

Sarah Kerr Photo



City of Courtenay

BRITISH COLUMBIA, CANADA

2011 Annual Report

City of Courtenay, British Columbia



2011 Annual Report

January 1 - December 31, 2011

This document was prepared by the City of Courtenay's
Community Services and Financial Services Departments

Front cover photo: Courtenay City Hall

Back cover photo: Viewing platform at Courtenay Riverway walkway

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Message from the Mayor



In 2011, I began my new role as Courtenay's Mayor, after many years as a Councillor. I speak for myself as well as the entire City Council when I say that it is a privilege to serve this community and its residents. Your new Council is a mix of veteran members and newer faces, with a wide mix of viewpoints. This variety ensures that multiple perspectives are considered on each issue. In each case, Council's goal is to arrive at the best possible outcome for the sake of this vibrant, growing city.

The pages of this annual report give an overview of a wide variety of the City's 2011 activities, from fire and rescue services, to road, water, and sewer work, climate action, community projects and more.

I am proud of the many accomplishments and initiatives that took place in the past year. City Hall went through a major exterior renovation over four months in the summer and fall. The award-winning result has beautified and extended the lifespan of the building. We are grateful to everyone involved in this project for their hard work.

Council also voted to approve the expansion and renovation of the Courtenay Recreation Lewis Centre. The plans are now in the works to begin construction at this popular community facility in mid-2012.

Moving forward, Courtenay is working closely with VIHA on the Comox Valley Hospital. The site was announced in March 2012, with construction scheduled to start in early 2013. This \$334 million project will be the largest in the Comox Valley in many years, with construction expected to be complete in 2017. While VIHA is the lead on the project, the City is working to ensure open lines of communication with area residents, businesses and schools.

We'll also be working to support our wonderful downtown core. This much loved area of diverse shops, restaurants and cultural facilities is something we need to nurture to ensure its health and success.

I would like to thank City Council, staff, and everyone involved with keeping Courtenay running smoothly over the past year, and look forward to continuing to work together for this great city.

A handwritten signature in black ink, appearing to read 'L. Jangula'.

Larry Jangula
Mayor, City of Courtenay



Mayor and City Council

Top row (left to right): Jon Ambler, Manno Theos, Doug Hillian, Bill Anglin

Bottom row (left to right): Ronna-Rae Leonard, Larry Jangula, Starr Winchester

Courtenay Council members are elected for three year terms. The most recent election occurred in November 2011.

Each member of council represents the City at large. Councillors serve on various boards, including the Comox Valley Regional District, Vancouver Island Regional Library and the Comox Valley Water Supply Commission.

Members of the public are welcome and encouraged to attend open Council meetings. Council Meetings are generally held on the first three Mondays of each month, and Strategic Planning meetings occur on the last Monday of the month. To view the Council meeting schedule, go to www.courtenay.ca

Message from the Chief Administrative Officer



Reviewing the pages of this annual report is a reminder of the progress the City of Courtenay has made on a number of fronts, as well as the wide variety of assets and initiatives City Council and staff are responsible for overseeing.

Courtenay has approximately 200 kilometres of roads, a vast network of storm, sanitary, and water lines, plus over 100 hectares of parks of various size and use. Maintenance, repairs and upgrades therefore play a major role in what we do. In addition, the City operates two major recreation centres, a youth centre, plus emergency services through the Courtenay Fire Department. With the city constantly growing and evolving, it takes teamwork to meet these responsibilities, and I'd like to thank everyone involved in running the day-to-day operations of the City.

The City's growth is reflected by numerous infill and new residential and commercial developments. These projects stimulated the local economy, providing a boost to help Courtenay recover from the economic downturn in 2008 and 2009. They also are indicators of the financial strength and well-being of the community and our desirability into the future.

The City is constantly seeking out new opportunities for community partnerships. In 2011, thanks to the Island Corridor Foundation and the Courtenay Rotary Club, a new pedestrian walkway was constructed along the E & N rail corridor between 5th Street and Cumberland Road. The City also worked with FortisBC to install solar panels at the Courtenay Memorial Outdoor Pool. Projects like these help make Courtenay a truly liveable and vibrant city.

Cliffe Avenue widening, south of 19th Street, was successfully completed in partnership with the Ministry of Transportation and Infrastructure, and with financial assistance from federal and provincial stimulus grants. This road work also enabled the city to complete a major upgrade to the Arden Trunk Sanitary Sewer, which, over time, will provide essential infrastructure to service large portions of the west side of the community.

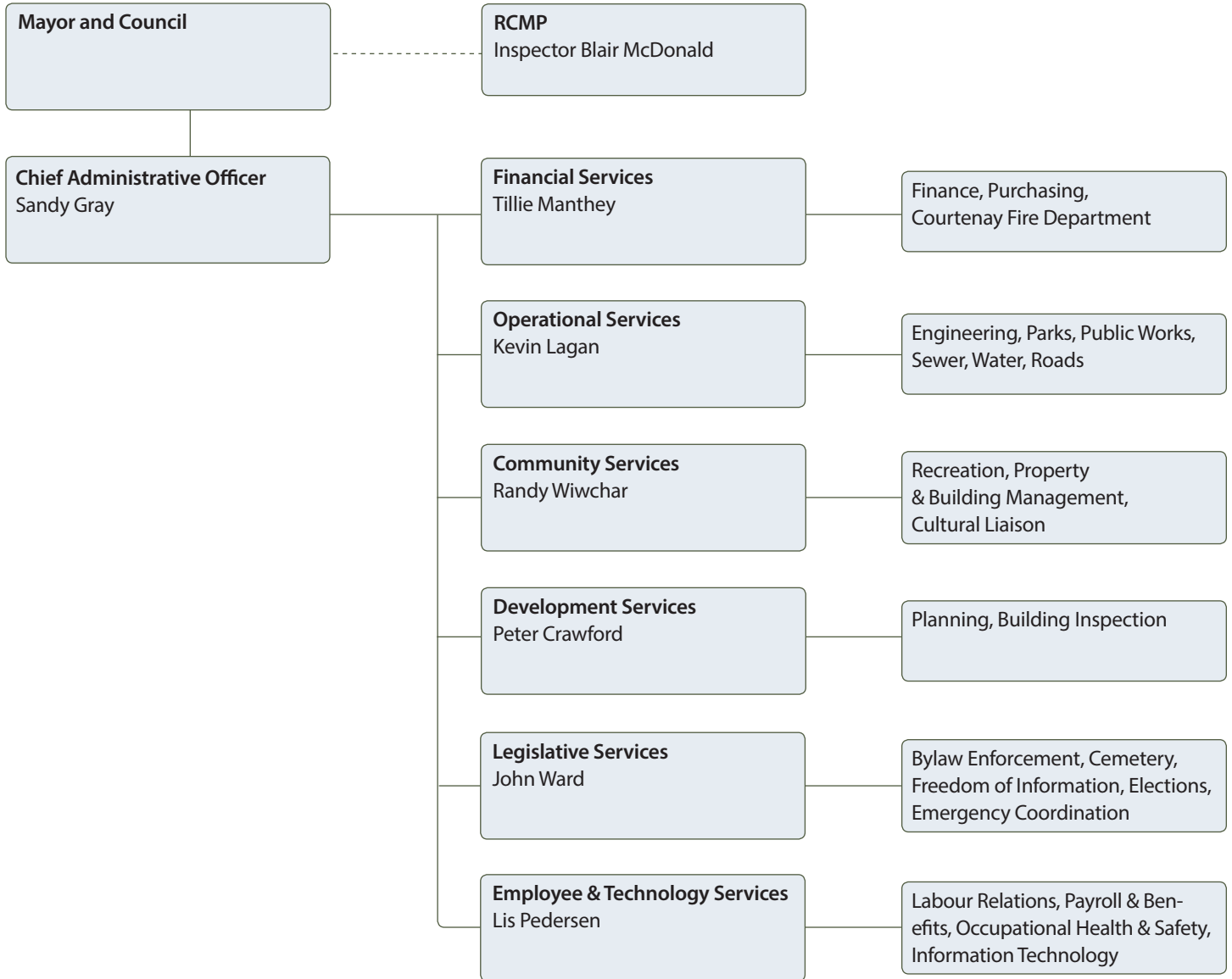
City employees continue to play primary leadership roles in matters that affect the environment. Staff play key roles on such initiatives as CAVI (Convening for Action on Vancouver Island) and embracing the provincial Water Balance Model for effectively managing and reducing the environmental impact of development and greater watershed protection throughout the Comox Valley. Staff have also implemented numerous corporate initiatives to reduce the amount of greenhouse gas emissions produced in our municipal operations.

To set the direction for the current Council term, councillors and senior staff have worked together to establish goals and objectives to guide us over the next three years. These goals help set priorities and are a declaration of the type of city we want Courtenay to be. I look forward to seeing how these value statements will help shape the future of our community.

A handwritten signature in black ink, appearing to read 'Sandy Gray', written over a white background.

Sandy Gray
Chief Administrative Officer

Courtenay Organizational Chart



City of Courtenay Vision and Mission



Vision

- Courtenay will be an innovative and vibrant City where people desire to live, and where businesses want to invest and grow,
- We aspire to be a community that works together to provide opportunities and excellent services
- We will continue to be a community with extensive parklands, natural areas, agricultural lands, as well as being the primary area of commerce, investment, and growth in the Comox Valley.
- As a City we will be a leader in arts, culture and recreation, promote educational opportunities and diversity, and care about the health and well being and safety of our citizens, businesses and environment.

Mission

- To fulfill its responsibilities under the Local Government Act to set policies, regulations and make decisions to ensure that the City is well-governed and that its civic assets are well-managed;
- To effectively lobby and influence other levels of government and stakeholders with respect to Courtenay's interests; and
- To educate and inspire the residents of Courtenay to participate in and support efforts to make Courtenay a great place to live.

Operational Services



Engineering Division

Design, mapping, drafting, subdivision control, traffic and transportation planning, infrastructure planning, design and contract management, solid waste management.

250-334-4441 • engineering@courtenay.ca

Public Works Division

Utility Section:

Water distribution, sanitary sewer and storm drainage collection.

Transportation Section:

Roads, sidewalks, equipment and vehicle maintenance, stores, traffic marking, signals, street lighting

Parks Operations:

Park maintenance.

250-338-1525 • publicworks@courtenay.ca

Roads and Traffic Engineering

The Cliffe Avenue widening / Comox Road project was successfully completed, along with the reconstruction of Piercy Avenue from Cumberland to 10th Street. Work continued on a street paving analysis project, expected to be complete in 2012. Traffic signals were installed at the Lerwick and Mission intersection, and Riverside Lane saw street light upgrades. Three new bus shelters were installed as part of the ongoing bus-shelter upgrade program, cost-shared with BC Transit. The first phase of fencing along Veteran's Memorial Parkway was completed. Fiber optic cables were installed from City Hall to the Firehall.

