

2024-2028 General Fund Operating & Capital Budget Presentation

General Budget

- Budget Summary and Highlights
 - Cost Drivers
 - Operating & Capital Budget Overview
 - Operating & Capital Plans by Department, including Funding Sources
 - Gaming Fund
- Taxation, Reserves, Surplus and Debt
 - Tax impacts
 - Reserve contributions



Presentation Overview

- Operational & Capital Budgets are a collaborative effort by all Departments
- Align with Council's Strategic Priorities
- Focus on Asset Management for sustainable service delivery and emphasis on preventative maintenance to extend the life of the City's assets
- Maintain current operational level of service, while incorporating efficiencies wherever possible
- For Capital projects carried forward from 2023, they will continue as previously approved



General Operating Budget

Cost Drivers

Internal

- CUPE Agreement Change 2%, expiring at end of 2024
- Benefit cost increase
- Service costs rising (urban issues, Fire calls)
- Living wage (Recreation)

External

- Inflation – BC CPI Jan 7% - Oct 4.5%
- CPP, EI, WCB Contribution Increases
- Recruitment compensation expectations
- RCMP Costs

General Operating Budget Overview

	2023	2024	2024	2024	2024	2024	2023	2024	BUDGET	
	AMENDED	BASE	INFLATION	SERVICE LEVEL	GROWTH	ONE-TIME	CARRY	2. Finance Review	INCREASE	VARIANCE
	BUDGET	BUDGET		IMPACTS		ITEMS	FORWARD	BUDGET	(DECREASE)	%
Department	2023							2024	\$ Change	% Change
CAO OFFICE EXPENSES	661,300	561,300	22,300	(2,000)	4,800	-	170,000	756,400	95,100	14.4%
CORPORATE SERVICES EXPENSES	5,100,500	4,929,700	306,000	603,600	183,300	178,500	58,000	6,259,100	1,158,600	22.7%
FIRE EXPENSES	2,726,700	2,644,700	100,900	189,400	331,800	5,000	33,200	3,305,000	578,300	21.2%
POLICE EXPENSES	8,416,200	8,416,200	146,500	45,000	18,100	-	-	8,625,800	209,600	2.5%
ENGINEERING EXPENSES	1,157,900	1,085,100	111,100	85,600	(85,700)	-	-	1,196,100	38,200	3.3%
PUBLIC WORKS EXPENSES	9,879,800	9,950,800	315,700	97,500	399,600	309,200	23,800	11,096,600	1,216,800	12.3%
DEVELOPMENT SERVICES EXPENSES	2,637,000	2,437,200	37,000	75,000	(304,100)	90,400	175,000	2,510,500	(126,500)	-4.8%
RCCS EXPENSES	6,315,700	6,297,200	179,700	155,100	3,200	-	(5,500)	6,629,700	314,000	5.0%
FINANCIAL SERVICES EXPENSES	2,454,000	2,433,500	181,900	116,500	(25,300)	20,000	-	2,726,600	272,600	11.1%
	39,349,100	38,755,700	1,401,100	1,365,700	525,700	603,100	454,500	43,105,800	3,756,700	9.5%

Overall Summary CAPITAL Projects

Fund	Strategic Responsibility	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget	Total 2024-2028 Budget
General	Engineering	13,750,700	24,082,500	4,346,200	12,434,000	5,367,000	59,980,400
	Public Works	5,429,100	4,668,000	3,941,000	12,919,000	2,455,000	29,412,100
	General Government	3,228,300	170,000	95,000	95,000	245,000	3,833,300
	Fire Department	525,900	90,000	945,000	1,200,000		2,760,900
	Recreation & Culture	837,700	870,000	1,275,000	1,280,000	1,195,000	5,457,700
General Total		23,771,700	29,880,500	10,602,200	27,928,000	9,262,000	101,444,400
Sewer Total		8,705,578	11,056,500	4,148,900	10,536,500	500,000	34,947,478
Water Total		419,200	75,000	539,400	1,664,500	900,000	3,598,100
Grand Total		32,896,478	41,012,000	15,290,500	40,129,000	10,662,000	139,989,978

Corporate Services: Overview

The Corporate Services Department is responsible for:

- Communications
- Human Resources
- Information Technology
- Bylaw Services
- Legislative Services
- Land & Legal
- Municipal RCMP Employees

Department Composition:

- 7 Function Areas
- 29 Full Time Employees
- 9 RCMP Municipal Employees
- 1 Part Time Employee
- Operating Budget = \$4,877,400
- Special Projects \$387,900
- RCMP Municipal Employees = \$688,600
- Total Operating: \$5,953,900
- Capital Budget = \$291,000

Corporate Services 2024 Strategic Priorities

Communications

- **Engagement Strategy = \$75,000**
- **Online engagement platform: \$15,000**
- **City Website = \$172,000**
- **Consultants and Contracted services = \$40,000**
- **Brand Enhancement = \$27,000**



Corporate Services 2024 Strategic Priorities

Bylaw Services

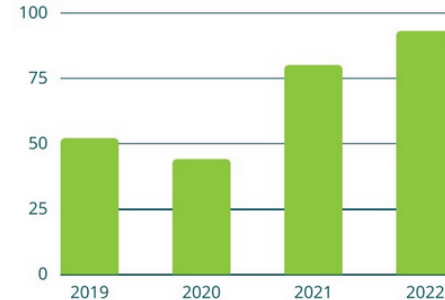
- 7 Day Service & OT: \$21,000
- Implementation: **Parks Control Bylaw Committee, Good Neighbour Guide, Bylaw Adjudication, Tempest Calls for Service (carry forward from 2023), Bylaw Prioritization Matrix (Q4/2024)**

Human Resources

- **Anti-Racism Strategy = \$50,000 (carry forward from 2023)**
- Labour Relations Manager = ~ \$118,000 (proposed)
- \$20,000 legal costs increase
- \$37,000 building rental
- \$186,800 reallocated from OHS

RECRUITMENT ACTIVITIES

Recruitment activities continue to increase, with staff finding recruitment efficiencies with existing resources.



Corporate Services 2024 Strategic Priorities

Corporate Services

- Community Safety Office = \$50,000 (resolution)
- Department Clerk = \$85,000 (proposed)
- New park regulation signs = \$30,000 (proposed)
- \$148,300 - reallocated to Legislative Services

Legislative Services

- Privacy Management Framework = \$50,000 (legislated)
- Records management = \$20,000



Corporate Services 2024 Strategic Priorities

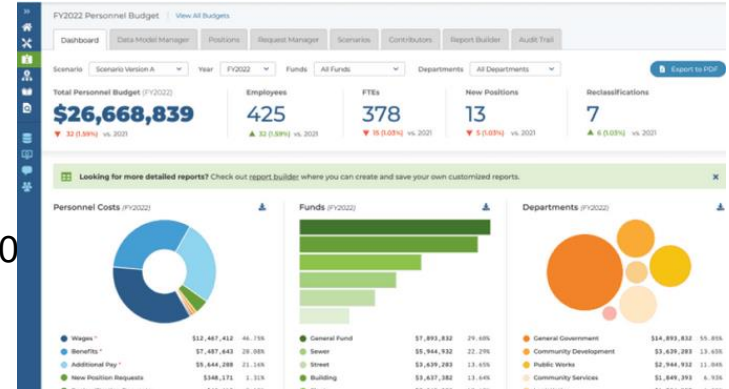
Information Technology - Operating

- License and Permit Fees (inflation) = \$93,500
- Office 365: \$24,000
- Pen Test: \$36,000



Information Technology – Capital

- Budget Software: \$76,000
- New Software (emerging) = \$50,000
- Photocopiers (replacement program) = \$30,000
- Large Format Plotter (replacement program) = \$15,000



Corporate Services Operating Budget

	2023	2024	2024	2024	2024	2024	2024	2023	2024	BUDGET
ACCT	AMENDED	BASE	INFLATION	SERVICE LEVEL	GROWTH	ONE-	CAPITAL	CARRY	BUDGET	INCREASE
	BUDGET	BUDGET		IMPACTS		ITEMS	IMPACTS	FORWARD		(DECREASE)
Corporate Services										
CORPORATE SERVICES REVENUE										
Revenues										
IT & GIS REVENUE	(30,000)	(30,000)							(30,000)	
Animal Control / Bylaw Enforcement	(3,100)	(3,100)							(3,100)	
Parking	(5,000)	(5,000)							(5,000)	
Cemetery	(179,000)	(179,000)							(179,000)	
Total CORPORATE SERVICES REVENUE	(223,100)	(223,100)							(223,100)	
CORPORATE SERVICES EXPENSES										
GENERAL GOVERNMENT - Corporate Services										
Information Technology	1,357,300	1,326,500	25,100	8,000	107,800	68,000		34,000	1,569,400	212,100
Corporate Services	837,600	697,600	(256,200)	192,400	(24,500)	80,000			689,300	(148,300)
Human Resources	714,100	714,100	93,800	270,700	18,100	1,500		16,000	1,114,200	400,100
Corporate Communications	491,100	491,100	15,000	170,900		22,000			699,000	207,900
GIS	289,700	289,700	9,800						299,500	9,800
Occupational Health & Safety	241,100	241,100	(7,200)	(61,200)	(13,000)				159,700	(81,400)
Total GENERAL GOVERNMENT - Corporate Services	3,930,900	3,760,100	(119,700)	580,800	88,400	171,500		50,000	4,531,100	600,200
GENERAL GOVERNMENT - Legislative Services										
Legislative Admin			267,300	20,200	39,500	7,000			334,000	334,000
City Council	516,800	516,800	20,400	(7,000)	51,900			8,000	590,100	73,300
Elections	26,000	26,000	900						26,900	900
Cemetery Admin	90,700	90,700	2,200		(1,900)				91,000	300
Cemetery Products for Resale	13,000	13,000							13,000	
Total GENERAL GOVERNMENT - Legislative Services	646,500	646,500	290,800	13,200	89,500	7,000		8,000	1,055,000	408,500
OTHER PROTECTIVE SERVICES										
Bylaw Enforcement	442,300	442,300	134,800	6,600	5,400				589,100	146,800
Animal Control	80,800	80,800	100						80,900	100
Total OTHER PROTECTIVE SERVICES	523,100	523,100	134,900	6,600	5,400				670,000	146,900
Total CORPORATE SERVICES EXPENSES	5,100,500	4,929,700	306,000	600,600	183,300	178,500		58,000	6,256,100	1,155,600
Total Corporate Services	4,877,400	4,706,600	306,000	600,600	183,300	178,500		58,000	6,033,000	1,155,600

Corporate Services Special Projects

Project description	Department Responsible	Sub-Department Responsible	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Community Safety Office	Corporate Services	Corporate Services	\$ 50,000				
City Website	Corporate Services	Communications	\$ 172,000				
Engagement Strategy	Corporate Services	Communications	\$ 75,000				
Privacy Management Framework	Corporate Services	Legislative Services	\$ 50,000				
Anti-Racism Strategy	Corporate Services	HR	\$ 50,500				
			\$ 397,500	\$ -	\$ -	\$ -	\$ -

General Government CAPITAL Projects

Project description	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget	Total 2024- 2028 Budget
Strategic Land Acquisition	2,898,000					2,898,000
Server Replacement	120,000	60,000			150,000	330,000
Budget Software	76,000					76,000
New softwares (Future IT Projects)	50,000	50,000	50,000	50,000	50,000	250,000
Tempest Calls For Services	33,300					33,300
Photocopiers	30,000	30,000	30,000	30,000	30,000	150,000
Large Format Plotter	15,000	15,000	15,000	15,000	15,000	75,000
Scada Cloud Server / Backup	6,000					6,000
Electronic Records Management System (EDRMS)		15,000				15,000
Grand Total	3,228,300	170,000	95,000	95,000	245,000	3,833,300

General Govt 2024 Capital Funding

Project description	2024			2024 Total Funding
	Proposed Budget	2024 Reserves	2024 Debt	
Strategic Land Acquisition	2,898,000	722,000	2,176,000	2,898,000
Server Replacement	120,000	120,000		120,000
Budget Software	76,000	76,000		76,000
New softwares (Future IT Projects)	50,000	50,000		50,000
Tempest Calls For Services	33,300	33,300		33,300
Photocopiers	30,000	30,000		30,000
Large Format Plotter	15,000	15,000		15,000
Scada Cloud Server / Backup	6,000	6,000		6,000
	3,228,300	1,052,300	2,176,000	3,228,300

Corporate Services Questions



Financial Services Department Overview

The Financial Services Department is responsible for:

- Financial Planning
- Payroll
- Business Performance
- Procurement
- Risk Management
- Financial Reporting
- Stores (inventory)

Department Composition:

- 7 Function Areas
- 17 Full Time Employees
- 1 Part Time Employee
- 2024 Operating Budget =\$2,726,600

Financial Services Operating Budget

	2023	2024	2024	2024	2024	2024	2024	2023	2024	BUDGET
	AMENDED	BASE	INFLATION	SERVICE LEVEL	GROWTH	ONE-TIME	CAPITAL OPERATING	CARRY	BUDGET	INCREASE
ACCT	BUDGET	BUDGET		IMPACTS		ITEMS	IMPACTS	FORWARD		(DECREASE)
Financial Services										
FINANCIAL SERVICES EXPENSES										
Finance	1,864,100	1,843,600	158,100			20,000			2,021,700	157,600
Purchasing	351,500	351,500	18,400		(14,000)				355,900	4,400
Business Performance	124,100	124,100	7,000	116,500					247,600	123,500
Store	114,300	114,300	(1,600)		(11,300)				101,400	(12,900)
Total Financial Services	2,454,000	2,433,500	181,900	116,500	(25,300)	20,000			2,726,600	272,600

