CHERRY CREEK WATERWORKS DISTRICT
Conversion Study

FINAL REPORT
July 2024

CONNECTIONS
Planning Associates Ltd.

In collaboration with:
URBAN
SYSTEMS

Cherry Creek Waterworks District

Conversion Study

FINAL REPORT

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EXECUTIVE SUMMARY

For over 60 years, the Cherry Creek Waterworks District (CCWWD) has been providing potable water and fire protection services to the residents of Cherry Creek, near Port Alberni, BC. Due to a number of driving factors in recent years – including aging infrastructure, increasing regulations and costs, and inability to access grants – the CCWWD Board of Trustees is exploring the pros and cons of the potential conversion of its services to the Alberni-Clayoquot Regional District (ACRD).

The study provides a technical, unbiased review of the service delivery, governance, and financial aspects of the current operations. Based on the research and analysis, the following table highlights the benefits, drawbacks and uncertainties to both scenarios:

Remain as CCWWD (status quo)

Benefits	Drawbacks	Uncertainties
Locally elected body through CCWWD Board of Trustees	Narrow scope and jurisdiction for CCWWD Board of Trustees	Volunteer capacity of future Trustees
Local office for administration and meetings	Limited staff resources (both technical and administrative)	Future operating costs (WTP operator, asset renewal)
Improvement district's focus is solely on water and fire services	Higher insurance and borrowing rates	Referendum (for future borrowing as required)
	No ability to defer water tolls on property taxes	
	No access to senior government grants	

Conversion to ACRD (water and fire local services)

Benefits	Drawbacks	Uncertainties
Enhanced technical coverage, including full time operations staff	Reduced representation (from 5 Board of Trustees to 2 EA Directors)	Senior government grants
Access to additional professional staff and administrative capacity	ACRD/EA Director has multiple issues to manage (in addition to water and fire)	Future operating costs (WTP operator, asset renewal)
Lower insurance rates (liability)	Water administration relocation to ACRD office	Referendum (for future borrowing as required)
A few other lower operating costs, including no costs for Board of Trustees	Some additional operational expenses (technical/admin staff, provincial surveyor of taxes fee)	
Lower borrowing rates through Municipal Finance Authority	Increased bureaucracy	
Water taxes eligible for deferral and homeowner grant		
Potential for senior government grants		

In addition to the considerations in the table above, the following are addititional observations and calculations with respect to potential conversion:

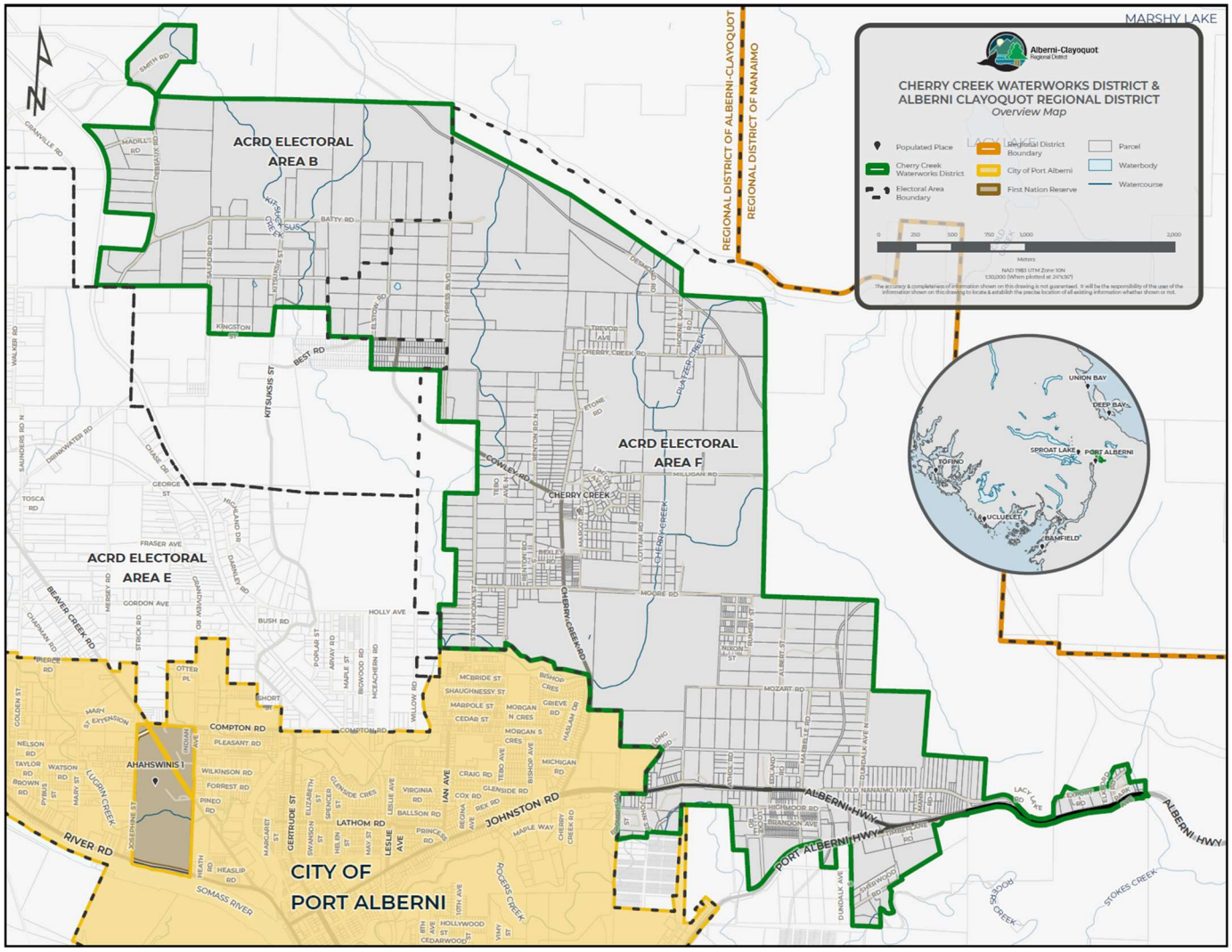
- As a new local service within the ACRD, there will be increased administration and professional support provided through existing ACRD staff. It is estimated that the water service will have access to 17 existing ACRD staff and the fire service will have access to 15 existing ACRD staff. This would result in a much higher level of service than is currently being provided, especially for water which is operating in "maintenance mode" with a contracted 1-day-a-week water operator.
- The projected annual cost for this additional ACRD support and expertise is estimated to be approximately $76,000 for water and $61,000 for fire, plus an additional $15,000 in wage transition allowance (total annual operating increase of $152,000).
- Based on the 2023 financial information, there would be a projected savings of approximately $64,800 per year ($46,400 for water and $18,400 for fire) to offset the additional cost of ACRD support.
- The net annual operating impact due to conversion to the ACRD is **$95 annually per household** ($37 per year for water and $58 per year for fire). Based on an average annual household cost of $1,059 for water and $352 for fire, this works out to a 4% increase for water and 16% for fire respectively.
- Conversion to the ACRD would provide access to lower borrowing rates through the Municipal Finance Authority (MFA). Based on the potential borrowing requirements for the water treatment plan ($5.5 million) and new fire hall ($1.5 million), borrowing through the MFA will save an estimated **$97 annually per household**, over a convential private lender. When combining both operating and capital costs together, the net result is a potential annual savings of $2 per household. Therefore, the **baseline financial assessment for service conversion to the ACRD is essentially neutral**.
- As noted, there is no guarantee that senior government grants will be available for the water treatment plant project, and no additional grant funding would likely be sought for the new fire hall (over and above the $600,000 contribution received from ACRD gas tax funding).
- The financial advantages of conversion become evident when taking into consderation potential grant scenarios. Based on a 33% grant for the water treatment plant, the net savings per household is estimated at approximately **$405 per year**, and with a 50% grant for the water treatment plant, the net savings (operating and capital) per household is estimated at approximately **$615 per year**.
- Under both options (status quo and conversion), staff have indicated the potential need for up to 1.0 FTE to support future water operations. Based in an example of an additional $100,000 required for water operations, this would result in an estimated **$127 per year increase** to water tolls per household, regardless of status quo (remain as CCWWD) or conversion to the ACRD.
- Based on the infrastructure review assessment, it is estimated that the average annual lifecycle investment (AALCI) is approximately $426,000. This would result in an estimated **$539 per year increase** to water tolls per household, regardless of status quo (remain as CCWWD) or conversion to the ACRD.

A robust community engagement process was conducted as part of this study, which included a website portal, public open house and community survey. Feedback from Cherry Creek residents was incorporated into the report. Of particular note, nearly 72% of respondents (41 of 57) would like to see a referedum vote on potential Cherry Creek conversion. As such, it is recommended that CCWWD Board of Trustees conduct a referendum on conversion, in order for Cherry Creek residents to make an informed decision in determining the path forward.

1. INTRODUCTION

For over 60 years, the Cherry Creek Waterworks District (CCWWD) has been providing potable water and fire protection services to the residents of Cherry Creek, near Port Alberni, BC (see Figure 1 – Study Overview Map).

Figure 1 – Study Overview Map



In recent years, the improvement district has faced a number of challenges with its operations, due to a number of factors including:

- Aging infrastructure
- Increased regulations (e.g. water treatment)
- Rising costs (both capital and operational)
- Reduced capacity (both staff and elected officials)
- Inability to access senior government grants or preferred borrowing rates through the Municipal Finance Authority (MFA)

This has led the CCWWD Board of Trustees to consider a potential governance change, by comparing the status quo to the potential conversion of the Cherry Creek Waterworks District to the Alberni Clayoquot Regional District (ACRD). The conversion process would mean that the improvement district would be formally dissolved, and two new local service areas would be created within the regional district to provide fire and water services to Cherry Creek residents.

In late 2023, the consulting team of Connections Planning Associates Ltd. and Urban Systems was commissioned to assist the CCWWD and ACRD on this study, and to engage the community throughout the process. This report provides the background information, technical analysis, and summary of community input to date in order to assist the CCWWD Board of Trustees in reviewing the two options (status quo vs. conversion to the ACRD) and determine next steps as appropriate.

1.1 Project Objectives

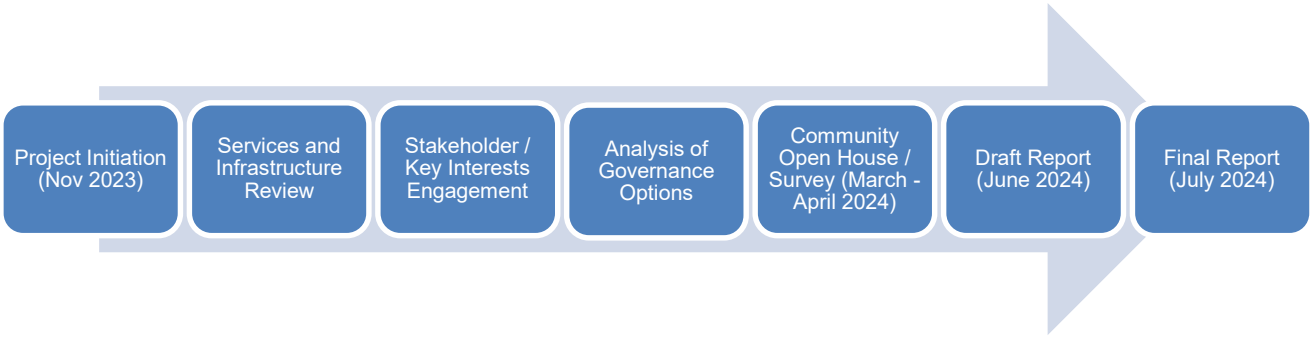
The study is being funded through a grant from the provincial Ministry of Municipal Affairs ("the Ministry"). The scope of the study is based on a number of objectives outlined in the project Terms of Reference, including the following:

- Summarize how the governance, administration, and operation of CCWWD's services are currently conducted;
- Review and analyze existing CCWWD's infrastructure and asset management reports for water distribution and fire protection services;
- Outline the finances of each of CCWWD's services (i.e. operating costs, reserves, fees, tolls and taxes) and discuss the potential financial implications of converting the services to the ACRD;
- Outline how the ACRD approaches service delivery for water and fire protection and identify options for customizing this approach to Cherry Creek;
- Describe the benefits and challenges associated with converting CCWWD's services to ACRD Services, including how well they achieve service delivery and governance goals established by the stakeholders;
- Conduct a stakeholder analysis and incorporate community consultation and engagement into the process;
- Recommend options for the ACRD and CCWWD to move forward with either CCWWD proceeding with a conversion to ACRD governance or whether to maintain the status quo for CCWWD governance; and
- Identify reasonable next steps for implementation of conversion if recommended.

1.2 Project Timeline

This study was undertaken in seven (7) stages, between November 2023 and July 2024 (see Figure 2 – Project Timeline). As part of this study, no formal decision is being made by the Province. If there seems to be a general willingness by the community and the CCWWD Board of Trustees to consider conversion, then a formal referendum process should be held in the future to provide guidance to the Minister.

Figure 2 - Project Timeline



2. GOVERNANCE AND SERVICES OVERVIEW

2.1 History of Improvement Districts

Improvement districts are a form of local government that have been providing services to British Columbia residents for over 100 years. They were first established in the 1920s to manage large irrigation systems in the Okanagan Valley. They were originally subject to the provisions of the *Water Act* under the responsibility of the now Ministry of Environment and Climate Change Strategy. In 1979, the legislative provisions relating to improvement districts were transferred to the now Ministry of Municipal Affairs and are regulated through the *Local Government Act (LGA)*.

Improvement districts provide one or more local community services within a defined service area, described in a document known as Letters Patent (and amended through Supplementary Letters Patent), which is passed through an Order of Cabinet. Specific services usually include potable water and often fire protection, but can also include local parks, street lighting, community buildings and other facilities (e.g. docks). Improvement districts are governed by an elected Board of Trustees who have the ability to assess and collect tolls and taxes, acquire and dispose of land, borrow monies for capital works, and pass resolutions and bylaws to carry out its functions.

In 1965, the provincial government introduced a new form of local government in British Columbia with the creation of regional districts. Not only are regional districts responsible for region-wide services, but they are also the de facto local government and service provider for all of the unincorporated areas within their boundaries, which are divided into electoral areas. Each electoral area has an elected Area Director who serves a four-year term, similar to the elected municipal officials in the region. Today, there are 27 regional districts in the province, as well as one regional municipality (Northern Rockies) and one remote area in northwestern BC (Stikine Region) that is still under provincial jurisdiction.

With the advent of regional districts now providing the bulk of local government services to unincorporated areas, since 1989 the Ministry has been discouraging the creation or expansion of improvement districts and encouraging the use of regional districts as the primary rural area servicing vehicle.[1] To this end, the provincial government introduced a policy whereby improvement districts could not apply directly for senior government capital grant funding, but it had to be submitted by a regional district (or municipality) on their behalf. This policy was enacted to encourage improvement districts to consider amalgamating with a municipality, or converting to a regional district service area. Where there once was as many as 327 improvement district in the provice in 1983, that number was reduced to 189 in 2023.

[1] Ministry of Community Services, Improvement District Governance: Policy Statement, 2006, page 6.

2.2 Cherry Creek Waterworks District

The Cherry Creek Waterworks District (CCWWD) was incorporated in June 1957 as an improvement district, in order to provide potable water service as well as fire protection to the residents of Cherry Creek. It currently operates both services from its administration office / fire hall located at 5920-A Cherry Creek Road. The CCWWD is currently governed by a five-member Board of Trustees who are elected to serve a staggered three-year term.

2.3 Alberni-Clayoquot Regional District

The Alberni-Clayoquot Regional District (ACRD) was established in 1966, and provides both regional and local government services to its 3 member municipalities, 4 Treaty First Nations, and 6 electoral areas. In addition, the ACRD has land which is located within the traditional territory of 10 First Nations. The majority of the Cherry Creek Waterworks District is located within Electoral Area "F" (Cherry Creek), with a small portion in the northwest of CCWWD located within Electoral Area "B" (Beaufort).

A regional district provides a number of local government services to unincorporated areas in the province. For Cherry Creek, this includes services such as: building inspection, land use planning, community parks, regional parks and trails, solid waste management, electoral area water systems (outside improvement districts), animal control, and regional and electoral area general government administration. New local services are established through bylaw with the assent of the electors receiving the service.

2.4 Province of British Columbia

Although the primary function of the Province of BC is to provide services at the provincial level, it does provide local services to all unincorporated areas throughout British Columbia, including Cherry Creek. Most notably, the Ministry of Transportation and Infrastructure (MOTI) maintains all rural roads in unincorporated areas, and is also the Approving Officer for all subdivisions. The Province also collects property taxes in unincorporated areas, and approves septic systems through the various provincial health authorities. Other services provided by the Province to Cherry Creek residents include policing (through the Provincial Rural RCMP force), schools (through School District #70), property assessment (through BC Assessment) and health care (through Island Health).

2.5 Table of Service Delivery

The following table provides an overview of service delivery and their various service providers. It should be noted that none of the services that are currently provided by the ACRD and the Province/Others would change due to the conversion. Also, the conversion of water and fire services to the ACRD is not a matter of joining the Alberni-Clayoquot Regional District, as Cherry Creek is already a member of the ACRD and participates in various ACRD functions now. Conversion involves the creation of two separate ACRD local service areas (for fire and water) and the dissolution of the CCWWD as an improvement district. Finally, the City of Port Alberni is not involved in this conversion study, as the ACRD (a regional district) is separate from the City (a municipality).

Table 1 – List of Local Service Providers in Cherry Creek

Service	CCWWD	ACRD	Province / Other
Cherry Creek Water – treatment and distribution	•		
Cherry Creek Fire Protection	•		
Regional and Electoral Area General Government		•	
Regional / Electoral Area Planning		•	
Building Permits and Inspection		•	
Regional Parks and Trails		•	
Community Parks Services		•	
Regional Hospital District		•	
Transit (custom service / feasibility studies)		•	
Emergency Planning and Preparedness		•	
Water Systems (outside improvement districts)		•	
Solid Waste Management		•	
Environment and Climate Action		•	
Animal Control		•	
Airport Facilities		•	
Policing (RCMP contract)			•
Schools (School District 70)			•
Health Care (Island Health)			•
Septic Requirements (Island Health)			•
Subdivision Approval (MOTI)			•
Roads and Highways (MOTI contract)			•
Provincial Parks			•
BC Assessment Authority			•
Municipal Finance Authority			•
Property Tax Collection			•

Notes:

CCWWD – Cherry Creek Waterworks District
ACRD – Alberni-Clayoquot Regional District
RCMP – Royal Canadian Mounted Police
MOTI – Ministry of Transportation and Infrastructure

3. WATER AND FIRE SERVICES OVERVIEW

3.1 Cherry Creek Water System

The Cherry Creek water system provides potable water supply and distribution to approximately 790 parcels (748 residential and 42 commercial/industrial connections), through appoximately 38 kilometres of water mains of varying size, age and condition. The water system was constructed in 1958 under a provincially funded program to provide water to rural areas.[2] The main water supply is from Cold Creek with headwater storage at Lacy Lake, located approximately 2.5 km northeast of the community. Cherry Creek Water Works holds a lease with Island Timberlands (managed by Mosaic Forest Management) for approximately 32 acres, including the lakebed and surrounding area.

As part of this study, an Infrastructure Review was conducted by Urban Systems (see Appendix A) which updated the previous Water Infrastructure Assessment from 2016. The estimated replacment value of the current Cherry Creek water system is approximately $30.5 million, which will require an annual investment of approximately $426,000. As an example, CCWWD has identified the replacement of approximately 15 kilometres of aging AC (asbestos cement) watermains as a priority. CCWWD previously received $1.2 million in Community Works funding from the ACRD, and is working to replace approximately 1 kilometre a year over the next 15 years, funded through its capital reserves and annual surpluses.

Cherry Creek's water treatment currently consists of chlorination. In 2006, Island Health adopted the *4-3-2-1 Drinking Water Treatment for Surface Water Policy*, which sets the minimum treatment standards for surface water drinking systems in British Columbia. Since that time, Island Health has required CCWWD to enhance its level of water treatment for the community. In 2012, residents of Cherry Creek voted in favour of treating the current Lacy Lake water source to a higher level (e.g. filtration), and CCWWD has since been working on feasibility and design options for a new water treatment plant. The estimated cost of the treatment plant is approximately $6 to $8 million, to be funded from a variety of sources including capital reserves, parcel taxes, and new borrowing. As previously noted, the CCWWD would not be able to apply directly for senior government grants and as such would have to finance the entire amount from Cherry Creek residents. It should also be noted that regardless of the outcome of the conversion study, the provincial "4-3-2-1" drinking water standards are still a requirement.

CCWWD currently operates its water system with approximately 1.5 full-time equivalents (FTE) including an office administrator, administrative assistant, and a bookkeeper. Additional contracted water operator services is provided by Island Flow Control Water Solutions, who provide 1-day a week operational support for approximately $107,000 per year (in 2023). Based on our discussions with staff, the Cherry Creek water system, while functioning adequately, is currently operating in "maintenance mode" as further descibed in Section 5.1 of this report.

[2] McGill and Associates Engineering Ltd., Cherry Creek Waterworks District Waterworks Infrastructure Assessment, 2016, page 2.

3.2 Cherry Creek Fire Service

The Cherry Creek Fire Department has been providing fire service to the community for over 60 years, under the governance of the CCWWD. The department currently consists of the Fire Chief, Deputy Chief, 3 Captains, 1 Lieutenant and 14 Firefighters, with paid full-time equivalent staff of 1.1 FTE. While the Water Department is responsible for maintaining and operating Cherry Creek's 115 hydrants, the Fire Department maintains the fire hall, 5 apparatus (varying in age from 1997 to 2019) and other life-saving equipment. The Fire Department responds to a number of scenarios including, but not limited to: structure fire, wildland fire, motor vehicle incidents, first responder services, and mutual aid response with the other 3 local fire departments.

The Cherry Creek Fire Department Asset Management Plan (September 2022) is provided in Appendix B. The estimated replacement value of current fire department assets is approximately $4.6 million. The Cherry Creek Fire Hall does not meet current seismic requirements and is beyond its useful life. Plans for a new 5-bay fire hall have been developed, with an estimated budget of approximately $2.5 million. CCWWD currently has approximately $1 million in its fire reserves, although not just for the fire hall, which included a $600,000 contribution from the ACRD's gas tax funding.

In April 2023, a community vote was held to consider borrowing up to $1.5 million for the new fire hall. The result was largely positive, with 201 votes in favour (78%) and 58 votes against (22%). Plans for the construction of the new fire hall are underway, and the CCWWD is currently exploring its borrowing options, as it does not have access to the Municipal Finance Authority (MFA) as municipalities and regional districts do.

4. CONVERSION STUDY OPTIONS

As per the Terms of Reference outlined in the Request for Proposal, the purpose of the study is assess the existing services and community issues, and examine maintaining the status quo for Cherry Creek's governance or converting to an ACRD local service for water and fire. Additional details of the two scenarios are outlined below:

4.1 Remain as an Improvement District

Under this status quo scenario, the Cherry Creek Waterworks District remains as an improvement district, with decisions continuing to be made through its current 5-member Board of Trustees. There is no change to the CCWWD's Letters Patent, nor is there any change to the current representation from ACRD Electoral Area Director(s). The CCWWD Board remains solely accountable to Cherry Creek residents for water and fire services, with the ACRD providing the majority of other local services to Cherry Creek residents (except for those services provided by the Province and other agencies as per Table 1).

4.2 *Conversion of Improvement District to ACRD Local Service*

Under this conversion scenario, the Cherry Creek Waterworks District dissolves its Letters Patent and the existing water and fire services convert to 2 new ACRD local service areas (through an establishing bylaw for each). The CCWWD Board of Trustees is no longer needed, as the Electoral Area Director(s) would be accountable to residents for the additional water and fire services, through their representation on the ACRD Board. There is a potential to create a Cherry Creek Advisory Committee to work closely with the community and the ACRD, which is further discussed in the next section.

4.3 *Other Governance Models Not Considered*

In the leadup to this conversion study, other potential governance models were discussed in the community, but are not part of the Terms of Reference for this review for a variety of reasons, as follows:

- Incorporation as a stand-alone municipality – although Cherry Creek may have the population and assessment base of a number of small municipalities in British Columbia, its largely residential tax base and adjacency to an existing larger municipality (i.e. Port Alberni) make it improbable for the Ministry to consider stand-alone incorporation of Cherry Creek. Moreover, in our experience, municipal incorporation of small communities generally comes with significant taxation impacts (e.g. up to 50% increase), primarily due to the additional costs of local roads, policing, and general government administration.

- Combination of Beaver Creek and Cherry Creek water services – previous water infrastructure and governance studies have considered a potential regional water source that would supply Beaver Creek, Cherry Creek and the City of Port Alberni. This is currently not being considered for Cherry Creek water treatment upgrades. In addition, the potential to combine Beaver Creek and Cherry Creek water systems brings a number of additional capital and operational considerations, which are out of scope for this project, but could be considered in the future if desired by both local water systems.

5. CONVERSION CONSIDERATIONS

A conversion study is an unbiased, technical review which explores a number of issues related to the proposed change, including: service delivery, operations, governance, decision-making and financial considerations. The technical review provides a "before and after" snapshot of the above issues as they relate to the conversion of the Cherry Creek Waterworks District to a local service area of the ACRD.

5.1 Service Delivery and Operations

As previously noted, Cherry Creek Water currently operates with approximately 1.5 Full Time Equivalents (FTE) including an office administrator, administrative assistant, and a bookkeeper. Additional contracted water operator services is provided by Island Flow Control Water Solutions, who provide 1-day a week operational support for approximately $107,000 per year (in 2023). Based on our discussions with staff, the Cherry Creek water system, while functioning adequately, is currently operating in "maintenance mode" which entails the following: weekly water testing in compliance with provincial water regulations, annual fire hydrant maintenance, and minor operational upgrades. One deficiency is the lack of an annual asset management program for aging infrastructure. The District is currently testing a new annual replacement program, for the replacement of up to 1km per year of aging AC (asbestos cement) watermain.

Cherry Creek Water has been considering transitioning some or all of its current contracted water operator services to an in-house technical team, which could add up to an additional 1.0 FTE to the staff complement. Furthermore, if Cherry Creek Water were to decide to increase its level of service in the future (e.g. additional operational support, enhanced asset replacement program), then additional staffing may be requried. This level of service decision would be made by the CCWWD Board of Trustees.

Cherry Creek Fire operates with approximately 1.1 FTE, plus numerous volunteer firefighters. It is not expected that the level of service would change due to the construction of the proposed new fire hall. Any potential increase to the level of service for training and operations would likely be driven at the provincial level, through the Office of the Fire Commissioner (e.g. BC Structure Firefighter Minimum Training Standards). The level of service decision would be made by the CCWWD Board of Trustees.

With potential conversion to the regional district, both water and fire would become new local services of the ACRD, based on existing geographic service boundaries and providing service to the same properties as current. However, as a service directly provided by the regional district, residents would have access to a deeper team of professional staff who typically provide a higher and more robust level of service than that found in an improvement district. A number of ACRD departments would support the operations of the respective services, as is currently provided for existing local services areas such as Beaver Creek Water and Sproat Lake Fire Protection. Based on their existing services and work plan models, ACRD staff anticipate the following roles would provide some additional level of support to Cherry Creek residents, as and when required, as shown in the table below:

Table 2 – Additional ACRD Staff Allocation for Water and Fire Services

Water Service	Fire Service
General Manager of Community Services	Regional Fire Services Manager
Manager of Operations	Chief Administrative Officer
Community Services Assistant	General Manager of Administrative Services
Chief Administrative Officer	Manager of Administrative Services
General Manager of Administrative Services	Communications Coordinator
Manager of Administrative Services	Administrative Assistant
Communications Coordinator	Manager of IT
Administrative Assistant	IT Technician
Manager of IT	GIS Analyst
IT Technician	Chief Financial Officer
GIS Analyst	Manager of Financial Services
Chief Financial Officer	Accountant
Manager of Financial Services	Asset Management and Grant Coordinator
Procurement Coordinator	Procurement Coordinator
Accountant	Building Inspector / Property Maintenance Coordinator
Asset Management and Grant Coordinator	
Building Inspector / Property Maintenance Coordinator	

In discussions with the ACRD, they estimate that the proportional cost for this additional support and expertise to be approximately $76,000 per year for water and also $76,000 per year for fire ($61,000 plus $15,000 in wage transition costs). In addition, there will likely be a need for up to an additional 1.0 FTE to support the proposed Cherry Creek water treatment plant.

5.2 Governance

Governance is an important consideration in any potential service conversion, as it deals with issues of decision-making and ownership. Currently, all capital assets and liabilities for both Cherry Creek water and fire systems are owned by the CCWWD, with decision-making resting with the Cherry Creek Board of Trustees. The trustees also set the long-term capital and annual budgets (based on recommendations from CCWWD staff), which are used to establish annual water rates and parcel taxes. Accountability is through the 5-member Board of Trustees, who are elected to a staggered three-year term by the residents and property owners within the Cherry Creek improvement district boundaries.

Under the conversion scenario, all asset and liabilities would be transferred to ACRD under two separate accounts for the local Cherry Creek water and fire services respectively. The Cherry Creek Board of Trustees (and the improvement district) would be dissolved, and decision-making would rest with the 14-member ACRD Board of Directors. The ACRD Board would set the long-term capital and annual budgets (based on recommendations from ACRD staff), which are used to establish annual water rates and parcel taxes. Cherry Creek residents and property owners would have direct accountability through their Electoral Area Director, who is elected on a four-

year term. The majority of Cherry Creek falls within Electoral Area "F" (Cherry Creek) with a small portion within Electoral Area "B" (Beaufort).

Given the potential change in representation (i.e. from 5 Trustees to 2 EA Directors), a Cherry Creek Advisory Committee is proposed, made up of community members within the service area. The committee reviews potential budgets, capital projects and other issues and provides comments and recommendations to the ACRD Board. A similar advisory committee was established for Beaver Creek water system following its conversion in 2012.

A concern raised throughout this study was the potential loss of control regarding future ownership of the capital assets, especially the water treatment plant. As part of conversion, while the assets would transfer to the ownership of the ACRD, they would be held in specific local service area accounts which could not be mixed with other services. This is standard practice for all regional districts in British Columbia. That said, some service-level decisions (e.g. source control) would be made at the Regional Board level, of which the EA Director is but one (or two) votes around the Board table of 14. In this case, it is hoped that all Regional Directors would be cognizent of the wishes of local residents when making their decision.

Finally, another concern raised during the study was the potential loss of community identity. This is due to the fact that the Board of Trustees may be seen as being closer to the community, as they deal with only two specific services rather than the Electoral Area Director with a larger portfolio. In addition, the local Cherry Creek water office may provide a bit of a community gathering place for some, who may feel impacted if they have to travel to the ACRD office for future inquiries or bill payments.

5.3 Financial Considerations

The financial considerations with respect to conversion are addressed in two areas: the potential change in estimated annual operating costs; and the difference in financing/borrowing costs for potential capital projects. Information is based on the 2023 Consolidated Financial Statements (see Appendix C) as well as more detailed 2023 Expense Alllocations (see Appendix D).

5.3.1 Operating Costs

A detailed breakdown of 2023 expense allocations was provided by CCWWD staff. Upon further discussion with staff, individual expense line items were allocated proportionately between water and fire service. For example, Bank Charges were allocated 70/3 to water/fire respectively, while Employee Benefits were allocated 50/50. Based on the allocations, the gross 2023 expenses for water totalled $422,014 and for fire totalled $338,807, for total annual gross expenses of $760,821.

With conversion to the ACRD, there would be a number of existing expenses that would either no longer exist (e.g. Trustee Allowance), or would be reduced or absorbed by ACRD General Administration (e.g. audit charges, insurance, office supplies, meeting costs, and website). Based on our discussions with ACRD staff,

the potential reductions total $46,459 for water and $18,383 for fire, for a total annual reduction of $64,843.

