City of Courtenay

COMPLETE COMMUNITIES GROWTH ASSESSMENT

December 2024

PREPARED BY

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Courtenay, BC
V9N 3P6

The City of Courtenay respectfully acknowledges that the lands to which this Assessment apply are on the Unceded territory of the K'ómoks First Nation, the traditional keepers of this land.

EXECUTIVE SUMMARY

The City of Courtenay, located on the unceded territory of the K'ómoks First Nation, has experienced significant growth over the past decade, with a population increase of 26% from 2014 to 2024.

The 2021 Official Community Plan (OCP) estimated a 13% growth in Courtenay over 20 years. However, the 2024 Housing Needs Report now projects a 43% population increase, adding about 13,345 residents and requiring 8,351 new housing units. To accommodate growth, it is recommended that infrastructure upgrades and investments be directed to designated OCP Growth Centres on lands with the highest likelihood of development, efficient access to infrastructure, and in proximity to daily needs. This strategy will also facilitate development of priority housing types in OCP designated Growth Centres.

The City of Courtenay Complete Communities Assessment ("the Assessment") builds on the work completed in the OCP to inform, evidence-based decision-making and support complex conversations around planning for growth.

The Assessment was made possible with funding from the Union of BC Muncipalities (UBCM) Complete Communities Program and aims to guide policy setting and development to create more complete communities.

The UBCM program defines 'complete communities' as communities, or areas within a community, that provide a diversity of housing to meet resident needs and accommodate people at all stages of life, and provide a wider range of employment opportunities, amenities, and services within walking distance of home.

Throughout the Assessment, geospatial mapping is used to analyze locational characteristics and relationships of four lenses: housing, transportation, daily needs, and infrastructure. The geospatial mapping provides insights into strengths, opportunities, and constraints for future growth and more 'completeness'.

The Assessment uses data-driven insights to identify gaps and opportunities within the City's community completeness. Recognizing recent changes in provincial legislation and the requirement to pro-actively plan for 20-years of housing need, a key focus of the City's Complete Community Assessment is to determine if the anticipated housing need can be accommodated within the land use designations in the current OCP while also reviewing existing infrastructure capacity and identifying capacity issues that are intended to inform future infrastructure planning priorities.

Recognizing recent changes in provincial legislation and the requirement to pro-actively plan for 20-years of housing need, a key focus of the City's Complete Community Assessment is to determine if the anticipated housing need can be accommodated within the land use designations in the current OCP while also reviewing existing infrastructure capacity and identifying capacity issues that are intended to inform future infrastructure planning priorities.

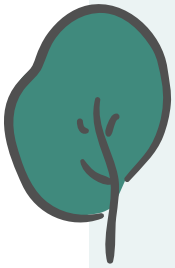
The assessment included an analysis of likelihood of development and the projections to accommodate the established 20-year housing need on vacant and underdeveloped lands in the City. Key success factors include proactive planning for 20 years of residential growth, evaluating existing infrastructure capacity, facilitating multiple opportunities for diverse housing types, and fostering interdepartmental coordination for effective proactive growth management. From this assessment and inter-departmental engagement, clear and actionable recommendations to guide future decisions are provided. Most of the recommendations can be implemented by integrating into other planned initiatives such as updates to the OCP, Zoning Bylaw, Subdivision Servicing Bylaw, Development and Amenity Cost Charges and other master plan and bylaw updates.

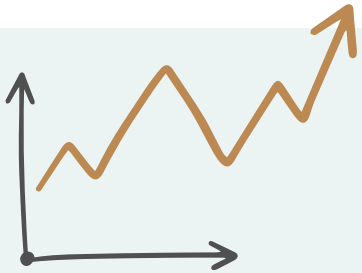
The Action Plan provides a variety of recommendations to support growth and indicates resource requirements, responsibilities, and potential funding sources.

WHAT HAVE WE LEARNED?

ADAPTING TO PROACTIVE DATA DRIVEN PLANNING

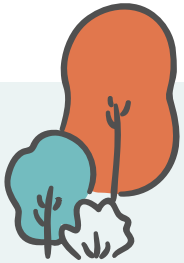
- The way we approach our work is evolving. Recent provincial legislation has required communities to **shift from reactive to proactive planning.** This shift underscores the need for greater collaboration across departments to tackle challenges and seize opportunities. This shift is requiring our plan review process to become cyclical and data driven.





UNANTICIPATED COMMUNITY GROWTH

- The annual population growth rates have exceeded the OCP projected growth rates. Where the OCP projects a population of **31,696**, by the **year 2041**, the 2024 Housing Needs Report projects a population of **42,415** by the **year 2041**. The OCP and infrastructure master plans need to be revised to reflect this significant increase.



CONTAINING URBAN SPRAWL

- The existing urban containment boundary has sufficient capacity to accommodate the housing needed to meet population projections and demand over the next 20 years. **Development should be prioritized within current Growth Centres** before considering expansion into Future Growth Areas, such as the proposed Ryan Road and Anderton Road Neighbourhood Centre.

HOUSING DENSITY AND INFRASTRUCTURE DEVELOPMENT ARE CLOSELY LINKED

- Higher density development supports more efficient land use and can lead to reduced costs in both capital expenditure and maintenance. Achieving a balance in housing density is important for optimizing infrastructure costs while ensuring community livability.

ENHANCING PROACTIVE INFRASTRUCTURE PLANNING FOR SUSTAINABLE GROWTH

- It is essential for the City to gain a clearer understanding of its infrastructure capacity to effectively plan for future growth. Updating infrastructure models and plans is critical to ensure that capital priorities and the impacts of development align with current expectations. Taking a proactive approach to infrastructure planning will streamline development, allowing for more efficient decision-making and resource management. This will help the City make informed choices, manage resources effectively, and support sustainable growth by directing growth to well-serviced areas of the community.

LEVERAGING TOOLS FOR FINANCIAL SUSTAINABILITY IS CRITICAL

- The recent legislative requirement to pre-zoned lands for growth requires the City to more effectively proactively plan for development related infrastructure upgrades, parks, and community amenities that have often been secured as a condition of zoning approval. There is a heightened need to ensure that available financial tools are utilized to fund growth and that development is paying their equitable share of growth related costs. It is vital that Development Cost Charges (DCC) are up to date and reflect the projects needed to facilitate growth as well as current construction costs. It is recommended the City incorporate the expanded scope of eligible DCC projects and utilize the new Amenity Cost Charge (ACC) tool into upcoming DCC reviews.

PLANNING FOR FUTURE PARKS IN GROWING COMMUNITIES

- As density increases, access to private outdoor amenity spaces decreases. It is essential to identify locations for future parks and facilities, determine where land needs to be acquired, and define the types of services these parks should offer.

SMALL SCALE MULTIPLE UNIT HOUSING (SSMUH)

- The implementation of Bill 44, SSMUH, permits OCP-designated infill areas to accommodate up to four units per lot. Since SSMUH was not a consideration during the development of the OCP, a review of the current Primary and Secondary Growth Centres, should be included in the next OCP update to evaluate whether the existing Growth Centre designations remain appropriate.

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1 PROJECT OVERVIEW

1.1 PROJECT OVERVIEW

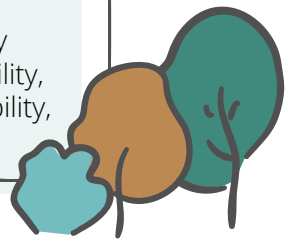
1.1.1 Union of British Columbia Municipalities Complete Communities Program

The Complete Communities program, administered by the Union of British Columbia Municipalities (UBCM) on behalf of the Province, is intended to support local governments and modern Treaty First Nations to enhance their ability to make evidence-based land use planning decisions through assessments of "community completeness".

COURTENAY'S DEFINITION OF COMMUNITY COMPLETENESS (OCP, 2022)

Community completeness means residents can easily access a variety of amenities and services within their neighbourhood. These include shops and restaurants, cultural and civic facilities (e.g., museums, libraries, galleries), employment opportunities, recreational destinations (e.g., parks, community centres), and more. This mix of land uses allows residents to live, work, shop, play, and learn close to home ideally within a 10-minute walk, resulting in the concept of "10-minute neighbourhoods" as a policy objective described in Courtenay's Official Community Plan.

Creating more complete communities can support a range of identified community goals and offer many interrelated benefits, including more housing and transportation options, increased walkability, accessibility, age-friendliness, and equity, greater efficiency with servicing and infrastructure, environmental sustainability, and preservation of the natural environment by reducing sprawl.



1.1.2 Project Background

In June of 2023, following Council's direction, the City of Courtenay applied to the UBCM Complete Communities program. This initiative uses geospatial assessments of housing, transportation, daily needs, and infrastructure to understand "community completeness" in Courtenay.

Highlighted as a model project in the Complete Communities Guide, the City's OCP sets out a framework for a complete community by designating Growth Centres with the intent of creating walkable neighbourhoods. The OCP was developed prior to the Province's implementation of the Complete Communities Program and the enactment of several bills in December 2023 that changed the municipal planning landscape in BC.

1.1.3 Project Purpose

The planning context has changed since Courtenay's OCP was adopted in 2021. Annual population growth rates have exceeded the OCP projected growth rates, and the Province of BC now requires municipalities to adopt Housing Needs Reports (HNR) based on a provincially developed methodology for projecting housing need. Local governments are also required to pre-zone land to accommodate housing need by the end of 2025, increasing demand on infrastructure, community amenities and services. The new legislation also changes how local governments secure improvements, which have often been facilitated through rezoning processes.

Where the OCP projects a population of 31,696 by the year 2041, the 2024 Housing Needs Report cites BC Stats projections for a population of 42,415 by the year 2041. Assuming an average of 1.8 persons per unit, if 20-year housing need (2021-2041) is fulfilled, the population would be 44,560 by the year 2041. Increased population and housing projections will require increased levels of service by local, regional, and provincial governments. In a development context where land is pre-zoned for growth, it is especially important for the City to understand required investments to accommodate growth. The Complete Communities Assessment provides an understanding of existing conditions and actions to improve completeness within a new growth context as the City shifts from reactive to proactive planning.

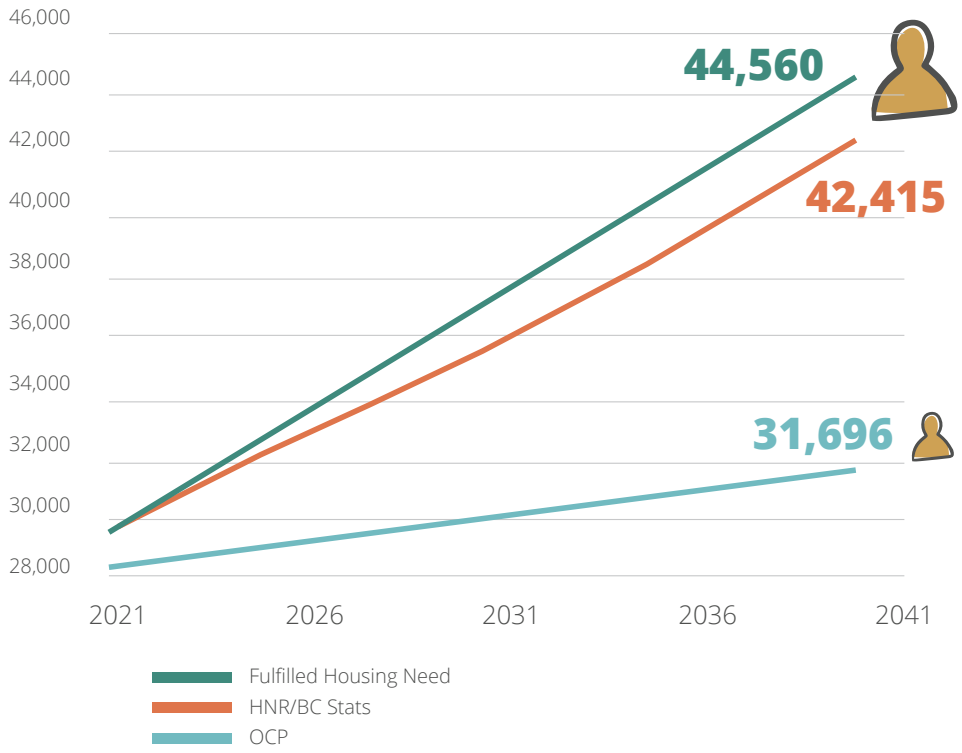


Figure 1: Population projection comparison (2021-2041).

1.2 PROJECT TIMELINE

Initiated in January 2024, the project was organized into the below key stages:

1.3 ENGAGEMENT METHODS

1.3.1 Purpose

Effective interdepartmental coordination enhances community completeness by minimizing redundancy and promoting a thorough, efficient, and financially sustainable response to growth pressures. During the development of the Complete Communities Assessment internal inter-departmental workshops were held to:

- facilitate collaboration
- provide a platform for knowledge sharing across various departments
- establish key project goals

1.3.2 Format

Several internal workshops were held from March to November 2024. These workshops were held in person and virtually. Various City of Courtenay departments participated as required during various stages of the project. Several inter-departmental meetings were facilitated to align departments and to review infrastructure capacity and identify potential upgrades required to accommodate growth. The resulting infrastructure assessment in an evidence-based and data-driven foundation to help elevate the conversation and inform decision-making respecting required City and Comox Valley Regional District (CVRD) water and sewer upgrades that will facilitate development in areas that will support the goal of continuing to improve community completeness.

Recognizing the importance of regional collaboration regarding growth and the provision of regional sewer and water capacity to meet future needs, two additional inter-disciplinary meetings were held with the CVRD together with the Town of Comox to align regional growth projections and infrastructure planning.

2

COMMUNITY CONTEXT

2.1 PROJECT ALIGNMENT WITH OTHER CITY PLANS AND STRATEGIES

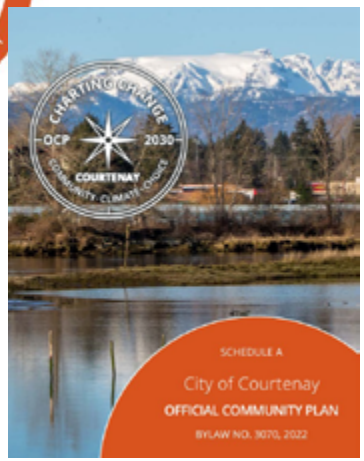
2.1.1 Courtenay Official Community Plan, 2022

Courtenay's OCP provides a framework for the Complete Community Assessment that addresses the city's specific needs. The OCP emphasizes three key strategies for land use and urban form to guide growth: mixing land uses, increasing densities, and supporting high-quality urban design & form.

During the development of the OCP an urban framework concept was developed. This framework directs growth over the next 10 years (2022-2032) by guiding future development towards a series of existing districts and connected mixed use areas. These resulting town centres and connecting corridors are categorized as follows:

- **Primary Growth Locations – Town Centres and Urban Corridors**
  - Downtown Town Centre
  - Harmston Avenue Civic Precinct
  - Downtown Core
  - Lower Ryan Road Town Centre
  - Upper Ryan Road Town Centre
  - Cliffe Avenue Urban Corridor (between 11th and Anfield Road)
  - Airpark Precinct

- **Secondary Growth Locations – Neighbourhood Centres and Multi-Residential**
  - Tin Town Neighbourhood Centre
  - Lake Trail Neighbourhood Centre
  - McPhee Neighbourhood Centre
  - Multi-Residential adjacent to Lower Ryan Road Town Centre
  - Future Neighbourhood Centre
  - Ryan Road & Anderton Road



2.1.2 Other Documents Consulted

City of Courtenay
Water Master Plan
2021

City of Courtenay
Accessibility Review
2024

City of Courtenay
Parks and Recreation Master Plan
2019

Comox Valley Regional District
Regional Growth Strategy
2010

City of Courtenay
Connecting Courtenay Transportation Master Plan
2019

City of Courtenay
Council Strategic Priorities
2023-2016

City of Courtenay
Current and Upcoming Applications Tracking
Provided by City of Courtenay Staff

City of Courtenay
Floodplain Management Bylaw
1994

City of Courtenay
Growth Scenario Development Process
2022

City of Courtenay
Housing Needs Report
2024

City of Courtenay
Sanitary Sewer Master Plan
2021

City of Courtenay
Small-Scale Multi-Unit Housing Regulations
May 8, 2024

City of Courtenay
Strategic Cultural Plan of the City of Courtenay *DRAFT*
2024

3 COMPLETE COMMUNITY ASSESSMENT

FOUR LENSES

3.1 COMPLETE COMMUNITY ASSESSMENT: FOUR LENSES

The Courtenay Complete Communities Assessment serves as the foundation for future growth. The Assessment explored current community completeness under four lenses: **housing, daily needs, transportation, and infrastructure.** A geospatial analysis of these four lenses identified strengths, challenges and opportunities to achieve land use planning goals identified in the Courtenay OCP, the Housing Needs Report, and Council's Strategic Plan.

3.1.1 Methodology

Various forms of data with different sources were used to undertake the Complete Communities Assessment including qualitative data such as data from BC Assessment, DataBC, and the City's internal database. Quantitative data was also supplemented with empirical, qualitative data.

Geospatial analysis is a valuable tool, yet it has certain limitations. The integration of data from various sources always carries the risk of inaccuracies. To some extent, these discrepancies are manually corrected using recent updates or local knowledge. It's important to keep in mind that the goal is to use this data to enable more complete conversations about strengths, opportunities and challenges before exploring and determining which actions to take to create a more complete community and advance community goals.

3.1.1.1 Study Area, and Unit of Analysis

Courtenay's OCP growth strategy focuses on enhancing and expanding existing successful nodes and corridors within the city's neighborhoods. The plan directs future development towards distinct and interconnected growth areas and connecting corridors that were identified as the best locations for growth to achieve community goals. See **Figure 1** and **Figure 2**.

The study area for the Complete Community Assessment was completed on the full jurisdiction. However, areas of the city with development constraints such as steep slopes, lots in the flood plain, parks, environmentally sensitive areas, and ALR lands were removed from the analysis area in the housing lens. The unit of analysis for evaluating the lenses varied depending on the type of analysis conducted and the available data.

INFRASTRUCTURE LENS

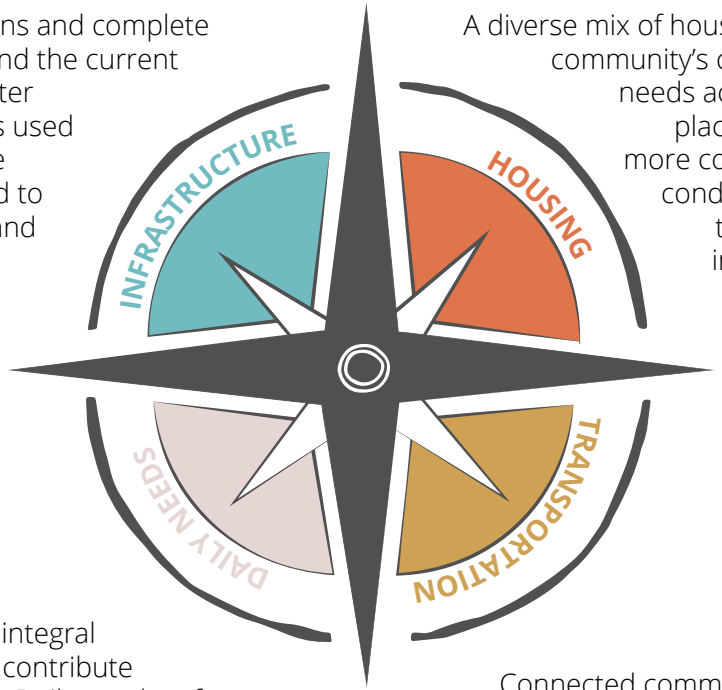
Section 4.3

To support more compact growth patterns and complete communities, it is important to understand the current capacity of sanitary, sewer, and stormwater infrastructure. An infrastructure lens was used to provide a high-level assessment of the existing and future infrastructure needed to deliver services such as water, sanitary, and stormwater to the community.

HOUSING LENS

Section 4.2

A diverse mix of housing types and tenures can contribute to a community's completeness by accommodating people's needs across all stages of life and support aging in place. The housing lens was used to provide a more complete understanding of existing housing conditions and opportunities to better support the needs of everyone who chooses to live in Courtenay through the delivery of varied housing types.



DAILY NEEDS LENS

Section 4.5

Living and working near key amenities is integral to a community's completeness and can contribute to resident's quality of life and well-being. Daily needs refer to services and amenities that residents visit on a daily or weekly basis. Ideally, most residents are within walking distance to key daily needs and have access to a range of transportation options.

TRANSPORTATION LENS

Section 4.4

Connected communities promote diverse travel options like walking, biking, transit, and new transport modes such as micro-mobility (such as scooters) and shared mobility. Developing an interconnected multi-modal transport system offers various choices for daily commuting, reducing dependence on cars, thus aiding in shifting modes and cutting transportation-related greenhouse gas emissions.

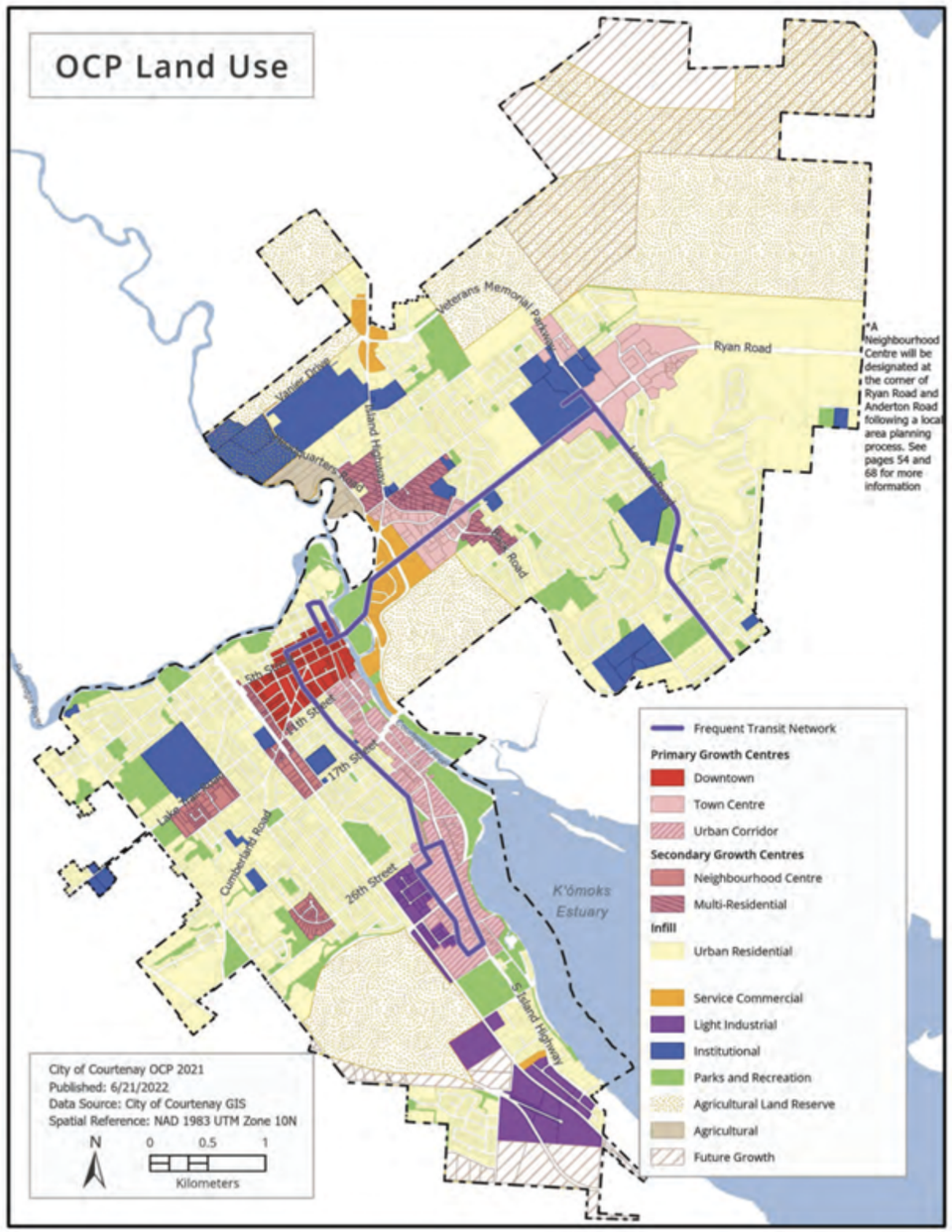


Figure 2: City of Courtenay Growth Areas – image from Official Community Plan

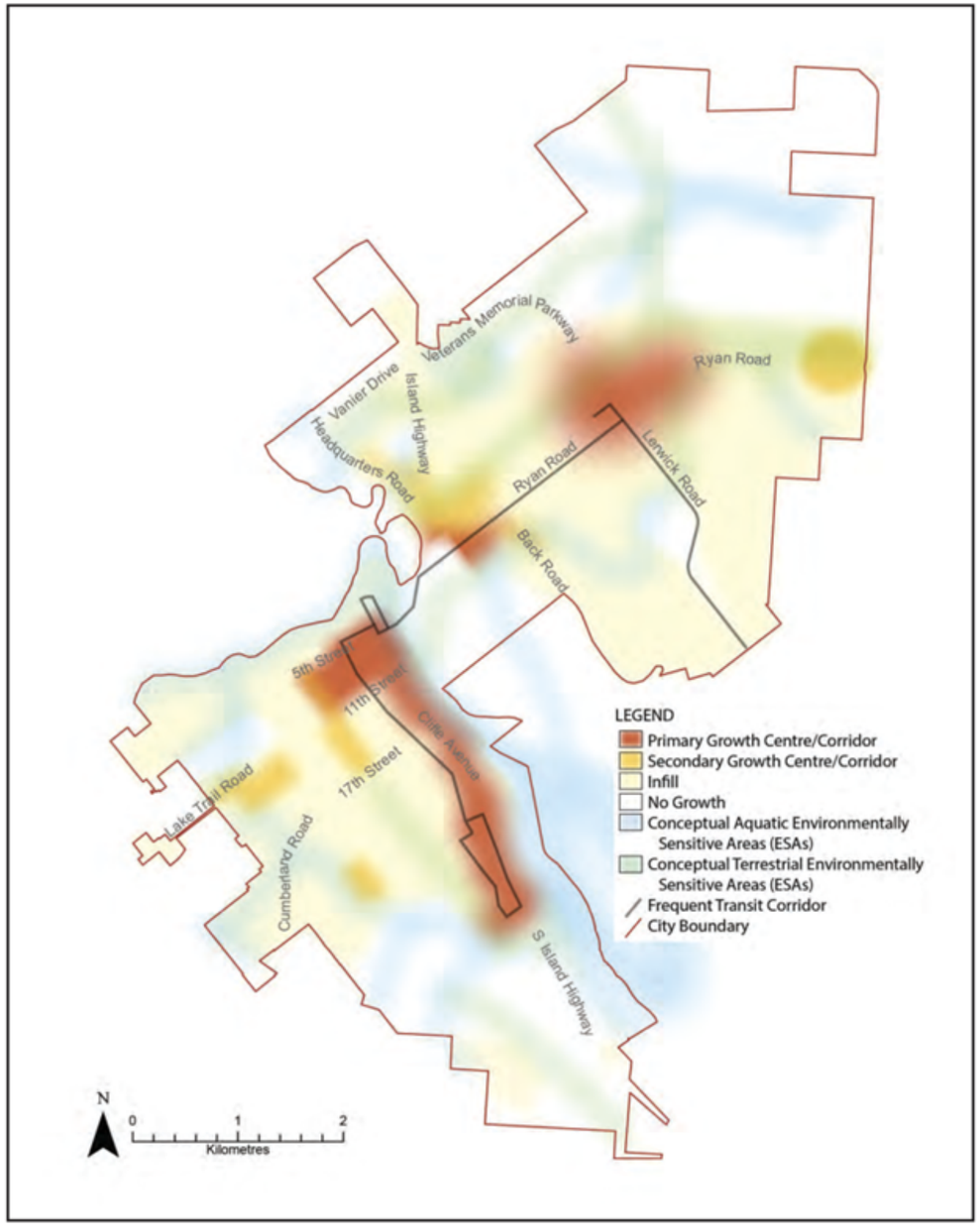


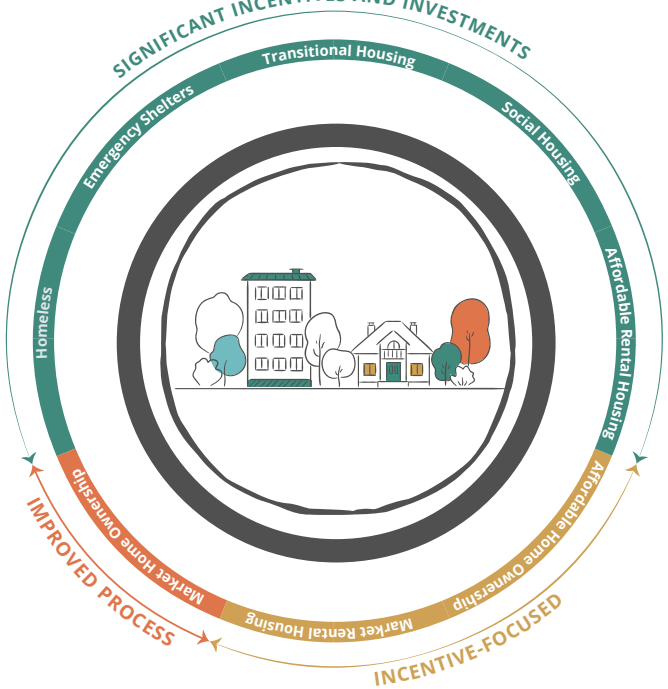
Figure 1: City of Courtenay Growth Areas – image from Official Community Plan

3.2 HOUSING LENS

All people deserve access to housing that is safe, stable and affordable and that supports personal and public health. A complete Courtenay can support the housing needs of people with different incomes, family sizes and at all stages of life through the provision of varied housing types across the housing continuum. Examples of housing types and tenures include:

- Housing types: single-detached, plexes, accessory dwelling units, secondary suites, townhomes, low-rise apartments, manufactured homes
- Housing tenure: Fee-simple ownership, strata ownership, rental (private or subsidized), cooperative, leasehold

Opportunities to diversify housing types and tenures come from a willingness to intensify the existing housing base through infill in existing residential neighbourhoods and higher density housing developments in identified Growth Centres. The recently adopted R-SSMUH zone allows residents to add secondary suites or accessory dwelling units (ADUs), or construct duplexes or townhouses for a maximum of four units per lot. By promoting higher density and smart growth development close to daily needs, the City can achieve more efficient infrastructure utilization, reduced per capita costs, increased transit viability, and greater sustainability.



3.2.1 The Housing Wheelhouse

To meet the needs of diverse residents at all life stages, the local housing stock should include a variety of housing forms and tenures. The housing wheelhouse is one way to think about the various types of housing. In contrast to a linear housing continuum, the wheelhouse model does not place one form of housing in front of another. The result is a more inclusive way to think about housing needs and types. To increase community completeness, it is important that Courtenay continue to focus on increasing housing diversity and increase the types and tenures of housing in the community in order to support a more complete community.

Figure 3: The Housing Wheelhouse (source: City of Kelowna)

3.2.2 Courtenay Housing Needs Report (HNR) 2024

The latest HNR provides an update to the previous report released in 2020. Like other Canadian communities, Courtenay has seen escalating housing pressures, exemplified by rapidly rising housing costs. Using updated data, the HNR provides an overview of the current and expected local housing situation. This assessment can be used to inform land use and social planning initiatives. The Complete Communities Assessment allows Courtenay to build on the findings of the HNR to understand how these findings can be analyzed spatially to create a more complete community.