Financial Services Strategic Priorities

2024 Budget includes resources for the following strategic initiatives:

- Policy Implementation
 - Social and Indigenous Procurement Policy – Procurement is in the midst of implementation and working on reporting back. This process will take time to become fully realized
- Borrowing bylaws for the 6th Street Multi-Use Active Transportation Bridge and 1st Street Lift Station – Waiting on granting authority to proceed
- Community Grant Program – Moved to CV Community Foundation
- Permissive Tax Exemption policy and process review
- Budget Software implementation – Operating in, Capita, Fund manager, Salaries to come
- Asset Retirement Obligations (new Public Sector Accounting Standard)
- Municipal and Regional Tax (MRDT) Re-implementation Specific to Affordable Housing

Financial Services Risk Management

- Risk management has been consolidated into Finance over the past year
- Focusing on Insurance needs first
 - Then expansion of Risk management focus to prevention vs cure (insurance)

Insurance Type	2023	2024
Liability MIABC	\$213,670	\$210,754
Property Aon	\$263,740	\$282,201
ICBC	\$91,026	\$95,577
Cyber MIABC	\$40,130	\$42,136

- Total 2024 \$630,668

Financial Services Resource Request

Budget analyst position

- Implementation of budget software has forced a deep dive into the City's budget and budgeting
- There is room for improvement and need for improvement
- Currently budget is mainly handled by Business Performance position and Director
- Good financial planning is required to ensure appropriate funding, capacity and communication for all strategic priorities, master plans and capital projects
- Budgeted salary \$86,000

Miscellaneous Fiscal Operating Budget

	2023	2024	2024	2024	2024	2024	2024	2023		2024	BUDGET
	AMENDED	BASE	INFLATION	SERVICE LEVEL	GROWTH	ONE-TIME	CAPITAL OPERATING	CARRY	1. Department Submission		INCREASE
ACCT	BUDGET	BUDGET		IMPACTS		ITEMS	IMPACTS	FORWARD	BUDGET		(DECREASE)
FISCAL & OTHER EXPENSES											
Development Services Other											
Tourism Development (MRDT)	357,000	357,000	53,000						410,000		53,000
Total Development Services Other	357,000	357,000	53,000						410,000		53,000
Miscellaneous											
City Hall Common	85,900	85,900	(800)						85,100		(800)
Other General Government	54,900	54,900	100						55,000		100
HERITAGE CHURCH ADMIN	2,100	2,100	300						2,400		300
Library Admin - Insurance	4,200	4,200	(600)						3,600		(600)
Total Miscellaneous	147,100	147,100	(1,000)						146,100		(1,000)
Total FISCAL & OTHER EXPENSES	504,100	504,100	52,000						556,100		52,000

CAO Office

Operating Budget

	2023	2024	2024	2024	2024	2024	2024	2023	2024	BUDGET
	AMENDED	BASE	INFLATION	SERVICE LEVEL	GROWTH	ONE-TIME	CAPITAL OPERATING	CARRY	BUDGET	INCREASE
ACCT	BUDGET	BUDGET		IMPACTS		ITEMS	IMPACTS	FORWARD		(DECREASE)
CAO OFFICE EXPENSES										
CAO Office	661,300	561,300	22,300	(2,000)	4,800			170,000	756,400	95,100
Total CAO Office	661,300	561,300	22,300	(2,000)	4,800			170,000	756,400	95,100

Special Projects

Project description	Department Responsible	Sub-Department Responsible	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Reconciliation Action Plan	CAO Office	CAO Office	\$ 100,000				
			\$ 100,000	\$ -	\$ -	\$ -	\$ -

General Operating Budget Gaming Fund

Distribution: Major Categories		2024	2025	2026	2027	2028
Estimated Annual Revenue		1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Support Downtown Arts and Culture	Annual Grants:					
	CV Art Gallery	65,000	65,000	65,000	65,000	65,000
	Ctny & Dist Historical Society	50,000	50,000	50,000	50,000	50,000
	Sid Williams Theatre Society	105,000	105,000	105,000	105,000	105,000
	Downtown cultural events	5,000	5,000	5,000	5,000	5,000
	225,000	225,000	225,000	225,000	225,000	
Council Initiatives & Projects	Feb 19, 2019 Resolution - LUSH Community Garden Annual Grant	10,000	10,000	10,000	10,000	10,000
	Annual Grants-in-Aid	50,000	50,000	50,000	50,000	50,000
	Management Fee to Comox Valley Community Foundation for Annual Grants-in-Aid program	2,500	2,500	2,500	2,500	2,500
	Other Council Initiatives/Projects	75,000	75,000	75,000	75,000	75,000
	KFN Guardian Program	25,000	25,000	25,000	25,000	25,000
		162,500	162,500	162,500	162,500	162,500
Public Safety / Security	RCMP Contract Funding for 2 members	475,000	473,000	490,000	507,000	517,100
Infrastructure Works	Annual Provision to Infrastructure Reserve	100,000	100,000	100,000	100,000	100,000
	Infrastructure Levy Reduction (Approx 1% + 0.5% in 2022)	220,000	220,000	220,000	220,000	220,000
		320,000	320,000	320,000	320,000	320,000
Total Annual Distribution		1,182,500	1,180,500	1,197,500	1,214,500	1,224,600
Projected Gaming Fund Balance		1,987,543	2,057,043	2,040,043	2,092,543	2,065,443

Financial Services, CAO and Gaming Questions



Fire Department Overview

The Fire Department is responsible for:

- Responses to Emergency and Non Emergency Incidents
- Fire Inspections
- Fire Investigations
- Public Education
- Emergency Program

Department Composition:

- 7 Full Time Staff
- 50 Volunteer Firefighters
- 20 Recruit Firefighters
- 2024 Operating Budget = \$3,285,000
- 2024 Capital Budget = \$2,525,000

Fire Department 2024 Strategic Priorities

2024 Budget includes resources for the following Fire Department initiatives:

- Capital

- Satellite Fire Hall project
- Chevy Tahoe replacement
- SCBA replacement



- Operating

- Training Officer Assistant FTE
- Expanding Weekend Coverage Program
- 2024 Recruit Training Program
- Regional Emergency Program

Fire Protection Operating Budget

	2023	2024	2024	2024	2024	2024	2024	2023	2024	BUDGET
	AMENDED	BASE	INFLATION	SERVICE LEVEL	GROWTH	ONE-TIME	CAPITAL OPERATING	CARRY	BUDGET	INCREASE
ACCT	BUDGET	BUDGET		IMPACTS		ITEMS	IMPACTS	FORWARD		(DECREASE)
FIRE REVENUE										
Fire Revenues	(522,100)	(522,100)	(238,400)						(760,500)	(238,400)
Total FIRE REVENUE	(522,100)	(522,100)	(238,400)						(760,500)	(238,400)
FIRE EXPENSES										
Fire Protection										
Fire Administrative Services	155,700	80,700	1,700		4,800				87,200	(68,500)
Fire Full Time Exempt	1,009,900	1,009,900	64,100	115,200					1,189,200	179,300
Fire Volunteer Costs	845,500	845,500	21,900	72,900	110,000				1,050,300	204,800
Fire Fighting Equipment	229,500	229,500	4,400		30,000			10,200	274,100	44,600
Fire Training	81,800	81,800	1,700		47,500				131,000	49,200
Fire Hydrant Rental	62,000	62,000	1,200	1,300	135,500				200,000	138,000
Fire Prevention Program	12,400	12,400	300						12,700	300
Total Fire Protection	2,396,800	2,321,800	95,300	189,400	327,800			10,200	2,944,500	547,700
Fire Fleet										
Total Fire Fleet	117,900	110,900	5,100		4,000				120,000	2,100
Emergency Programs										
CV Emergency Program	202,000	202,000							202,000	
Emergency Services	10,000	10,000	500			5,000		3,000	18,500	8,500
Total Emergency Programs	212,000	212,000	500			5,000		3,000	220,500	8,500
Total FIRE EXPENSES	2,726,700	2,644,700	100,900	189,400	331,800	5,000		13,200	3,285,000	558,300
Total Fire Protection Services	2,204,600	2,122,600	(137,500)	189,400	331,800	5,000		13,200	2,524,500	319,900

Fire Department Budget Change Details

Courtenay Fire Protection District Contract

- Contract signed on October 25 2023
- Five year term
- Fire revenue increase - \$188,400

Wildfire Assistance Recovery

- Requests for assistance becoming annual events
- Fire revenue increase - \$50,000

Fire Department Budget Change Details Continued

Training Officer Assistant (FTE)

- Assist Deputy Chief – Training with developing and delivering training to 70 members
- Allow us to split our members into two training nights
- Ensures we will have sufficient members trained to staff the East Side Fire Hall
- Promote more “in house” specialized training courses
- Operational budget increase - \$115,200

Fire Department Budget Change Details Continued

Volunteer Wages and Benefits

- \$118,000 in budget for increased call volume. Calls have increased by 74.5% between 2020 (834) and 2023 (1455 as of November 23rd)

Fire Fighting Equipment

- \$44,600 in budget for inflation, increasing turnout gear replacement from 12 sets to 14 sets, etc.

Training

- \$49,600 in budget for inflation, specialized training expenses, internal training program delivery, etc.

Fire Department Budget Change Details Continued

Summer Weekend Daytime Coverage Program – Year Round Service

- Staffed by Volunteer Firefighters between 0800 and 1630
- Reduced general pages by 50%
- Interest in shifts exceeded expectations
- Excellent program for officer development and succession planning
- Operational budget increase of \$37,800

Fire Department Operating Budget

NI911 Region Comparison - 2023

	FIRE RESPONSES	MEDICAL RESPONSES	2023 RESPONSES	MEDICAL NO RESPONSE	2023 OPERATING BUDGET	POPULATION
DEPARTMENT	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
CAMPBELL RIVER	1499	2852	4351	174	\$5,867,244	35519
COURTENAY	1280	175	1432	2690	\$2,726,700	28500
PORT ALBERNI	915	1897	2812	418	\$4,394,298	18259
PARKSVILLE	581	197	778	1432	\$2,311,500	13642
COMOX	370	479	849	338	\$1,602,556	14806
POWELL RIVER	395	878	1273	10	\$3,802,316	13942

Fire Department CAPITAL Projects

Project description	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget	Total 2024- 2028 Budget
FIRE - New Satellite Firehall	2,000,000	22,000,000				24,000,000
FIRE DEPT - Rescue Tools	500,000					500,000
FIRE DEPT - Light Vehicles	25,900	90,000	945,000			1,060,900
FIRE DEPT - Replacement Truck (pumper 2027)				1,200,000		1,200,000
Grand Total	2,525,900	22,090,000	945,000	1,200,000		26,760,900

Fire Department 2024 Capital Funding

Project description	2024	2024	2024 Total
	Proposed Budget	Reserves	Funding
FIRE - New Satellite Firehall	2,000,000	2,000,000	2,000,000
FIRE DEPT - Rescue Tools	500,000	500,000	500,000
FIRE DEPT - Light Vehicles	25,900	25,900	25,900
	2,525,900	2,525,900	2,525,900

Fire Department Questions



Police Operating Budget

	2023	2024	2024	2024	2024	2024	2023	2024	BUDGET
	AMENDED	BASE	INFLATION	SERVICE LEVEL	GROWTH	ONE-TIME	CARRY	2. Finance	INCREASE
ACCT	BUDGET	BUDGET		IMPACTS		ITEMS	FORWARD	BUDGET	(DECREASE)
Police									
POLICE REVENUE									
Police Services Revenues	(115,500)	(115,500)						(115,500)	
Total Police Protection Revenues	(115,500)	(115,500)						(115,500)	
Total POLICE REVENUE	(115,500)	(115,500)						(115,500)	
POLICE EXPENSES									
Police Admin & Other									
Office Rent	294,800	294,800	(88,000)					206,800	(88,000)
C.O.P.S.	22,000	22,000						22,000	
Total Police Admin & Other	316,800	316,800	(88,000)					228,800	(88,000)
Police Protection Services									
RCMP Municipal Employees	688,600	688,600	12,900	45,000	18,100			764,600	76,000
Contracted Services	7,410,800	7,410,800	221,600					7,632,400	221,600
Total Police Protection Services	8,099,400	8,099,400	234,500	45,000	18,100			8,397,000	297,600
Total POLICE EXPENSES	8,416,200	8,416,200	146,500	45,000	18,100			8,625,800	209,600
Total Police	8,300,700	8,300,700	146,500	45,000	18,100			8,510,300	209,600

Police

Operating Expense Budget Details

- RCMP member complement unchanged from prior year at 31.4
 - Total funded strength is 28.4 (2 unfunded as historically unfilled)
- Cost per member at 90% is \$237K (\$221K - 2023)
- RCMP Funded by the following:
 - 2 members (\$474k) funded from Gaming (consistent with prior year)
 - Traffic fine revenue \$272,000 estimated 2024
 - Total Police Expense \$8.5m
 - Total other funding \$861k (revenue, gaming, traffic fine)
 - Taxation funded \$7.6m (22% of tax revenue)

Police Questions



Development Services Department Overview

- Director of Development Services – Marianne Wade
- Manager of Development Planning – Currently Vacant
- Manager of Building Services – Paul Preston
- Manager of Community and Sustainability Planning – Nancy Gothard
- Development Engineer – Currently Vacant



Department Composition:

- 18 full time employees
- 2024 Operating Revenue = \$1,843,400
- 2024 Operating Expense = \$2,510,500
- 2024 Capital Budget = N/A

Development Services Overview

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.