Water, Sewer and Storm Drainage

Phase I of the Lake Trail and Powerhouse sanitary upgrades was completed, as was Phase I of the Highway 19A sanitary extension. Cemetery irrigation moved from the Sandwich Water System to the City. Design started on the Arden Rd. sewer and road upgrade project. New city aerial photos were taken to assist with upcoming floodplain mapping and a flood management study.

Developments

Costco was completed with improvements to Crown Isle Blvd. and Ryan Road. The Piercy Creek Estates development included upgrades to Cumberland Road and stream work. Agreements with both Buckstone Developments and Thrifty's were completed in anticipation of major development and roadwork in 2012.

Work continued on smoothing sidewalk to road grades at intersections and pedestrian crossings, providing increased accessibility in Courtenay for those with mobility issues. Street rehabilitation and resurfacing was carried out throughout the City.

The 2005 City Transportation study has provided good direction for road improvements and projecting the year in which work should take place. Consultation with RCMP, ICBC and Ministry of Transportation and Infrastructure have allowed the City to prioritize new traffic and pedestrian signals, road improvements and pedestrian links.

When roadwork is performed it creates disruption to vehicle traffic and pedestrians. The City thanks the public for their cooperation and patience during these works.

Wherever possible the City directed work to local contractors and engineering consultants. The City's engineering co-op student program provided valuable job experience and benefitted both the City and students.

As in previous years, the City took an active role in the provincial Water Balance Model and the Convening for Action Initiative with other Comox Valley local governments. These programs provide clear watershed protection guidelines to developers and help reduce the environmental impact of development.

The City continued to reduce water consumption and the amount of liquid waste heading to the sewage treatment plant. From 2009-2011, the City of Courtenay partnered with the Comox Valley Regional District to offer cash rebates to homeowners and businesses wishing to convert to low flush toilets. The City's commercial toilet rebate program will continue in 2012.

Development Services

Planning

Official Community Plan, local area plans, cycling, conceptual parks planning, zoning. Coordinating the climate action strategy, floodplains, sustainability initiatives and application of the Regional Growth Strategy at the corporate and community level; development applications, subdivision review, signs, strata conversion applications, boundary extensions, tree protection, and ALR applications.

Building

Enforcement of provincial building and plumbing codes and municipal bylaws, including Building Inspection Services.

250-334-4441 • planning@courtenay.ca

Development Statistics Summary

The City has experienced significant change in recent years and will continue to lead and respond to new initiatives and growth pressures.

The latest 2011 census recorded Courtenay's population at 24,099, a 9.4% increase over 2006. This is above the provincial growth rate of 7%, and well above the 5.4% national average.

Development Activity in 2011 (\$57,297,883) continued at a strong and balanced level with values similar to 2010 (\$56,433,261).

Major rezonings approved included 132 residential units at 2650 Arden Road, 42 Residential units at 2140 Lake Trail Road, 112 Residential Units at 1480 Arden Road, 85 units at Cumberland Road and 20th Street and the Buckstone Development with potentially 275 residential units (south of Fraser Road).

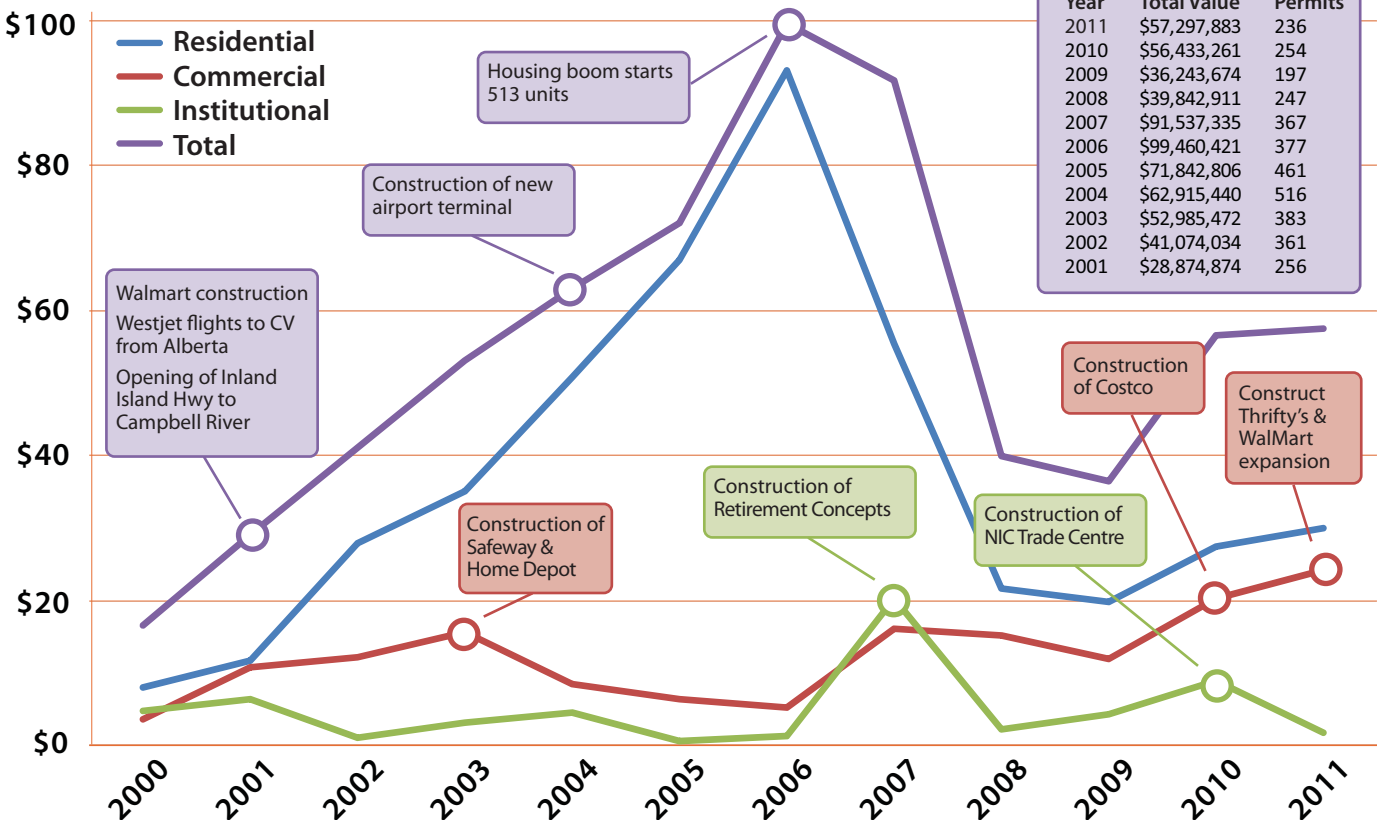
Significant construction projects included:

- Walmart Expansion \$8 million
- Piercy Creek Estates (45 Residential Units)\$5.8 million
- Thrifty's Shopping Centre (Crown Isle)\$5.6 million
- The Timbers Residential Project (Crown Isle)\$2.9 million
- Courtenay Kia Dealership \$2 million
- Prime 'Chop' House Restaurant\$2 million
- Value Village Retail \$2 million

Projects under review or anticipated in 2012 and beyond include:

- Comox Valley Hospital on Lerwick Road
- Additional residential development in the Arden Road Corridor and Dingwall Road
- Commercial development in the Ryan and Lerwick Road corridors
- Increased interest for in-fill development

Value (\$ millions)



Climate Action

Community Initiatives

The City has been working on a number of environmental protection and enhancement activities pertaining to air, land and water, building on initiatives and policy direction from previous years.

Air quality

Municipalities across the province are now required to actively work towards reducing Greenhouse Gases (GHGs) at the corporate and community-wide levels. The City of Courtenay's Official Community Plan contains an overarching GHG target of 20% below 2007 levels by 2020. The City is developing plans and policies to make our housing, commercial buildings and transportation less carbon intensive. But the City can only do so much to influence an entire community's impact. Individual residents are key to achieving the GHG goals. One way to achieve the target is for each resident to work towards reducing their own carbon footprint by 20% - from 5.7 tonnes/year to 3.4 tonnes/year. Supporting individuals to live less carbon intensive lifestyles will be a message that the City will be promoting in years to come.

Land

Transportation is an essential service in our communities. The City is conducting a comprehensive Transportation Master Plan to ensure that transportation and land use patterns support the community's low carbon goals and provide a range of mobility options to residents.

Another form of infrastructure is our living 'green' infrastructure – open spaces and trees. The City is looking at how to manage our urban forest in a way that protects ecological and aesthetic benefits of trees, while ensuring they remain well managed. On public lands the City is examining its Street Tree program to ensure suitable



New drip irrigation system, Courtenay City Hall

species are selected. Expanding the Tree Protection Bylaw to include more areas, and more trees, is also being looked at for public and private lands.

Invasive plants are harmful to native species. The City is working with Broombusters and other residents to eradicate Scotch broom within the City's boundaries.

The downtown has seen the launch of the recycling toter program which will allow more materials to be recycled as well as enhance the capacity of current recycling facilities in the downtown area.

Water

The City is working with the other local government jurisdictions and Ministry of Transportation to devise a consistent and coordinated approach to water protection across the valley, known as a "watershed based planning approach". Water must be considered throughout all phases of land development, from site layout and design, through construction phases to the eventual user of the property. The Comox Valley contains 20 watersheds, 7 of which flow through Courtenay. Staff within each of the jurisdictions are exploring tools and approaches that can be used valley-wide to ensure we all protect our watershed assets. One tool that is being developed is an Erosion and Sediment Control Bylaw. This will ensure high standards for water protection during the land development and construction process.

Corporate Initiatives

Starting next year, the City will have to start paying for the carbon it emits through its buildings, transportation, and even its contracted services. This is required through the provincial Climate Action Charter. The past few years the City has seen improvements in reducing its GHGs through fleet management, purchasing and retrofitting municipal buildings.

Courtenay has also made significant progress in its parks and landscaping practices. The City composts all its landscaping waste from its 135 hectares of parks and greenways over the past two years. Not only does the composting reduce waste being trucked away, but it also results in nutrient rich compost that is put back into the City's parks and greenways.

Microclover is currently being applied on areas that traditionally use grass to see how well this little plant can meet public space needs. Microclover helps to naturally fertilize the soil, can crowd out weeds, needs less mowing, retains green colour longer than grass and requires less water.

Water efficiency has also gotten a boost. The City has had a centralized computer irrigation system in place for many years which allows staff to control irrigation across the City's public lands. This year, the City installed a drip irrigation system at City Hall and is exploring wide-spread application.

Courtenay Fire Department



Fire and Emergency Services

Fire and rescue services, fire preventions and inspections, burning permits.