3.2.3 Housing Diversity and Tenure in Courtenay

The OCP notes that the existing housing mix is not sufficiently diverse to meet current housing needs. As of 2021, the majority of Courtenay's housing units were single residential detached dwellings (**Figure 4**). Housing completions over the last five years (2018-2022) show a positive trend toward more multi-unit housing with only 36% of housing completions being single-detached and more than half

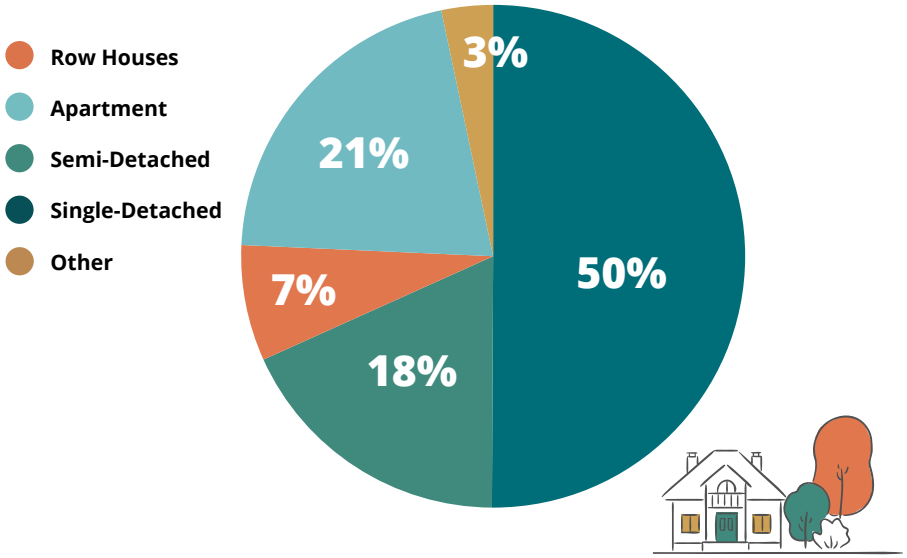


Figure 4: 2021 distribution of housing unit types (source: Census)

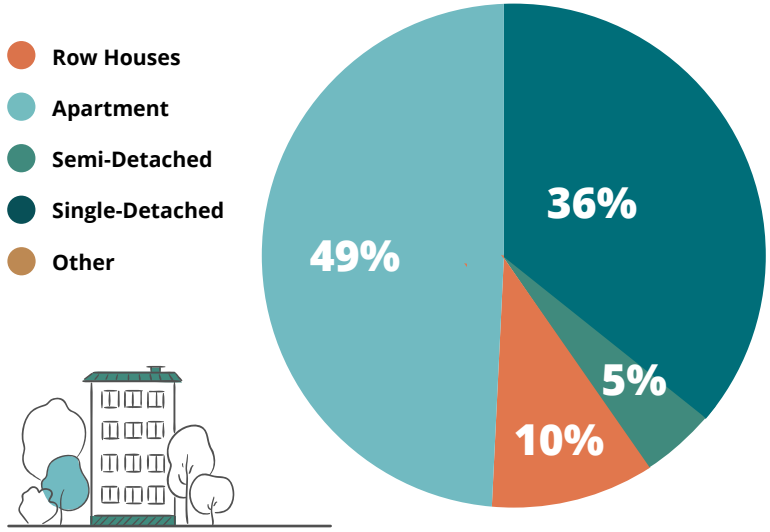


Figure 5: Types of housing completed in Courtenay from 2018-2022 (source: CMHC housing completions)

Rental housing is an important aspect of a healthy housing stock and a complete community. Courtenay's rental market shows signs of considerable pressure. Canada Mortgage and Housing Corporation (CMHC) average rents have increased by 62% from 2018-2023 and vacancy rates have ranged from 0.3% - 1.3% during the same period. A 3-5% vacancy rate typically indicates a healthy rental market where rent of new units entering the market year-over-year should be close to inflation. Past trends indicate that when vacancy rates are lower than 3-5%, rent of new units entering the market will exceed inflation. As of 2021:

- 11.5% of housing units were primary rental market units
- 42% of renter households were spending more than 30% of before-tax income on housing
- 25% of renter households were in core housing need, meaning they were spending more than 30% of before-tax income on housing, living in unsuitable housing (not enough bedrooms), or living in inadequate housing (in need of major repairs), and could not afford suitable and adequate housing in the private market. For comparison, only 5% of owner households were in core housing need.

A positive sign for the rental market is that almost half (43%) of new apartment completions in the last five years were purpose-built rental units. The relatively high proportion of rental apartments may be linked to recent senior government programs such as CMHC low-interest financing for rental buildings. These are not guaranteed to continue, and it would be beneficial to consider options to increase rental supply.

3.2.4 Bill 44: Small-Scale Multi-Unit Housing

Bill 44, the Housing Statutes (Residential Development) Amendment Act, mandates local governments to revise their Zoning Bylaws and OCPs to accommodate small-scale, multi-unit housing (SSMUH). This is to occur in areas currently zoned for single-detached and duplex housing.

SSMUH is a new term which encompasses several forms of ground-oriented housing. The suite of housing initiatives introduced by Bill 44 aims to streamline development approvals processes, facilitate an increased supply of housing in municipalities across British Columbia (BC), improve ability to provide more diverse housing, continued shift to more pro-active land use planning, and build more complete, sustainable, and well-planned communities.

Bill 44 also requires municipalities to pre-zone, as part of future Zoning Bylaw and OCP development processes, to accommodate the projected housing needs for the next 20 years. Municipalities are required to revise Zoning Bylaws and OCP prior to December 31, 2025, to meet unit projections outlined in the most recent HNR (August 2024).

3.2.5 SSMUH in Courtenay

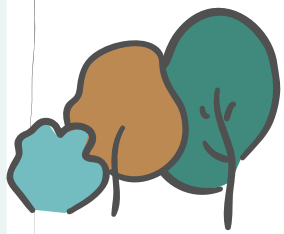
On May 8th, 2024, in response to Bill 44, Development Services staff introduced proposed amendments to Zoning Bylaw No. 2500, 2007 to align with the densities permitted by Bill 44. At the June 12, 2024, regular Council meeting, Council adopted Zoning Amendment Bylaw No. 3135, 2024. The amendment creates a new Residential Small-Scale Multi-Unit Housing zone (R-SSMUH) that replaced 16 existing residential zones comprising of approximately 5,648 properties.

Prior to Courtenay completing the zoning bylaw update, the Province completed the SSMUH and TOA Scenarios in British Columbia report (BC SSMUH Report) in 2023 to understand the impacts of legislative changes aimed at increasing housing supply[1]. The Report projects uptake in and throughout the province resulting from legislative changes (Bills 44 and 47), modelling labour constraints and varying macroeconomic scenarios.

DATA SOURCES

CMHC primary rental market data and statistics are derived from the CMHC Rental Market Survey. The primary rental market includes privately initiated structures with at least 3 rental units that have been on the market for at least three months. Primary rental market buildings are often referred to as purpose-built rental buildings.

CMHC average and median rents are based on all units within the primary rental market universe. There is no limit to how long a unit has been rented by a tenant to be included in the rental universe. The statistics do not provide a measure of what asking rents would be for unoccupied units entering the market. Rather, they are an average or median of what all tenants in primary rental market units are currently paying.



[1] von Bergmann, J., Davidoff, T., Huang, A., Lauster, N., & Somerville, T. (2023). SSMUH and TOA Scenarios in British Columbia. Ministry of Housing, Province of BC. SSMUH and TOA Scenarios in British Columbia (gov.bc.ca)

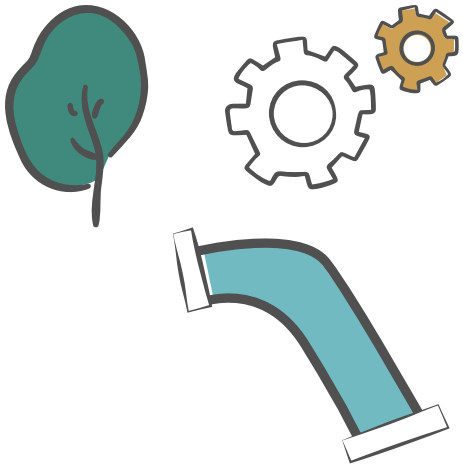
The BC SSMUH Report forecasts increasing growth rates over time as industry becomes more familiar with SSMUH development. The SSMUH forecast for the Courtenay Census Agglomeration[2] is a 2% net increase in total dwelling units over the next five years (600 SSMUH units). Uptake is forecasted to increase to between 6-9.5% net growth in total dwelling units (1800-2850 SSMUH units) over the next 10 years. If the 10-year rate is steady from 2034-2044, there could be roughly 3600-5700 net new SSMUH units in the Comox Valley over the next 20 years. As per the 2024 CVRD HNR, total 20-year housing need in the region is 17,750. New SSMUH units will likely be primarily in Courtenay, Comox, and Cumberland. 61% of dwelling units in the three municipalities are in Courtenay. If a similar share of new SSMUH units is built in Courtenay, there could be up to 3500 new SSMUH units over the next 20 years. Total 20-year housing need in Courtenay based on the 2024 Housing Needs Report is 8351 units. Unit projections are discussed in more detail in **Section 7**.

[2] The Courtenay Census Agglomeration includes the Town of Comox, City of Courtenay, Village of Cumberland, Comox Valley Electoral Area A, Comox Valley Electoral Area B (Lazo North), and Comox Indian Reserve 1.

3.3 INFRASTRUCTURE LENS

3.3.1 Why Infrastructure Matters

Smart land use and compact infrastructure enables the creation of complete and sustainable communities. Understanding the relationship between infrastructure and land-use planning characteristics can help Courtenay contain long-term costs, manage risk and deliver more efficient provision of municipal infrastructure services in a way that optimizes expenditure to achieve desired community goals. The infrastructure lens was used to provide a high-level assessment of the existing and future infrastructure that is available and required to deliver services, such as water supply, sanitary sewer collection, and stormwater controls to the community.



In BC, a municipality's growth is managed through zoning regulations and the rezoning process. Typically, detailed servicing reviews and infrastructure upgrades are required for specific zoning applications. Recently revised Provincial legislation has shifted the way infrastructure is delivered to neighbourhoods by instead requiring proactive infrastructure planning by local governments to streamline the approval process.

Specifically, understanding infrastructure capacity and constraints supports the City to prioritize infrastructure investment based on the current expectation of growth in the community. Understanding the capacity of the City sewer system will be essential to assess the impact of infill development in the City and allows developments to proceed in a timely manner. Ensuring the water system can provide critical fire safety and water needs to all current and future residents is also crucial to the wellbeing of the community.

3.3.2 Water and Sewer Network Capacity and Condition

The OCP has designated Primary and Secondary Growth Centres as preferred areas for higher housing density. However, this may not be financially feasible for developers if the existing municipal sewer and water systems cannot accommodate the proposed development. To encourage development in Primary and Secondary Growth Centres, Courtenay is working towards updating water and sewer modelling of the City's network capacity and considering the need for prioritizing replacement and upgrading of infrastructure. The City of Courtenay must also consider how the existing Subdivision and Development Servicing (SDS) Bylaw supports proposed development. The City is actively working towards:

- Confirming that water and service size requirements align with what is needed to service developments. This is particularly important for new housing forms (such as duplexes with suites or carriage homes) in existing low-density residential areas where existing service connections may have been designed for a single detached home.
- Developing standards for stormwater management, particularly on smaller lots where parcel coverage could be high and result in increased run-off compared to pre-infill development. Given some areas of Courtenay do not have stormwater pipes and others do, it will be important to accommodate varying standards for stormwater management. On-site stormwater management can take up a considerable amount of space, which can make infill development less feasible on smaller parcels.
- Confirming what level of service is expected for off-site works and frontage improvements.

3.3.3 Considerations for Storm Water Drainage

During the infrastructure review, drainage infrastructure was also considered and current or expected system restrictions to development were discussed with staff. Currently the City requires developments to meet a "pre vs. post" condition for managing storm water flows. The goal of this policy is to limit the amount of stormwater runoff from development sites to pre-existing conditions. This requirement is advantageous as it requires developments to take responsibility for managing their own runoff increases which reduces the strain and impact on the city stormwater collection systems. While the City does see localized flooding of drainage system in some areas, no major system restrictions to development were noted during the review and major developments would not be expected to increase this risk in the near term.

With the "pre vs post" conditions for development and subdivision, the City is still expecting to see increased and concentrated rainwater runoff from increased rain events and general growth in the City. The City is finalizing an Integrated Rainwater Management Plan that will guide how the city manages rainwater now and into the future, considering climate change and increased density. Density increases due to SSMUH zoning will also need to be considered moving forward. While the current SDS Bylaw addresses development and subdivision requirements, single lot infill requirements are not considered with respect to increased runoff. Actions to consider SSMUH zoning within the current bylaw are included in **Section 7**.

Lastly, there are portions of the city which are at risk of coastal or riverine flooding. The City has recently undertaken a Flood Management Plan which quantifies the impacts and presents solutions to reduce risks of flooding. With its adoption, staff are working to implement the recommendations within the plan in the upcoming years. These recommendations include flood-risk based zoning and converting residential based land uses within the floodway to land uses that are compatible with the flood risk.

3.3.4 How was it measured?

In accordance with OCP Land-Use Objective 5, which aims to ensure that municipal infrastructure planning and investments align with the urban framework concept, the Complete Communities Assessment supported the City in identifying where to align infrastructure with desired development through an analysis of current infrastructure capacity.

Infrastructure capacity was assessed using **existing** modelling data and current master plans as well as input from City of Courtenay staff with subject expertise on sanitary capacity, water system pressure and flow demands, and storm infrastructure capacity. The level of infrastructure readiness across Courtenay is shown on **Figure 6** and **Figure 7** . The maps are a generalized overview of Courtenay's service areas. A more detailed description of each area accompanies both maps. More information on how the infrastructure lens was measured is included in **Appendix A**.

Previous master planning and modelling of the city systems used growth and expected growth areas from previous OCP and growth forecasts. As growth and Growth Centres are further updated and defined the city will need to update infrastructure models to ensure capital priorities and development related impacts align with current expectations.

WATER INFRASTRUCTURE READINESS

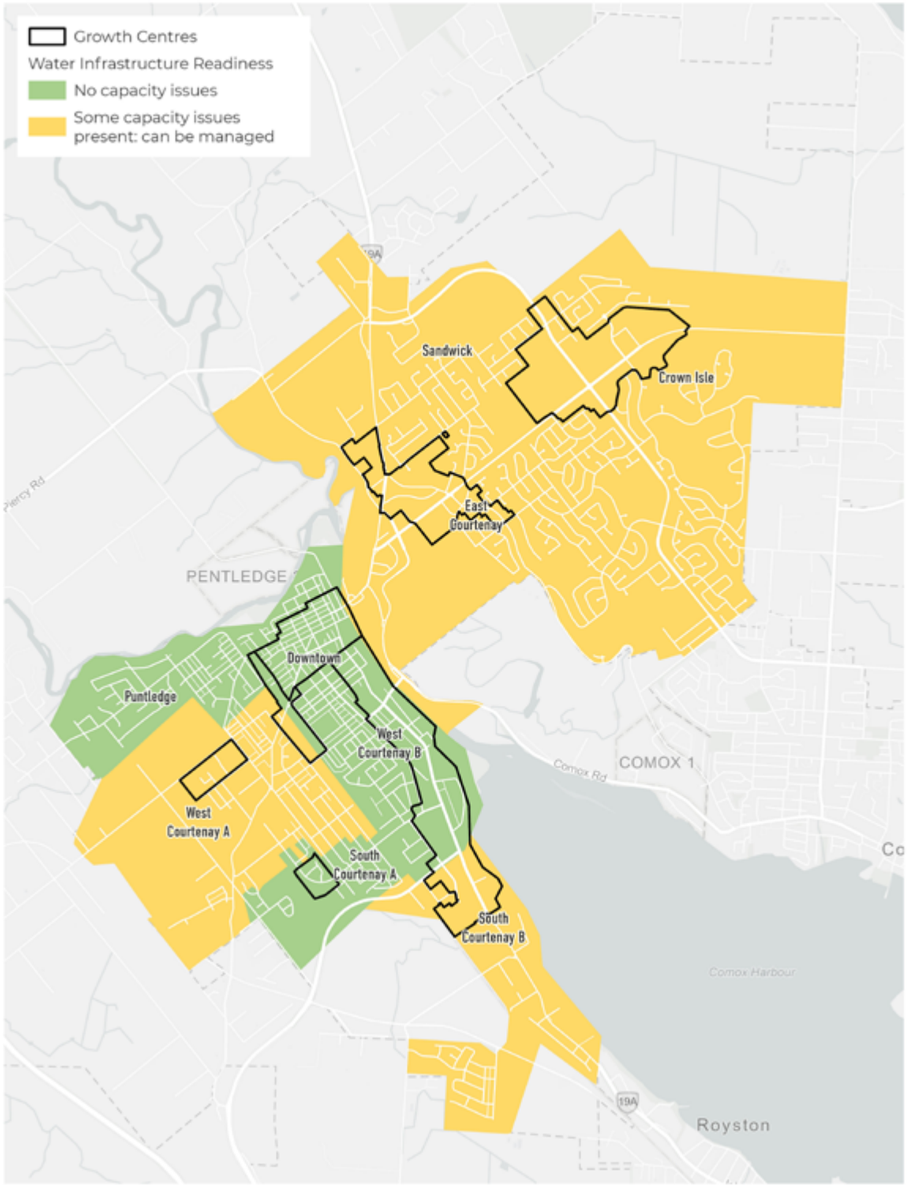


Figure 6: Water Infrastructure Readiness

What Does This Map Show?

Figure 6 shows the level of water infrastructure readiness across Courtenay:

- **Yellow =** Medium: Some capacity issues
- **Green =** High: No identified capacity issues

The colours on the map represent the results of a high-level analysis which shows general trends within each service area. Capacity can vary throughout each service area and any proposed development, infrastructure upgrades, or investment in new infrastructure would require further studies.

SERVICE AREA	WATER INFRASTRUCTURE READINESS	DCC PROJECT ALIGNMENT
Crown Isle	▸ Fire flows in some areas is less than 90 l/sec (65 to 90 l/sec) ▸ Master plan notes low pressure in PZ138 ▸ Master plan notes low pressure in PZ120	
Downtown	▸ No capacity issues noted	
East Courtenay	▸ Localized areas of low pressure and limited fire flows	
Puntledge	▸ No capacity issues noted	
Sandwick	▸ Dead ends have low fire flows (less than 90 l/sec) ▸ Aging infrastructure ▸ North Sandwick fire flows are minimal	
South Courtenay A	▸ No capacity Issues noted	
South Courtenay B	▸ Master plan notes limited fire protection at the southern extent of the system ▸ CVRD water line extension could support increased flows but the City may need to advance projects prior to CVRD expansion	▸ South Courtenay Water Line (Contingent on CVRD expansion)
West Courtenay A	▸ Low Fire flows along west City boundary / Arden Road ▸ CVRD water line extension could support increased flows but the City may need to advance projects prior to CVRD expansion	▸ South Courtenay Water Line (Contingent on CVRD expansion) ▸ Upgrades along Arden Road corridor
West Courtenay B	▸ No capacity issues noted.	

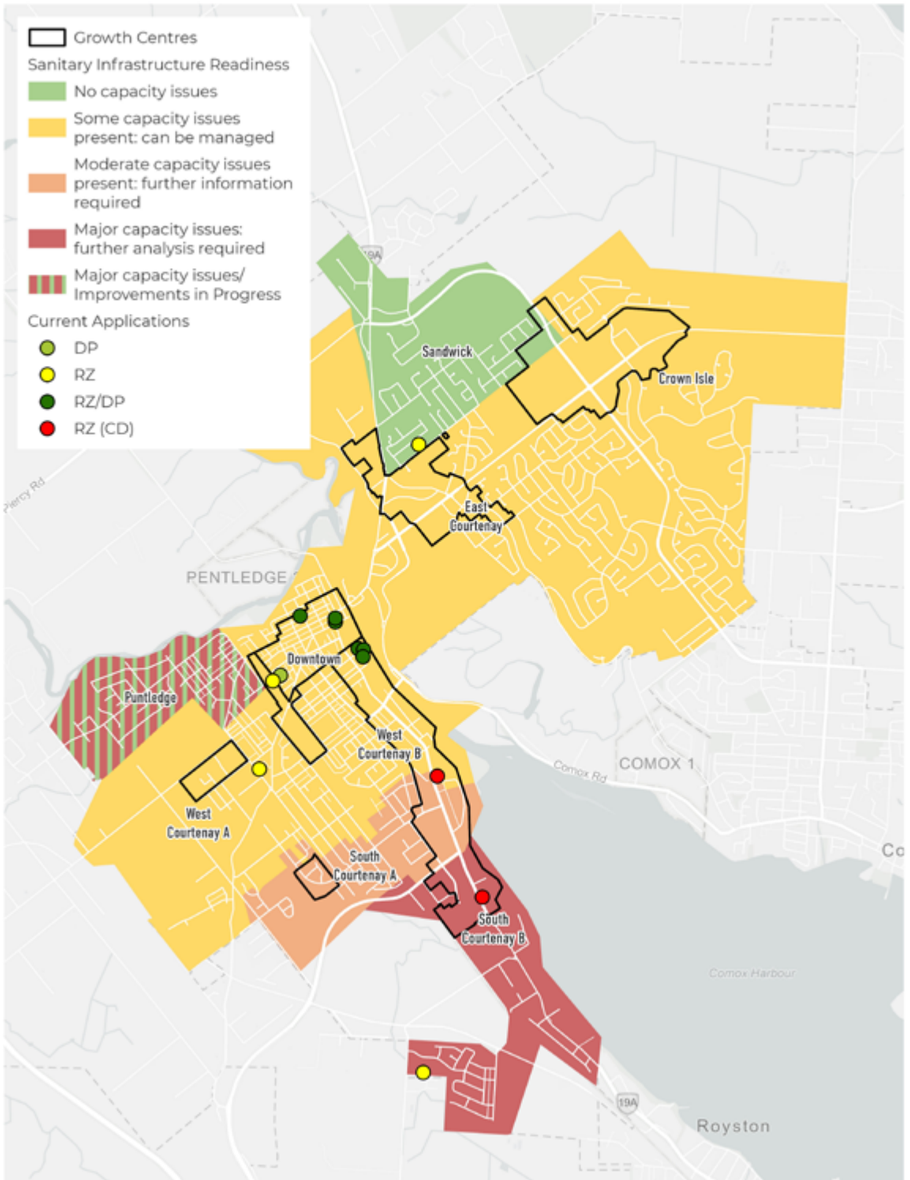


Figure 7: Sanitary Infrastructure Readiness

SANITARY INFRASTRUCTURE READINESS

What Does This Map Show?

Figure 7 shows the level of current sewer capacity across Courtenay. The levels of readiness were determined based on sanitary sewer demands.

- **Red =** Low. Major capacity issues
- **Orange =** Low/Medium. Moderate capacity issues
- **Yellow =** Medium: Some capacity issues
- **Green =** High: No identified capacity issues
- **Green/Red =** Improving: Major capacity issues but improvements are underway

SERVICE AREA	WATER INFRASTRUCTURE READINESS	DCC PROJECT ALIGNMENT
Crown Isle	▸ No localized capacity concerns but contributes to downstream constraints, specifically Sitka Ave. Sewer and 10th Street concerns ▸ Contributes to Anderton Lift Station concerns	▸ No near term identified capital or DCC projects
Downtown	▸ No major local capacity concerns noted in master plan ▸ Area contributes to Riverway Trunk noted to be operating near capacity	▸ Fitzgerald Avenue Sewer Trunk (short term)
East Courtenay	▸ Anderton Lift Station currently noted as over capacity ▸ 10th Ave/Hobson Ave. and Sitka Ave. sewer concerns	▸ Puntledge/Comox Road river crossing capital project
Puntledge	▸ Current capacity issues being addressed in 2024	▸ 1st Street Lift Sewer Station (2024)
Sandwick	▸ No current major capacity concerns noted in master plan, but flow contribute to Anderton Lift Station	
South Courtenay A	▸ Capacity concerns on riverway trunk	
South Courtenay B	▸ Mansfield Lift Station capacity concerns in current scenario ▸ Capacity concern with mains leading to lift station	▸ South Courtenay Trunk sewer and force main ▸ South Courtenay Sewer Area Servicing
West Courtenay A	▸ No major capacity concerns noted in master plan ▸ Contributions to Riverway Trunk which is noted to be operating near capacity	
West Courtenay B	▸ Riverway trunk noted to be operating near capacity. ▸ Willimar Ave. sewer noted as operating near capacity and overcapacity in the master plan 2024 scenario.	▸ Fitzgerald Avenue Sewer Trunk (short term) ▸ Arden Central Sewer Trunk

As with water readiness, the colours on the map represent the results of a high level analysis which shows general trends within each service area. Capacity can vary throughout each service area and any proposed development, infrastructure upgrades, or investment in new infrastructure would require further studies.

3.4 WHY DOES THIS MATTER?

It is recommended the City prioritize infrastructure replacement in the areas where the City is most likely to see growth and areas that further the complete community goals and objectives. As shown, the current infrastructure is most robust in the centre of the city with most concerns noted around the perimeter of the community where growth pressures have been focused in recent years. Updating modelling and master planning to reflect the expected growth patterns and growth centres will ensure that capacity concerns are well understood and planned for. The City is also updating their Development Cost Charge (DCC) Bylaw to account for new projects related to growth and these updates should be undertaken routinely to ensure that the rates reflect changes in infrastructure needs and project costs.

In addition to localized infrastructure needs the city should also consider other community wide opportunities to reduce stress on infrastructure. These could include:

- **Implementing Water Metering Program:** Reduce water losses because of Inflow and Infiltration (I&I) and reduce overall consumption through implementing water metering, consumption billing and monitoring. Water metering allows for the usage of water to a parcel to be tracked and charged. This discourages excessive, wasteful, and inefficient usage of water. It also lends the ability to detect leaks leading to a parcel through the uncommonly high rates that would be observed. Water metering can thus reduce both the losses in the system and the demands, helping to prolong the ability of existing water sources to meet the needs of the city and region.

- **Public Incentive Program:** Demands can be reduced by making users more efficient. For residential users, this means changes such as installing low-flush toilets, water efficient showers, water reuse, rain barrels, modernizing plumbing systems, using irrigation systems that are controlled, and upgrading appliances and fixtures. For commercial and industrial users, this can mean everything from stormwater use for irrigation to more efficient pump manufacturing equipment. Encouraging users to adopt more efficient equipment is motivated by installing water meters and charging for use, but often it is difficult for users to overcome the costs of making changes to their water system. To help overcome these costs, incentives and grants can be used. Ultimately, successful incentives and grants will reduce demands and losses, reducing the stress on the system and prolonging the ability of existing infrastructure and water licenses to serve the community and the need for capacity upgrades. Further study is recommended to analyze the benefits of reduced demand versus the cost of providing incentives.

- **Reducing System Wide Inefficiencies:** Often communities can gain capacity in water and sewer systems by addressing system in efficiencies. (I&I) of ground water and rainwater into sewer systems often inundates piping systems and lift stations reducing the capacity for sanitary sewer flows. I&I reduction programs can often free up capacity in systems which can delay or sometimes negate the need for infrastructure upgrades. Similar to sewer systems leakage in municipal water systems can lead to a significant loss of water. The City actively reviews water usage and is installing zone meters to try and track water usage and potential loss across the City. The City also actively seeks out areas of known I&I which are addressed. These efforts should continue to improve the efficiency of the community systems and ensure capacity upgrades are necessary from a service level rather than water loss or high I&I.

3.5 TRANSPORTATION LENS

3.5.1 Why Transportation Matters

Communities with a high quality of life support a variety of transportation options, including walking, cycling, public transit, and emerging modes like micro-mobility and shared mobility. Developing an interconnected multi-modal transport system provides diverse choices for daily commuting, reduces dependence on cars, and helps lower transportation-related greenhouse gas emissions (GHG). Ensuring that these alternatives are safe, convenient, affordable, and inclusive for everyone is crucial for creating a more complete and equitable community. Affordability, particularly in public transit, plays a key role in making these options accessible to all residents, contributing to greater mobility and a higher standard of living.

3.5.2 Connecting Courtenay: Transportation Master Plan 2019

The City of Courtenay adopted a new Transportation Master Plan (TMP) in 2019. The plan highlights the demand and need for transportation within the community over the next 20 years. With a projected population of 42,415 by the year 2041 Courtenay will see increased pressure on travel demands which highlights the importance of prioritizing connectivity and access to daily destinations through a balanced approach.

3.5.3 City of Courtenay Official Community Plan 2022

Transportation objectives in the OCP present a vision for reducing community-wide GHG by 45% by 2030. To meet this objective, Courtenay is promoting sustainable mode share. There is a focus on decreasing the number of trips by car, increasing safety, accessibility and comfort, and investing in transportation that prioritizes walking, cycling and transit.

3.5.4 How Was it Measured?

The transportation lens evaluates how effectively the transportation network supports the identified Growth Centres and aligns with other objectives in the OCP, including prioritizing investments in walking, cycling, and transit. The transportation lens incorporates several criteria into this evaluation, including:

- proximity to transit
- proximity to sidewalks
- proximity to cycling infrastructure
- distance to arterial roads
- transportation network density

More information on how the transportation lens was measured is included in **Appendix A**.

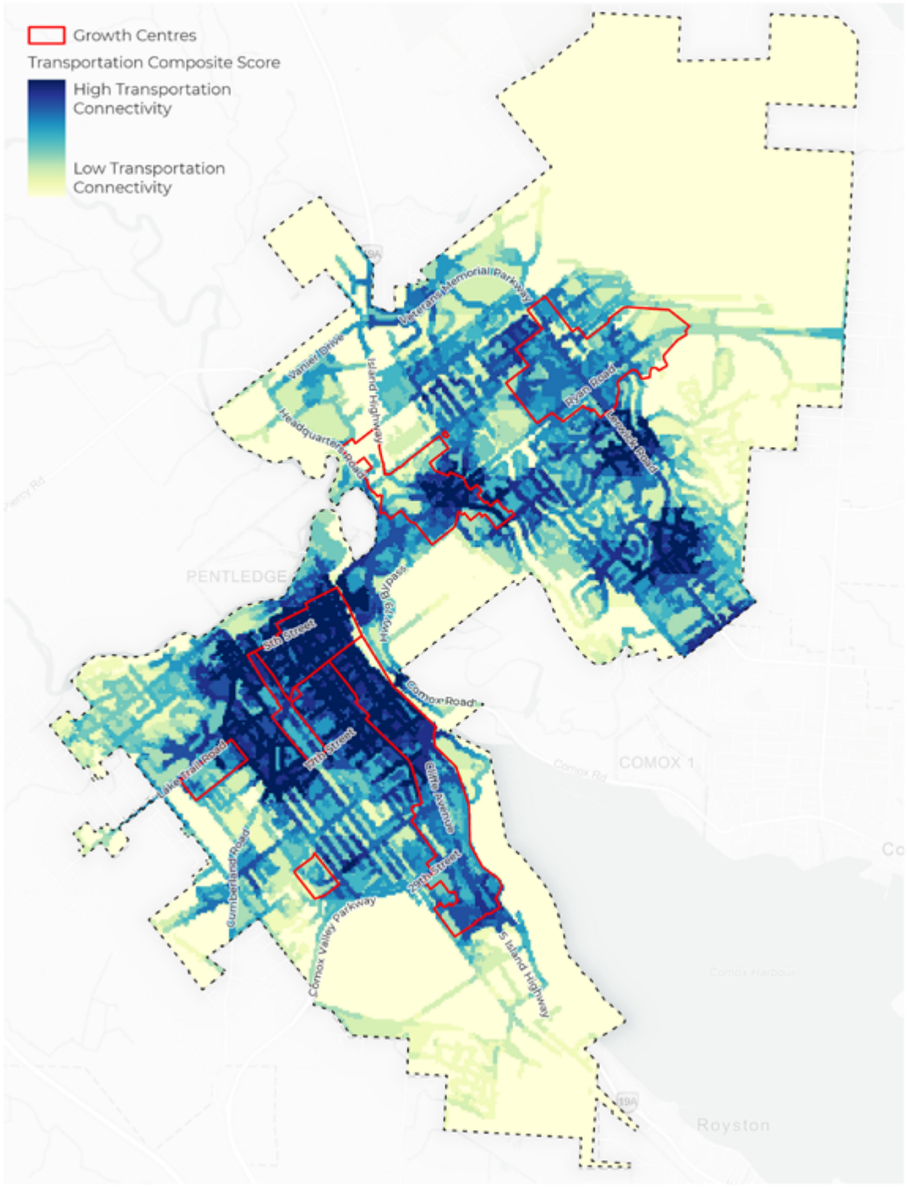


Figure 8: Transportation Access

TRANSPORTATION SUMMARY

What Does This Map Show?