Core Services:

- Current and long range planning
- Building inspection and permitting
- Business licensing
- Subdivision approval process



Development Services 2024 Strategic Priorities

2024 Budget includes resources for the following Council-directed Development Services initiatives:

- OCP update for new provincial regulations
- Phased Zoning Bylaw Changes- new provincial regulations
- Short Term Rental Regulations – new provincial regulations
- Harmston Avenue Local Area Plan
- Subdivision and development servicing bylaw updates - including green initiatives -underway
- Implementation of new Development Procedures Bylaw
- Development Cost Charges Bylaw Update-underway
- Development of Amenity Cost Charges –new provincial regulations
- Development Affordable Housing Reserve Fund policy
- Review City property for partnerships with BC Housing-underway



Development Services **Bill 44, 46, 35**



- Business Licence Bylaw updated for Short Term Rental -May 1 2024
- Update Population Projections in OCP for 20 years- January 1, 2025
- Update HNA- January 1, 2025
- Amend OCP to align HNA and Growth Management – December 31, 2025
- Amend Zoning Bylaw for short term rental – May 1, 2024
- Amend Zoning bylaw for SSMUH regulations- June 30, 2024
- Adjust the DCC projects to include Fire, Solid-waste and police facilities
- Develop Amenity Cost Charges to replace Community Contributions Policy – includes recreation centres , libraries

Development Services Operating Budget

	2023	2024	2024	2024	2024	2024	2023	2024	BUDGET
	AMENDED	BASE	INFLATION	SERVICE LEVEL	GROWTH	ONE-TIME	CARRY	2. Finance	INCREASE
ACCT	BUDGET	BUDGET		IMPACTS		ITEMS	FORWARD	BUDGET	(DECREASE)
Development Services									
DEVELOPMENT SERVICES REVENUE									
Development Services Revenues									
Building Inspection	(1,680,300)	(1,680,300)			382,300			(1,298,000)	382,300
Business Licencing					(297,700)			(297,700)	(297,700)
Planning & Zoning	(154,700)	(154,700)			4,000			(150,700)	4,000
Subdivision and Development Servicing	(22,000)	(22,000)						(22,000)	
Community & Sustainability						(75,000)		(75,000)	(75,000)
Total Development Services Revenues	(1,857,000)	(1,857,000)			88,600	(75,000)		(1,843,400)	13,600
Total DEVELOPMENT SERVICES REVENUE	(1,857,000)	(1,857,000)			88,600	(75,000)		(1,843,400)	13,600
DEVELOPMENT SERVICES EXPENSES									
Development Services Expenses									
Building Inspections	732,000	732,000	(2,300)		(57,600)			672,100	(59,900)
Business Licencing					85,600			85,600	85,600
Planning & Zoning	775,700	775,700	27,300		77,900	5,000		885,900	110,200
Subdivision & Development Servicing	665,900	665,900	7,600		(250,000)			423,500	(242,400)
Community & Sustainability	443,500	258,500	4,400	75,000	(160,000)	85,400	175,000	438,300	(5,200)
Heritage Committee	19,900	5,100						5,100	(14,800)
Total Development Services Expenses	2,637,000	2,437,200	37,000	75,000	(304,100)	90,400	175,000	2,510,500	(126,500)
Total DEVELOPMENT SERVICES EXPENSES	2,637,000	2,437,200	37,000	75,000	(304,100)	90,400	175,000	2,510,500	(126,500)
DEVELOPMENT SERVICES EXPENSES - SPECIAL PROJECTS									
Development Services Special Projects						885,000	35,000	920,000	920,000
Total DEVELOPMENT SERVICES EXPENSES - SP						885,000	35,000	920,000	920,000
Total Development Services	780,000	580,200	37,000	75,000	(215,500)	900,400	210,000	1,587,100	807,100

Development Services Special Projects

Project description	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Bylaw Update- Building Bylaw	\$ 25,000				
Bylaw Update- Zoning Bylaw	\$ 250,000				\$ 150,000
Bylaw Update-Business Licence Bylaw	\$ 25,000				
Bylaw Update- DCC/ACC	\$ 250,000				\$ 250,000
Bylaw Update- Sub&Dev Bylaw	\$ 100,000				
Bylaw Update- OCP	\$ 120,000			\$ 250,000	
Harmston Local Area Plan	\$ 150,000				
	\$ 920,000	\$ -	\$ -	\$ 250,000	\$ 400,000

Development Services Budget Change Details

- Pulled out Business Licencing from building and created a new division for revenue and expenses
- Inflation increases for wages and benefits
- Each division has a purchased services GL to cover costs for projects not in special projects and may arise like short term rental regulations
- Moved OCP, DCC, Zoning, Building, Subdivision and servicing bylaws out of purchased services to special projects
- Added future budget for bylaws that need updates every 5 years
- One time Complete Communities grant \$150,000
- Adjustment to Building permit revenues
- One time \$150,000 for Harmston Local Area
- One time Local Government Capacity Grant \$286,000 for new housing regulations

Development Services – Affordable Housing

- City is building relationships with BC Housing and private landowners
- MRDT-OAP funding is for City of Courtenay Housing Action Plan –to be included in FP Bylaw
- Affordable Housing Reserve Fund Policy- to be developed –professional services
- SSMUH is rezoned land reduces CAC Funds but increases supply- special project
- STR zoning bylaw and business licensing changes–professional services
- Create ACC to support infrastructure for growth areas for livable communities– special project



Development Services Questions



Recreation, Culture and Community Services: Overview

RCCS is responsible for:

- Recreation Facility Operations
- Recreation Programming
- Recreation Business Administration
- Culture
- Community Services

Division Composition:

- 5 service divisions
- 28 Full time employees
- 8 Part time employees
- 173 casual or seasonal employees
- 2024 Operating Budget \$4.3M
 - Revenue \$2.3M
 - Expenses \$6.6M
 - Special Projects \$280,000
- Capital Budget \$837,000



Recreation, Culture and Community Services:

Overview

Recreation, Culture and Community Services is responsible for providing quality recreation, leisure, special events, cultural opportunities, and community services for all ages and abilities.



Programming

- Active Living
- Arts & Leisure
- Youth Services
- Early Years & Children
- Adapted & Inclusion
- Summer Camps
- Recreation Access & LEAP



Facility Operations

- Florence Filberg Centre
- Native Sons Hall
- Community Halls & Field Houses
- Sports Field & Park Bookings
- Special Events
- Evergreen Club
- Wellness Centre & Outdoor Pool



Business Administration

- Long range planning for parks, recreation & culture
- Cultural Partners
- RCCS agreements
- Partnership development
- Student bursaries and Street entertainment program
- Strategic projects



Community Services

- Strategic planning for community services
- Partnership development
- Community development

Recreation, Culture and Community Services: 2024 Strategic Priorities

2024 Operating Budget includes resources for the following:

2024 Council Strategic Priorities

- Park land acquisition and standards strategy
- Florence Filberg facility assessment
- Sports field allocation & administration
- Safe & inclusive access & facilities
- Parks & Recreation Master Plan implementation

2023 Carry Forward

- Community & Social Development Framework
- Strategic Cultural Plan & implementation
- Aquatic Services Strategy (outdoor pool)

Operational Strategic Projects

- Agreement Renewals with cultural and community partners
- Fees & Charges implementation
- Community Youth Development
- Recreation program development & risk management
- Violence Prevention



Recreation, Culture and Community Services: Budget Drivers

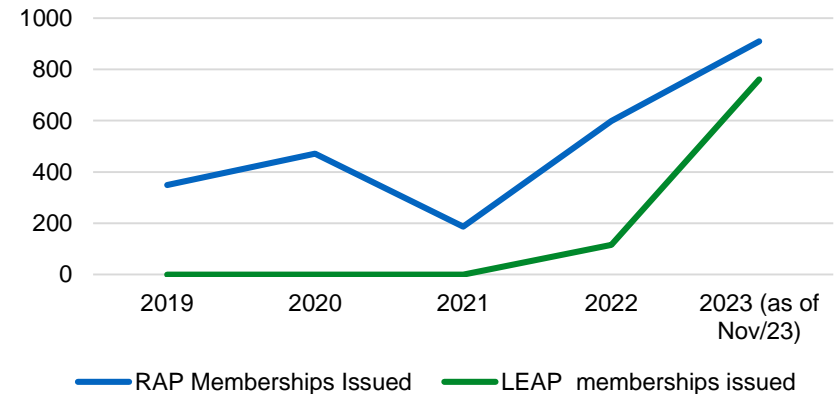
Service Drivers

- COVID recovery: Increased demand and changes in programming
- Cozy Corner Preschool
- Recreation Access & LEAP
- Community response (homelessness, inclusion, etc.)
- Fees and Charges Framework implementation

Budget Drivers

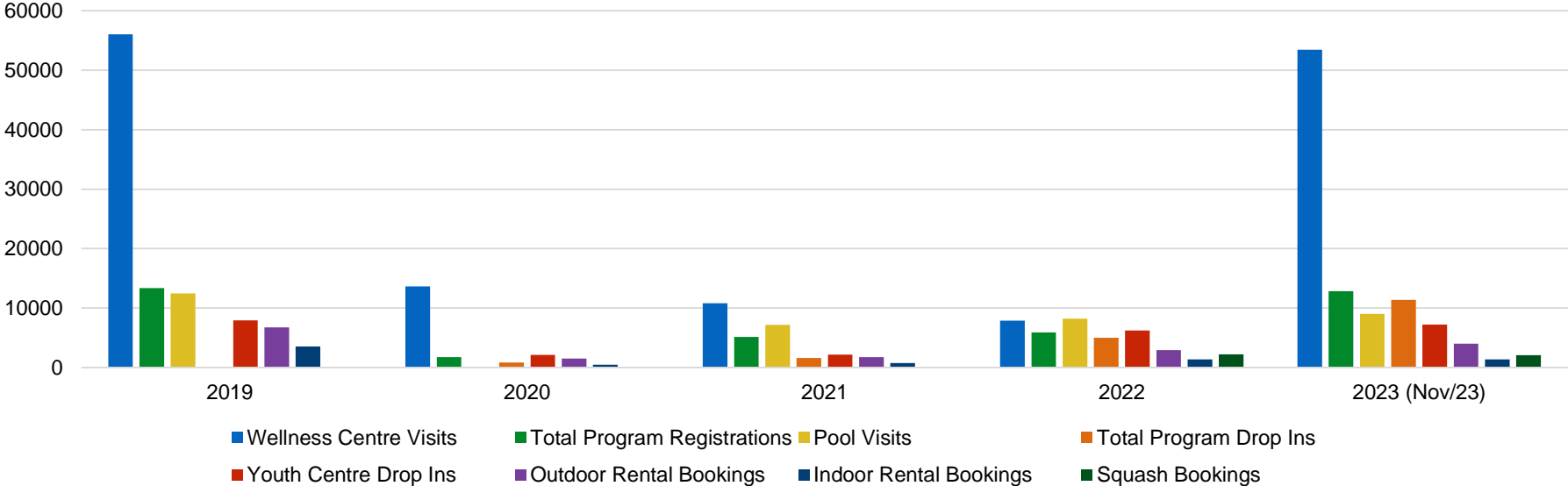
- Wages & Benefits
 - Living Wage
 - Staff turnover and organizational structure
- Increasing supply and material costs
- Strategic Cultural Plan implementation
- Long term planning for culture and community services
- Parks and Recreation Master Plan Implementation

Recreation Financial Assistance Statistics

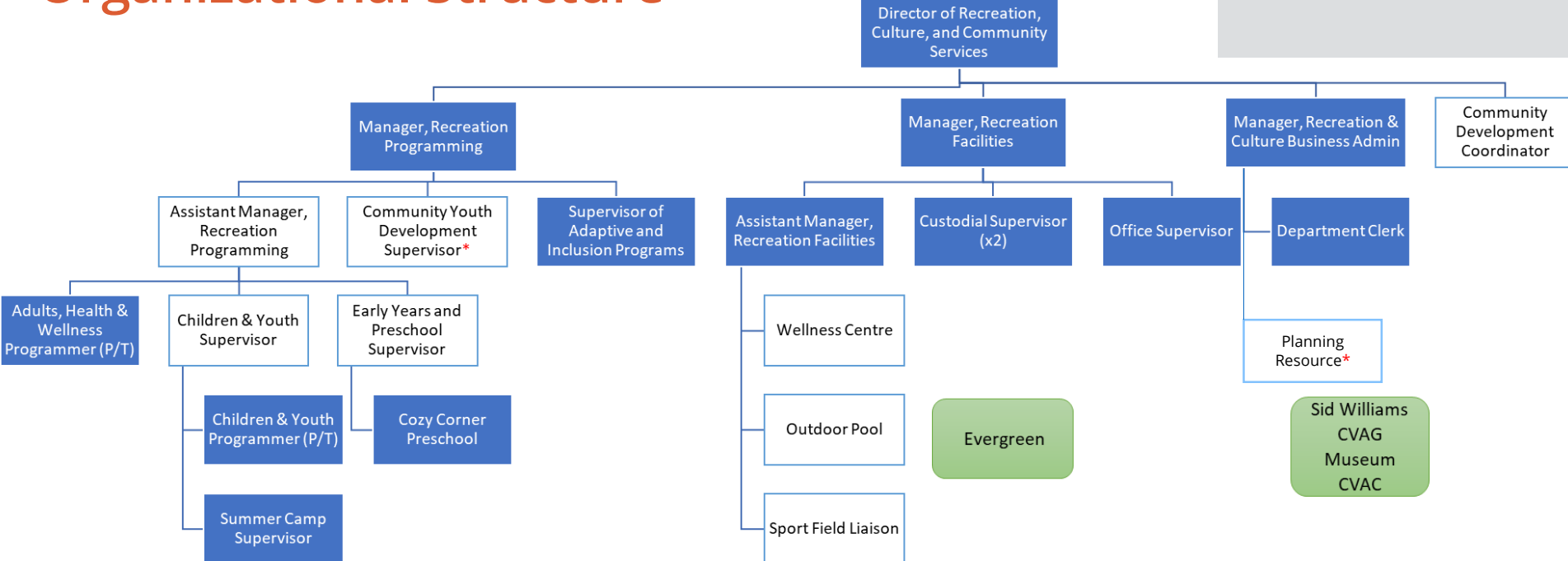


Recreation, Culture and Community Services: Budget Drivers

Recreation Usage Statistics 2019-2023 (Nov/23)