250-334-2513 • fire@courtenay.ca

2011 was another quiet year for the Courtenay Fire Department. Responses to City of Courtenay and the three fire protection districts dropped to 696 incidents. The milder climate throughout the year likely had the greatest effect on decreasing emergency responses.

Courtenay Fire Department members continued to participate in weeknight and weekend training sessions throughout 2011. In total, they contributed over 3,000 hours to weekly training sessions learning and practicing the skills required for the job. The number of firefighters with Firefighter Level 2 accreditation increased from 23 to 34. The training department is migrating towards in house instruction where possible, and officers are participating in "train the trainer" programs to move closer to this goal.

The department also participated in a cost analysis study for a training ground/satellite fire hall in East Courtenay, and plan to submit a completed report early in 2012. The development of a proper training facility will greatly enhance the ability to train and retain volunteer firefighters. The department is looking for a cost-effective way to make this project happen.

The Courtenay Fire Department Fire Prevention Program was very productive as prevention staff continued to provide the public with numerous public education opportunities such as fire extinguisher training, fire hall tours, Fire Safety house program for Grade 3 students, and car seat inspections. These events provide the department with an opportunity to spread fire and life safety messages, and have been very successful to date.

Fire Prevention Officers inspected 1,355 businesses in the city and another 116 in the fire protection districts, most of which were found to be free of any major fire code or life safety violations. Courtenay Fire Department utilized these inspections as an educational tool, and once again found the public to be very supportive of the program.

Public Safety

Emergency Operations

The City's emergency response protocol was put into action in November 2011, when the City of Courtenay issued a Flood Alert Notice.

With increased concerns over flooding in recent years, the City took no chances when the weather forecast called for heavy precipitation, rising freezing levels and high tides and winds.



Representatives from various organizations coordinated planning and response, including the Comox Valley Emergency Program, RCMP, Courtenay Fire Department and BC Hydro.

The City distributed notices to residents and businesses in the Puntledge Road and Tsolum Road areas, as well as residents in or near the Maple Pool Campground, advising that evacuation may be necessary. The City also distributed sandbags.

Fortunately, favourable weather conditions ensured that no serious damage occurred. The City closed the Courtenay Riverway temporarily due to debris. The LINC Youth Centre was also closed during the flood alert as a precaution.

Working as a team through the EOC ensured that all agencies were kept informed with the latest information, and were able to quickly and accurately respond to issues as they arose. The City would like to thank the various agencies involved in this response for their assistance and cooperation.

RCMP

The City contracts police services with the RCMP, and in 2011 there were just over 30 police officers working for Courtenay. This represents nearly half the total number of officers in the Comox Valley.

Over the past year the Comox Valley RCMP detachment has worked in partnership with the City of Courtenay on numerous issues. The City and RCMP will continue to work together on graffiti and other vandalism issues along with traffic safety.

The RCMP detachment was able to increase their complement of volunteer Auxiliary RCMP this year with eight newly trained members. This brings the total to twenty-seven members which greatly enhances their ability to serve the community. Auxiliary officers are of great importance both at community functions and behind the scenes. Auxiliaries spent over 4,500 hours serving our community in 2010 and

this addition is anticipated to continue making our City a safe community for all of our families.

Up and down the island, once again the RCMP had wonderful representation with the Cops For Cancer, Tour de Rock fundraiser. There were two participants from the Comox Valley RCMP detachment.

Cst. Steve Trevor and Aux/Cst. James Matsuda attended many community events on top of demanding physical training. The RCMP continued teaching DARE in local schools and assisting with intervention.

The RCMP appreciates the opportunity to serve, and looks forward to many more years of working alongside the City of Courtenay to enhance our community.

*S/Sgt. Bill Gibbings (A/OIC)
Comox Valley RCMP*



In May 2011, the City of Courtenay presented Auxiliary Constable Bill Borland with a Certificate of Appreciation.

Borland's dedication to the community includes working with youth programs and issues such as bullying, drug use and graffiti. Council and City staff expressed their gratitude for his hard work and volunteer support.

*Pictured: (L to R) Acting Mayor Jon Ambler,
Constable Bill Borland, Inspector Tom Gray*

Community Services



Rotary Trail grand opening

The first section of Courtenay's Rail With Trail was built in 2011, with major funding provided by the Courtenay Rotary Club. The Rotary Trail connects 5th Street to Cumberland Road, and runs beside the railroad tracks along the E & N Rail Corridor.

In addition to raising funds, the Courtenay Rotary Club contributed volunteer labour, removing broom and other noxious weeds from the site. Volunteers from Broombusters also provided assistance. The Island Corridor Foundation is working with all local governments along the E & N Rail Corridor to build trails, in hopes that one day a Rail With Trail will stretch all the way from Courtenay to Victoria.

The City is working on plans to extend the Rail with Trail to 17th Street in 2012.

General Enquiries

250-334-4441 • recreation@courtenay.ca

Recreation Division

Program registrations, memberships & rentals, playing field bookings.

250-338-5371 • lewis@courtenay.ca

Evergreen Seniors, fitness & leisure programs, hall & meeting room rentals.

250-338-1000 • filberg@courtenay.ca

Property Management

Repairs, maintenance and capital upgrading of City owned buildings.

250-334-4441 • recreation@courtenay.ca

Parks

Community initiatives, partnerships and events.

250-334-4441 • recreation@courtenay.ca

Cultural Liaison

Sid Williams Theatre
Courtenay & District Museum
Comox Valley Centre for the Arts



Outdoor Pool solar upgrades

Thanks to funding from FortisBC, the Courtenay & District Memorial Outdoor Pool at Lewis Park was outfitted with a solar heating system in 2011. The system warms the water used in the outdoor pool.

The technology includes 16 solar panels and a high efficiency thermal cover for the 100 ft (30.5 m) x 40 ft (12.2m) pool. The retrofit means less reliance on the existing boiler system. It also means reduced chlorine usage, as the pool cover reduces evaporation.

The retrofit design was based on a feasibility study conducted by an independent engineering firm. The panels were installed and operational at the beginning of June 2011, so the boiler was still needed for the initial pool warming at the start of the season. The 2012 season will see the full benefit of the solar system. Initial estimates calculated a potential 50 per cent savings on the pool's natural gas bills.



City Hall Renovation completed

The award-winning renovation of Courtenay's City Hall has transformed the look of the facility, but there were also lots of improvements behind the scenes.

Designed by architect Martin Hagarty and constructed by Muchalat Projects Ltd., the project included new wood, stone, and aluminum siding, as well as a new two-storey window. The project also corrected numerous issues with the building envelope, including structural repairs and water damage.

Local products were used as much as possible, including Western red cedar, Douglas fir, and stone from Vancouver Island.

City Hall's landscaping was also given a new look, including new plants, benches, and pavers. Less visible, but still important, is the water-saving drip-irrigation installed under the lawn and in the flower beds.

The project received the Western Red Cedar award from Wood Works as well as an Award of Excellence at the Vancouver Island Real Estate Board Commercial Building Awards.



Lewis Centre Renovation approved

In 2011, Courtenay City Council voted to upgrade and expand the Lewis Centre. The \$5.4 million project will include a new 4,000 square foot wellness centre, more space for programs and meetings, improved accessibility, and increased energy efficiency.

Funding for the project will come from various sources. \$1 million will be provided through gas tax revenue. In March 2012, the Province of BC announced they would be providing \$400,000 through the Commu-

nity Recreation Program. The City of Courtenay has set aside \$200,000 in a reserve fund. The remainder, maximum \$3,800,000, would need to be borrowed. The City of Courtenay used the Alternate Approval Process to determine whether electors approved of borrowing funds for the project.

Vic Davies Architect was selected to design the project. Construction is scheduled to start in August 2012, with completion in mid-2013. Up-to-date project information is available at www.courtenay.ca/lewis.aspx



Mile of Flowers - a Courtenay tradition

Once a year at the end of May, hundreds of volunteers line both sides of Cliffe Avenue to plant around 35,000 flowers. The blooms provide a colourful welcome to travelers on the main roadway into our community.

At the end of the season, the flowers are removed and composted in preparation for fall. In September 2011, following a suggestion from a resident, the City invited the public to pick "friendship flowers" prior to the Mile of Flowers' removal. Residents were asked to present these flowers to friends, neighbours and coworkers as a gesture of friendship.



Artwork brightens utility boxes

Thanks to funding from TELUS, thirteen downtown utility boxes received artistic makeovers in 2011. The City worked with the Comox Valley Community Arts Council (CVCAC) to administer the program, which recruited local artists. In 2011, artists included Benjamin Dunstan, Tracy Kobus, Teresa L'Hirondelle, Jenja McIntyre, Marilyn Peeters, and Cory Stewart.

In addition to reducing graffiti and vandalism, the painted boxes add lively public art to the City's downtown core. They are also a reflection of the Comox Valley's vibrant cultural and artistic communities.

Human Resources



Occupational Health and Safety, Disability Case Management, Payroll and Benefits, Employee and Labour Relations.

250-334-4441 hr@courtenay.ca

The Joint Occupational Health and Safety Committee had a busy year identifying and assessing individual department training needs. The committee facilitated activities for NAOSH Week in May (North American Occupational Safety and Health). Midway through the year, the HR Department hired a new Occupational Health and Safety (OH&S) and Disability Case Coordinator. The OH&S Coordinator's responsibilities include assessing and updating the City's Safe Work Procedures, and building a comprehensive Safety Management System. OH&S also worked on improving the City Incident Reporting and Investigation System.

The first quarter of 2011 Human Resources was focused on negotiations with CUPE

Local 556. In late May of 2011 a new four year contract with CUPE Local 556 was concluded. This agreement is in place until December 31, 2014.

HR continued to work on improving and enhancing the City's relationship with CUPE Local 556. To assist in this process Managers and Directors participated in a one-day workshop to better understand Labour Relations in a unionized workplace. HR offered Labour Relations audio conferences for Managers and Directors throughout the year.

Bringing accountability, transparency and fairness to the City's recruitment and job selection process continued to be at the forefront of HR's activities. There were 75 selection processes in 2011, including temporary and permanent new hires and internal promotion and transfers. The summer student hiring process was revised, and now uses lottery-based selection. This has given the large number of students applying for summer positions equal ac-

cess to limited opportunities. Standardized advertising and streamlining the selection processes ensures accountability and transparency in all aspects of the internal and external job postings and candidate selection methods.

HR also continued to oversee the Workplace Health and Wellness program. The Wellness program offered courses and seminars to employees aimed at helping improve employee physical and emotional well-being. Seminars included information and screening for bone density and blood pressure testing. The Health and Wellness Program coordinated fundraising events throughout the year, with employees raising \$3,787 for various local charities. Employees have raised a total of \$15,372 for local causes since the program began in 2007. In addition, employees donated toiletries, food, clothing and other gifts for community groups and individuals. The program sponsored several families through the local "Share the Christmas Spirit" Hamper Program.

