

2021 - 2025 Consolidated Five Year Financial Plan

*photo by:
Kim Stallknecht*



CITY OF
COURTENAY
Financial Services

2021 – 2025 Five-Year Financial Plan

Index

INTRODUCTION	5
ASSET MANAGEMENT	7
FINANCIAL PLAN OVERVIEW	8
REVENUE AND FUNDING SOURCES	13
PROPERTY VALUE TAXES AND PARCEL TAXES	13
<i>Transfers to other governments.....</i>	<i>14</i>
<i>Property Tax Increases.....</i>	<i>15</i>
<i>Property Tax Rates.....</i>	<i>16</i>
<i>Frontage and Parcel Taxes</i>	<i>17</i>
<i>Other Sources of Revenues.....</i>	<i>17</i>
<i>COVID-19 Safe Restart Grant for Local Governments</i>	<i>18</i>
<i>Permissive Tax Exemptions.....</i>	<i>19</i>
<i>Tax Comparisons</i>	<i>19</i>
<i>Environmental Services - Utilities</i>	<i>20</i>
BORROWING CAPACITY	22
RESERVES AND SURPLUS	23
GENERAL FUND.....	25
GENERAL OPERATING EXPENSES.....	25
<i>Cost Drivers</i>	<i>26</i>
<i>General Government Services</i>	<i>27</i>
<i>Protective Services.....</i>	<i>29</i>
<i>Public Work Services.....</i>	<i>31</i>
<i>Environmental Health (Solid Waste).....</i>	<i>34</i>
<i>Public Health Services (Cemetery).....</i>	<i>35</i>
<i>Development Services.....</i>	<i>36</i>
<i>Recreation and Cultural Services.....</i>	<i>37</i>
GENERAL CAPITAL TRANSACTIONS	42
DEBT PAYMENTS AND NEW BORROWING	44
RESERVES AND SURPLUS	45
GAMING FUND	47
SEWER FUND	49
OVERVIEW.....	49
OPERATING AND CAPITAL REVENUES.....	49
OPERATING EXPENSES	50
CAPITAL TRANSACTIONS.....	52
DEBT PAYMENTS.....	53
RESERVES AND SURPLUS	53
WATER FUND.....	56
OVERVIEW.....	56
OPERATING AND CAPITAL REVENUES.....	56
OPERATING EXPENSES	58

2021 – 2025 Five-Year Financial Plan

CAPITAL TRANSACTIONS.....	60
DEBT PAYMENTS.....	60
RESERVES AND SURPLUS	61
APPENDICES.....	63
1. OBJECTIVES AND POLICIES FOR SCHEDULE "A" BYLAW 3032	64
2. OBJECTIVES AND POLICIES FOR SCHEDULE "B" BYLAW 3032	65
3. CONSOLIDATED SUMMARY FOR SCHEDULE "C" BYLAW 3032	66
4. GENERAL OPERATING FUND SUMMARY FOR SCHEDULE "D" BYLAW 3032	67
5. SEWER OPERATING FUND SUMMARY FOR SCHEDULE "E" BYLAW 3032.....	68
6. WATER OPERATING FUND SUMMARY FOR SCHEDULE "F" BYLAW 3032	69
7. GENERAL CAPITAL FUND SUMMARY FOR SCHEDULE "G" BYLAW 3032.....	70
8. GENERAL CAPITAL EXPENDITURE PROGRAM FOR SCHEDULE "H" BYLAW 3032	71
9. GENERAL 2021 CAPITAL EXPENDITURE – SOURCE OF FUNDING FOR SCHEDULE "I" BYLAW 3032	76
10. SEWER CAPITAL FUND SUMMARY FOR SCHEDULE "J" BYLAW 3032	79
11. SEWER CAPITAL EXPENDITURE PROGRAM FOR SCHEDULE "K" BYLAW 3032	80
12. SEWER 2021 CAPITAL EXPENDITURE – SOURCE OF FUNDING FOR SCHEDULE "L" BYLAW 3032	81
13. WATER CAPITAL FUND SUMMARY FOR SCHEDULE "M" BYLAW 3032	82
14. WATER CAPITAL EXPENDITURE PROGRAM FOR SCHEDULE "N" BYLAW 3032	83
15. WATER 2021 CAPITAL EXPENDITURE – SOURCE OF FUNDING FOR SCHEDULE "O" BYLAW 3032.....	84



2021 – 2025 Five-Year Financial Plan

City of Courtenay – Quick Facts



Official City Crest

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

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

- Incorporated: January 1, 1915
- Population: 28,216 (2019 - BC Stats) | Comox Valley RD: 72,625 (2019 – BC Stats)
- City Area: 33.7 km² | 3,369 ha. | 8,324 acres
- City Land Area (not incl Courtenay R. or Harbour): 32.7 km² | 3,267 ha. | 8,075 acres
- Private Dwellings: 12,013 (2016 Census)
- Private Dwellings occupied by usual residents: 11,704 (2016 Census)
- Density per km²: 783
- Population Growth (2015 – 2019): +8.3% (BC Stats)

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

Statistics

Utilities

Sanitary

- Sanitary Sewer Mains: 164.7 km (Jan 2021) incl. 6.2km force main
- Sanitary Sewer Connections: 7,898 (Jan 2021)
- Sanitary Lift Stations: 11 Stations (20 Pumps)

Storm

- Storm Sewer Mains: 167.2 km (Jan 2021)
- Storm Catch basins: 4,323 (Jan 2021)
- Storm Sewer Connections: 6,797 (Jan 2021)

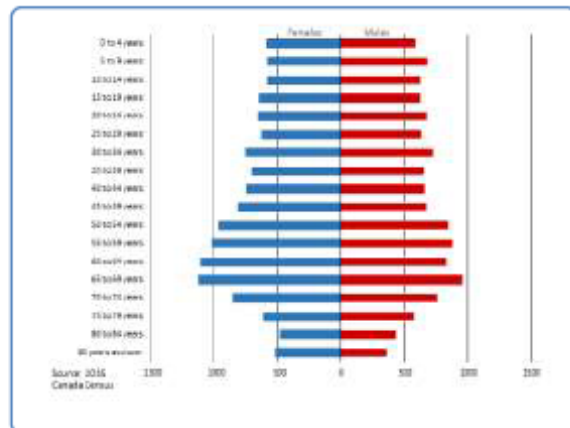
Water

- Water Mains*: 173.4 km (Jan 2021)
- Water Service Connections: 8,733 (Jan 2021)
- Water Meters Setters (SFD): 2,610 (Jan 2021)
- Fire Hydrants: 796 (Jan 2021) Blow-off Valves: 146 (Jan 2021)
- Mainline Valves: 1,883 (Jan 2021) Air Valves: 91 (Jan 2021)
- Booster Station: 5 pumps PRV's: 7 (Jan 2021)

Transportation

- Roads: 166 km | 351 lane km (Jan 2021)
Arterial: 64 lane km | Collector: 87 lane km | Local: 201 lane km
- Sidewalks: 173 km (Jan 2021) Paved Walkways: 10.8 km (2021)
- Streetlights: 1,497 (Jan 2021) incl. 323 Ornamental
- BCH Rate: 1701: 1,293 BCH Rate: 1702: 1,350 (Jan 2021)
- Signalized Intersect's: 20 Ped Controlled X-ings: 14 (Jan 2021)

Age Pyramid for Courtenay, BC (Census 2016)



Environment

- Oceanfront: 3.1 km
- Riverfront: 12.0 km
- Max Elevation: 94m (Waters PI Reservoirs)
- Min Elevation: 0m (Comox Harbour)

Notes:

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

All Data compiled by the City of Courtenay AMTS (2021-02-01)

February 2, 2021 v2.019401



Introduction

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

This 2021-2025 financial plan was developed as a broad-based, collective effort and was strongly influenced by the six themes of Council's 2019-2022 Strategic Priorities as presented on the next page. Efforts were also made to remain within Council's "Area of Control", "Area of Influence" and "Area of Concern" as defined in the adopted strategic priorities document.

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

Municipal purposes include:

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

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

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

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

COVID-19 Pandemic

The ongoing COVID-19 pandemic was taken into consideration while developing the 2021 budget, to produce a realistic financial plan that minimizes the financial impact to residents and businesses. Reduced services and revenues, primarily in the Recreation Department, and the use of the COVID-19 Safe Restart Grant funding were included for the year 2021. Where possible, operating projects were delayed to future years. For the purpose of the 2021-2025 Financial Plan, the general assumption is that the pandemic will only impact the year 2021 and normal operations will resume in 2022.



STRATEGIC PRIORITIES 2019 – 2022

We focus on organizational & governance excellence	We proactively plan & invest in our natural & built environment	We actively pursue vibrant economic development	We plan & invest in methods of multi-modal transportation	We support diversity in housing & reasoned land use planning	We continually invest in our key relationships
<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● Focus on asset management for sustainable service delivery ▲ Look for regional infrastructure solutions for shared services ▲ Support actions to address Climate Change mitigation & adaptation ● Make progress on the objectives of the BC Climate Action Charter ● Advocate, collaborate and act to reduce air quality contaminants ▲ Support social, economic & environmental sustainability solutions 	<ul style="list-style-type: none"> ● Engage with businesses and the public to continue revitalizing our downtown ▲ Continue to support Arts and Culture ● Work with the business and development sectors to mutually improve efficiencies ▲ Continue to explore innovative and effective economic development opportunities 	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● Complete an update of the City's OCP and Zoning Bylaws ● Assess how city-owned lands can support our strategic land purchases and sales ▲ Identify and support opportunities for lower cost housing and advocate for senior government support ● Encourage and support housing diversity ● Continue to develop and revisit all infrastructure master plans 	<ul style="list-style-type: none"> ● Build on our good relations with Kómoks First Nation and practice Reconciliation ● Value and recognize the importance of our volunteers ● Consider effective ways to engage with and partner for the health and safety of the community ▲ Advocate and cooperate with local and senior governments on regional issues affecting our community ● Support improving accessibility to all City services

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

▲
Area of Influence
Matters that fall within shared or agreed jurisdiction between Council and another government or party

■
Area of Concern
Matters of interest outside Council's jurisdictional authority to act



CITY OF COURTENAY

2021 – 2025 Five-Year Financial Plan

Asset Management

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

Sound Asset Management practices enable Sustainable Service Delivery by integrating community values, priorities and an informed understanding of the trade-offs between risks, costs and services. This focus is summarized by the following excerpt from Council's Asset Management Bylaw adopted in December 2, 2019:

The Asset Management Program means a corporation-wide program for the management of the City's Tangible Capital Assets aimed at achieving Sustainable Service Delivery;...

a) The Chief Administrative Officer will establish and maintain an Asset Management Plans, directives, practices, and procedures in accordance with best practices;

b) ensure personnel, financial resources, and other operational capabilities deemed necessary by the Chief Administrative Officer are provided and that responsibilities under the Assessment Management Program are effectively delegated;

c) create a corporate culture where all departments, officers, and employees have a role to play in Asset Management by providing awareness and professional development opportunities; and

d) regularly identify new opportunities for achieving Sustainable Service Delivery, including by identifying opportunities for incorporating Natural Assets into the Asset Management Program.



Financial Plan Overview

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

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

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

Budgeting by Funds

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

The General Fund

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

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

The Water and Sewer Utility Funds

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

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

2021 – 2025 Five-Year Financial Plan

Operating Budget Surplus

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

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

Capital Assets

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

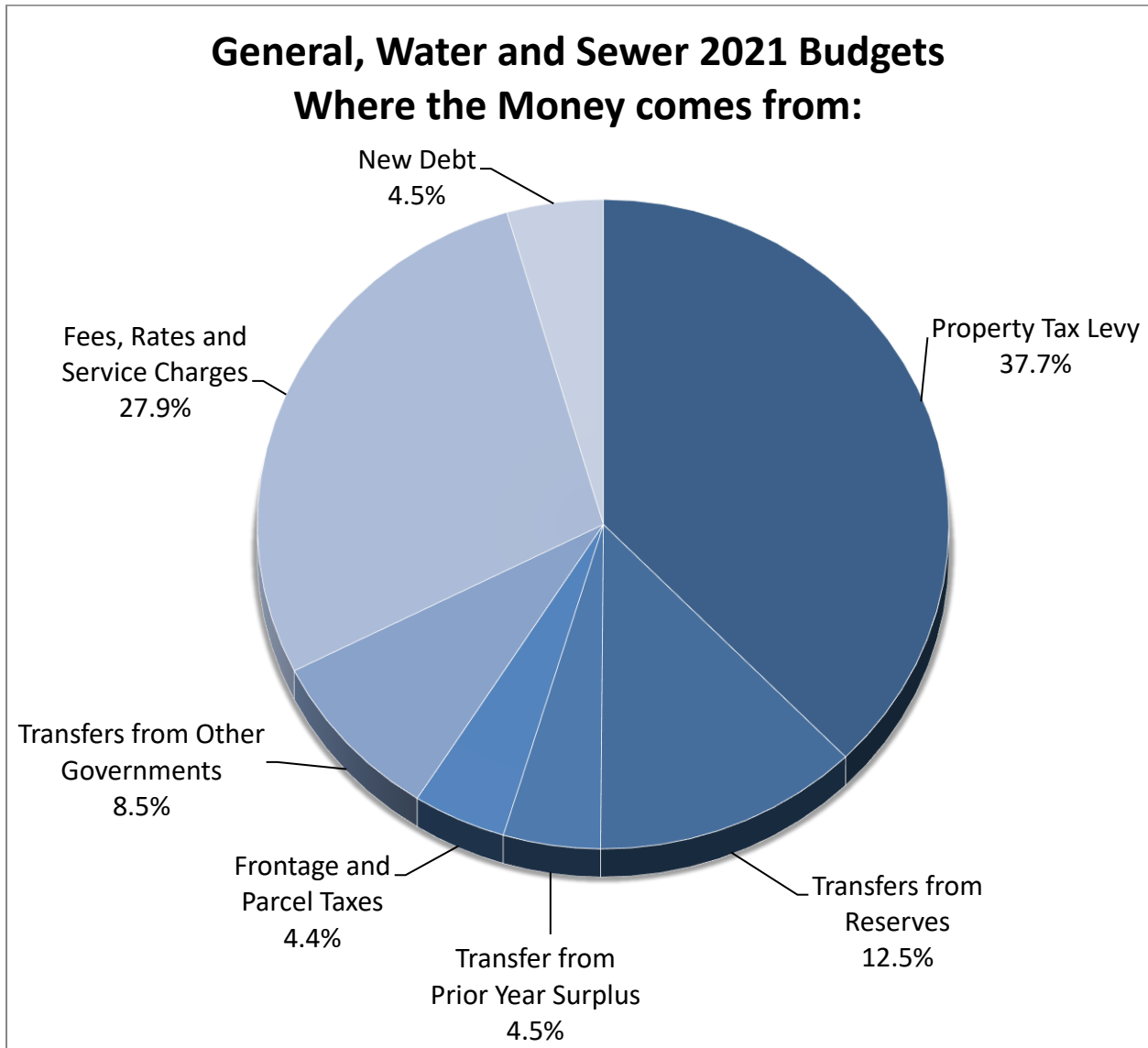
A summary of the 2021 proposed budget is presented in the following table and graphs.

Consolidated Financial Plan Table

Consolidated Summary (without amortization)	2020 Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
Revenues						
Operating Revenues	54,939,500	59,247,100	59,878,400	62,368,200	63,807,300	64,794,500
Reserves & Surplus	9,898,900	12,833,200	8,746,700	6,389,000	6,026,800	5,471,500
New Debt Financing	3,000,000	3,400,000	4,200,000	10,500,000	10,250,000	6,000,000
	67,838,400	75,480,300	72,825,100	79,257,200	80,084,100	76,266,000
Expenses						
Operating Expenses	50,165,500	50,605,000	52,266,900	53,553,700	54,762,300	56,056,200
Capital Assets	11,780,600	19,229,800	14,837,000	19,607,500	18,284,300	12,035,000
Capital Debt Payments	1,511,100	1,557,800	1,655,500	1,906,200	2,556,500	2,951,900
Transfers to Reserves & Surplus	4,381,200	4,087,700	4,065,700	4,189,800	4,481,000	5,222,900
	67,838,400	75,480,300	72,825,100	79,257,200	80,084,100	76,266,000

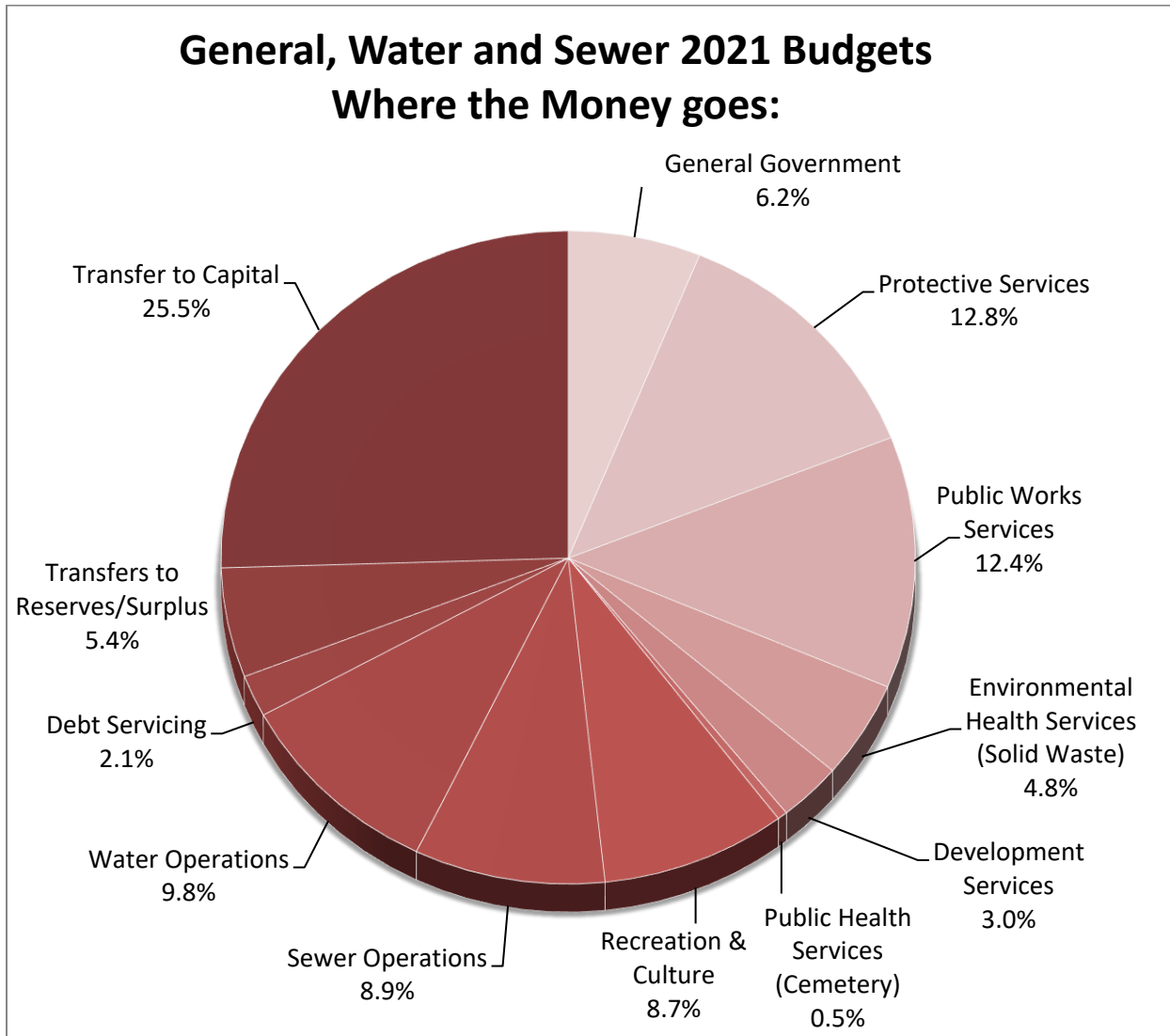
2021 – 2025 Five-Year Financial Plan

Consolidated Financial Plan – Source of Funds Chart



2021 – 2025 Five-Year Financial Plan

Consolidated Financial Plan – Use of Funds Chart



Consolidated Financial Plan



2021 – 2025 Five-Year Financial Plan

Revenue and Funding Sources

The City's activities are supported by revenues from a variety of sources. This section provides information on the City's objectives and policies as established by Revenue and Tax Policy #1700.00.01, and includes information in light of these policies. Some of the information reported in this section is included in Schedule A of the Financial Plan Bylaw 3032 to meet the reporting requirements of the BC *Community Charter*, the primary provincial legislation that governs the financial operations of municipalities.

