



THE CORPORATION OF THE CITY OF COURTENAY

## STAFF REPORT

**To:** Council  
**From:** Chief Administrative Officer  
**Subject:** 2020–2024 General Capital and Operating Financial Plan  
Revisions

**File No.:** 1705-20/1715-20

**Date:** March 2, 2020

---

### PURPOSE:

The purpose of this report is for Council to consider the revisions to the proposed 2020-2024 General Capital and Operating Financial Plan presented on February 24, 2020.

### POLICY ANALYSIS:

Section 165 of the *Community Charter* requires a municipality to have a five year financial plan adopted annually by May 15 each year. The 2020-2024 General Capital and Operating Financial Plans are the largest and final documents to be incorporated into the City's 2020–2024 Consolidated Financial Plan.

The 2020-2024 General Capital and Operating Financial Plans have been guided by Council's Asset Management Bylaw, which was adopted December 2<sup>nd</sup> 2019. Sound Asset Management practices enable sustainable service delivery by integrating community values, priorities and an informed understanding of the trade-offs between risks, costs, service levels, and the public's willingness to pay.

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".

### EXECUTIVE SUMMARY:

The proposed adjustments to the 2020-2024 General Capital and Operating Financial Plan result in utilizing an additional \$166,400 from reserves and reduces the impact on general taxation in 2020. The revised proposed tax increase in 2020 is now 2.72% in municipal property taxation for general operations and debt, as well as a 0.50% increase for capital infrastructure renewal, for a total proposed increase of 3.22%.

2020 BC Assessment information states that the average assessed value of a single-family residential property in Courtenay is \$453,000. The annual impact of a 3.22% property tax increase to the property owner of this home will be approximately \$46.

### CAO RECOMMENDATIONS:

That based on the March 2, 2020 staff report "2020–2024 General Capital and Operating Financial Plan Revisions", Council approve OPTION 1, and proceed with the recommended amendments to the 2020-2024 General Capital and Operating Financial Plans; and

That Council approve a 3.22% property tax increase for 2020, which includes a 0.50% contribution to the infrastructure renewal reserve.

Respectfully submitted,



David Allen, BES, CLGEM, SCLGM  
Chief Administrative Officer

#### **BACKGROUND:**

The proposed 2020-2024 General Capital and Operating Financial Plans were presented to Council on February 24, 2020. Council requested staff to provide a report outlining the impact of utilizing Federal Gas Tax revenue to fund cycling network plan improvements in 2020, as well as to use more of the Park Amenity Reserve to fund 2020 eligible park projects. In addition, staff have made one correction discovered during the presentations.

Council also requested the implications of using gaming funds in 2020 to provide funding to the Comox Valley Art Gallery and Comox Valley Arts Council in the amount of \$110,000.

#### **DISCUSSION:**

Following are the proposed adjustments to the 2020-2024 General Capital Financial Plan:

- 1) Use Federal Gas Tax Revenue to fund cycling network plan improvements of \$100,000 instead of general revenue and increase the budget an additional \$30,000 to include 17<sup>th</sup> street, McPhee to Cliffe Avenue – painted buffered bike lane. The new total for the 2020 cycling network plan projects will be \$130,000.

This will leave an estimated balance of \$2,404,200 in the Gas Tax Reserve at December 31, 2020 and reduce the proposed general tax levy increase by .44%.

- 2) Use additional Parks Amenity Reserve to fund the following projects instead of general revenue:
  - Sheffield Park - \$25,000
  - Courtenay River way South Extension Sandpiper to Beachwood, Phase 1 - \$41,400

This would leave \$446,500 in the Parks Amenity Reserve at the end of 2020 and reduce the proposed general tax levy increase by .29%. The balance at the end of 2024 is estimated at \$46,500 without anticipating future revenues.

- 3) An error was discovered with the funding source on the Road Paving – Grind and Pave program. \$210,000 was recorded as DCC funding and should have been unexpended funds. The correction has now been made and does not have an impact on taxation.

- 4) Use Engineering operating funds (Contracted Professional Services) to design sidewalk installation along the north-side of Ryan Road between Sandwich Road and Braidwood Road. Design will be completed in 2020 and the Class A project cost will be included in the 2021 budget for Council deliberation.

The following schedules have been revised to reflect the above adjustments:

- Schedule 1 – General Operating Fund Summary 2020-2024 Revised
- Schedule 2 – General Operating Revenues Detail 2020-2024 Revised
- Schedule 3 – General Capital Expenditures for 2020 with Source of Funding Revised
- Schedule 4 – General Surplus, Reserves and DCC 2020-2024 Revised

### *Gaming Funds – Cultural Service Report Request*

The request to include an annual \$55,000 management fee to the Comox Valley Art Gallery for community education and outreach and another \$55,000 per year to the Comox Valley Arts Council to support community cultural service coordination has already been incorporated in the 2020-2024 general operating financial plan beginning in 2021. This budget request is related to the 2019 Cultural Service Report recommendations.

