



Town of Comox 2026 – 2030 Draft Proposed Corporate Budget Package

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Community Profile – Comox at a Glance

We respectfully acknowledge that the land on which we gather and work is on the Unceded Traditional Territory of the K'ómoks First Nation, the traditional keepers of this land.

Comox (English: [/ˈkoʊmɒks/](#))^[4] is a town on the southern coast of the Comox Peninsula in the [Strait of Georgia](#) on the eastern coast of [Vancouver Island, British Columbia](#).^[1] Thousands of years ago, the warm dry summers, mild winters, fertile soil, and abundant sea life attracted [First Nations](#), who called the area *kw'umuxws* ([Kwak'wala](#), the adopted language of the [K'ómoks](#), for *plentiful*).

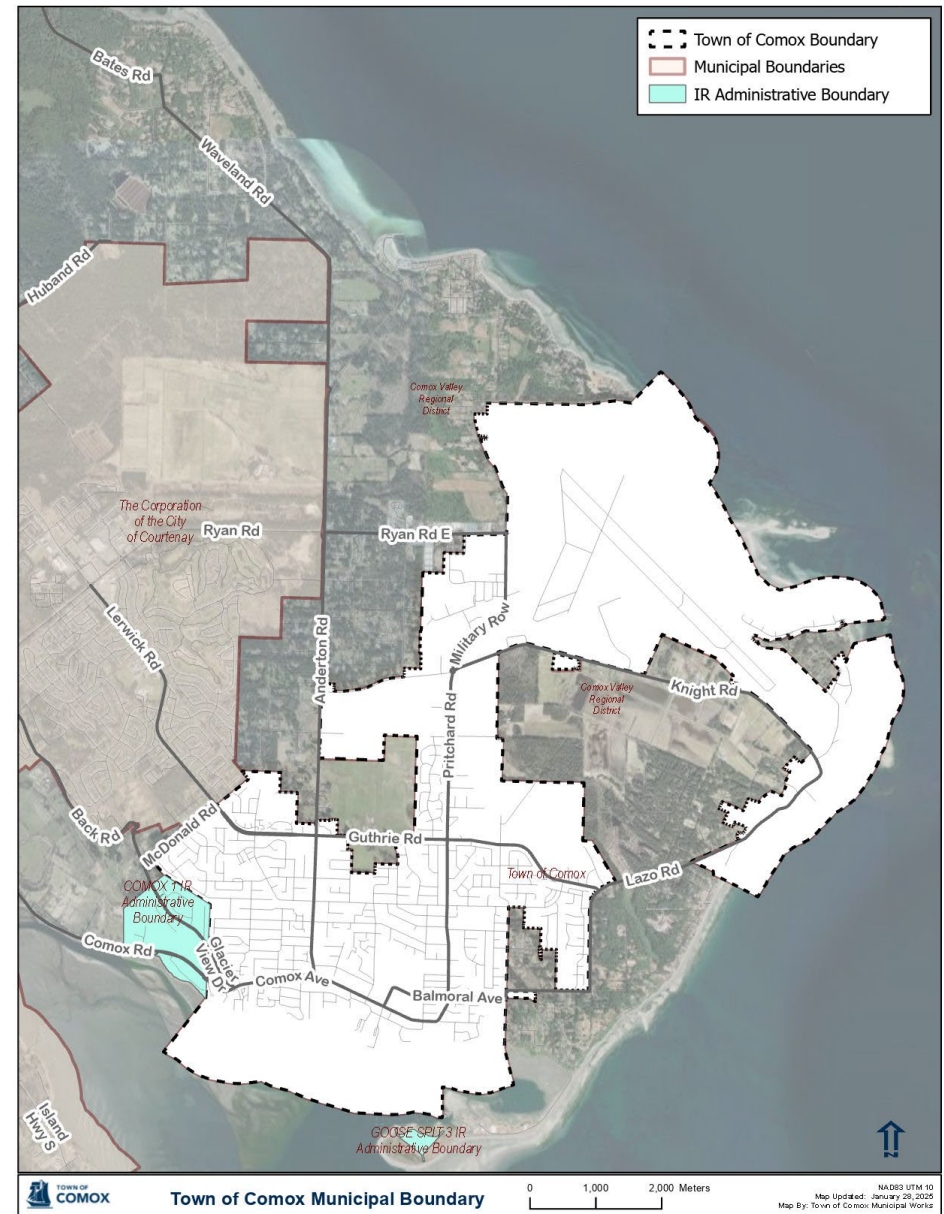
The Town of Comox is the government body providing services to almost 15,000 residents. Comox (white) borders on the City of Courtenay (light shaded), Comox Valley Regional District (dark shaded) and the K'ómoks First Nation (light blue).

The major employers in Comox include Canadian Forces Base (CFB) Comox, Comox Valley School District 71, Comox Valley Airport, Town of Comox and Providence Living.

Year	Comox	Population Increase	% of Comox Valley Population	Comox Valley
2021	14,806	5.5%	20.4%	72,445
2016	14,028	2.9%	21.1%	66,527
2011	13,627	12.3%	21.4%	63,538
2006	12,136	6.5%	21.4%	56,655
2001	11,391	2.9%	21.6%	52,653

Median Age (source: Statistics Canada)

Year	Comox	Courtenay	Cumberland	Comox Valley	BC
2021	52.4	48.8	39.2	50.8	42.8
2016	51.8	50.4	39.2	50.8	43.0
2011	49.1	46.5	38.2	n/a	41.9
2006	46.2	43.0	40.6	n/a	40.8



Town of Comox Council Members



Figure 1(l-r) C. Haslett, C. Kerr, C. Swift, Mayor Minions, C. Grant, C. Meilleur, C. Blacklock

Her Worship, Mayor Nicole Minions	(250) 339-2202	nminions@comox.ca
Councillor Steve Blacklock	(250) 702-7323	sblacklock@comox.ca
Councillor Ken Grant	(250) 792-0007	kgrant@comox.ca
Councillor Chris Haslett	(250) 218-8208	chaslett@comox.ca
Councillor Dr. Jonathan Kerr	(250) 702-5547	jkerr@comox.ca
Councillor Jenn Meilleur	(604) 562-8769	jmeilleur@comox.ca
Councillor Maureen Swift	(250) 339-1211	mswift@comox.ca

Strategic Plan

The Town of Comox uses strategic priorities as guiding drivers of current and upcoming projects within the Town. For more information on strategic priorities for Council's four-year term, click the link below:

[Town of Comox Strategic Plan 2022-2026](#)

Vision Statement

The Town of Comox is committed to maintaining and enhancing the quality of life for all residents, businesses and visitors through investment in active transportation, infrastructure, parks, recreation, arts and culture.

We aim to provide a vibrant, safe, sustainable environment and community with disciplined urban planning and communications.

 Organizational Excellence We will modernize and create stability to ensure high quality service delivery over time.	 Community Connection and Wellness We believe in fostering community connection and enhancing individual and collective wellness.	 Economic Health We support a strong and vibrant business community to provide stability to our local economy.	 Good Governance We believe that good organizational governance provides stable decision-making and management of our community.	 Balanced Community Planning We will ensure responsible and thoughtful growth to enhance a well-balanced community.
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2025 Budget Summary

Property Taxes

The 2026 draft proposed Corporate Budget includes an estimated net residential property tax increase of 8.65% which would be an approximate \$153.57 increase to taxes for the average home from \$1774.09 (2025) to \$1,927.66. The actual amount will vary based on assessed property value and property tax multiplier adjustments within the property tax base. **This staff proposed increase is subject to review and deliberation by Council.**

The total 2026 draft proposed Corporate Budget is \$52.6 million, assuming the draft proposed budget including the proposed property tax increase of \$1,097,960 is approved. This budget is composed of \$39.2 million in the Operating Budget plus \$13.4 million in the Capital Budget.

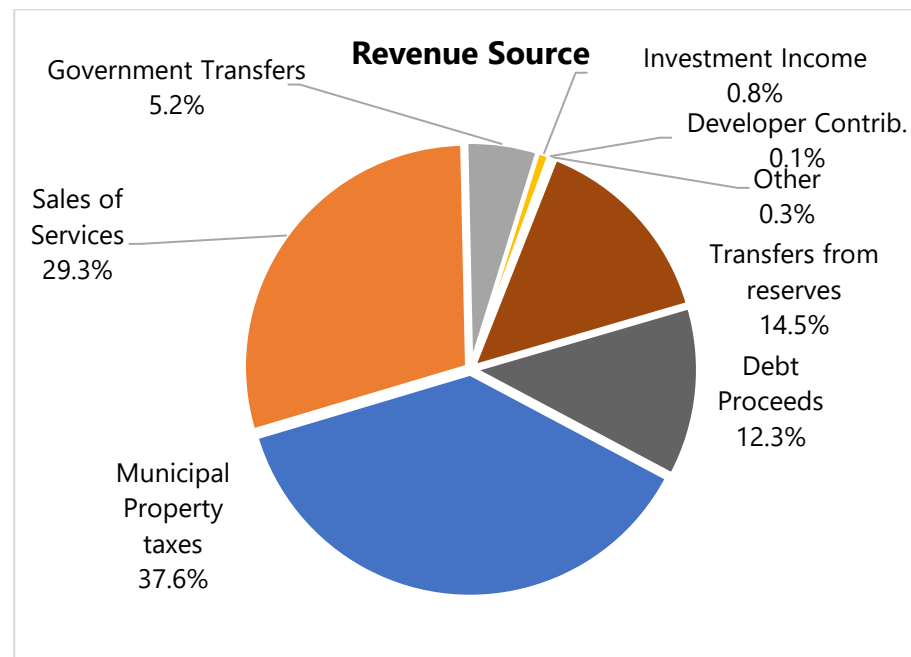
Property tax is the primary source of revenue to deliver municipal services including; fire and policing, roads maintenance and repair, parks and recreation services, legislative and corporate services, planning and zoning and bylaw enforcement, among others. User fees, grants and internal reserves (consisting of previously saved money) are among additional sources of revenue.

Water and sewer services receive targeted water and sewer parcel taxes however they do not receive funding from general municipal property taxes

Policing services are provided by the Comox Valley detachment of the RCMP. The costs are included in the municipal budget.

Library services are provided by the Vancouver Island Regional Library. The costs are not included in the municipal budget but are included in the municipal levy on the property tax bill as required by provincial law.

Full details of the 2026 - 2030 Budget and meeting resources are available online at www.comox.ca/budget. Information for budgets from prior years are also available.



Infrastructure Renewal Fund Levy

The infrastructure renewal fund levy will be in year 3 of the 10-year plan with an increase from approximately \$104 (2025) to \$156 (2026) for the average residential property. These funds will assist in funding the major repairs and replacements of Comox's infrastructure. This 10-year initiative was approved by Council on February 7, 2024. Refer to the infrastructure renewal fund section of the budget package for more information.

Water and Sewer Parcel Taxes

On December 4, 2024, the water parcel tax was approved to increase from \$85 (2025) to \$90 (2026) and the sewer parcel tax was approved to stay the same from \$80 (2025) to \$80 (2026). Refer to the water and sewer sections of the budget package for more information on the parcel taxes.

Total Revenues and Expenses by Type

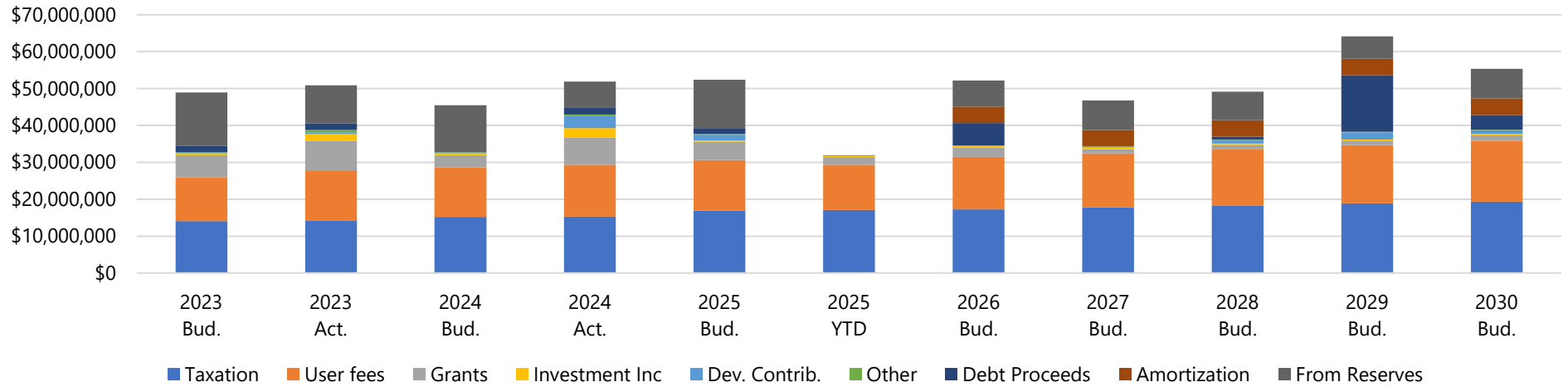
	2024 Budget	2024 Actual	2025 Budget	2025 YTD	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
Revenues									
Taxation	15,222,234	15,274,067	16,944,356	17,090,351	17,250,832	17,829,160	18,350,827	18,876,921	19,347,529
User fees	13,409,905	14,086,511	13,684,095	12,275,922	14,277,435	14,616,463	15,194,603	15,767,398	16,506,359
Grants	3,312,782	7,335,560	4,955,769	2,082,002	2,514,073	1,158,020	1,151,335	1,144,902	1,452,658
Investment Inc	400,000	2,574,887	400,000	294,736	400,000	400,000	400,000	400,000	400,000
Dev. Contrib.	75,000	3,280,476	1,480,195	0	49,005	163,597	990,297	1,972,080	1,002,375
Other	290,300	379,850	261,430	107,941	125,350	127,850	130,410	133,020	135,680
Debt Proceeds	0	1,819,331	1,545,520	73,999	6,000,000	0	730,000	15,325,000	4,000,000
Amortization	0	0	0	0	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
From Reserves	12,800,191	7,127,196	13,135,432	0	7,073,019	7,958,786	7,707,312	5,982,844	8,001,345
Total Revenues	45,510,412	51,877,877	52,406,797	31,924,951	52,189,714	46,753,876	49,154,784	64,102,165	55,345,946
Expenses									
Salaries & Benefits	10,084,973	9,529,518	11,099,514	7,054,875	11,853,684	12,227,094	13,018,961	14,118,380	14,665,404
Material	1,474,411	1,278,429	1,571,186	737,885	1,601,646	1,637,833	1,664,238	1,718,008	1,677,568
Contract Services	7,017,774	8,035,278	7,713,409	5,374,164	7,712,215	8,505,982	8,998,561	9,349,217	9,688,351
Debts	467,051	681,436	874,234	52,036	889,652	1,595,258	1,425,967	2,333,934	2,397,963
Other	7,567,828	7,181,963	7,891,753	6,470,529	8,209,554	8,635,674	8,999,525	9,325,100	9,672,133
Projects	2,450,001	0	4,333,891	4,419	980,950	552,050	649,536	513,600	282,220
To Reserves	3,952,184	12,024,382	5,615,658	0	4,122,843	4,387,539	4,750,891	5,174,992	5,832,346
Amortization	0	4,060,802	0	0	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
Capital General	11,550,190	9,559,941	12,615,621	1,057,553	9,809,630	5,668,833	6,250,573	19,194,424	10,131,500
Capital Water	55,000	510,518	233,655	7,519	997,000	1,701,500	1,905,000	825,000	2,480,000
Capital Sewer	891,000	1,017,552	457,876	4,408,372	2,610,500	260,000	622,500	2,746,900	843,000
Total Expenses	45,510,412	53,879,819	52,406,797	25,167,352	53,287,674	49,671,763	52,785,752	69,799,555	62,170,485
Net Difference	0	-2,001,942	0	6,757,599	-1,097,960	-2,917,887	-3,630,968	-5,697,390	-6,824,539

Est. tax increase req. *

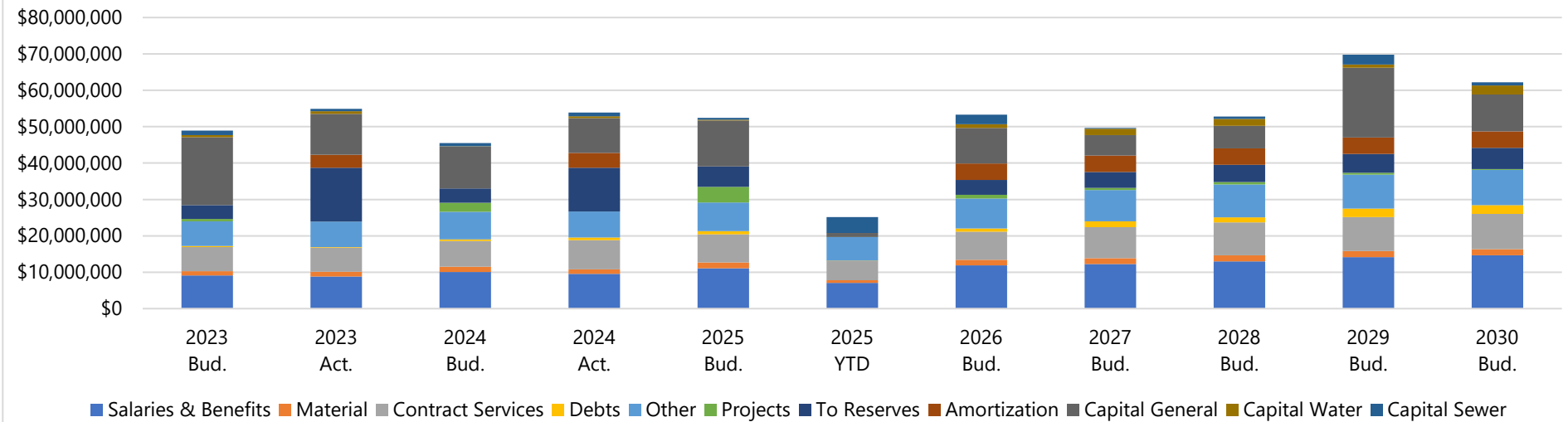
2026	2027	2028	2029	2030
8.65%	14.34%	5.62%	16.28%	8.88%

Note: The projected required tax increase include staff positions and major capital projects which have not been approved by Council. As such this should serve only as a general guide for understanding future needs.

Total Revenues by Type



Total Expenses by Type



Total Revenues and Expenses by Type as %

	2023 Budget	2023 Actual	2024 Budget	2024 YTD	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2023 Budget
Revenues											
Taxation	28.7%	27.8%	33.4%	29.4%	32.3%	33.1%	38.1%	37.3%	29.4%	35.0%	28.7%
User fees	24.4%	26.9%	29.5%	27.2%	26.1%	27.4%	31.3%	30.9%	24.6%	29.8%	24.4%
Grants	12.2%	15.7%	7.3%	14.1%	9.5%	4.8%	2.5%	2.3%	1.8%	2.6%	12.2%
Investment Inc	0.8%	3.8%	0.9%	5.0%	0.8%	0.8%	0.9%	0.8%	0.6%	0.7%	0.8%
Dev. Contrib.	0.2%	0.8%	0.2%	6.3%	2.8%	0.1%	0.3%	2.0%	3.1%	1.8%	0.2%
Other	0.6%	1.2%	0.6%	0.7%	0.5%	0.2%	0.3%	0.3%	0.2%	0.2%	0.6%
Debt Proceeds	3.7%	3.5%	0.0%	3.5%	2.9%	11.5%	0.0%	1.5%	23.9%	7.2%	3.7%
Amortization	0.0%	0.0%	0.0%	0.0%	0.0%	8.6%	9.6%	9.2%	7.0%	8.1%	0.0%
From Reserves	29.5%	20.3%	28.1%	13.7%	25.1%	13.6%	17.0%	15.7%	9.3%	14.5%	29.5%
Total Revenues	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Expenses											
Salaries & Benefits	18.6%	16.1%	22.2%	17.7%	21.2%	22.2%	24.6%	24.7%	20.2%	23.6%	24.6%
Material	2.4%	2.4%	3.2%	2.4%	3.0%	3.0%	3.3%	3.2%	2.5%	2.7%	3.3%
Contract Services	13.6%	12.0%	15.4%	14.9%	14.7%	23.8%	17.1%	17.0%	13.4%	15.6%	17.1%
Debts	0.6%	0.3%	1.0%	1.3%	1.7%	1.7%	3.2%	2.7%	3.3%	3.9%	3.2%
Other	13.8%	12.7%	16.6%	13.3%	15.1%	6.1%	17.4%	17.0%	13.4%	15.6%	17.4%
Projects	1.4%	0.0%	5.4%	0.0%	8.3%	1.8%	1.1%	1.2%	0.7%	0.5%	1.1%
To Reserves	7.8%	27.0%	8.7%	22.3%	10.7%	7.7%	8.8%	9.0%	7.4%	9.4%	8.8%
Amortization	0.0%	6.5%	0.0%	7.5%	0.0%	8.4%	9.1%	8.5%	6.4%	7.2%	9.1%
Capital General	38.1%	20.5%	25.4%	17.7%	24.1%	18.4%	11.4%	11.8%	27.5%	16.3%	11.4%
Capital Water	1.1%	1.3%	0.1%	0.9%	0.4%	1.9%	3.4%	3.6%	1.2%	4.0%	3.4%
Capital Sewer	2.6%	1.2%	2.0%	1.9%	0.9%	4.9%	0.5%	1.2%	3.9%	1.4%	0.5%
Total Expenses	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Total Revenues and Expenses by Department

	2023 Actual	2024 Actual	2025 Budget	2025 YTD	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
Revenue									
Municipal Property taxes	14,125,882	15,274,067	16,944,356	17,121,450	17,250,832	17,829,160	18,350,827	18,876,921	19,347,529
Sales of Services	13,686,804	14,086,511	13,684,095	12,193,607	14,277,435	14,616,463	15,194,603	15,767,398	16,506,359
Government Transfers	7,993,292	7,335,560	4,955,769	2,082,002	2,514,073	1,158,020	1,151,335	1,144,902	1,452,658
Investment Income	1,916,700	2,574,887	400,000	216,766	400,000	400,000	400,000	400,000	400,000
Developer Contributions	427,543	3,280,476	1,480,195	0	49,005	163,597	990,297	1,972,080	1,002,375
Other	148,744	134,445	122,900	107,031	125,350	127,850	130,410	133,020	135,680
Gain/Loss on Assets	454,838	245,404	0	0	0	0	0	0	0
Total Revenues	38,753,804	42,931,350	37,587,315	31,720,856	34,616,695	34,295,090	36,217,472	38,294,321	38,844,601
Operating Expenses									
<u>Fiscal</u>									
Interest payments on debt	35,291	148,884	155,936	29,250	247,656	466,641	432,783	1,159,924	1,353,373
Amortization expense	3,542,400	4,060,802	3,700,000	0	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
Grants to Other Organizations	136,857	196,116	188,000	190,452	178,000	178,000	178,500	179,010	179,530
Total fiscal	3,714,548	4,405,802	4,043,936	219,703	4,925,656	5,144,641	5,111,283	5,838,934	6,032,903
<u>Functions</u>									
General Government	3,568,945	3,938,453	4,010,224	2,707,004	4,284,532	4,368,152	4,647,269	4,999,897	5,279,624
Protective Services	4,522,623	4,663,244	5,526,029	2,800,265	5,565,329	6,288,280	6,956,284	7,262,311	7,601,424
Solid Waste Management	1,863,581	2,382,168	2,605,704	1,495,489	2,346,686	2,427,129	2,510,925	2,598,248	2,689,273
Development Services	687,202	1,267,644	3,305,512	1,184,240	885,434	837,680	874,618	917,390	938,140
Transportation	2,289,950	2,248,522	2,648,749	1,467,215	2,487,100	2,579,056	2,746,087	2,855,630	2,728,585
Parks, Rec, Culture	5,079,743	5,546,517	6,970,717	4,243,809	6,746,909	6,878,585	7,133,296	7,578,567	7,634,067
Water Services	2,936,716	2,889,007	3,460,431	1,882,154	4,034,033	4,035,177	4,219,838	4,451,876	4,644,363
Sewer Services	2,657,559	2,964,289	3,785,857	3,045,281	3,830,026	3,966,574	4,064,004	4,181,376	4,290,670
Total Functions	23,606,320	25,899,845	32,313,223	18,825,456	30,180,049	31,380,633	33,152,321	34,845,295	35,806,146
Total Operating Expenses	27,320,868	30,305,647	36,357,159	19,045,159	35,105,705	36,525,274	38,263,604	40,684,229	41,839,049
Revenue over Expenses	11,432,936	12,625,704	1,230,156	12,675,697	-489,010	-2,230,184	-2,046,132	-2,389,908	-2,994,448

	2023 Actual	2024 Actual	2025 Budget	2025 YTD	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
Add									
Amortization	3,542,400	4,060,802	3,700,000	0	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
Transfers from reserves	10,324,289	7,127,196	13,135,432	0	7,073,019	7,958,786	7,707,312	5,982,844	8,001,345
Proceeds of debt (loans/leases)	1,804,024	1,822,887	1,545,520	0	6,000,000	0	730,000	15,325,000	4,000,000
Proceeds on sale of TCA	0	-3,556	0	58,419	0	0	0	0	0
Total Additions	15,670,713	13,007,329	18,380,952	58,419	17,573,019	12,458,786	12,937,312	25,807,844	16,501,345
Deduct									
Transfers to reserves	14,842,475	12,024,382	5,615,658	0	4,122,843	4,387,539	4,750,891	5,174,992	5,832,346
Principal repayment on debt	112,941	483,535	688,298	0	641,996	1,128,617	993,184	1,174,010	1,044,590
Capital, General Municipal	10,948,511	7,738,661	12,615,621	1,037,963	9,809,630	5,668,833	6,250,573	19,194,424	10,131,500
Capital, Water Fund	634,158	205,757	233,655	4,280	997,000	1,701,500	1,905,000	825,000	2,480,000
Capital, Sewer Fund	595,020	564,124	457,876	4,408,372	2,610,500	260,000	622,500	2,746,900	843,000
Total Deductions	27,133,105	21,016,459	19,611,108	5,450,615	18,181,969	13,146,489	14,522,148	29,115,326	20,331,436
Financial Plan Balance	-29,456	4,616,573	0	7,283,502	-1,097,960	-2,917,887	-3,630,968	-5,697,390	-6,824,539
Est. tax increase required *					8.65%	14.34%	5.62%	16.28%	8.88%

Note: The projected required tax increase include staff positions and major capital projects which have not been approved by Council. As such this should serve only as a general guide for understanding future needs.

Operating Budget and Capital Budget Summary

Comox budgets using a modified accrual basis and does not budget for amortization although amortization is calculated and included in the year-end financial statements. Comox’s total Fiscal 2026 budget is \$52,645,678. The [Community Charter \(2003\)](#) S.165(5) requires a balanced budget. The budget is divided into two major categories: Operating and Capital.

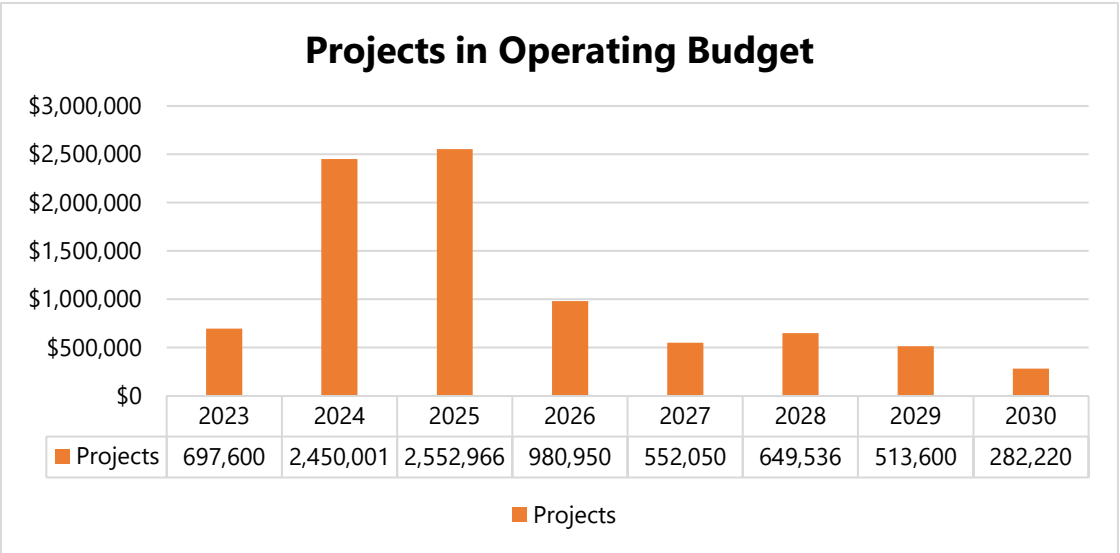
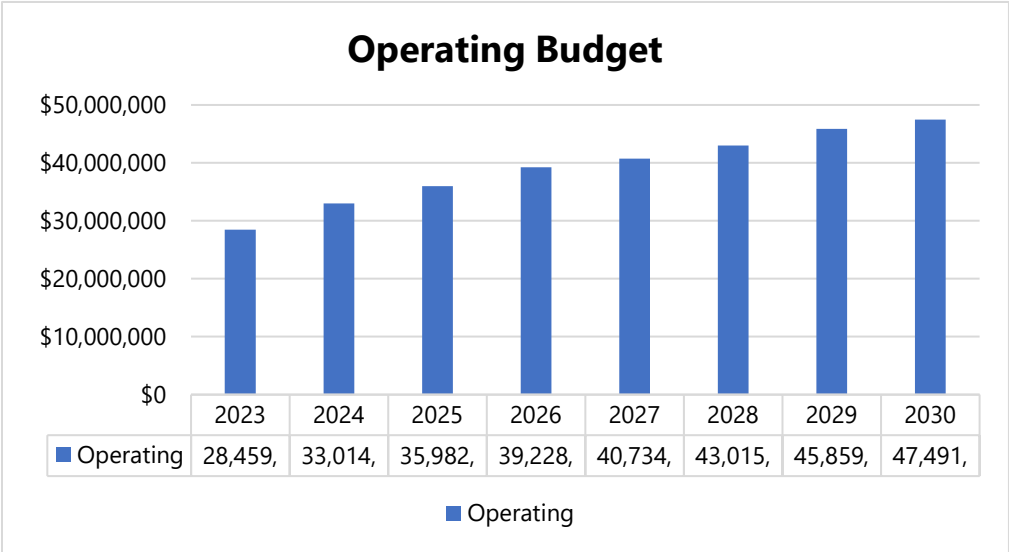
Operating Budget

The operating budget is a proposed plan of revenue and expenditures for a given year. The operating budget funds Comox’s day-to-day expenses, including salaries and benefits of Comox employees, rent and utilities, materials and supplies, and equipment needed to provide public safety, recreation, water, sewer, roads, and other services to Comox residents. The operating budget is \$39,228,548 (2026) which represents 87% of the total municipal budget. Within the operating budget is the Projects category which has been broken out separately.