Figure 8 summarizes transportation access in Courtenay. Each parcel has been assigned a composite score based on a summary of results from the transportation evaluation criteria. Parcels with higher composite scores are better aligned with transportation goals and have "higher transportation connectivity." Areas of the city with high transportation connectivity are dark blue, while areas with low transportation connectivity are light yellow.

Observations:

- West Courtenay has higher transportation connectivity. Downtown's grid street network is well-connected with many routes for travel by foot, bicycle, and vehicle.
- Lower Ryan Road, Upper Ryan Road, Lake Trail and Tin Town Growth Centres have gaps in the active transportation network (i.e. sidewalks and cycling infrastructure) but are well connected to arterial roads.
- GP Vanier High School is located in an area with low transportation connectivity and has a large catchment area, making it difficult for students to walk or cycle to school. Within the catchment area, several places have limited sidewalk access, with one of the most significant gaps being around the school itself.
- The CVRD is currently working with the City of Courtenay to establish three transit exchange stations (See **Appendix B** for a map of the new station locations) with the City's boundary. Following their implementation, nearby residents will have improved access to transit. Boosting population density near public transit can enhance accessibility for more individuals, potentially increasing ridership while decreasing traffic congestion and dependence on private cars.

Why Does This Matter?

By evaluating transportation connectivity, gaps in infrastructure can be identified and addressed, improving service to the community, enhancing public health, and lowering GHG. Emphasizing affordability, health, and reduced emissions ensures transportation solutions are accessible, encourage active living, and support environmental sustainability. Furthermore, concentrating development in well-connected areas can expand these transportation benefits to more people, optimizing the use of existing infrastructure.

Many cities are considering parking reductions in areas that are well connected to active transportation and public transit options. In these well-connected areas, the availability of transit options and pedestrian-friendly infrastructure can reduce the need for parking spaces, encouraging residents to rely more on public transportation, biking, or walking. This approach not only maximizes land use but also supports the city's goals for sustainability and reduced traffic congestion. In alignment with the Complete Communities initiative, the City recently lowered parking requirements within a designated walking distance of the downtown core (5-10 minute walk) and reduced the number of off-street parking spaces required in the R-SSMUH zone to one space per residential unit.

MORE
Connected

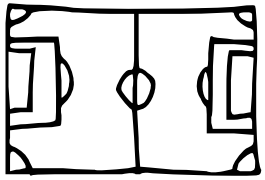
IMPACT OF STREET NETWORKS

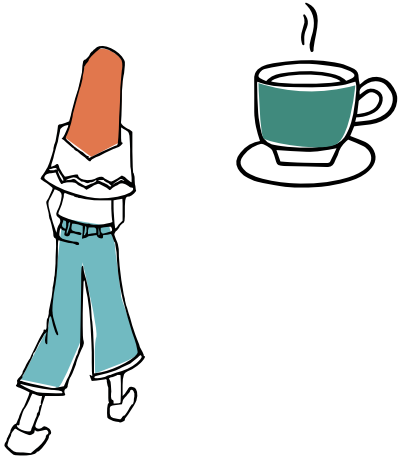
LESS
Connected

Grid street networks improve connectivity by offering multiple routes between destinations, reducing travel distances. This is particularly important for cyclists and pedestrians. Grid street networks also provide alternative routes in case of traffic disruptions.

"Dendritic" street networks, which include cul-de-sacs and dead ends, were designed primarily to enhance residential privacy and safety. The concept originated in the mid-20th century as part of suburban planning, aiming to reduce street connections to minimize cut-through traffic and create quieter, safer residential environments. However, when combined with single residential zoning, this design often leads to fewer nearby amenities and increased traffic on surrounding streets, making walking and cycling less convenient and less safe. The lack of connectivity and amenities encourages more sedentary lifestyles by increasing residents' reliance on driving for daily needs. This reliance can result in poorer public health outcomes and reduced social interaction.

Incorporating pedestrian and cycling connections through proactive policy and planning can greatly improve neighborhood connectivity in future developments. By retrofitting existing transportation networks to support active transportation communities can foster safer and more accessible active transportation options. This approach not only enhances connectivity but also encourages residents to engage more actively with their neighborhoods.





3.6 DAILY NEEDS LENS

3.6.1 Why Daily Needs Matter

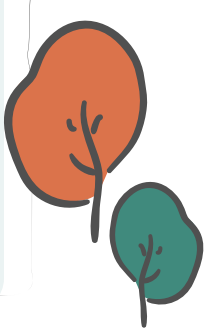
Living and working near key amenities is integral to a community's completeness and can contribute to resident's quality of life and well-being. Ideally, most residents are within walking distance to key daily needs and have access to a range of transportation options. People living far from amenities may need to travel to other locations to access them. This can lead to longer commutes, increased traffic congestion, higher GHG, and a more sedentary lifestyle. The daily needs lens supports the City in achieving OCP "Land Use Objective Two - The majority of community growth is strategically guided into Growth Centres to create neighbourhoods that are more complete.

The OCP also recognizes that Courtenay's population is ageing, and older residents are having to make decisions about living situations that are affordable and provide access to daily needs. Older adults who live in amenity rich areas are more likely to have high levels of social connectedness and remain active, which provide health benefits and can contribute to living a longer life. Living in proximity to daily needs is not only convenient – it also provides a proactive approach to achieving improved public health outcomes.

As Courtenay continues to grow at elevated rates there will be pressure on publicly funded services and amenities like schools, health care, parks, arts and cultural facilities, and communityrecreation centres. It will be critical to understand needs associated with housing and population projections to inform provision strategies for services and amenities provided by the City. Partnerships with the Ministries of Health, Social Development and Poverty Reduction, and Education and Childcare will be crucial to ensure that provincially funded services and amenities keep up with growth. A close relationship with School District 71 will be required to understand the needs for new schools and land acquisition strategies that can be incorporated in land use planning and development processes (e.g. school site acquisition charges, OCP designations for future school sites, school site provision development perquisites for new Local Area Plans).

The Urban Forest

Access to green spaces is essential for quality of life and is a crucial daily need. Urban trees are vital as they improve air quality, reduce the urban heat island effect, enhance biodiversity, and contribute to the overall aesthetic and psychological well-being of city residents. The loss of urban trees is a common concern as communities grow. Municipalities can support the retention of trees by permitting higher buildings or through regulatory measures, such as tree protection bylaws or landscaping requirements in zoning bylaws. The City may also wish to compensate for tree loss on private lands by increasing the tree canopy on public lands by developing road cross sections with tree boulevards and wider, tree-lined multimodal corridors. The City of Courtenay has a Tree Protection and Management Bylaw (2016) that regulates the removal of trees on private property



3.6.2 How Was it Measured?

The Daily Needs lens was used to evaluate which areas of the City provides residents with the greatest access to services and amenities. Considering Courtenay's proximity and interconnectedness with the Town of Comox, services and amenities within Comox were also considered in the analysis.

A "walkshed" approach was used to record the number of daily needs within a given walking distance (400m – 5min walk, 800m – 10min walk, and 1200m – 15min walk) of each ***residential*** lot. The list of daily needs indicators used for the map was drawn from a Statistics Canada database and tailored for Courtenay based on feedback gathered through internal engagement with staff. This feedback was used to prioritize and weigh the indicators to determine the map scoring.

For information on the individual indicators, please see **Appendices A and C** for more information on how the daily needs were scored and for supplementary maps.

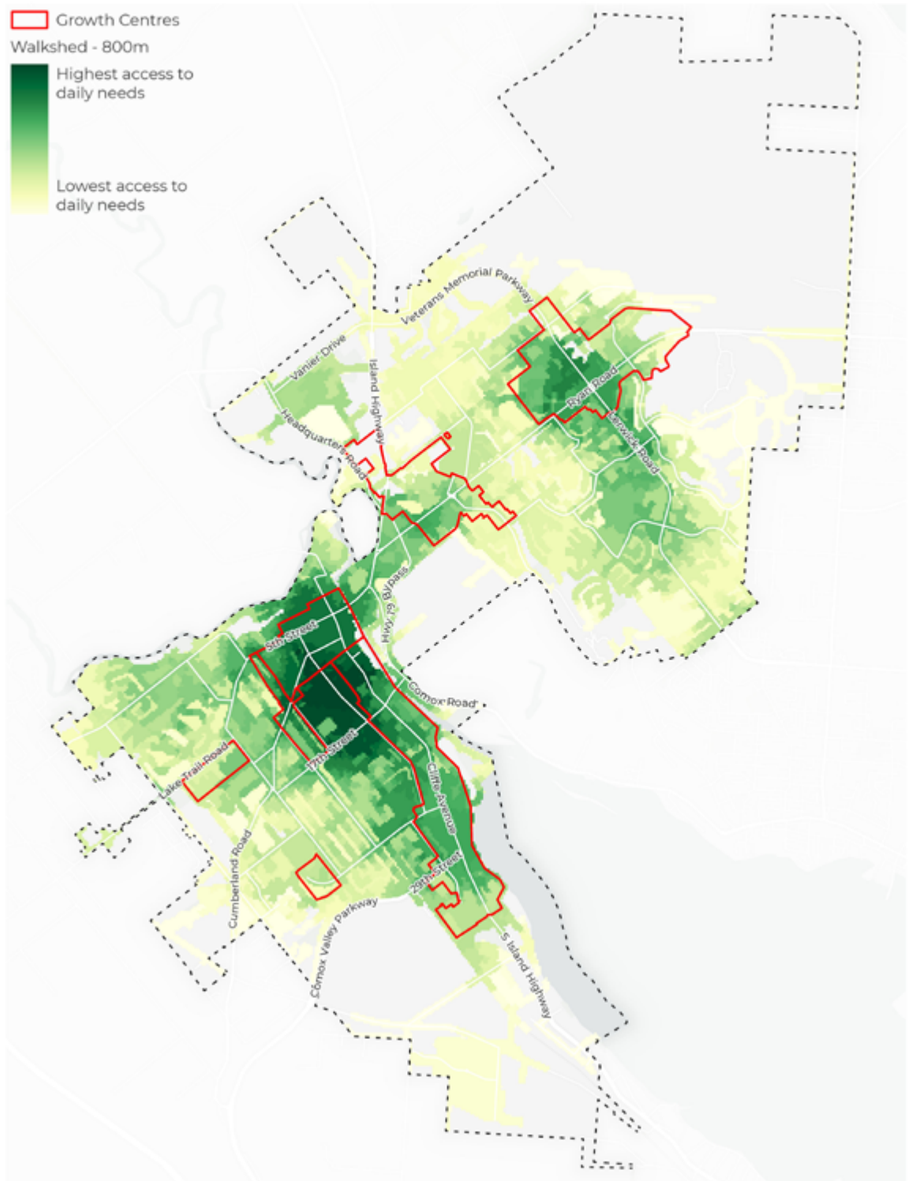


Figure 9: Daily Needs Lens

DAILY NEEDS LENS

What Does This Map Show?

Figure 9 shows the distribution of daily needs within Courtenay. Daily Needs generally refers to the services and amenities that residents require for their everyday lives such as grocery stores, public transit, parks, childcare, professional services and employment opportunities.

Areas of the city where residents have access to many daily needs within 800m (about a 10-15-minute walk) are marked in dark green, indicating a higher 'Access to Daily Needs' score as shown in the map legend. Areas where residents have fewer daily needs within the same distance are shown in yellow.

The daily needs included in the analysis include:

- Childcare
- Schools
- Library
- Grocery & Convenience stores
- Health services e.g. Dentists, doctors, physiotherapists
- Bus stops
- Parks & Community Gardens
- Restaurants
- Secondary Gathering Places e.g. Community centres, Legion, churches
- Sports Facilities
- Arts & Cultural Facilities
- Commercial businesses

Observations

- The distribution of key daily needs in Courtenay is uneven, illustrated by the areas of dark green and light yellow on the map.
- West Courtenay has the highest access to daily needs, especially in the neighbourhoods south of the downtown core and along the Cliffe Avenue corridor. This is primarily due to the high number of food and commercial services concentrated south of downtown.
- The Secondary Growth Centres, Lake Trail and Tin Town, offer the lowest access to Daily Needs
- Food and commercial services are primarily located along Cliffe Ave, Downtown, and Upper Ryan Road, requiring many residents to walk over 1200m for access, with East Courtenay experiencing the largest gaps in these services (Figure 9).
- Most residents are within an 800m walk of arts and culture facilities, including libraries, community gardens, and secondary gathering spaces like community halls or churches. However, major facilities such as the Lewis Centre and Sid Williams Theatre are centrally located, which limits access for residents in less central neighborhoods like Crown Isle and South Courtenay. While neighborhood facilities such as churches and community gardens serve an important role, they do not offer the same range of services or amenities as the major facilities (**Figure 9**).
- Residents generally have good access to parks and sports facilities, but distribution of park amenities varies based on park types; community parks are more evenly spread on the west side, while neighborhood parks are concentrated on the east side (**Figure 9**)

Why Does This Matter?

The OCP aims to foster the development of walkable neighborhoods by encouraging community growth into designated Growth Centres. The OCP growth framework seeks to provide all residents with access to shops, services, schools, nature, and community amenities within a 10-minute walk, which is about 800 meters, of their home. **Figure 9** shows which areas of the city currently meet the OCP objective and which areas fall short in Daily Needs. Identifying these deficiencies in relation to the designated Growth Centres can help address Daily Needs gaps and foster the creation of more complete neighborhoods.

Summary maps for 400m and 1200m walksheds and individual daily need maps (e.g. schools) can be found in **Appendix C**. Individual daily need maps can inform future Local Area Plans in Secondary Growth Centres by identifying priority daily needs to be required or incentivized in the new plan areas.

4 LIKELIHOOD OF REDEVELOPMENT

4.1 LIKELIHOOD OF REDEVELOPMENT

The four complete community lenses provide **a snapshot of the current state of Courtenay's housing inventory, transportation network, daily needs, and infrastructure.** The Complete Community Assessment was used to understand the opportunities and constraints to achieving greater community completeness across Courtenay. To provide a more comprehensive overview of where to focus resources for growth, this section explores likelihood of redevelopment across the community.

4.1.1 Defining the Likelihood of Redevelopment

The likelihood of redevelopment measures the relative prospect of a parcel of land redeveloping or developing in the case of vacant parcels. This assessment is based on various factors including building age, lot size ratio of improvement to land value, and improvement value per square metre of building area. Higher likelihood scores indicate that a given lot is more likely than other lots within the city to (re) develop, while lower scores suggest less likelihood relative to other lots. **This analysis is not a predictor of development** and doesn't include economic conditions such as financial feasibility or market potential. It is a relative ranking of lots across the City based on known influencers of development potential. The analysis is **a point-in-time based on current conditions;** as buildings age over time, more properties will become likely to redevelop.

Many factors influence development. For instance, interest rates affect the cost of borrowing money for development, while the availability of skilled trades determines whether there are enough workers to complete construction projects. The condition and age of existing structures also play a role; for example, homes built after 1980 are less likely to be demolished, and homes from the 1970s-80s that have been recently renovated are also less likely to be redeveloped. Construction costs and market preferences also play a strong role. Understanding the likelihood of redevelopment helps identify areas where infill housing could be built sooner. By determining which parcels meet the necessary criteria and are more likely to be redeveloped, the City can identify infrastructure and daily needs opportunities and constraints.

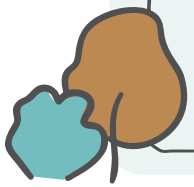
4.1.2 How was it measured

The likelihood of redevelopment for applicable parcels is assessed by evaluating the following criteria:

1. Building age
2. Ratio of improvement to land value
3. Assessed improvement value per square meter
4. Lot size

All parcels are assigned a score of 0, 0.5, or 1 for each criterion and the scores are summed to result in a total likelihood of redevelopment score from 0-4. Vacant parcels are automatically assigned a score of 4.

BC Assessment data provides the information for building age, assessed value, and building area. Building footprints are used to estimate floorspace where building area data is missing. Where building age data is missing or unknown on a property, the score for that criterion is automatically 0 and does not factor into the total likelihood of redevelopment score. As a result, the scores are conservative where there is missing data; they could be higher if data gaps were filled but could not be lower. More information on the likelihood of redevelopment methodology can be found in **Appendix D**, including **Figure D-1**, which shows the parcels for which building age data is missing.



Why Isn't This Lot the Colour I Thought it Would Be?

Each of the indicators were weighted equally. This means that, some newer developments may have a medium to high likelihood of redevelopment based on other factors, such as lot size, which can greatly affect the overall score.

For example, a new single residential house on a large lot might be seen as "underdeveloped" because all indicators of likelihood of redevelopment are weighted equally.

As mentioned above, the map only shows lots that are currently zoned residential and located within the UCB. Additionally, this data is from a specific 'snapshot' in time. Some lots may be experiencing redevelopment/development by the time this report was completed.

LIKELIHOOD OF REDEVELOPMENT

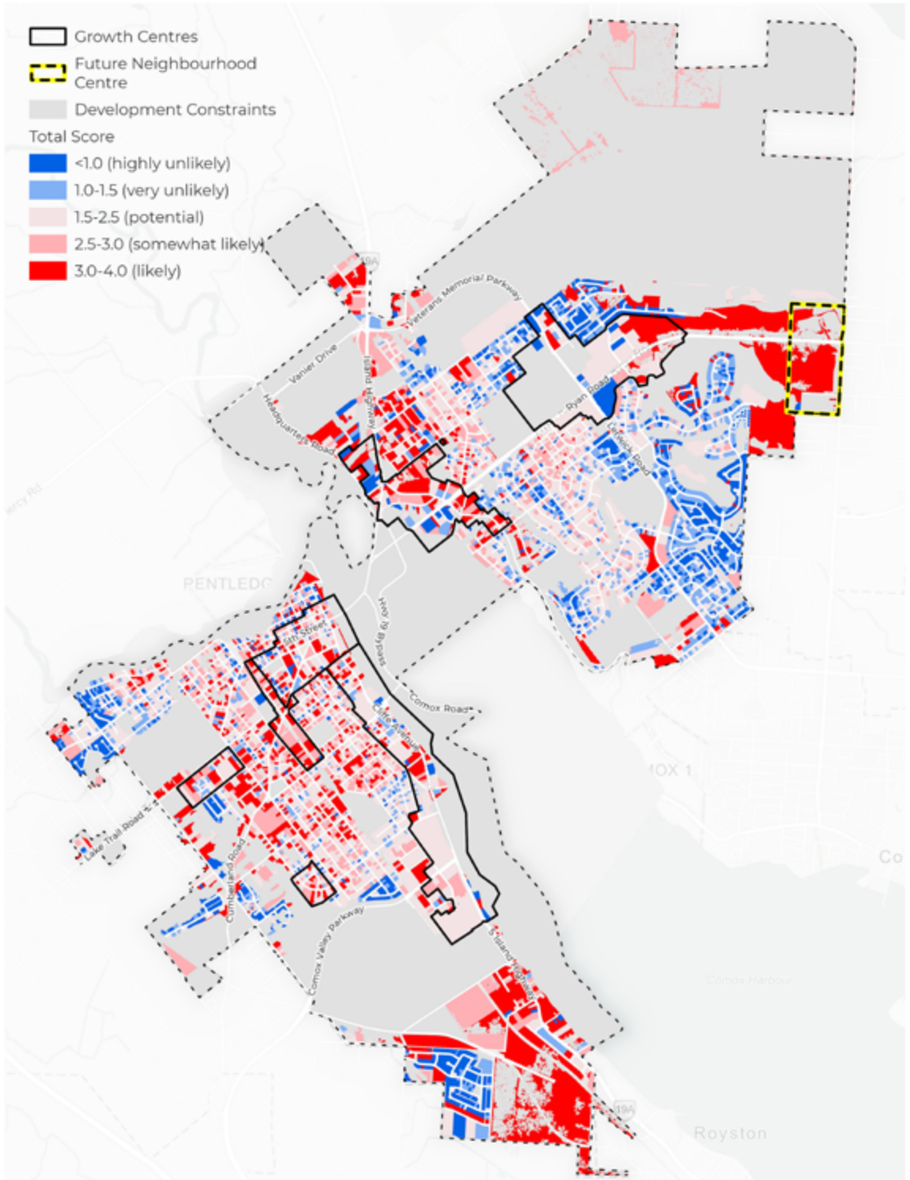


Figure 10: Likelihood of redevelopment scores across Courtenay, with OCP Growth Centres shown in black

What Does This Map Show?

Figure 10 shows the likelihood of redevelopment in Courtenay. All parcels within the city except those with an Institutional OCP designation were included in the analysis, except for those with constraints on development (i.e., steep slopes, lots in the flood plain, parks, environmentally sensitive areas, and ALR lands). The OCP Growth Centres shown on the map identify those with higher or lower probability of redevelopment.

Each parcel's likelihood of redevelopment is represented by a score ranging from <1.0 to 4.0, visualized using the colour scale shown on the left-hand side of the map. Parcels shown in blue have low scores (<1.0 -1.5), indicating the lowest likelihood of redevelopment relative to the other parcels assessed. In contrast, parcels shown in pink to red have mid-to-high scores (1.5-4.0), indicating a higher likelihood of redevelopment.

Higher concentrations of red on the map indicate areas with a higher likelihood of redevelopment. These colours represent a relative likelihood of development and do not predict redevelopment but suggests which lots are more likely than others based on the criteria noted above.

Observations:

- There are parcels with a high likelihood of redevelopment distributed across Courtenay, but there are concentrations in the following areas:
- Within and north of the Lower Ryan Road Town Centre, including the Multi-Residential designation.
- Within the Downtown Growth Centre and adjacent McPhee Neighbourhood Centre
- East Courtenay, north and south of Ryan Road, abutting the Courtenay Border. Some of this land would be in the future Neighbourhood Centre identified at Ryan Road and Anderton Road.
- Large portions of west Courtenay
- The Lower Ryan Road Town Centre
- South Courtenay, with the exception of the Ridge neighbourhood and newer apartment buildings along the South Island Highway
- Crown Isle shows large concentrations of red – these will be future phases of development
- Many residents use the Rotary Trail that spans 5th to 29th Street, connecting the Downtown and South Courtenay. Many lots that border the trail have a medium to high likelihood of redevelopment. Encouraging density and investing in active transportation along the trail (i.e., added lighting, pedestrian signals) could link two Primary Growth Centres and more residents to a crucial active transportation route.

5

COMMUNITY COMPLETENESS SUMMARY

5.1 COMMUNITY COMPLETENESS SUMMARY

5.1.1 Community Completeness Summary Maps

The four lenses of a complete community—housing, infrastructure, transportation, and daily needs—have been analyzed individually, but they can't be considered in isolation of each other. Housing density and diversity support a range of living options, which in turn influences transportation needs and patterns. Efficient multi-modal transportation networks enhance accessibility to daily needs, creating more equitable neighbourhoods and infrastructure underpins the functionality of all these elements, ensuring public safety and the ability to keep growing.

The geospatial analysis visually highlights the interrelationships between the lenses, highlighting community strengths and challenges and serving as a powerful tool to initiate discussions around creating a more complete Courtenay. A series of summary maps have been created to analyze the relationships between the Assessment lenses while considering the development context.

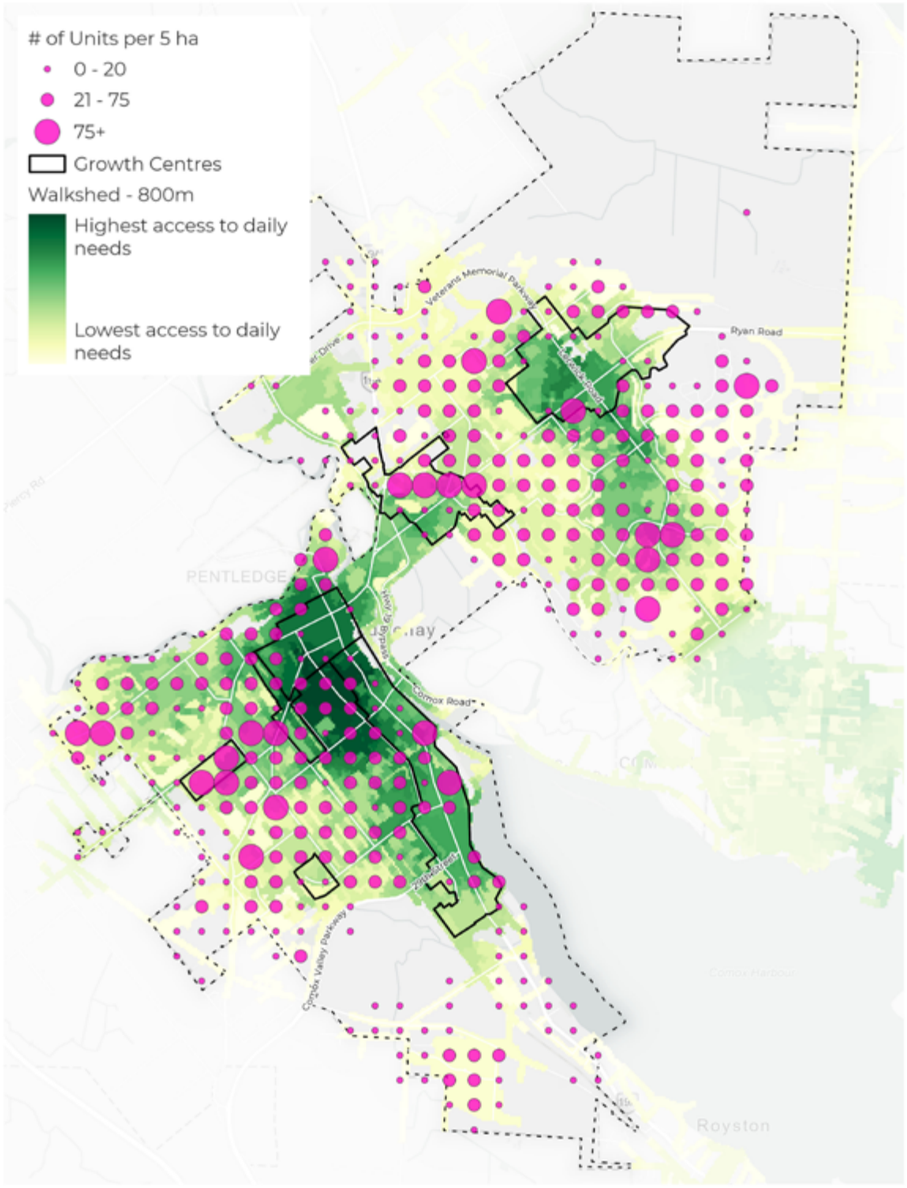


Figure 11: Housing Density and Daily Needs

HOUSING DENSITY AND DAILY NEEDS

What Does This Map Show?

Figure 11 combines housing density and daily needs to build a more comprehensive understanding of access to amenities and services in Courtenay. Access to daily needs is illustrated using a gradient from dark green (highest access) to light yellow (lowest access). Daily needs located within Town of Comox are not the focus of this study as they are out of City's jurisdiction. However, they have been shown in a lighter opacity beyond the City's municipal boundary (dashed black line) as many Courtenay residents access daily needs in Comox on a daily basis.

Housing density is measured as the number of units in a given area. In this case, hectares are used (1 hectare = 2.5 acres) to measure density. Areas with higher housing density are shown with larger pink circles, while areas with lower density are sparser with smaller circles. Secondary and Primary Growth Centres are highlighted in black to illustrate how existing density correlates with future growth areas.

Observations:

- Areas of Courtenay with the highest densities are largely outside of OCP Growth Centres. The Lake Trail Secondary Growth Centre, the Lower Ryan Road Primary Growth Centre, and several developments along the Cliffe Ave corridor are exceptions
- New housing should be encouraged to be built in, or near the established Growth Centres. Specifically direct new housing in the downtown, Upper Ryan Growth Centre and the Cliffe Avenue corridor
- Density and daily needs are not closely correlated
- Areas with the highest access to daily needs have medium to low densities
- Density clusters throughout East and West Courtenay currently have low to medium access to daily needs

Why Does This Matter?

Higher housing density is positively correlated with the vitality of retail areas. The greater the number of residents within a 15-20min walk, the greater the potential for customers and employees. Additionally, decisions about housing density, particularly when considering infill development, can provide opportunity to make more efficient use of existing infrastructure or signal where to focus new infrastructure investment.

Low-density areas with the highest access daily needs could benefit from increased density to improve access to essential services. Conversely, densely populated areas that lack these services might benefit from more inclusive zoning, which would help bring necessary amenities to the neighborhood. This analysis helps aid the conversation around planning for efficient use of infrastructure and identifying where to focus new investments or services, and what demand for services may exist.

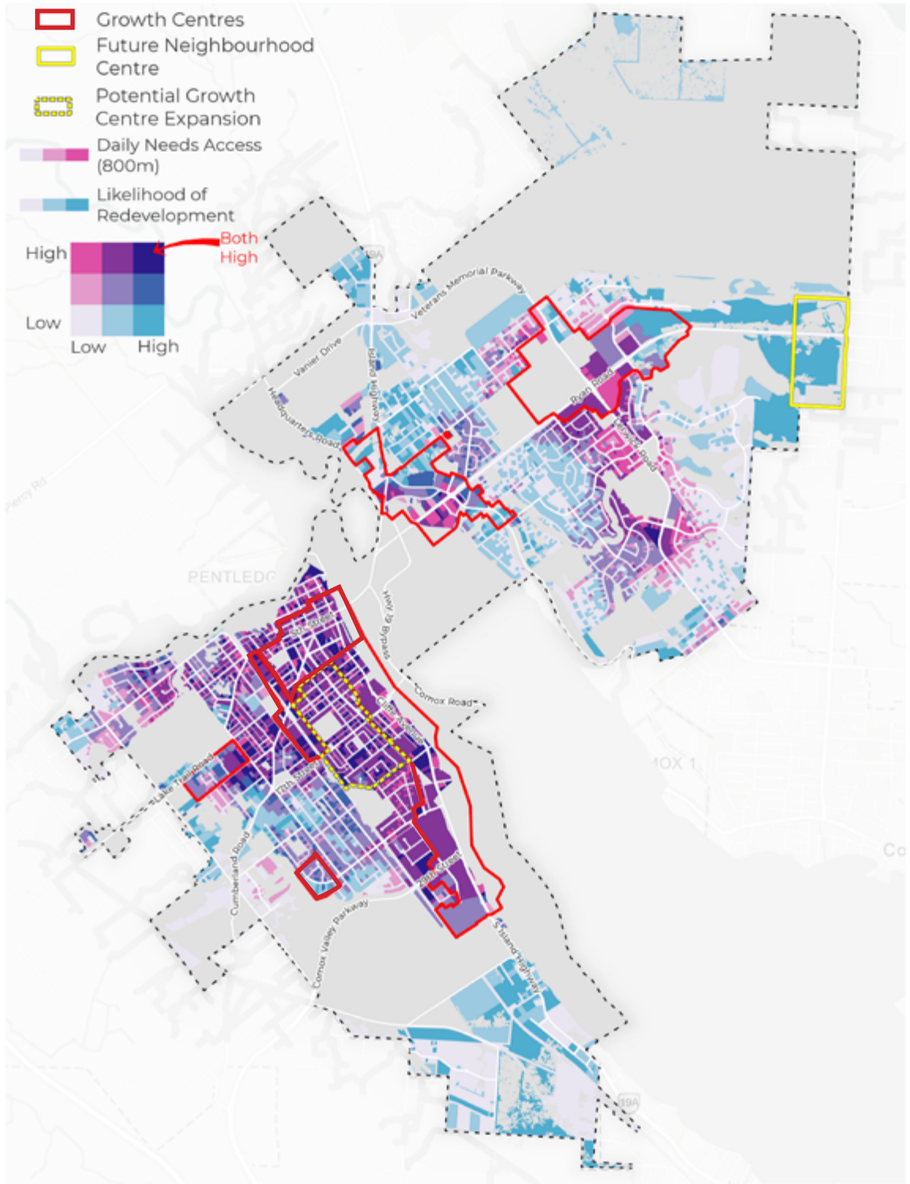


Figure 12: Daily Needs and Likelihood of Redevelopment

DAILY NEEDS AND LIKELIHOOD OF REDEVELOPMENT

What Does This Map Show?