The consolidated Financial Plan identifies 2021 revenue sources. The table below summarizes revenue sources. More detail is presented further in this section.

Consolidated Financial Plan – Revenues Table

Consolidated Financial Plan	Budget 2020	Budget 2021	2022	Proposed Budget 2023	2024	2025
Revenues						
Taxes						
General Property Taxes	26,482,300	27,703,600	29,184,300	30,640,000	32,264,500	33,902,600
Collections for Other Governments (Estimate)	22,876,600	23,972,800	24,451,100	24,938,900	25,436,500	25,944,000
Total Property Taxes	49,358,900	51,676,400	53,635,400	55,578,900	57,701,000	59,846,600
Frontage & Parcel Taxes	3,427,100	3,297,800	3,330,600	3,363,700	3,397,100	3,430,900
Grants in Place of Property Taxes	493,500	493,500	503,500	513,500	523,800	534,200
% of Revenue Tax	415,700	409,400	409,400	409,400	409,400	409,400
Total Taxes Collected	53,695,200	55,877,100	57,878,900	59,865,500	62,031,300	64,221,100
Less: Transfers to Other Governments (Estimate)	(23,045,800)	(24,147,000)	(24,628,800)	(25,120,100)	(25,621,200)	(26,132,400)
Net Taxes for Municipal Purposes	30,649,400	31,730,100	33,250,100	34,745,400	36,410,100	38,088,700
Other Revenues						
Fees and Charges	19,916,600	19,624,100	20,815,700	21,539,500	22,242,800	22,831,300
Revenue from Other Sources	1,415,800	1,253,700	1,351,200	1,356,700	1,361,300	1,363,900
Other Contributions	411,000	200,000	-	200,000	-	200,000
Transfers from Other Govt & Agencies	2,546,700	6,439,200	4,461,400	4,526,600	3,793,100	2,310,600
Total Other Revenues	24,290,100	27,517,000	26,628,300	27,622,800	27,397,200	26,705,800
Total Operating Revenues	54,939,500	59,247,100	59,878,400	62,368,200	63,807,300	64,794,500
Transfers From Reserves and Surplus						
From Reserves	7,199,100	9,406,000	6,263,100	4,948,100	5,418,000	4,872,700
From Surplus	2,699,800	3,427,200	2,483,600	1,440,900	608,800	598,800
Total from Reserves and Surplus	9,898,900	12,833,200	8,746,700	6,389,000	6,026,800	5,471,500
Funding from Debt						
	3,000,000	3,400,000	4,200,000	10,500,000	10,250,000	6,000,000
Total Revenues	67,838,400	75,480,300	72,825,100	79,257,200	80,084,100	76,266,000

Property value taxes and parcel taxes

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

2021 – 2025 Five-Year Financial Plan

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

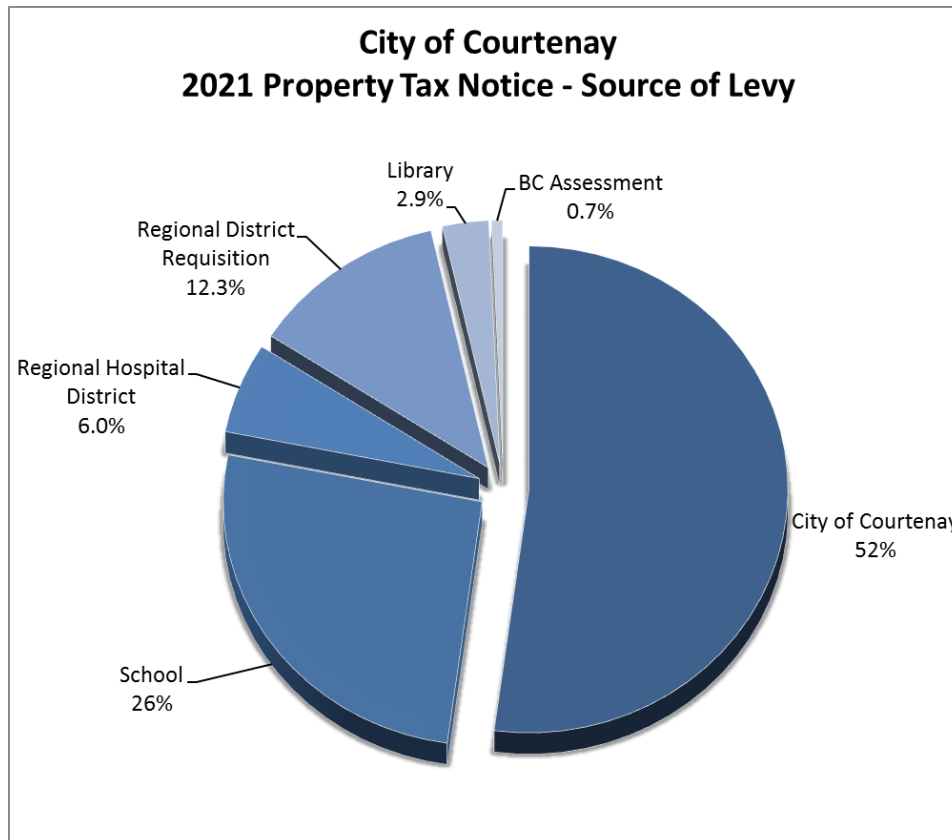
The City's policy is to utilize new sources of revenue from senior governments whenever it is available in order to reduce its dependency on property tax resources.

Transfers to other governments

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

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

2021 Sources of Property Tax Levy Chart



2021 – 2025 Five-Year Financial Plan

Property Tax Increases

The 2021 budget for municipal property taxes reflects an overall increase of 1.86% over the previous year's taxes to fund general operations. This increase is to ensure levels of service are maintained in response to a number of cost drivers that directly impact the City's operations. A more detailed list of specific external cost drivers is outlined in the "Cost Drivers" section of this report.

Unlike the 2020 budget, the 2021 budget doesn't include an increase for the capital infrastructure renewal levy. This is intended to provide additional relief to taxpayers during the COVID-19 pandemic and is planned to resume in 2022. This levy will be reviewed annually and informed by the refinement of specific asset management plans.

Projected Taxes for Municipal Purposes Table

Taxes for Municipal Purposes	Budget 2020	Budget 2021	2022	Proposed Budget		
				2023	2024	2025
Tax rate increase						
General Taxation	2.72%	2.00%	2.00%	2.50%	2.75%	2.75%
Debt Levy	0.00%	-0.14%	0.74%	0.24%	0.89%	0.99%
Infrastructure Reserve Levy	0.50%	0.00%	0.50%	0.75%	1.00%	1.00%
	3.22%	1.86%	3.24%	3.49%	4.64%	4.74%
Property Taxes						
General Property Taxes	23,373,700	24,402,200	25,781,000	27,070,500	28,330,200	29,623,100
General Property Taxes - New Construction	550,000	750,000	500,000	500,000	500,000	500,000
Infrastructure & Asset Management Levy	116,200	-	128,300	199,900	278,100	290,600
General Tax Supplementary Adjustment	(150,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Debt Levy	1,184,500	1,149,300	1,343,900	1,408,900	1,665,300	1,967,200
Library	1,407,900	1,452,100	1,481,100	1,510,700	1,540,900	1,571,700
Total Municipal Property Taxes	26,482,300	27,703,600	29,184,300	30,640,000	32,264,500	33,902,600
Collections for Other Governments (Estimate)	22,876,600	23,972,800	24,451,100	24,938,900	25,436,500	25,944,000
Total Property Taxes	49,358,900	51,676,400	53,635,400	55,578,900	57,701,000	59,846,600
Less:						
Property Taxes for Other Governments (Estimate)	(22,876,600)	(23,972,800)	(24,451,100)	(24,938,900)	(25,436,500)	(25,944,000)
Portion of Grants in Place of Taxes	(169,200)	(174,200)	(177,700)	(181,200)	(184,700)	(188,400)
	(23,045,800)	(24,147,000)	(24,628,800)	(25,120,100)	(25,621,200)	(26,132,400)
Net Municipal Taxes	26,313,100	27,529,400	29,006,600	30,458,800	32,079,800	33,714,200
Frontage & Parcel Taxes	3,427,100	3,297,800	3,330,600	3,363,700	3,397,100	3,430,900
Grants in Lieu of Taxes	493,500	493,500	503,500	513,500	523,800	534,200
% of Revenue Tax	415,700	409,400	409,400	409,400	409,400	409,400
Taxes for Municipal Purposes	30,649,400	31,730,100	33,250,100	34,745,400	36,410,100	38,088,700

2021 – 2025 Five-Year Financial Plan

Property Tax Rates

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

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

The tax rate each year is based on the revenue Council approves to be collected and the assessed values of all the properties in the City at that time. Changes in the total assessed property values in the City will cause the tax rate to change, but on its own, it has no effect on the amount each property owner must pay unless his/her assessed value change is different from the average change in value. The table below presents the changes to the rates since 2018.

2019 - 2021 Property Tax Rates Table

Class #	Class	2019 Rates	2020 Rates	2021 Rates
1	Residential	3.0332	3.0241	2.9890
2	Utilities	21.2324	21.1684	20.9228
3	Supportive Housing	3.0332	3.0241	2.9890
4	Major Industry	11.8295	11.7938	11.6570
5	Light Industry	11.8295	11.7938	11.6570
6	Business	10.1612	9.8282	10.4614
8	Recreation/Non-Profit	3.0332	3.0241	2.9890
9	Farm	3.0332	3.0241	2.9890
	Total	67.1854	66.6805	66.6542
	<i>Percentage Change between Current Year and Prior Year Municipal Tax Rates</i>	<i>-10.28%</i>	<i>-0.75%</i>	<i>-0.04%</i>

2021 – 2025 Five-Year Financial Plan

Proportion of revenue by source

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

In the 2021 budget, there is a noticeable reduction in fees and charges due to the anticipated reduction in revenues from Recreation, caused by limited program offering and lower registrations during the pandemic. It is planned to use the COVID-19 Safe Restart Grant funding, reported as other sources of revenue, to compensate for this anticipated loss of revenue in 2021. Other sources of revenue also includes external funding for capital projects, detailed further in this report.

2019 – 2021 Proportion of Revenue by Source Chart

Revenue Source	2019		2020		2021	
	Amount (\$)	% Total Revenue	Amount (\$)	% Total Revenue	Amount (\$)	% Total Revenue
Property Value Taxes	25,869,200	39.01%	27,222,300	40.13%	28,432,300	37.67%
Parcel Taxes	3,186,500	4.80%	3,427,100	5.05%	3,297,800	4.37%
Fees and Charges	19,546,100	29.47%	19,916,600	29.36%	19,624,100	26.00%
Other Sources	4,297,200	6.48%	4,373,500	6.45%	7,892,900	10.46%
Reserves/Surpluses	13,418,300	20.23%	9,898,900	14.59%	12,833,200	17.00%
Borrowing	0	0.00%	3,000,000	4.42%	3,400,000	4.50%
TOTAL	\$66,317,300	100.00%	\$67,838,400	100.00%	\$75,480,300	100.00%

Frontage and Parcel Taxes

The City levies frontage taxes on all properties whether they are, or could be, connected to the City's water and sewer services. The purpose of these rates is to provide resources to support infrastructure maintenance and capital renewal for the water and sewer utilities. In 2021, the frontage tax rate for the sewer utility is unchanged at \$10.24 per meter of frontage and the 2021 frontage tax rate for the water utility is maintained at \$5.84 per meter.

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

Other Sources of Revenues

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

The City's 1700.00.01 Revenue and Tax Policy, adopted in 2008 and summarized in Schedule A of the Financial Plan Bylaw 2983, is that wherever possible, fees & charges will be used to assign costs to those who benefit from the service provided. The proportion of costs recovered by fees and charges will vary by each Council policy decision with respect to the nature of the service provided.

2021 – 2025 Five-Year Financial Plan

More detail regarding the various sources of revenue by fund is provided in the Schedules D, E and F of this report.

COVID-19 Safe Restart Grant for Local Governments

In November 2020, the City of Courtenay received notification from the Ministry of Municipal Affairs and Housing that Courtenay will receive a \$4,149,000 grant under the COVID-19 Safe Restart Grant for Local Governments funding stream to assist with the increased operating costs and lower revenue as a result of the pandemic. The Finance Select Committee met on January 15, 2021 to review the use of these funds in 2020, and the 2021-2025 Financial Plan. On January 25, 2021, Council approved having the following 2021 items funded with the Restart Grant instead of general taxation or gaming revenue:

- Funding for the Police contract (due to the anticipated loss of gaming revenue): \$405,000
- Funding for the Infrastructure Reserve contribution (due to the anticipated loss of gaming revenue): \$320,000
- Additional support for Bylaw Enforcement: \$84,000
- Fund the loss in various Community Services revenues: \$696,200 (includes unused 2020 allocation as well)
- City Hall Renovations to allow for safe reopening: \$100,000
- Downtown Washroom for Public and Vulnerable: \$200,000
- Other unexpected costs / revenue reduction: \$200,000

Revenue from other sources

The City also receives revenue from the following sources:

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

2021 – 2025 Five-Year Financial Plan

Permissive Tax Exemptions

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

The City's policy 1960.00.01 regarding permissive tax exemptions is that the cumulative value of permissive tax exemptions shall not exceed 2% of the total tax levy of the previous year. The permissive tax exemptions approved for 2021 are summarized below.

Permissive Property Tax Exemptions Table

Permissive Property Tax Exemptions	2019 (\$)	2020 (\$)	2021 (\$) estimate
City owned properties / managed by not-for-profit groups	189,954	192,967	192,967
Not-for Profit Organizations	166,505	179,219	182,079
Churches	16,795	18,684	18,684
TOTAL	373,254	390,870	393,729
Prior year tax levy for municipal purposes	22,901,225	23,945,244	25,224,457
As a percentage of municipal tax levy	1.63%	1.63%	1.56%

Tax Comparisons

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

2021 Property tax on a representative home

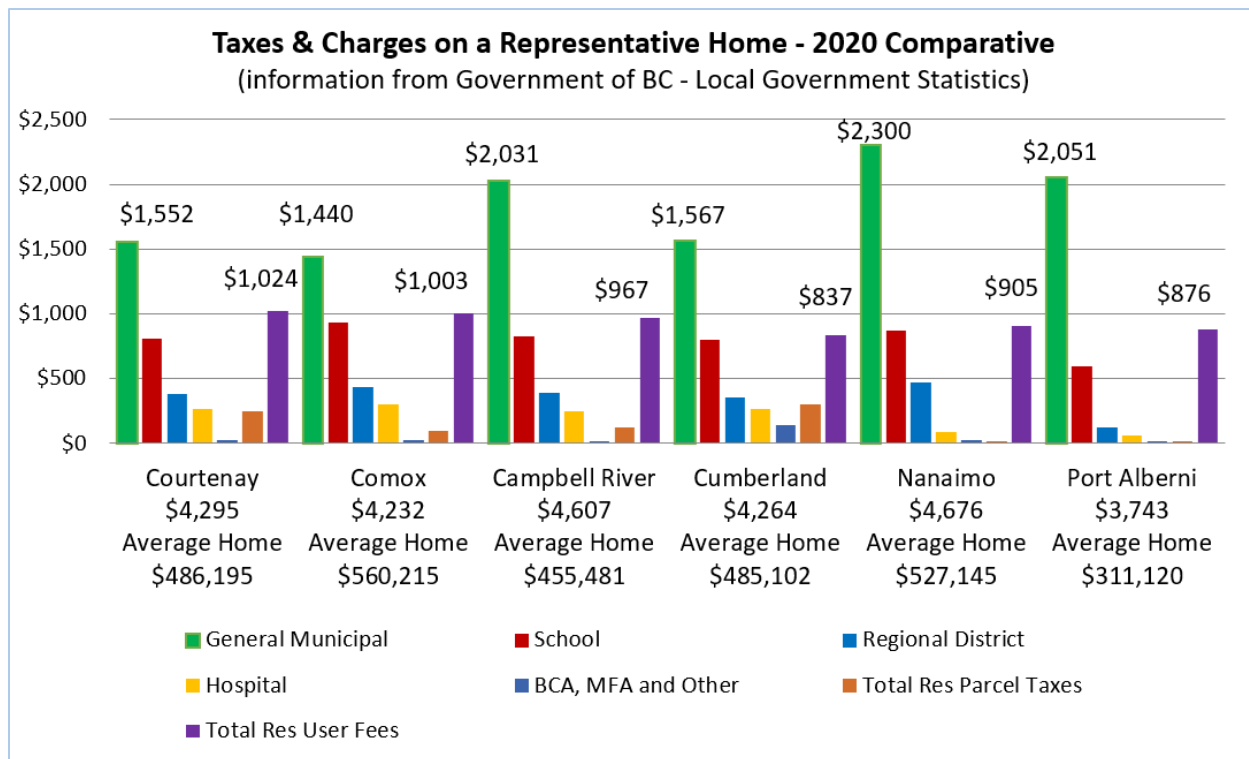
The property tax increase for an “average” residential property, valued at \$476,000 in 2021, is estimated to be an increase of approximately \$54.00, or 3% over the prior year, for the municipal taxation portion of the tax notice. This is equivalent to \$4.50 per month.



