



THE CORPORATION OF THE CITY OF COURTENAY

## STAFF REPORT

**To:** Council  
**From:** Chief Administrative Officer  
**Subject:** 2022–2026 General Fund Financial Plan

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

**Date:** February 28, 2022

---

### PURPOSE:

The purpose of this report is for Council to consider the proposed 2022-2026 General Operating and Capital Fund Financial Plan.

### 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 2022-2026 General Operating and Capital Fund Financial Plan is the largest and final document to be incorporated into the City's 2022-2026 Consolidated Financial Plan.

### EXECUTIVE SUMMARY:

The proposed 2022 General Operating Fund Budget includes \$40.4 million in city operating expenditures, \$1.3 million in debt payments, \$3.2 million in contribution to various reserves, \$2.0 million in transfer to the capital fund and \$5.5 million in amortization expense. The General Capital Financial Plan includes \$11.2 million in capital expenditures.

The proposed budget for 2022 includes a recommended increase of 4.96% in municipal property taxation to cover the general operating, general capital and debt costs.

BC Assessment indicates that the average assessed value of a single-family residential property in Courtenay is \$660,000 for 2022, which represents an increase of 35% compared to 2021. The assessed value for an average business increased by about 10% compared to last year. The uneven increase of the assessed value between property classes will result in a wider range of options for Council to adjust the commercial tax multiplier for 2022. The annual impact of a 4.96% property tax increase to the property owner of an average residential home could represent between \$85 and \$178, depending how Council chooses to adjust the tax multiplier this year.

It's important to note that expenditures are not all funded from taxation. For the proposed 2022 General Operating Fund Financial Plan, taxation contributes \$29.4 million of a \$47 million operating revenue budget, and fees for services account for \$8.4 million. The details of the General Operating Revenues are outlined in Schedule 2. The proposed 2022 General Capital Program is also partly funded by revenue from taxation, about \$2 million, of which \$1.2 million was levied in 2021 and carried forward to 2022. A combination of funding from reserves, external grants, unexpended debt and gaming revenue complete the revenue required to fund the 2022 Capital Plan.

**CAO RECOMMENDATIONS:**

That based on the February 28, 2022 staff report “2022-2026 General Fund Financial Plan”, Council approve OPTION 1, and proceed with the recommended 2022-2026 General Operating and Capital Financial Plan, and direct staff to include the attached schedules in the 2022-2026 Consolidated Financial Plan Bylaw; and

That Council approve a 4.96% property tax increase for 2022.

Respectfully submitted,



Geoff Garbutt, M.Pl., MCIP, RPP  
Chief Administrative Officer

**BACKGROUND:**

Consideration and approval of a five year financial plan is an annual requirement under the BC *Community Charter*. The proposed 2022-2026 General Operating and Capital Financial Plan defines and seeks Council approval for the service priorities, operating and capital budget for each City department for the current year, and presents the projection for the next four years.

Once the General Operating and Capital Budget receives Council’s approval, all budget documents for the Water, Sewer, and General Fund will be incorporated into the City’s 2022-2026 Consolidated Financial Plan and made available for public consultation.

**DISCUSSION:**

The operating budget is one of the most important public documents a local government produces, as it establishes the government’s taxing and spending ability. 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 accountable for spending. It is also a communication tool that strives to make all of the foregoing transparent to public officials and citizens alike. Finally, the budget establishes how Council will meet the community’s needs and maintain expected levels of service.

The 2022-2026 General Fund Financial Plan has been developed collaboratively following the City’s Asset Management Bylaw 2981, adopted in December, 2019.

**2022 General Operating Fund**

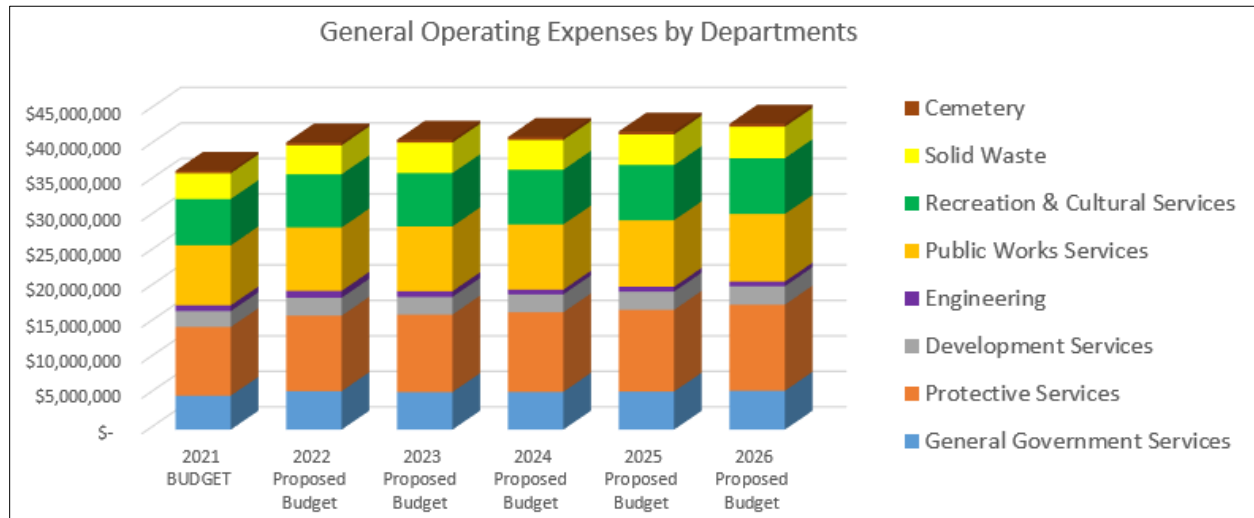
Similar to the Water and Sewer Budgets, the 2022 General Operating Budget was prepared from departmental submissions as well as consideration of multiple external sources, cost drivers and spending patterns. The General Operating Revenues and Expenditures were evaluated on the basis of public acceptance, sustainable delivery, corporate risk, financial risk and staff capacity.

The COVID-19 pandemic was again taken into consideration while developing the 2022 General Operating and Capital Budget. While the general assumption is that normal operations will resume in 2022, City Staff have developed a conservative budget for their respective departments. The use of the remaining COVID-19 Safe Restart Grant funding is included for the year 2022.

**General Operating Expenses**

The proposed General Operating Expenses Budget totals \$40.4 million for 2022, an increase of \$4.0 million from the 2021 budget, which represents a 10.9% increase. Graph 1 illustrates the budget per department from 2021 to 2026. The detailed expenses by department are provided in Schedule 3.

Graph 1: General Operating Expenses by Department 2021 – 2026 Budget



The 2022 General Operating Expenses are detailed by departments in Table 1.

**Cost Drivers**

Various internal and external cost drivers have an impact on the different department budgets. The main cost drivers are: Consumer Price Index (CPI), increases in insurance and utilities, contractual salary and wage increases, BC Provincial minimum wage and new paid sick days, and ongoing COVID-19 public health orders.

**Consumer Price Index (CPI)**

The average CPI increase for the Province of British Columbia for 2021 is estimated at 4.2% and the forecast for 2022 is 4.5%. The budget for some materials and services was adjusted to reflect a CPI increase in 2022.

**Insurance and Utilities**

An increase of 12% or \$70,000 is included for 2022 insurance expenses due to higher insured values of City assets, market conditions and a general increase for the cyber security premium. Electricity expense is increasing by 3.8% or \$32,500 in 2022, mainly due to the ongoing planned BC Hydro LED light conversion project.

**Contractual Salary, Wage and Benefit Increases**

The impact relating to annual contractual salary and wage increases for unionized staff, exempt staff and Volunteer Firefighters, amounts to approximately \$260,000 in 2022 in the General Fund. This increase also proportionally impacts benefit costs and employer’s payroll contribution, increasing them by about \$76,000.

#### Increase in minimum wage and new paid sick days

The Province of British Columbia increased the minimum wage from \$14.60 to \$15.20 an hour as of June 1, 2021 and implemented a new paid sick leave benefit, effective January 1, 2022. These changes mainly impact the wages for instructors and summer staff working for the Recreation Services Department, with an estimated cost of \$25,000 for 2022.

#### COVID-19 Public Health Orders

The 2022 budget was developed considering a cautious return to normal activities. This results in some larger variances when compared to the 2021 budget, which was adjusted to account for the impact of the public health orders. Travel and hotel budgets were reduced in 2021 and some operating and capital projects were delayed and will resume in 2022.

The 2022 budget for Recreation Programming was developed based on pre-pandemic activity level. The expenses and revenues were adjusted in the same proportion, by \$556,000, and do not impact the net bottom line.

Table 1: General Operating Expenses by Department

Department	2021 BUDGET	2022 BUDGET	Budget increase (decrease)	Variance %
General Government Services	4,782,100	<b>5,422,100</b>	640,000	13.4%
Protective Services	9,679,700	<b>10,627,500</b>	947,800	9.8%
Development Services	2,232,600	<b>2,526,300</b>	293,700	13.2%
Engineering	810,400	<b>978,800</b>	168,400	20.8%
Public Works Services	8,454,800	<b>8,918,900</b>	464,100	5.5%
Recreation & Cultural Services	6,529,300	<b>7,497,000</b>	967,700	14.8%
Solid Waste	3,627,100	<b>4,076,600</b>	449,500	12.4%
Cemetery	346,100	<b>400,100</b>	54,000	15.6%
<b>General Operating Expenses Total</b>	<b>36,462,100</b>	<b>40,447,300</b>	<b>3,985,200</b>	<b>10.9%</b>

#### *General Government Services*

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

Table 2: General Government Services Budget by Sub Departments

General Government Services	2021 BUDGET	2022 BUDGET	Budget increase (decrease)	Variance %
City Council	307,300	<b>374,200</b>	66,900	21.8%
Elections	-	<b>98,200</b>	98,200	100.0%
CAO Office	-	<b>647,000</b>	647,000	100.0%
Corporate Services	1,125,200	<b>754,000</b>	(371,200)	-33.0%
Finance	1,603,600	<b>1,749,000</b>	145,400	9.1%
Business Performance	123,800	<b>116,800</b>	(7,000)	-5.7%
Purchasing	296,200	<b>306,200</b>	10,000	3.4%
Store	122,400	<b>124,400</b>	2,000	1.6%
IT	1,519,300	<b>1,549,900</b>	30,600	2.0%
Corporate Communications	256,400	<b>419,600</b>	163,200	63.7%
Human Resources	568,000	<b>564,300</b>	(3,700)	-0.7%
Occupational Health Safety	220,500	<b>231,500</b>	11,000	5.0%
City Hall Property Maintenance	188,000	<b>224,400</b>	36,400	19.4%
Other General Government	62,800	<b>68,600</b>	5,800	9.2%
Sub-total	6,393,500	7,228,100	834,600	13.1%
Interfund Allocation	(1,611,400)	(1,806,000)	(194,600)	12.1%
<b>Total Operating Expenses</b>	<b>4,782,100</b>	<b>5,422,100</b>	<b>640,000</b>	<b>13.4%</b>

The key variances between the 2021 and 2022 budget are detailed below.

#### City Council & Elections

Additional expenses are included for the 2022 Elections, new Council training and orientation of \$12,000, the rental of the Comox Valley Regional District boardroom of \$10,000 and Council meeting supports at \$22,000. The budget allocation to support City Council has returned to pre-pandemic levels with a value of \$23,800.

#### CAO Office and Corporate Services

The Chief Administrative Officer Office is a new department created this year to separate the CAO budget from the Corporate Services budget. It includes staffing related expenses and \$50,000 to support the recent changes in the regional economic development services and consulting funds for strategic planning and indigenous relations development.

#### Finance, Business Performance, Purchasing and Store

The Finance 2022 budget includes \$75,000 to support the implementation of the new accounting standard PS3280 Asset Retirement Obligations, effective in 2023 and an additional \$15,000 to assist with the budget software implementation. In 2021, the Store was included in the Public Works Services Department and, in 2022, is included in the Finance Department.

#### Human Resources and Occupational Health & Safety

The Human Resources budget includes \$25,000 in professional fees to support departmental operations/specialist advice and \$10,000 to assist with educating staff on the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). Both initiatives are carried forward from 2021.

### Information Technologies

An additional \$15,000 is included for the annual licensing fee for the new budget software.

### Communication

Additional consulting money of \$78,000 and a temporary position of \$86,500 are included in the Communication 2022 budget to develop a communication strategy, modernize the brand standard and provide support with the upcoming City website replacement project.