Figure 12 shows a layering of daily needs (pink spectrum) and likelihood of redevelopment (blue spectrum), helping to identify patterns and relationships across the two indicators. This map highlights potential gaps in daily needs in areas likely to be redeveloped, helping to pinpoint where new services and supporting land uses be located to support increased density. By doing so, it allows the City to proactively address any zoning bylaw or Official Community Plan (OCP) changes that might limit diversity in neighborhoods traditionally zoned for residential use only.

Observations:

- East Courtenay has large areas with high likelihood of redevelopment and low access to daily needs
- Downtown Town Centre, Cliffe Avenue Urban Corridor, McPhee Neighbourhood Centre, and Lake Trail Neighbourhood Centre have high concentrations of moderate to high likelihood of redevelopment and access to daily needs.
- South Courtenay has moderate to high likelihood of redevelopment with low access to daily needs. This area is currently designated Industrial, Future Growth, and Urban Residential in the OCP.
- Based on the concentration of purple and dark blue properties south of the Downtown Growth Centre, an expanded or new growth centre could be considered, shown as "Potential Growth Centre Expansion".
- The Future Neighbourhood Centre in the Vicinity of Ryan and Anderton Road is not likely to aid community completeness for the foreseeable future and should be carefully considered during future boundary extension and/or local area plan development.

Why Does This Matter?

Areas with high likelihood of redevelopment and low daily needs (shown in the medium blue) are key opportunity areas for the City to support complete community objectives. Mixed use and commercial zoning at strategic locations can improve access to daily needs in these locations. When allowing a wider range of land uses isn't feasible, enhancing access to existing commercial centres and community amenities can still effectively support a complete community. This could involve enhancing transit options and adding amenities such as bike lanes and sidewalks to improve access to areas with a higher number of daily needs.

High likelihood of redevelopment and high access to daily needs. Areas with high concentrations of this colour should be prioritized for infrastructure improvements to facilitate development.

High likelihood of redevelopment and moderate access to daily needs. Areas with high concentrations of this colour should be prioritized for infrastructure improvements but may require additional planning to facilitate mixed-use development to improve access to daily needs.

High likelihood of redevelopment and low access to daily needs. There may be development pressures in these areas, and consideration should be given to improving access to daily needs. Alternatively, some areas like south Courtenay may be suitable for industrial development.

Moderate likelihood of redevelopment and high access to daily needs. Areas with high concentrations of this colour should be considered for medium-term infrastructure improvements since properties will transition to high likelihood as they age over time.

Moderate likelihood of redevelopment and access to daily needs. Future development potential and access to some daily needs within walking distance. Consider for medium-term infrastructure investments.

Moderate likelihood of redevelopment and low access to daily needs. High value uses may be feasible for development, but access to daily needs is lacking. These are not currently ideal locations for residential development but may be suitable for industrial development.

Low likelihood of redevelopment and high access to daily needs. These are good locations for future development due to daily needs access, but property conditions mean that development may be unlikely in the short- or medium-term. Land use designations that permit high density and high value uses may be required to encourage (re)development, such as in the Cliffe Avenue Urban Corridor. Note that some large sites may have been owned for a long time and still be feasible for development as a result. Consider stakeholder engagement to discern development potential in high priority areas.

Low likelihood of redevelopment and moderate access to daily needs. These are moderate locations for new development, but development may be unlikely in the short-term due to current property conditions.

Low likelihood of redevelopment and access to daily needs. Minimal attention required at present.

OCP LAND USES AND DEVELOPMENT APPLICATIONS

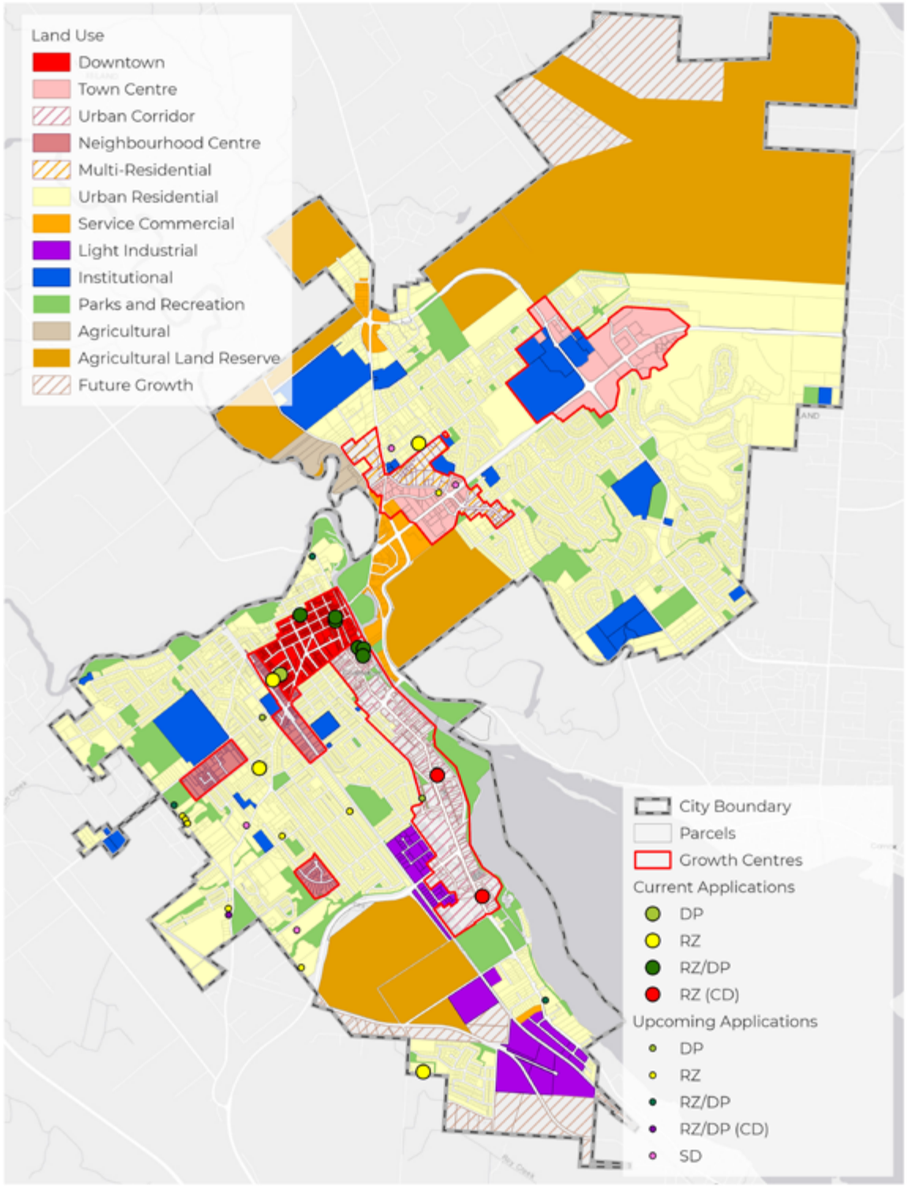


Figure 13: Applications and OCP Land Uses

What Does This Map Show?

Figure 13 shows the OCP Land Uses as well as Primary and Secondary Growth Centres, overlaid with current and upcoming applications. It should be noted that this is a snapshot in time. Additional developments may be underway at the time this report is published. OCP Land Uses are shown on the left legend. Applications to the City of Courtenay are shown on the right legend; see the list below for explanations of the legend abbreviations. Growth Centres are outlined in in red.

- **OCP + RZ=** Rezoning which requires amendments to the OCP
- **RZ =** Rezoning
- **CDRZ =** Comprehensive Development Rezoning
- **DP =** Development Permit
- **ALC =** Applications made to the Agricultural Land Commission

Why Does This Matter?

Overlaying OCP Land Uses with applications allows for a direct comparison between the proposed uses and the land use designations, helping to evaluate whether the OCP's objectives are being fulfilled. Approximately 49% of current applications are located with in OCP Growth Centres. Of current and upcoming applications proposing new residential units, 35% of units are proposed in Growth Centres and 65% are proposed in Urban Residential areas.

WATER INFRASTRUCTURE CAPACITY AND PROPOSED DEVELOPMENT

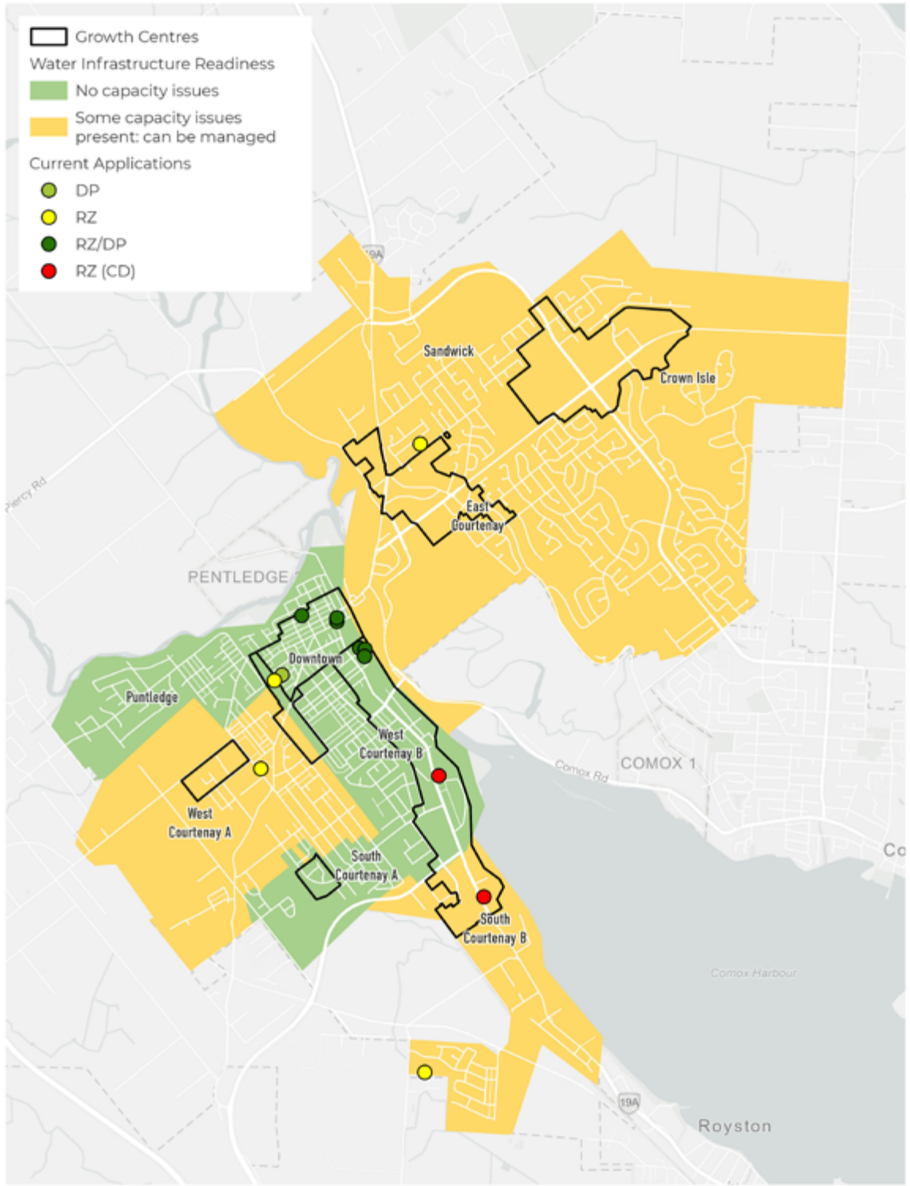


Figure 14: Water Infrastructure Capacity and Proposed Development

Controlling the locations and nature of growth is a key strategy for the City to ensure financially sustainable service delivery. By strategically directing investment into the Growth Centres, the City can better serve a larger portion of the population while reducing long-term maintenance and renewal expenses. By shifting growth away from new greenfield suburban developments, Courtenay can make the most of its existing infrastructure and minimize the need to extend services to the outskirts of the community.

Figure 14 shows the OCP Growth Centres (outlined in black) overlayed on the water infrastructure readiness map and current applications to the City of Courtenay. It should be noted that this is a snapshot in time. Additional developments may be underway at the time this report is published. Applications to the City of Courtenay are shown on the left legend.

See the list below for explanations of the legend abbreviations:

- **OCP + RZ=** Rezoning which requires amendments to the OCP
- **RZ =** Rezoning
- **CDRZ =** Comprehensive Development Rezoning
- **DP =** Development Permit
- **ALC =** Applications made to the Agricultural Land Commission

Water infrastructure readiness across the City is illustrated as follows:

- **Medium =** Yellow: Some capacity issues
- **High =** Green: No identified capacity issues

Figure 15 highlights the relationship between water infrastructure readiness and the proposed Growth Centres and connecting corridors. By visually representing Growth Centres with infrastructure, gaps in capacity and/or service are easily identified and can inform review of future DCC and Capital Projects.

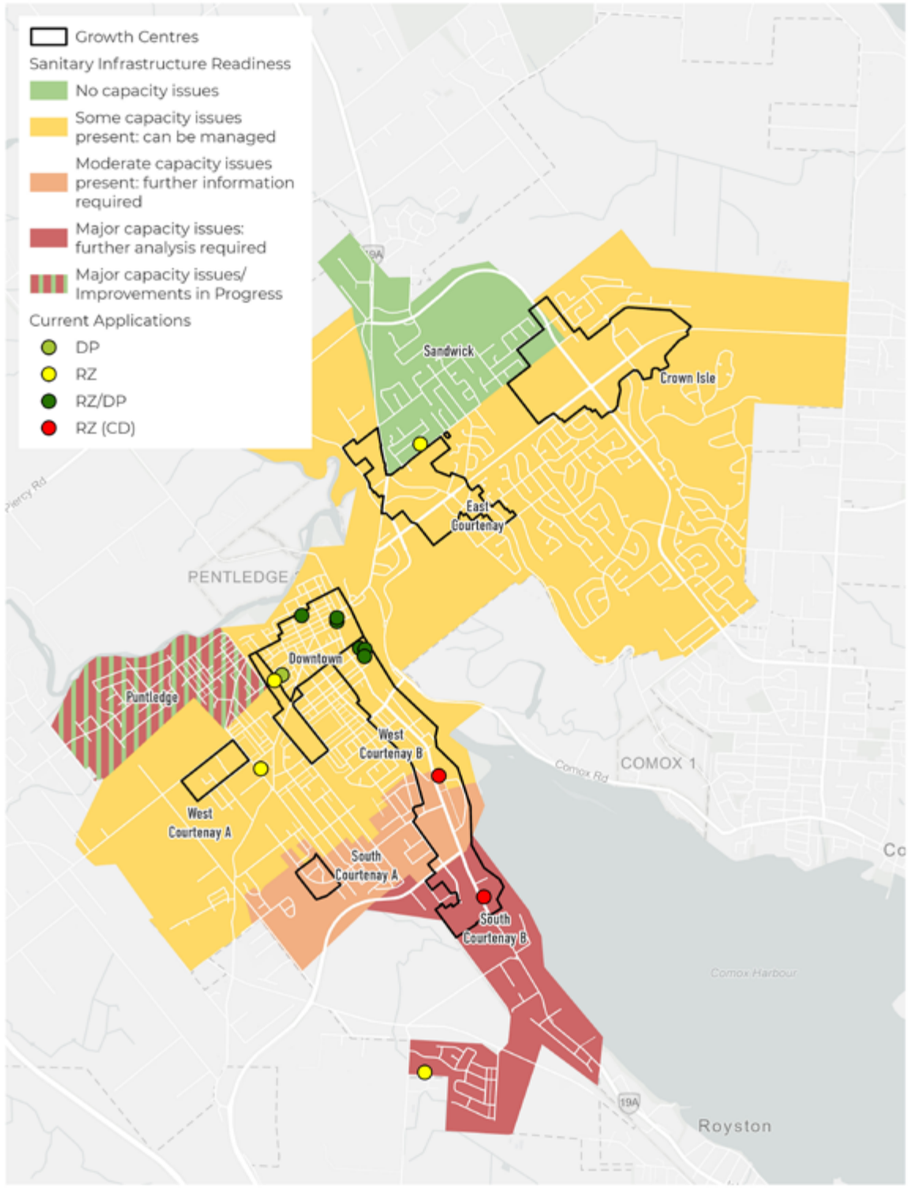


Figure 15: Sanitary Sewer Infrastructure Capacity

SANITARY SEWER INFRASTRUCTURE CAPACITY AND PROPOSED DEVELOPMENT

Figure 15 shows the OCP Growth Centres (outlined in black) overlayed on the sanitary sewer infrastructure readiness map and current applications to the City of Courtenay. As stated above, this is a snapshot in time. Additional developments may be underway at the time this report is published. Applications to the City of Courtenay are shown on the left legend.

See the list below for explanations of the legend abbreviations:

- **OCP + RZ=** Rezoning which requires amendments to the OCP
- **RZ =** Rezoning
- **CDRZ =** Comprehensive Development Rezoning
- **DP =** Development Permit
- **ALC =** Applications made to the Agricultural Land Commission

Water infrastructure readiness across the City is illustrated as follows:

- **Red =** Low. Major capacity issues
- **Orange =** Low/Medium. Moderate capacity issues
- **Yellow =** Medium: Some capacity issues
- **Green =** High: No identified capacity issues
- **Green/Red =** Improving: Major capacity issues but improvements are underway

Figure 15 highlights the relationship between sewer infrastructure readiness, and OCP Growth Centres and connecting corridors. By visually representing Growth Centres with infrastructure, gaps in capacity and/or service are easily identified and can inform review of future DCC and Capital Projects.

6 SCENARIO TESTING

6.1 ACCOMMODATING GROWTH

Housing and development projections support conversations about actions that could help achieve Courtenay's identified community goals. Projections have been developed to prioritize infrastructure improvements in areas most likely to redevelop. It should be noted that the identified scenarios and actions are not a commitment to implementation, but a process of imagining futures that could meet Courtenay's growth goals.

6.1.1 Housing Needs Report

The most up-to-date Housing Needs Report identifies housing need over the next 5- and 20-year periods as shown in **Table 1** below. Both the 5- and 20-year housing needs can be fulfilled within the City's existing UCB land use designations. The housing and development projections in this report identify how housing needs can be accommodated and are focused on understanding whether there is sufficient land to accommodate housing need.

Table 1: 5-and 20-year housing need as per the 2024 Housing Needs Report

	5 Year Need	20 Year Need
Studio/1-bed	849	2,831
2-bed	701	2,348
3-bed	533	1,798
4+ bed	389	1,374
Total	**2,472**	**8,351**

6.1.2 Population

The OCP was completed in 2021, and the growth context has changed considerable since then. The Figure below (**Figure 16**) shows population projections based on the OCP, BC Stats as reported in the 2024 Housing Needs Report and based on housing needs being fulfilled. Housing need is different than projections in that it identifies what ought to happen versus what is likely to happen based on past trends. The fulfilled housing need line assumes av average of 1.8 persons per household living in new units, which is the mid-point between the current persons per household for all housing types (2.1 persons per household), and apartments in a building with under five storeys (1.6 persons per household). Average household size of 1.8 is based on the assumption that a high proportion of new units will be multi-family units.

6.1.3 Likelihood of Redevelopment

The likelihood of redevelopment analysis (likelihood analysis) provides an understanding of the potential distribution of growth throughout Courtenay. It considers economic conditions that may delay or expedite development. Likelihood scores can increase understanding of potential development timeframes and locations. The likelihood analysis is based on a scale of 0-4. The Complete Communities Assessment determines the amount of growth that could be accommodated on lands with a score of 3-4 based on existing OCP land use designations. In other words, the analysis seeks to understand net housing unit growth if varying proportions of likely properties were to develop to the OCP permitted density.

6.1.4 OCP Land Use Framework

The OCP land use plan identifies Primary and Secondary Growth Centres to support mixed-use commercial and residential growth, and infill areas to support additional residential growth. Targets are for 70% of new growth to be in Growth Centres, and 30% to be in Infill areas.

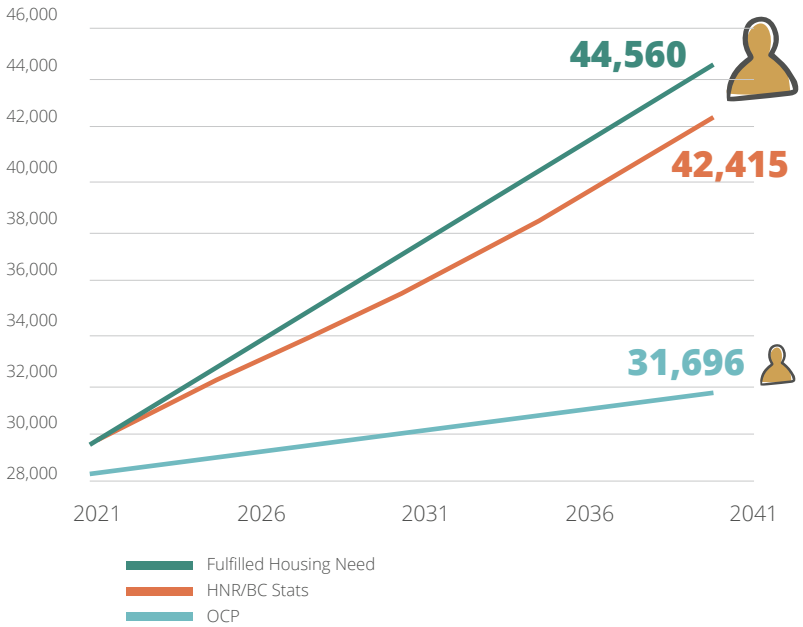


Figure 16: Population projections

Primary Growth Centres are the Downtown, Town Centre, and Urban Corridor land use designations. These areas are designated based on their central and connected locations throughout Courtenay, existing densities, mix of uses, potential to accommodate more frequent transit, and focus on public infrastructure investments.

Secondary Growth Centres include the Neighbourhood Centre and Multi-Residential land use designations close to existing community and commercial services within established neighbourhoods. The development opportunity within these areas will largely be redevelopment opportunities from lower density to higher density or from a single use today to a mixed use in the future.

Infill areas and the Urban Residential land use designation support redevelopment of existing single-detached dwellings to include secondary suites, duplexes, and detached accessory dwelling units. The Urban Residential designation also permits low-rise buildings up to four storeys in height. The Zoning Bylaw has subsequently been amended to permit up to four units on serviced single-detached and duplex lots throughout the Infill areas and Urban Residential designations, up to three storeys in height. The OCP will be amended to align with zoning by December 2025, and analyses are based on the existing zoning. The certainty provided through existing zoning can potentially increase rates of infill development compared to the past, where rezoning from single residential or duplex zones was required to develop to OCP-permitted densities.

6.1.5 Provincial SSMUH Uptake Forecast

The province completed the SSMUH and TOA Scenarios in British Columbia report (BC SSMUH Report) in May 2024 to understand the impacts of legislative changes aimed at increasing housing supply[3]. The Report projects uptake in and throughout the province resulting from legislative changes (Bills 44 and 47), modelling labour constraints and varying macroeconomic scenarios. Based on that report, there could be 3475 SSMUH units constructed in Courtenay over the next 20 years.

[3]von Bergmann, J., Davidoff, T., Huang, A., Lauster, N., & Somerville, T. (2023). SSMUH and TOA Scenarios in British Columbia. Ministry of Housing, Province of BC. SSMUH and TOA Scenarios in British Columbia (gov.bc.ca)

6.1.7 Urban Residential Areas

There is more land designated and zoned for SSMUH in Courtenay than can be (re)developed given existing and expected industry capacity and absorption rates.

Assumptions for Urban Residential growth include following:

- A distribution of different types of SSMUH development and continuation of new single residential development.
- SSMUH development includes the following development forms:
  - Single residential dwelling with secondary suite and detached accessory dwelling unit on the same lot
  - Duplex
  - Three- and four-unit townhouses
- There will be a variety of unit sizes within each configuration

After accounting for development constraints, 126 hectares of Urban Residential lands have a likelihood of redevelopment score of 4.0, and about two-thirds of parcels within this category are vacant. If 12% of Urban Residential land with a likelihood of redevelopment score of 4.0 (re)developed, the BC SSMUH Report forecast of 350 SSMUH units over 5 years could be fulfilled.

There is currently sufficient Urban Residential land with likelihood scores of 3.5-4.0 to accommodate a 20-year SSMUH projection of 3500 units. If all Urban Residential land with a current likelihood score of 4.0 and 25% of land with a likelihood score of 3.5 were to (re)development, it could result in approximately 3500 net new SSMUH units. This would comprise the BC SSMUH Report 20-year forecast but is still only about 15-20% of all Urban Residential land.

It should be noted that some properties with a current likelihood score below 3.0-4.0 will transition to scores of 3.0-4.0 over time as improvements age.

6.1.8 Growth Centres

After accounting for development in the Urban Residential land use designation, the remaining housing need can be fulfilled by development in the Growth Centres. There are shortfalls and overages on unit types by bedroom based on the unit mix assumptions; however, it is possible that unit mix will change over time to accommodate demand.

The following assumptions provide a baseline for Growth Centre unit projections:

- Gross development densities are similar to recent development precedents. Density is higher in Downtown Courtenay based on recent development in the Downtown.
- Gross density is 99 units per hectare (UPH) (40 units per acre (UPA)) in the Growth Centres and 198 UPH (80 UPA) Downtown.
- Unit types are mixed as per OCP land use designations, with higher proportions of townhouse units in the Secondary Growth Centres. Even though Secondary Growth Centres have higher proportions of townhouse development, gross residential density is similar in Primary and Secondary Growth Centres due to higher proportions of commercial floorspace in Primary Growth Centres.
- Existing units are netted out based on the proportion of lands redeveloped.

- Projections for Upper Ryan Road Centre only include those lands north of Waters Place. Other lands in this centre are excluded from the analysis due to ongoing low-density development.
- Lands with development constraints are excluded from the analysis. Development constraints include:
  - steep slopes
  - lots in the flood plain
  - parks
  - environmentally sensitive areas
  - ALR lands

Table 2 shows potential net buildout in the Growth Centres under a scenario where 30% of land with a likelihood score of 3-4 were to develop. Table 7 provides further details on how this growth might be distributed amongst the Growth Centres. This is not a forecast, but rather, an analysis of the proportion of land within the Growth Centres that exhibits conditions favourable to growth in the near-term, and that could fulfill remaining 5-year housing need.

Table 2: Breakdown of housing and development types that can fulfill 5-year Housing Need as per the HNR.

	5 Year Need	A - SSMUH Uptake	B - SRD and SRD w/ SS	C - Growth Centres (low density)	A+B+C = Development Sum
Studio/1-bed	849	40	15	1,194	1,249
2-bed	701	81	12	562	655
3-bed	533	156	24	130	310
4+ bed	389	82	31	102	215
Total	**2,472**	**360**	**83**	**1,989**	**2,432**

- **A =** SSMUH uptake at rate forecasted in the BC SSMUH Report: 12% of Urban Residential land with a score of likelihood score of 4.0.
- **B =** Development of single residential dwellings and single residential dwellings with secondary suites as a proportion of SSMUH uptake at rate forecasted in the BC SSMUH Report.
- **C =** Development in OCP Growth Centres at a rate of 30% of land with a likelihood score of 3-4 on a 0-4 scale at gross densities of 99 UPH (40 UPA) in the Growth Centres and 198 (80 UPA) Downtown

Table 3: Net unit buildout based on development of 30% of land with a likelihood score of 3.0-4.0

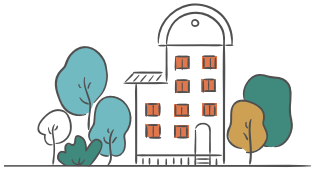
	1-bed	2-bed	3-bed	4+ bed	All
Downtown Town Centre	355	190	65	68	678
Cliff Avenue Urban Corridor	264	120	15	-3	395
Lake Trail Neighbourhood Centre	84	44	24	38	191
Lower Ryan Road Town Centre	58	28	5	3	94
Lower Ryan Road Multi-Residential	200	86	3	-15	274
McPhee Neighbourhood Centre	129	58	7	-4	191
Tin Town Neighbourhood Centre	39	26	15	20	100
Upper Ryan Road Town Centre (north of Waters Place only)	65	11	-5	-4	66
Total	**1194**	**562**	**130**	**102**	**1989**

Table 4 shows potential net buildout in the Growth Centres under a scenario where 60% of land with a likelihood score of 3.0-4.0 were to develop. **Table 5** provides further details on how this growth might be distributed amongst the Growth Centres. This is not a forecast, but rather, an analysis of the proportion of land within the Growth Centres that exhibits conditions favourable to growth in the near-term, and that is available to fulfill remaining 20-year housing need. As such, there is more than enough land available within the Growth Centres under current OCP designations to accommodate housing need after fulfillment of SSMUH and single residential housing development as forecasted.

Table 4: Breakdown of housing and development types that can fulfill 5-year Housing Need as per the Housing Needs Report. Column C represents 60% build-out of properties with a likelihood score of 3-4 on a scale of 0-4 at gross densities of 99 UPH (40 UPA) in the Growth Centres and 198 UPH (80 UPA) Downtown.

	20-year Housing Need (total)	A - SSMUH Uptake	B - SFD and SFD with SS	C - Growth Centres (middle density)	A+B+C = Development Sum
Studio/1-bed	2,831	366	210	2,389	2,965
2-bed	2,348	781	291	1,125	2,197
3-bed	1,798	1,552	34	260	1,846
4+ bed	1,374	805	333	205	1,343
Total	**8,351**	**3,505**	**869**	**3,979**	**8,353**

- **A =** SSMUH uptake at 10-year rate forecasted in the BC SSMUH Report, multiplied by 2.
- **B =** Development of single residential dwellings and single residential dwellings with secondary suites as a proportion of SSMUH uptake at rate forecasted in the BC SSMUH Report
- **C =** Net new units in OCP Growth Centres based on development of 60% of land with a likelihood score of 3.0-4.0 on a 0-4 scale.



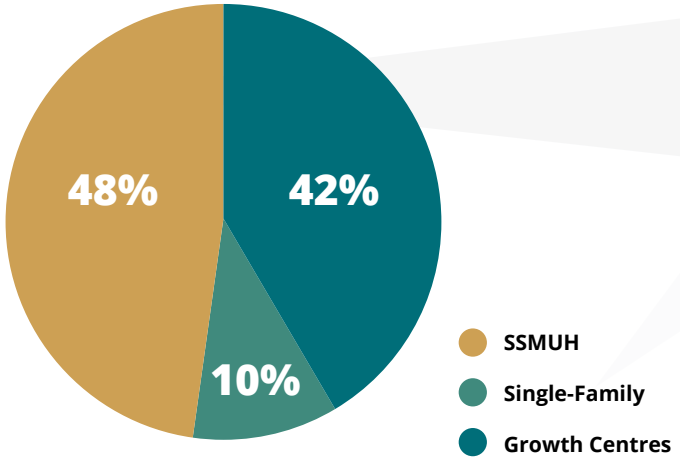


Figure 17: Proportion of different housing forms that will comprise new development. Assumes that development in Growth Centres is the difference between housing need, SSMUH uptake, and ongoing single residential housing development.

