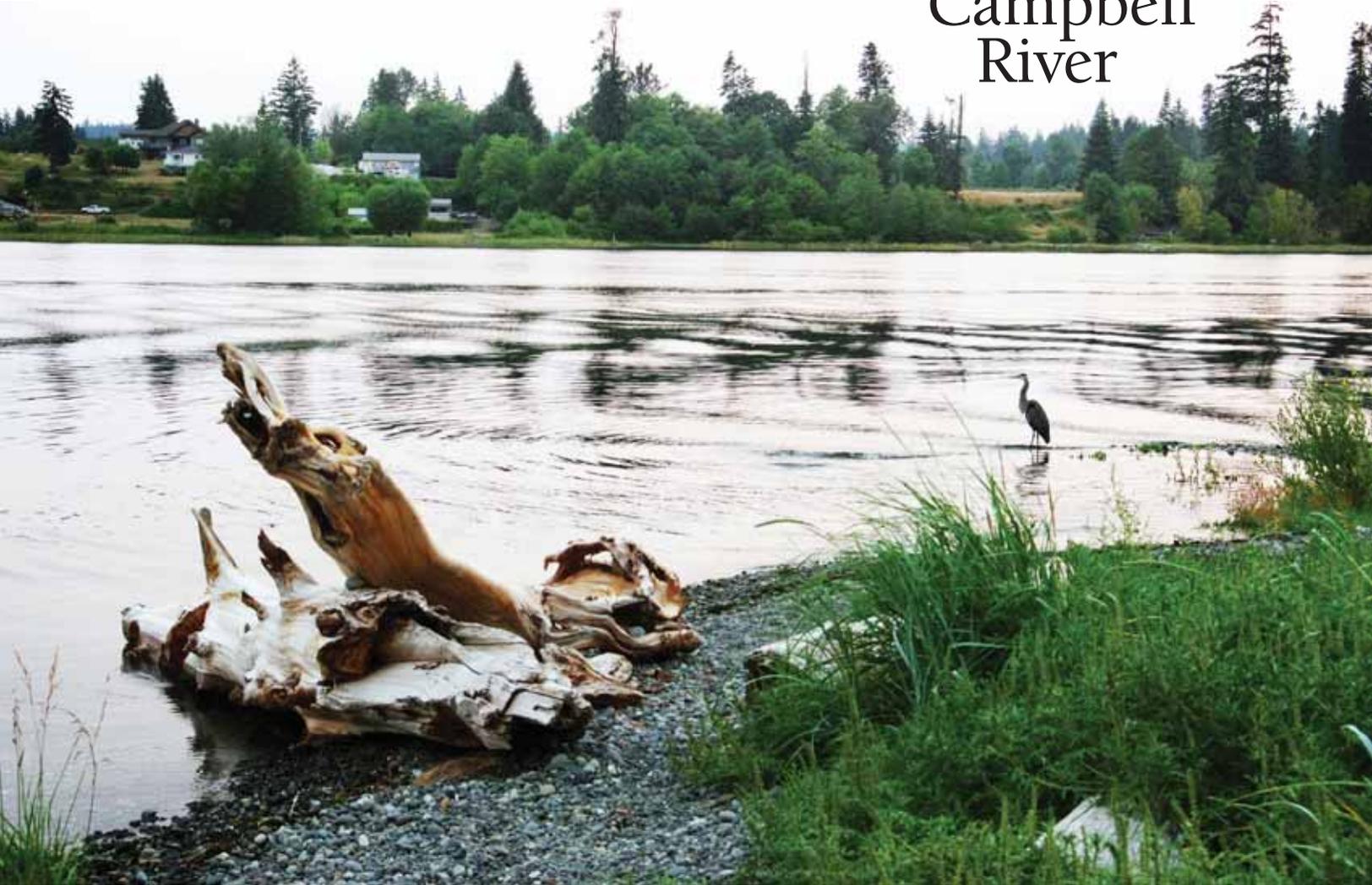




City of
Campbell
River

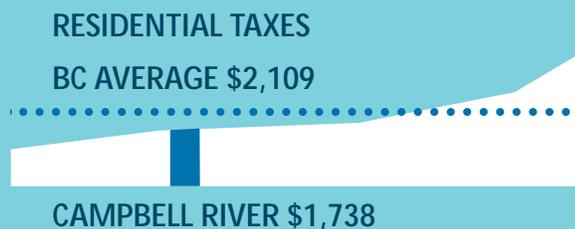


2015 | Annual Report

2015 | by the numbers

The City spent \$14,646,169
on 106 capital projects

Residential and business taxes continue
to be below the provincial average.



200
trees
planted



127,147
recreation
visits

2015 | by the numbers





Many thanks to Still in Motion Media, Strathcona Photography, John Twigg, Tanya Wood (this year's cover photo) and Mark Wunsch for photo contributions.



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Photo courtesy of Strathcona Photography



INTRODUCTION

MESSAGE FROM THE MAYOR

We are proud to offer this report on the progress and successes achieved in 2015, the first of a four-year term for this Council.

Your City Council has endorsed an ambitious strategic plan, built on four comprehensive pillars that guide and capitalize on opportunities to build an even better Campbell River.

Our focus continues on livability, relationships (with other levels of government, First Nations and community partners), the City's management and governance and economic growth.

Dedicated and professional staff are delivering results through a range of City initiatives, which include local government services as well as ongoing strategic programs, including many new capital infrastructure projects.

These services and related improvements are funded through stable, predictable property taxation as well as user fees and senior government grants.

In their BC Municipal Spending Watch 2015, the Canadian Federation of Independent Business recognized Campbell River for a healthy balance of cost for service, saying "Campbell River is the best performing of BC's largest municipalities..."

It is always gratifying to be recognized for our efforts to be fiscally responsible, especially considering the past challenges of transitioning from our dependence on major industry, and the need to provide services once handled by senior governments. To be able to maintain and enhance services and complete large projects is a testament to the resilience of our community. This has been accomplished by continuing to seek efficiencies, and through careful use of limited property tax revenue, user fees, grant and reserve funding, all of which help us minimize taxation.

Financial audits reviewing the City of Campbell River consistently indicate prudent management and good financial controls.

Working together, we pledge to continue our efforts to move Campbell River forward, following principles that celebrate our unique community and benefit the diverse people who live here.

MAYOR
Andy Adams



The City of Campbell River's 2015 Annual Report provides a comprehensive summary of City operations and goals. New this year is a By the Numbers section highlighting key community and local government service level statistics.

The community continued to transform in 2015, with an ongoing building, development and construction boom. The City processed 79 development permit applications and 195 building permits, with a total estimated construction value at \$152 million. Significant development proposals in progress include an upgrade to York Machine Shop, development of a new Hospice facility, a new Steve Marshall Ford site, expansion of the New Horizons care facility, development of North Beach Drive strata and new locations and buildings for Dairy Queen, Discovery Chiropractic, Healthyway Foods and Discovery Laser. Work began on the Toyota dealership expansion as well as upgrades to the government wharf and Discovery Harbour Marina. Also, the \$274.5 million, 95-bed Campbell River Hospital project is on track for an anticipated opening in the summer of 2017, and the \$1.1 billion John Hart generating station replacement project continues to upgrade local hydroelectric operations.

Necessitated by the BC Hydro upgrades, the \$26.2 million water supply project is by far the largest, most complex and critical infrastructure project ever tackled by the City of Campbell River, and phase one was completed on time and on budget in 2015. Another stand-out infrastructure project by the Capital Works team was the installation of Campbell River's first artificial turf field in Robron Park.

The City spent \$14,646,169 on 106 capital projects that improved community infrastructure and service levels.

The City also began planning downtown revitalization initiatives, including event programming and a Refresh Downtown program for streetscape and infrastructure upgrades.

The City's commitment to environmental protection focused on environmentally sensitive areas such as the Campbell River estuary, watercourses, wetlands, wildlife trees (including bald eagle habitat) and the ocean foreshore.

In 2015, the City continued to restore the marine waterfront using green shores techniques, completing 325 metres of soft-shore works using a natural beach slope to prevent shoreline erosion and to restore habitat. Also this year, Council adopted a new Waterfront Acquisition Strategy to ensure open access to the ocean and river for future generations.

The City also completed an invasive plant management and five-year implementation plan and the final phase of the Urban Forest Management Plan.

To reduce waste and divert recyclable material from the landfill, the City continued its partnership with Multi-Material BC and began planning for multi-family recycling programs to be rolled out in 2016.

Energy conservation projects also continued to be implemented at City facilities to reduce greenhouse gas emissions and energy use, working toward our commitment to the BC Climate Action Charter.

Campbell River cares about its most vulnerable citizens, and in 2015 the City actively participated in the Community Health Network and helped fund both upgrades to and operation of the winter homeless shelter program. Land was donated for the new Campbell River Hospice facility, the City offered land for an all-season shelter program for the homeless population, and rezoning began to support a third Habitat for Humanity project.

City of Campbell River | MESSAGE FROM THE CITY MANAGER

The City also values its relationship with the three local First Nations – Wei Wai Kum, We Wai Kai and Homalco – and entered into new protocol agreements for cultural art assets, sewer services, water supply and policing.

Partnering with other local governments, the City and Strathcona Regional District modified their information technology services agreement, and our Parks, Recreation and Culture division facilitated a six-community purchase of new booking software, at a significant cost saving to all communities involved.

With a goal of long-term asset management and predictable taxation, a financial stability and resiliency program was introduced.

The City's economic development corporation, Rivercorp, was wrapped up at the end of 2015, to be replaced by an economic development department within the City for improved accountability and integration with other municipal initiatives.

The City continues to expand its information sharing (introduced Council Meeting Highlights in 2015) and promote the outstanding lifestyle and opportunities in Campbell River, with promotional videos on downtown revitalization and Campbell River Smile this year. In 2015, we received award-winning accolades for Best Gym Award, a Planning Institute of BC award of excellence for the St. Ann's block upgrade, a MarCom award for water communications and top marks in spending control.

At the top, the City Manager position was vacant for much of the year, and the City thanks Ron Neufeld, General Manager of Operations and Deputy City Manager, for taking the helm as acting City Manager from January until September.

I was privileged to join this exceptional team and be part of the exciting changes and progress in Campbell River when I stepped into the role of Chief Administrative Officer on September 14, 2015.



With 2015 hard work and achievements setting the stage, we begin 2016 with a strong foundation of plans and new initiatives, and are going forward into another progressive year for the City of Campbell River.

*Deborah Sargent,
City Manager*

We welcome your feedback on the Annual Report. Please contact us via email at info@campbellriver.ca or write to: City of Campbell River, 301 St. Ann's Road, Campbell River, BC V9W 4C7

For online information about City of Campbell River services, programs and events, please see our website www.campbellriver.ca

Follow us on social media through our Facebook page, YouTube channel and LinkedIn.

City of Campbell River | HIGHLIGHTS & HISTORY



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 50th parallel on the east coast of northern Vancouver Island. We are the third largest city on the island, with a population of 32,000, and the urban service centre and hub community for approximately 60,000 people living and working in our 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 event “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.



City of Campbell River | HIGHLIGHTS & HISTORY

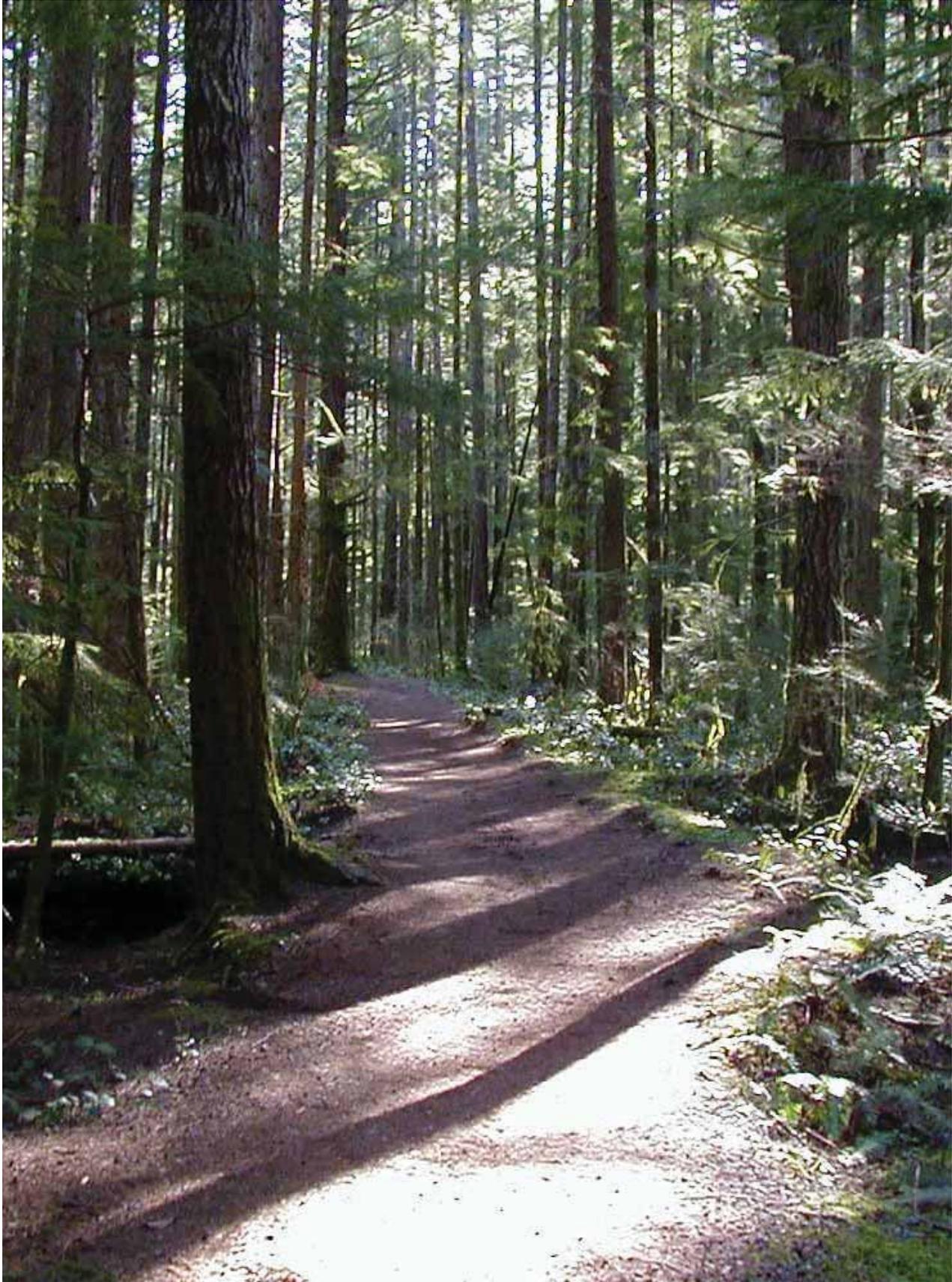


Campbell River's motto "Enriched by Land and Sea" describes the city's spectacular setting and abundant natural resources: the ocean, river, forests and earth that have helped build our community for more than a century.

Campbell River is accessible by land, sea and air and is a base for recreation and industry throughout the North Island and Central Coast. With our rich natural resource background, integrated social services, a number of stewardship firsts, award-winning drinking water quality and a world-class reputation as a tourism destination, the city's economy is set for high levels of investment and even more diversity.

SELECTED CENSUS CHARACTERISTICS	
CAMPBELL RIVER	
CHARACTERISTICS	2011 CENSUS DATA
Total population in private households by citizenship	30,725
Canadian citizens	30,075
Canadian citizens aged under 18	6,135
Canadian citizens aged 18 and over	23,940
Not Canadian citizens	650
Labour Force (15+years)	15,810
Employed	14,365
Unemployed	1,440
Participation rate (ppt.=percentage points)	61.5%
Employment rate	55.9%
Unemployment rate	9.1%
Total Population 25 to 64 years by education	17,220
No certificate, diploma, or degree	2,270
High school certificate or equivalent	5,090
Post-secondary certificate, diploma or degree	9,855
Apprenticeship/trades certificate or diploma	3,015
College, CEGEP or other certificate or diploma	4,140
Certificate or diploma below bachelor level	590
University certificate, diploma or degree	2,100
Bachelor's degree	1,365
Certificate diploma or degree above bachelor	735
Median Income (2010)	28,329
Males	39,201
Females	21,537
Median Family Income of economic families (2010)	69,484
Private Households	13,425
Owned	9,975
Rented	3,450

2011 Census Profiles can be found at:
www12.statcan.gc.ca
 Source: Statistics Canada.
 Notes: statistics are from the 2011 Census
<http://bit.ly/1TSXvbo>





- MAYOR** **Andy Adams**
- COUNCILLOR** **Michele Babchuk**
- COUNCILLOR** **Charlie Cornfield**
- COUNCILLOR** **Colleen Evans**
- COUNCILLOR** **Ron Kerr**
- COUNCILLOR** **Larry Samson**
- COUNCILLOR** **Marlene Wright**

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

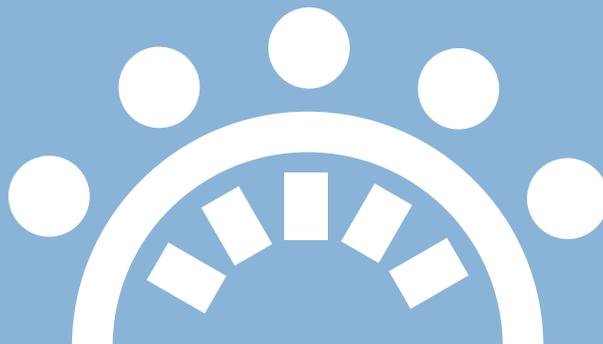
- We will align our internal processes in support of economic health within the community.
- We want a vibrant and prosperous downtown core.
- We support our tourism industry in attracting visitors and business to the city.

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 and others.



COUNCIL STANDING COMMITTEES

Committee of the Whole	All members of Council
Finance Committee	All members of Council

COUNCIL SELECT COMMITTEES

Parcel Tax Roll Review Panel	Councillors Wright, Evans & Cornfield
Governance Review Select Committee	Mayor Adams, Councillors Samson & Kerr

EXTERNAL BOARDS, COMMISSIONS & COMMITTEES:

Strathcona Regional District Board*	Mayor Adams(5), Councillors Cornfield(5), Samson(4) Kerr(4) & Babchuk(4)
Strathcona Regional District Board Alternates**	Councillors Wright & Evans
Comox-Strathcona Regional Hospital District	Mayor Adams, Councillors Cornfield, Samson, Kerr & Babchuk
Comox-Strathcona Regional Solid Waste Board	Mayor Adams, Councillors Cornfield, Samson, Kerr & Babchuk
Strathcona Gardens Commission	Mayor Adams, Councillors Babchuk & Wright
Vancouver Island Regional Library Board	Councillor Kerr
School Board/City Joint Liaison Committee	Councillors Samson, Babchuk & Evans
Community Health Network	Councillors Samson & Kerr

CITY COMMISSIONS & CORPORATIONS:

Advisory Planning & Environment Commission	Councillors Cornfield, Samson & Wright
Community Services, Recreation & Culture Commission	Councillors Evans & Kerr
Campbell River Economic Development Corporation	Mayor Adams, Councillor Evans
Tourism Campbell River & Region (non-voting)	Mayor Adams, Councillor Evans
Campbell River Airport Authority (non-voting)	Councillors Evans & Samson

INTERNAL COMMITTEES AND TASK FORCES (NON-VOTING LIAISON APPOINTMENTS):

Community Partnership Committee	Councillors Babchuk & Wright
Proposed Forestry Task Force	Councillor Cornfield
Proposed Public Waterfront 3.5 Acre Site Task Force	Mayor Adams & Councillors Wright & Evans

EXTERNAL ORGANIZATIONS (NON-VOTING LIAISON APPOINTMENTS):

BC Hydro Liaison Committee	Mayor Adams & Councillor Evans
Campbell River Creative Industries Council	Councillor Evans
Campbell River Twinning Society	Councillor Babchuk
Campbellton Neighbourhood Association	Councillor Kerr
Campbell River & District Chamber of Commerce	Councillor Wright
Community Homelessness Liaison	Councillors Kerr & Wright
Heart of the City Business Improvement Organization	Councillor Wright
Mid Island Forest Lands Advisory Group (MIFLAG)	Councillor Cornfield
Pier Street Business Organization	Councillor Wright
Success by 6 Community Council of Partners	Councillor Babchuk
Willow Point Business Improvement Organization	Councillor Samson

COUNCILLORS' PORTFOLIOS:

Community Planning, Parks & Recreation & Environment	Councillor Wright
Culture, Heritage & First Nations	Councillor Kerr
Economic Development & Tourism	Councillor Evans
Finance	Mayor Adams
Public Safety	Councillor Cornfield
Public Works, Transportation & Seniors	Councillor Samson
School Board/City Liaison & Youth	Councillor Babchuk

*number in brackets () indicates number of votes
 ** Alternates will serve on a rotating basis



CORPORATE MISSION STATEMENT

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.

CORPORATE VISION STATEMENT

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

CORPORATE 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 is 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.



"2015 was an exciting
time of change and
progress."

