



# TOWN OF LAKE COWICHAN

## Finance and Administration Committee

*Tuesday, March 10<sup>th</sup>, 2020 at 6:00 p.m. – Council Chambers*

### AGENDA

#### 1. CALL TO ORDER

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**INTRODUCTION OF LATE ITEMS** (if applicable)

#### 2. APPROVAL OF AGENDA

#### 3. BUSINESS ARISING AND UNFINISHED BUSINESS

##### Ongoing Items Still Being Addressed:

(a) Municipal Hall Upgrades- Update.

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(b) Water Treatment Plant - status report.

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#### 4. DELEGATIONS AND REPRESENTATIONS

#### 5. CORRESPONDENCE

(a) Union of BC Municipalities re: UBCM Resolutions Process.

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#### 6. VERBAL COMMENT FROM THE PUBLIC ON A SUBSEQUENT ITEM ON THE AGENDA

– (maximum 3 minutes per speaker and maximum time allotted 15 minutes)

#### 7. REPORTS

(a) Director of Finance re: Financial Report for the period ending February 29<sup>th</sup>, 2020.

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(b) Building Inspector's Report for February 2020.

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(c) Bylaw Officer's Report for January 2020.

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(d) Lake Cowichan Fire Department Incident Report for January 2020.

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#### 8. NEW BUSINESS

(a) Chief Administrative Officer re: Strategic Planning for the Town of Lake Cowichan.

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(b) Superintendent, Public Works and Engineering Services re: Sewer Treatment Plant Slope Stability Stabilization Project.

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(c) Chief Administrative Officer re: Coronavirus (COVID-19)

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#### 9. NOTICES OF MOTION

#### 10. PUBLIC RELATIONS ITEMS

#### 11. QUESTION PERIOD (maximum 3 minutes per speaker and maximum time allotted 15 minutes) - Limited to items on the agenda

#### 12. ADJOURNMENT

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# Memo

**TO:** Chair, Finance and Administration Committee

**SUBJECT:** Municipal Hall Upgrades - Update

**DATE:** March 6, 2020

**FROM:** Chief Administrative Officer

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## UPDATE

Work on upgrades at the municipal hall is progressing and the following update can be provided:

- The Lady of the Lake Society has removed all of its chattel from the municipal premises;
  - Hazmat folks were involved with removal of all deleterious material from the bays;
  - Work on relocation of the fire siren is underway; and
  - Emails from G&G Roofing dated February 6<sup>th</sup>, 2020 and March 3<sup>rd</sup>, 2020 state basically the same thing and I quote: "I do not have a start date yet. We're battling the weather".
- Roofing is the next big priority.

With the proposed upgrades to the municipal hall it may be prudent to consider the addition of a back-up generator to this facility so that in the event of a local or regional emergency coupled with power failure, the Emergency Operational Centre could be up and running.

The Emergency Operations Centres & Training funding stream can contribute a maximum of 100% of the cost of eligible activities to a maximum of \$25,000.00. The total project estimate for the purchase and installation of a back-up generator is estimated at \$50,000.

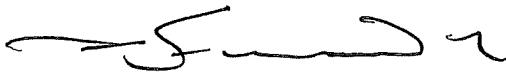
## RECOMMENDATION

that the committee recommend support for a grant application under the 2020 Emergency Preparedness Fund through UBCM for \$25,000 for the purchase and installation of a back-up generator for an alternate and central Emergency Operations Centre;

and that it further provide assurance that it would support all of the proposed activities under the plan and ensure the proper overall management of the grant.

Note: If Council is agreeable on moving forward with the application, a special meeting needs to follow the committee so the recommendation may be ratified.

The closing date for submission of the application is March 13<sup>th</sup>, 2020.

A handwritten signature in black ink, appearing to read 'Joseph A. Fernandez', written over a horizontal line.

Joseph A. Fernandez

# Memo



**TO:** Chief Administrative Officer

**SUBJECT:** WTP update

**DATE:** March 6, 2020

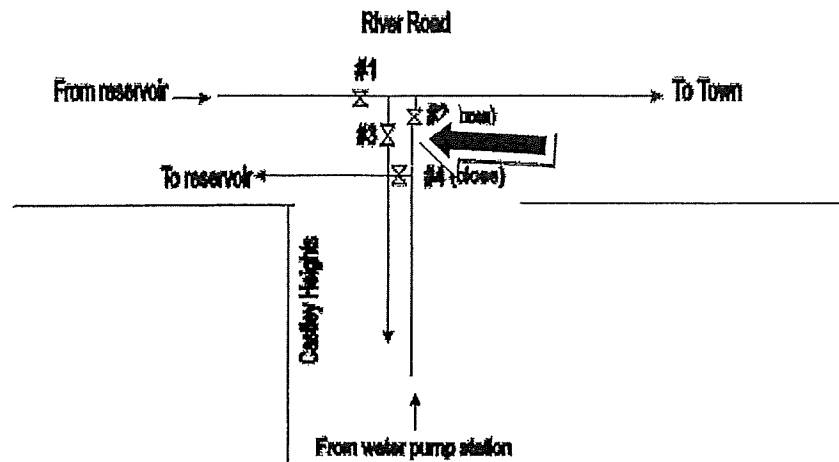
**FROM:** Superintendent, Public Works and Engineering Services

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## Current Status:

- Check valves at the North Shore Pump House and WTP have been installed.
- Blind flanges at the North Shore Road and River Road need to be capped. Investigation occurred on the 5<sup>th</sup>-Mar. Work will continue the week of the 9<sup>th</sup>-Mar.
- River road capping is straight forward. Contractor has easy access to valve.
- North Shore capping is not straight forward. When contractor investigated the valve, there was significant water infiltration and the clay subsurface made ground conditions very unstable.
- Contractor will have to use two vacator trucks to continuously haul away muddy water. The construction hole will take up the entire lane. Water interruptions will be sent to all affected houses.
- The first picture shows how the ground is beneath is failing and is being held up by the valve pipe.
- A close up of the second picture show the cut of the previous time the area was worked on.





- Water runs from the pump station to the reservoir. There is a valve #2, that when open, allows water to go directly from the water pump station to the distribution network. The line will be cut and capped where the arrow is. This will prevent any water to be directly released into distribution.
- The layout for North Shore Road is similar to river road, in that a line needs to be capped.
- Stantec is scheduled to be onsite on the 16<sup>th</sup>-Mar to continue commissioning.
- Trittech will be onsite at the same time on the 16<sup>th</sup>-Mar to address outstanding deficiencies.
- Expecting to receive a proposal form a new 3<sup>rd</sup> party Level 4 Operator on 9-Mar.
- Water from the WTP is currently running through the filters without coagulation chemicals, UV and chlorine systems.

Kam So, P.Eng, MBA (Candidate)  
Superintendent, Public Works and Engineering Services



March 4, 2020

To: Chair and Board  
Chief and Council  
Mayor and Council

**Re: UBCM Resolutions Process**

In response to member feedback, the UBCM Executive is undertaking a review of the resolutions process. This will include consultation with members at Area Association spring conferences, and a subsequent report to the membership at the 2020 Annual Convention. While the review progresses, the Executive has committed to exercise their existing authority more fully, and apply greater rigour to the screening and vetting of resolutions submitted to UBCM for 2020.

With the understanding that a resolutions process review is already underway, the Resolutions Committee of the UBCM Executive has identified measures that UBCM can implement in the immediate term to streamline the process and address the number and repetitiveness of resolutions. In 2020, the Committee will seek to:

- Identify more directly the resolutions that address issues of priority to the membership, and ensure that debate of these priority issues takes place early on.
- Be more firm in sending resolutions back to the sponsor if resolutions do not meet UBCM criteria for format, clear writing, factual information, or relevance to local government administration or operations.
- Standardize language to be gender neutral and, where applicable, refer to local governments or First Nations rather than municipalities or regional districts. The goal is to avoid using debate time to make such amendments.
- Combine similar resolutions, without losing or changing their intent.
- Offer further education and support to members on writing clear, effective resolutions.
- Work more closely with Area Associations to improve the quality of resolutions debated at their spring conventions.

These streamlining measures could affect resolutions that your community submits to Area Associations or to UBCM this year.

Please feel free to contact Reiko Tagami, Policy Analyst ([rtagami@ubcm.ca](mailto:rtagami@ubcm.ca) or 604 270 8226 ext. 115), with questions about resolutions streamlining, or the resolutions process review.

Sincerely,

  
Maja Tait  
UBCM President

  
Claire Moglove  
Chair, Resolutions Committee



# Memo

**TO:** Chief Administrative Officer  
**FROM:** Director of Finance  
**DATE:** March 6, 2020

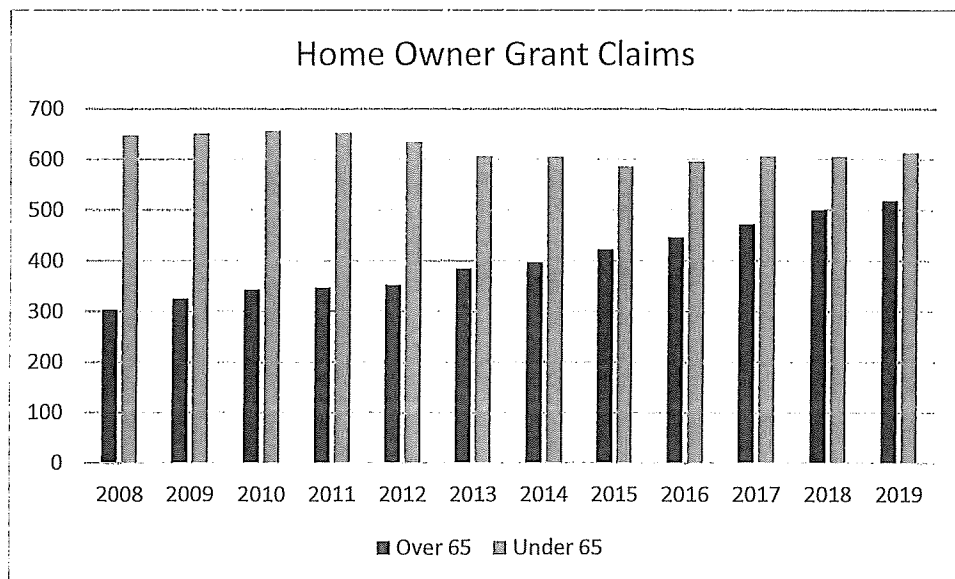
**SUBJECT:** Financial Report for the Period Ending February 28, 2020

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The statements of revenues and expenditures for the general, sewer and water funds for the year ended December 31, 2019 and the period ended February 29, 2020 are attached for your review.