The following graph provides a comparison of the 2020 taxes and charges with other local governments on Vancouver Island.

2021 – 2025 Five-Year Financial Plan

2020 Taxes and Charges on a Representative House Graph



2021 Property tax on a representative business

The Commercial taxes are based on a rate multiple of 3.5 times the residential tax rate. Considering the “average” commercial property, valued at \$855,000 in 2021, the 2021 municipal annual property taxes are estimated to increase about \$264, an approximate increase of 3% over the prior year. The Commercial Class includes a wide range of businesses, with a wide range of assessment valuations.



Environmental Services - Utilities

The primary revenue source for Solid Waste and Water and Sewer utilities are user fees. In order to provide sufficient funding for utilities, the sewer user fee increases by 2.0% and water user fee remains unchanged in 2021. This increase has been approved by City Council in order to ensure the utilities remain self-funded and provide sustainable service delivery.



2021 – 2025 Five-Year Financial Plan

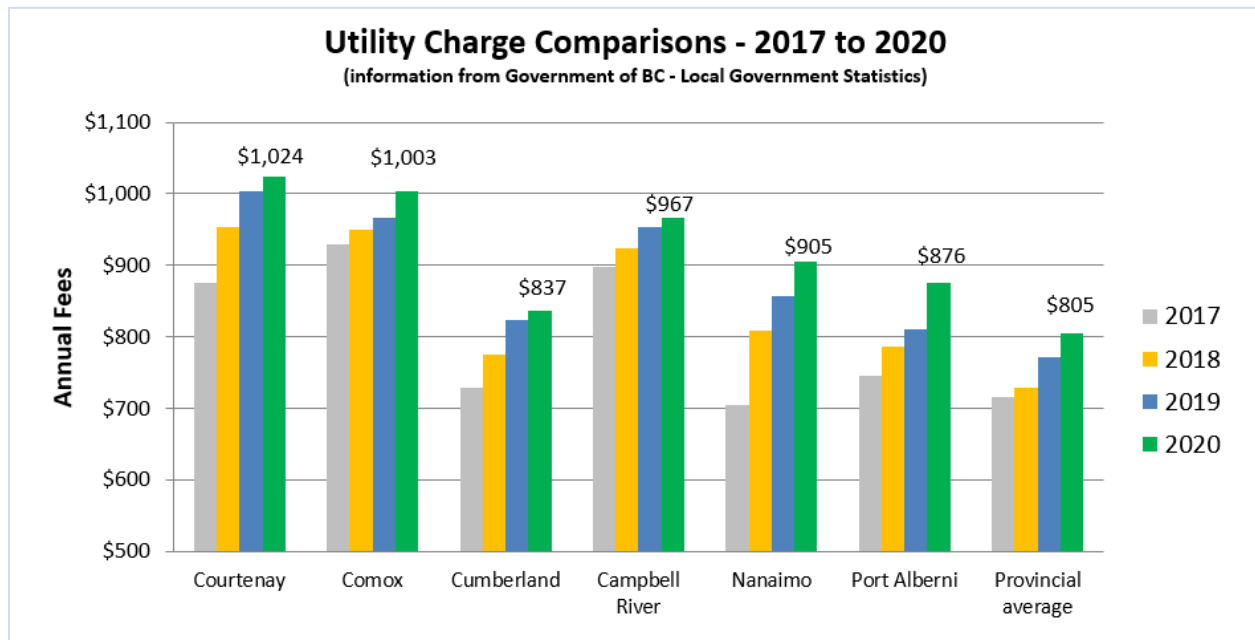
Tipping fees at the Regional District increased from \$130.00 per tonne to \$140.00 per tonne on September 1, 2020. The City has increased solid waste rates by 5.0% to provide additional revenue to cover for the increase in tipping fee and increase in contractor costs for the waste and recyclable collection and transport.

For 2021, the total increase for a single family dwelling is \$15.58 as presented in the table below.

Utility rates for Single Family	2020	2021	Increase	Increase %
Sewer	344.71	351.60	6.89	2.0%
Water	506.05	506.05	-	0.0%
Solid Waste	173.73	182.42	8.69	5.0%
Total	\$ 1,024.49	\$ 1,040.07	\$ 15.58	1.5%

The following graph provides a comparison of the 2017-2020 user fees for utilities with other local governments on Vancouver Island.

Utility User Fees on Single Family Dwelling Graph



2021 – 2025 Five-Year Financial Plan

Borrowing Capacity

Borrowing is typically utilized to fund large capital projects that provide benefits to taxpayers over a long period of time. In 2021, the City will be securing new borrowing in the amount of \$3.4 million for the 5th Street Bridge Rehabilitation project. For 2021, long-term debt payments will total \$1,268,700.

The City's outstanding debt as of December 31, 2020 is presented below.

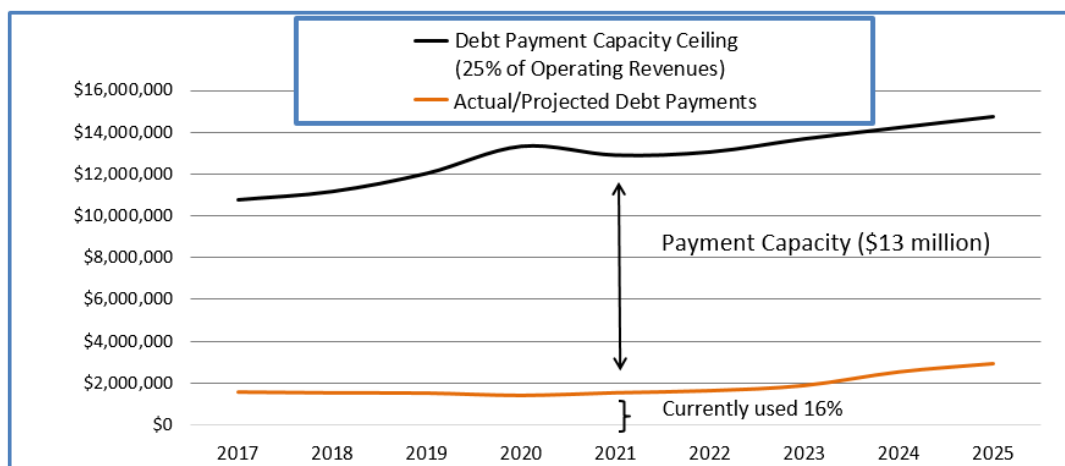
Outstanding Debt	As of December 31, 2020	
General	\$	6,796,862
Sewer	\$	4,541,455
Water	\$	231,435
Total	\$	11,569,753

The City follows *Community Charter* guidelines to determine long term debt capacity. Based on these guidelines, a municipality's long-term debt capacity is based on the total of all annual debt payments up to 25% of the municipality's prior year operating revenue from all funds (general, water and sewer). For the City of Courtenay, this total payment ceiling would be \$13 million. The City currently uses approximately 16% of the \$13 million payment servicing limit, leaving the City in a strong position to determine future opportunities to borrow.

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

The following graph depicts the City's borrowing capacity.

Borrowing Capacity Graph



2021 – 2025 Five-Year Financial Plan

Reserves and Surplus

The City plans for future projects by creating reserve funds for initiatives requiring significant capital investment. This section summarizes the use of reserve and surplus funds for 2021. A summary of the anticipated balances in the various reserves and surplus accounts is provided for each of the funds later in this report.

The 2021 Financial Plan requires to draw just under \$13 million from reserves and surplus to fund projects, initiatives, and operations as detailed below.

Revenues from Reserves and Surplus for 2021 Table

Revenues from Reserves and Surplus 2021	General		Sewer		Water		Total
	Operating	Capital	Operating	Capital	Operating	Capital	
Reserves	2,165,000	4,919,000		1,920,000	27,000	375,000	9,406,000
Prior Year Surplus	1,066,600	298,200	404,700	867,300		307,800	2,944,600
Unexpended debt		482,600				-	482,600
Total	3,231,600	5,699,800	404,700	2,787,300	27,000	682,800	12,833,200



General Fund

Operating Expenses

Capital Transactions

Reserves and Surplus



2021 – 2025 Five-Year Financial Plan

General Fund

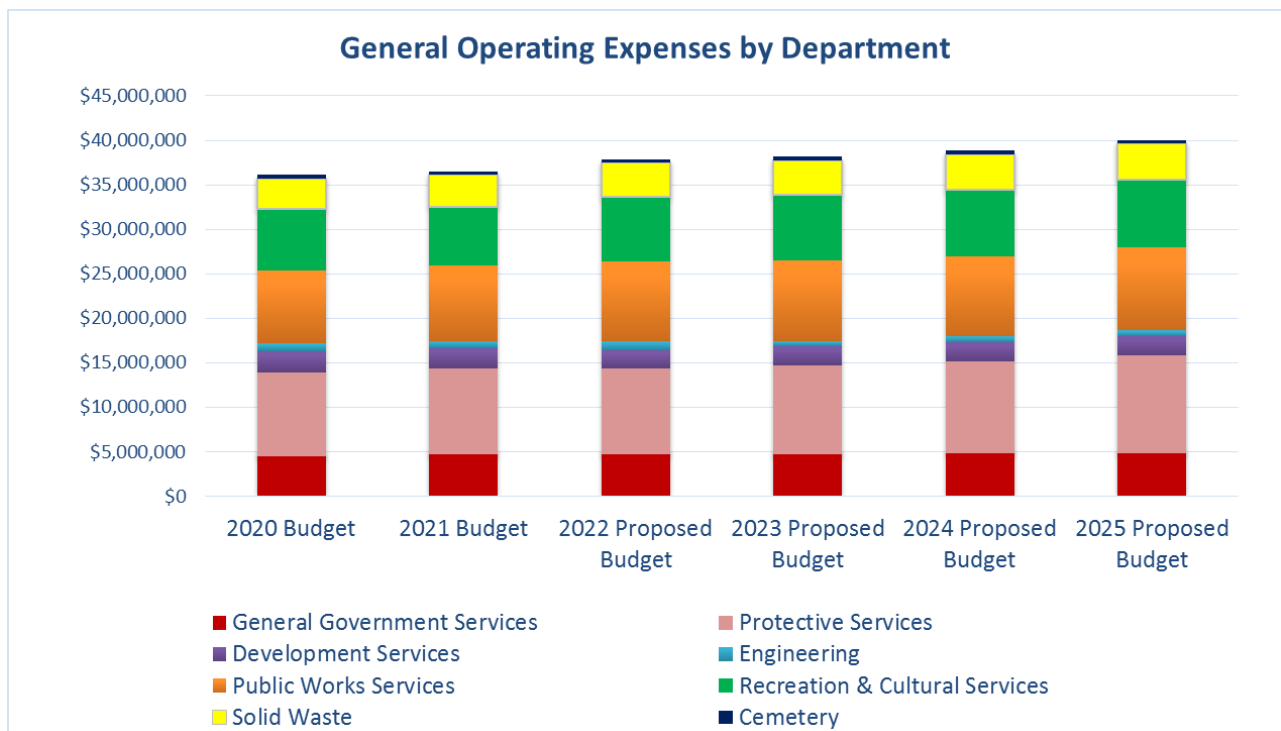
General Operating Expenses

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

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

The graph below illustrates the general operating expenses for 2020 budget and 2021 to 2025 proposed budget.

General Operating - Expenses by Department Graph



2021 – 2025 Five-Year Financial Plan

Cost Drivers

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

The City's operating costs are impacted by the following external cost drivers. The impacts are reflected in the proposed budgets.

Contract Salary, Wage and Benefit Increases

The impact relating to the annual contractual salary and wage increases for unionized, exempt staff and Volunteer Firefighters amounts to approximately \$225,000 in 2021 in the General Fund. This increase also proportionally impacts benefit and employer payroll deduction costs, raising them by about \$70,000.



Increase in minimum wage

The Province of British Columbia is increasing the minimum wage from \$14.60 to \$15.20 an hour as of June 1, 2021. This impacts significantly the wages for instructors and summer staff working for Recreation Services, with an estimated impact of \$20,000.

Insurance and Utilities

An average increase of 10% is included for the 2021 insurance expenses. This is largely related to increased insured value of City assets and market conditions, for an overall impact of \$30,000. Electricity cost is increasing in 2021 by 6% or \$43,000. This is mostly to account for the planned BC Hydro LED light conversion project, impacting the Street Lighting 2021 budget by \$28,000.

Consumer Price Index (CPI)

The average CPI increase for the Province of British Columbia for 2020 is estimated at 0.8%. Some budget for goods and services were adjusted to reflect this increase in 2021.

COVID-19 Public Health Orders

The impact of the current public health orders were considered and as such, a \$112,200 reduction in travel and hotel expenses is included for 2021. The budget for some services offered to the public was also adjusted to reflect those restrictions.

The following table presents a summary of the General Operating expenses 2021 budget by department budget.

2021 – 2025 Five-Year Financial Plan

General Operating - Expenses by Department Table

Department	2020 BUDGET	2021 BUDGET	Budget increase (decrease)
General Government Services	4,494,100	4,659,700	165,600
Protective Services	9,418,000	9,679,700	261,700
Development Services	2,331,900	2,232,600	(99,300)
Public Works Services	8,180,000	8,577,200	397,200
Engineering	904,000	810,400	(93,600)
Recreation & Cultural Services	6,976,800	6,529,300	(447,500)
Solid Waste	3,432,900	3,627,100	194,200
Cemetery	355,700	346,100	(9,600)
Grand Total	36,093,400	36,462,100	368,700

General Government Services

General Government Services are the centralized services common to all functions of the organization. This includes the offices of Council, the CAO, Corporate Services, Communications, Human Resources, Financial Services, Purchasing, Information Technology, GIS, and other general services. The table below presents the 2021 budget by sub departments.

General Government Services - Expenses by Sub Department Table

Sub Department	2020 BUDGET	2021 BUDGET	Budget increase (decrease)
City Council	324,800	307,300	(17,500)
Corporate Services	872,700	1,145,200	272,500
Corporate Communications	251,200	256,400	5,200
Finance	1,574,400	1,603,600	29,200
Business Performance	160,700	123,800	(36,900)
Purchasing	290,600	296,200	5,600
Human Resources	537,200	568,000	30,800
Occupational Health Safety	211,700	220,500	8,800
IT	1,449,600	1,519,300	69,700
Strategic Initiatives	181,500		(181,500)
Other General Government	67,900	62,800	(5,100)
City Hall Property Maintenance	157,200	168,000	10,800
Interfund Allocation	(1,585,400)	(1,611,400)	(26,000)
Grand Total	4,494,100	4,659,700	165,600

2021 – 2025 Five-Year Financial Plan

Legislative Services

The Legislative Services supports the “offices” of Council. It includes Council expenses, training and travel costs, attendance at conferences, such as the Union of BC Municipalities and the Federation of Canadian Municipalities annual conventions.

A reduction is included for City Council travel and hotel expenses budgeted for 2021 as a result of the ongoing pandemic.

Corporate Administration

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

Some funding is included in 2021 to prepare business cases for a new Public Works building and a new Firehall. An increase is also included for the new General Manager of Operations position which is largely offset with the amalgamation of the Strategic Initiatives sub-department with Corporate Services and other contractual salary expenses.



Financial Services and Business Performance

The Financial Services Department is responsible for overseeing the City's financial assets and long term financial planning. The department provides support to all other City departments and communicates financial information to Council, the general public, and other government agencies. Business Performance is a new group within the Finance Department supporting the development, implementation and management of the City's analytical and performance measurement strategies. The Finance department budget includes the contractual salary, wage and benefit increases. The budget for Business Performance was adjusted to reflect the combination of two positions after the completion of a successful pilot project in 2020.

Purchasing Services

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

Human Resources and Occupational Health & Safety

The Human Resources Division provides various services to the City departments: staffing, development, compensation, safety and health, and employee and labor relations.

The budget includes the funding for a Fire Department and exempt staff compensation review and also some funding for staff education on the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). The amount budgeted in 2020 for consulting services to help with Union Bargaining is also carried forward to 2021.

2021 – 2025 Five-Year Financial Plan

Information Technology / Geographical Information System

The IT/GIS department provides computer systems and technology support to the organization. The increase in 2021 is mainly related to software license fees for new programs such as Active Net, Zoom, and Laserfiche.

Other Services

This section includes general expenses related to City Hall, insurance, and legal services. General government costs are also partially allocated to the water and sewer utilities via the interfund allocation, for administrative and operational support to these services.

Protective Services

Protective Services includes policing, fire protection, emergency measures, bylaw enforcement and animal control. The 2021 budget is included in the next table.

Protective Services - Expenses by Sub Department Table

Sub Department	Activity	2020 BUDGET	2021 BUDGET	Budget increase (decrease)
Police Protection		7,170,400	7,243,600	73,200
Fire Protection		1,830,300	1,881,600	51,300
Fire Protection Fleet		84,300	81,400	(2,900)
Other Protective Services	Animal Control	71,100	72,600	1,500
	Bylaw Enforcement	99,400	200,800	101,400
	Emergency Programs	96,800	132,700	35,900
	Parking Control	65,700	67,000	1,300
Grand Total		9,418,000	9,679,700	261,700

Police Protection

The City contracts the RCMP to provide policing services within the City. The RCMP contract represents about 77% of the total budget under Police Protection Services.

The policing budget is based on Council's approval in principle, on June 15, 2020, for the City's 2021/2022 RCMP contract for 31.4 members, which includes an estimated vacancy of 2 members, which is the same vacancy estimate used in 2020. The budget includes an increase of \$115,000 for the RCMP contract.

The Finance Select Committee also reviewed the Gaming fund on January 15, 2021 and approved to use \$405,000 from the COVID-19 Safe Restart Grant to fund the portion of the RCMP contract normally funded by lost gaming revenues in 2021 due to the COVID-19 pandemic.

In 2020, an amount of \$57,800 was included in the Policing budget for the Comox Valley Overdose Working Group which was entirely grant funded. A balance of \$8,700 is carried forward to 2021, which translates in a budget reduction of \$49,100.

2021 – 2025 Five-Year Financial Plan

Fire Protection

The Courtenay Fire Department provides fire protection and first responder services, including fire protection, prevention, suppression, and investigative services. The department conducts over 1,500 fire inspections annually. The budget includes the contractual salary, wage and benefit increases.