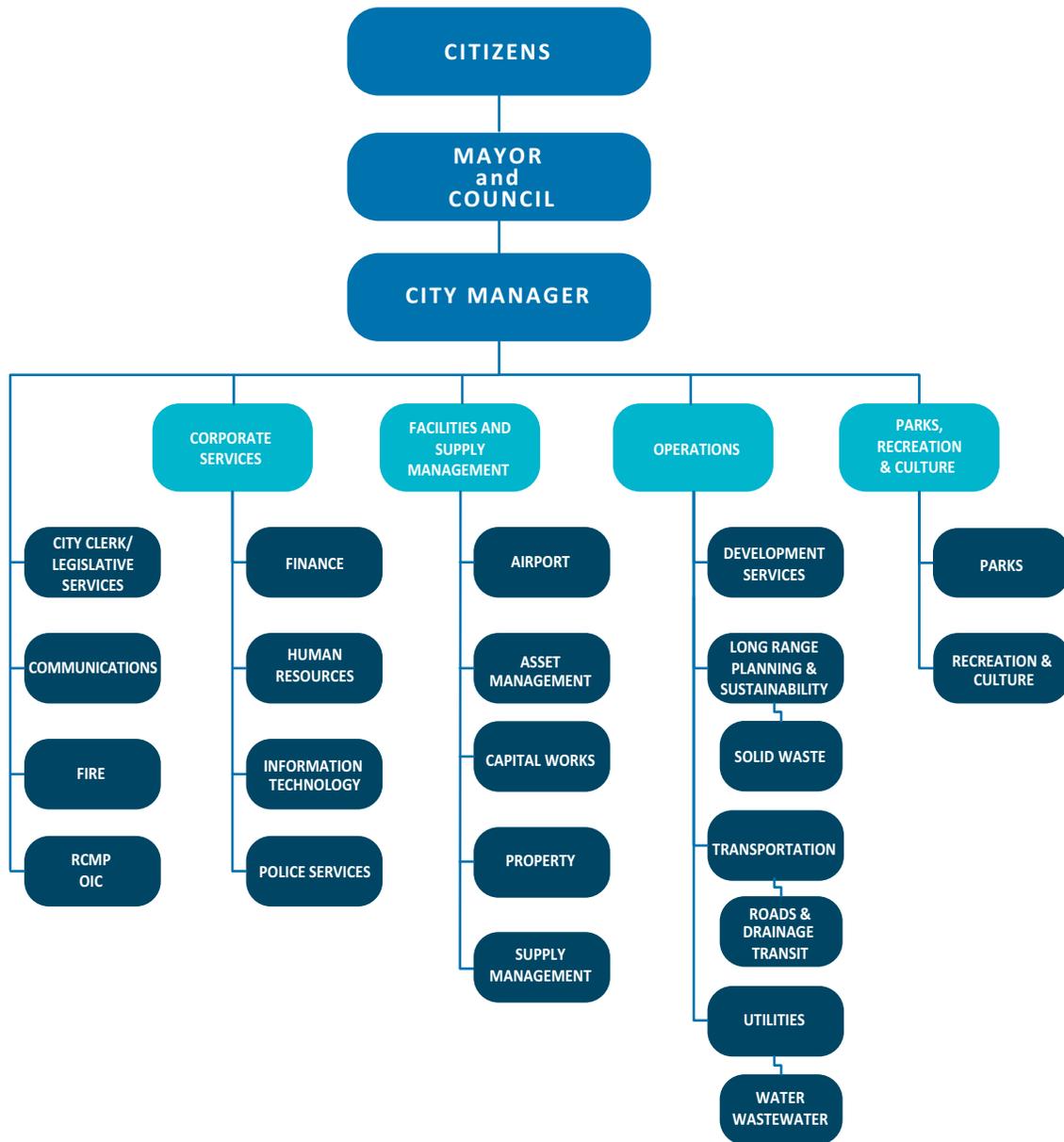
*City Manager
Deborah Sargent*

Lisa Gentry, Executive Assistant and Christy Neill,
Legislative Services Administrative Assistant



DEPARTMENTAL REVIEWS

ORGANIZATION CHART





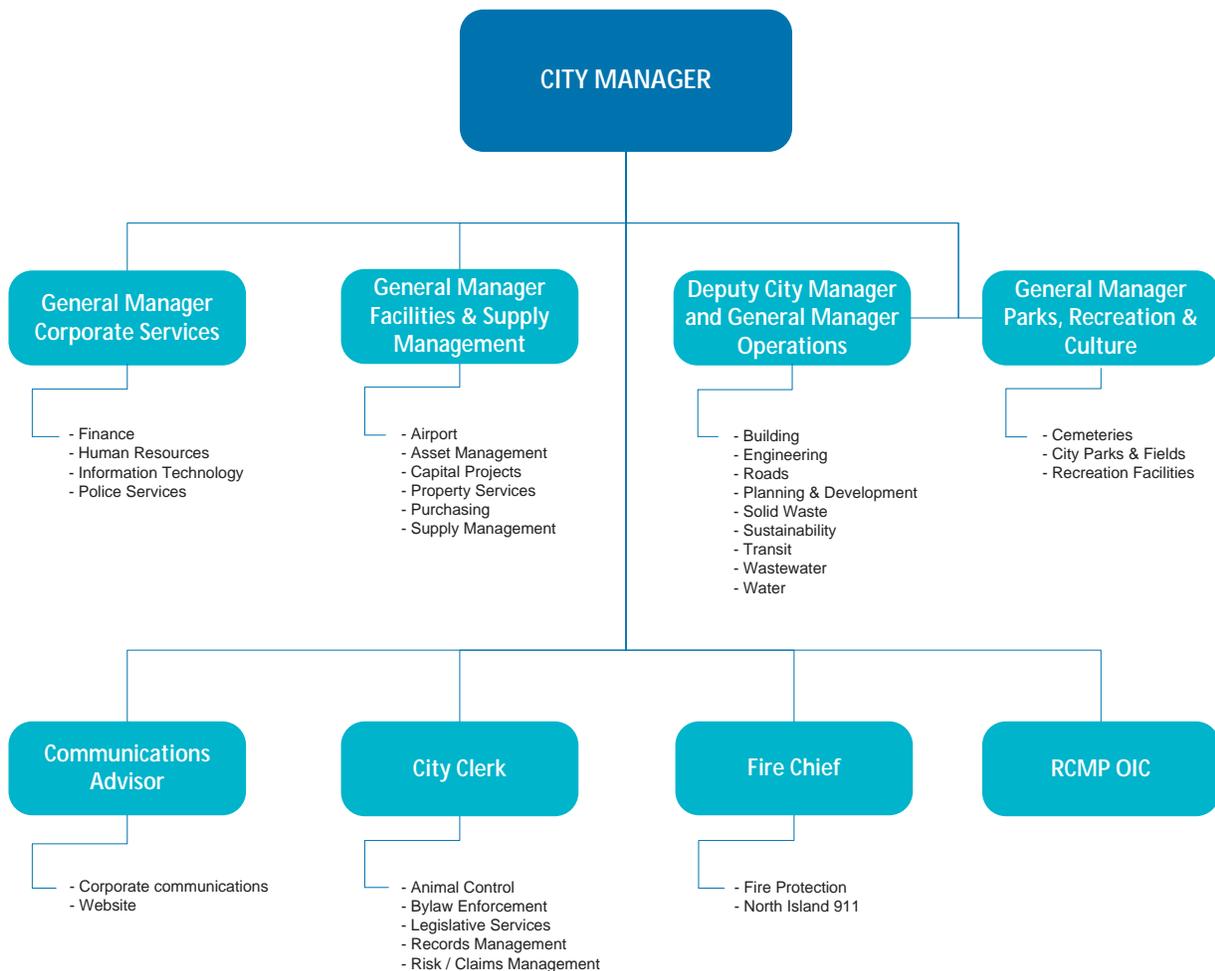
DEPARTMENT HEADS

City Manager (Chief Administrative Officer).....	Deborah Sargent
Deputy City Manager and General Manager, Operations.....	Ron Neufeld
General Manager, Corporate Services.....	Ron Bowles
General Manager, Facilities and Supply Management.....	Dave Morris
General Manager, Parks, Recreation and Culture.....	Ross Milnthorp
City Clerk.....	Peter Wipper
Fire Chief.....	Ian Baikie
RCMP Inspector.....	Jeff Preston
Airport Manager.....	Tyler Masee
Asset Management Supervisor.....	Jason Decksheimer
Capital Works Manager.....	Jason Hartley
Communications Advisor.....	Julie Douglas
Community Planning and Development Services Manager.....	Amber Zirnhelt
Finance Manager.....	Myriah Foort
Human Resources Manager.....	Colleen Tillapaugh
Information Technology Manager.....	Warren Kalyn
Parks Operations Supervisor.....	Grant Parker
Property Manager.....	Elle Brovold
Recreation and Culture Manager.....	Lynn Wark
RCMP Municipal Manager.....	Carrie Jacobs
Transportation Manager.....	Drew Hadfield
Utilities Manager.....	Jennifer Peters



The City Manager assists Council in establishing its strategic direction for the City, promotes Council team-building and acts as the liaison for the Mayor. The City Manager also provides recommendations to Council that reflect 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.



LEGISLATIVE SERVICES & BYLAW ENFORCEMENT

Legislative Services serves as the communication hub between Council, its advisory bodies, staff and the public. 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. Bylaw Enforcement is responsible for administering and enforcing the City's regulatory bylaws, including management of the animal control and parking enforcement contracts.

LEGISLATIVE SERVICES

- 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

BYLAW ENFORCEMENT/ ANIMAL CONTROL

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

RISK CLAIMS MANAGEMENT

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

2015 HIGHLIGHTS LEGISLATIVE SERVICES

- Implement paperless agendas for senior management and council
- Council & Commission meetings held: 55
- Bylaws and amendment bylaws: 29
- Assisted various departments with the preparation of bylaws and legal agreements
- Completed a Privacy audit

2016-2017 OBJECTIVES LEGISLATIVE SERVICES

- Assist the Mayor's office with the creation and support of a Forestry Task Force and Waterfront Task Force
- Implement Council policy and procedures
- Continue with the goal of centralizing the City's agreements to Legislative Services
- Work with VILGMA to host their 2016 annual convention in Campbell River
- Work with AVICC to host their 2017 annual convention in Campbell River
- Implement recommendations for the City's corporate records management review as funding permits
- Implement recommendations of Privacy Assessment as funding permits



Pat Patterson, Bylaw Officer

2015 HIGHLIGHTS

BYLAW/ANIMAL CONTROL

- Hired a second full time bylaw officer
- Updated Public Nuisance Bylaw re: Graffiti on waste receptacles
- Updated Ticketing Bylaw
- Updated Animal Control Bylaw – Service Dog License exempt
- Updated Firearms bylaw – new map
- Robbins Parking to administer parking violation notices around the hospital
- Implemented property-based filing system
- Updated Traffic Bylaw Violation Notices

2016-2017 OBJECTIVES

BYLAW/ANIMAL CONTROL

- Ongoing revision improvements to regulatory bylaws
- Adopt Community Standards Procedure Bylaw regarding acceptable behaviour in City facilities
- Traffic & Highway Update (more than 14 recommendations to Transportation Dept)
- Adopt Vacant Building Bylaw Regulation
- Adopt Water Wasting provision
- Adopt Camping Regulation Bylaw
- Adopt new odour regulations in the Public Nuisance Bylaw

COMMUNICATIONS

This department is responsible for corporate communications initiatives including news releases, website and social media postings, advertising, citizen surveys, branding and in-house communications training and ensuring that information is distributed to employees and community members, using multiple methods, to promote positive working relationships.

Working with other City departments, Communications helps research, plan and develop materials to provide clear, consistent and complete information about City programs, events and initiatives as well as the local government decision-making process. The goal: to share information with Campbell River citizens – and to encourage valuable feedback to help improve City services.

2015 HIGHLIGHTS

- Campbell River Smile video
- Downtown Revitalization video
- City Currents posted on website
- Social Media Policy Training
- Launched Council Meeting Highlights
- Annual Report template refresh



2016-2017 OBJECTIVES

- 2016 citizen satisfaction survey
- Crisis Communications team training
- Community service video and program development
- City scorecard to track service levels
- E-newsletter for community
- Outreach and information sharing through screens in facilities and on-hold messages
- Review and update advertising policy

FIRE

The Fire Department strives to deliver quality services in a fiscally-responsible manner to citizens of Campbell River and under contract with the three local First Nation communities and Area D south of Campbell River in the Strathcona Regional District. Service delivery is supported through a well-established safety and training program.

SERVICES PROVIDED:

Fire suppression; vehicle extrication; hazardous material response; environmental protection; confined space rescue; technical high angle rope rescue including tower crane rescue; structural collapse rescue; pre-hospital medical emergency care; fire inspections of multi-residential, public assembly, industrial and commercial properties; promotion of compliance to the provincial Fire and Building codes and local municipal Bylaws; public education and awareness; dispatching of 50 fire departments through a cost-sharing contract with the North Island 911 Corporation.

2015 HIGHLIGHTS

- Long Service Awards presented: one 35 years of service, four 30 years of service, and one 25 years of service
- New 100-foot tower truck final inspection complete, awaiting delivery
- Fire Service Review consultation with Council and commissions
- Upgrades to vehicle exhaust extraction system at No. 1 and No. 2 fire halls
- Airport training centre upgraded at with new exterior stairs
- Awarded BC Hydro Community Safety Award for Training in Emergency Management and Incident Command
- Eight career firefighters certified for technical high angle tower crane rescue



Auxillary Firefighter Graduation Ceremony

2015 HIGHLIGHTS (CONTINUED)

- Eight auxiliary firefighters trained for hazmat operations by the International Association of Firefighters
- Fleet Vehicle Preventative Maintenance Program implemented
- 12 auxiliary firefighters recruited
- Three auxiliary firefighters completed Basic Firefighter training
- Nine auxiliary firefighters completed NFPA 1001 Firefighter Level I training
- Seven auxiliary firefighters completed NFPA 1001 Firefighter Level II training
- Five auxiliary firefighters certified to NFPA 1002 Standard for Fire Apparatus Driver/ Operator
- Hosted Situational Leadership training with Dr. Gordon MacIntosh
- 15 firefighters completed shore-based swiftwater rescue training
- Participated in the Upper Island Safety Conference: facilitated workshop on Fire – Realities at Work and fire extinguisher training
- Fire extinguisher training provided to more than 50 workers with the John Hart BC Hydro project.
- High angle rescue agreement in place for BC Hydro surge tower repairs
- Confined space rescue agreement in place for water supply project contractor
- Fire records management system implemented for go live January 1, 2016
- North Island 911 upgraded dispatch workstations to improve ergonomics, replacing 20-year old workstations
- Fire Department annual open house rescheduled from fall to spring, aligning with Emergency Preparedness Week, resulting in improved attendance

2016-2017 OBJECTIVES

- Council receipt of Fire Services Review, and begin addressing strategic issues identified
- Identify property for relocation of No. 1 Fire Hall
- New 100-foot tower truck to be put in service, with training video for operation
- All 2015 auxiliary recruits complete NFPA 1001 Firefighter Level II certification by June 2016
- Update Fire Services Bylaw
- Complete RFP for new fire engine for delivery in Q2 2017
- Complete Refurbish of 1993 75-foot ladder truck

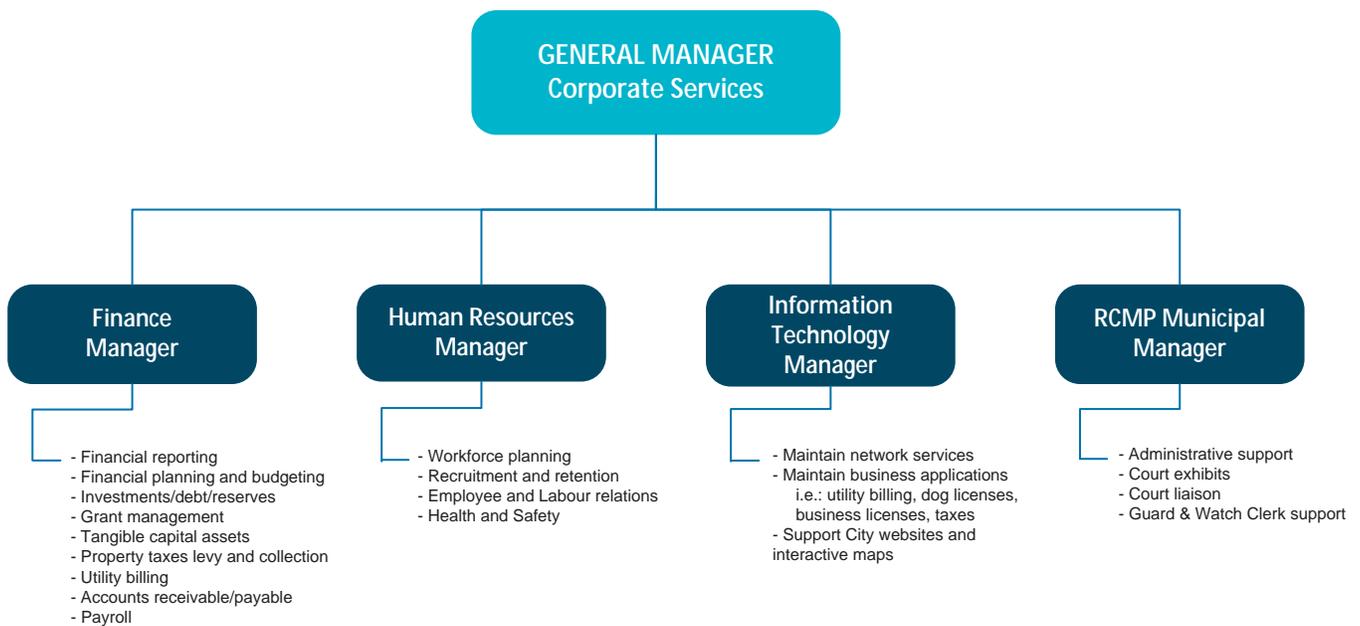
2015 BY THE NUMBERS	
TOTAL NUMBER OF INCIDENTS	3,004
VALUE AT RISK	\$33,296,500
VALUE LOSS	\$1,511,000
VALUE SAVED	\$31,785,500
COMMUNITY FIRE INSURANCE AND PROTECTION COSTS	\$9,322,896
SAVINGS TO COMMUNITY	\$15,179,530
AVOIDED COST WITH FIRE PROTECTION	\$5,856,634
COST BENEFIT FOR EVERY \$ SPENT	\$1.63



DEPARTMENTAL REVIEW

| CORPORATE SERVICES

Departments in the Corporate Services division are primarily responsible for internal support systems that help all City departments deliver services to the community.



FINANCE

The core services provided by the Finance department are:

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

- Implemented business cases for key capital projects and presented to Council during the pre-budget workshops
- Quarterly financial reporting provided to Council including the newly implemented capital project status listing
- Regular monthly reporting to management of departmental financial statements with actual-to-budget figures
- Oversaw reporting requirements for 22 grants
- 603 taxpayers registered for preauthorized automatic withdrawal system for payment of property taxes, up from 383 in 2014
- Implemented electronic funds transfer payment system for vendors, 267 registered users in 2015

2015 HIGHLIGHTS

- Presented the 2016 financial plan to Council in December 2015 which provided management with approved budget to start the 2016 year; ensuring work plan and delivery of projects in a timely manner
- Developed the Financial Stability and Resiliency Program as the long-term financial planning model for the City
- Moved to long-term financial planning by delivering a 10-year financial plan to Council; a five-year plan is the legislated requirement
- Implemented pre-budget workshops to facilitate the financial planning process, with two workshops held in November 2015
- Developed budget parameters for the financial planning process which provides stable funding to maintain base services, enhance service levels and invest in infrastructure
- Developed and completed a comprehensive reserve policy; restructured reserves to streamline and provide stable funding for infrastructure and unanticipated events

2016-2017 OBJECTIVES

- Develop a comprehensive debt policy that considers type and scope of assets for borrowing, as well as the amount of debt servicing and debt levels the City will take on
- Develop a comprehensive grant policy to provide clarity and direction on grants provided to external organizations
- Review the existing investment policy to ensure that it follows the City's long-term financial stability and resiliency program
- Complete comprehensive financial risk matrix
- Streamline reporting to Council by integrating quarterly financial reporting with strategic task reporting
- Develop key performance indicators for the department that provide value-added information to Council and the public
- Continue developing the use of business cases in the financial planning process to ensure all alternatives are considered and limited resources are invested in key projects
- Review implementation of a storm drain utility, including review and collection of sewer, water and garbage user fees

- Outreach and training with City departments for cash handling procedures
- Implement process manuals for finance operations including utilities, accounts receivable, accounts payable and payroll
- Improve and streamline the Finance section of the external and internal City websites to enhance accessibility of pertinent information for users
- Continue to streamline and improve the general ledger structure to enhance and improve financial reporting
- Actively participate and assist with asset management planning and strategy formulation
- Actively participate and assist with the new key performance indicator and performance measurement reporting model for the City

HUMAN RESOURCES

This department is responsible for providing a variety of services, including:

- Workforce planning, including staffing and recruitment, to meet current and anticipated workforce needs
- Maintaining effective relationships between the organization and its employees, including the collective bargaining process and union relations
- Ensuring competitive alignment and internal equity of employee benefits and compensation
- Facilitation of training and development opportunities to meet current and future organization needs
- Continuous focus on health and safety, including ability management



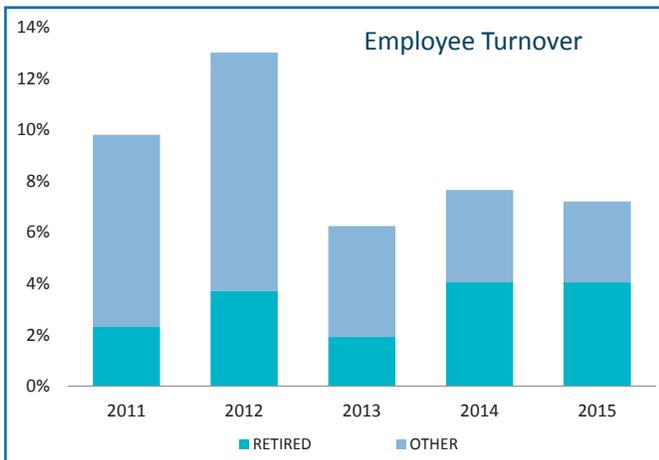
Members of City of Campbell River's Finance Department

2015 HIGHLIGHTS

- Workforce planning efforts resulted in filling vacancies with 46 internal placements and 16 new permanent staff, in addition to auxiliary and seasonal hiring. Several key positions were filled including a new City Manager.
- Increased focus on performance management to establish employees' work objectives and contributions to the organization.
- Continued to foster a respectful and safe work environment where employees are treated with courtesy, dignity and fairness, and related issues or concerns are promptly and thoroughly addressed

2016-2017 OBJECTIVES

- Primary focus on strategic management including the development of a Corporate HR Strategic Plan
- Collaborate actively with all City departments to optimize organizational structure and performance
- Focus on talent management, retention and hiring for future
- Successfully negotiate renewal of IAFF collective agreement (expires Dec. 31, 2015)
- Continue to enhance workplace health and safety program, using Certification of Recognition (COR) framework and implementation of audit recommendations



Attention to accident prevention, helping people stay at work, and helping people get back to work made a significant difference in improving lost time injury severity results. In 2015, there was an average of 12 lost time days per incident; the previous five-year average (2010 to 2014) was 62 days lost per incident each year.