## Points of Note

- The 2019 financial information as presented is incomplete as work on year end is in progress.
- The 2020 budget numbers as presented are preliminary as information from outside parties has not yet been received.
- The Firehall MFA debt, in the amount of \$431,000, has been refinanced with a pay-out day of September 30, 2023.
- The following chart shows the homeowner grant claims from 2008 to 2019.



Ronnie Gill, CPA, CGA



TOWN OF LAKE COWICHAN  
Statement of Expenditure - January 31, 2020

|  | 2018<br>YTD Actual | 2019<br>Budget    | 2019<br>YTD Actual | 2020<br>Budget   | 2020<br>YTD Actual | 2020<br>% |
|--|--------------------|-------------------|--------------------|------------------|--------------------|-----------|
| <b>REVENUES</b>                        |                    |                   |                    |                  |                    |           |
| Taxes                                  | 2,071,964          | 2,144,601         | 2,146,518          | 2,275,178        | -                  | 0%        |
| Supplemental Adjustments               | -                  | -                 | -                  | (8,200)          | -                  | 0%        |
| Grants-In-Lieu                         | 55,016             | 57,280            | 55,108             | 58,900           | -                  | 0%        |
| Penalties and Interest on Taxes        | 63,046             | 60,000            | 63,177             | 60,000           | 280                | 0%        |
| Business Licences                      | 21,800             | 18,000            | 18,275             | 18,500           | 1,475              | 8%        |
| Building and Other Permits             | 68,731             | 25,000            | 61,278             | 24,700           | 1,548              | 6%        |
| Storm Drain Connection Fees            | 1,890              | -                 | 3,080              | -                | 60                 | -         |
| Dog Tags and Fines                     | 3,590              | 3,200             | 3,655              | 3,300            | 2,145              | 65%       |
| Interest on Investments                | 92,378             | 30,000            | 109,498            | 50,000           | 1,514              | 3%        |
| Fire Service to CVRD                   | 272,682            | 321,847           | 312,469            | 322,918          | -                  | 0%        |
| BC Wildfire Recoveries                 | 16,896             | -                 | -                  | -                | -                  | -         |
| Fire Department Recovery               | -                  | -                 | 35,139             | -                | -                  | -         |
| Garbage Revenues                       | 380,404            | 383,500           | 386,875            | 396,100          | 345,585            | 87%       |
| Lakeview Revenues                      | 203,016            | 191,000           | 213,194            | 199,000          | 75,932             | 38%       |
| Sale of Assets                         | -                  | -                 | 104,597            | -                | -                  | -         |
| Public Works Revenues                  | 2,689              | -                 | 3,313              | -                | -                  | -         |
| Fire Department Revenues               | 49,772             | -                 | 8,034              | -                | 807                | -         |
| Other Revenue                          | 26,767             | 9,250             | 34,920             | 9,300            | 11,611             | 125%      |
| Ambulance Building Lease               | 44,829             | 45,000            | 47,851             | 45,000           | 8,021              | 18%       |
| Public Health Lease                    | 16,617             | 16,700            | 16,675             | 16,800           | 2,779              | 17%       |
| Clec Revenues                          | 388,483            | 417,000           | 346,880            | 386,000          | 11,920             | 3%        |
| Unconditional Transfers                | 477,193            | 451,900           | 494,157            | 491,900          | -                  | 0%        |
| Conditional Transfers                  | 91,736             | 3,778,000         | 13,825             | 640,000          | -                  | 0%        |
| Transfers From Reserve Funds           | 75,442             | 630,000           | 394,504            | 185,000          | -                  | 0%        |
| Transfers From Building Reserve        | -                  | 481,000           | -                  | 900,000          | -                  | 0%        |
| Transfer From Fire Dept Reserves       | -                  | 400,000           | 502,961            | -                | -                  | -         |
| Transfer From Statutory Reserves       | -                  | -                 | -                  | -                | -                  | -         |
| Transfer from Parks Dedication Reserve | -                  | -                 | -                  | -                | -                  | -         |
| Short term debt                        | -                  | 300,000           | 225,000            | -                | -                  | -         |
| Prior year Surplus                     | -                  | -                 | -                  | -                | -                  | -         |
| Police Tax Levy                        | 156,542            | 166,480           | 166,630            | 169,800          | -                  | 0%        |
| Library Levy                           | 134,872            | 133,729           | 133,728            | 150,202          | -                  | 0%        |
| Collections For Other Govts.           | 2,251,430          | 2,476,441         | 2,475,888          | 2,527,525        | -                  | 0%        |
|  | <b>6,967,784</b>   | <b>12,539,928</b> | <b>8,377,228</b>   | <b>8,921,923</b> | <b>463,678</b>     | <b>5%</b> |

TOWN OF LAKE COWICHAN  
Statement of Expenditure - January 31, 2020

|                                     | 2018<br>YTD Actual | 2019<br>Budget    | 2019<br>YTD Actual | 2020<br>Budget   | 2020<br>YTD Actual | 2020<br>% |
|-------------------------------------|--------------------|-------------------|--------------------|------------------|--------------------|-----------|
| <b>EXPENDITURES</b>                 |                    |                   |                    |                  |                    |           |
| General Government Services         | 538,913            | 567,600           | 539,969            | 554,400          | 195,411            | 35%       |
| Fire Department                     | 364,906            | 427,000           | 455,758            | 459,700          | 33,667             | 7%        |
| Police Force                        | 156,542            | 166,480           | 166,630            | 169,800          | -                  | 0%        |
| Bylaw Enforcement & Other           | 74,033             | 61,000            | 44,845             | 61,000           | 7,454              | 12%       |
| Public Works Administration         | 57,542             | 61,300            | 26,339             | 52,100           | 39,549             | 76%       |
| Public Works Roads                  | 291,965            | 435,700           | 344,895            | 435,000          | 60,482             | 14%       |
| Public Works - Equipment & Other    | (130,134)          | -                 | (107,180)          | -                | (28,570)           | -         |
| Garbage Expenses                    | 395,405            | 402,100           | 390,275            | 408,500          | 64,285             | 16%       |
| Planning, Health & Other            | 56,442             | 71,300            | 47,825             | 63,500           | 1,775              | 3%        |
| Centennial Hall Expenses            | -                  | -                 | -                  | -                | -                  | -         |
| Info Centre                         | 19,049             | 22,000            | 18,415             | 22,000           | 936                | 4%        |
| Parks                               | 236,283            | 254,100           | 229,288            | 254,100          | 16,011             | 6%        |
| Lakeview Park                       | 180,398            | 178,300           | 178,112            | 187,100          | 5,199              | 3%        |
| CLEC Expense                        | 481,699            | 472,000           | 427,009            | 440,800          | 43,050             | 10%       |
| Lakeview Road                       | 5,650              | 13,000            | 2,312              | 10,000           | 2,936              | 29%       |
| Transfer To Library                 | 134,872            | 133,729           | 133,728            | 150,202          | 37,551             | 25%       |
| Capital                             | 876,052            | 6,414,774         | 1,469,101          | 3,221,000        | 23,212             | 1%        |
| Debt Charges - Interest             | 3,192              | 3,000             | 3,928              | 4,000            | 398                | 10%       |
| Debt Payments - Fire                | 186,003            | 198,100           | 173,037            | 209,000          | 17,401             | 8%        |
| Amortization                        | 593,468            | -                 | -                  | -                | -                  | -         |
| Transfers To Reserve Funds          | 181,231            | 136,000           | 185,585            | 138,000          | -                  | 0%        |
| Transfer Equip. Recovery to Reserve | 128,726            | -                 | 105,430            | -                | -                  | -         |
| Transfer To Surplus                 | -                  | 46,004            | -                  | -                | -                  | -         |
| Transfers To Other Governments      | 2,251,430          | 2,476,441         | 2,475,888          | 2,527,525        | -                  | 0%        |
|                                     | <b>7,083,668</b>   | <b>12,539,928</b> | <b>7,311,192</b>   | <b>9,367,727</b> | <b>520,748</b>     | <b>6%</b> |
| Surplus(Deficit)                    | <b>(115,884)</b>   | <b>-</b>          | <b>1,066,036</b>   | <b>(445,804)</b> | <b>(57,070)</b>    |           |