Table 5: Unit projections based on a scenario where 60% of land with a likelihood score of 3-4 within the Growth Centres is developed at gross densities of 99 UPH (40 UPA) in the Growth Centres and 198 UPH (80 UPA) Downtown.

	1-bed	2-bed	3-bed	4+ bed	Total Units
Downtown Town Centre	710	380	131	136	1357
Cliff Avenue Urban Corridor	583	265	34	-6	791
Lake Trail Neighbourhood Centre	170	90	49	77	383
Lower Ryan Road Town Centre	149	73	17	13	187
Lower Ryan Road Multi-Residential	445	192	10	-30	548
McPhee Neighbourhood Centre	270	121	16	-8	381
Tin Town Neighbourhood Centre	79	52	30	39	200
Upper Ryan Road Town Centre	130	22	-10	-8	133
Total	**2,535**	**1,195**	**276**	**212**	**3,979**

Table 6 includes population estimates associated with unit projections from the 5- and 20-year development scenarios. Population projections in the Housing Needs Report are based on BC Stats projections, which are typically derived with the cohort-component method, and are not necessarily linked to the Housing Needs Report projections for housing units needed.

Table 6: Net population growth as per 5- and 20-year development scenarios.

	5-year	20-year	Water Capacity*	Sewer Capacity*
Downtown Town Centre	1,124	2,247	Green	Yellow
Cliff Avenue Urban Corridor	595	1,191	Mostly green Yellow in south	Yellow (north) Orange (central) Red (south)
Lake Trail Neighbourhood Centre	339	678	Yellow	Yellow
Lower Ryan Road Town Centre	146	292	Yellow	Yellow
Lower Ryan Road Multi-Residential	395	790	Yellow	Yellow
McPhee Neighbourhood Centre	284	569	Yellow & Green	Yellow
Tin Town Neighbourhood Centre	179	358	Green	Orange
Upper Ryan Road Town Centre (north of Waters Place only)	88	177	Yellow	Yellow
Centres (Subtotal)	3,151	6,302		
Urban Residential (SSMUH)	721	7,036	Yellow & Green	All (depends on location)
Urban Residential (Single residential, Single residential with Secondary Suite)	165	1,692	Yellow & Green	All (depends on location)
Total Development Scenario	**4,037**	**15,030**		

*Infrastructure conditions are based on current land uses. Future infrastructure modelling would be required to determine conditions based on new development

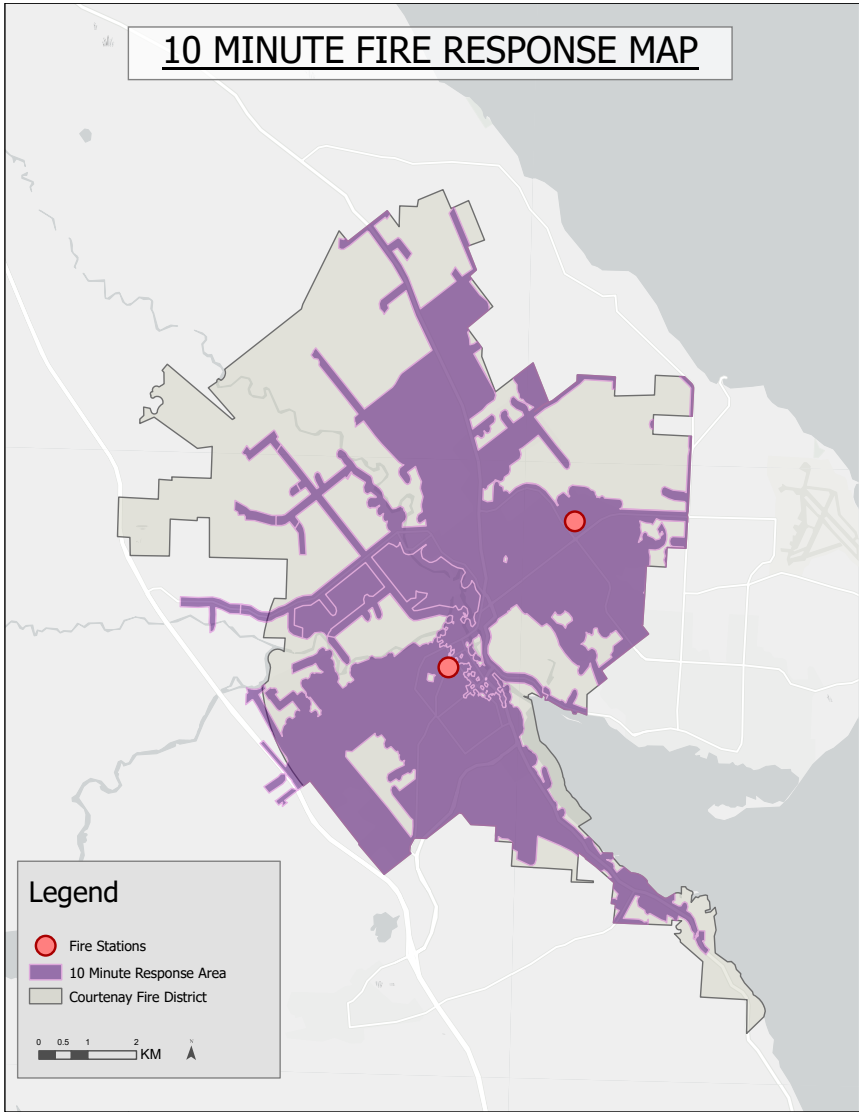


Figure 18: Fire response time.

6.1.9 Parking Requirements and Economic Viability

The densities used for growth analyses are based on recent developments within the Downtown and other Growth Centres. Many recent apartment developments in Growth Centres other than the Downtown provide most of the required on-site parking as surface parking and do not build to the permitted building heights and densities as a result. Though it may be more economical to provide surface parking, this results in an inefficient use of land and high proportion asphalt that negatively impact livability. It may be advantageous to require minimum densities and reduced parking requirements and implement transportation demand management in Primary Growth Centres to encourage efficient use of land and under structure parking. Though under structure parking is a more efficient use of land than surface parking, it can lead to financial viability challenges for development without an appropriate amount of increased density to ensure market viability. Reduced parking rates can offset financial challenges resulting from provision of under structure parking, and market demand can match parking rates to what is desired by future residents.

6.1.10 Fire Response

Fire response time is an important consideration when planning for growth and increased densities. The BC Building Code uses different criteria to establish spatial separation requirements for unsprinklered buildings, depending on the response time of a fire department, which can add to construction costs. Fire Underwriters Survey ratings are also impacted by response time. Considering fire response times when designating land uses and growth areas is an important consideration to land use planning.

7

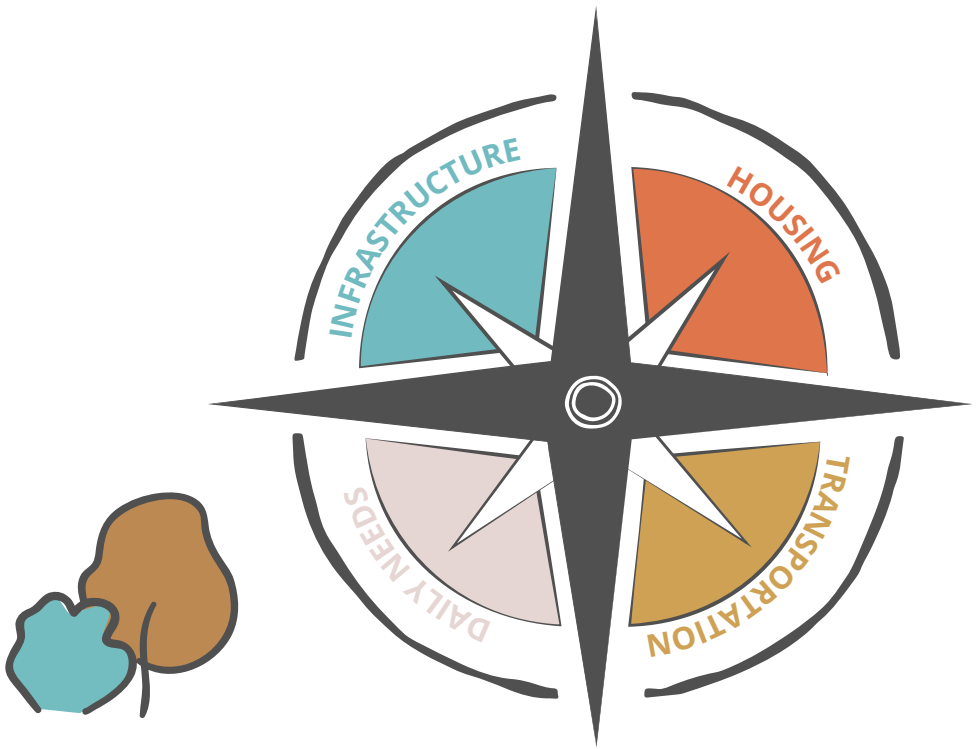
COMPLETE COMMUNITY ASSESSMENT: IMPLEMENATION

7.1 COMPLETE COMMUNITY ASSESSMENT: ACTIONS

A series of actions have been created to address the gaps and needs identified in the geospatial assessment, in line with the Growth Concept in the OCP. These actions have been designed to foster a more complete community over the next five years and beyond. The recommendations are divided into priority and future actions, acknowledging that staffing and funding will influence their feasibility and implementation timelines.

A series of recommended actions have been created to address the gaps and needs identified in the geospatial assessment. These actions have been designed to foster a more complete community over the next five years and beyond. The table is organized as follows:

- Implementation Tool (i.e. OCP, Zoning Bylaw, etc.)
- Recommended Actions
- Corresponding Complete Community Lens
- Progress (underway or planned)
- Department(s) involved
- Funding Source(s)



IMPLEMENTATION TOOL	RECOMMENDED ACTIONS	CORRESPONDING LENS	PROGRESS (UNDERWAY OR PLANNED)	DEPARTMENT(S) INVOLVED	FUNDING SOURCE(S)
Official Community Plan	1. Identify parcels designated Urban Residential in the OCP that are over 4050 m2 and located in close proximity to Growth Centres and consider amending to designation(s) that permit higher density, particularly where access to daily needs is high. 2. Identify opportunities to increase density for Multi-residential dwelling forms of 4 stories or more at block-ends on connector roads with established transit routes. This would increase density in areas with access to multi-modal transportation routes, I.e. Piercy Ave & 26th St (Route 8). 3. Continue to review and analyse whether existing Growth Centres are sufficient to accommodate 20 years of housing need, serviced by frequent transit, and access to daily needs. 4. Review the land use designations on properties bordering the Rotary Trail and consider increasing densities to maximize housing close to this corridor. 5. Review park planning principles and goals (distance to, per capita park space) in relation to impacts of SSMUH which may result in less private open space per dwelling unit. For example, additional parks and trails may be needed to fulfill the need to play and enjoy trees and open space by creating strategically located neighbourhood parks and open spaces within walking distance. This includes incorporating population estimates from the Housing Needs Report and outcomes from 2024/2025 Parkland Acquisition Strategy into the 2025 OCP Update to achieve the City's active parkland targets. 6. Establish a practice of completing a hierarchy of plans, with increasing level of detail from the OCP, to Master Pans, to Local Area Plans, to specific project plans to support proactive planning and decision making to enable neighbourhoods and Growth Centres to provide a range of appropriately scaled housing types and tenures, employment opportunities, transportation options like walking and cycling, social supports such as childcare facilities, and access to green space and parks. *(CONNECTION – OCP, MASTER PLANS, LOCAL AREA PLANS,ZONING BYLAW IMPLEMENTATION TOOLS)* 7. Consider policies that discourage developments enclosed on all sides by walls or gates, or other physical barriers that limit walkability. Ensure that every new development includes mid-block connections and access to nearby streets and neighborhoods. *(CONNECTION – SUBDIVISION SERVICING BYLAW, LOCAL AREA PLAN, IMPLEMENTATION TOOL)* 8. Provide a policy and regulatory framework to direct development to areas in the community that further the goals of being a complete community. This is critical with respect to effectively utilizing existing infrastructure capacity and avoiding high-cost upgrades or extensions. Coordinate land use and density requirements with infrastructure upgrades and system extensions to ensure cost-effective urban development, minimize infrastructure life-cycle costs and to mitigate the financial impacts of lower density residential development *(CONNECTION – OCP, ZONING BYLAW, INFRASTRUCTURE MASTER PLAN, DCC IMPLEMENTATION TOOL)*	☑ **Infrastructure** ☑ **Housing** ☑ **Daily Needs** ☑ **Transportation**	**Planned** - within the 2025 workplan. Must be completed by December 31, 2025	Development Services Infrastructure and Environmental Engineering Financial Services Fire Department Recreation, Culture and Community Services Operational Services	Housing Accelerator Fund Budgeted OCP Update Staff Time

IMPLEMENTATION TOOL	RECOMMENDED ACTIONS	CORRESPONDING LENS	PROGRESS (UNDERWAY OR PLANNED)	DEPARTMENT(S) INVOLVED	FUNDING SOURCE(S)
Local Area Plans	1. Review the order of existing Local Area Plans to be completed as identified in the OCP, and consider the need for additional Local Area Plans in relation to complete communities growth strategies. Start with the Downtown Local Area Plan. Include engineering servicing plans, informed by master servicing plans, as part of LAPs. 2. Establish resources to conduct regular Local Area Plans.	☑ Infrastructure ☑ Housing ☑ Daily Needs ☑ Transportation	Downtown LAP is part of 2025 workplan. Use of Downtown Parking Reserve Fund will be reviewed as part of Downtown LAP process. Will utilize findings from downtown parking study.	Development Services Infrastructure and Environmental Engineering Recreation, Culture and Community Services Operations	Housing Accelerator Fund Budgeted OCP Update Staff Time

IMPLEMENTATION TOOL	RECOMMENDED ACTIONS	CORRESPONDING LENS	PROGRESS (UNDERWAY OR PLANNED)	DEPARTMENT(S) INVOLVED	FUNDING SOURCE(S)
Zoning Bylaw	1. Conduct a land economics study to ensure that regulations in Growth Centres do not make projects economically unviable, and in order to ensure economic support for inclusionary zoning and density bonusing policies. Ensure inclusionary zoning policies reflect the Housing Needs Report. 2. Identify and rezone properties in the R-SSMUH zone that have a higher and better use in accordance with the OCP. 3. Identify and rezone properties that would be appropriate to promote and streamline apartment buildings that are facilitated by recent changes in the BC Building Code to permit new residential multi-family single exit star buildings up to 6 storeys and a maximum occupant load of 24 people per floor. Sprinkler systems, high-level fire department and other fire protections required 4. Consider density bonus and inclusionary zoning provisions in the Zoning Bylaw update in accordance with new legislation. Density bonus is an existing tool that provides the developer with the option to build to a higher density in exchange for providing amenities or affordable housing. This tool has been updated to enhance clarity in its use and consistency with inclusionary zoning. Inclusionary zoning is a new tool that allows local governments to require affordable housing as a component of new residential developments. Land economic feasibility analysis must be completed to ensure viability of any inclusionary zoning or density bonus program. 5. Support the housing needs of the aging population and those with disabilities through universal design principles and standards for accessible units and establishing a minimum proportion of accessible units in multifamily projects in the zoning bylaw. 6. Support flexible zones that permit a variety of “daily need” uses and mixed commercial-residential uses in areas where daily needs are low.	☑ Infrastructure ☑ Housing ☑ Daily Needs ☑ Transportation	**Planned -** within the 2025 workplan. Must be completed by December 31, 2025. Council motion (SSMUH parking study) is part of 2025 workplan.	Development Services Infrastructure and Environmental Engineering Financial Services Fire Department	Budgeted Zoning Bylaw Update Staff Time Housing Accelerator Fund Provincial Capacity Funding

IMPLEMENTATION TOOL	RECOMMENDED ACTIONS	CORRESPONDING LENS	PROGRESS (UNDERWAY OR PLANNED)	DEPARTMENT(S) INVOLVED	FUNDING SOURCE(S)
Zoning Bylaw	7. Amend the zoning bylaw to include end-of-trip facilities requirements in multi-family residential, commercial, industrial, and institutional zones. This will make it easier for people to use active transportation to access daily needs.	☑ Infrastructure ☑ Housing ☑ Daily Needs ☑ Transportation	**Planned -** within the 2025 workplan. Must be completed by December 31, 2025. Council motion (SSMUH parking study) is part of 2025 workplan.	Development Services Infrastructure and Environmental Engineering Financial Services Fire Department	Budgeted Zoning Bylaw Update Staff Time Housing Accelerator Fund Provincial Capacity Funding
	8. Update bike parking requirements to allow for flexible parking designs that meet user needs.				
	9. Complete a parking management study to review parking requirements for different areas of the city, considering access to transportation and daily needs. Consider the true cost of parking and the impact on development viability. Coordinate with findings from downtown parking study.				

IMPLEMENTATION TOOL	RECOMMENDED ACTIONS	CORRESPONDING LENS	PROGRESS (UNDERWAY OR PLANNED)	DEPARTMENT(S) INVOLVED	FUNDING SOURCE(S)
Development Cost Charge Bylaw/ Amenity Cost Charge Bylaw	1. Update DCC Program every 5-years and complete annual inflationary adjustments to ensure new development fairly funds growth related infrastructure.	☑ Infrastructure ☑ Housing ☑ Daily Needs ☑ Transportation	**Planned -** within the 2025 workplan.	Development Services Recreation, Culture and Community Services Infrastructure and Environmental Engineering Financial Services Operations	DCC Program Staff Time
	2. Consider the utilization of front-ender agreements if a developer wants to advance a DCC project ahead of schedule.				
	3. Review and expand the DCC tracking system to track and monitor both the collection and expenditure of DCCs including DCC Credits, borrowing between reserves, and overall development trends to anticipate future DCCs to be collected. The tracking system would include information about estimated costs, the actual construction costs, and the funding sources for projects.				
	4. Revise capital plan template and budget planning sheets to identify project funding sources and amount funded by DCCs.				
	5. Implement an ACC program to meet the increased demand for amenities by a growing population. The Province created a new ACC development finance tool to collect funds for amenities such as community centres, libraries, daycares, and public squares to support livable and complete communities. ACCs can only help fund the capital costs of amenities. ACCs can also be charged where the City has a partnering agreement with an organization or regional government.				

IMPLEMENTATION TOOL	RECOMMENDED ACTIONS	LENS	PROGRESS (UNDERWAY OR PLANNED)	DEPARTMENT(S) INVOLVED	FUNDING SOURCE(S)
Housing Action Plan	1. Develop a Courtenay specific housing action plan which will: • identify the appropriate role for the City within the regional context including how best to consult and work with non-profit housing providers and the development community to explore opportunities for partnerships that support priority housing initiatives. • include incentive programs addressing priority housing needs, as identified in the housing needs report, including non-market housing, senior housing, accessory dwelling units (ADUs), and purpose-built rentals. This action could include fee reductions, application streamlining and other tools as outlined in Housing Accelerator Fund application. • include policy on how to use Housing Amenity Reserve Fund and MRDTs. • implement OCP policy AH11 by adopting a Rental Replacement and Tenant Protection Policy to accommodate tenants in purpose-built rental housing that may be likely to redevelop.	☐ Infrastructure ☑ Housing ☐ Daily Needs ☐ Transportation	Housing Action Plan is in 2025 workplan. Staff working with CVRD on regional Housing Action Plan as part of RGS service	Development Services Financial Services	Housing Accelerator Fund

IMPLEMENTATION TOOL	RECOMMENDED ACTIONS	CORRESPONDING LENS	PROGRESS (UNDERWAY OR PLANNED)	DEPARTMENT(S) INVOLVED	FUNDING SOURCE(S)
Master Servicing Plans	1. Update Parks and Recreation Master Plan to reflect the updated population projections to ensure equitable access to recreation amenities. 2.Update infrastructure master plans every 5 years to identify projects needed to accommodate 20 years of growth. Can be funded by DCC Program if included. 3. Update infrastructure models to reflect both existing conditions and future buildout scenarios. 4. Establish a water metering program that includes incentives for reducing usage and lost efficiency due to inflow and infiltration. The City pays for water lost to infiltration. Decreasing demand can delay major plant upgrades and capacity improvements. 5. Integrate heat mapping into the Urban Forest Strategy update to help identify priority tree planting areas. 6. Undertake an origin destination study or walking audit to better understand resident need in the lower and upper Ryan Road town centres. 7. Update the 2019 Transportation Master Plan with catchment modelling study. This connects to the traffic counting efforts that are starting with traffic calming work. 8. Monitor transit frequency to understand when a minimum of 6-units under SSMUH is triggered for parcels wholly or partially within 400m of a prescribed bus stop. Requires coordination with BC Transit. Zoning Bylaw would need to be updated to account for changes in transit routes and frequency. *(CONNECTION – ZONING BYLAW IMPLEMENTATION TOOL)* 9. Incorporate population estimates from the Housing Needs Report and outcomes from 2024/2025 Parkland Acquisition Strategy into the 2025 OCP Update to achieve the City's active parkland targets. (*CONNECTION – OCP IMPLEMENTATION TOOL)* 10. Undertake an inventory and map city playground sites and SD 71 sites, condition assessment, universal and inclusive features, age range, supporting amenities, sport court, etc. and determine needs and gaps tied to growth to inform future park playground amenity capital planning. *(CONNECTION – DEVELOPMENT COST CHARGE BYLAW / AMENITY COST CHARGE BYLAW IMPLEMENTATION TOOL)* 11. Utilize the population data from the Housing Need Report to conduct a benchmarking study on City recreation and cultural facilities. Additionally, consider the findings from the forthcoming long-range facility needs analysis for the Lewis Centre and 2011 CVRD Regional Recreation and Cultural Facilities Study. *(CONNECTION – DEVELOPMENT COST CHARGE BYLAW / AMENITY COST CHARGE BYLAW IMPLEMENTATION TOOL)* 12. Prepare a Strategic Implementation Plan for all City Master Plans for a 10 to 20-year period to ensure that the City has the resources to implement the master plans in the proposed time periods and not lose sight of the implementation recommendations of each plan. 13. Prior to Master Plan Approval, review financial implications to ensure that implementation plans identify potential funding sources, identify DCC and ACC projects, and reflect the financial capacity of the City. *(CONNECTION – DEVELOPMENT COST CHARGE BYLAW / AMENITY COST CHARGE BYLAW IMPLEMENTATION TOOL)*	☑ Infrastructure ☑ Housing ☑ Daily Needs ☑ Transportation	Master Plans have been identified in the 2025-26 workplan: - Transportation, Water, Sewer, Targeted Urban Forest Strategy review Implementation work planning is under way for recently adopted Flood Management Plan, IRMP	Development Services Recreation, Culture and Community Services Infrastructure and Environmental Engineering Financial Services Operations	Housing Accelerator Fund Grants Staff Time Development Cost Charges

IMPLEMENTATION TOOL	RECOMMENDED ACTIONS	CORRESPONDING LENS	PROGRESS (UNDERWAY OR PLANNED)	DEPARTMENT(S) INVOLVED	FUNDING SOURCE(S)
Land Acquisition Strategy	1. Develop a City Land Acquisition Strategy to establish priorities and funding mechanisms to acquire land, especially public access to waterfront, for future parks, facilities, public spaces and housing partnerships in or near established Growth Centres. *(CONNECTION – DCC AND ACC, MASTER PLAN IMPLEMENTATION TOOL)* 2. Create an equity mapping framework to guide future investments, new plans, and updates to existing plans, such as the City Lands Acquisition Strategy and the Parks and Recreation Master Plan. 3. Consider parcels of land with good access (i.e., safe pedestrian routes, proximity to existing active transportation routes) to Growth Centres as part of acquisition guidelines within the Parkland Acquisition Strategy.	☐ Infrastructure ☑ Housing ☑ Daily Needs ☐ Transportation	City Land Strategy is in 2025 workplan	Development Services Financial Services Recreation, Culture and Community Services Financial Services City Manager	Housing Accelerator Fund

IMPLEMENTATION TOOL	RECOMMENDED ACTIONS	CORRESPONDING LENS	PROGRESS (UNDERWAY OR PLANNED)	DEPARTMENT(S) INVOLVED	FUNDING SOURCE(S)
Subdivision Servicing Bylaw	1. Revise Subdivision and Servicing Bylaw to encourage infill development. Changes could include, but are not limited to: • Clarifying water and sewer servicing requirements and standards • Stormwater standards • Clarifying the number of driveways per frontage • Consider cash-in-lieu of offsite works and frontage improvements (i.e. sidewalks, streetlights, lanes and road improvements, boulevard landscaping, etc.). New legislation provides additional tools such as road dedication at time of building permit and creates new frontage and servicing considerations associated with SSMUH. 2. Review the SDS and integrate provisions that require future development to adopt a grid, modified grid street network, or provide mid-block connections for active transportation. 3. Consider implementing a Frontage Works Program similar to the recently developed programs by the City of Coquitlam and City of Kelowna . The City collects fees from all developments within a defined area to help fund streetscape improvements on a neighbourhood level. Developers who choose not to pay into the fee program are required to construct the necessary frontage improvement improvements. This action would lead to the creation of a cohesive street appearance by constructing streetscape upgrades at the same time	☑ Infrastructure ☐ Housing ☐ Daily Needs ☑ Transportation	Subdivision Servicing Bylaw will be updated in 2025-26	Development Services Infrastructure and Environmental Engineering Financial Services Operations	Growing Communities Fund Housing Accelerator Fund Interdepartmental Coordination and Staff Time

IMPLEMENTATION TOOL	RECOMMENDED ACTIONS	CORRESPONDING LENS	PROGRESS (UNDERWAY OR PLANNED)	DEPARTMENT(S) INVOLVED	FUNDING SOURCE(S)
School Planning	1. Engage with School District 71 to encourage the retention of existing schools and locations of future schools in or near established Growth Centres.	☐ Infrastructure ☐ Housing ☑ Daily Needs ☐ Transportation	Staff meet regularly with SD71 staff	Development Services Financial Services Infrastructure and Environmental Engineering Senior Staff Leadership Team	Staff Time Grants
	2. Building on the 2019 Transportation Master Plan recommendations, prioritize active transportation upgrades near schools as well as connections to Primary and Secondary Growth Centres.				
	3. Recommend that School District 71 review and consider the implementation of the School Site Acquisition Charge and other financial tools to ensure schools will meet the needs of future populations.				
	4. Partner with School District 71 to ensure the school system can accommodate future population growth, utilizing the financial tools that are available and ensure the needs of students are met.				
	5. Partner with School District 71 to work on resolving issues with getting students to and from school safely, i.e. issues with bussing, bridge peak time congestion, and safety for walking/biking.				
	6. Review partnership agreements with School District 71 for the community use of school facilities after school hours to leverage existing public facilities for community use				
	7. Partner with School District 71 to address gaps in childcare facilities.				
	8. Ensure data sharing of population estimates.				

IMPLEMENTATION TOOL	RECOMMENDED ACTIONS	CORRESPONDING LENS	PROGRESS (UNDERWAY OR PLANNED)	DEPARTMENT(S) INVOLVED	FUNDING SOURCE(S)
Financial Plan	1. Update the Financial Plan and Strategic Implementation Plan annually for all City Master Plans to ensure that the City has the resources to implement the master plans in the proposed time periods and not lose sight of the implementation recommendations of each plan. 2. Create detailed project sheets to identify funding sources of capital projects to identify project funding sources such as Development Cost Charges. 3. Ensure that growth is paying for growth and that that a variety of financial tools are being used to ensure that a disproportionate share is not being passed on to the taxpayer. 4. Review current and best practices associated with the use and implementation of development finance tools such as development cost charges, front-ender agreements, local service areas, latecomers, etc. 5. Consider the construction and lifecycle costing of capital projects on a geospatial basis to ensure that investments are facilitating growth in the areas of the community that are furthering the community vision and goals of the OCP.	☑ Infrastructure ☑ Housing ☑ Daily Needs ☑ Transportation	Legislative requirement to develop annual and 5 year financial plans	Chief Administrative Officer Senior Leadership Team	Staff Time

IMPLEMENTATION TOOL	RECOMMENDED ACTIONS	CORRESPONDING LENS	PROGRESS (UNDERWAY OR PLANNED)	DEPARTMENT(S) INVOLVED	FUNDING SOURCE(S)
Internal Coordination / External Collaboration	1. Track development applications for proposed residential units by housing type, and industrial/ commercial/institutional floorspace, by infrastructure servicing catchments. Keeping track of proposed development within infrastructure servicing catchments can help make informed decisions.	☑ Infrastructure ☑ Housing ☑ Daily Needs ☑ Transportation	Complete Communities program has established internal collaboration processes. External collaboration is reviewed on a case by case basis.	Corporate Services Development Services Financial Services Infrastructure and Environmental Engineering Recreation, Culture, and Community Services Senior Staff Leadership Team	Staff Time
	2. Continue to advocate to the Ministry of Transportation and Infrastructure for active transportation upgrades on provincial highways.				
	3. Share the findings of this report with K'ómok's First Nation to encourage conversation on future service and active transportation infrastructure.				
	4. Facilitate and encourage inter-jurisdictional and inter-departmental conversations regarding growth and development with the CVRD to become a more complete region.				
	5. Recent revisions to legislation allow for the City to finance their portion of highway facilities that are cost shared between the province and the City. Initiate discussions with MoTI prior to the next DCC review to advance DCC projects on MoTI roads. Initiate discussions in the short-term for inclusion in future DCC review (2030). *(CONNECTION – DEVELOPMENT COST CHARGE BYLAW / AMENITY COST CHARGE BYLAW IMPLEMENTATION TOOL)*				
	6. Work with senior levels of government and community stakeholders to identify new and innovative approaches to funding infrastructure and facility improvements related to growth.				
	7. Continue partnership with the Island Rail Corridor Foundation and the Province to discuss additional access points and further improvements to the Rotary Trail.				
	8. Seek partnerships and agreements with local NGOs to deliver arts, culture, and recreational amenities and services.				
	9. Establish an agreement with BC Transit to alert the City when a bus stop achieves the threshold criteria for the City to permit up to 6 units on SSMUH lots as per Local Government criteria.				

APPENDIX A

1.1 GEOSPATIAL METHODOLOGY

1.1.1 Housing Lens

1.1.1.1 Housing Density

The housing density analysis is intended to measure the density of housing throughout the City. Decisions about housing density, particularly when considering infill development, provide opportunities to make more efficient use of existing infrastructure. Areas with higher housing density also signal where to focus new infrastructure investment. Residential-only housing density was measured per 5 hectares using BC Assessment actual use codes data (**Figure 11**).

1.1.2 Likelihood of Redevelopment

The likelihood of redevelopment mapping shows the potential distribution of new development or redevelopment across the city. When coupled with infrastructure mapping, this can reveal the relationship between development potential and existing infrastructure capacity concerns. All parcels within the city were considered in the analysis. Further filtering was applied to exclude the lots with development constrains such as:

- Parks
- Floodplain
- Slopes steeper than 30%
- Environmentally Sensitive Areas
- Riparian Areas (30m setback from streams and waterbodies)
- Agricultural Land Reserve lands
- Institutional lands (according to OCP)

Additionally:

- Unit projections in **Section 7** exclude parcels with less than 200 sq m of developable area.