Financial Services

Collection of revenue including property taxes and utility fees, purchasing, processing of all expenditures, preparation of financial plans, preparation of financial statements.

250-334-4441 • finance@courtenay.ca

Financial Services includes long-term financial planning, annual budget development, investments, accounting, treasury and cash management and all statutory financial reporting.

All purchasing and stores requirements such as tendering and purchase orders are coordinated through this division. Financial Services staff also calculate and levy property taxes, water, sewer and garbage billings, as well as process other payments made to the City.



Important 2012 Property Tax Dates

May 21, 2012 (week of)	<ul style="list-style-type: none"> • 2012 Property Tax Notices mailed
July 3, 2012	<ul style="list-style-type: none"> • Tax payments due • Provincial Home Owner Grant applications due • Tax Deferment applications due • Last day to avoid 10% penalty on unpaid current taxes and unclaimed grants
July 4, 2012	<ul style="list-style-type: none"> • 10% penalty added to all unpaid current taxes and unclaimed grants
August 1, 2012	<ul style="list-style-type: none"> • Tax Installment Preauthorized Payment Plan (TIPP) deductions start for the next taxation year
September 24, 2012	<ul style="list-style-type: none"> • Statutory property tax sale for all properties three years in arrears of taxes
December 31, 2012	<ul style="list-style-type: none"> • Last day to pay current year taxes prior to rollover into arrears category. (Arrears and delinquent category taxes are subject to a daily interest penalty)

Property Tax Exemptions

Every year, the City of Courtenay receives applications from non-profit organizations that qualify for tax exemption under the requirements of Provincial legislation. For 2011, the following exemptions were approved by Council.

Council adopted Permissive Tax Bylaws to exempt the following City owned properties, managed/occupied by non-profit societies, for 2011.

Registered Owners	Exempt Property Tax Amounts
Eureka Support Society	\$2,582
Royal Cdn. Legion, Courtenay Branch No. 17	6,603
Comox Valley Child Development Assoc.	8,885
Alano Club of Courtenay	2,138
Old Church Theatre Society	5,428
Comox Valley Pregnancy Care Centre	935
Comox Valley Recovery Centre Society	3,723
Comox Valley Boys and Girls Club	2,697
Comox Valley Family Services Association	3,842
Glacier View Lodge Society	56,254
Courtenay & Dist. Historical Society In Trust	1,611
Comox Valley Curling Club	11,276
Island Corridor Foundation	8,465
St. John the Divine Abbeyfield House Soc.	3,041
Comox Valley Kiwanis Village Society	7,773
L'Arche Comox Valley	791
Comox Valley Transition Society	1,263
Canadian Red Cross Society	1,510
Aaron House Ministries	5,363
Youth for Christ Comox Valley	314
Total Non-Profit Tax Exemptions	\$134,494

Comox Valley Centre of the Arts	\$24,070
Sid Williams Theatre	24,648
Courtenay & District Museum	18,279
Courtenay Marina	13,395
Courtenay Airpark	97,109
Total City owned properties	\$177,501

Provincial Legislature (the Community Charter) statutorily exempts the building and the land on which the building stands, for places of worship, specific seniors' housing, hospitals and private schools. Council may, by bylaw, permissively exempt the land surrounding the building. In 2011, Council adopted a bylaw to exempt the following surrounding lands.

Grace Baptist Church	\$84
Anglican Synod Diocese of BC	1,605
Central Evangelical Free Church	274
Elim Gospel Hall	598
St. George's Church	797
Calvary Community Church	781
Salvation Army Canada West	376
Lutheran Church	490
Valley United Pentacostal Church	330
Bishop of Victoria-Catholic Church	1,002
Kingdom Hall of Jehovah Witnesses	537
Seventh Day Adventist Church	328
LDS Church	2,892
Foursquare Gospel Church of Canada	4,725
Total Permissive Surrounding Statutory Land Tax Exemptions	\$14,819

Total Permissive Exemptions - Overall **\$326,814**

The Corporation of the City of Courtenay

Management's Responsibility for Financial Reporting

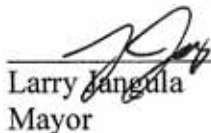
The preparation of information in these Financial Statements is the responsibility of management. The consolidated financial statements have been prepared in accordance with Canadian public sector accounting standards and are outlined under "Significant Accounting Policies" in the notes to the financial statements.

Management maintains a system of internal accounting controls to provide reasonable assurance that assets are safeguarded and that transactions are authorized, recorded, and reported properly. Management also maintains a program of proper business compliance.

MNP LLP, the City's independent auditors, have audited the accompanying financial statements. Their report accompanies this statement.



T. Manthey, BA, CGA
Director of Financial Services



Larry Jangula
Mayor

Meyers Norris Penny

Auditor's Report



Independent Auditors' Report

To the Mayor and Council of the City of Courtenay:

We have audited the consolidated statement of financial position of The Corporation of the City of Courtenay as at December 31, 2011, the consolidated statements of operations, change in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform an audit to obtain reasonable assurance whether the consolidated financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall consolidated financial statement presentation.

We believe the audit evidence obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the City as at December 31, 2011 the results of its operations, changes in its net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Courtenay, BC

April 30, 2012

Chartered Accountants



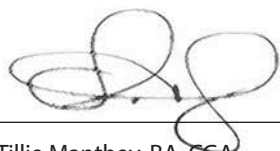
ACCOUNTING > CONSULTING > TAX
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1.800.445.9988 P: 250.338.5464 F: 250.338.0609 mnp.ca

The Corporation of the City of Courtenay

Consolidated Statement Of Financial Position - Statement A

As at December 31, 2011

	2011	2010
FINANCIAL ASSETS		
Cash on hand and on deposit (Schedule 5)	\$23,485,385	\$26,057,010
Receivables	2,358,968	6,074,009
Term Deposits (Schedule 5)	7,127,222	2,087,060
Property acquired for taxes	-	301
	32,971,575	34,218,380
LIABILITIES		
Accounts Payable	5,748,767	7,096,171
Trust and Other Deposits	3,129,599	4,133,797
Deferred Revenue - Federal Gas Tax (Note 5)	2,966,070	2,086,971
Deferred Revenue - Development Cost Charges (Note 7)	3,097,003	2,930,047
Deferred Revenue - Other (Note 10)	750,588	394,583
Long-Term Debt (Schedule 4)	15,893,960	17,554,972
	31,585,987	34,196,541
NET DEBT/NET FINANCIAL ASSETS	1,385,588	21,839
NON-FINANCIAL ASSETS		
Inventories	222,096	277,662
Prepaid Expenses	399,491	131,159
Tangible Capital Assets (Schedule 3)	109,473,911	106,779,327
	110,095,498	107,188,148
ACCUMULATED SURPLUS (Schedule 2)	\$111,481,086	\$107,209,987



Tillie Manthey, BA, CGA
Director of Financial Services

The accompanying notes are an integral part of these financial statements

The Corporation of the City of Courtenay

Consolidated Statement Of Operations - Statement B

For the year ended December 31, 2011

	2011 Budget	2011	2010
	(Note 16)		
REVENUE			
Taxes for Municipal Purposes	\$20,567,882	\$20,585,051	\$19,815,702
Sale of Services	9,026,906	9,130,829	8,768,903
Revenue from own sources	3,303,763	3,323,845	3,320,416
Federal transfers	138,256	152,368	1,200,767
Provincial transfers	460,664	957,601	4,389,565
Other local government transfers	722,019	360,754	1,555,197
Contributions	5,568,716	3,018,845	3,275,224
DCC Revenue	-	400,688	2,777,787
Investment income and taxation penalties	614,500	726,019	622,491
Other	279,000	279,719	357,217
Gain on sale of capital assets	-	-	4,374
TOTAL REVENUE	40,681,706	38,935,719	46,087,643
EXPENSES			
General government services	3,904,578	3,265,940	2,916,382
Protective services	7,702,210	7,663,166	6,905,541
Transportation services	5,929,636	5,717,260	5,077,115
Sewer and water facilities	7,324,339	6,709,067	6,688,981
Environmental health services	2,328,613	2,442,194	2,180,686
Public health and welfare services	230,899	229,518	242,781
Environmental development services	529,233	507,716	396,302
Recreational and cultural services	8,413,896	8,129,759	7,594,765
TOTAL EXPENSES	36,363,404	34,664,620	32,002,553
ANNUAL SURPLUS	\$4,318,302	\$4,271,099	\$14,085,090
ACCUMULATED SURPLUS AT BEGINNING OF YEAR	107,209,987	107,209,987	93,124,897
ACCUMULATED SURPLUS AT END OF YEAR	\$111,528,289	\$111,481,086	\$107,209,987

The accompanying notes are an integral part of these financial statements

The Corporation of the City of Courtenay

Consolidated Statement Of Change in Net Financial Assets - Statement C

For the year ended December 31, 2011

	2011 Budget	2011	2010
	(Note 16)		
ANNUAL SURPLUS	\$4,318,302	\$4,271,099	\$14,085,090
Acquisition of tangible capital assets	(14,387,142)	(4,128,636)	(11,288,956)
Amortization of tangible capital assets	3,644,240	3,644,240	3,445,832
Loss on sale of tangible capital assets	90,561	66,695	14
Write-downs of tangible capital assets	23,866	23,866	-
Proceeds on sale of tangible capital assets	36,000	47,011	1,024
Developer tangible capital asset contribution	(2,347,761)	(2,347,761)	(2,802,950)
	(12,940,236)	(2,694,585)	(10,645,036)
Acquisition of supplies inventories		(11,354)	(66,920)
Acquisition of prepaid expense		(399,491)	(131,159)
Consumption of supplies inventories		66,921	19,385
Use of prepaid expense		131,159	384,563
		(212,765)	205,869
CHANGE IN NET FINANCIAL ASSETS/NET DEBT	(8,621,934)	1,363,749	3,645,923
NET FINANCIAL ASSETS/NET DEBT AT BEGINNING OF YEAR	21,839	21,839	(3,624,084)
NET FINANCIAL ASSETS/NET DEBT AT END OF YEAR	\$(8,600,095)	\$1,385,588	\$21,839