TOWN OF LAKE COWICHAN  
Statement of Expenditure - January 31, 2020  
General Fund - Schedule of General Government Expenses

|                                      | 2018<br>Actual | 2019<br>Budget | 2019<br>Actual | 2020<br>Budget | 2020<br>Actual | 2020<br>%  |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|------------|
| <b>General Government Services</b>   |                |                |                |                |                |            |
| Mayor and Council Indemnities        | 84,331         | 80,000         | 80,475         | 81,400         | 12,477         | 15%        |
| Mayor and Council Expenses           | 36,568         | 42,500         | 39,534         | 45,100         | 5,147          | 11%        |
| Mildred Child Annex                  | 2,196          | 3,100          | 1,944          | 2,500          | 505            | 20%        |
| Municipal Hall                       | 18,121         | 25,600         | 20,043         | 25,500         | 4,147          | 16%        |
| Office Wages                         | 431,477        | 435,000        | 442,633        | 450,000        | 78,055         | 17%        |
| Office Expenses                      | 31,706         | 56,500         | 38,831         | 54,000         | 7,123          | 13%        |
| Data Processing                      | 17,137         | 24,600         | 18,353         | 26,000         | 17,125         | 66%        |
| Legal Expense                        | 26,079         | 30,000         | 25,123         | 30,000         | 1,100          | 4%         |
| Audit                                | 16,695         | 26,000         | 16,125         | 26,000         | -              | 0%         |
| Elections                            | 3,666          | 4,000          | -              | 4,000          | -              | 0%         |
| Insurance                            | 91,284         | 100,000        | 40,371         | 100,000        | 70,652         | 71%        |
| Grants-in-aid                        | 4,700          | 3,000          | 2,449          | 3,000          | -              | 0%         |
| Ohtaki expense                       | 3,163          | 6,000          | -              | 3,000          | -              | 0%         |
| Ohtaki recoveries                    | (20)           | -              | -              | -              | -              | -          |
| Payroll Benefits Clearing            | 13,510         | -              | 82,789         | -              | (922)          | -          |
| Insurance and administration recover | (241,700)      | (268,700)      | (268,700)      | (296,100)      | -              | 0%         |
|                                      | <b>538,913</b> | <b>567,600</b> | <b>539,969</b> | <b>554,400</b> | <b>195,411</b> | <b>35%</b> |

TOWN OF LAKE COWICHAN  
Statement of Expenditure - January 31, 2020  
General Fund - Schedule of Protective Services Expenses

|                                      | 2018<br>Actual | 2019<br>Budget | 2019<br>Actual | 2020<br>Budget | 2020<br>Actual | 2020<br>%  |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|------------|
| <b>Fire Department</b>               |                |                |                |                |                |            |
| Firefighters indemnities             | 101,324        | 110,000        | 107,194        | 110,000        | -              | 0%         |
| Other Wage Costs                     | 19,543         | 18,000         | 22,369         | 18,000         | 2,598          | 14%        |
| Town Administration                  | 13,000         | 13,000         | 13,000         | 14,000         | -              | 0%         |
| Fire Hall Operations and Maint.      | 47,687         | 55,200         | 84,118         | 61,500         | 6,288          | 10%        |
| Miscellaneous Operations             | 104,170        | 111,900        | 110,305        | 117,100        | 8,827          | 8%         |
| Training                             | 21,408         | 28,000         | 28,907         | 28,000         | 2,836          | 10%        |
| Fire Vehicles & Equipment            | 56,286         | 80,900         | 81,030         | 101,100        | 5,332          | 5%         |
|                                      | <b>363,418</b> | <b>417,000</b> | <b>446,923</b> | <b>449,700</b> | <b>25,879</b>  | <b>6%</b>  |
| Firesmart                            | -              | -              | -              | -              | -              | -          |
| Community Wildfire Protection Plan   | 1,488          | 10,000         | 8,835          | 10,000         | 7,787          | 78%        |
|                                      | <b>1,488</b>   | <b>10,000</b>  | <b>8,835</b>   | <b>10,000</b>  | <b>7,787</b>   | <b>78%</b> |
| <b>Total Fire Department</b>         | <b>364,906</b> | <b>427,000</b> | <b>455,758</b> | <b>459,700</b> | <b>33,667</b>  | <b>7%</b>  |
| <b>Bylaw Enforcement &amp; Other</b> |                |                |                |                |                |            |
| BC Wildfire - Recoveries             | (16,896)       | -              | -              | -              | -              | -          |
| Emergency Measures                   | 20,520         | 5,000          | -              | 5,000          | -              | 0%         |
| Bylaw Enforcement/Animal Control     | 16,455         | 19,000         | 15,601         | 19,000         | 2,392          | 13%        |
| Building Inspection                  | 37,058         | 37,000         | 29,244         | 37,000         | 5,062          | 14%        |
|                                      | <b>74,033</b>  | <b>61,000</b>  | <b>44,845</b>  | <b>61,000</b>  | <b>7,454</b>   | <b>12%</b> |

TOWN OF LAKE COWICHAN  
Statement of Expenditure - January 31, 2020  
General Fund - Schedule of Public Works Expenses

|                                    | 2018<br>Actual   | 2019<br>Budget | 2019<br>Actual   | 2020<br>Budget | 2020<br>Actual  | 2020<br>%  |
|------------------------------------|------------------|----------------|------------------|----------------|-----------------|------------|
| <b>PW Administration</b>           |                  |                |                  |                |                 |            |
| Shop and Yard                      | 48,132           | 47,000         | 45,155           | 47,000         | 3,894           | 8%         |
| PW Admin Wages                     | 165,012          | 180,000        | 161,455          | 180,000        | 32,951          | 18%        |
| PW Admin Other                     | 8,988            | 16,500         | 4,895            | 10,100         | 1,171           | 12%        |
| Safety and Training                | 24,810           | 34,000         | 31,035           | 34,000         | 1,533           | 5%         |
| Office Administration Charge       | 14,700           | 13,900         | 13,900           | 14,000         | -               | 0%         |
| Recovery from Utilities            | (204,100)        | (230,100)      | (230,100)        | (233,000)      | -               | 0%         |
|                                    | <b>57,542</b>    | <b>61,300</b>  | <b>26,339</b>    | <b>52,100</b>  | <b>39,549</b>   | <b>76%</b> |
| <b>Equipment Costs</b>             |                  |                |                  |                |                 |            |
| Equipment                          | 144,370          | -              | 136,629          | -              | 13,260          | -          |
| Equipment Allocations              | (274,504)        | -              | (243,809)        | -              | (41,830)        | -          |
|                                    | <b>(130,134)</b> | <b>-</b>       | <b>(107,180)</b> | <b>-</b>       | <b>(28,570)</b> | <b>-</b>   |
| <b>Other Costs</b>                 |                  |                |                  |                |                 |            |
| Billable Outside Jobs              | -                | -              | -                | -              | -               | -          |
| Billable Outside Jobs - Recoveries | -                | -              | -                | -              | -               | -          |
|                                    | <b>-</b>         | <b>-</b>       | <b>-</b>         | <b>-</b>       | <b>-</b>        | <b>-</b>   |

TOWN OF LAKE COWICHAN  
Statement of Expenditure - January 31, 2020  
General Fund - Schedule of Public Works Expenses

|                              | 2018<br>Actual | 2019<br>Budget | 2019<br>Actual | 2020<br>Budget | 2020<br>Actual | 2020<br>%  |
|------------------------------|----------------|----------------|----------------|----------------|----------------|------------|
| <b>Road Maintenance</b>      |                |                |                |                |                |            |
| Banners                      | 2,826          | 9,000          | 5,095          | 9,000          | -              | 0%         |
| Boulevards                   | 25,001         | 31,000         | 22,129         | 31,000         | -              | 0%         |
| Crack Sealing                | -              | 10,000         | -              | 10,000         | -              | 0%         |
| Dangerous Trees              | 13,939         | 15,000         | 10,963         | 20,000         | 87             | 0%         |
| Ditches & Culverts           | 4,177          | 10,000         | 3,642          | 10,000         | 294            | 3%         |
| Dust Control                 | 3,475          | 4,000          | 3,989          | 5,000          | -              | 0%         |
| Landscaping                  | 8,470          | 10,000         | 9,573          | 10,000         | 677            | 7%         |
| Litter Control               | 8,557          | 16,000         | 7,832          | 14,000         | 350            | 3%         |
| Marking                      | 3,031          | 10,000         | 10,600         | 10,000         | 819            | 8%         |
| Mowing                       | 6,050          | 13,000         | 5,095          | 10,000         | 56             | 1%         |
| Patching                     | 11,237         | 20,000         | 16,792         | 20,000         | 1,264          | 6%         |
| Roads-other                  | 9,635          | 14,000         | 4,906          | 11,000         | 7,267          | 66%        |
| Seasonal decoration          | 25,737         | 12,000         | 21,738         | 12,000         | 1,082          | 9%         |
| Shoulders                    | 3,478          | 14,000         | 2,142          | 14,000         | 196            | 1%         |
| Sidewalks                    | 19,361         | 20,000         | 13,638         | 20,000         | -              | 0%         |
| Signs                        | 5,653          | 11,000         | 14,787         | 16,000         | 1,268          | 8%         |
| Snow removal                 | 4,338          | 50,000         | 31,339         | 50,000         | 25,767         | 52%        |
| Storm Drains & Catch Basins  | 18,189         | 50,000         | 23,519         | 40,000         | 10,532         | 26%        |
| Street Lighting              | 88,181         | 84,000         | 97,951         | 90,000         | 6,999          | 8%         |
| Street Sweeping              | 9,629          | 11,000         | 17,468         | 11,000         | 3,823          | 35%        |
| Office Administration Charge | 21,000         | 21,700         | 21,700         | 22,000         | -              | 0%         |
|                              | <b>291,965</b> | <b>435,700</b> | <b>344,895</b> | <b>435,000</b> | <b>60,482</b>  | <b>14%</b> |