The gaming fund distribution matrix was reviewed on November 15, 2019 by the Finance Select Committee and endorsed by Council on February 18, 2020. Schedule 5 provides a summary of the recommended use of these funds over the next four years.

The gaming fund has a recently updated unaudited surplus balance of \$1,831,239 at the end of December 31, 2019. Past practice has been to leave one year worth of revenue in the fund, which amounts to approximately \$1,000,000.

If Council chooses to allocate \$110,000 in 2020 towards these initiatives, \$74,500 is currently available from the Other Council Initiatives category and the remaining \$35,500 could be sourced from 2019 actual surplus in the fund. The gaming fund would continue to maintain a minimum balance of \$1,000,000 over the five year financial plan.

This decision could be deferred to a future date pending a more fulsome report from Recreation Services without affecting the financial planning process.

**FINANCIAL IMPLICATIONS:**

With the above mentioned revisions, in order to balance the proposed 2020 - 2024 General Capital and Operating Financial Plan, a 3.22% increase to property taxation is required amounting to approximately \$678,600 in additional revenue to cover 2020 expenses and \$116,200 to contribute to the infrastructure renewal reserve. This is over and above the \$220,000 directed to the reserve from gaming funds.

### Assessment Trends

- Residential Assessment (Class 01) Average property value *increase* = 3.92%  
(from \$435,616 to \$452,706)

- Commercial Assessment (Class 06)      Average property value *increase* = 8.14%  
(from \$819,332 to \$886,011)

***What this means to the Taxpayer:***

*Based on the City's current tax rate methodology, the following impacts have been calculated:*

Residential Class

The annual property tax increase for an "average" 2020 residential property, valued at \$452,706, is estimated to be an increase of \$46 for the municipal taxation portion of the tax notice.

The following table provides the estimated impact of all rates, fees, and tax increases for the average Courtenay residential property assuming a 3.22% taxation increase for the City of Courtenay portion of the tax notice only.

<b>Total of All Increases:</b>	
<i>General Fund</i> Property Tax Increase	\$ 46.12
Water Fund User Fee Increase	\$ 8.13
Water Fund Frontage Increase	
Sewer Fund User Fee Increase	\$ 4.33
Sewer Fund Frontage Increase	\$ -
Solid Waste Utility Fee Increase	\$ 9.06
<b>Impact of All City Increases</b>	<b>\$ 67.64</b>

These are preliminary estimates based on the current rate methodology and assessment information. Council will still have the opportunity to review the commercial rate multiplier and finalize all tax rates in the near future once the total property tax revenue percentage increase has been approved.

***Impact on Prior Year Surplus***

A lower tax rate increase for the current year has a cumulative impact on future year taxation revenue. A decrease of .73% in 2020 tax rate would lead to a cumulative reduction of \$717,500 in taxation revenue for the years 2021 to 2024. This would result in less funds available to replenish the prior year surplus and would leave an estimated balance of \$2,427,300 at the end of 2024.

**ADMINISTRATIVE IMPLICATIONS:**

Subsequent to Council endorsement of the proposed 2020 - 2024 General Capital and Operating Fund Financial Plan with adjustments, the schedules will become part of the 2020 - 2024 Financial Plan Bylaw. This bylaw will be brought forward for Council consideration in mid-April 2020.

Staff will bring forward information in regards to property tax rates and setting the commercial tax rate multiplier for 2020 in early April.

Both the 2020 - 2024 Financial Plan Bylaw and the 2020 Property Tax Rates Bylaw must be finally adopted no later than May 15, 2020.

**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 general operating funds for renewal projects prioritized by the Asset Management Working Group, and as approved by the Chief Administrative Officer.

**STRATEGIC PLAN REFERENCE:**

In preparing the 2020 General Fund Capital and Operating budget 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 proposed 2020 General Fund Capital and Operating budget.

**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
- ▲■ Collaborate with regional and senior government partners to provide cost-effective transportation solutions
- ▲ 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 2020–2024 General Fund Capital and Operating 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 2020–2024 General Fund Capital and Operating 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:

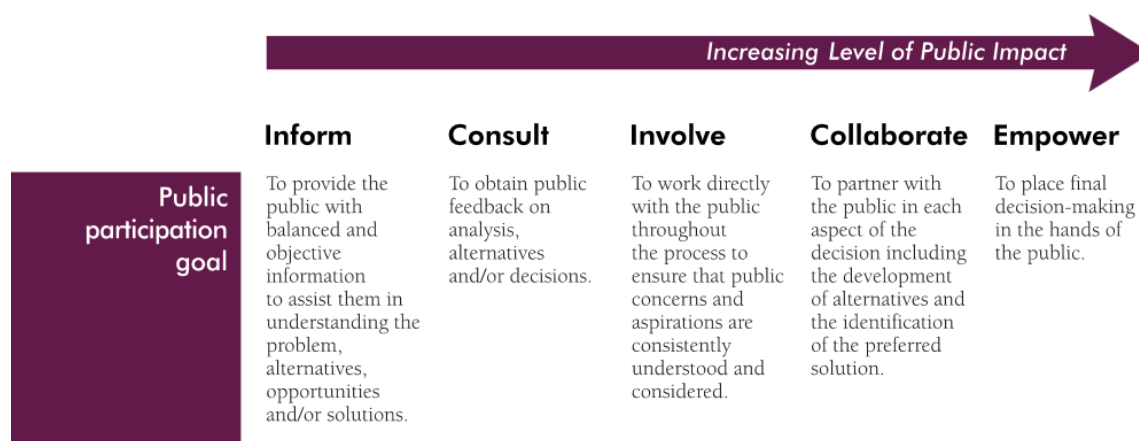
- ❖ Ecosystems, Natural Areas and Parks
- ❖ Transportation and Infrastructure
- ❖ Local Economic Development
- ❖ Climate Change

