



City of  
**Campbell  
River**

# **PROPOSED FINANCIAL PLAN 2018-2027**





## City of Campbell River Mayor and City Council



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## City Manager's Report



The State of the Island Economic Report for 2017 provides a good overview of the economic forces that are shaping Campbell River.

*“Vancouver Island is expected to benefit from continued growth due to in-migration, residential construction and consumer spending. Tourism is also expected to contribute to growth: however to a lesser extent than in the past several years due to lower growth in visitors.”*

The report states that the benchmark single-family home price in Campbell River is now \$348,500, up 19% from 2016. The report confirms that there were 221 business formations/incorporations within the Strathcona Regional District in 2016 and that the John Hart generating station replacement project and the North Island Hospital projects are the major infrastructure investments on Vancouver Island, two of the three projects under construction here in Vancouver Island's third largest city.

According to BC Business Magazine, in 2017 Campbell River ranks 24<sup>th</sup> as one of the best places to work across the province.

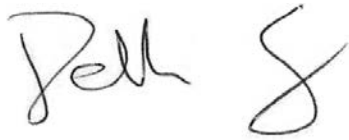
The City of Campbell River's 2018-2027 budget builds on the key strengths of the current economy and reflects a solid mix of residential, commercial and industrial opportunities that continue to attract new investment and people. Strong community growth translates into increased building permit revenue and increased property assessments, which generate additional funding for City services and projects.

With more businesses and people relocating to our community, we balance programs to attract new growth with looking after infrastructure, providing good community services and being aware that current growth is putting pressure on the rental housing market and social needs.

The City's budget ensures that community services keep up with the growing demands of the community, mindful of balancing the needs of today with available funding and the needs of tomorrow. The budget provides new money for tech sector growth, downtown revitalization, Shoppers Row redevelopment and a number of roads and parks projects that contribute to community livability.

Maintaining and replacing older infrastructure remains a key cornerstone of the Financial Plan. In 2018, we will construct a major sanitary sewer upgrade from Hidden Harbour to the Maritime Heritage Centre and confirm design for the next one-kilometre section of Hwy 19A. In 2018, we are continuing to study and map potential sea level rise impacts to the 3.5-acre waterfront site and estuary areas.

The City seeks community feedback and carefully considers the best options for managing projects and our workforce. With a focus on good governance with our 10-year Financial Resiliency and Stability Plan and a high-functioning organization, we drive forward Council’s strategic priorities through initiatives related to downtown revitalization, social planning, and economic diversification.

A handwritten signature in black ink, appearing to read "Deborah Sargent". The signature is written in a cursive, flowing style.

Deborah Sargent  
City Manager



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Overview





## Chief Financial Officer's Executive Summary



The 2018-2027 Financial Plan is built on the budget parameters adopted in 2016 with a focus on long-term strategic planning with incremental tax increases for all components of the budget. The budget proposed provides stability for the City's citizens while providing adequate funding for all levels of City services. This includes funding for:

- Base operating service levels,
- Capital renewals and improvements,
- Moderate increases to service levels, and
- One-time operating projects and initiatives.

The approved 2018 Financial Plan provides an overall tax increase that falls in line with Council's budget parameters of 2 to 3.5 per cent. The City realized some strong non-market change tax revenues this year totaling \$357,000. This additional revenue allows the City to fund additional ongoing new service levels related to service demands and community growth.

Included in the 2018 proposed plan is funding for the capital plan per Council's budget parameters which is allocated directly into the capital plan for community infrastructure renewals and enhancements. The City is focused on incrementally increasing this capital funding to ensure ongoing investment in the City's core assets to ensure ongoing service delivery. This incremental tax increase for capital is becoming a popular method for local governments to fund capital investment, as it avoids the requirement to fund capital solely through external borrowing or not having funding to upgrade capital assets which leads to increased costs in the future and reduced service levels.

The 2018 Financial Plan is a focused budget aligning with Council's strategic priorities, including downtown revitalization, parks amenities and significant infrastructure upgrades including the next phase of Highway 19A, Waterfront Sewer Forcemain and Big Rock Boat Ramp. The City is also completing the significant Water Supply project in early 2018; therefore 2018 will be a busy year for the City. The capital plan is focusing on the balance of funding strategic priorities and community enhancement projects, as well as ensuring ongoing asset renewal is funded to continue to upgrade and maintain existing assets.

The City has faced significant financial challenges in past years - most recently the closure of the pulp and paper mill in 2012. With this closure, the community lost many high-paying jobs and the City itself dealt with a 25% loss in property taxation. Residential property owners took on some of this burden, but the remainder involved an internal review of the City's operations and related cuts to service levels, cuts to capital funding and the use of existing reserve funds to balance the budget. Since 2012 the City has continued to hold the line on the budget while continuing to review the budget for reductions where

possible. This has led to a strained Financial Planning process with pressure on City Council and staff to maintain service with little to no tax increase followed by large one-time increases to offset the ongoing increases to costs.

During 2016 Financial Planning, the City changed its budget process to a strategic and long-term outlook with a focus on moving past its previous challenges and making decisions for the City's future. The City could no longer continue to hold taxation and maintain services and infrastructure; reserves continued to be depleted with minimal annual replenishment, therefore the City decided to forge a new path. This included an assessment of the current financial realities and developing a program that would provide for long-term stability and resiliency for the City's citizens and eliminate the volatility in the annual tax increases. 2018 is further engrained this long-term focus with the works completed in the past few years coming full circle to fully funded 10-year renewal focused capital plan.

Many new initiatives were undertaken in the 2016 Financial Planning process which resulted in a comprehensive program the City has named the *Financial Stability & Resiliency Program*. This program includes many foundational components that ensure the City is using its resources in the most efficient manner and produces a stable annual tax increase. The key components include: a ten-year financial plan, annual budget parameters, reserve restructure and net funding model, reserve waterfall structure, business case decision making, and zero based operational budgeting. The major wins for the City are the stability provided by a long-term planning horizon coupled with the consistency, surety and risk reduction regarding future services.

The 2018 Financial Plan has continued this best practices path and the City is continuing to fine tune the strategic decision making process with a focus on value for taxpayers for services offered today and in the future. The City has continued to see ongoing residential and commercial development and interest to invest and live in Campbell River. The 2016 Community Survey supported that the citizens appreciate the level of services offered by the City and identified they are supportive of paying for these services and increased amenities, as long as the funding is being used strategically to enhance service levels and invest in City infrastructure.

The City is committed to the ongoing financial stability and incremental service level and capital upgrades across the community, within defined budget parameters. The 2018-2027 Financial Plan is focused on Council and the community's strategic priorities and direction.



Myriah Foort, BBA, CPA, CA  
Chief Financial Officer



## Budget Best Practices

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Campbell River, British Columbia for the Annual Budget beginning January 1, 2017. This is the second year that the City has received this prestigious award for best practice budgeting principles. In order to receive this award, a government entity must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe the proposed budget continues to conform to program requirements, and the City will be submitting the 2018-2027 Financial Plan to GFOA to determine its eligibility for the 2018 budget award. The City's scoring for the 2017 award increased from 2016 as the City fine-tuned its Financial Plan package and the City continues to improve the budget package for 2018 firming up its policies and long-term stability framework.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Campbell River  
British Columbia**

For the Fiscal Year Beginning

**January 1, 2017**

*Christopher P. Morill*

Executive Director

## Reader's Guide to the 2018-2027 Financial Plan

The primary function of the Financial Plan is to provide information relating to the funding requirements of the City given the services Council has authorized us to provide for the residents. The Financial Plan should provide information supporting decisions and serves the additional role as:

- A policy document describing the financial policies guiding the development of financial plans and priorities.
- An operational guide helping staff manage daily operations by providing financial and human resources available for service provision.
- A communications device providing all readers with a comprehensive overview of the services provided by the City and the resources required to provide those services.

The 2018-2027 Financial Plan has been grouped into six sections:

### 1) OVERVIEW

This section is intended to give readers a high level overview of the City's community and financial profile. It includes the Finance Manager's executive summary, community profile, population demographics, the organization structure, City's vision and mission statement, non-financial goals, strategic plan, as well as key financial policies, budget parameters and guidelines, and budget process.

### 2) FINANCIAL REPORTS

The financial reporting section of the budget package provides readers with reporting on overall revenues and expenses, authorized positions, segment comparisons, as well as reserve summaries and histories.

### 3) BASE OPERATING BUDGET

The base operating budget section provides readers with a complete operating budget overview, organized by financial reporting segment. Each segment includes a human resource services chart, revenue and expenses by general ledger function, department purpose, 2018 goals, objectives and work plans, 2017 highlights.

### 4) SERVICE LEVEL CHANGE

The service level change section includes all ongoing new service level increases recommended to Council for approval.

### 5) OPERATING PROJECTS

The operating project section includes all operating projects organized by Council strategic initiatives, financial stabilization staff recommended projects, and projects funded by other reserves.

### 6) CAPITAL BUDGET

The capital budget section includes all capital projects in the ten-year capital plan. Each project details the department, budget, operating costs, category, funding source, whether managed by capital works, project description and justification, and relation to Council's strategic priorities.



Community Profile

## Community Profile: Enriched by Land and Sea

### Lifestyle

With natural beauty and marine setting as a backdrop, Campbell River offers an inviting blend of rural and urban opportunities with the amenities of a large city and the welcoming feel of a small town. A vibrant downtown, affordable housing, and a mild west coast climate that allows for year-round outdoor recreation and an unparalleled lifestyle, are attracting young families and professionals to the area.

With a coveted lifestyle, the community is home to creative thinkers and outdoor enthusiasts. For those in Campbell River quality of life means:

- a mild west coast climate,
- world class outdoor recreational opportunities,
- stunning ocean and mountain views,
- vibrant culture and heritage,
- a healthy work-life balance,
- a congestion free drive to work,
- easy access to Vancouver,
- affordable housing, and
- family-friendly amenities.







Residents have access to top-of-the-line recreational facilities found throughout the City including:

- [Pools](#): There is an indoor pool open year-round and an outdoor pool open to enjoy during the summer months.
- [Sportsplex, Splash Park and Skate/Terrain Park](#): This multi-use facility is set up for a variety of activities including a splash park, racquetball, squash courts, outdoor skateboarding and BMX riding, and baseball and soccer fields.
- [Parks and Trails Network](#): With more than 50 kilometers of trails and 1500 hectares of parkland in Campbell River, there are natural and green spaces throughout the city.
- [Ice Arenas](#): There are two indoor ice arenas available for public skating, hockey and figure skating clubs, and skating lessons.
- [Community Centre](#): This centre has a range of quality programs and services for sports, fitness, and arts and crafts.
- [Outdoor Facilities](#): Throughout the City there are outdoor sporting facilities including all weather fields, a lacrosse box, tennis and volleyball courts, disc golf, and soccer and baseball fields.

There are also a number of athletic organizations and clubs for residents to enjoy and meet like-minded people including triathlon, swimming, running, curling, dance and gymnastics, and martial arts. The City has an active recreation program providing programs, services, and special events for all ages.

## Location

Campbell River is situated along the scenic shoreline of Discovery passage, midway on Vancouver Island. As one of the largest cities on Vancouver Island and the largest city in the Strathcona Regional District (SRD), Campbell River is a thriving central hub for the region.

- 15 min to Campbell River Airport YBL
- 35 min to Vancouver by Plane
- 40 min to Mount Washington Alpine Resort
- 90 min to Nanaimo



## Population

Campbell River is the third largest city on Vancouver Island. With a population of 32,588, it is the most populated community in the Strathcona Regional District (SRD) with a regional population of 35,138. The city population increased by 4.5% between 2011 and 2016 and projections show continued growth in the area with the SRD estimated to reach 50,600 in 2035.

## Growth and Development

The City is undergoing an exciting period of community and economic development, embracing new economic prospects as its economy continues to diversify and attract the industries and workforce of the future. With a proud history in forestry and fishing, flourishing tourism and aquaculture sectors, Campbell River has a supportive network for companies interested in further developing the supply chain and producing value-added products. Embracing innovation and technology in a changing economy, the City has invested in a progressive Municipal Broadband Network to support the emerging opportunities in the high technology and creative industries sectors. Campbell River has modernized its airport infrastructure, increasing capacity and opening up commercial opportunities for aerospace.

Campbell River is riding a wave of growth. Infrastructure investments combined with tax incentives to encourage revitalization in Campbell River's downtown core have propelled the construction sector and are attracting workers and businesses to the region. This development has been a significant factor in growth in the overall value of building permits in the city.

The City is a natural choice for companies looking for a highly accessible location, abundant natural resources, first-class transportation and communications networks, and a highly skilled labour force. Campbell River offers one of the most dynamic and forward thinking environments in the Pacific Northwest – enriched by land and sea.





## Industry

The three industry sectors employing the highest percentage of the labour force are: Retail; Health Care and Social Assistance, and; Forestry, Aquaculture, and Agriculture.

Industry	Number Employed	% Employed
<b>Retail Trade</b>	2,670	16%
<b>Health Care and Social Assistance</b>	1,995	12%
<b>Forestry, Aquaculture, and Agriculture</b>	1,685	10%
<b>Construction</b>	1,355	8%
<b>Accommodation and food services</b>	1,180	7%
<b>Educational Services</b>	930	6%
<b>Government/Public Administration</b>	840	5%
<b>Real Estate, Finance &amp; Insurance</b>	840	5%
<b>Other Services</b>	770	5%
<b>Professional, scientific and technical services</b>	765	5%
<b>Transportation, and Warehousing</b>	755	5%
<b>Mining, quarrying, and oil and gas extraction</b>	685	4%
<b>Arts, Culture, Recreation, &amp; Entertainment</b>	580	4%
<b>Administrative and support, waste management and remediation services</b>	555	3%
<b>Other Manufacturing, Utilities &amp; Telecom</b>	505	3%
<b>Wholesale Trade</b>	395	2%

*Source: Statistics Canada, 2011 National Household Survey, Table 99-012-X2011034*





## Demographics

	Campbell River	BC
<b>Population</b>		
Population - 2016	32,588	4,648,055
Population - 2011	31,186	4,400,057
% Growth - 5 Years	4.5%	5.6%
<b>Housing</b>		
Total occupied private dwellings	14,201	1,881,969
Single-detached house	8,790	830,660
% Living in single-detached housing	61.9%	44.1%
<b>Age Distribution</b>		
# of 0 to 14 years	5,045	691,390
% of 0 to 14 years	15.5%	14.9%
# of 15 to 64 years	20,615	3,107,680
% of 15 to 64 years	63.3%	66.9%
# of 65 years and over	6,930	848,985
% of 65 years and over	21.3%	18.3%
Average age of the population	44	42
Average age - Male	43	42
Average age - Female	45	43
<b>Income (2015 Survey Data)</b>		
Median after-tax income - Individuals	\$ 29,942	\$ 29,783
Median after-tax income - Male	\$ 37,676	\$ 35,383
Median after-tax income - Female	\$ 24,622	\$ 25,659
Median after-tax income - Household	\$ 57,019	\$ 61,280

Source: Statistics Canada, Census Profile, Census subdivision, 2016 Census.

## Historical Highlights

In 2008, Campbell River was named one of the top five quality of life destinations in North America. With the waters of Discovery Passage at our shoreline and majestic mountains as a backdrop, Campbell River is located at the 50<sup>th</sup> parallel on the East coast of Vancouver Island. We are the third largest city on the island, with a population of 33,000, and the urban service centre and hub community for approximately 60,000 people living and working in the North Island region.



Campbell River is home to three First Nations:

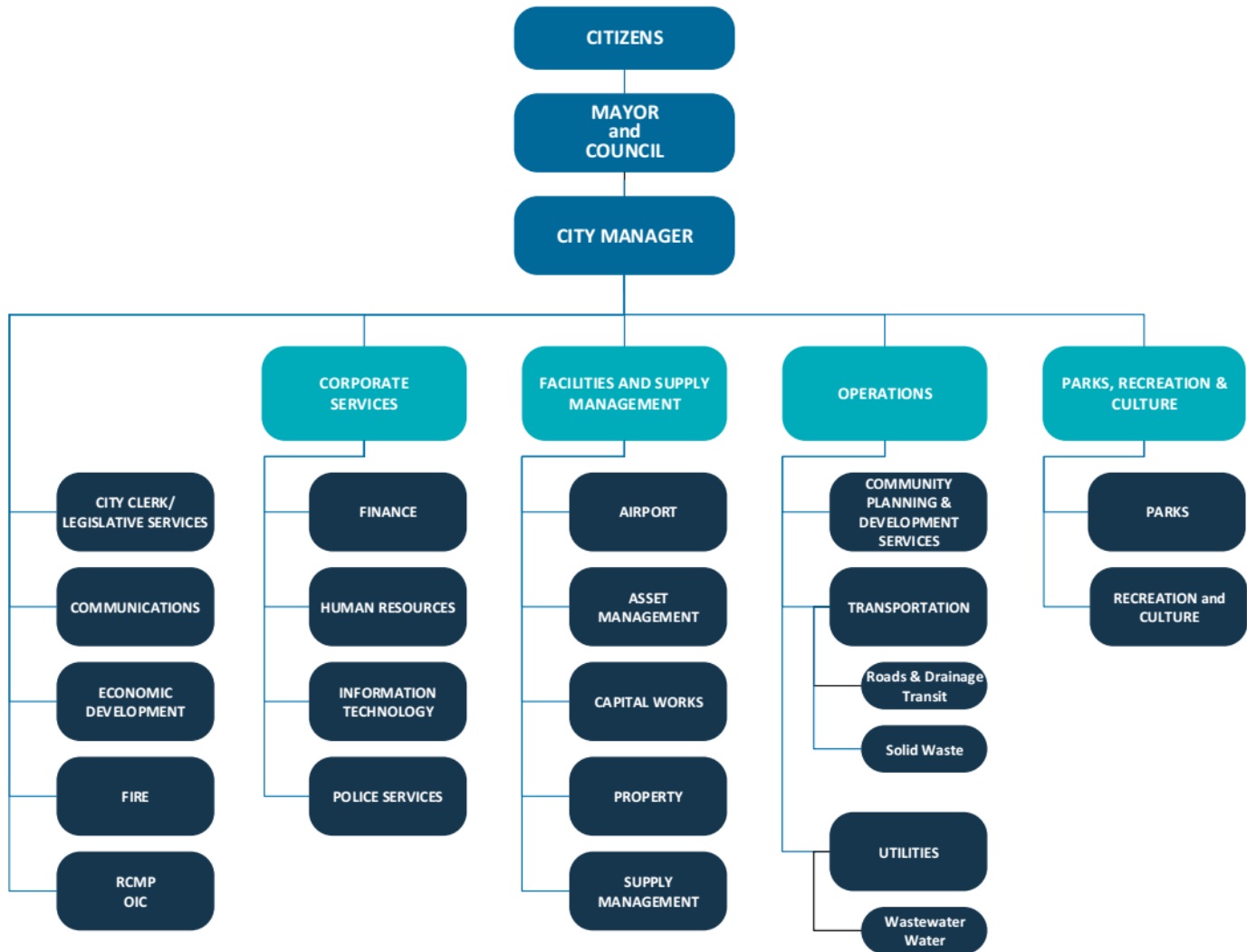
- Wei Wai Kum First Nation (Campbell River Indian Band)
- We Wai Kai First Nation (Cape Mudge Indian Band)
- Homalco First Nation

Incorporated as a Village in 1947 and later designated a Municipal District, Campbell River became a City in 2005. In 1948, the Elk Falls John Hart Dam hydro development project changed the landscape of Campbell River, enabling the growing community to prosper. In 1958, a national heritage “rocked” Campbell River. The Ripple Rock explosion removed the top of a marine hazard in Seymour Narrows that had claimed at least 114 lives. The spectacular blast moved 100,000 tons of rock and water, allowing larger vessels through the passage. At the time, the Ripple Rock blast was the world’s largest non-nuclear explosion. These and other interesting historical facts are showcased on more than 20 information panels found around the Museum and in the downtown area of the city.





# Organization Chart





## Vision, Mission, and Values

### MISSION

The mission of the Corporation of the City of Campbell River is to deliver quality services in a fiscally responsible manner that promotes prosperity and social, economic and environmental health for current and future generations.

### VISION

The Corporation of the City of Campbell River is:

- well run
- results oriented
- accountable
- inclusive
- responsive
- innovative
- an adaptive organization
- a great place to work and work with



### VALUES

**Communication** | Both internal and external communication that is timely, constructive, concise, honest, clear and respectful is valued.

**Ethics** | Integrity, honesty and professionalism are valued.

**Empowerment** | Staff are empowered to innovate and be creative in performing duties. Effort and achievement are appreciated and recognized.

**Teamwork** | Teamwork, including mentoring, cooperation, support and participation is valued.

**Respect** | Council and staff respect and value the democratic process and each other's contribution to it, the corporation and the community.

**Professionalism** | Learning, professional development and mentoring are valued and supported by both Council and staff.

**Safe and Healthy Workplace** | A safe and healthy workplace is promoted and supported.

## Non-Financial Goals

### Vision 2025

#### ECONOMIC PROSPERITY

Looking back over our history, Campbell River needs economic prosperity in order for the community to thrive and grow. That means diversification and growth of industry, with business opportunities supported by an appreciation that we have come from a background of resource extraction and must now find ways to seek economic prosperity through sustainable economic directions and trends.

#### NATURAL ENVIRONMENT

Throughout the visioning exercise, the one thing that all people brought forward was the element that sets Campbell River apart: our natural environment. The recently completed Strategic Parks Plan references that we are the gateway to the wilderness. We cherish those values that support a thriving natural environment.

#### RECREATION

In order to be a healthy, thriving and safe community, we need to provide recreation opportunities for our residents. This is something that we have to continue to pursue in the future.

#### INCLUSIVITY AND DIVERSITY

We need to be inclusive of all peoples, types and ages in Campbell River to make it a dynamic community that reaches its full potential. We must expand our opportunities for inclusivity and work with all social elements to improve the lives of all Campbell Riverites, no matter their economic station, ethnic background or when they came to the community. We must simultaneously support and nurture our diversity.

***“This is what we strive to achieve as we move towards 2025”***

#### CULTURE AND HERITAGE

Campbell River has an interesting and unique culture and heritage that needs to be nurtured and supported. This must be a focus in our vision for the future. We need to build from our past strengths as we create a new future for Campbell River, thus enriching our culture and heritage.

#### HEALTH AND SAFETY

Campbell River has a vision to be the major urban centre on North Vancouver Island. To do that, we need to ensure that we are a healthy and safe community. This means provisions for health care and public safety through community effort to make this the safest and healthiest community on Vancouver Island.

#### EXCELLENCE IN LOCAL GOVERNMENT

Seeking excellence in the provision of local government sets a high standard for the future, and we should aspire to provide the best local government based on our resources that we can. This will ensure that we are open, responsive, responsible and accountable.

#### DYNAMIC FAMILIES

A community and business culture in Campbell River that attracts, supports and retains families will be integral to the future prosperity of our City. We need to ensure all of our families have the opportunity to thrive. By including child and family priorities in policies, planning, services and programs, we will ensure all of our children have the best possible start. Dynamic families are created through social connectedness, promoting diversity and economic security and providing healthy and safe home and work environments.

## Strategic Plan 2015-2019

“EACH AND EVERY DECISION COUNCIL MAKES WILL BE APPROACHED IN A FISCALLY RESPONSIBLE MANNER THAT PROMOTES PROSPERITY AND SOCIAL, ECONOMIC AND ENVIRONMENTAL HEALTH FOR CURRENT AND FUTURE GENERATIONS.”



### FOCUS ON RELATIONSHIPS

- We recognize our role as a regional hub and offer services to neighbouring communities in a manner that is financially responsible and sustainable for our residents.
- We value our first nations neighbours and seek alignment and opportunities to work together
- We understand that a community is strengthened through diversity and is defined by how it treats its most vulnerable.



### FOCUS ON ECONOMIC GROWTH

- We will align our internal processes in support of economic health within the community.
- We want a vibrant and prosperous downtown core.
- We support our tourism industry in attracting visitors and business to the city.



### FOCUS ON LIVABILITY

- We will address community safety issues for transportation and infrastructure in campbell river
- We recognize access to recreational and cultural amenities as key to a healthy, vibrant and livable community.
- We will ensure a marine and river waterfront that is open and accessible.



### FOCUS ON MANAGEMENT AND GOVERNANCE

- We actively support a regional solution for management and reduction of solid waste.
- We plan proactively for the long term costs of maintaining our critical infrastructure.
- We value community input and will be disciplined in defining the scope of advisory groups etc.





**2018 Financial Planning  
Overview**



## Legislation

The City must prepare a five-year Financial Plan each year based on the following legislation in the British Columbia *Community Charter* for local governments.

- Section 165 of the *Community Charter* states that “The total of the proposed expenditures and transfers to other funds for a year must not exceed the total of the proposed funding sources and transfers from other funds for the year,” meaning that Municipal budgets are required to be balanced.
- Section 165 of the *Community Charter* also states that “A municipality must have a Financial Plan that is adopted annually, by bylaw, before the annual property tax bylaw is adopted.” The Financial Plan bylaw can be adopted at any time in the fiscal year.
- Section 166 of the *Community Charter* requires that “A Council must undertake a process of public consultation regarding the proposed Financial Plan before it is adopted.”
- Section 197 of the *Community Charter* states that, after the adoption of the Financial Plan, Council must adopt the Tax Rates by Bylaw before May 15<sup>th</sup> of each year.

## Long-Term Financial Planning

The City is committed to looking beyond solely the upcoming year for financial planning and is committed to a long-term strategic budgeting process. The City's budget process has progressed from a legislated five-year financial plan to a ten-year financial plan. A long-term outlook provides insight into financial capacity today and in the future so that strategies can be developed to achieve long-term sustainability within the City's service objectives and financial reality.

The financial forecasting to build a ten-year plan includes conservative estimates for revenue increases, expected contractual wage and benefit increases, contracts, insurance, and utility increases. Additionally, projected cyclical events are considered in the plan including quadrennial municipal election costs.

The financial plan package continues to be improved with a more comprehensive lens; including an analysis of the financial environment, debt position and affordability analysis, strategies for achieving and maintaining financial balance, and planned monitoring mechanisms, including the development of a corporate scorecard of key financial health indicators. These additional components to the financial plan will continue the City's development of best practices, and ensure the City will stay on this path with comprehensive and complete information that will guide ongoing high-quality decision making.

The ten-year financial plan includes all components of the budget, including base service revenue and expenses, increases or enhanced service levels, the capital program, and one-time operating projects. This ensures a full picture of financial needs in the future and the fulfillment of these needs within the stable budget parameters developed.

The City is working to stabilize the financial planning process and build from what is in the ten-year plan, with slight modifications as necessary. This ensures the financial plan is not re-created each year with significant energy spent to plan, build, and fund the budget. This stability in the plan will result in ensuring the work plans and strategy used to build the long-term budget is maintained. This also reduces the amount of time spent on the financial planning, increasing efficiency in the process which will pay dividends through increased time available to complete planned projects and initiatives, as well as take on other special projects as necessary.

The financial planning process is a highly collaborative process that considers future scenarios and aides the City in navigating challenges and its ability to mitigate the impacts of financial risks. The financial plan is aligned with Council's strategic plan and direction on community service levels and amenities.

A long-term outlook drives a long-range perspective for decision makers. A long-term Financial Plan provides a tool to prevent financial challenges, stimulates long-term strategic thinking, and drives consensus on long-term financial direction. Furthermore, a long-term strategic financial plan can be communicated easily to internal and external stakeholders; it tells the community that the City has a plan and is working to achieve that plan within a financially sustainable model. This focus on long-term financial planning will have lasting effects on the community, the services provided, and in maintaining the critical infrastructure that is the underlying foundation of the City's services to the community.

## Stable Tax Rates & User Fees

In the last five years the City has had a volatile tax rate ranging from 13.6 to 1.7 per cent with no strategic plan on what the ongoing financial needs of the City are past the current year. In building the ten- year financial plan, the focus is on providing ongoing stable funding without the need for one-time large tax rate increases in any one year, to provide stability to the community and to the City. The ten-year Financial Plan provides for a stable annual tax rate increase between 2 to 3.5 per cent. This tax rate provides stable ongoing funding to maintain base services, meet demands for moderate enhancements or new service levels, as well as ongoing capital infrastructure investment.

The capital funding portion of the annual tax rate provides funding for ongoing capital investment which can be spent to fund capital projects through the City's reserve funds or the funds can be re-allocated to debt servicing as the City considers external borrowing for significant upcoming capital projects. This annual capital tax increase provides for incremental increases to capital with the expectation that the citizens are aware of the stable tax rate increases, versus significant one-time large tax increases to fund debt servicing or an emerging capital project. The core feature of the budget parameter tax rate is that the City is focused on funding all areas of the budget through these parameters, without the need for ongoing additions to this baseline.

Stable tax rates provide a message to the residents, businesses, and investors that Campbell River is a stable place to live, work and invest in. The community can expect service levels to be maintained including the amenities and capital infrastructure which ensures a stable community today and in the future.

The City realizes that zero to low tax increases today mean significant tax increases in the future to fund ongoing inflationary cost increases and maintaining core infrastructure. Stable ongoing tax and rate increases provides funding to ensure a sustainable service delivery model and strategic planning for community needs and direction.

## Budget Parameters

In order to ensure stable tax rates and user fees are maintained while ensuring all service levels can be maintained over the long-term, budget parameters were developed to ensure funding is provided for all levels of City service. This includes inflationary cost increases for base service levels, ongoing funding to maintain capital infrastructure, and moderate funding for new or enhanced service levels to meet the demand from the community and the growth of the City.

These parameters provide funding for all components of the budget to ensure ongoing sustainability to maintain service levels today and in the future. The budget parameters also ensure ongoing stability in the annual tax increase and removes annual volatility and uncertainty; this in turn provides stability for citizens and investors to live and build businesses in our community.

Budget Component	Low Range		High Range	
	%	\$	%	\$
Base Budget	1.5	450,000	2	600,000
Capital Budget	0.5	150,000	1	300,000
Ongoing New Service Levels	-	-	0.5	150,000
<b>All Services</b>	<b>2%</b>	<b>\$600,000</b>	<b>3.5%</b>	<b>\$1,050,000</b>

### Base Budget Parameters

In order to maintain base service levels annual inflationary cost increases must be funded, which includes contractual wage and benefit increases, contractual increases including RCMP and transit, utility and hydro increases, and insurance costs. The City's annual cost increases are generally much higher than the CPI (Consumer Price Index) increases; however, with zero base budgeting, the budget parameters of an annual 1.5 to 2 per cent tax increase for base services provides adequate stable funding with the expectation that the ten-year Financial Plan will be at the top of the range at 2 per cent.

### Capital Budget Parameters

Another key component of maintaining service levels in the community is upgrading and maintaining capital infrastructure on an ongoing basis. The budget parameter for ongoing capital investment will increase by an annual 0.5 to 1 per cent to provide stable capital funding. This does not provide significant funding to the capital program in any one year, but cumulatively, this will result in significant ongoing investment in the capital program to ensure effective delivery of service. This funding is focused on asset renewal strategies and upgrading existing infrastructure assets.

This ongoing capital investment parameter includes increases to operating costs related to new or enhanced capital infrastructure.



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### **Ongoing New Service Level Parameters**

With the ongoing growth in the City and demand from the community for increased services and amenities, a moderate tax rate increase of 0 to 0.5 per cent, or \$150,000 per year has been provided for. The budget parameter related to new or enhanced service levels has the most flexibility and possible limitation; if the City realizes an extraordinary revenue such as a high construction year and related increase in non-market change revenues or other additional revenues increased to the base budget, the parameter could be increased. Alternatively, if the base budget has a decrease in revenues or unexpected cost increases over the expected base budget forecasts, this could limit the ability to offer new or enhanced services in that year.

### **Operating Project Parameter**

An additional budget parameter is for operating projects of \$150,000 per year for those funded by the financial stabilization reserve. This funding parameter ensures that strategic operating projects and initiatives can be completed without the need for an additional demand on the annual tax increase. Alternatively, if funding is not adequate in this reserve these projects may not be possible each year.

## Budget Principles

### Base Budget Principles

In order maintain base service levels, annual inflationary cost increases will be funded through the annual budget parameters. Revenue forecasts in the ten-year financial plan are based on known contracts for shared services and conservative estimates for user fees and other revenues. The City follows zero-based budgeting policies therefore all expenses are maintained at zero increase, with the exception of contractual increases for wages and benefit, external ongoing contracts such as RCMP and transit, utility increases including hydro, and insurance premium increases. All other costs are maintained at zero year to year to ensure costs are maintained within the base budget. This core principle ensures that the base budget parameter of a 1.5 to 2 per cent annual tax increase can be maintained to ensure ongoing capital investment and new or enhanced service levels can be afforded in the budget.

### Capital Budget Principles

The capital budget is focused on asset renewal and ensuring core capital infrastructure is maintained and upgraded to ensure ongoing service delivery for the community. A secondary focus will be on capacity growth improvements to core infrastructure in order to accommodate the ongoing growth in the City, including significant residential growth in the south of the community and mixed use commercial and residential in the downtown core as part of the downtown revitalization focus. The funding utilized for asset renewal and growth capacity will be capital reserves as well as debt financing as determined necessary.

Community enhancement capital projects are also important to the community to meet citizen demand for increased service levels and amenities as well as support Council's strategic priorities of livability and economic growth in the community. These capital projects will be funded primarily by the Community Works Reserve and the Parks Capital Reserve.

In addition to funding limitations and priority focus, the ability for the City to deliver the capital plan within work plans is a key consideration. The City is committed to presenting a realistic capital plan to the community that provides a picture of the improvements that are planned to capital infrastructure amenities within the ten-year financial plan.

The City has many demands for maintenance or enhancement projects with limited funding, therefore priority decisions must be made to ensure a strategic capital plan is approved. Projects that may be important, but funding is not adequate or additional information is required are presented "below the line" in the budget package. This provides a complete picture of all important projects including those that are not currently on the work plan. Only projects "above the line" with a defined funding source are included in the financial plan bylaw.

### **Ongoing New Service Level (SLCR) Budget Principles**

The funding available for new or enhanced service levels is limited given ongoing funding constraints. New or enhanced service levels will be strategic and focus on Council's strategic priorities and/or integral to delivering ongoing service levels to the community.

Increases to service levels will be incremental and meet community needs given growth and service level demands. Priorities will be determined with a long-ranged focus on community needs.

The City has many demands for increased service levels but has limited funding capacity; therefore priority decisions must be made to ensure any increase to service delivery is made with a strategic, long-term focus based on estimated future demands. Increased service levels that may be important, but funding is not adequate or additional information is required, are presented "below the line" within the budget package. This provides a complete picture of all important increases to service levels which may be funded in the future with any "windfall" revenue sources. Only increased service levels placed "above the line" are fully funded and included in the financial plan bylaw.

### **Operating Project Principles**

The Gaming Reserve is utilized for Council's strategic operating projects and community enhancement projects including Council contingency utilized to approve community grants requested of Council during the year, social grants, public art, downtown façade and signage improvements, and other operating projects such as supporting one-time community events. Additionally, the Gaming Reserve has been utilized since 2012 to fund the net costs of operating and maintaining the Centennial Pool, as well as offsetting a portion of the City's overall operating costs. The use of Gaming Reserve funds to offset operating costs and programs is common in other Canadian municipalities.

The annual allocation of \$150,000 from the Financial Stabilization Reserve is utilized for strategic operating projects that staff bring forward that are directed to allowing departments to undertake projects to complete efficiency and process and fee reviews for departments that are continually seeing increased demand such as Community Planning and Development Services due to ongoing construction growth in the community, as well as consulting costs to utilize expertise for the many complex environmental and legislative issues the City faces such as sea level rise. This opportunity funding provides flexibility for the City to continually improve processes and act proactively and strategically to the ongoing increasing complex local government environment.

There are also other operating projects related to maintenance activities and safety projects which are funded by departmental reserve funds. These projects are identified outside of the base operating budgets given they do not occur every year. The City focuses on maintaining only core annual base budget expenses in each of the departmental budgets to ensure ongoing cost containment.

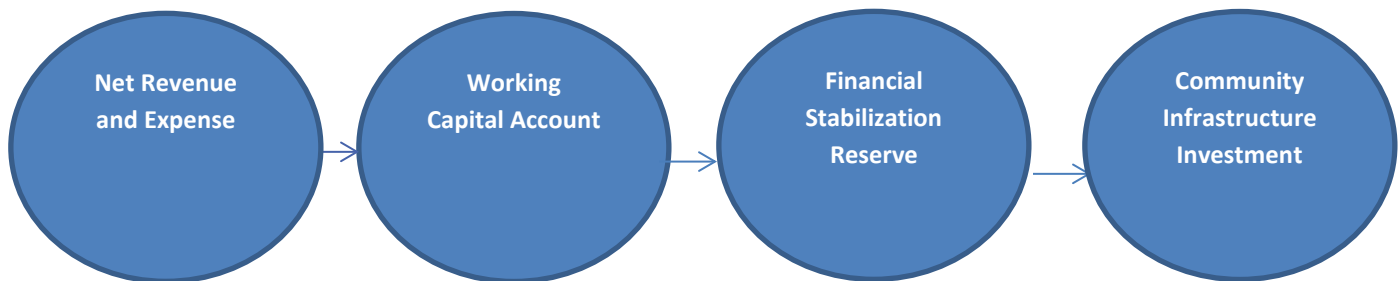
## Reserve Principles

The City's internal reserve funds are a key component of the City's long-term financial outlook. The City utilizes its Reserves and Surplus Policies to ensure each reserve has a specific use and purpose while any redundant reserves are eliminated. The reserve policy includes minimum and maximum balances for each reserve that ensures all funds available are used efficiently with no funds sitting idle.

The City's reserve policy ensures that funding is available for:

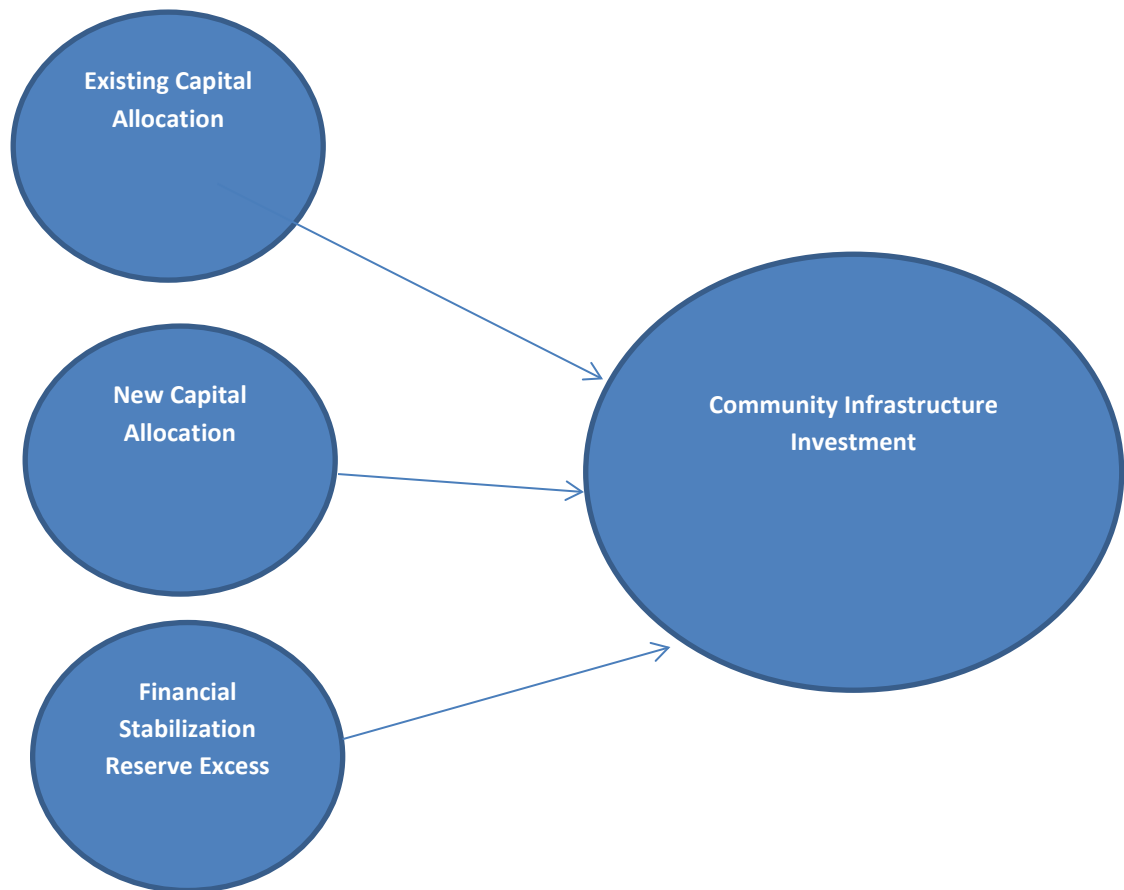
- a) working capital and cash flow funds until property taxes and user fees are collected;
- b) financial risk funds for emergent issues including legal or insurance claims, RCMP significant events, environmental events;
- c) leveraging funds for opportunities and strategic priority initiatives both capital and operating; and,
- d) capital funds for all asset groups that ensures ongoing investment in capital infrastructure.

The City utilizes a “waterfall system” within the reserve policy that ensures funds are available for working capital, financial risk and opportunity, and capital infrastructure. Any annual surplus or excess of revenues over expenses will first transfer into an accumulated surplus account to cover working capital; if funding adequate per policy, funds will then be transferred into the Financial Stabilization or “risk and opportunity reserve”; and if funding adequate for policy, funds will then finally be transferred into one or more of the capital reserves. This waterfall system maximizes all funds available by ensuring that reserves are not over funded per their specific purpose and utilizes any annual surplus, reducing the need for additional increases to the annual tax increase to replenish these necessary reserves.



Another key component of maximizing all funding available is the “net funding model” within the capital reserves. Each of the capital reserve have ongoing annual funding amounts that are spent to fund the overall capital plan. Given previous capital funding cuts due to financial challenges at the time; capital funding is not adequate to meet required capital upgrade and maintenance needs. With the capital budget parameters, the capital funding will be increased incrementally, therefore the net funding model directs this injected funds to the capital reserves annually to where it is needed rather than being directed to a reserve in perpetuity. This provides flexibility to maximize all capital funding available and the focus in building the capital plan is based on completing projects based on priority and need, versus funding available per individual reserve balances. This net funding model is included in Appendix 4 - Reserves.





### Financial Stabilization Reserve

The key transfers between reserves were in the Financial Stabilization Reserve. As per the policy, the Financial Stabilization Reserve has been categorized as a risk mitigation and opportunity reserve. This reserves main purpose is to stabilize the annual tax increase by buffering the impacts of any emergent risk issues or significant decreases in revenue in any one year. Additionally, if funding allows, this reserve can be used to fund one-time initiatives and projects.

Included in the policy is a waterfall system where the net revenue and expense balance for the year transfers into an accumulated surplus working capital account. The working capital account is used to pay for operating expenses before property taxes and other revenues are collected. It is recommended that a balance of \$4,000,000 to \$5,000,000 is maintained in this account with any excess transferred to the Financial Stabilization Reserve. The recommended balance for the Financial Stabilization Reserve is \$1,900,000; any excess is then transferred to the capital reserves as required to fund the capital program. This model ensures that funds are not sitting idle in any one account and all funds are maximized to their needed source.

**Gaming Reserve**

The Gaming Reserve is funded from 10% of gross casino revenues and the funds are used to support Council's strategic priorities and other social initiatives. Council also utilizes this reserve to fund one-time and ongoing community activities and initiatives.

The annual funding received for gaming is approximately \$720,000.

**Community Works Fund**

Community Works Fund Reserve is another reserve to not be used for ongoing capital maintenance activities, but instead used for ongoing community enhancement and green initiatives in the capital program. The City receives approximately \$1.4 million of funding each year, of which \$600,000 is held to allow Council to fund their priority projects outside of the existing staff recommended work plan to meet Council's strategic plan.

## Debt Principles

The City's debt policy provides a framework for utilizing this scarce resource in the most efficient and strategic manner. The core use of debt is for asset renewal for core capital infrastructure including facilities, roads, storm water, sewer, and water assets. This ensures that the City's focus is on maintaining core service levels for the community.

The City, like most others in North America, has a capital infrastructure deficit with many assets are soon coming to end of their useful lives. Because of this, the focus in the ten-year financial plan needs to be directed toward asset renewal. A secondary purpose of debt financing is to fund capacity building programs for the significant growth the City is continuing to see within the community.

The borrowing limit in the policy as guided from BC legislation is on a percentage of stable ongoing City controlled revenues, 10% for general fund which provides up to \$50 million of borrowing, and 15% for utility funds which provides up to \$10-15 million of borrowing for each of sewer and water funds. The City's overall borrowing limit is \$65 million therefore the use of debt financing must be strategic and ensure that debt capacity is available for upgrades most necessary across all City departments.

The debt term recommended in the policy is 15 years, with a range of 10-20 years depending on the project. Variables to consider for each project is the estimated useful life of the underlying asset, the amount of debt funding required for the project, and the interest rates at the time of borrowing. The longer the term the greater the costs of borrowing and this reduces flexibility in the future, however the more debt capacity it provides with lower annual debt repayments. The shorter the term the costs of borrowing are reduced and this reduces flexibility in the short-term with increased costs of borrowing, but provides greater flexibility in the future where debt capacity is provided earlier which allows the City to handle changes in service needs in the future. The City's external borrowing agency, the Municipal Finance Authority (MFA) provides 10 year terms, with any terms greater receiving 5 year renewals. Therefore, 15 year terms as recommended by the draft policy reduces this interest rate risk.

## Financial Stability & Resiliency Program

In addition to the mill closure in 2012, in early 2000's, BC's coastal forestry economy took a steep dive which for Campbell River, meant the community lost many high-paying jobs as the City itself dealt with a 25% loss in property taxation. For a period, accumulated reserves allowed the City time to reflect on its finances. After an initial thorough review of City services and operations which led to significant cuts in areas where some excess budget existed, the traditional decision of cut services or raise taxes was contemplated. Faced with tough choices the City began to forge an alternative path.

Following Council's 2016 Financial Planning Survey completed in July of 2015, Council was clear that they wanted to move past the City's previous financial challenges in losing a significant major industry taxpayer with the closure of the local pulp mill. There were many policies and principles introduced throughout 2016 Financial Planning which any one of these items on their own were not significant, but together have provided a framework for a new path for the City; one that results in neither a reduction of services nor one-time large tax increases, while tackling a growing infrastructure deficit. The culmination of the series of financial policies and parameters previously discussed is the City's *Financial Stability and Resiliency Program* and has accomplished this challenging directive. The success of this program is particularly astounding given the financial constraints that have been imposed on the City and its residents.

The Financial Stability and Resiliency Program recognizes the City's challenges in ongoing service delivery within funding limitations, but also considers the impact of tax increases to its residents and thereby drives a focus on strategic decision making and maintaining incremental tax increases for the highest priority needs.

The City of Campbell River's *Financial Resilience and Stability Program* is the sum of various initiatives and addresses many issues the community was facing in prior budget years:

- 1) **Long-Term Budgeting** – The 2016 financial plan was a significant year moving from a five year, short-term focused budget, to a ten-year plan. New service levels and capital projects over a long horizon required managers to review their work plans and prioritize projects. The “below the line” concept was introduced which allowed managers and Council to create a realistic financial plan that put items which required additional information or were unfunded to be on the radar but not included in the financial plan.
- 2) **Budget Parameters** – Moving from a short-term budget process focused on the current year tax increase to long-term stability, the City developed budget parameters as they relate to the different components of the budget which maintain service levels and invest in infrastructure on a gradual process. These parameters ensure ongoing stability in the annual tax increase and



remove annual volatility and uncertainty; this in turn provides stability for citizens and investors alike to live and build businesses in our community.

- 3) **Property Taxation Smoothing** – Previously, the City had widely variable annual tax rates. The 10-year financial plan provides a stable annual tax increase between 2 to 3.5 per cent. The bubble that has been following the City since the closure of the pulp mill has been removed; instead the City has smoothed out the annual increases to palatable increases that its citizens can understand and stand behind knowing Council is making sound and stable decisions.

Property taxation smoothing is not new to municipal government; however, City Council's commitment has three distinctive outcomes:

- 1) It helps remove the politics from setting tax levels;
  - 2) It provides surety to taxpayers for their business or personal financial planning; and
  - 3) It provides the City an ability to accurately plan for future service levels and risk.
- 4) **Zero-Base Operational Budgeting** – The base operating budget provides annual funding to ongoing City services. The City had a long standing policy since 2012, to maintain base zero increase in the departmental operating budgets, excluding increases mainly related to collective agreements and other significant contractual obligations. Direction provided to management when building their budgets is to be fiscally conservative. The new way of business is to be leaner, more efficient, do more with less and to become innovative to manage costs.
- 5) **Capital Asset Investment Commitment**–The City had previously made limited contributions to capital reserves and infrastructure renewal. Adequate reserve contributions allow the City to provide ongoing spending to invest to maintain and upgrade our infrastructure. It is recommended that an annual 0.5 to 1 per cent increase to taxation will gradually undertake the City's infrastructure deficit. This does not provide significant funding to the capital program in any one year but cumulatively this will result in significant ongoing investment in the capital program to ensure effective delivery of service. Further, any new found revenue is targeted towards the capital program.
- 6) **Reserve Waterfall Structure** – In Fall 2015 the City developed a reserve policy, which includes a waterfall system where the current year surplus is transferred into the working capital accumulated surplus account, excess balances are transferred to the financial stabilization reserve account and then any excesses flow into the capital reserves to fund the capital program. The working capital account is used to pay for operating expenses before property taxes and other revenues are collected. The financial stabilization reserve's main purpose is to stabilize the annual tax increase by buffering the impacts of emergent risk issues and offset unrealized or significant decreases in revenue in any one year. This waterfall structure ensures that funds are not sitting idle in any one account and all funds are maximized to their needed source.

- 7) **Debt Policy** – In Spring/Summer 2016 the City developed a long-term policy that establishes borrowing limits and uses of debt as the City considers undertaking external borrowing for upcoming significant capital projects. The debt servicing will be funded within the capital budget parameter unless funding pressure requires a tax levy increase. The City will balance the use of internal reserve funds and external borrowing with the consideration of interest rates and ability to pay debt servicing.
- 8) **Business Case Decision Making** – All requests for new service and capital projects require a mini business case which explains what each request is and the justification or implication of not approving the request. This aids Council in reviewing the many requests during budget. Starting in 2016, key projects required a detailed full business case analysis which were presented to Council in a pre-budget workshop. In 2017, the City included the requirement for full business case analysis for all new staffing positions due to the many requests from departments. This requirement provided additional information for prioritization for senior management and Council with limited resources. The City will continue to develop business cases as part of financial planning to ensure sound financial and operational decisions are made with limited available resources.
- 9) **Asset Infrastructure Management Strategy** – The local government industry has recently become aware of the upward trend of the municipal infrastructure deficit. Developing an asset management plan is a common strategy to ensure science-based decisions are used to protect critical infrastructure and maximize the use of scarce financial resources. A particular obstacle in implementing an asset management plan in Campbell River was the hierarchical culture of City's functions. To break down these barriers the City created a staff-lead team to lead the charge. The Asset and Infrastructure Management (AIM) Committee is made up of department heads with large capital asset responsibilities and a finance representative. In 2016, the AIM Committee has created an AIM Strategy to implement a corporate-wide, integrated asset management plan and long-term financing strategy by 2021 which has been approved by Council. 2018 is focusing on the next step of asset management with a focus on facilities, parks, asset management data, and expanding the knowledge and expertise of staff.

This stability program has changed the outlook of the City and the annual pressure on the financial planning process and related community focus on the annual tax increase. Council and staff can now plan for the future with a positive outlook and strategically set priorities based on the vision for the community. Campbell River has had some significant financial challenges since one of its main taxpayers and employers left the community and the future of the City was unknown. The long-term Financial Planning process implemented in 2016 with the foundation of the *Financial Stability & Resiliency Program* has moved the City from a backward looking organization to a proactive and forward looking organization and community. This sets the tone for the City to be successful in the future as it redefines itself from the “mill town” it once was.

## Budget Process

The City has been working on building the 2018 budget since June including four pre-budget meetings with Council on policy and budget framework, utility rates, and council strategic budget initiatives.

The budget deliberations to finalize the budget are as follows:

Date	Time	Topic
Monday, December 4 <sup>th</sup>	9:30-3:30pm	<ul style="list-style-type: none"> <li>• Public Presentations (5 minutes each)</li> <li>• Financial Planning Overview</li> <li>• Base Budget</li> <li>• Capital Budget Summary Presentation</li> </ul>
Tuesday, December 5 <sup>th</sup>	9:30-3:30pm	<ul style="list-style-type: none"> <li>• Capital Budget</li> <li>• SLCRs Summary Presentation</li> <li>• SLCRs – Operating Projects</li> </ul>
Wednesday, December 6 <sup>th</sup>	9:30-11:30am 1:30-3pm	<ul style="list-style-type: none"> <li>• SLCRs – Ongoing New Service Levels</li> <li>• Financial Planning Summary <i>(Afternoon Optional)</i></li> </ul>

## Budget Amendments

Under Section 165 Financial Plan of the *Community Charter* Council must annually adopt a five-year financial plan that details:

- Objectives and policies respecting funding sources, the distribution of the municipal property taxes, and permissive tax exemptions;
- Proposed expenditures (including interest and principal payments on debt, capital expenditures, and other expenditures);
- Proposed funding sources (including municipal property taxes, parcel taxes, fees, other revenues, proceeds from borrowing);
- Proposed transfers to or between funds (for each statutory reserve separately, surplus).

The financial plan bylaw must be adopted prior to the adoption of the annual property tax bylaw. Section 165(9), commonly referred to as the “no deficit rule,” requires that the total of proposed expenditures and transfers to funds must not exceed the total of funding sources and transfers from funds.

Public consultation is required per section 166 of the *Community Charter*, prior to the proposed financial plan amendment being adopted.



## Performance Measures

Once Financial Planning is completed, at the start of the fiscal year the management team reviews the list of ongoing strategic initiatives and associated reporting measures to ensure that the list meets the goals and work towards achieving the City's strategic plan.

The Quarterly Corporate Progress Report also includes status updates and actuals to budget for all approved operating projects for the year included in Appendix 1 of that report. Appendix 2 of the quarterly update for Council includes status updates and actuals to budget for all approved capital projects for the year. The regular reporting on project statuses ensures that Council is apprised of any potential project budget issues or potential delays in projects. The quarterly project updates which include a narrative explanation for project status ensures that Council is apprised of the status of delivering the work plan approved during Financial Planning. For the third quarter report, management identified their expected project CFwds which also provided information to Council ahead of Financial Planning. The status update legend as noted in the quarterly report are:

- A – Not Started
- B – Planning / Request for Proposal / Design
- C – In Construction / In Progress
- D – Completed / In Use
- X – Cancelled
- Z – Delayed Until Next Year

The quarterly report itself includes a summary of the operating financial results with each base operating budget grouped by financial reporting segment. This summary includes a percentage to actual variance as compared to the same quarter of the previous year which identifies if the operating results to date are on trend with previous years and is used as a tool to identify any potential budget issues. The revenue and expense graphs in the report highlight a trend for each reporting segment for the current quarter as compared to the prior year, therefore, any departments with budget issues are quickly identified. See Appendix 8.2 for the third quarter report for 2017.

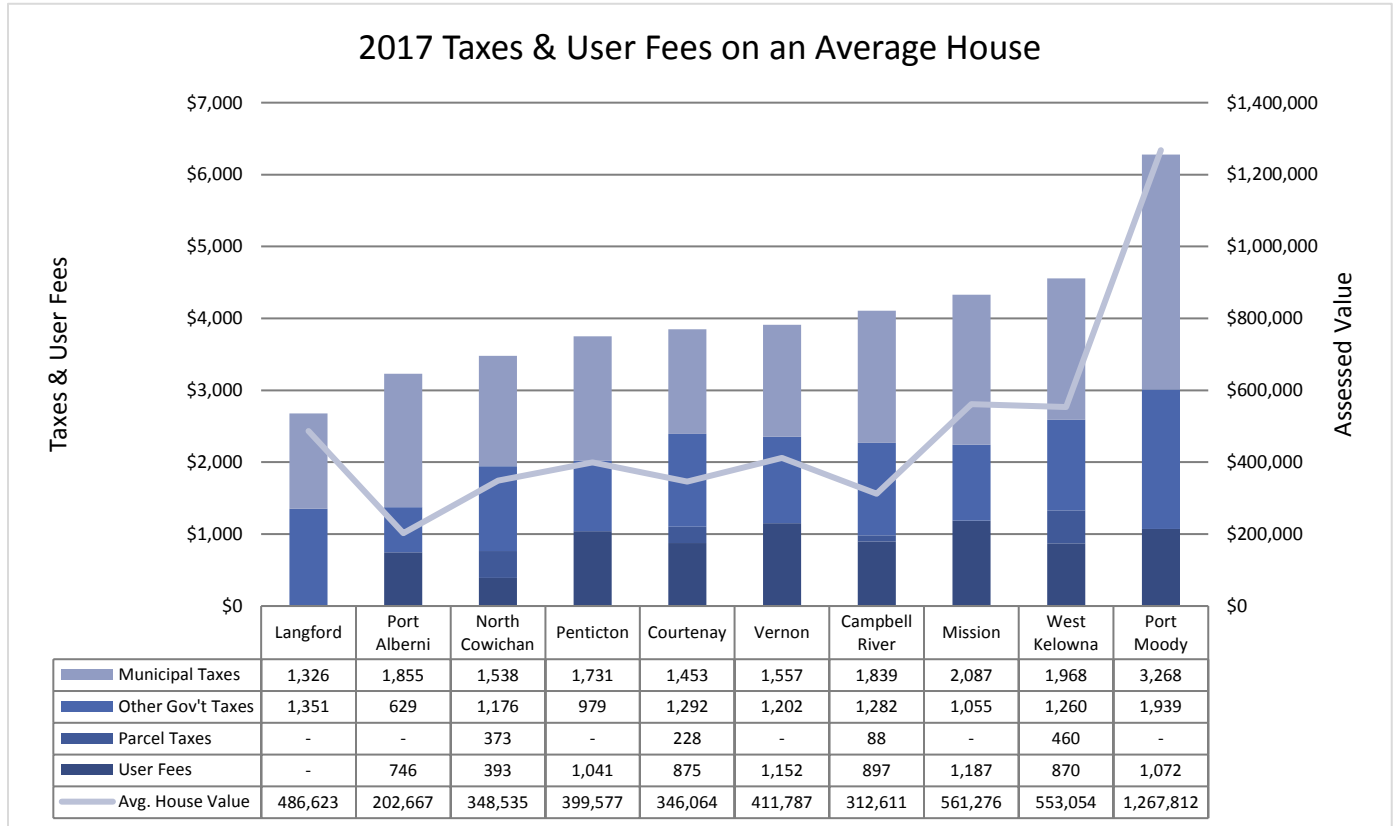
The regular quarterly reporting is resulting in the City's budget process becoming more and more refined, and ensures that City staff are accountable to Council and the community for the delivery of approved work plans and operating within their approved budgets.

## Financial Reports



## Taxation & User Fees – Comparison to Other Communities

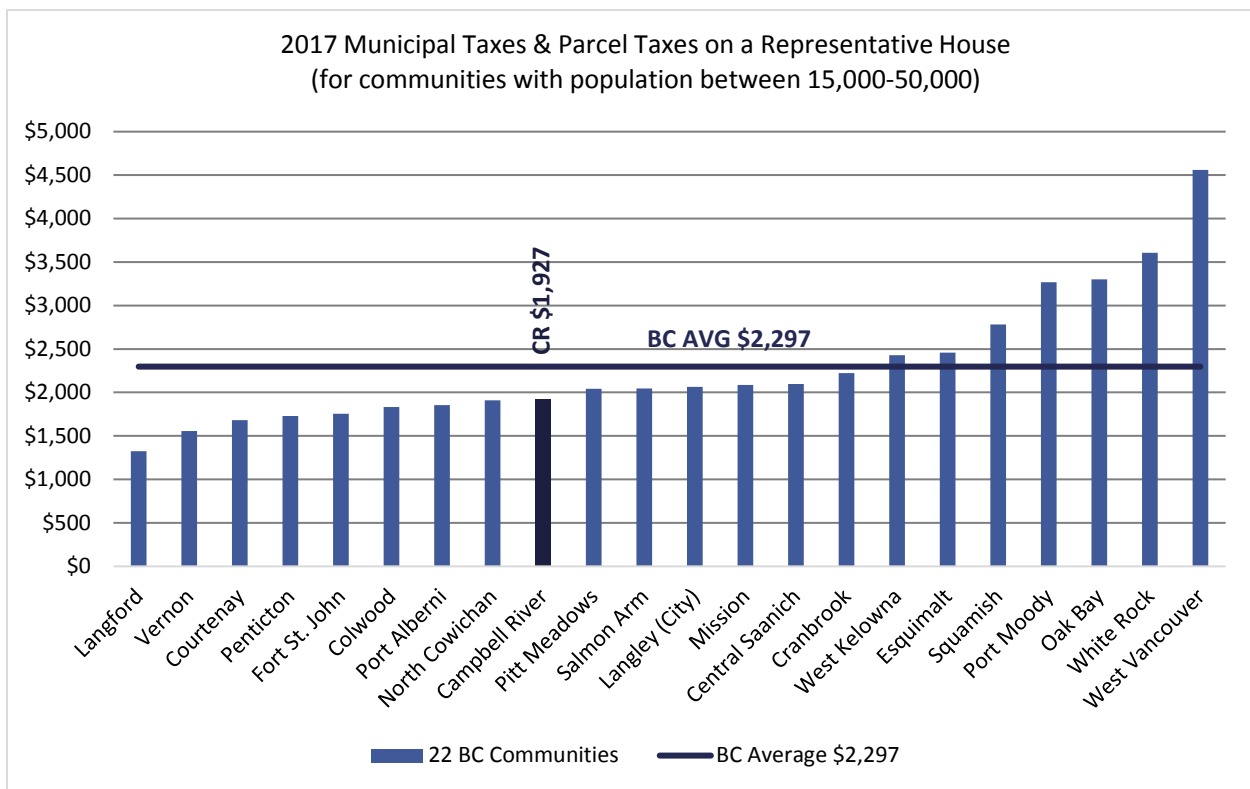
Each municipality is different in the types of services it offers, and which services the relative Regional District provides versus the municipality within each community. But overall, this high level chart identifies that the City’s 2017 taxes and user fees are within average as compared to its similar sized municipalities in both in BC and across Vancouver Island.

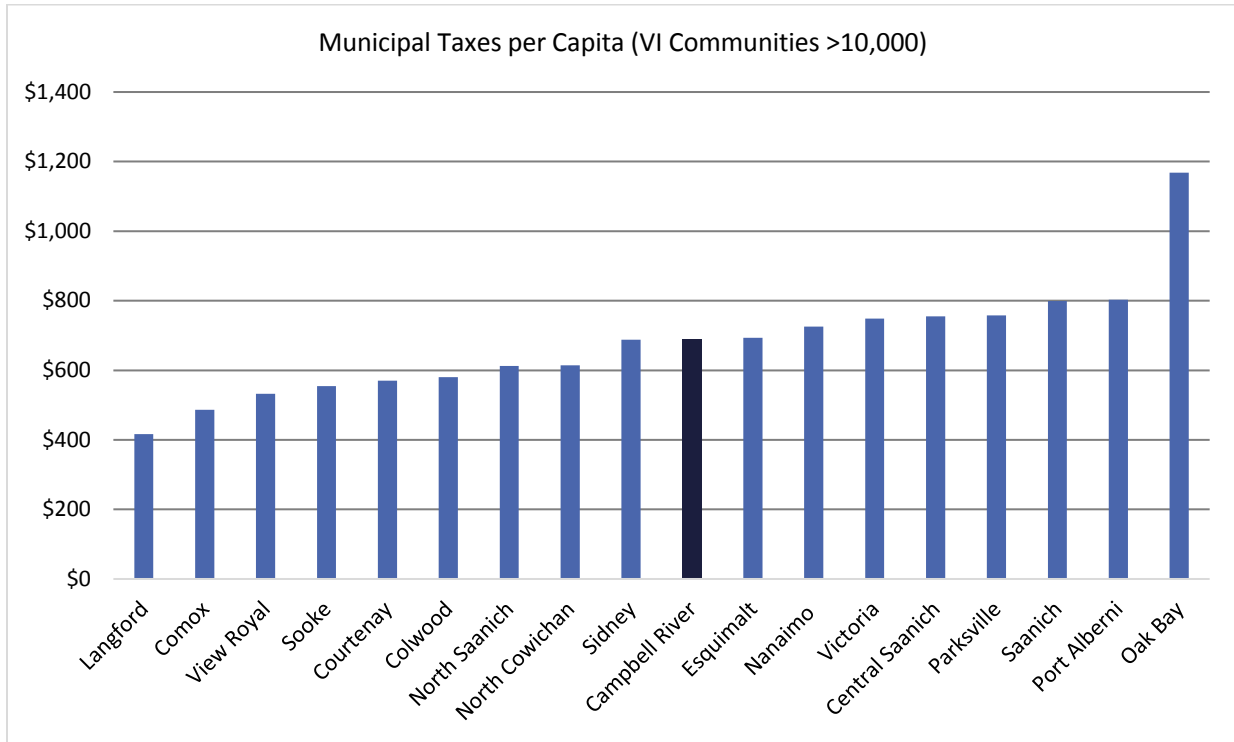


Source: Ministry of Municipal Affairs

## Taxation – Comparison to Other Communities

Each community offers a variety of different services, has a variety of different taxpayer class distributions, and has various other source revenues and grants that drive the need for taxation revenue. Campbell River taxes continue to compare favourably with similar communities in size and service make up within the Province for municipal and parcel taxes as summarized in the charts below.







## Taxation – Tax Rate Policy

Property taxation is the single largest revenue source for the City of Campbell River, similar to almost all Canadian municipalities.

Property taxes are levied based on rates set in accordance with Council Policy as noted in the Financial Plan Bylaw Schedule B, with different property classes paying different rates.

The City's current tax rate policy from the 2017-2026 Financial Plan Bylaw is:

- Class 2 Utilities tax rate to be brought up to the Provincial average rate for the class over 4 years, beginning in 2014, with half the annual necessary increase applied in 2014.
- Class 5 Light Industry tax rate to equal Class 6 Business tax rate.
- Class 6 Business and Other pays 21% of the overall general tax levy.
- Class 7 Managed Forests tax rate to be brought up to the Provincial average rate for the class over 3 years, beginning in 2014.
- Class 9 Farm tax rate to equal Class 1 Residential tax rate.

The proposed tax rate policy for determining appropriate tax rates as presented at pre-budget meetings are to maintain the following ratios, this will be reviewed further when approving the tax rates bylaw in the spring of 2018:

- Class 1
  - The City will strive to maintain a residential tax rate that provides for an average municipal taxation charge per representative household with its comparator communities of similar size and of those Vancouver Island communities with a population greater than 10,000.
- Class 2
  - The City will maintain a tax rate not greater than \$40 for each \$1,000 of assessed value, and 2.5 times the class 6 business rate in any taxation year per B.C. Regulation 329/96.
- Non-Market Change
  - Annually tax rates will be fully adjusted to eliminate the impact of changes in assessment due to market changes as identified by BC Assessment authority.
  - Non-market change assessments will be adjusted from the general taxation levy calculations.
- New revenues related to the downtown permissive exemption bylaw will be allocated to the capital program.
- Overall objectives and policies:

- The City will strive to ensure all classes of property receive an equal allocation of the percentage change in the annual tax levy.
- The City will review its tax rates per class as compared to the provincial average on a minimum three year basis to ensure rates are comparable and reasonable given assessed values in Campbell River as compared to other communities.
- When needed, tax class rate realignments will occur incrementally over a multi-year period.

## Taxation – Tax Class Distribution

The British Columbia Assessment Authority provides property value market assessments to all municipalities in BC, and also determines what taxation class each property belongs to. Tax rates are set at a dollar amount for each \$1,000 of assessed value as provided by the BC Assessment Authority. The City's history on the distribution of municipal property taxes are:

Property Class Tax Distribution	2016 Budget		2017 Budget		2018 Proposed Budget	
	\$	%	\$	%	\$	%
Class 1 – Residential	20,034,826	73.1%	21,279,152	73.1%	22,093,884	73.1%
Class 2 – Utilities	980,474	3.6%	1,065,642	3.7%	1,037,950	3.4%
Class 4 – Major Industry	58,942	0.2%	23,671	0.1%	69,363	0.2%
Class 5 – Light Industry	313,121	1.1%	303,533	1.0%	310,801	1.0%
Class 6 – Business & Other	5,746,496	21.0%	6,000,580	21.0%	6,344,888	21.0%
Class 7 – Managed Forest	153,685	0.6%	206,189	0.7%	267,706	0.9%
Class 8 – Recreation / Non-Profit	105,932	0.4%	108,845	0.4%	108,938	0.4%
Class 9 – Farm	1,464	0.0%	1,317	0.0%	1,348	0.0%
<b>Total</b>	<b>\$27,394,940</b>	<b>100.00%</b>	<b>\$28,988,929</b>	<b>100.00%</b>	<b>30,224,879</b>	<b>100.0%</b>

The preliminary estimates indicate the City's tax distribution between classes will be similar to prior years. The final figures will be provided by BC Assessment in January 2018 and will be consideration of building the City's tax rate bylaw with the tax rates policy.

## Taxation – Non-Market Change

The City is provided Non-Market Change (NMC) assessment values estimates annually by the BC Assessment Authority in mid-November. Non-Market Change reflects changes in assessed values that are unrelated to market influences and is more commonly referred to as “new construction” assessments. New construction typically constitutes the majority of the City’s NMC values, however other factors can lead to NMC increases or decreases. Some of these changes include:

- Properties which change assessment class – e.g. An industrial property changes to a business property. This would result in an NMC decrease to Class 5 (Light Industry) and a corresponding NMC increase to Class 6 – Business. Net effect on taxation would be based on class tax rates.
- Revitalization Tax Exemption programs – when a property is under construction over a multi-year period, the BC Assessment Authority will increase its value as construction occurs. Once construction is complete, and revitalization tax exemption commences, there is a negative NMC generated because the formerly taxable value on construction is removed from the tax roll.
- Demolitions will result in a reduction to NMC.

NMC is generally positive, and tends to follow development cycles; when development is at high levels, the City can expect higher NMC amounts which the City has seen for a number of years per the table below.

Property Class	2015	2016	2017	2018
1 - Residential	252,621	190,909	280,856	270,200
1 - Residential (one-time)*	-	-	244,848	-
2 - Utilities	12,497	-	-	(2,800)
4 - Major Industry	6,249	-	-	-
5 - Light Industry	3,571	(3,636)	(10,802)	(8,300)
6 - Business & Other	44,633	(20,909)	(20,704)	87,400
7 - Managed Forest	(893)	(1,818)	14,403	6,100
8 - Recreation/Non-Profit	(2,678)	5,455	(3,601)	4,400
9 - Farm	-	-	-	-
<b>Total</b>	<b>\$ 316,000</b>	<b>\$ 170,000</b>	<b>\$ 505,000</b>	<b>\$ 357,000</b>

In 2016, for the 2017 tax year, the BC Assessment Authority ran its “desktop review” program in the City of Campbell River. This program uses streetside photography of each residential property with the City to determine homes where renovations or other works that may not have required a building permit have added value to a property. By analyzing photos and looking for items such as new roofs, new siding, new windows, new paint, etc. the assessors are able to value NMC that would not have otherwise been picked up through conventional means. This review added approximately \$245,000 of NMC to the City’s tax roll for 2017. This was a significant increase to the NMC for 2017. It is not expected that the Assessment Authority will run this program in Campbell River for at least 5 years.

Class 1 residential had strong non-market change for 2018 as in recent years, with ongoing residential development in the community.

Class 6 had a net increase in 2018, comprised of the completion of the new Steve Marshall Ford sales complex, a new building still under construction in the Mariner Square commercial complex downtown, the new Dairy Queen building, and ongoing construction of the new Discovery Chiropractic building. Once complete, the Discovery Chiropractic building will be eligible for a downtown revitalization tax exemption.

Non-market change is not considered a certainty and therefore the City's preliminary budget in the ten-year Financial Plan is \$100,000 per year for non-market change tax revenues. This revenue is utilized to offset annual base budget increases and ongoing new service levels if the budget parameter tax increase provides this opportunity.

Any non-market change above \$100,000 is proposed to be utilized for ongoing new service levels in Appendix 2.



## Basis of Budgeting

### **Basis of Accounting**

The consolidated financial statements of the City are prepared on a modified accrual basis. All revenue is recognized on an accrual basis. Property taxes are recognized in revenue in the year they are levied. Utility charges are recognized as revenue in the period earned. Expenses are recorded in the period in which the goods or services are acquired and the liability is incurred.

### **Basis of Budgeting**

The City's Financial Plan is also prepared on a modified accrual basis. All revenue is recognized on an accrual basis. Property taxes are recognized as revenue in the year in which they are levied. Utility charges are recognized as revenue in the period earned. Expenses are recognized in the period in which the goods or services are planned.

### **Differences Between the Basis of Budgeting and the Basis of Accounting**

The results of wholly owned subsidiary corporations are not included in the Financial Plan, but they are incorporated into the financial statements during consolidation.

The City includes a budget for amortization expense, however does not tax for this expense and therefore the Financial Plan bylaw includes an operating revenue line item for "Amortization offset". The City's financial statements include the amortization expense for actuals and budget and but excludes the "amortization offset" revenue as this is considered a transfer.

Debt proceeds and principal repayments are included in the Financial Plan expenses, however for the City's financial statements these are excluded from the Statement of Operations and instead are an increase or reduction to the Statement of Financial Position debt liabilities.

Capital expenses for capital projects are included in the Financial Plan however are excluded from the City's Statement of Operations and instead result in an increase to the City's tangible capital assets on the Statement of Financial Position.

Any transfers to or from reserves and unappropriated surplus accounts as revenues or expenses to balance the Financial Plan are not included in the Statement of Operations in the City's financial statements.

Following PSAB accounting standards, the City's financial statements includes a note disclosure reconciling the annual surplus to the financial statements to the balanced net zero Financial Plan Bylaw. The adjustments include amortization offset revenue transfer, debt proceeds, debt principal repayments, capital expenses, and net transfer to or from reserves and unappropriated surplus.

## Three Year Consolidated and Fund Financial Schedules

	2015 Actual	2016 Actual	2017 Budget	2018 Budget
<b>REVENUE</b>				
Taxes & parcel taxes	28,391,778	29,598,161	30,219,258	32,431,499
Payments in lieu of taxes	590,540	624,287	633,000	617,700
Sale of services	20,710,274	21,026,411	22,362,580	23,142,790
Services provided to other governments	1,624,517	1,675,204	1,262,582	1,297,743
Transfers from other governments	7,392,526	9,555,306	12,635,876	5,581,688
Investment and other income	905,236	885,063	526,150	691,302
Other revenue	865,134	418,551	204,253	205,197
Development Cost Charges Recognized	1,200,316	369,205	124,768	783,031
Contributed tangible capital assets	382,907	1,354,840	-	-
Gain/(loss) on disposal of tangible capital assets	268,994	74,126	-	-
	<b>62,332,222</b>	<b>65,581,154</b>	<b>67,968,467</b>	<b>64,750,950</b>
<b>EXPENSES</b>				
Wages & Benefits	19,791,068	21,085,751	22,159,171	23,397,996
Contracted Services	13,958,156	15,011,472	14,834,214	15,270,796
Other Operating Expenses	5,982,800	6,867,972	5,568,281	6,280,723
Amortization Expense	8,801,989	8,828,021	8,798,500	8,798,500
Utilities	2,338,913	2,208,157	2,169,018	2,245,877
Insurance	418,319	440,981	475,535	495,192
Debt Servicing	384,631	332,803	458,020	580,943
	<b>51,675,876</b>	<b>54,775,157</b>	<b>54,462,739</b>	<b>57,070,027</b>

*Note: Funds do not reconcile as some non-cash items, debt proceeds, principal repayments, transfers to and from reserves and unappropriated surplus are not included above. Year-end financial statements reconcile the difference between the statement of operations and the financial plan.*

## 2018 Base Operating Budget Summary

The focus for base budget is maintaining base service levels with a zero base increase directive that only provides cost increases for contractual obligations, insurance, utilities, and collective wage and benefit agreements. Providing for base budget inflationary costs ensures financial stability for taxpayers, while maintaining existing service levels to ensure sustainable service delivery to the community. This mandate has been set to ensure that base service levels remain the same as prior years while staying within reasonable parameters to account for inflationary increases.

The City provides a variety of services to the community including:

- Top quality drinking water and sewer services
- Garbage, recycling and yard waste collection
- Streets, sidewalks and traffic control
- Transit and airport services
- Parks, recreation and culture programs and facilities
- Planning, development and building inspection
- Policing and fire protection services
- Sustainability and green initiatives
- Economic development and downtown revitalization

The City's mandate is to provide services to its citizens and therefore, the primary driver of the City's expenses are staff wages and benefits to provide those services. The City does contract out some core services including RCMP, Transit, and Solid Waste. The collective agreement wage increases for staff, as well as these core services contracts are the key drivers of the base operating budget increases.

The net operating budget for General fund provided for \$810,021 of taxation funding needs, which includes \$225,000 of the 0.75% for capital funding/operating costs of capital. The net \$585,021 net base increase is related to base increases required to maintain service levels.

The Airport fund had minor changes from the previous fiscal year, while Sewer and Water funds had increases primarily related to new debt servicing for major capital projects.

See Appendix 1 for the detailed base budgets by segment, and by department.

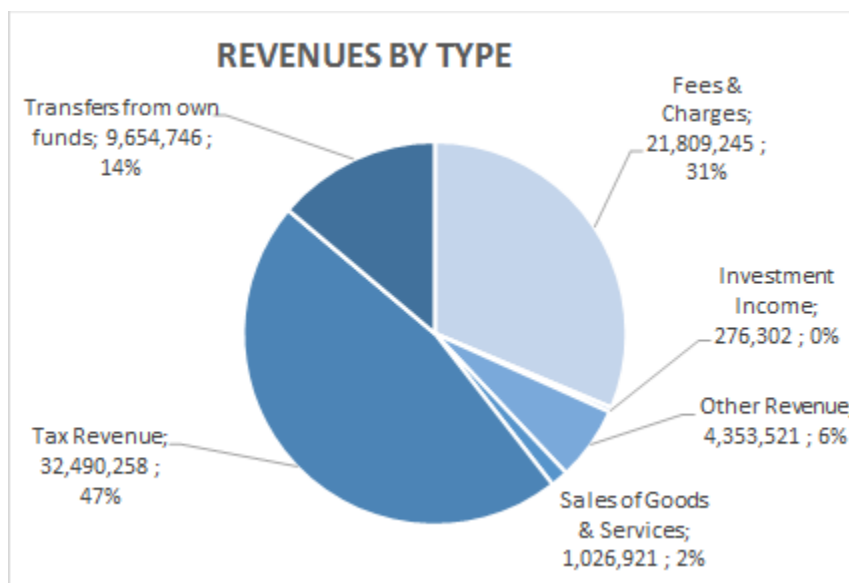
A summary of the consolidated operating budget by fund is summarized below. The detailed departmental base budget information before consideration of approved new service levels in Appendix 2.

<b>Consolidated Operating Budget by Fund</b>	<b>2017 Budget</b>	<b>2018 Budget (Proposed)</b>
<b>1 - Revenue</b>		
AIRPORT OPERATING	(3,363,740)	(3,509,146)
GENERAL OPERATING	(49,443,524)	(50,518,139)
SEWER OPERATING	(7,876,923)	(7,842,741)
WATER OPERATING	(8,538,239)	(8,671,771)
<b>1 - Revenue Total</b>	<b>(69,222,426)</b>	<b>(70,541,797)</b>
<b>2 - Expense</b>		
AIRPORT OPERATING	3,363,740	3,509,146
GENERAL OPERATING	49,443,524	51,328,160
SEWER OPERATING	7,876,923	7,842,741
WATER OPERATING	8,538,239	8,671,771
<b>2 - Expense Total</b>	<b>69,222,425</b>	<b>71,351,818</b>
<b>Grand Total</b>	<b>(0)</b>	<b>810,021</b>

## 2018 Base Operating Budget Summary – Revenues

Revenue is budgeted based upon trend analysis from prior years and estimates based on analysis of projected activity. Main sources of revenue for the City include taxation and fees and charges. The budget's key assumption includes:

- That user fees will grow by an estimated 0.5%-1% per year
- Water, sewer, solid waste and storm water user fee rates are increasing an average of 4.2% until 2022 as per the User Fee and Charges Bylaw.





## Property Taxation

Property and parcel taxation is the single largest revenue source for the City of Campbell River (similar to most Canadian Municipalities). Taxation revenue is decided upon by Council each year during the annual financial planning budget process and is reflective of the City's base operating and capital needs.

Components of taxations include:

- 0.75% for capital investment in infrastructure
- 1% of revenue from utility companies
- Parks parcel tax of \$37 per parcel
- Storm parcel tax of \$24 per parcel
- Payments in lieu of taxes for 5 provincial properties and 2 federal properties
- Local service taxes for local improvements per bylaw and Business Improvement Areas per agreement

## Fees & Charges

Fees and charges represents the next largest source of revenue for the City below taxation. 2018 incorporates fee reviews completed for City utilities (Solid Waste, Water, Sewer). As expenses continue to increase due to inflation and rising costs there will be additional fee reviews performed in 2018 for development services.

- Administration fees
- Third party contract fees for services rendered (e.g. Animal Control, Transit, Fire etc.)
- Bylaw enforcement fees and fines
- Freedom of Information requests
- Fire permit fees
- Property tax searches
- Development and building license, permit, and application fees
- Transit fares
- User fees for garbage, recycling, water and sewer
- Airport improvement, landing and parking fees
- Recreation programming and centennial pool fees

The table below summarizes the City's major utility user fees for single family residences from 2017 to 2022:

	2017	2018	2019	2020	2021	2022
Sewer	\$324	\$336	\$348	\$360	\$372	\$384
Water	384	396	408	420	432	444
Solid Waste	189	192	198	204	210	216
	<b>\$897</b>	<b>\$924</b>	<b>\$954</b>	<b>\$984</b>	<b>\$1,014</b>	<b>\$1,044</b>

### Transfers from Own Funds

Transfers from own funds includes transfers to contribute to reserves and/or from reserves which offset taxation required for services. Various services including:

- Community energy efficiency programming
- Funding for operating projects (one-time service level requests) per the City's budget parameter of \$125,000 annually, if funds are available from prior year surplus
- Repayment to capital lending reserve for past projects such as the Airport Fuelling Station.
- Transfer of Gaming funds from reserve to fund operating projects funded by Gaming, such as Council Contingency and previously approved ongoing service level requests (e.g. downtown façade, downtown signage incentive programming, downtown small initiatives funds).
- Transfer of Gaming funds to reserve
- Carbon Neutral Reserve contribution
- Annual ongoing capital reserve contributions
- Capital allocation per net funding model contributions

### Other Revenue

Other Revenue are often reliant on third party and or market conditions. They are comprised of the following:

- Grants
- Strategic Community Investment Funds (SCIF) from the Province based on traffic fine sharing revenue
- Property leases
- Airport concession fees
- Gains on disposals of assets
- Administration fees
- Donations
- Fortis Franchise Fees
- The Municipal and Regional District Tax (MRDT) for the City's hotel tax.

### **Sales of Goods and Services**

- Garbage tags and recycling blue boxes
- Disc golf rentals
- Criminal record checks
- Zoning application fees
- Aviation fuel sales
- Cemetery plots grave liners and internments

### **Investment Income**

Investment income represents a small portion of revenue for the City. The City currently has an investment policy; however, a review is planned for 2018 so that the City can maximize and leverage investment income earning opportunities.

## 2018 Base Operating Budget Summary – Expenses

The base operating expenses are to provide a variety of service levels to the community, primarily through City staff, as well as contracted services for core services including RCMP, Transit, and Solid Waste.

No new or altered services were added to the base, these are included as ongoing new service levels requests. Allowable base increases are confined to:

- Contractual wages and benefits.
- Obligated contractual increases (e.g. Transit, RCMP and Solid Waste).
- Utility increases.
- Insurance is growing by approximately 5% per year based upon estimates provided.
- Third party contracts are increased by external projections provided.

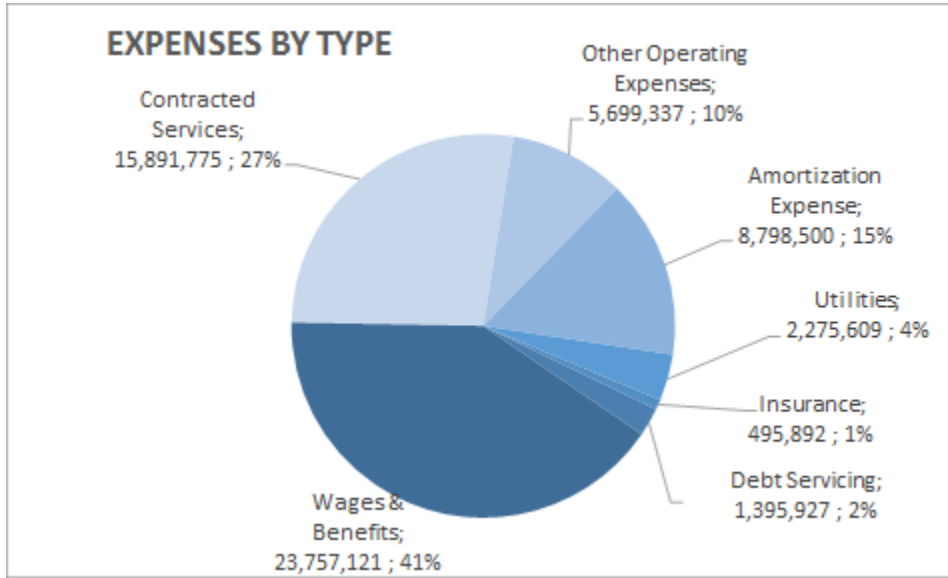
Service levels are provided by the City's employee group and the FTE count has been increasing in recent years to meet increased demand due to ongoing growth across the community in bylaw services, police services, development services, water services, fire services, facilities services, as well as changes in the way services are provided through employees versus contractors to enhance service levels in police and parks departments.

	2015 FTE	2016 FTE	2017 FTE
Total	211.6	220.5	229.4

Changes for staffing levels in 2017 are for staffing positions relating to:

- 2 FTE for Firefighters
- 0.60 FTE for Water/Sewer dispatch
- 1 FTE for Building Inspector
- 1 FTE for Contractor Coordinator
- 2 FTE for Utilities Operators
- 1 FTE for Development Services Manager
- 0.60 FTE for RCMP Police Services Supervisor
- 1 FTE for Economic Development Analyst
- 0.40 FTE for RCMP Watch Clerk
- 0.30 FTE for Recreation Programmer
- -1 FTE for Community Energy Program Advisor

The below graph summarizes City expenses by type with wages and benefits representing the largest expense to the City.





## Fund Balance Summary

### City Funds

- **General Fund** - the general operating fund encompasses the majority of the City's services, including governance, RCMP, fire, corporate services, general fiscal services, facilities and supply management, operations and parks and recreation and culture segments.
- **Airport Fund** - the Airport, managed by the Airport Authority, has been striving to become a profit driven operation and maintain its operations without the need for support from the City's general fund to balance its budget. Fuel sales are the major profit generator for the Airport. The Airport continues to focus on obtaining a balanced budget and becoming a net profit entity. General funds any deficits of the Airport.
- **Sewer and Water Funds** - Sewer and Water utilities are funded through user fees and parcel taxes levied on properties within the City's boundaries. These funds are self-balancing and segregated for purposes of carrying on specific activities in accordance with specific regulations, restrictions and limitations.

### Fund Balance Categories

- **Unappropriated Surplus** - the Unappropriated Surpluses for each fund are available for working capital to temporarily finance operations until planned revenues including property taxes are received, or for other operating or capital purposes as determined by Council.
- **Non-Statutory Reserves** - the Non-Statutory Reserves have been set aside by decision of Council for a specified purpose. In the normal course of operations, these funds will be used to finance the future services or capital works for which they have been appropriated.
- **Statutory Reserves** - The Statutory Reserves have been established by bylaw in accordance with the Community Charter and their use is restricted by legislation. In the normal course of operations, these funds will be used to finance the future services or capital works for which they have been appropriated.
- **Investment in TCA** – The City has millions of dollars invested in infrastructure for City services including facilities, fleet, parks, roads, stormwater, airport, sewer, water, and airport. The investment in TCA (Tangible Capital Assets) fund balances are the net book value of these assets less any debt outstanding for these assets.

The history and projected 2017 closing balances for the City's funds are summarized below in the format included on the City's financial statements, included in Appendix 8.3. Amounts in unappropriated surplus in excess of those minimum balances were transferred into other City reserve account, to be

used for capital and other purposes as can be seen in the movement between the Unappropriated Surplus and Non-statutory reserve balances from 2015 to 2016 projected closing balances.

	2015	2016	2017 (Projected)
<b>Unappropriated Surplus</b>			
General	7,067,379	4,544,765	4,512,404
Sewer	12,339,728	800,000	800,000
Water	6,688,619	850,000	850,000
	<u>26,095,726</u>	<u>6,194,765</u>	<u>6,162,404</u>
<b>Non-Statutory Reserves</b>			
General	8,978,079	9,024,671	7,291,962
Sewer	901,724	13,391,485	8,036,602
Water	270,459	8,565,828	3,708,094
	<u>10,150,262</u>	<u>30,981,984</u>	<u>19,036,657</u>
<b>Statutory Reserves</b>			
Capital Lending	2,043,282	2,382,769	1,182,212
Parkland acquisition & development	514,808	676,994	943,151
	<u>2,558,090</u>	<u>3,059,763</u>	<u>2,125,363</u>
<b>Investment in tangible capital assets</b>			
General	148,722,183	150,835,794	149,576,571
Sewer	36,689,229	37,967,806	37,072,906
Water	41,426,093	47,407,468	55,659,445
	<u>226,837,505</u>	<u>236,211,068</u>	<u>242,308,922</u>
	<u>265,641,583</u>	<u>276,447,580</u>	<u>269,633,346</u>

## Reserves and Surplus Summary

The primary objectives of the City's reserves are to:

### **a) Ensure Stable and Predictable Tax Levies**

The City recognizes that unstable and unpredictable tax levies can adversely affect residents and businesses in Campbell River. In order to maintain stable and predictable levies, the City maintains sufficient reserves to buffet the impact of any unusual or unplanned cost increases and revenue volatility over multiple budget cycles.

### **b) Provide for Operating Emergencies**

The City is exposed to unusual operating emergencies resulting from inclement weather, catastrophic events, law enforcement issues, legal claims, insurance claims, tax assessment appeals, environmental hazards and various other events. It may not be feasible, or cost-effective, to absorb the costs in one budget cycle. The City will maintain adequate reserves to minimize the financial impact of such emergencies, extensive service interruptions, and prevent risks to infrastructure and public safety.

### **c) Finance New Capital Assets**

The use of reserve funds for financing new capital assets is an effective means of matching one-time funds to one-time capital projects. In addition, the City requires financial resources to leverage external funding or to quickly respond to opportunities that could provide capital infrastructure through private sector partnerships, and other alternate service delivery methods. Typically, new capital assets are for an increase to service levels.

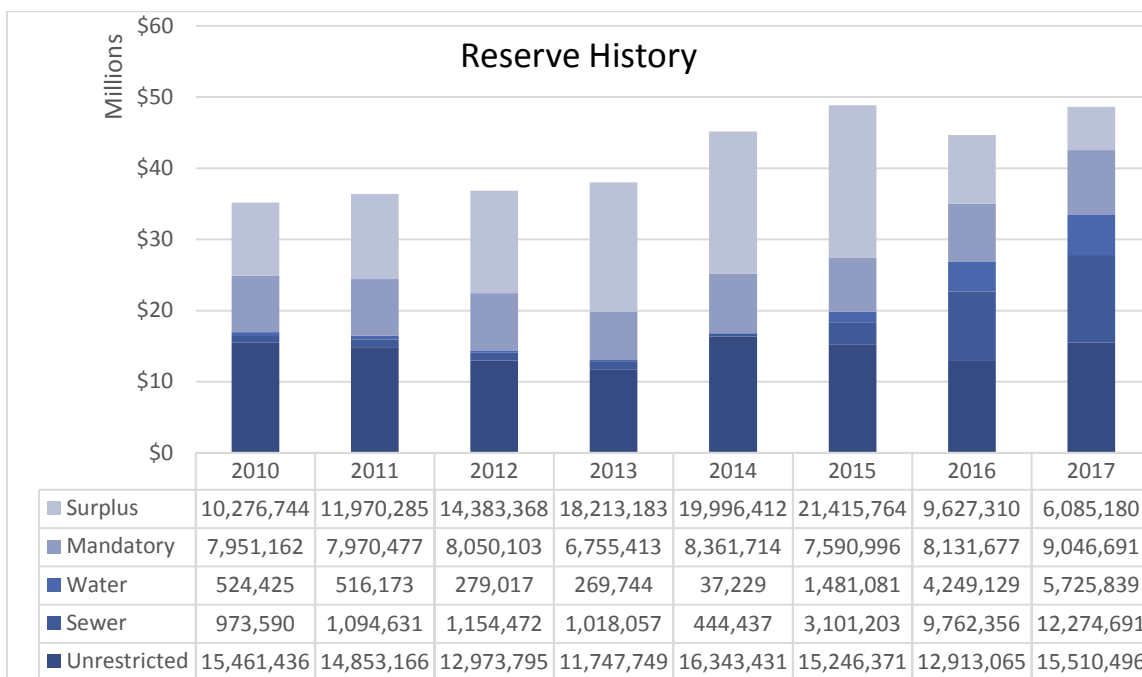
### **d) Safeguard and Maintain Existing Assets**

The City has an inventory of specialized machinery, equipment, technology and infrastructure that are necessary for the efficient delivery of services to the public. These capital assets need to be maintained and replaced according to service lifecycles. The reserve balances are focused on maintaining enough funds overall to manage risk of asset failure with a focus on annual spending and investment of infrastructure rather than maintaining significant balances in reserves.

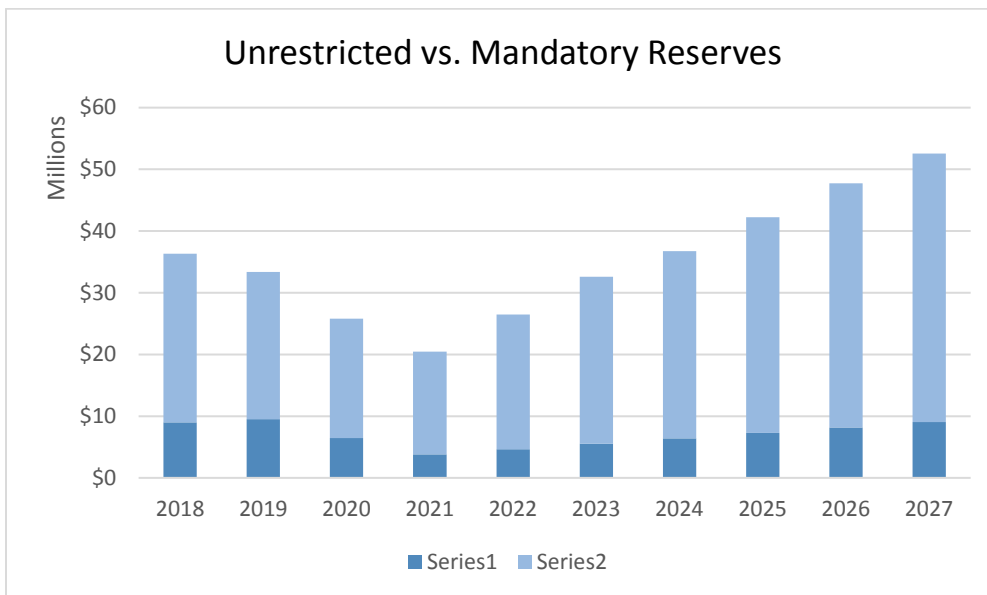
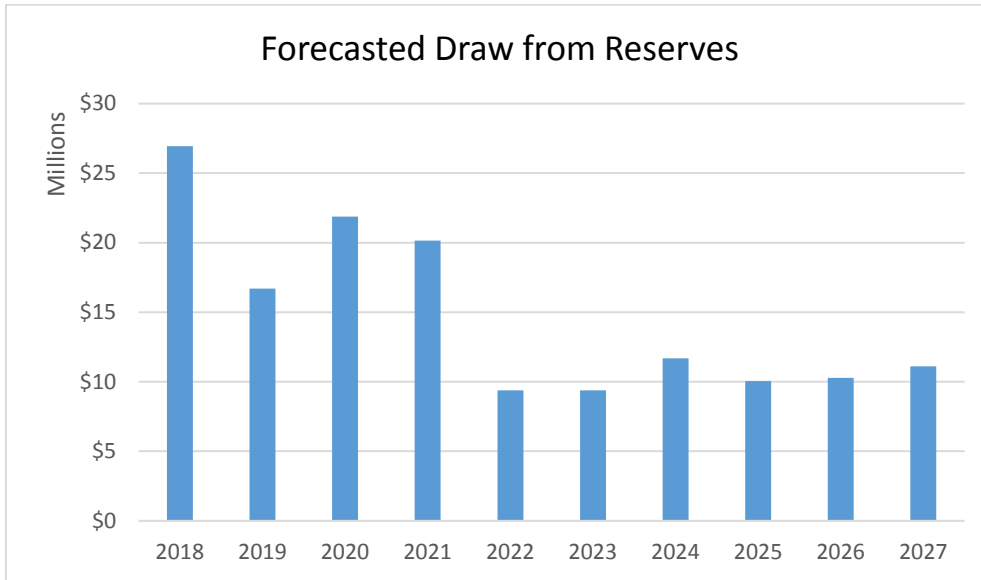
**e) Focus on Long-Term Financial Stability**

The City recognizes that adequate reserve levels are important in achieving community goals including financial health and stability. The City strives to be proactive in achieving long-term financial stability and balancing costs of maintaining healthy reserve levels to current and future taxpayers.

The following chart outlines the history of the balances in the various reserves, and surpluses, for the period of 2010 through to the end of 2017.



The below graphs summarizes the project reserve draws and balances from 2018-2027 based on the current capital plan; note that as the future years of the capital plan are populated these balances will decrease.



**ONGOING NEW SERVICE  
LEVELS**





## Ongoing New Service Levels

The City provides a diverse level of services across the community including fire, police protection, development services, recreation and culture, parks, sewer, water, transportation, economic development, and tourism. The City has ever increasing demands for new or enhanced service levels, in addition to the increasing need to increase service levels due to ongoing development and growth in the community.

The City has developed funding parameters under its stability program to provide for incremental increases to service levels with moderate overall tax rate and user fee increases. The funding parameter to ensure incremental and priority focused increases to service is 0.5 per cent of a general tax rate increase per year or \$150,000. In addition, the City receives annual non-market change tax revenue due to ongoing residential and commercial growth in the community which is used to offset the need for new service levels as the growth is driving the service level increase needs.

In years where the City benefits from additional unexpected or extraordinary revenues including high years of non-market change tax revenues, then this parameter could be increased for the City to utilize the opportunity as it arises. For 2018, estimated non-market change revenues are estimated at \$357,000, less \$100,000 which is maintained to offset base budget increases, leaving \$257,000 or a 0.86% of a tax increase to fund ongoing new service levels without an additional increase to the 2018 tax rate increase over and above the base budget and capital funding allocation increase.

Appendix 2 summarizes all proposed ongoing new service levels in the ten-year plan with a focus on capital project management, development engineering, and transit service expansion in 2018. These new service levels are focused on dealing with ongoing increase in work plans with ongoing development and capital improvement projects, and demands for increased service for transit. For 2019 and future years the focus is on increasing protective services for both RMCP and Fire, again a result of a growing community.

The total above the line or proposed funding new services in 2018 are \$195,000 or a 0.65% tax rate increase which is within the available non-market change estimate available and therefore above the \$150,000 base parameter. Strong non-market change figures for 2018 provide an additional \$62,000 of funding for Council to consider.

Once approved, these SLCRs are added to the respective departmental base budgets and result in a tax increase or use of ongoing utility revenues.

For the utility funds, any increases to base service levels or operating expenses results in less funds available to be transferred to respective capital reserves which fund the sewer and water capital plan. Therefore, any request for ongoing new service levels are reviewed for high priority need.

## OPERATING PROJECTS



## Operating Projects

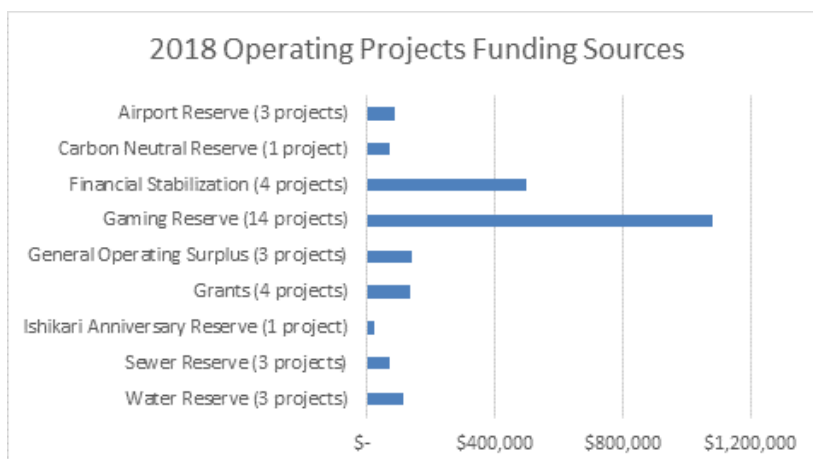
The City maintains a “base is base” framework for operational budgets, therefore any operating project that is one-time or multi-year that is not a capital project is summarized and approved as a project with related funding source. Funding is generally a reserve as the project is one-time and does not require ongoing funding from taxes or user fees.

Appendix 3 summarizes all operating projects with groupings of strategic or Council driven, corporate projects, and operational or maintenance projects. The funding of these projects follow the City’s Reserve and Surplus policy in Appendix 7.1. Gaming is to support Council initiatives, Financial Stabilization Reserve is for corporate focused projects, and related asset reserves are used for operational projects. The use of reserves for these projects stabilizes the annual base budget.

The ten-year operating project plan is focused on Council’s priorities on community initiatives, and operational maintenance projects. Emerging corporate priorities include strategic HR management, DCC review with ongoing development, sea level rise considerations, and development services resource for a strong growth period for the City. Many of the operational projects summarized were determined through pre-budget meetings held in the summer and fall to build the 2018 work plan and focus on Council’s strategic priorities.

The annual parameter for corporate projects is \$125,000, however several high priority projects are determined important for 2018 due to emerging needs of a growing community.

Operating carryforwards are projects started in 2017, but require a balance of funding to complete in 2018. There are some “below the line” capital projects noted for Council’s consideration in finalizing the approved plan.







## Capital

The City's Financial Plan has a significant focus on maintaining and enhancing its asset infrastructure for service delivery to the community. The capital plan in Appendix 4 itemizes the capital projects or capital expenditures planned over the next ten years. Projects noted on this list are defined as a capital expenditure under the City's Tangible Capital Asset (TCA) Policy in Appendix 7.3. A capital expenditure for the purchase of capital assets, construction of facilities and infrastructure, as well as the upgrade and replacement of existing capital assets. The policy defines capital as non-financial assets having physical substance that:

- Are held for use in production or supply of goods and services,
- Have useful economic lives extending beyond one year,
- Are to be used on a continuing basis, and
- Are not for sale in the ordinary course of City operations.

The asset infrastructure of the City are the physical structures and facilities including facilities, parks, roads, storm water, sewer, water, information technology software and licenses that provide or facilitate service delivery to the community.

One of the key criteria staff use when determining whether a purchase is operating or capital is the dollar value of the purchase. Per the TCA Policy, the thresholds used to determine whether a purchase is capital expenditure are:

<b>Asset Category</b>	<b>\$ Thresholds</b>
Land	Capitalize Only
Land Improvements	\$10,000
Buildings	\$50,000
Building Improvements	\$10,000
Machinery and Equipment	\$5,000
Vehicles	\$10,000
Information Technology Infrastructure	\$5,000
Infrastructure (e.g. Roads, Stormwater, Sewer, Water)	\$50,000

## 2018-2027 Capital Plan

The City's proposed 2018 Financial Plan includes a 10-year capital plan with a focus on long term planning. This creates stability for work plans and more importantly, it helps to facilitate long-term strategic decision making on project priorities. Appendix 4.1 includes a summary of all projects in the ten-year plan, as well as the project description and justifications.

The 2018-2027 capital plan provides Council a long-term framework of projects and the impact on services and enhancements throughout the City. The City has started a 5-year implementation path for asset management to ensure ongoing service delivery with the inventory, condition assessments, risk assessment and ongoing investment in its asset infrastructure on an annual basis with incremental funding increases for renewal of core assets. Ongoing investment in the capital program will ensure the City can maintain and enhance service levels to the community within stable taxation and user fee parameters. The City is strategic about the enhancements or additions to the asset infrastructure it currently has in order to ensure all service areas can be maintained in the current and long-term. The City is facing ongoing growth and development therefore a focus in the last few years has been completed capacity upgrades to the utilities infrastructure for sewer and water. Sea level rise is an emerging area that is impacting planned future capital projects. Parks, recreation and culture is an area where the City is balancing maintaining current amenities and focusing on strategic enhancements projects for increased service delivery.

### Capital Project Focus

The City is focusing on maintaining its current infrastructure, while allowing for enhancements and capacity upgrades. Each of the departments or asset areas have different focuses depending on their needs to maintain service levels and external demands from the community.

The core categories in priority order are:

- Strategic - Council Strategic Priority
- Safety/Legislation - Required due to Safety Issues or Legislation
- Renewal - Replace Existing Assets (like for like)
- Capacity - Growth Need
- Enhancement - New or Enhancement

The focus on funding capital projects is on renewal, and maintaining funds for strategic or enhancements projects to meet community demands.



Department/Asset Function	Capital Project Focus
Finance	Renewal
Information Technology	Renewal/Enhancement
Fire Protection	Renewal/Capacity
Facilities	Renewal
Fleet	Renewal
Roads	Renewal/Enhancement
Storm Water	Renewal
Solid Waste	Enhancement
Airport	Renewal/Enhancement
Sewer	Renewal/Capacity
Water	Renewal/Capacity
Parks	Renewal/Enhancement
Recreation & Culture	Renewal/Enhancement/Strategic

For 2018, the Capital Plan totals \$32,860,072, which includes carry forward projects from 2017. This includes both strategic and renewal/other capital projects.

2018 Capital Plan	\$24,036,263
CFwds	\$8,824,529
<b>Total</b>	<b>\$32,860,792</b>

### Carryforwards (CFwds)

The capital plan includes projects started in 2017 but not yet completed or multi-year projects that the budgets are carried forward or “CFwd” into 2018 to complete the project. In Appendix 1, these are noted in the “CFwd” column and will be added to the 2018 project budgets when the Financial Plan bylaw is approved. Projects carried forward must have been started or have a contractual obligation in place, otherwise incompleting projects are re-budgeted for 2018. CFwds are approved by Council during the Financial Planning process. The third quarter report for 2017 identified to Council which project was expected to include a CFwd request for 2018 budget, see Appendix 8.2.

### Strategic Priority / Renewal/Other Capital Projects

As the City has developed their long-term Financial Planning framework with a focus on sustainable delivery, the capital plan has evolved to be summarized first by Council strategic priority and then renewal/other projects which ties to the City’s sustainable funding framework under the *Financial Stability & Resiliency Program*, but also highlights to Council the key work plan and community drivers.

Strategic priority projects as summarized in Appendix 1 are related to projects that are council's strategic budget priorities as determined through the City's pre-budget planning meetings, or through their focus on their 2015-2019 strategic plan. Downtown revitalization, transportation enhancements, seawalk enhancement projects, parks amenities, economic drivers such as the airport, and fire services have been highlighted in this section. Significant capital projects that drive City work plan and community impact are also in this section which are made up of significant grant funded projects for Highway 19A and Downtown Refresh upgrades, and utility capacity upgrades with ongoing development in the community.

Renewal/other capital projects are to required to maintain base service levels by maintaining or replacing existing assets, with minor enhancements. This is the "groceries" section of the capital plan where most projects are required to maintain the City's asset infrastructure and service delivery. The City has been working on moving from a 5 to a 10-year capital plan through asset management activities and determining needs in the long-term for each asset area therefore for 2018 the 10-year plan for renewal/other projects are fully populated and stable over the full 10 years. This shows the significant process the City has made in its long-term Financial Planning framework and focus on sustainable service delivery.

### **Capital Funding**

The 10-year capital plan is a result of the City's *Financial Stability & Resiliency Program* which provides incremental and stable taxation and user fee increases to fund the City's capital project plan. The "funding source" is identified on a column on the capital project plan in Appendix 4.1, which shows the City uses primarily reserve funds for funding the capital plan; annual taxation and user fee transfers to reserves are flowed through reserves to fund the capital plan. Debt, DCC reserves, and grants also provide a funding source for capital when needed or available. The City maintains its Community Works Funds Reserve, which is grant revenue for community enhancement projects with a focus on Council's strategic priority projects.

### **Below the Line**

The City has been strategically increasing capital funding to build a 10-year Financial Plan with a corporate lense to maintain and enhance service levels for all departments/assets of the City. "Below the Line" projects on Appendix 1 are those that may be important however funding is not yet available to fund these projects given other priorities, or these projects may require additional analysis or consideration for priority given other work plan, service delivery, or funding availability.

## Operating Costs of Capital

With the City's focus on maintaining incremental tax rate and user fee increases and balancing existing and new or enhanced services levels, a significant consideration to whether a project or the project plan as a whole is approved is the impact to the City's base operating budget for ongoing costs to maintain or service that asset. The annual capital funding parameter is allocated between transfers to reserve to fund capital, and the operating costs of capital to be added to the departmental base operating budgets upon project approval. Operating costs of capital are generally only for new or enhanced capital asset projects as renewal projects are replacing existing assets and do not increase costs to maintain those assets. The operating costs include expenses such as wage and benefits, licensing costs, and fleet and equipment charges,

Appendix 4.1 the capital project summary includes the operating costs of capital to ensure Council is aware that project approval will require a base budget increase. Appendix 4.2 summarizes all operating costs of capital per year which is incorporated into the ten-year Financial Plan bylaw.

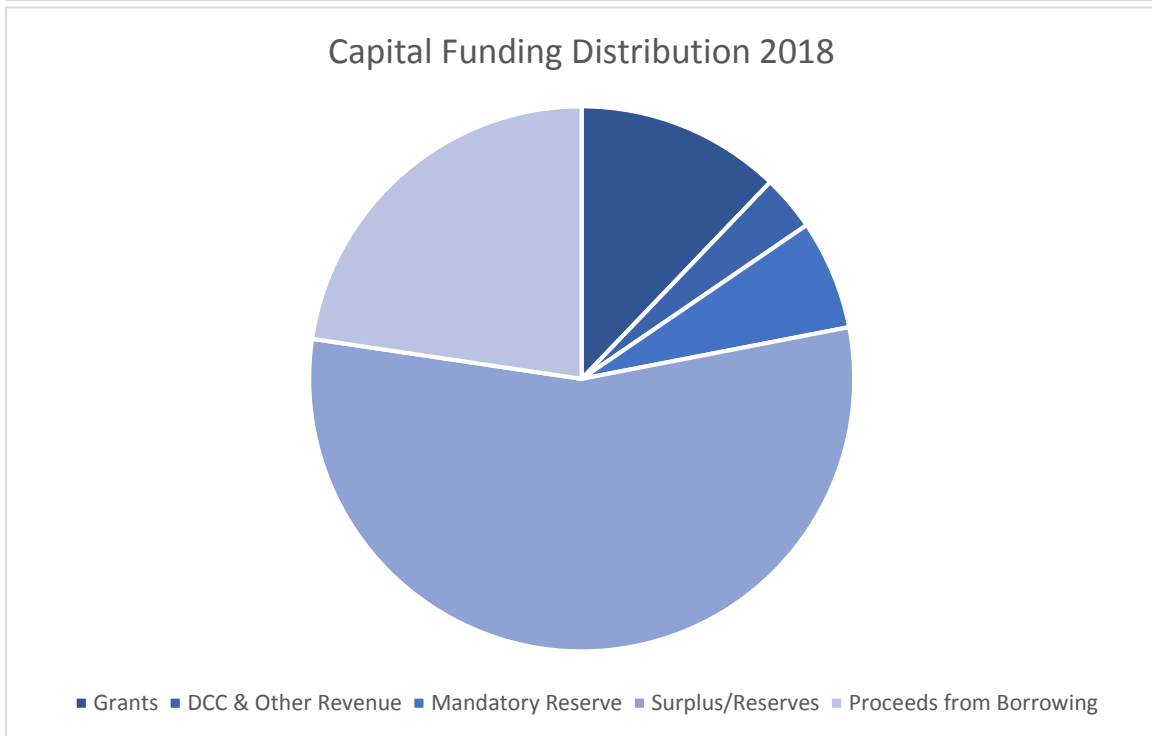
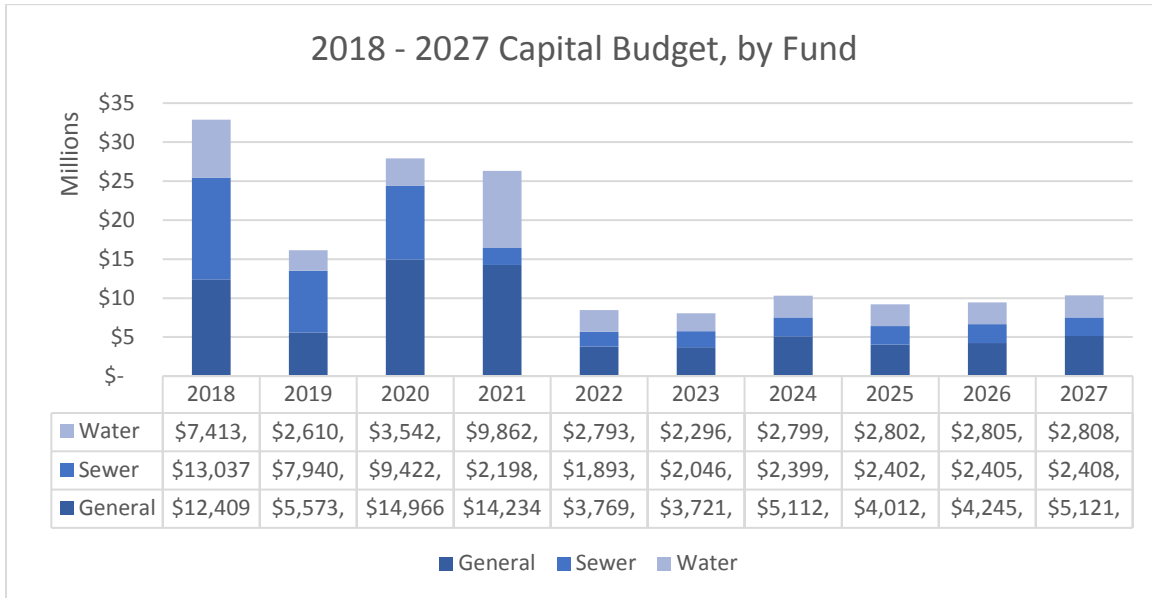
The operating costs of capital for 2018 are \$34,150 for general capital, a 0.11% tax increase which is already considered in 0.75% of annual allocation to capital in the City's stability program. The net 0.64% of funding is transferred to the net funding model to the capital reserves.

Fund	Amount	Tax Increase %
General	\$34,150	0.11%
Sewer	-	-
Water	-	-
<b>Total</b>	<b>\$34,150</b>	<b>0.11%</b>

For asset renewal upgrades the general expectation is there would be no increased operating costs for these capital projects as the project is replacing "like for like". Some asset renewal upgrades may result in a decrease to operating costs if the project results in increased operational efficiency, by reducing maintenance activities or staff time to operate these assets. The Sewer operating budget has seen some decreases in recent years as the department has been continually upgrading its infrastructure. These efficiencies are generally dealt with in updating the base operating budgets annually as efficiencies are realized, however known efficiencies will be included in Appendix 4.2 when known.

The first chart below summarizes the 2018-2027 capital plan by fund.

The second chart highlights the funding distribution for the 2018 capital plan.



## Long-Term Debt

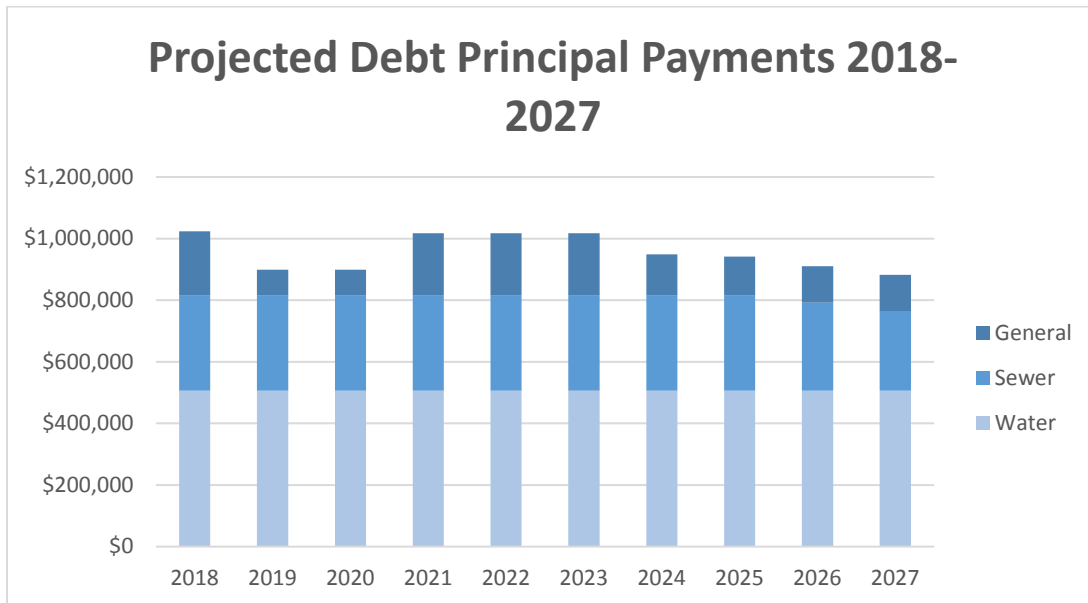
The City uses debt to fund the capital plan where necessary. As noted in the City's debt policy in Appendix 7.2, the primary uses of debt are to provide funding for the capital plan, fairness and stability for taxpayers, and maintain service levels. The primary purpose for the use of debt will be to safeguard and replace existing core capital assets, and secondly to provide funding for growth and development upgrades to core capital assets.

The City currently has borrowing bylaws approved for utilities of \$15 million for core infrastructure upgrades, \$10.2 million for water and \$4.8 million for sewer. The City has utilized the majority of the water borrowing bylaw by the end of 2017 for watermain renewal and the water supply project. The sewer debt will be expended in 2018 as part of the waterfront forcemain projects. Utilities has required significant infrastructure and capacity upgrades in recent years therefore the City is balancing the use of debt and reserve funding to complete required works.

As noted in the City's policy, the City's legislated debt limit is 25% of all ongoing revenues. However, the City's debt policy limits this to 15% for general fund, and 20% for each of the utility funds. This provides approximately \$65 million of borrowing capacity for the City, approximately \$50 million for general and \$10-15 million per utility. The City is within its borrowing limit for utilities, and has significant room to borrow for general projects. General debt is expected to increase in the next ten years with Downtown Revitalization projects of \$2.2 million of debt, and an estimated \$11.2 million for a new Fire Hall #1. The net funding model within the City's stability program is intended to fund this debt servicing, however this will need to be reviewed in consideration of other priority capital projects.

All long term debt outstanding is bond debt issued by the BC Municipal Finance Authority (MFA). Bond borrowing differs from conventional consumer debt in that the principal payments made to extinguish the debt are not paid to the debt holder until the bond is due at expiry. In the period of time between the issuance of the bond and its expiry, the principal payments made to satisfy the debt are invested by the MFA. The earnings are held by and applied to the payment of the bond at expiry. Those earnings are referred to as actuarial payments which are returned to the City.

The following chart outlines the projected debt principal payments for the 2018-2027 period.



The 2018-2027 capital plan includes three projects that involve incurring debt; the Water Intake project (\$8.1M – 15-year term), the Waterfront Sewer Forcemain project (\$4.8M in 2018 – 15-year term) and the Upper Shopper’s Row Downtown Revitalization project (\$2.2M in 2021 – 15-year term).

Interest payments are paid semi-annually and principal payments are paid on an annual basis. The tables below, outline the schedule of payments for the duration of the term of the various loans. These payments have been built into the base operating budget, with consideration of impacts to sewer/water capital reserve funding and the net funding model for general capital.

**General Fund Bond Debt**

<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2018	209,033	159,314	368,346
2019	84,846	82,527	167,373
2020	84,846	82,527	167,373
2021	203,132	151,827	354,959
2022	203,132	151,827	354,959
2023	203,132	151,827	354,959



2024	134,215	81,730	215,945
2025	127,546	76,216	203,762
2026	118,286	69,300	187,586
2027	118,286	69,300	187,586
<b>To Maturity 2035</b>			

**Sewer Fund Bond Debt**

<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2018	307,971	176,906	484,877
2019	307,971	176,906	484,877
2020	307,971	176,906	484,877
2021	307,971	176,906	484,877
2022	307,971	176,906	484,877
2023	307,971	176,906	484,877
2024	307,971	176,906	484,877
2025	307,971	176,906	484,877
2026	285,497	160,121	445,619
2027	258,080	151,200	409,280
2018	307,971	176,906	484,877
<b>To Maturity 2032</b>			

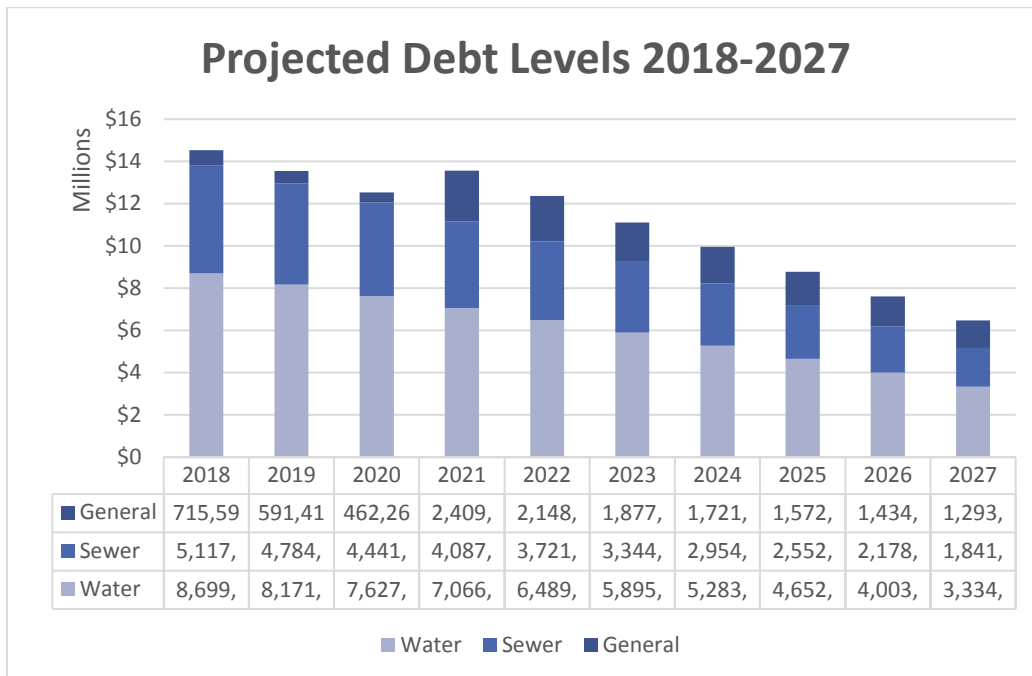
**Water Fund Bond Debt**

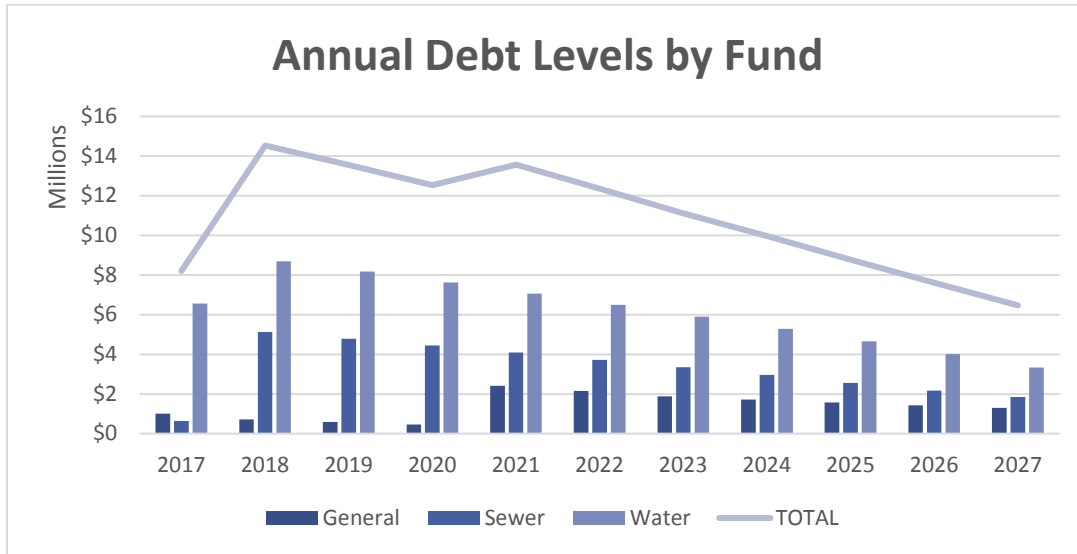
<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2018	438,735	246,890	685,625
2019	438,735	246,890	685,625

2020	438,735	246,890	685,625
2021	438,735	246,890	685,625
2022	438,735	246,890	685,625
2023	438,735	246,890	685,625
2024	438,735	246,890	685,625
2025	438,735	246,890	685,625
2026	246,890	246,890	493,780
2027	246,890	246,890	493,780

**To Maturity 2032**

The following chart provides a breakdown of the outstanding debt levels at the end of each respective year for the period of 2018-2027 and includes all existing and forecasted debt.





## Definitions and Acronyms

### **Accumulated Surplus**

Means the accumulated excess of revenues over expenses from prior years which has not been set aside for specific purposes.

### **Asset Infrastructure**

Physical structures and including facilities, parks, roads, storm water, sewer, water, information technology software and licenses that provide or facilitate service delivery to the community.

### **AIM**

Asset and Infrastructure Management.

### **AM**

Asset management.

### **Annual Surplus**

Means the accumulated excess of revenues over expenses for the current year.

### **Assets**

Resources owned or held by the City which have monetary value.

### **BC Assessment Authority**

The organization responsible for the assessed property values in British Columbia.

### **Capital Expenditure**

An expenditure for the purchase of a capital asset, construction of infrastructure, as well as the upgrade and replacement of existing capital assets as defined in the City's Tangible Capital Asset (TCA) Policy. A capital expenditure as defined in the policy is for non-financial assets having physical substance that are held for use in the production or supply of goods and services, have useful economic lives beyond one year and will be used on a continuing basis, and are not for sale in the ordinary course of business.

### **CARIP**

Climate action revenue incentive program. This is a conditional grant program that provides funding to BC Climate Action Charter signatories.

### **Community Charter**

British Columbia Act that governs municipalities.

**Carryforward (CFwd)**

An operating or capital project that was not completed in the previous year, where funds are required to finish the project so that work can continue to be carried out.

**COW**

Committee of the Whole Council meeting that are more informal in nature; any recommendations from the COW are referred to regular Council meetings for adoption.

**CUPE**

The Canadian Union of Public Employees.

**CWF**

Community Works Funds, which is a grant provided by the Union of BC Municipalities.

**DCC**

Development cost charges, which is a fee imposed on new development. This fee helps to fund future services required from the growth resulting from the new development.

**Debt Servicing**

Annual principal and interest payments on debt.

**DM**

Department Manager.

**FCM**

Federation of Canadian Municipalities.

**Financial Plan**

Under Section 165 of the *Community Charter*, Council must adopt a five-year financial plan bylaw before May 15<sup>th</sup> each year.

**FTE**

Full time equivalent.

**Fund**

A fund is a self-balancing set of accounts which records assets and liabilities, residual equity balances and resulting changes. Funds are segregated to carry out specific purposes in accordance with legislation.

**GM**

Means General Manager; General Managers are members of the City's senior management team with the City Manager.

**Grant**

A monetary contribution to or from governments.

**IAFF**

International Association of Fire Fighters.

**LGMA**

Local Government Act, which provides the legal framework for local governments.

**Mandatory Reserve Funds**

Means funds set aside for specified purposes as required by and pursuant to specific legislation. These reserves are established via City bylaws and are nondiscretionary on the part of Council.

**PILTs**

Payment in Lieu of Taxes. These payments are received in lieu of paying property taxes.

**PSAB**

Public sector accounting board.

**Reserves**

Means all of the City's reserve funds and mandatory reserve funds.

**Reserve Funds**

Means funds that are set aside for a specified purpose by Council pursuant to section 188 (1) of the *Community Charter*. These reserves are established via City bylaws and are discretionary on the part of Council.

**SMT**

Means the senior management team of the City of Campbell River; this includes the City Manager, GM Operations/Deputy City Manager, GM Facilities & Supply Management, GM Corporate Services, and GM Parks, Recreation & Culture.

**Tax Rates**

Annual charges for levying property taxes to properties within the City. Rates are applied against each \$1,000 of assessed value.



**TCA**

Tangible Capital Assets

**SLCR**

Service Level Change Request.

**UBCM**

Union of BC Municipalities.

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## 2018-2027 FINANCIAL PLAN



**City of Campbell River**  
301 St. Ann's Road  
Campbell River, BC V9W 4C7  
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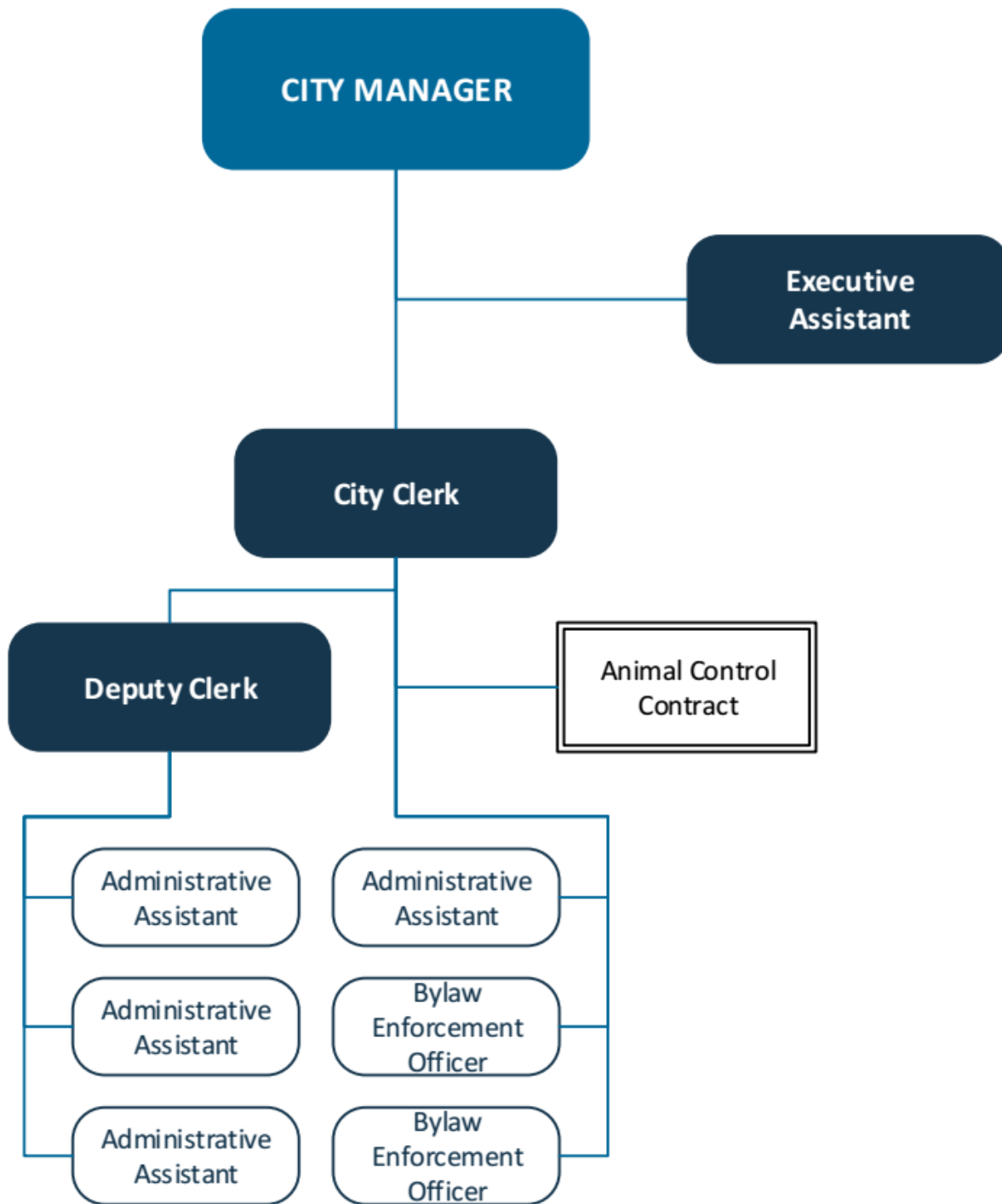




## 2018 BASE OPERATING BUDGET

<b>GOVERNANCE</b>	City Manager Mayor & Council Legislative Services Risk Management Bylaw Enforcement Animal Control
<b>RCMP</b>	RCMP Police Protection Victim Services
<b>FIRE</b>	Fire Protection E911
<b>CORPORATE SERVICES</b>	Communications Human Resources Finance Information Technology GM Corporate Services
<b>FACILITIES &amp; SUPPLIES MANAGEMENT</b>	GM Facilities & Supply Management Supply Management Property Management Fleet Capital Works Stores Facilities
<b>OPERATIONS</b>	GM Operations Transportation Roads Public Transit Storm Drains Solid Waste
<b>PARKS, RECREATION &amp; CULTURE</b>	GM Parks, Recreation & Culture Parks Recreation & Culture Cemeteries
<b>DEVELOPMENT SERVICES</b>	Community Planning & Development Services
<b>ECONOMIC DEVELOPMENT &amp; TOURISM SERVICES</b>	Economic Development & Tourism
<b>GENERAL FISCAL SERVICES</b>	Reserves Fiscal Services Debt Taxation Corporate Services
<b>AIRPORT</b>	Airport/Fiscal Services
<b>SEWER</b>	Sewer/Debt/Fiscal Services
<b>WATER</b>	Water/Debt/Fiscal Services

# GOVERNANCE SEGMENT



## Governance Segment Budget Summary

	2016	2017	2018	Variance	Variance
	Actual	Budget	Budget	(\$)	(%)
Fees & Charges	(124,226)	(118,350)	(137,270)	(18,920)	16.0%
Investment Income	(12,327)	(15,150)	(15,302)	(152)	1.0%
Other Revenue	(3,571)	(2,513)	(2,526)	(13)	0.5%
<b>1 - Revenue Total</b>	<b>(140,124)</b>	<b>(136,013)</b>	<b>(155,098)</b>	<b>(19,085)</b>	<b>14.0%</b>
Wages & Benefits	1,144,019	1,186,350	1,231,233	44,883	3.8%
Contracted Services	241,597	342,989	346,484	3,495	1.0%
Insurance	125,486	151,937	164,500	12,563	8.3%
Utilities	38,022	50,615	51,115	500	1.0%
Other Operating Expenses	285,492	317,408	357,550	40,142	12.6%
<b>2 - Expense Total</b>	<b>1,834,616</b>	<b>2,049,299</b>	<b>2,150,882</b>	<b>101,583</b>	<b>5.0%</b>
<b>GOVERNANCE Total</b>	<b>1,694,492</b>	<b>1,913,286</b>	<b>1,995,785</b>	<b>82,498</b>	<b>4.3%</b>

2018 Variance	Amount
Increase in fees and other revenues	(\$2,585)
Increase in election fee revenues	(16,500)
Increase in election expenses	68,162
Increase in wages & benefits	17,931
Decrease in contracted services	(215)
Increase in insurance (MIA premiums)	12,563
Increase in utilities	500
Increase in other expenses	2,642
<b>OVERALL SEGMENT VARIANCE</b>	<b>\$82,498</b>
<b>VARIANCE %</b>	<b>4.3%</b>

## City Manager

The City Manager assists Council in establishing its strategic direction for the City, promotes Council teambuilding and acts as the liaison for the Mayor. The City Manager also provides recommendations to Council that reflects relevant facts, options and professional opinion pertaining to issues considered by Council.

The City Manager’s Office takes the lead role in managing the implementation of policy direction that has been established by Council. It provides managerial leadership, control and direction to all City departments and operations. It is responsible for planning and implementing policies necessary for sustaining excellence in City operations and staffing.

	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2018 Budget</b>	<b>Variance (\$)</b>	<b>Variance (%)</b>
111395 - CITY MANAGER	345,665	404,352	409,626	5,274	1.3%
<b>2 - Expense Total</b>	<b>345,665</b>	<b>404,352</b>	<b>409,626</b>	<b>5,274</b>	<b>1.3%</b>
<b>101 - CITY MANAGER TOTAL</b>	<b>345,665</b>	<b>404,352</b>	<b>409,626</b>	<b>5,274</b>	<b>1.3%</b>

### Summary of Budget Changes from 2017 to 2018:

- Increase in labour benefit.

## Mayor & Council

Encompasses Council’s budget which includes statutory notification requirements, webcasting Council meetings, travel and conferences, training and development, and memberships to various external organizations, such as FCM, UBCM and AVICC. This department also includes Council’s contingency budget which allows expenditures for additional initiatives such as supporting community groups, event, and social issues.