TOWN OF LAKE COWICHAN  
Statement of Expenditure - January 31, 2020  
General Fund - Schedule of Garbage Collection

|                               | 2018<br>Actual  | 2019<br>Budget  | 2019<br>Actual | 2020<br>Budget  | 2020<br>Actual | 2020<br>%  |
|-------------------------------|-----------------|-----------------|----------------|-----------------|----------------|------------|
| <b>Garbage Collection</b>     |                 |                 |                |                 |                |            |
| <b>Revenues</b>               |                 |                 |                |                 |                |            |
| Regular collections           | 318,583         | 323,000         | 327,433        | 333,000         | 332,986        | 100%       |
| Toter rentals                 | 4,575           | 3,000           | 4,069          | 3,500           | 3,317          | 95%        |
| Penalties                     | 3,451           | 3,500           | 3,782          | 3,600           | -              | 0%         |
| Recycling                     | 53,794          | 54,000          | 51,592         | 56,000          | 9,282          | 17%        |
|                               | <b>380,404</b>  | <b>383,500</b>  | <b>386,875</b> | <b>396,100</b>  | <b>345,585</b> | <b>87%</b> |
| <b>Expenditures</b>           |                 |                 |                |                 |                |            |
| Regular collection costs      | 248,415         | 249,000         | 236,987        | 250,000         | 54,876         | 22%        |
| Office Administration Charges | 17,600          | 18,000          | 18,000         | 18,000          | -              | 0%         |
| PW Administration Charges     | 24,600          | 25,100          | 25,100         | 25,500          | -              | 0%         |
| Tipping Fees                  | 64,954          | 66,000          | 66,688         | 69,000          | 6,005          | 9%         |
| Recycling costs               | 39,837          | 44,000          | 43,501         | 46,000          | 3,405          | 7%         |
|                               | <b>395,405</b>  | <b>402,100</b>  | <b>390,275</b> | <b>408,500</b>  | <b>64,285</b>  | <b>16%</b> |
| <b>Net</b>                    | <b>(15,002)</b> | <b>(18,600)</b> | <b>(3,400)</b> | <b>(12,400)</b> | <b>281,300</b> |            |

TOWN OF LAKE COWICHAN  
Statement of Expenditure - January 31, 2020  
General Fund - Schedule of Other Development Services

|                                     | 2018<br>Actual | 2019<br>Budget | 2019<br>Actual | 2020<br>Budget | 2020<br>Actual | 2020<br>% |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|-----------|
| <b>Public Health</b>                |                |                |                |                |                |           |
| Ambulance Building Lease            | 44,829         | 45,000         | 47,851         | 45,000         | 8,021          | 18%       |
| Public Health Lease                 | 16,617         | 16,700         | 16,675         | 16,800         | 2,779          | 17%       |
| Public Health Expenses              | 9,721          | 17,800         | 11,706         | 17,000         | -              | 0%        |
| NET                                 | 51,725         | 43,900         | 52,819         | 44,800         | 10,800         | 24%       |
| <b>Planning</b>                     |                |                |                |                |                |           |
| Planning and Zoning Expenses        | 39,673         | 40,000         | 23,380         | 40,000         | 1,775          | 4%        |
| <b>Other Functions</b>              |                |                |                |                |                |           |
| Town Economic Development           | 3,855          | 1,000          | 965            | 1,000          | -              | 0%        |
| Columbarium                         | -              | -              | 750            | 1,000          | -              | 0%        |
| Heritage Advisory                   | 1,036          | 500            | 912            | 500            | -              | 0%        |
| Cowichan Aquatic Centre             | 2,158          | 4,000          | 3,345          | 4,000          | -              | 0%        |
| 75th Birthday Celebration           | -              | 8,000          | 6,767          | -              | -              | -         |
|                                     | 7,048          | 13,500         | 12,738         | 6,500          | -              | 0%        |
| Total Development Services Expenses | 56,442         | 71,300         | 47,825         | 63,500         | 1,775          | 3%        |
| <b>Info Centre</b>                  |                |                |                |                |                |           |
| PW Labour                           | 820            | 2,200          | 452            | 2,200          | -              | 0%        |
| Water, Sewer & Garbage              | -              | 700            | -              | 700            | -              | 0%        |
| Contracted Services                 | 15,000         | 15,000         | 15,000         | 15,000         | -              | 0%        |
| Other Expenses                      | 4,429          | 5,300          | 4,164          | 5,300          | 936            | 18%       |
| Recoveries - hydro                  | (1,200)        | (1,200)        | (1,200)        | (1,200)        | -              | 0%        |
|                                     | 19,049         | 22,000         | 18,415         | 22,000         | 936            | 4%        |



TOWN OF LAKE COWICHAN  
Statement of Expenditure - January 31, 2020  
General Fund - Schedule of Parks

|                                   | 2018<br>Actual | 2019<br>Budget | 2019<br>Actual | 2020<br>Budget | 2020<br>Actual | 2020<br>% |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|-----------|
| <b>Parks</b>                      |                |                |                |                |                |           |
| Beaver Park                       | 4,077          | 6,100          | 5,665          | 6,000          | -              | 0%        |
| Bell Tower School                 | 1,316          | 2,400          | 1,341          | 2,400          | -              | 0%        |
| Centennial Park                   | 42,577         | 22,000         | 33,160         | 22,000         | 1,060          | 5%        |
| Central Park                      | 14,804         | 18,500         | 14,838         | 18,500         | -              | 0%        |
| Civic Square                      | 495            | 2,500          | 794            | 1,000          | -              | 0%        |
| Communities in Bloom              | 125            | 2,000          | -              | 2,000          | -              | 0%        |
| Cougar Sign Landscaping           | 2,894          | 3,200          | 1,408          | 3,000          | -              | 0%        |
| Dashwood Park                     | 280            | 1,200          | 105            | 1,000          | -              | 0%        |
| Entrance Sign                     | 8,835          | 10,000         | 9,479          | 10,000         | -              | 0%        |
| Footbridge                        | 1,758          | 4,500          | 1,232          | 2,000          | 90             | 4%        |
| Footpath maintenance              | 400            | 1,600          | 212            | 1,500          | -              | 0%        |
| Gillespie Park                    | 594            | 1,000          | 607            | -              | -              | -         |
| Heritage Garden                   | 12,656         | 7,000          | 6,796          | 7,000          | -              | 0%        |
| Kaatza Museum                     | 8,746          | 10,800         | 12,219         | 13,800         | 1,862          | 13%       |
| Kates Park - King George          | 7,145          | 10,000         | 4,380          | 10,000         | -              | 0%        |
| Lakedays Preparation              | 585            | 2,000          | 336            | 1,000          | -              | 0%        |
| Marina Park                       | 6,043          | 3,200          | 3,280          | 3,200          | 86             | 3%        |
| Forest Workers Memorial Park      | 6,490          | 6,700          | 8,035          | 9,000          | -              | 0%        |
| Ohtaki/Kasapi Park                | 2,425          | 10,000         | 1,941          | 10,000         | -              | 0%        |
| Park Bench Maintenance            | 1,552          | 5,000          | 8,251          | 6,000          | -              | 0%        |
| Parks General                     | 25,821         | 20,700         | 34,974         | 23,500         | 1,861          | 8%        |
| Parkstone Park                    | 1,980          | 2,500          | 1,011          | 2,000          | -              | 0%        |
| Joginder Bains Park - Point Ideal | 6,700          | 4,200          | 3,358          | 4,000          | -              | 0%        |
| Rivers Edge Memorial Garden       | 6,745          | 6,700          | 4,315          | 5,000          | -              | 0%        |
| Riverside Park                    | 3,901          | 5,900          | 3,598          | 5,000          | 539            | 11%       |
| Sahtlam Park                      | 3,637          | 3,000          | 1,488          | 3,000          | 7,299          | 243%      |
| Saywell Park                      | 15,557         | 20,500         | 20,596         | 20,500         | 1,215          | 6%        |
| Seniors Centre                    | 2,813          | 3,100          | 2,011          | 3,100          | -              | 0%        |
| Ted Burns Nature Preserve         | 392            | 1,000          | 1,709          | 2,000          | -              | 0%        |
| Pickleball Courts                 | 3,557          | 3,200          | 977            | 3,000          | -              | 0%        |
| Town Square                       | 4,909          | 5,000          | 2,992          | 5,000          | -              | 0%        |
| Trans Canada Trail                | 8,146          | 5,900          | 876            | 4,000          | 78             | 2%        |
| Trestle Walkway                   | 864            | 3,000          | 814            | 2,000          | 53             | 3%        |
| Vandalism                         | 50             | 5,000          | -              | 5,000          | -              | 0%        |
| Washrooms                         | 11,859         | 15,000         | 21,097         | 20,000         | 1,778          | 9%        |
| West Entrance                     | 455            | 600            | -              | 500            | -              | 0%        |
| Winter Park                       | 4,098          | 7,000          | 3,291          | 5,000          | 90             | 2%        |
| Office Administration Charge      | 11,000         | 12,100         | 12,100         | 12,100         | -              | 0%        |
|                                   | 236,283        | 254,100        | 229,288        | 254,100        | 16,011         | 6%        |

TOWN OF LAKE COWICHAN  
Statement of Expenditure - January 31, 2020  
General Fund - Schedule of Parks

|                              | 2018<br>Actual | 2019<br>Budget | 2019<br>Actual | 2020<br>Budget | 2020<br>Actual | 2020<br>% |
|------------------------------|----------------|----------------|----------------|----------------|----------------|-----------|
| <b>Lakeview Park</b>         |                |                |                |                |                |           |
| Reservations                 | 156,349        | 150,000        | 152,371        | 150,000        | 60,835         | 41%       |
| Walk Ins                     | 8,174          | 8,000          | 17,239         | 16,000         | 91             | 1%        |
| Power Fees                   | 23,041         | 22,000         | 24,401         | 23,000         | 13,223         | 57%       |
| Wood and ice sales           | 4,637          | 4,500          | 4,777          | 4,000          | -              | 0%        |
| Operating Grant              | 2,981          | -              | 7,762          | -              | -              | -         |
| Moorage                      | 7,833          | 6,500          | 6,645          | 6,000          | 1,783          | 30%       |
|                              | 203,016        | 191,000        | 213,194        | 199,000        | 75,932         | 38%       |
| Office Administration Charge | 8,400          | 8,500          | 8,500          | 8,500          | -              | 0%        |
| CLEC Admin Charges           | 31,000         | 31,000         | 31,000         | 36,000         | -              | 0%        |
| Summer Student Wages         | 53,925         | 55,000         | 54,335         | 56,000         | -              | 0%        |
| Maintenance Wages            | 1,974          | 7,000          | 11,765         | 7,000          | -              | 0%        |
| Contracted Services          | 16,781         | 15,000         | 16,140         | 15,000         | 85             | 1%        |
| PW Labour                    | 1,574          | 1,500          | 2,570          | 1,500          | 74             | 5%        |
| Hydro and Electricity        | 8,393          | 9,000          | 7,734          | 9,000          | 944            | 10%       |
| Materials and Supplies       | 12,674         | 12,000         | 9,675          | 12,000         | 1,156          | 10%       |
| Other Expenses               | 7,565          | 10,800         | 7,456          | 10,800         | 2,533          | 23%       |
| Water, Sewer & Garbage       | 9,898          | 8,000          | 8,157          | 8,500          | -              | 0%        |
| Park Attendant/ Security     | 24,688         | 15,000         | 16,508         | 17,000         | -              | 0%        |
| Public Works Charges         | 612            | 700            | 1,399          | 1,000          | 73             | 7%        |
| Telephone                    | 2,116          | 3,000          | 1,998          | 3,000          | 335            | 11%       |
| Equipment allocations        | 800            | 1,800          | 875            | 1,800          | -              | 0%        |
|                              | 180,398        | 178,300        | 178,112        | 187,100        | 5,199          | 3%        |
| Net                          | 22,618         | 12,700         | 35,082         | 11,900         | 70,733         |           |