History and Variance Analysis

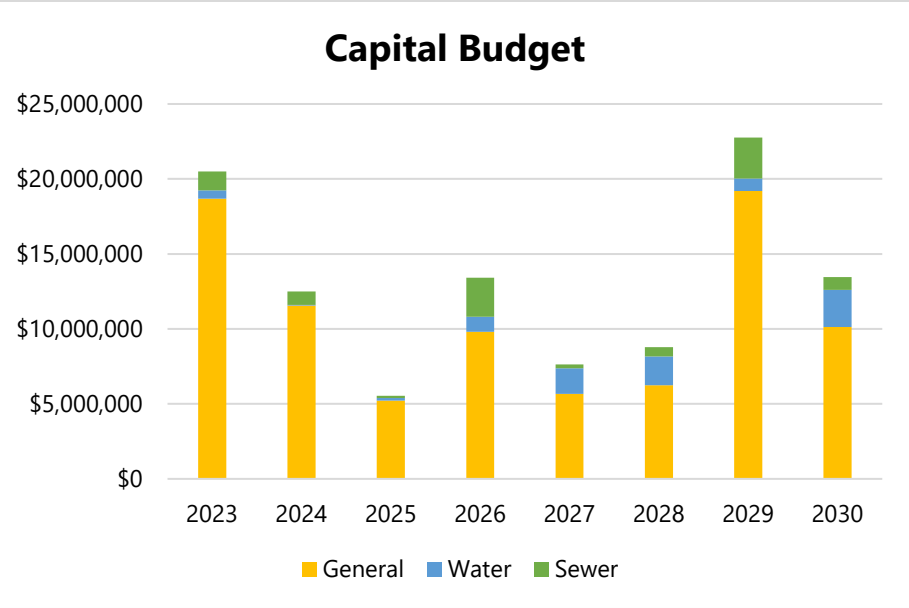
The operating budget, excluding the Projects category, has regular increases, often reflecting the increasing costs due to inflation or fee changes by providers. Some providers have increased their fees higher than inflation.

Most expenses are recurring while projects are often one-time only. The one-time projects are a small amount of the overall operating budget.



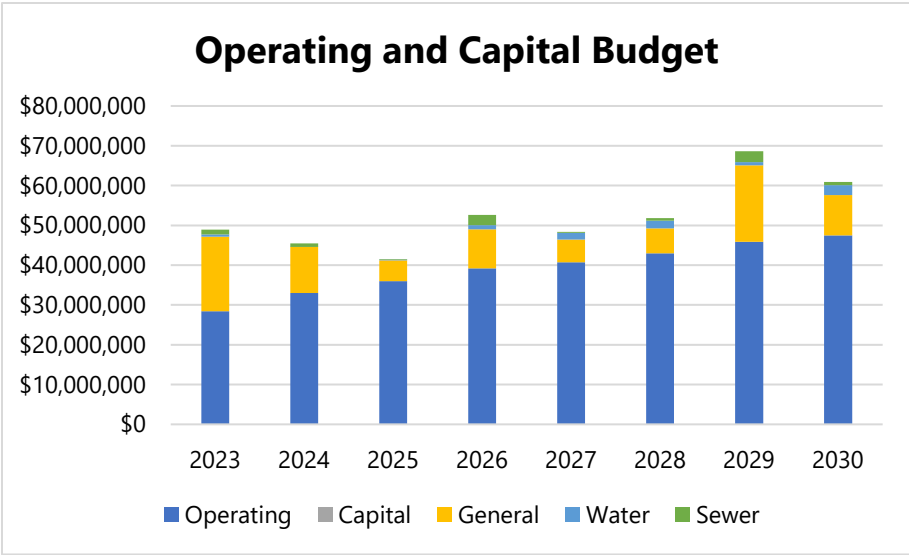
Capital Budget

Capital projects are individual physical assets that cost more than \$10,000 or pooled assets that collectively cost more than \$10,000 and are recorded as Tangible Capital Assets. The capital budget is \$13,417,130 (2026) which represents 25% of the total Comox budget and is funded through a combination of taxation, user fees, borrowing, developer contributions and development charges, and other sources. Proposed capital projects that are contingent on grant funding are included as the municipality cannot apply for grants if the project in its entirety is not already included in the capital budget, even if the spending is anticipated to occur in a future budget year that has not yet been approved by Council. The municipality also includes anticipated developer contributions of new infrastructure in the capital budget.



History and Variance Analysis

The capital budget has deferred a number of large projects in 2024, 2025 and 2026 due to the CVRD's Conveyance Project which involves construction work on a number of roads in Comox. Three large facility construction projects have been proposed over the next 5 years.



Special Projects

WO#	Department	Description	Funding	2026	2027	2028	2029	2030
TBD	Admin	Agenda Management Software	RFFE: general	0	25,000	20,000	20,600	21,220
TBD	Council	Strategic Plan - new council term	RFFE: general	15,000	0	0	0	17,500
TBD	Council	Council Orientation	RFFE: general	15,000	0	0	0	17,500
TBD	Council	Equipment rental - election	RFFE: general	40,000	0	0	0	48,000
190081	Finance	Asset Management Program	Infra Renew Fund	91,350	83,400	15,000	15,000	15,000
TBD	IT	Website update-every 5 years	RFFE: general	0	60,000	0	0	0
TBD	IT	Cybersecurity framework - master plan	RFFE: general	37,500	37,500	0	0	0
TBD	IT	Vulnerability Scanning Software implementation	RFFE: general	0	10,000	0	0	0
TBD	IT	Mobile Device Mgt	RFFE: general	10,000	0	0	0	0
TBD	IT	Cloud-based web content filtering	RFFE: general	0	6,000	0	0	0
TBD	IT	PAM-Privilege Access Mgt	RFFE: general	0	0	10,000	0	0
TBD	IT	Restructure File Server	RFFE: general	15,000	15,450	0	0	0
TBD	IT	New Accounting software setup	RFFE: general	0	0	174,836	0	0
190017	Fire	Community safety project	FD cap. Res.	7,200	0	7,200	0	7,200
190017	Fire	Community safety project	CFPID FD cap. res.	2,800	0	2,800	0	2,800
190114	DevSvcs	Software Acquisition support (HAF)	HAF grant	30,000	0	0	0	0
190088	DevSvcs	Citywide module(support/annual fee) (HAF)	HAF grant	24,875	0	0	0	0
190118	DevSvcs	Software readiness GIS improv (HAF)	HAF grant	50,000	0	0	0	0
190019	Transportation	PW Special Project Ortho	RFFE: general	30,000	0	30,000	0	0
190021	Transportation	PW Special Project Anderton study	RFFE: general	0	0	0	20,000	0
TBD	Transportation	Transportation Study Update (DCC)	DCC Roads	0	0	148,500	0	0
TBD	Transportation	Transportation Study Update (DCC)	RFFE: general	0	0	1,500	0	0
TBD	Transportation	DCC Update (Sanitary)	RFFE: general	0	75,000	0	0	0
190104	Transportation	SDS Bylaw (HAF)	HAF grant	30,000	0	0	0	0
190106	Transportation	Snow Angels Program	RFFE: general	17,000	0	0	0	0
190052	Transportation	NEW Torrence Servicing Plan - boundary expansion (1/3 water and 1/3 sewer and 1/3 storm)	RFFE: general	0	16,700	0	0	0
190048	Transportation	Anderton Corridor Plan Update	RFFE: general	0	0	0	20,000	0
TBD	Parks	Anderton Park Concept Plan	RFFE: general	0	0	35,000	0	0
TBD	Parks	Highland Park concept plan	RFFE: general	0	0	0	40,000	0
TBD	Parks	Lancaster Park Concept Plan	RFFE: general	35,000	0	0	0	0
TBD	Parks	Waterfront Parks Management Plan	RFFE: general	0	35,000	0	0	0
TBD	Parks	Marina Park Concept Plan	RFFE: general	0	0	50,000	0	0
TBD	Parks	CC Outdoors/Village Park Concept Plan (ACC)	DCC Open Space	39,600	0	0	0	0
TBD	Parks	CC Outdoors/Village Park Concept Plan (ACC)	RFFE: general	400	0	0	0	0
190123	Parks	Tree planting master plan	RFFE: general	3,000	0	0	0	0
190124	Culture	Village Park pop up park	RFFE: general	20,000	0	0	0	0
190126	Recreation	Equip replacements (projects<\$10K per proj.)	Equip. rep. res.	32,225	4,700	4,700	3,000	3,000
190064	Admin	Property Evaluations (Suncorp)	RFFE: general	35,000	0	0	0	0
TBD	Admin	Facility Condition Index report for all Town buildings - BG - build Town asset management plan	Infra Renew Fund	50,000	50,000	50,000	50,000	50,000

WO#	Department	Description	Funding	2026	2027	2028	2029	2030
TBD	Transportation	Point Holmes boat launch	RFFE: general	0	0	0	175,000	0
190008	Parks	PW/Other building maintenance	RFFE: general	0	0	0	50,000	0
190136	Recreation	Recreation centre maintenance	RFFE: general	100,000	100,000	100,000	100,000	100,000
TBD	Water	Water-New Torrence Servicing Plan/boundary expansion	RFFE: water	0	16,700	0	0	0
TBD	Water	Water-Anderton Study	RFFE: water	0	0	0	20,000	0
190023	Water	Water model study update/condition assessment (HAF)	Grant: Fed Cond-Water	200,000	0	0	0	0
190054	Sewer	Sanitary Model & Condition Assessment (HAF)	Grant: Fed Cond-Sewer	50,000	0	0	0	0
190055	Sewer	Torrence Servicing Plan-Boundary expansion	Sewer cap. res.	0	16,600	0	0	0
			Total RFFE funded projects	372,900	380,650	421,336	425,600	204,220

Capital Projects

WO#	Department	Description	Funding	2026	2027	2028	2029	2030
TBD	IT	Laptops/tablets replacement	Infra Renew Fund	8,500	0	0	85,977	138,000
TBD	IT	Printers/copier	Infra Renew Fund	42,000	0	0	0	0
530001	IT	Network upgrades/server	Infra Renew Fund	10,000	75,000	21,473	12,697	0
TBD	Fire	Truck bays/garage-new roof/concrete	FD cap res	0	133,330	0	0	0
TBD	Fire	Truck bays/garage-new roof/concrete	CFPID FD cap res	0	66,670	0	0	0
310006	Fire	New sprinkler system	CFPID FD cap res	0	66,670	0	0	0
310006	Fire	New sprinkler system	CFPID FD cap res	0	33,330	0	0	0
122001	Fire	New firehall	Loan	6,000,000	0	0	0	0
512034	Fire	Unit 34-engine replacement	FD cap res	0	0	0	0	468,000
512034	Fire	Unit 34-engine replacement	CFPID FD cap res	0	0	0	0	182,000
512030	Fire	Replace Unit 30 - 2018 Fire Prevention vehicle	FD cap res	0	0	64,800	0	0
512030	Fire	Replace Unit 30 - 2018 Fire Prevention vehicle	CFPID FD cap res	0	0	25,200	0	0
512032	Fire	Replace Unit 32 - 2018 Staff pickup/tow vehicle	FD cap res	0	0	0	100,800	0
512032	Fire	Replace Unit 32 - 2018 Staff pickup/tow vehicle	CFPID FD cap res	0	0	0	39,200	0
571001	Fire	Fire equipment	FD cap res	14,400	21,600	25,200	21,600	21,600
571001	Fire	Fire equipment	CFPID FD cap res	5,600	8,400	9,800	8,400	8,400
512055	Bylaw Inspection	Unit 55 Bylaw Inspector vehicle replacement	Equip repl. res.	60,000	0	0	0	0
512009	Transportation	Unit#09 Tractor Backhoe-thumb installation	Equip repl. res.	20,000	0	0	0	0
512010	Transportation	Unit#10 Tractor Backhoe replacement	Lease	0	0	200,000	0	0
512017	Transportation	Unit#17 replacement	Equip repl. res.	250,000	0	0	0	0
512005	Transportation	Unit#05 vehicle replacement	Equip repl. res.	120,000	0	0	0	0
512021	Transportation	Unit#21 vehicle replacement	Lease	0	0	60,000	0	0
652001	Transportation	Bus Stop Upgrades	CWF grant	90,000	0	90,000	0	0
620066	Transportation	Watermain replacement (road repaving)	Cap. Works res.	0	33,500	335,000	0	0
620066	Transportation	Watermain replacement (road repaving)	CWF grant	0	33,500	335,000	0	0
620064	Transportation	Alpine St road resurfacing	Cap. Works res.	0	0	0	0	172,500
620064	Transportation	Alpine St road resurfacing	CWF grant	0	0	0	0	172,500
620005	Transportation	Baybrook Dr road resurfacing	CWF grant	0	0	300,000	0	0
TBD	Transportation	Cedar Ave Watermain replacement (road work)	CWF grant	0	42,000	423,000	0	0
620041	Transportation	Centennial Ave - West of Church	Cap. Works res.	0	300,000	0	0	0
620001	Transportation	Church St resurfacing	CWF grant	0	396,133	0	0	0
TBD	Transportation	Church St Bike Lanes/sidewalk projects	Cap. Works res.	0	367,200	0	0	0
600003	Transportation	Church St(Robb-Comox)Resurfacing	Cap. Works res.	150,000	0	0	0	0
620050	Transportation	Church St(Robb-Comox)Resurfacing	Cap. Works res.	0	700,000	0	0	0
640024	Transportation	Church St(Robb-Comox)Sidewalks	GCF grant	0	500,000	0	0	0
620050	Transportation	Church St(Robb-Comox)Resurfacing	CWF grant	0	700,000	0	0	0
TBD	Transportation	Comox Ave (Church and Nordin)	Cap. Works res.	0	0	0	60,000	600,000
620004	Transportation	Donovan Drive Resurfacing Rd	GCF grant	0	50,000	495,000	0	0
620006	Transportation	Donovan Place Resurfacing Rd	Cap. Works res.	0	0	75,000	0	0
620040	Transportation	Douglas St (S. of Centennial) Rd	GCF grant	0	217,500	0	0	0

WO#	Department	Description	Funding	2026	2027	2028	2029	2030
620051	Transportation	Downey Ave Resurfacing	Cap. Works res.	0	0	0	412,500	0
620003	Transportation	Ellis Street Resurfacing Rd	Cap. Works res.	0	0	45,000	0	0
620067	Transportation	Filberg Road Resurfacing	GCF grant	0	0	300,000	0	0
620032	Transportation	Guthrie (Pritchard-School) Rd	GCF grant	0	0	330,000	0	0
620031	Transportation	Heather Court Resurfacing Rd	Cap. Works res.	90,000	0	0	0	0
620068	Transportation	Mack Laing Court Resurfacing	Cap. Works res.	0	0	195,000	0	0
620037	Transportation	Maquinna Ave (W. of Pritchard) Rd	Cap. Works res.	0	0	0	40,000	200,000
620037	Transportation	Maquinna Ave (W. of Pritchard) Rd	CWF grant	0	0	0	0	205,000
620052	Transportation	Mcculloch Ave Asphalt replacement	Cap. Works res.	0	0	0	0	135,000
620053	Transportation	McLeod St. Asphalt Resurfacing	Cap. Works res.	0	0	0	40,000	390,000
640025	Transportation	Noel Av W (Spitfire-Aitken) SW-sidewalks	Cap. Works res.	0	65,000	0	0	0
640025	Transportation	Noel Av W (Spitfire-Aitken) SW-sidewalks	CWF grant	0	0	343,650	0	0
620002	Transportation	Noel Ave (Spitfire - Aitken) Road	Cap. Works res.	0	0	266,200	0	0
620007	Transportation	Orchard Park Dr Resurfacing Rd	Cap. Works res.	0	0	0	78,000	0
620054	Transportation	Orchard Park Dr, Asphalt replacement	Cap. Works res.	0	0	250,000	0	0
620056	Transportation	Richardson Ave - Asphalt replacement	Cap. Works res.	0	0	0	27,000	270,000
620033	Transportation	Robb (Aitken-Anderton) Road	GCF grant	974,780	0	0	0	0
640029	Transportation	Robb (Aitken to Anderton) Sidewalk	GCF grant	436,650	0	0	0	0
620057	Transportation	Rodello St - Asphalt replacement	Cap. Works res.	0	0	45,000	465,000	0
620058	Transportation	Skeena Dr, Asphalt Replacement	Cap. Works res.	0	0	67,000	675,000	0
TBD	Transportation	Stewart Street (btwn Balmoral and Balsam)	Cap. Works res.	0	0	0	30,000	300,000
620059	Transportation	Thistle Crt, Asphalt Replacement	GCF grant	135,000	0	0	0	0
620060	Transportation	Totem Crt, Asphalt Replacement	Cap. Works res.	0	0	0	95,000	0
640027	Transportation	Totem Crt, Sidewalk Replacement	Cap. Works res.	0	0	0	25,000	0
620061	Transportation	Totem Cres, Asphalt Replacement	CWF grant	0	0	0	243,000	0
620069	Transportation	Vine St Resurfacing	Cap. Works res.	0	75,000	0	0	0
620062	Transportation	Wallace Ave, Asphalt Replacement	CWF grant	0	0	0	35,000	345,000
620063	Transportation	Woodland Dr, Asphalt Replacement	CWF grant	0	0	0	210,000	0
720018	Transportation	Aitken St Storm	Cap. Works res.	0	0	201,500	0	0
TBD	Transportation	Alpine storm replacement	Cap. Works res.	0	0	0	0	149,500
720019	Transportation	Cedar Ave Storm	Cap. Works res.	0	10,000	110,500	0	0
TBD	Transportation	Centennial Ave Storm Replacement	Cap. Works res.	0	149,500	0	0	0
TBD	Transportation	Church Storm (Robb-Comox Ave)	Cap. Works res.	45,000	450,000	0	0	0
720002	Transportation	Church Storm (Robb-Noel)	Cap. Works res.	0	250,000	0	0	0
TBD	Transportation	Comox Ave storm replacement (Church to Nordin)	Cap. Works res.	0	0	0	20,000	195,000
TBD	Transportation	Downey Ave Storm Replacement(Aitken-Rodello)	Cap. Works res.	0	0	0	178,750	0
TBD	Transportation	Filberg Road storm replacement(Comox to end)	Cap. Works res.	0	0	146,250	0	0
720022	Transportation	Douglas St Storm	Cap. Works res.	0	96,500	0	0	0
720023	Transportation	Mcculloch Storm Replacement	Cap. Works res.	0	0	0	6,000	58,500
720016	Transportation	McLeod Storm Replacement(Richardson to end)	Cap. Works res.	0	0	0	3,500	32,500
720005	Transportation	Noel Storm Replacement	Cap. Works res.	0	21,000	220,000	0	0
720007	Transportation	Robb Storm Replacement (W. of Anderton)(DCC)	Cap. Works res.	85,595	0	0	0	0
720007	Transportation	Robb Storm Replacement (W. of Anderton)(DCC)	DCC Drainage	9,405	0	0	0	0

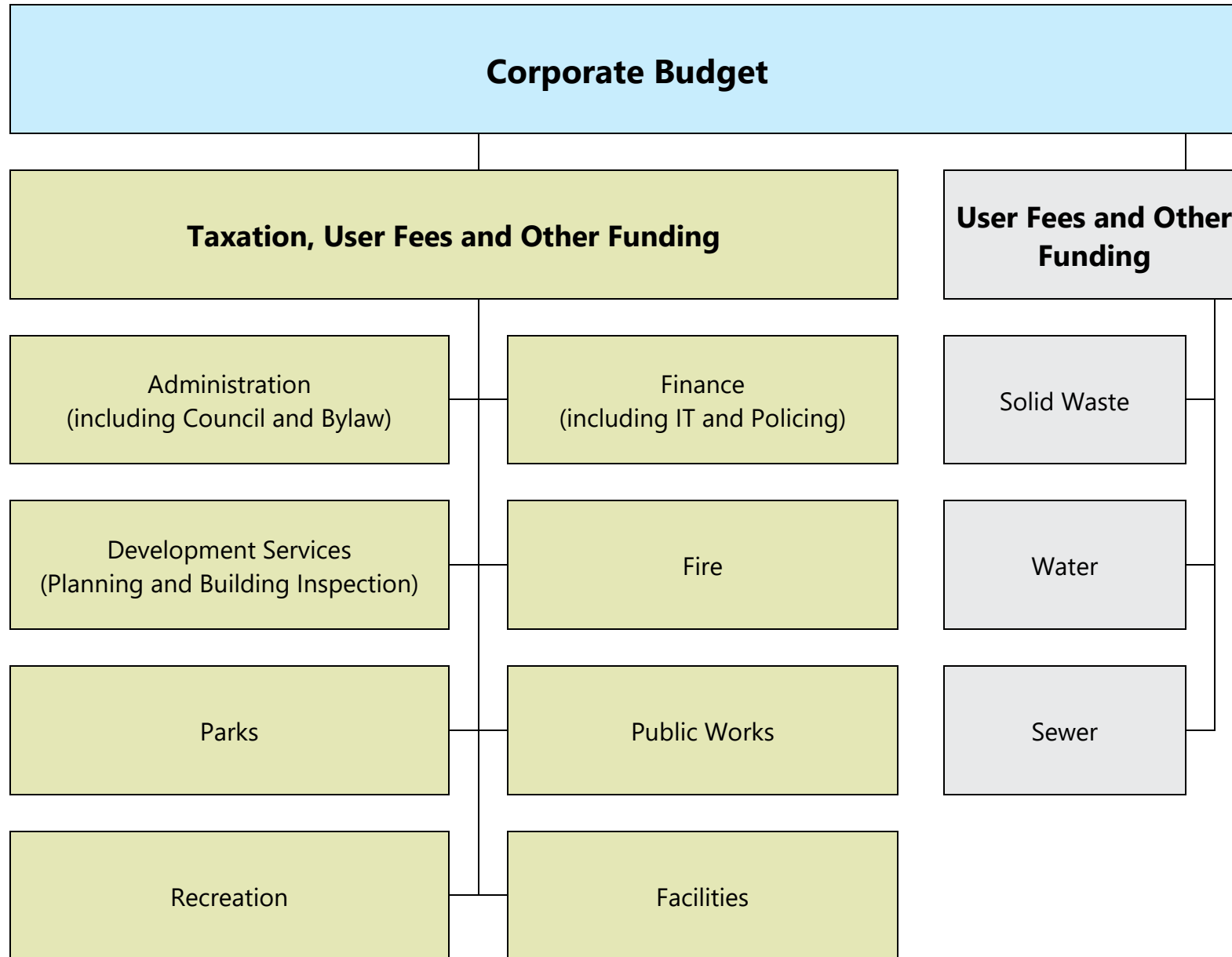
WO#	Department	Description	Funding	2026	2027	2028	2029	2030
TBD	Parks	Beach Access Improvements	Cap. Works res.	15,000	0	0	0	0
TBD	Parks	Pioneer Park dog park (fencing and signage)	Cap. Works res.	20,000	0	0	0	0
TBD	Parks	Lancaster Park Washroom (DCC)	Cap. Works res.	0	0	850	0	0
TBD	Parks	Lancaster Park Washroom (DCC)	DCC Open Space	0	0	84,150	0	0
TBD	Parks	Lancaster Park Shade Structure (ACC)	DCC Open Space	0	0	0	14,850	0
TBD	Parks	Lancaster Park Shade Structure (ACC)	Cap. Works res.	0	0	0	60,150	0
TBD	Parks	Lancaster Park Playground Expansion (DCC)	DCC Open Space	0	0	0	11,880	0
TBD	Parks	Lancaster Park Playground Expansion (DCC)	Cap. Works res.	0	0	0	48,120	0
TBD	Parks	Kye Bay Washroom (DCC)	Cap. Works res.	0	0	850	0	0
TBD	Parks	Kye Bay Washroom (DCC)	DCC Open Space	0	0	84,150	0	0
TBD	Parks	Waterfront Parks Washroom (DCC)	Cap. Works res.	0	800	0	0	0
TBD	Parks	Waterfront Parks Washroom (DCC)	DCC Open Space	0	79,200	0	0	0
TBD	Parks	Highland-Dog Park (signage and fencing only)	RFFE: general	0	20,000	0	0	0
TBD	Parks	Highland-Pickleball Court	Cap. Works res.	0	0	0	0	350,000
TBD	Parks	Highland-Basketball Court	Cap. Works res.	0	0	0	100,000	0
220001	Parks	Dog Park Surfacing	RFFE: general	0	0	15,000	0	0
TBD	Parks	Dog Park Structure	Cap. Works res.	60,000	0	0	0	0
TBD	Parks	Marina Park Splash Pad Shade Structure (ACC)	DCC Open Space	0	0	0	14,850	0
TBD	Parks	Marina Park Splash Pad Shade Structure (ACC)	Cap. Works res.	0	0	0	60,150	0
TBD	Parks	Marina Park-Playground Upgrades (DCC)	Cap. Works res.	0	0	0	0	6,000
TBD	Parks	Marina Park-Playground Upgrades (DCC)	DCC Open Space	0	0	0	0	594,000
TBD	Parks	Elks (Kye Bay) Playground-Shower	RFFE: general	0	15,000	0	0	0
254002	Parks	Elks (Kye Bay) Playground Expansion (DCC)	DCC Open Space	0	0	0	19,800	0
254002	Parks	Elks (Kye Bay) Playground Expansion (DCC)	Cap. Works res.	0	0	0	80,200	0
254001	Parks	McKenzie Park Water Fountain and misting pole	Equip repl. res.	20,000	0	0	0	0
TBD	Parks	Salish-Tot playground replacement	Cap. Works res.	0	60,000	0	0	0
TBD	Parks	Salish-Park Fountain/Misting Pole	Equip repl. res.	0	20,000	0	0	0
254003	Parks	Village Playground Play Strct (DCC)	DCC Open Space	0	0	198,000	0	0
254003	Parks	Village Playground Play Strct (DCC)	Cap. Works res.	0	0	2,000	0	0
TBD	Parks	Village Park Tot Lot replacement	Equip repl. res.	0	0	0	150,000	0
TBD	Parks	Village Park-Water fountain replacement	Equip repl. res.	0	11,000	0	0	0
TBD	Parks	Lancaster Park Water Play	Cap. Works res.	0	0	70,000	0	0
TBD	Parks	Harbourwood Park Court	Cap. Works res.	60,000	0	0	0	0
TBD	Parks	Village Park/CC Field Basketball Court (ACC)	DCC Open Space	0	0	0	29,700	0
TBD	Parks	Village Park/CC Field Basketball Court (ACC)	Cap. Works res.	0	0	0	120,300	0
TBD	Parks	Village Park (CC Field) Drainage (DCC)	DCC Open Space	0	25,740	0	0	0
TBD	Parks	Village Park (CC Field) Drainage (DCC)	Cap. Works res.	0	104,260	0	0	0
TBD	Parks	Highland Park rugby field-cost share (CVRD/SD71)	Cap. Works res.	0	0	0	0	367,000
TBD	Parks	Highland Park rugby field-cost share (CVRD/SD71)	Reg. Parks grant	0	0	0	0	733,000
TBD	Parks	Village Park Pop Up - Modular Pump Track	Cap. Works res.	140,000	0	0	0	0
512068	Parks	Unit#68 Garbage Truck	Lease	0	0	0	150,000	0
512062	Parks	Unit#62 Ford replacement (2016)	Lease	0	0	80,000	0	0
512064	Parks	Unit#64 Ford250 replacement (2015)	Equip repl. res.	80,000	0	0	0	0

WO#	Department	Description	Funding	2026	2027	2028	2029	2030
512067	Parks	Unit#62 Ford550 replacement (2016)	Lease	0	0	170,000	0	0
TBD	Parks	NEW Track Dumper for trail work	Equip repl. res.	0	35,000	0	0	0
513080	Parks	Unit#80-John Deer Gator	Equip repl. res.	13,000	0	0	0	0
513075	Parks	Unit#75-Toro 4010 Mower (2016)	Equip repl. res.	0	0	0	160,000	0
TBD	Parks	NEW Mini Excavator	Equip repl. res.	0	85,000	0	0	0
262002	Parks	Bleachers replacement (2/yr)	Equip repl. res.	15,000	15,000	0	0	0
TBD	Recreation	Boulder/Climbing Wall Gym A or B	RFFE: general	18,000	0	0	0	0
TBD	Recreation	Domestic hot water tank replacement	Equip repl. res.	60,000	0	0	0	0
310009	Recreation	Geothermal System HVAC system	Equip repl. res.	50,000	0	0	0	0
573001	Recreation	Rec Fitness Equipment	Equip repl. res.	36,000	36,000	36,000	37,000	38,000
310026	Admin	New Town Hall design	Loan	0	0	220,000	0	0
TBD	Admin	New Town Construction	Loan	0	0	0	15,000,000	0
310032	Parks	Mack Laing Pavillion	Cap. Works res.	200,700	0	0	0	0
TBD	Recreation	Gym retractable wall	GCF grant	0	250,000	0	0	0
TBD	Recreation	Gym floor replacement	GCF grant	0	0	150,000	0	0
TBD	Recreation	New sidewalks/pathways-East/West	GCF grant	0	0	110,000	0	0
TBD	Recreation	Recreation/fitness studio expansion	Loan	0	0	0	175,000	4,000,000
671001	Marina	Marina Upgrades Docks	Marina cap. res.	50,000	50,000	50,000	50,000	0
TBD	Water	Alpine water replacement	RFFE: water	0	0	0	0	230,000
TBD	Water	Centennial Ave water replacement (Church to Douglas)	Water cap. res.	0	230,000	0	0	0
TBD	Water	Church St water replacement (Noel to Robb)	Water cap. res.	28,000	283,500	0	0	0
TBD	Water	Church St water replacement (Robb to Comox)	Water cap. res.	81,000	810,000	0	0	0
TBD	Water	Comox Ave water replacement (Church to Nordin)	Water cap. res.	0	0	0	30,000	300,000
TBD	Water	Douglas St water replacement (Centennial to Pathway)	Water cap. res.	15,000	156,000	0	0	0
840001	Water	Dryden water replacement (Anderton-Pritchard) (DCC)	DCC Water	0	0	0	24,750	396,000
840001	Water	Dryden water replacement (Anderton-Pritchard) (DCC)	Water cap. res.	0	0	0	25,250	404,000
840018	Water	Ellis St Water replacement	Water cap. res.	0	9,000	90,000	0	0
TBD	Water	Water replacement (Comox to Chamber)	Water cap. res.	0	20,000	222,000	0	0
TBD	Water	Maquinna Ave water replacement (Pritchard to end)	Water cap. res.	0	0	0	27,000	270,000
881002	Water	Water Meter Software/Meters	Water cap. res.	30,000	30,000	30,000	30,000	0
882002	Water	New Fire Hydrants	Water cap. res.	20,000	20,000	20,000	20,000	0
840017	Water	Aitken St watermain replacement	Water cap. res.	0	40,000	416,000	0	0
840011	Water	PRV (Cambridge-Pritchard) (DCC)	Water cap. res.	0	0	0	0	12,625
840011	Water	PRV (Cambridge-Pritchard) (DCC)	DCC Water	0	0	0	0	12,375
840014	Water	Cedar Ave watermain (Pritchard-Stewart)	Water cap. res.	0	23,000	230,000	0	0
TBD	Water	McCulloch Ave water replacement	Water cap. res.	0	0	0	10,000	90,000
TBD	Water	McLeod water replacement (Richardson to Buena Vista)	Water cap. res.	0	0	0	25,000	230,000
840005	Water	Noel water replacement (Spitfire-Aitken) (DCC)	Water cap. res.	0	4,905	53,628	0	0
840005	Water	Noel water replacement (Spitfire-Aitken) (DCC)	DCC Water	0	40,095	438,372	0	0
TBD	Water	Orchard Park Dr-water replacement (Comox to end)	Water cap. res.	0	35,000	348,000	0	0
TBD	Water	Richardson Ave-water replacement (McLeod to end)	Water cap. res.	0	0	0	18,000	185,000
840020	Water	Robb Ave watermain replacement (Aitken to Anderton)	Water cap. res.	823,000	0	0	0	0
TBD	Water	Rodolfo St water replacement (Downey to Robb)	Water cap. res.	0	0	30,000	310,000	0

WO#	Department	Description	Funding	2026	2027	2028	2029	2030
TBD	Water	Skeena Dr water replacement (Pritchard to Woodland)	Water cap. res.	0	0	27,000	270,000	0
TBD	Water	Stewart St water replacement (Balmoral to Balsam)	Water cap. res.	0	0	0	12,000	120,000
TBD	Water	Wallace Ave water replacement	Water cap. res.	0	0	0	23,000	230,000
940006	Sewer	Port Augusta-Jane St Sanitary (HAF)	Fed Sewer grant	1,026,056	0	0	0	0
940006	Sewer	Port Augusta-Jane St Sanitary (HAF)	Sewer cap. res.	1,173,944	0	0	0	0
940010	Sewer	Foreshore-Design Foreshore Repl. Phase 1(DCC)	DCC Sewer	0	18,562	37,125	1,856,250	0
940010	Sewer	Foreshore-Design Foreshore Repl. Phase 1(DCC)	Sewer cap. res.	0	6,438	12,875	643,750	0
932002	Sewer	Simon Cresc. Electrical Kiosk	Sewer cap. res.	30,000	0	0	0	0
TBD	Sewer	Aitken St sewer replacement (Comox to Downey)	Sewer cap. res.	0	0	192,000	0	0
TBD	Sewer	Alpine St sewer replacement	Sewer cap. res.	0	0	0	13,500	162,000
TBD	Sewer	Cedar Ave Sewer replacement	Sewer cap. res.	0	10,000	75,000	0	0
TBD	Sewer	Centennial Ave Sewer replacement	Sewer cap. res.	14,000	138,000	0	0	0
TBD	Sewer	Comox Ave sewer replacement (Port Augusta to Nordin)	Sewer cap. res.	0	0	0	18,000	180,000
TBD	Sewer	Douglas St Sewer replacement	Sewer cap. res.	6,500	66,000	0	0	0
TBD	Sewer	Downey Ave Sewer replacement	Sewer cap. res.	0	0	0	165,000	0
TBD	Sewer	Filberg Road sewer replacement - Comox to end	Sewer cap. res.	0	0	90,000	0	0
TBD	Sewer	McCulloch Ave Sewer replacement	Sewer cap. res.	0	0	0	5,400	54,000
TBD	Sewer	McLeod St Sewer replacement	Sewer cap. res.	0	0	0	9,000	90,000
TBD	Sewer	Noel Ave Sanitary replacement (Noel Aitken to Spitfire)	Sewer cap. res.	0	21,000	215,500	0	0
TBD	Sewer	Richardson Ave. Sewer replacement	Sewer cap. res.	0	0	0	11,000	111,000
940005	Sewer	Robb Sewer replacement	Sewer cap. res.	360,000	0	0	0	0
TBD	Sewer	Stewart St sewer replacement - Balmoral to Balsam	Sewer cap. res.	0	0	0	12,000	120,000
TBD	Sewer	Wallace Ave. Sewer replacement	Sewer cap. res.	0	0	0	13,000	126,000

Summary and Analysis by Department

Departmental/Fund Relationship



Administration including Council

The General Administration Department is responsible for the implementation and management of new and existing government policies and programs under the direction of the elected Comox Council.