While there are anticipated operational savings due to conversion to the ACRD, there are also estimated additional expenses, due to access to ACRD professional staff (described in Section 5) as well as wage transition. These estimated additional expenses total $76,000 each for water and fire, for a potential total ACRD expenses (after conversion) of $451,555 for water and $396,424 for fire service. This is an estimated increase of $29,500 for water and $57,600 for fire over the current CCWWD expenses. Based on the number of parcels/folios contributing to each service, the estimated impact on a typical property/household is **$37 per year for water** and **$58 per year for fire ($95 total)**. Details of the calculations are provided in Table 3 below.

Table 3 - Potential Financial Impact (Annual Operating Cost) of Conversion to ACRD

Service	Water	Fire	Total
Current CCWWD Expenses (2023)	$ 422,014	$ 338,807	**$ 760,821**
Amount Reduced through Conversion to ACRD	-$ 46,459	-$ 18,383	**-$ 64,843**
Net Expenses to ACRD	$ 375,555	$ 320,424	**$ 695,978**
Additional ACRD Expenses (estimated)	$ 76,000	$ 76,000	**$ 152,000**
Potential ACRD Total Expenses[1] (estimated)	$ 451,555	$ 396,424	**$ 847,978**
Difference from CCWWD 2023 Expenses	$ 29,541	$ 57,617	**$ 87,157**
# of parcels / folios	790	992	
Difference per Parcel (annual)	$ 37	$ 58	**$ 95**

Notes:

(1) Does not include potential for additional 1.0 FTE which would apply in both scenarios (status quo or conversion)

Based on 2023 revenues (from the financial statements), when divided by the number of parcels/folios, the average annual charge per property/household is $1,059 for water and $352 for fire. Using the estimated cost increase calculated above, it works out to an estimated 4% increase for water and 16% for fire. Details of the calculations are provided in Table 4 below.

Table 4 - Potential Financial Impact (Annual Operating Cost) on an Average Parcel

Service	Current CCWWD Revenues (2023)	# of parcels / folios	Average per parcel / folio	Conversion to ACRD Impact	% Change
Water[1]	$ 836,222	790	$ 1,059	$ 37	4%
Fire[2]	$ 349,469	992	$ 352	$ 58	16%
TOTAL	**$ 1,185,691**		**$ 1,411**	**$ 95**	**7%**

Notes:

(1) Includes revenues for both Water Taxes ($472,714) and Water Tolls ($353,508) and not other non-tax revenues (e.g. connection fees, Capital Expenditure Charge levy, interest)

(2) Includes revenues only for Provincial Fire Levy and not other non-tax revenues (e.g. wildfire, interest)

5.3.2 Financing / Borrowing Costs

One of the potential advantages of conversion to the ACRD is the ability to borrow capital funds through the Municipal Finance Authority. The MFA was established in 1970 as pooled investment vehicle for municipalities and regional districts in British Columbia, which provides short and long-term financing at attractive rates compared to the private lending institutions. Another advantage of conversion is the potential to access senior government grant funding, where available. The table below outlines a number of financing and grant scenarios for the proposed water treatment plant and new fire hall, and the potential impact on the average homeowner in Cherry Creek.

Table 5 - Potential Financial Impacts per Parcel/Household (3 scenarios)

Potential Financial Impact of Borrowing - 3 Scenarios

New Water Treatment Plant	Status Quo - Remain as CCWWD	Conversion Scenario 1 - No Grant for WTP	Conversion Scenario 2 - 33% Grant for WTP	Conversion Scenario 3 - 50% Grant for WTP
Capital Cost Estimate	$ 7,000,000	$ 7,000,000	$ 7,000,000	$ 7,000,000
Gross Financing Amount	$ 5,500,000	$ 5,500,000	$ 5,500,000	$ 5,500,000
Less Grant Amount	$ -	$ -	-$ 2,310,000	-$ 3,500,000
Net Financing Amount (less grant)	$ 5,500,000	$ 5,500,000	$ 3,190,000	$ 2,000,000
Net Annual Financing Payment[(1)(2)]	$ 825,380	$ 723,987	$ 421,229	$ 263,268
Total Difference from Status Quo (costs/savings)	$ -	-$ 101,393	-$ 404,151	-$ 562,112
Annual Financing Costs/Savings per Parcel	**$ -**	**$ 80**	**$ 484**	**$ 694**

New Fire Hall	Status Quo - Remain as CCWWD	Conversion Scenario 1 - No Grant for Fire	Conversion Scenario 2 - No Grant for Fire	Conversion Scenario 3 - No Grant for Fire
Capital Cost Estimate	$ 2,500,000	$ 2,500,000	$ 2,500,000	$ 2,500,000
Gross Financing Amount	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,500,000
Less Grant Amount	$ -	$ -	$ -	$ -
Net Financing Amount (less grant)	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,500,000
Annual Financing Payment[(1)(2)]	$ 225,104	$ 197,451	$ 197,451	$ 197,451
Total Difference from Status Quo (costs/savings)	$ -	-$ 27,653	-$ 27,653	-$ 27,653
Annual Financing Costs/Savings per Parcel	**$ -**	**$ 17**	**$ 17**	**$ 17**

Notes:

(1) CCWWD Financing based on private lending at 8.70% (prime + 1.5%) interest over 10 years

(2) ACRD Financing based on lending through Municipal Finance Authority at 4.58% interest over 10 years

SUMMARY OF POTENTIAL ANNUAL FINANCIAL IMPACTS

Description	Status Quo - Remain as CCWWD	Conversion Scenario 1 - No Grant	Conversion Scenario 2 - 33% Grant for WTP	Conversion Scenario 3 - 50% Grant for WTP
Annual Operating costs/savings from Status Quo	$ -	$ 95	$ 95	$ 95
Annual Financing costs/savings from Status Quo	$ -	-$ 97	-$ 501	-$ 711
Annual Total (potential costs/savings)	$ -	**-$ 2**	**-$ 406**	**-$ 616**

The water treatment plant scenarios are based on borrowing $5.5 million over 10 years, with either no grant (Scenario 1), 33% grant (Scenario 2) or 50% grant (Scenario 3). Comparative interest rates were calculated as of April 26, 2024 using an MFA debenture rate of 4.58%, compared to a private institutional lending rate of 8.70% (prime + 1.5%). This resulted in a Scenario 1 annual payment of $723,987 for conversion versus $825,380 for the status quo, for a difference of $101,393 or approximately **$80 per parcel**. When taking into account potential senior government grants, the annual difference increases significantly to $404,151 for Scenario 2 (**$484 per parcel**) and $562,112 for Scenario 3 (**$694 per parcel**).

Financing for the new fire hall is based on borrowing $1.5 million over 10 years, with no grant option (i.e. all 3 scenarios are the same). Based on the same lending rates, it results in an annual payment of $197,451 for conversion versus $225,104 for the status quo, for a difference of $27,653 or approximately **$17 per parcel**. When combined, the annual household financing savings for conversion are estimated at $97 per parcel (Scenario 1), $501 per parcel for Scenario 2 (33% grant for the WTP) and $711 per parcel for Scenario 3 (50% grant for the WTP).

Taking into consideration the annual operating cost differences between conversion and the status quo, the total annual financial impact per property due to conversion to the ACRD is estimated at a savings of **$2 per parcel for Scenario 1**, **$406 for Scenario 2**, and **$616 for Scenario 3**. While the potential differences are more significant in scenarios 2 and 3, the reliance on senior government grants should not be assumed, and as such Scenario 1 should be utilized as the base case, which is a annual savings of $2 per parcel. In summary, based on the assumptions used for annual operating costs and borrowing options, the financial impacts of conversion of water and fire services to the ACRD compared to the status quo (remaining as CCWWD) are essentially the same, unless senior government grant funding is obtained for the proposed water treatment plant.

5.4 Additional Financial Considerations

There are two additional financial items to be taken into consideration under either scenario. First, water operations under either scenario will likley require additional operations staff of up to 1.0 FTE ($100,000 allocation). Second, the annual asset renewal investment for the existing infrastructure is estimated at up to $426,000, for a total of $526,000 per year. Under etiher scenario (conversion or status quo), this could have a household impact of $127 and $539 respectively, for a total of an additional $666 per year per parcel. This is a conversative estimate, and could be reduced given the annual supluses that CCWWD has budgeted for.

5.5 Overview of Considerations by Option

The following table provides an overview of the governance, service delivery and financial considerations when comparing conversion to the ACRD versus remaining as CCWWD. It is not an exhaustive list, but is provided for the reader as a comparative reference for consideration, in order to make an informed decision in the future.

Table 6 - Overview of Considerations

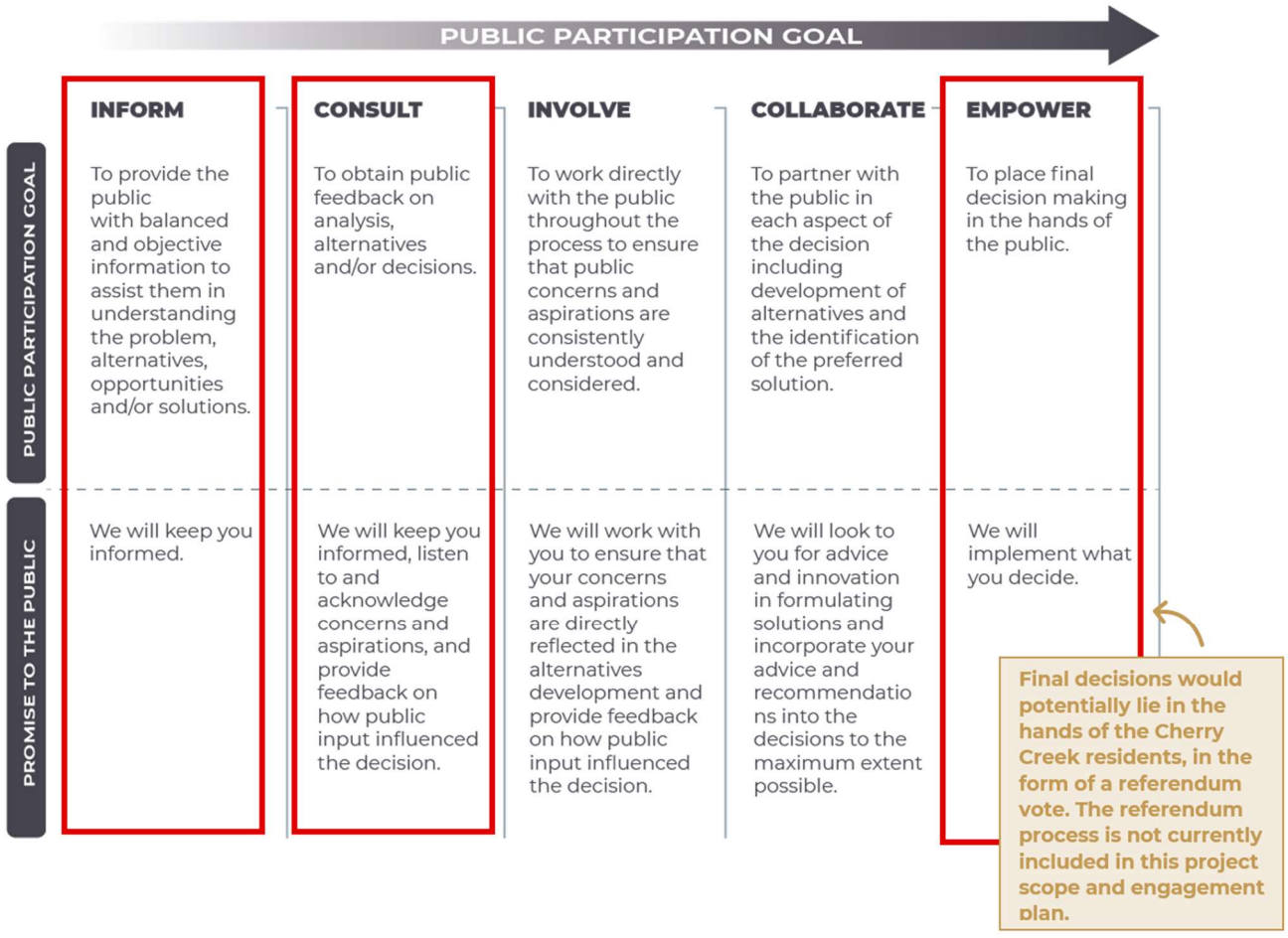
Considerations	Category	Status Quo - remain as CCWWD	Conversion to ACRD local services
Would CCWWD exist following conversion?	Governance	Yes	No
Would there be Trustees following conversion?	Governance	Yes	No (advisory committee instead)
What boundary would the water / fire service area be?	Service Delivery	Same as current boundary	Same as current boundary, but 2 separate local service areas would be established
Would there remain a local Cherry Creek Office?	Service Delivery	Yes	No for water (ACRD office), Yes for Fire Service (Cherry Creek Fire Hall)
Who owns the water system, licenses and dams?	Governance	CCWWD	ACRD (on behalf of Cherry Creek local water service)
Who sets water quality regulations?	Service Delivery	Province / Island Health	Province / Island Health
Who makes water level of service decisions for Cherry Creek?	Governance	CCWWD Trustees	ACRD Board
Who makes decisions on setting the water service budget?	Governance	CCWWD Trustees	ACRD Board (may consult advisory committee)
Who send water utility bills?	Service Delivery	CCWWD	ACRD
What costs are covered by water tolls?	Financial	Operations and Administration	Operations and Administration
Are water bills (tolls) eligible for deferral and home owner grant?	Financial	No	No
Who sends water parcel tax bills?	Service Delivery	CCWWD	Province (on behalf of ACRD through rural property tax)
What costs are covered by the water parcel tax?	Financial	Capital Reserves, Borrowing	Capital Reserves, Borrowing
Are water parcel taxes eligible for deferral and home owner grant?	Financial	No	Yes
Who has the ability to adjust water rates?	Financial	Can adjust as necessary through CCWWD Board (based on budget)	Can adjust as necessary through ACRD Board (based on budget)
Who makes decision setting the fire service budget?	Governance	CCWWD Trustees	ACRD Board
How is the Fire Service funded?	Financial	Province (on behalf of CCWWD through property tax)	Province (on behalf of ACRD through property tax)
Are fire service taxes eligible for deferral and home owner grant?	Financial	Yes	Yes
Who has the ability to adjust fire service rates?	Financial	Can adjust as necessary through CCWWD Board (based on budget)	Can adjust as necessary through ACRD Board (based on budget)
Are capital projects eligible for infrastructure grants?	Financial	Possibly (follow ACRD policy for outside non-profit organizations)	Yes
Does future borrowing require elector assent?	Financial	Yes, property owners within CCWWD	Yes, property owners and residents within ACRD local service area
Ability to borrow funds for capital projects?	Financial	Through private lending market	Through Municipal Finance Authority (MFA)
Who pays for the cost of the annual audit?	Financial	Additional Cost (allocated in CCWWD Budget)	No additional cost (part of General Government Admin)
Who pays for the cost of liability insurance?	Financial	Additional Cost (allocated in CCWWD Budget)	No additional cost (part of General Government Admin)
Who pays for the cost of ACRD overhead administration for water and fire service?	Financial	N/A	Added to the cost of the service
Are any additional staff anticipated in the short term?	Service Delivery	Yes, up to 1.0 FTE especially when water treatment plant comes online	Yes, up to 1.0 FTE to address additional administration, finance, operations

6. COMMUNITY CONSULTATION AND ENGAGEMENT

In addition to the technical component, a community consultation and engagement program is usually involved to ensure that residents have a fulsome understanding of the potential impacts and considerations of the proposed governance change. This is due to the fact that the decision will likely involve a referendum vote of Cherry Creek residents, as the Minister of Municipal Affairs (who makes the final decision) wants to know that the governance change is supported by the residents and property owners most affected.

The engagement strategy developed for this study utilized the International Association of Public Participation (IAP2) Public Participation Spectrum, as shown in Figure 3 below. The majority of the consultation was based on "informing" and "consulting" with stakeholders and the community. However, as there would likely be a referendum vote in the future regarding potential conversion to the ACRD, that would constitute the highest level of public participation as it would "empower" Cherry Creek residents to make their own informed decision.

Figure 3 - Public Participation Spectrum



6.1 Stakeholder Engagement

Throughout the study, a number of stakeholders were consultated and engaged. The consultant worked closely with staff from both the CCWWD and ACRD to ensure that the information presented was current and accurate. The consultant also interviewed and met with elected officials from both the CCWWD and ACRD to better understand their questions and concerns. Finally, other interested parties were informed that the study was taking place, including provincial ministries, First Nations and Mosaic Forest Management.

The main platform for community engagement was through the *Let's Connect* page on the ACRD's website. This site provided background information, project updates, Frequently Asked Questions (FAQs), and community presentations (including video recordings). Information updates and links to the Let's Connect page were also provided through ACRD social media posts, as well as on the CCWWD's website.

On March 14, 2024 a community Open House was held at the Cherry Creek Community Hall with approximately 55 residents in attendance, in addition to CCWWD and ACRD staff and elected officials. A copy of the consultant's presentation is provided in Appendix E. Following the presentation, a Question and Answer session was facilitated by the consultant.

6.2 Community Survey

At the conclusion of the open house, a community survey was launched, which ran from March 14th, 2024 to April 5th, 2024. The survey provided an opportunity for those attending the open house to provide their input, as well as those not in attendance to review the presentation and information panels before completing the survey. A total of 57 responses were received, of which just over half of respondents (30 of 57) attended the open house.

A detailed summary of responses and additional comments (anonymous) is provided in Appendix F. Of the respondenets, over 82% found the information at the the Open House helpful (35%) or somewhat helpful (47%). A few highlights of the survey responses are provided below and in Figure 4:

Potential Benefits:

- Senior government grants
- Lower borrowing rates
- Access to more staff support and knowledge
- Potential cost savings

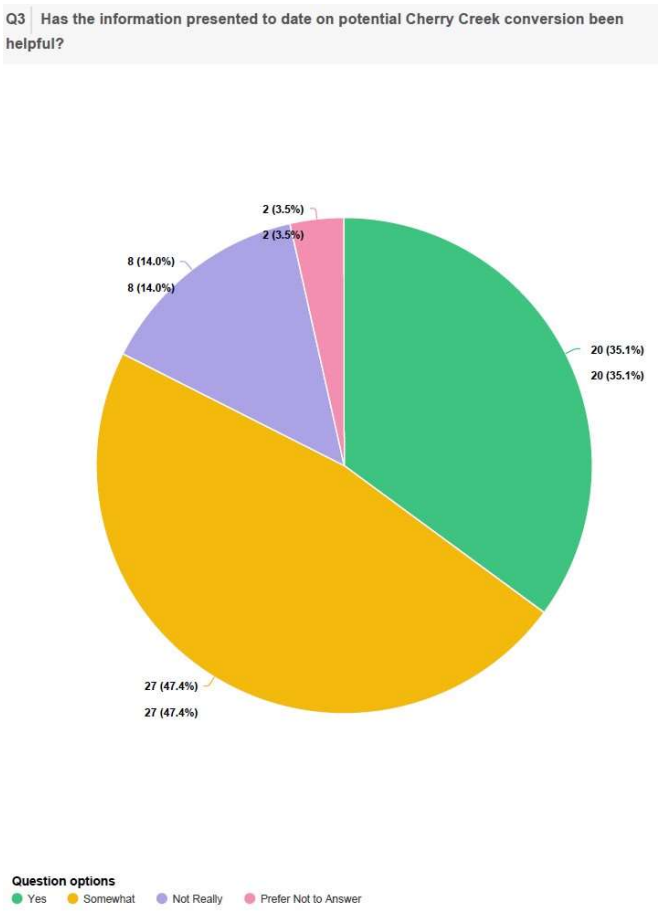
Potential Drawbacks:

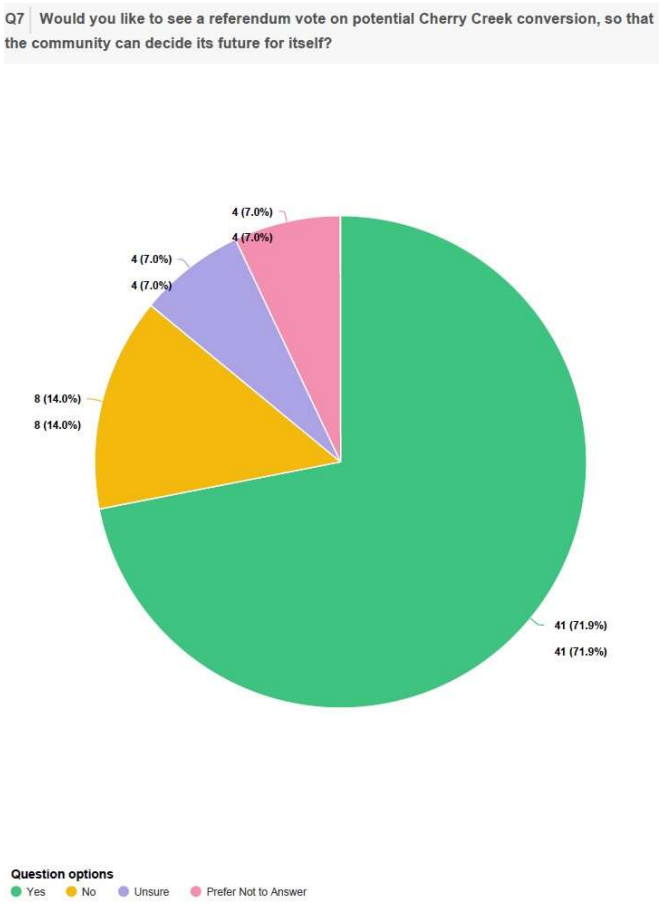
- Loss of local autonomy and community identity
- Loss of political voice (due to loss of Board of Trustees)
- Potential loss of control of water source
- Increased costs/bureaucracy in joining ACRD

Additional information / comments:

- Would like to see specific impacts per household
- More information about Beaver Creek (conversion impacts, current situtation)
- More details on the capital costs of the proposed water treatment plant
- List of other potential grants/funding sources that CCWWD can apply for

Figure 4 - Community Survey Responses





The potential benefits and drawbacks of conversion have been noted and explored throughout this report, and additional financial impacts per household have also been added based on public feedback. Finally, nearly 72% of respondents (41 of 57) would like to see a referedum vote on potential Cherry Creek conversion.

7. SUMMARY / NEXT STEPS

Based on our review and analysis, experience with other governance studies, and feedback from the community, the table below provides a summary of benefits and drawbacks when comparing the status quo (remain as Cherry Creek Water Works District) to conversion of water and fire services to the Alberni-Clayoquot Regional District).

Table 7 - Summary of Benefits and Drawbacks

Remain as CCWWD (status quo)

Benefits	Drawbacks	Uncertainties
Locally elected body through CCWWD Board of Trustees	Narrow scope and jurisdiction for CCWWD Board of Trustees	Volunteer capacity of future Trustees
Local office for administration and meetings	Limited staff resources (both technical and administrative)	Future operating costs (WTP operator, asset renewal)
Improvement district's focus is solely on water and fire services	Higher insurance and borrowing rates	Referendum (for future borrowing as required)
	No ability to defer water tolls on property taxes	
	No access to senior government grants	

Conversion to ACRD (water and fire local services)

Benefits	Drawbacks	Uncertainties
Enhanced technical coverage, including full time operations staff	Reduced representation (from 5 Board of Trustees to 2 EA Directors)	Senior government grants
Access to additional professional staff and administrative capacity	ACRD/EA Director has multiple issues to manage (in addition to water and fire)	Future operating costs (WTP operator, asset renewal)
Lower insurance rates (liability)	Water administration relocation to ACRD office	Referendum (for future borrowing as required)
A few other lower operating costs, including no costs for Board of Trustees	Some additional operational expenses (technical/admin staff, provincial surveyor of taxes fee)	
Lower borrowing rates through Municipal Finance Authority	Increased bureaucracy	
Water taxes eligible for deferral and homeowner grant		
Potential for senior government grants		

In addition to the table, the following are addititional observations and calculations with respect to potential conversion:

- As a new local service within the ACRD, there will be increased administration and professional support provided through existing ACRD staff. It is estimated that the water service will have access to 17 existing ACRD staff and the fire service will have access to 15 existing ACRD staff. This would result in a much higher level of service than is currently being provided, especially for water which is operating in "maintenance mode" with a contracted 1-day-a-week water operator.
- The projected annual cost for this additional ACRD support and expertise is estimated to be approximately $76,000 for water and $61,000 for fire, plus an additional $15,000 in wage transition allowance (total annual operating increase of $152,000).
- Based on the 2023 financial information, there would be a projected savings of approximately $64,800 per year ($46,400 for water and $18,400 for fire) to offset the additional cost of ACRD support.
- The net annual operating impact due to conversion to the ACRD is **$95 annually per household** ($37 per year for water and $58 per year for fire). Based on an average annual household cost of $1,059 for water and $352 for fire, this works out to a 4% increase for water and 16% for fire respectively.
- Conversion to the ACRD would provide access to lower borrowing rates through the Municipal Finance Authority (MFA). Based on the potential borrowing requirements for the water treatment plan ($5.5 million) and new fire hall ($1.5 million), borrowing through the MFA will save an estimated **$97 annually per household**, over a convential private lender. When combining both operating and capital costs together, the net result is a potential annual savings of $2 per household. Therefore, the **baseline financial assessment for service conversion to the ACRD is essentially neutral**.
- As noted, there is no guarantee that senior government grants will be available for the water treatment plant project, and no additional grant funding would likely be sought for the new fire hall (over and above the $600,000 contribution received from ACRD gas tax funding).
- The financial advantages of conversion become evident when taking into consderation potential grant scenarios. Based on a 33% grant for the water treatment plant, the net savings per household is estimated at approximately **$405 per year**, and with a 50% grant for the water treatment plant, the net savings (operating and capital) per household is estimated at approximately **$615 per year**.
- Under both options (status quo and conversion), staff have indicated the potential need for up to 1.0 FTE to support future water operations. Based in an example of an additional $100,000 required for water operations, this would result in an estimated **$127 per year increase** to water tolls per household, regardless of status quo (remain as CCWWD) or conversion to the ACRD.
- Based on the infrastructure review assessment, it is estimated that the average annual lifecycle investment (AALCI) is approximately $426,000. This would result in an estimated **$539 per year increase** to water tolls per household, regardless of status quo (remain as CCWWD) or conversion to the ACRD.

7.1 Potential Next Steps

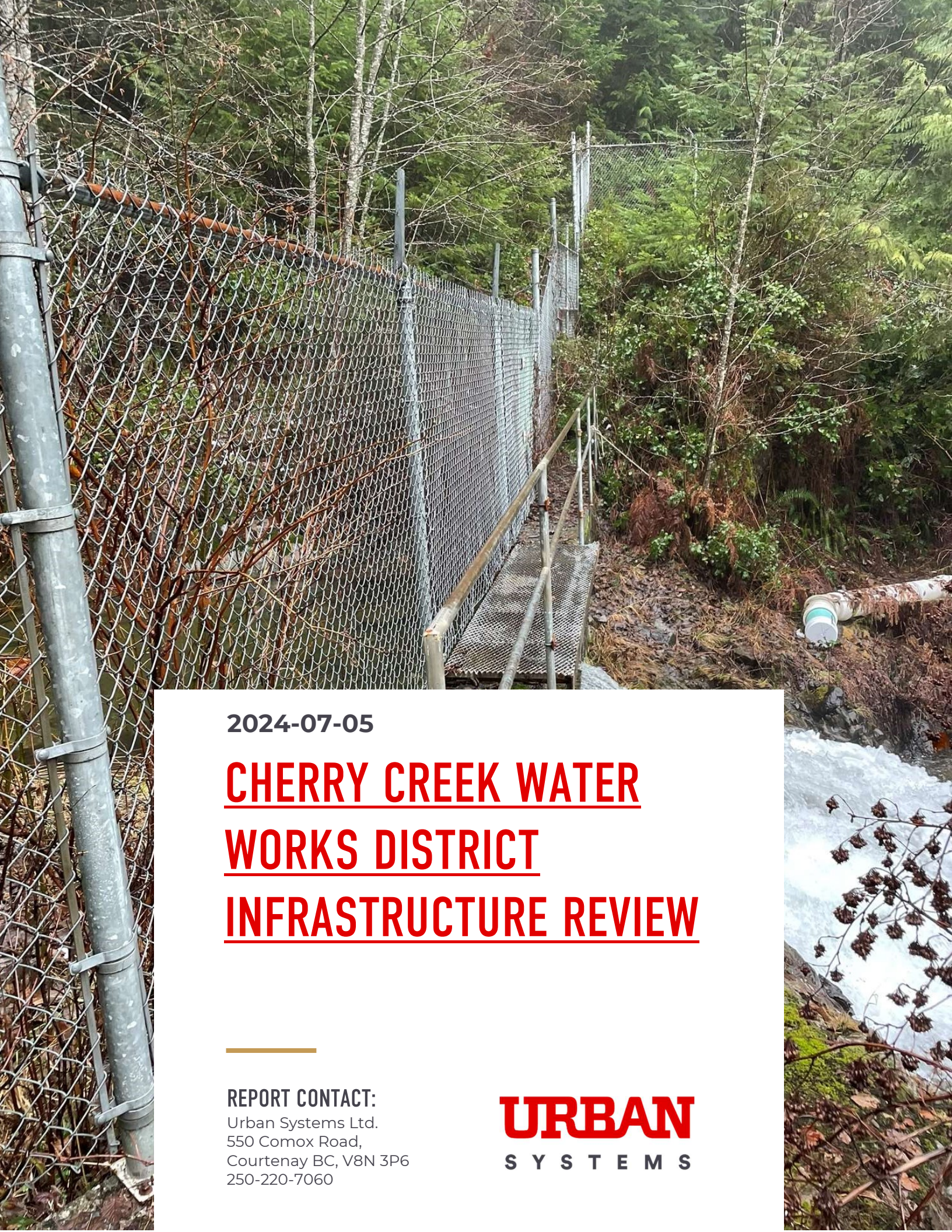
The Cherry Creek Waterworks District Conversion Study provides background information, technical analysis, and additional observations regarding the potential conversion of water and fire services from the CCWWD to the ACRD. Feedback received from the community survey indicates that residents would like to see a referendum held so that the community can decide its future for itself, which is also recommended as part of the study.

Based on the above, the following are potential next steps for consideration by CCWWD and ACRD:

- The Final Report and associated staff report is provided to the CCWWD Board of Trustees for review and discussion. The report should also be provided to the ACRD Regional Board and the Ministry of Municipal Affairs for their review (they were provided the Draft Report).
- If the CCWWD Board determines that a future referendum on conversion is warranted, then a formal motion should be passed by the Board of Trustees, and forwarded to the Ministry and the ACRD for information.
- CCWWD and ACRD work with the Ministry of Municipal Affairs on the details and timing of the referendum.
- Depending on the outcome of the referendum, the Ministry will outline the next steps in the process, which will involve either: dissolution of the Cherry Creek Waterworks District (and Letters Patent) and conversion of water and fire to ACRD local services; or the status quo (CCWWD remains an improvement district).

In addition to the above, on July 3, 2024 the governments of Canada and British Columbia announced that they had finalized a new Canada Community-Building Fund (CCBF) agreement which will provide over $1.6 billion over the next five years (including $300 million in 2024-2025) to support local government infrastructure and community works throughout the province. Should the Board of Trustees decide to hold a referendum for conversion, then the CCWWD should formally request that the ACRD make an grant application to the CCBF on its behalf for the Cherry Creek Water Treatment Plant, and try and align the referendum vote with the timing of the grant program.