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

Number of Volunteers for 2020

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

Emergency Measures

This function supports the municipality in responding to emergency events. The Comox Valley Regional District provides regional emergency services under contract with the City. The 2021 budget includes an increase of \$35,900 for the emergency program.

Bylaw Enforcement, Animal Control, Parking Control

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

The Bylaw Enforcement program encourages people to adhere to Bylaws, policies, procedures and guidelines set either by federal, provincial or municipal legislation held within the confines of the municipality. This budget provides funding that supports this particular function and includes \$84,000 for a Bylaw Enforcement temporary position for 2021, which is funded entirely by the COVID-19 Safe Restart Grant for Local Governments.

2021 – 2025 Five-Year Financial Plan

Public Work Services

Public Works Services is responsible for the water and sewer utility infrastructure, storm water collection, civic facilities, parks, and transportation network for the community. Services include maintenance of trails, transit, water, sewer and solid waste collection, capital projects, cemetery maintenance, fleet maintenance, flood protection and dike maintenance. The budget by sub department is included below.

Public Works Services - Expenses by Sub Department Table

Sub Department	2020 BUDGET	2021 BUDGET	Budget increase (decrease)
Public Works Administration	569,900	638,000	68,100
Public Works Operations	954,300	967,900	13,600
Asset Management	605,300	396,500	(208,800)
Transportation Services	3,098,000	3,444,700	346,700
Storm Sewer	535,100	584,700	49,600
Parks	2,577,700	2,713,600	135,900
Parks - Cultural Facilities Grounds Maintenance	6,000	6,200	200
Parks - Recreation Facilities Grounds Maintenance	27,800	28,100	300
Property Maintenance	272,100	303,200	31,100
Property Maintenance - Carpentry Shop	34,700	35,400	700
Property Maintenance - Recreation Facilities	616,500	635,000	18,500
Property Maintenance - Cultural Facilities	293,000	284,100	(8,900)
Property Maintenance - Miscellaneous Buildings	109,100	161,500	52,400
Property Maintenance - Park Buildings	81,100	84,200	3,100
Public Works Interfund Allocation	(1,600,600)	(1,705,900)	(105,300)
Public Works Services Total	8,180,000	8,577,200	397,200
Engineering Total	904,000	810,400	(93,600)

Engineering Services

The Engineering team provides technical support and project management oversight for all civic infrastructure capital projects within the framework of asset management. In 2021, Engineering will continue working on the Dike Replacement Strategy project and the Integrated Rain Water Master Plan, partly funded by Gas Tax.

Public Works Administration

The increase in Public Works Administration is attributable to the budget for new connections moved from Subdivision and Development Servicing as Public Works provides the service.

Asset Management

The role of Asset Management Technical Services is to provide technical support and perform asset condition assessments, which informs the City's asset management needs, infrastructure replacement as well as renewal and maintenance programs.

The reduction in the Asset Management budget is due to the completion of most of the storm sewer condition assessments in 2020. This project was funded by Gas Tax.

Transportation Services

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

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



The budget for Roadway Surfaces and Snow and Ice Control includes an increase to align with prior year actuals and current levels of service.

Streets & Roads Quick Facts

- Roads: 166 km | 351 lane km (*Jan 2021*)
- Sidewalks: 173km (*2021*)
- Paved Walkways: 10.8 km (*2021*)

Transportation services also include street lighting maintenance and electricity cost, as well as street signs and lines maintenance. The City maintains 1,497 street lights (as of January 2021).

The Traffic Signal budget was increased to align with actual levels of service. The Street Lighting budget includes more funds for the Re-lamp Program and an increase in electricity cost.



The Street Signs and Lines budget includes funding for the Wayfinding signs and the maintenance, in a phased approach, of the newly constructed bike lane lines.

2021 – 2025 Five-Year Financial Plan

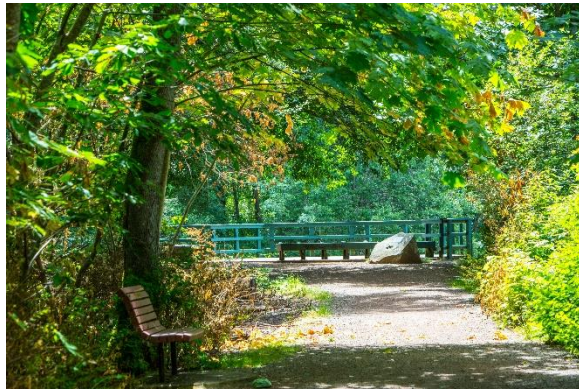
Storm Sewers

Public Works Services maintains the storm sewer collection system throughout the City which is 167.2 km and includes 4,323 catch basins and 6,797 storm sewer connections (January 2021 estimate). The amount budgeted for Dike Maintenance and Creek Crossing has been moved from Transportation to Storm Sewers for 2021.

Parks and Playgrounds

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

Parks budget was increased for the boulevard maintenance and site remediation contracts. A new amount was also added for the Tree Program, funded by the Tree Reserve.



Parks and Playgrounds Quick Facts

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

Civic Properties Maintenance

The City owns and maintains a number of buildings, including City Hall, the Fire Hall, Public Works offices and shops, Recreation and Cultural facilities, the Marina, and a number of smaller buildings.

The 2021 budget includes funding for various maintenance and repair projects for the Native Sons Hall, Sid Williams Theatre and Museum. These projects are a result of the 2019 Civic Buildings Condition Assessments.

This section also includes new funding for the demolition of one property owned by the City, the maintenance of the new downtown public washroom approved by Council in December 2020 and the maintenance of the Warming Centre, approved by Council in October 2020.

2021 – 2025 Five-Year Financial Plan

Environmental Health (Solid Waste)

The fees collected for the solid waste service cover the following two costs:

Solid waste and recyclables collection

Through contract with a private sector provider, the City provides weekly curbside pickup of Municipal Solid Waste (MSW) and yard waste, bi-weekly pickup of recyclables for residential properties, and scheduled MSW/cardboard pickup for commercial properties. In addition to the City continuous growth, the MSW contract also increases. This is largely due to increased labour, fuel, and insurance costs faced by the contractor. The cost of the solid waste and recyclables collection contract has increased by 5.0% in 2021.

Regional landfill fees for disposal of the mixed waste

For 2021, the regional landfill tipping fee will remain at \$140 per tonne which was increased from \$130 per tonne on September 1, 2020.

In 2018, the City signed a five year agreement with RecycleBC to provide recycling services to residents in Courtenay. RecycleBC also provides the City with an annual educational grant that is used to offset the costs of educating the public on residential recycling.

Council has approved a 5.0% increase for the 2021 solid waste utility rates to ensure this program remains self-funding.



As presented in the table below, this section also includes the expenses for the general trash cleanup and dog stations maintenance across the City.

Environmental Health – Expenses by Activity Table

Activity	2020 BUDGET	2021 BUDGET	Budget increase (decrease)
Solid Waste	3,304,300	3,497,400	193,100
Dog Stations/Bags	28,500	28,700	200
Pesticide Awareness	5,000	5,100	100
Trash Cleanup	95,100	95,900	800
Grand Total	3,432,900	3,627,100	194,200

2021 – 2025 Five-Year Financial Plan

Public Health Services (Cemetery)

The Legislative Services Department is responsible for the administration of the services provided at the cemetery, including customer service, sales of niches and plots and interment authorizations. Legislative Services staff also work with operations staff and funeral service companies as well as maintaining the cemetery software records and mapping in accordance with government legislation. The City's Parks employees are responsible for the maintenance and daily operations of the cemetery.

The cemetery operating and maintenance costs have increased in response to additional demand for cemetery services. The Cemetery Master Plan is being implemented in order to develop a sustainable service to the public.



The 2021 budget presented below has been adjusted due to a lower allocation of administration salary. In 2020, the Public Works Parks Group along with Business Performance Group completed a thorough review of the cemetery operating budget and updated the activities used to plan and track operations and expenses. As such, Cemetery Graves has been combined with Cemetery Maintenance for 2021.

Public Health – Expenses by Activity Table

Activity	2020 BUDGET	2021 BUDGET	Budget increase (decrease)
Cemetery Administration	86,100	74,700	(11,400)
Cemetery Maintenance	176,700	243,800	67,100
Cemetery Building - R & M	4,400	4,400	-
Cemetery Vehicle Charges	7,000	7,400	400
Cemetery Building Utilities	22,000	15,800	(6,200)
Cemetery Graves - OLD	59,500	-	(59,500)
Grand Total	355,700	346,100	(9,600)

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.

Development Services – Expenses by Sub Department Table

Sub Department	2020 BUDGET	2021 BUDGET	Budget increase (decrease)
Building Inspections	653,200	655,100	1,900
Planning and Zoning	640,000	629,700	(10,300)
Subdivision and Development Servicing	562,900	519,800	(43,100)
Community and Sustainability Planning	450,300	422,900	(27,400)
Heritage Committee	25,500	5,100	(20,400)
Grand Total	2,331,900	2,232,600	(99,300)

Building Inspection Division

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

Planning and Zoning

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

Community and Sustainability Planning

The Planning and Zoning Division was restructured in 2019 leading to the creation of Community and Sustainability Planning which is currently leading an extensive update of the City's 15 year old Official Community Plan.



Subdivision and Development Servicing Division

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

The favorable variance in 2021 is due to the budget for new connection projects moved to Public Works Services as they provide the service.

Heritage Committee

The 2020 budget included a one-time clock refurbishment project funded by Gaming.

Recreation and Cultural Services

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

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

The ongoing COVID-19 pandemic is considerably impacting the activities of the Recreation and Cultural Services, and lead to a significant reduction in both revenues and programming expenses budgeted for 2021. The COVID-19 Safe Restart Grant funding will be used to help offset the anticipated revenue loss in 2021. For the purpose of the 2021-2025 Financial Plan, the general assumption is that the pandemic will only impact the year 2021 and normal operations will resume in 2022.

2021 – 2025 Five-Year Financial Plan

The table below shows the estimated revenues and expenses of the Recreation and Cultural Services. The budget by activity is available on page 41.

Recreation and Cultural Services – Revenue and Expenses Summary Table

Expense Type	Sub Department	2020 BUDGET	2021 BUDGET	Budget increase (decrease)
Revenue	Recreation Admin	(27,000)	(27,000)	-
	Recreation Services - Programming	(1,549,800)	(936,800)	613,000
	Recreation Services - Operations	(546,800)	(493,700)	53,100
Revenue Total		(2,123,600)	(1,457,500)	666,100
Expense	Recreation Admin	1,365,700	1,200,700	(165,000)
	Recreation Services - Programming	1,970,600	1,570,400	(400,200)
	Recreation Services - Operations	1,836,000	1,800,900	(35,100)
	Cultural Services - Administration	1,804,500	1,957,300	152,800
Expense Total		6,976,800	6,529,300	(447,500)
Grand Total		4,853,200	5,071,800	218,600

Recreation Administration

The reduction in the Recreation Administration section is mostly due to the delay of three projects originally included for 2020: the Marketing Plan and Sponsorship Policy project to 2022 and the Greenway Connectivity Study postponed to 2023. An amount was also budgeted in 2020 for the new Recreation Active Net software license fee and reallocated to the IT budget for 2021.

Budgets for the July 1st Commission and Special Events have been adjusted to reflect reduced activities due to the ongoing COVID-19 pandemic.

Recreation Programming

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

The 2021 budget for Recreation Programming was carefully reviewed and adjusted to reflect a reduction in services offered to the public, given the ongoing pandemic and current public health orders and restrictions. Children and youth programs are mostly impacted. An increase is also factored in the 2021 budget for additional measures in place to protect the public and City staff. A consequent reduction was included in the Recreation Programming revenues budgeted for 2021. For the purpose of the 2021-2025 budget, staff are budgeting for normal activities to resume in 2022.

2021 – 2025 Five-Year Financial Plan

Recreation Facility Operations

The Recreation Facility Operations Division is responsible for the operation, booking and safe use of City owned facilities. This division oversees the reception staff, custodial staff, special event coordination, facility agreements and the marketing of facilities.

The 2021 budget for Recreation Operations was also reviewed and adjusted to reflect a reduction in services offered to the public during the pandemic, although the expenses included in this section are mostly fixed costs. The main variance comes from a reduction for equipment and supplies purchase for the Lewis Centre and Filberg Centre. This section also includes a budget increase for janitorial supplies needed for the new downtown public washroom approved by Council Resolution in December 2020.

Lewis Centre



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

Florence Filberg Centre

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



LINC Youth Centre

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

2021 – 2025 Five-Year Financial Plan

Courtenay & District Memorial Pool



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

Native Sons Hall

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

Courtenay Library

The library provides a literary centre for the public and is managed by the Vancouver Island Regional Library.

The requisition to the library is increasing by 3.1% or \$44,200 in 2021. This increase is recovered by an equivalent increase in the library tax levy revenue.



Cultural groups

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

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

The Comox Valley Art Gallery was established in 1974 and since 2005 through a partnership with the City of Courtenay has occupied the main and lower level of the Comox Valley Centre of the Arts located at 580 Duncan Ave.

2021 – 2025 Five-Year Financial Plan

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



The budget for Cultural Services includes the annual grants to be paid per the new agreements with the Comox Valley Arts Council for \$55,000 and a \$42,100 increase for the Art Gallery. These grants were funded from the Gaming Fund in 2020 and from general taxation in 2021. The Art Gallery total grant for 2021 is \$107,100 and the other portion of \$65,000 is budgeted and funded from Gaming revenue.

Recreation and Cultural Services - Expenses by Activity Table

Sub Department	Activity	2020 BUDGET	2021 BUDGET	Budget increase (decrease)
Recreation Admin	Recreation Admin	1,260,900	1,147,700	(113,200)
	July 1st Commission	63,600	23,000	(40,600)
	Special Events	41,200	30,000	(11,200)
Recreation Admin Total		1,365,700	1,200,700	(165,000)
Recreation Services - Programming	Adults Programs	545,900	490,300	(55,600)
	Childrens Programs	439,900	304,600	(135,300)
	Youth Centre Programs	270,800	165,000	(105,800)
	Adapted Programs	232,300	194,500	(37,800)
	Summer Programs	226,700	175,400	(51,300)
	Pool Programs	147,800	141,900	(5,900)
	Preschool Programs	103,000	96,700	(6,300)
	Childrens Programs - Volunteer Development	4,200	2,000	(2,200)
Recreation Services - Programming Total		1,970,600	1,570,400	(400,200)
Recreation Services - Operations	Lewis Centre Operations	1,090,100	1,071,000	(19,100)
	Filberg Operations	630,200	599,600	(30,600)
	Pool Operations	59,100	63,700	4,600
	Youth Centre Operations	42,900	43,100	200
	Native Sons Operations	7,700	7,500	(200)
	Washrooms	6,000	16,000	10,000
Recreation Services - Operations Total		1,836,000	1,800,900	(35,100)
Cultural Services - Administration	Library Administration	1,411,000	1,455,500	44,500
	Sid Williams Theatre Administration	235,200	241,800	6,600
	Museum Administration	148,400	152,200	3,800
	Arts Centre Administration	9,900	52,800	42,900
	CV Arts Council	-	55,000	55,000
Cultural Services - Administration Total		1,804,500	1,957,300	152,800
Recreation & Cultural Services Total		6,976,800	6,529,300	(447,500)

2021 – 2025 Five-Year Financial Plan

General Capital Transactions

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



General Capital Expenditures Summary Table

General Capital Fund	Budget	Budget	Proposed Budget			
	2020	2021	2022	2023	2024	2025
Capital Assets						
Land & Improvements /						
Engineering Structures	4,410,400	11,226,900	7,335,000	8,560,000	5,806,000	2,775,000
Buildings	945,300	820,900	882,000	1,197,500	8,518,300	6,090,000
Equipment / Furniture / Vehicles	698,000	2,504,300	815,000	895,000	705,000	815,000
Other Tangible Capital Assets	200,000	175,000	215,000	115,000	115,000	215,000
Total Expenditures	6,253,700	14,727,100	9,247,000	10,767,500	15,144,300	9,895,000

General Capital Funding

The 2021 General Fund Capital budget uses reserves, grants and surplus funds in order to keep the municipal tax levy at a reasonable rate for the general public and Council. Funding from external sources is maximized and a balanced approach is preferred to determine the funding from general taxation, surplus, reserves and borrowing in order to keep the tax rate increase reasonable, while maintaining a sufficient balance in the various surplus and reserves to meet future year estimated needs.

The next table summarizes the planned source of funding for the 2021 general capital projects.

2021 – 2025 Five-Year Financial Plan

General Capital Funding Table

General Capital Fund	Budget	Budget	2022	Proposed Budget		
	2020	2021		2023	2024	2025
Revenues						
Other Revenues	411,000	200,000	-	200,000	-	200,000
Grants	411,000	4,358,300	2,410,000	2,460,000	1,710,000	210,000
	822,000	4,558,300	2,410,000	2,660,000	1,710,000	410,000
Transfers from Surplus						
Operating Funds	376,100	1,069,000	1,077,000	1,266,000	1,348,700	758,900
Capital Surplus - RFE	602,300	298,200	171,800	-	-	-
Unexpended Debt	300,500	482,600	181,200	-	64,200	-
	1,278,900	1,849,800	1,430,000	1,266,000	1,412,900	758,900
Transfers from Reserves						
Community Works Reserve	1,495,000	1,452,500	1,350,000	1,350,000	1,350,000	1,350,000
COVID-19 Safe Restart Grant		300,000				
Gaming Funds Reserve	175,000	175,000	-	-	-	-
Other Reserve Funds	2,482,800	2,991,500	1,857,000	1,991,500	2,171,400	1,376,100
	4,152,800	4,919,000	3,207,000	3,341,500	3,521,400	2,726,100
Total Transfers	4,528,900	5,988,000	4,284,000	4,607,500	4,870,100	3,485,000
Funding from Debt	-	3,400,000	2,200,000	3,500,000	8,500,000	6,000,000
Total Revenues	6,253,700	14,727,100	9,247,000	10,767,500	15,144,300	9,895,000

Four major sources of external funding are included in the 2021 Financial Plan:

- Community Works Fund (CWF) – Gas Tax Grant Revenues:
 - \$1,452,500 used for various capital projects, primarily the paving program
 - \$50,000 used in the General Operating Budget to fund the Integrated Rain Water Master plan
- Building Canada grant:
 - \$1.97 million for the 5th Street Bridge Rehabilitation project
- Investing in Canada Infrastructure Program (ICIP) grant (pending application approval)
 - \$1.7 million funding for the 17th Street Bike Lanes project
- COVID-19 Safe Restart Grant
 - \$300,000 for the CityHall Renovation to allow for safe reopening
 - \$100,000 for the Downtown Washroom for the public and vulnerable

The various reserves provide just under \$3 million of funding for the 2021 general capital projects. This includes \$0.5 million from Development Cost Charges.