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
101725 - COUNCIL REPRESENTATION	90,611	67,900	70,900	3,000	4.4%
101755 - COUNCILLORS	151,574	176,490	178,113	1,623	0.9%
104500 - MAYOR	70,069	75,340	76,070	730	1.0%
111690 - COMMUNITY LAND DEVELOPMENT	11,650	100,000	100,000	-	0.0%
<b>2 - Expense Total</b>	<b>323,904</b>	<b>419,730</b>	<b>425,083</b>	<b>5,353</b>	<b>1.3%</b>
<b>310 - MAYOR &amp; COUNCIL TOTAL</b>	<b>323,904</b>	<b>419,730</b>	<b>425,083</b>	<b>5,353</b>	<b>1.3%</b>

### Summary of Budget Changes from 2017 to 2018:

- Increase in labour and benefits.
- Increase for Inaugural meeting expenses.



## Legislative Services

Oversees City Hall Reception, Risk/Claims Management, Bylaw Enforcement, Animal Control, and acts as the communication hub between Council, its advisory bodies, staff and the public. Legislative Services staff are responsible for the preparation, maintenance and execution of agendas and minutes, bylaws, contracts, policies and procedures, corporate records management and access to information. Staff provide support for an average of 35 Council and Committee of the Whole meetings and 44 Council commission and committee meetings annually, including the Airport Commission, Advisory Planning & Environment Commission, Community Services, Recreation & Culture Commission, Community Partnership Commission, Public Safety Sub-Committee and School Board/City Joint Liaison Committee.

The department also serves as the City’s historian, responsible for maintaining the City’s official records. Legislative Services manages the City’s liability claim files and provides risk management advice to all City departments.

- City Hall reception and switchboard.
- Preparation, administration, maintenance and execution of official City records.
- Agendas, minutes and action reports.
- Bylaws.
- Contracts and agreements.
- Policies and procedures.
- Corporate records management and access to information.
- Commission/committee staff support.

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
213065 - ADMIN FEE - ELECTIONS	-	-	(16,500)	(16,500)	100%
<b>1 - Revenue Total</b>	-	-	<b>(16,500)</b>	<b>(16,500)</b>	<b>100%</b>
111365 - CLERK	247,111	250,335	254,276	3,941	1.6%
114150 - LEGAL	21,042	52,000	52,000	-	0.0%
150130 - ADMIN SUPPORT GRP 1 CITY HALL	239,712	255,001	257,836	2,835	1.1%
151440 - CIVIC OFFICES SHARED SERVICES	61,838	59,700	59,700	-	0.0%
163065 - ELECTIONS	197	215	68,162	67,947	31603.3%
<b>2 - Expense Total</b>	<b>569,900</b>	<b>617,251</b>	<b>691,974</b>	<b>74,723</b>	<b>12.1%</b>
<b>311 - LEGISLATIVE SERVICES TOTAL</b>	<b>569,900</b>	<b>617,251</b>	<b>675,474</b>	<b>58,223</b>	<b>9.4%</b>

### Summary of Budget Changes from 2017 to 2018:

- Increase in wages and benefits.
- Increase in revenue and expenses due to election year (every four years).

**2018 Goals, Objectives and Work Plan:**

- Provide ongoing support for Council's Commissions, Committees and Task Forces.
- Implement Council policy and procedures.
- Continue with the goal of centralizing the City's agreements to Legislative Services.
- Implement recommendations for the City's corporate records management review as funding permits.
- Implement recommendations of Privacy Assessment as funding permits.
- Oversee the 2018 Local Government General Election.

**2017 Highlights:**

- Assisted with AVICC to host their 2017 annual convention.
- Initiated and provided support for new Tourism Advisory Committee and Waterfront Task Force.
- Assisted with the implementation of Administration area office renovations.
- Implemented new physical file storage system.
- Assisted various departments with the preparation of bylaws and legal agreements.
- Implemented televising Council highlights on Shaw TV.



**Risk Management**

Coordinates the City’s response to all property and liability claims by utilizing City staff, private adjusters, legal counsel and the City’s insurers. Provides advice to all City departments on insurance requirements and agreement wording. Responsible to develop and implement policies and procedures aimed at reducing exposure to the City. The City averages approximately 15-20 claims per year.

**Risk Claims Management**

- Risk management advice to all City departments.
- Claims management.
- Insurance administration.

	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2018 Budget</b>	<b>Variance (\$)</b>	<b>Variance (%)</b>
415670 - LIABILITY INSURANCE	(12,327)	(15,150)	(15,302)	(152)	1.0%
<b>1 - Revenue Total</b>	<b>(12,327)</b>	<b>(15,150)</b>	<b>(15,302)</b>	<b>(152)</b>	<b>1.0%</b>
155670 - PUBLIC LIABILITY INSURANCE	217,224	219,861	232,200	12,339	5.6%
<b>2 - Expense Total</b>	<b>217,224</b>	<b>219,861</b>	<b>232,200</b>	<b>12,339</b>	<b>5.6%</b>

**Summary of Budget Changes from 2017 to 2018:**

- Increase in Municipal Insurance Association (MIA) insurance premium rates.

## Bylaw Enforcement

The Bylaw Enforcement Department is responsible for the investigation and enforcement of a number of regulatory bylaws. Enforcement of bylaws is complaint generated, with the exception of infractions regarding health or safety issues. The goal of Bylaw Enforcement is to gain compliance with City regulatory bylaw requirements using the following means: inform, educate, and as a last resort, enforce.

- Respond to complaints.
- Education and advice.
- Enforcement, including remedial action and prosecution.
- Parking enforcement.
- Animal control.
- Pound services.

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
220910 - BYLAW ENFORCEMENT	(32,935)	(25,600)	(28,020)	(2,420)	9.5%
220930 - BYLAW REMEDIAL ACTION	(3,571)	(2,513)	(2,526)	(13)	0.5%
<b>1 - Revenue Total</b>	<b>(36,506)</b>	<b>(28,113)</b>	<b>(30,546)</b>	<b>(2,433)</b>	<b>8.7%</b>
270910 - BYLAW ENFORCEMENT	188,148	189,493	192,301	2,808	1.5%
270930 - BYLAW REMEDIAL ACTION	4,450	5,000	5,000	-	0.0%
<b>2 - Expense Total</b>	<b>192,598</b>	<b>194,493</b>	<b>197,301</b>	<b>2,808</b>	<b>1.4%</b>
<b>327 - BYLAW ENFORCEMENT TOTAL</b>	<b>156,092</b>	<b>166,380</b>	<b>166,755</b>	<b>375</b>	<b>0.2%</b>

### Summary of Budget Changes from 2017 to 2018:

- Increase to bylaw fine revenues.
- Increase to wages and benefits.
- Reduction in fleet cost allocations.

### 2018 Goals, Objectives and Work Plan:

- Ongoing revision and improvements to regulatory bylaws.
- Gain compliance with City regulatory bylaw requirements.
- Inform, educate, and as a last resort, enforce City regulatory bylaw.

### 2017 Highlights:

- Managed 750 new files as of October 31<sup>st</sup>.
- Administered the City's downtown parking enforcement contract with Robbins Parking.
- Adopted Community Standards Procedure Bylaw regarding acceptable behavior in City facilities.
- Traffic & Highway Update (more than 14 recommendations to Transportation Dept.).
- Adopt Vacant Building Bylaw Regulation, Camping Regulation Bylaw, new odor regulations in the Public Nuisance Bylaw, Water Wasting provision.

## Animal Control

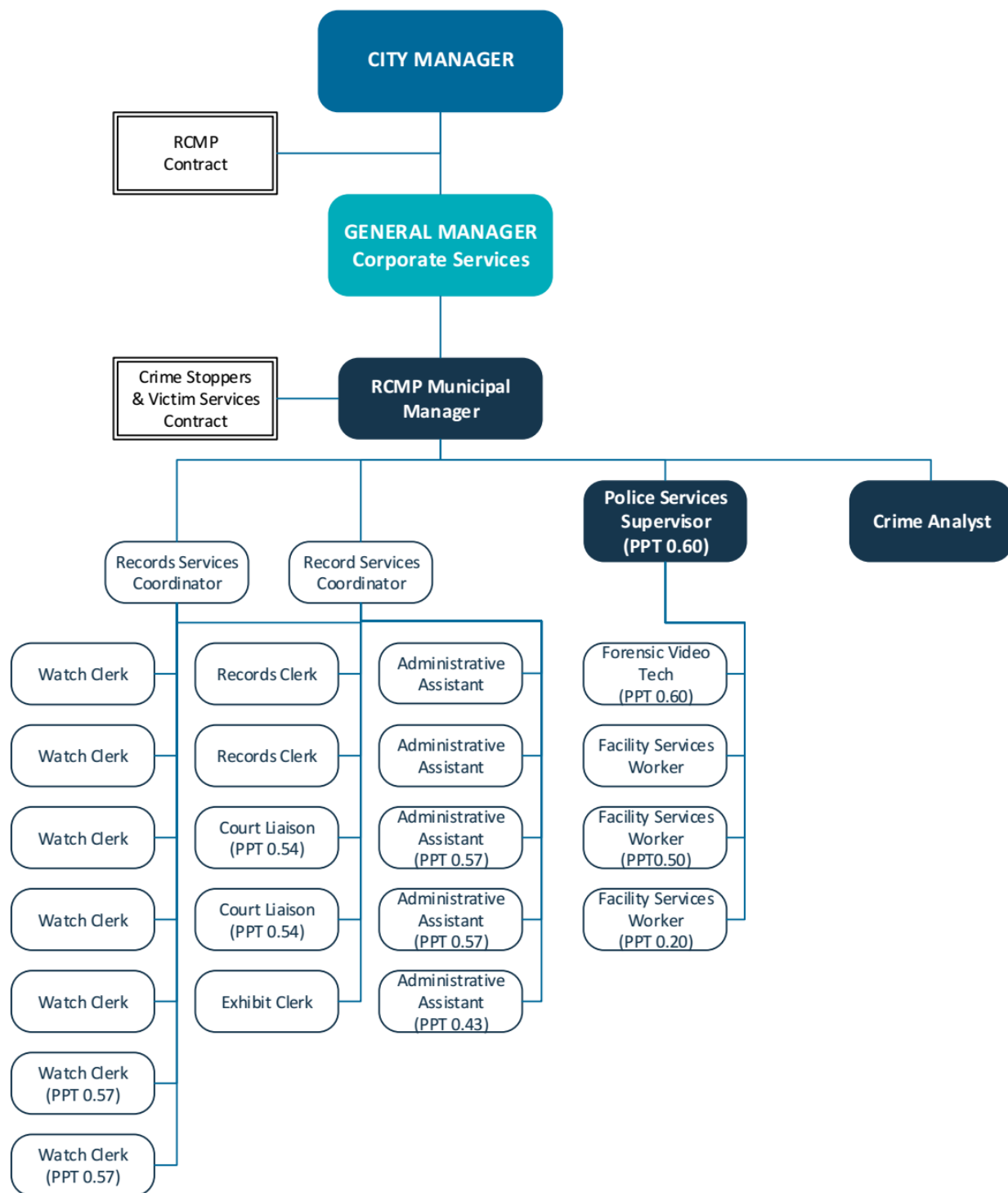
Responsible for the administration of the City's animal control and pound services contract with Coastal Animal Control Services of BC. Deals with inquiries, concerns and complaints include barking and noisy dogs, dogs running at large, unleashed dogs, impounded dogs, vicious or dangerous dogs, deceased animals on City roads. Over 2,000 licenses were processed.

	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Variance</b>	<b>Variance</b>
	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>(\$)</b>	<b>(%)</b>
220430 - ANIMAL CONTROL	(91,291)	(92,750)	(92,750)	-	0.0%
<b>1 - Revenue Total</b>	<b>(91,291)</b>	<b>(92,750)</b>	<b>(92,750)</b>	-	<b>0.0%</b>
280430 - ANIMAL CONTROL	178,217	186,504	187,448	944	0.5%
280439 - ANIMAL CONTROL RECOVERIES	7,108	7,108	7,250	142	2.0%
<b>2 - Expense Total</b>	<b>185,325</b>	<b>193,612</b>	<b>194,698</b>	<b>1,086</b>	<b>0.6%</b>
<b>328 - ANIMAL CONTROL TOTAL</b>	<b>94,034</b>	<b>100,862</b>	<b>101,948</b>	<b>1,086</b>	<b>1.1%</b>

### Summary of Budget Changes from 2017 to 2018:

- Increase in insurance costs.

# RCMP SEGMENT



## RCMP Segment Budget Summary

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
Fees & Charges	(62,202)	(62,612)	(70,593)	(7,981)	12.7%
Other Revenue	(330,573)	(708,151)	(666,150)	42,000	-5.9%
Sales of Goods & Services	(23,878)	(24,500)	(28,000)	(3,500)	14.3%
<b>1 - Revenue Total</b>	<b>(416,654)</b>	<b>(795,263)</b>	<b>(764,743)</b>	<b>30,519</b>	<b>-3.8%</b>
Wages & Benefits	1,438,964	1,722,377	1,763,880	41,503	2.4%
Contracted Services	7,490,859	7,529,715	7,730,061	200,346	2.7%
Insurance	12,486	13,747	12,500	(1,247)	-9.1%
Utilities	51,008	56,025	57,720	1,695	3.0%
Other Operating Expenses	52,637	113,600	115,007	1,407	1.2%
<b>2 - Expense Total</b>	<b>9,045,954</b>	<b>9,435,464</b>	<b>9,679,167</b>	<b>243,703</b>	<b>2.6%</b>
<b>RCMP Total</b>	<b>8,629,301</b>	<b>8,640,202</b>	<b>8,914,424</b>	<b>274,222</b>	<b>3.2%</b>

2018 Variance	Amount
Decrease in SCIF (traffic fine sharing) revenue	\$42,000
Increase in RCMP service fees (information requests/fingerprinting)	(11,481)
Increase in wages & benefits	41,503
Increase in RCMP contract	200,346
Decrease in insurance	(1,247)
Increase in utilities	1,695
Increase in other expenses	1,407
<b>OVERALL SEGMENT VARIANCE</b>	<b>\$274,222</b>
<b>VARIANCE %</b>	<b>3.2%</b>

## RCMP

The City funds 41 RCMP Members in the Campbell River Detachment. The RCMP, through policing and protective services initiatives, address crimes related to substance abuse, property and traffic law enforcement, as well as crime reduction strategies. The annual file count for 2016 was 15,487. As at Q2 of 2017, the file count was 7,003 and trending to be lower than 2016 numbers. The monthly file count chart shows a breakdown in file counts per month with peaks in files over the summer months as well as the December holiday season.

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
323621 - STRATEGIC COMM. INVEST FUND	-	(422,000)	(380,000)	42,000	-10.0%
<b>1 - Revenue Total</b>	-	<b>(422,000)</b>	<b>(380,000)</b>	<b>42,000</b>	<b>-10.0%</b>
215275 - POLICE OPS SUPPORT	-	10,500	10,500	-	0.0%
215285 - POLICE PROTECTION	7,258,824	7,111,004	7,311,411	200,407	2.8%
<b>2 - Expense Total</b>	<b>7,258,824</b>	<b>7,121,504</b>	<b>7,321,911</b>	<b>200,407</b>	<b>2.8%</b>
<b>320 - RCMP TOTAL</b>	<b>7,258,824</b>	<b>6,699,504</b>	<b>6,941,911</b>	<b>242,407</b>	<b>3.6%</b>

#### Summary of Budget Changes from 2017 to 2018:

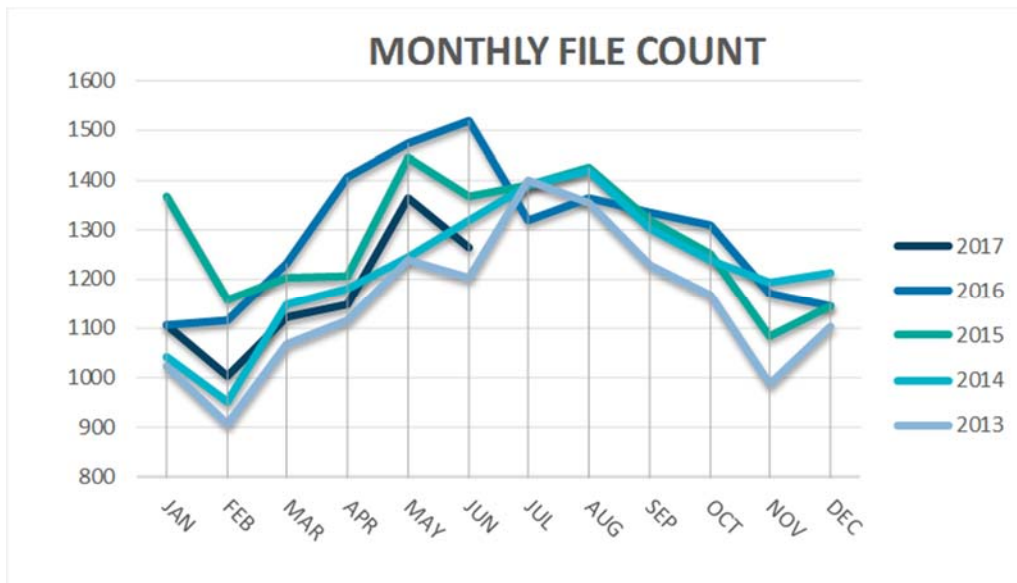
- Decrease in SCIF traffic fine revenue sharing with the Province.
- Annual RCMP contract fee increase based on 41 member agreement with City.

#### 2018 Goals, Objectives and Work Plan:

- Police/Community Relations: The RCMP is committed to continue to be active within the community by participating in as many events as possible.
- Road Safety: The RCMP is committed to making our roads safer by focusing on distracted driving as well as impaired driving throughout Campbell River.
- Aboriginal Policing: The RCMP has the objective to contribute to safer and healthier First Nation Communities. This will be achieved through both proactive enforcement as well as cultural sensitivity training.
- Crime Reduction: The RCMP will continue to focus on crime reduction strategies specifically targeting in the downtown core of Campbell River. The RCMP will try to decrease the effects of alcohol abuse in this area by decreasing the number of incidents of Cause Disturbance/ Drunk in a Public Place. This will be achieved through a number of initiatives including foot and bike patrols.
- Drug Enforcement: The RCMP is committed to combatting the negative effects of alcohol/drug use within the community. This will be achieved by teaching DARE to all Grade 6-7 students. In addition, police are committed to targeting those individuals within the community who sell drugs.

**2017 Highlights:**

- Supported annual First Nations Elders Gathering and annual Tribal Canoe Journeys.
- The annual file count for 2016 was 15,487. As at Q2 of 2017, the file count was 7,003 and trending to be lower than 2016 numbers.
- The monthly file count chart shows a breakdown in file counts per month with peaks in files over the summer months as well as the December holiday season.





## Police Protection

The Police Services Department provides services to the RCMP, supporting their administrative and operational needs to provide effective police services to the citizens of Campbell River. The department also provides and maintains jail and lock-up facilities for the care and keeping of Municipal, Provincial, and Federal prisoners, inclusive of custodial services, as well as supporting their custodial and overall building maintenance needs.

Quality customer service is provided to the citizens of Campbell River and community partners in relation to general inquiries, Police Information Checks, requests for information, and other general administrative services, as well as policing and victim support programs such as Victim Services, Restorative Justice, and Crime Stoppers.

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
225285 - POLICE PROTECTION	(356,680)	(313,150)	(324,150)	(11,000)	3.5%
<b>1 - Revenue Total</b>	<b>(356,680)</b>	<b>(313,150)</b>	<b>(324,150)</b>	<b>(11,000)</b>	<b>3.5%</b>
210115 - POLICE PROTECT ADMIN	1,185,293	1,408,495	1,443,927	35,432	2.5%
211605 - COMMUNITY POLICING	92,901	108,604	110,785	2,181	2.0%
215296 - POLICE BLDG OP	221,263	286,050	289,936	3,886	1.4%
215345 - PRISONER DETENTION & CUSTODY	225,496	408,650	408,650	-	0.0%
<b>2 - Expense Total</b>	<b>1,724,954</b>	<b>2,211,798</b>	<b>2,253,298</b>	<b>41,500</b>	<b>1.9%</b>

### Summary of Budget Changes from 2017 to 2018:

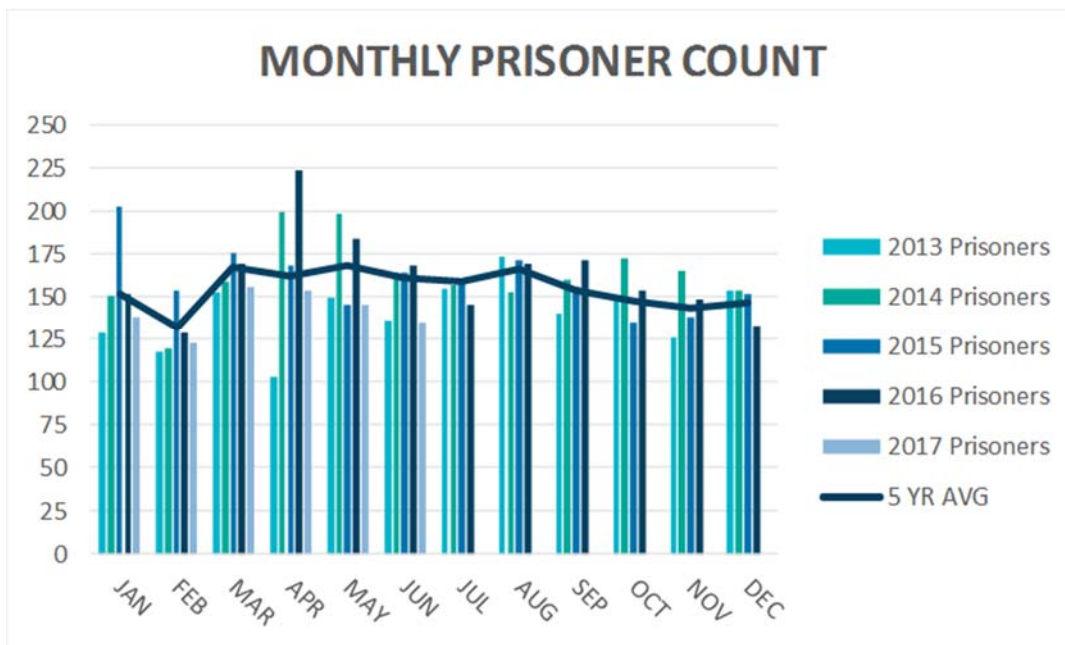
- Increase budget for fingerprinting in information request revenues.
- Increase to labour and benefits.

### 2018 Goals, Objectives and Work Plan:

- Provide administrative operational support to the RCMP.
- Provide customer service support to the citizens with general inquiries, requests for information, and other general administrative services.

### 2017 Highlights:

- The annual prisoner count for 2016 was 1,952. As at Q2 of 2017, the prisoner count was 852 and trending to be less than 2016 numbers.
- The ratio of prisoners is 86.3% municipal, 13.3% provincial, and 0.4% federal.
- The City recovered \$148,052 from the provincial Keep of Prisoners program in 2016 for the keep of provincial prisoners in the Campbell River lock-up facility. Revenues as at Q2 of 2017 were \$82,222 and are expected to be at or slightly above budget by year end.
- As at Q2 of 2017, 1,211 cells had been cleaned by City facility services staff representing approximately 200 hours of staff time.



## Victim Services

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
258205 - CONTRACT FEES	(59,973)	(60,112)	(60,593)	(481)	0.8%
<b>1 - Revenue Total</b>	<b>(59,973)</b>	<b>(60,112)</b>	<b>(60,593)</b>	<b>(481)</b>	<b>0.8%</b>
568205 - VICTIM SERVICES	62,176	102,162	103,958	1,796	1.8%
<b>2 - Expense Total</b>	<b>62,176</b>	<b>102,162</b>	<b>103,958</b>	<b>1,796</b>	<b>1.8%</b>
<b>356 - VICTIM SERVICES TOTAL</b>	<b>2,203</b>	<b>42,050</b>	<b>43,365</b>	<b>1,315</b>	<b>3.1%</b>

## Summary of Budget Changes from 2017 to 2018:

- Increase to wages and benefits.

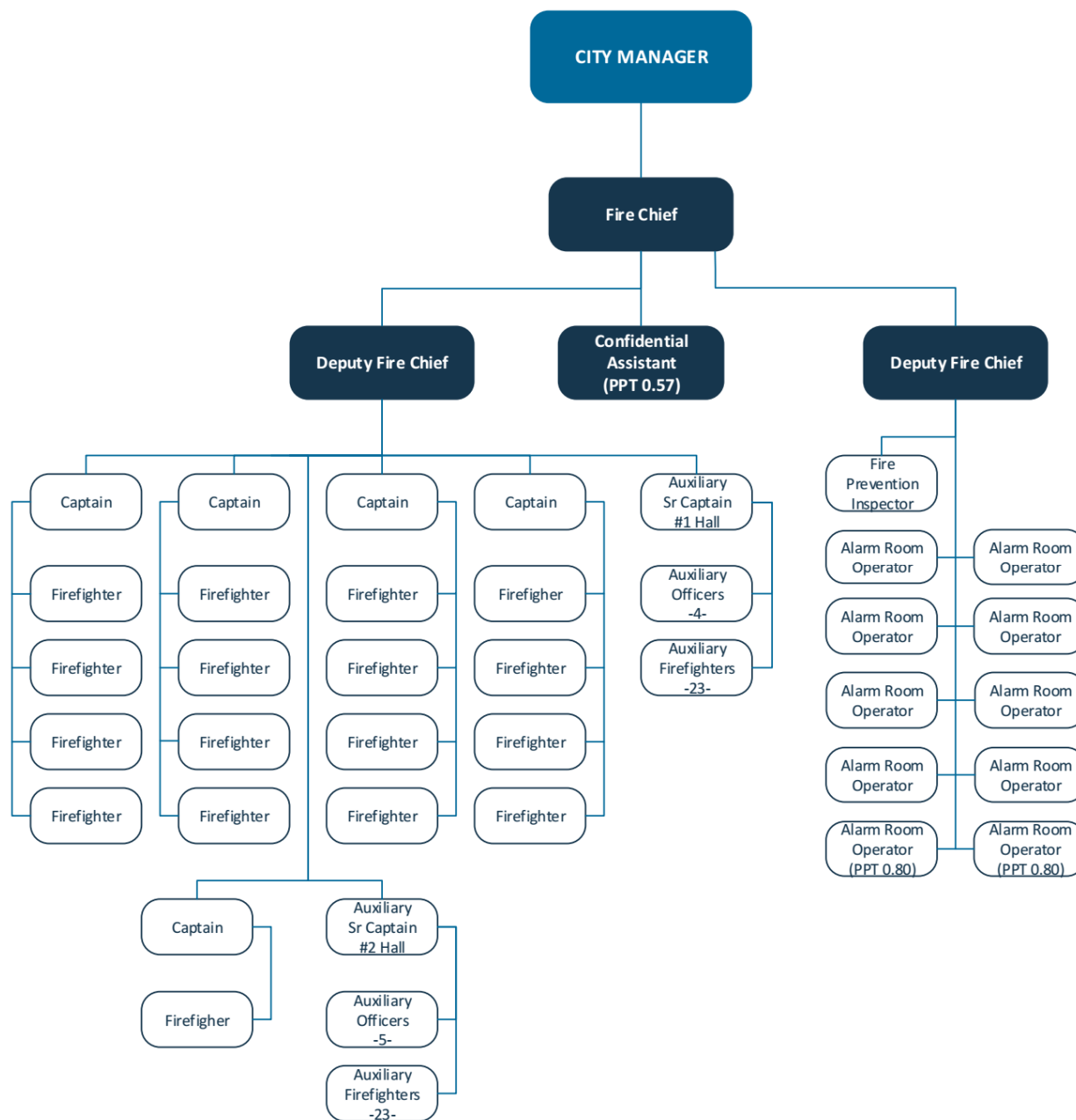
## 2018 Goals, Objectives and Work Plan:

- Provide crisis intervention and immediate and follow-up assistance to victims and witnesses of crime and trauma.

## 2017 Highlights:

- Provided continued support and assistance to victims and witnesses of crime and trauma.

# FIRE SEGMENT



## Fire Segment Budget Summary

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
Fees & Charges	(1,262,208)	(1,724,300)	(1,765,400)	(41,100)	2.4%
Other Revenue	(28,223)	(15,067)	(15,268)	(201)	1.3%
<b>1 - Revenue Total</b>	<b>(1,290,431)</b>	<b>(1,739,367)</b>	<b>(1,780,668)</b>	<b>(41,301)</b>	<b>2.4%</b>
Wages & Benefits	4,427,123	4,967,442	5,193,121	225,679	4.5%
Contracted Services	85,554	250,697	250,697	-	0.0%
Insurance	18,598	33,835	36,400	2,565	7.6%
Utilities	16,714	17,400	17,406	6	0.0%
Other Operating Expenses	373,602	547,770	551,290	3,520	0.6%
<b>2 - Expense Total</b>	<b>4,921,592</b>	<b>5,817,144</b>	<b>6,048,914</b>	<b>231,770</b>	<b>4.0%</b>
<b>FIRE Total</b>	<b>3,631,161</b>	<b>4,077,777</b>	<b>4,268,246</b>	<b>190,469</b>	<b>4.7%</b>

2018 Variance	Amount
Increase in E911 fixed contract revenue	\$ (31,000)
Increase in Fire revenue for services rendered to SRD and First Nations	(10,301)
Increase for wages & benefits	225,679
Increase for Insurance	2,565
Increase for utilities	6
Other	3,520
<b>OVERALL SEGMENT VARIANCE</b>	<b>\$190,469</b>
<b>VARIANCE %</b>	<b>4.7%</b>

## Fire Protection

The Campbell River Fire department delivers quality efficient services that promote a safe and vibrant community. These services are delivered to the citizens of Campbell River, including three First Nation communities and the area of the Strathcona Regional District south of Campbell River to Oyster Bay.

Services provided:

- Fire Suppression, Emergency Management, Vehicle Extrication, Hazardous Material Response, Environmental Protection, Pre-Hospital Emergency Medical Care, Confined Space Rescue, Technical High Angle Rope Rescue, Structural Collapse Rescue and Shore-based Swift Water Rescue.
- Fire Inspections & Code Enforcement.
- Public Fire & Life Safety Education.
- Enforcement of Fire Services Bylaw 2612, Clean Air Bylaw 3293, and Fireworks Regulation Bylaw 3297.
- Fire Protection Services are maintained 24 hours a day and are currently handled by 22 Career Firefighters, 55 Auxiliary Firefighters and 1 Fire Prevention Officer.

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
223285 - FIRE PROTECTION	(124,008)	(523,367)	(533,668)	(10,301)	2.0%
<b>1 - Revenue Total</b>	<b>(124,008)</b>	<b>(523,367)</b>	<b>(533,668)</b>	<b>(10,301)</b>	<b>2.0%</b>
220115 - FIRE PROTECT ADMIN	455,751	476,827	488,048	11,221	2.4%
221515 - FIRE COMM & DISPATCH	187,422	192,436	192,451	15	0.0%
223215 - FIRE TRAINING FACILITY	2,588	3,600	3,606	6	0.2%
223285 - FIRE PROTECTION & SUPPRESSION	2,670,340	3,143,335	3,339,291	195,956	6.2%
223295 - FIRE FIGHTING EQUIPMENT	83,061	86,000	84,000	(2,000)	-2.3%
223315 - FIRE TECHNICAL SERVICES	62,376	239,606	245,065	5,459	2.3%
223375 - FIRE FLEET & EQUIP	43,378	196,762	199,434	2,672	1.4%
223975 - FIRE INVESTIGATION/PREVENTION	134,344	148,242	148,119	(123)	-0.1%
229990 - FIRE W&B ALLOCATION	192,423	192,423	196,271	3,848	2.0%
<b>2 - Expense Total</b>	<b>3,831,683</b>	<b>4,679,232</b>	<b>4,896,285</b>	<b>217,053</b>	<b>4.6%</b>
<b>322 - FIRE PROTECTION TOTAL</b>	<b>3,707,675</b>	<b>4,155,865</b>	<b>4,362,617</b>	<b>206,752</b>	<b>5.0%</b>

### Summary of Budget Changes from 2017 to 2018:

- Increase to service contract revenues.
- Increase to wages and benefits.

### 2018 Goals, Objectives and Work Plan:

- Continue to address strategic issues identified in the Fire Services Review.
- Continue process for relocation of No. 1 Fire Station.
- Complete annual training of auxiliary recruits for certification to NFPA 1001 Firefighter Level II by June 2018.

- Update Fire Services Bylaw.
- Take Delivery of new fire engine in Q3 2018 .
- Collaborate with Fleet Services to replace 38-year-old Brush Truck with smaller multi-purpose brush truck in Q1 2018.

### 2017 Highlights:

- RFP award for new fire engine issued in Q1.
- 7 auxiliary firefighters completed certification to NFPA 1001 Firefighter Level II.
- 7 new auxiliary members recruited for training.
- Weekday staffing of No. 2 Station was implemented.
- 1993 Ladder truck refurbish complete.
- Proposed No. 1 Station site studies completed for 580 Dogwood St.
- Increase in diversity of fire service personnel with first career female firefighter and increase in ranks to four female auxiliary firefighters.
- Cost share with Comox Valley Regional District for breathing apparatus test equipment, total cost \$12,000.





## E-911

Campbell River Fire department continues to deliver effective and efficient fire dispatch services to seven Regional Districts (61 Fire Departments) throughout the North Island, Powell River region and Peace River region. The City has provided fire dispatch service since 1995 through a contract with the North Island 9-1-1 Corporation (NI 911).

Services provided include:

- The delivery of Emergency Fire Dispatch operations to 61 Fire departments including 7 Regional Districts through a cost sharing agreement with the North Island 911 Corporation.
- After-hours call taking & callout of City Operations Division.
- Fire Dispatch operations are maintained 24 hours a day with a total of 10 staff.

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
222500 - E-911	(1,166,423)	(1,216,000)	(1,247,000)	(31,000)	2.5%
<b>1 - Revenue Total</b>	<b>(1,166,423)</b>	<b>(1,216,000)</b>	<b>(1,247,000)</b>	<b>(31,000)</b>	<b>2.5%</b>
230115 - E-911 ADMIN	129,349	143,068	146,136	3,068	2.1%
231515 - E911 COMM & DISPATCH	943,626	970,344	977,682	7,338	0.8%
233315 - E-911 FIRE TECH SVCS	16,934	24,500	28,811	4,311	17.6%
<b>2 - Expense Total</b>	<b>1,089,909</b>	<b>1,137,912</b>	<b>1,152,629</b>	<b>14,717</b>	<b>1.3%</b>
<b>323 - E-911 TOTAL</b>	<b>(76,514)</b>	<b>(78,088)</b>	<b>(94,371)</b>	<b>(16,283)</b>	<b>20.9%</b>

### Summary of Budget Changes from 2017 to 2018:

- E-911 dispatch service fixed contract with NI-911 Corporation revenue increase including addition of Peace River Regional District.
- Increase to wages and benefits.

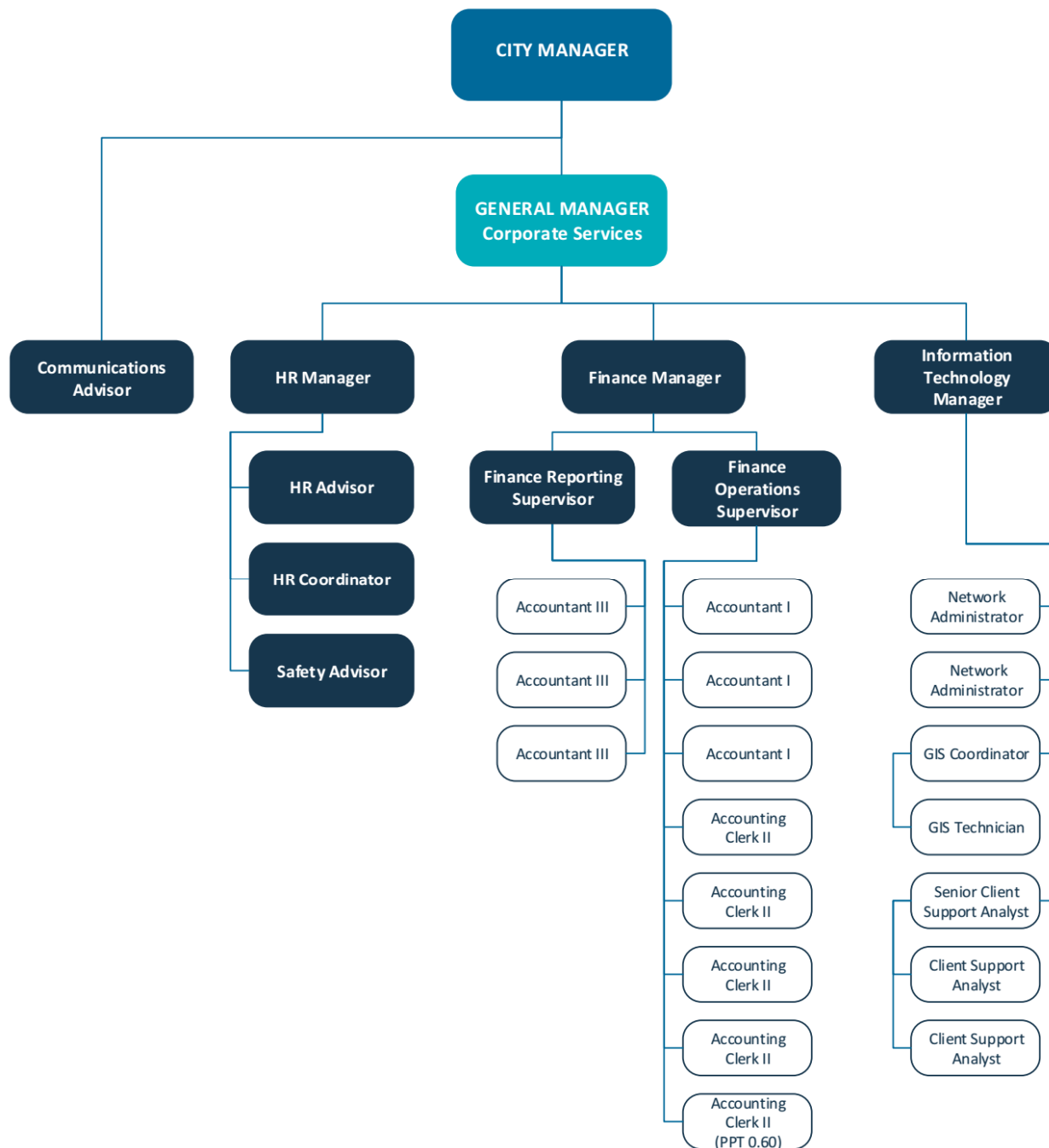
### 2018 Goals, Objectives and Work Plan:

- The dispatch of an estimated 14,000 fire and medical emergency incidents to fire departments within the North Island 9-1-1 Corporation Service area.
- Continued compliance with National Fire Protection Association (NFPA) Standard 1221 - Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems, as well as, NFPA Standard 1061 - Professional Qualifications for Public Safety Telecommunications Personnel.
- Expansion of the service delivery area.
- Complete Hazard, Risk, & Vulnerability Assessment on Fire Dispatch Primary and Back Up Center locations.

### 2017 Highlights:

- Increased fiscal efficiency using existing staffing model.
- Increased redundancy and business continuity built into operations.
- Addition of the Peace River Regional District (11 Fire Departments) for Fire Dispatch Services.
- Two new fire dispatchers hired to replace staff movements.
- New manager of Fire Dispatch appointed.
- Fire Dispatch Center handled 12,000 incidents.

# CORPORATE SERVICES SEGMENT



## Corporate Services Segment Budget Summary

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
Fees & Charges	(120,425)	(107,220)	-	107,220	-100.0%
Other Revenue	(3,780)	(9,580)	(9,580)	-	0.0%
<b>1 - Revenue Total</b>	<b>(124,205)</b>	<b>(116,800)</b>	<b>(9,580)</b>	<b>107,220</b>	<b>-91.8%</b>
Wages & Benefits	2,512,904	2,607,347	2,654,735	47,388	1.8%
Contracted Services	139,240	149,500	143,500	(6,000)	-4.0%
Utilities	49,501	57,220	57,220	-	0.0%
Other Operating Expenses	580,796	609,628	605,628	(4,000)	-0.7%
<b>2 - Expense Total</b>	<b>3,282,442</b>	<b>3,423,695</b>	<b>3,461,083</b>	<b>37,388</b>	<b>1.1%</b>
<b>CORPORATE SERVICES Total</b>	<b>3,158,237</b>	<b>3,306,895</b>	<b>3,451,503</b>	<b>144,608</b>	<b>4.4%</b>

2018 Variance	Amount
Decrease in IT SRD service contract	\$107,220
Increase to labour and benefits	47,388
Decrease in software costs due to retirement of CLASS system	(10,000)
<b>OVERALL SEGMENT VARIANCE</b>	<b>\$144,608</b>
<b>VARIANCE %</b>	<b>4.4%</b>

**GM Corporate Services**

Oversight of the Corporate Services division and member of the senior management team.

	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2018 Budget</b>	<b>Variance (\$)</b>	<b>Variance (%)</b>
113500 - GM CORP SVCS	179,365	196,004	202,812	6,808	3.5%
<b>2 - Expense Total</b>	<b>179,365</b>	<b>196,004</b>	<b>202,812</b>	<b>6,808</b>	<b>3.5%</b>
<b>300 - GM CORPORATE SERVICES TOTAL</b>	<b>179,365</b>	<b>196,004</b>	<b>202,812</b>	<b>6,808</b>	<b>3.5%</b>

**Summary of Budget Changes from 2017 to 2018:**

- Increase in wages and benefits.

**Communications**

This department is responsible for corporate communications initiatives, including news releases, website and social media postings, advertising, citizen surveys, branding and in-house training to ensure that clear, consistent and complete information is distributed through multiple channels. The goal: to share information about City programs, events and initiatives as well as the local government decision-making process with employees and community members – and to encourage valuable feedback to improve City services.

	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2018 Budget</b>	<b>Variance (\$)</b>	<b>Variance (%)</b>
111514 - COMMUNICATIONS	148,684	146,350	148,490	2,140	1.5%
<b>2 - Expense Total</b>	<b>148,684</b>	<b>146,350</b>	<b>148,490</b>	<b>2,140</b>	<b>1.5%</b>
<b>111 - COMMUNICATIONS TOTAL</b>	<b>148,684</b>	<b>146,350</b>	<b>148,490</b>	<b>2,140</b>	<b>1.5%</b>

**Summary of Budget Changes from 2017 to 2018:**

- Increase in wages and benefits.

**2018 Goals, Objectives and Work Plan:**

- Continued development to lunch City scorecard to track service levels.
- On-screen and on-hold messages.
- Review and update advertising policy.

**2017 Highlights:**

- Award of Distinction for *At Your Service* employee video.
- Development of City Scorecard to track service levels.
- Phase one drone footage of community features.

## Human Resources

The Human Resources department provides professional services in order to attract, retain, support, and develop City employees so that they can serve the public in a way that earns the trust, respect and confidence of our community. Key Human Resource services include workforce planning; recruitment and retention; labour and employee relations; compensation and benefits administration; health and safety; ability management; learning and development; policy development; records management; and organizational relationships.

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
140115 - HUMAN RESOURCES	438,732	448,340	457,870	9,530	2.1%
143085 - EMPLOYEE PROGRAMS	28,628	53,000	53,000	-	0.0%
146430 - SAFETY	2,858	6,500	6,500	-	0.0%
148110 - LABOUR RELATIONS	126,915	93,500	93,380	(120)	-0.1%
<b>2 - Expense Total</b>	<b>597,133</b>	<b>601,340</b>	<b>610,750</b>	<b>9,410</b>	<b>1.6%</b>

### Summary of Budget Changes from 2017 to 2018:

- Increase in wages and benefits.

### 2018 Goals, Objectives and Work Plan:

- Focus on strategic human resource management, including organizational development, talent management and workplace analytics.
- Collaborate actively with all departments to optimize organizational structure and performance.
- Continue to enhance workplace health & safety program, utilizing Certification of Recognition (COR) framework.
- Implementation of modernized exempt job evaluation system.
- Review of employee benefits plan.
- Successfully negotiated renewal of IAFF collective agreement (expired Dec. 31, 2015).
- Prepare for CUPE bargaining (current agreement expires Dec 31, 2018).

### 2017 Highlights:

- Strategic role in organizational analysis project.
- Initiative undertaken to update exempt job evaluation system.
- Talent management: There have been 66 vacancies at the end of Q3 2017 compared with 69 for 2016. Ongoing focus on staff development has resulted in 53% of positions filled internally.
- Staff turnover is 6% and we have welcomed 21 new people to the City's permanent staff complement at the end of Q3.
- Continued emphasis on building positive labour relations has been successful in grievance reduction and more collaborative working relationships.
- WorkSafe BC assessment rates show a reduction in premiums from \$1.69 to \$1.66 per \$100 of assessable payroll for 2017. Positive health and safety performance for the period 2013 – 2015 has enabled the City to achieve a discount of 18.1% on our assessed rates as compared to the base rate charge for the Local Government sub-class.

## Finance Department

The Finance department is responsible for all matters of financial administration for the City of Campbell River. The department delivers services to both the public and all 50 City departments. The department oversees an average of \$100 million annual budget. A key function of the department is regular financial reporting, which aids in decision making and managing the City's finances according to budget; financial reporting generated from the department includes monthly reporting to management, quarterly reporting to Council, and annual reporting to statutory authorities. Annual reporting includes preparing the audited financial statements and the Ministry required Local Government Data Entry (LGDE) forms, as well as the Statement of Financial Information (SOFI) which reports suppliers paid over \$25,000 in the year from the City and Council and employee wages and employment expenses.

The department manages approximately 20 grant files each year for funds received from external organizations, including monitoring federal and provincial grants for all City departments to maximize grant funding opportunities for the City. Finance also manages the treasury function of the City which includes reserve, debt and investment funds. Tangible Capital Asset ledger maintenance is under the responsibility of finance.

The department manages payroll for three pay groups: Exempt, CUPE and IAFF. The City is the tax collector for many other governments such as the Regional District, School and Hospital resulting in 15,000 tax notices prepared, mailed and payments collected each year. The department administers the provincial tax deferral program and provincial Home Owner Grant (HOG) programs. Customers served at the Finance front counter average 150-200 per week, and up to 1,500-2,000 per week during tax time in May and June. 2,000 utility bills for metered customers are prepared, processed and delivered annually. The City issues and collects approximately 2000 general receivable invoices annually, and processes approximately 10,000 accounts payable annually.

The core services provided by the department are:

- Financial planning and budgeting
- Financial reporting
- Investment management
- Debt management
- Reserve management
- Grant management
- Management of tangible capital assets
- Property taxes levy and collection
- Utility billing
- Accounts receivable
- Accounts payable
- Payroll

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
123185 - EXTERNAL AUDIT	49,425	50,500	50,600	100	0.2%
123255 - FINANCE ADMIN	1,192,536	1,255,893	1,274,951	19,058	1.5%
<b>2 - Expense Total</b>	<b>1,241,961</b>	<b>1,306,393</b>	<b>1,325,551</b>	<b>19,158</b>	<b>1.5%</b>
<b>212 - FINANCE TOTAL</b>	<b>1,241,961</b>	<b>1,306,393</b>	<b>1,325,551</b>	<b>19,158</b>	<b>1.5%</b>



**Summary of Budget Changes from 2017 to 2018:**

- Increase in wages and benefits.

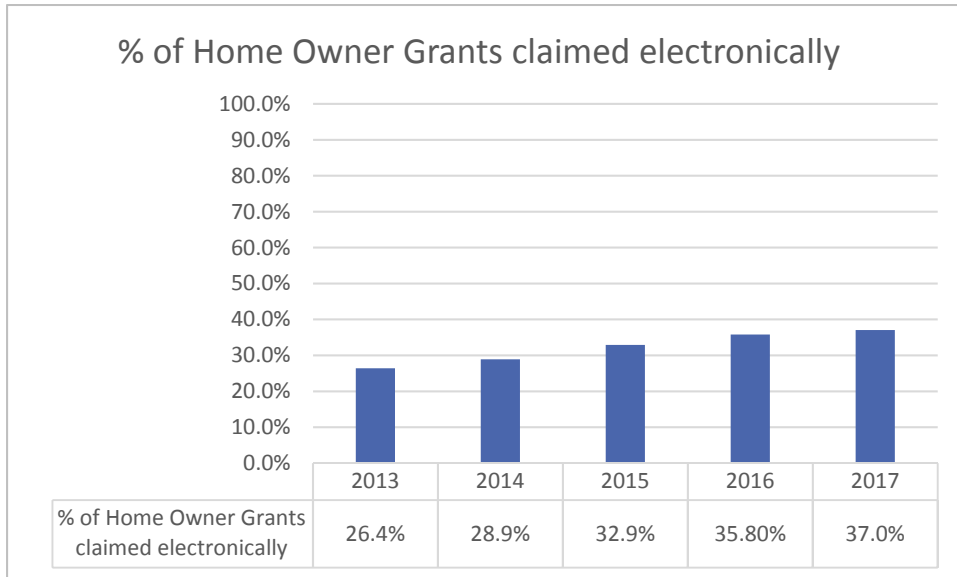
**2018 Goals, Objectives and Work Plan:**

- Obtain the Government Finance Officers Association (GFOA) of Canada and United States Distinguished Budget Presentation Award for the 2018 budget.
- Work with other departments on user fee reviews including development services, DCCs, and parks and recreation.
- Develop a user fee framework policy for ongoing user fee reviews as part of a sustainable revenue strategy.
- Review the existing investment policy to ensure that it follows the City's long-term financial stability and resiliency program.
- Develop a comprehensive grant policy to provide clarity and direction on grants provided to external organizations.
- Improve and streamline the Finance section of the external and internal City websites to enhance accessibility of pertinent information for users.
- Complete a restructure of the income statement general ledger accounts to streamline departmental budgets and improve financial reporting.
- Continue work with departments to start implementation of asset management activities including data review, asset inventory, condition assessments, and policy development.
- Actively participate and assist with the new key performance indicator and performance measurement reporting model for the City.

**2017 Highlights:**

- The 2017 budget was awarded the Government Finance Officers Association (GFOA) of Canada and United States Distinguished Budget Presentation Award which is the highest award in North America for governmental budgeting; this is the second year following the first year for the City in 2016.
- Continued to streamline the budget process for the 10-year Financial Planning with a goal to further stabilize the City's financial position.
- Remained focused on Council's strategic priorities given the established funding parameters.
- Continued to streamline quarterly financial reporting to Council.
- Finalized the Long-term Debt policy with Council approval.
- Completed a 5 year utility rate review including water, sewer, solid waste and storm water user fees.
- Developed a comprehensive and holistic tax rate policy.
- Worked with departments to start implementation of asset management activities including data review, asset inventory, condition assessments, and policy development.

- Completed a key financial indicator review of SORP ratios on the City’s 2016 year end financial statements reviewing financial sustainability, vulnerability, and flexibility over a three year trend.
- Actively participated and assist with the new key performance indicator and performance measurement reporting model for the City.



## Information Technology

This department delivers the following services to the City and taxpayers:

- Provides strategic planning and coordination for all City of Campbell River technology initiatives.
- Keeps all network services operational so that staff can communicate internally and with residents.
- Keeps major business applications operational to meet City's business requirements.
- Keep current with new technology and implement to improve efficiency and cost-reduction.
- Supports City websites and interactive maps.

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
213900 - ADMIN FEES - IT	(124,205)	(114,300)	(7,080)	107,220	-93.8%
215900 - RECOVER WORK ORDER	-	(2,500)	(2,500)	-	0.0%
<b>1 - Revenue Total</b>	<b>(124,205)</b>	<b>(116,800)</b>	<b>(9,580)</b>	<b>107,220</b>	<b>-91.8%</b>
130115 - IT ADMIN	433,980	454,458	453,038	(1,420)	-0.3%
130820 - BUSINESS APPLICATIONS	8,499	8,000	8,000	-	0.0%
133560 - GIS SUPPORT	167,987	177,950	184,036	6,086	3.4%
134700 - NETWORK SUPPORT	504,834	532,539	527,746	(4,793)	-0.9%
135900 - RECOVER WORK ORDER	-	660	660	-	0.0%
<b>2 - Expense Total</b>	<b>1,115,300</b>	<b>1,173,608</b>	<b>1,173,480</b>	<b>(128)</b>	<b>0.0%</b>
<b>213 - INFORMATION TECHNOLOGY TOTAL</b>	<b>991,095</b>	<b>1,056,808</b>	<b>1,163,900</b>	<b>107,092</b>	<b>10.1%</b>

### Summary of Budget Changes from 2017 to 2018:

- Reduction in revenues with end of SRD services contract.
- Reallocation of expenses to support Municipal Broadband Network.
- Increase in wages and benefits.
- \$10,000 decrease for retirement of CLASS software.

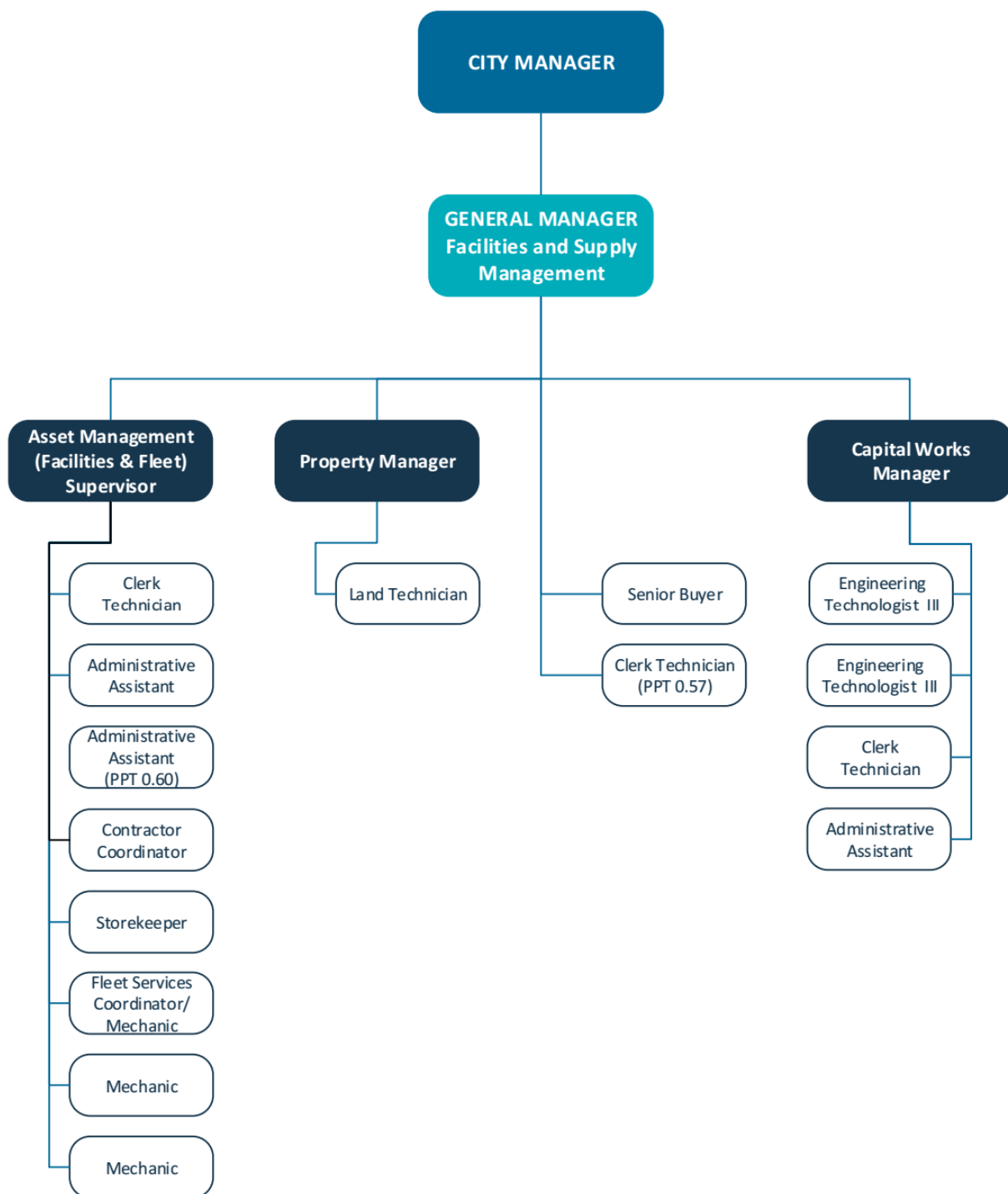
### 2018 Goals, Objectives and Work Plan:

- Extend desktop virtualization.
- Replace Citrix remote desktop
- Support new Records Management System
- Upgrade Staffweb intranet platform
- Create 3D water model interactive web map of downtown core area.
- Expand Access to Internet Mapping and Services (ie Public Art Installations webmap)
- Develop Additional Data Collection Applications
- Acquisition of 2018 airphotos (10cm for entire municipal boundary)
- Develop UAV data management plan
- Create Request for Proposal for Infrastructure Management System
- Continue Vadim and Tempest major software upgrades.
- Implement Phase Two of the Municipal Broadband Network.

**2017 Highlights:**

- Completed Marketing Plan and Phase One implementation of Municipal Broadband Network - *CR advantage*.
- Continued to support the Strathcona Regional District I.T. cost sharing agreement until end of Q4.
- Implemented network security audit recommendations.
- Expanded city's public WIFI at city facilities and public areas in the downtown core.
- Implemented new enhanced network firewall
- Implemented new SIP/VOIP phone system at Dogwood Operations Centre
- Transitioned to new Network Service Provider
- Implemented Perfect Mind recreation software
- Implemented Vadim finance software upgrades.
- Created draft Disaster Recovery Plan
- Increased the number of public facing webmaps and added more layers of data (information) to existing webmaps to meet increased requests for information. (ie Development Application Permits, Sewer webmap for internal use, John Hart UAV Imagery map)
- Increased the number of data collection apps – sidewalk maintenance, streetlight maintenance, catchbasin maintenance, bus stop weed eating, signs maintenance, graffiti identification and clean up.
- Updated Airphoto History webmap.
- Created a Park Finder and Firearms boundary webmap.
- Acquisition of 2016 airphotos (10cm urban containment boundary and 30cm for municipal boundary).
- Acquisition of data acquired by UAV for analysis (Norm Wood Line of Sight analysis)
- Increased our GIS Infrastructure from a single server to two servers to support growing needs and increase data.
- Implemented catalogue to allow public download of GIS base data (parcels and road).

## FACILITIES & SUPPLY MANAGEMENT SEGMENT



## Facilities & Supply Management Segment Budget Summary

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
<b>FACILITIES &amp; SUPPLY MANAGEMENT</b>					
Other Revenue	(348,316)	(382,106)	(381,355)	751	-0.2%
<b>1 - Revenue Total</b>	<b>(348,316)</b>	<b>(382,106)</b>	<b>(381,355)</b>	<b>751</b>	<b>-0.2%</b>
Wages & Benefits	1,950,751	1,557,888	1,622,502	64,614	4.1%
Contracted Services	846,122	928,385	955,460	27,075	2.9%
Insurance	116,815	157,025	143,100	(13,925)	-8.9%
Utilities	437,524	168,633	174,041	5,408	3.2%
Other Operating Expenses	1,335,011	650,235	672,030	21,795	3.4%
<b>2 - Expense Total</b>	<b>4,686,223</b>	<b>3,462,166</b>	<b>3,567,133</b>	<b>104,967</b>	<b>3.0%</b>
<b>FACILITIES &amp; SUPPLY MANAGEMENT Total</b>	<b>4,337,907</b>	<b>3,080,060</b>	<b>3,185,778</b>	<b>105,718</b>	<b>3.4%</b>

2018 Variance	Amount
Net decrease in property lease revenue	\$751
Net increase in wages and benefits	24,614
Increase in contracted services	27,075
Decrease in ICBC Insurance	(13,925)
Increase to City Hall & Enterprise Centre facility services	40,000
Increase in utilities	5,408
Increase in other expenses (includes fleet fuel)	21,795
<b>OVERALL SEGMENT VARIANCE</b>	<b>\$105,718</b>
<b>VARIANCE %</b>	<b>3.4%</b>

## **GM Facilities & Supply Management**

Oversight of the Facilities & Supply Management division and member of the senior management team.

	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2018 Budget</b>	<b>Variance (\$)</b>	<b>Variance (%)</b>
153500 - GM FACILITIES & SUPPLY MGMT	1,784,989	200,028	205,908	5,880	2.9%
<b>2 - Expense Total</b>	<b>1,784,989</b>	<b>200,028</b>	<b>205,908</b>	<b>5,880</b>	<b>2.9%</b>
<b>400 - GM FACILITIES &amp; SUPPLY MANAGEMENT</b>	<b>1,784,989</b>	<b>200,028</b>	<b>205,908</b>	<b>5,880</b>	<b>2.9%</b>

### **Summary of Budget Changes from 2017 to 2018:**

- Increase to wages and benefits.



## Supply Management

Supply Management is an essential professional service tasked with ensuring that best value is found and that purchasing decisions are made without bias or favour. This department also manages the disposal of surplus equipment in a legally compliant, ethical and cost-effective manner. By maintaining and adhering to a strict purchasing policy and following bylaws and domestic and international trade agreements, the department ensures that purchases are accountable and maintains high standards for goods and services procured using public funds.

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
155850 - PURCHASING OPS	116,872	136,370	138,310	1,940	1.4%
<b>2 - Expense Total</b>	<b>116,872</b>	<b>136,370</b>	<b>138,310</b>	<b>1,940</b>	<b>1.4%</b>
<b>445 - SUPPLY MANAGEMENT TOTAL</b>	<b>116,872</b>	<b>136,370</b>	<b>138,310</b>	<b>1,940</b>	<b>1.4%</b>

### Summary of Budget Changes from 2017 to 2018:

- Increase in wages and benefits.

### 2018 Goals, Objectives and Work Plan:

- Update purchasing policy for Council's consideration.
- Review current corporate purchasing card program, financial banking and audit services providers.
- Centralize city-wide purchases with Stores operations to realize cost-savings and improve supply requirements.
- Centralize contract management and required vendor documentation.
- Review the purchasing process to improve approval requirements.

### 2017 Highlights:

- Reviewed project requirements with staff members to ensure purchasing procedures deliver best value to all departments.
- Conducted over 80 major competitions and acquisitions including vehicles and equipment, raw water lake intake, playground structures, numerous design and consulting service contracts, and the largest project our new water treatment building.

## Property Management

The Property Services department is responsible for the management of real estate assets and civic properties, including; city facilities, road closures, leases, purchase and sale negotiations, rights-of-way, and acquisition of and disposal of real estate. This department acts as a liaison to both internal customers and the public to provide expertise on matters affecting land. Most property transactions require:

- Extensive historical research.
- Consultation with legal counsel.
- Consultation with staff and local stakeholders.
- Consideration of the Community Charter effects and constraints.
- Consideration of the Land Titles Act effects and constraints.
- Consideration of Council Policies and Procedures effects and constraints.
- Council Reports.
- Purchase and Sale, or Land Transfer Agreements standard clauses and conditions precedent.
- Follow-up with legal counsel, staff, stakeholders, purchasers, vendors and agents.

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
211425 - ENTERPRISE LEASE	(16,158)	(16,387)	(16,387)	-	0.0%
213500 - ADMIN FEE - GENERAL	(25,283)	(16,050)	(7,645)	8,405	-52.4%
228065 - TYEE SPIT LEASES	(119,366)	(119,366)	(119,366)	-	0.0%
266210 - RENTAL HOUSING	(29,546)	(74,400)	(74,400)	-	0.0%
271575 - COMMUNITY CENTRE	(4,980)	-	(3,750)	(3,750)	100%
271895 - DISCOVERY PIER	(15,000)	(15,500)	(18,000)	(2,500)	16.1%
273500 - LIBRARY	(137,983)	(140,403)	(141,807)	(1,404)	1.0%
<b>1 - Revenue Total</b>	<b>(348,316)</b>	<b>(382,106)</b>	<b>(381,355)</b>	<b>751</b>	<b>-0.2%</b>
155210 - PROPERTY ADMIN	263,266	272,702	278,918	6,216	2.3%
<b>2 - Expense Total</b>	<b>263,266</b>	<b>272,702</b>	<b>278,918</b>	<b>6,216</b>	<b>2.3%</b>
<b>446 - PROPERTY MANAGEMENT TOTAL</b>	<b>(85,050)</b>	<b>(109,404)</b>	<b>(102,437)</b>	<b>6,967</b>	<b>-6.4%</b>

### Summary of Budget Changes from 2017 to 2018:

- Change in some property lease revenues and cancelled parking lot leases.
- Increase in wages and benefits.

**2018 Goals, Objectives and Work Plan:**

- Continue internal review of lease agreements for City-owned property.
- Continue transition of records to an electronic format to streamline department work-flow.
- Continue to identify and market surplus City properties.
- Coordinate land acquisitions in support of the Waterfront Acquisition Strategy.
- Continue to negotiate property agreements to facilitate a variety of capital projects.
- Implement the land development strategies in the Master Airport Plan.
- Involvement in Master Planning Processes, such as Nunns Creek Park or Campbell River Refresh.
- Act as a liaison to a variety of community groups with respect to project development, including Affordable Housing Initiatives.

**2017 Highlights:**

- Acquired one additional property in support of the Waterfront Acquisition Strategy.
- Disposed of three surplus properties with funds deposited into reserve accounts.
- Assisted a variety of not-for-profit groups with their land development / acquisition plans.
- Continued transitioning of records to an electronic format to streamline department work-flow.
- Continued to identify and market surplus City properties.
- Assisted with the preparation of Land Development Strategy in the Airport Master Plan.
- Negotiated and executed numerous agreements in support of a variety of capital projects.
- Implemented a variety of policies, including a Facilities and Lands Code of Conduct.



## Fleet

The Fleet department ensures that City fleet vehicle assets are operated and maintained in a safe, efficient, cost-effective and sustainable manner. The City's fleet consists of approximately 130 pieces of rolling stock (General Fleet–90, Airport–24, Fire Department–16), as well as approximately 100 additional pieces of auxiliary equipment, small engines, pumps, tow-behind equipment and small tools with a total replacement value of approximately \$15 million. The department also services and maintains the City's various back-up power systems for the Utilities and Facilities departments. The department continually explores options to seek efficiencies within the City's overall fleet requirements. The City currently operates two electric vehicles and 6 hybrids while the number of vehicles/equipment in the general equipment pool has actually decreased (91 to 90) since 2006.

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
153323 - ROADS SERVICE FLEET	4,733	14,258	14,448	190	1.3%
153376 - FLEET & EQUIP OPS	1,001,068	1,089,789	1,130,602	40,813	3.7%
306930 - SMALL TOOL MAINT.	9,879	11,352	11,352	-	0.0%
<b>2 - Expense Total</b>	<b>1,015,679</b>	<b>1,115,399</b>	<b>1,156,402</b>	<b>41,003</b>	<b>3.7%</b>
<b>447 - FLEET TOTAL</b>	<b>1,015,679</b>	<b>1,115,399</b>	<b>1,156,402</b>	<b>41,003</b>	<b>3.7%</b>

### Summary of Budget Changes from 2017 to 2018:

- Increase to wages and benefits.
- Increase to contracted services for accommodate increased number of vehicles being maintained including new airport fueling trucks.

### 2018 Goals, Objectives and Work Plan:

- Take acquisition of a number of high value replacement fleet assets including the City's new street sweeper and Airport snowblower.
- Look to establish new fleet maintenance / asset management software.
- Continue efforts to centralize management of the City's three vehicle and equipment fleets (General, Fire, Airport) seeking operational efficiencies through corporate fleet management.

### 2017 Highlights:

- Take on maintenance / capital planning of Airport and light duty Fire Fleets.
- Acquisition of several key vehicle assets including a replacement tandem axle dump truck and two new fuel dispensing trucks for the Campbell River Airport.
- Worked with the City's AIM Committee and Finance Dept. in the development of a template for a Fleet Asset Management Strategy.

## Capital Works

The Capital Works department focuses on the consistent delivery of all of the major capital projects approved for construction in the City's Long Range Capital Plan. Services provided by the department align with the phases of major project delivery, evolving from a support role early on in the project life cycle to the lead role when the project goes into design and construction, followed by support during the maintenance period. The department work effort peaks during the construction process to ensure all necessary support and controls are in place and that the project is delivered in accordance with the objectives and constraints. Department tasks can generally be described as:

- Long-range strategic planning: identifying project priorities and aligning with overall delivery schedule in coordinated effort with departmental project sponsors.
- Design development: increasingly the department is being relied upon to manage the design development process ensuring project objectives are clearly understood and translated into effective and efficient design packages.
- Development of project completion plans describing methodology to be used delivering the work. The project completion plans are then used in refining and updating budget estimates and act as a means of evaluating a project's readiness to advance.
- Financial controls: defined, implemented and managed by the department, ensuring accurate cost tracking, records management and reporting is maintained through the design and construction phases.
- Contract administration: securing and management of all contracts associated with the construction phase, including the design and contract administrators and their associated teams, the general contractors and their related subcontractors and all associated miscellaneous support contracts. For smaller projects (<\$1M), the contract administrator function has now been delivered entirely with in-house resources.
- Site inspection: continuous on-site presence during construction activities to assist in ensuring project objectives are met in an efficient manner and to provide contact and information to affected area residents and partners
- Communications: development and implementation of project communications plans ensuring all affected stakeholders are provided with timely and accurate information on project impacts and progress
- Progress reporting: accurate and timely reporting to all stakeholders within and outside the organization
- Project close-out: requires final acceptance and assurance that objectives have been achieved and all necessary reporting and external partner claims have been completed and all project record information has been received, validated and incorporated into the City's records management system.
- Maintenance period: once a project is complete and in service, the department manages the maintenance period requirements and supports the project sponsor.

- This department also provides a significant amount of support to operational departments throughout the organization; including updating and maintaining all base mapping information with project digital records. This department is also relied upon to support the procurement process with heavy reliance on reviewing contract and procurement terms for other areas of the organization to ensure compliance and best practices.

	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2018 Budget</b>	<b>Variance (\$)</b>	<b>Variance (%)</b>
151110 - CAPITAL WORKS MGMT.	148,870	171,086	172,723	1,637	1.0%
<b>2 - Expense Total</b>	<b>148,870</b>	<b>171,086</b>	<b>172,723</b>	<b>1,637</b>	<b>1.0%</b>
<b>448 - CAPITAL WORKS TOTAL</b>	<b>148,870</b>	<b>171,086</b>	<b>172,723</b>	<b>1,637</b>	<b>1.0%</b>

**Summary of Budget Changes from 2017 to 2018:**

- Increase in wages and benefits.

**2018 Goals, Objectives and Work Plan:**

- Campbell River Water Supply – complete construction of final phase (pump station and water treatment building) and prepare system for commissioning and switchover in 2018.
- Campbell River Water Supply – complete design and construction of north system improvements required to connect to new pump station and water treatment building.
- Campbell River Water Supply – design and construct required downstream improvements to water distribution system to accommodate new operating pressure.
- Complete design of Larwood-Erickson sanitary sewer main upgrades.
- Complete improvements to Ostler Park foreshore.
- Complete improvements to Big Rock Boat Ramp.
- Complete Lift Station Generators construction.
- Complete design of sanitary forcemain replacement project.
- Complete construction of Airport Fueling facility project.

**2017 Highlights:**

- Campbell River Water Supply Project – completed construction of Raw Water Lake Intake phase including deep water intake installed through micro tunnel boring machine. Completed design of new pump station and water treatment building and secured all remaining construction resources.
- Norm Wood Environmental Centre – completed Phase 2 construction with improvements to headworks screening, WAS pumping, septage receiving station, aeration piping and bio-filter roof replacement.
- Cedar Street Watermain replacement – completed construction of new watermain
- Lift Station 11 – completed construction of lift station pumping improvements and electrical upgrades.



- Sanitary System Renewal – completed construction of 1200m of sanitary mains using Cured In Place Pipe (CIPP).
- Airport Signage – completed construction of new Airport Entrance sign.
- Lift Station Generators – design process for addition of back-up generators to 6 sanitary lift stations completed.
- Robert Ostler Park – Conceptual design completed.
- Watermain Renewal – design of watermain replacement on Park Road completed.
- Maritime Heritage Centre Odor Control – construction completed for elimination of sanitary system odors at this location.



## Stores

The City's Stores operation stocks approximately 1,700 stock keeping units (SKUs) at a value of 325,000, providing goods, materials and contracted services to many City departments. This department is responsible for managing the City's internal parts and materials inventory, which are critical to the City's operations, particularly in the stocking of repair clamps, pipes, and fittings that are used in emergency repair and which are not readily available locally. The function allows the City to save costs through bulk purchasing as well as saving departmental staff time by having a centralized and focused buyer.

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
157050 - STORES	84,437	91,505	93,393	1,888	2.1%
159985 - COST ALLOCATION RECOVERIES	(32,795)	(32,795)	(33,451)	(656)	2.0%
<b>2 - Expense Total</b>	<b>51,642</b>	<b>58,710</b>	<b>59,942</b>	<b>1,232</b>	<b>2.1%</b>
<b>449 - STORES TOTAL</b>	<b>51,642</b>	<b>58,710</b>	<b>59,942</b>	<b>1,232</b>	<b>2.1%</b>

### Summary of Budget Changes from 2017 to 2018:

- Increase in wages and benefits.

### 2018 Goals, Objectives and Work Plan:

- Continue with small capital renewal program which provides for replacement and acquisition of small value operational equipment. Review stock movements in an effort to streamline stores inventory carryings and maximize available space for the function.

### 2017 Highlights:

- Implementation of small capital renewal acquisition program to replace aging small equipment pool.
- Continued disposal of end of life assets and improved organization of yard at Dogwood Operations Centre.



## Facilities

The Facilities department ensures that all staffed/public use City facilities are operated and maintained in a safe, efficient, cost-effective and sustainable manner while considering the long-term lifespan of the asset. The department manages a portfolio of 30+ mixed use office, recreational, operational, cultural and residential structures with a total replacement value of approximately \$80 million and over 300,000 sq. ft. The department also works closely to manage relationships and support external (non-profit) tenants in City owned facilities. The department also manages corporate security initiatives including the downtown security patrol and the City's networked video surveillance system.

Major City owned buildings include:

- City Hall and the Enterprise Centre.
- Dogwood Operations Centre.
- Fire Halls No. 1 & 2.
- RCMP Building.
- Heritage Buildings including Sybil Andrews Cottage, Haig Brown House, the Big House Pavilion and others.
- Centennial Building (Art Gallery, Visitor Info Centre).
- Community Centre, Sportsplex and Centennial Pool.
- Discovery Pier and the Maritime Heritage Centre.
- Cultural buildings including the Tidemark Theatre, Museum and Library.

This department also manages Station 1 dispatch at the Dogwood Operations Centre, which acts as the City's primary operations reporting line handling approximately 6,500 public calls per year and 5,500 requests for service.



*City of Campbell River – Proposed 2018-2027 Financial Plan*

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
151426 - CIVIC OFFICES OPS	180,998	173,837	218,795	44,959	25.9%
151428 - CIVIC OFFICES R&M	103,201	95,231	100,501	5,270	5.5%
153210 - FACILITIES ADMIN	179,576	265,166	274,723	9,557	3.6%
153216 - SOCIAL FACILITIES	5,621	5,000	5,000	-	0.0%
156470 - DWNTWN SECURITY PATROL	53,545	75,000	75,000	-	0.0%
158068 - TYEE SPIT LEASED AREA R&M	460	7,064	7,173	109	1.5%
215297 - POLICE GROUNDS MAINTENANCE	10,349	10,712	10,646	(66)	-0.6%
215298 - POLICE BLDG R&M	46,978	57,504	59,673	2,169	3.8%
223216 - FIRE FACILITY OPS	60,516	67,688	70,754	3,066	4.5%
223218 - FIRE FACILITY R&M	50,413	48,016	55,786	7,770	16.2%
280436 - ANIMAL SHELTER OPS	7,738	7,668	7,815	147	1.9%
280438 - ANIMAL SHELTER R&M	2,047	7,110	11,173	4,063	57.2%
303216 - COMMON SVCS OPS	80,527	79,459	76,217	(3,243)	-4.1%
303217 - COMMON SVCS. GROUNDS	8,469	6,033	5,996	(37)	-0.6%
303218 - COMMON SVCS. R&M	53,349	61,329	54,142	(7,187)	-11.7%
303219 - ERT SITE R&M	-	15,000	15,000	-	0.0%
626210 - RENTAL HOUSING	18,468	18,815	22,103	3,288	17.5%
741308 - CENTENNIAL POOL R&M	29,141	50,628	30,913	(19,715)	-38.9%
741578 - COMMUNITY CENTRE R&M	46,469	44,836	44,873	37	0.1%
741896 - DISCOVERY PIER OPS	13,590	15,194	14,822	(372)	-2.4%
741898 - DISCOVERY PIER R&M	14,564	32,110	24,173	(7,937)	-24.7%
746978 - SPORTSPLEX R&M	24,589	57,150	52,130	(5,020)	-8.8%
781276 - CENTENNIAL BLDG OPS	8,007	8,106	8,094	(12)	-0.1%
781278 - CENTENNIAL BLDG R&M	21,068	6,603	9,157	2,554	38.7%
781796 - CULTURAL BLDG OPS	336	394	400	6	1.5%
781798 - CULTURAL BUILDINGS-R&M	1,539	15,400	15,432	32	0.2%
783736 - HAIG BROWN HOUSE OPS	13,725	15,301	15,260	(41)	-0.3%
784176 - LIBRARY BLDG OPS	2,941	4,273	4,449	176	4.1%
784178 - LIBRARY BLDG R&M	7,265	16,103	16,157	54	0.3%
784436 - MARITIME HERITAGE OPS	9,123	10,473	10,275	(198)	-1.9%
784438 - MARITIME HERITATE R&M	35,228	20,103	26,157	6,054	30.1%
784666 - MUSEUM BLDG OPS	89,770	107,222	105,912	(1,310)	-1.2%
784668 - MUSEUM BLDG R&M	64,282	62,149	57,157	(4,992)	-8.0%
787686 - TIDEMARK THEATRE OPS	10,167	9,591	11,751	2,160	22.5%
787688 - TIDEMARK THEATRE R&M	50,846	31,603	37,322	5,719	18.1%
<b>2 - Expense Total</b>	<b>1,304,905</b>	<b>1,507,871</b>	<b>1,554,930</b>	<b>47,060</b>	<b>3.1%</b>
<b>450 - FACILITIES TOTAL</b>	<b>1,304,905</b>	<b>1,507,871</b>	<b>1,554,930</b>	<b>47,060</b>	<b>3.1%</b>

#### Summary of Budget Changes from 2017 to 2018:

- Increase in wages and benefits.
- Increase to utility rates.

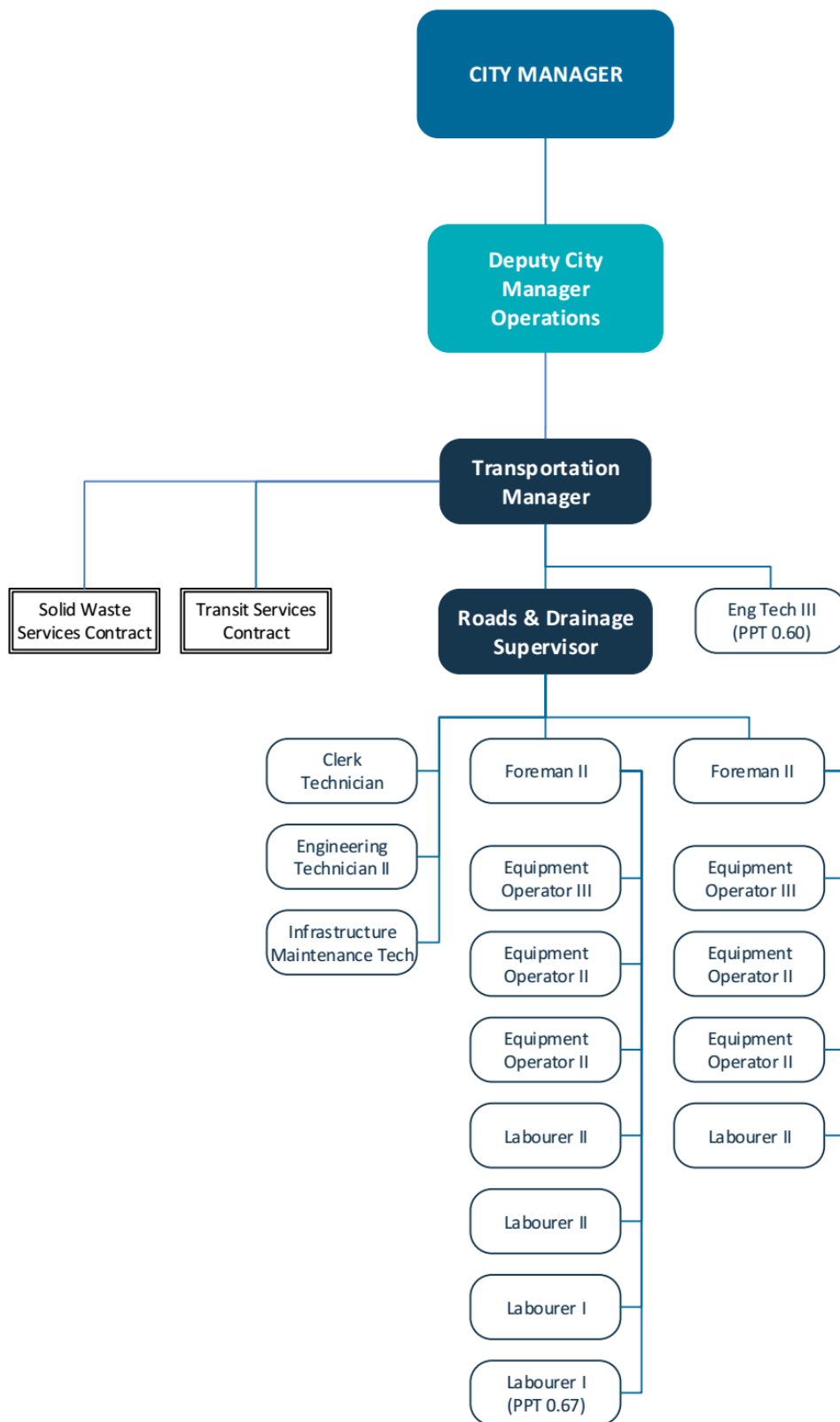
**2018 Goals, Objectives and Work Plan:**

- Utilize data from the long range facilities capital plan to develop a Facilities Asset Management Plan.
- Work to select long term Facilities maintenance / asset management software for deployment in future years.
- Undertake upgrades to fall safety systems at a number of facilities.
- Work with a variety of departments to update and put into practice the City's Contractor Coordination policies.

**2017 Highlights:**

- Completed a number of capital projects including a major refurbishment of Discovery Pier, office renovations at a number of facilities, and completed painting of the Tidemark Theatre and Library.
- Worked closely with a number of stakeholders to address security and public safety concerns in the downtown core including re-tendering the City's downtown security patrol contract as well as the addition of security cameras.
- Undertook a long range Facilities Space Plan and Engineering level condition assessment for 41 City facilities. Used in the creation of a 25 year Facilities Capital Plan.
- Hired a full time Contractor Coordinator who will oversee all department contractors and lead the City's contractor coordination program.
- Hired a .6 FTE dispatcher to cover Station 1 central dispatch.
- Undertook a number of space planning relocations at several buildings.

# OPERATIONS SEGMENT



## Operations Segment Budget Summary

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
Fees & Charges	(2,033,586)	(2,815,940)	(2,854,424)	(38,484)	1.4%
Investment Income	(656)	(1,000)	(1,000)	-	0.0%
Other Revenue	(511,349)	(490,244)	(443,969)	46,275	-9.4%
Sales of Goods & Services	(32,985)	(30,000)	(30,000)	-	0.0%
<b>1 - Revenue Total</b>	<b>(2,578,576)</b>	<b>(3,337,184)</b>	<b>(3,329,393)</b>	<b>7,791</b>	<b>-0.2%</b>
Wages & Benefits	1,511,030	1,629,872	1,652,297	22,425	1.4%
Contracted Services	3,975,959	4,128,668	4,231,740	103,072	2.5%
Insurance	420	430	852	422	98.1%
Utilities	1,024,529	1,027,668	1,054,524	26,856	2.6%
Other Operating Expenses	798,004	885,256	933,502	48,246	5.4%
<b>2 - Expense Total</b>	<b>7,309,943</b>	<b>7,671,894</b>	<b>7,872,914</b>	<b>201,020</b>	<b>2.6%</b>
<b>OPERATIONS Total</b>	<b>4,731,367</b>	<b>4,334,710</b>	<b>4,543,521</b>	<b>208,811</b>	<b>4.8%</b>

2018 Variance	Amount
Increase in solid waste user fees (rate increase, new homes)	(\$38,484)
Decrease in Host Community Agreement funds (new agreement not secured)	50,000
Increase in transit and other revenues	(3,725)
Increase in wages and benefits	22,425
Increase in BC Transit contract	64,391
Increase in other contracted services (Emterra)	38,681
Increase in insurance	422
Increase in utilities (including tipping fees)	26,856
Increase in other expenses (including fleet charges)	48,246
<b>OVERALL SEGMENT VARIANCE</b>	<b>208,811</b>
<b>VARIANCE %</b>	<b>4.8%</b>

## GM Operations

Oversight of the Operations division, member of the senior management team, and Deputy City Manager.

	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2018 Budget</b>	<b>Variance (\$)</b>	<b>Variance (%)</b>
<b>500 - GM OPERATIONS</b>					
303500 - GM OPERATIONS	96,226	109,236	110,858	1,622	1.5%
<b>2 - Expense Total</b>	<b>96,226</b>	<b>109,236</b>	<b>110,858</b>	<b>1,622</b>	<b>1.5%</b>
<b>500 - GM OPERATIONS TOTAL</b>	<b>96,226</b>	<b>109,236</b>	<b>110,858</b>	<b>1,622</b>	<b>1.5%</b>

### Summary of Budget Changes from 2017 to 2018:

- Increase to wages and benefits.

## Transportation

The Transportation department is responsible for the overall coordination and management of the City's road networks, pedestrian and cycling networks, storm drainage, solid waste and the public transit systems.

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
300115 - TRANSPORTATION	199,489	188,581	191,866	3,285	1.7%
<b>2 - Expense Total</b>	<b>199,489</b>	<b>188,581</b>	<b>191,866</b>	<b>3,285</b>	<b>1.7%</b>
<b>501 - TRANSPORTATION TOTAL</b>	<b>199,489</b>	<b>188,581</b>	<b>191,866</b>	<b>3,285</b>	<b>1.7%</b>

### Summary of Budget Changes from 2017 to 2018:

- Increase to wages and benefits.

### 2018 Goals, Objectives and Work Plan:

- Continue with infrastructure improvements.
- Review and update traffic counts and warrants
- Work with the public on transportations concerns and improvements
- Support capital programs related to roads and drainage projects
- Support other Operational and Development Departments

### 2017 Highlights:

- Updated traffic counts and intersection priorities
- Worked to support system changes for BC Transit
- Support 2017 capital improvement projects for Roads and Drainage
- New Traffic Lights at 16<sup>th</sup> and Dogwood
- Parking lot improvements on Cypress



## Roads

The City's Roads department is responsible for maintenance of the City's roads and transportation networks. This department maintains over 265 km of paved road surfaces, 150 km of sidewalks, 56 km of active cycling lanes, 37 traffic lights, 25 pedestrian crossing lights, 3,600 street lights, 1,500 downtown parking spaces, 5,000 signs, and paints up to 200 km of road markings annually.

Duties include:

- Roads, sidewalks, laneways and cycling network maintenance.
- Winter road maintenance.
- Street sweeping.
- Bridge inspection and maintenance.
- Transit stops and shelter maintenance.
- Regulatory and informational signage, road markings.
- Traffic signals, pedestrian signals and street lighting.
- Public parking and parks facilities parking lot maintenance.
- Provision of labour and equipment for facilities, parks, sewer and water system repairs/upgrades.
- Small-scale capital works projects.





	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2018 Budget</b>	<b>Variance (\$)</b>	<b>Variance (%)</b>
233500 - GENERAL ADMIN	(88,144)	(86,000)	(36,000)	50,000	-58.1%
<b>1 - Revenue Total</b>	<b>(88,144)</b>	<b>(86,000)</b>	<b>(36,000)</b>	<b>50,000</b>	<b>-58.1%</b>
321010 - ROADS ADMIN	915,480	780,521	824,054	43,533	5.6%
321015 - ROADWAYS	560,622	794,736	802,681	7,945	1.0%
321020 - PEDESTRIAN/TRANSIT	112,356	170,058	173,038	2,980	1.8%
321025 - MAINTENANCE	129,122	173,822	153,718	(20,104)	-11.6%
321030 - STR. LIGHTING/TRAFFIC CONTROL	570,825	597,064	611,996	14,932	2.5%
321035 - SNOW CLEARING	110,374	116,483	118,024	1,541	1.3%
321040 - PARKING LOT MAINT	-	-	22,653	22,653	100%
<b>2 - Expense Total</b>	<b>2,398,779</b>	<b>2,632,683</b>	<b>2,706,164</b>	<b>73,480</b>	<b>2.8%</b>
<b>532 - ROADS TOTAL</b>	<b>2,310,635</b>	<b>2,546,683</b>	<b>2,670,164</b>	<b>123,480</b>	<b>4.8%</b>

**Summary of Budget Changes from 2017 to 2018:**

- Decrease in Host Community Agreement funds (new agreement not secured).
- Increase in wages and benefits.
- Increases in hydro expenses.

**2018 Goals, Objectives and Work Plan:**

- Continue to develop an asphalt rehabilitation program.
- Continue with the LED streetlight initiative.
- Implement the new Winter Maintenance Policy.
- Continue enhancing pedestrian and cycling connectivity through sidewalk infill and bicycle lane upgrades.

**2017 Highlights:**

- Overlay of approx. 8 lane kilometers of roadway including Dogwood patches, Gordon Road, Spring Road, Pier St., and Alder.
- Prepared road surface for 1000 tonnes of asphalt repairs.
- Converted 60 streetlights to power saving LED's.
- Dealt with two large winter storms and approx. 2m of snow fall.
- Assisted the water and sewer departments with multiply repair projects.
- Install new bus stops and shelter bases.

## Public Transit

Public Transit is provided throughout the City of Campbell River and portions of Electoral Area D of the Strathcona Regional District through partnerships between BC Transit, Watson and Ash Transportation Ltd., the Strathcona Regional District and the City of Campbell River. Service includes both conventional transit service (scheduled routes) and custom service (non-scheduled handi-dart service) for specialized transportation needs. The service saw a system change in the fall of 2017 and the move away from a centralized service to two transit hubs in Campbellton and Willow Point. Service is also provided to the Comox Valley transit system with connections at the Oyster River.

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
235700 - PUBLIC TRANSIT	(937,331)	(894,465)	(898,092)	(3,627)	0.4%
<b>1 - Revenue Total</b>	<b>(937,331)</b>	<b>(894,465)</b>	<b>(898,092)</b>	<b>(3,627)</b>	<b>0.4%</b>
360115 - TRANSIT ADMIN	1,609,201	1,644,869	1,701,692	56,823	3.5%
365790 - TRANSIT CUSTOMER SVCS	256,500	231,750	239,861	8,111	3.5%
369990 - PUBLIC TRANSIT COST ALLOCATION	49,932	49,932	50,931	999	2.0%
<b>2 - Expense Total</b>	<b>1,915,633</b>	<b>1,926,551</b>	<b>1,992,484</b>	<b>65,933</b>	<b>3.4%</b>
<b>536 - PUBLIC TRANSIT TOTAL</b>	<b>978,301</b>	<b>1,032,086</b>	<b>1,094,392</b>	<b>62,306</b>	<b>6.0%</b>

### Summary of Budget Changes from 2017 to 2018:

- Increased contract revenues with SRD and BC Transit revenues.
- Contractual increases with BC Transit.

### 2018 Goals, Objectives and Work Plan:

- Continue to implement short-term recommendations of the Transit Futures Plan.
- Six Month review of the changes made to the system in September 2018
- Continue to promote and increase community awareness of transit services.
- Review the Fare Structure for the system.
- Work with BC Transit of the development of a new Transit Maintenance Facility.

### 2017 Highlights:

- Undertook changes to the system starting at the end of August
- Installed new bus stop signage on existing stops and add 55 additional stop locations
- Installed four new transit shelters at the hub locations
- Improved website and route planning services including Google transit
- Federal/Provincial announcement for a \$15 million Transit Maintenance Facility to be constructed starting the fall of 2018.

## Storm Drains

The City's Storm Drain department is responsible for maintenance of the City's storm drainage networks. This department is responsible for over 170 km of storm pipe, 36 km of ditches, 3,698 catch basins, 2,530 storm manholes, 13 detention ponds, 1,280 culverts, 3 dissipation chambers, and 54 storm outfalls. Work (maintenance and rehabilitations) in a number of areas is affected by fish habitat.

Duties include:

- Repair and maintenance of storm lines.
- Annual maintenance of storm ditches.
- Line inspections and flushing of lines.
- Cleaning and maintaining storm ponds.
- Cleaning and maintaining storm catch basins.



	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
237165 - STORM DRAINS	(30)	(1,000)	(1,000)	-	0.0%
437165 - STORM DRAINS INTEREST	(656)	(1,000)	(1,000)	-	0.0%
<b>1 - Revenue Total</b>	<b>(686)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>-</b>	<b>0.0%</b>
330125 - STORM DRAINS ADMIN	48,534	53,218	53,303	85	0.2%
331160 - CATCH BASINS CLEANING	32,999	50,991	51,346	355	0.7%
331170 - CATCH BASIN R&M	4,796	29,266	29,653	387	1.3%
331180 - CULVERTS	8,652	40,360	40,722	362	0.9%
334375 - STORM DRAINS CLEANING	33,950	36,538	36,623	85	0.2%
335900 - RECOVER WORK ORDER	1	740	754	14	1.9%
337070 - STORM DETENTION PONDS	43,464	24,834	25,061	227	0.9%
337168 - STORM DRAINS R&M	178,574	132,767	134,258	1,491	1.1%
337320 - STORM DRAINS STUDY	5,250	8,250	8,250	-	0.0%
<b>2 - Expense Total</b>	<b>356,221</b>	<b>376,963</b>	<b>379,970</b>	<b>3,007</b>	<b>0.8%</b>
<b>550 - STORM DRAINS TOTAL</b>	<b>355,535</b>	<b>374,963</b>	<b>377,970</b>	<b>3,007</b>	<b>0.8%</b>

#### Summary of Budget Changes from 2017 to 2018:

- Increased wages and benefits.
- Additional environmental monitoring services.

#### 2018 Goals, Objectives and Work Plan:

- Continue with drainage improvements to Willis and Petersen areas.
- Repair work on the Larwood Creek culverts as part of the Larwood Sewer Project.
- Continue to update the Integrated Storm Water Management Plan.
- Continue with mitigation work in the downtown area storm system.
- Continue to expand the storm pipe inspection and flushing program.
- Complete the habitat work on Willis and Petersen intersection.

#### 2017 Highlights:

- Drainage improvements to Willis Road.
- Extensive work cleaning up storm water detention ponds.
- Continued to update the Integrated Storm Water Management Plan.
- Provide Council next steps to create a Storm Water Utility.
- Completed the downtown storm pipe inspection and flushing program.
- Developed next steps on downtown flooding concerns and develop a plan moving forward.

## Solid Waste

Responsible for curbside collection of garbage, recyclables and yard waste for single family and duplex residential properties, as well as optional services for triplexes and fourplexes, and the delivery of waste reduction education and programs.

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
243470 - GARBAGE COLLECTION	(1,157,201)	(1,970,975)	(2,005,832)	(34,857)	1.8%
246110 - RECYCLING COLLECTION	(985)	(1,000)	(1,000)	-	0.0%
246130 - RECYCLE BC PROGRAM	(394,228)	(382,744)	(386,469)	(3,725)	1.0%
<b>1 - Revenue Total</b>	<b>(1,552,415)</b>	<b>(2,354,719)</b>	<b>(2,393,301)</b>	<b>(38,582)</b>	<b>1.6%</b>
423470 - GARBAGE COLLECTION	1,252,323	1,291,731	1,321,918	30,187	2.3%
466110 - RECYCLING COLLECTION	411,115	411,750	422,750	11,000	2.7%
466130 - MMBC PROGRAM	65,153	107,401	110,127	2,726	2.5%
468900 - YARD WASTE COLLECT	538,506	550,500	558,750	8,250	1.5%
499990 - COST ALLOCATION	76,498	76,497	78,027	1,530	2.0%
<b>2 - Expense Total</b>	<b>2,343,595</b>	<b>2,437,879</b>	<b>2,491,572</b>	<b>53,693</b>	<b>2.2%</b>
<b>539 - SOLID WASTE TOTAL</b>	<b>791,181</b>	<b>83,160</b>	<b>98,271</b>	<b>15,111</b>	<b>18.2%</b>

### Summary of Budget Changes from 2017 to 2018:

- Increase in revenue for garbage collection; estimate 40 new households.
- Contractual increases with Recycle BC as well as increase in number of households.
- Increase in tipping fees due to the volume of waste collected.

### 2018 Goals, Objectives and Work Plan:

- Partner with Comox Strathcona Waste Management Service to construct the regional organics facility in Campbell River.
- Increase waste diversion through the Recycle BC (previously Multi-Material BC) recycling program.
- Continue to encourage diversion of material from the landfill through participation in curbside recycling, yard waste collection and yard waste drop-off centre.
- Review options for expansion of curbside collection program to include curbside organics starting in 2019.
- Continue to participate in Regional Solid Waste Management Advisory Committee.
- Undertake an RFP for new curbside waste collection services.

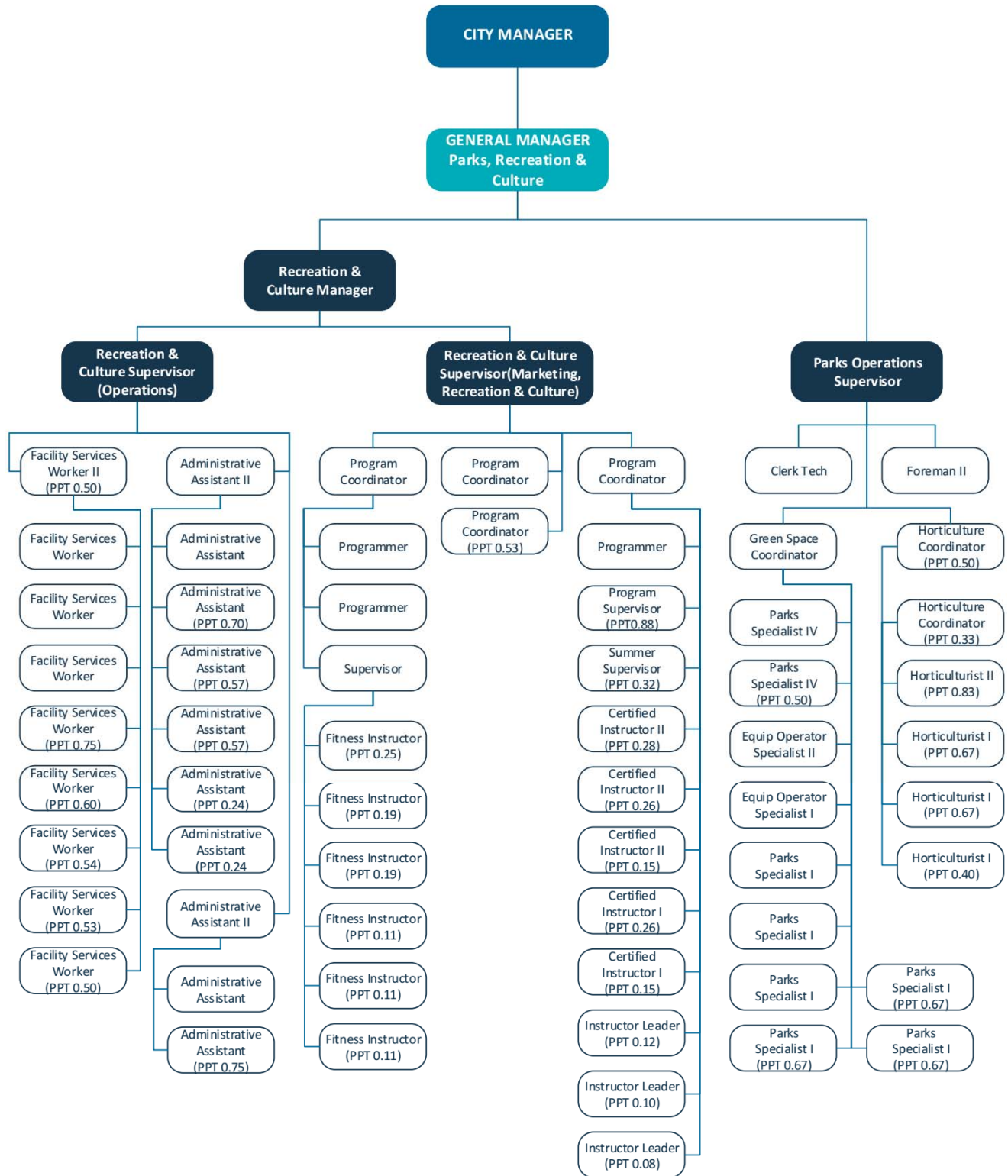


**2017 Highlights:**

- Roll-out of requirement for multi-family buildings to provide recycling (in partnership with Recycling BC recycling incentive program).
- Collaborated with Comox Strathcona Waste Management Service to pursue grant funding for the development of a regional organics facility in Campbell River.
- Continued to encourage diversion of material from the landfill through participation in curbside recycling, yard waste collection and yard waste drop-off centre.
- Begin review and evaluate options for curbside collection services prior to expiration of current collection contract at the end of 2017.
- Participated in Regional Solid Waste Management Advisory Committee.



# PARKS, RECREATION, & CULTURE SEGMENT



## Parks, Recreation, &amp; Culture Segment Budget Summary

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
Fees & Charges	(675,661)	(694,494)	(699,225)	(4,731)	0.7%
Other Revenue	(191,079)	(161,675)	(163,035)	(1,360)	0.8%
Sales of Goods & Services	(66,224)	(64,507)	(65,357)	(850)	1.3%
<b>1 - Revenue Total</b>	<b>(932,965)</b>	<b>(920,676)</b>	<b>(927,617)</b>	<b>(6,941)</b>	<b>0.8%</b>
Wages & Benefits	3,927,347	4,226,655	4,264,499	37,844	0.9%
Contracted Services	426,145	352,022	364,976	12,954	3.7%
Insurance	20,767	19,782	22,140	2,358	11.9%
Utilities	245,082	243,632	253,111	9,480	3.9%
Other Operating Expenses	756,366	761,307	772,492	11,185	1.5%
<b>2 - Expense Total</b>	<b>5,375,707</b>	<b>5,603,397</b>	<b>5,677,218</b>	<b>73,821</b>	<b>1.3%</b>
<b>PARKS, RECREATION &amp; CULTURE Total</b>	<b>4,442,742</b>	<b>4,682,721</b>	<b>4,749,601</b>	<b>66,880</b>	<b>1.4%</b>

2018 Variance Description	Amount
Increase in Parks and Recreation fees and other revenue	(\$6,941)
Increase in wages and benefits	37,844
Increase in contracted services	12,954
Increase in insurance	2,358
Increase in utilities	9,480
Increase in other expenses	11,185
<b>OVERALL SEGMENT VARIANCE</b>	<b>\$66,880</b>
<b>VARIANCE %</b>	<b>1.4%</b>



**GM Parks, Recreation, & Culture**

Oversight of the Parks, Recreation, & Culture division and member of the senior management team.

	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2018 Budget</b>	<b>Variance (\$)</b>	<b>Variance (%)</b>
703500 - GM PARKS REC & CULTURE	168,375	178,942	179,003	61	0.0%
<b>2 - Expense Total</b>	<b>168,375</b>	<b>178,942</b>	<b>179,003</b>	<b>61</b>	<b>0.0%</b>
<b>700 - GM PARKS, RECREATION &amp; CULTURE TOT</b>	<b>168,375</b>	<b>178,942</b>	<b>179,003</b>	<b>61</b>	<b>0.0%</b>

**Summary of Budget Changes from 2017 to 2018:**

- Slight change to labour and benefits.

## Parks

The Parks department is responsible for the day-to-day management of 337 acres of parks, sports fields, trails, public open spaces, garbage collection, outdoor washrooms maintenance/cleaning and cemetery operations. The Parks department is also responsible for the following:

- Banner program.
- Decorative lighting.
- Maintenance of 24 permanent washrooms throughout the community.
- Maintenance of 209 garbage receptacles throughout the community.
- Parks facilities (Splashpark, Spirit Square, Sybil Andrews Cottage, playgrounds, tennis courts, baseball facilities, Skatepark, sand volleyball courts, etc).
- Two boat ramps.
- 43 km of pedestrian walkways within subdivisions and trails.
- Seawalk.
- Marine Foreshore Restoration Program.
- Office attendance on customers to arrange interments.  
Park Furniture Donation Program, formerly Legacy Landmarks (currently 243 combined benches and tables).
- City's Urban Forest which also consists of over 3,000 street trees to date.
- Special Events which include Canada Day and support for activities at Spirit Square.
- Repairs and maintenance due to vandalism.
- Graffiti removal and biohazard disposal.
- Maintenance at the beaches and boat ramps at McIvor Lake.
- Assist Community Beautification Groups such as Broom Busters and local Business Improvement Associations.

Within the 337 acres there are 75 active parks and two cemeteries that require a maintenance program in turf, irrigation, horticulture and general appearance. The department also manages the implementation of the Strategic Parks Plan, parks and green space planning, implementation of Parks Parcel Tax projects as approved by City Council, participation and liaison with various community members, groups and committees regarding matters relating to parks.

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
275040 - SPORTSFIELDS	(41,130)	(31,500)	(31,500)	-	0.0%
674120 - LEGACY LANDMARK	(25,630)	(12,500)	(12,500)	-	0.0%
<b>1 - Revenue Total</b>	<b>(66,760)</b>	<b>(44,000)</b>	<b>(44,000)</b>	<b>-</b>	<b>0.0%</b>
720115 - PARKS ADMIN	440,441	436,416	474,613	38,197	8.8%
720120 - COMMUNITY AMENITIES	72,603	86,851	87,886	1,035	1.2%
720125 - PARKS FACILITIES	157,334	192,852	174,696	(18,156)	-9.4%
720130- GARBAGE COLLECTION	153,597	136,439	140,966	4,527	3.3%
720135 - GREEN SPACE	758,534	846,520	822,389	(24,131)	-2.9%
720140 - HORTICULTURE	312,076	361,351	370,475	9,124	2.5%
720145 - SEAWALK MAINTENANCE	16,390	27,117	27,614	497	1.8%
720150 - URBAN FORESTRY	73,068	30,152	30,441	289	1.0%
721123 - ROADS SVC PARKS	983	2,851	2,906	55	1.9%
<b>2 - Expense Total</b>	<b>1,985,026</b>	<b>2,120,548</b>	<b>2,131,985</b>	<b>11,437</b>	<b>0.5%</b>
<b>720 - PARKS TOTAL</b>	<b>1,918,266</b>	<b>2,076,548</b>	<b>2,087,985</b>	<b>11,437</b>	<b>0.6%</b>

#### Summary of Budget Changes from 2017 to 2018:

- Increase in wages and benefits.
- Increase in cost allocations for sewer, water, and garbage services.

#### 2018 Goals, Objectives and Work Plan:

- Continue Strategic Parks Plan roll-out.
- Annual foreshore restoration project.
- Facilitate development of the Willow Point bike park.
- Facilitate development of the Robron Park Field House.
- Complete Elk Falls Cemetery upgrade project.
- Complete master plan for Nunns Creek Park.
- Implement Urban Forest Management Plan.
- Construction phase I Big Rock Boat Ramp.
- Facilitate development of the Parks information and sign program.
- Facilitate development of the Parks Irrigation Strategy.
- Implement fences upgrades and replacements in Parks.
- Landscape design for City Hall Side Hill.

#### 2017 Highlights:

- Completion of dog Agility Park at Willow Point.
- Completion of the Frank James Master Plan.
- Completion of the Shade Sails at Willow Point Splash Park
- Completion of Robron Park artificial turf project (trees in parking lot and fence on west side of property).
- Completion Parks Asset Management Plan Phase I.
- Completion of Nunn's Creek Park electrical system upgrades.

- Completion of Spirit Square bench upgrades.
- Completion of Baikie Island re-decking of bridge.
- Completion of Sequoia Park long term planning.
- Completion of the irrigation system for Sybil Andrew’s property.
- Completion of the replacing the sand at Willow Point volleyball courts.
- Completion of the replacement of the Robron Irrigation pump house.
- Completion of the new landscaping at the Tidemark/Library area for the downtown refresh.
- Implement park and field booking through PerfectMind.
- Projected number of service requests for 2017 is approximately 850.



## Cemeteries

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
251200 - CEMETERY-HWY 19	(3,010)	(2,600)	(2,600)	-	0.0%
251230 - CEMETERY-HWY 28	(64,242)	(61,157)	(61,157)	-	0.0%
<b>1 - Revenue Total</b>	<b>(67,252)</b>	<b>(63,757)</b>	<b>(63,757)</b>	<b>-</b>	<b>0.0%</b>
520115 - CEMETERY ADMIN	-	800	800	-	0.0%
521204 - CEMETERY-HWY 19 BURIALS	2,037	3,208	3,244	36	1.1%
521208 - CEMETERY-HWY 19 R&M	19,393	19,727	20,091	364	1.8%
521234 - CEMETERY-HWY 28 BURIALS	23,400	19,328	19,068	(260)	-1.3%
521238 - CEMETERY-HWY 28 R&M	31,932	35,039	35,394	355	1.0%
<b>2 - Expense Total</b>	<b>76,763</b>	<b>78,101</b>	<b>78,597</b>	<b>496</b>	<b>0.6%</b>
<b>752 - CEMETERIES TOTAL</b>	<b>9,511</b>	<b>14,344</b>	<b>14,840</b>	<b>496</b>	<b>3.5%</b>

**Summary of Budget Changes from 2017 to 2018:**

- Increase in labour and benefits; partially due to Elk Falls Cemetery expansion project.

**2018 Goals, Objectives and Work Plan:**

- Maintenance of Campbell River's Elk Falls and Highway 19 cemeteries.
- Burials and marker placements at Elk Falls and Campbell River Cemeteries (average 40 interments).
- Completion of the Elk Falls Cemetery upgrade project.

**2017 Highlights:**

- Continued installation of cemetery frames at Elk Falls Cemetery
- Tree infill at Elk Falls Cemetery.

## Recreation & Culture

The Recreation and Culture Department is all about people and our mission is; *“To inspire and support our community and individual well-being by working in collaboration to provide diverse recreation and culture opportunities for all ages, stages and abilities”*. These opportunities are provided at the Community Centre, the Sportsplex, Centennial Outdoor Pool, Spirit Square, and throughout the community. A staff of 75-110 (depending on the season), provide services in the areas of programming, administration and facility services. In addition to the recreation facilities, the department is also responsible for facility services at City Hall and the Enterprise Centre, which is the addition of two buildings, one labourer, and 50+ internal clients.

To provide these services for the community, staff work in collaboration with Strathcona Gardens, School District 72, First nation groups, Family Services, Island Health, the Community Development and Planning Department, Maintenance Services Department and the Parks Department. Staying connected to a wide variety of community groups allows the department to organize or support more than 20 special events including, Cr Live Streets, National Child Day, Canada Day and a family friendly New Year’s Eve event. Recreation and Culture values its connections in the community and keeps connected by engaging the community in a variety of projects. In 2017 the department engaged the community with the Canada 150 Mosaic Mural Project, the Skate Park Photo Voice project and the Age Friendly Survey.





	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
270115 - ADMIN FEES - REC	(17,394)	(14,000)	(15,000)	(1,000)	7.1%
271305 - CENTENNIAL POOL	(42,612)	(39,000)	(39,200)	(200)	0.5%
271575 - COMMUNITY CENTRE	(78,330)	(78,000)	(81,000)	(3,000)	3.8%
276010 - REC PROGRAMS-ADULT	(207,680)	(250,000)	(250,000)	-	0.0%
276030 - REC PROGRAMS-CHILDREN	(189,785)	(164,000)	(166,000)	(2,000)	1.2%
276050 - REC PROGRAMS-SENIOR	(47,460)	(44,000)	(44,000)	-	0.0%
276060 - REC PROGRAMS-SPECIAL NEEDS	(13,791)	(20,300)	(20,605)	(304)	1.5%
276080 - REC PROGRAMS - TEENAGERS	(101,180)	(101,369)	(102,820)	(1,451)	1.4%
276975 - SPORTSPLEX	(82,821)	(94,250)	(94,130)	120	-0.1%
373620 - PROVINCIAL GRANTS-PR&C	(16,400)	(7,000)	(7,105)	(105)	1.5%
673610 - GRANTS-OTHER PR&C	(1,500)	(1,000)	-	1,000	-100.0%
<b>1 - Revenue Total</b>	<b>(798,953)</b>	<b>(812,919)</b>	<b>(819,860)</b>	<b>(6,941)</b>	<b>0.9%</b>
724220 - SPIRIT SQ MGMT & PRGRMING	61,160	61,200	61,200	-	0.0%
730115 - REC & CULTURE MGMT	133,777	136,680	140,991	4,311	3.2%
740115 - RECREATION ADMIN	1,466,788	1,466,030	1,465,087	(943)	-0.1%
741306 - CENTENNIAL POOL OPS	170,351	178,191	182,012	3,821	2.1%
741576 - COMMUNITY CENTRE OPS	373,945	401,716	419,680	17,965	4.5%
741579 - COMMUNITY CENTRE EQUIP R&M	3,121	7,500	7,000	(500)	-6.7%
746010 - REC PROGRAMS-ADULT	212,930	208,787	228,178	19,391	9.3%
746030 - REC PROGRAMS-CHILDREN	223,143	229,496	261,641	32,145	14.0%
746050 - REC PROGRAMS-SENIORS	30,860	31,330	32,151	821	2.6%
746060 - REC PROGRAMS-SPECIAL NEEDS	29,716	37,969	39,677	1,708	4.5%
746080 - REC PROGRAMS-TEENAGERS	116,371	140,842	116,164	(24,678)	-17.5%
746950 - REC SPECIAL EVENTS	10,146	11,627	11,344	(283)	-2.4%
746976 - SPORTSPLEX OPS	293,548	284,438	290,508	6,070	2.1%
746979 - SPORTSPLEX EQUIPMENT R&M	8,730	8,500	10,500	2,000	23.5%
747320 - RECREATION STUDIES/PLANNING	9,155	5,000	5,000	-	0.0%
780970 - CANADA DAY CELEBRATION	1,804	16,500	16,500	-	0.0%
<b>2 - Expense Total</b>	<b>3,145,543</b>	<b>3,225,805</b>	<b>3,287,633</b>	<b>61,828</b>	<b>1.9%</b>
<b>740 - RECREATION &amp; CULTURE TOTAL</b>	<b>2,346,590</b>	<b>2,412,886</b>	<b>2,467,773</b>	<b>54,887</b>	<b>2.3%</b>

**Summary of Budget Changes from 2017 to 2018:**

- Increased revenues from expanded service programs.
- Increase in wages and benefits.

**2018 Goals, Objectives and Work Plan:**

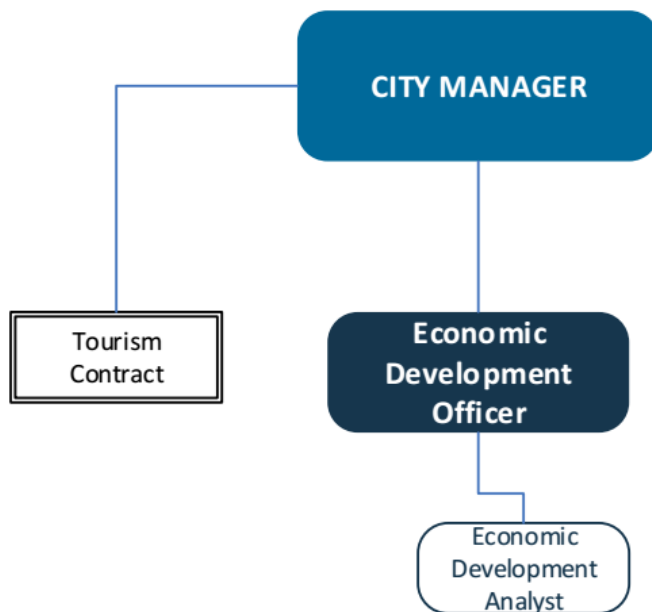
- Complete Walter Morgan Studio preservation/rehabilitation.
- Begin Phase 2 of the User Fees and Charges Review; Indoor and Outdoor Facilities.
- Continue expand the utilization of the Perfect Mind functionality.
- Continue to support the Public Art Sub-committee.
- Continue to enhance connections with hard-to-reach populations.
- Complete a Public Art Plan.



**2017 Highlights:**

- Completed a successful transition to new recreation management software (Perfect Mind), including online registration.
- Started the Walter Morgan studio preservation/rehabilitation.
- Continue to support the Public Art Sub-committee.
- Enhanced connections with hard-to-reach populations through the Age Friendly Survey process, Skate Park Photo Voice Project and working in collaboration with the Homolko Band and Laichwiltach Family Life Society.
- Continued to enhance program services with improved marketing and responsiveness to the public, resulting in thriving programs.
- Continue to focus on safety with the interdepartmental risk management group that was formed to address issues at the Community Centre.
- Continue to participated in ActiveAge™ and Move for Health, through the BC Recreation and Parks Association and the Centre for Hip Health and Mobility – contributing to research that supports healthy aging and maintaining mobility.
- The public art sub-committee created an inventory of public art.
- Completed the age-friendly action plan for enhancing Campbell River as an age-friendly community.
- Completed a year long skate park engagement project to identify issues and possible solution at the skate park.

## ECONOMIC DEVELOPMENT & TOURISM SERVICES SEGMENT



## Economic Development & Tourism Services Segment Budget Summary

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
Other Revenue	-	(125,000)	(335,000)	(210,000)	168.0%
<b>1 - Revenue Total</b>	<b>-</b>	<b>(125,000)</b>	<b>(335,000)</b>	<b>(210,000)</b>	<b>168.0%</b>
Wages & Benefits	86,611	131,289	208,640	77,351	58.9%
Contracted Services	553,535	566,891	705,418	138,527	24.4%
Other Operating Expenses	2,299	3,000	8,700	5,700	190.0%
<b>2 - Expense Total</b>	<b>642,444</b>	<b>701,180</b>	<b>922,758</b>	<b>221,578</b>	<b>31.6%</b>
<b>ECONOMIC DEVELOPMENT &amp; TOURISM Total</b>	<b>642,444</b>	<b>576,180</b>	<b>587,758</b>	<b>11,578</b>	<b>2.0%</b>

2018 Variance	Amount
Increase in MRDT revenue (base \$250K plus additional \$85K trend)	\$(210,000)
Increase in tourism contracted services to full year and increased MRDT (60%)	176,000
Increase in City portion of tourism contracted services from excess MRDT (40%)	34,000
Increase in wages and benefits	77,351
Decrease in contracted services for staffing	(71,473)
Increase in other operating expenses	5,700
<b>OVERALL SEGMENT VARIANCE</b>	<b>\$11,578</b>
<b>VARIANCE %</b>	<b>2.0%</b>

## Economic Development & Tourism

The City of Campbell River will be known as a preferred location for business investment, its strategic location, diverse opportunities and the strength of its partnerships between various levels of government, the business community and our First Nations neighbours.

The Economic Development Officer (EDO) strategic framework includes five themes: business retention and expansion, communication, collaboration, investor readiness (marketing) and strategic opportunities such as the City's investment in municipal broadband network.

The EDO will build strong relationships with existing businesses, organizations and partners in the community while also seeking out new opportunities, delivering programs which will enhance economic activity in the City of Campbell River and the surrounding region.

The EDO's goals align with Council's strategic initiatives and include:

1. A distinctive, vibrant downtown.
2. A diversified economy.
3. Targeted development in the technology sector.

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
267720 - MRDT REVENUE	-	(125,000)	(335,000)	(210,000)	168.0%
<b>1 - Revenue Total</b>	<b>-</b>	<b>(125,000)</b>	<b>(335,000)</b>	<b>(210,000)</b>	<b>168.0%</b>
643005 - EXT. ECONOMIC DEVELOPMENT	469,745	65,000	65,000	-	0.0%
643035 - ECONOMIC DEVELOPMENT	132,629	261,180	302,558	41,378	15.8%
643060 - TOURISM SERVICES	40,070	375,000	555,200	180,200	48.1%
<b>2 - Expense Total</b>	<b>642,444</b>	<b>701,180</b>	<b>922,758</b>	<b>221,578</b>	<b>31.6%</b>
<b>264 - ECONOMIC DEVELOPMENT TOTAL</b>	<b>642,444</b>	<b>576,180</b>	<b>587,758</b>	<b>11,578</b>	<b>2.0%</b>

### Summary of Budget Changes from 2017 to 2018:

- Increase in MRDT hotel tax program; 2018 will be the first full year the program is in effect. \$250,000 base revenues, plus expected additional \$85,000 based on 2017 trend. 60/40 split of additional revenues to contractor/City.
- Economic development contracted services increase for tourism allocation (40%).
- Tourism contract increase to base level of \$500,000 plus additional expected \$51,000 (60%).
- Increase to labour and benefits.

**2018 Goals, Objectives and Work Plan:****1. Investor readiness:**

- Update and increase the scope of the investment portal created in 2017. The portal offers easy and current access to information about Campbell River to assist investors in their business decisions.
- Update the Community Profile to reflect the 2016 Canada Census data.
- Update the four sector profiles created in 2017 (forestry, aquaculture, aerospace and technology) and the creation of new sector profiles.
- Development of investor packages targeting specific sectors.

**2. Business Retention and Expansion:**

- Continue with current Business Retention and Expansion initiatives, such as in-person visits to businesses to provide an opportunity to address the specific needs of a business and link them to resources.
- Refine support of Campbell River’s independent small businesses by supporting shop local campaigns.
- Collaborate with the Chamber of Commerce annual Business Walk allowing collection of baseline data and synopsis of the current business climate.
- Work with the City’s Development Services department to promote City initiatives such as Downtown Refresh.

**3. Communications:**

- Create 4-6 “In the spotlight” newsletters showcasing the city’s uniqueness, its investment opportunities as well as its continuing development as a diverse, modern economy.
- Develop advertising in strategic locations/publications.

**4. Collaboration:**

- Collaborate with other municipalities and organizations to seek out economic growth opportunities to maximize the City’s investment through increased reach, access to larger grant programs, access to markets, shared knowledge and more.
- Continue collaboration with the City’s tourism service provider.

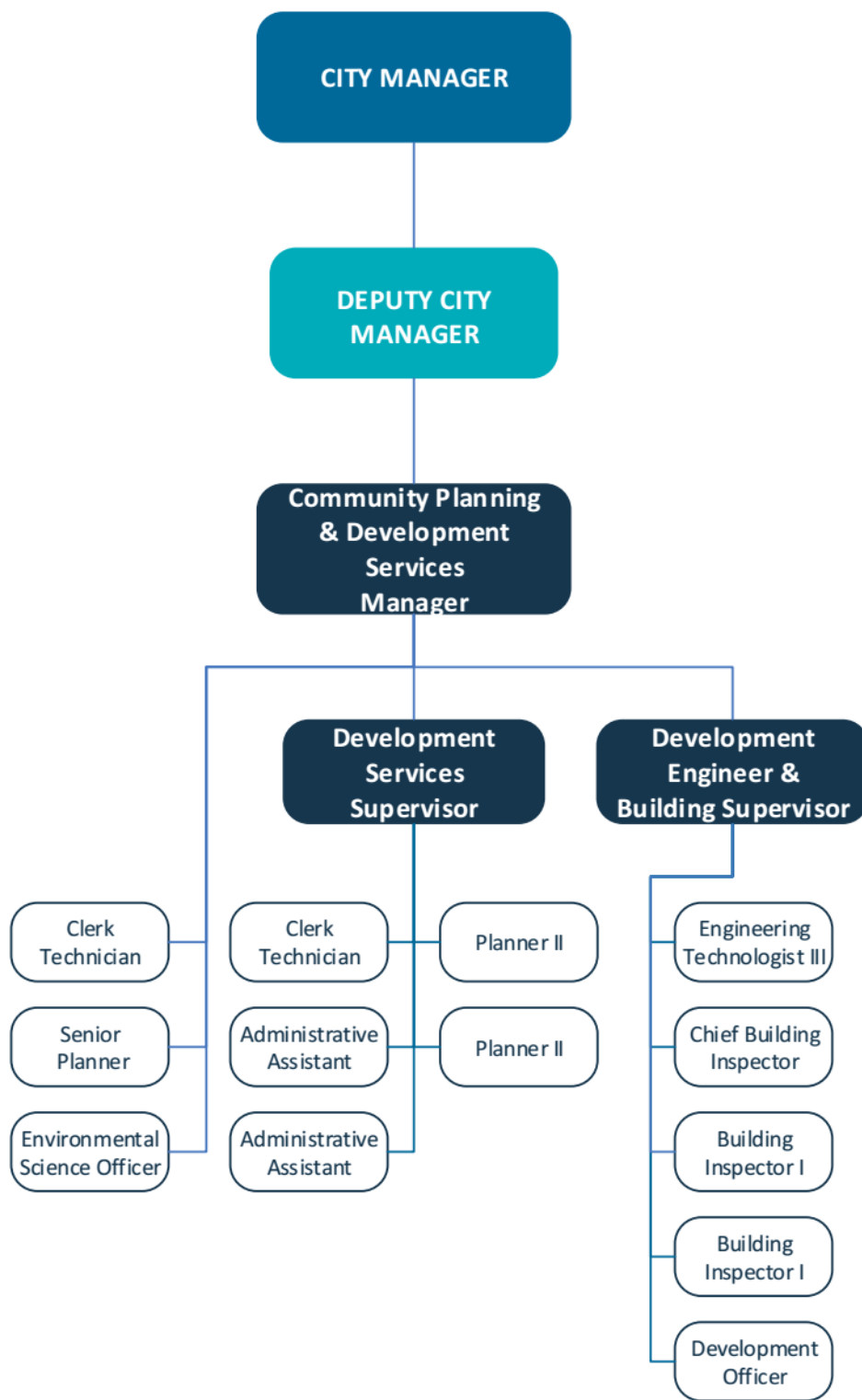
**5. Opportunities:**

- Continue marketing of the municipal broadband network.
- Hold at least four events that aim to grow the tech eco-system that provides valuable information that is relevant to all business owners and start-ups.
- Look for opportunities to support growth of the local economy.

**2017 Highlights:**

- Creation of Investment Portal
- Newsletter – four editions created in 2017 covering subjects like local supply chain, technology, and Campbellton.
- Municipal Broadband Network marketing initiatives including business to business meetings at BC Tech Summit.
- Business Development/Tech ecosystem events:
  - Tech Talk & Mixer (Innovation Island)
  - Start-Up 101: Crash Course on What it Really Takes (Innovation Island)
  - The Modern Entrepreneur (Jill Earthy, FrontFundr)
  - The Modern Entrepreneur Series – Growing your Business
  - The Modern Entrepreneur Series – Financial Health of your Business
  - Social Media Workshop
- Collaboration with Forestry Taskforce – creation of forestry video *Campbell River Our Forest, Our People, Our Future*, Forestry Expo, etc.
- Collaboration with Airport Commission
- Tourism – Economic Development worked to transition tourism to the new destination marketing organization.
- Business Walk with Campbell River Chamber of Commerce
- Development of CRadvantage marketing materials including website, brochure, design for USB cards, etc.
- Host of Vancouver Island Sustainable Technology Expo held in Campbell River in 2017.

## DEVELOPMENT SERVICES SEGMENT





## Development Services Segment Budget Summary

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
Fees & Charges	(787,174)	(833,100)	(833,100)	-	0.0%
Other Revenue	(10,137)	(108,500)	(108,500)	-	0.0%
Sales of Goods & Services	(22,925)	(10,000)	(10,000)	-	0.0%
<b>1 - Revenue Total</b>	<b>(820,236)</b>	<b>(951,600)</b>	<b>(951,600)</b>	<b>-</b>	<b>0.0%</b>
Wages & Benefits	1,281,281	1,410,410	1,428,376	17,966	1.3%
Contracted Services	39,013	99,500	99,500	-	0.0%
Utilities	4,310	5,300	6,620	1,320	24.9%
Other Operating Expenses	144,773	149,705	147,205	(2,500)	-1.7%
<b>2 - Expense Total</b>	<b>1,469,377</b>	<b>1,664,915</b>	<b>1,681,701</b>	<b>16,786</b>	<b>1.0%</b>
<b>DEVELOPMENT SERVICES Total</b>	<b>649,141</b>	<b>713,315</b>	<b>730,101</b>	<b>16,786</b>	<b>2.4%</b>

2018 Variance	Amount
Increase in wages and benefits	17,966
Increase in utilities	1,320
Decrease in other operating expenses	(2,500)
<b>OVERALL SEGMENT VARIANCE</b>	<b>\$16,786</b>
<b>VARIANCE %</b>	<b>2.4%</b>

## Community Planning & Development Services

The Community Planning & Development Services department provides a single point of service related to uses of private property, development and building projects, environmental services, and the City's sustainability and long range planning initiatives.

Services provided include:

- Business licensing.
- Building permits and inspections.
- Development servicing.
- Current planning - Development applications (OCP amendment, rezoning, subdivision, development permits, variance permits and ALR applications).
- Long range planning.
- Climate Action Charter compliance and energy/greenhouse gas reduction planning.
- Environmental management, stewardship and protection of natural resources.
- Management of the City's solid waste program.
- Implementation of the City's Integrated Community Sustainability Plan.

The Community Planning and Development Services' objectives are to ensure that the City's actions and decisions consider social, environmental and economic community values. While an important focus is the City's corporate actions, the department also provides a support and educational role in influencing community actions and decisions.



	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
213500 - ADMIN FEES - GENERAL	(4,562)	(4,000)	(4,000)	-	0.0%
260790 - BUILDING PERMITS	(415,030)	(450,000)	(450,000)	-	0.0%
260880 - BUSINESS LICENCES	(217,630)	(280,000)	(280,000)	-	0.0%
261590 - DEVELOPMENT FEES	(180,054)	(114,600)	(114,600)	-	0.0%
261610 - COMMUNITY LAND DEVELOP. FEES	-	(100,000)	(100,000)	-	0.0%
261885 - DEVELOPMENT SERV MISC REV	(2,960)	(3,000)	(3,000)	-	0.0%
<b>1 - Revenue Total</b>	<b>(820,236)</b>	<b>(951,600)</b>	<b>(951,600)</b>	<b>-</b>	<b>0.0%</b>
153115 - SUSTAINABILITY ADMIN	468,177	382,505	398,080	15,575	4.1%
153155 - SUSTAINABILITY PROG	23,145	23,000	23,000	-	0.0%
260760 - BUILDING INSPECTIONS	268,493	371,373	364,877	(6,496)	-1.7%
620115 - DEVELOPMENT SERVICES MGMT	233,254	235,130	239,741	4,610	2.0%
620116 - DEVELOPMENT SERVICES ADMIN	189,200	253,278	252,387	(891)	-0.4%
621885 - DEVELOPMENT SERVICING	103,972	117,720	119,170	1,450	1.2%
625225 - CURRENT PLANNING	168,401	200,109	202,647	2,538	1.3%
625255 - LONG RANGE PLANNING	14,735	79,000	79,000	-	0.0%
670880 - BUSINESS LICENCES	-	2,800	2,800	-	0.0%
<b>2 - Expense Total</b>	<b>1,469,377</b>	<b>1,664,915</b>	<b>1,681,701</b>	<b>16,786</b>	<b>1.0%</b>
<b>502 - DEVELOPMENT SERVICES TOTAL</b>	<b>649,141</b>	<b>713,315</b>	<b>730,101</b>	<b>16,786</b>	<b>2.4%</b>

**Summary of Budget Changes from 2017 to 2018:**

- Increases for wages and benefits.
- Decrease in other operating expenses.

**2018 Goals, Objectives and Work Plan:**

- Complete Zoning Bylaw update
- Undertake sea level rise planning
- Undertake Building Bylaw updates aligning with Provincial Building Act
- Amend and update the Planning Procedures Bylaw
- Implement Refresh Downtown projects
- Assist Economic Development with collecting land supply statistics
- Undertake fee review for development and building applications
- Update Soil Deposition Bylaw
- Continue to offer Downtown Façade Improvement and Downtown Revitalization Tax Exemption programs
- Update Sign Bylaw and develop signage incentive program
- Support beautification program with business improvement associations
- Continue to support Youth Action Committee and Advisory Planning & Environment Commission
- Demonstrate leadership in climate action through annual greenhouse gas emission reporting and emission reduction initiatives
- Run Power Down Campbell River Home Energy Retrofit Program with BC Hydro, offering energy rebates for Campbell River home owners
- Offer energy incentives for new and existing buildings in alignment with the Energy Step Code
- Continue to support noxious weed control
- Run the annual City Stewardship Awards
- Continue to review environmental aspects of City and community development projects



## GENERAL FISCAL SERVICES SEGMENT

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
Tax Revenue	(29,701,255)	(31,030,929)	(31,731,858)	(700,929)	2.3%
Fees & Charges	(1,104,130)	(1,100,000)	(1,225,400)	(125,400)	11.4%
Investment Income	(384,155)	(180,000)	(180,000)	-	0.0%
Other Revenue	(1,081,638)	(995,000)	(1,921,000)	(926,000)	93.1%
Transfers from own funds	(559,121)	(563,760)	(503,871)	59,889	-10.6%
<b>1 - Revenue Total</b>	<b>(32,830,299)</b>	<b>(33,869,689)</b>	<b>(35,562,129)</b>	<b>(1,692,440)</b>	<b>5.0%</b>
Wages & Benefits	-	110,000	110,000	-	0.0%
Contracted Services	43,275	48,000	59,000	11,000	22.9%
Debt Servicing	-	438,656	368,347	(70,309)	-16.0%
Other Operating Expenses	(1,761,506)	(1,818,914)	(1,787,701)	31,213	-1.7%
Transfers from own funds	3,404,918	3,766,801	5,195,787	1,428,986	37.9%
<b>2 - Expense Total</b>	<b>1,686,687</b>	<b>2,544,543</b>	<b>3,945,433</b>	<b>1,400,890</b>	<b>55.1%</b>
<b>GENERAL FISCAL SERVICES Total</b>	<b>(31,143,612)</b>	<b>(31,325,146)</b>	<b>(31,616,696)</b>	<b>(291,550)</b>	<b>0.9%</b>

## 2018 Variance

Increase in general taxation for 2017 actuals	(\$392,029)
Non-market change tax allocated to base budget	(100,000)
Increase in taxation from expired downtown revitalization tax exemption	(2,900)
Increase in parcel and other taxes	(206,000)
Increase in CRIB servicing agreement	(125,400)
Decrease in debt servicing	(70,039)
Increase in cost allocation recoveries and other	11,213
Net change in transfers between funds	593,605
<b>OVERALL SEGMENT VARIANCE</b>	<b>(\$291,550)</b>
<b>VARIANCE %</b>	<b>0.9%</b>

## Reserves

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
908051 - CONTRIB CEMETERY PCF	-	(5,600)	(5,600)	-	0.0%
991224 - GAMING	(318,897)	(375,000)	(300,000)	75,000	-20.0%
991227 - SOLID WASTE	(34,674)	(83,160)	(98,271)	(15,111)	18.2%
994326 - PARKS CAPITAL	(205,550)	(100,000)	(100,000)	-	0.0%
<b>1 - Revenue Total</b>	<b>(559,121)</b>	<b>(563,760)</b>	<b>(503,871)</b>	<b>59,889</b>	<b>-10.6%</b>
907920 - TRANSFER STAT RESERVE	(0)	35,600	-	(35,600)	-100.0%
991221 - CARBON NEUTRAL	80,000	67,000	79,000	12,000	17.9%
991224 - GAMING	725,155	680,000	720,000	40,000	5.9%
991225 - INTERNATIONAL RELATIONSHIP	5,000	5,000	5,000	-	0.0%
994322 - CAPITAL LENDING	433,419	253,535	253,535	-	0.0%
994326 - PARKS	507,936	510,000	513,000	3,000	0.6%
995321 - CAPITAL WORKS	730,000	367,500	1,813,000	1,445,500	393.3%
995322 - FACILITIES	190,000	590,000	590,000	-	0.0%
995323 - FIRE	-	-	100,000	100,000	100%
995324 - FLEET & HEAVY EQUIPMENT	245,065	710,000	200,000	(510,000)	-71.8%
995325 - FURNITURE & EQUIPMENT	15,000	25,000	200,000	175,000	700.0%
995326 - INFORMATION TECHNOLOGY	51,000	51,000	101,000	50,000	98.0%
995328 - STORM DRAIN PARCEL	164,736	226,000	332,900	106,900	47.3%
<b>2 - Expense Total</b>	<b>3,147,311</b>	<b>3,520,635</b>	<b>4,907,435</b>	<b>1,386,800</b>	<b>39.4%</b>
<b>218 - RESERVES TOTAL</b>	<b>2,588,190</b>	<b>2,956,875</b>	<b>4,403,564</b>	<b>1,446,689</b>	<b>48.9%</b>

## Summary of Budget Changes from 2017 to 2018:

- Decrease in transfer from Gaming reserve to fund Centennial Pool operations and other operational programs.
- Increased transfer from reserve to Solid Waste department to offset expense increases.
- Increase in transfer to carbon neutral reserve due to increase in carbon pricing.
- Increase in transfer to Gaming due to higher casino revenues.
- Increase in transfer to Capital Works Reserve for \$870,000 Community Host agreement funds for Agonaut Rd.
- Changes in transfers to various reserves based on Net Funding Model (reserve waterfall to capital program).
- Increase in transfer to storm drain parcel tax reserve with fee increase.

## Fiscal Services

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
098003 - AIRPORT OPERATING	257,607	246,166	288,352	42,186	17.1%
<b>2 - Expense Total</b>	<b>257,607</b>	<b>246,166</b>	<b>288,352</b>	<b>42,186</b>	<b>17.1%</b>
<b>219 - FISCAL SERVICES TOTAL</b>	<b>257,607</b>	<b>246,166</b>	<b>288,352</b>	<b>42,186</b>	<b>17.1%</b>

### Summary of Budget Changes from 2017 to 2018:

- Increase to transfer from general operating to offset the airport operating deficit.