APPENDIX A
CCWWD Infrastructure Review Report



2024-07-05

CHERRY CREEK WATER WORKS DISTRICT INFRASTRUCTURE REVIEW

REPORT CONTACT:
Urban Systems Ltd.
550 Comox Road,
Courtenay BC, V8N 3P6
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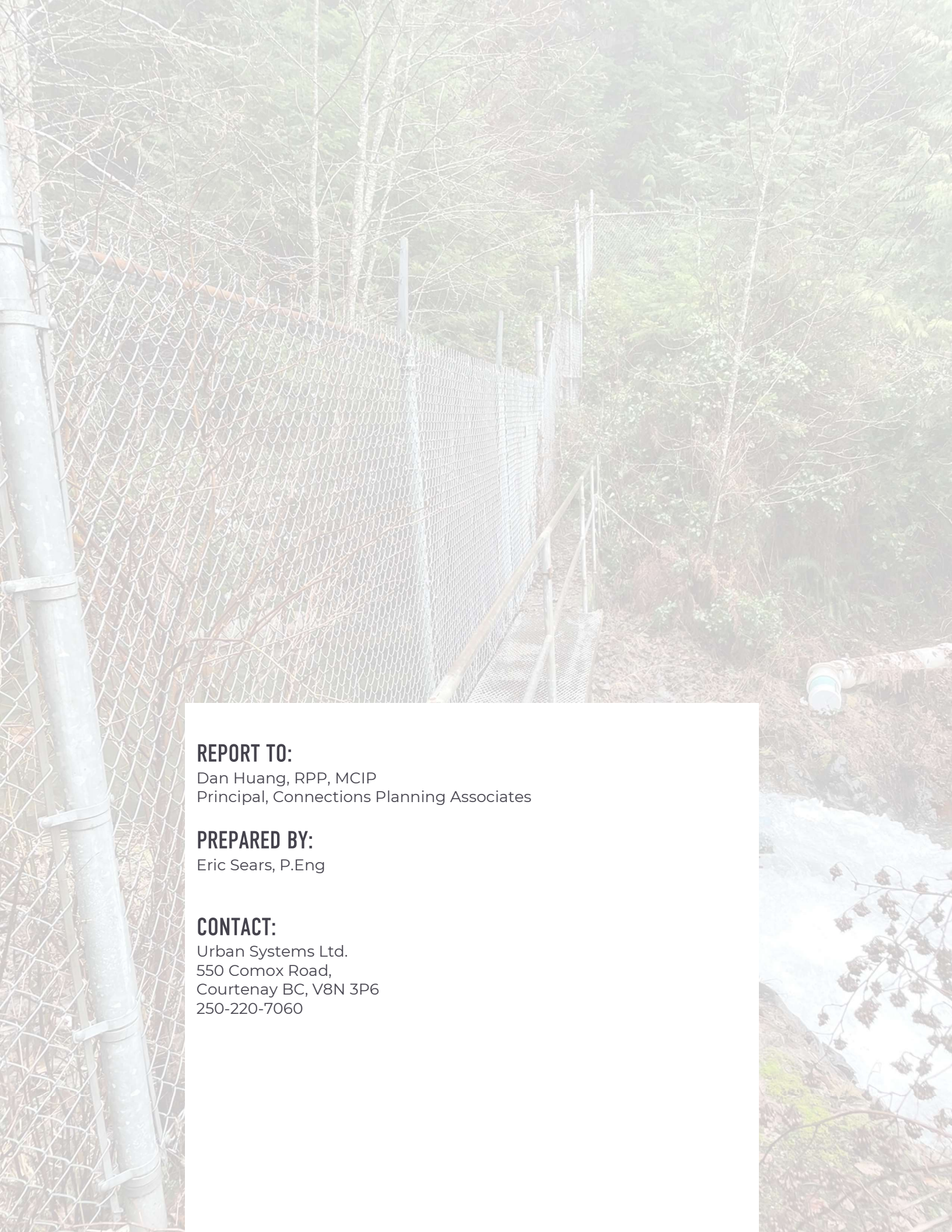
URBAN SYSTEMS



REPORT TO:

Dan Huang, RPP, MCIP
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APPENDICES

1.0 INTRODUCTION

This Cherry Creek Waterworks District (CCWWD) Infrastructure Review is a component of the CCWWD Conversion Study that is currently being undertaken jointly by Urban Systems and Connections Planning Associates. The purpose of the Conversion Study is to understand the implications of a service conversion of existing CCWWD services (water and fire protection) to the Alberni-Clayoquot Regional District (ACRD).

This Infrastructure Review will provide the CCWWD with a high-level understanding of the state of existing infrastructure assets that are owned and operated by the CCWWD, as well as identify any associated risks that are present.

This report summarizes Cherry Creek Waterworks District assets based on reviews of available engineering reports and background data that was provided by the CCWWD. This report also provides replacement cost and lifecycle cost considerations for the known assets and also identifies gaps in the existing information and determines any further studies that are critical to understanding assets and liabilities moving forward.

Information that was available from the CCWWD used to generate this summary includes:

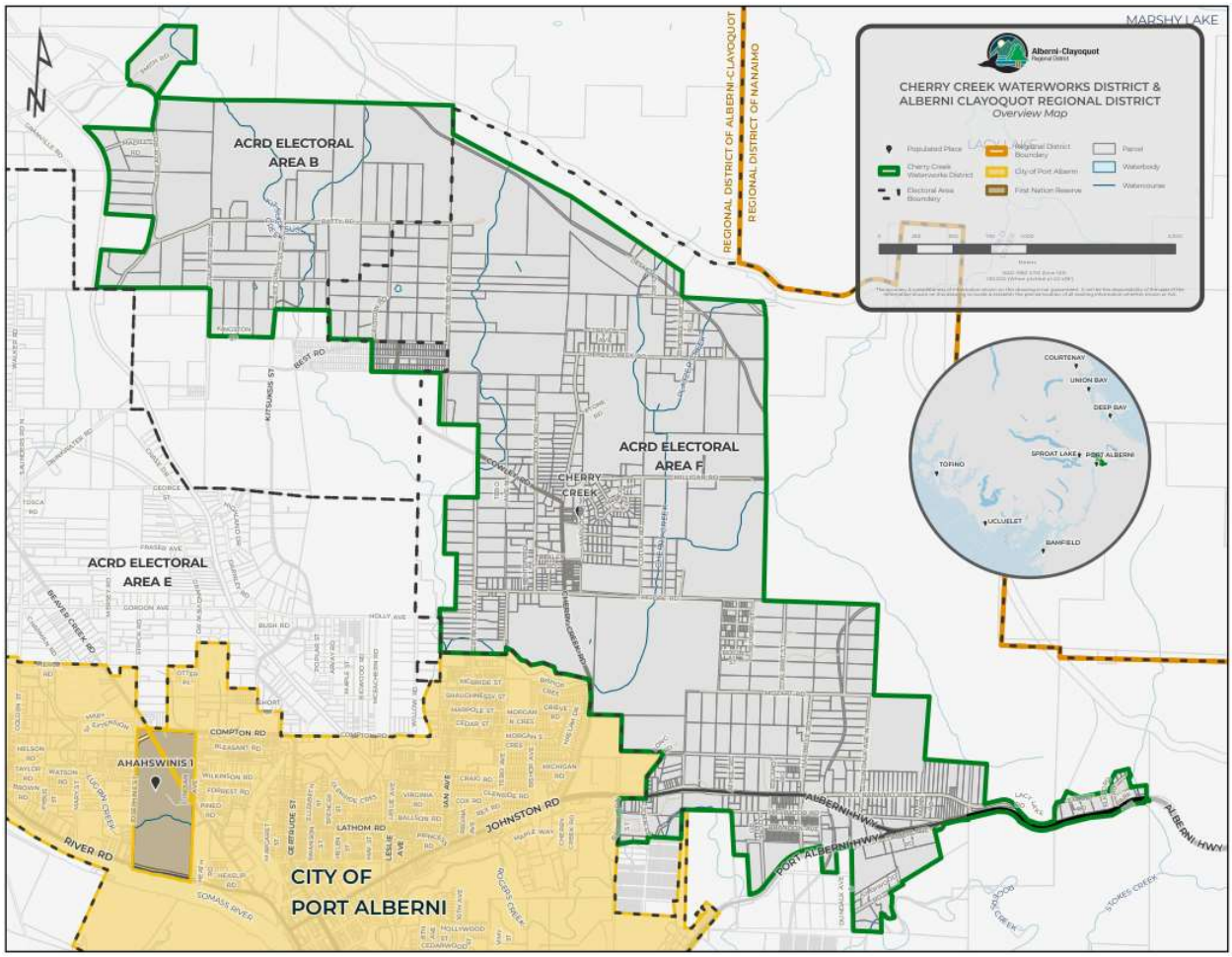
- Cherry Creek Waterworks District – Water Infrastructure Assessment – February 2016
- Cherry Creek Fire Department Asset Management Plan – Version 1, September 2022
- Cherry Creek Waterworks Maintenance Mapbook
- Cherry Creek Fire Department Overview
- Cherry Creek Waterworks District Overview
- Correspondence with CCWWD staff and a site tour of the supply and distribution system with the system operator.

2.0 SERVICE SUMMARY

2.1. WATER SERVICE

The CCWWD was incorporated as an Improvement District in 1957, and is responsible for potable water supply and distribution to the area within its legislated service boundary. Currently, the water distribution system serves approximately 748 residential, and 42 commercial / industrial connections stretching through the community of Cherry Creek from McLean Mill in the northwest, to portions of the Alberni Highway east of Port Alberni.

Figure 1 - Cherry Creek Waterworks District Map



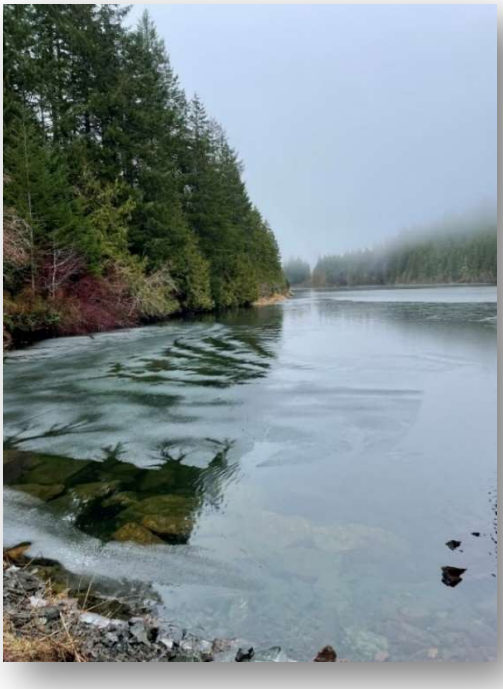
Improvements to the water system in recent years have included watermain upgrades or connections in a number of locations including replacement of the northern portion of Cherry Creek Road main, replacement of a section of main on Moore Road, and a new connection on Moore Road near the intersection with Cherry Creek Road. A new water treatment plant is currently in the design stage, which will bring the treatment system up to the standards set in all Island Health regulations.

Maintenance is ongoing in order to provide the best service to customers. However, like many water systems across the province, much of CCWWD's water infrastructure is aging. According to CCWWD staff and water system operators, main and service failures occurred fairly regularly historically, especially in specific locations of older asbestos cement (AC) watermains (e.g. Markham Road). The system is operated and maintained by Island Flow Control Water Solutions Ltd., who employ certified water system operators.

The various water system components are discussed below.

2.2. WATER SUPPLY

2.2.1. WATER SOURCE, LICENCE AND STORAGE



CCWWD derives its water from Cold Creek, with headwater storage at Lacy Lake. Lacy Lake is located approximately 2.5 km northeast of the Cherry Creek community. CCWWD holds a lease with Mosaic Forest Management (Mosaic) for approximately 32 acres, including the lakebed and surrounding area.

There are 3 earthen dams on Lacy Lake. The first of which was installed with the creation of the Cherry Creek Water System in 1958. Two additional dams were constructed in 1968 to increase the storage capacity of the lake. Weekly dam inspections are conducted in line with the provincial Dam Safety Regulation.

CCWWD holds Water licences (C34830 and C34829) for the storage at Lacy Lake and withdrawal on Cold Creek (3028 m^3/d). Lacy Lake has an area of approximately 143,000 m^2 at full pool, and an estimated total volume of approximately 600,000 m^3. There is a live storage volume of approximately 370,000 m^3 allocated to CCWWD.

Water is fed into Cold Creek via piped connection with a 450 mm diameter control valve which controls the release of water primarily in summer months when water levels in the lake are lower. Outflow into Cold Creek is not monitored under the current configuration, however water levels in the lake are tracked in SCADA. When water levels are higher, Cold Creek is fed by an overflow spillway. The elevation of the spillway is raised with wooden weirs in early spring to maximize storage of the lake throughout the summer.

2.2.2. COLD CREEK DIVERSION DAM AND INTAKE STRUCTURE

A diversion dam and intake structure is located on Cold Creek approximately 2 km downstream of the Lacy Lake outlet. The dam structure is concrete with an overflow spillway and control weir, which ponds with an elevation of approximately 215 m. Intake into the piped CCWWD distribution system occurs through a high capacity stainless steel intake screen installed in 2013. Additional water overflows into Cold Creek, which is no longer part of the Cherry Creek system.

2.2.3. WATER TREATMENT

The current CCWWD treatment consists solely of chlorination. The existing chlorination plant, constructed in 1989, is located immediately downstream from the diversion dam and intake structure. The system consists of dual chlorine pumps direct injecting a liquid hypochlorite supply. Chlorine residual is measured by SCADA at the point of injection, and monitored downstream prior to the Cherry Creek PRV and at the extents of the system at McLean Mill and Coombs Country Candy. Portions of the steel piping withing the chlorination plant have been recently replaced with PVC due to deteriorating condition.

It is understood that CCWWD is currently in the process of designing a new treatment plant in order to meet regulations in Island Health's 4-3-2-1 Policy. Island Health has approved the proposed treatment process, and tender ready drawings were produced in 2022. CCWWD is currently working with a consulting team on the design of the treatment building and site layout. The current phase of design works includes updating cost estimates based off final building and site design. CCWWD is also in the process of determining and negotiating SRWs with Mosaic for construction of the plant.

Cherry Creek residents have previously supported the new treatment plant through referendum; however, a new referendum will be required once the design process advances and updated cost estimates are produced.

2.2.4. STORAGE AND DISTRIBUTION

The CCWWD water system includes distribution system piping, fire hydrants, pressure reducing valves, water meters, and other system valves and fittings.

There are five pressure reducing valves (PRVs) dividing the system into three main pressure zones. There are no booster pumps on the system, and aside from the five PRVs, the system pressures are entirely a function of elevation and distance from the PRVs.

Based on a water system inventory completed in 2016 the water distribution system relies on approximately 38 km of watermains, 115 fire hydrants. various valves and 5 pressure-reducing stations that serve different pressure zones within the service area. Much of the system was constructed in the 1950's and 1960's and consists of Asbestos Cement (AC) piping. Based on the 2016 inventory **Figure 2** and **Figure 3** represent the size and material properties of the system.

Figure 2 - CCWWD Watermain Size

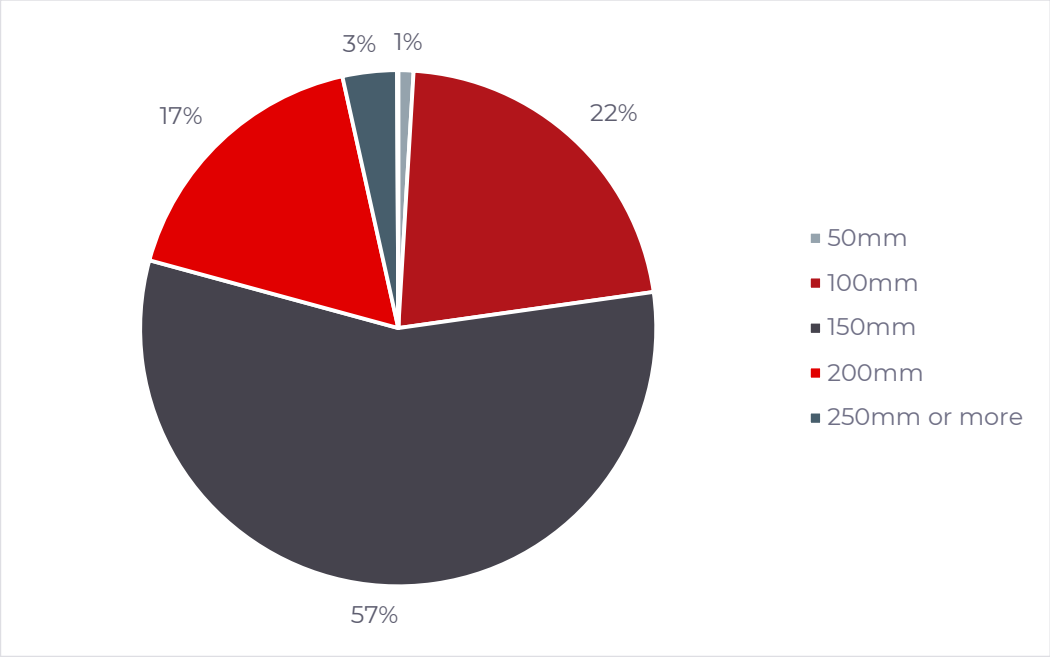
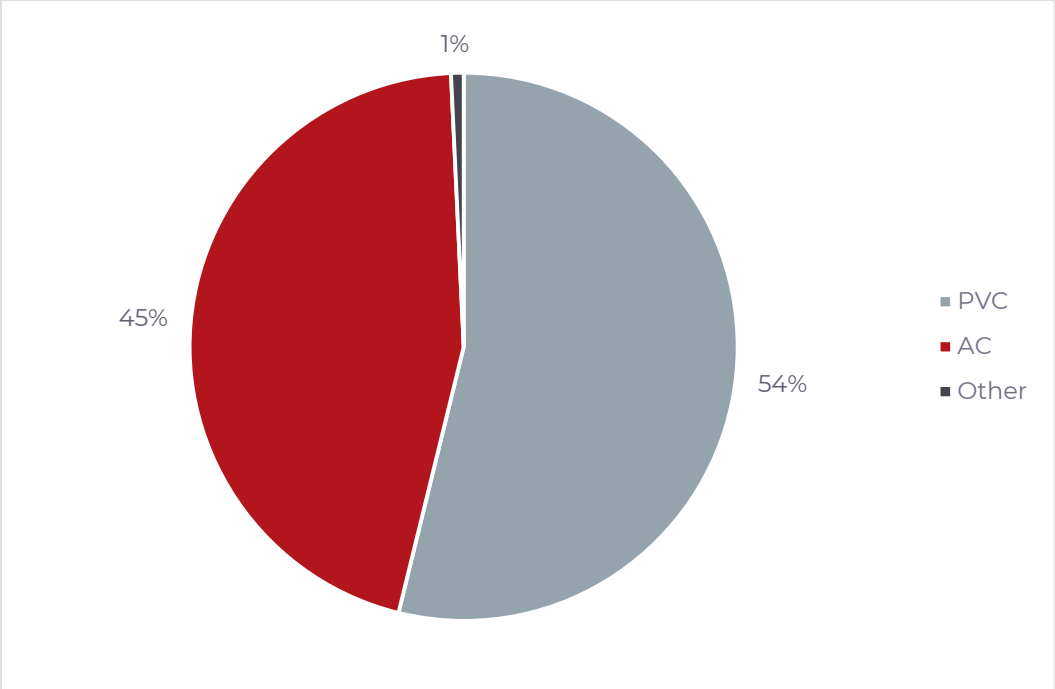


Figure 3 - CCWWD Watermain Material



2.3. FIRE PROTECTION

Fire protection services are currently under the responsibility of the Cherry Creek Waterworks District Fire Hall. The department currently consists of the Fire Chief, Deputy Chief, 3 Captains, 1 Lieutenant, 14 firefighters and 5 fire apparatuses.

There are 115 fire hydrants in the improvement district. Many hydrants and their appurtenances were installed in the 1960's.

As there are no booster pumps in the CCWWD water system, the pressure in the system is primarily a function of elevation and distance from the relevant PRV's. Areas of low fire flow have been recorded in multiple areas at the extremities of the systems, including Batty Road and the Old Nanaimo Highway. Recent watermain upgrades and connections have provided improvement to fire flows in some areas, however the water system operator notes adequate fire flows are still not able to be met in all areas.

The Cherry Creek Fire Department is currently in the final stages of the design of a new fire hall. The Department currently plans to acquire short term financing, and have submitted a budget to the province for long term financing.

3.0 INFRASTRUCTURE LIFECYCLE CONSIDERATIONS

Based on the information gathered on the CCWWD Water system we have generated a Lifecycle Investment Plan which intended to be a high-level snapshot for all of the known infrastructure and provides general recommendations of funding levels necessary for asset renewal. The purpose of the review is to inform and support long-term financial planning decisions and provide information on strategic risks related to aging infrastructure.

3.1. REPLACEMENT VALUES

The replacement values for assets are a key factor in understanding the infrastructure that would be taken over by the ACRD. The understanding of the costs of these assets are generally presented as the asset replacement costs, or the value in todays dollars of replacing the infrastructure. Linear asset costs were determined using unit rates developed from actual construction costs from the mid-Island area. Cost for other elements have been estimated based on other relevant construction projects in the area.

The replacement values for underground pipes assumes excavation and restoration works and makes allowances for services, valves and other system needs. Based off discussion with CCWWD staff, it is understood that restoration work is generally relatively minor as most watermains are located outside of the paved road. Rehabilitation methods for underground pipe are challenging to forecast in the current absence of condition information, which would be used to evaluate an individual pipe's candidacy for alternative and less expensive rehabilitation methods like pipe relining. Without this information, it is not suitable to apply a universal renewal approach, and therefore the conservative assumption of open-cut construction was used.

The total replacement value of the CCWWD water assets is estimated to be approximately $30.5 Million, expressed in 2024 dollars. **Table 1** shows the breakdown of this replacement value.

Table 1- Water System Replacement Value

CATEGORY	REPLACEMENT VALUE ($2024)	
Water Mains	$	25,896,000
Water – Hydrants	$	1,150,000
Water – Other (PRV, Treatment)	$	3,500,000
Total	**$**	**30,546,000**

The above values include a 10% engineering cost, but do not include contingency. For this level of estimate, a contingency of 20 to 30% is typically recommended.

Note that costs for the dams and intake structures would be highly variable, and have not been included in the replacement value calculations at this time. With proper maintenance, this infrastructure can have a long lifespan before needing major upgrades. It should also be noted that the intake at the diversion dam was recently upgraded in 2013.

Design of the building and site for the new treatment plant is currently underway. It is understood that an updated cost estimate will be available upon completion of this phase of design. At this stage, the 2016 estimate of $3,000,000 has been carried. As the treatment design has already been approved by Island Health, and site and building designs are ongoing, the water treatment plant costs were captured under the year 2024 for investment forecasting calculations.

It is also understood that the majority of water meters will be upgraded over time. It has been assumed that water meter upgrades will be completed along with water main replacements, and therefore costs related to meter replacement have been captured within the water main costs.

3.2. REMAINING LIFE

The remaining service life of each asset is impossible to predict from an asset inventory without physical inspection of each individual asset. However, typical service lives based on industry-standard values were used and are a critical aspect of the review. They are applied to each asset category and material type where necessary to determine timing of overall asset replacement needs based on each asset's installation or renewal date. The service lives applied to each asset are presented in **Table 2** below.

Other water infrastructure such as hydrants, PRV's, the new water treatment plant, the dam structure and other piping were all provided unique service lives based on typical infrastructure lifespans.

Table 2 - Service Lives

PIPE MATERIAL	USEFUL LIFE (YEARS)
AC	70
DI	100
PVC	100
Steel	100
HDPE	100

It should be noted that there is an incomplete record of replacements that have been completed since the initial construction of the system in 1958. The PRVs for instance, appear to have been updated since 1958, however do not appear to have records. Through discussion with CCWWD staff, it has been noted that 1 PRV was installed in 1980, and the rest have been replaced more recently.

3.3. AVERAGE ANNUAL INVESTMENT

The review aims to determine the annual investment that is required to provide ongoing support of the CCWWD existing assets. The two concepts that have been presented to inform this are the 20-year Asset Replacement Forecast and the Average Annual Life Cycle Investment (AALCI). The 20-year Asset Replacement Forecast is a valuable tool to prepare for more immediate infrastructure replacement needs. By understanding which assets will soon reach the end of their useful lives, a plan can be prepared to prioritize projects and funding to address upcoming needs.

3.3.1. AVERAGE ANNUAL LIFECYCLE INVESTMENT

The AALCI is a long-term planning tool that can be used to determine the required ongoing levels of infrastructure investment. This is the conservative funding level for sustaining infrastructure indefinitely and can be used to ensure revenue is stable enough to provide consistent support for asset replacement requirements. The AALCI is sensitive to service life changes, so it is important to understand and consider how the investment level could vary based on predicted versus actual years of service. Understanding this sensitivity will help when deciding what investment level is best. The AALCI also assumes replacing "like with like" - it does not consider potential changes in technology or service delivery that could be utilized in the future to adapt to changing circumstances such as climate change, or to better meet servicing needs.

Table 3 summarizes the AALCI for the current CCWWD water system. It shows that a sustainable service replacement would require on average an investment of $426,000 per year over the life of the system. The system may experience prolonged service from some of its assets, especially those which have already surpassed their useful life but are still functioning (backlogged infrastructure). Assuming that assets will consistently outlast their expected service, life is a risk that may be accepted by the provider if they wish to take a less conservative approach to asset management.

Table 3 - Replacement and Average Annual Investment Needs

CATEGORY	REPLACEMENT VALUE ($2024)	AVERAGE ANNUAL INVESTMENT FOR FULL REPLACEMENT
Water Distribution	$25,896,000	$308,000
Water - Hydrants	$1,150,000	$20,000
Water – Other	$3,500,000	$98,000
Total	**$30,546,000**	**$426,000**

3.3.2. AVERAGE ANNUAL 20 YEAR REPLACEMENT FORECAST

While the AALCI provides an overall lifecycle investment consideration there are also considerations for the expected near-term investments. **Figure 4** shows the expected Average Annual Investment forecast expected for the CCWWD water system over the next 20 years based on the current known service life information for the system. The values presented are a 5-year average value that allows for the variability of replacement timing and the expectation that assets generally do not all require replacement upon reaching their service life. The total value of the replacements shown in **Figure 4** are $10,696,030 or an average of $534,802 per year; higher than the theoretical AALCI presented above.

The higher initial costs are related to the anticipated treatment plant construction, as well as the large number of original hydrants remaining from 1958, which reached the end of their anticipated service life in 2018. Similarly, significant distribution system costs arise between 2029 and 2033 which represent the replacement of the original 1958 AC mains reach the end of their anticipated service life. The 2016 water system assessment also noted the future need to plan for AC main replacement and carried a cost estimate of $4,900,000 for their replacement in 2016 dollars. It was further discussed with CCWWD that there has been 15 km of AC watermain designated for priority replacement, with a budget of approximately $5.7 million allocated for this priority work.

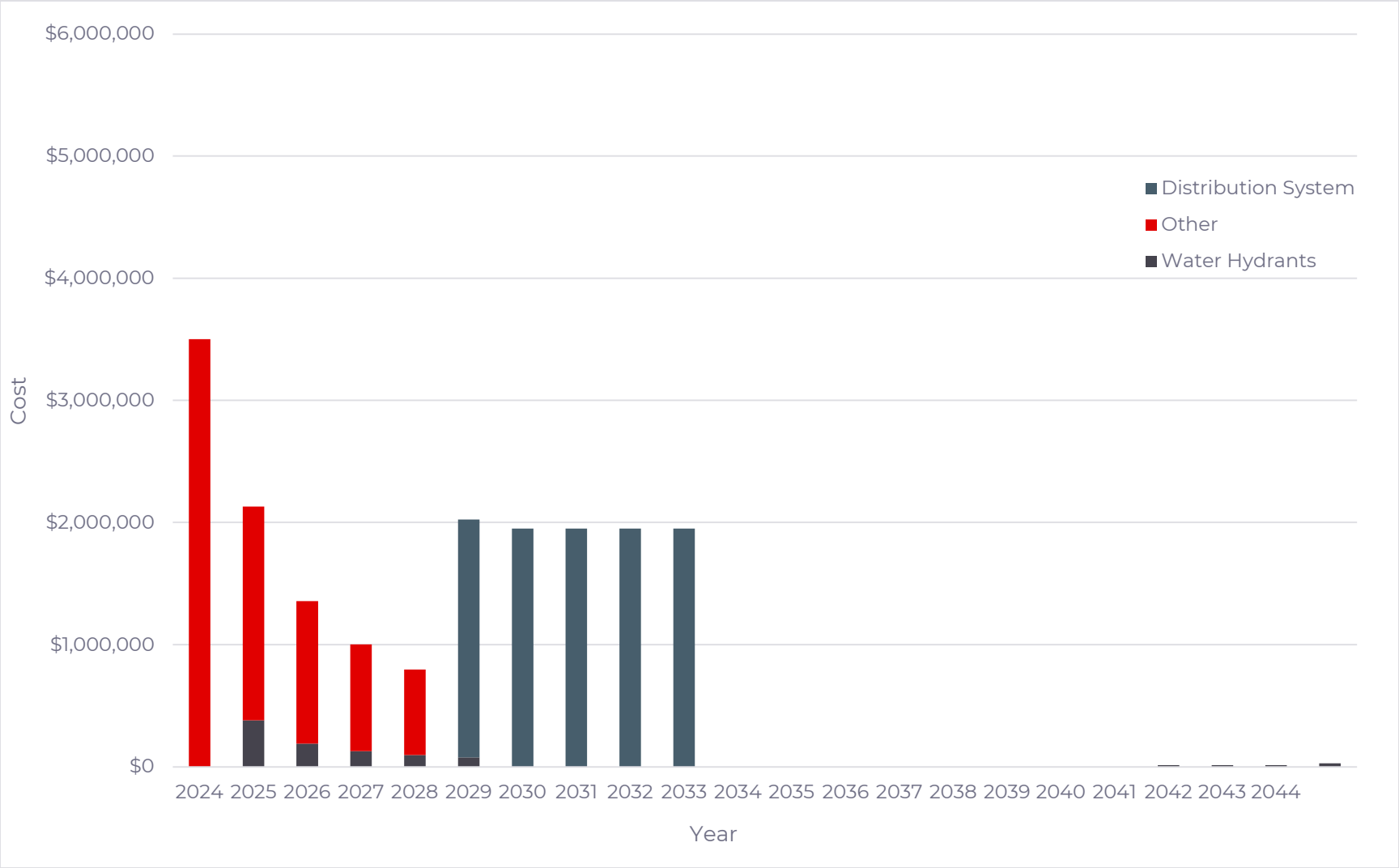


Figure 4 – 5 Year Average Annual Investment (2024 to 2044)

URBAN SYSTEMS

4.0 CONCLUSIONS AND RECOMENDATIONS

Based on the information provided and reviewed in this report, we can make the following conclusions and recommendations regarding the existing CCWWD services:

- We understand that the above information provides a snapshot of the current state of the assets that may be included in a service conversion, if CCWWD were to convert to a ACRD system. We have prepared this report in order to highlight a number of liabilities and critical pieces of information that would be needed for the ACRD to make an informed and educated decision on the matter.
- CCWWD owns and operates a significant water system that services the region which includes more than $30 Million of service infrastructure. The system appears to be aging and has a history service concerns and operational and maintenance considerations. Little information was available to understand the full risks to the system beyond anecdotal information from the operations staff.
- It would be expected that over the systems lifespan an investment of $426,000 per year would be expected to provide a sustainable system accounting for asset replacements. In the near term, over the next 20 years, this number would be expected to increase to $534,802 per year to account for previous investment shortfalls and planning for the eventual replacement needs of the distribution system.
- A new treatment plant is currently in the design process. The new plant will bring the system's treatment levels up to standards set forth in Island Health's 4-3-2-1 Policy. Updated cost estimates for the treatment plant will be established as the design advances.
- The water system details provided were from 2016, and have been supplemented through discussions with system operators highlighting recently completed projects. It is our understanding that the 2016 water system inventory is the most current information that is available from CCWWD. It is recommended that further investigation of the following information would provide a clearer picture of the state of the water system infrastructure, if available:
    - Current water model information that can be used to verify the level of service or capacity of the water system,
    - Available historic record drawings or design information for the water system,
    - Preliminary design reports for the treatment plant that is currently in the design phase.
- It is unknown what level of fire protection the current water system provides. It is our understanding that a full system fire flow study will be undertaken upon completion of the new treatment plant project.

