Parks		50,000	40,000									10,000	
			Parks Total				50,000	40,000							10,000	
New Total					1,010,000	115,250	263,471			24,750	180,000			416,529	10,000	
Renewal	Infrastructure	Major Road Construction	Lerwick Overlay project Grind & Pave		800,000	36,838				763,162						
			MAJOR ROAD CONS - 5th ST Bridge Updgrade - Deck renewal & Painting		423,000		342,348	80,652								
			MAJOR ROAD CONS - 5th Street - Fitzgerald to Mezies Complete Streets		212,500		120,510	72,973			19,017					
		Road Paving	ROAD PAVING - Grind and Pave program		1,200,000					305,910		894,090				
		DCC Projects	Road, Storm, Parks DCC Projects		400,000	248,000				152,000						
		Storm Drainage	Braidwood Road Design - Storm & Road		110,097			110,097								
			STORM DRAINAGE - 200 Back Rd Storm Culvert improvement		37,959			10,425				27,534				
			STORM DRAINAGE - Glacier View Plaza Drainage improvements		146,149			10,425				135,724				
			STORM DRAINAGE - Willemar Culvert		50,000		50,000									
			Infrastructure Total				3,379,705	284,838	512,858	284,572		1,221,072	19,017	1,057,348		
	Rec & Culture	Filberg Centre	FILBERG CENTRE - Drive Thru Repair		50,000	50,000										
			Rec & Culture Total				50,000	50,000								
Renewal Total					3,429,705	334,838	512,858	284,572		1,221,072	19,017	1,057,348				
Other Tangible Assets	Corporate Services	IT	*Hyper-Convergence Software (complement to back up solution)		30,000		30,000									
			Disaster Recovery Plan - Phase 1		35,000		35,000									
			Finance Budget Software		50,000		50,000									
			Great Plain Electronic Workflow		15,000		15,000									
			IT security (PEN Test)		25,000		25,000									
			New softwares		50,000		50,000									
			OFFSITE BACKUP DEVELOPMENT		36,000		36,000									
			Organization objective setting and performance measurement Software		100,000		100,000									
			Recreation Software		105,000		105,000									
			Corporate Services Total				446,000		446,000							
			Other Tangible Assets Total					446,000		446,000						
Grand Total					9,098,421	939,249	3,518,718	743,490	345,586	1,252,022	199,017	1,064,348	255,000	416,529	364,462	

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10. Sewer Capital Fund Summary for Schedule “J” Bylaw 2967

Sewer Capital Fund	Budget 2019	2020	Proposed Budget		
			2021	2022	2023
Revenues					
Funding from Operating Fund					
Sewer Operating Fund	745,500	1,465,600	1,569,900	1,215,600	1,169,700
Reserves & Surplus					
Sewer Capital Surplus - RFE	611,700				
Sewer Reserve Funds	1,312,700	2,350,000		500,000	500,000
	1,924,400	2,350,000	-	500,000	500,000
Funding from Debt		5,300,000			4,200,000
Total Revenues	2,669,900	9,115,600	1,569,900	1,715,600	5,869,700
Expenditures					
Debt					
Interest - Debenture Debt	56,600	243,200	243,200	243,200	391,000
Principal - Debenture Debt	75,200	272,400	272,400	272,400	428,700
	131,800	515,600	515,600	515,600	819,700
Capital Assets					
Engineering Structures - Renewal	2,086,300	4,250,000	1,054,300	1,200,000	5,050,000
Engineering Structures - New	451,800	4,350,000			
	2,538,100	8,600,000	1,054,300	1,200,000	5,050,000
Total Expenditures	2,669,900	9,115,600	1,569,900	1,715,600	5,869,700



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11. Sewer Capital Expenditure Program for Schedule “K” Bylaw 2967

2019-2023 Sewer Capital Expenditure Program		2019 Budget	2020 Proposed Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget	Total 2019-2023 Budget
Category	Project description						
New	20 St & Riverside Lane - Chamber	300,000					300,000
	Greenwood Trunk Connection	151,800	4,100,000				4,251,800
	North Sandwich sewer		50,000				50,000
	South Courtenay Sewer		200,000				200,000
New Total		451,800	4,350,000				4,801,800
Renewal	Riverside Sanitary Trunk - 8 St to 19 St - Trunk Main Upgrade	1,500,000					1,500,000
	1 St Lift Station Replacement	350,000	2,300,000				2,650,000
	Comox Rd, Lewis Park, River Crossing - Sanitary Main Replacement	200,000	1,400,000				1,600,000
	Braidwood Rd - Road & Utility Reconstruction - Sanitary	36,300	500,000				536,300
	Cliffe Ave - Mansfield to Anfield ph 2			150,000	750,000	750,000	1,650,000
	Anderton Ave Lift Station				250,000	2,200,000	2,450,000
	Arden Central Trunk Main				200,000	2,000,000	2,200,000
	Mansfield Lift Station Upgrade					50,000	50,000
	Courtenay Riverway - 21st to Mansfield					50,000	50,000
	Sewer - Projects identified through Asset Management Strategy			500,000			500,000
Renewal Total		2,086,300	4,250,000	1,054,300	1,200,000	5,050,000	13,640,600
Grand Total		2,538,100	8,600,000	1,054,300	1,200,000	5,050,000	18,442,400