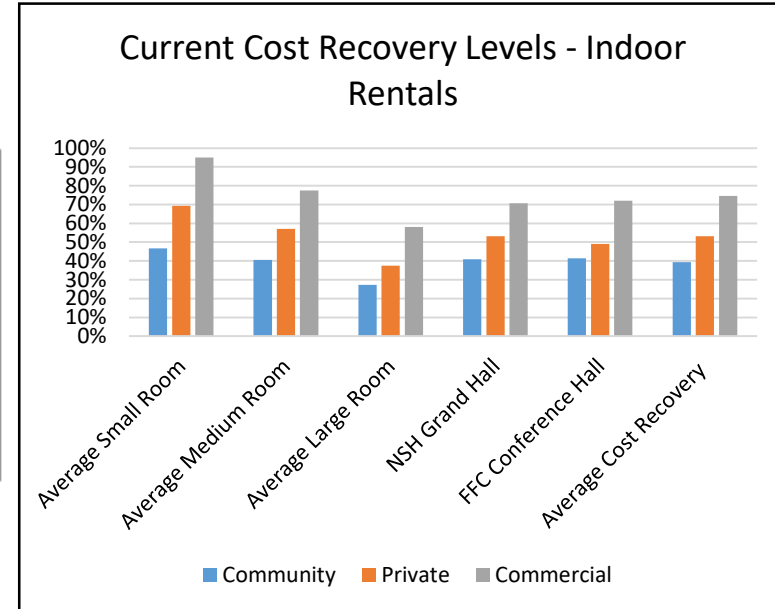
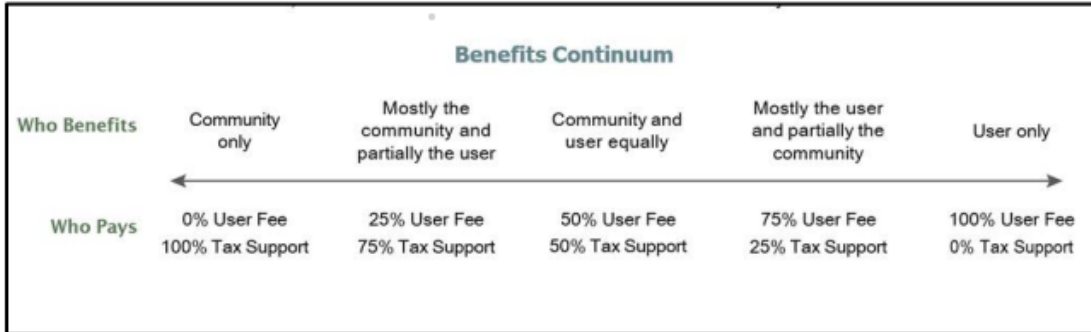


Recreation, Culture and Community Services: Organizational Structure



Recreation, Culture and Community Services: Fees and Charges Framework

Benefits-based approach to setting fees



Recreation, Culture and Community Services: Operating Budget Change Details

Revenue

- Revenue levels maintained at pre-COVID levels
- Cozy Corner (Child Care Fee Reduction Initiative & Wage Enhancement Subsidy)

Expenses

- 2022 Living wage adjustments (~\$30,000)
- Community Youth Development Supervisor (\$60,000 net)
- Parks and Recreation planning resource (\$78,200+)
- Special events contract support (\$25,000)
- Cultural plan ongoing implementation (\$25,000)



Recreation, Culture and Community Services: Operating Budget

	2023	2024	2024	2024	2024	2024	2023	2024	BUDGET
	AMENDED	BASE	INFLATION	SERVICE LEVEL	GROWTH	ONE-TIME	CARRY	2. Finance	INCREASE
ACCT	BUDGET	BUDGET		IMPACTS		ITEMS	FORWARD	BUDGET	(DECREASE)
Recreation, Culture and Community Services									
RCCS REVENUE									
Recreation Administration Revenue	(26,000)	(26,000)						(26,000)	
Recreation Programs Revenue	(1,457,700)	(1,457,700)	(8,000)	600	(90,400)			(1,555,500)	(97,800)
Recreation Operations Revenue	(717,900)	(717,900)	(2,500)	12,500	(17,100)			(725,000)	(7,100)
Total RCCS REVENUE	(2,201,600)	(2,201,600)	(10,500)	13,100	(107,500)			(2,306,500)	(104,900)
RCCS EXPENSES									
Recreation Administration Expenses	2,093,100	2,074,600	(2,900)	38,400	(90,800)		(5,500)	2,013,800	(79,300)
Recreation Programs Expenses	1,884,500	1,884,500	115,500	91,700	73,900			2,165,600	281,100
Recreation Operations Expenses	2,338,100	2,338,100	67,100	25,000	20,100			2,450,300	112,200
Total RCCS EXPENSES	6,315,700	6,297,200	179,700	155,100	3,200		(5,500)	6,629,700	314,000
RCCS EXPENSES - SPECIAL PROJECTS						170,000	110,000	280,000	280,000
Total Recreation, Culture and Community Services	4,114,100	4,095,600	169,200	168,200	(104,300)	170,000	104,500	4,603,200	489,100

Recreation, Culture and Community Services: Operating Budget Revenues

	2023	2024	2024	2024	2024	2024	2023	2024	BUDGET
	AMENDED	BASE	INFLATION	SERVICE LEVEL	GROWTH	ONE-TIME	CARRY	2. Finance	INCREASE
ACCT	BUDGET	BUDGET		IMPACTS		ITEMS	FORWARD	BUDGET	(DECREASE)
Recreation, Culture and Community Services									
RCCS REVENUE									
Recreation Administration Revenue									
Recreation Admin	(26,000)	(26,000)						(26,000)	
Total Recreation Administration Revenue	(26,000)	(26,000)						(26,000)	
Recreation Programs Revenue									
Adult Programs	(427,300)	(427,300)			33,800			(393,500)	33,800
Childrens Programs	(319,400)	(319,400)			12,900			(306,500)	12,900
Adapted Programs	(219,900)	(219,900)	(8,000)		(3,800)			(231,700)	(11,800)
Summer Programs	(235,000)	(235,000)						(235,000)	
Preschool Programs	(136,500)	(136,500)			(124,600)			(261,100)	(124,600)
Youth Programs	(119,600)	(119,600)		600	(8,700)			(127,700)	(8,100)
Total Recreation Programs Revenue	(1,457,700)	(1,457,700)	(8,000)	600	(90,400)			(1,555,500)	(97,800)
Recreation Operations Revenue									
Lewis Centre	(105,600)	(105,600)			9,500			(96,100)	9,500
Wellness Centre	(210,500)	(210,500)			(12,000)			(222,500)	(12,000)
Filberg Centre	(126,100)	(126,100)			(10,100)			(136,200)	(10,100)
Native Sons Hall	(60,400)	(60,400)			6,700			(53,700)	6,700
Youth Services Centre	(13,500)	(13,500)		12,500				(1,000)	12,500
Special Events & July 1	(7,800)	(7,800)			(2,200)			(10,000)	(2,200)
Pool Operations	(194,000)	(194,000)	(2,500)		(9,000)			(205,500)	(11,500)
Total Recreation Operations Revenue	(717,900)	(717,900)	(2,500)	12,500	(17,100)			(725,000)	(7,100)
Total RCCS REVENUE	(2,201,600)	(2,201,600)	(10,500)	13,100	(107,500)			(2,306,500)	(104,900)

Recreation, Culture and Community Services:

Operating Budget Expenses

	2023	2024	2024	2024	2024	2024	2023	2024	BUDGET
	AMENDED	BASE	INFLATION	SERVICE LEVEL	GROWTH	ONE-TIME	CARRY	2. Finance	INCREASE
ACCT	BUDGET	BUDGET		IMPACTS		ITEMS	FORWARD	BUDGET	(DECREASE)
Recreation Administration Expenses									
RCCS Admin	1,441,500	1,433,000	(16,800)	38,400	(15,800)		(5,500)	1,433,300	(8,200)
Community Substance Use Strategy	15,000	15,000						15,000	
Cultural Consulting / Strategic Services					25,000			25,000	25,000
Cultural Services - Sid Williams Theatre	279,200	276,700	5,600		(25,000)			257,300	(21,900)
Cultural Services - Museum	187,100	184,600	5,900		(25,000)			165,500	(21,600)
Cultural Services - CV Art Gallery	85,600	83,100	1,200		(25,000)			59,300	(26,300)
Cultural Services - Comox Valley Arts Council	84,700	82,200	1,200		(25,000)			58,400	(26,300)
Total Recreation Administration Expenses	2,093,100	2,074,600	(2,900)	38,400	(90,800)		(5,500)	2,013,800	(79,300)
Recreation Programs Expenses									
Adults Programs	472,000	472,000	27,500		(67,000)			432,500	(39,500)
Childrens Programs	485,800	485,800	13,800	91,100	(51,800)			538,900	53,100
Youth Programs	277,300	277,300	12,500		16,600			306,400	29,100
Adapted Programs	269,900	269,900	10,600	600	3,000			284,100	14,200
Summer Programs	259,500	259,500	10,500		10,500			280,500	21,000
Preschool Programs	120,000	120,000	40,600		146,800			307,400	187,400
Programs Special Events					15,800			15,800	15,800
Total Recreation Programs Expenses	1,884,500	1,884,500	115,500	91,700	73,900			2,165,600	281,100
Recreation Operations Expenses									
Lewis Centre Operations	1,179,600	1,179,600	19,600		97,400			1,296,600	117,000
Wellness Centre	102,800	102,800	7,400		2,000			112,200	9,400
Filberg Operations	647,500	647,500	12,800		(31,200)			629,100	(18,400)
Pool Operations	231,200	231,200	22,600		(59,200)			194,600	(36,600)
Youth Centre Operations	42,400	42,400	800					43,200	800
Native Sons Operations	23,200	23,200	2,600		200			26,000	2,800
July 1 Special Event	69,900	69,900	1,300	20,000	9,100			100,300	30,400
Operations Special Events	41,500	41,500		5,000	1,800			48,300	6,800
Total Recreation Operations Expenses	2,338,100	2,338,100	67,100	25,000	20,100			2,450,300	112,200

Recreation, Culture and Community Services

Special Projects

Project description	Department Responsible	Sub-Department Responsible	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Community Service Development Framework	RCCS	REC ADMIN - Community Services	\$ 110,000				
Cultural Facility Feasibility Planning	RCCS	REC ADMIN - Cultural Services	\$ 75,000				
Filberg facility Feasibility Study	RCCS	REC ADMIN	\$ 75,000				
Lewis Facility Feasibility Study	RCCS	REC ADMIN	\$ -		\$ 100,000		
Special Events & Hosting Policy	RCCS	REC ADMIN - Cultural Services		\$ 50,000			
Recreation Needs Assessment	RCCS	REC ADMIN		\$ 75,000			
Cozy Corner carpet replacement	RCCS	REC ADMIN	\$ 20,000				
			\$ 280,000	\$ 125,000	\$ 100,000	\$ -	\$ -

Recreation, Culture and Community Services: Capital Projects 2024-2028

Parks and Recreation Master Plan – Implementation Strategy Short Term Priorities

Planning & Design:

- Filberg and Lewis Centre feasibility studies (operations funded 2024/2026)
- Court usage study and pickleball feasibility
- Community park planning: Bill Moore, Harmston, Riverside, Lewis / Simms
- Nature Park Planning: Vanier Nature Park
- Playground Design and Implementation (ENG)
- Park and sport field amenities (sports fields CVRD)
- Outdoor pool repair, renewal, or replacement (ENG)

Capital Construction

- McPhee Meadows (ENG)
- Dependent on outcomes of park and facility plans

Land Acquisition

- Parkland acquisition strategy (operations funded 2024)



Recreation, Culture and Community Services

Capital Project Budgets

Project description	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget	Total 2024- 2028 Budget
Playing courts	350,000					350,000
Park Improvements	100,000					100,000
Park Plan and Development Harmston Park	75,000	750,000				825,000
Park Plan & Development for Bill Moore	75,000		1,000,000			1,075,000
YOUTH CENTRE - Freestanding Sign & Exterior Facia Sign	60,000					60,000
Partners in Parks program	50,000	50,000	50,000	50,000	50,000	250,000
MEMORIAL POOL - Infrastructure Assessment	50,000					50,000
LEWIS CENTRE - Equipments	45,000	50,000	55,000	60,000	65,000	275,000
SID THEATRE - Future year estimation	20,000	20,000	20,000	20,000	20,000	100,000
Totem Pole Installation at the Airpark	12,700					12,700
Park Plan for Air Park, Rotary Park, Marina					60,000	60,000
Park Master Plan - placeholder for future initiatives				500,000	500,000	1,000,000
Dog parks (x2, one on each side of town)			50,000	50,000		100,000
Park Plan & Development for Lewis Park			100,000	500,000		600,000
Park Plan and Development for Puntledge Park				100,000	500,000	600,000
Grand Total	837,700	870,000	1,275,000	1,280,000	1,195,000	5,457,700

Recreation, Culture and Community Services

2024 Capital Funding

Project description	2024 Proposed Budget	2024 Reserves	2024 Reserve for Future Expenditures	2024 CVRD Grant	2024 Other Contributions	2024 Total Funding	Tax Impact
Playing courts	350,000	250,000			100,000	350,000	
Park Improvements	100,000	100,000				100,000	
Park Plan and Development Harmston Park	75,000	75,000				75,000	
Park Plan & Development for Bill Moore	75,000	75,000				75,000	
YOUTH CENTRE - Freestanding Sign & Exterior Facia Sign	60,000		60,000			60,000	
Partners in Parks program	50,000		50,000			50,000	
MEMORIAL POOL - Infrastructure Assessment	50,000			50,000		50,000	
LEWIS CENTRE - Equipments	45,000	45,000				45,000	
SID THEATRE - Future year estimation	20,000	20,000				20,000	
Totem Pole Installation at the Airpark	12,700		12,700			12,700	
	837,700	565,000	122,700	50,000	100,000	837,700	0.0%

Recreation, Culture and Community Services Questions



Engineering Services Department Overview

The Engineering Services department is responsible for:

Capital Project Delivery – 3 Staff

- Key responsibility: Deliver capital projects, designing and constructing new infrastructure, as well as renewal of existing infrastructure.