## Debt

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
181060 - CAPITAL LEASE EQUIP	-	13,111	-	(13,111)	-100.0%
184570 - MFA DEBENTURES	-	245,264	209,033	(36,231)	-14.8%
324570 - MFA DEBENTURES	-	180,281	159,314	(20,967)	-11.6%
<b>2 - Expense Total</b>	<b>-</b>	<b>438,656</b>	<b>368,347</b>	<b>(70,309)</b>	<b>-16.0%</b>
<b>220 - DEBT TOTAL</b>	<b>-</b>	<b>438,656</b>	<b>368,347</b>	<b>(70,309)</b>	<b>-16.0%</b>

### Summary of Budget Changes from 2017 to 2018:

- Decrease in equipment capital lease payments due to completion of leasing agreements.
- Decrease in debt and interest payments issued for roads and stormwater local improvements.



## Taxation

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
017500 - TAXES - GENERAL	(27,661,711)	(28,919,929)	(29,414,858)	(494,929)	1.7%
017530 - TAXES - UTILITY	(482,646)	(465,000)	(520,000)	(55,000)	11.8%
034345 - LSA TAXES-LOCAL IMPROV.	(11,313)	(18,000)	(11,100)	6,900	-38.3%
034870 - PARCEL TAXES - STORM	(164,772)	(166,000)	(332,900)	(166,900)	100.5%
064285 - LOCAL SERVICE TAXES-BIA	-	(69,000)	(72,100)	(3,100)	4.5%
074850 - PARCEL TAXES - PARKS	(508,084)	(510,000)	(513,200)	(3,200)	0.6%
115080 - PMTS IN LIEU - FED	(35,769)	(35,000)	(36,800)	(1,800)	5.1%
115095 - PMTS IN LIEU - PROV	(588,518)	(598,000)	(580,900)	17,100	-2.9%
<b>1 - Revenue Total</b>	<b>(29,452,812)</b>	<b>(30,780,929)</b>	<b>(31,481,858)</b>	<b>(700,929)</b>	<b>2.3%</b>
193750 - HEART OF THE CITY BIA	44,715	47,000	49,300	2,300	4.9%
198800 - WILLOW POINT BIA	20,651	22,000	22,800	800	3.6%
<b>2 - Expense Total</b>	<b>65,366</b>	<b>69,000</b>	<b>72,100</b>	<b>3,100</b>	<b>4.5%</b>
<b>230 - TAXATION TOTAL</b>	<b>(29,387,446)</b>	<b>(30,711,929)</b>	<b>(31,409,758)</b>	<b>(697,829)</b>	<b>2.3%</b>

## Summary of Budget Changes from 2017 to 2018:

- \$394,929 increase in general taxation for 2017 actuals.
- \$100,000 allocation of non-market change to offset base budget increases.
- Increase in Storm Water parcel tax due to tax rate change and subdivision.
- Increases to parks parcel taxes due to subdivisions.
- Increases to federal and provincial Payments in Lieu of Taxes (PILTs) and utility taxes.

## Corporate Services

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
210940 - CR INDIAN BAND	(1,003,057)	(1,000,000)	(1,125,400)	(125,400)	12.5%
213255 - ADMIN FEE - FINANCE	(103,115)	(102,000)	(102,000)	-	0.0%
213500 - ADMIN FEE - GENERAL	(156,659)	(25,000)	(25,000)	-	0.0%
213505 - ADMIN FEE - CITY MERC	(826)	(1,000)	(1,000)	-	0.0%
216130 - FORTIS BC FRANCH FEE	(56,956)	(160,000)	(175,000)	(15,000)	9.4%
216350 - ARGONAUT REVENUE	-	-	(870,000)	(870,000)	100%
313620 - PROV GRANTS-GEN. GOVT	(725,155)	(680,000)	(720,000)	(40,000)	5.9%
333601 - TRANSFERS - CWF	(140,000)	(100,000)	(100,000)	-	0.0%
333621 - TRANSF CARIP	-	(27,000)	(28,000)	(1,000)	3.7%
414000 - INVESTMENTS	(336,939)	(130,000)	(130,000)	-	0.0%
417600 - TAXES-CURRENT PENALTIES	(248,443)	(250,000)	(250,000)	-	0.0%
417630 - TAXES-INTEREST	(47,215)	(50,000)	(50,000)	-	0.0%
<b>1 - Revenue Total</b>	<b>(2,818,366)</b>	<b>(2,525,000)</b>	<b>(3,576,400)</b>	<b>(1,051,400)</b>	<b>41.6%</b>
153390 - FLEET COST ALLOCATION	(1,234,200)	(1,383,500)	(1,407,300)	(23,800)	1.7%
193350 - FISCAL SERVICES	33,205	5,000	5,000	-	0.0%
193425 - FUTURE OP COSTS OF CAPITAL	-	-	35,000	35,000	100%
193475 - GENERAL FUTURE OPERATING	-	110,000	110,000	-	0.0%
193650 - CORP SERVICES	43,275	48,000	59,000	11,000	22.9%
199985 - COST ALLOC RECOVERIES	(1,182,784)	(1,182,785)	(1,206,440)	(23,655)	2.0%
743510 - GRANT IN AID	556,906	673,371	713,939	40,568	6.0%
<b>2 - Expense Total</b>	<b>(1,783,597)</b>	<b>(1,729,914)</b>	<b>(1,690,801)</b>	<b>39,113</b>	<b>-2.3%</b>
<b>231 - CORPORATE SERVICES TOTAL</b>	<b>(4,601,963)</b>	<b>(4,254,914)</b>	<b>(5,267,201)</b>	<b>(1,012,287)</b>	<b>23.8%</b>

## Summary of Budget Changes from 2017 to 2018:

- Increase in revenues from CRIB servicing agreement.
- Increase in Fortis Franchise Fees based on 2017 actuals.
- \$870,000 for CVRD Host Community Grant for Argonaut Road; transferred to reserve.
- Increase to recoveries for fleet and general overhead charges.
- Increase for operating costs of capital.
- Increase for Grants in Aid based on 1.7% of operating revenues.

# AIRPORT SEGMENT



## Airport Segment Budget Summary

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
Fees & Charges	(814,892)	(814,252)	(952,121)	(137,869)	16.9%
Investment Income	-	-	-	-	100%
Other Revenue	(277,403)	(255,905)	(257,186)	(1,281)	0.5%
Sales of Goods & Services	(757,655)	(998,517)	(893,564)	104,953	-10.5%
Transfers from own funds	(302,750)	(246,166)	(352,375)	(106,210)	43.1%
<b>1 - Revenue Total</b>	<b>(2,152,701)</b>	<b>(2,314,840)</b>	<b>(2,455,246)</b>	<b>(140,406)</b>	<b>6.1%</b>
Wages & Benefits	687,023	728,428	735,893	7,465	1.0%
Contracted Services	142,764	104,408	104,408	-	0.0%
Debt Servicing	1,279	-	-	-	100%
Insurance	29,518	32,031	35,200	3,169	9.9%
Utilities	78,796	65,721	67,205	1,484	2.3%
Other Operating Expenses	1,082,718	1,263,651	1,193,517	(70,134)	-5.6%
Transfers from own funds	130,604	120,600	319,023	198,423	164.5%
<b>2 - Expense Total</b>	<b>2,152,701</b>	<b>2,314,840</b>	<b>2,455,246</b>	<b>140,406</b>	<b>6.1%</b>
<b>AIRPORT Total</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>-</b>	<b>0.0%</b>

2018 Variance	Amount
Increase in airport service fees	(\$4,750)
Decrease in fuel sales (new fuel system only sells jet fuel)	104,953
Increase in transfer from General Operating Fund	(42,186)
Increase to wages and benefits	7,465
Increase in insurance	3,169
Increase in utilities	1,484
Net decrease in fuel purchases (new fuel system only sells jet fuel)	(93,908)
Increase in cost allocations (equipment, general overhead)	22,775
Other	998
<b>OVERALL SEGMENT VARIANCE</b>	<b>\$0</b>

## Airport

The Campbell River Airport is governed by a City Council appointed Airport Commission.. The Campbell River Airport Commission provides a safe and efficient airport for the general benefit of the public at a cost similar to airports of comparable size and service characteristics.

The Campbell River airport (YBL) operates 24 hours a day, seven days per week. Maintenance staff is on site from 5:00 a.m. to 11 p.m. daily, and are responsible for ensuring the airport operates in compliance with Canadian Aviation Regulations.

Operations include:

- Runway maintenance.
- Snow and ice control.
- Aircraft refueling.
- Pavement sweeping, painting and edging.
- Runway lighting.
- Wildlife control.
- Field maintenance and mowing.
- Ditch maintenance.
- Drainage management.
- Safety and security.
- Security for commercial apron and airside lands.
- Field checks.
- Airport buildings.
- Terminal building.
- Airport administration and maintenance shops.



	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
230115 - AIRPORT ADMIN	602	(1,307)	(1,314)	(7)	0.5%
230220 - AIRPORT CONCESSIONS	(139,579)	(125,513)	(126,141)	(628)	0.5%
230250 - AIRPORT FUEL SALES	(757,655)	(998,517)	(893,564)	104,953	-10.5%
230320 - AIRPORT INDUSTRY LAND	(145,554)	(142,753)	(143,467)	(714)	0.5%
230360 - AIRPORT SERVICE FEES	(751,151)	(754,584)	(892,155)	(137,571)	18.2%
230405 - AIRPORT TERMINAL BLDG	(48,084)	(46,000)	(46,230)	(230)	0.5%
<b>1 - Revenue Total</b>	<b>(1,841,421)</b>	<b>(2,068,674)</b>	<b>(2,102,870)</b>	<b>(34,197)</b>	<b>1.7%</b>
380115 - AIRPORT ADMIN	242,089	255,404	259,798	4,393	1.7%
380145 - AIRPORT COMMISSION	604	2,800	2,800	-	0.0%
380250 - AIRPORT FUEL SALES	611,740	907,560	815,000	(92,560)	-10.2%
380406 - AIRPORT BLDG OPS	180,550	160,864	163,248	2,384	1.5%
383070 - ELECTRICAL SYSTEMS	105,096	98,444	97,277	(1,167)	-1.2%
383375 - AIRPORT FLEET & EQUIP	6,858	94,500	113,800	19,300	20.4%
384465 - AIRPORT MARKETING	1,152	500	500	-	0.0%
386406 - SURFACE STRUCTURE OPS	489,126	426,504	431,698	5,194	1.2%
386408 - SURFACE STRUCTURE R&M	14,069	12,000	12,000	-	0.0%
386940 - SNOW CLEARING	893	26,987	27,251	264	1.0%
389990 - COST ALLOCATION	208,676	208,677	212,851	4,174	2.0%
<b>2 - Expense Total</b>	<b>1,860,852</b>	<b>2,194,240</b>	<b>2,136,223</b>	<b>(58,017)</b>	<b>-2.6%</b>
<b>570 - AIRPORT TOTAL</b>	<b>19,431</b>	<b>125,566</b>	<b>33,352</b>	<b>(92,213)</b>	<b>-73.4%</b>

#### Summary of Budget Changes from 2017 to 2018:

- Sales of avgas being terminated in 2018.
- Airport Improvement Fee increase to \$8.50 from \$4 in 2016, and \$6.25 in 2017.
- Increased costs associated with airport fleet.
- Increase in labour and benefits.

#### 2018 Goals, Objectives and Work Plan:

- Continue the implementation of the Airport Masterplan.
- Create new lease lots including services, water and sewer.
- Apply for Airports Capital Assistance Program (ACAP) funding for concrete operational stands for commercial airliners.
- Apply for ACAP funding for Taxiway "C" widening.
- Purchase a new ACAP funded snow blower.
- Purchase a replacement 4x4 pickup.
- Bylaw changes for fees and charges; increase in the AIF for capital funding.

#### 2017 Highlights:

- Installed new City owned fuel facility
- Purchased 2 new fuel trucks
- Completion of runway surface monitoring equipment
- Awarded RFP for airport snowblower

## Airport Fiscal Services

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
907981 - AIRPORT IMPROVE FEE	-	-	(64,023)	(64,023)	100%
908001 - GENERAL OPERATING	(242,248)	(246,166)	(288,352)	(42,187)	17.1%
<b>1 - Revenue Total</b>	<b>(242,248)</b>	<b>(246,166)</b>	<b>(352,375)</b>	<b>(106,210)</b>	<b>43.1%</b>
098021 - CAPITAL LENDING SRF	-	-	64,023	64,023	100%
907981 - AIRPORT IMPROVE FEE	130,604	120,600	255,000	134,400	111.4%
<b>2 - Expense Total</b>	<b>130,604</b>	<b>120,600</b>	<b>319,023</b>	<b>198,423</b>	<b>164.5%</b>

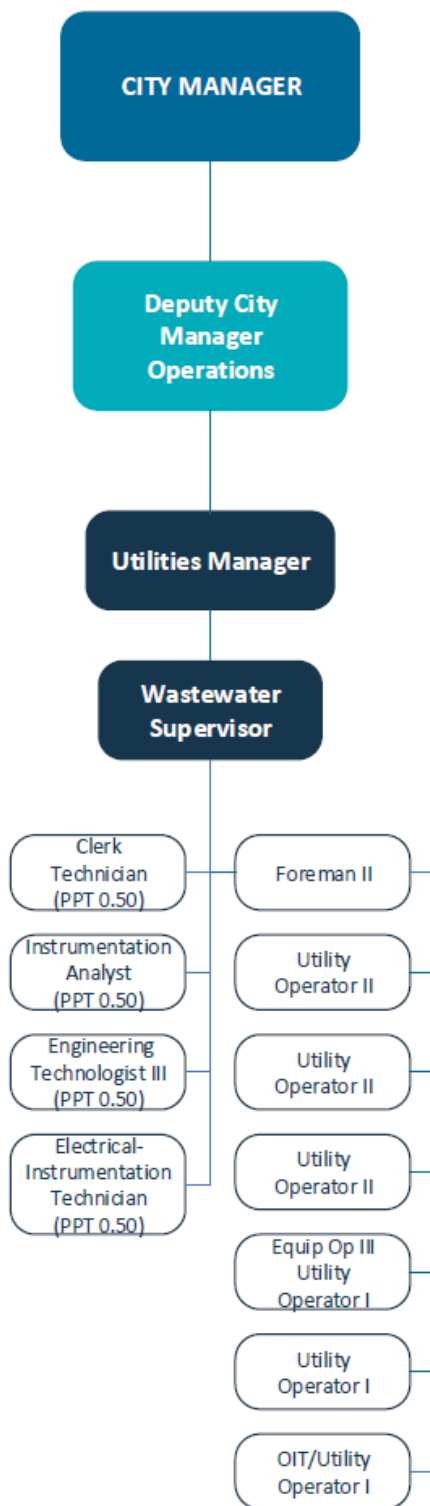
### Summary of Budget Changes from 2017 to 2018:

- Increase in transfer from general operating fund.
- Increase in transfers from Airport Reserve with payback to Capital Lending Reserve for Fueling Facility.
- Increase in transfer to Airport Reserve due to fee increase.





# WASTEWATER SEGMENT



## Wastewater Segment Budget Summary

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
Tax Revenue	(710,474)	(711,675)	(754,100)	(42,425)	6.0%
Fees & Charges	(5,363,044)	(5,580,000)	(5,809,241)	(229,241)	4.1%
Investment Income	(10,071)	(65,000)	(65,000)	-	0.0%
Other Revenue	(11,590)	(3,000)	(3,000)	-	0.0%
Transfers from own funds	69,000	(24,000)	-	24,000	-100.0%
<b>1 - Revenue Total</b>	<b>(6,026,179)</b>	<b>(6,383,675)</b>	<b>(6,631,341)</b>	<b>(247,666)</b>	<b>3.9%</b>
Wages & Benefits	968,289	1,020,826	1,096,172	75,346	7.4%
Contracted Services	345,813	585,000	537,000	(48,000)	-8.2%
Debt Servicing	17,314	84,520	192,000	107,480	127.2%
Insurance	46,828	38,403	41,500	3,097	8.1%
Utilities	391,815	350,028	360,898	10,870	3.1%
Other Operating Expenses	691,020	739,770	743,961	4,191	0.6%
Transfers from own funds	3,565,101	3,565,128	3,659,810	94,682	2.7%
<b>2 - Expense Total</b>	<b>6,026,179</b>	<b>6,383,675</b>	<b>6,631,341</b>	<b>247,666</b>	<b>3.9%</b>
<b>SEWER Total</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100%</b>

2018 Variance	Amount
Increase to Sewer revenues for rate increase and development growth	(\$229,241)
Increase to Sewer parcel tax from development	(42,425)
Increase in debt servicing	107,480
Increase in wages and benefits	75,346
Increase in utilities	10,870
Increase in insurance	3,097
Decrease in supplies and other general expenses	(43,809)
Net change in transfers between reserves	118,682
<b>OVERALL SEGMENT VARIANCE</b>	<b>\$0</b>

## Wastewater

Wastewater provides both collection and treatment of sanitary sewage within the City of Campbell River and the three First Nations communities within City boundaries to protect public health and safety and minimize environmental impact. Wastewater treatment is provided via the Norm Wood Environmental Centre (NVEC) – a secondary treatment facility – and via the Industrial Park lagoon. Sewage collection is done through a series of 15 sewage pumping stations and more than 260 kilometers of sewer main.

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
084860 - PARCEL TAXES	(704,307)	(707,675)	(750,100)	(42,425)	6.0%
280115 - OTHER REVENUE	(3,000)	(3,000)	(3,000)	-	0.0%
288140 - UTILITY USER FEES	(5,369,211)	(5,584,000)	(5,813,241)	(229,241)	4.1%
484000 - INVESTMENTS	-	(65,000)	(65,000)	-	0.0%
<b>1 - Revenue Total</b>	<b>(6,076,518)</b>	<b>(6,359,675)</b>	<b>(6,631,341)</b>	<b>(271,666)</b>	<b>4.3%</b>
800115 - SEWER GENERAL	1,314,222	1,331,333	1,397,795	66,462	5.0%
800120 - UTILITIES	260,414	300,086	312,896	12,810	4.3%
807320 - SEWER STUDY	16,220	10,000	10,000	-	0.0%
826520 - SEWER CLEANING	11,371	8,000	7,500	(500)	-6.3%
826550 - SEWER INFILTRATION	106,862	157,000	155,000	(2,000)	-1.3%
826580 - SEWER INSPECTION	51,773	135,000	137,000	2,000	1.5%
826718 - SEWER R&M	33,523	40,000	40,500	500	1.3%
846656 - SEWERLIFT STATIONS OPS	14,851	102,173	79,130	(23,043)	-22.6%
866750 - SEWER TREAT BIOSOLIDS MGMT	64,397	93,155	65,000	(28,155)	-30.2%
866786 - SEWER TREAT PLANT OP	174,426	164,864	176,406	11,542	7.0%
866787 - SEWER TREAT PLANT GROUNDS	454	500	500	-	0.0%
866788 - SEWER TREAT FACIL R&M	16,977	17,000	16,000	(1,000)	-5.9%
868578 - METER COST ALLOCATION	20,589	30,244	30,244	-	0.0%
870123 - ROADS SVC WASTEWATER	5,947	5,704	5,813	109	1.9%
899990 - COST ALLOCATION	338,967	338,968	345,747	6,779	2.0%
<b>2 - Expense Total</b>	<b>2,430,994</b>	<b>2,734,027</b>	<b>2,779,531</b>	<b>45,504</b>	<b>1.7%</b>
<b>580 - SEWER TOTAL</b>	<b>(3,645,524)</b>	<b>(3,625,648)</b>	<b>(3,851,810)</b>	<b>(226,162)</b>	<b>6.2%</b>

### Summary of Budget Changes from 2017 to 2018:

- Increase in wastewater user fees and 0.5% estimate for growth (new customers).
- Increase in wages and benefits; partially offset by reduction in other expenses.

**2018 Goals, Objectives and Work Plan:**

- Norm Wood Environmental Centre Outfall Inspection.
- Installation of Emergency Power at 6 Lift Stations.
- Replacement of Oxidation Ditch and Digester Diffusers at NWECC.
- NWECC Aeration Pipe Lining.
- Replacement of Hatches at LS #11.
- NWECC Electrical Upgrade Design.
- Sewer Main Renewal (various locations including Pier Street, Willow Point, etc.).
- Modifications of Biosolids Land Application Site to Extend Life.
- Installation of automatic cleaners at Lift Stations #13 and 14.
- Update of confined space entry procedures.

**2017 Highlights:**

- Biosolids Management Options Study (to be continued into 2018).
- Larwood-Erickson Sewer Design.
- Waterfront Sewer System Upgrades Design.
- Reclaimed Water Study.
- Transformer repair at Lift Station #11
- SCADA Upgrade
- Storage Shelter for Vacuum
- Sewer flushing (94km).
- CCTV inspections of sewer mains (10km).
- CCTV Inspection of sewer services (205 Services).
- Sewer manhole Inspections (105 manholes).
- Sewer main grouting (204 joints).
- Sewer trenchless point repairs (10 locations).
- Installation of automatic cleaners at Lift Station #11.
- Inventory of Confined Space Locations within sewer system.
- Industrial Park Lagoon sludge removal and dewatering system installed.
- Addition of a dedicated on-call system for wastewater.



## Sewer Debt

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
894570 - MFA DEBENTURES	17,314	84,520	192,000	107,480	127.2%
<b>2 - Expense Total</b>	<b>17,314</b>	<b>84,520</b>	<b>192,000</b>	<b>107,480</b>	<b>127.2%</b>
<b>585 - SEWER DEBT TOTAL</b>	<b>17,314</b>	<b>84,520</b>	<b>192,000</b>	<b>107,480</b>	<b>127.2%</b>

### Summary of Budget Changes from 2017 to 2018:

- Increase in Sewer debt servicing for the Waterfront Sewer Forcemain project with construction in 2018.

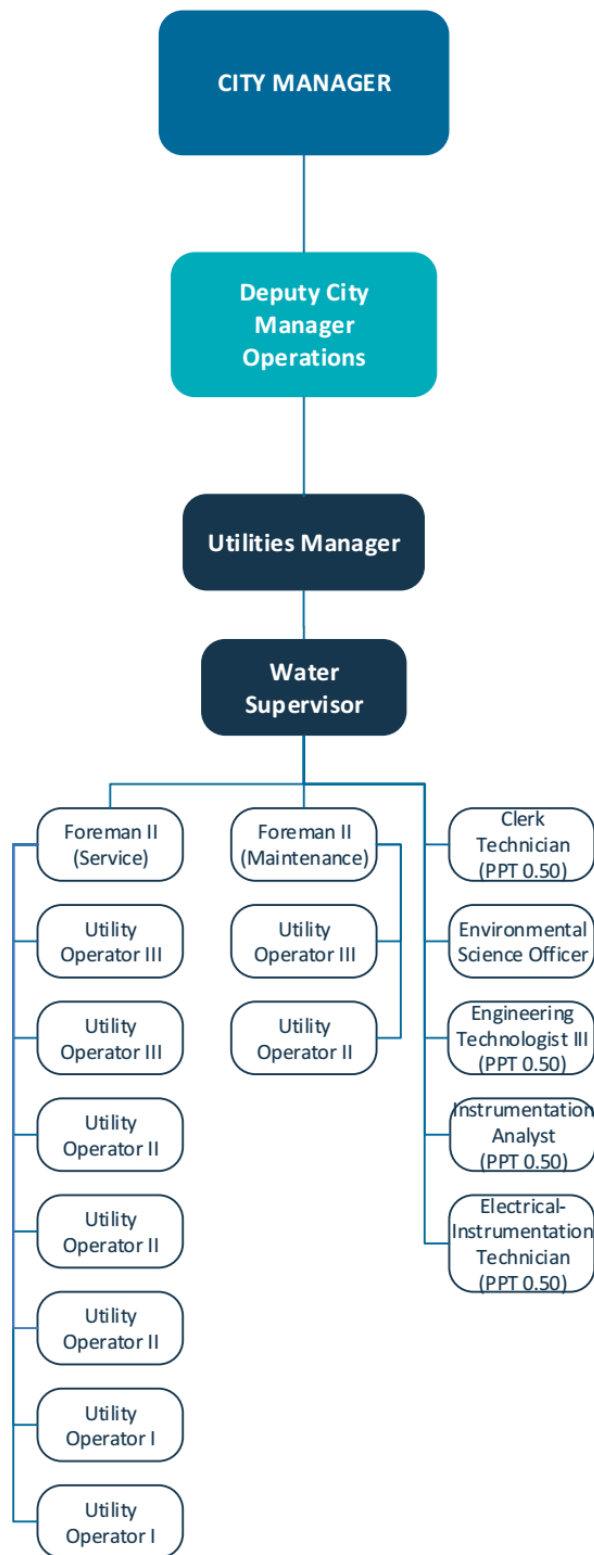
## Sewer Fiscal Services

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
907905 - ACCUM SURPLUS SEWER	-	(24,000)	-	24,000	-100.0%
<b>1 - Revenue Total</b>	<b>-</b>	<b>(24,000)</b>	<b>-</b>	<b>24,000</b>	<b>-100.0%</b>
098006 - SEWER CAPITAL	3,542,452	3,565,128	3,659,810	94,682	2.7%
<b>2 - Expense Total</b>	<b>3,542,452</b>	<b>3,565,128</b>	<b>3,659,810</b>	<b>94,682</b>	<b>2.7%</b>
<b>589 - SEWER FISCAL SERVICES TOTAL</b>	<b>3,542,452</b>	<b>3,541,128</b>	<b>3,659,810</b>	<b>118,682</b>	<b>3.4%</b>

### Summary of Budget Changes from 2017 to 2018:

- Increase in transfer to Sewer Capital Reserve.

# WATER SEGMENT



## Water Segment Budget Summary

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
Tax Revenue	(5,612)	(4,300)	(4,300)	-	0.0%
Fees & Charges	(6,638,759)	(7,183,583)	(7,462,471)	(278,888)	3.9%
Investment Income	(17,379)	(15,000)	(15,000)	-	0.0%
Other Revenue	(56,184)	-	-	-	100%
Transfers from own funds	111,000	(120,800)	-	120,800	-100.0%
<b>1 - Revenue Total</b>	<b>(6,606,934)</b>	<b>(7,323,683)</b>	<b>(7,481,771)</b>	<b>(158,088)</b>	<b>2.2%</b>
Wages & Benefits	1,350,394	1,762,877	1,795,773	32,896	1.9%
Contracted Services	257,951	371,829	363,531	(8,298)	-2.2%
Debt Servicing	8,964	678,509	835,580	157,071	23.1%
Insurance	54,244	40,146	39,700	(446)	-1.1%
Utilities	153,543	171,478	175,750	4,272	2.5%
Other Operating Expenses	1,206,423	1,392,514	1,386,156	(6,358)	-0.5%
Transfers from own funds	3,575,416	2,906,330	2,885,281	(21,049)	-0.7%
<b>2 - Expense Total</b>	<b>6,606,934</b>	<b>7,323,683</b>	<b>7,481,771</b>	<b>158,088</b>	<b>2.2%</b>
<b>WATER Total</b>	<b>0</b>	<b>(0)</b>	<b>-</b>	<b>0</b>	

## Amount

## 2018 Variance

Increase in Water user fee revenue for rate increase and development growth	(\$278,888)
Increase in wages and benefits	32,896
Increase in debt servicing	157,071
Decrease in insurance	(446)
Increase in utilities	4,272
Decrease in other operating expenses	(146,656)
Net increase in transfers between reserves	99,751
<b>OVERALL SEGMENT VARIANCE</b>	<b>\$0</b>



## Water

The City of Campbell River aims to consistently meet community service expectations with cost-effective and sustainable delivery of safe, adequate, secure, reliable and aesthetically pleasing potable water. The City owns and operates a water distribution system that provides high-quality potable water and water flow for fire protection to more than 30,000 City residents. The City also provides bulk water delivery to three First Nations and Area D of the Strathcona Regional District. The water system includes protection of an 1,800-square-kilometre watershed and dual disinfection methods (ultra violet [UV] and chlorination) to produce the highest quality water possible. Water is delivered to the community through more than 90 kilometers of watermain, including three reservoirs, two UV/chlorination stations, three pump stations, more than 30 pressure-reducing stations and many valves and fire hydrants.



	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2018 Budget</b>	<b>Variance (\$)</b>	<b>Variance (%)</b>
291685 - CONTRACTED SVCS	(81,149)	(83,583)	(86,090)	(2,507)	3.0%
298140 - UTILITY USER FEES	(6,563,259)	(7,104,300)	(7,380,681)	(276,381)	3.9%
494000 - INVESTMENTS	(17,379)	(15,000)	(15,000)	-	0.0%
<b>1 - Revenue Total</b>	<b>(6,661,787)</b>	<b>(7,202,883)</b>	<b>(7,481,771)</b>	<b>(278,888)</b>	<b>3.9%</b>
900005 - ROADS SVC WATER	72,739	106,944	108,994	2,050	1.9%
900100 - WATER PURCHASE	155,746	160,000	163,200	3,200	2.0%
900115 - WATER GENERAL	1,574,815	1,925,584	1,985,967	60,383	3.1%
900120 - UTILITIES	257,076	299,611	312,147	12,536	4.2%
901000 - WATER TREAT FACILITY	136,960	255,107	222,500	(32,607)	-12.8%
902000 - WATER SYSTEM STUDY	25,627	10,000	10,000	-	0.0%
903000 - WATERSHED MGT OPS	16,632	72,168	57,000	(15,168)	-21.0%
905000 - WATER TREAT OPS	110,858	145,000	145,000	-	0.0%
905220 - WATER QUALITY MONITOR	20,512	35,600	35,600	-	0.0%
906000 - WATER DISTRIBUTION OPS	152,143	180,240	180,240	-	0.0%
907000 - CATHODIC PROTECTION	6,270	10,000	10,000	-	0.0%
908000 - CROSS CONNECT CONTROL	2,510	13,500	13,500	-	0.0%
909110 - HYDRANTS	27,578	28,703	28,703	-	0.0%
909200 - MAINS/SERVICE REPAIR	43,348	50,000	50,000	-	0.0%
909300 - WATER VALVES	2,744	35,000	35,000	-	0.0%
909400 - WATER METERS	20,522	30,244	30,244	-	0.0%
910100 - WATER DEMAND MGT OPS	4,838	39,168	24,000	(15,168)	-38.7%
999990 - COST ALLOCATION	341,975	341,975	348,815	6,840	2.0%
<b>2 - Expense Total</b>	<b>2,972,893</b>	<b>3,738,844</b>	<b>3,760,910</b>	<b>22,066</b>	<b>0.6%</b>
<b>590 - WATER TOTAL</b>	<b>(3,688,893)</b>	<b>(3,464,039)</b>	<b>(3,720,861)</b>	<b>(256,822)</b>	<b>7.4%</b>

**Summary of Budget Changes from 2017 to 2018:**

- Increase in water user fees and development growth.
- Increase in wages and benefits.

**2018 Goals, Objectives and Work Plan:**

- New water supply system to be commissioned and put into operation.
- Water Conservation Plan to be adopted.
- Water conservation program to be implemented.
- Petersen PRV design.
- Maple Street cathodic protection upgrades and repairs.
- Area D Water Connection Improvements (design).
- CRIB/City Water System Improvements (concept).
- Watermain renewal (Fir Street).
- Selection of concept for mitigation of water quality impacts of BC Hydro's John Hart Dam Upgrade Project.
- Update of confined space entry procedures.

**2017 Highlights:**

- Continued construction of new water supply project at John Hart Lake.
- System modifications for new water supply.
- SCADA upgrades.
- Water Conservation Plan drafted.
- Watermain flushing in Downtown and Campbellton neighbourhoods.
- Inventory of Confined Space Locations within water system.
- Cathodic protection test point repairs.



## Water Debt

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
994570 - MFA DEBENTURES	8,964	678,509	835,580	157,071	23.1%
<b>2 - Expense Total</b>	<b>8,964</b>	<b>678,509</b>	<b>835,580</b>	<b>157,071</b>	<b>23.1%</b>
<b>595 - WATER DEBT TOTAL</b>	<b>8,964</b>	<b>678,509</b>	<b>835,580</b>	<b>157,071</b>	<b>23.1%</b>

### Summary of Budget Changes from 2017 to 2018:

- Increase in debt for Campbell River Water Supply principal and interest payments.

## Water Fiscal Services

	2016 Actual	2017 Budget	2018 Budget	Variance (\$)	Variance (%)
<b>1 - Revenue</b>					
907907 - ACCUM SURPLUS WATER	-	(120,800)	-	120,800	-100.0%
<b>1 - Revenue Total</b>	<b>-</b>	<b>(120,800)</b>	<b>-</b>	<b>120,800</b>	<b>-100.0%</b>
<b>2 - Expense</b>					
098008 - WATER CAPITAL	3,573,304	2,906,330	2,885,281	(21,049)	-0.7%
<b>2 - Expense Total</b>	<b>3,573,304</b>	<b>2,906,330</b>	<b>2,885,281</b>	<b>(21,049)</b>	<b>-0.7%</b>
<b>599 - WATER FISCAL SERVICES TOTAL</b>	<b>3,573,304</b>	<b>2,785,530</b>	<b>2,885,281</b>	<b>99,751</b>	<b>3.6%</b>

### Summary of Budget Changes from 2017 to 2018:

- Slight decrease in transfer to Water Capital Reserve.



## 2018-2027 FINANCIAL PLAN PROPOSED ONGOING NEW SERVICE LEVELS

Index	Department	Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Funding Source
<b>Taxation Funded</b>													
1	External Request	Robron Fieldhouse Operating Funds			75,000								Taxation
2	320 - RCMP	RCMP Public Safety Enhancements		189,000			202,000						Taxation
3	322 - Fire Protection	Staffing No. 2 Fire Station				200,000			245,000			249,000	Taxation
4	448 - Capital Works	Capital Project Management	36,000										Taxation
5	502 - Planning & Development	Development Engineering Service Levels	77,000										Taxation
6	502 - Planning & Development	Invasive Species Management Plan Implementation						30,000					Taxation
7	536 - Public Transit	Transit Service Expansion	82,000										Taxation
8	720 - Parks	Street Tree Maintenance			89,000								Taxation
9		Expected Future New Services Funded by Taxation											Taxation
			\$ 195,000	\$ 189,000	\$ 164,000	\$ 200,000	\$ 202,000	\$ 30,000	\$ 245,000	\$ -	\$ -	\$ 249,000	
<b>Utility User Fees and Other Funds</b>													
10	264 - Economic Development	Enhance and Maintain Service Levels	57,000										CPC Funding
11	580 - Sewer	Wastewater On-Call	18,000										Sewer Fees
			\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		<b>TOTAL FUNDED ONGOING NEW SERVICE LEVELS</b>	<b>\$ 270,000</b>	<b>\$ 189,000</b>	<b>\$ 164,000</b>	<b>\$ 200,000</b>	<b>\$ 202,000</b>	<b>\$ 30,000</b>	<b>\$ 245,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 249,000</b>	
<b>BELOW THE LINE (Excluded from Financial Plan)</b>													
12	External Request	Bike Park Operating Funds	19,000			31,000							Taxation
13	310 - Mayor & Council	Centennial Park Additional Maintenance	19,000										Taxation
14	310 - Mayor & Council	Airport Upgraded Landscaping Maintenance	21,000										Taxation
15	322 - Fire Protection	Exempt Fire Administrative Support	24,000										Taxation
16	322 - Fire Protection	Auxiliary Firefighter Compensation	36,000	30,000	30,000								Taxation
17	322 - Fire Protection	Increase to Fire Prevention Services				136,000							Taxation
18	502 - Planning & Development	Administrative Support - Building Services		40,000									Taxation
19	502 - Planning & Development	Administrative Support - Development Engineering			40,000								Taxation
20	502 - Planning & Development	Planning 101 - Community Outreach	10,000										Taxation
21	502 - Planning & Development	Scotch Broom Management	10,000										Taxation
23	532 - Roads	Snow Clearing	30,000	75,714									Taxation
24	720 - Parks	Integrated Pest Management Program			45,000								Taxation
25	720 - Parks	Increase in Parks Customer Reception Service			19,000								Taxation
26	720 - Parks	Urban Forest Management Plan Implementation					300,000						Taxation
27	740 - Recreation & Culture	Enhanced Skatepark Environment	15,000										Taxation
			\$ 184,000	\$ 145,714	\$ 134,000	\$ 167,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	

Index	Department	Project Name	Project Description	Project Justification	Funding Source
<b>Taxation Funded</b>					
1	External Request	Robron Fieldhouse Operating Funds	Funding for the operating and maintenance of the Robron Fieldhouse.	Total estimated costs to operate the facility are \$75,000 annually.	Taxation
2	320 - RCMP	RCMP Public Safety Enhancements	Increase RCMP contract strength by two police officers.	Campbell River is faced with a growing challenge of public intoxication and alcohol-related crime and disorder occurring in its downtown core. These issues have a direct impact on public safety and livability, relationships with the business and development community, and economic growth in the downtown core and the community as a whole. Since the last increase to the authorized police strength in 2007, Campbell River's population has grown by approximately 13.2%. Due to Campbell River's growing population and the increased demand for police services, it is more and more difficult for the Campbell River RCMP to meet the delivery expectations set by Council with the current authorized strength of 43 and funded strength of 41 RCMP members. In 2016, out of 114 E Division detachments, Campbell River ranked 8 <sup>th</sup> highest for Criminal Code offences and continues to maintain a Criminal Code Case burden per member of approximately 17% above the provincial average. Campbell River is a growing community, and with existing police resources that are already stretched, the RCMP is not positioned to meet the demand of the growth, or, more specifically, focus proactively on crime reduction initiatives targeting the issues overwhelming the downtown core.	Taxation
3	322 - Fire Protection	Staffing No. 2 Fire Station	Improvements to fire service levels.	The fire department is not able to meet regulatory compliance with WorkSafeBC Regulation Part 31 for entry into buildings due to instances of no call-back response or call-back responses that exceed the 10-minute requirement. Our current response data shows a potential liability for a lowered insurance rating, which is causing increased premiums (between 17% and 22%) across the City. The use of staff on overtime negatively impacts the fire budget for coverage of multiple incidents, incidents of extended duration, and training. There is also the risk of losing fire service contracts and damaging relations with the Homalco First Nation and Strathcona Regional District by not providing adequate fire protection. The recommendation is to staff the No. 2 Fire Station with a crew of two 24/7 firefighters, using a staged implementation from the present Monday – Friday days-only arrangement to 7 days a week by adding two flex firefighters. Two more flex firefighters will provide staff on the night shift Monday - Friday. And finally, 24/7 coverage will be achieved with two more staff for a total of 8 at FH#2.	Taxation
4	448 - Capital Works	Capital Project Management	Additional resources required to address the long range capital plan project management demand.	Council has pre-approved this project by directing staff to identify options for addressing the project management demand related to the current 10-year capital plan with the most cost effective and efficient solution. The solution is the creation of a junior project manager position with responsibility for managing the small to medium-sized projects within the approved capital plan.	Taxation

Index	Department	Project Name	Project Description	Project Justification	Funding Source
5	502 - Planning & Development	Development Engineering Service Levels	Additional engineering resources for development engineering to align with the development community needs.	The current development engineering function is unable to match the pace of the development community and the residents within the community. This impacts residents with questions about their utility services, permits for contractors, third party utility approvals, building permit approvals, development permit reviews, and subdivision reviews and approvals. Each of the previous tasks require development engineering staff's involvement through review and approval. With the City's active economic development, the number of applications for review has increased 15%-20% over the last year, and 91% overall in the last five years, while staffing levels have remained the same since 2009. This increase in volume of applications lengthens the turnaround time for review and approval and directly impacts the development community. To adequately respond to the development community's activities, and to provide redundancy in the function, it is requested that service levels are increased by one Engineering Technologist. The addition of an Engineering Technologist would support succession planning and address customer service expectations by improving application process timelines. Staff estimate that approximately 130 hours of time per week are required to meet current review and approval demand for engineering, and currently only 53 hours of staff time (1 full time Eng Tech and 1 half time Development Engineer & Supervisor) are available for this function. The additional position would help work toward filling this gap. (Business Case included.)	Taxation
6	502 - Planning & Development	Invasive Species Management Plan Implementation	Implementation of the Invasive Species Management Plan (adopted by Council in July 2015).	This request includes \$25,000 for the creation of a part-time 5-year contract Invasive Species Coordinator position to advance education and outreach to retailers that sell invasive plants, for communications, coordinating inventory/treatment/monitoring, coordinating volunteer events, data entry to the provincial reporting system, and disposal management. Ideally this position would work through Greenways Land Trust, where the coordinator can work closely with the volunteer base and ongoing events and restoration projects. The remaining \$5,000 is to help offset the costs of outstanding data entry to the Provincial Invasive Alien Plant Program database and for anticipated extra disposal fees. The focus is on addressing environmentally sensitive areas along the marine foreshore, the estuary, and in riparian areas. Not proceeding with these actions could lead to invasive species taking over environmentally sensitive areas and choking out native species in riparian areas. This would likely result in increased restoration costs in the long run (as has been the experience of other communities).	Taxation
7	536 - Public Transit	Transit Service Expansion	The City of Campbell River endorsed the Transit Futures Plan in 2012 that outlined expanded services for the following 25 years. In support of this plan, BC Transit has committed an additional 1,500 hours of transit service to enable 2 additional buses and 2 transit exchanges to facilitate a new schedule with improved service levels. Changes to the service took effect at the end of August 2017. Cost for this expansion in 2017 were covered by a transfer of the engineering funds from the Roads department for 2017.	Transit service is an important service for the community that supports economic growth, provides alternative forms of transportation, and supports the City's sustainable growth objectives for all sectors of the community. Systems changes were undertaken in the fall of 2017 and a review of the new routes and schedules will happen in 2018. Increases to the budget in 2018 are related to annual services cost increases and with the additional services added in 2017.	Taxation
8	720 - Parks	Street Tree Maintenance	Funding is needed to ensure the long term sustainability of the City's street tree inventory.	The City's green asset infrastructure includes over 3,300 street trees with an approximate value of \$2.40 million. Residential developers plant one tree per lot as part of the subdivision bylaw standards. Consequently, the inventory continues to grow with 126 trees planted in 2016 and an additional 150 trees in 2017. Due to a lack of maintenance, the City is achieving only a 60% survival rate over the last five years. Street trees are a critical component in the overall aesthetic of the community and make a significant contribution to quality of life for our citizens. Street trees also contribute to sustainability through carbon capture, and reduce storm water flows and the nutrient loads that end up in our waterways. Funding for street tree maintenance is required to ensure the long term sustainability of this important asset.	Taxation
9		Expected Future New Services Funded by Taxation	Funding for future expected projects based on funding parameter of \$125,000 or 0.5% tax increase.		Taxation



Index	Department	Project Name	Project Description	Project Justification	Funding Source
<b>Utility User Fees and Other Funds</b>					
10	264 - Economic Development	Enhance and Maintain Service Levels	The Economic Development Officer (EDO) started at the City in May 2016 with access to the full 2016 department budget. The full budget was used in just over 6 months to create baseline materials required to develop Campbell River's economic development framework. In 2017, the EDO received approval to hire an Economic Development Analyst.	The 5 pillars of economic development are investor readiness, business retention and expansion, communication, collaboration, and capitalizing on opportunities. They represent the innovative and proactive approach we are taking in economic development. The additional funding will ensure the department can build on the momentum already achieved in the new economic development function. It will also enable the EDO to collaborate with stakeholders (i.e. Creative Industries) and other communities to leverage limited resources. Without an increase to the base budget, the EDO will be unable to maintain services established to date.	CPC Funding
11	580 - Sewer	Wastewater On-Call	Continuation of the dedicated sewer on-call service.	At the January 9, 2017 council meeting, the following resolution was made: That Schedule 'L' of Council's Risk Management Policy be amended to reduce the frequency of operational checks to sewer pump stations and odour control facilities from daily to weekly; that Council approve the addition of the wastewater on-call system for 2017 at a cost of \$18,000; and the ongoing service level increase to the sewer operating budget of \$18,000 per year to fund the wastewater on-call system (be referred to the 2018 budget discussions). Since the resolution was made, the on-call system has worked well to ensure that a qualified operator is available to respond to any sewer emergencies that arise.	Sewer Fees
<b>BELOW THE LINE (Excluded from Financial Plan)</b>					
12	External Request	Bike Park Operating Funds	Funding for the operating and maintenance of the bike park.	Phase 1 is estimated to cost \$19,130; phase 2 is estimated to cost \$31,000.	Taxation
13	310 - Mayor & Council	Centennial Park Additional Maintenance	To provide a higher level of maintenance (service level) to the park.	Centennial Park service level to be the same as Willow Point and Robron parks.	Taxation
14	310 - Mayor & Council	Airport Upgraded Landscaping Maintenance	To upgrade the 7 landscape beds and maintain the beds at a BCSLA Level 1 standard.	To beautify the airport appearance and entrance into Campbell River.	Taxation
15	322 - Fire Protection	Exempt Fire Administrative Support	Increase Fire Administrative Support.	An independent consultant identified that the fire chiefs' workload issues were, in part, due to the lack of sufficient administrative support. Fire department management is presently supported by a 0.6 FTE confidential administrative assistant (Monday to Thursday, 5 hours per day). Investigation of the fire chiefs' workload issues revealed that, due to lack of administrative capacity, chief officers were performing a significant amount of administrative tasks. These administrative tasks include processing invoices, requests for payment, training arrangements, statistical analysis, and research projects. The additional 0.4 of administrative support is a cost-effective option to provide capacity for chief officers to help address the gap between the present output on strategic issues and the minimum acceptable output as identified in department work plans. Tasks that would be permitted by this improvement include performance management of unionized staff, reviewing and updating policies/guidelines/bylaws, execution of advanced training activities, and structured inter-agency emergency coordination planning.	Taxation
16	322 - Fire Protection	Auxiliary Firefighter Compensation	Compensation increases for auxiliary firefighters over 3 years.	A key element to the retention of auxiliary firefighters is the recognition of the vital role they play in the delivery of fire services. The City's current compensation structure (\$13.25 for firefighters and \$13.50 for officers) does not enhance the recognition of these members and falls well below our comparable communities' average rate of \$20.50 – \$25.43. Our proposal increases auxiliary compensation to the average value of our 6 comparable communities in a staged approach over 3 budgets.	Taxation

Index	Department	Project Name	Project Description	Project Justification	Funding Source
17	322 - Fire Protection	Increase to Fire Prevention Services	Recruitment of 1 FTE Fire Inspector/Firefighter.	The current fire inspector is unable to meet the specialized fire prevention needs of the community. Specialized fire prevention activities include development review, fire safety plan review, fire investigation, and public education programs (which have been compromised due to prioritized high risk property code compliance inspections). The lack of appropriate numbers of fire prevention staff requires chief officers to defer imperative management activities in order to provide essential development reviews and fire investigations when staff is unavailable. Proactive specialized fire prevention activities lay the groundwork for reduced fire operational needs in the future.	Taxation
18	502 - Planning & Development	Administrative Support - Building Services	Additional administrative resources for building services to align with the development community needs.	The recent Building Services Review recognized a gap between the expected service delivery in building permits and inspections compared to community expectations and best practices. This gap creates frustrations within the development community when the City is unable to respond to inspection requests and permit approvals as per industry standards. The review analyzed the City's present demand for permits and inspections as well as comparable communities. There were a number of small process improvements found, which included administrative staff assisting in foundation permit-only issuance. Overall, the review recognized a shortage in administrative support to Building Services. In order to adequately respond to the development community's activities, it is requested that services levels are increased by a half time (0.6) administrative position. Technical staff are taking time away from technical reviews and approvals and are performing administrative duties that are required. The proposed 0.6 position will allow for dedicated building services administration, which will increase our customer service, support the building inspectors, and align with the recommendations in our recent Building Services Review. It would also increase response times for counter inquiries and increase technical staff time for reviewing and processing applications by shifting the administrative workload from technical staff onto administrative staff.	Taxation
19	502 - Planning & Development	Administrative Support - Development Engineering	Additional administrative resources for engineering services to align with the development community needs.	The development engineering function is unable to match the pace of the development community and the residents within the community. This impacts residents with questions about their utility services, permits for contractors, third party utility approvals, building permit approvals, development permit reviews, and subdivision reviews and approvals. Each of the previous tasks require development engineering staff involvement through review and approval. With the City's active economic development, the number of applications for review has increased 15% - 20% over the last year, and 91% overall in the last five years, while staffing levels have remained the same since 2009. This increase in volume of applications lengthens the turnaround time for review and approval, which directly impacts the development community. To adequately respond to the development community's activities, and to provide redundancy in the function, it is requested that service levels are increased by 0.6 administrative support. The 0.6 administration position would permit the department to dedicate some administrative support to development engineering services. By shifting the administrative workload from technical staff onto administrative staff, the position will serve to support the functions in a more efficient manner, and address customer service expectations by increasing technical staff time for reviewing and processing applications. (See Development Engineering Business Case.) Note: Our ranking of priorities for our new position requests are: 1) Eng Tech 2) Building Admin 3) Eng Admin	Taxation

Index	Department	Project Name	Project Description	Project Justification	Funding Source
20	502 - Planning & Development	Planning 101 - Community Outreach	Planning 101 Community Sessions: To provide proactive community engagement with the intent to build community capacity and to foster better relationships between residents and development services.	As the City continues to grow, more infill development will occur in existing neighbourhoods. Infill development is often contentious, ending in conflict between developers and local neighbourhoods. It has been found that many residents do not know how to effectively get involved in the decision-making process. This results in angry residents waging e-mail writing campaigns to staff and Council. The community's concerns can result in up to several weeks' worth of work for both staff and Council. The City has an opportunity to be proactive in fostering an improved relationship with the community by reaching out to residents before a development proposal, to host events that inform residents about the development process and decision-making process, and to create greater trust between City Hall and the community at large. Staff propose holding neighbourhood-based Planning 101 sessions that are fun, interactive, and informative, and strategically held in areas likely to see major new development or significant neighbourhood change in the future. This funding would be used to host events and create communication material, and would cover administrative staff time to allocate to these events.	Taxation
21	502 - Planning & Development	Scotch Broom Management	To incrementally remove Scotch Broom on public lands if Council wishes to regulate broom through an amendment to the Environmental Protection Bylaw.	Council resolution 15-0271 directed staff to regulate broom and noxious weeds through an amendment to Environmental Protection Bylaw No. 3551 (2014). The bylaw amendment was prepared in September 2017 for Council and was deferred to budget deliberations given the \$10,000 request to support broom removal. The funding recommendation is to help increase control efforts on City-owned lands. Despite a very active BroomBusters group (operating since 2013 with help from the Rotary Club and others), broom is so pervasive and widespread that additional resources are required to get on top of the situation on public lands, especially if the City expects private land owners to control broom. The most practical approach is to have an ENGO administer the funds and arrange for contracted removal and disposal during the "cut broom in bloom" window. This is the model the City uses to treat knotweed, and each year the list of new infestations declines. Approximately \$1,000 would go towards administration, an approximate \$1,000 may be spent on disposal, and \$8,000 would be spent on the actual removal. Environmentally sensitive areas and lands adjacent to current BroomBusters removal locations will be prioritized. The amount of broom removed will depend on the type of removal. For instance, large tracks may have to be mowed while smaller infestations can be removed by hand. Without the funding, it will be very difficult for BroomBusters to remove enough of the invasive shrub to make headway, which risks swamping their efforts. The City needs to lead by example and remove broom on City lands if a bylaw amendment requiring private land owners to remove broom comes into effect.	Taxation
23	532 - Roads	Snow Clearing	Increase snow clearing service levels. \$23.5K labour and \$6K skid-steer lease.	Current levels of funding are not sufficient to provide expected levels of service. By adding an additional staff member (increasing a 0.67 to a 1.0 FTE) through the winter, it will allow us to operate a skid-steer unit to clear primary sidewalks. Staff have identified approximately 47km of sidewalks that are part of the primary pedestrian corridors, connections to transit areas, or on/around hills where pedestrians frequent. Due to the time of year, leasing a piece of equipment for the 2017/18 winter season is our only option. The purchase of the additional skid-steer unit will be during 2018 and ready for the fall of 2018.	Taxation

Index	Department	Project Name	Project Description	Project Justification	Funding Source
24	720 - Parks	Integrated Pest Management Program	Implement the Integrated Pest Management program for turf management.	Additional resources are required to implement the Integrated Pest Management (IPM) policy for turf management. The City's IPM policy states that the City will "consider the use of natural controls and alternatives to the use of pesticides, and emphasize prevention to minimize the use of chemical controls." At present, the department does not have the resources necessary to properly implement the policy. The City's IPM program for turf involves a number of components, but the most important tasks are aeration, fertilization, top dressing, over-seeding, and monitoring. When this IPM program is being performed, the results are healthy turf grass that out-competes weeds, and safe and sustainable playing surfaces for sports and tournaments. Over the last few years the IPM has not been carried out due to lack of resources. The result has been that the Parks department has had to close sports fields to spray herbicides to control turf disease and weed infestation. While spraying chemicals is part of the IPM program, it is meant to be a last resort, used only when all other control methods have proven ineffective. Unavoidably, turf maintenance machinery and sports footwear continue to spread weeds and turf disease throughout the parks system. With the continued lack of resources, spraying chemicals will need to be done with increasing frequency at an increasing number of sites. Implementation of the IPM and prioritizing the non-chemical practices mentioned above will support a chemical-free approach and show leadership by demonstrating that effective landscape management can be achieved without relying on the use of chemicals.	Taxation
25	720 - Parks	Increase in Parks Customer Reception Service	Administrative support services for the Parks Department.	The overall parks system continues to experience increased use by the community. The Parks Clerk/Tech position is the primary contact between the public and the parks department for parks, sports fields, special events, street trees, danger trees, trails/walkways, and cemetery inquiries. Currently the Clerk/Tech position responds to an average of 2,880 phone calls, generating 900 service requests per year. The majority of these phone calls and service requests require return phone call follow-up with the citizen. It is expected that this customer inquiry/service request volume will continue to grow. The current volume has resulted in an average of 126 hours of overtime for this position per year. This workload is unsustainable, and without additional resources, the City will not be able to maintain its current level of customer service in this area. The funding requested will provide an additional 10 hours of service per week.	Taxation
26	720 - Parks	Urban Forest Management Plan Implementation	Funding for implementation of the Urban Forest Management Plan.	The Urban Forest Management Plan (UFMP) was completed in late 2015 and given approval in principle by Council in 2016. The plan deals with all areas of the City's urban forest including danger trees, street trees, trees on City-owned property, policy development, and long term asset management of the urban forest. Satellite imagery between 2000 and 2012 demonstrates that substantial canopy loss has occurred in Campbell River's urban areas. Existing treed areas are being cleared for development without any replacement of trees. The City is at risk of seeing its canopy cover reduced from 33% to 20% without proper maintenance and management of the urban forest. This has negative consequences for storm water control, carbon sequestration, and the City's ability to meet its environmental goals. Lack of maintenance of the City's street tree inventory (of over 400 trees) is damaging the long term health of this important neighborhood asset. This has negative consequences for neighborhood ambience and community livability. The City overspends its hazard tree management budget by an average of \$30,000 per year. The City currently only responds reactively to hazard tree complaints. This exposes the City to potential liability costs due to an unmaintained urban forest. The urban forest is an important component of the City's green infrastructure. Investing in management and maintenance of this asset will reduce the long term costs of storm water management. The urban forest is also an important component in the livability of the community, and it makes significant contributions to carbon sequestration and the City's Community Energy and Emissions Plan.	Taxation

Index	Department	Project Name	Project Description	Project Justification	Funding Source
27	740 - Recreation & Culture	Enhanced Skatepark Environment	Addition of programs, events, and the Youth Ambassador Program to promote youth leadership development to enhance culture, safety, and security at youth facilities.	<p>The Recreation &amp; Culture department would like to provide programs, services, and a youth leadership development opportunity, which will start at the skate park and could potentially expand out to other outdoor facilities. Youth feedback from the public consultation conducted in 2014 expressed the need for free, drop-in, unstructured activities at outdoor facilities that are well-maintained and safe environments. Unfortunately, multiple recorded incidents and anecdotal evidence from parents and youth are indicating that the skate park is not a safe and welcoming environment, with drug smoking, drug selling, and aggressive behaviors being the types of incidents most often complained about. A skate park ambassador program would help to alleviate some of the negative behaviours and provide the opportunity for leadership and skill development, both for the ambassadors and for patrons who could benefit from instruction in skateboarding and BMXing from the ambassadors. This is a key step to creating a positive culture, especially prior to the bike skills park being added into the same area.</p>	Taxation

## 2018-2027 FINANCIAL PLAN PROPOSED OPERATING PROJECTS

Index	Department	Project Name	CFWD	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Funding Source
<b>Strategic Projects</b>														
1	218 - Reserves	Centennial Pool and Operating Budget Funding		300,000	225,000	150,000	75,000							Gaming Reserve
2	310 - Mayor & Council	Council Contingency - Annual Allocation		150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	Gaming Reserve
3	310 - Mayor & Council	Council Contingency - Property Mgmt	12,000											Gaming Reserve
4	310 - Mayor & Council	Council Contingency - Property Mgmt	20,000											Gaming Reserve
5	310 - Mayor & Council	Forestry Task Force Operating Budget		50,000										Gaming Reserve
6	310 - Mayor & Council	3.5 Acre Task Force	15,000	125,000										Gaming Reserve
7	310 - Mayor & Council	Homelessness Count			2,500		2,500		2,500		2,500		2,500	Gaming Reserve
8	310 - Mayor & Council	Beautification Grants	20,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	Gaming Reserve
9	310 - Mayor & Council	Social Grants		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	Gaming Reserve
10	310 - Mayor & Council	Ishikari Anniversary Celebration		25,000					25,000					Ishikari Anniversary Reserve
11	502 - Planning & Development	Campbellton Planning Projects	7,500											Gaming Reserve
12	502 - Planning & Development	Downtown Small Initiatives Fund	28,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	Gaming Reserve
13	502 - Planning & Development	Downtown Signage Incentive Program	35,000	35,000	35,000	35,000	35,000							Gaming Reserve
14	502 - Planning & Development	Façade Storefront Downtown Revitalization	50,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	Gaming Reserve
15	740 - Recreation & Culture	Increase Spirit Square Program Budget		12,000	12,000	12,000								Gaming Reserve
16	740 - Recreation & Culture	Public Art	43,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	Gaming Reserve
			<b>230,500</b>	<b>877,000</b>	<b>604,500</b>	<b>527,000</b>	<b>442,500</b>	<b>330,000</b>	<b>357,500</b>	<b>330,000</b>	<b>332,500</b>	<b>330,000</b>	<b>332,500</b>	
<b>Corporate Projects</b>														
17	114 - Human Resources	Strategic HR Management		97,000										Financial Stabilization
18	212 - Finance	DCC Review		75,000										Financial Stabilization
19	502 - Planning & Development	Sea Level Rise Assessment & Planning	95,000	85,000										Financial Stabilization
20	502 - Planning & Development	Interim Development Services Manager		150,000										Financial Stabilization
21		Future Expected Corporate Projects			125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	Financial Stabilization
			<b>95,000</b>	<b>407,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	
<b>Operational Projects</b>														
22	213 - IT	Network Security Audit			25,000			25,000			25,000			IT Reserve
23	264 - Economic Development	Tech Attraction Strategy	20,000											Grants/Surplus
24	502 - Planning & Development	Zoning/OCP Update	84,000											General Operating Surplus
25	502 - Planning & Development	Community Energy Efficiency Projects	70,000											Carbon Neutral Reserve / Grant
26	502 - Planning & Development	BC Hydro Energy Retrofit Program	16,000											Grant
27	502 - Planning & Development	Development Process Update	40,000											General Operating Surplus
28	570 - Airport	Business Development Opportunity Fund		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	Airport Reserve
29	570 - Airport	Flight Way Clearing				30,000				30,000				Airport Reserve
30	570 - Airport	Crack Sealing		20,000		20,000		20,000		20,000		20,000		Airport Reserve
31	570 - Airport	Runway Line Painting		20,000		20,000		20,000		20,000		20,000		Airport Reserve
32	580 - Sewer	Lift Station Auto - Cleaning		30,000	15,000									Sewer Reserve
33	580 - Sewer	Biosolids Management Options Study	35,000											Sewer Reserve
34	580 - Sewer	Confined Space Entry Alternate Procedures	10,000		15,000									Sewer Reserve
35	590 - Water	Confined Space Entry Alternate Procedures	10,000		15,000									Water Reserve
36	590 - Water	Water Conservation Program	23,000	80,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	Water Reserve

**2018-2027 FINANCIAL PLAN  
PROPOSED OPERATING PROJECTS**

Index	Department	Project Name	CFWD	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Funding Source
37	740 - Recreation & Culture	PLAY Campbell River		30,000										Grants - Other
			<b>308,000</b>	<b>230,000</b>	<b>195,000</b>	<b>195,000</b>	<b>125,000</b>	<b>190,000</b>	<b>125,000</b>	<b>195,000</b>	<b>150,000</b>	<b>165,000</b>	<b>125,000</b>	
<b>TOTAL FUNDED OPERATING PROJECTS</b>			<b>\$ 633,500</b>	<b>\$ 1,514,000</b>	<b>\$ 924,500</b>	<b>\$ 847,000</b>	<b>\$ 692,500</b>	<b>\$ 645,000</b>	<b>\$ 607,500</b>	<b>\$ 650,000</b>	<b>\$ 607,500</b>	<b>\$ 620,000</b>	<b>\$ 582,500</b>	
<b>BELOW THE LINE (Excluded from Financial Plan)</b>														
38	310 - Mayor & Council	The Big Rock Site Clean-Up		50,000										TBD
39	580 - Sewer	Liquid Waste Management Plan		200,000										Grant
40	740 - Recreation	Public Art Master Plan		20,000										TBD
			<b>\$ -</b>	<b>\$ 270,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	



Index	Department	Project Name	Project Description	Project Justification	Funding Source
<b>Strategic Projects</b>					
1	218 - Reserves	Centennial Pool and Operating Budget Funding	Annual transfer from the Gaming Reserve to fund Centennial Pool and balance the operating budget.	This transfer has been in place since 2012. For the past 7 years, Centennial Pool has averaged a net operating deficit of approximately \$170,000. Funds allocated from the Gaming Reserve have been used to offset this, with the remaining balance of \$130,000 used to balance the City's general operating budget. The funding transfer from the Gaming Reserve increased to \$375,000 in 2017. For 2018 Financial Planning, Council has provided direction to gradually eliminate this transfer over the next five years.	Gaming Reserve
2	310 - Mayor & Council	Council Contingency - Annual Allocation	Annual allocation for future Council Contingency items.	Required to ensure funding is available for annual Council projects and community grants that arise during the year.	Gaming Reserve
3	310 - Mayor & Council	Council Contingency - Property Mgmt	In-camera property management initiative in 2017 funded from Council contingency.	CFwd: Project expected to run into 2018, therefore carryforward request submitted.	Gaming Reserve
4	310 - Mayor & Council	Council Contingency - Property Mgmt	In-camera property management initiative in 2017 funded from Council contingency.	CFwd: Project expected to run into 2018, therefore carryforward request submitted.	Gaming Reserve
5	310 - Mayor & Council	Forestry Task Force Operating Budget	Project budget for the Forestry Task Force.	To ensure task force initiatives continue in 2018.	Gaming Reserve
6	310 - Mayor & Council	3.5 Acre Task Force	For Task Force administration, technical support, consulting to guide meetings and draft conceptual plan, preliminary budget projections, and an economic impact report.	CFwd: Request to wrap up initiatives undertaken in 2017. 2018 request to continue works on projects (including grant writing).	Gaming Reserve
7	310 - Mayor & Council	Homelessness Count	As per council resolution 15-0644.	Homelessness count to be undertaken every two years.	Gaming Reserve
8	310 - Mayor & Council	Beautification Grants	Grant-in-aid program of \$10,000 with a matching fund policy for the four area associations (Willow Point BIA, Pier Street Association, Downtown BIA, and Campbellton Neighbourhood Association).	CFwd: Expect need to carry forward one or two of the 2017 grants.	Gaming Reserve
9	310 - Mayor & Council	Social Grants	A new grant-in-aid program for community social initiatives.	Council approved initiative starting in 2016.	Gaming Reserve
10	310 - Mayor & Council	Ishikari Anniversary Celebration	Ishikari Twinning anniversary celebrations	Every 5 years are are milestone years for the City's twinning relationship with Ishikari; \$5,000 transfers to reserve annually with \$25,000 spend every five years.	Ishikari Anniversary Reserve
11	502 - Planning & Development	Campbellton Planning Projects	The Campbellton Neighbourhood Association was looking for funding to partner with Vancouver Island University students and implement their neighbourhood action plan.	The Campbellton Neighbourhood Association was awarded funds in 2016 and requested further funding for 2017. CFwd: Presentation to Council on project in late 2017. May need carryforward to pay funding out late in 2017 or early 2018.	Gaming Reserve
12	502 - Planning & Development	Downtown Small Initiatives Fund	The Small Initiatives Fund for downtown projects will enable the City to deliver downtown revitalization programs in partnership with the several small initiatives to undertake to improve the streetscape and community spaces in the community. Delivery of Campbell River Live streets, parklets, bistro seating, downtown. Examples of projects may include: seating, utility box wrapping with photos, developing a art projection, and wayfinding have generated positive community support parklet, wayfinding signage, lighting, implementing public art, and other initiatives as determined by for the improvement of streetscapes and public realms in the downtown. Council. Staff has met and developed a project list for 2017 which includes CR Live streets. At the The funding for the Downtown Small Initiatives Fund will permit this September 19, 2017 COW meeting, Council allocated \$65K to this initiative for the next ten years. program to operate in 2017 and support the Downtown Refresh project by testing streetscape elements and space programming within the Cfwd: CR Live Streets events are complete and Small Initiatives projects are well underway. However, community, as well as to build the City's relationship with the community, some will be completed in 2018. business owners, arts culture, and heritage originations.	Downtown revitalization is one of Council's strategic priorities. This fund will enable Council to select deliver downtown revitalization programs in partnership with the several small initiatives to undertake to improve the streetscape and community spaces in the community. Delivery of Campbell River Live streets, parklets, bistro seating, downtown. Examples of projects may include: seating, utility box wrapping with photos, developing a art projection, and wayfinding have generated positive community support parklet, wayfinding signage, lighting, implementing public art, and other initiatives as determined by for the improvement of streetscapes and public realms in the downtown. Council. Staff has met and developed a project list for 2017 which includes CR Live streets. At the The funding for the Downtown Small Initiatives Fund will permit this September 19, 2017 COW meeting, Council allocated \$65K to this initiative for the next ten years. program to operate in 2017 and support the Downtown Refresh project by testing streetscape elements and space programming within the Cfwd: CR Live Streets events are complete and Small Initiatives projects are well underway. However, community, as well as to build the City's relationship with the community, some will be completed in 2018. business owners, arts culture, and heritage originations.	Gaming Reserve

Index	Department	Project Name	Project Description	Project Justification	Funding Source
13	502 - Planning & Development	Downtown Signage Incentive Program	Amend and revise City Sign Bylaw to support and encourage City initiatives such as the Downtown Façade Improvement program, Downtown Small Initiatives Fund program, and Public Art initiatives to generate investment in downtown and village centres, which will align with the revised Sustainable Official Community Plan and Downtown Refresh. Develop signage incentive program to encourage businesses to meet the new standards.	Building upon the Downtown Refresh, the revised Sustainable Official Community Plan, and to support economic development, the City's sign bylaw requires amendment to allow initiatives to meet a higher standard of design. This includes developing guidelines for various preferred sign types and materials along with the wayfinding program, addressing murals, and other public art initiatives. Following amendment of the sign bylaw, staff will develop a signage incentive program, similar to the Downtown Façade Improvement program, to encourage signage improvements throughout the community.  CFwd: RFP has been drafted for Sign Bylaw Update (first phase of the incentive program). Delayed due to 6-month planner vacancy.	Gaming Reserve
14	502 - Planning & Development	Façade Storefront Downtown Revitalization	This program is one of the core programs in the City's Downtown Revitalization Initiative. The Downtown Façade Improvement Program is One of Council's strategic priorities is downtown revitalization. To date, Council has implemented for commercial storefronts located within a target area of Downtown. The several strategies to this end. The City's "main street" or primary shopping streets (Shopper's Row and Pier Street) has a collection of tired looking storefronts that impact the shopping experience, which in renovations and storefront upgrades by providing matching grants to cover turn impacts tenant attraction and the overall feeling of vitality and public draw. After a successful a portion of renovation costs up to a maximum amount. These grants launch in 2014, the City is well positioned to build upon the momentum and interest of the Downtown provide an incentive to conduct building improvements that make streets a Façade Improvement Program to "freshen" the store fronts and improve the overall feel and more interesting and appealing environment and attract people and messaging of this primary business area of the City. The grants are currently valued at 50% of project businesses to the area. This program is intended to make city streets a costs or a maximum contribution of \$10,000. more inviting and interesting place to walk and shop, help building owners attract and retain tenants, build civic pride among the local business CFwd: BIA mural complete; 2 other projects in concept development for which carryforward funds are community, contribute to the quality of life of residents, workers, and required. visitors, and promote the marketability of the local business area.		Gaming Reserve
15	740 - Recreation & Culture	Increase Spirit Square Program Budget	Increase Spirit Square program budget to cover increased hours of programming and increased operating costs.	Spirit Square operating costs for items such as advertising, local services, entertainment, equipment, and management are increasing. In addition to these increased operating costs, a 10% contingency is included to cover possible costs related to major events. Council provided direction for 2018 Financial Planning to include this increase over the next three years, and then re-evaluate in 2021.	Gaming Reserve
16	740 - Recreation & Culture	Public Art	Funding for Public Art.	The Public Art Sub-Committee has been formed and is responsible for managing the Public Art program. These funds will allow the committee to pursue public art installations for the City.  CFwd: Request for funds to accumulate to use towards future committee initiatives. A call for public art closes on November 30, 2017. Funds will be required to follow through with any art installations that are approved as a result of this call.	Gaming Reserve
<b>Corporate Projects</b>					
17	114 - Human Resources	Strategic HR Management	In order to meet the short and long-term needs of our human capital, the HR department needs to have the capacity and talent to build a forward-thinking Strategic HR Management Plan. This plan will focus on talent management, improved business intelligence through workforce analytics, and the creation of a workplace environment and culture that will identify us an 'Employer of Choice'.	Due to workload constraints, the HR function is currently able to provide maintenance and reactive services only. With exempt supervisors and managers functioning at or above capacity in managing their departmental workloads, their ability to give due attention to the performance, development and engagement of their employees is limited. Additional resources are necessary to address current needs and work toward a strategic HR Management Plan that the organization as a whole would significantly benefit from.	Financial Stabilization

Index	Department	Project Name	Project Description	Project Justification	Funding Source
18	212 - Finance	DCC Review	Development Cost Charge (DCC) Bylaw Review with use of external consultant. Through discussions with an external consultant, the estimated timeline to complete the DCC Bylaw Review, including public consultation and approval of the bylaw, is 6-8 months. This would include review and update of the roads, sewer, water, storm water, and parks DCC fees.	The DCC bylaw for infrastructure charges for development of City properties has not been reviewed or updated since 2010. Best practices recommends DCC bylaws to be reviewed every 5-10 years, with inflationary reviews every 1-2 years. The City has undergone significant development in the past few years and continues to see this growth. This has resulted in significant capacity upgrades required to City infrastructure to service the growing community. Council has directed staff to undertake a DCC fee review to ensure rates are updated to current costs and to aide in funding the City's significant capital plan related to growth.	Financial Stabilization
19	502 - Planning & Development	Sea Level Rise Assessment & Planning	Assessment of impact of sea level rise on City as a shoreline community.	One of the City's most significant assets is its ocean foreshore. Recent scientific projections suggest that the impacts of sea level rise to the City's foreshore may be significantly greater than previously anticipated. Application of the latest projections for sea level rise against proposed improvements to Robert Ostler park were significant enough to warrant reconsideration of the project, and have highlighted the need to further study the impacts and the possible responses available to the City. This study was initiated in 2017 and began a comprehensive assessment of the City's exposure to sea level rise along the full ocean frontage and the potential impacts this will have on infrastructure and land use planning.  CFwd: RFP awarded for NHC for assessment of estuary and 9.5 acre site.	Financial Stabilization
20	502 - Planning & Development	Interim Development Services Manager	Additional interim resources allocated to managing ongoing development in the community.	The current development services function is unable to match the pace of the development community and the residents within the community. This project has been pre-approved by Council.	Financial Stabilization
21		Future Expected Corporate Projects	Funding for future expected projects based on funding parameter of \$125,000 from Financial Stabilization annually.	Operating projects funded from Financial Stabilization Reserve are corporate focused projects to enhance City service levels.	Financial Stabilization
<b>Operational Projects</b>					
22	213 - IT	Network Security Audit	An independent review of the City of Campbell River's technology network to identify security vulnerabilities, preventative requirements, and payment system compliance.	With ongoing risk of security intrusions, a mandatory requirement for a network security audit has been identified. Compounding this issue is the additional requirement to support a growing demand for online payment processing as provided by the City's Tempest e-commerce interface (for dog licenses, parking tickets, etc.), and recreation registration software (CLASS) which will feature online registration and payment processing. Recent legislation for Payment Card Interface compliance requires that a network security audit take place on a scheduled basis. The City's technology network undergoes a security audit by an independent certified agency every three years to ensure that the risks to the system are low.	IT Reserve
23	264 - Economic Development	Tech Attraction Strategy	Development of a technology attraction strategy.	Building on the City's investment in CRAAdvantage (our open-access broadband network), this new project will help us maximize the benefits of an asset built to revitalize the economy and attract new businesses.  CFwd: RFP reissued in late 2017 due to lack of responses to initial RFP.	Grants/Surplus
24	502 - Planning & Development	Zoning/OCP Update	Update of the City's Official Community Plan (OCP) and zoning bylaws.	Continuation of updates to the City's Official Community Plan, including additions in 2017.  CFwd: Project underway and entering final stages of public consultation and bylaw drafting. Aim for wrap up in April 2018 (project delayed due to 6-month planner vacancy).	General Operating Surplus

Index	Department	Project Name	Project Description	Project Justification	Funding Source
25	502 - Planning & Development	Community Energy Efficiency Projects	Energy efficiency program management.	<p>The City has been selected as a one of three pilot communities for this program. This initiative has the equivalent of matching funding available through BC Hydro, Fortis BC, and in-kind time from Quest Canada and the Community Energy Association (600 hours valued at \$40,000). As a pilot community with a new BC Hydro and Fortis BC initiative, the utilities will provide energy retrofit rebates directly to Campbell River customers (matching the City's contributions), as well as \$45,000 in direct funding toward the program.</p> <p>The City has a target of 2% of all buildings being retrofitted on an annual basis by 2020 to become more energy efficient. This program will help work toward the City's greenhouse gas emission reduction targets. Rebates will be offered for energy efficiency improvements to homes, including installation of air source heat pumps, renewable energy, energy audits, and conversion to more energy efficient heating systems under the Power Down program. This will help to stimulate the economic sector in the building retrofit sector. This initiative will enable the City to proceed with implementation of the Community Energy and Emissions Plan and work toward our Climate Action Charter commitments by offering a community energy retrofit program.</p> <p>CFwd: Request to ensure the City meets its commitments with BC Hydro through the Community Energy Advisor position that commenced in the fourth quarter of 2016 (two-year program).</p>	Carbon Neutral Reserve / Grant
26	502 - Planning & Development	BC Hydro Energy Retrofit Program	The City has partnered with BC Hydro to offer energy assessment rebates for homeowners looking to retrofit their home to improve energy efficiency, and is currently expanding this program to offer incentives for new homes meeting the Energy Step Code.	<p>Through the Municipal Partnership Offer with BC Hydro and Fortis BC, Campbell River homeowners can receive a \$150 energy rebate for a home energy assessment to help them determine energy retrofit measures for their home. This program is a continued partnership with BC Hydro, and enables the City to leverage additional funding and support for the Power Down Campbell River home energy retrofit program.</p> <p>CFwd: New buildings will be eligible for energy assessment rebates beginning in 2018 to coincide with the roll-out of the Energy Step Code.</p>	Grant
27	502 - Planning & Development	Development Process Update	Project includes the addition of new modules to Prospero, including E-Inspections, Mobile Inspections, and Intellisearch.	<p>E-Inspections will allow builders to book inspections on-line using a calendar-based web portal. Mobile Inspections will allow the inspectors to complete inspection reports digitally on-site and then e-mailed directly to the builder when complete. Intellisearch is a database improvement that will enable easier data mining and reporting on permit processing and associated information</p> <p>These modules will help to provide excellent customer services to the building community and extend City Hall's availability and options of service. It is recommended to purchase the additional suite of software to implement online availability and reduce staff time. Building Services is currently not utilizing digital tools available on the market that will speed up building permit approvals and inspections and offer added value services to the building community.</p> <p>With the purchase and implementation of the additional software, the building and development community will be offered online services for inspection booking, in addition to in-person services. It will also eliminate frustration and time spent at City Hall. Building inspectors will have access to file information in the field while maintaining the integrity of the files. They will control the information input, which will eliminate duplication in tasks. This will result in building inspectors and resource staff being more efficient in their daily tasks, resulting in more inspections and building permits approved.</p> <p>CFwd: This project is a carryforward from this year's budget</p>	General Operating Surplus

Index	Department	Project Name	Project Description	Project Justification	Funding Source
28	570 - Airport	Business Development Opportunity Fund	Funding business ventures that will improve the airport and City operations (includes sponsorship of the annual Wings and Wheels event \$10,000, VIEA conference attendance \$5,000, advertising \$5,000, and other emerging initiatives).	The Business Opportunity Fund is funded by the Airport Reserve and is available to spend on annual and emerging business opportunities.	Airport Reserve
29	570 - Airport	Flight Way Clearing	Cut trees around airport as per Transport Canada Zoning Regulations.	Remove obstacles as per Transport Canada regulations.	Airport Reserve
30	570 - Airport	Crack Sealing	Maintaining infrastructure to ensure ACAP eligibility.	The airport must provide Transport Canada evidence showing regular maintenance on infrastructure to ensure future contributions of up to 95%.	Airport Reserve
31	570 - Airport	Runway Line Painting	Regulatory requirement.	Aircrafts utilize paint markings in conjunction with lighting to safely land. Annual winter maintenance snow removal scrubs off these markings.	Airport Reserve
32	580 - Sewer	Lift Station Auto - Cleaning	Installation of automatic wet well cleaning equipment in the lift stations.	Wet wells are currently washed down manually to keep them free of grease and debris that builds up on the walls and pumps. This process is labour intensive and sometime involves confined space entry. The automatic cleaners would reduce the amount of labour and water required for wet well cleaning. Other benefits of this new process includes odour reduction, protection of equipment and wet wells, aeration (which provides some pre-treatment, reducing the overall loading of the treatment plant), and improved operator safety.	Sewer Reserve
33	580 - Sewer	Biosolids Management Options Study	To assess options for biosolids management.	Biosolids are currently land-applied at Norm Wood Environmental Centre (NVEC). The existing site is expected to exceed permit limits near 2019 and therefore an alternate system needs to be in place prior to that date to remain compliant with regulatory requirements. The study will consider the amendment to the Organic Matter Recycling Regulation (which was expected to be completed in Spring 2017, but has stalled in the consultation stage and therefore delayed the completion of this study). The study will also confirm the required capital upgrades at NVEC, as well as confirm the potential participation in a regional compost facility.  CFwd: Delayed due to uncertainty around participation in the regional compost facility and delay in the amendment to the Organic Matter Recycling Regulation.	Sewer Reserve
34	580 - Sewer	Confined Space Entry Alternate Procedures	Development of alternate confined space procedures for wastewater confined spaces.	WorksafeBC regulations require that alternate confined space procedures be developed and approved for all confined spaces that cannot be isolated through typical procedures (i.e. lift stations, manholes). The City is at risk of being non-compliant, so having these plans developed is a regulatory requirement and will decrease risks to operator safety. It was determined in 2017 that this process is far more involved than first anticipated and may require additional effort than originally planned.  CFwd: Project currently underway; delayed start.	Sewer Reserve
35	590 - Water	Confined Space Entry Alternate Procedures	Development of alternate confined space procedures for water confined spaces.	WorksafeBC regulations require that alternate confined space procedures be developed and approved for all confined spaces that cannot be isolated through typical procedures (i.e. vaults). The City is at risk of being non-compliant, so having these plans developed is a regulatory requirement and will decrease risks to operator safety.  CFwd: Project currently underway; delayed start.	Water Reserve
36	590 - Water	Water Conservation Program	To create a water conservation plan.	CFwd: Request required for project completion. Project is being done in-house utilizing grant funding. Project was started in 2016 and will be completed in 2018. Grant funding will be received once the project is complete.	Water Reserve
37	740 - Recreation & Culture	PLAY Campbell River	PLAY Campbell River is a partnership program addressing physical literacy with Pacific Sport. Project fully funded by BC Healthy Communities and BC Alliance for Healthy Living.	Physical literacy is a problem plaguing the nation. Working in partnership with Pacific Sport and key stakeholders in Campbell River, this initiative will help to identify and address key issues affecting physical literacy levels in our community.	Grants - Other

Index	Department	Project Name	Project Description	Project Justification	Funding Source
<b>BELOW THE LINE (Excluded from Financial Plan)</b>					
38	310 - Mayor & Council	The Big Rock Site Clean-Up	Big Rock site clean-up with historical information signage.	Big Rock site clean-up with historical information signage. Sandblasting Big Rock would be required. DFO permits may be required and cost would be approximately \$50,000 to do this project. If approved, a mural should be placed on the rock or it will be subject to graffiti immediately.	TBD
39	580 - Sewer	Liquid Waste Management Plan	Update the City's Liquid Waste Management Plan.	The City's wastewater is managed according to a Liquid Waste Management Plan (LWMP) under the Environmental Management Act. The City is currently assessing options for biosolids management that may change the required treatment processes. These changes may trigger the requirement to update the LWMP. 100% Grant funding has been secured for this project.	Grant
40	740 - Recreation	Public Art Master Plan	To prepare a Public Art Master Plan for the City of Campbell River.	The most successful public art programs are following a public art plan that has been created specifically for their community. The plan will address policies and procedures for public art acquisition, selection, donations, commissioning, decommissioning, funding strategies, a profile of locations and themes for public art, and best fit with other city initiatives.	TBD



Index	Department	Project Name	CFWD	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Operating Costs	Funding Source
<b>STRATEGIC PRIORITIES (FUNDED)</b>															
1	322 - Fire Protection	#1 Fire Station Replacement	467,418												Fire Reserve
2	450 - Facilities	Big House Pavilion Deconstruction & Preservation		50,000											Facilities Reserve
3	532 - Roads	Ferry Terminal Access Improvements	9,837			200,000									Capital Works Reserve
4	532 - Roads	Pier Street, Sign and MHC Entrance Improvements	25,000	300,000											Capital Works Reserve
5	532 - Roads	Parking Lot Improvements		25,000	25,000	25,000									Capital Works Reserve
6	532 - Roads	Cypress Street Improvements	115,000											4,000	Grants / CWF
7	532 - Roads	Willis Road Pedestrian Upgrades Phase 2		355,000										250	Capital Works Reserve
8	532 - Roads	Willis Road Connection Concept		30,000											Gaming Reserve
9	532 - Roads	Seagull Walkway Design		150,000											Capital Works Reserve
10	532 - Roads / 550 - Storm Drains / 580 -	Highway 19A - Phase 3		1,400,000		11,700,000								100,000	Grant / Capital Lending / CWF / Roads DCC / Sewer / Water
11	532 - Roads / 550 - Storm Drains / 580 -	Refresh Downtown - Upper and Lower Shoppers Row & 11th Ave			1,310,000		10,190,000							115,000	Grants / Debt / CWF / Capital Works / Sewer
12	550 - Storm Drains	Downtown Storm Mitigation	30,000	250,000	200,000	200,000	200,000	200,000							Storm Water Reserve
13	570 - Airport	Fueling Facility	1,128,753	10,000											Grants / Capital Lending / Airport
14	570 - Airport	Airport Development Servicing	70,000												Airport / Sewer / Water
15	570 - Airport	Security Fencing - South Development	40,000												Airport / Sewer / Water
16	580 - Sewer	Waterfront Sewer Forcemain	289,420	6,500,000		5,000,000									Sewer / Debt
17	580 - Sewer	Larwood-Erickson Sewer Upgrade		3,100,000											Sewer Reserve
18	580 - Sewer	NWEC Upgrades - Phase 3		300,000	5,000,000									170,000	Sewer / DCC
19	590 - Water	Water Facility Renewal	2,643,793												Debt
20	590 - Water	System Modifications for Water Supply Project	816,827												Water Reserve
21	590 - Water	Water Supply Pipe Disposal		2,000,000											Water Reserve
22	590 - Water	John Hart Reservoir				500,000	6,000,000							30,000	Water / Water DCC
23	720 - Parks	Big Rock Boat Ramp - Phase 1	100,000	1,800,000											CWF
24	720 - Parks	Robron Field House Civil Works	326,135												CWF
25	720 - Parks	Nunns Creek Master Plan		60,000											Parks Reserve
26	720 - Parks	Entrance Sign Jubilee			140,000										Parks Reserve
<b>TOTAL FUNDED STRATEGIC PRIORITY PROJECTS</b>			<b>\$ 6,062,183</b>	<b>\$ 16,330,000</b>	<b>\$ 6,675,000</b>	<b>\$ 17,625,000</b>	<b>\$ 16,390,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

**BELOW THE LINE (Excluded from Financial Plan Bylaw)**

<b>STRATEGIC PRIORITIES (UNFUNDED)</b>															
27	310 - Mayor & Council	CR River Amenities		21,500										12,600	TBD
28	310 - Mayor & Council	Petersen/Shetland/Willis Walkability		60,000											TBD
29	310 - Mayor & Council	Dogwood and 13th Ave Intersection Lights		25,000											TBD
30	310 - Mayor & Council	Shoppers and St Ann's – Advance arrows		25,000											TBD
31	310 - Mayor & Council	Street Lights – 10th Ave		10,000											TBD
32	310 - Mayor & Council	10th Ave and Alder Street Intersection Lights		TBD											TBD
33	310 - Mayor & Council	Bushing Mower		TBD											TBD
34	310 - Mayor & Council	Evergreen and 2nd Street Sidewalk Improvements		TBD											TBD



Index	Department	Project Name	CFWD	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Operating Costs	Funding Source
35	310 - Mayor & Council	Transit Benches and Shelters in Campbellton and Quinsam Heights		TBD											TBD
36	310 - Mayor & Council	Cheviot Road Upgrades		TBD											TBD
37	310 - Mayor & Council	Street Tree Program in Campbellton		TBD											TBD
38	310 - Mayor & Council	Track & Field Track		TBD											TBD
39	310 - Mayor & Council	Sportsplex Signage Replacement		TBD											TBD
40	213 - IT	Municipal Broadband Network Next Phase			840,000									TBD	TBD
41	322 - Fire Protection	#1 Fire Station Replacement				1,200,000	10,000,000								TBD
42	450 - Facilities	City Hall Foyer Accessible Washroom		40,000											TBD
43	450 - Facilities	Council Chambers Accessibility Improvements		35,000	370,000										TBD
44	570 - Airport	Aircraft De-icing Equipment		200,000											TBD
45	532 - Roads	Snow Clearing Equipment		50,000	725,000									TBD	TBD
46	532 - Roads	Transit Stop at Carihi		300,000											TBD
47	532 - Roads	Transit Stop at Phoenix		250,000											TBD
48	532 - Roads	3.5 Acre Walkway		500,000											TBD
49	532 - Roads	Float Plane Entrance Parking Lot			100,000									20,000	TBD
50	532 - Roads	CR Museum Utilities Undergrounding					1,000,000								TBD
51	532 - Roads	Willis Road Connector									1,000,000	13,500,000	16,500,000		TBD
52	532 - Roads	Pier Street South									260,000	2,600,000			TBD
53	532 - Roads	Pier Street North										340,000	3,400,000		TBD
54	532 - Roads	Seagull Walkway Repairs				1,500,000									TBD
55	539 - Solid Waste	Organics Facility			1,000,000									5,000	TBD
56	720 - Parks	Myrt Thompson Trail Upgrades		20,000											TBD
57	720 - Parks	Senior's Fitness Equipment		50,000										3,250	TBD
58	720 - Parks	Robron Field House Washrooms			75,000									75,000	TBD
59	720 - Parks	East Walkway Construction at Robron Park			151,000										TBD
60	720 - Parks	Willow Point Park Field House Repairs		75,000											TBD
61	720 - Parks	Willow Point Park Turf installation		100,000										11,500	TBD
62	720 - Parks	Quinsam Park Open Space			32,000										TBD
63	720 - Parks	Quinsam Park Development			448,000										TBD
64	720 - Parks	Big Rock Boat Ramp - Phase 2				2,000,000									TBD
65	720 - Parks	Nunns Creek Park Enhancements			150,000		3,000,000								TBD
66	720 - Parks	Maryland to Jubilee Greenway Loop								400,000					TBD
67	720 - Parks	Robron Park Phase V										3,000,000	20,000		TBD
68	720 - Parks	Frank James Park Detailed Design and Construction Phases					156,000	200,000	313,000	720,000	238,000			TBD	TBD
69	720 - Parks	Maritime Heritage Park Construction						75,000	275,000					25,000	TBD
70	720 - Parks	Maryland Trail Extension from Rose Place to Willow Creek Rd							110,000					4,800	TBD
71	740 - Recreation & Culture	Sportsplex Renovation/ Expansion Detailed Design and Construction						80,000	3,900,000					50,000	TBD
72	740 - Recreation & Culture	Centennial Pool Replacement									3,000,000				TBD
<b>TOTAL UNFUNDED STRATEGIC PRIORITY PROJECTS</b>			-	1,761,500	3,891,000	4,700,000	14,156,000	355,000	4,598,000	1,120,000	4,498,000	19,440,000	19,900,000		

Index	Department	Project Name	CFWD	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Operating Costs	Funding Source
<b>RENEWAL / OTHER CAPITAL PROJECTS (FUNDED)</b>															
73	212 - Finance	Asset Management	10,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		Capital Works Reserve
74	213 - IT	Recreation Management Software	56,518												IT Reserve
75	213 - IT	Dogwood DOC Phone System	35,000												IT Reserve
76	213 - IT	Vadim E3 Upgrade		9,000											IT Reserve
77	213 - IT	Operations Management Software Replacement			500,000	50,000	50,000							50,000	IT Reserve
78	213 - IT	Internet Security Hardware									35,000				IT Reserve
79	213 - IT	Primary File Server Replacement		15,000					15,000					1,500	IT Reserve
80	213 - IT	Enterprise Centre Plotter		8,000					8,000					700	IT Reserve
81	213 - IT	Data Storage upgrade		30,000					30,000					2,400	IT Reserve
82	213 - IT	Scheduled Photocopier Replacement		16,000		20,000	70,000	9,000		9,000					IT Reserve
83	213 - IT	GIS Orthophotos		17,000		17,000		17,000		17,000		17,000			IT Reserve
84	213 - IT	Printer/Peripheral Replacement		20,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000		IT Reserve
85	213 - IT	Workstation/Laptop Replacement		36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000		IT Reserve
86	322 - Fire Protection	Small Equipment Replacement		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000		Fire Reserve
87	322 - Fire Protection	Pumper Rescue Replacement	878,696	23,000		950,000									Capital Lending Reserve
88	322 - Fire Protection	SCBA Replacement									300,000				Fire Reserve
89	447 - Fleet	Fleet Replacement Plan	511,581	405,000	485,000	425,000	485,000	435,000	445,000	445,000	550,000	460,000	455,000		Fleet & Heavy Equipment Reserve
90	448 - Capital Works	Capital Works Management		441,263	450,088	459,090	468,272	477,637	487,190	496,934	506,872	517,010	527,350		Capital Works / Sewer / Water
91	450 - Facilities	Small Equipment		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000		Furniture & Equipment Reserve
92	450 - Facilities	Energy and Water Consumption Reduction Projects		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000		CWF
93	450 - Facilities	Video Surveillance System Ongoing Camera Renewal Program		35,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000		5,000	Facilities Reserve
94	450 - Facilities	City Facilities Fall Protection		200,000										5,000	Facilities Reserve
95	450 - Facilities	Contractor Coordinator Vehicle		45,000										10,800	Facilities Reserve
96	450 - Facilities	City Hall Main Stairwell Carpet Replacement		35,000											Facilities Reserve
97	450 - Facilities	City Hall Storefront Door Replacement							45,000						Facilities Reserve
98	450 - Facilities	City Hall Seismic Upgrades							130,000						Facilities Reserve
99	450 - Facilities	City Hall/Enterprise Centre Envelope Repairs & Repaint							55,000						Facilities Reserve
100	450 - Facilities	City Hall Window Replacement											250,000		Facilities Reserve
101	450 - Facilities	City Hall Façade Improvements											200,000		Facilities Reserve
102	450 - Facilities	CRCC Front Desk Safety Improvements		30,000											Facilities Reserve
103	450 - Facilities	CRCC Kiln Exhaust System Replacement		15,000											Facilities Reserve
104	450 - Facilities	CRCC Hydronic Circulating Pump Replacement			15,000										Facilities Reserve
105	450 - Facilities	CRCC Roof Replacement					15,000	500,000							Facilities Reserve
106	450 - Facilities	CRCC Gym Wall Partition Replacement									80,000				Facilities Reserve
107	450 - Facilities	CRCC Cooling Tower Replacement									100,000				Facilities Reserve
108	450 - Facilities	Dick Murphy Park Viewing Platform Construction	32,500												CWF
109	450 - Facilities	Discovery Pier Structural Repairs		100,000	125,000		125,000		125,000		125,000		125,000		Facilities Reserve
110	450 - Facilities	DOC Welding Bay Source Extraction Ventilation		20,000											Facilities Reserve

Index	Department	Project Name	CFWD	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Operating Costs	Funding Source
111	450 - Facilities	DOC Front Counter Safety Upgrades		40,000											Facilities Reserve
112	450 - Facilities	DOC Washout Bay			60,000										Facilities Reserve
113	450 - Facilities	Enterprise Centre Roof & Skylight Replacement										275,000			Facilities Reserve
114	450 - Facilities	ERT Materials Transfer Pit Site Improvements		50,000	50,000										Facilities Reserve
115	450 - Facilities	Fire Hall #2 Locker Rooms			50,000										Facilities Reserve
116	450 - Facilities	Haig Brown House Chimney Rebuild		25,000											Facilities Reserve
117	450 - Facilities	Haig Brown House Roof Replacement									35,000				Facilities Reserve
118	450 - Facilities	Library Air Handler Replacement	150,000												Facilities Reserve
119	450 - Facilities	Library Skylight Replacement			75,000										Facilities Reserve
120	450 - Facilities	Library Envelope Rehabilitation								200,000					Facilities Reserve
121	450 - Facilities	MHC Envelope Repairs		50,000											Facilities Reserve
122	450 - Facilities	MHC Heat Pump / Fan Replacement							25,000	200,000					Facilities Reserve
123	450 - Facilities	MHC Building Automation System							40,000						Facilities Reserve
124	450 - Facilities	MHC Aluminum Window Replacement Allowance									60,000				Facilities Reserve
125	450 - Facilities	MHC Roof Replacement										250,000			Facilities Reserve
126	450 - Facilities	Museum Old Forestry Building Interior Rehabilitation			35,000										Facilities Reserve
127	450 - Facilities	Museum Roof Replacement & Skylight Repair			15,000	540,000									Facilities Reserve
128	450 - Facilities	RCMP Building Roof Replacement						275,000							Facilities Reserve
129	450 - Facilities	RCMP Chiller Replacement							150,000						Facilities Reserve
130	450 - Facilities	RCMP HVAC DDC & Re-Commissioning							60,000						Facilities Reserve
131	450 - Facilities	Sportsplex Building Envelope Condition Assessment		20,000											Facilities Reserve
132	450 - Facilities	Sportsplex Gym Floor Refurbishment			75,000		200,000						75,000		Facilities Reserve
133	450 - Facilities	Sportsplex Envelope Repairs & Repaint			40,000		125,000								Facilities Reserve
134	450 - Facilities	Sportsplex Roof Replacement				20,000	700,000								Facilities Reserve
135	450 - Facilities	Sportsplex HVAC RTU & EF Replacement				25,000	275,000								Facilities Reserve
136	450 - Facilities	Sportsplex/Willow Point Park Entrance Signage											100,000		Facilities Reserve
137	450 - Facilities	Tidemark Theatre HVAC / Exhaust Replacement		30,000											Facilities Reserve
138	450 - Facilities	Tidemark Theatre Foundation Repairs			45,000										Facilities Reserve
139	450 - Facilities	Tidemark Theatre Envelope Rehabilitation								450,000					Facilities Reserve
140	450 - Facilities	Tidemark Theatre Window Replacement								30,000					Facilities Reserve
141	532 - Roads	Pedestrian Signal Crossing Lights				30,000				30,000					CWF
142	532 - Roads	Transit Bus Shelters		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000		CWF
143	532 - Roads	Sidewalk Infill	45,132	200,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000		CWF / Roads DCC
144	532 - Roads	Street Light Infill			90,000		90,000		90,000		90,000		90,000		Capital Works Reserve
145	532 - Roads	Traffic Control Upgrades - Replacement		200,000		210,000		220,000		220,000		230,000		500	Capital Works Reserve
146	532 - Roads	Pavement Management Plan		65,000										500	Capital Works Reserve
147	532 - Roads	LED Light Conversion		50,000	50,000	50,000									CWF
148	532 - Roads	Intersection Improvements		20,000	225,000			20,000	235,000			20,000	245,000		Capital Works Reserve
149	532 - Roads	Cycling Infrastructure		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000		CWF

Index	Department	Project Name	CFWD	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Operating Costs	Funding Source
150	532 - Roads	Asphalt Overlays		500,000	500,000	500,000	500,000	500,000	600,000	600,000	600,000	600,000	600,000		Capital Works / CWF
151	550 - Storm Drains	Annual Drainage Improvements	150,000	150,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000		Storm Water Reserve
152	550 - Storm Drains	Fir Street Upgrades		175,000											Storm Water Reserve
153	550 - Storm Drains	Nunns Creek/2nd Ave Detention Pond (Quinsam)				25,000			125,000	1,500,000				250	Storm Water Reserve
154	550 - Storm Drains	2nd and 4th Ave Outfall Upgrades					75,000		75,000					250	Storm Water Reserve
155	550 - Storm Drains	Shoreline Outfall Upgrades				35,000	125,000	125,000	125,000	125,000	125,000	125,000			Storm Water Reserve
156	550 - Storm Drains	Nunns Creek (16th Ave) Creek Crossing									200,000		1,740,000		Storm Water Reserve
157	550 - Storm Drains	14th - Spruce to Redwood									350,000				Storm Water Reserve
158	570 - Airport	Airport Snowblower	40,000												Airport Reserve
159	570 - Airport	Airside Concrete Parking, Combined Taxi "C" Widening		60,000											Airport Reserve
160	570 - Airport	AvGas, Access and Parking for Aircraft		105,000											Airport Reserve
161	570 - Airport	Roadway Paving		25,000											Airport Reserve
162	570 - Airport	Shelter		20,000											Airport Reserve
163	580 - Sewer	Lift Station #11 Upgrade	45,248												Sewer Reserve
164	580 - Sewer	NWEC Upgrade Phase 2	160,465												Sewer DCC
165	580 - Sewer	Lift Station Generators	419,487												Sewer Reserve
166	580 - Sewer	Sewer Main Replacement		1,000,000	1,000,000	1,000,000	1,500,000	1,500,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000		Sewer Reserve
167	580 - Sewer	Biosolids Site Management		500,000											Sewer Reserve
168	580 - Sewer	Sewer Asset Registry		25,000	25,000										Sewer Reserve
169	580 - Sewer	Sewer Condition Assessments				55,000									Sewer Reserve
170	580 - Sewer	Sewer Facility Renewal		220,000	180,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000		Sewer Reserve
171	580 - Sewer	NWEC Electrical Upgrade		200,000	1,400,000										Sewer Reserve
172	580 - Sewer	NWEC Biosolids Dewatering			150,000	2,250,000								480,000	Sewer Reserve
173	580 - Sewer	NWEC Oxidation Ditch Diffuser - Upgrade							150,000					10,000	Sewer Reserve
174	590 - Water	CRIB/CCR Water Improvements		20,000											Water Reserve
175	590 - Water	Pressure Reducing Valve Abandonment			45,000										Water Reserve
176	590 - Water	Bathurst/McLean Pressure Reducing Valve Replacement			195,000										Water Reserve
177	590 - Water	Petersen PRV		40,000	185,000										Water Reserve
178	590 - Water	Area D Connection Improvements		20,000	250,000										Grants - Other
179	590 - Water	Water Dept Temporary Location		300,000											Water Reserve
180	590 - Water	WM Cathodic Protection		125,000											Water Reserve
181	590 - Water	Water Service Renewal		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		Water Reserve
182	590 - Water	Fire Hydrant Renewal		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		Water Reserve
183	590 - Water	Watermain Renewal		1,000,000	1,000,000	1,000,000	1,500,000	1,500,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000		Water Reserve
184	590 - Water	Dogwood Operations Centre Backflow/Meter			125,000										Water Reserve
185	590 - Water	Water Facility Renewal			500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000		Water Reserve
186	590 - Water	Water Asset Registry		25,000	25,000										Water Reserve
187	590 - Water	Water Condition Assessments				55,000									Water Reserve
188	590 - Water	Rockland Road Transmission Main				100,000	875,000								Water Reserve

Index	Department	Project Name	CFWD	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Operating Costs	Funding Source
189	590 - Water	Beaver Lodge Pump Station Upgrades					50,000	500,000						TBD	Grants - Other
190	580 - Sewer/590 - Water	SCADA Platform	105,730												Sewer / Water
191	580 - Sewer/590 - Water	Meter Renewal		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		Sewer / Water
192	720 - Parks	Marine Foreshore Restoration		100,000	100,000	100,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000		CWF
193	720 - Parks	Parks Information and Sign Program		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000		Parks Reserve
194	720 - Parks	Fence Upgrades and Replacements		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000		Parks Reserve
195	720 - Parks	Parks Irrigation Strategy		35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000		Parks Reserve
196	720 - Parks	Asset Management - Park Infrastructure Renewal Fund			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		Parks Reserve
197	720 - Parks	Shade Sails Installation	29,000												Parks Reserve
198	720 - Parks	Baikie Island Bridge Replacement					150,000								Parks Reserve
199	720 - Parks	Campbellton Neighbourhood Association - End of Spruce Street Concept Plan	30,000												CWF / Grants
200	720 - Parks	City Hall Side Hill Improvement			60,000										Parks Reserve
201	720 - Parks	Elk Falls Cemetery Parking Lot Pavement		65,000										2,000	Parks Reserve
202	720 - Parks	Elks Falls Cemetery Phase Two Detailed Design & Construction				40,000	500,000							25,000	Parks Reserve
203	720 - Parks	Mclvor Lake Upgrades					50,000	200,000							Parks Reserve
204	720 - Parks	Nunns Creek Backstop Replacement			60,000										Parks Reserve
205	720 - Parks	Ostler Park Greenspace Drainage and Turf Design			60,000										Parks Reserve
206	720 - Parks	Ostler Park Rubberized Surface Replacement									90,000				Parks Reserve
207	720 - Parks	Outdoor Washroom Installation - Jubilee Trail and Baikie Island				45,000								7,800	Parks Reserve
208	720 - Parks	Robron Artificial Turf Replacement										1,000,000			Parks Reserve
209	720 - Parks	Seawalk Improvements		85,000											Parks Reserve
210	720 - Parks	Willow Point In Field Mix Replacement		52,000		25,000									Parks Reserve
211	720 - Parks	Willow Point Park Skatepark Lighting				85,000								4,000	Parks Reserve
212	720 - Parks	Willow Point Lights				300,000									Parks Reserve
213	720 - Parks	Willow Point Field Drainage Upgrade							90,000						Parks Reserve
214	740 - Recreation & Culture	Recreation Equipment		9,000	32,000	25,000	31,000	31,000	13,000	42,000	24,000	16,000			Furniture & Equipment Reserve
215	740 - Recreation & Culture	Centennial Pool Condition Assessment		30,000											Facilities Reserve
216	740 - Recreation & Culture	Sportsplex Weight Room Equipment Replacement		150,000											Furniture & Equipment Reserve
	740 - Recreation & Culture	Walter Morgan Studio - Rehabilitation	62,988												Grants /CWF
<b>TOTAL FUNDED RENEWAL/OTHER PROJECTS</b>			<b>\$ 2,762,346</b>	<b>\$ 7,706,263</b>	<b>\$ 9,448,088</b>	<b>\$ 10,307,090</b>	<b>\$ 9,905,272</b>	<b>\$ 8,255,637</b>	<b>\$ 8,064,190</b>	<b>\$ 10,310,934</b>	<b>\$ 9,216,872</b>	<b>\$ 9,456,010</b>	<b>\$ 10,338,350</b>		
<b>TOTAL FUNDED CAPITAL PROJECTS</b>			<b>\$ 8,824,529</b>	<b>\$ 24,036,263</b>	<b>\$ 16,123,088</b>	<b>\$ 27,932,090</b>	<b>\$ 26,295,272</b>	<b>\$ 8,455,637</b>	<b>\$ 8,064,190</b>	<b>\$ 10,310,934</b>	<b>\$ 9,216,872</b>	<b>\$ 9,456,010</b>	<b>\$ 10,338,350</b>		

Index	Department	Project Name	CFWD	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Operating Costs	Funding Source
<b>BELOW THE LINE (Excluded from Financial Plan Bylaw)</b>															
<b>RENEWAL / OTHER CAPITAL PROJECTS (UNFUNDED)</b>															
217	213 - IT	Budget Software			75,000									15,000	TBD
218	213 - IT	Separate Utility Billing					55,000							52,000	TBD
219	213 - IT	Building Services Software Upgrades / Online Applications			150,000									5,500	TBD
220	322 - Fire Protection	New Water Tender Truck		275,000											TBD
221	322 - Fire Protection	#2 Fire Station Replacement								6,000,000					TBD
222	322 - Fire Protection	New Pumper Rescue								1,060,000					TBD
223	450 - Facilities	Facility Level Condition Assessments						60,000					75,000		TBD
224	450 - Facilities	City Hall 2nd Floor Foyer Service Improvements		50,000											TBD
225	450 - Facilities	CRCC Gym Partition Wall Replacement								100,000					TBD
226	450 - Facilities	Downtown Outdoor Washroom		200,000											TBD
227	450 - Facilities	MHC Energy Assessment / Design Engineering					25,000								TBD
228	450 - Facilities	Fire Hall #2 Dorms								70,000					TBD
229	532 - Roads	Alder Street Upgrades						300,000						250	TBD
230	550 - Storm Drains	Nunns Creek Outfall Improvements				150,000	150,000	150,000						250	TBD
231	550 - Storm Drains	Redwood - 14th to 19th											1,200,000		TBD
232	570 - Airport	Expand ATB Parking							500,000						TBD
233	570 - Airport	Airside Drive Upgrade							550,000						TBD
234	570 - Airport	Loader Replacement			400,000										TBD
235	570 - Airport	Runway Rehabilitation			80,000		6,000,000								TBD
236	570 - Airport	Airside Concrete Parking, Combined Taxi "C" Widening			1,940,000										TBD
237	570 - Airport	NW Development Area Construction						3,200,000					5,000,000		TBD
238	570 - Airport	Approach Lighting & Sign Replacement				50,000		1,000,000							TBD
239	570 - Airport	ATB Apron Expansion (North)					1,800,000								TBD
240	570 - Airport	Plow Truck Replacement						250,000							TBD
241	570 - Airport	Extend Taxi B							1,000,000						TBD
242	570 - Airport	Lower Maintenance Shop Replacement								4,000,000					TBD
243	570 - Airport	ATB HVAC				500,000									TBD
244	590 - Water	CRIB/CCR Water Improvements			150,000	1,500,000									TBD
245	590 - Water	Mitigation of Water Quality Impacts of BC Hydro's John Hart Dam Seismic Upgrade		500,000	70,000,000									500,000	TBD
246	590 - Water	Water Filtration Facility											70,000,000	500,000	TBD
247	720 - Parks	Hwy 19a Cemetery Improvements				150,000									TBD
248	720 - Parks	Ostler Park Greenspace Drainage and Turf Design Upgrades					250,000								TBD
249	740 - Recreation & Culture	Walter Morgan Studio - Rehabilitation (Additional Works)		140,000											TBD
<b>TOTAL FUNDED RENEWAL / OTHER PROJECTS</b>				<b>1,565,000</b>	<b>72,795,000</b>	<b>2,405,000</b>	<b>8,225,000</b>	<b>4,960,000</b>	<b>2,050,000</b>	<b>11,230,000</b>	<b>-</b>	<b>-</b>	<b>76,275,000</b>		
<b>TOTAL BELOW THE LINE PROJECTS:</b>			<b>\$</b>	<b>-</b>	<b>\$ 3,326,500</b>	<b>\$ 76,686,000</b>	<b>\$ 7,105,000</b>	<b>\$ 22,381,000</b>	<b>\$ 5,315,000</b>	<b>\$ 6,648,000</b>	<b>\$ 12,350,000</b>	<b>\$ 4,498,000</b>	<b>\$ 19,440,000</b>	<b>\$ 96,175,000</b>	



Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
<b>Strategic Priorities</b>						
1	322 - Fire Protection	#1 Fire Station Replacement	Replacement of current main fire station built in 1978 with post disaster constructed fire station complete with fire administration offices, 9-1-1 Fire Dispatch Centre.	<p>The current #1 Fire Station was constructed 1978 without consideration for the impacts of seismic, flood or dam breach events. The present #1 Fire station is not appropriate for an emergency services building. The building would not survive even the 4.3 earthquake it was designed to survive. The building was sited in a location where the basement would entirely flood and the apparatus area would be under a meter of water for a 200-year flood event. The basement routinely floods during storm events. Recent dam breach mapping provided by BC Hydro predict 4 meters of water at that location during a dam breach event.</p> <p>The current #1 Fire Station is not accessible for persons with disabilities and does not meet current standards for gender inclusive dormitories/locker rooms. The building does not have acceptable public washrooms. #1 Fire Station is not designed for efficient operations, including turnout time with distance from the crew training room to apparatus requires 80 steps, including 24 stairs. Presently it houses the NI911 Fire Dispatch Centre (serving 51 fire departments in 6 regional districts) and the majority of the fire and rescue capabilities for the City, three first nations communities and the contracted fire protection area of SRD Area "D". Seismic assessment found seismic upgrading of the present building to be impractical. Subsequent studies have concluded that the replacement #1 Fire Station should be located between 8th Avenue and 6th Avenue on or near Dogwood Street.</p> <p>CFwd: Request for location study, subsequent site studies and preliminary fire station design to provide budget estimates for possible referendum in 2018.</p>	4. Focus on Management and Governance	Fire Reserve
2	450 - Facilities	Big House Pavilion Deconstruction & Preservation	Refurbishment of the Big House Pavilion Structure in Ostler Park.	In 2016 the City undertook an assessment of the structure by a professional engineer and timber frame structure specialist. The report found that the structure requires a major refurbishment including replacement or repair to most of the columns and first nations carvings / totems. The report recommends that work not be extended beyond 2017. It is recommended that the structure is dismantled and preserved until a future site can be determined due to the safety risk of maintaining the facility in its condition.	3. Focus on Livability	Facilities Reserve
3	532 - Roads	Ferry Terminal Access Improvements	The Master Transportation Plan (MTP) has identified the need to address access issues with the ferry terminal that could include the addition/modification of the turning lanes and the addition of traffic lights. The design review started in 2017 and will be completed in 2018 with improvements to be undertaken in 2020, subject to MoTI and BC Ferries input.	<p>Access to the ferry terminal from Hwy 19A is very poorly set up and is confusing to users which increases potential for accidents at this location. The work will look at the design to provide options to reduce confusion and ultimately improve access to the entrance and from the exit of this site.</p> <p>CFwd: Required to ensure work will continue in the new year, RFP has been awarded.</p>	3. Focus on Livability	Capital Works Reserve
4	532 - Roads	Pier Street, Sign and MHC Entrance Improvements	Access to the Maritime Heritage Centre, Fisherman's Wharf and the south entrance to downtown has been somewhat convoluted over the years and needs to be rebuilt to address safety issues and provide for a defined entrance to the area. The goal of this project would consolidate three entrances into one and to improve traffic flow to the downtown area. Design work to be done in 2017/18 with construction to follow in 2018.	This intersection has been identified as confusing and challenging for many users. It currently has 3 entrance points and an aged pedestrian crossing system. Consolidation and modernization with improved access and traffic control at this location will reduce potential conflicts and future accidents.	3. Focus on Livability	Capital Works Reserve
5	532 - Roads	Parking Lot Improvements	Council has identified areas for improvement for parking lot maintenance and some enhancements in the future. This funding would allow for minor enhancements and some expansion (Cedar St) to improve the downtown parking areas. There are additional parking areas downtown and along the waterfront that could also use improvements and enhanced maintenance. Work planned for 2018 will include improvements to the parking lot on Beech Street with layout and lighting improvements.	Council provided direction in 2015 to see improvements to Beech St, Cedar St and the MHC parking lots. Work has been completed on Cedar St., MHC and Cypress St (2017). 2018 will see improvements to the parking lot on Beech St.	4. Focus on Management and Governance	Capital Works Reserve
6	532 - Roads	Cypress Street Improvements	The work on Cypress is to build on the parking lot improves completed in 2017. This will include the installation of curb/gutter and sidewalks; landscaping and street furniture.	This work supports a part of the Refresh Downtown Program as a small project within the over redevelopment of the downtown area.	3. Focus on Livability	Grants / CWF
7	532 - Roads	Willis Road Pedestrian Upgrades Phase 2	Council has asked staff to prepare a budget for the second phase of the storm and pedestrian improvements for Willis Road. This project will carry on to the west from Carolyn Road to Nikola Road. Work would include new underground storm pipes and a widened paved shoulder.	Council has requested that Staff prepare the second phase of this project in the 2017 capital plan for further consideration. This work will continue the improvements to this area for pedestrians and cyclists.	3. Focus on Livability	Capital Works Reserve
8	532 - Roads	Willis Road Connection Concept	Design and project segmentation for Willis Rd and 2nd Avenue connection. Incorporate Quinsam Heights storm water management strategy.	Council has requested as part of their preliminary Budget discussions to add funding into the budget for the design/redesign of Willis. The previous design, completed in 2001 will require a full review and resurvey of the corridor. The review and redesign will need to consider all changes to legislation/standards for the environment as this project has a potential for a significant impact on the upper Nunns Creek catchment area. The amount budgeted is for a concept to determine scope of Willis works the City would want to undertake given funding availability, and the needs of the growing community. This concept would also allow the City to be grant application ready for this project.	3. Focus on Livability	Gaming Reserve
9	532 - Roads	Seagull Walkway Design	In the 2011 bridge and culvert inspection, the pilings associated with the Pier Street walkway (near the fisherman's wharf) were identified as needing replacing in 3-5 years. A follow-up inspection was performed in 2013 that identified a number of immediate and significant issues that will need to deal with over the next year to two years (this is required for public safety and extend the useful life of this structure). Some basic remedial work was done in 2014 and 2015, but major work is required to insure the walkway does not fail as the substructure is being washed away. A design process needs to take place in 2018 with construction to follow.	The Seagull Walkway is an important part of our downtown infrastructure. In its current condition, the asset will fail and increasing potential for liability if remedial work on this walkway structure is not undertaken. There is potential for underground infrastructure and the adjacent building foundations to be adversely affected without a substantial amount of work done on this walkway. Design works in 2018 will provide project scope and total costs; project budget will be included in future budgets.	4. Focus on Management and Governance	Capital Works Reserve



Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
10	532 - Roads / 550 - Storm Drains / 580 - Sewer / 590 - Water	Highway 19A - Phase 3	The City has received the funding from Build Canada on this project. This needs to be bundled together with our project funding and on the scheduled time line for the project. (2018 design, construction 2019 competition 2020)	This work has been identified as one of the phases of the Hwy 19A upgrades and was supported by Council for the City's share of the funding. This project is still awaiting approval of the funding request from the Province and Federal Government.	3. Focus on Livability	Grant / Capital Lending / CWF / Roads DCC / Sewer / Water
11	532 - Roads / 550 - Storm Drains / 580 - Sewer / 590 - Water	Refresh Downtown - Upper and Lower Shoppers Row & 11th Ave	Refresh Downtown upgrades will include sewer, water, storm water, roads, sidewalks, electrical, and surface improvements.	The upgrades will replace aging infrastructure and deal with the ongoing issues in the downtown related to London plan trees, electrical capacity, and storm water flooding. These upgrades will also revitalize the downtown and promote livability, tourism and economic development in the City.	2. Focus on Economic Growth	Grants / Debt / CWF / Capital Works / Sewer
12	550 - Storm Drains	Downtown Storm Mitigation	Further investigation and conceptual design of new underground storm sewer. Included in the review and design will be a review of storage capacity and outfall structures to limit inflow during storm and tide events. Surface storage options and sea level rise concerns will be investigated.	The downtown area has experienced a number of recent flooding issues that will continue to increase as we deal with more intense weather trends and sea level rise. The downtown system has a number of challenges to need to be further reviewed to determine if there are ways to reduce or eliminate future flooding issues in this area. Areas to be reviewed include surface storage, overland flood routes, underground storage and changes to the outfall system.	2. Focus on Economic Growth	Storm Water Reserve
13	570 - Airport	Fueling Facility	Purchase of a Jet fuel tank, two delivery trucks and repavement of corporate jet parking area where existing tanks currently reside.	Jet fuel sales generate over 90% of all fuel revenues. These are sales to Ministry of Forests Air Tankers, Pacific Coastal Airlines, Central Mountain Air, and Corporate Jets. AV Gas sales are to smaller piston aircraft often referred to as General Aviation (GA). Staff have met with Imperial Oil representatives who acknowledge the existing system is near the end of useful life and the probability of Imperial Oil replacing this system is unlikely. Esso has generally been withdrawing from the Airport Fuel business at smaller airports. Recently Sealand Aviation, operating as Sealand Flight, started Flight School operations airside. There is interest in providing AV Gas for resale as an amenity to Sealand Aviation and its business centered on maintenance repair and overhaul at the Airport. Given this option to have an alternate provider of AV Gas to general aviation, the infrastructure costs associated with replacing the AV Gas system, and the nominal contribution to the Airport's bottom line, the Fuel Facility proposal has been revised. The revised proposal includes the purchase of a Jet fuel tank, two delivery trucks and repavement of the corporate jet parking area where existing tanks currently reside for a total cost of \$1,305,000. This option includes outsourcing the sale of AV Gas component, which was included as a City responsibility in the previous RFPs. CFwd: The fuel facility/civic works was recently completed and the fuel trucks are expected to be delivered in December with the medivac portion of the project planned for spring of 2018 when the paving window opens. Carryforward is for potential timing delays of invoices for fuel facility/trucks.	2. Focus on Economic Growth	Grants / Capital Lending / Airport
14	570 - Airport	Airport Development Servicing	Design and construction of water and sewer servicing for new lease lots at the airport.	In order to secure new tenants at the airport, water and sewer servicing must be provided to these new lease lots.	4. Focus on Management and Governance	Airport / Sewer / Water
15	570 - Airport	Security Fencing - South Development	Airside security fencing.	New south development area needs to be secured to keep airside and groundside operations for tenants. Currently we have two potential new tenants interested in this new lease area, additionally preliminary discussions have taken place for the remaining two lease areas.	4. Focus on Management and Governance	Airport / Sewer / Water
16	580 - Sewer	Waterfront Sewer Forcemain	Replacement of existing waterfront sewer forcemain between Rockland Road and Maritime Heritage Centre. Project also includes upgrade/replacement of Lift Stations #5 and 6. See attached maps-Sanitary Sewer Collections System map for location.	Existing forcemain is undersized and in poor condition. Frequent breaks result in raw sewage to the beach and ocean. Due to increased flows from the southern portion of the community, Lift Stations #5 and #6 are unable to pump into the forcemain during large flow events and must be manually pumped to a truck to be discharged at other lift stations or NWECC. Project will increase capacity to allow for growth in the southern portion of the community.	4. Focus on Management and Governance	Sewer / Debt
17	580 - Sewer	Larwood-Erickson Sewer Upgrade	Capacity upgrade for sewers on Larwood, Harrogate, and Erickson.	The existing sewers along Larwood, Harrogate, and Erickson do not have capacity to carry flows from the proposed Jubilee Heights development, Homalco Reserve, and airport lands. Without this additional sewer capacity, growth in these areas will be limited. Detailed design was completed in 2017 and construction is scheduled for 2018.	2. Focus on Economic Growth	Sewer Reserve
18	580 - Sewer	NWEC Upgrades - Phase 3	Digester upgrade at NWECC.	Upgrades required to address existing capacity, redundancy, operational and condition issues as identified in the NWECC Pre-design report. Scope is unknown at this time, pending outcome of biosolids options study, regional organics facility, and OMRR amendment. Budget assumes scope is as per March 6, 2012 Digester Memo (#5), Option B (digestion of thickened WAS). Cost updated to 2017 costs.	4. Focus on Management and Governance	Sewer / DCC
19	590 - Water	Water Facility Renewal	Modifications to the Snowden water intake.	The existing intake to the Snowden water system will not be able to draw water during low reservoir levels which are anticipated for BC Hydro's John Hart Dam Seismic Upgrade project scheduled to start in 2019. Modifications will also provide reliability during future reservoir level fluctuations. The construction work is being coordinated with the water supply project to minimize the impact on the environment and to take advantage of anticipated cost efficiencies.	4. Focus on Management and Governance	Debt
20	590 - Water	System Modifications for Water Supply Project	Modifications to the existing water system to allow the connection, commissioning, and operation of the new water system.	CFwd: Request for construction completion as per contract. Modifications to the existing water system are required to allow the connection, commissioning, and operation of the new water system. Work includes installing a valve on the existing 500mm diameter transmission main, replacement of the Willow Pressure Reducing Valve, modifications to the John Hart Pump Station, and changes to control logic at Beaver Lodge and Evergreen Reservoirs/Pump Stations. Without these modifications, the transition to the new water system will result in water supply disruptions and increased risk of watermain breaks.	4. Focus on Management and Governance	Water Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
21	590 - Water	Water Supply Pipe Disposal	The transfer to the new water supply system requires the City to dispose of the existing UV treatment plant and related water pipes that have a net book value as these assets have not reached the end of their useful life.	The cost to dispose of the assets is the estimated net book value of these assets as at the end of December 31, 2017 with anticipating of disposal in 2018 when the new water supply system comes online. This disposal of assets with a net book value results in a reduction to the overall water utility fund.	4. Focus on Management and Governance	Water Reserve
22	590 - Water	John Hart Reservoir	Construction of a new 10,000 m3 reservoir at the new water supply facility.	The existing system is lacking adequate reservoir storage. The new reservoir will provide storage for the entire water system as well as buffer the flows for the treatment and pumping system.	4. Focus on Management and Governance	Water / Water DCC
23	720 - Parks	Big Rock Boat Ramp - Phase 1	Re-Construction of Big Rock Boat Ramp.	A design for the re-construction of the Big Rock Boat Ramp (BRBR) facility is in place and external funding applications have been made.	3. Focus on Livability	CWF
24	720 - Parks	Robron Field House Civil Works	Construction of Robron Field House washrooms.	The CR Minor Soccer Association has come forward with a proposal to construct a Field House at Robron Park to complement the new artificial turf field. The Soccer Association is leading a fundraising effort to fund construction of the facility. Council has verbally committed to funding the installation of site services and construction of the lower floor washrooms and change rooms. While the design is not yet complete, it is anticipated that this funding will cover the cost of constructing the public washroom/change room areas within the building and the cost of site services. The CRYSA will be turning the building over to the City for ownership and operation. The building is fairly large and will be include in excess of 5000 sq. ft. of floor space including a banquet room, meeting room, office space, 2 change rooms and 3 washrooms. The operating budget includes items such as maintenance and operations staff, security, utilities such as electrical, water and heat and insurance.	3. Focus on Livability	CWF
25	720 - Parks	Nunns Creek Master Plan	The creation of a Master Plan for Nunns Creek Park.	Given the location of the Creek and the size of the area, development of an overall project plan is warranted to ensure maximum benefits are achieved.	3. Focus on Livability	Parks Reserve
26	720 - Parks	Entrance Sign Jubilee	Development of a low maintenance City of Campbell River welcoming sign at the south entrance to the City.	In order to assist with reducing annual maintenance requirements, a new welcome sign with low maintenance landscape display will be created to replace the labour intensive annual floral display.	3. Focus on Livability	Parks Reserve

**BELOW THE LINE (Excluded from Financial Plan)**

Strategic Priorities						
27	310 - Mayor & Council	CR River Amenities	Campbell River accessibility project with Campbellton Neighbourhood Association.	Garbage cans, bike racks, benches, and porta-potties along the river where appropriate.	3. Focus on Livability	TBD
28	310 - Mayor & Council	Petersen/Shetland/Willis Walkability	Road shoulder improvements for walkability.		3. Focus on Livability	TBD
29	310 - Mayor & Council	Dogwood and 13th Ave Intersection Lights	Upgrading the lights to incorporate turning arrows, move this initiative up to 2017.		3. Focus on Livability	TBD
30	310 - Mayor & Council	Shoppers and St Ann's – Advance arrows	Advance turn arrows at Shopper's and St. Ann's		3. Focus on Livability	TBD
31	310 - Mayor & Council	Street Lights – 10th Ave	Street lights along 10th Ave		3. Focus on Livability	TBD
32	310 - Mayor & Council	10th Ave and Alder Street Intersection Lights	Install street lights at 10th Avenue and Alder Street.		3. Focus on Livability	TBD
33	310 - Mayor & Council	Bushing Mower	Tractor mounted brushing mower for roads and ditches and city property.		3. Focus on Livability	TBD
34	310 - Mayor & Council	Evergreen and 2nd Street Sidewalk Improvements	Upgrade sidewalk between Evergreen & 2nd Street.		3. Focus on Livability	TBD
35	310 - Mayor & Council	Transit Benches and Shelters in Campbellton and Quinsam Heights	Transit benches and shelters for North Campbellton, Campbellton, and Quinsam Heights.		3. Focus on Livability	TBD
36	310 - Mayor & Council	Cheviot Road Upgrades	Pedestrian safety and drainage issues; access road to Ripple Rock school.		3. Focus on Livability	TBD
37	310 - Mayor & Council	Street Tree Program in Campbellton	Street tree program for 19A in Campbellton.		3. Focus on Livability	TBD
38	310 - Mayor & Council	Track & Field Track	Track and field track.		3. Focus on Livability	TBD
39	310 - Mayor & Council	Sportsplex Signage Replacement	Change signage at Sportsplex.		3. Focus on Livability	TBD

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
40	213 - IT	Municipal Broadband Network Next Phase	Construction of the next phase of the Campbell River Municipal Broadband Network.	To continue the momentum on the investment made in the broadband network for Phase 1.	2. Focus on Economic Growth	TBD
41	322 - Fire Protection	#1 Fire Station Replacement	Replacement of current main fire station built in 1978 with post disaster constructed fire station complete with: fire administration offices, 9-1-1 Fire Dispatch Centre, Emergency Operations Centre, and Information Technology Department space. This facility would be designed to operate for extended periods during disaster events as a regional emergency services centre.	Present fire station is not appropriate for emergency services building. Presently it houses NI9-1-1 Fire Dispatch Centre (serving 60 fire departments in 7 regional districts) and the majority of the City's fire and rescue response capabilities. The first seismic assessment (Associated Engineering 1995) and the second geotechnical & seismic assessment (Amec Earth & Environmental 2003) of #1 Fire Station found seismic upgrading of the present building to be impractical. As well the building is located in a flood plain within the 200 year flood level having one meter of water at street level.	3. Focus on Livability	TBD
42	450 - Facilities	City Hall Foyer Accessible Washroom	Modifications to improve access to washrooms at City Hall.	Washrooms at City Hall are difficult to access from the main foyer.	3. Focus on Livability	TBD
43	450 - Facilities	Council Chambers Accessibility Improvements	Modifications to improve accessibility to Council Chambers at City Hall.	Access to Council Chambers is difficult for people who have mobility impairments.	3. Focus on Livability	TBD
44	570 - Airport	Aircraft De-icing Equipment	Systems are 30-plus years old.	We have had a complete evaluation of the current HVAC system completed in 2017. Several furnaces are inadequate to meet the existing building demands. The air distribution system need to be balanced which will entail re-re of existing ducting. Numerous sensors are incorrectly located and baseboard heating units up to 20 years old.	3. Focus on Livability	TBD
45	532 - Roads	Snow Clearing Equipment	Purchase of additional equipment to accommodate snow removal service.	Current Fleet assets are not sufficient to provide current expected levels of service. New required: 2018: Skid-steer with bucket, articulating blade and snowblower. 2019: Equipment Tandem w/ plow package and sander/spreader - \$300,000, Mini Dump F550 class 4x4 w/ plow & sander/spreader - \$100,000, Backhoe - \$125,000, Loader - \$200,000.	3. Focus on Livability	TBD
46	532 - Roads	Transit Stop at Carihi	Create a bus pull out lane to the south of CARHI to allow for transit and school buses to safely pick up passengers at the school. This design will also for 2 to 3 buses to share the pull out area install a shelter for the passengers	This is an opportunity to address a concerns of the Transit System and the School District to provide a safer loading area and to deal with the volume of buses using this location at CARIHI.	3. Focus on Livability	TBD
47	532 - Roads	Transit Stop at Phoenix	Create a bus pull out lane to the south of CARHI to allow for transit and school buses to safely pick up passengers at the school. This design will also for 2 to 3 buses to share the pull out area install a shelter for the passengers	This is an opportunity to address a concerns of the Transit System and the School District to provide a safer loading area and to deal with the volume of buses using this location at PHOENIX.	3. Focus on Livability	TBD
48	532 - Roads	3.5 Acre Walkway	Seawalk connecting Ostler Park to the 3.5 Acre Site.	Seawalk connecting Ostler Park to the 3.5 Acre Site.	3. Focus on Livability	TBD
49	532 - Roads	Float Plane Entrance Parking Lot	Parking lots and amenities surrounding the proposed airplane entrance feature on Hwy 19 at the entrance to Campbellton.	Parking lots and amenities surrounding the proposed airplane entrance feature on Hwy 19 at the entrance to Campbellton.	3. Focus on Livability	TBD
50	532 - Roads	CR Museum Utilities Undergrounding	Underground the overhead power lines in front of the CR Museum.	Underground the overhead power lines in front of the CR Museum.	4. Focus on Management and Governance	TBD
51	532 - Roads	Willis Road Connector	A project that is a priority of Council. At this time there is no funding available for this project. Previous grant applications for this \$30 million project have been unsuccessful.	This is project that is a priority of Council but is waiting funding opportunities.	3. Focus on Livability	TBD
52	532 - Roads	Pier Street South	Refresh Downtown upgrades will include sewer, water, storm water, roads, sidewalks, electrical, and surface improvements.	The upgrades will replace aging infrastructure and deal with the ongoing issues in the downtown. These upgrades will also revitalize the downtown and promote livability, tourism and economic development in the City.	2. Focus on Economic Growth	TBD
53	532 - Roads	Pier Street North	Refresh Downtown upgrades will include sewer, water, storm water, roads, sidewalks, electrical, and surface improvements.	The upgrades will replace aging infrastructure and deal with the ongoing issues in the downtown. These upgrades will also revitalize the downtown and promote livability, tourism and economic development in the City.	2. Focus on Economic Growth	TBD
54	532 - Roads	Seagull Walkway Repairs	In the 2011 bridge and culvert inspection, the pilings associated with the Pier Street walkway (near the fisherman's wharf) were identified as needing replacing in 3-5 years. A follow-up inspection was performed in 2013 that identified a number of immediate and significant issues that will need to dealt with over the next year to two years (this is required for public safety and extend the useful life of this structure). Some basic remedial work was done in 2014 and 2015, but major work is required to insure the walkway does not fail as the substructure is being washed away.	The Seagull Walkway is an importation part of our downtown infrastructure. In its current condition, the asset will fail and increasing potential for liability if remedial work on this walkway structure is not undertaken. There is potential for underground infrastructure and the adjacent building foundations to be adversely affected without a substantial amount of work done on this walkway. Design works will provide project scope and total costs; project budget will be included in future budgets.	4. Focus on Management and Governance	TBD
55	539 - Solid Waste	Organics Facility	This \$1 Million is for the Organics Facility was based on the previous model prior to the CVRD receiving a funding grant. This budget will need to be re-evaluated once the design process has begun with the CVRD and will be confirmed as to the intended use in 2018.	This is to support the City's program or contribution to the Organics facility being built by the CVRD and still needs to be evaluated as to what this will entail as the scope of the project has now changed. This will be re-evaluated in 2018 once the design process is underway.	4. Focus on Management and Governance	TBD
56	720 - Parks	Myrt Thompson Trail Upgrades	Repairs and upgrade to Myrt Thompson trail upgrades.	Myrt Thompson trail requires significant repairs to remain safe and accessible to local users.	3. Focus on Livability	TBD
57	720 - Parks	Senior's Fitness Equipment	Outdoor exercise equipment.	Council directed staff to pursue external matching funding for the purchase of outdoor fitness equipment. For the last two years there has been no external funding found for this project.	3. Focus on Livability	TBD

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
58	720 - Parks	Robron Field House Washrooms	Construction of Robron Field House washrooms.	The CR Minor Soccer Association has come forward with a proposal to construct a Field House at Robron Park to complement the new artificial turf field. The Soccer Association is leading a fundraising effort to fund construction of the facility. Council has verbally committed to funding the installation of site services and construction of the lower floor washrooms and change rooms. While the design is not yet complete, it is anticipated that this funding will cover the cost of constructing the public washroom/change room areas within the building and the cost of site services. The CRYSA will be turning the building over to the City for ownership and operation. The building is fairly large and will include in excess of 5000 sq. ft. of floor space including a banquet room, meeting room, office space, 2 change rooms and 3 washrooms. The operating budget includes items such as maintenance and operations staff, security, utilities such as electrical, water and heat and insurance.	3. Focus on Livability	TBD
59	720 - Parks	East Walkway Construction at Robron Park	400 meters of paved walkway construction at Robron Park.	Construction of 400 meters of paved walkway on the east side of Robron Park. This will complete the paved trail installation associated with the construction of the artificial turf field.	3. Livability	TBD
60	720 - Parks	Willow Point Park Field House Repairs	Repair the existing facility for user groups.	The current facility is at end of life.	3. Focus on Livability	TBD
61	720 - Parks	Willow Point Park Turf installation	Convert the rock dust field into a natural grass field and upgrade field house in partnership with CR Athletic Assoc. (rugby)	The current construction of the Willow Point Park Turf is not suitable for its current occupants.	3. Focus on Livability	TBD
62	720 - Parks	Quinsam Park Open Space	Pursuant to the Parks Master Plan.	Pursuant to the Parks Master Plan.	3. Focus on Livability	TBD
63	720 - Parks	Quinsam Park Development	Pursuant to the Parks Master Plan.	Pursuant to the Parks Master Plan.	3. Focus on Livability	TBD
64	720 - Parks	Big Rock Boat Ramp - Phase 2	Construction of the above ground works at Big Rock Boat Ramp including fish cleaning station and parking; to be integrated with Hwy 19A project.	To complete the upgrades to Big Rock Boat Ramp.	3. Focus on Livability	TBD
65	720 - Parks	Nunns Creek Park Enhancements	Detail design for Nunns Creek Park so the upgrades would be shovel ready for grant funding opportunity. Construction to follow.	A comprehensive design for upgrading Nunns Creek Park, including the Nunns Creek Nature Trust Lands, Baseball Fields and Festival Area(Logger Sports). The park is at a point where it needs to be upgraded due to the age and many safety concerns for ball players and users of the park. The park is at a point where it needs to be upgraded due to the age and many safety concerns for ball players and users of the park. Also CRMBA is in need of additional field to be able to host tournaments.  Phase 1 (2022) would include relocating the parking and extending on-street parking. Phase 2 (2023) would include updated seawalk, small beach seating areas and viewpoints. Phase 3 (2024) would include Festival lawn, event plaza lockout, new washroom, picnic lawn, new crosswalk and park entry feature. Phase 4 (2025) would include Sybil Andrews walk and celebration space.	3. Focus on Livability	TBD
66	720 - Parks	Maryland to Jubilee Greenway Loop	Finish the Greenway Loop in the south end of the City; install walkway, retaining wall and complete the loop.	Finish the Greenway Loop in the south end of the City; install walkway, retaining wall and complete the loop.	3. Focus on Livability	TBD
67	720 - Parks	Robron Park Phase V	Construction of Phase five of the Robron Park Project	This phase of the project was to build two additional soccer/slow-pitch fields on the school district property that is not being used anymore. As the community grows and part of the Parks Strategy Parks Plan additional fields will be needed.	3. Focus on Livability	TBD
68	720 - Parks	Frank James Park Detailed Design and Construction Phases	Detail design for Frank James Park so the upgrades would be shovel ready for grant funding opportunity. Construction to follow in 4 phases.	Frank James Park is in a highly visible area and improvements are warranted given its popularity. This park is also adjacent to the highway generating safety concerns for the users.	3. Focus on Livability	TBD
69	720 - Parks	Maritime Heritage Park Construction	Maritime Heritage Park Construction Phase One. A detail design of the park has been completed and the construction of the park has been split into two phases.	This project detail design was completed in 2011, but was delayed due to the unknown location of the sewer force main project. Now with the sewer force main location decided, this park can be constructed. The first phase will be access way from Hwy19a to the Maritime Heritage Park. The second phase will be the construction of the pocket park east of Maritime Heritage Centre.	3. Focus on Livability	TBD
70	720 - Parks	Maryland Trail Extension from Rose Place to Willow Creek Rd	Continuation of trail construction.	Construction of an extension of the Maryland Trail which will complete a trail link from Jubilee Trail to the Willow Creek Conservation Area.	3. Livability	TBD
71	740 - Recreation & Culture	Sportsplex Renovation/Expansion Detailed Design and Construction	To prepare detailed design drawings so that the project is eligible for recreation infrastructure grant opportunities (One of which is being announced in early 2018). Once a grant is obtained follow through with construction.	Completed a space assessment and conceptual design in 2016 to address space concerns and changing usage patterns in the Sportsplex. Preparing a detailed design will make sure project is ready for any recreation infrastructure grant opportunities that arise. Once a grant is obtained construction for renovation/expansion can get underway. An additional consideration is the facility is 25 years old and requiring significant renewal works in 2021 to maintain its life; \$1.2 million for roof, envelope and HVAC upgrades.	3. Focus on Livability	TBD
72	740 - Recreation & Culture	Centennial Pool Replacement	Centennial Pool Replacement.	Should the decision be made to replace the pool there will be a large capital expense required.	3. Focus on Livability	TBD



Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
<b>Other Capital Projects</b>						
73	212 - Finance	Asset Management	Ongoing Asset Management projects.	Annual allocation to undertake inventory and condition assessment for all general fund departments including roads, storm drain, fleet, parks, and airport. Prioritization within asset groups will occur under the AIM (Asset Infrastructure Management) committee and the departmental capacity to take on the work. Annual funding for asset management ensures the City can implement asset management by 2021 as part of securing ongoing Community Works Gas Tax Reserves	4. Focus on Management and Governance	Capital Works Reserve
74	213 - IT	Recreation Management Software	Purchase of new operating software for the Sportsplex.	Parks and Rec will require 2018 CFWD to hire a LTA to continue work on all of the outstanding issues with implementation and develop evolving business practices. The CFWD is also required for increased capital expenses such as tablets, monitors, additional scanning stations to support the application, as well as additional labour for the completion of work associated with the project.  CFwd: Budget approved in 2015. North Island Working Group RFP (6 Municipalities and Regional Districts) award to Perfect Mind in September 2016. Implementation is scheduled for late Q1, or early Q2, of 2017. Implementation is currently underway. System administrator training began Oct. 24 and the GoLive date is planned for March 2017.	3. Focus on Livability	IT Reserve
75	213 - IT	Dogwood DOC Phone System	Dogwood Operations Centre phone system upgrade.	Upgrade Dogwood Operations Centre phone system. Current system is over 10 years old and subject to failure. Telus will drop support of old system in 2017. DOC has experienced 3 critical failures in 2016. Not replacing the phone system at DOC will result in substantial outages until entire system failure.  CFwd: The phone system is expected to be completed by late 2017, carryforward is being submitted to allow for any potential delays in works or invoicing.	4. Focus on Management and Governance	IT Reserve
76	213 - IT	Vadim E3 Upgrade	Upgrade the City's enterprise accounting, purchasing & payroll software to required new version.	Vadim has provided notice that support will be ending for the existing V2 version of the City's enterprise accounting, purchasing and payroll software. Upgrades are required to maintain support, and will be rolled out over a 3-year period from 2016-2018.	4. Focus on Management and Governance	IT Reserve
77	213 - IT	Operations Management Software Replacement	Replacement of the City's end of life operations management software system. The upgrade will be significant and will require significant training to multiple levels of City staff and departments, as well as additional resources and potential use of a project manager to undertake. The complete implementation process is expected to take three years. This system manages all asset infrastructure data of the City, as well as manages work orders for community requests. This system is linked to the GIS mapping tool and is integral to maintaining the operations of the City's service levels.	The City's current operations and work order software system Cartegraph Navigator that manages the City's infrastructure and integrates with the GIS system, the support for the current version ends in 2017 therefore the City must replace this software. This operating system is core to maintaining the operations of the City including management of parks, roads, storm water, sewer, and water departments and work flow/community service request management.	4. Focus on Management and Governance	IT Reserve
78	213 - IT	Internet Security Hardware	Internet security hardware.	Replacement for the City's primary security appliance which protects the city network from outside intrusion. The Watch Guard was purchased in 2004 and is no longer supported by the vendor. Not replacing this device will leave the city network with a serious security vulnerability.	4. Focus on Management and Governance	IT Reserve
79	213 - IT	Primary File Server Replacement	Replacement of primary file server.	Server has reached end-of-life. Identified as security and operational risk.	4. Focus on Management and Governance	IT Reserve
80	213 - IT	Enterprise Centre Plotter	New plotter installed at Enterprise Centre.	Plotter required to support the relocation of staff to Enterprise Centre. Capital Works will require a dedicated plotter to support operational requirements.	4. Focus on Management and Governance	IT Reserve
81	213 - IT	Data Storage upgrade	Purchase storage hardware to increase data storage capacity.	Upgrade required to meet demand and disaster recovery as identified in security audit.	4. Focus on Management and Governance	IT Reserve
82	213 - IT	Scheduled Photocopier Replacement	Scheduled replacement of photocopiers.	Photocopier life expires after 8 years of use.	4. Focus on Management and Governance	IT Reserve
83	213 - IT	GIS Orthophotos	10cm and 30cm orthophotos. (aerial photos)	Funding is required to update orthophotos every 2 years. The Geographic Information Systems section of the Information Technology department is under increasing pressure to provide accurate and current information. The high usage of orthophotos, which is a reflection of the rapid changes we are seeing in the City, is one such requirement. These aerial photos are a key base layer in GIS and support both the development process and daily activities in utilities, fire and RCMP. All departments, contractors and the public via our interactive webmaps utilize these orthophotos. A two year funding cycle will provide current imagery, better resolution and support projects that are outside of the Urban Containment Boundary.	4. Focus on Management and Governance	IT Reserve
84	213 - IT	Printer/Peripheral Replacement	Annual renewal of City wide IT equipment.	Tech equipment has a useful life of around 5 years and needs continual replacement to maximize staff productivity.	4. Focus on Management and Governance	IT Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
85	213 - IT	Workstation/Laptop Replacement	Annual renewal of City wide IT equipment.	Tech equipment has a useful life of around 5 years and needs continual replacement to maximize staff productivity.	4. Focus on Management and Governance	IT Reserve
86	322 - Fire Protection	Small Equipment Replacement	Purchase includes replacement of 1 portable fire pump which has exceeded its useful life cycle, replacement of fire hose that has exceeded its replacement cycle in accordance to NFPA Standards, SCBA face masks for additional auxiliary fire fighters including voice amplifiers, the purchase of an interactive projector for public education during station tours and the addition of a thermal imaging camera.	The Current portable pump in service is beyond life expectancy. Portable fire pumps are an important piece of equipment for fire fighting operations where water supply is needed in areas where fire apparatus can not access or access is limited. Fire hose in both No 1 & No 2 Fire Halls are over 40 years old and failing testing requirements and requires replacement. NFPA Standards recommend replacement of fire attack and supply hose if purchased before July 1987. Addition of auxiliary fire fighters requires additional SCBA Face Masks with voice amplification. Duty crews conduct numerous public education station tours at No 1 fire hall using an old tube television and vcr/dvd player, the procurement of an interactive projector will enable the public and school children to engage interactively with the public education lessons. The Fire Dept is working to provide thermal imaging cameras on all fire apparatus. Thermal imaging cameras assist in preventing fire fighters from falling through burned out floors or becoming disoriented in low visibility. They are also instrumental in locating victims and downed fire fighters more effectively and efficiently.	3. Focus on Livability	Fire Reserve
87	322 - Fire Protection	Pumper Rescue Replacement	Purchase new Pumper/Rescue.	A new pumper/rescue truck will provide a rated pumper/rescue for 1st line response at No 2 Fire Hall that meets the requirements for Fire Underwriter ratings and insurance grading. The current pumper rescue at No 2 hall is beyond frontline status recommendations and will need to be moved to 2nd line status.	3. Focus on Livability	Capital Lending Reserve
88	322 - Fire Protection	SCBA Replacement	Replacement of Self Contained Breathing Apparatus (SCBA) for 2025.	The replacement of SCBA is a predictable capital expense and should be planned for operationally in order to meet regulatory replacement requirements. The replacement cycle on SCBA cylinders is 15 years.	4. Focus on Management and Governance	Fire Reserve
89	447 - Fleet	Fleet Replacement Plan	Renewal of the City's Operations, Airport, and light-duty Fire Fleet. Five replacements in 2017, downsizing fire light duty fleet by 1 unit.	Staff undertake annual condition assessments of all City fleet and equipment assets using a scoring algorithm to grade assets on mileage, service type, risk of in-service failure, lifespan, and ongoing repair costs. This scoring system is then used to determine annual vehicle replacements with the highest scoring vehicles being replaced sooner. Vehicles scoring above 30 should be considered for replacement due to the increased cost of ownership/maintenance. The 5 vehicles being proposed for replacement/refit in 2017 score an average of 41. Vehicles up for replacement in 2017 include a 2003 Toro Commercial Mower (Parks Dept), a 1995 3/4 Ton Pick-up (Airport), a 2006 Elgin Street Sweeper (Roads), a 1980 Superior Tanker Brush Truck (Fire Dept.), and a 1996 1 Ton Pickup (Fire Dept).	4. Focus on Management and Governance	Fleet & Heavy Equipment Reserve
90	448 - Capital Works	Capital Works Management	Reallocation from Capital Works operating budget to capital.	CFwd: Award of RFP 16-38 in August 2016 for replacement of Tandem Axle Dump Truck in the amount of \$258,633. 70% of Capital Works department charges need to be reallocated to capital project that are actively managed by the Capital Works department to track capital costs of built infrastructure per accounting standards.	4. Focus on Management and Governance	Capital Works / Sewer / Water
91	450 - Facilities	Small Equipment	Minor capital equipment budget for all City operating departments, utilized to cover minor capital purchases (\$10,000 - \$30,000) which fall outside the Fleet and Heavy Equipment replacement program as well as new purchases.	There are a number of pieces of equipment that operating departments require for their day-to-day operations that exceed the threshold of the TCA Policy but which are not covered by the Fleet and Heavy Equipment reserve schedule. Purchases from this minor capital fund are for new or replacement, non-fleet related pieces of equipment. This fund is also utilized to increase the efficiency of the operation and long term with the goal of reducing operation cost (rental fees, etc.).	4. Focus on Management and Governance	Furniture & Equipment Reserve
92	450 - Facilities	Energy and Water Consumption Reduction Projects	Utilized to fund projects which reduce energy and water use intensity throughout the City's facilities.	When equipment fails there is often an opportunity to replace equipment with high efficiency, modern technology which reduces energy and/or water use. This opportunity fund allows for available funds to ensure the City continues to reduce its overall internal energy and water consumption.	4. Focus on Management and Governance	CWF
93	450 - Facilities	Video Surveillance System Ongoing Camera Renewal Program	Server replacement, software licensing and ongoing camera replacement plan for the City's networked video surveillance system.	The system is approaching 10 years old and now requires routine annual camera replacements as equipment fails or reaches end of life. Annual software licensing updates are required to ensure new hardware is compatible with existing system.	4. Focus on Management and Governance	Facilities Reserve
94	450 - Facilities	City Facilities Fall Protection	Audit of all City facilities for proper fall protection systems for staff or contractors that are required to work	Most City facilities have limited fall protection anchor points for staff or contractors that are required to work or conduct maintenance on roofs or other areas where they require fall protection making it difficult to comply with WorkSafe BC regulations. Funding provided would allow staff to retain the services of a professional engineer to assess all City facilities for proper fall protection systems or anchor points and make recommendations for upgrades in 2017. In recent years WorkSafe BC has noted the significance of fall related injuries and the City is exposed to non-compliance for workers undertaking a high-risk category of work.	4. Focus on Management and Governance	Facilities Reserve
95	450 - Facilities	Contractor Coordinator Vehicle	Vehicle for the new Contractor Coordinator position.	New position in 2017, currently borrowing vehicles where available from other departments and making use of rental vehicles. More economical and efficient for this staff person to have an assigned vehicle.	4. Focus on Management and Governance	Facilities Reserve
96	450 - Facilities	City Hall Main Stairwell Carpet Replacement	Replacement of the flooring in the main stairwell at City Hall.	The flooring does not meet current best practice for flooring in public facility stairwells which requires staggered nose caps and colours to improve safety. The flooring is also at the end of its serviceable life and is difficult to effectively clean.	4. Focus on Management and Governance	Facilities Reserve
97	450 - Facilities	City Hall Storefront Door Replacement	Replacement of the entry doors at City Hall.	Replacement of the three sets of storefront doors at City Hall including the two main entry doors (including vestibule doors) and basement entry doors. The doors are original to the building and at the end of their serviceable life with parts are no longer available to repair them.	4. Focus on Management and Governance	Facilities Reserve

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98	450 - Facilities	City Hall Seismic Upgrades	Completion of seismic upgrades at City Hall as specified by a 2013 seismic assessment of the building.	City Hall was built in 1980. Damage to the building's exterior during the earthquake in Sept, 2011 have led to speculation as to the structural integrity of the building in a large earthquake. An assessment of the building's compliance with current building code requirements has recommended upgrades to the building to improve its seismic resilience.	4. Focus on Management and Governance	Facilities Reserve
99	450 - Facilities	City Hall/Enterprise Centre Envelope Repairs & Repaint	Envelope maintenance and refurbishment at City Hall and Enterprise Centre including repainting of exterior at City Hall.	Both buildings require water proofing treatment and re-caulking of the exterior building envelope. City Hall requires re-painting.	4. Focus on Management and Governance	Facilities Reserve
100	450 - Facilities	City Hall Window Replacement	Replacement of the windows at City Hall.	The windows are original to the building and do not meet current industry best practices for exterior glazing. Many windows require repairs. Budget includes remediation for potentially asbestos containing caulking materials.	4. Focus on Management and Governance	Facilities Reserve
101	450 - Facilities	City Hall Façade Improvements	Improvements to the façade at City Hall.	City Hall was built in 1980 and there has not been much work down to the outside façade since its construction. Given the number of users/visitors the building received and its location within the City, it is warranted some improvements should occur to improve the visual appeal of the facility.	4. Focus on Management and Governance	Facilities Reserve
102	450 - Facilities	CRCC Front Desk Safety Improvements	Safety improvements to front counter at Community Centre, as recommended by CPTED assessment of facility.	Changes were recommended by CPTED assessment of facility in order to provide additional level of security for front desk staff who continue to deal with abnormal use of the facility. Improvements would include raising the working height of the entire working area so that staff can deal with the public face to face at eye level and improved wheelchair access.	4. Focus on Management and Governance	Facilities Reserve
103	450 - Facilities	CRCC Kiln Exhaust System Replacement	Replacement of the kiln exhaust extraction system at the Campbell River Community Centre.	The kiln extraction system is nearing the end of its serviceable life and due to its function in the safe operation of the kiln its replacement is recommended.	4. Focus on Management and Governance	Facilities Reserve
104	450 - Facilities	CRCC Hydronic Circulating Pump Replacement	Replacement of the hydronic circulating pump at the Community Centre.	The circulating pump is showing signs that it is approaching end of life and requires replacement to avoid an unplanned failure.	4. Focus on Management and Governance	Facilities Reserve
105	450 - Facilities	CRCC Roof Replacement	Replacement of the roof at the Community Centre.	The roof is nearing the end of its serviceable life and is showing symptoms of premature failure including significant alligatoring and bubbling. Minor roof leaks have been experienced to date.	4. Focus on Management and Governance	Facilities Reserve
106	450 - Facilities	CRCC Gym Wall Partition Replacement	Replacement of the gymnasium partition at the Community Centre.	The partition greatly increases the functionality of the entire gymnasium allowing multiple programs/activities to be running concurrently.	3. Focus on Livability	Facilities Reserve
107	450 - Facilities	CRCC Cooling Tower Replacement	Replacement of the cooling tower at the Community Centre.	This equipment maintains air quality within the facility and is critical for maintaining air conditioning. It is approaching the end of its serviceable life.	4. Focus on Management and Governance	Facilities Reserve
108	450 - Facilities	Dick Murphy Park Viewing Platform Construction	Construction of a new viewing platform at the northwest corner of Dick Murphy Park, replacing the viewing platform that was removed in early 2015 due to its deteriorated condition.	CFwd: Works could be delayed until 2018.	3. Focus on Livability	CWF
109	450 - Facilities	Discovery Pier Structural Repairs	Ongoing structural repairs to Discovery Pier.	An annual engineering level structural condition assessment is undertaken every two years and then recommendations for piling / structural member repair is undertaken in the following year. This structure is now approaching 30 years old and due to its location receives significant water/wind exposure requiring continual maintenance.	4. Focus on Management and Governance	Facilities Reserve
110	450 - Facilities	DOC Welding Bay Source Extraction Ventilation	Replacement of the existing welding bench exhaust/particulate extraction system.	Recommended by WorkSafe BC during a routine inspection of the DOC focused on shop ventilation.	4. Focus on Management and Governance	Facilities Reserve
111	450 - Facilities	DOC Front Counter Safety Upgrades	Security upgrades to the front counter at the Dogwood Operations Centre.	DOC Station 1 is the City's main response call centre and routinely handles verbally aggressive clientele. The existing front counter does not provide an adequate barrier between staff and the public and needs to be improved.	4. Focus on Management and Governance	Facilities Reserve
112	450 - Facilities	DOC Washout Bay	The installation of a new vehicle/equipment washout bay at the Dogwood Operations Centre.	Many of the City's mobile operating equipment and vehicles require daily cleaning and washout, notably vehicles that accumulate significant amounts of debris during their normal operation such as parks mowers and the City's street sweeper. The current practice involves washing down vehicles in an open dirt area which causes frequent backing up of the storm sewer and material to be discharged into the storm drain directly. This practice creates a hazard to staff in the winter due to ice buildup in the apron area and provides no filtration for particulate entering the storm drain and eventually making its way into Simms Creek. The addition of an engineered washout pit with a water/oil separator which can be cleaned out periodically would resolve this ongoing issue.	4. Focus on Management and Governance	Facilities Reserve
113	450 - Facilities	Enterprise Centre Roof & Skylight Replacement	Replacement of the roof at the Enterprise Centre.	The roof will be approaching the end of its serviceable life.	4. Focus on Management and Governance	Facilities Reserve
114	450 - Facilities	ERT Materials Transfer Pit Site Improvements	Development of a long-term plan and site improvements at the City's materials transfer site (ERT Pit).	The City's ERT Materials Transfer Site is used as a staging area and materials storage site for the City's Operations and Parks Departments. The site hosts large dirt spoil and wood debris piles that need to be addressed. A long range plan needs to be developed for re-use of existing stock, proper storage and screening of materials going forward, site access, and drainage. A significant site clean-up needs to be undertaken to address the large spoil pile including potentially leveling the site.	4. Focus on Management and Governance	Facilities Reserve
115	450 - Facilities	Fire Hall #2 Locker Rooms	Renovations to the locker rooms at Firehall #2.	Increased staffing approved in prior year facilitated the need to improve some of the amenities available to its staff.	4. Focus on Management and Governance	Facilities Reserve



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116	450 - Facilities	Haig Brown House Chimney Rebuild	Rebuild of the south chimney at the Haig Brown House.	The chimney is experiencing significant fracturing and leakage and needs to be re-built. The chimney will be re-built maintaining the heritage components of the structure and re-using materials as practicable.	4. Focus on Management and Governance	Facilities Reserve
117	450 - Facilities	Haig Brown House Roof Replacement	Replacement of the roof at the Haig Brown House.	The roof is a mixture of roofing types and several are approaching the end of their serviceable life. Based on the historic elements of the interior structure it is prudent to initiate a roof replacement before any significant leaking occurs.	4. Focus on Management and Governance	Facilities Reserve
118	450 - Facilities	Library Air Handler Replacement	Replacement of the central air handler at the Campbell River Library.	The air handler is approximately 25 to 30 years old and is now well beyond its intended service life with significant potential for an in-service failure. New heating equipment will not only provide improved reliability but also significant energy savings through modern equipment efficiencies.	3. Focus on Livability	Facilities Reserve
119	450 - Facilities	Library Skylight Replacement	Replacement of the skylights at the library.	Skylights are at the end of their serviceable life and are experiencing intermittent leaking.	4. Focus on Management and Governance	Facilities Reserve
120	450 - Facilities	Library Envelope Rehabilitation	Repairs to the library's building envelope.	The envelope on the building requires repair as it is exhibiting leakage.	3. Focus on Livability	Facilities Reserve
121	450 - Facilities	MHC Envelope Repairs	Repairs to the envelope of the Maritime Heritage Centre including re-fitting of the front glazing which exhibits ongoing leakage.	The envelope on the building requires repair as it is exhibiting leakage. Major repairs have been undertaken in 2016 on an emergency basis, however, further work is needed to ensure the ongoing viability of the southeast facing envelope.	4. Focus on Management and Governance	Facilities Reserve
122	450 - Facilities	MHC Heat Pump / Fan Replacement	Replacement of the 6 heat pumps and exhaust fans / MUA at the Maritime Heritage Centre.	The heat pumps will be at the end of their serviceable life and replacing them in conjunction with adding a building automation system will provide good efficiency.	4. Focus on Management and Governance	Facilities Reserve
123	450 - Facilities	MHC Building Automation System	Addition of a building automation system at the Maritime Heritage Centre.	Currently the building has limited HVAC controls for servicing a complex and multi-use facility. A building automation system will help control energy costs and improve functionality / occupant comfort.	4. Focus on Management and Governance	Facilities Reserve
124	450 - Facilities	MHC Aluminum Window Replacement Allowance	Replacement of windows at the Maritime Heritage Centre.	The windows are mixed aluminum and vinyl and will require replacement. Many have thermally broken seals.	4. Focus on Management and Governance	Facilities Reserve
125	450 - Facilities	MHC Roof Replacement	Replacement of the shingle roof at the MHC.	The roof will be nearing the end of its serviceable life.	4. Focus on Management and Governance	Facilities Reserve
126	450 - Facilities	Museum Old Forestry Building Interior Rehabilitation	Interior rehabilitation of the Museum Old Forestry Building.	The building is quite old and interior rehabilitations are needed so staff can maintain and improve service levels.	3. Focus on Livability	Facilities Reserve
127	450 - Facilities	Museum Roof Replacement & Skylight Repair	Replacement of the Museum roof.	The roof at the museum is now at the end of its serviceable life and experiencing routine leakage. It requires replacement. The skylights will be repaired or replaced during this project.	4. Focus on Management and Governance	Facilities Reserve
128	450 - Facilities	RCMP Building Roof Replacement	Replacement of the Police and Public Safety building roof.	Torch on 2 ply SBS portion of roof is showing signs of failure and is nearing the end of its serviceable life.	4. Focus on Management and Governance	Facilities Reserve
129	450 - Facilities	RCMP Chiller Replacement	Replacement of the chiller at the Police and Public Safety Building.	The chiller is original to the building and is nearing the end of its serviceable life. This equipment provides cooling to the building in the summer, including the cell block and is necessary to support proper indoor air quality.	4. Focus on Management and Governance	Facilities Reserve
130	450 - Facilities	RCMP HVAC DDC & Re-Commissioning	Replacement of existing Building Automation System (BAD) Trane DDC.	Project will bring system to a modern standard and re-commission entire heating and ventilation system which is now over 20 years old. Improve energy efficiency and overall system functionality.	4. Focus on Management and Governance	Facilities Reserve
131	450 - Facilities	Sportsplex Building Envelope Condition Assessment	Completion of a Building Envelope Condition Assessment (BECA) at the Sportsplex.	The facility is now approaching 25 years old and is showing unusual degradation of some areas of the building envelope which will require in depth investigation.	4. Focus on Management and Governance	Facilities Reserve
132	450 - Facilities	Sportsplex Gym Floor Refurbishment	Design and renovations to the Sportsplex gymnasium flooring.	The facility is now approaching 25 years old and little work has been done to the gymnasium floor which is frequented year-round by local users.	3. Focus on Livability	Facilities Reserve
133	450 - Facilities	Sportsplex Envelope Repairs & Repaint	Repairs to the envelope of the Sportsplex.	The facility is experiencing signs of envelope failure and will require repair. Total project scope will be determined by the BECA undertaken in 2018.	4. Focus on Management and Governance	Facilities Reserve
134	450 - Facilities	Sportsplex Roof Replacement	Replacement of the Sportsplex roof.	Roof is expected to be approaching the end of its serviceable life. There is potential for the roof to be repaired and mechanically re-affixed at a reduced cost. This roof has exhibited ongoing leaks.	4. Focus on Management and Governance	Facilities Reserve
135	450 - Facilities	Sportsplex HVAC RTU & EF Replacement	Replacement of a variety of HVAC equipment at the Sportsplex.	Much of the roof mounted HVAC equipment at the Sportsplex is original to the building and is approaching the end of its serviceable life. It is prudent to replace this equipment concurrently with the roof replacement.	4. Focus on Management and Governance	Facilities Reserve

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136	450 - Facilities	Sportsplex/Willow Point Park Entrance Signage	Replacement of the aging main entrance signs at the Sportsplex with two new signs.	The existing signage at the Sportsplex is not illuminated making it difficult to see at night and does not provide any information on the other amenities available on the site. The sign does not provide any ability to advertise current or upcoming events at any of the City's premier recreation destinations.	3. Focus on Livability	Facilities Reserve
137	450 - Facilities	Tidemark Theatre HVAC / Exhaust Replacement	Replacement of mechanical louvers and rooftop exhaust units at the Tidemark Theatre.	The mechanical louvers are at the end of their serviceable life and are at risk of imminent failure. The exhaust fans have failed and require replacement to ensure proper make up air in the facility for IAQ purposes.	4. Focus on Management and Governance	Facilities Reserve
138	450 - Facilities	Tidemark Theatre Foundation Repairs	Repairs to the foundation of the Tidemark Theatre.	The foundation is showing minor failures and requires repair in order to ensure the overall integrity of building function including sanitary sewer lines.	4. Focus on Management and Governance	Facilities Reserve
139	450 - Facilities	Tidemark Theatre Envelope Rehabilitation	Refurbishment of the building envelope at the Tidemark Theatre including stucco.	The existing stucco rain screen has suffered failures in several areas resulting in leakage into the building interior. The rain screen is past its serviceable life and now requires a major repair.	4. Focus on Management and Governance	Facilities Reserve
140	450 - Facilities	Tidemark Theatre Window Replacement	Replacement of windows on the 2nd floor of the Tidemark Theatre.	Windows are of mixed age and use and are nearing the end of their serviceable life.	4. Focus on Management and Governance	Facilities Reserve
141	532 - Roads	Pedestrian Signal Crossing Lights	This annual program supports public safety by providing enhanced safety features to assist pedestrians. Warrants and a preferred locations list will be updated annually.	This annual program supports public safety by providing enhanced safety features to assist pedestrians.	3. Focus on Livability	CWF
142	532 - Roads	Transit Bus Shelters	The Transit Master Plan indicates the need to evaluate and install shelters where required in the community. The City continues to improve services for those using transit services. In order to assist with this the City has, over the past 6 years, installed a number of shelters to provide protection from the weather. Currently, BC Transit offers a cost sharing program for the capital cost to install shelters (47%/53% -this program will continue into 2018 and possibly beyond). With this grant funding, the City can install up to 5 shelters per year. The focus in 2018 for shelter locations are still under review and will be done in consultation with the operating company.	The City continues to improve service levels for those using transit services. In order to assist with this the City has, over the past 9 years, installed a number of shelters to provide protection from the weather. In 2012 and 2013, the City received partnership funding from BC Transit (47% of the cost). This program will continue into 2018 and possibly beyond.	3. Focus on Livability	CWF
143	532 - Roads	Sidewalk Infill	Over the past number of years, the City has completed a number of projects to increase the conductivity of the pedestrian network in the Community. This year will focus on the Cypress Street Project.	There are a number of locations identified in the Master Transportation Plan (MTP). This year the goal will be to try in fill in any obvious gaps in the system and provide better access to bus stops where an existing sidewalk may not be. Sites will be reviewed in the spring to confirm the locations for this year's work.	3. Focus on Livability	CWF / Roads DCC
144	532 - Roads	Street Light Infill	This is part of the street light infill program is to insure that areas that have been deemed to be deficient or lacking in adequate lighting are addressed. This is an on-going problem and is re-evaluated regularly to identify the locations where lights could be installed. There are a number of areas that could use additional street lights to insure safer public use, primarily along arterial and collector roadways. The City also receives a number of requests for street lights to be added. The cost to provide this service varies depending on if they are new City owned lights or the installation of additional lease lights. City owned lights are more capital intensive but less to operate, whereas lease lights (wooden poles) from BC Hydro have a lower initial capital cost, the long term operational costs are much greater than the City owned lights.	The City has a number of areas that could use additional street lights to insure safer public use, primarily along arterial and collector roadways.	4. Focus on Management and Governance	Capital Works Reserve
145	532 - Roads	Traffic Control Upgrades - Replacement	The City has an inventory of 34 traffic lights in the community. These systems have a serviceable life of 20 to 25 years before they need replacement or major upgrades. Currently the City has a number of intersections that are at the point of needing replacement. Priority intersection include 13th and Dogwood, Hilchey and Alder; Shoppers Row and St Ann's.	Our infrastructure is aging and with this becomes challenges to maintain older technology and physical structures. A number of the older traffic lights in the community were installed by MoTI over 20 years ago and have come to the end of their useful life and are beyond repair without major component replacement. This program will see a regular replacement of the existing traffic lights to ensure continued operations of these critical pieces of infrastructure in the community.	4. Focus on Management and Governance	Capital Works Reserve
146	532 - Roads	Pavement Management Plan	To develop a current Pavement Management Plan. This is in support of the work required to update the condition assessment and prioritize the annual asphalt overlay program. This request was approved from 2017 but the RFP was cancelled as the City only received one proposal for 2x the budget.	A Pavement Management Plan allows the City to assess every road surface and help place a priority for rehabilitation or replacement. This will support the future work of the Asset Management Plans for the City.	4. Focus on Management and Governance	Capital Works Reserve
147	532 - Roads	LED Light Conversion	This program undertakes an annual replacement of existing HPS lights with new LED lights. In the past, the focus was on arterial and collector roadways City owned lights. The City has approached BC Hydro to retrofit some of the City's lease lights however BC Hydro is not ready to undertake a LED conversion program. The work planned for 2017 will focus on City owned lighting in both residential and primary 2x). Light quality is better with the LED vs. the HPS lights.	This program will produce long term savings to the City through reduced operating cost and longer life for the luminaire (estimated	4. Focus on Management and Governance	CWF

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148	532 - Roads	Intersection Improvements	The Master Transportation Plan (MTP) identified a number potential locations for upgrades to traffic control at intersections.	As our community grows, so does our demand to improve the traffic control infrastructure. We have a number of locations that currently meet or will meet in the coming years the warrants to support traffic lights at those intersections. A number have been identified and will be reviewed regularly to ensure the need is there and the timing for the installations meets the demand.	4. Focus on Management and Governance	Capital Works Reserve
149	532 - Roads	Cycling Infrastructure	The Master Transportation Plan (MTP) has identified \$330,000 of worth of short term cycling infrastructure upgrades for the City. These upgrades will include the addition of cycling lanes, re-establishment of existing cycling lanes, introduction of way-finding signage and associated infrastructure to support cycling and pedestrians.	The cycling infrastructure upgrades will assist the City in providing alternative forms of transportation. They will also help in the promotion of the reduction of the City's carbon emissions while promoting active transportation within the community.	3. Focus on Livability	CWF
150	532 - Roads	Asphalt Overlays	Asphalt overlays are required in a number of locations in the community. A review done in 2013 (updated review in 2015) identified nearly \$10 million in works that needs to be undertaken in the next few years. There are additional arterial, collector and local roadways not included in this inventory that will need to be addressed within the next 5 to 15 years. Work to be done under the roads overlay program will be reviewed to confirm the priority areas as there is not a current Pavement Management Plan (PMP) in place. Work for 2018 will be reviewed in the spring of 2018.	There is a number of locations in the City where the asphalt has already failed or is rapidly nearing its end of serviceable life. The Roads department has not undertaken a road overlay program for over 5 years and is rapidly falling behind on dealing with important pavement issues. Going forward, staff will provide a list of areas and cost to undertake these projects on an annual basis (updated in the spring). There is over \$10 million in required overlay/road rebuilds required in the community. The City has been at least 5 years without a supported road overlay program. If this continues, the costs to overlay will be absorbed in the rebuild costs that are typically 2 to 3 times as much.	4. Focus on Management and Governance	Capital Works / CWF
151	550 - Storm Drains	Annual Drainage Improvements	The City has a number of areas that require drainage improvements both on small and large scale. This work would include rebuilding ditches, upsizing/replacing failing culverts, replacement of storm piping, etc. Work is limited to annual funding and is prioritized each year in the spring. This is an ongoing annual program to deal with the replacement and repair to critical storm water infrastructure. Projects are based on on-going evaluations of existing systems and experience related to past storm events.  Work planned for 2018 includes on-going drainage improvements in the Willis/Petersen area, work on Cheviot and Hopkins; and work on Willow Creek at Larwood crossing.	This is an ongoing annual program to deal with the replacement and repair to critical storm water infrastructure. Projects are based on ongoing evaluations of existing systems, Integrated Storm Water Management Plans and experience related to past storm events.	3. Focus on Livability	Storm Water Reserve
152	550 - Storm Drains	Fir Street Upgrades	This project will coincide with planned water and sanitary upgrades on Fir Street in 2018.	This project is in conjunction with the water system upgrade on Fir Street. This is an opportunity to place storm line in a portion of the roadway and improve the downstream end of the existing system in behind Rose Harbour. While most of the storm line is not urgent, this project is geared to take advantage of work on an existing project to reduce the overall cost to undertake improvements on this local street.	4. Focus on Management and Governance	Storm Water Reserve
153	550 - Storm Drains	Nunns Creek/2nd Ave Detention Pond (Quinsam)	The Quinsam area requires the installation of retention/detention ponds to allow for further control of flooding in the area. Preliminary concepts were drafted a number of years ago however a number of changes have been made to the regulations associated with work in fish bearing/supporting creeks and ditches. This project will look at conceptual ideas, design and construction of this (or these) facilities.	The Quinsam area can not develop further without looking at and undertaking work to deal with storm water. Any development right now need to undertake retention/detention within their existing development, but this does not take the larger impact of storm water management into consideration. In order for development to occur in this area, an area wide solution needs to be established. Some funding for this is in place thru local DCC's but it is greatly underfunded at this time.	4. Focus on Management and Governance	Storm Water Reserve
154	550 - Storm Drains	2nd and 4th Ave Outfall Upgrades	The City has over 60 outfalls along the waterfront; a number of which have been identified as requiring further assessment and upgrades.	This project was identified in the ISWMP as an area with older outfalls that require upgrades. All upgrades will look at opportunities to not only control the storm water being discharges but to look at the quality of it as part of the outfall system.	4. Focus on Management and Governance	Storm Water Reserve
155	550 - Storm Drains	Shoreline Outfall Upgrades	This is a program to review a number the outfalls along the waterfront and determine the best way to upgrade them. This would need to accommodate best practices and have consideration for storm events and sea level rise.	As noted in the 2nd and 4th Ave outfalls, the City has over 50 outfall locations along the waterfront. A number of these are aged and require review and upgrades over time. This is a plan for an ongoing program to review and prioritize repairs and upgrades to these systems to ensure best practices for storm water discharge.	4. Focus on Management and Governance	Storm Water Reserve
156	550 - Storm Drains	Nunns Creek (16th Ave) Creek Crossing	This project is to deal with the on going issue of flood at the culvert and the area of Nunns Creek on 16th Ave. Design is required and other funding sources are required to complete this project.	16th Ave at Nunns Creeks floods multiple times a year. This is compounded by two locations downstream (Hwy 19A – MOTI and Old Hwy 19 – CRIB) that also require remediation. Without undertaking this work, the park on the sports field will continue to flood and there will be issue with all the storm systems that lead into the creek.	4. Focus on Management and Governance	Storm Water Reserve
157	550 - Storm Drains	14th - Spruce to Redwood	This has been identified in the Integrated Storm Water Management Plan (ISWMP) as being a high priority to replace the storm pipes in the area. Further investigation will be done to confirm the work required 1-2 years before the project is initiated.	Identified in the ISWMP, this is an area that require upgrading due to age and condition of the existing pipes. This project will be reviewed to confirm the remaining life of the system.	4. Focus on Management and Governance	Storm Water Reserve
158	570 - Airport	Airport Snowblower	Replace snowblower existing equipment is 31 years old.	Changes in the Transport Canada Airport Capital Assistance Program (ACAP) program have set a maximum dollar figure for equipment. ACAP funds up to 95% for airside safety related projects including equipment.	4. Focus on Management and Governance	Airport Reserve
159	570 - Airport	Airside Concrete Parking, Combined Taxi "C" Widening	Commercial aircraft operating parking stands including apron rehabilitation, widening taxi "C" to meet minimum width.	Existing aircraft parking stands and apron are 20 years old. Pavement is deforming leaving ruts, causing aircraft to power out. Widening taxi "C" will meet design aircraft requirements (SAAB 340).	4. Focus on Management and Governance	Airport Reserve

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160	570 - Airport	AvGas, Access and Parking for Aircraft	Modifications to improve access to fueling facility	Jet fuel sales generate over 90% of all fuel revenues. These are sales to Ministry of Forests Air Tankers, Pacific Coastal Airlines, Central Mountain Air, and Corporate Jets. AV Gas sales are to smaller piston aircraft often referred to as General Aviation (GA). Staff have met with Imperial Oil representatives who acknowledge the existing system is near the end of useful life and the probability of Imperial Oil replacing this system is unlikely. Esso has generally been withdrawing from the Airport Fuel business at smaller airports. Recently Sealand Aviation, operating as Sealand Flight, started Flight School operations airside. There is interest in providing AV Gas for resale as an amenity to Sealand Aviation and its business centered on maintenance repair and overhaul at the Airport. Given this option to have an alternate provider of AV Gas to general aviation, the infrastructure costs associated with replacing the AV Gas system, and the nominal contribution to the Airport's bottom line, the Fuel Facility proposal has been revised. The revised proposal includes the purchase of a Jet fuel tank, two delivery trucks and repavement of the corporate jet parking area where existing tanks currently reside for a total cost of \$1,205,000. This option includes outsourcing the sale of AV Gas component, which was included as a City responsibility in the previous RFPs.	2. Focus on Economic Growth	Airport Reserve
161	570 - Airport	Roadway Paving	Continuation or paving program at the Airport.	Last road upgrade completed in 1997, need to continue paving program to the North.	2. Focus on Economic Growth	Airport Reserve
162	570 - Airport	Shelter	Additional shelter structure at Airport.	Increased space required at Airport to house equipment and other assets.	2. Focus on Economic Growth	Airport Reserve
163	580 - Sewer	Lift Station #11 Upgrade	Upgrades for lift station #11.	CFwd: Request for construction completion as per contract and maintenance period.	4. Focus on Management and Governance	Sewer Reserve
164	580 - Sewer	NWEC Upgrade Phase 2	Upgrades to NWEC - Priority 1 items from 2009 Dayton & Knight Pre-design report .	CFwd: Request for maintenance period.	4. Focus on Management and Governance	Sewer DCC
165	580 - Sewer	Lift Station Generators	Installation of emergency backup power at sewage Lift Stations 8, 9, 10, 12, 14, and 15.	Required to ensure that lift stations continue to operate during power outages. This will allow sewer operators and equipment to focus on other priority tasks during power outages and emergencies. Contract for design and construction support services is in place. CFwd needed to complete tendering and provide construction support in 2017.	4. Focus on Management and Governance	Sewer Reserve
166	580 - Sewer	Sewer Main Replacement	Replacement of sewer mains as identified by condition assessment or as part of larger revitalization projects (e.g.. downtown). Annual construction expenditure of minimum of \$1,000,000 to keep up with aging infrastructure with increases to \$2,000,000 per year in future years. See attached maps-Sewer Renewal 2018 map for locations that will be constructed in 2018.	Aging sewers have reached the end of their service life. If old mains are not renewed/replaced, maintenance costs, risk of failure, and liability will increase.	4. Focus on Management and Governance	Sewer Reserve
167	580 - Sewer	Biosolids Site Management	Modifications to extend the life of the existing biosolids land application sites.	The existing biosolids land application site is anticipated to exceed permitted limits at the end of the 2018 season. In order to continue to land apply, site modifications are required. The scope of this work is still being assessed.	4. Focus on Management and Governance	Sewer Reserve
168	580 - Sewer	Sewer Asset Registry	Asset Management Strategy - Gap 1, 2 & 6. Centralization and clean-up of sewer asset inventory, including calculating replacement values.	The sewer asset inventory list (registry) used for making asset maintenance and renewal decisions is missing assets, has inaccurate data and has overlapping and inconsistent information. Having accurate data will enhance maintenance and operational decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the City. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and based on Asset Management BC's Roadmap, having an asset inventory is sound business management. Improving asset data will reduce costly emergency repairs, reduce public and business complaints and improve the City's financial ability to improve infrastructure.	4. Focus on Management and Governance	Sewer Reserve
169	580 - Sewer	Sewer Condition Assessments	Asset Management Strategy - Gap 11. Determine and record condition assessment levels for sewer assets.	The sewer asset inventory list (registry) does not have adequate condition assessment details available to assist with maintenance and renewal decision making. Having accurate data will enhance maintenance and operational decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the City. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and FCM's 2016 Canadian Infrastructure Report Card states as asset conditions decrease, the rate of deterioration and reinvestment costs both increase substantially.	4. Focus on Management and Governance	Sewer Reserve
170	580 - Sewer	Sewer Facility Renewal	Annual allowance for renewal of sewer facility infrastructure (lift station and treatment facilities) due to condition.	Aging infrastructure has a high risk of failure resulting in increased maintenance costs , service disruptions, liability, and the risk of release of untreated sewage to the environment. Exact budget will fluctuate based on specific projects.	4. Focus on Management and Governance	Sewer Reserve
171	580 - Sewer	NWEC Electrical Upgrade	Electrical system upgrade and installation of backup generator at NWEC.	The existing electrical system at NWEC has reached the capacity of the existing space. A review will be done to confirm existing capacity and the upgrades needed to allow future upgrades to the treatment process. The installation of a backup generator will keep NWEC fully operational during power outages - currently able to support only minimal operation and not able to sustain lengthy outages. The construction budget only includes the generator as the scope of the electrical upgrades will not be known until the assessment is completed.	4. Focus on Management and Governance	Sewer Reserve



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172	580 - Sewer	NWEC Biosolids Dewatering	Addition of biosolids dewatering at NWEC and new biosolids management process .	Dewatering of biosolids will be required once land application is no longer an option. The timing of this will depend on the ability to extend the life of the existing land application fields. Management process for dewatered biosolids is unknown at this time and operating costs are assumed to be \$300,000 based on tipping fees anticipated to be charged by the regional district. Operating costs for dewatering is estimated at \$180,000 .	4. Focus on Management and Governance	Sewer Reserve
173	580 - Sewer	NWEC Oxidation Ditch Diffuser - Upgrade	Addition of 1,000 new diffusers in each oxidation ditch.	As flows and planed loading increases, additional diffusers will be required to adequately process the wastewater.	4. Focus on Management and Governance	Sewer Reserve
174	590 - Water	CRIB/CCR Water Improvements	Separation of CRIB/CCR water systems. Includes meters, backflow prevention, and watermain upgrades. Related to CRIB agreement. 2017 - Concept, 2018 - Design, 2019 - Construction.	Full separation of CRIB and CCR water systems will protect CCR water quality by installing backflow prevention at all points of connection to CRIB water system. Project will also allow for adequate billing for water and sewer as well as a financial incentive for water conservation within CRIB lands. Estimated construction costs included; updated budgets will be available after design works.	3. Focus on Livability	Water Reserve
175	590 - Water	Pressure Reducing Valve Abandonment	Abandonment of four pressure reducing valves supplied by the 400mm diameter transmission main on Alder.	The Water System Strategic Action Plan recommends that the pressure zone management within the water system be simplified. As a result, four existing pressure reducing valves supplied by the Alder transmission main can be abandoned.	4. Focus on Management and Governance	Water Reserve
176	590 - Water	Bathurst/McLean Pressure Reducing Valve Replacement	Replacement of the existing pressure reducing valve at Bathurst/McLean.	The existing pressure reducing valve at Bathurst and McLean is in poor condition and requires replacement. The Water System Strategic Action Plan recommend that this functionality can be provided through the existing pressure reducing valve at Bathurst/Thulin by constructing a new watermain between the two locations. This project takes advantage of existing infrastructure and will essentially remove one pressure reducing valve site from the water system.	4. Focus on Management and Governance	Water Reserve
177	590 - Water	Petersen PRV	Install new PRV at Petersen and Shetland.	The proposed PRV will provide redundancy in case the existing Cheviot PRV is unable to supply the required flows due to mechanical failure or scheduled maintenance. In addition, this PRV will expand the reduced pressure zone to mitigate the higher pressures of the new system on the lower elevation.	4. Focus on Management and Governance	Water Reserve
178	590 - Water	Area D Connection Improvements	Design of improvements to Area D's points of connection to the City's water system.	This project will ensure that Area D's points of connection to the City's water system is fully compliant with City bylaws, regulatory requirements, industry best practices, and contract terms. The project is expected to include meters, backflow devices, and water quality monitoring stations. It is anticipated to be fully funded by the Strathcona Regional District.	4. Focus on Management and Governance	Grants - Other
179	590 - Water	Water Dept Temporary Location	Temporary office and operations facility for Water Department should they be displaced from current location at Evergreen BC Hydro owned facility.	Department may require temporary operating location in the event long-term location at Evergreen cannot be extended to future years.	4. Focus on Management and Governance	Water Reserve
180	590 - Water	WM Cathodic Protection	Replacement and upgrades to the existing cathodic protection systems at Maple Street.	Inspections of existing cathodic protection system has identified the need for replacement and upgrades for the Maple Cathodic system. Cathodic protection helps maintain the integrity of steel watermains that are subject to corrosive attack due to a wet environment. Lack of cathodic protection on steel pipes can result in corrosion which could lead to an increase in watermain breaks and decreased life of these critical transmission watermains.	4. Focus on Management and Governance	Water Reserve
181	590 - Water	Water Service Renewal	Replacement of existing water services that are failing. This renewal program would enable us to be pro-active and change 5 to 7 water services a year.	Currently, the City is responsible for over 14,000 water services both residential and commercial. In the past few years the City has observed an increase in water services failing due to corrosion from pipe age, pipe material, surrounding soil conditions, and ground movement.  If the City continues its current reactive approach and repairing all water service failures as they occur, the water department's overall operation and maintenance costs will increase as will the service interruptions.	4. Focus on Management and Governance	Water Reserve
182	590 - Water	Fire Hydrant Renewal	Replacement of existing fire hydrants which have reached the end of their operational life ( 40 years).	Hydrant renewal will increase the reliability for emergency services thus decreasing the liability for the City. Increasing maintenance costs for aging hydrants will be avoided.	4. Focus on Management and Governance	Water Reserve
183	590 - Water	Watermain Renewal	Replacement of water mains as identified by condition assessment or as part of larger revitalization projects (e.g.. downtown). Annual construction expenditure of minimum of \$1,000,000 to keep up with aging infrastructure with increases to \$2,000,000 per year in future years. See attached maps-Water Renewal 2018 map for locations that will be constructed in 2018.	Aging watermains have a high frequency of breaks resulting in increased maintenance costs, service disruptions, and liability.	4. Focus on Management and Governance	Water Reserve
184	590 - Water	Dogwood Operations Centre Backflow/Meter	Installation of backflow prevention and water meter at Dogwood Operations Centre.	To adequately protect the City's water supply, all properties must have a backflow protection device as per the Water Regulation Bylaw No. 3216, 2006 to protect the City water supply from potential contamination. The Dogwood Operations Centre does not comply with the bylaw for both backflow and water metering. Becoming compliant with the bylaw will protect the quality of the City's potable water and ensure accurate billing for water and sewer. If this project does not proceed, the City will increase its liability and it will be more difficult to have other customers comply with the bylaw. This project is to be coordinated with DOC Washout Bay project.	3. Focus on Livability	Water Reserve
185	590 - Water	Water Facility Renewal	Annual allowance for renewal of water facility infrastructure (pressure reducing valves, pumps, disinfection, etc.) due to condition.	Aging infrastructure has a high risk of failure resulting in increased maintenance costs , service disruptions, and liability.	4. Focus on Management and Governance	Water Reserve

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186	590 - Water	Water Asset Registry	Asset Management Strategy - Gap 1, 2. & 6. Centralization and clean-up of water asset inventory, including calculating replacement values.	The water asset inventory list (registry) used for making asset maintenance and renewal decisions is missing assets, has inaccurate data and overlapping and inconsistent information. Having accurate data will enhance maintenance and operational decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the City. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and based on Asset Management BC's Roadmap, having an asset inventory is sound business management. Improving asset data will reduce costly emergency repairs, reduce public and business complaints and improve the City's financial ability to improve infrastructure.	4. Focus on Management and Governance	Water Reserve
187	590 - Water	Water Condition Assessments	Asset management strategy - Gap 11. Determine and record condition assessment levels for water assets.	The water asset inventory list (registry) does not have adequate condition assessment details available to assist with maintenance and renewal decision making. Having accurate data will enhance maintenance and operational decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the City. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and FCM's 2016 Canadian Infrastructure Report Card states as asset conditions decrease, the rate of deterioration and reinvestment costs both increase substantially.	4. Focus on Management and Governance	Water Reserve
188	590 - Water	Rockland Road Transmission Main	Installation of a duplicate 350mm diameter watermain on Rockland Road from Simms Creek to South Alder.	Increasing water demands are resulting in high velocities in existing transmission mains which creates high pressure losses in the water system. Increasing pipe capacity will decrease velocities and mitigate pressure loss.	2. Focus on Economic Growth	Water Reserve
189	590 - Water	Beaver Lodge Pump Station Upgrades	Upgrade of pumping capacity at Beaver Lodge Pump Station.	Development in the Jubilee Heights, Homalco Reserve or airport lands will trigger the upgrade of the pumping capacity at the Beaver Lodge Pump Station. Timing of this project is dependent on the rate of development in these areas. It is assumed that the capital costs for these upgrades would be fully funded by developers.	3. Focus on Livability	Grants - Other
190	580 - Sewer/590 - Water	SCADA Platform	Extend Supervisory Control and Data Acquisition (SCADA) communication towers at water and wastewater facilities.	CFwd: Request for programming of software that has already been purchased. Contract for programming is expected to be awarded late 2016. Project is needed to allow remote monitoring and alarming of new water facility.	4. Focus on Management and Governance	Sewer / Water
191	580 - Sewer/590 - Water	Meter Renewal	Programmable logic controller (PLC) is a small computer with a built-in operating system that handles incoming events in real time. Within the water and wastewater departments, PLCs have a crucial role such as determining when to fill a water reservoir, or when a pump at a lift station should start or stop. The City currently has 14 PLCs total in both departments. Half were replaced in 2015. The remaining will be replaced in 2016.	The existing PLC's are all past their average life expectancy of 7 years. Due to their crucial role in operations, the City cannot risk failure with these components. If failure occurs, the equipment they are associated with will stop working which could cause issues with the water supply, water quality and sewage backups.	4. Focus on Management and Governance	Sewer / Water
192	720 - Parks	Marine Foreshore Restoration	Rebuilding damaged areas of the foreshore to proactively prevent or minimize future erosion damage by using soft shores approach. The majority of the material used for the restorations are sediments (beach gravels) collected and removed from Big Rock and Ken Forde boat Ramps.	Restoring and preserving the foreshore is critical to maintaining and upgrading City infrastructure, particularly Hwy 19a and Rotary Seawalk. The City's marine environment is integral to its community culture. The restoration plan provides a comprehensive and proactive management plan for the foreshore. The areas of Marine Foreshore Restoration have been completed along the sea walk but some planting will need to be completed in the spring for better chance of survival. There was one area of foreshore restoration that was not completed, it was on Baikie Island. It was not completed due to the fact equipment could not access the Island as the bridge decking needs to be rebuilt. The area has also become a safety issue as erosion of the foreshore has exposed metal sheet skirting which needs to be removed as it has become a liability risk to the City.	4. Focus on Management and Governance	CWF
193	720 - Parks	Parks Information and Sign Program	To replace existing Park signs.	The Parks signs have not been replaced in over 25 years. There is a new parks standards for signs and replacing them will bring them in line with the new standard.	3. Focus on Livability	Parks Reserve
194	720 - Parks	Fence Upgrades and Replacements	Replacement of existing fences.	Many of the City's parks that have fencing are over 25 years old and are in need of replacement. Fences are starting to fall into private property and are not enclosing the park which can allow for small children to wander onto roadways and private properties.	3. Focus on Livability	Parks Reserve
195	720 - Parks	Parks Irrigation Strategy	The continuation of the implementation of the Parks Irrigation Strategy.	All parks are being brought online with a central control system and upgraded to reduce water use.	3. Focus on Livability	Parks Reserve
196	720 - Parks	Asset Management - Park Infrastructure Renewal Fund	Infrastructure Renewal Fund to fund annual repairs and upgrades to park infrastructure such as fencing, playgrounds, dugouts, and infields.	The parks system has aging infrastructure that needs repair. This would be an annual fund to repair and improve infrastructure such as infields, backstops, fencing, dugouts, washrooms. A list of items to be repaired would be submitted to Council annually for approval.	4. Focus on Management and Governance	Parks Reserve
197	720 - Parks	Shade Sails Installation	Supply and installation of shade sails for the Splash Park.	The Splash Park was built in 2014 and is very popular with families during the hot summer months. The addition of shade sails at the site will provide much needed shade for families with young children.	3. Focus on Livability	Parks Reserve
198	720 - Parks	Baikie Island Bridge Replacement	The bridge foundation at Baikie Island needs to be replace.	In 2016 as part of the Bridge and Culvert inspection program, it was found that the bridge only has 5 years of remaining service life. The bridge structure is need to provide fire vehicles access to the Island in case of a wild fire.	3. Focus on Livability	Parks Reserve
199	720 - Parks	Campbellton Neighbourhood Association - End of Spruce Street Concept Plan	Requested by Campbellton Neighbourhood Association.	Requested by Campbellton Neighbourhood Association.	3. Focus on Livability	CWF / Grants
200	720 - Parks	City Hall Side Hill Improvement	To design and build a new landscape area at city hall below the 9th Avenue and above the upper parking lot.	This area is a steep grassed slope that is difficult and unsafe to mow. There have been several incidents where the mower operator has lost control of the machine posing a risk of injury to staff, the public and damage to vehicles in the adjacent parking lot. A landscaping design needs to be developed and installed for this area that eliminates the safety hazard and minimizes maintenance.	4. Focus on Management and Governance	Parks Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
201	720 - Parks	Elk Falls Cemetery Parking Lot Pavement	To pave the Elk Falls Cemetery Parking Lot.	With phase one of the Elks Falls cemetery completed, the new driveway entrance to the site has made the entrance into the cemetery warm and welcoming addition. Once the public enters the cemetery through the new entrance to attend a funeral they now park on a gravel parking lot which at certain times of the year can be muddy and difficult getting to the service within the cemetery.	3. Focus on Livability	Parks Reserve
202	720 - Parks	Elks Falls Cemetery Phase Two Detailed Design & Construction	Detail design & construction for phase two of Elk Falls Cemetery expansion	A detail design for Phase two of the Elk Falls Cemetery expansion project. The detail design is continuing with the master plan that was completed 2015 and continuing off from phase one. This phase will increase the number of plots available to the public as the existing inventory of plots will be running out.	3. Focus on Livability	Parks Reserve
203	720 - Parks	Mclvor Lake Upgrades	Upgrades to Mclvor Lake from the Master Plan.	Upgrades to Mclvor Lake from the Master Plan.	3. Focus on Livability	Parks Reserve
204	720 - Parks	Nunns Creek Backstop Replacement	Replacement of Pee Wee Field Backstop at Nunns Creek park.	The backstop at the Pee Wee field at Nunns Creek is starting to fall over. For years netting was tied off from the backstop poles to hang netting over bleachers. This has caused the backstop to be damaged and the result is the structure is starting to fall over.	3. Focus on Livability	Parks Reserve
205	720 - Parks	Ostler Park Greenspace Drainage and Turf Design	Detail design of Ostler Park Greenspace. Construction to follow.	Ostler Park was built in 1969 and the greenspace is in needed of a totally re design. The park has serious drainage issues and an irrigation system that is 30 plus years old. This is a very highly used park with many functions happening there through-out the spring/summer and fall. With the addition of the new playground structure this park is well used at all times during the year. The upgrade will enhance the use of the park and draw more people to the down town core.	3. Focus on Livability	Parks Reserve
206	720 - Parks	Ostler Park Rubberized Surface Replacement	Replacement of Rubber surface for Ostler Park Playground.	In 2016 Ostler Park Playground was built, and a rubber surface was put in. The rubber surface life span in 8 years and will need to be replace to meet CSA standards.	3. Focus on Livability	Parks Reserve
207	720 - Parks	Outdoor Washroom Installation - Jubilee Trail and Baikie Island	Purchase and installation of permanent outdoor washrooms on the Jubilee Trail and Baikie Island.	The Jubilee Trail, completed in 2011, has become a very popular trail for residents of the growing developments in Willow Point. The City has received a number of requests for a washroom on this trail. The completion of the Baikie Island Rehabilitation Project has resulted in a substantial increase in the number of people using the Baikie Island and Raven Park trails. Permanent washrooms are needed at the site to service this increase in use.	3. Focus on Livability	Parks Reserve
208	720 - Parks	Robron Artificial Turf Replacement	Replacement of the Artificial Turf at Robron Field.	The life expectancy of the artificial turf is 10 years and will need to be replace for safety reasons as the turf was installed in 2016.	3. Focus on Livability	Parks Reserve
209	720 - Parks	Seawalk Improvements	Seawalk Improvements.	Repairs and Maintenance need to continue along the Seawalk for pedestrian safety reasons and to protect critical City infrastructure.	3. Focus on Livability	Parks Reserve
210	720 - Parks	Willow Point In Field Mix Replacement	Replace the old red infield material with the City's new standard for in field mix material.	Diamond #1 infield mix at Willow Point Park needs replacing. Presently it is our only red cinder infield material that we maintain. Replacing this material will standardize all of our ball fields with the same material. At Nunns Creek Ball Park, two of the infields use the red cinder material but they are looked after by CRMBA. Red cinder is more expensive than the material that is used in our other ball fields. The purchase of the new material will also allow us the redress the other existing fields.	3. Focus on Livability	Parks Reserve
211	720 - Parks	Willow Point Park Skatepark Lighting	Purchase and installation of lights for the Willow Point Skatepark.	The Willow Point Skatepark has been a popular facility since it's completion in 2007. The original design included lighting however lighting was not installed at the time for financial reasons. Installation of lighting will add 760 useable hours from November to March annually. Lighting the park will significantly extend the hours of use, increase user safety and reduce vandalism.	3. Focus on Livability	Parks Reserve
212	720 - Parks	Willow Point Lights	Upgrade the existing Lighting System on the Willow Point lighted fields.	Upgrade the existing Lighting System on the Willow Point lighted fields.	3. Focus on Livability	Parks Reserve
213	720 - Parks	Willow Point Field Drainage Upgrade	To improve drainage in the south end of the soccer/slow-pitch playing fields at Willow Point.	Over the years the south end of the playing fields at Willow Point have become saturated. The Fall/Winter/Spring rains have made that end of the fields very difficult to maintain which could lead to injuries for the user groups that use the field.	3. Focus on Livability	Parks Reserve
214	740 - Recreation & Culture	Recreation Equipment	Recreation equipment replacement.	This is a reserve fund for replacement of weight room and cardio equipment, custodial equipment, tables and chairs. The price of cardio equipment has risen recently due to currency exchange rates.	3. Focus on Livability	Furniture & Equipment Reserve
215	740 - Recreation & Culture	Centennial Pool Condition Assessment	A condition assessment needs to be prepared for Centennial Outdoor Pool to determine if the pool requires repair, replacement, or demolition.	The outdoor pool has had significant leakage for a number of years and issues associated with mechanical equipment that is nearing the end of it's serviceable life. A condition assessment will help staff to determine the best approach in considering the future of the pool.	3. Focus on Livability	Facilities Reserve
216	740 - Recreation & Culture	Sportsplex Weight Room Equipment Replacement	The Sportsplex weight room equipment is outdated, out of warranty and staff are not able to obtain replacement parts. City mechanics have indicated that they are no longer willing to fabricate parts due to liability concerns. The equipment has reached the end of it's serviceable life and must be replaced to ensure safe work out conditions for clients.	To provide safe, reliable and ergonomically correct work out conditions for clients.	3. Focus on Livability	Furniture & Equipment Reserve
	740 - Recreation & Culture	Walter Morgan Studio - Rehabilitation	Restoration of the Walter Morgan Studio on the Sybil Andrews heritage site.	The Frank James ultimate park design includes the preservation and rehabilitation of the Sybil Andrews Cottage and Walter Morgan Studio, which have both been placed on the Community Heritage Register. To date, the cottage has been fully rehabilitated and the Rotary Club installed a new roof on the studio. The Sybil Andrews Heritage Society has requested to work with staff to complete restoration of the studio. A conservation plan and cost estimate for this work has been completed. City funding for this project would help to leverage funds from the Heritage Legacy Fund for which this project is eligible.	3. Focus on Livability	Grants /CWF



Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
<b>BELOW THE LINE (Excluded from Financial Plan)</b>						
<b>Other Capital Projects</b>						
217	213 - IT	Budget Software	Purchase budget software to manage the City's Financial Planning process.	The City currently uses Excel and Word documents to manage the City's \$100M annual budget process and the GFOA Budget Award winning Financial Plan package. The process is very manual and is very prone to error given the number of account codes, departments and scope of the City's \$100M annual budget, as well as 10-year Financial Plan. Budgeting software is well utilized by many municipalities, particularly those of the City's size and will reduce the amount of manual reconciliation and risk of error in compiling a significant budget. Further, management will be able to access their budget data at any time without being dependent on Finance to update and or send excel documents. Finally, budgeting software will facilitate value added analysis and charts which will provide Council and management with additional information and continue the City's efforts in a transparent and financial sustainable Financial Plan.	4. Focus on Management and Governance	TBD
218	213 - IT	Separate Utility Billing	The City's residential utility billings are currently included on the City's property tax notice and collected with general taxation by July 2nd annually. Most other municipalities manage their utility billing process on a separate billing cycle. The annual costs identified are for quarterly utility billings; the City could consider an annual (\$15K) or semi-annual (\$27K) billing cycle. The costs include the eBilling module in Tempest which would reduce postage costs, and communication to the community on billing changes.	The City has considered for many years separating the utility billings from the property tax notice. This would provide greater clarity to the community on the charges for general taxation funded City services versus City utilities including sewer, water, and solid waste. A separate billing cycle would also provide better cash flow management for the City by collecting cash to operate and fund the capital program early in the year.	4. Focus on Management and Governance	TBD
219	213 - IT	Building Services Software Upgrades / Online Applications	Tempest - Building Services Software Upgrades for online building permit applications.	To provide excellent customer services to the building community and extend City Hall's availability and options of service, it is recommended to purchase software to implement online application of building permits. Builders would be able to submit building permit applications 24/7 online. The most successful application of this software is for smaller straight forward permits such as garages, demolitions and single-family dwellings. With the purchase and implementation of additional software, the building community will be offered online services for permit applications in addition to in person services, to eliminate frustration and time spent at City Hall. CPDS staff have submitted a SLCR for 2018 to review the option for digital permits with the building community to ensure that this application would be readily used by the building community.	2. Focus on Economic Growth	TBD
220	322 - Fire Protection	New Water Tender Truck	Purchase a water tender at the mid point of service life of present tender in order to increase the capability to shuttle water to areas without hydrants to two tenders.	Improve ability to shuttle water to areas without hydrant service. Presently the City requires the Oyster River Fire Department to respond with their water tender for shuttle operations as a minimum of two tenders is required for this situation. Increasing the fleet to include two water tender trucks improves the City's reliability to shuttle water when needed. Service life for water tenders is 30 years.	3. Focus on Livability	TBD
221	322 - Fire Protection	#2 Fire Station Replacement	Replacement of Fire Hall #2	To replace under sized, non-post disaster fire station in a poor location with a post disaster station with at least room for 4 fire apparatus and typical features of a modern fire station. The call back response time for No 2 Fire station is better then No 1 Station, as it is closer to the residents of firefighters. The present 3 apparatus capacity of No 2 Station needs to move to at least 4 or 5 apparatus in a new building that is located on appropriate collector or arterial roads, close to residential area where firefighters live.	3. Focus on Livability	TBD
222	322 - Fire Protection	New Pumper Rescue	Purchase new Pumper/Rescue.	A new pumper/rescue truck will provide a rated pumper/rescue for 1st line response at No 2 Fire Hall that meets the requirements for Fire Underwriter ratings and insurance grading. The current pumper rescue at No 2 hall is beyond frontline status recommendations and will need to be moved to 2nd line status.	3. Focus on Livability	TBD
223	450 - Facilities	Facility Level Condition Assessments	Ongoing engineering level facility condition assessments.	Undertaking detailed condition assessments of the entire portfolio is good business practice on a 5 year cycle.	4. Focus on Management and Governance	TBD

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
224	450 - Facilities	City Hall 2nd Floor Foyer Service Improvements	Improvements to the 2nd floor foyer at City Hall including replacement of the dated reception desk, noise reduction, new guest furniture, and a small meeting area for use by building inspectors / planners.	The existing counter is dated and provides poor functionality from a customer service standpoint. The foyer as a whole presents a sub-standard image to the visiting public and requires whole scale improvements. Currently building inspectors and planning staff must discuss projects at the counter which limits confidentiality. The current desk provides poor ergonomics for front counter staff and seating for only one staff person and the City Hall Joint Occupational Health and Safety Committee has recommended the City make changes to the workspace. Due to ongoing space requirements of the department, additional workstation space needs to be created within the front counter area which cannot be undertaken in isolation. New counter and reception furniture is required.	2. Focus on Economic Growth	TBD
225	450 - Facilities	CRCC Gym Partition Wall Replacement	Replacement of the gym partition wall at the Community Centre.	The wall has experienced intermittent breakdowns and is nearing the end of its serviceable life.	4. Focus on Management and Governance	TBD
226	450 - Facilities	Downtown Outdoor Washroom	Installation of a 24/7 available CPTED designed outdoor washroom.	Referred to financial planning deliberations.	3. Focus on Livability	TBD
227	450 - Facilities	MHC Energy Assessment / Design Engineering	Mechanical ventilation / HVAC assessment for Maritime Heritage Centre.	Building is serviced by a series of heat pumps with limited ability to program entire system. Ongoing building complaints regarding indoor heating quality and energy costs.	4. Focus on Management and Governance	TBD
228	450 - Facilities	Fire Hall #2 Dorms	Construction of dormitory facilities at Fire Hall #2	Increased staffing levels at this hall requires installation of dorm facilities so staff can be on location at all hours.	4. Focus on Management and Governance	TBD
229	532 - Roads	Alder Street Upgrades	The Master Transportation Plan (MTP) has identified a number of upgrades for consideration to Alder St. The long-term plans include traffic control at Merecroft, improvements to walkways and transit stops and consideration for bike lanes. A design process and public consultations must be undertaken to produce the long-term plan for this area. The review of the corridor was completed late in 2014. Recommendations focus on pedestrian improvements and transit access improvements.	The Alder Street corridor upgrade came from the initial review in the Master Transportation Plan (MTP) and the recommended improvements came from a follow up corridor review. Recommendations support some traffic calming and pedestrian upgrades but keeping in mind the intended purpose of the roadway as a collector road.	4. Focus on Management and Governance	TBD
230	550 - Storm Drains	Nunns Creek Outfall Improvements	There are three primary outfall locations that feed into Nunns Creek that need to be reviewed and upgraded to mitigate heavy inflows to this area which are leading to downstream flooding.	As noted in the 2nd and 4th Ave outfalls, the City has over 50 outfall locations along the waterfront. A number of these are aged and require review and upgrades over time. This is a plan for an ongoing program to review and prioritize repairs and upgrades to these systems to ensure best practices for storm water discharge.	4. Focus on Management and Governance	TBD
231	550 - Storm Drains	Redwood - 14th to 19th	This has been identified in the Integrated Storm Water Management Plan (ISWMP) as being a high priority to replace the storm pipes in the area. Further investigation will be done to confirm the work required 1-2 years before the project is initiated.	Identified in the ISWMP, this is an area that require upgrading due to age and condition of the existing pipes. This project will be reviewed to confirm the remaining life of the system.	4. Focus on Management and Governance	TBD
232	570 - Airport	Expand ATB Parking	Expand ATB Parking.	Projected increase in users, current summer parking runs 85-90% of capacity.	2. Focus on Economic Growth	TBD
233	570 - Airport	Airside Drive Upgrade	Airside Concrete Parking.	Last road upgrade completed in 1997, need to continue paving program to the North.	4. Focus on Management and Governance	TBD
234	570 - Airport	Loader Replacement	Replacement of loader.	Existing equipment has reached the Transport Canada eligibility timeline for replacement.	4. Focus on Management and Governance	TBD
235	570 - Airport	Runway Rehabilitation	Refurbish existing runway pavement.	Last hot-in-place rehab was completed in 1995. The pavement has reached the end of its life cycle and is showing degradation and deformation; the last inspection by consultant rated pavement as poor.	4. Focus on Management and Governance	TBD
236	570 - Airport	Airside Concrete Parking, Combined Taxi "C" Widening	Commercial aircraft operating parking stands including apron rehabilitation, widening taxi "C" to meet minimum width.	Existing aircraft parking stands and apron are 20 years old, pavement is deforming leaving ruts aircraft have to power out, widening taxi "C" to meet design aircraft requirements (SAAB 340).	4. Focus on Management and Governance	TBD
237	570 - Airport	NW Development Area Construction	NW Development Area Construction.	Future development area, included in masterplan document.	2. Focus on Economic Growth	TBD
238	570 - Airport	Approach Lighting & Sign Replacement	Replacing approach lighting systems and existing life cycled airfield signage.	Lighting approaches and sign bases, including sign faces, were installed in 1997 and have now reached the end of their useful lives. These assets have become increasingly difficult to source as new technology has been manufactured.	4. Focus on Management and Governance	TBD
239	570 - Airport	ATB Apron Expansion (North)	ATB Apron Expansion (North).	Using low projection for growth the existing infrastructure needs expansion, masterplan document.	2. Focus on Economic Growth	TBD
240	570 - Airport	Plow Truck Replacement	Replacement of snow plow truck.	Existing equipment has reached the Transport Canada eligibility timeline for replacement.	4. Focus on Management and Governance	TBD

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
241	570 - Airport	Extend Taxi B	Extend Taxi B.	Masterplan document.	4. Focus on Management and Governance	TBD
242	570 - Airport	Lower Maintenance Shop Replacement	Lower Maintenance Shop Replacement.	Existing building was constructed in 1968.	4. Focus on Management and Governance	TBD
243	570 - Airport	ATB HVAC	Business case.	Improving flight reliability, current equipment cannot meet industry standards, new equipment would provide 2 types of de-icing options meeting the requirements for flight operations.	2. Focus on Economic Growth	TBD
244	590 - Water	CRIB/CCR Water Improvements	Separation of CRIB/CCR water systems. Includes meters, backflow prevention, and watermain upgrades. Related to CRIB agreement. 2017 - Concept, 2018 - Design, 2019 - Construction.	Full separation of CRIB and CCR water systems will protect CCR water quality by installing backflow prevention at all points of connection to CRIB water system. Project will also allow for adequate billing for water and sewer as well as a financial incentive for water conservation within CRIB lands. Estimated construction costs included; updated budgets will be available after design works.	3. Focus on Livability	TBD
245	590 - Water	Mitigation of Water Quality Impacts of BC Hydro's John Hart Dam Seismic Upgrade Project	Mitigation of water quality impacts of BC Hydro's John Hart Dam Seismic Upgrade Project. Scope unknown.	BC Hydro's John Hart Seismic Upgrade Project is scheduled for 2020-2024 and is expected to impact the City's drinking water source (John Hart Lake) t the point that would require Boil Water Notices if not mitigated. The City is working with BC Hydro to determine the scope of mitigation required. It is assumed that this will be fully funded by BC Hydro.	3. Focus on Livability	TBD
246	590 - Water	Water Filtration Facility	Construction of a water filtration facility.	The City's water system is currently operating with a filtration deferral. Should the quality of the source water degrade or legislation change, the City will be required to filter the community's drinking water.	3. Focus on Livability	TBD
247	720 - Parks	Hwy 19a Cemetery Improvements	Hwy19a Cemetery road and Plot improvements.	The Hwy 19a Cemetery was built in 1927 and is in need of some major repairs to the road and plots sections of the cemetery. The roads are now at a point where vehicle access is limited due to dips and tree roots in the roadway. The plot sites have sunken over time and minor repairs have left the site uneven, thus causing tripping hazards throughout the cemetery site. With these deficiencies it is hard to make the cemetery look attractive and to maintain throughout the year.	3. Focus on Livability	TBD
248	720 - Parks	Ostler Park Greenspace Drainage and Turf Design Upgrades	Detail design of Ostler Park Greenspace. Construction to follow.	Ostler Park was built in 1969 and the greenspace is in needed of a totally re design. The park has serious drainage issues and an irrigation system that is 30 plus years old. This is a very highly used park with many functions happening there through-out the spring/summer and fall. With the addition of the new playground structure this park is well used at all times during the year. The upgrade will enhance the use of the park and draw more people to the down town core.	3. Focus on Livability	TBD
249	740 - Recreation & Culture	Walter Morgan Studio - Rehabilitation (Additional Works)	Restoration of the Walter Morgan Studio on the Sybil Andrews heritage site.	The Frank James ultimate park design includes the preservation and rehabilitation of the Sybil Andrews Cottage and Walter Morgan Studio, which have both been placed on the Community Heritage Register. To date, the cottage has been fully rehabilitated and the Rotary Club installed a new roof on the studio. The Sybil Andrews Heritage Society has requested to work with staff to complete restoration of the studio. A conservation plan and cost estimate for this work has been completed. City funding for this project would help to leverage funds from the Heritage Legacy Fund for which this project is eligible.	3. Focus on Livability	TBD

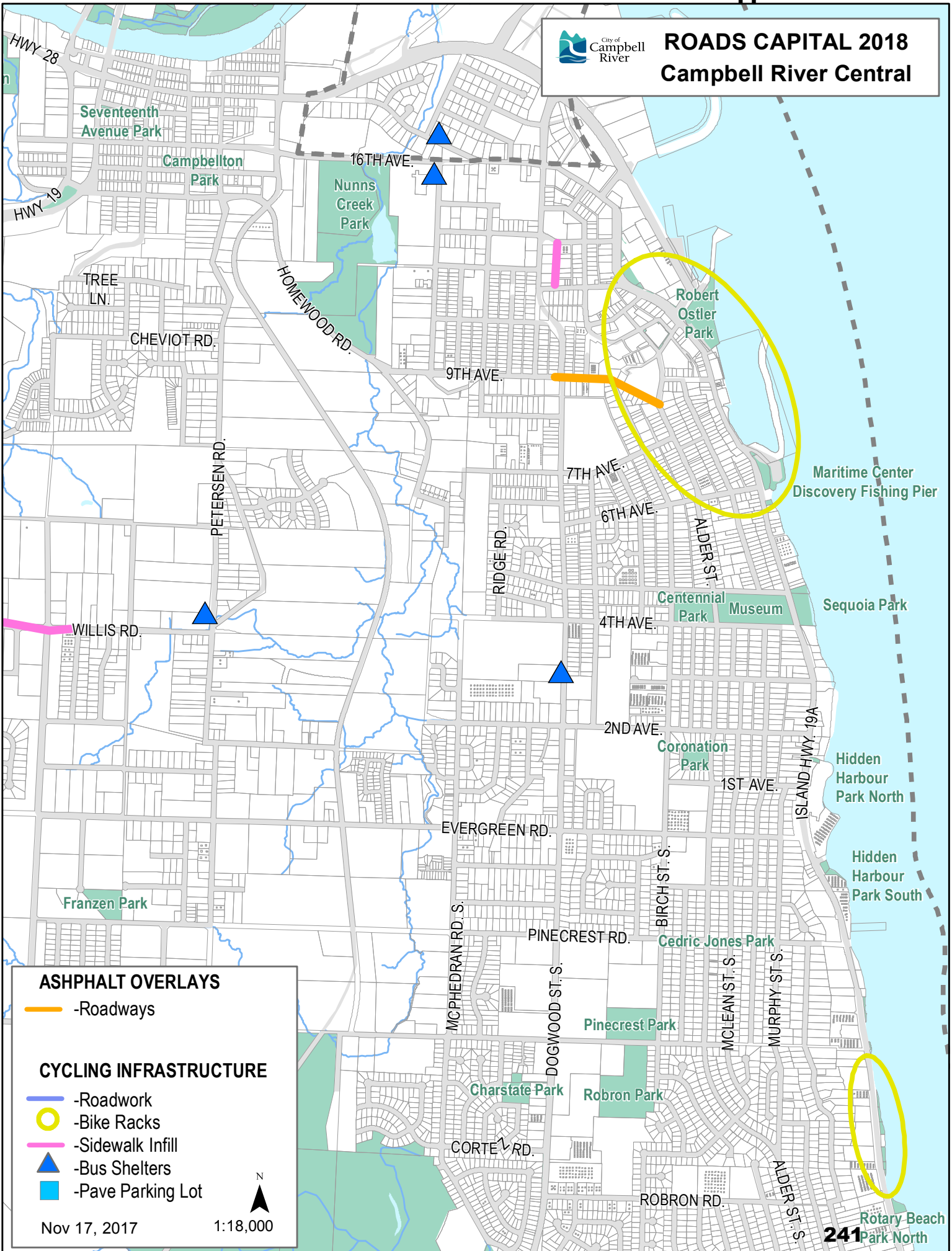
Index	Department	Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
<b>Strategic Priorities (Funded)</b>												
6	532 - Roads	Cypress Street Improvements	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
7	532 - Roads	Willis Road Pedestrian Upgrades Phase 2	250	250	250	250	250	250	250	250	250	250
10	532 - Roads / 550 - Storm Drains / 580 - Sewer / 590	Highway 19A - Phase 3			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
11	532 - Roads / 550 - Storm Drains / 580 - Sewer / 590	Refresh Downtown - Upper and Lower Shoppers Row & 11th Ave				115,000	115,000	115,000	115,000	115,000	115,000	115,000
18	580 - Sewer	NWEC Upgrades Phase 3		170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000
22	590 - Water	John Hart Reservoir				30,000	30,000	30,000	30,000	30,000	30,000	30,000
<b>TOTAL INCREASE IN OPERATING COSTS</b>			<b>\$ 4,250</b>	<b>\$ 174,250</b>	<b>\$ 274,250</b>	<b>\$ 419,250</b>	<b>\$ 419,250</b>	<b>\$ 419,250</b>	<b>\$ 419,250</b>	<b>\$ 419,250</b>	<b>\$ 419,250</b>	<b>\$ 419,250</b>
<b>INCREMENTAL INCREASE</b>				<b>\$ 170,000</b>	<b>\$ 100,000</b>	<b>\$ 145,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Capital Projects (Funded)</b>												
77	213 - IT	Operations Management System Replacement		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
79	213 - IT	Primary File Server Replacement	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
80	213 - IT	Enterprise Centre Plotter	700	700	700	700	700	700	700	700	700	700
81	213 - IT	Data Storage upgrade	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
93	450 - Facilities	Video Surveillance System Ongoing Camera Renewal Program	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
94	450 - Facilities	City Facilities Fall Protection	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
95	450 - Facilities	Contractor Coordinator Vehicle	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800
145	532 - Roads	Traffic Control Upgrades - Replacement	500	500	500	500	500	500	500	500	500	500
146	532 - Roads	Pavement Management Plan	500	500	500	500	500	500	500	500	500	500
153	550 - Storm Drains	Nunns Creek/2nd Ave Detention Pond (Quinsam)	250	250	250	250	250	250	250	250	250	250
154	550 - Storm Drains	2nd and 4th Ave Outfall Upgrades	250	250	250	250	250	250	250	250	250	250
172	580 - Sewer	NWEC Biosolids Dewatering			480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000

Index	Department	Project Name	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
173	580 - Sewer	NWEC Oxidation Ditch Diffuser - Upgrade						10,000	10,000	10,000	10,000	10,000
189	590 - Water	Beaver Lodge Pump Station Upgrades				TBD	TBD	TBD	TBD	TBD	TBD	TBD
201	720 - Parks	Elk Falls Cemetery Parking Lot Pavement	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
202	720 - Parks	Elks Falls Cemetery Phase Two Detailed Design & Construction				25,000	25,000	25,000	25,000	25,000	25,000	25,000
207	720 - Parks	Outdoor Washroom Installation - Jubilee Trail and Baikie Island			7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800
211	720 - Parks	Maryland to Jubilee Greenway Loop			4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
<b>TOTAL INCREASE IN OPERATING COSTS</b>			<b>\$ 29,900</b>	<b>\$ 78,900</b>	<b>\$ 570,700</b>	<b>\$ 595,700</b>	<b>\$ 595,700</b>	<b>\$ 605,700</b>	<b>\$ 605,700</b>	<b>\$ 605,700</b>	<b>\$ 605,700</b>	<b>\$ 605,700</b>
<b>INCREMENTAL INCREASE</b>				<b>\$ 49,000</b>	<b>\$ 491,800</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL INCREASE IN OPERATING COSTS</b>			<b>\$ 34,150</b>	<b>\$ 253,150</b>	<b>\$ 844,950</b>	<b>\$ 1,014,950</b>	<b>\$ 1,014,950</b>	<b>\$ 1,024,950</b>	<b>\$ 1,024,950</b>	<b>\$ 1,024,950</b>	<b>\$ 1,024,950</b>	<b>\$ 1,024,950</b>
<b>INCREMENTAL INCREASE</b>				<b>\$ 219,000</b>	<b>\$ 591,800</b>	<b>\$ 170,000</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>





**ROADS CAPITAL 2018  
Campbell River Central**



**ASHPALT OVERLAYS**

- Roadways

**CYCLING INFRASTRUCTURE**

- Roadwork
- Bike Racks
- Sidewalk Infill
- Bus Shelters
- Pave Parking Lot

Nov 17, 2017

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# ROADS CAPITAL 2018 Campbell River North

## ASHPHALT OVERLAYS

- Roadways

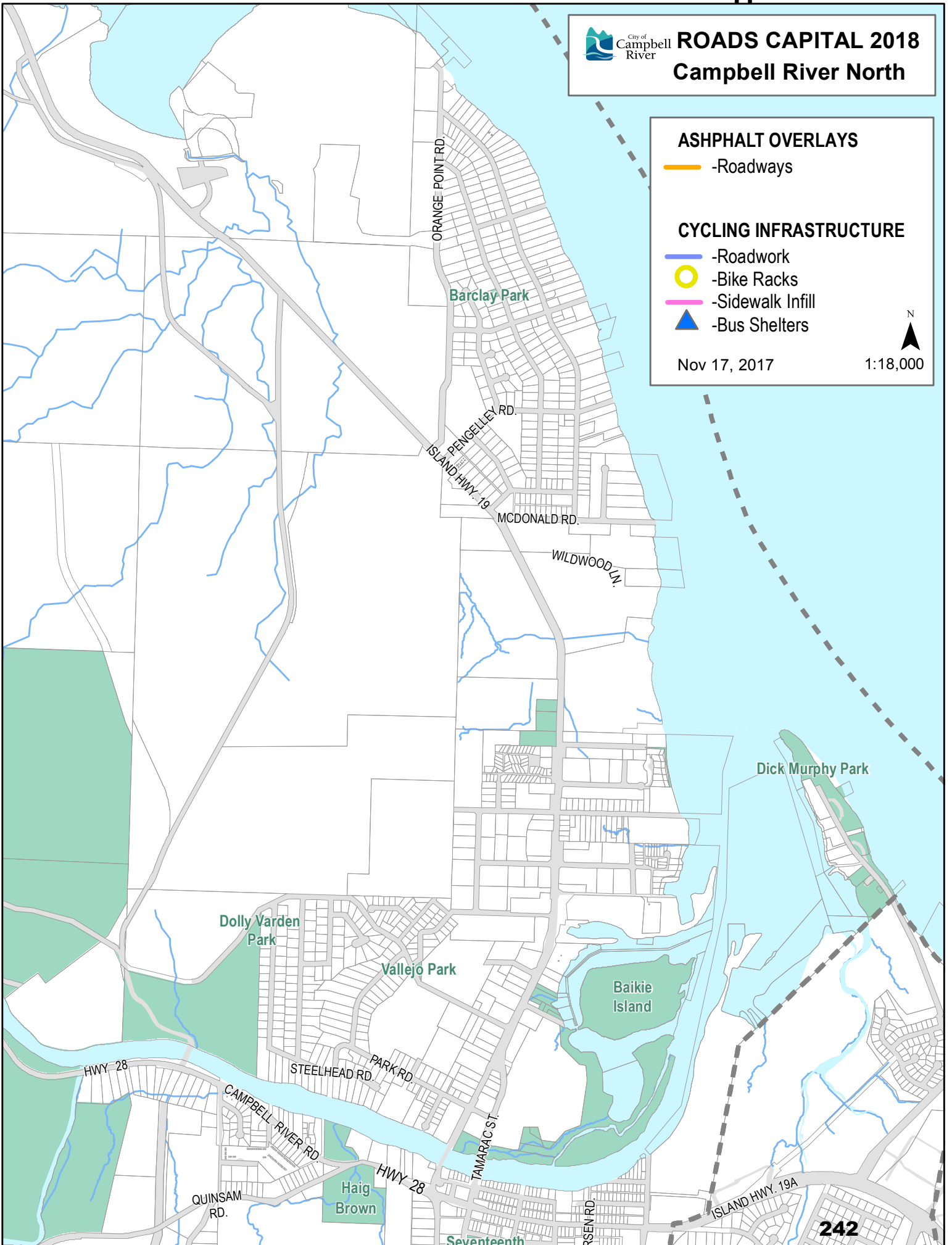
## CYCLING INFRASTRUCTURE

- Roadwork
- Bike Racks
- Sidewalk Infill
- Bus Shelters

Nov 17, 2017

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# ROADS CAPITAL 2018 Campbell River South


## ASHPHALT OVERLAYS


 -Roadways

## CYCLING INFRASTRUCTURE

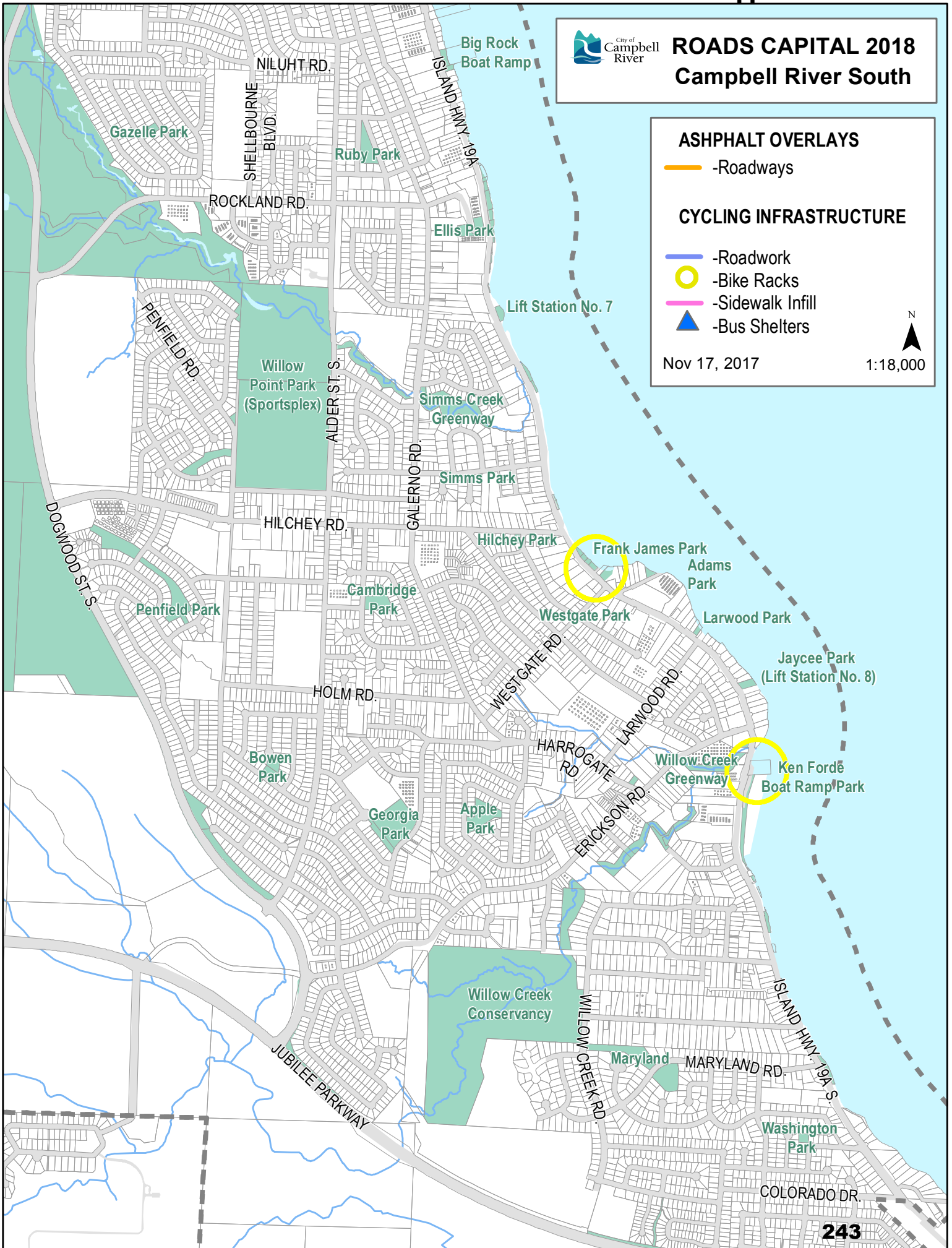
 -Roadwork

 -Bike Racks

 -Sidewalk Infill

 -Bus Shelters

Nov 17, 2017





# SEWER RENEWAL 2018 NORTH

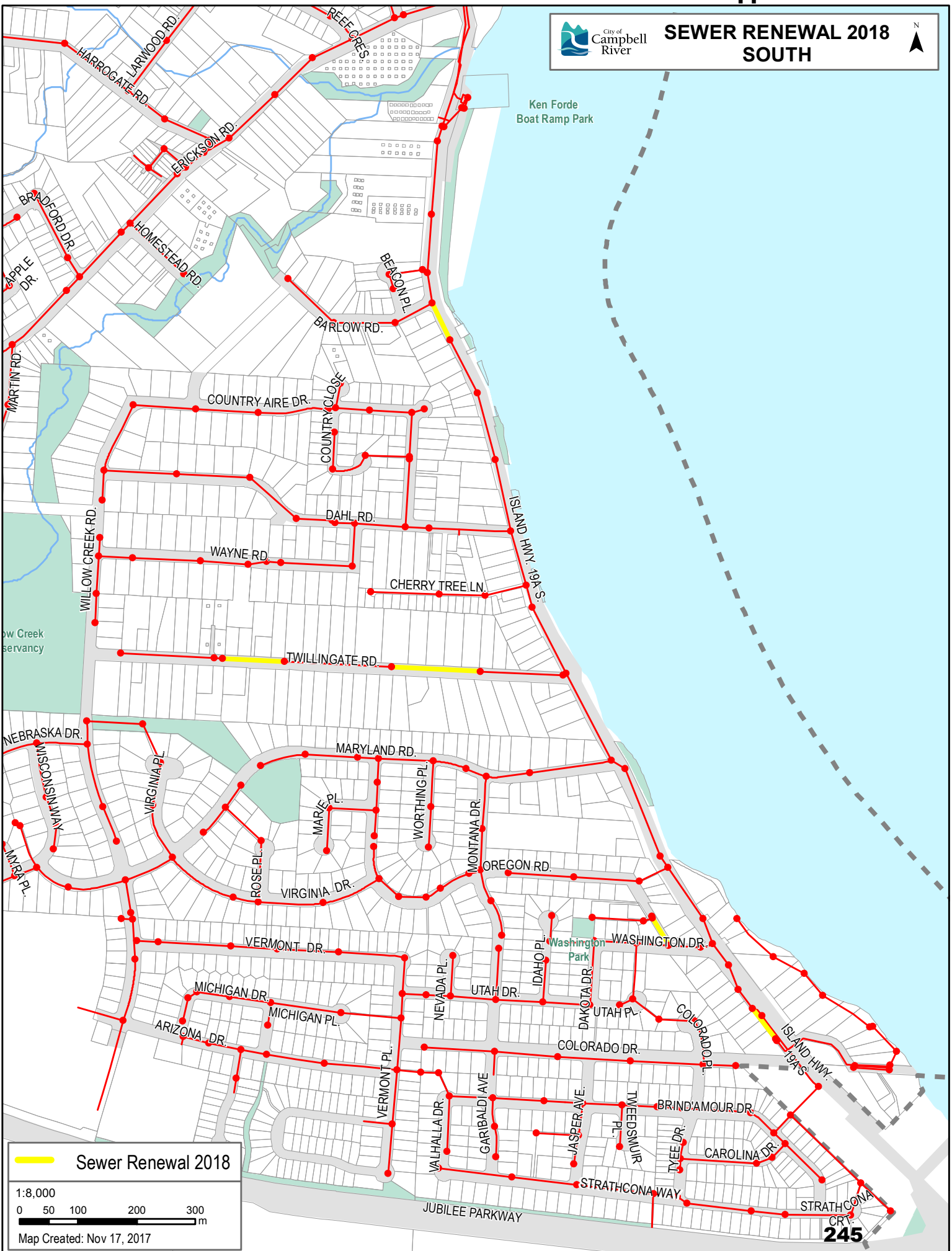




# SEWER RENEWAL 2018 SOUTH



Ken Forde Boat Ramp Park



**Sewer Renewal 2018**

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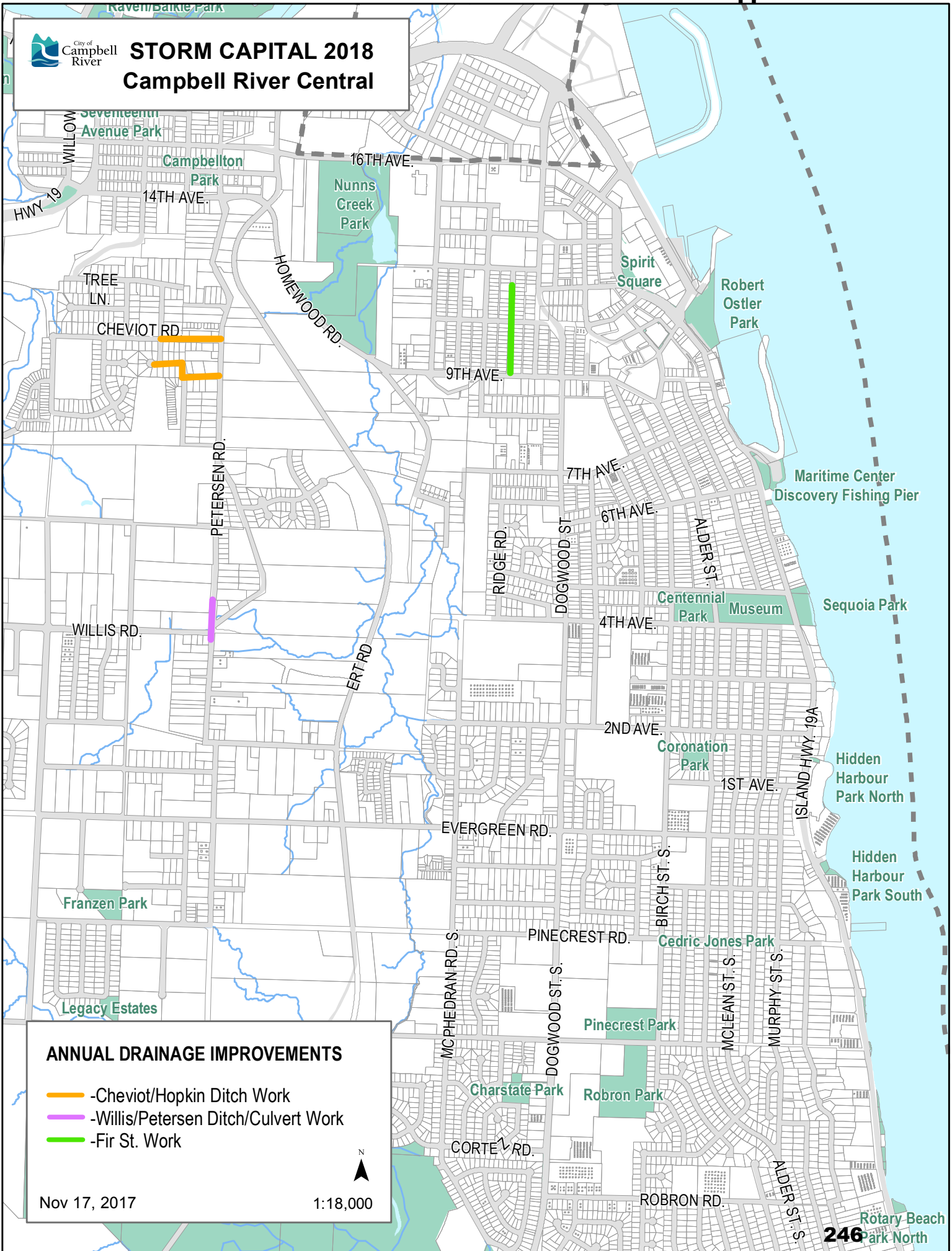
0 50 100 200 300 m

Map Created: Nov 17, 2017





# STORM CAPITAL 2018 Campbell River Central



### ANNUAL DRAINAGE IMPROVEMENTS

- -Cheviot/Hopkin Ditch Work
- -Willis/Petersen Ditch/Culvert Work
- -Fir St. Work

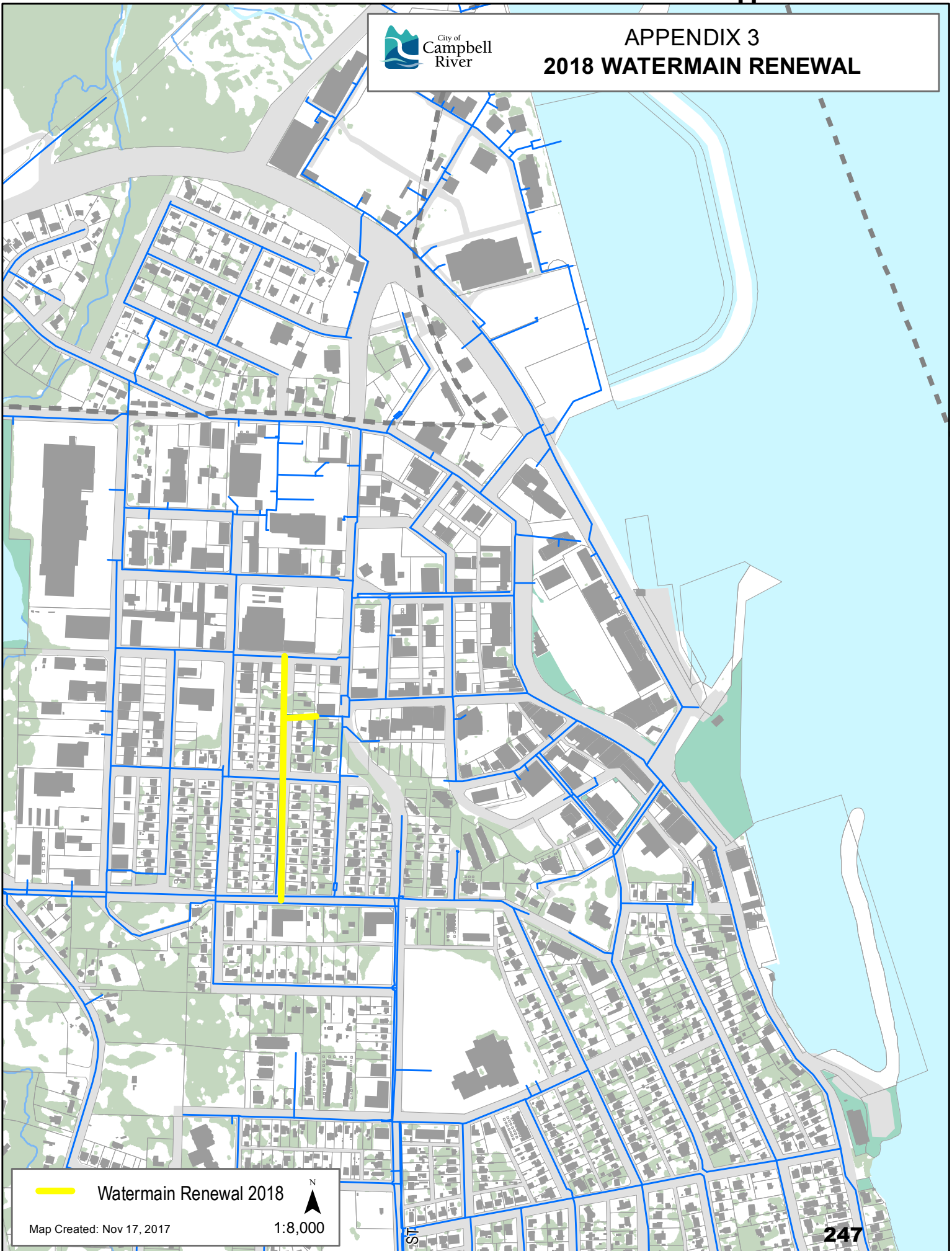
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# APPENDIX 3 2018 WATERMAIN RENEWAL



 Watermain Renewal 2018



Map Created: Nov 17, 2017

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**2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L
		2018 Opening	2018 Closing	2019 Closing	2020 Closing	2021 Closing	2022 Closing	2023 Closing	2024 Closing	2025 Closing	2026 Closing	2027 Closing
1	<b>Reserve Balances Summary</b>											
2												
3	<b>Unrestricted Reserves:</b>											
4	Airport Reserve	412,070	112,999	257,804	334,650	484,266	596,285	815,802	968,133	1,194,015	1,383,090	1,615,795
5	Capital Lending Reserve	2,586,704	1,182,212	1,879,003	1,640,327	1,082,344	1,871,448	2,604,420	3,344,722	3,609,346	3,832,693	4,019,947
6	Capital Works Reserve	1,232,469	1,050,356	170,172	369,823	494,995	1,087,360	2,137,037	3,317,501	4,897,135	6,850,300	8,421,653
7	Carbon Neutral Reserve	153,134	151,366	220,279	289,882	360,181	431,183	502,895	575,324	648,477	722,362	796,986
8	Community Partnership Committee Reserve	44,515	44,960	45,409	45,864	46,322	46,785	47,253	47,726	48,203	48,685	49,172
9	Community Works Gas Tax Reserve	4,192,735	1,804,965	1,877,604	1,950,969	1,558,448	1,734,671	1,912,657	2,062,123	2,322,475	2,607,339	2,895,051
10	Facilities Reserve	433,744	99,732	65,379	217,533	154,058	180,849	117,007	12,127	239,498	292,393	436,717
11	Financial Stabilization Reserve	2,536,138	3,054,479	2,958,774	2,862,112	2,764,483	2,665,878	2,566,286	2,465,699	2,364,106	2,261,497	2,157,862
12	Fire Reserve	445,593	63,175	67,564	71,953	71,342	49,338	27,334	5,330	330	35,330	70,330
13	Fleet & Heavy Equipment Reserve	772,056	56,029	132,340	310,413	227,667	295,594	152,100	108,171	58,752	99,740	348,187
14	Furniture & Equipment Reserve	8,245	19,245	7,245	2,245	6,245	10,245	32,245	25,245	36,245	55,297	90,700
15	Gaming Reserve	953,312	566,420	688,740	890,557	1,179,738	1,585,435	1,992,664	2,406,491	2,821,931	3,244,050	3,667,866
16	IT Reserve	150,117	8,685	3,722	16,889	17,058	16,219	13,351	37,724	28,002	61,612	112,728
17	International Relationship Reserve	49,006	29,296	34,639	40,036	45,486	50,991	31,301	36,664	42,080	47,551	53,077
18	Legacy Landmark Reserve	74,365	75,108	75,859	76,618	77,384	78,158	78,939	79,729	80,526	81,331	82,145
19	Parks Reserve	891,813	943,151	867,743	617,860	161,459	207,514	368,159	624,340	874,306	231,599	592,466
20	Solid Waste Reserve	58,929	60,761	35,610	36,026	6,891	55,781	73,964	62,538	71,329	48,814	49,302
21	Storm Water Reserve	515,551	94,386	97,552	213,162	363,461	767,864	1,182,067	293,271	360,844	990,450	1,061
22	<b>TOTAL</b>	<b>15,510,496</b>	<b>9,417,324</b>	<b>9,485,437</b>	<b>9,986,918</b>	<b>9,101,827</b>	<b>11,731,596</b>	<b>14,655,482</b>	<b>16,472,858</b>	<b>19,697,600</b>	<b>22,894,134</b>	<b>25,461,045</b>
23												
24	<b>Sewer/Water Funds:</b>											
25	Sewer Reserve	12,274,691	8,036,602	3,878,064	206,398	801,121	1,691,829	2,398,187	2,758,782	3,067,243	3,927,134	4,773,360
26	Water Reserve	5,718,384	3,708,094	4,337,977	2,992,144	597,598	2,238,340	3,862,206	4,968,062	6,054,742	6,585,446	7,097,016
27	<b>TOTAL</b>	<b>17,993,074</b>	<b>11,744,695</b>	<b>8,216,041</b>	<b>3,198,541</b>	<b>1,398,719</b>	<b>3,930,169</b>	<b>6,260,393</b>	<b>7,726,844</b>	<b>9,121,985</b>	<b>10,512,580</b>	<b>11,870,375</b>
28												
29	<b>Mandatory:</b>											
30	Parkland Acquisition DCC	286,899	455,657	626,104	798,255	972,128	1,147,739	1,325,106	1,504,247	1,685,180	1,867,922	2,052,491
31	Parkland Development DCC	640,217	719,339	799,253	879,965	961,485	1,043,820	1,126,978	1,210,968	1,295,797	1,381,475	1,468,010
32	Sewer DCC	546,483	255,549	22,774	191,672	362,259	534,551	708,567	884,322	1,061,836	1,241,124	1,422,205
33	Storm Drain Quinsam DCC	788,088	795,969	803,929	811,968	820,088	828,289	836,571	844,937	853,387	861,920	870,540
34	Roads DCC	3,479,049	3,147,647	3,315,474	11,924	148,393	286,227	425,439	566,044	708,054	851,485	996,350
35	Water DCC	2,819,860	3,125,809	3,434,817	3,241,915	17,084	295,005	575,705	859,212	1,145,554	1,434,760	1,726,858
36	Deferred Revenue - Cash in Lieu of Parks	486,095	490,956	495,866	500,825	505,833	510,891	516,000	521,160	526,372	531,635	536,952
37	<b>TOTAL</b>	<b>9,046,691</b>	<b>8,990,927</b>	<b>9,498,216</b>	<b>6,436,524</b>	<b>3,787,269</b>	<b>4,646,521</b>	<b>5,514,367</b>	<b>6,390,890</b>	<b>7,276,179</b>	<b>8,170,321</b>	<b>9,073,405</b>
40												
41	<b>Surplus Reserves:</b>											
42	General Accumulated Surplus	4,435,180	4,512,404	4,512,404	4,512,404	4,512,404	4,512,404	4,512,404	4,512,404	4,512,404	4,512,404	4,512,404
43	Sewer Accumulated Surplus	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
44	Water Accumulated Surplus	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
45	<b>TOTAL</b>	<b>6,085,180</b>	<b>6,162,404</b>	<b>6,162,404</b>	<b>6,162,404</b>	<b>6,162,404</b>	<b>6,162,404</b>	<b>6,162,404</b>	<b>6,162,404</b>	<b>6,162,404</b>	<b>6,162,404</b>	<b>6,162,404</b>
46												
47	<b>GRAND TOTAL</b>	<b>48,635,441</b>	<b>36,315,351</b>	<b>33,362,099</b>	<b>25,784,387</b>	<b>20,450,219</b>	<b>26,470,691</b>	<b>32,592,645</b>	<b>36,752,997</b>	<b>42,258,168</b>	<b>47,739,440</b>	<b>52,567,230</b>



## 2018-2027 Financial Planning Reserve Fund Continuity Summary

A	B	C	D	E	F	G	H	I	J	K	L	M
1	<b>Reserve Net Funding Model</b>											
2		<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>Total</b>
3												
4	<b>Existing Capital Allocation To Reserves</b>											
5	<u>Facilities Reserve</u>	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	1,900,000
6	<u>Fire Reserve</u>	-	-	-	-	-	-	-	-	-	-	-
7	<u>Fleet Reserve</u>	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
8	<u>Furniture &amp; Equipment Reserve</u>	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
9	<u>IT Reserve</u>	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	510,000
10	<u>Storm Parcel Tax</u>	332,900	502,200	673,500	846,700	1,021,800	1,027,500	1,033,300	1,039,000	1,044,800	1,050,600	8,572,300
11	<u>Parks Parcel Tax</u>	513,000	516,000	519,000	522,000	524,000	527,000	530,000	533,000	535,000	535,001	5,254,001
12	<u>Capital Works</u>	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	2,200,000
13	<u>Airport</u>	255,000	256,275	257,556	258,844	260,138	261,439	262,746	264,060	265,380	266,707	2,608,147
14		<b>1,776,900</b>	<b>1,950,475</b>	<b>2,126,056</b>	<b>2,303,544</b>	<b>2,481,938</b>	<b>2,491,939</b>	<b>2,502,046</b>	<b>2,512,060</b>	<b>2,521,180</b>	<b>2,528,308</b>	<b>23,194,448</b>
15												
16	<b>Revenue Allocated to Community Infrastructure</b>											
17	0.75% Annual Taxation	630,000	820,000	1,010,000	1,200,000	1,390,000	1,580,000	1,770,000	1,960,000	2,150,000	2,340,000	14,850,000
18	Downtown Revitalization Funds	3,000	3,000	273,000	349,000	349,000	356,000	356,000	356,000	356,000	356,000	2,757,000
19	Fortis Franchise Fees	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	1,750,000
20	Debt Retirement Costs	650,000	850,000	850,000	850,000	850,000	850,000	990,000	1,000,000	1,015,000	1,015,000	8,920,000
21	Less New Debt Servicing (DT)				(206,286)	(206,286)	(206,286)	(206,286)	(206,286)	(206,286)	(206,286)	(1,444,002)
22	Less New Debt Servicing (FH#1)**											-
23	Financial Stabilization Excess	500,000										500,000
24		<b>1,958,000</b>	<b>1,848,000</b>	<b>2,308,000</b>	<b>2,367,714</b>	<b>2,557,714</b>	<b>2,754,714</b>	<b>3,084,714</b>	<b>3,284,714</b>	<b>3,489,714</b>	<b>3,679,714</b>	<b>27,332,998</b>
25												
26	<b>Additional Capital Allocation to Reserves</b>											
27	<u>Facilities Reserve</u>	400,000	375,000	560,000	1,200,000	625,000	390,000	600,000	450,000	400,000	700,000	5,700,000
28	<u>Fire Reserve</u>	100,000	325,000	325,000	320,000	320,000	320,000	320,000	310,000	50,000	50,000	2,440,000
29	<u>Fleet Reserve</u>	-	360,000	400,000	200,000	300,000	100,000	200,000	300,000	300,000	500,000	2,660,000
30	<u>Furniture &amp; Equipment Reserve</u>	185,000	35,000	35,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	605,000
31	<u>IT Reserve</u>	50,000	520,000	100,000	120,000	50,000	50,000	50,000	50,000	50,000	50,000	1,090,000
32	<u>Storm Water Reserve</u>	-	-	-	-	-	-	-	-	-	-	-
33	<u>Parks Reserve</u>	-	-	-	-	-	-	-	-	-	-	-
34	<u>Capital Works</u>	1,223,000	233,000	888,000	477,714	1,212,714	1,844,714	1,864,714	2,124,714	2,639,714	2,329,714	14,837,998
35	<u>Airport Reserve</u>	-	-	-	-	-	-	-	-	-	-	-
36	<u>Capital Lending Reserve</u>	-	-	-	-	-	-	-	-	-	-	-
37		<b>1,958,000</b>	<b>1,848,000</b>	<b>2,308,000</b>	<b>2,367,714</b>	<b>2,557,714</b>	<b>2,754,714</b>	<b>3,084,714</b>	<b>3,284,714</b>	<b>3,489,714</b>	<b>3,679,714</b>	<b>27,332,998</b>



	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2	<b>Airport Reserve</b>													
3	30-5-995340-1500													
4	Budget 2018-2027													
5														
6					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
7														
8	Brought Forward				412,070	112,999	257,804	334,650	484,266	596,285	815,802	968,133	1,194,015	1,383,090
9	Airport Improvement Fees				255,000	256,275	257,556	258,844	260,138	261,439	262,746	264,060	265,380	266,707
10	Additional Funding Required													
11	Interest at 1% of Y/E Balance				1,119	2,553	3,313	4,795	5,904	8,077	9,585	11,822	13,694	15,998
12	<b>Total</b>				<b>668,188</b>	<b>371,827</b>	<b>518,673</b>	<b>598,289</b>	<b>750,308</b>	<b>865,802</b>	<b>1,088,133</b>	<b>1,244,015</b>	<b>1,473,090</b>	<b>1,665,795</b>
13														
14	Expenditures (detail below)				(555,189)	(114,023)	(184,023)	(114,023)	(154,023)	(50,000)	(120,000)	(50,000)	(90,000)	(50,000)
15	Carry forward to next year				<b>112,999</b>	<b>257,804</b>	<b>334,650</b>	<b>484,266</b>	<b>596,285</b>	<b>815,802</b>	<b>968,133</b>	<b>1,194,015</b>	<b>1,383,090</b>	<b>1,615,795</b>
16														
17	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>										
18														
19	<b>CAPITAL</b>													
20	570 - Airport	3005	CFwd	Airport Fueling Facility	295									
21	570 - Airport	3013	CFwd	Fueling Facility - Fuel Trucks	45,080									
22	570 - Airport	3013		Fueling Facility - Fuel Trucks	10,000									
23	570 - Airport	3014	CFwd	Fueling Facility - Medivac	5,440									
24	570 - Airport	3015	CFwd	Fueling Facility - Civil Works	35,351									
25	570 - Airport	3011	CFwd	Airport Development Servicing	35,000									
26	570 - Airport	3012	CFwd	Security Fencing - South Development Area	20,000									
27	570 - Airport	3010	CFwd	Airport Snowblower	40,000									
28	570 - Airport	NEW		Airside Concrete Parking, Combined Taxi "C" Widenir	60,000									
29	570 - Airport	NEW		AvGas, Access and Parking for Aircraft	105,000									
30	570 - Airport	NEW		Roadway Paving	25,000									
31	570 - Airport	NEW		Shelter	20,000									
32	<b>Sub-Total (Capital)</b>				<b>401,166</b>									

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1															
2	<b>Airport Reserve</b>														
3	30-5-995340-1500														
4	Budget 2018-2027														
5															
6					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
7															
8	Brought Forward				412,070	112,999	257,804	334,650	484,266	596,285	815,802	968,133	1,194,015	1,383,090	
9	Airport Improvement Fees				255,000	256,275	257,556	258,844	260,138	261,439	262,746	264,060	265,380	266,707	
10	Additional Funding Required														
11	Interest at 1% of Y/E Balance				1,119	2,553	3,313	4,795	5,904	8,077	9,585	11,822	13,694	15,998	
12	<b>Total</b>				<b>668,188</b>	<b>371,827</b>	<b>518,673</b>	<b>598,289</b>	<b>750,308</b>	<b>865,802</b>	<b>1,088,133</b>	<b>1,244,015</b>	<b>1,473,090</b>	<b>1,665,795</b>	
13															
14	Expenditures (detail below)				(555,189)	(114,023)	(184,023)	(114,023)	(154,023)	(50,000)	(120,000)	(50,000)	(90,000)	(50,000)	
15	Carry forward to next year				<b>112,999</b>	<b>257,804</b>	<b>334,650</b>	<b>484,266</b>	<b>596,285</b>	<b>815,802</b>	<b>968,133</b>	<b>1,194,015</b>	<b>1,383,090</b>	<b>1,615,795</b>	
16															
17	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>											
18															
33	<b>OPERATING</b>														
34	570 - Airport	S015		Airport Business Opportunities	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
35	570 - Airport	NEW		Airport Fueling Station-Repayment (5 year)	64,023	64,023	64,023	64,023	64,023						
36	570 - Airport	S068		Flight Way Clearing			30,000				30,000				
37	570 - Airport	S049		Crack Sealing	20,000		20,000		20,000		20,000		20,000		
38	570 - Airport	S048		Runway Line Painting	20,000		20,000		20,000		20,000		20,000		
39	<b>Sub-Total (Operating)</b>				<b>154,023</b>	<b>114,023</b>	<b>184,023</b>	<b>114,023</b>	<b>154,023</b>	<b>50,000</b>	<b>120,000</b>	<b>50,000</b>	<b>90,000</b>	<b>50,000</b>	
40															
41	<b>Grand Total</b>				<b>555,189</b>	<b>114,023</b>	<b>184,023</b>	<b>114,023</b>	<b>154,023</b>	<b>50,000</b>	<b>120,000</b>	<b>50,000</b>	<b>90,000</b>	<b>50,000</b>	
42															
43	<b>2018-2027 Total Expenditures</b>													<b>1,481,281</b>	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				<b>Capital Lending Reserve</b>										
3				10-5-994322-1500										
4				Budget 2018-2027										
5														
6					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
7														
8				Brought Forward	2,586,704	1,182,212	1,879,003	1,640,327	1,082,344	1,871,448	2,604,420	3,344,722	3,609,346	3,832,693
9				Land Sale Proceeds										
10				Additional Funding Required										
11	Parks Reserve			Repayment - Robron Park Upgrades (10 years)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	43,922		
12	Taxation			Repayment - 10th Avenue Land Acquisition (Phase 1 - 5 years)	53,535	53,535	51,600							
13	Airport Reserve			Repayment - Airport Fuel Facility (5 years)	64,023	64,023	64,023	64,023	64,023					
14	Fire Reserve			Repayment - Fire Pumper Truck (per truck over 3 years)		305,611	305,611	305,611	327,004	327,004	327,004			
15	Capital Works			Repayment - ReFresh Downtown (10 Years)					125,454	125,454	125,454	125,454	125,454	125,454
16				Repayment - Hwy 19A (10 yrs)		61,800	61,800	61,800	61,800	61,800	61,800	61,800	61,800	61,800
17				Interest at 1% Y/E Balance	43,523	11,822	28,290	28,583	10,823	18,714	26,044	33,447	36,093	
18				<b>Total</b>	<b>2,947,784</b>	<b>1,879,003</b>	<b>2,590,327</b>	<b>2,300,344</b>	<b>1,871,448</b>	<b>2,604,420</b>	<b>3,344,722</b>	<b>3,609,346</b>	<b>3,832,693</b>	<b>4,019,947</b>
19														
20				Expenditures (detail below)	(1,765,573)		(950,000)	(1,218,000)						
21				Carry forward to next year	<b>1,182,212</b>	<b>1,879,003</b>	<b>1,640,327</b>	<b>1,082,344</b>	<b>1,871,448</b>	<b>2,604,420</b>	<b>3,344,722</b>	<b>3,609,346</b>	<b>3,832,693</b>	<b>4,019,947</b>
22														
23	<b>Dept</b>	<b>CC#</b>	<b>Res #</b>	<b>Project Name</b>										
24														
25				<b>CAPITAL</b>										
26	322 - Fire	1009	CFwd	Pumper/Rescue (Replacement)	878,696									
27	322 - Fire	1009		Pumper/Rescue (Replacement)	23,000		950,000							
28	532 - Roads	NEW		Highway 19A - Phase 3	600,000									
29	532 - Roads	NEW		Refresh Downtown				1,218,000						
30	570 - Airport	3005	CFwd	Airport Fueling Facility	908									
31	570 - Airport	3013	CFwd	Fueling Facility - Fuel Trucks	138,057									
32	570 - Airport	3014	CFwd	Fueling Facility - Medivac	16,650									
33	570 - Airport	3015	CFwd	Fueling Facility - Civil Works	108,262									
34				<b>Sub-Total (Capital)</b>	<b>1,765,573</b>		<b>950,000</b>	<b>1,218,000</b>						
35														
36				<b>Grand Total</b>	<b>1,765,573</b>		<b>950,000</b>	<b>1,218,000</b>						
37														
38														<b>3,933,573</b>
														<b>2018-2027 Total Expenditures</b>

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	<b>Capital Works Reserve</b>													
2	10-5-907900-1500													
3	Budget 2018-2027													
4														
5														
6														
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23														
24	<b>Dept</b>	<b>CC1</b>	<b>Res #</b>	<b>Project Name</b>										
25	<b>CAPITAL</b>													
26	212 - Finance	2020	Cfwd	Asset Management	10,000									
27	212 - Finance	2020		Asset Management	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
28	532 - Roads	6002		Intersection Improvements	20,000	225,000		20,000	235,000			20,000	245,000	
29	532 - Roads	6009		Seagull Walkway Repairs	150,000									
30	532 - Roads	6016	CFwd	Ferry Terminal Access Improvements	9,837									
31	532 - Roads	6016		Ferry Terminal Access Improvements			200,000							
32	532 - Roads	6017	CFwd	Pier St & MHC Entrance Improvements	25,000									
33	532 - Roads	6017		Pier St & MHC Entrance Improvements	300,000									
34	532 - Roads	6018		Parking Lot improvements	25,000	25,000	25,000							
35	532 - Roads	6020		Traffic Control Upgrades - Replacement	200,000		210,000	220,000		220,000		230,000		
36	532 - Roads	6024		Street Light Infill		90,000	90,000		90,000		90,000	90,000	90,000	90,000
37	532 - Roads	6025		Asphalt Overlay	200,000	200,000	200,000	200,000	300,000	300,000	300,000	300,000	300,000	300,000
38	532 - Roads	6027		Pavement Management Plan	65,000									
39	532 - Roads	6028	Cfwd	Cypress Street Improvements	91,000									
40	532 - Roads	8006		Capital Works Management	176,505	180,035	183,636	187,308	191,055	194,876	198,773	202,749	206,804	210,940
41	532 - Roads	NEW		Willis Road Pedestrian Upgrades Phase 2	355,000									
42	532 - Roads	NEW		Refresh Downtown		530,000								
43														

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	<b>Capital Works Reserve</b>													
2	10-5-907900-1500													
3	Budget 2018-2027													
4														
5														
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22														
23														
24	<b>Dept</b>	<b>CC1</b>	<b>Res #</b>	<b>Project Name</b>										
44				<b>Sub-Total (Capital)</b>	<b>1,677,342</b>	<b>1,300,035</b>	<b>868,636</b>	<b>527,308</b>	<b>681,055</b>	<b>869,876</b>	<b>768,773</b>	<b>642,749</b>	<b>806,804</b>	<b>895,940</b>
45	<b>OPERATING</b>													
46	532 - Roads			Hwy 19A Repayment		61,800	61,800	61,800	61,800	61,800	61,800	61,800	61,800	61,800
47	532 - Roads			Downtown ReFresh Repayment			-	125,454	125,454	125,454	125,454	125,454	125,454	125,454
48				<b>Sub-Total (Operating)</b>	<b>-</b>	<b>61,800</b>	<b>61,800</b>	<b>61,800</b>	<b>187,254</b>	<b>187,254</b>	<b>187,254</b>	<b>187,254</b>	<b>187,254</b>	<b>187,254</b>
49														
50				<b>Grand Total</b>	<b>1,677,342</b>	<b>1,361,835</b>	<b>930,436</b>	<b>589,108</b>	<b>868,309</b>	<b>1,057,130</b>	<b>956,027</b>	<b>830,003</b>	<b>994,058</b>	<b>1,083,194</b>
51														
52				<b>2018-2027 Total Expenditures</b>										<b>10,347,441</b>

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	<b>Carbon Neutral Reserve</b>													
2	10-5-991221-1500													
3	Budget 2018-2027													
4														
5														
6														
7														
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9														
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11														
12														
13														
14														
15														
16														
17	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>										
18	<b>OPERATING</b>													
19	502 - CPDS		CFwd	Community Energy Efficiency Projects - Carbon										
20				<b>Sub-Total (Operating)</b>										
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33														
34				<b>Grand Total</b>										
35														
36														
	<b>2018-2027 Total Expenditures</b>													<b>70,000</b>

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	<b>Community Partnership Committee Reserve</b>													
2	10-5-991222-1500													
3	Budget 2018-2027													
4					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
5														
6														
7														
8				Brought Forward	44,515	44,960	45,409	45,864	46,322	46,785	47,253	47,726	48,203	48,685
9				Annual Contribution										
10				Interest at 1% of Y/E Balance	445	450	454	459	463	468	473	477	482	487
11				<b>Total</b>	<b>44,960</b>	<b>45,409</b>	<b>45,864</b>	<b>46,322</b>	<b>46,785</b>	<b>47,253</b>	<b>47,726</b>	<b>48,203</b>	<b>48,685</b>	<b>49,172</b>
12														
13				Expenditures (detail below)										
14				Carry forward to next year	44,960	45,409	45,864	46,322	46,785	47,253	47,726	48,203	48,685	49,172
15														
16	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>										
17														
18														
19														
20														
21														
22														
23														
24														
25														
26														
27														
28				<b>Grand Total</b>										
29														
30					<b>2018-2027 Total Expenditures</b>									



	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	<b>Community Works Gas Tax Reserve</b>													
2	10-4-234120-0000													
3	Budget 2018-2027													
4														
5														
6														
7														
8					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
9	Brought Forward				4,192,735	1,804,965	1,877,604	1,950,969	1,558,448	1,734,671	1,912,657	2,062,123	2,322,475	2,607,339
10	Annual Contribution (includes 2016 Adjustment)				1,433,108	1,433,108	1,433,108	1,433,108	1,433,108	1,433,108	1,433,108	1,433,108	1,433,108	1,433,108
11	Interest at 1% of Y/E Balance				23,812	24,531	25,257	21,371	23,116	24,878	26,358	28,935	31,756	34,604
12	<b>Total</b>				<b>5,649,655</b>	<b>3,262,604</b>	<b>3,335,969</b>	<b>3,405,448</b>	<b>3,014,671</b>	<b>3,192,657</b>	<b>3,372,123</b>	<b>3,524,166</b>	<b>3,787,339</b>	<b>4,075,051</b>
13	Funds held for Council Priorities				(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)
14	Expenditures (detail below)				(3,244,689)	(785,000)	(785,000)	(1,247,000)	(680,000)	(680,000)	(710,000)	(601,691)	(580,000)	(580,000)
15	Carry forward to next year				<b>1,804,965</b>	<b>1,877,604</b>	<b>1,950,969</b>	<b>1,558,448</b>	<b>1,734,671</b>	<b>1,912,657</b>	<b>2,062,123</b>	<b>2,322,475</b>	<b>2,607,339</b>	<b>2,895,051</b>
16														
17	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>										
18	<b>CAPITAL</b>													
19	450 - Facilities	4052		Energy and Water Consumption Reduction Projects	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
20	450 - Facilities	9904	CFwd	Walter Morgan Studio-Rehab	49,488									
21	532 - Roads	6001		Cycling Infrastructure	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
22	532 - Roads	6006	CFwd	Sidewalk Infill	22,566									
23	532 - Roads	6006		Sidewalk Infill	100,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
24	532 - Roads	6007		Transit Bus Shelters	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
25	532 - Roads	6008		LED Light Conversion Program	50,000	50,000	50,000							
26	532 - Roads	6012	CFwd	Pedestrian Signals Crossing			30,000			30,000				
27	532 - Roads	6025		Asphalt Overlay	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
28	532 - Roads	NEW		Refresh - Fibre		30,000	567,000							
29	532 - Roads	NEW		Highway 19A - Phase 3	169,000									
30	720 - Parks	4047	CFwd	Dick Murphy Viewing Platform	32,500									
31	720 - Parks	9008		Marine Foreshore Restoration	100,000	100,000	100,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
32	720 - Parks	9018	CFwd	Big Rock Boat Ramp	100,000									
33	720 - Parks	9018		Big Rock Boat Ramp	1,800,000									
34	720 - Parks	9035	CFwd	Robron Field House	326,135									
35	720 - Parks	9905	CFwd	Campbellton Neighbourhood Association - End of Sp	15,000									
36	<b>Sub-Total (Capital)</b>				<b>3,144,689</b>	<b>685,000</b>	<b>685,000</b>	<b>1,147,000</b>	<b>580,000</b>	<b>580,000</b>	<b>610,000</b>	<b>580,000</b>	<b>580,000</b>	<b>580,000</b>
37	<b>OPERATING</b>													
38	720 - Parks	NEW		Robron Repayment	100,000	100,000	100,000	100,000	100,000	100,000	100,000	21,691		
39	<b>Sub-Total (Operating)</b>				<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>21,691</b>		
40														
41	<b>Grand Total</b>				<b>3,244,689</b>	<b>785,000</b>	<b>785,000</b>	<b>1,247,000</b>	<b>680,000</b>	<b>680,000</b>	<b>710,000</b>	<b>601,691</b>	<b>580,000</b>	<b>580,000</b>
42														
43	<b>2018-2027 Total Expenditures</b>												<b>9,893,380</b>	



	A	B	C	D	E	F	G	H	I	J	K	L	M	N		
1	<b>Facilities Reserve</b>															
2	10-5-995322-1500															
3	Budget 2018-2027															
4																
5																
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14																
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16																
17	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>												
44	450 - Facilities	NEW		Sportsplex Roof Replacement			20,000	700,000								
45	450 - Facilities	NEW		Sportsplex HVAC RTU Replacement x5 , EF 1-9 replacement			25,000	275,000								
46	450 - Facilities	NEW		Police and Public Safety Building Roof Replacement				275,000								
47	450 - Facilities	NEW		Community Centre Roof Replacement			15,000	500,000								
48	450 - Facilities	NEW		MHC Heat Pump / Fan Replacement x 6					25,000	200,000						
49	450 - Facilities	NEW		MHC Building Automation System					40,000							
50	450 - Facilities	NEW		City Hall/Enterprise Centre Envelope Repairs & Repaint					55,000							
51	450 - Facilities	NEW		RCMP HVAC DDC & Re-Commissioning					60,000							
52	450 - Facilities	NEW		City Hall Storefront Door Replacement					45,000							
53	450 - Facilities	NEW		City Hall Seismic Upgrades					130,000							
54	450 - Facilities	NEW		RCMP Chiller Replacement					150,000							
55	450 - Facilities	NEW		City Hall Main Stairwell Carpet Replacement		35,000										
56	450 - Facilities	NEW		Tidemark Theatre Envelope Rehabilitation (stucco)						450,000						
57	450 - Facilities	NEW		Tidemark Theatre Window Replacement						30,000						
58	450 - Facilities	NEW		Library Envelope Rehabilitation						200,000						
59	450 - Facilities	NEW		Haig Brown House Roof Replacement							35,000					
60	450 - Facilities	NEW		MHC Aluminum Window Replacement Allowance							60,000					
61	450 - Facilities	NEW		CRCC Gym Wall Partition Replacement							80,000					
62	450 - Facilities	NEW		Community Centre Cooling Tower Replacement							100,000					
63	450 - Facilities	NEW		MHC Roof Replacement								250,000				
64	450 - Facilities	NEW		Enterprise Centre Roof Replacement incl. skylights								275,000				
65	450 - Facilities	NEW		City Hall Window Replacement										250,000		
66	450 - Facilities	NEW		City Hall Façade Improvements										200,000		
67	740 - Recreation & Culture			Centennial Pool Condition Assessment		30,000										
68	740 - Recreation	NEW		Willow Point Park / Sportsplex Entrance Signage										100,000		
69	<b>Sub-Total (Capital)</b>						<b>925,000</b>	<b>600,000</b>	<b>600,000</b>	<b>1,455,000</b>	<b>790,000</b>	<b>645,000</b>	<b>895,000</b>	<b>415,000</b>	<b>540,000</b>	<b>259,750,000</b>

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				<b>Facilities Reserve</b>										
3				10-5-995322-1500										
4				Budget 2018-2027										
5														
6					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
7														
8				Brought Forward	433,744	99,732	65,379	217,533	154,058	180,849	117,007	12,127	239,498	292,393
9				Annual Contribution	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000
10				Increased Funding from Net Funding Model	400,000	375,000	560,000	1,200,000	625,000	390,000	600,000	450,000	400,000	700,000
11				Interest at 1% of Y/E Balance	987	647	2,154	1,525	1,791	1,158	120	2,371	2,895	4,324
12				<b>Total</b>	<b>1,024,732</b>	<b>665,379</b>	<b>817,533</b>	<b>1,609,058</b>	<b>970,849</b>	<b>762,007</b>	<b>907,127</b>	<b>654,498</b>	<b>832,393</b>	<b>1,186,717</b>
13														
14				Expenditures (detail below)	(925,000)	(600,000)	(600,000)	(1,455,000)	(790,000)	(645,000)	(895,000)	(415,000)	(540,000)	(750,000)
15				Carry forward to next year	<b>99,732</b>	<b>65,379</b>	<b>217,533</b>	<b>154,058</b>	<b>180,849</b>	<b>117,007</b>	<b>12,127</b>	<b>239,498</b>	<b>292,393</b>	<b>436,717</b>
16														
17	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>										
70														
71	<b>OPERATING</b>													
72														
73														
74				<b>Sub-Total (Operating)</b>	-	-	-	-	-	-	-	-	-	-
75														
76														
77				<b>Grand Total</b>	<b>925,000</b>	<b>600,000</b>	<b>600,000</b>	<b>1,455,000</b>	<b>790,000</b>	<b>645,000</b>	<b>895,000</b>	<b>415,000</b>	<b>540,000</b>	<b>750,000</b>
78														
79														
					<b>2018-2027 Total Expenditures</b>									<b>7,615,000</b>

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	<b>Financial Stabilization Reserve</b>														
2	10-5-991223-1500														
3	Budget 2018-2027														
4						<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
5															
6															
7															
8	Brought Forward					2,536,138	3,054,479	2,958,774	2,862,112	2,764,483	2,665,878	2,566,286	2,465,699	2,364,106	2,261,497
9	Transfer from GO Accumulated Surplus					1,500,000									
10	Transfer to Net Funding Model for Capital					(500,000)									
11	Interest at 1% of Y/E Balance					20,341	29,295	28,338	27,371	26,395	25,409	24,413	23,407	22,391	21,365
12	<b>Total</b>					<b>3,556,479</b>	<b>3,083,774</b>	<b>2,987,112</b>	<b>2,889,483</b>	<b>2,790,878</b>	<b>2,691,286</b>	<b>2,590,699</b>	<b>2,489,106</b>	<b>2,386,497</b>	<b>2,282,862</b>
13															
14	Expenditures (detail below)					(502,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)
15	Carry forward to next year					<b>3,054,479</b>	<b>2,958,774</b>	<b>2,862,112</b>	<b>2,764,483</b>	<b>2,665,878</b>	<b>2,566,286</b>	<b>2,465,699</b>	<b>2,364,106</b>	<b>2,261,497</b>	<b>2,157,862</b>
16															
17	<b>Dept</b>	<b>CC#</b>	<b>Res #</b>	<b>Project Name</b>											
18															
19	212 - Finance	NEW		DCC Review	75,000										
20	114 - Human Res	NEW		Strategic HR Management	97,000										
21	502 - CPDS	S087	CFwd	Sea Level Rise Assessment	95,000										
22	502 - CPDS	S087		Sea Level Rise Assessment	85,000										
23	502 - CPDS	NEW		Interim Development Services Manager	150,000										
24	<b>Sub-Total (Capital)</b>				502,000	-	-	-	-	-	-	-	-	-	-
25															
26	Annual Expected Corporate Projects						125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
27	<b>Sub-Total (Operating)</b>						125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
28															
29															
30															
31															
32															
33															
34	<b>Grand Total</b>					502,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
35															
36														<b>2018-2027 Total Expenditures</b>	<b>1,627,000</b>

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				<b>Fire Reserve</b>										
3				10-5-995323-1500										
4				Budget 2018-2027										
5														
6					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
7														
8				Brought Forward	445,593	63,175	67,564	71,953	71,342	49,338	27,334	5,330	330	35,330
9				Annual Contribution										
10				Increased Funding from Net Funding Model	100,000	325,000	325,000	320,000	320,000	320,000	320,000	310,000	50,000	50,000
11				Interest at 1% of Y/E Balance	-	-	-	-	-	-	-	-		
12				<b>Total</b>	<b>545,593</b>	<b>388,175</b>	<b>392,564</b>	<b>391,953</b>	<b>391,342</b>	<b>369,338</b>	<b>347,334</b>	<b>315,330</b>	<b>50,330</b>	<b>85,330</b>
13														
14				Expenditures (detail below)	(482,418)	(320,611)	(320,611)	(320,611)	(342,004)	(342,004)	(342,004)	(315,000)	(15,000)	(15,000)
15				Carry forward to next year	<b>63,175</b>	<b>67,564</b>	<b>71,953</b>	<b>71,342</b>	<b>49,338</b>	<b>27,334</b>	<b>5,330</b>	<b>330</b>	<b>35,330</b>	<b>70,330</b>
16														
17	<b>Dept</b>	<b>CC#</b>	<b>Res #</b>	<b>Project Name</b>										
18														
19				<b>CAPITAL</b>										
20	322 - Fire	1004		Fire Small Equipment	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
21	322 - Fire	1006	CFwd	#1 Fire Station Replacement	467,418									
22	322 - Fire	1006	CFwd	#1 Fire Station Replacement										
23	322 - Fire	1006		#1 Fire Station Replacement										
24	322 - Fire	1007	CFwd	Refurbish Existing Ladder Truck										
25	322 - Fire	1007		Refurbish Existing Ladder Truck										
26	322 - Fire	NEW		SCBA Replacement								300,000		
27				<b>Sub-Total (Capital)</b>	<b>482,418</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>315,000</b>	<b>15,000</b>	<b>15,000</b>
28				<b>OPERATING</b>										
29	322 - Fire			Pumper Repayment		305,611	305,611	305,611	327,004	327,004	327,004			
30				<b>Sub-Total (Operating)</b>		<b>305,611</b>	<b>305,611</b>	<b>305,611</b>	<b>327,004</b>	<b>327,004</b>	<b>327,004</b>			
31														
32														
33														
34														
35														
36				<b>Grand Total</b>	<b>482,418</b>	<b>320,611</b>	<b>320,611</b>	<b>320,611</b>	<b>342,004</b>	<b>342,004</b>	<b>342,004</b>	<b>315,000</b>	<b>15,000</b>	<b>15,000</b>
37														
38														<b>2,815,262</b>