Throughout our review, a number of additional pieces of information were identified that would aid in the future management of Cherry Creek services, regardless of either option (i.e. improvement district conversion or remain as CCWWD). These additional studies include, but are not limited to, the following:

- **Water System Inventory** – An updated inventory of all water system infrastructure should be undertaken, which will identify the location, type, age, size and condition (if known) of each component of the water system.

- **Asset Management Planning** – the water system inventory identified above will ideally be done in GIS (Geographic Information System), and will form the basis of a long-term Asset Management Plan. The plan will identify expected useful life, replacement costs and risk assessment in order to determine the annual investments required for sustainable service delivery, as well as review and update corporate asset management policies and procedures as appropriate.
- **Review of Lacy Lake Dam Policies and Procedures** – While not part of this review existing dam policies and procedures including the Emergency Plan, OMS (operational, maintenance and surveillance) Plan, and annual inspection plans should be undertaken if not already. This will identify any missing policies and procedures, as well create an annual dam maintenance schedule and budget in order to formalize dam operations and maintenance as required.

Appendix A

Watermain infrastructure

Asset ID	Location	Diameter	Material	Length	Date Installed	Standard Life Expectancy	Year of Replacement	Remaining Life	Condition (1-4)	Replacement Cost (/lm)	Replacement Cost	Depreciation %/yr	Expenditure Per Year	Column1	Replacement - 1st Time	Replacement - 2nd Time
1	DeBeaux Road	150	PVC	1042	2006	100	2106	82	4	$ 690	$ 718,980	1.0%	$ 7,190	2106	2106	2206
2	Batty Road	150	PVC	1100	2006	100	2106	82	4	$ 690	$ 759,000	1.0%	$ 7,590	2106	2106	2206
3	Batty Road	150	PVC	382	2004	100	2104	80	4	$ 690	$ 263,580	1.0%	$ 2,636	2104	2104	2204
4	Batty Road	150	PVC	588	1986	100	2086	62	4	$ 690	$ 405,720	1.0%	$ 4,057	2086	2086	2186
5	Salford Road	150	PVC	377	2010	100	2110	86	4	$ 690	$ 260,130	1.0%	$ 2,601	2110	2110	2210
6	Elstow Road	150	PVC	867	1986	100	2086	62	4	$ 690	$ 598,230	1.0%	$ 5,982	2086	2086	2186
7	Best Road	150	PVC	969	1986	100	2086	62	4	$ 690	$ 668,610	1.0%	$ 6,686	2086	2086	2186
8	Cypress Road	150	PVC	511	1986	100	2086	62	4	$ 690	$ 352,590	1.0%	$ 3,526	2086	2086	2186
9	Cypress Road	150	AC	920	1958	70	2028	4	2	$ 690	$ 634,800	1.4%	$ 9,069	2028	2028	2098
10	Cowley Road	150	AC	711	1958	70	2028	4	2	$ 690	$ 490,590	1.4%	$ 7,008	2028	2028	2098
11	Cowley Road	200	AC	189	1958	70	2028	4	2	$ 740	$ 139,860	1.4%	$ 1,998	2028	2028	2098
12	Cowley Road N Lateral	150	PVC	240	2005	100	2105	81	4	$ 690	$ 165,600	1.0%	$ 1,656	2105	2105	2205
13	Renton Road North	100	AC	554	1958	70	2028	4	2	$ 600	$ 332,400	1.4%	$ 4,749	2028	2028	2098
14	Renton Road South	150	PVC	319	1999	100	2099	75	4	$ 690	$ 220,110	1.0%	$ 2,201	2099	2099	2199
15	Renton Road South	150	PVC	375	1991	100	2091	67	4	$ 690	$ 258,750	1.0%	$ 2,588	2091	2091	2191
16	Bexley Road	100	PVC	137	1986	100	2086	62	4	$ 600	$ 82,200	1.0%	$ 822	2086	2086	2186
17	Moore Road	150	PVC	866	1998	100	2098	74	4	$ 690	$ 597,540	1.0%	$ 5,975	2098	2098	2198
18	Moore Road	100	AC	126	1958	70	2028	4	2	$ 600	$ 75,600	1.4%	$ 1,080	2028	2028	2098
19	Moore Road	150	AC	619	1958	70	2028	4	2	$ 690	$ 427,110	1.4%	$ 6,102	2028	2028	2098
20	Becker Place	50	PVC	89	1958	100	2058	34	4	$ 390	$ 34,710	1.0%	$ 347	2058	2058	2158
21	Tebo Avenue	150	PVC	153	2007	100	2107	83	4	$ 690	$ 105,570	1.0%	$ 1,056	2107	2107	2207
22	Tebo Avenue	150	PVC	82	2001	100	2101	77	4	$ 690	$ 56,580	1.0%	$ 566	2101	2101	2201
23	Tebo Avenue	150	PVC	348	1996	100	2096	72	4	$ 690	$ 240,120	1.0%	$ 2,401	2096	2096	2196
24	Strathcona Street	150	AC	1003	1958	70	2028	4	2	$ 690	$ 692,070	1.4%	$ 9,887	2028	2028	2098
25	Cherry Creek Road	150	PVC	335	2014	100	2114	90	4	$ 690	$ 231,150	1.0%	$ 2,312	2114	2114	2214
26	Cherry Creek Road	200	PVC	81	2012	100	2112	88	4	$ 740	$ 59,940	1.0%	$ 599	2112	2112	2212
27	Cherry Creek Road	150	PVC	273	2007	100	2107	83	4	$ 690	$ 188,370	1.0%	$ 1,884	2107	2107	2207
28	Cherry Creek Road	150	PVC	134	2005	100	2105	81	4	$ 690	$ 92,460	1.0%	$ 925	2105	2105	2205
29	Cherry Creek Road	100	AC	1504	1958	70	2028	4	2	$ 600	$ 902,400	1.4%	$ 12,891	2028	2028	2098
30	Cherry Creek Road	150	AC	394	1958	70	2028	4	2	$ 690	$ 271,860	1.4%	$ 3,884	2028	2028	2098
31	Mountain View Road	100	AC	33	1958	70	2028	4	2	$ 600	$ 19,800	1.4%	$ 283	2028	2028	2098
32	Trevor Avenue	100	AC	279	1958	70	2028	4	2	$ 600	$ 167,400	1.4%	$ 2,391	2028	2028	2098
33	Rosewood Avenue	100	AC	157	1958	70	2028	4	2	$ 600	$ 94,200	1.4%	$ 1,346	2028	2028	2098
34	Horne Lake Road	100	AC	397	1958	70	2028	4	2	$ 600	$ 238,200	1.4%	$ 3,403	2028	2028	2098
35	Clayton Road	100	AC	119	1958	70	2028	4	2	$ 600	$ 71,400	1.4%	$ 1,020	2028	2028	2098
36	Andrews Lane	100	AC	125	1987	70	2057	33	4	$ 600	$ 75,000	1.4%	$ 1,071	2057	2057	2127
37	Cherry Creek Road Lateral to Lacy Lake Water Supply Main	200	PVC	713	1981	100	2081	57	4	$ 740	$ 527,620	1.0%	$ 5,276	2081	2081	2181
38	Milligan Road Lateral to Lacy Lake Water Supply Main	200	AC	131	1958	70	2028	4	2	$ 740	$ 96,940	1.4%	$ 1,385	2028	2028	2098
39	Milligan Road	200	PVC	466	2013	100	2113	89	4	$ 740	$ 344,840	1.0%	$ 3,448	2113	2113	2213
40	Milligan Road	200	PVC	353	2009	100	2109	85	4	$ 740	$ 261,220	1.0%	$ 2,612	2109	2109	2209
41	Milligan Road	250	HDPE	40	2009	100	2109	85	4	$ 830	$ 33,200	1.0%	$ 332	2109	2109	2209
42	Milligan Road	200	PVC	91	2001	100	2101	77	4	$ 740	$ 67,340	1.0%	$ 673	2101	2101	2201
43	Milligan Road	200	AC	449	1958	70	2028	4	2	$ 740	$ 332,260	1.4%	$ 4,747	2028	2028	2098
44	Margot Road	100	AC	741	1958	70	2028	4	2	$ 600	$ 444,600	1.4%	$ 6,351	2028	2028	2098
45	Veldham Road	150	PVC	185	2005	100	2105	81	4	$ 690	$ 127,650	1.0%	$ 1,277	2105	2105	2205
46	Walmer Road	150	PVC	191	2007	100	2107	83	4	$ 690	$ 131,790	1.0%	$ 1,318	2107	2107	2207
47	Walmer- Veldham Lateral	150	PVC	130	2007	100	2107	83	4	$ 690	$ 89,700	1.0%	$ 897	2107	2107	2207
48	Markham Road	100	AC	635	1958	70	2028	4	2	$ 600	$ 381,000	1.4%	$ 5,443	2028	2028	2098
49	Markham Place	100	AC	58	1958	70	2028	4	2	$ 600	$ 34,800	1.4%	$ 497	2028	2028	2098
50	Linton Avenue	100	AC	240	1958	70	2028	4	2	$ 600	$ 144,000	1.4%	$ 2,057	2028	2028	2098
51	Cottam Road	100	AC	807	1958	70	2028	4	2	$ 600	$ 484,200	1.4%	$ 6,917	2028	2028	2098
52	Cherryvale Road	150	PVC	139	1998	100	2098	74	4	$ 690	$ 95,910	1.0%	$ 959	2098	2098	2198
53	William Street	150	PVC	346	2005	100	2105	81	4	$ 690	$ 238,740	1.0%	$ 2,387	2105	2105	2205
54	Nixon Street	150	PVC	203	1981	100	2081	57	4	$ 690	$ 140,070	1.0%	$ 1,401	2081	2081	2181
55	Durham Street	150	PVC	186	1981	100	2081	57	4	$ 690	$ 128,340	1.0%	$ 1,283	2081	2081	2181
56	Stocton Street	150	PVC	190	1981	100	2081	57	4	$ 690	$ 131,100	1.0%	$ 1,311	2081	2081	2181
57	Harrison Street	150	PVC	191	1981	100	2081	57	4	$ 690	$ 131,790	1.0%	$ 1,318	2081	2081	2181
58	Rumsby Street	150	PVC	365	2007	100	2107	83	4	$ 690	$ 251,850	1.0%	$ 2,519	2107	2107	2207
59	Moore Road to Albert Street Lateral	250	PVC	120	2014	100	2114	90	4	$ 830	$ 99,600	1.0%	$ 996	2114	2114	2214
60	Albert Street	250	PVC	627	2015	100	2115	91	4	$ 830	$ 520,410	1.0%	$ 5,204	2115	2115	2215
61	Mozart Street	150	PVC	300	2004	100	2104	80	4	$ 690	$ 207,000	1.0%	$ 2,070	2104	2104	2204
62	Mozart Street	150	PVC	239	1994	100	2094	70	4	$ 690	$ 164,910	1.0%	$ 1,649	2094	2094	2194
63	Mozart Street	200	AC	376	1981	70	2051	27	4	$ 740	$ 278,240	1.4%	$ 3,975	2051	2051	2121
64	Mozart Street	200	AC	223	1958	70	2028	4	2	$ 740	$ 165,020	1.4%	$ 2,357	2028	2028	2098
65	Maebelle Road	150	PVC	145	1986	100	2086	62	4	$ 690	$ 100,050	1.0%	$ 1,001	2086	2086	2186
66	Maebelle Road	100	AC	134	1958	70	2028	4	2	$ 600	$ 80,400	1.4%	$ 1,149	2028	2028	2098
67	Maebelle Road	150	AC	105	1958	70	2028	4	2	$ 690	$ 72,450	1.4%	$ 1,035	2028	2028	2098
68	Maebelle Road	200	AC	669	1958	70	2028	4	2	$ 740	$ 495,060	1.4%	$ 7,072	2028	2028	2098
69	Dundalk Road N	150	PVC	143	1985	100	2085	61	4	$ 690	$ 98,670	1.0%	$ 987	2085	2085	2185
70	Dundalk Road N	200	AC	655	1981	70	2051	27	4	$ 740	$ 484,700	1.4%	$ 6,924	2051	2051	2121
71	Foulcer Road	150	PVC	119	2001	100	2101	77	4	$ 690	$ 82,110	1.0%	$ 821	2101	2101	2201
72	Foulcer Road	150	PVC	203	1984	100	2084	60	4	$ 690	$ 140,070	1.0%	$ 1,401	2084	2084	2184
73	Long Road	50	PVC	274	1958	100	2058	34	4	$ 390	$ 106,860	1.0%	$ 1,069	2058	2058	2158
74	John Street	100	AC	114	1976	70	2046	22	4	$ 600	$ 68,400	1.4%	$ 977	2046	2046	2116
75	Van Decar Avenue	150	PVC	249	1996	100	2096	72	4	$ 690	$ 171,810	1.0%	$ 1,718	2096	2096	2196
76	Alberni Highway	150	PVC	178	2001	100	2101	77	4	$ 690	$ 122,820	1.0%	$ 1,228	2101	2101	2201

Watermain infrastructure

Asset ID	Location	Diameter	Material	Length	Date Installed	Standard Life Expectancy	Year of Replacement	Remaining Life	Condition (1-4)	Replacement Cost (/lm)	Replacement Cost	Depreciation %/yr	Expenditure Per Year	Column1	Replacement - 1st Time	Replacement - 2nd Time
77	Alberni Highway	100	AC	283	1958	70	2028	4	2	$ 600	$ 169,800	1.4%	$ 2,426	2028	2028	2098
78	Alberni Highway	150	AC	641	1958	70	2028	4	2	$ 690	$ 442,290	1.4%	$ 6,318	2028	2028	2098
79	Old Nanaimo Highway W	200	PVC	304	2006	100	2106	82	4	$ 740	$ 224,960	1.0%	$ 2,250	2106	2106	2206
80	Old Nanaimo Highway W	200	PVC	266	1998	100	2098	74	4	$ 740	$ 196,840	1.0%	$ 1,968	2098	2098	2198
81	Old Nanaimo Highway W	150	PVC	135	1981	100	2081	57	4	$ 690	$ 93,150	1.0%	$ 932	2081	2081	2181
82	Old Nanaimo Highway W	100	AC	409	1958	70	2028	4	2	$ 600	$ 245,400	1.4%	$ 3,506	2028	2028	2098
83	Old Nanaimo Highway W	150	AC	690	1958	70	2028	4	2	$ 690	$ 476,100	1.4%	$ 6,801	2028	2028	2098
84	Port Alberni Highway To Highmoor Road Lateral	150	PVC	148	2011	100	2111	87	4	$ 690	$ 102,120	1.0%	$ 1,021	2111	2111	2211
85	Port Alberni Highway To Highmoor Road Lateral	150	PVC	249	2001	100	2101	77	4	$ 690	$ 171,810	1.0%	$ 1,718	2101	2101	2201
86	Port Alberni Highway To Highmoor Road Lateral	150	PVC	126	1986	100	2086	62	4	$ 690	$ 86,940	1.0%	$ 869	2086	2086	2186
87	Port Alberni Highway	150	PVC	166	1986	100	2086	62	4	$ 690	$ 114,540	1.0%	$ 1,145	2086	2086	2186
88	Timberlane Road	200	PVC	268	2004	100	2104	80	4	$ 740	$ 198,320	1.0%	$ 1,983	2104	2104	2204
89	Timberlane Road	150	PVC	404	1996	100	2096	72	4	$ 690	$ 278,760	1.0%	$ 2,788	2096	2096	2196
90	Timberlane Road	150	PVC	168	1986	100	2086	62	4	$ 690	$ 115,920	1.0%	$ 1,159	2086	2086	2186
91	Sherwood Road	150	PVC	85	2006	100	2106	82	4	$ 690	$ 58,650	1.0%	$ 587	2106	2106	2206
92	Sherwood Road	150	PVC	141	2004	100	2104	80	4	$ 690	$ 97,290	1.0%	$ 973	2104	2104	2204
93	Sherwood Road	150	PVC	167	1986	100	2086	62	4	$ 690	$ 115,230	1.0%	$ 1,152	2086	2086	2186
94	Dundalk Ave S	150	PVC	450	1986	100	2086	62	4	$ 690	$ 310,500	1.0%	$ 3,105	2086	2086	2186
95	Arden Road	150	PVC	133	1996	100	2096	72	4	$ 690	$ 91,770	1.0%	$ 918	2096	2096	2196
96	Athol Road	100	AC	245	1958	70	2028	4	2	$ 600	$ 147,000	1.4%	$ 2,100	2028	2028	2098
97	Edland Road	100	AC	377	1958	70	2028	4	2	$ 600	$ 226,200	1.4%	$ 3,231	2028	2028	2098
98	Highmoor Road	150	PVC	70	2001	100	2101	77	4	$ 690	$ 48,300	1.0%	$ 483	2101	2101	2201
99	Highmoor Road	150	PVC	515	1986	100	2086	62	4	$ 690	$ 355,350	1.0%	$ 3,554	2086	2086	2186
100	Highmoor Road	100	AC	656	1958	70	2028	4	2	$ 600	$ 393,600	1.4%	$ 5,623	2028	2028	2098
101	Locke Road	150	PVC	120	2009	100	2109	85	4	$ 690	$ 82,800	1.0%	$ 828	2109	2109	2209
102	Locke Road	150	PVC	75	1996	100	2096	72	4	$ 690	$ 51,750	1.0%	$ 518	2096	2096	2196
103	Green Avenue	150	PVC	48	2009	100	2109	85	4	$ 690	$ 33,120	1.0%	$ 331	2109	2109	2209
104	Green Avenue	150	PVC	121	2004	100	2104	80	4	$ 690	$ 83,490	1.0%	$ 835	2104	2104	2204
105	Green Avenue	150	PVC	154	1986	100	2086	62	4	$ 690	$ 106,260	1.0%	$ 1,063	2086	2086	2186
106	Brandon Avenue	150	PVC	278	1996	100	2096	72	4	$ 690	$ 191,820	1.0%	$ 1,918	2096	2096	2196
107	Mann Road	100	AC	168	1976	70	2046	22	4	$ 600	$ 100,800	1.4%	$ 1,440	2046	2046	2116
108	Lacy Lake Water Supply To Moore Road Tie-in	250	PVC	175	2015	100	2115	91	4	$ 830	$ 145,250	1.0%	$ 1,453	2115	2115	2215
109	Lacy Lake Water Supply To Moore Road Tie-in	300	HDPE	27	2015	100	2115	91	4	$ 910	$ 24,570	1.0%	$ 246	2115	2115	2215
110	Lacy Lake Water Supply To Moore Road Tie-in	250	PVC	90	2006	100	2106	82	4	$ 830	$ 74,700	1.0%	$ 747	2106	2106	2206
111	Lacy Lake Water Supply To Moore Road Tie-in	250	DI	50	1986	100	2086	62	4	$ 830	$ 41,500	1.0%	$ 415	2086	2086	2186
112	Lacy Lake Water Supply To Moore Road Tie-in	200	AC	1341	1958	70	2028	4	2	$ 740	$ 992,340	1.4%	$ 14,176	2028	2028	2098
113	Lacy Lake Water Supply To Moore Road Tie-in	250	STEEL	165	1958	100	2058	34	4	$ 830	$ 136,950	1.0%	$ 1,370	2058	2058	2158

Hydrant Summary

Asset Description	Location	Year Installed	TCA Useful Life	Replacement Year	Years Remaining	2024 Replacement Cost	Actual Historical Cost	Depreciation %/yr	Expenditure Per Year	Replacement Year - 1st Time	Replacement Year - 2nd Time
Fire Hydrants	DeBeaux Road	2006	60	2066	42	$ 10,000		1.7%	$167	2066	2126
Fire Hydrants	DeBeaux Road	2006	60	2066	42	$ 10,000		1.7%	$167	2066	2126
Fire Hydrants	DeBeaux Road	2006	60	2066	42	$ 10,000		1.7%	$167	2066	2126
Fire Hydrants	DeBeaux Road	2006	60	2066	42	$ 10,000		1.7%	$167	2066	2126
Fire Hydrants	DeBeaux Road	2006	60	2066	42	$ 10,000		1.7%	$167	2066	2126
Fire Hydrants	DeBeaux Road	2006	60	2066	42	$ 10,000		1.7%	$167	2066	2126
Fire Hydrants	DeBeaux Road	2006	60	2066	42	$ 10,000		1.7%	$167	2066	2126
Fire Hydrants	Batty Road	2006	60	2066	42	$ 10,000		1.7%	$167	2066	2126
Fire Hydrants	Batty Road	2006	60	2066	42	$ 10,000		1.7%	$167	2066	2126
Fire Hydrants	Batty Road	2006	60	2066	42	$ 10,000		1.7%	$167	2066	2126
Fire Hydrants	Batty Road	2006	60	2066	42	$ 10,000		1.7%	$167	2066	2126
Fire Hydrants	Batty Road	2006	60	2066	42	$ 10,000		1.7%	$167	2066	2126
Fire Hydrants	Batty Road	2004	60	2064	40	$ 10,000		1.7%	$167	2064	2124
Fire Hydrants	Batty Road	2004	60	2064	40	$ 10,000		1.7%	$167	2064	2124
Fire Hydrants	Batty Road	1986	60	2046	22	$ 10,000		1.7%	$167	2046	2106
Fire Hydrants	Batty Road	1986	60	2046	22	$ 10,000		1.7%	$167	2046	2106
Fire Hydrants	Salford Road	2010	60	2070	46	$ 10,000		1.7%	$167	2070	2130
Fire Hydrants	Salford Road	2010	60	2070	46	$ 10,000		1.7%	$167	2070	2130
Fire Hydrants	Elstow Road	1986	60	2046	22	$ 10,000		1.7%	$167	2046	2106
Fire Hydrants	Best Road (With South Lateral To Residential Service)	1986	60	2046	22	$ 10,000		1.7%	$167	2046	2106
Fire Hydrants	Best Road (With South Lateral To Residential Service)	1986	60	2046	22	$ 10,000		1.7%	$167	2046	2106
Fire Hydrants	Best Road (With South Lateral To Residential Service)	1986	60	2046	22	$ 10,000		1.7%	$167	2046	2106
Fire Hydrants	Cypress Road	1986	60	2046	22	$ 10,000		1.7%	$167	2046	2106
Fire Hydrants	Cypress Road	1958	60	2018	0	$ 10,000		1.7%	$167	2018	2078
Fire Hydrants	Cypress Road	1958	60	2018	0	$ 10,000		1.7%	$167	2018	2078
Fire Hydrants	Cowley Road	2013	60	2073	49	$ 10,000		1.7%	$167	2073	2133
Fire Hydrants	Cowley Road	1958	60	2018	0	$ 10,000		1.7%	$167	2018	2078
Fire Hydrants	Cowley Road	1958	60	2018	0	$ 10,000		1.7%	$167	2018	2078
Fire Hydrants	Cowley Road	1958	60	2018	0	$ 10,000		1.7%	$167	2018	2078
Fire Hydrants	Cowley Road N Lateral	2005	60	2065	41	$ 10,000		1.7%	$167	2065	2125
Fire Hydrants	Renton Road North	1998	60	2058	34	$ 10,000		1.7%	$167	2058	2118
Fire Hydrants	Renton Road North	1958	60	2018	0	$ 10,000		1.7%	$167	2018	2078
Fire Hydrants	Renton Road North	1958	60	2018	0	$ 10,000		1.7%	$167	2018	2078
Fire Hydrants	Renton Road South	1991	60	2051	27	$ 10,000		1.7%	$167	2051	2111
Fire Hydrants	Renton Road South	1991	60	2051	27	$ 10,000		1.7%	$167	2051	2111
Fire Hydrants	Moore Road	2014	60	2074	50	$ 10,000		1.7%	$167	2074	2134
Fire Hydrants	Moore Road	1998	60	2058	34	$ 10,000		1.7%	$167	2058	2118
Fire Hydrants	Moore Road	1998	60	2058	34	$ 10,000		1.7%	$167	2058	2118
Fire Hydrants	Moore Road	1958	60	2018	0	$ 10,000		1.7%	$167	2018	2078
Fire Hydrants	Moore Road	1958	60	2018	0	$ 10,000		1.7%	$167	2018	2078
Fire Hydrants	Tebo Avenue	1996	60	2056	32	$ 10,000		1.7%	$167	2056	2116
Fire Hydrants	Tebo Avenue	1996	60	2056	32	$ 10,000		1.7%	$167	2056	2116
Fire Hydrants	Strathcona Street	1958	60	2018	0	$ 10,000		1.7%	$167	2018	2078
Fire Hydrants	Strathcona Street	1958	60	2018	0	$ 10,000		1.7%	$167	2018	2078
Fire Hydrants	Strathcona Street	1958	60	2018	0	$ 10,000		1.7%	$167	2018	2078
Fire Hydrants	Strathcona Street	1958	60	2018	0	$ 10,000		1.7%	$167	2018	2078
Fire Hydrants	Cherry Creek Road	2014	60	2074	50	$ 10,000		1.7%	$167	2074	2134
Fire Hydrants	Cherry Creek Road	2014	60	2074	50	$ 10,000		1.7%	$167	2074	2134
Fire Hydrants	Cherry Creek Road	2007	60	2067	43	$ 10,000		1.7%	$167	2067	2127
Fire Hydrants	Cherry Creek Road	1958	60	2018	0	$ 10,000		1.7%	$167	2018	2078
Fire Hydrants	Cherry Creek Road	1958	60	2018	0	$ 10,000		1.7%	$167	2018	2078
Fire Hydrants	Cherry Creek Road	1958	60	2018	0	$ 10,000		1.7%	$167	2018	2078
Fire Hydrants	Cherry Creek Road	1958	60	2018	0	$ 10,000		1.7%	$167	2018	2078
Fire Hydrants	Cherry Creek Road	1958	60	2018	0	$ 10,000		1.7%	$167	2018	2078
Fire Hydrants	Cherry Creek Road	1958	60	2018	0	$ 10,000		1.7%	$167	2018	2078
Fire Hydrants	Cherry Creek Road	1958	60	2018	0	$ 10,000		1.7%	$167	2018	2078

Hydrant Summary

Fire Hydrants	Trevor Avenue	1958	60	2018	0	$	10,000		1.7%	$167	2018	2078
Fire Hydrants	Clayton Road	1958	60	2018	0	$	10,000		1.7%	$167	2018	2078
Fire Hydrants	Milligan Road	2013	60	2073	49	$	10,000		1.7%	$167	2073	2133
Fire Hydrants	Milligan Road	2013	60	2073	49	$	10,000		1.7%	$167	2073	2133
Fire Hydrants	Milligan Road	2013	60	2073	49	$	10,000		1.7%	$167	2073	2133
Fire Hydrants	Milligan Road	2009	60	2069	45	$	10,000		1.7%	$167	2069	2129
Fire Hydrants	Margot Road	1958	60	2018	0	$	10,000		1.7%	$167	2018	2078
Fire Hydrants	Margot Road	1958	60	2018	0	$	10,000		1.7%	$167	2018	2078
Fire Hydrants	Margot Road	1958	60	2018	0	$	10,000		1.7%	$167	2018	2078
Fire Hydrants	Markham Road	1958	60	2018	0	$	10,000		1.7%	$167	2018	2078
Fire Hydrants	Markham Road	1958	60	2018	0	$	10,000		1.7%	$167	2018	2078
Fire Hydrants	Cottam Road	1958	60	2018	0	$	10,000		1.7%	$167	2018	2078
Fire Hydrants	Cottam Road	1958	60	2018	0	$	10,000		1.7%	$167	2018	2078
Fire Hydrants	Cherryvale Road	1998	60	2058	34	$	10,000		1.7%	$167	2058	2118
Fire Hydrants	Nixon Street	1981	60	2041	17	$	10,000		1.7%	$167	2041	2101
Fire Hydrants	Durham Street	1981	60	2041	17	$	10,000		1.7%	$167	2041	2101
Fire Hydrants	Rumsby Street	2007	60	2067	43	$	10,000		1.7%	$167	2067	2127
Fire Hydrants	Rumsby Street	2007	60	2067	43	$	10,000		1.7%	$167	2067	2127
Fire Hydrants	Albert Street	2015	60	2075	51	$	10,000		1.7%	$167	2075	2135
Fire Hydrants	Albert Street	2015	60	2075	51	$	10,000		1.7%	$167	2075	2135
Fire Hydrants	Mozart Street	2004	60	2064	40	$	10,000		1.7%	$167	2064	2124
Fire Hydrants	Mozart Street	1994	60	2054	30	$	10,000		1.7%	$167	2054	2114
Fire Hydrants	Mozart Street	1981	60	2041	17	$	10,000		1.7%	$167	2041	2101
Fire Hydrants	Mozart Street	1958	60	2018	0	$	10,000		1.7%	$167	2018	2078
Fire Hydrants	Maebelle Road	2012	60	2072	48	$	10,000		1.7%	$167	2072	2132
Fire Hydrants	Maebelle Road	1958	60	2018	0	$	10,000		1.7%	$167	2018	2078
Fire Hydrants	Maebelle Road	1958	60	2018	0	$	10,000		1.7%	$167	2018	2078
Fire Hydrants	Dundalk Road N	1981	60	2041	17	$	10,000		1.7%	$167	2041	2101
Fire Hydrants	Dundalk Road N	1981	60	2041	17	$	10,000		1.7%	$167	2041	2101
Fire Hydrants	John Street	1958	60	2018	0	$	10,000		1.7%	$167	2018	2078
Fire Hydrants	Van Decar Avenue	1996	60	2056	32	$	10,000		1.7%	$167	2056	2116
Fire Hydrants	Van Decar Avenue	1996	60	2056	32	$	10,000		1.7%	$167	2056	2116
Fire Hydrants	Alberni Highway	1998	60	2058	34	$	10,000		1.7%	$167	2058	2118
Fire Hydrants	Alberni Highway	1958	60	2018	0	$	10,000		1.7%	$167	2018	2078
Fire Hydrants	Alberni Highway	1958	60	2018	0	$	10,000		1.7%	$167	2018	2078
Fire Hydrants	Old Nanaimo Highway W	2009	60	2069	45	$	10,000		1.7%	$167	2069	2129
Fire Hydrants	Old Nanaimo Highway W	2006	60	2066	42	$	10,000		1.7%	$167	2066	2126
Fire Hydrants	Old Nanaimo Highway W	1998	60	2058	34	$	10,000		1.7%	$167	2058	2118
Fire Hydrants	Old Nanaimo Highway W	1981	60	2041	17	$	10,000		1.7%	$167	2041	2101
Fire Hydrants	Old Nanaimo Highway W	1981	60	2041	17	$	10,000		1.7%	$167	2041	2101
Fire Hydrants	Old Nanaimo Highway W	1958	60	2018	0	$	10,000		1.7%	$167	2018	2078
Fire Hydrants	Old Nanaimo Highway W	1958	60	2018	0	$	10,000		1.7%	$167	2018	2078
Fire Hydrants	Port Alberni Highway To Highmoor Road Lateral	2011	60	2071	47	$	10,000		1.7%	$167	2071	2131
Fire Hydrants	Port Alberni Highway To Highmoor Road Lateral	2011	60	2071	47	$	10,000		1.7%	$167	2071	2131
Fire Hydrants	Port Alberni Highway To Highmoor Road Lateral	2011	60	2071	47	$	10,000		1.7%	$167	2071	2131
Fire Hydrants	Port Alberni Highway To Highmoor Road Lateral	1986	60	2046	22	$	10,000		1.7%	$167	2046	2106
Fire Hydrants	Timberlane Road	2009	60	2069	45	$	10,000		1.7%	$167	2069	2129
Fire Hydrants	Timberlane Road	2004	60	2064	40	$	10,000		1.7%	$167	2064	2124
Fire Hydrants	Timberlane Road	1996	60	2056	32	$	10,000		1.7%	$167	2056	2116
Fire Hydrants	Timberlane Road	1996	60	2056	32	$	10,000		1.7%	$167	2056	2116
Fire Hydrants	Sherwood Road	2005	60	2065	41	$	10,000		1.7%	$167	2065	2125
Fire Hydrants	Sherwood Road	2004	60	2064	40	$	10,000		1.7%	$167	2064	2124
Fire Hydrants	Sherwood Road	2004	60	2064	40	$	10,000		1.7%	$167	2064	2124
Fire Hydrants	Highmoor Road	2009	60	2069	45	$	10,000		1.7%	$167	2069	2129
Fire Hydrants	Highmoor Road	1986	60	2046	22	$	10,000		1.7%	$167	2046	2106
Fire Hydrants	Highmoor Road	1958	60	2018	0	$	10,000		1.7%	$167	2018	2078
Fire Hydrants	New based on CCWWD comments	2022	60	2082	58	$	10,000		1.7%	$167	2082	2142
Fire Hydrants	New based on CCWWD comments	2022	60	2082	58	$	10,000		1.7%	$167	2082	2142
Fire Hydrants	Locke Road	2004	60	2064	40	$	10,000		1.7%	$167	2064	2124

Water - Other

Asset Description	Location	Year Installed	TCA Useful Life	Replacement Year	Years Remaining	2024 Replacement Cost	Actual Historical Cost	Depreciation %/yr	Expenditure Per Year	Replacement Year - 1st Time	Replacement Year - 2nd Time
PRV	Strathcona Street	1980	40	2020	0	$ 100,000		2.5%	$2,500	2020	2060
PRV	Lacy Lake Water Supply Main	1980	40	2020	0	$ 100,000		2.5%	$2,500	2020	2060
PRV	Milligan Road	1980	40	2020	0	$ 100,000		2.5%	$2,500	2020	2060
PRV	Lacy Lake Water Supply to Moore Road	1980	40	2020	0	$ 100,000		2.5%	$2,500	2020	2060
PRV	Maebelle Road	1980	40	2020	0	$ 100,000		2.5%	$2,500	2020	2060
Water Treatment Plant	Lacy Lake Water Supply Main	1989	35	2024	0	$ 3,000,000		2.9%	$85,714	2024	2059

APPENDIX B
Cherry Creek Fire Department Asset Management Plan

Cherry Creek Fire Department

Asset Management Plan

Version 1

LATEST REVISION: SEPTEMBER 2022

Contents

1 EXECUTIVE SUMMARY

1.1 Purpose of the Plan

The Cherry Creek Fire Department Asset Management Plan (AMP) is part of the Improvement District Asset Management Program which facilitates informed decision-making and effective allocation of resources for infrastructure. The purpose of an AMP is to support the delivery of sustainable, cost-effective services to the community in a socially, economically, and environmentally responsible manner, while providing the Level of Service (LOS) endorsed by the Board. Estimates and projections included in this AMP are derived using available information with updates and changes expected with the release of each new version. AMPs are intended to be living documents reviewed before each budget cycle.