### City Hall Property Maintenance

An amount of \$24,000 is included in 2022 to enhance the City Hall security system.

### Internal Allocations

Internal allocations represent a percentage of the General Government expenses transferred to the Water and Sewer Funds for administrative and operational support of these services. The intent is to transfer a reasonable amount for General Government expenditures (personnel, utilities, materials, insurance, contracted services and fleet costs) that support the provision of water and sewer services.

### Protective Services

Protective Services includes policing, fire, emergency measures, bylaw enforcement and animal control. Table 3 shows the Protective Services budget for each sub-department.

Table 3: Protective Services Budget by Sub Departments

Protective Services	2021 BUDGET	2022 BUDGET	Budget increase (decrease)	Variance %
<b>Police Protection</b>	<b>7,243,600</b>	<b>7,956,700</b>	<b>713,100</b>	<b>9.8%</b>
<b>Fire Protection</b>				
Fire Protection	1,881,600	<b>2,056,600</b>	175,000	9.3%
Fire Fleet	81,400	<b>91,200</b>	9,800	12.0%
<b>Total Fire Protection</b>	<b>1,963,000</b>	<b>2,147,800</b>	<b>184,800</b>	<b>9.4%</b>
<b>Other Protective Services</b>				
Bylaw Enforcement	200,800	<b>309,600</b>	108,800	54.2%
Emergency Programs	132,700	<b>132,800</b>	100	0.1%
Animal Control	72,600	<b>80,600</b>	8,000	11.0%
Parking Control	67,000	-	(67,000)	-100.0%
<b>Total Other</b>	<b>473,100</b>	<b>523,000</b>	<b>49,900</b>	<b>10.5%</b>
<b>Total Operating Expenses</b>	<b>9,679,700</b>	<b>10,627,500</b>	<b>947,800</b>	<b>9.8%</b>

### Policing Services

The policing budget is based on June 28, 2021 Council's approval in principle, for the City's 2022/2023 RCMP contract for 31.4 members, which includes an estimated vacancy of 2 members, in line with the 2021 estimate. An increase of \$636,000 is included, to account for the wages and benefit increases recently negotiated between the federal government and RCMP members.

Policing Services are partly funded by Gaming funds of \$405,000, Traffic Fine revenues of \$270,000 and prior year surplus of \$200,000. The balance is funded from general tax revenue.

Also included in the Policing budget is an annual amount of \$15,000 to support the Community Action Initiative (CAI) Overdose Working Group.

#### Fire Protection Services

The Fire Protection budget includes \$51,500 for a new Operations Assistant position starting mid-2022, \$72,600 in salary adjustments for the Fire full time exempt positions and \$43,500 for the Volunteer Firefighters contractual increases, and additional practices and calls.

#### Other Protective Services

The Bylaw Enforcement budget includes regularizing 2 positions: Manager of Bylaw Enforcement and Bylaw Enforcement Officer (this second position was previously included in the 2021 budget) that are being converted to address significant and ongoing increases due to public inquiries, investigations and enforcement activities. In 2022, these positions are funded by the remaining COVID-19 Safe Restart Grant and existing funding. On a go forward basis these positions will be part of the general tax requisition.

#### *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. Table 4 shows the Development Services budget by Division.

Table 4: Development Services Budget by Sub Departments

Development Services	2021 BUDGET	2022 BUDGET	Budget increase (decrease)	Variance %
Planning and Zoning	629,700	<b>628,100</b>	(1,600)	-0.3%
Building Inspections	655,100	<b>691,200</b>	36,100	5.5%
Subdivision and Development Servicing	519,800	<b>529,900</b>	10,100	1.9%
Community and Sustainability Planning	422,900	<b>322,000</b>	(100,900)	-23.9%
Tourism Development (MRDT)	-	<b>350,000</b>	350,000	100.0%
Heritage Committee	5,100	<b>5,100</b>	-	0.0%
<b>Total Operating Expenses</b>	<b>2,232,600</b>	<b>2,526,300</b>	<b>293,700</b>	<b>13.2%</b>

#### Subdivision and Development Servicing

An amount of \$100,000 for the Development Cost Charges (DCC) review has been carried forward for the last 2 years and is included in 2022.

#### Community and Sustainability Planning

The Community and Sustainability Planning group is leading the Official Community Plan update. The project is now nearing completion and the additional amount budgeted in prior years is no longer required, leading to a reduction of \$100,000 for 2022.

#### Tourism Development (MRDT)

An amount of \$350,000 is included in the 2022 expense and revenue for the re-establishment of the Municipal and Regional District Tax, previously known as the Hotel Tax. As presented to Council on January



17, 2022, the funds collected will be managed and administered by Tourism Vancouver Island, a third-party contractor, for the tourism information and destination marketing services for the Comox Valley.

### *Public Works Services*

Public Works Services (PWS) is responsible for the operations and maintenance for the majority of in-service assets, including the water and sewer utility infrastructure, storm water collection, civic facilities, parks, and transportation network for the City. Services include maintenance of trails, transit, water, sewer and solid waste collection, capital projects, cemetery maintenance, fleet maintenance, flood protection and dike maintenance.

Table 5: Public Works Services Budget by Sub Departments

Public Works Services		2021 BUDGET	2022 BUDGET	Budget increase (decrease)	Variance %
Public Works Administration		515,600	<b>587,000</b>	71,400	13.8%
Public Works Operations		985,700	<b>1,138,700</b>	153,000	15.5%
Asset Management		396,500	<b>393,500</b>	(3,000)	-0.8%
Storm Sewer		584,700	<b>571,700</b>	(13,000)	-2.2%
Transportation Services		3,429,100	<b>3,608,200</b>	179,100	5.2%
Parks					
Parks		2,713,600	<b>2,876,700</b>	163,100	6.0%
Parks - Recreation Facilities Grounds Maintenance		28,100	<b>29,200</b>	1,100	3.9%
Parks - Cultural Facilities Grounds Maintenance		6,200	<b>6,600</b>	400	6.5%
Total Parks		2,747,900	<b>2,912,500</b>	164,600	6.0%
Property Maintenance					
Property Maintenance		303,200	<b>291,900</b>	(11,300)	-3.7%
Property Maintenance - Recreation Facilities		635,000	<b>653,500</b>	18,500	2.9%
Property Maintenance - Cultural Facilities		279,800	<b>210,600</b>	(69,200)	-24.7%
Property Maintenance - Park Buildings		103,300	<b>132,600</b>	29,300	28.4%
Property Maintenance - Miscellaneous Buildings		144,500	<b>121,800</b>	(22,700)	-15.7%
Property Maintenance - Carpentry Shop		35,400	<b>37,200</b>	1,800	5.1%
Total Property Maintenance		1,501,200	<b>1,447,600</b>	(53,600)	-3.6%
<b>Sub total</b>		10,160,700	<b>10,659,200</b>	498,500	4.9%
Public Works Interfund Allocation		(1,705,900)	<b>(1,740,300)</b>	(34,400)	2.0%
<b>Total Operating Expenses</b>		<b>8,454,800</b>	<b>8,918,900</b>	<b>464,100</b>	<b>5.5%</b>

#### Public Works Services Administration

The increase is mainly due to the elimination of the PWS Administrative Staff wages and benefits allocation within PWS to Transportation and Storm Sewer sub-departments leading to an increase of \$50,600 in PWS Administration and equivalent decrease in Transportation and Storm Sewer.

#### Public Works Operations

An increase of \$73,700 is included in 2022 to address Urban Issues, such as site remediation and graffiti removal. An additional \$34,100 is included for casual labor to support with fleet maintenance.

#### Transportation Services

An amount of \$37,000 is included for a traffic study and signs for the Crown Isle Speed Reduction initiative.

The 2022 sidewalk maintenance program increased by \$35,300 which includes the return of 2 summer

students. The 2021 budget did not include any summer students due to the pandemic.

The 2022 street lights and traffic signals program budgets were adjusted by \$46,000 to reflect actual service level and pedestrian upgrades, and the electricity budget was increased by \$30,000 to account for the ongoing planned BC Hydro LED light conversion project.

A new expense of \$11,000 beginning in 2022 has been added to cover maintenance costs for a new cathodic protection system on the 5<sup>th</sup> Street Bridge.

#### Parks

The return of 4 summer students for \$72,000 is included in 2022. The 2021 Parks budget did not include any summer students due to the pandemic. The remaining variance is mainly due to contractual wages and benefit increases.

#### Property Maintenance

The overall decrease in the Property Maintenance budget is due to the completion of many operating projects in 2021, such as the Sid Williams Theatre and Native Sons exterior painting and remediation of the former Telus site. An increase of \$25,000 is included in Park Buildings to support the Downtown Ubaloo washroom open 24 hours / 7 days a week to be funded by gaming revenue. Contractual wages and benefit increases are included in the 2022 budget for the Property Maintenance staff.

#### Internal Allocations

Similar to the General Government internal allocations, a percentage of the Public Works and fleet expenses are transferred to the Water and Sewer Funds. The intent is to transfer a reasonable amount of expenditures (personnel, utilities, materials, insurance, contracted services and fleet costs) as recognition of the administrative costs necessary to provide those services.

#### Engineering

Engineering oversees the renewal of all major civic infrastructure, including water, waste water, drainage, flood protection structures and transportation services. Table 6 presents the Engineering Services budget.

Table 6: Engineering Services Budget

Engineering Services	2021 BUDGET	2022 BUDGET	Budget increase (decrease)	Variance %
Engineering Administration	482,800	501,200	18,400	3.8%
Flood Risk Assessment	25,000	200,000	175,000	700.0%
Integrated Rain Water Master Plan	165,000	150,000	(15,000)	-9.1%
Engineering Consulting	125,000	100,000	(25,000)	-20.0%
Airshed Management	-	25,000	25,000	100.0%
Transportation Study	10,000	-	(10,000)	-100.0%
CARIP	2,600	2,600	-	0.0%
<b>Total Operating Expenses</b>	<b>810,400</b>	<b>978,800</b>	<b>168,400</b>	<b>20.8%</b>

An amount of \$200,000 is included for the Flood Risk Assessment project and \$25,000 to support the regional Airshed Management project.

The Transportation Study is now completed and the Climate Action Revenue Incentive Program (CARIP) is cancelled for 2022, but is expected to be replaced by another similar program.

### *Recreation, Culture and Community Services*

The Recreation, Culture and Community Services (RCCS) Department is responsible for providing quality recreation, leisure and cultural opportunities in a healthy and safe environment. RCCS 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. Table 7 presents the Recreation, Culture and Community Services budget.

Table 7: Recreation, Culture and Community Services Budget by Division

Recreation, Culture and Community Services	2021 BUDGET	2022 BUDGET	Budget increase (decrease)	Variance %
<b>RCCS - Administration</b>				
Recreation Admin	1,147,700	<b>1,282,400</b>	134,700	11.7%
Sid Williams Theatre Administration	241,800	<b>270,000</b>	28,200	11.7%
Museum Administration	152,200	<b>182,800</b>	30,600	20.1%
Arts Centre Administration	52,800	<b>81,200</b>	28,400	53.8%
CV Arts Council	55,000	<b>81,100</b>	26,100	47.5%
Library Administration	1,455,500	<b>1,515,500</b>	60,000	4.1%
Rec & Cultural - Administration	<b>3,105,000</b>	<b>3,413,000</b>	<b>308,000</b>	<b>9.9%</b>
<b>Recreation Services - Operations</b>				
Lewis Centre Operations	1,071,000	<b>1,114,800</b>	43,800	4.1%
Filberg Operations	599,600	<b>637,000</b>	37,400	6.2%
July 1st Commission	23,000	<b>69,000</b>	46,000	200.0%
Pool Operations	63,700	<b>55,600</b>	(8,100)	-12.7%
Youth Centre Operations	43,100	<b>46,000</b>	2,900	6.7%
Special Events	30,000	<b>41,600</b>	11,600	38.7%
Washrooms	16,000	<b>41,000</b>	25,000	156.3%
Native Sons Operations	7,500	<b>7,500</b>	-	0.0%
Recreation Services - Operations	<b>1,853,900</b>	<b>2,012,500</b>	<b>158,600</b>	<b>8.6%</b>
<b>Recreation Services - Programming</b>				
Adults Programs	490,300	<b>582,000</b>	91,700	18.7%
Childrens Programs	304,600	<b>457,500</b>	152,900	50.2%
Youth Centre Programs	165,000	<b>263,400</b>	98,400	59.6%
Adapted Programs	194,500	<b>250,300</b>	55,800	28.7%
Summer Programs	175,400	<b>247,500</b>	72,100	41.1%
Pool Programs	141,900	<b>162,000</b>	20,100	14.2%
Preschool Programs	96,700	<b>104,800</b>	8,100	8.4%
Childrens Programs - Volunteer Development	2,000	<b>4,000</b>	2,000	100.0%
Recreation Services - Programming	<b>1,570,400</b>	<b>2,071,500</b>	<b>501,100</b>	<b>31.9%</b>
<b>Total Operating Expenses</b>	<b>6,529,300</b>	<b>7,497,000</b>	<b>967,700</b>	<b>14.8%</b>

#### Recreation and Culture Administration

The Recreation Administration 2022 budget includes \$110,000 for the provision of a Social and Community Development Framework. In addition, the 2022 budget includes \$100,000 for the development of a Culture Master Plan which is divided between the Cultural Facilities (\$25,000 each).