INFORMATION TECHNOLOGY

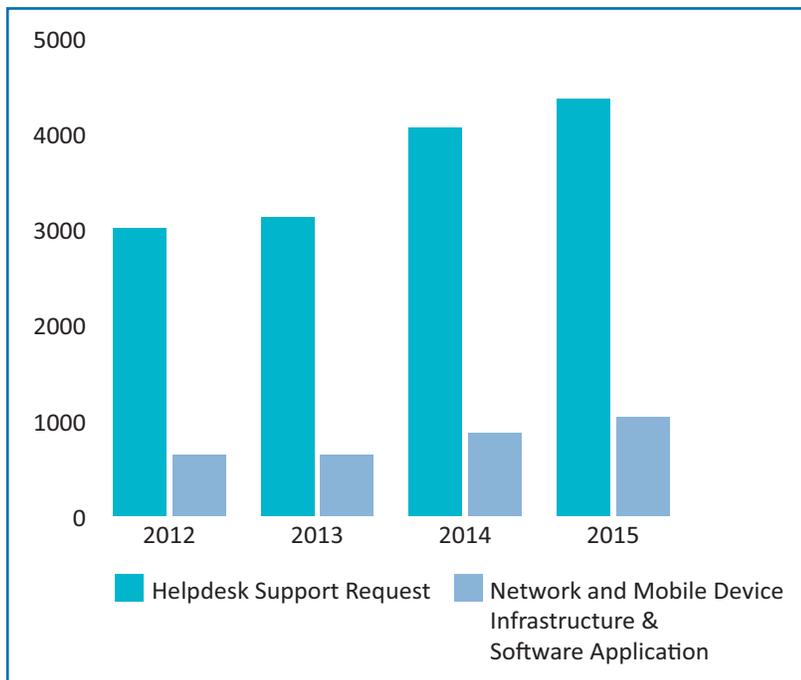
This department delivers the following services to the City and citizens of Campbell River:

- Provides strategic planning and coordination for all City of Campbell River technology initiatives
- Keeps all network services operational so staff can communicate internally and with residents
- Keeps the major business applications operational to meet City's requirements
- Keeps current with new technology, implements enhancements to support efficiency and cost-reduction
- Supports City websites, mobile and cloud-based business requirements
- Supports all geographical information system requirements including interactive maps and applications
- The department also provides technology support for the Strathcona Regional District.

2015 HIGHLIGHTS

- Replaced internet gateway and security infrastructure
- Implemented new phone system at Sportsplex
- Expanded virtualization of server environment
- Relocated Water department to former BC Hydro building
- Completed Mobility Request for Proposal
- Completed CLASS replacement RFP; selected vendor Perfect Mind
- Implemented Mobile Device Management solution
- Implemented Council paperless agendas
- Completed implementation of Human Resources Information System (InfoHR)
- Implemented new Tempest Business Licensing module
- Completed Public Sector Accounting Board statement of assets
- Completed documentation of Standard Operating Procedures for all GIS Functions
- Established Data Sharing Policy
- Acquisition of LIDAR Data for the urban containment boundary
- Acquisition of 30cm 2014 airphotos for larger municipal boundary extension
- Implemented Parks Finder mobile application
- Implemented mobile Sidewalk/Sign Inspections application
- GIS managed more than 90,000 records in asset management system.
- Technology support requests exceeded 4,000.

Total Annual Support Requests



2016-2017 OBJECTIVES

- Complete business case for Municipal Broadband Network
- Renew SRD technical support agreement
- Implement desktop virtualization
- Complete Microsoft licensing renewal
- Complete security audit of City network
- Expand city public WIFI to select City facilities
- Complete City Sharepoint intranet upgrade
- Create 3D water model interactive webmap of downtown core area
- Enact 2016 evergreen replacement plan for plotters and network/workstation hardware.
- Upgrade Dogwood Operations Centre phone system
- Increase the number of public facing webmaps and added more layers of data (information) to existing webmaps to meet increased requests for information:
 - Add an Airphoto History Webmap
 - Add a Park Finder Webmap
 - Add a 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)
- Increase our GIS Infrastructure from a single server to two servers to support growing needs and increase data
- Implement catalogue to allow public download of GIS base data (parcels and roads)



Alistair McGeachy, IT Client Support Analyst

POLICE SERVICES

Policing and protective services address crimes related to substance abuse, property, and traffic law enforcement, as well as crime reduction strategies and initiatives. Services include, but are not limited to:

- Community Policing
- Victim Services
- Restorative Justice Program
- Crime Stoppers
- First Nations Policing
- School Liaison
- Summer Bike Patrol
- D.A.R.E. Program
- Citizens on Patrol
- Auxiliary Constable Program
- Crime-Free Multi-Housing Program
- Community Response Unit (CRU)

2015 OBJECTIVES

Alignment of crime analysis forecasting with Detachment priorities to proactively reduce calls for service.

2015 HIGHLIGHTS

- Crime reduction initiatives: targeting priority offenders; prohibited/suspended drivers; crime hot spots; organized crime
- Successfully pursued the civil forfeiture of property believed to represent the proceeds of crime and other unlawful activity
- The Police Services department provides administrative support to RCMP policing operations. Figures 1, 2 and 3 respectively depict the monthly and annual file count for the last five years, as well as the average number of files processed directly by FTE administrative support staff per year.



Figure 1: Monthly File Count

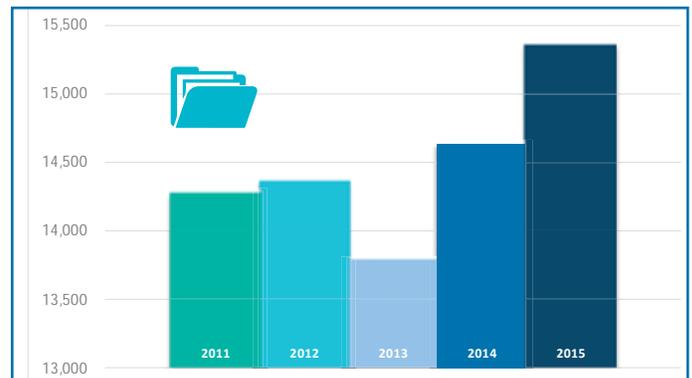


Figure 2: Annual File Count

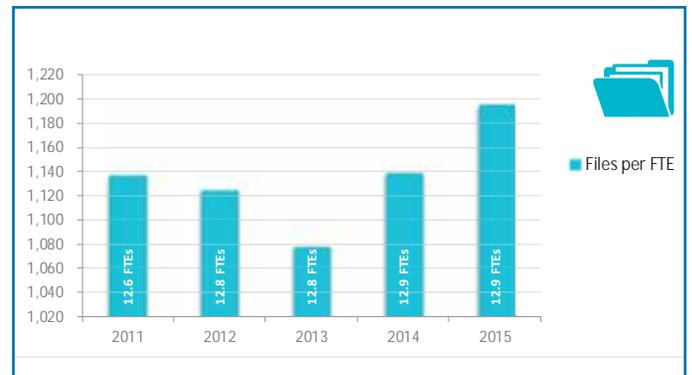


Figure 3: Average Files Processed Annually per Administrative Full-time Equivalent

- In 2015, the department experienced an eight per cent decrease in Police Information Check applications from the previous year (Figure 4), of which four per cent were employment applications and 11 per cent were volunteer applications.
- While Police Information Check applications decreased, the department experienced a 13 per cent increase in civil fingerprint submissions from the previous year (Figure 5), due in part to vulnerable sector checks conducted by the Ministry of Justice Criminal Records Review Program.
- Of the 219 employment and 97 volunteer fingerprints submitted for 2015, 280 or 90 per cent were required as a result of a vulnerable sector match (Figure 6). This figure includes all of the volunteer fingerprints and a portion of the employment fingerprints.
- The City of Campbell River funds a temporary lock-up facility in the Campbell River RCMP detachment. There are 1.7 FTE facility services staff that are responsible for maintaining and cleaning the detachment including the lock-up facility, which runs 24 hours per day, seven days per week.
- Figure 7 represents the annual five-year prisoner count showing a breakdown of municipal, provincial and federal prisoners. Figure 8 shows the monthly prisoner count for the past five years. The City recovered \$176,388 in 2015 for the keep of provincial prisoners in the Campbell River lock-up facility.

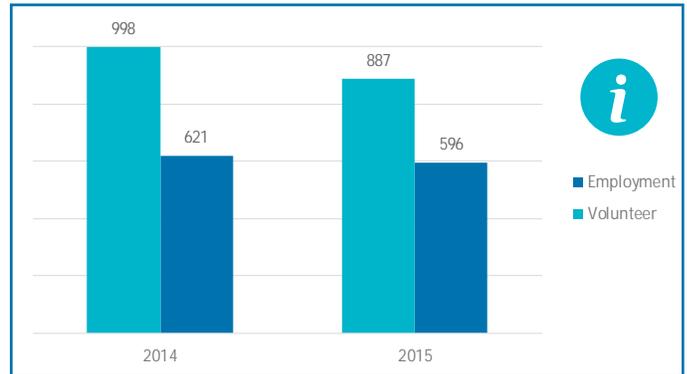


Figure 4: Annual Police Information Checks

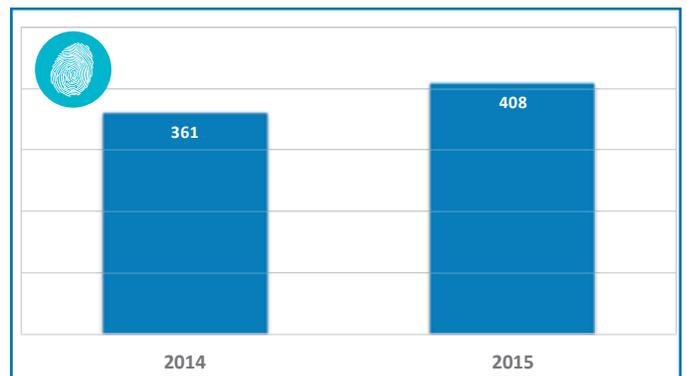


Figure 5: Annual Civil Fingerprints

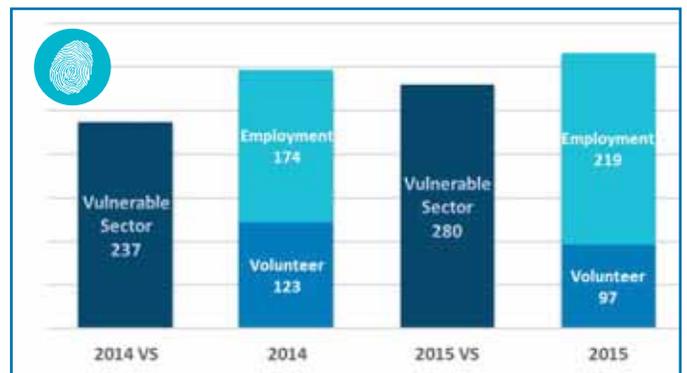


Figure 6: Ratio of Employment/Volunteer Fingerprints that are Vulnerable Sector (for example working with children, the elderly and people with disabilities)

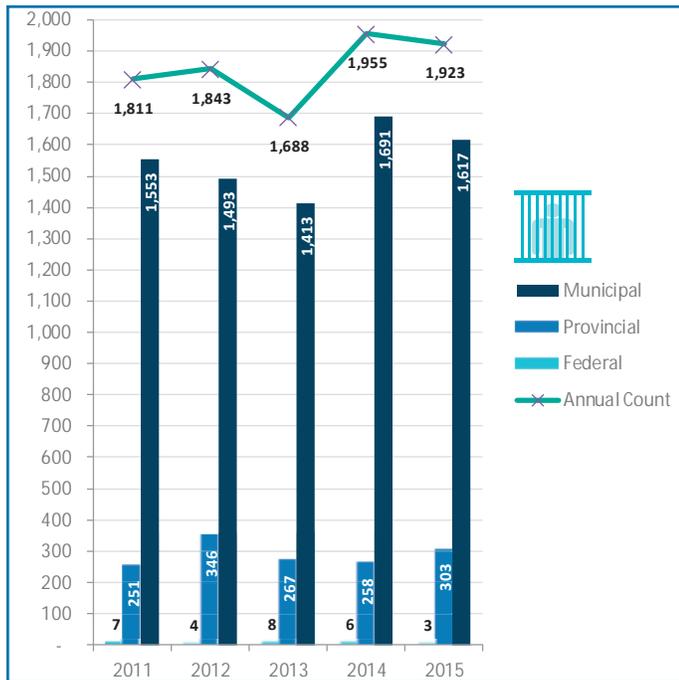


Figure 7: Annual Prisoner Count

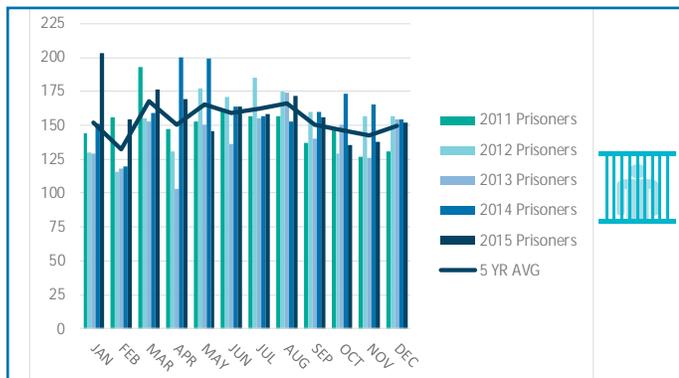


Figure 8: Monthly Prisoner Count

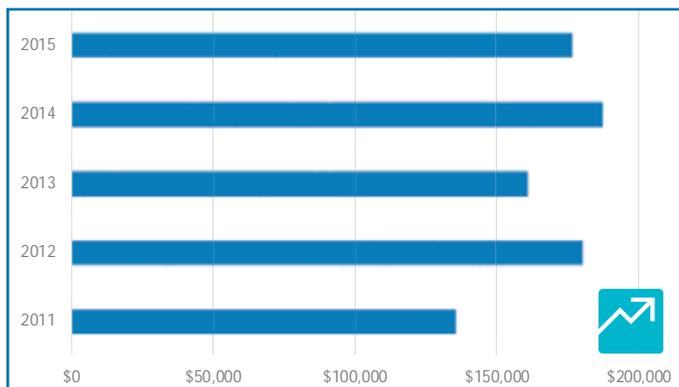


Figure 9: Keep of Prisoners Revenue

2016-2017 OBJECTIVES

- **Police/Community Relations:** The RCMP is committed to continue to be active within the community by participating in as many events as possible.
- **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.
- **Traffic Enforcement:** The RCMP is committed to making our roads safer by focusing on distracted driving as well as impaired driving throughout Campbell River.
- **First Nations 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 downtown core of Campbell River. The RCMP will also try to decrease the number of incidents of Cause Disturbance/ Drunk in a Public Place through a number of initiatives, including foot and bike patrols.
- **Civil forfeiture of property** believed to represent the proceeds of crime and other unlawful activity
- **Continued Crime Reduction Strategies** and crime analysis forecasting to proactively reduce calls for service



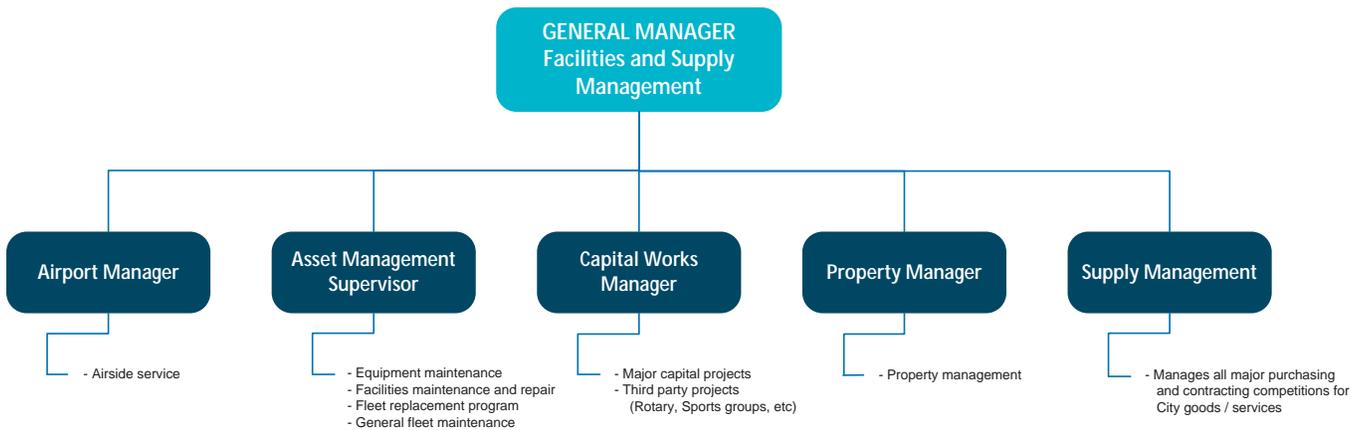


DEPARTMENTAL REVIEW

FACILITIES & SUPPLY MANAGEMENT

The Facilities and Supply Management Division works closely with all City departments and building tenants.

- Campbell River's YBL is a safe and cost-effective airport.
- Asset Management manages the City's facilities and fleet.
- Capital Works handles all major projects.
- Property Services manages real estate transactions and civic properties.
- Supply Management manages all major purchasing and contracting competitions for City goods and services.



AIRPORT

The Campbell River Airport is governed by a City Council appointed Airport Authority. The Airport Authority has implemented a governance policy framework that sets out the guiding principles for the operation of the airport.

The Campbell River Airport Authority 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 5:30 a.m. to 11 p.m. daily, and are responsible for ensuring the airport operates in compliance with Canadian Aviation Regulations.



SERVICES INCLUDE:

Runway maintenance

- Snow and ice control
- Pavement sweeping, painting and edging
- Runway lighting
- Wildlife control

Field maintenance

- Mowing
- Ditch maintenance
- Drainage management

Safety and Security

- Security for commercial apron, airside lands
- Field checks

Airport Buildings

- Terminal building
- Airport administration and maintenance shops

2015 HIGHLIGHTS

- Completed new low visibility lighting system for aircraft
- Promoted expanded passenger services
- Reviewed opportunity for increased charter flights
- Continued to actively market the YBL advantage
- Installed fibre internet service to airport
- Prepared aviation fuel facility request for proposal
- Presented Master Plan

2016-2017 OBJECTIVES

- Master Plan adoption by Council
- Public parking lot plan approval
- Purchase new Pat Parking machine
- Service Airport users with high speed internet
- Install Airport location sign at Inland Island Highway and Jubilee Parkway junction
- Issue aviation fuel facility request for proposal
- Prepare Master Plan



ASSET MANAGEMENT

This department ensures City facilities and fleet vehicle assets are managed and maintained in a safe, efficient, cost-effective and sustainable manner. The department is also responsible for centralized Stores inventory and central operations dispatch out of the Dogwood Operations Centre.

CITY FACILITIES INCLUDE:

- City Hall
- Centennial Building (Art Gallery, Visitor Info Centre)
- Centennial Pool
- Community Centre
- Cultural Buildings
- Discovery Pier
- Dogwood Operations Centre
- Enterprise Centre
- Fire Halls No. 1 & 2
- Maritime Heritage Centre
- Museum
- Parks Outbuildings
- RCMP Building
- Pound
- Sportsplex
- Sybil Andrews Cottage
- Tidemark Theatre

The City's Stores operation stocks approximately 1600 SKUs (stock keeping units) at an approximate value of \$250,000.

2015 HIGHLIGHTS

- Undertook a number of capital projects including heating and cooling systems at the Museum and RCMP building, a modernization and legislated upgrade to the surveillance system at the RCMP building, and the construction of a new shelter to safely store winter aggregate materials
- Installed emergency back-up power generation at City Hall, the Sportsplex, and the Community Centre, improving the City's ability to provide emergency support and response services during a community emergency or natural disaster
- Undertook energy efficiency initiatives at a number of facilities, including major lighting upgrades at the Community Centre and Maritime Heritage Centre
- Implemented a GPS tracking system for the City's municipal fleet, improving response times and the safety of staff who routinely work alone or in isolation
- Took over management of Airport fleet maintenance



Jason Decksheimer, Asset Management Supervisor



JJ Limoges, Fleet Services Coordinator

2016-2017 OBJECTIVES

- Work with a variety of City departments to develop long-term asset management strategy for physical assets including all City facilities and fleet vehicles/equipment
- Undertake engineering condition assessments of major components of all City facilities
- Undertake a long-range facilities plan, examining the space and operating requirements for all City departments
- Undertake an assessment of fall safety requirements for work at heights on all City facilities
- Undertake a number of capital projects, including major refurbishment of Discovery Pier, construction of a replacement viewing platform in Dick Murphy Park and conceptual design of City Hall council chambers
- Replace eight fleet vehicles and acquire six new vehicles for municipal/airport fleets

The City's fleet consists of approximately 110 pieces of rolling stock (General Fleet – 74, Airport – 20, Fire Dept – 16) as well as approximately 100 additional pieces of auxiliary equipment, trailers, small engines, pumps, tow-behind equipment and small tools.

CAPITAL WORKS

This 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 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.

TASKS CAN 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 is 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, 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 the City's operational departments, including updating and maintaining all base mapping information with project digital records. This department also supports the procurement process with heavy reliance on reviewing contract and procurement terms for other areas of the organization to ensure compliance and best practices.

2015 HIGHLIGHTS

City Water Supply Project – Phase 1

- Construction completed on time, under budget

City Water Supply Project – Phase 2

- Value engineering identified significant cost savings for BC Hydro
- Project scope adjusted with City work expanded and overall enhanced City facilities
- Regulatory approvals process successfully completed
- Design completed for raw water lake intake

NWEC upgrade – Phase 2

- Design completed for WAS pumping, headworks, screening, septage receiving, aeration piping, bio-filter roof replacement.
- Construction contract tendered and awarded

Highway 28 Water Service Renewal

- General contractor sourced and selected
- Construction completed on time, on budget
- Watermain integrity improved

Robron Park Artificial Turf Field

- General contractor, sport lighting, turf supply contracts awarded
- Construction completed on time, on budget



City Water Supply Project

City of Campbell River | FACILITIES & SUPPLY MANAGEMENT

Airport Airfield Electrical Rehabilitation

- Construction completed on time, on budget

Water Treatment Facility Project

- Complete design, build construction
- Project plan adjusted to coincide with City Water System project
- Design completed to 95 per cent
- OSHG Equipment RFP completed and secured

Lift Station 11

- Design completed
- Construction contract awarded

2016-2017 OBJECTIVES

Complete design and construction for:

- Campbell River Water Supply Phase 2, lake intake and pump station treatment building
- Campbell River Water Supply, fully commission new system
- North Campbell River Water System, design and construct necessary improvements
- Complete construction of NWECC Phase 2 Improvements
- Lift Station No.11 pumping improvements
- Lift Stations generator project
- Maritime Heritage Centre sewer system improvements
- Airport highway signage
- Cedar Street watermain replacement project
- Sewermain cast-in-place pipe renewal
- Robert Ostler Park redevelopment



Mayor Andy Adams and soccer representatives review plans for artificial turf field at Robron Park.



Land Technician Lynsey Wells and Property Manager Elle Brovold

PROPERTY SERVICES

This department strives to create and maintain sustainable land based resources, land inventory and land reserve funds. This is done by strategic acquisition and disposition of land to ensure maximum benefit to the community now and in the future. Management of these real estate assets and civic properties includes: leases, operating agreements, purchase and sale negotiations, rights-of-way, easements, acquisitions/disposal of real property as well as addressing issues arising from occupants of City-owned property and managing all property issues that arise from City capital projects.