Environmental Master Plan Development – 2 Staff

- Key responsibility: Provide master planning and preliminary design for environmental projects, and climate/energy initiatives.

Asset Management – 3 Staff (Reorganized for 2024)

- Key responsibility: Provide asset management planning, infrastructure lifecycle planning, and city wide inspection.

Engineering Operating Budget

	2023	2024	2024	2024	2024	2024	2023	2024	BUDGET
	AMENDED	BASE	INFLATION	SERVICE LEVEL	GROWTH	ONE-TIME	CARRY	2. Finance	INCREASE
ACCT	BUDGET	BUDGET		IMPACTS		ITEMS	FORWARD	BUDGET	(DECREASE)
Engineering Services									
ENGINEERING EXPENSES									
Engineering Administration									
Engineering Admin	564,300	564,300	55,900	60,600	6,100			686,900	122,600
Engineering Consulting	116,100	100,000		25,000				125,000	8,900
Sustainability Planning	39,300	27,600	5,500					33,100	(6,200)
Total Engineering Administration	719,700	691,900	61,400	85,600	6,100			845,000	125,300
Asset Management									
Asset Mgmt - Admin	290,000	290,000	12,200		(66,800)			235,400	(54,600)
Condition Assessments	125,100	80,100	36,600		(25,000)			91,700	(33,400)
Asset Mgmt - General	23,100	23,100	900					24,000	900
Total Asset Management	438,200	393,200	49,700		(91,800)			351,100	(87,100)
Total ENGINEERING EXPENSES	1,157,900	1,085,100	111,100	85,600	(85,700)			1,196,100	38,200
ENGINEERING EXPENSES - SPECIAL PROJECTS									
Engineering SPECIAL PROJECTS	367,500					779,000	132,000	911,000	543,500
Total ENGINEERING EXPENSES - SPECIAL P	367,500					779,000	132,000	911,000	543,500
Total Engineering Services	1,525,400	1,085,100	111,100	85,600	(85,700)	779,000	132,000	2,107,100	581,700

Engineering Special Projects

Project description	Department Responsible	Sub-Department Responsible	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Integrated Rainwater Mgmt Plan	Engineering Services	Eng Enviro	\$ 162,000				
Flood Mgmt & Dyke Replacemt Study	Engineering Services	Eng Enviro	\$ 130,000				
Climate Action Plan	Engineering Services	Eng Enviro	\$ 200,000				
CVRD Home Energy Concierge Program	Engineering Services	Eng Enviro	\$ 50,000				
Bridge Building Demolition	Engineering Services	Eng Enviro	\$ 100,000				
LGCAP Future Implementation Projects	Engineering Services	Eng Enviro	\$ 269,000				
			\$ 911,000	\$ -	\$ -	\$ -	\$ -

Engineering General CAPITAL Projects

Project description	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget	Total 2024-2028 Budget
6th St Bridge Multi-Use Active Transportation Bridge	6,565,000					6,565,000
Anderton Dike Remediation	2,000,000	-	-	6,747,000		8,747,000
Braidwood Road Design - Storm & Road				30,000	3,250,000	3,280,000
Cousins Avenue Upgrades			178,200	2,338,500		2,516,700
Crosswalk Island Highway at Beachwood road	30,000					30,000
FIRE - New Satellite Firehall	2,000,000	22,000,000				24,000,000
Lake Trail Multi-Use Pathway Construction	1,400,000					1,400,000
Lerwick traffic improvement - Malahat to Macdonald				150,000		150,000
Major Road Cons - 13 St - Burgess to Willemar Road Reconstruction				14,000	871,000	885,000
MEMORIAL POOL - Major Pool Repairs	200,000	250,000	1,000,000	-		1,450,000
Park Design and Development McPhee Meadows - Phase 1	1,466,500	-	-			1,466,500
Park Design and Development McPhee Meadows - Phase 2	-	282,500	2,598,000			2,880,500
Renewable Energy options	-	800,000				800,000
Ryan Road sidewalk Sandwick to Braidwood	-	-	195,000	2,765,500		2,960,500
Storm Drainage - 13 St - Burgess to Willemar Storm Reconstruction				14,000	871,000	885,000
Traffic - Signal Controller Renewal Program	75,000	750,000	375,000	375,000	375,000	1,950,000
Tunner Drive Multi-Use Pathway	14,200					14,200
Grand Total	13,750,700	24,082,500	4,346,200	12,434,000	5,367,000	59,980,400

Engineering General

2024 Capital Funding

Project description	2024 Proposed Budget	2024 General Revenues	2024 Reserves	2024 Reserve for Future Expenditures	2024 Fed / Prov Funding	2024 CVRD Grant	2024 Total Funding	Tax Impact
6th St Bridge Multi-Use Active Transportation Bridge	6,565,000		2,518,100	44,700	2,502,200		6,565,000	
Anderton Dike Remediation	2,000,000			250,000			2,000,000	
Crosswalk Island Highway at Beachwood road	30,000	30,000					30,000	0.1%
FIRE - New Satellite Firehall	2,000,000		2,000,000				2,000,000	
Lake Trail Multi-Use Pathway Construction	1,400,000	239,000	250,000	225,000	500,000	186,000	1,400,000	0.8%
MEMORIAL POOL - Major Pool Repairs	200,000					200,000	200,000	
Park Design and Development McPhee Meadows - Phase 1	1,466,500		1,466,500				1,466,500	
Traffic - Signal Controller Renewal Program	75,000		75,000				75,000	
Tunner Drive Multi-Use Pathway	14,200			14,200			14,200	
	13,750,700	269,000	6,309,600	533,900	3,002,200	386,000	13,750,700	0.9%

Water & Sewer CAPITAL Projects

	2024	2025	2026	2027	2028	Total 2024-2028 Budget
Project description - Water	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	
Braidwood Road - Road & Utility - Water Component				10,000	500,000	510,000
Cousins Avenue Upgrades			59,400	779,500		838,900
New PRV Connection to 87 Zone (Cumberland - Arden)			30,000	300,000		330,000
Sandpiper / Millard Water Main Upgrade	19,200					19,200
South Courtenay PRV and Booster Station Upgrades (Buckstone Rd)			50,000	500,000		550,000
Water Smart Initiatives - District Meter Zone	400,000	75,000	400,000	75,000	400,000	1,350,000
Grand Total	419,200	75,000	539,400	1,664,500	900,000	3,598,100

	2024	2025	2026	2027	2028	Total 2024-2028 Budget
Project description - Sewer	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	
Anderton Sanitary Lift Station	238,500	309,000	3,229,500			3,777,000
Braidwood Road - Road & Utility - Sewer Component				10,000	500,000	510,000
Comox Rd Sewer Crossing (Puntledge Sanitary Catchment Replace)	4,000,000					4,000,000
Cousins Avenue Upgrades			59,400	779,500		838,900
Sewer - 1st Street Lift Station Replacement	3,439,078					3,439,078
Sewer - SCADA Server/Firewall Replacement	20,000					20,000
Sewer Equipment - Lift Station Pumps	60,000					60,000
South Courtenay Sewer System - Phase 1	948,000	10,747,500				11,695,500
South Courtenay Sewer System - Phase 2			860,000	9,747,000		10,607,000
Grand Total	8,705,578	11,056,500	4,148,900	10,536,500	500,000	34,947,478

Engineering Staffing Request

Request for one new Engineering Technologist:

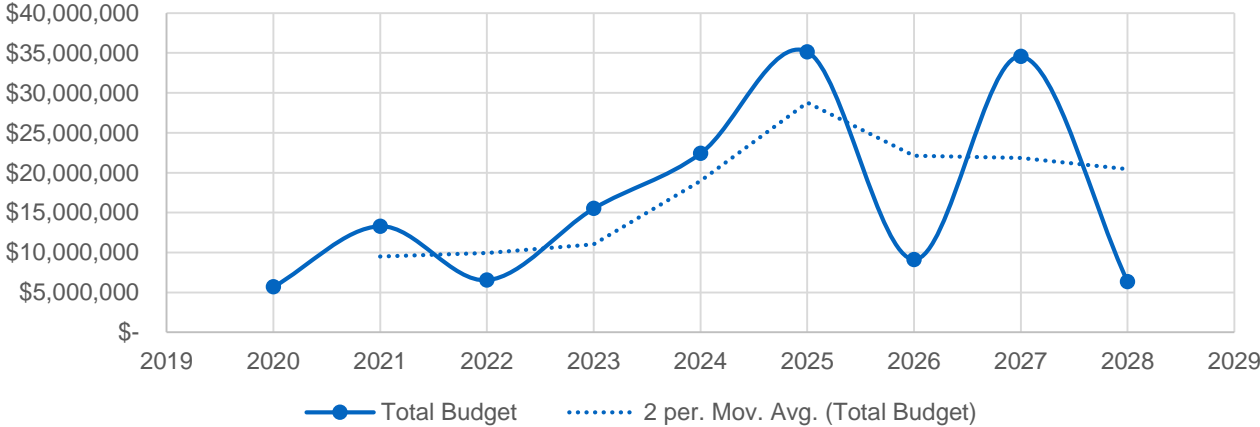
- Typical Capital program is between \$10M – \$15M
- Linear increase proportional to capital program increase.

Fund	Strategic Responsibility	2024	2025	2026	2027	2028	Total
		Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	2024-2028 Budget
General Total		23,771,700	29,880,500	10,602,200	27,928,000	9,262,000	101,444,400
Sewer Total		8,705,578	11,056,500	4,148,900	10,536,500	500,000	34,947,478
Water Total		419,200	75,000	539,400	1,664,500	900,000	3,598,100
Grand Total		32,896,478	41,012,000	15,290,500	40,129,000	10,662,000	139,989,978

Engineering Staffing Request

Request for one new Engineering Technologist

Eng Capital Budget



Engineering CAPITAL Projects

Prioritize/Defer

If we are to proceed with proposed staffing levels, including 1 additional Engineering Technologist resource, the below projects are proposed to be prioritized and deferred.