This broadly defined department includes many individual departments in the budget framework including; Council, the CAO's office, Legislative Services Department, Human Resources, and economic development.

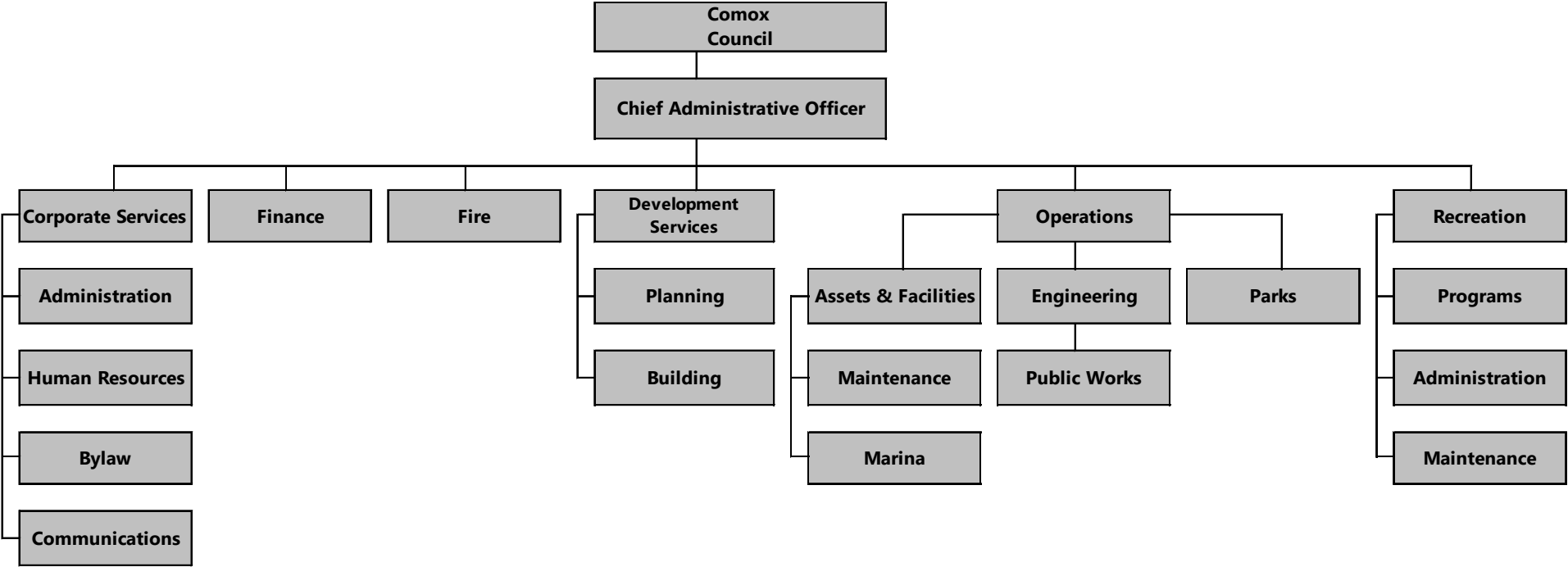
Human Resources supports the achievement of the Town's goals by providing strategic solutions. HR ensures the Town is able to attract the best talent at an effective cost. HR also oversees Health and Safety, Accessibility, and manages employment related risk management and compliance. HR regularly completes the recruitment of upwards of 50 hires each year.

Council, CAO's Office and Corporate Services Department

These departments provide governance and support for the governance of the municipality. This includes overseeing the management of the municipality's records and coordinating meetings of Council and administering the municipality's elections. The Corporate Services Department also manages Freedom of Information requests, municipal bylaw enforcement, and communications, among others.



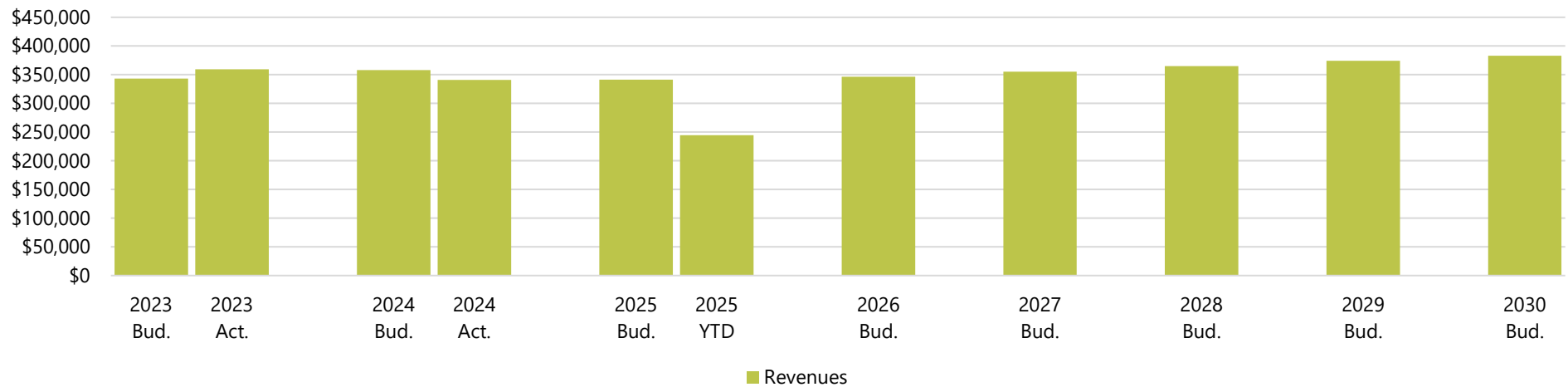
Organizational Chart



Administration Budget Analysis

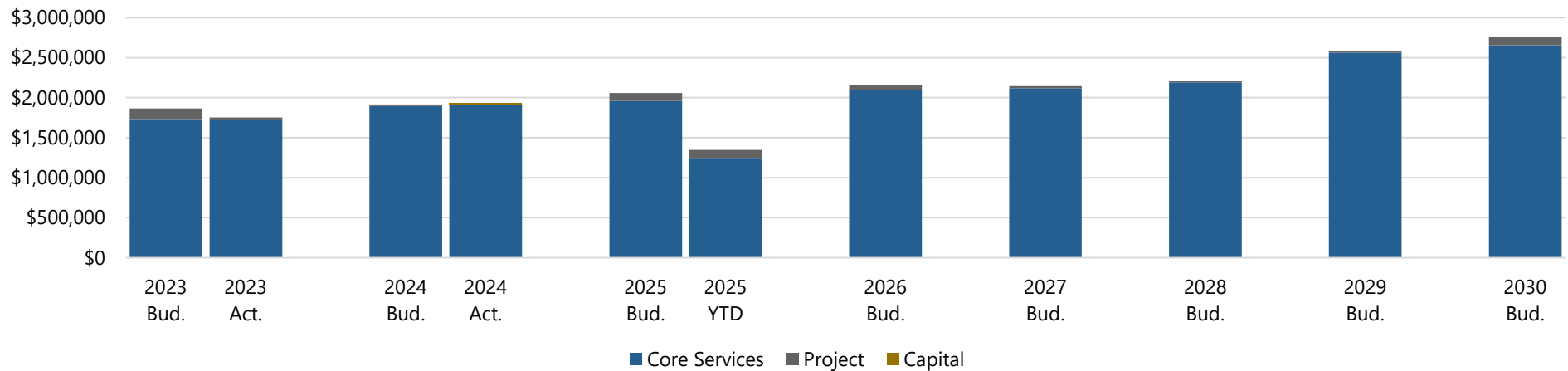
ADMINISTRATION SUMMARY REVENUE	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2025 YTD	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
TOTAL REVENUE	343,088	359,471	358,062	340,850	341,491	244,464	346,471	355,247	364,881	374,102	382,916
EXPENSES											
Operating Exp.											
<u>Core Services</u>											
Total Core Serv.	1,733,411	1,720,345	1,896,514	1,922,167	1,958,303	1,249,807	2,090,689	2,118,735	2,189,876	2,561,745	2,654,572
<u>Special Projects</u>											
3.Project	133,000	32,386	20,000	0	100,000	98,921	70,000	25,000	20,000	20,600	104,220
Total Oper. Exp.	1,866,411	1,752,732	1,916,514	1,922,167	2,058,303	1,348,728	2,160,689	2,143,735	2,209,876	2,582,345	2,758,792
Capital Expenses											
4.Capital	0	0	0	12,101	0	0	0	0	0	0	
Total Capital	0	0	0	12,101	0	0	0	0	0	0	0
TOTAL EXP.	1,866,411	1,752,732	1,916,514	1,934,268	2,058,303	1,348,728	2,160,689	2,143,735	2,209,876	2,582,345	2,758,792
NET	-1,523,323	-1,393,260	-1,558,452	-1,593,418	-1,716,812	-1,104,264	-1,814,218	-1,788,488	-1,844,995	-2,208,243	-2,375,876

Administrations Revenue by Section



Revenues primarily consist of leases of municipally owned properties and fees from the gas utility.

Administration Expenses



Expenses are generally steady with occasional consulting projects or election expenses that occur quadrennially.

Finance including IT and Policing

The Finance Department is responsible for the financial integrity of the Town, and as such, is viewed as the financial steward of the municipality. The Finance Department delivers high quality financial services through four sections:

- Accounting
- Taxation
- Financial Planning and Budgeting
- Information Technology

Finance staff provide tax billing and collection services, accounting and payroll services, budgeting and financial planning and provides leadership and oversees the Town's IT contractor in a prompt, courteous and cost effective manner.

In carrying out this responsibility, the Finance Division:

- Provides financial reporting and internal controls
- Upholds the fiduciary responsibility to manage the assets of the District
- Provides guidance for the overall financial stability of the District

Financial flow through the Finance Department

The Comox budgeting methodology is designed to flow Departmental funding including taxation, borrowing and grants through the Finance Department budget. Also included within the Finance Department budget is the IT budget and the Policing budget. As such, these revenues and expenses that may be attributable to other Departments will show here. Using the construction of the Town Hall as an example, the capital expense for the construction of a building will appear in Facilities Department while the matching revenue from the loan will appear in Finance Department.



Information Technology

The IT Department provides services to other Town departments including enterprise-wide municipal applications support, technology infrastructure and integration, IT security among other support.

The Town develops strategic direction and IT planning and outsources the operational management of its IT needs in order to receive a higher level of service, functionality and implementation at an economical cost.

space, where the public relies on the continuity of a diverse array of vital services.

The Town of Comox has developed an Implementation Roadmap of several IT projects to establish or bolster BCDR capabilities for certain key systems.

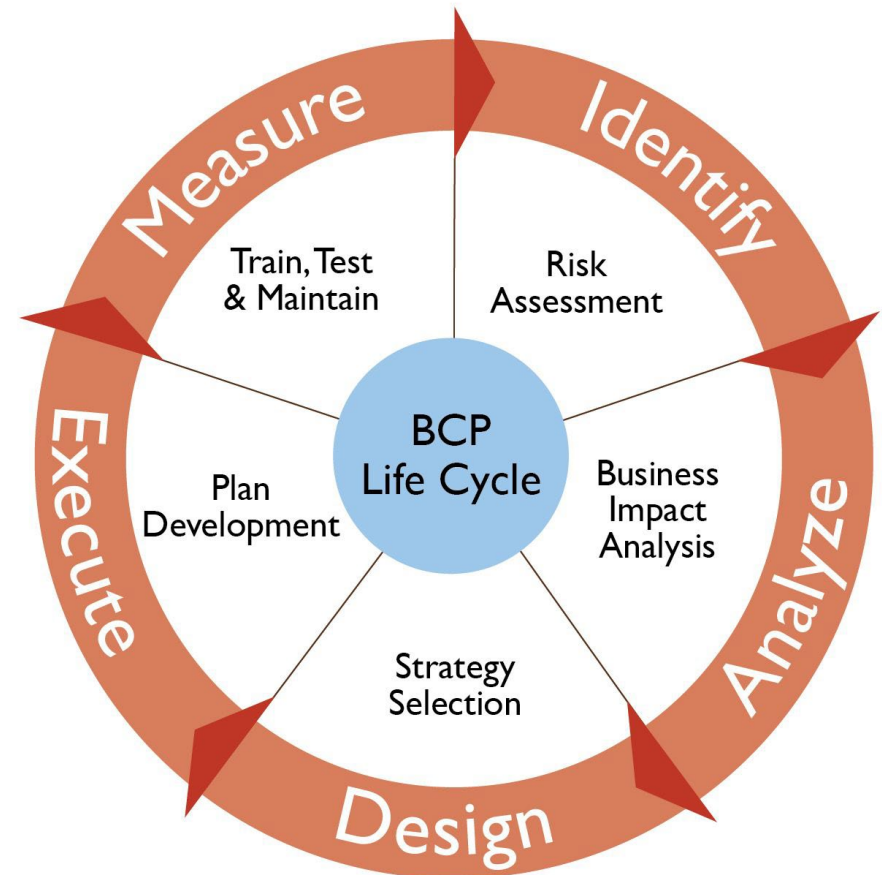
The Implementation Roadmap, approved by Council in Fall 2023, distills this diverse set of recommendations into a set of coherent strategies that integrate with the overarching strategic decisions the Town will be facing as to its general IT infrastructure. The Town has completed the first year of this multi-year project that will continue through 2025 and into 2026.

The bulk of the projects and initiatives are budgeted within the operating budget and include new ongoing applications and services to be included in current and ongoing budgeting.



Business Continuity and Disaster Recovery (BCDR)

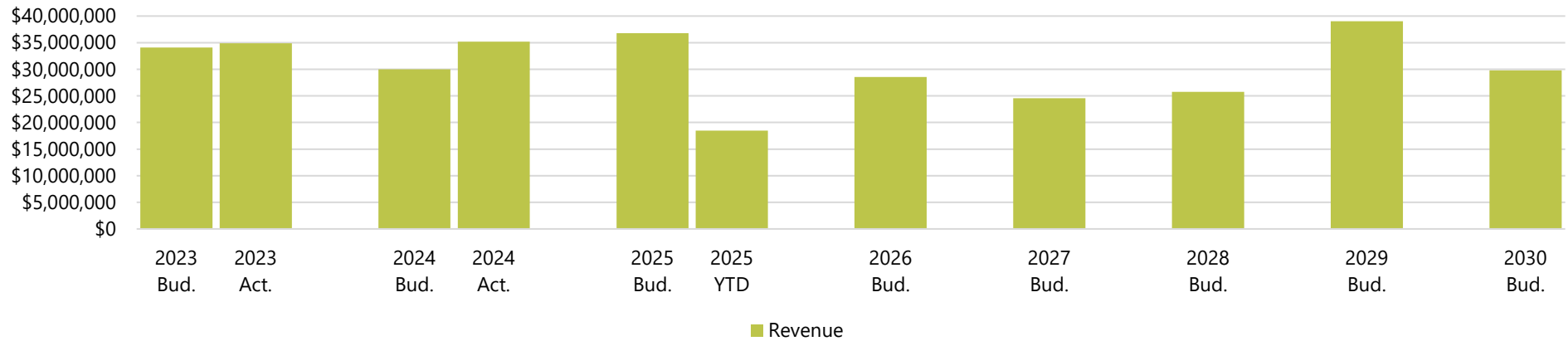
Business Continuity and Disaster Recovery (BCDR) are fundamental factors in the development of a comprehensive IT strategy for virtually any modern institution. These considerations are especially important in the government



Finance Budget Analysis

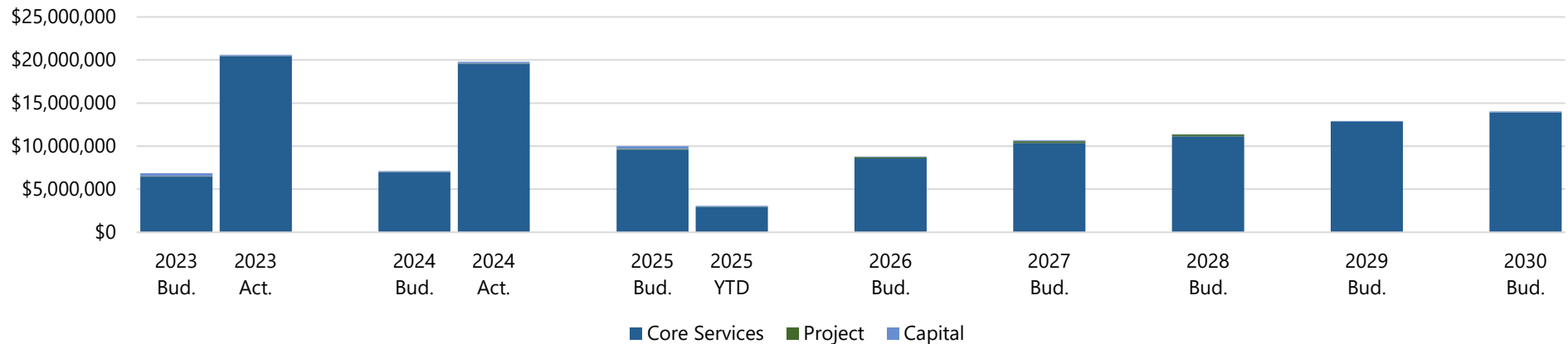
FINANCE SUMMARY REVENUE	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2025 YTD	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
TOTAL REVENUE	34,105,739	34,876,175	29,988,552	35,200,059	36,771,111	18,482,997	28,572,420	24,540,246	25,772,039	39,024,492	29,798,718
EXPENSES											
Operating Exp.											
<u>Core Services</u>											
Total Core Serv.	6,474,694	20,448,512	6,993,359	19,548,339	9,602,655	2,965,777	8,581,005	10,386,014	11,153,181	12,827,999	13,886,169
<u>Special Projects</u>											
3.Project	40,000	31,000	34,000	69,570	100,930	9,908	153,850	212,350	199,836	15,000	15,000
Total Oper. Exp.	6,514,694	20,479,512	7,027,359	19,617,909	9,703,585	2,975,685	8,734,855	10,598,364	11,353,017	12,842,999	13,901,169
Capital Expenses											
4.Capital	346,300	131,591	87,600	174,286	295,000	101,191	60,500	75,000	21,473	98,674	138,000
Total Capital	346,300	131,591	87,600	174,286	295,000	101,191	60,500	75,000	21,473	98,674	138,000
TOTAL EXP.	6,860,994	20,611,103	7,114,959	19,792,195	9,998,585	3,076,875	8,795,355	10,673,364	11,374,490	12,941,673	14,039,169
NET	27,244,745	14,265,072	22,873,593	15,407,865	26,772,526	15,406,122	19,777,065	13,866,882	14,397,549	26,082,819	15,759,549

Finance Revenue



Finance revenues primarily consist of property taxation, transfers from reserves, borrowed funds and grants for all departments. Borrowed funds show in 2026, 2029 and 2030. Several large grants were received or accounted from 2023 to 2025.

Finance Expenses



Finance expenses primarily consist of core operating expenses and highly variable transfers to reserves from grants or earned interest from investments or other periodic expenses.

RCMP Policing



The Comox Valley detachment of the RCMP serves: Courtenay, Comox, Cumberland, Comox Valley Regional District, K'omoks First Nation, Denman Island and Hornby Island.

The services available include:

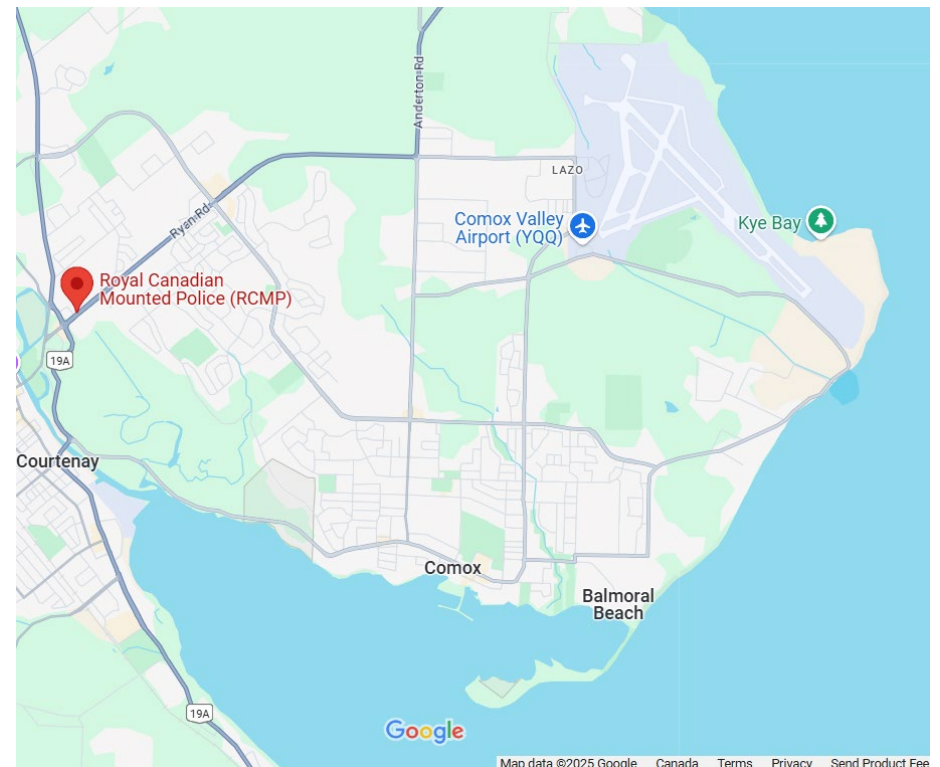
- Criminal records check
- Fingerprints
- General information
- Non-emergency complaints
- Online crime reporting
- Outside detachment emergency phone
- Police certificate
- Report a crime
- Victim services
- Vulnerable sector check

Policing services operate using the federal government budget year which is April 1 to March 31. This results in a split policing budget year when it is converted to the municipal budget year which is January 1 to December 31. Any changes in the policing budget will impact 9 of the 12 months in the first year (April to December) and 3 of the 12 months in the second year (January to March).

The province provides funding for policing services to municipalities on a sliding scale that is based on population.

Population	Under 5,000	5,000 – 14,999	15,000+
Provincial Funding	100%	30%	10%

The 2026 budget has assumed that the RCMP will honour the request by Comox Council to not increase the number of police officers as proposed in the budgets provided in June 2024 and June 2025.



2026-2030 Policing Budget Analysis

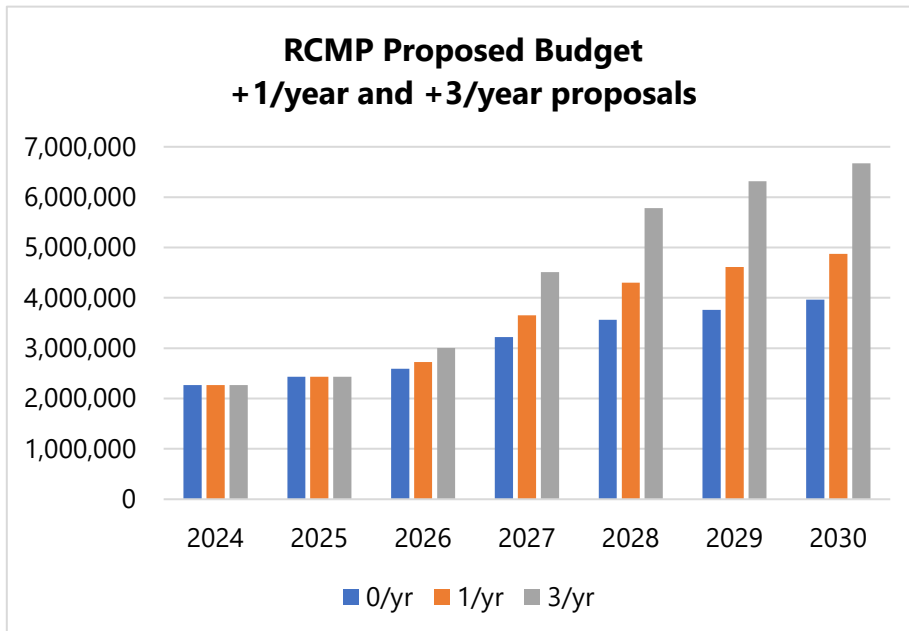
There are three main policing factors that are impacting the future budget in profound ways.

- 1) Reduction in provincial funding
- 2) Request for additional uniformed officers
- 3) Proposed new police headquarters

The first two factors could result in the policing budget almost tripling from 2024 to 2030 with major annual tax increases. The policing budget increase is anticipated to be 1.2% without increases to staffing.

Reduction in provincial funding

The province provides funding to offset 30% of the cost of policing services to municipalities with a population between 5,000 and 15,000. Once the population reaches 15,000 the funding drops to 10%. Comox's population is expected to exceed 15,000 in the 2026 census which will result in the following police budget starting in April 1, 2027 to only provide 10% provincial funding. The loss of 20% funding will need to be offset by a 4.7% tax increase in 2027 followed by an additional 2.4% tax increase in 2028.



Request for additional uniformed officers

The RCMP's June 2024 budget requested 3 additional uniformed officers at 1 per year in 2026, 2027 and 2026. Comox Council rejected the need for an increase and requested no change to staffing. The RCMP's June 2025 budget requested 9 additional uniformed officers at 3 per year in 2026, 2027 and 2028. Comox Council sent official notices to the RCMP and the Province requesting no change to staffing subject to review in 2027. In September 2025 the RCMP announced a policing service review for Comox would be conducted.

The cost per additional uniformed officer is \$260,421 (2026) excluding overtime. This cost represents an approximate 2.2% tax increase for each additional uniformed officer. The addition of 3 in one year would result in a 6.6% tax increase. The addition of 9 in 3 years would almost double the total uniformed police for the Town of Comox from 11.3 (2025) to 20.3 (2029).

Est. tax increase of reduced provincial funding and additional officers

New staff	2026	2027	2028	2029	2030
+0/yr	1.2%	4.7%	2.4%	1.3%	1.3%
+1/yr	2.3%	6.9%	4.6%	2.1%	1.7%
+3/yr	4.5%	11.3%	9.1%	3.6%	2.3%

Proposed new police headquarters

A new police headquarters is being discussed. No details have been provided to Comox regarding timing or cost to Comox taxpayers.

2025-2030 Policing projects

The RCMP has conducted the Modernization Strategy for Police and Public Safety Intervention Equipment. This will impact the policing levy to Comox. Some equipment decisions are yet to be determined and the financial impact will be known in future levy requests. These costs are not separately broken out in the budget presented to the Town and their costs are spread out amongst the participating communities in the funding level that Comox takes part in.

Transfer of Administration Staff

The RCMP are gradually shifting the costs of the administration staff from their budget to the municipal budget. This typically occurs when a staff member departs the RCMP and a new person is hired.

Cadet Recruitment Allowance (CRA)

In order to address recruitment challenges, remain competitive, and attract high caliber applicants, the RCMP is considering increasing the CRA as of September 1, 2024 from \$525 per week to \$1,215 per week and benchmark the CRA to 90% of a Step 1 Constable's weekly rate of pay to prevent erosion in the future.