2021 – 2025 Five-Year Financial Plan

Debt Payments and New Borrowing

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

For planning purposes, long term debt has been included in the 2021-2025 five year Financial Plan to fund the projects below:

- 5th Street Bridge Rehabilitation Project
- 6th Street Multi-Use Active Transportation Bridge
- New Public Works facility
- Satellite Fire Hall facility in East Courtenay
- Infrastructure development, renewal and replacement such as, street and road, storm drainage, sewer and water projects

The New Debt included in the 2021-2025 Financial Plan is summarized below:

New Debt Table

New Debt	2021	2022	2023	2024	2025	Total New Debt
General	3,400,000	2,200,000	3,500,000	8,500,000	6,000,000	23,600,000
Sewer	-	2,000,000	3,500,000	1,750,000		7,250,000
Water	-	-	3,500,000			3,500,000
Total	3,400,000	4,200,000	10,500,000	10,250,000	6,000,000	34,350,000

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

Estimated Debt Payments Table

Debt Payment	2021	2022	2023	2024	2025	Total New Debt
General	1,268,700	1,343,900	1,408,900	1,665,300	1,967,200	7,654,000
Sewer	258,500	281,000	427,300	634,100	727,600	2,328,500
Water	30,600	30,600	70,000	257,100	257,100	645,400
Total	1,557,800	1,655,500	1,906,200	2,556,500	2,951,900	10,627,900



Reserves and Surplus

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

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

Unlike the federal and provincial governments in Canada, municipalities are not permitted to operate with a deficit. In order to balance the 2021 General Budget and keep property tax rates reasonable, staff are recommending the use of \$1,066,600 in prior year surplus. Pending the final 2020 audited balances, the remaining surplus funds held in 2020 for the general operating fund are projected to total approximately \$6.4 million. This includes an estimated surplus of \$1.5 million coming from the COVID-19 Safe Restart Grant funding utilized in 2020 to offset the loss of revenue and projected to be used in 2021 and 2022.

The table on the next page summarizes the estimated balances in the reserve funds and surplus accounts at the end of each budget year of this financial plan.

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

2021 – 2025 Five-Year Financial Plan

Reserve and Surplus Projected Closing Balances Table (Unaudited)

GENERAL Surplus, Reserves and DCC Summary	Estimated	Budget	Proposed Budget			
	Actual					
Estimated Closing Balances	2020	2021	2022	2023	2024	2025
General Operating Surplus						
Prior Year Surplus	6,410,400	5,343,800	3,638,500	2,782,900	2,613,300	3,153,100
Gaming Funds	1,682,800	1,444,300	1,353,300	1,262,300	1,171,300	1,080,300
	8,093,200	6,788,100	4,991,800	4,045,200	3,784,600	4,233,400
General Capital Surplus						
Reserve For Future Expenditure (Unspent Capital 2020)	470,000	171,800	-	-	-	-
Unexpended Debt	1,203,500	720,800	539,700	539,700	475,500	475,500
	1,673,500	892,600	539,700	539,700	475,500	475,500
Total General Surplus	9,766,700	7,680,700	5,531,500	4,584,900	4,260,100	4,708,900
General Operating Reserves						
Risk Reserve	104,500	104,500	104,500	104,500	104,500	104,500
Assessment Appeals	319,400	319,400	319,400	319,400	319,400	319,400
Police Contingency	511,400	511,400	511,400	511,400	511,400	511,400
Trees	94,700	74,700	54,700	34,700	19,700	4,700
	1,030,000	1,010,000	990,000	970,000	955,000	940,000
General Capital Reserves						
Machinery and Equipment	1,597,600	1,103,300	1,228,300	1,238,300	1,413,300	1,533,300
Land Sale	778,900	778,900	778,900	778,900	778,900	778,900
New Works and Equipment	3,547,200	3,515,400	3,376,900	3,253,400	3,274,100	3,470,600
New Works - Community Gas Tax Fund	2,551,000	1,168,500	938,500	708,500	478,500	248,500
New Works - COVID Safe Restart Grant	2,005,200	-	-	-	-	-
Infrastructure Reserve	697,300	364,300	432,600	615,000	534,800	1,145,400
Housing Amenity	876,500	772,800	772,800	772,800	772,800	772,800
Parks Amenity	563,400	393,200	293,200	193,200	193,200	93,200
Public Parking	61,200	64,700	70,000	75,400	80,800	86,200
Parkland Acquisition	311,300	311,300	311,300	311,300	311,300	311,300
	12,989,600	8,472,400	8,202,500	7,946,800	7,837,700	8,440,200
Total General Reserves	14,019,600	9,482,400	9,192,500	8,916,800	8,792,700	9,380,200
Total General Surplus and Reserves	23,786,300	17,163,100	14,724,000	13,501,700	13,052,800	14,089,100
BYLAW #2755 RESERVE						
Highways Facilities	4,470,900	4,008,200	3,808,200	3,608,200	3,276,000	3,076,000
Storm Drain Facilities	2,028,300	2,028,300	2,028,300	2,004,300	2,004,300	2,004,300
Park Land Acquisition	691,900	679,500	679,500	679,500	544,400	518,300
Total DCC	7,191,100	6,716,000	6,516,000	6,292,000	5,824,700	5,598,600

2021 – 2025 Five-Year Financial Plan

Gaming Fund

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

As a result of the COVID-19 pandemic, the local casino has been closed since March 2020. To consider this loss of revenue, the gaming fund distribution matrix was reviewed on January 15, 2021 by the Finance Select Committee. As recommended by the Committee, Council approved on January 25, 2021 using \$725,000 in 2021 of the COVID-19 Safe Restart Grant for Local Government to compensate the anticipated loss of gaming revenue for 2021 and fund the annual policing contract and infrastructure reserve contribution. In addition, Council made the difficult decision to cancel the grant in aid program in 2021, historically funded by the gaming revenue.

The table below shows the recommended use of the gaming funds for 2021.

Distribution by Major Categories	Expenses	2021 Budget
	Estimated Annual Funds Available	250,000
Support Downtown Arts and Culture	Annual Grants:	
	CV Art Gallery	65,000
	Ctny & Dist Historical Society	50,000
	Sid Williams Theatre Society	105,000
	Downtown cultural events	5,000
		225,000
Council Initiatives & Projects	Purple ribbon Campaign	3,500
	Feb 19, 2019 Resolution - LUSH Community Garden Annual Grant	10,000
	Other Council Initiatives/Projects	75,000
	Electric Charging Stations - Committed 2019-2023 Fin Plan	175,000
		263,500
Public Safety / Security	RCMP Contract Funding	Restart
Infrastructure Works	Annual Provision to Infrastructure Reserve	Restart
	Infrastructure Levy Reduction (Approx 1%)	Restart
Total Annual Distribution		488,500
Projected Gaming Fund Balance		1,444,299

Sewer Fund

Operating Revenues and Expenses

Capital Transactions

Reserves and Surplus



Sewer Fund

Overview

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

Sewer services are provided to property owners through two systems:

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

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

Quick Facts

- Sanitary Sewer Mains: 164.7 km (Jan 2021)
- Sanitary Sewer Connections: 7,898 (Jan 2021)
- Sanitary Lift Stations: 11 Stations (20 Pumps)

Operating and Capital Revenues

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

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

The Sewer User Fee rates are set by Bylaw. For 2021, the user fees increase by 2.0% from \$344.71 to \$351.60, for a single family dwelling, and is expected to generate \$5,490,100 to cover operating expenditures. The change in the user fees since 2017 is detailed in the following table.

No rate increase is planned for the frontage and parcel taxes in 2021. The frontage fees will remain constant at \$10.24 per meter and are expected to generate \$2,071,600, mostly to cover for capital renewal.

2021 – 2025 Five-Year Financial Plan

Sewer user and frontage fees 2017-2021 Table

Annual	Sewer User Fee			Sewer Frontage Rate	
	One-time	Change	Change %	per meter	Change
2017	\$294.70	\$26.79	10.00%	\$10.24	\$ -
2018	\$324.17	\$29.47	10.00%	\$10.24	\$ -
2019	\$340.38	\$16.21	5.00%	\$10.24	\$ -
2020	\$344.71	\$4.33	1.27%	\$10.24	\$ -
2021	\$351.60	\$6.89	2.00%	\$10.24	\$ -

Operating Expenses

The table below provides a synopsis of the sewer operating budget expenditures incurred by activity.

Sewer Operating Budget - Expenses by Activity Table

Activity	2020 BUDGET	2021 BUDGET	Variance 2021 Budget 2020 Budget
CVRD Sewer Requisition	4,494,200	4,717,200	223,000
Sewer ADMIN - Salaries/Wages	304,000	251,000	(53,000)
Sewer Administration	11,500	20,000	8,500
Sewer ADMIN - Training	11,000	11,000	-
Sewer Engineering Services	73,000	86,500	13,500
Sewer Operations			
Sewer Main		183,800	183,800
Sewer Service		94,100	94,100
Sewer Manhole/Chamber		6,300	6,300
Sewer Valve		13,100	13,100
Sewer Forcemain		13,200	13,200
Sewer Lift Station	217,200	253,200	36,000
Sewer Inflow & Infiltration		81,000	81,000
Sewer Operations - OLD	352,100		(352,100)
Sewer Inflow & Infiltration - OLD	46,500		(46,500)
Sewer Operations Total	615,800	644,700	28,900
Sewer Fleet	41,700	53,200	11,500
Sewer Work in Progress	40,000	40,000	-
Interfund Allocation	856,200	893,200	37,000
Grand Total	6,447,400	6,716,800	269,400

Comox Valley Sewer Service

The Comox Valley Regional District 2021-2025 Financial Plan includes a 6.3% increase for the 2021 Regional Sewer Service Requisition, which accounts for most of the 2021 sewer budget increase.

The sewer service requisition is the largest expense in the Sewer Operating Fund and represents 70% of the total expenses. The table below presents the increase in Courtenay's share of the sewer service requisition since 2018 to the proposed budget for 2025.

2021 – 2025 Five-Year Financial Plan

Comox Valley Sewer Service Requisition, Courtenay's Share 2018 – 2025 Table

Comox Valley Sewer Service Requisition per 2020-2024 approved Financial Plan		
	\$	% increase
Courtenay share		
2018 Actual	3,890,928	6.0%
2019 Actual	4,145,491	6.5%
2020 Actual	4,439,680	7.1%
2021 Proposed budget	4,717,160	6.3%
2022 Proposed budget	4,994,640	5.9%
2023 Proposed budget	5,272,120	5.6%
2024 Proposed budget	5,757,710	9.2%
2025 Proposed budget	5,757,710	-

Sewer Administration

Sewer Administration costs include wages and benefits for staff working in sewer utility operations, and a portion of the salaries, wages and benefits of Public Works management staff and Engineering team. The decrease is related to the Foreman wages and benefits now all budgeted in operations.

Sewer Engineering Services

This section includes \$30,000 carried forward from 2020 to complete the sewer rates review as recommended in the Water Smart Action Plan presented to Council on October 28, 2019. This review is conducted simultaneously with the water rates review. Also included is \$20,000 for the completion of the sewer master plan and \$16,500 for the warranty work estimated to address the last deficiencies of the Greenwood Trunk once the project is completed.

Sewer Operations

Following a thorough review of the sewer operating budget, the activities used to plan and track expenses were updated to reflect current operating procedures and better manage service levels and preventative versus reactive work. The budget for sewer operations is expected to remain stable for 2021 and is distributed amongst the new activities. It includes the crew wages and benefits as well as the material and services needed to perform regular operations, preventative and reactive work on the sewer infrastructure.



2021 – 2025 Five-Year Financial Plan

Sewer Fleet

The Sewer Fleet budget is adjusted in 2021 based on actual and anticipated equipment and vehicle usage.

Internal Allocations

Internal allocations is a percentage of the General Fund, Public Works and fleet expenses transferred to the Sewer Fund. The intent is to transfer a reasonable amount for General Government and Public Works expenditures (personnel, utilities, materials, insurance, contracted services and fleet costs) as recognition of the administrative costs necessary to provide the service. The variance represents the general increase in the General Government and Public Works expenses.

Capital Transactions

The 2021-2025 Sewer Capital Plan is a collaborative effort of all the departments following the City's Asset Management Bylaw and the CAO Asset Management Working Group Directive. These processes effectively manage existing and new municipal infrastructure in a sustainable manner to maximize benefits, reduce risk and provide satisfactory levels of service to the community in an environmentally responsible manner.



The projects included in the 2021 Sewer Capital Budget are presented below and include the amendment presented to Council on March 15, 2021 regarding the Greenwood Sewer Trunk Construction. The projects scheduled for the four following years and sources of funding are detailed in Schedules K and L.

Sewer Capital Budget Table

New / Renewal	Project description	2021 Proposed Budget
New	Sewer - Greenwood Trunk Construction	2,492,500
	South Courtenay Sewer System	200,000
	Sewer Cascara and Klanawa connection to Greenwood	100,000
New Total		2,792,500
Renewal	Sewer - 1st Street Lift Station Replacement	341,100
	Puntledge Sanitary Catchment Replacement	255,000
	Sewer - Mansfield Drive Forcemain	50,000
	Braidwood Road - Road & Utility - Sewer Component	31,300
Renewal Total		677,400
Total		3,469,900

2021 – 2025 Five-Year Financial Plan

Debt payments

The Sewer Operating Fund also includes the debt servicing costs related to Bylaw 2305, 2353, 2423 and 2985. For 2021, the interest payment is expected to be \$73,100, of which \$27,300 relates to the borrowing secured in 2020 for the Greenwood Trunk Construction project. A principal payment of \$185,400 on existing debt is also included in 2021, of which \$97,700 is for the Greenwood Trunk, for a total debt servicing costs of \$258,500.

Reserves and Surplus

The table below shows the sewer surplus, reserves and Development Cost Charges (DCC) estimated closing balances for 2020 and the next five years.

Sewer Reserves and Surplus Table

SEWER Surplus, Reserves and DCC Summary	Estimated Actual	Budget	Proposed Budget			
	2020	2021	2022	2023	2024	2025
Sewer Fund Surplus						
Prior Year Surplus (unallocated)	2,501,100	2,096,400	1,703,100	1,277,700	1,220,100	962,100
Surplus Reserve For Future Expenditure (Unspent Capital 2020)	867,300	-	-	-	-	-
	3,368,400	2,096,400	1,703,100	1,277,700	1,220,100	962,100
Sewer Capital Reserves						
Sewer Reserve	539,100	539,100	539,100	539,100	539,100	539,100
Asset Management Reserve	2,387,700	2,087,700	787,700	587,700	637,700	437,700
Sewer Machinery and Equipment	643,400	718,400	793,400	868,400	943,400	1,018,400
	3,570,200	3,345,200	2,120,200	1,995,200	2,120,200	1,995,200
Total Sewer Surplus and Reserves	6,938,600	5,441,600	3,823,300	3,272,900	3,340,300	2,957,300
Sewer Development Cost Charges (DCC)						
Sewer DCC Bylaw #1638/2755	34,800	34,800	34,800	34,800	34,800	34,800
Sewer DCC Bylaw #2426/2755	748,400	428,400	428,400	428,400	428,400	428,400
Total Sewer DCC	783,200	463,200	463,200	463,200	463,200	463,200

Operating Surplus

The 2021 sewer budget includes the net use of \$404,700, funded from 2020 surplus, mainly to fund the Greenwood Trunk Construction capital project. A large portion of the prior year surplus is also used in the following years, mostly to fund future capital projects.

The estimated reserve for future expenditures of \$867,300 represents unspent monies collected in 2020 to fund 2020 capital projects carried forward and to be used in 2021.

2021 – 2025 Five-Year Financial Plan

Capital Reserves

The Community Works Fund - Gas Tax Grant Revenues will provide an additional \$1 million of funding for the Greenwood Trunk Construction in 2021. This fund is included in the General Fund Reserves.

The Sewer Asset Management reserve will provide \$600,000 in 2021 to fund the remaining portion of the Greenwood Trunk project.

Contributions of \$300,000 to the Asset Management Reserve and \$75,000 to the Machinery and Equipment Reserve are included for 2021, which is consistent with previous financial plans.

Development Cost Charges (DCC)

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

DCC monies will be used towards the Greenwood Trunk Construction project in 2021 in the amount of \$320,000.

Water Fund

Operating Revenues and Expenses

Capital Transactions

Reserves and Surplus

Water Fund

Overview

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

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

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

Quick Facts

- Water Mains: 173.4km (Jan 2021)
- Water Service Connections: 8,733 (Jan 2021)
- Water Meters Setters: 2,610 (Jan 2021)
- Fire Hydrants: 796 (Jan 2021)
- Mainline Valves: 1,883 (Jan 2021)
- Booster Station : 5 pumps

Operating and Capital Revenues

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

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

2021 – 2025 Five-Year Financial Plan

Revenue User Fee Rates

User Fees

The water user fee remains unchanged for 2021 at \$506.05 annually for a single family dwelling. The water user fees are expected to generate \$6,809,100 for 2021. The change in the user and frontage fees since 2017 is detailed below.

Frontage Fees

The 2021 rate remains unchanged at \$5.84 per meter and is expected to generate \$1,205,800 to support the capital renewal program for the existing water distribution network.

Water user and frontage fees 2017-2021 Table

Annual	Water User Fee			Water Frontage Rate		
	One-time	Change	Change %	per meter	Change	Change %
2017	\$425.03	\$55.44	15.00%	\$4.68	\$0.94	25.1%
2018	\$467.53	\$42.50	10.00%	\$5.84	\$1.16	24.8%
2019	\$497.92	\$30.39	6.50%	\$5.84	\$0.00	0.0%
2020	\$506.05	\$8.13	1.63%	\$5.84	\$0.00	0.0%
2021	\$506.05	\$0.00	0.00%	\$5.84	\$0.00	0.0%

Additional Revenues

The water utility financial plan also includes miscellaneous revenues such as meter and hydrant rental and the park water user fees for a total of \$402,300 for 2021.



2021 – 2025 Five-Year Financial Plan

Operating Expenses

Over the past year, the City of Courtenay Water System Asset Management plan has been refined and is providing guidance with respect to the sustainable operation, maintenance, and the long-term infrastructure renewal needs of the City. The table below presents the water operating budget expenses by activity. The overall decrease in operating costs between 2020 and 2021 budget is less \$198,600 or -2.6%.