The accompanying notes are an integral part of these financial statements

The Corporation of the City of Courtenay

Consolidated Statement Of Cash Flow - Statement D

For the year ended December 31, 2011

	2011	2010
CASH PROVIDED BY (USED IN)		
OPERATING TRANSACTIONS		
Annual Surplus	\$4,271,099	\$14,085,090
Changes in non-cash items including amortization		
Increase in amortization	3,644,240	3,445,832
Increase in receivables	3,715,041	(3,080,161)
Increase in property acquired for taxes	301	(301)
Increase in accounts payable	(1,347,404)	1,926,236
Increase in trust and other deposits	(1,004,198)	2,221,908
Decrease in deferred revenue	1,402,060	(1,210,190)
Increase in inventories	55,567	(47,537)
Decrease (Increase) in prepaids	(268,332)	253,404
Loss on disposal of capital assets	66,695	14
Writedowns of Tangible Capital Assets	23,866	
Developer Tangible Capital Asset Contribution	(2,347,761)	(2,802,950)
Actuarial adjustment	(261,819)	(214,550)
Cash Provided by Operating Transactions	7,949,355	14,576,795
CAPITAL TRANSACTIONS		
Cash used to acquire tangible capital assets	(4,128,636)	(11,288,956)
Proceeds on sale of tangible capital assets	47,011	1,024
Cash Applied to Capital Transactions	(4,081,625)	(11,287,932)
INVESTING TRANSACTIONS		
Term deposits	(5,040,162)	11,025,579
Cash Provided by (applied to) Investing Transactions	(5,040,162)	11,025,579
FINANCING TRANSACTIONS		
Repayment of long-term debt	(1,399,193)	(1,233,838)
Long-term debt proceeds	-	600,000
Cash Provided by Financing Transactions	(1,399,193)	(633,838)
INCREASE IN CASH AND CASH EQUIVALENTS	(2,571,625)	13,680,604
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	26,057,010	12,376,406
CASH AND CASH EQUIVALENTS AT END OF YEAR	\$23,485,385	\$26,057,010
Interest paid on outstanding debt and included in annual surplus above	\$988,410	\$992,673

The accompanying notes are an integral part of these financial statements

The Corporation of the City of Courtenay

Notes to Financial Statements

For the year ended December 31, 2011

The Corporation of the City of Courtenay was incorporated in 1915 under the provisions of the British Columbia Municipal Act. Its principal activities are the provision of local government services to the residents of the Municipality.

1. SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Presentation

It is the policy of the City to follow Canadian public sector accounting standards and to apply such principles consistently. The consolidated financial statements include the operations of General, Water Utility, Sewer, Capital, Reserve Funds, and the Sid Williams Theatre Society. They have been prepared using guidelines issued by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. The financial resources and operations of the City have been consolidated for financial statement purposes and include the accounts of all of the funds and equity in tangible capital assets of the City. As part of the supplementary information, the resources and operation of the City are segregated into various funds for accounting and financial reporting purposes, each being treated as a separate entity with responsibility for the stewardship of the assets allocated to it.

(b) Revenue and Expense Recognition

Expenditures are recorded in the period in which the goods or services are acquired and a liability is incurred.

Amortization is based on the estimated useful lives of tangible capital assets.

Revenue is recorded in the period in which the transactions or events that gave rise to the revenue occur. Amounts that have been received in advance of services being rendered are recorded as deferred revenue until the City discharges the obligations that led to the collection of funds. Following are the types of revenue received and a description of their recognition:

Taxes for Municipal Purposes are recognized in the year levied.

Sale of Services are recognized in the year that the service is provided or the amount is earned, provided the amount can be estimated and collection is reasonably assured.

Government Transfers are recognized as revenues in the period in which the events giving rise to the transfer occur and only recorded once authorized, eligibility criteria is met, and the amount can be reasonably estimated.

Contributions are recorded when the event giving rise to the contribution occurs.

DCC Revenue is recorded in the year that it is used to fund a capital project and has been authorized by bylaw.

Investment income, taxation penalties, and actuarial earnings are recorded in the year they are earned.

(c) Accrued Payroll Benefits

Earned but unpaid vacation is fully accrued and recorded in the financial statements.

Post employment benefits are accrued and recorded in the financial statements. This amount is provided by an Actuary that the City has engaged.

(d) Use of Estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Accounts Receivable are stated after evaluation of their collectability. Post employment benefits are calculated by an Actuary. Prior year tangible capital asset historical costs and related amortization have been calculated by a professional appraiser. Amortization is based on the estimated useful lives of tangible capital assets. These estimates and assumptions are

The Corporation of the City of Courtenay

Notes to Financial Statements

For the year ended December 31, 2011

reviewed periodically and as adjustments become necessary they are reported in earnings in the periods in which they become known assumptions are reviewed periodically and as adjustments become necessary they are reported in earnings in the periods in which they become known.

(e) Inventories

Inventories are valued at the lower of cost and net realizable value.

(f) Tangible Capital Assets

Tangible capital assets are recorded at cost, net of capital asset disposals, write-downs and amortization. Tangible capital asset expenditures exceeding the following thresholds per major category are capitalized. The average useful life is applied straight line to calculate amortization. In the year of acquisition and disposal, amortization is taken at one-half of the calculated amounts.

Major Asset Category	Threshold	Average Useful Life
Land	\$1	Indefinite
Land Improvements	\$10,000	Varies from 10 to 40 years
Building	\$10,000	Varies from 25 to 60 years
Vehicles, Machinery/Equipment	\$5,000 to \$10,000	Varies from 5 to 25 years
Engineering Structures		
Roads	\$5,000 to \$50,000	Varies from 10 to 60 years
Water	\$5000 to \$10,000	Varies from 8 to 80 years
Sewer	\$10,000	Varies from 8 to 60 years
Other – Includes Storm	\$10,000	Varies from 25 to 75 years
Other Tangible Capital Assets (includes IT software)	\$5,000	5 years

Carrying costs directly attributable to the acquisition, construction or development activity, excluding interest costs, are capitalized to the point in time the asset is substantially complete and ready for use. Contributed tangible capital assets are recorded at their fair value on the date of contribution. Assets under construction are not amortized until the asset is in use.

(g) Financial Instruments

Financial Instruments consist of cash on hand and deposit, term deposits, receivables, accounts payable, trusts and other deposits, and long-term debt. It is management's opinion that the Municipality is not exposed to significant interest, currency, exchange, or credit risk arising from these financial instruments.

(h) Debt Charges

Interest payments are charged against current fund balances in the period they become payable and have been accrued to December 31, 2011. Actuarial adjustments are offset against interest charged. Principal payments are applied directly to loan balances in the period they accrue.

The Corporation of the City of Courtenay

Notes to Financial Statements

For the year ended December 31, 2011

(i) Receivables

Following is a breakdown of receivables outstanding at December 31, 2011 with 2010 comparatives:

	2011	2010
Federal Government	\$155,191	\$2,383,493
Provincial Government	236,858	1,312,166
Regional and other Local Governments	151,317	542,927
Property Taxes	726,625	648,242
Other	1,088,977	1,187,181
Total Receivables	\$ 2,358,968	\$ 6,074,009

(j) Accounts Payable

Following is a breakdown of accounts payable and accrued liabilities outstanding at December 31, 2011 with 2010 comparatives:

	2011	2010
Federal Government	\$1,156,612	\$1,132,610
Provincial Government	359,718	1,338,063
Regional and other Local Governments	650,357	448,712
Trade and accrued liabilities	3,582,080	4,176,786
Total Accounts Payable	\$ 5,748,767	\$ 7,096,171

2. CONTINGENT LIABILITIES AND COMMITMENTS

- (a) Regional District debt is, under the provisions of the Local Government Act (Section 836), a direct, joint and several liability of the District and each member municipality within the District, including the Corporation of the City of Courtenay.
- (b) Principal repayments on long-term debt in each of the next five years are estimated as follows:

2012	\$925,768
2013	\$1,213,768
2014	\$1,433,768
2015	\$1,613,768
2016	\$2,068,944
	\$7,256,016

The Corporation of the City of Courtenay

Notes to Financial Statements

For the year ended December 31, 2011

- (c) The Municipality is obligated to collect and transmit the tax levies of the following bodies:

Provincial Government – Schools
Comox Valley Regional District
Comox-Strathcona Regional Hospital District
Municipal Finance Authority
British Columbia Assessment Authority
Downtown Courtenay Business Improvement Area

These levies are not included in the revenues of the Municipality.

- (d) As at December 31, 2011, there existed outstanding claims against the City. These claims have been referred to legal council and to the City's liability insurers. It is not possible to determine the City's potential liability, if any, with respect to these matters. Management has determined that any potential liabilities arising from these outstanding claims are not significant.
- (e) As at December 31, 2011, the City has guaranteed a loan, with an outstanding balance of \$125,013 (2010 - \$149,093), for the Community Futures Development Corporation for the purposes of renovating the Comox Valley Centre for the Arts. Payment under this guarantee is required if the debt holder becomes no longer able to make the required monthly payments. As at December 31, 2011, no liability has been recorded associated with this guarantee.
- (f) As at December 31, 2011, the loan payable to PT Courtenay Enterprises Ltd. is no longer outstanding. The total 2010 ending balance of \$473,988 was paid to PT Courtenay Enterprises Ltd. on March 23, 2011 representing the expenses incurred by the company to complete the required off site works around the Chances Courtenay Gaming Centre. This amount was to be reimbursed interest free by the City at the greater of \$150,000 per year or one-third of the gross gaming revenue transferred from the Province of British Columbia annually until the amount was paid in full.

3. PENSION LIABILITY

The municipality and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trustee pension plan. The board of trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The Plan has about 173,000 active members and approximately 63,000 retired members. Active members include approximately 35,000 contributors from local governments.

The latest valuation as at December 31, 2009 indicated an unfunded liability of \$1.024 billion for basic pension benefits. The next valuation will be as at December 31, 2012 with results available in 2013. Defined contribution plan accounting is applied to the Plan as the Plan exposes participating entities to actuarial risks associated with the current and former employees of other entities, with the result that there is no consistent and reliable basis for allocating the obligation, Plan assets and cost to individual entities participating in the Plan.

The City of Courtenay paid \$638,805 for employer contributions to the plan in fiscal 2011 (\$558,605 in 2010).

The Corporation of the City of Courtenay

Notes to Financial Statements

For the year ended December 31, 2011

4. HOST FINANCIAL ASSISTANCE AGREEMENT

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

5. FEDERAL GAS TAX AGREEMENT FUNDS

Gas Tax Agreement funding is provided by the Government of Canada. The use of the funding is established by a funding agreement between the local government and the Union of British Columbia Municipalities. Gas Tax Agreement funding may be used towards designated public transit, community energy, water, wastewater, solid waste and capacity building projects, as specified in the funding agreements.

The City of Courtenay received the first contribution of Gas Tax funding in 2005 and reports the balance as deferred revenue until it is used to fund the specified projects outlined in the funding agreement. Interest is accrued and allocated monthly to the balance.

Following is a schedule of Gas Tax receipts and disbursements received in 2011 with comparatives to 2010.