2015 HIGHLIGHTS

- Facilitated various property donations to not-for-profits (Hospice, Habitat for Humanity and the CR Bike Park Society)
- Updated and executed numerous outstanding property agreements (leases, license of occupation, etc.)
- Disposed of surplus property at 4300 Midport Road to become functional industrial land
- Completed land acquisitions in support of capital projects
- Improved on processes and procedures for land transactions to maximize efficiencies
- Completed the waterfront acquisition strategy and acquired two waterfront properties for future public use

2016-2017 OBJECTIVES

- Complete downtown parking strategy in conjunction with transportation department
- Continue internal review of lease agreements for City-owned property
- Continue transition of records to an electronic format to streamline department work-flow
- Create digital catalogue of City property for website
- Continue to identify and market surplus City properties
- Coordinate land acquisitions in support of capital projects and key waterfront sites
- Continue to negotiate land access agreements to facilitate the capital project for City water-treatment facility
- Complete a strategic land use plan for the Campbell River airport lands

2015 HIGHLIGHTS

- Consolidated the City’s office supply and paper purchases with one supplier to achieve greater efficiencies and reduce costs
- Reviewed project requirements with staff members to ensure purchasing procedures deliver best value to all departments
- Conducted major acquisitions including airport highway signage, hydro-vac sewer flushing vehicle, Robron artificial turf field project, and Highway 28 watermain.

2016-2017 OBJECTIVES

- 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

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.



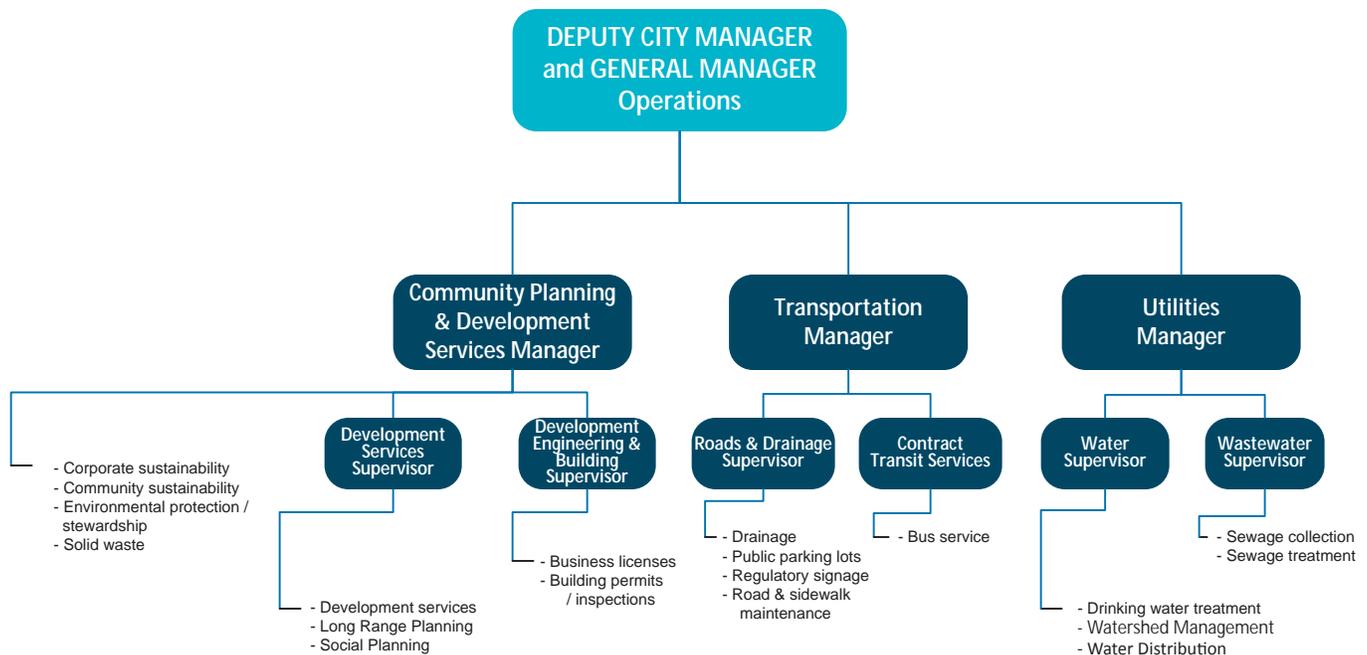
Clinton Crook, Senior Buyer



DEPARTMENTAL REVIEW

| OPERATIONS

Departments in the Operations division manage day-to-day maintenance and operations of essential community services such as water, sewer, transportation and solid waste collection as well as functions related to building and development services, long-term planning and environmental protection.



COMMUNITY PLANNING AND DEVELOPMENT SERVICES

In 2015 the Development Services and the Long Range Planning & Sustainability departments amalgamated to bring the community enhanced services on all aspects of land use planning and development. This department's objectives are to provide timely, high quality service and ensure that the City's actions and decisions consider social, environmental and economic community values.

The department provides a single point of service for the community related to:

- Business licensing
- Development servicing
- Current planning—development applications (Official Community Plan amendment, rezoning, subdivision, development permit, variance permit and Agricultural Land Reserve applications)
- Building permits and inspections
- Long range planning and urban design
- Environmental management, stewardship and protection of natural resources
- Climate Action Charter compliance and energy/greenhouse gas reduction planning
- Implementation of the City's Integrated Community Sustainability Plan
- Management of solid waste programs (including curbside garbage, recycling and yard waste collection)

DEVELOPMENT SERVICES, BUILDING & BUSINESS LICENSING

2015 HIGHLIGHTS

- Conducted more than 150 one-on-one developer pre-application meetings to support development proposals
- Processed 79 development permit applications
- Wrote 105 Council/Commission/Minor Development Permit Reports
- Replied to 1,291 "Call Before You Dig" BC One Calls
- Updated the Business License Bylaw policies and software
- Initiated business license program review and survey
- Coordinated with Canada Post in transition to community mailboxes
- Amended the Subdivision and Development Standards Bylaw to provide flexibility of timing for installation of required works and services
- Updated departmental policy and procedures manual
- Completed Board of Variance Bylaw rewrite (Adopted by Council)
- Initiated developer liaison and application process review
- Initiated Sign Bylaw review
- Transitioned to electronic registration with Land Title Office
- Added a service to search for titles and documents for residents and applicants at front counter
- Completed the Planning Procedures Bylaw update and adoption to provide clear steps to City processes

2015 BY THE NUMBERS	
PERMITS ISSUED TO WORK ON CITY LAND	96
BUILDING PERMITS PROCESSED	195
BUILDING INSPECTIONS PERFORMED	148
FREE BUILDING AND DEVELOPMENT FORUMS HOSTED	7
TOTAL CONSTRUCTION VALUE IN THE COMMUNITY	\$152,111,00
BUSINESS LICENSES PROCESSED	2,300

2015 MONTHLY FRONT COUNTER INQUIRIES	
PROPERTY FILE REQUESTS	200
CASH TRANSACTION	60
GENERAL COUNTER INQUIRIES	350
PHONE CALLS	700

2016-2017 OBJECTIVES

- Complete Board of Variance Bylaw update
- Complete Soil Deposition Bylaw update
- Review building function for improved service
- Undertake further Building Bylaw updates aligning with Provincial Building Act
- Undertake fee review for Building Bylaw
- Enhance Building Permit Application forms for ease of use
- Complete Subdivision & Development Servicing Bylaw update
- Update Business License Bylaw
- Transition Business Licenses to renew annually



City of Campbell River from Discovery Passage

LONG RANGE PLANNING & URBAN DESIGN

2015 HIGHLIGHTS

- The City won a Silver Planning Institute of BC Award for Excellence in Community Planning for St. Ann's/Alder Street Improvements.
- Downtown Strategic Planning: Supported Council in development of actions for revitalizing the downtown core, including development of a Downtown Small Initiatives Fund to support programming, beautification and downtown enhancements, and the development of a Downtown Development Readiness Review Process for 2016 to produce the infrastructure and streetscape design information to enable the City to strategically implement continued downtown capital improvements
- Downtown Façade Improvement Program: This program ran for the second successful year. Up to \$25,000 per year is available to support building façade improvements that enhance the downtown. To date four downtown businesses have received funding and updates have included addition of a mural to a building, and new tiling, painting, awnings, lighting, siding and other building improvements that align with the City's west coast design guidelines. As part of this program, the City developed a pattern book with guidelines for downtown façade improvements. To date the City has invested approximately \$35,000 in funding for this program.
- Downtown Revitalization Tax Exemption: Since the program's initiation in 2012, the City has approved five applications from local developments for a five-year tax exemption.



Chris Osborne, Senior Planner

2015 HIGHLIGHTS (CONTINUED)

- Initiated update to Official Community Plan/ Zoning Bylaws
- Urban Forest Management Plan update completed (supporting the City's Parks Department)
- Supported implementation of "Campbellton's Action Plan" and riverfront viewing platform
- Supported the City's Youth Action Committee and Advisory Planning & Environment Commission in advising City Council on City plans, projects, and policies

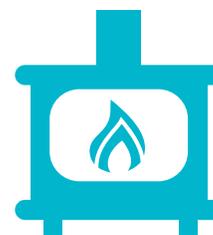
2016-2017 OBJECTIVES

- Complete Official Community Plan/Zoning Bylaw updates
- Complete Downtown Development Readiness Review – including streetscape design concept and support roll-out of Downtown Small Initiatives Fund (up to \$50,000 investment in downtown initiatives for 2016)
- Support Waterfront Task Force for the City's 3.5 Acre Site
- Continue to offer Downtown Façade Improvement and Downtown Revitalization Tax Exemption programs
- Complete Waterfront Development Permit Guidelines
- Update the Community Energy and Emissions Plan implementation strategy
- Continue to support Youth Action Committee and Advisory Planning & Environment Commission
- Initiate climate adaptation planning

ENVIRONMENTAL PROTECTION

2015 HIGHLIGHTS

- BC Climate Action Community (2014 status achieved in recognition of City's climate action efforts)
- One of three communities across Canada selected to participate in the Getting to Implementation Community Energy and Emissions Planning Initiative – recognizing Campbell River's commitment to reducing greenhouse gas emissions and taking action on climate change
- Woodstove Exchange Program – received funding to offer this program for five years, resulting in 178 woodstove exchanges to high efficiency, cleaner burning appliances. In 2015, 28 woodstove exchanges took place and \$8,900 in funding was successfully secured for 2016.
- Earth Week Film Festival – ran the sixth annual festival in partnership with the Youth Action Committee's efforts to raise environmental awareness and funding for a youth environmental bursary. Through this program a \$500 bursary is provided to a graduating student each year.
- Climate Action Charter Reporting – monitored the City's corporate greenhouse gas emissions and emissions reduction actions and submitted annual reporting to Province
- Achieved BC Climate Action Community 2014 status
- Invasive Species Management Plan complete and adopted by Council





Terri Martin, Environmental Science Officer (Environmental Specialist)

2015 HIGHLIGHTS (CONTINUED)

- Stewardship Awards – The City has run these awards since 2000 and has seven categories recognized on an annual basis (air quality, pesticide free/urban agriculture, water/energy conservation, habitat protection/creation, waste reduction, youth special recognition, environmental excellence).
- In 2015, 22 bald eagle nest trees with nests present were visited to monitor early nesting activity and the number of young produced. Eagles were present at 19 of the 22 nests, nesting activity was initiated at 17 sites, and 15 eagle chicks were raised. Three of the 22 nests were built in new trees.



- Supported the Campbell River Canada Goose banding project, which involved a variety of agencies and conservation organizations and resulted in 200 geese being neck collared during their late summer moult at the Campbell River estuary. Re-sightings of collared birds in various locations helps inform a management plan for these introduced birds that are increasing in number and affecting important wildlife habitat needed by other species. By year end, there were almost 160 re-sightings between Campbell River to the south island, with 10 sightings in the USA.

- Green City Action Committee – The CPDS department oversees the City's internal corporate committee with the mandate of reducing the City's environmental footprint and working to ensure the City implement's environmental management best practices.



- Secured \$112,000 in external funding for Power Down Campbell River home energy retrofit program for 2016 from the Pacific Institute for Climate Solutions, BC Hydro and the



- Climate Action Revenue Incentive Program
- Liaison for Quinsam Coal Technical Review Committee and Stream Stewardship Committee
- Reviewed multiple environmental development projects (both City and community)
- Noxious Weed – Knotweed Control - The City works in partnership with Greenways Land Trust and contractors and the Invasive Species Council of BC to treat knotweed in City limits. In 2015, more than 40 sites were treated.
- Continued noxious weed control (yellow flag iris) on Baike Island and Myrt Thompson Trail (supporting Parks Department). City contractors work with Greenways Land Trust and the Nature Conservancy of Canada in the Campbell River estuary. In 2015, 427 kg were dug from Myrt Thompson Trail and 2,160 kg from Baikie Island, and approximately 12,000 seed pods were collected.

2016-2017 OBJECTIVES

- Continue Woodstove Exchange Program with a target of 29 woodstove exchanges in 2016
- Achieve Climate Action Charter Compliance with annual reporting and greenhouse gas emission reduction initiatives
- Run Power Down Campbell River Home Energy Retrofit Program with BC Hydro, offering energy rebates for Campbell River home owners
- Continue to support noxious weed control
- Amend the Environmental Protection Bylaw to include invasive species
- Run the annual Earth Week Film Festival, and City Stewardship Awards
- Continue to review environmental aspects of City and community development projects

SOLID WASTE

Curbside collection of garbage, recyclables and yard waste is provided 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. Through a contractor, curbside collection services are provided to 10,035 homes. Approximately 3,700 tonnes of garbage, 1,300 tonnes of recycling and 3200 tonnes of yard waste are collected annually.

CITIZENS CURRENTLY RECEIVE

- Weekly garbage and recycling collection
- Yard waste collection (March 1 - November 30)
- Year-round yard waste drop-off centre
- Information on recycling for large items, appliances and materials not accepted at the curbside



More information at www.campbellriverrecycles.ca

- Waste reduction tips provided in local media, brochures and via social media.
- Liaison with Regional District Solid Waste Management Service
- Participation in Multi-Material BC recycling incentive program

2015 HIGHLIGHTS

- Expanded curbside yard waste collection to nine months of the year (March to November)
- Partnered with the Multi-Material BC Recycling Program to provide public education to encourage waste diversion
- Submitted a grant application to the Strategic Priorities Fund for a regional scaled organics facility to be located in Campbell River
- Liaison with Comox Strathcona Waste Management Service on regional solid waste services



Campbell River estuary

2015 HIGHLIGHTS (CONTINUED)

- Increased curbside waste diversion rate from 54 per cent in 2014 to 57 per cent in 2015 as a result of expansion of curbside yard waste collection.

2016-2017 OBJECTIVES

- Roll-out of requirement for multi-family buildings to provide recycling (in partnership with MMBC recycling incentive program)
- Partner with Comox Strathcona Waste Management Service to continue to pursue development of a regional organics facility in Campbell River
- Increase waste diversion through the 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 organics
- Begin review of evaluate options for curbside collection services prior to expiration of current collection contract at the end of 2017
- Participate in Regional Solid Waste Management Advisory Committee



Mike Henderson, Infrastructure Maintenance Technician

TRANSPORTATION

This department is responsible for the overall coordinated management of the City's road network and public transit systems.

2015 HIGHLIGHTS

- Petersen Road – overlay and creation of a pedestrian corridor from Old Petersen Road to 14th Ave.
- Installation of sidewalks on Alder St. south of 2nd Ave. and on 13th Ave. near Ironwood St.
- Installation of five solar pedestrian crossing lights
- Storm water improvements to Park and Ebert roads
- Drainage improvements for Willis Road

2016-2017 PROJECTS

- Overlay program – Dogwood (4th to 7th); Evergreen; Coho/Steelhead
- 500 street lights to be converted to LED fixtures
- Continue to focus on roadside cleanup, weed removal, street sweeping

DRAINAGE

This department manages storm water runoff in the city.

2015 HIGHLIGHTS

- Initiated storm water quality monitoring
- Initiated drainage improvements to the Willis Road and Nunns Creek areas
- Continued annual culvert replacement program
- Annual catch basin cleaning and storm pond program

2016-2017 OBJECTIVES

- Continue with drainage improvements to Willis and Petersen areas
- Update the Integrated Storm Water Management Plans
- Establish a Storm Water Utility
- Continue to expand the storm pipe inspection and flushing program

PUBLIC TRANSIT

Public Transit is provided in Campbell River and portions of Electoral Area D of the Strathcona Regional District through partnership between BC Transit, Watson and Ash Transportation Ltd., the Strathcona Regional District (SRD) and the City of Campbell River. Service includes both conventional transit service and custom service for specialized transportation needs.

The central transit exchange is located in the downtown core, with seven bus bays on Cedar Street and 11th Ave. next to the Community Centre.

2015 HIGHLIGHTS



- Installed five additional bus shelters
- Improved passenger data/tracking
- Improved accessibility to bus stops
- Reviewed and adjusted transit schedule

2016-2017 OBJECTIVES

- Continue to implement short-term recommendations of the Transit Futures Plan
- Initiate development of new transit routes, including local transit hubs in Campbellton and Willow Point
- Promote and market the Transit Pro-Pass
- Develop regional U-Pass
- Increase community awareness of transit services

ROADS

This department is responsible for maintenance of the City's road network. Duties include:

- Road and sidewalk maintenance
- Snow and ice control
- Regulatory signage
- Traffic signals
- Street lighting
- Public parking lot maintenance
- Provision of labour and equipment for sewer and water system repairs/upgrades
- Provision of day-to-day drainage maintenance and operations
- Small scale capital works projects

2015 HIGHLIGHTS

- Continued the LED streetlight conversion program on arterial roadways and residential neighborhoods
- Included recommendations of Master Transportation Plan in five-year capital plan

- Continued annual brushing and shouldering programs
- Continued annual streetlight and traffic light preventive maintenance program
- Reviewed intersections and current traffic controls

2016-2017 OBJECTIVES

- Develop an asphalt rehabilitation program
- Continue LED streetlight initiative
- Add additional solar pedestrian signals
- Review Winter Maintenance Policy
- Continue streetlight preventive re-lamping maintenance program
- Continue sidewalk infill program



In 2015 the City continued the sidewalk infill program, which yielded more than \$250,000 of capital improvements.

Melissa Heidema, Engineering Technologist III (Transportation Specialist)

UTILITIES

This department is responsible for the overall coordinated management of the City's water and wastewater systems.

WATER

- The City 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 of Campbell River 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 a 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 290 kilometres of watermain, including three reservoirs, two UV/chlorination stations, three pump stations, more than 30 pressure-reducing stations and many valves and fire hydrants.

2015 HIGHLIGHTS

- Construction of new water supply main along Highway 28
- Design of new Water Supply System including intake, pumps station, and treatment facility.
- Bacteriological water quality was good, with only one occurrence of E.coli detected in the water distribution system in all of the samples collected (408). The one positive test was re-tested and found to be negative (no E.coli).



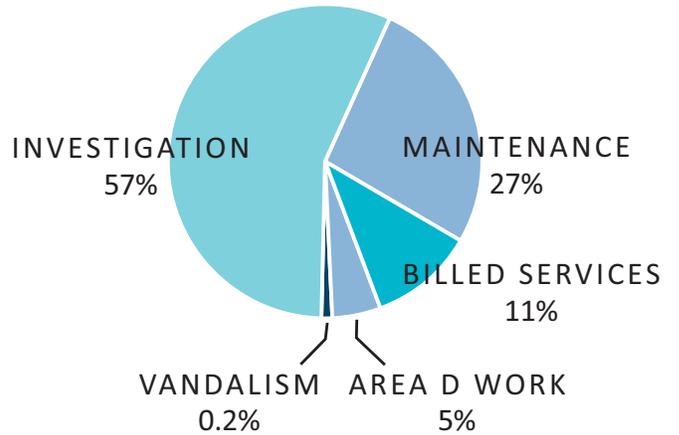
2015 HIGHLIGHTS (CONTINUED)

- Primary and secondary disinfection facilities operated as intended, however there was a planned interruption of primary UV disinfection at Elk Falls Water Quality Centre (approximately two months) related to construction of the new water supply system.

2016-2017 OBJECTIVES

- New water intake, pump station and treatment facility construction at John Hart Lake
- Downtown Readiness Review
- Water System Strategic Action Plan update
- Water Conservation Plan
- SCADA upgrades

The Water Department completed 1,032 service requests in 2015



Roads and Wastewater departments at work downtown



Lorne Sandberg, Wastewater Supervisor

WASTEWATER

This department 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 kilometres of sewer main.

2015 HIGHLIGHTS

- Flushing and video inspection of 41 km of pipe
- Inspection of 528 manholes
- Flushing of 53 km of sewer pipe
- Chemical grouting of 7 manholes, 7 sewer laterals and 31 sewer mainlines
- Installation of automatic wet-well cleaning system at Lift Station #1

2016-2017 OBJECTIVES

- Construction of Phase 2 Upgrades at NVEC
- Downtown Readiness Review
- Electrical upgrades at Lift Station #11
- Renewal and aesthetic improvements at sewer facilities adjacent to Maritime Heritage Centre
- Liquid Waste Management Plan

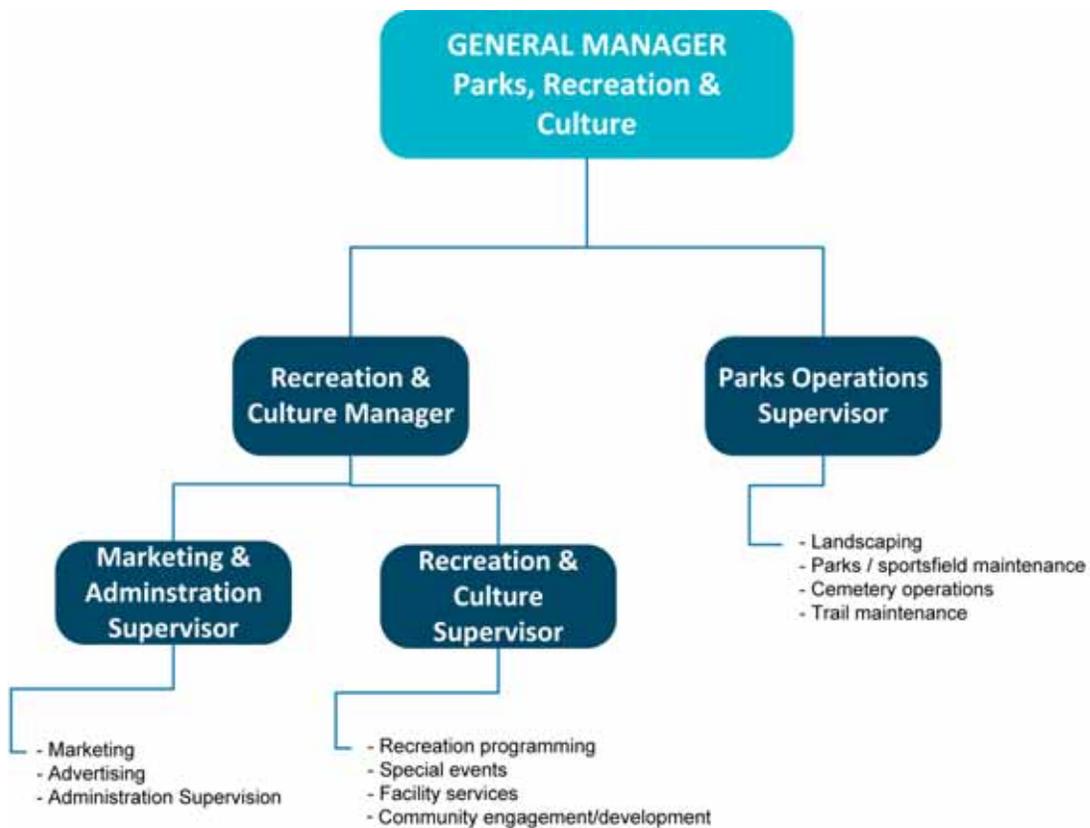


DEPARTMENTAL REVIEW

| PARKS, RECREATION & CULTURE

Parks, Recreation and Culture oversees the operation of the Sportsplex, Community Centre, Centennial Pool, McIvor Lake and all City-owned parks, sports fields, public open spaces and cemeteries. This City division works to enhance the lifestyle and health of people in the community through a variety of quality programs and services based on public consultation.