TOWN OF LAKE COWICHAN  
Statement of Expenditure - January 31, 2020  
General Fund - Schedule of CLEC

|                                | 2018<br>Actual  | 2019<br>Budget  | 2019<br>Actual  | 2020<br>Budget  | 2020<br>Actual  | 2020<br>%  |
|--------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------|
| <b>Revenues</b>                |                 |                 |                 |                 |                 |            |
| Group Revenues                 | 372,745         | 402,000         | 340,880         | 380,000         | 10,920          | 3%         |
| Programming revenues           | 9,738           | 9,000           | -               | -               | -               | -          |
| Rental Income                  | 6,000           | 6,000           | 6,000           | 6,000           | 1,000           | 17%        |
|                                | <u>388,483</u>  | <u>417,000</u>  | <u>346,880</u>  | <u>386,000</u>  | <u>11,920</u>   | <u>3%</u>  |
| <b>Expenditures - Variable</b> |                 |                 |                 |                 |                 |            |
| Program Services               | 2,786           | 8,000           | 250             | 2,000           | -               | 0%         |
| Kitchen Wages                  | 69,458          | 80,000          | 62,459          | 65,000          | 2,358           | 4%         |
| Food Supplies                  | 69,908          | 71,000          | 68,929          | 68,000          | -               | 0%         |
| Custodians                     | 36,732          | 40,000          | 29,262          | 35,000          | 1,181           | 3%         |
| Supplies                       | 3,371           | 4,000           | 2,070           | 3,000           | -               | 0%         |
|                                | <u>182,255</u>  | <u>203,000</u>  | <u>162,970</u>  | <u>173,000</u>  | <u>3,538</u>    | <u>2%</u>  |
| <b>Expenditures - Fixed</b>    |                 |                 |                 |                 |                 |            |
| Admin Salaries                 | 179,131         | 182,000         | 171,653         | 182,000         | 27,329          | 15%        |
| Wage Recoveries                | (31,000)        | (31,000)        | (31,000)        | (36,000)        | -               | 0%         |
| Housing Allowance              | 6,000           | 6,000           | 6,000           | 6,000           | 1,000           | 17%        |
| Town Administration            | 22,500          | 22,500          | 22,500          | 22,000          | -               | 0%         |
| Electricity                    | 20,865          | 22,000          | 19,429          | 22,000          | 4,058           | 18%        |
| Heat                           | 17,515          | 14,000          | 14,859          | 14,000          | 3,499           | 25%        |
| Telephone & other Utilities    | 10,753          | 11,500          | 11,217          | 11,800          | 1,584           | 13%        |
| Bad Debts                      | -               | -               | -               | -               | -               | -          |
| Advertising                    | 807             | 1,000           | -               | 5,000           | -               | 0%         |
| Contracted Services            | 28,745          | 10,000          | 14,523          | 10,000          | 601             | 6%         |
| Maintenance                    | 33,059          | 23,000          | 23,029          | 23,000          | 69              | 0%         |
| Public Works Charges           | 11,069          | 8,000           | 11,829          | 8,000           | 1,372           | 17%        |
| Miscellaneous Operations       | -               | -               | -               | -               | -               | -          |
|                                | <u>299,444</u>  | <u>269,000</u>  | <u>264,039</u>  | <u>267,800</u>  | <u>39,512</u>   | <u>15%</u> |
| Total Expenses                 | <u>481,699</u>  | <u>472,000</u>  | <u>427,009</u>  | <u>440,800</u>  | <u>43,050</u>   | <u>10%</u> |
| NET CLEC OPERATIONS            | <u>(93,216)</u> | <u>(55,000)</u> | <u>(80,129)</u> | <u>(54,800)</u> | <u>(31,130)</u> | <u>57%</u> |
| NET LAKEVIEW AND CLEC          | <u>(70,598)</u> | <u>(42,300)</u> | <u>(45,047)</u> | <u>(42,900)</u> | <u>39,603</u>   |            |
| <b>Lakeview Park Road</b>      |                 |                 |                 |                 |                 |            |
| Road maintenance               | <u>5,650</u>    | <u>13,000</u>   | <u>2,312</u>    | <u>10,000</u>   | <u>2,936</u>    | <u>43%</u> |
| NET                            | <u>(76,248)</u> | <u>(55,300)</u> | <u>(47,359)</u> | <u>(52,900)</u> | <u>36,667</u>   |            |

TOWN OF LAKE COWICHAN  
Statement of Expenditure - January 31, 2020  
General Fund - Schedule of Capital Expenses

|                                 | 2018<br>YTD Actual | 2019<br>Budget | 2019<br>YTD Actual | 2020<br>Budget | 2020<br>YTD Actual | 2020<br>Var |
|---------------------------------|--------------------|----------------|--------------------|----------------|--------------------|-------------|
| <b>General</b>                  |                    |                |                    |                |                    |             |
| Asset appraisal - Insurance     | -                  | -              | -                  | -              | -                  | -           |
| Asset management plan           | -                  | 50,000         | 5,000              | 50,000         | 2,500              | 5%          |
| Computer Equipment              | 6,394              | 15,000         | -                  | 30,000         | 14,632             | 49%         |
| Demo costs - Neva Road          | 34,315             | 100,000        | -                  | -              | -                  | -           |
| Development Cost Charge Review  | -                  | -              | -                  | 20,000         | -                  | 0%          |
| Hazmat Inventory                | -                  | 10,000         | 1,821              | 10,000         | -                  | 0%          |
| Health Unit Repairs             | -                  | 10,000         | 9,367              | 2,000          | -                  | 0%          |
| Office Equipment                | -                  | 20,000         | 8,034              | 60,000         | -                  | 0%          |
| Land Purchase                   | 9,911              | 14,000         | 1,200              | -              | -                  | -           |
| Museum                          | -                  | 30,000         | -                  | 50,000         | -                  | 0%          |
| Mildred Child Demo              | -                  | 300,000        | -                  | 60,000         | -                  | 0%          |
| Town hall renovations           | 7,518              | 1,804,000      | 95,461             | 1,700,000      | -                  | 0%          |
|                                 | 58,137             | 2,353,000      | 120,883            | 1,982,000      | 17,132             | 1%          |
| <b>CLEC</b>                     |                    |                |                    |                |                    |             |
| Carpet / Flooring               | -                  | 5,000          | -                  | 5,000          | -                  | 0%          |
| Electrical upgrades             | 9,788              | 3,000          | 5,319              | 5,000          | -                  | 0%          |
| Exterior Building Paint         | -                  | -              | -                  | 3,000          | -                  | 0%          |
| Clec JCP                        | 11,629             | -              | -                  | -              | -                  | -           |
| Mattresses                      | 1,099              | -              | -                  | 5,000          | -                  | 0%          |
| Water system/well               | 44,384             | 50,000         | 63,437             | 10,000         | 438                | 4%          |
|                                 | 66,899             | 58,000         | 68,756             | 28,000         | 438                | 2%          |
| <b>Fire Department</b>          |                    |                |                    |                |                    |             |
| Gas monitor and controls        | 7,250              | -              | -                  | -              | -                  | -           |
| Storz hydrant upgrades          | 16,675             | -              | -                  | -              | -                  | -           |
| Office renovation               | -                  | 10,000         | 14,674             | 10,000         | -                  | 0%          |
| Heat Pump/Generator Replacement | 11,510             | 15,000         | 13,340             | 15,000         | -                  | 0%          |
| Forestry Hose and Gear          | -                  | 10,000         | 6,145              | 10,000         | -                  | 0%          |
| #6 New Fire truck equipment     | -                  | 27,000         | 32,972             | -              | -                  | -           |
| Misc Fire Equipment             | -                  | -              | -                  | -              | -                  | -           |
| FD#16 New Tank                  | -                  | 5,000          | -                  | 5,000          | -                  | 0%          |
| Firehall repairs                | -                  | 6,000          | 2,046              | 6,000          | 2,646              | 44%         |
| Training Ground Facilities      | 96,102             | 48,500         | 64,421             | 60,000         | -                  | 0%          |
| Truck purchase                  | -                  | 700,000        | 728,710            | -              | -                  | -           |
| Tools and Equipment             | 535                | 3,000          | 3,323              | 3,000          | -                  | 0%          |
| Hoses and valving               | 9,513              | 8,000          | -                  | 8,000          | -                  | 0%          |
|                                 | 141,585            | 832,500        | 865,630            | 117,000        | 2,646              | 2%          |