**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 will ‘inform’ the public about the 2020-2024 Financial Plan through regular and special council meetings, media webcasts, and information posted on the City’s website. In addition, the City will ‘consult’ the public prior to final adoption of the 2020-2024 Financial Plan Bylaw.

[http://c.ymcdn.com/sites/www.iap2.org/resource/resmgr/imported/IAP2%20Spectrum\\_vertical.pdf](http://c.ymcdn.com/sites/www.iap2.org/resource/resmgr/imported/IAP2%20Spectrum_vertical.pdf)



#### OPTIONS:

- OPTION 1:** That Council approves the recommended amendments to the 2020-2024 General Capital and Operating Financial Plan, and directs staff to include the schedules in the 2020-2024 Financial Plan Bylaw.
- OPTION 2:** That Council further amends the proposed 2020-2024 General Capital and Operating Financial Plans, and directs staff to include the amended schedules in the 2020-2024 Financial Plan Bylaw.
- OPTION 3:** That Council defer the endorsement of the amendments to the proposed 2020-2024 General Capital and Operating 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, 2020 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*

Annie Bérard, CPA, CMA, MBA

Manager of Financial Planning, Payroll  
and Business Performance

Concurrence:

*J. Nelson*

Jennifer Nelson, CPA, CGA

Director of Financial Services

*Attachments:*

- Schedule 1 – General Operating Fund Summary 2020-2024 Revised
- Schedule 2 – General Operating Revenues Detail 2020-2024 Revised
- Schedule 3 – General Capital Expenditures for 2020 with Source of Funding Revised
- Schedule 4 – General Surplus, Reserves and DCC 2020-2024 Revised
- Schedule 5 – 2020-2023 Proposed Schedule of Annual Gaming Funds Distribution



General Operating Fund	Budget 2019	Budget 2020	2021	Proposed Budget 2022	2023	2024
<b>Tax rate increase</b>						
General Taxation	2.75%	2.72%	3.20%	2.95%	2.95%	2.95%
Debt Levy	0.00%	0.00%	0.54%	2.05%	1.10%	1.95%
Infrastructure Reserve Levy	0.00%	0.50%	0.75%	1.00%	1.00%	1.00%
	2.75%	3.22%	4.48%	6.00%	5.04%	5.90%
<b>REVENUES</b>						
<b>Taxes</b>						
General Municipal Taxes	25,136,000	26,482,300	27,874,600	29,666,000	31,187,800	33,024,400
Collections for Other Governments (Estimate)	22,001,800	22,876,600	23,330,900	23,789,000	24,170,300	24,170,300
Total Taxes Collected	47,137,800	49,358,900	51,205,500	53,455,000	55,358,100	57,194,700
<b>Less:</b>						
Property Taxes for Other Governments (Estimate)	(22,001,800)	(22,876,600)	(23,330,900)	(23,789,000)	(24,170,300)	(24,170,300)
Portion of Grants in Place of Taxes	(165,800)	(169,200)	(172,500)	(176,000)	(179,600)	(179,600)
	(22,167,600)	(23,045,800)	(23,503,400)	(23,965,000)	(24,349,900)	(24,349,900)
Net Municipal Taxes	24,970,200	26,313,100	27,702,100	29,490,000	31,008,200	32,844,800
Grants in Lieu of Taxes	489,000	493,500	508,800	503,500	518,900	513,500
% of Revenue Tax	410,000	415,700	415,700	415,700	415,700	415,700
Taxes for Municipal Purposes	25,869,200	27,222,300	28,626,600	30,409,200	31,942,800	33,774,000
<b>Fees and Charges</b>	7,323,600	7,663,300	7,890,900	8,135,800	8,345,400	8,495,700
<b>Revenue from Other Sources</b>	1,077,600	1,135,800	1,114,100	1,092,100	1,070,400	1,072,700
<b>Transfers from Other Govt &amp; Agencies</b>	2,174,700	2,135,700	2,023,400	2,046,600	2,068,700	2,091,100
<b>Transfers-Reserves</b>	1,725,300	1,894,700	1,078,500	1,028,500	1,028,500	1,073,500
<b>Transfers-Surplus</b>	2,100,300	1,717,400	952,200	150,000	100,000	50,000
General Operating Revenues	40,270,700	41,769,200	41,685,700	42,862,200	44,555,800	46,557,000
<b>Equity in Capital Assets</b>	4,250,000	4,800,000	4,800,000	4,800,000	4,800,000	4,800,000
	44,520,700	46,569,200	46,485,700	47,662,200	49,355,800	51,357,000
<b>EXPENDITURES</b>						
<b>Operating Expenditures</b>						
General Government	4,392,500	4,604,300	4,558,100	4,689,900	4,715,800	4,866,300
Protective Services	8,735,100	9,418,000	9,581,600	9,812,700	10,154,000	10,776,100
Public Works Services	8,685,700	8,964,400	8,478,800	8,501,500	8,794,200	8,848,200
Environmental Health Services	3,296,700	3,432,900	3,627,100	3,812,000	3,940,100	4,071,400
Public Health Services	345,300	355,700	360,800	366,100	371,600	373,000
Development Services	2,207,500	2,331,900	2,086,300	2,112,900	2,149,100	2,185,800
Recreation & Cultural Services	6,657,000	6,986,200	7,214,800	7,248,600	7,362,300	7,465,600
Total Operating Expenses	34,319,800	36,093,400	35,907,500	36,543,700	37,487,100	38,586,400
<b>Amortization</b>	4,250,000	4,800,000	4,800,000	4,800,000	4,800,000	4,800,000
<b>Debt Servicing Costs</b>	1,369,500	1,303,900	1,381,200	1,792,100	2,007,500	2,541,500
	39,939,300	42,197,300	42,088,700	43,135,800	44,294,600	45,927,900
<b>Transfer to Capital Fund</b>	1,682,700	1,153,400	1,082,100	773,100	1,025,600	930,700
<b>Transfer to Reserve Funds</b>	2,898,700	3,218,500	3,314,900	3,393,100	3,460,000	3,527,900
<b>Transfer to Surplus</b>	-	-	-	360,200	575,600	970,500
	4,581,400	4,371,900	4,397,000	4,526,400	5,061,200	5,429,100
	44,520,700	46,569,200	46,485,700	47,662,200	49,355,800	51,357,000