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	<b>Fleet &amp; Heavy Equipment Reserve</b>														
2	10-5-995324-1500														
3	Budget 2018-2027														
4															
5															
6															
7															
8					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
9	Brought Forward				772,056	56,029	132,340	310,413	227,667	295,594	152,100	108,171	58,752	99,740	
10	Annual Contribution				200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
11	Increased Funding from Net Funding Model				360,000	400,000	200,000	300,000	100,000	200,000	300,000	300,000	300,000	500,000	
12	Interest at 1% of Y/E Balance				555	1,310	3,073	2,254	2,927	1,506	1,071	582	988	3,447	
13	<b>Total</b>				<b>972,610</b>	<b>617,340</b>	<b>735,413</b>	<b>712,667</b>	<b>730,594</b>	<b>597,100</b>	<b>553,171</b>	<b>608,752</b>	<b>559,740</b>	<b>803,187</b>	
14	Expenditures (detail below)				(916,581)	(485,000)	(425,000)	(485,000)	(435,000)	(445,000)	(445,000)	(550,000)	(460,000)	(455,000)	
15	Carry forward to next year				<b>56,029</b>	<b>132,340</b>	<b>310,413</b>	<b>227,667</b>	<b>295,594</b>	<b>152,100</b>	<b>108,171</b>	<b>58,752</b>	<b>99,740</b>	<b>348,187</b>	
16	Suggested minimum balance				450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	
17	(Over expended)				<b>(393,971)</b>	<b>(317,660)</b>	<b>(139,587)</b>	<b>(222,333)</b>	<b>(154,406)</b>	<b>(297,900)</b>	<b>(341,829)</b>	<b>(391,248)</b>	<b>(350,260)</b>	<b>(101,813)</b>	
18															
19															
20	<b>Dept</b>	<b>CC#</b>	<b>Res #</b>	<b>Project Name</b>											
21															
22	<b>CAPITAL</b>														
23	447 - Fleet	4009	CFwd	Fleet Replacement	511,581										
24	447 - Fleet	4009		Fleet Replacement	405,000	485,000	425,000	485,000	435,000	445,000	445,000	550,000	460,000	455,000	
25	<b>Sub-Total (Capital)</b>				<b>916,581</b>	<b>485,000</b>	<b>425,000</b>	<b>485,000</b>	<b>435,000</b>	<b>445,000</b>	<b>445,000</b>	<b>550,000</b>	<b>460,000</b>	<b>455,000</b>	
26															
27															
28															
29															
30															
31															
32															
33															
34															
35	<b>Grand Total</b>				<b>916,581</b>	<b>485,000</b>	<b>425,000</b>	<b>485,000</b>	<b>435,000</b>	<b>445,000</b>	<b>445,000</b>	<b>550,000</b>	<b>460,000</b>	<b>455,000</b>	
36															
37	<b>2018-2027 Total Expenditures</b>												<b>5,101,581</b>		



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	<b>Furniture &amp; Equipment Reserve</b>														
2	10-5-995325-1500														
3	Budget 2018-2027														
4															
5															
6															
7															
8					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
9	Brought Forward				8,245	19,245	7,245	2,245	6,245	10,245	32,245	25,245	36,245	55,297	
10	Annual Contribution				15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
11	Increased Funding from Net Funding Model				185,000	35,000	35,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
12	Interest at 1% of Y/E Balance				-	-	-	-	-	-	-	-	52	403	
13	<b>Total</b>				<b>208,245</b>	<b>69,245</b>	<b>57,245</b>	<b>67,245</b>	<b>71,245</b>	<b>75,245</b>	<b>97,245</b>	<b>90,245</b>	<b>101,297</b>	<b>120,700</b>	
14	Expenditures (detail below)				(189,000)	(62,000)	(55,000)	(61,000)	(61,000)	(43,000)	(72,000)	(54,000)	(46,000)	(30,000)	
15	Carry forward to next year				<b>19,245</b>	<b>7,245</b>	<b>2,245</b>	<b>6,245</b>	<b>10,245</b>	<b>32,245</b>	<b>25,245</b>	<b>36,245</b>	<b>55,297</b>	<b>90,700</b>	
16															
17	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>											
18															
19	<b>CAPITAL</b>														
20	450 - Facilities	4050	New	Small Equipment Fund	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	
21	<b>Weight Room/Cardio Equipment</b>														
22	740 - Recreation	9900		Transport 1 - elliptical Trainer				8,500							
23	740 - Recreation	9900		Treadmill - 1				8,550							
24	740 - Recreation	9900		Recumbent Bike - 1	2,850				2,900						
25	740 - Recreation	9900		Upright Bike	3,000				3,200						
26	740 - Recreation	9900		Upright Spin Bike - 2		1,700				1,700					
27	740 - Recreation	9900		Stepper - 1		4,400				4,200					
28	740 - Recreation	9900		Transport 3 - elliptical Trainer		8,500				8,500					
29	740 - Recreation	9900		Treadmill - 2		8,550				9,000					
30	740 - Recreation	9900		Upright Spin Bike - 1			1,700				1,700				
31	740 - Recreation	9900		Upright Spin Bike - 3			1,700				1,700				
32	740 - Recreation	9900		Recumbent Bike - 2			2,850				3,000				
33	740 - Recreation	9900		Upright Spin Bike - 4				1,700				1,700			
34	740 - Recreation	9900		Transport 2 - elliptical Trainer			8,500					8,500			
35	740 - Recreation			Replace Weight Room Equipment	150,000										
36	<b>Weight Room/Cardio Equipment</b>				<b>155,850</b>	<b>23,150</b>	<b>6,250</b>	<b>10,200</b>	<b>17,050</b>	<b>6,100</b>	<b>23,400</b>	<b>6,400</b>	<b>10,200</b>		
37	<b>Custodial Equipment</b>														
38	740 - Recreation	9900		Vacuum 2 (4 year cycle)			1,800				1,900				
39	740 - Recreation	9900		Vacuum 3 (4 year cycle)		1,800			1,800						
40	740 - Recreation	9900		Mini Auto Scrubber (6 year cycle)		4,300					4,300				
41	740 - Recreation	9900		Vacuum 1 (4 year cycle)			1,800			1,800					
42	740 - Recreation	9900		Extractor Mini (6 year cycle)			2,500					2,500			
43	740 - Recreation	9900		Battery Burnisher 1 (10 year cycle)			11,000								

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	<b>Furniture &amp; Equipment Reserve</b>													
2	10-5-995325-1500													
3	Budget 2018-2027													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
18														
44	740 - Recreation	9900		Swing Arm 1 (10 year cycle)				2,200						
45	740 - Recreation	9900		Auto Scrubber 1 (10 year cycle)				13,500						
46	740 - Recreation	9900		Battery Burnisher 2 (10 year cycle)					11,000					
47	740 - Recreation	9900		Swing Arm 2 (10 year cycle)						2,300				
48	740 - Recreation	9900		Auto Scrubber 2 (10 year cycle)							14,000			
49	740 - Recreation	9900		Extractor 1 (10 year cycle)								8,000		
50	740 - Recreation			Balance	150	(250)	450	300	(50)	(200)	(200)	400	300	
51	740 - Recreation			<b>Custodial Equipment</b>	<b>150</b>	<b>5,850</b>	<b>15,750</b>	<b>17,800</b>	<b>10,950</b>	<b>3,900</b>	<b>15,600</b>	<b>14,600</b>	<b>2,800</b>	
52														
53	<b>Tables and Chairs</b>													
54	740 - Recreation	9900		Tables and Chairs	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	
55														
56				<b>Grand Total</b>	<b>189,000</b>	<b>62,000</b>	<b>55,000</b>	<b>61,000</b>	<b>61,000</b>	<b>43,000</b>	<b>72,000</b>	<b>54,000</b>	<b>46,000</b>	<b>30,000</b>
57														
58	2018-2027 Total Expenditures <span style="float:right"><b>673,000</b></span>													

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	<b>Gaming Reserve</b>														
2	10-5-991224-1500														
3	Budget 2018-2027														
4															
5															
6															
7															
8					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
9	Brought Forward				953,312	566,420	688,740	890,557	1,179,738	1,585,435	1,992,664	2,406,491	2,821,931	3,244,050	
10	Annual Contribution				720,000	720,000	720,000	720,000	720,000	720,000	720,000	720,000	720,000	720,000	
11	Interest at 1% of Y/E Balance				5,608	6,819	8,817	11,681	15,697	19,729	23,827	27,940	32,119	36,316	
12	<b>Total</b>				<b>1,678,920</b>	<b>1,293,240</b>	<b>1,417,557</b>	<b>1,622,238</b>	<b>1,915,435</b>	<b>2,325,164</b>	<b>2,736,491</b>	<b>3,154,431</b>	<b>3,574,050</b>	<b>4,000,366</b>	
13	Expenditures (detail below)				(1,112,500)	(604,500)	(527,000)	(442,500)	(330,000)	(332,500)	(330,000)	(332,500)	(330,000)	(332,500)	
14	Carry forward to next year				<b>566,420</b>	<b>688,740</b>	<b>890,557</b>	<b>1,179,738</b>	<b>1,585,435</b>	<b>1,992,664</b>	<b>2,406,491</b>	<b>2,821,931</b>	<b>3,244,050</b>	<b>3,667,866</b>	
15															
16	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>											
17															
18	<b>CAPITAL</b>														
19	532 - Roads	NEW		Willis Road Connection Design	30,000										
20	<b>Sub-Total (Capital)</b>				<b>30,000</b>										
21	<b>OPERATING</b>														
22	218			Fund Centennial Pool & Operations Budget	300,000	225,000	150,000	75,000							
23	310	S059		Forestry Task Force	50,000										
24	310	S076	CFwd	3.5 Acre Task Force	15,000										
25	310	S076		3.5 Acre Task Force	125,000										
26	310	S053	CFwd	Beautification Grants	20,000										
27	310	S053		Beautification Grants	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	
28	310	S083		Homeless Count		2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	
29	310	S078		Social Grants	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
30	502	S054	CFwd	Campbellton Planning Projects	7,500										
31	502	S067	CFwd	Downtown Small Initiatives Fund	28,000										
32	502	S067		Downtown Small Initiatives Fund	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	
33	502	S084	CFwd	Downtown Signage Incentive Program	35,000										
34	502	S084		Downtown Signage Incentive Program	35,000	35,000	35,000	35,000							
35	502	S038	CFwd	Façade Storefront Downtown Revitalization	50,000										
36	502	S038		Façade Storefront Downtown Revitalization	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
37	740	S093		Increase Spirit Square Program Budget	12,000	12,000	12,000								
38	740	S086	CFwd	Public Art	43,000										
39	740	S086		Public Art	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
40	<b>Sub-Total (Operating)</b>				<b>900,500</b>	<b>454,500</b>	<b>377,000</b>	<b>292,500</b>	<b>180,000</b>	<b>182,500</b>	<b>180,000</b>	<b>182,500</b>	<b>180,000</b>	<b>182,500</b>	
41	<b>COUNCIL CONTINGENCY</b>														
42	310	X043	IC	Properties	12,000										
43	310		IC	Properties	20,000										

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				<b>Gaming Reserve</b>										
3				10-5-991224-1500										
4				Budget 2018-2027										
5														
6					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
7														
8				Brought Forward	953,312	566,420	688,740	890,557	1,179,738	1,585,435	1,992,664	2,406,491	2,821,931	3,244,050
9				Annual Contribution	720,000	720,000	720,000	720,000	720,000	720,000	720,000	720,000	720,000	720,000
10				Interest at 1% of Y/E Balance	5,608	6,819	8,817	11,681	15,697	19,729	23,827	27,940	32,119	36,316
11				<b>Total</b>	<b>1,678,920</b>	<b>1,293,240</b>	<b>1,417,557</b>	<b>1,622,238</b>	<b>1,915,435</b>	<b>2,325,164</b>	<b>2,736,491</b>	<b>3,154,431</b>	<b>3,574,050</b>	<b>4,000,366</b>
12														
13				Expenditures (detail below)	(1,112,500)	(604,500)	(527,000)	(442,500)	(330,000)	(332,500)	(330,000)	(332,500)	(330,000)	(332,500)
14				Carry forward to next year	<b>566,420</b>	<b>688,740</b>	<b>890,557</b>	<b>1,179,738</b>	<b>1,585,435</b>	<b>1,992,664</b>	<b>2,406,491</b>	<b>2,821,931</b>	<b>3,244,050</b>	<b>3,667,866</b>
15														
16	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>										
44				<b>Sub-Total (Council Contingency CFWD)</b>	<b>32,000</b>									
45														
46	310			Council Contingency Annual Allocation	149,840	149,840	149,840	149,840	149,840	149,840	149,840	149,840	149,840	149,840
47	310	X001		Ongoing Royal Canadian Legion CC Rental - Remb. Day	160	160	160	160	160	160	160	160	160	160
48														
49														
50														
51				<b>Sub-Total (Council Contingency NEW)</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
52														
53														
54														
55				<b>Grand Total</b>	<b>1,112,500</b>	<b>604,500</b>	<b>527,000</b>	<b>442,500</b>	<b>330,000</b>	<b>332,500</b>	<b>330,000</b>	<b>332,500</b>	<b>330,000</b>	<b>332,500</b>
56														
57														<b>2018-2027 Total Expenditures 4,674,000</b>

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1															
2	<b>General Accumulated Surplus</b>														
3	10-5-981120-0000														
4	Budget 2018-2027														
5															
6						<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
7															
8	Brought Forward					4,435,180	4,512,404	4,512,404	4,512,404	4,512,404	4,512,404	4,512,404	4,512,404	4,512,404	4,512,404
9	Net Balance (Excess Revenues Over Expenses)					1,711,224									
10	Transfer to Financial Stabilization Reserve					(1,500,000)									
11	<b>Total</b>					<b>4,646,404</b>	<b>4,512,404</b>	<b>4,512,404</b>	<b>4,512,404</b>	<b>4,512,404</b>	<b>4,512,404</b>	<b>4,512,404</b>	<b>4,512,404</b>	<b>4,512,404</b>	<b>4,512,404</b>
12															
13	Expenditures (detail below)					(134,000)									
14	Carry forward to next year					<b>4,512,404</b>	<b>4,512,404</b>	<b>4,512,404</b>	<b>4,512,404</b>	<b>4,512,404</b>	<b>4,512,404</b>	<b>4,512,404</b>	<b>4,512,404</b>	<b>4,512,404</b>	<b>4,512,404</b>
15															
16	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>											
17															
18	<b>OPERATING</b>														
19	264 - Econ. Dev.	NEW		Tech Attraction Strategy	10,000										
20	501 - CPDS	C036		OCP/Zoning Bylaw Update - Part B	84,000										
21	502 - CPDS	NEW		Development Process Update	40,000										
22	<b>Sub-Total (Operating)</b>				<b>134,000</b>										
23															
24															
25															
26															
27															
28															
29															
30															
31															
32															
33															
34															
35	<b>Grand Total</b>				<b>134,000</b>										
36															
37	<b>2018-2027 Total Expenditures</b>													<b>134,000</b>	

**2018-2027 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1															
2	<b>IT Reserve</b>														
3	10-5-995326-1500														
4	Budget 2018-2027														
5															
6					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
7															
8	Brought Forward				150,117	8,685	3,722	16,889	17,058	16,219	13,351	37,724	28,002	61,612	
9	Annual Contribution				51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	
10	Increased Funding from Net Funding Model				50,000	520,000	100,000	120,000	50,000	50,000	50,000	50,000	50,000	50,000	
11	Interest at 1% of Y/E Balance				86	37	167	169	161	132	374	277	610	1,116	
12	<b>Total</b>				<b>251,203</b>	<b>579,722</b>	<b>154,889</b>	<b>188,058</b>	<b>118,219</b>	<b>117,351</b>	<b>114,724</b>	<b>139,002</b>	<b>129,612</b>	<b>163,728</b>	
13															
14	Expenditures (detail below)				(242,518)	(576,000)	(138,000)	(171,000)	(102,000)	(104,000)	(77,000)	(111,000)	(68,000)	(51,000)	
15	Carry forward to next year				<b>8,685</b>	<b>3,722</b>	<b>16,889</b>	<b>17,058</b>	<b>16,219</b>	<b>13,351</b>	<b>37,724</b>	<b>28,002</b>	<b>61,612</b>	<b>112,728</b>	
16	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>											
17	<b>CAPITAL</b>														
18	213 - IT	2006	CFwd	Recreation CLASS Software Replacement	56,518										
19	213 - IT	2012	Cfwd	PRI Phone System - Dogwood	35,000										
20	213 - IT	2019		Internet Security Hardware								35,000			
21	213 - IT	2014		Vadim e3 upgrade	9,000										
22	213 - IT	NEW		Operations Management Software Replacement		500,000	50,000	50,000							
23	213 - IT	2001		Printer/Peripherals Replacement	20,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
24	213 - IT	2002		Workstation/Laptop Replacement	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	
25	213 - IT	NEW		Primary File Server Replacement	15,000					15,000					
26	213 - IT	NEW		Enterprise Centre Plotter	8,000					8,000					
27	213 - IT	NEW		Data Storage upgrade	30,000					30,000					
28	213 - IT	2015		Scheduled Photocopier Replacement	16,000		20,000	70,000	9,000		9,000				
29	213 - IT	2016		GIS Orthophotos	17,000		17,000		17,000		17,000		17,000		
30															
31	<b>Sub-Total (Capital)</b>				<b>242,518</b>	<b>551,000</b>	<b>138,000</b>	<b>171,000</b>	<b>77,000</b>	<b>104,000</b>	<b>77,000</b>	<b>86,000</b>	<b>68,000</b>	<b>51,000</b>	
32	<b>OPERATING</b>														
33	213 - IT	S072		Network Security Audit		25,000			25,000			25,000	-	-	
34	<b>Sub-Total (Operating)</b>				<b>-</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	
35															
36	<b>Grand Total</b>				<b>242,518</b>	<b>576,000</b>	<b>138,000</b>	<b>171,000</b>	<b>102,000</b>	<b>104,000</b>	<b>77,000</b>	<b>111,000</b>	<b>68,000</b>	<b>51,000</b>	
37															
38	<b>2018-2027 Total Expenditures</b>													<b>1,640,518</b>	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				<b>International Relationship Reserve</b>										
3				10-5-991225-1500										
4				Budget 2018-2027										
5														
6					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
7														
8				Brought Forward (Ishikari Reserve Portion)	21,221	1,233	6,296	11,409	16,573	21,788	1,806	6,874	11,993	17,163
9				Annual Tax Contribution	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
10				Expenditures (detail below)	(25,000)					(25,000)				
11				Interest at 1% of Y/E Balance	12	62	113	164	216	18	68	119	170	222
12				Sub-Total	<b>1,233</b>	<b>6,296</b>	<b>11,409</b>	<b>16,573</b>	<b>21,788</b>	<b>1,806</b>	<b>6,874</b>	<b>11,993</b>	<b>17,163</b>	<b>22,385</b>
13														
14				Brought Forward (Economic Twinning Reserve Portion)	27,785	28,063	28,344	28,627	28,913	29,202	29,494	29,789	30,087	30,388
15				Expenditures (detail below)										
16				Interest at 1% of Y/E Balance	278	281	283	286	289	292	295	298	301	304
17				Sub-Total	<b>28,063</b>	<b>28,344</b>	<b>28,627</b>	<b>28,913</b>	<b>29,202</b>	<b>29,494</b>	<b>29,789</b>	<b>30,087</b>	<b>30,388</b>	<b>30,692</b>
18														
19				Carry forward to next year	<b>29,296</b>	<b>34,639</b>	<b>40,036</b>	<b>45,486</b>	<b>50,991</b>	<b>31,301</b>	<b>36,664</b>	<b>42,080</b>	<b>47,551</b>	<b>53,077</b>
20														
21				<b>Dept CC# Res# Project Name</b>										
22														
23				310 - Mayor & Council Ishikari Anniversary Celebration	25,000					25,000				
24				<b>Sub-Total (Ishikari Portion)</b>	<b>25,000</b>					<b>25,000</b>				
25														
26				<b>Sub-Total (Economic Twinning Portion)</b>										
27														
28														
29														
30														
31														
32														
33														
34														
35				<b>Grand Total</b>	<b>25,000</b>					<b>25,000</b>				
36														
37														<b>50,000</b>



	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	<b>Legacy Landmark Reserve</b>													
2	10-5-991226-1500													
3	Budget 2018-2027													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>										
17														
18														
19														
20														
21														
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25														
26														
27														
28														
29														
30														
31														
32														
33				<b>Grand Total</b>										
34														
35	<b>2018-2027 Total Expenditures</b>													

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2	<b>Deferred Revenue - Cash in Lieu of Parks</b>													
3	10-4-232840-0000													
4	Budget 2018-2027													
5														
6					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
7														
8				Opening Balance	486,095	490,956	495,866	500,825	505,833	510,891	516,000	521,160	526,372	531,635
9				Developer's Contributions										
10				Interest at 1% of Y/E Balance	4,861	4,910	4,959	5,008	5,058	5,109	5,160	5,212	5,264	5,316
11				<b>Total</b>	<b>490,956</b>	<b>495,866</b>	<b>500,825</b>	<b>505,833</b>	<b>510,891</b>	<b>516,000</b>	<b>521,160</b>	<b>526,372</b>	<b>531,635</b>	<b>536,952</b>
12														
13				Expenditures (detail below)										
14				Ending Balance	490,956	495,866	500,825	505,833	510,891	516,000	521,160	526,372	531,635	536,952
15														
16	<b>Dept</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>										
17														
18														
19														
20														
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33				<b>Grand Total</b>										
34														
35	<b>2018-2027 Total Expenditures</b>													

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	<b>Parkland Acquisition DCC</b>													
2	10-4-232610-0000													
3	Budget 2018-2027													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17														
18	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>										
19														
20														
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33				<b>Grand Total</b>										
34														
35	<b>2018-2027 Total Expenditures</b>													

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	<b>Parkland Development DCC</b>														
2	10-4-232620-0000														
3	Budget 2018-2027														
4															
5															
6															
7															
8					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
9	Brought Forward				640,217	719,339	799,253	879,965	961,485	1,043,820	1,126,978	1,210,968	1,295,797	1,381,475	
10	DCC Contributions				72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	
11	Deferred Revenue Received														
12	Interest at 1% of Y/E Balance				7,122	7,913	8,713	9,520	10,335	11,158	11,990	12,830	13,678	14,535	
13	<b>Total</b>				<b>719,339</b>	<b>799,253</b>	<b>879,965</b>	<b>961,485</b>	<b>1,043,820</b>	<b>1,126,978</b>	<b>1,210,968</b>	<b>1,295,797</b>	<b>1,381,475</b>	<b>1,468,010</b>	
14	Expenditures (detail below)														
15	Carry forward to next year				<b>719,339</b>	<b>799,253</b>	<b>879,965</b>	<b>961,485</b>	<b>1,043,820</b>	<b>1,126,978</b>	<b>1,210,968</b>	<b>1,295,797</b>	<b>1,381,475</b>	<b>1,468,010</b>	
16															
17	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>											
18															
19	720 - Parks	9027	CFwd	Frank James Park Design/Construction											
20															
21															
22															
23															
24															
25															
26															
27															
28															
29															
30															
31															
32															
33															
34				<b>Grand Total</b>											
35															
36	<b>2018-2027 Total Expenditures</b>														

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	<b>Parks Reserve</b>													
2	10-5-994326-1500													
3	Budget 2018-2027													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>										
18														
19	<b>CAPITAL</b>													
20	720 - Parks	9015	CFwd	Nunns Creek Park Master Plan	60,000									
21	720 - Parks	9021	CFwd	Shade Sails Installation	29,000									
22	720 - Parks	NEW		Baikie Island Bridge Replacement			150,000							
23	720 - Parks	9029	NEW	Entrance Sign Jubilee		140,000								
24	720 - Parks	NEW		Willow Point In Field Mix Replacement	52,000		25,000							
25	720 - Parks	NEW		Elk Falls Cemetery Parking Lot Pavement	65,000									
26	720 - Parks	9030		Seawalk Improvements	85,000									
27	720 - Parks	NEW		City Hall Side Hill Improvement		60,000								
28	720 - Parks	NEW		Parks Information and Sign Program	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
29	720 - Parks	NEW		Parks Irrigation Strategy	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
30	720 - Parks	NEW		Fence Upgrades and Replacements	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
31	720 - Parks	NEW		Asset Management - Park Infrastructure Renewal Fund		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
32	720 - Parks	NEW		Nunns Creek Backstop Replacement		60,000								
33	720 - Parks			Ostler Park Greenspace Drainage and Turf Design		60,000								
34	720 - Parks			Outdoor washroom installation - Jubilee Trail and Baikie Island			45,000							
35	720 - Parks	NEW		Willow Point Park Skatepark Lighting			85,000							
36	720 - Parks	NEW		Willow Point Lights			300,000							
37	720 - Parks			Elks Falls Cemetery Phase Two Detailed Design & Construction			40,000	500,000						
38	720 - Parks	NEW		Mclvor Lake Upgrades			50,000	200,000						
39	720 - Parks			Willow Point Field Drainage Upgrade					90,000					
40	720 - Parks			Ostler Park Rubberized Surface Replacement							90,000			
41	720 - Parks			Robron Artificial Turf Replacement									1,000,000	
42	<b>Sub-Total (Capital)</b>				<b>371,000</b>	<b>500,000</b>	<b>675,000</b>	<b>880,000</b>	<b>380,000</b>	<b>270,000</b>	<b>180,000</b>	<b>270,000</b>	<b>1,180,000</b>	<b>180,000</b>
43	<b>OPERATING</b>													

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	<b>Parks Reserve</b>													
2	10-5-994326-1500													
3	Budget 2018-2027													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>										
18														
44	720 - Parks			Robron Park Repayment	100,000	100,000	100,000	100,000	100,000	100,000	100,000	21,691		
45				<b>Sub-Total (Operating)</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>21,691</b>		
46														
47														
48														
49														
50														
51														
52				<b>Grand Total</b>	<b>471,000</b>	<b>600,000</b>	<b>775,000</b>	<b>980,000</b>	<b>480,000</b>	<b>370,000</b>	<b>280,000</b>	<b>291,691</b>	<b>1,180,000</b>	<b>180,000</b>
53														
54	<b>2018-2027 Total Expenditures</b>													
														<b>5,607,691</b>

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	<b>Roads DCC</b>														
2	10-4-232500-0000														
3	Budget 2018-2027														
4															
5															
6															
7															
8					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
9	Brought Forward				3,479,049	3,147,647	3,315,474	11,924	148,393	286,227	425,439	566,044	708,054	851,485	
10	DCC Contribution				260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	
11	Deferred Revenue Received														
12	Interest at 1% of Y/E Balance				31,165	32,826	118	1,469	2,834	4,212	5,604	7,010	8,431	9,865	
13	<b>Total</b>				<b>3,770,213</b>	<b>3,440,474</b>	<b>3,575,592</b>	<b>273,393</b>	<b>411,227</b>	<b>550,439</b>	<b>691,044</b>	<b>833,054</b>	<b>976,485</b>	<b>1,121,350</b>	
14	Expenditures (detail below)				(622,566)	(125,000)	(3,563,668)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	
15	Carry forward to next year				<b>3,147,647</b>	<b>3,315,474</b>	<b>11,924</b>	<b>148,393</b>	<b>286,227</b>	<b>425,439</b>	<b>566,044</b>	<b>708,054</b>	<b>851,485</b>	<b>996,350</b>	
16															
17	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>											
18															
19	<b>CAPITAL</b>														
20	532 - Roads	6006	CFwd	Sidewalk Infill	22,566										
21	532 - Roads	6006		Sidewalk Infill	100,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	
22	532 - Roads	NEW		Highway 19A - Phase 3	500,000		3,438,668								
23															
24															
25	<b>Sub-Total (Capital)</b>				<b>622,566</b>	<b>125,000</b>	<b>3,563,668</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>
26															
27															
28															
29															
30															
31															
32															
33															
34															
35	<b>Grand Total</b>				<b>622,566</b>	<b>125,000</b>	<b>3,563,668</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>
36															
37	<b>2018-2027 Total Expenditures</b>												<b>5,186,234</b>		



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1															
2				<b>Sewer Accumulated Surplus</b>											
3				50-5-981180-0000											
4				Budget 2018-2027											
5															
6					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
7															
8				Brought Forward	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	
9				Sewer annual surplus											
10				Transfer excess to Sewer Capital											
11				Total	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	
12															
13				Expenditures (detail below)	-	-	-	-	-	-	-	-	-	-	
14				Carry forward to next year	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	
15															
16				Minimum value of surplus to maintain operations	884,340	902,027	920,067	938,469	957,238	976,383	995,910	1,015,829	1,036,145	1,056,868	
17				Ending surplus value	<b>(84,340)</b>	<b>(102,027)</b>	<b>(120,067)</b>	<b>(138,469)</b>	<b>(157,238)</b>	<b>(176,383)</b>	<b>(195,910)</b>	<b>(215,829)</b>	<b>(236,145)</b>	<b>(256,868)</b>	
18															
19	<b>Dept</b>	<b>CC#</b>	<b>Res #</b>	<b>Project Name</b>											
20															
21															
22															
23															
24															
25															
26															
27															
28															
29															
30															
31															
32															
33				<b>Grand Total</b>	-	-	-	-	-	-	-	-	-	-	
34															
35					<b>2018-2027 Total Expenditures</b>										-

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	<b>Sewer Reserve</b>													
2	50-5-995380-1500													
3	Budget 2018-2027													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17	<b>Dept</b>	<b>CC#</b>	<b>Res #</b>	<b>Project Name</b>										
18														
19	<b>CAPITAL</b>													
20	570 - Airport	3011	CFwd	Airport Development Servicing	17,500									
21	570 - Airport	3012	CFwd	Security Fencing - South Development Area	10,000									
22	448 - Capital Wor	8006		Capital Works Management	132,379	135,027	137,727	140,482	143,291	146,157	149,080	152,062	155,103	158,205
23	532 - Roads	6022		Highway 19A - Phase 3	43,000		730,000							
24	580 - Sewer	5003	CFwd	Lift Station #11 - Electrical Upgrade	45,248									
25	580 - Sewer	5009	CFwd	Lift Station Generators	419,487									
26	580 - Sewer	5019		Larwood-Erickson Sewer Upgrade	3,100,000									
27	580 - Sewer	5002	CFwd	Waterfront Sewer Forcemain	289,420									
28	580 - Sewer	5002		Waterfront Sewer Forcemain	1,700,000		5,000,000							
29	580 - Sewer	5006		NWEC Upgrades Phase 3		4,600,000								
30	580 - Sewer	NEW		Biosolids Site Management	500,000									
31	580 - Sewer	5020		Sewer Main Replacement	1,000,000	1,000,000	1,000,000	1,500,000	1,500,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000
32	580 - Sewer	8000	CFwd	SCADA Platform	52,865									
33	580 - Sewer	8002		Meter Renewal	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
34	580 - Sewer	8007		Refresh Downtown			308,000							
35	580 - Sewer	NEW		NWEC Oxidation Ditch Diffuser - Upgrade						150,000				
36	580 - Sewer	NEW		Sewer Asset Registry	25,000	25,000								
37	580 - Sewer	NEW		NWEC Electrical Upgrade	200,000	1,400,000								
38	580 - Sewer	NEW		NWEC Biosolids Dewatering		150,000	2,250,000							
39	580 - Sewer	NEW		Sewer Facility Renewal	220,000	180,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
40	580 - Sewer	NEW		Sewer Condition Assessments			55,000							
41	<b>Sub-Total (Capital)</b>				<b>7,804,899</b>	<b>7,540,027</b>	<b>9,422,727</b>	<b>2,198,482</b>	<b>1,893,291</b>	<b>2,046,157</b>	<b>2,399,080</b>	<b>2,402,062</b>	<b>2,405,103</b>	<b>2,408,205</b>
42	<b>OPERATING</b>													
43	580 - Sewer	S055		Lift Station Auto - Cleaning	30,000	15,000								

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				<b>Sewer Reserve</b>										
3				50-5-995380-1500										
4				Budget 2018-2027										
5														
6					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
7														
8				Brought Forward	12,274,691	8,036,602	3,878,064	206,398	801,121	1,691,829	2,398,187	2,758,782	3,067,243	3,927,134
9				Transfer from Water Capital Reserve			2,600,000							
10				Repayment to Water Capital Reserve				(535,600)	(535,600)	(535,600)	(535,600)	(535,600)		
11				Transfer from Sewer Surplus	3,659,810	3,411,489	3,151,061	3,328,805	3,319,599	3,288,115	3,295,276	3,246,122	3,264,994	3,254,431
12				<b>Total</b>	<b>15,934,501</b>	<b>11,448,091</b>	<b>9,629,125</b>	<b>2,999,603</b>	<b>3,585,120</b>	<b>4,444,344</b>	<b>5,157,863</b>	<b>5,469,304</b>	<b>6,332,237</b>	<b>7,181,565</b>
13														
14				Expenditures (detail below)	(7,897,899)	(7,570,027)	(9,422,727)	(2,198,482)	(1,893,291)	(2,046,157)	(2,399,080)	(2,402,062)	(2,405,103)	(2,408,205)
15				Carry forward to next year	<b>8,036,602</b>	<b>3,878,064</b>	<b>206,398</b>	<b>801,121</b>	<b>1,691,829</b>	<b>2,398,187</b>	<b>2,758,782</b>	<b>3,067,243</b>	<b>3,927,134</b>	<b>4,773,360</b>
16														
17	<b>Dept</b>	<b>CC#</b>	<b>Res #</b>	<b>Project Name</b>										
18														
44	580 - Sewer	S090	CFwd	Biosolids Management Options Study	35,000									
45	580 - Sewer	S089	CFwd	Confined Space Entry Alternate Procedures	10,000	15,000								
46	580 - Sewer			Wastewater On-Call	18,000									
47				<b>Sub-Total (Operating)</b>	<b>93,000</b>	<b>30,000</b>								
48														
49														
50														
51				<b>Grand Total</b>	<b>7,897,899</b>	<b>7,570,027</b>	<b>9,422,727</b>	<b>2,198,482</b>	<b>1,893,291</b>	<b>2,046,157</b>	<b>2,399,080</b>	<b>2,402,062</b>	<b>2,405,103</b>	<b>2,408,205</b>
52														
53					<b>2018-2027 Total Expenditures</b>									
												<b>35,829,724</b>	<b>40,643,032</b>	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	<b>Sewer DCC</b>													
2	10-4-232300-0000													
3	Budget 2018-2027													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17	<b>Dept</b>	<b>CC1</b>	<b>Res#</b>	<b>Project Name</b>										
18														
19	<b>CAPITAL</b>													
20	580 - Sewer			NWEC Upgrades Phase 3	300,000	400,000								
21	580 - Sewer	5005	CFwd	NWEC Upgrades Phase 2	160,465									
22	<b>Sub-Total (Capital)</b>				<b>460,465</b>	<b>400,000</b>	-	-	-	-	-	-	-	-
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33														
34														
35	<b>Grand Total</b>				<b>460,465</b>	<b>400,000</b>	-	-	-	-	-	-	-	-
36														
37														
	<b>2018-2027 Total Expenditures</b>													<b>860,465</b>

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	<b>Solid Waste Reserve</b>														
2	10-5-991227-1500														
3	Budget 2018-2027														
4															
5															
6															
7															
8															
9															
10															
11															
12															
13															
14															
15															
16	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>											
17	<b>CAPITAL</b>														
18	539 - Solid Waste	NEW		Solid Waste - User Fee Increase Offset											
19						25,503		29,204			12,046		22,998		
20				<b>Sub-Total (Capital)</b>		<b>25,503</b>		<b>29,204</b>			<b>12,046</b>		<b>22,998</b>		
21															
22															
23															
24															
25															
26															
27															
28															
29															
30															
31															
32															
33															
34	<b>Grand Total</b>						<b>25,503</b>		<b>29,204</b>			<b>12,046</b>		<b>22,998</b>	
35															
36															
	<b>2018-2027 Total Expenditures</b>														
														<b>89,751</b>	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	<b>Storm Water Reserve</b>														
2	10-5-995328-1500														
3	Budget 2018-2027														
4															
5															
6															
7															
8					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
9	Brought Forward				515,551	94,386	97,552	213,162	363,461	767,864	1,182,067	293,271	360,844	990,450	
10	Annual contributions from parcel tax				332,900	502,200	673,500	846,700	1,021,800	1,027,500	1,033,300	1,039,000	1,044,800	1,050,600	
11	Increased Funding from Net Funding Model														
12	Interest at 1% of Y/E Balance				935	966	2,111	3,599	7,603	11,704	2,904	3,573	9,806	11	
13	Total				849,386	597,552	773,162	1,063,461	1,392,864	1,807,067	2,218,271	1,335,844	1,415,450	2,041,061	
14	Expenditures (detail below)				(755,000)	(500,000)	(560,000)	(700,000)	(625,000)	(625,000)	(1,925,000)	(975,000)	(425,000)	(2,040,000)	
15	Carry forward to next year				<b>94,386</b>	<b>97,552</b>	<b>213,162</b>	<b>363,461</b>	<b>767,864</b>	<b>1,182,067</b>	<b>293,271</b>	<b>360,844</b>	<b>990,450</b>	<b>1,061</b>	
16															
17	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>											
18															
19	<b>CAPITAL</b>														
20	550 - Storm Drair	6502	CFwd	Downtown Storm Mitigation	30,000										
21	550 - Storm Drair	6502		Downtown Storm Mitigation	250,000	200,000	200,000	200,000	200,000						
22	550 - Storm Drair	6501	CFwd	Drainage Improvements	150,000										
23	550 - Storm Drair	6501		Drainage Improvements	150,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	
24	550 - Storm Drair	NEW		Fir Street Upgrades	175,000										
25	550 - Storm Drair	NEW		Nunns Creek/2nd Ave Detention Pond (Quinsam)			25,000		125,000	1,500,000					
26	550 - Storm Drair	NEW		2nd and 4th Ave Outfall Upgrades				75,000	75,000						
27	550 - Storm Drair	NEW		Shoreline Outfall Upgrades			35,000	125,000	125,000	125,000	125,000	125,000	125,000		
28	550 - Storm Drair	NEW		Nunns Creek (16th Ave) Creek Crossing								200,000		1,740,000	
29	550 - Storm Drair	NEW		14th - Spruce to Redwood								350,000			
30	<b>Sub-Total (Capital)</b>				<b>755,000</b>	<b>500,000</b>	<b>560,000</b>	<b>700,000</b>	<b>625,000</b>	<b>625,000</b>	<b>1,925,000</b>	<b>975,000</b>	<b>425,000</b>	<b>2,040,000</b>	
31	<b>OPERATING</b>														
32															
33	<b>Sub-Total (Operating)</b>														
34															
35	<b>Grand Total</b>				<b>755,000</b>	<b>500,000</b>	<b>560,000</b>	<b>700,000</b>	<b>625,000</b>	<b>625,000</b>	<b>1,925,000</b>	<b>975,000</b>	<b>425,000</b>	<b>2,040,000</b>	
36															
37	<b>2018-2027 Total Expenditures</b>												<b>9,130,000</b>		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	<b>Storm Drain Quinsam DCC</b>													
2	10-4-232400-0000													
3	Budget 2018-2027													
4														
5														
6														
7														
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15														
16														
17	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>										
18														
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35														

**2018-2027 Total Expenditures**



	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	<b>Water Accumulated Surplus</b>													
2	70-5-981160-0000													
3	Budget 2018-2027													
4														
5														
6														
7														
8														
9														
10														
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12														
13														
14														
15														
16														
17														
18														
19	<b>Dept</b>	<b>CC#</b>	<b>Res #</b>	<b>Project Name</b>	<b>Budget</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
20					850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
21					850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
22					850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
23					850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
24					850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
25					850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
26					850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
27					850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
28					850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
29					850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
30					850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
31					850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
32					850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
33				<b>Grand Total</b>	936,360	955,087	974,189	993,673	1,013,546	1,033,817	1,054,493	1,075,583	1,097,095	1,119,037
34					(86,360)	(105,087)	(124,189)	(143,673)	(163,546)	(183,817)	(204,493)	(225,583)	(247,095)	(269,037)
35	<b>2018-2027 Total Expenditures:</b>													
	-													

## 2018-2027 Financial Planning Reserve Fund Continuity Summary

1	A	B	C	D	E	F	G	H	I	J	K	L	M	N
2	<b>Water Reserve</b>													
3	70-5-995360-1500													
4	Estimate at October 24, 2017													
5														
6					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
7														
8				Brought Forward	5,718,384	3,708,094	4,337,977	2,992,144	597,598	2,238,340	3,862,206	4,968,062	6,054,742	6,585,446
9				Transfer to Sewer Capital Reserve			(2,600,000)							
10				Repayment from Sewer Capital Reserve				535,600	535,600	535,600	535,600	535,600		
11				Transfer from Water Surplus	2,885,281	3,064,910	3,271,894	3,457,336	3,473,433	3,459,423	3,444,336	3,428,142	3,410,807	3,394,774
12				<b>Total</b>	<b>8,603,665</b>	<b>6,773,004</b>	<b>5,009,871</b>	<b>6,985,080</b>	<b>4,606,632</b>	<b>6,233,363</b>	<b>7,842,142</b>	<b>8,931,804</b>	<b>9,465,549</b>	<b>9,980,221</b>
13														
14				Expenditures (detail below)	(4,895,571)	(2,435,027)	(2,017,727)	(6,387,482)	(2,368,291)	(2,371,157)	(2,874,080)	(2,877,062)	(2,880,103)	(2,883,205)
15				Carry forward to next year	<b>3,708,094</b>	<b>4,337,977</b>	<b>2,992,144</b>	<b>597,598</b>	<b>2,238,340</b>	<b>3,862,206</b>	<b>4,968,062</b>	<b>6,054,742</b>	<b>6,585,446</b>	<b>7,097,016</b>
16														
17	<b>Dept</b>	<b>CC#</b>	<b>Res #</b>	<b>Project Name</b>										
18														
19	532 - Roads	3011		Highway 19A - Phase 3	88,000		1,100,000							
20	570 - Airport	3011	CFwd	Airport Development Servicing	17,500									
21	570 - Airport	3012	CFwd	Security Fencing - South Development Area	10,000									
22	590 - Water	7033		Water Dept. Temporary Location	300,000									
23	590 - Water	7031	CFwd	System Modifications for Water Supply Project	816,827									
24	590 - Water	7025		WM Cathodic Protection	125,000									
25	590 - Water	NEW		CRIB/CCR Water Improvements	20,000									
26	590 - Water	7024		Petersen PRV	40,000	185,000								
27	590 - Water	7026		Fire Hydrant Renewal	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
28	590 - Water	7027		Water Service Renewal	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
29	590 - Water	7028		Watermain Renewal	1,000,000	1,000,000	1,000,000	1,500,000	1,500,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000
30	590 - Water	8000	CFwd	SCADA Platform	52,865									
31	590 - Water	8002		Meter Renewal	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
32	590 - Water	8006		Capital Works Allocation	132,379	135,027	137,727	140,482	143,291	146,157	149,080	152,062	155,103	158,205
33	590 - Water	8007		Refresh Downtown - Upper and Lower Shoppers Row & 11th Ave				647,000						
34	590 - Water	NEW		Water Facility Renewal		500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
35	590 - Water	7021		Dogwood Operations Centre Backflow/Meter		125,000								
36	590 - Water	NEW		Water Supply Pipe Disposal	2,000,000									
37	590 - Water	NEW		Water Asset Registry	25,000	25,000								
38	590 - Water	NEW		Pressure Reducing Valve Abandonment		45,000								
39	590 - Water	NEW		Bathurst/McLean Pressure Reducing Valve Replacement		195,000								
40	590 - Water	NEW		Water Condition Assessments			55,000							
41	590 - Water	NEW		John Hart Reservoir				2,500,000						
42	590 - Water	NEW		Rockland Road Transmission Main			100,000	875,000						
43				<b>Sub-Total (Capital)</b>	<b>4,777,571</b>	<b>2,360,027</b>	<b>3,042,727</b>	<b>6,312,482</b>	<b>2,293,291</b>	<b>2,296,157</b>	<b>2,799,080</b>	<b>2,802,062</b>	<b>2,805,103</b>	<b>2,808,205</b>
44	<b>OPERATING</b>													
45	590 - Water	S074	CFWD	Water Conservation Plan	13,000									

**2018-2027 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	<b>Water Reserve</b>													
2	70-5-995360-1500													
3	Estimate at October 24, 2017													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17	<b>Dept</b>	<b>CC#</b>	<b>Res #</b>	<b>Project Name</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
18														
46	590 - Water	NEW		Water Conservation Program	80,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
47	590 - Water		CFwd	Confined Space Entry Alternate Procedures	10,000									
48	590 - Water			Confined Space Entry Alternate Procedures	15,000									
49	<b>Sub-Total (Operating)</b>				<b>118,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>
50														
51														
52														
53														
54														
55														
56	<b>Grand Total</b>				<b>4,895,571</b>	<b>2,435,027</b>	<b>2,017,727</b>	<b>6,387,482</b>	<b>2,368,291</b>	<b>2,371,157</b>	<b>2,874,080</b>	<b>2,877,062</b>	<b>2,880,103</b>	<b>2,883,205</b>
57														
58	<b>2018-2027 Total Expenditures:</b>													
														<b>31,989,704</b>

**2018-2027 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	<b>Water DCC</b>													
2	10-4-232200-0000													
3	Budget 2018-2027													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17	<b>Dept</b>	<b>CC#</b>	<b>Res#</b>	<b>Project Name</b>										
18														
19	<b>CAPITAL</b>													
20	590 - Water	NEW		John Hart Reservoir										
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33														
34														
35				<b>Grand Total</b>										
36														
37														

2018-2027 Total Expenditures:

4,000,000

**Project Title:** Economic Development Service Levels

**Situation Analysis:**

The Economic Development Officer (EDO) started at the City in May 2016 with access to the full 2016 department budget. The full budget was used in just over 6 months to create baseline materials required to develop Campbell River's economic development framework.

In 2017, the EDO received approval to hire an Economic Development Analyst. Hiring took 6 months longer than expected. In lieu of staffing, these funds were dedicated to projects that built on the framework developed in 2016 and helped cultivate new and existing relationships between community businesses, prospective investors, and other stakeholders.

The 5 pillars of economic development are investor readiness, business retention and expansion, communication, collaboration and capitalizing on opportunities. They represent the innovative and proactive approach we are taking in economic development.

**Problem/Opportunity:**

The EDO is requesting a \$57,000 service level change request. The additional funding will ensure the department can build on the momentum already achieved in the new economic development function. It will also enable the EDO to collaborate with stakeholders (i.e. Creative Industries) and other communities to leverage limited resources. **Without an increase to the base budget, the EDO will be unable to maintain services established to date.**

**Linkages to Council's Strategic Plan:**

**Focus on Relationships and Economic Growth**

The focuses on relationships and economic growth in the City's strategic plan directly link with the EDO's economic development strategy. Providing an information portal for investors, organizing campaigns for business retention and expansion, sharing local business' success stories through newsletters, and collaborating with local stakeholders and other communities all contributes to establishing strong relationships for Campbell River. Simultaneously, these activities cultivate a robust business environment, ensuring current businesses stay and grow, while new businesses make Campbell River their home. All of this supports our City's economic growth.

**Alternative Solutions:**

- 1) Provide funding for the full slate of Economic Development projects currently underway. (Increase budget by \$57,000)
- 2) Provide funding for a partial slate of Economic Development projects. (Increase budget by \$36,000)
- 3) Provide no additional funding for Economic Development projects.

**Evaluation of Alternatives:**

- 1) **Increasing the budget by \$57,000** will support continuing our established initiatives along with executing new endeavours to build relationships and strengthen economic growth. This would include the following items:
  - a. **Investor Readiness \$5,000** – professional printing of marketing materials and investment packages to match the quality of larger cities’ materials.
  - b. **Business Retention & Expansion \$3,000** – Local small business campaign for shop local.
  - c. **Communication \$3,000** – increase the number of newsletters from 4 to 6 (\$1,500 per newsletter) to carry the momentum generated from this year’s publications and raise awareness of local economic development.
  - d. **Collaboration \$20,000** – Co-host a booth at the Siggraph tradeshow (\$12,500), continue attending the Comox Seafood Expo (\$5,000), and join the Smart Cities Summit (\$3,000).
  - e. **Opportunities \$25,000** – Implement the tech attraction strategy through marketing for the CRadvantage (\$15,000) and holding 4-5 workshops/events to support the tech ecosystem (\$10,000).
  - f. **Operations \$1,000** – The Economic Development Analyst will attend the Vancouver Island Economic Association Summit with the EDO to make new connections, meet peers, build relationship with other businesses and municipalities, and attend concurrent seminars.
- 2) **Increasing the budget by \$36,000** will support established initiatives, but the ability to explore new opportunities, build relationships, and collaborate will be limited.
  - a. **Investor Readiness \$5,000** – professional printing of marketing materials and investment packages to match the quality of larger cities’ materials.
  - b. **Business Retention & Expansion \$3,000** – Local small business campaign for shop local.
  - c. **Communication \$3,000** – increase the number of newsletters from 4 to 6 (\$1,500 per newsletter) to carry the momentum generated from this year’s publications and raise awareness of local economic development.
  - d. **Opportunities \$25,000** – Implement the tech attraction strategy through marketing for the CRadvantage (\$15,000) and holding 4-5 workshops/events to support the tech ecosystem (\$10,000).
- 3) **Leaving the budget as is** will result in some established initiatives being discontinued and the EDO would be unable to pursue any of the activities outlined in Alternatives 1 and 2.

**Recommendation:**

**Alternative 1, Increase the budget by \$57,000**

The economic development infrastructure needs to be maintained and built on. Increasing the budget by \$57,000 is critical to ensuring that the benefits of on-going strategies are not lost and that new initiatives are pushed forward.

The EDO has made great strides in building the City's economic development infrastructure. The City has a strong investor package, diverse marketing materials, a growing tech eco-system, and much more. These additional funds will translate into more events directed toward nurturing our growing tech and entrepreneurial environment, greater presence at key tradeshow and events to create awareness of Campbell River and connect with influencers, and implementation of our tech attraction strategy to promote the CRadvantage. These activities, combined with the fundamentals of economic development already being implemented, will develop existing connections, generate new relationships, and help Campbell River's economy thrive.



**Business Case Analysis  
2018-2027 Financial Planning  
Development Engineering Service Levels**

**Project Title:** Development Engineering Services

**Situation Analysis:**

Development Engineering Services are unable to service the development community and internal departments as demand over the past 5 years has increased an average of all permits (including both development and building permits) by 91% while staffing levels have remained the same since 2009. Approvals for permits and engineering reviews are taking longer than best practices, community expectation and City committed time frames. This continued through 2017, with a record number of development permits received in January and February (over 40 development applications in two month) resulted in a huge engineering backlog going into the construction season. This resulted in even greater engineering review times requiring the engineering auxiliary to address the backlog and workload. The use of an auxiliary position for this role is not sustainable as it is very difficult to recruit due to the required skillset.

The breadth and depth of responsibility for Development Engineering is very large, from resident requests, to internal support for Water, Sewer, Drainage, Roads and Capital Works departments, and review and approval of engineering for building permits and subdivisions. Currently there are only 2 staff members dedicated to Development Engineering, where one of those staff is a supervisor supporting both Building Services and Development Engineering. This equates to **53 available hours per week to carry out development engineering, while 130 hours are required to meet current review and approval demand.**

- Counter or phone call inquiry (100 per week, average 1 hour to process) - same day call back required;
- BC One Calls (25 per week, average 0.75 hours to process) - ASAP/24hr/48hrs;
- Work on City Land and Infrastructure Permit (2 per week, average 1.5 hours to process) - 48hrs;
- Building Permit (requiring engineering sign off) (1 per month, 4 hours to process) – 2 to 3 weeks;
- Major Development Permit (average 1 per month, 4 hours to process) 3 to 4 weeks;
- Preliminary Subdivision review (average 1 per month, 12 hours to process) – 3 to 4 weeks; and
- Final approval of Subdivision (average 1 per month, 15 hours to process) 2 to 3 weeks.

**Problem/Opportunity:**

**Problem:** If the City does not improve its ability to meet engineering services' increased demand, the City will lose revenue, is threatened with the loss of development, is responsible for increased risk and discourages economic growth.

- Delays in approving engineering designs damages relationships with builders and leads to missing the construction season, resulting in contractor layoffs and a one-year delay in development.
- When contractors do not get their permits within expected time frames, it delays development in town and the risk of the contractor working without a permit increases.

**Business Case Analysis  
2018-2027 Financial Planning  
Development Engineering Service Levels**

This is a liability to the City if a contractor is working on City roads unpermitted and will cost the City up to \$600,000 in WCB penalties.

- Risk of damage to infrastructure when information isn't provided in time for other departments to access.
- Staff put the priority on approvals and reviews to keep development occurring in the community. This results in developers waiting for up to 1 year for security deposit returns (thousands of dollars).
- High permit volumes, have created a 4-year backlog of proper record keeping for developer constructed infrastructure, including underground utilities. This has a direct impact on Water, Sewer, Drainage and Road department staff and the operation of the City's utility systems.
- BC One Calls have the shortest required turn around time, and are being handled by staff with no engineering background. This creates a risk to City systems (water main break etc), risk to water quality in the community, and unplanned emergency repairs.

**Opportunity:** Development Services operates like a three-legged stool; requiring planning, building and engineering review and approvals to work in unison to support the increased development opportunities.

- In 2015 an additional planner was hired to keep up with demand.
- In 2016 a review presented a strong business case to Council that a building inspector is required; increasing this service is in process.
- What remains is a clear gap for engineering services, as evident by the inability to meet demand.

Development engineering has not had an increase in staff since 2009. Closing the loop of the development services process by increasing engineering services is a necessary next step for the department to be successful and to achieve its full potential.

**Linkages to Council's Strategic Plan:****Relationships:**

- Development Engineering Service increases makes positive relationships with developers, builders and the residents of the community. With 100 inquiries per week, Development Engineering would be staffed to provide answers to almost all inquiries and foster great relationships.

**Economic Growth:**

- Development Engineering Service increases would align internal processes in support of economic health within the community.
- For every \$1M in construction value in large commercial development that is approved and constructed, it brings approximately \$12,600 in new taxation to the community, new jobs and new community members. Over the past 3 years, the City has averaged

**Business Case Analysis  
2018-2027 Financial Planning  
Development Engineering Service Levels**

\$18,000,000 per year in commercial development (this does not include the Hospital construction value), which equates into approximately \$230,000 in new taxation per year.

- For every new lot in a subdivision approval, and residential building permit issued, it results in \$1400 in new taxation for general revenue. Over the past 3 years the City has approved approximately \$150,000,000 in residential construction, equating into \$800,000 in new taxation. Delays in approvals results in missed revenue opportunities.

**Livability:**

- Development Engineering service level increases would improve safety issues for transportation and infrastructure. Resources for design development and focus on engineering details through development would improve liveability in the community.

**Management & governance:**

- Development Engineering service level increases directly impact the quality of long term infrastructure when constructed or negotiated through development (Jubilee Heights, water and sanitary capacities).

**Alternative Solutions:**

- 1) Increase internal staff levels
- 2) Hire contractor (as need basis)
- 3) Accept Plans and approve without review
- 4) Status quo (maintain longer response times)

**Evaluation of Alternatives:**

- 1) **Increase internal Staff Levels**

**PROS:**

- Has a direct impact on community economics and helps maintain a positive relationship with development community.
- Promotes development through reducing the time required to obtain approvals and will assist with meeting increased demand of development engineering services.
- Provides \$54,000 revenue opportunity in additional permits and \$48,000 tax revenue from growth and development. This funding offsets the cost of hiring staffing of an engineering technician I for a net zero impact to base budget.
- Will reduce external (WCB claim etc.) and internal risks (watermain breaks etc).
- Will allow staff to update policies and bylaws to better communicate City requirements to external users and protect the City against liability and claims.
- During slow times staff can assist with bylaw drafting and infrastructure database upkeep which is not able to be undertaken in busy development periods.

**Business Case Analysis  
2018-2027 Financial Planning  
Development Engineering Service Levels**

- In-house staff keeps knowledge in-house; long term employees can identify regulatory, policy and/or procedural deficiencies, gaps or conflicts and work to implement solutions and improvements.

**CONS:**

- In house staff is a long term financial commitment.
- Fully loaded cost of an engineering technician I is \$77,809.

**2) Hire Contractor (as need basis)**

**PROS:**

- Assists with meeting increased demand of engineering services.
- Greater flexibility, can work on demand; hire contractors during busy periods and work current, status quo model during slow periods.
- Reduces wait times, promoting development.

**CONS:**

- \$750 cost to hire per day (once a week for a year equals \$156,000).
- A part time contractor will limit the City's ability to reduce external and internal risks.
- Lack of control over contractor's work performed.
- In house staff time to review contractors work; time consuming and requires a lot of supervision.
- Lack of corporate knowledge.
- Loss of important knowledge at end of contract period.
- Relationship building limited with development community and ends once contract is finished.

**3) Accept Plans (From Consulting Engineer) and approve without review**

**PROS:**

- Provides more time for staff to perform Permit to Work on City Lands, BC One Calls, and infrastructure records.
- Reduces wait times for approval for Subdivisions, Commercial Building Permits.
- Assists with meeting increased demand of engineering services and faster time frames.
- Liability covered under consulting engineer approval.

**CONS:**

- City not performing due diligence to community.
- City not reviewing operational impacts that will impact City infrastructure, in both the short and long term.
- Additional review for reducing risk of errors is not taking place.
- Lack of strategic communication and engagement with community stakeholders.
- The consulting engineer is not service focused/oriented.

**Business Case Analysis  
2018-2027 Financial Planning  
Development Engineering Service Levels**

- Consulting engineer is not looking out for the City's best interest.
- Risk that consulting engineer is not considering all municipal bylaws and regulations.
- Risk of losing out on required infrastructure improvements (\$30,000 - \$150,00 per project), when out of town Consultants aren't aware of bylaw requirements.
- Risk of not knowing the overall functioning of the City's system, which is eliminated with the city reviewing.

**4) Status Quo (maintain longer response times)**

**PROS:**

- \$77,809 - \$156,000 Cost savings to the City (cost not incurred to hire employee or contractor).
- Does not require change to current system or additional training/education.

**CONS:**

- Does not attract new development to City, negatively impacts economic development.
- Loss of existing developers to opportunities in other communities.
- Provides poor customer service to both external developers and internal departments.
- This is poor relationship building working against Council's strategic priority; frustrates development community.
- Loss of revenue opportunities by not processing within a timely manner.
- Loss of time in responding to complaints from the public to Council and senior management.
- Longer wait times cause construction season to be missed and delay development for a full year; resulting in contractor layoffs.

**Recommendation:**

Alternative 1 – Increase internal staff levels is recommended. Development Engineering Services are unable to service the development community and internal departments as demand over the past 5 years has increased an average of all permits by 91% while staffing levels have remained the same since 2009. Approvals for permits and engineering reviews are taking longer than best practices, community expectation and City committed time frames.

Currently there are only 2 staff members dedicated to Development Engineering, where one of those staff is a supervisor supporting both Building Services and Development Engineering. This equates to **53 available hours per week to carry out development engineering, while 130 hours are required to meet current review and approval demand.**

- Responding to reviews and developments within stated time frames and industry best practices (see step 1).
- Helping move us toward having the resources to respond to 130 hours of demand per week for inquiries, BC One Calls, and to file and record infrastructure information to mitigate risk and liability to the City's utility systems.

**Business Case Analysis  
2018-2027 Financial Planning  
Development Engineering Service Levels**

- Providing development engineering reviews that assist developers by providing cost effective ways of building infrastructure.
- Bringing in additional revenue to support City initiatives.
- Ability to meet Council direction to amend policy to provide better overall development for the community.
  - In 2012 Council requested that staff amend the Subdivision Bylaw. Since 2012 Council has approved five of the six development variance requests to the Subdivision Bylaw for undergrounding of overhead wires.
  - This indicates that the bylaw is required to be amended to align with the precedents that Council has set.

**Project Title:** RCMP Public Safety Enhancements

**Situation Analysis:** The Campbell River RCMP Detachment is finding it increasingly difficult to meet current service delivery expectations set by Mayor and Council. The Detachment has not experienced an increase in its authorized strength since 2007<sup>1</sup>. Over this time Campbell River's population has grown by approximately 13.2% - representing 4003 additional residents– see Table 1 in attached Appendix. In addition, over the past 20 years Campbell River RCMP's authorised strength has increased by only four officers at a time of rapid and profound change within the policing profession. This level of resourcing runs counter to the City of Campbell River Crime Reduction Strategy which was adopted by Council in April 2008. Of the 74 recommendations approved by Council, recommendation 1.2 agreed "That the City continue its commitment to allocate resources to police services in proportion to the City's overall growth".

This population increase has placed growing demands on already stretched police resources. In particular, a lack of front-line police officers has made it increasingly difficult to implement proactive crime reduction initiatives targeting public intoxication and alcohol-related crime & disorder occurring within Campbell River's downtown core. The Campbell River RCMP is mindful of current budget constraints and believes the addition of one Regular Member to the Detachment's authorized strength in 2019 and the addition of another Regular Member in 2021 is necessary to sustain a more regular presence in the downtown core over coming years. These two members are to be dedicated to improving public safety and will be focussed primarily on working with local businesses, residents, visitors, justice system partners and mental health/addictions professionals. The intent of increasing authorized strength is to expand crime prevention measures aimed at changing the behaviour of the small group of chronic offenders who frequent this area on a daily basis. This group is responsible for the greatest volume of crime in the community. For those who prove to be unwilling to seek out the help they need, an increased police attention in this area will also ensure police are able to respond more robustly by enforcing existing laws targeting violent and habitual offenders to the fullest extent possible.

**Current Demand on Police Resources**

The Criminal Code case load per member is the single most reliable indicator of police busyness. The average number of Criminal Code cases investigated by each member of the Campbell River detachment – also known as the 'Case Burden' – has increased over recent years and has remained consistently higher relative to other RCMP Detachments which are of a similar size – see Table 2 in Appendix. Recent increases in workloads have reduced opportunities for members to undertake much needed preventative initiatives which are critical to keeping our community safe. This increasing case burden has meant that the Campbell River RCMP is now among the busiest Detachments in the province – see Table 3 in Appendix.

But raw data does not fully represent the volume of work being performed by police. The increase in the number of Criminal Code offences per member has occurred at a time when the growing complexity and diversity of police investigations have placed further demands on police resources. Solving crime and preparing a file to court has become increasingly labour intensive and time consuming. For example, high risk investigations involving Missing Persons, Domestic Violence or Impaired Driving which once took hours to complete may now may take days. Even routine investigations which once took minutes now may take hours due to due to increased investigative requirements to meet the standard of proof for charge approval, mandatory

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<sup>1</sup> Changes in authorized strength have not always reflected changes in budgeted strength over recent years.



Business Case Analysis  
2018-2027 Financial Planning  
RCMP Public Safety Enhancements

reporting, technological advances and public demands for greater transparency and accountability.

Law enforcement agencies across Canada are finding it increasingly difficult to keep their communities safe. In 2016 Canada experience its second consecutive yearly increase in overall crime severity. Campbell River is no exception to this trend. Since 2013 Campbell River RCMP has experienced a 26.1% increase in overall crime severity – see Table 4 in Appendix. Similar increases are evident among Campbell River’s comparator communities on Vancouver Island and further afield.

**Problem/Opportunity:** Aside from Criminal Code investigations, police are being increasingly relied upon as Campbell River’s option of last resort to deal with everything from lost property, noise complaints and school yard bullying through to cougar/bear sightings, neighbour disputes and dealing with Campbell River’s mentally ill and drug addicted population. In light of these growing workload demands it is prudent and necessary to increase authorized strength in order to overcome growing operational challenges as well as to ensure Campbell River RCMP is better positioned to meet current and future service delivery expectations.

**Linkages to Council’s Strategic Plan:****Relationships:**

-“*We Understand that a Community is... Defined by How it Treats its Most Vulnerable*”: These two additional members will work directly with the most marginalized and vulnerable members of the community who routinely exhibit high risk behaviors which accompany high levels of intoxication. These behaviors may range from engaging in consensual fights, prostitution and unsafe drug use, through to stumbling into traffic, passing out and being at risk from exposure to excessive cold. These examples of self-harm do not include longer-term effects, such as long term disability and premature death which result from many years of self-neglect and substance abuse. These two police members will decrease the risk posed to this population by targeting street level drug dealers, encouraging addicts to take advantage of detox/treatment programs and working more closely with liquor distribution outlets who are responsible for supplying this most at-risk segment of our community.

**Economic growth:**

-“*We Want a Vibrant and Prosperous Downtown Core*”: When considering downtown revitalization and economic prosperity it is necessary to take into account the community’s sense of personal safety and security while in the downtown core. An increased police presence in Campbell River’s downtown will help re-assure residents, workers, visitors and business owners who may currently possess an exaggerated fear of crime. Addressing alcohol-related disorder by increasing police presence in Campbell River’s downtown core will ensure that local businesses are able to deliver services to our community without being subjected to criminal and anti-social behavior. Investment in an increased police presence will also reinforce the message that the downtown core remains a safe place to do business.

-“*We Support Our Tourism Industry in Attracting Visitors and Businesses to the City*”: According to police data, the issue of public intoxication in Campbell River’s downtown core is predominantly a daytime phenomenon. This timing means this issue is more highly visible and more difficult for visitors and other members of the public to avoid when attending local hotels, restaurants and other downtown tourist amenities. Failure to address public intoxication and disorder during such

highly visible times projects an adverse image of the city and makes it difficult for the tourism industry to attract repeat visitors and word-of-mouth referrals.

**Livability:**

-*"We Recognize Access to Recreational and Cultural Amenities as Key to a Healthy, Vibrant and Livable Community"*: Campbell River's Community Centre, Library and Spirit Square have all been identified as among our most common locations for Liquor-Intox & Cause Disturbance files. These locations stand to benefit the most from an increased police capacity to reduce these types of offences. The City's inability to prevent these incidents discourages law abiding residents from utilizing public space for legitimate recreational and cultural purposes. In contrast, dedicating two police officers to this area will enhance livability by ensuring residents are able to take advantage of cultural and recreational opportunities without fear being exposed to public intoxication and alcohol-related offences.

**Management & Governance:**

-The expectations Campbell River Mayor and Council have of its police service includes financial accountability. The addition of two members represents a fiscally prudent measure to reduce reliance on more expensive overtime payments in order to maintain minimum staffing levels and meet basic service delivery expectations. Given steadily increasing workloads and growing public expectations, failure to increase authorized strength is certain to increase reliance on overtime payments over coming years.

**Alternative Solutions:** This business case includes three options for the City to consider with respect to resourcing its police service. Each of these options involves increasing authorized strength over time. The Municipal Police Unit Agreement requires written notice from the City to the Province to increase the established RCMP contract strength. The Treasury Board will increase the number of members as soon as practicable within one year from the receipt of written request from the Province.

- 1) Immediately give one year's notice to RCMP of intent to increase authorized strength by one Regular Member in 2019, as per the Municipal Police Agreement. Plus commit Council to the creation of another Regular Member position in 2021.
- 2) Immediately give one year's notice to RCMP of intent to increase authorized strength by two Regular Members
- 3) Immediately give one year's notice to RCMP of intent to increase authorized strength by one Regular Member & agree to create a Public Safety Coordinator position to report directly to the City Manager

**Evaluation of Alternatives:**

- 1) **Immediately give one year's notice to RCMP of intent to increase authorized strength by one Regular Member in 2019, as per the Municipal Police Agreement. Plus commit Council to the creation of a second Regular Member position in 2021.**

Pros:

- Staggering increases in the municipal tax burden over multiple years is likely to be more acceptable to Campbell River taxpayers
- Moderate improvement in the RCMP's capacity to meet basic service delivery expectations leading to a more substantial improvement over time

Cons:

- Police resources will be continue to be stretched until both positions are filled
- Response times will incrementally increase from year-to-year, clearance rates will drop and proactive time will likely further decline
- Police will continue to struggle to address public intoxication in the downtown core

**2) Immediately give one year's notice to RCMP of intent to increase authorized strength by two Regular Members**

Pros:

- Substantial improvement in the RCMP's capacity to meet basic service delivery expectations
- More visible police presence in the downtown core
- Greater opportunities for proactive crime prevention initiatives
- Campbell River will become a safer, more secure and more inviting place in which to live, visit and do business

Cons:

- This investment will likely require the largest increase to the tax burden imposed on Campbell River tax payers

**3) Immediately give one year's notice to RCMP of intent to increase authorized strength by one Regular Member & agree to create a Public Safety Coordinator position to report directly to the City Manager.**

Pros:

- Moderate improvement in the RCMP's capacity to meet basic service delivery expectations
- Creation of a dedicated position to 'take ownership' of a multi-dimensional City-wide issue that currently slips though the gaps
- Improved partnerships between the City and community stakeholders to tackle a complex issue in a variety of different ways
- Better collaboration, coordination and integration of partners who have a stake in dealing with intoxication, substance abuse & downtown disorder

Cons:

- This merely delays the inevitable and places additional pressure on remaining police resources until authorized strength increases again
- This investment will still require a moderate increase to the tax burden imposed on Campbell River tax payers

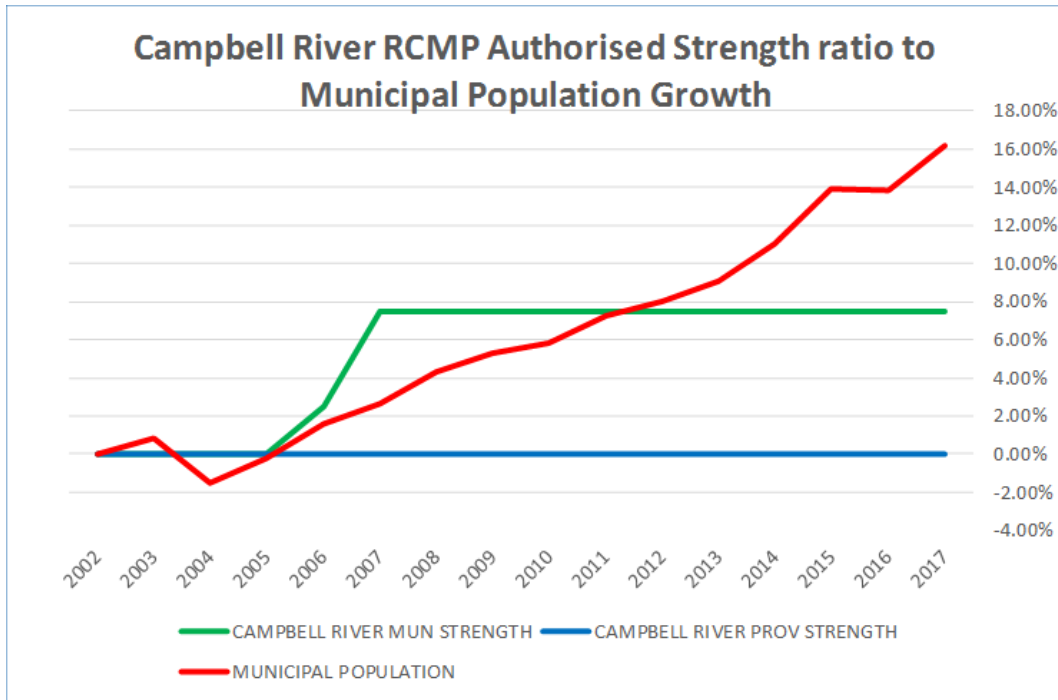
**Recommendation:** Campbell River RCMP recommends the City adopts Alternative 1. The addition of two Regular Members over the course of several years ensures the citizens of Campbell River are getting value for their tax dollar by improving the Detachment's capacity to meet service delivery expectations without relying upon expensive overtime payment. This option addresses excessive member workloads, supports the City's Crime Reduction Strategy and ensures Campbell River RCMP is better positioned to implement the City's 2015-2019 Strategic Plan while limiting annual tax increases on local tax payers.

**What does success look like, from a 'results' viewpoint if your recommended option was approved?**

Success will result in a more safe and livable community. These public safety intangibles include an improved public confidence in people's ability to walk the streets during day or night without fear of crime, running a business without fear of disruption or just sleeping soundly at night in the knowledge that Campbell River is a safe place to live. Success would also increase public satisfaction with the City's additional efforts to address a complex community issue in a highly visible location.

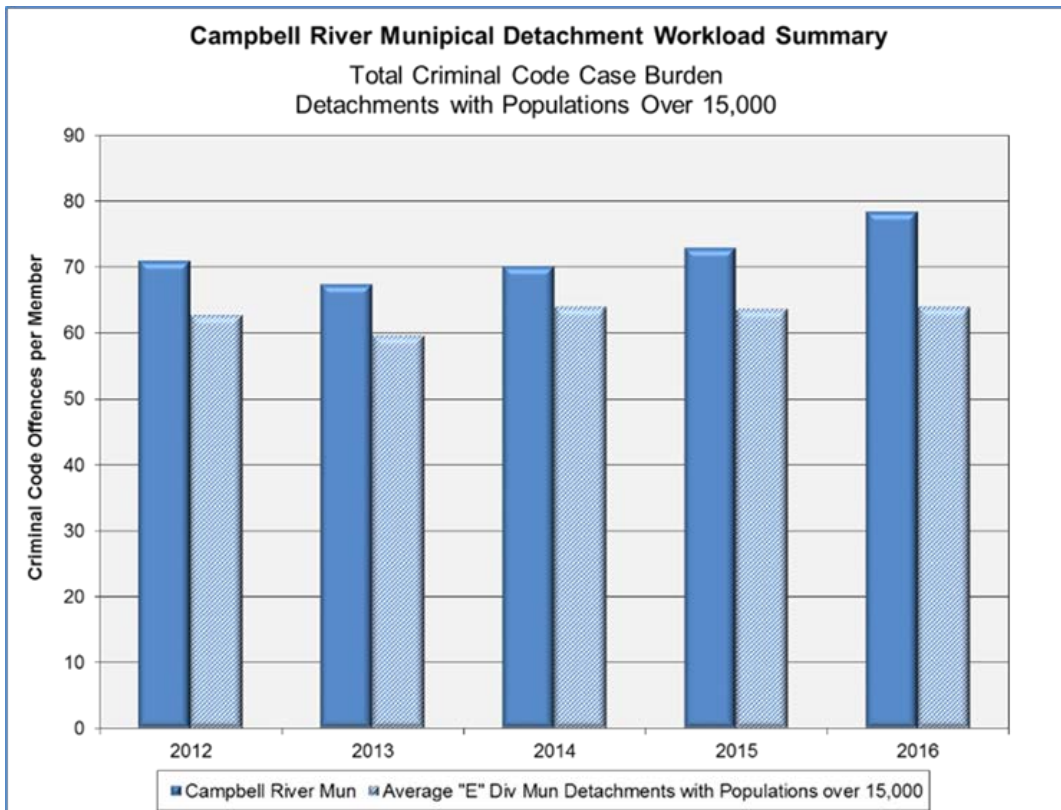
The recommended solution is to increase authorized strength and fund two new Regular Member positions to start working in 2019 and 2021. This will bring down workloads to more sustainable levels and allow police to continue to provide a level of service in line with community expectations.

**Table 1**



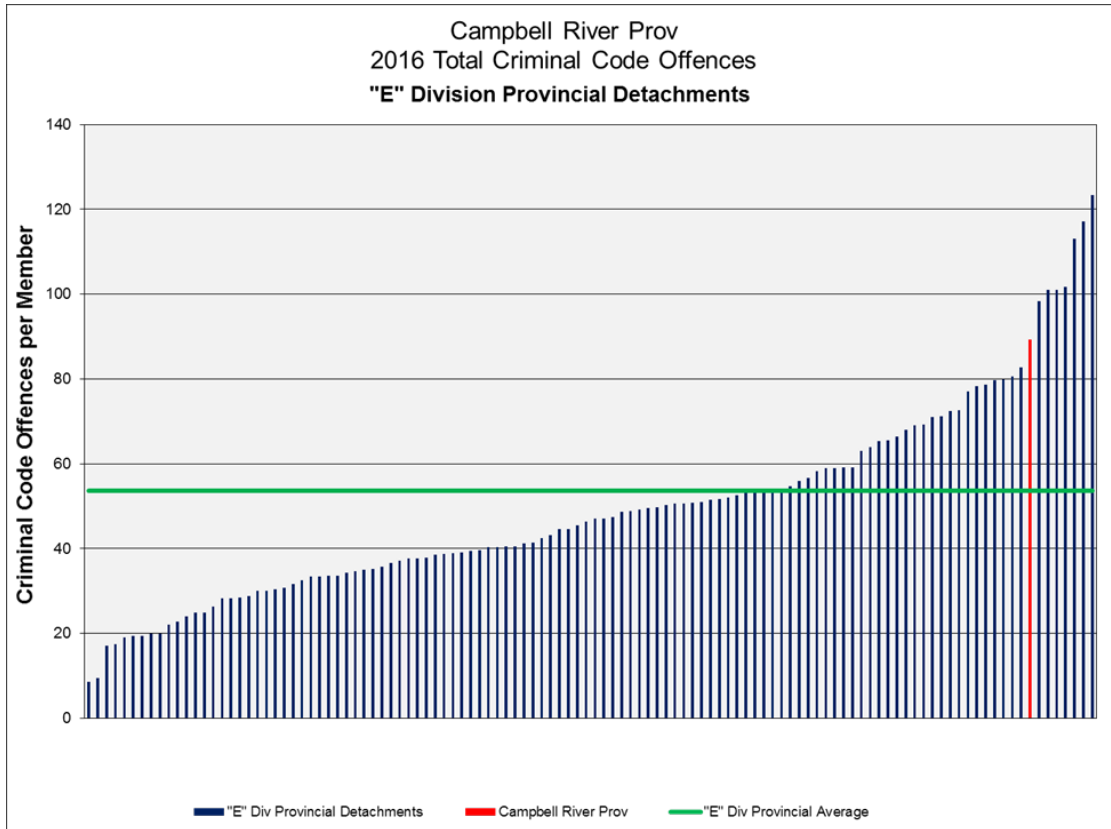
Source: RCMP E-DIV, Divisional Criminal Analysis Section

**Table 2**



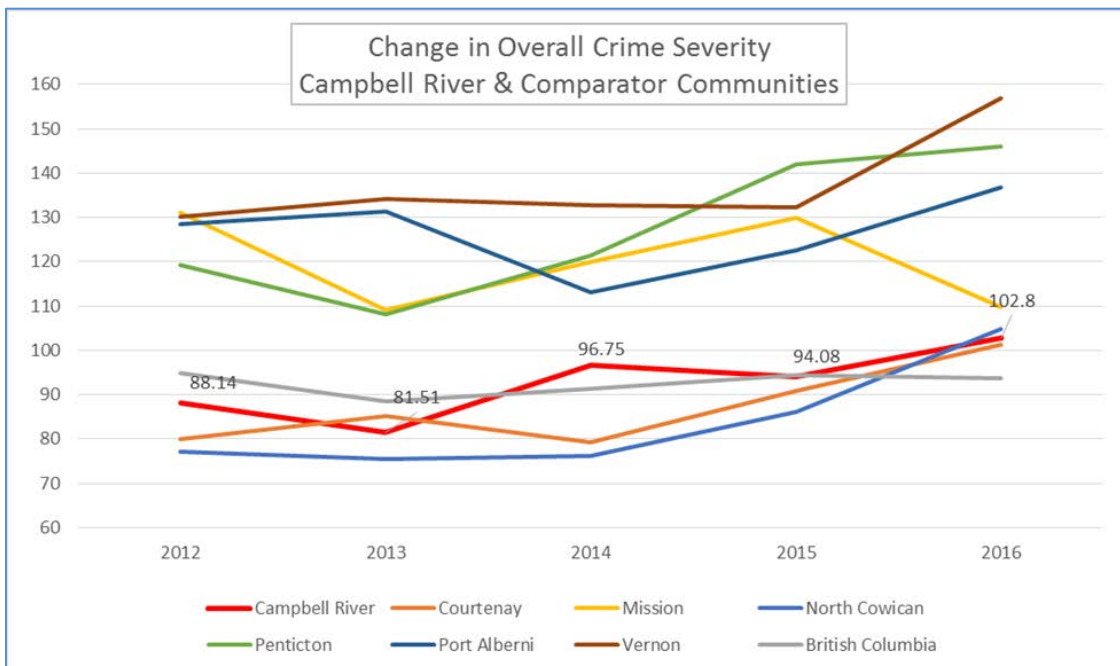
Source: RCMP E-DIV, Divisional Criminal Analysis Section

**Table 3**



Source: RCMP E-DIV, Divisional Criminal Analysis Section

**Table 4**



Source: The Canadian Centre for Justice Statistics (numeric value is for Campbell River Municipal police service area only).



**Business Case Analysis  
2018-2027 Financial Planning  
Staffing No. 2 Fire Station for Safety, Effectiveness and  
Efficiency**

**Project Title:** Staffing No. 2 Fire Station for Safety, Effectiveness and Efficiency

**Situation Analysis:**

1. The fire department is not able to meet regulatory compliance with WorkSafeBC Regulation Part 31 for entry into buildings due to instances of no call back response or call back responses that exceed the 10-minute requirement.
  - This creates unsafe working conditions for fire staff when interior operations are required.
  - The City's inability to meet regulatory compliance and international standards puts the City at risk with WorkSafeBC and Bill C-45.
2. Our current response data shows a potential liability for a lowered insurance rating, causing increased premiums, between 17% and 22%, across the City.
  - Annual incident numbers exceeding 3000 calls for service often result in multiple calls simultaneously cued, we attend these calls on a priority basis as resources become available. Approximately monthly, simultaneous incidents of high-risk consequence require call back of members to attend, with the associated delays of 8 to 20 minutes to staff the responding units.
3. The use of staff on overtime negatively impacts the fire budget for coverage of multiple incidents, incidents of extended duration and training.
  - Annual saving of \$41,900 in overtime if No. 2 Fire Station is staffed with two FF's 24/7.
  - Last year Council approved two firefighters to provide Monday-Friday day-shift coverage at No. 2 Fire Station. There is a community driven need to provide two-firefighter coverage 24/7.
4. Risk of losing fire service contracts and damaging relations with Homalco First Nation and Strathcona Regional District, by not providing adequate fire protection.
  - These fire protection contracts provide over \$425,000 in revenue.

The WorkSafeBC regulations, BC Building Code, National Fire Protection Association Standards and Fire Underwriters Survey only consider fire responses that occur in less than 10 minutes as valid for safety and effectiveness. The fire department therefore classifies any enroute timing longer than 10 minutes as 'No Response'. Using that methodology, the 'No Response' statistics for No. 2 Fire Station have been 23% (2014), 17% (2015), 24% (2016) for emergency incidents. The first three quarters of 2017 have produced a 'No Response' statistic of 12% for emergency call types. This improvement has been realized by having 2 staff members located at No. 2 Station 10 hours a day, Monday - Friday. Two staff, 24 hours, 7 days a week would meet the minimum requirements of the aforementioned regulations, codes, and standards. Two staff, 24 hours, 7 days a week, at a station, requires 8 staff, plus holiday and sick coverage.

**Problem/Opportunity:**

**There is a need to expand our fire protection staffing at No. 2 fire station to 2 members 24/7 to meet regulatory requirements and to meet the needs created by previous community growth.**



**Linkages to Council's Strategic Plan:**

**Livability:**

- We will meet legislative requirements & compliance.
- We will improve firefighter safety by providing adequate resources to emergencies.
- Having a crew of two firefighters available from No. 2 Fire Station 24/7 will increase response levels, resulting in increased public and responder safety as well as reduced risk for the City.
- We will enhance environmental protection by reducing the time of exposure of effluents into our environment.

**Management & governance:**

- We will reduce fleet operational costs.
- We will reduce overtime costs.
- We will protect or improve insurance grades and associated insurance costs for our community.

**Relationships:**

- We will improve customer service by providing a prompt and appropriate response level to all areas within the South portion of the City's Fire Protection Area.
- We will maintain or improve relationships with First Nations and Strathcona Regional District, who we serve under fire protection contracts.

**Economic growth:**

We will promote economic growth by eliminating the Limited Distance requirements of the BC Building Code in the South End of the City.

**Alternative Solutions:**

1. Staff No. 2 Fire Station with a crew of two 24/7, as new development revenue permits. We are recommending a staged implementation, from the present 10 hours Monday – Friday days only arrangement, to 12 hours 7 days a week by adding two flex firefighters in 2018. Two more flex firefighters 2019 will provide staff to cover four nightshift every eight, and finally 24/7 coverage will be achieved with two more staff in 2020, if new development revenue allows.
2. Recruit one flex firefighter to reduce overtime costs.
3. Do nothing.

**Evaluation of Alternatives:**

- 1. Staff No. 2 Fire Station with a crew of two 24/7, as new development revenue permits. We are recommending a staged implementation, from the present 10 hours Monday – Friday days only arrangement, to 12 hours 7 days a week by adding two flex firefighters in 2018. Two more flex firefighters 2019 will provide staff to cover four nightshift every eight, and finally 24/7 coverage will be achieved with two more staff in 2020, if new development revenue allows.**

**Pros**

- Will provide a sustainable rescue team of two firefighters, meeting regulatory compliance at all times and will improve firefighter safety by providing adequate resources to emergencies.
- Will improve public safety and reduce risks by providing similar response capabilities to all areas within the Urban Containment Boundary.
- Will increase the day coverage to 12 hours per day x 7 days a week (from 10 hours per day x 5 days a week) for 2018.
- Will reduce overtime for coverage of multiple incidents, incidents of extended duration and training.
- Will achieve the Response Service Levels recommendation of the Fire Services Review (2016).
- Will enhance environmental protection by reducing time exposure of effluents into the environment.
- Will reduce the impacts of the Limited Distance requirements of the BC Building Code for development in the South End of the City creating synergies, reducing costs for Development Services Department, developers and builders and increasing density and associated taxation revenues.
- Will align staffing of No. 2 Fire Station to present development and growth in the South.
- Will improve 2<sup>nd</sup> apparatus response to all emergency incidents in the City.
- Will reduce fleet operational costs.

**Cons**

- The total increase in costs to staff No. 2 Fire Station with two additional flex firefighters during the daytime 12 hours per day x 7 days a week is \$241,600, less overtime savings of \$41,900 for a net costs \$199,700.

- 2. Recruit one flex firefighters to reduce overtime costs**

**Pros**

- Will provide for reduction of overtime expenses.
- Will provide a staged solution to move to a continuous crew of two on dayshift 7 days a week.
- Costs - \$107,600, less overtime savings of \$41,900 for net cost of \$65,700.

**Cons**

- Will not produce an increase in fire service delivered in 2018.
- Accepts the City's exposure related to regulatory compliance and safety risks.

**Business Case Analysis  
2018-2027 Financial Planning  
Staffing No. 2 Fire Station for Safety, Effectiveness and  
Efficiency**

- Accepts the real costs, such as overtime and loss of taxation, due to the lack of adequate fire response for nightshifts 7 days a week and weekend dayshifts.

**Evaluation of Alternatives:** (continued)

**3. Do Nothing**

**Pros**

- No additional impact on the fire budget.

**Cons**

- Will not improve regulatory compliance with Worksafe BC beyond the present weekday compliance.
- Will continue to cause significant response time delays as growth in the South End of the City increases.
- Increased risk to firefighters' safety.
- Increased risk to the public and the environment.
- Will not improve Limited Distance requirements of the BC Building Code and will impact any new development in the South End of the City resulting in increased cost to developers and builders, increased time for plan review delaying the building and development permit process and reduced density and associated taxation revenues.
- Response of a 2<sup>nd</sup> apparatus will continue to be delayed beyond recommended standards, outside of Monday – Friday days only.
- Overtime and fleet operational costs will continue to rise.
- Risk of losing fire service contracts and damaging relations with Homalco First Nation and Strathcona Regional District by not providing adequate fire protection.

**Recommendation:**

**Staff No. 2 Fire Station with a crew of two 24/7, as new development revenue permits. We are recommending a staged implementation, from the present 10 hours Monday – Friday days only arrangement, to 12 hours 7 days a week by adding two flex firefighters in 2018. Two more flex firefighters 2019 will provide staff to cover four nightshift every eight, and finally 24/7 coverage will be achieved with two more staff in 2020, if new development revenue allows.**

Adoption of our recommendation will provide safe, effective fire services to a consistent level within the Urban Containment Boundary and bring the City into regulatory and industry standard compliancy. Costs will be saved in overtime budgets and fleet operations. Our insurance grading will be maintained or improved and the development community will not have to manage the limited distance requirement with associated increases in taxation revenue. Finally, achieving 24/7 coverage at No. 2 Station will reduce response times and increase employee and public safety.

**Project Title:** Strategic Human Resource Management

**Situation Analysis:**

Similar to water systems, roads, drains, equipment and buildings, our human assets are an infrastructure that needs constant maintenance, periodic repair and upgrading in the long term so that our human assets match the requirements of changing conditions. Human capital is often regarded as our most valuable asset and, as such, we need to protect and enhance its value over time. The Human Resources (HR) Department plays a central role in delivering people focused solutions that meet the City's current and future human capital needs.

In order to meet the short and long-term needs of our human capital, the HR department needs to have the capacity and talent to build a forward-thinking Strategic HR Management Plan. This Plan will focus on talent management, improved business intelligence through workforce analytics, and the creation of a workplace environment and culture that will identify us as 'Employer of Choice'.

**Problem Statement:**

A core function of Human Resources is to create an environment that enables people to contribute at optimum levels, in a safe, respectful workplace while carrying out meaningful work to meet the strategic objectives of the organization.

It is an exciting time at the City of Campbell River! We are in the midst of significant changes throughout the organization and now, more than ever, is the time to focus on our people and set us all up for continued success.

Due to workload constraints, the HR function is currently able to provide maintenance and reactive services only. With exempt supervisors and managers functioning at or above capacity in managing their departmental workloads, their ability to give due attention to the performance, development and engagement of their employees is limited.

Additional resources are necessary to address the current needs and work toward a strategic HR Management Plan that the organization as a whole would significantly benefit from.

**Decision Criteria and Measures:**

*Relationships*

- Will help guide the development of a competent and diverse workforce that meets the needs of the community and is visibly reflective of our diverse community.

*Economic Growth*

- Will lead to building a quality workforce by putting the right people in the right staff positions to establish programs, structures and internal processes that positively impact economic development.

*Livability*

- Will assist with building leadership capacity that improves the ability of individual departments such as Utilities, Roads, and Recreation and Culture to deliver on their key objectives.

## Business Case Analysis 2017-2026 Financial Planning

### *Management and Governance*

- Will allow the attraction, retention and development of a quality, engaged workforce, which will enable the organization's infrastructure to grow in its ability to manage complex issues and provide strong leadership to the community at large.

### **Alternative Solutions:**

- 1) Add one FTE position for a one-year term
- 2) Add one permanent FTE position to the department
- 3) Contract specialized services
- 4) Status quo

### **Evaluation of Alternatives:**

#### **1) Add one FTE position for a one-year term**

This alternative recommends hiring a Human Resource Advisor for a one-year term to provide defined shorter-term deliverables and work toward longer-term initiatives. Short and medium term deliverables could include:

- Empowering management staff through education and coaching to effectively handle employee relations matters, thereby building organizational capacity
- Incorporating workforce analytics and improving HR reporting
- Developing an effective job evaluation framework
- Reviewing CUPE vacation program and making recommendations

#### Pros:

- Enhances HR service delivery capabilities and alignment by adapting, standardizing and streamlining essential processes, procedures and communication.
- Provides value-added reporting and HR business intelligence to guide decision-making related to people.
- Provides opportunity for skills development of permanent HR staff.
- Allows for focused time on strategic initiatives and projects.

#### Cons:

- Insufficient time to build long-term relationships and gain in-depth business knowledge.
- Cost estimate is \$97,000 over the one-year term.
- It may be more challenging to recruit a quality candidate for a temporary position.

#### **2) Add one permanent FTE to the department**

This alternative recommends hiring an additional HR Advisor will allow the department to operate at the desired strategic level thereby meeting, and anticipating, the changing demands of HR services and implementing best practices moving forward.

#### Pros:

- Ability to achieve strategic HR management goals & objectives



## Business Case Analysis 2017-2026 Financial Planning

- Provides in-house resources on a long term basis, retaining corporate knowledge
- Shorter-term deliverables could include
  - Empowering management staff through education and coaching to effectively handle employee relations matters, thereby building organizational capacity
  - Improving HR reporting by leveraging technology and utilizing HRIS data
- Longer term deliverables include:
  - Developing a **corporate HR management plan** within three years which is essential to lead as an Employer of Choice
  - Mastering **change management** to effectively meet the continuous organizational shifts in today's workplace
  - Building and maintaining a **digital HR strategy** to meet the changing demands and expectations of the workforce
  - Improving the overall workplace experience as part of a **forward-thinking talent management strategy**

### Cons:

- Ongoing annual cost of compensation for one FTE is \$97,000

### 3) Hire a Contractor

This alternative recommends engaging contractual services for specific transactional or strategic activities on a project basis (e.g. Contract out job evaluation review or CUPE vacation review).

### Pros:

- Action can be taken on priority projects
- Can contract specific expertise as required

### Cons:

- Still requires staff time to work with consultant
- Does not allow for corporate knowledge to be retained in-house
- Contractor fees are at a significantly higher rate than internal staffing rates. (E.g. a comprehensive review of CUPE job evaluation would be in the range of \$40,000, not including implementation costs).

### 4) Status Quo

This alternative would be to maintain the staffing and resources in the HR department at the current level. Given the consistently high and changing demands for HR services from all parts of the organization, overall service delivery will decline without additional resources to augment our current staffing level.

### Pros:

- No budgetary increase



## **Business Case Analysis 2017-2026 Financial Planning**

### **Cons:**

- The department would remain functioning at a transactional, reactionary level only
- Overall HR effectiveness and service delivery would be reduced
- Delays in filling vacancies creates angst and increases workloads to management staff in other departments.
- Essential organizational development will not move forward in a strategic manner

### **Recommendation:**

**Alternative 1** - With consideration given for all alternatives, hiring an HR Advisor level position for a one-year term is the preferred option at this time. It will provide an opportunity to address some key outstanding projects and work toward a more strategic focus for HR solutions across the City.



**Project Title:** CR advantage Municipal Broadband Network Next Phase

**Situation Analysis:**

The City of Campbell River (City) is acknowledged as a technical leader with the first operational open access Municipal Broadband Network (MBN) on Vancouver Island. Our *CR advantage* network is recognized as a catalyst for technology and corporate investment in our downtown core. Council support for *CR advantage* network growth will validate our commitment to the city's fibre optic network and continue to encourage investment in the City of Campbell River.

In March 2016, Council approved the business plan for the City of Campbell River's Municipal Broadband Network, *CR advantage*. As a strategic economic development initiative, the premise behind the business plan was to enhance the community by increasing business attraction, business retention, property values, jobs and tax revenue.

The business plan identified a phased strategy starting with a phase one proof-of-concept deployment. On Sept 19, 2016 Council approved \$376,000 for Phase 1 of the *CR advantage* Municipal Broadband Network. Funding for this phase was provided through the Community Works Fund and a \$50,000 grant from Island Coastal Economic Trust. Phase 1 has now been completed within the downtown core and is fully operational. Key benefits are:

- 1) Positive Business Interest – All of the seven pre-identified buildings have signed on, including four corporate clients. New client buildings are being pursued;
- 2) Service Provider Interest – A third-party service provider is actively providing services on the *CR advantage* network and two more have expressed interest once the network footprint expands. These service providers are already using local skilled labour.
- 3) Decreased Market Pricing – There is antidotal evidence that major telco firms are lowering their pricing in the downtown area in response to the *CR advantage* network. The City has seen internet service cost drop by almost half (\$13,200 per year), with 600% more bandwidth, using our own *CR advantage* network. This is typical of the impressive savings experienced by connected *CR advantage* clients
- 4) Revenue Stream - The City will receive an annual revenue stream of \$16,000 per year starting in 2018.

On November 7, 2017 council received a verbal update on the next stage of the *CR advantage* project. Proposed routes include three options in the downtown core, a Highway 19A route and a Dogwood Street route.

This business case details the next two phases within the downtown core - herein called Phase 2 and Phase 3 – targeting existing businesses and setting up an augmented footprint for new business attraction and a refreshed downtown. See the Appendix A and B.

The *CR advantage* business plan identifies a few key decision indicators to assist the City when considering investing in future phases. These criteria are:

- 1) Business Retention – Number of current building integration;
- 2) Business Attraction – Potential for future building integration, including new developments and new businesses;
- 3) Downtown Refresh - Increased market share and broader footprint
- 4) Fiscally Responsible - Capital cost investment versus annual revenue;
- 5) Free Market Influence - Increased types of technology services and new service providers

### **Problem/Opportunity:**

With the successful implementation of the *CR advantage* fibre optic network, the City of Campbell River has the first operational municipal broadband network on Vancouver Island. This economic advantage identifies Campbell River as a leader in technology advancement globally.

With the launch of Phase 1, interest in the CR advantage network continues to surge as local building owners and external multifaceted service providers express their desire to participate as this network experiences scaled growth in the downtown core. Phase 1 was completed under budget and, excluding all the start-up costs associated with the municipal broadband network, further reduced the payback period to 20 years.

Although successful, the relatively small size of the Phase 1 network implementation limited investment opportunity and business participation. Phase 1 also did not fully prove-out the capital construction costs, under the city's unique subsurface conditions, and the use of advanced cost effective technology (i.e. microtrenching) versus a more expensive form of traditional excavation. Phase 2, being a smaller footprint, will allow the City to better define unit construction rates and lower the budget risk for the larger Phase 3 footprint. The opportunity for Phase 2 and 3 is to determine if these phases can be financed within the business payback principle (28 years) and whether identified businesses will participate.

### **Alternative Solutions:**

- 1) Proceed with Phase 2 in 2018 and Phase 3 in 2019,
- 2) Proceed with Phase 2 and 3 in 2018,
- 3) Postpone Phase 2 or 3 and seek grant opportunities to increase the capital payback, or
- 4) Do not proceed with new construction at this time.

### **Evaluation of Alternatives:**

- 1) Proceed with Phase 2 in 2018 and Phase 3 in 2019

#### Pros:

- Phase 2 will integrate at least one building (Georgia Quay) and multiple businesses. Note that Cermaq has expressed interest. Phase 3 has identified 10 buildings for possible integration.
- Phase 2 estimated payback is 24 years. Phase 3 estimated payback is 20 years.

- Construction cost and payback will be fully defined before the larger Phase 3 footprint is initiated.
- A larger network will result in more service provider interest, resulting in increased revenue stream and investment
- Increased opportunity for corporate and technology business attraction

Cons:

- **Capital cost of \$169,568 (Class B @ 55% contingency) in 2018 (phase 2) and \$818,912 (Class C @ 70% contingency) in 2019 (phase 3)**
- Minor delay in business attraction
- May allow other municipal technology initiatives to surpass Campbell River

2) Proceed with Phase 2 and 3 in 2018

Pros:

- Attract and maintain business in Campbell River, staying ahead of other Vancouver Island municipalities
- Provides immediate revenue stream, employment and investment
- Phase 2 will integrate at least one building (Georgia Quay) and multiple businesses. Note: Cermaq has already expressed interest in participation. Phase 3 will include 10 businesses
- Phase 2 estimated payback is 24 years. Phase 3 estimated payback is 18 years.
- A larger network will result in more service provider interest and building participation resulting in increased revenue stream
- More opportunity for corporate and technology business attraction
- Decreased cost due to reduced contractor mobilization and crew requirements.

Cons:

- **Capital cost of \$835,739 (contingencies: 55% - phase 2, 70% - phase 3)**
- Construction excavation cost is undetermined
- Proposed buildings may not participate

3) Postpone Phase 2 or 3 and seek grant opportunities to increase the capital payback

Pros:

- Less capital investment
- Shorter payback period

Cons

- Delay in business attraction
- Will allow other municipal technology initiatives to surpass Campbell River
- Demonstrates tentative commitment and will arouse investment concern

### 4) Do not proceed with new construction at this time

#### Pros:

- Eliminates budget for *CR advantage* future growth allowing funding application to other strategic initiatives.
- Eliminates future operational requirements to support network growth (ex: staffing)

#### Cons:

- Will eliminate future investment interest
- Will have negative impact on future economic development initiatives and opportunity for large initiative participation (ex: SRD)
- Will substantially impact service provider and investment interest due to the small footprint and client base of Phase 1.

### **Recommendation:**

#### **Option 1 - Proceed with Phase 2 in 2018 and Phase 3 in 2019.**

This recommendation demonstrates to corporations, technology companies and potential investors that Campbell River is committed to the municipal broadband network, business retention and technology attraction. This recommendation also reduces civil construction risk, as the feasibility of cost effective trenching technology can be proven before construction is initiated on the larger footprint of phase three.

Appendix A – Phase 2 (identified by orange line)





Appendix B – Phase 3 (identified by orange line)



**Project Title:** Sportsplex Detailed Design and Build

**Situation Analysis:**

Changes in community demographics and facility use have resulted in significant increases in court, fitness and weight room use at the Sportsplex. This increase in use has had an associated effect on storage space, facility service needs, and efficiency of administration services.

**Problem/Opportunity:**

The Sportsplex has served the community very well since 1994. Since then, 23 years have passed and there have been many changes in the community and in the recreation services, the City has been providing. Over the past three years in particular, this combination of changes has contributed to an 8% increase in facility use at the Sportsplex, a 37% increase in drop-in visits to fitness, the weight room and/or courts and, working in partnership with the squash club, a 67% increase in squash club membership. This has put pressure on the existing capacity. The weight room services have been expanded into a squash court, Room 3 has been taken over with spin bikes, and many fitness classes have expanded into the activity rooms leaving them unavailable for other programs or rentals. A general increase in the amount of equipment required to provide these services and the necessary additional facility services/supports required has also impacted storage space and efficient delivery of the services.

The Sportsplex Detailed Design and Build project would provide for the repurposing and expansion of space, which would fulfill customer and staff space requirements at the Sportsplex.

Staff and public consultation has identified immediate needs to include:

- the return of Court 4 for permanent use by squash players
- an expanded weight room space
- a redesigned lobby/entrance that would provide an enhanced customer experience and better indoor/outdoor sightlines for safety and access control purposes
- additional equipment storage and staff space to eliminate congestion, allow for safer movement of large/heavy items, and provide a more efficient work environment
- repurposed rooms to accommodate a spin/yoga/stretch studio and a staff room

Based on current growth rates and the % of the population currently using the Sportsplex amenities, it is anticipated that the enhanced facility would serve the community well for an additional 20 years.

The federal government has announced that recreation infrastructure grants, covering up to 40% of project costs, will be available for 2018. Provincial grants, to align with the federal program, will be announced in early 2018.

The Sportsplex Space Assessment Review and Conceptual Plans completed by VDA Architecture Ltd. In 2016 will support a grant application.



### Linkages to Council's Strategic Plan:

#### Relationships:

- An expanded weight room facility and Sportsplex upgrades “offer services to neighbouring communities in a manner that is financially responsible and sustainable for our residents”.

#### Economic growth:

- An expanded weight room facility and Sportsplex upgrades will help to retain current and attract new clients.

#### Livability:

An expanded weight room facility and Sportsplex upgrades “recognize access to recreational amenities as key to a healthy, vibrant and livable community”.

### Alternative Solutions:

- 1) Undertake the Sportsplex Detailed Design and Build project, which addresses all recommendations in the Sportsplex Space Assessment and Conceptual Design Report by VDA Architecture, to accommodate customer and staff growth/demand.
- 2) Undertake a two-phased Sportsplex Detailed Design and Build project to accommodate customer growth/demand only in Phase 1 and staff demand in Phase 2.
- 3) Do not undertake the Sportsplex Detailed Design and Build project.

### Evaluation of Alternatives:

#### 1) ***Undertake the Sportsplex Detailed Design and Build project.***

\$3,900,00.

##### Pros:

- There is the opportunity to leverage government funding thus reducing the City's capital investment
- Allows for economies of scale in both the design and build phases
- Will cause less overall disruption to service
- Will provide a larger weight room with new equipment that will be under warranty and provide more ergonomically correct work outs for clients
- Will allow for the permanent return of Court 4 for squash use
- Will free up Room 3 for programs and rental use
- Will provide some storage for sports users groups
- Will provide adequate storage space for program and facility services
- Will provide a staff room
- Will provide a more effective administration area
- Will allow for the removal of the shipping container which is currently on site for storage purposes

##### Cons:

- Accommodating all space requirements at once will have a higher initial cost

2) ***Undertake a two-phased Sportsplex Detailed Design and Build project.*** \$3,400,000.

Pros:

- The main concerns of customers which are the need for expanded weight room space and the return of court 4 for squash use would be addressed
- A staff room would be provided
- Room 3 would be freed up for programs and rental use
- It would be less costly than Alternative 1

Cons:

- More program and facility services equipment storage space would not be provided
- Storage space for sports users groups would not be provided
- There would not be improved indoor/outdoor sight lines for safety and access control
- No improvements to administration area
- No removal of shipping container from site

3) ***Do not undertake the Sportsplex Detailed Design and Build project.***

No Cost.

Pros:

- No capital investment required.

Cons:

- This option does not meet client preference and/or the changing demographics in the community
- Court 4 would not be available for squash use
- Room 3 would not be freed up for rentals and program use
- The old weight room would not be available to accommodate spin/stretch/yoga classes
- No additional storage space would be created for program and facility services equipment
- No storage space for sports user groups
- No improvements to administration area
- No staff room provision
- There would not be improved indoor/outdoor sight lines for safety and access control

**Recommendation:**

Staff are recommending Alternative 1 as the best solution as it meets all demands for customer, staff, safety and storage requirements. It would also contribute to economies of scale and less disruption of customer service with one construction period. There is also the opportunity to leverage funds with the Recreation Infrastructure grant program that will be announced in early 2018. This alternative is estimated to address community growth for the next 20 years.

**Project Title:** Aircraft De-icing Equipment – YBL Airport

**Situation Analysis:**

Our current regularly scheduled airlines do not have the equipment to maintain aircrafts safely during high precipitation events. Due to this lack of equipment, flights into YBL are often cancelled or diverted to other airports that have equipment capable of de-icing aircraft. Pacific Coastal currently has a pull behind platform de-icing unit based at YBL, this unit can only de-frost the aircraft with type1 fluid. Regulations require certain hold times for the de-icing/anti-icing on aircraft, type 1 product meets for frost and type 4 is used for heavy precipitation snow events and colder temperatures. Data received from Pacific Coastal airlines from the 2016-2017 winter season has found approximately 60 legs (30 inbound and 30 outbound) were canceled or diverted related to weather related events. Due to the existing data system staff cannot determine the exact number of flight legs in the numbers provided that cancelled or diverted due to an actual heavy snow event, some of the flight legs were due to a forecast of a heavy precipitation event. Central Mountain Air currently utilizes a kangaroo type of de-icing equipment, while their equipment is better suited to maneuver during winter events only one type of de-icing fluid is available. The increased mobility of this unit provides CMA with the ability to meet the majority of hold time requirements for de-icing type 1 fluids, not the hold times that require a type 4 fluid during severe precipitation events.

**Problem/Opportunity:**

Consideration for the airport in partnership with the airlines to contribute to the capital cost to purchase the required equipment. This would provide all commercial airlines the option to meet all flight obligations utilizing the appropriate equipment including condition specific de-icing fluids to meet the regulatory requirements. YBL would see a higher percentage of scheduled flights arrive on time and significantly reduce the cancelled or flight diversions experienced in the last winter season.

**Linkages to Council's Strategic Plan:**

Improved partnership with all scheduled airlines serving our community would provide all of the scheduled passenger users in the community an improved on-time access during the winter season.

With the de-icing equipment in place YBL would be well suited for airlines to continue to operate in adverse conditions improving on-time performance and reliability for airlines.

**Alternative Solutions:**

- 1) Purchase equipment and have the airlines manage the operation
- 2) Airlines to purchase the equipment and the City to contribute to the capital cost in the 2018 financial plan at a negotiated percentage and have the airlines manage the operation.
- 3) Status Quo

**Evaluation of Alternatives:**

- 1) Purchase equipment and have the airlines manage the operation.

Pros

- Airlines would be able to meet the regulatory requirement for hold times for de-icing and anti-icing of aircraft.
- Payback of the capital costs could be considered on a per litre basis by each airline that uses the equipment.
- On time performance during the winter high precipitation events would dramatically improve.
- Airline staff are trained in the use and requirements for de-icing and anti-icing of their aircraft.

Cons

- Scheduled maintenance and repair would add to the costs for the airport/fleet base budget and the potential for the airport to accept responsibility should the equipment not operate as required.
- City contribution would take an extended period of time for payback.

- 2) Airlines to purchase the equipment and the City to contribute to the capital cost in the 2018 financial plan at a negotiated percentage and have the airlines manage the operation.

Pros

- City contribution to capital would be shared with airline partners.
- Airlines would be able to meet the regulatory requirement for hold times for de-icing and anti-icing of aircraft.
- Payback of the capital costs could be considered on a per litre basis by each airline that uses the equipment.
- On time performance during the winter high precipitation events would dramatically improve.

Cons

- Scheduled maintenance and repair would add to the costs for the airport/fleet base budget and the potential for the airport to accept responsibility should the equipment not operate as required.

- 3) Status quo.

At this time staff have numerous questions and concerns regarding the purchase of the de-icing equipment including:

1. The capital cost sharing percentage has not been determined,
2. Who would purchase the de-icing fluids,
3. Who would maintain the equipment, City or Airlines,
4. What would the charges be for the per litre usage,

5. Would the equipment be made available to all airport users

**Recommendation:**

Status Quo

At this time staff recommend re-evaluating this project during the 2019 Financial Planning process. Staff cannot provide Council a clear and concise plan of implementation or payback for this project.

Staff working with our airline partners need to work through the concerns noted above during the 2017-2018 winter season.

The winter season of 2017-2018 is quickly approaching, current de-icing capabilities at YBL have not been upgraded and we anticipate no change in operational procedures from the airlines that would improve the reliability and on-time performance during heavy precipitation events.



## RESERVE AND SURPLUS POLICY

### 1 PURPOSE OF POLICY

This policy has been developed to provide guidance and direction for the development, maintenance, and the use of City's reserve and surplus funds.

### 2 DEFINITIONS

**(A) "Annual Surplus"** means the accumulated excess of revenues over expenses for the current year.

**(B) "Accumulated Surplus"** means the accumulated excess of revenues over expenses from prior years which has not been set aside for specific purposes.

**(C) "Reserve Funds"** means funds that are set aside for a specified purpose by Council pursuant to section 188 (1) of the *Community Charter*. These reserves are established via City bylaws and are discretionary on the part of Council.

**(D) "Mandatory Reserve Funds"** means funds set aside for specified purposes as required by and pursuant to specific legislation. These reserves are established via City bylaws and are nondiscretionary on the part of Council.

**(E) "Reserves"** means all of the City's reserve funds and mandatory reserve funds.

### 3 POLICY ADMINISTRATION

#### 3.1 RESPONSIBILITIES

The Finance Manager shall be responsible for:

- Ensuring reserve/surplus funds are established and maintained in compliance with this policy;
- Conducting an annual review of the reserve/surplus funds and reporting the results to City Council;
- On an "as required basis", recommended revisions or amendments to this policy, due to changes in applicable statutes, accounting standards, or economy.

#### 3.2 CORPORATE PURPOSE

Reserves must have a unique and specific corporate purpose. Every effort must be made to:

- Reduce complexity by combining amounts with similar purposes,
- Eliminating those with redundant or outdated purposes,
- Re-focus departmental reserves to corporate purposes and strategic plans.



## RESERVE AND SURPLUS POLICY

### 3.3 RESERVE CONTRIBUTIONS

Annual and/or periodic contributions to reserve funds shall be specific to each reserve, as approved by Council through the City's annual financial planning bylaw.

### 3.4 MINIMUM AND OPTIMUM RESERVE BALANCES

A minimum and optimum balance shall be established for each reserve/surplus fund. The minimum balance will ensure that each fund is not depleted to the degree that it is no longer able to serve its intended purpose. The optimum balance ensures the City's guiding principles are achieved and that excess funds are not remaining idle that could be otherwise utilized for other corporate priorities. A review of actual, minimum and optimal fund balances shall be undertaken annually.

### 3.5 INTERNAL BORROWING

Internal borrowing from reserve/surplus funds shall be permissible as allowed for by legislation, if a clearly defined and attainable payback plan, including payment of foregone interest is in place. Internal borrowing allows for more flexibility in terms of payback amount and loan duration than external borrowing. Paybacks shall be executed according to plan.

### 3.6 INTEREST

All reserve funds will earn interest each year. Interest will be calculated based on the Fund balances at the end of year using the City's average rate of return on investments. Per section 189 (1) of the *Community Charter*, any interest earned in a reserve fund must be used only for the purpose for which the fund was established.

### 3.7 GUIDE AND TRANSITION

The minimum and optimal fund balance guidelines shown in this policy serve as a guide in moving the City towards the goals or targets it wishes to attain, in terms of individual fund balances. It is recognized that the City's fund balances are not reaching minimum and optimal levels at the time of enacting this policy; however, the City is transitioning towards its optimal targets.

## 4 GUIDING PRINCIPLES AND OBJECTIVES

### GUIDING PRINCIPLES

All reserve and surplus funds must be established, maintained and used for a specified purpose as mandated by this policy, statute, or City by-law.

The City's management of reserve and surplus funds needs to conform to the statutory and legal requirements of the *Local Government Act* and the *Community Charter*.





## RESERVE AND SURPLUS POLICY

### OBJECTIVES

The primary objectives of the City's reserve and surplus funds are to:

#### **a. Ensure Stable and Predictable Levies**

The City recognizes that unstable and unpredictable tax levies can adversely affect residents and businesses in Campbell River. In order to maintain stable and predictable levies, the City will maintain sufficient reserves to buffer the impact of any unusual or unplanned cost increases and revenue volatility over multiple budget cycles.

#### **b. Provide for Operating Emergencies**

The City is exposed to unusual operating emergencies resulting from inclement weather, catastrophic events, law enforcement issues, legal claims, insurance claims, tax assessment appeals, environmental hazards and various other events. It may not be feasible, or cost-effective, to absorb the costs in one budget cycle. The City will maintain adequate reserves to minimize the financial impact of such emergencies, extensive service interruptions, and prevent risks to infrastructure and public safety.

#### **c. Finance New Capital Assets**

The use of reserve funds for financing new capital assets is an effective means of matching one-time funds to one-time capital projects. In addition, the City requires financial resources to leverage external funding or to quickly respond to opportunities that could provide capital infrastructure through private sector partnerships, and other alternative service delivery methods. Typically new capital assets are for an increase to service levels.

#### **d. Safeguard and Maintain Existing Assets**

The City has an inventory of specialized machinery, equipment, technology and infrastructure that are necessary for the efficient delivery of services to the public. These capital assets need to be maintained and replaced according to service lifecycle. The reserve balances are focused on maintaining enough funds overall to manage risk of asset failure with a focus on annual spending and investment of infrastructure rather than maintaining significant balances in reserve. Typically to maintaining existing assets are for maintaining existing service levels.

#### **e. Focus on Long-Term Financial Stability**

The City recognizes that adequate reserve/surplus levels are important in achieving community goals including financial health and stability. The City will strive to be proactive in achieving long-term financial stability and balancing the costs of maintaining healthy reserves/surplus levels to current and future taxpayers.



## RESERVE AND SURPLUS POLICY

### 5 RESERVE CATEGORY

Reserve funds have been categorized by the purpose of the funds to provide additional clarity and direction for the use of the reserve funds. Some reserve funds include more than one category as applicable, mainly the capital reserves that cover both risk mitigation and planned capital spending.

#### a. Working Capital

Working capital reserve funds are for cash flow purposes which are the accumulated surplus of each City fund, including general, airport, sewer and water.

#### b. Opportunity

Opportunity reserve funds are available to spend on opportunities, outside of regular City maintenance and Community Charter requirements. These reserve funds offer flexibility in the financial planning process.

#### c. Dedicated Revenue Source

Dedicated revenue source reserve funds have a dedicated revenue source through the *Community Charter*, external grant funding or as directed by Council; this includes the DCC reserve funds and gaming and community works fund reserve funds.

#### d. Risk Mitigation

Reserve fund balances in the capital reserves are focused on maintaining adequate levels in these reserves to cover risk of uninsured asset failure overall, rather than maintaining significant balances in each of the reserve funds.

#### e. Planned Capital Spending

Reserve funds are the key mechanism to fund the capital project plan of the City; funding is allocated through the reserve funds from different funding sources. By flowing the funding through reserves, the tracking of spend for each asset category is more efficient.

### 6 ACCUMULATED SURPLUSES

The City needs to maintain accumulated surplus balances in its four operating funds (general, airport, sewer, water) for working capital or cash flow purposes. Maintaining minimum working capital funds eliminates the need to borrow externally and/or internally to cover operating expenses before property taxes, user fees and other revenues are collected.



## RESERVE AND SURPLUS POLICY

Surplus funds in excess of adequate levels as established by this policy will be transferred to a reserve fund. For general fund, excess will be transferred to the financial stabilization reserve. The airport is funded by general fund therefore the accumulated surplus will be maintained in general accumulated surplus. For sewer and water accumulated surplus; excess funds will be transferred to the respective capital reserves for these funds.

### 7 OPERATING AND OPPORTUNITY RESERVES

Pursuant to subsection 188 (1) of the *Community Charter*, Council may, by bylaw, establish a reserve fund for a specified purpose and direct that money be placed to the credit of the reserve fund. The following reserve funds have been established for the purpose(s) identified:

#### 7.1 Carbon Neutral Reserve

This reserve is to provide funding for carbon neutral initiatives; part of working towards carbon neutrality as per the Climate Action Charter commitment.

#### 7.2 Community Partnership Committee Reserve

This reserve is to provide flexibility for approval of additional amounts for grants-in-aid over and above the annual budget allocation.

#### 7.3 Community Works Gas Tax Reserve

This reserve is to be used pursuant to the Community Works Gas Tax Agreement; funds to be used to build and revitalize their public infrastructure that supports national objectives of productivity and economic growth, a clean environment and strong cities and communities. This reserve will be used for enhancements and betterments to the community and to fund Council's strategic capital projects.

#### 7.4 Financial Stabilization Reserve

The financial stabilization reserve has been established for the following purposes:

**Significant Operating Events and Environmental Emergencies** – these appropriations are for major non-reoccurring costs related to significant operating events and various emergency events or situations, for instance significant legal costs/claims, insurance claims/deductibles, significant RCMP events, inclement weather, environmental hazards, and the like.

**Revenue Stabilization and Operating Contingency** – these appropriations are intended to stabilize the impacts of cyclical revenue downturns and operating cost increases that are largely temporary and not within the City's ability to adjust to in the short-term.

**One-Time and Intermittent Projects** – these appropriations are to allow the City the flexibility to fund one-time and intermittent operating projects without resulting in a spikes and declines in general taxation.



## RESERVE AND SURPLUS POLICY

This reserve can be utilized by the airport fund as necessary.

Any excess of the financial stabilization reserve will be transferred to the capital reserves.

### 7.5 Gaming Reserve

This reserve is to support Council strategic priorities and initiatives; this fund can be used for any municipal purpose however Council has a general policy to use a portion of the funds for social issues and Council contingency.

### 7.6 International Relationship Reserve

This reserve is to fund maintaining international relations with other countries; it includes funds for the Ishikari anniversary relationship and Twinning Asia Pacific relationships.

### 7.7 Legacy Landmark Reserve

This reserve is to fund the maintenance and replacement of legacy landmark program trees, benches and picnic tables.

### 7.8 Solid Waste Reserve

This reserve is to fund solid waste initiatives and to offset solid waste user fee increases using prior year solid waste function surpluses.

## 8 CAPITAL RESERVES

Pursuant to subsection 188 (1) of the *Community Charter*, Council may, by bylaw, establish a reserve fund for a specified purpose and direct that money be placed to the credit of the reserve fund. The following reserve funds have been established for the purpose(s) identified, in addition to any asset related operational expenses:

### 8.1 Airport Reserve

This reserve is to fund airport projects and initiatives including the 5% of City funding used to leverage 95% ACAP (Transport Canada) funding for capital infrastructure projects including heavy equipment.

### 8.2 Capital Works Reserve

This reserve is to fund roads capital and replacement projects including roads, traffic signals, curb and gutters, sidewalks and streetlights. This reserve can also be used to fund other capital projects as needed.



## **RESERVE AND SURPLUS POLICY**

### **8.3 Facilities Reserve**

This reserve is to fund major repairs, upgrades, replacement and expansions of municipal buildings, ancillary structures, and site services, including pier marine infrastructure.

### **8.4 Fleet and Heavy Equipment Reserve**

This reserve is to fund the replacement of City fleet and heavy equipment, excluding fire trucks and airport heavy equipment eligible for ACAP funding.

### **8.5 Fire Reserve**

This reserve is to fund the purchase and replacement of fire trucks and fire equipment.

### **8.6 Furniture and Equipment Reserve**

This reserve is to fund the purchase and replacement of City furniture and equipment, including airport.

### **8.7 Information Technology Reserve**

This reserve is to fund the purchase and replacement of information technology assets and enterprise information system infrastructure and software, including enhancements to those systems. This includes general, airport, sewer and water.

### **8.8 Parks Reserve**

This reserve to fund the acquisition and development of parkland as per Council bylaw. This reserve includes funding for rip rap and boat ramp marine infrastructure.

### **8.9 Sewer Reserve**

This reserve is to fund sewer utility equipment, buildings, land improvements, and infrastructure.

### **8.10 Storm Water Reserve**

This reserve is to fund storm water infrastructure.

### **8.11 Water Reserve**

This reserve is to fund water utility equipment, buildings, land improvements, and infrastructure.

## **9 MANDATORY RESERVE FUNDS**

If monies are received from specific sources, certain reserve funds must be established for administering these funds, as per specific legislation. These reserve funds are termed by the City to be mandatory reserve funds, and are as noted below.



## **RESERVE AND SURPLUS POLICY**

### **9.1 Development Cost Charge (DCC) Reserve Funds**

Per subsection 188 (2) (a) of the *Community Charter*, separate reserves need to be established for DCC collections and use, under section 935 of the *Local Government Act*. The following DCC reserves have been established for the purpose so identified in the associated DCC bylaws and are as follows:

- Parkland Acquisition DCC
- Parkland Development DCC
- Roads DCC
- Sewer DCC
- Storm Drain Quinsam DCC
- Water DCC

### **9.2 Parkland Acquisition Reserve Fund**

Per subsection 188 (2) (b) of the *Community Charter*, Funds received from the sale or disposal of parkland as well as funds received pursuant to section 941 of the *Local Government Act* (parkland funds received upon subdivision) must be set aside in a reserve and be used exclusively to purchase parkland. The parkland acquisition reserve fund has been established for accumulating and expending monies as per this requirement.

### **9.3 Capital Lending Reserve**

Per subsection 188 (2) (e) of the *Community Charter*, except for tax sale proceeds and parkland proceeds, money received from the sale of land and improvements must be used to pay any debt remaining in relation to the property, with any remaining funds to be used for acquiring land, improvements and other assets of a capital nature.

Net proceeds of any land sale (excluding parkland) are transferred to the capital lending reserve for internal borrowing opportunities. Repayment to the reserve must be at a maximum of 15 year term. Repayments must be made in equal annual installments throughout the term of the loan; borrowing can be repaid at any time without penalty. The interest rate will be fixed to Municipal Finance Authority interim financing rates at the time of borrowing, calculated annually.

The fund can be used for general and airport capital projects.

## **10 APPENDIX**

The reserves/surplus policy appendix includes additional detail on the City's reserve funds including the funding source, minimum and optimum levels and the rationale for levels established.



**RESERVE AND SURPLUS POLICY  
APPENDIX**

<b>Reserve</b>	<b>Category</b>	<b>Purpose</b>	<b>Funding Source(s)</b>	<b>Minimum \$ Level</b>	<b>Optimum \$ Level</b>	<b>Rationale for \$ Levels Established</b>
Airport Accumulated Surplus	Working capital	For working capital purposes in the airport operating fund.	Annual airport operating surplus.	\$150,000 1 month of operating expenses (excluding depreciation and internal cost allocations)	\$300,000 2 months of operating expenses (excluding depreciation and internal cost allocations).	To provide cash flows before revenues are received. Regular revenue activity, with increased costs and revenues in the summer season. Airport operation deficits are currently funded by general fund therefore the minimum surplus balanced is funded by general accumulated surplus.
Airport Reserve	Opportunity, Planned capital spending	To fund airport projects and initiatives. Includes TCA classes 1215 airport runways and 2000 airport buildings.	Airport improvement fee revenue and net capital funding allocations as necessary.	\$200,000 1% of total cost of airport building and land improvement tangible capital assets.	\$500,000 2.5% of total cost of airport building and land improvement tangible capital assets.	This reserve is utilized to leverage 5% of City funding for 95% ACAP (Transport Canada) grant funds on airport infrastructure including heavy equipment. Additionally, this reserve is used to invest in business opportunities and other initiatives to increase airport profitability.
Capital Lending Reserve	Opportunity, Dedicated revenue source	To provide an opportunity for investing in capital projects through internal borrowing.	100% of net land sale proceeds, excluding parkland and net capital funding allocations as necessary.	N/A	N/A	Funds in this reserve can be utilized to invest in projects where funding would otherwise not be available. Required annual repayment on withdraws, up to 15 year term.





**RESERVE AND SURPLUS POLICY  
APPENDIX**

<b>Reserve</b>	<b>Category</b>	<b>Purpose</b>	<b>Funding Source(s)</b>	<b>Minimum \$ Level</b>	<b>Optimum \$ Level</b>	<b>Rationale for \$ Levels Established</b>
Capital Works Reserve	Risk mitigation, Planned capital spending	To fund roads capital and replacement projects including roads, traffic signals, curb and gutters, sidewalks and streetlights. Includes TCA classes 4000 linear assets – roads and bridges; as well as other assets as needed. This reserve is the flexible capital reserve.	Annual contribution from taxation, in addition to any other revenue sources that can be attributed to the capital program. Capital works reserve is the flow through reserve to allocate additional capital funding.	\$1,200,000 1% of total cost of roads tangible capital assets.	\$3,000,000 2.5% of total costs of roads tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs. Includes Erickson Road funds from the Ministry of Transportation (MoT).



**RESERVE AND SURPLUS POLICY  
APPENDIX**

<b>Reserve</b>	<b>Category</b>	<b>Purpose</b>	<b>Funding Source(s)</b>	<b>Minimum \$ Level</b>	<b>Optimum \$ Level</b>	<b>Rationale for \$ Levels Established</b>
Carbon Neutral Reserve	Opportunity	To provide funding for carbon neutral initiatives; part of working towards carbon neutrality as per the Climate Action Charter commitment.	Annual transfer from community works gas tax reserve in lieu of purchasing carbon offsets, in addition to annual CARIP (Climate Action Revenue Incentive Program) funding.	N/A	N/A	Annual funding to this reserve of an estimated \$40,000 are based on climate mitigation and adaptation strategies that target energy and GHG reductions associated with facilities or transportation of either City-owned assets or Community public lands and services. CARIP grants of approximately \$30,000 per year are received from the Province as part of being a member of the Climate Action Charter commitment.
Community Partnership Committee Reserve	Opportunity	To provide flexibility for approval of additional amounts for grants-in-aid over and above the annual budget allocation.	Budgeted transfers as available from remaining annual allocation.	N/A	N/A	Grants-in-aid provided to local recreation and culture organizations is based on 1.7% of general operating fund revenues per year; excess funds in any given year can be transferred to reserve for future grants as determined by Council.



**RESERVE AND SURPLUS POLICY  
APPENDIX**

<b>Reserve</b>	<b>Category</b>	<b>Purpose</b>	<b>Funding Source(s)</b>	<b>Minimum \$ Level</b>	<b>Optimum \$ Level</b>	<b>Rationale for \$ Levels Established</b>
Community Works Gas Tax Reserve	Dedicated revenue source, Planned capital spending	To be used pursuant to the Community Works Gas Tax Agreement; funds to be used to build and revitalize their public infrastructure that supports national objectives of productivity and economic growth, a clean environment and strong cities and communities. Fund utilized for ongoing enhancements and betterments to the community and Council strategic capital projects.	Federal Community Works Gas Tax funds distributed by the Union of BC Municipalities (UBCM).	N/A	N/A	Reserve level and related spending is dependent upon gaming funds received. The intent is to spend all funds received. Historically, funding has been used 90% for capital initiatives and 10% for operating initiatives.



**RESERVE AND SURPLUS POLICY  
APPENDIX**

<b>Reserve</b>	<b>Category</b>	<b>Purpose</b>	<b>Funding Source(s)</b>	<b>Minimum \$ Level</b>	<b>Optimum \$ Level</b>	<b>Rationale for \$ Levels Established</b>
Facilities Reserve	Risk mitigation, Planned capital spending	To fund major repairs, upgrades, replacement and expansions of municipal buildings, ancillary structures and site services, and pier marine infrastructure. Includes TCA classes 2000 buildings (excluding airport, sewer, water) and 8001 docks and wharves. Excludes airport, sewer, water funds.	Annual contribution from taxation and net capital funding allocations as necessary.	\$300,000 1% of total cost of facilities tangible capital assets.	\$750,000 2.5% of total cost of facilities equipment tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs. Includes MHC repair and maintenance reserve, SPCA building reserve, and Norm Wood salt storage building reserve.
Financial Stabilization Reserve	Risk mitigation, Opportunity	For major emergent operating issues, one-time and intermittent projects, and to offset unrealized revenues.	Excess funds transferred from accumulated surplus general.	\$950,000 2.5% of general operating fund revenues.	\$1,900,000 5% of general operating fund revenues.	Stabilization in part funds emergent issues and offset unrealized revenues which generally do not exceed a percentage of the general operating fund budget. Excess balances transferred to capital reserves.



**RESERVE AND SURPLUS POLICY  
APPENDIX**

<b>Reserve</b>	<b>Category</b>	<b>Purpose</b>	<b>Funding Source(s)</b>	<b>Minimum \$ Level</b>	<b>Optimum \$ Level</b>	<b>Rationale for \$ Levels Established</b>
Fleet and Heavy Equipment Reserve	Risk mitigation, Planned capital spending	To fund the purchase and replacement of City fleet and heavy equipment, excluding fire trucks. Includes airport, sewer, water fleet and heavy equipment; excludes airport heavy equipment eligible for ACAP (Transport Canada) funding. Includes TCA classes 3400 licensed & unlicensed vehicles (excluding 3402/3402 fire trucks).	Net gain/loss from fleet and heavy equipment disposals. Annual contribution from taxation; contribution derived from net charges recovered from City departments after payments for fleet/equipment expenses. Net capital funding allocations as necessary.	\$450,000	\$450,000	Fleet failure is a risk to the City and does interrupt business operations therefore minimum and maximum balances are based on ensuring enough funds remain to replace the most expensive fleet asset which is currently a vacuum truck. The annual reserve contributions will be based on planned capital spending and priority needs.



**RESERVE AND SURPLUS POLICY  
APPENDIX**

<b>Reserve</b>	<b>Category</b>	<b>Purpose</b>	<b>Funding Source(s)</b>	<b>Minimum \$ Level</b>	<b>Optimum \$ Level</b>	<b>Rationale for \$ Levels Established</b>
Fire Capital Reserve	Risk mitigation, Planned capital spending	To fund the purchase and replacement of fire trucks and fire equipment. Includes TCA classes 3402/3403 fire trucks and 3202 fire department equipment.	Annual contribution from taxation and net capital funding allocations as necessary.	\$50,000 1% of total cost of fire fleet and equipment tangible capital assets.	\$100,000 2.5% of total cost of fire fleet and equipment tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
Furniture and Equipment Reserve	Risk mitigation, Planned capital spending	To fund the purchase and replacement of City furniture and equipment, excluding fire equipment. Includes airport. Includes TCA classes 3000 furniture and 3200 machinery and equipment (excluding 3202 fire department equipment).	Annual contribution from taxation and net capital funding allocations as necessary.	\$50,000 1% of total cost of furniture and equipment tangible capital assets, excluding fire equipment. Includes all funds.	\$150,000 2.5% of total cost of cost of furniture and equipment tangible capital assets, excluding fire equipment. Includes all funds.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.



**RESERVE AND SURPLUS POLICY  
APPENDIX**

<b>Reserve</b>	<b>Category</b>	<b>Purpose</b>	<b>Funding Source(s)</b>	<b>Minimum \$ Level</b>	<b>Optimum \$ Level</b>	<b>Rationale for \$ Levels Established</b>
Gaming Reserve	Opportunity	To support Council strategic priorities and initiatives; this fund can be used for any municipal purpose. Recommended use is for Council's strategic operating initiatives including social issues and Council contingency.	Gaming funds received pursuant to the City's Host Financial Assistance Agreement with the Province of BC.	N/A	N/A	Reserve level and related spending is dependent upon gaming funds received. The intent is to spend all funds received. Any municipal purpose pursuant to the City's Host Financial Assistance Agreement with the Province of BC.
General Accumulated Surplus	Working capital	To cover cash flows and working capital before property tax revenues are collected.	Annual general operating surplus.	\$3,000,000 1 month of operating expenses (excluding depreciation and internal cost allocations).	\$6,000,000 2 months of operating expenses (excluding depreciation and internal cost allocations).	To provide cash flows before property taxes are collected. Includes working capital for airport fund. Excess balances transferred to the financial stabilization reserve.





**RESERVE AND SURPLUS POLICY  
APPENDIX**

<b>Reserve</b>	<b>Category</b>	<b>Purpose</b>	<b>Funding Source(s)</b>	<b>Minimum \$ Level</b>	<b>Optimum \$ Level</b>	<b>Rationale for \$ Levels Established</b>
Information Technology Reserve	Risk mitigation, Planned capital spending	To fund the purchase and replacement of information technology assets and enterprise information system infrastructure, including enhancements to those systems. Includes TCA class 3300 computer equipment (includes equipment, file servers, software and printers).	Annual contribution from taxation and net capital funding allocations as necessary.	\$20,000 1% of total cost of information technology tangible capital assets.	\$50,000 2.5% of total cost of information technology tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
International Relationship Reserve	Opportunity	To fund maintaining internal relationships with other countries; which currently includes Ishikari and Twinning China.	Annual \$5,000 contribution from taxation for Ishikari.	N/A	N/A	Funding received for the development of an economic development twinning relationship with China; no set annual contributions to this reserve. Ishikari reserve setup for 25 <sup>th</sup> anniversary celebration for sister relationship between Ishikari, Hokkaido and Japan.



**RESERVE AND SURPLUS POLICY  
APPENDIX**

<b>Reserve</b>	<b>Category</b>	<b>Purpose</b>	<b>Funding Source(s)</b>	<b>Minimum \$ Level</b>	<b>Optimum \$ Level</b>	<b>Rationale for \$ Levels Established</b>
Legacy Landmark Reserve	Planned capital spending	To fund the maintenance and replacement of legacy landmark program benches and picnic tables.	20% of the initial charge for the benches and picnic tables.	N/A	N/A	
Parks Reserve	Planned capital spending	To fund the acquisition and development of parkland as per Council bylaw. Includes TCA classes 1200 land improvements (excluding 1215 airport Runways) and 8002/8003 boat launch and other marine structures.	Annual parks parcel tax and net capital funding allocations as necessary.	\$200,000 1% of total cost of parks tangible capital assets.	\$550,000 2.5% of total cost of parks tangible capital assets.	Parks parcel tax is utilized for the development of new parks infrastructure in addition to maintenance of existing parkland. The City has significant investment in parkland at a historical cost therefore the City must balance investing in new infrastructure and maintaining existing.
Parkland Acquisition Reserve	Dedicated revenue source	To purchase parkland as per the Community Charter.	Funds received from the sale or disposal of parkland, and parkland funds received upon subdivision.	N/A	Adequate balance to fund parkland acquisitions per Council's strategic priorities.	Acquisitions are dependent upon collections.



**RESERVE AND SURPLUS POLICY  
APPENDIX**

<b>Reserve</b>	<b>Category</b>	<b>Purpose</b>	<b>Funding Source(s)</b>	<b>Minimum \$ Level</b>	<b>Optimum \$ Level</b>	<b>Rationale for \$ Levels Established</b>
Parkland Acquisition DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved parkland acquisition DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the parkland acquisition capital program.
Parkland Development DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved parkland development DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the parkland development capital program.
Roads DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved roads DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the transportation capital program.
Sewer Accumulated Surplus	Working capital	For working capital purposes in the sewer operating fund.	Annual sewer operating surplus.	\$500,000 2 months of operating expenses (excluding depreciation and internal cost allocations).	\$750,000 4 months of operating expenses (excluding depreciation and internal cost allocations).	To provide cash flows before utility fees are collected.



**RESERVE AND SURPLUS POLICY  
APPENDIX**

<b>Reserve</b>	<b>Category</b>	<b>Purpose</b>	<b>Funding Source(s)</b>	<b>Minimum \$ Level</b>	<b>Optimum \$ Level</b>	<b>Rationale for \$ Levels Established</b>
Sewer Reserve	Risk mitigation, Planned capital spending	To fund sewer utility equipment and infrastructure. Includes TCA classes 5000/5100/5200 linear assets – sewage infrastructure and 2000 buildings for sewer fund.	Excess funds transferred from accumulated surplus sewer.	\$550,000 1% of total cost of sewer fund tangible capital assets.	\$1,400,000 2.5% of total cost of sewer fund tangible capital assets.	Borrowing bylaws authorized for sewer capital investment. The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
Sewer DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved sewer DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the sewer capital program.
Solid Waste Reserve	Dedicated revenue source.	To offset solid waste user fee increases.	Solid waste user fee surplus.	N/A	N/A	Established by Council in 2013 by excess solid waste user fees to offset future fee increases.



**RESERVE AND SURPLUS POLICY  
APPENDIX**

<b>Reserve</b>	<b>Category</b>	<b>Purpose</b>	<b>Funding Source(s)</b>	<b>Minimum \$ Level</b>	<b>Optimum \$ Level</b>	<b>Rationale for \$ Levels Established</b>
Storm Water Reserve	Risk mitigation	To fund storm water infrastructure. Includes TCA classes 4500 – linear assets drainage infrastructure.	Storm water parcel taxes and net capital funding allocations as necessary.	\$350,000 1% of total cost of storm water tangible capital assets.	\$850,000 2.5% of total cost of storm water tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
Storm Drain Quinsam DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved storm drain DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the storm drain capital program.
Water Accumulated Surplus	Working capital	For working capital purposes in the water operating fund.	Annual water operating surplus.	\$550,000 2 months of operating expenses (excluding depreciation and internal cost allocations).	\$850,000 4 months of operating expenses (excluding depreciation and internal cost allocations).	To provide cash flows before utility fees are collected.



**RESERVE AND SURPLUS POLICY  
APPENDIX**

<b>Reserve</b>	<b>Category</b>	<b>Purpose</b>	<b>Funding Source(s)</b>	<b>Minimum \$ Level</b>	<b>Optimum \$ Level</b>	<b>Rationale for \$ Levels Established</b>
Water Reserve	Risk mitigation	To fund water utility equipment and infrastructure. Includes TCA classes 7000/7700 linear assets – water infrastructure and 2000 buildings for water fund.	Excess funds transferred from accumulated surplus water.	\$550,000 1% of total cost of water fund tangible capital assets.	\$1,400,000 2.5% of total cost of water fund tangible capital assets.	Borrowing bylaws authorized for water capital investment. The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
Water DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved water DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the water capital program.