1.2 Asset Description

The Cherry Creek Fire Department assets include:

- Hall, parking lot, septic system
- Firefighting apparatuses, equipment, Sprinkler Protection Unit
- Self-Contained Breathing Apparatus (SCBA)
- SCBA filling station

1.3 Levels of Service

The present funding levels are sufficient to maintain existing interior level of service. Working for Wildfire has significantly supplemented capital projects by approximately $350,000 over the past 5 years. This income can not be counted on, but during major wildfire events would provide an alternative income source. The major threat to the service level is inflation and retention of skilled labor.

1.4 Future Demand

The main demand on existing services is:

- Community growth
- Public expectations of services
- Board of Trustees service objectives
- Legislative regulations
- Industry standards

These demands can be managed through a combination of existing assets, upgrading, and acquiring new assets while always finding innovative solutions that mitigate and manage risk.

1.5 Lifecycle Management Plan

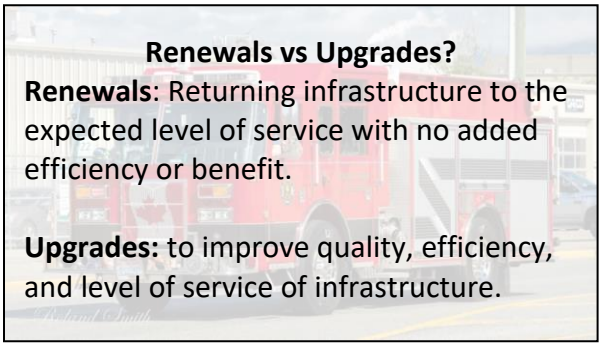
During an asset's life, the replacement value is typically known along with an estimated date of replacement based on age and condition. Annual contributions are calculated for each asset to identify any funding gap between current and future levels of service. The AM Program achieves responsible

and reliable lifecycle management practices. Currently the replacement cost of many large assets is not fully known due to supply chain disruption and overall economic instability.

The Fire Chief and staff have created the Cherry Creek Fire Department AMP. Estimated service life (ESL) and replacement cost of the infrastructure were determined using historical data, industry standards and regulatory requirements. The Chief provided risk assessments and goals.

1.6 Financial Summary

The assets have a total current replacement value of $4.6 million in 2022 dollars. With an estimated inflation rate of 1.69% (CPI 10-year average), currently 2022 is on track for 8%. Two significant subdivisions could increase the demand on the service by 10-25%. This does not change the plan due to existence of extra capacity.



In **2023**, **$349,469** will be collected through property taxes, there are 992 properties for an average cost of approximately **$352**. The current funding levels are sufficient for the short term but do not allow for adequate capital reserve contributions. Large expenditures such as a new hall aren't within the current financial means of CCFD. Without adequate requisition levels, debt will be needed to maintain levels of service in the future. Renewal of assets will occur in cycles based on asset life, legislative renewal requirements and according to their condition and use. The Fire Underwriters Survey (FUS) also influences the replacement of key firefighting apparatuses based on asset age.

1.7 Asset Management Practices

Assets are managed using a combination of I am Responding (IaR) and Microsoft Office software. Registries and AMPs will be reviewed and updated on an annual basis prior to the release of the following version.

1.8 Monitoring and Improvement Plan

At the end of this AMP there will be an improvement plan section intended to advance Asset Management practices within Cherry Creek Fire Department. Generally included in the Improvement Plans are suggested changes or additions to documented inspections and condition assessments, and maintenance procedures and giving risks a numerical rating to measure mitigation success.

2 INTRODUCTION

2.1 Background

This AMP encompasses all Cherry Creek Fire Department assets. The purpose of the plan is to facilitate the strategic management of service assets. This provides guidance on new and existing infrastructure to maximize the use of financial resources long term, reduce risk, ensure continuity, and facilitate improvements over a 20-year planning period. Asset Management Plans are designed to guide the Fire Chief, staff, and Board with planning, budgets and data-directed decision making.

The Cherry Creek Fire Department AMP is a living document and will be developed with AM practices and influenced by the following organizational documents:

- Annual strategic priorities
- Short-term and long-term financial plans
- Maintenance policies and industry regulations
- Grant applications and funding

2.2 Emergency Preparedness

The CCFD does not have a formal Emergency Response Program but operates under 5 simple principles aimed towards firefighters:

1. Take care of your family (shelter at home if safe to do so)
2. Take care of your neighbours
3. Communicate your situation to CCFD if possible
4. Respond to the CCFD when safe to do so, otherwise report to the nearest firehall
5. Prepare for deployment as required

There are minimal food supplies at the Hall and firefighters are expected to bring whatever food they can from home.

2.3 Levels of Service

Levels of Service (LOS) are defined using two terms, customer levels of service and technical levels of service. It is important to monitor the service levels provided regularly as these will change with regulations and new expectations. The current performance is influenced by work efficiencies, technology, and Fire Underwriters Survey regulations that will change over time. Review and establishment of the agreed position that achieves the best balance between service, risk and cost is essential.

Customer LOS: measure how the resident receives the service and measure of value provided.

Technical LOS: technical measures of performance relating to the resources of service activities to achieving the desired outcomes and demonstrate effective performance.

- Operations – ongoing activities, day-to-day operations
- Maintenance – activities enabling an asset to provide service for its planned life
- Renewal – activities that return the service capability to near original capacity
- Upgrade – activities that provide a higher LOS

For the purposes of this report, customer's LOS expectations are set upon the annual adoption of the financial plan and strategic priorities as it reflects the values, policies, and priorities of the Board of Trustees.

Cherry Creek Fire Department current customer LOS as provided to the public include;

- Fire related incidents
- Motor Vehicle incidents
- First Responder
    - Delayed calls (in the event BCEHS is delayed CCFD will respond)
    - Request for assistance (BCEHS may request the assistance of CCFD)
- AMA and Mutual Aid requests from other valley fire departments
- Wildfire Response in the C.C. service area, also responding to requests from BC Wildfire Service (BCWS) in other areas of the province*

*CCFD started participating in Provincial wildfire fighting in 2017. Over the past six seasons the department has accumulated roughly 16 weeks of deployment experience throughout the Province. Wildfire has become a significant threat, which has triggered the department investing in training and equipment. Each year as the wildfire season approaches British Columbia, CCFD is preparing for potential wildfire events by outfitting apparatus with wildfire specific equipment, as well as beginning our annual wildfire field exercises. Due to the high risk of wildfire in CC we have developed a robust wildfire suppression program to ensure that members are prepared to respond quickly and effectively.

When the Province request's structure protection equipment we are ready the same-day for deployment anywhere in the province. The CCFD has created a roster of qualified members with their availability for the wildfire season. The integration of structure protection into BC Wildfire has been a challenging process due to differences in tactical operations. We have developed a close relationship with the local fire center and continue evolving with BCWS requirements and expectations. This is a unique field where innovation is critical.

2.4 Required Replacements

Table 2.2 - Fire Underwriters Survey Fire Apparatus Age Guidelines

Apparatus Age	Major Cities [3]	Medium Sized Cities [4] or Communities Where Risk is Significant	Small Communities [5] and Rural Centres
0 – 15 Years	First Line	First Line	First Line
16 – 20 Years	Reserve	2nd Line	First Line
20 – 25 Years [1]	No Credit in Grading	No Credit in Grading *or* *Reserve* [2]	No Credit in Grading *or* *2nd Line* [2]
26 – 29 Years [1]	No Credit in Grading	No Credit in Grading *or* *Reserve* [2]	No Credit in Grading *or* *Reserve* [2]
30 Years +	No Credit in Grading	No Credit in Grading	No Credit in Grading

[1] All listed fire apparatus 20 years of age and older are required to be service tested by recognized testing agency on an annual basis to be eligible for grading recognition. (NFPA 1071)

[2] Exceptions to age status may be considered in a small to medium sized communities and rural centres conditionally, when apparatus condition is acceptable and apparatus successfully passes required testing.

[3] Major Cities are defined as an incorporated or unincorporated community that has:
- *a populated area (or multiple areas) with a density of at least 400 people per square kilometre; AND*
- *a total population of 100,000 or greater.*

[4] Medium Communities are defined as an incorporated or unincorporated community that has:
- *a populated area (or multiple areas) with a density of at least 200 people per square kilometre; AND/OR*
- *a total population of 1,000 or greater.*

[5] Small Communities are defined as an incorporated or unincorporated community that has:
- *no populated areas with densities that exceed 200 people per square kilometre; AND*
- *does not have a total population in excess of 1,000.*

The Fire Underwriters Survey (FUS) dictates replacement schedules for fire apparatuses. Table 2.2 shows the guidelines for First Line, Second Line, and Reserve. Based on population, Cherry Creek is designated as a Medium Size community and as such is required to adhere to these guidelines to retain recognition. One consequence in the loss of recognition would result in a large spike in residential fire insurance rates. While First and Second Line have a maximum age on the chart, apparatuses can be up to 25 years old in these positions. In addition, only one apparatus per department can have an age exception applied; only special circumstances will allow for two apparatuses being considered for exception. Leniency for these rules may change in the future but for the purposes of this AMP, a maximum apparatus age of 25 was applied to determine replacement dates and contribution levels

To ensure the most accurate apparatus replacement schedule, it is recommended that all departments with an AMA be considered. This valuable consideration can potentially extend the life of front- or second-line apparatus, particularly in situations where response times are favorable. Implementing this recommendation may require neighboring departments to coordinate replacement dates.

In 2024, CCFD should receive our new First Line fire apparatus. The Second Line apparatus will be due for replacement in 2035.

3 CURRENT STATE OF ASSETS

3.1 Risk Management Plan

Risk management is the process of identifying, analyzing, and addressing risks and opportunities on an ongoing basis – not only to avoid negative outcomes, but also to exploit emerging opportunities. It should be part of every public agency's corporate and project-management culture.

Risk management is a key objective set out in our Asset Management Plan. We have adopted a risk management framework to assess and rank current assets. One of the outcomes of implementing risk management is the ability to prioritize required capital expenditures based on an assets risk. The framework includes a standardized grading system that is easily repeatable and enables comparison of the status of asset condition over time and across municipalities for comparison. A risk matrix has been prepared and will be used for risk ratings throughout the department.

Risk Identification

		IMPACT				
		A	B	C	D	E
		Negligible	Minor	Moderate	Minor	Severe
PROBABILITY E	Very Likely	Low Medium	Medium	Medium High	High	High
D	Likely	Low	Low Medium	Medium	Medium High	High
C	Possible	Low	Low Medium	Medium	Medium High	Medium High
B	Unlikely	Low	Low Medium	Low Medium	Medium	Medium High
A	Very Unlikely	Low	Low	Low Medium	Medium	Medium

Risk Mitigation Strategies

The Fire Chief has listed the following High Risks that are important to note:

Fire Hall "Risk High" - Probability Likely/Impact Severe: The present cinder block constructed fire hall was built in 1962 and does not meet today's seismic requirements. This construction may not withstand a low magnitude seismic event. A study conducted over a decade ago determined the present condition of the existing fire hall is inadequate, when taking into consideration the space requirements and the important job of housing millions of dollars' worth of equipment. Qualicum Beach also recently replaced their aging Fire Hall at 65 years old. Comparable seismic buildings of scale were used to determine the replacement cost of the building based on the current square footage. The Risk Mitigation Strategy is to mitigate through the construction of a new fire station.

Apparatus "Risk High" – Probability Very Likely/Impact Severe: It is important to note the volatile prices of fire apparatus is significant. All suppliers of apparatus have not been successful bringing manufacturing back online due to many factors. The costs of materials required for projects and lack of real competition create a climate of unchecked price increases. The Risk Mitigation Strategy is to mitigate through acquiring professional level procurement support. This is a skill set that is learned and acquired over time. The Improvement district has saved hundreds of thousands of dollars incorporating staff with this knowledge.

3.2 Replacement Costs and Dates

Asset management changes the financial focus from historical cost to estimated replacement value, estimated service life, and annual capital investment. Replacements dates were determined using industry standards and historical evidence. All assets included in AMPs are deemed to have a finite life based on this evidence. Actual replacement dates and costs may vary from estimates.

Asset Management & Reserve Accounts as of June 30th			**2023**			
Asset Category	**Qty**	**2023 Replacement Value**	**RESL***	**Required Annual Contribution**	**Accumulated Reserve as of June 2023**	**Risk**
Electronics - included in operating budget	5	$ 5,000				Low
Truck 30	1	$ 85,000	20	$ 4,250	$ -	Low
Truck 31	1	$ 750,000	13	$ 57,692	$ -	High[1]
Truck 32	1	$ 100,000	26	$ 3,846	$ -	Low
Truck 33	1	$ 550,000			$ 665,000	Moderate[2]
Truck 34	1	$ 350,000	20	$ 17,500	$ -	Low
SPU- included in operating budget	1	$ 120,000				Low
Fire Hall	1	$2,000,000	0	$ -	$ 400,000	High[3]
Septic	1	$ 20,000	30	$ 667	$ -	Low
Roofing	1	$ 80,000	35	$ 2,286	$ -	Low
SCBA Packs	15	$ 200,000	8	$ 20,000	$ 40,000	Moderate[4]
SCBA Station	1	$ 40,000	50	$ 800		Low
Parking lots	1	$ 50,000				Low
TOTAL		**$4,570,000**		**$ 107,041**	**$ 1,105,000**	

***Remaining Estimated Service Life** ****Operational Budget items are repaired or replaced as required**

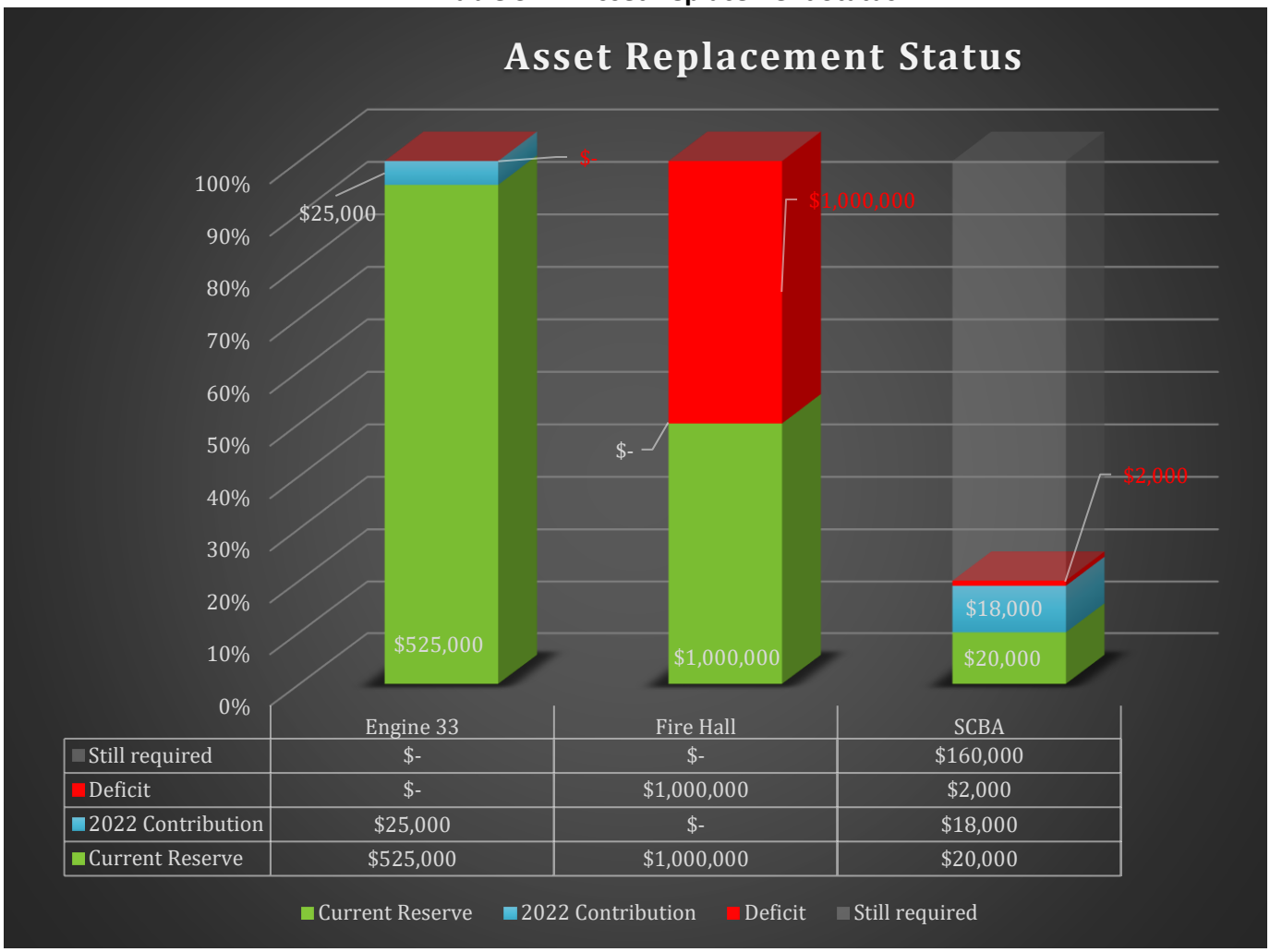
Rational for above ratings:

1. **Truck 31 High Risk:**
   Fire Hall is at risk for structural collapse due to any seismic event, supply chain issues severely impact replacement, also inflation severely impacts replacement.
2. **Truck 33 Moderate Risk:**
   Currently the replacement for 33 is funded, but due the supply chain disruption, lead times have pushed delivery to Q3 2024. We could see further disruptions.
3. **Fire Hall High Risk**
   High risk for structural collapse due to any seismic event, functionality of the current hall is beyond capacity, inflation and shortage of trades severely impacts the construction of a new hall.
4. **SCBA's Moderate Risk**
   Inflation impacts our ability to accurately save for replacement, current SCBA packs at risk of obsolescence for replacement parts.

Current replacement costs were estimated by the Fire Chief and staff using historical costs plus inflation. Remaining useful life estimates were based on installation dates and expected service life based on knowledge and experience. Assets that are part of operations and expensed at the time of purchase are not included in Table 3.1. Small equipment such as desktop computers, pagers, turnout gear, ladders, hoses, fittings, and hand-held tools were not included in the asset listing.

Table 3.2 below shows that using a visual aid to manage your yearly capital contributions can make it clear weather you're on track for replacement or need to adjust your budget. This graph should be updated with the AMP on an annual basis.

Table 3.2 – Asset Replacement Status



4 ASSET MANAGEMENT IMPROVEMENT PLAN

4.1 Improvement Plan

The tasks identified in Table 4.1 are key to maintaining this AMP on an annual basis. It allows the plan to be updated to reflect any changes in the department's goals or priorities. This provides an opportunity to assess the plan's performance, make any necessary improvements which maximizes value and improves the performance of assets.

Table 4.1 – Improvement Plan

Task#	Task	Project Lead	Completion Date
1	Annually review of AMP 1. Re-evaluation of risk 2. Re-evaluation of Risk Mitigation Strategy 3. Review Asset Replacement Status 4. Ensure capital budget reflects all AMP objectives	Fire Chief	January (Annually)
2	Implement a department-wide maintenance schedule for all assets	Wes Kovacs	June 2023
3	Increase small equipment testing and inspections, aiming to assess all equipment aside from hoses monthly	Ryan Devries	June 2023
4	Identification of funding for capital projects	Fire Chief	January (Annually)

5 REFERENCES

Alberni Clayoquot Regional District – Beaver Creek AMP (2020)

Asset Management BC

- 2011, “Asset Management for Sustainable Service Delivery: A BC Framework”
- 2011, Roadmap Project: A guide for using the Asset Management BC Road Map, Opus International Consultants Ltd, https://www.assetmanagementbc.ca/wp-content/uploads/Guide_for_using_the_Roadmap-AMBC-Sept_23_2011.pdf]
- 2014, Canadian Infrastructure Report Card “Asset Management Primer”, https://www. assetmanagementbc.ca/wp-content/uploads/Asset_Management_Primer-CIRC-October_2014.pdf

Fire Underwriters Survey

- 2014, ‘Technical Service Bulletin, Insurance Grading Recognition of Used or Rebuilt Fire Apparatus’, https://fireunderwriters.ca/media/2267adb9-17b4-49bf-96c0-3b86038b9f29/ 2Z6AYQ/FUS/ Resources/FUS-TechnicalBulletin-InsuranceGradingRecognition ofUsedorRebuilt.pdf

APPENDIX C
CCWWD Consolidated 2023 Financial Statements

Cherry Creek Waterworks District
Consolidated Financial Statements
December 31, 2023

Cherry Creek Waterworks District
Contents
For the year ended December 31, 2023

Management's Responsibility

To the Board of Trustees of Cherry Creek Waterworks District:

Management is responsible for the preparation and presentation of the accompanying consolidated financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the consolidated financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of consolidated financial statements.

The Board of Trustees is composed primarily of Trustees who are neither management nor employees of the District. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities. The Board fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board is also responsible for recommending the appointment of the District's external auditors.

MNP LLP is appointed by the Board of Trustees to audit the consolidated financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.

April 18, 2024

Administrator

To the Board of Trustees of Cherry Creek Waterworks District:

Opinion

We have audited the consolidated financial statements of Cherry Creek Waterworks District (the "District"), which comprise the consolidated statement of financial position as at December 31, 2023, and the consolidated statements of operations and accumulated surplus, change in net financial assets and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the District as at December 31, 2023, and the results of its consolidated operations, change in its consolidated net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the District in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the District's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the District or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the District's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the District's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the District to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Nanaimo, British Columbia

April 18, 2024

MNP LLP

Chartered Professional Accountants

Cherry Creek Waterworks District
Consolidated Statement of Financial Position
As at December 31, 2023

	2023	2022
Financial assets		
Cash	**2,936,200**	1,734,547
Accounts receivable *(Note 4)*	**100,302**	109,188
Goods and Service Tax receivable	**11,213**	9,330
Short-term investments	**1,539,774**	2,151,279
Total financial assets	**4,587,489**	4,004,344
Liabilities		
Accounts payable and accruals *(Note 5)*	**73,650**	49,874
Deferred revenue	**12,093**	12,999
Asset retirement obligations *(Note 6)*	**96,262**	-
Long-term debt *(Note 7)*	**20,000**	30,000
Total financial liabilities	**202,005**	92,873
Net financial assets	**4,385,484**	3,911,471
Non-financial assets		
Tangible capital assets (Schedule 1)	**3,117,143**	2,961,808
Inventory	**12,954**	7,509
Prepaid expenses	**20,957**	16,708
Total non-financial assets	**3,151,054**	2,986,025
Accumulated surplus *(Note 8)*	**7,536,538**	6,897,496

Approved on behalf of the Board of Trustees

Trustee **Trustee**

The accompanying notes are an integral part of these consolidated financial statements

Cherry Creek Waterworks District
Consolidated Statement of Operations and Accumulated Surplus
For the year ended December 31, 2023

	Schedules	2023 Budget (Note 9)	2023	2022
Revenue				
Water tolls		**453,500**	**482,714**	461,152
Property taxes		**360,000**	**353,508**	328,700
Provincial tax levy - fire protection		**349,469**	**349,469**	323,582
Fire protection		**-**	**169,488**	20,462
Interest income		**15,000**	**156,227**	39,660
Water connection fees		**7,000**	**14,000**	8,616
Capital levy - user charge		**1,100**	**2,200**	1,100
Government transfers		**-**	**30,000**	-
Other income		**-**	**2,867**	2,302
		1,186,069	**1,560,473**	1,185,574
Expenses				
Administration	*2*	**236,800**	**270,435**	220,281
Water Services	*3*	**274,200**	**298,603**	313,176
Fire Protection	*4*	**264,469**	**352,390**	277,376
		775,469	**921,428**	810,833
Annual surplus		**410,600**	**639,045**	374,741
Accumulated surplus, beginning of year		**6,897,497**	**6,897,493**	6,522,752
Accumulated surplus, end of year		**7,308,097**	**7,536,538**	6,897,493

The accompanying notes are an integral part of these consolidated financial statements

Cherry Creek Waterworks District
Consolidated Statement of Change in Net Financial Assets
For the year ended December 31, 2023

	2023 Budget (Note 9)	***2023***	*2022*
Annual surplus	**410,600**	**639,045**	374,741
Acquisition of tangible capital assets	**(160,000)**	**(206,500)**	(87,219)
Recognition of asset retirement obligation	**-**	**(96,262)**	-
Amortization of tangible capital assets	**-**	**147,426**	150,559
Change in inventory	**-**	**(5,445)**	14,610
Change in prepaid expenses and deposits	**-**	**(4,251)**	3,658
Change in net financial assets	**250,600**	**474,013**	456,349
Net financial assets, beginning of year	**3,911,471**	**3,911,471**	3,455,122
Net financial assets, end of year	**4,162,071**	**4,385,484**	3,911,471

The accompanying notes are an integral part of these consolidated financial statements

Cherry Creek Waterworks District
Consolidated Statement of Cash Flows
For the year ended December 31, 2023

	2023	*2022*
Operating activities		
Annual surplus	**639,045**	374,741
Non-cash items		
Amortization	**147,426**	150,559
	786,471	525,300
Changes in working capital accounts		
Accounts receivable	**8,886**	(17,374)
Goods and Services Tax receivable	**(1,883)**	(1,265)
Inventory	**(5,445)**	14,606
Prepaid expenses and deposits	**(4,253)**	3,662
Accounts payable and accruals	**23,778**	4,950
Deferred revenue	**(906)**	12,999
Interest receivable	**(55,942)**	-
	750,706	542,878
Financing activities		
Long-term debt repayments	**(10,000)**	(10,000)
Capital activities		
Purchases of tangible capital assets	**(206,500)**	(87,219)
Investing activities		
Purchase of investments	**(12,000)**	(39,372)
Proceeds from disposal of investments	**679,447**	-
	667,447	(39,372)
Increase in cash resources	**1,201,653**	406,287
Cash resources, beginning of year	**1,734,547**	1,328,260
Cash resources, end of year	**2,936,200**	1,734,547

The accompanying notes are an integral part of these consolidated financial statements

1. Incorporation and operations

Cherry Creek Waterworks District (the "District") was incorporated on June 4, 1957 and is subject to the provisions contained in the Local Government Act, a statute of the British Columbia provincial government. The principal activities of the District are to provide water service and fire protection to the residents of the Cherry Creek Waterworks District and to maintain and repair all water lines and fire protection equipment associated with those services. Under Section 149(1)(c) of the Income Tax Act, the District is exempt from taxation.

2. Change in accounting policy

Asset retirement obligations

Effective January 1, 2023, the District adopted the Public Sector Accounting Board's (PSAB) new standard for the recognition, measurement and disclosure of a liability for asset retirement obligations under PS 3280 *Asset Retirement Obligations*. The new standard establishes when to recognize and how to measure a liability for an asset retirement obligation, and provides the related financial statement presentation and disclosure requirements.

Under the new standard, a liability for an asset retirement obligation is recognized at the best estimate of the amount required to retire a tangible capital asset when certain criteria are met.

The application of the new standard resulted in an asset retirement obligation being recorded in the financial statements due to the presence of asbestos and a legal obligation to remove the asbestos. The new standards have been applied prospectively to these consolidated financial statements.

Financial instruments

Effective January 1, 2023, the District adopted the Public Sector Accounting Board's (PSAB) new recommendations for the recognition, measurement, presentation and disclosure of financial assets, financial liabilities and derivatives under Section PS 3450 *Financial Instruments*. The new Section is applied prospectively, and prior periods have not been restated. There was no material impact on the consolidated financial statements from the prospective application of the new accounting recommendations.

3. Significant accounting policies

Short-term investments

Short-term investments consist of Guaranteed Investment Certificates ("GIC") which are valued at cost plus accrued interest with a maturity date of less than one year. Interest rates on short-term investments range from 0.25% to 7.5%.

Financial instruments

The District recognizes its financial instruments when the District becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value.

At initial recognition, the District may irrevocably elect to subsequently measure any financial instrument at fair value. The District has made such an election during the year.

The District subsequently measures investments in equity instruments quoted in an active market and all derivative instruments, except those that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, at fair value. Fair value is determined by published price quotations. Transactions to purchase or sell these items are recorded on the trade date. Net gains and losses arising from changes in fair value are recognized in the statement of remeasurement gains and losses. Interest income is recognized in the statement of operations. Investments in equity instruments not quoted in an active market and derivatives that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, are subsequently measured at cost. With the exception of those instruments designated at fair value, all other financial assets and liabilities are subsequently measured at amortized cost using the effective interest rate method.

3. Significant accounting policies *(Continued from previous page)*

Financial instruments *(Continued from previous page)*

Transaction costs directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in operating annual surplus. Conversely, transaction costs are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

All financial assets except derivatives are tested annually for impairment. Any impairment, which is not considered temporary, is recorded in the statement of operations. Write-downs of financial assets measured at cost and/or amortized cost to reflect losses in value are not reversed for subsequent increases in value. Reversals of any net remeasurements of financial assets measured at fair value are reported in the statement of remeasurement gains and losses.