General Operating Fund		Budget	Budget		Proposed Budget		
Revenues		2019	2020	2021	2022	2023	2024
REVENUES							
Property Taxes							
General Property Taxes	22,245,100	23,373,700	24,744,300	25,903,700	27,169,100	28,429,200	
General Property Taxes - New Construction	450,000	550,000	400,000	400,000	400,000	400,000	
Infrastructure & Asset Management Levy	-	116,200	182,400	255,400	267,000	279,700	
Debt Levy	1,250,100	1,184,500	1,261,800	1,792,100	2,007,600	2,541,500	
General Tax Supplementary Adjustment	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	
Library	1,340,800	1,407,900	1,436,100	1,464,800	1,494,100	1,524,000	
Total Municipal Property Taxes	25,136,000	26,482,300	27,874,600	29,666,000	31,187,800	33,024,400	
Collections for Other Governments (Estimate)	22,001,800	22,876,600	23,330,900	23,789,000	24,170,300	24,170,300	
Total Property Taxes	47,137,800	49,358,900	51,205,500	53,455,000	55,358,100	57,194,700	
Less:							
Property Taxes for Other Governments (Estimate)	(22,001,800)	(22,876,600)	(23,330,900)	(23,789,000)	(24,170,300)	(24,170,300)	
Portion of Grants in Place of Taxes	(165,800)	(169,200)	(172,500)	(176,000)	(179,600)	(179,600)	
	(22,167,600)	(23,045,800)	(23,503,400)	(23,965,000)	(24,349,900)	(24,349,900)	
Net Municipal Taxes	24,970,200	26,313,100	27,702,100	29,490,000	31,008,200	32,844,800	
Grants in Lieu of Taxes	489,000	493,500	508,800	503,500	518,900	513,500	
% of Revenue Tax	410,000	415,700	415,700	415,700	415,700	415,700	
Taxes for Municipal Purposes	25,869,200	27,222,300	28,626,600	30,409,200	31,942,800	33,774,000	
Fees and Charges							
Cemetery	152,000	174,000	177,100	180,200	183,500	183,500	
Development Services	975,900	1,033,400	1,043,000	1,052,800	1,062,500	1,062,500	
General Government Services	586,400	588,500	600,100	611,800	623,800	623,800	
Protective Services	846,000	839,300	856,000	873,100	890,500	904,300	
Public Works Services	2,000	17,000	17,100	17,100	17,100	17,100	
Recreation & Cultural Services	1,762,200	1,822,500	1,833,100	1,867,600	1,902,900	1,906,800	
Solid Waste	2,999,100	3,188,600	3,364,500	3,533,200	3,665,100	3,797,700	
Total Fees and Charges	7,323,600	7,663,300	7,890,900	8,135,800	8,345,400	8,495,700	
Interests and Penalties	1,031,900	996,800	972,200	947,500	922,800	922,800	
Revenue from Other Sources	45,700	139,000	141,900	144,600	147,600	149,900	
Transfers from Other Govt & Agencies	2,174,700	2,135,700	2,023,400	2,046,600	2,068,700	2,091,100	
Transfers from Other Funds							
Transfers-Reserves	1,725,300	1,894,700	1,078,500	1,028,500	1,028,500	1,073,500	
Transfers-Reserves for Future Expenditures	769,000	602,300	-	-	-	-	
Transfers-Prior Year Surplus	1,331,300	1,115,100	952,200	150,000	100,000	50,000	
Total Transfers from Other Funds	3,825,600	3,612,100	2,030,700	1,178,500	1,128,500	1,123,500	
	40,270,700	41,769,200	41,685,700	42,862,200	44,555,800	46,557,000	
Equity in Capital Assets	4,250,000	4,800,000	4,800,000	4,800,000	4,800,000	4,800,000	
	44,520,700	46,569,200	46,485,700	47,662,200	49,355,800	51,357,000	