Regular Member Pay Raises

A non-contractual estimate of 3.5% has been put forward.

Modernization of Intervention Equipment

Equipment replacements are scheduled over multiple years in the 2025-2029 budget with the costs often included as part of the Per Capita calculation.

Portable Ballistic Shields

Research has identified a need for the PBS in a general duty capacity. Costs are expected to be upwards of \$10,000 per item, multiplied by a recommended two PBS per the number of detachments. The anticipated costs for PBS is \$5,914.00 in 2025/26 and \$7,392.00 in 2026/27.

Breaching Equipment (Breaching Tools)

General Duty officers do not currently have access to a standardized breaching tool to gain entrance to a locked or barricaded door during an

active threat or unfolding event. A standard breaching tool for every frontline patrol vehicle in the country will provide the first officer(s) arriving on scene (active threat, domestic violence, person in crisis, Feeney warrant, etc.) with a breaching capability if urgently required. The anticipated costs for Breaching Tools is \$461.00 in 2025/26 and \$599.00 in 2026/27.

Hard Body Armour (HBA)

HBA is currently assigned per operational police vehicle which does not provide immediate access to all officers and does not optimally fit everyone. Total cost for Town of Comox is estimated to be \$11,671. Extended Range Impact Weapons 40mm (ERIW) Front line officers currently do not have a less lethal intervention option that allows them to maintain an increased distance from the subject. The anticipated costs for ERIW is \$2,913.00 in 2025/26 and \$3,640.00 in 2026/27.

Pistol Modernization

The RCMP has concluded that the in-service 9mm Smith and Wesson (S&W) 5946 and 3953 general duty pistols must be replaced. The anticipated costs for Pistol Modernisation is one per member in fiscal year 2025/26. Total cost for Town of Comox is estimated to be \$32,318.

TASER 7 Conducted Energy Weapon (CEW)

As part of the Modernization Strategy for Police and Public Safety Intervention Equipment, there is an opportunity to modernize the current CEW X26P model to a newer and upgraded version. The anticipated costs for CEW is one per front line member for fiscal years 2025/26 to 2029/30. Total cost for each fiscal year for Town of Comox is estimated as follows:

Fiscal Year	2025/26	2026/27	2027/28	2028/29	2029/30
Estimated Cost	\$9,682	\$12,270	\$14,861	\$17,450	\$17,454

General Duty (GD) Hand Held Thermal Device

Currently in the research and development stage the RCMP is examining various options and associated costs which currently range from \$2,500 to \$5,000 per device with a recommended minimum of two devices per detachment.

Chemical, Biological, Radiological and Nuclear (CBRN) Tactical Gas Mask Carry Bag

There is a requirement to replace the current CBRN tactical gas mask carry bag with an improved custom design that incorporates the needs of all RCMP CBRN First Responders (FR) and to be more inclusive with considerations for tactical, anthropometric, and operational needs. The anticipated costs for CBRN is 5% of contract strength for fiscal years 2025/26 through to 2029/30 multiplied by the per unit cost.

Fiscal Year	2025/26	2026/27	2027/28	2028/29	2029/30
Estimated Cost	\$71	\$90	\$109	\$128	\$128

Blue Force Tracking (BFT) formerly Android Team Awareness Kit (ATAK)

The RCMP commenced a COP (Common Operating Picture) project to explore options to address among other things, an incident response and management system capable of providing all users with a secure shared picture of unfolding incidents. An element of COP being tested by the RCMP is called ATAK which is an important part of this system, contributing to all four recommendations. The anticipated costs for BFT for fiscal years 2025/26 to 2029/30 is contract strength multiplied by the per member cost.

Digital Collaboration and Information Management (DCIM)

The RCMP does not have an enterprise solution for the management of electronic administrative and employee information. This has an impact on both operational effectiveness and ability to meet GC directives and legislated requirements. The next steps for DCIM will be to refine cost estimates, determine the source of funds, develop the project charter and move the initiative through RCMP governance bodies for Project and Expenditure Authority approvals.

RCMP Network Modernization

Many RCMP Divisions are requiring increases to their network capacity to enable modern applications across their sites ensuring continued availability and access to RCMP's operational systems and supporting ongoing police operations and administrative services.

Next Gen 9-1-1

As mandated by the Canadian Radio-Telecommunications Commission (CRTC), all Enhanced 9-1-1 (E9-1-1) infrastructure throughout Canada must be updated to support the additional features supported by Next-Generation 9-1-1 (NG9-1-1) technologies, which will require new or upgraded equipment in RCMP primary and secondary Public Safety Answer Points (PSAP) and Operational Communications Centres (OCC). NG9-1-1 phase II costs have been included for those municipalities with OCCs from 2025/26 to 2029/30 adjusted by ECOMM for the Provincial grant which covers up to 2026. On going costs are effective from January 2027.

Police Vehicles - General Duty

Police vehicles are subject to an evergreen cycle requiring regular replacement. Replacement criteria is 160,000 km or 10-years in service.

Fiscal Year	2025/26	2026/27	2027/28	2028/29	2029/30
Average Cost	\$72,000	\$75,000	\$78,000	\$81,000	\$87,000

In addition, average cost of vehicle fit-up is \$14,000 per vehicle increasing with inflation each year.

Body Worn Cameras (BWC)

In the Government of Canada's Fall Economic Statement (November 30, 2020) funding was provided to implement a National BWC and DEMS program for frontline RCMP officers to improve transparency and accountability and respond to concerns about policing from racialized and Indigenous communities. The anticipated costs for BWC is one per front line member for fiscal years 2025/26 to 2029/30. Total cost for each fiscal year for Town of Comox is estimated as follows:

Fiscal Year	2025/26	2026/27	2027/28	2028/29	2029/30
Estimated Cost	\$16,638	\$22,743	\$27,233	\$31,760	\$31,696

Cybercrime

The National Integrated Operations Council (NIOC) Sub-Committee on cyber is exploring methods that Contract Partners may use in order to increase RCMP capacity to investigate cybercrime. More information about the cost of this initiative will be provided to Contract Partners via CMC once this project is developed further.

**Corporate & Human Resources Enterprise Resource Planning (ERP)
Modernization (2022-26)**

Providing effective and efficient police services requires a robust Enterprise Resource Planning (ERP) system to sustain Corporate and Human Resource management functions such as Finance, Property Management, Procurement

Services, Training, Staffing, Recruitment, etc. In order for Corporate and HR support functions to remain relevant and effective today and into the future, the RCMP plans to make significant investments over a multi-year period.

Crypto Currency

Cryptocurrency, as a criminal enabler, is a serious threat to Canadian infrastructure and the economy, and its use is prevalent in operational investigations across the RCMP. RCMP is exploring methods that Contract Partners may use in order to increase RCMP capacity to investigate cryptocurrency-enabled crime. More information about the cost of this initiative will be provided to Contract Partners via CMC once this project is developed further.

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Comox Fire Rescue

Our fire department (Comox Fire Rescue) is uniquely owned and operated by the Town of Comox (roughly 2/3rds) and the Comox Fire Protection District (most of area B of Comox Valley Regional District). This unique arrangement allows for both partners to receive above average service at below average costs.

Comox Fire Rescue is also contracted to provide services to K'ómoks First Nations and Bates/Huband service area. We have mutual aid agreements with all other Comox Valley Fire departments including 19 Wing Fire Department at CFB Comox.

With a staff of eight full-time and fifty paid on call, highly trained employees the fire department delivers a full range of emergency services to approximately 23,000 citizens.

Over the past few years, we have placed a strong emphasis on wildfire prevention and response.

Our fire station is older (48 years) and in need of a major upgrade. Our equipment is modern and in excellent shape.

Comox Fire Rescue is well positioned to continue to provide excellent services to our growing community.



External Fire Protection Services

The Town of Comox provides fire services to three areas outside of the Town. These external fire protection areas are formalized through agreements.

Bates/Huband Road Fire Protection Local Service Area

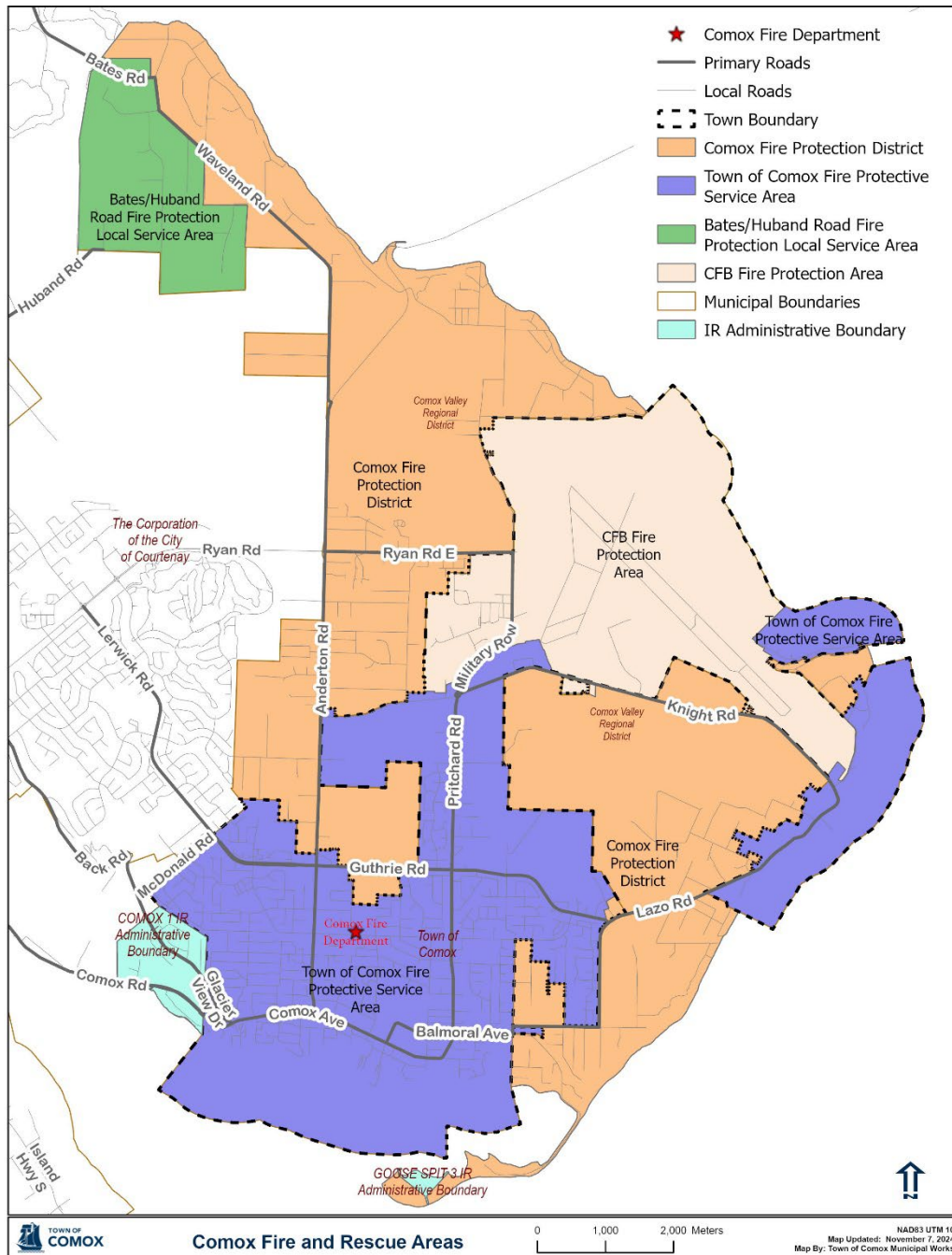
The Bates/Huband Road Fire Protection Local Service Area was established on October 27, 1997, with the CVRD. The most recent renewal was effective January 1, 2024, with an expiry date of December 31, 2026. The annual cost to the CVRD is calculated by apportioning the net operating costs less extraordinary fire suppression and scene security costs based on the net taxable value of land and improvements for general taxation purposes.

K'ómoks First Nation

The K'ómoks First Nation's most recent renewal was effective January 1, 2020, with an expiry date of December 31, 2025. The annual cost to the KFN is calculated by a fee for service model based on the number of buildings protected, calculated annually, with additional buildings prorated during their year of addition,

Comox Fire Protection Improvement District

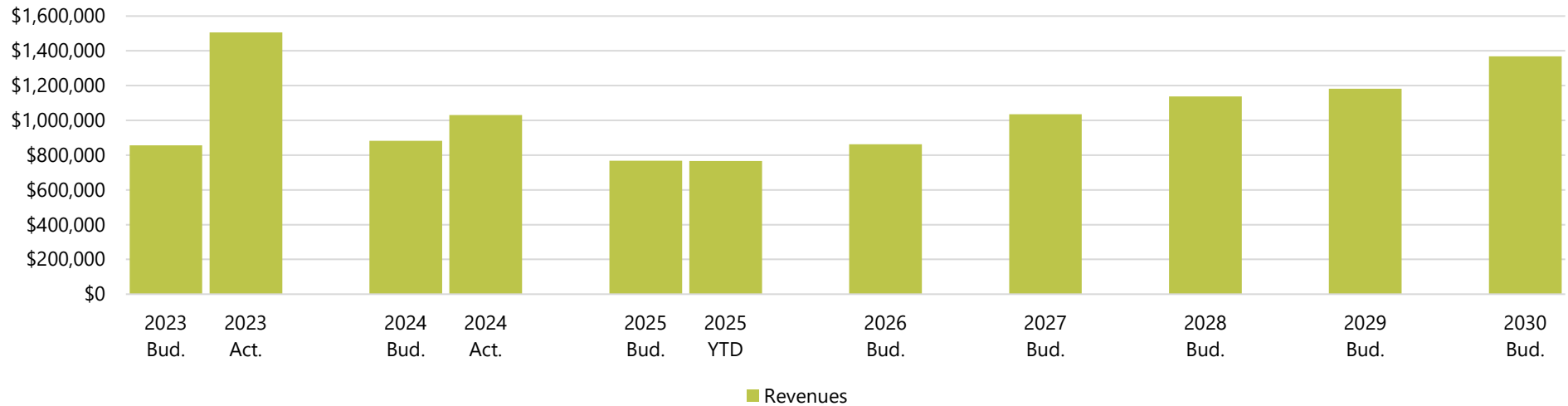
The Comox Fire Protection Improvement District's most recent renewal was effective January 1, 2017, with an expiry date of December 31, 2021. The annual operating costs are apportioned based on the ratio each party bears to the total assessment for hospital taxation purposes. The annual capital expenditures are apportioned based on two-thirds by the Town of Comox and one-third by the Comox Fire Protection Improvement District. It is noted that the agreement stipulates that the Comox Fire Protection Improvement District retains an ownership of one-third of the equity in all Comox Fire Rescue assets and that upon cessation of the partnership that this share must be repaid.



Comox Fire Rescue Budget Analysis

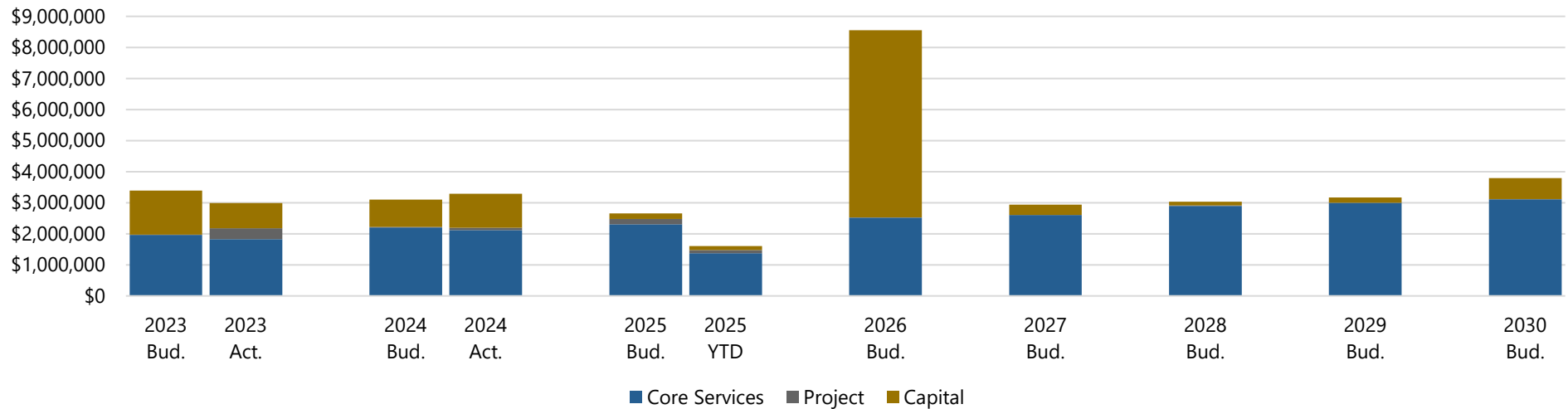
FIRE SUMMARY	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2025 YTD	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
REVENUE											
1.Revenue	855,988	1,506,556	883,146	1,030,018	768,200	765,548	862,385	1,034,849	1,137,740	1,181,332	1,367,937
TOTAL REVENUE	855,988	1,506,556	883,146	1,030,018	768,200	765,548	862,385	1,034,849	1,137,740	1,181,332	1,367,937
EXPENSES											
Operating Exp.											
<u>Core Services</u>											
Total Core Serv.	1,961,536	1,828,769	2,203,296	2,115,708	2,303,890	1,376,803	2,520,306	2,608,636	2,899,538	3,002,061	3,105,758
<u>Special Projects</u>											
3.Project	10,000	348,674	20,000	76,565	170,000	99,631	10,000	0	10,000	0	10,000
Total Oper. Exp.	1,971,536	2,177,444	2,223,296	2,192,272	2,473,890	1,476,434	2,530,306	2,608,636	2,909,538	3,002,061	3,115,758
Capital Expenses											
4.Capital	1,423,000	811,336	875,000	1,095,901	185,000	127,864	6,020,000	330,000	125,000	170,000	680,000
Total Capital	1,423,000	811,336	875,000	1,095,901	185,000	127,864	6,020,000	330,000	125,000	170,000	680,000
TOTAL EXP.	3,394,536	2,988,780	3,098,296	3,288,174	2,658,890	1,604,298	8,550,306	2,938,636	3,034,538	3,172,061	3,795,758
NET	-2,538,548	-1,482,223	-2,215,150	-2,258,156	-1,890,690	-838,751	-7,687,921	-1,903,787	-1,896,798	-1,990,729	-2,427,821

Fire Rescue Revenue



Variance in revenues is mainly attributable to wildfire fees which vary from year to year.

Fire Rescue Expenses



The variance in expense in 2026 budget is construction costs of fire hall expansion.

Emergency Management

The Town of Comox contracts out its emergency management to the Comox Valley Regional District.

The Comox Valley Emergency Management Service is a regional service administered by the Comox Valley Regional District (CVRD) in partnership with K'ómoks First Nation, Town of Comox, City of Courtenay, and Village of Cumberland to support and coordinate emergency management to the Comox Valley. This regional collaboration and coordinated approach is vital for advance planning, preparedness, mitigation, and addressing response and recovery for the Comox Valley and its respective communities.

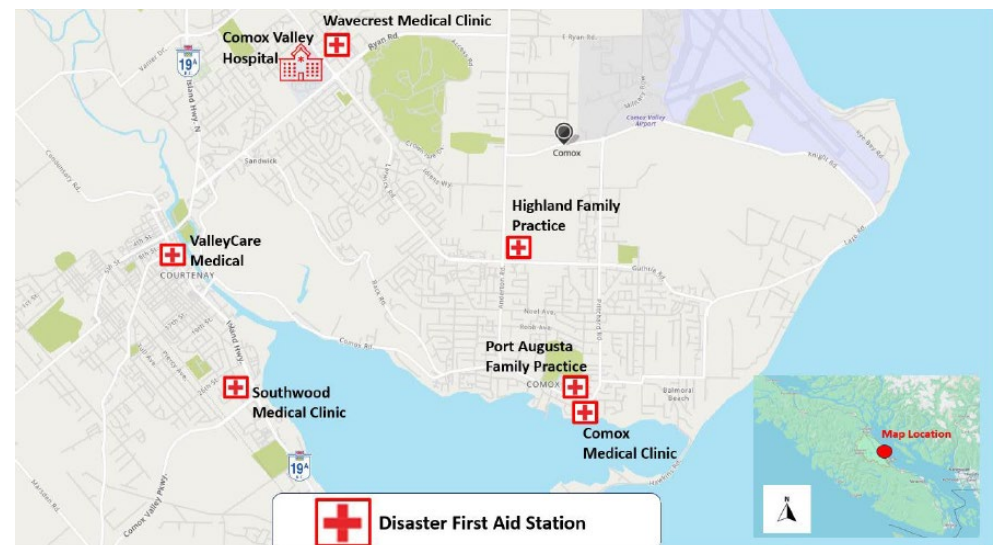
In addition to government planning for emergencies, it's also essential that we plan – as individuals – for our own safety and disaster recovery. Comox Valley Emergency Management regional delivery offers personal, family, business and Neighbourhood Emergency Preparedness Program (NEPP) workshops. NEPP focuses on educating a neighbourhood/community to care for themselves under the concept of 'In it Together' and can be arranged throughout the year. For more information and to arrange a community briefing, contact our office at 250-334-6000.

The CVRD provides the community with access to emergency [fire services](#) and oversees the administration for the [Comox Strathcona Regional Hospital District](#) and the [North Island 911 Corporation](#).

Disaster First Aid Stations (DFAS)

A Disaster First Aid Station (DFAS) is a medical clinic in the Comox Valley that has agreed to provide first aid and basic medical care to the public in the event of a major disaster.

When a disaster strikes, look for this sign:



Comox Valley DFAS Clinic Locations

Solid Waste



Comox Strathcona Waste Management

Solid waste includes garbage, recycling and organic waste collected via bins, along with hazardous waste and certain other materials that are accepted at the Comox Valley Waste Management Centre at 3699 Bevan road in Cumberland.

Residential properties pay for solid waste pick-up annually on their tax notice as a separate line item. Non-residential properties arrange their pick-up and payment through Emterra, the solid waste collection contractor. Solid waste pick up is done by Emterra's newly acquired fleet of electric vehicles.



The Comox Strathcona Waste Management service area is located in the Coast Salish, Kwakwaka'wakw, and Nuuchahnulth territories.

The Comox Strathcona Waste Management (CSWM) service is a function of the [Comox Valley Regional District](#) (CVRD). The CSWM service manages over 65,000 tonnes of waste and recycled material annually and oversees a number of diversion and education programs for the CVRD and the Strathcona Regional District (SRD).

We are responsible for two regional [waste management centres](#) that serve the Comox Valley and Campbell River, as well as a range of [transfer stations](#) that handle waste and recycling for the electoral areas of the Comox Valley Regional District and the Strathcona Regional District.

CSWM oversees a [multi-material recycling](#) program and has active re-use and re-purposing programs (diversion) in place at each of our landfills. At present, it is estimated that close to half of the solid waste generated in the districts we serve is diverted through these programs.

The CSWM service also provides a wide range of [educational programs](#) that encourage region-wide waste reduction efforts through ["The Power of R"](#) and organics composting.

Governance

The Comox Valley Regional District (CVRD) operates the Comox Strathcona Waste Management (CSWM) service under letters patent.

Comox Strathcona Waste Management is governed by a [Board of Directors](#) that includes elected officials from member municipalities and rural areas of the Comox Valley and Strathcona Regional Districts. The CSWM Board meets in the City of Campbell River or City of Courtenay on a regular basis and as required.

The CSWM service and programs are supported by the [Regional Solid Waste Management Plan](#) which is mandated by the British Columbia Ministry of Environment and Climate Change Strategy (MoE) *Environmental Management Act*.

The Board encourages you to participate in open discussions about regional solid waste. Requests to appear as a delegation before the Board must be made in writing to the Corporate Legislative Officer. You can find our [Request To Appear As a Delegation Form](#) here.

Solid Waste projects

The Comox Strathcona Waste Management Service (CSWMS) manages solid waste not just for the Town of Comox but for everyone in our region – from Zeballos to Cortes Island, to Fanny Bay and all the communities in between.

Comox Strathcona Waste Management Financial Plan



Each year, the Comox Valley Regional District updates the financial plan for Comox Strathcona Waste Management Service (CSWMS). The plan includes the five-year operational budgets and ten-year capital requirements. The plan is reviewed and budgets are created based on the board's core service strategic priorities, approved work plans, and sound financial practices.

The proposed Financial Plan and Capital Expenditure Program is developed by staff and presented to the Board typically in January of the budget year. In February of the budget year, individual service budgets are presented to their respective boards, committees and commissions for review and feedback.

The Board is required to adopt a five-year Financial Plan annually by March 31 of the budget year, as per [Section 374 of the Local Government Act \(RSBC 2015 c.1\)](#).

More information about their budget is available here:

<https://www.cswm.ca/about/financial-plan>

Updating the Solid Waste Management Plan

The CSWMS is currently engaging the public on the updating of the solid waste management plan. The purpose of a plan renewal is to connect with residents and communities to ensure the services and programs offered align with changing needs.

A Solid Waste Management Plan is the long-term vision for garbage and recycling and presents the programs, services, infrastructure and policies that guide the design and implementation of solid waste in the CSWMS region.



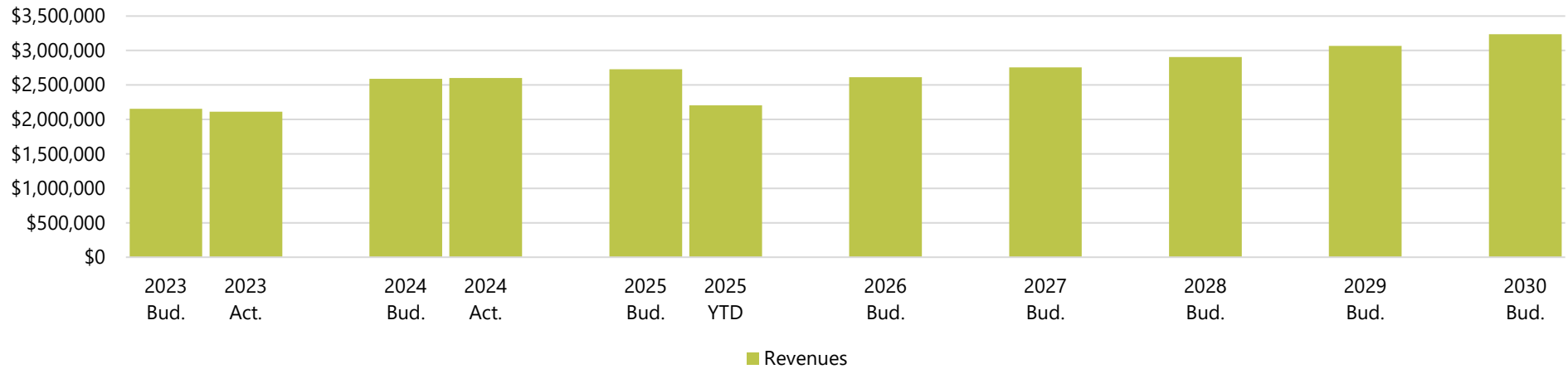
Proposed Fees 2026-2030

Fees are anticipated to increase 6% per year due to the increasing tipping fees. These fees will be reviewed once the Solid Waste Management Plan is updated and provides additional forward-looking financial information.

Solid Waste Budget Analysis

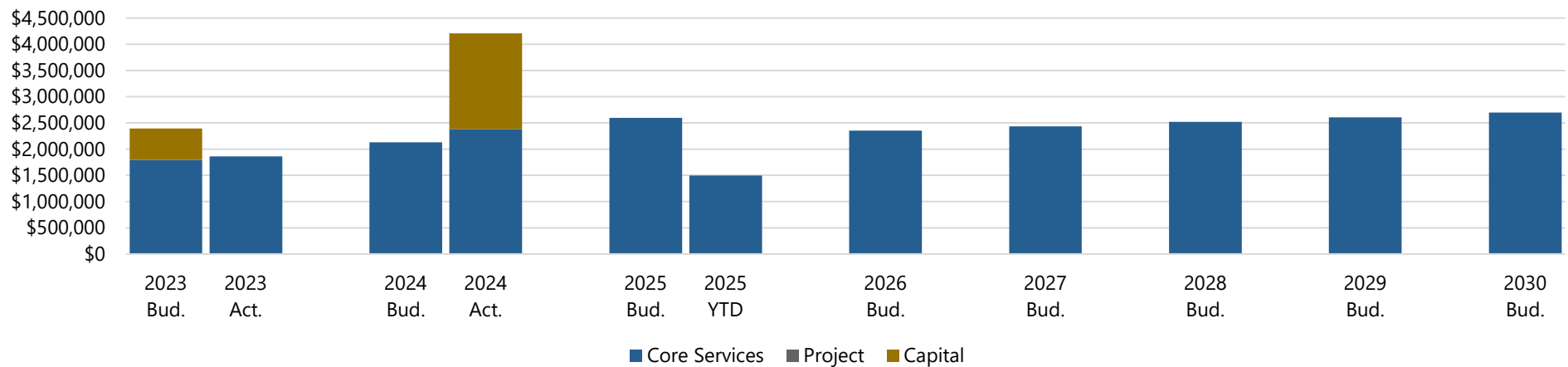
SOLID WASTE SUMMARY	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2025 YTD	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
REVENUE											
1.Revenue	2,155,504	2,111,323	2,587,813	2,600,828	2,726,645	2,203,480	2,612,420	2,754,745	2,905,610	3,065,526	3,235,037
TOTAL REVENUE	2,155,504	2,111,323	2,587,813	2,600,828	2,726,645	2,203,480	2,612,420	2,754,745	2,905,610	3,065,526	3,235,037
EXPENSES											
Operating Exp.											
<u>Core Services</u>											
Total Core Serv.	1,796,425	1,863,581	2,132,303	2,382,168	2,594,684	1,495,489	2,355,236	2,435,849	2,519,815	2,607,308	2,698,513
<u>Special Projects</u>											
3.Project	0	0	0	0	0	0	0	0	0	0	0
Total Oper. Exp.	1,796,425	1,863,581	2,132,303	2,382,168	2,594,684	1,495,489	2,355,236	2,435,849	2,519,815	2,607,308	2,698,513
Capital Expenses											
4.Capital	595,376	0	0	1,822,887	0	0	0	0	0	0	0
Total Capital	595,376	0	0	1,822,887	0	0	0	0	0	0	0
TOTAL EXP.	2,391,801	1,863,581	2,132,303	4,205,055	2,594,684	1,495,489	2,355,236	2,435,849	2,519,815	2,607,308	2,698,513
NET	-236,297	247,742	455,510	-1,604,227	131,961	707,991	257,184	318,896	385,795	458,218	536,524

Solid Waste Revenue



Revenues are almost exclusively from user fees.

Solid Waste Expenses



Expenses generally increase as tipping fees, collection fees and other costs from the CSWMS are divided up amongst the participating municipalities. The Capital amounts in 2023 and 2024 were related to the roll-out of the new solid waste bins.