The District has not presented a statement of remeasurement gains and losses as it does not have any items giving rise to remeasurement gains (losses)

Revenue recognition

Property taxes are recognized upon issuance of tax notices for the fiscal year. Sale of services revenue for water services are recognized on a quarterly basis when they are levied. Fire service revenue consists of funds received from the Province and is recognized upon receipt. Interest and other income is recognized as revenue as earned on an accrual basis. Local government transfer is recognized as revenue when the transfer is authorized and all eligibility criteria, if any, have been met. A government transfer with stipulations giving rise to an obligation that meets the definition of a liability is recognized as a liability. In such circumstances, the District recognizes revenue as the liability is settled. Contributed capital assets are recorded at fair value at the date of contribution if fair value can be reasonably determined.

Tangible capital assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition,construction, development or betterment of the asset. Contributed capital assets are recorded at fair value at the date of contribution if fair value can be reasonably determined.

Amortization is provided using the declining balance method at rates intended to amortize the cost of assets over their estimated useful lives.

	Rate
Water distribution system	4%
Equipment	20-55%
Fire truck and equipment	13-30%
Fire hall furniture and equipment	20%
Fire hall buildings	4-5%
Lacy Lake dam	4%
Building improvements	6-8%

Amortization is not taken unless an asset is in use.

Basis of presentation

It is the policy of the District to follow accounting principles accepted for British Columbia improvement districts and to apply such principles consistently. The consolidated financial statements have been prepared in accordance with the recommendations of the Public Sector Accounting Board of the CPA Canada. In accordance with these recommendations, the District has implemented the consolidation of all funds. The consolidated financial statements reflect the removal of internal transactions and balances.

3. Significant accounting policies *(Continued from previous page)*

Measurement uncertainty (use of estimates)

The preparation of consolidated financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenue and expenses during the reporting period.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of tangible capital assets. Liabilities for contaminated sites are estimated based on the best information available regarding potentially contaminated sites that the District is responsible for. Contributed tangible capital assets are estimated based on best available fair value information on date of contribution.

A liability for an asset retirement obligation reflects management's best estimate of the amount required to retire the related tangible capital asset (or component thereof). The best estimate of the liability is based upon assumptions and estimates related to the amount and timing of costs for future asset retirement.

Changes to the underlying assumptions and estimates or legislative changes in the near term could have a material impact on the provision recognized.

By their nature, these judgments are subject to measurement uncertainty, and the effect on the consolidated financial statements of changes in such estimates and assumptions in future years could be material. These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in earnings in the years in which they become known.

Inventory

Inventory of supplies are recorded at the lower of historical cost and replacement cost. Cost is determined using the specific identification method.

Asset retirement obligation

A liability for an asset retirement obligation is recognized at the best estimate of the amount required to retire a tangible capital asset (or a component thereof) at the financial statement date when there is a legal obligation for the District to incur retirement costs in relation to a tangible capital asset (or component thereof), the past transaction or event giving rise to the liability has occurred, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount can be made. The best estimate of the liability includes all costs directly attributable to asset retirement activities, based on information available at December 31, 2023. The best estimate of an asset retirement obligation incorporates a present value technique, when the cash flows required to settle or otherwise extinguish an asset retirement obligation are expected to occur over extended future periods.

When a liability for an asset retirement obligation is initially recognized, a corresponding asset retirement cost is capitalized to the carrying amount of the related tangible capital asset (or component thereof). The asset retirement cost is amortized over the useful life of the related asset.

At each financial reporting date, the District reviews the carrying amount of the liability. The District recognizes period-to-period changes to the liability due to the passage of time as accretion expense. Changes to the liability arising from revisions to either the timing, the amount of the original estimate of undiscounted cash flows or the discount rate are recognized as an increase or decrease to the carrying amount of the related tangible capital asset.

The District continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

Liability for contaminated site

A liability for remediation of a contaminated site is recognized at the best estimate of the amount required to remediate the contaminated site when contamination exceeding an environmental standard exists, the District is either directly responsible or accepts responsibility, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount is determinable. The best estimate of the liability includes all costs directly attributable to remediation activities and is reduced by expected net recoveries based on information available at December 31, 2023.

3. Significant accounting policies *(Continued from previous page)*

Liability for contaminated site *(Continued from previous page)*

At each financial reporting date, the District reviews the carrying amount of the liability. Any revisions required to the amount previously recognized is accounted for in the period revisions are made. The District continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made. At December 31, 2023, the District has not recorded any liability for contaminated sites as no sites were identified.

Fund accounting

In order to ensure observance of limitations and restrictions placed on the use of resources available to the District, the accounts are maintained on a fund accounting basis. Accordingly, resources are classified for accounting and reporting purposes into funds. These funds are held in accordance with the objectives specified by the contributors or in accordance with the directives issued by the Board of Trustees.

Four funds are maintained: Operating Fund, Capital Fund and two Reserve Funds.

The Operating Fund is used to account for all revenues and expenses related to general and ancillary operations of the District.

The Capital Fund is used to account for all tangible capital assets of the District and to present the flow of funds related to their acquisition and disposal, unexpended capital resources and debt commitments.

The Restricted Reserve Fund consists of funds established by the Trustees of the District, by bylaw, to be used for expenditures related to the upgrading, replacement or renewal of the existing Waterworks tangible capital assets. These funds and interest earned thereon can only be disbursed upon approval of the Ministry of Community, Sport and Cultural Development.

The Unrestricted Reserve Fund consists of funds established by Board of Trustee motion, to be used as directed by the Board of Trustees for expenditures related to the upgrading, replacement or renewal of waterworks tangible capital assets. The Unrestricted Reserve Fund has three sub-funds: 4-3-2-1 Reserve, Fire Department Capital Reserve and Renewal Reserve.

4. Accounts receivable

	2023	*2022*
Water tolls receivable	**65,194**	53,531
Taxes receivable	**54,437**	58,767
Other accounts receivable	**60**	5,135
	119,691	117,433
Less: Allowance for doubtful accounts	**19,389**	8,245
	100,302	109,188

5. Accounts payable and accruals

	2023	*2022*
Trade accounts payable	**46,786**	29,911
Salaries, wages and benefits payable	**21,244**	17,615
Due to federal government	**5,620**	2,348
	73,650	49,874

6. Asset retirement obligation

The District has a fire hall containing asbestos and is legally required to remove the asbestos when it becomes necessary to repair or replace the building. The District recognized a liability for the asset retirement obligation and a corresponding amount has been capitalized as an asset retirement cost and added to the carrying value of fire hall building. The asset retirement cost is amortized on a declining balance basis over the remaining useful life of the building.

The District calculated the amount of the liability using undiscounted future expenditures estimated to retire the tangible capital asset. The significant assumptions used to determine the best estimate of the liability include:

- the square feet of drywall and flooring that contains asbestos and the cost of removing the asbestos.

7. Long-term debt

Cherry Creek Community Recreation Commission Inc.; repayable in annual instalments of $10,000 exempt from interest, matures April 2025 and is unsecured.

	2023	*2022*
Long-term debt	**20,000**	30,000

Principal repayments on long-term debt is estimated as follows:

	Principal
2024	10,000
2025	10,000
	20,000

8. Accumulated surplus

Accumulated surplus consists of the following:

	2023	*2022*
Operating fund	**1,916,568**	1,587,282
Capital fund		
Waterworks	**2,689,760**	2,680,689
Fire protection	**311,123**	251,119
	3,000,883	2,931,808
Reserve funds		
4-3-2-1 reserve	**1,273,828**	1,118,221
Fire department capital reserve	**967,915**	922,325
Renewal reserve	**294,792**	263,040
Capital levy reserve	**82,552**	74,820
	2,619,087	2,378,406
	7,536,538	6,897,496

9. Budget figures

Budget figures represent the budget adopted by the Board on March 15, 2023. The following schedule reconciles the consolidated surplus as presented in the budget as approved by the Board to the consolidated surplus for the year as shown on the Consolidated Statement of Operations and Accumulated Surplus.

Budgeted surplus as approved by the Trustees	47,550
Transfers to reserves	193,050
Repayment of long-term debt	10,000
Capital purchases	160,000
	410,600

10. Financial Instruments

The District as part of its operations carries a number of financial instruments. It is management's opinion that the District is not exposed to significant interest, currency or credit risks arising from these financial instruments except as otherwise disclosed.

11. 4-3-2-1 Drinking Water Treatment for Surface Water Policy

In November 2007, Vancouver Island Health Authority adopted the 4-3-2-1 Drinking Water Treatment for Surface Water Policy. This policy sets minimum treatment specifications for drinking water systems that use surface water. In accordance with this policy Vancouver Island Health Authority has added conditions to the operating permit for the District.

The District is updating the 1995 Alberni Valley Regional Water Study and the results may affect planned upgrades to the water system. Any alterations may necessitate a review and revisions of the operating permit terms and conditions.

This is an ongoing project with Vancouver Island Health Authority and the District has yet to determine the completion date.

Cherry Creek Waterworks District
Schedule 1 - Consolidated Schedule of Tangible Capital Assets
For the year ended December 31, 2023

	Land	*Water distribution system*	*Watersheds and parks*	*Lacy Lake dam*	*Building improvements*	*Equipment*	*Subtotal*
Cost							
Balance, beginning of year	**265,370**	**3,872,703**	**-**	**87,140**	**18,805**	**248,141**	**4,492,159**
Acquisition of tangible capital assets	**-**	**3,021**	**-**	**-**	**-**	**-**	**3,021**
Asset retirement obligation	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Balance, end of year	**265,370**	**3,875,724**	**-**	**87,140**	**18,805**	**248,141**	**4,495,180**
Accumulated amortization							
Balance, beginning of year	**-**	**1,854,380**	**-**	**85,477**	**9,180**	**190,343**	**2,139,380**
Annual amortization	**-**	**80,793**	**-**	**68**	**770**	**11,559**	**93,190**
Balance, end of year	**-**	**1,935,173**	**-**	**85,545**	**9,950**	**201,902**	**2,232,570**
Net book value of tangible capital assets	**265,370**	**1,940,551**	**-**	**1,595**	**8,855**	**46,239**	**2,262,610**
2022 Net book value of tangible capital assets	133,771	2,018,324	131,599	1,663	9,625	57,798	2,352,780

Cherry Creek Waterworks District
Schedule 1 - Consolidated Schedule of Tangible Capital Assets
For the year ended December 31, 2023

	Subtotal	*Work in progress*	*Fire truck and equipment*	*Fire hall furniture and equipment*	*Fire hall building*	*New fire hall WIP*	*Subtotal*
Cost							
Balance, beginning of year	**4,492,159**	**357,909**	**1,558,094**	**161,669**	**221,734**	**4,581**	**6,796,146**
Acquisition of tangible capital assets	**3,021**	**69,239**	**15,515**	**57,688**	**593**	**60,444**	**206,500**
Asset retirement obligation	**-**	**-**	**-**	**-**	**96,262**	**-**	**96,262**
Balance, end of year	**4,495,180**	**427,148**	**1,573,609**	**219,357**	**318,589**	**65,025**	**7,098,908**
Accumulated amortization							
Balance, beginning of year	**2,139,380**	**-**	**1,406,776**	**121,866**	**166,317**	**-**	**3,834,339**
Annual amortization	**93,190**	**-**	**31,490**	**15,572**	**7,174**	**-**	**147,426**
Balance, end of year	**2,232,570**	**-**	**1,438,266**	**137,438**	**173,491**	**-**	**3,981,765**
Net book value of tangible capital assets	**2,262,610**	**427,148**	**135,343**	**81,919**	**145,098**	**65,025**	**3,117,143**
2022 Net book value of tangible capital assets	2,352,780	357,909	151,319	39,802	55,417	4,581	2,961,808

Cherry Creek Waterworks District
Schedule 1 - Consolidated Schedule of Tangible Capital Assets
For the year ended December 31, 2023

	Subtotal	***2023***	*2022*
Cost			
Balance, beginning of year	**6,796,146**	**6,796,146**	6,708,927
Acquisition of tangible capital assets	**206,500**	**206,500**	87,219
Asset retirement obligation	**96,262**	**96,262**	-
Balance, end of year	**7,098,908**	**7,098,908**	6,796,146
Accumulated amortization			
Balance, beginning of year	**3,834,339**	**3,834,339**	3,683,779
Annual amortization	**147,426**	**147,426**	150,559
Balance, end of year	**3,981,765**	**3,981,765**	3,834,338
Net book value of tangible capital assets	**3,117,143**	**3,117,143**	2,961,808
2022 Net book value of tangible capital assets	2,961,808	2,961,808	

Cherry Creek Waterworks District
Schedule 2 - Schedule of Administration Expenses
For the year ended December 31, 2023

	2023	*2022*
Expenses		
Audit, accounting, and legal	**38,740**	21,862
Bank charges	**5,838**	3,606
Insurance	**21,138**	16,946
Office expenses and supplies	**18,385**	16,264
Payroll benefits	**26,463**	19,866
Salaries	**125,721**	106,264
Telephone and utilities	**4,688**	4,641
Trustee's allowance	**16,200**	18,000
Water licences and rentals	**13,262**	12,832
	270,435	220,281

Cherry Creek Waterworks District
Schedule 3 - Schedule of Water Service Expenses
For the year ended December 31, 2023

	2023	*2022*
Expenses		
Bad debts	**11,144**	7,000
Contractor	**141,832**	152,770
Engineering fees	**806**	459
Materials and equipment	**41,457**	47,161
Miscellaneous	**5,060**	2,529
Vehicle	**5,114**	6,057
Amortization	**93,190**	97,200
	298,603	313,176

Cherry Creek Waterworks District
Schedule 4 - Schedule of Fire Protection Expenses
For the year ended December 31, 2023

	2023	*2022*
Expenses		
Amortization	**54,236**	53,358
Building repairs	**1,429**	279
Fire chief wage	**69,349**	58,147
Incentives	**23,480**	17,637
Paid on call	**30,671**	22,654
Insurance	**10,655**	10,157
Licence and dues	**914**	442
Materials and Supplies	**17,394**	12,487
Fire Hall Renovations	**-**	3,600
Mileage and benefits	**906**	3,379
Office supplies	**-**	523
Telephone and utilities	**6,608**	7,405
Training	**23,666**	21,401
Truck maintenance and operation	**8,777**	14,634
Wildfire protection	**12,201**	7,763
Wages	**34,050**	14,402
Special projects	**22,169**	13,108
Miscellaneous	**19,576**	11,358
Procurement and logistics	**16,309**	4,642
	352,390	277,376

Cherry Creek Waterworks District
Schedule 5 - Consolidated Schedule of Reserve Funds
For the year ended December 31, 2023

	4-3-2-1 Reserve	*Capital Levy Reserve*	*Fire Department Capital Reserve*	*Renewal Reserve*	***2023***	*2022*
Balance, beginning of year	**1,118,221**	**74,821**	**922,325**	**263,039**	**2,378,406**	1,991,694
Parcel taxes	**117,900**	**-**	**-**	**-**	**117,900**	118,050
Capital levy charge	**-**	**2,200**	**-**	**-**	**2,200**	1,100
Transfer in	**-**	**-**	**-**	**12,000**	**12,000**	252,000
Interest income	**85,353**	**5,531**	**45,590**	**19,753**	**156,227**	39,661
Expenditure	**(47,646)**	**-**	**-**	**-**	**(47,646)**	(24,099)
Balance, end of year	**1,273,828**	**82,552**	**967,915**	**294,792**	**2,619,087**	2,378,406

APPENDIX D
CCWWD 2023 Expense Allocations

CCWWD Expense Allocations - 2023

Rev. April 26, 2024

Dept	Description	2023 Expenses Allocation	% Water	% Fire	Gross Amount for CCWWD Water	Gross Amount for CCWWD Fire	Amount Reduced by ACRD (Water)	Amount Reduced by ACRD - Fire	Net Water Service Expenses	Net Fire Service Expenses
Payroll	Vacation Earned/Paid	$ 18,792.09	70%	30%	$ 13,154.46	$ 5,637.63	$ -	$ -	$ 13,154.46	$ 5,637.63
Payroll	EI Expense	$ 4,557.40	70%	30%	$ 3,190.18	$ 1,367.22	$ -	$ -	$ 3,190.18	$ 1,367.22
Payroll	CPP Expense	$ 11,366.21	70%	30%	$ 7,956.35	$ 3,409.86	$ -	$ -	$ 7,956.35	$ 3,409.86
Admin	Consulting	$ 2,000.00	100%	0%	$ 2,000.00	$ -	$ -	$ -	$ 2,000.00	$ -
Admin	Audit (1)	$ 23,940.00	70%	30%	$ 16,758.00	$ 7,182.00	$ 16,758.00	$ 7,182.00	$ -	$ -
Admin	Worksafe BC	$ 2,619.76	50%	50%	$ 1,309.88	$ 1,309.88	$ -	$ -	$ 1,309.88	$ 1,309.88
Admin	Courier	$ 118.44	100%	0%	$ 118.44	$ -	$ -	$ -	$ 118.44	$ -
Admin	Bank Charges	$ 5,757.53	100%	0%	$ 5,757.53	$ -	$ -	$ -	$ 5,757.53	$ -
Admin	Computer/Copier	$ 4,136.73	100%	0%	$ 4,136.73	$ -	$ -	$ -	$ 4,136.73	$ -
Admin	Membership Dues	$ 993.00	100%	0%	$ 993.00	$ -	$ -	$ -	$ 993.00	$ -
Admin	Employee Benefits	$ 7,920.00	50%	50%	$ 3,960.00	$ 3,960.00	$ -	$ -	$ 3,960.00	$ 3,960.00
Admin	Bank Charges	$ 80.75	70%	30%	$ 56.53	$ 24.23	$ -	$ -	$ 56.53	$ 24.23
Admin	Insurance (2)	$ 21,138.21	70%	30%	$ 14,796.75	$ 6,341.46	$ 14,796.75	$ 6,341.46	$ -	$ -
Admin	Mileage	$ 736.32	50%	50%	$ 368.16	$ 368.16	$ -	$ -	$ 368.16	$ 368.16
Admin	Office Supplies	$ 6,123.46	100%	0%	$ 6,123.46	$ -	$ 3,061.73	$ -	$ 3,061.73	$ -
Admin	Meeting Costs	$ 834.37	100%	0%	$ 834.37	$ -	$ 417.19	$ -	$ 417.19	$ -
Admin	Postage	$ 5,356.92	100%	0%	$ 5,356.92	$ -	$ -	$ -	$ 5,356.92	$ -
Admin	BC Hydro	$ 2,389.40	30%	70%	$ 716.82	$ 1,672.58	$ -	$ -	$ 716.82	$ 1,672.58
Admin	Shaw Internet	$ 771.44	50%	50%	$ 385.72	$ 385.72	$ -	$ -	$ 385.72	$ 385.72
Admin	Telephone	$ 1,527.05	70%	30%	$ 1,068.94	$ 458.12	$ -	$ -	$ 1,068.94	$ 458.12
Admin	Trustee Allowance (3)	$ 16,200.00	70%	30%	$ 11,340.00	$ 4,860.00	$ 11,340.00	$ 4,860.00	$ -	$ -
Admin	Wages	$ 106,928.64	100%	0%	$ 106,928.64	$ -	$ -	$ -	$ 106,928.64	$ -
Admin	Website	$ 85.48	100%	0%	$ 85.48	$ -	$ 85.48	$ -	$ -	$ -
Admin	Permits, Licences and Rent	$ 3,762.06	100%	0%	$ 3,762.06	$ -	$ -	$ -	$ 3,762.06	$ -
Admin	Island Timberlands Lease	$ 16,586.24	100%	0%	$ 16,586.24	$ -	$ -	$ -	$ 16,586.24	$ -
FD	Insurance - non-vehicle (2)	$ 7,263.28	0%	100%	$ -	$ 7,263.28	$ -	$ -	$ -	$ 7,263.28
FD	PPE	$ 6,720.19	0%	100%	$ -	$ 6,720.19	$ -	$ -	$ -	$ 6,720.19
FD	Bank Charges	$ 583.54	0%	100%	$ -	$ 583.54	$ -	$ -	$ -	$ 583.54
FD	Uniforms/Apparel	$ 5,705.48	0%	100%	$ -	$ 5,705.48	$ -	$ -	$ -	$ 5,705.48
FD	Hall Maintenance	$ 1,429.28	0%	100%	$ -	$ 1,429.28	$ -	$ -	$ -	$ 1,429.28
FD	Chief's Night	$ 2,082.48	0%	100%	$ -	$ 2,082.48	$ -	$ -	$ -	$ 2,082.48
FD	BC Wildfires Expenses	$ 12,200.62	0%	100%	$ -	$ 12,200.62	$ -	$ -	$ -	$ 12,200.62
FD	BC Wildfire Fires - wages	$ 30,215.44	0%	100%	$ -	$ 30,215.44	$ -	$ -	$ -	$ 30,215.44
FD	Specialized Projects	$ 22,168.91	0%	100%	$ -	$ 22,168.91	$ -	$ -	$ -	$ 22,168.91
FD	Fire Chief Wages	$ 69,349.25	0%	100%	$ -	$ 69,349.25	$ -	$ -	$ -	$ 69,349.25
FD	Procurement and Logistics	$ 16,308.50	0%	100%	$ -	$ 16,308.50	$ -	$ -	$ -	$ 16,308.50
FD	Fire Truck maintenaince	$ 4,490.25	0%	100%	$ -	$ 4,490.25	$ -	$ -	$ -	$ 4,490.25
FD	Incentives	$ 25,030.00	0%	100%	$ -	$ 25,030.00	$ -	$ -	$ -	$ 25,030.00
FD	Paid on Call	$ 32,065.50	0%	100%	$ -	$ 32,065.50	$ -	$ -	$ -	$ 32,065.50
FD	Chief's Cell Phone	$ 780.00	0%	100%	$ -	$ 780.00	$ -	$ -	$ -	$ 780.00
FD	Office Utilities	$ 3,895.99	0%	100%	$ -	$ 3,895.99	$ -	$ -	$ -	$ 3,895.99
FD	Membership Dues	$ 914.00	0%	100%	$ -	$ 914.00	$ -	$ -	$ -	$ 914.00
FD	Pages and Radios	$ 3,497.07	0%	100%	$ -	$ 3,497.07	$ -	$ -	$ -	$ 3,497.07
FD	Conferences	$ 2,355.12	0%	100%	$ -	$ 2,355.12	$ -	$ -	$ -	$ 2,355.12
FD	Vehicle Insurance	$ 3,391.67	0%	100%	$ -	$ 3,391.67	$ -	$ -	$ -	$ 3,391.67
FD	Vehicle Fuel	$ 4,286.59	0%	100%	$ -	$ 4,286.59	$ -	$ -	$ -	$ 4,286.59
FD	Garbage/Cleaning	$ 1,931.65	0%	100%	$ -	$ 1,931.65	$ -	$ -	$ -	$ 1,931.65
FD	Training - Firefighters	$ 9,514.44	0%	100%	$ -	$ 9,514.44	$ -	$ -	$ -	$ 9,514.44
FD	Training - Materials/Supplies	$ 1,681.91	0%	100%	$ -	$ 1,681.91	$ -	$ -	$ -	$ 1,681.91
FD	Training - Fire Officer	$ 10,114.30	0%	100%	$ -	$ 10,114.30	$ -	$ -	$ -	$ 10,114.30
FD	Operations	$ 17,643.10	0%	100%	$ -	$ 17,643.10	$ -	$ -	$ -	$ 17,643.10
FD	Equipment Non-Capital	$ 120.31	0%	100%	$ -	$ 120.31	$ -	$ -	$ -	$ 120.31
FD	Ladder Testing	$ 1,351.00	0%	100%	$ -	$ 1,351.00	$ -	$ -	$ -	$ 1,351.00
FD	Chief's Mileage/Benefits	$ 906.24	0%	100%	$ -	$ 906.24	$ -	$ -	$ -	$ 906.24
FD	Payroll Expenses	$ 3,834.25	0%	100%	$ -	$ 3,834.25	$ -	$ -	$ -	$ 3,834.25
MTCE	Operator 2 (4)	$ 4,225.00	100%	0%	$ 4,225.00	$ -	$ -	$ -	$ 4,225.00	$ -
MTCE	Operator 1 (4)	$ 103,407.54	100%	0%	$ 103,407.54	$ -	$ -	$ -	$ 103,407.54	$ -
MTCE	Chlorine	$ 17,067.73	100%	0%	$ 17,067.73	$ -	$ -	$ -	$ 17,067.73	$ -
MTCE	ISACC/SCADA	$ 4,710.90	100%	0%	$ 4,710.90	$ -	$ -	$ -	$ 4,710.90	$ -
MTCE	Line Breaks	$ 19,176.75	100%	0%	$ 19,176.75	$ -	$ -	$ -	$ 19,176.75	$ -
MTCE	Maintenance Wages	$ 7,676.50	100%	0%	$ 7,676.50	$ -	$ -	$ -	$ 7,676.50	$ -
MTCE	Brushing	$ 4,459.15	100%	0%	$ 4,459.15	$ -	$ -	$ -	$ 4,459.15	$ -
MTCE	Engineering Fees	$ 160.00	100%	0%	$ 160.00	$ -	$ -	$ -	$ 160.00	$ -
MTCE	Conferences/Seminars	$ 349.00	100%	0%	$ 349.00	$ -	$ -	$ -	$ 349.00	$ -
MTCE	Flushing	$ 1,807.50	100%	0%	$ 1,807.50	$ -	$ -	$ -	$ 1,807.50	$ -
MTCE	Inventory Adjustment	-$ 5,445.03	100%	0%	-$ 5,445.03	$ -	$ -	$ -	-$ 5,445.03	$ -
MTCE	Mats, Supplies, Ops	$ 13,994.72	100%	0%	$ 13,994.72	$ -	$ -	$ -	$ 13,994.72	$ -
MTCE	Backflow Prevention Tests	$ 1,080.00	100%	0%	$ 1,080.00	$ -	$ -	$ -	$ 1,080.00	$ -
MTCE	Emergency Cell Phone	$ 2,658.47	100%	0%	$ 2,658.47	$ -	$ -	$ -	$ 2,658.47	$ -
MTCE	Vehicle - Fuel	$ 1,795.26	100%	0%	$ 1,795.26	$ -	$ -	$ -	$ 1,795.26	$ -
MTCE	Vehicle - Insurance	$ 861.18	100%	0%	$ 861.18	$ -	$ -	$ -	$ 861.18	$ -
MTCE	Vehicle - Equipment Repair	$ 2,457.50	100%	0%	$ 2,457.50	$ -	$ -	$ -	$ 2,457.50	$ -
MTCE	Equipment/Small Tools	$ 645.60	100%	0%	$ 645.60	$ -	$ -	$ -	$ 645.60	$ -
MTCE	Waterline Connection	$ 9,782.05	100%	0%	$ 9,782.05	$ -	$ -	$ -	$ 9,782.05	$ -
MTCE	Surface Water Treatment	$ 3,399.34	100%	0%	$ 3,399.34	$ -	$ -	$ -	$ 3,399.34	$ -
TOTALS		**$ 760,821.02**			**$ 422,013.81**	**$ 338,807.21**	**$ 46,459.14**	**$ 18,383.46**	**$ 375,554.67**	**$ 320,423.75**

Notes:

(1) One time audit transition budget of $5,000, absorbed by the ACRD afterwards

(2) Liability insurance for all services is covered under the ACRD's overall Municipal Insurance Association (MIA) coverage, Property insurance is not covered by MIA

(3) Board of Trustee expenses would no longer exist

(4) Operator is a contractor (Island Flow) who provides 1-day per week services, versus full-time maintenance under ACRD

(5) Fire Chief Wage Transition Allowance based on discussions with ACRD and CCWWD staff

(6) Additional Resources Allowance based on discussions with ACRD staff

ADDITIONAL ACRD OPERATING EXPENSES	WATER	FIRE
Wage Transition Allowance (5)	$ -	$ 15,000.00
Additional ACRD Resources Allowance (6)	$ 76,000.00	$ 61,000.00
Potential ACRD Local Service Expenses	**$ 451,554.67**	**$ 396,423.75**
Current CCWWD Expenses	$ 422,013.81	$ 338,807.21
Difference	***$ 29,540.86***	***$ 57,616.54***
# of Parcels/Folios	790	992
Difference per Parcel	$ 37	$ 58
TOTAL ANNUAL DIFFERENCE	**$ 95**	

APPENDIX E
Open House Presentation March 15, 2024

Cherry Creek Conversion Study

Community Open House

March 14, 2024

Dan Huang, RPP, MCIP
Principal, Connections Planning

CONNECTIONS Planning Associates Ltd.

URBAN SYSTEMS

Tonight's Agenda

- Welcome – 7:30pm
- Introductions (CCWWD Board/staff ACRD Directors/staff, consultants)
- Presentation – 7:35pm
- Q+A session – 8:00pm
- Survey Launch / Individual Discussions – 8:45pm (no later than)
- Open House close – 9:00p

The Community Survey runs until **April 5, 2024**. You are more than welcome to take the survey home tonight, and drop it off at the Cherry Creek Office when completed. Alternatively, you can complete the survey online by visiting the project website at https://www.letsconnectacrd.ca/cherry-creek-waterworks-district-conversion-study or scan the QR code to the right. One survey per Cherry Creek adult resident please.

A few ground rules …

- Please hold your questions until the end of the presentation.
- If you have a question/comment, please line up at the microphone in order to take turns.
- Please keep your questions/comments to CCWWD conversion only. Other questions can asked at the office at a later date.
- Please be respectful to everyone in the room – no exceptions to this.
- If you did not get a chance to speak tonight (or do not wish to speak publicly), please put down your thoughts in the survey (hard copy and online versions are available).

There are no decisions being made tonight, nor as part of this project. At the end of the study, the CCWWD Board / Province will determine if there is an appetite to proceed with a community vote, at which time the residents of Cherry Creek would get to decide its future through a referendum.

Background / History

- 1957 – CCWWD incorporated as an Improvement District.
- Water services – potable drinking water to 790 connections (748 residential/42 commercial), through ~38km of watermains of varying sizes, age and condition.
- Fire protection services – 5 apparatus and a roster of the Fire Chief and approximately 19 volunteer firefighters.
- 2006 – Island Health adopted 4-3-2-1 drinking water standards for surface water sources, requiring enhanced levels of water treatment (e.g. filtration).
- 2012 – Cherry Creek residents voted in favour of treating Lacy Lake water source, and CCWWD has been working on design/treatment options since then.

Study Objectives

- Review existing CCWWD services (water and fire protection) and summarize how governance, administration and operations are currently conducted.
- Outline the finances of each of CCWWD's services and discuss potential financial implications of converting the services to the ACRD.
- Outline how ACRD approaches service delivery for water and fire protection services.
- Compare status quo to conversion and describe the benefits and challenges associated with converting CCWWD's services to ACRD.
- Conduct a stakeholder analysis and incorporate community consultation and engagement into the process.
- Identify reasonable next steps for implementation of conversion if recommended.