					2020 Proposed Budget	2020 General Revenues	2020 Reserves	2020 Reserve for Future Expenditures	2020 Unexpended Funds	2020 DCC Reserve	2020 Fed / Prov Funding	2020 Gas Tax Fed Grant	2020 Gaming Fund	2020 CVRD Grant	2020 Proceeds - Asset Sales	2020 Other Contributions	
Project Manager	Area	Department	Category	Project description													
PW	Public Works	Public Works	New	PUBLIC WORKS - New Public Works Building	3,700	-	-	3,700	-	-	-	-	-	-	-	-	
	Public Works Total				3,700	-	-	3,700	-	-	-	-	-	-	-	-	
PW Total					3,700	-	-	3,700	-	-	-	-	-	-	-	-	
PW - Fleet	Fleet	Fleet	Equipment	FLEET MANAGEMENT - PW SERV - HEAVY VEHICLES	350,000	-	350,000	-	-	-	-	-	-	-	-	-	
				FLEET MANAGEMENT - PW SERV - LIGHT VEHICLES	173,000	49,100	123,900	-	-	-	-	-	-	-	-		
		New	2 Electric car charging stations EV DC Fast Charger 440V	200,000	-	-	-	-	50,000	-	150,000	-	-	-	-	-	-
			2 Double Electric car charging stations Level 1 220V	100,000	-	-	-	-	75,000	-	25,000	-	-	-	-	-	-
			FLEET MANAGEMENT - NEW ASK for 2020	110,000	110,000	-	-	-	-	-	-	-	-	-	-	-	-
		Fleet Total				933,000	159,100	473,900	-	-	-	125,000	-	175,000	-	-	-
PW - Fleet Total					933,000	159,100	473,900	-	-	-	125,000	-	175,000	-	-	-	
PW - Roads	Infrastructure	Road Paving	Renewal	ROAD PAVING - Grind and Pave program	1,400,000	-	-	-	210,000	-	-	1,190,000	-	-	-	-	
		Storm Drainage	New	Braidwood Affordable Housing - Storm & Road Servicing	103,700	-	103,700	-	-	-	-	-	-	-	-	-	
		Bike Lane	Land and improvements	Cycling Network Plan Improvements	130,000	-	-	-	-	-	-	130,000	-	-	-	-	
	Infrastructure Total				1,633,700	-	103,700	-	210,000	-	-	1,320,000	-	-	-	-	
PW - Roads Total					1,633,700	-	103,700	-	210,000	-	-	1,320,000	-	-	-	-	
PW - Civic Properties	Parks	Parks	Buildings	Woodcote Park - Roof Replacement	45,000	-	45,000	-	-	-	-	-	-	-	-	-	
		Parks Total				45,000	-	45,000	-	-	-	-	-	-	-	-	
	Property Services	City Hall	Buildings	CITY HALL - Building Energy Reduction (roof ventilation)	10,000	-	10,000	-	-	-	-	-	-	-	-	-	
				CITY HALL - Roof Replacement	21,000	-	21,000	-	-	-	-	-	-	-	-	-	
				Renovation of City Hall - Foyer area	100,000	-	-	100,000	-	-	-	-	-	-	-	-	
	Property Services Total				131,000	-	31,000	100,000	-	-	-	-	-	-	-	-	
	Public Works	Public Works	Buildings	CARPENTRY SHOP - Carpenter / Electrician Bay	265,500	-	-	265,500	-	-	-	-	-	-	-	-	
	Public Works Total				265,500	-	-	265,500	-	-	-	-	-	-	-	-	
	Rec & Culture	Art Gallery	Buildings	ART GALLERY - Hydraulic Passenger Elevator replacement	86,300	-	86,300	-	-	-	-	-	-	-	-	-	-
			Buildings	FILBERG - Hydraulic Passenger Elevator replacement	92,000	-	92,000	-	-	-	-	-	-	-	-	-	-
			Buildings	LIBRARY - Building Energy Reduction	55,500	-	55,500	-	-	-	-	-	-	-	-	-	-
			Buildings	MEMORIAL POOL - INFRASTRUCTURE ASSESSMENT	50,000	-	-	-	-	-	-	-	50,000	-	-	-	-
		Memorial Pool		MEMORIAL POOL - MECH/ELEC UPGRADES HEAT/CHEMICAL	20,000	-	-	-	-	-	-	-	-	20,000	-	-	-
				MEMORIAL POOL - New Pool Covers	10,000	-	-	-	-	-	-	-	-	10,000	-	-	-
			MEMORIAL POOL - VIHA INFRA/STRUCTURE UPGRADES	20,000	-	-	-	-	-	-	-	20,000	-	-	-	-	
			NATIVE SONS HALL - Roof Replacement	50,000	-	50,000	-	-	-	-	-	-	-	-	-	-	
Youth Centre		Buildings	YOUTH CENTRE - Heating System Replacement	50,000	-	-	50,000	-	-	-	-	-	-	-	-	-	
Rec & Culture Total				433,800	-	283,800	50,000	-	-	-	-	-	100,000	-	-		
PW - Civic Properties Total					875,300	-	359,800	415,500	-	-	-	-	100,000	-	-		
PW - Parks	Cemetery	Cemetery	Land and improvements	CEMETERY - CEMETERY GENERAL WORK	50,000	-	-	-	-	-	-	-	-	50,000	-	-	
				CEMETERY - IRRIGATION	10,000	-	-	-	-	-	-	-	10,000	-	-		
				CEMETERY - NEW PLANTINGS	30,000	-	-	-	-	-	-	30,000	-	-			
				CEMETERY - NICHE DESIGN/DEVELOPMENT	70,000	-	-	-	-	-	-	70,000	-	-			
	Cemetery Total				160,000	-	-	-	-	-	-	-	160,000	-	-		
	Parks	Parks	New	Sheffield Park (located in Crown Isle)	25,000	-	25,000	-	-	-	-	-	-	-	-	-	
		Walkways & Bikeways	Land and improvements	Pedestrian Bridges replacement program	35,000	35,000	-	-	-	-	-	-	-	-	-	-	-
				Millard Trail Boardwalk Replacement	20,000	20,000	-	-	-	-	-	-	-	-	-	-	-
Valleyview Greenway Erosion Remediation				50,000	23,300	-	14,300	-	12,400	-	-	-	-	-	-	-	
	New	Buckstone to Island Hwy Trail	110,000	-	-	-	-	-	-	-	-	-	-	-	110,000		