On the bivariate map (**Figure 13**) that shows Daily needs vs Likelihood of Redevelopment, lands with less than 200 square metres of developable area are shown as Low Likelihood of Redevelopment.
The likelihood of redevelopment analysis does not predict whether or when individual properties will be redevelop; it identifies the properties with the highest probability of redevelopment based on specific criteria including:

- Building age
- Improvement ratio
- Assessed improvement value per square metres
- Lot Size
- Whether the lot is vacant

Each parcel is scored between 0-1 in each category; the scores for each category are then summed to give each parcel an overall score ranging between 0 and 4. Parcels with a score of 0 or 1 are deemed to have a very low probability of redevelopment while parcels with a score of 4 are deemed to have a very high probability of redevelopment. Vacant lots were automatically assigned the maximum probability of redevelopment score of 4.

Table A-1 lists the categories, possible values, and corresponding score given to each parcel.

Category	Likelihood of Redevelopment	Value	Unit	Numerical Score
Building Age	**Low**	<30	years	0
	Medium	30-50	years	0.5
	High	>50	years	1
Improvement Ratio	**Low**	>1	%	0
	Medium	0.5-1	%	0.5
	High	<0.5	%	1
Assessed Improvement Value per Sq.m	**Low**	>3000	dollars	0
	Medium	2000-3000	dollars	0.5
	High	<2000	dollars	1
Lot Size	**Low**	<500	area (sq m)	0
	Medium	500-750	area (sq m)	0.5
	High	>750	area (sq m)	1

1.1.3 Daily Needs

Figure 9: Daily Needs Lens shows the distribution of daily needs within Courtenay. The list of daily needs is from the Statistics Canada Proximity Measures database and supplemented by staff knowledge. Daily needs locations are generated as points on the map and 800-metre walksheds are determined from each point based on available road and pedestrian networks.

The 800-metre walkshed is a proxy for identifying amenities within a 10-to-15-minute walking distance of homes; the average person can travel 800 metres in 10 minutes of walking.

To accurately assess proximity to daily needs, a geometric network that includes the road network, sidewalks, pathways, trails, and alleyways is used and routes are from individual parcels. The 800-metre proximity analysis was run along this network rather than on an "as-the-crow-flies" buffer. Walksheds were then grouped by a category of daily needs and were assigned a weight based on priority. A list of weightings for each of the daily needs indicators can be found in Table 11. All weighted scores are summed in a raster resulting in a total daily needs score, where each 20x20 metre cell was assigned a score from 0 to 17.5.

Table A-2: Daily needs weighting.

Category	Weights
Childcare	2
Grocery & Convenience stores	2
Community Park	1.5
Elementary School	1.5
Secondary School	1.5
Library	1
Bus Stop	1
Clinic/Hospital	1
Bus Stops	1
Neighbourhood Park	1
Pharmacy	1
Health Services (e.g. dentists, doctors, physiotherapists)	0.5
Postsecondary School	0.5
Arts & Cultural Facilities	0.5
School Sites or other lands with park values	0.5
Commercial businesses	0.5
Secondary Gathering Places (e.g. Community Centres, Legion, Churches)	0.5
Restaurants	0.5
Sports Facilities (only the ones not captured under Community Park category)	0.5

1.1.4 Transportation

The following criteria comprise the transportation lens summary map (**Figure 8**):

1.1.4.1 Proximity to Transit

Proximity to transit refers to the proportion of population that lives within a selected buffer distance of a bus stop for each measurement area. However, it should be noted that the proximity to transit measure does not necessarily focus on the quality of transit service.
This parameter was developed as walksheds of 400, 800 and over 800m to bus stops utilizing the transportation network established during the Daily Needs assessment.

1.1.4.2 Proximity to Sidewalk

Proximity to sidewalk refers to the walking distance to a sidewalk from a property. This parameter was developed as walksheds of 30, 100 and over 100 metres to a sidewalk.

1.1.4.3 Proximity to Cycling Infrastructure

This parameter was developed as areas along the existing transportation network that are within 400, 600 and over 600m distance of a bicycle route. Morrison Creek Park trails were excluded from the cycling infrastructure as they are considered to rough for an average commuter.

1.1.4.4 Distance to Arterial Road

Distance to arterial road is mapped as an area that is within 500, 1000 and over 1000 metres of an arterial road.

1.1.4.5 Transportation Network Density

Transportation network density supports efficient transportation planning and urban development by providing a comprehensive view of the existing infrastructure. Transportation network density refers to the density of the entire transportation network (roads, trails, informal paths) in each measurement area. Measurement area is represented by hexagonal grid where each hexagon is 0.3 square kilometres.
Figure 8: Transportation Access, is based on a combination of the five criteria to complete a transportation lens summary map. Table 12 shows the criteria and corresponding scoring approach.

Table A-3: Transportation Lens Scoring

Criteria	Scoring	Value	Unit	Numerical Score	Comments
Proximity to Transit	Low Medium High	>800 800 400	m m m	0 0.5 1	Transit frequency not included in transit analysis
Proximity to Sidewalk	Low Medium High	>100 100 30	m m m	0 0.5 1	
Proximity to Cycling Infrastructure	Low Medium High Low	<600 600 400	m m m	0 0.5 1	
Distance to Arterial Road	Low Medium High	>1000 1000 500	m m m	0 0.5 1	
Transportation Network Density	Low Medium High	<0.005 0.005-0.01 >0.01	m/m^2 m/m^2 m/m^2	0 0.5 1	Length of road/trail per square metre of observation area (used 0.3km2 hex bins).

1.2 DEVELOPMENT APPLICATIONS

Current development applications were assessed to determine the areas with the most development pressure at the time of Complete Communities analysis.

Table A-4: Proposed housing units from in-stream and upcoming applications as of July 31, 2024, versus water infrastructure condition.

	Proposed Units	
SANITARY	**Green**	**Yellow**
Sing-family dwelling	51	134
Duplex	0	28
Triplex	0	31
Fourplex	4	8
Townhouse	0	189
Apartment	466	268
Total	521	658

Table A-5: Proposed units from in-stream and upcoming development applications as of July 31, 2024 by water infrastructure condition and water catchment.

Water Catchment	Proposed Housing Units
Downtown	291
East Courtenay	66
Sandwick	9
South Courtenay A	19
South Courtenay B	111
West Courtenay A	489
West Courtenay B	194

Table A-6: Proposed units from in-stream and upcoming development applications as of July 31, 2024 by sewer infrastructure condition.

Proposed Units				
Unit Type	**Green**	**Yellow**	**Orange**	**Red**
SFD	9	88	35	53
Duplex	0	28	0	0
Triplex	0	31	0	0
Fourplex	0	12	0	0
TH	0	119	0	70
Apt	0	696	1	37
Total	**9**	**974**	**36**	**160**

Table A-7: Proposed units from in-stream and upcoming development applications as of July 31, 2024 by sewer infrastructure condition and sewer catchment.

Sanitary Sewer Catchment	Proposed Housing Units
Downtown	291
East Courtenay	66
Sandwick	9
South Courtenay A	19
South Courtenay B	111
West Courtenay A	489
West Courtenay B	194

APPENDIX B

TRANSPORTATION LENS - ADDITIONAL MAPS

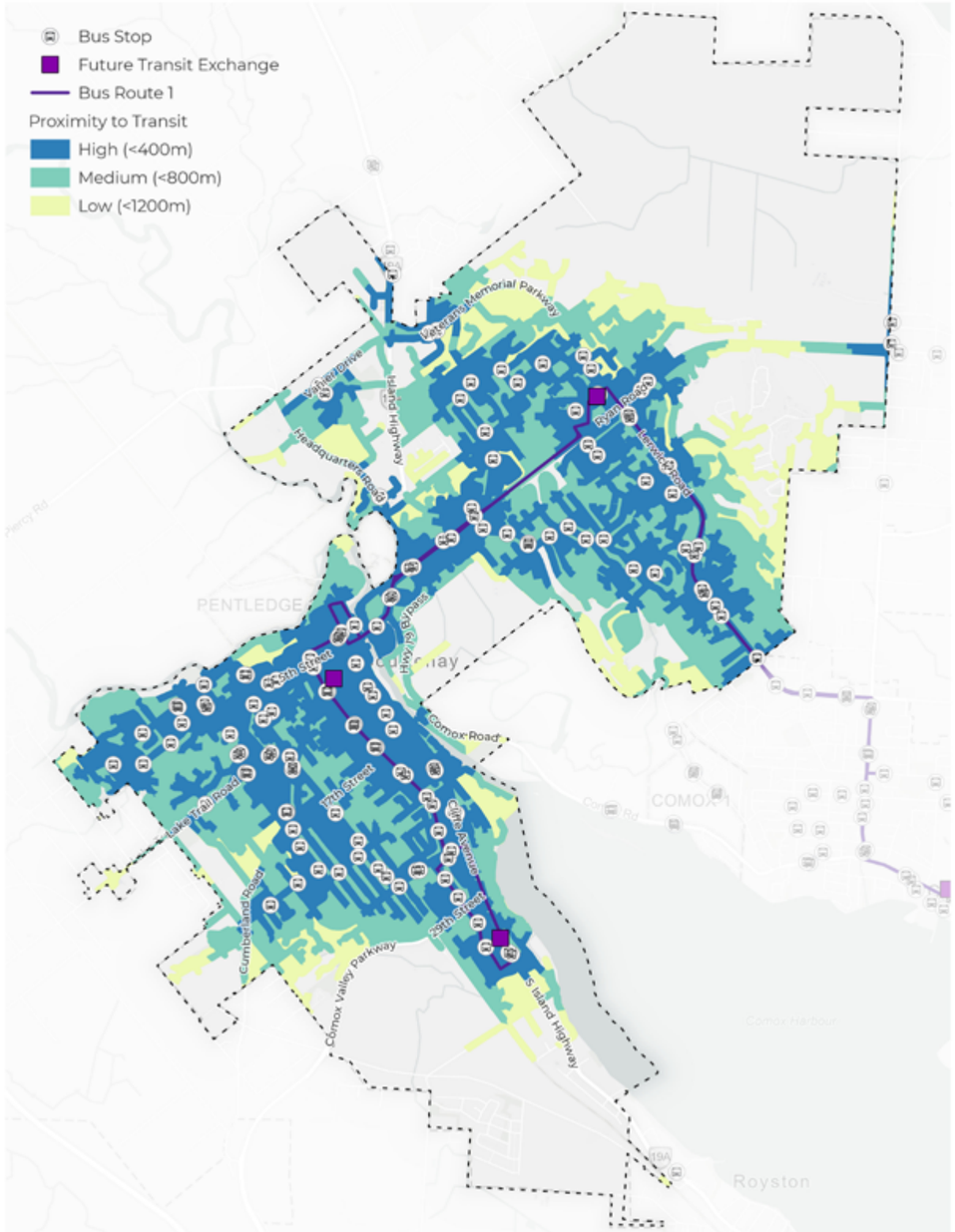


Figure B1: Proximity to transit

TRANSPORTATION: PROXIMITY TO TRANSIT

What Does This Map Show?

Figure B1 illustrates the proximity to transit in Courtenay. Bus stop locations are marked with a bus icon, and the walking distances from each bus stop are represented by colored "walksheds": 400 metres in blue, 800 metres in teal, and 1200 metres in yellow. The areas highlighted in blue and teal align with the City's goal of ensuring access to essential services within a ten-minute walk. However, it's important to note that this measure of proximity does not reflect the quality or frequency of transit service.

The City's most frequent transit route, Route 1, is shown in dark purple. While other routes also support transit in Courtenay, Route 1 is notable for its higher frequency. The City is investing in improved transit services, with future bus exchange stations marked by a purple square.

Observations

- Overall, most lots in Courtenay are within a 10-minute (800m) walk of a bus stop.
- Notable gaps in access are found north of the Lower Ryan Road Growth Center and near GP Vanier Secondary, with access generally declining on properties near the City's western and eastern edges.
- The Cliffe Ave corridor and Downtown have the best access to transit.

Why Does This Matter?

Transit is a vital alternative to driving for reaching destinations that are too far to walk or cycle. By promoting transit-oriented development and encouraging density near transit, cities can enhance transportation options, foster mobility equity, and improve access to essential services and housing. Supporting transit access also helps reduce greenhouse gas emissions, a significant contributor to urban pollution.

TRANSPORTATION: SIDEWALKS

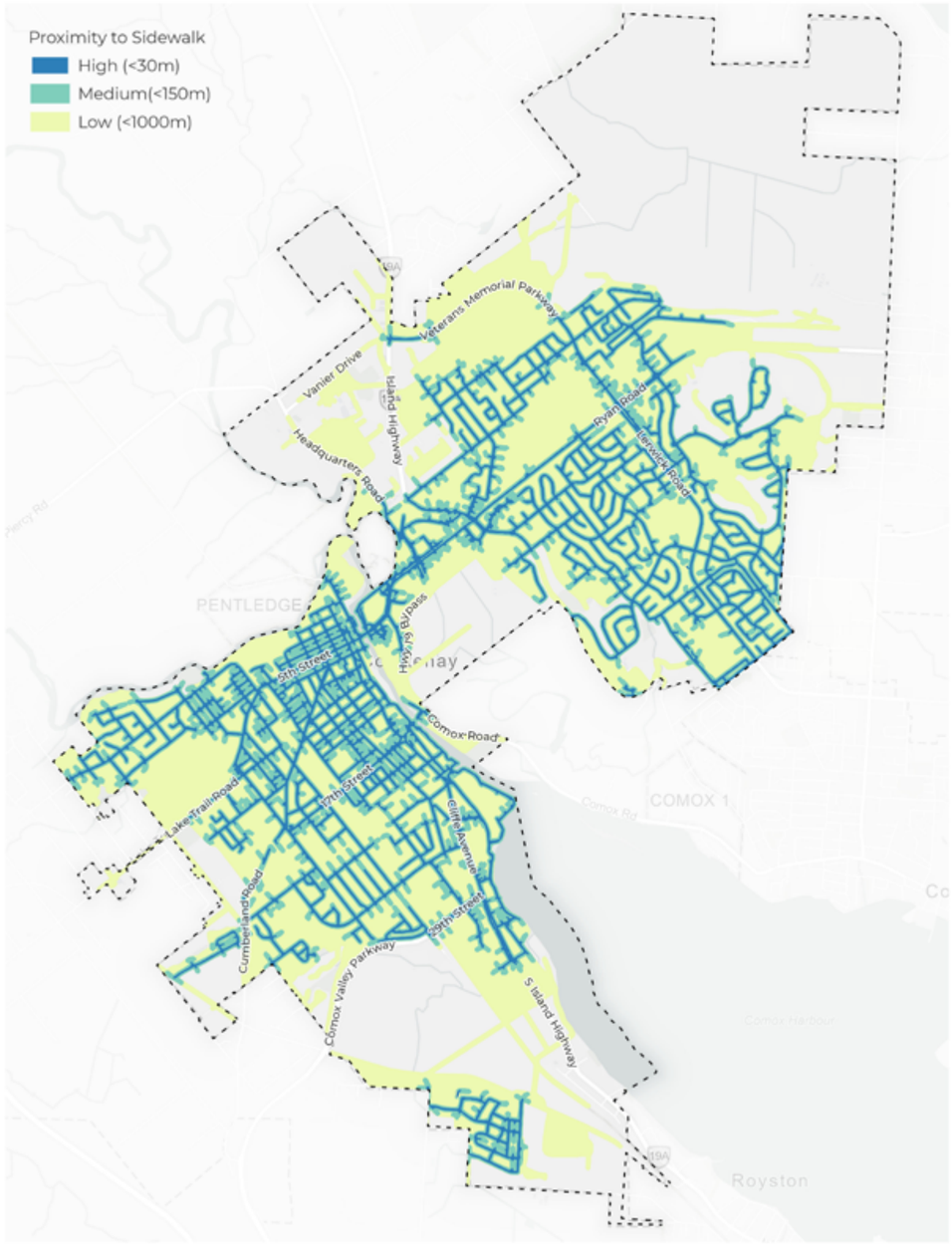


Figure B2: Proximity to sidewalks

What Does This Map Show?

Figure B2 shows the distance to sidewalks in Courtenay. The sidewalk network is outlined in blue. The map shows areas within Courtenay that are close to sidewalks (blue) and areas that are farther from sidewalks (teal and yellow). Sidewalk quality was not included as part of this mapping exercise.

Observations

- Most residential properties in East Courtenay are near a sidewalk
- The urban residential area north of the Lower Ryan Road Secondary Growth Centre has low access to the sidewalk network, which is concerning given the projected number of residents and services in the growth center.
- Residents along Back Road and Glen Urquhart Drive to 10th Street have limited access to sidewalks
- GP Vanier High School has a large catchment area, making it difficult for students to walk or cycle to school because of the long distances involved. Within the Vanier catchment area, several places have limited sidewalk access, with one of the most significant gaps being around the school itself.
- West Courtenay has several gaps in sidewalk access including the area surrounding Arden Elementary School.
- South Courtenay residents may benefit from the Rotary Trail that connects 5th to 29th Street. Many lots that border the trail have medium to low access to the sidewalk network.

Why Does This Matter?

Walking, including use of a mobility device, is fundamental to the transportation network. Areas with a higher proportion of sidewalks are typically more walkable and accessible. Better sidewalk coverage also supports commercial areas and employment/service clusters through improved access and a more pleasant pedestrian environment.

Sidewalks are crucial for both older adults and children, who are among the most vulnerable populations. For older adults, sidewalks enhance safety, mobility, and independence, while for children, they provide a safe route to school and other destinations. Ensuring a well-maintained, connected sidewalk network is essential from an equity perspective, as it helps these groups reach essential places safely and supports their overall well-being.

TRANSPORTATION: CYCLING NETWORKS

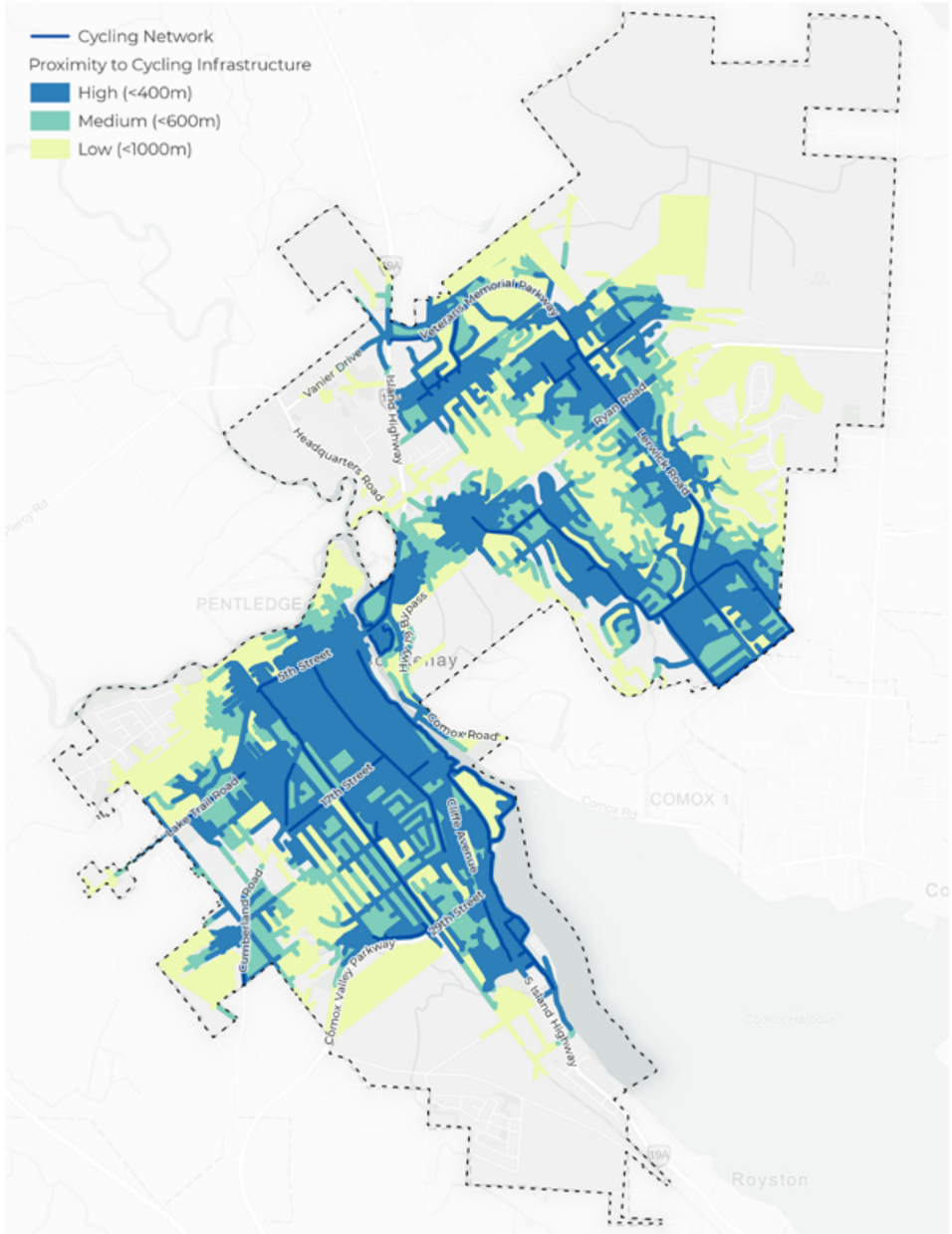


Figure B3: Access to cycling infrastructure

What Does This Map Show?

Figure B3 shows Courtenay's level of access to cycling infrastructure. The cycling network is shown in dark blue. Areas of the community with greater access to cycling routes are shown in blue, while areas with less access are shown in teal and yellow.

Higher proportions of people in proximity to cycling routes creates better mobility equity through additional transportation options. Proximity to cycling facilities also improves proximity to daily needs and housing, less traffic congestion and reduced emissions.

Observations

- East Courtenay has many areas with limited access to cycling infrastructure. This is partially attributed to the dendritic street network which reduces the efficiency of travel for active transportation modes. Ryan Road and Highway 19A restrict connectivity for cyclists due to traffic volume and high speed.
- GP Vanier Highschool has a large catchment area which can make it challenging for students to cycle to school. Within the Vanier catchment area, several places have limited access to the cycling network, with one of the most significant gaps being around the school itself.
- The cycling network does not continue to Arden Elementary.
- There is low access to the cycling network for those who live between the Harmston and Tin Town Secondary Growth Centres.

Why Does This Matter?

Being close to a cycling network benefits residents by encouraging physical activity and making active transportation an easier choice. It improves accessibility and mobility by keeping cyclists separate from vehicle traffic and strengthens community connections by linking different amenities. Furthermore, cycling infrastructure enhances quality of life by offering recreational opportunities and reducing noise pollution. As more residents choose to cycle for their trips, it helps cut down on emissions and traffic congestion, supporting the city's climate goals.

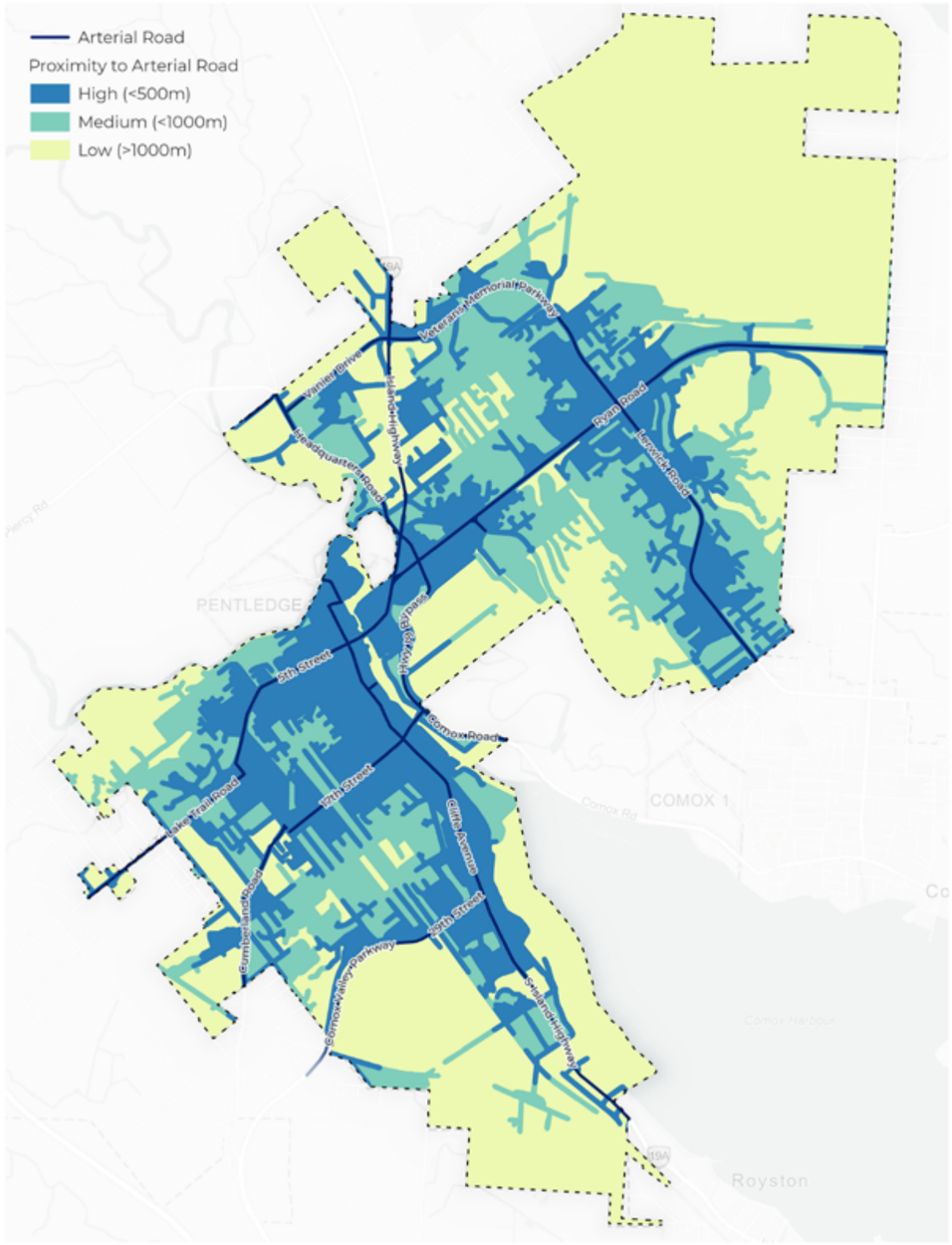


Figure B4: Proximity to arterial roads.

TRANSPORTATION: ARTERIAL ROADS

What Does This Map Show?

Figure B4 shows the distance to arterial roads in Courtenay. The arterial road network is outlined in dark blue. The map shows properties within Courtenay that are close to arterial roads (blue) and areas that are farther from arterial roads (teal and yellow).

The distance to an arterial road is the proportion of the population that lives within 500 m to over 1000 m of an arterial road. This indicator is one way to measure how simple it is for a resident to access a major road network and subsequently reach their destination.

Observations

- West Courtenay is well connected to arterial roads due to the grid street network.
- The dendritic pattern of development of east Courtenay extends travel distances to arterial roads.

Why Does This Matter?

Access to arterial roads is essential because they are the main routes for efficiently transporting people and goods within the city. Well-connected arterial roads improve traffic flow, reduce congestion, and shorten travel times. They can also improve the effectiveness of the public transit system, a main alternative to driving in Courtenay.

TRANSPORTATION: NETWORK DENSITY

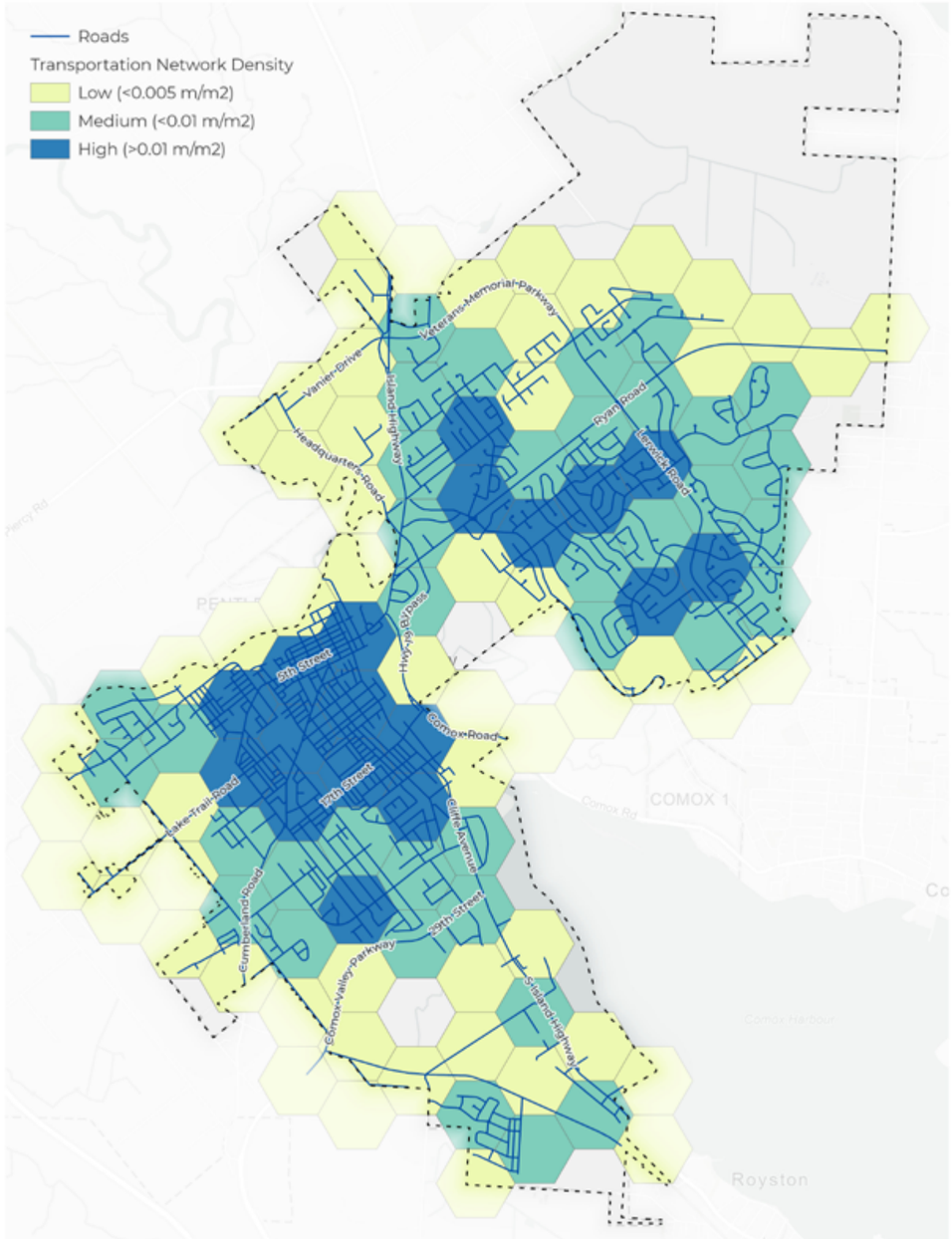


Figure B5: Transportation (road) network density.

What Does This Map Show?

Figure B5 shows the road network density in Courtenay. The existing transportation network is drawn in dark blue. The map shows areas within Courtenay that have a higher network density (blue hexagons) and areas that have a lower network density (teal and yellow hexagons). Network density refers to the density of roads in each measurement area. Methodology for calculating transportation network density is explained in further detail in **Appendix A**.

Observations

- All designated primary and secondary growth centres have medium to high network connectivity
- The Downtown and Cliffe Avenue Primary Growth Centres have the highest connectivity in their street networks.

Why Does This Matter?

A higher density transportation network is more cohesive and easier to navigate in a shorter period of time. This is particularly important to active modes of transportation such as walking and cycling. It also provides alternative routes in case of travel disruptions.