Study Objectives

WHAT THIS STUDY INCLUDES:

- Background research on current services
- Infrastructure review
- High level financial review and analysis
- Options comparison – status quo versus conversion
- Community engagement – open house and community survey
- Reporting (Draft and Final)
- Presentation to Board of Trustees at AGM (April 18, 2024)

WHAT THIS STUDY DOES NOT INCLUDE:

- Detailed financial modelling and/or taxation analysis
- Changes to existing service levels
- Detailed labour relations / negotiations
- Referendum vote / Electoral assent

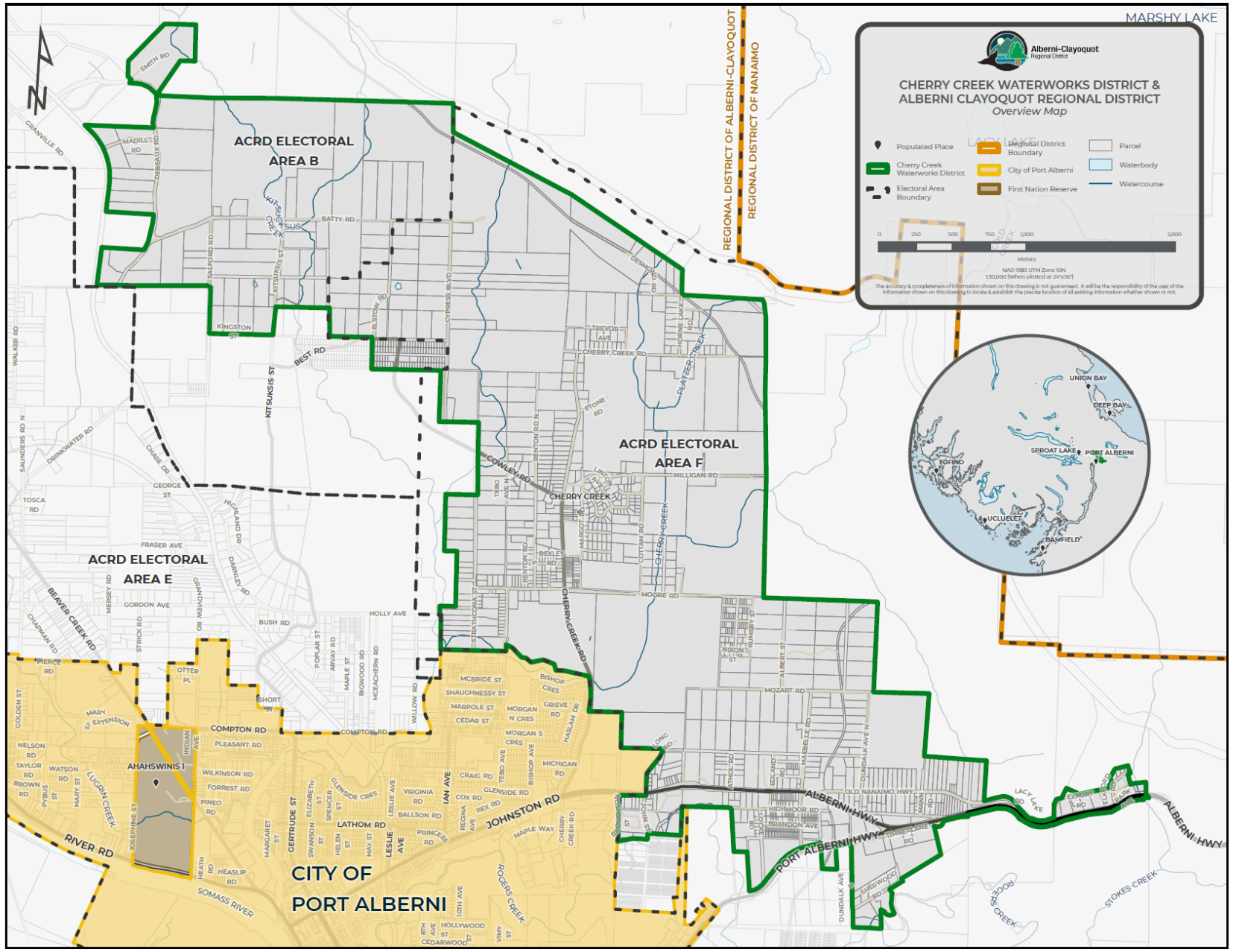
Service Delivery Overview

- As an unincorporated area, many local services are provided by the ACRD (e.g. parks and trails, planning, solid waste, animal control).
- Provincial government provides other local services to rural areas, including:
  - Roads and subdivision approval – Ministry of Transportation and Infrastructure (MOTI)
  - Septic approval – Island Health
  - Property tax collection – Surveyor of Taxes
- Conversion would see ownership and operation of CCWWD water/fire services transferred to the ACRD, creating 2 new local area services specifically for Cherry Creek residents.

Service	CCWWD	ACRD	Province / Other
Cherry Creek Water – treatment and distribution	•		
Cherry Creek Fire Protection	•		
Regional and Electoral Area General Government		•	
Regional / Electoral Area Planning		•	
Building Permits and Inspection		•	
Regional Parks and Trails		•	
Community Parks Services		•	
Regional Hospital District		•	
Transit (custom service / feasibility studies)		•	
Emergency Planning and Preparedness		•	
Water Systems (outside improvement districts)		•	
Solid Waste Management		•	
Environment and Climate Action		•	
Animal Control		•	
Airport Facilities		•	
Policing (RCMP contract)			•
Schools (School District 70)			•
Health Care (Island Health)			•
Septic Requirements (Island Health)			•
Subdivision Approval (MOTI)			•
Roads and Highways (MOTI contract)			•
Provincial Parks			•
BC Assessment Authority			•
Municipal Finance Authority			•
Property Tax Collection			•

Study Area

- CCWWD boundary is the same for water and fire service, although some parcels don't receive water.
- Adjacent to City of Port Alberni, but no services provided (emergency water connection only).
- Most properties are in EA "F" (Cherry Creek) but a few are in EA "B" (Beaufort).



Water Overview

- 748 residential and 42 commercial / industrial connections through approx. 38km of water mains. Water source is from Cold Creek, with headwater storage at Lacy Lake. Water treatment is currently chlorination.
- In order to meet Island Health's 4-3-2-1 regulations, enhanced water treatment is required (i.e. filtration).
- The estimated cost of the treatment plant (to be refined) is approximately $6 to $8 million, to be funded from a variety of sources, including capital reserves, parcel taxes and new borrowing.
- CCWWD currently operates out the waterworks administration office at 5290 Cherry Creek Road. It operates with approx. 1.5 full-time equivalents (FTEs), including an office administrator, office staff / bookkeeper, maintenance personnel, and additional contracted support as required.

Fire Overview

- Providing fire service for over 60 years, under the governance of the CCWWD.
- Fire Chief, Deputy Chief, 3 Captains, 1 Lieutenant and 14 Firefighters with paid full time equivalent staff of 1.1 full-time equivalents (FTEs).
- Maintains 115 hydrants, 5 apparatus (varying in age from 1997 – 2019).
- Current Fire Hall does not meet seismic requirements and is beyond its useful life.
- Plans for a new 5-bay fire hall have been developed, estimated budget of ~$2 million.
- CCWWD currently has approx. $1 million in reserves, including $600,000 contribution from ACRD's gas tax funding.
- Community vote in April 2023 for potential borrowing (up to $1.5 million), with 201 votes in favour (78%) and 58 votes against (22%).

Financial Overview

Water Revenues

• Water Tolls	$461,152
• Water Taxes	$328,700
• Water Connection Fees	$ 8,616
• Capital Levy User Charge	$ 1,100
• Interest Income	$ 39,660
• Other Income	$ 2,302
Total Water Revenues	**$841,530**

Water Expenses

• Administration	$220,281
• Water Service	$313,176
Total Water Expenses	**$533,457**
2022 Water Surplus / Deficit	**$308,073**

Fire Revenues

• Provincial Tax Levy	$323,582
• Fire Protection	$ 20,462
Total Fire Revenues	**$344,044**

Fire Expenses

• Fire Protection	$277,376
Total Fire Expenses	**$277,376**
2022 Fire Surplus / Deficit	**$ 66,668**

2022 Total Surplus = $374,741

Financial Overview

Reserve Funds - Water

• 4-3-2-1 Reserve	$1,118,221
• Capital Levy Reserve	$ 74,821
• Renewal Reserve	$ 236,040
Total Water Reserve Fund	**$1,429,082**

Reserve Funds - Fire

• Fire Department Reserve	$ 922,325
Total Fire Reserve Fund	**$ 922,325**

Total Reserve Fund = $2,378,406

- If conversion were to occur, all Reserve Fund balances would be transferred to the ACRD to each specific service (water, fire) for future capital projects. These moneys cannot be used for any other ACRD purpose without the approval of those within the service area.

Borrowing

- Unlike municipalities and regional districts, the CCWWD does not have access to the Municipal Finance Authority (MFA) which provides lower borrowing rates to local governments. A sample scenario ($1 million borrowed over 10 years is shown below):

EXAMPLE – Chartered Bank

- $1.0 million borrowed for 10 years
- Interest Rate = Prime + 1.5% = **8.7%**
- Monthly Fixed Payment = $12,506
- Total Annual Payment = $150,069
- Total Payments = **$1,500,695**
- Total Interest = $500,695

EXAMPLE – Municipal Finance Authority (MFA)

- $1.0 million borrowed for 10 years
- Interest Rate = **4.21%**
- Semi-Annual Payments = $21,050+$106,489
- Total Annual Payment = $127,539
- Total Payments = **$1,275,385**
- Total Interest = $275,385

Total Potential Savings based on $1.0 million principal = $225,310 (over 10 years)

- This could make for a significant difference to Cherry Creek residents, for both water and fire service future borrowing. We will refine these values and provide this in the report, to be presented at the CCWWD AGM on April 18, 2024.

Other Financial Considerations

Below are a few examples of some of the key fiscal differences (and a few similarities) between the CCWWD and ACRD. As part of the report, we will provide specific costs in order to better estimate the overall budget impacts between status quo and conversion.

Financial Considerations	CCWWD	ACRD
Ability to adjust water rates (tolls)	Can adjust as necessary through CCWWD Board	Can adjust as necessary through ACRD Board
Ability to create/utilize reserve funds	Yes, can readily create and adjust as necessary	Yes, can readily create and adjust as necessary
Ability to Borrow Funds	Private Market	Municipal Finance Authority
Cost for Audit	Additional cost	No additional cost (part of General Government Admin)
Cost for Insurance	Additional cost	No additional cost (part of General Government Admin)
Overhead Administration	Additional cost	No additional cost (part of General Government Admin)
Cost for Board of Trustees	Additional cost	No cost (Board of Trustees would be dissolved)

What are the Options?

STATUS QUO

- CCWWD improvement district remains, with 5-member Board of Trustees
- No change to Electoral Area Director(s) representation
- Board of Trustee elections (every 3 years) and EA Director elections (every 4 years)
- CCWWD Board remain solely accountable to Cherry Creek residents

CONVERSION TO ACRD

- CCWWD dissolves, water and fire services convert to 2 new ACRD local service areas
- No change to Electoral Area Director(s) representation, elections every 4 years
- Potential to create advisory committee (similar to Beaver Creek)
- EA Director(s) accountable to residents through representation on the ACRD Board

Some Questions to Consider …

Below are some Frequently Asked Questions (FAQs) that have come up during our review. If you have any additional questions to consider, please make note of them in the survey.

Questions	**Status Quo - remain as CCWWD**	**Conversion to ACRD local services**
Would CCWWD exist following conversion?	Yes	No
Would there be Trustees following conversion?	Yes	No (advisory committee instead)
What boundary would the water / fire service area be?	Same as current boundary	Same as current boundary, but 2 separate local service areas would be established
Would there remain a local Cherry Creek Office?	Yes	No for water (ACRD office), Yes for Fire Service (Cherry Creek Fire Hall)
Who makes water service decisions for Cherry Creek?	CCWWD Trustees	ACRD Board
Who owns the water system, licenses and dams?	CCWWD	ACRD (on behalf of Cherry Creek local water service)
Who sets water quality regulations?	Province / Island Health	Province / Island Health

Some Questions to Consider …

Questions	Status Quo - remain as CCWWD	Conversion to ACRD local services
Who makes decisions on setting the water service budget?	CCWWD Trustees	ACRD Board (may consult advisory committee)
Who makes decisions on the water administration budget?	CCWWD Trustees	ACRD Board (may consult advisory committee)
Who send water bills?	CCWWD	ACRD
Are water bills (tolls) eligible for deferral and home owner grant?	No	No
What costs are covered by water tolls?	Operations and Administration	Operations and Administration
Who sends water parcel tax bills?	CCWWD	Province (on behalf of ACRD through rural property tax)
What costs are covered by the water parcel tax?	Capital Reserves, Borrowing	Capital Reserves, Borrowing
Are water parcel taxes eligible for deferral and home owner grant?	No	Yes

Some Questions to Consider …

Questions	Status Quo - remain as CCWWD	Conversion to ACRD local services
How is the Fire Service funded?	Province (on behalf of CCWWD through property tax)	Province (on behalf of ACRD through property tax)
Who makes decision setting the fire service budget?	CCWWD Trustees	ACRD Board
Are fire service taxes eligible for deferral and home owner grant?	Yes	Yes
Are capital projects eligible for infrastructure grants?	Possibly (follow ACRD policy for outside non-profit organizations)	Yes
Does future borrowing require elector assent?	Yes, property owners within CCWWD	Yes, property owners and residents within ACRD local service area
Are any additional staff anticipated in the short term?	Yes, 0.5 to 1.0 FTE especially when water treatment plant comes online	Yes, up to 1.0 FTE to address additional administration, finance, operations

Benefits and Drawbacks of Conversion

Potential Benefits

- Some direct cost savings (Board of Trustees, liability insurance, audit, office expenses).
- Some indirect cost savings (borrowing through MFA versus banks/credit union).
- Direct access to potential grant and funding opportunities as an ACRD local service.
- Access to greater staff expertise (e.g. operations, finance, administration, IT, HR).
- Potential economies of scale (e.g. purchasing).

Benefits and Drawbacks of Conversion

Potential Drawbacks

- No Board of Trustees – potential loss of local accountability.
- Less local knowledge and connection (local office).
- Potential for loss of community identity, community spirit and volunteerism.
- A smaller, more nimble organization is potentially able to get things done faster and more efficiently.
- ACRD has more bureaucracy, some additional costs associated with that.

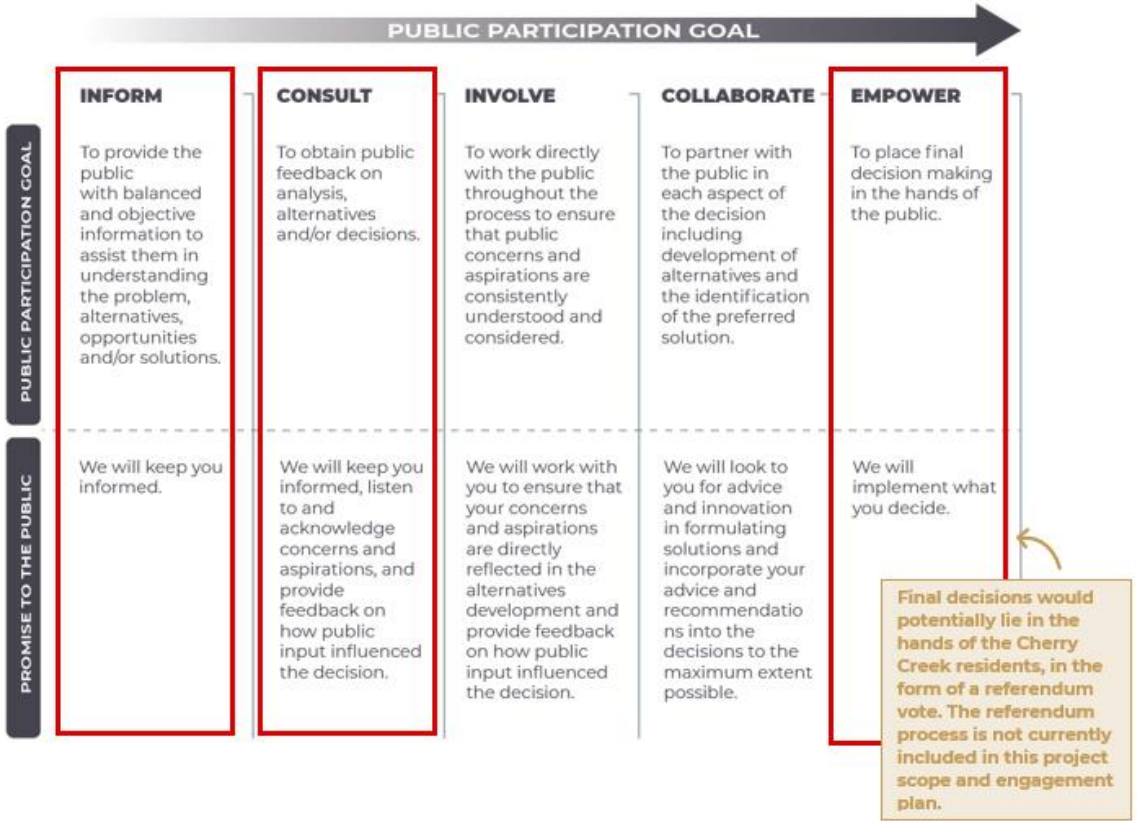
Any others?

BENEFITS

DRAWBACKS

Community Engagement

- For this project, we will “inform” and “consult” with the community, based on the International Association of Public Participation(IAP2) participation spectrum.
- If potential conversion proceeds to a referendum vote, then the community will be “empowered” to decide its future.



- A project website has been setup on the ACRD’s Let’s Connect platform.
- Opportunities for community engagement include the project website, community meetings (Open House, CCWWD AGM) and a Community Survey (hard copy and online).

Timeline and Next Steps

- Community Survey launches tonight, will be posted online along with presentation.
- Draft Report presentation at AGM scheduled for April 18, 2024 (6:00pm).
- Final Report by May 2024 (followed by further CCWWD and Ministry discussion regarding the potential consideration of a referendum).

The Community Survey runs until **April 5, 2024**. You are more than welcome to take the survey home tonight, and drop it off at the Cherry Creek Office when completed. Alternatively, you can complete the survey online by visiting the project website at https://www.letsconnectacrd.ca/cherry-creek-waterworks-district-conversion-study or scan the QR code to the right. One survey per Cherry Creek adult resident please.

Thank you!

CONNECTIONS
Planning Associates Ltd.

URBAN
SYSTEMS

APPENDIX F
Survey Responses Report

Cherry Creek Waterworks District Conversion Study - Community Survey

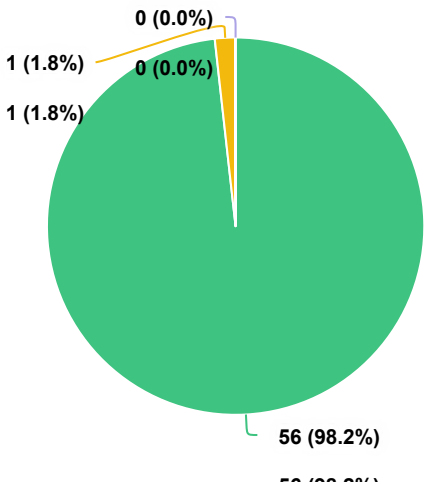
SURVEY RESPONSE REPORT
16 March 2024 - 14 April 2024

PROJECT NAME:
Cherry Creek Waterworks District Conversion Study

BANG THE TABLE engagementHQ

SURVEY QUESTIONS

Q1 Do you live within the Cherry Creek Waterworks District Boundary?

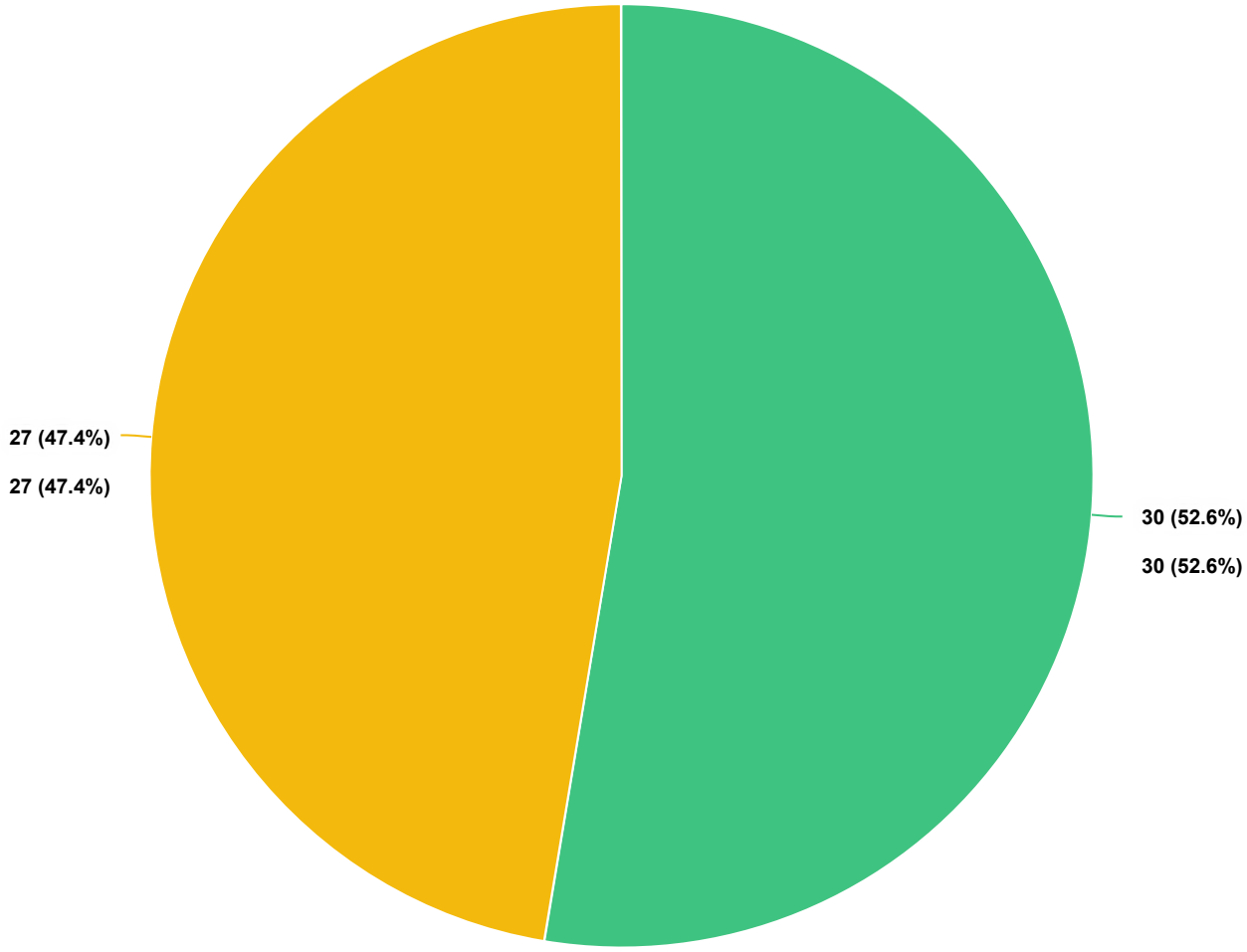


Question options

Yes No Unsure (please provide address at the end of the survey)

Mandatory Question (57 response(s))
Question type: Radio Button Question

Q2 Did you attend the Community Open House on March 14, 2024?

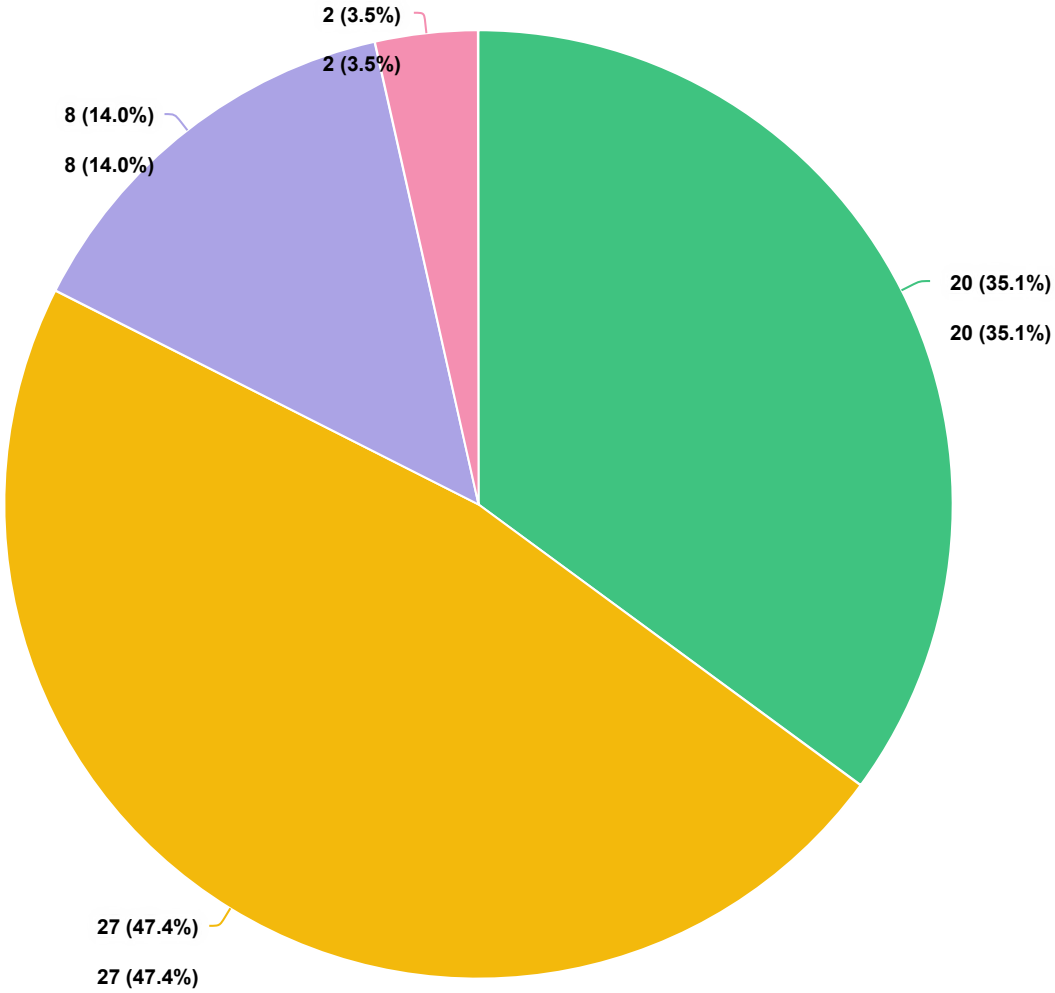


Question options

Yes No

Mandatory Question (57 response(s))
Question type: Radio Button Question

Q3 Has the information presented to date on potential Cherry Creek conversion been helpful?



Question options

Yes Somewhat Not Really Prefer Not to Answer

Mandatory Question (57 response(s))
Question type: Radio Button Question

Q4 What additional information (within the scope of the project) would you like to see in the Final Report, in order for you to be able to make an informed decision?

Anonymous 3/16/2024 12:13 PM	More details on how the $6 - $8 million costs were arrived for the conversion.
Anonymous 3/16/2024 06:34 PM	The report seemed very biased pro ACRD. I would like to see more discussion on future take overs once the ACRD is holding the reins; like garbage & recycle? sewage treatment? and other infrastructure changes that can be very expensive if run by the ACRD. I would like more candid explanation of potential tax increases over a longer period of time.
Anonymous 3/16/2024 06:45 PM	I would like to have more information on "The Bottom Line" - how much the tax increases would be both immediately and long term.
Anonymous 3/17/2024 12:03 PM	Financial implication is an essential component of any feasibility study. Cost/benefit analysis is a huge factor. Financial analysis was identified in the focus but inadequately covered to build trust and good argument for conversion - in my opinion.
Anonymous 3/17/2024 07:37 PM	Projected costs Pros and cons for each option
Anonymous 3/18/2024 09:57 AM	How many/how much grants have bee approved for others thus far? Who writes/oversees them? How do other areas that converted feel about their process and lack of autonomy?
Anonymous 3/19/2024 09:29 AM	The open house answered our questions.
Anonymous 3/19/2024 01:58 PM	A list of potential government grants that the CCWD can apply for.
Anonymous 3/19/2024 03:39 PM	None. We dont want it
Anonymous 3/19/2024 03:56 PM	Why there is a need for a water treatment plant, our water is fine.

Anonymous 3/19/2024 06:17 PM	Cost. Time line. How much control Residents have going forward.Referendums would be preferred so we have choices and some control over cost.
Anonymous 3/19/2024 09:02 PM	What MFA rates have been and how much they have gone up in the past few years. The rates seem good now but will they be as good when we go to pay for the treatment plant? And are they a guaranteed lender?
Anonymous 3/20/2024 03:10 PM	More on potential funding sources if we stay Cherry Creek, what grants are available and what specifically is not available, and the magnitude of those (eg mentioned ngo grant possibilities). Likelihood of amalgamation of water supply with other acrd districts/city of port alberni and associated water rate hikes. Comparison of other areas costs in ACRD (Beaver Creek, Sproat Lake). ACRD existing water infrastructure plans and funding and commitments for upgrades, capacity to support Cherry Creek much needed infrastructure improvements.
Anonymous 3/20/2024 07:27 PM	Why do we keep getting asked the same questions. We already voted on this and we are back being asked again.
Anonymous 3/21/2024 09:57 AM	.
Anonymous 3/21/2024 10:46 AM	comparison of costs should be provided asap
Anonymous 3/25/2024 04:23 PM	Have an unbiased view of the possibility of joining with Beaver Creek
Anonymous 3/26/2024 02:46 PM	What is ACRD long term goals if this happens, do that plan to hike rates every chance get ? Will staffing double in size , I realize in the report they say it will by 1 person but doubt that. I think at this point most of us are concerned about future costs and sometimes within the last couple years the ACRD has lost touch with what residents really care about.
Anonymous 3/28/2024 07:43 AM	Seemed like the consultant mailed it in. There was no real analysis of the economic or financial impacts or options. I think everyone know it

	costs more to borrow at 8% than 4%. I would like to see options for a municipal bond by the ACRD to finance, parcel tax vs. assessment cost. and amalgamation with Beaver Creek. The presentation suggested that the ACRD would provide all of the administrative and operational costs for free which is just baloney.
Anonymous 3/29/2024 08:08 PM	Cost for residents, land owners. Will our water taxes increase.
Anonymous 4/02/2024 08:56 PM	Will rates increase?
Anonymous 4/02/2024 09:30 PM	For me to make an informed decision I believe we should wait and see how the water quality will be after Mosaic Logs around our water supply/reservoir
Anonymous 4/02/2024 09:33 PM	How many people are going to be employed at the regional district office
Anonymous 4/02/2024 10:11 PM	If converted, what would our source of water be? Would we need to switch to city water or would the plan be to still build a new treatment plant?
Anonymous 4/04/2024 06:42 AM	No additional info needed
Anonymous 4/04/2024 09:34 AM	Financial implications at household level. Service implications. Feasibility of current system into the future. Can the water supply continues to be SAFE without conversion to ACRD?
Anonymous 4/04/2024 05:12 PM	Highlight any difference in infrastructure costs over the lifetime of the system. Ie. asset replacement considering grant opportunities. Comparative parcel tax and usage bill costs with Beaver Creek system. The difference between the current CCWD Board of Trustees and a potential ACRD Cherry Creek Water Advisory Committee and more information about how their decision-making powers would change.
Anonymous 4/04/2024 11:54 PM	use a model property or a few, to show how this will look for the average property owner in Cherry Creek now, and down the road.