The 2022 Vancouver Island Regional Library requisition is increasing by 4.1% or \$60,000 in comparison to 2021. This requisition is funded by the library tax levy revenue.

The budget for Cultural Services includes the annual grants paid to the Comox Valley Arts Council for \$56,100 and \$44,200 paid to the Art Gallery. The Art Gallery total grant for 2022 is \$109,200 with the remaining portion of \$65,000 funded from gaming revenue.

#### Recreation Services – Operations and Programming

The 2021 Recreation Operations and Programming revenue and expenses budget was reduced to reflect a reduction in services offered to the public during the pandemic. The 2022 budget has been developed based on a cautious return to pre-pandemic activity level, resulting in a significant increase when compared to 2021: about \$467,000 for the Recreation Programming budget and \$89,000 for the Recreation Operating budget. Similar revenue increases are budgeted, resulting in immaterial impact on the overall City operating budget.

An increase of \$25,000 is included for additional janitorial supplies for the Downtown Urbaloo washroom open 24 hours / 7 days a week to be funded by gaming revenue. The remaining variance is due to contractual wages and benefits increase.

#### *Solid Waste, Recyclables, and Yard Waste*

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 via the services of a private contractor. Although this service is included in the general operating budget, it is fully funded by user fees and provincial grants and has no impact on taxation. The 2022 Solid Waste, Recyclables and Yard Waste Budget has been presented and endorsed by Council on December 3, 2021.

While solid waste collection services are currently being reviewed and discussed with Council, a conservative budget has been prepared for 2022, with no changes to the services currently offered. An independent review of the solid waste cost of service revealed an insufficient funding of the Institutional, Commercial and Industrial (ICI) and multi-residential apartment and condo (non-curbside) services, offset by single residential and multi-residential curbside revenues. For 2022, a general increase of 5% for residential user fees and 15% for ICI and multi-residential user fees has been approved by Council.

The Solid Waste 2022 budget, shown in Table 8, includes an increase for the current collection service contract coming to term on April 30, 2022, with a possible 6 month extension. The CVRD tipping fees include an increase for organics and yard waste being sent for processing at the new regional organics processing facility starting Q4-2022 at an estimated cost of \$110 per tonne. Additional expenses have been included in the 2022 budget for a solid waste coordinator (two year term) and legal services to

support establishing a new solid waste collection contract and to assist with upcoming changes to the services including initiation of organic waste collection.

The work done by Public Works Services to collect solid waste around the City is included under Garbage Collection.

Table 8: Solid Waste Budget by Activity

Solid Waste	2021 BUDGET	2022 BUDGET	Budget increase (decrease)	Variance %
Solid Waste Contract	1,889,000	<b>2,059,100</b>	170,100	9.0%
CVRD Tipping Fees	1,548,800	<b>1,645,300</b>	96,500	6.2%
Public Education & Awareness	64,700	<b>168,000</b>	103,300	159.7%
Garbage Collection	124,600	<b>144,200</b>	19,600	15.7%
Professional Services	-	<b>60,000</b>	60,000	100.0%
<b>Total Operating Expenses</b>	<b>3,627,100</b>	<b>4,076,600</b>	<b>449,500</b>	<b>12.4%</b>

### *Cemetery*

This section includes the cost of the City's cemetery administration, maintenance and operation, grave preparation and niche wall maintenance. The 2022 budget presented in Table 9 has been adjusted for the contractual increase in wages and benefits.

Table 9: Cemetery Budget by Activity

Cemetery	2021 BUDGET	2022 BUDGET	Budget increase (decrease)	Variance %
Cemetery Maintenance and Operation	251,200	<b>286,000</b>	34,800	13.9%
Cemetery Administration	74,700	<b>95,200</b>	20,500	27.4%
Cemetery Building R&M	20,200	<b>18,900</b>	(1,300)	-6.4%
<b>Total Operating Expenses</b>	<b>346,100</b>	<b>400,100</b>	<b>54,000</b>	<b>15.6%</b>

### *Transfers to Reserves*

Contributions are made every year to the various reserves, such as the Machinery and Equipment, the New Works and the Infrastructure Renewal Reserves. These reserves provide funding for capital projects and in some cases operating projects.

For the last 2 years, Staff has been recommending increasing the transfers to maintain the reserves and provide sufficient funds for future projects. An additional \$25,000 to the New Works - Capital Building Reserve and a contribution of \$128,300 to the Capital Infrastructure Renewal Reserve funded by gaming revenue, are included for 2022. An additional \$50,000 to the Machinery & Equipment Reserve is also included for 2022. The Carbon Offset contribution has been eliminated, due to the CARIP cancellation. The transfers to reserves total just over \$3.2 million for 2022 as listed in Table 10. Schedule 9 provides an

estimate of the surplus and reserve balances for the next five years.

Table 10: Transfers to General Fund Reserves

Transfers to Reserves	2021 BUDGET	2022 BUDGET	Budget increase (decrease)	Variance %
Transfer to Reserves	1,440,000	1,440,000	-	0.0%
Transfer to New Works Reserve	725,000	878,300	153,300	21.1%
Transfer to Machinery & Equipment Reserve	700,000	750,000	50,000	7.1%
Transfer to Interfund Interest	150,000	150,000	-	0.0%
Cemetery Care Fund	15,000	15,000	-	0.0%
Transfer To MFA Reserve	6,800	6,900	100	1.5%
Transfer to General Public Parking Reserve	5,200	2,500	(2,700)	-51.9%
Carbon Offsets (CARIP Program)	18,800	-	(18,800)	-100.0%
<b>Total Transfers to Reserves</b>	<b>3,060,800</b>	<b>3,242,700</b>	<b>181,900</b>	<b>5.9%</b>

### *General Capital Expenses*

The proposed 2022 – 2026 General Capital Financial Plan has been constrained to a scope and scale that recognizes the City’s capacity to realistically complete the planned capital projects within existing staff and financial capacity, and with priority given to finalize the in-progress projects.

As summarized in Table 11 below, the 2022 financial plan includes a total of \$11,223,300 in projected capital expenditures. Those projects are funded from a variety of reserves, prior year unexpended funds, grants, developer contributions, general taxation, and prior years surplus.

Table 11: 2021-2026 General Capital Plan Summary by Departments

5 Year Capital Plan	2021 Budget	2022 Proposed Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	Total 2022-2026 Budget
Public Works	4,770,400	5,489,700	4,626,000	10,657,800	2,814,000	2,382,000	25,969,500
Engineering	7,327,000	2,330,600	4,644,000	3,077,000	1,934,400	3,250,000	15,236,000
Fire Department	1,969,300	2,155,000	70,000	500,000	6,655,000	395,000	9,775,000
Recreation & Culture	215,400	733,600	500,000	590,000	765,000	365,000	2,953,600
General Government Services	270,000	415,000	250,000	400,000	300,000	225,000	1,590,000
Development Services	200,000	99,400					99,400
<b>Grand Total</b>	<b>14,752,100</b>	<b>11,223,300</b>	<b>10,090,000</b>	<b>15,224,800</b>	<b>12,468,400</b>	<b>6,617,000</b>	<b>55,623,500</b>

Attached are Schedule 4 – 2022-2026 General Capital Expenditures and Schedule 5 – General Capital Expenditures for 2022 with Source of Funding, providing the detailed capital project lists by department.

### *General Revenues*

#### *Property Taxes*

The proposed increase in property tax for general municipal and debt purposes, excluding new construction revenues, is 4.96% for 2022. Of this increase, 4.40% is required to cover the general operating expenses and 0.56% is due to the increased debt costs.

The proposed budget for 2022 does not include a tax increase for the capital infrastructure renewal levy. Staff recommends to fund the 2022 infrastructure levy amount, equivalent to a 0.5% tax increase or \$128,300, from gaming revenue and resume the capital infrastructure renewal levy in 2023.

#### *Non Market Change and Supplementary Adjustments*

Based on the latest 2022 Non Market Change report provided by BC Assessment, the City is expecting to receive approximately \$500,000 in additional taxation revenue from new construction. BC Assessment is also projecting potential supplementary adjustments in 2022, which Staff estimates could result in a reduction to taxation revenue of approximately \$150,000.

The additional revenue from new construction is cumulative and used to support the cost of new City infrastructure, services and labour necessary to operate and maintain existing levels of service relative to the growth.

#### *Other Revenue Sources*

Table 12 provides a summary of the revenue included in the 2022 Budget. Further detail is available in Schedule 2.

Table 12 General Operating Revenues

General Operating Revenues	2021 BUDGET	2022 BUDGET	Variance	Variance %
Taxation - Municipal Purposes	27,703,600	<b>29,417,200</b>	1,713,600	6.2%
Portion of Grants in place of Taxes	(174,200)	<b>(177,700)</b>	(3,500)	2.0%
<b>Net Municipal Taxes</b>	<b>27,529,400</b>	<b>29,239,500</b>	<b>1,710,100</b>	<b>6.2%</b>
Grants-in-Lieu of Taxes	493,500	<b>503,500</b>	10,000	2.0%
1 % Revenue Tax	409,400	<b>411,000</b>	1,600	0.4%
<b>Taxes for Municipal Purposes</b>	<b>28,432,300</b>	<b>30,154,000</b>	<b>1,721,700</b>	<b>6.1%</b>
Revenue from Own Sources	7,143,900	<b>8,381,400</b>	1,237,500	17.3%
Revenue from Other Governments & Agencies	2,080,900	<b>2,105,700</b>	24,800	1.2%
Investment and Penalty Revenue	822,200	<b>722,500</b>	(99,700)	-12.1%
Revenue from Other Sources	149,700	<b>158,200</b>	8,500	5.7%
Transfer from Reserve	2,340,000	<b>1,573,300</b>	(766,700)	-32.8%
Transfer from Reserve from Future Expenditures	298,200	<b>1,193,000</b>	894,800	300.1%
Transfer from Surplus	1,066,600	<b>2,690,600</b>	1,624,000	152.3%
<b>Grand Total</b>	<b>42,333,800</b>	<b>46,978,700</b>	<b>4,644,900</b>	<b>11.0%</b>

#### *Revenue from own sources*

The 2022 Recreation Programming and Operations budgeted revenues were adjusted by about \$556,000 to account for a cautious return to pre-pandemic operations and are offset by a similar increase in operating expenses.



This category also includes an increase of \$350,000 for the Municipal and Regional District Tax, previously known as the Hotel Tax. This revenue is offset by an equivalent expense, as the funds collected are transferred, administered and managed by a third party to support the development and marketing of the Comox Valley tourism industry.

A reduction of \$256,000 is included in 2022 as the Courtenay Fire Department is no longer servicing Greater Merville Fire Protection Area. The 2022 building permit revenue is expected to increase by \$100,000 comparing to 2021.

Interest revenue budgeted for 2022 was reduced by \$100,000 to account for lower interest rates.

#### *Community Works Fund – Community Building Grant Revenues*

The City of Courtenay receives approximately \$1.1 million per year in Federal Community Building revenue (formerly known as Gas Tax) through the Community Works Fund administered by the Union of BC Municipalities (UBCM). These funds are deposited into a reserve and used to fund eligible capital and operating projects as required. In 2022, about \$2.26 million of Community Building revenue is used to fund various capital projects, as detailed below in Table 13.