TOWN OF LAKE COWICHAN  
Statement of Expenditure - January 31, 2020  
General Fund - Schedule of Capital Expenses

|                                     | 2018<br>YTD Actual | 2019<br>Budget | 2019<br>YTD Actual | 2020<br>Budget | 2020<br>YTD Actual | 2020<br>Var |
|-------------------------------------|--------------------|----------------|--------------------|----------------|--------------------|-------------|
| <b>Public Works</b>                 |                    |                |                    |                |                    |             |
| Equipment Purchase                  | -                  | 560,000        | 357,140            | 70,000         | -                  | 0%          |
| Truck purchase                      | 75,442             | 70,000         | 37,364             | 35,000         | -                  |             |
| Garbage Truck                       | -                  | -              | -                  | 80,000         | -                  | 0%          |
| Active Transportation Plan          | -                  | -              | -                  | 50,000         | -                  | 0%          |
| Annual Paving Program               | -                  | -              | -                  | 200,000        | -                  | 0%          |
| Lakeview Park - chip seal           | -                  | -              | -                  | 20,000         | -                  | 0%          |
| Cross Walk lights - Post Office     | -                  | 20,000         | -                  | -              | -                  | -           |
| Engineering Design - King George St | -                  | -              | -                  | -              | -                  | -           |
| North Shore Rd Engineering          | -                  | -              | -                  | 25,000         | -                  | 0%          |
| Garbage facilities - clec           | -                  | 20,000         | -                  | 40,000         | -                  | 0%          |
| PW Office/Yard - Cap                | -                  | 100,000        | -                  | 20,000         | -                  | 0%          |
| Sidewalks                           | -                  | -              | -                  | 100,000        | -                  | 0%          |
| Signs - Capital                     | -                  | 50,000         | -                  | -              | -                  | -           |
| Refurbish footbridge                | -                  | -              | -                  | -              | -                  | -           |
| Stormwater Mapping                  | -                  | -              | -                  | -              | -                  | -           |
| Small tools                         | 2,713              | 5,000          | 3,691              | 5,000          | 1,497              | 30%         |
|                                     | 78,155             | 825,000        | 398,196            | 645,000        | 1,497              | 0%          |
| <b>Lakeview Park</b>                |                    |                |                    |                |                    |             |
| Garbage facilities                  | 3,309              | -              | -                  | -              | -                  | -           |
| Golf Cart purchase                  | -                  | -              | -                  | 5,000          | -                  | 0%          |
| Resurfacing campsites - gravel/sand | -                  | -              | 1,168              | 5,000          | -                  | 0%          |
| Floating walkway repairs            | -                  | 10,000         | 2,938              | 10,000         | -                  | 0%          |
| Lakeview Washrooms                  | -                  | -              | -                  | -              | -                  | -           |
|                                     | 3,309              | 10,000         | 4,106              | 20,000         | -                  | 0%          |
| <b>Parks</b>                        |                    |                |                    |                |                    |             |
| Centennial Park Upgrades            | 472,924            | 100,000        | -                  | 125,000        | -                  | 0%          |
| Centennial Park Washrooms           | -                  | 100,000        | -                  | 100,000        | -                  | 0%          |
| Columbarium planning                | 48,325             | -              | -                  | -              | -                  | -           |
| Connecting Communities              | -                  | 2,005,000      | -                  | -              | -                  | -           |
| Footbridge improvements             | -                  | -              | -                  | 10,000         | -                  | 0%          |
| Marina Park Dock Repairs            | 5,047              | 25,000         | -                  | 25,000         | -                  | 0%          |
| Pickleball/Tennis Courts            | 1,671              | 13,274         | 1,831              | -              | -                  | -           |
| Sahtlam Park                        | -                  | 10,000         | -                  | 10,000         | -                  | 0%          |
| Riverside Park - Washrooms          | -                  | 50,000         | -                  | 65,000         | -                  | 0%          |
| River's Edge Memorial Garden        | -                  | -              | -                  | 70,000         | 1,500              |             |
| Saywell Park Improvements           | -                  | 25,000         | -                  | 24,000         | -                  | 0%          |
| Town Square Ramp                    | -                  | 8,000          | 9,700              | -              | -                  | -           |
|                                     | 527,967            | 2,336,274      | 11,531             | 429,000        | 1,500              | 0%          |
| <b>Total General Capital</b>        | 876,052            | 6,414,774      | 1,469,101          | 3,221,000      | 23,212             | 1%          |

TOWN OF LAKE COWICHAN  
Statement of Expenditure - January 31, 2020  
Sewer Fund

|                              | 2018<br>YTD Actual | 2019<br>Budget | 2019<br>YTD Actual | 2020<br>Budget | 2020<br>YTD Actual | 2020<br>% |
|------------------------------|--------------------|----------------|--------------------|----------------|--------------------|-----------|
| <b>Revenues</b>              |                    |                |                    |                |                    |           |
| User Rates                   | 486,145            | 471,000        | 496,316            | 498,000        | 486,141            | 98%       |
| Connection Fees              | 3,920              | 1,000          | 3,080              | 1,000          | 30                 | 3%        |
| Penalties And Other Interest | 4,538              | 4,500          | 4,857              | 4,500          | -                  | 0%        |
| Sewer Facilities Grant       | -                  | 2,200,000      | -                  | 2,200,000      | -                  | 0%        |
| Parcel Tax                   | 165,800            | 166,500        | 166,700            | 250,050        | -                  | 0%        |
| Contribution from others     | -                  | -              | -                  | -              | -                  | -         |
| Transfer From Surplus        | -                  | 1,053,000      | -                  | -              | -                  | -         |
|                              | 660,403            | 3,896,000      | 670,953            | 2,953,550      | 486,171            | 16%       |
| <b>Expenditures</b>          |                    |                |                    |                |                    |           |
| Administration               | 2,376              | 3,000          | 3,846              | 3,000          | -                  | 0%        |
| Office Administration        | 57,000             | 67,000         | 67,000             | 68,000         | -                  | 0%        |
| Consumption Rebates          | 100                | -              | -                  | -              | -                  | -         |
| PW Administration            | 83,900             | 90,000         | 90,000             | 90,000         | -                  | 0%        |
| Discounts                    | 35,451             | 35,500         | 35,635             | 33,000         | 32,176             | 98%       |
| General Maintenance          | 64,793             | 67,000         | 69,960             | 70,000         | 9,928              | 14%       |
| Connections Maintenance      | 2,305              | 9,000          | 4,747              | 9,000          | -                  | 0%        |
| Chlorination                 | 9,008              | 10,000         | 8,752              | 10,000         | 634                | 6%        |
| New Connections              | 3,665              | 5,000          | 362                | 3,000          | -                  | 0%        |
| Sewer Flushing               | 6,586              | 7,000          | 4,845              | 6,000          | -                  | 0%        |
| Sewer Pump Maintenance       | 41,520             | 76,500         | 47,557             | 75,000         | 8,383              | 11%       |
| Sewer Lagoon Maintenance     | 61,382             | 91,000         | 94,582             | 91,000         | 4,210              | 5%        |
| Transfer to Surplus          | -                  | -              | -                  | -              | -                  | -         |
| Amortization - Sewer Fund    | 93,654             | -              | -                  | -              | -                  | -         |
| Capital                      | 18,551             | 3,435,000      | 75,683             | 3,495,000      | 7,420              | 0%        |
|                              | 480,292            | 3,896,000      | 502,969            | 3,953,000      | 62,751             | 2%        |
| Surplus(Deficit)             | 180,111            | -              | 167,984            | (999,450)      | 423,419            |           |

TOWN OF LAKE COWICHAN  
Statement of Expenditure - January 31, 2020  
Sewer Fund

|                                | 2018<br>YTD Actual | 2019<br>Budget | 2019<br>YTD Actual | 2020<br>Budget | 2020<br>YTD Actual | 2020<br>% |
|--------------------------------|--------------------|----------------|--------------------|----------------|--------------------|-----------|
| <u>SEWER CAPITAL</u>           |                    |                |                    |                |                    |           |
| Liftstation Upgrades           | 18,551             | 60,000         | 75,683             | 275,000        | -                  | 0%        |
| Liftstation #1 Upgrade         | -                  | 75,000         | -                  | -              | -                  | -         |
| Sewer I&I                      | -                  | 150,000        | -                  | -              | -                  | -         |
| Sewer Modelling                | -                  | -              | -                  | 70,000         | -                  | 0%        |
| Sewer Treatment Plant Upgrades | -                  | 3,000,000      | -                  | 3,000,000      | -                  | 0%        |
| Sewer Lagoon                   | -                  | 150,000        | -                  | 150,000        | 7,420              | 5%        |
| Riverside Force Main           | -                  | -              | -                  | -              | -                  | -         |
|                                | 18,551             | 3,435,000      | 75,683             | 3,495,000      | 7,420              | 0%        |