					2020 Proposed Budget	2020 General Revenues	2020 Reserves	2020 Reserve for Future Expenditures	2020 Unexpended Funds	2020 DCC Reserve	2020 Fed / Prov Funding	2020 Gas Tax Fed Grant	2020 Gaming Fund	2020 CVRD Grant	2020 Proceeds - Asset Sales	2020 Other Contributions	
Project Manager	Area	Department	Category	Project description													
PW - Parks	Parks Total				240,000	78,300	25,000	14,300	-	12,400	-	-	-	-	-	110,000	
PW - Parks Total					400,000	78,300	25,000	14,300	-	12,400	-	-	-	160,000	-	110,000	
Engineering	Infrastructure	Major Road Construction Storm Drainage	Renewal Renewal	MAJOR ROAD CONS - 5th St Bridge Rehabilitation	375,000	-	375,000	-	-	-	-	-	-	-	-	-	
				Braidwood Road Design - Storm & Road	93,200	-	-	93,200	-	-	-	-	-	-	-	-	
				STORM DRAINAGE - 200 Back Rd Storm Inlet improvement	175,000	-	-	-	-	-	175,000	-	-	-	-	-	
		Bike Lane	New	Bike Lane Hobson Neighbourhood Route	50,000	-	31,800	-	-	-	18,200	-	-	-	-	-	
	Infrastructure Total					693,200	-	406,800	93,200	-	-	18,200	175,000	-	-	-	-
Engineering Total					693,200	-	406,800	93,200	-	-	18,200	175,000	-	-	-	-	
Rec & Culture	Parks	Parks	Land and improvements	Tarling Park gate, fencing and Hydro service	8,100	-	-	8,100	-	-	-	-	-	-	-	-	
				Marina Storage Compound Relocation	10,000	10,000	-	-	-	-	-	-	-	-	-		
			New	Park Development - McPhee Meadows	50,000	43,700	-	6,300	-	-	-	-	-	-	-		
				Partners in Parks	50,000	50,000	-	-	-	-	-	-	-	-	-		
				Totem Pole at the Airpark	10,000	10,000	-	-	-	-	-	-	-	-	-		
				Courtenay Riverway South Extension Sandpiper to Beachwood - Phase 1	302,200	-	141,400	22,200	-	138,600	-	-	-	-	-		
		Dingwall to Muir Road trail development - stairs	25,000	25,000	-	-	-	-	-	-	-	-	-				
		Parks Total				455,300	138,700	141,400	36,600	-	138,600	-	-	-	-	-	-
	Rec & Culture	Filberg Centre	Buildings	FILBERG CENTRE - Drive Thru Repair / Renovation	35,000	-	-	35,000	-	-	-	-	-	-	-	-	-
		Lewis Centre	Equipment	LEWIS CENTRE - Equipments > 5k	45,000	-	45,000	-	-	-	-	-	-	-	-	-	-
			New	LEWIS CENTRE - Shower Lift (accessibility funding)	20,000	-	12,200	-	-	-	7,800	-	-	-	-	-	-
Sid Theatre	Buildings	SID THEATRE - LIGHTING UPGRADE - LED THEATRE LIGHTS	25,000	-	25,000	-	-	-	-	-	-	-	-	-	-		
SID THEATRE - THEATRE CAPITAL EQUIPMENT	10,000	-	10,000	-	-	-	-	-	-	-	-	-	-	-	-		
Rec & Culture Total					135,000	-	92,200	35,000	-	-	7,800	-	-	-	-	-	
IT					590,300	138,700	233,600	71,600	-	138,600	7,800	-	-	-	-	-	
Corporate Services	IT	Equipment	PHOTOCOPIERS	40,000	-	40,000	-	-	-	-	-	-	-	-	-	-	
			SERVER REPLACEMENT	25,000	-	25,000	-	-	-	-	-	-	-	-	-	-	
		Other Tangible Assets	*Hyper-Convergence Software (complement to back up solution)	30,000	-	30,000	-	-	-	-	-	-	-	-	-	-	-
			IT security (PEN Test)	14,000	-	14,000	-	-	-	-	-	-	-	-	-	-	-
			New softwares	50,000	-	50,000	-	-	-	-	-	-	-	-	-	-	-
			OFFSITE BACKUP DEVELOPMENT	36,000	-	36,000	-	-	-	-	-	-	-	-	-	-	-
			Recreation Software	55,000	-	55,000	-	-	-	-	-	-	-	-	-	-	-
		Corporate Services Total				250,000	-	250,000	-	-	-	-	-	-	-	-	-
IT Total				250,000	-	250,000	-	-	-	-	-	-	-	-	-		
Finance / IT	Corporate Services	IT	Other Tangible Assets	Great Plain Electronic Workflow	15,000	-	15,000	-	-	-	-	-	-	-	-	-	
Corporate Services Total					15,000	-	15,000	-	-	-	-	-	-	-	-	-	
Finance / IT Total					15,000	-	15,000	-	-	-	-	-	-	-	-	-	
Fire Department	Fire Services	Fire	Equipment	FIRE DEPT LIGHT VEHICLES	65,000	-	65,000	-	-	-	-	-	-	-	-	-	
	Property Services	Fire	New	FIRE - NEW SATELLITE FIREHALL	94,500	-	-	4,000	90,500	-	-	-	-	-	-	-	
Fire Department Total					159,500	-	65,000	4,000	90,500	-	-	-	-	-	-	-	
Coporate Services	Corporate Services	Corporate Services	New	Strategic Land Acquisition	500,000	-	199,000	-	-	-	-	-	-	-	301,000	-	
Coporate Services Total					500,000	-	199,000	-	-	-	-	-	-	-	301,000	-	
Development Services	Infrastructure	DCC Projects	Renewal	Road, Storm, Parks DCC Projects	200,000	-	-	-	-	200,000	-	-	-	-	-	-	
	Infrastructure Total				200,000	-	-	-	-	200,000	-	-	-	-	-	-	
Grand Total					6,253,700	376,100	2,131,800	602,300	300,500	351,000	151,000	1,495,000	175,000	260,000	301,000	110,000	