Parks, Recreation and Culture is committed to providing recreation and parks services for people of all ages, stages and abilities. To meet this goal in 2015, the division worked with the Community Services, Recreation and Culture Commission, Campbell River Access Awareness Committee, 50-plus Club, Greenways Land Trust and a variety of community groups, associations and focus groups specific to program interests.



RECREATION AND CULTURE

Providing a wide variety of recreation and culture services for people of all ages, stages and abilities, we focus on community engagement and partner with many different organizations to provide services to keep residents active and healthy.

2015 HIGHLIGHTS

- Continue to:
 - Utilize 2014 public consultation results to plan programs and events based on community feedback
 - Collaborate on programs and activities with Strathcona Regional District and many other community organizations
 - Facilitate Youth Action Committee in partnership with Community Planning and Development Services Department
 - Establish a high performance culture
- Concluded a successful group purchase with North Island local governments for recreation management software replacement
- Hired Marketing and Administration Supervisor and began implementation of marketing plan
- User Rates and Fees review Phase 1 – Sports Fields initiated
- Researched need for Sportsplex space assessment research
- Public art subcommittee formed in fall
- Special event surveys: Canvassed 10 events from June to September in partnership with North Island College. Received 466 survey responses and generated data for use in planning and promoting special events.
- Increased the number of Community Gardens
- First walkway (ERT) adopted by Phoenix School Leadership



- Hosted first Repair Café in partnership with the Comox Strathcona Regional District
- Hosted a Splash 'n Dash for 110 youth at Centennial pool (partnership with SD72 & the Strathcona Triathlon club)
- Hosted three meetings with community special events groups to assist them with promotion
- Supported 14 annual community special events

2016-2017 OBJECTIVES

- Begin transition to new recreation management software, including online registration – Go live date March 2017
- User Fees and Charges Review: Phase 1 – Sports Fields, Phase 2 – Indoor and Outdoor Facilities, Phase 3 – Programs, Memberships
- Complete Sportsplex space assessment and conceptual design
- Support public art subcommittee
- Complete age-friendly assessment, action plan
- Participate in BC Centre for Hip Health and Mobility Move for Health research program
- Commence Walter Morgan Studio rehabilitation



Recreation and Culture staff

PARKS

The Parks Operations function in this department is responsible for the day-to-day management of parks, sports fields, trails, public open spaces and cemetery operations.

The Parks Projects function in this department is responsible for the implementation of the Strategic Parks Plan, parks and green space planning, implementation of Parks Parcel Tax projects as approved by City Council and liaison with various community members, groups and committees regarding matters relating to parks.

2015 HIGHLIGHTS

- Continued roll-out of Strategic Parks Plan
- Partnered with Greenways Land Trust for Baikie Island maintenance
- Completed foreshore restoration at Frank James Park
- Supported Canada Day and major City events
- Initiated design process for Ostler Park repairs



Planting new trees in Spirit Square



Flower baskets downtown

2016-2017 OBJECTIVES

- Continue Strategic Parks Plan roll-out
- Complete annual foreshore restoration
- Develop two dog off-leash areas
- Complete concept plan for Frank James extension project
- Seawalk upgrade and repairs
- Upgrade Walter Morgan studio
- Facilitate Willow Point bike park development
- Facilitate development of Robron Field House
- Install light canopy at Sportsplex
- Install shade sails at Willow Point Splash Park
- Complete Elk Falls Cemetery upgrade
- Complete master plans for Nunns and Frank James parks
- Implement Urban Forest Management Plan
- Complete Robron Park upgrade
- Complete Maryland Park and trail
- Complete Dogwood Trail
- Upgrade Campbellton Parks
- Install Ostler Park playground
- Complete Ostler Park upgrade design
- Install Spirit Square flag poles
- Install Baikie Island washrooms
- Complete Nunns Creek Park electrical upgrade
- Complete Logger Mike carving replacement

2015 BY THE NUMBERS

MEMBERS	
Fitness	747 Memberships
Weight Room	858 Memberships
Courts	245 Memberships
50+	770 Memberships
Tots to Teens	86 Memberships
LIFE Program	1,101 Memberships
TOTAL MEMBERSHIPS	3,807

PROGRAMS, SPECIAL EVENTS AND LESSONS		
Child, Youth and Family	194 Programs Offered	31,804 total visits
	4 Special Events Offered	3,870 total visits
Adult, Senior, Specialized Recreation	152 Programs Offered	36,225 total visits
	19 Special Events/Fundraisers	12,150 total visits
Centennial Pool	General Admission	12,635 total visits
	Swim Lessons/Camps/Birthday Parties	2,163 total visits
	Pool Rentals	2,325 total visits
Fitness Classes	Average of 38 drop-in classes/week	25,975 total visits
TOTAL VISITS		127,147

FACILITY BOOKINGS	
Sportsplex	8% annual increase from 2013 - 2015
Community Centre	3% annual increase from 2013 - 2015

FALL 2014 – FALL 2015 PROGRAMS AND SPECIAL EVENTS	
Child, Youth and Family	64% increase in total visits
Adult, Senior, Specialized Recreation	50% increase in total visits



Everyone needs a bit of fun in life! If lack of funds is hindering your participation in Parks, Recreation & Culture activities then register your family for the **LIFE** program, which offers discounted fees.



CAMPBELL RIVER ECONOMIC DEVELOPMENT CORPORATION

The Corporation markets Campbell River & region tourism opportunities, provides local information and assists visitors at the Visitors Centre. Economic Development supports entrepreneurs and investors with business opportunities and works closely with government ministries and business organizations.

Photo courtesy of Strathcona Photography

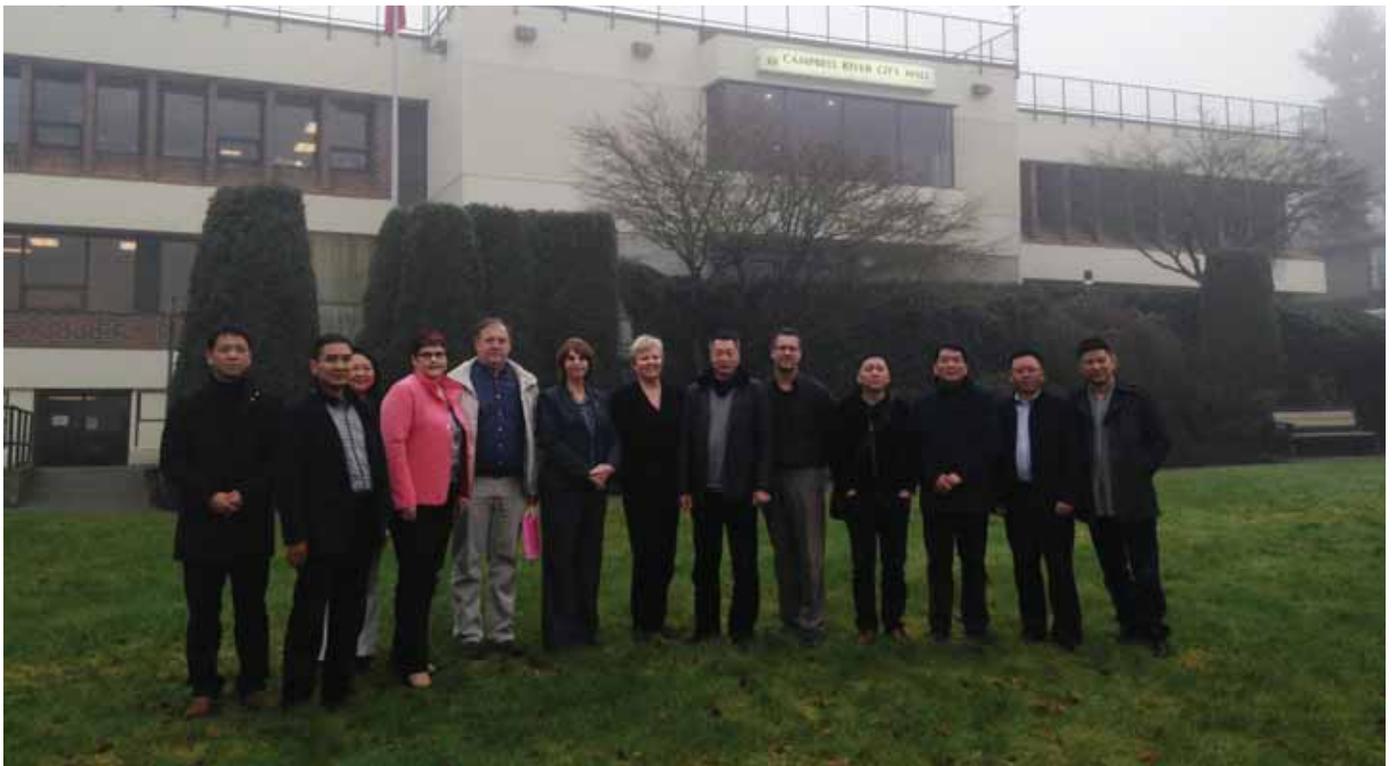
CAMPBELL RIVER ECONOMIC DEVELOPMENT CORPORATION

- Economic Development
- Campbell River Visitor Centre
- Tourism Campbell River and Region

This report provides highlights of the collaborative efforts of the Campbell River Economic Development Corporation’s three departments. The CREDC staff members are dedicated to enhancing business opportunities in the community and surrounding region and work closely on a variety of assignments to create economic impact through local and regional tourism initiatives and community engagement. The employees manage day-to-day operations including customer service, accounting, office management and facility rentals.

2015 HIGHLIGHTS ECONOMIC DEVELOPMENT

- Met with 16 companies to discuss various business opportunities (new and expansions) in Campbell River and region
- Promoted regional businesses, community events and economic development training opportunities through the economic development social media pages
- Applied to host the 2017 National Aboriginal Hockey Championships
- Applied to host the 2016 Tourism Industry Association of BC Conference and AGM
- Researched the Open for Business Awards for the City of Campbell River
- Participated in the Vancouver Island Economic Alliance Conference
- Continued involvement as members and on the board of the Young Professionals of Campbell River



International investor visit through the BC Provincial Nominee Program

- Worked with the Campbell River & District Division of Family Practice to assist in the attraction for medical professionals
- Developed and co-hosted Campbell River Business Walk with Chamber of Commerce
- Entered Business Walk survey data in the business retention and expansion system
- Sponsored and judged categories for the Chamber of Commerce Awards of Distinction
- Developed a new economic development website www.business.campbellriver.ca
- Researched Open for Business Awards for City
- Participated in Small Business BC's #MyBizDay educational seminar
- Attended quarterly meetings of Vancouver Island Coastal Economic Development Association (VICEDA)
- Hosted 10 international investor visits (primarily Chinese) through BC Provincial Nominee Program, welcomed guests with information packages, souvenirs and photos
- Provided facility management, reservations, tech services, supplies, catering options and janitorial for Enterprise Centre Boardroom, complementary meeting space for an average of 40 meetings per month
- Created an airlines attraction package for a new carrier at the Campbell River Airport
- Updated the Annual Campbell River Site Selection Guide for investors
- Continued enhancing connection with Ministry of Jobs, Tourism & Skills Training
- Participated in monthly BC Business Counts and Small Business BC Webinars
- Hosted an exporting awareness session with the Foreign Affairs Trade and Development Canada Commissioner
- Created application package for Campbell River Airport's Aviation Fuel Storage Grant
- Panel speaker on Vancouver Island Sustainable Technology Association Expo (event to be held in Campbell River in 2017)

CAMPBELL RIVER VISITOR CENTRE

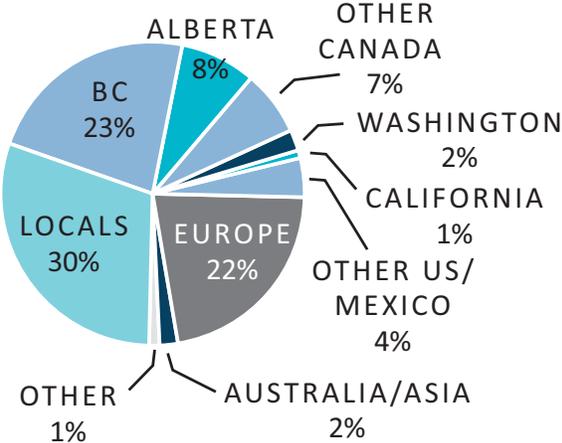
- Welcomed 19,680 groups and 33,432 individual visitors to the Campbell River Visitor Centre
- Maintained a positive rating on tripadvisor
- Increased outreach on social media channels
Facebook: Discover Campbell River
Instagram: visitorcentrecr
Twitter: @CRVisitorCentre
- Provided information on resources, attractions and business locally, regionally and throughout Vancouver Island, BC and Canada
- Attended the Destination BC visitor services network conference
- Granted Destination BC funding for the mobile visitor centre (used at the Pier Street Market and Elk Falls Provincial Park)
- Secured Destination BC funding of \$30,000 to operate the Visitor Centre
- Attended familiarization tours in Gold River and Strathcona Park to provide information for visitor inquiries
- Promoted regional businesses, community events and tourism opportunities through the Visitor Centre social media pages and blog
- Collaborated with River City Arts Festival to provide advertising, social media marketing and promotions
- Key support for Canada Day committee (budgets, correspondence, photos, promotion, sponsorship applications)



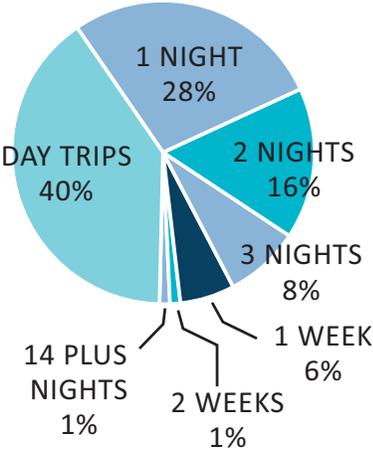


Presentation of the 2016 Tourism Campbell River & Region Visitor Guide

TOURIST ORIGINS



NUMBER OF TOURIST NIGHTS CAMPBELL RIVER & REGION



TOURISM CAMPBELL RIVER & REGION

- Hosted 200 guests at the Tourism Vancouver Island Conference & AGM
- Created the 2016 Tourism Campbell River & Region Visitor Guide
- Partnered with the BC Ocean Boating Tourism Association to become a pilot community for AHOY BC
- Worked with Tourism Vancouver Island on CTV GO Vancouver Island campaign
- Participated in Destination BC branding program
- Attended Go Media Canada tour product distribution event in Penticton
- Developed new Tourism Campbell River & Region and Visitor Centre website www.campbellriver.travel or www.visitorcentre.ca
- Worked with the Sociable Scientists and regional operators to gather tourist data for the local and regional visitor experience surveys
- Distributed 40,000 copies of the 2015 Tourism Campbell River & Region Visitor Guide through the Visitor Centre, local businesses, regional airports, main routes on BC Ferries, provincial Visitor Centres and directly to travelers requesting information prior to arrival in the community



Tourism Vancouver Island welcome reception at Tye Spit

SHARING YOUR STORY



Tourism Vancouver Island 52nd Annual Conference and AGM

- Represented Campbell River & Region at six trade shows and tourism events: National Tour Association (New Orleans), Pacific North West Boat & Sportsman Show (Portland), Discover Vancouver Island Event (Tofino), Home & Garden Show (Calgary), Clipper Vacation Travel Show (Seattle), BC Boat & Sportsman Show (Abbotsford)
- Participated in Tourism Vancouver Island marketing committee meetings and Destination BC focus groups
- Worked with the Tourism Leadership Committee to educate local accommodation owners about the opportunity to introduce a Municipal Regional Destination Tax in Campbell River (funding from portion added to guest bills would be used for tourism marketing initiatives)
- Provided input to the first phase of the Vancouver Island Trails Strategy
- Successfully applied for collaborative research funding from Island Coastal Economic Trust (funding for visitor experience survey)
- Successfully granted Canadian Tourism Opportunities funding to work with local photographers to create a new image bank for tourism and visitor centre promotions
- Worked with BC Parks to gather information about the Elk Falls Suspension Bridge opening and its economic impact on Campbell River
- Worked with Vancouver Island Sports Tourism Association to bid on hosting regional sporting events
- Participated in the Mountain Biking BC group regarding Campbell River Mountain Bike Plan
- Worked with School District 72 to assist with international student recruitment
- Worked with multiple travel writers, journalists and media to provide community information and tour products for local, national and international stories
- Participated in openings of new regional landmarks (hotel, suspension bridge, cultural centre)

2016-2017 OBJECTIVES

- Increased Awareness, Relationship Building
 - Work with local stakeholders to enhance opportunity awareness
 - Collaborate with BC Hydro, First Nations, Parks, Recreation & Culture, Museums and Campbell River Airport to provide Destination BC industry standard visitors service training for partner staff and volunteers
 - Re-connect with local tourism operators to build strong, collaborative relationships
- Pop-Up Tourism
 - Provide mobile visitor interactions, collaborating with partners to provide visitor services at community events
 - Identify and training a core group of community volunteer ambassadors
 - Have street team roaming the community providing up-to-date promotions for guests who may not connect with the Visitor Centre
- Salt and Fresh Water Experiences
 - Campbell River is the only community on Vancouver Island to work with the BC Fishing Resorts & Guides Association, Salt Water and Fresh Water Fishing Associations on asset research
 - Pilot community for BC Ocean Boating Tourism’s AHOY BC program
- Regional Collaboration
 - Work with Northern Vancouver Island through the World Whale Heritage Destination Program
 - Collaborate with INfilm and Creative Industries to attract international visits through the ALONE television series on the History Channel
- Visitor Centre Renovation
 - Enhance the appearance of the Campbell River Visitor Centre
 - Increase stock of local and regional retail products
 - Provide revitalized, story-based Visitor Guide



Logger Mike Carving (Photo courtesy of Strathcona Photography)



CONSOLIDATED FINANCIAL STATEMENTS 2015

The City's consolidated financial statements demonstrate close alignment between actual results and the City's 2015 financial plan and shows that the City's net financial position continues to increase which provides funding for infrastructure investment and maintaining service levels.



FINANCIAL STATEMENTS

CONSOLIDATED FINANCIAL STATEMENTS - FINANCIAL REPORTING RESPONSIBILITY FOR THE YEAR ENDED DECEMBER 31, 2015

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.

Myriah Foort, CPA, CA
Finance Manager

Ron Bowles
General Manager, Corporate Services / CFO

CONSOLIDATED FINANCIAL STATEMENTS - AUDITORS' REPORT

Independent Auditors' Report

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, 2015 and the consolidated statements of operations, changes in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies, schedules 1 to 3 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 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 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 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, 2015 and the results of its operations, changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Campbell River, British Columbia

May 9, 2016

MNP LLP

Chartered Professional Accountants

**FINANCIAL STATEMENTS - CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2015**

FINANCIAL ASSETS

Cash and investments (note 3)	56,953,153	54,848,836
Accounts receivable (note 5)	7,502,670	4,745,545
Inventory held for sale	67,516	98,203
Tax sale properties	-	63,356
	64,523,339	59,755,940

LIABILITIES

Accounts payable and accrued liabilities (note 6)	7,751,257	7,535,090
Deposits and holdbacks	2,397,818	2,222,928
Deferred revenue (note 7)	16,000,065	16,141,322
Short-term debt (note 8)	1,300,000	1,300,000
Capital lease (note 9 & schedule 1)	31,940	68,065
Long-term debt (note 10 & schedule 1)	2,704,156	3,598,982
	30,185,236	30,866,387

NET FINANCIAL ASSETS

34,338,103	28,889,553
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NON FINANCIAL ASSETS

Inventory of supplies	276,310	292,152
Prepays	153,568	92,552
Tangible capital assets (schedule 2)	230,873,603	225,710,975
	231,303,481	226,095,679

ACCUMULATED SURPLUS (note 12)

265,641,583	254,985,237
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See Contingent liabilities Note 13.



Myriah Foort, CPA, CA
Finance Manager



Ron Bowles
General Manager, Corporate Services / CFO

**FINANCIAL STATEMENTS - CONSOLIDATED STATEMENT OF OPERATIONS
FOR THE YEAR ENDED DECEMBER 31, 2015**

	2015 Budget (see note 16)	2015 Actual	2014 Actual
REVENUE			
Taxes & parcel taxes	28,103,863	28,391,778	27,227,568
Payments in lieu of taxes	517,764	590,540	569,140
Sale of services	19,678,569	20,710,274	19,287,076
Services provided to other governments	1,567,449	1,624,517	1,510,112
Transfers from other governments	9,326,862	7,392,526	4,156,238
Investment and other income	521,408	905,236	1,080,288
Other revenue	328,744	865,134	572,162
Development cost charges recognized	2,273,514	1,200,316	286,628
Contributed tangible capital assets	-	382,907	5,294,573
Gain/(loss) on disposal of tangible capital assets	-	268,994	(24,925)
	62,318,173	62,332,222	59,958,860
EXPENSES			
General government	5,865,563	5,693,530	5,529,108
Protective services	15,182,892	14,753,271	14,941,469
Transportation services	12,203,250	12,110,793	12,140,483
Environmental health services	2,308,143	2,264,760	2,051,050
Public health services	162,120	151,203	152,762
Development services	1,430,495	1,573,849	1,454,792
Parks, recreation and cultural services	7,459,166	7,437,259	7,312,246
Sewer utility services	4,045,332	3,728,203	3,531,645
Water utility services	4,293,304	3,963,008	3,796,049
	52,950,265	51,675,876	50,909,604
ANNUAL SURPLUS	9,367,908	10,656,346	9,049,256
Accumulated Surplus, Beginning of Year	254,985,237	254,985,237	245,935,981
ACCUMULATED SURPLUS (note 12)	264,353,145	265,641,583	254,985,237

See Budget legislative compliance Note 16.