Water Operating Budget - Expenses by Activity Table

Activity	2020 BUDGET	2021 BUDGET	Variance 2021 Budget 2020 Budget
CVRD Water Purchase	4,436,400	4,433,500	(2,900)
Water Admin - Salaries/Wages	372,300	301,300	(71,000)
Water Admin - Training	36,900	37,100	200
Water Administration	13,600	17,200	3,600
Water Engineering Services	78,000	78,000	-
Water Admin - BC One Call	3,800	5,000	1,200
Water Operations			
Water Main		200,000	200,000
Water Service		395,700	395,700
Water Distribution Valve		50,000	50,000
Water Hydrant/Blowoff	191,900	194,000	2,100
Water Meter	103,900	138,300	34,400
Water Pump Stations	68,300	77,500	9,200
Water Quality & Cross Connection Control		80,000	80,000
Water Conservation Programs	260,000	167,000	(93,000)
Water Transmission and Distribution - OLD	841,800		(841,800)
Water Meter Reading - OLD	11,000		(11,000)
Water Water Enforcement - OLD	26,600	-	(26,600)
Water Operations Total	1,503,500	1,302,500	(201,000)
Water Fleet	27,100	56,600	29,500
Water Work in Progress	100,000	100,000	-
Interfund Allocation	1,053,100	1,094,900	41,800
Grand Total	7,624,700	7,426,100	(198,600)

Comox Valley Bulk Water Purchase

The purchase of potable water from the CVRD is the largest cost driver in the water operating fund, which represents 60% of the total operating expenses. The City reviews and adjusts the estimated consumption every year. The 2021 estimate is based on prior year actual consumption and includes a general increase of 1% for annual population growth. The year 2020 was excluded from the calculation as the water consumption was unusually low.

Based on the CVRD Financial Plan available at the time of preparing the City's Water Fund Financial Plan, water rates are increasing in 2021 in order to fund regional capital projects. The rate is expected to raise from \$0.83 in 2020 to \$0.85 per cubic meter effective January 1, 2021.

Table 2 shows the combined financial impact of a greater consumption and higher rates on actual and estimated water consumption since 2017.

2021 – 2025 Five-Year Financial Plan

Courtenay Water Bulk Purchase 2017-2025

Courtenay Bulk Water Purchase	Consumption m3	Consumption % increase	CVRD rate \$ / m3	rate % increase	Courtenay Annual Cost	cost % increase
2017 Actual	5,113,154		\$0.71		\$3,630,339	
2018 Actual	4,947,081	-3.2%	\$0.75	5.6%	\$3,710,311	2.2%
2019 Actual	4,989,913	0.9%	\$0.80	6.7%	\$3,991,931	7.6%
2020 Budget	5,345,000	7.1%	\$0.83	3.7%	\$4,436,350	
2020 Estimation	4,860,810	-2.6%	\$0.83	3.7%	\$4,034,472	1.1%
2021 Budget	5,215,900	7.3%	\$0.85	2.4%	\$4,433,515	9.9%
2022 Estimation	5,268,100	1.0%	\$0.85	0.0%	\$4,477,885	1.0%
2023 Estimation	5,320,800	1.0%	\$0.96	12.9%	\$5,107,968	14.1%
2024 Estimation	5,374,000	1.0%	\$0.96	0.0%	\$5,159,040	1.0%
2025 Estimation	5,427,700	1.0%	\$0.96	0.0%	\$5,210,592	1.0%

Water Administration

Water Administration includes wages and benefits for staff working in water utility operations, and a portion of the salaries, wages and benefits of Public Works management staff and Engineering team. The decrease is related to the Foreman wages and benefits now all budgeted in operations.

Water Engineering Services

This section includes \$30,000 carried forward from 2020 to complete the water rates review as recommended in the Water Smart Action Plan presented to Council on October 28, 2019. This review is conducted simultaneously with the sewer rates review. Also included is \$20,000 for the completion of the water master plan.

Water Operations

Following a thorough review of the water operating budget, the activities used to plan and track expenses were updated to reflect current operating procedures and better manage service levels and preventative versus reactive work. The 2021 budget has been reallocated to the new activities. It includes the crew wages and benefits as well as the material and services needed to perform regular operations, preventative and reactive work on the various water infrastructure.

The overall decrease in the Water Conservation Programs is mostly due to the delay in the Leak Detection and Repair Program: \$200,000 was previously allocated in 2020 for this project, \$75,000 is carried-forward to 2021 and the balance to 2022. An amount of \$50,000 is also carried forward to conduct a study to prioritize the location of the zone meters to isolate the City's distribution system from the Regional transmission system. This is a requirement of the City's Cross Connection Control program as per Island Health operating permit conditions.

Another reduction is found in the Booster / Pump Stations budget due to the one-time \$50,000 included in 2020 for minor upgrades to SCADA and operating maintenance required at the Dingwall well, maintained by the City since 2020 as a result of the completion of the Sandwich Water System changeover.



2021 – 2025 Five-Year Financial Plan

Water Fleet

The Water Fleet budget is adjusted in 2021 based on actual and anticipated equipment and vehicle usage.

Internal Allocations

Internal allocations is a percentage of the General Fund, Public Works and fleet expenses transferred to the Water Fund. The intent is to transfer a reasonable amount for General Government and Public Works expenditures (personnel, utilities, materials, insurance, contracted services and fleet costs) as recognition of the administrative costs necessary to provide the service. The variance represents the general increase in the General Government and Public Works expenses.

Capital Transactions

The 2021-2025 Water Capital Plan is a collaborative effort of all the departments following the City's Asset Management Bylaw and the CAO's Asset Management Working Group Directive. These processes effectively manage existing and new municipal infrastructure in a sustainable manner to maximize benefits, reduce risk and provide satisfactory levels of service to the community in an environmentally responsible manner.

The projects included in the 2021 Water Capital Budget are presented in the table below. The source of funding and the projects scheduled for the four following years are detailed in Schedule N and O.

Water Capital Budget Table

2021 Proposed Budget	
Project description	Total
Sandpiper / Millard Water Main Upgrade (CF)	650,000
Water - Highway 19A Loop - Christie Parkway (CF)	100,000
Water - South Courtenay Secondary Transmission (CF)	81,500
Water Smart Initiatives - Transmission/Distribution Metering (CF)	75,000
City Watermain on private property (CF)	70,000
Braidwood Road - Road & Utility - Water Component (CF)	31,300
Water - Sandwich Area Fireflow Upgrade (CF)	25,000
Grand Total	1,032,800

Debt payments

The 2021 Water Operating Budget includes \$10,500 of interest payment and \$20,100 of principal payment for a total debt servicing cost of \$30,600 and relates to Bylaw 2424. The principal balance as of December 31, 2020 for this long-term debt instrument is \$231,400.

2021 – 2025 Five-Year Financial Plan

Reserves and Surplus

The table below shows the water surplus, reserves and Development Cost Charges (DCC) estimated closing balances for 2020 and the next five years.

Water Reserves and Surplus Table

WATER Surplus, Reserves and DCC Summary Estimated Closing Balances	Estimated Actual	Budget	Proposed Budget			
	2020	2021	2022	2023	2024	2025
Water Fund Surplus						
Prior Year Surplus (unallocated) Surplus Reserve for Future Expenditures (Unspent Capital 2020)	2,424,000	2,675,600	2,517,900	2,097,700	1,673,200	1,357,400
	307,800	-	-	-	-	-
	2,731,800	2,675,600	2,517,900	2,097,700	1,673,200	1,357,400
Water Capital Reserves						
Water Reserve	1,676,700	1,601,700	1,251,700	1,251,700	1,251,700	1,251,700
Asset Management Reserve	658,100	658,100	958,100	1,258,100	1,058,100	858,100
Water Machinery and Equipment	280,200	310,200	340,200	370,200	400,200	430,200
	2,615,000	2,570,000	2,550,000	2,880,000	2,710,000	2,540,000
Total Water Surplus and Reserves	5,346,800	5,245,600	5,067,900	4,977,700	4,383,200	3,897,400
Total Water DCC Bylaw #2426/2755	376,400	376,400	376,400	376,400	376,400	376,400

Operating Surplus

The 2021 budget includes an estimated surplus of \$251,600, which is then used in the proposed 2022 budget. A significant portion of the prior year surplus is also used in the following years, mainly to fund the capital projects.

The reserve for future expenditures of \$307,800 represents unspent monies collected in 2020 to fund 2020 capital projects carried forward and to be used in 2021.

Capital Reserves

The Water Utility Reserve is to be used only to fund water efficiency programs and initiatives. In 2021, \$75,000 will fund the installation of distribution system zone meters at CVRD connection points.

The Asset Management reserve will provide \$300,000 in 2021 to fund the Sandpiper / Millard Water Main Upgrade project.

For 2021, contributions of \$300,000 to the Asset Management reserve and \$30,000 to the Water Machinery and Equipment reserve are included, which is consistent with previous financial plans.

Development Cost Charges (DCC)

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

Appendices



2021 – 2025 Five-Year Financial Plan

Appendices

The appendices provide the information used to prepare the Bylaw for the 2021 – 2025 Five Year Financial Plan, and includes the following.

1. OBJECTIVES AND POLICIES FOR SCHEDULE "A" BYLAW 3032
2. OBJECTIVES AND POLICIES FOR SCHEDULE "B" BYLAW 3032
3. CONSOLIDATED SUMMARY FOR SCHEDULE "C" BYLAW 3032
4. GENERAL OPERATING FUND SUMMARY FOR SCHEDULE "D" BYLAW 3032
5. SEWER OPERATING FUND SUMMARY FOR SCHEDULE "E" BYLAW 3032
6. WATER OPERATING FUND SUMMARY FOR SCHEDULE "F" BYLAW 3032
7. GENERAL CAPITAL FUND SUMMARY FOR SCHEDULE "G" BYLAW 3032
8. GENERAL CAPITAL EXPENDITURE PROGRAM FOR SCHEDULE "H" BYLAW 3032
9. GENERAL 2021 CAPITAL EXPENDITURE – SOURCE OF FUNDING FOR SCHEDULE "I" BYLAW 3032
10. SEWER CAPITAL FUND SUMMARY FOR SCHEDULE "J" BYLAW 3032
11. SEWER CAPITAL EXPENDITURE PROGRAM FOR SCHEDULE "K" BYLAW 3032
12. SEWER 2021 CAPITAL EXPENTIRURE – SOURCE OF FUNDING FOR SCHEDULE "L" BYLAW 3032
13. WATER CAPITAL FUND SUMMARY FOR SCHEDULE "M" BYLAW 3032
14. WATER CAPITAL EXPENDITURE PROGRAM FOR SCHEDULE "N" BYLAW 3032
15. WATER 2021 CAPITAL EXPENDITURE – SOURCE OF FUNDING FOR SCHEDULE "O" BYLAW 3032



2021 – 2025 Five-Year Financial Plan

1. Objectives and Policies for Schedule “A” Bylaw 3032

Proportion of Revenue by Source

City of Courtenay Revenue and Tax Policy 1700.00.01, 2008

Property Tax Policies

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

Parcel Tax Policies

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

Fees & Charges

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

Proceeds of Borrowing

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

Other Sources of Revenue

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

Revenue Source	2019		2020		2021	
	Amount (\$)	% Total Revenue	Amount (\$)	% Total Revenue	Amount (\$)	% Total Revenue
Property Value Taxes	25,869,200	39.01%	27,222,300	40.13%	28,432,300	37.67%
Parcel Taxes	3,186,500	4.80%	3,427,100	5.05%	3,297,800	4.37%
Fees and Charges	19,546,100	29.47%	19,916,600	29.36%	19,624,100	26.00%
Other Sources	4,297,200	6.48%	4,373,500	6.45%	7,892,900	10.46%
Reserves/Surpluses	13,418,300	20.23%	9,898,900	14.59%	12,833,200	17.00%
Borrowing	0	0.00%	3,000,000	4.42%	3,400,000	4.50%
TOTAL	\$66,317,300	100.00%	\$67,838,400	100.00%	\$75,480,300	100.00%

2021 – 2025 Five-Year Financial Plan

2. Objectives and Policies for Schedule “B” Bylaw 3032

Permissive Tax Exemptions

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

Permissive Property Tax Exemptions	2019 (\$)	2020 (\$)	2021 (\$) estimate
City owned properties / managed by not-for-profit groups	189,954	192,967	192,967
Not-for Profit Organizations	166,505	179,219	182,079
Churches	16,795	18,684	18,684
TOTAL	373,254	390,870	393,729
Prior year tax levy for municipal purposes	22,901,225	23,945,244	25,224,457
As a percentage of municipal tax levy	1.63%	1.63%	1.56%

2021 – 2025 Five-Year Financial Plan

3. Consolidated Summary for Schedule "C" Bylaw 3032

Consolidated Financial Plan	Budget		Proposed Budget		
	2021	2022	2023	2024	2025
Revenues					
Taxes					
General Property Taxes	27,703,600	29,184,300	30,640,000	32,264,500	33,902,600
Collections for Other Governments (Estimate)	23,972,800	24,451,100	24,938,900	25,436,500	25,944,000
Total Property Taxes	51,676,400	53,635,400	55,578,900	57,701,000	59,846,600
Frontage & Parcel Taxes	3,297,800	3,330,600	3,363,700	3,397,100	3,430,900
Grants in Place of Property Taxes	493,500	503,500	513,500	523,800	534,200
% of Revenue Tax	409,400	409,400	409,400	409,400	409,400
Total Taxes Collected	55,877,100	57,878,900	59,865,500	62,031,300	64,221,100
Less: Transfers to Other Governments (Estimate)	(24,147,000)	(24,628,800)	(25,120,100)	(25,621,200)	(26,132,400)
Net Taxes for Municipal Purposes	31,730,100	33,250,100	34,745,400	36,410,100	38,088,700
Other Revenues					
Fees and Charges	19,624,100	20,815,700	21,539,500	22,242,800	22,831,300
Revenue from Other Sources	1,253,700	1,351,200	1,356,700	1,361,300	1,363,900
Other Contributions	200,000	-	200,000	-	200,000
Transfers from Other Govt & Agencies	6,439,200	4,461,400	4,526,600	3,793,100	2,310,600
Total Other Revenues	27,517,000	26,628,300	27,622,800	27,397,200	26,705,800
Total Operating Revenues	59,247,100	59,878,400	62,368,200	63,807,300	64,794,500
Transfers From Reserves and Surplus					
From Reserves	9,406,000	6,263,100	4,948,100	5,418,000	4,872,700
From Surplus	3,427,200	2,483,600	1,440,900	608,800	598,800
Total from Reserves and Surplus	12,833,200	8,746,700	6,389,000	6,026,800	5,471,500
Funding from Debt					
	3,400,000	4,200,000	10,500,000	10,250,000	6,000,000
Total Revenues	75,480,300	72,825,100	79,257,200	80,084,100	76,266,000
Equity in Capital Assets					
	5,650,000	5,650,000	5,650,000	5,650,000	5,650,000
	81,130,300	78,475,100	84,907,200	85,734,100	81,916,000
Expenses					
Operating Expenses					
General Government	4,659,700	4,680,900	4,690,700	4,821,200	4,817,500
Protective Services	9,679,700	9,705,500	10,031,300	10,314,900	11,058,000
Public Works Services	9,387,600	9,906,400	9,669,000	9,676,500	9,958,300
Environmental Health Services	17,770,000	18,255,500	19,348,800	20,004,900	20,108,400
Public Health Services	346,100	351,100	356,400	361,500	366,800
Development Services	2,232,600	2,037,000	2,074,200	2,109,400	2,146,400
Recreation & Cultural Services	6,529,300	7,330,500	7,383,300	7,473,900	7,600,800
	50,605,000	52,266,900	53,553,700	54,762,300	56,056,200
Amortization	5,650,000	5,650,000	5,650,000	5,650,000	5,650,000
Total Operating Expenses	56,255,000	57,916,900	59,203,700	60,412,300	61,706,200
Capital Transactions					
Capital Assets					
Land & Improvements / Engineering	15,729,600	12,925,000	17,400,000	8,946,000	4,915,000
Buildings	820,900	882,000	1,197,500	8,518,300	6,090,000
Equipment	2,504,300	815,000	895,000	705,000	815,000
Other Capital Assets	175,000	215,000	115,000	115,000	215,000
	19,229,800	14,837,000	19,607,500	18,284,300	12,035,000
Debt for Capital Assets					
Interest	554,700	594,200	745,600	975,000	1,094,500
Principal	1,003,100	1,061,300	1,160,600	1,581,500	1,857,400
	1,557,800	1,655,500	1,906,200	2,556,500	2,951,900
Total Capital Transactions	20,787,600	16,492,500	21,513,700	20,840,800	14,986,900
Transfers to Reserves & Surplus					
To Reserves	3,836,100	4,065,700	4,189,800	4,320,700	4,383,300
To Appropriated Surplus	251,600	-	-	160,300	839,600
Total to Reserves and Surplus	4,087,700	4,065,700	4,189,800	4,481,000	5,222,900
	81,130,300	78,475,100	84,907,200	85,734,100	81,916,000