Table 13: Community Building funding for 2022 capital projects

	Project description	2022 Proposed Budget	2022 Gas Tax Funding
Engineering	Storm Drainage - 200 Back Rd Storm Inlet improvement	40,000	40,000
	5th St Bridge Rehabilitation	1,902,100	640,000
	6th St Bridge Multi-Use Active Transportation Bridge	328,500	128,500
<b>Engineering Total</b>		<b>2,270,600</b>	<b>808,500</b>
Public Works - Transportation	Cycling Network Plan Improvements Implementation	150,000	150,000
	Pedestrian, Cycling and Pavement Renewal Program	1,373,000	1,300,000
<b>Public Works - Transportation Total</b>		<b>1,523,000</b>	<b>1,450,000</b>
<b>Grand Total</b>		<b>3,793,600</b>	<b>2,258,500</b>

The estimated December 31, 2022 balance in the Community Building Reserve is \$1,901,500.

#### *COVID-19 Safe Restart Grant for Local Governments*

In November 2020, the City of Courtenay received a grant of \$4,149,000 under the COVID-19 Safe Restart Grant for Local Governments funding stream, distributed by the Ministry of Municipal Affairs and Housing, to assist with the increased operating costs and lower revenue as a result of the pandemic. The grant was used as a funding source in 2020 and 2021. Of the \$200,000 identified in 2021 for unexpected costs / revenue reduction, \$140,000 remains unallocated at the end of 2021. Staff recommends using this amount to fund the additional bylaw enforcement support included in the 2022 budget. An amount of \$19,500 is also carried forward to 2022 for the completion of the City Hall renovations, included in the 2022 capital program.

Schedule 7 provide the detailed used of the COVID-19 Safe Restart Grant for Local Government.



### *Gaming Funds*

As a host local government of a gaming facility, the City receives a 10% share of the net gaming revenue every year, which may be used for “any purpose within their legal authority”. As a result of the COVID-19 pandemic, the local casino has been closed between March 2020 and July 2021. The operations at the local casino have now resumed and City Staff has cautiously adjusted the 2022 gaming revenues projection to account for a gradual return to normal operations.

For 2022, Staff proposes to use gaming revenue to fund the additional expenses related to the Downtown Urbaloo washroom open 24 hours / 7 days a week, estimated at \$50,000 and the infrastructure renewal contribution to reserve, equivalent to a 0.5% tax increase or \$128,300.

Schedule 8 provides a summary of the recommended use of these funds over the next five years.

As at December 31, 2021, the gaming fund has an unaudited surplus balance of \$1,876,400. Past practice has been to maintain one year of revenue in the fund.

### *Other Funding Sources*

Annually the City of Courtenay receives approximately \$270,000 in Traffic Fine Revenue from the Province. These funds go directly to funding the cost of policing.

### *Operating Surplus*

Unlike the federal and provincial governments in Canada, municipalities are not permitted to operate with a deficit. In order to balance the 2022 General Budget and keep property tax rates reasonable, Staff recommends the use of \$2.7 million of prior year surplus. This includes \$200,000 to fund the cost of policing, which is consistent with prior year practice. Pending the final 2021 audited balances, the remaining general operating surplus funds are projected to total approximately \$7.3 million. This includes the use of \$2.1 million of the COVID-19 Safe Restart Grant funding utilized in 2020 and 2021 to offset the loss of recreation and interest revenues.

The proposed 2022-2026 Financial Plan uses \$5.5 million of this balance over the next 3 years to assist with keeping property tax rates within a reasonable range. Schedule 9 provides an estimate of the surplus balance for the next five years.

Prior year surplus is accumulated from past years where the city operations have been under-budget, more revenue was received than anticipated, or capital budgets have been deferred or cancelled pending prioritization based on condition assessment data. Under-budget situations can occur for a variety of reasons such as unanticipated staff vacancies and insufficient capacity to complete projects, years where anticipated snow and ice control resources have been budgeted but have not been needed, or the receipt of higher or unanticipated revenues or grants. Historically, the City has taken a conservative approach to the use of prior year surplus to avoid the risk of potential cash flow and deficit situations.

Staff recommends that policy guidance be adopted by Council with respect to the prior year surplus and reserves management. Ideally, a surplus and reserves policy would define the appropriate level and use of surplus and reserves in order to maintain funds available for contingency and provide stable funding for anticipated capital renewal needs. Council has established “Financial Policies” as one of their Financial Services operational strategic priorities.

*Borrowing*

The financial plan does not include borrowing in 2022, but does include \$2.25 million in 2023 for the new 6<sup>th</sup> Street Multi-Use Active Transportation Bridge project.

The City currently utilizes approximately 16% of its total allowable debt servicing capacity. The total allowable debt servicing capacity represents 25% of the prior year operating revenues.

Borrowing is the principal source of funding for several large projects included in the General Fund Capital Plan, for a total of \$19.9 million over the next 4 years as detailed in Schedule 6. Schedule 6 also provides the projected debt servicing costs budgeted and funded in the General Operating Fund. The City will be using an estimated 21% of its allowable debt servicing capacity by the end of 2026 which also includes the new debt for Water and Sewer projects over the next 4 years (respectively \$3.8 million and \$7.3 million).

Short-term capital borrowing is available for municipalities up to a total of \$50 per capita, which represents approximately \$1.4 million for the City of Courtenay.

**FINANCIAL IMPLICATIONS:**

In order to balance the proposed 2022-2026 General Operating Financial Plan, a 4.96% increase to property taxation is included to cover 2022 expenses, which represents \$1.1 million in additional revenue.

Based on the 2022 preliminary values presented by BC Assessment, the assessed value for the average residential property is increasing by 32% and the average business is increasing by 10%. Table 14 below shows the estimated impact of the assessed value change on the tax increase.

Table 14: Average Assessed Value and 2022 Tax Increase estimated for Class 1 and Class 6 Properties

Property Class	Average Assessed Value *Based on Dec4.2021 Completed Roll			Estimated Tax increase - no change to multiplier: 3.50		Estimated Tax increase - multiplier adjusted for even increase : 4.22	
	2021	2022	%	\$	%	\$	%
<b>1 - Residential</b>	\$ 475,915	\$ 629,456	32.3%	\$ 178	12.5%	\$ 85	5.9%
<b>6 - Business</b>	\$ 855,308	\$ 940,189	9.9%	\$ (581)	-6.9%	\$ 552	5.9%

Based on the City’s 2021 tax rate methodology and commercial tax multiplier, the following impact is estimated for the residential class:

The annual property tax increase for an average residential property, valued at \$629,456 for 2022, is estimated to be about \$178 for the municipal taxation portion of the tax notice.

Table 15 provides the estimated impact of all rates, fees, and tax increases for the average Courtenay residential property assuming a 4.96% taxation increase for the City of Courtenay portion of the tax notice only.

Table 15: Impact of 4.96% tax increase on Average Residential Property assessed at \$629,456

Total estimated City increases for 2022 For an average residential property	Estimated Tax increase	
	No change to multiplier: 3.50	Mutliplier adjusted for even increase : 4.22
General & Debt Taxation	\$ 178.00	\$ 85.00
Sewer User Fees	\$ 26.37	\$ 26.37
Sewer Frontage Tax	-	-
Water User Fees	\$ 10.12	\$ 10.12
Water Frontage Tax	-	-
Solid Waste User Fees	\$ 9.12	\$ 9.12
<b>Total of all City increases</b>	<b>\$ 223.61</b>	<b>\$ 130.61</b>

These are preliminary estimates based on the current rate methodology and assessment information. Council will have the opportunity to review the commercial tax rate multiplier and finalize all tax rates in April 2022 once the tax revenue percentage increase has been approved and BC Assessment has published the revised roll for 2022.

#### **ADMINISTRATIVE IMPLICATIONS:**

Subsequent to Council endorsement of the proposed 2022-2026 General Operating and Capital Fund Financial Plan, the schedules will become part of the 2022-2026 Consolidated Financial Plan Bylaw. This bylaw will be brought forward for Council consideration and public consultation in March 2022.

Staff will present the information in regard to 2022 property tax rates and setting the commercial tax rate multiplier in April 2022, once BC Assessment has confirmed the assessed value by property classes for 2022.

Both the 2022-2026 Financial Plan Bylaw and the 2022 Property Tax Rates Bylaw must be finally adopted no later than May 13, 2022.

#### **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.

**STRATEGIC PLAN REFERENCE:**

In preparing the 2022 General Fund 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 2022 General Fund 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 2022-2026 General Fund 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 2022-2026 General Fund 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:

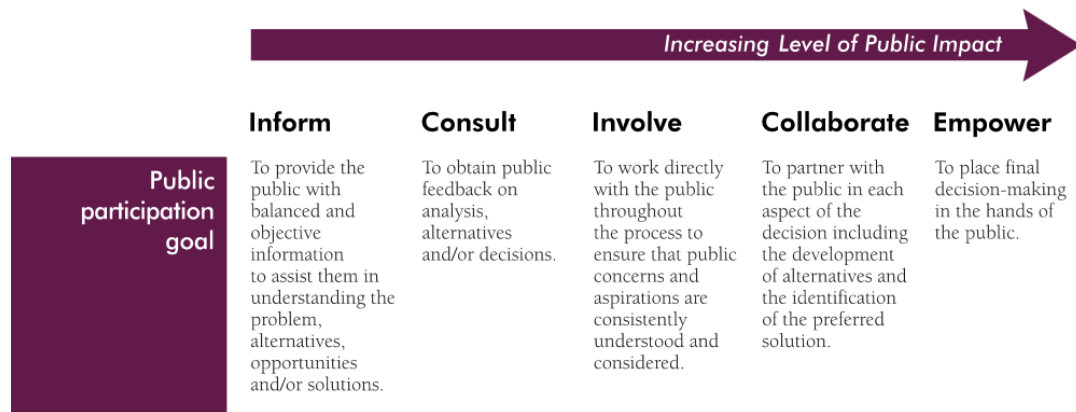
- ❖ Ecosystems, Natural Areas and Parks
- ❖ Transportation and Infrastructure
- ❖ Local Economic Development
- ❖ Climate Change

**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 2022-2026 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 2022-2026 Consolidated 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 proceed with the recommended 2022-2026 General Operating and Capital Fund Financial Plan, and direct staff to include the attached schedules in the 2022-2026 Consolidated Financial Plan Bylaw;


And that Council approve a 4.96% property tax increase for 2022.

OPTION 2: That Council amends the proposed 2022-2026 General Operating and Capital Fund Financial Plan, and directs Staff to include the amended schedules in the 2022-2026 Consolidated Financial Plan Bylaw.

OPTION 3: That Council defer the endorsement of the proposed 2022-2026 General Operating and Capital Fund Financial Plan for further discussion at a later Council meeting.

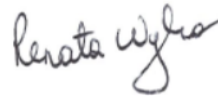
It should be noted that deferring endorsement of this financial plan may hinder Council's ability to meet the May 13, 2022 deadline to adopt a five year financial plan and therefore impact the City's ability to generate tax notices on time.