**FINANCIAL STATEMENTS - CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2015**

	2015	2014
OPERATING ACTIVITIES		
Annual surplus	10,656,346	9,049,256
Non-cash items included in annual surplus:		
Long-term debt actuarial adjustment	(178,922)	(302,067)
Contributed tangible capital assets	(382,907)	(5,294,573)
(Gain)/loss on tangible capital assets	(268,994)	24,925
Writedown of tangible capital assets	173,104	-
Amortization expense	8,801,988	8,820,951
(Increase)/decrease in inventory of supplies	15,842	(30,546)
(Increase)/decrease in prepaids	(61,016)	245,128
Changes in financial assets and liabilities:		
Accounts receivable	(2,757,125)	(702,280)
Inventory held for resale	30,687	(22,750)
Tax sale properties	63,356	(63,356)
Accounts payable and accrued liabilities	216,167	(1,401,445)
Deposits and holdbacks	174,890	34,976
Deferred revenue	(141,257)	1,705,102
	16,342,159	12,063,321
CAPITAL ACTIVITIES		
Proceeds on sale of tangible capital assets	777,448	249,297
Acquisition of tangible capital assets	(14,263,262)	(9,222,793)
	(13,485,814)	(8,973,496)
FINANCING ACTIVITIES		
Debt and lease proceeds	-	700,000
Debt and lease principal repaid	(752,029)	(946,683)
	(752,029)	(246,683)
INCREASE IN CASH AND INVESTMENTS	2,104,317	2,843,142
CASH AND INVESTMENTS BEGINNING OF YEAR	54,848,836	52,005,694
CASH AND INVESTMENTS, END OF YEAR	56,953,153	54,848,836
INTEREST RECEIVED	448,400	548,344
INTEREST PAID	384,631	560,684

FINANCIAL STATEMENTS - CONSOLIDATED STATEMENT IN NET FINANCIAL ASSETS FOR THE YEAR ENDED DECEMBER 31, 2015

	2015 Budget (see note 16)	2015 Actual	2014 Actual
ANNUAL SURPLUS	9,367,908	10,656,346	9,049,256
TANGIBLE CAPITAL ASSETS			
Acquisition of tangible capital assets	(27,000,562)	(14,263,262)	(9,222,793)
Contributed tangible capital assets	-	(382,907)	(5,294,573)
Proceeds on disposal of tangible capital assets	-	777,448	249,297
(Gain)/loss on tangible capital assets	-	(268,994)	24,925
Write-off of tangible capital assets	-	173,104	-
Amortization	8,479,350	8,801,988	8,820,951
	(18,521,212)	(5,162,623)	(5,422,193)
OTHER NON-FINANCIAL ASSETS			
(Increase)/decrease in inventory of supplies	-	15,842	(30,546)
(Increase)/decrease in prepaids	-	(61,016)	245,128
	-	(45,174)	214,582
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	(9,153,304)	5,448,549	3,841,645
NET FINANCIAL ASSETS, BEGINNING OF YEAR	28,889,553	28,889,553	25,047,910
NET FINANCIAL ASSETS, END OF YEAR	19,736,249	34,338,102	28,889,553

**FINANCIAL STATEMENTS - NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2015**

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 4).

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 15) are not included in these financial statements.

**FINANCIAL STATEMENTS - NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
(CONTINUED) - FOR THE YEAR ENDED DECEMBER 31, 2015**

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 7.

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 3 are reported at market value which is also cost on December 31, 2015.

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.

**FINANCIAL STATEMENTS - NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
(CONTINUED) - FOR THE YEAR ENDED DECEMBER 31, 2015**

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 5.

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:

Asset	Useful life (yrs)
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.

**FINANCIAL STATEMENTS - NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
(CONTINUED) - FOR THE YEAR ENDED DECEMBER 31, 2015**

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, 2015.

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.

k) Recent accounting pronouncements

i) Related party disclosures

In March 2015, as part of the CPA Canada Public Sector Accounting Handbook Revisions Release No. 42, the Public Sector Accounting Board (PSAB) issued a new standard, PS 2200 Related Party Disclosures. This new Section defines related party and established disclosures required for related party transactions. Disclosure of information about related party transactions and the relationship underlying them is required when they have occurred at a value different from that which would have been arrived at if the parties were unrelated, and they have, or could have, a material financial effect on

PS 2200 is effective for fiscal years beginning on or after April 1, 2017. Early adoption is permitted. The City does not expect application of the new Standard to have a material effect on the consolidated financial statements.

**FINANCIAL STATEMENTS - NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
(CONTINUED) - FOR THE YEAR ENDED DECEMBER 31, 2015**

ii) Assets

In June 2015, new PS 3210 Assets was included in the CPA Canada Public Sector Accounting Handbook (PSA HB). The new section provides guidance for applying the definition of assets set out in PS 1000 Financial Statement Concepts. The main features of this standard are as follows:

- Assets are defined as economic resources controlled by a government as a result of past transactions or events and from which future economic benefits are expected to be obtained.
- Economic resources can arise from such events as agreements, contracts, other government's legislation, the government's own legislation, and voluntary contributions.
- The public is often the beneficiary of goods and services provided by a public sector entity. Such assets benefit public sector entities as they assist in achieving the entity's primary objective of providing public goods and services.
- A public sector entity's ability to regulate an economic resource does not, in and of itself, constitute control of an asset, if the interest extends only to the regulatory use of the economic resource and does not include the ability to control access to future economic benefits.
- A public sector entity acting as a trustee on behalf of beneficiaries specified in an agreement or statute is merely administering the assets, and does not control the assets, as future economic benefits flow to the beneficiaries.
- An economic resource may meet the definition of an asset, but would not be recognized if there is no appropriate basis for measurement and a reasonable estimate cannot be made, or if another Handbook Section prohibits its recognition. Information about assets not recognized should be disclosed in the notes.

PS 3210 is effective for fiscal years beginning on or after April 1, 2017. Early adoption is permitted. The City does not expect application of the new Standard to have a material effect on the consolidated financial statements.

iii) Contingent Assets

In June 2015, new PS 3320 Contingent Assets was included in the CPA Canada Public Sector Accounting Handbook (PSA HB). The new Section establishes disclosure standards on contingent assets. The main features of this Standard are as follows:

- Contingent assets are possible assets arising from existing conditions or situations involving uncertainty. That uncertainty will ultimately be resolved when one or more future events not wholly within the public sector entity's control occurs or fails to occur. Resolution of the uncertainty will confirm the existence or non-existence of an asset.
- Passing legislation that has retroactive application after the financial statement date cannot create an existing condition or situation at the financial statement date.
- Elected or public sector entity officials announcing public sector entity intentions after the financial statement date cannot create an existing condition or situation at the financial statement date.
- Disclosures should include existence, nature, and extent of contingent assets, as well as the reasons for any non-disclosure of extent, and the bases for any estimates of extent made.
- When a reasonable estimate can be made, disclosure should include a best estimate and a range of possible amounts (or a narrower range of more likely amounts), unless such a disclosure would have an adverse impact on the outcome.

PS 3320 is effective for fiscal years beginning on or after April 1, 2017. Early adoption is permitted. The City does not expect application of the new Standard to have a material effect on the consolidated financial statements.

**FINANCIAL STATEMENTS - NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
(CONTINUED) - FOR THE YEAR ENDED DECEMBER 31, 2015**

iv) Contractual Rights

In June 2015, new PS 3380 Contractual Rights was included in the CPA Canada Public Sector Accounting Handbook (PSA HB). This new Section establishes disclosure standards on contractual rights, and does not include contractual rights to exchange assets where revenue does not arise. The main features of this Standard are as follows:

- Contractual rights are rights to economic resources arising from contracts or agreements that will result in both an asset and revenue in the future.
- Until a transaction or event occurs under a contract or agreement, an entity only has a contractual right to an economic resource. Once the entity has received an asset, it no longer has a contractual right.
- Contractual rights are distinct from contingent assets as there is no uncertainty related to the existence of the contractual right.
- Disclosures should include descriptions about nature, extent, and timing.

PS 3380 is effective for fiscal years beginning on or after April 1, 2017. Early adoption is permitted. The City does not expect application of the new Standard to have a material effect on the consolidated financial statements.

v) Restructuring Transactions

In June 2015, new PS 3430 Restructuring Transactions was included in the CPA Canada Public Sector Accounting Handbook (PSA HB). The new Section establishes disclosure standards on contingent assets. The main features of this Standard are as follows:

- A restructuring transaction is defined separately from an acquisition. The key distinction between the two is the absence of an exchange of consideration in a restructuring transaction.
- A restructuring transaction is defined as a transfer of an integrated set of assets and/or liabilities, together with related program or operating responsibilities that does not involve an exchange of consideration.
- Individual assets and liabilities transferred in a restructuring transaction are derecognized by the transferor at their carrying amount and recognized by the recipient at their carrying amount with applicable adjustments.
- The increase in net assets or net liabilities resulting from recognition and derecognition of individual assets and liabilities received from all transferors, and transferred to all recipients in a restructuring transaction, is recognized as revenue or as an expense.
- Restructuring-related costs are recognized as expenses when incurred.
- Individual assets and liabilities received in a restructuring transaction are initially classified based on the accounting policies and circumstances of the recipient at the restructuring date.
- The financial position and results of operations prior to the restructuring date are not restated.
- Disclosure of information about the transferred assets, liabilities and related operations prior to the restructuring date by the recipient is encouraged but not required.

PS 3430 is effective for fiscal years beginning on or after April 1, 2018. Early adoption is encouraged. The City does not expect application of the new Standard to have a material effect on the consolidated financial statements.

**FINANCIAL STATEMENTS - NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
(CONTINUED) - FOR THE YEAR ENDED DECEMBER 31, 2015**

2. Change in Accounting Policy

Effective January 1, 2015, the City adopted the recommendations in PS 3260 Liabilities for Contaminated Sites, as set out in the Canadian public sector accounting standards. Pursuant to the recommendations, the change was applied prospectively, and prior periods have not been restated.

Previously, no accounting policy existed to account for a liability for contaminated sites. Under the new recommendations, the City is required to recognize a liability for contaminated sites when economic benefits will be given up, as described in Note 1, Significant Accounting Policies.

There was no effect on the City's financial statements from adopting the above-noted change in accounting policy.

3. Cash and investments

	2015	2014
General operating fund	46,804,067	43,071,253
Development cost charges deferred revenue	7,174,116	7,859,660
Capital lending reserve fund	2,043,282	2,538,438
Parks acquisition & development reserve fund	514,808	866,225
Parkland acquisition reserve fund	416,879	494,605
Facility reserve fund	-	18,655
	56,953,153	54,848,836

4. 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:

	December 31, 2014	Collections	Expenses	December 31, 2015
CR Municipal Cemetery	313,949	3,295	2,682	314,562
Elk Falls Memorial Cemetery	206,937	7,435	1,768	212,604
	520,886	10,730	4,450	527,167

5. Accounts receivable

	2015	2014
Property taxes	1,945,903	1,613,927
Utilities	26,973	16,240
Airport	71,035	77,431
Due from other governments	4,268,740	1,955,682
Other	973,702	1,053,401
Development cost charges	216,317	28,864
	7,502,670	4,745,545

Other receivables includes from one customer an amount of \$750,255 (2014 - \$796,031) 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.

**FINANCIAL STATEMENTS - NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
(CONTINUED) - FOR THE YEAR ENDED DECEMBER 31, 2015**

6. Accounts payable and accrued liabilities

	<u>2015</u>	<u>2014</u>
Trade accounts payable	1,370,124	1,194,916
Due to other governments	2,314,513	2,092,046
Accrued liabilities	650,383	6,801
Accrued wages and benefits	3,364,026	4,162,314
Accrued interest	52,211	79,013
	<u>7,751,257</u>	<u>7,535,090</u>

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, 2015 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:

	<u>2015</u>	<u>2014</u>
Employee future benefits	1,532,300	1,478,100
Vacation liability	1,056,208	1,001,243
Banked overtime liability	194,593	180,816
Wages and other accruals	580,925	1,502,155
	<u>3,364,026</u>	<u>4,162,314</u>

	<u>2015</u>
Accrued benefit obligation - beginning	1,478,100
Current service cost	122,300
Interest cost	47,800
Benefits paid	(123,200)
Recognition of Actuarial loss/gain	7,300
	<u>1,532,300</u>

Assumptions used:

Discount rate	3.10%
Inflation rate	2.50%

**FINANCIAL STATEMENTS - NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
(CONTINUED) - FOR THE YEAR ENDED DECEMBER 31, 2015**

7. 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 5 (2015 - \$216,317, 2014 - \$28,864). The funded DCC's are disclosed as short-term investments in Note 3 (2015 - \$7,174,116, 2014 - \$7,859,660).

	December 31, 2014	Transfers	Collections	December 31, 2015
Development cost charges				
Park development	516,747	773	52,836	568,810
Parkland acquisition	1,076,574	1,118,422	108,221	66,374
Roads	3,013,607	85,175	173,142	3,101,574
Sanitary sewer	502,024	1,635	117,777	618,165
Storm drains	555,890	8,817	61,594	608,667
Water	2,223,682	2,693	205,854	2,426,843
	<u>7,888,523</u>	<u>1,217,515</u>	<u>719,425</u>	<u>7,390,433</u>
Deferred revenue				
Future local improvements	2,559,968	7,394	20,892	2,573,468
Prepaid property taxes	914,786	1,685,138	2,135,306	1,364,953
Community Works Fund	3,946,145	1,544,703	1,359,300	3,760,742
Parkland acquisition	502,055	89,336	4,161	416,879
Other	329,844	305,893	469,639	493,590
	<u>8,252,799</u>	<u>3,632,464</u>	<u>3,989,298</u>	<u>8,609,632</u>
	<u>16,141,322</u>	<u>4,849,979</u>	<u>4,708,723</u>	<u>16,000,065</u>

8. 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 2015 the rate was 1.59%. Short-term borrowing is replaced by long-term debt periodically when balances and interest rates are considered appropriate.

9. Capital leases

The City has equipment capital lease obligations with MFA Leasing Corporation and Cansel Leasing. The annual lease payments, including applicable taxes for the next five years are:

2016	2017	2018	2019	2020
18,872	13,139	-	-	-

The net book value of leased tangible capital assets at December 31, 2015 is \$85,072 (2014 - \$100,540).

**FINANCIAL STATEMENTS - NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
(CONTINUED) - FOR THE YEAR ENDED DECEMBER 31, 2015**

10. 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	Total
2016	457,781	49,891	507,672
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

The City has no debt assumed by others on its behalf, and has not directly assumed any debt for others (Note 13b).

11. 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 comprised of:

	2015	2014
General	80,702	114,546
Sewer	11,671	11,405
	92,373	125,950

**FINANCIAL STATEMENTS - NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
(CONTINUED) - FOR THE YEAR ENDED DECEMBER 31, 2015**

12. Accumulated surplus

	2015	2014
Unappropriated surplus		
General	7,067,379	5,418,936
Sewer	12,339,728	9,443,402
Water	6,688,619	5,131,410
	26,095,726	19,993,748
Non-statutory reserves		
General	8,536,375	9,184,042
Airport	441,704	441,440
Sewer	901,724	928,614
Water	270,459	270,143
	10,150,262	10,824,240
Statutory reserves		
Capital lending	2,043,282	2,538,438
Parkland acquisition & development	514,808	866,225
Facility	-	18,655
	2,558,090	3,423,318
Investment in tangible capital assets		
General	136,979,685	134,652,191
Airport	11,742,498	12,099,682
Sewer	36,689,229	37,477,159
Water	41,426,093	36,514,900
	226,837,505	220,743,931
Total	265,641,583	254,985,237

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.

**FINANCIAL STATEMENTS - NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
(CONTINUED) - FOR THE YEAR ENDED DECEMBER 31, 2015**

13. 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, 2014, the plan has about 185,000 active members and approximately 80,000 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, 2012, indicated a \$1.370 billion funding deficit for basic pension benefits on a going concern basis.

The City of Campbell River paid \$1,668,571 (2014 - \$1,354,268) for employer contributions, which represents 0.0974% of the total plan contributions, while employees contributed \$1,362,208 (2014 - \$1,119,370) to the Plan in fiscal 2015. The City of Campbell River expects to pay \$1,693,600 for employer contributions in the next fiscal year.

The next valuation will be as at December 31, 2015, with results available in 2016.

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 2015 Audited Financial Statements for specific information and detail.

c) Claims for damages

In the course of a year, the City is faced with lawsuits and other claims for damages and management assesses the exposure to be insignificant. This year a significant claim has also been made against the City. The lawsuit remains at an early stage and, as litigation is subject to many uncertainties, it is not possible to predict the outcome of the lawsuit or to estimate the loss, if any, which will result.

d) Property assessment appeals

As at December 31, 2015, there was one assessment appeal pending. The outcome of this appeal is not known however the amount is insignificant. The City has a non-statutory reserve for the provision for tax refunds totaling \$260,359 (2014 - \$258,169) which is part of the Non-statutory reserves in Note 12.

**FINANCIAL STATEMENTS - NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
(CONTINUED) - FOR THE YEAR ENDED DECEMBER 31, 2015**

14. 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 \$576,180 (2014 - \$576,180) as funding contributions from the City which have been eliminated upon consolidation of Rivercorp into the City's financial statements.

15. Property tax collections for other governments

	2015	2014
BC Assessment Authority	329,178	328,352
Comox Strathcona Regional Hospital District	4,228,900	4,074,200
Comox Strathcona Regional Solid Waste Board	173,958	145,204
Municipal Finance Authority	1,017	976
Provincial School Levy	14,558,045	14,319,955
Strathcona Regional District	3,957,625	3,927,839
Regional Library	1,317,247	1,239,113
	24,565,970	24,035,639

16. 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 Five Year Financial Plan bylaw adopted by Council on April 20, 2015, to the exception of the amounts noted below.

Adjustments to the 2015-2019 Financial Plan Annual Surplus:	
Annual surplus, as per Statement of Operations	9,367,908
Adjustments for non-cash item:	
Amortization offset	8,479,350
Debt proceeds	350,000
Debt principal repayments	(795,895)
Capital expenses	(27,000,562)
Net transfer (to)/from reserves & unappropriated surplus	9,599,199
	-

**FINANCIAL STATEMENTS - NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
(CONTINUED) - FOR THE YEAR ENDED DECEMBER 31, 2015**

17. 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 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.

18. Comparative figures

Certain comparative figures have been reclassified to conform with the current year's presentation.

**CONSOLIDATED FINANCIAL STATEMENTS - SCHEDULE 1: LONG-TERM LIABILITIES
AS AT DECEMBER 31, 2015**

Bylaw	Description	Maturity Date	Interest Rate %	Balance at Dec 31, 2014	Debt Issued	Principal Payments	Actuarial Adjust	Balance at Dec 31, 2015
Long-term debt								
General								
2964	Issue #92	06/04/15	4.55	1,245	-	875	370	-
2966	Issue #92	06/04/15	4.55	1,008	-	708	300	-
2967	Issue #92	06/04/15	4.55	5,455	-	3,833	1,622	-
2968	Issue #92	06/04/15	4.55	3,259	-	2,289	970	-
3071	Issue #92	06/04/15	4.55	30,467	-	21,406	9,061	-
3073	Issue #92	06/04/15	4.55	251,621	-	176,786	74,835	-
3074	Issue #92	06/04/15	4.55	3,319	-	2,332	987	-
2967	Issue #99	19/10/16	5.00	268,349	-	96,118	35,426	136,805
3073	Issue #99	19/10/16	5.00	324,973	-	116,399	42,901	165,673
2964	Issue #102	12/01/17	4.82	59,875	-	14,576	4,605	40,694
2966	Issue #102	12/01/17	4.82	51,322	-	12,494	3,947	34,881
2967	Issue #102	12/01/17	4.82	37,636	-	9,162	2,895	25,579
3303	Issue #103	23/04/23	4.65	130,057	-	9,713	2,577	117,767
2964	Issue #104	20/11/18	5.15	266,059	-	49,516	13,138	203,405
2966	Issue #104	20/11/18	5.15	293,805	-	54,681	14,508	224,616
3074	Issue #104	20/11/18	5.15	107,408	-	19,990	5,304	82,114
3301	Issue #104	20/11/23	5.15	458,422	-	34,235	9,083	415,104
3302	Issue #104	20/11/23	5.15	334,370	-	24,971	6,625	302,774
3302	Issue #106	10/13/24	4.13	97,403	-	6,668	1,445	89,290
3301	Issue #112	06/10/25	3.73	146,095	-	9,260	1,573	135,262
				2,872,148	-	666,012	232,172	1,973,964
Sanitary Sewer								
3345	Issue #112	06/10/25	3.73	354,567	-	22,474	3,817	328,276
3345	Issue #117	10/11/26	3.25	463,413	-	27,418	3,423	432,572
				817,980	-	49,892	7,240	760,848
Accrued actuarial adjustment				(91,146)	-	-	(60,490)	(30,656)
Total long-term debt				3,598,982	-	715,904	178,922	2,704,156
Capital leases								
Equipment		05/28/17	2.00	10,000	-	4,109	-	5,891
Equipment		12/28/17	2.00	33,586	-	11,035	-	22,551
Equipment		02/01/16	0.00	24,477	-	20,981	-	3,496
Total capital lease				68,065	-	36,125	-	31,940
Total long-term liabilities				3,667,047	-	752,029	178,922	2,736,096

**CONSOLIDATED FINANCIAL STATEMENTS - SCHEDULE 2: TANGIBLE CAPITAL ASSETS
AS AT DECEMBER 31, 2015**

	Land	Buildings	Machinery & Equipment	Engineered Structures	Assets Under Construction	Total 2015	Total 2014
COST							
Opening balance	32,399,283	34,286,718	17,968,125	306,256,086	3,003,792	393,914,003	379,861,010
Additions	1,239,663	1,367,598	135,879	3,011,723	8,891,306	14,646,169	14,517,366
Construction completed	-	10,686	42,603	1,433,133	(1,659,522)	(173,104)	-
Disposals	(487,178)	-	(171,890)	(179,724)	-	(838,792)	(464,372)
Closing balance	33,151,768	35,665,002	17,974,716	310,521,218	10,235,576	407,548,279	393,914,003
ACCUMULATED AMORTIZATION							
Opening balance	-	17,947,142	12,542,530	137,713,354	-	168,203,026	159,572,226
Amortization current year	-	953,337	735,973	7,112,679	-	8,801,988	8,820,951
Amortization from disposals	-	-	(160,526)	(169,813)	-	(330,338)	(190,150)
Closing balance	-	18,900,479	13,117,977	144,656,220	-	176,674,676	168,203,027
NET BOOK VALUE	33,151,768	16,764,523	4,856,738	165,864,998	10,235,576	230,873,603	225,710,975
NET BOOK VALUE (2014)	32,399,283	16,339,575	5,425,594	168,542,732	3,003,792		

Included in the disposals of tangible capital assets is \$173,104 of write downs (2014 - \$13,410).