City of Courtenay  
City of Courtenay for the Years 2020 - 2024

GENERAL Surplus, Reserves and DCC Summary	Estimated Actual	Budget		Proposed Budget		
	2019	2020	2021	2022	2023	2024
Estimated Closing Balances						
<b>General Operating Surplus</b>						
Prior Year Surplus	2,888,300	1,773,200	821,000	1,031,200	1,506,800	2,427,300
Gaming Funds	1,804,800	1,538,000	1,274,500	1,183,500	1,092,500	1,001,500
	4,693,100	3,311,200	2,095,500	2,214,700	2,599,300	3,428,800
<b>General Capital Surplus</b>						
Reserve For Future Expenditure (Unspent Capital 2019)	529,100	25,400	25,400	-	-	-
Unexpended Debt	1,413,500	1,112,900	527,600	463,400	463,400	463,400
	1,942,600	1,138,300	553,000	463,400	463,400	463,400
<b>Total General Surplus</b>	<b>6,635,700</b>	<b>4,449,500</b>	<b>2,648,500</b>	<b>2,678,100</b>	<b>3,062,700</b>	<b>3,892,200</b>
<b>General Operating Reserves</b>						
Risk Reserve	104,000	104,000	104,000	104,000	104,000	104,000
Assessment Appeals	151,500	151,500	151,500	151,500	151,500	151,500
Police Contingency	574,819	379,619	389,319	404,019	423,819	448,819
Trees	58,500	58,500	58,500	58,500	58,500	58,500
	888,819	693,619	703,319	718,019	737,819	762,819
<b>General Capital Reserves</b>						
Machinery and Equipment	1,409,100	1,545,200	765,200	1,023,500	1,150,200	1,425,200
Land Sale	269,400	70,400	70,400	70,400	70,400	70,400
New Works and Equipment	3,114,900	2,890,000	2,850,000	2,885,000	2,875,000	2,925,000
New Works - Community Gas Tax Funds	3,194,200	2,404,200	2,284,200	2,129,200	1,889,200	1,049,200
Infrastructure Reserve	451,700	302,800	136,900	167,300	714,000	885,400
Housing Amenity	774,200	670,500	670,500	670,500	670,500	670,500
Park Amenity	612,900	446,500	346,500	246,500	146,500	46,500
Public Parking	54,600	59,700	64,900	70,200	75,600	81,000
Parkland Acquisition	309,800	309,800	309,800	309,800	309,800	309,800
	10,190,800	8,699,100	7,498,400	7,572,400	7,901,200	7,463,000
<b>Total General Reserves</b>	<b>11,079,619</b>	<b>9,392,719</b>	<b>8,201,719</b>	<b>8,290,419</b>	<b>8,639,019</b>	<b>8,225,819</b>
<b>Total General Surplus and Reserves</b>	<b>17,715,319</b>	<b>13,842,219</b>	<b>10,850,219</b>	<b>10,968,519</b>	<b>11,701,719</b>	<b>12,118,019</b>
<b>BYLAW #2755 RESERVE</b>						
Highways Facilities	3,570,000	3,370,000	2,697,300	2,272,300	1,832,300	1,260,100
Storm Drain Facilities	1,719,000	1,719,000	1,719,000	1,719,000	1,695,000	1,695,000
Park Land Acquisition	558,500	407,500	395,100	297,100	260,000	233,900