Prepared by:



Annie Bérard, CPA, CMA, MBA  
Manager of Financial Planning, Payroll  
and Business Performance

Reviewed by:



Renata Wyka, CPA, CGA  
Acting Director of Financial Services

Concurrence by:



Geoff Garbutt, M.Pl., MCIP, RPP  
Chief Administrative Officer

**Attachments:**

- Schedule 1 – General Operating Fund Summary 2022-2026
- Schedule 2 – General Operating Revenues Detail 2022-2026
- Schedule 3 – General Operating Expenses by Department 2022-2026
- Schedule 4 – General Capital Expenditures 2022-2026
- Schedule 5 – General Capital Expenditures for 2022 with Source of Funding

- Schedule 6 – General Capital Borrowing and Debt Servicing Costs
- Schedule 7 – 2020-2022 Proposed Use of COVID-19 Safe Restart Grant for Local Governments
- Schedule 8 – 2022-2026 Proposed Gaming Funds Distribution
- Schedule 9 – General Surplus, Reserves and DCC 2022-2026

General Operating Fund	Budget	Budget	Proposed Budget			
	2021	2022	2023	2024	2025	2026
<b>Tax rate increase</b>						
General Taxation	2.00%	<b>4.40%</b>	5.00%	3.25%	3.25%	3.25%
Debt Levy	-0.14%	<b>0.56%</b>	0.10%	1.51%	0.90%	0.35%
Infrastructure Reserve Levy	0.00%	<b>0.00%</b>	0.50%	0.75%	0.75%	1.00%
	1.86%	<b>4.96%</b>	5.60%	5.51%	4.90%	4.60%
<b>REVENUES</b>						
<b>Taxes</b>						
General Municipal Taxes	27,703,600	<b>29,417,200</b>	31,463,700	33,476,500	35,299,900	37,067,400
Collections for Other Governments (Estimate)	23,972,800	<b>24,451,100</b>	24,938,900	25,436,500	25,944,000	25,944,000
Total Taxes Collected	51,676,400	<b>53,868,300</b>	56,402,600	58,913,000	61,243,900	63,011,400
<b>Less:</b>						
Property Taxes for Other Governments (Estimate)	(23,972,800)	<b>(24,451,100)</b>	(24,938,900)	(25,436,500)	(25,944,000)	(25,944,000)
Portion of Grants in Place of Taxes	(174,200)	<b>(177,700)</b>	(181,200)	(184,700)	(188,400)	(188,400)
	(24,147,000)	<b>(24,628,800)</b>	(25,120,100)	(25,621,200)	(26,132,400)	(26,132,400)
Net Municipal Taxes	27,529,400	<b>29,239,500</b>	31,282,500	33,291,800	35,111,500	36,879,000
Grants in Lieu of Taxes	493,500	<b>503,500</b>	513,500	523,800	534,200	534,200
% of Revenue Tax	409,400	<b>411,000</b>	411,000	411,000	411,000	411,000
<b>Taxes for Municipal Purposes</b>	<b>28,432,300</b>	<b>30,154,000</b>	<b>32,207,000</b>	<b>34,226,600</b>	<b>36,056,700</b>	<b>37,824,200</b>
<b>Fees and Charges</b>	<b>7,143,900</b>	<b>8,381,400</b>	<b>8,635,600</b>	<b>8,704,400</b>	<b>8,781,600</b>	<b>8,910,400</b>
<b>Revenue from Other Sources</b>	<b>971,900</b>	<b>880,700</b>	<b>1,070,400</b>	<b>1,072,700</b>	<b>1,072,700</b>	<b>1,072,700</b>
<b>Transfers from Other Govt &amp; Agencies</b>	<b>2,080,900</b>	<b>2,105,700</b>	<b>2,096,700</b>	<b>2,107,100</b>	<b>2,118,200</b>	<b>2,129,700</b>
<b>Transfers-Reserves</b>	<b>2,340,000</b>	<b>1,573,300</b>	<b>1,102,000</b>	<b>1,097,000</b>	<b>1,140,200</b>	<b>1,090,000</b>
<b>Transfers-Surplus</b>	<b>1,364,800</b>	<b>3,883,600</b>	<b>1,786,300</b>	<b>1,075,000</b>	<b>62,500</b>	<b>50,000</b>
<b>General Operating Revenues</b>	<b>42,333,800</b>	<b>46,978,700</b>	<b>46,898,000</b>	<b>48,282,800</b>	<b>49,231,900</b>	<b>51,077,000</b>
<b>Equity in Capital Assets</b>	<b>4,800,000</b>	<b>5,500,000</b>	<b>5,500,000</b>	<b>5,500,000</b>	<b>5,500,000</b>	<b>5,500,000</b>
	<b>47,133,800</b>	<b>52,478,700</b>	<b>52,398,000</b>	<b>53,782,800</b>	<b>54,731,900</b>	<b>56,577,000</b>
<b>EXPENDITURES</b>						
<b>Operating Expenditures</b>						
General Government	4,782,100	<b>5,422,100</b>	5,286,800	5,322,300	5,368,200	5,474,500
Protective Services	9,679,700	<b>10,627,500</b>	10,925,500	11,200,300	11,506,500	12,136,100
Public Works Services	8,454,800	<b>8,918,900</b>	9,136,000	9,181,700	9,373,600	9,518,500
Engineering Services	810,400	<b>978,800</b>	803,200	657,600	673,200	652,700
Environmental Health Services	3,627,100	<b>4,076,600</b>	4,297,600	4,197,200	4,306,300	4,417,600
Public Health Services	346,100	<b>400,100</b>	406,600	412,500	419,100	425,600
Development Services	2,232,600	<b>2,526,300</b>	2,485,100	2,531,100	2,576,900	2,595,800
Recreation & Cultural Services	6,529,300	<b>7,497,000</b>	7,491,200	7,709,500	7,769,800	7,866,200
Total Operating Expenses	36,462,100	<b>40,447,300</b>	40,832,000	41,212,200	41,993,600	43,087,000
<b>Amortization</b>	<b>4,800,000</b>	<b>5,500,000</b>	<b>5,500,000</b>	<b>5,500,000</b>	<b>5,500,000</b>	<b>5,500,000</b>
<b>Debt Servicing Costs</b>	<b>1,268,700</b>	<b>1,296,800</b>	<b>1,323,700</b>	<b>1,778,500</b>	<b>2,067,300</b>	<b>2,186,900</b>
	<b>42,530,800</b>	<b>47,244,100</b>	<b>47,655,700</b>	<b>48,490,700</b>	<b>49,560,900</b>	<b>50,773,900</b>
<b>Transfer to Capital Fund</b>	<b>1,542,200</b>	<b>1,991,900</b>	<b>1,381,500</b>	<b>1,774,400</b>	<b>804,000</b>	<b>695,900</b>
<b>Transfer to Reserve Funds</b>	<b>3,060,800</b>	<b>3,242,700</b>	<b>3,360,800</b>	<b>3,517,700</b>	<b>3,603,400</b>	<b>3,769,500</b>
<b>Transfer to Surplus</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>763,600</b>	<b>1,337,700</b>
	<b>4,603,000</b>	<b>5,234,600</b>	<b>4,742,300</b>	<b>5,292,100</b>	<b>5,171,000</b>	<b>5,803,100</b>
	<b>47,133,800</b>	<b>52,478,700</b>	<b>52,398,000</b>	<b>53,782,800</b>	<b>54,731,900</b>	<b>56,577,000</b>



General Operating Fund Revenues	Budget	Budget	Proposed Budget			
	2021	2022	2023	2024	2025	2026
<b>REVENUES</b>						
<b>Property Taxes</b>						
General Property Taxes	24,402,200	<b>26,258,900</b>	28,096,900	29,526,300	31,002,100	32,525,900
General Property Taxes - New Construction	750,000	<b>500,000</b>	500,000	500,000	500,000	500,000
Infrastructure & Asset Management Levy	-	-	136,300	218,200	228,900	320,000
Debt Levy	1,149,300	<b>1,296,800</b>	1,323,700	1,778,500	2,067,300	2,186,900
General Tax Supplementary Adjustment	(50,000)	<b>(150,000)</b>	(150,000)	(150,000)	(150,000)	(150,000)
Library	1,452,100	<b>1,511,500</b>	1,556,800	1,603,500	1,651,600	1,684,600
Total Municipal Property Taxes	27,703,600	<b>29,417,200</b>	31,463,700	33,476,500	35,299,900	37,067,400
Collections for Other Governments (Estimate)	23,972,800	<b>24,451,100</b>	24,938,900	25,436,500	25,944,000	25,944,000
Total Property Taxes	51,676,400	<b>53,868,300</b>	56,402,600	58,913,000	61,243,900	63,011,400
<b>Less:</b>						
Property Taxes for Other Governments (Estimate)	(23,972,800)	<b>(24,451,100)</b>	(24,938,900)	(25,436,500)	(25,944,000)	(25,944,000)
Portion of Grants in Place of Taxes	(174,200)	<b>(177,700)</b>	(181,200)	(184,700)	(188,400)	(188,400)
	(24,147,000)	<b>(24,628,800)</b>	(25,120,100)	(25,621,200)	(26,132,400)	(26,132,400)
Net Municipal Taxes	27,529,400	<b>29,239,500</b>	31,282,500	33,291,800	35,111,500	36,879,000
Grants in Lieu of Taxes	493,500	<b>503,500</b>	513,500	523,800	534,200	534,200
% of Revenue Tax	409,400	<b>411,000</b>	411,000	411,000	411,000	411,000
Taxes for Municipal Purposes	<b>28,432,300</b>	<b>30,154,000</b>	<b>32,207,000</b>	<b>34,226,600</b>	<b>36,056,700</b>	<b>37,824,200</b>
<b>Fees and Charges</b>						
Cemetery	156,200	<b>156,600</b>	157,100	157,100	157,100	157,100
Development Services	1,034,600	<b>1,134,200</b>	1,048,400	1,050,900	1,053,500	1,053,500
General Government Services	624,700	<b>985,300</b>	1,003,700	1,018,400	1,033,400	1,040,800
Protective Services	829,100	<b>592,800</b>	602,300	612,000	621,900	632,000
Public Works Services	7,100	<b>16,500</b>	16,500	16,500	16,500	16,500
Recreation & Cultural Services	1,127,700	<b>1,760,200</b>	1,866,100	1,888,400	1,918,200	1,929,800
Solid Waste	3,364,500	<b>3,735,800</b>	3,941,500	3,961,100	3,981,000	4,080,700
Total Fees and Charges	<b>7,143,900</b>	<b>8,381,400</b>	<b>8,635,600</b>	<b>8,704,400</b>	<b>8,781,600</b>	<b>8,910,400</b>
Interests and Penalties	822,200	<b>722,500</b>	922,800	922,800	922,800	922,800
Revenue from Other Sources	149,700	<b>158,200</b>	147,600	149,900	149,900	149,900
Transfers from Other Govt & Agencies	2,080,900	<b>2,105,700</b>	2,096,700	2,107,100	2,118,200	2,129,700
<b>Transfers from Other Funds</b>						
Transfers-Reserves	2,340,000	<b>1,573,300</b>	1,102,000	1,097,000	1,140,200	1,090,000
Transfers-Reserves for Future Expenditures	298,200	<b>1,193,000</b>	12,500	13,500	-	-
Transfers-Prior Year Surplus	1,066,600	<b>2,690,600</b>	1,773,800	1,061,500	62,500	50,000
Total Transfers from Other Funds	<b>3,704,800</b>	<b>5,456,900</b>	<b>2,888,300</b>	<b>2,172,000</b>	<b>1,202,700</b>	<b>1,140,000</b>
	42,333,800	<b>46,978,700</b>	46,898,000	48,282,800	49,231,900	51,077,000
Equity in Capital Assets	4,800,000	<b>5,500,000</b>	5,500,000	5,500,000	5,500,000	5,500,000
	<b>47,133,800</b>	<b>52,478,700</b>	<b>52,398,000</b>	<b>53,782,800</b>	<b>54,731,900</b>	<b>56,577,000</b>