	2011	2010
Opening balance of unspent funds	\$2,086,971	\$ 2,145,700
Additions:		
Amounts received during the year	936,858	936,961
Interest earned	16,031	6,950
Deductions:		
Amount spent on projects	(73,790)	(1,002,641)
Amount spent on administration	-	-
Closing balance of unspent funds	\$2,966,070	\$ 2,086,971

6. DEBENTURE AND OTHER LONG-TERM DEBT

Funding of certain general debenture and other long-term principal and interest debt repayment is provided by sources other than general taxation. Other sources include short term loan proceeds used to bridge the gap for debenture debt proceeds, and lease and rental revenues, which reduce the requirement to fund debt repayment from general taxation revenues. This source of funding detail at the time of the annual tax levy, with 2010 comparatives, is as follows:

	2011	2010
Municipal debt levy, general taxation	\$1,354,836	\$1,473,313
Lease and rental revenues	299,115	298,071
Total funding required – general debt repayment	\$1,653,951	\$1,771,384

The Corporation of the City of Courtenay

Notes to Financial Statements

For the year ended December 31, 2011

7. DEFERRED REVENUE - DEVELOPMENT COST CHARGES

In order to conform with the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants, the unspent development cost charges in the following financial statements have been recorded as a liability. Following is a breakdown of cash increases and decreases for the General, Water, and Sewer development costs charge reserves for 2010 and 2011.

2011 Development Cost Charge Reserves

	General BL #2017	Water Utility BL #2017	Sewer Utility BL #2017	Sewer Utility BL #1638	2011 Total
Balance Forward	\$2,270,181	\$295,923	\$331,555	\$32,388	\$2,930,047
Increases					
Interest	16,664	2,223	2,543	227	21,657
Other Contributions	410,014	58,303	77,670	-	545,987
	426,678	60,526	80,213	227	567,644
Decreases					
Revenue Recognized to Fund Capital Projects	(385,328)	(2,339)	(13,021)	-	(400,688)
Reclassifications, redemptions, refunds				-	-
	(385,328)	(2,339)	(13,021)	-	(400,688)
Ending Balance Deferred Revenue - DCC	\$2,311,531	\$354,110	\$398,747	\$32,615	\$3,097,003

2010 Development Cost Charge Reserves

	General BL #2017	Water Utility BL #2017	Sewer Utility BL #2017	Sewer Utility BL #1638	2010 Total
Balance Forward	\$2,918,039	\$291,101	\$720,223	\$32,301	\$3,961,664
Increases					
Interest	8,766	893	2,100	87	11,847
Other Contributions	580,097	60,126	91,459	-	731,683
	588,863	61,019	93,560	87	743,529
Decreases					
Revenue Recognized to Fund Capital Projects	(1,236,721)	(56,197)	(482,228)	-	(1,775,146)
Reclassifications, redemptions, refunds				-	-
	(1,236,721)	(56,197)	(482,228)	-	(1,775,146)
Ending Balance Deferred Revenue - DCC	\$2,270,181	\$295,923	\$331,555	\$32,388	\$2,930,047

The Corporation of the City of Courtenay

Notes to Financial Statements

For the year ended December 31, 2011

8. ENVIRONMENTAL REGULATIONS

The City makes every reasonable effort to comply with all environmental regulations that apply to its operations. These regulations may require future expenditures to meet applicable standards. Amounts required to meet these obligations will be charged to operations when incurred or set aside as future reserves when they can be reasonably estimated.

9. TRUST AND ENDOWMENT FUNDS

(a) The Cemetery Perpetual Care Fund has been assigned to the City to be administered as directed by statute. The City holds the assets for the benefit of, and stands in fiduciary relationship to, the beneficiary. Following is a summary of the financial position and activities for 2010 and 2011, which has been excluded from the City's financial statements.

CEMETERY PERPETUAL CARE FUND FINANCIAL POSITION			CEMETERY PERPETUAL CARE FUND FINANCIAL ACTIVITIES		
	2011	2010		2011	2010
Financial Assets			Revenue		
Cash on Hand	\$35,524	\$27,721	Fees Levied	\$8,932	\$12,290
Investments - MFA	224,841	222,550	Interest Revenue	2,657	1,494
Liabilities			Expenditure		
Interest Payable to City	2,657	1,494	Interest Expense	2,657	1,494
Net Financial Position	\$257,708	\$248,776	Excess Revenue over Expenditure	\$8,932	\$12,290

(b) The Sid Williams Theatre has endowment funds on deposit with the Comox Valley Community Foundation in the amount of \$322,834 (2010 - \$322,834). The principal amount of this endowment cannot be utilized or withdrawn and as such are not considered assets of the City of Courtenay. The endowment funds are not reported as an asset on the statement of financial position.

10. DEFERRED REVENUE – OTHER

Other Deferred Revenue recorded in the Liability section of the City's Financial Statements consists of the revenues related to Development Cost Charge instalment payments owing from Developers and to be received in future years, business license revenue levied and to be recognized in future years, sewer connection instalment payments owing from property owners and to be recognized in future years, Government transfers received prior to revenue recognition criteria being met, gift certificates issued and to be redeemed in future years at the Sid Williams Theatre, and Surcharge revenue to be recognized in future years at the Sid Williams Theatre. Following is a breakdown of the change in this balance for 2010 and 2011:

	2011	2010
Opening Balance	\$394,583	\$514,427
Additions to Deferred Revenue	752,963	383,333
Payments Collected/Revenue Recognized	(396,959)	(503,177)
Ending Balance Deferred Revenue Other	\$750,588	\$394,583

The Corporation of the City of Courtenay

Notes to Financial Statements

For the year ended December 31, 2011

11. MFA DEBT RESERVE FUNDS

The City secures its long term borrowing through the Municipal Finance Authority. As a condition of these borrowings a portion of the debenture proceeds are retained by the Authority as a debt reserve fund. These funds are not reported in the financial statements as they are eliminated upon consolidation. As at December 31, 2011 the City had debt reserve funds of \$1,120,797 (\$1,110,504 in 2010).

12. EMPLOYEE RETIREMENT BENEFIT LIABILITY

Employees with 10 years of continuous service retiring under the terms of the Municipal Superannuation Act are entitled to a payout of up to 72 days of their accumulated unused sick leave bank and up to a maximum of 8 additional severance days for each year of service in which the employee used no sick leave. Additionally, upon death of the employee, the bank, up to a maximum of 72 days, will be payable to the employee's life benefit beneficiary. The value of this liability is calculated by an Actuary engaged by the City and reflects the likelihood that all eligible City employees will become entitled to this benefit. Actuarial valuation assumptions for 2011 were based on an interest (discount) rate of 3.40% per annum. The total estimated employee retirement benefit liability at December 31, 2011 is \$769,855 (\$709,441 in 2010) and is included in the accounts payable balance on statement.

13. CONSOLIDATED SEGMENT DISCLOSURE BY SERVICE

The City of Courtenay Consolidated Financial Statements includes the financial activities of various services made available to the community. Following is a description of the types of services included in each of the main service segments of the City's financial statements. A detailed summary of the 2011 revenues and expenses with 2010 comparatives for each segment can be found in Schedule 1 of the accompanying financial statements.

General Government Services

Provide services related to general corporate and legislative administration as well as human resources, information technology, financial management, and revenues received from the Province related to gaming.

Protective Services

Includes services related to providing fire protection, bylaw enforcement, and building inspection to the City, as well as the City's share of expenses related to providing police protection to the Comox Valley.

Transportation Services

Includes the delivery of municipal public works services related to planning, development and maintenance of roadway systems, street lighting, and other public works and engineering related services.

Environmental Health Services

Includes services related to the collection of garbage, recycling, and yard waste, as well as environmental testing and monitoring.

Public Health and Welfare Services

Includes cemetery services.

Environmental Development Services

Includes services related to planning, zoning, and sustainability.

Recreational and Cultural Services

Provides recreation and leisure services to the community and includes parks and facilities that allow for fitness, aquatic, cultural, and other activities for the public to enjoy.

The Corporation of the City of Courtenay

Notes to Financial Statements

For the year ended December 31, 2011

Water Utility Services

Provides for the delivery of water to users and includes the planning, development and maintenance of the City's water infrastructure.

Sewer Utility Services

Provides for the delivery of sewerage removal and includes the planning, development and maintenance of the City's sewer infrastructure.

Other Services

Includes the operations of the Sid Williams Theatre.

14. TANGIBLE CAPITAL ASSET DETAILS

(See Schedule 3 for further details)

Tangible Capital Assets consist of the following:

	2011	2010
Land	\$20,634,835	\$20,608,212
Land Improvements	2,769,429	2,403,302
Buildings	14,228,877	13,739,282
Equipment, Furniture, & Vehicles	5,180,947	5,418,901
Engineering Structures:		
Roads	43,485,107	42,882,400
Water	8,687,936	8,148,689
Sewer	5,913,268	5,210,286
Other (Includes Storm)	8,448,883	8,234,603
Other Tangible Capital Assets	124,630	133,652
	\$109,473,911	\$106,779,327

The net book value of capital assets not being amortized and under construction in 2011 is \$4,753,987 (\$12,102,095 in 2010).

Contributed capital assets received and recognized in the year from developers, for various infrastructure works and related land and parks, and recorded on the financial statements in 2011 is \$2,347,761 (\$2,802,950 in 2010).

Tangible capital assets include land under the City's roads, recorded at a nominal amount.

Art and historic treasures are displayed at various city facilities and consist of paintings, historical photographs, sculptures, carvings, and other cultural artefacts. These items have not been included in tangible capital assets due to the inability of estimating future benefits associated with such property.

15. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform with current year presentation.

The Corporation of the City of Courtenay

Notes to Financial Statements

For the year ended December 31, 2011

16. RESTATEMENT OF 2011 BUDGET

The budget amounts presented throughout these financial statements are based upon the Five Year Financial Plan approved by Council on May 2, 2011, except in regard to budget amounts for amortization, developer contributions for tangible capital assets, gains and losses on tangible capital asset disposals, and the use of debt, reserves and prior year surpluses.

The budget amounts presented throughout these financial statements for the tangible capital asset related budgets are the actual values determined at the completion of the municipalities' tangible capital asset accounting process. These values have been added to the May 2, 2011 budget and actual values in the Financial Statements.

The summary below shows the adjustments to the May 2, 2011 budget approved by Council after adjusting the budget values by the actual revenues and expenses incurred for tangible capital asset related items (amortization, developer contributions for tangible capital assets, and gains and losses on tangible capital asset disposals) and other transfers that were not included in the approved 2011 budget.