APPENDIX C

DAILY NEEDS - ADDITIONAL MAPS

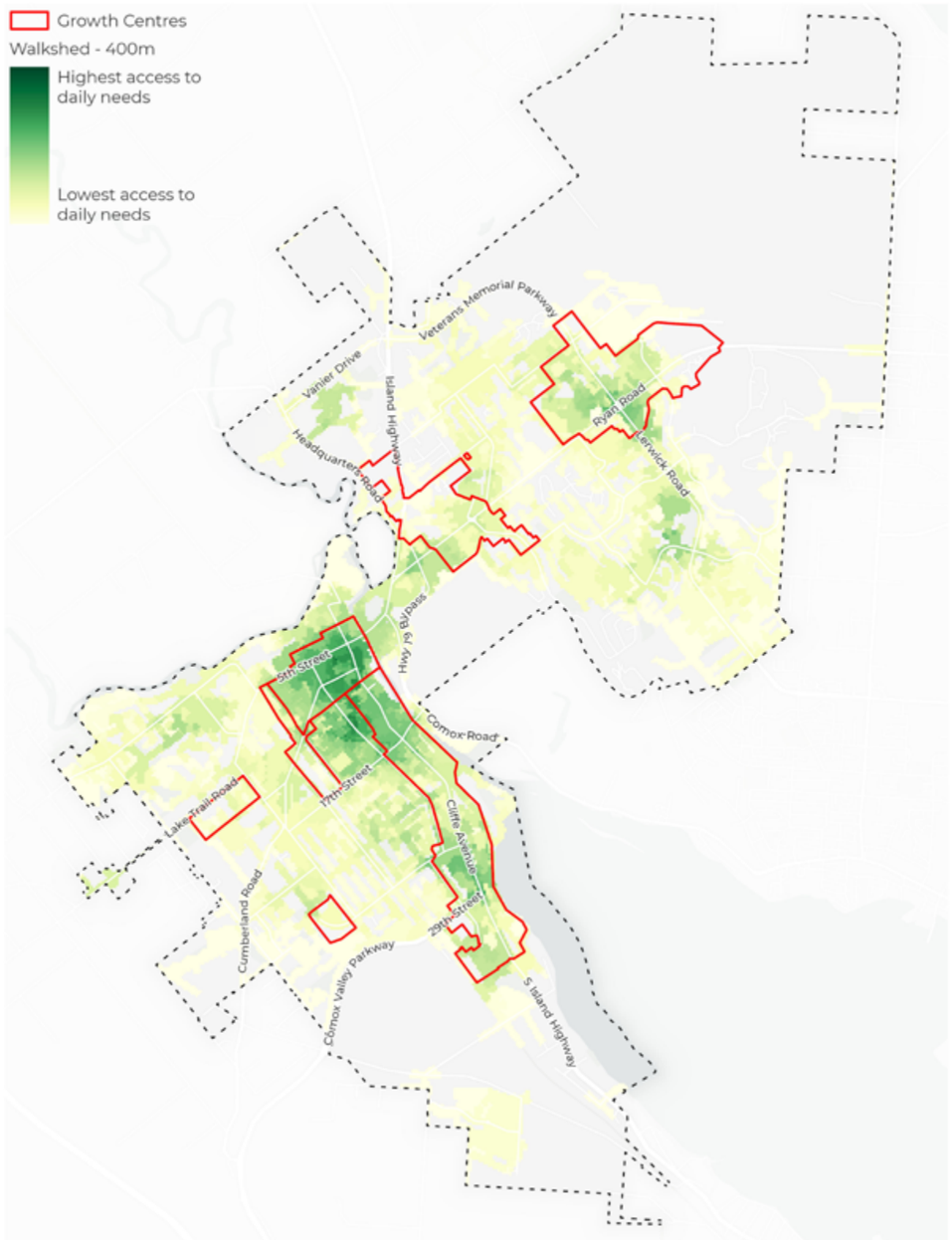


Figure C1: Access to daily needs within a 400 metre walk in Courtenay, with Growth Centres overlaid in red.

DAILY NEEDS: 400 METRE WALKSHED

What Does This Map Show?

Figure C1 shows the distribution of daily needs within 400 metres, an average 5-minute walk. Daily needs generally refers to the services and amenities that residents require for their everyday lives such as grocery stores, public transit, parks, childcare, professional services, and employment opportunities.
Areas where residents have access to many daily needs are marked in dark green, indicating a higher 'access to daily needs' score as shown in the map legend. Areas where residents have fewer daily needs within the same distance are shown in yellow.

The daily needs included in the analysis include:

- Childcare
- Schools
- Library
- Grocery & Convenience stores
- Health services e.g. dentists, doctors, physiotherapists
- Bus stops
- Parks & Community Gardens
- Restaurants
- Secondary Gathering Places e.g. community centres, legion, churches
- Sports Facilities
- Arts & Cultural Facilities
- Commercial businesses

Observations

- The distribution of key daily needs in Courtenay is uneven, illustrated by the areas of dark green and light yellow on the map.
- West Courtenay has the highest access to daily needs, especially downtown and along the north side of the Cliffe Avenue corridor.
- The Lower Ryan Road Growth Centre currently has low access to daily needs within 400 metres and new development should be mixed-use within the Town Centre as a result.
- The Lake Trail and Tin Town Secondary Growth Centres have low access to daily needs, highlighting the need for mixed-use development.
- Urban Residential areas have the lowest access to daily needs within 400 metres, highlighting the need for quality multi-modal transportation options to provide easy access to areas with better access to daily needs.

Why Does This Matter?

Compared to 800 and 1200 metre walking distances, the 400 metre walking distance map indicates directly where additional daily needs are required.

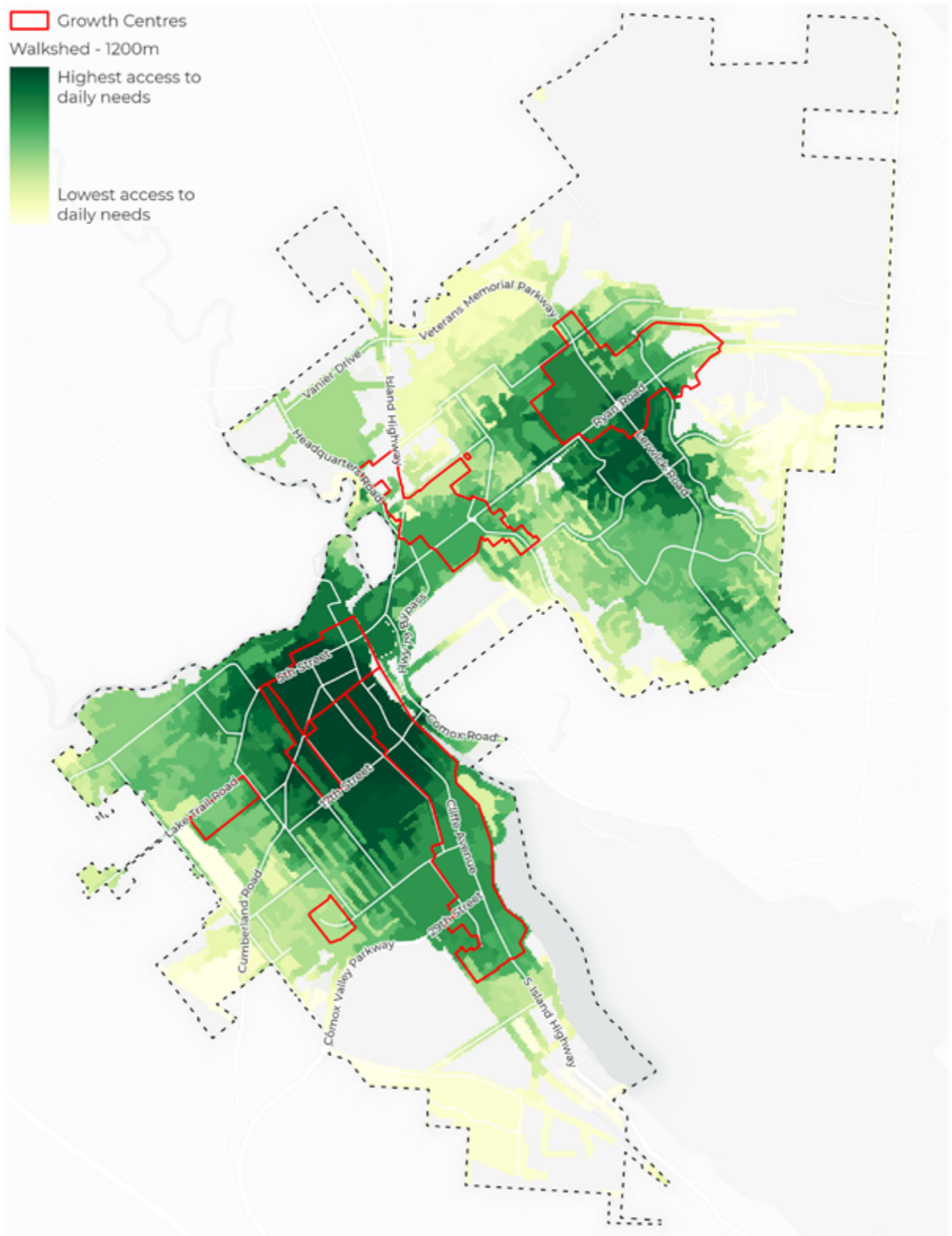


Figure C2: Access to daily needs within a 1200 metre walk in Courtenay, with Growth Centres overlaid in red.

DAILY NEEDS: 1200 METRE WALKSHED

What Does This Map Show?

Figure C2 shows the distribution of daily needs within 1200 metres, an average 15-minute walk. Daily needs generally refers to the services and amenities that residents require for their everyday lives such as grocery stores, public transit, parks, childcare, professional services, and employment opportunities.

Areas of the City where residents have access to many daily needs are marked in dark green, indicating a higher 'access to daily needs' score as shown in the map legend. Areas where residents have fewer daily needs within the same distance are shown in yellow.
The daily needs included in the analysis include:

- Childcare
- Schools
- Library
- Grocery & Convenience stores
- Health services e.g. dentists, doctors, physiotherapists
- Bus stops
- Parks & Community Gardens
- Restaurants
- Secondary Gathering Places e.g. community centres, legion, churches
- Sports Facilities
- Arts & Cultural Facilities
- Commercial businesses

Observations

- West Courtenay, Downtown, and parts of east Courtenay have the highest access to daily needs within 1200 metres.
- The Lower Ryan Road and Southwest Courtenay Growth Centre's currently have low access to daily needs within 1200 metres.

Why Does This Matter?

Compared to 400 and 800 metre walking distances, the 1200 metre walking distance map has a less direct representation of access to daily needs. It reveals the areas that are far from daily needs.

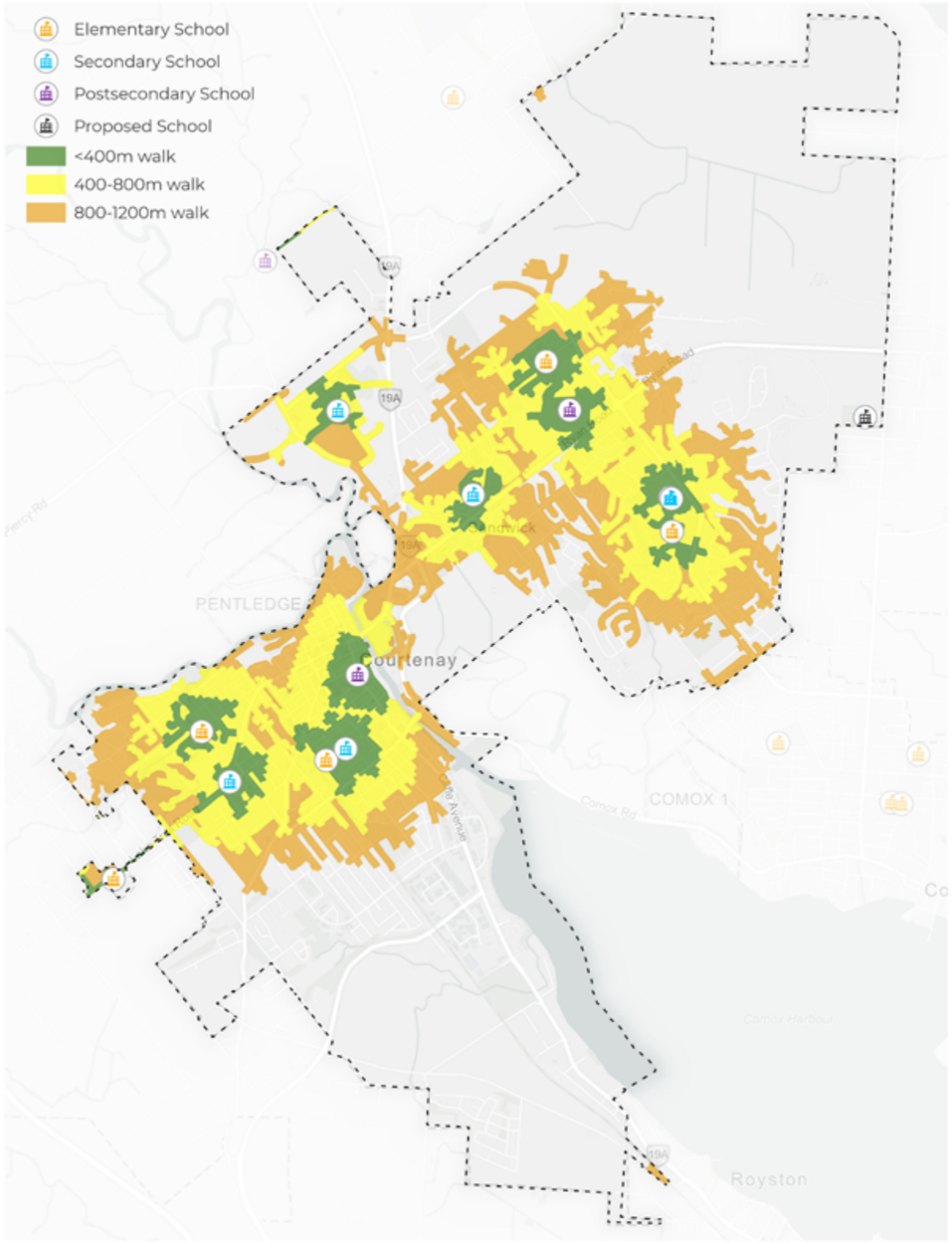


Figure C3: Access to daily needs within a 1200 metre walk in Courtenay, with Growth Centres overlaid in red.

DAILY NEEDS: SCHOOLS

What Does This Map Show?

Figure C3 shows the location of primary, secondary, and post-secondary education facilities in Courtenay in relation to walking distance. Secondary school icons include middle schools.

Observations

- There are very few residents within walking distance to GP Vanier Secondary School. Most of Courtenay's Grades 9 to 12 students are within the school's catchment area.
- Many residents of South Courtenay and East Courtenay must walk more than 1200 meters to reach a school.

Why Does This Matter?

Schools within local neighborhoods enhance safety and accessibility for students travelling to school. Neighborhood schools make it easier for children to access school using active transportation. This allows children to come to school with some exercise and reduce bussing costs and safety concerns in the parking lot at drop off and pickup. Local schools also promote community engagement and social cohesion by serving as gathering spaces.

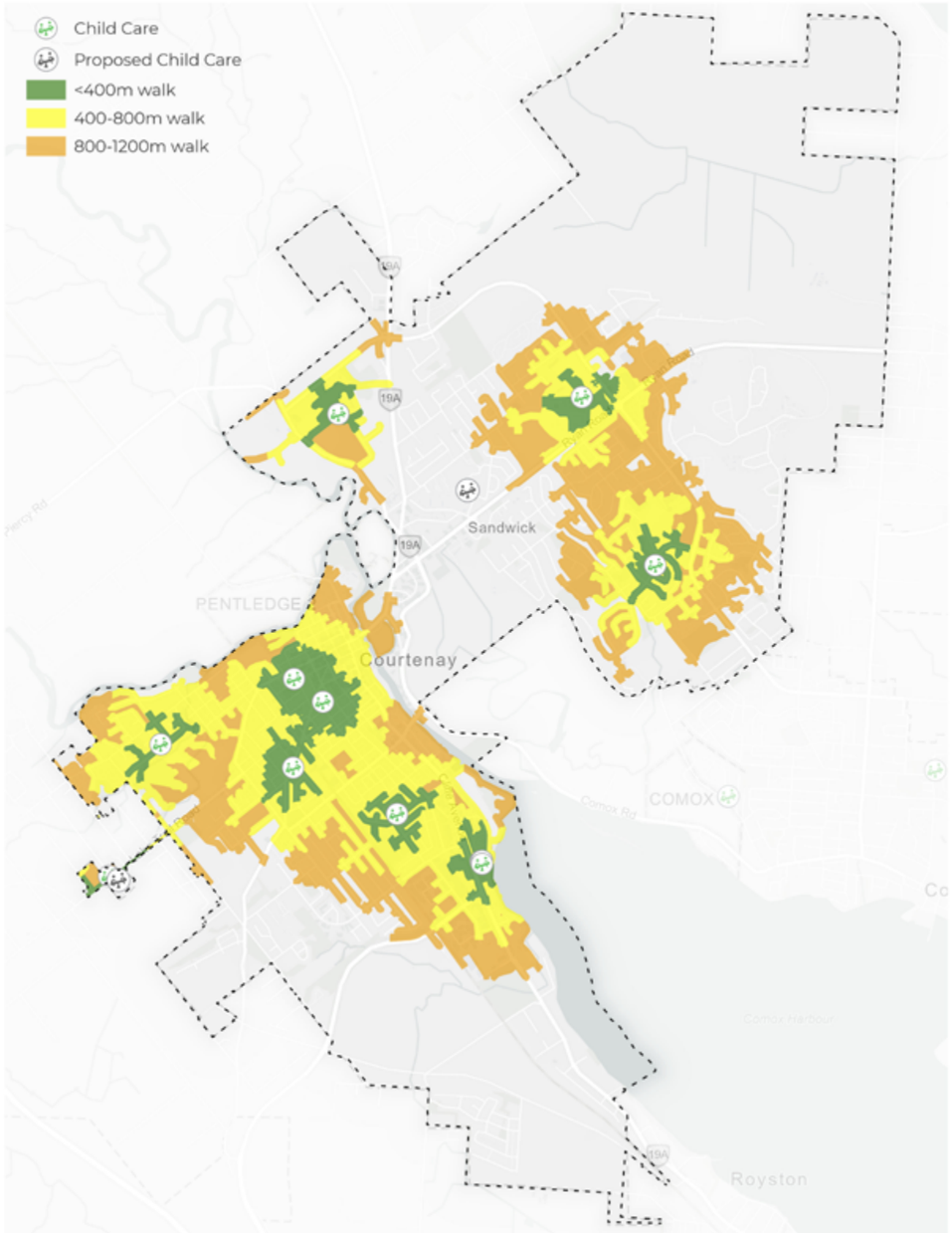


Figure C4: Access to childcare facilities.

DAILY NEEDS: ACCESS TO CHILDCARE

What Does This Map Show?

Figure C4 shows locations of commercial childcare facilities and 400, 800, and 1200 metre walking distances. Green areas are a 400 metre walk from childcare, yellow areas are 400-800 metre walk from childcare, and orange areas are an 800-1200 metre walk from childcare. There may have been additional childcare facilities built since the time of data collection in spring of 2023. This map also does not show in-home childcare facilities (maximum 8 children).

Observations

- There are areas of Courtenay without access to childcare within 1200 metres, namely between Highway 19A and established residential areas of east Courtenay.
- Downtown has the highest concentration of childcare facilities. The remaining facilities are distributed throughout Courtenay.

Why Does This Matter?

Childcare is an essential daily need for families and thus, an important aspect of complete communities. In an ideal complete community, all residents have access to childcare within walking distance.

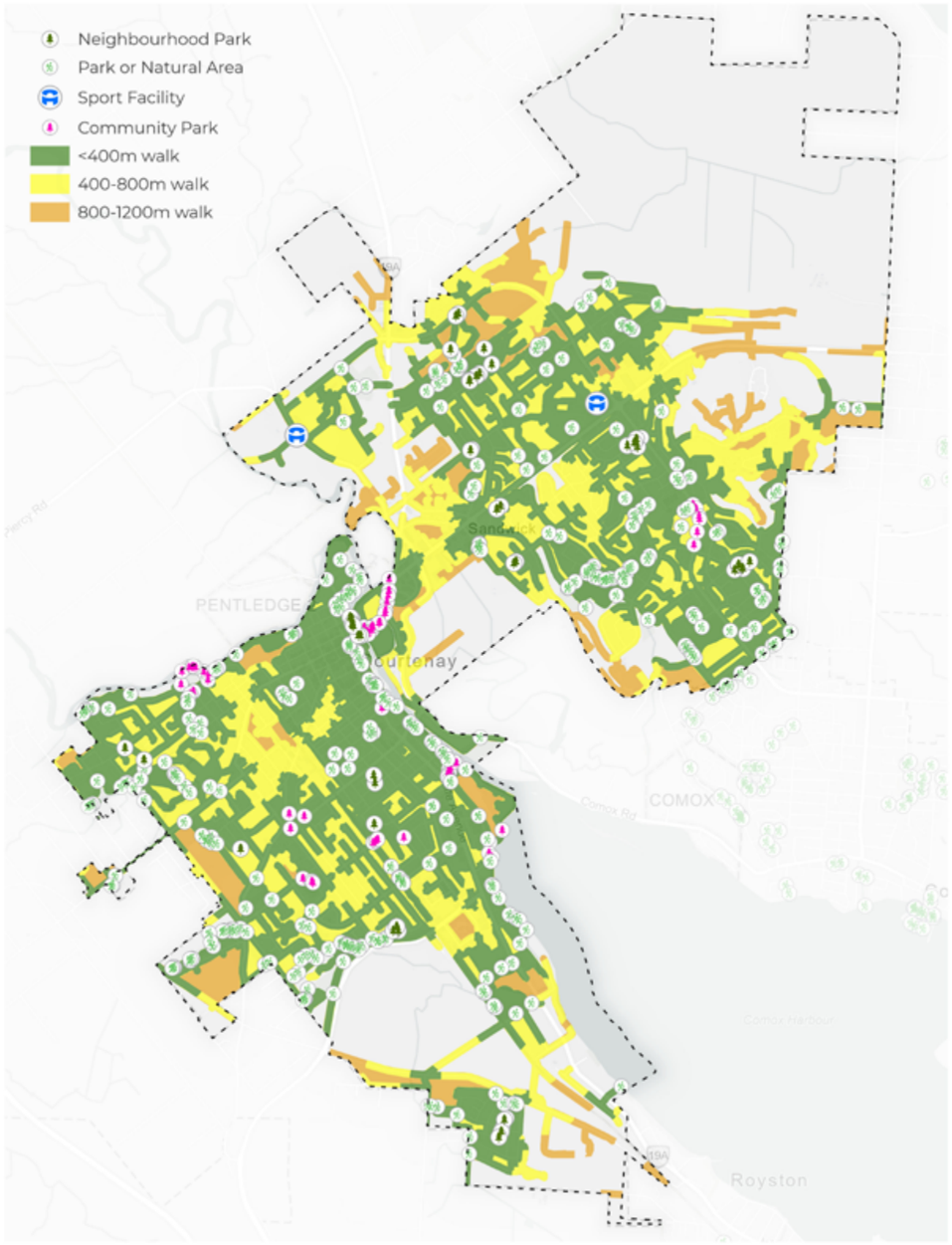


Figure C5: Access to parks and recreation facilities.

DAILY NEEDS: PARKS & RECREATION FACILITIES

What Does This Map Show?

Figure C5 shows community and neighborhood parks, natural areas, and sport facilities in relation to walking distance. Green areas are a 400 metre walk, yellow areas are 400-800 metre walk, and orange areas are an 800-1200 metre walk from parks and recreation facilities. Community parks provide a diverse range of amenities; Lewis Park is an example of a community park. Attributes of neighborhood parks vary in Courtenay, but these parks typically have fewer amenities than community parks. An example of a neighborhood park would be Harmston Park. "Park or natural areas" provide passive opportunities to enjoy nature, like walking, opposed to more programmed forms of recreation like playgrounds and sports fields.

Observations

- Most residents are within an 800m walk of a park or recreation facility across the city.
- The distribution of parks and recreation facilities differs between the east and west sides of the city. On the west side, community parks are more evenly distributed, whereas neighborhood parks are more evenly distributed on the east side.
- Sports facilities are concentrated in the north-east, however these are regional facilities that are not intended to service residents on a neighborhood basis.
- The biggest gaps in walkability to parks and recreation facilities are found west of Downtown, along Mid and Lower Ryan Road, and in South Courtenay.

Why Does This Matter?

Courtenay's parks and recreation facilities provide intrinsic environmental, health, and social benefits to residents. It's important for residents to have equitable access to parks and recreation facilities so all residents can derive these benefits. The 2019 Parks and Recreation Master Plan notes that "ideally all residents shall have access to a community park within 800m and neighborhood park within 400m of their home." The 2019 Parks and Recreation Master Plan and the 2023 Implementation Plan outline actions for land acquisition. In the short term, the goals are to establish guidelines for acquiring community and neighborhood parkland and to identify sites for potential trade to secure higher-value parkland. In the medium term, the objectives include adding off-leash areas on both sides of the city and enhancing or introducing youth amenities, such as a skate park or bike skills area. Access to parks and recreation facilities should also be considered as part of these initiatives

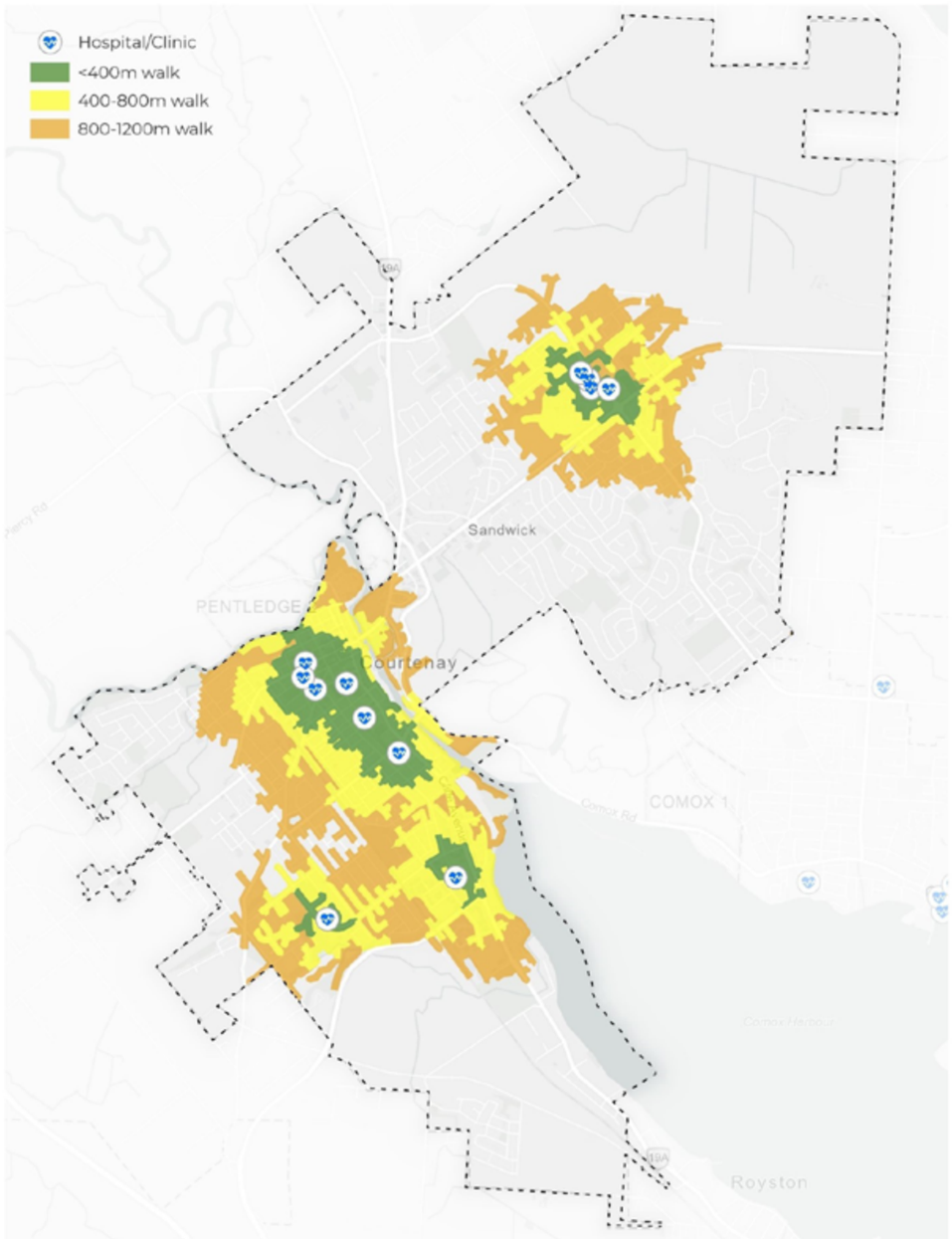


Figure C6: Access to Hospital/Clinic

DAILY NEEDS: HOSPITAL/CLINIC

What Does This Map Show?

Figure C6 shows the hospital and clinic in Courtenay. Green areas are a 400-metre walk, yellow areas are 400-800 metre walk, and orange areas are an 800-1200 metre walk from parks and recreation facilities.

Observations

- Much of West Courtenay is within 1200 metres of a Clinic.
- Most residential areas in east Courtenay are further than 1200 metres from a clinic.

Why Does This Matter?

Clinics are an important daily need. Hospitals are also an important need but will not require daily access for a large segment of the population. Clinics should be a permitted use in all commercial and mixed-use designations.

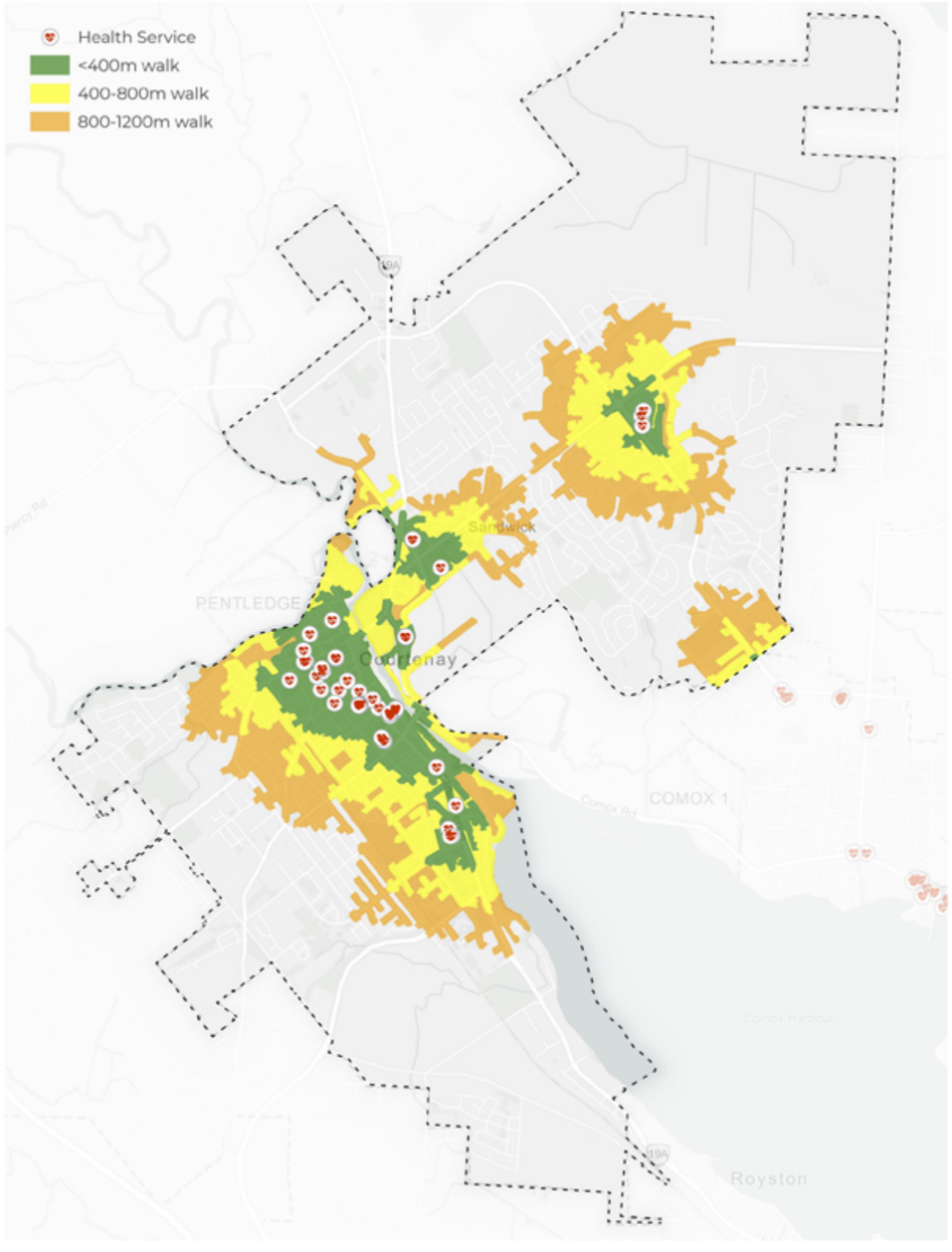


Figure C7: Access to health services.