General Operating Fund Operating Expenses	Budget	Budget	Proposed Budget			
	2021	2022	2023	2024	2025	2026
<b>OPERATING EXPENDITURES</b>						
<b>General Government</b>						
City Council	307,300	<b>374,200</b>	396,300	381,500	386,800	404,200
Elections	-	<b>98,200</b>	-	-	-	119,000
CAO Office	-	<b>647,000</b>	608,500	620,300	632,200	644,500
Corporate Services	1,125,200	<b>754,000</b>	764,200	773,400	783,000	792,600
Corporate Communications	256,400	<b>419,600</b>	379,700	298,000	302,500	276,700
Finance	1,603,600	<b>1,749,000</b>	1,754,900	1,764,900	1,801,600	1,834,000
Business Performance	123,800	<b>116,800</b>	120,100	122,400	124,700	127,100
Purchasing	296,200	<b>306,200</b>	312,000	317,900	323,900	327,900
Store	122,400	<b>124,400</b>	126,200	128,000	130,000	132,000
Human Resources	568,000	<b>564,300</b>	588,300	624,500	643,300	652,300
Occupational Health Safety	220,500	<b>231,500</b>	235,200	247,900	242,800	244,600
IT	1,519,300	<b>1,549,900</b>	1,537,800	1,619,200	1,618,200	1,575,400
Other General Government	62,800	<b>68,600</b>	68,900	69,000	69,100	69,100
City Hall Property Maintenance	188,000	<b>224,400</b>	203,100	204,600	206,300	207,400
Sub-total	6,393,500	<b>7,228,100</b>	7,095,200	7,171,600	7,264,400	7,406,800
Interfund Allocation	(1,611,400)	<b>(1,806,000)</b>	(1,808,400)	(1,849,300)	(1,896,200)	(1,932,300)
<b>Total General Government</b>	<b>4,782,100</b>	<b>5,422,100</b>	<b>5,286,800</b>	<b>5,322,300</b>	<b>5,368,200</b>	<b>5,474,500</b>
<b>Protective Services</b>						
Police Protection	7,243,600	<b>7,956,700</b>	8,105,400	8,378,800	8,651,500	8,959,800
Fire Protection	1,963,000	<b>2,147,800</b>	2,291,600	2,280,200	2,308,100	2,623,800
Animal Control	72,600	<b>80,600</b>	80,700	80,700	80,700	80,700
Bylaw Enforcement	200,800	<b>309,600</b>	315,000	327,800	333,400	339,000
Emergency Programs	132,700	<b>132,800</b>	132,800	132,800	132,800	132,800
Parking Control	67,000	-	-	-	-	-
<b>Total Protective Services</b>	<b>9,679,700</b>	<b>10,627,500</b>	<b>10,925,500</b>	<b>11,200,300</b>	<b>11,506,500</b>	<b>12,136,100</b>
<b>Public Works Services</b>						
Public Works Administration	515,600	<b>587,000</b>	598,300	608,300	619,400	629,500
Public Works Operations	985,700	<b>1,138,700</b>	1,176,100	1,188,900	1,206,400	1,213,700
Asset Management	396,500	<b>393,500</b>	408,700	379,100	379,600	415,200
Transportation Services	3,429,100	<b>3,608,200</b>	3,701,400	3,729,800	3,828,800	3,873,200
Storm Sewer	584,700	<b>571,700</b>	582,100	588,800	599,200	605,900
Property Maintenance	303,200	<b>291,900</b>	315,900	300,600	305,000	306,700
Property Maintenance - Carpentry Shop	35,400	<b>37,200</b>	38,100	38,500	39,000	39,400
Property Maintenance - Miscellaneous Buildings	144,500	<b>121,800</b>	124,800	125,800	127,000	127,700
Property Maintenance - Park Buildings	103,300	<b>132,600</b>	109,200	109,900	110,800	111,500
Property Maintenance - Recreation Facilities	635,000	<b>653,500</b>	669,100	674,200	680,600	685,800
Property Maintenance - Cultural Facilities	279,800	<b>210,600</b>	214,300	215,300	217,100	218,100
Parks	2,713,600	<b>2,876,700</b>	2,902,000	2,937,700	2,982,000	3,017,600
Parks - Cultural Facilities Grounds Maintenance	6,200	<b>6,600</b>	6,600	6,600	6,600	6,600
Parks - Recreation Facilities Grounds Maintenance	28,100	<b>29,200</b>	29,600	29,900	30,300	30,700
Sub-Total	10,160,700	<b>10,659,200</b>	10,876,200	10,933,400	11,131,800	11,281,600
Public Works Interfund Allocation	(1,705,900)	<b>(1,740,300)</b>	(1,740,200)	(1,751,700)	(1,758,200)	(1,763,100)
<b>Total Public Works Services</b>	<b>8,454,800</b>	<b>8,918,900</b>	<b>9,136,000</b>	<b>9,181,700</b>	<b>9,373,600</b>	<b>9,518,500</b>
<b>Engineering</b>	<b>810,400</b>	<b>978,800</b>	<b>803,200</b>	<b>657,600</b>	<b>673,200</b>	<b>652,700</b>
<b>Development Services</b>						
Building Inspections	655,100	<b>691,200</b>	694,000	708,800	722,600	734,000
Planning and Zoning	629,700	<b>628,100</b>	640,100	652,200	664,600	664,700
Subdivision and Development Servicing	519,800	<b>529,900</b>	436,900	444,100	451,500	451,500
Community and Sustainability Planning	422,900	<b>322,000</b>	352,000	356,800	361,700	361,700
Heritage Committee	5,100	<b>5,100</b>	5,100	5,100	5,100	5,100
Tourism Development (MRDT)	-	<b>350,000</b>	357,000	364,100	371,400	378,800
<b>Total Development Services</b>	<b>2,232,600</b>	<b>2,526,300</b>	<b>2,485,100</b>	<b>2,531,100</b>	<b>2,576,900</b>	<b>2,595,800</b>

General Operating Fund Operating Expenses	Budget	Budget	Proposed Budget			
	2021	2022	2023	2024	2025	2026
<b>Recreation &amp; Cultural Services</b>						
<b>Recreation &amp; Cultural Admin</b>						
Recreation Admin	1,147,700	<b>1,282,400</b>	1,247,300	1,272,300	1,293,500	1,299,000
Arts Centre Administration	52,800	<b>81,200</b>	61,400	80,100	62,500	65,200
Comox Valley Arts Council Administration	55,000	<b>81,100</b>	59,700	77,200	59,600	62,100
Library Administration	1,455,500	<b>1,515,500</b>	1,561,000	1,607,800	1,656,000	1,689,100
Museum Administration	152,200	<b>182,800</b>	163,900	183,400	164,900	167,700
Sid Williams Theatre Administration	241,800	<b>270,000</b>	253,400	274,500	256,600	259,900
Recreation Admin Total	3,105,000	<b>3,413,000</b>	3,346,700	3,495,300	3,493,100	3,543,000
<b>Recreation Services - Operations</b>						
July 1st Commission	23,000	<b>69,000</b>	70,400	71,800	73,200	74,600
Special Events	30,000	<b>41,600</b>	41,800	42,100	42,100	42,100
Lewis Centre Operations	1,071,000	<b>1,114,800</b>	1,136,600	1,162,600	1,184,800	1,184,800
Filberg Operations	599,600	<b>637,000</b>	648,500	648,900	648,600	668,500
Youth Centre Operations	43,100	<b>46,000</b>	47,600	48,300	49,900	50,500
Pool Operations	63,700	<b>55,600</b>	56,400	57,100	58,000	58,700
Washrooms	16,000	<b>41,000</b>	16,000	16,000	16,000	16,000
Native Sons Operations	7,500	<b>7,500</b>	8,600	8,700	9,500	9,500
Recreation Services - Operations Total	1,853,900	<b>2,012,500</b>	2,025,900	2,055,500	2,082,100	2,104,700
<b>Recreation Services - Programming</b>						
Childrens Programs	304,600	<b>457,500</b>	467,200	480,200	487,500	492,400
Summer Programs	175,400	<b>247,500</b>	256,900	259,900	263,000	266,000
Youth Centre Programs	165,000	<b>263,400</b>	267,600	271,600	276,300	278,800
Adults Programs	490,300	<b>582,000</b>	597,700	608,100	618,600	628,400
Adapted Programs	194,500	<b>250,300</b>	254,200	258,500	263,500	264,400
Preschool Programs	96,700	<b>104,800</b>	106,500	108,700	110,800	113,000
Pool Programs	141,900	<b>162,000</b>	164,300	167,500	170,700	171,300
Childrens Programs - Volunteer Development	2,000	<b>4,000</b>	4,200	4,200	4,200	4,200
Recreation Services - Programming Total	1,570,400	<b>2,071,500</b>	2,118,600	2,158,700	2,194,600	2,218,500
<b>Total Recreation &amp; Cultural Services</b>	<b>6,529,300</b>	<b>7,497,000</b>	<b>7,491,200</b>	<b>7,709,500</b>	<b>7,769,800</b>	<b>7,866,200</b>
<b>Environmental Health Services (Solid Waste)</b>						
Solid Waste Contract	1,889,000	<b>2,059,100</b>	2,120,900	2,184,600	2,250,200	2,317,800
CVRD Tipping Fees	1,548,800	<b>1,645,300</b>	1,879,600	1,815,500	1,856,100	1,897,800
Public Education & Awareness	64,700	<b>168,000</b>	150,400	48,800	49,200	49,600
Garbage Collection	124,600	<b>144,200</b>	146,700	148,300	150,800	152,400
Professional Services	-	<b>60,000</b>	-	-	-	-
<b>Total Environmental Health Services</b>	<b>3,627,100</b>	<b>4,076,600</b>	<b>4,297,600</b>	<b>4,197,200</b>	<b>4,306,300</b>	<b>4,417,600</b>
<b>Public Health Services (Cemetery)</b>						
Cemetery Administration	74,700	<b>95,200</b>	96,700	98,200	99,800	101,500
Cemetery Maintenance	251,200	<b>286,000</b>	290,800	295,200	300,200	305,000
Cemetery Building - R & M	20,200	<b>18,900</b>	19,100	19,100	19,100	19,100
<b>Total Public Health Services</b>	<b>346,100</b>	<b>400,100</b>	<b>406,600</b>	<b>412,500</b>	<b>419,100</b>	<b>425,600</b>
<b>Total Operating Expenses</b>	<b>36,462,100</b>	<b>40,447,300</b>	<b>40,832,000</b>	<b>41,212,200</b>	<b>41,993,600</b>	<b>43,087,000</b>

Department Responsible	Sub-Department Responsible	Area	Project description	2022 Proposed Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	Total 2022-2026 Budget
Public Works	Public Works	Public Works	PUBLIC WORKS - New Public Works Building		500,000	7,000,000			7,500,000
	- Admin	<b>Public Works Total</b>			<b>500,000</b>	<b>7,000,000</b>			<b>7,500,000</b>
			<b>Public Works - Admin Total</b>			<b>500,000</b>	<b>7,000,000</b>		<b>7,500,000</b>
	Public Works	Infrastructure	17th Street Bike Lanes	1,665,300					1,665,300
	- Transportation		Pedestrian, Cycling and Pavement Renewal Program	1,373,000	1,215,000	1,535,000	1,249,000	1,307,000	6,679,000
			Cycling Network Plan Improvements Implementation	150,000	150,000	150,000	150,000	150,000	750,000
			Traffic - Signal Controller Renewal - 8th and Fitzgerald		180,000				180,000
			Traffic - Signal Controller Renewal - 8th St and Cliffe Ave		160,000				160,000
			Traffic - Signal Controller Renewal - Old Island Hwy at Comox Road		20,000	75,000			95,000
			<b>Infrastructure Total</b>	<b>3,188,300</b>	<b>1,725,000</b>	<b>1,760,000</b>	<b>1,399,000</b>	<b>1,457,000</b>	<b>9,529,300</b>
			<b>Public Works - Transportation Total</b>	<b>3,188,300</b>	<b>1,725,000</b>	<b>1,760,000</b>	<b>1,399,000</b>	<b>1,457,000</b>	<b>9,529,300</b>
	Public Works	Fleet	Fleet Management - PWS - Heavy Vehicles	280,000	300,000	300,000	300,000	300,000	1,480,000
	- Fleet		Fleet Management - PWS - Light Vehicles	277,900	300,000	300,000	300,000	300,000	1,477,900
			Fleet Management - New Ask	150,000					150,000
			PWS Fleet charging stations	150,000					150,000
			2 Double Electric Car Charging Stations Level 2 220V	100,000					100,000
			<b>Fleet Total</b>	<b>957,900</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>3,357,900</b>
			<b>Public Works - Fleet Total</b>	<b>957,900</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>3,357,900</b>
	Public Works	Parks	Dingwall to Muir Road Trail and Stairs Development	483,600					483,600
	- Parks		Misc Playground (1 replacement every second year)	100,000	120,000		120,000		340,000
			Lake Trail Multi-Use Pathway Construction	50,000	750,000				800,000
			Pedestrian Bridges replacement program	35,000	35,000	35,000	35,000	35,000	175,000
			Marina Storage Compound Relocation	25,000					25,000
			Bill Moore - Irrigation System Replacement			150,000			150,000
			Woodcote - Irrigation System Replacement					80,000	80,000
			<b>Parks Total</b>	<b>693,600</b>	<b>905,000</b>	<b>185,000</b>	<b>155,000</b>	<b>115,000</b>	<b>2,053,600</b>
			<b>Public Works - Parks Total</b>	<b>693,600</b>	<b>905,000</b>	<b>185,000</b>	<b>155,000</b>	<b>115,000</b>	<b>2,053,600</b>
Public Works	Cemetery	Niche Design/Development	91,300	40,000	40,000	125,000	40,000	336,300	
- Parks (Cemetery)		Lawn Crypts	70,000		70,000		35,000	175,000	
		Cemetery General Work	52,000	75,000			50,000	177,000	
		Irrigation		15,000		15,000	15,000	45,000	
		New Plantings			40,000			40,000	
		<b>Cemetery Total</b>	<b>213,300</b>	<b>130,000</b>	<b>150,000</b>	<b>140,000</b>	<b>140,000</b>	<b>773,300</b>	
		<b>Public Works - Parks (Cemetery) Total</b>	<b>213,300</b>	<b>130,000</b>	<b>150,000</b>	<b>140,000</b>	<b>140,000</b>	<b>773,300</b>	