Anonymous 4/05/2024 08:32 AM	All the pros and cons. What is the cost? Quality of water
Anonymous 4/05/2024 12:14 PM	A planned and inclusive process for rationalizing the 1957 boundary to the current situation (Road networks, résidences, engineering and local water table and hydrologie conditions, in the face of climate change and land clearing in the area. What properties have been added on an adhoc basis since 1957, and what other properties are now adjacent or fragmented because of ad hoc boundary expansion.
Anonymous 4/05/2024 12:42 PM	I would like to have the amount of property owner input clarified
Anonymous 4/05/2024 01:07 PM	i would like to know why this same basic questions are being ask again when this has already been voted not to join with the ACRD
Anonymous 4/05/2024 08:52 PM	Nothing more
Anonymous 4/07/2024 03:28 PM	Have read all the informtion so far and found it very comprehensive.
administration+1 4/08/2024 02:34 PM	n/a
administration+1 4/08/2024 02:37 PM	n/a
administration+1 4/08/2024 02:38 PM	How much control would we lose to the ACRD? How independent would we be still?
administration+1 4/08/2024 02:47 PM	n/a
administration+1 4/08/2024 02:48 PM	n/a
administration+1 4/08/2024 02:53 PM	n/a

administration+1 4/08/2024 02:58 PM	Taxes will be increasing to pay for these two projects what will the increase be if we convert with the ACRD or story as an improvement district?
administration+1 4/08/2024 03:00 PM	Many questions answered at the Open House. Next advertising please inform of time of presentation, not just "open house 7-9" time. Thank you.
administration+1 4/08/2024 03:03 PM	n/a
administration+1 4/08/2024 03:06 PM	A further breakdown of potential indicidual household costs per annum for what length of time for a water treatment facility. As well, a breakdown of individual household savings of conversion to the R. District.
administration+1 4/08/2024 03:09 PM	More financial information
administration+1 4/08/2024 03:12 PM	What are the other water works districts doing (in BC)? Why is Beaver Creek thinking about going back to a WWD?
administration+1 4/08/2024 03:18 PM	Estimate for additional cost per household
administration+1 4/08/2024 03:21 PM	Financial projections, not ACRD sales pitch
administration+1 4/08/2024 03:25 PM	More financial information
administration+1 4/08/2024 03:28 PM	Financial accounts - not just a sales pitch
administration+1 4/08/2024 03:31 PM	Cost per residence if we convert compared to what we pay now.
administration+1 4/08/2024 03:32 PM	That grants would be available to the cherry creek projects, without committing to the ACRD.

administration+1 4/08/2024 03:34 PM	Would like to know the price per household the ACRD will cost.
administration+1 4/08/2024 03:36 PM	n/a
administration+1 4/08/2024 03:37 PM	cost per household and is the treatment system a go/just regarding the money? Able to upgrade and treat water?
administration+1 4/08/2024 03:39 PM	total cost and areas affected
administration+1 4/08/2024 03:40 PM	n/a

Mandatory Question (57 response(s))
Question type: Essay Question

Q5 In your opinion, what are the potential benefits to converting existing water and fire services from the Cherry Creek Improvement District to the Alberni-Clayoquot Regional District?

Anonymous 3/16/2024 12:13 PM	see below
Anonymous 3/16/2024 06:34 PM	I didn't see any real benefits.
Anonymous 3/16/2024 06:45 PM	none
Anonymous 3/17/2024 12:03 PM	I can’t think of any. Borrowing power and interest payback comparison was used as an example but I’m reluctant to accept that the ACRD would use their newly gained borrowing power to serve our needs but rather their own pet projects now placing the additional burden on Cherry Creek residents. In addition, it was stated that any money we have accumulated would go into general revenue but earmarked for the same projects previously identified by CCWD - until cancelled by the ACRD. Total loss of transparency.
Anonymous	Eligibility for grants Operating in a more professional capacity

3/17/2024 07:37 PM	
Anonymous 3/18/2024 09:57 AM	Grant availability Borrowing rates
Anonymous 3/19/2024 09:29 AM	Lower interest rates for projects
Anonymous 3/19/2024 01:58 PM	There are no potential benefits to converting even though they say the ability to get a better interest rate to borrow funds to complete the 4-3-2-1 project. Has the board exhausted all avenues for this project?
Anonymous 3/19/2024 03:39 PM	No benifits. We dont want it. Stay cherry creek
Anonymous 3/19/2024 03:56 PM	NONE
Anonymous 3/19/2024 06:17 PM	the ability to find funding and cost sharing. Retaining control for residents.
Anonymous 3/19/2024 09:02 PM	Not sure. Maybe grants and funding but those are not even for sure.
Anonymous 3/20/2024 03:10 PM	More funding available through grants and preferred financing rates to upgrade infrastructure
Anonymous 3/20/2024 07:27 PM	Potential lower interest rates on borrowing, but I am certain our water cost will go way up because we will be expected to pay the same as the other areas of the ACRD
Anonymous 3/21/2024 09:57 AM	None
Anonymous 3/21/2024 10:46 AM	lower cost of borrowing but more info needed
Anonymous 3/25/2024 04:23 PM	I see no real benefit of joining the ACRD as they are a top heavy organization who have forgotten that they are supposed to answer to the tax payer

Anonymous 3/26/2024 02:46 PM	None I think, other than able to qualify for certain grants I suppose.
Anonymous 3/28/2024 07:43 AM	Other than insurance I do not see any benefits.
Anonymous 3/29/2024 08:08 PM	Financial; for upgrading current water lines.
Anonymous 4/02/2024 08:56 PM	ACRD has access to grants and longer hours if operation.
Anonymous 4/02/2024 09:30 PM	There are no benefits our water is the best in the Valley, I've had many comments about the quality of my tap water from many friends and family.
Anonymous 4/02/2024 09:33 PM	Non
Anonymous 4/02/2024 10:11 PM	Hopefully cost savings, but that's really not clear.
Anonymous 4/04/2024 06:42 AM	Access to funds otherwise unavailable to improve fire services and our terrible water. Our community cannot grow if new properties cannot connect to the water system.
Anonymous 4/04/2024 09:34 AM	More staffing & expertise. More access to improvement grants.
Anonymous 4/04/2024 05:12 PM	Better management of the system; access to more staff support and built-in knowledge about water system operation, asset management, finance, admin support; access to grants and lower borrowing costs, reduced liability; stronger governance model with the entire ACRD Board
Anonymous 4/04/2024 11:54 PM	Possibly be able to get a grant to help pay for the work involved in the water upgrades. Potentially be able to get better loan rates. That's it.
Anonymous	Perhaps lower costs

administration+1 4/08/2024 03:03 PM	No benefit - keep GVT away as much as possible.
administration+1 4/08/2024 03:06 PM	It is unclear at this point. The benefits quite possibly are minimal.
administration+1 4/08/2024 03:09 PM	Benefits are having access to grants and better interest loans
administration+1 4/08/2024 03:12 PM	Very few!! We are being blackmailed into a position we don't want. This is all about money, not about water.
administration+1 4/08/2024 03:18 PM	Access to funding through grants
administration+1 4/08/2024 03:21 PM	n/a
administration+1 4/08/2024 03:25 PM	Unsure if any benefits
administration+1 4/08/2024 03:28 PM	None
administration+1 4/08/2024 03:31 PM	None except the borrowing interest
administration+1 4/08/2024 03:32 PM	The only benefit is that as it was mentioned, a lower interest rate on the bank loan and available grants.
administration+1 4/08/2024 03:34 PM	We (might) (might) get our treatment plant and better water.
administration+1 4/08/2024 03:36 PM	Grants
administration+1 4/08/2024 03:37 PM	Cost savings
administration+1 4/08/2024 03:39 PM	none

administration+1 4/08/2024 03:40 PM	we will have input for more $

Mandatory Question (57 response(s))
Question type: Essay Question

Q6 In your opinion, what are the potential drawbacks of converting existing water and fire services from the Cherry Creek Improvement District to the Alberni-Clayoquot Regional District?

Anonymous 3/16/2024 12:13 PM	see below
Anonymous 3/16/2024 06:34 PM	Your summary of drawbacks was well laid out. Loose identity & flexibility of a small community. Larger governmental bodies are notoriously slow, top heavy, inefficient, thus more expensive. They also greatly lack in concern for regular people to a point of impersonal degradation.
Anonymous 3/16/2024 06:45 PM	Heavy taxes, top-heavy bureaucracy, which leads to slow communication, unsatisfactory answers and delayed action.
Anonymous 3/17/2024 12:03 PM	1. More bureaucracy. 2. Much higher costs due to significantly higher operating costs in the ACRD. 3. Loss of transparency. 4. Loss of Autonomy. 5. Probably paying for additional Bylaw officers to enforce rules largely opposed by residents - extremely counter productive (taking away a lifestyle that the district pioneers established). 5. Possibly unionizing the fire department, increasing everyone’s cost. I could go on but probably to no avail at the end of the day.
Anonymous 3/17/2024 07:37 PM	None
Anonymous 3/18/2024 09:57 AM	Lack of autonomy/control over water issues Dissolution of Board (our neighbours!) Community feeling “gone” Just becoming another cog in the acrd wheel
Anonymous 3/19/2024 09:29 AM	Bureaucracy, higher costs.

4/05/2024 08:32 AM	
Anonymous 4/05/2024 12:14 PM	Brings alignment of planning and services to a body with more ability to finance projects and expertise.
Anonymous 4/05/2024 12:42 PM	So far I haven't seen the benefits clearly explained
Anonymous 4/05/2024 01:07 PM	i do not see any potential benefits.
Anonymous 4/05/2024 08:52 PM	Only benefit would be lower interest rates on loans
Anonymous 4/07/2024 03:28 PM	Greater access to grants. Hopefully streamlining of administration.
administration+1 4/08/2024 02:34 PM	Zero benefits
administration+1 4/08/2024 02:37 PM	n/a
administration+1 4/08/2024 02:38 PM	Less expensive
administration+1 4/08/2024 02:47 PM	None
administration+1 4/08/2024 02:48 PM	None
administration+1 4/08/2024 02:53 PM	not sure if there are any benefits
administration+1 4/08/2024 02:58 PM	Cost savings in loan payments so in turn less tax increases
administration+1 4/08/2024 03:00 PM	Potential grants, not guaranteed.

Anonymous 3/19/2024 01:58 PM	Loss of autonomy. There seemed to be some unhappy people with the representation of the CCID at the ACRD the night of the open house.
Anonymous 3/19/2024 03:39 PM	Were not interested. Leave it the way it is. Because it works. Acrd is useless and we want no part in them
Anonymous 3/19/2024 03:56 PM	CCID. has done a good job with our water and fire protection for over 60 years, why change now.. In my opinion the ACRD. does a very poor job of handling what they have going on now, very slow reaction time on building permits etc etc. I am very concerned about the reaction time of our fire dept. being under ACRD. control.
Anonymous 3/19/2024 06:17 PM	lack of transparency. Rising costs without imput. Water board being by past in decisions.
Anonymous 3/19/2024 09:02 PM	More government control.
Anonymous 3/20/2024 03:10 PM	Loss of control of water (source, treatment, rates, seasonal restrictions). Competing with other areas that may take our fees and taxes to improve other areas before ours. Increase in water rates like beaver creek has seen
Anonymous 3/20/2024 07:27 PM	Cherry creek will lose control of our water system. The regional district will take over and we, Cherry creek residents, are such a small population the acrd will just do what they want and we will have no say. We have some of the best water in the valley, we don’t have issues with summer water restrictions and I don’t want that to change.
Anonymous 3/21/2024 09:57 AM	Loss of direct control by property owners, the tax payers.
Anonymous 3/21/2024 10:46 AM	-increased cost of fire protection -loss of local control
Anonymous 3/25/2024 04:23 PM	Having them run by an organization that no longer answers to the people that pay their wages is a step backward

Anonymous 3/26/2024 02:46 PM	Cost is going up year after year and sadly faster than inflation
Anonymous 3/28/2024 07:43 AM	Loss of autonomy and accountability.
Anonymous 3/29/2024 08:08 PM	Acrd control.
Anonymous 4/02/2024 08:56 PM	Cost of water may increase
Anonymous 4/02/2024 09:30 PM	Raised Taxes, poor quality/taste, more restriction's on use, might as well be in the city limits.
Anonymous 4/02/2024 09:33 PM	We would be giving more control to the regional district
Anonymous 4/02/2024 10:11 PM	Would likely need to switch water supply source to the city of Port Alberni. We'd be switching to a governance model that incentivizes spending every available dime versus our existing setup which requires fiscal responsibility. The main idea behind this is cost savings but the way governments always bloat themselves and burn through money means that likely won't hold true for very long into the future.
Anonymous 4/04/2024 06:42 AM	No draw backs in my opinion.
Anonymous 4/04/2024 09:34 AM	Less local control. Increased rates.
Anonymous 4/04/2024 05:12 PM	Losing final decision-making control over the future of the system.
Anonymous 4/04/2024 11:54 PM	Drawbacks are that the two above potential benefits are the ONLY benefits. Too much bureaucracy, and the potential loss of our uniqueness, albeit small due to having control of only our water and fire. Also, I don't care what anyone says, the potential loss of control of our water especially is a possiblilty. When you give your power away, it's never a good thing. During a drought, which everyone is threatening this year, the ACRD or Port Alberni itself could just nix our

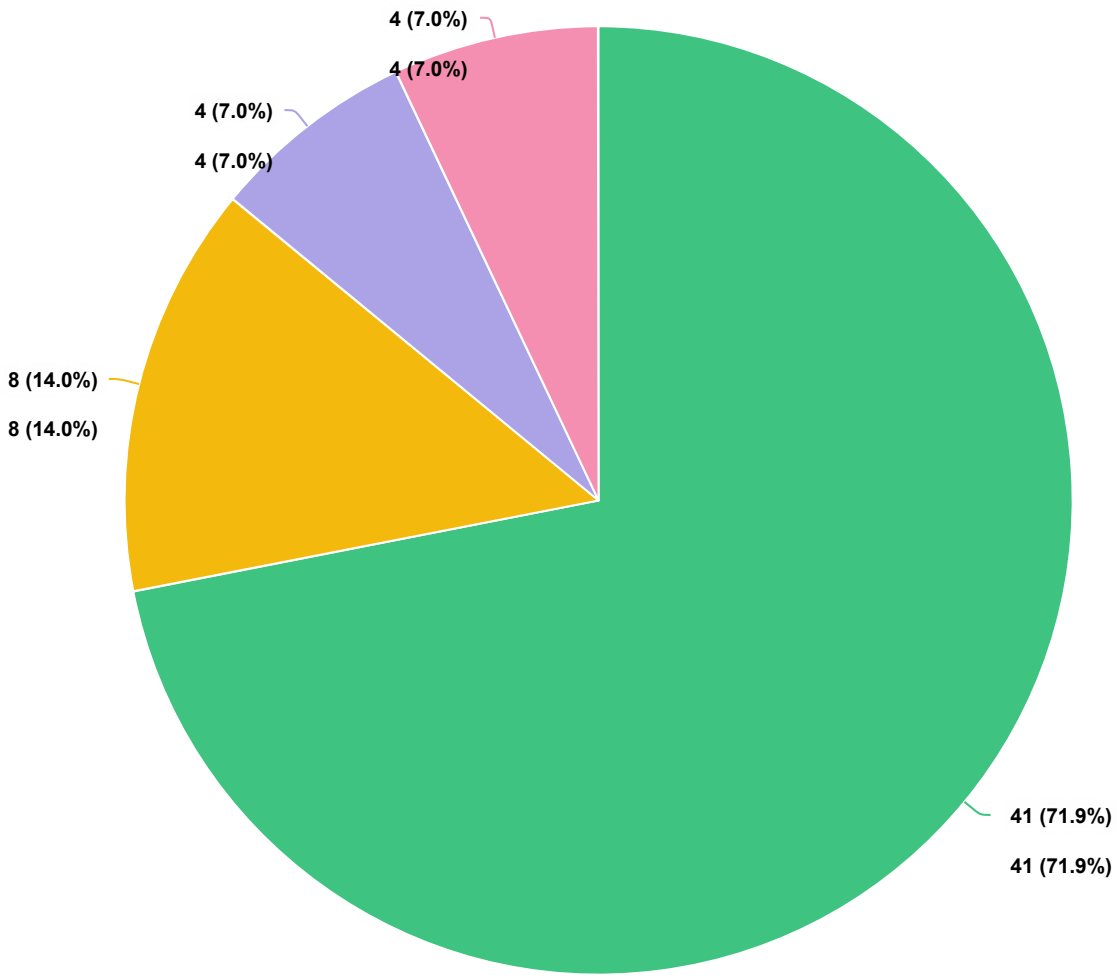
	rights to our water and take what they need. Power does funny things. AND Beaver Creek did this or something similar and they now regret it and want to reverse it. Lesson for us to learn. No guarantee that we can get the funding or the grants. Not good enough to make this change.
Anonymous 4/05/2024 08:32 AM	Cherry Creek has control of its service. We have good quality water that we would loose
Anonymous 4/05/2024 12:14 PM	The CCWD bounday was first established in 1957, and the community has expended since then. Roads, and access to town, and more homes are in the area. The original boundary has been amendes on ad hoc basis. As the ability for local planning to rationalize the boundary to take care of the current situation might be negatively impacted, there could be a look at some boundary rationalization either as part of or concurrent wiht the process. This might also expand slightly and more economically the user base for meeting the ACRD and gouvernement water standards.
Anonymous 4/05/2024 12:42 PM	Losing control of our water supply
Anonymous 4/05/2024 01:07 PM	no draw backs in my option!!
Anonymous 4/05/2024 08:52 PM	The drawback would be that the ACRD would be making all the decisions.
Anonymous 4/07/2024 03:28 PM	None. Community will continue to exist as is, but with greater resources to assist in admininstering the system. Seems to have worked well fro Beaver Creek. Have seen some online discussion re becoming a municipality. VERY strongly opposed to that. The costs would be astronomical.
administration+1 4/08/2024 02:34 PM	Too many drawbacks to list, most detailed on the cons list of the study
administration+1 4/08/2024 02:37 PM	An assurance of prompt service to attend to any water line issues with our aging system.

administration+1 4/08/2024 02:38 PM	n/a
administration+1 4/08/2024 02:47 PM	Everything
administration+1 4/08/2024 02:48 PM	Everything
administration+1 4/08/2024 02:53 PM	There have been very good relationships developed between the waterworks and fire service personnel. Lots of very knowledgeable people involved to the benefit of our community. I don't know how the ACRD could top exceptional service.
administration+1 4/08/2024 02:58 PM	Higher loan costs = higher taxes. Loss of control of our assets. Loss of community potentially.
administration+1 4/08/2024 03:00 PM	Loss of a community "hub", volunteering. Loss of control over our H2O systems. More bureaucracy.
administration+1 4/08/2024 03:03 PM	More GVT intervention
administration+1 4/08/2024 03:06 PM	Loss of autonomy over Cherry Creek water and fire services and the potential for imposition of costs of the R. District. Cherry Creek would have only one voice/vote on a R.D.
administration+1 4/08/2024 03:09 PM	We only have 1 vote at the ACRD, so we could lose control of our water system and fire department
administration+1 4/08/2024 03:12 PM	Loss of control over our, very good, water system. Loss of control of our, very good, fire department.
administration+1 4/08/2024 03:18 PM	Losing the efficiency, increased time needed when dealing with ACRD
administration+1 4/08/2024 03:21 PM	1 vote in 19. Extra GVT taxes. No sovereignty.

administration+1 4/08/2024 03:25 PM	More brauracy(sp?) Less efficiency.
administration+1 4/08/2024 03:28 PM	GVT overreach. Only one vote in 19 on GVT implementations thus making conversion useless.
administration+1 4/08/2024 03:31 PM	Less control of our district
administration+1 4/08/2024 03:32 PM	That we would lose our stand alone, and a big part of our identity.
administration+1 4/08/2024 03:34 PM	Price will cost more.
administration+1 4/08/2024 03:36 PM	-lose our independence as a community - less say as a Cherry Creek resident - more ACRD and less community independence
administration+1 4/08/2024 03:37 PM	- loss of identity and discussion making - quick action to address problems
administration+1 4/08/2024 03:39 PM	we want to remain automois (sp)
administration+1 4/08/2024 03:40 PM	n/a

Mandatory Question (57 response(s))
Question type: Essay Question

Q7 Would you like to see a referendum vote on potential Cherry Creek conversion, so that the community can decide its future for itself?

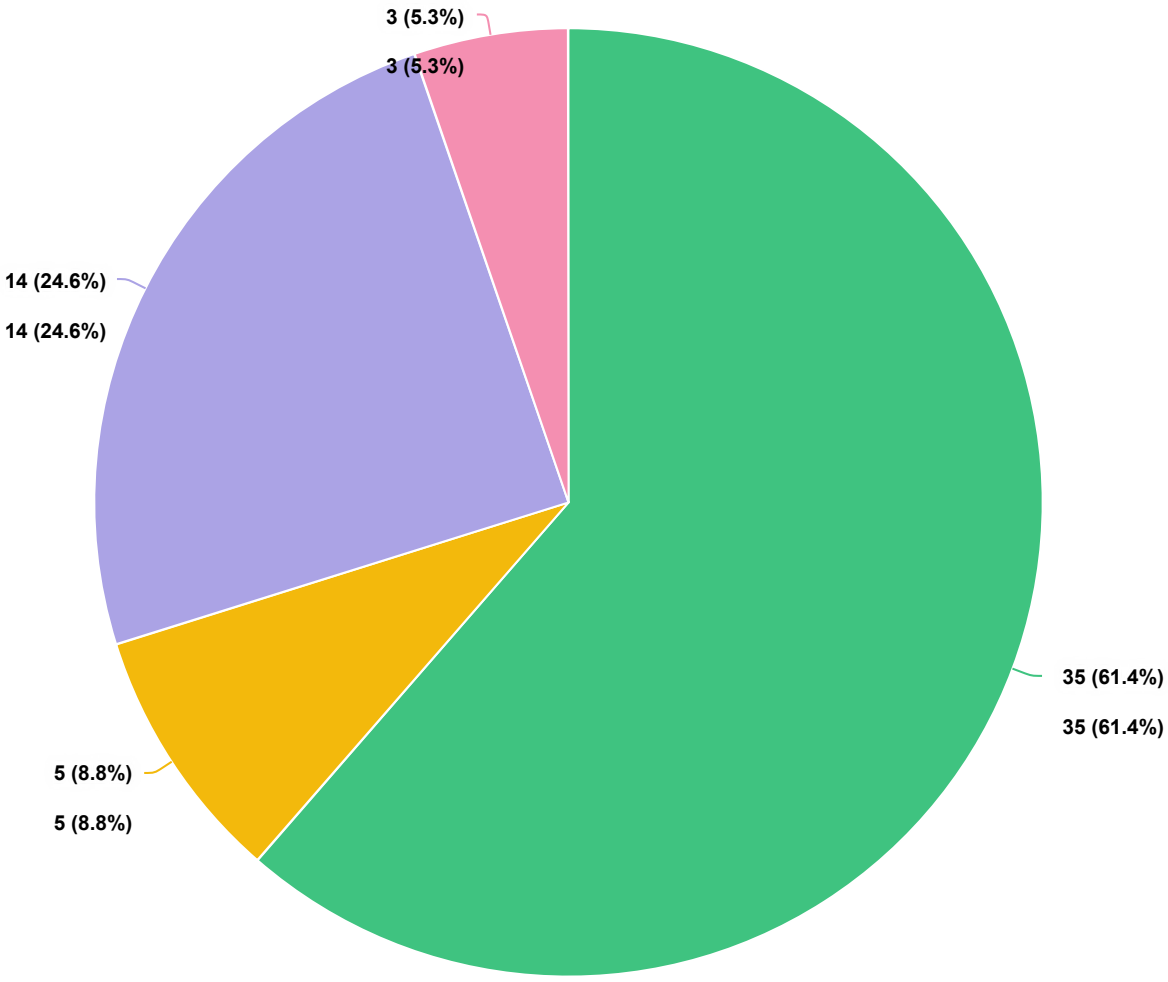


Question options

Yes No Unsure Prefer Not to Answer

Mandatory Question (57 response(s))
Question type: Radio Button Question

Q8 Will you be attending the upcoming Cherry Creek Waterworks District Annual General Meeting (AGM) on April 18th, 2024?



Question options

Yes No Unsure Prefer Not to Answer

Mandatory Question (57 response(s))
Question type: Radio Button Question

Q9 Do you have any additional comments?

Anonymous
3/16/2024 12:13 PM

The only benefit is the cost of borrowing funds to build & install the provincially mandated filtration system. This is a false leader because the ACRD, like the City of Port Alberni, who have 9 votes on the ACRD, are not fiscally responsible. Cherry Creek only has one vote. The estimated cost of this facility is 6-8 million dollars and there is no doubt, with ACRD control, it would overrun the higher figure. As some participants at the recent meeting outlined funds could be raised from other sources, perhaps privately within Cherry Creek. Cherry Creek would also have control of the finances with the obvious benefit of keeping the project to the lower estimate and avoiding cost overruns. There are contractors within our area who could participate in the project and could provide some services at reasonable costs, as they would have direct taxation benefits. This control would offset the savings in borrowing costs. Using the consultant's figures: $8 million borrowed at 4.21% for 10 years would cost $2,753,850 in interest. (ACRD) $6 million borrowed at 8.70% for 10 years would cost $3,004,170 in interest. (CCWD) I believe a quarter of a million dollars over ten years is a small price to pay to maintain control of our water and fire services. In my opinion our district have and continue to provide superb water quality and fire protection. I would like to see it remain so.

Anonymous
3/16/2024 06:34 PM

no

Anonymous
3/16/2024 06:45 PM

no

Anonymous
3/17/2024 12:03 PM

Absolutely. I found the survey presentation very biased - no offence to the consultants. Those that solicit surveys typically encourage a slight slant to their direction. I would have been more inclined to focus on the following potential positive outcomes for everyone: 1. One firechief managing all stations thereby reducing costs for all residents. 2. ACRD completing the CCWD water treatment facility adding an effective back-up system in the event of a catastrophic event. (Every resident would probably buy into that initiative). 3. The use of ACRD water techs and emergency services decreasing service interruption downtime etc, etc. I think bringing up the $18k saving for eliminating the CCWD board was an insult. There are basically no staff operating and managing a complex and antiquated water system but rather a handful of dedicated concerned residents giving of their free time. My generous estimate is that they're working for around $3/hr. That kind

	of sacrifice speaks volumes of the character of the residents of this district. I would welcome the opportunity to discuss these factors and more should the opportunity exist. Yours very respectfully.
Anonymous 3/17/2024 07:37 PM	No
Anonymous 3/18/2024 09:57 AM	I would have liked representation from Beaver Creek, Sproat Lake, etc, at the recent meeting. I oppose conversion and wish CCWD to maintain control over water and fire services.
Anonymous 3/19/2024 09:29 AM	No
Anonymous 3/19/2024 01:58 PM	Not sure if these surveys are actually helpful. I think the ACRD try to appease people by saying the residents can take a survey and voice their concerns but do they actually read them? I highly doubt they take into consideration any comments, seems like the ACRD do whatever they want.
Anonymous 3/19/2024 03:39 PM	If it aint broke dont fix it.
Anonymous 3/19/2024 03:56 PM	Cherry Creekers should be in control of what changes go on in Cherry Creek District, not the ACRD.
Anonymous 3/19/2024 06:17 PM	Have a concern about logging near our reservoir and water source.
Anonymous 3/19/2024 09:02 PM	no
Anonymous 3/20/2024 03:10 PM	Unable to attend in person due to work and childcare commitments so appreciate the recording of sessions and sharing of supporting documents, thank you.
Anonymous 3/20/2024 07:27 PM	Why do we keep being asked the same questions? I feel this is like the kid who keeps asking the question until they get the answer they want…

Anonymous 3/21/2024 09:57 AM	No
Anonymous 3/21/2024 10:46 AM	no
Anonymous 3/25/2024 04:23 PM	It is a hard to make a informed decision when all you hear is a one side opinion from a director who has a agenda in hand
Anonymous 3/26/2024 02:46 PM	Reading all of the information it sure makes you think that going the ACRD route is the way to go but why is that .Also for the new fire hall just wondering why we can’t make the one we have upgraded to handle an earthquake, there is thousands of cinder block buildings this has been done .Its very cost effective and works just as good as a new building.
Anonymous 3/28/2024 07:43 AM	WALK AWAY.
Anonymous 3/29/2024 08:08 PM	No
Anonymous 4/02/2024 08:56 PM	No
Anonymous 4/02/2024 09:30 PM	Keep it the same as is, upgrade to VIHA regulations and install better purification and hope like hell Mosaic does not destroy our water quality!
Anonymous 4/02/2024 09:33 PM	Cherry Creek, Beaver Creek and Beaufort need to amalgamate
Anonymous 4/02/2024 10:11 PM	I find it odd you're asking if I'd like to have a referendum vote on this seeing as how we don't yet have any dollar figure comparison between the two options. Sure, conversion would provide access to grants and cheaper loans, but I certainly can't make a decision on whether to convert or not without seeing a projected cost comparison over the next five to ten years. I'm honestly surprised we don't have that at this point. Your section on additional financial considerations is misleading. If states that a number of items have an additional cost for the CCWWD but no additional cost if the ACRD handles it. While the cost of those items wouldn't be directly attributed to Cherry

	Creek's water services and fire protection, they would still incur costs via the ACRD and would be passed down to us through taxes nonetheless. It mainly just obscures the costs by passing them through a bigger government. Maybe better prices could be obtained for things like insurance due to economies of scale but to say insurance would have no cost is misleading at best...
Anonymous 4/04/2024 06:42 AM	Our water is terrible and our rates keep increasing. At times, it smells like the lake, other times it’s like drinking bleach. The residents deserve better and the only solution is joining the ACRD. We can access the funds necessary for our water and fire services.
Anonymous 4/04/2024 09:34 AM	No
Anonymous 4/04/2024 05:12 PM	I am a strong supporter of conversion to an ACRD-managed system and I don’t think the public knows enough to make an informed decision in a referendum.
Anonymous 4/04/2024 11:54 PM	How do we get ALL the Cherry Creek residents informed about this? Not many people at the meetings. Use more different methods to connect like social media, ie. Port Alberni Happenings or similar, community newsletters, and local print media and CCWW page. Lots of older folk who still use original media like newspapers and notices in the mail etc.
Anonymous 4/05/2024 08:32 AM	Not at this time
Anonymous 4/05/2024 12:14 PM	Our property is adjacent to the CCWD, and within the ACRD. Would like these such properties to be given considération in the process, as will affect our potential future options as well for services. Thank you.
Anonymous 4/05/2024 12:42 PM	Not at present
Anonymous 4/05/2024 01:07 PM	no
Anonymous 4/05/2024 08:52 PM	no

Anonymous 4/07/2024 03:28 PM	Have lived here for over 40 years. Concerned about the increasingly populist trend and loud voices trying to drown everybody else out and spreading misinformation, which is why I am not signing this. 5 years ago I wouldn't have hesitated to do so!
administration+1 4/08/2024 02:34 PM	There are likely lots of other options to explore for the CCWD. Conversion to the ACRD would limit the possibility of examining these options.
administration+1 4/08/2024 02:37 PM	n/a
administration+1 4/08/2024 02:38 PM	n/a
administration+1 4/08/2024 02:47 PM	n/a
administration+1 4/08/2024 02:48 PM	n/a
administration+1 4/08/2024 02:53 PM	Referendum only if necessary, depending on results of survey and meetings. I don't really know why this study was initiated in the first place.
administration+1 4/08/2024 02:58 PM	I do not, under any circumstance, want to lose Lacey Lake/Cold Creek as our water source.
administration+1 4/08/2024 03:00 PM	n/a
administration+1 4/08/2024 03:03 PM	Keep our community as a non-GVT community. Why waste more dollars on referendum when from townhall it was obvious community does not want to go with ACRD
administration+1 4/08/2024 03:06 PM	The presentation was informative but too fast paced with insufficient time to absorb the new information.
administration+1	We need qualified individuals to oversee the new fire hall building

4/08/2024 03:09 PM	project, as well as the water treatment plant. Will these individuals be from Cherry Creek District as volunteers, or will we be hiring out of district?
administration+1 4/08/2024 03:12 PM	If we were to join the RD, what happens to all the money that we the taxpayer have put aside for future projects? Is the 14k of pipe that needs to be replaced, "going to get replaced". We are only one vote, I think that the other reps wont see our project "high" on their list of to do's.
administration+1 4/08/2024 03:18 PM	It is important to maintain a well informed and keen board of trustees. We must support this group of individuals in their endeavors!
administration+1 4/08/2024 03:21 PM	Stay out of GVT
administration+1 4/08/2024 03:25 PM	n/a
administration+1 4/08/2024 03:28 PM	Keep GVT as far away as possible.
administration+1 4/08/2024 03:31 PM	n/a
administration+1 4/08/2024 03:32 PM	n/a
administration+1 4/08/2024 03:34 PM	n/a
administration+1 4/08/2024 03:36 PM	I think everything is becoming more about governance, Cherry Creek has always had the ability to stand independent and done well. I do not think we need this managed for us.
administration+1 4/08/2024 03:37 PM	n/a
administration+1 4/08/2024 03:39 PM	We want a referendum. We need to know about Riparian areas that may be affected by re-routing water