Prioritize New for 2024:

- Sewer – 1st St Lift Station - Construction
- Sewer – Puntledge Sanitary - Construction
- General/Sewer – Anderton Dike (Dike and Sanitary Lift Station) – Preliminary Design
- General – Memorial Pool – Repairs and Options Analysis
- General – East Side Firehall – Detailed Design
- General – Bridge Building – Demolition – Q3/Q4
- General - McPhee Meadows Phase 1 – Design/Construction – Q3/Q4
- Sewer – South Courtenay Sewer – Detailed Design – Q4

Defer New for 2024:

- General – 6th St Bridge – Borrowing and Construction (Grant Dependent)
- General – Lake Trail MUP – Construction (Grant Dependent)
- General – Ryan Rd Sidewalk – Detailed Design
- General – Cousins Ave – Detailed Design
- General – Tunner Dr MUP – Detailed Design

Carry Over from 2023 and Close Out:

- Sandwich Watermain– Const. close-out and warranty
- Dingwall Steps – Const. close-out and warranty
- Ryan Rd Sidewalk – Options Analysis
- Tunner Dr MUP – Options Analysis
- Cousins Ave – Options Analysis

Engineering Questions



Operational Services Department Overview

The Operational Services Department is responsible for:

- Administrative Services
- Public Works Services
- Parks Services
- Civic Properties Services
- Utilities Services
- Solid Waste Services

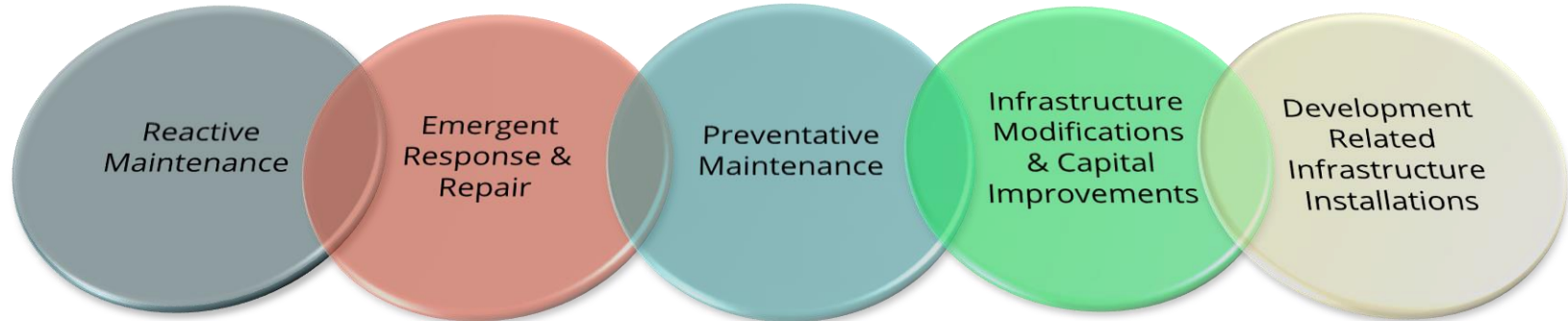
Division Composition:

- 6 Service Divisions;
 - 57 Full time employees
 - 4 Full time seasonal employees
 - 9 Students
 - 7 Casual/Temporary employees
- 2024 Operating Budget = \$11.1M
Special Projects Budget = \$143K
2024 Capital Budget = \$5.4M

Operational Services Overview

Operational Services is responsible for the operation & maintenance of the City's water distribution, sewer collection & storm water conveyance systems, solid waste collection services, civic properties (facilities), parks & natural assets, transportation & fleet services and asset management planning.

Service areas include; utilities infrastructure, parks, trails & greenways, streets & transit infrastructure, solid waste services, cemetery maintenance, fleet maintenance, flood protection, dike maintenance and minor capital project delivery.



Operational Services 2024 Strategic Priorities

2024 Budget includes resources for the following Public Works Services initiatives:

Parks Maintenance

- Urban Forest Strategy & Tree Protection – Public Tree Management; Operational Procedure & Bylaw Update

Utilities Maintenance

- Solid Waste Collection Service - Automated Collection – 2024
- Water Smart Action Plan (WSAP) – Update/Outcomes

Transportation & Fleet Services

- Traffic Calming – Policy Development – Implementation
- Downtown Parking Study – Bylaw Update – Bike Parking
- SD71 Relations & Collaboration – Safe Active Schools Program
- Cycling Network Plan (CNP) – Implementation – 6th St. Options Analysis
- BC Active Transportation Grant Program

Civic Properties

- Support outcomes from the Accessibility Committee - Develop Capital Improvements Plans (RCCS)

Regional Collaboration – Ongoing

- Organics/Solid Waste
- Transit Priorities
- Water Conservation (WSAP)
- Sewer Conveyance

Operational Services Summary

Operating Budget

	2023	2024	2024	2024	2024	2024	2023	2024	BUDGET
	AMENDED	BASE	INFLATION	SERVICE LEVEL	GROWTH	ONE-TIME	CARRY	2. Finance	INCREASE
ACCT	BUDGET	BUDGET		IMPACTS		ITEMS	FORWARD	BUDGET	(DECREASE)
Public Works Services									
PUBLIC WORKS - ADMINISTRATION	(10,100)	(10,100)	23,800	49,500	7,300			70,500	80,600
PUBLIC WORKS - TRANSPORTATION SERVICES	4,032,400	4,113,900	129,600	14,000	391,300	145,000		4,793,800	761,400
PUBLIC WORKS - PROPERTY MAINTENANCE	1,776,200	1,755,700	89,100		(29,400)	99,200	23,800	1,938,400	162,200
PUBLIC WORKS - PARKS AND GROUNDS MAINTENANCE	3,487,000	3,497,000	43,000	34,000	81,200	65,000		3,720,200	233,200
PUBLIC WORKS - STORM WATER COLLECTION	594,300	594,300	30,200		(50,800)			573,700	(20,600)
Total Public Works Services	9,879,800	9,950,800	315,700	97,500	399,600	309,200	23,800	11,096,600	1,216,800

Administration Operating Budget

	2023	2024	2024	2024	2024	2024	2023	2024	BUDGET
	AMENDED	BASE	INFLATION	SERVICE LEVEL	GROWTH	ONE-TIME	CARRY	2. Finance	INCREASE
ACCT	BUDGET	BUDGET		IMPACTS		ITEMS	FORWARD	BUDGET	(DECREASE)
PUBLIC WORKS - ADMINISTRATION									
PW - Admin	575,400	575,400	14,000		(24,700)			564,700	(10,700)
PW - Operations									
JOB 17### PW Fleet	(771,100)	(771,100)	12,700		37,000			(721,400)	49,700
JOB 17000 PW General Fleet Supplies	41,700	41,700						41,700	
JOB 16003 PW Urban Issues	144,600	144,600	200	49,500	9,700			204,000	59,400
JOB 16010 PW Training	84,600	84,600						84,600	
JOB 16023 PW Vehicle Charges	69,400	69,400			(36,300)			33,100	(36,300)
JOB 16009 PW Safety Tests	50,300	50,300						50,300	
JOB 16004 PW Yard Maintenance	46,300	46,300	500		17,600			64,400	18,100
JOB 16050 PW Special Events	19,900	19,900	300		4,000			24,200	4,300
JOB 16000 PW Small Tools/Equip	7,200	7,200						7,200	
JOB 16027 PW Cleanup/Garbage	5,900	5,900	100					6,000	100
PW Yard - Utilities	67,200	67,200	(200)					67,000	(200)
Total PW - Operations	(234,000)	(234,000)	13,600	49,500	32,000			(138,900)	95,100
PW - Allocation									
Water & Sewer Allocation	(351,500)	(351,500)	(3,800)					(355,300)	(3,800)
Total PW - Allocation	(351,500)	(351,500)	(3,800)					(355,300)	(3,800)
Total PUBLIC WORKS - ADMINISTRATION	(10,100)	(10,100)	23,800	49,500	7,300			70,500	80,600

Transportation Operating Budget

	2023	2024	2024	2024	2024	2024	2023	2024	BUDGET
	AMENDED	BASE	INFLATION	SERVICE LEVEL	GROWTH	ONE-TIME	CARRY	2. Finance	INCREASE
ACCT	BUDGET	BUDGET		IMPACTS		ITEMS	FORWARD	BUDGET	(DECREASE)
PUBLIC WORKS - TRANSPORTATION SERVICES									
Transportation Services									
Roads - Admin Wages	229,500	229,500	11,500					241,000	11,500
JOB 14900 Roads Admin	77,500	77,500	1,400					78,900	1,400
JOB 14905 Roads Training	27,100	27,100	400		1,000			28,500	1,400
JOB 14950 Roads Veh Charges	195,000	195,000			(178,000)			17,000	(178,000)
JOB 14960 Street Light Veh Charges	17,200	17,200			(16,600)			600	(16,600)
JOB 14500 Road Infrastructure	1,011,200	1,011,200	11,000		84,500			1,106,700	95,500
JOB 14505 Sidewalk/Walkway Infrastructure	301,200	301,200	15,900		100,800			417,900	116,700
JOB 14510 Signs/Lines Infrastructure	342,900	342,900	169,200		54,300			566,400	223,500
JOB 14515 Street Lights Infrastructure	677,300	677,300	(99,200)		36,900			615,000	(62,300)
JOB 14520 Traffic Signals Infrastructure	90,400	161,900	(100)		11,400			173,200	82,800
JOB 14525 Ditch/Culvert Infrastructure	66,900	66,900	800		32,900			100,600	33,700
JOB 14530 Dyke Maintenance	56,600	56,600	200					56,800	200
JOB 14535 Flood Prevention/Response	1,000	1,000			(1,000)				(1,000)
JOB 14540 Street Cleaning	218,900	218,900	2,300		(1,700)			219,500	600
JOB 14545 Snow Clearing & Removal	340,200	365,200	7,100		255,200			627,500	287,300
JOB 14560 Street Decorations	49,800	34,800	1,500					36,300	(13,500)
JOB 14565 Traffic Studies/Reviews	72,800	72,800		14,000	(20,000)	20,000		86,800	14,000
JOB 14570 Bridges	102,000	102,000	6,000		7,000			115,000	13,000
Air Park	5,300	5,300						5,300	
Total Transportation Services	3,882,800	3,964,300	128,000	14,000	366,700	20,000		4,493,000	610,200
Garbage Collection	149,600	149,600	1,600		24,600			175,800	26,200
PUBLIC WORKS - TRANSPORTATION SPECIAL PROJECTS						125,000		125,000	125,000
Total PUBLIC WORKS - TRANSPORTATION SERVICES	4,032,400	4,113,900	129,600	14,000	391,300	145,000		4,793,800	761,400

Civic Property Maintenance

Operating Budget

	2023	2024	2024	2024	2024	2024	2023	2024	BUDGET
	AMENDED	BASE	INFLATION	SERVICE LEVEL	GROWTH	ONE-TIME	CARRY	2. Finance	INCREASE
ACCT	BUDGET	BUDGET		IMPACTS		ITEMS	FORWARD	BUDGET	(DECREASE)
PUBLIC WORKS - PROPERTY MAINTENANCE									
Property Maintenance Admin	245,900	245,900	12,300		(12,700)			245,500	(400)
City Hall & PW Buildings Maintenance	212,000	212,000	9,500		6,000	12,000	23,800	263,300	51,300
Firehall Buildings Maintenance	123,200	123,200	4,100		(1,000)	6,500		132,800	9,600
Parks - Property Maintenance	141,500	141,500	29,600		(10,000)			161,100	19,600
Recreation Facilities - Property Maintenance	688,900	688,900	22,500		(500)	17,000		727,900	39,000
Cultural Facilities - Property Maintenance	224,200	215,700	4,400		500	45,700		266,300	42,100
Miscellaneous Buildings Maintenance	94,900	82,900	4,700		(1,400)			86,200	(8,700)
Property for Development	45,600	45,600	2,000		(10,300)			37,300	(8,300)
PUBLIC WORKS - PROPERTY MAINTENANCE SPECIAL PROJ						18,000		18,000	18,000
Total PUBLIC WORKS - PROPERTY MAINTENANCE	1,776,200	1,755,700	89,100		(29,400)	99,200	23,800	1,938,400	162,200

Parks Operating Budget

	2023	2024	2024	2024	2024	2024	2023	2024	BUDGET
	AMENDED	BASE	INFLATION	SERVICE LEVEL	GROWTH	ONE-TIME	CARRY	2. Finance	INCREASE
ACCT	BUDGET	BUDGET		IMPACTS		ITEMS	FORWARD	BUDGET	(DECREASE)
PUBLIC WORKS - PARKS AND GROUNDS MAINTENANCE									
Parks Administration									
JOB 65990 Parks Admin - Salaries/Wages	142,800	142,800	9,100					151,900	9,100
JOB 65950 Parks Admin - Salary Retro									
JOB 65900 Parks Admin - General	22,200	22,200			3,000			25,200	3,000
JOB 65901 Parks Admin - Meetings	49,900	49,900	1,000					50,900	1,000
JOB 65902 Parks Admin - Training	45,900	45,900	600	(2,000)	2,000			46,500	600
JOB 65903 Parks Admin - Safety Inspections	26,900	26,900						26,900	
JOB 65904 Parks Admin - Small Tools/Equip	10,200	10,200						10,200	
Parks Admin - Other (no WT Job)	38,500	38,500	2,500					41,000	2,500
Total Parks Administration	336,400	336,400	13,200	(2,000)	5,000			352,600	16,200
Parks Operations									
Parks - Water Usage (no WT job)	126,800	126,800	2,500		39,200			168,500	41,700
JOB 65920 Parks Vehicle Charges	194,800	194,800	3,000		(174,100)			23,700	(171,100)
JOB 65001 Community Parks	686,400	686,400	9,300	6,000	82,300	10,000		794,000	107,600
JOB 65002 Neighbourhood Parks	339,200	339,200	4,300	6,000	60,600			410,100	70,900
JOB 65003 Nature Parks	105,900	105,900	800	6,000	(4,100)			108,600	2,700
JOB 65004 Maintained Greenspace	74,700	74,700	800		(1,000)			74,500	(200)
JOB 65005 Greenspace Buffer	69,300	69,300	600	6,000	(1,800)			74,100	4,800
JOB 65006 Greenway Trails	439,500	449,500	(4,000)	6,000	18,300	55,000		524,800	85,300
JOB 65007 City Boulevards	665,900	665,900	6,300	6,000	43,200			721,400	55,500
JOB 65008 Tree Program	26,100	26,100	300		13,800			40,200	14,100
JOB 65010 Site Remediation	16,700	16,700			(16,700)				(16,700)
Total Parks Operations	2,745,300	2,755,300	23,900	36,000	59,700	65,000		2,939,900	194,600
Recreation Facilities - Grounds Maintenance	29,600	29,600	600		(3,000)			27,200	(2,400)
Cultural Facilities - Grounds Maintenance	6,900	6,900	100					7,000	100
Other Facilities - Grounds Maintenance	51,000	51,000	900		(2,000)			49,900	(1,100)
Cemetery	317,800	317,800	4,300		21,500			343,600	25,800
Total PUBLIC WORKS - PARKS AND GROUNDS MAINTEN	3,487,000	3,497,000	43,000	34,000	81,200	65,000		3,720,200	233,200