## LONG-TERM DEBT POLICY

### 1 PURPOSE OF POLICY

The purpose of the City's long-term debt policy is to establish financial guidelines and appropriate controls for the issuance and use of debt and to ensure a sound financial position is maintained while supporting the City's ability to meet current and future infrastructure challenges.

### 2 DEFINITIONS

**“Alternative Approval Process”** is one of the two forms of electoral approval to support a bylaw. Pursuant to section 86 of the *Community Charter*, after a specified public notice period, alternative approval is obtained if no more than 10% of eligible electors have signed elector response forms indicating that Council may not proceed with the loan authorization bylaw.

**“Capital Assets”** are the City’s physical assets that are used in the delivery of services and have estimated useful lives extending beyond one year.

**“Core Assets”** are the City’s infrastructure that provides core service levels to the citizens, primarily linear and related infrastructure including roads and transportation, storm water, sewer, water, in addition to City facilities.

**“Debt Servicing Costs”** are the annual repayment costs of debt which include scheduled principal and interest payments. Debt servicing costs will be funded by the respective fund operating budget revenues, property taxation or user fees.

**“Elector Approval”** is the approval of the electors to support a bylaw which can be obtained by either referendum or with alternative approval process. External borrowing requires elector approval under most circumstances per section 180 of the *Community Charter*.

**“Financial Stability & Resiliency Program”** is the program implemented during 2016 financial planning to support strategic long-term planning. The program includes many components to ensure focus is on long-term stable tax rates and ongoing funding to support service levels. The components include ten year financial plan, reserve restructure and policy, net funding model for reserve contributions, waterfall system for reserve balances, and budget parameters providing stable funding for base operating budget, demands for new services, and ongoing capital funding.

**“Long-Term Debt”** is long-term borrowing with an underlying loan authorization borrowing bylaw approved by the Ministry and the electorate pursuant to section 179 of the *Community Charter*. Debt must be used for a capital project and the debt term cannot exceed the lesser of the estimated useful life of the underlying asset or thirty years.





## LONG-TERM DEBT POLICY

“**Referendum**” is one of the two forms of elector approval to support a bylaw. Pursuant to section 85 of the *Community Charter*, assent of the electors by referendum is obtained only if a majority of the votes counted are in favour of the loan authorization bylaw.

“**Temporary Borrowing**” is short-term borrowing less than five years that is utilized for the construction period of a capital project. The temporary borrowing bylaw provides financing up to the amount approved under an adopted long-term loan authorization bylaw pursuant to section 181 of the *Community Charter*.

### 3 POLICY ADMINISTRATION

#### 3.1 RESPONSIBILITIES

The Finance Manager shall be responsible for:

- Ensuring the use of debt funding as a financing tool is utilized in compliance with this policy;
- Ensuring the management and maintenance of existing debt is in compliance with this policy;
- Conducting an annual review of debt and reporting the results to City Council;
- On an “as required basis”, recommend revisions or amendments to this policy due to changes in financial stability, capital financing needs, applicable statutes, accounting standards, or the economy. This policy and its ability to meet the needs of the City in maintaining stable fiscal management under the *Financial Stability & Resiliency Program* will be reviewed on an annual basis and reported to Council during financial planning.

The issuance of new debt must approved by City Council.

#### 3.2 DEBT APPROVAL PROCESS

The use of debt as a funding source for projects in the capital plan, and related debt servicing costs will be approved by Council through the City’s annual financial planning bylaw. Debt servicing costs must be affordable and sustainable within the City’s *Financial Resiliency & Stability Program*.

Long-term debt requires approval from the electorate, whether through referendum or the use of the alternative approval process.



## LONG-TERM DEBT POLICY

Pursuant to section 182 of the *Community Charter*, long-term debt must be undertaken by the City's applicable regional district, the Strathcona Regional District.

### 3.3 LENDING INSTITUTIONS

The City must borrow long-term debt from the Municipal Financing Authority (MFA), pursuant to section 410 of the *Local Government Act*.

### 3.4 INTEREST

All debt issues will accumulate interest expense each year which will be funded by the respective funds primary revenues, whether property taxation or user fees. Interest rates will be based on stated MFA fixed rates at the time of issuing.

### 3.5 INTERNAL BORROWING

The City has established an internal borrowing reserve under section 189 (4.2) of the *Community Charter*, the capital lending reserve, which provides flexibility to fund capital projects that would not otherwise be affordable given existing reserve balances. The intended use of the capital lending reserve is for less significant discretionary projects under \$2 million dollars. The City's reserve and surplus policy states that each project funded by the capital lending reserve must have clearly defined and attainable payback plans up to a fifteen year term, including payment of foregone interest.

### 3.6 BORROWING LIMITS

Limits shall be established to determine the affordable levels of debt and related debt servicing costs for the City. A review of the borrowing limits shall be undertaken annually with consideration of the flexibility, sustainability, and vulnerability of the City's financial position today and in the future. Intergenerational equity shall be considered which can be defined as achieving a fair, equitable balance of costs and benefits between present and future users for the costs of maintaining City infrastructure.

## 4 GUIDING PRINCIPLES AND OBJECTIVES

### 4.1 GUIDING PRINCIPLES

Incurring debt commits a municipality's revenues several years into the future, and may limit the government's flexibility to respond to changing service priorities, revenue inflows, or cost structures. Adherence to a debt policy ensures that debt is issued and managed sensibly in order to maintain a sound fiscal position and protect credit quality.

The City's management of debt shall conform to the statutory and legal requirements including the *Community Charter and Local Government Act*.



## LONG-TERM DEBT POLICY

This debt policy has been prepared in accordance with the Government Finance Officers Association (GFOA) Recommended Practices on Debt Management Policies as well as aligned with other local government debt policies.

### 4.2 OBJECTIVES

The primary objectives of the City's use of debt are to:

#### a. Provide Funding for the Capital Plan

Debt will be utilized for financing capital projects. Debt will not be utilized to finance operating activities. Short-term debt may be used temporarily, for a financial emergency that was not anticipated, and when the City's financial stabilization reserve has insufficient funds available to fund such events.

#### b. Fairness and Stability for Taxpayers

The use of external debt financing and internal reserves to fund the City's capital plan ensures fairness to both current and future City taxpayers. Debt financing provides long-term payback of significant investment in capital assets, which provides a greater correlation between the lifecycle of the related asset and the payment for that asset. Core facility and infrastructure assets have long useful lives which support long-term debt terms.

The City will strive to be proactive in achieving long-term financial stability and balancing the costs of maintaining stable tax rates for current and future taxpayers. Long-term financial stability is defined in the City's *Financial Stability and Resiliency Program*.

#### c. Maintain Service Levels

In order for the City to maintain its service levels, the core infrastructure assets must be maintained and upgraded to meet the demands of its citizens. Ongoing capital maintenance, upgrades and enhancements of City core infrastructure ensures that the City can continue to provide existing and enhanced service levels.

### 4.3 USE OF DEBT

The primary uses of the City's debt financing are to:

#### a. Safeguard and Replace Existing Core Capital Assets

The primary use of long-term debt in the long-term financial plan is to safeguard and replace existing capital assets. The City has an inventory of specialized machinery, equipment, facilities, technology and infrastructure that are necessary for the efficient delivery of services to the public. These capital assets need to be upgraded and replaced according to service lifecycle to maintain service levels and to reduce the risk



## LONG-TERM DEBT POLICY

of escalating costs of repair if these assets are not maintained and upgraded as necessary. The City has a significant infrastructure deficit due to the age of its core capital assets which are facilities and linear infrastructure including roads, storm drain, sewer and water. The use of external debt financing with a long-term payback provides funding that the City would otherwise not have access to given its current reserve funds.

### b. Growth and Development Funding Support for Core Capital Assets

A secondary purpose of utilizing long-term debt is to provide funding support for core capital asset infrastructure renewals or upgrades relating to the growth and development of the City. Development cost charges and the City's internal reserve funds do not provide adequate funding to upgrade or enhance these assets due to increasing service level demands due to the ongoing development and growth in the City. Debt financing can be utilized to provide funding support for these necessary upgrades.

### 4.4 BUSINESS CASES

Any capital project with a recommendation for debt funding must be supported by a business case and presented to Council during financial planning. Presentation of the business case shall include the situation analysis, analysis of decision criteria and measures, identification of alternative solutions, evaluation of the alternatives both financially and non-financial, recommendation, and implementation plan. The City has limited funding available for capital maintenance and upgrades; therefore, any project recommended for debt requires a complete analysis by way of a business case to ensure the decision to obtain external borrowing is operationally, strategically, and financially sound.

## 5 BORROWING LIMITS

### 5.1 LEGISLATED LIMIT

The legislated limit for debt servicing is 25% of calculated revenues which is a determined formula which includes ongoing core revenues, but excludes one-time or non-reliable revenues. This is set out in the *Community Charter* section 174 and *BC Regulation 254/2004*.

### 5.2 GUIDELINES FOR OVERALL CITY LIMIT

The City has established specific borrowing limits that ensure that the City maintains financial stability and flexibility today and in the future.

In evaluating the City's overall debt capacity, debt servicing costs should generally not exceed 10% of calculated revenues for the previous year; and in no circumstance should they exceed 12.5%.



## LONG-TERM DEBT POLICY

The maximum limit of debt servicing costs for the City has been established at half of the legislated limitation; this provides adequate debt financing to fund required capital projects without hindering the City's ability to maintain base service levels.

### 5.3 GUIDELINES FOR FUND LIMITS

Debt funding needs for each City fund will vary based on asset conditions and estimated useful lives for respective asset categories in each fund; additional limits have been established to ensure that any one fund does not utilize all debt capacity available to the City and to ensure general fund and utilities infrastructure upgrades can be undertaken as necessary.

#### a. General Fund

For general fund debt, where taxation is the primary source of revenues and there are numerous service levels to be funded, debt servicing costs should generally not exceed 10% of calculated general fund revenues (including airport) for the previous year; and in no circumstance should they exceed 15%.

#### b. Utility Funds

For utility funds, including sewer and water, where user fees are the primary source of revenues and the related services are self-funded with a primary focus on maintaining and upgrading core infrastructure to maintain services, debt servicing costs should generally not exceed 15% of the respective utility fund's calculated revenues for the previous year; and in no circumstance should they exceed 20%.

## 6 DEBT TERM

### 6.1 USEFUL LIFE OF ASSET

Long-term debt terms shall not exceed the lesser of the estimated useful life of the underlying asset or thirty years pursuant to section 179 (5) of the *Community Charter*. It is preferred for the debt term to be less than the expected life of the asset to be less than the expected life of the asset, if it is affordable.

### 6.2 FLEXIBILITY

Commitment to long-term debt should not impede the City's future flexibility and funding availability for future projects. The recommended debt term is fifteen years, with a minimum of ten years up to a maximum of twenty years.

When the City is considering debt terms interest rates should be a consideration with more flexibility on longer terms if interest rates are low, as compared to shorter terms when interest rates are high. Total interest costs for a debt issue should be within 15-



## **LONG-TERM DEBT POLICY**

45% of the total amount of debt borrowed, with 25-30% as an expected target. As interest rates increase, this ratio will need to be reviewed.

### **6.3 STABILITY**

The debt term and related debt servicing costs must be funded by long-term sustainable revenues. The debt servicing costs must fall within the budget parameters for stable tax and user fees increases under the *Financial Stability & Resiliency Program*.

## **7 DEBT RETIREMENT**

### **7.1 EARLY RETIREMENT**

The decision to retire debt before the originally intended debt term must be completed in consideration of the overall capital plan and funding requirements, as well as the consideration of the long-term stability under the *Financial Stability & Resiliency Program*. It will be necessary to consult with the Municipal Finance Authority (MFA) to determine the feasibility and timing of early retirement debt.



## **Tangible Capital Asset Policy**

### **PURPOSE**

This Capital Asset Policy (Policy) promotes sound corporate management of capital assets and complies with the Public Sector Accounting Board guidelines.

### **SCOPE**

This policy applies to all City departments, boards and commissions, agencies and other organizations falling within the reporting entity of the City, including the Campbell River Economic Development Corporations (Rivercorp).

All tangible property owned by the City, either through donation or purchase and which qualifies as capital assets are addressed in this policy. In accordance with PSAB 3150, tangible capital assets (TCA) are non-financial assets having physical substance that:

- i. are held for use in the production or supply of goods or services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
- ii. have useful economic lives extending beyond an accounting period ( 1 year);
- iii. are to be used on a continuing basis; and
- iv. are not for sale in the ordinary course of city operations.

### **PRINCIPLES**

Principles in this policy provide guidance for policy development and assist with interpretation of the policy once applied.

1. The purpose of this policy is for the benefit of the City as a whole; for the users of the City's financial statements and managers of the City's tangible capital assets.
2. Only capital items meeting the capital asset criteria in this policy will be budgeted as capital.
3. Materiality (threshold) is considered.
4. The City complies with current legislative requirements.

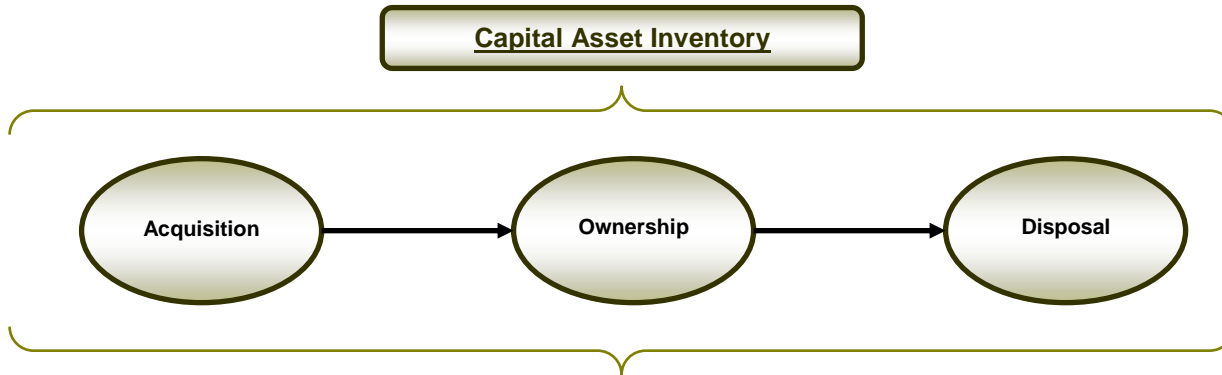
### **POLICY**

A framework is established for the management and control of the City's capital assets. Included in this framework is proper recognition, measurement, thresholds, aggregation, segregation, amortization, reporting, safeguarding and disposal. Additional guidelines relating to the purchase of assets are found in the City's Procurement Policy.





Tangible Capital Asset Policy



**TCA Inventory - Acquisition**

Tangible Capital Assets are recorded at historical cost. TCA’s are recognized as assets on the City’s Statement of Financial Position on date of receipt for capital goods or when the asset is put into use for capital projects.

**COST** as defined by PSAB 3150, is the gross amount of consideration given up to acquire, construct, develop or better a TCA, and includes all costs directly attributable to acquisition, construction, development or betterment of the TCA, including installing the asset at the location and in the condition necessary for its intended use. The cost of a contributed TCA, including a TCA in lieu of a developer charge, is considered to be equal to its fair value at the date of contribution. Capital grants are not netted against the cost of the related TCA. The cost of a leased TCA is determined in accordance with Public Sector Guidelines for Leased Tangible Capital Assets.

For assets owned by the City but not paid for by the City including contributions gifts, and donations, valuation may be assessed by fair value. **FAIR VALUE** is the amount of the consideration that would be agreed upon in an arms length transaction between knowledgeable, willing parties who are under no compulsion to act.

**Thresholds**

Thresholds are established for a minimum dollar value and number of years of useful life. Thresholds help to determine whether expenditures are to be capitalized as assets and amortized or treated as a current year expense. For financial reporting purposes thresholds are set fairly high, however, details may be useful for the City’s capital asset management program. Therefore, an optimal threshold for each asset category is a balance between the two. Threshold values should be reviewed periodically and adjusted for inflation.



**Tangible Capital Asset Policy**

<b>Asset Category</b>	<b>Threshold</b>
Land	Capitalize Only
Land Improvements	\$10,000
Buildings	\$50,000
Building Improvements	\$10,000
Machinery and Equipment	\$5,000
Vehicles	\$10,000
IT Infrastructure	\$5,000
Infrastructure (e.g. water, electrical wastewater, roads etc.)	\$50,000

Thresholds apply to capital goods purchased and capital projects constructed with the total cost of the good or project meeting the threshold criteria. Long term assets not individually meeting threshold limits, when purchased in sufficient volume to meet the limit are to be capitalized. Group purchases are purchases that are individually insignificant items but when purchased together, the invoice amount meets or exceeds the threshold for that asset category.

Improvements are capitalized or expensed in accordance with PSAB 3150.

***Classification, Aggregation & Segmentation***

The level of detail required in the capital asset inventory is a balance between cost of data collection, tracking and analysis and the beneficial use of the information gathered. The full cost of preparing a TCA for its intended use is considered the aggregate cost of the capital asset. The aggregate cost may be further segmented into elemental components based on useful life.

**LAND**

Land owned by the City includes parkland, land for City owned facilities and land under roads and sidewalks. All land owned by the City is segmented by each parcel held. City parkland and the land for City facilities and leased facilities is quantified and included in the City’s land database. Due to the age of the land under roads and sidewalks, existing City land under roads and sidewalks is considered to have a nominal value of \$1.

**Tangible Capital Asset Policy****LAND IMPROVEMENTS**

Parks infrastructure includes playground equipment, outdoor pools, fencing, trails, irrigation systems, etc. Each asset when capitalized is recorded separately with an attached useful life.

**BUILDINGS**

Buildings owned by the City include the City Hall, Community Centre, and any other buildings the City holds or acquires, including leaseholds. New buildings may be segmented by envelope, roof and equipment and other significant component parts based on useful life. This treatment provides for capital replacement of each component over the years of ownership.

**BUILDING IMPROVEMENTS**

Building improvements include furniture, fixtures along with interior fit-outs required to make the building ready for use. Furniture, fixtures, equipment and fit-outs are capitalized if purchased in volume and the volume exceeds the threshold limit or if the individual cost of individual items exceeds the threshold.

**WORKS IN PROGRESS**

Works in progress contains capital projects underway but not yet complete or in use. Upon completion, these projects are transferred to the appropriate category and amortized based on the date they are put into service.

**VEHICLES, MACHINERY AND EQUIPMENT**

Mobile vehicle fleet and all machinery and equipment used in normal city operations.

**IT INFRASTRUCTURE**

IT infrastructure includes hardware, infrastructure, computers, printers, scanners, photocopiers and the telephone network. This IT infrastructure is capitalized if each purchase, group purchase, or project meets threshold limits.

**INFRASTRUCTURE*****WATER***

The water system components may be segmented by asset type, for example water mains, valves, hydrants and services. Aggregation for threshold purposes is by capital project. Capital projects when complete are recorded as assets by allocating costs to each component part.

***SEWER AND DRAINAGE***

The sewer and drainage system components may be segmented by sewer mains, lift stations, manholes, catch basins and services. Aggregation for threshold purposes is by capital project. Capital projects when complete are recorded as assets by allocating costs to each component part.

***TRANSPORTATION***

Transportation assets includes all linear assets associated with roads and may be segmented by roads, lanes, sidewalks, traffic intersections, street lights, signage and structures. Aggregation for threshold purposes is by capital project. Capital projects when complete are recorded as assets by allocating costs to each component part.



**Tangible Capital Asset Policy**

***TCA Inventory – Ownership***

Ownership of assets requires safeguarding, maintenance, amortization for replacement and possibly write-downs. These requirements are addressed in this section.

It is the responsibility of department managers to ensure capital assets assigned to his or her custody are maintained and safeguarded in coordination with the asset management and facilities department.

Amortization is an annual charge to expenditures for the use of a capital asset. The City sets amortization rates on a straight line basis based on the number of years in service. The asset categories are amortized as follows:

<b>Asset Category</b>	<b>Amortization of Cost</b>
Land	Not amortized
Land Improvements	Straight line over useful life of each asset unit
Buildings	Straight line over useful life of each asset unit
Building Improvements	Straight line over useful life of each asset unit
Works in progress	Not amortized
Vehicles, Machinery and Equipment	Straight line over useful life of each asset unit
Infrastructure (e.g. water, wastewater, roads etc.)	Straight line over average useful life of each segment

Amortization is calculated at 50% of the rate for the first year the asset is placed in service and at the full annual rate thereafter. Economic useful life is used for amortization rather than physical useful life.

Appendix I provides a general guide for useful life.

A write down of assets occurs when reduction in future economic benefit is expected to be permanent and the value of future economic benefit is less than the TCA’s net book value. A write down should not be reversed.

***TCA Inventory – Disposal***

Disposal procedures for capital assets are in accordance with the City’s Procurement Policy. All disposals of TCAs are recorded in the City’s financial statements in accordance with accounting standards.



Tangible Capital Asset Policy

APPENDIX I – ASSET USEFUL LIFE (GENERAL GUIDELINES)

ASSET TYPE	DEPRECIABLE LIFE IN YRS
<b>Land Improvements</b>	
Playground Equipment	15
Washrooms, Concessions, Picnic Shelters	40-50
Outdoor pools, Splash pads	50-60
Tennis Courts	15
Fencing	15
Irrigation System	20
Other Land Improvement Structures	15-60
<b>Buildings</b>	20-75
<b>Building Improvements</b>	
Exterior Envelope	30-40
HVAC systems	10-12
Roofs	15-20
Electrical/Plumbing/Fire	15-20
Site works - Asphalt, water/sewer lines	10-100
Other Building Improvements	10-100
<b>Machinery &amp; Equipment</b>	
General Equipment	5-10
Ground Machinery & Equipment	10-15
Heavy Construction Equipment	5-10
Other Machinery & Equipment	5-20
<b>Vehicles</b>	
Cars and Light Trucks	5-10
Vehicles - Medium	8
Vehicles - Heavy	15
Fire Trucks	15-25
Other Vehicles	5-25
<b>IT Infrastructure</b>	
Hardware	3-5
Software	3-5
Telephone System	5-7
Other IT Infrastructure	3-7
<b>Infrastructure</b>	
Water/Sewer/Drainage/Transportation	10-100
Other Infrastructure	10-100



# ASSET MANAGEMENT STRATEGY FOR CAMPBELL RIVER – 2016



Prepared by: AIM Committee (Ron Bowles, Jennifer Peters, Drew Hadfield, Alaina Maher & Jason Decksheimer)

Presented on: April 27, 2016





# ASSET MANAGEMENT STRATEGY

## EXECUTIVE SUMMARY

The Federation of Canadian Municipalities (FCM) stunned the government world in 2007 with its release of the report *Danger Ahead: The Coming Collapse of Canada's Municipal Infrastructure*.<sup>1</sup> Since then, a new term “infrastructure deficit” has become synonymous with municipal governance. The *Canadian Infrastructure Report Card*<sup>2</sup> - a collaboration of the FCM and industry trade and professional associations, first published in 2012 and updated early in 2016, outlines the state of Canadian municipal infrastructure. More importantly, the 2016 report lays out a path for success. The report's major findings are:

- 1) Municipalities own 60% of Canada's core infrastructure with an estimated value of \$80,000 per household;
- 2) One third of municipal infrastructure is in fair, poor and very poor condition, with 35% in need of attention;
- 3) Increasing infrastructure investment will reduce deterioration, with critical areas being roads, sidewalks, storm, water and recreation;
- 4) Reinvestment will save money in the long-term as one dollar invested in the first 75% of the asset's life eliminates or delays spending of six to ten dollars on future rehabilitation; and
- 5) Communities will benefit from increased asset management capacity. 56% of medium-sized municipalities have a formal asset management plan in place, 40% have a computer-based management system and 19% have a formal mechanism to factor climate change into decision-making.

Given these findings, the Asset Infrastructure Management (AIM) Committee was formed to develop a framework for how the City of Campbell River can achieve an active and functional asset management program. The formulated Asset Management (AM) strategy identifies how the City can address current shortcomings, safeguarding City assets, assisting in decision making, and achieving a fully integrated AM plan by 2021.

<sup>1</sup> [https://www.fcm.ca/Documents/reports/Danger\\_Ahead\\_The\\_coming\\_collapse\\_of\\_Canadas\\_municipal\\_infrastructure\\_EN.pdf](https://www.fcm.ca/Documents/reports/Danger_Ahead_The_coming_collapse_of_Canadas_municipal_infrastructure_EN.pdf)

<sup>2</sup> [http://canadainfrastructure.ca/downloads/Canadian\\_Infrastructure\\_Report\\_2016.pdf](http://canadainfrastructure.ca/downloads/Canadian_Infrastructure_Report_2016.pdf)





## ASSET MANAGEMENT STRATEGY

Locally, the City of Campbell River views asset management as an opportunity to use industry best-practices to tackle the looming infrastructure deficit problem. In its 2015 Strategic Plan, City Council adopted a priority “We will plan proactively for the long-term costs of maintaining our critical infrastructure.” To support this strategic item, the Asset Infrastructure Management (AIM) Committee has been created. The Committee’s long range goal is to establish an active and functional asset management program for the City. The AIM Committee will be taking a leadership role in the City to manage an enormous capital asset portfolio and tackle the growing infrastructure deficit.

Campbell River is not alone and Asset Management B.C. has produced a roadmap for a successful implementation of a municipal asset management program; the *Guide for using the Asset Management B.C. Roadmap*.<sup>3</sup> This roadmap has been incorporated as the guiding document for Campbell River’s asset management program. It will be a long-term endeavor for the City and the first task is to adopt an Asset Management strategy.

The goals of the Asset Management strategy are to:

- 1) Lower infrastructure lifecycle costs;
- 2) Lower infrastructure failure risk;
- 3) Provide service and taxation stability;
- 4) Increase opportunity for government grant funding; and
- 5) Increase ability to manage impacts of climate change.

Together, let’s take AIM.

<sup>3</sup> [https://www.civicinfo.bc.ca/Library/Asset\\_Management/AM\\_Roadmap/Guide\\_for\\_using\\_the\\_Roadmap%20--AMBC--Sept\\_23\\_2011.pdf](https://www.civicinfo.bc.ca/Library/Asset_Management/AM_Roadmap/Guide_for_using_the_Roadmap%20--AMBC--Sept_23_2011.pdf)



# ASSET MANAGEMENT STRATEGY

## AIM COMMITTEE MISSION

The City of Campbell River will be a leader in asset management to maintain our community assets to meet current and future service needs. To lead this charge, the Asset Infrastructure Management (AIM) Committee will be tasked with meeting the ultimate goal of an integrated asset management plan by 2021. The AIM Committee will develop a strategy and execute a process towards establishing, implementing, auditing, refining and communicating a corporate-wide asset management system.

## AIM COMMITTEE MANDATE (GOALS)

To develop a process for:

- Defining and recording information on physical assets
- Understanding replacement costs and condition assessments
- Defining acceptable risk and service levels
- Ensuring a corporate-wide, integrated asset replacement process
- Supporting the development of a stable long-term financial plan
- Communicating the steps, the obstacles and the successes of the asset management program internally

## AIM COMMITTEE CHARTER (TERMS OF REFERENCE)

The AIM Committee is a cross-departmental, staff led group of technical and financial professionals committed to Council's strategic objective – we plan proactively for the long-term costs of maintaining our critical infrastructure. All decision making will be by consensus. All policy and budget recommendations will be to Council, through the City Manager. All operational decisions will be through the City Manager.

# ASSET MANAGEMENT STRATEGY

## STRENGTHS

- Council strategic objective to improve infrastructure management
- Some departments have started developing components of an Asset Management program
- Good GIS system
- Asset experts on staff
- PSAB 3150 Tangible Capital Asset database for baseline asset register information
- Some risk and condition assessments started
- Ability to raise funding
- AIM Committee
- Access to other municipal and industry best practices
- Eagerness at staff and department level to improve processes

## WEAKNESSES

- Lack of accurate and complete asset registers for all asset categories
- High proportion of assets at or beyond expected lifespan
- No standardization of Asset Management practices or protocols between departments
- Capital planning decisions frequently made by professional judgement, not knowledge based condition/risk assessment
- Limited condition assessment information on many assets
- Undefined community service needs relating to asset condition
- Lack of clarity on AM benefits/outcomes
- Limited defined service levels for municipal services

## OPPORTUNITIES

- Improved capital renewal decision making process
- Surety and consistency in future service levels
- Stable taxes and fees
- Improved maintenance practices resulting in extended asset lifespan
- Community/Council defined service levels
- Funding dictated by renewal needs, not vice versa
- Most efficient use of scarce financial and staff resources
- Risk levels defined for all asset categories
- Most accurate asset registers / condition information available

## THREATS

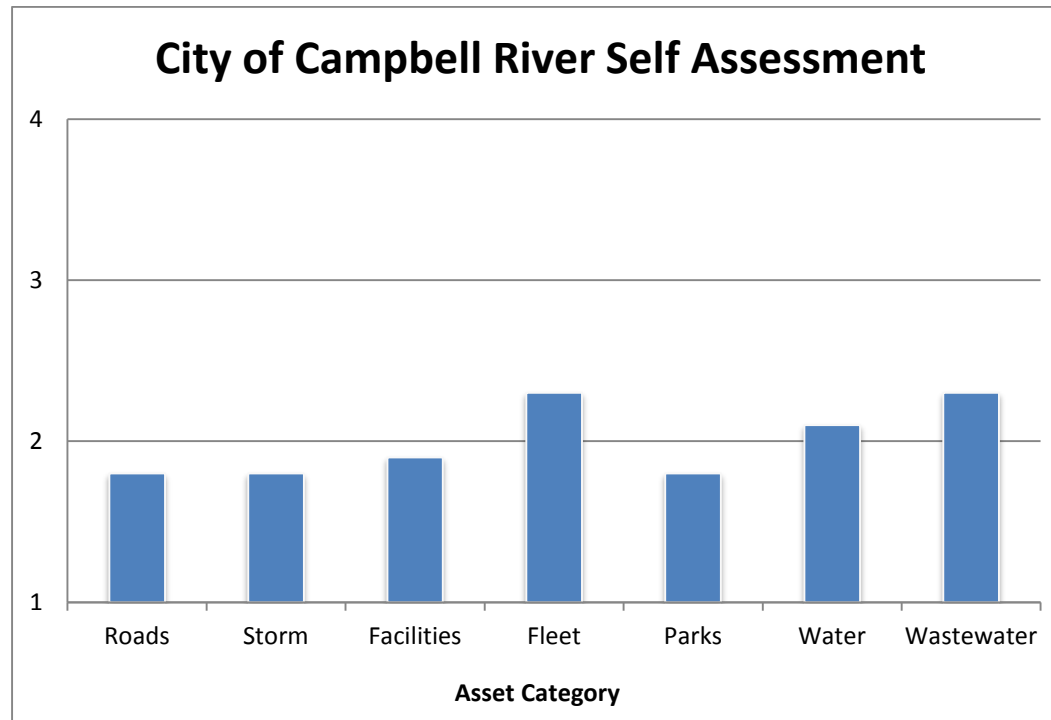
- Asset failure resulting in reduced or interrupted services
- Increased financial, safety, environmental and health risks
- Legislated mandate of other levels of government
- Reduced access to government grants
- Reduced employee morale and corporate image
- Limited resources to implement Asset Management program
- Unstable and unforeseen tax/fee increases for capital renewal
- Decisions made without formal risk/condition assessment information



# ASSET MANAGEMENT STRATEGY

## ASSET MANAGEMENT B.C. PREPAREDNESS SELF-ASSESSMENT<sup>4</sup>

Major asset categories were scored from 1 to 4 on 21 different criteria, ranging from key attribute data to decision making. The City of Campbell River self-assessment results are:



1= No capacity      2 = Fair capacity      3 = Good capacity      4 = High capacity

<sup>4</sup> [http://www.civicinfo.bc.ca/Library/Asset\\_Management/Tools\\_and\\_Resources/AssetSMART\\_2%20-\\_A\\_Local\\_Government\\_Self\\_Assessment\\_Tool--LGAMWG--September\\_2015.pdf](http://www.civicinfo.bc.ca/Library/Asset_Management/Tools_and_Resources/AssetSMART_2%20-_A_Local_Government_Self_Assessment_Tool--LGAMWG--September_2015.pdf)



# ASSET MANAGEMENT STRATEGY

## ASSET MANAGEMENT B.C. GAP ANALYSIS<sup>5</sup>

A comparison between current practise at the City of Campbell River and the Asset Management B.C. Roadmap identified the following gaps in AM practices:

### 1.0 Know Your Assets

- Gap 1 No master asset list including asset type, location, quantity/size, material, useful life, install date and remaining life.
- Gap 2 No componentized asset inventories for all asset categories.
- Gap 3 No formal decision making tools, consistent data/asset management database for all asset categories. Varied data sources.
- Gap 4 No linkage or consistency between various data sources, GIS and financial information.
- Gap 5 No single department or person responsible for asset management data management, accuracy and process.

### 2.0 Know Your Financial Situation

- Gap 6 No list of depreciated and replacement costs for all asset classes.
- Gap 7 No componentized or fully reliable historical operations or repairs and maintenance costs.
- Gap 8 Future capital planning based on historical spending and not on a data supported replacement plan.

### 3.0 Understand Decision Making

- Gap 9 Very limited formal (written) decision making processes, across the whole organization.
- Gap 10 No improvement plan or consideration of desired decision making process.

<sup>5</sup> [http://www.civicinfo.bc.ca/Library/Asset\\_Management/AM\\_Roadmap/Roadmap\\_Diagram--AMBC--Sept\\_23\\_2011.pdf](http://www.civicinfo.bc.ca/Library/Asset_Management/AM_Roadmap/Roadmap_Diagram--AMBC--Sept_23_2011.pdf)



# ASSET MANAGEMENT STRATEGY

## 4.0 Manage Your Asset Lifecycle

- Gap 11 Almost no current condition information or rating across all asset classes.
- Gap 12 Other than regulatory, very little stated levels of service. Applies across organization, particularly relating to assets.
- Gap 13 Minimal formal renewal or replacement decision process, particularly regarding maintenance practices.

## 5.0 Know the Rules

- Gap 14 Limited proactive stakeholder engagement.
- Gap 15 Very limited internal/operational goals, performance measures and strategic priorities.

## 6.0 Sustainability Monitoring

- Gap 16 Sustainability (Financial/Environmental/Social) reporting is at a high-level and without measurable, direct and operational action plans.
- Gap 17 Renewal coordination is done on a project by project basis, not on a whole system asset class basis.

# ASSET MANAGEMENT STRATEGY EXECUTION 2015 - 2017

## 2015

- AM strategy
- Reserve restructure
- 10 year financial plan

## 2017

- Central asset registry
- Replacement values



### COMMUNICATION & STAKEHOLDER ENGAGEMENT

## 2016

- Implementation & resourcing plan
- Debt policy
- Identify electronic data platform



# ASSET MANAGEMENT STRATEGY EXECUTION 2018 – 2021

## 2018

- Condition assessments & ratings
- Service levels (current & future)

## 2020

- AIM policy



### COMMUNICATION & STAKEHOLDER ENGAGEMENT

## 2019

- Risk assessments
- First draft AIM plan (beta)

## 2021

- Long term financial plan (20+ years)
- Integrated AIM plan

# ASSET MANAGEMENT STRATEGY

## ASSET MANAGEMENT B.C. FRAMEWORK<sup>6</sup>



<sup>6</sup> <http://www.assetmanagementbc.ca/framework/>

GOVERNANCE	
Bylaw Enforcement revenues over budget	(44,000)
Community land development fees under budget	(91,000)
Liability settlements under budget	(73,800)
Miscellaneous	(7,928)
<b>GOVERNANCE TOTAL</b>	<b>(216,728)</b>
RCMP	
Adjustments for RCMP retro settlement and Q4 2016 billing	(206,000)
RCMP contract billings trending low - approx 39 of 41 FTEs throughout 2017	(342,849)
Police Protection/Victim Services - labour vacancies	(198,000)
Police Protection Services - contracted services under budget	(241,239)
<b>RCMP TOTAL</b>	<b>(988,088)</b>
FIRE	
Fire service contract revenues higher than budget	(37,400)
Miscellaneous	4,677
<b>FIRE TOTAL</b>	<b>(32,723)</b>
CORPORATE SERVICES	
Labour vacancies	(47,600)
Legal fees under budget	(59,000)
Miscellaneous	(6,898)
<b>CORPORATE SERVICES TOTAL</b>	<b>(113,498)</b>
FACILITIES & SUPPLY MANAGEMENT	
Fleet maintenance and fuel over budget with transfer of fire/airport to fleet service	104,000
Labour vacancies	(71,900)
Miscellaneous	(6,281)
<b>FACILITIES &amp; SUPPLY MANAGEMENT TOTAL</b>	<b>25,819</b>
OPERATIONS	
Transit revenues under budget	87,000
Contracted services & supplies under budget	(41,451)
<b>OPERATIONS TOTAL</b>	<b>45,549</b>
PARKS, RECREATION & CULTURE	
Labour vacancies & miscellaneous	(133,639)
<b>PARKS, RECREATION &amp; CULTURE TOTAL</b>	<b>(133,639)</b>
ECONOMIC DEVELOPMENT & TOURISM	
Miscellaneous	(7,028)
<b>ECONOMIC DEVELOPMENT &amp; TOURISM TOTAL</b>	<b>(7,028)</b>
DEVELOPMENT SERVICES	
Development Services revenues over budget	(155,500)
Community land development fees under budget	91,000
Labour vacancies	(72,625)
Miscellaneous	9,633
<b>DEVELOPMENT SERVICES TOTAL</b>	<b>(127,492)</b>
GENERAL FISCAL SERVICES	
Net difference in transfers between reserves	92,534
Property tax revenues higher than budget	(375,700)
CRIB servicing revenues higher than budget	(72,000)
Gaming revenue higher than budget	(40,000)
Miscellaneous	81,769
Provision for year-end adjustments	150,000
<b>GENERAL FISCAL SERVICES TOTAL</b>	<b>(163,397)</b>
<b>2017 PROJECTED OPERATING SURPLUS</b>	<b>(1,711,224)</b>

## Report To Council

**TO:** City Manager  
**FROM:** Ron Bowles, GM Corporate Services  
**AUTHORED BY:** Dennis Brodie, Interim Finance Reporting Supervisor  
**DATE:** October 27, 2017  
**SUBJECT:** Quarterly Financial Report – Q3 2017

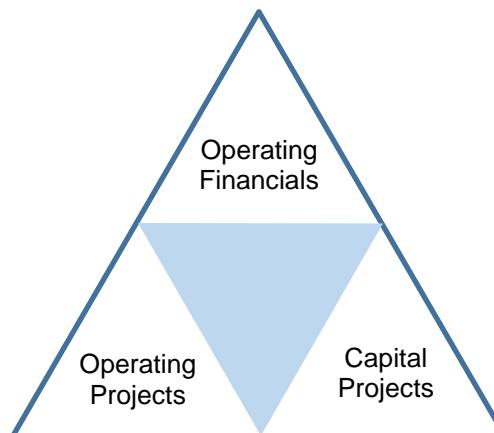
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**Recommendation:**

THAT the Quarterly Financial Report for the third quarter of 2017 (July 1– September 30) be received for information.

**Background:**

The Quarterly Financial Report provides regular and timely information to Council on the progress of the work plan approved during Financial Planning. This report also ensures that the actual results are aligning with approved budgets and any variances are investigated and explained. The report includes the three core components of the budget, which are operating departmental budgets, one-time operating projects and the City's approved projects in the capital plan.

**Discussion:****Financial Overview from the City Manager**

The third quarter financial report for 2017 identifies that the City's work plan is well underway for the year. Of the total 140 approved projects, 75 projects are in-progress and 55 are completed. The City's Water Supply project continues to be a key focus of the work plan for 2017 and into 2018; this project is funded over 75% by BC Hydro as it is necessitated by the John Hart generating station upgrade and is key to the City's delivery of water services to the community.

The City continues to focus on renewal and enhancement projects across the City including asphalt overlay, sidewalk infill, parks and recreation amenities, and facilities upgrades.

The operational budget analysis indicates the City is on trend as compared to budget and prior trends given the cyclical and seasonal activity of the City's operations.

Deborah Sargent, City Manager

**Operating Financial Report**

The City's departmental operational revenues and expenses by core service area are summarized below, with a comparison to the same quarter in 2016 as well as the variance to the approved 2017 budget. Overall, City revenues are at 92% of budget and expenses are at 65% of budget. This is within expectation, and comparable to past years, due to the seasonality of many of the City's operations.

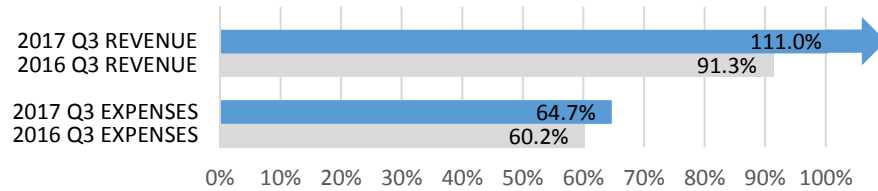
	<b>2016 Q3</b>	<b>2017 Q3</b>	<b>2017 Budget*</b>	<b>2017 Variance \$</b>	<b>2017 Variance %</b>
<b>Revenue</b>					
GOVERNANCE	(119,861)	(150,977)	(136,013)	14,964	111.0%
RCMP	(694,413)	(631,831)	(795,262)	(163,431)	79.4%
FIRE	(1,391,118)	(1,455,209)	(1,739,367)	(284,158)	83.7%
CORPORATE SERVICES	(2,402,864)	(2,493,342)	(2,641,800)	(148,458)	94.4%
FACILITIES & SUPPLY MGT	(299,043)	(273,409)	(382,106)	(108,697)	71.6%
OPERATIONS	(2,888,227)	(3,025,543)	(3,337,184)	(311,641)	90.7%
PARKS, RECREATION & CULTURE	(754,687)	(857,794)	(930,676)	(72,882)	92.2%
DEVELOPMENT SERVICES	(734,581)	(892,957)	(1,054,600)	(161,643)	84.7%
EC DEVELOPMENT & TOURISM	(70,000)	(233,388)	(125,000)	108,388	186.7%
AIRPORT	(1,537,302)	(1,792,456)	(2,068,674)	(276,218)	86.6%
SEWER	(5,767,804)	(6,016,895)	(6,359,675)	(342,780)	94.6%
WATER	(6,189,075)	(6,826,027)	(7,212,883)	(386,856)	94.6%
<b>Revenue Total</b>	<b>(22,848,974)</b>	<b>(24,649,828)</b>	<b>(26,783,240)</b>	<b>(2,133,412)</b>	<b>92.0%</b>
<b>Expense</b>					
GOVERNANCE	1,466,880	1,649,770	2,548,971	899,201	64.7%
RCMP	4,808,977	4,723,009	9,435,464	4,712,455	50.1%
FIRE	4,124,551	4,289,291	5,817,143	1,527,852	73.7%
CORPORATE SERVICES	1,298,618	1,459,852	2,139,069	679,217	68.2%
FACILITIES & SUPPLY MGT	2,734,955	2,776,966	4,089,099	1,312,133	67.9%
OPERATIONS	5,016,255	5,087,185	7,671,894	2,584,709	66.3%
PARKS, RECREATION & CULTURE	4,176,683	4,341,018	5,743,669	1,402,651	75.6%
DEVELOPMENT SERVICES	1,352,075	1,250,574	2,188,433	937,859	57.1%
EC DEVELOPMENT & TOURISM	447,505	588,272	714,943	126,671	82.3%
AIRPORT	1,557,590	1,778,386	2,239,240	460,854	79.4%
SEWER	1,805,327	1,995,754	3,026,294	1,030,540	65.9%
WATER	2,088,007	2,325,858	3,777,002	1,451,144	61.6%
<b>Expense Total</b>	<b>30,877,423</b>	<b>32,265,935</b>	<b>49,391,221</b>	<b>17,125,287</b>	<b>65.3%</b>
<b>Grand Total</b>	<b>8,028,449</b>	<b>7,616,107</b>	<b>22,607,981</b>	<b>14,991,874</b>	<b>33.7%</b>

*\*2017 Budget as amended presented.*

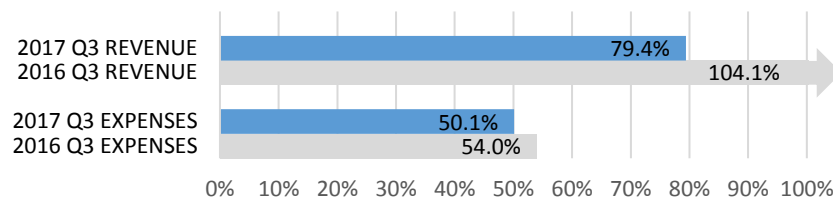
It is important to note that the report does not include financial information that provides minimal value on a quarterly basis. Excluded data includes taxation revenue, debt servicing, and amortization expense.

Each area of the City's operations has been analyzed below. Individual graphs show revenues and expenses as a percentage of budget for the third quarter of 2017 and 2016 for comparison.

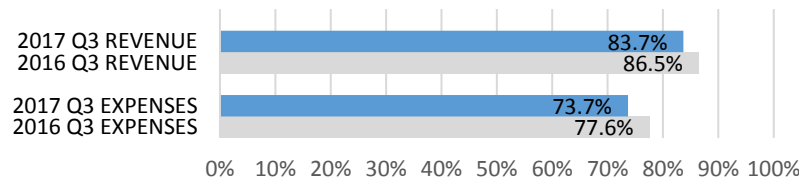
**GOVERNANCE** – Revenues are higher than expected due to bylaw services remedial action work under taken this year and the majority of annual of dog licenses revenue being collected in first three quarters. Expenses are higher than last year due to an increase in the City’s liability insurance premiums but are overall within budget.



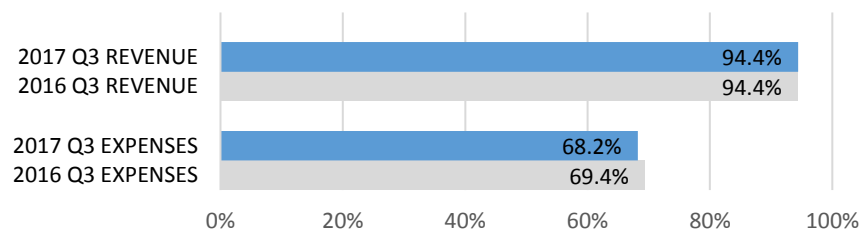
**RCMP** – Revenues are lower than 2016 and are lower than budget as less funding was received from SCIF Traffic Fine grants, \$380,000 to \$422,000 budget. These revenues have been decreasing slightly in recent years therefore the budget for 2018 is likely to be reduced slightly to reflect this trend. Also, the RCMP building capital lease fee revenue is lower because no capital work has being undertaken in 2017. Expenses are in line with budget and 2016 given RCMP billings are received subsequent to each quarter throughout the year; the RCMP billings are trending lower than budget to due ongoing vacancies/transfers within the detachment.



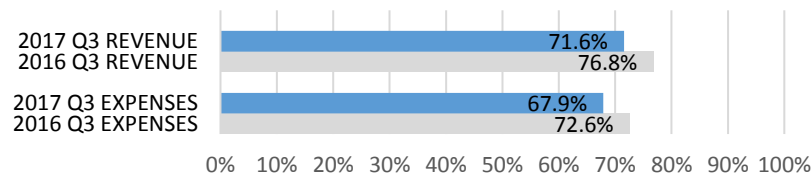
**FIRE** – Revenues are trending on budget and expenses are within expectation for 2017.



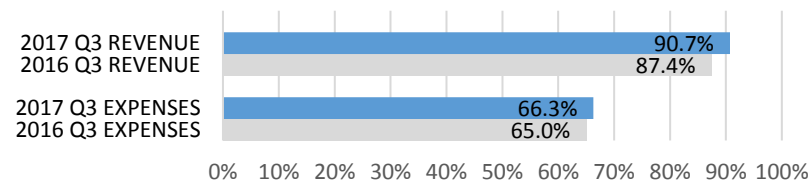
**CORPORATE SERVICES** – Revenues are higher than budget due to Fortis franchise fees and the CRIB servicing agreement coming in higher than budgeted. Expenses are lower than budget due to staffing vacancies and lower than budgeted legal fees.



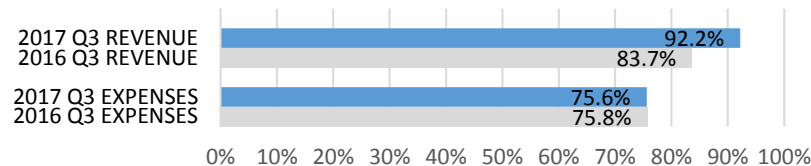
**FACILITIES & SUPPLY MANAGEMENT** – Revenues are slightly lower than the prior year due the lease area at the Community Centre being vacated at end of 2016. Expenses are lower than budget mainly due to a staffing vacancy in Supply Management and some legal settlements not yet paid.



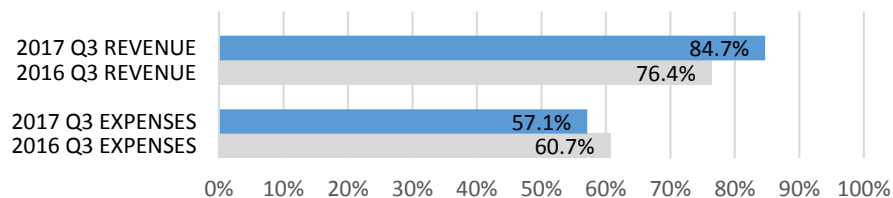
**OPERATIONS** – Revenues are higher than year to date but within expectation as solid waste user fees are collected in Q2 with property tax billings. Expenses are lower than expected due to a timing difference with external contracts for solid waste and transit billings – some invoices will be processed in the fourth quarter.



**PARKS, RECREATION & CULTURE** – Revenues are trending higher and higher than budget mainly due higher than budget burial, plot and internment revenues and \$53K of 2016 deferred revenue recognized in 2017 related to the transition from CLASS to the new PerfectMind system.

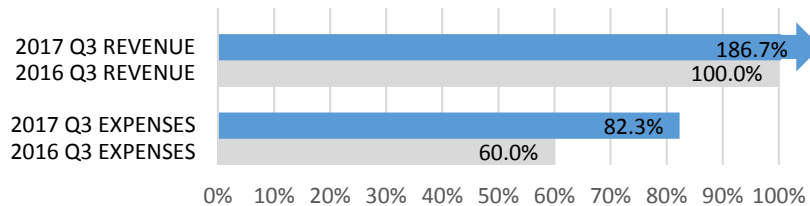


**DEVELOPMENT SERVICES** – Planning and development revenues are strong to date with building permits at 87% of budget, and development fees at 95% of budget at the end of the third quarter. Business licenses have been billed for the year and are at 110% of budget. Overall expenses are lower than budget and lower than last year due to two vacancies in building inspection and one vacancy in planning.

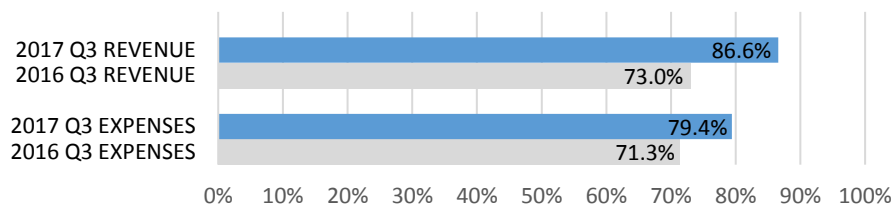




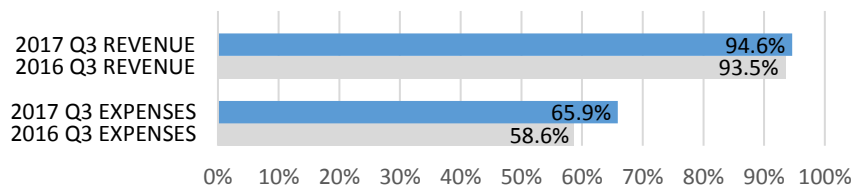
**ECONOMIC DEVELOPMENT & TOURISM** – The City is now receiving revenues for tourism activities starting in 2017 with the new tourism and economic development delivery model. As of March 1<sup>st</sup>, the City enrolled in the MRDT (Hotel Tax) program compared to an original expected start date of July 1<sup>st</sup>; payments received to date total \$200,000 therefore revenues are expected to be high for 2017 compared to budget and the budget is expected to realign this revenue for 2018 budget given trends to date. Additionally, the City has received grant funding for visitor information services. Expenses are higher than budget due to timing in delivery of services with the new tourism contract model being implemented early in 2017 with the early approval of the MRDT revenues.



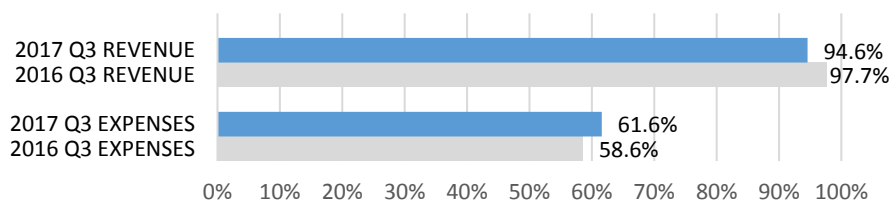
**AIRPORT** – Revenues higher than budget mainly due to increased fuel sales and increase in passenger fees. Expenses are higher than budget due to higher fuel purchases to support those fuel sales, as well heating costs and runway de-icing were significantly higher this year due to winter weather in early 2017.



**SEWER** – Residential utility user fees are billed with the property tax billings in May therefore a majority of the utility user fees have been collected, commercial metered billings are billed and collected quarterly. Expenses are on track with several expected invoices not yet received at end of Q3.

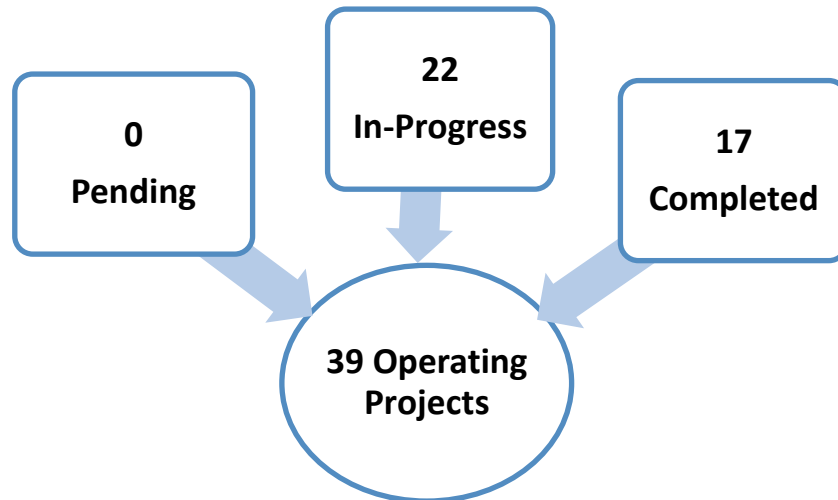


**WATER** – Residential utility user fees are billed with the property tax billings in May therefore a majority of the utility user fees have been collected, commercial metered billings are billed and collected quarterly. Expenses are lower than budget due to staff resources which are currently focused on the Water Supply project. The water department also has one current staffing vacancy.



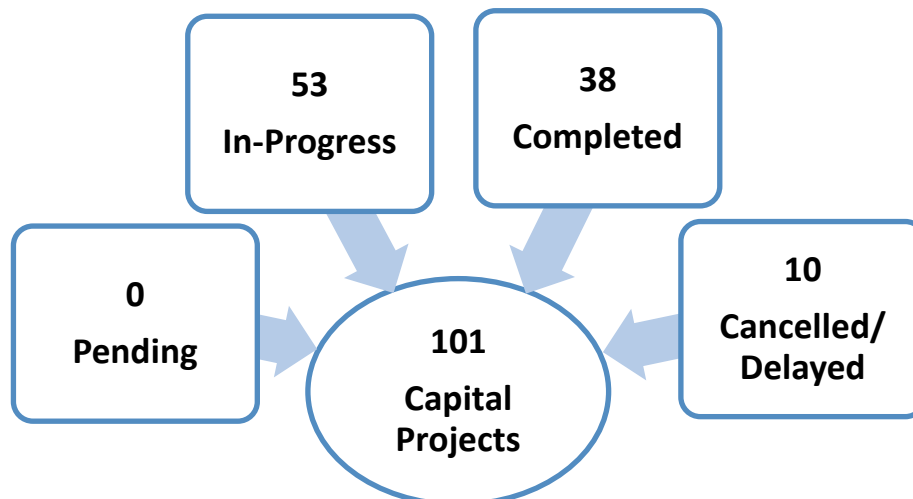
**Operating Projects**

There are 39 operating projects with a total budget of \$2.2M for 2017 as approved during Financial Planning including amendments as one-time projects planned for completion within the year. The total spend for the third quarter on operating projects is \$1.22M or 56% of budget. Of the 39 planned projects, 22 are currently in progress and 17 have been completed. Appendix 1 provides the detail on the status for each operating project; green highlighted projects are on track with expected project delivery timelines, yellow projects could be delayed and result in a carryforward to 2018, and red projects have been delayed or cancelled. For the third quarter report, the projects expected to require a carry forward into 2018 have been identified in a separate column on Appendix 1.



**Capital Projects**

There are 101 capital projects with a total budget of \$25.8M for 2017 as approved during Financial Planning including amendments. The most significant of these projects continues to be the Water Supply project which is slated for completion in 2018 with commissioning and operation of the new water system. The total spend to the third quarter on capital projects is \$11M or 43% of budget. Overall, 51 of 100 capital projects are currently underway and 37 have been completed. Appendix 2 provides the detail on the status for each capital project; green highlighted projects are on track with expected project delivery timelines including multi-year projects, yellow projects could be delayed and result in a carryforward to 2018, and red projects have been delayed or cancelled. For the third quarter report, the projects expected to require a carry forward into 2018 have been identified in a separate column on Appendix 2.



**Conclusion:**

Financial results for the City's departmental operating budgets are overall within expectation for the third quarter of 2017 and there are no significant areas of concern that have been identified.

Operating and capital projects are well underway for the third quarter of the year with the majority of projects well into the construction phase and many projects completed already. The second and third quarters are typically the busiest for the City, with capital project works and operations crews completing a majority of their work during these months. The fourth quarter will be spent wrapping up projects and planning for works to continue and start in early 2018. Any project highlighted yellow or red appendices is an indication to Council that the project may not be completed in 2017 and staff would have already communicated this to Council, or a follow up report will be forthcoming to explain the project status to Council.

Report authored by,



Dennis Brodie  
Interim Finance Reporting Supervisor

Report reviewed by,



Myriah Foort, BBA, CPA, CA  
Chief Financial Officer

Report Reviewed/Endorsed by,



Ron Bowles  
GM Corporate Services

**Attachments:**

- Appendix 1 – Operating Projects (Q3 2017)
- Appendix 2 – Capital Projects (Q3 2017)

**APPENDIX 1  
OPERATING PROJECTS  
at September 30, 2017 (Q3)**

**Project Statuses:**  
 A - Not Started  
 B - Planning / Request for Proposal / Design  
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**Appendix 8.2**

Index	Department	Project Name	Sept 2017 (Q3)	2017 Budget*	\$ Variance	% Variance	Status	2018 CFWD	Comments
<b>Strategic Initiatives</b>									
1	Mayor & Council	AVICC Convention Hosts	12,007	15,000	2,993	80.0%	D ✓	-	Event held April 7-9, 2017.
2	Mayor & Council	Council Contingency - Fibre Marketing	14,080	25,000	25,000	56.3%	C	Yes	Promotional material still under development. Launch scheduled for Nov 2nd.
3	Mayor & Council	Council Contingency - Habitat for Humanity 129 Westgate	-	29,073	29,073	0.0%	D ✓	-	Council endorsed paying application fees and waiving bonds and security. Final balance will be recorded in Q4.
4	Mayor & Council	Council Contingency - CRYSA Facility Rental Fee	1,570	1,200	(370)	130.9%	D ✓	-	Event held February 2017.
5	Mayor & Council	Tribal Journeys	25,000	25,000	-	100.0%	D ✓	-	Complete.
6	Mayor & Council	Forestry Task Force Operating Budget	7,791	27,398	20,072	28.4%	C	Yes	On-going throughout 2017.
7	Mayor & Council	3.5 Acre Task Force	79,504	125,000	124,704	63.6%	C	Yes	Community consultation complete, artist rendering, model and video created. Presentation planned for Q4.
8	Mayor & Council	Beautification Grants	20,000	60,000	40,000	33.3%	C	Yes	2 grants from 2016 completed and paid out. 4 grants for 2017 approved by Council and staff working with groups to complete the works by December 1st per agreements. Possibility of carryforwards to 2018.
9	Mayor & Council	Social Grants	-	25,000	25,000	0.0%	C	-	Preliminary feedback received from Council on the development of a social grant policy in early 2017. \$20,000 of funding allocated in Q4 2017 to SRD regional social housing initiative. Policy development deferred to early 2018.
10	Mayor & Council	Council Contingency - Annual Allocation	21,551	150,000	150,000	14.4%	C	Yes	A total of \$53,711 is currently committed for 2017.
11	Mayor & Council	Centennial Pool and Operating Budget Fund	375,000	375,000	-	100.0%	D ✓	-	Gaming funds used to offset centennial pool and other operating programs. Funding recorded in Q2.
12	Mayor & Council	BC Elders Gathering	15,000	15,000	-	100.0%	D ✓	-	Request for assistance received from BC Elders. Council approved assistance in May.
13	Mayor & Council	Homelessness Count	2,000	2,000	2,000	100.0%	D ✓	-	Count completed end of August.
14	Planning & Development	Campbellton Planning Projects	-	15,000	15,000	0.0%	C	Yes	VIU has completed work on their project for Campbellton; report presented to Council in early October. Funding from VIU to follow.
15	Planning & Development	Downtown Small Initiatives Fund	29,640	68,427	65,248	43.3%	C	Yes	CR Live Street events are complete and Small Initiatives projects are well underway, some will be completed in 2018.
16	Planning & Development	Downtown Signage Incentive Program	-	35,000	35,000	0.0%	B	Yes	A RFP has been drafted for the Sign Bylaw Update (the first phase of the incentive program). Was delayed due to 6 month planner vacancy.
17	Planning & Development	Façade Storefront Downtown Revitalization	-	50,000	50,000	0.0%	B	Yes	Implementation logistics are being reviewed. Staff are coordinating with the sign bylaw update.
18	Recreation & Culture	Public Art	13,644	57,808	49,901	23.6%	C	Yes	The mural project with the BIA is underway. Two other projects are in concept development stages.
19	Recreation & Culture	Increase Spirit Square Program Budget	-	12,000	12,000	0.0%	D ✓	-	Complete. Expenses to be recorded in Q4.
20	Recreation & Culture	Campbell River Seniors Centre Society-Kitchen Lunch Program	45,000	45,000	-	100.0%	D ✓	-	Funding to support the kitchen program has been provided.

\* As amended

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<b>Financial Stabilization</b>									
21	Planning & Development	Downtown Revitalization - Plan & Design	5,060	5,924	5,924	85.4%	D ✓	-	Downtown Refresh document has been finalized.
22	Planning & Development	Sea Level Rise Assessment	11,304	65,000	60,743	17.4%	C	Yes	FCM Grant Application submitted. RFP awarded to NHC for assessment of 9.5 acre site and estuary areas; work underway. Co-op student hired with 90% funding from Pacific Institute for Climate Studies - completed inventory of shoreline assets at risk.
23	Parks	Parks Resource Management Plan	8,724	20,000	20,000	43.6%	C	-	Project is well underway with completion expected by the end of the year.
<b>Other Funds</b>									
24	Economic Development	Tourism Transition	-	13,763	13,763	0.0%	D ✓	-	Project complete. Destination Think! awarded contract for tourism services.
25	Facilities	Tidemark & Library Painting	11,218	26,932	26,932	41.7%	D ✓	-	Painting substantially complete with only minor touch-ups remaining.
26	Facilities	Facilities Master Plan/Condition Assessment	170,240	225,000	82,260	75.7%	C	-	Draft space plan and long-range facilities capital plan are now complete and are in review phase.
27	Planning & Development	Zoning/OCP Update	30,585	114,112	98,942	26.8%	C	Yes	Project underway and entering final stages of public consultation and bylaw drafting. Aim for wrap up in April 2018. Project delayed due to 6 month planner vacancy.
28	Planning & Development	Community Energy Efficiency Program	79,452	170,055	116,343	46.7%	C	Yes	City facility benchmarking & key performance indicators for Community Energy and Emissions Plan being completed. Power Down Campbell River incentive program extended and development of Energy Step Code program underway.
29	Airport	Business Development Opportunity Fund	29,640	45,000	39,929	65.9%	C	-	Planned initiatives for 2017 include a contribution to the annual Wings n' Wheels event. Expected to be fully spent in 2017.
30	Sewer	Reclaimed Water Study	8,062	10,419	10,144	77.4%	D ✓	-	Complete.
31	Sewer	Transformer Repair at Lift Station #11	18,400	25,000	25,000	73.6%	D ✓	-	Complete.
32	Sewer	Chemical Grouting Program	138,254	141,820	3,566	97.5%	D ✓	-	Complete.
33	Sewer	Downtown Sewer Study	7,808	20,028	12,220	39.0%	C	-	Final draft under review.
34	Sewer	Lift Station Auto - Cleaning	26,014	30,000	3,986	86.7%	D ✓	-	Complete.
35	Water	Water Conservation Plan	-	23,158	23,158	0.0%	C	Yes	Presented at Aug 15 COW to confirm the operational programs to include in the plan. Final plan being drafted and will be presented to Council in early 2018.
36	Water	Confined Space Entry Alternate Procedures	1,371	15,000	15,000	9.1%	B	Yes	Difficulty securing consultant. Scheduled to start in Q4.
37	Sewer	Biosolids Management Options Study	10,318	50,000	43,100	20.6%	C	Yes	Project underway, but may be delayed due to uncertainty around the participation in the regional compost facility and a delay in the amendment to the Organic Matter Recycling Regulation.
38	Sewer	Confined Space Entry Alternate Procedures	1,371	15,000	13,629	9.1%	B	Yes	Difficulty securing consultant. Scheduled to start in Q4.
39	Recreation & Culture	Sportsplex Space Assessment-Conceptual Design	-	5,461	5,461	0.0%	D ✓	-	Conceptual design is complete.
* As amended			<b>TOTAL</b>	<b>\$ 1,219,607</b>	<b>\$ 2,179,578</b>	<b>\$ 1,265,721</b>	<b>56.0%</b>		

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<b>Strategic Priorities Projects</b>									
1	External Request	Larwood-Erickson Sewer Upgrade	-	-	-	0.0%	B	-	Project in design and 50% review has been completed. Development partner paying for design works. Construction in 2018.
2	IT	Municipal Broadband Network - DT	65,399	180,795	115,396	36.2%	C	-	Final completion scheduled for early Q4.
3	IT	Municipal Broadband Network - CW	130,356	193,000	62,644	67.5%	D ✓	-	<b>Complete.</b>
4	Facilities	Tidemark Theatre Lower Roof Replacement	29,502	20,000	(9,502)	147.5%	D ✓	-	<b>Project complete.</b>
5	Facilities	Discovery Pier Structural Repairs and Refurbishment	201,640	196,758	(4,882)	102.5%	C	-	Concession and washroom renovations completed in 2017 with budget allocated; severe deficiencies discovered in concession during renovation process which led to additional works required to complete the project. Additional budget request to complete piling replacement being submitted for 2018.
6	Facilities	MHC Envelope Repairs	2,625	25,000	22,375	10.5%	D ✓	-	<b>Work complete.</b>
7	Roads	Ferry Terminal Access Improvements	10,163	20,000	9,837	50.8%	C	Yes	Consultant engaged in review and stakeholder meetings with Ministry of Transportation and Infrastructure and BC Ferries will take place in early 2018.
8	Roads	Pier Street, Sign and MHC Entrance Improvements	-	25,000	25,000	0.0%	B	Yes	Conceptual Design fall 2017, design early 2018, construction summer 2018.
9	Roads	Parking Lot Improvements	-	-	-	0.0%	B	-	Budget reallocated to new capital project - Cypress Street Improvements. See index 99.
10	Multi-Department	Lower Shoppers Row - St. Ann's to 11th Ave	-	250,000	250,000	0.0%	Z	Yes	Project rescheduled to align with Strategic Priorities Fund grant application with a project timeline with Upper Shoppers Row and 11th Avenue of 2018 to 2020.
11	Storm Drains	Downtown Storm Mitigation	-	30,000	30,000	0.0%	C	Yes	Work underway. Completion expected in fall of 2017.
12	Airport	Fueling Facility - Cfwf	10,440	14,320	3,880	72.9%	C	Yes	Carry forward money left from 2016; available as contingency against fuel system upgrade project.
13	Airport	Fueling Facility - Fuel Trucks	61,435	651,970	590,535	9.4%	C	Yes	Trucks ordered, delivery in November for truck #1 and December/January for truck #2.
14	Airport	Fueling Facility - Medivac	-	71,235	71,235	0.0%	B	Yes	Medivac parking will be operational effective January 1, 2018. Final paving will commence after the removal of the current fueling station.
15	Airport	Fueling Facility - Civil Works	109,371	572,475	463,104	19.1%	D ✓	Yes	<b>Complete.</b>
16	Sewer	Lift Station #10 Upgrades	130,174	155,723	25,549	83.6%	D ✓	-	<b>Complete.</b>
17	Sewer	MHC Sewer Chamber Improvements	18,672	56,138	37,466	33.3%	D ✓	-	<b>Complete.</b>
18	Sewer	Waterfront Sewer Forcemain	13	300,000	299,987	0.0%	B	Yes	Preliminary Design underway.
19	Water	Water Intake Project	3,979,186	5,318,173	1,338,987	74.8%	C	Yes	Multi-year project; building site and foundations underway, lockup Q3. Commissioning scheduled for Q4.
20	Water	CR Water Supply - Additional City Work	3,308,564	3,950,055	641,491	83.8%	C	Yes	Multi-year project; building site and foundations underway, lockup Q3. Commissioning scheduled for Q4.
21	Water	Water Facility Renewal	155,446	3,161,603	3,006,157	4.9%	C	Yes	Multi-year project; building site and foundations underway, lockup Q3. Commissioning scheduled for Q4.
22	Water	System Mod's for Water Supply Project	72,102	900,000	827,898	8.0%	C	Yes	Work underway Q4 completion.

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23	Parks	Ostler Park Redevelopment	75,209	311,055	235,846	24.2%	D ✓	-	Rip Rap repair complete, drainage concept proven.
24	Parks	Big Rock Boat Ramp	51,165	655,000	603,835	7.8%	B	Yes	Detailed design complete. DFO application underway - Q4 submission.
25	Parks	Robron Field House	2,129	408,000	405,871	0.5%	B	Yes	Projected expected to be deferred until 2018; additional negotiations and planning to be completed.
<b>Other Capital Projects</b>									
26	Finance	Asset Management	3,450	50,000	46,550	6.9%	C	Yes	AIM Committee is meeting on a regular basis working on various initiatives including Facilities, Fleet and Parks plans. A grant has been applied for a high level corporate asset management plan to help guide asset management implementation at the City. Committee expects to spend most of 2017 allocation.
27	IT	Recreation Management Software	87,495	152,137	64,642	57.5%	C	Yes	System has gone live internally and externally. There are still phases of the project left to complete such as: report design, scanning in offsite and out of office hours, etc. As well, there are system anomalies or business practices which need to be changed to ensure effective use of the system.
28	IT	Dogwood DOC Phone System	-	35,000	35,000	0.0%	B	Yes	RFP posted. Proponent selection scheduled for Nov 06. Projected expected to be completed by end of 2017.
29	IT	Vadim E3 Upgrade	6,989	7,000	11	99.8%	D ✓	-	Completed.
30	IT	Internet Security Hardware	25,960	35,000	9,040	74.2%	C	-	Final training session scheduled for Nov 14-15.
31	IT	Printer/Peripheral Replacement	12,114	15,000	2,886	80.8%	C	-	On-going through 2017.
32	IT	Workstation/Laptop Replacement	24,081	36,000	11,919	66.9%	C	-	On-going through 2017.
33	Fire Protection	#1 Fire Station Replacement	22,481	489,899	467,418	4.6%	B	Yes	Multi-year project; capital construction below the line. Site studies underway.
34	Fire Protection	Refurbish Existing Ladder Truck	267,661	240,000	(27,661)	111.5%	D ✓	-	Completed.
35	Fire Protection	Small Equipment Replacement	13,027	15,000	1,973	86.8%	C	-	Currently working with vendor.
36	Fire Protection	Pumper Rescue Replacement	11,304	890,000	878,696	1.3%	C	Yes	Multi-year project; pre-construction completed May 2017, build underway. Estimated delivery Q3 2018. Carry forward required.
37	Fleet	Fleet Replacement Plan	272,074	941,672	669,598	28.9%	C	Yes	Of the 7 planned replacements, 4 have been received with the remaining 3 already tendered with the City awaiting delivery. 1-2 units may not be delivered until early 2018 due to lengthy manufacturing times.
38	Capital Works	Capital Works Management	261,925	349,233	87,308	75.0%	C	-	Capital works is managing several capital projects across the capital plan.
39	Facilities	Roof Replacement 1180 Fir Street	18,711	13,000	(5,711)	143.9%	D ✓	-	Completed.
40	Facilities	Dick Murphy Park Viewing Platform Construction	12,500	45,000	32,500	27.8%	C	-	Work underway, project completion imminent.
41	Facilities	City Hall Space Planning Allowance	72,104	68,482	(3,622)	105.3%	D ✓	-	Renovation works complete.
42	Facilities	City Facilities Fall Protection	-	40,000	40,000	0.0%	C	-	Assessment has been bundled with Facilities Master Condition Assessment project and is currently underway.
43	Facilities	Fleet Maintenance Coordinator Vehicle	-	40,000	40,000	0.0%	D ✓	-	Vehicle received and in service.



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44	Facilities	Video Surveillance Cameras	12,593	30,000	17,407	42.0%	D ✓	-	Cameras installed at City Hall, Enterprise Centre, Spirit Square.
45	Facilities	Library Air Handler Replacement	-	150,000	150,000	0.0%	C	-	Tender awarded, construction in early November.
46	Facilities	CRCC Front Desk Safety Improvements*	-	-	-	0.0%	Z	-	\$20,000 project re-allocated to "CRCC Operational Improvements", project 101. This project deferred and will be re-budgeted in 2018.
47	Facilities	Small Equipment	29,966	30,000	34	99.9%	D ✓	-	Several pieces of equipment already in service with some pieces still to be invoiced. Completed.
48	Facilities	Energy and Water Consumption Reduction Projects	32,220	25,000	(7,220)	128.9%	D ✓	-	Budget is now fully expended on lighting projects at City Hall and lighting/water reduction projects at Discovery Pier.
49	Facilities	Mobile Column Lifts for Airport Maintenance Shop	-	80,000	80,000	0.0%	D ✓	-	Project complete. Lifts in operation at Airport.
50	Facilities	ERT Materials Transfer Pit Site Improvements*	-	-	-	0.0%	Z	-	\$50,000 project re-allocated to "CRCC Operational Improvements", project 101. This project deferred and will be re-budgeted in 2018.
51	Roads	Pedestrian Signal Crossing Lights	24,000	30,000	6,000	80.0%	D ✓	-	Completed Larwood/Hwy 19A & Alder/Robron.
52	Roads	Transit Bus Shelters	45,149	74,396	29,247	60.7%	C	-	Awaiting shelters to be installed by Contractor. Completion fall 2017.
53	Roads	Sidewalk Infill	-	45,132	45,132	0.0%	B	Yes	Working with DT Refresh and Parking lots for sidewalk infill project on Cypress and 11th Ave.
54	Roads	Street Light Infill	-	52,393	52,393	0.0%	C	-	2017 work complete.
55	Roads	Traffic Control Upgrades - Replacement	217,623	192,010	(25,613)	113.3%	D ✓	-	Complete. Additional ICBC funding of \$92,000 has been received for this project.
56	Roads	Pavement Management Plan	-	25,000	25,000	0.0%	Z	-	To be re-budgeted in 2018 - RFP canceled 2.5x budget - 1 submission.
57	Roads	LED Light Conversion	-	50,000	50,000	0.0%	C	-	To be completed by Dec 2017.
58	Roads	Cycling Infrastructure	5,139	15,000	9,861	34.3%	C	-	Projects completed for 2017.
59	Roads	Asphalt Overlays	490,010	500,000	9,990	98.0%	D ✓	-	Complete.
60	Storm Drains	Annual Drainage Improvements	-	150,000	150,000	0.0%	Z	Yes	Work deferred to 2018 - work to be undertaken in fisheries window. (Peterson/Willis areas).
61	Airport	Parking Machine	11,054	20,000	8,946	55.3%	D ✓	-	Purchased and in use.
62	Airport	Runway Condition Reporting Equipment	-	40,000	40,000	0.0%	D ✓	-	Unit on-site, invoice being processed, working with vendor to finalize software.
63	Airport	Airport Snowblower	-	420,000	420,000	0.0%	B	Yes	ACAP agreements signed, RFP issued with expected delivery in early 2018.
64	Airport	Airport Development Servicing	-	70,000	70,000	0.0%	B	Yes	Staff have completed external review and are in the process of completing the design with construction anticipated in late 2017/early 2018.
65	Airport	Security Fencing - South Dev. Area	-	40,000	40,000	0.0%	B ✓	Yes	Staff have completed external review and are in the process of completing the design with construction anticipated in late 2017/early 2018.
66	Sewer	Lift Station #11 Upgrade	3,589	52,588	48,999	6.8%	D ✓	Yes	Maintenance period.
67	Sewer	NWEC Upgrade Phase 2	39,535	200,000	160,465	19.8%	D ✓	Yes	In use.
68	Sewer	NWEC Boiler / DDC Replacement	-	47,130	47,130	0.0%	D ✓	-	Completed.
69	Sewer	Sewer Main Replacement - 2016	2,710	20,000	17,290	13.6%	D ✓	-	Maintenance period.

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70	Sewer	Storage Shelter for Vacuum Truck NWECC	63,817	60,000	(3,817)	106.4%	D ✓	-	Completed.
71	Sewer	Lift Station Generators	4,480	423,967	419,487	1.1%	C	Yes	Association with Social Procurement removed. Construction services tendered; anticipate Q4 award.
72	Water	Watermain Renewal - Cedar	-	10,000	10,000	0.0%	D ✓	-	Maintenance period.
73	Water	Area D Connection Improvements	-	20,000	20,000	0.0%	Z	-	Concept funds. Project delayed to 2018 due to delays in partnership discussions.
74	Water	Water Preventative Maintenance Truck	-	60,000	60,000	0.0%	D ✓	-	Vehicle received and in service.
75	Water	Water Dept. Temporary Location	-	300,000	300,000	0.0%	Z	-	Lease extended to end of 2018. Project will be re-budgeted for 2018.
76	Water	WM Cathodic Protection	5,600	35,000	29,400	16.0%	Z	-	Surveying and renewing test points completed. Design work to be included as part of 2018 scope.
77	Water	CRIB/CCR Water Improvements	-	20,000	20,000	0.0%	Z	-	Concept work delayed to 2018 due to workload associated with Water Supply Project.
78	Water	Water Service Renewal	5,681	50,000	44,319	11.4%	C	-	On-going project. Full budget will not be spent due to staff effort required for Water Supply Project.
79	Water	Fire Hydrant Renewal	8,676	50,000	41,324	17.4%	C	-	On-going project. Full budget will not be spent due to staff effort required for Water Supply Project.
80	Utilities	SCADA Platform	108,854	229,730	120,876	47.4%	C	Yes	Phases 1 and 2 complete. Phase 3 to start in Q4.
81	Utilities	Meter Renewal	44,120	100,000	55,880	44.1%	C	-	On-going project. Full budget will not be spent due to staff effort required for Water Supply Project.
82	Parks	Nunns Creek Master Plan	29,762	32,154	2,392	92.6%	C	Yes	Project on hold pending further review.
83	Parks	Robron Park Upgrade - Artificial Turf	10,699	29,724	19,025	36.0%	D ✓	-	Maintenance period.
84	Parks	Hwy 28 Elk Falls Cemetery Expansion	36,502	125,692	89,190	29.0%	C	-	Project to be completed by year end. Project is 95% complete to this point.
85	Parks	Shade Sails Installation	-	29,000	29,000	0.0%	B	Yes	Delivery of shade sail has been delayed by supplier. Delivery now expected in early December with installation early Spring.
86	Parks	Dog Park Development	23,435	20,093	(3,342)	116.6%	D ✓	-	Complete.
87	Parks	Frank James Park Design	29,584	47,558	17,974	62.2%	D ✓	-	Complete. Master plan approved.
88	Parks	Nunns Creek Park Electric Upgrade	10,657	299,921	289,264	3.6%	C	Yes	On hold pending Nunn's Creek Master Plan completion.
89	Parks	Incorporate 503 Island Hwy into Sequoia Park	1,995	20,505	18,510	9.7%	D ✓	-	Complete.
90	Parks	Spirit Square Benches	10,202	21,000	10,798	48.6%	D ✓	-	Complete.
91	Parks	Replacement Sand - Volleyball courts	25,472	27,000	1,528	94.3%	D ✓	-	Complete.
92	Parks	Baikie Island Bridge Re-Decking	11,497	15,000	3,503	76.6%	D ✓	-	Complete.
93	Parks	Robron Pump House Replacement	19,667	30,000	10,333	65.6%	D ✓	-	Complete.
94	Parks	Marine Foreshore Restoration	43,144	85,000	41,856	50.8%	D ✓	-	Complete.
95	Parks	Sybil Andrews' Cottage - Watering System	13,008	13,000	(8)	100.1%	D ✓	-	Complete.
96	Parks	End of Spruce Street Concept Plan	-	30,000	30,000	0.0%	B	Yes	Staff are working with the Campbellton group to get this project underway.

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97	Recreation & Culture	Recreation Equipment	-	25,670	25,670	0.0%	B	-	Equipment on order.
98	Recreation & Culture	Walter Morgan Studio - Rehabilitation	8,261	75,000	66,739	11.0%	C	Yes	Project is on hold while a heritage engineer evaluates building and determines scope of work required to ensure structural integrity of the building before restoration work begins.
99	Multi-Department	Cypress Street Improvements	-	115,000	115,000	0.0%	B	Yes	Project under design; funds required to be carried into 2018 to complete works.
100	Airport	Airport Airside Doors	-	40,000	40,000	0.0%	C	-	Doors ordered expecting 4-5 week delivery project should be completed by mid December 2017.
101	Facilities	CRCC Operational Improvements*	-	70,000	(70,000)	0.0%	C	-	Renovations are well under way and the space is expected to be fully move in ready by December 1st.
102	Facilities	Minor Facilities Capital Projects	38,369	-	(38,369)	100.0%	D ✓	-	Projects complete; minor facilities projects undertaken in Facilities operating budget but transferred to capital as projects meet TCA accounting threshold. Funded by Facilities operating budget.
<b>TOTAL</b>			<b>10,992,541</b>	<b>25,797,386</b>	<b>14,664,845</b>	<b>42.6%</b>			

\* As amended



**CITY OF CAMPBELL RIVER**  
**CONSOLIDATED FINANCIAL STATEMENTS**  
For the Year Ended December 31, 2016

**CITY OF CAMPBELL RIVER  
CONSOLIDATED FINANCIAL STATEMENTS  
For the Year Ended December 31, 2016**

**Independent Auditors' Report**

**Financial Reporting Responsibility** **1**

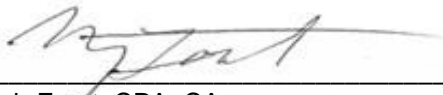
**Financial Statements**

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**CITY OF CAMPBELL RIVER  
FINANCIAL REPORTING RESPONSIBILITY  
For the Year Ended December 31, 2016**

The preparation and presentation of the Consolidated Financial Statements is the responsibility of the management of the City of Campbell River. The Consolidated Financial Statements have been prepared pursuant to Section 167 of the Community Charter and in accordance with Canadian public sector accounting standards. The financial information contained herein necessarily involves the use of estimates and judgments, which have been based on careful assessment of the data, made available through the City's information systems. The City maintains a system of internal accounting controls designed to safeguard our assets and provide reliable financial information.

MNP LLP has been appointed by Council of the City of Campbell River as the City's independent auditor. Their report accompanies the Consolidated Financial Statements.



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Myriah Foort, CPA, CA  
Finance Manager



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Ron Bowles  
General Manager, Corporate Services / CFO

**Independent Auditors' Report**

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To the Mayor and Council of the City of Campbell River:

We have audited the accompanying consolidated financial statements of the City of Campbell River, which comprise the consolidated statement of financial position as at December 31, 2016 and the consolidated statements of operations, change in net financial assets, cash flows and related schedules for the year then ended, and a summary of significant accounting policies and other explanatory information.

*Management's Responsibility for the Consolidated Financial Statements*

Management is responsible for the preparation and fair presentation of these 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.

*Auditors' Responsibility*

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

*Opinion*

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the City of Campbell River as at December 31, 2016, and the results of its operations, changes in net financial assets and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Campbell River, British Columbia

May 8, 2017

*MNP LLP*

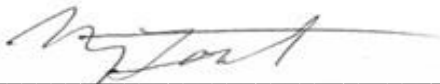
Chartered Professional Accountants



**CITY OF CAMPBELL RIVER  
CONSOLIDATED STATEMENT OF FINANCIAL POSITION  
As at December 31, 2016**

	2016	2015
<b>FINANCIAL ASSETS</b>		
Cash and investments (note 2)	63,283,775	56,953,153
Accounts receivable (note 4)	7,660,638	7,502,670
Inventory held for sale	47,695	67,516
	<b>70,992,108</b>	<b>64,523,339</b>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities (note 5)	11,022,400	7,751,257
Deposits and holdbacks	3,157,879	2,397,818
Development cost charges (note 6)	7,887,347	7,390,433
Deferred revenue (note 6)	9,103,335	8,609,632
Short-term debt (note 7)	2,900,000	1,300,000
Capital lease (note 8 & schedule 1)	13,001	31,940
Long-term debt (note 9 & schedule 1)	2,034,454	2,704,156
	<b>36,118,416</b>	<b>30,185,236</b>
<b>NET FINANCIAL ASSETS</b>	<b>34,873,692</b>	<b>34,338,103</b>
<b>NON FINANCIAL ASSETS</b>		
Inventory of supplies	308,768	276,310
Prepays	106,597	153,568
Tangible capital assets (schedule 2)	241,158,523	230,873,603
	<b>241,573,888</b>	<b>231,303,481</b>
<b>ACCUMULATED SURPLUS (note 11)</b>	<b>276,447,580</b>	<b>265,641,583</b>

See Contingent liabilities Note 12.



Myriah Foort, CPA, CA  
Finance Manager



Ron Bowles  
General Manager, Corporate Services / CFO

**CITY OF CAMPBELL RIVER  
CONSOLIDATED STATEMENT OF OPERATIONS  
For the Year Ended December 31, 2016**

	2016 Budget (see note 15)	<b>2016 Actual</b>	2015 Actual
<b>REVENUE</b>			
Taxes & parcel taxes	29,347,784	<b>29,598,161</b>	28,391,778
Payments in lieu of taxes	521,400	<b>624,287</b>	590,540
Sale of services	20,661,894	<b>21,026,411</b>	20,710,274
Services provided to other governments	1,729,376	<b>1,675,204</b>	1,624,517
Transfers from other governments	24,505,771	<b>9,555,306</b>	7,392,526
Investment and other income	506,000	<b>885,063</b>	905,236
Other revenue	231,000	<b>418,551</b>	865,134
Development cost charges recognized	587,219	<b>369,205</b>	1,200,316
Contributed tangible capital assets	-	<b>1,354,840</b>	382,907
Gain on disposal of tangible capital assets	-	<b>74,126</b>	268,994
	<b>78,090,444</b>	<b>65,581,154</b>	<b>62,332,222</b>
<b>EXPENSES</b>			
General government	6,720,471	<b>6,785,640</b>	5,693,530
Protective services	15,459,642	<b>15,697,225</b>	14,753,271
Transportation services	12,483,895	<b>12,047,011</b>	12,110,793
Environmental health services	2,366,749	<b>2,354,701</b>	2,264,760
Public health services	167,824	<b>148,508</b>	151,203
Development services	1,690,912	<b>1,803,185</b>	1,573,849
Parks, recreation and cultural services	7,837,052	<b>7,778,699</b>	7,437,259
Sewer utility services	4,188,863	<b>3,917,430</b>	3,728,203
Water utility services	4,751,395	<b>4,242,758</b>	3,963,008
	<b>55,666,803</b>	<b>54,775,157</b>	<b>51,675,876</b>
<b>ANNUAL SURPLUS</b>	22,423,641	<b>10,805,997</b>	10,656,346
Accumulated Surplus, Beginning of Year	265,641,583	<b>265,641,583</b>	254,985,237
<b>ACCUMULATED SURPLUS (note 11)</b>	<b>288,065,224</b>	<b>276,447,580</b>	<b>265,641,583</b>

See Budget legislative compliance Note 15.

**CITY OF CAMPBELL RIVER  
CONSOLIDATED STATEMENT OF CASH FLOWS  
For the Year Ended December 31, 2016**

	2016	2015
<b>OPERATING ACTIVITIES</b>		
Annual surplus	10,805,997	10,656,346
Non-cash items included in annual surplus:		
Long-term debt actuarial adjustment	(162,034)	(178,922)
Contributed tangible capital assets	(1,354,840)	(382,907)
(Gain)/loss on tangible capital assets	(74,126)	(268,994)
Writedown of tangible capital assets	31,587	173,104
Amortization expense	8,828,021	8,801,988
(Increase)/decrease in inventory of supplies	(32,458)	15,842
(Increase)/decrease in prepaids	46,971	(61,016)
Changes in financial assets and liabilities:		
Accounts receivable	(157,968)	(2,757,125)
Inventory held for resale	19,821	30,687
Tax sale properties	-	63,356
Accounts payable and accrued liabilities	3,271,143	216,167
Deposits and holdbacks	760,061	174,890
Development cost charges	496,914	(498,090)
Deferred revenue	493,703	356,833
	<b>22,972,792</b>	<b>16,342,159</b>
<b>CAPITAL ACTIVITIES</b>		
Proceeds on sale of tangible capital assets	122,636	777,448
Acquisition of tangible capital assets	(17,838,202)	(14,263,262)
	<b>(17,715,566)</b>	<b>(13,485,814)</b>
<b>FINANCING ACTIVITIES</b>		
Debt and lease proceeds	1,600,000	-
Debt and lease principal repaid	(526,605)	(752,029)
	<b>1,073,395</b>	<b>(752,029)</b>
<b>INCREASE IN CASH AND INVESTMENTS</b>	<b>6,330,622</b>	<b>2,104,317</b>
<b>CASH AND INVESTMENTS BEGINNING OF YEAR</b>	<b>56,953,153</b>	<b>54,848,836</b>
<b>CASH AND INVESTMENTS, END OF YEAR</b>	<b>63,283,775</b>	<b>56,953,153</b>
<b>INTEREST RECEIVED</b>		
	<b>456,318</b>	<b>448,400</b>
<b>INTEREST PAID</b>		
	<b>332,803</b>	<b>384,631</b>

**CITY OF CAMPBELL RIVER  
CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS  
For the Year Ended December 31, 2016**

	2016 Budget (see note 15)	<b>2016 Actual</b>	2015 Actual
<b>ANNUAL SURPLUS</b>	22,423,641	<b>10,805,997</b>	10,656,346
<b>TANGIBLE CAPITAL ASSETS</b>			
Acquisition of tangible capital assets	(46,124,420)	<b>(17,838,202)</b>	(14,263,262)
Contributed tangible capital assets	-	<b>(1,354,840)</b>	(382,907)
Proceeds on disposal of tangible capital assets	-	<b>122,636</b>	777,448
(Gain)/loss on tangible capital assets	-	<b>(74,126)</b>	(268,994)
Write-off of tangible capital assets	-	<b>31,587</b>	173,104
Amortization	8,625,479	<b>8,828,021</b>	8,801,988
	(37,498,941)	<b>(10,284,924)</b>	(5,162,623)
<b>OTHER NON-FINANCIAL ASSETS</b>			
(Increase)/decrease in inventory of supplies	-	<b>(32,458)</b>	15,842
(Increase)/decrease in prepaids	-	<b>46,971</b>	(61,016)
	-	<b>14,513</b>	(45,174)
<b>INCREASE (DECREASE) IN NET FINANCIAL ASSETS</b>	(15,075,300)	<b>535,589</b>	5,448,549
<b>NET FINANCIAL ASSETS, BEGINNING OF YEAR</b>	34,338,103	<b>34,338,103</b>	28,889,553
<b>NET FINANCIAL ASSETS, END OF YEAR</b>	19,262,803	<b>34,873,692</b>	34,338,103

The City of Campbell River ("City") was incorporated as a municipal district in 1947 under the provisions of the *British Columbia Municipal Act*, and was reinforced as a city by letters patent in 2005. Its principal activities are the provision of local government services to the residents of the City, as governed by the *Community Charter and the Local Government Act*.

The notes to the Consolidated Financial Statements are an integral part of these statements. They provide detailed information and explain the significant accounting and reporting policies and principles that form the basis for these statements. They also provide relevant supplementary information and explanations which cannot be conveniently expressed in the Consolidated Financial Statements.

**1. Significant accounting policies**

**a) Basis of presentation**

The Consolidated Financial Statements of the City are the representations of management prepared in accordance with Canadian public sector accounting standards. Budget information has been aggregated to comply with these reporting standards.

**b) Reporting entity**

The Consolidated Financial Statements reflect the assets, liabilities, revenues, expenses and changes in financial position of the reporting entity which comprises all the organizations that are accountable for the administration of their financial affairs and resources to Council and are owned or controlled by the City. This includes Campbell River Economic Development Corporation (CREDC). All inter-fund balances and transactions are eliminated.

The Cemetery Trust Funds administered by the City are specifically excluded from the Consolidated Financial Statements and are reported separately (Note 3).

**c) Accrual accounting**

Items recognized in the financial statements are accounted for in accordance with the accrual basis of accounting. The accrual basis of accounting recognizes the effect of transactions and events in the period in which they occur, regardless of whether there has been a receipt or payment of cash or its equivalent. Assets are recognized until the future economic benefit underlying the asset is partly or wholly used or lost. Liabilities are recognized until the obligation or condition(s) underlying the liability is partly or wholly satisfied.

**d) Revenue recognition**

Revenue is recorded in the period in which the transactions or events that gave rise to the revenue occur. Following are the types of revenue received and a description of their recognition:

**i) Taxation**

Taxes for Municipal Purposes are recognized in the year levied. Levies imposed by other taxing authorities (Note 14) are not included in these financial statements.

ii) Sale of services

Sale of services are recognized in the year that the service is provided or the amount is earned, provided the amount can be estimated and collection is reasonably assured.

iii) Transfers from other governments

The City recognizes a government transfer 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 City recognizes revenue as the liability is settled. Transfers of non-depreciable assets are recognized in revenue when received or receivable.

iv) Other revenue

Investment income, taxation penalties and actuarial earnings are recorded in the year they are earned, provided the amount can be estimated and collection is reasonably assured.

v) Development cost charges and other deferred revenues

Development cost charges are recognized in the year that they are used to fund an eligible capital project that has been authorized by bylaw. Receipts which are restricted by agreement with external parties are reported as Deferred Revenue at the time they are received. When the qualifying expenses are incurred the related Deferred Revenue is brought into revenue. Deferred Revenues are comprised of the amounts shown in Note 6.

**e) Cash and investments**

Investments are held with the Municipal Finance Authority of BC (MFA). The Money Market Fund provides a method by which municipalities in British Columbia can access high quality investments not otherwise available to them while retaining a high degree of security and liquidity. The interest rate is variable and the funds are redeemable upon 24 hours notice. The carrying value of investments is based on the cost method whereby the cost of the investment is adjusted to reflect investment income, which is accruing, and any permanent decline in market value. The investment balances detailed in Note 2 are reported at market value which is also cost on December 31, 2016.

**f) Long-term debt**

All long-term debt is borrowed from the Municipal Finance Authority of BC (MFA). Interest payments and actuarial earnings related to long-term debt obligations are recorded on an accrual basis. Actuarial revenue is investment earnings on the City's principal payments made to, and invested by, the MFA, prior to the MFA using these funds to retire the related debt. The actuarial interest rate is set when the debt is issued to the City and may be adjusted by MFA during the term of the debt if market conditions dictate that the rate can no longer be achieved. The rates of interest on outstanding debt are 3.25% to 5.15% as disclosed on Schedule 1. Actual actuarial earnings beyond the set rate are paid to the City when the related debt is retired. Actuarial revenue is recognized and compounded annually starting in the second year of the debt term.

**g) Financial instruments**

The City's financial instruments consist of cash and investments, accounts receivable, accounts payable and accrued liabilities, deposits and holdbacks, short-term and long-term debt. Unless otherwise noted, it is management's opinion that the City is not exposed to significant interest, currency or credit risk arising from these financial instruments. Interest rates for the capital lease and long-term debt are set at fixed rates for the term. The City does not have significant foreign currency denominated transactions. Accounts receivable are due from a broad base of customers, except as otherwise commented on in Note 4.

**h) Non-financial assets**

The City's non-financial assets consist of inventory of supplies, prepaids, and tangible capital assets. Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of goods and services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. Intangible assets, such as water rights and mineral resources, are not recorded in the financial statements.

**i) Tangible capital assets**

Tangible capital assets are recorded at cost, net of disposals, write-downs and amortization. The useful life is applied on a straight line basis to calculate amortization that is calculated when the asset is put in use. In the year of addition amortization is calculated at one-half and no amortization is recorded in the year of disposal.

The estimated useful lives that the City uses to amortize its tangible capital assets are:

<b>Asset</b>	<b>Useful life (yrs)</b>
Land	N/A
Buildings	20-60
Furniture, machinery & equipment	3-25
Drainage infrastructure	30-80
Roads, bridges & highways	15-60
Marine infrastructure	30-40
Sewer infrastructure	20-60
Water Infrastructure	20-60

Carrying costs directly attributable to the acquisition, construction or development activity, excluding interest costs, are capitalized to the point in time the asset is substantially complete and ready for use. Contributions of tangible capital assets are recorded at fair value at the date of contribution.

**ii) Inventory**

Inventories are recorded at the lower of cost and net realizable value. Cost is determined using the weighted average cost basis.



**CITY OF CAMPBELL RIVER**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2016**

**Appendix 8.3**

**i) Use of estimates/measurement uncertainty**

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported amounts of revenues and expenses during the reporting period. Significant areas requiring use of management estimates relate to the useful lives of tangible capital assets, determination of employee future benefits, accrual for retroactive wages and the outcome of litigation and claims. Accounts receivable are recorded after considering the collectability of the amounts and setting up an allowance for doubtful accounts, if necessary. Actual results will depend on future economic events and could differ from the estimates. Adjustments, if any, will be reflected in the period of settlement or upon a change in the estimate. Liabilities for contaminated sites are estimated based on the best information available regarding potentially contaminated sites that the City is responsible for.

**j) Liability for contaminated sites**

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 City 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, 2016.

At each financial reporting date, the City 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 City 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.

**2. Cash and investments**

	<b>2016</b>	<b>2015</b>
General operating fund	<b>51,918,509</b>	46,804,067
Development cost charges deferred revenue	<b>7,887,347</b>	7,174,116
Capital lending reserve fund	<b>2,382,769</b>	2,043,282
Parks acquisition & development reserve fund	<b>676,994</b>	514,808
Parkland acquisition reserve fund	<b>418,156</b>	416,879
	<b>63,283,775</b>	56,953,153

**3. Trust funds**

The City holds trust funds under British Columbia law for purposes of maintaining public cemeteries. These funds are excluded from the Consolidated Financial Statements and are comprised of the following:

	<b>December 31, 2015</b>	<b>Collections</b>	<b>Expenses</b>	<b>December 31, 2016</b>
CR Municipal Cemetery	314,562	3,093	9	<b>317,654</b>
Elk Falls Memorial Cemetery	212,604	8,864	-	<b>221,468</b>
	527,166	11,957	9	<b>539,122</b>

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the Year Ended December 31, 2016

**Appendix 8.3**

**4. Accounts receivable**

	<b>2016</b>	<b>2015</b>
Property taxes	1,314,838	1,945,903
Due from other governments	5,315,080	4,268,740
Other	1,030,720	1,071,710
Development cost charges	-	216,317
	<b>7,660,638</b>	<b>7,502,670</b>

Other receivables includes from one customer an amount of \$702,323 (2015 - \$750,255) which is a structured payment established through a local service agreement and is collected as part of the annual tax levy with the final payment occurring in 2027. The annual repayment amount is \$81,353 based on an interest rate of 4.71% over the 19 year repayment term.

**5. Accounts payable and accrued liabilities**

	<b>2016</b>	<b>2015</b>
Trade accounts payable	3,749,895	1,370,239
Due to other governments	2,752,992	2,314,398
Accrued liabilities	638,139	650,383
Accrued wages and benefits	3,851,769	3,364,026
Accrued interest	29,605	52,211
	<b>11,022,400</b>	<b>7,751,257</b>

Included in accrued liabilities is a liability for a contaminated site the City owns. The site is contaminated from its former use and requires remediation to an acceptable environmental standard. The City has estimated that the necessary remediation will cost approximately \$300,000 based on a past consultant's estimate with consideration of inflation.

Full-time permanent employees receive up to one-third or one-sixth of their sick bank on retirement, per their respective collective agreement. Permanent employees are also entitled to awards of supplemental vacation on certain anniversary years. The value of the liabilities for sick leave and supplemental vacation as at December 31, 2016 are calculated by an Actuary engaged by the City and reflect the likelihood that eligible employees will become entitled to such benefits. There are no additional liabilities accrued for these amounts as they are included in the sick leave, vacation, and banked overtime liability accounts:

**Accrued wages and benefits:**

	<b>2016</b>	<b>2015</b>
Employee future benefits	1,568,300	1,532,300
Vacation liability	1,139,851	1,056,208
Banked overtime liability	227,487	194,593
Wages and other accruals	916,131	580,925
	<b>3,851,769</b>	<b>3,364,026</b>

**Employee future benefits:**

	<b>2016</b>	<b>2015</b>
Accrued benefit obligation - beginning	1,532,300	1,478,100
Current service cost	125,900	122,300
Interest cost	49,600	47,800
Benefits paid	(50,500)	(123,200)
Recognition of Actuarial loss/gain	(89,000)	7,300
	<b>1,568,300</b>	<b>1,532,300</b>

Discount rate	3.30%	3.10%
Inflation rate	2.50%	2.50%

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2016**

**Appendix 8.3**

**6. Deferred revenue**

Included in deferred revenue are contributions from developers collected under the Development Cost Charges (DCC) Bylaw. These contributions will be recognized as revenue in future years when these funds are used for expenses as permitted by the Development Cost Charges Bylaw and the relevant sections of the *Local Government Act*, unless otherwise authorized by the Ministry of Community, Sport and Cultural Development.

Payment of DCC's can be deferred over a three year period, therefore a portion of the DCC's are unfunded and are offset by an amount in Accounts Receivable as disclosed in Note 4 (2016 - \$0, 2015 - \$216,217). The funded DCC's are disclosed as short-term investments in Note 2 (2016 - \$7,887,347, 2015 - \$7,174,116).

	<b>December 31, 2015</b>	<b>Transfers</b>	<b>Collections</b>	<b>December 31, 2016</b>
Development cost charges				
Park development	568,810	(33,447)	59,367	<b>594,730</b>
Parkland acquisition	66,374	(34,892)	142,566	<b>174,048</b>
Roads	3,101,574	(94,122)	297,066	<b>3,304,518</b>
Sanitary sewer	618,165	(291,060)	143,806	<b>470,911</b>
Storm drains	608,667	(5,980)	122,403	<b>725,089</b>
Water	2,426,843	(67,578)	258,786	<b>2,618,051</b>
	<b>7,390,433</b>	<b>(527,079)</b>	<b>1,023,994</b>	<b>7,887,347</b>
Deferred revenue				
Future local improvements	2,573,468	-	53,711	<b>2,627,178</b>
Prepaid property taxes	1,364,953	(2,692,856)	3,035,386	<b>1,707,483</b>
Community Works Fund	3,760,742	(1,260,721)	1,400,917	<b>3,900,939</b>
Parkland acquisition	416,879	(70,050)	71,327	<b>418,156</b>
Other	493,590	(509,190)	465,176	<b>449,578</b>
	<b>8,609,632</b>	<b>(4,532,816)</b>	<b>5,026,517</b>	<b>9,103,335</b>
	<b>16,000,065</b>	<b>(5,059,895)</b>	<b>6,050,511</b>	<b>16,990,682</b>

**7. Short-term debt**

Short-term financing is secured through the Municipal Finance Authority of BC for capital initiatives approved under loan authorizations. Interest is calculated daily on a variable rate basis at prime less 1.28%. In 2016 the rate was 1.39% (2015 - 1.59%). Short-term borrowing is replaced by long-term debt periodically when balances and interest rates are considered appropriate. The outstanding short-term debt balance at the end of 2016 was transferred to long-term in the spring of 2017.

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2016**

**Appendix 8.3**

**8. Capital leases**

The City has equipment capital lease obligations with the MFA Leasing Corporation. The annual lease payments, including applicable taxes for the next five years are:

2017	2018	2019	2020	2021
13,001	-	-	-	-

The net book value of leased tangible capital assets at December 31, 2016 is \$69,605 (2015 - \$85,072).

**9. Long-term debt**

Debt is reported at the gross amount. See Schedule 1 for maturity dates, interest rates and payments in the year. The principal payments for the next five years are:

Year	General	Sewer	Water	Total
2017	245,264	49,891	-	295,155
2018	209,033	49,891	-	258,924
2019	84,846	49,891	-	134,737
2020	84,846	49,891	-	134,737
2021	84,846	49,891	-	134,737

The City has no debt assumed by others on its behalf, and has not directly assumed any debt for others (Note 12b).

**10. Municipal Finance Authority debt reserve fund**

The Municipal Finance Authority (MFA) of British Columbia provides capital financing for regional districts and their member municipalities. The MFA is required to establish a debt reserve fund. Each regional district, through its member municipalities who share in the proceeds of a debt issue, is required to pay into the debt reserve fund certain amounts set out in the debt agreements. The MFA pays into the debt reserve fund these monies from which interest earned thereon less administrative expenses becomes an obligation to the regional districts. It must then use this fund if at any time there are insufficient funds to meet payments on its obligations. When this occurs the regional districts may be called upon to restore the fund.

Upon the maturity of a debt issue, the unused portion of the debt reserve fund established for that issue will be discharged to the City. The proceeds from these discharges will be credited to income in the year they are received. The City's MFA debt reserve fund is:

	2016	2015
General	83,143	80,702
Sewer	12,023	11,671
	95,166	92,373

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the Year Ended December 31, 2016

**Appendix 8.3**

**11. Accumulated surplus**

	<b>2016</b>	<b>2015</b>
Unappropriated surplus		
General	<b>4,544,765</b>	7,067,379
Sewer	<b>800,000</b>	12,339,728
Water	<b>850,000</b>	6,688,619
	<b>6,194,765</b>	26,095,726
Non-statutory reserves		
General	<b>8,648,894</b>	8,536,375
Airport	<b>375,777</b>	441,704
Sewer	<b>13,391,485</b>	901,724
Water	<b>8,565,828</b>	270,459
	<b>30,981,984</b>	10,150,262
Statutory reserves		
Capital lending	<b>2,382,769</b>	2,043,282
Parkland acquisition & development	<b>676,994</b>	514,808
	<b>3,059,763</b>	2,558,090
Investment in tangible capital assets	<b>236,211,068</b>	226,837,505
Total	<b>276,447,580</b>	265,641,583

The Unappropriated surplus is available to temporarily finance operations until planned revenues including property taxes are received, or for other operating or capital purposes as determined by Council.

The Non-statutory reserves have been set aside by decision of Council for a specified purpose. In the normal course of operations, these funds will be used to finance the future services or capital works for which they have been appropriated.

The Statutory reserves have been established by bylaw in accordance with the Community Charter and their use is restricted by legislation. In the normal course of operations, these funds will be used to finance the future services or capital works for which they have been appropriated.

Investment in tangible capital assets includes the net book value of capital assets for all City funds (General, Airport, Sewer, Water), less debt or leases outstanding on those assets.

## **12. Contingent liabilities**

### **a) Pension liability**

The municipality and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of the assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2015, the plan has about 189,000 active members and approximately 85,000 retired members. Active members include approximately 37,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate is then adjusted to the extent there is amortization of any funding deficit.

The most recent actuarial valuation as at December 31, 2015, indicated a \$2.224 billion funding surplus for basic pension benefits on a going concern basis.

The City of Campbell River paid \$1,660,468 (2015 - \$1,668,571) for employer contributions, while employees contributed \$1,331,153 (2015 - \$1,362,208) to the Plan in fiscal 2016. The City of Campbell River expects to pay \$1,696,400 for employer contributions in the next fiscal year.

The next valuation will be as at December 31, 2018, with results available in 2019.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

### **b) Regional District debt**

Debt issued by the Strathcona Regional District is a direct joint and several liability of the Regional District and each member municipality, including the City of Campbell River. Readers are referred to the Strathcona Regional District 2016 Audited Financial Statements for specific information and detail.

### **c) Other claims and contingent liabilities**

In the course of a year, the City is faced with lawsuits, assessment appeals on property values, and other claims for damages and management assess the exposure to be insignificant. As at December 31, 2016 there existed several claims which management believes may be successful against the City. The City has recorded a contingent liability for these claims, as it believes a reasonable estimate can be made. An accrued liability of \$340,355 (\$424,308) has been recorded for these claims.

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2016**

**Appendix 8.3**

**13. Related party transactions**

The City is the sole shareholder of Campbell River Economic Development Corporation (CREDC). Its purpose is to provide economic development services to the City through retention, enhancement and recruitment of business. Transactions of CREDC are consolidated at December 31st each year. During the year CREDC received \$397,500 (2015 - \$576,180) as funding contributions from the City which have been eliminated upon consolidation of CREDC into the City's financial statements. 2016 was the final year for CREDC operations and the corporation will be formally dissolved in 2017.

**14. Property tax collections for other governments**

	<b>2016</b>	<b>2015</b>
BC Assessment Authority	<b>313,819</b>	329,178
Comox Strathcona Regional Hospital District	<b>4,256,969</b>	4,228,900
Comox Strathcona Regional Solid Waste Board	<b>494,627</b>	173,958
Municipal Finance Authority	<b>1,050</b>	1,017
Provincial School Levy	<b>14,514,449</b>	14,558,045
Strathcona Regional District	<b>5,455,367</b>	3,957,625
Regional Library	<b>1,378,870</b>	1,317,247
	<b>26,415,151</b>	24,565,970

**15. Budget legislative compliance**

The following table reconciles the difference between the Statement of Operations Surplus/Deficit and the Financial Plan (Budget) balance, where sources of funds equal use of funds, demonstrating how the City has complied with the legislative requirement for a balanced budget.

The budget amounts presented throughout these financial statements are based on the Ten Year Financial Plan bylaw adopted by Council on February 22, 2016, to the exception of the amounts noted below.

Adjustments to the 2016-2025 Financial Plan Annual Surplus:

Annual surplus, as per Statement of Operations	<b>22,423,641</b>
Adjustments for non-cash item:	
Amortization offset	<b>8,625,479</b>
Debt proceeds	<b>3,475,000</b>
Debt principal repayments	<b>(523,114)</b>
Capital expenses	<b>(46,124,420)</b>
Net transfer (to)/from reserves & unappropriated surplus	<b>12,123,413</b>
	<b>-</b>



**16. Segmented reporting**

The City of Campbell River provides various City services within various divisions. The consolidated schedule segmented reporting as disclosed in Schedule 3 reflects those functions offered by the City as summarized below:

**General government** - activities related to the administration of the City as a whole including central administration, finance, human resources, information technology and legislative operations.

**Protective services** - activities related to providing for the security of the property and citizens of the City including policing, fire protection, emergency planning, building inspection, animal control and bylaw enforcement.

**Transportation services** - activities related to transportation and transit services including airport operations, maintenance of roads, sidewalks, street lighting and signage.

**Environmental health services** - activities related to solid waste management.

**Public health services** - activities related to child care, victim services and cemetery maintenance.

**Development services** - activities related to economic development, community planning and development.

**Parks, recreation & cultural services** - activities related to all recreation and cultural services including the maintenance of parks, recreation and fitness programs as well cultural facilities including the museum.

**Sewer utility services** - activities related to gathering, transporting, storing, treating and discharging sewage and reclaimed water.

**Water utility services** - activities related to treating, storing, supplying and transporting water.

**17. Comparative figures**

Certain comparative figures have been reclassified to conform with the current year's presentation.

**CITY OF CAMPBELL RIVER  
FINANCIAL STATEMENTS  
CONSOLIDATED SCHEDULE OF LONG-TERM LIABILITIES  
As at December 31, 2016**

## SCHEDULE 1

Bylaw	Description	Maturity Date	Interest Rate %	Balance at Dec 31, 2015	Debt Issued	Principal Payments	Actuarial Adjust	Balance at Dec 31, 2016
<b>Long-term debt</b>								
General								
2967	Issue #99	19/10/16	5.00	136,805	-	96,117	40,688	-
3073	Issue #99	19/10/16	5.00	165,673	-	116,400	49,273	-
2964	Issue #102	12/01/17	4.82	40,694	-	14,576	5,372	20,746
2966	Issue #102	12/01/17	4.82	34,881	-	12,494	4,605	17,782
2967	Issue #102	12/01/17	4.82	25,579	-	9,162	3,377	13,040
3303	Issue #103	23/04/23	4.65	117,767	-	9,713	3,069	104,985
2964	Issue #104	20/11/18	5.15	203,405	-	49,516	15,644	138,245
2966	Issue #104	20/11/18	5.15	224,616	-	54,680	17,275	152,661
3074	Issue #104	20/11/18	5.15	82,114	-	19,990	6,315	55,809
3301	Issue #104	20/11/23	5.15	415,104	-	34,232	10,816	370,056
3302	Issue #104	20/11/23	5.15	302,774	-	24,969	7,889	269,916
3302	Issue #106	10/13/24	4.13	89,290	-	6,668	1,769	80,853
3301	Issue #112	06/10/25	3.73	135,262	-	9,260	2,006	123,996
				<u>1,973,964</u>	<u>-</u>	<u>457,777</u>	<u>168,098</u>	<u>1,348,089</u>
Sanitary Sewer								
3345	Issue #112	06/10/25	3.73	328,276	-	22,473	4,869	300,934
3345	Issue #117	10/11/26	3.25	432,572	-	27,418	4,657	400,497
				<u>760,848</u>	<u>-</u>	<u>49,891</u>	<u>9,526</u>	<u>701,431</u>
Accrued actuarial adjustment				<u>(30,656)</u>	<u>-</u>	<u>-</u>	<u>(15,590)</u>	<u>(15,066)</u>
<b>Total long-term debt</b>				<u>2,704,156</u>	<u>-</u>	<u>507,668</u>	<u>162,034</u>	<u>2,034,454</u>
<b>Capital leases</b>								
Equipment		05/28/17	2.00	5,891	-	4,187	-	1,704
Equipment		12/28/17	2.00	22,551	-	11,254	-	11,297
Equipment		02/01/16	0.00	3,496	-	3,496	-	-
<b>Total capital lease</b>				<u>31,940</u>	<u>-</u>	<u>18,937</u>	<u>-</u>	<u>13,001</u>
<b>Total long-term liabilities</b>				<u>2,736,096</u>	<u>-</u>	<u>526,605</u>	<u>162,034</u>	<u>2,047,455</u>

**CITY OF CAMPBELL RIVER  
FINANCIAL STATEMENTS  
CONSOLIDATED TANGIBLE CAPITAL ASSET CONTINUITY SCHEDULE  
As at December 31, 2016**

## SCHEDULE 2

	Land	Buildings	Machinery & Equipment	Engineered Structures	Assets Under Construction	Total 2016	Total 2015
<b>COST</b>							
Opening balance	33,151,768	35,665,002	17,974,716	310,521,218	10,235,576	<b>407,548,279</b>	393,914,003
Additions	76,827	284,068	2,881,743	6,249,401	9,701,003	<b>19,193,042</b>	14,646,169
Construction completed	-	14,481	300,815	2,825,135	(3,140,431)	-	-
Writedowns	-	-	-	-	(31,587)	<b>(31,587)</b>	(173,104)
Disposals	-	-	(598,797)	(134,902)	-	<b>(733,699)</b>	(838,792)
Closing balance	33,228,595	35,963,551	20,558,477	319,460,852	16,764,561	<b>425,976,036</b>	407,548,279
<b>ACCUMULATED AMORTIZATION</b>							
Opening balance	-	18,900,479	13,117,977	144,656,220	-	<b>176,674,676</b>	168,203,026
Asset reclassification adjustment	-	-	19,340	(19,340)	-	-	-
Amortization current year	-	976,792	749,143	7,102,086	-	<b>8,828,021</b>	8,801,988
Amortization from disposals	-	-	(565,817)	(119,367)	-	<b>(685,184)</b>	(330,338)
Closing balance	-	19,877,271	13,320,643	151,619,599	-	<b>184,817,513</b>	176,674,676
<b>NET BOOK VALUE</b>	<b>33,228,595</b>	<b>16,086,279</b>	<b>7,237,834</b>	<b>167,841,253</b>	<b>16,764,561</b>	<b>241,158,523</b>	230,873,603
<b>NET BOOK VALUE (2015)</b>	<b>33,151,768</b>	<b>16,764,523</b>	<b>4,856,738</b>	<b>165,864,998</b>	<b>10,235,576</b>		

**Appendix 8.3**

**CITY OF CAMPBELL RIVER  
FINANCIAL STATEMENTS  
CONSOLIDATED SCHEDULE OF SEGMENTED REPORTING  
For the Year Ended December 31, 2016**

SCHEDULE 3  
(page 1 of 2)

	General Government		Protective Services		Transportation Services		Environmental Health Services		Public Health Services		Development Services	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
<b>REVENUE</b>												
Taxes & parcel taxes	28,144,356	26,942,532	-	-	176,085	179,816	-	-	-	-	65,366	62,254
Payments in lieu of taxes	624,287	590,540	-	-	-	-	-	-	-	-	-	-
Sale of services	393,949	348,428	1,855,362	1,639,459	2,624,380	3,008,210	2,334,366	2,349,120	67,935	60,491	845,620	1,315,057
Services provided to other governments	1,182,451	1,137,794	432,780	426,690	-	-	-	-	59,973	60,032	-	-
Transfers from other governments	899,155	697,301	432,430	450,417	1,199,203	2,185,015	8,552	9,502	-	-	-	-
Investment and other income	840,915	647,012	-	-	656	134,444	-	-	-	-	-	-
Other revenue	-	352,101	-	-	193,638	188,985	17,000	-	-	-	167,907	151,563
Development cost charges recognized	-	-	-	-	105,136	83,285	-	-	-	-	-	-
Contributed tangible capital assets	-	-	-	-	929,765	296,637	-	-	-	-	-	-
Gain on disposal of tangible capital assets	-	-	-	-	89,662	276,832	-	-	-	-	-	-
	<b>32,085,113</b>	<b>30,715,708</b>	<b>2,720,572</b>	<b>2,516,566</b>	<b>5,318,525</b>	<b>6,353,224</b>	<b>2,359,918</b>	<b>2,358,622</b>	<b>127,908</b>	<b>120,523</b>	<b>1,078,893</b>	<b>1,528,874</b>
<b>EXPENSES</b>												
Amortization	240,668	252,842	376,046	375,406	4,428,956	4,548,924	-	-	670	689	6,523	3,870
Interest & debt issue expenses	(13,747)	(19,267)	-	-	293,687	350,849	-	-	-	-	-	-
Operating expenses	1,140,592	629,761	8,971,174	7,879,321	5,132,658	5,243,914	2,278,714	2,190,013	22,882	30,640	1,103,997	973,854
Wages & benefits	5,418,127	4,830,194	6,350,005	6,498,544	2,191,710	1,967,106	75,987	74,747	124,956	119,874	692,665	596,125
	<b>6,785,640</b>	<b>5,693,530</b>	<b>15,697,225</b>	<b>14,753,271</b>	<b>12,047,011</b>	<b>12,110,793</b>	<b>2,354,701</b>	<b>2,264,760</b>	<b>148,508</b>	<b>151,203</b>	<b>1,803,185</b>	<b>1,573,849</b>
<b>ANNUAL SURPLUS (DEFICIT)</b>	<b>25,299,473</b>	<b>25,022,178</b>	<b>(12,976,653)</b>	<b>(12,236,705)</b>	<b>(6,728,486)</b>	<b>(5,757,569)</b>	<b>5,217</b>	<b>93,862</b>	<b>(20,600)</b>	<b>(30,680)</b>	<b>(724,292)</b>	<b>(44,975)</b>

See Note 16 for description of Segment Reporting categories.

**CITY OF CAMPBELL RIVER  
FINANCIAL STATEMENTS  
CONSOLIDATED SCHEDULE OF SEGMENTED REPORTING  
For the Year Ended December 31, 2016**

SCHEDULE 3  
(page 2 of 2)

	Parks, Recreation & Culture Services		Total General Government		Sewer Utility Services		Water Utility Services		Consolidated Total	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
<b>REVENUE</b>										
Taxes & parcel taxes	508,084	504,717	28,893,891	27,689,319	704,307	700,379	(37)	2,080	29,598,161	28,391,778
Payments in lieu of taxes	-	-	624,287	590,540	-	-	-	-	624,287	590,540
Sale of services	980,146	962,618	9,101,758	9,683,383	5,322,313	4,997,616	6,602,340	6,029,275	21,026,411	20,710,274
Services provided to other governments	-	-	1,675,204	1,624,516	-	-	-	-	1,675,204	1,624,517
Transfers from other governments	67,900	4,762	2,607,240	3,346,997	-	-	6,948,066	4,045,529	9,555,306	7,392,526
Investment and other income	-	-	841,571	781,456	26,113	85,224	17,379	38,556	885,063	905,236
Other revenue	25,630	169,485	404,175	862,134	14,376	3,000	-	-	418,551	865,134
Development cost charges recognized	14,049	1,117,031	119,185	1,200,316	250,020	-	-	-	369,205	1,200,316
Contributed tangible capital assets	-	-	929,765	296,637	168,287	28,069	256,788	58,200	1,354,840	382,907
(Gain)/loss on disposal of tangible capital assets	-	-	89,662	276,832	(2,787)	-	(12,749)	(7,838)	74,126	268,994
	<b>1,595,809</b>	<b>2,758,613</b>	<b>45,286,738</b>	<b>46,352,130</b>	<b>6,482,629</b>	<b>5,814,288</b>	<b>13,811,787</b>	<b>10,165,802</b>	<b>65,581,154</b>	<b>62,332,222</b>
<b>EXPENSES</b>										
Amortization	1,339,544	1,264,155	6,392,407	6,445,886	1,247,512	1,181,363	1,188,102	1,174,740	8,828,021	8,801,989
Interest & debt issue expenses	-	-	279,940	331,582	34,628	34,628	18,235	18,422	332,803	384,631
Operating expenses	2,529,588	2,569,990	21,179,605	19,517,493	1,662,950	1,615,221	1,686,027	1,565,474	24,528,582	22,698,187
Wages & benefits	3,909,567	3,603,114	18,763,017	17,689,704	972,340	896,991	1,350,394	1,204,372	21,085,751	19,791,067
	<b>7,778,699</b>	<b>7,437,259</b>	<b>46,614,969</b>	<b>43,984,665</b>	<b>3,917,430</b>	<b>3,728,203</b>	<b>4,242,758</b>	<b>3,963,008</b>	<b>54,775,157</b>	<b>51,675,876</b>
<b>ANNUAL SURPLUS (DEFICIT)</b>	<b>(6,182,890)</b>	<b>(4,678,646)</b>	<b>(1,328,231)</b>	<b>2,367,465</b>	<b>2,565,199</b>	<b>2,086,085</b>	<b>9,569,029</b>	<b>6,202,794</b>	<b>10,805,997</b>	<b>10,656,346</b>

See Note 16 for description of Segment Reporting categories.



City of  
Campbell  
River

## Report To Council

**TO:** Mayor and Council  
**FROM:** City Manager  
**AUTHORED BY:** Communications Advisor  
**DATE:** October 12, 2016  
**SUBJECT:** 2016 Citizen Satisfaction Survey Results

---

### **Recommendation:**

That the City Manager's report regarding 2016 citizen satisfaction survey results, be received.

### **Purpose:**

This report is to provide Council with an update on the results of the 2016 citizen satisfaction survey.

### **Background:**

Council budgets for a statistically-valid citizen satisfaction survey every three years to gather comprehensive community feedback on a wide range of topics. This year's survey took place from Sept. 7 through 21 to complement budget preparation and deliberation.

Discovery Research conducted 400 telephone surveys of randomly-selected residents aged 18 or older.

People who were not interviewed by telephone could share their opinion by completing the online survey from a link on the home page of the City's website.

The cost of conducting the survey was \$8,920, plus GST (total \$9,366).

In 2013, the City of Campbell River participated in the syndicated Ipsos Reid citizen satisfaction survey, which conducted 300 telephone interviews of a randomly-selected representative sample of Campbell River residents aged 18 years or older. The cost was approximately \$9,200 plus GST (total \$9,660). These findings updated a statistically-valid citizen satisfaction survey conducted in 2006 by Pulse Research at a cost of approximately \$10,000. Compared against results of the 2006 survey, 2013 responses indicated that Campbell River residents were generally more satisfied with City services – and that people in Campbell River also had a keen interest in economic stability.

### **Discussion:**

Residents were asked to rate their satisfaction with the quality of life and services provided by the City of Campbell River. The results indicate that satisfaction levels are higher in 2016 than in 2013 and 2006.

Key issues explored in the 2016 satisfaction survey included:

- quality of life and favourite things about living in Campbell River
- most important issue facing the community
- ranking the importance of Council's priorities
- most important environmental concern
- satisfaction levels with various City services and overall quality of services
- value for tax dollars and services to reduce/enhance/introduce
- customer service needs, methods and quality rating
- information needs, methods and quality rating



While telephone interview respondents are more representative of the overall population of Campbell River, in addition to a telephone survey, the City of Campbell River posted an equivalent online version of the survey on the City webpage.

As a result of self-selection bias, online respondents are more likely than telephone respondents to have an issue or complaint about City services, and satisfaction ratings generated from the online survey are slightly less favourable than telephone results.

In total, 228 online surveys were started by residents and 182 surveys were completed.

### **Highlights of 2016 survey results**

#### ***Quality of life in Campbell River given high ratings***

96% rate the overall quality of life in Campbell River as good (57%) or very good (39%).

95% rated Campbell River a good place to raise children and a good place to retire.

*In 2013, 93% rated good/very good*

*In 2006, 88.1% were satisfied with Campbell River as a place to live*

#### ***Most important issue facing Campbell River – Economic Concerns***

29% indicated that a poor economy/lack of jobs was the single most important issue facing the City of Campbell River. Other important issues included taxes, fiscal responsibility/increasing costs (10%) and the aging infrastructure (10%).

##### *Top 2013 priorities*

- *Taxation/Municipal Government Spending*
- *Economy*
- *Municipal Government Services*

##### *Top 2006 priorities:*

- *roads maintenance and repair 20.8%*
- *police protection: 29.5%*
- *public washrooms: 14.8%*
- *recreation facilities and services for families: 13.8%*

#### ***Favourite thing about Living in Campbell River - Ocean***

54% felt their favourite thing about living in Campbell River is being close to the ocean and 42% felt it was easy access to outdoor recreation.

#### ***Residents Satisfied with City Services and Programs***

96% were satisfied with overall services and programs provided by the City.

*In 2013, 85% were satisfied with level and quality of City services*

*In 2006, 64.1% were satisfied*

#### ***Majority feel City of Campbell River is doing a good job***

86% agreed that "In general, I believe the City of Campbell River is doing a good job."

*In 2013, the level of satisfaction with Council and administration decisions was 53%.*

#### ***Higher Satisfaction***

The highest satisfaction ratings were given for City trails (99% satisfied); water supply (97%); sewage system (96%); and recreation programs (96%).





### **Lower Satisfaction**

The lowest satisfaction ratings were given for economic development (64% satisfied); land use planning (67%); public washrooms (67%); and snow and ice removal (68%).

### **Customer service provided by City Employees - Excellent**

The customer service provided by City Staff received excellent satisfaction rating. The vast majority of residents feel that City Staff are courteous, knowledgeable and accessible – with overall service satisfaction at 88%.

*In 2013, 68% said they were satisfied with customer service.*

*In 2006, 58.8% were satisfied.*

Satisfaction with specific aspects of contact experience

- *Staff's courteousness: 95% (88% in 2013)*
- *Ease of reaching staff: 93% (83% in 2013)*
- *Staff's helpfulness: 92% (80% in 2013)*
- *Speed and timeliness of service: 86% (79% in 2013)*
- *Staff's knowledge: 93% (74% in 2013)*
- *Staff's ability to resolve issue: 79% (65% in 2013)*

### **Preferred source of information about City issues – Local Newspaper**

57% feel the best source of information about City issues is news articles in the local newspapers, and 76% of respondents received news that way.

29% would prefer to learn about issues through online sources, including social media.

*In 2013, preferred methods for City to communicate information to citizens were:*

- *Newspaper: 45%*
- *Mail: 11%*
- *Internet (unspecified): 8%*
- *Email: 8%*
- *City website: 6%*
- *Newsletter/pamphlet/brochure: 5%*
- *Social media: 4%*

In general, people felt the amount of information provided by the City was adequate (78%), and that the quality of information was satisfactory (86%). (These were not rated in 2013.)

### **Other comparisons**

- In 2016, 24% felt quality of life had improved, 54% felt it had stayed the same, and 17% felt it had worsened.
  - In 2013, 15% felt quality of life in Campbell River had improved in the past three years, 52% felt it had stayed the same, 28% felt it had worsened.
- Rating value of services for tax dollars, 73% of respondents said they received good value.
  - In 2013, 61% of respondents said they received good value for tax dollars.
- On the question of preference for balancing taxation and service levels, 46% supported increasing taxes to maintain services; 30% want services reduced to maintain current tax level.
  - In 2013, 37% said increase taxes and 44% said cut services.
- 30% of respondents would like to see expanded or new services introduced (41% aged 18 to 44; 26% aged 45-64; 19% aged 65+)



### Demographics information

- 400 people interviewed (50% female, 50% male)
- 86 per cent owned their home
- 35 per cent had children in the household under age 18
- 42 per cent of respondents were between the age of 45 and 64
  - 18 to 44 = 37%
  - 65 or older = 21%
- Length of residency in Campbell River: 46% had lived in Campbell River 11 to 30 years

The detailed report on survey findings is attached as an appendix to this report and includes online survey data as well as satisfaction levels for a range of departmental services.

Statistics generated from a sample size of 400 are considered to be accurate within  $\pm 4.9\%$ , at the 95% confidence interval (19 times out of 20).

### Communications:

City staff will prepare a news release documenting highlights of the survey findings, with complementary online postings (website, Facebook).

### Conclusion:

Monitoring and measuring stakeholder satisfaction is a key part of successful service-delivery, and a truly random, statistically-valid survey of community opinion offers a reliable method for gauging support and concerns related to City services – and helps staff and Council clarify and focus on community priorities. Regular follow-up surveys will continue to provide accurate measurement and ongoing guidance re: service provision to local citizens.

Council may wish to use the survey findings to influence future decisions for community service delivery as outlined in Council's financial and strategic plans.

Respectfully submitted,

Report reviewed / endorsed by,

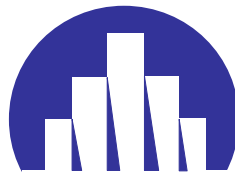
 A handwritten signature in blue ink that reads "Julie Douglas".
 

Julie Douglas  
Communications Advisor

 A handwritten signature in blue ink that reads "Deborah Sargent".
 

Deborah Sargent  
City Manager

Attachment: 2016 Citizen Satisfaction Survey



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DISCOVERY RESEARCH

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## 2016 Campbell River Citizen Survey

### Detailed Report on Findings

Prepared For: *City of Campbell River*

Prepared By: *Discovery Research*

*Date: September 2016*

## *Executive Summary*

A telephone survey was conducted with a random sample of 400 Campbell River residents in September 2016. Residents were asked to rate their satisfaction with the services provided by the City of Campbell River.

### **Quality of life in Campbell River given high ratings**

Ninety-six percent rate the *overall quality of life in Campbell River* as good (57%) or very good (39%). Similarly, 95% rated Campbell River a *good place to raise children* and a *good place to retire*.

### **Most important issue facing Campbell River – Economic Concerns**

Twenty-nine percent indicated that a *poor economy/lack of jobs* was the single most important issue facing the City of Campbell River. Other important issues included *taxes, fiscal responsibility/ increasing costs* (10%) and the *aging infrastructure* (10%).

### **Favourite thing about Living in Campbell River - Ocean**

Fifty-four percent felt their favourite thing about living in Campbell River is being *close to the ocean* and 42% felt it was easy *access to outdoor recreation*.

### **Residents Satisfied with City Services and Programs**

Ninety-six percent were satisfied with the *overall services and programs provided by the city of Campbell River*.

### **Majority feel City of Campbell River is doing a good job**

Eighty-six percent agree with the statement, “*In general, I believe the City of Campbell River is doing a good job*”.

### **Higher Satisfaction**

The highest satisfaction ratings were given for *City trails* (99% satisfied); *water supply* (97%); *sewage system* (96%); and *recreation programs* (96%).

### **Lower Satisfaction**

The lowest satisfaction ratings were given for *economic development* (64% satisfied); *land use planning* (67%); *public washrooms* (67%); and *snow and ice removal* (68%).

### **Customer service provided by City Employees - Excellent**

The customer service provided by City Staff received excellent satisfaction rating. The vast majority of residents feel that City Staff are *courteous, knowledgeable* and *accessible*.

### **Preferred source of information about City issues – Local Newspaper**

Fifty-seven percent feel the best source of information about City issues is *news articles in the local newspapers* and 29% would prefer to learn about issues through *online sources*.

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## ***Introduction***

In September of 2016, the City of Campbell River conducted a comprehensive telephone survey with a random sample of Citizens. Residents of Campbell River were asked to rate their level of satisfaction with a variety of City services and programs. The survey was an important step in the process to include input from Citizens when the City is making operational, service and budgeting decisions for the upcoming years.

**Discovery Research**, an independent consulting firm, was retained to conduct the 2016 Citizen Survey. The survey was designed so that Citizens' opinions could be easily summarized and prioritized. This report provides detailed results from this year's telephone survey.

## ***Objectives***

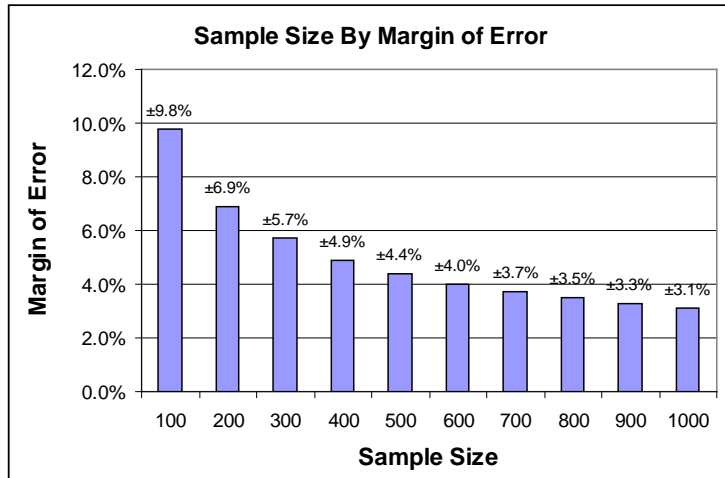
The 2016 Citizen Survey has the following objectives:

- **Measure Citizens' satisfaction levels with the various City services.**
- **Determine the public's views as to the types of changes needed in City services.**
- **Identify areas for improvement.**
- **Summarize the public's views as to the priority of future operational or infrastructure improvements.**



*Methodology*

A random sample of 400 Campbell River residents completed a telephone survey in September 2016. The random sample was generated such that each household in Campbell River had an equal opportunity of being selected for the research.



This bar graph displays the margin of error associated with various sample sizes.

Statistics generated from a sample size of 400 will be accurate within ±4.9%, at the 95% confidence interval (19 times out of 20).

*Weighting*

Campbell River’s actual population distribution by age was taken from the 2011 Canadian census results. The sample statistics have been weighted to match the age distribution of the entire population of Campbell River.

Age	Population from 2011 Census	Unweighted Sample	Weighted Sample
18-44	37%	21%	37%
45-64	42%	49%	42%
65+	21%	30%	21%

*Online Survey*

While telephone interview respondents are more representative of the overall population of Campbell River, in addition to a telephone survey, the City of Campbell River posted an equivalent online version of the survey on the City webpage.