<b>Total DCC</b>	<b>5,847,500</b>	<b>5,496,500</b>	<b>4,811,400</b>	<b>4,288,400</b>	<b>3,787,300</b>	<b>3,189,000</b>

## City of Courtenay

## 2020 - 2023 PROPOSED Schedule of Annual Gaming Funds Distribution

Gaming Funds Balance, December 31, 2018	\$ 1,808,181
--	--------------

## FINANCE SELECT COMMITTEE PREFERRED OPTION

Distribution: Major Categories		2019 Approved	2020 Proposed	2021 Proposed	2022 Proposed	2023 Proposed
Estimated Annual Funds Available		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Support Downtown Arts and Culture	Annual Grants:					
	CV Art Gallery	65,000	65,000	65,000	65,000	65,000
	Ctny & Dist Historical Society	50,000	50,000	50,000	50,000	50,000
	Sid Williams Theatre Society	105,000	105,000	105,000	105,000	105,000
	Downtown cultural events	5,000	5,000	5,000	5,000	5,000
	Sid Theatre, Art Gallery and Museum Strategic planning (2018 carry forward)	21,000				
		246,000	225,000	225,000	225,000	225,000
Council Initiatives & Projects	Purple ribbon Campaign	3,500	3,500	3,500	3,500	3,500
	Feb 19, 2019 Resolution - LUSH Community Garden <b>Annual Grant</b>	10,000	10,000	10,000	10,000	10,000
	Nov 19, 2018 Resolution - Heritage Refurbish Clocks (2018 carry forward)	25,000				
	July 2, 2019 Resolution - Down Town Event Traffic Control	15,000				
	Annual Grants-in-Aid (Reduction per Finance Select Committee Recommendation)	105,650	50,000	50,000	50,000	50,000
	Annual Grants-in-Aid (Management Fee to Comox Valley Community Foundation)			2,500	2,500	2,500
	Other Council Initiatives/Projects - (Increase and amalgamate Social/Green/Council Initiatives)	25,850	75,000	75,000	75,000	75,000
		185,000	138,500	141,000	141,000	141,000
Public Safety / Security	RCMP Contract Funding	405,000	405,000	405,000	405,000	405,000
Social / Societal Initiatives	Removed Annual \$50K allocation					
	April 15, 2019 St. Georges United Church Kitchen Renovation	25,000				
	Jan7, 2019 Resolution CV Coalition to end Homelessness Delegation Request	35,000				
		60,000	-	-	-	-
Infrastructure Works	Annual Provision to Infrastructure Reserve	100,000	100,000	100,000	100,000	100,000
	Infrastructure Levy Reduction (1%)	220,800	220,000	220,000	220,000	220,000
		320,800	320,000	320,000	320,000	320,000
Green Capital Projects / Innovation	Removed Annual \$50K allocation	50,000				
	Electric Charging Stations - Committed 2019-2023 Fin Plan		175,000			
		50,000	175,000	-	-	-
Total Annual Distribution		1,266,800	1,263,500	1,091,000	1,091,000	1,091,000
Projected Gaming Fund Balance	\$ 1,808,181	1,541,381	1,277,881	1,186,881	1,095,881	1,004,881