Development Services

Planning Department

The responsibility of the Planning department is to ensure that municipal goals are reflected in planning policy documents and ultimately in new development that occurs within the municipality. Planning has an important role in providing Council with professional and technical advice on current and future land uses, and a wide range of issues including housing, heritage, agriculture, and transportation..

The principal functions of the Planning Department are:

Community Planning

- To provide long range community planning through the Official Community Plan and other policy documents;
- To undertake focused planning studies on a variety of subjects;

Current Planning

- To manage rezoning, subdivision and development permit applications;

Collaboration

- To provide liaison to various municipal committees and community groups.



Building Department

The Building Department is responsible for overseeing the construction, alteration, repair or demolition of buildings by ensuring the construction is in compliance with the BC Building Code with respect to the health, safety, fire and structural integrity of buildings and structures.

Our Building Officials confirm that the work carried out meets the requirements of the BC Building Code, Comox Building bylaws, Comox Zoning bylaws, the *Local Government Act* and all other relevant bylaws and regulations.

Inspections will be conducted by our Building Officials at various stages of construction and records are kept on file for future reference.

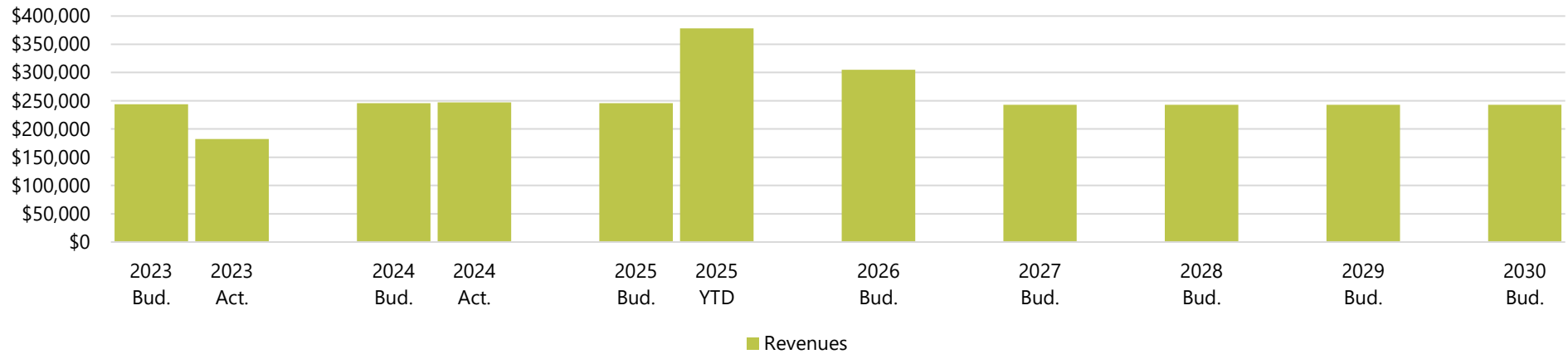
If you plan to make changes to your property or buildings, please contact the Building Department before you start. We will answer your questions to help avoid potential conflicts with our regulations.

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Development Services Budget Analysis

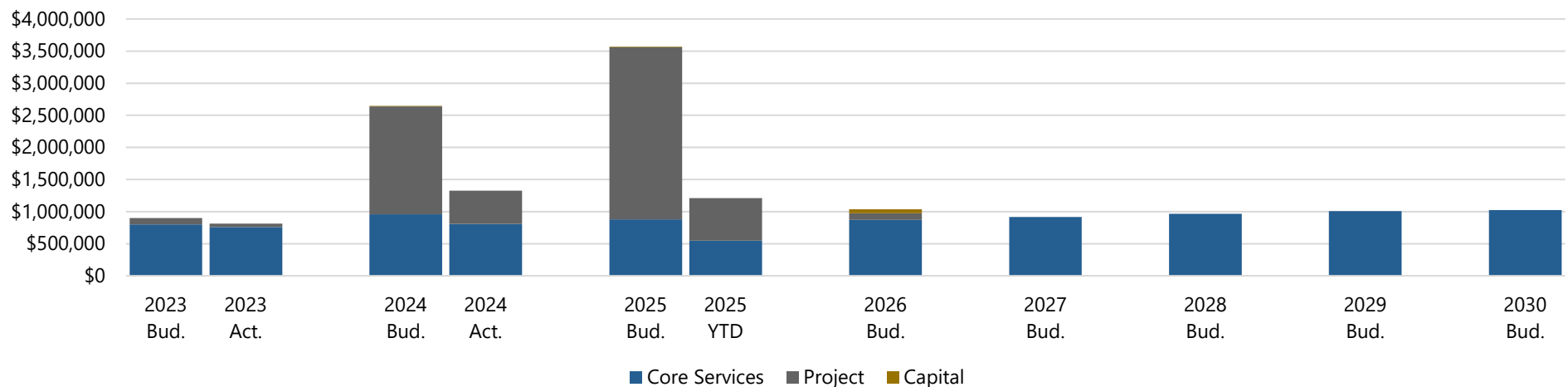
DEVELOPMENT SUMMARY	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2025 YTD	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
REVENUE											
1.Revenue	243,700	182,270	245,700	247,033	245,700	378,141	304,700	242,700	242,700	242,700	242,700
TOTAL REVENUE	243,700	182,270	245,700	247,033	245,700	378,141	304,700	242,700	242,700	242,700	242,700
EXPENSES											
Operating Exp.											
<u>Core Services</u>											
Total Core Serv.	802,772	761,342	959,522	811,050	879,122	546,307	871,179	917,062	967,305	1,007,250	1,024,239
<u>Special Projects</u>											
3.Project	97,500	52,747	1,681,000	517,381	2,684,050	663,027	104,875	0	0	0	0
Total Oper. Exp.	900,272	814,089	2,640,522	1,328,431	3,563,172	1,209,334	976,054	917,062	967,305	1,007,250	1,024,239
Capital Expenses											
4.Capital	0	0	8,000	0	8,000	0	60,000	0	0	0	0
Total Capital	0	0	8,000	0	8,000	0	60,000	0	0	0	0
TOTAL EXP.	900,272	814,089	2,648,522	1,328,431	3,571,172	1,209,334	1,036,054	917,062	967,305	1,007,250	1,024,239
NET	-656,572	-631,819	-2,402,822	-1,081,398	-3,325,472	-831,192	-731,354	-674,362	-724,605	-764,550	-781,539

Development Revenue



The revenue varies with development activity. Planning fees can be collected years in advance of construction during the development phase while building permit revenue is at the time of construction. Housing Accelerator Fund (HAF) grant revenues, like all grant revenues, flow through the Finance department due to how the budget is set up.

Development Expenses



The large amounts in projects in 2024 and 2025 are related to projects funded by the multi-million dollar HAF grant.

Transportation

Public Works and Engineering are responsible for managing and maintaining local transportation infrastructure to ensure safe, efficient, and accessible movement for residents and visitors. This includes roads, sidewalks, bike lanes, signage, transit, and parking. Additionally, the department oversees critical services such as snow clearing, street sweeping, and general maintenance to ensure infrastructure remains safe and operational in all seasons. These efforts play a vital role in supporting the day-to-day lives of residents and fostering a well-connected community.

Beyond maintenance, the department is also responsible for long-term planning to accommodate growth, support sustainability, and reduce environmental impacts such as emissions and congestion. This involves designing and implementing infrastructure projects that promote active transportation, improve traffic flow, and enhance public transit systems.

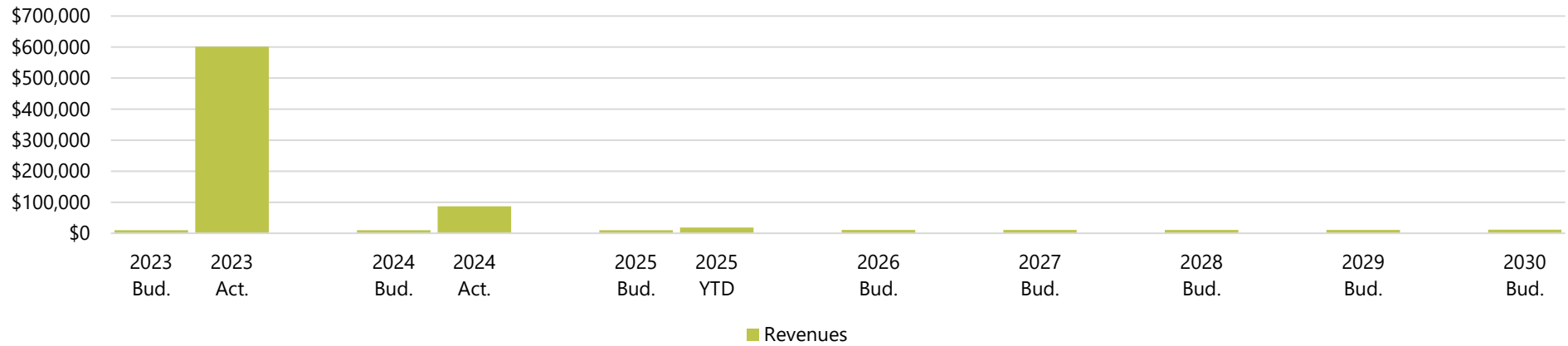


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Transportation Budget Analysis

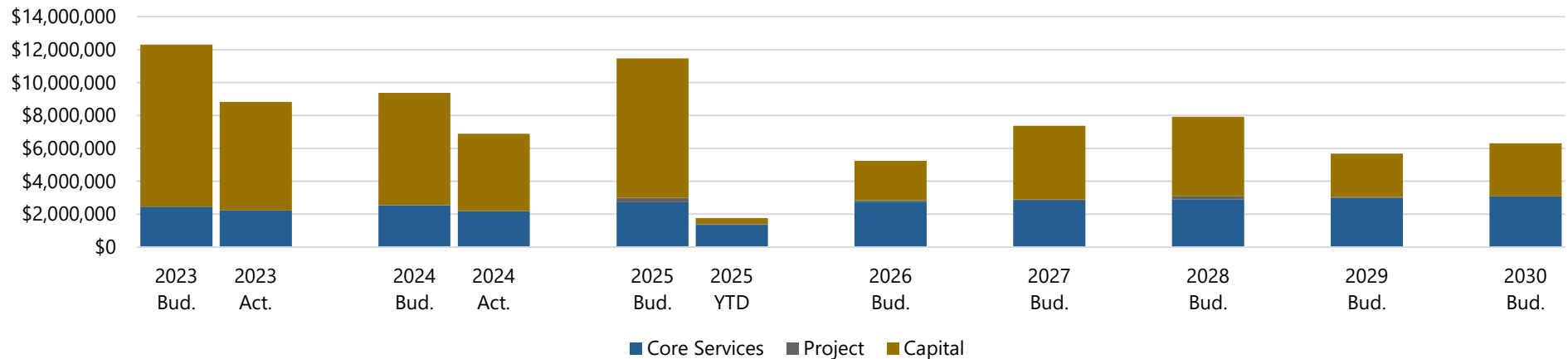
TRANSPORTATION SUMMARY	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2025 YTD	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
REVENUE											
1.Revenue	10,000	601,529	10,200	87,229	10,200	18,507	10,400	10,610	10,820	11,040	11,260
TOTAL REVENUE	10,000	601,529	10,200	87,229	10,200	18,507	10,400	10,610	10,820	11,040	11,260
EXPENSES											
Operating Exp.											
<u>Core Services</u>											
Total Core Serv.	2,447,986	2,230,397	2,534,404	2,175,353	2,734,319	1,364,547	2,761,269	2,822,991	2,907,947	2,988,801	3,083,187
<u>Special Projects</u>											
3.Project	30,600	0	17,000	0	252,000	30,151	77,000	91,700	180,000	40,000	0
Total Oper. Exp.	2,478,586	2,230,397	2,551,404	2,175,353	2,986,319	1,394,697	2,838,269	2,914,691	3,087,947	3,028,801	3,083,187
Capital Expenses											
4.Capital	9,828,583	6,597,118	6,815,090	4,714,407	8,481,750	372,613	2,406,430	4,456,833	4,833,100	2,643,750	3,225,500
Total Capital	9,828,583	6,597,118	6,815,090	4,714,407	8,481,750	372,613	2,406,430	4,456,833	4,833,100	2,643,750	3,225,500
TOTAL EXP.	12,307,169	8,827,515	9,366,494	6,889,760	11,468,069	1,767,311	5,244,699	7,371,524	7,921,047	5,672,551	6,308,687
NET	-12,297,169	-8,225,986	-9,356,294	-6,802,531	-11,457,869	-1,748,803	-5,234,299	-7,360,914	-7,910,227	-5,661,511	-6,297,427

Transportation Revenue



Several large cash-in-lieu were received in 2023 and applied to roadworks.

Transportation Expenses



Core services costs are generally steady. Capital project costs vary annually depending upon road works and storm drain works planned which are primarily replacement or rehabilitation with occasional expansion or upgrades.

Parks

The Parks Department provides services that support the protection of the natural environment and public enjoyment of over 129 hectares of parks and green spaces. The Parks Department is responsible for strategic parks planning, capital construction projects, and maintenance work in town parks, greenways, walkways, trails and playing fields.

Parks are critical social, health, and environmental infrastructure. Municipal parks are lifelines in extreme heat waves, promote community wellness, provide inclusive social connection space, protect biodiversity and promote community spirit.



Some of Comox's greatest assets are its public outdoor spaces.

- 32 Parks and Greenways
- 5 active baseball fields and 4 soccer fields
- 2.82 Hectares of garden beds
- 46 kms of trails
- 58.2 acres of grass areas
- 107 garbage cans
- 82 hanging baskets
- 15 Sports Courts (Tennis, Pickleball, Lacrosse)
- 11 Playgrounds

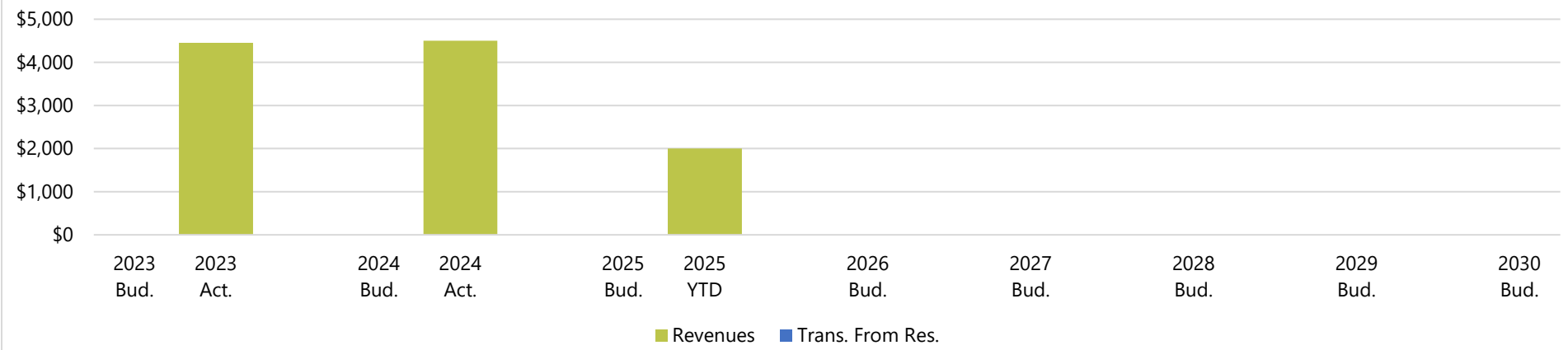


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Parks Budget Analysis

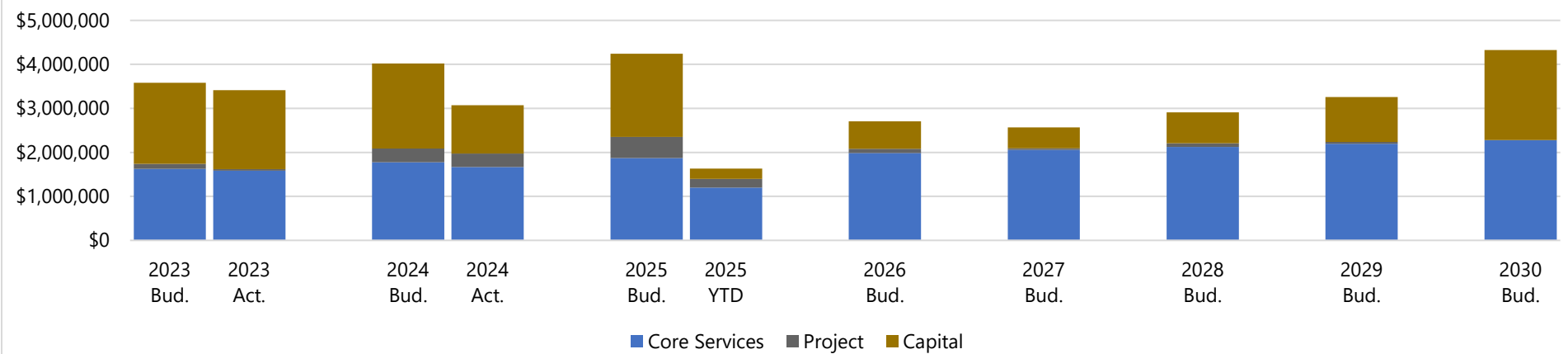
PARKS SUMMARY	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 YTD	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
REVENUE											
1.Revenue	0	4,450	0	4,500	0	2,000	0	0	0	0	0
TOTAL REVENUE	0	4,450	0	4,500	0	2,000	0	0	0	0	0
EXPENSES											
Operating Exp.											
<u>Core Services</u>											
Total Core Serv.	1,627,664	1,583,226	1,774,935	1,669,010	1,873,463	1,201,983	1,982,952	2,060,433	2,122,820	2,197,975	2,279,166
<u>Special Projects</u>											
3.Project	110,000	38,809	313,000	304,735	475,672	195,067	98,000	35,000	85,000	40,000	0
Total Oper. Exp.	1,737,664	1,622,035	2,087,935	1,973,745	2,349,135	1,397,050	2,080,952	2,095,433	2,207,820	2,237,975	2,279,166
Capital Expenses											
4.Capital	1,842,024	1,789,236	1,933,500	1,100,927	1,896,092	236,171	623,000	471,000	705,000	1,020,000	2,050,000
Total Capital	1,842,024	1,789,236	1,933,500	1,100,927	1,896,092	236,171	623,000	471,000	705,000	1,020,000	2,050,000
TOTAL EXP.	3,579,688	3,411,270	4,021,435	3,074,672	4,245,227	1,633,221	2,703,952	2,566,433	2,912,820	3,257,975	4,329,166
NET	-3,579,688	-3,406,820	-4,021,435	-3,070,172	-4,245,227	-1,631,221	-2,703,952	-2,566,433	-2,912,820	-3,257,975	-4,329,166

Parks Revenue



Parks revenue is generally minimal.

Parks Expenses



Core expenses are generally stable with project and capital variable depending upon annual initiative

Recreation

The Recreation Department operates the Comox Community Centre, the heart of the community, providing a range of recreation programs, services and special events. It includes the multi-award winning 5,000 sq. ft. Fitness Studio with fitness equipment for all fitness levels and abilities. It offers a range of programs for children, youth, adults, summer, seniors and families promoted in a recreation guide produced three times annually. The Department also offers racquet sport facilities and programs, manages hourly and daily facility rentals for the Community Centre, Sail Buildings, parks and fields, operates the seasonal Hands on Farm at Filberg Park, develops and executes its own recreation marketing plan, works collaboratively with the Parks Department on youth recreation amenities, and so much more.

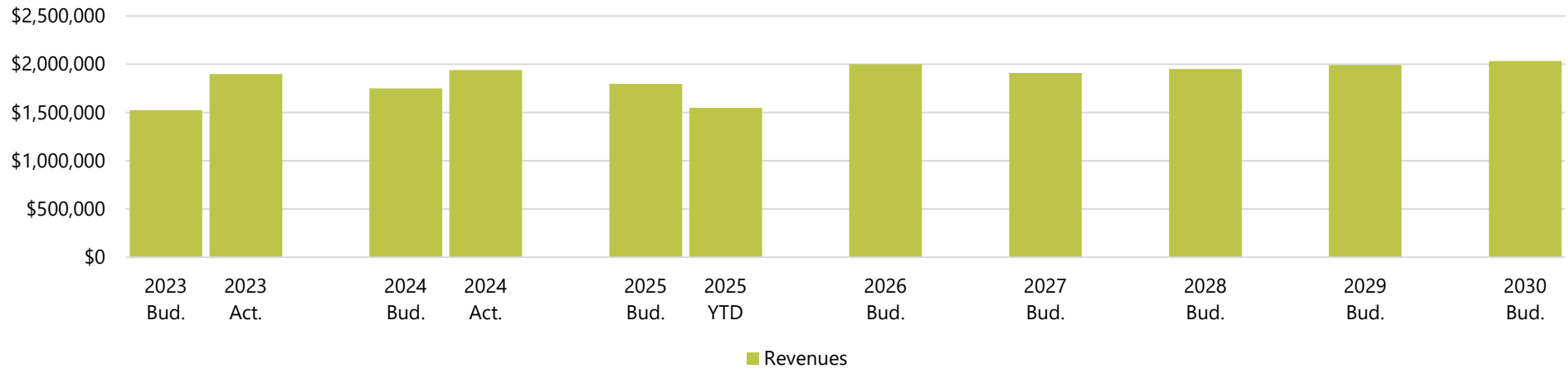


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Recreation Budget Analysis

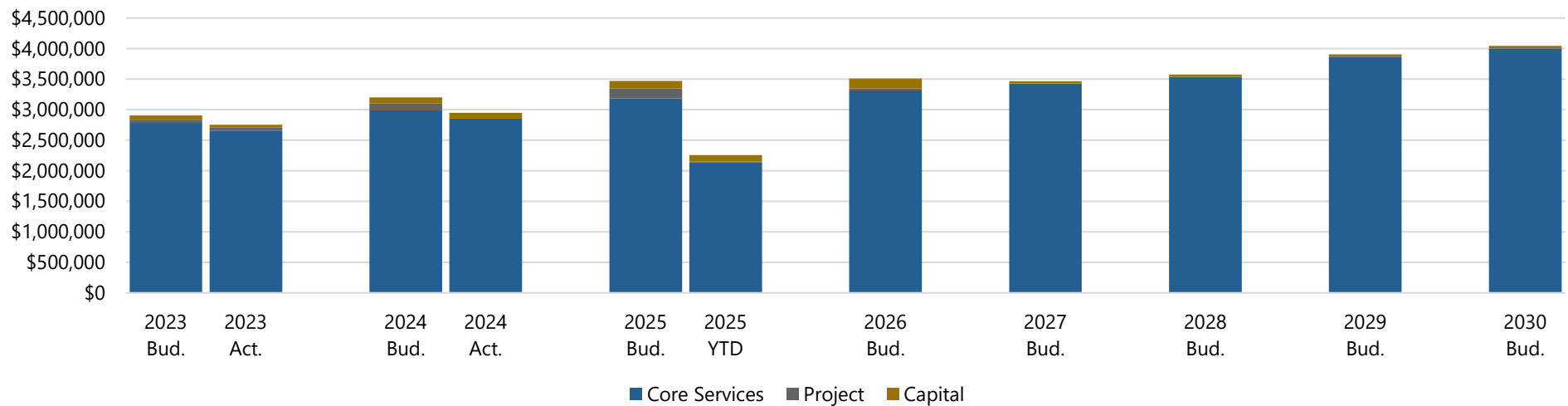
RECREATION SUMMARY	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	2024 YTD	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
REVENUE											
1.Revenue	859,655	1,570,297	1,525,077	1,899,071	1,750,109	1,940,689	1,796,808	1,834,815	1,871,457	1,908,870	1,947,036
TOTAL REVENUE	859,655	1,570,297	1,525,077	1,899,071	1,750,109	1,940,689	1,796,808	1,834,815	1,871,457	1,908,870	1,947,036
EXPENSES											
Operating Exp.											
<u>Core Services</u>											
Total Core Serv.	2,110,524	2,472,550	2,784,155	2,656,008	2,989,340	2,664,998	3,180,922	3,283,404	3,389,451	3,498,084	3,616,100
<u>Special Projects</u>											
3.Project	34,000	23,443	51,000	47,695	115,001	0	53,250	0	0	0	0
Total Oper. Exp.	2,144,524	2,495,993	2,835,155	2,703,703	3,104,341	2,664,998	3,234,172	3,283,404	3,389,451	3,498,084	3,616,100
Capital Expenses											
4.Capital	109,500	86,013	70,010	50,000	96,000	95,967	120,000	91,000	36,000	36,000	37,000
Total Capital	109,500	86,013	70,010	50,000	96,000	95,967	120,000	91,000	36,000	36,000	37,000
TOTAL EXP.	2,254,024	2,582,006	2,905,165	2,753,703	3,200,341	2,760,966	3,354,172	3,374,404	3,425,451	3,534,084	3,653,100
NET	-1,394,369	-1,011,709	-1,380,088	-854,632	-1,450,232	-820,277	-1,557,364	-1,539,589	-1,553,994	-1,625,214	-1,706,064

Recreation Revenue



Recreation is primarily user fees.

Recreation Expenses



Expenses are primarily for core services with occasional project or capital expenses.

Facilities

Facilities Department delivers maintenance and operations for all Town of Comox facilities and leased spaces. Facilities Department is committed to efficiently and effectively maintaining facilities, while providing a safe, comfortable and functional environment for the facility users in a sustainable way.

Comox has 8 main occupied facilities and numerous structures located in parks and other areas. Comox also owns 3 commercial units leased out to the Vancouver Island Regional Library and leases space for staff.

The Facilities Department also manages the Comox Municipal Marina which has 164 berths and also offers a boat launch and tidal grids.



Maintenance planning

Effective maintenance planning helps extend the life span of Institute facilities. Our department addresses three major types of maintenance—on-demand, scheduled and life-cycle evaluation—within the context of a wider annual plan.



Marina

The Comox Marina, operated by the Town of Comox, offers a boat launch and is located right next to Marina Park with plenty of parking, washroom and changeroom facilities, and a splash park/play area for children. The marina is protected by a rock breakwater, providing one of the safest year-round harbours on Vancouver Island.

The Marina has 144 berths with electrical services that are leased annually, many of which have electrical service.

The Marina offers office space and berthage to a number of businesses and societies, including the local search and rescue and the Comox Fire and Rescue Fire Boat.

Proposed Fee Increase

The marina fees are proposed to increase over the next 5 years in order to move closer to the rates charged by other local marinas. Ensuring a competitive rate will provide additional revenues to the Town which will be used to fund future major maintenance and improvements to the facility. This ensures that the Marina does not become a burden on taxpayers and moves towards a full cost-recovery facility.

These proposed fee increases are currently under review with the Comox Marina Improvement Project with additional information available in 2026.

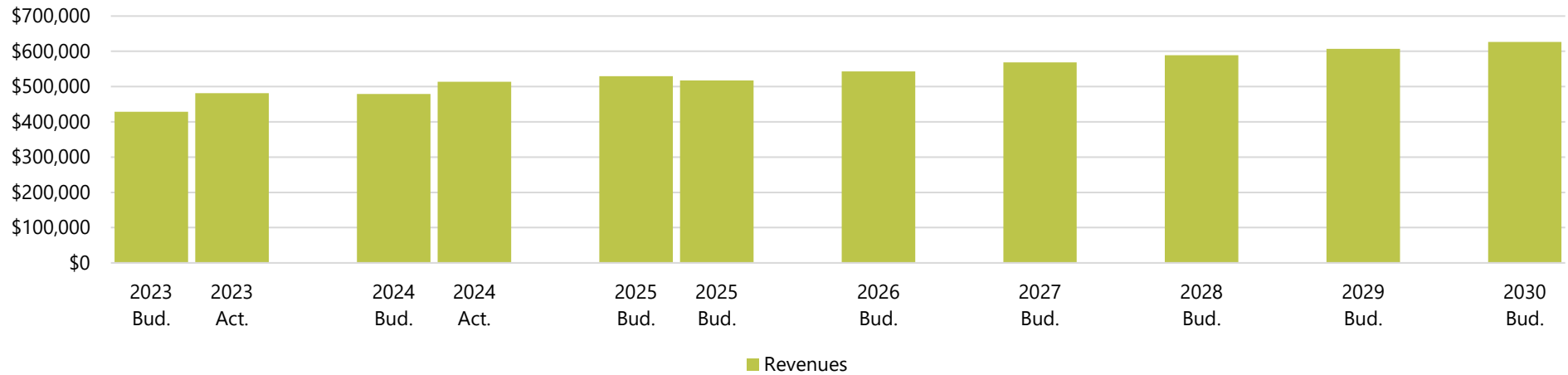
Fee	2025	2026	2027	2028	2029
Berthage	3%	3%	3%	3%	3%
Electricity	10%	10%	10%	10%	10%
Temporary berthage	0%	0%	0%	0%	0%
Launching pass	10%	10%	10%	10%	10%
Launch ticket	10%	10%	10%	10%	10%
Grid rental	10%	10%	10%	10%	10%



Facilities Budget Analysis

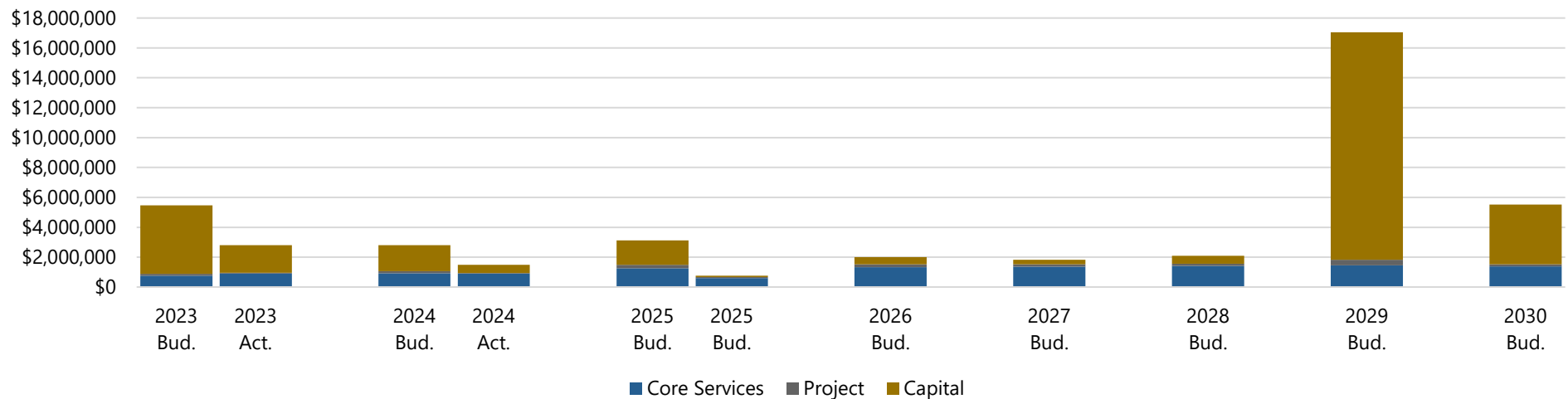
FACILITIES SUMMARY	2023 Budget	2023 Actual	2024 Budget	2024 Budget	2025 Budget	2025 YTD	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
REVENUE											
1.Revenue	428,520	481,107	479,236	513,833	529,286	517,367	543,191	568,249	588,893	607,215	626,663
TOTAL REVENUE	428,520	481,107	479,236	513,833	529,286	517,367	543,191	568,249	588,893	607,215	626,663
EXPENSES											
Operating Exp.											
<u>Core Services</u>											
Total Core Serv.	763,159	900,527	918,954	906,329	1,254,321	598,697	1,334,437	1,370,672	1,409,121	1,448,135	1,376,546
<u>Special Projects</u>											
3.Project	125,500	49,017	150,000	38,761	241,239	73,085	185,000	150,000	150,000	375,000	150,000
Total Oper. Exp.	888,659	949,545	1,068,954	945,090	1,495,560	671,782	1,519,437	1,520,672	1,559,121	1,823,135	1,526,546
Capital Expenses											
4.Capital	4,572,921	1,856,605	1,735,000	541,687	1,629,779	94,041	475,700	300,000	530,000	15,225,000	4,000,000
Total Capital	4,572,921	1,856,605	1,735,000	541,687	1,629,779	94,041	475,700	300,000	530,000	15,225,000	4,000,000
TOTAL EXP.	5,461,580	2,806,149	2,803,954	1,486,777	3,125,339	765,824	1,995,137	1,820,672	2,089,121	17,048,135	5,526,546
NET	-5,033,060	-2,325,043	-2,324,718	-972,944	-2,596,053	-248,457	-1,451,946	-1,252,423	-1,500,228	-16,440,920	-4,899,883

Facilities Revenue



Facilities revenues is primarily from Marina operations.