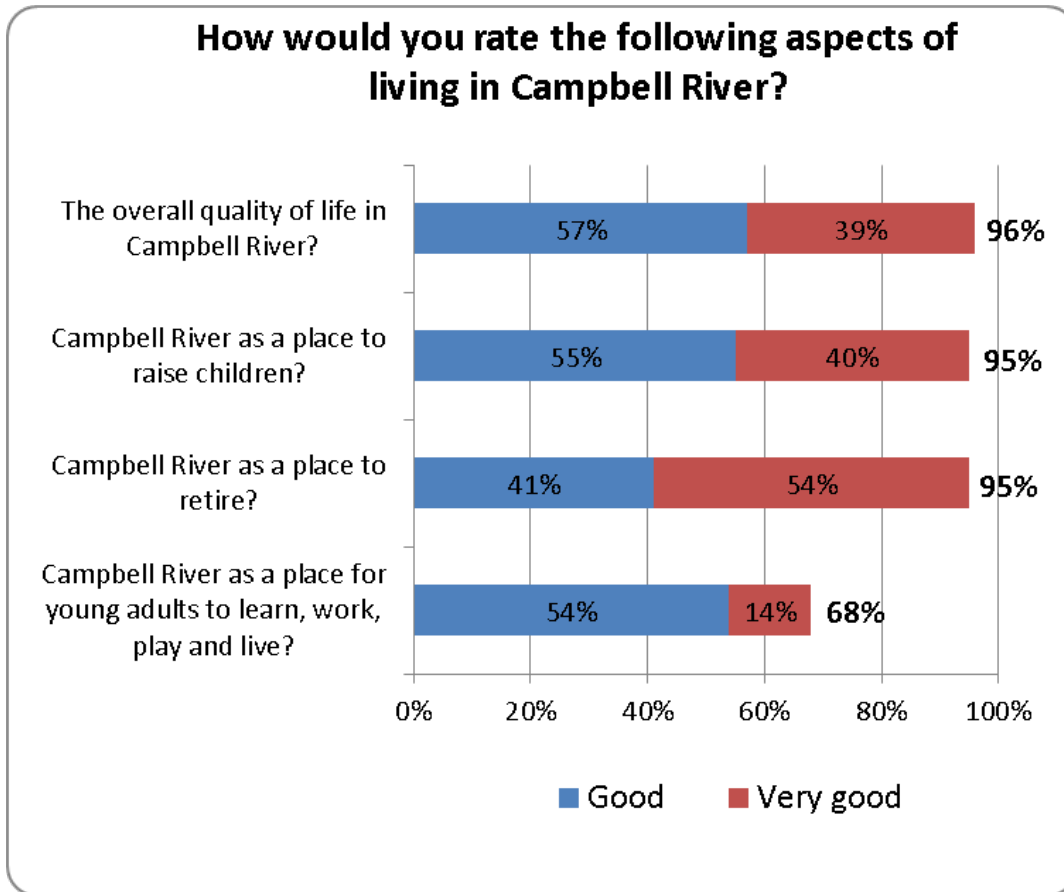
As a result of self-selection bias, online respondents are more likely than telephone respondents to have an issue or complaint about City services, and satisfaction ratings generated from the online survey are slightly less favourable than telephone results.

In total, 228 online surveys were started by residents and 182 surveys were completed.

Online results can be seen in *Appendix 2*.

**Section 1 – Overall Quality of Life in Campbell River**

*Q2. Quality of life in Campbell River*

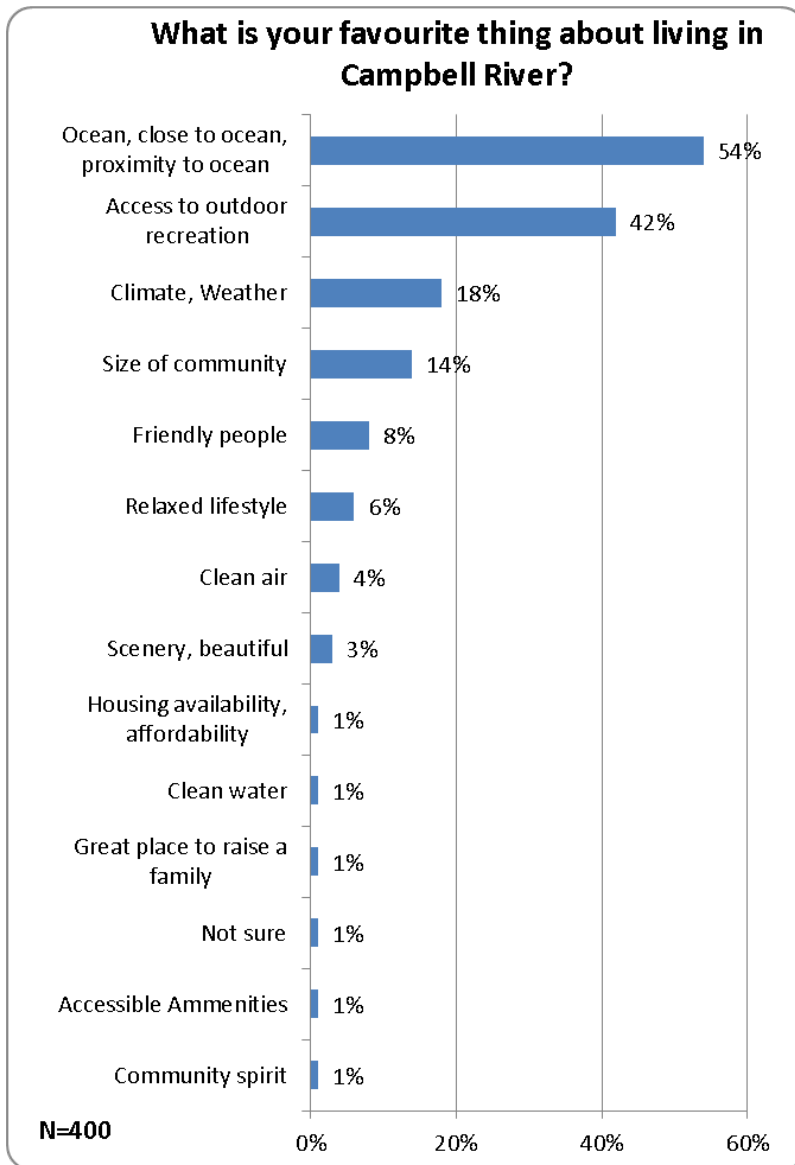


Residents provided high ratings (**96%**) for the *overall quality of life in Campbell River* (very good=**57%** and good=**39%**)

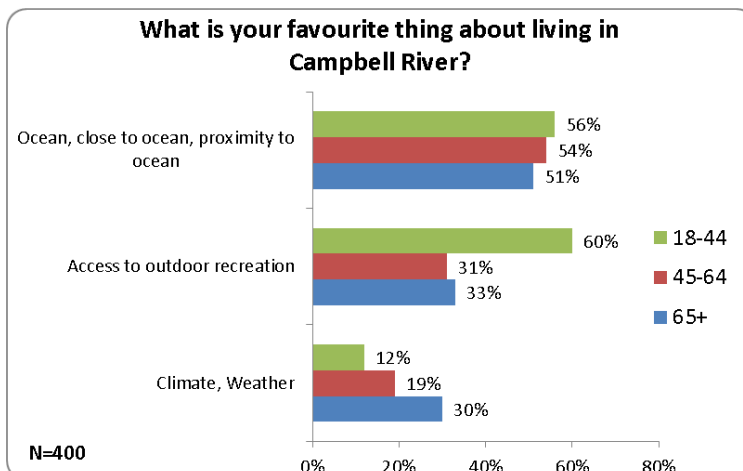
Campbell River was also rated highly (**95%**) as a *place to raise children* and a *place to retire*.

The majority of Citizens (**68%**) gave a good rating for *Campbell River as a place for young adults to learn, work, play and live*.

Q3. Favourite thing about living in Campbell River

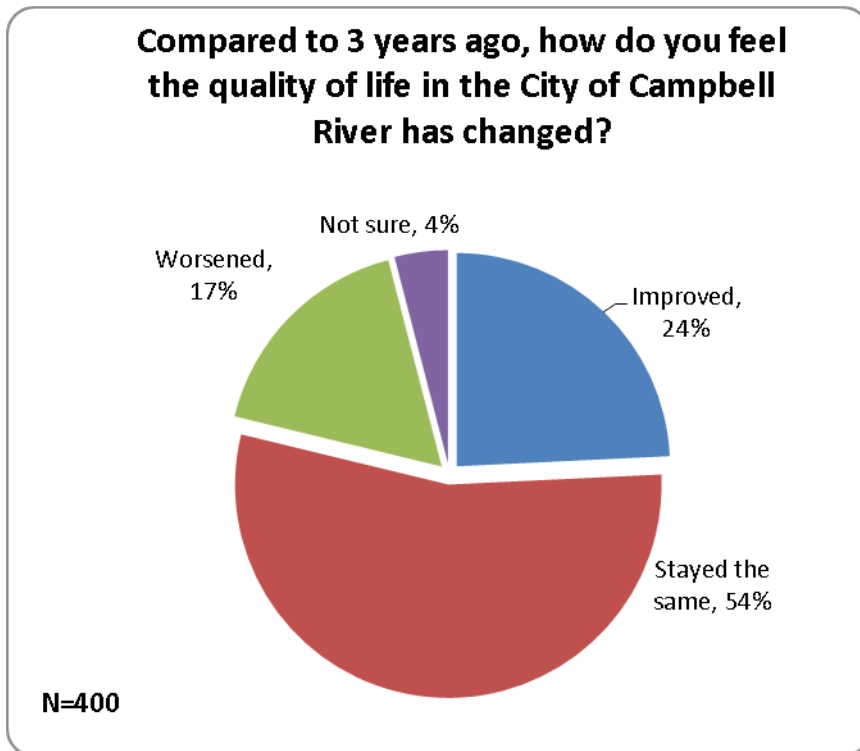


Over half of respondents (54%) felt their favourite thing about living in Campbell River was being close to the ocean and a further 42% indicated their favourite thing was access to outdoor recreation.



Among Citizens 18-44 years old, 60% listed access to outdoor recreation as one of their favourite things about living in Campbell River. Older respondents were more likely to appreciate the weather.

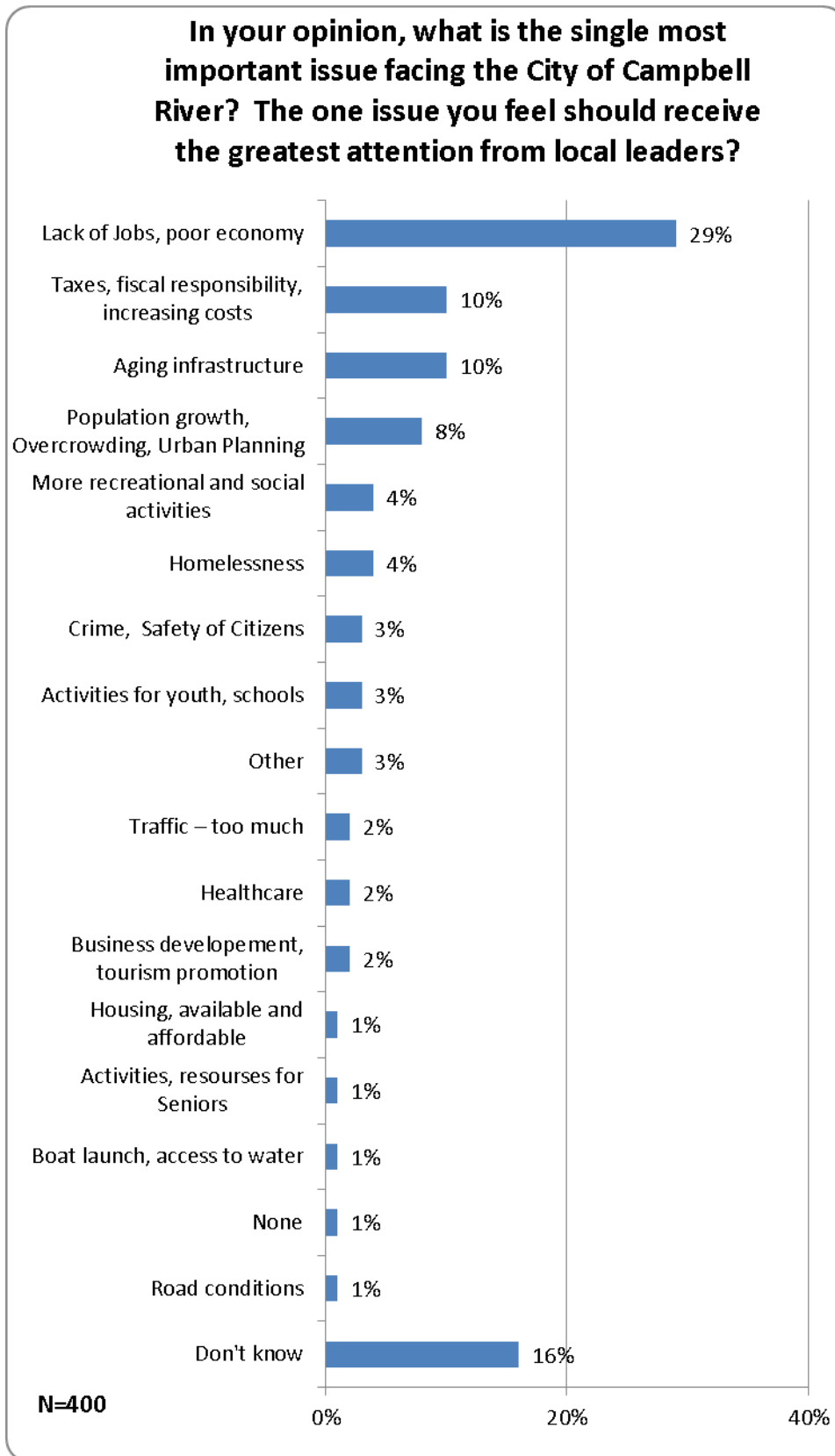
Q4. Quality of life in Campbell River compared to 3 years ago



The majority of respondents (54%) felt that the quality of life in Campbell River has *not changed* in the past 3 years. Twenty-four percent felt the quality of life has *improved* and 17% felt the quality of life has *worsened*.

Respondents who felt the quality of life has changed were asked, “*Why it has changed?*” Verbatim responses can be seen in *Appendix 3*.

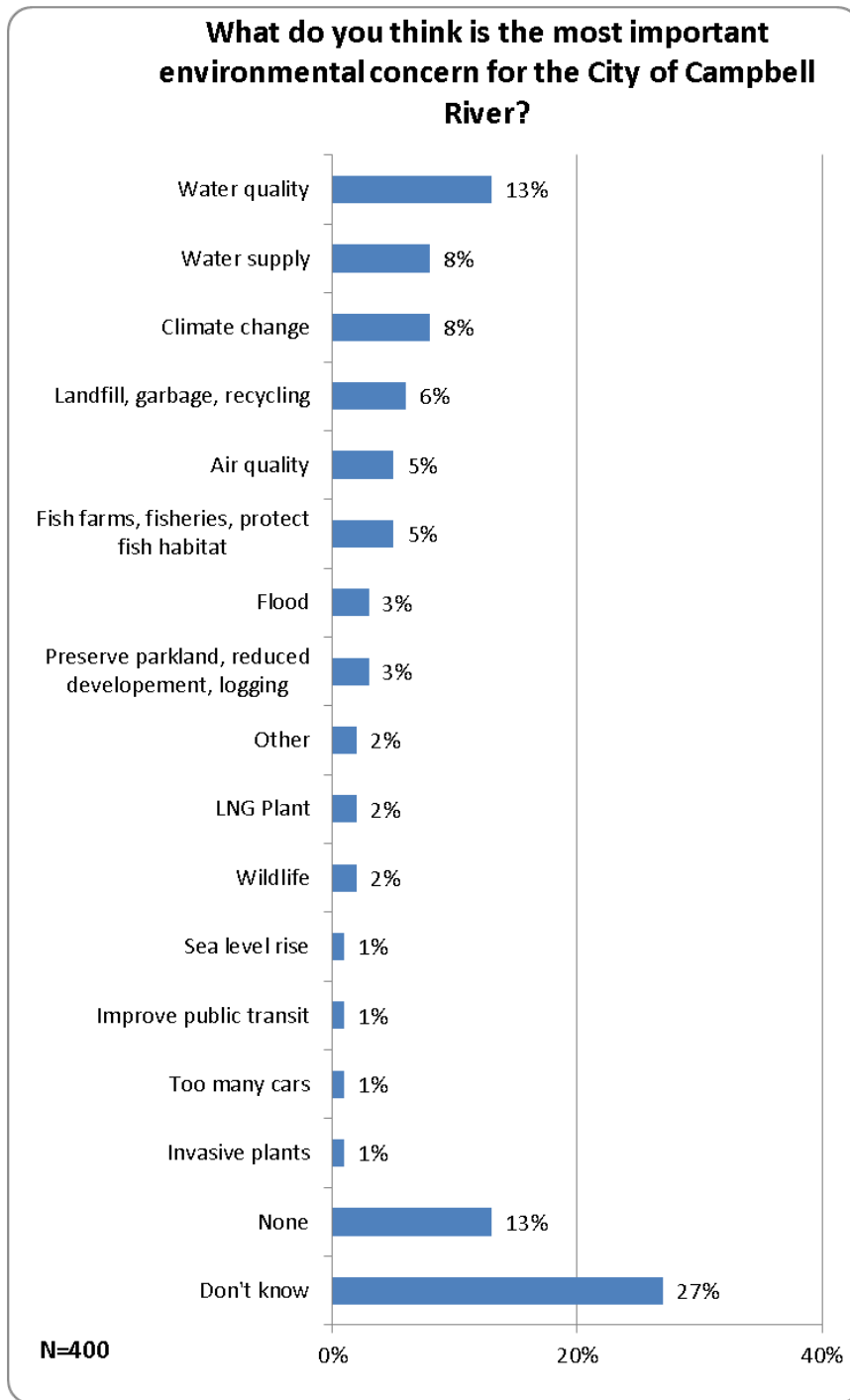
Q5. Most important issue facing Campbell River



Twenty-nine percent of residents feel the single most important issue facing the City of Campbell River is *lack of jobs, and poor economy*. Ten percent feel the most important issue is related to both an *aging infrastructure* and *increasing taxes, costs and fiscal responsibility*.

*Population growth, overcrowding and urban planning* were the most important issues for **8%** of respondents.

Q6. Most Important Environmental Concern

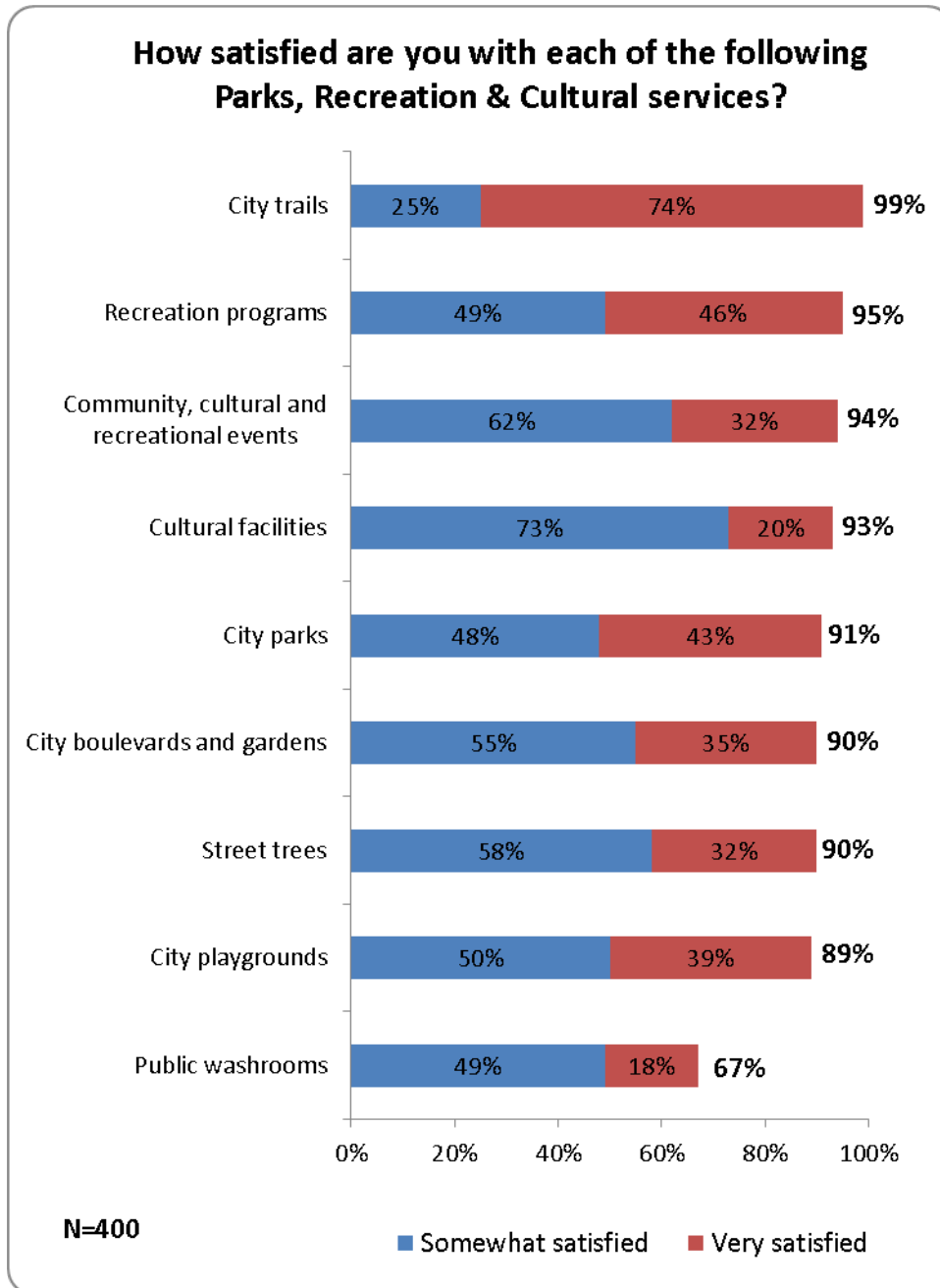


The most important environmental issues were *water quality (13%)*; *water supply (8%)* and *climate change (8%)*.

Thirteen percent did not think there was an environmental concern in Campbell River and 27% could not think of a concern.

Section 2 – Satisfaction with City Services and Programs

Q7. Parks Recreation and Cultural Services

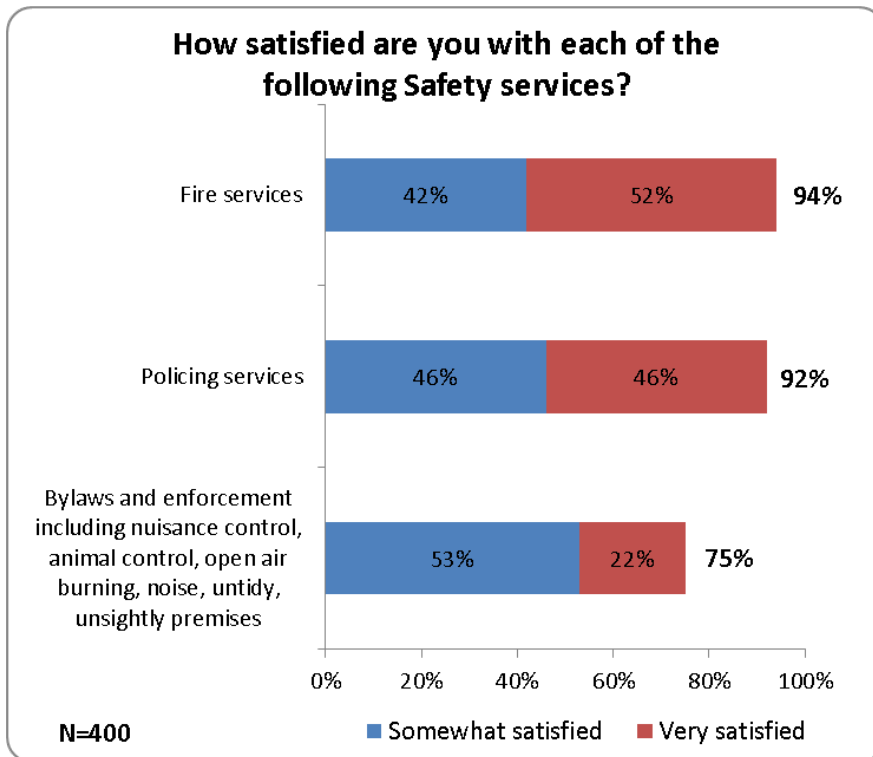


Ninety-nine percent of Citizens are satisfied with *City trails*, **95%** are satisfied with *Recreation programs* and **94%** are satisfied with *Community, cultural and recreational events*.

*Public washrooms* received the lowest satisfaction rating with **67%** satisfied.

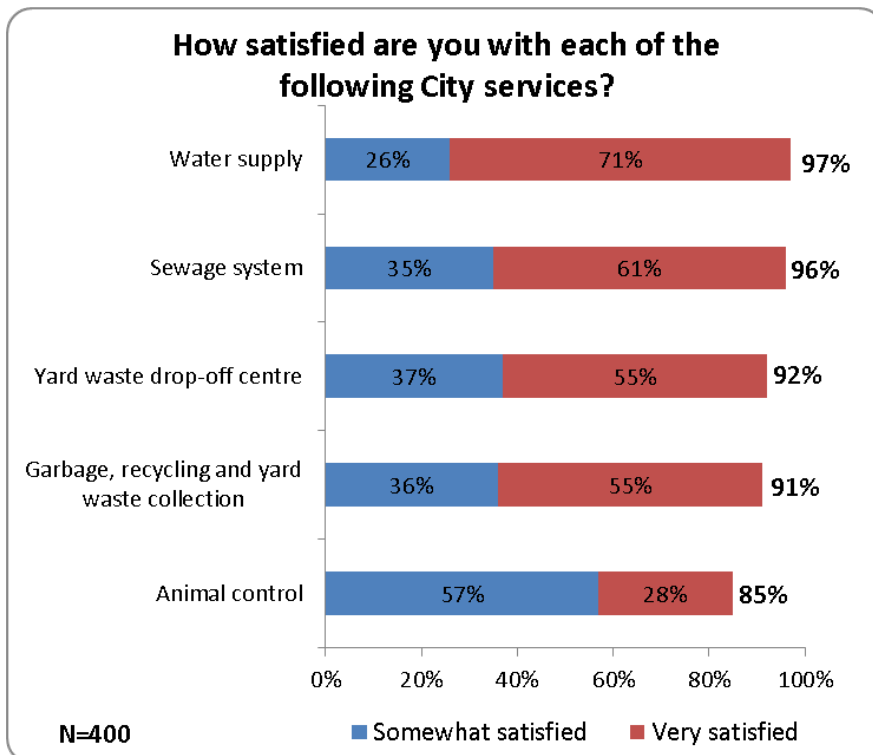


Safety Services



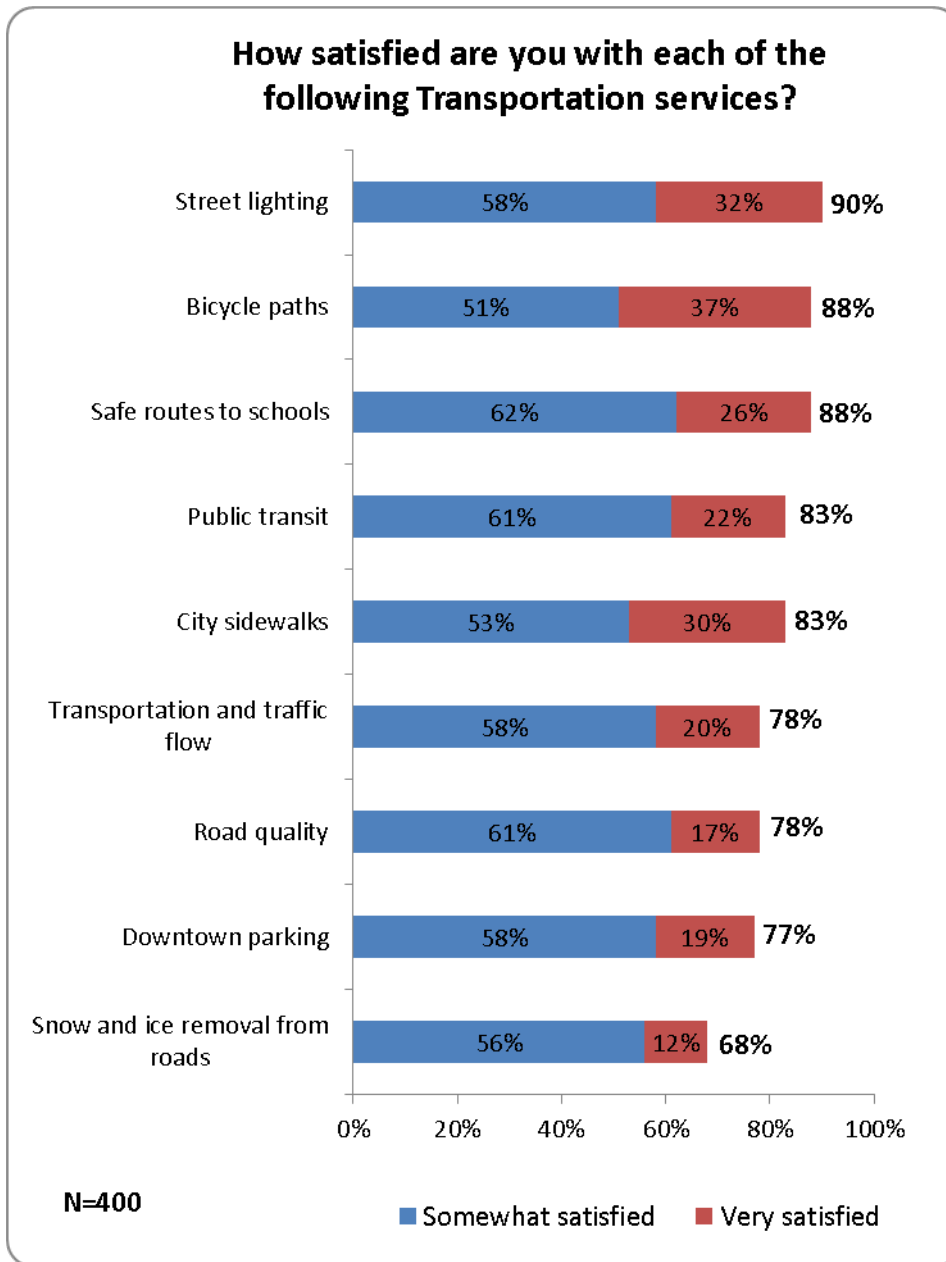
Residents were very satisfied with *Fire services (94%)* and *Policing services (92%)*.

City Services



Citizens were very satisfied with their *water supply (97%)*, *sewage system (96%)*, *yard waste drop off centre (92%)* and *garbage, recycling and yard waste collection (91%)*.

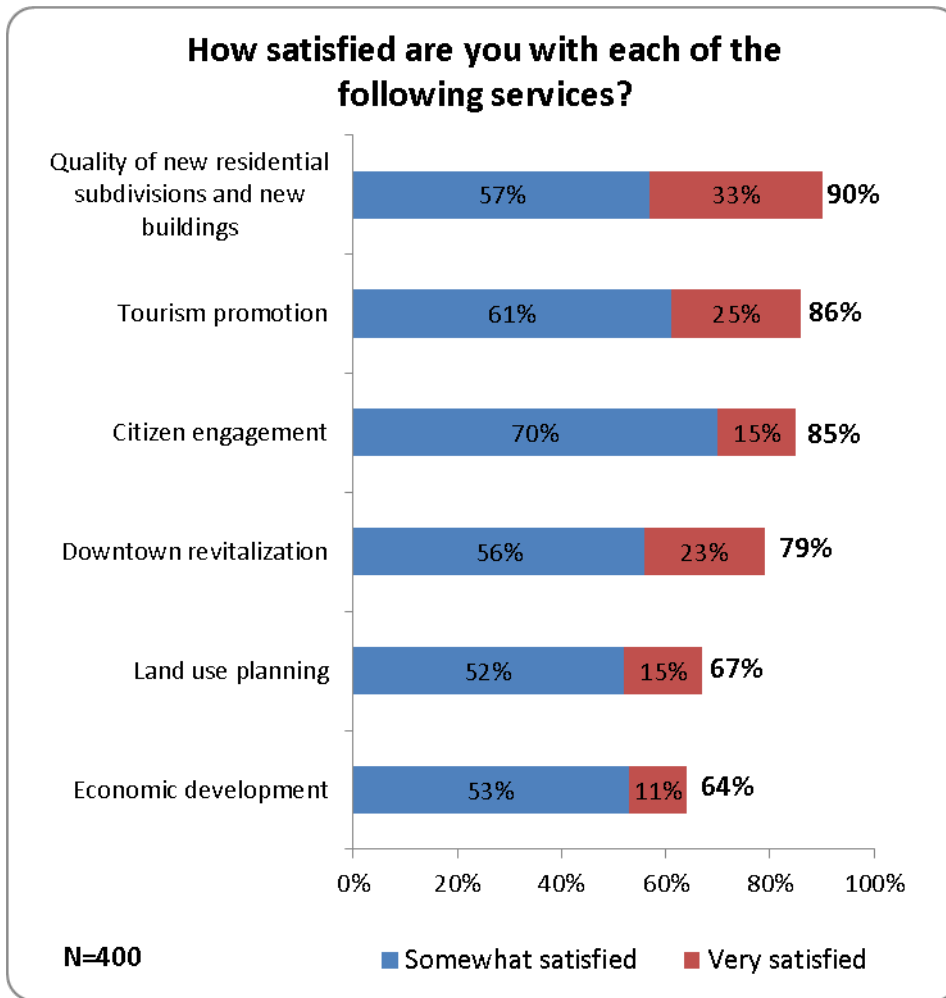
Transportation Services



Ninety percent of Citizens are satisfied with *street lights* and **88%** are satisfied with both *bicycle paths* and *safe routes to school*.

Seventy-seven percent were satisfied with *downtown parking* and **68%** were satisfied with *snow and ice removal from roads*.

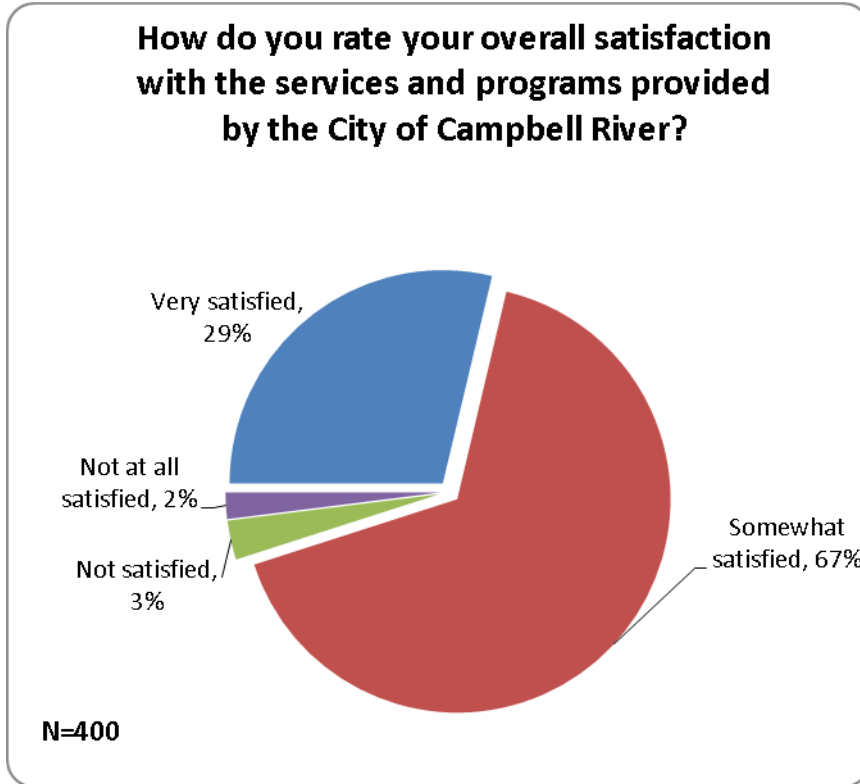
Community Planning and Development Services



Ninety percent of Citizens are satisfied with the *quality of new residential subdivisions and new buildings* and **86%** are satisfied with *tourism promotion*.

Sixty-seven percent are satisfied with *land use planning* and **64%** are satisfied with *economic development*.

Q8. Overall Satisfaction with Services and Programs

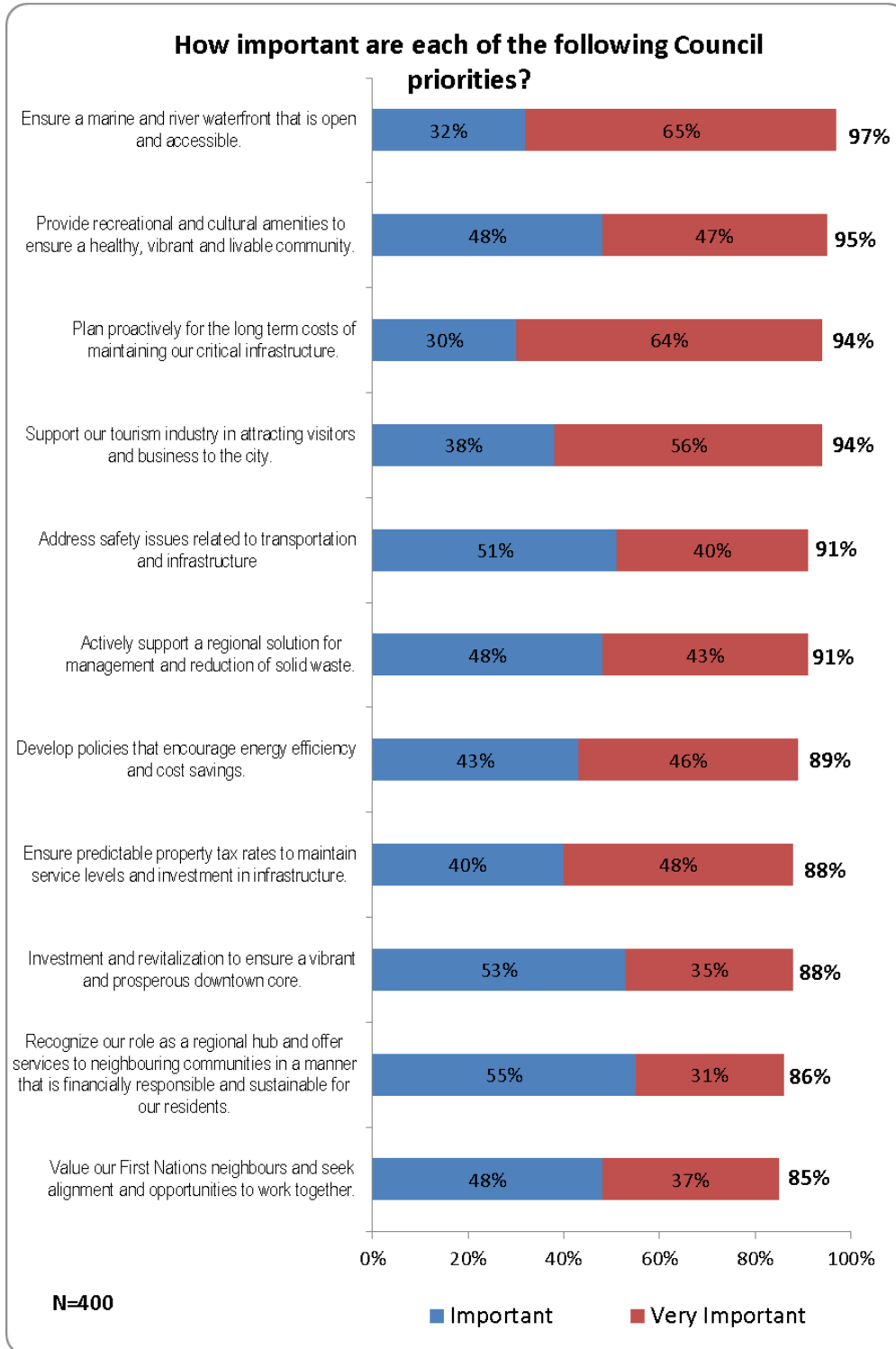


Ninety-five percent of Citizens are very (29%) or somewhat (67%) satisfied with services and programs provided by the City of Campbell River.

Respondents that were not satisfied were asked “Why not?” Reasons for not being satisfied can be seen in Appendix 3.

Section 3 – Council Priorities

Q9. Importance of Council Priorities



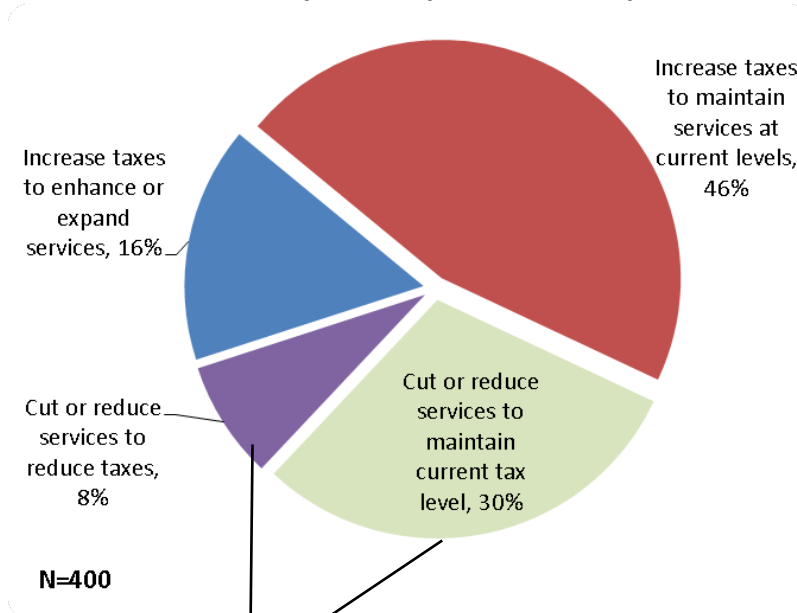
Almost all Citizens (97%) feel it is important for Council to ensure a marine and river waterfront that is open and accessible.

Citizens feel it is important to provide recreational and cultural amenities (95%) and to plan proactively for the long term costs of maintaining critical infrastructure (94%).

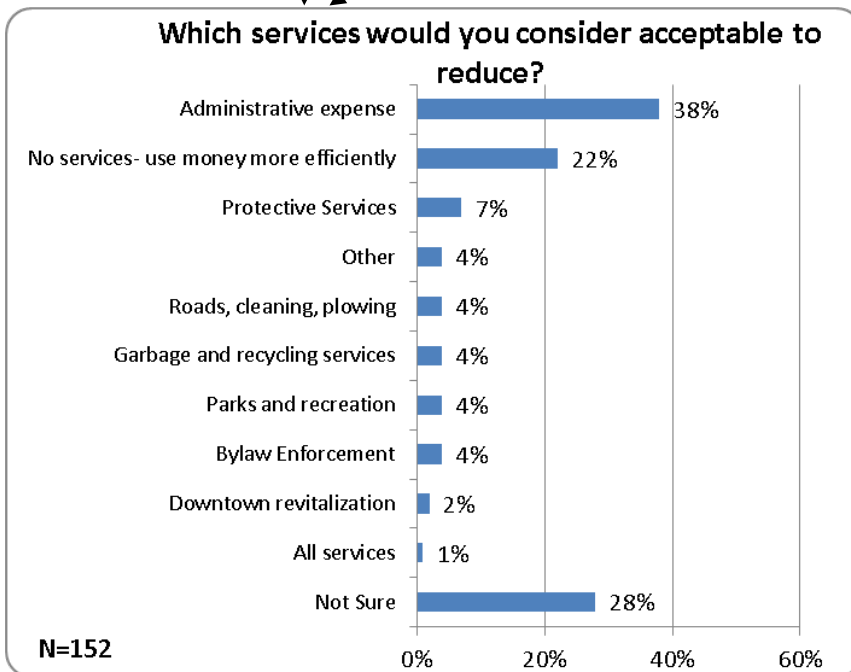
Ninety-four percent also felt it was important to support tourism by attracting visitors and businesses to the city.

Q10. Property Tax

Municipal property taxes are the primary source to pay for City services and invest in maintaining and upgrading infrastructure such as roads, streetlights, water, sewer, facilities, and parks. Due to increasing costs of maintaining current service levels, infrastructure and requests for additional services, the City of Campbell River must balance taxation and service delivery levels. Which one of the following four options would you most like the City of Campbell River to pursue?



Forty-six percent of respondents wanted the City to *increase taxes to maintain services at current levels* and **30%** want the City to *reduce services to maintain current tax level*.

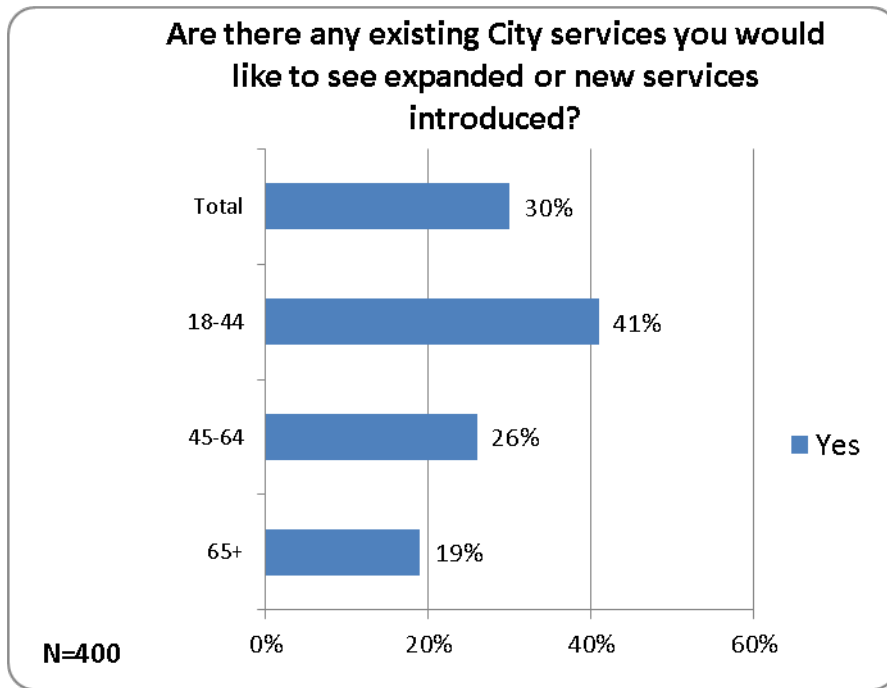


Q11. Reducing City Services

Among the 152 Citizens that want to cut or reduce services, **38%** would consider it acceptable to reduce *administrative expense* and **7%** felt it would acceptable to reduce *Protective Services*.

Twenty-eight percent were *not sure* which services to reduce and **22%** just felt *money should be used more efficiently without reducing services*.

Q12. Expanding City Services



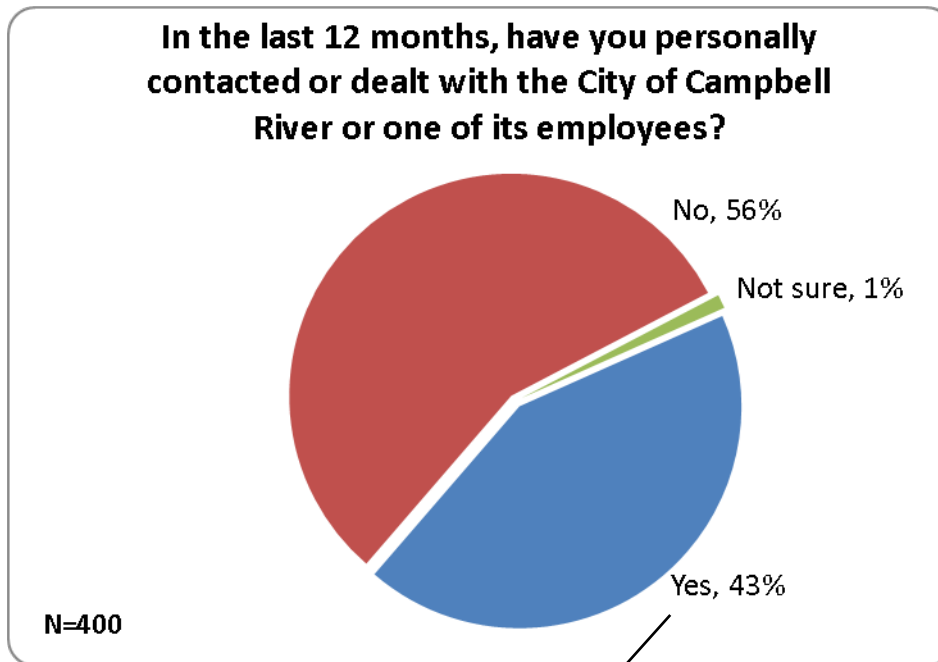
Thirty percent of Citizens would like to see services *expanded or new services introduced*. Among respondents aged 18-44, **41%** would like to see services expanded compared to only **19%** of respondents aged 65 or older.

Please see *Appendix 3* for a listing of City Services that respondents recommended for expansion.



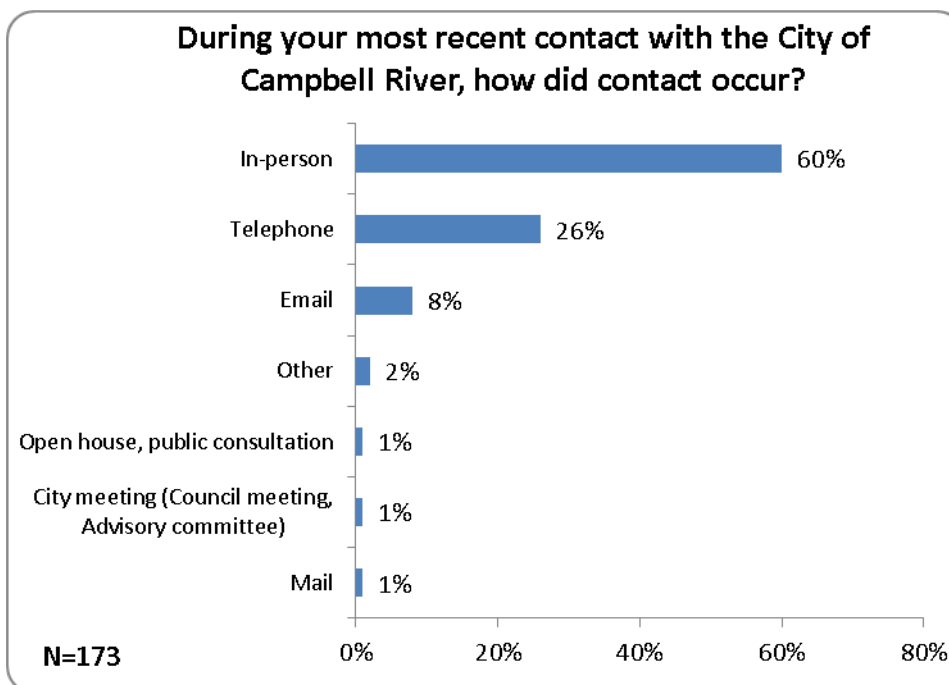
Section 4 –City Employee Customer Service

Q13. Contact with City Staff



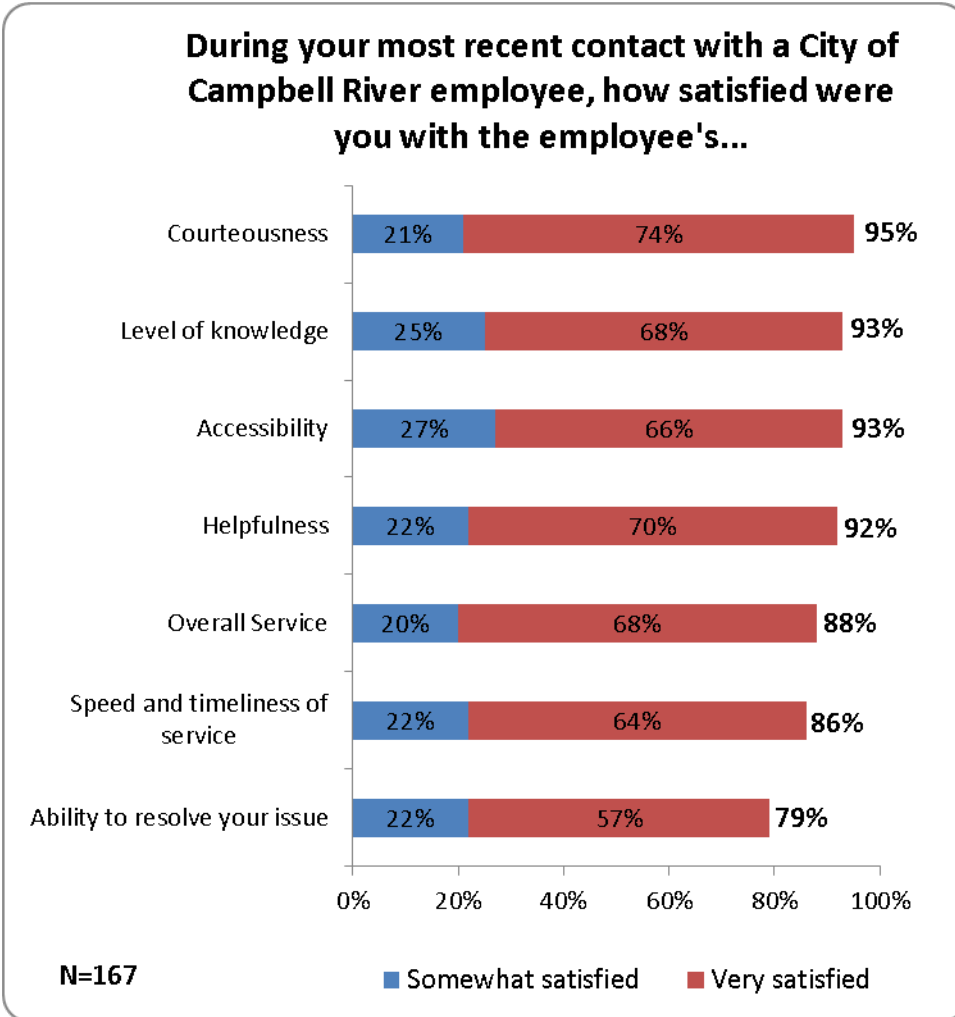
Forty-three percent of respondents have had contact with the City of Campbell River or one of its employees over the last 12 months.

Q14. Method of contact



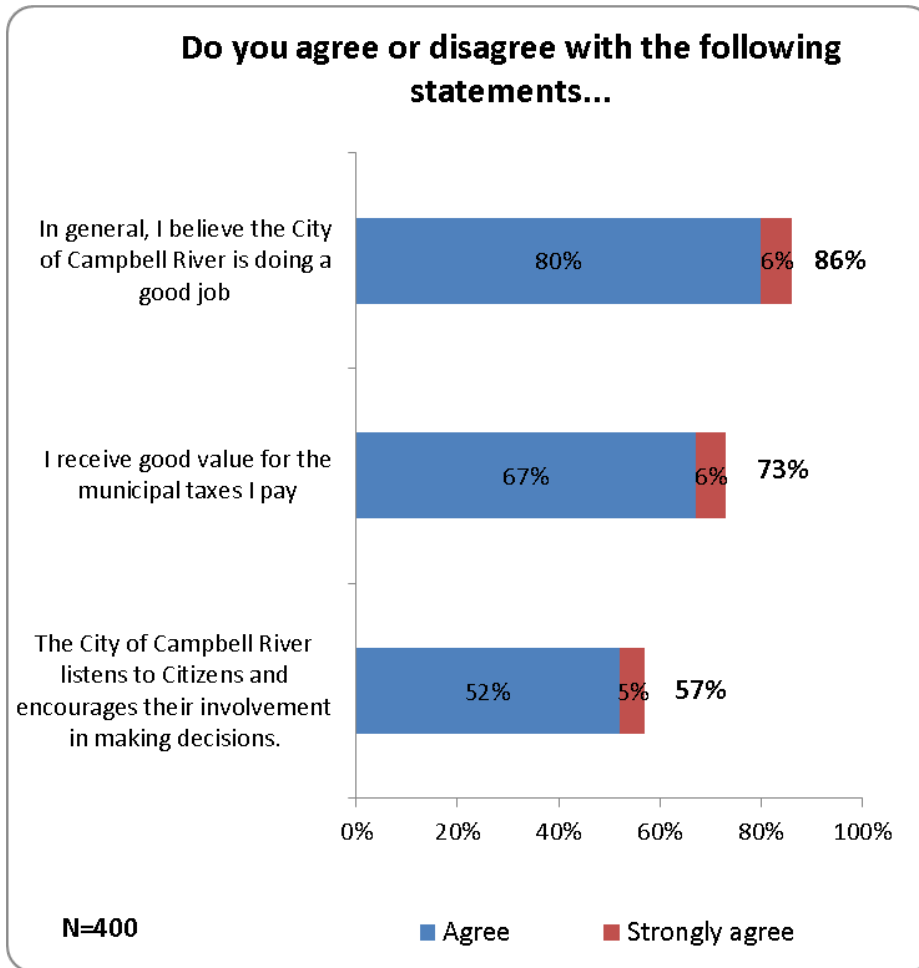
Among the 173 respondents (43%) who have had contact with the City of Campbell River, 60% had *in-person* service, 26% communicated *over the phone* and 8% made contact through an *email* exchange.

Q15. Service provided by City employees



City staff was rated favourably in terms of *courteousness* (**95%** satisfied), *level of knowledge* (**93%** satisfied) and *accessibility* (**93%** satisfied).

Q16. Overall City Service

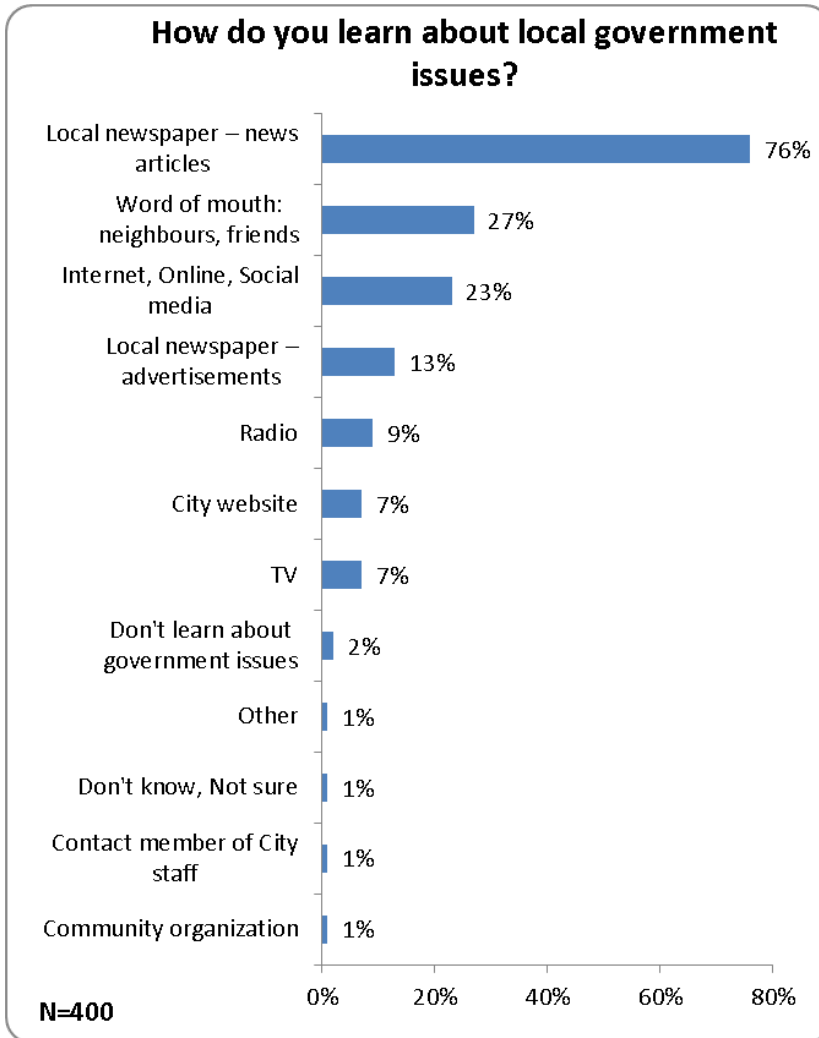


Eighty-six percent agree that the *City of Campbell River* is doing a good job.

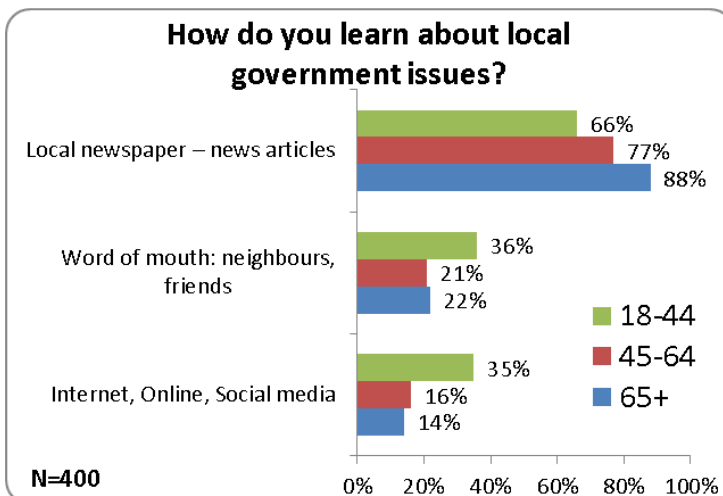
Seventy-three percent agree with the statement, “*I receive good value for the municipal taxes I pay*”.

Section 5 – Communications

Q17. Learning about local government issues



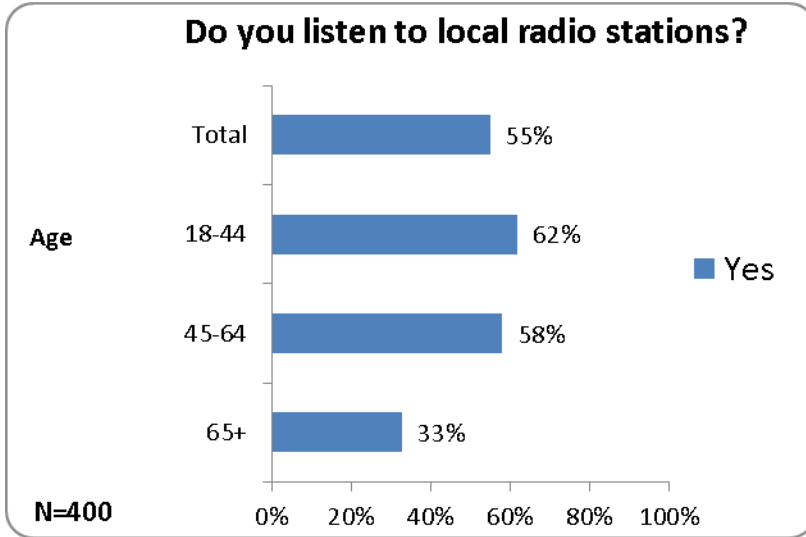
The most popular source of information to learn about local government issues was the *local newspaper* (76%).



Citizens aged 65 or older were more likely (88%) to learn about government issues in the *local newspaper* than younger age groups.

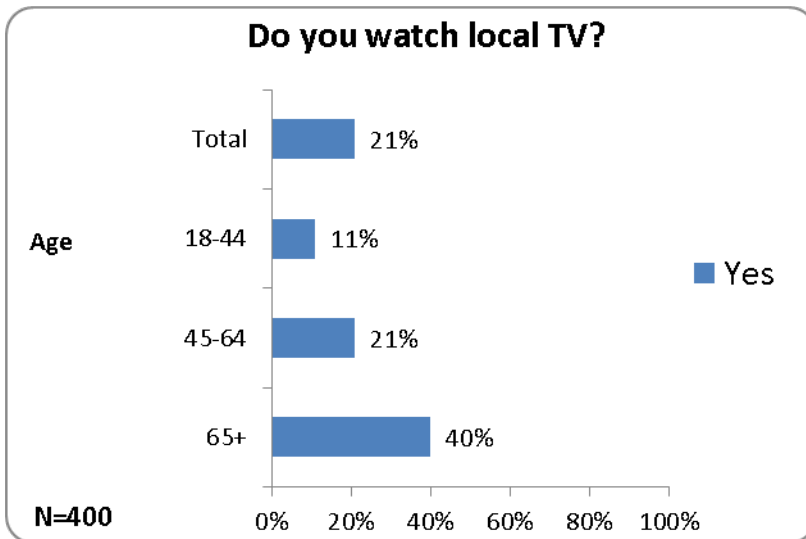
Citizens aged 18-44 were more likely than older age groups to learn of government issues via *word or mouth* (36%) or the *Internet* (35%).

Q18. Local Radio Stations



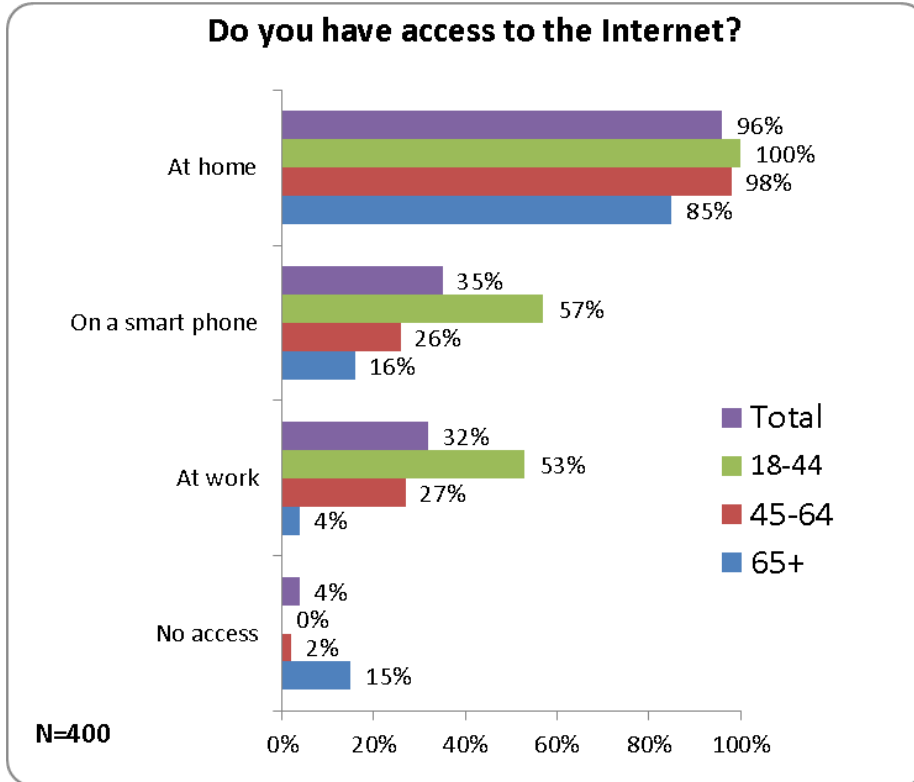
Fifty-five percent of Citizens listen to *local radio stations*.

Q19. Watch Local TV



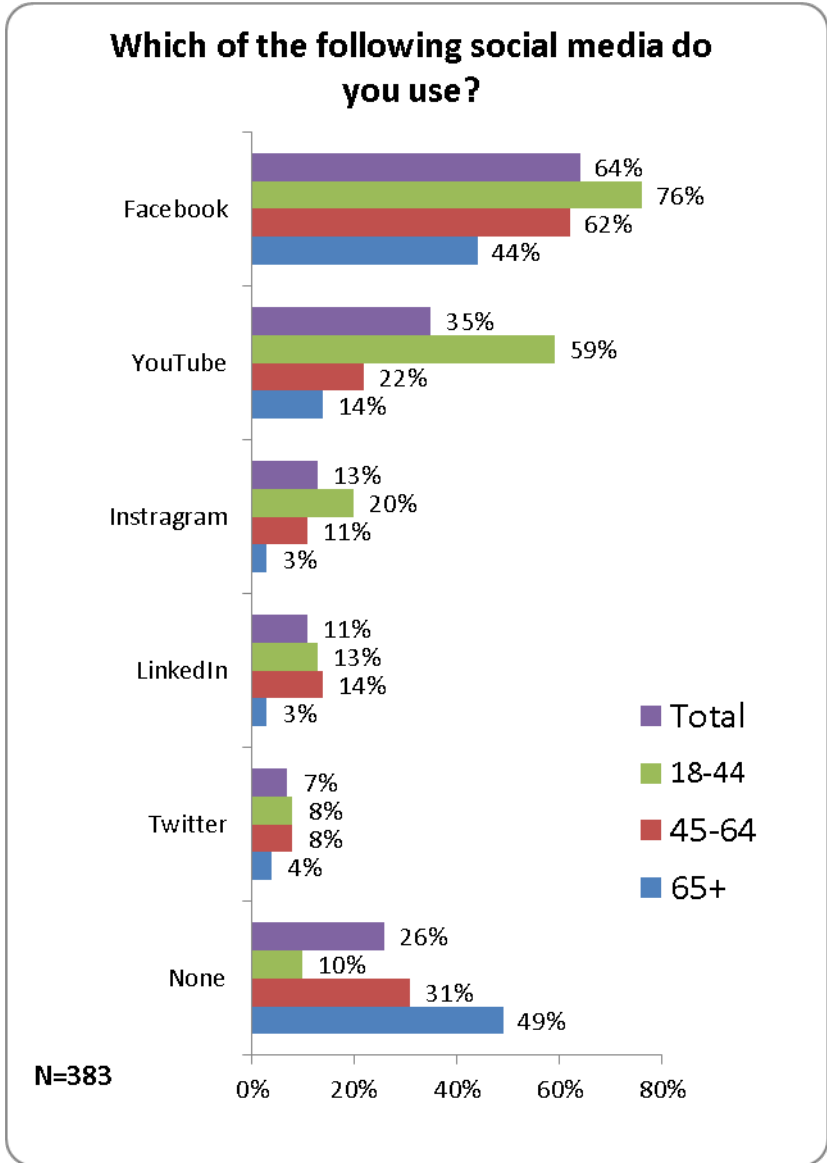
Twenty-one percent of Citizens *watch local TV*.

Q20. Access to Internet



Ninety-six percent of respondents have access to the Internet at home and 35% have Internet access on a smart phone.

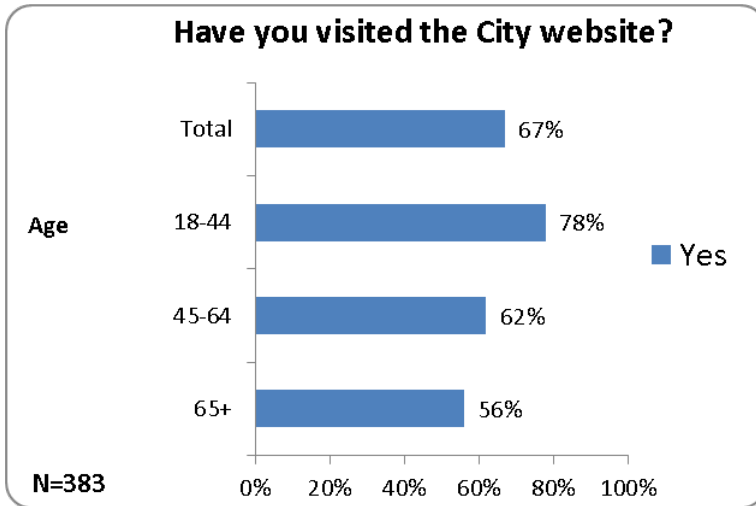
Q21. Social Media



Among the 383 respondents that have access to the Internet, **64%** use *Facebook* and **35%** use *YouTube*.

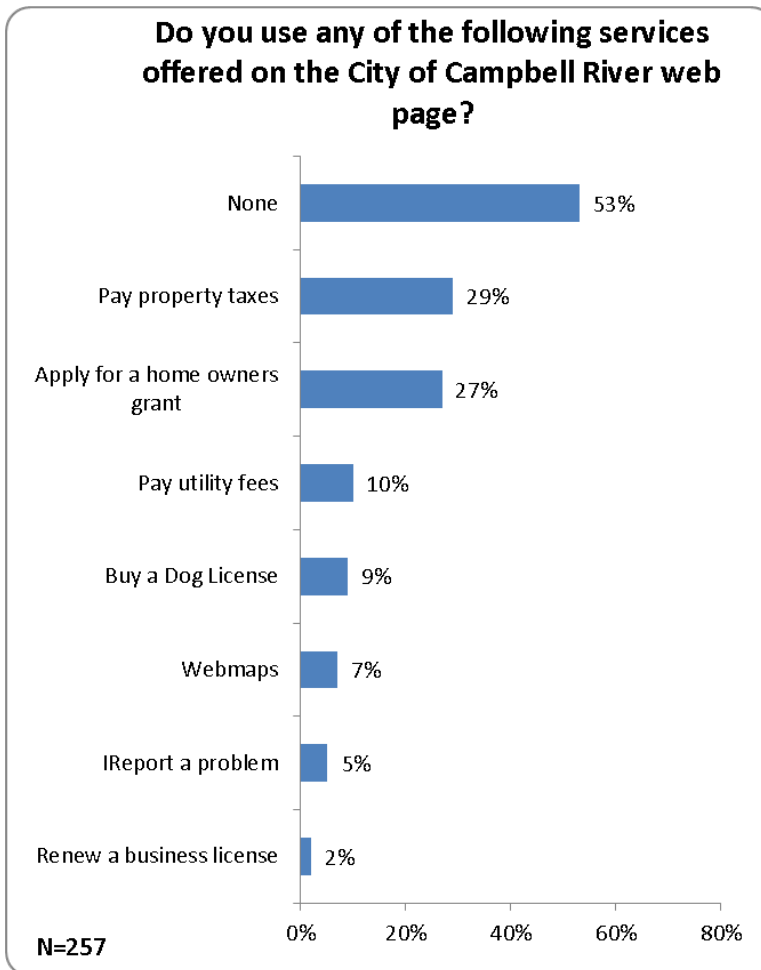


Q22. City Website



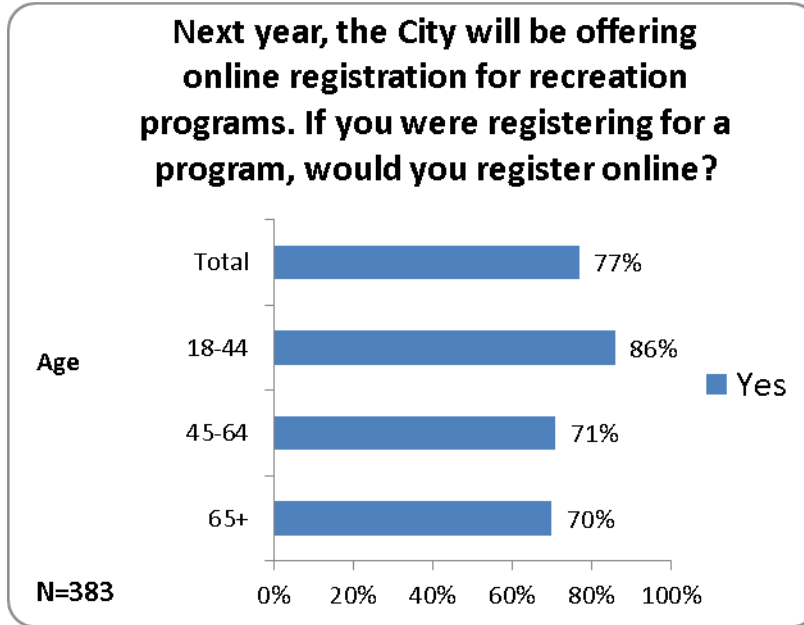
Among the 383 respondents that have access to the Internet, **67%** have *visited the City website*.

Q23. City Website Services



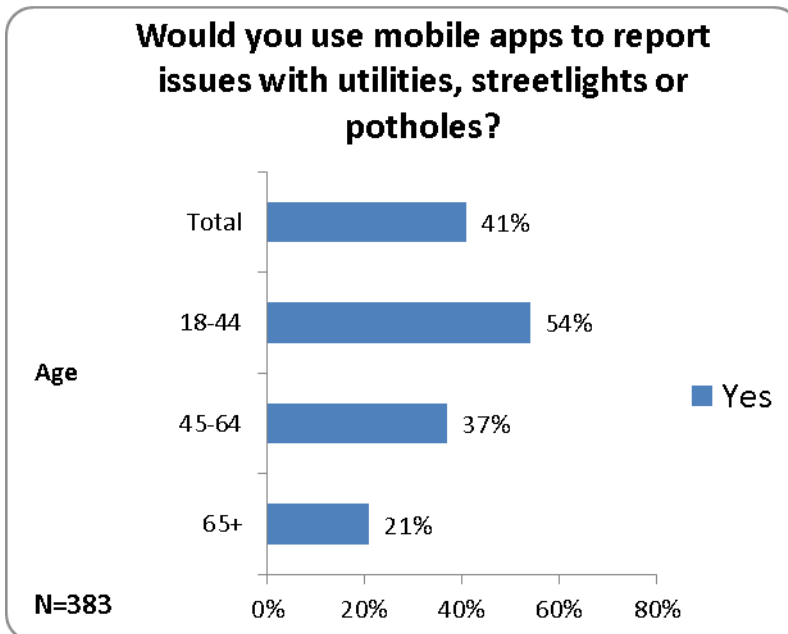
Among the 257 respondents that have visited the City website, **29%** have *paid property tax thru the webpage* and **27%** have *applied for a home owners grant*.

Q24. Online Registration for Recreation programs



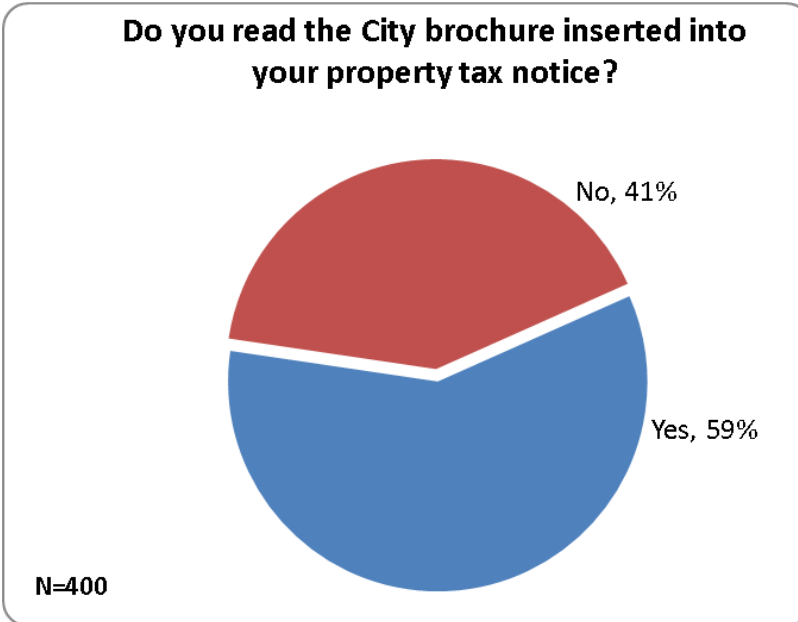
Among the 383 respondents that have access to the Internet, **77%** would register for a recreation program online.

Q25. Mobile Apps



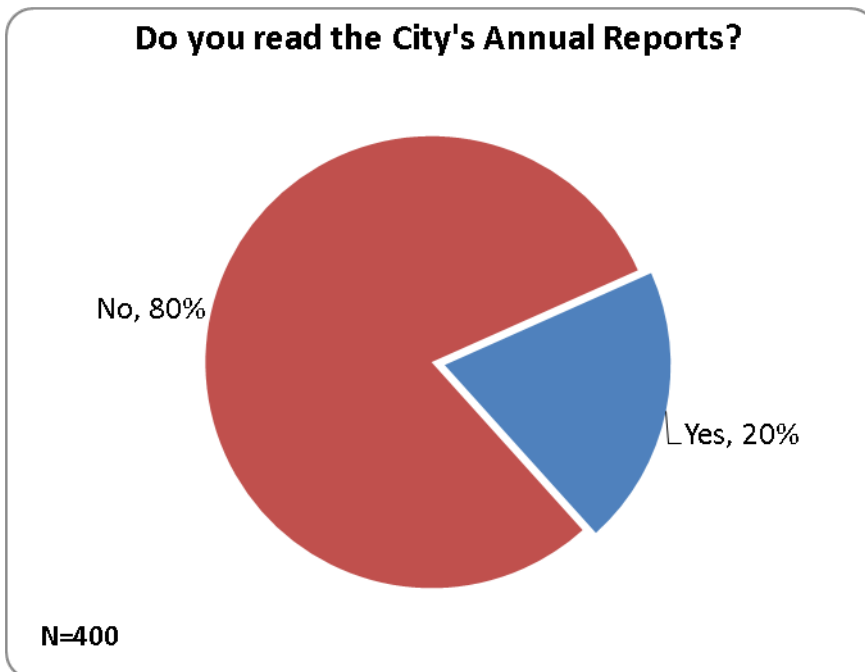
Among the 383 respondents that have access to the Internet, **41%** would use mobile apps to report issues with utilities, streetlights or potholes.

Q26. City Brochures



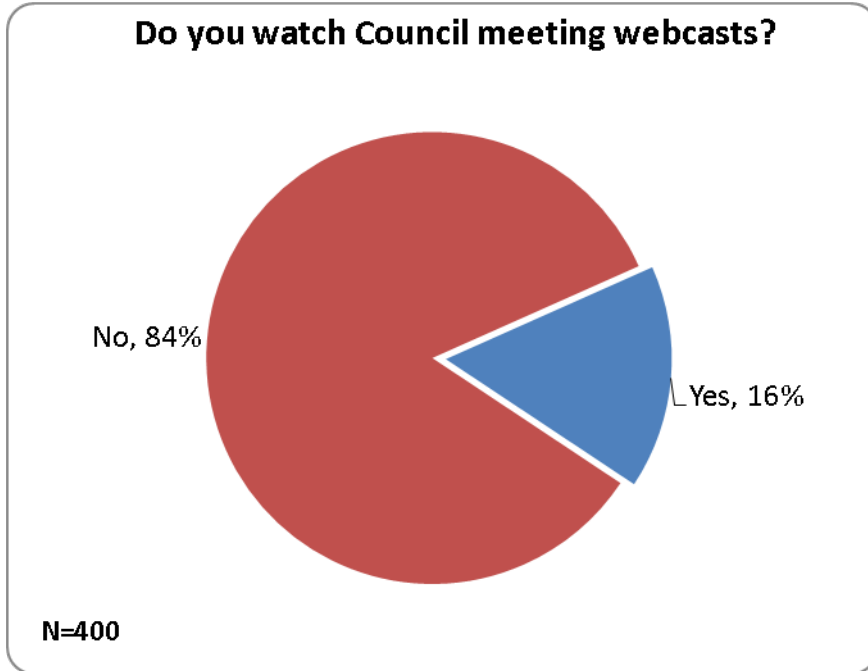
Fifty-nine percent of Citizens read the city brochure inserted in their property tax notice.

Q27. City Annual Reports



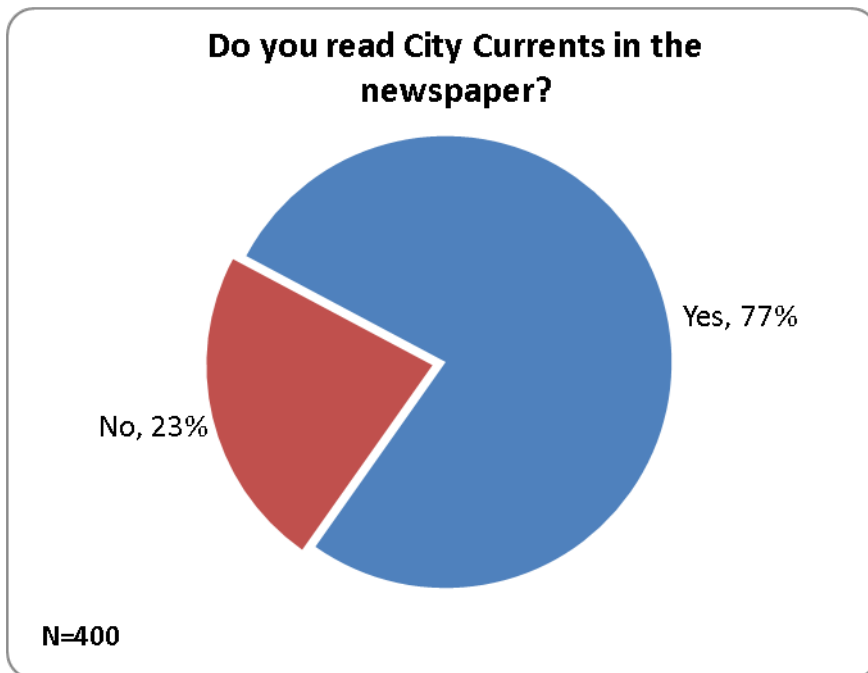
Twenty percent indicated they read the City's Annual Reports.

Q28. Council Meeting Webcasts



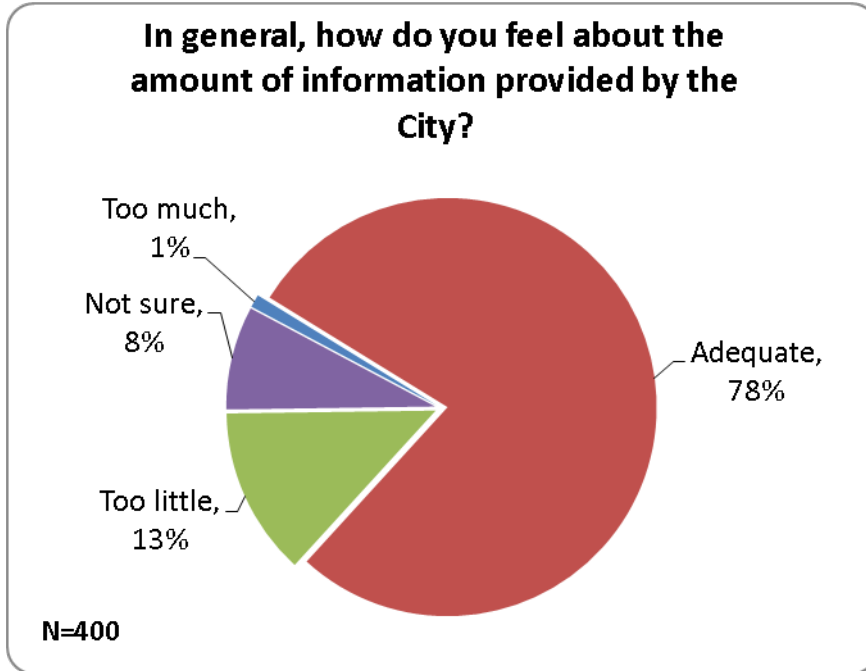
Sixteen percent watch Council meeting webcasts.

Q29. Council Meeting Webcasts



Seventy-seven percent read City Currents in the newspaper.

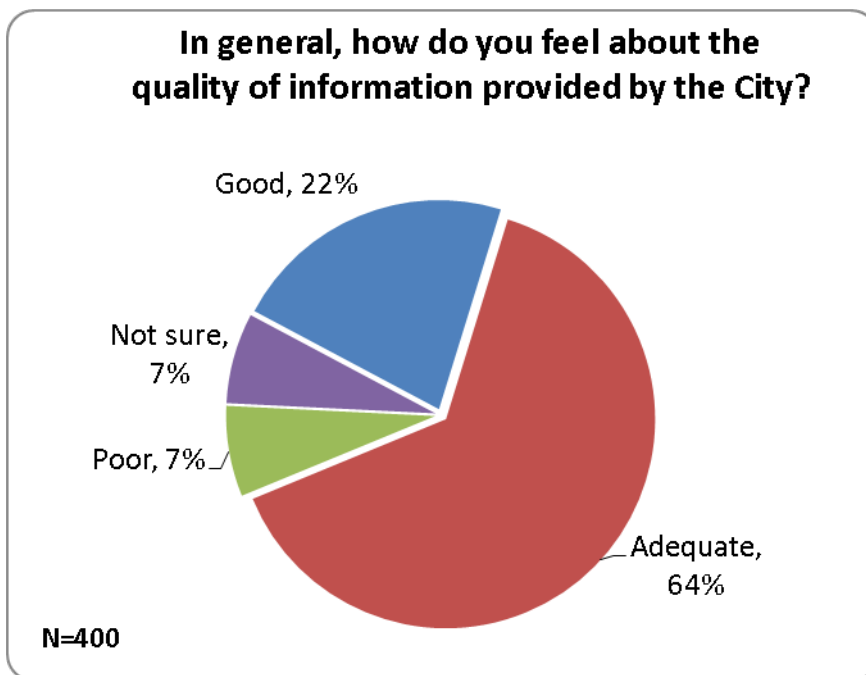
Q30. Amount of Information provided by City



In general, Citizens feel the amount of information provided by the City is adequate (78%).

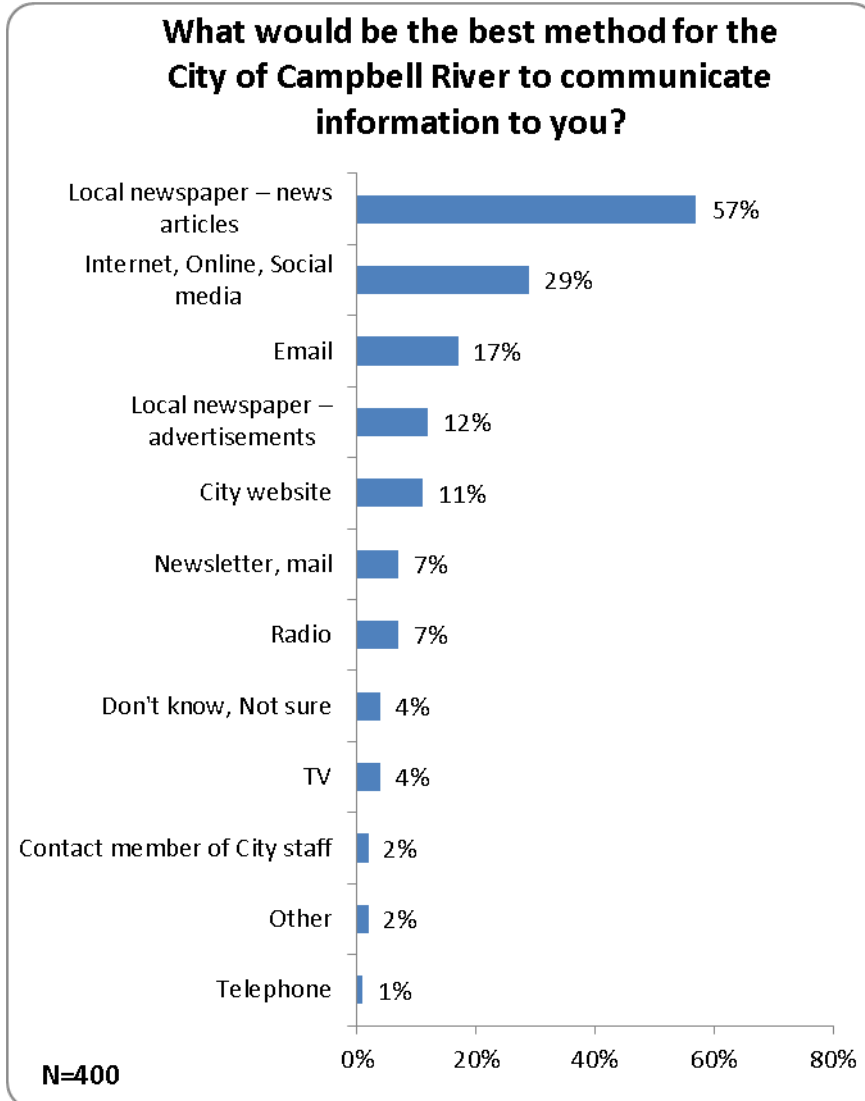
Thirteen percent indicated the amount of information provided was too little. Please see Appendix 3 for a listing of further information requested.

Q31. Quality of Information provided by City

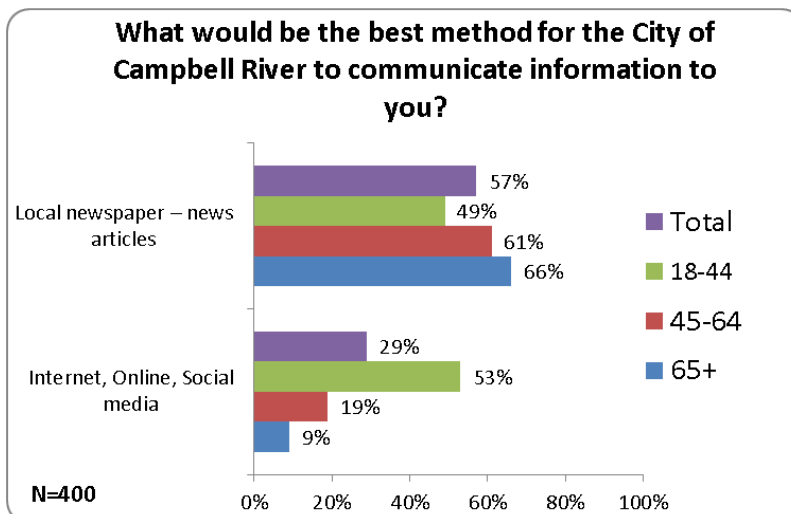


Most feel the quality of information provided by the City is good (22%) or adequate (64%).

Q32. Preferred method of Communication



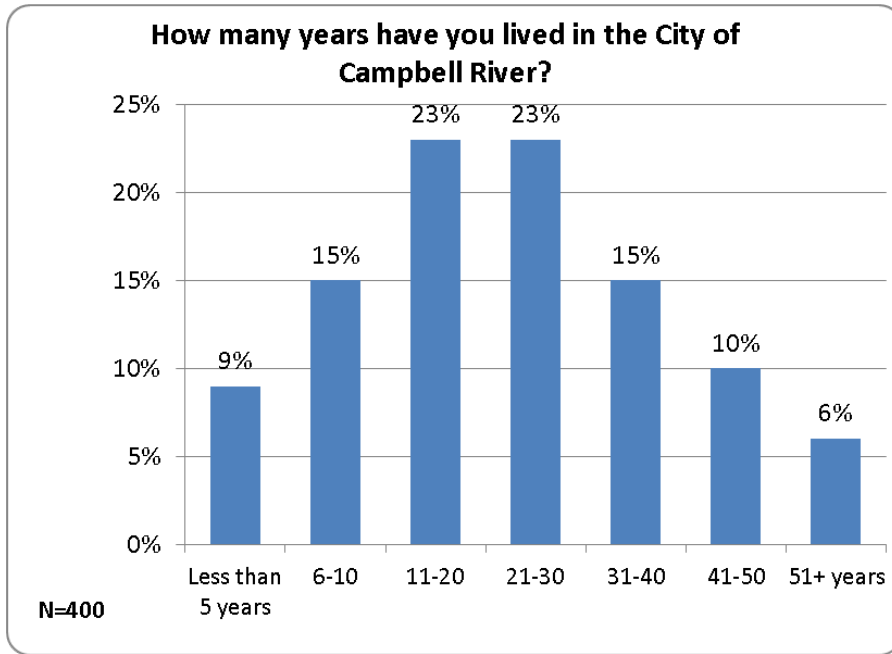
Fifty-seven percent feel the best way for the City to communicate information is through *news articles in the local newspaper*. Twenty-nine percent would prefer to get their City information through *online sources*.



Among 18-44 year old respondents, **53%** would prefer to receive information from the City through *online sources*.

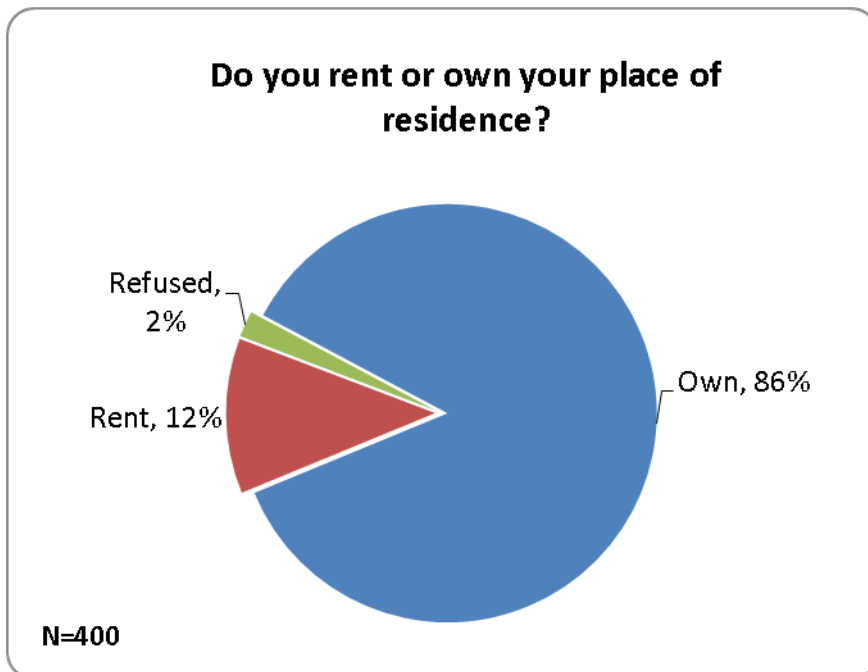
Section 6 – About You

Q33. Years lived in Campbell River



Forty-six percent had lived in Campbell River for 11-30 years.

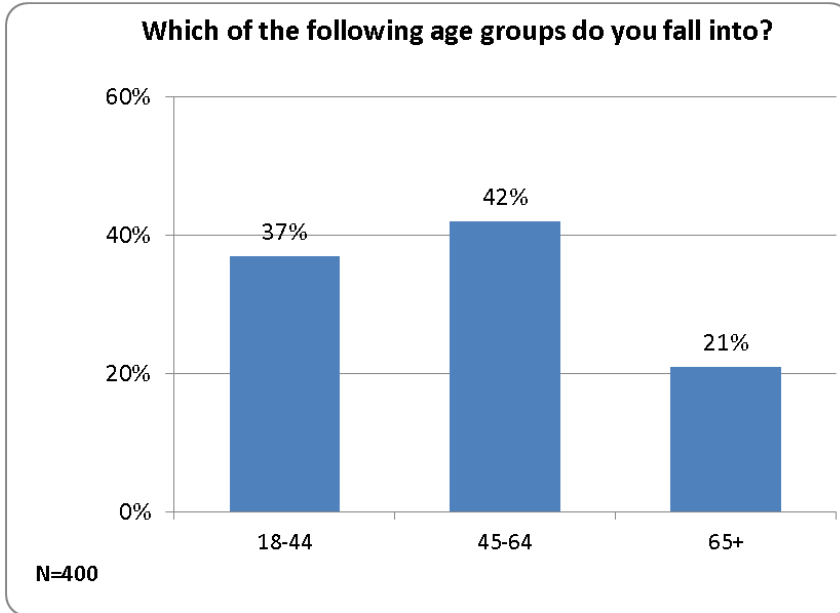
Q34. Rent or Own



Eighty-six percent of respondents *owned their residence* and **12% rent**.

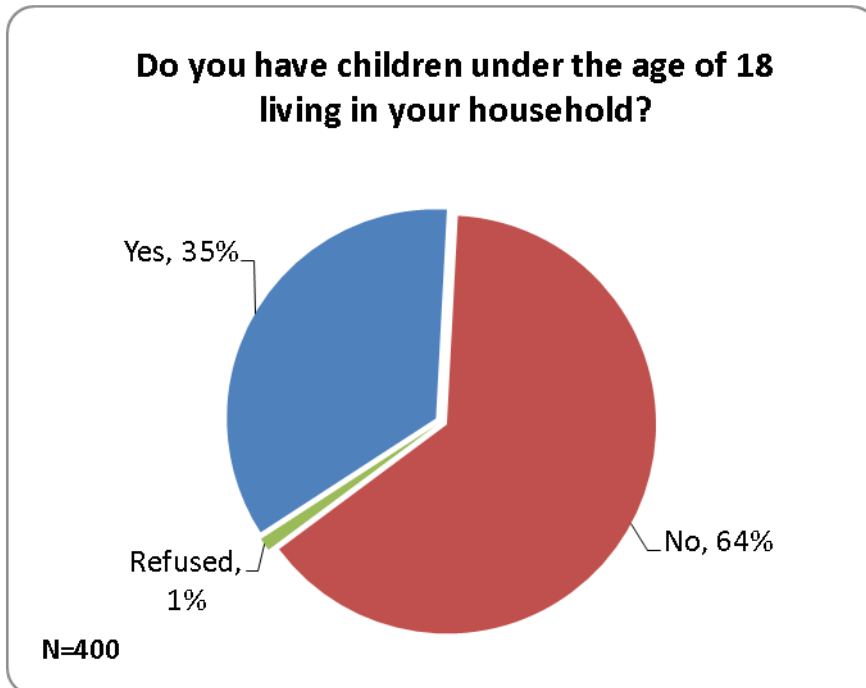


Q35. Age



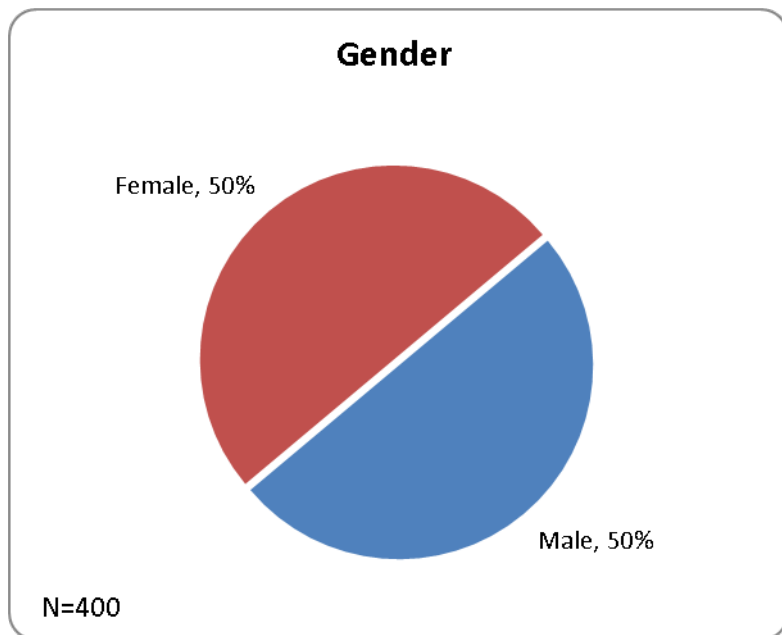
Forty-two percent of respondents were aged 45-64.

Q36. Children at home



Thirty-five percent of respondents had *children under 18 living in their household*.

Q37. Gender



The sample was evenly split between males and females.

*Appendices*

Appendix 1 – Telephone Questionnaire

Appendix 2 – Detailed Tables

Appendix 3 – Verbatim Comments

*Appendix 1 – Telephone Questionnaire*

**Hello, my name is \_\_\_\_\_ and I am calling on behalf of the City of Campbell River. We are talking to Campbell River residents to help the City guide strategic planning, set budget priorities and improve services. Your responses will remain completely confidential.**

- Just to confirm, are you over 18 years or older and live within the boundary of the City of Campbell River? [If clarification needed: You pay property tax to the City of Campbell River ]  
 Yes  
 No [Thank and terminate]

**A) Overall Quality of life in Campbell River**

- How would you rate the following aspects of living in Campbell River? Would you say: Very good; Good; Poor or Very Poor? [READ] [ROTATE]

	Very Good	Good	Poor	Very Poor
Campbell River as a place to raise children?				
Campbell River as a place to retire?				
Campbell River as a place for young adults to learn, work, play and live				
The overall quality of life in Campbell River?				

- What is your favourite thing(s) about living in Campbell River? [DO NOT READ, MARK ANY ADDITIONAL VOLUNTEERED]

- Relaxed lifestyle
- Friendly people
- Great place to raise a family
- Climate/Weather
- Community spirit
- Access to outdoor recreation
- Economy / Jobs
- Safe community – low crime
- Clean air
- Clean water
- Size of community
- Ocean, close to ocean, proximity to ocean
- Housing availability, affordability
- Not sure
- Other please specify: \_\_\_\_\_

- Compared to 3 years ago, how do you feel the quality of life in the City of Campbell River has changed? [READ]  
 Improved  
 Stayed the same [GO TO Q5]  
 Worsened  
 Not sure [DO NOT READ] [GO TO Q5]

Q4b. If “Improved” or “Worsened”: Why do you feel the quality of life has improved/ worsened?  
 \_\_\_\_\_

5. In your opinion, what is the single most important issue facing the City of Campbell River? The one issue you feel should receive the greatest attention from local leaders? [DO NOT READ, MARK ONE ONLY]

Traffic – too much  
Population growth / Overcrowding / Urban Planning  
Population decline  
Road conditions  
Aging infrastructure  
Lack of Jobs/ poor economy  
Climate / weather  
Air quality  
Pollution  
Crime / Safety of Citizens  
None  
Don't Know  
Other \_\_\_\_\_

6. What do you think is the most important environmental concern for the City of Campbell River? [DON'T READ, MARK ONE ONLY]

Climate change  
Sea level rise  
Air quality  
Flood  
Water supply  
Water quality  
Wildlife  
Invasive plants  
Too many cars  
Improve public transit  
Other – please specify: \_\_\_\_\_

Satisfaction with City services and programs

7. How satisfied are you with each of the following services provided by the City of Campbell River:  
Very satisfied, Somewhat satisfied, Not satisfied, Not at all satisfied?

Very satisfied    Somewhat satisfied    Not satisfied    Not at all satisfied    Don't Know satisfied    [DON'T READ]

Cultural facilities  
Recreation programs  
Community, cultural and recreational events  
City parks  
City playgrounds  
City trails  
City boulevards and gardens  
Public washrooms  
Street trees

Policing services  
Fire services  
Bylaws and enforcement including nuisance control, animal control, open air burning, noise, untidy/unsightly premises

Water supply  
Sewage system  
Garbage, recycling and yard waste collection  
Yard waste drop-off centre  
Animal control

Road quality  
Transportation and traffic flow  
Snow and ice removal from roads  
City sidewalks  
Street lighting  
Safe routes to schools  
Bicycle paths  
Public transit  
Downtown parking

Tourism promotion  
Economic development  
Land use planning  
Quality of new residential subdivisions and new buildings  
Downtown revitalization  
Citizen engagement

8. How do you rate your overall satisfaction with the services and programs provided by the City of Campbell River? [READ]  
Very satisfied [GO TO Q9]  
Somewhat satisfied [GO TO Q9]  
Not satisfied  
Not at all satisfied

Q8b. Why are you not satisfied? \_\_\_\_\_

Council Priorities

9. How important are each of the following City Council priorities? Very important; Important; Not important or Not at all important? [READ, ROTATE]

Very important
Not Important
Not at all Important
Don't Know Important
[DON'T READ]

- Recognize our role as a regional hub and offer services to neighbouring communities in a manner that is financially responsible and sustainable for our residents.
- Value our First Nations neighbours and seek alignment and opportunities to work together.
- Investment and revitalization to ensure a vibrant and prosperous downtown core.
- Support our tourism industry in attracting visitors and business to the city.
- Address safety issues related to transportation and infrastructure
- Provide recreational and cultural amenities to ensure a healthy, vibrant and livable community.
- Ensure a marine and river waterfront that is open and accessible.
- Actively support a regional solution for management and reduction of solid waste.
- Plan proactively for the long term costs of maintaining our critical infrastructure.
- Ensure predictable property tax rates to maintain service levels and investment in infrastructure.
- Develop policies that encourage energy efficiency and cost savings.

10. Municipal property taxes are the primary source to pay for City services and invest in maintaining and upgrading infrastructure such as roads, streetlights, water, sewer, facilities, and parks. Due to increasing costs of maintaining current service levels, infrastructure and requests for additional services, the City of Campbell River must balance taxation and service delivery levels. Which one of the following four options would you most like the City of Campbell River to pursue? [READ]

- Increase taxes to enhance or expand services [GO TO Q13]
- Increase taxes to maintain services at current levels [GO TO Q13]
- Cut or reduce services to maintain current tax level
- Cut or reduce services to reduce taxes

11. Which services would you consider acceptable to reduce? [DO NOT READ, MARK ALL]

- Bylaw Enforcement
- Protective Services
- Garbage and recycling services
- No services- use money more efficiently
- Administrative expense
- All services
- Not Sure
- Other – specify: \_\_\_\_\_

12. Are there any existing City services you would like to see expanded or new services introduced?

- No
- Not sure
- Yes – please specify: \_\_\_\_\_



City Employee Customer Service

13. In the last 12 months, have you personally contacted or dealt with the City of Campbell River or one of its employees?  
 Yes  
 No [GO TO Q17]  
 Not sure [GO TO Q17]

14. During your most recent contact with the City of Campbell River, how did contact occur? [DON'T READ, MARK ONE]  
 In-person  
 Telephone  
 Email  
 City meeting (Council meeting, Advisory committee)  
 Open house, public consultation  
 Mail [GO TO Q17]  
 Fax [GO TO Q17]  
 City website [GO TO Q17]  
 Social media (Twitter, Facebook, LinkedIn, YouTube, Instagram) [GO TO Q17]  
 Other (specify) [GO TO Q17]

15. During your most recent contact with a City of Campbell River employee, how satisfied were you with the employee's... [READ, ROTATE]

Very satisfied    Somewhat satisfied    Not very satisfied    Not at all satisfied    Don't Know/ Not applicable [DON'T READ]

- Level of knowledge  
 Helpfulness  
 Ability to resolve your issue  
 Courteousness  
 Speed and timeliness of service  
 Accessibility  
 Overall Service

16. Would you Strongly Agree; Agree; Disagree or Strongly Disagree with the following statements... [READ] [ROTATE]

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not sure/ Not applicable
I receive good value for the municipal taxes I pay					
The City of Campbell River listens to Citizens and encourages their involvement in making decisions.					
In general, I believe the City of Campbell River is doing a good job					

Communications

17. How do you learn about local government issues? [DO NOT READ, MARK ALL]
- Contact member of City staff
  - Community organization
  - Word of mouth: neighbours, friends
  - City website
  - Email
  - TV
  - Radio
  - Local newspaper – news articles
  - Local newspaper – advertisements
  - Internet, Online, Social media
  - Don't learn about government issues
  - Don't know, Not sure
  - Other \_\_\_\_\_
18. Do you listen to local radio stations?
- Yes
  - No
19. Do you watch local TV?
- Yes
  - No
20. Do you have access to the internet? [READ, MARK ALL]
- At home
  - At work
  - On a smart phone
  - No access [GO TO Q27]
21. Which of the following social media do you use? [READ, MARK ALL]
- Facebook
  - Twitter
  - LinkedIn
  - YouTube
  - Instagram
  - None [DON'T READ]
22. Have you visited the City website?
- Yes
  - No
23. Do you use any of the following services offered on the City of Campbell River web page? [READ, MARK ALL]
- Pay utility fees
  - Pay property taxes
  - Buy a Dog License
  - Apply for a home owners grant
  - Report a problem
  - Webmaps
  - Renew a business licence
  - None [DON'T READ]

24. Next year, the City will be offering online registration for recreation programs. If you were registering for a program, would you register online?  
Yes  
No
25. Would you use mobile apps to report issues with utilities, streetlights or potholes?  
Yes  
No
26. Do you read the City brochure inserted into your property tax notice?  
Yes  
No  
Not applicable
27. Do you read the City's Annual Reports?  
Yes  
No
28. Do you watch Council meeting webcasts?  
Yes  
No
29. Do you read City Currents in the newspaper?  
Yes  
No
30. In general, how do you feel about the amount of information provided by the City? [READ]  
Too much  
Adequate  
Too little ---- > What further information would you like? \_\_\_\_\_  
Not sure [DON'T READ]
31. In general, how do you feel about the quality of information provided by the City? [READ]  
Good  
Adequate  
Poor  
Not sure [DON'T READ]
32. What would be the best methods for the City of Campbell River to communicate information to you? [DO NOT READ, MARK ALL, PROBE]  
Contact member of City staff  
Community organization  
Word of mouth: neighbours, friends  
City website  
Email  
TV  
Radio  
Local newspaper – news articles  
Local newspaper – advertisements  
Internet, Online, Social media  
Don't learn about government issues  
Don't know, Not sure  
Other \_\_\_\_\_

About You

And just a few last questions about you....

33. How long have you lived in the City of Campbell River? \_\_\_\_\_ Years

34. Which of the following age groups do you fall into? [Read]

18-24 years

25-34

35-44

45-54

55-64

65 years or older

Refused [DO NOT READ]

35. Do you rent or own your place of residence? [READ]

Own

Rent

Refused [DO NOT READ]

36. Do you have children under the age of 18 living in your household?

Yes

No

Refused [DO NOT READ]

**Thank you very much for your time!**

37. Indicate Gender. [Don't read]

Male

Female

*Appendix 2 – Detailed Tables*

**Banner Legend:**

<i>Question</i>		<i>Banner</i>						<i>Grand Total:</i> Response percentages for all people answering Question
		Gender		Marital Status				
		Male	Female	Single/ never married	Married	Living with a partner	Divorced/ separated/ widowed	
Which newspapers have you read or looked into in the past week?	Neither Province or Sun	27%	<b>34%</b>	33%	28%	25%	34%	30%
	Province Only	22%	<b>21%</b>	22%	23%	17%	18%	21%
	Sun Only	22%	<b>24%</b>	17%	25%	17%	26%	23%
	Both Province and Sun	30%	<b>21%</b>	29%	24%	42%	22%	26%
Total	Base	250	250	119	<b>264</b>	<b>24</b>	82	500

**Column Percentage:**  
Columns add up to 100%  
Example: Out of all Females:  
34% read neither Province or Sun  
21% read Province only  
24% read Sun only  
21% read both Province and Sun  
100% of Females

**Base:**  
Number of people answering both Question & Banner

*Note:*  
If Base <100, interpret column percentages with caution.  
If Base <50, interpret column percentages with extreme caution.

**OVERALL QUALITY OF LIFE IN CAMPBELL RIVER**

*How would you rate the following aspects of living in Campbell River*

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Campbell River as a place to raise children?	Very good	40%	39%	41%	40%	39%	42%	46%	38%	39%	54%	38%	39%	44%	41%	30%
	Good	55%	60%	52%	53%	57%	53%	51%	56%	56%	44%	59%	56%	52%	53%	54%
	Poor	5%	1%	7%	7%	4%	5%	3%	6%	5%	2%	3%	5%	3%	6%	14%
	Very poor															3%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>228</b>
Campbell River as a place to retire?	Very good	54%	46%	55%	66%	51%	57%	54%	56%	55%	55%	51%	61%	47%	58%	34%
	Good	41%	53%	38%	28%	44%	38%	45%	38%	40%	45%	47%	36%	46%	37%	54%
	Poor	4%	1%	7%	6%	4%	5%	1%	6%	5%		2%	4%	7%	5%	10%
	Very poor															2%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>228</b>
Campbell River as a place for young adults to learn, work, play and live?	Very good	14%	9%	16%	20%	11%	17%	13%	15%	15%	10%	16%	12%	12%	16%	15%
	Good	54%	67%	44%	49%	55%	52%	64%	47%	52%	63%	52%	66%	50%	48%	43%
	Poor	32%	24%	39%	30%	34%	29%	23%	37%	33%	27%	30%	21%	38%	35%	34%
	Very poor	1%		1%	1%		1%		1%	1%		1%	1%	1%	1%	8%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>228</b>
The overall quality of life in Campbell River?	Very good	39%	28%	44%	46%	35%	43%	34%	40%	40%	24%	34%	45%	32%	43%	27%
	Good	57%	66%	53%	52%	64%	51%	63%	55%	56%	72%	64%	51%	64%	53%	57%
	Poor	4%	6%	3%	2%	2%	6%	3%	4%	4%	4%	2%	5%	4%	5%	14%
	Very poor															2%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>228</b>

## Appendix 9.1

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
What is your favourite thing about living in Campbell River?	Ocean, close to ocean, proximity to ocean	54%	56%	54%	51%	49%	60%	58%	51%	54%	49%	45%	47%	67%	57%	74%
	Access to outdoor recreation	42%	60%	31%	33%	42%	42%	53%	37%	42%	45%	44%	53%	42%	33%	54%
	Climate, Weather	18%	12%	19%	30%	20%	16%	14%	21%	20%	8%	24%	9%	15%	23%	41%
	Size of community	14%	17%	10%	17%	18%	10%	13%	13%	13%	15%	6%	19%	20%	12%	29%
	Friendly people	8%	7%	6%	15%	6%	11%	8%	9%	7%	16%	6%	8%	6%	12%	27%
	Relaxed lifestyle	6%	4%	6%	8%	8%	4%	4%	7%	6%	4%	10%	6%	5%	4%	41%
	Clean air	4%	4%	3%	3%	6%	1%	5%	3%	4%		8%	2%	3%	2%	46%
	Clean water	1%		0%	3%	0%	1%		1%	1%			1%	1%	1%	52%
	Great place to raise a family	1%	1%	0%	2%	0%	1%	0%	1%	1%	3%	1%			2%	25%
	Community spirit	1%		3%	2%	1%	2%	0%	2%	2%		2%		1%	2%	14%
	Scenery, beautiful	3%	2%	3%	4%	2%	3%	1%	4%	2%	5%	1%	2%	3%	4%	
	Housing availability, affordability	1%		2%	1%		2%	0%	1%	1%		2%	1%		0%	16%
	Safe community – low crime	0%		1%	1%	1%	0%		1%	0%				1%	1%	11%
	Not sure	1%		2%	1%	1%	1%	0%	1%	1%	2%		3%	1%	1%	2%
	Accessible Amenities	1%	1%	1%	2%	0%	2%	1%	1%	1%	1%		2%		2%	
	Other	1%		1%	1%	1%		1%	0%	0%	2%			1%	1%	5%
	Economy, Jobs	0%		1%		1%	0%	0%	0%	1%		1%			1%	4%
	Location	0%	1%		1%		1%	1%	0%		4%	2%				
	<b>Total</b>	Responses	630	244	237	149	314	316	225	395	541	76	145	137	156	192
	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	227

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Compared to 3 years ago, how do you feel the quality of life in the City of Campbell River has changed?	Improved	24%	25%	26%	18%	22%	27%	33%	20%	25%	22%	24%	22%	23%	27%	18%
	Stayed the same	54%	57%	51%	57%	60%	49%	49%	57%	54%	56%	57%	62%	53%	48%	42%
	Worsened	17%	14%	20%	17%	16%	19%	11%	21%	17%	17%	8%	15%	22%	22%	31%
	Not sure	4%	4%	3%	7%	2%	6%	7%	3%	4%	5%	11%	1%	2%	3%	9%
<b>Total</b>	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	221



## Appendix 9.1

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
In your opinion, what is the single most important issue facing the City of Campbell River? The one issue you feel should receive the greatest attention from local leaders?	Lack of Jobs, poor economy	29%	33%	29%	20%	34%	23%	32%	27%	28%	32%	31%	30%	25%	29%	37%
	Don't know	16%	17%	13%	19%	17%	14%	11%	17%	13%	27%	10%	19%	21%	14%	2%
	Aging infrastructure	10%	14%	7%	8%	12%	8%	14%	8%	11%	3%	14%	10%	9%	9%	16%
	Taxes, fiscal responsibility, increasing costs	10%	4%	12%	14%	11%	8%	6%	12%	11%	1%	5%	14%	14%	7%	
	Population growth, Overcrowding, Urban Planning	8%	8%	10%	4%	4%	11%	10%	7%	7%	13%	14%	6%	5%	7%	6%
	Other	3%	2%	4%	2%	3%	3%	3%	3%	3%		4%	1%	4%	2%	23%
	Homelessness	4%	3%	6%	2%	1%	7%	4%	4%	3%	11%	6%	1%	2%	5%	
	More recreational and social activities	4%	7%	1%	3%	5%	3%	5%	3%	4%		5%	1%	3%	5%	
	Crime, Safety of Citizens	3%	4%	2%	1%		5%	4%	2%	2%	6%	1%	5%	3%	3%	12%
	Activities for youth, schools	3%	1%	3%	5%	1%	4%	3%	3%	3%	3%	1%	2%	3%	5%	
	Business developement, tourism promotion	2%	2%	4%		3%	1%	2%	2%	2%		2%	3%	4%	1%	
	Traffic - too much	2%		4%	1%	2%	2%	1%	2%	2%		2%	1%	1%	2%	1%
	Healthcare	2%	1%	1%	4%	0%	3%	1%	2%	2%			3%	1%	2%	
	Road conditions	1%		1%	5%	1%	2%		2%	2%		1%	1%		4%	1%
	None	1%	2%	1%	1%	1%	1%	2%	1%	1%	2%	1%	1%		2%	0%
	Boat launch, access to water	1%		1%	3%	2%	0%		2%	1%		2%	2%	1%		
	Activities, resources for Seniors	1%	1%		4%	1%	1%		2%	1%	1%	2%	1%	2%	1%	
	Housing, available and affordable	1%	1%	2%			2%	1%	1%	1%		1%	1%	1%	1%	
	Population decline	0%		0%	1%		1%	0%	0%	0%	1%	1%		1%	0%	
Pollution	0%			1%		1%		0%	0%					1%	0%	
Air quality															0%	
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>215</b>

## Appendix 9.1

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
What do you think is the most important environmental concern for the City of Campbell River?	Don't know	27%	32%	23%	26%	30%	25%	30%	26%	27%	32%	24%	41%	25%	21%	7%
	Water quality	13%	11%	13%	16%	14%	12%	13%	14%	13%	13%	13%	7%	16%	15%	8%
	None	13%	9%	12%	21%	12%	14%	11%	14%	14%	9%	5%	11%	15%	19%	5%
	Climate change	8%	10%	8%	4%	12%	3%	8%	8%	9%		11%	9%	5%	6%	13%
	Water supply	8%	11%	7%	6%	8%	8%	9%	8%	8%	10%	14%	7%	6%	7%	7%
	Landfill, garbage, recycling	6%	6%	6%	4%	4%	8%	8%	5%	5%	12%	7%	6%	4%	6%	
	Fish farms, fisheries, protect fish habitat	5%	4%	8%	3%	6%	4%	1%	6%	3%	9%	2%	3%	11%	5%	
	Air quality	5%	3%	5%	8%	2%	7%	4%	5%	5%	1%	6%	5%	4%	4%	1%
	Flood	3%	4%	2%	1%	3%	3%	4%	2%	3%	1%	1%		2%	7%	13%
	Preserve parkland, reduced development, logging	3%	2%	4%	2%	2%	4%	3%	3%	3%	1%	4%	1%	3%	3%	
	Wildlife	2%	5%	0%	1%		4%	2%	2%	2%	3%	1%		4%	3%	5%
	Invasive plants	1%		2%	2%	1%	2%	0%	2%	1%	1%	3%		2%		11%
	Other	2%	1%	3%	1%	2%	2%	1%	2%	2%	1%	4%	1%		2%	5%
	LNG Plant	2%	2%	3%		2%	2%	3%	2%	2%	1%	3%	2%	1%	2%	
	Improve public transit	1%	1%	1%			1%	1%	0%	1%			2%		1%	13%
	Too many cars	1%		1%	3%	1%	1%		1%	1%	4%		3%	1%		4%
Sea level rise	1%		1%	1%	1%	0%	0%	1%	1%	2%	1%	2%			7%	
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>210</b>

**SATISFACTION WITH CITY SERVICES AND PROGRAMS**

*How satisfied are you with each of the following services provided by the City of Campbell River?*

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Cultural facilities	Very satisfied	18%	13%	19%	26%	17%	19%	15%	19%	18%	13%	14%	15%	14%	27%	17%
	Somewhat satisfied	66%	75%	63%	58%	70%	63%	74%	64%	67%	68%	70%	67%	73%	58%	50%
	Not satisfied	6%	5%	6%	7%	3%	8%	4%	7%	6%	6%	2%	8%	4%	8%	13%
	Not at all satisfied	1%		1%	1%	1%	1%		1%	1%	1%	2%	1%	1%		5%
	Don't know	9%	7%	10%	8%	9%	9%	7%	10%	9%	12%	12%	9%	7%	8%	14%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Recreation programs	Very satisfied	43%	46%	42%	40%	39%	47%	53%	38%	44%	43%	53%	47%	25%	47%	26%
	Somewhat satisfied	46%	50%	44%	43%	49%	43%	40%	48%	45%	49%	36%	43%	64%	42%	52%
	Not satisfied	4%	1%	6%	6%	4%	4%	2%	5%	5%	1%	2%	4%	5%	5%	10%
	Not at all satisfied															6%
	Don't know	7%	3%	8%	10%	8%	5%	5%	8%	7%	7%	10%	5%	6%	6%	6%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Community, cultural and recreational events	Very satisfied	30%	25%	30%	38%	21%	39%	30%	30%	29%	41%	29%	25%	21%	41%	23%
	Somewhat satisfied	57%	63%	54%	51%	67%	47%	54%	58%	57%	55%	58%	64%	63%	46%	54%
	Not satisfied	5%	4%	7%	4%	4%	7%	4%	6%	6%		1%	3%	10%	7%	13%
	Not at all satisfied	0%		0%			0%		0%	0%			1%			6%
	Don't know	8%	8%	8%	7%	8%	7%	11%	6%	8%	4%	11%	7%	6%	6%	4%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
City parks	Very satisfied	41%	42%	44%	36%	41%	42%	47%	39%	41%	47%	45%	39%	38%	43%	30%
	Somewhat satisfied	47%	55%	40%	46%	47%	46%	47%	46%	46%	49%	51%	51%	48%	39%	49%
	Not satisfied	8%	4%	10%	9%	7%	8%	5%	10%	9%	3%	2%	6%	8%	13%	16%
	Not at all satisfied	1%		2%	1%	1%	1%	1%	1%	1%			1%	2%	1%	4%
	Don't know	3%		4%	8%	4%	3%	1%	5%	4%	2%	2%	3%	5%	4%	1%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
City playgrounds	Very satisfied	31%	46%	23%	21%	34%	29%	45%	24%	31%	36%	38%	28%	31%	29%	27%
	Somewhat satisfied	40%	43%	39%	37%	33%	46%	41%	38%	39%	41%	43%	45%	41%	33%	49%
	Not satisfied	8%	4%	9%	11%	8%	7%	5%	10%	9%	2%	2%	4%	7%	15%	11%
	Not at all satisfied	1%	1%	2%		1%	1%	2%	1%	1%	1%		3%	1%	1%	3%
	Don't know	20%	7%	27%	31%	23%	17%	7%	28%	21%	19%	17%	21%	20%	22%	9%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
City trails	Very satisfied	70%	82%	65%	57%	73%	66%	78%	64%	68%	77%	80%	70%	65%	64%	41%
	Somewhat satisfied	23%	17%	25%	30%	22%	24%	20%	26%	25%	16%	17%	24%	27%	26%	44%
	Not satisfied	1%	1%	1%	1%	1%	2%	1%	1%	1%		1%	2%	1%	1%	7%
	Not at all satisfied	0%		1%		1%			0%	0%					1%	4%
	Don't know	6%		7%	12%	3%	8%	1%	8%	6%	7%	2%	4%	7%	8%	3%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>

*How satisfied are you with each of the following services provided by the City of Campbell River?*

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
City boulevards and gardens	Very satisfied	34%	33%	32%	41%	30%	38%	35%	35%	34%	39%	44%	30%	32%	32%	29%
	Somewhat satisfied	54%	59%	54%	47%	62%	47%	56%	52%	53%	57%	47%	62%	57%	52%	46%
	Not satisfied	9%	8%	10%	8%	4%	13%	7%	9%	10%	1%	8%	6%	6%	13%	13%
	Not at all satisfied	2%		3%	4%	2%	2%	1%	2%	2%	1%	1%	1%	4%	2%	11%
	Don't know	1%		1%	1%	1%	1%		1%	1%	1%		1%	1%	1%	1%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Public washrooms	Very satisfied	14%	18%	11%	13%	18%	10%	17%	12%	15%	9%	16%	17%	12%	12%	11%
	Somewhat satisfied	37%	44%	34%	31%	43%	32%	37%	36%	35%	50%	45%	44%	27%	34%	46%
	Not satisfied	22%	22%	22%	22%	15%	29%	27%	20%	24%	11%	11%	19%	32%	25%	22%
	Not at all satisfied	3%	3%	3%	4%	1%	6%	2%	4%	3%	6%	2%	1%	3%	6%	10%
	Don't know	23%	13%	29%	30%	23%	24%	16%	28%	24%	24%	27%	19%	26%	22%	10%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Street trees	Very satisfied	31%	35%	28%	32%	27%	35%	34%	30%	31%	34%	40%	33%	25%	27%	21%
	Somewhat satisfied	58%	61%	56%	57%	62%	53%	59%	56%	57%	57%	52%	59%	63%	57%	56%
	Not satisfied	9%	5%	12%	8%	7%	10%	7%	10%	9%	5%	7%	7%	8%	12%	12%
	Not at all satisfied	1%		1%	2%	1%	1%	0%	2%	1%	2%	1%		2%	1%	8%
	Don't know	1%		2%	1%	2%	0%		2%	1%	2%		1%	1%	3%	2%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Policing services	Very satisfied	44%	48%	41%	41%	41%	46%	49%	41%	44%	50%	61%	35%	37%	42%	30%
	Somewhat satisfied	44%	41%	48%	42%	47%	40%	41%	46%	46%	31%	29%	51%	51%	45%	43%
	Not satisfied	7%	5%	6%	10%	9%	5%	3%	7%	6%	5%	3%	4%	11%	8%	12%
	Not at all satisfied	0%		1%	1%		1%		1%		3%	1%			1%	10%
	Don't know	5%	6%	4%	7%	3%	8%	6%	5%	5%	12%	6%	11%	1%	5%	4%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Fire services	Very satisfied	49%	53%	44%	51%	43%	55%	49%	50%	48%	59%	52%	44%	42%	55%	45%
	Somewhat satisfied	40%	40%	41%	36%	46%	33%	42%	37%	40%	31%	37%	36%	50%	37%	41%
	Not satisfied	5%	4%	5%	6%	5%	4%	4%	5%	5%		7%	4%	3%	3%	4%
	Not at all satisfied	1%		1%	2%	2%	0%	1%	1%	1%	1%	1%	1%	1%	1%	5%
	Don't know	6%	3%	9%	6%	4%	8%	4%	7%	6%	9%	4%	15%	3%	3%	5%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Bylaws and enforcement including nuisance control, animal control, open air burning, noise, untidy, unsightly premises	Very satisfied	20%	27%	15%	16%	21%	18%	27%	15%	19%	21%	18%	18%	18%	24%	13%
	Somewhat satisfied	48%	54%	45%	44%	49%	47%	47%	49%	48%	53%	52%	47%	51%	43%	38%
	Not satisfied	18%	7%	27%	21%	18%	19%	13%	21%	20%	9%	19%	19%	18%	18%	23%
	Not at all satisfied	4%	4%	3%	7%	4%	5%	3%	5%	4%	3%	1%	9%	1%	6%	19%
	Don't know	10%	9%	9%	11%	8%	11%	10%	10%	9%	14%	10%	7%	12%	10%	6%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>

*How satisfied are you with each of the following services provided by the City of Campbell River?*

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Water supply	Very satisfied	70%	74%	69%	66%	74%	66%	72%	69%	73%	52%	80%	71%	68%	65%	54%
	Somewhat satisfied	26%	22%	27%	31%	23%	30%	27%	26%	25%	39%	20%	21%	29%	32%	38%
	Not satisfied	3%	3%	2%	2%	2%	3%	0%	4%	1%	10%		7%	3%	1%	3%
	Not at all satisfied	0%		1%	1%	1%	0%	0%	0%	0%					1%	3%
	Don't know	0%		0%	1%		1%		0%	0%			1%	1%		
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Sewage system	Very satisfied	60%	68%	55%	54%	61%	59%	65%	56%	61%	48%	66%	56%	53%	62%	43%
	Somewhat satisfied	34%	26%	38%	38%	33%	34%	32%	35%	34%	35%	26%	34%	40%	35%	43%
	Not satisfied	3%	4%	2%	3%	3%	3%	1%	4%	2%	12%	2%	9%	1%	1%	4%
	Not at all satisfied	1%	1%	1%	2%	2%	1%	1%	1%	1%		1%	1%	1%	1%	1%
	Don't know	3%	1%	4%	3%	1%	4%	1%	4%	2%	5%	5%		4%	2%	8%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Garbage, recycling and yard waste collection	Very satisfied	54%	60%	50%	51%	55%	53%	62%	51%	55%	53%	63%	46%	49%	57%	41%
	Somewhat satisfied	35%	33%	37%	34%	37%	33%	29%	37%	34%	34%	21%	41%	43%	36%	41%
	Not satisfied	6%	5%	7%	6%	5%	8%	6%	7%	6%	7%	9%	7%	5%	5%	11%
	Not at all satisfied	2%	2%	2%	3%	3%	2%	3%	2%	3%		4%	2%	3%	1%	3%
	Don't know	2%		3%	5%	2%	3%	1%	3%	2%	6%	3%	5%	1%	2%	3%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Yard waste drop-off centre	Very satisfied	46%	54%	43%	37%	46%	45%	51%	43%	48%	34%	56%	43%	37%	46%	39%
	Somewhat satisfied	31%	32%	30%	33%	35%	28%	28%	31%	29%	37%	18%	34%	45%	29%	35%
	Not satisfied	5%	5%	5%	7%	3%	8%	7%	5%	6%	4%	9%	2%	5%	5%	10%
	Not at all satisfied	1%		1%	3%	2%	1%		2%	1%		1%	2%		1%	3%
	Don't know	17%	10%	21%	20%	15%	18%	13%	19%	16%	25%	16%	18%	13%	19%	14%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Animal control	Very satisfied	24%	40%	16%	13%	23%	26%	36%	16%	23%	28%	37%	17%	26%	18%	19%
	Somewhat satisfied	50%	46%	52%	53%	54%	45%	43%	54%	51%	42%	43%	58%	47%	50%	39%
	Not satisfied	12%	7%	16%	15%	9%	16%	7%	15%	11%	18%	5%	16%	12%	15%	14%
	Not at all satisfied	2%		3%	2%	2%	2%	1%	2%	2%	2%	2%	2%	1%	2%	11%
	Don't know	12%	8%	14%	17%	13%	12%	12%	13%	13%	10%	13%	7%	14%	14%	18%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Road quality	Very satisfied	17%	20%	14%	20%	13%	21%	26%	13%	17%	18%	18%	17%	23%	12%	13%
	Somewhat satisfied	61%	62%	62%	56%	67%	55%	64%	58%	60%	64%	71%	56%	59%	57%	52%
	Not satisfied	19%	16%	21%	22%	18%	21%	9%	25%	20%	18%	10%	23%	14%	28%	24%
	Not at all satisfied	3%	3%	2%	3%	3%	2%	1%	3%	3%		1%	3%	3%	3%	10%
	Don't know	0%		0%			0%		0%	0%					1%	0%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Transportation and traffic flow	Very satisfied	19%	26%	14%	18%	15%	23%	26%	16%	17%	42%	23%	17%	20%	18%	10%
	Somewhat satisfied	58%	54%	59%	62%	65%	51%	60%	56%	60%	40%	61%	42%	67%	59%	43%
	Not satisfied	20%	18%	23%	18%	18%	23%	12%	25%	21%	18%	13%	37%	10%	20%	31%
	Not at all satisfied	2%	2%	3%		2%	1%		3%	2%		1%	3%	1%	1%	14%
	Don't know	1%	1%	1%	1%		2%	1%	1%	1%	1%	2%		2%	1%	1%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Snow and ice removal from roads	Very satisfied	11%	13%	10%	13%	14%	8%	16%	9%	12%	7%	13%	13%	8%	12%	16%
	Somewhat satisfied	52%	55%	48%	54%	51%	53%	56%	51%	53%	51%	59%	56%	47%	48%	35%
	Not satisfied	23%	15%	31%	20%	20%	26%	15%	28%	23%	21%	12%	15%	33%	30%	23%
	Not at all satisfied	6%	8%	5%	5%	6%	6%	5%	7%	5%	17%	4%	10%	4%	6%	21%
	Don't know	7%	8%	6%	8%	9%	6%	8%	5%	6%	5%	12%	6%	8%	4%	4%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
City sidewalks	Very satisfied	30%	43%	24%	17%	34%	25%	37%	24%	28%	32%	37%	32%	25%	25%	18%
	Somewhat satisfied	52%	43%	54%	63%	48%	55%	49%	54%	53%	45%	48%	38%	60%	59%	59%
	Not satisfied	16%	15%	17%	15%	15%	17%	13%	18%	16%	19%	12%	28%	10%	14%	14%
	Not at all satisfied	1%		2%	1%	2%	1%		2%	1%	2%	1%	1%	2%	1%	8%
	Don't know	2%		1%	4%	1%	2%		2%	2%	1%	2%	1%	2%	1%	1%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Street lighting	Very satisfied	32%	35%	32%	27%	36%	29%	39%	27%	32%	30%	38%	30%	31%	30%	20%
	Somewhat satisfied	58%	59%	57%	56%	56%	59%	55%	60%	58%	62%	55%	56%	64%	57%	57%
	Not satisfied	9%	6%	11%	11%	7%	10%	6%	11%	10%	4%	6%	13%	3%	12%	15%
	Not at all satisfied	1%			2%	0%	1%	0%	1%	0%	2%			2%	0%	6%
	Don't know	1%			3%		1%		1%	0%	2%	1%	1%	1%		3%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Safe routes to schools	Very satisfied	18%	29%	14%	7%	19%	16%	27%	13%	18%	18%	30%	10%	16%	15%	18%
	Somewhat satisfied	43%	55%	38%	31%	43%	42%	51%	39%	42%	55%	33%	55%	49%	37%	45%
	Not satisfied	7%	5%	11%	5%	5%	10%	10%	5%	8%		8%	9%	4%	7%	14%
	Not at all satisfied	1%	1%	1%	2%	0%	2%	1%	1%	1%				1%	4%	5%
	Don't know	31%	11%	36%	56%	32%	30%	11%	41%	31%	26%	29%	26%	30%	37%	18%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Bicycle paths	Very satisfied	31%	40%	26%	25%	38%	24%	33%	31%	30%	39%	39%	36%	26%	25%	13%
	Somewhat satisfied	43%	49%	37%	44%	38%	48%	50%	38%	42%	43%	37%	47%	45%	44%	37%
	Not satisfied	10%	7%	15%	5%	7%	12%	9%	10%	10%	7%	10%	10%	10%	9%	19%
	Not at all satisfied	1%		1%	1%	0%	1%		1%	1%		1%		1%	1%	10%
	Don't know	15%	4%	20%	25%	16%	15%	8%	20%	16%	12%	13%	8%	18%	21%	21%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>

*How satisfied are you with each of the following services provided by the City of Campbell River?*

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Public transit	Very satisfied	15%	14%	13%	19%	15%	14%	16%	14%	14%	20%	18%	15%	7%	18%	11%
	Somewhat satisfied	41%	40%	41%	41%	40%	42%	32%	44%	42%	28%	40%	36%	53%	34%	29%
	Not satisfied	10%	13%	10%	6%	8%	13%	13%	9%	8%	28%	6%	18%	10%	8%	18%
	Not at all satisfied	1%		3%	1%	2%	1%	1%	2%	1%	3%	4%		1%	1%	15%
	Don't know	33%	32%	34%	33%	36%	31%	39%	31%	35%	22%	31%	31%	29%	40%	27%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Downtown parking	Very satisfied	19%	18%	21%	17%	22%	17%	14%	21%	17%	27%	21%	26%	17%	15%	14%
	Somewhat satisfied	57%	64%	50%	59%	62%	52%	64%	55%	57%	60%	66%	56%	62%	47%	42%
	Not satisfied	17%	13%	23%	12%	9%	25%	18%	17%	18%	9%	8%	17%	16%	26%	24%
	Not at all satisfied	6%	4%	5%	10%	6%	5%	5%	6%	6%	3%	5%	1%	5%	10%	18%
	Don't know	1%		1%	2%	1%	1%		2%	1%	1%		1%	1%	3%	1%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Tourism promotion	Very satisfied	23%	20%	24%	26%	18%	27%	24%	22%	22%	26%	29%	15%	13%	31%	18%
	Somewhat satisfied	55%	68%	49%	47%	59%	52%	62%	51%	54%	58%	61%	57%	70%	39%	41%
	Not satisfied	11%	11%	14%	7%	9%	13%	10%	12%	12%	7%	7%	16%	4%	17%	19%
	Not at all satisfied	1%		3%	1%	2%	1%	1%	2%	2%		1%	5%	1%		10%
	Don't know	9%	1%	11%	18%	11%	7%	3%	12%	9%	9%	3%	7%	12%	13%	12%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Economic development	Very satisfied	9%	14%	7%	6%	6%	12%	12%	8%	9%	11%	10%	9%	8%	10%	4%
	Somewhat satisfied	46%	51%	44%	43%	51%	42%	48%	44%	45%	49%	57%	43%	44%	41%	31%
	Not satisfied	30%	27%	37%	22%	30%	30%	28%	31%	31%	28%	16%	39%	37%	28%	30%
	Not at all satisfied	2%		2%	4%	2%	2%	0%	2%	2%	1%	1%	1%	2%	2%	22%
	Don't know	13%	9%	10%	26%	12%	15%	12%	14%	14%	10%	15%	7%	9%	19%	12%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Land use planning	Very satisfied	11%	16%	7%	10%	11%	10%	15%	9%	11%	11%	18%	5%	6%	13%	3%
	Somewhat satisfied	37%	36%	37%	41%	35%	40%	43%	35%	37%	45%	40%	37%	42%	32%	28%
	Not satisfied	21%	20%	24%	17%	22%	21%	13%	24%	20%	21%	12%	29%	23%	22%	31%
	Not at all satisfied	3%	1%	5%	1%	2%	4%	3%	2%	3%		2%	4%	3%	2%	23%
	Don't know	28%	27%	27%	31%	31%	25%	26%	30%	29%	23%	28%	25%	27%	30%	15%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Quality of new residential subdivisions and new buildings	Very satisfied	28%	38%	21%	23%	30%	26%	31%	27%	25%	48%	32%	33%	19%	28%	15%
	Somewhat satisfied	49%	38%	55%	54%	53%	44%	48%	50%	50%	43%	42%	41%	63%	49%	52%
	Not satisfied	8%	10%	9%	5%	4%	12%	10%	8%	10%		7%	13%	5%	8%	13%
	Not at all satisfied	0%		0%		0%	0%	0%	0%	0%				1%		8%
	Don't know	15%	14%	15%	18%	13%	17%	11%	16%	15%	9%	20%	13%	13%	15%	13%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>

*How satisfied are you with each of the following services provided by the City of Campbell River?*

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Downtown revitalization	Very satisfied	23%	28%	22%	14%	20%	25%	28%	20%	24%	16%	28%	20%	17%	25%	6%
	Somewhat satisfied	54%	55%	51%	59%	62%	47%	57%	52%	53%	59%	54%	51%	63%	50%	44%
	Not satisfied	18%	13%	24%	16%	16%	20%	13%	21%	18%	20%	12%	20%	17%	22%	30%
	Not at all satisfied	2%	1%	2%	3%	2%	2%	1%	2%	2%	4%	3%	3%	1%	1%	14%
	Don't know	3%	3%	2%	7%	0%	6%	1%	5%	4%	1%	3%	6%	2%	2%	6%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Citizen engagement	Very satisfied	14%	13%	12%	18%	10%	17%	16%	13%	13%	17%	22%	4%	7%	19%	9%
	Somewhat satisfied	64%	70%	64%	57%	75%	54%	70%	61%	62%	77%	63%	70%	75%	53%	38%
	Not satisfied	12%	12%	14%	9%	4%	20%	7%	15%	13%	5%	2%	20%	10%	15%	24%
	Not at all satisfied	2%		2%	2%	2%	1%	1%	2%	2%		1%	3%	1%	2%	19%
	Don't know	8%	6%	8%	13%	9%	8%	6%	10%	9%	1%	11%	3%	6%	11%	10%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
How do you rate your overall satisfaction with the services and programs provided by the City of Campbell River?	Very satisfied	29%	23%	29%	39%	25%	32%	31%	28%	30%	24%	36%	29%	21%	29%	13%
	Somewhat satisfied	67%	74%	65%	56%	71%	62%	67%	66%	66%	71%	62%	66%	74%	65%	69%
	Not satisfied	3%		5%	5%	4%	3%	2%	4%	3%	2%	1%	4%	3%	5%	14%
	Not at all satisfied	2%	3%	1%		1%	2%	1%	2%	1%	3%	1%	2%	2%	1%	5%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>



**COUNCIL PRIORITIES**

How important are each of the following Council priorities?