Department Responsible	Sub-Department Responsible	Area	Project description	2022 Proposed Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	Total 2022-2026 Budget		
Public Works	Public Works - Civic Properties	Parks	Park Café - Roof Replacement	75,000					75,000		
			Woodcote Park - Roof Replacement	46,500					46,500		
			Lagoon Walkway Lookouts - Roof Replacement	30,000					30,000		
			Lewis Washroom - Roof Replacement		45,000				45,000		
		<b>Parks Total</b>			<b>151,500</b>	<b>45,000</b>				<b>196,500</b>	
		Property Services	Renovation of City Hall - Foyer area and Council Chamber	88,500						88,500	
			4th Street Flexible Parklet Installation	50,000						50,000	
			Carpenter Shop Renovation	41,600						41,600	
			PUBLIC WORKS - Convert existing bay to park spare Fire Truck	20,000						20,000	
		<b>Property Services Total</b>			<b>200,100</b>					<b>200,100</b>	
		Rec & Culture	MEMORIAL POOL - VIHA Infrastructure Upgrades	20,000	25,000	25,000	25,000	25,000		120,000	
			MEMORIAL POOL - Repair Cracks Main Pool	20,000	20,000	20,000	20,000	20,000		100,000	
			MEMORIAL POOL - Mech/Electric Upgrades Heat/Chemical	15,000	25,000	25,000	25,000	25,000		115,000	
			SID THEATRE - Stage Lift replacement (elevator)	10,000	125,000					135,000	
			MEMORIAL POOL - New Pool Covers	10,000						10,000	
			SID THEATRE - Hydraulic Vertical Platform Lift replacement (elevator)	10,000	125,000					135,000	
			ART GALLERY - HVAC and Roof Replacement		12,500	375,000				387,500	
			LEWIS CENTRE - Roof Replacement			250,000				250,000	
			LEWIS CENTRE - Squash Court Wall Replacement			36,000				72,000	
			LEWIS CENTRE - Squash Court Floor Replacement		40,000	40,000				80,000	
			YOUTH CENTRE - Roof Replacement		250,000					250,000	
			FIRE HALL - HVAC and Roof Replacement			13,500	450,000			463,500	
			MUSEUM - Replace windows		50,000					50,000	
			MUSEUM - Hydraulic Freight Elevator replacement		12,500	178,300				190,800	
			<b>Rec &amp; Culture Total</b>			<b>85,000</b>	<b>721,000</b>	<b>962,800</b>	<b>520,000</b>	<b>70,000</b>	<b>2,358,800</b>
		<b>Public Works - Civic Properties Total</b>			<b>436,600</b>	<b>766,000</b>	<b>962,800</b>	<b>520,000</b>	<b>70,000</b>	<b>2,755,400</b>	
		<b>Public Works Total</b>				<b>5,489,700</b>	<b>4,626,000</b>	<b>10,657,800</b>	<b>2,814,000</b>	<b>2,382,000</b>	<b>25,969,500</b>
		Engineering	Engineering	Infrastructure	5th St Bridge Rehabilitation	1,902,100					1,902,100
					6th St Bridge Multi-Use Active Transportation Bridge	328,500	4,250,000				4,578,500
					Braidwood Road Design - Storm & Road	60,000				3,250,000	3,310,000
Storm Drainage - 200 Back Rd Storm Inlet improvement	40,000								40,000		
Storm Drainage - 13 St - Burgess to Willemar Storm Reconstruction					12,000	791,800			803,800		
Ryan Road sidewalk Sandwich to Braidwood					250,000	1,300,000			1,550,000		
Major Road Cons - Cousins Ave - 20th to Willemar					45,000	193,400	1,934,400		2,172,800		
Tunner Dr Ext To Hwy 19A Multi-Use Pathway - Design					75,000				75,000		
Major Road Cons - 13 St - Burgess to Willemar Road Reconstruction					12,000	791,800			803,800		
<b>Infrastructure Total</b>					<b>2,330,600</b>	<b>4,644,000</b>	<b>3,077,000</b>	<b>1,934,400</b>	<b>3,250,000</b>	<b>15,236,000</b>	
<b>Engineering Total</b>					<b>2,330,600</b>	<b>4,644,000</b>	<b>3,077,000</b>	<b>1,934,400</b>	<b>3,250,000</b>	<b>15,236,000</b>	
<b>Engineering Total</b>				<b>2,330,600</b>	<b>4,644,000</b>	<b>3,077,000</b>	<b>1,934,400</b>	<b>3,250,000</b>	<b>15,236,000</b>		

Department Responsible	Sub-Department Responsible	Area	Project description	2022 Proposed Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	Total 2022-2026 Budget	
Recreation & Culture	Recreation & Culture	Parks	Park Design and Development McPhee Meadows - Phase 1	300,000					300,000	
			Park Design and Development McPhee Meadows - Phase 2	50,000	250,000				300,000	
			Partners in Parks program	50,000	50,000	50,000	50,000	50,000	250,000	
			Totem Pole Installation at the Airpark	48,600					48,600	
			Courtenay Riverway S Extension Beachwood to City Park - Phase 2		75,000	400,000			475,000	
			Courtenay Riverway S Extension City Park to Regional Trail - Phase 3			75,000	400,000		475,000	
		<b>Parks Total</b>		<b>448,600</b>	<b>375,000</b>	<b>525,000</b>	<b>450,000</b>	<b>50,000</b>	<b>1,848,600</b>	
		Rec & Culture	FILBERG CENTRE - Drive Thru Repair	150,000						150,000
			MEMORIAL POOL - Infrastructure Assessment	50,000						50,000
			LEWIS CENTRE - Equipments	45,000	45,000	45,000	45,000	45,000	225,000	
			SID THEATRE - Theatre Capital Equipment	20,000					20,000	
			SID THEATRE - Future year estimation	20,000	20,000	20,000	20,000	20,000	100,000	
			Park Master Plan - placeholder for future initiatives				250,000	250,000	500,000	
			YOUTH CENTRE - Freestanding Sign & Exterior Facia Sign		60,000				60,000	
			<b>Rec &amp; Culture Total</b>		<b>285,000</b>	<b>125,000</b>	<b>65,000</b>	<b>315,000</b>	<b>315,000</b>	<b>1,105,000</b>
<b>Recreation &amp; Culture Total</b>		<b>733,600</b>	<b>500,000</b>	<b>590,000</b>	<b>765,000</b>	<b>365,000</b>	<b>2,953,600</b>			
<b>Recreation &amp; Culture Total</b>				<b>733,600</b>	<b>500,000</b>	<b>590,000</b>	<b>765,000</b>	<b>365,000</b>	<b>2,953,600</b>	
Fire Department	Fire Department	Fire Services	Ladder Truck (replacement truck #12)	2,085,000					2,085,000	
			Light Vehicles	70,000	70,000		75,000	75,000	290,000	
			Rescue Tools				80,000	320,000	400,000	
		<b>Fire Services Total</b>		<b>2,155,000</b>	<b>70,000</b>		<b>155,000</b>	<b>395,000</b>	<b>2,775,000</b>	
		Property Services	New Satellite Firehall				500,000	6,500,000		7,000,000
			<b>Property Services Total</b>				<b>500,000</b>	<b>6,500,000</b>		<b>7,000,000</b>
<b>Fire Department Total</b>		<b>2,155,000</b>	<b>70,000</b>	<b>500,000</b>	<b>6,655,000</b>	<b>395,000</b>	<b>9,775,000</b>			
<b>Fire Department Total</b>				<b>2,155,000</b>	<b>70,000</b>	<b>500,000</b>	<b>6,655,000</b>	<b>395,000</b>	<b>9,775,000</b>	
General Government Services	IT	Corporate Services	Budget Software	150,000					150,000	
			New softwares	50,000	50,000	50,000	50,000	50,000	250,000	
			Offsite Backup - Barracuda	40,000	40,000	40,000	40,000		160,000	
			Photocopiers	40,000	40,000	40,000	40,000	40,000	200,000	
			Server Replacement	20,000	20,000	20,000	20,000	20,000	100,000	
			Large Format Plotter	15,000		30,000		15,000	60,000	
			SCALE Hyper-Convergence Software			120,000	50,000		170,000	
	<b>Corporate Services Total</b>		<b>315,000</b>	<b>150,000</b>	<b>300,000</b>	<b>200,000</b>	<b>125,000</b>	<b>1,090,000</b>		
	<b>IT Total</b>		<b>315,000</b>	<b>150,000</b>	<b>300,000</b>	<b>200,000</b>	<b>125,000</b>	<b>1,090,000</b>		
	Coporate Services - CAO Office	Corporate Services Strategic Land Acquisition	100,000	100,000	100,000	100,000	100,000	500,000		
<b>Coporate Services - CAO Office Total</b>	<b>Corporate Services Total</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>500,000</b>			
<b>General Government Services Total</b>				<b>415,000</b>	<b>250,000</b>	<b>400,000</b>	<b>300,000</b>	<b>225,000</b>	<b>1,590,000</b>	
Development Services	Dev Services	Infrastructure	1375 Piercy Avenue - New lane construction (H4H)	99,400					99,400	
			<b>Development Services Total</b>	<b>99,400</b>					<b>99,400</b>	
<b>Development Services Total</b>				<b>99,400</b>					<b>99,400</b>	
<b>Grand Total</b>				<b>11,223,300</b>	<b>10,090,000</b>	<b>15,224,800</b>	<b>12,468,400</b>	<b>6,617,000</b>	<b>55,623,500</b>	

New Projects

Department Responsible	Sub-Department Responsible	Area	Project description	2022 Proposed Budget	2022 General Revenues	2022 Reserves	2022 Reserve for Future Expenditures	2022 Unexpended Funds	2022 Fed / Prov Funding	2022 Gas Tax Fed Grant	2022 Gaming Fund	2022 CVRD Grant	2022 Asset Sales	
Public Works	Public Works	Infrastructure	17th Street Bike Lanes	1,665,300					1,665,300					
	- Transportation		Pedestrian, Cycling and Pavement Renewal Program	1,373,000	73,000					1,300,000				
			Cycling Network Plan Improvements Implementation	150,000						150,000				
	<b>Public Works - Transportation Total</b>				<b>3,188,300</b>	<b>73,000</b>				<b>1,665,300</b>	<b>1,450,000</b>			
	Public Works	Fleet		Fleet Management - PWS - Heavy Vehicles	280,000		280,000							
	- Fleet			Fleet Management - PWS - Light Vehicles	277,900		277,900							
				Fleet Management - New Ask	150,000		40,000	110,000						
				PWS Fleet charging stations	150,000							150,000		
				2 Double Electric Car Charging Stations Level 2 220V	100,000					27,000	73,000			
	<b>Public Works - Fleet Total</b>				<b>957,900</b>		<b>624,900</b>	<b>110,000</b>		<b>73,000</b>		<b>150,000</b>		
	Public Works	Parks		Dingwall to Muir Road Trail and Stairs Development	483,600	168,400	100,000	7,400		207,800				
	- Parks			Misc Playground (1 replacement every second year)	100,000		30,000			70,000				
				Lake Trail Multi-Use Pathway Construction	50,000	50,000								
				Pedestrian Bridges replacement program	35,000	35,000								
				Marina Storage Compound Relocation	25,000			25,000						
	<b>Public Works - Parks Total</b>				<b>693,600</b>	<b>253,400</b>	<b>130,000</b>	<b>32,400</b>		<b>277,800</b>				
	Public Works	Cemetery		Niche Design/Development	91,300								91,300	
	- Parks (Cemetery)			Lawn Crypts	70,000								70,000	
				Cemetery General Work	52,000								52,000	
	<b>Public Works - Parks (Cemetery) Total</b>				<b>213,300</b>								<b>213,300</b>	
	Public Works	Parks		Park Café - Roof Replacement	75,000		75,000							
	- Civic Properties			Woodcote Park - Roof Replacement	46,500		46,500							
				Lagoon Walkway Lookouts - Roof Replacement	30,000		30,000							
	<b>Parks Total</b>				<b>151,500</b>		<b>151,500</b>							
	Property Services			Renovation of City Hall - Foyer area and Council Chamber	88,500		19,500	69,000						
				4th Street Flexible Parklet Installation	50,000				50,000					
				Carpenter Shop Renovation	41,600			41,600						
				Convert existing bay to park spare Fire Truck	20,000	20,000								
	<b>Property Services Total</b>				<b>200,100</b>	<b>20,000</b>	<b>19,500</b>	<b>110,600</b>		<b>50,000</b>				
	Rec & Culture			MEMORIAL POOL - VIHA Infrastructure Upgrades	20,000								20,000	
				MEMORIAL POOL - Repair Cracks Main Pool	20,000								20,000	
			MEMORIAL POOL - Mech/Electric Upgrades Heat/Chemical	15,000								15,000		
			SID THEATRE - Stage Lift replacement (elevator)	10,000		10,000								
			MEMORIAL POOL - New Pool Covers	10,000								10,000		
			SID THEATRE - Hydraulic Vertical Platform Lift replacement (elevator)	10,000		10,000								
<b>Rec &amp; Culture Total</b>				<b>85,000</b>		<b>20,000</b>						<b>65,000</b>		
<b>Public Works - Civic Properties Total</b>				<b>436,600</b>	<b>20,000</b>	<b>191,000</b>	<b>110,600</b>		<b>50,000</b>			<b>65,000</b>		
<b>Public Works Total</b>				<b>5,489,700</b>	<b>346,400</b>	<b>945,900</b>	<b>253,000</b>		<b>2,066,100</b>	<b>1,450,000</b>	<b>150,000</b>	<b>278,300</b>		