Storm Water Operating Budget

	2023	2024	2024	2024	2024	2024	2024	2023	2024	BUDGET
	AMENDED	BASE	INFLATION	SERVICE LEVEL	GROWTH	ONE-TIME	CAPITAL	CARRY	BUDGET	INCREASE
ACCT	BUDGET	BUDGET		IMPACTS		ITEMS	IMPACTS	FORWARD		(DECREASE)
PUBLIC WORKS - STORM WATER COLLECTION										
Salaries/Wages	47,000	47,000	24,900						71,900	24,900
General Admin	2,000	2,000			3,000				5,000	3,000
Main	211,500	211,500	2,100		(30,000)				183,600	(27,900)
Service	44,400	44,400	500		(7,000)				37,900	(6,500)
Manhole	9,900	9,900	200		(2,000)				8,100	(1,800)
Catch Basin	167,600	167,600	1,400		(19,800)				149,200	(18,400)
Creek Crossing	51,700	51,700	500		(2,000)				50,200	(1,500)
Detention Pond	23,700	23,700	300		9,000				33,000	9,300
Flood Protection	36,500	36,500	300		(2,000)				34,800	(1,700)
Total PUBLIC WORKS - STORM WATER COLLECTION	594,300	594,300	30,200		(50,800)				573,700	(20,600)

Operations Special Projects

Project description	Department Responsible	Sub-Department Responsible	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Anderton Garage Demolition	PWS	Property Services	\$ 18,000				
Safe Active Schools Program	PWS	Transportation	\$ 75,000				
Automatic Vehicle Locator (AVL)	PWS	Transportation - Fleet	\$ 50,000				
			\$ 143,000	\$ -	\$ -	\$ -	\$ -

Operations CAPITAL Projects

Project description	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget	Total 2024- 2028 Budget
Art Gallery - HVAC and Roof Replacement	11,200	800,000				811,200
Bill Moore - Irrigation System Replacement	-	150,000				150,000
Bill Moore Lawn Bowling Deck Replacement	45,000					45,000
CEMETERY - Cemetery General Work		60,000				60,000
CEMETERY - Irrigation/Drainage			10,000			10,000
CEMETERY - Landscape Additions	40,000					40,000
CEMETERY - Lawn Crypts		120,000		240,000		360,000
CEMETERY - Niche Wall Design/Development	80,000		140,000			220,000
Consolidated Municipal Building	50,000		500,000	10,000,000		10,550,000
Cycling Network Plan Improvements Implementation	359,000	250,000	250,000	250,000	250,000	1,359,000
FILBERG CENTRE - Conference Hall floor renewal		100,000				100,000
Fire Hall - HVAC and Roof Replacement	13,500	585,000				598,500
Fleet Management - PWS - Heavy Vehicles/Equip	300,000	300,000	300,000	300,000	300,000	1,500,000
Fleet Management - PWS - Light Vehicles/Equip	300,000	300,000	300,000	300,000	300,000	1,500,000
Flood Protection - Tiger Dam (Aqua Dam Replacement)	75,000					75,000
Gateway Signage - "Courtenay Welcomes You"	22,000	25,000				47,000
Lagoon Walkway Lookouts - Roof Replacement	37,000					37,000
LEWIS CENTRE - MPR Hall Floor renewal			75,000			75,000
Lewis Centre - Roof Replacement			550,000			550,000
Lewis Centre - Squash Court Floor Replacement		80,000	80,000			160,000
Lewis Centre - Squash Court Wall Replacement		110,000	110,000			220,000
Lewis Centre - Vern Nicols Floor	200,000					200,000

Operations CAPITAL Projects

Project description	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget	Total 2024- 2028 Budget
LINC Youth Centre - Roof Replacement	400,000					400,000
MEMORIAL POOL - Mech/Electric Upgrades Heat/Chemical	60,000	40,000	40,000	40,000	40,000	220,000
MEMORIAL POOL - Repair Cracks Main Pool	40,000	20,000	20,000	20,000	21,000	121,000
MEMORIAL POOL - VIHA Infrastructure Upgrades	50,000	40,000	40,000	40,000	40,000	210,000
Misc Playground (1 replacement every second year)	916,400	120,000	30,000	220,000	30,000	1,316,400
Museum - Hydraulic Freight Elevator replacement	180,000					180,000
NATIVE SONS HALL - Grand Hall floor renewal		90,000				90,000
Pedestrian Bridges replacement program	35,000	35,000	35,000	35,000		140,000
Pedestrian, Cycling and Pavement Renewal Program	1,535,000	1,249,000	1,307,000	1,400,000	1,400,000	6,891,000
Public Works Locker Room Buildings	45,000					45,000
PWS - Backup Power System Admin Building	50,000					50,000
PWS - Telus Site - Administrative Bldg. Roof Replacement	250,000					250,000
PWS - Telus Site Renovation - Administrative Bldg.	-	120,000				120,000
Renovation of City Hall - Foyer area and Council Chamber	65,000					65,000
Sign Shop - Digital Printer	30,000					30,000
Simms Park Thai Pavilion Roof Replacement	16,000					16,000
Small Tool Electrification	100,000					100,000
Speed Reduction Implementation	74,000	74,000	74,000	74,000	74,000	370,000
Traffic Signal Equipment - Spare (emergent) Controller/Cabinet	50,000	-	-	-	-	50,000
Woodcote - Irrigation System Replacement			80,000			80,000
Grand Total	5,429,100	4,668,000	3,941,000	12,919,000	2,455,000	29,412,100

Operations 2024 Capital Funding

Project description	2024 Proposed Budget	2024 General Revenues	2024 Reserves	Reserve for Future Expenditure	2024 Fed / Prov Funding	2024 Gas Tax Fed Grant	2024 CVRD Grant	2024 Total Funding	Tax Impact
LINC Youth Centre - Roof Replacement	400,000		400,000					400,000	
Cycling Network Plan Improvements Implementation	359,000	50,000				200,000		250,000	0.2%
Fleet Management - PWS - Heavy Vehicles/Equip	300,000		300,000					300,000	
Fleet Management - PWS - Light Vehicles/Equip	300,000		300,000					300,000	
PWS - Telus Site - Administrative Bldg. Roof Replacement	250,000	250,000						250,000	0.8%
Lewis Centre - Vern Nicols Floor	200,000	200,000						200,000	0.6%
Museum - Hydraulic Freight Elevator replacement	180,000		180,000					180,000	
Small Tool Electrification	100,000		100,000					100,000	
CEMETERY - Niche Wall Design/Development	80,000						80,000	80,000	
Flood Protection - Tiger Dam (Aqua Dam Replacement)	75,000	37,500			37,500			75,000	0.1%
Speed Reduction Implementation	74,000	74,000						74,000	0.2%
CEMETERY - Landscape Additions	40,000						40,000	40,000	
MEMORIAL POOL - Repair Cracks Main Pool	40,000						40,000	40,000	
Lagoon Walkway Lookouts - Roof Replacement	37,000		37,000					37,000	
Pedestrian Bridges replacement program	35,000	35,000						35,000	0.1%
Gateway Signage - "Courtenay Welcomes You"	22,000	22,000						22,000	0.1%
Simms Park Thai Pavilion Roof Replacement	16,000	16,000						16,000	0.1%
Fire Hall - HVAC and Roof Replacement	13,500	13,500		-				13,500	0.04%
Art Gallery - HVAC and Roof Replacement	11,200			11,200				11,200	0.00%
	5,429,100	1,073,000	2,428,400	11,200	37,500	1,500,000	270,000	5,320,100	3.46%

Operations Questions



Financial Plan Staff Resource Summary

New to the Financial Plan Staff positions:

- Corporate Services / Bylaw Clerk
- Budget Analyst
- Engineering Technologist
- Parks Planning resource
- RCCS Re-org impact 0.6 FTE

New for 2024 Staff positions included in 2023 Financial Plan:

- Bylaw Officer (4th)
- Communication Specialist
- Supervising accountant (0.4 FTE)
- HR Manager
- Land agent
- Fire Training Officer Assistant

Financial Plan Special Projects

Project description	2024
Reconciliation Action Plan	\$ 100,000
	\$ 100,000
Community Service Development Framework	\$ 110,000
Cultural Facility Feasibility Planning	\$ 75,000
Filberg facility Feasibility Study	\$ 75,000
Cozy Corner carpet replacement	\$ 20,000
	\$ 280,000
Community Safety Office	\$ 50,000
City Website	\$ 172,000
Engagement Strategy	\$ 75,000
Privacy Management Framework	\$ 50,000
Anti-Racism Strategy	\$ 50,500
	\$ 397,500
Integrated Rainwater Mgmt Plan	\$ 162,000
Flood Mgmt & Dyke Replacemt Study	\$ 130,000
Corporate Climate Action Plan	\$ 200,000
CVRD Home Energy Navigator Program	\$ 50,000
Bridge Building Demolition	\$ 100,000
LGCAP Future Implementation Projects	\$ 269,000
	\$ 911,000

Project description	2024
Anderton Garage Demolition	\$ 18,000
Safe Active Schools Program	\$ 75,000
Automatic Vehicle Locator (AVL)	\$ 50,000
	\$ 143,000
Bylaw Update- Building Bylaw	\$ 25,000
Bylaw Update- Zoning Bylaw	\$ 250,000
Bylaw Update-Business Licence Bylaw	\$ 25,000
Bylaw Update- DCC/ACC	\$ 250,000
Bylaw Update- Sub&Dev Bylaw	\$ 100,000
Bylaw Update- OCP	\$ 120,000
Harmston Local Area Plan	\$ 150,000
	\$ 920,000
	\$ 2,751,500

Financial Plan BC Growing Communities Fund

- BC Growing Communities fund was announced in early March 2023.
- Provides \$7.65M
- Funds should be used to one-off costs for infrastructure and amenities

Examples

- Drinking water / Waste water
- Public Safety
- Road improvements
- Active transportation
- Park additions
- Recreation related amenities
- Local portion of affordable housing

BC Growing Communities Fund

Capital Project	Funding
6th St Bridge	1,000,000
Eastside Fire Hall	2,000,000
McPhee Meadows	1,500,000
Playgrounds	1,000,000
Implementation Parks Rec Mstr Pln	1,000,000
Small Tool Electrification	100,000
Renewable Energy options	400,000
Affordable housing	655,000
Total	7,655,000

Total Grant Funds Available	7,655,000
Remainder	-

Reserves, Debt, Taxation, & Surplus



CITY OF
COURTENAY

General Fund Reserve Contributions

General Reserve Contributions	2023	2024	2025	2026	2027	2028
External Contributions						
Community-Building Fund (Gas Tax)	\$ 1,130,000	\$ 1,130,000	\$ 1,130,000	\$ 1,130,000	\$ 1,130,000	\$ 1,130,000
Police Contingency	272,000	273,000	274,000	275,000	276,000	277,000
LGCAP	173,000	173,000				
	\$ 1,575,000	\$ 1,576,000	\$ 1,404,000	\$ 1,405,000	\$ 1,406,000	\$ 1,407,000
Internal Contributions						
Machinery and Equipment	\$ 850,000	\$ 1,000,000	\$ 1,150,000	\$ 1,275,000	\$ 1,400,000	\$ 1,525,000
New Works and Equipment	480,000	480,000	505,000	530,000	555,000	580,000
Sustainable Infrastructure (SIIP 1.5%)	-	468,000	976,000	1,527,000	2,125,000	2,773,000
Infrastructure (From Gaming)	320,000	320,000	320,000	320,000	320,000	320,000
Infrastructure (From Taxation)	136,300	218,200	228,900	320,000	320,000	320,000
	\$ 1,786,300	\$ 2,486,200	\$ 3,179,900	\$ 3,972,000	\$ 4,720,000	\$ 5,518,000
Total General Reserve Contributions	\$ 3,361,300	\$ 4,062,200	\$ 4,583,900	\$ 5,377,000	\$ 6,126,000	\$ 6,925,000

Capital Fund Debt - General

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>Total</u>
<u>New Debt</u>						
Strategic Land Acquisition	2,176,000					2,176,000
6th St Bridge Multi-Use Active Transportation Bridge	1,500,000					1,500,000
Anderton Dike Remediation	1,750,000			1,821,690		3,571,690
Ryan Road sidewalk Sandwich to Braidwood				2,000,000		2,000,000
Cousins Ave upgrades				1,000,000		1,000,000
Braidwood Road Design - Storm & Road					1,750,000	1,750,000
Park Design and Development McPhee Meadows - Phase 2			2,598,000			2,598,000
FIRE - New Satellite Firehall		22,000,000				22,000,000
Consolidated Municipal Building				10,000,000		10,000,000
						-
Total New Debt	5,426,000	22,000,000	2,598,000	14,821,690	1,750,000	46,595,690

Capital Fund Debt – General Cont.