DAILY NEEDS: HEALTH SERVICES

What Does This Map Show?

Figure C7 shows health services facilities in relation to walking distance. Green areas are a 400 metre walk from health services, yellow areas are 400-800 metre walk from health services, and orange areas are an 800-1200 metre walk from health services. This includes services like pharmacies, labs, physiotherapists, dentists, and optometrists. It should be noted that the hospital and physician's offices are not included on this map.

Observations

- Health services are mainly concentrated along Cliffe Avenue, Downtown, and Upper Ryan Road, which are designated as Primary Growth Centers. Many residents will need to walk more than 1200m to access health services.

Why Does This Matter?

Adequate access to healthcare facilities is a key determinant of health. Access to health services contributes to an overall increased quality of life. It also contributes to making Courtenay more age-friendly, which is particularly important given the City's aging population.

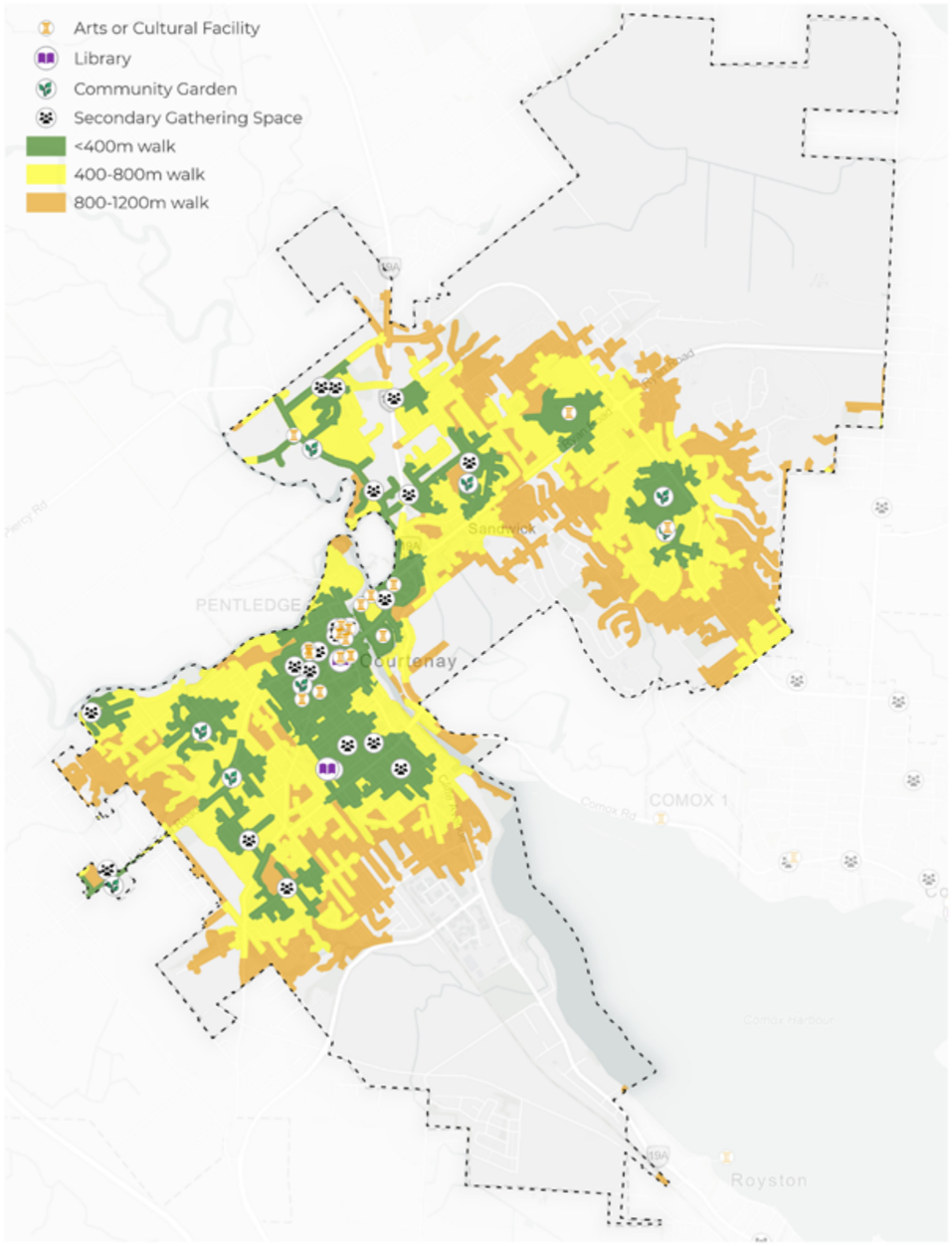


Figure C8: Access to arts & culture facilities.

DAILY NEEDS: ARTS & CULTURE FACILITIES

What Does This Map Show?

Figure C8 shows the location of art centres, community gardens, the library, and secondary gathering spaces.

Observations

- Most residents are within an 800m walk of an arts and culture facility.
- Facilities are concentrated downtown.
- Arts and culture facilities located in neighborhoods across the city primarily consist of churches and community gardens.

Why Does This Matter?

Arts and culture facilities provide spaces for community members to engage and reframe important social topics such as climate change, reconciliation and equity, and provide for creative and safe opportunities to explore our complex and changing world. A thriving cultural climate is a sign of a vibrant community. Arts and culture renew communities, build identity and pride, strengthen bonds, and improve quality of life on all socioeconomic levels. Seasonal celebrations and ceremonies help connect to the living heritage of local ecosystems, such as the K'ómoks First Nation tradition of celebrating the annual return of individual salmon species.

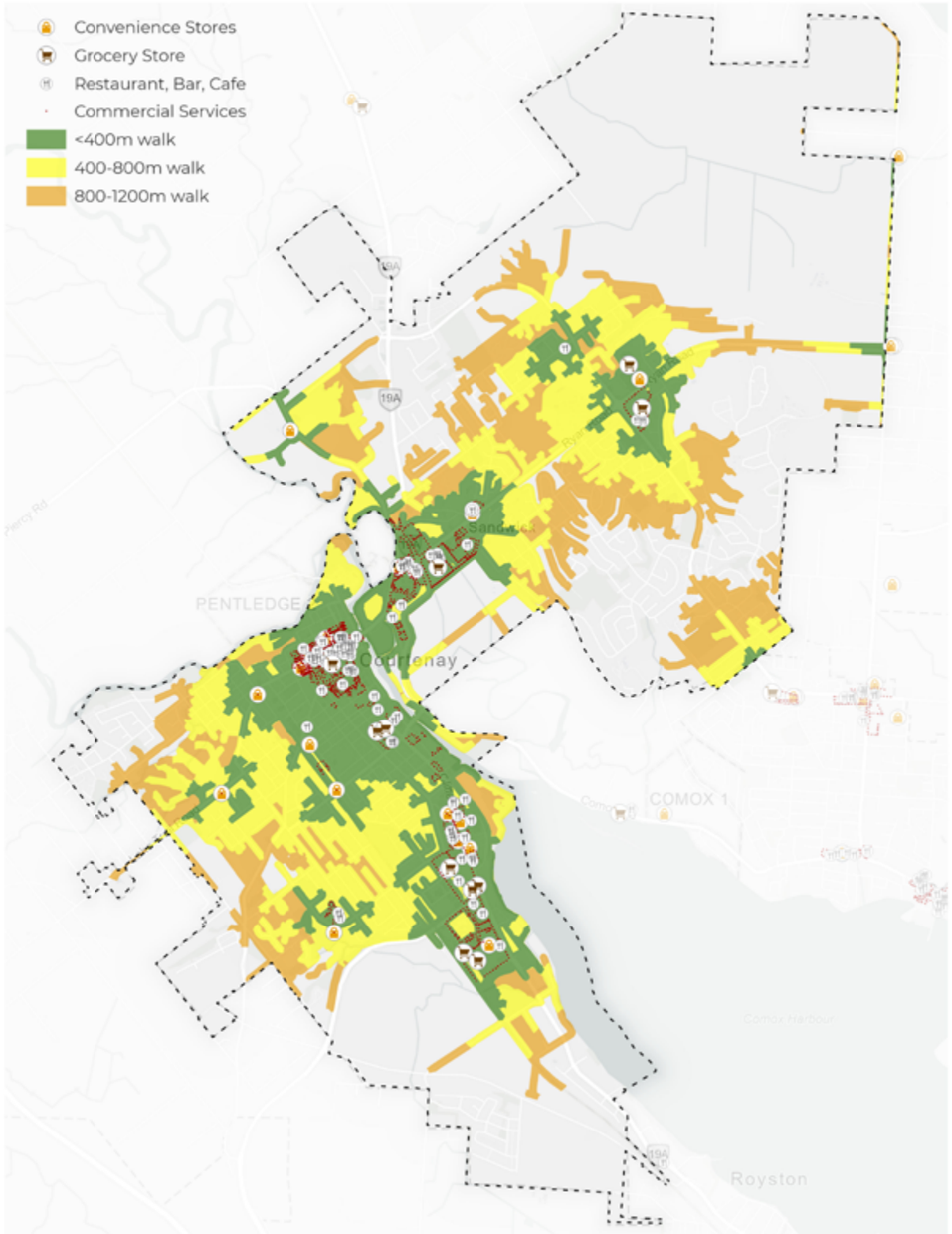


Figure C9: Access to food and commercial services

DAILY NEEDS: FOOD & COMMERCIAL SERVICES

What Does This Map Show?

Figure C9 shows the location of grocery stores, convenience stores, restaurants, bars, cafes, and commercial services in Courtenay in relation to walking distance.

Observations

- Food and commercial services are mainly concentrated along Cliffe Ave, Downtown, and Upper Ryan Road, which are designated as Primary Growth Centers. Many residents will need to walk more than 1200m to access food & commercial services.
- East Courtenay has the largest gaps in food & commercial services, with some residents accessing these Daily Needs in Comox.

Why Does This Matter?

Access to grocery stores is a key determinant in the consumption of healthy and nutritious foods. Convenience stores generally do not carry a wide variety of perishable food items but can function as community gathering spaces. Having food and commercial goods available locally improves convenience, supports local businesses, strengthens community cohesion, and encourages increased physical activity.

APPENDIX D

LIKELIHOOD OF REDEVELOPMENT - ADDITIONAL MAPS

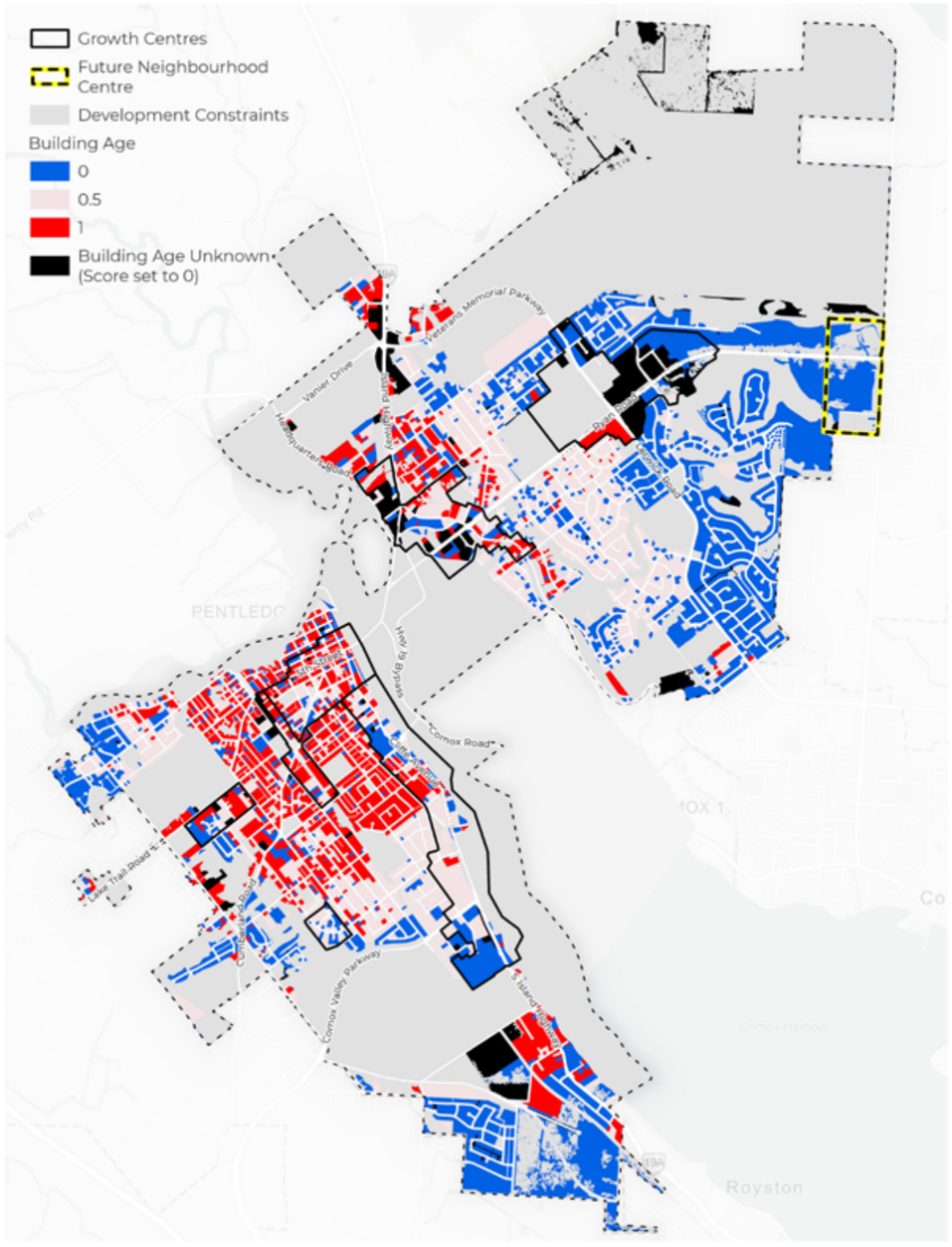


Figure D1: Building age.

LIKELIHOOD OF REDEVELOPMENT: BUILDING AGE

What Does This Map Show?

Figure D1 shows Building Age as determined by BC Assessment. Blue properties with a score of 0 have buildings less than 30 years old. Light red properties with a score of 0.5 have buildings 30-50 years old. Red properties with a score of 1 are vacant or have buildings older than 50 years. Grey properties labelled "Development Constraints" include the development constraints listed in section 7.3.2 and properties for which redevelopment is not relevant, such as North Island College and North Island Hospital – Comox Valley. Black properties are those for which BC Assessment building age is not provided.

Category	Likelihood of Redevelopment	Value	Unit	Numerical Score
Building Age	Low	<30	years	0
	Medium	30-50	years	0.5
	High	>50	years	1
Improvement Ratio	Low	>1	%	0
	Medium	0.5-1	%	0.5
	High	<0.5	%	1
Assessed Improvement Value per Sq.m	Low	>3000	dollars	0
	Medium	2000-3000	dollars	0.5
	High	<2000	dollars	1
Lot Size	Low	<500	area (sq m)	0
	Medium	500-750	area (sq m)	0.5
	High	>750	area (sq m)	1

Observations

- West Courtenay generally has older buildings than east Courtenay, except in the Lower Ryan Road Growth Centre. There are also small concentrations of vacant properties or older buildings north of Vertans Memorial Parkway at the intersection of Highway 19A, and at the southwest corner of Lerwick Road and Ryan Road in the Upper Ryan Road Growth Centre.
- Some properties designated Industrial in the OCP are vacant or have old buildings.

Why Does This Matter?

Though only one variable within the likelihood of redevelopment equation, older buildings generally reduce property values compared to similar properties with newer buildings, and improve financial feasibility for redevelopment. This variable does not capture older buildings that may have been restored, or the differences value associated with building density or use, which are accounted for in the Improvement Ratio and Assessed Value per square metre variables.

LIKELIHOOD OF REDEVELOPMENT: IMPROVEMENT RATIO

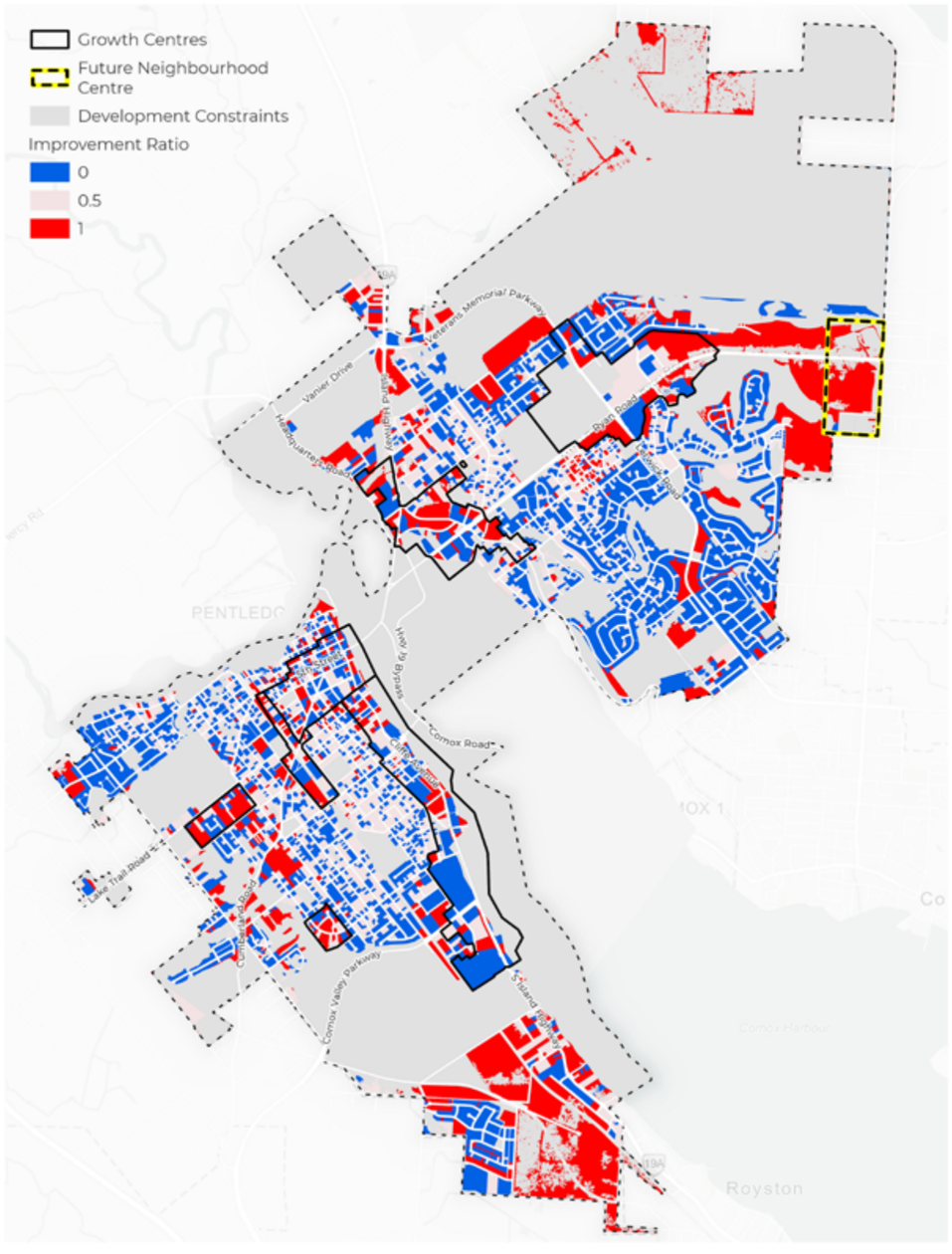


Figure D2: Improvement ratio.

What Does This Map Show?

Figure D2 displays Improvement Ratio, meaning the ratio of BC Assessment improvement value to land value as of July 2023 (2024 BC Assessment Data). Properties with a ratio of 1 or more receive a score of 0. Properties with an improvement ratio of 0.5-1.0 score 0.5. Properties with an improvement ratio of less than 0.5 score 1. Examples:

- A property with $1,500,000 improvement value and $1,000,000 land value has an improvement ratio of 1.5; the improvements are valued higher than the land, which can reduce fincial feasibilty of redevelopment.
- A property with $750,000 improvement value and $1,000,000 land value has an improvement ratio of 0.75; the improvements are less valuable than the land, which can improve financial feasibility of redevelopment compared to the example above.
- A property with $250,000 improvement value and $1,000,000 land value has an improvement ratio of 0.25; the improvements are much less valuable than the land, which can improve financial feasibility of redevelopment compared to the examples above.

Category	Likelihood of Redevelopment	Value	Unit	Numerical Score
Improvement Ratio	Low	>1	%	0
	Medium	0.5-1	%	0.5
	High	<0.5	%	1

Observations

- Though there are many older buildings in West Courtenay as shown on **Figure E1**, low improvement ratios (which receive a high score) are not as widespread. However, there are still many properties with a "medium" score.
- The Valley View and Aberdeen Heights neighbourhoods, and developed areas of the Crown Isle neighbourhood in east Courtenay generally have high improvement ratios, resulting in a "low" score.

Why Does This Matter?

Improvement ratios are an important variable in the financial feasibility of development equation.

LIKELIHOOD OF REDEVELOPMENT: LOT SIZE

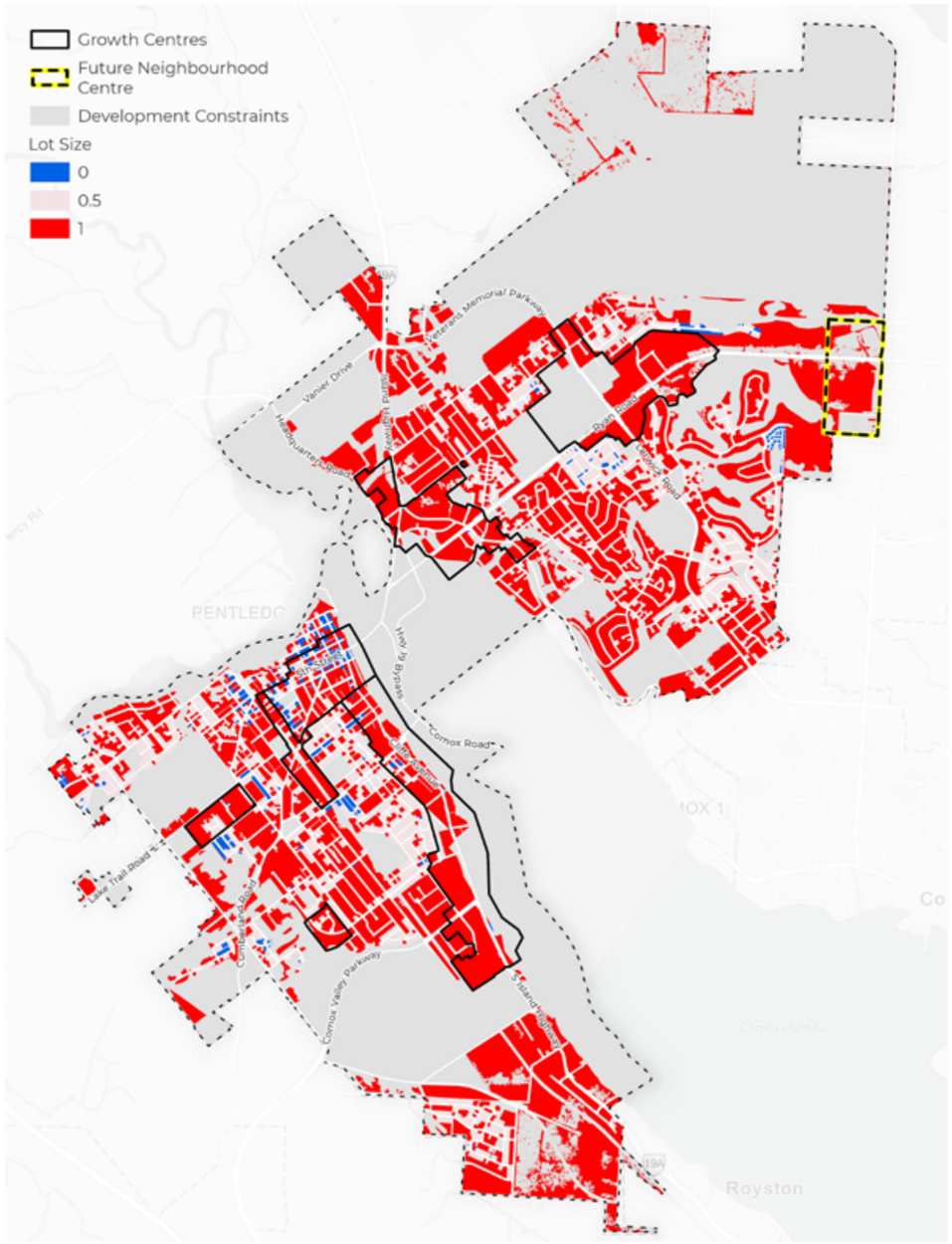


Figure D3: Lot size.

What Does This Map Show?

Figure D3 shows lot size as categorized for the likelihood of redevelopment in Courtenay. Larger lots are more likely to redevelop for land uses that would otherwise require small-lot assemblies.

Category	Likelihood of Redevelopment	Value	Unit	Numerical Score
Lot Size	Low	<500	area (m2)	0
	Medium	500-750	area (m2)	0.5
	High	>750	area (m2)	1

Observations

- Most of Courtenay has relatively large properties.
- The prevalence of lots that are zoned R-SSMUH, designated Urban Residential, and larger than 750 square metres will lend well to infill development over time.

Why Does This Matter?

Lot size is a key factor in the likelihood of redevelopment. Where redevelopment requires land assembly, the cooperation of multiple landowners is required. Developers typically pay above the current market value to entice sale of properties that would otherwise not be on the market. However, where there are holdouts in key locations, such as where an access road may be needed, a developer may have to far exceed the current value to proceed. This can reduce the feasibility of new development.

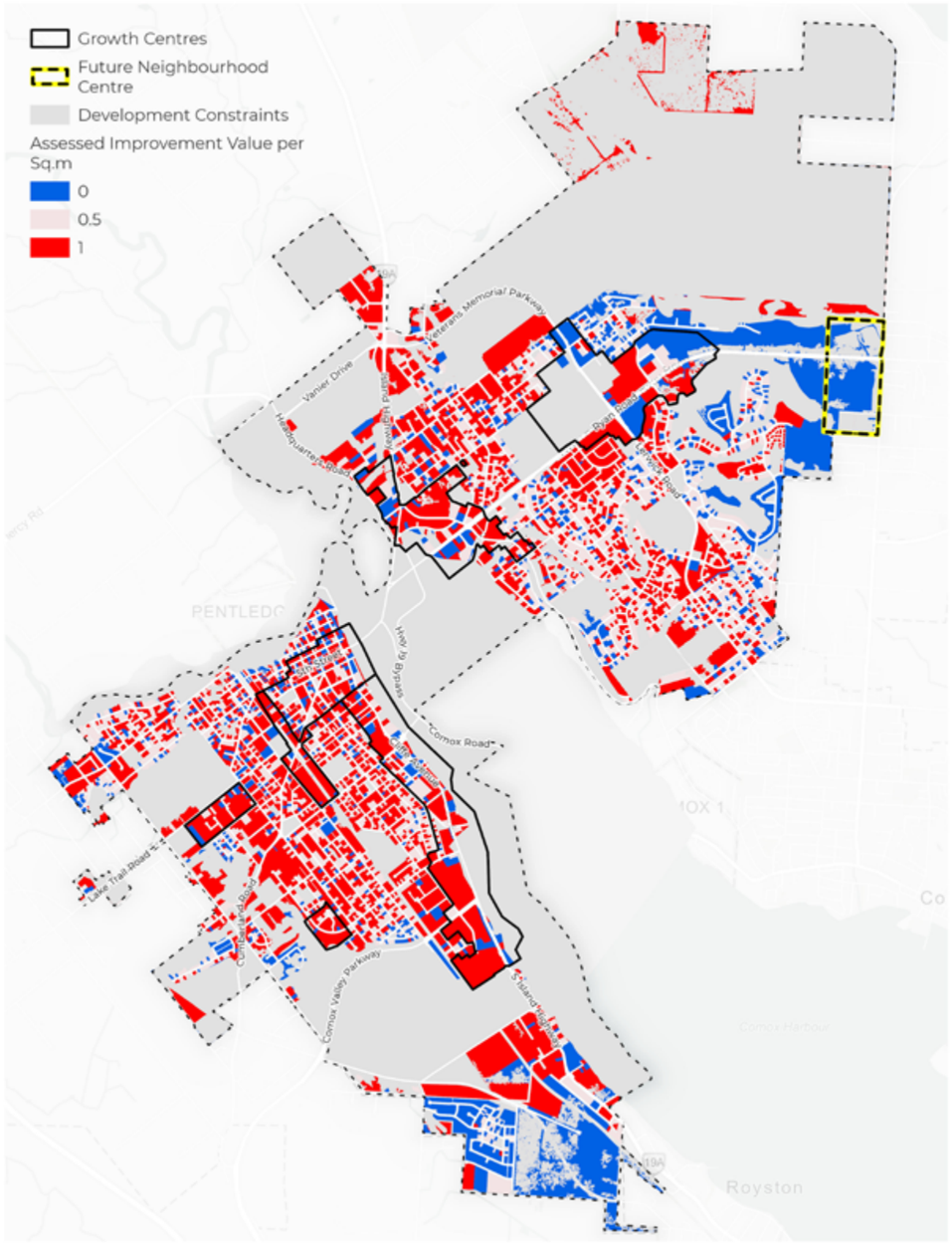


Figure D4: Assessment improvement value per square metre.

LIKELIHOOD OF REDEVELOPMENT: ASSESSED IMPROVEMENT VALUE PER SQUARE METRE

What Does This Map Show?

Figure D4 displays the assessed improvement value per square meter of building area as broken down in the table below.

Category	Likelihood of Redevelopment	Value	Unit	Numerical Score
Assessed improvement value per m²	**Low**	**>3000**	**dollars**	**0**
	Medium	**2000-3000**	**dollars**	**0.5**
	High	**<2000**	**dollars**	**1**

Observations

- There are many buildings in Courtenay with an assessed improvement value per square metre less than $2000 (high score).
- Most parcels in West Courtenay have improvement values per square metre less the $2000 (high score), though there are interspersed parcels with low scores.

Why Does This Matter?

Different types of buildings of the same age and size have different values per square metre, such as luxury homes with high-cost finishes versus "builder standard" homes with low-cost finishes. Buildings of different uses but similar age also have different values per square metre, such as residential buildings (lower) versus commercial buildings (higher). Buildings with a higher value per square metre are typically less likely to be redeveloped than those with lower values per square metre.