Facilities Expenses



Core expenses primarily related to facility maintenance and marina. The large 2029 expense is the proposed Town Hall with the Recreation centre expansion in 203

Water

The Town of Comox buys its water from the Comox Valley Regional District as



Lake Comox

The Town of Comox purchases water from the Comox Valley Regional District and distributes this water to consumers (residents and businesses) within Town boundaries. Consumer rates for water are governed by the Comox Water Rates and Regulations Bylaw 529, and depend on whether or not a water meter is installed on their service connection.

For most properties, the *Municipal Utility Service Fees* are included in the annual Property Tax Notice.

Consumer rates for water are governed by the [Comox Water Rates and Regulations Bylaw 529](#), and depend on whether or not a water meter is installed on their service connection.

If a residential property has a water meter installed - view the [Water Metering](#) webpage.

part of the Comox Valley Water Service.

Water Meters

In 2010, Town Council implemented a water metering project to help identify water leaks and reduce the cost of water for all Town of Comox residents. The metering project also makes it possible to meter and invoice commercial and residential properties for actual use.

Properties that receive a meter may continue paying the flat rate water fee or they may volunteer to be billed by the meter - view the [Water Metering](#) webpage.

Water Rates and Parcel Taxes

The Water system is managed as a self-funding department where the user fees and parcel taxes collected pay for the short-term and long-term operating and capital expenses.

The Comox water system has a regional and a municipal component and each plays a vital role in providing water services to the residents of Comox.

The CVRD operates the water sources and purifies the water and is the primary distributor to Comox. Comox then distributes the water to the water users and bills for the usage.

The operating costs are primarily paid for through the water user rates, both flat and metered. The capital costs are paid through a combination of the user rates, parcel taxes, grants, and Development Cost Charges (DCCs). Developers will occasionally provide water infrastructure that they have built in their developments and are referred to as developer contributions. The reserves are funded through a combination of the revenue sources along with any surplus or deficit generated within the water budget at year-end.

The Town will budget so that \$200,000 is available in an operating reserve to offset any annual fluctuations in net operating and capital costs which have varied between a \$183,000 deficit and a \$235,000 surplus since 2021. The Town will also budget so that \$300,000 is available in a capital reserve to offset any unplanned and unbudgeted emergency repair costs.

The DCC and Amenity Cost Charge (ACC) studies to be conducted in 2025 will provide an opportunity to review new-growth related capital forecasting and funding that may affect future budgeting.

User Rates Increase Forecast

Year	2026	2027	2028	2029	2030
Increase	3.00%	3.00%	3.00%	4.00%	4.00%

The CVRD has currently planned for a 1% annual increase in water distribution fees that they charge to Comox. It is important to note that these budgets are subject to change.

The 2024 - 2028 Comox budget had identified an impending shortfall of almost \$2,000,000 for capital replacement commencing in 2027 and resulted in a number of repair and replacement projects being deferred to a future year. As a result, Comox is planning a 3% or 4% annual increase in user rates to provide sufficient funds for planned capital and develop the aforementioned minimum operating and capital reserves.

Parcel Taxes Forecast

Year	2025	2026	2027	2028	2029	2030
Charge	\$85	\$90	\$105	\$110	\$115	\$115

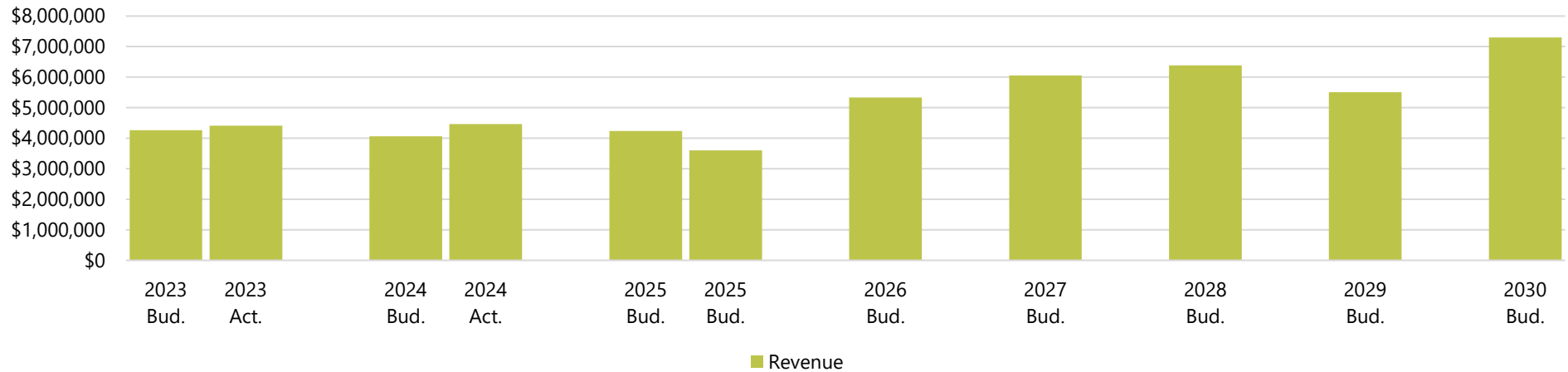
Comox charges parcel taxes to properties with water service to assist in funding capital repair and replacement. The parcel taxes are single rates charged to properties on the basis of access to the water system. The rate is per property regardless of property size, assessed value or water usage. The parcel tax may be exempted through the imposition of a Permissive Tax Exemption.

As mentioned above, the increases reflect the need to increase the funding for capital repair and replacement to address an identified depletion of reserves by 2027.

Water Budget Analysis

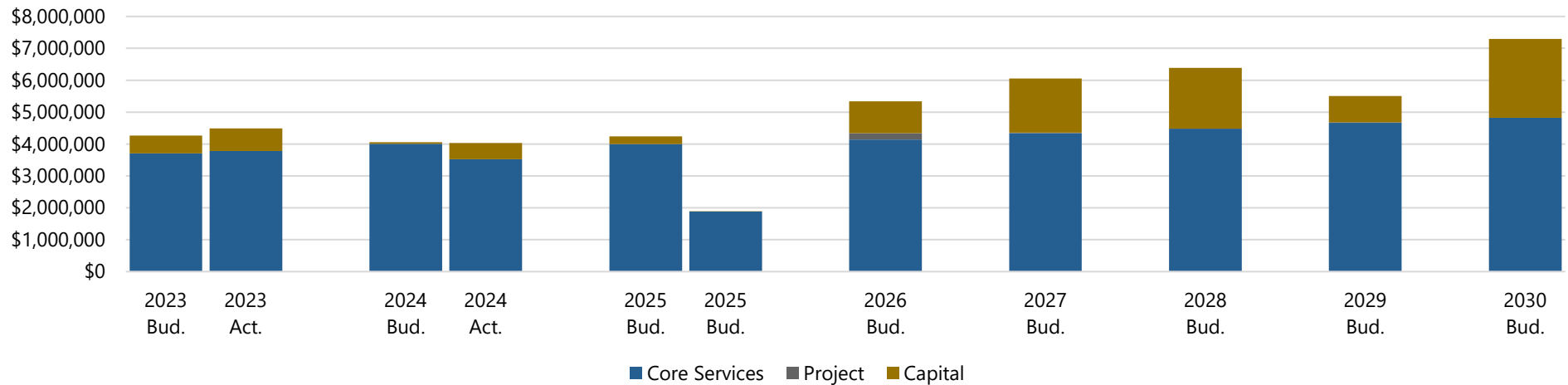
WATER SUMMARY	2023 Budget	2023 Actual	2024 Budget	2024 YTD Actual	2025 Budget	2025 YTD	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
REVENUE											
TOTAL REVENUE	4,266,380	4,414,626	4,059,075	4,464,873	4,236,300	3,597,492	5,334,980	6,055,681	6,383,824	5,506,355	7,299,292
EXPENSES											
Operating Exp.											
<u>Core Services</u>											
Total Core Serv.	3,708,380	3,783,615	4,004,075	3,522,724	4,002,645	1,882,154	4,137,980	4,337,481	4,478,824	4,661,355	4,819,292
<u>Special Projects</u>											
3.Project	0	0	0	0	0	0	200,000	16,700	0	20,000	0
Total Oper. Exp.	3,708,380	3,783,615	4,004,075	3,522,724	4,002,645	1,882,154	4,337,980	4,354,181	4,478,824	4,681,355	4,819,292
Capital Expenses											
4.Capital	558,000	708,736	55,000	510,518	233,655	4,280	997,000	1,701,500	1,905,000	825,000	2,480,000
Total Capital	558,000	708,736	55,000	510,518	233,655	4,280	997,000	1,701,500	1,905,000	825,000	2,480,000
TOTAL EXP.	4,266,380	4,492,351	4,059,075	4,033,242	4,236,300	1,886,434	5,334,980	6,055,681	6,383,824	5,506,355	7,299,292
NET	0	-77,725	0	431,631	0	1,711,058	0	0	0	0	0

Water Revenue



Revenues vary based on usage of water charged either by flat rate or metered rate plus transfers from reserves.

Water Expenses



Expenses vary based on metered usage of water provided by the CVRD plus projects and capital which primarily consist of replacements plus some expansion.

Sewer

The Town of Comox collects sanitary sewage and conveys it to lift stations operated by the Comox Valley Regional District (CVRD). These stations further convey the sewage to the Comox Valley Water Pollution Control Centre in Cape Lazo.

This treatment facility serves the Town of Comox, the City of Courtenay, K'ómoks First Nation, and Canadian Forces Base (19 Wing Comox).

Comox Valley Sewer Conveyance Project

The Comox Valley Sewer Conveyance Project is a multi-year construction project that will replace the pipes and upgrade the pump stations that move more than 14,000 cubic metres of raw sewage each day to the sewage treatment plant on Brent Road.

This new system will route sewer pipes further inland where they will no longer be vulnerable to damage by waves, rocks and logs and, thereby, will protect the beaches and waters throughout the Comox Estuary and Point Holmes and Goose Spit coastlines, as well as Baynes Sound.

About the Project

This is a significant and complex Project that starts at the Courtenay Pump Station and moves through K'ómoks land, downtown Comox and the Lazo Road area to the Comox Valley Water Pollution Control Centre (Sewage Treatment Plant) on Brent Road. There are construction impacts, traffic impacts and archaeological considerations. The CVRD is working with many jurisdictions and partners to deliver this project smoothly and efficiently and minimize impacts where we can.



For a detailed view of the construction route planned for 2024, visit the project website for an interactive map. For ideal viewing, click on Sewer Conveyance Project Map to access the route details in a separate window.

If you want to get more information on the project, contact the CVRD:

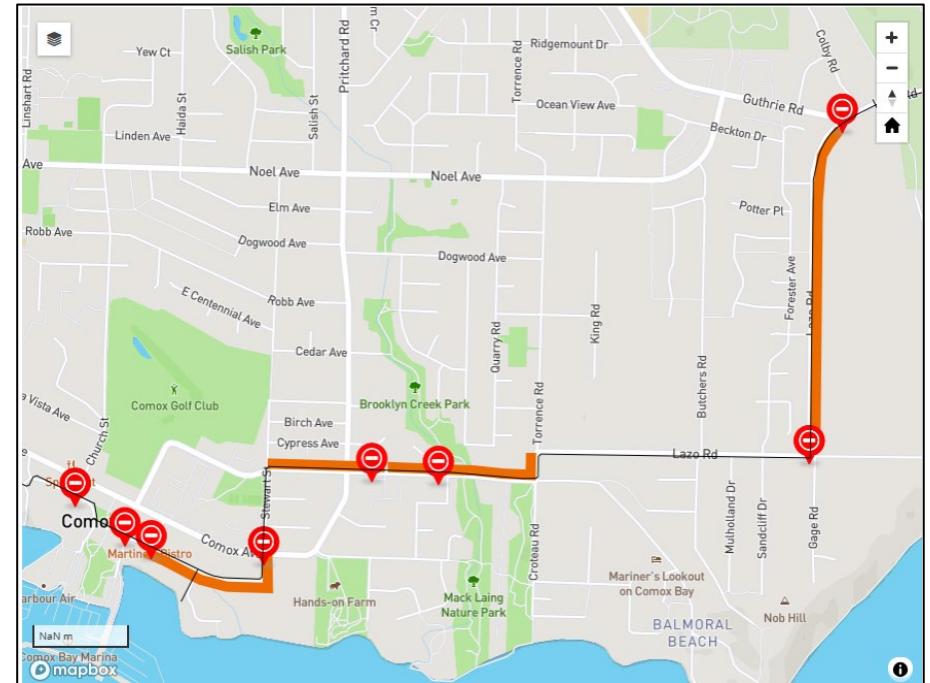
Phone: 250-334-6000

Email: communications@comoxvalleyrd.ca

To learn more about the project or to sign up to receive the project updates, visit

engagecomoxvalley.ca/conveyanceproject

Construction Zones



Sewer Rates and Parcel Taxes

The Sanitary Sewer system is managed as a self-funding department where the user fees and parcel taxes collected pay for the short-term and long-term operating and capital expenses.

The Comox sewer system has a regional and a municipal component and each plays a vital role in providing water services to the residents of Comox.

Comox does the initial collection of wastewater and directs it towards the CVRD's sewer mains. The mains then funnel the wastewater to the wastewater treatment plants operated by the CVRD.

The operating costs are primarily paid for through the sewer user rates. The capital costs are paid through a combination of the user rates, parcel taxes, grants, and Development Cost Charges (DCCs). Developers will occasionally provide sewer infrastructure that they have built in their developments and are referred to as developer contributions. The reserves are funded through a combination of the revenue sources along with any surplus or deficit generated within the sewer budget at year-end.

The Town will budget so that \$200,000 is available in an operating reserve to offset any annual fluctuations in net operating and capital costs which have varied between a \$108,000 deficit and a \$398,000 surplus since 2021. The Town will also budget so that \$300,000 is available in a capital reserve to offset any unplanned and unbudgeted emergency repair costs.

The DCC and Amenity Cost Charge (ACC) studies to be conducted in 2025 will provide an opportunity to review new-growth related capital forecasting and funding that may affect future budgeting.

User Rates Increase Forecast

Year	2026	2027	2028	2029	2030
Increase	5.00%	0.00%	3.00%	3.00%	3.00%

The CVRD has currently planned for annual increases that they charge Comox in the amounts of 6% (2025), 5% (2026), 0% (2027), 3% (2028) and 3% (2029). It is important to note that these budgets are subject to change. Comox plans to raise rates in tandem with the CVRD to ensure budget stability.

A potential shortfall in DCCs of several million to fund major sewer projects in 2026 and 2029 project has been identified. Staff will review options during the DCC and ACC study development in 2025 for future budgetary options.

Parcel Taxes Forecast

Year	2025	2026	2027	2028	2029	2030
Charge	\$80	\$80	\$85	\$90	\$95	\$95

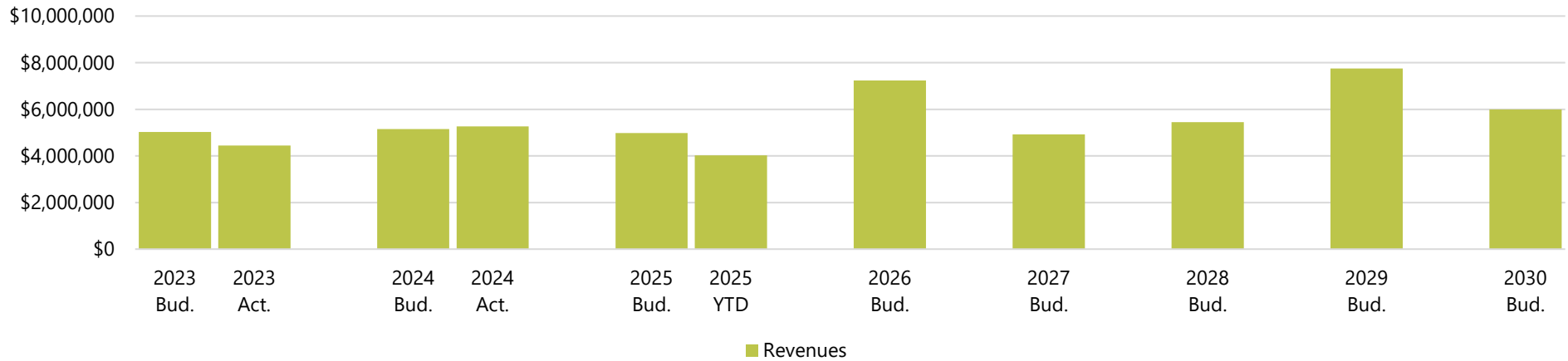
Comox charges parcel taxes to properties with sewer service to assist in funding capital repair and replacement. The parcel taxes are single rates charged to properties on the basis of access to the sewer system. The rate is per property regardless of property size, assessed value or water usage. The parcel tax may be exempted through the imposition of a Permissive Tax Exemption.

As mentioned above, the increases reflect the need to increase the funding for future capital repair and replacement.

Sewer Budget Analysis

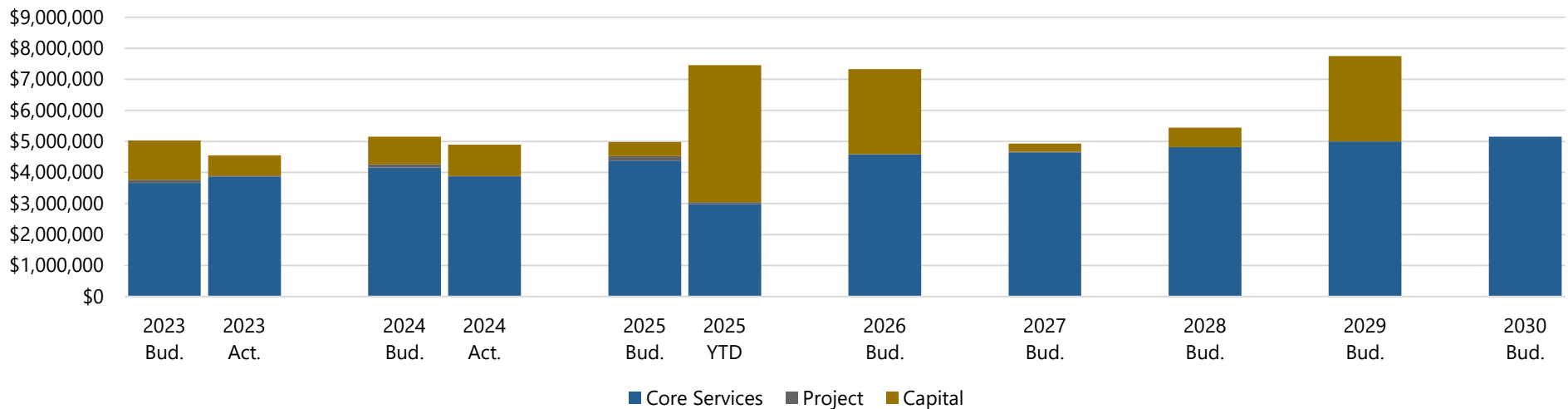
SEWER SUMMARY	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2025 YTD	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
REVENUE											
TOTAL REVENUE	5,027,573	4,445,540	5,148,519	5,269,553	4,981,056	4,020,211	7,240,460	4,923,990	5,443,349	7,746,250	5,996,753
EXPENSES											
Operating Exp.											
Core Services											
Total Core Serv.	3,661,573	3,853,667	4,157,519	3,871,557	4,381,430	2,984,568	4,579,960	4,647,390	4,820,849	4,999,350	5,153,753
Special Projects											
3.Project	100,000	44,082	100,000	8,250	141,750	60,713	50,000	16,600	0	0	0
Total Oper. Exp.	3,761,573	3,897,750	4,257,519	3,879,807	4,523,180	3,045,281	4,629,960	4,663,990	4,820,849	4,999,350	5,153,753
Capital Expenses											
4.Capital	1,266,000	655,554	891,000	1,017,552	457,876	4,408,372	2,610,500	260,000	622,500	2,746,900	843,000
Total Capital	1,266,000	655,554	891,000	1,017,552	457,876	4,408,372	2,610,500	260,000	622,500	2,746,900	843,000
TOTAL EXP.	5,027,573	4,553,304	5,148,519	4,897,360	4,981,056	7,453,653	7,240,460	4,923,990	5,443,349	7,746,250	5,996,753
NET	0	-107,764	0	372,193	0	-3,433,442	0	0	0	0	0

Sewer Revenue



Sewer revenue varies based on user fees and transfers from reserves.

Sewer Expenses



Sewer expenses varies based on CVRD fees based on percentage of system usage plus projects and capital which vary by year.

Budgeting Principles

Financial budgeting is a planning tool that enhances local government accountability and service delivery, and sets out their legal expenditure authority. Legislation establishes requirements and deadlines for adoption of financial plans, and a local government may amend its plan during the year for unexpected expenditures.

Legislated requirements

Local governments must annually adopt a financial plan in accordance with the *Local Government Act* and the *Community Charter*. The planning period for the financial plan must include the current fiscal year and the next four fiscal years (five-year plan). At a minimum, the plan must include:

- Proposed expenditures (operating, capital, interest and principal payment on debt), funding sources (for example, taxes, fees, grants, new borrowing and debenture debt), and transfers to and from reserve funds and surplus
- Objectives and policies for the fiscal year regarding distribution of funding sources, the distribution of property taxes amongst various property classes, and the use of any permissive tax exemptions

A local government must not budget for a deficit (planned expenditures and transfers to funds cannot exceed planned revenues, transfers from funds, and

other cash contributions). However, if actual expenditures and net transfers from the previous year exceed that year's revenues and contributions, the resulting deficiency must be carried forward to the current year's financial plan as an expenditure.

Municipalities must adopt their financial plans before they adopt their annual tax rate bylaws (which must be adopted before May 15 each year). Regional districts must show their accounting for each service separately and must adopt their financial plans by March 31 of each year. The earlier date for regional districts is to provide them time to prepare their annual tax requisitions for their member municipalities and the Provincial Surveyor of Taxes.

Proposed finances

Proposed expenditures for a local government may include the amounts required:

- To pay interest and pay principal on debt
- For capital purposes
- To cover a prior year deficiency
- For other purposes (all other expenditures that do not fall into one of the prescribed categories)

Proposed revenue sources may include:

- [Property value taxes](#)
- [Parcel taxes](#)
- [Fees and charges](#)
- [Grants and transfers](#)
- [Development cost charges](#)
- [Borrowing and liabilities](#)
- [Interest earned on investments](#)

Proposed transfers between funds may include the:

- Amount to be transferred to and from each reserve fund
- Aggregate amount to be transferred to and from accumulated surplus

Limit on expenditures

The financial plan establishes a local government's expense authority. Thus, a local government cannot make an expenditure that is not included in the



financial plan. If an unexpected expenditure arises in the year, the financial plan must be amended prior to the expenditure taking place. This amendment requires the local government to undergo public consultation prior to adopting the amendments.

Emergency expenditures

If an emergency expenditure arises that was not contemplated in the financial plan, a local government may make an expenditure for the emergency but must, as soon as practicable, amend the financial plan to include the expenditure and the funding source for the expenditure. A local government should have established procedures to authorize emergency expenditure and provide a report for such an expenditure to the municipal council or regional district board at a regular meeting.

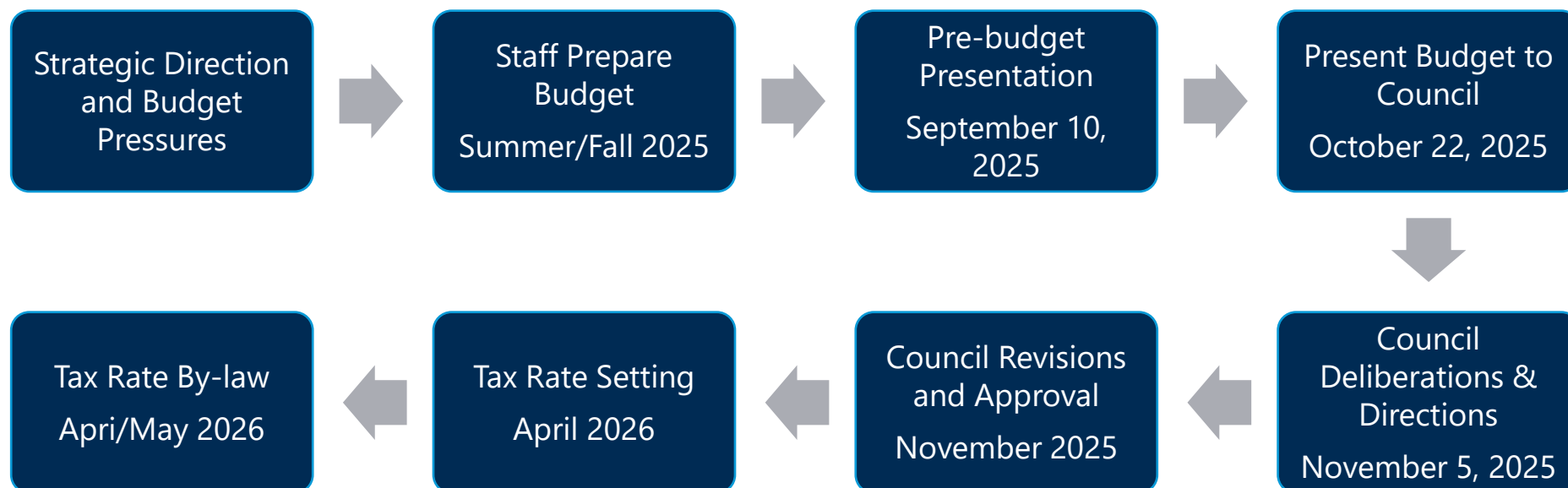
Legislation

- [Local Government Act, s. 374 - Annual Financial Plan](#)
- [Local Government Act, s.377 - Financial management: application of Community Charter](#)
- [Community Charter, s. 165 - Annual Financial Plan](#)
- [Community Charter, s. 173 - Limit on Expenditures](#)

Related Links

- [Development Financing](#)
- [Fees & Charges](#)
- [Grants & Transfers](#)
- [Local Government Borrowing & Liabilities](#)
- [Local Government Finance](#)
- [Local Government Taxation](#)

2026 Budget Cycle



How can I get More Involved in the Budget Process?