TOWN OF LAKE COWICHAN  
Statement of Expenditure - January 31, 2020  
Water Fund

|                                   | 2018<br>YTD Actual | 2019<br>Budget   | 2019<br>YTD Actual | 2020<br>Budget   | 2020<br>YTD Actual | 2020<br>%  |
|-----------------------------------|--------------------|------------------|--------------------|------------------|--------------------|------------|
| <b>Revenues</b>                   |                    |                  |                    |                  |                    |            |
| User Rates                        | 576,804            | 575,000          | 589,748            | 595,000          | 592,051            | 100%       |
| Connection Fees                   | 11,860             | 1,000            | 9,550              | 1,000            | 680                | 68%        |
| Fire Hydrant Installation & other | 31,674             | 4,000            | 3,300              | 4,000            | 2,290              | 57%        |
| Other Penalties And Interest      | 5,410              | 5,400            | 5,829              | 5,500            | 15                 | 0%         |
| Grant - Water main upgrades       | 343,792            | 182,075          | 239,583            | -                | -                  | -          |
| Infrastructure Grant              | 3,248,687          | -                | -                  | -                | -                  | -          |
| CONTRIBUTION FROM OTHERS          | -                  | -                | -                  | -                | -                  | -          |
| Parcel Tax                        | 236,880            | 238,420          | 238,420            | 340,600          | -                  | 0%         |
| Transfer From Surplus             | -                  | 503,005          | -                  | -                | -                  | -          |
|                                   | <u>4,455,108</u>   | <u>1,508,900</u> | <u>1,086,429</u>   | <u>946,100</u>   | <u>595,036</u>     | <u>72%</u> |
| <b>Expenditures</b>               |                    |                  |                    |                  |                    |            |
| Administration                    | 1,504              | 3,400            | 2,470              | 3,400            | -                  | 0%         |
| Office Administration             | 76,500             | 92,000           | 92,000             | 117,500          | -                  | 0%         |
| PW Administration                 | 95,600             | 115,000          | 115,000            | 117,500          | -                  | 0%         |
| Consumption Rebates               | 100                | -                | -                  | -                | -                  | -          |
| Discounts                         | 42,938             | 43,000           | 43,405             | 40,000           | 39,701             | 99%        |
| Safety and Training               | 1,926              | 4,500            | 1,984              | 4,000            | -                  | 0%         |
| Chlorination                      | 13,975             | 14,000           | 12,363             | 14,000           | 1,497              | 11%        |
| Flushing                          | 10,153             | 12,500           | 11,912             | 12,000           | 4,925              | 41%        |
| Reservoir                         | 5,783              | 20,000           | 18,427             | 20,000           | 7,271              | 36%        |
| General Maintenance               | 74,131             | 100,000          | 77,820             | 100,000          | 20,425             | 20%        |
| Hydrants                          | 18,698             | 22,500           | 12,354             | 22,500           | 2,315              | 10%        |
| New Connections                   | 10,713             | 10,000           | 3,852              | 10,000           | -                  | 0%         |
| Connection Maintenance            | 52,422             | 75,000           | 55,629             | 75,000           | 8,205              | 11%        |
| Water Meters                      | 20,450             | 20,000           | 12,895             | 20,000           | 3,537              | 18%        |
| Pump House Maintenance            | 39,402             | 42,000           | 38,291             | 42,000           | 4,372              | 10%        |
| Small equipment                   | 2,269              | -                | 5,345              | -                | -                  | -          |
| Booster Pumps Maintenance         | 9,244              | 12,000           | 10,622             | 12,000           | 152                | 1%         |
| Slopes water pump station         | 5,820              | 8,000            | 6,696              | 8,000            | 13,100             | 164%       |
| Greendale Water Connection        | 4,023              | -                | 3,356              | -                | 279                | -          |
| Water treatment plant             | 1,400              | 95,000           | 134,321            | 200,000          | 21,685             | 11%        |
| Transfer to surplus               | -                  | -                | -                  | -                | -                  | -          |
| Amortization - Water Fund         | 111,692            | -                | -                  | -                | -                  | -          |
| Capital                           | <u>5,310,230</u>   | <u>820,000</u>   | <u>1,043,415</u>   | <u>489,000</u>   | <u>34,682</u>      | <u>7%</u>  |
|                                   | <u>5,908,972</u>   | <u>1,508,900</u> | <u>1,702,156</u>   | <u>1,306,900</u> | <u>162,147</u>     | <u>12%</u> |
| Surplus(Deficit)                  | <u>(1,453,864)</u> | <u>-</u>         | <u>(615,726)</u>   | <u>(360,800)</u> | <u>432,889</u>     |            |



TOWN OF LAKE COWICHAN  
Statement of Expenditure - January 31, 2020  
Water Fund

|                                      | 2018<br>YTD Actual | 2019<br>Budget | 2019<br>YTD Actual | 2020<br>Budget | 2020<br>YTD Actual | 2020<br>%   |
|--------------------------------------|--------------------|----------------|--------------------|----------------|--------------------|-------------|
| <u>WATER CAPITAL</u>                 |                    |                |                    |                |                    |             |
| Greendale Road Watermain             | 450,770            | -              | -                  | -              | -                  | -           |
| Greendale Trestle Watermain Upgrade  | 7,749              | 355,000        | 316,698            | -              | -                  | -           |
| North Shore Pump Station Backup Powe | -                  | 100,000        | -                  | 100,000        | -                  | 0%          |
| Ohtaki Bridge Watermain Upgrade      | -                  | -              | -                  | -              | -                  | -           |
| River Road Water Main                | -                  | -              | 14,176             | 189,000        | 11,404             | 6%          |
| Water Modelling                      | 24,953             | 35,000         | 3,980              | -              | -                  | -           |
| Water Treatment Upgrade              | 4,826,757          | 300,000        | 680,581            | 200,000        | 23,278             | 12%         |
| Watermain Upgrades                   | -                  | -              | -                  | -              | -                  | -           |
| Water metering                       | -                  | 30,000         | 27,980             | -              | -                  | -           |
|                                      | <u>5,310,230</u>   | <u>820,000</u> | <u>1,043,415</u>   | <u>489,000</u> | <u>34,682</u>      | <u>127%</u> |



# Building Report

**TO:** Chief Administrative Officer

**SUBJECT:** Building Permit Summary for the Month of FEBRUARY

**DATE:** MAR. 3, 2020


**FROM:** Building Inspector

## Applications

|                            | Outstanding Permits |              | Applications Completed |              | Taken out in Current Month |
|----------------------------|---------------------|--------------|------------------------|--------------|----------------------------|
|                            | Previous Years'     | Current Year | Previous Years'        | Current Year |                            |
| Single Family Dwellings    | 25                  | 1            | 2                      |              | 1                          |
| Commercial                 | 4                   | 0            | 1                      | 1            | 1                          |
| Carport / garage           | 10                  | 3            |                        |              | 1                          |
| Demolitions                | 2                   |              |                        |              |                            |
| Renovations                | 30                  | 1            |                        |              | 1                          |
| Deck                       | 9                   | 1            | 1                      |              | 1                          |
| Lawn Sprinkler / Woodstove | 1                   |              |                        |              |                            |
| Relocated Home             |                     |              |                        |              |                            |
| Other _____                |                     |              |                        |              |                            |
| <b>TOTALS</b>              | <b>81</b>           | <b>6</b>     | <b>4</b>               | <b>1</b>     | <b>5</b>                   |

## Building Permit Fees

|                       | Value of construction | Permit fees |
|-----------------------|-----------------------|-------------|
| For the current month | 130,695.00            | 1,996.00    |
| Year to Date          | 179,895.00            | 2,448.00    |

  
Dennis Young



# Memo

**TO:** Chief Administrative Officer

**SUBJECT:** Bylaw Enforcement – January, 2020

**DATE:** February 26, 2020

**FROM:** Roger Grosskleg

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The following may be reported for the month ending January 31<sup>st</sup>, 2020:

|   |                                     |  |
|---|-------------------------------------|--|
| 7 | Chattels stored on public property  | Red tags issued<br>(compliance on all) |
| 6 | Notices – Overconsumption of Water. | Yellow Tags issued                     |
| 2 | Unsightly properties                | Compliance                             |

  
Roger Grosskleg



Lake Cowichan Fire Department

P.O. Box 31

Lake Cowichan, BC

V0R 2G0

(250)749-3522

## January 2020 Monthly Incident Report

3 Practices  
1 Business Meeting  
1 Truck Check  
2 MVI  
1 Tree Fire  
1 Bush Fire  
1 Code 3 Lift Assist  
1 Lift Assist  
1 Hydro Lines Smoking  
1 OFA Level 3 Course  
1 Mutual Aid with Sahtlam FD-MVI  
2 Alarm Activated  
1 Structure Fire  
1 Officer Page Out  
7 Officer/Member Duty Sheets  
1 Sec/Treasurer Monthly Stipend

**Total**

**\$10728.56**



Lake Cowichan Fire Department  
P.O. Box 31  
Lake Cowichan, BC  
V0R 2G0  
(250)749-3522

**January 2020 Fire Stats**

| <u>Date</u> | <u>Time</u> | <u>Location</u>          | <u>Incident</u>                 | <u>Personnel</u> | <u>Hours</u> | <u>Cost</u>       |
|-------------|-------------|--------------------------|---------------------------------|------------------|--------------|-------------------|
| 01/03       | 8:50 AM     | 70 South Shore Rd        | Alarms Activated                | 22               | 1            | \$419.44          |
| 01/03       | 9:00 AM     | 7981 Greendale Rd        | Tree Fire                       | 22               | 1            | \$419.44          |
| 01/06       | 7:00 PM     | Fire Hall                | Business Meeting                | 26               | 2            | \$962.02          |
| Jan 6-17    |             | Nanaimo                  | OFA Level 3 First Aid Course    | 1                | 80           | \$1586.40         |
| 01/09       | 5:15 PM     | HWY 18/Skutz Falls       | Bush Fire                       | 21               | 1            | \$401.38          |
| 01/09       | 7:00 PM     | Fire Hall                | Truck Check                     | 14               | 2            | \$472.78          |
| 01/10       | 4:28 PM     | 220 Lake Park Rd         | Smoking Hydro Pole/Line         | 22               | 1            | \$423.29          |
| 01/10       | 5:26 PM     | HWY 18/Skutz Falls       | MVI                             | 22               | 1            | \$441.35          |
| 01/12       | 1:14 AM     | 64 Cottonwood St         | Officer Page Out                | 1                | 1            | \$20.87           |
| 01/13       | 7:00 PM     | Fire Hall                | Practice                        | 24               | 2            | \$884.78          |
| 01/14       | 11:22 PM    | 7410 Cowichan Lake Rd    | Code 3 Lift Assist              | 12               | 1            | \$222.29          |
| 01/17       | 6:08 PM     | 63-300 Grosskleg         | Lift Assist                     | 19               | 1            | \$343.66          |
| 01/19       | 4:36 PM     | 5261 HWY 18              | Mutual Aid Sahtlam FD-MVI       | 15               | 1            | \$300.15          |
| 01/20       | 7:00 PM     | Fire Hall                | Practice                        | 19               | 2            | \$718.44          |
| 01/22       | 4:22 PM     | 190 South Shore Rd       | Alarms Activated/Structure Fire | 22               | 2            | \$1039.88         |
| 01/27       | 7:00 PM     | Fire Hall                | Practice                        | 24               | 2            | \$883.32          |
| 01/29       | 7:03 AM     | Stanley/Cowichan Lake Rd | MVI                             | 11               | 1            | \$199.96          |
|             |             |                          | Officer/Member Duty Sheets      | 5                | 39.5         | \$839.11          |
|             |             |                          | Sec/Treasurer Stipend           | 1                |              | \$150.00          |
|             |             | <b>Total</b>             |                                 |                  |              | <b>\$10728.56</b> |

# Memo



**TO:** Chair, Finance and Administration Committee  
**FROM:** Chief Administrative Officer  
**DATE:** March 6, 2020  
**SUBJECT:** Strategic Planning for the Town of Lake Cowichan

---

While most municipalities in British Columbia have taken a short-range view of their road maps to the future by limiting that range to the next 4 or 5 years, municipalities in other jurisdictions, however, have taken a far-sighted approach. An example in this province is Salmon Arms.