Schedule 6 - General Capital Borrowing and Debt Servicing Costs

5 year Borrowing Schedule

Department	Project description	Total 2022-2026 Budget	2022 Debt	2023 Debt	2024 Debt	2025 Debt	2026 Debt	Total 2022-2026 Debt
Public Works	New Public Works Building	7,500,000			7,000,000			7,000,000
<b>Public Works Total</b>		<b>7,500,000</b>	-	-	7,000,000	-	-	<b>7,000,000</b>
Engineering	6th St Bridge Multi-Use Active Transportation Bridge	4,578,500		2,250,000				2,250,000
	Braidwood Road Design - Storm & Road	3,310,000					1,750,000	1,750,000
	Major Road Cons - Cousins Ave - 20th to Willemar	2,172,800				1,000,000		1,000,000
	Storm Drainage - 13 St - Burgess to Willemar Storm Reconstruction	803,800			700,000			700,000
	Major Road Cons - 13 St - Burgess to Willemar Road Reconstruction	803,800			700,000			700,000
<b>Engineering Total</b>		<b>11,668,900</b>	-	2,250,000	1,400,000	1,000,000	1,750,000	<b>6,400,000</b>
Fire Department	New Satellite Firehall	7,000,000				6,500,000		6,500,000
<b>Fire Department Total</b>		<b>7,000,000</b>	-	-	-	6,500,000	-	<b>6,500,000</b>
<b>Grand Total</b>		<b>26,168,900</b>	-	2,250,000	8,400,000	7,500,000	1,750,000	<b>19,900,000</b>

Debt Servicing Costs

Debt	Account	2022 Proposed Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	Total 2022-2026
Debt	Interest	437,600	418,400	403,600	327,200	317,100	1,903,900
	Principal	859,200	781,300	759,100	602,600	539,000	3,541,200
<b>Debt Total</b>		<b>1,296,800</b>	<b>1,199,700</b>	<b>1,162,700</b>	<b>929,800</b>	<b>856,100</b>	<b>5,445,100</b>
New Debt	Interest		29,000	166,400	371,600	491,000	1,058,000
	Principal		95,000	449,400	765,900	839,800	2,150,100
<b>New Debt Total</b>			<b>124,000</b>	<b>615,800</b>	<b>1,137,500</b>	<b>1,330,800</b>	<b>3,208,100</b>
<b>Grand Total</b>		<b>1,296,800</b>	<b>1,323,700</b>	<b>1,778,500</b>	<b>2,067,300</b>	<b>2,186,900</b>	<b>8,653,200</b>

2020 - 2022 Proposed Use of COVID-19 Safe Restart Grant for Local Governments

Funds Received - November, 2020	<b>\$ 4,149,000</b>
---------------------------------	---------------------

Eligible Cost Categories		2020 Actual	2021 Budget	2021 Estimated Actual	2022 Proposed Budget
<b>Revenue Shortfalls</b>	Investment Income	65,000			
	Community Services Revenue (Recreation, Parks, Rental)	1,500,000	550,000	<b>569,000</b>	
	Gaming- Police Contract Funding	405,000	405,000	405,000	
	Gaming - Infrastructure Reserve Contribution Funding	320,000	320,000	320,000	
		<b>2,290,000</b>	<b>1,275,000</b>	<b>1,294,000</b>	-
<b>Facility Reopening and Operating Costs</b>	City Hall Renovations - To allow for reopening		100,000	80,500	<b>19,500</b>
		-	<b>100,000</b>	<b>80,500</b>	<b>19,500</b>
<b>Bylaw Enforcement and Protective Services</b>	RCMP Contract Funding - ( <i>Gaming Revenue Shortfall above</i> )				
	Additional Bylaw Enforcement Support		84,000	84,000	
	Temporary Manager of Bylaw Enforcement and additional Bylaw Enforcement Officer (2022)				<b>140,000</b>
		-	<b>84,000</b>	<b>84,000</b>	<b>140,000</b>
<b>Services to Vulnerable Persons/Other Related Costs</b>	Downtown Washroom for Public and Vulnerable		200,000	<b>181,000</b>	
	Other unexpected reopen costs/revenue losses		200,000		
	LUSH Valley Food Action Society's Good Food Box Program (May 3, 2021 Council Resolution)			<b>60,000</b>	
		-	<b>400,000</b>	<b>241,000</b>	-
<b>Total Annual Distribution</b>		<b>2,290,000</b>	<b>1,859,000</b>	<b>1,699,500</b>	<b>159,500</b>
<b>Projected Balance</b>		<b>1,859,000</b>	-	<b>159,500</b>	-

Gaming Funds Balance, December 31, 2020	\$	1,683,464
---	----	-----------

Distribution: Major Categories		2021 Estimated Actuals	2022 Proposed Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget
<b>Estimated Annual Funds Available</b>		<b>534,716</b>	<b>850,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Support Downtown Arts and Culture</b>	<b>Annual Grants:</b>						
	CV Art Gallery	65,000	65,000	65,000	65,000	65,000	65,000
	Ctny & Dist Historical Society	50,000	50,000	50,000	50,000	50,000	50,000
	Sid Williams Theatre Society	105,000	105,000	105,000	105,000	105,000	105,000
	Downtown cultural events	5,000	5,000	5,000	5,000	5,000	5,000
		<b>225,000</b>	<b>225,000</b>	<b>225,000</b>	<b>225,000</b>	<b>225,000</b>	<b>225,000</b>
<b>Council Initiatives &amp; Projects</b>	Purple ribbon Campaign	3,500	3,500	3,500	3,500	3,500	3,500
	Feb 19, 2019 Resolution - LUSH Community Garden Annual Grant	10,000	10,000	10,000	10,000	10,000	10,000
	Annual Grants-in-Aid		50,000	50,000	50,000	50,000	50,000
	Management Fee to Comox Valley Community Foundation for Annual Grants-in-Aid program	-	2,500	2,500	2,500	2,500	2,500
	Other Council Initiatives/Projects	78,261	75,000	75,000	75,000	75,000	75,000
	Electric Charging Stations - Committed 2019-2023 Fin Plan (150k CF to 2022)	25,000	150,000				
	New Downtown Urbaloo Washroom - increase service hours to 24 hours / 7 days a week		50,000				
			<b>116,761</b>	<b>341,000</b>	<b>141,000</b>	<b>141,000</b>	<b>141,000</b>
<b>Public Safety / Security</b>	RCMP Contract Funding	<b>Restart</b>	<b>405,000</b>	<b>405,000</b>	<b>405,000</b>	<b>405,000</b>	<b>405,000</b>
<b>Infrastructure Works</b>	Annual Provision to Infrastructure Reserve	<b>Restart</b>	100,000	100,000	100,000	100,000	100,000
	Infrastructure Levy Reduction (Approx 1% + 0.5% in 2022)	<b>Restart</b>	348,300	220,000	220,000	220,000	220,000
		-	<b>448,300</b>	<b>320,000</b>	<b>320,000</b>	<b>320,000</b>	<b>320,000</b>
<b>Total Annual Distribution</b>		<b>341,761</b>	<b>1,419,300</b>	<b>1,091,000</b>	<b>1,091,000</b>	<b>1,091,000</b>	<b>1,091,000</b>
<b>Projected Gaming Fund Balance</b>		<b>1,876,418</b>	<b>1,307,118</b>	<b>1,216,118</b>	<b>1,125,118</b>	<b>1,034,118</b>	<b>943,118</b>

City of Courtenay  
for the Years 2022 - 2026

GENERAL Surplus, Reserves and DCC	Estimated	Budget		Estimated balance		
	Actual	2022	2023	2024	2025	2026
Estimated Closing Balances	2021	2022	2023	2024	2025	2026
<b>General Operating Surplus</b>						
Prior Year Surplus	7,334,700	<b>4,644,100</b>	2,870,300	1,808,800	2,509,900	3,797,600
Gaming Funds	1,876,400	<b>1,307,100</b>	1,216,100	1,125,100	1,034,100	943,100
	9,211,100	<b>5,951,200</b>	4,086,400	2,933,900	3,544,000	4,740,700
<b>General Capital Surplus</b>						
Reserve For Future Expenditure (Unspent Capital 2021)	1,219,000	<b>26,000</b>	13,500	-	-	-
Unexpended Debt	1,123,800	<b>733,700</b>	733,700	669,500	669,500	669,500
	2,342,800	<b>759,700</b>	747,200	669,500	669,500	669,500
<b>Total General Surplus</b>	<b>11,553,900</b>	<b>6,710,900</b>	<b>4,833,600</b>	<b>3,603,400</b>	<b>4,213,500</b>	<b>5,410,200</b>
<b>General Operating Reserves</b>						
Risk Reserve	104,600	<b>104,600</b>	104,600	104,600	104,600	104,600
Assessment Appeals	319,600	<b>319,600</b>	319,600	319,600	319,600	319,600
Police Contingency	511,700	<b>511,700</b>	511,700	511,700	511,700	511,700
Trees	89,100	<b>69,100</b>	49,100	34,100	19,100	4,100
	1,025,000	<b>1,005,000</b>	985,000	970,000	955,000	940,000
<b>General Capital Reserves</b>						
Machinery and Equipment	2,262,400	<b>1,144,500</b>	1,274,500	1,524,500	1,669,500	1,624,500
Land Sale	779,400	<b>679,400</b>	579,400	479,400	379,400	279,400
New Works and Equipment	3,583,900	<b>3,459,400</b>	2,500,000	2,294,700	2,433,000	2,721,500
Community-Building Fund (Gas Tax)	3,040,000	<b>1,901,500</b>	1,621,500	291,500	261,500	231,500
COVID Safe Restart Grant	160,000	-	-	-	-	-
Infrastructure Reserve	841,800	<b>643,000</b>	336,900	322,000	421,200	1,061,500
Housing Amenity	862,100	<b>762,700</b>	762,700	762,700	762,700	762,700
Parks Amenity	482,100	<b>282,100</b>	282,100	182,100	82,100	82,100
Public Parking	64,800	<b>70,100</b>	75,500	80,900	86,300	91,700
Parkland Acquisition	311,400	<b>311,400</b>	311,400	311,400	311,400	311,400
	12,387,900	<b>9,254,100</b>	7,744,000	6,249,200	6,407,100	7,166,300
<b>Total General Reserves</b>	<b>13,412,900</b>	<b>10,259,100</b>	<b>8,729,000</b>	<b>7,219,200</b>	<b>7,362,100</b>	<b>8,106,300</b>
<b>Total General Surplus and Reserves</b>	<b>24,966,800</b>	<b>16,970,000</b>	<b>13,562,600</b>	<b>10,822,600</b>	<b>11,575,600</b>	<b>13,516,500</b>
<b>BYLAW #2755 RESERVE</b>						
Highways Facilities	4,346,600	<b>4,346,600</b>	4,346,600	4,346,600	4,214,400	4,214,400
Storm Drain Facilities	2,147,800	<b>2,147,800</b>	2,147,800	2,123,800	2,123,800	2,123,800
Park Land Acquisition	795,700	<b>795,700</b>	795,700	758,600	758,600	732,500
<b>Total DCC</b>	<b>7,290,100</b>	<b>7,290,100</b>	<b>7,290,100</b>	<b>7,229,000</b>	<b>7,096,800</b>	<b>7,070,700</b>