- Learn about each of the municipal Departments and their budgets. This information is available online at <https://www.comox.ca/budget> or in our Town Hall at 1809 Beaufort Street in Comox.
- Meet with your member of Council to discuss your concerns or suggestions. Their contact information is in the front of this booklet.
- Send your ideas to the appropriate Department Head to explore the feasibility of your suggestions.
- Attend the Budget presentations. Dates can be found online at <https://www.comox.ca/budget> or by contacting the Town Hall.
- Attend the Council Meetings discussing the budget. Dates can be found online at <https://www.comox.ca/councilmeetings> or by contacting the Town Hall.
- Keep in mind that budget preparation for the next fiscal year, which begins January 1, generally starts in the summer of the prior year.
- Use these resources for more information:
- Town of Comox website: www.comox.ca
- Information on Public Display at the Town Hall
- Contact the Town's Director of Finance
 - Edward Henley ehenley@comox.ca
 - 250-331-6418



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Reserves and Surpluses

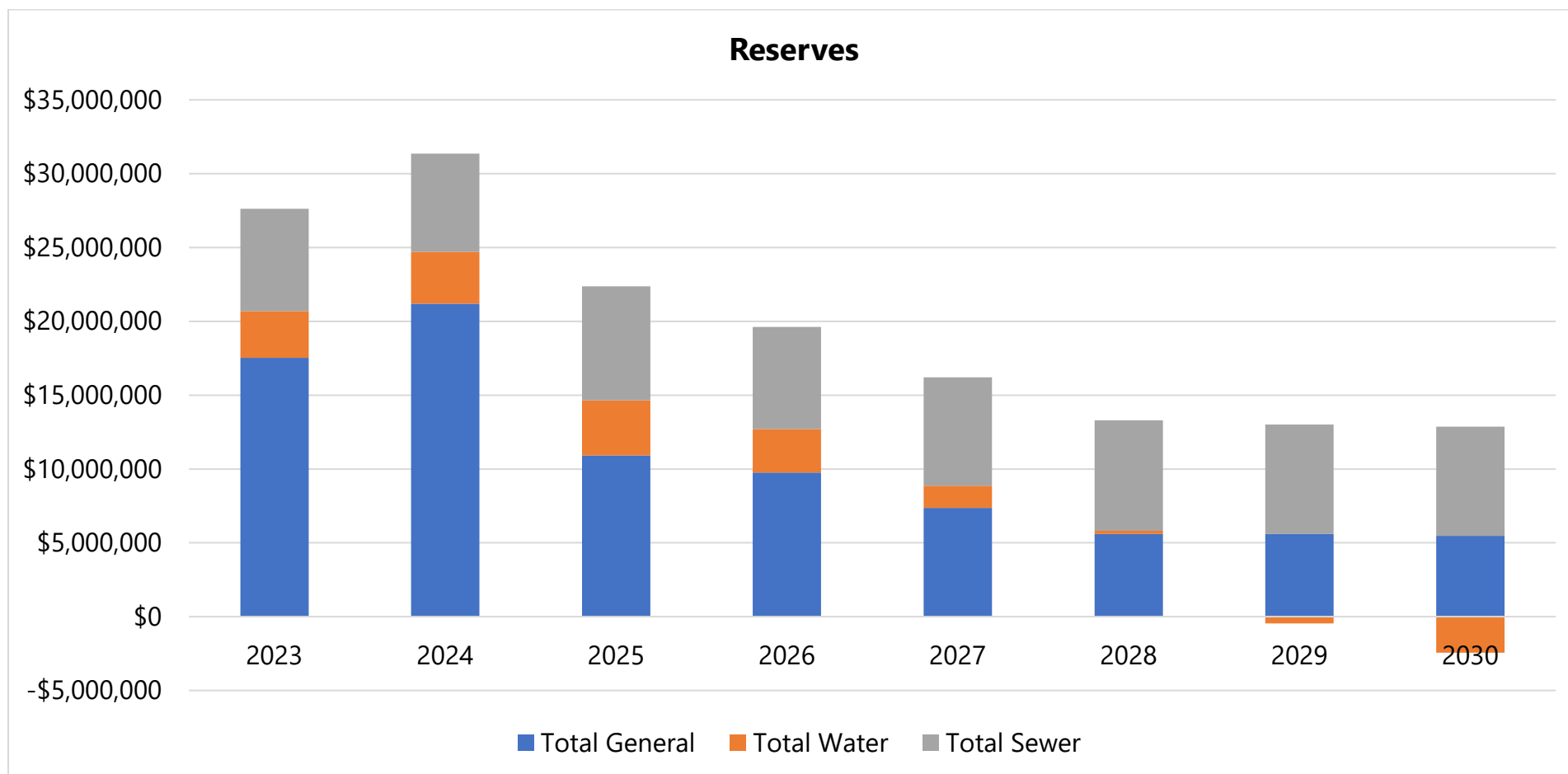
RFFE's	2023	2024	2025	2026	transfer to	trans from	2027	2028	2029	2030
RFFE - General	1,320,141	1,453,994	108,349	300,000	415,650	415,650	300,000	300,000	300,000	300,000
RFFE, LG Climate Action		405,217	0		0	0				
RFFE - Water	200,000	606,305	644,350	644,350	0	16,700	627,650	627,650	607,650	377,650
RFFE - Sewer	560,000	586,362	586,362	586,362	0	0	586,362	586,362	586,362	586,362
	2,080,141	3,051,878	1,339,061	1,530,712	415,650	432,350	1,514,012	1,514,012	1,494,012	1,264,012

General Fund	2023	2024	2025	2026	transfer to	transfer from	2027	2028	2029	2030
Infra Renewal Fund	0	384,978	425,608	1,319,703	1,481,260	208,400	2,592,563	655,572	862,213	251,418
Growing Comm Fund	0	4,085,631	3,842,979	2,356,549	0	1,017,500	1,389,049	4,049	4,049	4,049
Housing Accelerator Fund	0	1,110,786	95,219	344	0	0	344	344	344	344
Fire Dept. Capital	836,937	445,433	567,833	646,313	187,200	221,600	611,913	683,913	755,913	827,913
CFPID Fire Dept. Capital	411,770	219,366	266,966	297,486	72,800	108,400	261,886	289,886	317,886	345,886
Public Safety	330,212	446,096	546,096	646,096	100,000	0	746,096	846,096	946,096	1,046,096
Affordable housing	197,343	206,836	206,836	206,836	0	0	206,836	206,836	206,836	206,836
General Capital Works	7,237,424	3,779,648	3,647,186	2,620,891	250,000	2,622,760	248,131	2,170,074	1,646,979	1,670,979
Equipment repl.	2,367,765	1,040,741	770,976	114,751	100,000	206,700	8,051	67,351	-182,649	-123,649
Capital Works Fund	4,156,558	5,023,268	-180,037	567,549	767,089	1,171,633	263,005	-411,556	-82,467	12,122
Gen Cap CVRD	0	2,193,979	2,768	2,768	0	0	2,768	2,768	2,768	2,768
Marina Capital	658,099	789,755	619,354	669,354	100,000	50,000	719,354	769,354	819,354	919,354
Waterfront Walkway	366	384	384	384	0	0	384	384	384	384
Recreation Capital	6,312	6,616	6,616	6,616	0	0	6,616	6,616	6,616	6,616
Total	16,202,786	19,733,517	10,818,784	9,455,640	3,058,349	5,606,993	7,056,996	5,291,687	5,304,322	5,171,116

Water Fund	2023	2024	2025	2026	transfer to	transfer from	2027	2028	2029	2030
Water Capital Works	2,966,780	2,916,780	3,086,623	2,310,570	234,604	1,661,405	883,769	-409,963	-1,068,544	-2,824,810
Total	2,966,780	2,916,780	3,086,623	2,310,570	234,604	1,661,405	883,769	-409,963	-1,068,544	-2,824,810

Sewer Fund	2023	2024	2025	2026	transfer to	transfer from	2027	2028	2029	2030
Sewer Capital Works	6,223,635	5,909,987	6,981,811	6,179,181	678,936	258,038	6,600,079	6,752,699	6,660,793	6,661,266
Lancaster Lift Stn Cap	86,995	86,995	91,180	91,180	0	0	91,180	91,180	91,180	91,180
Pt Holmes Lift Stn Cap	57,373	57,373	60,132	60,132	0	0	60,132	60,132	60,132	60,132
Total	6,368,003	6,054,355	7,133,123	6,330,493	678,936	258,038	6,751,391	6,904,011	6,812,105	6,812,578

Total Funds	2023	2024	2025	2026	transfer to	transfer from	2027	2028	2029	2030
Total General	17,522,927	21,187,511	10,927,133	9,755,640	3,473,999	6,022,643	7,356,996	5,591,687	5,604,322	5,471,116
Total Water	3,166,780	3,523,085	3,730,973	2,954,920	234,604	1,678,105	1,511,419	217,687	-460,894	-2,447,160
Total Sewer	6,928,003	6,640,717	7,719,485	6,916,855	678,936	258,038	7,337,753	7,490,373	7,398,467	7,398,940
Total	27,617,710	31,351,313	22,377,591	19,627,415	4,387,539	7,958,786	16,206,168	13,299,747	12,541,895	10,422,896



Development Cost Charges

Municipalities and regional districts levy development cost charges (DCCs) on new development to pay for new or expanded infrastructure such as sewer, water, drainage, parks, roads, solid waste and recycling facilities, fire protection facilities, and police facilities necessary to adequately service the demands of that new development. Without DCCs in place, the expansion costs would have to be paid for by the existing taxpayers.



Calculating and applying development cost charges

DCCs are calculated separately for each category of infrastructure: water, sewer, drainage, parks, roads, solid waste and recycling facilities, fire protection facilities, and police facilities.

The amount of a DCC for each infrastructure category is determined by dividing the expected infrastructure costs (required to service new development over the DCC timeframe) by number of new development units that will be served.

Separate development cost charges may be established for different classes of development, for example, residential, commercial, industrial and institutional developments. Charges may then be collected from developers either at the time of subdivision approval or at the issuance of a building permit.

Development cost charge reserve funds

Once levied and collected, the development cost charges must be deposited into separate water, sewer, drainage, parks, roads, solid waste and recycling facilities, fire protection facilities, and police facilities DCC reserve funds, respectively. These reserve funds must be established by bylaw and may only be used for capital costs relating to an approved development cost charge bylaw. Any interest earned from investments in the reserve funds must be used for eligible development cost charge projects.

Current DCC Rates

More information on the current DCCs: <https://www.comox.ca/dcc>

DCCs	Single Family Dwelling (per parcel)	Multi-Family Low Density excluding Downtown (per unit)	Multi-Family Medium Density excluding Downtown (per unit)	Multi-Family High Density excluding Downtown (per unit)	Multi-Family Low Density Downtown (per unit)	Multi-Family Medium Density Downtown (per unit)	Multi-Family High Density Downtown (per unit)	Care Facility (per unit)	Commercial Accommodation (per unit)	Commercial excluding Downtown (per m2)	Commercial Downtown (per m2)	Institutional (per m2)	Industrial (per hectare)
Parks	2,171.62	1,658.54	1,639.78	1,639.78	1,639.78	1,639.78	1,639.78	802.40	0.00	0.00	0.00	0.00	0.00
Water	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Road	2,748.40	1,551.79	1,550.75	1,550.75	1,394.53	1,394.53	1,394.53	538.37	1,095.43	95.24	48.26	40.54	32,005.61
Storm	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sewer	1,072.05	818.76	809.50	809.50	809.50	809.50	809.50	396.11	562.90	5.66	5.36	6.00	0.38
Total	5,992.07	4,029.09	4,000.03	4,000.03	3,843.81	3,843.81	3,843.81	1,736.88	1,658.33	100.90	53.62	46.54	32,005.99

2025 Proposed Update to DCCs

The current DCCs have been in place since May 4, 2016. Many of the projects from the 2016 study will have been completed by 2025. New growth studies have been prepared with an updated Official Community Plan. An update to the DCCs is required to take into account the new growth in population forecasted for the coming 10 to 20 years. The study will include proposed infrastructure projects to be constructed over the next 10 to 20 years to manage the impact of the growth and to maintain a similar level of service to residents with the projected growth in population. A revised DCC background study has been prepared and new DCC rates have been proposed for adoption.

Additional information on the update is available here:

[Development Cost Charges and Amenity Cost Charge Program Update](#)

Selected proposed DCC projects

Project	Cost Estimate (2025\$)	% Funded by DCC	% Funded by taxes	\$ Funded by DCC	\$ Funded by taxes
Fire Hall expansion (2/3rds of cost)	2,266,667	25%	80%	561,000	1,705,667
Western Foreshore sewer expansion	3,163,670	74%	26%	2,349,024	814,645
Waterfront Parks washroom	75,000	99%	1%	74,250	750
Lancaster Park washroom	150,000	99%	1%	148,500	1,500
Kye Bay washroom	50,000	99%	1%	74,250	750
Marina Park improvements	1,000,000	99%	1%	990,000	10,000
Elks (Kye Bay) playground	100,000	25%	75%	24,750	75,250
Village Park playground	100,000	25%	75%	24,750	75,250
Dryden water main expansion	1,302,000	50%	50%	644,490	657,510

Proposed new DCC rates

Land Use	Unit	Transportation	Water	Sewer	Drainage	Parks	Fire	Total
Low-Density Residential	Per Lot	5,320.00	2,697.00	7,523.00	456.00	6,994.00	443.00	23,433.00
Medium-Density Residential	Per Dwelling Unit	2,425.00	1,261.00	3,517.00	342.00	3,270.00	207.00	11,022.00
High-Density Residential	Per m ² of GFA	20.95	15.01	41.85	2.32	38.91	2.46	121.50
Commercial	Per m ² of GFA	5.48	7.01	19.54	1.73	0.00	1.15	34.91
Institutional	Per m ² of GFA	6.26	10.51	29.31	1.73	0.00	1.73	49.54
Industrial	Per m ² of GFA	7.04	3.50	9.77	0.96	0.00	0.58	21.85

Amenity Cost Charges

Amenity Cost Charges are a development finance tool that allow local governments to collect funds for amenities such as community centres, recreation centres, daycares, and libraries from new development that results in increased population of residents or workers.

These amenities support livable and complete communities in areas of growth. The amenity cost charge tool contains mechanisms that ensure transparency and cost certainty for developers, local governments, and the public. Amenity cost charges also ensure that new developments contribute to the cost of amenities that serve growing populations and reduce the burden of servicing new development on existing taxpayers.

What Are ACCs?

- ACCs are one-time charges that allow local governments to collect funds for amenities such as community centres, recreation facilities, libraries, daycares and public spaces from new development that results in an increase in the population of residents or workers.
- ACCs fund capital costs, including planning, engineering, legal costs, and the provision, construction, alteration, or expansion of amenities.
- ACCs can be used by local governments to pay principal and interest costs on the debt necessary to finance amenity acquisition before sufficient funds are received from developers.
- ACCs are imposed at building permit issuance or at subdivision approval stage and are applied to residential and non-residential developments (e.g. institutional, commercial or industrial developments).

- ACCs must be adopted by bylaw and comply with applicable legislation and regulations. ACC bylaws do not require approval from the Inspector of Municipalities.

Why Are ACCs Important?

- ACCs ensure that new developments contribute to the cost of amenities that serve growing populations.
- ACCs reduce the burden on existing taxpayers of servicing new development.
- ACCs create predictable and transparent funding for community amenities.

Proposed ACC Rates

Land Use	Unit	ACC Rate
Low-Density Residential	Per Lot	7,963.00
Medium-Density Residential	Per Dwelling Unit	3,723.00
High-Density Residential	Per m ² of GFA	44.30
Commercial	Per m ² of GFA	0.00
Institutional	Per m ² of GFA	0.00
Industrial	Per m ² of GFA	0.00

Some of the Proposed ACC Projects

Project	Cost Estimate (2025\$)	% Funded by ACC	% Funded by taxes	\$ Funded by ACC	\$ Funded by taxes
Fitness Studio Expansion	4,000,000	99%	1%	3,960,000	40,000
Community Centre Expansion	5,000,000	99%	1%	4,950,000	50,000
Village Park Basketball Courts	150,000	25%	75%	37,125	112,875
Village Park Skills Trail	650,000	25%	75%	160,875	489,125
Lancaster Park Covered Picnic Shelter	50,000	25%	75%	12,375	37,625
Lancaster Park Pathway Lighting	100,000	25%	75%	24,750	75,250
Marina Park Shade Structures	50,000	25%	75%	12,375	37,625

Development Related Reserves

Development related reserves are restricted reserves as the usage is restricted to the purposes set out by the bylaw that authorized the collection of the funds. These funds are typically collected at planning approval or when a building permit is acquired.

As it is difficult to predict when development will occur or when building permits will be paid for, the revenue for these types of reserves is not included in the budget. The spending of the funds is included in the budget along with the related project.

Ofentimes a project will be deferred to a future year if the funds from the restricted reserve have not yet been collected. Certain sewer projects funded by DCCs may need to be deferred in 2029 and 2030.

Another potential deferral could be the proposed Community Centre fitness studio expansion currently set for 2030. The project is budgeted to be funded by loans as it is unlikely that \$4.2 million in ACCs will be collected in advance. \$314,000 of the annual loan payment is eligible to be funded from ACCs as the project is 99% new growth-funded. In order to fund the ACC portion, an equivalent of 85 eligible new medium-density homes would need to be built each year for the 25 year loan. This number will decrease as ACCs per unit increase with inflation.

DCCs	2023	2024	2025	2026	2027	2028	2029	2030
Roads	1,267,344	1,350,057	378,332	378,332	657,423	788,014	1,067,105	1,346,196
Drainage	426,803	110,218	109,218	99,813	99,813	99,813	99,813	99,813
Open Spaces	4,030,233	3,947,824	3,984,192	4,068,841	4,088,150	3,846,099	3,879,268	3,409,517
Water	969,573	1,024,085	1,027,474	1,027,474	987,379	549,007	524,257	115,882
Sewer	516,647	533,745	558,411	558,411	606,856	636,738	-1,152,505	-1,085,498
	7,210,600	6,965,929	6,057,627	6,132,871	6,439,621	5,919,671	4,417,938	3,885,910

Developer Contributed	2023	2024	2025	2026	2027	2028	2029	2030
5% in lieu parkland	281,779	450,462	450,462	450,462	450,462	450,462	450,462	450,462
Affordable housing	177,430	186,896	1,753,896	1,753,896	1,753,896	1,753,896	1,753,896	1,753,896
Parking Provision	33,303	35,079	215,779	215,779	215,779	215,779	215,779	215,779
Total	492,512	672,437	2,420,137	2,420,137	2,420,137	2,420,137	2,420,137	2,420,137

Debt Requirements

OPERATING DEBT

Bank Account Overdraft Facility

Comox does not have any debt related to the Operating Budget. Beginning in 2024 Comox has passed a Revenue Anticipation Bylaw. This bylaw permits Comox to utilize an overdraft facility of up to 75% of the annual property taxes (\$14.1 million collected in 2023) however the bylaw limits this to a maximum of \$10,000,000.

There are currently no plans to use this overdraft and is viewed primarily as for short-term purposes such as, but not limited to, an emergency or until an investment matures.

The overdraft is on the main bank account only. All other related bank accounts including those utilized by Comox controlled societies are not permitted to go into overdraft.

Comox previously had an overdraft facility in place in 2020.

Credit Cards and Purchasing Cards

Comox utilizes purchasing cards, specifically credit cards, for purchasing or reserving various goods and services. The credit facilities are arranged through a Canadian bank and the balances are paid in full on a monthly basis. Usage of the credit cards is governed by municipal policy. Credit cards are only issued to members of the Senior Management Team or persons authorized by the Senior Management Team.

Credit facilities with vendors

Comox has credit facilities in place with a number of vendors who will provide goods or services in advance of payment. This includes utility providers, construction contractors, retail stores, consultants and their like. These vendors rely on signed orders or the reputation of the Town of Comox to ensure their credit is paid. The overwhelmingly vast majority of these are paid on time with no additional interest or cost.

CAPITAL DEBT

Equipment Financing

In August 2023 the Town of Comox financed their 2023 vehicle purchases with MFA equipment financing. The equipment financing is a short-term variable rate loan. The interest rate has varied between 5.63% and 3.24%.

Construction Financing

There are several proposed projects to construct new or expand existing municipal facilities. The municipality has not previously set aside funds in advance to pay for these facilities and it would take many years to save the funds. As a result, there is a need to fund these projects. Using financing will permit the cost of the facilities to be spread out over a number of years and to be paid for by the then residents of the municipality who have the opportunity to benefit from the facilities at that time. This is the matching principle wherein the cost of something is borne while the assets exist, rather than being paid for before they exist.

These projects include preliminary consultation costs along with architectural drawings and engineering review costs which need to occur before construction begins. It is proposed that the borrowing be initiated at the start of the project to provide interim financing and then be finalized once the final costs are determined. The entire financing process could take several years.

Construction debts are initially proposed to have 25-year amortizations and are shown assuming a 5% interest rate. The amounts shown are for budget purposes only and some projects may have lower borrowing amounts if other sources of funds are determined to reduce the borrowed amount or can offset proposed payment amounts.

Examples of reduced borrowed amount could be the sale of existing properties or grants from other levels of government. Examples of reduced payment amounts could be the ability to use DCCs or ACCs, especially in the case expansion of fire and recreation services due to new population growth.

Municipalities in BC benefit from a lower borrowing rate than typical consumers due to the credit worthiness of the Provincial government and its agencies, including the MFA.

Debt Projections

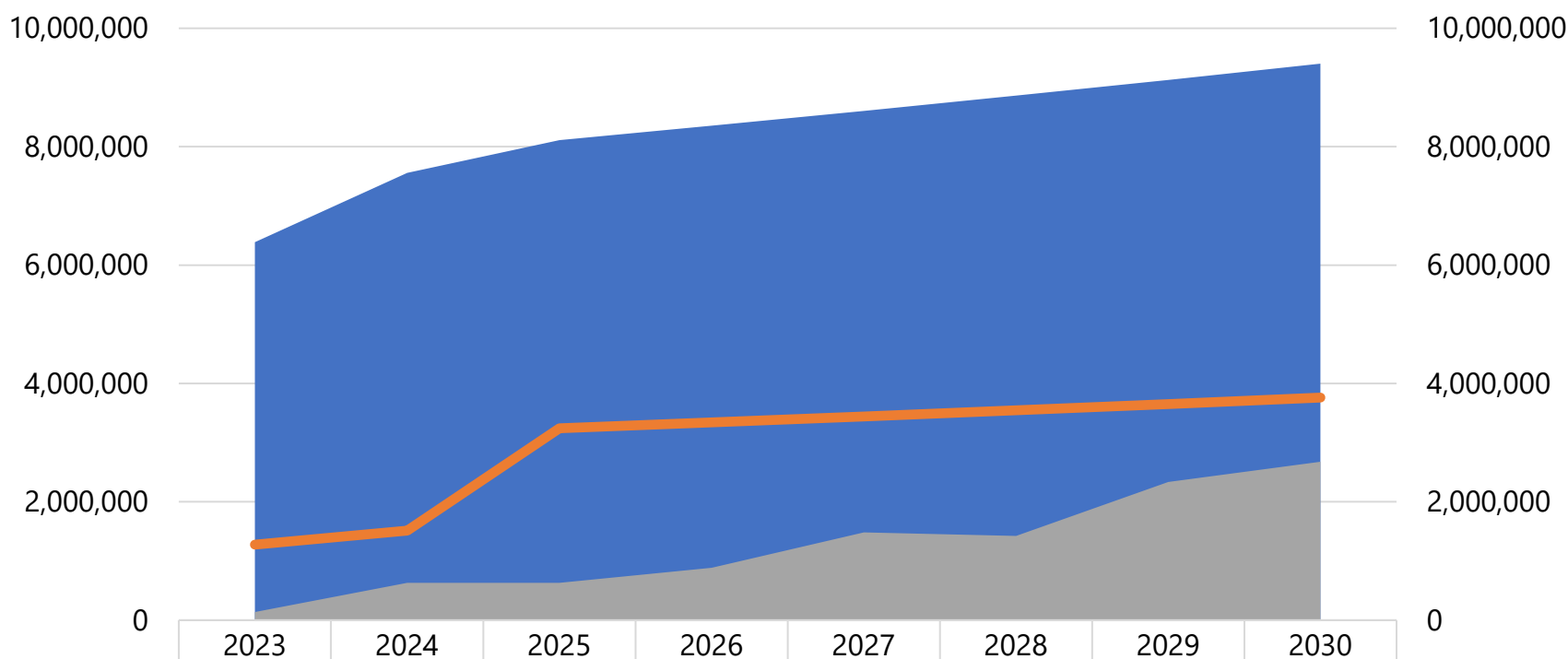
Project	Owing Jan. 2026 or proposed	Year Borrowed	Year Paid Off	# of yrs	Rate	Notes
Fleet Finance	\$1,004,562	2023	2028	5		Financing for 2023 vehicles
Solid Waste Bins	\$1,511,974	2024	2033	10	3.08%	Financing for solid waste bins
Facility Energy Efficiency	\$1,109,520	2025	2035	10	5.00%	Partially funded by FCM grants
Fire Hall Expansion	\$6,200,000	2026	2051	25	5.00%	Replace and expand Fire Hall Admin
Fleet Finance	\$1,500,000	2027	2033	5	4.05%	Financing for 2024 and 2025 vehicles
Replace Town Hall	\$15,000,000	2029	2053	25	5.00%	Replace and expand pre-1968 Town Hall
Community Centre Fitness Studio Expansion	\$4,200,000	2030	2054	25	5.00%	Expand size of Fitness Studio

The borrowing numbers provided here are based on projections for projects which have not been approved by Council and timelines are not set. This information is meant to provide an understanding of the financial implications of potential future projects.

Loan payment amounts shown are based on blended payments assuming the entire amount is borrowed during the full initial year. The actual amount borrowed will vary initially as required and will not be finalized until the final costs are known. The full loan payment will not be realized until the borrowing is finalized. Annual payments increase due to annual increasing actuarial repayments as per the standard financing methodology of the MFA.

Project	Source of Loan Payments					Total	%
	General Taxation	User Fees	DCCs	ACCs	External Revenue		
Fleet Finance (2023)	\$412,608					\$412,608	15.8%
Solid Waste Bins (2024)		\$219,810				\$219,810	8.4%
Facility Energy Efficiency (2025)	\$150,711					\$150,711	5.8%
Fire Hall Expansion (2026)	\$53,249		\$13,640		\$36,444	\$103,333	3.9%
Fleet Finance (2027)	\$280,912					\$280,912	10.7%
Replace Town Hall (2029)	\$1,132,556					\$1,132,556	43.3%
Community Centre Fitness Studio Expansion (2030)	\$3,171			\$313,945		\$317,116	12.1%
Total	\$2,033,207	\$219,810	\$13,640	\$313,945	\$36,444	\$2,617,046	100.0%
%	77.7%	8.4%	0.5%	12.0%	1.4%	100.0%	

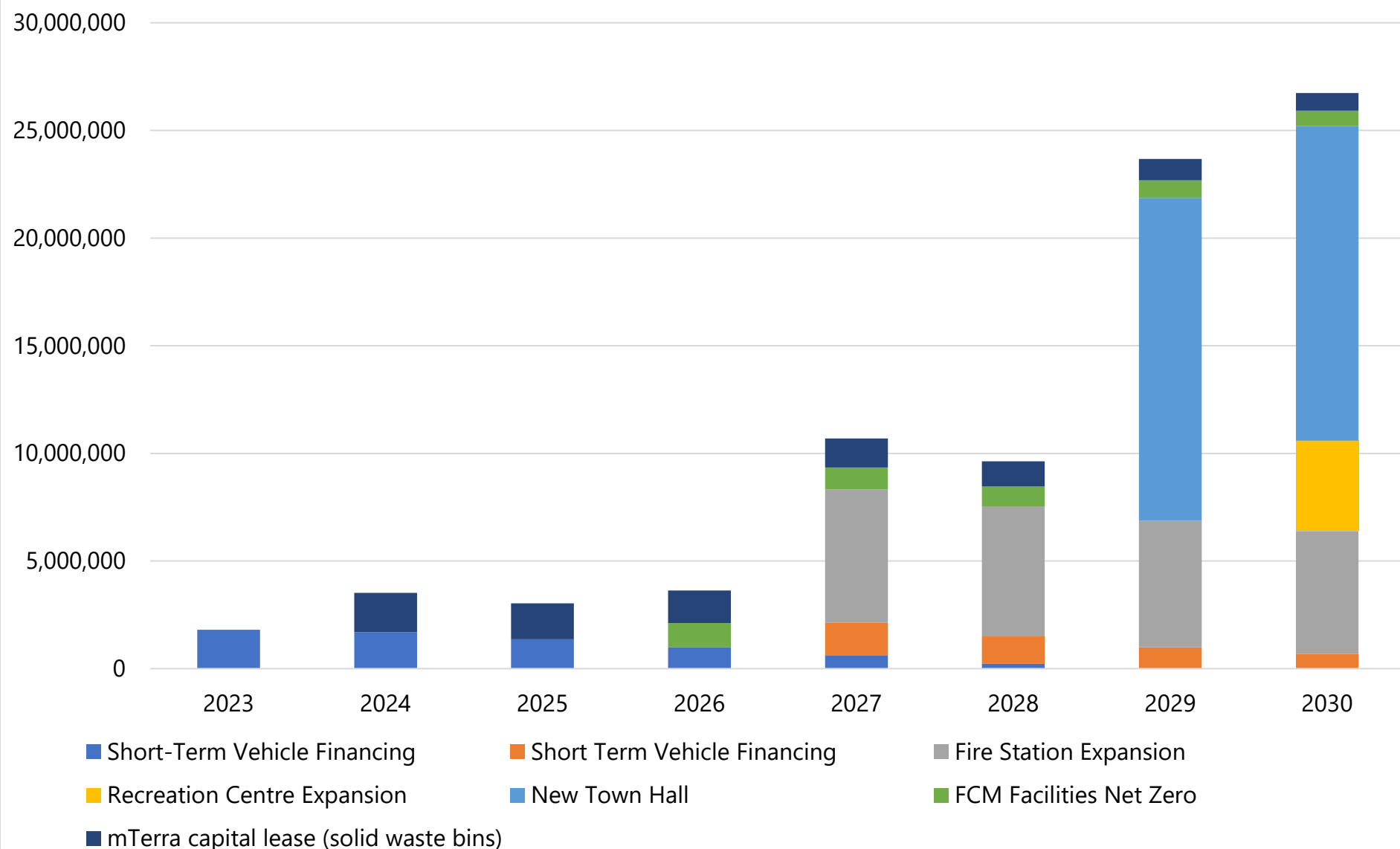
Debt Capacity based on Annual Borrowing Payments



Borrowing Limit	6,384,108	7,555,783	8,110,653	8,353,972	8,604,591	8,862,729	9,128,611	9,402,469
Projected payments	137,537	632,419	632,420	886,462	1,483,579	1,422,347	2,336,214	2,676,863
Approval Free Limit	1,276,822	1,511,157	3,244,261	3,341,589	3,441,836	3,545,092	3,651,444	3,760,988

The proposed borrowing in this budget is within the debt capacity of the Town of Comox. The orange line shows the approval-free limit. Borrowing under the approval free limit does not require additional public consultation beyond the standard budget consultation. All of the proposed borrowing is below the approval free limit.

Outstanding Loans



Asset Management in Comox

Comox developed its first Asset Management Plan (AMP) in 2018. It was further updated in 2023 and used to develop the Infrastructure Renewal Fund initiative.

An updated AMP is being developed for the next Council term that will be further refined by revaluing and refining the existing asset data using condition assessments. This will be accomplished with new asset management software and by developing new benchmarks such as levels of service.

Asset Management Plan (AMP)

Municipalities and regional districts are responsible for managing community infrastructure assets over the asset lifecycle. This ensures that community service needs are met and that services are delivered in a socially, economically and environmentally responsible manner.

Sustainable service delivery is supported by asset management practices including:

- An understanding of the trade-offs between the desired services and available resources
- Long-term planning to enable informed decision-making around the construction, operation, maintenance, renewal or upgrade, and financing of infrastructure
- Proactive management of physical assets such as roads, buildings, treatment plants and pipes.

Successful asset management is based on the principles that asset management is:

- An ongoing, iterative process or approach, not a one-time project
- Holistic and integrated
- About generating value and sustainable service delivery

Sustainable Service Delivery ensures that current community service needs, and how those services are delivered (in a socially, economically and environmentally responsible manner), do not compromise the ability of



future generations to meet their own needs. Communities build and maintain infrastructure to provide services. These services support our quality of life, protect our health and safety, and promote social, economic and environmental well-being. Failure to care for our infrastructure, manage our natural resources and protect the benefits provided by nature risks degrading, or even losing, the services communities enjoy, and that future generations may rely on.

Sound asset management practices support Sustainable Service Delivery by considering community priorities, informed by an understanding of the trade-offs between the available resources and the desired services.

2023 Asset Management Plan Key Data

**Replacement cost of
infrastructure
\$270 million**

**Replacement cost
per household
\$40,467**

**Annual capital
infrastructure deficit
\$2.5 million**

**Timeframe for
eliminating
infrastructure deficit
10 years**

**Estimated annual increase in Infrastructure
Renewal Fund per average residential home
\$51.79**

Asset Management Plan Policies

CCL-049 Asset Management Policy

General asset management practices.

CCL-043 Municipal Assets Policy

Governs the sale or disposal of assets.

Proposed new policies

- Asset Segmentation Policy
- Updated threshold valuations and lifespans
- Current and proposed levels of service

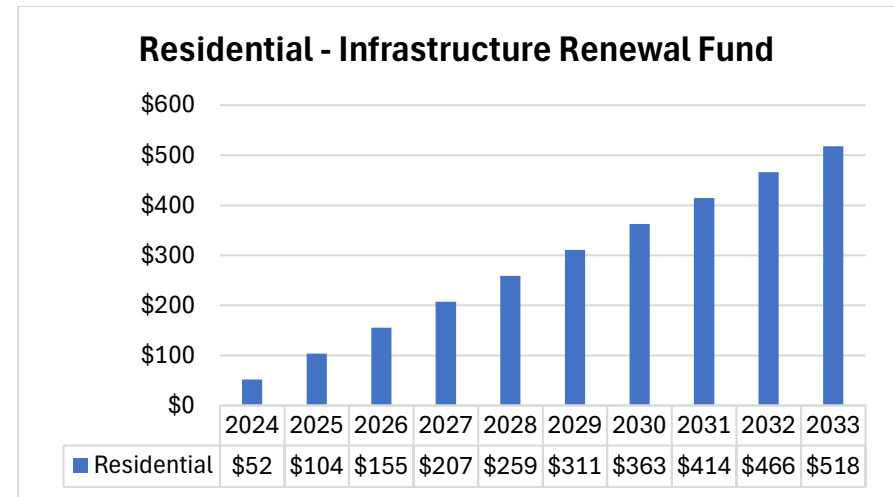
Infrastructure Renewal Fund

The Infrastructure Renewal Fund came about from the 2023 Asset Management Study which determined that the Town of Comox was not setting aside sufficient funds to replace their existing infrastructure assets. Infrastructure assets include roads, sidewalks, storm drains, water and sewer pipes, facilities such as the fire hall, recreation centre, properties leased out to community groups such as the museum and seniors centre, and administration facilities. The amount is approximately \$52 for the average residential property and varies by the assessed value.