Adjustments to 2011 Budgeted Annual Surplus

Budget Surplus reported in FS	\$4,318,302
Capital acquisitions in Financial Plan	(14,387,142)
Amortization	3,644,240
Contributed Assets	(2,347,761)
Debt Issues in Financial Plan	1,757,524
Debt principle repayments in Financial Plan	(925,205)
Operating surplus appropriated for Operations in Financial Plan	3,853,738
Capital surplus appropriated for Capital Projects in Financial Plan	2,351,798
Transfers from Operating and Capital Reserves in Financial Plan	4,701,906
Transfers to Operating and Capital Reserves in Financial Plan	(2,967,400)
Net of Financial Plan	0

The Corporation of the City of Courtenay

(Note 13)
Page 1 of 3

Consolidated Schedule of Segment Disclosure by Service - Schedule 1

For the year ended December 31, 2011 (Audited)

	General Government Services		Protective Services		Transportation Services		Environmental Health Services	
	2011	2010	2011	2010	2011	2010	2011	2010
REVENUE								
Taxation	\$20,585,052	\$19,815,701						
Sales of Services			784,778	813,687			2,275,977	2,154,707
Revenue from Own Sources			725,791	695,305	306,783	198,139		
Government Transfers	892,608	952,646	23,462	94,457	76,249	3,365,418	82,042	5,458
Transfer from Other Funds			290,000		125,000	125,000		
Other Revenue	71,901	129,022				4,374		
Other Contributions					1,809,065	2,076,262		
Interest Earned	674,672	601,259	9,467	3,747	10,073	3,509		
Total Revenues	22,224,233	21,498,628	1,833,498	1,607,196	2,327,170	5,772,702	2,358,019	2,160,165
EXPENSES								
Salaries and Benefits	1,292,697	1,181,664	1,576,256	1,494,566	1,967,907	1,794,541	52,086	51,321
Goods and Services	491,474	392,889	5,705,310	4,979,196	824,654	756,306	2,125,850	1,931,942
Amortization Expense	169,570	144,718	242,032	253,199	2,143,145	2,060,125	174,071	163,905
Debt Servicing	37,185	39,140	68,813	79,119	338,076	371,145		
Transfer to Other Funds	(2,548,374)	(2,528,835)						
Other Expenditures	281,067	253,608	120,755	124,460	187,185	94,998	90,188	33,518
Loss on Disposal of TCA					40,944	14		
Total Expenses	(276,381)	(516,816)	7,713,166	6,930,540	5,501,911	5,077,129	2,442,195	2,180,686
ANNUAL SURPLUS	22,500,614	\$22,015,444	(5,879,668)	\$(5,323,344)	(3,174,741)	\$695,573	(84,176)	\$(20,521)

The Corporation of the City of Courtenay

Consolidated Schedule of Segment Disclosure by Service - Schedule 1 (continued)

For the year ended December 31, 2011 (Audited)

(Note 13)
Page 2 of 3

	Public Health & Welfare Services		Environmental Development Services		Recreational and Cultural Services		Water Utility Services	
	2011	2010	2011	2010	2011	2010	2011	2010
REVENUE								
Taxation								
Sales of Services							3,881,058	3,705,518
Revenue from Own Sources			490,370	600,249	1,343,987	1,261,244	130,441	105,068
Government Transfers	46,870	109,497	-	8,665	233,492	1,243,848		1,328,771
Transfer from Other Funds							652,730	648,500
Other Revenue	121,651	153,187					86,166	75,000
Other Contributions			94,500	54,500	305,821	1,581,726	432,958	664,743
Interest Earned			2,681	829	9,992	8,104	11,969	1,008
Total Revenues	168,521	262,684	587,551	664,243	1,893,292	4,094,922	5,195,322	6,528,608
EXPENSES								
Salaries and Benefits	120,928	137,835	440,288	351,670	3,232,469	3,096,354	417,623	413,137
Goods and Services	82,057	81,484	57,965	35,342	1,950,858	1,907,147	3,652,691	3,636,997
Amortization Expense	16,649	11,125	2,533	2,533	547,292	532,626	267,984	212,601
Debt Servicing					141,340	149,102	24,538	25,444
Transfer to Other Funds					(420,000)	(130,000)	(75,000)	(75,000)
Other Expenditures	9,884	12,338	6,930	6,757	1,514,564	1,255,663	66,802	(109)
Loss on Disposal of TCA							6,207	
Total Expenses	229,518	242,782	507,716	396,302	6,966,523	6,810,892	4,360,845	4,213,070
ANNUAL SURPLUS	\$(60,997)	\$19,902	\$79,835	\$267,941	\$(5,073,231)	\$(2,715,970)	\$834,477	\$2,315,538

The Corporation of the City of Courtenay

Consolidated Schedule of Segment Disclosure by Service - Schedule 1 (continued)

For the year ended December 31, 2011 (Audited)

(Note 13)
Page 3 of 3

	Sewer Utility Services		Other Services		Inter-Segment Eliminations		Consolidated	
	2011	2010	2011	2010	2011	2010	2011	2010
REVENUE								
Taxation							\$20,585,052	\$19,815,701
Sales of Services	2,189,016	2,094,998		-		-	9,130,829	8,768,910
Revenue from Own Sources	17,725	27,842	441,248	532,571	(132,500)	(100,000)	3,323,845	3,320,418
Government Transfers		989,510	116,000	49,902		-	1,470,723	8148,172
Transfer from Other Funds	1,895,644	1,880,335	130,000	130,000	(3,093,374)	(2,783,835)	-	-
Other Revenue							279,718	361,583
Other Contributions	765,171	665,620	12,018	7,517			3,419,533	5,050,368
Interest Earned	7,165	4,035					726,019	622,491
Total Revenues	4,874,721	5,662,340	699,266	719,990	(3,225,874)	(2,883,835)	38,935,719	46,087,643
EXPENSES								
Salaries and Benefits	364,073	282,534	515,278	427,778			9,979,605	9,231,400
Goods and Services	726,304	704,446	257,469	291,765	(132,500)	(100,000)	15,742,132	14,617,514
Amortization Expense	80,964	65,000		-			3,644,240	3,445,832
Debt Servicing	126,691	130,357		-			736,643	794,307
Transfer to Other Funds	(50,000)	(50,000)		-	3,093,374	2,783,835	-	-
Other Expenditures	2,199,321	2,122,923	18,609	9,330			4,495,305	3,913,486
Loss on Disposal of TCA	19,544			-			66,695	14
Total Expenses	3,466,897	3,255,260	791,356	728,873	2,960,874	2,683,835	34,664,620	32,002,553
ANNUAL SURPLUS	\$1,407,824	\$2,407,080	\$(92,090)	\$(8,883)	\$(6,186,748)	\$(5,567,670)	\$4,271,099	\$14,085,090

The Corporation of the City of Courtenay

Consolidated Schedule Of Accumulated Surplus - Schedule 2

For the year ended December 31, 2011 (Unaudited)

	2011	2010
Surplus		
Invested in Tangible Capital Assets	\$93,579,951	\$89,224,355
General Operating Fund	3,229,017	3,322,609
General Capital Fund	1,942,350	2,565,910
Water Utility Operating Fund	2,055,202	1,792,457
Water Utility Capital Fund	108,869	108,869
Sewer Utility Operating Fund	2,563,982	2,084,514
Sewer Utility Capital Fund	62,347	31,382
Sid Williams Theatre Society	(13,797)	78,297
Gaming Fund	693,764	1,085,833
Total Surplus	104,221,685	100,294,226
Reserves		
General Fund Reserves:		
Machinery and Equipment	1,256,579	900,531
Land Sale	190,257	248,512
New Works and Equipment	3,202,070	3,105,283
Public Parking	14,717	7,853
Parkland Acquisition	91,926	91,285
Housing Amenity	95,724	41,110
Amenity	151,939	110,835
	5,003,212	4,505,409
Water Utility Reserves:		
Water Utility	1,486,288	1,485,729
Machinery and Equipment	123,720	182,439
	1,610,008	1,668,168
Sewer Utility Reserves:		
Sewer Utility	397,541	569,995
Machinery and Equipment	248,640	172,189
	646,181	742,184
Total Reserves	7,259,401	6,915,761
ACCUMULATED SURPLUS (Statement A)	\$111,481,086	\$107,209,987

The Corporation of the City of Courtenay

Consolidated Schedule of Tangible Capital Assets - Schedule 3

For the year ended December 31, 2011

COST	Land		Equipment/ Furniture/ Vehicles		Engineering Structures			Other Tangible Capital Assets		Total	2010
	Land Improvements	Buildings	Buildings	Vehicles	Roads	Water	Sewer	Other Capital Assets			
Opening Balance	\$14,688	\$697,312	\$2,118,934	\$108,688	\$5,266,328	\$315,723	\$2,544,353	\$1,002,144	\$33,925	\$12,102,095	\$2,479,476
Construction-in-progress (CIP)	-	280,096	215,052	28,061	334,897	87,618	368,341	-	-	1,314,065	9,750,537
Add: Construction-in-progress	-	(75,575)	(1,616,562)	-	(4,505,404)	(211,521)	(1,570,461)	(658,784)	-	(8,638,307)	-
Less: Transfers into Service	-	-	-	-	-	(23,866)	-	-	-	(23,866)	-
Less: Write-downs	-	-	-	-	-	-	-	-	-	-	-
Closing Balance	14,688	901,833	717,424	136,749	1,095,821	167,954	1,342,233	343,360	33,925	4,753,987	12,230,013
Construction-in-progress	-	-	-	-	-	-	-	-	-	-	-
Opening Balance	\$20,593,524	\$3,299,578	\$18,738,671	\$11,897,022	\$69,982,153	\$12,745,606	\$3,677,002	\$12,733,274	\$537,702	\$154,204,532	\$149,698,260
Tangible Capital Assets	-	-	-	-	-	-	-	-	-	-	-
Add: Additions (including Transfers into Service)	26,623	295,736	2,339,456	465,927	6,545,681	940,237	1,999,026	1,145,809	42,143	13,800,638	4,403,931
Less: Disposals	-	(4,569)	(20,673)	(155,576)	(490,198)	(24,028)	(69,459)	(16,126)	-	(780,629)	(25,577)
Less: Write-downs	-	-	-	-	-	-	-	-	-	-	-
Closing Balance	20,634,835	4,492,578	21,774,878	12,344,122	77,133,457	13,829,769	6,948,802	14,206,317	613,770	171,978,528	166,306,627

ACCUMULATED AMORTIZATION

Opening Balance	-	1,593,588	7,118,323	6,586,809	32,366,081	4,912,640	1,011,069	5,500,815	437,975	59,527,300	56,043,443
Add: Amortization	-	134,130	438,347	722,763	1,707,276	247,018	74,380	269,161	51,165	3,644,240	3,508,396
Less: Accum Amortization on Disposals	-	(4,569)	(10,669)	(146,397)	(425,007)	(17,824)	(49,915)	(12,542)	-	(666,923)	(24,539)
Closing Balance	-	1,723,149	7,546,001	7,163,175	33,648,350	5,141,833	1,035,534	5,757,434	489,140	62,504,617	59,527,300

Net Book Value for year ended December 31, 2011	\$20,634,835	\$2,769,429	\$14,228,877	\$5,180,947	\$43,485,107	\$8,687,936	\$5,913,268	\$8,448,883	\$124,630	\$109,473,911	\$106,779,327
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The Corporation of the City of Courtenay