12. Sewer 2019 Capital Expenditure – Source of Funding for Schedule “L” Bylaw 2967

2019 Sewer Capital Expenditure Source of Funding		2019 Budget	2019 General Revenues	2019 Reserve	2019 Reserve for Future Expenditures	2019 DCC Reserve
Category	Project description					
New	20 St & Riverside Lane - Chamber	300,000	120,700		179,300	
	Greenwood Trunk Connection	151,800	3,300		35,800	112,700
New Total		451,800	124,000		215,100	112,700
Renewal	Riverside Sanitary Trunk - 8 St to 19 St - Trunk Main Upgrade	1,500,000	170,100	1,200,000	129,900	
	1 St Lift Station Replacement	350,000	217,500		132,500	
	Comox Rd, Lewis Park, River Crossing - Sanitary Main Replacement	200,000	102,100		97,900	
	Braidwood Rd - Road & Utility Reconstruction - Sanitary	36,300			36,300	
Renewal Total		2,086,300	489,700	1,200,000	396,600	
Grand Total		2,538,100	613,700	1,200,000	611,700	112,700

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13. Water Capital Fund Summary for Schedule "M" Bylaw 2967

Water Capital Fund	Budget	Proposed Budget			
	2019	2020	2021	2022	2023
Revenues					
Funding from Operating Fund					
Water Operating Fund	1,136,300	1,746,800	1,254,000	1,471,300	1,721,300
Reserves & Surplus					
Water Capital Surplus - RFE	456,700				
Water Reserves	791,600	500,000			500,000
	1,248,300	500,000	-	-	500,000
Funding from Debt			3,000,000	3,000,000	
Total Revenues	2,384,600	2,246,800	4,254,000	4,471,300	2,221,300
Expenditures					
Debt					
Interest - Debenture Debt	12,600	12,600	118,200	223,800	223,800
Principal - Debenture Debt	24,200	24,200	135,800	247,500	247,500
	36,800	36,800	254,000	471,300	471,300
Capital Assets					
Engineering Structures - Renewal	472,800	1,530,000			1,250,000
Engineering Structures - New	1,875,000	680,000	4,000,000	4,000,000	500,000
	2,347,800	2,210,000	4,000,000	4,000,000	1,750,000
Total Expenditures	2,384,600	2,246,800	4,254,000	4,471,300	2,221,300

2019 – 2023 Five-Year Financial Plan

14. Water Capital Expenditure Program for Schedule “N” Bylaw 2967

2019-2023 Water Capital Expenditure Program		2019 Budget	2020 Proposed Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget	Total 2019- 2023 Budget
Category	Project description						
New	Sandwich Conversion	1,450,000					1,450,000
	Sandwich Conversion - CICC	325,000					325,000
	South Courtenay Secondary Transmission	100,000	250,000	3,500,000	3,500,000		7,350,000
	CVRD Connections - Install meter & check valve at each connection point		360,000	360,000	360,000	360,000	1,440,000
	Private Loops (19 @ 35k)		70,000	140,000	140,000	140,000	490,000
New Total		1,875,000	680,000	4,000,000	4,000,000	500,000	11,055,000
Renewal	Willemar Ave -17 St to 21 St - Watermain Replacement	177,000					177,000
	Connector 19A Fire Chamber Removal	116,500					116,500
	Buckstone Water Booster Pump Station - Improvements	103,500					103,500
	Sandpiper / Millard upgrade	40,000	210,000				250,000
	Braidwood Rd - Road & Utility Reconstruction - Water	35,800	500,000				535,800
	Willemar - 21 St to Tull Av		720,000				720,000
	Hwy 19A - loop 1		100,000				100,000
	Water - Projects identified through Asset Management Strategy					1,250,000	1,250,000
Renewal Total		472,800	1,530,000			1,250,000	3,252,800
Grand Total		2,347,800	2,210,000	4,000,000	4,000,000	1,750,000	14,307,800

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15. Water 2019 Capital Expenditure – Source of Funding for Schedule “O” Bylaw 2967

2019 Water Capital Expenditure Source of Funding		2019 Budget	2019 General Revenues	2019 Reserve	2019 Reserve for Future Expenditures
Category	Project description				
New	Sandwich Conversion	1,450,000	634,500	791,600	23,900
	Sandwich Conversion - CICC	325,000	325,000		
	South Courtenay Secondary Transmission	100,000	100,000		
	New Total	1,875,000	1,059,500	791,600	23,900
Renewal	Willemar Ave -17 St to 21 St - Watermain Replacement	177,000			177,000
	Connector 19A Fire Chamber Removal	116,500			116,500
	Buckstone Water Booster Pump Station - Improvements	103,500			103,500
	Sandpiper / Millard upgrade	40,000	40,000		
	Braidwood Rd - Road & Utility Reconstruction - Water	35,800			35,800
	Renewal Total	472,800	40,000		432,800
Grand Total		2,347,800	1,099,500	791,600	456,700



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