**CONSOLIDATED FINANCIAL STATEMENTS - SCHEDULE 3, PART 1: SEGMENTED REPORTING
FOR THE YEAR ENDED DECEMBER 31, 2015**

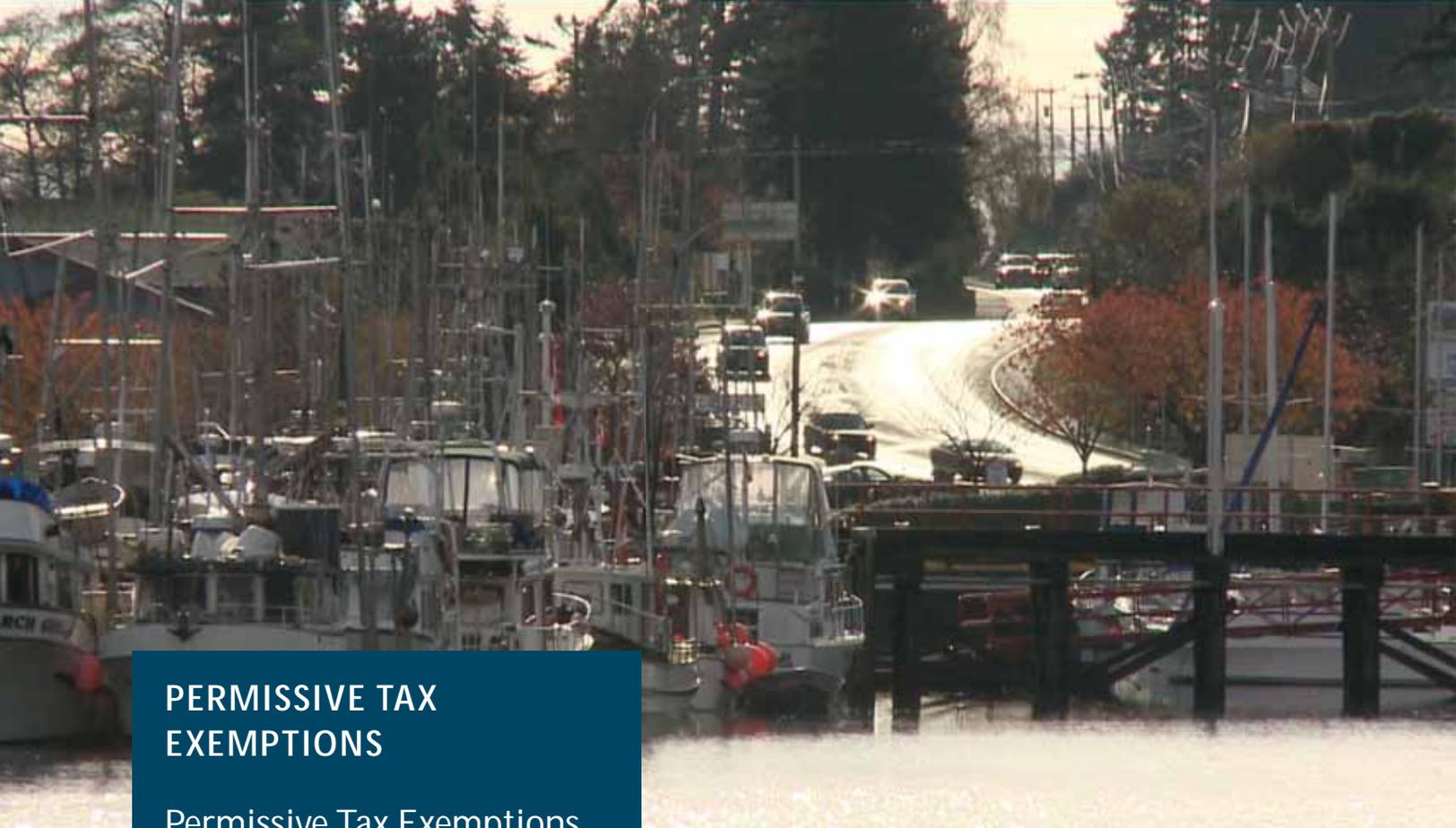
	General Government		Protective Services		Transportation Services		Environmental Health Services		Public Health Services		Development Services	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
REVENUE												
Taxes & parcel taxes	26,942,532	25,951,862	-	-	-	180,120	-	-	-	-	62,254	58,532
Payments in lieu of taxes	590,540	569,140	-	-	-	-	-	-	-	-	-	-
Sale of services	348,428	305,063	1,639,459	1,712,705	3,008,210	2,900,522	2,349,120	2,140,308	60,491	67,043	1,315,057	963,088
Services provided to other governments	1,137,794	1,100,976	426,690	349,580	-	-	-	-	60,032	59,556	-	-
Transfers from other governments	687,301	1,079,816	450,417	313,585	2,185,015	1,884,238	9,502	379	-	-	-	-
Investment and other income	647,012	878,846	-	-	134,444	86,113	-	-	-	-	-	-
Other revenue	352,101	-	-	-	188,985	184,987	-	12,900	-	-	151,563	360,485
Development cost charges recognized	-	-	-	-	83,285	286,628	-	-	-	-	-	-
Contributed tangible capital assets	-	-	-	-	296,637	3,809,223	-	-	-	-	-	-
Gain/(loss) on disposal of tangible capital assets	-	-	-	-	276,832	(24,925)	-	-	-	-	-	-
	30,715,708	29,885,702	2,516,566	2,375,870	6,353,224	9,316,906	2,358,622	2,153,587	120,523	126,599	1,528,874	1,382,106
EXPENSES												
Amortization	252,842	281,043	375,406	361,839	4,548,924	4,507,977	-	-	689	534	3,870	5,220
Interest & debt issue expenses	(19,267)	(7,807)	-	-	350,849	520,585	-	-	-	-	-	-
Operating expenses	629,761	599,121	7,879,321	7,761,024	5,243,914	5,060,785	2,190,013	1,983,614	30,640	49,185	973,854	1,018,921
Wages & benefits	4,830,194	4,656,751	6,498,544	6,818,606	1,967,106	2,051,135	74,747	67,436	119,874	103,043	596,125	430,651
	5,693,530	5,529,108	14,753,271	14,941,469	12,110,793	12,140,483	2,264,760	2,051,050	151,203	152,762	1,573,849	1,454,792
ANNUAL SURPLUS (DEFICIT)	25,022,178	24,356,595	(12,236,705)	(12,565,599)	(5,757,569)	(2,823,577)	93,862	102,537	(30,680)	(26,163)	(44,975)	(72,686)

See Note 17 for description of Segment Reporting categories.

**CONSOLIDATED FINANCIAL STATEMENTS - SCHEDULE 3, PART 2: SEGMENTED REPORTING
FOR THE YEAR ENDED DECEMBER 31, 2015**

	Parks, Recreation & Culture Services		Total General Government		Sewer Utility Services		Water Utility Services		Consolidated Total	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
REVENUE										
Taxes & parcel taxes	504,717	339,150	27,689,319	26,529,665	700,379	697,903	2,080	-	28,391,778	27,227,568
Payments in lieu of taxes	-	-	590,540	569,140	-	-	-	-	590,540	569,140
Sale of services	962,618	1,019,130	9,683,383	9,107,858	4,997,616	4,665,827	6,029,275	5,513,391	20,710,274	19,287,076
Services provided to other governments	-	-	1,624,516	1,510,112	-	-	-	-	1,624,517	1,510,112
Transfers from other governments	4,762	54,639	3,346,997	3,332,656	-	-	4,045,529	823,582	7,392,526	4,156,238
Investment and other income	-	-	781,456	974,959	85,224	79,508	38,556	25,822	905,236	1,080,288
Other revenue	169,485	10,790	862,134	569,162	3,000	3,000	-	-	865,134	572,162
Development cost charges recognized	1,117,031	-	1,200,316	286,628	-	-	-	-	1,200,316	286,628
Contributed tangible capital assets	-	-	296,637	3,809,223	28,069	752,130	58,200	733,220	382,907	5,294,573
(Gain)/loss on disposal of tangible capital assets	-	-	276,832	(24,925)	-	-	(7,838)	-	268,994	(24,925)
	2,758,613	1,423,708	46,352,130	46,664,477	5,814,288	6,198,368	10,165,802	7,096,015	62,332,222	59,958,860
EXPENSES										
Amortization	1,264,155	1,226,341	6,445,886	6,382,954	1,181,363	1,075,948	1,174,740	1,171,626	8,801,989	8,820,951
Interest & debt issue expenses	-	-	331,582	512,778	34,628	34,628	18,422	11,530	384,631	569,935
Operating expenses	2,569,990	2,526,971	19,517,493	18,999,621	1,615,221	1,572,727	1,565,474	1,451,173	22,698,187	21,833,098
Wages & benefits	3,603,114	3,558,934	17,689,704	17,686,556	896,991	848,342	1,204,372	1,161,721	19,791,068	19,696,619
	7,437,259	7,312,246	43,984,665	43,581,909	3,728,203	3,531,645	3,963,008	3,796,049	51,675,875	50,909,604
ANNUAL SURPLUS (DEFICIT)	(4,678,646)	(5,888,538)	2,367,465	3,082,568	2,086,085	2,666,723	6,202,794	3,299,966	10,656,347	9,049,256

See Note 17 for description of Segment Reporting categories.



PERMISSIVE TAX EXEMPTIONS

Permissive Tax Exemptions are property tax relief granted by Council to not-for-profit organizations who provide valuable community services for the benefit of City visitors and residents.

City of Campbell River | PERMISSIVE TAX EXEMPTIONS

Organization	Civic Address	Exempt Municipal Taxes
Anglican Synod Diocese of BC	228 S Dogwood St	5,818
Association Francophone de Campbell River	891 13th Ave (portion of)	1,461
BC Conference of Mennonite Brethern Churches	250 10th Ave	343
BC SPCA	891 13th Ave (portion of)	732
Bethany Evangelical Lutheran Church	201 Birch St	1,126
Bishop of Victoria	34 S Alder St	5,162
Campbell River & District Association for Community Living	1153 Greenwood St	7,475
Campbell River & District Association for Community Living	1185 Greenwood St	2,420
Campbell River & District Association for Community Living	435 Jesmar Pl	1,772
Campbell River & District Association for Community Living	689 Hudson Rd	1,520
Campbell River & District Museum and Archives	2250 Campbell River Rd	4,447
Campbell River & District Public Art Gallery & Tourist Info Centre	1235 Shoppers Row	6,780
Campbell River & District Senior Housing Society	1441 to 1451 Ironwood St	7,361
Campbell River & District Senior Housing Society	81 Dogwood St	2,214
Campbell River & District Winter Club	260 Cedar St	11,033
Campbell River & North Island Transition Society	1116 Dogwood St	671
Campbell River & North Island Transition Society	608 Alder St	1,915
Campbell River Air Youth Association	2371 Airport Dr	2,457
Campbell River Alano Club	301 10th Ave	1,936
Campbell River and District Food Bank Society	1393 Marwalk Cres	2,827
Campbell River Baptist Church	250 S Dogwood St	8,989
Campbell River Chamber of Commerce	900 Alder St (portion of)	186
Campbell River Child Care Society	1048 Hemlock St	2,543
Campbell River Child Care Society	394 Leishman Rd	2,552
Campbell River Church of Christ	226 Hilchey Rd	1,658
Campbell River Church of the Way	451 7th Ave	760
Campbell River Community Arts Council	2131 S Island Hwy	4,256
Campbell River Eagles Water Ski Club	Mclvor Lake Park	540
Campbell River Economic Development Corp (CREDC)	900 Alder St	170
Campbell River Family Services	427 10th Ave (portion of)	6,577
Campbell River Figure Skating Club	225 Dogwood St S (portion of)	69
Campbell River Fish and Wildlife Association	2641 Campbell River Rd	4,055
Campbell River Gun Club Society	2600 Quinsam Rd	634
Campbell River Gymnastics Association	1981 14th Ave	5,750
Campbell River Head Injury Society	591 9th Ave	2,481
Campbell River Minor Hockey	225 Dogwood St S (portion of)	444
Campbell River Motocross Association	7021 Gold River Hwy	1,545
Campbell River Trail Riders	900 Parkside Dr	1,864
Campbell River Tyee Judo Club	B 450 Merecroft Rd	1,939
Campbell River Vineyard Christian Fellowship	2215 Campbell River Rd	1,057
Campbell River Volunteer Centre	900 Alder St (portion of)	240
Campbell River Wado Karate Club	B 450 Merecroft Rd	1,920
Campbell River Youth Soccer Association	450 Merecroft Rd	1,299
Canadian Red Cross Society	520 2nd Ave (portion of)	1,464
Coastal Animal Control & North Island 911 Corp	275 to 385 S Dogwood St	1,854
Community Futures Development Corp of Strathcona	900 Alder St (portion of)	447
Comox Valley Regional District	6300 Argonaut Road	4,061

City of Campbell River | PERMISSIVE TAX EXEMPTIONS (CONTINUED)

Organization	Civic Address	Exempt Municipal Taxes
Comox Valley Regional District	6700 Argonaut Road	4,375
Eagles - Found Bike Program (RCMP)	900 Alder St	29
Foursquare Gospel Church of Canada	403 5th Ave	739
Foursquare Gospel Church of Canada	422 Colwyn St	871
Governing Council of Salvation Army in Canada	271 to 291 Mclean St	1,258
Greenways Land Trust Laughing Willow Community Garden	1909 Lawson Grove	49
Guru Nanak Sikh Society	735 Pinecrest Rd	2,573
Habitat for Humanity	1725 Willow St	9,847
Haig Brown Kingfisher Creek Society	2251 to 2252 Campbell River Rd	5,030
John Howard Society of North Island	401 11th Ave	962
John Howard Society of North Island	91 Dogwood St	1,848
Maritime Heritage Society (incl Genealogy Society)	621 Island Hwy	33,064
Museum of Campbell River Society	470 Island Hwy	53,321
Nature Conservancy of Canada	2485-2505 Island Hwy	4,205
Nature Trust of BC	1201 Homewood Rd	3,220
Nature Trust of BC	3200 Willow Creek Rd	2,653
Navy League of Canada	911 to 931 13th Ave	1,680
North Island Supportive Recovery Society	647 Birch St	1,051
Opportunities Career Services Society	101 300 St. Ann's Road	3,582
Pentecostal Assemblies of Canada	445 Merecroft Rd	5,702
President of the Lethbridge Stake	460 Goodwin Rd	3,303
Radiant Life Community Church	1251 Cypress St	2,877
River City Players Society	1080 Hemlock St	3,681
Royal Canadian Legion - J Perkins Memorial Housing Society	931 14th Ave	1,544
Salvation Army	1381 Cedar St	4,583
Seventh Day Adventist Church	300 Thulin St	1,030
St. John Council for BC	170 Dogwood St	3,211
St. John Society BC and Yukon	675 2nd Ave	1,342
Strathcona Regional District	301-990 Cedar St	1,904
Strathcona Regional District	303-990 Cedar St	2,894
Strathcona Regional District	103-990 Cedar St	1,950
Tidemark Theatre Society	1220 to 1240 Shoppers Row	23,408
Total Change Ministries	1400 Ironwood St (portion of)	2,117
Trinity Presbyterian Church	145 to 149 Simms Rd	2,018
Trustees of Rockland Congregation of Jehovah's Witnesses	1935 Evergreen Rd	2,294
United Church of Canada	415 Pinecrest Rd	2,059
Willow Point Lions Club Society	2165 S Island Hwy	2,935
Willow Point Supportive Living Society	1 142 Larwood Rd	736
Willow Point Supportive Living Society	10 142 Larwood Rd	736
Willow Point Supportive Living Society	100 142 Larwood Rd	14,606
Willow Point Supportive Living Society	12 142 Larwood Rd	5,654
Willow Point Supportive Living Society	2 142 Larwood Rd	725
Willow Point Supportive Living Society	3 142 Larwood Rd	725
Willow Point Supportive Living Society	4 142 Larwood Rd	725
Willow Point Supportive Living Society	5 142 Larwood Rd	736
Willow Point Supportive Living Society	8 142 Larwood Rd	736
Willow Point Supportive Living Society	9 142 Larwood Rd	725
Total value of municipal taxes exempted		\$ 354,137

City of Campbell River | STRATEGIC COMMUNITY INVESTMENT FUND

(1) **SCI Funds received or anticipated:** Payments under the small community, regional district and traffic fine revenue sharing portions of the Strategic Community Investment Funds (SCI Funds) will be set out separately in the local government's SCI Funds Agreement.

Strategic Community Investment Funds	Use	Date	Amount	To/(From) Reserve For Future Fiscal
Traffic Fine Revenue Sharing Grants	Defray the cost of local police enforcement	April 2011	\$ 235,277	
		June 2011	\$ 373,758	\$ 155,076
		March 2012	\$ 236,168	\$ (155,076)
		June 2012	\$ 382,387	\$ 319,449
		March 2013	\$ 78,723	\$ (159,725)
		June 2013	\$ 223,390	
		June 2014	\$ 303,261	\$ (164,818)
		March 2015	\$ 159,186	\$ -
		June 2015	\$ 291,231	\$ -

(2) **SCI Funds intended use, performance targets and progress made:**

Traffic Fine Revenue Sharing Portion of the SCI Funds

Intended Use	Support police enforcement over the term of the SCI Agreement
Performance Targets	100% of funds are used to support police enforcement over the term of the SCI Agreement
Progress made to third reporting period due June 30, 2012 for the fiscal year ended December 31, 2011	75% of funds received in 2011 were directed to the police operating budget. 25% of funds were transferred to reserve to stabilize future annual revenues and offset risk of homicide investigation costs.
Progress made to fourth reporting period due June 30, 2013 for the fiscal year ended December 31, 2012	48% of funds received in 2012 and the funds deferred in 2011 were directed to the police operating budget and to offset the homicide investigation costs. 52% of 2012 funds received were transferred to reserve to offset future police operating budget costs.
Progress made to fourth reporting period due June 30, 2014 for the fiscal year ended December 31, 2013	100% of funds received in 2013 were directed to the police operating budget.
Progress made to fourth reporting period due June 30, 2015 for the fiscal year ended December 31, 2014	100% of funds received in 2014 and the remaining funds deferred in 2012 were directed to the police operating budget.
Progress made to fourth reporting period due June 30, 2016 for the fiscal year ended December 31, 2015	100% of funds received in 2015 were directed to the police operating budget.



CAMPBELL RIVER SMILE MUSIC VIDEO

The City shared a music video featuring quality of life in Campbell River that mimics scenes and dancing from Gangnam Style, the most-viewed music video on YouTube. Local musician and Spirit Square events coordinator Jim Creighton donated his time for the voice-over, and two City employees volunteered to lip-sync and dance through a day-long video shoot at several local parks and recreation hot spots. A number of residents and visitors also volunteered to appear in the video. The promotional video was produced at no charge to the City. View Campbell River Smile at this link: <http://bit.ly/1GY0nPd> or click on the Parks and Recreation video tour in the Image Gallery at www.campbellriver.ca.



SPORTSPLEX VOTED CAMPBELL RIVER'S BEST GYM/FITNESS STUDIO



After receiving more than 2,000 votes, the Sportsplex won the Campbell River Mirror's 2015 Reader's Choice Award for Best Gym/Fitness Studio. The awards, which are sponsored by the newspaper, were announced in May.

LESS PAPER!

Council meetings took a technological leap with paperless agendas – to reduce paper consumption and increase efficiency and online accessibility.



2015 STEWARDSHIP AWARD WINNERS

Outstanding environmental action was recognized in the 14th annual stewardship awards at the Haig-Brown festival in September. Green championing individuals, groups, businesses, industry representatives and youth were nominated for their environmental contributions.



They are pictured left to right: Carole Easton, Councillor Marlene Wright, Councillor Ron Kerr, Courtney Wilson (Tom Easton Youth Bursary), Jacob Hicks (Youth Special Recognition), Barry Peters (Environmental Excellence), John Twigg, Campbellton Neighbourhood Association (Pesticide Free/Urban Agriculture), Norbert Meding (Air Quality/Alternative Transportation), Kenny Enns and Sharon Fisher of the Tye Club (Habitat Protection/Creation).

PLANNING INSTITUTE OF BC NAMES CAMPBELL RIVER A WINNER

At a June 18 ceremony, the Planning Institute of BC's Silver award for Excellence in Planning Practice (for populations under 80,000) went to the City and project partners Highland Engineering, PWL partnership and Dialog for the St. Ann's block upgrade project. The project was also featured in Planning West magazine.

"The planning behind the St. Ann's block upgrade worked with the timing of new development to replace aging infrastructure and create what's now a great public experience through a new investment in the downtown core," said Mayor Andy Adams. "Piece by piece, and thanks to the foundation laid with this project, we're seeing a more dynamic downtown taking shape, in keeping with the visions in the official community plan to encourage walk-ability, lively public spaces, green infrastructure, arts and culture and a revitalized downtown Campbell River.



NEW CITY MANAGER

Deborah Sargent joined the City of Campbell River as the new city manager in September.



ENERGY PLAN SUPPORT

Campbell River was selected as one of three pilot communities from across Canada to receive 300 hours of support from leading energy experts for up to a year. Campbell River, Calgary and the Region of Waterloo will be assisted by the Community Energy Association and QUEST – Quality Urban Energy Systems of Tomorrow – and Sustainable Prosperity. The support is valued at approximately \$45,000 and will help implement the Community Energy and Emissions Plan. Campbell River's application was chosen from among dozens of submissions. About 180 communities across Canada, representing 50 per cent of the population, have a community energy plan.

TOP MARKS FOR SPENDING CONTROL

In the fall, the Canadian Federation of Independent Business recognized Campbell River for a healthy balance of cost for service in their BC Municipal Spending Watch 2015 report, which said "Campbell River is the best performing of BC's largest municipalities..."

"It is always gratifying to be recognized for our efforts to be fiscally responsible, especially considering the past challenges of transitioning from our dependence on major industry, and the need to provide services once handled by senior governments," said Mayor Andy Adams. "To be able to maintain and enhance services and complete large projects is a testament to the resilience of our community. This has been accomplished by continuing to seek efficiencies and careful use of limited property tax revenue, user fees, grant and reserve funding, all of which help us minimize taxation.

"

THIRD MARCOM GOLD FOR CITY OF CAMPBELL RIVER

The City received its third MarCom Gold award for the eye-catching information boards installed at the Dogwood Operations Centre and at Rockland and Island Highway to provide a visual reminder about watering restrictions levels in summer 2015.