Consolidated Schedule of Debenture and Other Long-Term Debt - Schedule 4

For the year ended December 31, 2011 (Audited)

Bylaw Number	Maturity Date	Interest Rate	Principal Outstanding Dec 31/10	Current Year Borrowing	Actuarial Adjustment/ Princ. Reduct.	Principal Outstanding Dec 31/11
<i>(Note 6)</i>						
General Capital Fund						
Debenture Debt						
2088	Museum	2015	6.45	135,267	24,727	110,540
2092	Firehall	2015	6.45	1,040,504	190,195	850,309
2093	Sid Williams Theatre	2015	6.45	1,040,504	190,195	850,309
2171	Library	2021	3.05	1,666,323	117,291	1,549,032
2266	Infrastructure Works - MFA	2018	4.78	238,175	24,940	213,235
2266	Fifth Street Bridge	2023	5.15	410,890	24,712	386,178
2304	Lerwick Road Ext. Prop Acquisition	2029	4.86	857,484	28,079	829,405
2227	City Hall Retaining Wall	2020	5.00	116,718	9,722	106,996
2354	Repaving Program	2025	5.75	397,530	22,088	375,442
2355	Lerwick Road Extension	2030	5.75	608,961	20,451	588,510
2356	City Hall Renovation	2020	5.50	620,078	51,647	568,431
2425	Lerwick Road Construction	2026	4.66	617,325	28,286	589,039
2453	Police Property Acquisition	2026	4.43	1,225,649	56,159	1,169,490
2458	Public Works Maintenance Building	2022	4.52	1,329,465	88,479	1,240,986
2539	Capital Infrastructure Work	2023	4.13	2,992,686	163,607	2,829,079
2538	Native Sons Hall Renovation	2025	4.50	600,000	29,965	570,031
				13,897,559	1,070,544	12,827,011
Other long-term debt						
Offsite Works Loan Payable to Developer <i>(Note 2)</i>		2015		473,988	473,988	-
				473,988	-	-
TOTAL GENERAL CAPITAL FUND				14,371,543	-	1,544,532
Water Capital Fund						
Debenture Debt						
2424	Water Extension - Lerwick Road	2026	4.66	514,438	-	23,571
TOTAL WATER CAPITAL FUND				514,438	-	23,571
Sewer Capital Fund						
Debenture Debt						
2305	Sewer Extension	2029	4.86	643,113	-	21,058
2353	Sewer Extension	2030	5.00	1,713,786	-	57,552
2423	Sewer Extension - Lerwick Road	2026	4.66	312,092	-	14,300
TOTAL SEWER CAPITAL FUND				2,668,991	-	92,910
TOTAL ALL CAPITAL FUNDS				17,554,972	-	1,661,013

The Corporation of the City of Courtenay

Consolidated Schedule Of Investments - Schedule 5

For the year ended December 31, 2011 (Audited)

	2011	2010
GENERAL OPERATING FUND - Cash on hand	\$22,827,904	\$24,769,319
GAMING FUND - Cash on Hand	\$501,752	\$986,739
SID WILLIAMS THEATRE SOCIETY - Cash on hand	\$155,729	\$300,952
Total cash on hand and on deposit	\$23,485,385	\$26,057,010
GENERAL OPERATING FUND TERM DEPOSITS		
Municipal Finance Authority, Money Market Fund at fluctuating rate, no maturity date	15,932	15,758
The Bank of Nova Scotia, various guaranteed investment certificates	7,111,290	2,071,302
Total Term Deposits	7,127,222	2,087,060
TOTAL CASH ON HAND AND ON DEPOSIT (Statement A)	\$30,612,607	\$28,144,070

Value Statements

The following outlines key goals for the City of Courtenay to pursue in the 2012-2014 term:



1 A safe and caring community

Goal 1: Ensure protective services meet community needs

Objectives:

- a) Create a combined emergency services building in East Courtenay for Fire Department, Ambulance, CV Ground Search and Rescue and Comox Valley Emergency Program
- b) Develop and plan for new Police Services building
- c) Develop and plan for new Hospital project

Goal 2: Demonstrate leadership in environmental management

Objectives:

- a) Modify the Placement of Fill bylaw to include control of importing noxious weeds and insect infested soil
- b) Promote efforts to preserve and protect the estuary
- c) Complete flooding abatement studies and plan work

2 A progressive, diverse and sustainable City

Goal 1: Ensure infrastructure is sustainable

Objectives:

- a) 5th Street Bridge – Complete rehabilitation work and recoating
- b) Completion of the Greenwood Trunk
- c) Complete an inventory and assessment of City roads, buildings, and utilities, and report on works required

Goal 2: Provide proactive leadership for growth management

Objectives:

- a) Address development service delivery timelines and procedures
- b) Review City's Affordable Housing Policy
- c) Ensure all infrastructure planning studies are current
- d) Develop an integrated management model for all development, subdivision and building projects

Goal 3: Advocate high standards of design and community aesthetics

Objectives:

- e) Review sign bylaw
- f) Review noise bylaw and development issues around noise
- g) Review development cost charges for the downtown area

Goal 4: Support diversification of local economy



3 *An open, inclusive and vibrant community*

Goal 1: *Promote community engagement*

Objectives:

- a) Redevelop the City website and include the following:
 - Bylaw documents
 - Search engine tools
 - Full Council meeting documentation
 - Enhanced online services
- b) Web stream Council meetings
- c) Develop a Council Communications Strategy

Goal 2: *Support community initiatives and distinct neighbourhoods*

Objectives:

- a) Determine a resolution to the Maple Pool Issue
- b) Determine a resolution to the homeless shelter location issue
- c) Continue to support neighbourhood associations
- d) Support Downtown Courtenay including
 - Revitalization of Palace Theatre Site
 - Encourage development of mixed use buildings
 - Review the Business Tax Multiplier
 - Advocate for a separate small business assessment class

Goal 3: *Encourage regional partnerships*

4 *An active community with cultural and recreational opportunities*

Goal 1: *Be a regional centre for arts and culture*

Objectives:

- a) Support cultural organization sustainability
- b) Promote regional funding for cultural organizations

Goal 2: *Develop accessible, convenient, usable parks and green space*

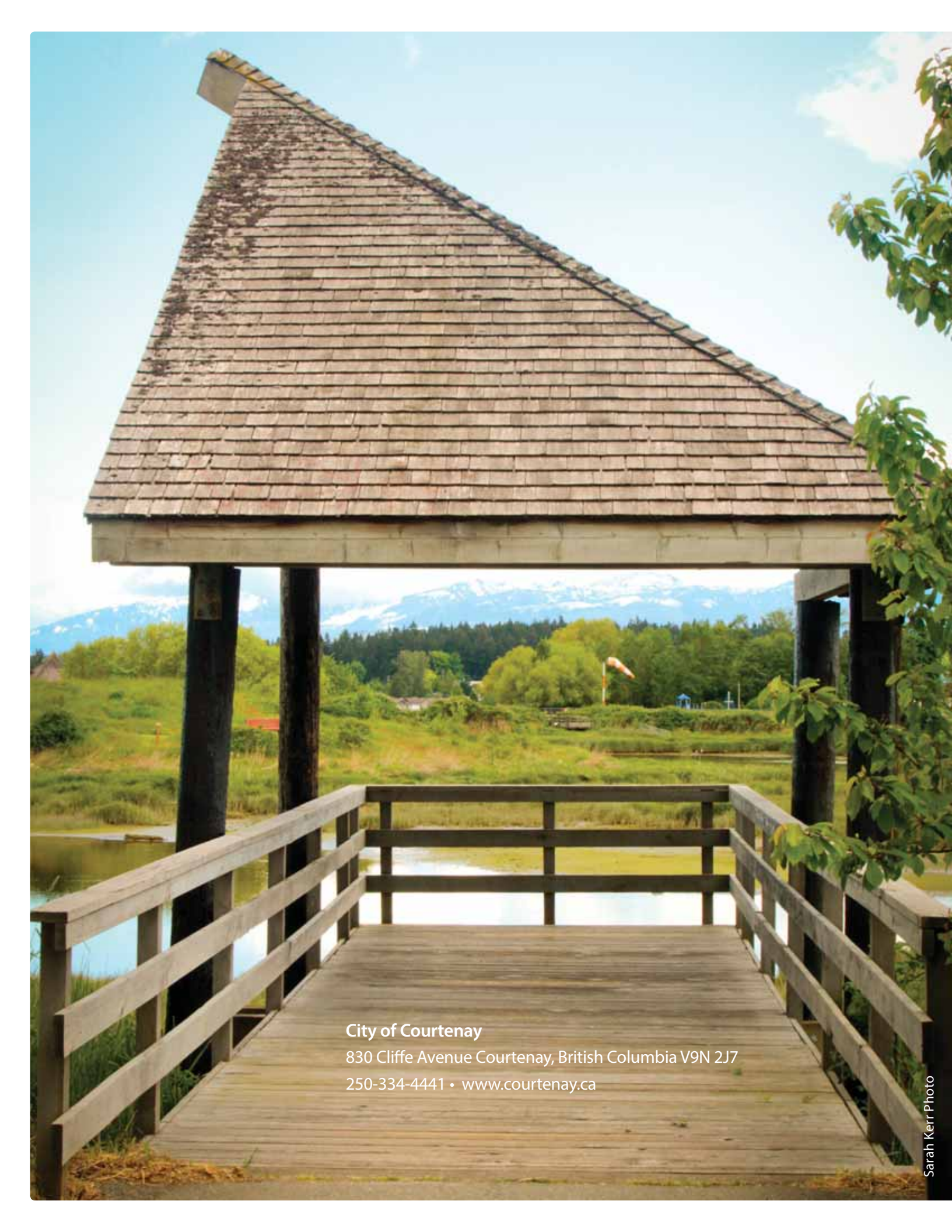
Objectives:

- a) Encourage land acquisitions including gifts
- b) Explore the concept of dog parks

Goal 3: *Promote healthy lifestyles*

Objectives:

- a) Develop a robust cycling infrastructure with a skeleton network to access all City within 3 years
- b) Reduce traffic congestion and delays and support traffic calming
- c) Develop plans to become one of Canada's "Most Bikeable Cities"
- d) Complete funding applications for pedestrian/cycling bridge project
- e) Complete Lewis Centre project
- f) Determine solutions to hospital/City owned playfield issue
- g) Explore the development of an artificial turf field
- h) Develop and enhance support services for seniors

A wooden viewing platform with a shingled roof overlooking a lake and mountains. The platform has a wooden deck and railings. The roof is made of weathered wooden shingles. The background shows a green landscape with a lake, trees, and snow-capped mountains under a blue sky.

City of Courtenay

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