As I indicated, a Strategic Plan is a document that should have the involvement of community partners at least at the initial stage to define how we grow, and how to actively shape the future of the Town as we begin this decade and move beyond. With that mind, see the attachment that could be used to elicit local responses.

A well thought out initial strategic planning exercise should not be conducted in one or two days or even a week. A Strategic Plan provides the framework for the decisions council will make, today and for the long-term.

Council is in tune with the needs of this community. Hence it may want to establish a time frame to get a Strategic Plan covering at least the next 10 years in place. This will allow future councils a basis to base a review or institute such changes as are deemed necessary.

## **Conclusion**

Council may have its own ideas on how to proceed with determining its Planning Strategy Plan.

A handwritten signature in black ink, appearing to read 'Joseph A. Fernandez'.

---

Joseph A. Fernandez



## Town of Lake Cowichan

39 South Shore Road, Lake Cowichan BC V0R 2G0  
 Mailing address: PO Box 860, Lake Cowichan BC V0R 2G0  
 Phone: 250-749-6681 Fax: 250-749-3900  
 Email: jfernandez@lakecowichan.ca

# Strategic Planning Questionnaire

The responses received will be handled with utmost confidentiality, only the summarized results will be shared with Council.

### General Information

Name of Respondent:

Respondent's Address:

Check one that applies: Resident Property Owner ☐ Non-resident Property Owner ☐ Tenant ☐

### Community

What is it you value about the Town of Lake Cowichan?

Name 3 or 4 issues that you feel are faced by the Town.

1.

2.

3.

4.

### What the Town should focus on

From the list below, identify and rank the top 5 choices (1, 2, 3, 4, 5) that your Town should focus on:

☐ Senior Care

☐ Senior Program(s)

☐ Emergency Preparedness

☐ Policing

☐ Housing Affordability

☐ Health and Medical Care

☐ Fire and Rescue

☐ Library Services

☐ Natural Environment

☐ Home-based Business

☐ Parks & Recreation

☐ Technology & Telecommunications

☐ Active Transportation (Human power)

☐ Education

☐ Transit/Transportation

☐ Waste Management Services

☐ Tourism and Hospitality

☐ Environmental Protection

☐ Clean Drinking Water

☐ Land Use Planning

☐ CLEC & Lakeview Park

☐ Sani-Dump Services

☐ Clean Waterways

☐ North Shore Rd Boat Ramp

☐ Good Governance

☐ Sustainable Development

☐ Co-operation with First Nations

☐ Financial Support for Not-for-Profit / Service Groups

### Municipal Services

Does the Town meet your basic municipal needs (roads, water, sewer, health, recreation)?

Yes ☐                      No ☐      If No, what is missing?

Improved services come at increased costs – Are you willing to pay for those?

Yes ☐                      No ☐

Do you feel relatively safe in your Town?

Yes ☐                      No ☐

What can be done to improve safety in your Town and are you willing to pay for added security?

The Town is always looking to diversify its economy and its tax base by attracting business ventures, events, or attractions.

Do you have any ideas / suggestions?

The Town is always striving to meet the needs of its residents within its limited budgets.

Do you have any ideas/suggestions on how other needs could be met at minimal costs?

The Town has established the following as its Vision Statement:

***Our vision is to create a vibrant, healthy, sustainable community that exists in harmony with the natural environment, enjoys a balanced economy, supports all generations and provides the opportunities to satisfy diverse social needs.***

Do you think this vision statement adequately covers it? If not, do you have suggested changes?



# Memo



**TO:** Chief Administrative Officer

**SUBJECT:** STP Slope Stabilization Project

**DATE:** March 2, 2020

**FROM:** Superintendent, Public Works and Engineering Services

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## Background

On 24-Feb-20, the construction tenders for the above project for the Town Sewage Treatment Plant closed. There were 10 tender bids submitted and they are listed from the lowest to the highest bids, and in that order:

1. Global Pro Systems;
2. Ramida;
3. Stone Pacific;
4. David Stalker Excavating;
5. Draycor;
6. Superior Excavating;
7. IWC Excavation;
8. Copcan Civil;
9. Milner Group; and
10. Cutting Edge.

## Project Risks

The condition of the slope to be repaired is continuing to deteriorate and the slope is at risk of catastrophic failure.

During the construction period, Hudgrove Road will be partially closed to traffic, allowing only for one-way traffic.

Trees between the Slope and Hudgrove Road have roots exposed that are drying out the trees. As a result, trees are dehydrated and may topple. More of the trees may be needed to be removed. Removing trees would lessen the construction costs but replanting of the trees would have to take into consideration the time for these to grow to maturity.

There will be an initial increase in storm water flow with the removal of vegetation. Eventually, due to the slope being cut towards the road and the growing vegetation, storm water flow will decrease and become less than it is currently.

---

Depending on the condition of the fence when it is being relocated, certain portions of the fence may need to be replaced.

### **Tender Analysis**


Bids ranged from a low of \$40,967.75 to a high of \$108,245.20. The three lowest bidders were further assessed for experience, compliance and start dates.

Global Pro Systems was assessed as having the experience to complete the project, the lowest price and is in full compliance.

The project is to start as soon as the Town gives its authorization. The project duration is 2-3 weeks.

### **Recommendation**

That the construction contract for the stabilization of the south wall of Sewage Treatment Plant be awarded to Global Pro Systems for the tender price of \$40,967.75.



---

Kam So, P.Eng, MBA (Candidate)  
Superintendent, Public Works and Engineering Services



# Memo

**TO:** Chair, Finance and Administration Committee

**FROM:** Chief Administrative Officer

**DATE:** March 6, 2020

**SUBJECT:** **Coronavirus** (COVID-19)

---

The Chief Administrative Officers of the Cowichan Valley are sharing information that would be useful to be heeded if the recent outbreak of the Coronavirus flu is to be contained, if not quelled. Guidelines like that worded below are now being issued.

Island Health, the BC Centre for Disease Control and provincial and federal authorities are closely monitoring the novel coronavirus and it should be noted that the Public Health Agency of Canada has stated as of this week that the risk to the public remains low and that it is continually reassessing the situation.

As a municipal organization we should be committed to reducing and minimizing the transmission of any infectious disease. All employees must be especially diligent in managing their workspace and personal hygiene.

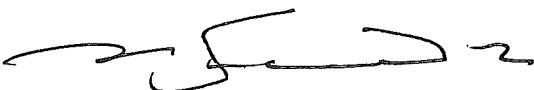
The same advice that public health officials recommend for the cold and flu season must be followed:

- Wash your hands often with soap and water for at least 20 seconds.
- If soap and water is not available, alcohol-based hand sanitizer can be used to clean your hands if they are not visibly soiled. If they are visibly soiled, use a wipe and then use sanitizer to effectively clean them.
- Alcohol-based hand sanitizers should be made available at the Municipal Office, Public Works, the Cowichan Lake Education Centre, the Lakeview campsite and in locations where there are frequent interactions between employees and the public.
- Avoid touching your eyes, nose, or mouth with unwashed hands.

- 
- Avoid crowded situations, where possible.
  - When coughing or sneezing:
    - Cover your mouth and nose with your arm or clean tissues.
    - Do not use your hand, cloth handkerchiefs, or used tissues.
    - Immediately dispose of any tissues you have used into the garbage as soon as possible and wash your hands afterwards.
  - Frequently touched surfaces (e.g. worktops, doorknobs) must be cleaned and disinfected regularly.  
Use of domestic cleaners is sufficient, but the use of disinfectant wipes would be preferred.
  - Employees must notify their respective Department heads and not show up for work and avoid contact with co-workers and the public at the onset of the following symptoms:
    - Fever,
    - Cough,
    - Difficulty breathing.
  - If employees have a heightened risk of infection or disclose that they are suffering symptoms consistent with Coronavirus (COVID-19), they may be asked to remain away from the workplace until medical clearance confirming that they do not have the virus is provided.
  - If an employee is away from work due to illness, the provisions for sick leave or the health and welfare benefits contained in the Collective Agreement will apply to the bargaining employees and the existing accrued sick benefit policy will apply to the exempt staff.

## Useful Links

- BC Centre for Disease Control website: <http://www.bccdc.ca/about/news-stories/stories/2020/information-on-novel-coronavirus>
- National coronavirus information line: 1-833-784-4397
- Canadian travel recommendations <http://www.travel.gc.ca/>
- International information from WHO: <https://www.who.int/emergencies/diseases/novel-coronavirus-2019>



Joseph A. Fernandez