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Recognize our role as a regional hub and offer services to neighbouring communities in a manner that is financially responsible and sustainable for our residents.	Very Important	31%	23%	34%	39%	26%	36%	26%	34%	30%	37%	22%	28%	35%	36%	32%
	Important	55%	65%	49%	52%	59%	52%	58%	53%	55%	52%	71%	58%	48%	47%	51%
	Not Important	9%	10%	12%	2%	10%	8%	13%	7%	9%	11%	3%	9%	13%	11%	9%
	Not at all Important	1%		1%	2%	1%	0%		1%	1%			2%		0%	5%
	Don't know	4%	2%	5%	6%	3%	5%	3%	4%	5%	1%	4%	2%	3%	6%	4%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>193</b>
Value our First Nations neighbours and seek alignment and opportunities to work together.	Very Important	37%	41%	32%	38%	27%	47%	42%	35%	36%	47%	39%	42%	34%	33%	29%
	Important	48%	47%	49%	45%	55%	41%	46%	48%	47%	47%	52%	51%	48%	42%	39%
	Not Important	11%	11%	13%	7%	16%	6%	9%	13%	12%	6%	8%	5%	13%	17%	15%
	Not at all Important	2%	1%	3%	4%	2%	3%	3%	2%	3%			1%	3%	5%	12%
	Don't know	2%		2%	5%		4%	0%	3%	2%	1%	1%	1%	1%	3%	4%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>193</b>
Investment and revitalization to ensure a vibrant and prosperous downtown core.	Very Important	35%	39%	30%	37%	34%	36%	35%	36%	34%	43%	39%	37%	26%	37%	40%
	Important	53%	54%	54%	49%	55%	50%	52%	52%	52%	48%	54%	50%	57%	50%	40%
	Not Important	9%	6%	12%	9%	9%	9%	11%	9%	10%	8%	5%	9%	15%	8%	9%
	Not at all Important	0%		1%		1%		1%		0%			1%			8%
	Don't know	3%	1%	3%	6%	2%	4%	1%	4%	3%	1%	2%	2%	3%	4%	2%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>193</b>
Support our tourism industry in attracting visitors and business to the city.	Very Important	56%	62%	54%	50%	57%	55%	56%	56%	54%	70%	62%	66%	48%	51%	45%
	Important	38%	35%	36%	44%	35%	40%	39%	37%	39%	27%	34%	25%	46%	42%	42%
	Not Important	5%	3%	9%	2%	7%	4%	4%	6%	6%	3%	4%	8%	6%	4%	9%
	Not at all Important															3%
	Don't know	1%		0%	3%	0%	1%	0%	1%	1%			1%		2%	2%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>193</b>
Address safety issues related to transportation and infrastructure	Very Important	40%	36%	43%	41%	37%	42%	37%	42%	40%	42%	45%	41%	30%	42%	41%
	Important	51%	55%	49%	50%	56%	46%	53%	49%	51%	47%	48%	49%	64%	46%	47%
	Not Important	5%	6%	6%	2%	5%	5%	5%	6%	5%	10%	5%	8%	2%	6%	6%
	Not at all Important	0%			1%		0%		0%	0%		1%				3%
	Don't know	4%	4%	2%	6%	1%	6%	5%	3%	4%	1%	2%	2%	4%	6%	2%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>193</b>
Provide recreational and cultural amenities to ensure a healthy, vibrant and livable community.	Very Important	47%	52%	41%	50%	43%	51%	53%	45%	48%	43%	54%	53%	34%	47%	41%
	Important	48%	48%	51%	45%	52%	44%	45%	49%	47%	54%	41%	45%	65%	44%	44%
	Not Important	3%		6%	1%	3%	2%	1%	4%	3%	2%	3%	1%	1%	5%	9%
	Not at all Important	0%			1%	0%			0%	0%					1%	4%
	Don't know	1%		2%	3%	1%	2%	0%	2%	2%		2%	1%		3%	2%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>193</b>

*How important are each of the following Council priorities?*

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Ensure a marine and river waterfront that is open and accessible.	Very Important	65%	63%	64%	69%	71%	59%	57%	69%	65%	64%	66%	61%	68%	65%	59%
	Important	32%	34%	32%	28%	27%	37%	40%	28%	32%	34%	34%	32%	32%	30%	28%
	Not Important	2%	3%	2%	1%	2%	2%	3%	2%	2%			6%		2%	8%
	Not at all Important															2%
	Don't know	1%		1%	2%		2%	0%	1%	1%	1%		1%	1%	2%	2%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>193</b>
Actively support a regional solution for management and reduction of solid waste.	Very Important	43%	50%	37%	44%	36%	51%	46%	41%	43%	41%	45%	46%	40%	43%	35%
	Important	48%	38%	55%	50%	55%	41%	42%	52%	49%	46%	45%	46%	48%	52%	50%
	Not Important	6%	11%	5%	1%	9%	3%	10%	4%	6%	10%	7%	8%	9%	2%	7%
	Not at all Important	0%			1%		0%		0%	0%				1%		5%
	Don't know	2%	1%	3%	3%		4%	2%	2%	2%	4%	3%	1%	2%	3%	3%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>193</b>
Plan proactively for the long term costs of maintaining our critical infrastructure.	Very Important	64%	69%	62%	57%	66%	62%	63%	63%	62%	71%	64%	74%	53%	64%	60%
	Important	30%	27%	31%	31%	30%	29%	29%	30%	30%	24%	28%	20%	41%	29%	34%
	Not Important	4%	3%	5%	4%	4%	3%	5%	3%	4%	2%	4%	4%	2%	4%	3%
	Not at all Important															2%
	Don't know	3%	1%	2%	8%	0%	6%	2%	3%	3%	3%	4%	2%	3%	3%	2%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>193</b>
Ensure predictable property tax rates to maintain service levels and investment in infrastructure.	Very Important	48%	47%	49%	49%	42%	55%	50%	48%	49%	51%	49%	58%	40%	47%	55%
	Important	40%	41%	40%	37%	46%	34%	36%	41%	39%	42%	39%	30%	49%	41%	34%
	Not Important	7%	9%	6%	5%	10%	4%	9%	7%	8%		8%	9%	5%	7%	6%
	Not at all Important	1%		1%	2%	1%	1%	1%	1%	1%	2%	2%		1%	1%	3%
	Don't know	4%	3%	3%	6%	2%	6%	4%	4%	3%	5%	3%	3%	5%	4%	3%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>193</b>
Develop policies that encourage energy efficiency and cost savings.	Very Important	46%	57%	37%	44%	38%	53%	61%	38%	45%	58%	42%	50%	43%	48%	39%
	Important	43%	34%	50%	45%	50%	36%	29%	49%	43%	37%	50%	37%	41%	43%	43%
	Not Important	9%	9%	11%	7%	12%	6%	9%	9%	10%	3%	5%	13%	15%	5%	13%
	Not at all Important															4%
	Don't know	2%		3%	5%		4%	1%	3%	2%	2%	4%	1%	1%	3%	1%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>193</b>

## Appendix 9.1

*Municipal property taxes are the primary source to pay for City services and invest in maintaining and upgrading infrastructure such as roads, streetlights, water, sewer, facilities, and parks.*

*Due to increasing costs of maintaining current service levels, infrastructure and requests for additional services, the City of Campbell River must balance taxation and service delivery levels.*

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which one of the following four options would you most like the City of Campbell River to pursue?	Increase taxes to enhance or expand services	16%	22%	12%	11%	10%	21%	14%	17%	15%	23%	23%	13%	11%	15%	32%
	Increase taxes to maintain services at current levels	46%	46%	45%	50%	45%	48%	46%	46%	46%	44%	53%	50%	47%	38%	14%
	Cut or reduce services to maintain current tax level	30%	30%	32%	29%	38%	23%	34%	29%	31%	29%	22%	28%	33%	36%	31%
	Cut or reduce services to reduce taxes	8%	3%	11%	10%	7%	9%	6%	9%	8%	4%	2%	9%	8%	11%	23%
<b>Total</b>	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	187

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which services would you consider acceptable to reduce?	Administrative expense	38%	29%	43%	42%	30%	50%	32%	42%	43%	6%	39%	36%	32%	44%	69%
	Not Sure	28%	34%	25%	23%	30%	24%	34%	24%	25%	43%	40%	17%	41%	19%	7%
	No services- use money more efficiently	22%	24%	23%	17%	20%	24%	22%	22%	21%	31%	13%	42%	8%	23%	53%
	Protective Services	7%		8%	16%	11%	3%	7%	7%	7%	7%	5%	3%	5%	12%	4%
	Other	4%		4%	7%	5%	2%	2%	4%	4%		3%			8%	25%
	Bylaw Enforcement	4%	10%	3%		5%	3%	11%	1%	5%		3%		2%	10%	16%
	Garbage and recycling services	4%		4%	7%	3%	4%	2%	5%	4%		3%	2%	5%	5%	5%
	Parks and recreation	4%		6%	3%	1%	7%	1%	5%	4%		6%	3%	2%	4%	
	Roads, cleaning, plowing	4%	5%	4%		4%	3%		6%	2%	15%		11%		3%	
	All services	1%		2%			2%		1%	1%	4%				2%	1%
Downtown revitalization	2%	5%		2%	3%	1%	4%	1%	2%					8%		
<b>Total</b>	Responses	178	51	88	40	100	78	64	114	159	17	26	38	40	74	192
	Base	152	48	71	33	90	63	56	96	135	16	24	33	39	57	101

Base: people who wanted to cut or reduce services

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Are there any existing City services you would like to see expanded or new services introduced?	No	25%	19%	27%	33%	33%	17%	16%	29%	25%	17%	17%	38%	28%	22%	
	Not sure	44%	40%	47%	48%	42%	47%	46%	45%	44%	54%	41%	53%	40%	44%	45%
	Yes	30%	41%	26%	19%	25%	36%	38%	27%	31%	29%	42%	29%	22%	28%	33%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>187</b>

**CITY EMPLOYEE CUSTOMER SERVICE**

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
In the last 12 months, have you personally contacted or dealt with the City of Campbell River or one of its employees?	Yes	43%	41%	48%	38%	47%	40%	45%	43%	47%	24%	40%	55%	39%	40%	60%
	No	56%	58%	52%	61%	53%	60%	54%	56%	53%	73%	59%	45%	61%	59%	37%
	Not sure	1%	1%	1%	1%	0%	1%	1%	0%	0%	3%	1%	1%	1%	1%	2%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>187</b>

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
During your most recent contact with the City of Campbell River, how did contact occur?	In-person	60%	67%	59%	51%	69%	50%	57%	62%	59%	76%	68%	62%	49%	61%	57%
	Telephone	26%	22%	24%	39%	19%	34%	24%	27%	26%	24%	14%	35%	29%	24%	25%
	Email	8%	9%	9%	5%	8%	8%	16%	4%	9%		18%	3%	11%	3%	6%
	Other	2%	2%	3%			5%	1%	3%	3%				8%	3%	2%
	City meeting (Council meeting, Advisory committee)	1%		1%	5%	1%	2%	1%	1%	1%				2%	3%	2%
	Mail	1%		3%		1%	2%	1%	2%	2%				2%	4%	
	Open house, public consultation	1%		1%		1%			1%	1%					2%	3%
	City website															6%
	Social media-Twitter, Facebook, LinkedIn, YouTube, Instagram															1%
<b>Total</b>	Base	<b>173</b>	<b>60</b>	<b>80</b>	<b>32</b>	<b>94</b>	<b>79</b>	<b>63</b>	<b>110</b>	<b>161</b>	<b>12</b>	<b>38</b>	<b>49</b>	<b>37</b>	<b>49</b>	<b>118</b>

Base: people who have contacted or dealt with City of Campbell River or one of its employees

During your most recent contact with a City of Campbell River employee, how satisfied were you with the employee's...

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Level of knowledge	Very satisfied	68%	81%	60%	61%	69%	67%	72%	65%	67%	79%	71%	68%	65%	67%	55%
	Somewhat satisfied	25%	16%	31%	26%	25%	25%	23%	26%	26%	8%	20%	29%	21%	27%	26%
	Not satisfied	4%		7%	6%	3%	5%	1%	6%	4%	5%	9%	3%	3%	3%	6%
	Not at all satisfied	2%		2%	6%	3%	1%	2%	2%	2%	8%			11%		9%
	Don't know	1%	2%				2%	2%		1%					3%	5%
<b>Total</b>	Base	<b>167</b>	<b>59</b>	<b>75</b>	<b>32</b>	<b>93</b>	<b>74</b>	<b>62</b>	<b>105</b>	<b>155</b>	<b>12</b>	<b>38</b>	<b>49</b>	<b>33</b>	<b>46</b>	<b>104</b>
Helpfulness	Very satisfied	70%	81%	65%	58%	71%	68%	76%	66%	70%	67%	75%	70%	65%	67%	53%
	Somewhat satisfied	22%	11%	26%	32%	22%	22%	16%	25%	22%	16%	8%	28%	23%	26%	28%
	Not satisfied	7%	7%	6%	6%	5%	9%	6%	7%	6%	17%	17%		5%	7%	9%
	Not at all satisfied	2%		2%	3%	2%	1%	2%	2%	2%			1%	6%		8%
	Don't know															3%
<b>Total</b>	Base	<b>167</b>	<b>59</b>	<b>75</b>	<b>32</b>	<b>93</b>	<b>74</b>	<b>62</b>	<b>105</b>	<b>155</b>	<b>12</b>	<b>38</b>	<b>49</b>	<b>33</b>	<b>46</b>	<b>104</b>
Ability to resolve your issue	Very satisfied	57%	65%	54%	48%	51%	64%	66%	51%	59%	28%	49%	55%	58%	64%	44%
	Somewhat satisfied	22%	25%	19%	20%	25%	17%	13%	27%	20%	40%	18%	31%	13%	21%	25%
	Not satisfied	13%	7%	17%	14%	13%	14%	16%	12%	12%	23%	28%	7%	15%	6%	10%
	Not at all satisfied	5%		6%	12%	7%	3%	2%	7%	5%		2%	4%	11%	4%	14%
	Don't know	4%	2%	4%	6%	4%	3%	4%	4%	3%	8%	3%	3%	3%	5%	7%
<b>Total</b>	Base	<b>167</b>	<b>59</b>	<b>75</b>	<b>32</b>	<b>93</b>	<b>74</b>	<b>62</b>	<b>105</b>	<b>155</b>	<b>12</b>	<b>38</b>	<b>49</b>	<b>33</b>	<b>46</b>	<b>104</b>
Courteousness	Very satisfied	74%	81%	73%	63%	76%	72%	78%	72%	74%	75%	78%	74%	70%	74%	62%
	Somewhat satisfied	21%	19%	19%	30%	19%	24%	19%	22%	21%	20%	13%	25%	23%	23%	24%
	Not satisfied	3%		6%	3%	2%	4%	1%	5%	3%	5%	9%	1%		3%	8%
	Not at all satisfied	1%		2%	3%	2%		2%	1%	1%				6%		5%
	Don't know															2%
<b>Total</b>	Base	<b>167</b>	<b>59</b>	<b>75</b>	<b>32</b>	<b>93</b>	<b>74</b>	<b>62</b>	<b>105</b>	<b>155</b>	<b>12</b>	<b>38</b>	<b>49</b>	<b>33</b>	<b>46</b>	<b>105</b>
Speed and timeliness of service	Very satisfied	64%	69%	62%	58%	65%	62%	76%	56%	63%	67%	60%	65%	60%	67%	49%
	Somewhat satisfied	22%	22%	23%	19%	22%	22%	11%	28%	23%		17%	27%	19%	21%	32%
	Not satisfied	11%	10%	11%	14%	8%	15%	11%	12%	11%	17%	23%	4%	8%	12%	9%
	Not at all satisfied	2%		2%	6%	3%		2%	2%	1%	8%			9%		8%
	Don't know	2%		2%	3%	2%	1%		3%	1%	8%		3%	3%		3%
<b>Total</b>	Base	<b>167</b>	<b>59</b>	<b>75</b>	<b>32</b>	<b>93</b>	<b>74</b>	<b>62</b>	<b>105</b>	<b>155</b>	<b>12</b>	<b>38</b>	<b>49</b>	<b>33</b>	<b>46</b>	<b>104</b>
Accessibility	Very satisfied	66%	76%	63%	58%	66%	67%	74%	62%	65%	79%	60%	69%	61%	73%	49%
	Somewhat satisfied	27%	24%	26%	35%	28%	26%	22%	30%	28%	21%	31%	28%	35%	17%	38%
	Not satisfied	5%		9%	5%	5%	5%	2%	7%	5%		9%	3%		7%	4%
	Not at all satisfied	1%		2%		1%	1%	2%	1%	1%				3%	1%	6%
	Don't know	0%			2%		1%		1%	0%					1%	4%
<b>Total</b>	Base	<b>167</b>	<b>59</b>	<b>75</b>	<b>32</b>	<b>93</b>	<b>74</b>	<b>62</b>	<b>105</b>	<b>155</b>	<b>12</b>	<b>38</b>	<b>49</b>	<b>33</b>	<b>46</b>	<b>105</b>
Overall Service	Very satisfied	68%	81%	63%	56%	69%	67%	76%	63%	69%	61%	71%	67%	68%	67%	47%
	Somewhat satisfied	20%	11%	23%	29%	19%	21%	11%	25%	19%	28%	6%	27%	15%	27%	30%
	Not satisfied	8%	7%	10%	5%	6%	11%	11%	7%	8%	6%	16%	7%	8%	4%	14%
	Not at all satisfied	4%		4%	11%	6%	2%	2%	5%	4%	5%	7%		9%	1%	7%
	Don't know															2%
<b>Total</b>	Base	<b>167</b>	<b>59</b>	<b>75</b>	<b>32</b>	<b>93</b>	<b>74</b>	<b>62</b>	<b>105</b>	<b>155</b>	<b>12</b>	<b>38</b>	<b>49</b>	<b>33</b>	<b>46</b>	<b>104</b>

Base: people who have contacted or dealt with City of Campbell River or one of its employees

*Do you agree or disagree with the following statements...*

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
I receive good value for the municipal taxes I pay	Strongly agree	6%	9%	5%	4%	7%	5%	10%	4%	7%		4%	5%	9%	7%	8%
	Agree	67%	69%	64%	70%	69%	66%	66%	67%	66%	76%	76%	63%	69%	62%	32%
	Disagree	18%	16%	21%	14%	16%	20%	15%	20%	18%	15%	13%	25%	14%	19%	32%
	Strongly disagree	4%	1%	6%	7%	5%	4%	2%	6%	5%		1%	4%	5%	7%	24%
	Not sure, not applicable	4%	5%	3%	5%	3%	5%	7%	3%	3%	9%	7%	2%	3%	4%	4%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>186</b>
The City of Campbell River listens to Citizens and encourages their involvement in making decisions.	Strongly agree	5%	6%	4%	5%	2%	7%	7%	3%	5%	1%	3%	4%	10%	3%	8%
	Agree	52%	51%	49%	58%	54%	49%	49%	52%	48%	68%	52%	49%	55%	50%	32%
	Disagree	27%	30%	29%	16%	26%	27%	25%	28%	27%	23%	26%	32%	17%	30%	34%
	Strongly disagree	6%	4%	8%	7%	6%	6%	5%	7%	7%	1%	1%	9%	10%	5%	21%
	Not sure, not applicable	11%	10%	10%	15%	12%	11%	14%	10%	12%	7%	17%	6%	9%	12%	5%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>186</b>
In general, I believe the City of Campbell River is doing a good job	Strongly agree	6%	6%	8%	4%	5%	7%	7%	6%	7%		8%	6%	8%	4%	11%
	Agree	80%	85%	74%	85%	84%	76%	82%	79%	78%	95%	84%	79%	79%	79%	41%
	Disagree	10%	7%	13%	9%	8%	12%	7%	12%	11%	5%	8%	10%	8%	13%	32%
	Strongly disagree	2%	1%	4%	1%	3%	2%	2%	3%	3%			3%	4%	2%	13%
	Not sure, not applicable	1%	1%	2%	1%	1%	2%	1%	1%	1%			2%	2%	2%	2%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>186</b>

**COMMUNICATIONS**

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
How do you learn about local government issues?	Local newspaper – news articles	76%	66%	77%	88%	81%	70%	73%	77%	77%	64%	77%	72%	71%	81%	75%
	Word of mouth: neighbours, friends	27%	36%	21%	22%	24%	29%	32%	25%	29%	16%	30%	31%	25%	24%	44%
	Internet, Online, Social media	23%	35%	16%	14%	26%	20%	26%	19%	21%	30%	28%	27%	24%	14%	60%
	Local newspaper – advertisements	13%	12%	15%	11%	12%	14%	10%	13%	12%	12%	7%	13%	16%	16%	21%
	Radio	9%	13%	7%	7%	10%	9%	10%	7%	8%	14%	6%	7%	19%	6%	29%
	City website	7%	11%	4%	4%	7%	6%	6%	7%	7%	3%	8%	5%	3%	9%	41%
	TV	7%	5%	5%	13%	8%	6%	5%	8%	6%	13%	1%	13%	4%	9%	10%
	Community organization	1%		3%	2%	1%	2%	0%	2%	2%		1%	2%	1%	2%	12%
	Don't learn about government issues	2%		3%	3%	2%	1%	1%	2%	2%	2%		3%	1%	2%	2%
	Contact member of City staff	1%		1%	2%	1%	1%		2%	1%	2%	1%	1%	2%	1%	8%
	Other	1%	1%	0%	2%	1%	1%		2%	1%			1%	2%	2%	3%
	Don't know, Not sure	1%	1%	1%	1%		2%	1%	1%	1%			1%		3%	1%
Email	0%			1%		0%		0%	0%				1%		4%	
<b>Total</b>	Responses	669	267	257	145	347	322	230	419	571	77	151	158	155	204	573
	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	186

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you listen to local radio stations?	Yes	55%	62%	58%	33%	49%	60%	66%	47%	55%	45%	61%	61%	52%	47%	63%
	No	45%	38%	42%	67%	51%	40%	34%	53%	45%	55%	39%	39%	48%	53%	37%
<b>Total</b>	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	186

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you watch local TV?	Yes	21%	11%	21%	40%	15%	28%	16%	25%	21%	29%	20%	19%	25%	21%	27%
	No	79%	89%	79%	60%	85%	72%	84%	75%	79%	71%	80%	81%	75%	79%	73%
<b>Total</b>	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	186

## Appendix 9.1

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you have access to the Internet?	At home	96%	100%	98%	85%	98%	94%	100%	93%	96%	94%	98%	98%	95%	93%	97%
	At work	32%	53%	27%	4%	32%	32%	54%	18%	33%	20%	37%	29%	39%	25%	55%
	On a smart phone	35%	57%	26%	16%	40%	31%	54%	26%	37%	30%	41%	38%	38%	28%	70%
	No access	4%		2%	15%	2%	6%		7%	4%	6%	2%	2%	5%	7%	
Total	Responses	669	312	256	102	343	326	291	369	583	74	169	151	165	184	415
	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	186

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which of the following social media do you use?	Facebook	64%	76%	62%	44%	52%	76%	72%	58%	62%	71%	64%	67%	63%	62%	81%
	YouTube	35%	59%	22%	14%	39%	30%	50%	25%	33%	40%	46%	34%	37%	24%	47%
	None	26%	10%	31%	49%	31%	21%	15%	33%	26%	27%	26%	23%	26%	29%	11%
	Instragram	13%	20%	11%	3%	11%	14%	22%	7%	13%	10%	14%	10%	10%	15%	26%
	LinkedIn	11%	13%	14%	3%	15%	7%	13%	8%	12%		11%	11%	16%	8%	18%
	Twitter	7%	8%	8%	4%	7%	8%	8%	5%	6%	11%	6%	6%	11%	7%	22%
Total	Responses	596	274	238	85	302	294	251	326	501	73	155	134	145	162	380
	Base	383	148	163	72	196	187	140	238	330	47	93	88	89	112	185

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Have you visited the City website?	Yes	67%	78%	62%	56%	67%	67%	83%	57%	69%	47%	75%	66%	67%	61%	90%
	No	33%	22%	38%	44%	33%	33%	17%	43%	31%	53%	25%	34%	33%	39%	10%
Total	Base	383	148	163	72	196	187	140	238	330	47	93	88	89	112	185



## Appendix 9.1

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you use any of the following services offered on the City of Campbell River web page?	None	53%	49%	55%	58%	56%	50%	49%	55%	48%	91%	58%	48%	65%	41%	34%
	Pay property taxes	29%	31%	28%	26%	27%	31%	31%	28%	32%		20%	30%	31%	34%	35%
	Apply for a home owners grant	27%	33%	22%	21%	25%	29%	30%	24%	30%		39%	29%	19%	19%	48%
	Buy a Dog License	9%	12%	7%	8%	6%	12%	9%	9%	10%		12%	7%	8%	9%	19%
	Pay utility fees	10%	5%	16%	8%	11%	8%	6%	14%	11%	3%	17%	8%	4%	9%	10%
	Webmaps	7%	7%	6%	8%	8%	6%	9%	5%	7%	3%	5%	3%	15%	5%	16%
	IReport a problem	5%	6%	6%	1%	3%	8%	5%	6%	6%		2%	6%	5%	9%	10%
	Renew a business license	2%	2%	2%	1%		4%	2%	2%	1%	6%		2%	1%	5%	7%
<b>Total</b>	Responses	363	166	143	53	176	186	164	193	334	23	106	78	89	90	290
	Base	257	115	101	40	130	126	116	135	229	22	69	58	60	69	162

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Next year, the City will be offering online registration for recreation programs. If you were registering for a program, would you register online?	Yes	77%	86%	71%	70%	76%	78%	85%	71%	77%	67%	82%	84%	73%	68%	86%
	No	23%	14%	29%	30%	24%	22%	15%	29%	23%	33%	18%	16%	27%	32%	14%
<b>Total</b>	Base	383	148	163	72	196	187	140	238	330	47	93	88	89	112	184

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Would you use mobile apps to report issues with utilities, streetlights or potholes?	Yes	41%	54%	37%	21%	38%	43%	52%	35%	41%	42%	49%	45%	40%	30%	72%
	No	59%	46%	63%	79%	62%	57%	48%	65%	59%	58%	51%	55%	60%	70%	28%
<b>Total</b>	Base	383	148	163	72	196	187	140	238	330	47	93	88	89	112	184

## Appendix 9.1

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online	
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
Do you read the City brochure inserted into your property tax notice?	Yes	59%	43%	69%	68%	56%	62%	52%	64%	67%	12%	59%	64%	51%	61%	63%	
	No	41%	57%	31%	32%	44%	38%	48%	36%	33%	88%	41%	36%	49%	39%	38%	
<b>Total</b>		Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	184

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online	
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
Do you read the City's Annual Reports?	Yes	20%	11%	25%	27%	16%	25%	15%	24%	23%	5%	20%	18%	15%	26%	42%	
	No	80%	89%	75%	73%	84%	75%	85%	76%	77%	95%	80%	82%	85%	74%	58%	
<b>Total</b>		Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	184

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online	
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
Do you watch Council meeting webcasts?	Yes	16%	8%	22%	19%	16%	16%	14%	18%	16%	17%	6%	23%	12%	21%	23%	
	No	84%	92%	78%	81%	84%	84%	86%	82%	84%	83%	94%	77%	88%	79%	77%	
<b>Total</b>		Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	184

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online	
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
Do you read City Currents in the newspaper?	Yes	77%	74%	79%	81%	79%	76%	80%	78%	77%	83%	90%	76%	66%	78%	76%	
	No	23%	26%	21%	19%	21%	24%	20%	22%	23%	17%	10%	24%	34%	22%	24%	
<b>Total</b>		Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	184

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online	
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
In general, how do you feel about the amount of information provided by the City?	Too much	1%		1%	1%	1%	1%	0%	1%	1%	2%	1%		1%	0%	1%	
	Adequate	78%	86%	72%	77%	83%	74%	80%	77%	77%	84%	89%	79%	81%	68%	59%	
	Too little	13%	9%	17%	13%	13%	14%	16%	12%	14%	9%	7%	14%	12%	18%	27%	
	Not sure	8%	5%	9%	9%	4%	11%	4%	10%	8%	4%	2%	7%	6%	14%	13%	
<b>Total</b>		Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	184

## Appendix 9.1

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
In general, how do you feel about the quality of information provided by the City?	Good	22%	28%	19%	18%	14%	29%	33%	16%	22%	24%	32%	16%	12%	26%	9%
	Adequate	64%	64%	64%	66%	74%	54%	55%	69%	63%	70%	65%	64%	76%	54%	60%
	Poor	7%	1%	11%	9%	7%	6%	5%	8%	7%	3%	1%	8%	8%	9%	21%
	Not sure	7%	8%	6%	8%	4%	10%	8%	7%	8%	3%	2%	12%	4%	11%	10%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>183</b>

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
What would be the best method for the City of Campbell River to communicate information to you?	Local newspaper – news articles	57%	49%	61%	66%	62%	52%	49%	61%	58%	52%	55%	51%	61%	62%	73%
	Internet, Online, Social media	29%	53%	19%	9%	27%	31%	43%	23%	27%	53%	35%	38%	26%	21%	61%
	Email	17%	21%	15%	11%	18%	16%	27%	11%	18%	9%	16%	29%	8%	14%	24%
	City website	11%	17%	8%	5%	14%	8%	11%	11%	10%	15%	22%	13%	4%	6%	51%
	Local newspaper – advertisements	12%	13%	9%	16%	15%	9%	5%	15%	10%	15%	10%	12%	14%	12%	24%
	Radio	7%	8%	8%	4%	9%	6%	6%	6%	6%	5%	5%	5%	9%	9%	24%
	Newsletter, mail	7%	3%	9%	8%	8%	6%	5%	8%	7%	1%	5%	4%	8%	9%	
	TV	4%	1%	5%	8%	4%	4%	2%	5%	4%	5%	2%	1%	4%	8%	9%
	Don't know, Not sure	4%	2%	3%	8%	4%	4%	3%	4%	4%	3%	4%	5%	3%	3%	5%
	Contact member of City staff	2%	3%	0%	1%	2%	1%	3%	0%	2%		6%	1%			5%
	Other	2%		3%	2%	3%	1%	1%	2%	2%		2%		2%	3%	3%
	Word of mouth: neighbours, friends	0%			2%		1%		1%	0%			1%	1%		13%
	Telephone	1%	3%		2%	2%	1%	0%	2%	2%		1%	3%	2%	0%	
	Community organization															5%
Don't learn about government issues	0%		1%		1%			0%	0%				1%			
<b>Total</b>	Responses	<b>612</b>	<b>256</b>	<b>236</b>	<b>121</b>	<b>335</b>	<b>277</b>	<b>218</b>	<b>380</b>	<b>517</b>	<b>78</b>	<b>155</b>	<b>147</b>	<b>134</b>	<b>177</b>	<b>538</b>
	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>182</b>

Column percentages do not add up to 100% because multiple responses given

**ABOUT YOU**

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
How many years have you lived in the City of Campbell River?	Less than 5 years	9%	14%	6%	7%	7%	12%	15%	6%	7%	23%	38%				9%
	6-10	15%	18%	15%	9%	19%	11%	16%	14%	17%	3%	62%				17%
	11-20	23%	32%	19%	14%	23%	22%	27%	21%	22%	27%		100%			18%
	21-30	23%	22%	29%	15%	26%	21%	23%	22%	21%	33%			100%		22%
	31-40	15%	14%	13%	19%	12%	18%	15%	15%	16%	7%				48%	14%
	41-50	10%	1%	11%	23%	9%	10%	4%	13%	11%	5%				32%	8%
	51+ years	6%		8%	13%	5%	7%	1%	9%	7%	3%				20%	10%
	Refused															1%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>182</b>

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you rent or own your place of residence?	Own	86%	79%	93%	86%	85%	87%	88%	87%	100%		87%	85%	77%	93%	86%
	Rent	12%	18%	6%	14%	13%	12%	12%	13%		100%	13%	15%	17%	6%	7%
	Refused	2%	3%	1%		2%	1%	0%	1%					6%	1%	7%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>182</b>

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which of the following age groups do you fall into?	18-24 years	3%	7%			2%	3%	4%	2%	1%	12%	6%	5%			2%
	25-34	13%	35%			12%	14%	20%	8%	10%	25%	16%	13%	21%	5%	16%
	35-44	21%	58%			21%	21%	51%	6%	22%	18%	27%	34%	14%	13%	21%
	45-54	12%		29%		11%	12%	19%	8%	12%	10%	9%	15%	18%	7%	24%
	55-64	30%		71%		32%	28%	4%	44%	33%	11%	28%	19%	33%	37%	24%
	65 years or older	21%			100%	21%	21%	2%	32%	21%	24%	14%	14%	14%	38%	13%
	Refused															1%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>182</b>

## Appendix 9.1

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you have children under the age of 18 living in your household?	Yes	35%	70%	19%	4%	29%	41%	100%		36%	33%	46%	41%	34%	22%	38%
	No	64%	26%	81%	96%	68%	59%		100%	64%	67%	54%	59%	61%	78%	59%
	Refused	1%	3%			2%								5%		3%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>182</b>

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Gender	Male	50%	48%	51%	50%	100%		42%	54%	49%	52%	53%	51%	55%	43%	45%
	Female	50%	52%	49%	50%		100%	58%	46%	51%	48%	47%	49%	45%	57%	55%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>182</b>

### Appendix 3 – Verbatim Comments

#### Q4b – Why do you feel the quality of life has improved/worsened?

##### Quality of Life has IMPROVED:

- A LOT MORE ATTENTION TO THE ARTS COMMUNITY AND COMMUNITY FUNCTIONS
- A LOT OF PEOPLE ARE MOVING HERE AND THE CITY IS GROWING
- ACCESS TO FILM SERIES
- AIR QUALITY
- ALOT OF NEW BUILDINGS AND IMPROVEMENT OF TOURIST SECTOR
- ARTS
- ASSESSABILITY FOR SENIORS
- AVAILABLE ACTIVITIES FOR CHILDREN, RUNNING MORE SMOOTHLY
- BELIEVE THEY ARE STARTING TO REVIVE THE DOWNTOWN AREA
- BETTER AIR
- BETTER HOUSING MARKET/MORE JOBS
- BETTER RECREATION OPPORTUNITIES FOR KIDS
- BUILDING A NEW HOSPITAL, MANAGEMENT OF TRANSPORTATION IS IMPROVING, A GOOD AREA TO LIFE BECAUSE CRIME IS NOT AN ISSUE
- BUSIER, MORE SHOPPERS
- CHANGE IN MAYOR
- CITY WORKERS SEE MORE POSITIVE
- DEVELOPING
- DIFFERNT TYPES OF BUSINESS
- DON'T HAVE THE PULP MILL
- DOWNTOWN HAS IMPROVED
- DOWNTOWN REVITALIZATION, STRONGER ECONOMY
- DOWNTOWN REVITILIZATION
- ELK FALLS VIEWING
- FEW MORE AMENITIES
- FOCUS OF COMMUNITY IMPROVED
- GETTING BIGGER
- GOOD MAYOR ECONOMIC IMPROVING
- GOT RID OF OLD BUILDINGS
- HOMELESS SHELTER TRAILERS FOR WINTER; ROSE HARBOUR CENTRE
- IMPROVED INFRASTRUCTURE
- IMPROVEMENTS DOWNTOWN
- IMPROVEMENTS DOWNTOWN
- IMPROVEMENTS TO THE DOWNTOWN CORE, UPGRADED WILLOW POINT, IN GENERAL THE UPGRADES
- INFRASTRUCTURE
- IT'S GOT BETTER LEADERSHIP
- IT'S MOVED ON FROM THE MILL
- LESS POLLUTION
- MORE ACTIVITIES DOWNTOWN, THERE'S BEEN AN EFFORT TO CHANGE WHAT'S HAOPENING DOWNTOWN
- MORE ACTIVITIES FOR KIDS
- MORE ACTIVITIES FOR YOUTH
- MORE AMENITIES AND SERVICES
- MORE AVAIABLE
- MORE DEVELOPEMENT

- *MORE DOCTORS AND HOSPITAL*
- *MORE ENTERTAINMENT*
- *MORE ENTERTAINMENT AVAILABLE*
- *MORE ENTERTAINMENT FOR KIDS*
- *MORE HOUSING OPPORTUNITIES FOR SENIORS, SMALLER BUSINESSES DOWNTOWN AND MORE FOOT TRAFFIC*
- *MORE IMPROVEMENTS DONE*
- *MORE INDUSTRY AND BUILDINGS, GOOD COUNCIL, MORE ACCOMODATION AND STORES*
- *MORE INFRASTRUCTURE, NEW BUILDINGS, MORE JOBS, INFRASTRUCTURE REPAIRS*
- *MORE JOBS*
- *MORE JOBS*
- *MORE JOBS*
- *MORE JOBS FOR YOUNGER PEOPLE AND THE FEEL OF THE TOWN IS BETTER THAN SIX YEARS AGO IT'S REVIVED*
- *MORE LEISURE ENTERTAINMENT FOR FAMILIES*
- *MORE OF A HUB, AND MORE PEOPLE*
- *MORE OPPORTUNITY FOR PEOPLE TO DO THINGS*
- *MORE PARKS FOR KIDS, THE RECREATION IS PHENOMENAL AND HAS GOTTEN BETTER*
- *MORE PEOPLE AND JOBS*
- *MORE PEOPLE COMING IN*
- *MORE SATISFIED OVERALL, SUSPENSION BRIDGE, TRAIL CONDIIION*
- *MORE SENIOR HOMES, MORE FACILITIES FOR SENIORS*
- *MORE SERVICES OFFFERED*
- *MORE SIGNS OF DOING MORE FOR ELDERLY, OPENING OF BERWICK, EXTENTION AT NEW HORIZON, SPORTS MAY IMPROVE*
- *MORE THINGS TO DO*
- *MORE TRAILS FOR WALKING*
- *NEW BUILDINGS*
- *NEW BUILDINGS, CREATES WORK, INCREASE FAMILIES IN AREA*
- *NEW CITY BUILDINGS LOOK GOOD*
- *NEW DEVELOPMENTS, MORE STOREFRONT, NEWER THINGS*
- *NEW HOSPITAL, NATURE TRAILS ARE GREATLY IMPROVING*
- *NEW PROJECTS, CHANGE AT CITY HALL*
- *NEWER HOMES IMPROVED SCHOOL*
- *NOT SURE*
- *NOT SURE*
- *RELAXING*
- *REVITALIZED DOWNTOWN*
- *SEEMS BUSIER, MORE THINGS TO DO*
- *SEEMS TO BE MORE ACTIVITIES AIMED AT A BROADER RANGE OF PEOPLE*
- *STILL A SMALL TOWN BUT IN A BIG WAY, GOT BIG BOX STORES AND MORE SHOPS*
- *THE ADDED EVENTS, SPIRIT SQUARE NEW HOSPITAL*
- *THE AIR HAS IMPROVED SINCE THE MILL CLOSED*
- *THE AMENITIES HAVE IMPROVED, MORE SPORTS, FIELD UPDATES, MORE JOBS, THE HOUSING IS UP FOR RENTALS*
- *THE CITY IS A LOT CLEANER, NICE PARKS*
- *THE DOWNTOWN IS BECOMING WAY MORE LIVELY AND MORE BEAUTIFUL*
- *THE ECONOMY SEEMS TO BE A LITTLE BIT BETTER*
- *THE GOVERNMENT IS MORE ACCESSIBLE, GENERAL IMPROVEMENT*
- *THE REVITALIZATION BUT THE LACK OF JOBS TOO IS NOT SO GOOD, NEED TO BRING IN SOME INDUSTRY*
- *THE REVITALIZATION OF THE DOWNTOWN, WILLOW POINT, MORE HOUSING*
- *THERE ARE MORE THINGS TO DO*

- *THERE'S A CONFIDENCE LEVEL THAT HAS GOTTEN STRONGER, THE ECONOMY SEEMS TO BE GOOD, THE HOSPITAL IS CLOSER TO BEING FINISHED*
- *UPGRADES INDUSTRY*
- *UPGRADES TO PLAYGROUNDS, MORE FAMILY FRIENDLY EVENTS*
- *WATER PARK COLLEGE YOUTH PROGRAMS ARTS*
- *WE ARE MORE OF SERVICE COMMUNITY*

### **Quality of Life has WORSENERD:**

- *A LOT MORE HOMELESS, JOBS HAVE GONE DOWNHILL, EMPLOYMENT IS BAD*
- *A LOT OF HOMELESS PEOPLE, NOT LOOKING AFTER SENIORS NOT ENOUGH ACTIVITIES FOR CHILDREN, EDUCATION SYSTEM IS NOT WHERE IT SHOULD BE NOT BEING TAUGHT ABOUT MONEY OR REAL LIFE SKILLS*
- *BUSINESSES HAVE CLOSE*
- *CITY COUNCIL IS BAD, HEADS UP THEIR \*\*\*\**
- *CITY HALL TAXES*
- *COST OF LIVING*
- *DECLINE IN ENTERTAINMENT*
- *DOESN'T HAVE THE RESTAURANTS, DOESN'T HAVE SHOPS, NOT ENOUGH HOUSING FOR THE OVER 50 COMMUNITY*
- *DRUG ABUSE/HOMELESSNESS/NON VIOLENT CRIME*
- *DRUG ABUSE/NON VIOLENT CRIME/HOMELESSNESS*
- *ECONOMICS*
- *EMPLOYMENT*
- *EMPYTY SPACES*
- *EVERY IN GENERAL*
- *FOOD PRICES, INCREASES IN PRICE OF GOODS IN GENERAL, SERVICES ARE EXPENSIVE*
- *GOOD JOBS ARE GONE*
- *HEALTH*
- *HEALTH CARE DETERIORATION*
- *HIGHER COSTS, WE'RE NOT GETTING A LOT OF SERVICES*
- *HOMELESSNESS*
- *HOMELESSNESS*
- *INDUSTRIAL BASE JOBS GONE*
- *INDUSTY*
- *JOBS LOSSES*
- *LACK OF COMM ACTIVTTEY*
- *LACK OF DECENT PAYING JOBS*
- *LACK OF FACILITIES, MEDICAL CARE, ENTERTAINMENT*
- *LACK OF JOBS, NO LOCAL I NDUSTRY*
- *LACK OF JOBS, NON-PROGRESSIVE COUNCIL*
- *LACK OF JOBS, SCHOOLING IS POORER THAN IN COURTENAY*
- *LACK OF JOBS, TOO MANY EMPTY STORES*
- *LACK OF OPPORTUNITY AND JOBS AND TAXES*
- *LACK OF STUFF FOR YOUNGER*
- *LESS JOBS, ECONOMY*
- *LOCAL BUSINESSES WERE LOST WITH WALMART. UNADDRESSED HOMELESS PROBLEM.*
- *MORE HOMELESSNESS*
- *MORE TRAFFIC, MORE PEOPLE, MORE CONGESTED*
- *NO GOOD SHOPPING POOR ENTERTAINMENT ACCESS*
- *NO INDUSTRY*
- *NO JOBS*



- *NO JOBS*
- *NO JOBS*
- *NO JOBS*
- *NO JOBS*
- *NO JOBS*
- *NO JOBS AND POVERTY*
- *NO JOBS, LACK OF ENTERTAINMENT*
- *NO SHOPPING/NO ENTERTAINMENT*
- *NOT ENOUGH JOBS FOR THE YOUNG PEOPLE HOUSING IS BAD FOR RENTALS*
- *NOT ENOUGH SENIORS FITNESS*
- *NOT FOR YOUNG ADULTS*
- *NOT SURE*
- *NOTHING FOR TEENS, YOUNG PEOPLE TO DO*
- *POOR DOWNTOWN CORE*
- *POOR ECONOMY*
- *POOR EMPLOYMENT AVAILABLE*
- *POPULATION INCREASE*
- *PRICES ARE GOING UP, JOBS ARE HARDER TO FIND*
- *PROPERTY TAXES*
- *QUALITY OF JOBS NONE*
- *RAISING OF TAXES, WAYS TAX DOLLARS ARE SPENT*
- *RENT HAS INCREASED, QUALITY OF LIVING HAS GONE DOWN*
- *RETAIL SHOPPING*
- *SHOPPING STORES HAVE CLOSED*
- *TAXES COST OF LIVING*
- *THE LACK OF LOW INCOME HOUSING, LACK OF MID-INCOME HOUSING AS WELL*
- *THE PEOPLE WE VOTED FOR DON'T LISTEN TO THE PEOPLE AT ALL PUSH THINGS THROUGH WHEN WE VOTED THEM IN SPENDING MONEY ON SILLY THINGS, NEED BETTER PRIORITIES*
- *THE STORE I WORK IN HAS BEEN GETTING ROBBED MORE (CRIME HAS INCREASED)*
- *TOO MUCH CONSTRUCTION*
- *TRAFFIC BAD MORE PEOPLE LIVING*
- *TRAFFIC, FIRE/AMBULANCE REDUNDANT SERVICES FOR EACH CALL*
- *TURNED INTO A WALMART*
- *UNEMPLOYMENT/CITY MISMANAGED, NEED NEW POLITICIANS*

***Q8b – Why are you not satisfied? [with overall satisfaction with the services and programs provided by the City of Campbell River?]***

- *BUILDING CODES, ENVIRONMENTALIST ISSUES PROBLEMS DUE TO BUILDING OUR HOUSE IN A SUBDIVISION, COST IS ON GOING ON THESE ISSUES.*
- *BUILDING PERMITS SLOW*
- *CITY NOT DOING ENOUGH MAINTENANCE, SPEED CONTROL, NOT FORWARD LOOKING ENOUGH*
- *DO A BETTER JOB WITH RESOURCES, PATHETIC JOB*
- *MONEY WASTED ON TOO MANY THINGS*
- *MORE FOR SENIORS*
- *MORE PROGRAMS NEED PROMOTING*
- *NO IMMIGRATION OFFICES OR SERVICES*
- *NOT ENOUGH FOR SENIORS*
- *NOT GOOD COMMUNICATION*
- *NOT UTILIZING TAX MONEY FOR THE ELDERLY FOR THE ROADS, FOR WINTER SHOULD BE MORE SPEED SIGNS, MORE PEDESTRIAN WALKS AND SHOULD BE LIT UP DANGEROUS FOR KIDS CROSSING ROADS FROM SCHOOLS, NOT ENOUGH CROSSWALKS*
- *RECREATION FOR KIDS AFTER SCHOOL*
- *SOMEBODY IS SOMETHING IS HINDERING GROWTH IN THE CITY*
- *THERE SHOULD BE MORE PROGRAMS FOR KIDS THAT ARE CHEAPER*
- *THERE'S BEEN NO SERVICES FOR SPECIAL NEEDS CHILDREN AGE 5 - 18 THEY DON'T DEAL WITH THE HOMELESS POPULATION, THEY DON'T TAKE IT SERIOUSLY ENOUGH NO FACILITIES FOR THEM NOT ENOUGH SHELTERS IN TOWN OR PUBLIC WASHROOMS*
- *THINGS DON'T GET DONE*
- *TOO MUCH WASTE OF ENVIRONMENTAL DEVELOPMENT*
- *WASTE OF MONEY ON TRANSIT*
- *WAY TOO MUCH TAXES*
- *YOU DON'T HEAR ABOUT THEM ENOUGH*

*Q12 – Existing services you would like expanded or new services introduced.*

- *A LOT MORE ATTENTION TO THE ARTS COMMUNITY AND COMMUNITY FUNCTIONS*
- *A LOT OF PEOPLE ARE MOVING HERE AND THE CITY IS GROWING*
- *A MENTAL HEALTH AND REHAB FACILITY*
- *A NEW POOL AT STRATHCONA GARDENS, GOOD FOR THE COMMUNITY*
- *ACCESS TO BOAT LAUNCE*
- *ACCESS TO FILM SERIES*
- *ADDRESSING SAFETY FOR CHILDREN ON PETERSON RD, MORE ROAD IMPROVEMENT, BETTER MAINTENANCE ON TRAILS AND PATH*
- *AFFORDABLE HOUSING, SERVICES FOR LOW INCOME RESIDENTS*
- *AIR QUALITY*
- *A LOT OF NEW BUILDINGS AND IMPROVEMENT OF TOURIST SECTOR*
- *AMENITIES FOR YOUNG PEOPLE*
- *AN IMMIGRATION OFFICE*
- *ARTS*
- *ACCESSIBILITY FOR SENIORS*
- *ATTRACT BUSINESS/INDUSTRY/JOBS*
- *ATTRACT MORE BUSINESS*
- *AUTOMATIC LICENCE PLATE READERS(ALPR)*
- *AVAILABLE ACTIVITIES FOR CHILDREN, RUNNING MORE SMOOTHLY*
- *BELIEVE THEY ARE STARTING TO REVIVE THE DOWNTOWN AREA*
- *BETTER AIR*
- *BETTER BUS SERVICE TO OYSTER RIVER*
- *BETTER BUS SYSTEM*
- *BETTER HOUSING MARKET/MORE JOBS*
- *BETTER LIBRARY*
- *BETTER PROGRAMS FOR CHILDREN, THEY ARE OUR FUTURE*
- *BETTER RECREATION OPPORTUNITIES FOR KIDS*
- *BETTER ROAD MAINTENANCE*
- *BIGGER LIBRARY COLLECTION, IMPROVE PUBLIC WASHROOMS IN THE DOWNTOWN CORE,*
- *BOAT RAMP*
- *BUILDING A NEW HOSPITAL, MANAGEMENT OF TRANSPORTATION IS IMPROVING, A GOOD AREA TO LIFE BECAUSE CRIME IS NOT AN ISSUE*
- *BUSIER, MORE SHOPPERS*
- *CHANGE IN MAYOR*
- *CHILD CARE, AFTER SCHOOL CARE*
- *CITY PAY ATTENTION TO HEALTH SERVICES*
- *CITY WORKERS SEE MORE POSITIVE*
- *CLEAN UP OVERGROWN PROPERTIES, CITY OWNED*
- *COMPOSTING*
- *COMPOSTING*
- *CRISIS LINE*
- *DEVELOPING*
- *DIFFERENT TYPES OF BUSINESS*
- *DOG PARKS*
- *DON'T HAVE THE PULP MILL*
- *DOWNTOWN HAS IMPROVED*
- *DOWNTOWN REVITALIZATION, STRONGER ECONOMY*
- *DOWNTOWN REVITALIZATION*
- *ELK FALLS VIEWING*
- *EXERCISE PARK, COMMUNITY GARDEN PARK*

- *EXPAND COMMUNITY CENTRE PROGRAMS FOR YOUNG PARENTS, I.E. FREE POOL PRIVILEGES, ETC*
- *EXPAND RECYCLING= FOAM AND GLASS/ KEEP COMMUNITY CENTERS BUSY AND OPEN*
- *EXPANDED COMPOSTING PROGRAM*
- *EXTENDED BUS SERVICE*
- *FEW MORE AMENITIES*
- *FIELDS FOR SPORTS*
- *FIRE SERVICES IN SOUTH OF CITY, INCREASE POLICING, BETTER BOAT RAMP*
- *FOCUS OF COMMUNITY IMPROVED*
- *FREE SERVICES TO DISABLED, SENIORS, I.E. POOL ACTIVITIES*
- *GARBAGE REDUCED*
- *GETTING BIGGER*
- *GOOD MAYOR ECONOMIC IMPROVING*
- *GOT RID OF OLD BUILDINGS*
- *GREEN WASTE COLLECTED YEAR AROUND*
- *HARD WASTE PICK UP- ONCE PER YEAR*
- *HAVE PLACES FOR CAMPING*
- *HEALTH CARE EXPANDED AND MORE ACCESSIBLE*
- *HELP PARENTS WITH CHILDCARE*
- *HOMELESS PROBLEMS*
- *HOMELESS SHELTER TRAILERS FOR WINTER; ROSE HARBOUR CENTRE*
- *IMPROVE STREET LIGHTING*
- *IMPROVED INFRASTRUCTURE*
- *IMPROVEMENTS DOWNTOWN*
- *IMPROVEMENTS DOWNTOWN*
- *IMPROVEMENTS TO THE DOWNTOWN CORE, UPGRADED WILLOW POINT, IN GENERAL THE UPGRADES*
- *INCREASE COMMUNITY EVENTS*
- *INCREASE SERVICES TO HELP HOMELESSNESS*
- *INFRASTRUCTURE*
- *INFRASTRUCTURE, CONTROL FLOODING; EFFICIENCY WITH PROVIDING BETTER CULTURAL AND ENVIRONMENTAL*
- *INTEGRATION BETWEEN ART GALLERY/THEATRE/SPIRIT SQUARE*
- *IT'S GOT BETTER LEADERSHIP*
- *IT'S MOVED ON FROM THE MILL*
- *KEEP POOL OPEN ON SUNDAYS*
- *KEEP WORKING ON IMPROVE LOOKS OF CITY, MAKE MORE WELCOMING, GET VOLUNTEERS TO HELP TO SAVE COSTS, VOLUNTEER SUPPLIES*
- *LESS POLLUTION*
- *LIBRARY SERVICE EXPANDED*
- *LIKE TO SEE THE SOBERING CENTRE PUT IN, HAVE CITY LAND ACCESSIBLE FOR HOMELESS TO GATHER*
- *MEN INDOOR SPORTS ESP. BASKETBALL/LEAGUES*
- *MORE ACTIVITIES DOWNTOWN, THERE'S BEEN AN EFFORT TO CHANGE WHAT'S HAPPENING DOWNTOWN*
- *MORE ACTIVITIES FOR KIDS*
- *MORE ACTIVITIES FOR YOUTH*
- *MORE ACTIVITIES FOR YOUTH*
- *MORE AMENITIES AND SERVICES*
- *MORE AVAILABLE*
- *MORE BUS SERVICE TO OUTLYING AREAS, LIKE COURTENAY*
- *MORE COMMUNITY FESTIVALS THAT BENEFIT THE CITY, GET PEOPLE TOGETHER*
- *MORE COMMUNITY GARDENS*
- *MORE CULTURAL ACTIVITIES*

- *MORE CULTURAL PERFORMANCE SPACE*
- *MORE DEVELOPMENT*
- *MORE DOCTORS AND HOSPITAL*
- *MORE DOG PARKS*
- *MORE DOG WALKING AREAS*
- *MORE EFFICIENT TRANSIT*
- *MORE ENTERTAINMENT*
- *MORE ENTERTAINMENT*
- *MORE ENTERTAINMENT AVAILABLE*
- *MORE ENTERTAINMENT FOR KIDS*
- *MORE ENTERTAINMENT FOR SENIORS AND FACILITIES FOR GATHERING*
- *MORE ENTERTAINMENT, MUSIC OR OTHER FESTIVALS*
- *MORE FISCAL RESPONSIBILITY*
- *MORE GARBAGE COLLECTION*
- *MORE HELP FOR HOMELESS*
- *MORE HOUSING OPPORTUNITIES FOR SENIORS, SMALLER BUSINESSES DOWNTOWN AND MORE FOOT TRAFFIC*
- *MORE IMPROVEMENTS DONE*
- *MORE INDUSTRY AND BUILDINGS, GOOD COUNCIL, MORE ACCOMMODATION AND STORES*
- *MORE INFRASTRUCTURE, NEW BUILDINGS, MORE JOBS, INFRASTRUCTURE REPAIRS*
- *MORE INVESTMENT IN THE TIDEMARK THEATRE*
- *MORE JOBS*
- *MORE JOBS*
- *MORE JOBS*
- *MORE JOBS FOR YOUNGER PEOPLE AND THE FEEL OF THE TOWN IS BETTER THAN SIX YEARS AGO IT'S REVIVED,*
- *MORE KIDS ACTIVITIES*
- *MORE LEISURE ENTERTAINMENT FOR FAMILIES*
- *MORE OF A HUB, AND MORE PEOPLE*
- *MORE OPPORTUNITY FOR PEOPLE TO DO THINGS*
- *MORE PARAMEDICS*
- *MORE PARKS FOR KIDS, THE RECREATION IS PHENOMENAL AND HAS GOTTEN BETTER*
- *MORE PEOPLE AND JOBS*
- *MORE PEOPLE COMING IN*
- *MORE RECREATION/TOURISM PROMOTION*
- *MORE RESOURCES FOR YOUNG FAMILIES AND SINGLE PARENTS BECAUSE OF THE EXPENSE*
- *MORE SATISFIED OVERALL, SUSPENSION BRIDGE, TRAIL CONDIIION*
- *MORE SENIOR HOMES, MORE FACILITIES FOR SENIORS*
- *MORE SENIORS FITNESS*
- *MORE SERVICES FOR YOUNG PEOPLE*
- *MORE SERVICES OFFERED*
- *MORE SHELTERED BUS STOPS IN SENIOR AREAS AND FOR SCHOOL CHILDREN, EXPANDED PUBLIC TRANSIT*
- *MORE SIDEWALKS*
- *MORE SIGNS OF DOING MORE FOR ELDERLY, OPENING OF BERWICK, EXTENSION AT NEW HORIZON, SPORTS MAY IMPROVE*
- *MORE SPORTS AND CONCERTS*
- *MORE SPORTS FOR KIDS AND FACILITIES OR IMPROVED FACILITIES, ESPECIALLY BASEBALL*
- *MORE TEEN PROGRAMS*
- *MORE THINGS TO DO*
- *MORE TOURISM ADVERTISING*
- *MORE TRAILS FOR WALKING*
- *MORE YOUTH ORIENTED PROGRAMS*
- *MORE/BETTER MAINTENANCE IN PARKS/WASHROOMS*

- *MOUNTAIN BIKE PARK*
- *NEED MORE CULTURE ACTIVITIES*
- *NEED MORE JOBS*
- *NEED SMALL BUSINESSES FOR YOUNG PEOPLE, NEED TAX BREAKS*
- *NEW BUILDINGS*
- *NEW BUILDINGS, CREATES WORK, INCREASE FAMILIES IN AREA*
- *NEW CITY BUILDINGS LOOK GOOD*
- *NEW DEVELOPMENTS, MORE STOREFRONT, NEWER THINGS*
- *NEW HOSPITAL, NATURE TRAILS ARE GREATLY IMPROVING*
- *NEW PROJECTS, CHANGE AT CITY HALL*
- *NEWER HOMES IMPROVED SCHOOL*
- *NOT SURE*
- *NOT SURE*
- *ORGANICS ENHANCED*
- *OTHER RESPONSES*
- *PERCENT*
- *POOL OPENED LONGER*
- *PROGRAMS FOR CHILDREN*
- *PROGRAMS FOR HOMELESS PEOPLE*
- *PROMOTE BUSINESS TO BE LOCATED HERE*
- *PROPER BOAT LAUNCH AND PARKING LOT*
- *PROPER TRACK FOR KIDS, SPORTSPLEX FOR STRATHCONA GARDENS, MAKE MORE EFFICIENT, CONFERENCE CENTRE*
- *PUBLIC TRANSIT, BUSES TO SUBDIVISIONS*
- *RECREATION*
- *RECYCLING*
- *RECYCLING PROGRAM BEEFED UP A LITTLE BIT*
- *RECYCLING EXPANDED*
- *RELAXING*
- *REVISION BUS SERVICE*
- *REVITALIZED DOWNTOWN*
- *RUBBERIZED TRACK*
- *SECURITY CAMERAS DOWNTOWN*
- *SEEMS BUSIER, MORE THINGS TO DO*
- *SEEMS TO BE MORE ACTIVITIES AIMED AT A BROADER RANGE OF PEOPLE*
- *SENIOR CITIZEN SERVICES*
- *SENIORS*
- *SENIORS HOUSING AND SERVICES*
- *SERVICES FOR SENIORS*
- *SEWER SYSTEM EXPANDED*
- *SKATE PARK LIGHTS*
- *SNOW REMOVAL*
- *SNOW REMOVAL*
- *SNOW REMOVAL, CLEAN STREETS*
- *SOCIAL SERVICES, YOUTH SERVICES, SUPPORTIVE HOUSING*
- *STILL A SMALL TOWN BUT IN A BIG WAY, GOT BIG BOX STORES AND MORE SHOPS*
- *STREAMLINING AT CITY HALL/EXPAND OUTSIDE MAINTENANCE*
- *THE ADDED EVENTS, SPIRIT SQUARE NEW HOSPITAL*
- *THE AIR HAS IMPROVED SINCE THE MILL CLOSED*
- *THE AMENITIES HAVE IMPROVED, MORE SPORTS, FIELD UPDATES, MORE JOBS, THE HOUSING IS UP FOR RENTALS*
- *THE CITY IS A LOT CLEANER, NICE PARKS*
- *THE DOWNTOWN IS BECOMING WAY MORE LIVELY AND MORE BEAUTIFUL*
- *THE ECONOMY SEEMS TO BE A LITTLE BIT BETTER*

- *THE GOVERNMENT IS MORE ACCESSIBLE, GENERAL IMPROVEMENT*
- *THE REVITALIZATION BUT THE LACK OF JOBS TOO IS NOT SO GOOD, NEED TO BRING IN SOME INDUSTRY*
- *THE REVITALIZATION OF THE DOWNTOWN, WILLOW POINT, MORE HOUSING*
- *THERE ARE MORE THINGS TO DO*
- *THERE'S A CONFIDENCE LEVEL THAT HAS GOTTEN STRONGER, THE ECONOMY SEEMS TO BE GOOD, THE HOSPITAL IS CLOSER TO BEING FINISHED*
- *TRAIL MAINTENANCE*
- *TRANSIT*
- *TRY TO MAKE TRAFFIC FLOW BETTER, LIGHTS OR TRAFFIC CIRCLE*
- *UPGRADES INDUSTRY*
- *UPGRADES TO PLAYGROUNDS, MORE FAMILY FRIENDLY EVENTS*
- *WASTE MANAGEMENT SERVICE NEEDS WORK, NEED MORE ACCESS TO BUILDING INSPECTORS*
- *WATER PARK COLLEGE YOUTH PROGRAMS ARTS*
- *WE ARE MORE OF SERVICE COMMUNITY*
- *YEAR ROUND YARD WASTE COLLECTION/BI-WEEKLY*

**Q30 – What further information would you like? [PROVIDED BY THE CITY]**

- COUNCILLORS DON'T TELL EVERYTHING TO PUBLIC
- CUTTING COUNCIL PAY
- EDUCATE COMMUNITY ON WHERE TO ACCESS COUNCIL MEETINGS OR THEIR AGENDA
- FORECASTING
- FORESEEABLE PROBLEMS
- GOOD TO HAVE A MONTHLY EXPENDITURE REPORT AND WHAT IT WAS SPENT FOR , WHAT IMPROVEMENTS ARE THEY DOING,
- I'D LIKE TO SEE COUNCIL LISTEN CAREFULLY TO ITS CITIZENS AND IF WE VOTE ON A REFERENDUM I DO NOT ACCEPT THE FACT THAT THEY FOUND MONEY IN ANOTHER POCKET (SOCCER FIELD SPECIFICALLY) EVERY CITIZEN OF CAMPBELL RIVER HAS ACCESS TO PUBLIC PROPERTY
- I'M NOT SURE
- INFO NOT SO HARD TO FIND
- INFO ON UPCOMING SITUATIONS
- INFORMATION ON PROJECTS BEFORE STARTED
- INFORMATION ON SENIOR CITIZENS,
- IT'S PROBABLY THERE I JUST HAVEN'T LOOKED FOR IT
- JUST MORE
- JUST MORE ABOUT WHAT SOME OF THE ISSUES ARE THEY SHOW REZONING BUT THEY DON'T EXPLAIN WHAT IT'S ABOUT
- LESS TRANSPARENCY
- LIKE TO HAVE A COMMUNITY CHANNEL ON TELEVISION
- LIKE TO SEE IN PRINT THE MINUTES OF MEETINGS
- MORE DETAIL AND LESS VAGUE
- MORE DETAILED INFORMATION, TRANSPARENCY
- MORE INFO
- MORE INFORMATION ABOUT BUSINESS EXPANSION OR HOW THEIR GETTING THE ECONOMY BUILT BACK UP
- MORE INFORMATION ON SMART PHONE, LOVE TO HEAR ABOUT LOCAL COMMUNITY EVENTS, COUNCIL MEETINGS THAT THE PUBLIC ARE OPEN TO, ANYTHING THAT INVOLVES THE COMMUNITY AND I'D LIKE TO GET IT ON THE FACEBOOK PAGE.
- MORE OF THE FINE-TUNING ABOUT THE BUDGETS, MORE EXPLANATIONS OF HOW THEY SPEND THEIR MONEY, FOR EXAMPLE, THE FIRE DEPARTMENT.
- MORE OF THE SPECIFICS OF THE MONEY THEY'RE SPENDING
- MORE OF WHAT'S GOING ON AND WHY
- MORE RECREATION
- MORE TRANSPARENCY
- MORE TRANSPARENCY
- MORE TRANSPARENCY
- MORE TRANSPARENCY, MORE INFO
- MORE TRUTHFUL, TRANSPARENCY
- N/A
- NEW DEVELOPMENTS
- NEWSPAPER
- NONE
- NOT SURE
- NOT SURE
- NOT TOO SURE
- PROOF THAT CITY FOLLOWS THRU WITH WHAT THEY SAY
- PUBLISH MINUTES
- PUT FORWARD BUDGET AND WHERE TAX DOLLARS EVERY YEAR



- *PUT INFO ABOUT BYLAWS IN THE PAPER, LAND USE*
- *SHOULD BE MORE ON THE INTERNET AVAILABLE WHERE PEOPLE CAN SIGN UP WHO HAVE CERTAIN ISSUES.*
- *SPENDING*
- *START LISTENING TO THE PEOPLE*
- *SUFFICIENT DETAILS IN DECISIONS MADE*
- *TAXES BYLAWS*
- *THE COUNCIL SHOULD HAVE AN OPEN BOOK WHERE EVERYBODY IS ALLOWED TO SEE EVERYTHING AND NOT HIDE ANYTHING.*
- *THEY SKIM OVER EVERYTHING, MORE DEPTH IN THE REPORTING MORE ABOUT SENIOR CITIZENS*
- *THEY WON'T LET US TELL ANYBODY INFORMATION*
- *UPCOMING EVENTS*
- *WAGES*
- *WHAT'S BEING DONE TO ATTRACT BUSINESS*
- *YOU CAN'T BELIEVE EVERYTHING YOU READ*



## 2016 Financial Planning Survey Summary of Results from Council

**1. Would you prefer to have more, less or the same quantity of information provided for each of the following:**

	Less	Same	More	No response
Base Budget	-	4	2	1
Capital Projects	-	3	4	-
Service Level Change Requests (SLCRs)	-	4	3	-

Comments:

*"More detail by department as to what work plan drives the budget."*

*"Relevant comparisons so we can make good judgment decisions for the future."*

**2. How do you prefer the budget information/package to be presented?**

Summarized – all projects listed together on one page in consolidated format (similar to 2015 Financial Planning).	
Segmented by department – budgets and projects grouped together by department (similar to 2014 Financial Planning).	
Each project displayed on one page (to include more information).	
Presented by priority (these include business case, improved services, legislative, repair and maintenance).	
Segmented by Council's strategic plan key priorities (relationships, economic growth, livability, management and governance).	

Comments:

*"I would also like to see some segmentation by Council strategic priorities."*

*"Would like to see where funding is combined from different reserves, utilities, etc that are being used for one larger project. (there have been occasions where Council is not given the full picture of a project)."*

*"Need to see examples before deciding."*

## 2016 Financial Planning Survey Summary of Results from Council

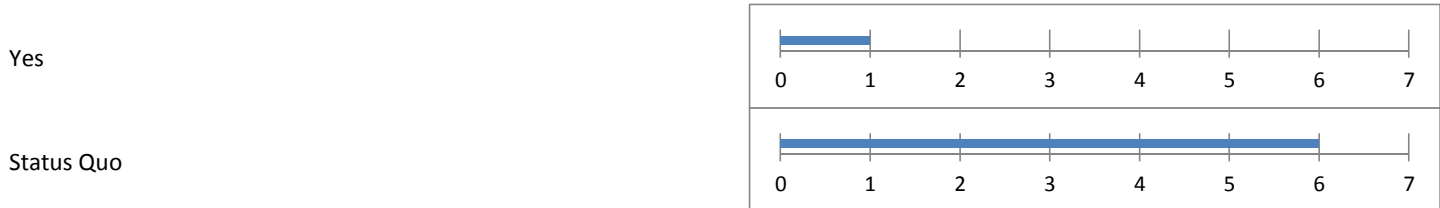
### 3. Overall, how would you rate each of the following:

	Exceeds Expectations	Satisfactory	Needs Improvement	Poor
Timeliness of information	1	6	-	-
Comments: <i>"There are times when the budgets are amalgamated to complete a project which goes beyond the Council allocation but has been approved within segmented budget lines. These should come before Council prior to proceeding."</i>				
Layout of information	1	6	-	-
Usefulness of information	2	5	-	-
Accuracy	2	5	-	-
Comments: <i>"I expect accurate information with no mistakes." "Very good."</i>				
Written communication of information (i.e. Reports to Council)	-	7	-	-
Comments: <i>"Need to be simple to understand and easy to compare data." "Some require clarity on use of funding."</i>				
Staff delivery of information during Financial Planning	3	3	1	-
Comments: <i>"Would be useful to have the people who actually do the work to explain why they feel their part of the budget is important. "</i>				
Opportunities for discussion during deliberations	-	6	1	-
Opportunities for public input throughout Financial Planning process	-	6	1	-
Alignment of budget information to Council's strategic plan	-	5	2	-
Overall ease of understanding 2015 budget	-	7	-	-
Comments: <i>"I would like to see additional opportunities for discussion they could include a set time each week for any Council member(s) who want to come in and meet with staff to discuss an item or receive additional clarification."</i>				



## 2016 Financial Planning Survey Summary of Results from Council

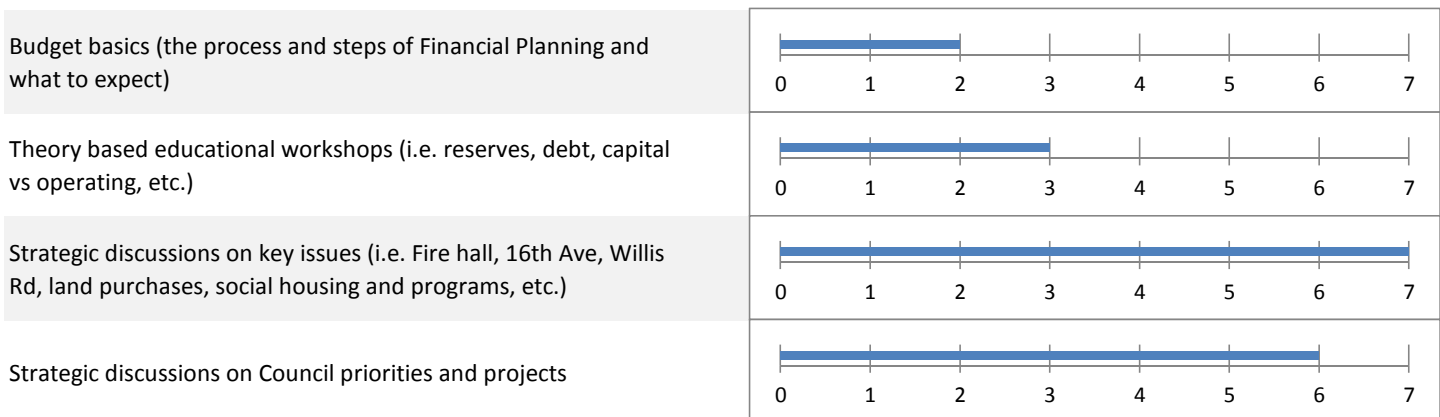
**4. Would you prefer to focus less on day-to-day operations (Base budget), while focusing more on long term strategic decisions that relate to Council's strategic plan (SLCRs and Capital projects)? This includes community safety issues for transportation and infrastructure, recreation and cultural amenities, marine and river waterfront accessibility, maintenance of critical infrastructure, reduction of solid waste and recognition as a regional hub with a focus on diversity, supporting those most vulnerable and obtaining community input and alignment with First Nations and other advisory groups.**



**Comments:**

- "No neither of the above. But survey require an answer. Need to ensure base budget aligns with council strategic goals and is not padded once that is done then move on to nice to do. We need to have a separate financial planning process that looks at long term financial requirements for infrastructure and base budget."*
- "I've left it at status quo but we need to be doing both. This needs to be a balance where we are making very strategic decisions that will impact future projects but at the same time have confidence in the base budget decision making process."*
- "Need to understand base budget AND SLCRs and Capital projects."*
- "Like to see a little more talk on the base budget."*

**5. Which of the following would be useful to you for 2016 pre-Financial Planning?**



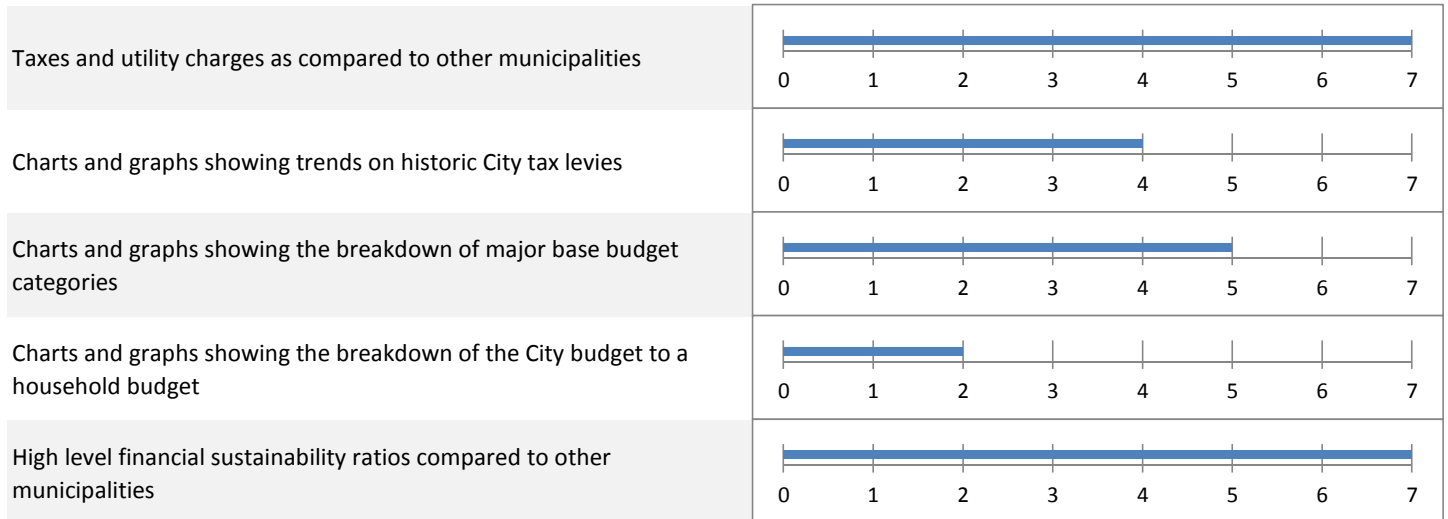
**Comments:**

- "Key issues should be the same as council priorities though they seldom are."*



## 2016 Financial Planning Survey Summary of Results from Council

**6. As a key decision maker for our community, are there specific financial indicators or trends that you would find helpful in making informed decisions during budget deliberations?**



**Comments:**

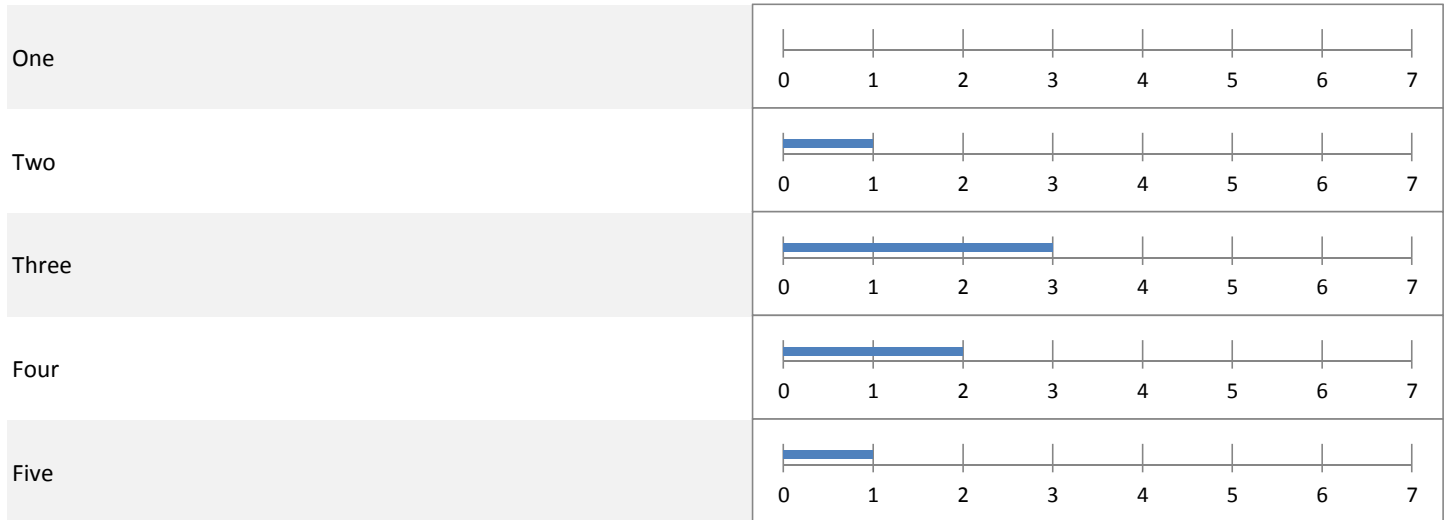
*"Actuals compared to budget and budget expenses per capita over time."*

*"I like to have access to information that I can choose how in-depth I need to go for specific items to make an informed decision."*



## 2016 Financial Planning Survey Summary of Results from Council

**7. How many days should formal budget deliberations in 2016 take? (2015 Financial Planning took 3 days)**



**Comments:**

*"Let's look at something different. As much time as required to get it right. Rather spend more time than less. Spread it out so it is not a marathon. Tired people don't make good decisions."*

*"As long as it takes to fulfill our role as a Council but typically 3-4 days should provide that."*

*"2 to 3 max."*

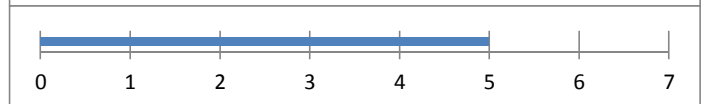
*"3 max."*

**8. For 2016, should the budget focus on:**

Short-term tax relief (status quo)



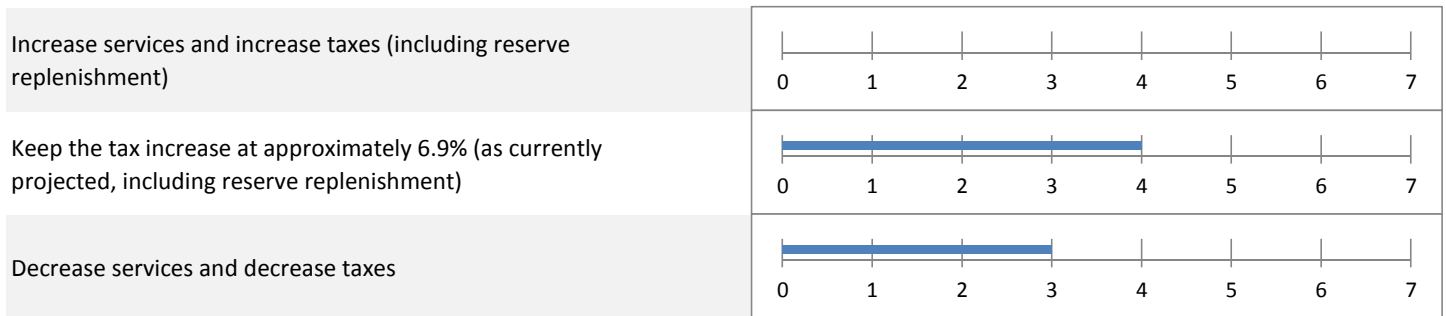
Long-term financial stability (set a course for future stable tax increases)





## 2016 Financial Planning Survey Summary of Results from Council

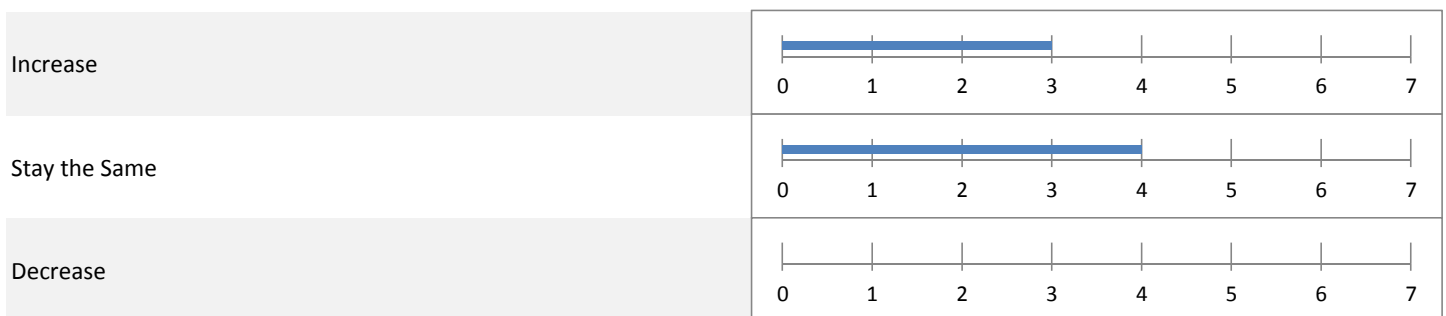
**9. The five-year Financial Plan currently has a 6.9% tax increase for 2016. Which of these options do you consider the highest priority?**



**Comments:**

- "Staff need to be creative and innovative. Learn to deliver high quality services for less cost. Increase revenues from outside sources."*
- "There are significant infrastructure needs that the public needs to be informed of to ensure we can move towards long-term financial stability and future stable tax increases starting 2017."*
- "6.9% is not an option. Need a breakdown what is the makeup of this and where new revenues are being allocated."*
- "6.9% is not realistic. Capital Projects will have to be deferred."*
- "Increase services and keep taxes around 2%."*

**10. To assist with Financial Planning, the City invites public feedback via OCP engagement, Ipsos Reid citizen satisfaction surveys, Council meeting delegation opportunities and open Financial Planning meetings, to name a few. We also actively share information (through advertising, news releases and website documents and FAQs). The level of public involvement and communication related to Financial Planning should:**



**Comments:**

- "Suggest publicizing charts & graphs of how we compare to other municipalities."*



## 2016 Financial Planning Survey Summary of Results from Council

### 11. Please share any other feedback to be considered for 2016 Financial Planning. Thank you!

#### Comments:

*"I believe we need to move towards long term financial stability but the timing and process for how that happens needs to be a separate and well-deliberated discussion in addition to the annual financial planning process for 2016. I would appreciate having a schedule 'hour' set aside during the financial planning process that I know I can bring my questions to staff for input and support. I can then schedule my time around those dedicated resource times. Thank you."*

*"Base budget to be approved by early December with Capital and SLCR to be done by mid January."*

*"You did a great job on the 2015 Budget."*

*"This survey is not the best. Who designed it?? I did not agree with some of the choices but there was not a box for none of the above. If you ask what I think then there should be options for us to point them out. "*

*"I felt that the 2015 Financial Planning was well done. Thanks. We do need to look at the longer term to ensure a sustainable City."*



# CITY OF CAMPBELL RIVER

## 2016 COMMUNITY PROFILE



ENRICHED BY  
LAND AND SEA

## Table of Contents

Campbell River: Enriched by Land and Sea  
Statistical Snapshot  
Flourishing Population  
Individual and Household Income  
Local Labour and Education  
Families and Households  
Infrastructure and Major Developments  
Unparalleled Lifestyle  
Affordable Housing  
Target Industry Sectors

## Source Data

### Sources

1. Statistics Canada 2011 Census
2. Statistics Canada 2011 National Household Survey
3. BC Stats
4. Canada Revenue Agency, Individual Tax Statistics 2013 tax year
5. Vancouver Island Real Estate Board Annual Market Statistics 2015
6. Vancouver Island Real Estate Board Buyer Profile 2015
7. Environment Canada Campbell River Climate Station Data
8. City of Campbell River 2015 Residential Housing Market Update

Please note: Much of the data contained in this profile is reported for the [Campbell River Census Agglomeration](#), which includes the City of Campbell River as well as the Strathcona D (Oyster Bay - Buttle Lake), and the Campbell River 11, Quinsam 12, and Homalco 9 Indian Reserves. This is done to provide a more complete picture of the local market and in some cases, because more recent data is available at the Census Agglomeration (CA) level.

Additional information available at:

<http://www.campbellriver.ca/business-economy>

Released:

October, 2016

## Contact Us

City of Campbell River  
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## 1. Campbell River: Enriched by Land and Sea

With natural beauty and marine setting as a backdrop, Campbell River offers an inviting blend of rural and urban opportunities with the amenities of a large city and the welcoming feel of a small town. A vibrant downtown, affordable housing, and a mild west coast climate that allows for year-round outdoor recreation and an unparalleled lifestyle, are attracting young families and professionals to the area.

The City is undergoing an exciting period of community and economic development, embracing new economic prospects as its economy continues to diversify and attract the industries and workforce of the future. With a proud history in forestry and fishing, flourishing tourism and aquaculture sectors, Campbell River has a supportive network for companies interested in further developing the supply chain and producing value-added products. Embracing innovation and technology in a changing economy, the City has invested in a progressive Municipal Broadband Network to support the emerging opportunities in the high technology and creatives industries sectors. Campbell River has modernized its airport infrastructure, increasing capacity and opening up commercial opportunities for aerospace.

The City is a natural choice for companies looking for a highly accessible location, abundant natural resources, first-class transportation and communications networks, and a highly skilled labour force. Campbell River offers one of the most dynamic and forward thinking environments in the Pacific Northwest – enriched by land and sea.

### Location, Location, Location

Campbell River is situated along the scenic shoreline of Discovery passage, midway on Vancouver Island. As one of the largest cities on Vancouver Island and the largest city in the Strathcona Regional District (SRD), Campbell River is a thriving central hub for the region.

- 15 min to Campbell River Airport YBL
- 35 min to Vancouver by Plane
- 40 min to Mount Washington Alpine Resort
- 3 Universities within 3 Hours

### Advantages for Business

- Market Access by land, air, and sea
- Affordable Housing and Land Prices
- Growing Population
- Skilled & Educated Labour Force
- Municipal Broadband Infrastructure
- Tax Incentives for Downtown Revitalization
- Lifestyle that allows for a work-life balance

## Key Transportation Infrastructure

Campbell River has a comprehensive transportation network that enables the growth of existing businesses and facilitates the establishment of new operations. The City features a recently modernized airport, a marine terminal, and proximity to two highway systems, allowing easy access by air, sea, and land.

### Air

[Campbell River Airport](#) (YBL) is a designated Port of Entry with a runway of 6,500 feet by 150 feet and two parallel taxiways, offering runway access to four airline operators. Dozens of destinations are connected with Campbell River Airport (YBL) through these airlines. Below is a summary of operators and the destinations where each airline offers service:

Operator	Vancouver	British Columbia	Balance of Canada	International
Air Canada	X	X	X	X
Air Canada Vacations				X
Central Mountain Air	X	X		
Pacific Coastal Airlines	X	X		

The Air Terminal building has recently been updated, increasing capacity to accommodate commercial airlines, as well as food and beverage and car rental businesses.

Harbour-to-harbour floatplane and helicopter services are also available in Campbell River with a number of operators located in the area including: [Vancouver Island Air](#), [Corilair](#), [49 North Helicopters](#), [Helifor](#), and [West Coast Helicopters](#).

### Sea

Campbell River's coastal location provides several commercial and recreational marinas. The area has a deep water marine terminal, private marinas, a small craft harbor, and a ferry terminal.

- [Campbell River Marine Terminal](#) provides port access to vessels, tugs and barges as well as services from warehousing to vessel & equipment repair.
- [Fisherman's Wharf](#), a Small Craft Harbour located in the heart of downtown Campbell River, is managed by the Campbell River Harbour Authority. The wharf has a secure berthage for fishing vessels, recreational vessels, commercial vessels, and licence holders.
- [Discovery Harbour](#) is a full service marina offering a variety of services including: boat moorage, marine fuel, power, water, washrooms, showers, laundry facilities, and parking. The harbor, managed by Wei Wai Kum First Nation, also has a deep sea port and cruise ship facility.
- [BC Ferries Terminal](#) provides access from Campbell River to Quadra Island and to Cortes Island.

### Land

The City is connected by two major highways. The Inland Island Highway 19 is a four lane, divided highway connecting Campbell River with urban centres to the south island. The Oceanside Highway 19A provides a more scenic route along Vancouver Island and continues from Campbell River to communities on North Vancouver Island.



## Distance from Urban Centres

(The table below can be presented graphically on a map with arrows from Campbell River to the locations and including flight (plane symbol) or drive (car symbol) times)

Location	Distance	Time – by car	Time – by air
Comox Valley, Vancouver Island BC	48 km	30 minutes	N/A
Nanaimo, Vancouver Island BC	155 km	1.5 hours	N/A
Vancouver, Mainland BC	230 km	3-4 hours	35 min
Victoria, Vancouver Island BC	265 km	3 hours	N/A
Seattle, Washington USA	437 km	7 hours	3 hours
Calgary, Alberta	1200 km	13.5 hours	3.5 hours
Edmonton, Alberta	1389 km	16 hours	3.5 hours

Facts that could be included on the page in a graphically appealing way:

- The 50th parallel runs through the city of Campbell River
- Longitude: 125°16'23.000" W  
Latitude: 49°57'07.000" N

## 2. Statistical Snapshot

**Population:** 38,100

4% growth between 2012-2015

**Population Density:**

CY - 217.9 persons/km<sup>2</sup>

CA - 20.8 persons/km<sup>2</sup>

**Median Age:** 45.8

**Age Groups:**

% Children (<15): 16%

% Working Age (15 to 64) : 67%

% Seniors (65+): 17%

**Affordable Housing:**

**Home Ownership**

Rented: 24% Owned: 76%

**Average Sale Price:**

\$318,670

**Median Sale Price:**

\$305,000

**Target Industries:**

**Aquaculture**

3 global aquaculture companies head offices located in Campbell River

**Forestry**

6% of labour force employed in the forest-related industries

**Technology**

New Municipal Broadband Network and home to emerging aerospace sector

### 3. Flourishing Population

Campbell River is the second largest city on Vancouver Island, outside of the Victoria metropolitan area. With a population of 38,100, it is the most populated community in the Strathcona Regional District (SRD). The city population increased by 4% between 2012 and 2015 and projections show continued growth in the area with the SRD estimated to reach 50,600 in 2035.

#### Population Growth<sup>3</sup>

	2005	2012	2013	2014	2015	2005-2015 Growth	2012-2015 Growth
Campbell River (CA)	34,892	36,548	36,734	37,340	38,100	9%	4%
Strathcona Regional District	42,097	43,723	43,924	44,618	45,448	8%	4%

Source: BC Stats Population Estimates

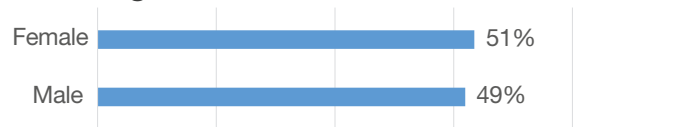
#### Population Characteristics

##### Gender<sup>4</sup>

Female: 51%

Male: 49%

##### Age Distribution



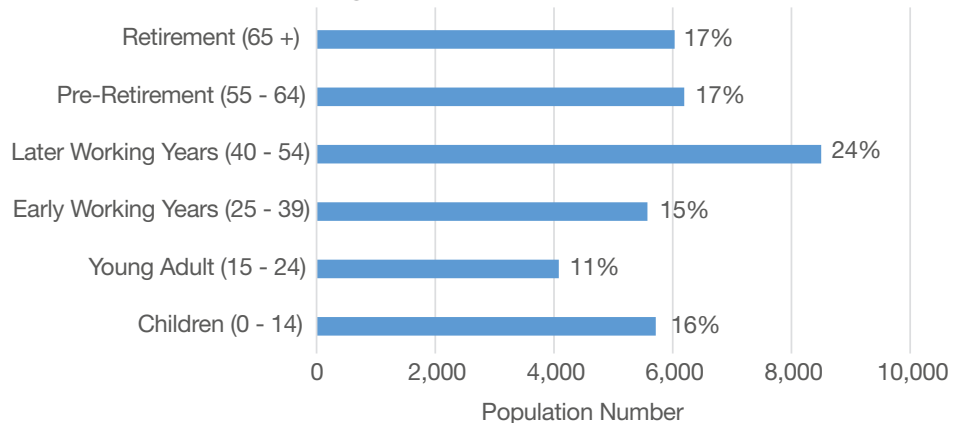
##### Age Distribution<sup>5</sup>

Campbell River has a fairly even age distribution with more than half the residents between 25-64 years of age.

Median age: 45.8

Population aged 15-64: 67%

##### Age Distribution



Source: Statistics Canada 2011 Census

<sup>1</sup> The most up to date overall population number for Campbell River (Census Agglomeration) is from BC Stats 2015 Population Estimates by CMAs and CAs available at:

<http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationEstimates.aspx>

<sup>2</sup> Population projection estimates for Strathcona Regional District from BC Stats available at:

<http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationProjections.aspx>

<sup>3</sup> Population estimates for from BC Stats available at:

<http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationEstimates.aspx>

<sup>4</sup> Population data from 2011 Census Profile for Campbell River (Census Agglomeration)

<sup>5</sup> Population data from 2011 Census Profile for Campbell River (Census Agglomeration)

Comparison of Median Age: Cities on Vancouver Island	
CITY	MEDIAN AGE
Victoria (CMA)	44.2
Nanaimo (CA)	45.2
Campbell River (CA)	45.8
Duncan (CA)	46.5
Courtenay (CA)	48.3
Parksville (CA)	59.6

*Source: Statistics Canada 2011 Census Profile  
CA= Census Agglomeration; CMA= Census Metropolitan Area*

## Indigenous Population

Foundational to the community's sense of place are the peoples and traditions of the three First Nations communities within the Campbell River area - [Wei Wai Kum](#), [We Wai Kai](#) and [Homalco First Nation](#). Campbell River is also home to many Indigenous peoples with traditional territories on North Vancouver Island, Discovery Islands, and the mainland coast.

	Campbell River		British Columbia	
	#	%	#	%
Indigenous Identity	3,625	10%	232,290	5%
Non -Indigenous Identity	31,910	90%	4,092,165	95%

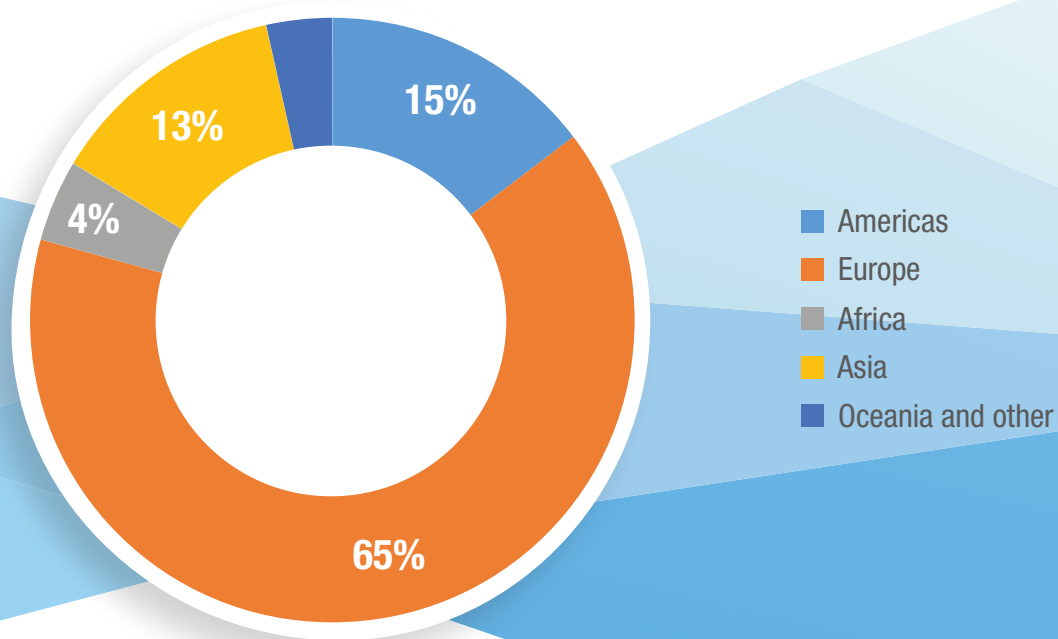
*Source: Statistics Canada 2011 National Household Survey*

## Current Immigrant Population

Campbell River is a diverse community that continues to welcome immigrants from across the globe, embracing a variety of cultural groups and activities that contribute to the unique character of the community. The majority of immigrants to the area were born in Europe with 35% of the immigrant population identifying the United Kingdom as their birth place<sup>6</sup>.

<sup>6</sup> Data from 2011 National Household Survey for Campbell River (Census Agglomeration)

## Immigration by Place of Birth



\*Percent of total immigrant population

Source: Statistics Canada 2011 National Household Survey

Immigration by Birth Place - Top 10 Countries <sup>1</sup>		
Country	#	%
United Kingdom	1,240	35%
United States	410	12%
Germany	300	8%
Netherlands	220	6%
Vietnam	185	5%
South Africa	130	4%
Philippines	105	3%
Hungary	65	2%
Ireland	55	2%
Poland	45	1%

Source: Statistics Canada 2011 National Household Survey

<sup>1</sup> Table compiled from data from 2011 National Household Survey for Campbell River (Census Agglomeration)



## 4. Individual and Household Income

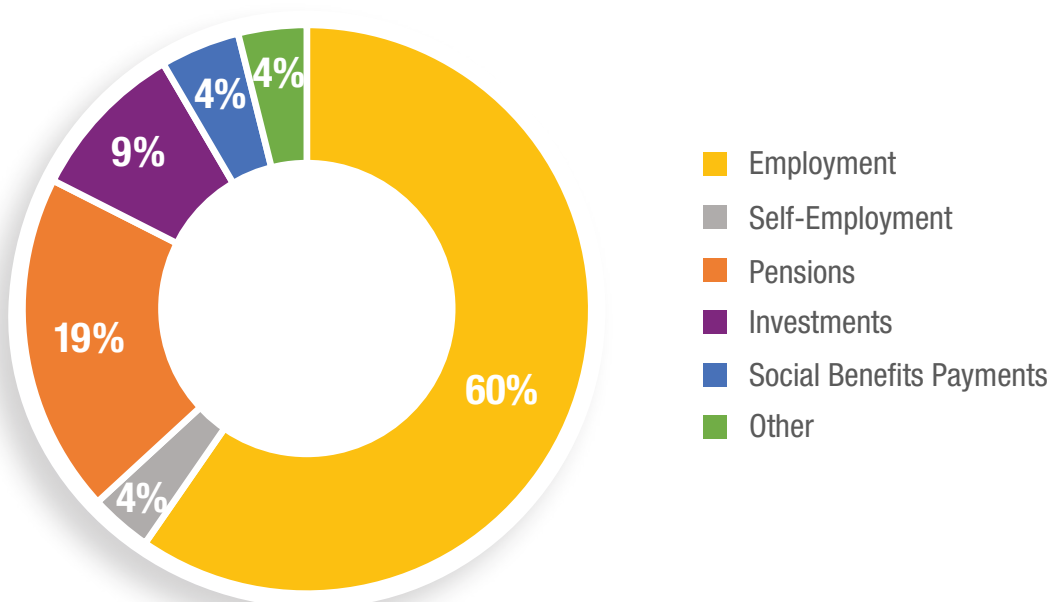
### Individual Income<sup>8</sup>

Individual incomes in Campbell River have been increasing in recent years. More than half of individual income is generated by employment (60%). From 2010 to 2013, average total income grew 11% and average employment income grew 8%, representing a higher rate of growth than the provincial averages.

Year	Average Total Income		Average Employment income	
	Campbell River (CA)	BC	Campbell River (CA)	BC
2010	\$38,500	\$40,600	\$34,600	\$39,200
2011	\$39,500	\$41,600	\$34,800	\$38,500
2012	\$40,700	\$42,500	\$36,000	\$39,000
2013	\$42,700	\$44,200	\$37,500	\$40,300
2010-2013 Growth	11%	9%	8%	3%

*Source: Canada Revenue Agency, Individual Tax Statistics by Area for All Returns, by Source of Income – 2010-2013 tax years*

### Sources of Income



*Source: Canada Revenue Agency, Individual Tax Statistics by Area for All Returns, by Source of Income – 2013 tax year*

<sup>8</sup> Individual Income from Canada Revenue Agency, Individual Tax Statistics by Area for All Returns, by Source of Income – 2013 tax

## Household Income<sup>9</sup>

Over half of the households in Campbell River have an annual income of \$50,000 or more with almost a quarter earning between \$50,000 and \$79,000.

Median Household Income: \$57,343

Average Household Income: \$67,937

Income Level	# of Households	% at Income Level
Under \$ 10,000	855	5%
\$10,000 - \$29,999	3660	20%
\$30,000 - \$49,999	3,820	20%
\$50,000 - \$79,999	4,485	24%
\$80,000 - \$99,999	2,265	12%
\$100,000 - \$124,999	1,550	8%
\$125,000 and over	2,015	11%

*Source: National Household Survey 2011 (Income calculated before tax and in \$CDN)*

<sup>9</sup> Data from 2011 National Household Survey for Campbell River (Census Agglomeration)

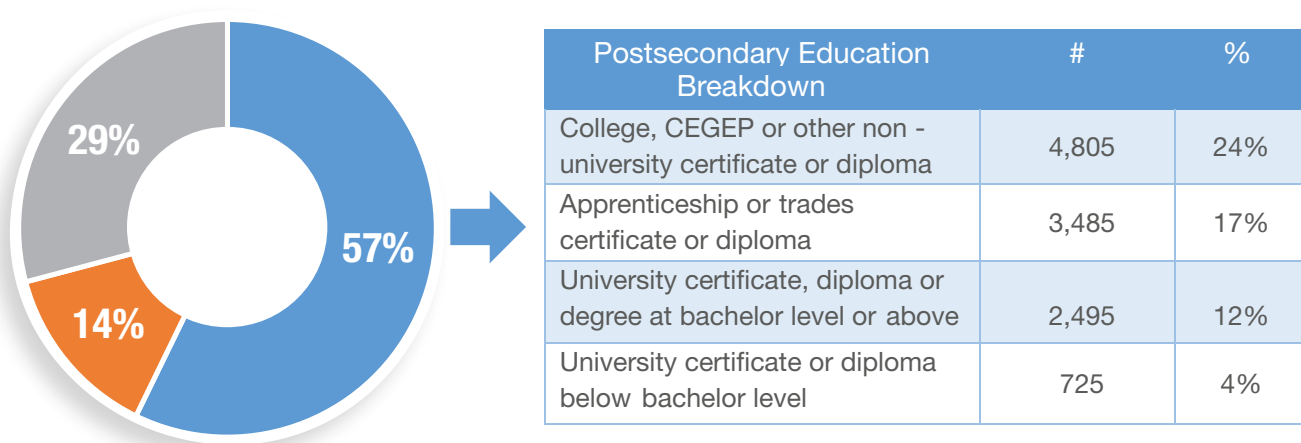
## 5. Local Labour and Education

Campbell River has an educated and active workforce with over half of the population aged 25-64 years completing postsecondary education<sup>10</sup>. The workforce has access to a broad range of postsecondary programs and targeted industry training opportunities, enabling the community to support existing and emerging industries.

### Workforce Education Attainment (25-64 years of age)<sup>11</sup>

More than one third of the workforce has received postsecondary education through a college program (24%) or through an apprenticeship/trades certificate (17%). An additional 12% of the workforce has attained a university education at the bachelor level or higher.

- Postsecondary certificate, diploma or degree
- No certificate, diploma or degree
- High school diploma/equivalent



Source: 2011 National Household Survey for Campbell River (Census Agglomeration)

<sup>10</sup> Data from 2011 National Household Survey for Campbell River (Census Agglomeration)

<sup>11</sup> Data from 2011 National Household Survey for Campbell River (Census Agglomeration)

## Labour Force by Industry (15 years and over)<sup>12</sup>

The three industry sectors employing the highest percentage of the labour force are: Retail; Health Care and Social Assistance, and; Forestry, Aquaculture, and Agriculture.

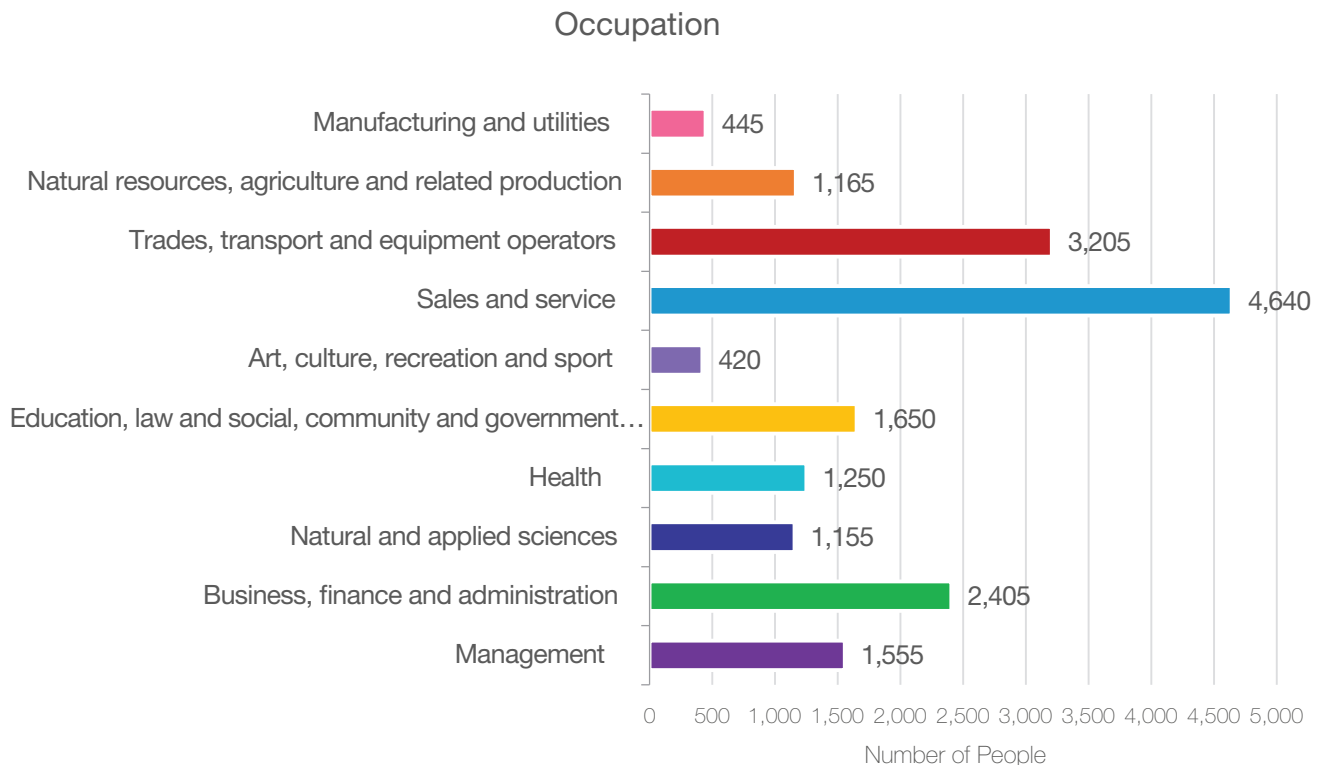
Industry	Number Employed	% Employed
Retail Trade	2670	16%
Health Care and Social Assistance	1995	12%
Forestry, Aquaculture, and Agriculture	1685	10%
Construction	1355	8%
Accommodation and food services	1180	7%
Educational Services	930	6%
Government/Public Administration	840	5%
Real Estate, Finance & Insurance	840	5%
Other Services	770	5%
Professional, scientific and technical services	765	5%
Transportation, and Warehousing	755	5%
Mining, quarrying, and oil and gas extraction	685	4%
Arts, Culture, Recreation, & Entertainment	580	4%
Administrative and support, waste management and remediation services	555	3%
Other Manufacturing, Utilities & Telecom	505	3%
Wholesale Trade	395	2%

*Source: Statistics Canada, 2011 National Household Survey, Table 99-012-X2011034*

<sup>12</sup> Data from Statistics Canada, 2011 National Household Survey, Table 99-012-X2011034

## Occupation (15 years and over)<sup>13</sup>

The local workforce is diversified with a complimentary mixture of health, government, service, business, manufacturing, trades, and education occupations. Approximately one quarter of residents are employed in sales and service occupations, 18% are employed in trades, and 13% are employed in business, finance, and administration.



Source: Statistics Canada, 2011 National Household Survey

<sup>13</sup> Data from Statistics Canada, 2011 National Household Survey

## Postsecondary Education and Training

### Postsecondary Education

There are over ten postsecondary education facilities located within 300 km of Campbell River, providing employers and students with the resources needed to succeed. Two multi-campus colleges are located in Campbell River and the closest University - Vancouver Island University – is located within an hour and a half drive from Campbell River.

The postsecondary education facilities in Campbell River have a long standing tradition of working with industry and employers to develop partnerships and responsive programming.



**NORTH ISLAND  
COLLEGE**

**North Island College** (NIC) provides high quality, relevant programs and offers programs for students interested in University transferable courses, developmental and applied sciences, and trades and technology. The college has campuses in Campbell River, the Comox Valley, as well as locations on North and Central Vancouver Island.



**DISCOVERY  
-COMMUNITY-  
COLLEGE**

**Discover Community College** offers specialized career training programs with a focus on graduating fully-skilled, work-ready employees. In addition to the Campbell River campus there are three other Vancouver Island locations and two campuses on the mainland.

Distance from Campbell River to Vancouver Island Postsecondary Education Centres	
North Island College	In community
Discover College	In community
Excel Career College	52 km
Sprott-Shaw Community College	52 km
Academy of Learning College	152 km
Pacific Rim College	265 km
Camosun College	267 km
Vancouver Island University	154 km
Royal Roads University	257 km
Justice Institute of BC	266 km
University of Victoria	267 km

### Training and Support Organizations

There are two organizations with head offices in Campbell River that provide targeted workforce development and support services:

- [North Vancouver Island Aboriginal Training Society \(NVIATS\)](#)
- [North Island Employment Foundations Society \(NIEFS\)](#)

## 6. Families and Households

Campbell River is a safe, family-oriented and welcoming community, home to a range of community amenities and facilities for households of all types and sizes.

Residents have access to top-of-the-line recreational facilities found throughout the City including:

- **Pools:** There is an indoor pool open year-round and an outdoor pool open to enjoy during the summer months.
- **Sportsplex, Splash Park and Skate/Terrain Park:** This multi-use facility is set up for a variety of activities including a splash park, racquetball, squash courts, outdoor skateboarding and BMX riding, and soccer fields.
- **Parks and Trails Network:** With more than 50 kilometers of trails and 1500 hectares of parkland in Campbell River, there are natural and green spaces throughout the city.
- **Ice Arenas:** There are two indoor ice arenas available for public skating, hockey and figure skating clubs, and skating lessons.
- **Community Centre:** This centre has a range of quality programs and services for sports, fitness, and arts and crafts.
- **Outdoor Facilities:** Throughout the City there are outdoor sporting facilities including all weather fields, a lacrosse box, tennis and volleyball courts, disc golf, and soccer and baseball fields.

There are also a number of athletic organizations and clubs for residents to enjoy and meet like-minded people including triathlon, swimming, running, curling, dance and gymnastics, and martial arts. The [recreation guide](#) for the City features programs, services, and special events for all ages.

### Household Size<sup>14</sup>

Household size	% of Households this size
1 person	26.8%
2 persons	41.2%
3 persons	14.6%
4 persons	11.8%
5 persons	4.0%
6 or more persons	1.7%

*Source: Statistics Canada 2011 Census*

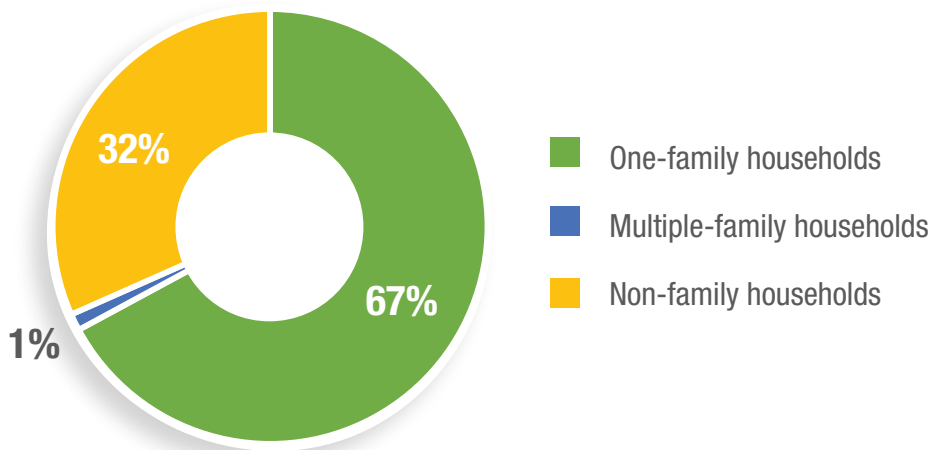
### Persons/Household<sup>15</sup>

Average of 2.3 persons in a private household.

<sup>14</sup> Data from Statistics Canada 2011 Census Profile

<sup>15</sup> Data from Statistics Canada 2011 Census Profile

### Household Type<sup>16\*</sup>



Source: Statistics Canada 2011 Census

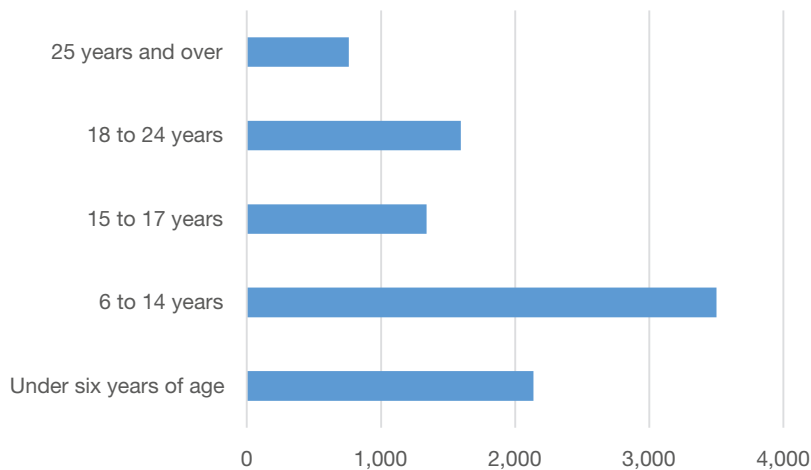
\*One-family household refers to a single census family. Multiple-family household refers to a household in which two or more census families reside and Non-family households consist of either one person living alone in a private dwelling or to a group of people who share a private dwelling, but who do not constitute a census family.

### Family Structure<sup>17</sup>

	#	%
Lone-parent families	1,750	16%
Total Two-parent families	9,170	84%
With children at home	3,735	
Without children at home	5,425	

Source: Statistics Canada 2011 Census

### Families with Children at Home<sup>18</sup>



Source: Statistics Canada 2011 Census

<sup>16</sup> Data from 2011 Census Profile – Campbell River (Census Agglomeration)

<sup>17</sup> Data from 2011 Census Profile – Campbell River (Census Agglomeration)

<sup>18</sup> Data from 2011 Census Profile – Campbell River (Census Agglomeration)



## 7. Infrastructure and Major Developments

Campbell River is riding a wave of growth. Infrastructure investments combined with tax incentives, to encourage revitalization in Campbell River's downtown core, have propelled the construction sector and are attracting workers and businesses to the region. This development has been a significant factor in growth in the overall value of building permits in the city.

### Housing Starts<sup>19</sup>

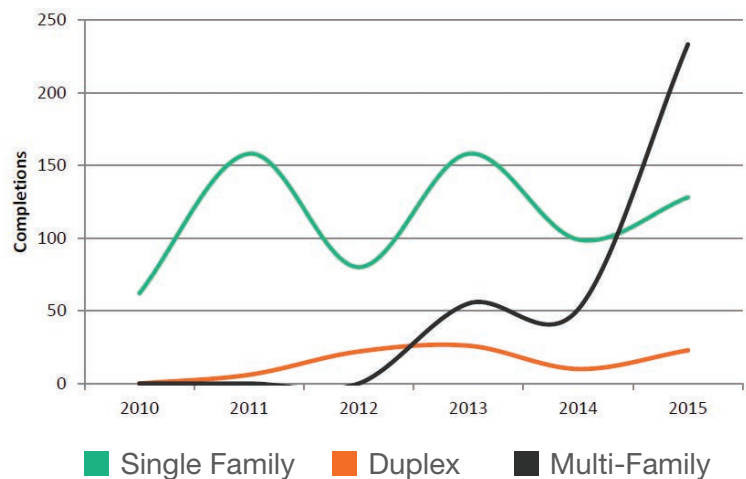
Campbell River is experiencing a boom of residential construction activity with over 1000 housing starts between 2010 and 2015 and residential building permit values totalling \$232,114,000 within this time period.

Total Housing Starts 2010-2015
1,040

Source: Statistics Canada, Produced by BC Stats

### Housing Completions by Type<sup>20</sup>

Table Source: City of Campbell River - 2015 Residential Housing Market Update Study



### Major Projects Underway<sup>21</sup>

There are several multi-million dollar projects underway including construction of a LEED gold hospital and a long-term power generation station. Four of the projects currently under construction have a combined development cost of over \$1.8 billion dollars<sup>22</sup>. These include:

- **North Island Hospitals Project** - A new state of the art hospital facility located minutes from Campbell River's downtown core will have 95 beds and be built to meet Leadership in Energy and Environmental Design (LEED) Gold standards.
- **John Hart Generating Station** - On the outskirts of the city, the existing six-unit 126 MW generating station is being replaced with integrated emergency bypass capability to mitigate earthquake risk and environmental risk to fish and fish habitat and to ensure reliable long-term generation.

<sup>19</sup> Data from Statistics Canada and produced by BC Stats. Available at: <http://www.bcstats.gov.bc.ca/StatisticsBySubject/Economy/BuildingPermitsHousingStartsandSales.aspx>

<sup>20</sup> City of Campbell River – Residential Housing Market Update available at: <http://www.campbellriver.ca/docs/default-source/Document-Library/reports/gpra-campbell-river-residential-market-update-19-january-2016b.pdf?sfvrsn=2>

<sup>21</sup> Major Projects Inventory – BC Stats First Quarter 2016 available at: <http://www.bcstats.gov.bc.ca/StatisticsBySubject/BusinessIndustry/MajorProjectsInventory.aspx>

<sup>22</sup> Major Projects Inventory – BC Stats First Quarter 2016 available at: <http://www.bcstats.gov.bc.ca/StatisticsBySubject/BusinessIndustry/MajorProjectsInventory.aspx>

Hotel and multi-unit residential construction continues in the area. Recently completed projects include:

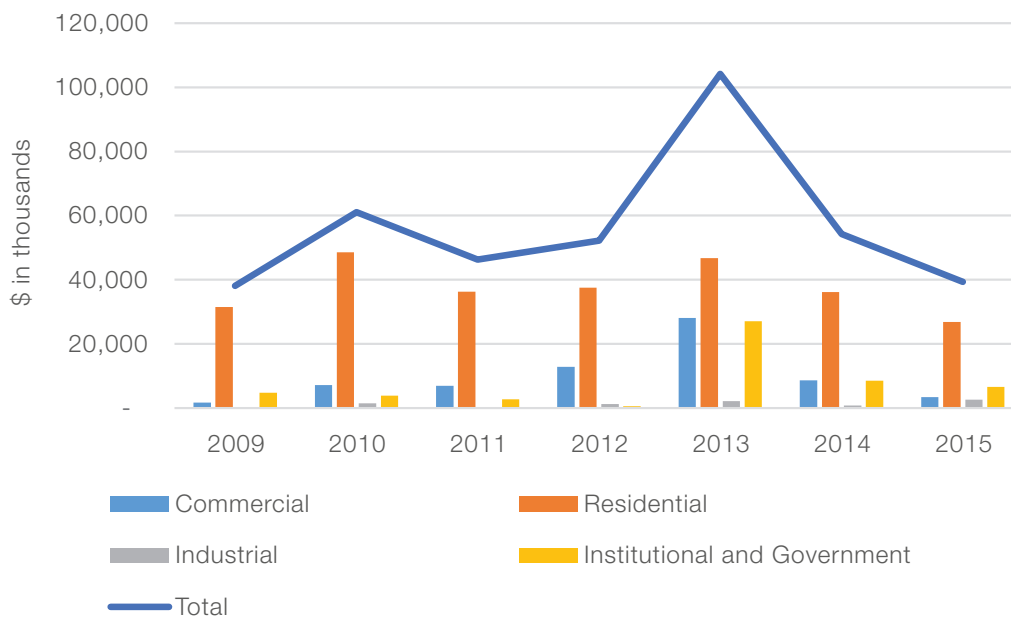
- **Berwick by the Sea** – an award winning six-storey retirement community complex that offers flexible, upscale and affordable senior living options, including independent and assisted living.
- **Comfort Inn & Suites** – a four story hotel located on the waterfront in downtown Campbell River complete with a business centre and meeting rooms.

The Campbell River Chamber of Commerce has been proactive in developing tools, resources, and services to facilitate the matching of local contractors with major procurement opportunities through the [Campbell River Major Projects Site](#).

Major Projects Underway <sup>23</sup>			
Utilities		Hotel and Residential Construction	Hospital Construction
John Hart Generating Station Replacement \$1093 million	Campbell River Substation Capacity Upgrade \$29 million	Sequoia Springs/Kingfisher Residential Project \$80 million	North Island Hospitals Project \$274 million (Campbell River Hospital)

Source: BC Stats Major Projects Inventory – First Quarter 2016

### Building Permit Values<sup>24</sup>



Source: Statistics Canada, Produced by BC Stats

<sup>23</sup> Major Projects Inventory – BC Stats First Quarter 2016 available at: <http://www.bcstats.gov.bc.ca/StatisticsBySubject/BusinessIndustry/MajorProjectsInventory.aspx>

<sup>24</sup> Data from Statistics Canada and produced by BC Stats. Available at: <http://www.bcstats.gov.bc.ca/StatisticsBySubject/Economy/BuildingPermitsHousingStartsandSales.aspx>

## Municipal Broadband Network

Recognizing the importance of enterprise level broadband internet for Campbell River's new economic climate, the City of Campbell River is establishing a new "open access" Municipal Broadband Network (MBN) that will provide businesses and organizations in the downtown core with affordable access to enterprise level high-speed internet. The high-quality service will offer businesses guaranteed broadband delivery, of up to 1 GB symmetrical, which is scalable with their anticipated growth.

This will be the first municipal "open access" broadband network on Vancouver Island and will enable businesses to grow in place.

### Local Incentives<sup>25</sup>

The City's **Downtown Revitalization Tax Exemption** for new developments and redevelopments offers:

- 100% exemption from municipal taxes for new construction, or
- 100% exemption from municipal taxes of increased value from renovated buildings, for 5 years.

Another program to assist with downtown revitalization is the **Downtown Façade Improvement Program**<sup>26</sup>. This program offers grants for commercial storefronts located within the revitalization area of downtown Campbell River with up to 50% of eligible project costs – to a maximum of \$10,000 – eligible for reimbursement.

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<sup>25</sup> City of Campbell River Downtown Revitalization Tax Exemption available at:

<http://www.campbellriver.ca/business-economy/your-business/downtown-revitalization-tax-exemption>

<sup>26</sup> City of Campbell River March 2015 Press Release. *Revitalize Campbell River: Downtown façade improvement program is back.*

<http://www.campbellriver.ca/your-city-hall/news/news-detail/2015/05/29/revitalize-campbell-river-downtown-fa%C3%A7ade-improvement-program-is-back>

## 8. Unparalleled Lifestyle

Campbell River features many amenities of a big city without sacrificing its friendly and welcoming character. Downtown residential developments, arts and culture, and new businesses like the new local [craft brewery](#) are supporting the attraction of young professionals.

With a coveted lifestyle, the community is home to creative thinkers and outdoor enthusiasts. For those in Campbell River quality of life means:

- a mild west coast climate,
- world class outdoor recreational opportunities,
- stunning ocean and mountain views,
- vibrant culture and heritage,
- a healthy work-life balance,
- a congestion free drive to work,
- easy access to Vancouver – only a short 35 minute flight away from Campbell River,
- affordable housing, and
- family-friendly amenities

### Mild Coastal Climate<sup>27</sup>

Campbell River has a mild climate, allowing visitors and residents alike year-round access to an abundance of outdoor recreational opportunities.

Annual Average Temperature: 9o C

Daily Maximum (°C): 13.7o C

Daily Minimum (°C): 4.3 o C

Snowfall: 84.3 cm

Elevation (Above Sea Level): 108.8 m

*Source: Environment Canada, Canadian Climate Normals 1981-2010 Campbell River Station Data*

### Outdoor Recreation Highlights

Ocean, lakes, rivers, and mountains meet to provide residents and visitors with exceptional access to outdoor recreation activities.

With both salt and fresh water bodies only minutes away from homes and businesses, Campbell River is well known for its adventure tourism and outdoor recreation including:

- [Adventure & Wildlife Tours](#)
- [Biking, Hiking & Walking Trails](#)
- [Fishing](#)
- [Golfing](#)
- [Water Sports](#)

<sup>27</sup> Source: Environment Canada, Canadian Climate Normals 1981-2010 Campbell River Station Data. Available at: [http://climate.weather.gc.ca/climate\\_normals/results\\_1981\\_2010\\_e.html?searchType=stnName&txtStationName=Campbell+River&searchMethod=contains&txtCentralLatMin=0&txtCentralLatSec=0&txtCentralLongMin=0&txtCentralLongSec=0&stnID=145&dispBack=0](http://climate.weather.gc.ca/climate_normals/results_1981_2010_e.html?searchType=stnName&txtStationName=Campbell+River&searchMethod=contains&txtCentralLatMin=0&txtCentralLatSec=0&txtCentralLongMin=0&txtCentralLongSec=0&stnID=145&dispBack=0)

**Mount Washington** is a winter and summer playground, just 40 minutes from Campbell River, with mountain biking, downhill and cross-country skiing, snowboarding, snowshoeing, and tubing.

**Mount Cain Alpine Park**, for those looking for great powder in a more rugged setting, Mt. Cain is located two hours from Campbell River and has the highest base elevation of any coastal ski resort in BC.

The community also has a wide range of community events and festivals, an extensive network of parks and trails and widespread public access to the beach. Learn more and *Discover Campbell River* with the [online visitor guide](#).

## 9. Affordable Housing

The quality, affordable housing market in Campbell River makes it possible for new and existing community members to purchase and enjoy homes with an array of stunning views from coastal mountain to waterfront. Over half of recent home buyers in Campbell River are new to the community illustrating the attraction of combining affordability with location<sup>28</sup>.

Over two thirds of home buyers are paying \$350,000 or less for their home in Campbell River, with an average sale price of \$318,670<sup>29</sup>.

In Campbell River over three quarters of the population are able to own their home, compared to Victoria and Vancouver where less than half of the population own their home<sup>30</sup>. The accessibility of affordable housing, results in a desirable situation where 75% of the Campbell River population are able to spend less than 30% of their income on shelter costs<sup>31</sup>.

### Price Range<sup>32</sup>

Range	Houses Purchased at this Price
Less than \$200,000	21.5%
\$200,001-\$250,000	15.4%,
\$250,001- \$300,000	23.8%,
300,001-\$350,000	16.9%,
More than \$350,000	22.4%

Source: Vancouver Island Real Estate Board 2015 Buyer Profile

### Sales Prices<sup>33</sup>

Average Sale Price(2015)	\$318,670
Median Sale Price (2015)	\$305,000

Source: Vancouver Island Real Estate Board 2015 Annual MLS® Sales Summary

<sup>28</sup> Vancouver Island Real Estate Board 2015 Buyer Profile available at: <http://www.vireb.com/index.php?page=20>

<sup>29</sup> Vancouver Island Real Estate Board 2015 Buyer Profile available at: <http://www.vireb.com/index.php?page=20>

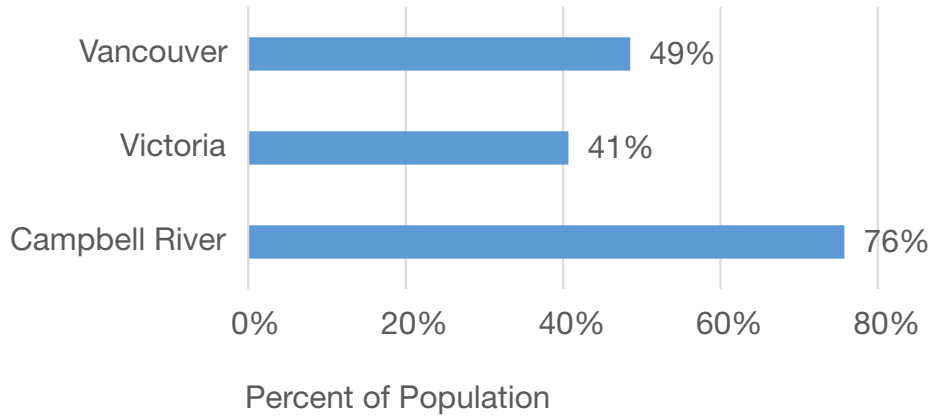
<sup>30</sup> Data from 2011 National Household Survey for Campbell River (CA), City of Vancouver (CY), and City of Victoria (CY)

<sup>31</sup> Data from 2011 National Household Survey for Campbell River (CA)

<sup>32</sup> Vancouver Island Real Estate Board –2015 Buyer Profile available at: <http://www.vireb.com/index.php?page=20>

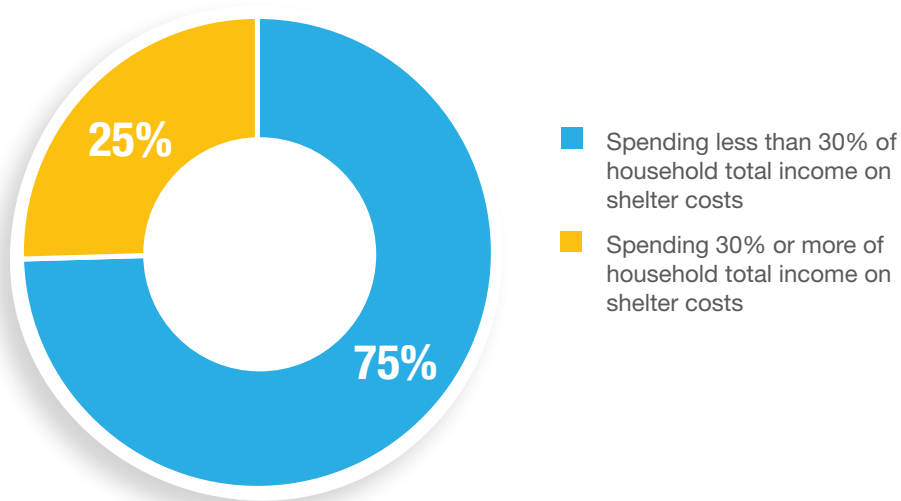
<sup>33</sup> Vancouver Island Real Estate Board – 2015 Annual MLS Sales Summary available at: <http://www.vireb.com/index.php?page=20>

## Home Ownership



Source: Statistics Canada, 2011 National Household Survey

## Housing Affordability in Campbell River



Source: Statistics Canada, 2011 National Household Survey

## 10. Target Industry Sectors

Easy access by air, water and land, combined with excellent infrastructure and a wide range of economic opportunities, all position Campbell River to support growth in a variety of sectors. Known for its innovation in forestry and aquaculture, Campbell River is also host to emerging tech and aerospace sectors.

### *Aerospace*

The aerospace sector in the region has growth potential. The modernized Campbell River Airport (YBL) has a runway to support a variety of aircraft from Cessna 150's up to Boeing 737's and available commercial and industrial land for aviation related industry. The City is also home to companies, such as Sealand Aviation and ASAP Avionics, producing products used in aerospace.

### *Forestry*

Forestry continues to be an influential industry in Campbell River's economy. Undergoing exciting transformations, the forestry sector in Campbell River is dynamic with opportunities for growth in value-added processing and manufacturing. A highly skilled local labour force, representing 6% of those employed Campbell River, combined with a well-established network of infrastructure, leaves Campbell River well-equipped to support existing and future business opportunities.

### *Aquaculture*

Campbell River is a hub for administration of the regional aquaculture sector. Three of the world's leading seafood companies have their North American head offices located in Campbell River – Greig Seafood, Marine Harvest, and Cermaq – and are major employers in the community. With opportunities along the supply chain, aquaculture development continues to play an important role in the diversification and strengthening of the local economy.

### *High Technology and Creative Industries*

Campbell River has an increasingly supportive ecosystem for businesses in the technology sector. A

number of industry organizations, a forward thinking local government, provincial tax incentives, and an unparalleled lifestyle combine to attract entrepreneurs and businesses to the region. Organizations located in Campbell River and working to grow the sector include the Campbell River Creative Industries Council (CIC) and the Vancouver Island North Film Commission (Infilm).

To learn more about the forestry, aquaculture, and technology sectors, please review the individual sector profiles.