2021 – 2025 Five-Year Financial Plan

4. General Operating Fund Summary for Schedule "D" Bylaw 3032

General Operating Fund	Budget		Proposed Budget		
	2021	2022	2023	2024	2025
Tax rate increase					
General Taxation	2.00%	2.00%	2.50%	2.75%	2.75%
Debt Levy	-0.14%	0.74%	0.24%	0.89%	0.99%
Infrastructure Reserve Levy	0.00%	0.50%	0.75%	1.00%	1.00%
	1.86%	3.24%	3.49%	4.64%	4.74%
REVENUES					
Taxes					
General Municipal Taxes	27,703,600	29,184,300	30,640,000	32,264,500	33,902,600
Collections for Other Governments (Estimate)	23,972,800	24,451,100	24,938,900	25,436,500	25,944,000
Total Taxes Collected	51,676,400	53,635,400	55,578,900	57,701,000	59,846,600
Less:					
Property Taxes for Other Governments (Estimate)	(23,972,800)	(24,451,100)	(24,938,900)	(25,436,500)	(25,944,000)
Portion of Grants in Place of Taxes	(174,200)	(177,700)	(181,200)	(184,700)	(188,400)
	(24,147,000)	(24,628,800)	(25,120,100)	(25,621,200)	(26,132,400)
Net Municipal Taxes	27,529,400	29,006,600	30,458,800	32,079,800	33,714,200
Grants in Lieu of Taxes	493,500	503,500	513,500	523,800	534,200
% of Revenue Tax	409,400	409,400	409,400	409,400	409,400
Taxes for Municipal Purposes	28,432,300	29,919,500	31,381,700	33,013,000	34,657,800
Fees and Charges	7,143,900	7,837,500	8,039,500	8,195,200	8,214,800
Revenue from Other Sources	971,900	1,067,100	1,070,400	1,072,700	1,072,700
Transfers from Other Govt & Agencies	2,080,900	2,051,400	2,066,600	2,083,100	2,100,600
Transfers-Reserves	2,340,000	1,078,500	1,078,500	1,118,500	1,118,500
Transfers-Surplus	1,364,800	1,751,400	595,300	62,500	25,000
General Operating Revenues	42,333,800	43,705,400	44,232,000	45,545,000	47,189,400
Equity in Capital Assets	4,800,000	4,800,000	4,800,000	4,800,000	4,800,000
	47,133,800	48,505,400	49,032,000	50,345,000	51,989,400
EXPENDITURES					
Operating Expenditures					
General Government	4,659,700	4,680,900	4,690,700	4,821,200	4,817,500
Protective Services	9,679,700	9,705,500	10,031,300	10,314,900	11,058,000
Public Works Services	9,387,600	9,906,400	9,669,000	9,676,500	9,958,300
Environmental Health Services	3,627,100	3,812,000	3,940,100	4,071,400	4,071,400
Public Health Services	346,100	351,100	356,400	361,500	366,800
Development Services	2,232,600	2,037,000	2,074,200	2,109,400	2,146,400
Recreation & Cultural Services	6,529,300	7,330,500	7,383,300	7,473,900	7,600,800
Total Operating Expenses	36,462,100	37,823,400	38,145,000	38,828,800	40,019,200
Amortization	4,800,000	4,800,000	4,800,000	4,800,000	4,800,000
Debt Servicing Costs	1,268,700	1,343,900	1,408,900	1,665,300	1,967,200
	42,530,800	43,967,300	44,353,900	45,294,100	46,786,400
Transfer to Capital Fund	1,542,200	1,248,800	1,266,000	1,348,700	758,900
Transfer to Reserve Funds	3,060,800	3,289,300	3,412,100	3,541,900	3,604,500
Transfer to Surplus	-	-	-	160,300	839,600
	4,603,000	4,538,100	4,678,100	5,050,900	5,203,000
	47,133,800	48,505,400	49,032,000	50,345,000	51,989,400

2021 – 2025 Five-Year Financial Plan

5. Sewer Operating Fund Summary for Schedule "E" Bylaw 3032

Sewer Operating Fund	Budget		Proposed Budget		
	2021	2022	2023	2024	2025
Sewer Frontage Rate per taxable meter	\$ 10.24	\$ 10.24	\$ 10.24	\$ 10.24	\$ 10.24
Sewer Utility Rate - Single Family Unit	\$ 351.60	\$ 370.94	\$ 391.34	\$ 412.86	\$ 435.57
Proposed increase %	2.0%	5.5%	5.5%	5.5%	5.5%
Revenues					
Operating					
Frontage & Parcel Taxes	2,083,600	2,104,300	2,125,200	2,146,300	2,167,700
Sale of Services	5,490,100	5,820,300	6,170,200	6,541,000	6,933,900
Revenue from Own Sources	60,500	60,500	60,500	60,500	60,500
Total Operating Revenues	7,634,200	7,985,100	8,355,900	8,747,800	9,162,100
Reserves & Surplus					
Future Expenditure Reserve	867,300	-	-	-	-
Surplus	404,700	393,300	425,400	57,600	258,000
Total Transfers from Reserves & Surplus	1,272,000	393,300	425,400	57,600	258,000
Equity in Capital Assets					
	350,000	350,000	350,000	350,000	350,000
	350,000	350,000	350,000	350,000	350,000
Total Revenues	9,256,200	8,728,400	9,131,300	9,155,400	9,770,100
Expenses					
Operating					
General Administration	1,300,200	1,264,600	1,285,600	1,310,000	1,323,800
CVRD	4,717,200	4,994,700	5,272,200	5,757,800	5,757,800
Collection	699,400	707,100	715,200	722,500	729,900
	6,716,800	6,966,400	7,273,000	7,790,300	7,811,500
Amortization	350,000	350,000	350,000	350,000	350,000
Debt Servicing Costs	258,500	281,000	427,300	634,100	727,600
Total Operating Expenses	7,325,300	7,597,400	8,050,300	8,774,400	8,889,100
Transfers to Other Funds					
Sewer Capital Fund - Prior Year Revenues	867,300	-	-	-	-
Sewer Capital Fund - Current Year Revenues	682,600	750,000	700,000	-	500,000
	1,549,900	750,000	700,000	-	500,000
Transfers to Reserves					
Asset Management Reserve	300,000	300,000	300,000	300,000	300,000
Sewer Machinery/Equip Reserve	75,000	75,000	75,000	75,000	75,000
MFA Reserve Fund	500	500	500	500	500
Carbon Offsets Reserve	5,500	5,500	5,500	5,500	5,500
Total Transfers	381,000	381,000	381,000	381,000	381,000
Total Expenses	9,256,200	8,728,400	9,131,300	9,155,400	9,770,100

2021 – 2025 Five-Year Financial Plan

6. Water Operating Fund Summary for Schedule "F" Bylaw 3032

Water Operating Fund	Budget		Proposed Budget		
	2021	2022	2023	2024	2025
Water Frontage Rate per taxable meter	\$ 5.84	\$ 5.84	\$ 5.84	\$ 5.84	\$ 5.84
Water Utility Rate - Single Family Unit	\$ 506.05	\$ 516.17	\$ 526.49	\$ 537.02	\$ 547.76
Proposed increase %	0.0%	2.0%	2.0%	2.0%	2.0%
Revenues					
Operating					
Frontage & Parcel Taxes	1,214,200	1,226,300	1,238,500	1,250,800	1,263,200
Sale of Services	6,990,100	7,157,900	7,329,800	7,506,600	7,682,600
Revenue from Own Sources	221,300	223,600	225,800	228,100	230,700
Total Operating Revenues	8,425,600	8,607,800	8,794,100	8,985,500	9,176,500
Reserves & Surplus					
Future Expenditure Reserve	307,800	-	-	-	-
Water Efficiency	27,000	27,600	28,100	28,100	28,100
Surplus	-	157,700	420,200	424,500	315,800
Total Transfers from Reserves & Surplus	334,800	185,300	448,300	452,600	343,900
Equity in Capital Assets					
	500,000	500,000	500,000	500,000	500,000
Total Revenues	9,260,400	9,293,100	9,742,400	9,938,100	10,020,400
Expenses					
Operating					
General Administration	1,641,500	1,626,600	1,640,300	1,682,600	1,699,000
CVRD - Supply	4,433,500	4,477,900	5,108,000	5,159,000	5,210,600
Transmission and Distribution	1,351,100	1,372,600	1,387,400	1,301,600	1,315,900
	7,426,100	7,477,100	8,135,700	8,143,200	8,225,500
Amortization	500,000	500,000	500,000	500,000	500,000
Debt Servicing Costs	30,600	30,600	70,000	257,100	257,100
Total Operating Expenses	7,956,700	8,007,700	8,705,700	8,900,300	8,982,600
Transfers to Other Funds					
Water Capital Fund - Prior Year Revenues	307,800	-	-	-	-
Water Capital Fund - Current Year Revenues	350,000	890,000	640,000	640,000	640,000
	657,800	890,000	640,000	640,000	640,000
Transfers to Reserves					
Asset Management Reserve	300,000	300,000	300,000	300,000	300,000
Water Utility Reserve	58,700	59,800	61,100	62,200	62,200
Water Machinery & Equip Reserve	30,000	30,000	30,000	30,000	30,000
MFA Reserve Fund	100	100	100	100	100
Carbon Offsets Reserve	5,500	5,500	5,500	5,500	5,500
Total Transfers to Reserves	394,300	395,400	396,700	397,800	397,800
Transfer to Appropriated Surplus					
Surplus contingency	251,600	-	-	-	-
Total Transfers	645,900	395,400	396,700	397,800	397,800
Total Expenses	9,260,400	9,293,100	9,742,400	9,938,100	10,020,400

2021 – 2025 Five-Year Financial Plan

7. General Capital Fund Summary for Schedule "G" Bylaw 3032

General Capital Fund	Budget		Proposed Budget		
	2021	2022	2023	2024	2025
Revenues					
Other Revenues	200,000	-	200,000	-	200,000
Grants	4,358,300	2,410,000	2,460,000	1,710,000	210,000
	4,558,300	2,410,000	2,660,000	1,710,000	410,000
Transfers from Surplus					
Operating Funds	1,069,000	1,077,000	1,266,000	1,348,700	758,900
Capital Surplus - RFE	298,200	171,800	-	-	-
Unexpended Debt	482,600	181,200	-	64,200	-
	1,849,800	1,430,000	1,266,000	1,412,900	758,900
Transfers from Reserves					
Community Works Reserve	1,452,500	1,350,000	1,350,000	1,350,000	1,350,000
COVID-19 Safe Restart Grant	300,000				
Gaming Funds Reserve	175,000	-	-	-	-
Other Reserve Funds	2,991,500	1,857,000	1,991,500	2,171,400	1,376,100
	4,919,000	3,207,000	3,341,500	3,521,400	2,726,100
Total Transfers	5,988,000	4,284,000	4,607,500	4,870,100	3,485,000
Funding from Debt	3,400,000	2,200,000	3,500,000	8,500,000	6,000,000
Total Revenues	14,727,100	9,247,000	10,767,500	15,144,300	9,895,000
Expenditures					
Capital Assets					
Land & Improvements /					
Engineering Structures	11,226,900	7,335,000	8,560,000	5,806,000	2,775,000
Buildings	820,900	882,000	1,197,500	8,518,300	6,090,000
Equipment / Furniture / Vehicles	2,504,300	815,000	895,000	705,000	815,000
Other Tangible Capital Assets	175,000	215,000	115,000	115,000	215,000
Loss of disposal of assets					
Total Expenditures	14,727,100	9,247,000	10,767,500	15,144,300	9,895,000

2021 – 2025 Five-Year Financial Plan

8. General Capital Expenditure Program for Schedule "H" Bylaw 3032

2021-2025 General Capital Expenditure Program (1 of 5)						2021	2022	2023	2024	2025	Total		
Department Responsible	Sub-Department Responsible	Area	Department	Project description		Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	2021-2025 Budget		
Public Works	Public Works - Admin	Property Services	Other Buildings	Public Washrooms in Downtown Courtenay		200,000					200,000		
		Property Services Total				200,000						200,000	
		Public Works	Public Works	PUBLIC WORKS - New Public Works Building				500,000	7,000,000			7,500,000	
	Public Works Total						500,000	7,000,000			7,500,000		
	Public Works - Admin Total						200,000		500,000	7,000,000		7,700,000	
	Public Works - Transportation	Infrastructure	Bike Lane		17th Street Bike Lanes		1,720,400					1,720,400	
					Cycling Network Plan Improvements		156,000	150,000	150,000	150,000	150,000	756,000	
					Road Paving		800,000	1,500,000	1,500,000	1,500,000	1,600,000	6,900,000	
					Storm Drainage		103,700						103,700
					Walkways & Bikeways		375,000						375,000
			Infrastructure Total					3,155,100	1,650,000	1,650,000	1,650,000	1,750,000	9,855,100
	Public Works - Transportation Total						3,155,100	1,650,000	1,650,000	1,650,000	1,750,000	9,855,100	
	Public Works - Fleet	Fleet	Fleet	Fleet	2 Electric car charging stations EV DC Fast Charger 440V		200,000					200,000	
					2 Double Electric car charging stations Level 2 220V		100,000					100,000	
					FLEET MANAGEMENT - PW SERV - LIGHT VEHICLES		95,000	300,000	300,000	300,000	300,000	1,295,000	
					FLEET MANAGEMENT - PW SERV - HEAVY VEHICLES			300,000	300,000	300,000	300,000	1,200,000	
					FLEET MANAGEMENT - NEW ASK			110,000	-				110,000
			Fleet Total					395,000	710,000	600,000	600,000	600,000	2,905,000
	Public Works - Fleet Total						395,000	710,000	600,000	600,000	600,000	2,905,000	
	Public Works	Infrastructure	Traffic Projects		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 Highway at Comox Road			20,000	75,000			95,000		
Infrastructure Total							360,000	75,000			435,000		
Public Works Total						360,000	75,000	75,000	75,000	600,000	435,000		

2021 – 2025 Five-Year Financial Plan

2021-2025 General Capital Expenditure Program (2 of 5)						2021	2022	2023	2024	2025	Total		
Department Responsible	Sub-Department Responsible	Area	Department	Project description	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	2021-2025 Budget		
Public Works	Public Works - Civic Properties	Parks	Parks	Woodcote Park - Roof Replacement	45,000						45,000		
				Park Café - Roof Replacement		75,000					75,000		
				Lewis Washroom - Roof Replacement			45,000			45,000			
		Parks Total				45,000	75,000	45,000				165,000	
		Property Services	City Hall	City Hall	Renovation of City Hall - Foyer area	169,000							169,000
					CITY HALL - Building Energy Reduction (roof ventilation)		10,000					10,000	
					FIRE HALL - Roof Replacement				500,000		500,000		
					Carpenter Shop Renovation	50,000						50,000	
					Property Services Total	219,000	10,000		500,000			729,000	
		Rec & Culture	Art Gallery	Art Gallery	ART GALLERY - Hydraulic Passenger Elevator replacement	85,100							85,100
					ART GALLERY - HVAC Replacement	12,500	200,000				212,500		
					FILBERG - Hydraulic Passenger Elevator replacement	90,800					90,800		
			Fire	Fire	FIRE HALL - HVAC Replacement	13,500	200,000				213,500		
					LEWIS CENTRE - Squash Court Floor Replacement		80,000				80,000		
			Lewis Centre	Lewis Centre	LEWIS CENTRE - Squash Court Wall Replacement		72,000				72,000		
					LEWIS CENTRE - Roof Replacement				250,000		250,000		
					MEMORIAL POOL - INFRASTRUCTURE ASSESSMENT	50,000					50,000		
			Memorial Pool	Memorial Pool	MEMORIAL POOL - MECH/ELEC UPGRADES HEAT/CHEMICAL	20,000	20,000	25,000	25,000	25,000	115,000		
					MEMORIAL POOL - REPAIR CRACKS MAIN POOL	20,000		20,000	20,000	20,000	80,000		
					MEMORIAL POOL - VIHA INFRA/STRUCTURE UPGRADES	20,000	20,000	25,000	25,000	25,000	115,000		
					MEMORIAL POOL - New Pool Covers	10,000	25,000				35,000		
			Museum	Museum	MUSEUM - Hydraulic Freight Elevator replacement			12,500	178,300		190,800		
					MUSEUM - Replace windows			50,000			50,000		
			Sid Theatre	Sid Theatre	SID THEATRE - Hydraulic Vertical Platform Lift replacement (elevator)		10,000	125,000			135,000		
		SID THEATRE - Stage Lift replacement (elevator)				10,000	125,000			135,000			
		Youth Centre	Youth Centre	YOUTH CENTRE - Roof Replacement			250,000			250,000			
		Rec & Culture Total				321,900	637,000	632,500	498,300	70,000		2,159,700	
		Public Works - Civic Properties Total				585,900	722,000	677,500	998,300	70,000		3,053,700	

2021 – 2025 Five-Year Financial Plan

2021-2025 General Capital Expenditure Program (3 of 5)						2021	2022	2023	2024	2025	Total			
Department Responsible	Sub-Department Responsible	Area	Department	Project description	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	2021-2025 Budget			
Public Works	Public Works - Parks	Parks	Parks	Misc Playground (1 replacement every second year)	120,000		120,000			120,000	360,000			
				Sheffield Park (located in Crown Isle)	50,000					50,000	50,000			
				Spray park resurfacing	56,000					56,000	56,000			
				Tarling Park (Lake Trail / Arden Trail construction)				257,000		257,000				
				Bill Moore - Irrigation System Replacement				150,000		150,000				
				Woodcote - Irrigation System Replacement						80,000	80,000			
				Walkways & Bikeways	Dingwall to Muir Road trail development - stairs	363,400					363,400			
					Valleyview Greenway Erosion Remediation	50,000					50,000			
					Pedestrian Bridges replacement program	35,000	35,000	35,000	35,000	35,000	175,000			
					Lagoon Walkway Lookouts - Roof Replacement			30,000			30,000			
				Parks Total					674,400	65,000	155,000	442,000	235,000	1,571,400
				Public Works - Parks Total					674,400	65,000	155,000	442,000	235,000	1,571,400
				Public Works - Parks (Cemetery)	Parks (Cemetery)	Cemetery	Cemetery	CEMETERY - CEMETERY GENERAL WORK	40,000	40,000	50,000	50,000	50,000	230,000
								CEMETERY - IRRIGATION	10,000		15,000	15,000	15,000	55,000
								CEMETERY - LAWN CRYPTS	35,000	35,000	35,000	35,000	35,000	175,000
CEMETERY - NICHE DESIGN/DEVELOPMENT	75,000	70,000	40,000					40,000	40,000	265,000				
Cemetery Total								160,000	145,000	140,000	140,000	140,000	725,000	
Public Works - Parks (Cemetery) Total					160,000	145,000	140,000	140,000	140,000	725,000				
Public Works Total					5,170,400	3,652,000	3,797,500	10,830,300	2,795,000	26,245,200				
Engineering	Engineering	Infrastructure	Major Road Construction	5th St Bridge Rehabilitation	6,508,800						6,508,800			
				6th St Bridge Multi-Use Active Transportation Bridge	150,000	4,400,000				4,550,000				
				MAJOR ROAD CONS - Cousins Ave - 20th to Willemar				3,224,000		3,224,000				
				Storm Drainage	Braidwood Road Design - Storm & Road	93,200		3,250,000		3,343,200				
					STORM DRAINAGE - 200 Back Rd Storm Inlet improvement	200,000				200,000				
					STORM DRAINAGE - Willemar Culvert		200,000	1,500,000		1,700,000				
				STORM DRAINAGE - 13 St - Burgess to Willemar Storm Reconstruction		25,000	570,000		595,000					
				Roads	MAJOR ROAD CONS - 13 St - Burgess to Willemar Road Reconstruction		25,000	570,000		595,000				
					Infrastructure Total					6,952,000	4,650,000	5,890,000	3,224,000	
				Engineering Total					6,952,000	4,650,000	5,890,000	3,224,000		20,716,000
Engineering Total					6,952,000	4,650,000	5,890,000	3,224,000		20,716,000				