The study recommended that an infrastructure renewal fund be established and to be funded by annual levies on property owners. The Province requires the funds to be collected from the general tax base based on assessed value. Due to this, the levy is collected similar to general municipal property taxes and is subject to the property tax multiplier. This means that different classes of properties pay higher multiples of the infrastructure Renewal Fund levy in the same proportion as different classes of properties pay higher multiples of the general property taxation amount.

The levy was set to collect approximately \$370,000 in the first year (2024) and that amount would increase by approximately \$370,000 each year for the following 9 years until the amount collected annually is approximately

\$3,700,000 in 2033. The chart below shows this increased amount and the approximate cost per property in each property tax class based on the number of properties in each class in 2024. This amount or the total amount can vary annually as the number of properties changes due to growth or redevelopment. Over time there will be updates to the Asset Management Plan which will determine if adjustments need to be made to the required amount of funds based on changes in cost of construction, growth pattern changes, and changes to service levels.



Forecasted Infrastructure Renewal Levy for average property (will vary as property tax class multiple varies)

Year	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Residential	\$52	\$104	\$155	\$207	\$259	\$311	\$363	\$414	\$466	\$518
Utilities	\$233	\$465	\$698	\$930	\$1,163	\$1,396	\$1,628	\$1,861	\$2,093	\$2,326
Light Industrial	\$356	\$712	\$1,068	\$1,423	\$1,779	\$2,135	\$2,491	\$2,847	\$3,203	\$3,559
Business	\$189	\$379	\$568	\$758	\$947	\$1,137	\$1,326	\$1,516	\$1,705	\$1,895
Recreation	\$310	\$620	\$930	\$1,241	\$1,551	\$1,861	\$2,171	\$2,481	\$2,791	\$3,101
Farm	\$4	\$7	\$11	\$14	\$18	\$21	\$25	\$28	\$32	\$36
Total Annual Collected	\$370,315	\$740,630	\$1,110,945	\$1,481,260	\$1,851,575	\$2,221,890	\$2,592,205	\$2,962,520	\$3,332,835	\$3,703,150

Other Targeted Tax Levies

Downtown Comox Business Improvement Area

A Business Improvement Area (BIA) is an association of businesses and commercial property owners within a specified commercial area who join together to promote the economic development of the district through various marketing, beautification, safety and advocacy initiatives. With the support of the municipality, BIAs are enacted through special legislation and, once formed, are governed by a volunteer Board of Directors, comprised of area business tenants and commercial property owners, and funded through a member-based property tax levy.

The improvements to the Improvement Area help to promote the districts and their members, bring customers, stimulate the economy, and support the community. Promotional activities may include special events and ongoing advertising programs which aim to keep the BIA area foremost in the public's mind as an attractive, pleasant place to shop, to be entertained, to work and to live.

For many BIAs the social wellbeing of the community is very important. Many BIAs have programs that deal specifically with homelessness, graffiti, crime prevention, safety, transportation, accessibility, density, green spaces and other issues. In addition, BIAs have expanded their roles to include business recruitment to their list of goals.

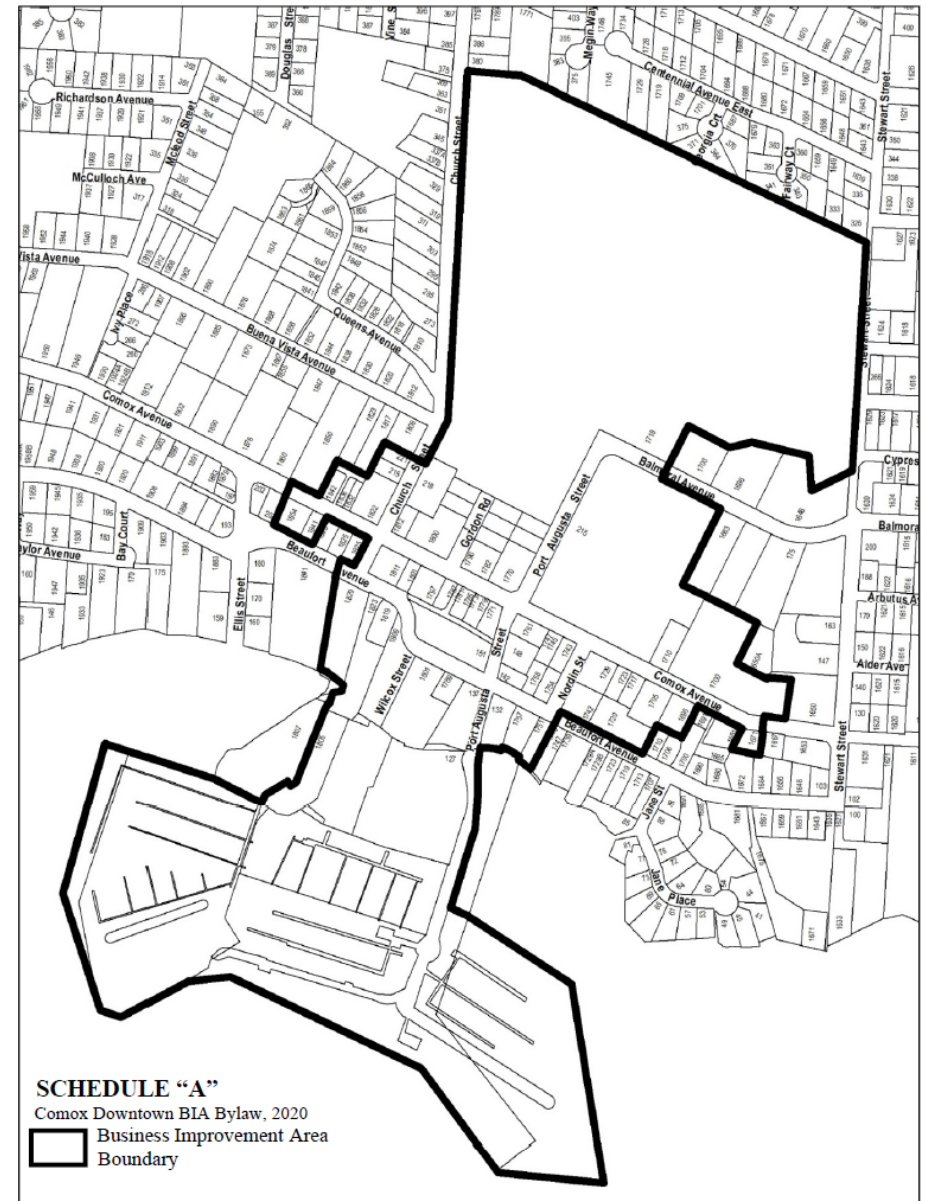
BIAs help to create stronger communities by supporting member participation through the Board of Directors and the committees of the BIA. The formal BIA designation allows for a planned program to be developed with an annual budget contributed to by all its members. The cumulative effect of BIA activities attract customers and new business to the Improvement Area. BIAs respond to and reflect the needs of individual areas. They can act as merchant associations, initiators of revitalization projects, coordinators of civic planning processes, a key spoke in economic development teams, and a positive voice when addressing street issues.

The [Downtown Comox BIA](#) is governed by Bylaw 2032 which expires December 31, 2029.

The non-vacant commercial assessed values are the ones used for calculating the levy per participating property.

Total levy split amongst BIA members by portion of eligible assessment

2024	2025	2026	2027	2028	2029
\$72,900	\$80,190	\$88,209	\$97,030	\$106,733	\$117,406



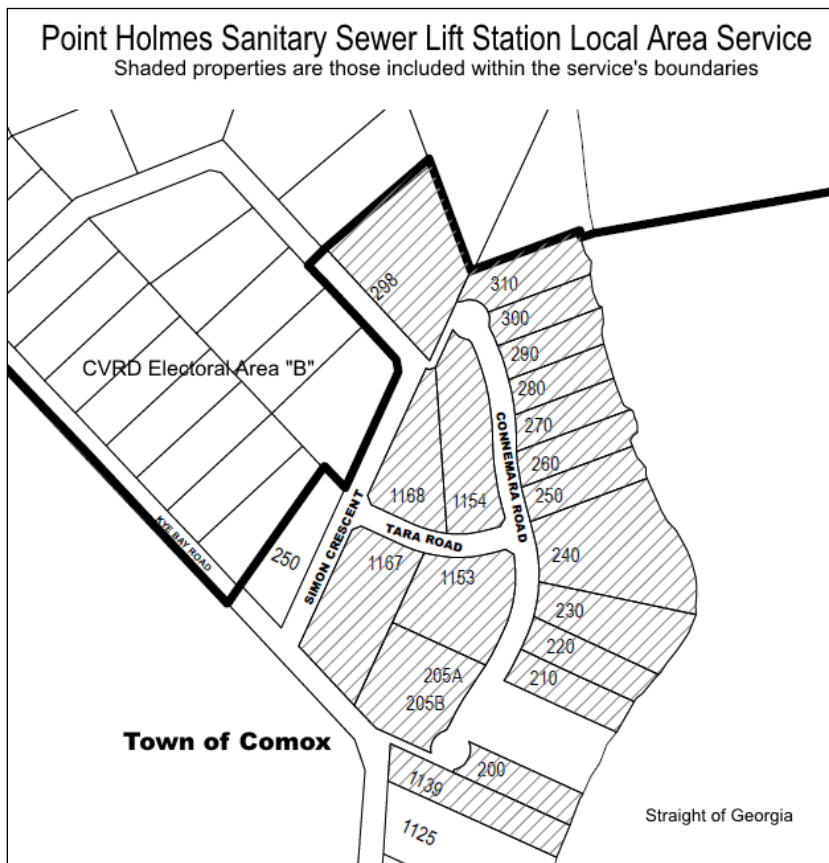
Local Area Service - Point Holmes Sewer Lift Station

This [local area service](#) (LAS) charge applies to the shaded area in the map. The LAS was established for the operation, repairs, maintenance, amortization, capital expenditures and contributions to reserves for future capital upgrades, replacement or decommissioning of the Point Holmes sanitary sewer lift station. The cost of this is to be recovered by an annual parcel tax on the parcels in the area starting in 2012.

Bylaw #1660 (2010) established the LAS.

Bylaw #1713 (2011) set the annual parcel tax rate at \$1,100 per parcel starting in 2012.

Bylaw #1801 (2015) amended the area that the parcel tax applied to.



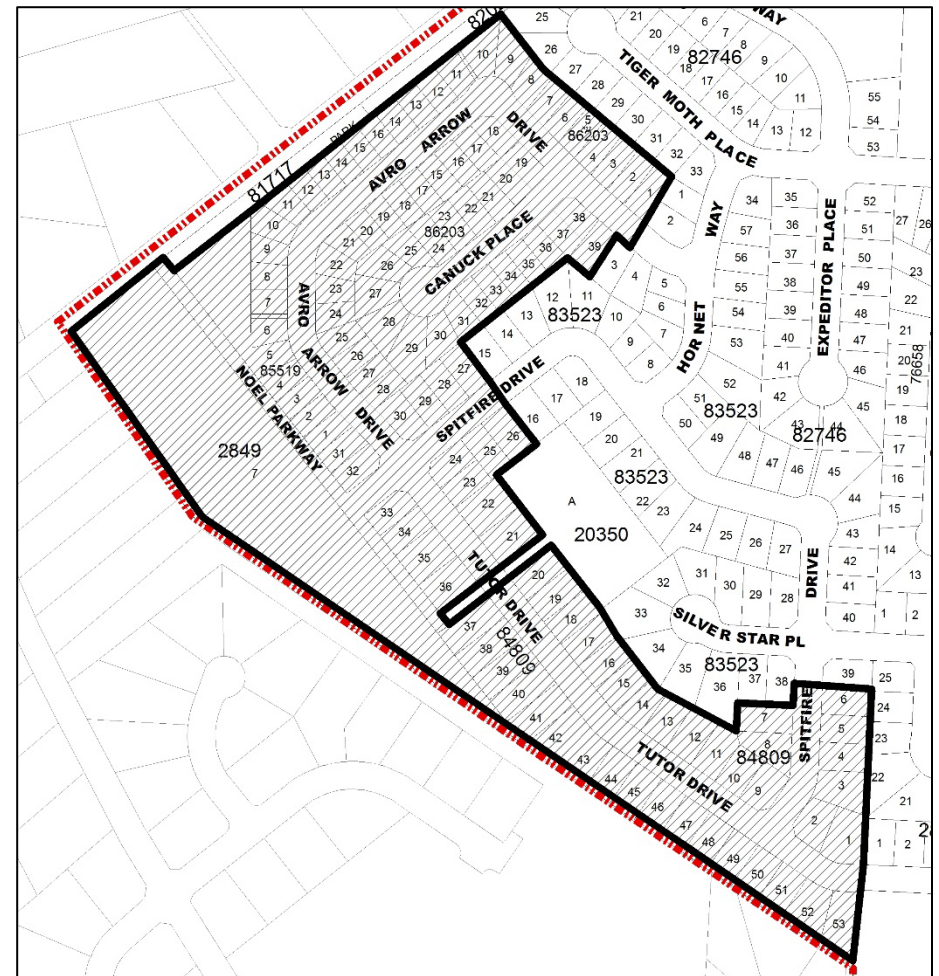
Local Area Service – Lancaster Heights Lift Station

This [local area service](#) (LAS) charge applies to the shaded area in the map. The LAS was established for the operation, repairs, maintenance, amortization, capital expenditures and contributions to reserves for the Lancaster Heights sanitary sewer lift station. The cost of this is to be recovered by an annual parcel tax on the parcels in the area starting in 2012.

Bylaw #1591 (2008) established the LAS.

Bylaw #1681 (2011) set the annual parcel tax rate at \$165.00 per parcel.

Bylaw #1758 (2014) amended the area that the parcel tax applied to.



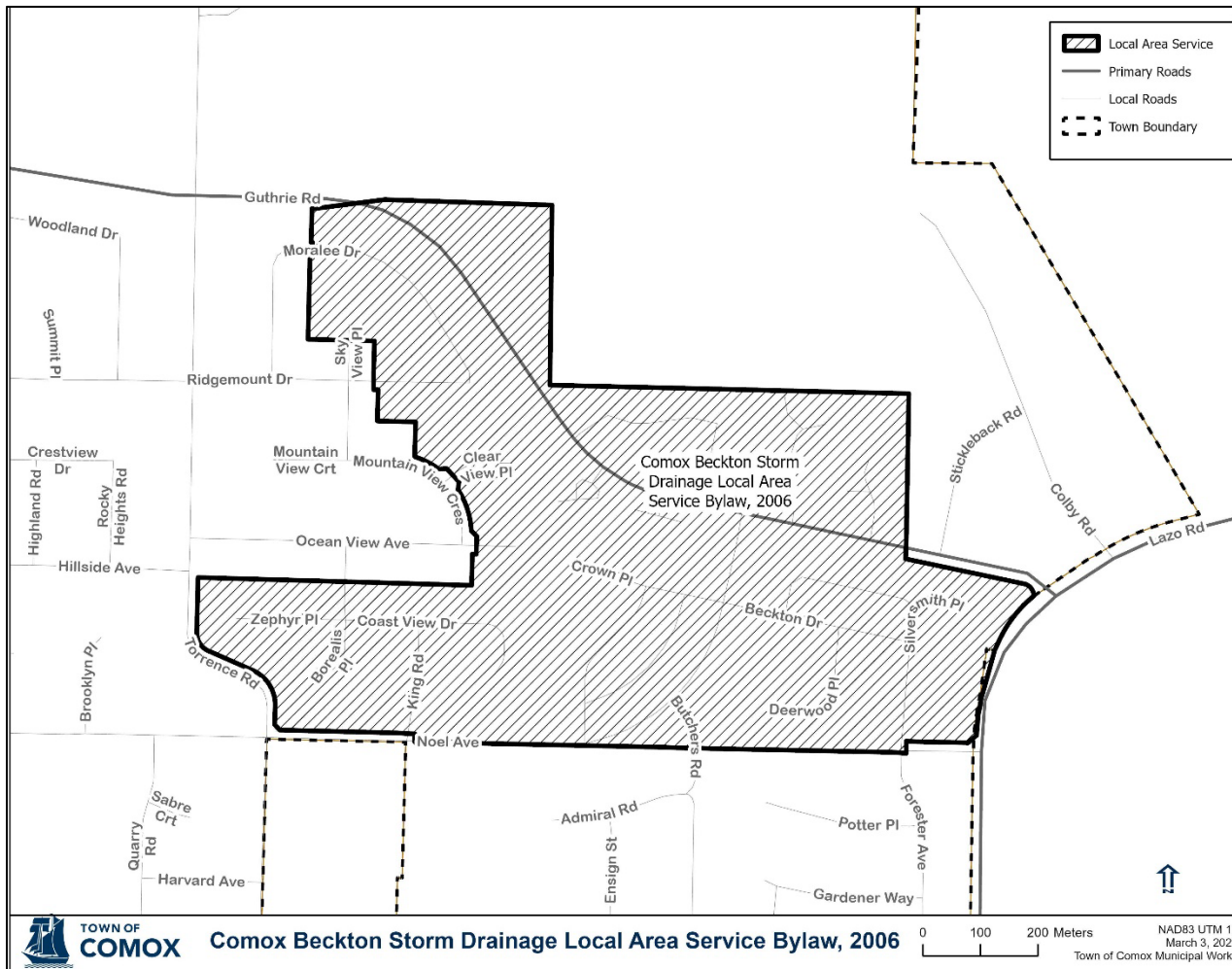
Local Area Service – Beckton Drainage

This [local area service](#) (LAS) charge applies to the shaded area in the map. The LAS was established for the operation and maintenance of the detention/siltation ponds in the LAS. The cost of this is to be recovered by an annual parcel tax on the parcels in the area starting in 2006 which replaced a previously existing specified area charge.

Bylaw #1264 (1998) established a Specified Area charge.

Bylaw #1532 (2006) converted to a LAS, revised the boundaries and set the annual parcel tax rate at \$175.00 per hectare starting in 2007.

Bylaw #1729 repealed bylaw #1264. Bylaw #1532 remains in effect.



Key Budgetary and Financial Policies and Procedures

CCL-066.01 Budget Timeline Policy

To provide a regular schedule for the annual adoption the Financial Plan. Further to ensure that Administration has Council approval for Capital and Special projects at a pre-determined time, early in each year, to allow for increased planning, tendering, and execution time.

CCL-032 Contribution of Goods and Services to Non-Profit Societies

To track all goods and services over \$2,000 provided by Town resources to non-profit societies.

CCL-020 Financial Plan – Policy and Procedures

Outlines the process of preparing and adopting the Financial Plan.

CCL-018 Financial Reports Policy

Sets out the format and timing of financial reports to Council.

CCL-041 Project Cost Overruns Policy

Sets out the requirement to notify Council of cost overruns and management of them.

CCL-017 Purchasing Policy

Sets out the process and procedures for purchasing.

Amending the Budget

A budget is considered a 'living document', also known as an evergreen document or dynamic document, is a document that is continually edited and updated. Changes to the municipal financial plan occur throughout the year and they need to be recorded in an amended financial plan in order to enact the financial changes.

An example would be the need to spend additional funds that come from a grant. The additional expenditures need to be added to the budget, along with their purposes, along with the offsetting revenue to fund these new expenditures.

Amendments to the budget, or financial plan, should be regulated by a municipal financial plan amendment bylaw or policy so that minor or regularly anticipated amendments do not require formal amendment.

An example of a minor change could be the addition of a smaller grant and its additional expenditures under \$10,000.

Glossary of Terms

Accrual Accounting

Comox's sources of financing and expenditures are recorded using the accrual basis of accounting. This basis recognizes revenues as they become available and measurable and expenditures as they are incurred and measurable as the result of receipt of goods or services and the creation of a legal obligation to pay. This is also the basis for developing Comox's budget.

Administration

A category of expenses representing administrative costs and other costs that do not fit into any of the other categories of expenses.

Amortization

The reduction of the value of an asset by prorating its cost over a period of years. The period of time that a debt would be paid off over. A category of expenses representing the reduction of the value of an asset.

Appropriation

A sum of money or total of assets devoted to a special purpose.

Assessment

A value established by the Municipal Property Assessment Corporation (MPAC) for real property for use as a basis of levying property taxes for municipal purposes.

Asset Management Plan

A plan that determines how a municipality can become sustainable with regards to the replacement of their tangible capital assets by determining the current amount of funding and the deficit that is required to be funded in the future.

Balanced Budget

A balanced budget refers to a budget in which revenues are equal to expenditures. Municipalities are required to pass a balanced budget and are not permitted to run a deficit or a surplus.

Base Budget

Budget resources that are required to maintain service at the level provided in the previous year's budget.

Bond

A debt investment in which an investor loans money to an entity that borrows the funds for a defined period of time at a fixed interest rate. which is then used to calculate the additional debt that can be borrowed using estimated interest rates and amortization periods.

Comox borrows, in part, through Infrastructure Ontario, an Ontario crown corporation which issues bonds in the name of the Government of Ontario.

Budget

An estimation of the revenues and expenses over a specified future period of time. Comox prepares an annual budget which is for the fiscal year of January 1 to December 31.

Business Improvement Area

A Business Improvement Area (BIA) is a "made-in-Ontario" innovation that allows local business operators and commercial property owners and tenants to join together and, with the support of the municipality, to organize, finance, and carry out physical improvements and promote economic development in their district.

Capital Budget

A plan of proposed capital expenditures to be incurred in the current year and over a period of subsequent future years identifying each capital project and the method of financing.

Capital Expenditure (Project)

Expenditures to purchase or construct capital assets. Typically a capital expenditure consists of purchasing land or equipment, improving land, and/or the construction of a building or infrastructure. Sometimes capital assets are purchased or constructed by third parties and turned over to the municipality for future operation, maintenance and repair.

Collective Agreement

A legally binding agreement between an employer and a union detailing the terms and conditions of employment.

Comox Valley RCMP Detachment

The police force that has responsibility for policing Comox. The policing is governed under BC Agreement and Comox costs are collectivized and shared

with similar municipalities with a population between 5,000 and 15,000 persons along with 30 percent subsidy from the Province.

Contracted Services

A category of expenses representing services performed by contractors

Council Proposed Budget

The budget proposed by Council to the Public typically after reviewing and amending the Staff Proposed Budget.

Debenture Debt

The repayment of principal and payment of interest to holders of the municipality's debt instruments which were used to finance capital projects.

Debt Limit

The total debt that a municipality can incur. Additional debt capacity is based on a percentage of eligible revenue less existing debt obligations which is then used to calculate the additional debt that can be borrowed using estimated interest rates and amortization periods.

Department

A basic organizational unit of the Town of Comox which is functionally unique in its delivery of services.

Depreciation

Similar to amortization it is a method of allocating the cost of a tangible capital asset (TCA) over its useful life.

Development Charge (DC)

A fee assessed against certain land development projects in order to help fund the cost of specified capital infrastructure needed to service growth.

Developer Contributions

Capital works and infrastructure paid for and constructed by Developers often consisting of sidewalks, roads, water infrastructure, sewer infrastructure and storm drainage infrastructure.

Facility Maintenance

A category of expenses representing the cost of maintaining facilities including costs for repair and maintenance but not including utility costs or insurance.

Facility Utilities

A category of expenses representing the cost of utilities including gas and hydro.

Fiscal Year

The twelve-month accounting period for recording financial transactions. Comox's fiscal year is January 1 to December 31.

Full Time Equivalent (FTE)

A measure to account for all staffing dollars in terms of their value as a staffing unit. For example, two (2) half-time positions would equate to one (1) FTE.

Fund

A supply of money or pecuniary resources for some purpose.

Grant

A monetary contribution by one governmental unit or other organization to another. Typically these contributions are made to local governments by the Provincial and Federal Governments or the upper-tier government (County or Region). It is also a category of revenue consisting of grant funds.

Insurance

A category of expenses representing the cost of acquiring insurance for the assets or activities of Comox.

Living Document

A living document is a document that is continually edited and updated.

Local Government Data Entry (LGDE)

The local government data entry (LGDE) forms provide a standardized financial measure of local government activities over the previous fiscal year. The LGDE is the main data collection tool used by the Government of BC to collect financial and statistical information on Municipalities.

Local Improvement Charges

A financial tool used by municipalities for neighbourhood capital improvements such as but not limited to roads, sidewalks, water or sewer services. These charges are added to the property tax bills for the properties that benefit from the improvements over a specified period of time in order to spread out the cost of the improvements to the property owners.

Non-market Change

Non-market Change is a change in value on the assessment roll that is not market related. NMC is a potential source of new taxing authority revenue without having to increase a jurisdiction's property tax rates.

Official Community Plan

The Official Plan establishes goals, objectives and land use, transportation and servicing policies to direct the physical growth of Comox within the context of relevant social, economic and environmental constraints, in order to obtain the most desirable living environment for present and future residents.

Operating Budget

The budget containing allocations for such expenditures as salaries and benefits, materials and supplies, utilities, and insurance in order to provide basic government programs and services.

Operating Project

Projects that do not purchase or construct capital assets and are accounted for in the operating budget.

Other Income

A category of revenues representing funds that do not fit into any of the other categories of revenues.

Payments in Lieu of Taxes (PIL or PILT)

Payments in lieu of taxes received from other governments which are exempt from the payment of property taxes.

Property Tax Exemption

A method of reducing the property taxes owing on a property by reducing the taxable assessed value. A tax exemption could be statutory by provincial law or permissive by local Council bylaw.

Provincial Growth Plan

Places to Grow is the Ontario government's program to plan for growth and development in a way that supports economic prosperity, protects the environment and helps communities achieve a high quality of life across the province. Regional growth plans are developed to guide government investments and policies.

Public Sector Accounting Board (PSAB)

The subcommittee of the Canadian Institute of Chartered Accountants which provides recommendations and issues pronouncement to enhance the financial reporting information of public sector bodies.

Reserve

An allocation of accumulated net revenue. It has no reference to any specific asset and does not require the physical segregation of money or assets.

Reserve Fund

Assets segregated and restricted to meet the purpose of the reserve fund. They may be:

- Obligatory – created whenever a statute require revenues received for special purpose to be segregated
- Discretionary – created whenever a municipal council wishes to designate revenues to finance a future project for which it has authority to spend money.

Reserve For Future Expenditure (RFFE)

A discretionary reserve used to fund projects, currently also representing the accumulated operating surplus. There are three for each of the main budgeting segments; operating, water, and sewer.

Salaries, Wages & Benefits

A category of expenses representing the salaries, wages and benefits of employees. This also includes adjustments to vacation accruals.

Segmentation

The organizing of the financial information of the municipality into parts that are determined to be meaningful to the expected financial statement users. Comox's segmentation is determined by Finance Procedure 2010-004 "Financial Statement Segmentation".

Single Dwelling Unit

This is a measure used for measurements of growth and typically refers to a single detached home.

Source Water Protection

The Provincial methods, legislation and regulations applied to the lakes, rivers and aquifers from which we get the water we drink and use is made safe.

Staff Proposed Budget

The budget first proposed by Staff to Council for Council to review and amend prior to presentation to the Public.

Surplus

The excess that exists when expenditures at fiscal year-end are lower than had been budgeted for or revenue are higher. Surpluses are required to be applied fully in the following year's operating budget to reduce amounts raised through taxation, unless allocated to a reserve by Council.

Tangible Capital Assets (TCA)

An asset that is designated to be part of the capital budget due to it meeting the definition of a tangible capital asset as set out by PSAB regulations and as determined by Comox's TCA policy.

Tax Levy

The total amount to be raised by property taxes for operating and debt service purposes specified in the annual Tax Levy By-Law.

Tax Rate

The rate levied on each real property according to assessed property value and property class.

Tax Ratio

The amount greater or lesser than the base rate and is applied to properties to increase or decrease their assessed value in order to produce the taxable value which is used to calculate the property taxes. Residential properties are used as the base rate.

Taxation

A category of revenues representing funds raised from property owners based upon a tax rate and their assessed value.

Transfer from Reserves

A category of revenues representing funds withdrawn from reserves or reserve funds.

Transfer to Capital

A category of expenses representing funds transferred from the operating portion of the budget to the capital portion of the budget in order to provide funds to pay for the capital items.

Transfer to Reserves

A category of expenses representing funds placed or saved in reserves or reserve funds.

Useful Life

The period during which an asset or property is expected to be usable for the purpose it was acquired. It may or may not correspond with the item's actual physical life or economic life.

User Fee

A fee levied for services or use of municipal property on an individual or groups of individuals benefitting from service.

Vehicles and Equipment

A category of expenses representing the cost of vehicles and equipment including but not exclusive to fuel, repairs and maintenance.

Acronyms

AMP Asset Management Plan
 BCAA British Columbia Assessment Authority
 BIA Business Improvement Area
 Bud Budget or budgeted
 CAO Chief Administrative Officer
 CCBF Canada Community Building Fund
 CICA Canadian Institute of Chartered Accountants
 CFB Canadian Forces Base
 CSWM Comox Strathcona Waste Management
 CVRD Comox Valley Regional District
 DCC Development Cost Charge
 FTE Full Time Equivalent Employees
 GAAP Generally Accepted Accounting Principles
 GASB Governmental Accounting Standards Board
 GFOABC Government Finance Officers Association of BC
 GIS Geographic Information System
 HAF Housing Accelerator Fund grant
 HR Human Resources
 HRIS Human Resources Information System
 HVAC Heating, Ventilation and Air Conditioning
 KFN K'ómoks First Nation
 LGCAP Local Government Climate Action Plan
 LGHI Local Government Housing Initiatives
 NMC Non-market Change
 OCP Official Community Plan
 PIL(T) Payments in Lieu (of Taxes)

PS Pumping Station
 PSAB Public Sector Accounting Board
 PTE Permissive Tax Exemption
 PTE Part Time Equivalent Employees
 PW Public Works
 RCMP Royal Canadian Mounted Police
 RFFE Reserve for Future Expenditure
 SCBA Self-Contained Breathing Apparatus
 SDU Single Dwelling Unit
 SSMUH Small-scale, multi-unit housing
 STP Sewage Treatment Plant
 TCA Tangible Capital Asset
 TNT Vehicle Extrication Tools
 UBCM Union of BC Municipalities
 WHMIS Workplace Hazardous Materials Information System
 YTD Year to date