		<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
<u>Interest payment</u>						
New Debt 2024	20 yrs / 5%	135,650	271,300	271,300	271,300	271,300
New Debt 2025	20 yrs / 5%		550,000	1,100,000	1,100,000	1,100,000
New Debt 2026	20 yrs / 5%			64,950	129,900	129,900
New Debt 2027	20 yrs / 5%				370,540	741,080
New Debt 2028	20 yrs / 5%					
	New Debt Interests	135,650	821,300	1,436,250	1,871,740	2,242,280
<u>Principal payment</u>						
New Debt 2024						
New Debt 2025			187,959	187,959	187,959	187,959
New Debt 2026				762,089	762,089	762,089
New Debt 2027					89,996	89,996
New Debt 2028						513,429
	New Debt Principal	-	187,959	950,048	1,040,044	1,553,473
Total cost of New Debt		135,650	1,009,259	2,386,298	2,911,784	3,795,753

Taxation & Surplus Property Tax Basics

- Property tax is the main method municipalities raise funds
- Property value is used as a proxy to determine the ability to pay
- Property tax could be considered a wealth tax
- Assessment x Tax Rate = Property tax revenue
- Tax rates are not comparable from community to community
- Tax rates are not comparable year to year

Taxation & Surplus Assessment Change

Market Change %

Class	Class Name	2019	2020	2021	2022	2023	2024	Total
1	Residential	15.08%	3.30%	3.49%	29.63%	12.90%	-1.61%	62.8%
2	Utilities	28.17%	7.19%	0.14%	11.68%	10.74%	3.46%	61.4%
3	Supportive housing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%
5	Light Industry	17.15%	4.16%	0.74%	15.86%	9.65%	8.16%	55.7%
6	Commercial	7.34%	7.01%	-3.51%	10.26%	5.88%	3.93%	30.9%
8	Recreational	3.61%	8.56%	1.94%	0.00%	3.50%	23.83%	41.4%
9	Farm	0.00%	0.00%	0.00%	6.96%	0.00%	10.35%	17.3%

Non Market Change %

Class	Class Name	2019	2020	2021	2022	2023	2024	Total
1	Residential	2.95%	3.39%	2.94%	3.91%	1.74%	1.67%	16.6%
2	Utilities	0.00%	0.00%	-11.10%	0.00%	0.00%	-0.18%	-11.3%
3	Supportive housing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.0%
5	Light Industry	0.06%	13.40%	0.00%	0.00%	0.35%	11.45%	25.3%
6	Commercial	0.70%	0.67%	0.36%	-0.07%	1.08%	0.47%	3.2%
8	Recreational	0.00%	7.27%	0.00%	-35.97%	23.38%	1.32%	-4.0%
9	Farm	-10.75%	1.38%	0.55%	0.00%	-0.06%	-8.49%	-17.4%

Market change is the year to year change in assessed value due to market forces

Non market change is the assessed value added due to new construction.

Reductions in non market change is due to properties being converted into a different class. Example Class 6 subdivided into Class 1

Taxation & Surplus Non Market Change

Non Market Change New Taxation Value

Class	Class Name	2019	2020	2021	2022	2023	2024
1	Residential	\$ 406,989	\$ 542,241	\$ 497,484	\$ 536,917	\$ 309,856	\$ 380,278
6	Commercial	\$ 58,615	\$ 59,555	\$ 35,621	-\$ 6,058	\$ 107,054	\$ 53,492
	Total	\$ 465,604	\$ 601,797	\$ 533,105	\$ 530,859	\$ 416,910	\$ 433,770
	Portion of Tax Levy	1.9%	2.4%	2.0%	1.9%	1.3%	1.3%

- Historically the City has added between \$417k and \$601k in new taxation revenue from non market change (NMC)
- Historically these funds have been brought into general revenue and simply reduced the tax burden on existing properties
- Alternative uses of NMC include transferring NMC tax revenue into reserve annually as it is “new money”
- NMC Reserve can be used to smooth the year to year impacts of NMC or used to supplement special projects or capital projects.
- NMC tax revenue can be volatile and it is possible to have negative NMC

Taxation & Surplus Tax Burden

Tax Burden

Class	Class Name	2019	2020	2021	2022	2023	2024
1	Residential	63.9%	64.5%	65.0%	65.3%	65.4%	65.7%
2	Utilities	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
3	Supportive housing	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
5	Light Industry	0.3%	0.4%	0.4%	0.3%	0.3%	0.3%
6	Commercial	35.4%	34.8%	34.4%	34.2%	34.0%	33.7%
8	Recreational	0.1%	0.1%	0.1%	0.0%	0.0%	0.1%
9	Farm	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Assessment Distribution

Class	Class Name	2019	2020	2021	2022	2023	2024
1	Residential	85.5%	85.5%	86.6%	88.7%	89.4%	89.1%
2	Utilities	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
3	Supportive housing	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
5	Light Industry	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
6	Commercial	14.2%	14.2%	13.1%	11.0%	10.4%	10.7%
8	Recreational	0.1%	0.1%	0.1%	0.0%	0.1%	0.1%
9	Farm	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

- Tax burden is the amount of taxation attributed to a property class.
- Assessment distribution is the comparative value of assessment per class.
- The City of Courtenay is heavily weighted with residential class.
- Comparable communities with industrial assessment are Port Alberni, Salmon Arm, Fort St John, Port Moody, North Cowichan.



Taxation & Surplus Comparative Taxation

Comparable Communities 2022

Municipality	Population		Property Tax
	2021		
White Rock	21,939	\$ 8,034	
Port Moody	33,535	\$ 7,501	
Squamish	23,819	\$ 6,294	
West Kelowna	36,078	\$ 6,000	
Langley	28,963	\$ 5,375	
Campbell River	35,519	\$ 4,870	
Penticton	36,885	\$ 4,608	
Courtenay	28,420	\$ 4,508	
North Cowichan	31,990	\$ 4,301	
Cranbrook	20,499	\$ 4,284	
Salmon Arm	19,432	\$ 4,228	
Fort St. John	21,465	\$ 2,964	

Comparable Communities 2023

Municipality	Population		Property Tax
	2021		
White Rock	21,939	\$ 8,453	
Port Moody	33,535	\$ 8,032	
Squamish	23,819	\$ 6,357	
West Kelowna	36,078	\$ 6,305	
Langley	28,963	\$ 5,955	
Campbell River	35,519	\$ 5,251	
Penticton	36,885	\$ 4,951	
Courtenay	28,420	\$ 4,920	
North Cowichan	31,990	\$ 4,649	
Cranbrook	20,499	\$ 4,497	
Salmon Arm	19,432	\$ 4,458	
Fort St. John	21,465	\$ 3,210	

- Municipal taxation includes Muni, RD, RDH, MFA, School and Utilities on an average house
- Selected communities are the closest in population to Courtenay
- Note several comparable communities have industrial taxation bases
- Information collected by BC Statistics



Taxation & Surplus Comparative Taxation

Local Communities 2022		
Municipality	Population	
	2021	Property Tax
Qualicum Beach	9,303	\$ 5,445
Nanaimo	99,863	\$ 5,355
Parksville	13,642	\$ 4,894
Campbell River	35,519	\$ 4,870
Cumberland	4,447	\$ 4,746
Comox	14,806	\$ 4,581
Powell River	13,943	\$ 4,571
Courtenay	28,420	\$ 4,508
Port Alberni	18,259	\$ 4,075

Local Communities 2023		
Municipality	Population	
	2021	Property Tax
Qualicum Beach	9,303	\$ 6,054
Nanaimo	99,863	\$ 5,586
Parksville	13,642	\$ 5,265
Cumberland	4,447	\$ 5,258
Campbell River	35,519	\$ 5,251
Courtenay	28,420	\$ 4,920
Comox	14,806	\$ 4,903
Powell River	13,943	\$ 4,874
Port Alberni	18,259	\$ 4,341

- Municipal taxation includes Muni, RD, RDH, MFA, School and Utilities on an average house
- Local communities are near by
- Note several comparable communities have industrial taxation bases

Taxation & Surplus Single Residential Assessment

- Average single residential dwelling (SRD) value decreased from \$716,077 to \$708,400 (1.2%) while overall residential value decreased by 1.5%.
- Looking at the City's 12,140 residential properties we see that 87% fall under \$1,000,000
- Homes valued over \$1.25m represent about the same number as homes valued under \$250k
- Change in ownership age
 - 2012 – 57.3% of owners under 65
 - 2022 – 49.1% of owners under 65
 - 2023 – 48.0% of owners under 65

Property Assessment Interval	# of Properties	%	Cumulative %
\$1-\$250K	566	5%	5%
\$250K-\$500K	2,814	23%	28%
\$500K-\$750K	4,229	35%	63%
\$750K-\$1M	2,898	24%	87%
\$1M-\$1.25M	1,038	9%	95%
\$1.25M-\$1.5M	392	3%	98%
\$1.5M-\$1.75M	91	1%	99%
\$1.75M-\$2M	35	0%	99%
>\$2M	77	1%	100%
12,140			

Taxation & Surplus Commercial Assessment

Interval	# of Folios	%	Cumulative %	Assessment	%	Cumulative %	Average Value	Average Tax
0-500,000	470	53.5%	53.5%	\$ 122,822,993	12.1%	12.1%	\$ 261,000	\$ 2,889
500,001 - 1,000,000	197	22.4%	76.0%	\$ 137,857,300	13.5%	25.6%	\$ 700,000	\$ 7,747
1,000,001 - 1,500,000	81	9.2%	85.2%	\$ 95,954,000	9.4%	35.0%	\$ 1,185,000	\$ 13,115
1,500,001 - 2,000,000	36	4.1%	89.3%	\$ 61,471,800	6.0%	41.1%	\$ 1,708,000	\$ 18,904
2,000,001 - 3,000,000	41	4.7%	94.0%	\$ 100,631,900	9.9%	51.0%	\$ 2,454,000	\$ 27,160
3,000,001 - 4,000,000	16	1.8%	95.8%	\$ 55,542,200	5.5%	56.4%	\$ 3,471,000	\$ 38,416
4,000,001 - 5,000,000	13	1.5%	97.3%	\$ 58,941,200	5.8%	62.2%	\$ 4,534,000	\$ 50,181
5,000,001 - 10,000,000	13	1.5%	98.7%	\$ 85,937,000	8.4%	70.6%	\$ 6,611,000	\$ 73,169
>10,000,001	11	1.3%	100.0%	\$ 298,771,000	29.4%	100.0%	\$ 27,161,000	\$ 300,613
TOTAL	878			\$ 1,017,929,393				



Taxation & Surplus Taxation Change

What does this all mean?

- The City requires \$36,525,500 in revenue to balance the budget
- This represents a change of \$5,355,000
- Which represents a 17.2% increase in property tax

Options

- Increase Taxation
- Decrease Spending
- Alternative Sources of Funding

Taxation & Surplus Taxation Change 2024-2028

Taxation and Surplus 2024-2028						
	2023	2024	2025	2026	2027	2028
Revenue Req.		\$ 36,525,500	\$ 39,350,000	\$ 41,609,400	\$ 44,426,200	\$ 46,721,200
Change from PY		5,355,000	2,824,500	2,259,400	2,816,800	2,295,000
% Change		17.2%	7.7%	5.7%	6.8%	5.2%
Alternative Funding						
	2023	2024	2025	2026	2027	2028
Surplus - Special Projects	\$ -	\$ 1,339,500	\$ 125,000	\$ 100,000	\$ 250,000	\$ 400,000
Surplus - General	\$ 1,429,300	536,000	1,407,000	933,000	534,000	135,000
Total Alternative Funding	\$ 1,429,300	\$ 1,875,500	\$ 1,532,000	\$ 1,033,000	\$ 784,000	\$ 535,000
Tax Required	\$ 31,195,000	\$ 34,650,000	\$ 37,818,000	\$ 40,576,400	\$ 43,642,200	\$ 46,186,200
Property Taxation	\$ 31,170,500	\$ 34,650,000	\$ 37,818,000	\$ 40,576,400	\$ 43,642,200	\$ 46,186,200
Discretionary Change	\$ 2,720,895	\$ 3,034,741	\$ 2,768,000	\$ 2,358,400	\$ 2,665,800	\$ 2,144,000
NMC Est 2024+	418,662	444,759	400,000	400,000	400,000	400,000
Total Change	\$ 3,139,557	\$ 3,479,500	\$ 3,168,000	\$ 2,758,400	\$ 3,065,800	\$ 2,544,000
% Discretionary Change	9.7%	9.7%	8.0%	6.2%	6.6%	4.9%
Average SRD	\$ 1,670.54	\$ 1,833.18	\$ 1,979.63	\$ 2,103.08	\$ 2,241.25	\$ 2,351.35
Variable tax only Change		\$ 162.64	\$ 146.44	\$ 123.45	\$ 138.17	\$ 110.11



Taxation & Surplus Surplus Usage

- Options to reduce taxation increase of 17.2%
- Special projects funded from surplus \$1,339,500 (4.4%)
- General use of surplus \$ 536,000 (1.7%)
- Non-market Change \$ 444,759 (1.4%)
- Property Taxation \$3,034,741 (9.7%)

Total surplus used \$1,875,500, 15% of balance

Taxation increase reduced to 9.7% from 17.2%

Tax change on an average home \$162.64

All in tax and utilities would be \$370.12



Financial Plan Summary

- Courtenay maintains affordable property taxation levels when compared to similar sized communities.
- Current service levels are maintained
- Strategic priorities actioned
- Substantial capital investments
- Improved reserve contributions
- Recognition of the next 5 years there will be continued pressure for service changes, capital projects and legislative changes.
- Improved budget engagement

Financial Plan Summary

Council is presented with a 5-year Financial plan that blends maintained and improved services with reasonable taxation changes.

Next Steps

April 2024

- Consolidated Financial Plan Bylaw (General, Water, Sewer, Solid Waste)
- Tax Rate Bylaw

The Financial Plan is relying on prior year surplus to balance however the 5 year plan substantially reduces this reliance which will bring resiliency for what the future brings.