The City's water department worked with Epic Design to create signs that were honoured in the MarCom banner/sign category, standing out for original design, colour and materials.

There were more than 6,500 entries in the 2015 MarCom Awards creative competition. The City's honours are included among the platinum and gold award recipients listed online at www.marcomawards.com.

The first two MarCom Gold awards praised public information campaigns undertaken by the City's capital works department and contractor Zinc Strategies for the Hwy19A and airport upgrade projects in 2011 and the St. Ann's block upgrade in 2014.

WEEKLY CURBSIDE YARD WASTE COLLECTION EXTENDED

The popular curbside yard waste collection program was extended to continue through the summer this year. The extended service was offered at no additional cost to residents as the City received recycling grant funding through Multi-Material BC and used the equivalent funding to cover the expenses for the additional yard waste collection service. Weekly curbside yard waste collection service began on April 6 and continued on the same day as residential garbage and recycling until November 27 this year. In 2016, weekly curbside collection service will run from the beginning of March to the end of November.

ACCESSIBLE BEACH MATS AT KEN FORDE PARK

The parks department installed wheelchair accessible beach mats at Ken Forde Park. The mats are made from a very durable, weatherproof material and will remain in place year round. Fire pits were also installed for beach fires. This project was suggested by the CR Community Access Awareness group and was approved in the 2015 financial plan using Parks Parcel Tax funding.



HIGH-ELEVATION FIRE TRAINING

Fire fighters took part in high angle and tower crane rescue scenarios in June at the Island Cogeneration facility and the Campbell River hospital project. The Campbell River Fire Department is one of six fire departments on Vancouver Island and one of 34 in the province that are approved by the British Columbia Construction Safety Alliance to provide this type of rescue, which is very important in a community which has multi-storey construction, and natural features with high elevation.



AUXILIARY FIREFIGHTERS TRAINING ACHIEVEMENTS

The Campbell River Fire Department recognized a number of auxiliary firefighters for completing written and practical competency-based training program. All fire department members are trained in accordance with the British Columbia Fire Service Training Standards as set forth and issued by the Office of the Fire Commissioner.

STREAMLINING COMMUNITY PLANNING AND DEVELOPMENT SERVICES

Numerous projects in 2015 will enhance processes and bylaws to better serve the public and development community. The Planning Procedures Bylaw was revised to clarify the development permit process and administration of permits and securities. The Subdivision and Development Servicing Bylaw was amended to provide greater flexibility for the City and land owners to work together on timing for works and services in minor subdivisions. Continuing discussion opportunities with local developers, the City also held seven regular builder and developers forums on topics such as changes to the BC Building Code and information on development guidelines. The City also provides a regular meeting time for any builder or developer to meet with staff prior to submitting applications for a project (every second Tuesday from 10 to 11:30 a.m.). Staff are also sharing information about additional services the City provides to help new businesses through the business license program.



NO AGENT REQUIRED: LAND TITLE SEARCHES NOW AVAILABLE AT CITY HALL

City Hall has expanded its property information searches to save people money and create easier access to land title information for Campbell River property owners. These are important documents in land development and set out any legal charges, covenants, statutory rights-of-way, easements, or court judgments that may apply to a property. Property information searches through City Hall offer another service for property owners, without the cost of hiring an agent, and should help people interested in purchasing or developing property.

COUNCIL MEETING HIGHLIGHTS

Launched this fall, highlights are posted on the City's website and distributed to news media after each Council meeting. Find them at www.campbellriver.ca under News. People can also register to receive email updates when new items are posted. Council Meeting Highlights are not a substitute for the City's comprehensive Council meeting minutes. Council meeting agendas, minutes and webcasts are available from the link on the homepage of the City's website.

MEMORABLE LOCATIONS IN PARKS

Benches and picnic tables were installed on the Discovery Pier and Baikie Island thanks to a new park furniture donation program.



Given the popularity of the former Legacy Landmark program, Campbell River was short on space to place new benches and tables, with a long list of people hoping to donate an item. The new park furniture donation policy offers individuals, groups or organizations an opportunity to lease a memorial park bench or table site for 15 years, with the City maintaining the landmark during that time. At the end of the 15-year term (or 25 years, if renewed), the bench/table space will be made available for renewal for a new donation with the first right of refusal given to the original donor.

CITY ESTABLISHED PUBLIC ART SUBCOMMITTEE

People interested in helping create a public art program in Campbell River are now sharing their expertise on a public art subcommittee of two artists and up to seven people representing arts, culture, recreation, business, heritage, people with disabilities, First Nations, education, community advocacy and youth. The public art program will enrich our community by supporting the arts, cultivating an even stronger sense of culture and heritage and building on beautification efforts in Campbell River.

GPS IN CITY FLEET

City vehicles were equipped with global positioning systems that report real-time vehicle location through the cellular network to encourage safe operation and improve safety check procedures. The system also aids in the efficient dispatching of City resources and provides data in the event of liability claims related to vehicle and equipment use such as ice and snow removal.

CHANGES AND IMPROVEMENTS FOR ROADS, PEDESTRIANS, TRANSIT SHELTERS AND PARKING

A number of traffic control changes and several pedestrian crossings and sidewalk improvements took place in 2015.

In spring, the intersection of Shoppers Row and 13th Ave. was changed from a two-way to a four-way stop to improve traffic and pedestrian safety crossing or entering Shoppers Row from the Tyee Plaza.

City staff also worked with Island Health, ICBC and the RCMP to improve traffic and pedestrian safety in the area surrounding the hospital construction site, with speed limits on 2nd Ave. reduced to 30 km/hour at all times. To address parking congestion, the City installed signs and began enforcing two-hour parking (from 8 a.m. until 6 p.m.) along both sides of 2nd Ave. and Birch St. near the hospital. Longer term parking is available to the west

of the hospital property, with shuttle service available.

Solar-powered flashing pedestrian crossing signals were installed at Dogwood and 12th Ave., Dogwood and Drake (in partnership with the Campbell River Indian Band), Hwy 19A and Barlow, Petersen and Cheviot, 9th Ave. and Greenwood and 2nd Ave. and Birch (partnership with Island Health).

ICBC offers annual funding for community road safety improvements, and the City of Campbell River received \$10,000 for sidewalk infill along Alder St. in 2015. The City regularly updates traffic counts and reviews priority locations for traffic control and sidewalk infill as part of Campbell River's transportation planning. Five new transit shelters were installed on Dogwood, Alder and Hwy. 19A in 2015.

Additional parking has been created in the existing City parking lot at Cedar and 10th, and parking lot improvements will continue for the next few years.



**MOUNTAIN BIKE SKILLS
PARK ON TRACK FOR
WILLOW POINT PARK**

Community consultation was completed and Council endorsed the Campbell River Bike Park Society's proposal to establish a mountain bike skills park at Willow Point Park. The first priority would include the beginner and intermediate runs with development of the pump track as funding allows. More advanced tracks and amenities would follow. An agreement between the City and the Campbell River Bike Park Society will permit use of the property. The society would be responsible for construction, operation and maintenance of facility.

**PREPARED! TEMPORARY
REC CLOSURES TO INSTALL
EMERGENCY GENERATORS**

Generators were installed at the Sportsplex and Community Centre to provide back-up power for lights, heating and communication systems in the event of an emergency, when these locations would be designated reception centres. The work required temporary closures and was scheduled around holidays in December when these facilities are least busy. People with a valid one-month or longer fitness pass on Dec. 21 automatically received a one-week pass extension.

**PROPERTY PURCHASES
AND SALE SUPPORT FUTURE
COMMUNITY DEVELOPMENT**

The City purchased two waterfront properties at 855 Island Highway South and 1047 Island Highway South that will generate rental income until they become parkland. The combined value for the properties was \$1.18 million, purchased with funds from the Park Land Acquisition Development Cost Charges and Park Land statutory reserves. The reserves are replenished through contributions related to land development, rather than through general taxation.

**LAND DONATION TO
HOSPICE SOCIETY**

A portion of City reservoir property on Evergreen Rd, was donated to the Campbell River Hospice Society to support a much-needed service in the community. This portion of the property is not needed for current or future operation of the reservoir facility.

**CITY-SPONSORED
HOMELESSNESS COALITION
JOINED COMMUNITY HEALTH
NETWORK**

Members of the Campbell River Homelessness Coalition joined the new Community Health Network to work with a broader representation of community stakeholders to help address homelessness, housing and poverty.

**CITY FUNDED RESTORATION
OF EMERGENCY HOMELESS
SHELTER & SPONSORS ROOM**

The \$15,000 restoration funded by the City included installing a more efficient heating system and repainting the inside and outside of the shelter that houses 16 beds in a converted shipping container. Campbell River Family Services Society managed the emergency shelter to offer homeless people refuge from driving rain and diving temperatures at the Radiant Life Community Church property on Cypress St. Council also agreed to sponsor a room for \$6,000 using remaining 2015 funding.



DOWNTOWN DEVELOPMENT CONTINUES

Building on the success of the tax incentive that helped Seymour Pacific, Berwick by the Sea and the Comfort Inn construct new buildings downtown, Healthyway and Discovery Laser constructed new locations downtown in 2015.



In the financial plan, there is an amount budgeted for property purchases, and the City acquires land to create a more livable community through infrastructure development, improved services, public safety, waterfront access or park development. The City sold surplus property at 4300 Midport Road for \$697,500.

NEW CAR DEALERSHIP APPROVED – AND COMMUNITY INVESTMENT IN CAMPBELL RIVER

Council approved a major development permit application for Steve Marshall Ford to relocate from their current location downtown to the southwest corner of the Island Highway and Woodburn Road. The development includes a new building to house vehicle service areas, offices and the showroom. This proposal is consistent with the direction provided in the Official Community Plan and zoning bylaw. Additional 2015 investment in Campbell River included York Machine Shop's major expansion with construction of a new industrial shop and administrative building. Improvements to Meredith and Vigar roads are being constructed, and great effort has gone into preserving mature trees surrounding the site. Discovery Chiropractic was also beginning development of a new location on Dogwood St., and Dairy Queen and New Horizons had development permits approved to undergo construction in 2016. A new location was proposed for Dairy Queen on Dogwood St. and New Horizons was expanding their existing facility.

NEW APPROACH FOR ECONOMIC DEVELOPMENT AND TOURISM

After a review of Campbell River's economic development function, the City began the process of changing how economic development and tourism services are delivered. Council and the economic development board determined that bringing economic development into City operations would create a more efficient and coordinated effort for community development. In early 2016, Council will review options to develop a structure and strategy for an expanded focus on tourism that builds on past efforts and will set the direction for effective tourism marketing and promotion of our community. **The City extends a sincere thank-you to board members and the economic development and tourism staff who have continued to deliver services during the transition period.**



MURAL BRINGS SEA LIFE DOWNTOWN THROUGH CONTINUING FACADE IMPROVEMENT PROGRAM

The BC Centre for Aquatic Health Science chose a mural project to commemorate their 10th anniversary in Campbell River. The beautiful 550-square foot ocean odyssey mural was unveiled at a ribbon-cutting ceremony in the fall, and has brought the sea life of Discovery Passage to one of downtown's most prominent facades, the rounded wall on the Pallan Group building at 871 Island Highway. The project was made possible through community fundraising and by the City's Facade

Improvement Program, which will also support makeover funding for Mom's Book Bin, with construction scheduled for early 2016.

The program is designed to encourage business and building owners to invest in upgrades, creating a more interesting and appealing streetscape to attract more people and businesses to the downtown core. The successful 2014 program granted funding to Ridgerider, the unit at 990A Shoppers Row, which now houses Needle & Arts, and the office building at 1170 Shoppers Row.



CITY INITIATES DOWNTOWN MUNICIPAL BROADBAND NETWORK

Campbell River applied to the Island Coastal Trust for a \$50,000 economic grant to complete infrastructure upgrades to support a municipal broadband network in the downtown core that would allow organizations near the network to access more affordable enterprise level Internet service. Affordable access to enterprise level Internet is a priority prerequisite for businesses considering investment in municipalities outside large urban centres. Non-profits, governments, schools and businesses working in research, digital technology and creative industries typically require high speed and high volumes of Internet access. Municipal-owned networks enable participation in international and regional commerce and communication, provide hosting opportunities for services such as data centres, and allow companies to recruit new employees who can telecommute without physically relocating. The estimated cost to complete the existing enterprise level Internet network downtown is \$100,000. Models similar to what is proposed for Campbell River have been successfully implemented in Coquitlam, Kelowna, Kamloops, Grand Forks, Kootenay Regional District and New Westminster.

MORE AIRPORT OPTIONS FOR HIGH-SPEED INTERNET

Airports tenants and the industrial properties surrounding the Campbell River Airport (YBL) were offered more options for high-speed Internet access to support their business. TELUS connected their enterprise level network to the Campbell River Airport earlier in the year, and Shaw Communications connected their high-speed broadband Internet to the airport lands at the end of September. North Island Communications will act as the service provider to distribute high-speed Internet access to airport tenants.



NEW AIRFIELD LIGHTING INCREASES LANDING SAFETY IN FOG

The new low-visibility lighting system at the Campbell River Airport (YBL) was completed in the spring. The lighting system will permit more planes to land during foggy conditions.

PUBLIC FEEDBACK ON CEMETERY UPGRADE

An open house in December welcomed public comment on potential new cemetery design concepts. The attendees were very supportive of the expansion of Elk Falls Cemetery and proposed interment options which include green burial, standing markers and landscaping enhancements to the existing burial areas. Staff were to present final design concepts for Council's consideration in February.

VIEWING PLATFORM FOR DICK MURPHY PARK

A viewing platform at the north end of Dick Murphy Park will be rebuilt as a replica of the previous structure and make use of the existing pilings. Estimated construction cost is \$45,000. The previous platform was in disrepair and removed for safety reasons in January 2015. The existing steel piles were left in place to support a future platform. Funding of \$25,000 was approved for the design and engineering of a re-built platform, with the contract for this work awarded to Onsite Engineering.



ROBRON ARTIFICIAL TURF

Construction of the artificial turf field at Robron Park was completed under budget, with funds available to install new pathway lights for extended, safer park use. The field will be available for booking in January 2016. The project required no borrowing and was entirely funded by the Community Works Fund (through the Federal Gas Tax) and previously accumulated City Parks Parcel Tax funding. The artificial turf field at Robron Park supports youth, families and recreation in Campbell River, with the added benefit of attracting more tournaments to our community.



LIFT STATION #11 UPGRADES

Upgrades to the lift station located at 1490 Hwy 19A are underway to improve the sewage collection system. Ridgeline Mechanical Limited was awarded the \$300,167 contract for this work, fully funded from sewer reserves.



FORESHORE RESTORATION AT FRANK JAMES PARK

The beach along Frank James Park is now easier to reach and better protected from winter wave erosion, thanks to shoreline restoration work. The parks department continued waterfront restoration done last year in front of the Sybil Andrew Cottage, moving north along Frank James Park to the Highway 19A-Hilchey intersection. Adjustments and re-paving of the seawalk were included in the restoration work.

MARYLAND NEIGHBOURHOOD PARK AND PATHWAY

The parks department turned an undeveloped trail into a 100-metre paved walkway lined by 26 deciduous trees that links Jubilee Parkway to a neighbourhood park in the Maryland area.



WATER SUPPLY PLANS: TREATMENT FACILITIES AT LAKE PUMP STATION



The City's new water supply project has evolved to include a single water facility that will house a pumping station as well as all water treatment processes adjacent to John Hart Lake. This facility will supply community water along the newly constructed water transmission lines down Highway 28. This project, funded 75 per cent by BC Hydro, will provide an improved, more secure and more reliable water supply system to meet the community's needs well into the future. The new drinking water source is scheduled to be operating in fall 2017, before the existing BC Hydro penstocks are removed as part of the John Hart Generating Station replacement project (valued at more than \$1 billion). Campbell River's water system distributes water for domestic, commercial and industrial use as well as fire protection via watermains running throughout the community and to customers on local First Nations reserves and in a portion of Area D in the Strathcona Regional District.

PULLING TOGETHER ON BEAUTIFICATION PROJECTS

City grants were approved for a number of projects to enhance commercial areas in Campbell River. The Campbellton Neighbourhood Association used a \$10,000 grant for banners and a community garden. The Downtown Business Improvement Association received a \$2,650 grant for pressure washing downtown sidewalks. The Pier Street Association planned to use their \$10,000 for mural lighting, landscaping and recycling containers in 2016. The Willow Point Business Improvement Association will use the \$10,000 grant to hang 35 banners on lamp standards in the Willow Point area in spring, fall and winter, with some left in place over summer when the Arts Council, Shoreline Arts and City banners are displayed. The society will also re-landscape the two garden beds located at Ken Forde Park, which marks the entrance to the Willow Point area. Notification of these partnership plans was published in the local newspaper.



Photo courtesy of John Twigg

REPAIR CAFÉ SUCCESS

Campbell River's first-ever Repair Café drew 30 people with 40 items for fixing. The Campbell River Repair Café featured volunteer fixers, who showed people how to repair their items (with a 90 per cent success rate), Busy Bees childminding helped out parents with kids in tow, and a concession was run by the Seniors Centre. The event was held in partnership with the Comox Strathcona Waste Management, and the City's staff green team and recreation department. Repair Café is a worldwide movement to reduce waste that goes into landfills. The first one was held in Amsterdam five years ago, and 750 Repair Cafes worldwide so far have prevented 13,500 items from ending up in landfills.

NEIGHBOURHOOD DRAINAGE IMPROVEMENTS

The City has been working on long-term drainage issues in the Willis Road and Holly Hills areas. Around Willis and Petersen, culverts were replaced and ditches were repaired. In the Holly Hills area, the City has installed an underground storm drain system along Park and Ebert roads to the river.



**CITY, COMMUNITY PARTNERS
CLEAN UP ESTUARY**

An area of the Campbell River estuary that had become an unauthorized storage area for derelict boats, abandoned wharves, floating debris, logs and garbage was cleaned up in February thanks to the commitment of a number of community partners. With the assistance of the Tyee Club and the City, Van Tine & Associates and Dick Sumner successfully removed these items from the estuary's south shore. The Campbell River Indian Band and Comox Strathcona Waste Management also provided support to complete the cleanup. The cleanup will result in significant benefits to the environment and fisheries.

**2015 CAMPBELL RIVER
WATERSHED CLEANUP**



Campbell River's annual watershed cleanup at the end of September collected more than 52,000 kg or 52 metric tonnes of refuse from the watershed. Big thanks to all the volunteers, who were supported by various City of Campbell River departments and Comox Strathcona Waste Management, for their efforts to remove garbage from the community watershed to protect this vital resource.

**NEW TREES BRING EVEN
MORE COLOUR TO SPIRIT
SQUARE**

Thanks to grant funds of \$4,000 from the BC Hydro-Tree Canada Partnership Foundation, the parks department was able to plant trees that are approximately the same dimension as the ailing Honeylocust trees that were removed from Spirit Square. The new trees, October Glory (red maple) and Black Tupelo (black gum), are hardy, drought-resistant species that provide good shade, require less maintenance and withstand strong winds. They have dark green leaves in the spring and summer and display vibrant yellow, red, orange and purple in the fall.



Campbell River estuary before and after cleanup

TALKING TREES: URBAN FOREST MANAGEMENT PLAN 90% COMPLETE

Participants at an open house in November helped sow the seeds of Campbell River's future urban forest. The City and Greenways Land Trust have been working together to develop an urban forest management plan that was supported by public feedback. The first phase of Campbell River's Urban Forest Management Plan was completed in May 2015, and included a tree canopy inventory. Public feedback was provided on the draft second phase of the plan, which establishes guidelines and actions to preserve and enhance the local urban forest, including potential plans for canopy cover growth, new tree planting, tree health and maintenance and tree protection. Campbell River's trees, vegetation and soil contribute to the urban forest, providing a wealth of social, economic and environmental benefits to the people who live here. The Urban Forest Management Plan aims to ensure these important assets are valued appropriately relative to other forms of civic infrastructure and to keep these natural assets thriving in an urban setting through ongoing planning, maintenance and monitoring.

FIRST-EVER BUS2WORK WEEK

Campbell River geared up for another way to get around town and a chance to win a prize with the first-ever Bus2Work Week. Following on the success of Bike to Work Week, BC Transit and the City of Campbell River proclaimed the inaugural Bus2Work Week to encourage Campbell River commuters to leave their cars at home for the week, and take the bus instead.



People riding the bus June 1 to 7 received a scratch-and-win ticket with each ride – and a chance to win one of seven free monthly bus passes for use in the Campbell River Transit System.

The inter-urban connection in Area D and to the Comox Valley expands the reach for riders who need to travel beyond city limits.

In 2014, the City of Campbell River's Youth Action Committee produced a video (available on the City's YouTube channel) outlining the benefits of riding the local transit system.

With more than 600,000 rides taken on the local transit system every year, Campbell River consistently makes the most use of transit services among similar-sized communities in B.C.

FIRE FIGHTERS IN PINK FOR BREAST CANCER AWARENESS

In October, members of Campbell River's Fire Rescue crews once again swapped their navy blue uniforms for bright pink T-shirts and put a pink ribbon on fire vehicles to raise awareness and show support for the fight against breast cancer. Fire fighters exposed to carcinogens and other chemicals while on the job are disproportionately diagnosed with breast cancer – just one of many cancers linked to the work fire fighters do.





**LONG-TERM
FINANCIAL STABILITY**

In December, Council endorsed the 2016 budget with a 2.45 per cent property tax increase. A number of new initiatives implemented in the 2016 financial planning process provide a strong foundation for the City to continue to provide services and amenities to citizens, while maintaining financial stability in the short and long term.

The 2016 financial planning process focused on a long-term financial stability and resiliency program that funds base services, enhances services and invests in infrastructure while maintaining ongoing stable tax increases in the 10-year plan. (Campbell River was the first community in British Columbia to adopt a 10-year financial plan, building on the provincially-legislated five-year plan.) Also, a newly developed reserve policy ensures efficient use of resources and funding for emergent issues and ongoing infrastructure funding.

**INTERNATIONAL STUDENTS
IN LOCAL SCHOOLS**

Mayor Andy Adams helped promote School District 72 and recruit students from China in local high schools in 2015. The City signed an agreement in Taipei two years ago that has resulted in Taiwanese students attending high school in Campbell River for a full year each year. Dozens of international students in our community represent an average economic impact of \$30,000 per student.



**ONLINE REGISTRATION
ON THE WAY!**

A new way to register for recreation programs is coming to Campbell River. Along with in-person and telephone registration, people will be able to register online in late 2016. Online registration will be available anytime from home computers, tablets and smart phones, and will offer features such as browsing program options, receiving email updates and much more.

The City and five other local governments (Strathcona Regional District, Town of Comox, City of Courtenay, Comox Valley Regional District and Port Alberni) are partners in the purchase, which saves each local government approximately half the cost for this new system.



Photo courtesy of Strathcona Photography



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