2021 – 2025 Five-Year Financial Plan

2021-2025 General Capital Expenditure Program (4 of 5)					2021	2022	2023	2024	2025	Total			
Department Responsible	Sub-Department Responsible	Area	Department	Project description	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	2021-2025 Budget			
Recreation & Culture	Recreation & Culture	Parks	Parks	Marina Storage Compound Relocation	25,000					25,000			
				Totem Pole at the Airpark	10,000					10,000			
				Partners in Parks program		50,000	50,000	50,000	50,000	200,000			
				Courtenay Riverway South Extension Sandpiper to Beachwood - Phase 1	20,400					20,400			
				Courtenay Riverway South Extension Beachwood to City Park - Phase 2		45,000	400,000			445,000			
				Courtenay Riverway South Extension City Park to Regional Trail - Phase 3			100,000	400,000		500,000			
				Access and Parking to McPhee Meadows	30,000	200,000				230,000			
				Parks Total	85,400	295,000	450,000	150,000	450,000	1,430,400			
				Rec & Culture	Lewis Centre	Lewis Centre	LEWIS CENTRE - Equipments > 5k	45,000	45,000	45,000	45,000	45,000	225,000
							MUSEUM - Loading Dock Storage & Fencing		50,000				50,000
		SID THEATRE - LIGHTING UPGRADE - LED THEATRE LIGHTS	25,000								25,000		
		SID THEATRE - THEATRE CAPITAL EQUIPMENT	10,000								10,000		
		SID THEATRE - Future year estimation					20,000	20,000	20,000	20,000	80,000		
		YOUTH CENTRE - Freestanding Sign & Exterior Facia Sign					60,000				60,000		
		Rec & Culture Total	80,000	175,000	65,000	65,000	65,000	450,000					
		Recreation & Culture Total					165,400	470,000	515,000	215,000	515,000	1,880,400	
		Recreation & Culture Total					165,400	470,000	515,000	215,000	515,000	1,880,400	
		Fire	Fire Department	Fire Services	Fire	FIRE DEPT - Ladder Truck (replacement truck #12)	1,969,300					1,969,300	
						FIRE DEPT LIGHT VEHICLES			140,000			140,000	
						RESCUE TOOLS					80,000	80,000	
Fire Services Total	1,969,300				140,000		80,000	2,189,300					
Property Services	Fire			Fire	FIRE - NEW SATELLITE FIREHALL				500,000	6,000,000	6,500,000		
					Property Services Total			500,000	6,000,000	6,500,000			
Fire Department Total					1,969,300		140,000	500,000	6,080,000	8,689,300			
Fire Department Total					1,969,300		140,000	500,000	6,080,000	8,689,300			

2021 – 2025 Five-Year Financial Plan

2021-2025 General Capital Expenditure Program (5 of 5)						2021	2022	2023	2024	2025	Total
Department Responsible	Sub-Department Responsible	Area	Department	Project description	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	2021-2025 Budget
General Government Services	IT	Corporate Services	IT	LARGE FORMAT PLOTTER	30,000		30,000			30,000	90,000
				New softwares	50,000	50,000	50,000	50,000	50,000	250,000	
				OFFSITE BACKUP DEVELOPMENT	40,000	40,000	40,000	40,000	40,000	200,000	
				PHOTOCOPIERS	40,000	40,000	40,000	40,000	40,000	200,000	
				SERVER REPLACEMENT	25,000	20,000	40,000	20,000	20,000	125,000	
				Hyper-Convergence Software (complement to back up solution)	50,000	25,000	25,000	25,000	125,000	250,000	
		Corporate Services Total			235,000	175,000	225,000	175,000	305,000	1,115,000	
		IT Total			235,000	175,000	225,000	175,000	305,000	1,115,000	
	Finance / IT	Corporate Services	IT	Great Plain Electronic Workflow	15,000						15,000
				Organization Wide Software		100,000				100,000	
				Corporate Services Total	15,000	100,000				115,000	
		Finance / IT Total			15,000	100,000				115,000	
	Purchasing / IT	Corporate Services	IT	ProFuel	20,000						20,000
				Corporate Services Total	20,000					20,000	
		Purchasing / IT Total			20,000						20,000
General Government Services Total					270,000	275,000	225,000	175,000	305,000	1,250,000	
Development Services	Development Services	Infrastructure	DCC Projects	Road, Storm, Parks DCC Projects	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
				Infrastructure Total	200,000	200,000	200,000	200,000	200,000	1,000,000	
		Development Services Total			200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Development Services Total					200,000	200,000	200,000	200,000	200,000	1,000,000	
Grand Total					14,727,100	9,247,000	10,767,500	15,144,300	9,895,000	59,780,900	

2021 – 2025 Five-Year Financial Plan

9. General 2021 Capital Expenditure – Source of Funding for Schedule “I” Bylaw 3032

2021 General Capital Expenditure Source of Funding (1 of 3)					2021	2021	2021	2021 Reserve	2021	2021 Fed /	2021 Gas	2021	2021
Department Responsible	Sub-Department	Area	Project description	Budget	General Revenues	Reserves	for Future Expenditures	Unexpended Funds	Prov Funding	Tax Fed Grant	Gaming Fund	CVRD Grant	
Public Works	Public Works - Admin	Property Services	Public Washrooms in Downtown Courtenay	200,000		200,000							
	Public Works - Admin Total			200,000		200,000							
	Public Works - Transportation	Infrastructure	17th Street Bike Lanes	1,720,400					1,720,400				
			ROAD PAVING - Grind and Pave program	800,000				78,500		721,500			
			Ryan Road sidewalk Sandwich to Braidwood	375,000						375,000			
			Cycling Network Plan Improvements	156,000						156,000			
			Braidwood Affordable Housing - Storm & Road Servicing	103,700		103,700							
	Public Works - Transportation Total			3,155,100		103,700		78,500	1,720,400	1,252,500			
	Public Works - Fleet	Fleet	2 Electric car charging stations EV DC Fast Charger 440V	200,000					50,000		150,000		
			2 Double Electric car charging stations Level 2 220V	100,000					75,000		25,000		
			FLEET MANAGEMENT - PW SERV - LIGHT VEHICLES	95,000		95,000							
	Public Works - Fleet Total			395,000		95,000			125,000		175,000		
	Public Works - Civic Properties	Parks	Woodcote Park - Roof Replacement	45,000		45,000							
		Property Services	Renovation of City Hall - Foyer area	169,000		100,000	69,000						
			Carpenter Shop Renovation	50,000	50,000								
		Rec & Culture	FILBERG - Hydraulic Passenger Elevator replacement	90,800		90,800							
			ART GALLERY - Hydraulic Passenger Elevator replacement	85,100		85,100							
			MEMORIAL POOL - INFRASTRUCTURE ASSESSMENT	50,000								50,000	
			MEMORIAL POOL - REPAIR CRACKS MAIN POOL	20,000								20,000	
			MEMORIAL POOL - VIHA INFRA/STRUCTURE UPGRADES	20,000								20,000	
			MEMORIAL POOL - MECH/ELEC UPGRADES										
			HEAT/CHEMICAL	20,000								20,000	
			FIRE HALL - HVAC Replacement	13,500	13,500								
			ART GALLERY - HVAC Replacement	12,500	12,500								
			MEMORIAL POOL - New Pool Covers	10,000								10,000	
	Public Works - Civic Properties Total			585,900	76,000	320,900	69,000					120,000	

2021 – 2025 Five-Year Financial Plan

2021 General Capital Expenditure Source of Funding (2 of 3)														
Department Responsible	Sub-Department Responsible	Area	Project description	2021 Proposed Budget	2021 General Revenues	2021 Reserves	2021 Reserve for Future Expenditures	2021 Unexpended Funds	2021 DCC Reserve	2021 Fed / Prov Funding	2021 Gas Tax Fed Grant	2021 Gaming Fund	2021 CVRD Grant	2021 Debt
	Public Works -	Parks	Dingwall to Muir Road trail development - stairs	363,400		100,000	13,400			250,000				
			Misc Playground (1 replacement every second year)	120,000	120,000									
			Spray park resurfacing	56,000	38,000					18,000				
			Sheffield Park (located in Crown Isle)	50,000		50,000								
			Valleyview Greenway Erosion Remediation	50,000			37,600		12,400					
			Pedestrian Bridges replacement program	35,000			35,000							
	Public Works - Parks Total			674,400	158,000	150,000	86,000		12,400	268,000				
	Public Works -	Parks (Cemetery)	CEMETERY - NICHE DESIGN/DEVELOPMENT	75,000									75,000	
		Cemetery	CEMETERY - CEMETERY GENERAL WORK	40,000									40,000	
			CEMETERY - LAWN CRYPTS	35,000									35,000	
			CEMETERY - IRRIGATION	10,000									10,000	
	Public Works - Parks (Cemetery) Total			160,000									160,000	
Public Works Total				5,170,400	234,000	869,600	155,000	78,500	12,400	2,113,400	1,252,500	175,000	280,000	
Engineering	Engineering	Infrastructure	5th St Bridge Rehabilitation	6,508,800		477,100		404,100	262,700	1,964,900				3,400,000
			STORM DRAINAGE - 200 Back Rd Storm Inlet improvement	200,000							200,000			
			6th St Bridge Multi-Use Active Transportation Bridge	150,000	150,000									
			Braidwood Road Design - Storm & Road	93,200			93,200							
	Engineering Total			6,952,000	150,000	477,100	93,200	404,100	262,700	1,964,900	200,000			3,400,000
Engineering Total				6,952,000	150,000	477,100	93,200	404,100	262,700	1,964,900	200,000			3,400,000
Recreation & Culture	Recreation & Culture	Parks	Access and Parking to McPhee Meadows	30,000			30,000							
			Marina Storage Compound Relocation	25,000	15,000		10,000							
			Courtenay Riverway South Extension Sandpiper to Beachwood - Phase 1	20,400		20,400								
			Totem Pole at the Airpark	10,000			10,000							
		Rec & Culture	LEWIS CENTRE - Equipments > 5k	45,000		45,000								
			SID THEATRE - LIGHTING UPGRADE - LED THEATRE LIGHTS	25,000		25,000								
			SID THEATRE - THEATRE CAPITAL EQUIPMENT	10,000		10,000								
	Recreation & Culture Total			165,400	15,000	100,400	50,000							
Recreation & Culture Total				165,400	15,000	100,400	50,000							

2021 – 2025 Five-Year Financial Plan

2021 General Capital Expenditure Source of Funding (3 of 3)				2021	2021	2021	2021	2021	2021	2021	2021	2021	2021	2021	2021		
Department Responsible	Sub-Department Responsible	Area	Project description	Proposed Budget	General Revenues	2021 Reserves	2021 Reserve for Future Expenditures	2021 Unexpended Funds	2021 DCC Reserve	2021 Fed / Prov Funding	2021 Gas Tax Fed Grant	2021 Gaming Fund	2021 CVRD Grant	2021 Proceeds Asset sales	2021 Debt		
Fire Department	Fire Department	Fire Services	FIRE DEPT - Ladder Truck (replacement truck #12)	1,969,300	670,000	1,099,300								200,000			
			Fire Department Total	1,969,300	670,000	1,099,300									200,000		
Fire Department Total				1,969,300	670,000	1,099,300								200,000			
General Government Services	IT	Corporate Services	Hyper-Convergence Software (complement to back up solution)	50,000		50,000											
			New softwares	50,000		50,000											
			PHOTOCOPIERS	40,000		40,000											
			OFFSITE BACKUP DEVELOPMENT	40,000		40,000											
			LARGE FORMAT PLOTTER	30,000		30,000											
			SERVER REPLACEMENT	25,000		25,000											
		IT Total			235,000		235,000										
		Finance / IT	Corporate Services	Great Plain Electronic Workflow	15,000		15,000										
				Finance / IT Total	15,000		15,000										
		Purchasing / IT	Corporate Services	ProFuel	20,000		20,000										
Purchasing / IT Total	20,000				20,000												
General Government Services Total				270,000		270,000											
Development Services	Development Services	Infrastructure	Road, Storm, Parks DCC Projects	200,000	-					200,000							
			Development Services Total	200,000		-				200,000							
Development Services Total				200,000		-				200,000							
Grand Total				14,727,100	1,069,000	2,816,400	298,200	482,600	475,100	4,078,300	1,452,500	175,000	280,000	200,000	3,400,000		

2021 – 2025 Five-Year Financial Plan

10. Sewer Capital Fund Summary for Schedule “J” Bylaw 3032

Sewer Capital Fund	Budget		Proposed Budget		
	2021	2022	2023	2024	2025
Revenues					
Funding from Operating Fund					
Sewer Operating Fund	682,600	750,000	700,000	-	500,000
	682,600	750,000	700,000	-	500,000
Reserves & Surplus					
Sewer Capital Surplus - RFE	867,300	-	-	-	-
Sewer Reserve Funds	1,600,000	1,600,000	500,000	250,000	500,000
DCC	320,000	-	-	-	-
	2,787,300	1,600,000	500,000	250,000	500,000
Funding from Debt	-	2,000,000	3,500,000	1,750,000	-
Total Revenues	3,469,900	4,350,000	4,700,000	2,000,000	1,000,000
Expenditures					
Capital Assets					
Engineering Structures - Renewal	677,400	4,050,000	3,700,000	2,000,000	1,000,000
Engineering Structures - New	2,792,500	300,000	1,000,000	-	-
Total Expenditures	3,469,900	4,350,000	4,700,000	2,000,000	1,000,000



11. Sewer Capital Expenditure Program for Schedule “K” Bylaw 3032

2021-2025 Sewer Capital Expenditure Program		2021	2022	2023	2024	2025	Total
Category	Project description	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	2021-2025 Budget
New	Sewer - Greenwood Trunk Construction	2,492,500					2,492,500
	South Courtenay Sewer System	200,000					200,000
	Sewer Cascara and Klanawa connection to Greenwood	100,000	300,000	1,000,000			1,400,000
New Total		2,792,500	300,000	1,000,000			4,092,500
Renewal	Braidwood Road - Road & Utility - Sewer Component	31,300		500,000			531,300
	Sewer - 1st Street Lift Station Replacement	341,100	2,300,000				2,641,100
	Sewer - Arden Central Trunk Main			200,000	2,000,000		2,200,000
	Sewer - Mansfield Drive Forcemain	50,000	250,000	3,000,000			3,300,000
	Sewer - Projects identified through Master Plan					1,000,000	1,000,000
	Puntledge Sanitary Catchment Replacement	255,000	1,500,000				1,755,000
Renewal Total		677,400	4,050,000	3,700,000	2,000,000	1,000,000	11,427,400
Grand Total		3,469,900	4,350,000	4,700,000	2,000,000	1,000,000	15,519,900

2021 – 2025 Five-Year Financial Plan

12. Sewer 2021 Capital Expenditure – Source of Funding for Schedule “L” Bylaw 3032

2021 Sewer Capital Expenditure Source of Funding		2021	2021	2021	2021	2021 Gas	2021 DCC
Category	Project description	Proposed Budget	General Revenues	Reserves	Reserve for Future Expenditures	Tax Fed Grant	Reserve
New	Sewer - Greenwood Trunk Construction	2,492,500	522,500	600,000	50,000	1,000,000	320,000
	South Courtenay Sewer System	200,000			200,000		
	Sewer Cascara and Klanawa connection to Greenwood	100,000	100,000				
New Total		2,792,500	622,500	600,000	250,000	1,000,000	320,000
Renewal	Sewer - 1st Street Lift Station Replacement	341,100			341,100		
	Puntledge Sanitary Catchment Replacement	255,000	60,100		194,900		
	Sewer - Mansfield Drive Forcemain	50,000			50,000		
	Braidwood Road - Road & Utility - Sewer Component	31,300			31,300		
Renewal Total		677,400	60,100		617,300		
Grand Total		3,469,900	682,600	600,000	867,300	1,000,000	320,000

2021 – 2025 Five-Year Financial Plan

13. Water Capital Fund Summary for Schedule "M" Bylaw 3032

Water Capital Fund	Budget		Proposed Budget		
	2021	2022	2023	2024	2025
Revenues					
Funding from Operating Fund					
Water Operating Fund	350,000	890,000	640,000	640,000	640,000
	350,000	890,000	640,000	640,000	640,000
Reserves & Surplus					
Water Capital Surplus - RFE	307,800	-	-	-	-
Water Reserves	375,000	350,000	-	500,000	500,000
	682,800	350,000	-	500,000	500,000
Funding from Debt	-	-	3,500,000	-	-
Total Revenues	1,032,800	1,240,000	4,140,000	1,140,000	1,140,000
Expenditures					
Capital Assets					
Engineering Structures - Renewal	881,300	850,000	500,000	1,000,000	1,000,000
Engineering Structures - New	151,500	390,000	3,640,000	140,000	140,000
Total Expenditures	1,032,800	1,240,000	4,140,000	1,140,000	1,140,000



2021 – 2025 Five-Year Financial Plan

14. Water Capital Expenditure Program for Schedule “N” Bylaw 3032

2021-2025 Water Capital Expenditure Program		2021	2022	2023	2024	2025	Total
Category	Project description	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	2021-2025 Budget
New	City Watermain on private property	70,000	140,000	140,000	140,000	140,000	630,000
	Water - South Courtenay Secondary Transmission	81,500	250,000	3,500,000			3,831,500
New Total		151,500	390,000	3,640,000	140,000	140,000	4,461,500
Renewal	Braidwood Road - Road & Utility - Water Component	31,300		500,000			531,300
	Sandpiper / Millard Water Main Upgrade	650,000					650,000
	Water - Highway 19A Loop - Christie Parkway	100,000					100,000
	Water - Projects identified through Master Plan				1,000,000	1,000,000	2,000,000
	Water - Sandwich Area Fireflow Upgrade	25,000	500,000				525,000
	Water Smart Initiatives - Transmission/Distribution Metering	75,000	350,000				425,000
Renewal Total		881,300	850,000	500,000	1,000,000	1,000,000	4,231,300
Grand Total		1,032,800	1,240,000	4,140,000	1,140,000	1,140,000	8,692,800

2021 – 2025 Five-Year Financial Plan

15. Water 2021 Capital Expenditure – Source of Funding for Schedule “O” Bylaw 3032

2021 Water Capital Expenditure Source of Funding		2021	2021 General	2021	2021 Reserve
Category	Project description	Proposed Budget	Revenues	Reserves	for Future Expenditures
New	Water - South Courtenay Secondary Transmission	81,500			81,500
	City Watermain on private property	70,000			70,000
New Total		151,500			151,500
Renewal	Sandpiper / Millard Water Main Upgrade	650,000	350,000	300,000	
	Water - Highway 19A Loop - Christie Parkway	100,000			100,000
	Water Smart Initiatives - Transmission/Distribution Metering	75,000		75,000	
	Braidwood Road - Road & Utility - Water Component	31,300			31,300
	Water - Sandwick Area Fireflow Upgrade	25,000			25,000
Renewal Total		881,300	350,000	375,000	156,300
Grand Total		1,032,800	350,000	375,000	307,800

2021 – 2025 Five-Year Financial Plan





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